

WHITE PAPER

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# THE MISSION OF B2B PRODUCT MANAGEMENT

*Your Organization's Success Is Riding On It*

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**Proficientz**  
PRODUCT PORTFOLIO MANAGEMENT  
No Product Silos!

## Overview

Your product management discipline can be on a mission to build great products or it can be on a mission to help your target-customer organizations achieve their goals. The success of your organization ultimately rides on that mission.

In B2B, a mission to *“build great products”* limits the success of your organization to the success of each product. It fosters a product management discipline that’s more inwardly focused on *“improving my products”* and improving their contribution to *“my organization’s goals.”* Market focus rarely goes beyond the needs of each product’s users.

A *“target-customer goals”* mission doesn’t limit your organization’s success because the focus begins and ends with the business of your target customer organizations, their goals, and the biggest obstacles they face in meeting those goals from the top down. Products, services, technologies and platforms become the means for removing those obstacles. The success of your organization has no limits when you’re consistently making it easier for your target-customer organizations to reach their goals.

## The Ripple Effect of the Mission

### *A Mission Centered on Building Great Products*

Building great products has long been the mantra of B2B product management. The logic is sound – meet user requirements to make every product successful and the company is successful.

But how successful can your organization be when the collective focus of product management starts and ends with the users of each product? Who’s minding the top-to-bottom business goals of your target customer organizations and determining the departments, business activities and workflows that have the biggest impact on those broader and more critical goals?

### *Through the Eyes of Each Product!*

*“What improvements can I make to my products to support my organization’s goals?”*



*Needs that don’t go beyond the users of each product limit the value your organization delivers.*

The bottom line: A *“great products”* mission fails to cultivate the single most important competency of any B2B product management discipline – ***the ability to understand the dynamics of your target-customer organizations from the top down.*** When that competency is deficient, it creates an artificial ceiling on the value your organization delivers because product management isn’t uncovering needs beyond the users of each product. The end result is a minefield of missed opportunities to uncover and solve more critical needs that drive faster growth, higher customer retention and greater differentiation.

*A Mission Centered on Goals of Your Target-Customer Organizations*

A mission centered on the “goals of your target-customer organizations,” cultivates a product management discipline that’s **more knowledgeable on the top-to-bottom business of your target customers than any other part of the organization**. That competency in product management translates into an organization that delivers substantially greater value to its target-customer organizations.

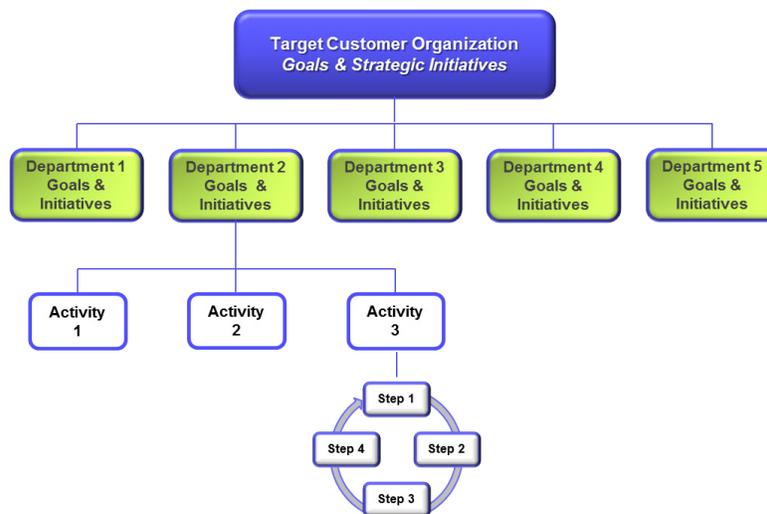
Consider the following [real-world examples](#).

- An electronics manufacturer and software provider that targets multiple industries is on a mission to give you “the perfect meeting.” Their solutions have a single purpose – remove obstacles that make for unproductive meetings. The result: year over year growth has increased significantly and 54% of 2012 revenues came from new solutions that had been on the market less than a year compared with 10% in previous years.
- A software and services company that targets car washes makes it their mission to “wash more cars at a higher average ticket per car,” the ultimate goal of every car wash owner. The result: their customers wash 40% more cars than the industry average, and that translates into year over year growth of 25% for the solution provider!

What’s the key? You have to see your target-customer organizations the same way they see themselves. When product management develops that competency, it removes the artificial ceiling on your organization’s value because products, services and technologies become the means to solving needs that have a greater impact on the goals of those target-customer organizations.

*Through the Eyes of Our Target Customer Organizations!*

*“What are the biggest obstacles our target-customer organizations face in meeting their goals?”*



*Which obstacles is our organization most capable of removing and how can we leverage our products and services to remove those obstacles in a way that creates unique value?*

## Success Begins With Two Distinct Competencies

Unlocking your organization’s value potential starts by developing two distinct competencies in your product management discipline.

### 1. *Adopting An Unbiased View of Your Target-Customer Organizations From the Top Down*

Industry dynamics influence the goals and strategic objectives at the very top of your target-customer organizations. Those goals and objectives filter down into operational initiatives for department heads and eventually impact processes and workflows on the frontlines.

When your product management discipline understands those cause-and-effect relationships from the top down, it broadens the definition of a critical market need and your products, services, and technologies take on new meaning. They become a collection of assets that form solutions with much greater impact on the goals of your target-customer organizations.



### 2. *Designing Procedural Business Solutions Before Designing Product Solutions*

Designing business solutions has nothing to do with your products, services or technologies until the procedural solutions are fully defined. For example, if streamlining a workflow is a key component of a business solution, map out the ideal streamlined workflow first and then consider the capabilities of your entire portfolio to design the best functional and technical solution.

When your products, services and technologies are seen as the means to an end, the value your organization is capable of delivering goes up dramatically because the primary focus shifts from creating “*great products for users*” to creating “*business solutions that have a greater impact on the goals of your target-customer organizations*” from the top down.

## Your Organization’s Success is Riding on the Mission of Product Management

A mission of “*building great products*” limits your organization’s success to the success of each product. It fosters a culture of competing product silos that fragment your organization and dilute its strengths. As each product goes, so goes the success of your organization.

A mission centered on the “*goals of your target-customer organizations*” creates a much higher ceiling on the value your organization is capable of delivering. Why? Because value is measured by the impact your solutions have on the goals of your target-customer organizations. The better your product management discipline understands those organizations from the top down, the greater the impact your solutions will have. As the impact of your solutions goes, so goes the success of your organization.

Proficientz has the only B2B framework that aligns your product management & marketing discipline to “*the goals of your target customer organizations from the top down.*” Contact us to learn how our [framework](#), [training programs](#) and [implementation services](#) unlock the full value of your organization.