

PRODUCT STRATEGY & VISION

Service Definition
G-Cloud 15

REPLY

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SERVICE DESCRIPTION

Many organisations struggle to articulate a clear, compelling product vision that aligns teams and guides decision-making. Without a well-defined strategy, product development becomes reactive, driven by short-term pressures rather than long-term goals. Teams operate in silos, priorities shift unpredictably, and opportunities for differentiation are missed. The result is wasted effort, confused stakeholders and products that fail to resonate with customers or stand out in the market.

Reply's Product Strategy & Vision service addresses these challenges by providing a structured, evidence-based programme designed specifically for senior product leaders. We work with leadership teams to define, refine and operationalise a clear product vision and strategy that connects market realities, customer needs and organisational capabilities into a coherent direction.

The service moves beyond generic frameworks and theoretical models. We conduct rigorous benchmarking, facilitate strategic design workshops and build practical mobilisation plans that translate vision into action. This enables organisations to move from ambiguity to clarity, with teams aligned around shared goals and equipped to make confident decisions.

Crucially, we focus on operationalisation rather than aspiration alone. The outcome is not simply a strategy document, but a mobilised organisation with the tools, alignment and momentum to execute against a product direction that drives long-term growth, market differentiation and sustained competitive advantage.

FEATURES

Our service combines strategic analysis, vision development and organisational mobilisation to provide senior product leaders with the clarity and alignment needed to drive meaningful outcomes.

- **360 'State of Play' Report** We produce a comprehensive assessment of the current product landscape, capturing market dynamics, competitive positioning, customer insights and internal capabilities. This provides an objective, evidence-based foundation for strategic decisions, ensuring the vision is grounded in reality rather than assumption.
- **Strategic Health Assessment** We evaluate the organisation's strategic maturity across key dimensions including alignment, decision-making effectiveness, customer orientation and market awareness. This identifies strengths to build on and gaps that must be addressed to support effective strategy execution.
- **Product Vision Board** We facilitate the creation of a clear, compelling product vision that articulates the future state the organisation is working towards. The vision board captures target customers, customer needs, key differentiators and business goals in a format that is easy to communicate and rally teams around.
- **Product Strategy Pack** We develop a comprehensive strategy pack that translates vision into strategic choices, defining where to play, how to win and what capabilities are required. This provides senior leaders with a coherent narrative and decision-making framework to guide investment, prioritisation and trade-offs.
- **Prioritised Initiatives Backlog** We work with stakeholders to identify and prioritise strategic initiatives that advance the product vision. Initiatives are assessed for value, feasibility and strategic alignment, producing a sequenced backlog that focuses effort on the highest-impact opportunities.



- **Comms Plan** We create a structured communications plan to cascade the product vision and strategy across the organisation. This ensures consistent messaging, builds understanding at all levels and generates the buy-in required to mobilise teams effectively.
- **Mobilisation Plan** We produce a practical mobilisation plan that defines how the organisation will move from strategy to execution. This includes key activities, ownership, dependencies and milestones, providing a clear path from vision articulation to operational delivery.

BENEFITS

Our Product Strategy & Vision service enables organisations to move from strategic uncertainty to confident, aligned action. The benefits extend beyond documentation to deliver tangible improvements in decision-making, efficiency and market performance.

- **Strengthens Long-Term Product Direction**
Organisations gain a clear, well-articulated product vision that provides a stable reference point for decision-making over time. This prevents strategic drift and ensures that short-term activities contribute to longer-term goals.

Leaders can confidently communicate where the product is heading and why, creating consistency and predictability across the organisation.
- **Enhances Strategic Decision-Making**
A defined product strategy and clear prioritisation criteria enable faster, more confident decisions. Leaders spend less time discussing direction and more time executing against agreed priorities.

This reduces decision fatigue and ensures that choices at all levels of the organisation are aligned with strategic intent.
- **Improves Market Differentiation**
Rigorous analysis of market dynamics, competitive positioning and customer needs reveals opportunities for meaningful differentiation. The strategy explicitly defines how the product will stand out and win in its target market.

This increases the likelihood of building products that customers value.
- **Builds Customer-Centric Product Focus**
The service places customer needs and insights at the heart of vision and product strategy development. This ensures that product direction is driven by genuine customer value rather than internal assumptions or technological possibility alone.

Organisations become better at delivering products that solve real problems and resonate with their target audience.
- **Aligns Teams Around Shared Goals**
Clear articulation of vision, strategy and priorities creates alignment across functions and teams. Everyone understands what success looks like and how their work contributes to it.

This reduces friction, improves collaboration and enables faster execution because teams are pulling in the same direction.



- **Reduces Rework and Inefficiency**

When strategy is unclear, teams often pursue work that is later deprioritised, reversed or duplicated. A clear product direction reduces wasted effort by ensuring that resources are focused on work that matters.

This protects budgets, improves delivery velocity and increases the return on product investment.

- **Boosts Morale and Product Thinking**

Teams perform better when they understand the purpose behind their work. A compelling vision and clear strategy provide meaning and context, improving engagement and fostering a stronger product mindset across the organisation.

This supports talent retention and attracts individuals who want to contribute to something meaningful.

- **Increases Competitiveness and Innovation**

Organisations with clear strategic direction are better positioned to identify and pursue innovation opportunities. Strategy provides a framework for evaluating new ideas and investing in capabilities that sustain competitive advantage.

This enables organisations to stay ahead of market shifts rather than reacting to them.

WHAT THE SERVICE INCLUDES

Reply delivers a structured, phased programme that moves senior product leaders from ambiguity to clarity and from strategy to mobilisation. The service covers analysis, vision development, strategy formulation and execution planning in an integrated way.

1. Organisational Context and Ambition Alignment

We begin by understanding organisational goals, market context and the drivers behind the need for strategic clarity. This ensures the programme is anchored in real business needs. Activities include:

- Clarifying strategic objectives and success criteria
- Understanding market pressures and competitive dynamics
- Identifying constraints such as resources, capabilities and risk appetite
- Aligning programme scope with leadership priorities

2. 360 Current State Assessment

We conduct a comprehensive assessment of the current product landscape, capturing insights from multiple perspectives. This includes:

- Market and competitive analysis
- Customer research and insight synthesis
- Internal capability and resource assessment
- Stakeholder interviews and perspective gathering

3. Strategic Health Evaluation



We evaluate the organisation's strategic maturity to understand strengths and areas for improvement. This covers:

- Alignment and clarity of current direction
- Decision-making effectiveness and speed
- Customer orientation and market awareness
- Readiness for strategy execution

4. Vision Development and Articulation

We facilitate collaborative sessions to define and articulate a compelling product vision. Activities include:

- Vision workshops with senior stakeholders
- Development of the Product Vision Board
- Testing and refinement of vision statements
- Creation of supporting narratives and materials

5. Strategy Formulation

We translate vision into a coherent strategy that guides decision-making and investment. This includes:

- Definition of strategic choices and trade-offs
- Identification of required capabilities and enablers
- Development of the Product Strategy Pack
- Alignment with broader organisational strategy

6. Initiative Identification and Prioritisation

We work with stakeholders to build a prioritised backlog of strategic initiatives. This covers:

- Identification of candidate initiatives
- Assessment of value, feasibility and risk
- Prioritisation against strategic criteria
- Sequencing and dependency mapping

7. Communications Planning

We develop a structured plan to communicate the vision and strategy across the organisation. Activities include:

- Audience identification and message tailoring
- Channel and timing planning
- Development of key messages and materials
- Feedback and engagement mechanisms

8. Mobilisation Planning

We produce a practical plan to move from strategy to execution. This includes:



- Definition of key activities and ownership
- Milestone and checkpoint identification
- Dependency and risk management
- Transition into delivery

9. Stakeholder Workshops and Knowledge Transfer

We run structured workshops throughout the programme to build alignment and transfer knowledge. These workshops:

- Build shared understanding of vision and strategy
- Align leadership and delivery teams
- Reduce resistance and uncertainty
- Enable faster transition into execution

WHY THIS MATTERS

Together, these service components replace ambiguity and misalignment with clarity and momentum. Organisations gain a compelling product vision, a coherent strategy and a practical path to execution. Senior product leaders are equipped to lead with confidence, teams are aligned around shared goals and the organisation is positioned to deliver products that drive long-term growth, market differentiation and sustained competitive advantage.



ONBOARDING

Kick-Off Meeting

When we start an engagement with a new client, we begin with a workshop introducing the team (from both Reply and the client), the project objectives, and our anticipated timelines and approach. This workshop is most impactful when the majority of client stakeholders involved in the project are present and involved (either in person or remotely). Where this is impossible, we can hold separate sessions with teams that cannot participate in the kick-off workshop to ensure all stakeholders are engaged and bought into the project's objectives.

Account Management

Designated Account Manager

Each client has a designated Account Manager, who will be the main point of contact throughout the engagement. This individual is responsible for ensuring that delivery progresses and is executed to the standards that Reply and our clients expect.

Fortnightly review meeting

Alongside regular ceremonies and informal daily interaction between the Reply project team and the client, we hold formal review meetings with key stakeholders, usually fortnightly. This includes critical client stakeholders, senior Reply project team members, and the Reply Account Manager. Where appropriate, these meetings will consist of a review of work completed and demonstrations or walk-throughs of deliverables.

Offboarding

Where an engagement continues to completion, unless the client requests an extension or new engagement, all client IT, documents, artefacts and deliverables will be returned to the client. Our team will ensure a complete handover of data and knowledge to client staff. An ongoing support or retained advisory service may be implemented where appropriate to provide additional continuity.

Access to Data

Ensuring secure access to client data upon exit is paramount to maintaining confidentiality and integrity. We begin by conducting a comprehensive inventory of all client data stored within our systems, encrypting it both in transit and at rest using industry-standard protocols. Strict access controls and authentication mechanisms are implemented to restrict access to authorized personnel only, with permissions regularly reviewed and updated. Client data is segregated from other data within our systems, ensuring isolation and protection. Upon exit, all access rights to client data are promptly revoked, including user account deactivation and permission removal. If requested, we securely delete or anonymise client data in accordance with retention policies and regulatory requirements. Detailed documentation and audit trails of data access are maintained, providing transparency and accountability. Before exiting, we verify with the client that all necessary data access has been revoked. Finally, we adhere to legal and regulatory obligations regarding data protection and privacy, ensuring compliance with contractual agreements and applicable laws such as GDPR or HIPAA. Through these measures, we ensure that client data remains secure throughout the exit process, mitigating the risk of unauthorized access or data breaches.



SECURITY

Personnel Security

As a Specialist Cloud Service, the capability being offered is not limited to specific Impact levels (as it is not infrastructure, software or a platform) and can be used, subject to personal Security Clearance levels. Reply consultants are mostly Security Cleared (SC), some have higher-level Developed Vetting (DV) clearances. We also have a pool of NPPV3 Consultants for Policing work. The majority of our work for both public and private sector clients is at IL2 but we work in the Official, Secret and Top-Secret domains. Our hard and soft information security processes have been designed and approved by independent CESG CLAS accredited consultants.

Information Security

We are ISO27001, Cyber Essentials certified and our Quality Assurance processes are based upon and compliant with our ISO 9001 accreditation. Our Information Security processes are directly guided by our ISO27001 accreditation. We shall adhere to local information and other security policies and will apply local Security Operating Procedures (SyOPs) as may exist. If such do not exist we shall apply our own SyOPs.

Physical Security

The Main Reply Office (London, UK) is a Police Accredited Secure Facility (PASF) with access controls for each point of entry. All Laptops/Phones must be stored securely overnight. When working on a client-site our consultants adhere to client security policies.



TRAINING & KNOWLEDGE TRANSFER

We enable customer teams throughout delivery by embedding knowledge transfer alongside implementation activities. Training is aligned to organisational roles, ensuring relevance for finance users, operational staff, and system administrators.

Knowledge transfer is delivered through:

- A train-the-trainer approach to establish internal subject matter experts.
- Technical training for administrators covering configuration, security roles, and integrations.
- Walkthroughs of system design, data structures, and operational processes.
- Provision of comprehensive documentation, including user guides and runbooks.

Formal training is supported by ongoing access to expert guidance during delivery and early life support. Where required, refresher sessions or additional enablement can be provided to support organisational change or onboarding of new users.



ORDERING AND INVOICING PROCESS

To begin the process, please contact glue.frameworks@reply.com with details of your organisation, role and high-level requirements.

Our Framework Manager will connect you to our experts and from here we will organise an introductory discussion to go into more detail and shape a proposed engagement that suits your needs.

We invoice for both fixed price and time and materials engagements one month in arrears. For fixed price engagements, this takes place upon completion of the deliverable(s), or in stages, if the size of the engagement is greater than £40,000 excluding VAT.

Payment terms are 30 days net of receipt of invoice.



CUSTOMER RESPONSIBILITIES

To deliver our responsibilities as a partner, we require the following:

- Full access to systems and data that are relevant to the specific project
- Reasonable and timely access to key stakeholders and internal SMEs for information gathering, requirements definition and other critical tasks associated with the delivery of our outputs

Technical and Client-Side Requirements

Other than the system access specified above, there are no specific technical or client-side requirements that would limit our capacity to begin work.

Outcomes and Deliverables

Our engagement's specific outcomes and deliverables will be determined during the scoping phase before beginning the project based on your goals and objectives and the level of depth you require. These will include:

- Workshop(s) to discuss and assess the existing architectural design
- Detailed assessment of design with identification of risks and opportunities
- Report with recommendations and proposed action plan



ABOUT REPLY

Reply is a company that specialises in Consulting, Systems Integration and Digital Services with a focus on the conception, design and implementation of solutions based on the new communication channels and digital media.

Reply partners with key industrial groups in defining and developing business models made possible by the new technological and communication paradigms such as Artificial Intelligence, Big Data, Cloud Computing, Digital Communication, the Internet of Things and Mobile and Social Networking. In so doing, it aims to optimise and integrate processes, applications and devices.

Reply's offer is aimed at fostering the success of its customers through the introduction of innovation along the whole economic digital chain. Given its knowledge of specific solutions and due to a consolidated experience, Reply addresses the main core issues of the various industrial sectors.

Through its network of specialist companies, Reply supports some of Europe's leading industrial groups in Telco & Media, Industry & Services, Banks & Insurance, and Public Administration to define and develop business models, suited to the new paradigms of Artificial Intelligence, Big Data, Cloud Computing, Digital Media and the Internet of Things.

We make innovation happen.

We started with a small team and a purpose: to help the digital revolution happen. Today, we are a team of more than 14,600 people in 16 different countries but we still have the same DNA, made up of agile, vertical task forces and an inner passion for innovation.

We are a decentralised network of specialised companies.

Among Replyers, you will find passionate geeks, visionary strategists, and creative minds, each with sharp skills in a specific business, who cooperate together and never stop learning from each other.

Make forward, act sustainably.

We know a sustainable future is possible and technology can be a strong asset to reach it. As leaders in digital transformation, we push for change and operate in full accordance with the highest ethical standards and with respect for the rights of future generations