PRODUCT MANAGEMENT: CONTINUOUS PRODUCT INNOVATION
Product Management, Strategy & Value delivery

G-Cloud 15 Service Definition Document

1 ABOUT JCURV

JCURV OVERVIEW

Our mission is to sustainably increase the agility of organisations so they can thrive in an increasingly uncertain world

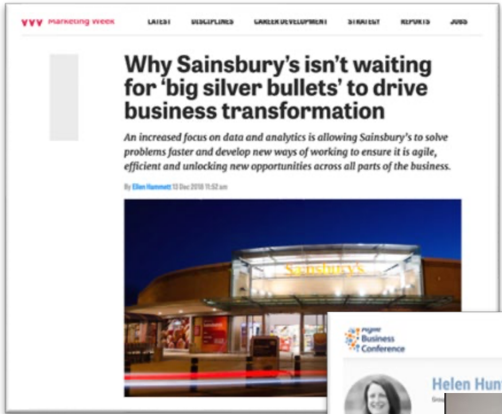
JCURV's EXAMPLE CLIENTS

JCURV's EXPERT INSIGHTS

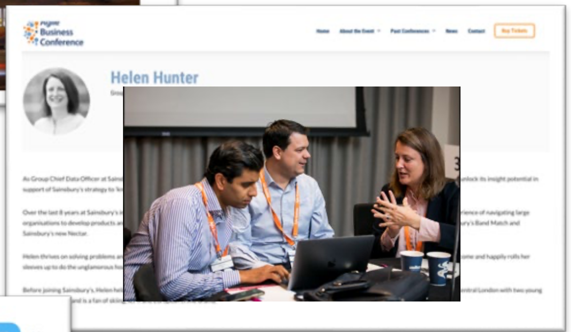
JCURV's INDUSTRY AWARDS

BEST NEW CONSULTANCY

MEDIA RECOGNITION

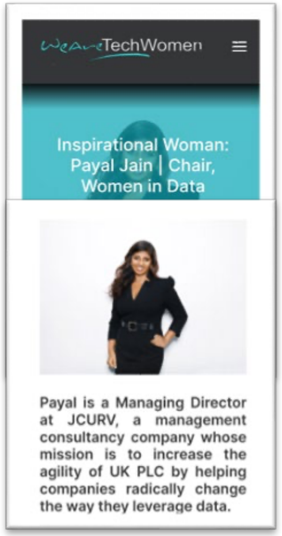


Article on the Agile transformation undertaken in DACE in Marketing Week



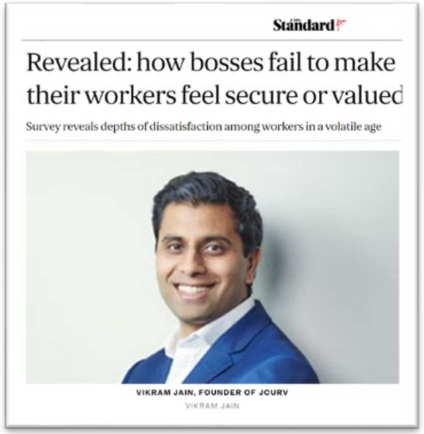
JCURV's client presented at the Agile Business conference about Sainsbury's Agile journey

Agile in Data conference presentation at the '2018 Women in Data' conference by JCURV's client



JCURV's Payal Jain recognised as an inspirational role model by WeAreTechWomen.

Article on some insights from our 3rd State of Agile Culture Survey, with perspectives from our Founder Vikram on how organisations and leaders can respond.



JCURV's Vikram Jain discusses findings from our recent State of Agile Culture report on Ian King Live

JCURV's Payal Jain joined MPs and other female leaders at 10 Downing street for International Women's day

HOW WE HELP ORGANISATIONS TO SUSTAINABLY INCREASE THEIR AGILITY SO THEY CAN THRIVE IN AN UNCERTAIN WORLD

STRATEGIC AGILITY: STRATEGY, OKRs & PORTFOLIO MGMT

Designing and delivering simplified strategy with OKRs and lean portfolio principles to ensure business results are achieved

LEADERSHIP & CULTURE

Supporting your leaders, at all levels, build an environment that enables greater organisational agility

TECH & DATA AGILITY

Maximising the value from your data and technology investments and capabilities

WORKFORCE DESIGN & EXECUTION

Structuring, optimising and investing in your workforce to effectively design, develop and deliver a future-proof strategy

CONTINUOUS PRODUCT INNOVATION

Embedding the capability to design, deliver and continuously manage and improve products that customers love

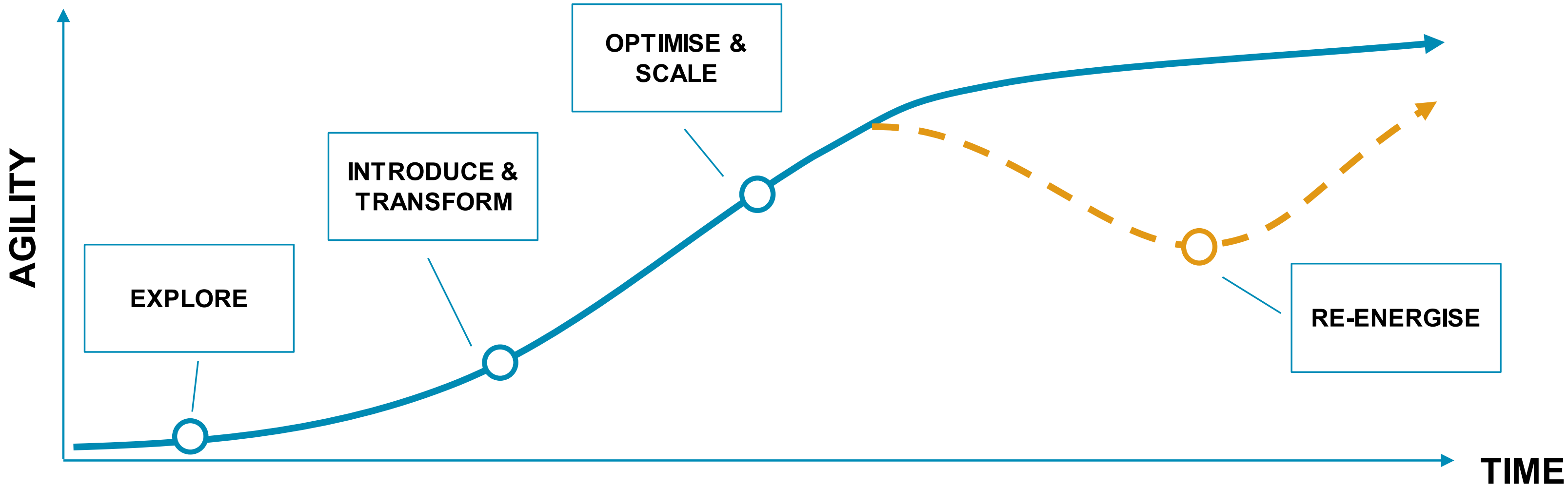
VALUE STREAM & PRODUCT OPERATING MODELS

Improving the speed, efficiency and effectiveness of how you deliver value by pivoting from being project to product aligned

TEAM WAYS OF WORKING

Building high-performing, cross-functional delivery teams, focused on maximising value for your customers

WE SUPPORT OUR CLIENTS AT ALL STAGES OF THEIR JOURNEY TO PRODUCT



ENABLED BY

TEAMS WAYS OF WORKING | LEADERSHIP AND CULTURE | PRODUCT INNOVATION | OPERATING MODELS | PORTFOLIO MANAGEMENT | TECH AND DATA AGILITY

2 PRODUCT MANAGEMENT AND CONTINUOUS INNOVATION

WHAT WE MEAN BY PIVOT TO PRODUCT

The key elements which support clients on their pivot to product

FROM . . .		. . . TO
Individuals, silos and hierarchies	Organisation agility	Networks of cross-functional, autonomous, customer focused teams with a common goal
Rigid processes, linear, standardisation, over documentation	Ways of working	Collaborative, fast feedback, experimentative and continuous improvement driven
Directive, task management, micro-management, positional authority, blaming	Leadership & Culture	Culture and outcomes focus, shared vision, team empowerment and psychological safety
Top down, opaque, rigid budgeting, controlling, backward looking	Governance & Decision Making	Outcome focused, transparent, adaptive. Decentralised decision making with fast flow
Legacy technology, inflexible, manual	Data and tech agility	Flexible, modular, automated, intelligent

THE PRODUCT MANAGEMENT LIFECYCLE

Product Management involves end-to-end accountability, from initial discovery through to adoption & benefits monitoring and ultimately sunsetting.

6. SUNSETTING

Close down the product when it's reached its end of life, reflecting on learning and identifying future actions. This also includes retiring specific features based on adoption, evolving the product while minimising investment.

5. ADOPTION & BENEFITS MONITORING

Monitoring value delivery and product health to identify future improvement opportunities.

4. PRODUCT DEVELOPMENT

Define and build MVPs, Experiments and implement product improvements, whilst continually seeking feedback.

1. DISCOVERY

Understand the 'customer', business market and technical pains, gains, opportunity and threats.

2. IDEATION

Convert opportunities into potential solutions and prioritise based on value vs ease and customer feedback.

3. ROADMAPPING

Build a prioritised and sequenced set of features that iteratively delivers the product vision and goals.

CONTINUOUS PRODUCT INNOVATION

We build and embed the capability to design, deliver and continuously manage and improve products that customers love

CLIENT CHALLENGE

In today's rapidly evolving business landscape, traditional product development methodologies often prove to be rigid, slow to adapt, and disconnected from the dynamic needs of customers and the market

Organisations are grappling with slow time-to-market cycles, a lack of responsiveness to changing requirements, and a disconnect between development teams and end-users

This outdated approach not only hampers innovation, but also increases the risk of project failure, limits collaboration, and stifles employee engagement.

WHAT WE DO

JCURV builds and embeds the capability to design, deliver and continuously manage and improve products that customers love:

- Conducting expert assessments to understand the health of an organisation's Product Management capability from process, skills, tooling and behaviours
- Providing tailored bespoke Product Management masterclasses to develop talent and accelerate value delivery
- Building capability through our Product Management Academy where a cohort is taken on a journey to transform their approach over a 6-month journey
- Embedding our Product Management accelerator approach within organisations to increase the speed, efficiency and effectiveness of innovation funnel
- Coaching product leaders to define value propositions, linked to customer needs, competitive in the market and aligned to their operating model.

OUR PERSPECTIVES

- Pivoting To A Product-Based Operating Model: Mobilising Your First Value Stream
- Product value-stream based operating models - where are you on the journey?
- Pivot To Product: The Power Of The North Star Metric
- How Organisations That Pivot To Product Outperform Their Peers By 4x

EXAMPLES OF OUR IMPACT – **THINK BIG, START SMALL, SCALE FAST**

FTSE100 Financial Services Company

- Ambitious growth agenda
- Operated in Silos
- Poor prioritisation
- Hierarchical and bureaucratic decision making
- Introduced and embedded agile ways of working initially in Pensions, Operations and Savings
- Onboarded over 10% of the entire organisation into agile and product ways of working.

Key Results:

- 5x faster **time to market** on new changes to product and operations
- 30% reduction in **customer call-in queries**
- 19% increase in **staff engagement**
- 3% increase in income and achieved **operational cost reductions.**

Global Investment Bank

- Part of the Investment Bank getting slower as a result of high growth
- Hierarchical, bureaucratic, directive leadership, siloed and weak prioritisation
- Upskilled 250 leaders globally
- Designed and transitioned to a new outcome oriented operating model, moving teams from being organised by capability to being organised by value streams.

Key Results:

- 73% increase in **flow velocity**
- 3x faster **time to market**
- 60% reduction in **team dependencies**
- **80% of decisions devolved to the teams.**

Wealth Management Bank

- Identified it needed to be stronger at prioritisation and reducing siloed working
- Organised the business into a value stream structure
- Mobilised 5 cross-functional product teams initially
- Rolled out the approach across the broader organisation within 6 months.

Key Results:

- 41% **re-engagement** of previously lost client prospects via CRM initiative
- 300% increase in **flow velocity** over 6 months
- 36% improvement in **staff engagement.**

EXAMPLES OF OUR IMPACT – **THINK BIG, START SMALL, SCALE FAST**

Global #1 Soft Drink Brand

- European data and tech team facing above average attrition issues, poor prioritisation and siloed delivery
- Impacting service, speed of strategy and low value delivery
- Worked with 100+ leaders to define intent, trust and empower the teams
- Introduced a transparent approach to manage delivery portfolio
- Designed a new outcome-oriented operating model
- Established self-managing teams in new ways of working.

Key Results:

- 22% increase in **time spent on strategic initiatives vs BAU**
- 2x faster **time to market**
- 39% increase in **engagement levels.**

Iconic Footwear Brand

- Supported the ambitious global growth strategy through building digital capability
- Designed and implemented a product operating model, bringing together the business, digital programme, and traditional technology delivery capability
- Mobilised cross-functional teams to deliver in an agile way
- Evolved the traditional PMO to an Agile Portfolio Office (APO) to focus on the business's strategic priorities and deliver more predictable and incremental value.

Key Results:

- **9** cross-functional product teams mobilised
- **Reduced cycle time** from ideation to execution **down from 3 months to 2 weeks**
- **70%+** planned and committed **outcomes delivered** through PI Planning**.**

One of UK largest Supermarket Chains

- GM Trading teams were struggling to improve their sales performance
- Teams were misaligned, operating in functional siloes and being overly tactical
- Developed a "Playbook" to introduce good practice ways of working to transform trading team performance
- Designed and mobilised 300+ colleagues across Commercial, Digital, Marketing and Data into cross-functional teams to embed good practices and agile ways of working.

Key Results:

- 7.7% increase in **revenue** in 12 months
- 4x faster **lead time**
- 18% increase in **employee satisfaction.**

3 WHY JCURV

OUR IMPACT

Our clients have achieved significant benefits from pivoting to product aligned ways of working

40% MORE PRODUCTIVE	**30-70%** FASTER TIME TO MARKET AND URGENCY	**21%** INCREASED ENGAGEMENT
45% LESS UNUSED FEATURES / MORE CUSTOMER-CENTRIC	**30%** REDUCED RISK	**25%** COST SAVINGS

100% of our clients who embarked on a product transformation using our approach are sustaining or improving their agile ways of working and product capability following our engagement.

HEAR FROM OUR CLIENTS ON WHY THEY CHOSE JCURV

CDO – Nicky Klein explains why they selected JCURV as a transformation partner

CLICK HERE

CCEP leaders and colleagues explain why they selected JCRUV as their transformation partner and what makes JCURV different.

CLICK HERE

HEAR ABOUT OUR CLIENTS’ TRANSFORMATION JOURNEYS WITH JCURV

Schroders personalwealth

SPW colleagues, discuss how an Agile approach can bring business and technology teams closer together to help solve the key challenges faced by the industry.

CLICK HERE

Coca-Cola EUROPACIFIC PARTNERS

CCEP leaders and colleagues explain why they selected JCRUV as their transformation partner and what makes JCURV different.

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HOW TO GET IN TOUCH

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