PRODUCT COMMERCIAL PROCESS QUICK REFERENCE

COMMERCIAL ROADMAP

- Bridges to Product Roadmap, with high level details and delivery schedule; designed in service to customer facing teams

- Business justification represented for each feature update, detailing the customer/persona/vertical as the driving force behind what is being built

- Commercial purpose of development/enhancement is documented, i.e., increased revenue, vertical entry, audience expansion, competitive driver or tech optimization (if not commercial)

- Dedicated timelines for marketing deliverables and go-to-market execution for when product/feature is complete

- Set cadence and standard output, i.e. monthly meeting, webcast, establishing organizational expectation of ongoing update

SALES ENABLEMENT

- Sidecar vs Boxcar: Established routine for producing supporting materials that parallels the QA process, creating alignment and enabling prompt go-to-market

- Documentation of product/feature details to reinforce what has been communicated informally in meetings, allowing for individual/repeated consumption

- Creation of sales enablement for both internal and external audiences, e.g. Inside Sales, Acct Manager and position itemize features by vertical and personas for strategic selling

- Integration/production of collateral with purpose:
  - **Battlecards:** Product features and positioning by persona
  - **Competitive landscape:** Overview of players in the space detailed at the feature level
  - **Decks:** Feature specific and underpinned by value proposition and pain points addressed
  - **One pager:** Infographic style for easy consumption of sales and customers. Include positioning by internal function and external persona
  - **Thought leadership:** White papers, case studies and earned media on your product/release

CUSTOMER FEEDBACK LOOPS

- Inclusion of Sales and Customer Success, they hear firsthand what the customer wants and can translate into language that resonates with your organization

- Involvement of Product team in customer meetings to:
  - Eliminate telephone chain feedback
  - Help reinforce commercial purpose in what is built
  - Allow real time interpretation of articulated problem and translation to actual need

- Target personas through MVP releases; iterating with customers keeps them engaged and prevents rework

- Involvement of your most engaged users for behind the scenes feedback to expose gaps, and value points for selling

- Pursue and balance both direct and indirect feedback to surface ides to round out roadmap and maintain competitive advantage:
    - **Direct:** Includes customer meetings, product surveys, MVP programs
    - **Indirect:** Includes insights like product usage, CRM data analysis and AB testing

MVP AND BETA PROGRAMS

A multi-step process is required:

- **Step 1 - Audience selection:** Be deliberate including a wide cross section of your promoters and detractors to unearth gaps and opportunities

- **Step 2 - Design:** Set expectations, timelines, feedback loops

- **Step 3 - Define measurements:** Be specific and include regular update of progress as part of standard communications cadence

- **Step 4 - Diversification:** Understand how the same product/feature resonates across verticals and personas

- **Step 5- Evaluate:** Make a determination based on all data gathered and deliberate among a cross functional team