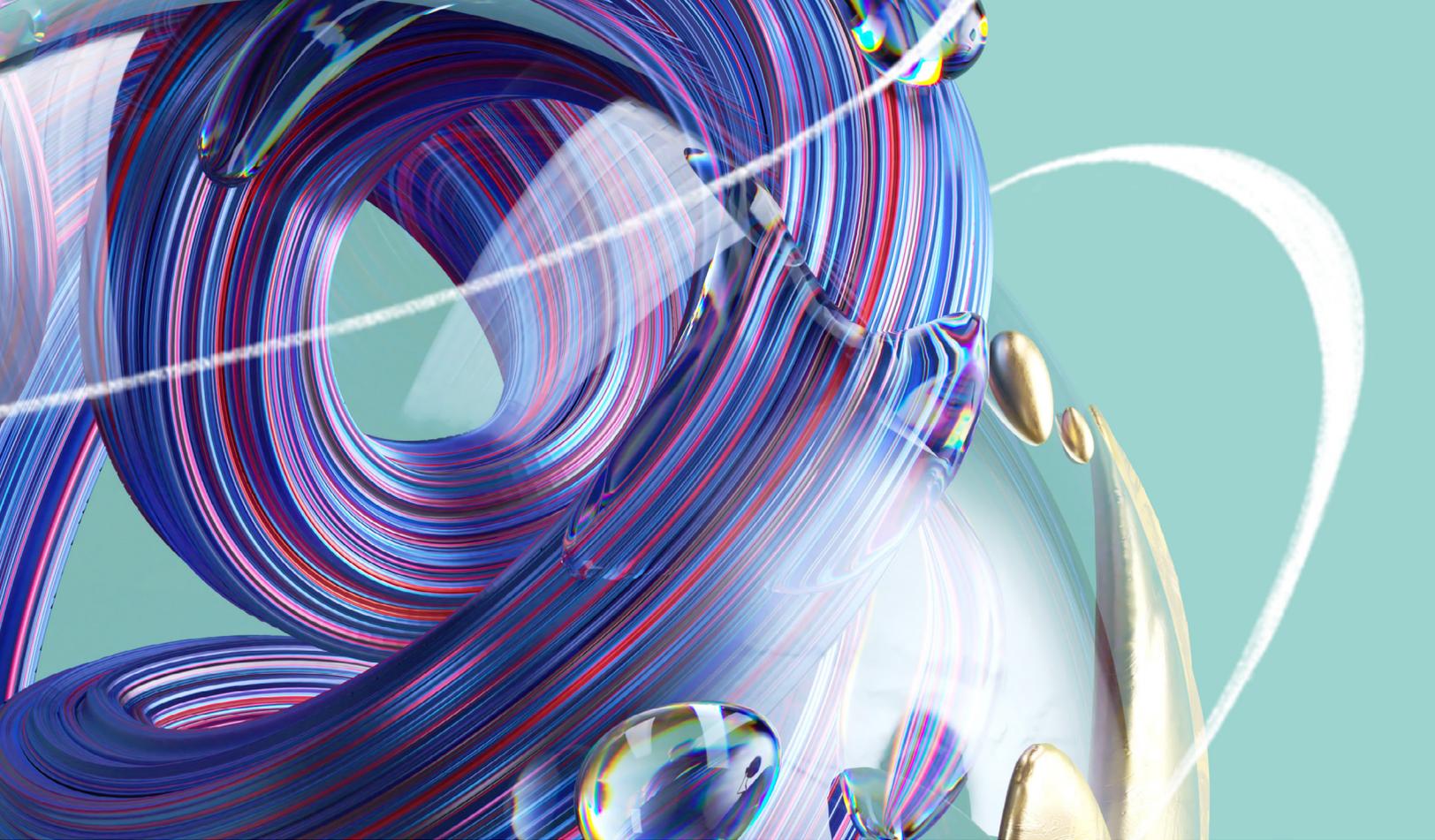


**Deloitte.**  
Digital



JULY 2023

PRODUCT MANAGEMENT:  
Defining the experience



Competing in today's digital landscape requires companies to continuously develop, refine, and launch digital products to attract and retain customers—and strategically grow their business. Like any successful journey, delivering an exceptional customer experience begins by zeroing in on a destination and determining the path to get there. It takes research, analysis, and planning to determine the viability of the customer experience and, on a larger scale, how it supports business goals and addresses market needs. That's why the product management function is critical to creating the right customer experience.

However, many brands feel hampered by their inability to innovate quickly and a lengthy time to market. Planning teams feel hamstrung by a project mindset that focuses on outputs rather than longer-term outcomes. Even when a plan emerges, organizations struggle with a lack of consistency and structure, overlapping responsibilities, and ambiguous roles. They are unsure how to organize and coalesce around a product vision and bring the right resources together to execute seamlessly throughout the product lifecycle.



# Drive value and impact by aligning the business to customer experiences

A strong product management function can help companies align their business to desired customer experiences. To succeed, they must connect their business owners, product management, product design, and engineering functions into a collaborative, cohesive organization. By determining a strategy and a roadmap, brands can drive value and impact.

**A well-defined and executed product management approach helps organizations to:**

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## Define a product vision

Surprisingly, many companies begin their product journey without a clear picture of where they are going and what they want to achieve. In a product management approach, the product purpose serves as a north star, helping to guide decision-making through changing market forces and customer expectations.

A comprehensive approach to product management starts by defining a product vision that articulates the problem you are trying to solve and how you will deliver. It requires understanding your product's value proposition, its required features, and how it will go to market. A well-designed product vision defines the capabilities used to build exceptional experiences. Building a roadmap with the end goal in mind helps the entire team to visualize the destination while establishing product metrics that serve as a barometer of performance.





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## Establish a clearer way of working

Too often, companies lack consistency and structure within the product management, business, and engineering functions—and how they all interact with each other and with the rest of the cross-functional partners. Undefined roles and unclear expectations between digital, IT, and general managers result in prioritization mismatches, siloed solutions with no ownership of the end-to-end customer experience, and significant gaps and redundancy in skills. Establishing a straightforward way of working inspired by a top-down vision and operating model based on best practices helps brands deliver product experiences in a way that delights customers regardless of internal complexities.

As the connective tissue of the organization, product managers are accountable for keeping teams experience-minded from concept and strategic planning throughout implementation and delivery. They must continuously re-evaluate and ensure that teams implement the product vision throughout the entire process and emphasize the details. Key issues such as market complexities or technical constraints must be addressed early in the product development lifecycle. In addition to determining how to deliver, product management needs to identify capability gaps, plan for them, and ensure that they are managed throughout development and delivery.

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## Accelerate speed of innovation and time to market

In today's competitive marketplace, brands don't have time for missteps when it comes to bringing dynamic new customer experiences to fruition. By implementing strategic product management, companies can consistently and reliably drive value and differentiation that meet their timelines. Moving from a project-based approach, which focuses on delivering outputs, to a product-centered approach that prioritizes delivering outcomes helps the business stay focused and reach its goals faster. Operating with a product mindset can help organizations execute quickly from idea to delivery. Every aspect of the process is optimized with the right product, right experience, and right execution.

A product mindset helps teams get creative with how they resource and develop their digital products, leading to greater innovation in shorter time frames. Adopting a mindset of continuous improvement allows teams to quickly validate new solutions as they are developed and launched at pilot scale in a test-and-learn fashion. And as market conditions change and customer needs evolve, products can adapt, adding new capabilities and features when necessary.



# How will you define experiences to realize your product vision?

Exceptional product experiences begin with a defined vision and strategy for execution, and they are enriched by an organizational commitment to continuous improvement and evolution. Learn more about aligning your organization to deliver faster and more impactful outcomes.

[High Impact Product Management](#)

[Pillars of Product Management](#)

[Three keys to organizational agility](#)

[5 Steps to Becoming a Product-Centric Organization](#)

[Adaptable Product Operating Model](#)

[Product Organization Talent](#)

## Get in touch

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### Anthony Jardim

Principal, Product Management Lead  
Deloitte Consulting LLP  
[ajardim@deloitte.com](mailto:ajardim@deloitte.com)

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### Chris Sommerfeld

Senior Manager,  
Deloitte Consulting LLP  
[chsommerfeld@deloitte.com](mailto:chsommerfeld@deloitte.com)

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### Dylan Krapf

Senior Manager,  
Deloitte Consulting LLP  
[dkrapf@deloitte.com](mailto:dkrapf@deloitte.com)

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