MASTERING A DAY

IN A PRODUCT MANAGER'S LIFE

ProductPlan

MASTERING A DAY
IN A PRODUCT MANAGER'S LIFE

Insights, tips, and tools for getting the most out of your daily and weekly schedules

TABLE OF CONTENTS

INTRODUCTION

Why we wrote this guide

Product managers (PM) are a diverse group of product professionals. At first glance, it seems like no two PMs jobs are identical. However, there are a few essential things each role has in common.

First, we're all striving for the same things. PMs want to identify and solve significant problems for our markets, simultaneously improving the lives of our users. Moreover, we want to build products that make money.

Second, almost all of the tasks a PM performs in a given day or week will fall into a few broad strategic categories: communicating, discovering, and planning..

Third, we all have just 24 hours in each day—at least a couple of which we need to spend sleeping.

In this guide, we're going to walk you through the major categories of work that will take up most or all of your time as a product manager. We'll show you research that summarizes how other product managers spend their time—and the types of tasks they wish they had more time for. Then we'll get into specifics. We'll show you what a typical time-allocation plan looks like for a successful PM's day. We'll describe how you can prioritize tasks, and the types of tools you'll be using to get your work done.

Finally, we'll show you a real-world example of a product manager's day and week—mine, actually. You'll see how I try to balance strategic and tactical responsibilities, stay connected and accessible to my cross-functional team, and carve out the all-important time for strategic thinking and preparation.

We'll leave you with a Product Manager's Time Allocation Checklist. This checklist will give you some practical ideas about how to prioritize your tasks and devote some time each week to the key elements of any PM's role: communicating, discovering, and planning.

Enjoy!

Annie Dunham

Director of Product, ProductPlan
www.productplan.com

KEY FOCUS AREAS
FOR PRODUCT MANAGERS

KEY FOCUS AREAS FOR PRODUCT MANAGERS

Based on our years of experience working with thousands of product managers around the world, we've concluded that nearly all of a product manager's key tasks and responsibilities fall into a few broad categories:

1. Connect and Communicate

2. Discover and Analyze

3. Document and Decide

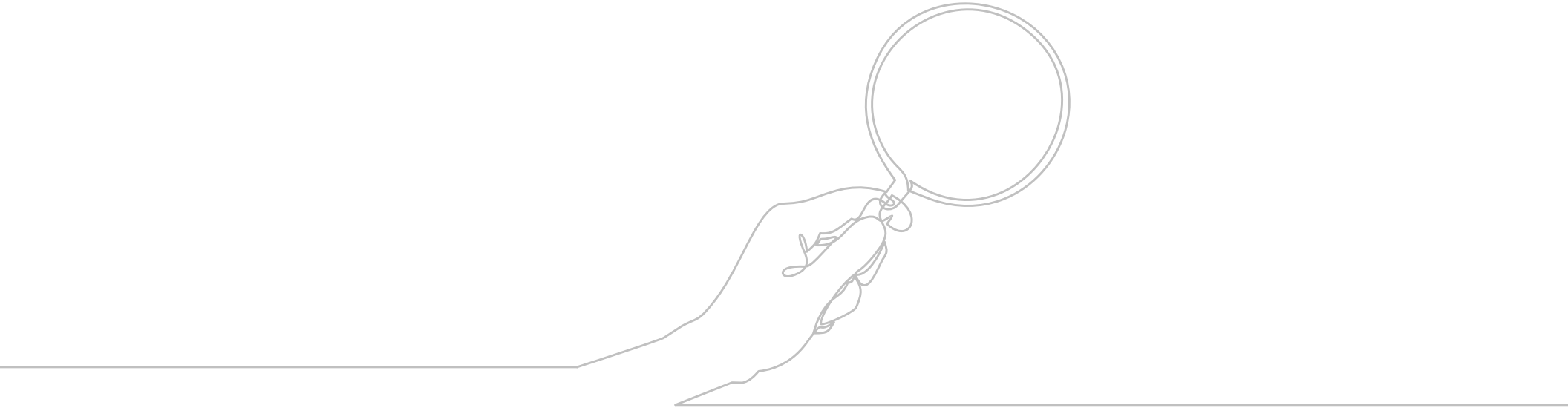
Ultimately, these three categories work toward setting the long-term vision and strategy for your company's products and then communicating this strategy to relevant participants and stakeholders. In this guide, you'll learn how you can devote time to these three categories every day—with the right planning and forethought.

Before you can even begin to maximize your calendar, tools, and processes, you must honestly ask yourself whether or not a time-consuming project or task is worth pursuing.

Will the time invested support you in one of these three mentioned areas? Will it help you connect and build relationships with the right people, gather the information that can improve your strategic thinking, and help you make important decisions about your products?

If the answer is yes, then, your efforts will be working toward identifying market problems that will solve worthy problems for your customers. If not, the initiative probably isn't worth your time and effort.

Let's examine each of these three categories of a product manager's roles and responsibilities.



Connecting and Communicating

As a product manager, you are responsible for delivering the right products to the right market. Still, you do not have organizational authority over the people whose help you'll need to make those products successful. The engineers who will build your product don't report to you. Neither do the reps who will sell the product, nor the marketing team that will build market awareness for it, nor the customer success agents who will be on the front lines answering users' product questions.

To be an effective product manager, you must build and nurture strong relationships with your cross-functional teams.

You can develop a high-performing cross-functional team by:

1. Focusing on building team cohesion and chemistry.

2. Developing one-on-one relationships with each person on the team.

3. Helping everyone understand how their roles contribute to the larger picture.

4. Keeping your cross-functional team connected even as it grows.

You will need to be in frequent contact with all of these people across your company, to inspire them, support their efforts however you can, and make sure everyone is working toward a shared vision for product success.

Communication is also an essential part of a product manager's role in other ways. In fact, in our recent report, 50% of product managers reported communication skills were the most important skill for their work.

For example, you'll utilize your communication skills while speaking with and listening to your customers. You'll also use them to successfully persuade your stakeholders, such as executives and investors, to greenlight your product's strategic plans.

The importance of connecting and communicating in product management helps explain the following stats from recent industry surveys:

***78% of PMs** who treat internal collaboration as one of their three highest priorities experience low rates of product failure.*

– Product Manager Survey (2019)

Gartner®

***86% of product managers** believe they don't spend enough time talking to users.*

– Product Management Insights Report (2019)

ALPHA

*Product managers say the **#1 PM soft skill is communication.***

– Benchmark and Trends Report (2019)

Product Management Festival

It is essential to include stakeholders in your product planning process. First, they have some good ideas based on their experiences with customers, prospects, and within their own roles. Not to mention, the wisdom they may bring from previous places of business. Plus, involving them early-on means they're on your side in later stages. Therefore, you should devote a significant portion of your time to connect and communicate with the right stakeholders. Here are examples of everyday tasks and projects that fall into each of these categories.

- **Hosting a regular core stakeholder team meeting.**
- **Meeting regularly with support.** Build a systematic way for your Customer Success reps to capture all-important customer feedback and share it with you—so your product team can review it, analyze it, and use it to make better-informed decisions about your product going forward. Additionally, make sure they have the training they need to serve customers.
- **Meeting regularly with sales.** When you communicate with sales, when you hear their feature requests, or when they give you resistance to your product strategy, always keep in mind that their motivation might not align perfectly with the larger strategic interests of the company. Make sure they have the proper messaging and materials to sell the product and to gather feedback from customers and prospects.
- **Meeting frequently with development.** When you're communicating with your development team, you don't want to jump straight into the ground-level details. You want to explain your broad strategic objectives first—and then dig deeper into how you expect those strategies to break down into specific tasks. Then, check-in on their progress, review their demos, answer questions they have, and help them groom user stories if needed.
- **Meeting regularly with marketing.** It's their job to put your products in the most favorable light possible, which means they'll be looking to you and your team to tell them what's so special about your product. Follow up on campaigns, discuss the product marketing strategy, and review the performance of your marketing success metrics.

Discovering and Analyzing

Another category of activity that should be on your to-do list is discovering and processing what you have learned. Analyze and understand, "What is our customer problem? What are they doing today? What are their choices to solve that problem today?" The best way to accomplish this is to talk to your customers directly through calls, customer advisory boards, conducting interviews, or on-site visits.

Outside of talking directly to your customer's here are a few other routes for learning and analyzing:

- **Reviewing** your product's sales, marketing, and revenue numbers.
- **Reviewing** your other key performance indicators (KPIs).
- **Developing or updating** sales training content for your products.
- **Studying** your market by reading analyst reports, influential blogs, your competitors' product literature, news about your market, etc.
- **Studying** and analyzing your product's usage data.
- **Reviewing** the adoption data of any new features, functionality, or changes to your product's user experience.

This process can also include market research, analyzing your competitors, and studying your own product's performance. The following are some specific examples of each.

Conducting market research

Highly effective product managers step away from their desks to find the big idea. Whatever industry you're in, someone is probably writing or talking about it right now.

Including:

- **Researchers and analysts, at first, like Gartner or Forrester.** You might need to purchase these reports, and your company might not green light that expense. But you can often get lucky and find that another company—such as a competitor—has purchased it and is using the critical data points in its marketing materials.
- **Industry executives.** We even mean those running your competitors' companies, who publish articles and blogs about their products and your industry as a whole.
- **Subject Matter Experts (SMEs).** If you make a software tool for law firms, these could include high-profile attorneys who speak and write in the media about the challenges of today's legal practices.
- **Your targeted users and customers.** These people often publicly share their feelings, concerns, frustrations, and desires. You can find this information wherever your personas hang out digitally—on social media, for example.

Stepping out of the office and changing the scenery can be the best way to help summon ideas. So while we recommend evaluating the details: market research, usage data, development schedules, customers, etc. make sure to set aside time to process all of this information, clear your head, and allow inspiration to strike.

Analyzing your competitors

Your competitors can provide you with a wealth of information. The more you learn about these companies—their capabilities, their strategies, their pricing, and what their customers think about them—the more you'll know about your market and your customer personas.

Analyzing the competition today is easier than it has ever been. Therefore, competitive intelligence should be a no-brainer for product teams. But each initiative or feature should be judged relative to peers and alternatives in the market. They will generally fall into three categories:

- **They'll put you ahead as the first to market with this capability.**
- **They'll keep you on pace with your peers, as they're also coming out with this capability.**
- **They'll help you catch up to your competitors that already have this capability.**

Judge how much customers will value and use those initiatives or features. Simply knowing how a feature will help the product keep up with (or surpass) others is always a useful data point.

Here are a few ideas to get your research started:

- **Read all of your competitors' literature.** Visit their websites, watch their demo videos, and download their marketing materials. Go through their customer journey to learn how they communicate with potential buyers.
- **Experience their buyer's journey.** If your competitor offers a free trial of their product, get it, and use it.

- **Set up a Google alert for each of your main competitors.** If they publish a press release or receive a mention in an industry article, you want to know about it.

- **Read your competitors' user reviews.** You always want to know why a user selected a competitor's product rather than yours. You also want to know what your competitors' user personas—who are also your user personas—like and dislike about their products. You can also find great ideas for new functionality in the comments and complaints of your competitors' customers.

Essentially, you're never "done" with analyzing your competitors. While a particular competitive analysis exercise might have an endpoint, there's always something new to keep up with, which is why product managers should use digital tools to alert them when something noteworthy occurs.

Analyzing your product's performance

The research component of your responsibilities should also include monitoring your product's ongoing performance against your team's estimates and goals. As part of your product's go-to-market strategy, you will identify several key performance indicators (KPIs) to help you determine if your product is succeeding in the market. For product managers, KPIs also provide an easy filter for prioritization—if the initiative isn't expected to impact a KPI, then it shouldn't be prioritized over something else that will.

After you've launched your product, you will want to monitor these metrics against your estimates and goals for those numbers. Metrics help monitor and analyze data, which leads to more intelligent decision making throughout the product development process. Metrics will provide you objective support as you share your product strategy with the executive staff.

Here are some examples of common product KPIs:

User-oriented metrics:

- **Active Users (how many people are using something—by day, month, or year)**
- **Session Duration**
- **Actions Per Session (measures engagement and usability)**
- **Time to Value (Time to complete specific tasks in your product)**
- **Adoption rates (per day, per week, etc.)**
- **Percentage of users who took action (e.g., clicked a link or called a number) based on your promotion**
- **Customer retention rate (or the flipside, customer churn rate)**

Glossary

Key Performance Indicators (KPIs)

Quantitative metrics that a business uses to track and analyze performance or progress toward the objectives most important to the company's success.

Company-oriented metrics:

- Cost to acquire a new customer
- Number of trial downloads
- Number and size of sales
- Lifetime value (LTV) of your average customer
- Average monthly or annual revenue per customer

Metrics specifically for SaaS companies:

- Sustained Feature Adoption (calculate growth plus retention for the specific feature)
- Sessions Per User (how often they come back)
- Number of active users

If the length of the average session in your software product steadily increases over time, you can be confident that customers are finding value in your product.

But if the average user is taking far longer to complete a task in your product than you had estimated it would take, that could be a sign your team needs to rethink the interface or the user experience.

Learn New Skills

Use your learning and analyzing time to expand your product management knowledge and skill set. Here are a few great resources to help you keep learning and growing as a product manager:

Join product management communities

- The Product Stack
- Product School
- The Product Coalition

Read PM blogs

- The Silicon Valley Product Group (SVPG) Blog
- Ken Norton's Blog
- Product Talk

Listen to product-focused podcasts

- This is Product Management
- Product People
- Product Hunt Radio

The point is, you want to identify these key indicators of success as early as possible. That way, you will know what data to focus on to learn what is working in your product, and what needs work.

59% of PMs say data and analysis is the primary driver of product decisions.

– Benchmark and Trends Report (2019)

Product Management Festival

Tools PMs use to support their discovery and analysis process:

- **User tracking tools.** These tools can be invaluable sources of intelligence and insight into how your software's users or your website's visitors are actually engaging with your product and your content.
- **Customer survey tools.** For gathering quick answers to important user questions, these tools are extremely helpful.
- **Session replay and heatmap tools.** Heatmap software helps you understand exactly what users on your site care about by visually representing their on-site behavior. This insight can be extremely valuable as supplemental data for your product team.

Documenting and Deciding

The third primary area of your role as a product manager is documenting what you've learned and using those learnings to drive strategic decisions for your products. While documentation has evolved from being very heavy-handed and detail-oriented, that doesn't mean it doesn't exist. So, there's a bit of a gut reaction to documentation, but what this is really about is thinking through how do you create artifacts and build alignment around what's to come and why.

Here are examples of everyday tasks and projects that fall into each of these categories.

- **Recording key takeaways from your meetings** (for example, your support-team meetings) and making sure those data points reach the right stakeholders.
- **Writing problem statements and your hypotheses** and then distributing them to the relevant stakeholders.
- **Communicating release notes** with your company and customer base.

For example, if you want to kick off a research initiative, try starting with a statement like, "I think our free trials are failing to convert to paid users because we are attracting a student demographic, and not the professional users we had hoped for." Then you'll include any documentation or data that supports your hypothesis and hand off this project to your research team.

What PMs Write

- **Problem statement and hypotheses**
  "If we change problem Y, X will happen."
- **User stories**
  "As a _____ , I want to _____ so I can _____."
- **Market updates**
- **High-level vision for initiatives**
- **Product roadmaps**
- **Release overviews**
  (Via Slack message, email, PPT)

Other types of documentation product managers are responsible for include:

- Developing and updating your Kanban board to make sure it reflects your current priorities and progress. You will want this Kanban board for your core team meetings and to help guide your work.
- Updating your product roadmap, to ensure all of your internal and external stakeholders have an up-to-date understanding of your strategic vision and plans for the product.
- Reviewing and grooming your product backlog.

Note: Document your choices as well.

To see how this will tie into the rest of your work, let's review the previous activity categories in order.

First, you've **connected and communicated** with the right stakeholders. **You've done your research,** learned about your customers, competitors, and market as well as analyzed your KPIs. Lastly, it would be best if you **drove the right strategic decision,** and documented, documented, documented.

One important reason for documenting is to get key information out of your head and into a consumable format to empower the rest of your team to do their jobs. This documentation could be in the form of user stories, highlights of your customer interviews, or summaries of the new insights you've gathered about solving market problems.

How you document these insights should reflect the types of tools your audiences prefer. You need to be flexible and open to using different tools to document and share information with your team. A few examples:

Tools PMs use to update their teams:

- **Slack and Email (or other team collaboration apps).** Easy and immediate means of communicating—as well as maintaining an ongoing record of all communications related to the initiative.
- **Google Docs.** Record team and customer meeting notes in a collaborative way that lets you control visibility.
- **Roadmapping software.** A native roadmap application to visualize and maintain your product roadmap creates less work, increases flexibility, and is easy to share.
- **SharePoint.** Facilitate collaboration and keep team members in sync across an organization.
- **PowerPoint.** Presentation decks can be invaluable for communicating your high-level strategies, visions, and plans across your organization and to external audiences like customers. Presentations can also be a highly effective way of conducting sales training or educating industry analysts about your product.

Pro Tip

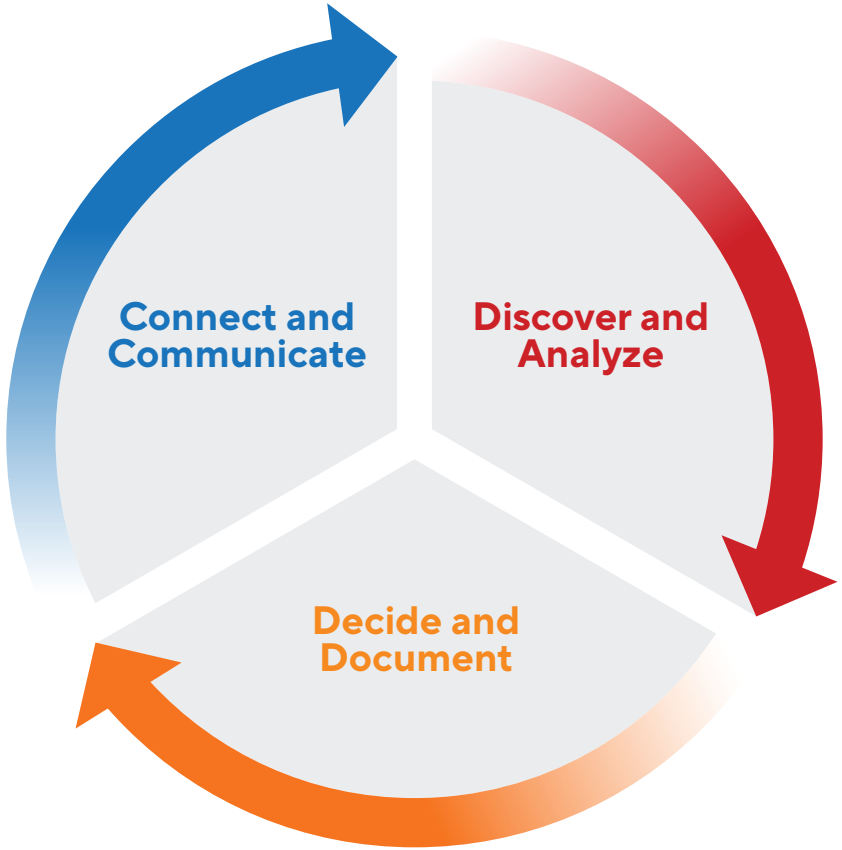
Use as few tools for communicating updates as possible.

But always keep in mind that your goal is to reach all your shareholders. If your sales reps don't like reviewing Google Docs, send them your insights and updates via Slack, email, or whatever they'll read.

Takeaways

As you can see, these three strategic components of your role as a product manager (connecting and communicating, learning and analyzing, and documenting and deciding) should always be working together, influencing each other.

For example, the more time you spend connecting with and learning the right sources, the more input you'll have for key decisions like how to prioritize your product backlog or updating your roadmap. The more time you can spend in the connecting and learning phases, the more frequently you'll glean new insights that will allow you to make informed decisions about your strategic plans.



A DAY IN THE LIFE OF A PRODUCT MANAGER

A DAY IN THE LIFE OF A PRODUCT MANAGER

Time to put what we're learning into practice. Let's examine how a product manager organizes a typical day, in order of priorities.

PLAY DEFENSE

First: Put out Fires

When you start your workday, your first priority should always be finding out if anyone needs your attention urgently. Check email, Slack, and your other communication channels for emergencies like:

- Blocking issues
- Urgent problems
- Angry customers

Second: Help with Time-Sensitive Issues

Next, look for time-sensitive issues your development team needs help with. These will be situations where you're asking your developers, "What can I do to clear you a path so you can continue making progress?"

You'll uncover these issues during:

- Your daily standup with development (which is why these should take place as early as possible in the day)
- Other types of daily status meetings you hold with members of your cross-functional team

Third: Make Sure You're Not a Bottleneck

Next, check with your teams to find out if something you've done—or still need to do—is preventing anyone from moving forward with their initiatives. For example:

- **Does marketing require your review and approval of their materials before they can move forward?**
- **Is your product owner awaiting your signoff on reprioritizing items on the backlog before assigning those tasks to development?**

GO ON OFFENSE

You probably noticed that those first few tasks to start your day are all reactive. As a product manager, your top priorities on any given day is to make sure you're enabling everyone on your cross-functional team to succeed at their tasks.

In your first couple of hours of each day, you'll mainly be playing defense—making sure nothing breaks, and that if anything has already broken, you're fixing it.

But once you've done that, you can focus on the more forward-looking aspects of your role. Now it's time to start playing offense.

Fourth: Check the Numbers

Set aside time each day to review your KPIs. But pick just a few; you won't have time to study and analyze all of them. For example, on any given day, you might choose to examine one stat from several types of KPIs:

- Number of trial downloads (business metric)
- Average session time in your product (usage metric)
- Click-rate from the new promotional campaign (marketing metric)

Fifth: Keep Your Communication Channels Open

This category includes your recurring meetings with the stakeholders contributing to your product's success. Think of this as your weekly hardscape—the meetings you need to have to move your product forward. On any given day, you'll probably have at least one meeting with stakeholders: developers, sales, your executive team, or customers.

- Weekly (or bi-weekly) core team meetings
- Bi-weekly (or monthly) sprint session with your development team
- Monthly support-team meeting
- Monthly sales meeting
- Weekly marketing meeting to review strategy and campaigns

Then you'll be faced with impromptu ad hoc meetings. Although you often won't know in advance about these meetings, they can be valuable to your roles—as product champion, product spokesperson, and critical strategic driver of your product. We encourage you to be open to them.

- Meetings with key customers, at the request of sales or support
- Joining sales' requests for demos or pre-sales
- Meeting with industry analysts or media covering your industry
- Meetings with new partners or resellers

In addition to these, you'll also want to remain accessible to your team by other forms of communication. Examples of typical daily interactions could include:

- Meetings with your customers
- Notifications via email or instant-messaging apps
- Video calls, webinars, and other forms of virtual meetings

Pro Tip

Schedule some "documenting" time between meetings.

If you schedule back-to-back meetings, you won't have time after each meeting to record your key takeaways. You need this documentation—not only for yourself, but also to share with your team.

Sixth: Block Out Time for Strategy

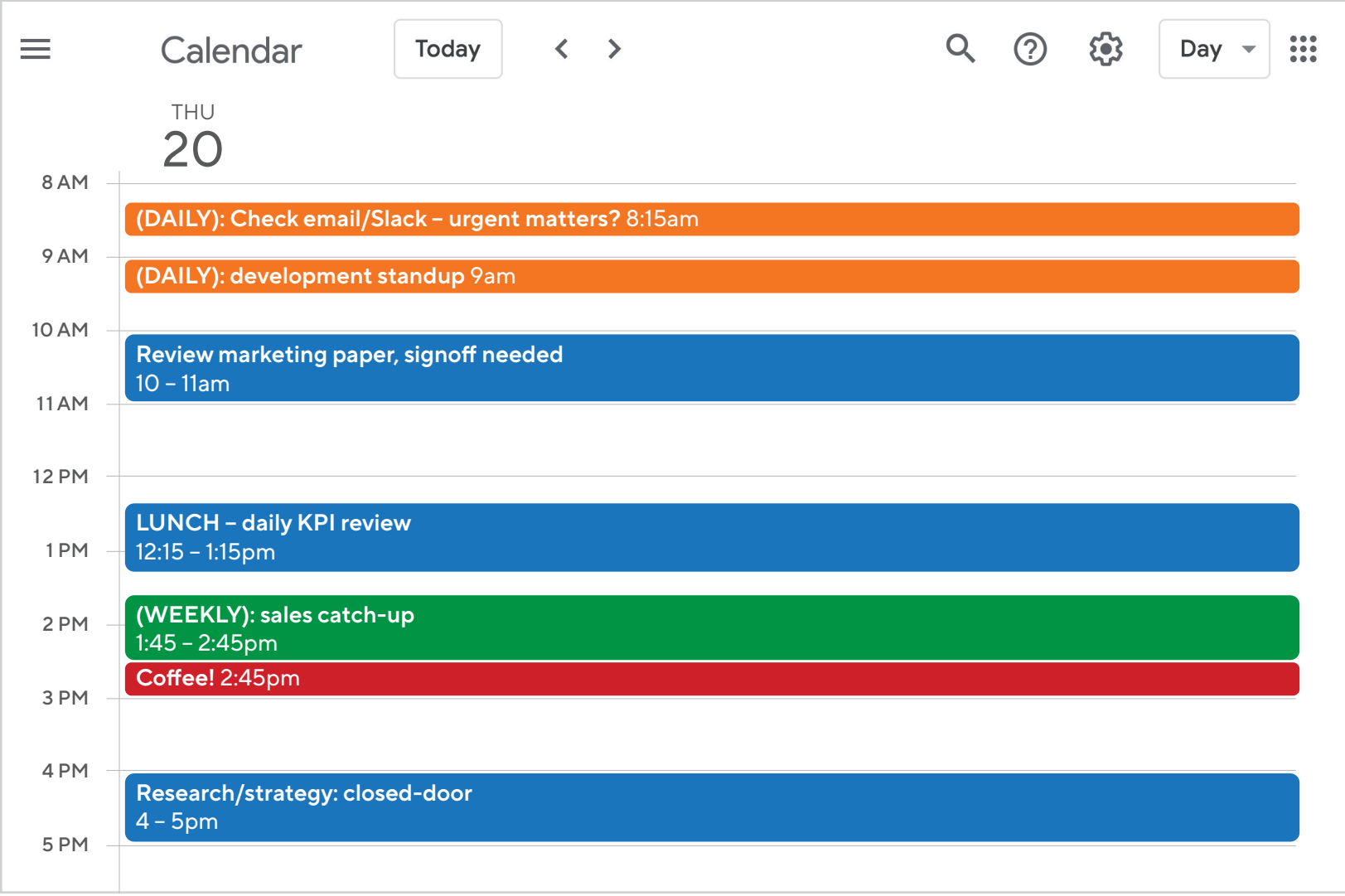
Finally, wherever you can, set aside time on your calendar for strategic thinking and planning. Ideally, you will want to block off at least some time on your calendar every day for this type of solitary work. It's an opportunity for studying, analyzing, documenting, and the other strategic tasks you will need time and space to perform.

Examples of the types of work you can do during this strategic time alone include:

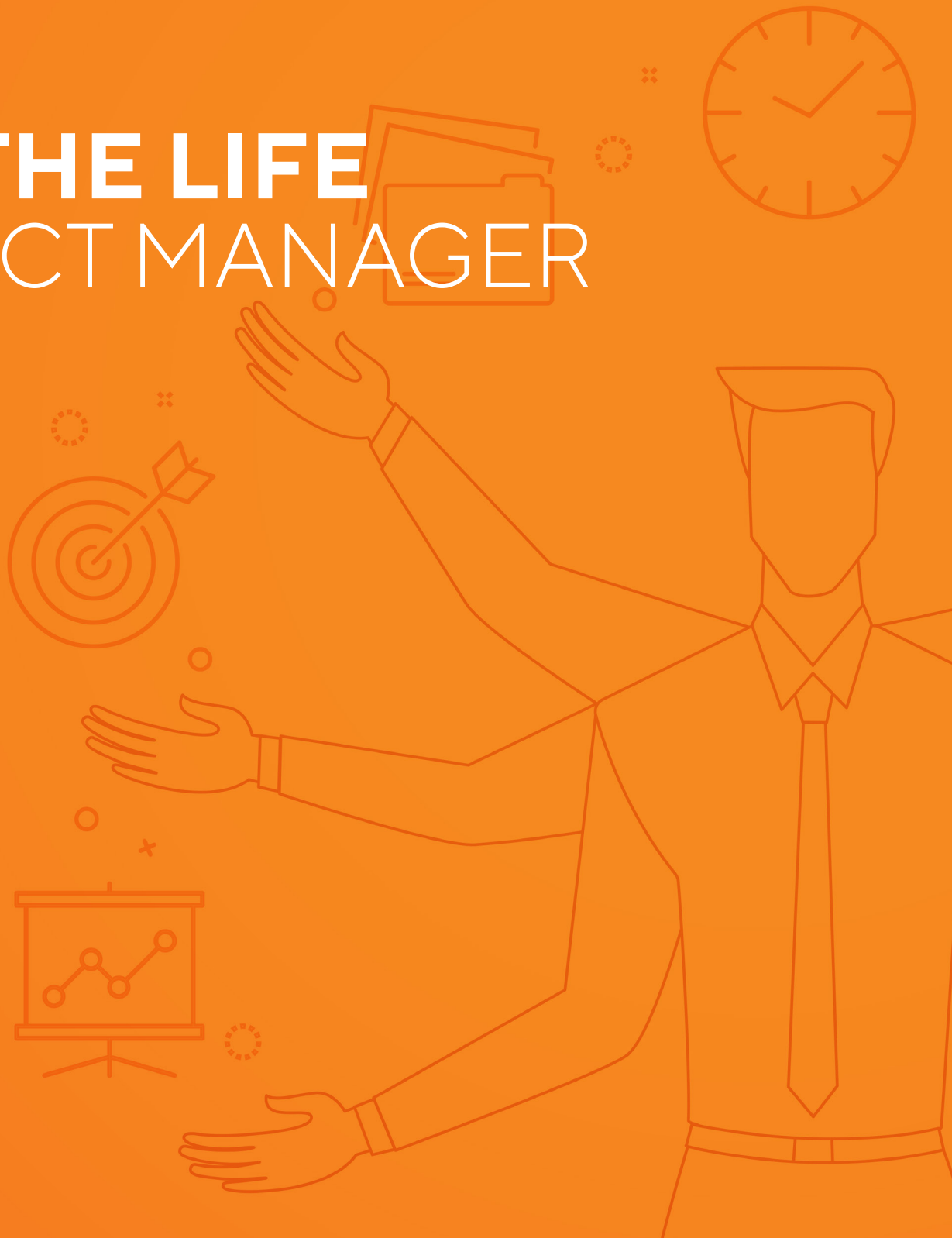
- Pick a competitor and dive as deeply as you can into that company's products, strategy, customer reputation, etc.
- Review your notes from recent meetings—roadmap presentations, daily standups, brainstorming sessions—and start formulating ideas for your next moves with the product.

- Spend time on your own customer community forum. Read comments—and respond if you have something valuable to add to the conversation.

Here's what that typical day might look like on your calendar:



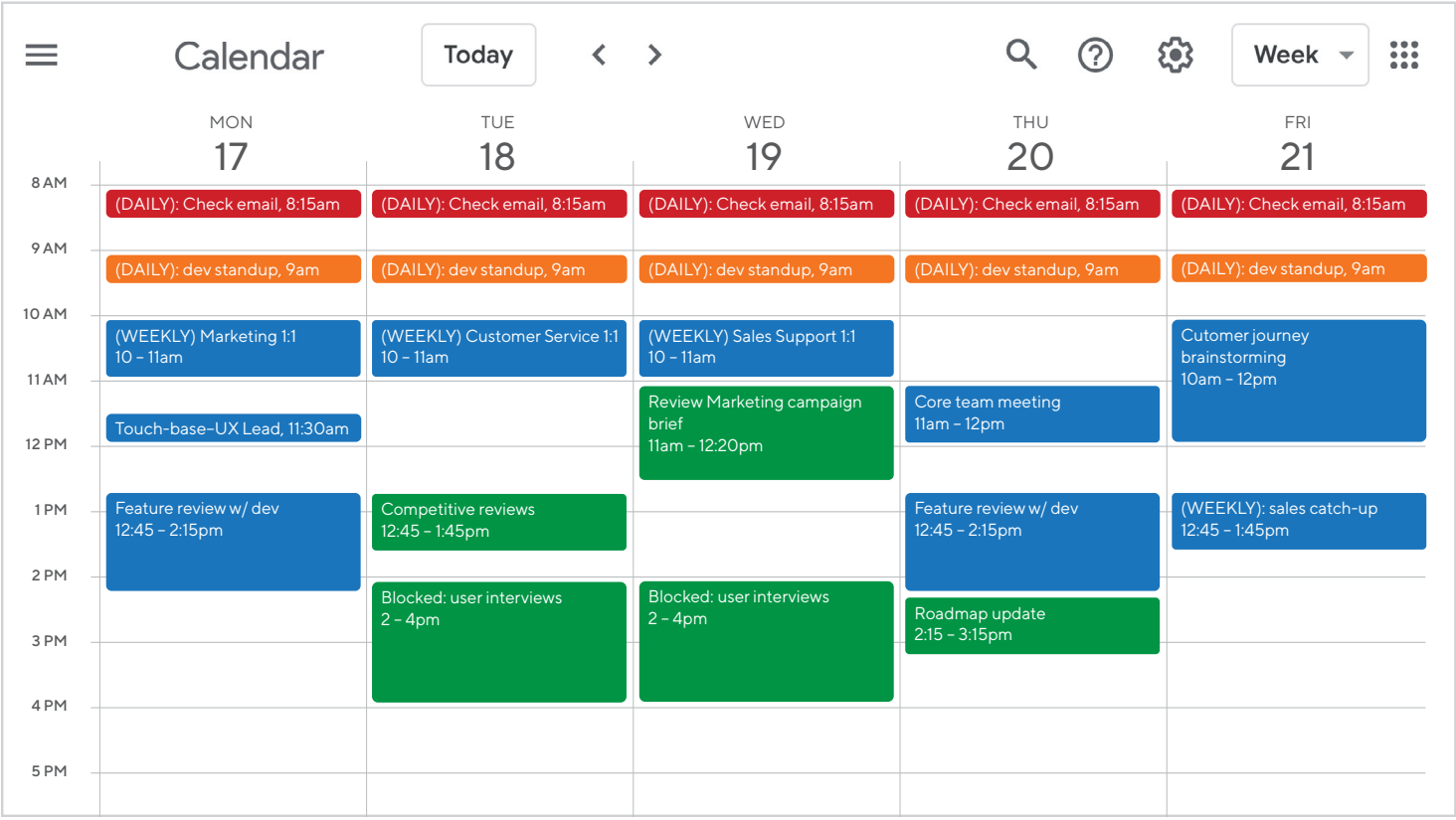
A WEEK IN THE LIFE OF A PRODUCT MANAGER



A WEEK IN THE LIFE OF A PRODUCT MANAGER

We've identified the types of activities that comprise most of a product's managers' time: connecting, learning, and documenting. We've also examined how you might prioritize these responsibilities over a typical day.

Now let's expand our view and look at an actual product manager's workweek. We'll use my own calendar as Director of Product Management as an example. Here's what a weekly view of my calendar looks like:



Note: *This particular week was mid-sprint, meaning I wasn't prepping for an immediate release or doing in-depth planning on new product initiatives. Weeks like those would look very different.*

Let's break down this calendar. What are we looking at, and how does this week line up with what we've been discussing?

- **I start every day making sure I address any urgent issues.** I start by checking my communication channels to see if anyone is in immediate need of help or attention.
- **My next order of business is attending daily product standups** to answer questions, resolve problems, and help the development team prioritize its work.
- **I also make sure I'm scheduling weekly one-on-one working meetings with key stakeholders across the organization.** These meetings give me a chance to hear and address my colleagues' questions and concerns, while also allowing me to make sure they are updated and remain aligned with current product strategy.
- **Every week, I host a core team meeting with all key stakeholders playing a role in the product's success.** More than just a status update, this meeting is a forum for the team to share market information, double-check priorities, address any blockers, and make decisions.
- **I also schedule time every week to learn more about our customers** (can't stress how important this is). This week, I've blocked out time for customer phone interviews. But on other weeks, I might use this time to travel to customers' offices or to review the results of a customer survey or do a deeper dive into usage stats.
- **I've also blocked out time to do some market research**—in this case, to learn more about a competitor.
- **Along with regular meetings and discussions,** I set aside some time on Friday to brainstorm with my team around ways to improve the customer journey.

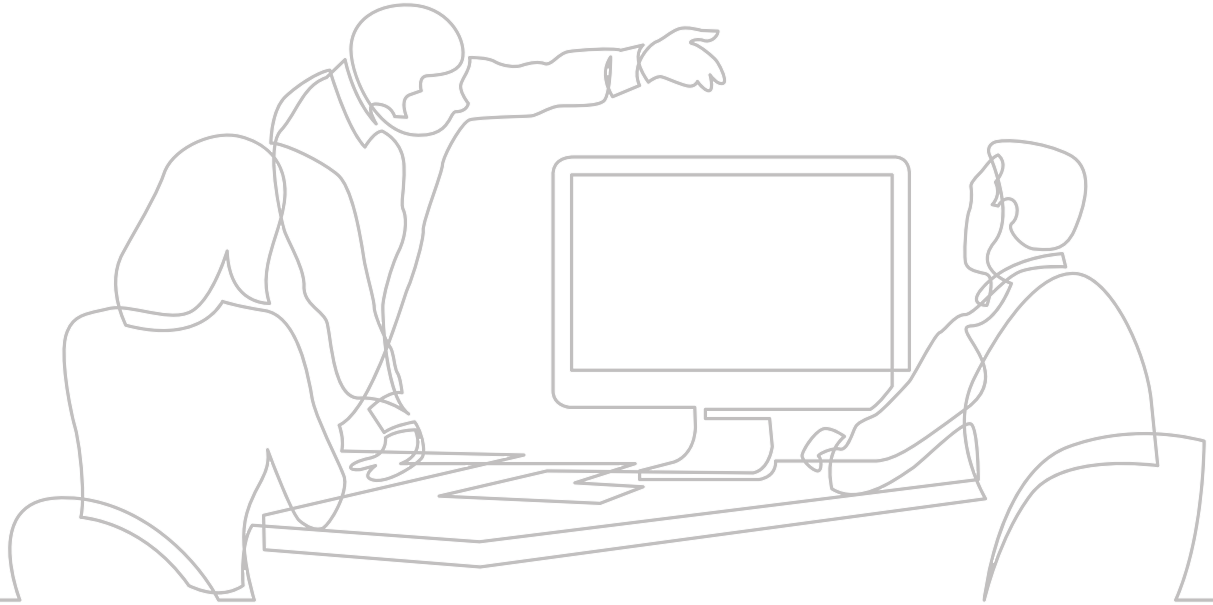
How to Understand this Calendar View

Product management is a balancing act—between tactical and strategic, between being reactive and proactive, and between working with your team and finding time to think and plan alone.

The calendar I've shared reflects this balancing act well. I start each day diffusing as many urgent issues I can and making sure other people can perform their jobs without blockers.

Then I maintain recurring meetings that keep our cross-functional team connected and moving in the right direction.

And finally, I secure the time that I need on my calendar for proactive, strategic activities—like meeting with customers, doing market research, and brainstorming with my team—that helps keep our product moving forward.



This type of week also enables me to expertly divide my time among the main strategic categories that product managers focus on:

1. Connecting and Communicating

There are scheduled meetings with our key stakeholders throughout the week. I also leave time unblocked for the many last-minute meeting requests and questions from the team.

2. Discovering and Analyzing

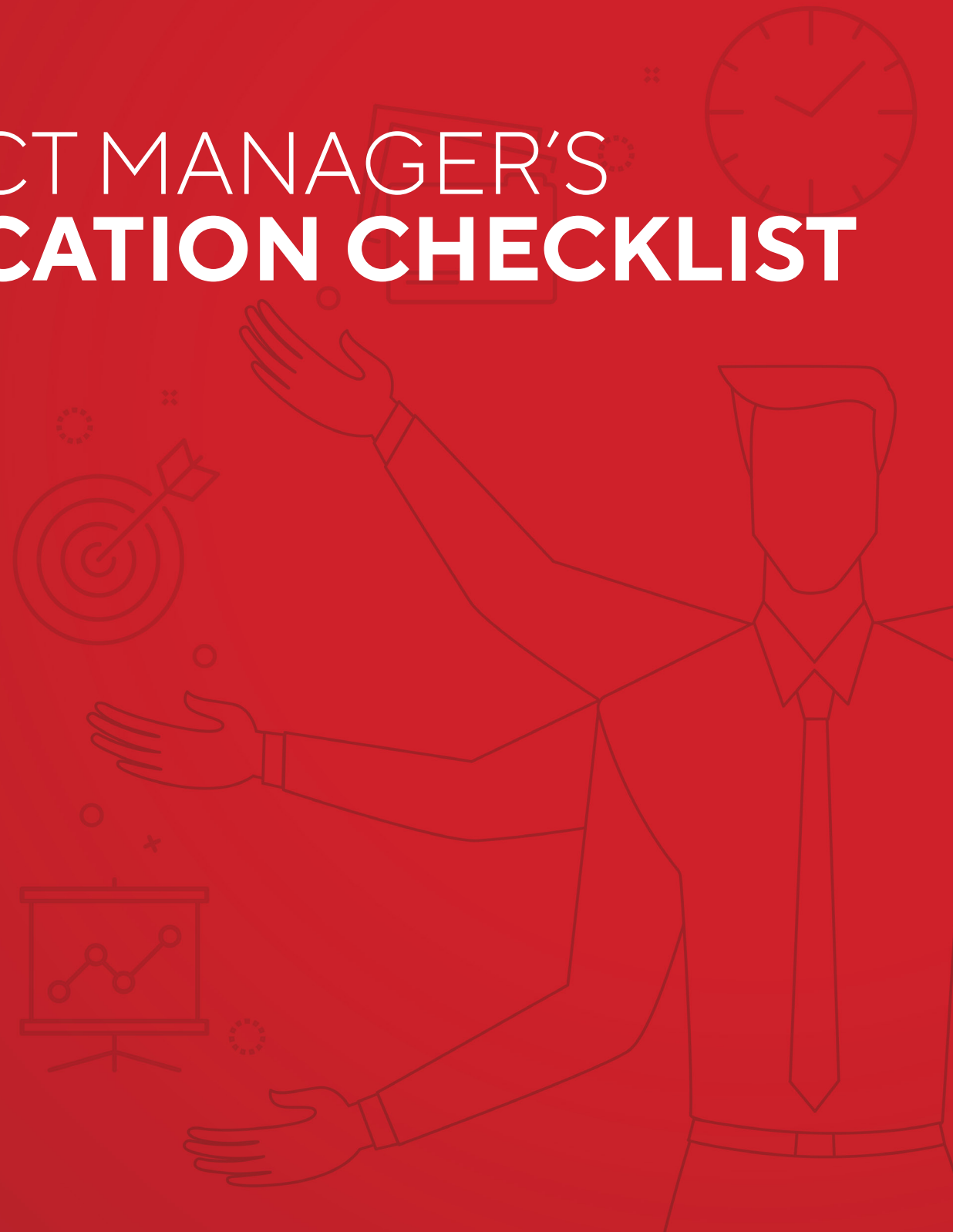
I make sure to carve out time each week for research and analysis, such as competitive reviews and customer interviews.

3. Documenting and Deciding

There's time set aside time for documentation and decision making, including reviewing the product roadmap. You'll even notice I don't schedule one meeting immediately after another. This break, as we noted earlier, allows me to have time after each meeting to document the key takeaways, which I'll use both in my own strategic planning and to update the relevant members of my team.

Finally, to keep your workload balanced and your products moving forward on all strategic fronts, try to devote some time every week to at least a few of the activities in each of these three main areas of your role as a product manager.

THE PRODUCT MANAGER'S **TIME-ALLOCATION CHECKLIST**

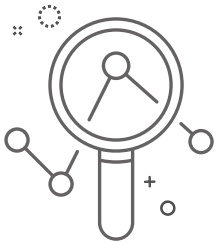


THE PRODUCT MANAGER'S **TIME-ALLOCATION CHECKLIST**

Connect and Communicate

- [ ] ***Identify your key stakeholders.*** These should preferably include one decision-maker from each of your cross-functional teams, including:
  - Marketing
  - Development
  - UX
  - Customer support
  - Sales
- [ ] ***Set up those recurring meetings.*** Determine how often you'll want to meet one-on-one with each of these stakeholders and set up a recurring core-team meeting, where all of these stakeholders/decision-makers can attend.
- [ ] ***Schedule regular team meetings with Sales and Pre-Sales.*** This sync will enable you to hear directly from the field reps who are interacting with your potential customers.
- [ ] ***Get yourself invited to the daily development standups.***
- [ ] ***Set up your preferred communication tools.***

  For example:
  - Set up the appropriate Slack channels
  - Set up email distribution lists
  - Make sure your Wiki is well-organized and right people have access



Discover and Analyze

- [ ] ***Establish your most important KPIs.***

For example:

- Trial downloads
- New signups
- Engagement with key features
- Retention rates
- Actual revenue against your targets

- [ ] ***Set up the tools you'll need to access and analyze these KPIs quickly and easily.***

These tools could include:

- Data dashboards (e.g., Power BI, Tableau, Excel)
- Google Analytics
- Optimizely
- Product analytics tool (e.g., Amplitude, Mixpanel, Pendo)

- [ ] ***Make a list of the research and analyst organizations that are covering your industry.***

When you have this list of firms, begin perusing and understanding their reports, blogs, and other materials from their analysts about your industry.

For example:

- Forrester Research
- Gartner
- IDC
- Everest Group

Discover and Analyze continued...

- [ ] ***Make a list of your market's subject-matter experts/influencers and follow their content.***

- [ ] ***Make a list of your top competitors and begin studying them and following their content.*** Sign up for any of their newsletters, social media feeds, and other ongoing content.

- [ ] ***Take top keywords for your industry and sign up for Google alerts for these terms.***

  Examples include:

  - Your company's name and the names of your products
  - Your competitor's name and its products
  - The names of subject-matter experts and influencers in your market
  - Use a tool like TweetDeck to follow relevant hashtags on Twitter, like those of your competitors' products.

Document and Decide

- [ ] ***Adopt tools specifically for product management documentation and sharing.***
  That way you don't need to update static files like PowerPoint or Excel continuously.

- [ ] ***Create standard templates for documents you and your team will regularly be using.***
  For example:

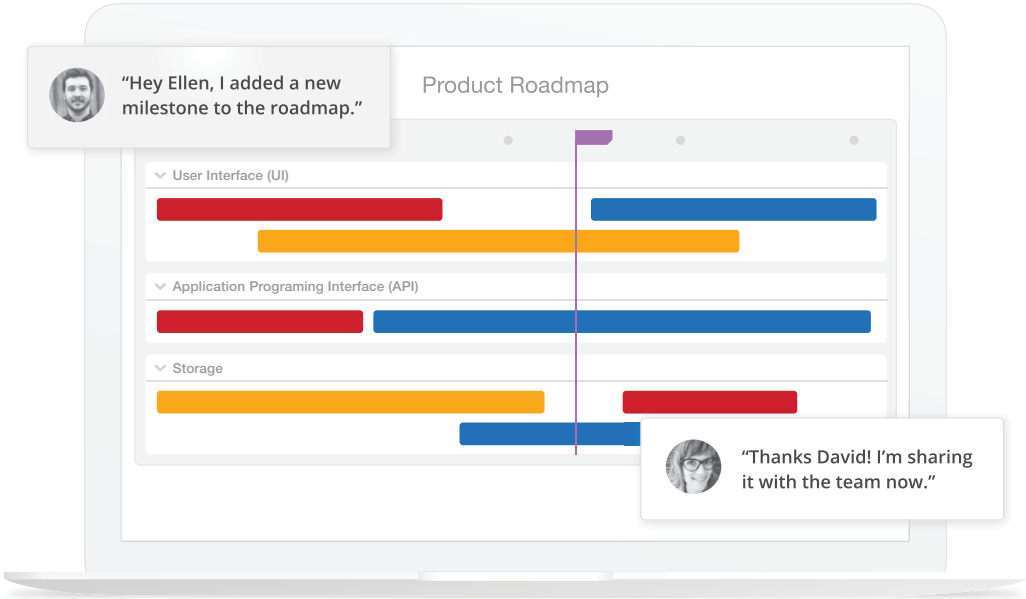
  - Sales questionnaires
  - Customer interview questions
  - Customer survey templates
  - Status update template for documents you'll share when updating your core team

- [ ] ***Develop a standard structure for communicating initiatives.***
  That includes:

  - Customer personas
  - Buyer personas
  - Customer journey
  - Market problems
  - Customer pain points
  - User stories

ABOUT PRODUCTPLAN

ProductPlan makes it easy for teams of all sizes to build beautiful roadmaps. Thousands of product managers worldwide–including teams from Nike, Microsoft and Spotify–trust ProductPlan to help them visualize and share their strategies across their entire organization. With our intuitive features, product managers spend less time building roadmaps and more time shipping products.



SIGN IN →