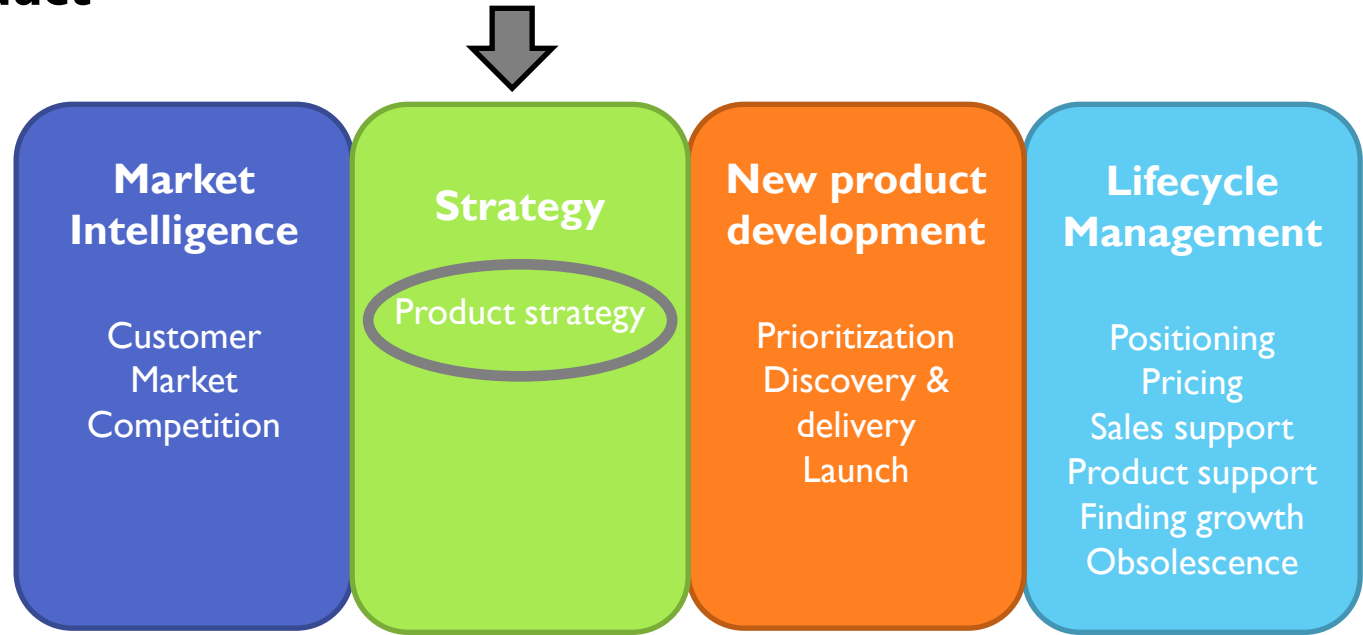




Product management 101

Product strategy

The work of product management



A photograph of two men playing chess on a park bench. An older man in a white jacket and cap is on the left, and a younger man in a white hoodie is on the right. They are both focused on the chessboard. A green callout box with a white arrow points from the word 'Strategy' to 'Product strategy' on the chessboard.

Strategy

Product strategy

We'll talk about...

- The basics
- Why do a product strategy
- Product vision and objectives
- Finding our best strategic options
- Tracking our product strategy



A **product vision** states how the world will be a better place if we succeed

Product objectives are specific, measurable goals which track progress to meet our vision

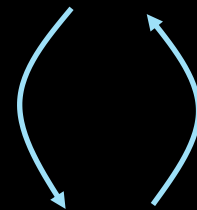


A **product strategy** is our plan –
our specific steps – to meet our
vision and objectives

Our path to customer value,
enduring competitive advantage,
and year-after-year profitability



Company strategy



Product strategy



We typically do product
strategy at a **product-level**
or **portfolio-level**
or both

Connect your fleet. Automate your operations.

120,000+ companies — from small businesses to Fortune 500 enterprises — use Motive to transform the safety, productivity, and profitability of their operations.

[Get started](#)
[Get a tour](#)

▶ Discover what Motive can do (30 sec)



Product-level
strategy

Portfolio-level
strategy

Compliance

Driver
safety

Tracking
and
telematics

Shared platform functionality

Vehicle cameras and engine connectivity



We'll do this work with a **team**...

Product manager

Engineering leader

Product designer

And potentially...

Marketing representative

Finance analyst

Corporate strategy person

Other



Why do a product strategy?

Helps us **focus**

Saying “yes” to the right things

Saying “no” to the rest

Guides **all our work**

New product development

Positioning and pricing

Our search for growth



Why do a product strategy?

Gives us **impact**

Customer delight, long-term competitive advantage, year-after-year profitability

Our chance to **build the future** we envision

Innovate and be bold



A **product vision** states how the world will be a better place if we succeed

Should be **ambitious** and **compelling**

2 to 3-year time horizon is appropriate for most products

Every family has a story.

They turned challenges into triumphs and hardships into opportunities—discover your ancestors' incredible journeys.

Get started



Find a photo of
your grandmother
as a little girl



Get insights from your DNA, whether it's yo

Product vision

- We want to provide the world's most meaningful and insightful ancestry DNA service, helping people to discover the story - buried deep in their DNA – of what led to them, who they are, and where they come from



Product objectives are specific, measurable goals which track progress to meet our vision

Should support our corporate objectives

Pick 2 or 3

- **Key areas:** Customer value, competitive advantage, and revenue/profit

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Product vision

- We want to provide the world's most meaningful and insightful ancestry DNA service, helping people to discover the story - buried deep in their DNA – of what led to them, who they are, and where they come from

Product objectives

- Earn the industry's highest net promoter scores (NPS)
- Be the worldwide market share leader in ancestry DNA testing by end 202X
- Make >\$400M annual revenue by end 202X



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Product strategy

4 steps

I

Review goals and insights

- Product vision and objectives
- Customer, market, and competitive analysis
- Technology evolution



Product strategy

4 steps

2

Find our best strategic options

- What are the **big steps** we can take to meet our product vision and objectives?

No magic formula!



Product strategy

4 steps

2

Find our best strategic options

2a

Start with **customers** and **markets**

- *Important customer needs not met today?*
- *New emerging markets?*



Product strategy

4 steps

2

Find our best strategic options

2b

Think **competition**

- *Are there ways we can amplify our competitive advantage?*
- *Big competitive threats that we need to answer?*



Product strategy

4 steps

2

Find our best strategic options

2c

What about **technology**?

- *Are new technologies opening new opportunities?*
- *Disruptive technologies coming our way?*



Product strategy

4 steps

2

Find our best strategic options

2d

Consider **revenue, profit, and business models**

- *Can we try new business models or new go-to-market models?*
- *Can we reduce our costs?*
- *Tough internal problem/gaps we should address?*

Every family

They turned challenges in hardships into opportunities
ancestors' incredible journey

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Get insights from y

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Opportunity

Our customers also want information on inherited health characteristics (diabetes, cancer, baldness...)

Solution

Offer Health DNA testing



Product strategy

4 steps

3

Evaluate and compare our options

- *Does this option benefit our customers?*
- *Does it help us meet our product vision/objectives?*
- *What investments are needed? (engineering time, money, skill or knowledge gaps to fill)*



Product strategy

4 steps

4

Choose 1 to 3 to take forward

- Our “yes” focus areas
 - High priority to test, refine, act, and track
- Say “no” or “not now” to the other options



Product strategy

4 steps

- 1 Review goals and insights
- 2 Find our best strategic options:
 - Customers, markets
 - Competition
 - Technology
 - Revenue, profit, business models
- 3 Evaluate and compare our options
- 4 Choose 1 to 3 to take forward



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| Vision | Objectives | Goal this year | Goal next year | Actuals | | | |
|--------|------------|-------------------|-------------------|---------|----|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

| Vision | Objectives | Goal this year | Goal next year | Actuals | | | |
|---|---|--|--|-------------------|-------------------|----|----|
| | | | | Q1 | Q2 | Q3 | Q4 |
| We want to provide the world's most meaningful and insightful ancestry DNA service, helping people to discover the story - buried deep in their DNA – of what led to them, who they are, and where they come from | Earn the industry's highest net promoter scores (NPS) | Net promoter score (NPS) of >64, and higher than 23andMe | Net promoter score (NPS) of >66, and higher than 23andMe | 65 (23andMe = 58) | 65 (23andMe = 65) | | |
| | Be the worldwide market share leader in ancestry DNA testing by end of 202X | #1 market share in ancestry DNA testing | #1 market share in ancestry DNA testing | 42% (#1) | 44% (#1) | | |
| | Make >\$400M annual revenue by end of 202X | \$300M revenue | \$340M revenue | \$68M | \$77M | | |

Not real data!

The world's most meaningful and insightful ancestry DNA service

Owners and collaborators

TB

Assigned team

+ Assign to team

Planner

Timeline

Plan details

Reorder plan

Add focus area

The world's most meaningful and insightful ancestry DNA service

On Track

The world's most meaningful and insightful ancestry DNA service

TB

Dec 31, 2027

73%

On Track

Earn the industries highest net promoter scores (NPS)

TB

Dec 31, 2027

65.00

66.00

93%

On Track

Be the worldwide market share leader in ancestry DNA testing by the end of 202X

TB

Dec 31, 2027

44%

44%

100%

Achieved

Make >\$400M annual revenue by end of 202X

TB

Dec 31, 2027

\$287,000,000

\$400,000,000

27%

On Track

Get Started

3

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A photograph of two men playing chess on a park bench. An older man in a white jacket and cap is on the left, and a younger man in a white hoodie is on the right. They are both focused on the chessboard. The background is slightly blurred, showing other people and trees.

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