REMOTE
BY DESIGN

Product Management Services

Product Management Maturity Assessment

July 2020

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Product Management Maturity Assessment: Agenda

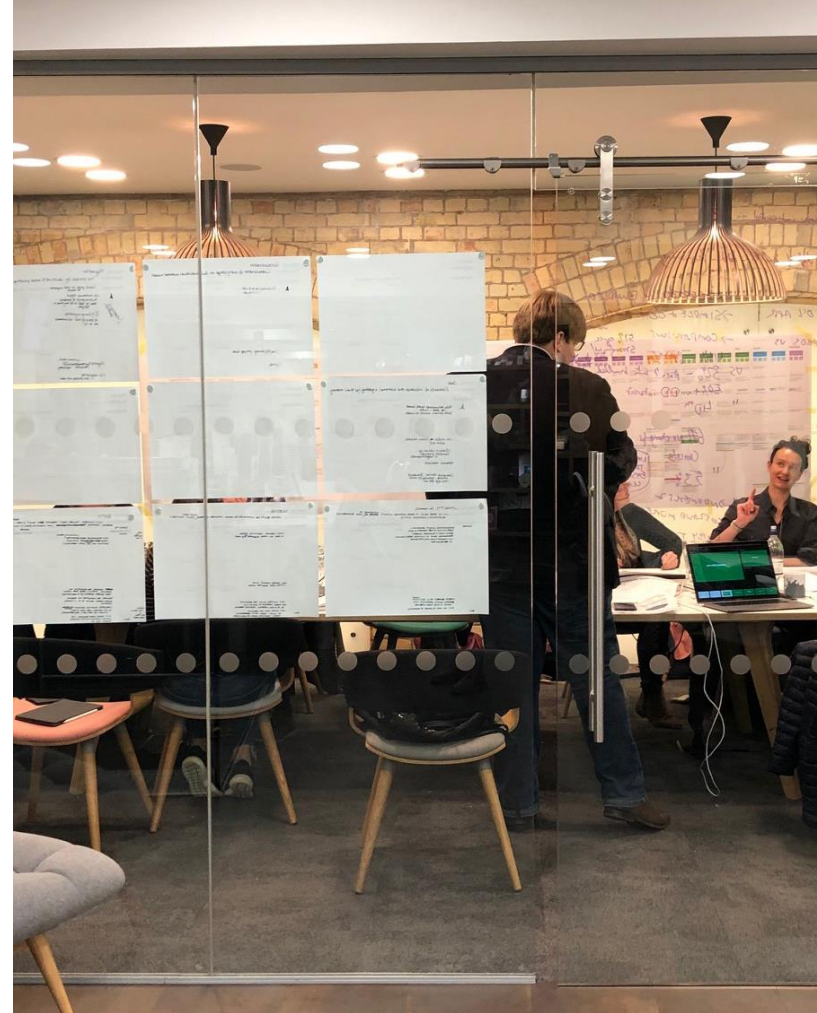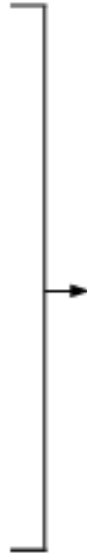|	
1	**OBJECTIVES & SCOPE**
2	**APPROACH & RESULTS**
3	**TEAMS, TIMELINES & FOCUS AREAS**
4	**OPERATING MODELS**
5	**COMMERCIALS & ASSUMPTIONS**
6	**SUCCESS STORIES**

Product Management Maturity Assessment: Assessment Objectives

Introduce Product Management Competency to Client Organizations

- Understand the organization's product management maturity levels

- Analyze individual qualifications of product managers and product owners, assess product management team's alignment with business objectives and organization's goals

- Validate product management team's ability to build successful products

- Get insights from the Assessment to inform next steps in product portfolio development

Product Management Maturity Assessment: Assessment Scope

- Assess product team members' product management competency

- Validate product mindset approach and methodologies used

- Analyze product management team's ability to manage product vision and strategy

- Review decision-making process and assess team's ability to manage roadmap

- Validate alignment between product team and business, assess communication strategy

- Review product artefacts and assess product managers' ability to leverage them in decision-making process

- Interview product management team members

- Read out of the assessment and draft the recommended next steps

Product Management Maturity Assessment: Assessment Approach

Step 1: Initiate

Review assessment objectives, current people's roles

Review products portfolio, business goals and objectives

Step 2: Assess

Assess critical qualification for product managers and product owners

Evaluate prior performance, interviews and peer feedback

Step 3: Validate

Validate feedback

Analyze qualitative and quantitative evaluations

Align product managers with products and portfolios

Step 4: Adjust

Provide assessment readout to stakeholders

Propose quick wins and long term plans

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Product Management Maturity Assessment: Facts Driven Results

PRODUCT MATURITY METRICS
- Vision and strategy management
- Roadmap management
- Release planning
- Stakeholder management
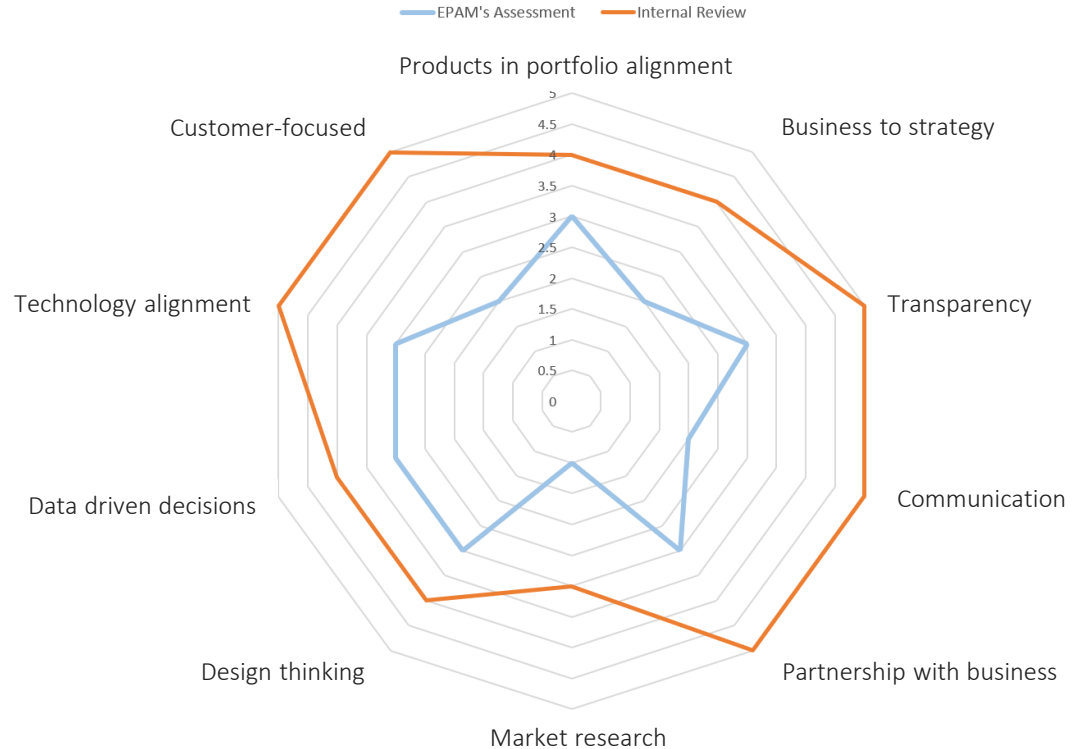- Go To Market and Support

CUSTOMER FOCUS
- Communication strategy
- Governance and alignment
- Decision ownership

RECOMMENDATIONS
- Define the future
- Roles/products re-alignment
- Roles recommendations

Product Management Maturity Assessment Matrix

— EPAM's Assessment   — Internal Review

Products in portfolio alignment

Business to strategy

Transparency

Communication

Partnership with business

Market research

Design thinking

Data driven decisions

Technology alignment

Customer-focused

Product Management Maturity Assessment: Assessment Team Roles

PRODUCT MANAGER

Responsible for:

- Product/Product Line Strategy & Vision
- Market trends
- Roadmap
- Prioritization across product line
- Business alignment
- Outcomes & KPIs

BUSINESS CONSULTANT

Responsible for:

- Long term business strategy
- Alignment to organization/company business vision & strategy
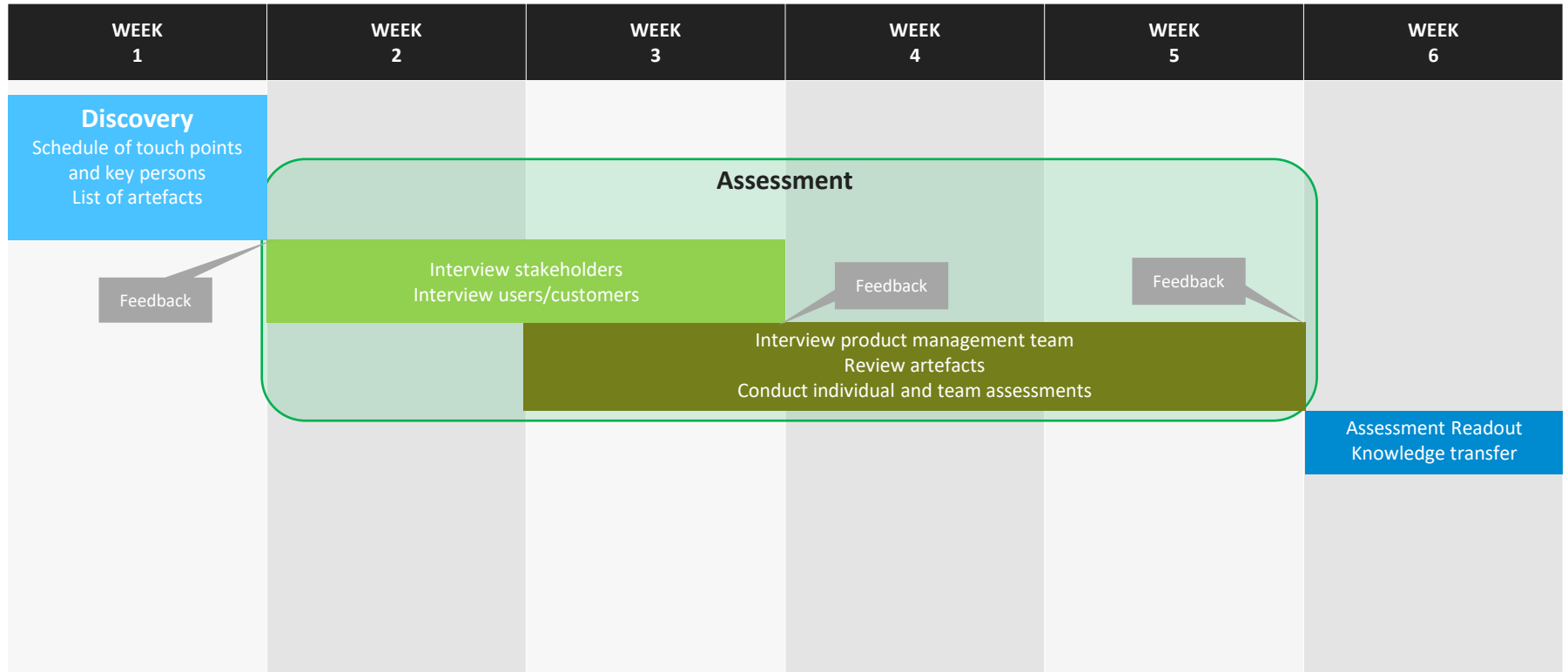- Organization change and people management

DELIVERY/AGILE LEAD

Responsible for:

- Release plan, delivery schedule and milestones across product teams
- AGILE methodology adherence
- Dependency alignment across product line
- Work planning & estimations

Product Management Maturity Assessment: High Level Assessment Timeline

WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6

Discovery
Schedule of touch points and key persons
List of artefacts

Feedback

Assessment

Interview stakeholders
Interview users/customers

Feedback

Feedback

Interview product management team
Review artefacts
Conduct individual and team assessments

Assessment Readout
Knowledge transfer

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Product Management Maturity Assessment: Activities and Deliverables

	DISCOVERY 1 WEEK	ASSESSMENT 4 WEEKS	ASSESSMENT READOUT 1 WEEKS
EPAM ACTIVITIES	• Review scope of products, people and teams under assessment • Understand the existing activities, governance and ceremonies • Review existing product artefacts and documentation, identify any gaps and issues • Agree on monitoring and assessment plan	• Baseline current state • Create a single knowledge repository if not done • Study and understand product artefacts • Conduct assessment workshops, meetings and presentations • Participate in planning, governance and demo sessions • Conduct individual and team interviews	• Compile, collate and deliver finalized assessment report • Conduct assessment readout session with stakeholders • Collect feedback on output, recommendations and EPAM performance • Chart the next steps
CLIENT ACTIVITIES	• Provide a single point of contact • Ensure governance authority • Grant access to artefacts, people and product demos • Secure participation of key persons during the whole assessment engagement	• Assign key participants to knowledge transfer sessions • Handover all relevant product artefacts/documentation • Provide resources for Knowledge Transfer • Transfer Client's knowledge to EPAM	• Provide feedback on output, recommendations, EPAM performance • Secure participation of key persons in readout session
DELIVERABLES	• Assessment plan • List of participants • Schedule of touch points • EPAM obtained the knowledge essential for conducting the assessment	• Knowledge repository updates • Assessment outcomes documented	• Documented finalized assessment report • Data collected during assessments • Proposed next steps

Product Management Maturity Assessment: Assessment Key Focus Areas

EXCELLENCE. SIMPLY DELIVERED.

Business and organization alignment

Following best practices

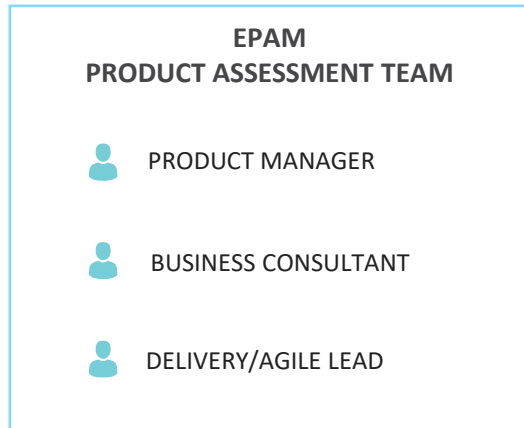**Alignment of people to product/portfolios**

Communication plan effectiveness

Maturity of product artifacts

Train/coach/mentor guidance

Product Management Maturity Assessment: Commercials

EPAM
PRODUCT ASSESSMENT TEAM

- PRODUCT MANAGER

- BUSINESS CONSULTANT

- DELIVERY/AGILE LEAD

CLIENT
ASSESSMENT PARTICIPANTS

- PRODUCT MANAGERS/OWNERS

- USERS / CUSTOMERS

- PEERS

- PRODUCT/SCRUM TEAMS

DELIVERABLES

Using EPAM's unique qualification approach that combines quantitative and qualitative measures, the assessment determines the maturity level of product managers/product owners within client's organization

- Interviews product managers, product owners, members of scrum teams, peers and managers

- Reviews product roadmap and other product artefacts, assesses adherence to business goals and objectives.

- Provides recommendation for each product manager/product owner along the lines of "ready for the role", "coaching recommended", "training recommended", "reorg recommended"

Rapid Product Portfolio Assessment: Success Story

Life Sciences Company

Client needed to improve speed-to-market and solution quality. Some of their projects had a low adoption due to a bad reputation within the company and increased pressure and visibility for sponsors and stakeholders and the next vendor they selected to be successful.

Key Challenges included:

- **Cultural values** of "Move Fast" and "quick wins" for a project focused on strategy and a holistic roadmap
- **Disconnection between Business and IT:**
  - Lack of proper prioritization and clarity in requirements
  - Lack of metrics and ways to define success
- **Lack of vision and proper documentation.** Knowledge is being owned by the employees, not good coverage of user stories.

EPAM was engaged as Product Mindset experts, to quickly assess low hanging fruits for quick wins and fast time to market products; assist with roadmap management, and alignment between business and IT, resulting in:

- Increased Scope with the same teams/resources
- Improved quality of the resulting products
- Faster Time to Market
- EPAM's Product Managers have provided a higher accuracy and coverage of scope definition for client
- Increased teams' cohesion and better aligned IT with business goals and objectives

Product Management Culture Shift

Financial Services Company

Client engaged EPAM's Product Management competency to resolve a number of ongoing issues with lack of vision, direction and delivery waste.

Key challenges included:

- Current projects and application **portfolio viability and maturity**

- **Which people** could be appointed into newly created product organization

- **Operational and governance models** of new ways of working

Lack of vision and proper documentation. Knowledge is being owned by the intermediaries, like PMO, lack of transparency at almost any org level.

EPAM was engaged as Product Mindset experts, to quickly assess AS-IS state for existing portfolio of applications and projects, propose the change roadmap required for TO-BE state and support the client as in-house Product Managers and coaches, resulting in:

- Assessment and gap analysis of the current product portfolio

- Assessment and identification of people and teams qualified for new product organization

- Created and developed new product portfolio that solves real business use cases

- Increased teams' cohesion and aligned IT with business goals and objectives

- Significantly reduced bureaucracy and waste

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Product Management Maturity Assessment: Assumptions

1. Key business & technical stakeholders from client side (dedicated client team) will be available throughout the whole project duration to provide sufficient information and assistance as well as make key and timely decisions

2. Project timelines will be negatively affected by the lack of client stakeholder participation and support

3. Client will provide access to all required systems of record

4. Client will provide all required documentation and product artefacts

5. Key KPIs/SLAs will be as proposed in this Pilot Proposal

6. Client will provide all KT assistance and training

7. 6 week assessment

THANK YOU