

THE  
PRODUCT  
VISION



**Y'all Know Me**



## Agenda

- What is a product vision?
- What problems can exist if you don't have one?
- How does a product vision solve these problems?
- How do you create a product vision?
- What to do with the product vision once it exists?
- Examples of really good product vision



# What is a product vision?

- It is a document or deliverable
- The purpose of your product
- The benefit of your product to a customer
- The future state of a product (where you are going)
- 2-5 year timeframe
- Single product company may = vision, no mission
- Multi-product company = vision for each product
- Provides the guardrails for your teams to solve problems

# Where does the vision fit in the product management process?

MISSION

PRODUCT VISION

PRODUCT STRATEGY

OBJECTIVES AND KEY RESULTS

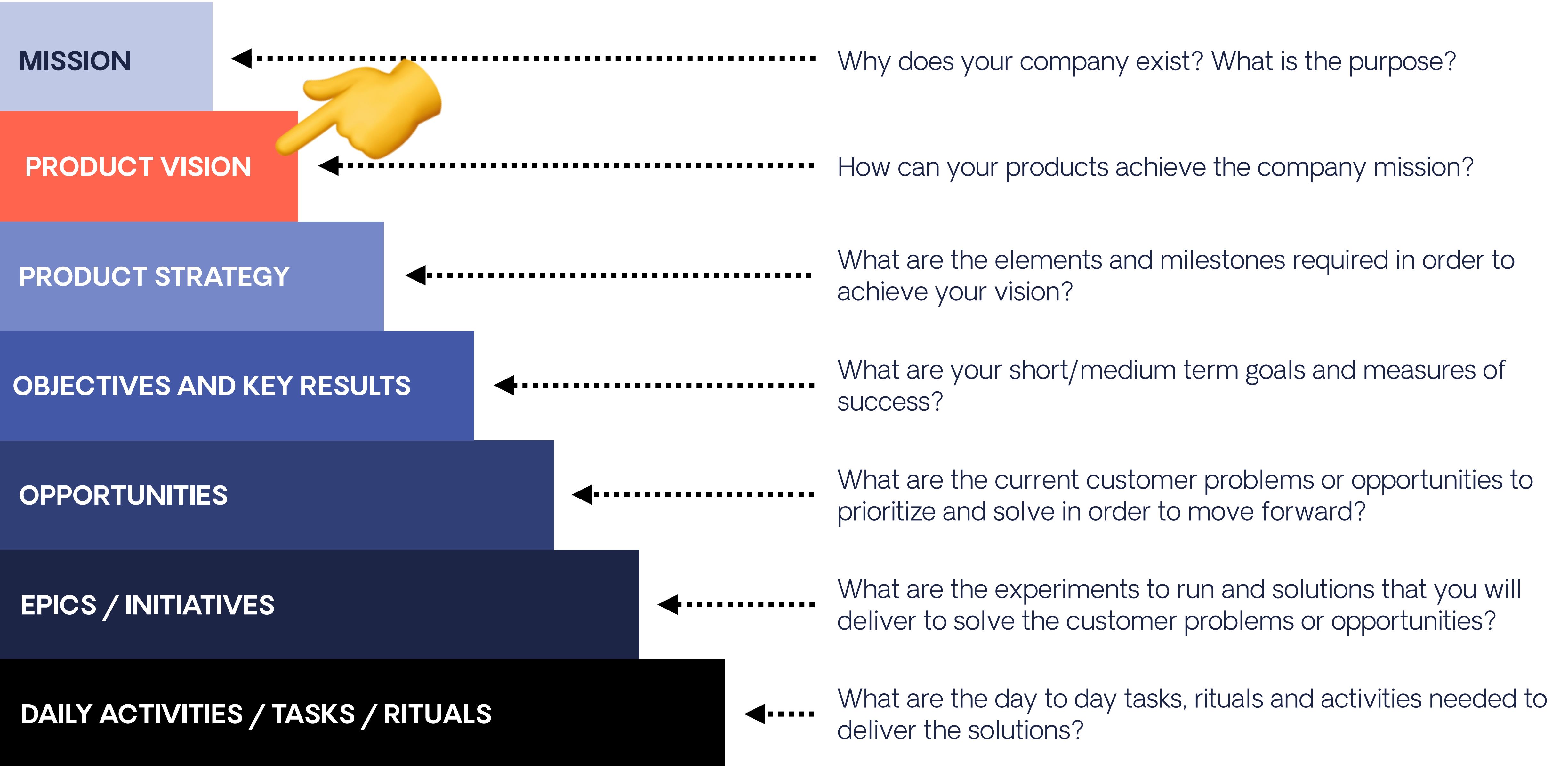
OPPORTUNITIES

EPICS / INITIATIVES

DAILY ACTIVITIES / TASKS / RITUALS



# Where does the vision fit in the product management process?





**What problems can exist if you don't have a vision?**

- Getting lost in deliverables
- No holistic approach to product
- Building one-off products that don't related to a larger goal (sub-optimization)
- Encourages more silos within company





**How does a product vision solve these problems?**

- Aligns everyone (shared understanding, context)
- Inspires your teams
- Visualizes your future
- Explains why the product should exist
- Your biggest tool of recruitment



**How do you create a product vision?**

1. Prototype the vision
2. Share small, collect feedback
3. Refine
4. Share wide and often

# 1. Prototype

FOR { target customer }

WHO { statement of need or opportunity }

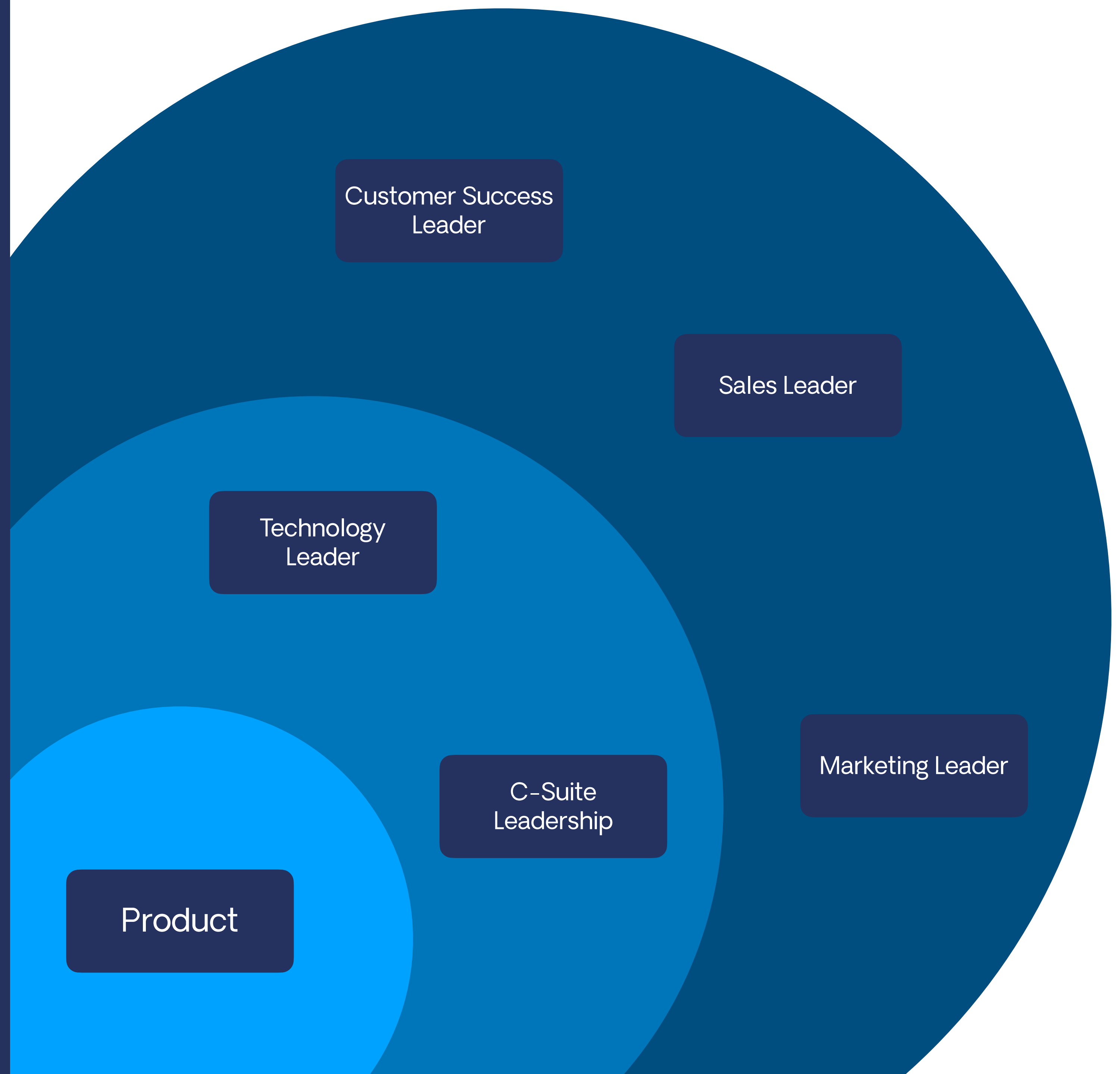
THE { product name } IS A { product category }

THAT { key benefit, reason to buy }

UNLIKE { primary competitive alternative }

OUR PRODUCT { statement of primary differentiation }

## 2. Share Small



## 3. Refine

- Go into more detail on your target customer, ICP
- Riches are in the niches
  
- Dive deeper into the problem space
- What are the unmet needs, pain points, desires
  
- How can you differentiate against competitors?
- What are the measures of success (metrics)?
- How do you grow and make money (monetization)?





**What to do with the product vision once it exists?**

## **4. Share Wide & Often**

- Communicate the product vision (broadcast)
- Importance of sharing
- Share frequently
- Make it visual, easy to comprehend (plain language)
- Make it visible & visual
- Make it interesting

# Product Vision Examples

# Prototype Vision Example

## EXAMPLE – EMBEDDED CUSTOMER SUPPORT

<b>For</b> (target)	For product and support leaders at vendors of software, IoT, connected devices, and technology based appliances
<b>Who</b> (need)	Who need to improve customer satisfaction throughout their product journey, reduce churn and product returns, and lower the cost of live help,
<b>Our product is</b> (category)	Our product is a support interaction optimization platform
<b>That</b> (benefits)	That delights end-users by providing context-aware help embedded in the application and device they are using. Reducing their frustration and the frustration of agents.
<b>Unlike</b> (competition)	Unlike self-service help functions of large customer service suites that provide difficult to navigate and often out of date FAQs,
<b>Our product</b> (unique differentiator)	Our product integrates in web and end-product user experiences to provide step-by step guidance and escalation for the most impactful interaction points in the customer journey.

# GitLab Direction

You are here: GitLab Direction

The following page may contain information related to upcoming products, features and functionality. It is important to note that the information presented is for informational purposes only, so please do not rely on the information for purchasing or planning purposes. Just like with all projects, the items mentioned on the page are subject to change or delay, and the development, release, and timing of any products, features or functionality remain at the sole discretion of GitLab Inc.

This page introduces the GitLab product vision, where we're headed over the next few years, and our plan to deliver over the next year.

## Vision

Our vision is to replace DevOps toolchains with a [single DevOps platform](#) that is pre-configured to work by default across the entire DevOps lifecycle. We believe our vision is shared by market analysts who have coined it the [Value Stream Delivery Platform market](#).

Many organizations are in the midst of evolving from classic development paradigms to DevOps. They want faster cycle time, improved efficiency, and reduced risk. GitLab's purpose is to help those organizations accelerate their DevOps journey. Examples of how GitLab does this include:

- Streamlining workflows for individuals and teams through a [single application experience](#) that spans the entire DevOps lifecycle
- Shifting security testing left so issues are found earlier
- Enabling toolchain consolidation and simplifications by including all ten stages of the DevOps lifecycle
- Enabling digital transformation through Infrastructure as Code, native Kubernetes support, and cloud portability
- Accelerating deployment times through tightly integrated source code management, continuous integration, and continuous delivery
- Improving the completeness of product feedback loops through progressive delivery and integrated incident management

GitLab facilitates remote work transformations as highlighted in this customer's [story](#), enabling people to commute less, spend more time with family and friends, and get great jobs from anywhere. Using GitLab as a single DevOps platform reduces the toil of working across multiple systems, which can otherwise lead to silos and lack of transparency. GitLab also improves working relationships between teammates by improving collaboration, and enables higher quality software development projects which increases job satisfaction. As evidence of this, one of our customers told us they use GitLab as a talent acquisition tool, suggesting that while the recruit may make more money elsewhere, their professional quality of life will be higher in a software development environment leveraging GitLab.

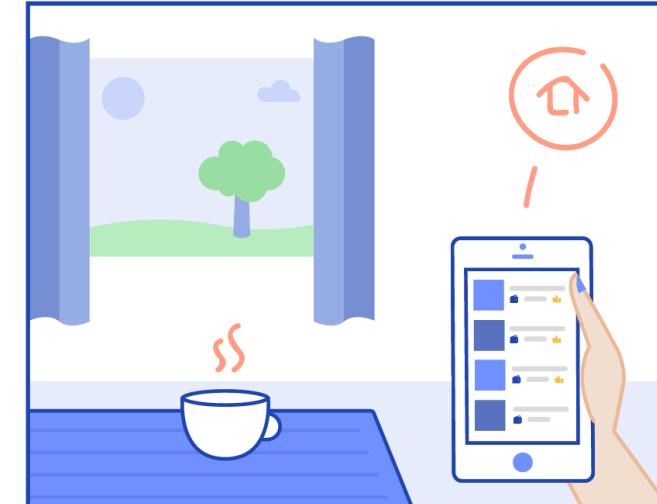
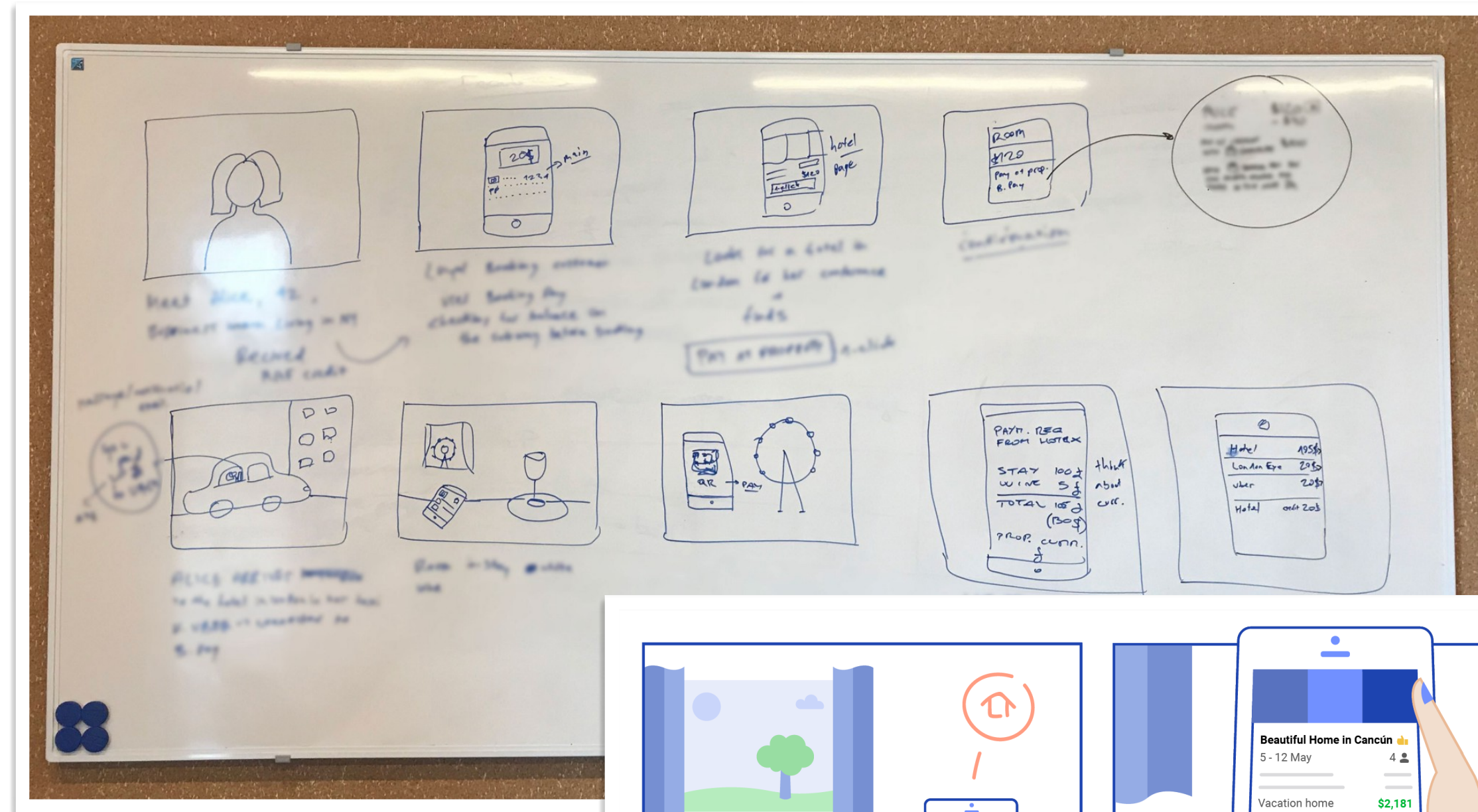
We execute on our vision rapidly and efficiently by leveraging the best practices of 100,000 organizations co-developing the DevOps platform of their dreams. We take a [seed then nurture](#) approach to [maturing our product surface area over time](#), all the while focusing on customer results. We leverage [sensing mechanisms](#) and [product usage data](#) to make decisions about

## On this page

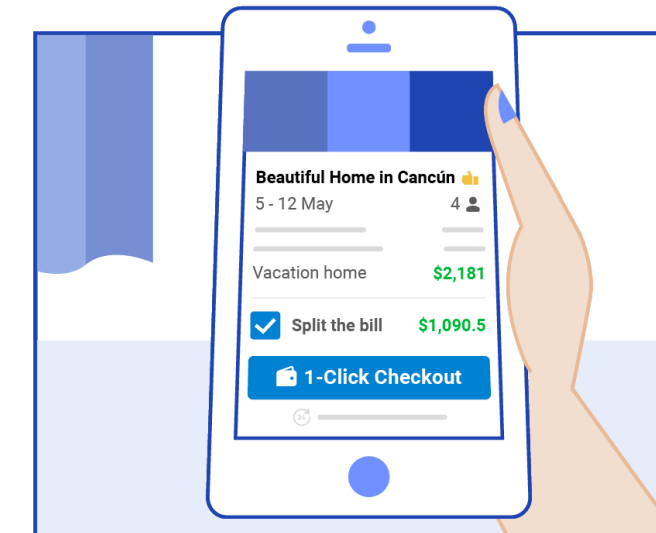
- [Vision](#)
  - [Trend Towards Consolidation](#)
  - [DevOps Stages](#)
- [3-year Strategy](#)
  - [Situation](#)
  - [Strategic Challenges](#)
  - [Strategic Response](#)
- [Personas](#)
- [FY22 Product Investment Themes](#)
  - [Application Security Testing leadership](#)
    - [Execution Plan for AST Leadership](#)
    - [AST Leadership benefits for our customers and why we will win](#)
  - [Adoption through usability](#)
    - [Execution Plan for Adoption through Usability](#)
    - [Usability benefits for our customers and why we will win](#)
    - [Benefits to GitLab by focusing on usability](#)
    - [Appeal of usability to us as product builders \(Product, UX, Eng, Infra\)](#)
  - [SaaS First](#)
    - [Why is this important?](#)
      - [Our Execution Plan for SaaS first](#)
- [Mitigating low-end disruption](#)
- [Maturity](#)
- [Scope](#)
- [Quarterly Objectives and Key Results \(OKRs\)](#)
- [Your contributions](#)
- [How we plan releases](#)

# Written Vision Example

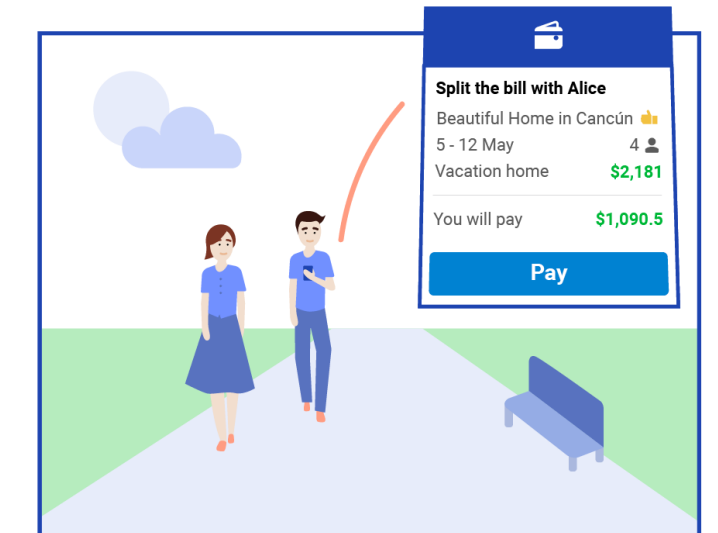
# Storyboard Vision Example



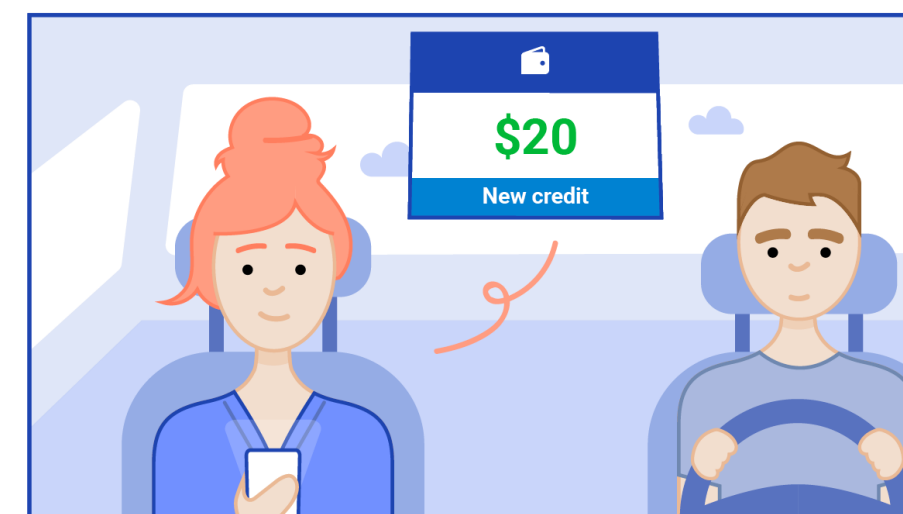
Back at home, Alice decides she needs a proper vacation. She and her partner, Bruce, decide to go for a week to Cancun with friends.



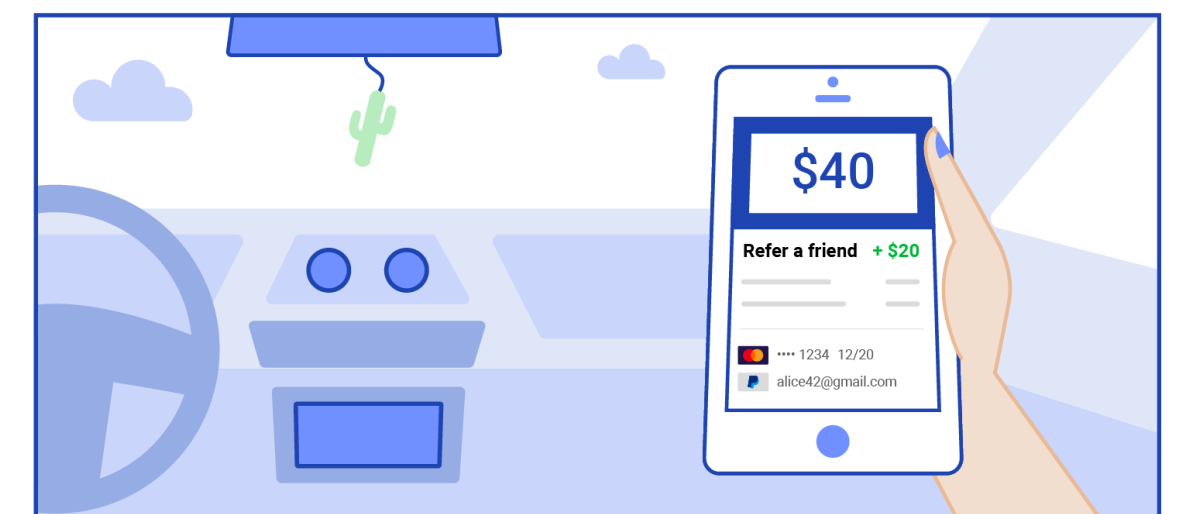
Alice finds a beautiful private house with a pool. She books with the 1-click checkout and easily splits the bill her friends Chris and Daria.



Chris gets a payment request for their share of the booking and immediately pays, confirming the reservation.



Alice and Bruce are in the car, on their way to Mexico. Alice just got a notification - she received new credit from the Refer a Friend program.



Alice opens up the app to check how much credit she has, this might come in handy for future trips. She can also see all her past transactions and payment details.

# Storyboard Vision Example



Sarah joins grad school and is excited to be here!



She enjoys the classes and works too hard to take notes and be on track.



But the campus is too big and there are too many class.



She goes to the next class, and the next class.



By evening she is exhausted as she hardly gets time to grab lunch between her classes.



She consults a nutritionist who educates her about proper diet.



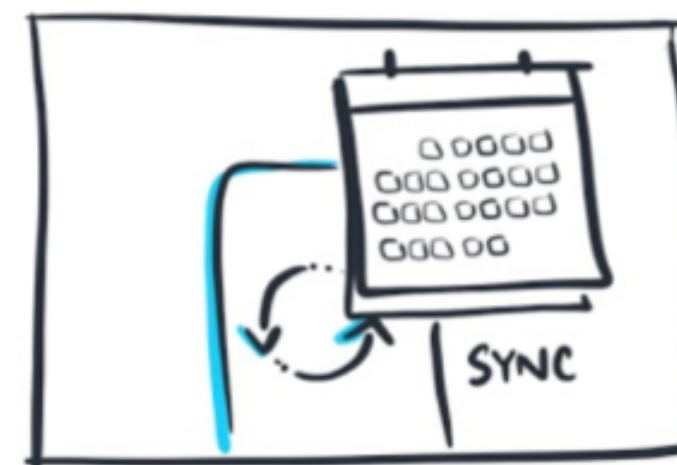
She wants to acheive her nutrition goals, but there's too much to do!



It looks impossible for her.



Then she comes accross EatRight. It is a cross platform application with a wearable to assist.



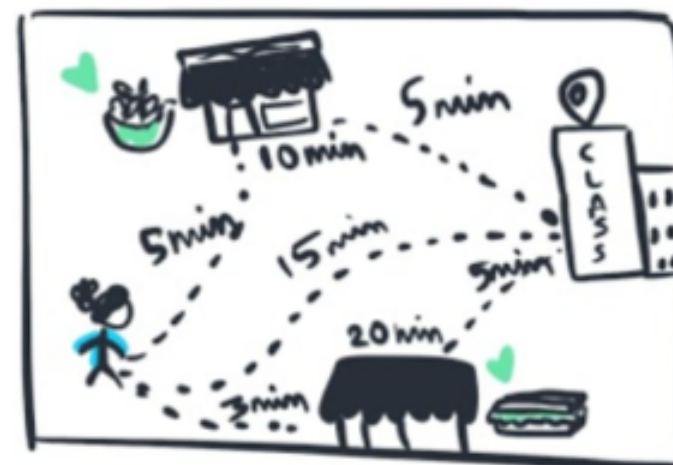
She can sync her calendar.



set her goals.



and be notified discretely.



She can find convinient food options on her way to her classes.



She can now focus on her classes and be energetic at the same time.



She can also track and visualize her food habits.




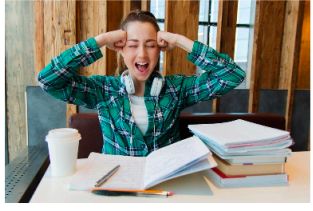







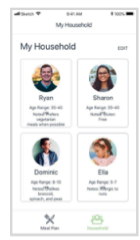
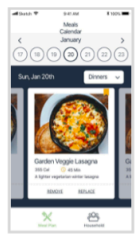





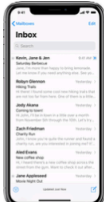

Her nutritionist says she is doing great!

# Storyboard Vision Template

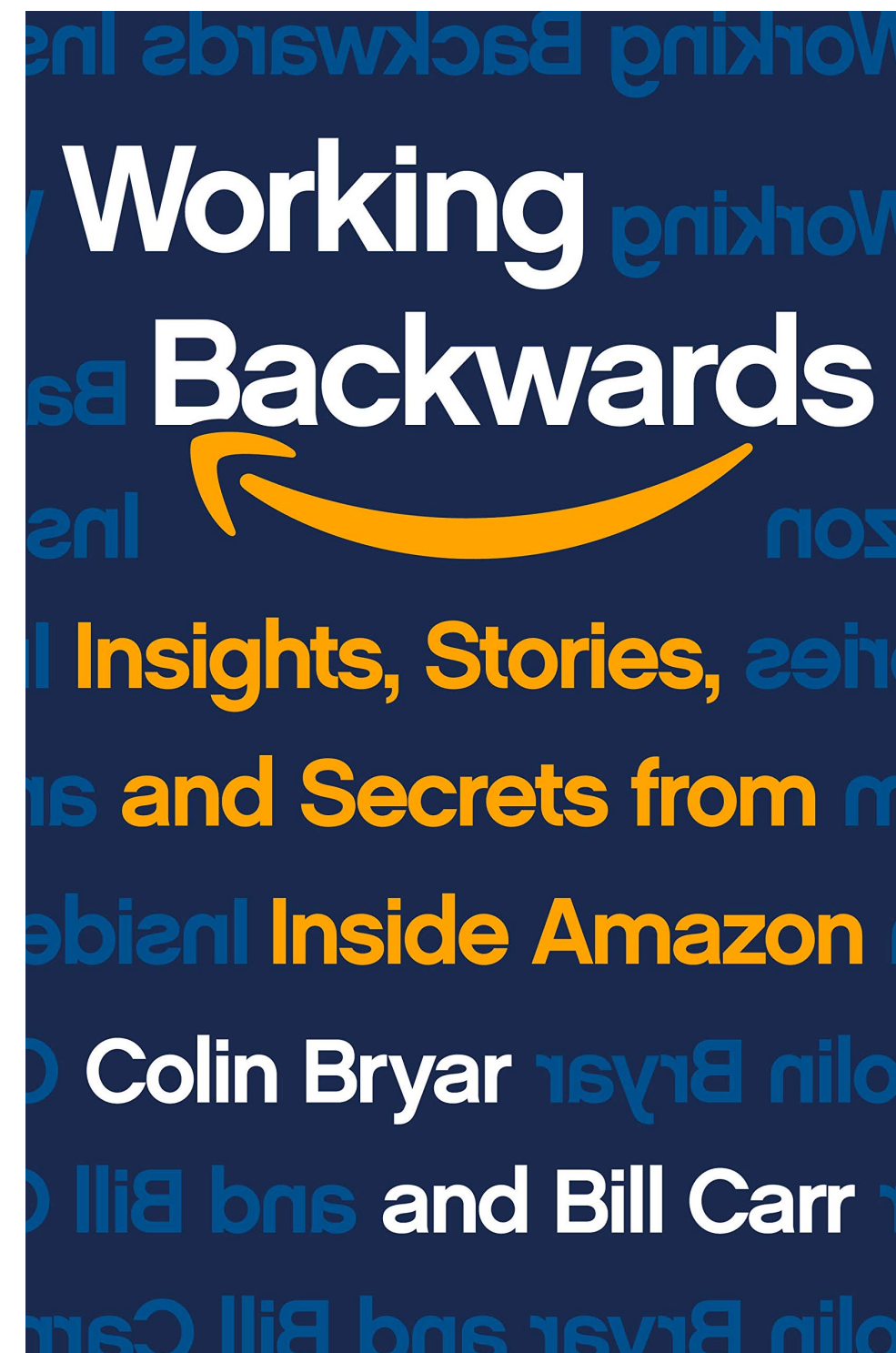
Context / Problem	The First But	Product Intro
Magic Solution	And Then	User Benefit



# Customer Journey Vision Example

<b>Trigger</b>	<p>Sharon sits down to plan weekly family meals.</p> 	<p>She looks through cookbooks.</p> 	<p>And on Pinterest. She's upset it's taking so much time.</p> 
<b>Discovery</b>	<p>She seeks a link on</p>	<p>She reads how another</p>	<p>She's thinks about getting</p>
	<p>Pinterest for a meal-planning app.</p> 	<p>mom meal plans in 10 minutes.</p> 	<p>back all that free time!</p> 
<b>Evaluation</b>	<p>Sharon visits the Chuckwagon site.</p> 	<p>She reads about the features.</p> 	<p>Then looks at App Store reviews.</p> 
<b>Trial</b>	<p>She downloads and builds household profile.</p> 	<p>She gets a good-looking meal plan right after downloading!</p> 	<p>She tries again next week and decides to pay for the service.</p> 
<b>Usage</b>	<p>Sharon rates meals and gets better meal plans.</p> 	<p>She tries grocery delivery and loves how much time it saves.</p> 	<p>She tries a chef for a special meal and loved that too.</p> 
<b>Switching</b>	<p>Sharon goes on vacation for 3 weeks.</p> 	<p>Nisha from Chuckwagon emails her to see if everything's OK.</p> 	<p>Sharon confirms it's all good and starts using app again after vacation.</p> 

# Amazon Narrative 6-Pager



- Introduction
- Goals
- Tenets
- Stage of the business
- Lessons learned
- Strategic priorities

# Amazon Narrative 6-Pager

## 1) Introduction

This document aims to outline the current state of Pixel Vision 8's business and share our strategic priorities for 2020. Our mission is to work with developers interested in creating retro-looking 8-bit games by connecting with them from the moment they get their first idea through completing a project. PV8 lives in a subset of the game development tool space known as Fantasy Consoles (see appendix 7.1). These Fantasy Consoles are small, self-contained, dedicated game development environments with built-in tools reminiscent of old 8-bit consoles or computers. While we continue to execute via our website, itch.io, Twitter, and Discord (see appendix 7.2), we still need to amplify our message to reach other developers interested in using a Fantasy Console.

Early on, PV8 gained attention from developers as an alternative to existing Fantasy Consoles due to a few key distinguishers. These include the ability to customize project limitations, a rich graphics UI (user interface), and the project is open source. Most of the competing Fantasy Consoles use some form of command-line interface for working with the underlying file system and tools. These Fantasy Consoles emulate early DOS and Commodore 64 style operating systems from the late 70s. We purposely modeled PV8 around a more user-friendly operating system akin to the first Macintosh computers of the mid-80s to increase adoption among millennials.

Given the recent crowding of this space, we need to reduce the time it takes to get started, unblock technical hurdles, and offer a clear path to export stand-alone Windows, Mac, and Linux games from PV8 to distinguish ourselves from the competition. By removing developer friction, we hope to increase organic adoption and, in turn, attract developers that produce higher quality games. Our focus in 2020 will help establish PV8 as the number one Fantasy Console developers want to use, ensuring a healthy pipeline of completed games as we head into 2021.

## 2) Goals

In 2020, we plan to focus on and achieve the following goals:

- **Increase stability:** Reduce the total number of active Github issues from 100 on 12/31/2019 to 25 by 12/31/2020, a decrease of 75% YoY.
- **Increase active users:** Grow the active developer community from 7.4k on 12/31/2019 to 20k by 12/31/2020, an increase of 63% YoY.
- **Increase game releases:** Create additional tutorials, documentation, and code examples that enable developers to create new games from 5 on 12/31/2019 to 20 by 12/31/2020, +75% YoY.

## 3) Tenets

The following tenets are guiding principles we use to evaluate and prioritize Pixel Vision 8 activities:

- **Quality over quantity:** We will not rush out updates on a set schedule. Instead, we will work towards more significant releases that fix multiple bugs and improve the overall stability of the tooling.
- **Keep scale in mind:** While we'd like to develop individual relationships with each user, we should focus on features and marketing programs that address the top of the funnel to increase developer adoption at scale.
- **Reduce developer friction:** We want to focus on educating developers through in-depth technical content and tool documentation instead of relying solely on community knowledge transfer.
- **Game first approach:** Developers should have a clear publishing path, and our tools need to assist in making this process as easy and intuitive as possible.
- **Play with developers who play with us:** We will prioritize relationships with developers who are more willing to support PV8 and collaborate. To have long-term success, we believe mutual interests will be the most sustainable.
- **Organic trumps paid:** Although some kind of paid promotions will be critical for building and accelerating adoption, we want to focus on driving organic demand through community building and not on paid user acquisition.

## 4) State of the Business

Pixel Vision 8 has three primary verticals that contribute to the business: the framework, Pixel Vision OS, and technical content. The framework represents the open-source C# codebase that runs the Fantasy Console itself on Windows, Mac, and Linux. This open-source project lives on GitHub and is licensed under the Microsoft Public License (see appendix 7.3). Also, PV8 uses a customized version of MonoGame, a popular open-source game engine under the same license. Pixel Vision OS consists of a custom-built operating system written in Lua and runs on top of the framework as a stand-alone application. The OS includes all of the tools that developers use to make games as well as a way to manage project files and export finished games. Finally, the technical content includes all of the documentation, tutorials, and code examples that not only help on board developers, but also generate the primary source of income to support the project.

In 2019, 66% of our total income came from itch.io, with the remaining 34% generated from the main website through direct sales. These two revenue sources accounted for \$3.7k in gross revenue, thanks to the addition of 786 new paying customers (see appendix 7.4). While this covered operational costs (see appendix 7.5), it stunted the ability to scale up development verses the time put into supporting and building new features (see appendix 7.6). This data also points to a failure with the subscription business model since customers favored one time purchases instead of smaller monthly payments. Over time, the lack of subscriptions will impact the recurring revenue potential in 2020. In order to offset the lack of subscriptions, we will instead focus on ways to increase direct sales through complementary content such as tutorials and art packs to make the core product free to grow the user base. Finally, we look to expand alternative income opportunities such as itch.io's "pay what you want" feature and Github sponsorships to make the base product free.

## 5) 2019 Lessons Learned

2019 was a successful year for increasing paid and non-paying customers, product stability, and reducing dependence on direct one on one customer support. As of December 31, 2019, we had a total of 7.4k customers. Our unique feature set helped contribute to this growth. Working with a well-known pixel artist, Christina Antoinette Neofotistou (@castpixel), also helped build additional awareness and credibility in the indie game developer community.

One challenge we faced last year was cultivating more developers to create games. Although there has been a great deal of interest on Twitter, very few games have been created by the community in 2019. As a result, developers are not widely using Pixel Vision 8, which continued to be a problem in activating the community last year. To achieve the 2019 goal of adding 1k new users by EOY, we decided to focus more on features, and the type of content developers asked for, instead of directly pursuing customer acquisition. Since there were substantial changes between releases in 2019, this required significant rewrites and editing, which proved to be time-consuming.

## 6) Strategic Priorities

In 2020, our priorities are to reduce developer friction, improve stability, and encourage high-quality games to be created with Pixel Vision 8. To do this, we will work to enhance technical content, discoverability in the broader Fantasy Console community, and explore new marketing opportunities in a crowded space. However, we still control our destiny, and as such, we will leverage our channels to improve awareness around building games with PV8. Where we are unable to reduce friction or increase growth organically, we will work to achieve the following strategic priorities:

### 6.1) Focus on increasing stability of the product by closing 50+ open issues, -75% YoY.

Finish Pixel Vision OS tools: Currently, the Pixel Vision OS tools are in varying states of completion. Each one needs to be audited, overhauled, and templated, so consistency exists across the board. That requires the standardization of a copy/paste and undo/redo system, easier to use UI components and a formal workflow for converting designs into actual working tools. Not only is this critical for our developers to have the best tools possible, but it also sets us up for success. As we head into 2021, we will begin to look into creating new tools to handle more advanced tasks like building meta-sprites and animations and sharing games online via the website's backend.

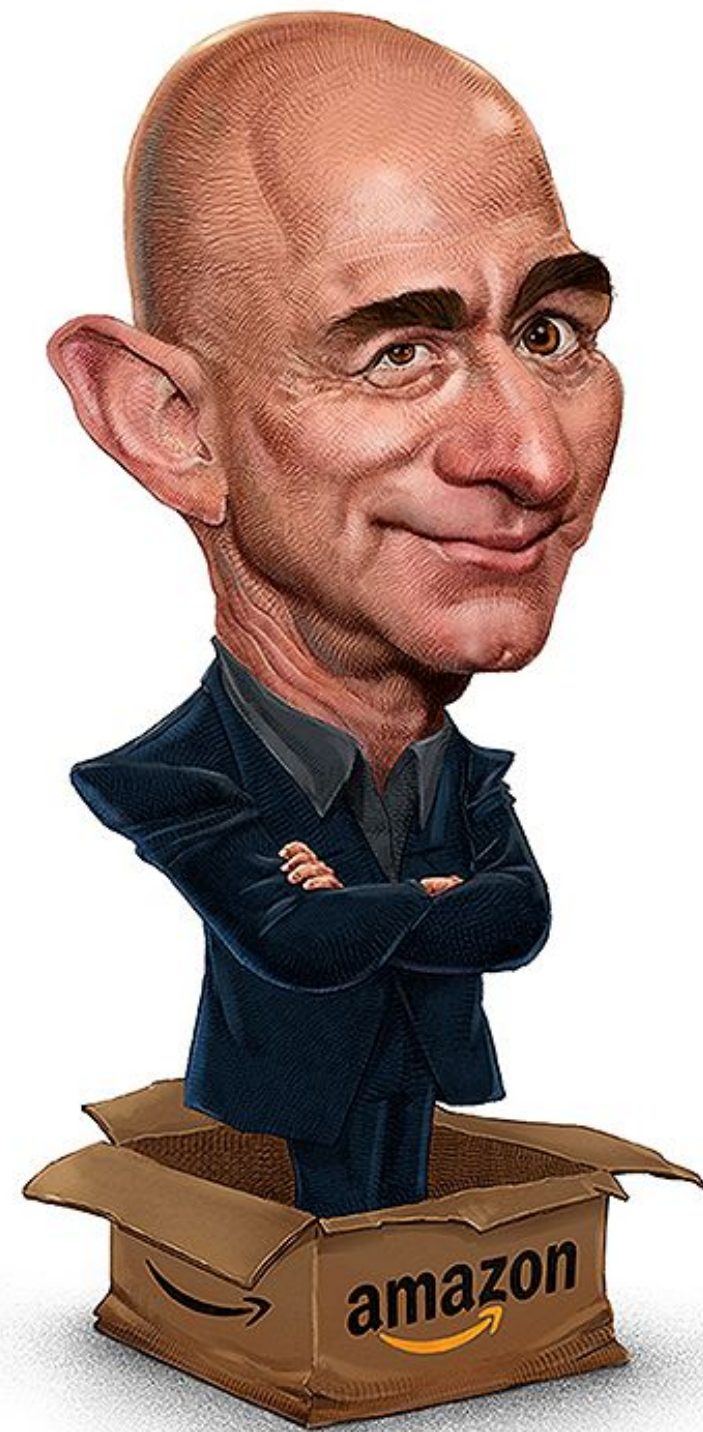
Showcase the best content from current users: We will focus on promoting top content created with PV8 to help drive awareness of the opportunity the platform presents to developers. In addition to merely offering help to developers making games, we should strive to highlight developers on our platform based on the complexity of the game they choose to build. Our first task will be to source developers working on games that are currently active in the Discord WIP (work in progress) channel. The second task is to find and entice top unmanaged tail developers to port their games to PV8 for additional marketing exposure via all of our marketing channels. This initiative also supports our commitment to offering developers incentives our competition cannot match. We will provide these developers a more curated marketing opportunity such as features on the website, interviews/case studies, and game promotion in each of our weekly updates. The goal is to show influential developers that partnering with PV8 is more than just picking our Fantasy Console over another, but that we are here to support and encourage their creations actively.

The best way for us to succeed is by identifying lighthouse games, which we can use to attract other developers to the platform. These types of games will be the focal point of what we will promote on the website. To better promote each lighthouse game, we will do case studies, technical blog posts, and prominently highlight them on our social media channels. Our goal with supporting these developers is also to get exclusive access to their feedback on using the tools, securing the game itself on our platform, and

The Anatomy of an Amazon 6 Pager by Jesse Freeman

<https://writingcooperative.com/the-anatomy-of-an-amazon-6-pager-fc79f31a41c9>

# Amazon Narrative Press Release + FAQ











- Write the final press release
- Write a frequently asked questions
- Define the customer experience
- Write the user manual

*Shapi*

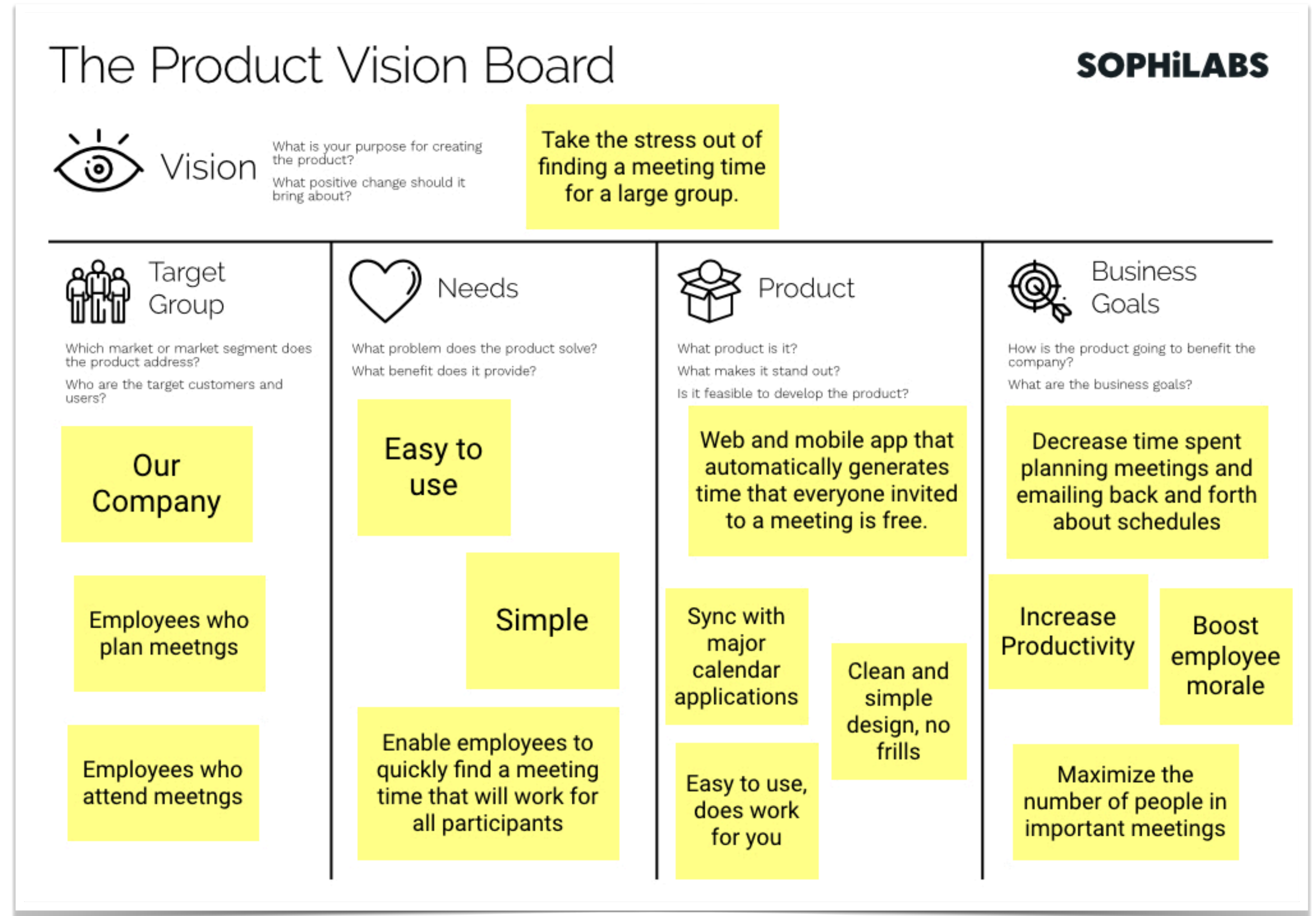
# Product Vision Canvas

## THE PRODUCT VISION BOARD EXTENDED

 <b>VISION</b> What is your motivation for creating the product? Which positive change should it bring about?			
 <b>TARGET GROUP</b> Which market or market segment does the product address? Who are the target customers and users?	 <b>NEEDS</b> Which problem does the product solve? What benefit does it provide?	 <b>PRODUCT</b> What product is it? What makes it stand out? Is it feasible to develop the product?	 <b>BUSINESS GOALS</b> How is the product going to benefit the company? What are the business goals?
 <b>COMPETITORS</b> Who are your main competitors? What are their strengths and weaknesses?	 <b>REVENUE STREAMS</b> How can you monetise your product and generate revenues?	 <b>COST FACTORS</b> What are the main cost factors to develop, market, sell, and service the product?	 <b>CHANNELS</b> How will you market and sell your product? Do the channels exist today?



# Product Vision Canvas





**Asana**

**Microsoft**





## Some things to keep in mind...

- Don't let the vision stagnate or take a back seat
- Re-evaluate the vision two times per year
- Refer back to the vision regularly
- Make the vision part of hiring and onboarding

THANK  
YOU!

[patrick@patrickgregory.com](mailto:patrick@patrickgregory.com)

[linkedin.com/in/patricksgregory/](https://www.linkedin.com/in/patricksgregory/)

Twitter: @psbgregory

[www.patrickgregory.com/slides](http://www.patrickgregory.com/slides)