An innovative and compelling vision for a product portfolio is crucial for portfolio growth. Gartner’s 2019 research will equip technology general managers with the foresight, tools and best practices for an innovative vision that unlocks market opportunities and aligns stakeholders.

Scope

This initiative provides data-driven tools and best practices to ensure you are leading your product or services portfolio — and the organization — in a market-leading or market-making direction.

It includes research and frameworks that will help you to:

- Discover opportunities
- Anticipate disruption
- Lead through master storytelling techniques

Analysis
## Product Portfolio Vision and Innovation

<table>
<thead>
<tr>
<th>Discover Opportunities</th>
<th>Anticipate Disruption</th>
<th>Build the Portfolio Vision and Strategy</th>
<th>Tell the Product Story</th>
<th>Manage Portfolio Performance</th>
<th>Make the Case for Investment/Divestment</th>
<th>Assess Build/Buy Options</th>
<th>Manage Portfolio P&amp;L</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify best bets across new markets and buyers</td>
<td>Assess the portfolio impact and required actions</td>
<td>Create the portfolio roadmap grounded in buyer experience</td>
<td>Use storytelling to engage and inspire key stakeholders</td>
<td>Deliver against portfolio KPIs</td>
<td>Show the ROI</td>
<td>Know when and what acquisition plays to make</td>
<td>Optimize investments and returns</td>
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</table>

### Manage Change
- Drive continuous improvement and innovation

### Align Stakeholders
- Learn how to work across silos to achieve results

### Expand Impact and Influence
- Communicate and celebrate cross team successes

### Portfolio Leadership

### Portfolio Vision and Innovation

### Portfolio Performance

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Source: Gartner (February 2019)
As technology-triggered disruptions contract the life of products, you need to get your products and services to market fast — fast enough to be ahead of the competition, but not so fast that customers aren’t ready for you. However, your ability to change is not just about speed. It is about having agility, which involves the ability to start, stop and then restart in a different portfolio direction. True agility allows you to change your products and services to deal with both expected and unexpected disruptions. You must also plan for the future and develop a compelling vision and roadmap that will help you secure the resources you need to get things done across the silos of your organization and across your value chain.

To negotiate this, you need foresight across the interplay of these factors and how they relate to existing revenue streams, commitments and heritage business models. The goal is to lead with a compelling and achievable vision of the direction of your portfolio — of the possible — and how the possible may enable or require your organization to rethink or reinvent itself and its mission. In today’s market, reinvention is essential, and must be paired with a willingness to challenge and potentially overturn product decisions and assumptions more frequently.

This initiative provides the quantified insights, data-driven models, tools and methods you need to define — and to continuously refine — a winning portfolio vision and strategy for your organization. At the same time, it limits the risks that arise from a lack of vision for future change.

Top Challenges and How Gartner Can Help

Portfolio leaders are under ongoing pressure to execute successfully on shorter product cycles with rapid innovation, and mergers and acquisitions all contributing to constant change. Increasingly, growth occurs at the intersection of traditional markets, ones being disrupted and new opportunities. This is where the true agility comes into play.

Making critical business decisions in this environment requires a holistic understanding of the levers of success, an intimate understanding of buyers — in traditional IT buying centers and line of business roles — and market needs, coupled with insight into competitor behavior. This should be rooted in the fundamentals of the prevailing and disruptor business models and their impact on top and bottom lines. These are the fundamentals of a compelling vision, which is a strategic imperative. The organization’s product vision is one of the most important and persuasive manifestations of the organization’s overall strategy and business direction. With this research, we will support portfolio leaders by answering common questions, such as:

- Where are the best opportunities for profitable growth?
- What are the major disruptions to my portfolio and what are the best options to respond?
- How can I create a unified and differentiated vision for the portfolio?

The topics we cover include:

- **Discover opportunities:** Identifying opportunities arising across the technology and service market, new buying audiences and purchase preferences.
Anticipate disruption: “Seeing around corners” to prepare to recognize, prioritize and respond to disruptions and to exploit disruptive forces and technologies.

Lead through master storytelling techniques: Craft and communicate a compelling vision for your portfolio.

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Our research addresses the following common client questions:

Where are the best opportunities for profitable growth?

Making decisions about future directions of the portfolio — where to place and where to pull investment — presents a primary challenge faced by all portfolio owners. It is critical to acknowledge that refining the portfolio vision is an ongoing process, not an event. The need for insight into opportunity and disruption is, therefore, also ongoing. You need to answer questions such as:

- What are the longer-term areas of future demand?
- What new buyers in the line of business should I be targeting?
- How do we reliably gauge if the market is ready for our offering?
- How do we know when a market is about to decline or be disrupted?
- What disruptions and what competitive disruptors are emerging?
- What factors are triggering demand for my portfolio?
- What new purchase and consumption preferences should I be factoring into portfolio decisions?

Planned research will identify the key roadmap elements for a successful portfolio and how to uncover hidden customer needs. It will also provide forecasts and other predictive models of market potential, market opportunity maps that illustrate the growth and profit potential of new markets, and quantified insights and tools to evaluate options and the cost of market entry.

Planned Research

In 2019, we will produce research on:

- Market Opportunity Maps assessing growth and profitability of market segments
- Business Value Forecasts extrapolating potential total addressable market (TAM) of markets in development
- Predicts 2019: What you need to know about the enterprise application portfolio of the future
What are the major disruptions to my portfolio and what are the best options to respond?

How can you anticipate disruption and the impact of disruption — not only of newer technologies on your technology products and services, and existing markets, but also on how your customers can engage with you, and entirely new product directions? How do you know which new emerging technologies on the Hype Cycle should be on your radar? More importantly, how can you make sure you are the disruptor more often than the disrupted? Our planned research breaks down the elements of disruption: How to anticipate it, and how to use it. In new research, we examine “disruption vectors,” which illuminate the multiple primary and secondary effects of a major disruption in given technology markets.

Planned Research

In 2019, we will produce research on:

■ Futureproof your product and services portfolio using disruption vectors
■ How AI is affecting the digital workplace and what you should do about it
■ The implications of asset-based consulting services on consulting providers
■ Three things to do now about quantum computing

How can I create a unified and differentiated vision for the portfolio?

You make a tremendous investment in the development of your portfolio. Ideally, all stakeholders, internal as well as external investors, business media and other influencers, understand the portfolio vision well-enough and are sufficiently “bought in” to share it with others. This becomes all the more important when the portfolio is being steered into a new or significantly different direction. This vision needs to articulate not only the destination and purpose, but also why you are the company to take your customers (and employees) to this destination. Our research breaks down the vision around key questions:

■ How can I create a unified vision and value story for the portfolio?
■ How do I interpret the vision and value story for different markets, buyers and products?
■ How do I ensure my vision and value story are differentiated and compelling?

Planned research will present best practices to scope, shape and articulate a compelling story to meet the needs of the stakeholder groups that you can use to ensure relevance and impact.

Planned Research

In 2019, we will produce research on:

■ Use enterprise psychographics to personalize the product story
■ Case study: Contracting for business outcomes
Scenario planning buy-in techniques

Related Priorities

Table 1. Related Priorities

<table>
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<tr>
<th>Priority</th>
<th>Focus</th>
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<tr>
<td>Digital Disruption and Innovation</td>
<td>Digital disruption and innovation research focuses on how organizations can incorporate elements of willful disruption into business and technology strategies.</td>
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<tr>
<td>Product Development</td>
<td>The product development agenda provides insights and best practices for developing more successful products.</td>
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<tr>
<td>Product Leadership</td>
<td>Product leadership focuses on delivering success through efficient organizational structures, equipping staff with the right tools and methodologies, and investing in talented resources.</td>
</tr>
<tr>
<td>Product Portfolio Performance</td>
<td>The product portfolio research agenda provides evidence-based insight to support build or buy investment decisions and to pull the right levers to drive optimal growth and returns.</td>
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<tr>
<td>Product Introduction</td>
<td>The product introduction agenda provides insight on how to collaborate across product management, marketing and sales to prepare and launch a product offering to the market.</td>
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<tr>
<td>Product Life Cycle Management</td>
<td>This initiative focuses on managing the challenges of innovation and evolution of product and services as they mature through in-life and in-service events.</td>
</tr>
<tr>
<td>Product Portfolio Organization and Culture</td>
<td>The product portfolio organization and culture agenda provides insights on how to compete, retain talent and develop the teams required to bring complex portfolios to life.</td>
</tr>
<tr>
<td>Product Portfolio Leadership</td>
<td>Product portfolio leadership is about the ability to forge enterprise engagement and executive alignment to steer the portfolio in the direction that competitive success demands.</td>
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<tr>
<td>Marketplace</td>
<td>This initiative provides foundational data and analysis across product and service portfolios and focuses on assisting you in quantifying and qualifying current and future market opportunities.</td>
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<tr>
<td>Product Portfolio Marketing</td>
<td>Insight into buyer needs and competitive threats are core to competitive advantage, and to elevate portfolio differentiation and vision in the eyes of buyers.</td>
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<tr>
<td>Product Planning</td>
<td>The product planning agenda helps organizations develop strategies based on insights about their customer needs, market trends and competitive positions.</td>
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Source: Gartner

Suggested First Steps

- “Gartner Tech Growth and Innovation Conference 2019” — Attend this Gartner event designed to help spur new ideas, fast-track project strategy and execution, and advance your professional skills.
“Tech Go-to-Market: Product Management Must Establish a Customer-Centric Vision to Drive Product Success” — The report outlines methods based on Gartner interactions that have shown they can align commitment, drive engagement and improve the odds of success of new products.

“Use Storytelling to Inspire Commitment to a New Product Vision” — Adopt a storytelling approach to convey your portfolio vision and strategy in a way that will inspire internal stakeholders, ecosystem partners and customers.

“Positioning Is Essential for Any Disruptive Business Move” — Frame the strategic intent of a disruptive business move by conducting a strategic review of positioning to test validity and ensure stakeholder alignment.

“Use Disruption Vectors to Chart a Path to Digital Product Success” — Use this model to identify and plot the effects that lead to market and product disruption.

Essential Reading

“Predicts 2019: 5 Ways to Get Ahead in the Enterprise Application Market” — Read this report to examine the transformative growth levers based on corporate development, business model and product innovation requisites for a future high-performing enterprise application portfolio.

“Identify Region- and Country-Specific Opportunities to Fulfill Growth Ambitions” — This research enables GMs to identify country- and region-specific growth opportunities with the highest odds of success.

“Market Opportunity Map: Cloud Services, Worldwide” — Use the Market Opportunity Maps to make guided investment decisions by understanding the dynamics of the cloud market by analyzing the growth and the profitability of its component segments.

“How Service Productization Supports Revenue and Speed to Market” — Apply a closed-loop strategy for productizing digital services to increase speed to market and engagement wins.