

# Signal Product Management

*Agile X-Ray*

Strategic Alignment Analysis

# The Problem

**Your teams are executing. But are they building the right things?**

Here's how it plays out...

- Work breaks down through your organization.
- From initiative to epic to feature to story.
- And – somewhere in that process – **the "why" gets lost.**



# The Problem

Your teams are executing. But are they building the right things?

- Teams stay busy.
- Sprints get completed.
- But nobody can confidently answer...

**How much of our work is actually advancing the business strategy?**

# The Problem

**How much of our work is actually advancing the business strategy?**

This gap isn't just an organizational nuisance.

**It's capital at risk.**



# Capital at Risk – An Illustration

*Example: A product that costs \$2M / year*

**Strongly aligned**

Advancing strategy

10%

**Moderately aligned**

Loosely connected

20%

**Weakly aligned**

Strategic intent unclear

50%

**Disconnected**

No strategic connection

20%



**\$1M/year capital at risk**



**\$400K/year capital at risk**

# What if...

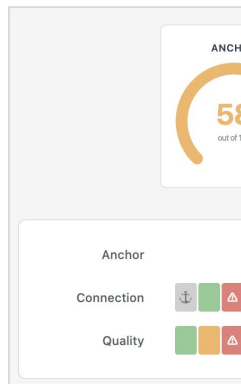
...you could see **exactly** where strategy breaks down?

- Analyze **all** work items.
- Find **specific issues** lacking strategic connection (and burning capital).
- So you can make **targeted fixes**.



# Agile X-Ray

- Analyzes work issues **at scale**.
- Finds **specific parts of specific issues** where work disconnects from strategy.
- Recommends improvements that **lower capital risk**.



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### DataSync Enhancements Data Insights and DS UI

h2. Idea/Request:

Make fundamental, critical updates to the DataSync dashboard and supporting data structure to quickly answer questions that will allow the business to gain better insights into the collector performance, and various levels of records-related data that is currently not available like visibility into how much we're leaving on the table.

\*Background:\*

The record getter application was built 6+ years ago. The application has been well maintained, but has not evolved much. DataSync was built mostly on an ad hoc basis, driven by disparate requests and requirements communicated by the business, without any type of product strategy and planning. Over the past couple years, the team has been able to support the application to get by, however there are many problems and gaps that still persist.

✓ PROBLEM CONTEXT (26/30 pts)

The Epic provides detailed problem context with specific examples of pain points like manual analysis taking days, lack of visibility into filtered records, and absence of failure alerts. The problems are well-articulated with concrete business impact.

Status: FOUND

As the application has become instrumental in funneling records into the DFS applications, these ideas will allow the team to implement necessary changes and upgrades. These changes will not only save the business in development upkeep cost, but also provide the business with accessible metrics to ensure the quantity and quality of records available can be represented in our candidate facing applications, as well as be able to develop data driven, market-based strategies moving forward.

Ⓞ VALUE BENEFIT (15/20 pts)

The Epic states business value around cost savings and enabling data-driven strategies, but the benefits are somewhat generic. The value proposition lacks specific quantification or detailed explanation of what business outcomes will be achieved.

Status: PARTIAL

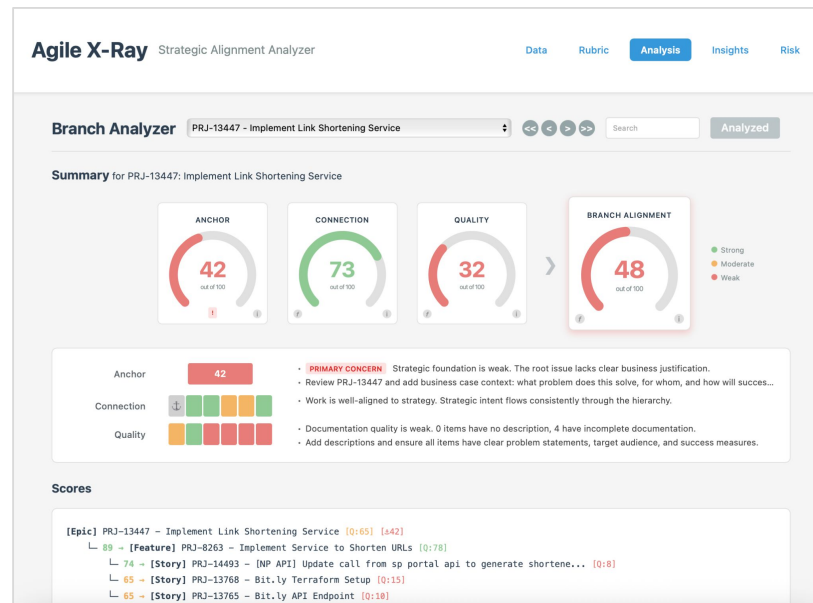
# How X-Ray Measures Alignment

Three dimensions of alignment:

- **Anchor:** Is the strategic foundation clear?
- **Connection:** Does the work stay aligned as it breaks down?
- **Quality:** Is the work clearly documented?

Every issue gets scored.

Issue scores feed into an overall alignment score.



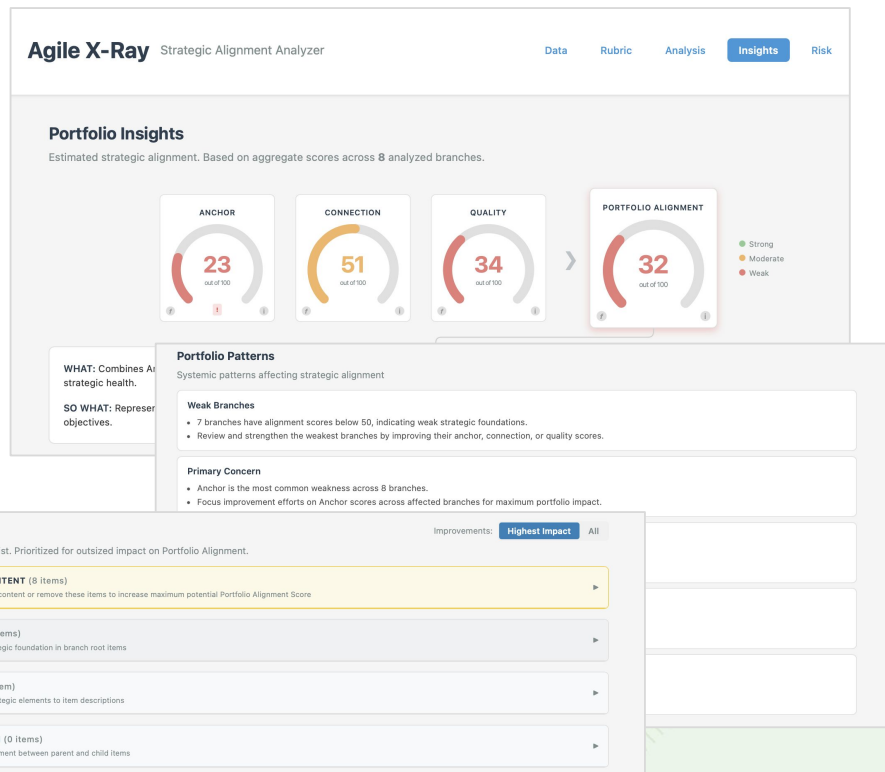
# From Work Issues to Portfolio Risk

X-Ray then rolls up to the full portfolio.

You see the patterns:

- Which hierarchy transitions lose strategy.
- Which initiatives are weakest.
- Where capital is leaking.

And what to do about it.



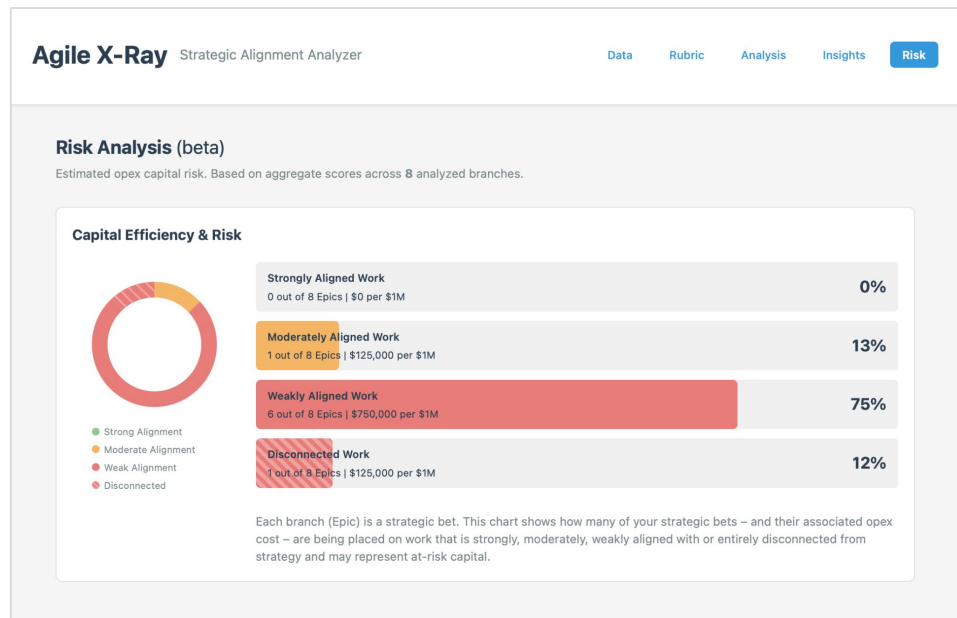
# Your Capital Risk Score

All of this combines into the  
**Capital Risk Score**

“How much of our work is actually advancing  
the business strategy?”

“How much might this be costing us?”

This much:



# The Process

- Export**            Output five columns of data into CSV.
- Diagnose**        Run Agile X-Ray to pinpoint breakdowns.
- Fix**                Close the gaps efficiently using the prioritized Action Plan.
- Re-Measure**     Run X-Ray again to quantify before and after impact.  
See exactly how much capital risk was reduced.



# Appendix

- Who We Work For
- What Clients Say
- Case Studies

# Who We Work For

We work with product teams and organizations of all sizes and industries.

We have experience in everything from bootstrapping startups to transforming mid-market companies to scaled-up enterprise product groups.

- EdTech
- FinTech
- Healthcare
- HR Tech
- Media & Advertising
- B2B
- Customer-facing and internal-facing products



# What Clients Say

“Marc helped our digital transformation efforts through product capability building and scaling. His ability to **simplify complex or new concepts for our teams** has helped us get organized, coordinated, and **accelerate value delivery** to our customers.”

*- Head of Product, Health Carousel*

“Our teams **struggled with** agile concepts during our **digital transformation** and we found it increasingly difficult to coordinate work across the various teams and stakeholders. Marc’s **capacity to educate our teams** about fundamental processes and concepts revolving around product management and execution have **proven tremendously helpful**, and we’re on our way to working more collaboratively and efficiently!”

*- Senior Product Specialist, Health Carousel*

“Marc’s methodical approach to product management, coupled with his technical knowledge, have made him a great partner to work with over the years. He has a natural ability to take complex topics and boil them down to their essence, setting the stage for **easier team alignment and value driven decision-making.**”

*- CTO & Software Architect, Talmetrix*

# Case Study: Results-Driven Work Definition

**Results-Driven Work Definition in a mid-market, digitally transforming company.**

Management was **struggling to see direct connections** between product feature development and top-level business strategies. As a product operations consultant, I was asked to help guide product teams on making those connections clear – both downstream to the development teams and upstream back to management.

I helped to **establish a simple, scalable agile framework** for defining all product work. All product ideas were categorized by size (initiative, epic, feature, story) and then consistently defined in terms of how they connected up to corporate goals and down to measurable user goals. This allowed the organization to **stay aligned** from top to bottom and **focus resources** on the most impactful product ideas.

# Case Study: Value Validation at Scale

**Customer Value Validation at Scale in a mid-market, digitally transforming company.**

Product teams were **struggling** with low user adoption, wasted capital from unused customer research and low team morale from lack of clear user needs. I was asked to **pinpoint underlying problems** and provide a solution. I proposed and created a streamlined, **scalable product feedback service** that provides product teams with turn-key access to highly-trustable, actionable customer insights and validation of feature value.

We brought the service to life by establishing a user research group, a user feedback platform and a streamlined engagement model. We delivered innovative, actionable research reports containing clear, **insight-driven recommendations** that product teams could easily import into backlogs and roadmaps.

This scaled-up service continues to **provide cost savings** by avoiding likely-to-fail product ideas: thousands on roadmap conversations, tens of thousands on designing major capabilities, hundreds of thousands on developing, testing, launching, supporting, marketing, selling, maintaining and monitoring product capabilities that ultimately had low adoption potential.

# Case Study: Performance-Driven Roadmaps

## Performance-Driven Roadmaps in a seed-stage SaaS startup.

An early-stage FinTech startup had way more product ideas than capacity to deliver to market. As the product manager, I was on point to decide which major capabilities would be delivered and in what sequence.

From day one, I established basic **funnel metrics** to monitor and keep the team focused on the product's key business impacts. In our weekly product planning sessions, having gathered insights from market activities (sales conversations, customer research, discovery, feedback and usability testing), we would identify our most critical business KPIs, risks and opportunities. Which would, in turn, **drive our sprint and roadmap planning**.

This team cadence kept product development **responsive to market needs** and tied to our most critical business metrics and goals. When pricing was a bottleneck, we created multiple pricing tiers. When adoption was a bottleneck, we prioritized features that made repeat usage easier. And confidently left non-critical product ideas in the backlog. Which maximized capacity and **kept the product focused on business results**.

# Case Study: Scalable Product Organization

## Scalable Product Organization in a seed-stage SaaS startup.

When I arrived, this early-stage startup was a small team **drowning in half-finished product ideas**. And shipping none of them. With no product development framework, process or systems in place, there was no clear path to converting investor capital into user and business value.

When I left, the company had tripled in size and had a stable, **value-centered**, scalable product management organization that was **tightly synchronized with the business** and all internal product partners: sales, marketing, development, success, support, analytics and operations. Growth continues to this day.