



# PRIORITISATION IN PRODUCT



# Contents

01

An Introduction to Product Management

02

Common Prioritisation Challenges

03

The Importance of Data for Prioritisation

04

Standardising the Prioritisation Process

05

Choosing your Prioritisation Framework

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**Find the right balance between important and urgent tasks. Urgent tasks will always arise and need to be dealt with, but not at the cost of deprioritizing important tasks. Only if you answer the important questions will you be successful.**

— Benjamin Ramhofer  
Data4Life

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# AN INTRODUCTION TO PRODUCT MANAGEMENT

## What is a Product Manager?


Product Managers are responsible for guiding the success of a product guide each step of a product's lifecycle, from development, to positioning and pricing, by focussing on the product and its customers.

At any given time, Product Managers deal with multiple conflicting requests from teams across the company. It can be difficult to please everybody, and it is essential that product prioritisation is done correctly. Failing to do so may result in building features that are not relatable to your audience.

Arguably, the most challenging aspect of Product Management is prioritisation; deciding what features get worked on.

There are multiple prioritisation techniques and frameworks that can be used to ensure the most important and urgent features are being prioritised, with the three most popular frameworks being The MoSCoW framework, RICE Scoring for Product Prioritisation and The Kano Model for product management and customer satisfaction (more detail on these later).



A background image of a business meeting with several people sitting around a table, looking at documents and laptops. Overlaid on this is a large black hexagonal frame containing a quote in white text.

**We bring value to our customers by solving their problems, not by shipping features. Challenge your roadmap and backlog; ask yourself ‘what problem am I solving and what value does it bring to my customer?’ If you’re not sure, it’s time to rethink your approach!**

— Sam Love  
Wefox



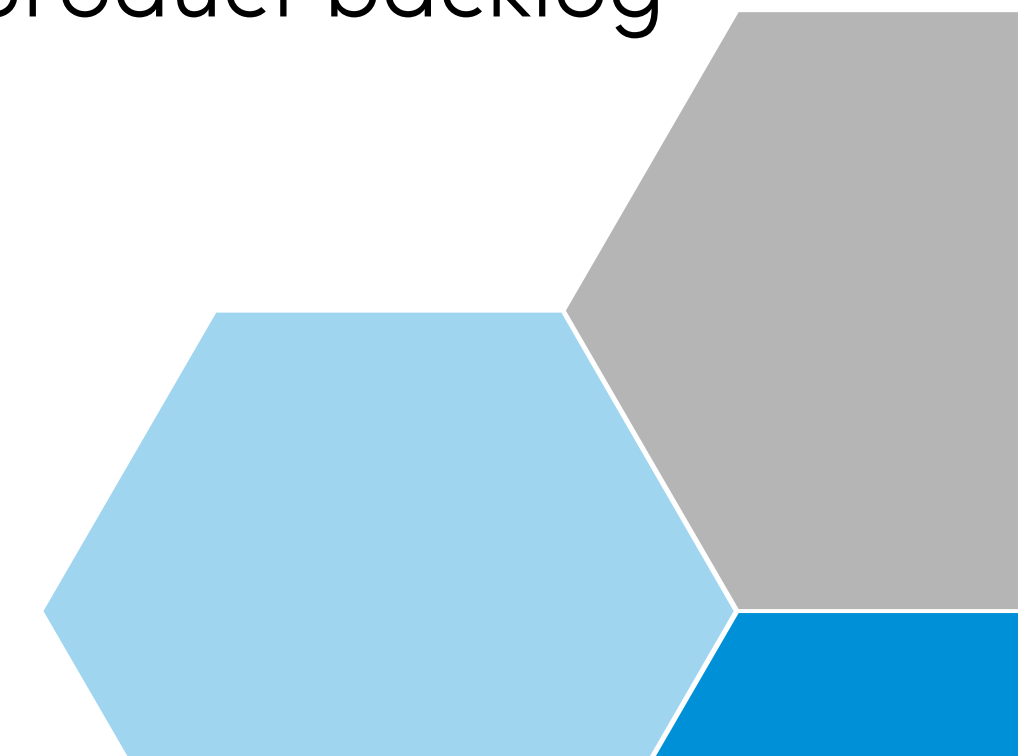
# COMMON PRIORITISATION CHALLENGES

Significant challenges around prioritisation in Product Management relates to stakeholders, more specifically around communication. Failing to communicate with key stakeholders can lead to further problems around gaining stakeholder buy in, balancing stakeholder input, aligning priorities with stakeholders, and arbitrating stakeholder demands.

It's critical that stakeholders are a part of the overall product prioritisation process as it ensures that everyone knows what to expect and by when, however, it can be hard to discuss and explain your decisions around prioritisation.

Further issues tend to arise around balancing the importance of product strategy with evidence-based customer needs and aligning prioritisation with business objectives, whilst dealing with day-to-day ad-hoc businesses.

Organisation and the ability to prioritise what to action are key responsibilities for Product Managers and Leaders to ensure that Product Teams are not being pulled in different directions and to enable them to get the product backlog in order.





# THE IMPORTANCE OF DATA FOR PRIORITISATION

## Data & prioritisation

It is important for Product Managers to make prioritisation decisions that are data-driven, as these decisions will have the greatest impact on the product.

Making more data-driven prioritisation decisions will enable you to:

- **View overarching trends**
- **Be more confident in your decisions**
- **Base all your decisions in evidence; filtering out irrelevant requests**
- **Achieve a smoother buy-in process**

## What should I be measuring?

All prioritisation decisions should be informed by the data that matters the most to the product, the team and company. Build relatable KPI's and metrics, and using them when it's time to prioritise features. Ask yourself if your decisions are going to bring you closer to your end goal.

Start by tracking KPI's that fall under:

- **Business metrics: cost & revenue**
- **Customer metrics: user success**
- **Product metrics: feature & functionality-specific**



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**Build a roadmap that is clear on short term deliverables but also shows long-term direction. Doing so allows for pivots based on product feedback whilst allowing the ‘north star’ to be maintained.**

— Phillip Whitely  
Nebuula

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# STANDARDISING THE PRIORITISATION PROCESS

## Standardisation tips

Creating a prioritisation process will help standardise the way new features are prioritised, helping keep your team on track, keep the end goal in sight, and avoid random decision making.

### Start by creating a product vision

This will help keep you focussed, and make decision making easier, as your direction has been clearly communicated.

### Designate one decision maker

One person to have the final say on prioritisation decisions. This could be the Product Manager, CEO or another stakeholder.

### Back priorities with data

All your priorities should be backed with data. Be objective and honest about your findings – don't just use the data that supports your feature. Customer feedback and surveys are good places to start to gather data about feature ideas.

Prioritising correctly and efficiently will result in building features that are loved and regularly used by your customers.



# CHOOSING YOUR PRIORITISATION FRAMEWORK

## Which framework is right for you?

Deciding which prioritisation framework to use can be tough. Of course, there are alternative frameworks to the ones listed below, and many Product Managers have their own way of doing things. Keep testing and you'll soon find what works for you!

### The MoSCoW Method

Focuses on what matters to customers AND stakeholders, which makes decision making easier for the Product Manager. This is the simplest model for non-stakeholders to understand.

### Kano Model

Categorize your features and then rank them based on how they impact customers. This prevents time being wasted via it's ability to identify the needs and desires of your customer; time won't be spent building attributes that won't be enjoyed by customers.

### RICE Scoring Model

RICE stands for Reach, Impact, Confidence, and Effort, which you'll use to evaluate your ideas. This method enables Product Managers to make better-informed decisions, reduce personal biases when making decisions and help defend priorities to stakeholders.



**Whenever you repeatedly buy services from the same place, the quality of service improves because the place gets to know more about you and is able to personalise the journey for you.**

— Parth Das  
DECA





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