
B2B Product Management Course: Portfolio Strategy, Value Pricing and Enterprise Launches

23 – 27 August 2027
Tokyo





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Programme Summary

B2B product management is the subject of this one-week training course for product directors, heads of product and commercial leaders, ending in a product portfolio and pricing plan for one live offer. Many business-to-business companies build for single loud accounts and price by habit, so portfolios drift. The programme moves from portfolio principles, through diagnosis of customer and revenue evidence, to design of roadmaps, pricing and launch plans, and then to application. Mars Training Centre UK delivers this B2B product management programme for leaders from mixed organisations.

The Business Case

Products sold to organisations are bought by committees, adopted over long cycles and renewed or lost on delivered value. Leaders who cannot link roadmap choices to account evidence and price logic spend scarce engineering time on requests that do not widen the market. Disciplined portfolio and pricing decisions give commercial and delivery teams one shared basis for what to build, sell and retire.

- Revenue Quality: Improves as pricing reflects value delivered, not individual negotiations.
- Portfolio Focus: Strengthens as offers are ranked, funded or retired on stated evidence.
- Launch Readiness: Rises as sales and delivery teams share one launch plan.

Principles and Evidence Base

- The PDMA body of knowledge on product life-cycle management: Its stages frame the portfolio decisions taken in Sessions 1 and 5.
- Product-market fit as a testable condition: It supplies the evidence tests applied in Session 2.
- Value-based pricing logic: It structures the packaging and price-fence design built in Session 3.
- Buying-committee analysis for organisational purchases: It guides the launch messages prepared in Session 4.

Intended Participants

- Product directors who own a portfolio of offers sold to organisations.
- Heads of product who set roadmap priorities against competing account requests.
- Commercial leaders who carry revenue targets for products they do not build.
- Product marketing and key account leads who prepare launches.

Typical functions include software and technology firms, industrial manufacturers, business services and telecommunications.



Learning Outcomes

1. Participants will be able to evaluate a business-to-business portfolio and rank offers for investment, repair or retirement.
2. Participants will be able to diagnose product-market fit from account, usage and win-loss evidence.
3. Participants will be able to construct a roadmap that separates strategic bets from account-driven requests.
4. Participants will be able to design packaging and price fences that reflect customer value.
5. Participants will be able to prioritise buying-committee members and shape launch messages.
6. Participants will be able to justify a portfolio and pricing plan to a commercial and executive audience.

Programme Structure

Day 1: B2B Product Management Principles and Portfolio Roles

What does a product leader own when customers are organisations?

- Product Leader Decision Rights Map
- Product Life-Cycle Stage Model
- Portfolio Role Classification Grid
- Product Strategy One-Page Canvas
- Product and Commercial Charter

Day 2: Diagnosing Fit, Accounts and Revenue Evidence

Which evidence shows that an offer is solving a real business problem?

- Product-Market Fit Evidence Test
- Win-Loss Interview Coding Sheet
- Account Concentration and Churn Review
- Usage and Adoption Signal Scorecard
- Feature Request Triage Register

Day 3: Designing Roadmaps, Packaging and Value Pricing

How are roadmap choices and prices tied to the value customers receive?

- Outcome-Based Roadmap Layout
- Strategic Bet and Account Request Split
- Customer Value Driver Tree
- Good-Better-Best Packaging Design
- Price Fence and Discount Rule Sheet



Day 4: Launching to Buying Committees and Key Accounts

How is a launch prepared for the people who approve a purchase?

- Buying Committee Role Map
- Launch Readiness Checklist
- Value Message Matrix by Role
- Sales Enablement Brief
- Key Account Adoption Plan

Day 5: Applying B2B Product Management to One Live Offer

Is the portfolio and pricing plan ready to be put to executives?

- Applying the Session 1 Portfolio Grid to the Chosen Offer
- Testing the Session 2 Evidence Scorecard on Account Data
- Refining the Session 3 Roadmap and Price Fences
- Rehearsing the Session 4 Committee Messages
- Completing the Portfolio and Pricing Plan

Methodology

The programme uses a structured exercise method built on anonymised account records, win-loss summaries and short written cases from software, industrial and services sectors. Participants work in small groups on a chosen live offer and receive facilitator and peer feedback on each work product before it enters the portfolio and pricing plan.

- Suggested activity: Coding ten anonymised feature requests into strategic bets, account fixes and requests to decline.
- Suggested activity: Rebuilding a sample offer into three tiers with stated price fences.
- Suggested activity: Role-playing a buying committee review and revising the launch message after challenge.

Capstone Output

Each participant completes a portfolio and pricing plan for one live offer. It holds a portfolio role classification, an evidence scorecard, an outcome-based roadmap, a packaging and price-fence sheet, a committee message matrix and a launch checklist. The plan is used at work to brief commercial and executive colleagues.



Frequently Asked Questions

Is B2B product management suitable for leaders who have not managed a portfolio before?

Yes. B2B product management is taught from first principles and assumes responsibility for an offer or its revenue, not portfolio experience.

Which models does B2B product management rest on in this programme?

B2B product management here rests on the PDMA body of knowledge on product life-cycle management, product-market fit tests, value-based pricing logic and buying-committee analysis.

How is the portfolio and pricing plan from B2B product management used at work?

You use the plan to brief commercial and executive colleagues on what to build, price and retire, and to guide the next roadmap and launch cycle.

How does B2B product management differ from a programme on consumer marketing?

B2B product management centres on committee purchases, long sales cycles and account evidence, while consumer marketing centres on mass audiences and individual buying choices.