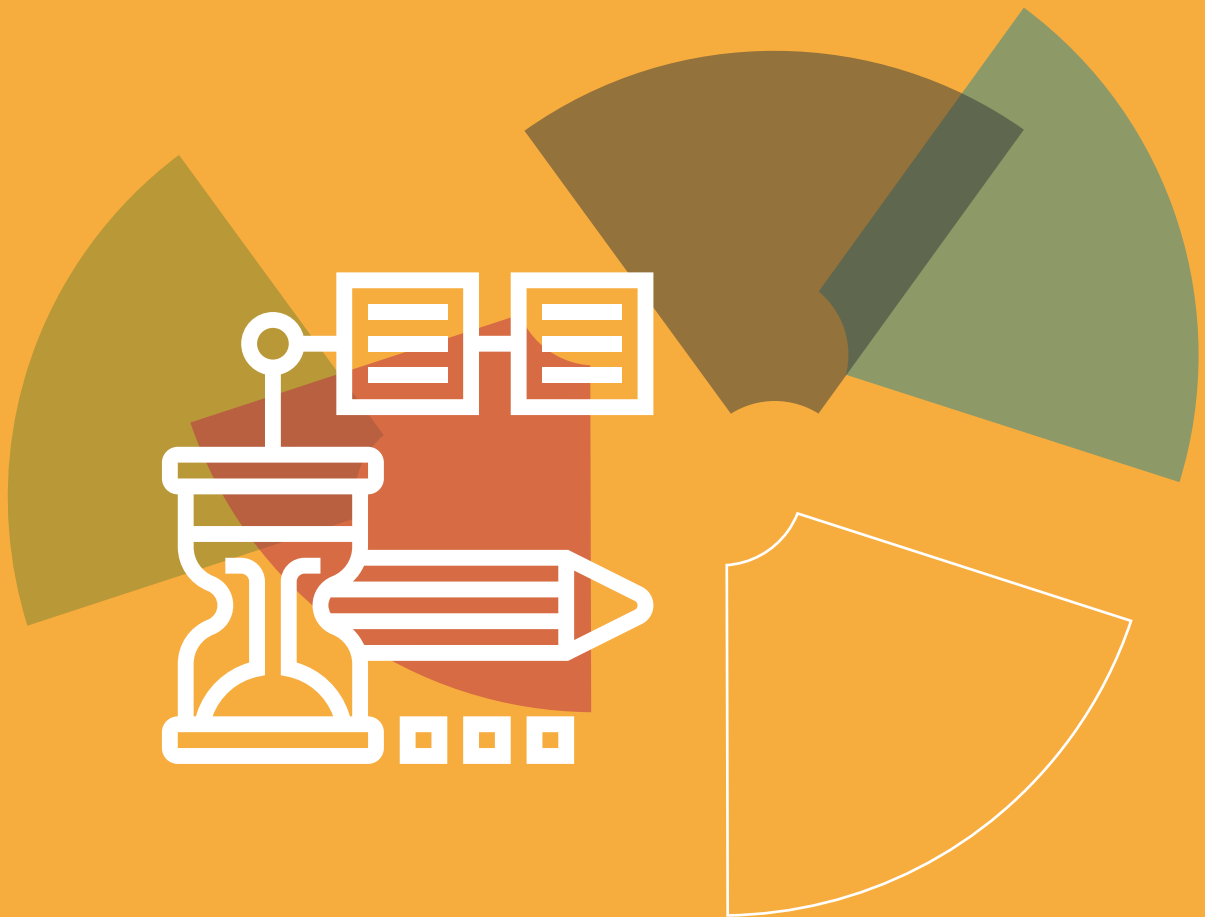# Step 3 Define

Introduction

Tarigo's 5D process is a comprehensive framework that encapsulates all of the tasks, tools, skills and topics covered when working as a product manager. We have divided the workload up in to 5 sections, in order to represent product lifecycle and make it easier to understand and implement.

In order to understand the 5D process as best as possible we are going to break down a section at a time in these deep dive white papers.

But first, why is the 5D process beneficial?
Or any process framework for that matter…

Product Management is a broad reaching discipline and no matter of the sector of the business, there is a lot to manage and understand. We therefore believe that a process framework, and specifically our 5D process, allows for an individual to properly manage their workflow and leave no stone unturned. Completing high quality work as a product manager is going to result in better product decision being made. The knock-on effect is a more profitable product and therefore increased revenue for the company.

The implementation of a proven product management process framework is intended to maximise your chances of product success, in turn increasing the value of the company.
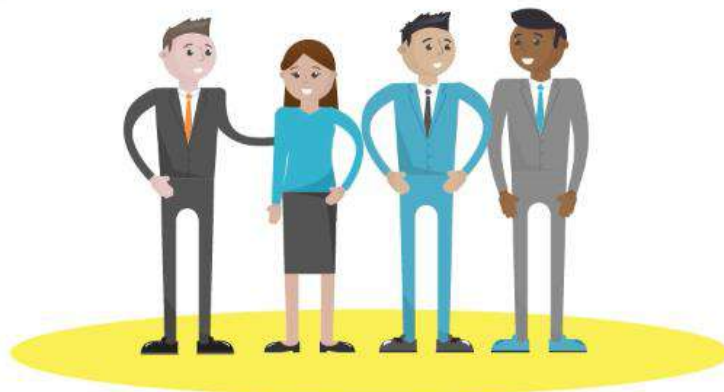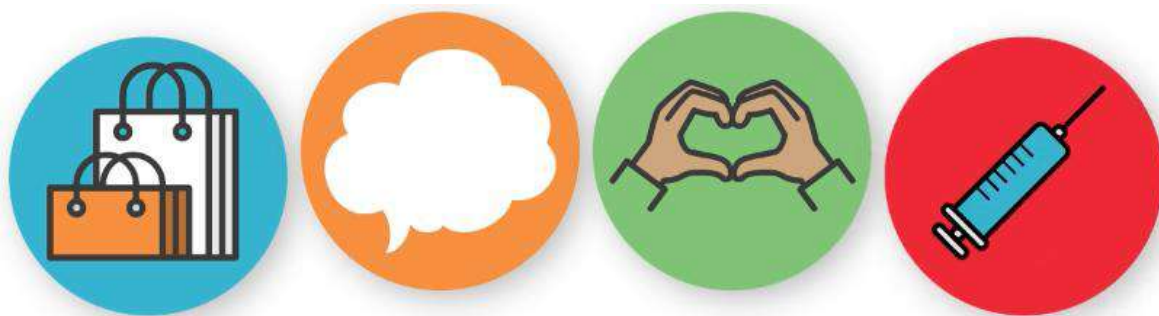
Define – The overview

The **Define** phase is the third phase of the Tarigo framework, and by far one of the most demanding phases in any product lifecycle. If you reach this phase with a product idea then the chances are it's a good product idea, and its withstood scrutiny up to now. In order to outline the details of how this product idea will turn into a functional product that can generate a revenue stream there is a lot of content and research to get through…

We refer to this as the **Define** phase because of the content that has to be covered, we are defining the full product idea and building out our business case for the product.
This means we are going to have to cover and **Define**:

- The Product
- Our Vision
- The Customer Base
- Our Competition
- Available and target markets
- The key financials and product metrics
- Any risks
- The plan - to develop, produce and deliver.

This Phase starts before and leads into the build stage of a product, so it is key that during the **Define** phase that we are able to explain, describe and communicate every aspect of our product. If an elevator pitch were to happen with every individual in the organisation, you should be able to answer every question. From – what is the size of our addressable market? To – what does our ROI (return on investment) look like after 18 months?

If you are comprehensive throughout this phase then the products run in should be a lot smoother and with accurate and validated research, you will maximise product success. Crunch the numbers, requirements and specifications to make sure you are planning to deliver a product that is achievable, has customer value and high potential profitability.

Define – Task involved

During the **Define** phase we are looking to translate the best opportunities into business cases and user stories. We do this to understand the product completely. Every single aspect and detail of the product needs to be understood and communicated clearly and consistently.

The priority for this phase is the building out of the business case or sometimes referred to as the product plan. As we have already looked at our presentation and communication skills in the previous phases (Discover and Direct) then really our focus here is to complete a high volume of PM related tasks. It might be worth to start thinking about cross-team communication during this phase, but we will cement this later on.

If we can successfully build out a transparent and comprehensive product plan then you are well on your way to defining your product, the plan the vision and every aspect that relates to the product.

- **Business Case Building**
- **Competitor Analysis**
- **Financials & Product Metrics**
- **Pricing Strategies**
- **User journey**
- **User story generation**
- **Personas**
- **Product Positioning**
- **Risk Analysis**

Define – Related tools

In order to manage and complete our product plan in an effective manner, we have produced a large set of tools for the **Define** phase. Some of these tools are simple and help you organise and take care of the slightly smaller tasks at hand. We also have some deep dive worksheets that help you tackle and organise some of the more taxing problems and tasks that need to be overcome when building out a fully rounded business case for your product, these include; financials for PM's, business case documents and personas + Proto-personas.

But the **Define** phase isn't just about the product plan in isolation. We are trying to identify the value of the product, and in doing so we are attaching; metrics, personas, user stories and prioritisation across the board. In essence there are lots of little tasks that all come together to form the business case.

This Includes:

- Business Case Document (The Product Plan)
- Competitor Analysis
- Financials canvas
- Financials for PM's worksheet
- Risk analysis
- Persona canvas
- Proto-Personas worksheet
- Product positioning
- User journey canvas
- User story framework
- Value proposition canvas

Define – Key skills

The Tarigo 5D framework outlines a number of skill-based activities that should be focused on during each phase of the Product Management process, and these phases link directly to the lifecycle model of a product.

For the **Define** phase the main objectives are:

- Build out a full business case
- Define your products metrics
- Outline the vision
- Collate and refine all your product information

The key skills within this phase focus on:

Business Case Building
Your ability to produce and communicate a business case document its absolutely key to this phase, if you can't communicate the information to all audiences then it's almost useless and if you can produce the information that you won't have a lot to talk about

Competitive Analysis
Being able to research and understand your competition is going to drastically improve your chances at beating them in the same markets. The better your understanding, the better the details can be communicated across multiple teams and all of this gives you a higher chance of exploiting weaknesses and winning against your closest rivals.

Financials & Pricing
Often a daunting task for any product manager with little to no financial background, being able to talk the language to an audience that is experienced in financial speak is scary. Being able to produce accurate written documents can seem easier but there is more room for scrutiny so you must be sure to get your financial documents 100% correct or as close to as possible. The ability to validate your claims with research comes in to play here, the more accurate your forecast, the better chance you have of gaining trust, backing and moving your product forward!

Conclusion

In order to **Define** a product well we have to search everywhere and turn every stone to get as much information that is as close to accurate as possible. It's important to remember that for large parts of this phase we are actually forecasting behaviours and performance. There are ways to validate claims, using different methods of research, and this is vitally important. But we are still forecasting.

If our definitions are accurate then our product will perform how we expect. If we are way off, the chances are it will be a product clunker.

Don't forget:
- Don't let the product run away with you, have realistic expectation based on the facts and information you collect and define.
- Be as transparent as possible in your information capture and sharing, anyone in your organisation should be able to read your business case and understand; what your product is, who it's for, the problem it solves, how it solves it, the long-term vision, its cost and profitability and EVERYTHING else related to that product.
- All of these tasks are driven by deep dive (market) research, don't make claims that haven't been validated and proven with real data. Qualitative or quantitative.