



# PRODUCT DEVELOPMENT CRITICAL PATH

FROM BUSINESS PLAN TO THE PRODUCT  
DEVELOPMENT FOR SMALL AND MEDIUM  
COMPANIES



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# Introduction

- My experience in both physical product and software development has led me to make some considerations for small and medium-sized companies. Today these companies must equip themselves with structured guidance processes. The market demands it. The competition requires it.
- The presentation expresses my experience and knowledge of the process for creating value that is recognized by the customer and generates profits.
- This guide will show you the way to go





# Milestones

R	responsible											
A	accountable											
C	consultant											
I	informed											
ID	Initiative	Task	Note	Shareholders	General Manager	Product management	Communic	Sales	Technical office	Production	After Sales	
A		BUSINESS PLAN		A	R	R	I	C	I	C	I	
A.1	executive summary			I	A	R	I					
A.2	macro market analysis			I	I	R						
A.3	micro market analysis			I	I	R						
A.4	SWOT			I	I	R						
A.5	definition of objectives			I	I	I		I				
A.6	competitive tactical definition			I	A	R		I				
A.7	customer value proposition			I	A	R						
A.8	action plan			I	A							
A.9	finance			I	A							
A.10	revocery plan			I	A							
B		Product Development		A	A	R	I	I	I	I	I	
B.1	road Map			I	A							
B.2	prodcut development stage			I	A	R						



# RACI

ID	Initiative	Task	Note	Shareholders	General Manager	Product management	Communic	Sales	Technical office	Production	After Sales
A	BUSINESS PLAN			A	R	R	I	C	I	C	I
A.1	executive summary			I	A	R	I				
A.2	macro market analysis			I	I	R					
A.2.1		Abell		I	I	R					
A.2.2		Pestel		I	I	R					
A.2.3		analysis of the 5 competitive forces		I	I	R					
A.3	micro market analysis			I	I	R					
A.3.1		analysis of distinctive/key skills and identification of critical success factors		I	I	R					
A.3.2		business model and value chain		I	I	R					
A.3.3		competitors analysis	market share;financial; benchmark and positioning	I	I	R					
A.4	SWOT			I	I	R					
A.5	definition of objectives			I	I	I		I			
A.5.1		market objectives (share construction; maintenance; margin enhancement)		A	R	I		I			
A.5.2		financial goals (EBITDA, FCC)		A	R	I		I			
A.6	competitive tactical definition			I	A	R		I			
A.6.1		customer analysis		I	I	R	R		I		
A.6.2		actual and potential market demand		I	I	R					
A.6.3		identification of market gaps		I	I	R					
A.6.4		customer portfolio analysis		I	I	R					
A.6.5		product portfolio analysis		I	I	R					
A.6.6		segmentation-targeting-positioning AS IS&TO BE		I	I	R					





# RACI

A.7	customer value proposition			I	A	R					
A.7.1		fishbein analysis (or conjoynt analysis)		I	I	R	R		I		
A.7.2		ux analysis		I	I	R	R		C		
			define the initiatives to be developed in the 4P (range development, market development, communication)								
A.7.3		4P		I	I	R	R				
A.8	action plan			I	A						
A.8.1		process mapping		I	I		I	I	I	R	I
A.8.2		process redesign		I	I		I	I	I	R	I
A.8.3		governance and budget		I	I		I	I	I	R	I
A.8.4		gantt		I	I		I	I	I	R	I
A.9	finance			I	A						
A.9.1		capital budgenting		I	I						
A.9.2		BEP		I	I						
A.10	revocery plan			I	A						



# RACI

B	Product Development			A	A	R	I	I	I	I	I
B.1	road Map			I	A						
B.1.2		design thinking		I	I	R			I		
B.1.3		process gap		I	I	R			I		
B.1.4		analysis of feasibility and sustainability of ideas (killing process)		I	I	C			R		
B.1.5		refinement and planning (gantt)		I	I	R			C		
B.1.6		analysis resource/competence		I	I	R			C		
B.2	prodcut development stage			I	A	R					
B.2.1		step 1		I	A	R					
B.2.2			customer needs	I	I	R		I			
B.2.3			market and competitors analysis	I	I	R		I			
B.2.4			attributes	I	I	R		I	C	I	
B.2.5			macro technical characteristics	I	I	R		I	C	I	
B.2.6			target cost and target pricing	I	A	R		C	R	C	
B.2.7			sales plan and forecast /5 years)	I	I	R		A			



# RACI

B.2.9		step 2		I	A	R					
B.2.10			technical project	I	I	A			R	I	
B.2.11			supply chain def	I	A	A			R	C	
B.2.12			partners	I	I	A			R	C	
B.2.13			costing	I	A	A			R	C	
B.2.14			review sales plan and forecast	I	A	R		A			
B.2.15			review IRR	I	A	R				C	
B.2.16		step 3		I	I	R					
B.2.17			prototype	I	I	C			R	C	
B.2.18			user test	I	I	C			R	C	
B.2.19			upgrade	I	I	C			R	C	
B.2.20			validation	I	I	C			R	C	
B.2.21			start of sales	I	I	C		R		I	
B.2.22			industrialization plan (industrial procedure testing certification)	I	I	I			R	A	
B.2.23			quality standards	I	I	I			R	A	
B.2.24		step 4		I	A	R					
B.2.25			price list	I	I	C	R	A			
B.2.26			training toolkit	I	I	I	R			I	
B.2.27			product launch	I	I	I	R				
B.2.28			pre-series quality analysis	I	I	I			R	A	
B.2.29			improvements and changes	I	I	I			R	A	
B.2.30			project closure	I	I	R			R	R	





# Metodologies



## Software and Digital Service

- Software development generally does not follow waterfall-style project management logic but rather iteration cycles typical of agile methods. This is especially true in the definition of technical characteristics (user stories), development and release. However, the steps must still be followed in order to create a profitable product. Therefore there is an intertwining between agile and waterfall and the pm has the role of following everything

## Physical product



- A successful product is the result of discipline and diligence in following these milestones. Some of these tasks can be made agile and managed day by day during the sales process in order to improve time to market. In fact, we cannot wait until the company structure is ready to "sell", sales often have to start as soon as the prototype has been validated. This is true when time to market is important and competition is intense.

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