



**apex solutions**

Available Services

My experience spans from early-stage startups at 68 employees/\$7M in revenue to 98,000 employees/\$30B in revenue; I've led teams at public, VC-funded, and PE-owned companies, as well as from pre-IPO through IPO. My focus on product-led company growth has transformed teams in health tech, SaaS, telecom, defense, apparel, and more.

Some of the ways I assist my clients include the following. All services will be tailored to your unique situation.



## Product Definition Process

Without a well-defined approach to documenting the product strategy, definitions, and goals, a product development team is prone to inefficiency and a lack of understanding, which leads to missed opportunities to meet customer and market needs.

With years of product leadership experience in varied industries (health tech, SaaS, telecom, defense, apparel), I bring an extensive toolset of processes, templates, and approaches that I will tailor to your specific needs.

My engagement with you can range from reviewing existing processes and recommendations for improvement to defining and implementing the product definition process from the ground up.



## Roadmap Planning & Process

Even with a well-defined product strategy and goals, a team must take a disciplined approach to build, prioritize, and deliver their product roadmap. Managing a roadmap well is more than just creating a prioritized list and then delivering in order. There is an art to managing a product roadmap, including “no silent tradeoffs.” The roadmap process involves more than the product management and engineering teams. I have a range of tools to assess, prioritize, and manage a roadmap. I can help you install the process and the cross-functional philosophy required to deliver.



## Product Strategy

Even with a clear product vision in place, many cross-functional teams still struggle to articulate their strategy to achieve that vision. Further, a defined process and templates do not guarantee a clear product strategy if those creating the strategy do not have the experience, knowledge, and philosophy needed.

To assist you, I can bring together a cross-functional group and guide them through several exercises, such as:

- Defining the product Vision & Mission
- Creating a “Strategy Blueprint,” including a market diagnosis, SWOT, and a Strategic Action Plan
- Strategy Refinement & a Product Priority Matrix

I can also consult with your existing product team to help them move the strategy forward, act a team member through staff augmentation, or drive the entire strategy definition exercise.



## Product Management Team Coaching

When product definition, roadmap planning, and product strategy processes are in place, you may still find yourself with an inexperienced product team. Especially in startups, early product team members often have deep product or market knowledge. However, this is often the employee’s first time as a product manager. They do not have the habits, skills, and philosophy to be successful personally, much less lead the company’s product strategy to success.

I can mentor your product team regularly by reviewing product process artifacts, co-writing the artifacts, one-on-one discussions, and other approaches.



## Market & Product Research & Definition

Product-market fit is critical for any product to be successful. Working with your knowledgeable cross-functional team, I can come up to speed on the current state of your target market, product, and go-to-market approaches. I can add my research, including customer discussions if appropriate, and make recommendations to update your view of market dynamics, product fit, and go-to-market approaches.



## Product Marketing

There are probably as many definitions of “product marketing” as there are of “product management.” My product marketing work focuses on articulating the product’s key messages and value propositions clearly. My basic approach is to help you define:

- The conclusion you want the audience to reach.
- Evidence, both quantitative and qualitative, to back that conclusion.
- A call to action - given the evidence and conclusions provided, what action should the listener take?

I also assist clients with developing product marketing materials such as presentation decks, white papers, “one-pagers,” etc.



## Interim Exec, Fractional Exec, Staff Augmentation

In addition to defined projects and exercises, I can also augment your team or product team staff with a regular work arrangement, from a half-day per week to full time, depending on your needs. This can be done in support of any of the above services or to add product capability that you are currently lacking in your team.