

# CASE STUDY

## Product Operations Consulting: Standardized Product Go-to-Market (GTM)



### AT A GLANCE

#### Challenges

- Varying feature release types due to wide-ranging requirements made for inconsistent and confusing GTM processes
- Nearly every department was involved in one or more release type with no standardized planning, communication or tracking methods in use
- Beta programs were vital to many aspects of feature development yet required additional steps for privacy, compliance and access
- Release date projections weren't validated with detailed plans

#### Benefits

- Organization-wide awareness of steps and stakeholders needed
- Systematized process PMs could rely on, reuse and keep updated
- Central system for tracking release plans and progress

### OBJECTIVES

A mid-size customer engagement SaaS company had introduced rapid, iterative feature deployment processes and the Product Management team needed to ensure all go-to-market (GTM) efforts and needs were aligned across the organization.

The organization had many types of deployments characterized by requirements such as needing a beta phase for customer input, the type, size and audience for marketing communications, depth of documentation and training tutorials, sales and services enablement sessions, regional restrictions, etc. With every department in the company affected along the way, the product management team needed to ensure from the beginning of the feature planning phase that the right people and processes would be included at the right time.

### SOLUTION

I worked closely with the senior product manager to gather the various feature release types and identify the specific GTM requirements for each. I then analyzed all of the steps within each release type, creating categories and phases as I went. I audited the consistencies between each release type and mapped a series of standardized phases, tasks and sub-tasks which I consolidated into feature planning and release templates including timeframes with Gantt views, task and sub-task dependencies and pre-set cross-functional assignees with their own filtered views. Finally, I created a centralized executive dashboard showing only the critical milestones of each feature in development.

I enabled the product manager team to quickly create new feature release plans from the templates and adjust as needed. Together we trained other department stakeholders who could expect task assignments and the executive team on how to access the dashboard.

### BENEFITS

#### Organizational Awareness

Bringing all stakeholders into a centralized tracking process created awareness of their involvement, accountability to their assignments, and a shared understanding of release timing.

#### Reusable Tools & Processes

Templated release plans based on unique feature requirements allowed for easy maintenance, fast set up, cascading changes, assurance in next steps, and consistent experiences.

#### Centralized System

Stakeholders with assignments or needing visibility could access views unique to them across multiple features at any given time and have confidence in the information and timeframes.