# Product management PROD

Managing and developing products or services through their full life cycle from inception, growth, maturity, decline to retirement.

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| **Guidance Notes:**  Activities may include, but are not limited to:   * using market and/or user research insights to inform product strategies * defining product vision, strategy, and roadmaps aligned with organisational goals * developing and implementing pricing/charging strategies and tactics based on competitive analysis, cost analysis, and customer insights * collaborating with cross-functional teams to develop, launch and manage products over their lifecycle * managing product lifecycle and continuously improving products based on data and feedback * monitoring product performance, market trends, and competitor activities * applying product management principles to both internal and external products:   For customer-facing products (including government digital services and commercial products), focusing on measures such as customer needs, service quality, public sector objectives, revenue, profitability, and cost recovery  For internal products, focusing on user needs, operational efficiency, and business value  A product life cycle typically moves from inception, growth, maturity, decline to retirement. The product development life cycle model used will be based on the context of the work and may be selected from predictive (plan-driven) or adaptive (iterative/agile) approaches. |

## Level 2

Assists with product management tasks under routine supervision.   
Helps create and curate content to support product usage.  
Assists in monitoring results and feedback from product activities.  
Supports problem resolution by acting on feedback and usage data.

## Level 3

Creates and curates various content to support the adoption and usage of products or services.   
Monitors results and feedback from product campaigns.   
Applies standard techniques and tools to carry out analysis and performance monitoring activities for specified products.   
Supports problem resolution, resolves issues and acts on feedback and usage of in-life products.

## Level 4

Manages one or more lower-value products or services.   
Prioritises product requirements, develops product roadmaps, and owns the product backlog. Manages elements of the product life cycle to meet customer/user needs and achieve financial or other targets.   
Uses insights from market and/or user research, feedback, expert opinion, and usage data to understand needs and opportunities.   
Facilitates uptake of products by developing content, supporting and evaluating campaigns, and monitoring product performance. Rolls out product trials and product launches.

## Level 5

Manages the full product life cycle to meet customer/user needs and achieve targets.   
Selects and adapts appropriate product development methods, tools, and techniques.   
Uses insights from market and/or user research, feedback, and usage data to understand needs and opportunities. Develops product propositions and determines positioning and variants for different segments. Prioritises requirements and develops product roadmaps.   
Coordinates customer testing, product launches, and supports communications and training. Adapts products based on changing customer/user needs, and creates retirement and transition plans.

## Level 6

Oversees the organisation’s product and services portfolio and the delivery of customer value and/or user satisfaction over time.   
Creates the product life cycle management framework for internal and external customers and users. Champions the importance and value of product management principles and appropriate product development models.   
Aligns the product management objectives with business objectives and authorises the selection and planning of all product management activities.   
Initiates the creation of new products and services. Identifies how developing new products or adapting existing products can new opportunities.