

Developing a best-in-class product.

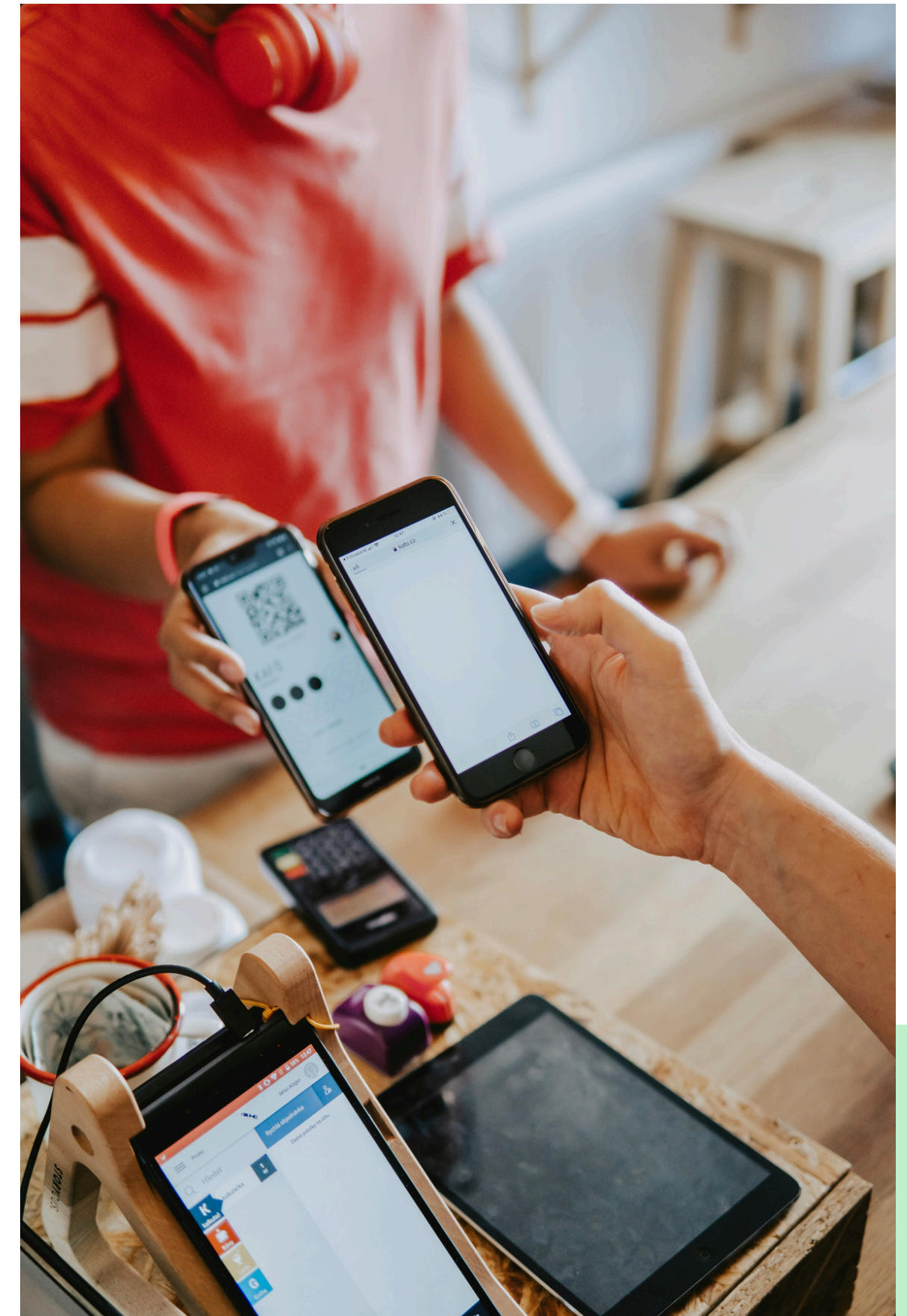
A practical toolkit for Product Managers in financial services, payments, and business technology companies.



Launching a new product is an exciting but often high-pressure endeavour. As a Product Manager, you're tasked with navigating strategic decisions, managing cross-functional teams, and delivering results - all whilst juggling competing priorities, limited resources, and the ever-evolving expectations of your customers.

However, by embedding intelligence from customers, markets, and competitors throughout the product lifecycle, you can reduce time-to-value and mitigate risks, but also make clearer, more confident investment decisions.

This toolkit outlines a practical, insight-led approach to product development.



Avoiding common pitfalls

Products fail for many reasons, but often the root cause is a lack of objective evidence. Product teams can become trapped in internal echo chambers, overly reliant on stakeholder assumptions or gut instinct. The result? Delayed timelines, wasted resources, or worse; launching something nobody needs. By applying the principles in this toolkit, you can avoid common pitfalls such as:

1. Building a product that is comprehensive on paper but **fails to solve a genuine customer problem**.
2. **Overlooking emerging trends and long-term shifts in user behaviour**, leading to solutions that lack future relevance.
3. **Failing to define clear differentiation** in a crowded market, leaving customers unsure why to choose your product.
4. **Misallocating time, budget, or team resources** due to unclear processes or weak prioritisation.
5. **Unfocused teams** leading to misunderstandings, delays, and inconsistencies in the product development process.
6. **Sacrificing quality by rushing development** or skipping key feedback loops.
7. **Overlooking usability and reliability issues** due to limited testing or ignoring early user input.
8. Falling foul of regulatory requirements by **neglecting compliance considerations** early in the design process.
9. **Launching with poor timing or without preparation** for external factors like market volatility or seasonal shifts.
10. **Ignoring feedback post-launch** and missing the opportunity to improve or scale a successful proposition.



An insight-led product development framework

Most product teams follow some form of agile or iterative stage-gate process. Regardless of the framework, insight should be integrated throughout, guiding decisions on what to build, how to position it, and when to move forward (or walk away).

This framework offers a structured approach to help you assess ideas, validate decisions, and allocate resources confidently across the entire lifecycle.

1

Root innovation in real customer needs

2

Prioritise ideas with objectivity & strategic fit

3

Build a robust business case with market validation

4

Design an MVP that balances need, feasibility & differentiation

5

Develop a go-to-market strategy grounded in insight

6

Optimise post-launch and continue learning

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1: Root innovation in real customer needs

The most successful products start with a clear, well-defined customer problem. Rather than chasing trends or relying on internal hunches, insight-led teams begin by truly listening to the people they're designing for.

What to do:

- **Conduct qualitative research** to uncover specific pain points, unmet needs, and underlying motivations.
- **Map the customer journey** to identify high-friction moments, drop-off points, or areas of emotional frustration that could signal opportunity.
- **Track macro and category-specific trends** that may shape future expectations - for instance, shifts in how people pay, save, or access credit.
- **Analyse related behaviours or adjacent sectors** to understand how expectations are evolving beyond your immediate market.

The aim here is **clarity: What problem are you solving, for whom, and why now? Anchor your product vision in this evidence.**

2: Prioritise ideas with objectivity and strategic fit

Not every idea is worth developing. Especially in agile environments, it's critical to make fast, high-confidence decisions about what to progress and what to deprioritise. This is where structured prioritisation, grounded in customer insight and market understanding, makes the difference.

What to do:

- **Gather early-stage feedback from target users** to test the relevance and clarity of your initial concepts.
- **Align product direction with business goals** to ensure ideas support wider strategic outcomes (e.g. increasing share of wallet, opening new segments, etc).
- **Create a “parking lot” for ideas** that show promise but aren't a priority right now to help maintain focus without discarding future potential.

**Strategic
prioritisation isn't just
about saying yes to
the right things; it's
about having the
confidence to say no
to the wrong ones.**

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3: Build a robust business case with market validation

Once you've identified a promising concept, move to validation. This involves pressure-testing the size of the opportunity, the strength of your value proposition, and your ability to stand out in the market. Combining internal modelling with external insight strengthens your case for investment.

What to do:

- **Conduct TAM (Total Addressable Market) and SAM (Serviceable Addressable Market) analysis** to estimate potential revenue and market penetration.
- **Interview decision-makers and users** to understand willingness to adopt and pay, and to test key elements of your concept.
- **Refine your messaging and value proposition** based on real-world feedback; clarity at this stage avoids wasted development cycles later.
- **Analyse competitive offerings** to identify gaps, table stakes, and potential white space. What is your angle of differentiation?

A credible business case shows the opportunity is real, your proposition is resonant, and there's a clear path to capturing value.

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4: Design an MVP that balances need, feasibility, and differentiation

Designing an MVP (Minimum Viable Product) is not about building a stripped-down version of your full vision - it's about delivering enough value to test key assumptions quickly. Insight continues to play a central role here, informing both feature selection and messaging.

What to do:

- **Differentiate between buyer personas** (e.g., business decision-makers) and **user personas** (those who interact with the product daily). Design for both.
- **Use prior research to prioritise features** based on impact vs effort. Avoid gold-plating; focus on delivering core value.
- **Develop wireframes or interactive prototypes** and test them with users. Observe what works, what confuses, and what resonates.
- **Conduct competitive benchmarking** to validate your positioning, pricing, and functionality against others in the market.

Think of your MVP as an experiment. Your goal is to learn as fast - and as cheaply - as possible, while proving real-world relevance.

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5: Develop a go-to-market strategy grounded in insight

A brilliant product still needs a smart GTM plan. Insight should inform every decision, from pricing to positioning to which channels you activate. Use market and customer intelligence to increase adoption and avoid costly launch missteps.

What to do:

- **Conduct customer research** to refine your messaging: What language do customers use? What benefits matter most?
- **Test pricing models and willingness to pay** through survey techniques like conjoint analysis or price sensitivity meters.
- **Identify the most effective marketing and distribution channels** based on customer behaviour and expectations.
- **Analyse competitors' GTM strategies**; understanding their playbook can help you differentiate clearly and respond quickly.

Your GTM strategy should be as rigorously tested as your product. It's your first - and best - chance to make a strong impression.

6: Optimise post-launch and continue learning

Product success doesn't end at launch. Sustained growth depends on continual learning, feedback loops, and iterative improvement. Post-launch insight helps ensure the product remains relevant, usable, and competitive.

What to do:

- **Monitor soft launch and early-stage metrics** to identify friction points or unexpected usage patterns.
- **Set up structured mechanisms for collecting and analysing customer feedback** e.g., surveys, NPS, app reviews, customer support logs, etc.
- **Conduct post-launch usability testing** to identify bugs, gaps, or usability issues that weren't caught earlier.
- **Review market conditions and the competitive landscape regularly** to reassess your positioning and roadmap priorities.

Long-term product success is built on your ability to adapt. Insight-driven iteration is what separates sustained growth from early plateau.

Bringing it all together

Embedding insight into your product development process is more than just a step - it's a mindset. By grounding decisions in real-world data and customer understanding, Product Managers can:

- Reduce time and cost to deliver value
- Make clearer investment trade-offs
- Align teams and stakeholders around shared truths
- De-risk launches and unlock better adoption
- Create products that are both loved by users and valuable to the business

A balance of qualitative and quantitative inputs - customer interviews, journey mapping, market sizing, pricing research, competitive intelligence - provides the holistic view needed to build with confidence.





Next Steps?

Use this toolkit to run a health check on your current product strategy:

- **Identify assumptions:** Where are decisions being made on assumptions rather than solid evidence?
- **Customer insight:** Are you gathering enough customer feedback to confidently prioritise your product roadmap?
- **Validation practices:** How often are you testing and validating ideas before dedicating significant resources?
- **Behaviour-driven strategies:** Are your GTM and post-launch strategies informed by real customer behaviour?

Where gaps exist, build in more intelligence.

KAE helps financial services and payments businesses make better commercial decisions by providing clear, contextualised and actionable insights about your customers, your competitors, and your markets.

If you want to talk about how KAE can help you, get in touch.



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