The right product portfolio for each of your markets.

When "Product Portfolio Check" is particularly useful for you

Your product portfolio has grown over the years, while your markets have changed faster. Some products carry segments they were never designed for. Others lose ground without anyone noticing systematically, because averages across all markets hide the gaps. What matters is which products you strengthen, adapt, develop anew or phase out in each market.
In concrete terms, this means deciding …

DECIDE	BECAUSE …
● Which products truly fit which segments and which customer needs	● solid total revenue hides the gaps in individual segments.
● Which gaps and partial fits justify a product innovation	● not every gap promises revenue, but every overlooked gap can cost existing revenue.
● Which products you strengthen, adapt or phase out	● products without market fit tie up development and sales capacity.

VALUE LEVER 1 · DESIRED OUTCOME

Clarity on which product wins in which of your markets.

You get a robust portfolio decision – not another product list:

- **Your portfolio fit becomes visible.** Every product is rated as fit, partial fit or no fit for each market segment, business model and customer need.
- **Your innovation agenda gains a revenue focus.** Gaps and partial fits become product innovations that protect existing revenue and open up new revenue in existing and new markets.

VALUE LEVER 2 · HIGH DECISION CONFIDENCE

Your portfolio decision holds, because it starts from customer needs.

The Product Portfolio Fit Map answers three investment questions:

- **Prove market fit per segment.** Every product is mapped against market segments, regions and business models such as sales or rental.
  Result: a fit picture per segment instead of an average verdict across all markets.
- **Start from customer needs.** Fit is measured against the customer's job to be done, such as "good enough at the lowest price" or "a solution to a specific problem".
  Result: market fit from the customer's view instead of the product's view.
- **Derive innovation needs.** Gaps and partial fits are assessed by whether they protect existing revenue, grow revenue in existing markets or open new markets.
  Result: a prioritized innovation agenda with a clear revenue focus.

Copyright Strat-Exx 2026

VALUE LEVER 3 · FAST DECISION

In about 6 weeks, your portfolio decision per market is in place.

The check shortens the path from a grown product portfolio to clear product decisions per market.

- **Weeks 1–2: Structure segments and customer needs.** Market segments, regions, business models and jobs to be done are defined.
- **Weeks 3–4: Assess portfolio fit.** Every product is tested against every segment with sales, product management and selected customers.
- **Weeks 5–6: Decide on the portfolio.** Strengthen, adapt, develop anew or phase out – with an innovation agenda and clear owners.

> **Check principle.** First define segments and customer needs, then assess the fit of every product, then decide on portfolio and innovations. The knowledge for this usually already exists in sales and product management – it is simply never brought together.

VALUE LEVER 4 · LOW MANAGEMENT EFFORT

Your teams′ knowledge is the working basis.

Strat-Exx condenses revenue, market and product data with the experience of sales and product management into a shared fit assessment – without a large-scale project.
Only four contributions are needed from your organization:

- revenue data per product, market segment and region,
- input from sales, product management and development in short workshops,
- access to selected customers for short validations,
- decisions on portfolio, innovations and priorities.

VALUE LEVER 5 · LIMITED INVESTMENT RISK

You only develop what closes a proven gap in the market.

The bigger risk is not a product with partial fit. It is steering development budget into products that miss customer needs in the target segment, while gaps in the core business quietly cost existing revenue.
The check limits this risk:

- Innovations start from proven gaps in specific segments.
- Fit is measured against customer needs, not technical features.
- Products without fit are decided on deliberately instead of quietly tying up capacity.
- Development only starts after a clear portfolio decision with a revenue focus.

> **Proven experience.** At an international manufacturer of construction systems, seven product lines were mapped against 16 country and segment clusters, two business models and two customer needs. One complete product system fitted none of the 16 clusters. Other lines showed targeted gaps in individual segments – exactly where the innovation agenda started.

Copyright Strat-Exx 2026

By project end, all decision-relevant evidence is on the table – repeatable at any time:

A. a **Product Portfolio Fit Map** across products, market segments, business models and customer needs,
B. a **fit verdict per product and segment**: fit, partial fit or no fit,
C. a **gap analysis** with gaps and partial fits prioritized by revenue impact,
D. an **innovation agenda** for protecting existing revenue, growing existing markets and entering new ones,
E. a **portfolio decision per product**: strengthen, adapt, develop anew or phase out,
F. a **roadmap with clear owners** and the new-product revenue share as the benchmark.

> **The benchmark.** It is not the number of your products that counts, but how many of them meet customer needs in their target segments – and how quickly new products close the gaps.

Which products fit which market – and which do not?

YOUR CONTACT



Dr. Clemens Oertel

CONFIDENTIAL STRATEGY CONVERSATION

30-MINUTE CONVERSATION

Via Google Meet · book anytime

calendly.com/clemens-oertel-strat-exx/30min

SCAN & BOOK