



Gartner®

Leadership Vision for 2022

Top 3 Strategic
Priorities for
Technology
Product Managers

From Rishi Sood, GVP, Technology & Service Providers

As we continue to navigate through and emerge from the global COVID-19 pandemic, business leaders are recognizing the possibility of long-lasting changes in how we do business, even after the immediate threat of COVID-19 has waned.

When, where and how we work is forever altered. As a result, the process for decision making — rooted in content consumption, collaboration and consensus building — has fundamentally shifted.

Accelerated digital technology innovation, changing buyer behavior and new business models add complex dimensions to how technology service providers think about every part of the organization. Technology spending is democratizing and is increasingly driven by business leaders seeking to accelerate digital initiatives. The market has changed, so technology vendors need to adapt.

Demand for digital transformation will fuel double-digit growth in spending on enterprise applications, infrastructure software, and managed services and cloud infrastructure services with enterprises investing ahead of revenue expectations in areas such as analytics, cloud computing, customer experience and security.

For large enterprises, this means nearly every company is becoming a tech company and every market will be even more competitive in 2022. Successful leaders will update their storytelling and key points of differentiation, obtain deeper insight on new buying behaviors, drive continuous product management practices, outperform competitors across the entire customer life cycle, plot their future ambitions/transformation strategies and overcome the talent crunch.

Gartner Leadership Vision provides top-level guidance to leaders and their teams on where to focus — based on our data-driven research. We're providing detailed insights to our clients across dozens of roles, and we're now excited to share excerpts with the business community beyond our clients. We hope this will help you to focus discussions with your teams, peers and other leaders, so you can more quickly and effectively diagnose priorities and actions, especially as you solidify your strategic plans for 2022.



Rishi Sood
Gartner Research & Advisory

Challenges and Actions for the Technology Product Manager



Overcoming a lack of data-based decisions

Today, most product managers are held back by a lack of data — with their insights being confined to whatever they get from sales, financial and operational data. In today's product markets, reliance on such lagging data sources can be extremely limiting. Product management leaders must begin to capitalize on the new wave of near-real-time usage and behavioral data.



Actions for the technology product manager

Strengthen the decision-making culture among product managers by encouraging hypothesis-based problem solving and discouraging preconceived use of data.



Changing buyer behaviors

The challenges for product management come from the pace and scope of technology innovation. As markets become more and more global, and as competition intensifies in either fragmented or consolidated technology markets, product management leaders and their teams must identify new ways to differentiate their products and services.



Develop an outcome-driven mindset that guides all phases of product planning, development and validation — especially when looking to differentiate the product, build compelling product and customer experiences, and prioritize product investments.



Focusing on what's most important

The 2020 Gartner Product Management Survey revealed that product managers evenly split their time across at least 10 activities — strategic, tactical and collaborative — with no single activity accounting for more than 15% of their estimated allocations.

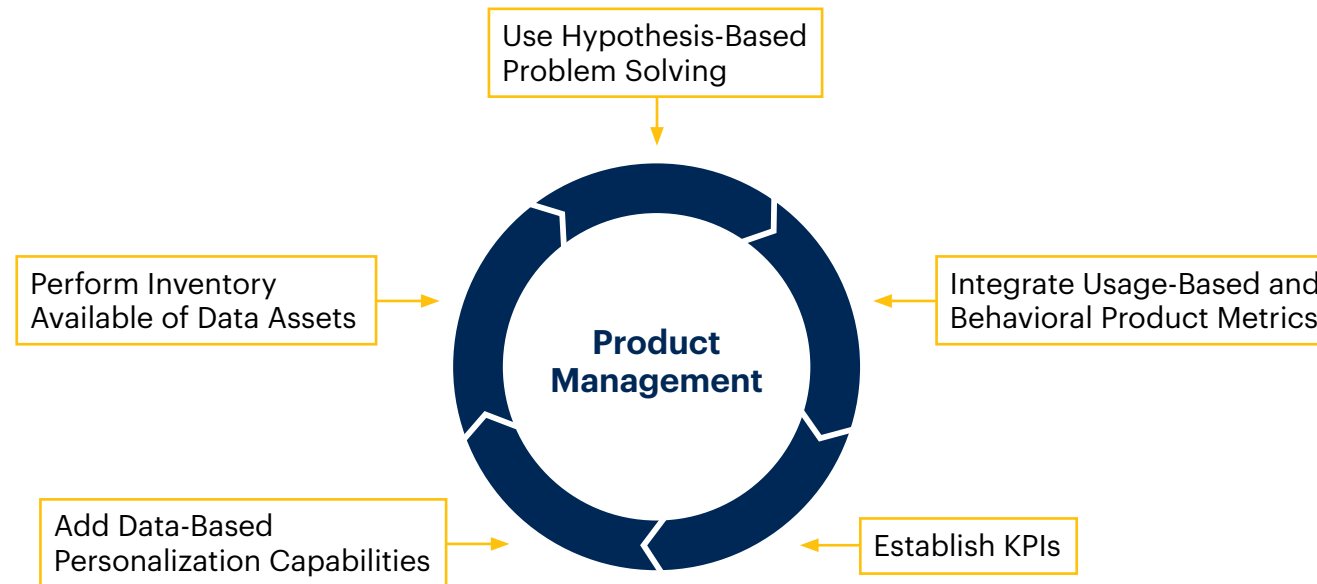


Achieving specialization becomes the way that product managers can focus on activities essential to delivering valuable solutions to customer problems. This allows product managers to lead complex responsibilities such as continuous product management.

Source: Gartner

Drive Data-Led Behavior Throughout Product Management

Whether the objective is to be data-driven, data-informed or data-inspired (or some combination of all three), product management leaders and their teams must start prioritization and efforts around enhancing their decision-making processes with available and real-time data.



Recommended Next Steps

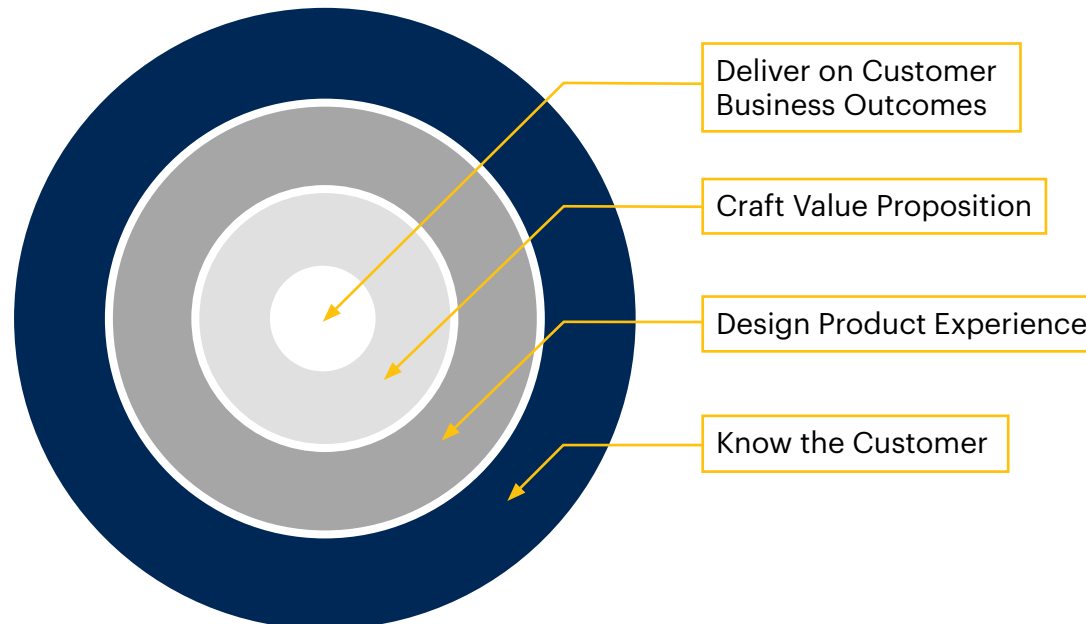
- 1 Design training programs to encourage data-led mindsets in product management tasks.
- 2 Capture and communicate examples of successful data usage in product management decision making.
- 3 Explore available datasets to improve customer experiences.

Source: Gartner

Focus on Outcomes Throughout the Product Life

The focus on outcomes is one of the significant changes in the outside-in approach. Product management leaders have, in the past, recognized the importance of customer requirements and feedback — turning these into

integral inputs to the early planning, development and introduction phases of a product's life cycle. The outcomes mindset keeps the focus on the business value and impact of the technology.



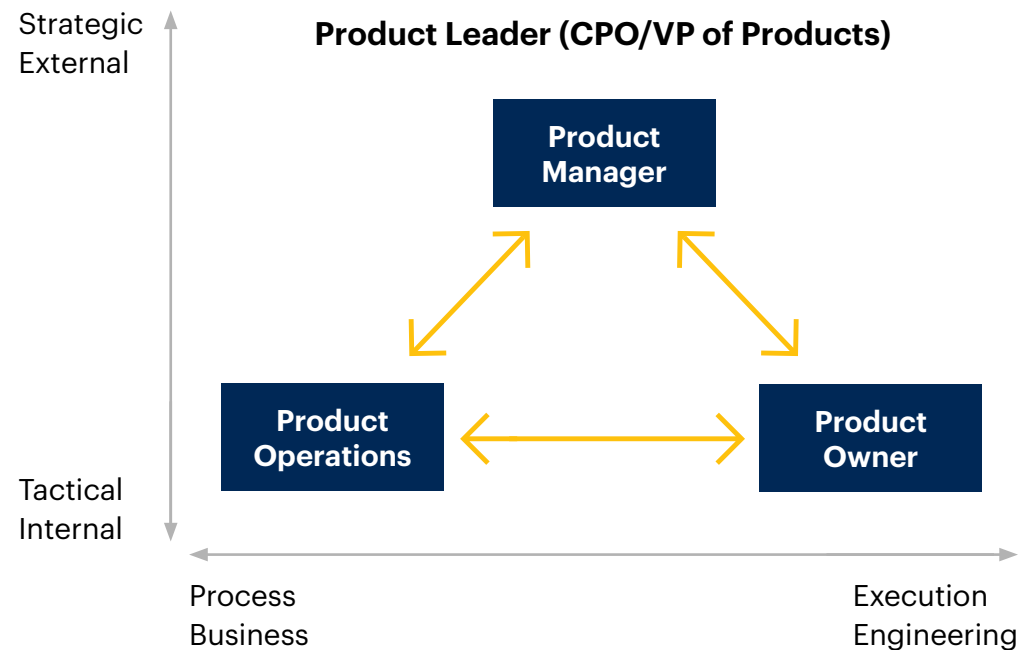
Recommended Next Steps

- 1 Establish guidance within the organization as to what defines customer business outcomes.
- 2 Communicate the outcomes in the value proposition.
- 3 Design product experiences around defined outcomes.
- 4 Know your specific customer outcomes.

Source: Gartner

Create Specialization in Product Management Teams

As engines of growth and deliverers of continuous product management, product management organizations and their leaders and teams must grow, not only in numbers but also in specialization.







Recommended Next Steps

- 1 Establish and strengthen three product management specialty roles.
- 2 Develop the “architect of outcomes” mindset (in product management role).
- 3 Identify skills needs and gaps within the team.

Source: Gartner

Actionable, objective insight

Explore these additional complimentary resources and tools for technology product management leaders:

 <p>Webinar The Gartner 2022 Leadership Vision for Product Management Leaders</p> <p>Maximize product management efficiency and effectiveness.</p> <p>Watch Now</p>	 <p>eBook 3 Lessons From High-Growth Companies to Build a Successful Product Strategy</p> <p>Avoid common product strategy pitfalls.</p> <p>Read Now</p>	 <p>Tool Gartner Product Decisions</p> <p>Make more effective product decisions and roadmaps.</p> <p>Call Us Today</p>	 <p>Webinar The 7 Disruptions That Will Most Impact Tech Providers in the Next 5 Years</p> <p>Take advantage of the coming disruptions.</p> <p>Watch Now</p>
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