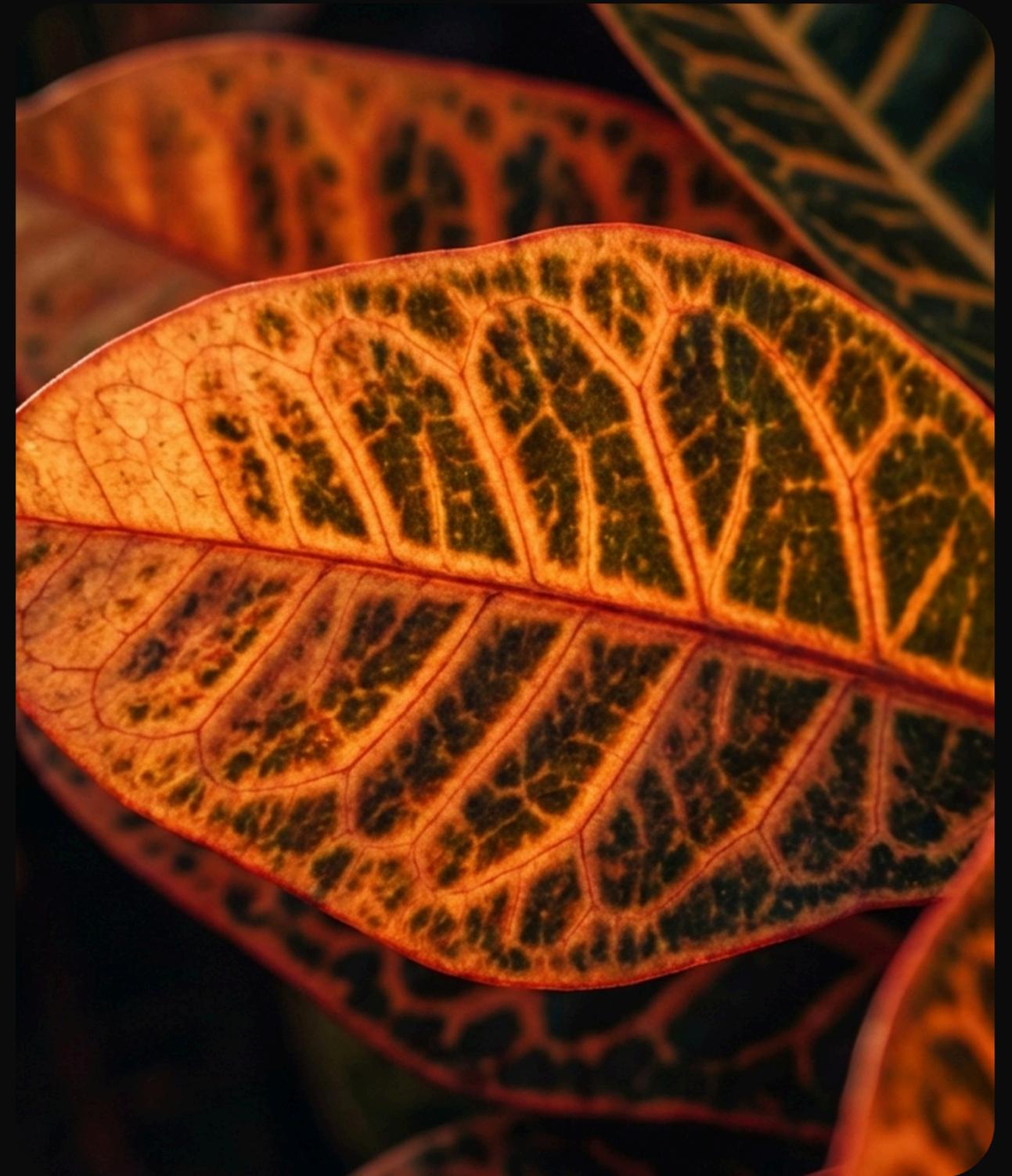# Product Practice Framework

Strategy | Prioritisation | Roadmapping | Experimentation | Validation | High Performance

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Contents

*Your roadmap
through the framework*

01 Framework Overview

02 Observability & Metrics

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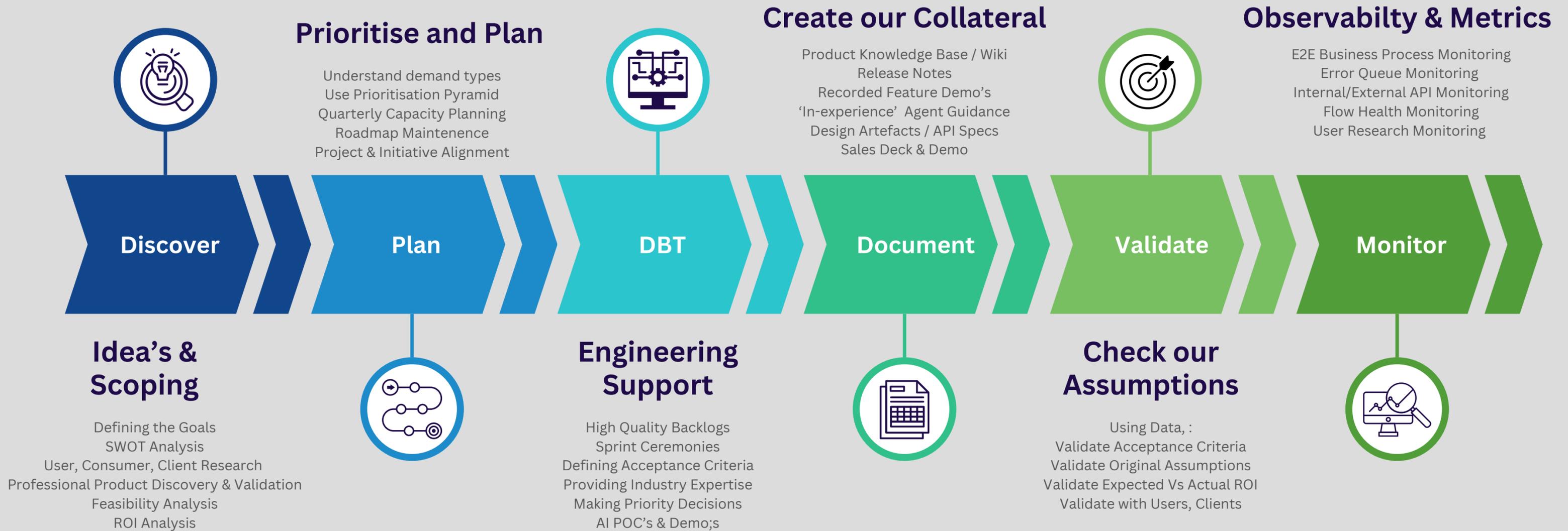
06 Stakeholder Mgmt

07 Strategic Roadmapping

08 A/B Testing

09 Validation

10 High Performing Teams

01 | Product Framework Overview

Prioritise and Plan

Understand demand types
Use Prioritisation Pyramid
Quarterly Capacity Planning
Roadmap Maintenence
Project & Initiative Alignment

Create our Collateral

Product Knowledge Base / Wiki
Release Notes
Recorded Feature Demo's
'In-experience' Agent Guidance
Design Artefacts / API Specs
Sales Deck & Demo

Observabilty & Metrics

E2E Business Process Monitoring
Error Queue Monitoring
Internal/External API Monitoring
Flow Health Monitoring
User Research Monitoring

Discover → **Plan** → **DBT** → **Document** → **Validate** → **Monitor**

Idea's & Scoping

Defining the Goals
SWOT Analysis
User, Consumer, Client Research
Professional Product Discovery & Validation
Feasibility Analysis
ROI Analysis

Engineering Support

High Quality Backlogs
Sprint Ceremonies
Defining Acceptance Criteria
Providing Industry Expertise
Making Priority Decisions
AI POC's & Demo;s

Check our Assumptions

Using Data, :
Validate Acceptance Criteria
Validate Original Assumptions
Validate Expected Vs Actual ROI
Validate with Users, Clients

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02

Observability & Metrics

You can't improve what you don't measure. Observability is a product discipline, not just an engineering one.

E2E Business Processes
Monitor critical business flows end-to-end for failures and degradation.
Use event taxonomy to map and measure product effectivness.

Failure Mode Monitoring
Track error volumes, types and trends to catch systemic issues early.
Think about points of failure, load bottlenecks, excessive latency, misconfiguration.

Internal/External API
Monitor API health, latency and failure. rates across all integrations, in real-time.
Use Tools like Datadog aggregate monitoring - set key metrics.
Keep up to date API Specs.

Revenue & Cost Monitoring
Track ARR, MRR, Churn Rate, Customer Lifetime Value, set KPI's.
Offset Customer Acquisition, Hosting, Engineering & Product marketing Costs.

User Research Monitoring
Continuous feedback loops from real users to validate product decisions.
Use tools like Pendo, Mixpanel to get valuable insight into how users interact with your product

DBT Document & Validate
Data pipeline quality monitoring and automated test validation.
Think in terms of data ingestion, transformation, anomaly detection.

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03 | Discovery & Research
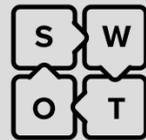### *Understand before you build*

Define the Goals

What outcomes are we trying to meet?

How do the outcomes tie into our strategic goals?

How will we measure success?

IMPORTANT - are we all aligned on the goals?

SWOT Analysis

What gives us an edge over our competitors? What unique capabilities do we have?

What forces are impacting our bottom line?

What opportunities can we capitalise on?

What threats do we need to defend against?

User & Client Research

Qualitative interviews, surveys, and usage data to validate real pain points.

What problem does our product solve?

Who are our customer persona's, what are they trying to accomplish?

How usable and effective is our product in solving the problem?

Feasibility Analysis

Asses technical, commercial and operational feasibility before committing resources.

What is the market viability for this product? What are the market trends?

What tech, resources, and budget do we need, what do we NOT know?

ROI Analysis

Model expected return - quantify value before placing bets on the roadmap.

What are the total costs we will incur? Both implementation and maintenance?

How will we monetise the product? What is the forecasted ROI and over what time frame? What the pessimistic vs optimistic view?

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04 | Developing the Strategy

Customer Experience
- Create your customer persona's
- Understand customer needs, back with data
- Map detailed customer journeys
- Utilisation of Automation and AI

Product Led & ROI Growth
- Create viral products - offer immediate value
- Use tools like Amplitute to understand your acquisition, activation and retention funnels.
- Good products sell themselves.

Product Performance & Reliability
- Initiatives to improve usability or efficiency
- Optimising existing functionality for speed and reliability
- Resource utilisation optimisation

Cost to Operate & Serve
- Focus on identifying inefficiencies and on driving operational excellence.
- Leverage technology to free up human capital
- Use data analystics to inform decisions

Geographic / Market Penetration
- Engage market experts, conduct thorough market research
- Forge partnerships with local partners
- Tailored product offerings
- Set up Testing & Feedback loops

Strategic Foundations
- Align clients & internal stakeholders early
- Clear, measurable strategic goals
- Goals drive roadmap, not vice versa
- Validate assumptions with data
- Review & evolve quarterly

05 | Micro Prioritisation Formulas

RICE Scoring Method

Impact

Confidence

Reach

Effort
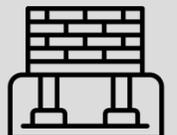
Regs and Compliance Mandatories

([% of affected Portfolio] X Financial Impact X Reputation Impact) / (Size + Complexity)

Contractual Obligations & Growth Enablement

([Customer Growth unlocked] X Importance X Urgency) / Cost / Constraints
OR ([£ Cost of Risk Potential] X Urgency) / Cost / Constraints

Cost to Serve & OPEX Enhancements

([Projected FTE Saving] X Importance X Urgency) / Cost / Constraints

Front Door Items, Stabilisation, Optimisation

([Projected FTE Saving] X Importance X Urgency) / Cost / Constraints
OR ([£ Cost of Risk Potential] X Urgency) / Cost / Constraints

Bugs & Technical Debt

Reach, Impact, Confidence, Effort, Prioritisation Model - See here

06 | Stakeholder & Client Management

Regulatory & Compliance

Non-negotiable mandated changes — must be in roadmap immediately

Contractual Obligations

Client contracts and migration commitments — high urgency and visibility

Front Door Requests

Client-specific asks that come through sales or account management

Internal Enhancements

Cost reduction, technical debt, and operational improvements

Establish a 'Front Door'

All requests enter via a single controlled intake process. No back-channel roadmap changes.

Macro filter set

Every request is assessed against the macro prioritisation pyramid before detailed scoping.

Communicate transparently

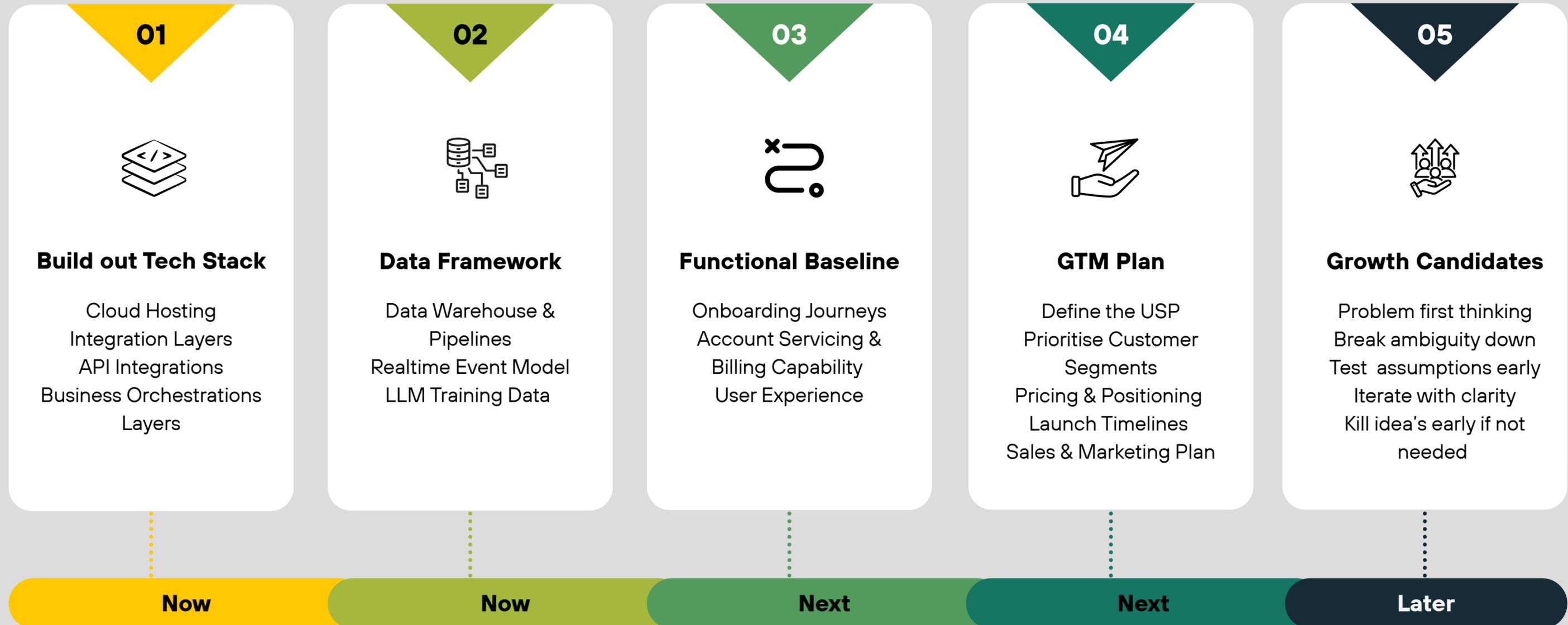Regular roadmap reviews with clients. No surprises. Use data to defend decisions.

Client Vs Product Roadmap

Clearly separate client-specific work from platform investment to protect strategic capacity.
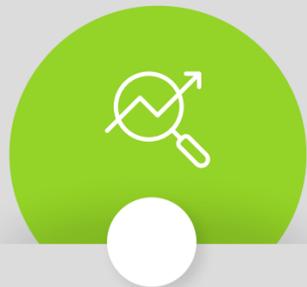
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07 | Strategic Roadmapping
Translating the strategy into a sequenced delivery plan

01

Build out Tech Stack

Cloud Hosting
Integration Layers
API Integrations
Business Orchestrations
Layers

02

Data Framework

Data Warehouse &
Pipelines
Realtime Event Model
LLM Training Data

03

Functional Baseline

Onboarding Journeys
Account Servicing &
Billing Capability
User Experience

04

GTM Plan

Define the USP
Prioritise Customer
Segments
Pricing & Positioning
Launch Timelines
Sales & Marketing Plan

05

Growth Candidates

Problem first thinking
Break ambiguity down
Test assumptions early
Iterate with clarity
Kill idea's early if not
needed

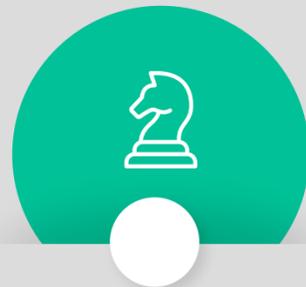| Now | Now | Next | Next | Later |

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08 | A/B Testing & Experimentation

Form a Hypothesis

Define what you expect to change and why. Tie to a specific metric.

01

Define Success

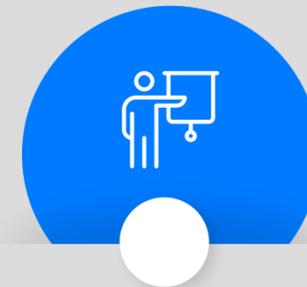Set your primary metric + guardrails before the test begins.

02

Design the Test

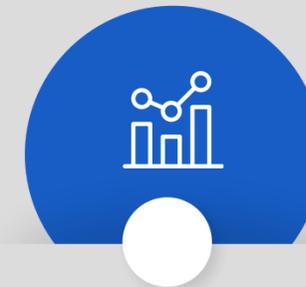Split audiences, define variants, set sample size and duration.

03

Run & Monitor

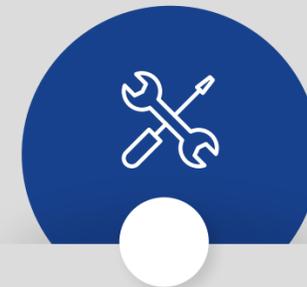Watch for novelty effects, data quality issues and external factors.

04

Analyse Results

Statistical significance, practical significance, and segment analysis.

05

Decide and Learn

Ship, iterate, or kill. Document findings for future discovery.

06

⚠ **Common Failure Mode:** *Starting the test without a pre-defined hypothesis or minimum detectable effect. Data collected before defining success criteria is almost always post-rationalised.*

09

Product Validation

Did we build the right thing — and build it right?

Are we seeing the customer satisfaction we expected, is the Roi we forecasted feasible?

Validate Acceptance Criteria

Test against the criteria defined in discovery. No scope creep assumptions. Be specific and clear

Ideally, use measurable criteria, and focus on the value delivered/or not. Review regularly and update.

Validate Original Assumptions

Return to discovery docs, examine the assumptions - did the real world match our hypothesis? - Market Landscape, Competitor nalysis.

Apply 'What if'? thinking, refine and iterate the Prototype

Validate Expected vs Actual ROI

Measure the outcomes you committed to. Be honest about the delta.

How does it compare to the optimistic, realistic, and pessimistic projections we made? Are we incurring any extra costs we did not forecast for?

Validate with Users & Clients

Qualitative sessions (User Groups) & quantitative data (surveys, usage data) to close the feedback loop.

What did the A/B test tell us? Did we get the 'Ideal Customer Profile' right?

⚠ Common Failure Modes:

1. *Delaying the validation and missing the opportunity to get early feedback*
2. *Using data selectively to reinforce biased assumptions*
3. *Testing only with friends and colleagues, asking leading questions during user research*
4. *Overestimating the customers/clients willingness to pay*
5. *Over Engineering the prototype*
6. *Forgetting to validate continuously*

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Creating High Performing Product Engineering Teams within a psychologically safe environment

An Operating Model / Framework to use

Using some of the concepts summarised on previous slides, the **Product Operating Manual** describes, in detail, the steps Product take as part of SDLC to **discover, refine, plan, assess value, build, deploy, and validate value** we are trying to build into the product. (Write this in the first few weeks, with input from whole team).

Clear & Concise Objectives (With Measures)

Use a set of 'Universal' **Product Objectives** which directly correlate to our agreed operating model, for all Product roles, including one's own. The idea being, if **each person meets the minimum standards** laid out in the objectives, we become **greater than the sum of our parts.**

The 5 Dysfunctions of a Team

I am a strong advocate of Patrick Lencioni's book 5 Dysfunctions of a Team and I use that thinking on a day to day basis to **build trust** in the group, promote **healthy conflict**, tease out **group commitment**, improve peer-to-peer **accountability**, and our collective **attention on the results** we're trying to achieve. These principles drive my thinking.

Emotional Intelligence

Whilst models like Myers Briggs are useful approximations for different personality types, recognise each individual has differenent strengths and at times require different approach. The key fundamentals therefore are a)**listening**, b)**being authentic**, c)**being transparent**

You can be repeatedly successful in creating high performance Product teams by blending **psychological safety**, **creating belief** around the agreed plan, and a leading with a **servant-leader mentality.**

The basis for this is setting **clear objectives** for the whole team, working to an **agreed and evolving operating model**, **addressing dysfunctions**, and then using **emotional intelligence** on a day to day basis to lead and support the entire Product community.

These foundations are critical for managing **remote**, **hybrid cross functional** teams, but are just the easy part.

The harder part is then keeping people **motivated**, **happy**, **focussed** on a day to day basis, **making time** for everyone, and recognising when someone needs a **shoulder to lean on.** No easy answers here, just **time**, **dedication**, and **being human.**