Vision and Strategy Analysis  
for

*Product Name*

**By**  
***Author's Name*  
Product Manager: *Name***

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| Template History |

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| **Rev. #** | **Date of change** | **Name of person making change** | **Description of Change** |
| 1.0 | 27-JAN-29 | Ashley Eckhoff | Initial public release. |
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| 4.0 |  |  |  |
| 5.0 |  |  |  |

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| Revision History |

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| 3.0 |  |  |  |
| 4.0 |  |  |  |
| 5.0 |  |  |  |

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| Executive Summary |

*The executive summary should be a copy of what you’ve put down in the Conclusion. This should be the* ***LAST*** *section filled out in the document. Feel free to include any relevant information from other sections of the Vision and Strategy Analysis, but keep it brief. This is a one-paragraph summary of the recommendation and any major background supporting data.*

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| Background Information |

*The meat of the Vision and Strategy Analysis document begins here. This section should give all of the background information needed to establish the foundations for your vision and strategy. Basically, we want to explain at a high level the following:*

* *What the product is*
* *What the product does*
* *The product revenue and license count*
* *Any workflows or procedures that the product is commonly used within*

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| Product Vision |

## Industry Boundaries

### Core Market

*This section should include a description of the core market or markets for the product. These are the “bread and butter” customers of this product. Explain whether the set of customers has been static or if it is changing. Explain why the product is important to this particular set of customers.*

### Current Industries/Application Areas

*This table should list the various industries that the product is currently used in and the adoption level of the product in those industries. The Adoption Level should be one of “Low”, “Medium”, “High”, or “Unknown”.*

|  |  |
| --- | --- |
| **Industry or Application Area** | **Adoption Level** |
|  | Low |
|  | Medium |
|  | High |
|  | Unknown |
|  |  |

### Market Clout/Importance

*What is the relative financial importance of the product and the applied industry segments or application areas to your business?*

### Business Relation

*How closely related are the business needs of the core market of this product to the business needs of other markets that your company competes in?*

## Product Vision

### Problem/Solution Introduction

*What are the main problems we hope to solve with this product at a high level? How do we envision this product solving those problems?*

### Market Need

*Why are these problems important to solve?*

*What is the effect of these problems on the industry currently?*

### Projected Benefits

*What will the effect of solving these problems be for the industry?*

### Existing Solutions (External)

*Are there one or more products on the market that solve these problems already? If so, describe them here.*

### Existing Solutions (Internal)

*Are there other products in your current product suite whose boundaries intersect with this product/area? How well do they solve the market problems, or do they?*

## Business Vision

### Pipeline (short-term)

*What is the expected short-term sales pipeline for the product in the future?*

*If you’ve done a financial analysis of the impact of the possible product impact if your vision is achieved, describe that in detail here. Also list any key potential customers you’re going after with this product.*

### Pipeline (medium-term/long-term)

*Is there the possibility of increased pipeline in medium term? List any key potential customers for the medium-term.*

### Expanded Industries/Application Areas

*Similar to section 2.1.2, this table should list the various industries that the product might be used in in the future and the estimated level of investment necessary to get adoption in those industries. The Investment Level should be one of “High”, “Medium”, “Low”, or “Unknown”.*

|  |  |
| --- | --- |
| **Industry or Application Area** | **Investment Level** |
|  | High |
|  | Medium |
|  | Low |
|  | Unknown |
|  |  |

### Core Market Expansion

*What is the potential growth in core markets?*

### Non-Core Market Expansion

*Can we leverage the work done for core market in non-core/soon-to-be-core market?*

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| Product Strategy |

## Customer Strategy

### Existing Key Customers

*This table should list the key customers that currently use the product and the number of licenses they currently have purchased. It is assumed that key customers will be customers with either a high license count or high level of clout. Some customers have a level of clout that is not proportional to their license count or level of usage, so it makes sense to call that detail out here as well. Levels of clout in the table below should be “High”, “Medium”, and “Low” or “Unknown”.*

|  |  |  |
| --- | --- | --- |
| **Customer** | **License Count** | **Clout** |
|  |  | High |
|  |  | Medium |
|  |  | Low |
|  |  | Unknown |
|  |  |  |

### Key Customer Status

*How well are we solving our key customers’ problems? What is the status at these customers and are there additional medium term investments needed to support them?*

### Potential Customer Drivers

*Who are the potential key drivers in medium term? These should reflect the potential customers in the pipeline from sections 2.3.1 and 2.3.2.*

### Current Value Proposition

*What is your current value proposition? What angle do you use to sell this product?*

### Future Value Proposition

*What do you envision the value proposition being for this product in the future?*

### Workflow Support Analysis

*Go back to the workflows or procedures you described in section 1. Are you planning to support the entirety of each workflow or just a portion? Are there other parts of the workflow that you don’t support now that you plan to support in the future? Are there any portions of the workflow that are better suited to partners or 3rd party support?*

### Creative Solution Analysis

*Are there any creative solutions to the industry problems you’re targeting that might be solved “out of the box” from what you normally do? Have you looked at other areas outside of your core area, but within your industry for solutions? Are there any pieces of inspiration you can mine from nature, industry, mathematics, physics, philosophy, etc. for a creative solution? (In general, this section is hard to fill out and requires some real deep thought and research. However, you are encouraged to look for solutions in places you wouldn’t normally look. This is how many breakthroughs are made…)*

### Case Study

*If possible, describe a case where this product was sold effectively. What methods did the sales team use to sell the product? What were the obstacles to the sale? What was the main selling point? Who was the product sold to? What industry do they work in? How big was the deal? How is the relationship with this customer now?*

## Competitive Strategy

### Competitive Landscape (Broad)

*Who is your main competition in a broad sense? For example, is any company in your industry considered competition in this market? Are there companies outside your industry who can also be considered competition for this market?*

### Competition (Specific)

*Who is your main competition in a specific sense? What companies and products does your product compete directly against? Who are you likely to encounter in a sales engagement? Are these competing companies well-known and established, ore are there new players in the market?*

### Competitive Analysis

#### Advantages

*Compared to your each of your competition’s products, what do you do well? How large is your advantage?*

#### Drawbacks

*Compared to each of your competitor’s products, what do you compare poorly on? How large is their advantage? How badly are the drawbacks holding you back? Are there any holes in your product that are especially detrimental to the selling or adoption of your product?*

### Value Swap

*If your product provides large value in another area, can you maximize that area as a selling point and minimize the deficiencies? How likely is this to work as a sales strategy? Can you still sell the product effectively in spite of the deficiencies?*

## Product Confluence Strategy

### Outside Investment Leverage

*Can we leverage investments made in other product areas to service this area? If so, list those other investments and the areas they service here.*

### Inside Investment Leverage

*Likewise, can investments made in this area be of use to other product areas? If so, list those investments and the areas they might be useful in here.*

## Investment Strategy

### Critical Improvements/Upgrades

*Are there any critical requirements for evolving the existing product? Describe these at a high level in the following 5 sections.*

#### Architecture Upgrades

#### Performance Improvements

#### User Experience Improvements

#### Functional Improvements

#### Quality Improvements

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| Conclusion |

*Describe the recommended future direction here. The direction should be a distillation of all of the previous information. A reader of this document should be able to trace any recommendations here back to the supporting evidence, so feel free to reference information in the previous sections.*

### Investment Recommendations

*What level of cumulative investment in product upkeep is recommended for next X releases/years? List any recommended projects and their estimated associated cost. Use any units that are standard at your company. PM=Person Months in the table below.*

|  |  |
| --- | --- |
| **Project Description** | **Estimated Cost (pm)** |
|  |  |
|  |  |
|  |  |
|  |  |
| **TOTAL** | **XX pm** |

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| 1. Glossary of Terms and Definitions |

*Definitions of any nonstandard terms, etc. should be defined here. Make sure to document any acronyms you use above. Please do not assume that everyone knows what an acronym means.*

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| 1. Bibliography |

*Links to any relevant sources go here. These could be magazines, webpages, books, news sources, white papers, reports, etc. These might be repeated from above, but this just localizes them in one place for easy reference.*