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Product Maturity Model

Putting a number on software waste

Windsor, United Kingdom
7th of October 2025

Portfolio Managers Focus Group

Confidential

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Time	Castle 1	Castle 2
08:45-09:00 (15min)	**Arrival coffee / tea**	
09:00-09:25 (25min)	Welcome in Castle 1, explaining the setup & program	
09:30-11:00 (90min)	Remus - R&D Metrics Reloaded	Paul - Generative AI
11:00-11:15 (15min)	**Break**	
11:15-12:45 (90min)	Bogdan – Product Man. Maturity	Remus - R&D Metrics Reloaded
12:45 AM – 14:15 (90min)	**Lunch**	
14:15-15:45 (90 min)	Paul – Generative AI	Bogdan – Product Man. Maturity
15:45-16:00 (15min)	**Break**	
16:00-17:00 (60min)	Closure by Remus with Paul and Bogdan discussing the observations of both groups	
18:00	**Closing dinner at Guildhall**	

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IDIOCRACY

If waste in software would be visible

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The True Cost of Software Waste
Framing the problem: where we stand and what's at stake

Smart Strategies for Enduring Stage Products
How to tackle software waste in mature, long-lived systems

Winning from the Start
Proven plays to minimize waste from day one in new initiatives

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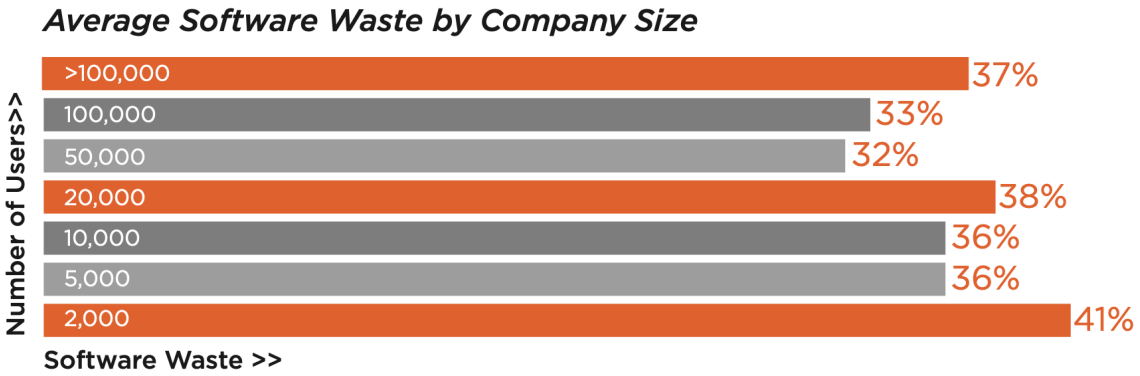

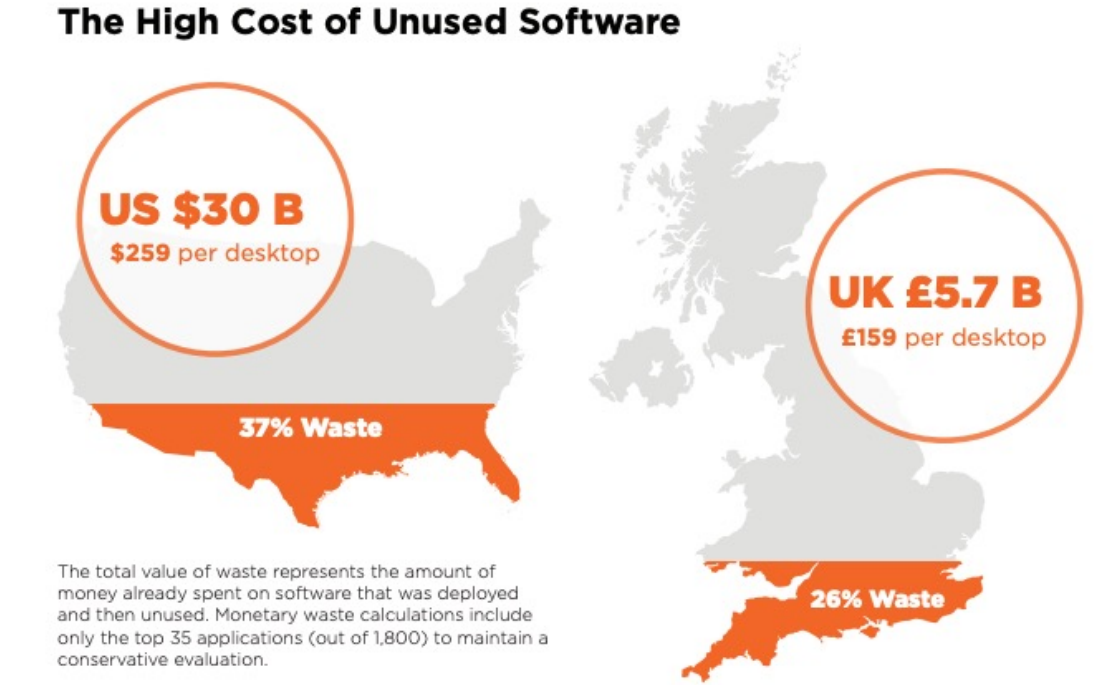

Waste in software = features not used

https://www.1e.com/resources/report/software-usage-waste-report-2016/

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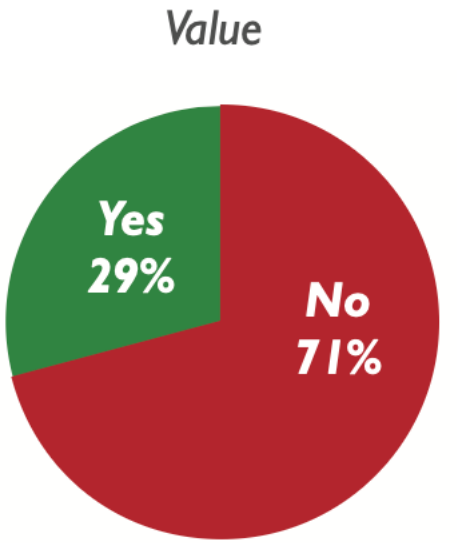
Table 4: Resolution by Traditional Measurement

Year/Resolution	2013	2014	2015	2016	2017
Successful	41%	36%	36%	36%	36%
Challenged	40%	47%	45%	47%	45%
Failed	19%	17%	19%	17%	19%

*the chaos report by the Standish Group



The percentage of projects considered valuable from 2013 to 2017 within the CHAOS database. (Very valuable & valuable).

Chaos report

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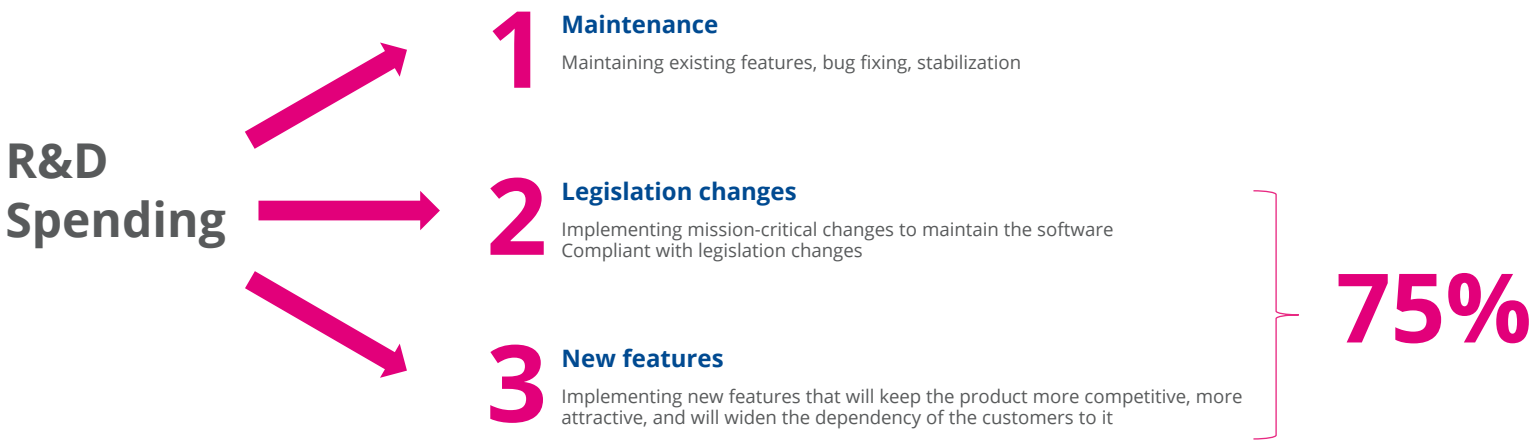
R&D Spending



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So how much waste are we producing?

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R&D Spending

R&D Spending

1 **Maintenance**
Maintaining existing features, bug fixing, stabilization

2 **Legislation changes**
Implementing mission-critical changes to maintain the software Compliant with legislation changes

3 **New features**
Implementing new features that will keep the product more competitive, more attractive, and will widen the dependency of the customers to it

75%

PS	≥	2	(Net Professional Services Revenue) / (Professional Services Costs)
Sales	≥	1.5 SAAS	(70% Net License Revenue) / (S & M Costs)
Support	≥	4 or 6	(85% Net Maintenance Revenue) / (Maintenance Costs)
R & D	≥	1	(30% Net License Revenue) + (15% Net Maintenance Revenue) / (R & D Costs)
G & A	≤	20%	(Total General and Admin Costs) / (Total Net Revenue)
CPR	≥	50%	(EBITA) / (Net Maintenance Revenues)

2-3 Mil. NMR businesses
500K in NLR

→ **375K**
150K → **5-10 FTEs**

→ 🗑 **100-250K**

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KEEP
CALM
AND
FOLLOW
THE SCIENCE

Computer science

Product Science

Why is R&D in Software that unpredictable??

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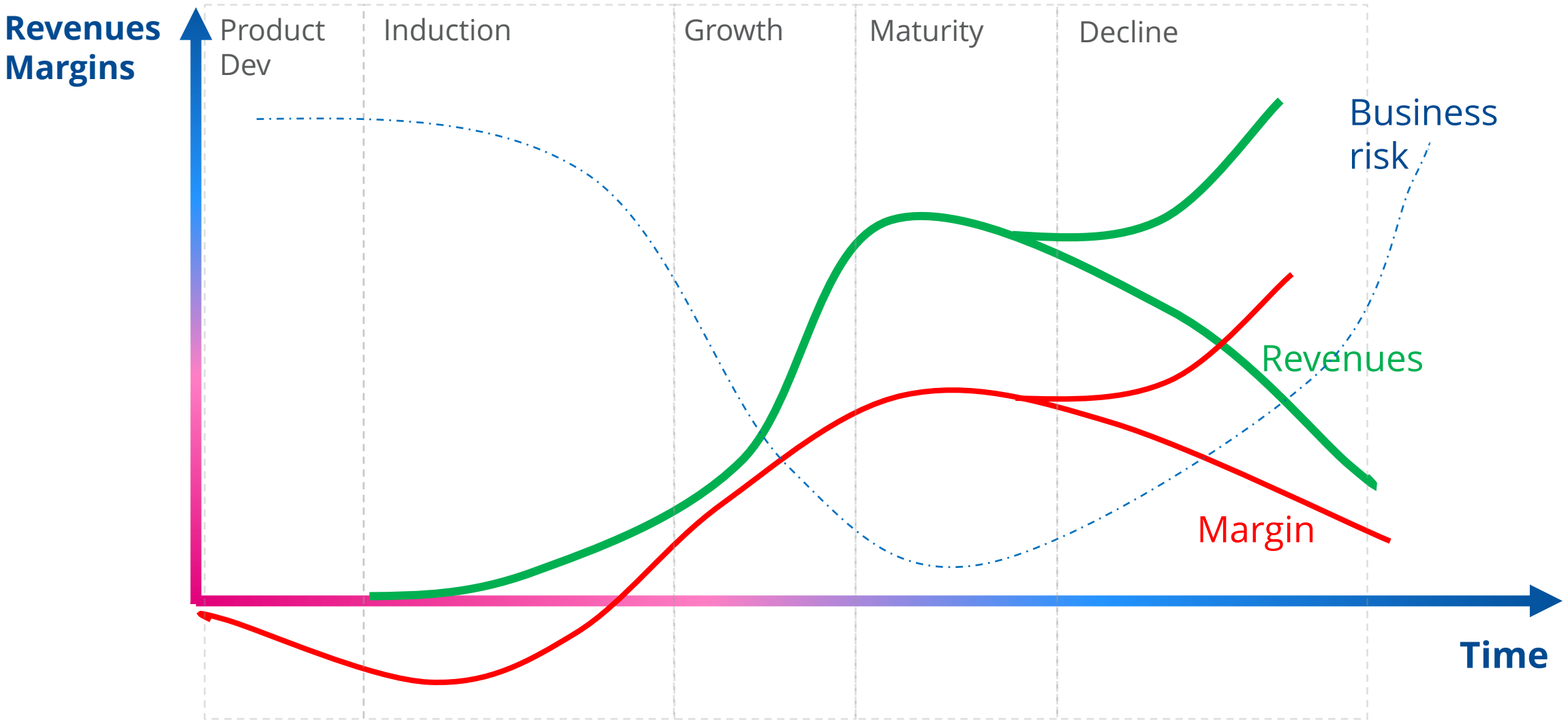
Product Lifecycle



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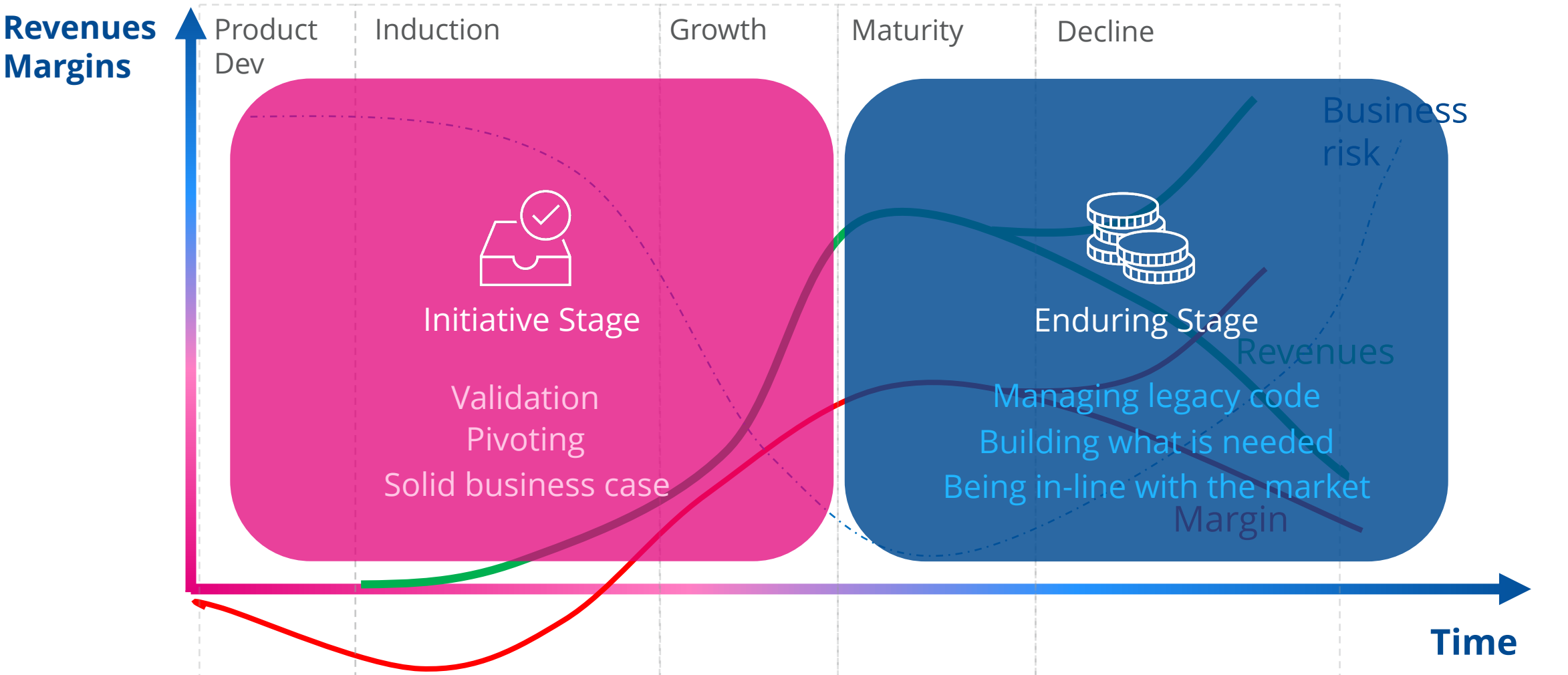
Product Lifecycle



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Art of building
What's needed
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Enduring Stage

Managing legacy code

Building what is needed

Being in-line with the market

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Levels of Maturity

Product Excellence Maturity Model

LEVEL ONE
Intuition driven

Product makers rely on **gut** rather than customer feedback & data

Emphasis on **shipping features** whether or not they drive real outcomes

Lack of understanding around the product roadmap leads others to question it

LEVEL TWO
Introducing process

User requests are taken at **face value** & feedback is interpreted with **bias**

Basic product strategy in place but prioritization methods are overly **simplistic**

Roadmap lacks **clear objectives**; long-term goals are private and **undocumented**

LEVEL THREE
Listening to customers

Product makers begin really **listening to customers**

Product strategy includes clear and **achievable KPIs** to measure progress

The product roadmap is **shared,** but focuses on outputs rather than outcomes

LEVEL FOUR
Aligned on user needs

Product makers **systematically** uncover underlying user needs

Product strategy and objectives are **fully aligned** with broader business goals

Product roadmaps **clearly communicate** why some ideas are prioritized over others

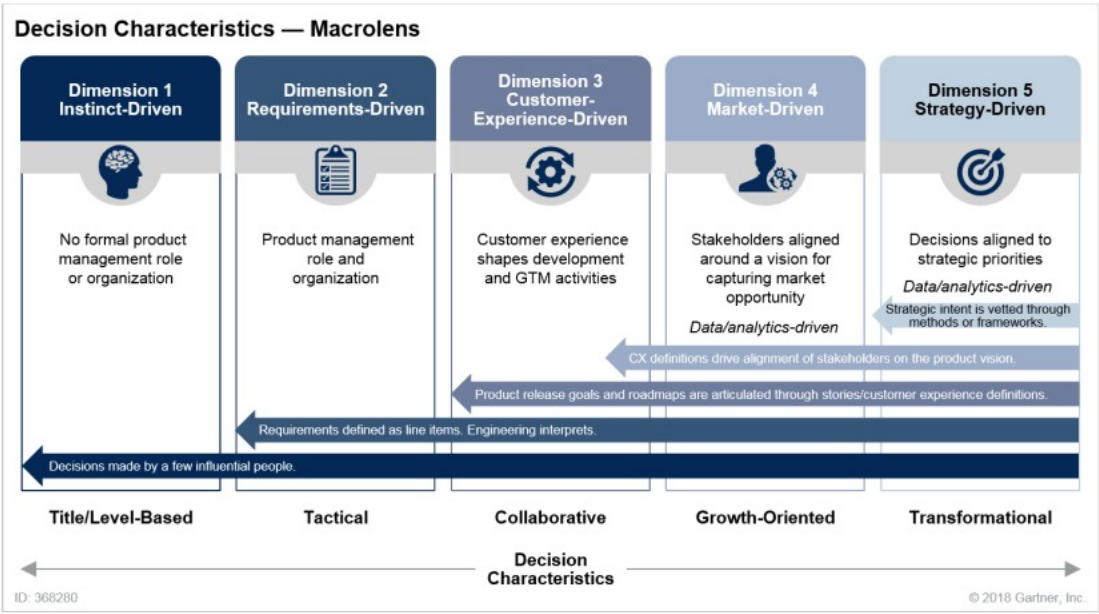
LEVEL FIVE
A thriving product culture

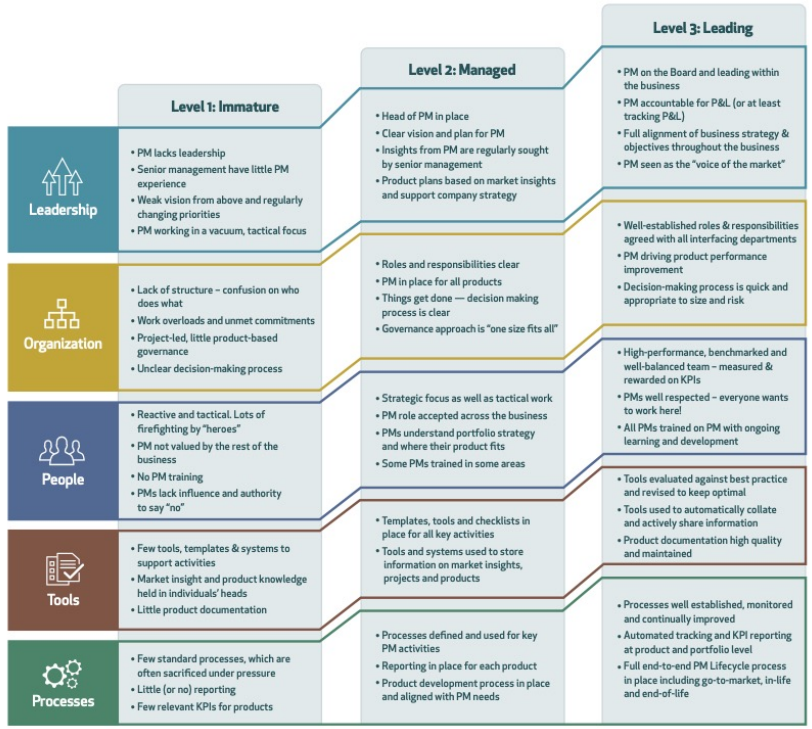
The entire organization understands **customer needs**

Cross-functional teams understand how they contribute to product success

Everyone **rallies** around both the product strategy and roadmap

productboard





https://www.productfocus.com/wp/wp-content/uploads/2020/08/Product-Management-Maturity-Model.pdf
https://www.productboard.com/blog/five-levels-product-excellence-maturity/
https://www.gartner.com/en/doc/3887789-apply-gartner-product-management-maturity-model-to-uplift-business-impact

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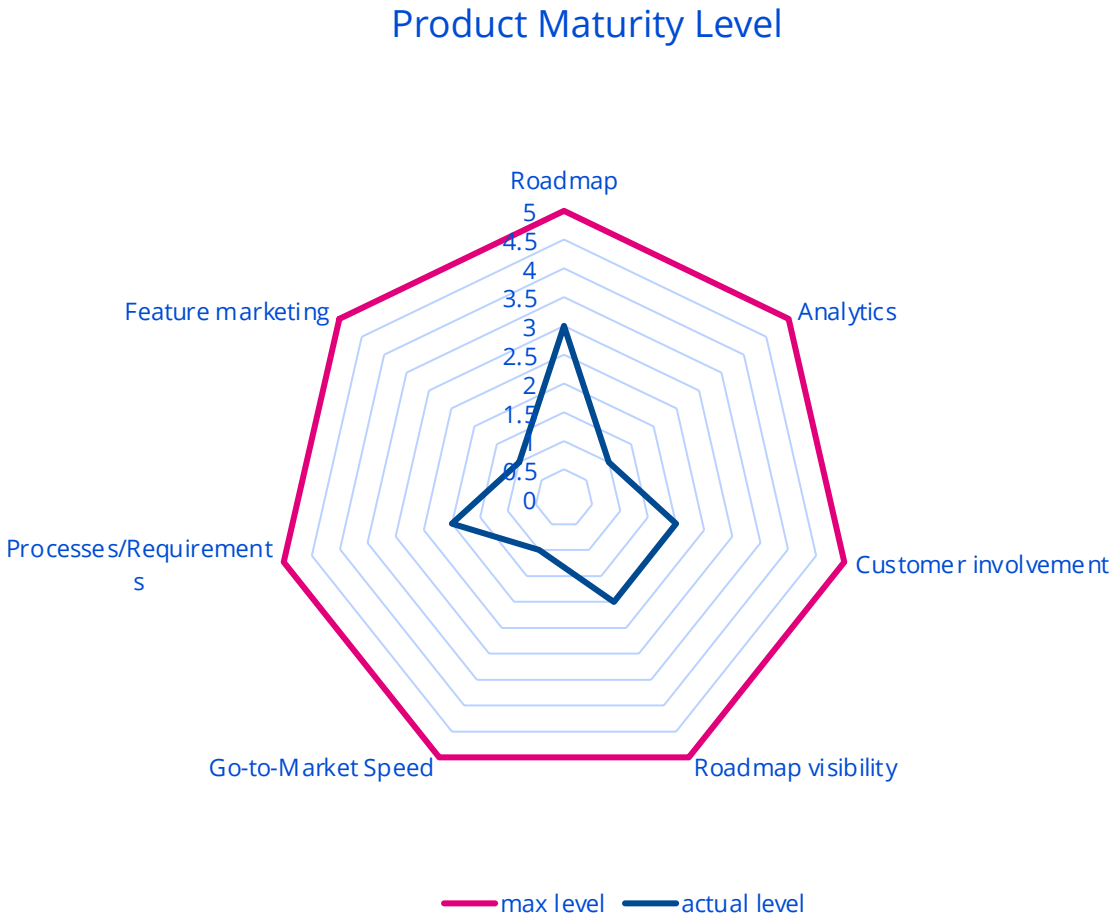
A model to assess the levels, compared to others



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Simple Levels of Maturity

Level1:
Intuition Level

Rely on multiple people's opinion of what's needed and what not

Level2:
Managed Level

Rely on customer's validation and data, on what's needed and what not, and have a structure to capture this feedback

Level3:
Strategic Level

The organization understands value, and measures priority based on customer feedback and real-world data

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L1 > L2

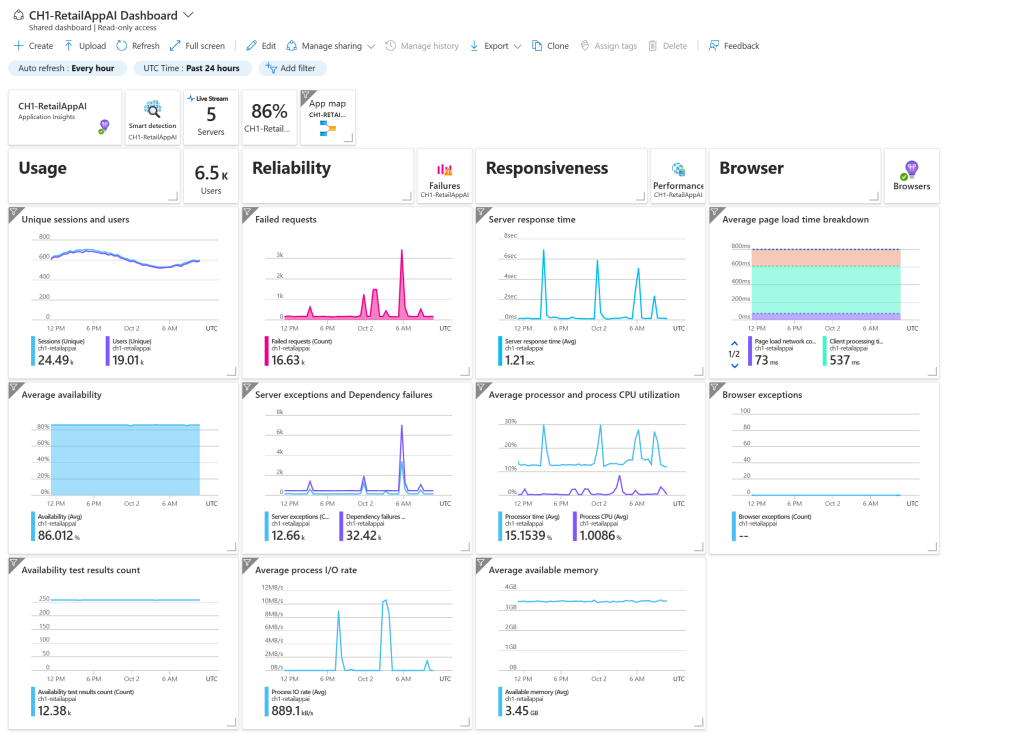
Adding

Data Capture / Analytics

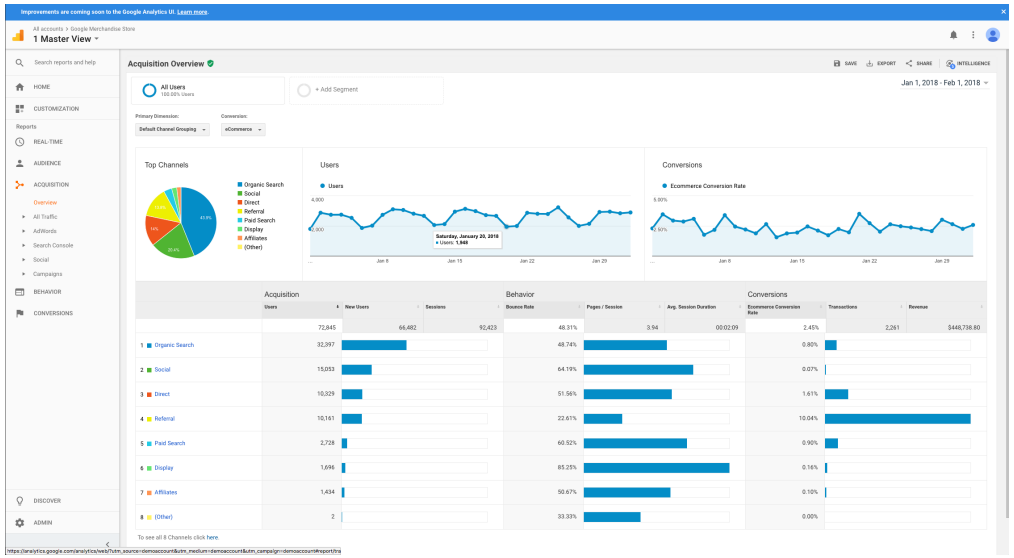
Azure Insights

Google Analytics

(Cheap, easy to implement, fast)



Feataure usage
Peak times
User journeys



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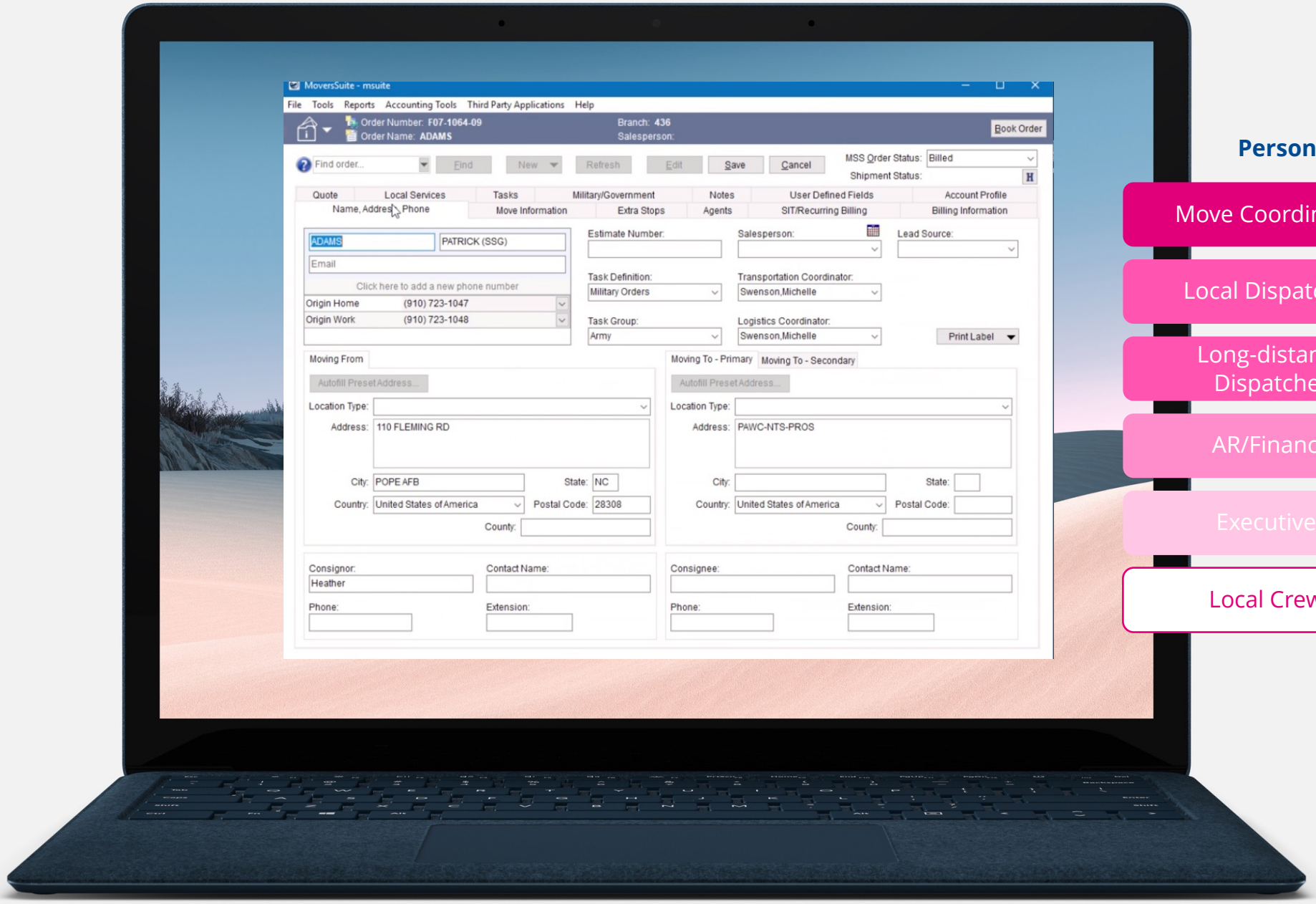


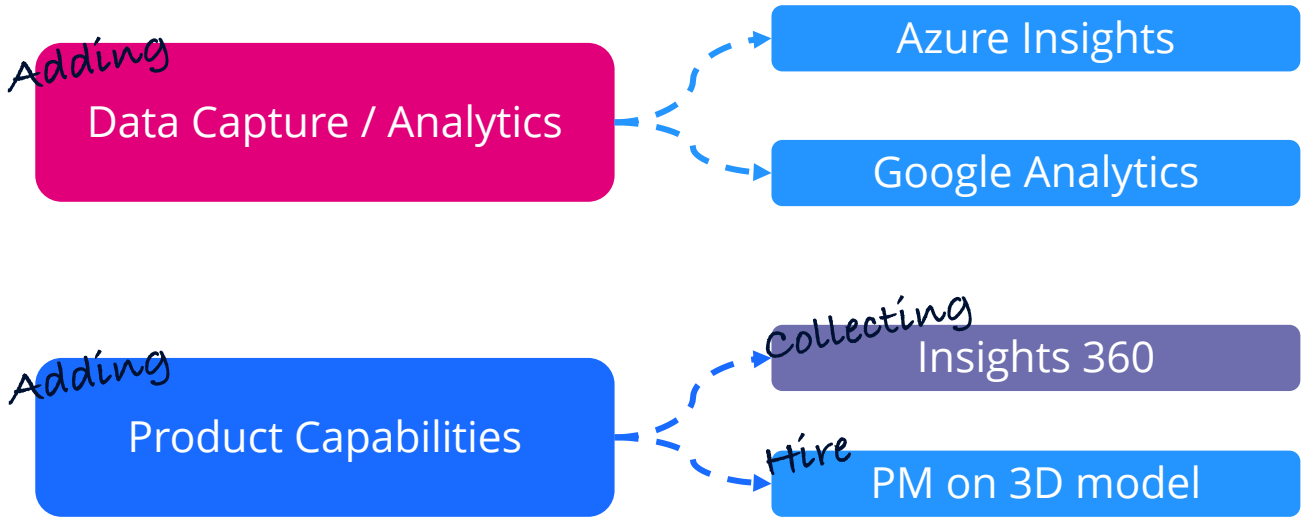
Persona Usage

- Move Coordinator — 60%
- Local Dispatcher — 25%
- Long-distance Dispatcher — 10%
- AR/Finance — 5%
- Executives — 1%
- Local Crews

L1>L2

Customer case / Moving and Storage / USA

L1 > L2


Adding
Data Capture / Analytics
Azure Insights
Google Analytics
Adding
Product Capabilities
Collecting
Insights 360
Hire
PM on 3D model

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Product Process

HIPPO Problem

Customers

Customer Support

Executives

Decision Committee

PS

Sales

R&D Manager

Dev team

UX Designer

Product

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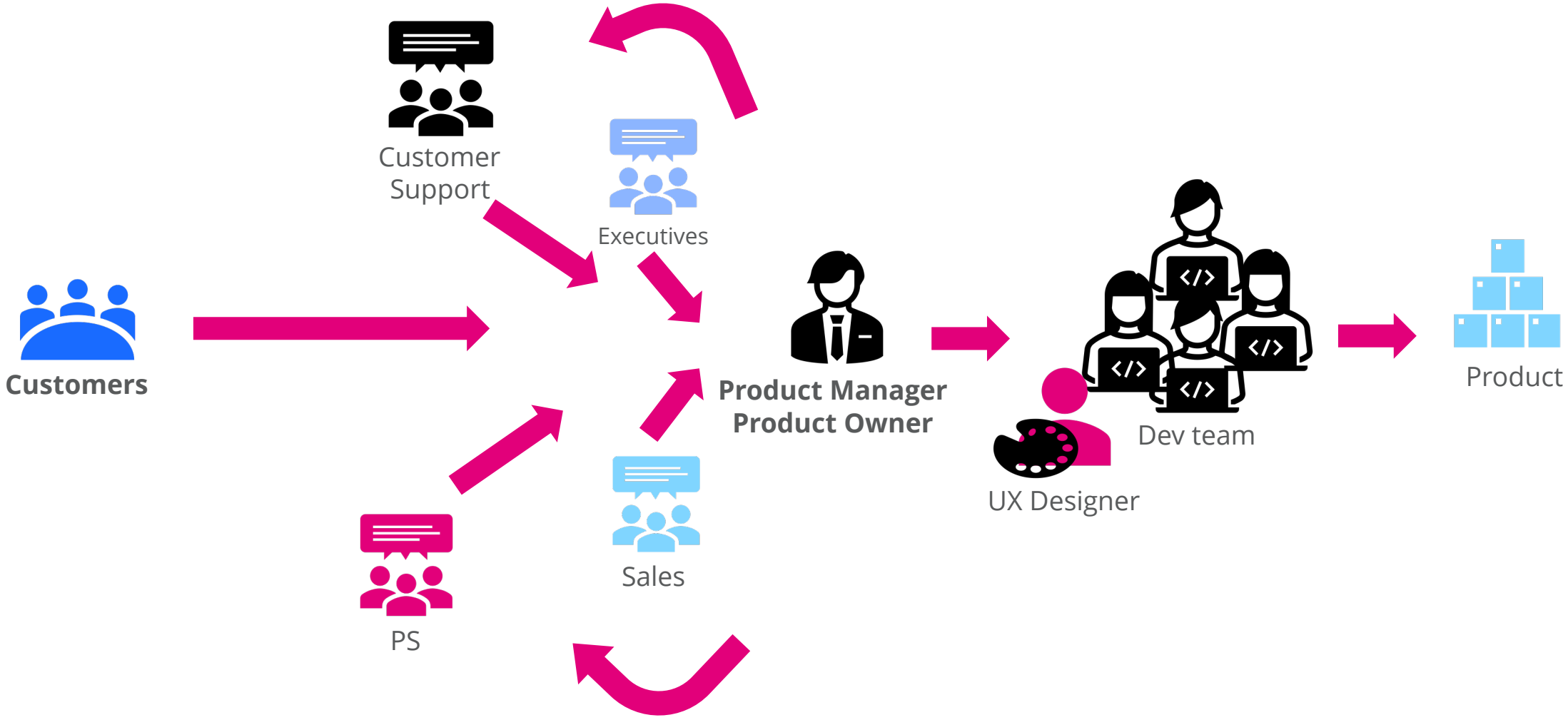
Committee to decide the planning

Product Process



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Product Owner
vs
Product Manager

What's the difference?

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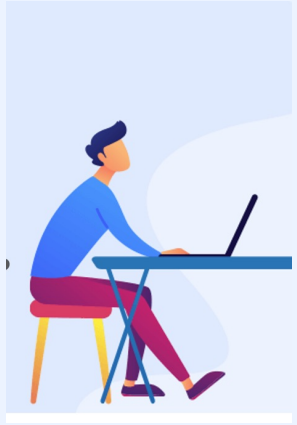
Product Owner vs Product Manager

Product owner

Subject Matter Expert



How do we have to build it?
What are the priorities when having to build something?

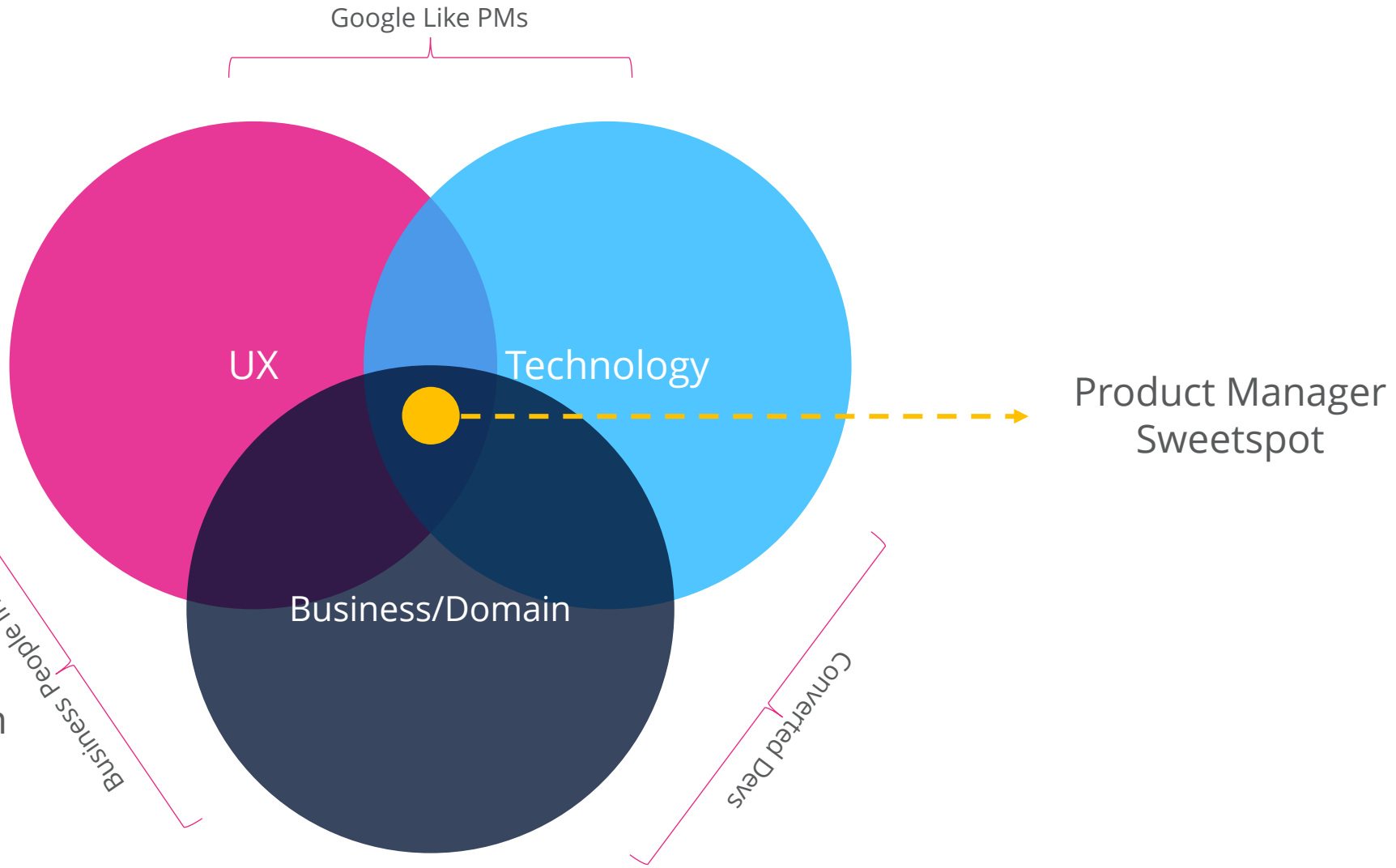
More tactical

Product manager

What do we have to build?
Why do we have to build it? (who needs it who is willing to pay? What are the succes factors? Is is worth?)

More Strategic

Qualities of a product manager



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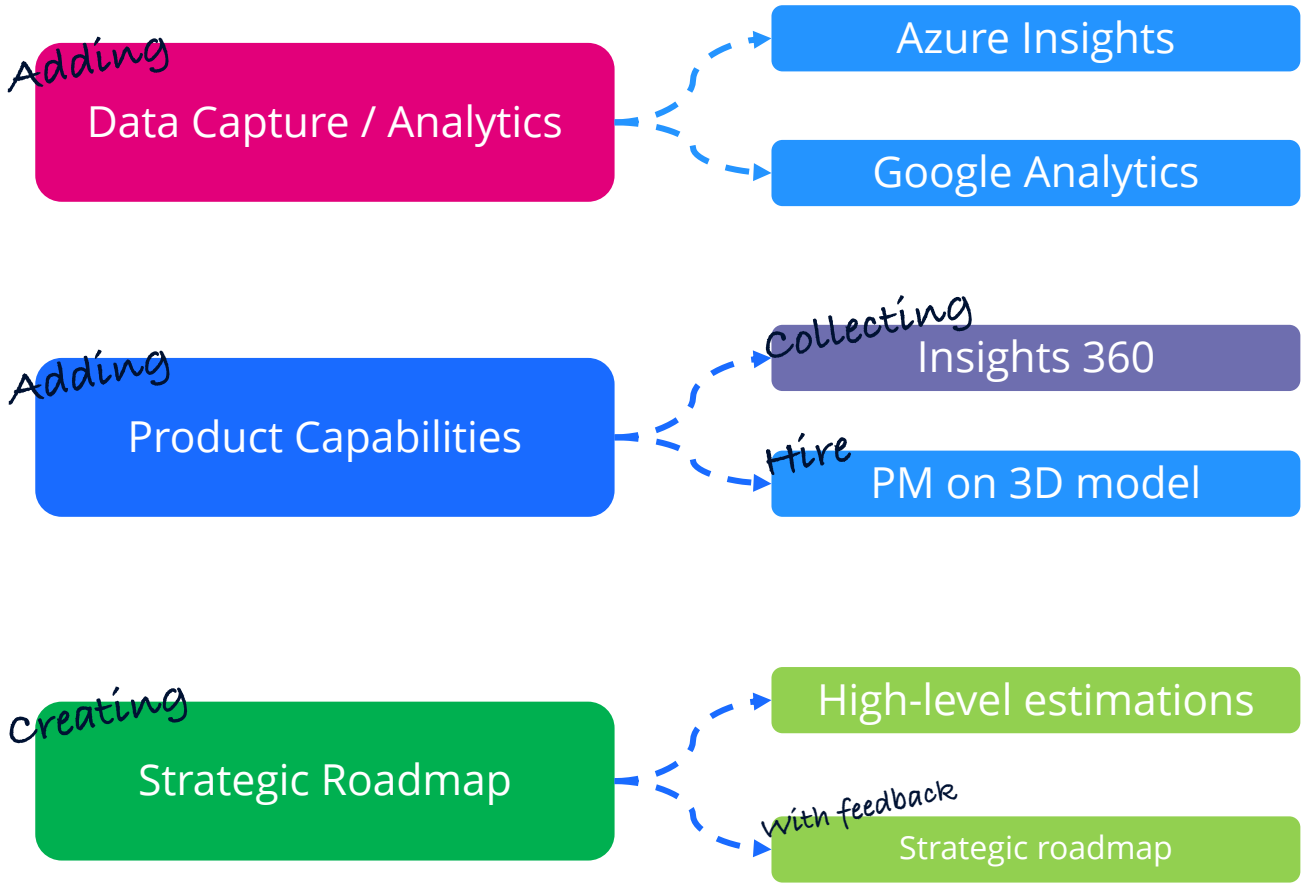
L1 > L2


Adding
Data Capture / Analytics
Azure Insights
Google Analytics
Adding
Product Capabilities
Collecting
Insights 360
Hire
PM on 3D model
Creating
Strategic Roadmap
High-level estimations
With feedback
Strategic roadmap

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Preparing the roadmap

Customers request

Must-Have

Strategic

Image Credit: Institute for Integrative Nutrition

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Preparing the roadmap

Strategic

Must-Have

Customer Requests

Image Credit: Institute for Integrative Nutrition

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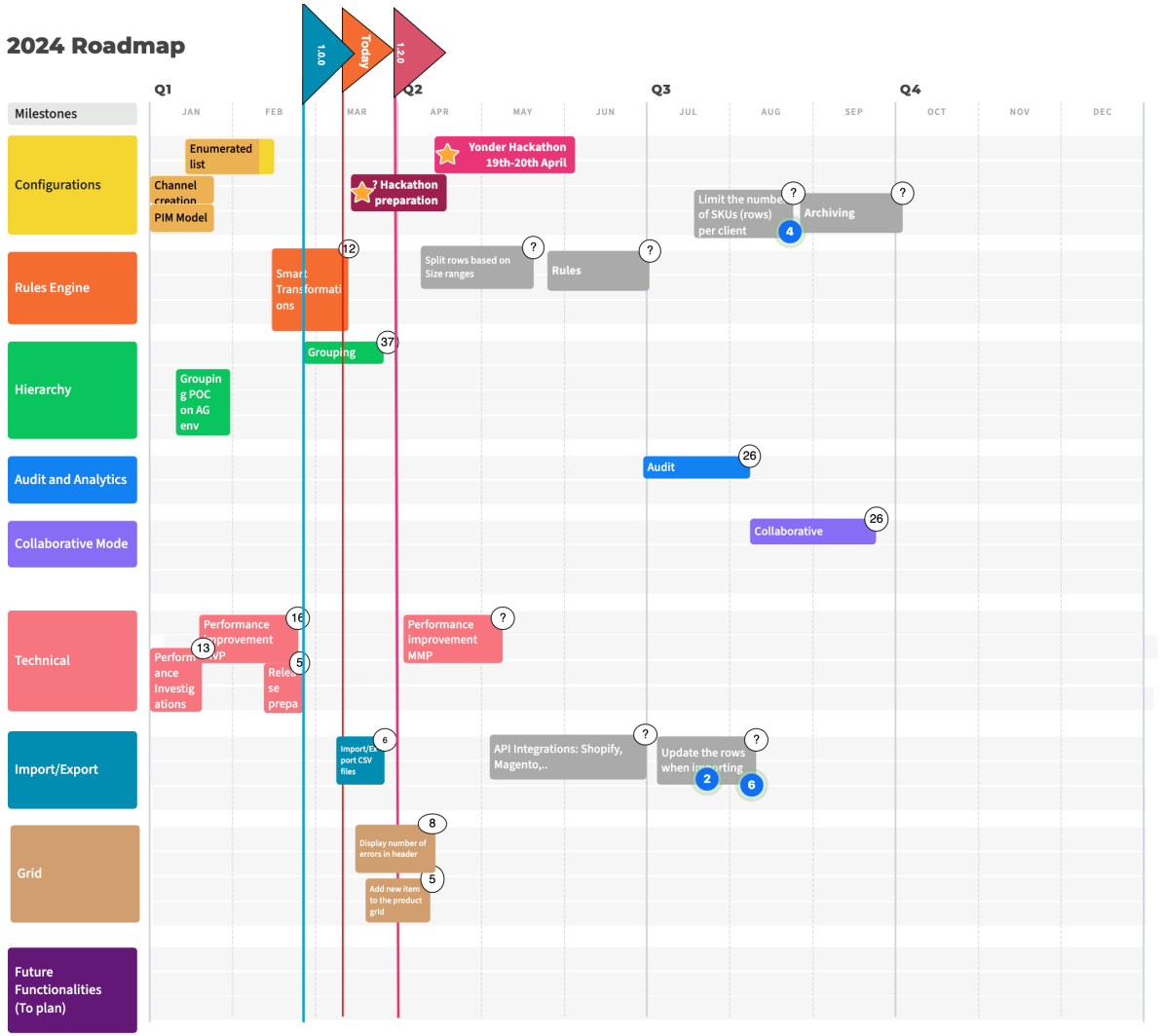
Strategic Roadmap

Increase the customers base with 3 new customers

Should start from a business objective

- **Input** from everybody
- **Confirmed** with the **stakeholders**
- **Have estimates** in place
- Calculating in a way, **the return (ROI, IRR, Cost of Delay , …)**



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★

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★

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L1>>>>>>>>>>>L2

- **Data Capture**
- **Product Capabilities and structure**
- **Roadmap visibility**

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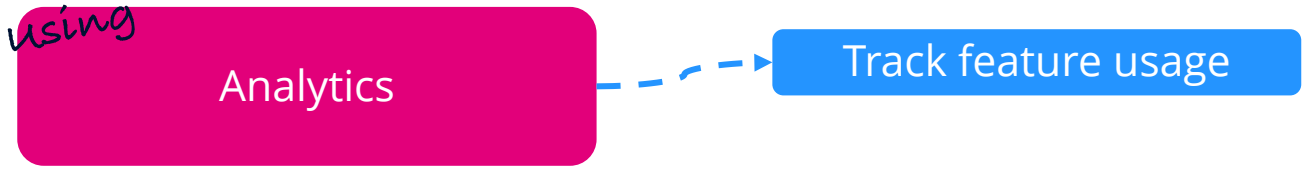
L2>L3



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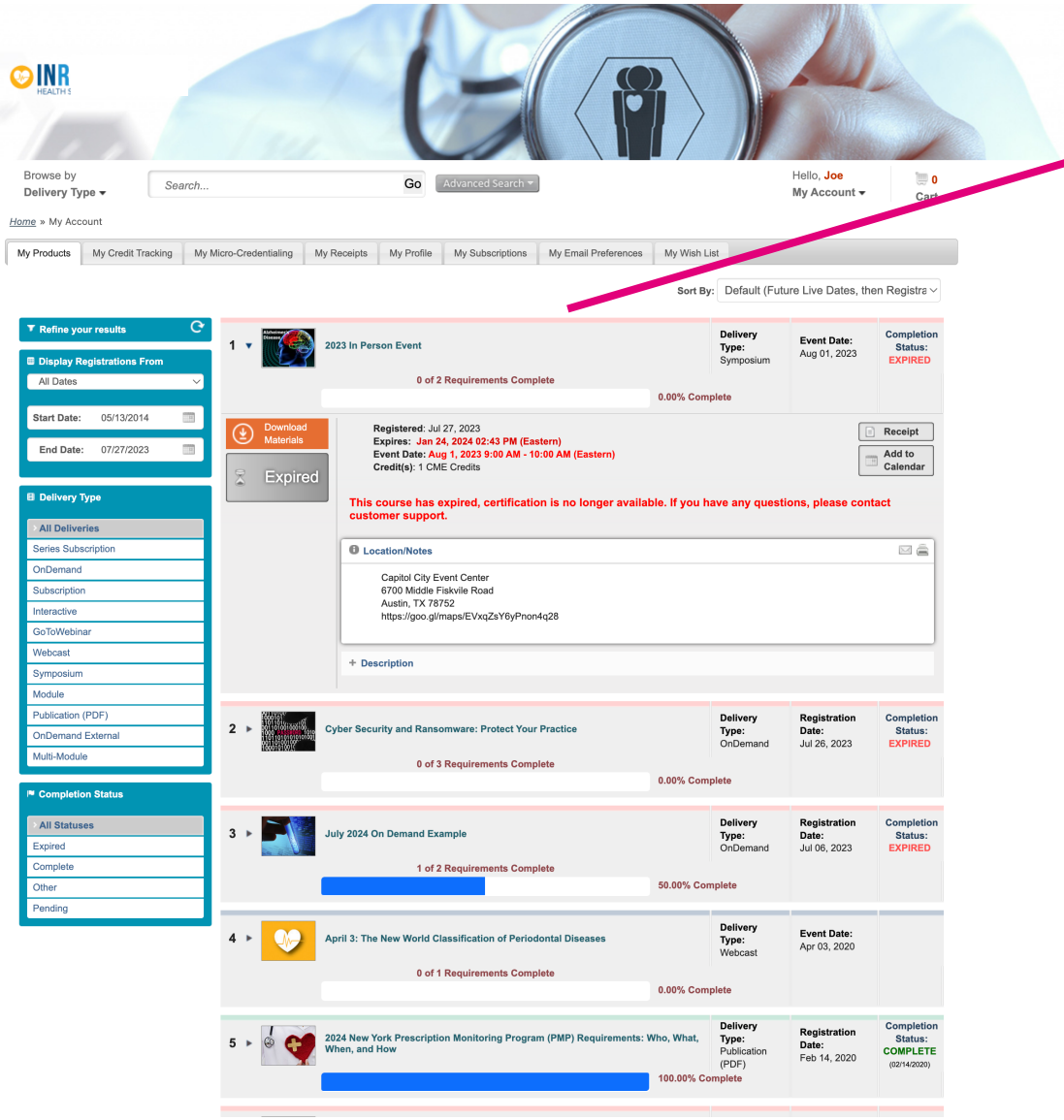
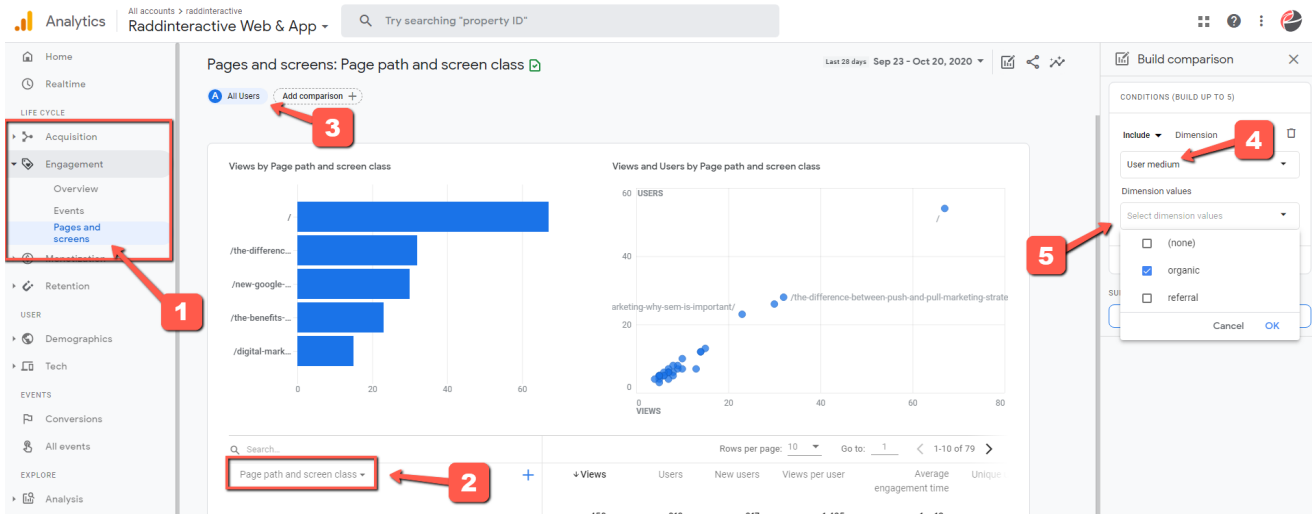
L2>L3



Analytics indicated the page would be The second most used after the landing. This should have super high priority

Granularity is the KEY



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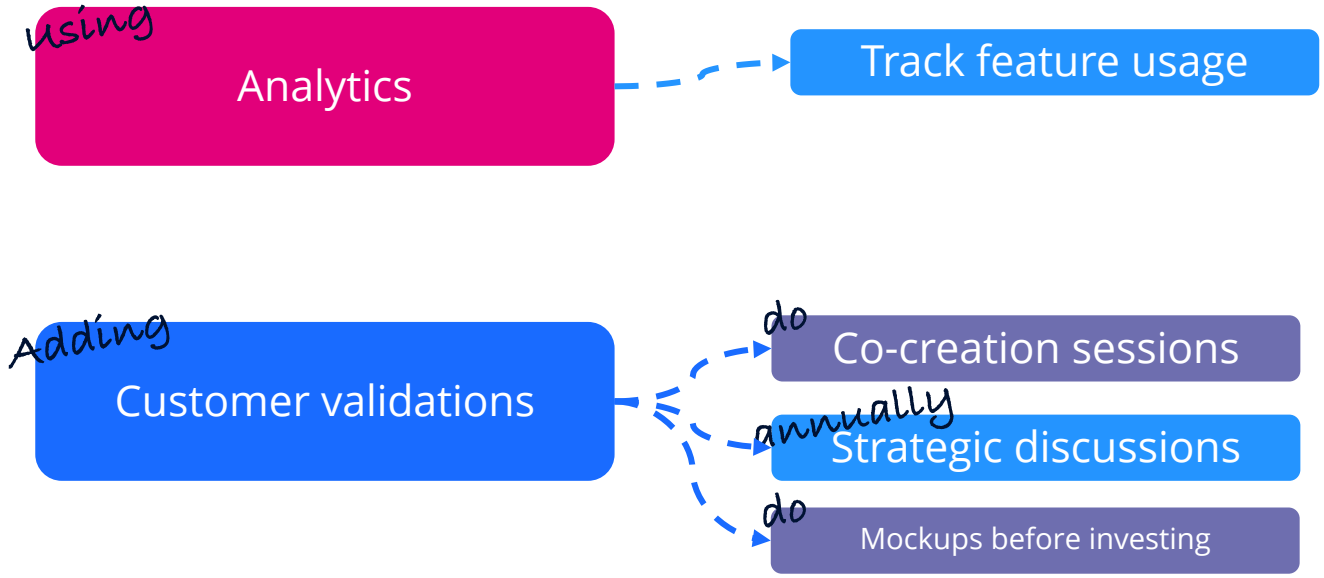
L2>L3


using
Analytics
Track feature usage
Adding
Customer validations
do
Co-creation sessions
annually
Strategic discussions
do
Mockups before investing

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L2>L3

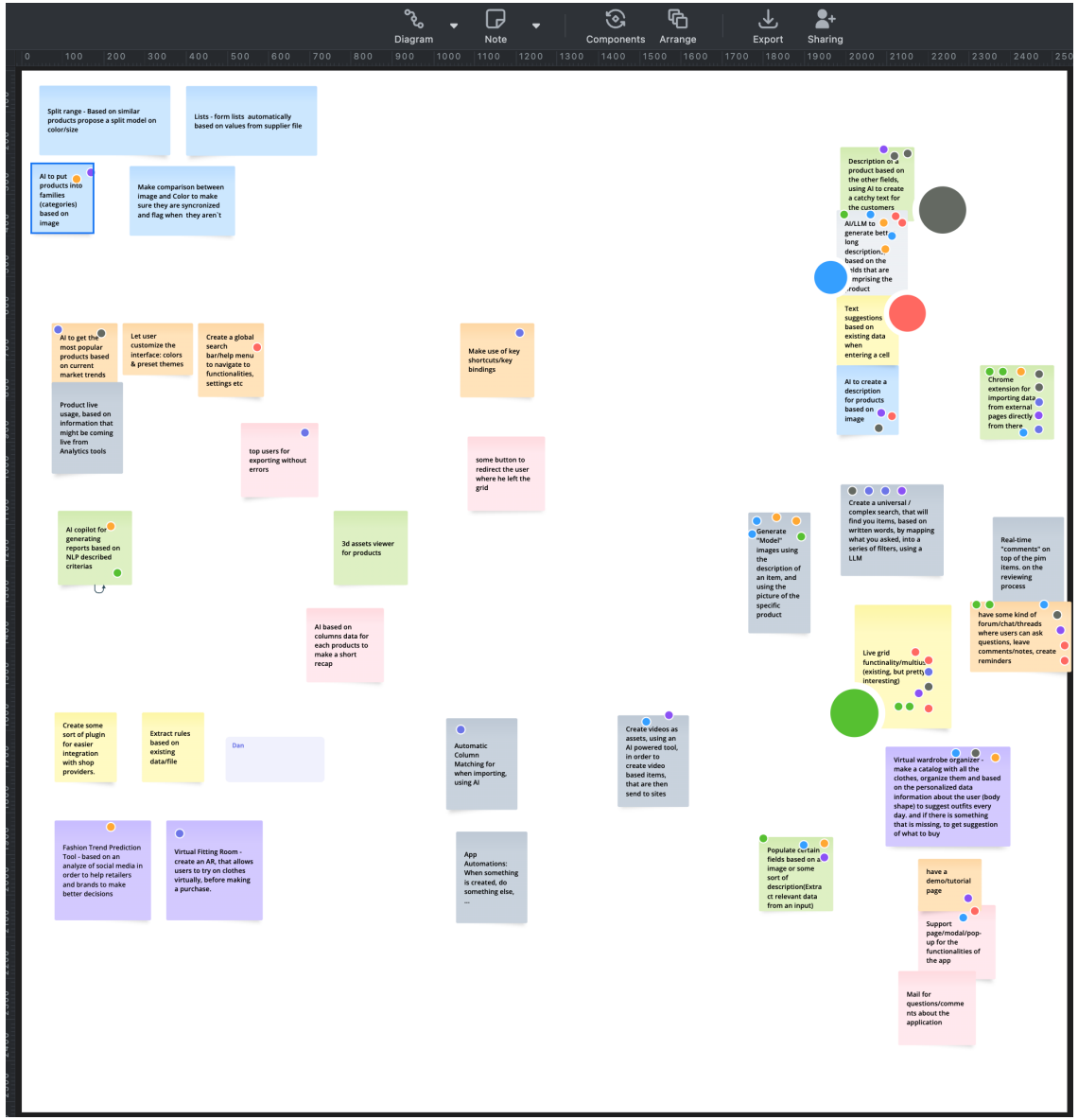
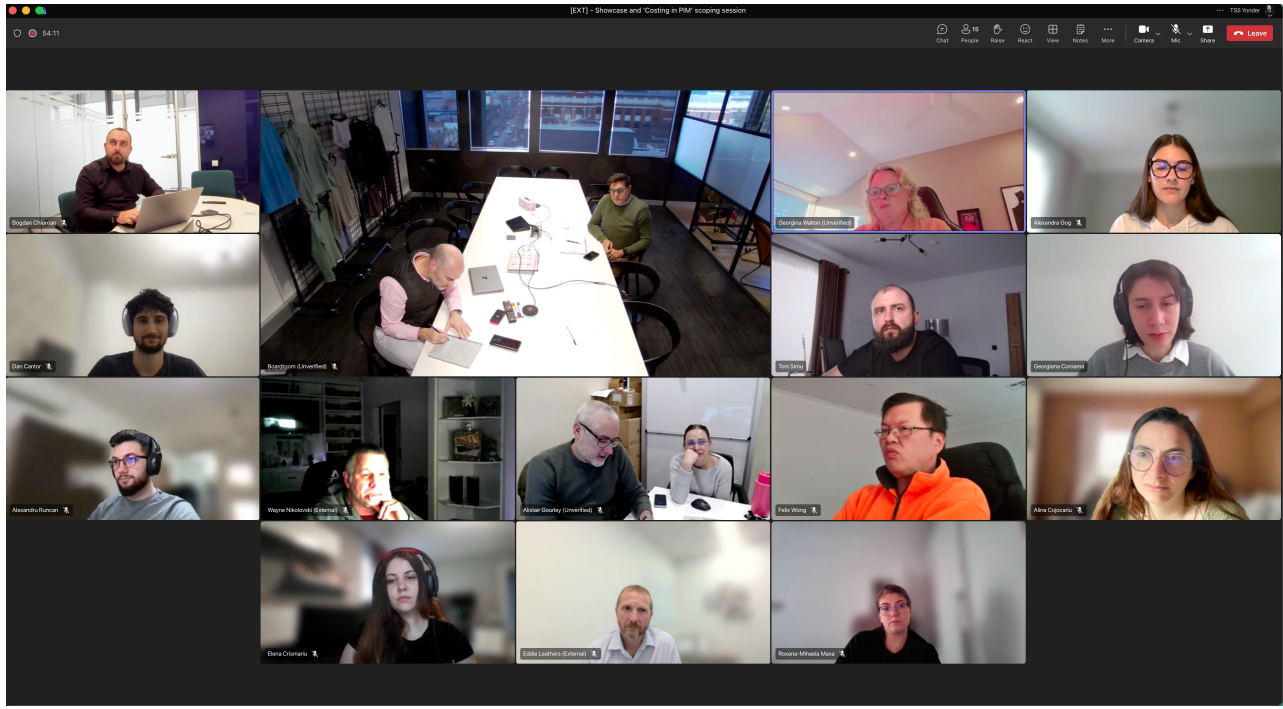


Diagram
Note
Components
Arrange
Export
Sharing
Split range - Based on similar products propose a split model on color/size
Lists - form lists automatically based on values from supplier file
AI to put products into families (categories) based on image
Make comparison between image and Color to make sure they are syncronized and flag when they aren't
Description on a product based on the other fields, using AI to create a catchy text for the customers
AI/LLM to generate better long description, based on the fields that are comprising the product
Text suggestions based on existing data when entering a cell
AI to create a description for products based on image
Chrome extension for importing data from external pages directly from there
AI to get the most popular products based on current market trends
Let user customize the interface: colors & preset themes
Create a global search bar/help menu to navigate to functionalities, settings etc
Make use of key shortcuts/key bindings
Product live usage, based on information that might be coming live from Analytics tools
top users for exporting without errors
some button to redirect the user where he left the grid
AI copilot for generating reports based on NLP described criterias
3d assets viewer for products
Create a universal / complex search, that will find you items, based on written words, by mapping what you asked, into a series of filters, using a LLM
Generate "Model" images using the description of an item, and using the picture of the specific product
Real-time "comments" on top of the pim items, on the reviewing process
AI based on columns data for each products to make a short recap
Live grid functinality/multiuser (existing, but pretty interesting)
have some kind of forum/chat/threads where users can ask questions, leave comments/notes, create reminders
Create some sort of plugin for easier integration with shop providers.
Extract rules based on existing data/file
Dan
Automatic Column Matching for when importing, using AI
Create videos as assets, using an AI powered tool, in order to create video based items, that are then send to sites
Virtual wardrobe organizer - make a catalog with all the clothes, organize them and based on the personalized data information about the user (body shape) to suggest outfits every day. and if there is something that is missing, to get suggestion of what to buy
Fashion Trend Prediction Tool - based on an analyze of social media in order to help retailers and brands to make better decisions
Virtual Fitting Room - create an AR, that allows users to try on clothes virtually, before making a purchase.
App Automations: When something is created, do something else, ...
Populate certain fields based on a image or some sort of description(Extract relevant data from an input)
have a demo/tutorial page
Support page/modal/pop-up for the functionalities of the app
Mail for questions/comments about the application


[EXT] - Showcase and 'Costing in PIM' scoping session
Leave

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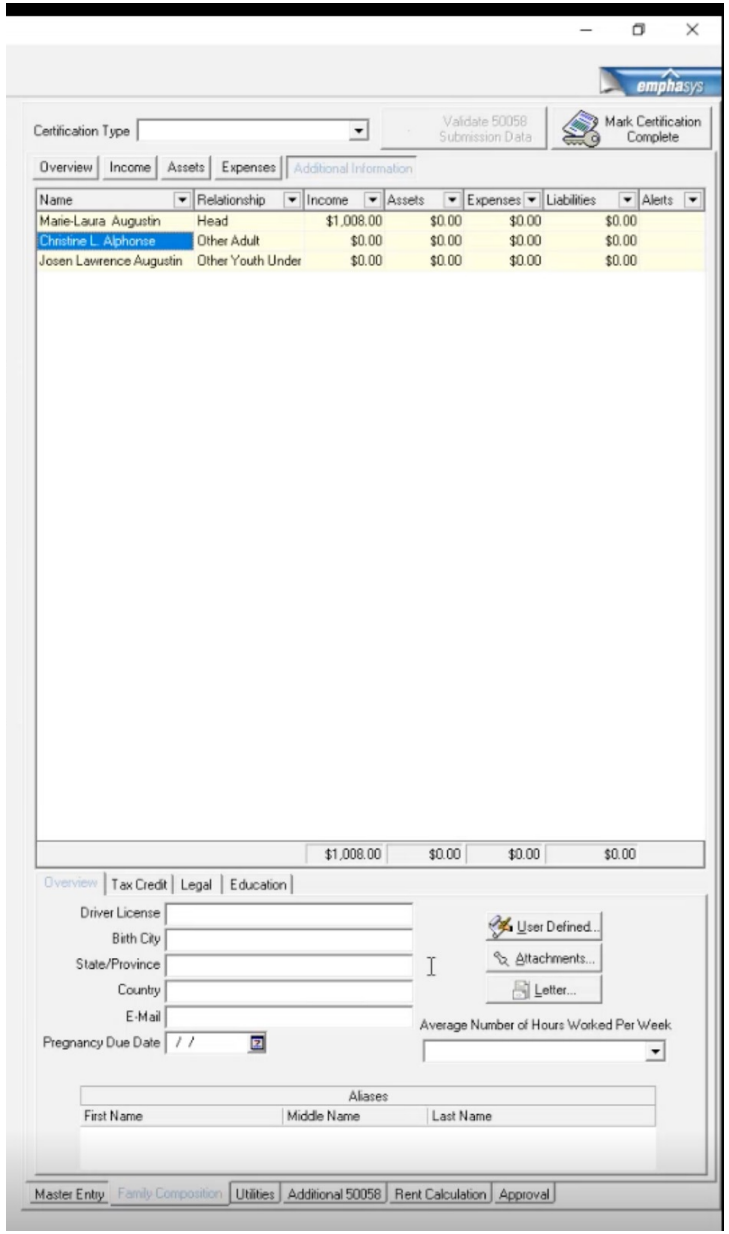
Mockups before investing

From this:



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Mockups before investing

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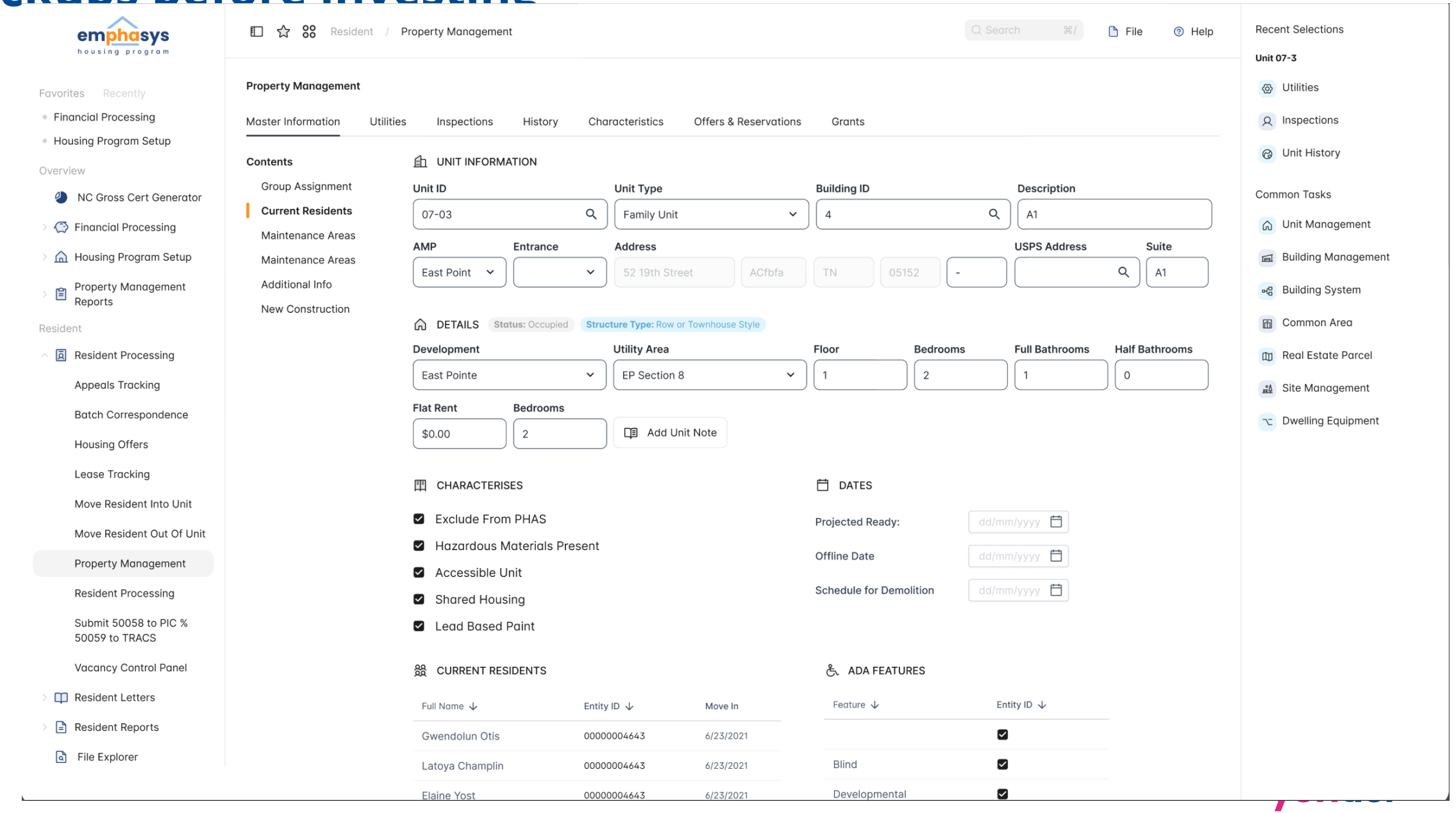

Mockups before investing

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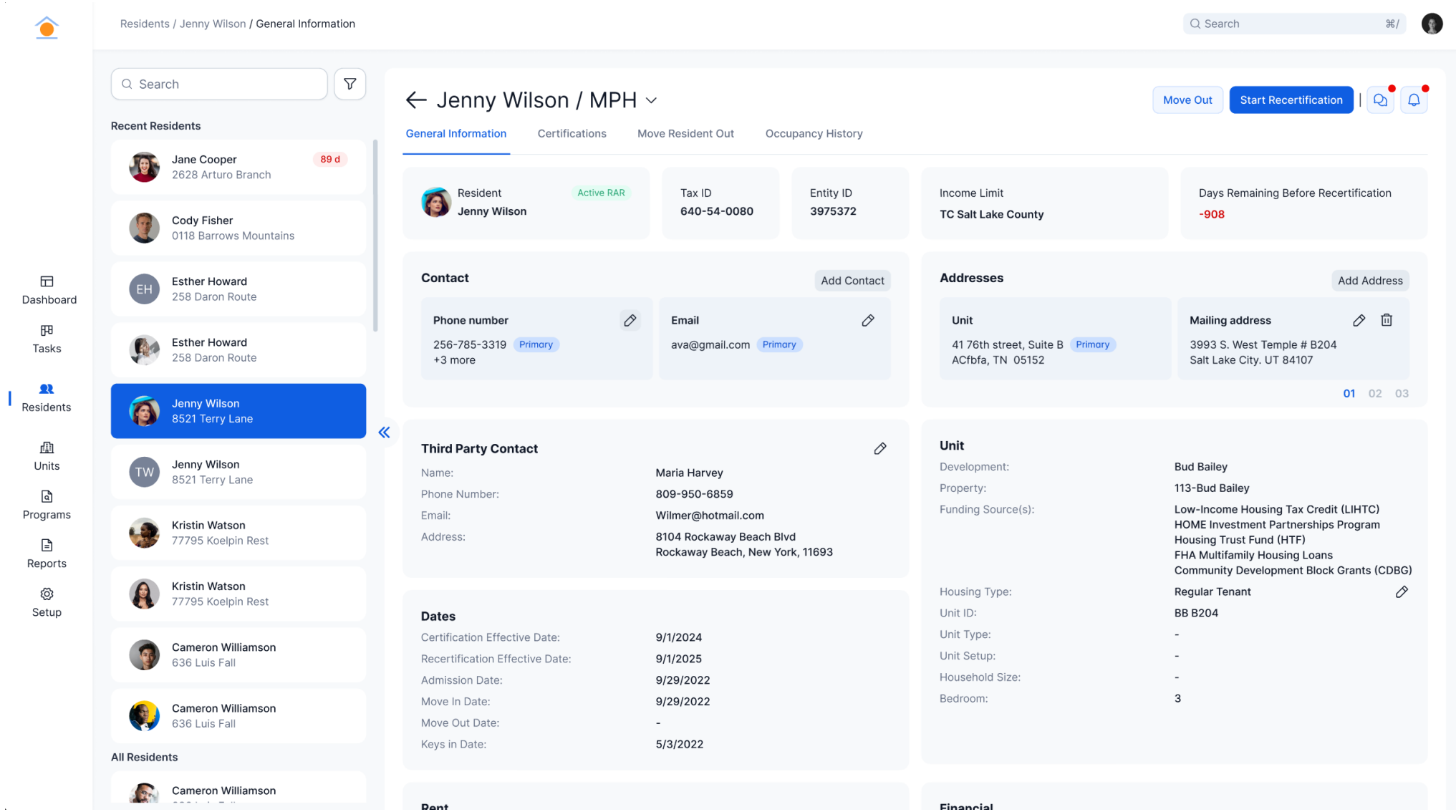

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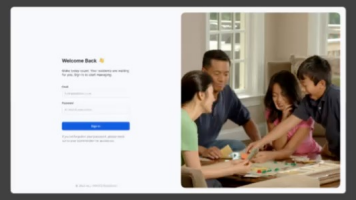
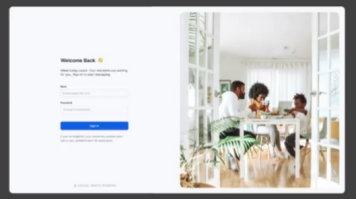
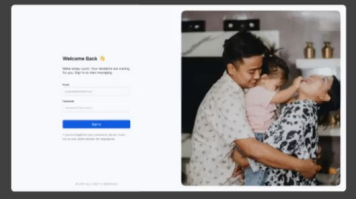
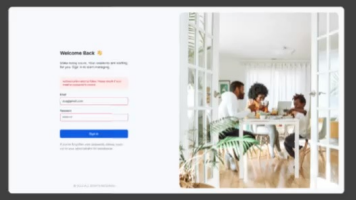
Login

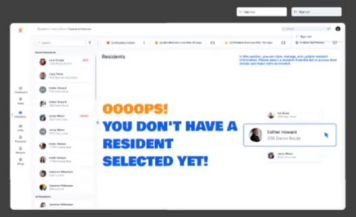
Login

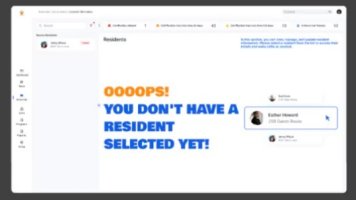





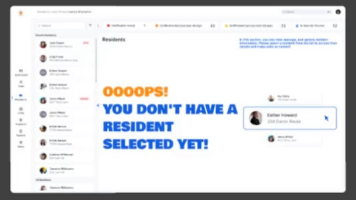
Residents

Residents

- Choose a resident
- Resident Details
- Messages & Logs
- Start Certifications







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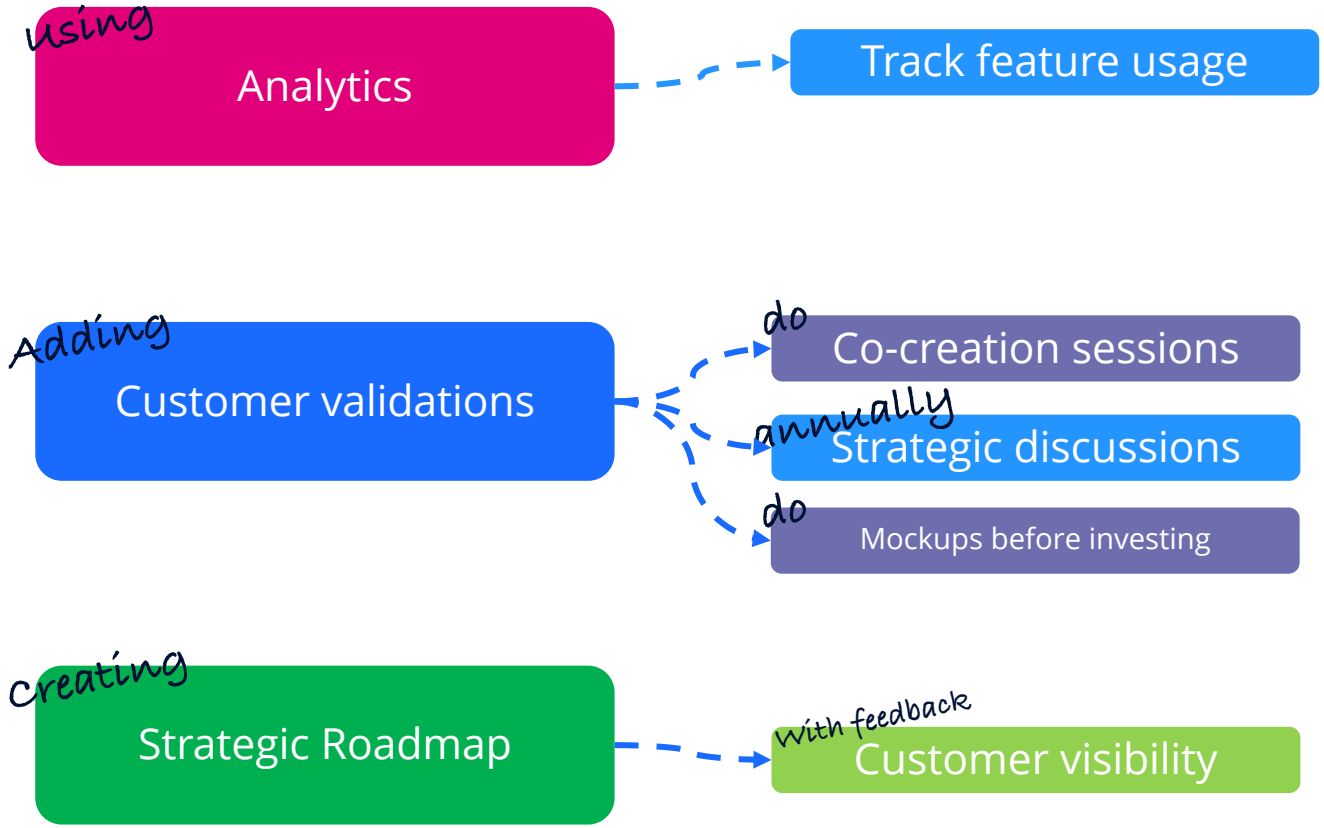
L2>L3


using
Analytics
Track feature usage
Adding
Customer validations
do
Co-creation sessions
annually
Strategic discussions
do
Mockups before investing
creating
Strategic Roadmap
With feedback
Customer visibility

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Simple Levels of Maturity

Level1:
Intuition Level

★

Rely on multiple people's opinion of what's needed and what not

Level2:
Managed Level

★

Rely on customer's validation and data, on what's needed and what not, and have a structure to capture this feedback

Level3:
Strategic Level

★

The organization understands value, and measures priority based on customer feedback and real-world data

L1>>>>>>>>>>>L2

- **Data Capture**
- **Product Capabilities and structure**
- **Roadmap visibility**

L2>>>>>>>>>>>L3

- **Feature usage / analytics**
- **Customer validation**
  - **Co-creation and Mockups before build**
  - **Strategic discussions**
- **Strategic Roadmap**

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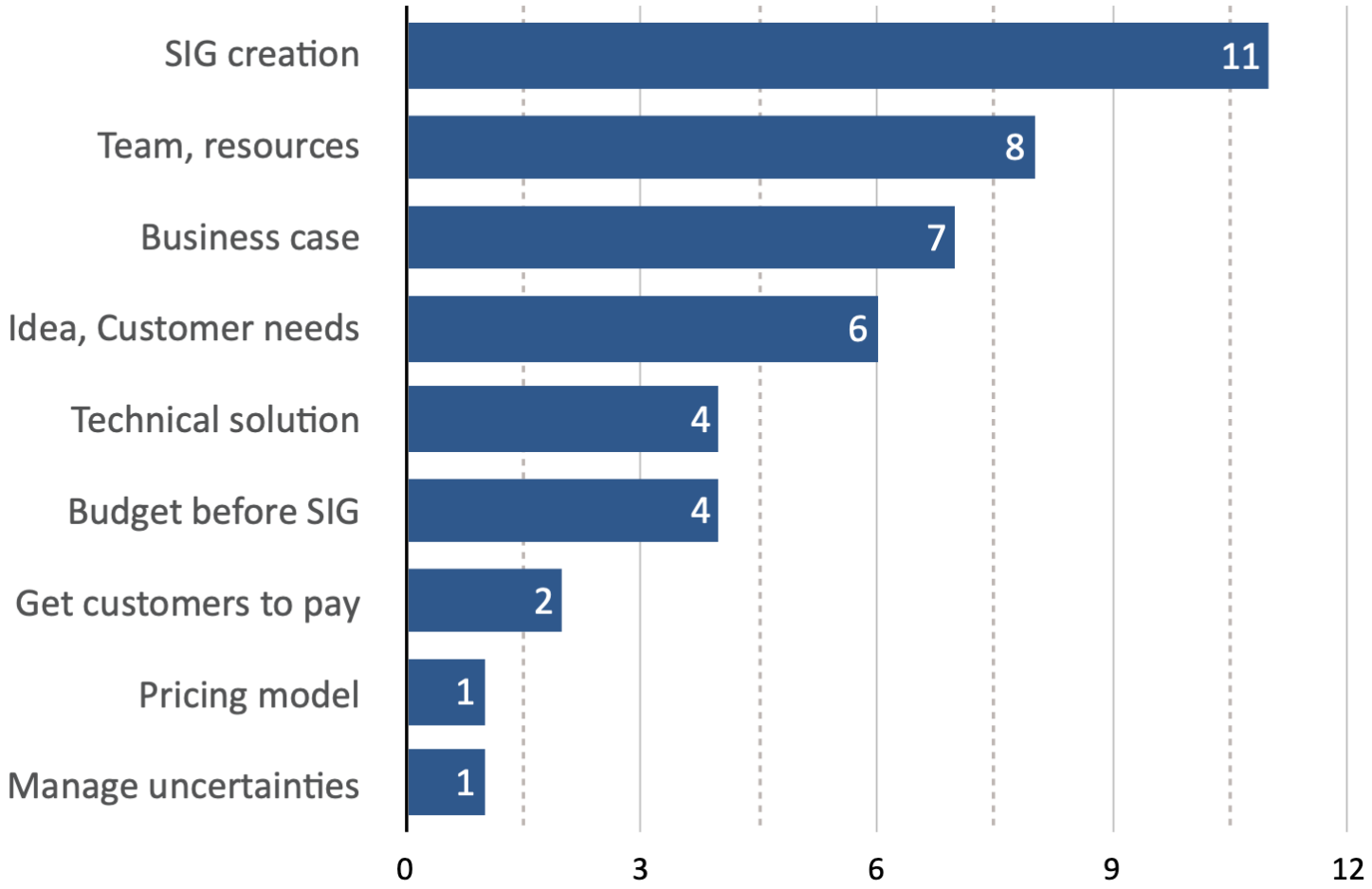
Validation Stage

Validation
Pivoting
Solid business case

Challenges before starting an initiative



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Building an initiative

Tequila Shots never come alone

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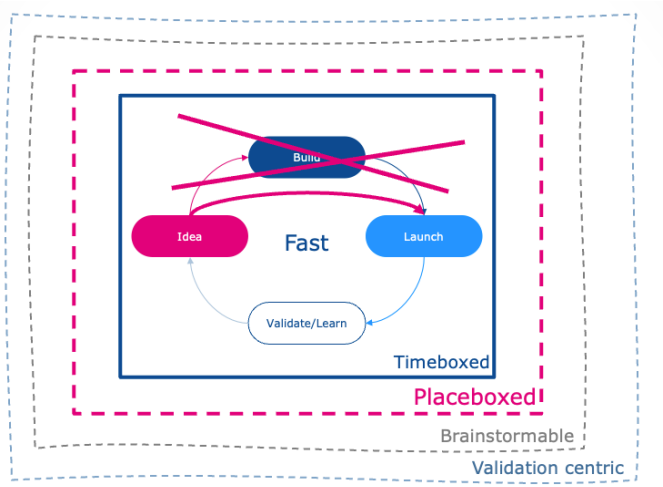
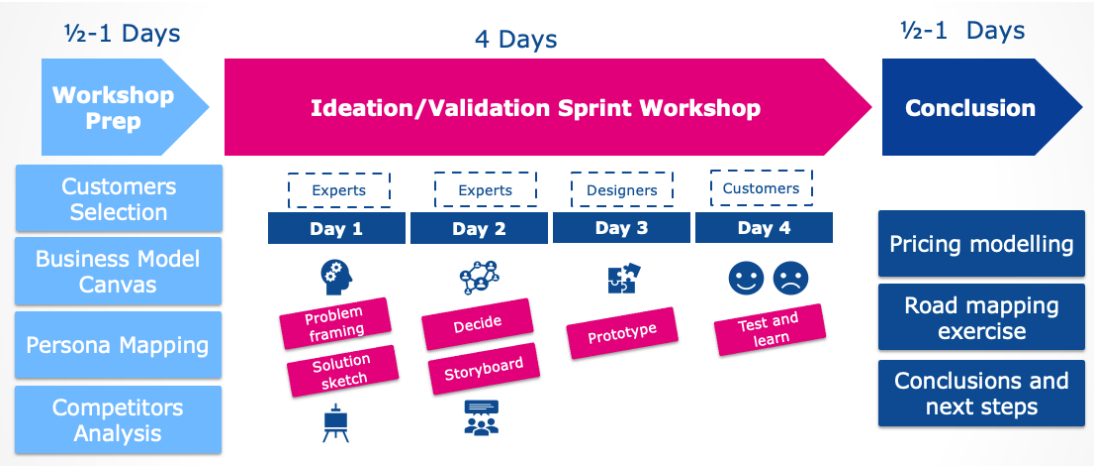
Ideate and validate fast and cheap





- 1 week timeline
- Executive buy-in
- Customer buy-in
- Multi-department support

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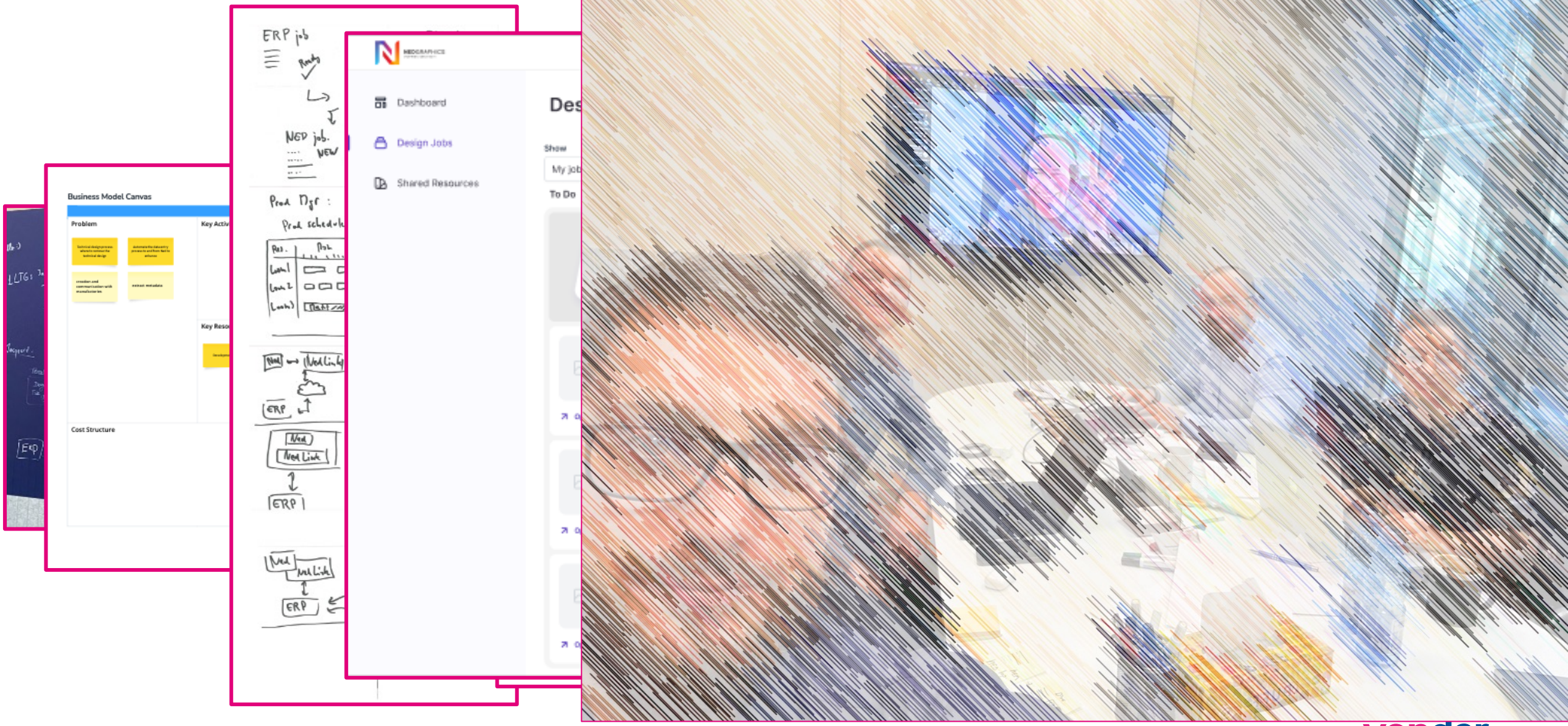
Ideate and validate fast and cheap



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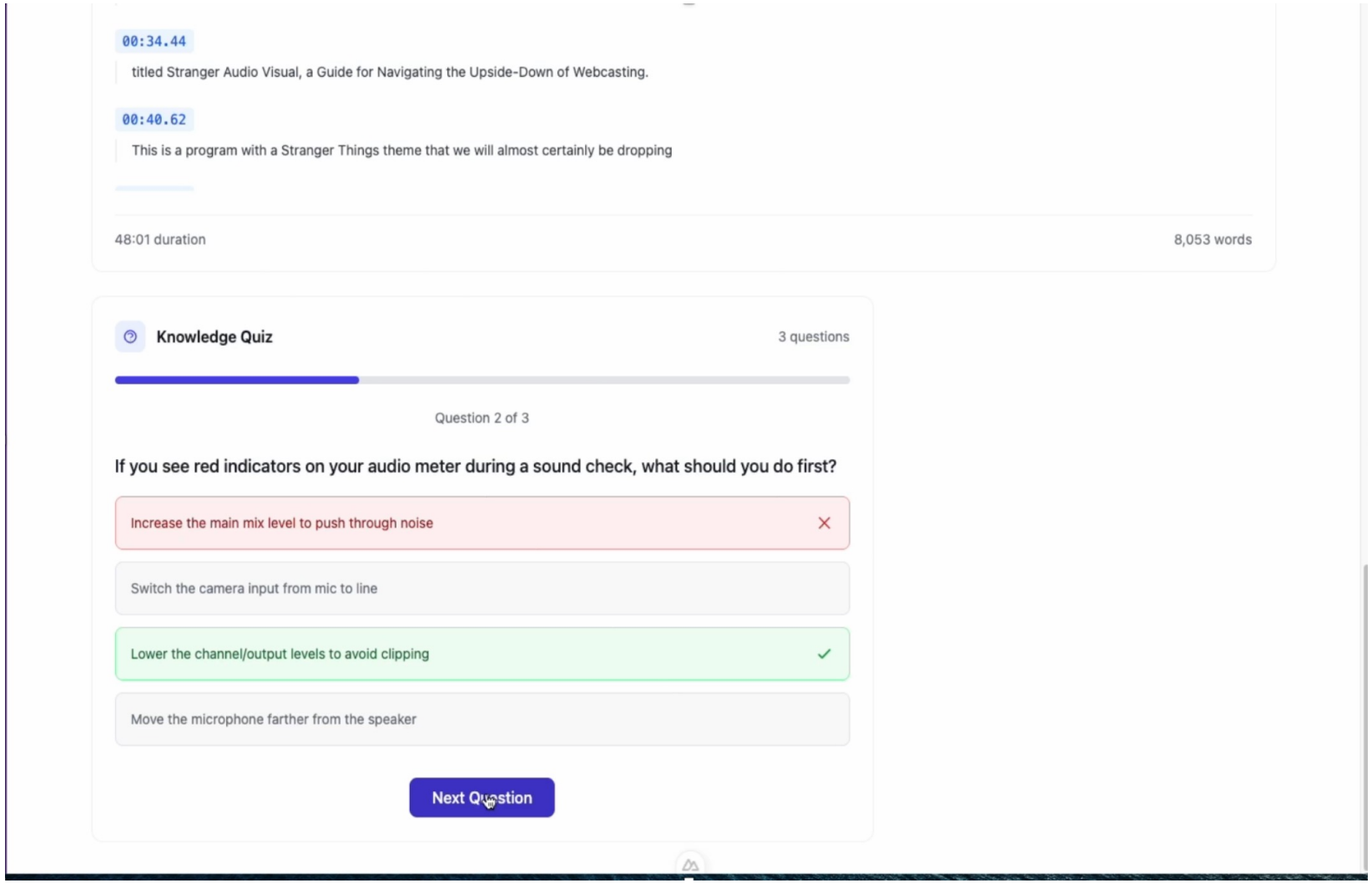
Add-on. Build Protypes super-fast using AI productivity



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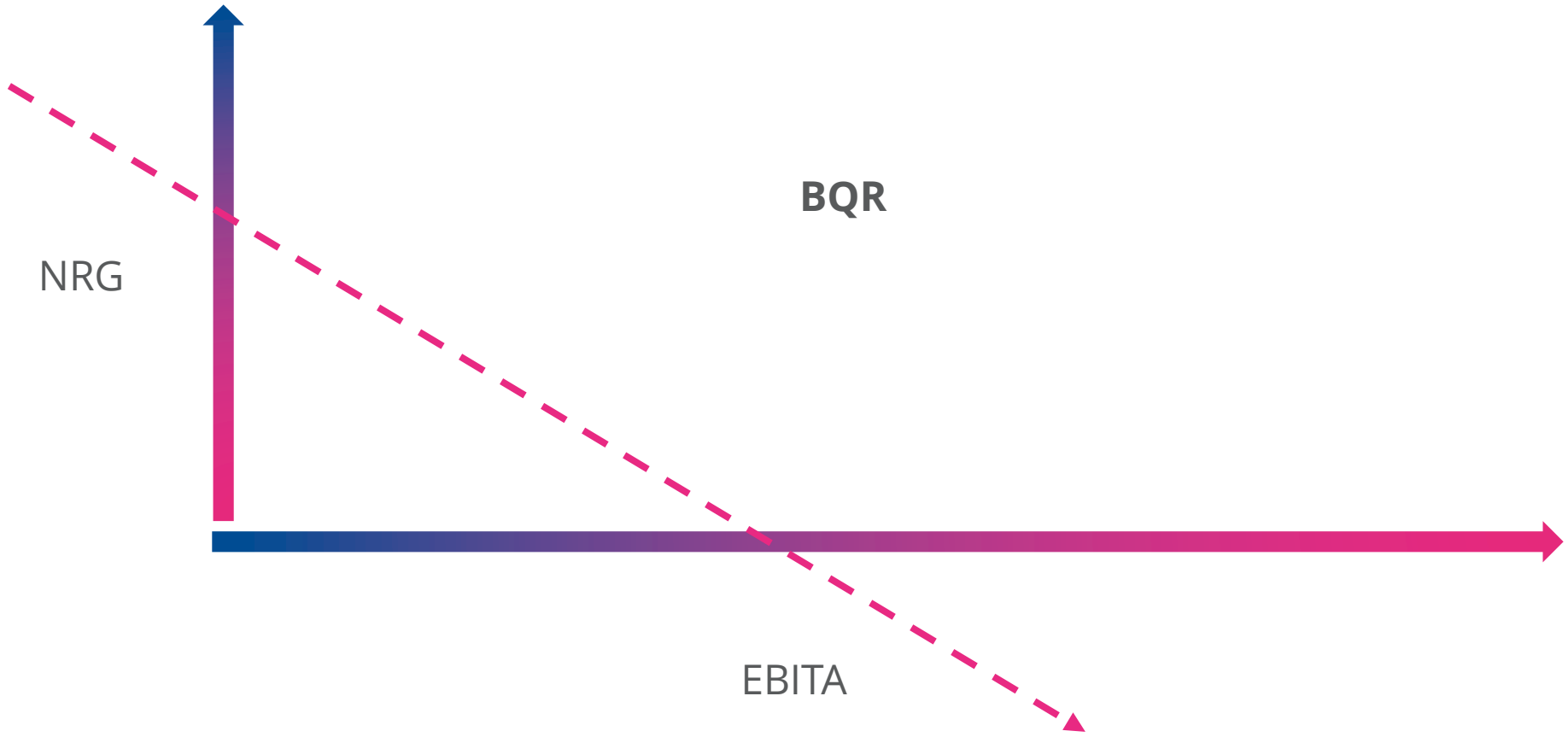
BQR and the dotted line



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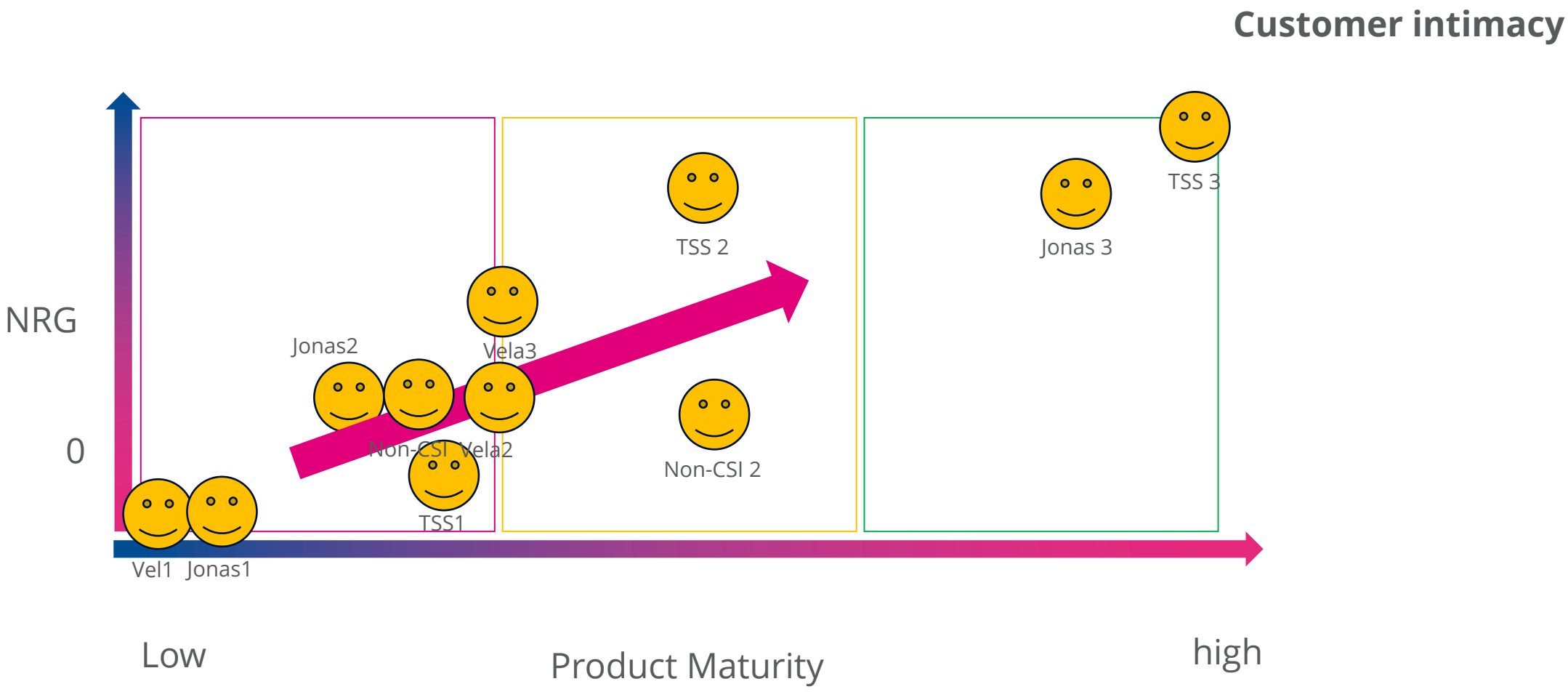
Product maturity vs. attrition



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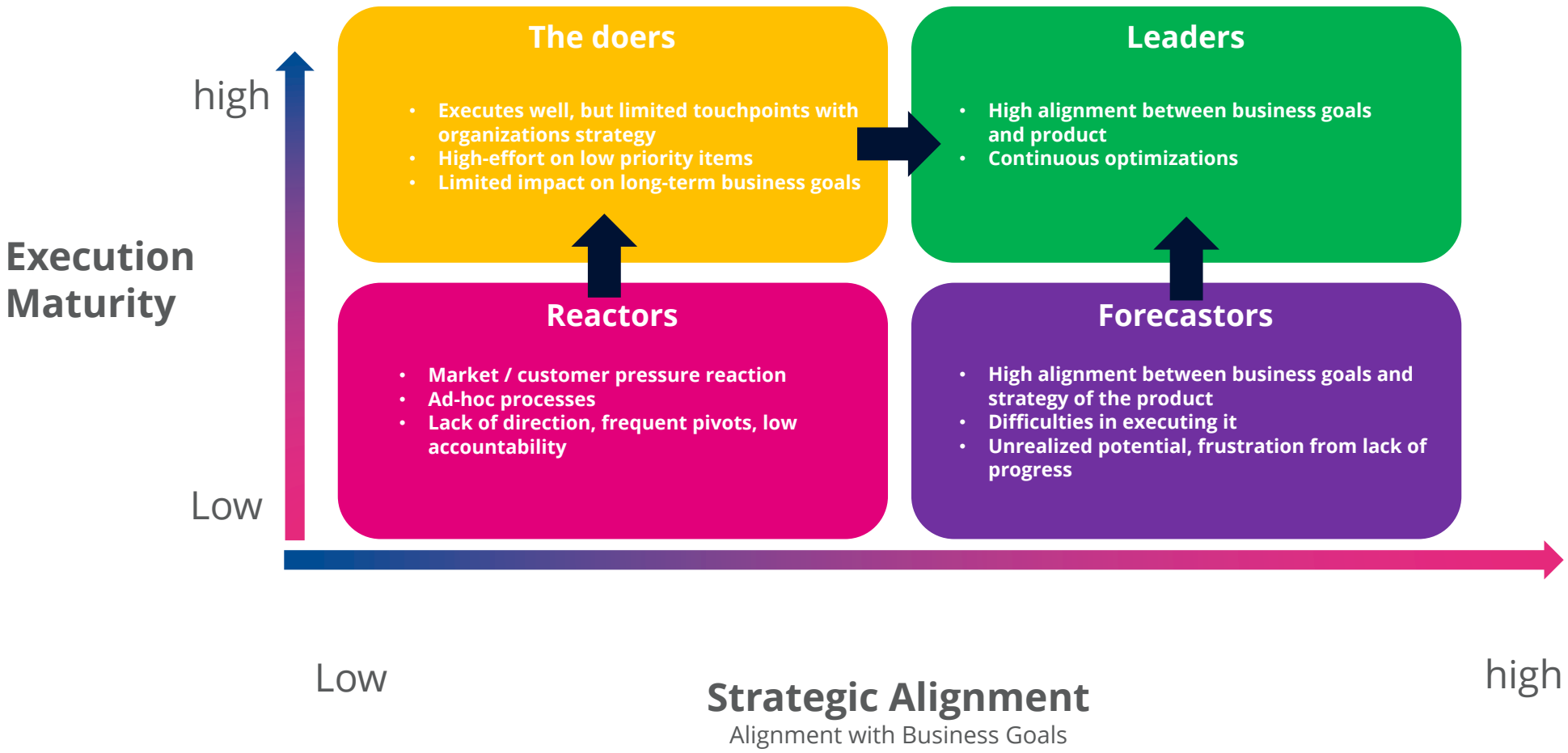
Product maturity quadrants



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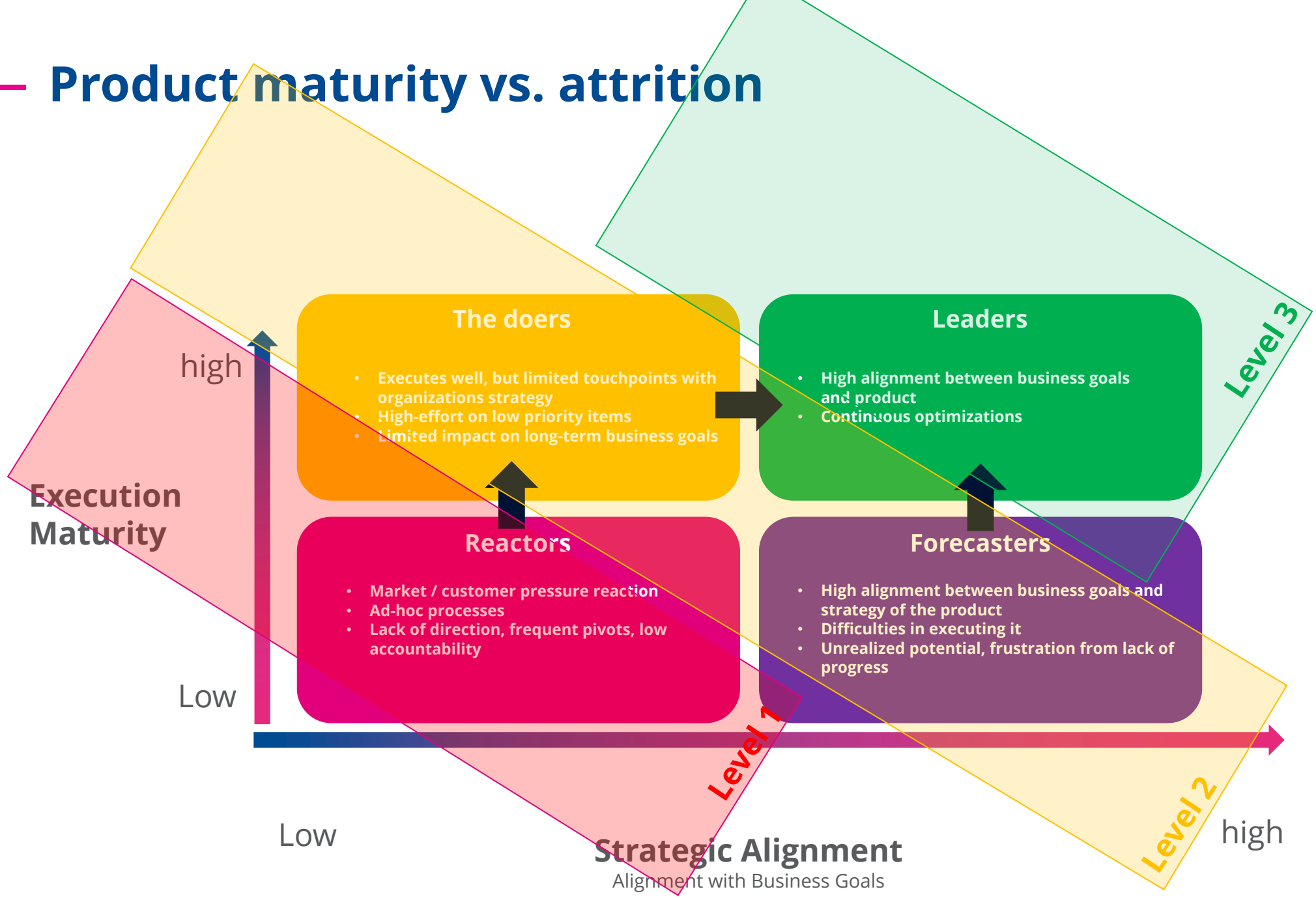
Product maturity vs. attrition



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Takeaways

Opportunity	Investment	Save
Initiative -> organic growth workshop	**Small/Medium** (1 week multiple roles)	**Very High** The entire investment of an initiative
Customer Co-creation	**Small** (1 meeting)	**High** Investment in non-neede products and customer intimacy
Strategic Roadmap	**Small/Medium – once a year** (Requirements, Estimates/Mockups)	**High** Creates clarity and reduces the not needed things
Hire Product Structure	**Small/Medium** One extra role / or extra member	**Very high**
Analytics implementation	**Small** Cheap and fast implementation	**High** Gets insights about usage/dead-code/dead-features
Analytics based Roadmap and discussions	**Small/Medium**	**Very High**
Feature usage tracking	**Small/Medium**	**High**
Mockups creation before building	**Small/Medium**	**High** as you will not build without confirmation

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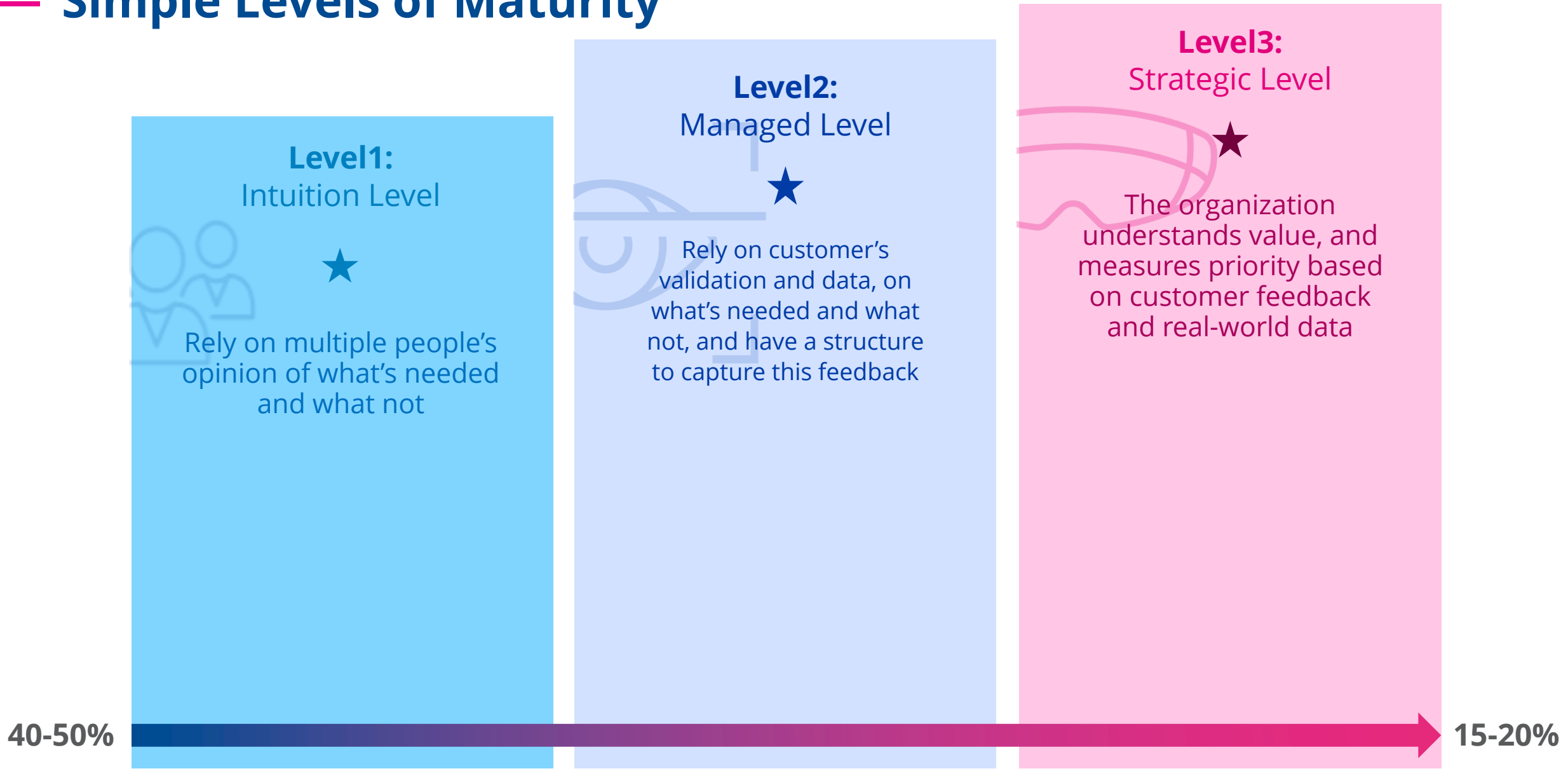
Simple Levels of Maturity



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Discussion round
Q&A

Bogdan Chiorean

Head of Product and Innovation

Bogdan.Chiorean@tss-yonder.com

tss-yonder.com

Yonder Nederland, Utrecht

Ringwade 61 F
3439 LM Nieuwegein
The Netherlands
t +31(0) 852 733 218

Yonder Romania, Cluj-Napoca

77, 21 Decembrie 1989 St.,
Building A. 1st floor
Romania
t +4(0) 264 599 351
t +4(0) 264 599 352

Yonder Romania, Iași

7b-7c, Palas St., UBC 3,
11th floor
Romania
t +4(0) 755 033 313

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