AI PRODUCT MANAGEMENT 2 · DETAILED COURSE

Product Strategy and Roadmapping

Turning vision and research into focused strategy, an outcome-based roadmap, and defensible prioritisation and investment decisions.

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CHAPTER 03

Product Strategy and Roadmapping

Turning vision and research into focused strategy, an outcome-based roadmap, and defensible prioritisation and investment decisions.

Product Vision and Strategic Alignment

Connecting the product vision to company strategy so teams share direction and priorities.

Strategic alignment connects the product vision to company goals so teams share priorities. Without alignment, two teams can build excellent features that pull the company in opposite directions. Review the link between vision and goals every quarter.

Strategic Product Planning

Setting goals, bets and sequencing over quarters and years, balancing growth, quality and capacity.

Planning sets bets and sequencing across quarters and years, balancing growth, quality and team capacity. A plan should name the outcome each bet should move and what evidence would make you stop it.

Product Positioning

The place your product holds in the customer's mind relative to alternatives: for whom, what category and why better.

Positioning defines for whom the product is, which category it belongs to, and why it is better than the alternatives. A clear positioning statement lets sales, marketing and product describe the same thing.

Product Differentiation

The distinct, valued advantage that competitors cannot easily copy, such as data, workflow depth, brand or distribution.

Differentiation is a valued advantage competitors cannot easily copy, such as proprietary data, deep workflow integration or a trusted brand. A feature anyone can copy is parity, not differentiation.

Product Strategy Frameworks

Tools such as Playing to Win, Good Strategy (diagnosis, guiding policy, actions), Wardley maps and the three horizons model.

Frameworks such as Playing to Win ask where to play and how to win. Good Strategy separates diagnosis, guiding policy and coherent actions. Wardley maps show how components evolve over time. Use one framework consistently rather than many at once.

Product Roadmap Development

A communication tool showing problems and outcomes planned over time, flexible on detail and honest about uncertainty.

A roadmap communicates intent over time. Show problems and outcomes rather than dated promises for features. Mark what is committed, planned and exploratory, so stakeholders understand the uncertainty.

Outcome-Based Roadmapping

Organising the roadmap around customer and business outcomes instead of a feature list with dates.

An outcome roadmap groups work under the customer or business outcome it should change, such as reducing onboarding time by 30%. Teams then compete on ideas for that outcome rather than delivering a fixed list of features.

OKRs and KPIs

OKRs set ambitious objectives with measurable key results for a period; KPIs track ongoing health of the business or product.

OKRs set ambitious objectives with measurable key results for a period. KPIs track ongoing health, such as uptime or monthly active users. Use OKRs for change you are pursuing and KPIs for the health you must maintain.

North Star Metric

The single metric that best captures the value customers get, and that leads revenue.

The north star is the single measure that best captures the value customers receive, such as weekly songs played per listener. It leads revenue and guides the team. Support it with input metrics the team can directly influence.

Product Portfolio Management

Allocating investment across multiple products or bets by stage, risk and return.

Portfolio management allocates investment across products or bets by stage, risk and expected return. A healthy portfolio mixes proven products that fund growth with a few experiments that could become the next major line.

Feature Prioritisation

Ordering work by value, effort, risk and strategic fit with explicit criteria rather than opinion.

Prioritisation orders work by value, effort, risk and strategic fit using explicit criteria. Write the criteria down so the ranking can be challenged on the inputs rather than on personal opinion.

RICE Framework

Score = (Reach x Impact x Confidence) / Effort, a simple way to compare initiatives.

RICE scores an initiative as (Reach x Impact x Confidence) divided by Effort. Example: reaching 5,000 users with impact 2, confidence 80% and effort 2 person-months gives (5,000 × 2 × 0.8) / 2 = 4,000. Use the score to compare items, not to decide alone.

MoSCoW Framework

Classify requirements as Must, Should, Could and Won't have in this release to fix scope.

MoSCoW sorts requirements into Must, Should, Could and Won't-have for this release. It fixes scope early. Teams often label too many items as Must, so ask what fails if the item is removed.

Kano Model

Separates basic expectations, performance features and delighters to see how features affect satisfaction.

The Kano model separates basic expectations, performance features that scale satisfaction, and delighters that create surprise. Basic expectations must work or users leave. Delighters should be added after the basics are reliable.

ICE Scoring

Impact, Confidence and Ease scored 1-10 and multiplied or averaged for fast ranking.

ICE scores Impact, Confidence and Ease from 1 to 10 and combines them. It is quick for early ideas. Its weakness is subjectivity, so calibrate scores by comparing two or three items the whole team already understands.

Impact vs Effort Matrix

A 2×2 that shows quick wins, big bets, fill-ins and time sinks.

A two-by-two grid places items as quick wins (high impact, low effort), big bets, fill-ins and time sinks. It makes trade-offs visible in a single meeting. Plot items as a group discussion, not as one person's view.

Opportunity Scoring

Rates how important a customer need is against how satisfied they are; high importance with low satisfaction signals opportunity.

Opportunity scoring rates how important each customer need is and how satisfied customers are with current solutions. Needs that are important but poorly served point to opportunities. It works best with a survey of many customers.

Stakeholder Prioritisation

Aligning priorities with executives, sales, support and engineering using shared criteria and transparent trade-offs.

Stakeholders bring competing requests from sales, support and executives. Agree the criteria first, then score requests together. Show how each request ranks, so people see the trade-off rather than a decision made in private.

Strategic Trade-Offs

Choosing what not to do: speed vs quality, breadth vs depth, build now vs later, and documenting the reasoning.

Strategy requires saying no. Trade-offs include speed against quality, breadth against depth and building now against later. Record the reasoning and the conditions under which the decision would change.

Product Investment Decisions

Deciding where to put people and money using expected value, strategic fit, evidence and option value.

Investment decisions weigh expected value, strategic fit, evidence and option value, which is the value of keeping choices open. Stage investment so a bet earns more funding only after it hits defined evidence milestones.

Summary of terms

Term	Meaning
Product Vision and Strategic Alignment	Connecting the product vision to company strategy so teams share direction and priorities.
Strategic Product Planning	Setting goals, bets and sequencing over quarters and years, balancing growth, quality and capacity.
Product Positioning	The place your product holds in the customer's mind relative to alternatives: for whom, what category and why better.
Product Differentiation	The distinct, valued advantage that competitors cannot easily copy, such as data, workflow depth, brand or distribution.
Product Strategy Frameworks	Tools such as Playing to Win, Good Strategy (diagnosis, guiding policy, actions), Wardley maps and the three horizons model.
Product Roadmap Development	A communication tool showing problems and outcomes planned over time, flexible on detail and honest about uncertainty.
Outcome-Based Roadmapping	Organising the roadmap around customer and business outcomes instead of a feature list with dates.
OKRs and KPIs	OKRs set ambitious objectives with measurable key results for a period; KPIs track ongoing health of the business or product.
North Star Metric	The single metric that best captures the value customers get, and that leads revenue.

Product Portfolio Management	Allocating investment across multiple products or bets by stage, risk and return.
Feature Prioritisation	Ordering work by value, effort, risk and strategic fit with explicit criteria rather than opinion.
RICE Framework	Score = (Reach x Impact x Confidence) / Effort, a simple way to compare initiatives.
MoSCoW Framework	Classify requirements as Must, Should, Could and Won't have in this release to fix scope.
Kano Model	Separates basic expectations, performance features and delighters to see how features affect satisfaction.
ICE Scoring	Impact, Confidence and Ease scored 1-10 and multiplied or averaged for fast ranking.
Impact vs Effort Matrix	A 2×2 that shows quick wins, big bets, fill-ins and time sinks.
Opportunity Scoring	Rates how important a customer need is against how satisfied they are; high importance with low satisfaction signals opportunity.
Stakeholder Prioritisation	Aligning priorities with executives, sales, support and engineering using shared criteria and transparent trade-offs.
Strategic Trade-Offs	Choosing what not to do: speed vs quality, breadth vs depth, build now vs later, and documenting the reasoning.
Product Investment Decisions	Deciding where to put people and money using expected value, strategic fit, evidence and option value.

Practice exercise: Score ten backlog ideas with RICE and again with ICE. Explain every place the rankings differ.

Self-check

1. Explain Product Vision and Strategic Alignment in two sentences to a non-technical stakeholder, then say what you would measure for it.
2. Explain Feature Prioritisation in two sentences to a non-technical stakeholder, then say what you would measure for it.
3. Explain Product Investment Decisions in two sentences to a non-technical stakeholder, then say what you would measure for it.

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PRD library: template, framing guide and 120 PRD ideas

Learn how top PMs frame a PRD, download the free template, and turn any of 120 ideas across 15 industries into a full PRD with AI.

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Context window

Context window: what a model can see at once

The context window is the most tokens a model can consider in one request. It covers your prompt, any documents you paste, the conversation so far and the reply. Anything outside it is invisible to the model. For PMs: a longer window fits more material but costs more and can slow responses; put the most important facts near the instructions; use retrieval (RAG) rather than pasting whole libraries; and test answers on long inputs, where quality can drop.

Context engineering course Context windows in the AI PM 2 course

Tokens and context in the Grokbot course

AI-First Product Management

Resources for Product Managers

The PM Master Handbook, AI and product tools with their official websites, interview practice, a frameworks cheat sheet, a PRD template and free courses.

Open the PM handbook library: all 68 PDFs ↗ PM Glossary Handbook Tokens, Pricing and Tokenization Vibe Coding addendum

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23 modules and 620+ pages: 12 Product Core modules, an 11-class AI Tools Lab, frameworks, case studies, projects and interview prep.

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Product Core modules

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2Product Strategy and Strategic Thinking*Handbook chapter, detailed PDF, handbook and class slides*PDF Detailed PDF Handbook Class Slides
3Problem Discovery and Market Research*Handbook chapter, detailed PDF, handbook and class slides*PDF Detailed PDF Handbook Class Slides
4Problem Framing and Prioritization*Handbook chapter, detailed PDF, handbook and class slides*PDF Detailed PDF Handbook Class Slides
5UX and Design Collaboration*Handbook chapter, detailed PDF, handbook and class slides*PDF Detailed PDF Handbook Class Slides
6Effective Communication and Stakeholder Management*Handbook chapter, detailed PDF, handbook and class slides*PDF Detailed PDF Handbook Class Slides
7Product Analytics and Metrics*Handbook chapter, detailed PDF, handbook and class slides*PDF Detailed PDF Handbook Class Slides
8Product Launch, Growth, and Monetization*Handbook chapter, detailed PDF, handbook and class slides*PDF Detailed PDF Handbook Class Slides
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AI Tools Lab

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Business AI Stack (chapters 24 to 31)

24The business AI stack: tools and where to learn themPDF ↗ 25Next.js: customer-facing dashboardsPDF ↗ 26Zoho CRM: managing customers and leadsPDF ↗ 27WhatsApp Business Platform: customer messagingPDF ↗ 28Deployment with Vercel and AWSPDF ↗ 29Jira: tracking product and development workPDF ↗ 30Meta Business Suite, social media marketing and Google AdsPDF ↗ 31A one-page website that generates leadsPDF ↗

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Complete AI tool guides (one PDF, 30 pages) ↗

Libraries

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PM interview practice (free, on the original sites)

Hand-picked public question banks and guides from other PM communities. Each link opens the original page in a new tab.

PM frameworks cheat sheet

Framework	Use it to	How it works
RICE	Prioritise a backlog	Reach × Impact × Confidence ÷ Effort. Score each idea, then sanity-check the ranking.
Kano	Decide which features delight	Classify features as Must-be, Performance, Attractive, Indifferent or Reverse using a short survey.
MoSCoW	Scope a release	Must have, Should have, Could have, Won't have (this time).
Jobs-to-be-done	Understand motivation	When [situation], I want to [motivation], so I can [outcome].
AARRR (Pirate metrics)	Map the growth funnel	Acquisition, Activation, Retention, Referral, Revenue.
HEART	Measure user experience	Happiness, Engagement, Adoption, Retention, Task success, each with goals, signals and metrics.
North Star metric	Align the team	One metric that captures the value users get, supported by input metrics the team can move.
Five whys	Find the root cause	Ask 'why?' repeatedly until you reach a cause you can act on.
CIRCLES	Answer product design questions	Comprehend, Identify users, Report needs, Cut through prioritisation, List solutions, Evaluate trade-offs, Summarise.

PRD template

PRD: [Feature name] Owner: [Name] · Status: Draft · Last updated: [Date] 1. Problem Who has the problem, what it is, and the evidence (data, interviews, tickets). 2. Goal and success metrics Primary metric (with baseline and target), secondary metrics, guardrails. 3. Users and use cases Target segment, top 3 user stories: "As a [user], I want [action] so that [benefit]." 4. Solution What we'll build (link designs), what's out of scope, open questions. 5. AI behaviour (if applicable) Inputs, model, prompt/approach, what it must never do, human review, evaluation set and pass criteria, cost per request. 6. Launch plan Experiment design, rollout stages, support and comms, rollback criteria. 7. Risks and dependencies Technical, legal/privacy, operational; owners and mitigations.

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