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Product/Service Introduction and Delivery Primer for 2024

Clifton Gilley

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By Analyst(s): Clifton Gilley

Initiatives: Product/Service Introduction and Delivery

Product introduction and delivery is the set of cross-functional activities that support the launch of products and services. Increased release frequency requires that product managers work with stakeholders to create flexible pricing, value communication, and launch and GTM strategies.

Scope

This initiative helps articulate the value of products and services, improve collaboration, develop compelling pricing and packaging options, and build effective and efficient partnership ecosystems.

Topics in this initiative include:

- **Communicate Product Value:** Define value propositions that define technical capabilities in terms of customer value.
- **Support Launch and Go-to-Market:** Support product and service launches and related go-to-market activities.
- **Optimize Pricing and Packaging:** Implement product pricing and packaging models to achieve optimal business and customer outcomes.
- **Leverage Partnerships and Ecosystems:** Work with ecosystem partners and other partners to drive business goals and customer success.

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Analysis

Figure 1. Product/Service Introduction and Delivery Overview

Product/Service Introduction and Delivery



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As part of product and service introduction and delivery, the product team must support development of a go-to-market (GTM) strategy and launch the product to the market. Preparation for the positioning and launch involves ensuring that all functions of the organization — particularly marketing, sales and delivery — are aligned on the product strategy and launch objectives. While GTM activities are not owned by product or offering managers, they will increasingly have an input in shaping these strategies too. This alignment and coordination is often a complex task requiring continuous optimization of responsibilities and deliverables with all launch and go-to-market internal stakeholders, particularly product marketing.

Product or offering managers must take an agile approach to their collaboration with product marketing to determine how to best communicate the product's value. Product or offering managers are uniquely positioned through their roles in the discovery and validation of customer needs to improve positioning and communicate value in a way that feeds directly into desired customer and business outcomes. The ownership of positioning and messaging may ultimately reside in product marketing. However, product management is best-equipped to provide the details behind the product strategy, evolve the value proposition, identify how the product addresses customer pain points, and drive a balance and linkage between technical features and outcomes.

Product introduction and delivery includes the evaluation of how to price and package the offering, service or product. Setting an effective pricing strategy requires a deep understanding of costs, competitive alternatives and customer business value. Pricing should align with the company's wider business goals and expectations. In addition to pricing, the product team must decide how to package the product in a way that is compelling to the customer and optimizes the revenue across the entire product portfolio. The importance of partnering and playing an active part in the ecosystem is not new, but the ability to quickly and effectively choose technology partners is fast becoming a prerequisite for success. To enhance and maximize product introduction and delivery, product or offering managers will need to continuously capture value from the broader ecosystem, work dynamically with the right mix of technology partners and align strategic outcomes.

Excellence across all the activities of product introduction and delivery to the market is essential for the success of any technology product. Whether partnering internally on value, go-to-market, and pricing/packaging, or externally with an effective ecosystem of other companies, product managers must engage deeply and effectively when bringing a new product or feature to market.

Topics

Gartner helps product or offering managers support product and services introduction and delivery to maximize commercial success in an environment where many traditional marketing and sales approaches are losing effectiveness. While the product or offering manager may not be responsible for all aspects of product delivery, success depends heavily on setting up a successful product launch and delivery strategy, effective pricing and packaging strategies, effective external partnerships, and successful collaboration with marketing and sales. This requires the orchestration of many activities across functional boundaries where product managers must align product priorities and plans. As they do so, they should leverage their role to do more customer-facing activities and build stronger customer data and insights to influence and align launch and go-to-market decisions by marketing and other stakeholders.

Our research in this area addresses the following topics:

Communicate Product Value

Product or offering managers play a critical role in explaining how product capabilities and business value map to customers' business outcomes. They must also position technical capabilities as enablers of customer value creation by continually revisiting their collaboration with product marketing and sales and leveraging their crucial role in customer discovery and validation. This relationship is critical, as they must support the crafting of strong messages, develop buyer personas, and improve win rates with proofs of value, evangelism, case studies, demos and trials. In addition, they must assess with key stakeholders other effective approaches to drive successful go-to-market strategies, like implementation of product-led growth techniques.

Questions Your Peers Are Asking

- How can I best communicate the value of individual products or services or an entire portfolio to specific markets and buyer personas?
- How can I collaborate with key internal stakeholders to develop and communicate compelling product value statements and positioning?
- What are the leading practices and trends in communicating product value for product or service introduction and delivery?

Recommended Content

🔒 Some recommended content may not be available as part of your current Gartner subscription.

- Product Leader Self-Assessment: Fit for Product-Led Growth
- User Storytelling to Inspire Commitment to a New Product Vision
- How Product-Led Should Your Go-to-Market Strategy Be?
- Enable Growth With Interactive Value Assessment Tools

Planned Research

- Top practices to build and communicate product value in specific technology markets
- The product manager's role in product-led growth strategies
- New methods to communicate value in the context of customer lifetime value
- Top practices to improve external focus on direct customer activities, co-developing buyer personas to create more effective value messaging

Support Launch and Go-to-Market

A successful launch plan and go-to-market strategy sets the foundation for a product or service to achieve success in the marketplace. This requires continuous planning, execution and coordination with the product marketing function. The product or offering manager collaborates with product marketing to orchestrate many shared activities, drive clarity of target market and audience, effectively position products, and time product launch. The product manager may serve as the launch lead — or consider appointing a launch lead — to provide close oversight for the broad range of tasks that must be performed. These tasks include messaging, demand generation programs, sales enablement, partnerships, customer training, and clear measurement of launch progress and success.

Questions Your Peers Are Asking

- How can I improve alignment with product marketing to validate the product launch strategy and ensure effective launch processes and metrics?
- How can I collaborate with product marketing to establish the best go-to-market strategy for products or services?
- What are the leading practices and trends in supporting launch and go-to-market for product or service introduction and delivery?

Recommended Content

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- Rethinking Product Launch in the Age of Continuous Releases
- Use Storytelling to Inspire Commitment to a New Product Vision
- Optimize 4 Phases for Product Launch Success
- Tool: Product Management RACI Matrix
- Tool: A Template for Building and Managing a Successful Product Launch Plan

Planned Research

- Top practices for a successful launch strategy
- Top practices to improve role and responsibility alignment with marketing
- Insights into new approaches to go-to-market

Optimize Pricing and Packaging

When reviewing pricing and packaging strategies, product or offering managers must consider not only how these impact the revenue and profitability of the business, but also how they support new customer acquisition, customer growth and the delivery of customer value. Effective pricing and packaging models should be selected for simplicity, transparency, flexibility and their ability to capture customer value. Product or offering managers will need to consider an increasing array of assets (for example, ecosystems, platforms and partners, which might require revenue sharing models) to enhance pricing and packaging value.

Questions Your Peers Are Asking

- How can I best align pricing and packaging strategies to business goals and customer outcomes?
- How can I capitalize on pricing and packaging strategies to expand the business and increase product value?
- What are the leading practices and trends in optimizing pricing and packaging for product or service introduction and delivery?

Recommended Content

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- 2 Pricing Trends That Enable Product Managers to Target Complex Use Cases
- How to Package and Price Your Generative-AI-Enhanced Product
- 4 Successful Approaches to Solution Packaging
- Enhance Pricing Models to Address 3 Unpredictable Use Situations
- Tool: Triangulate Cost, Competition and Value for Successful Pricing

Planned Research

- Pricing and packaging strategies by technology market areas
- Top practices to align pricing and packaging with customer value
- Impacts of product and offering modularization and composability on packaging strategies

Leverage Partnerships and Ecosystems

Effective technology partners and ecosystems are increasingly crucial to accelerate growth, innovation opportunities and, ultimately, product success. Product or offering managers must select the right technology partners to fill competencies and capabilities gaps, and hit the right timing to build partnerships, cultivate new ones and end those that are no longer productive. To realize specific point-in-time opportunities, partnering must become more opportunistic and dynamic, and product or offering managers will have to shift to more agile and fluid ways of partnering. They must also continuously assess the value of broader platform ecosystems, create strategies to drive competitive advantage from and within them, and assess the business value of joining new ecosystems.

Questions Your Peers Are Asking

- How can I improve partner relationships to drive business growth and increase product value?
- How can I best engage and leverage existing or emerging ecosystems for product success?
- What are the leading practices and trends in leveraging partnerships and ecosystems for product or service introduction and delivery?

Recommended Content

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- Extend and Amplify Offerings Through Upgraded Partnership and Ecosystem Strategies
- [Increase Partner Loyalty to Deliver Business Outcomes Using Your Storage Solution](#)
- Quick Answer: What Should Partners of Hyperscale Cloud Service Providers Expect Through 2024?
- Plan and Manage to Prevent Conflict Between Direct and Indirect Sales Channels
- Technology and Service Providers — Questions to Answer Before Building a Partner Program

Planned Research

- Top trends and practices to promote modern partnering approaches
- Top trends and practices to exploit ecosystems and partnerships in a specific technology market

Suggested First Steps

- Critical Steps for Product Managers: Communicate Product Value
- Critical Steps for Product Managers: Support Launch & Go-to-Market
- Critical Steps for Product Managers: Optimize Pricing & Packaging
- Critical Steps for Product Managers: Leverage Partnerships & Ecosystems
- Ignition Guide to Packaging Products for Success as a Product Manager

Essential Reading

- Optimize 4 Phases for Product Launch Success
- How Product-Led Should Your Go-to-Market Strategy Be?
- 3 Key Elements for Effective Partner Sales Enablement
- Enable Growth With a Tiered Value-Based Pricing Model
- Ignition Guide to Pricing Products for Success as a Product Manager

Tools and Toolkits

- Ignition Guide to Creating a Product Launch Plan as a Product Leader
- Tool: Triangulate Cost, Competition and Value for Successful Pricing
- Gartner Product Decisions

Evidence

This initiative — and the associated initiatives of product/service discovery and validation, design and creation, evolution and management, organization and leadership — has been developed by leveraging multiple Gartner information and insight sources, including:

- A dedicated survey of technology product managers to identify their critical initiatives, priorities and challenges
- Published and researched insights around general product management and specific technology areas

- Engagements with hardware, software and service technology vendors, and end users

Document Revision History

Product/Service Introduction and Delivery Primer for 2023 - 2 February 2023

Product Introduction Primer for 2022 - 4 February 2022

Product Introduction Primer for 2021 - 24 January 2021

Product Introduction Primer for 2020 - 13 January 2020

Product Introduction Primer for 2019 - 2 January 2019

Product Introduction Primer for 2019 - 2 January 2019

Product Introduction Primer for 2018 - 23 May 2018

Related Priorities

Initiative Name	Description
Product/Service Organization and Leadership	This initiative helps innovate product/service management practices, build efficient teams and modern skills, drive cross-department collaboration, and select the right product management toolsets.
Product/Service Discovery and Validation	This initiative can help develop product and service offering plans and strategies based on best practices and insights for assessing customers' needs, market trends and competitive positions.
Product/Service Design and Creation	This initiative provides insights and best practices to improve the effectiveness of the relationship between product, design and engineering, and maximize customer value through collaboration.
Product/Service Evolution and Management	The product/service evolution and management initiative helps clients understand those activities that are essential to maintaining and growing a product after it has been launched into a market.

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Report

Top Trends for Tech Providers for 2024

Explore the top trends product leaders must evaluate across all business dimensions.

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eBook

Leadership Vision for Technology Product Managers

Learn the top three strategic priorities for tech product managers.

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