

Uncertainty in product development arises for many reasons. Here are some signs to look for when identifying product uncertainties:

- Lack of information
- Lack of experience (or being new to something)
- Decisions that have not yet been made
- Outcomes that cannot be known or controlled by the product developers
- The presence of an assumption

Our **Product Risk Framework® (PRF)** tool leads the team through a process to identify, evaluate, and prioritize uncertainties and risks in the four most precarious areas within product development: External Factors, Product/Technical Feasibility, Business Configuration, and Commercial Feasibility (Figure 5.3).

Within the PRF, these four areas, which we call pods support the ExPD methodology. The pods can be adapted for your organization; for example, medical device companies may want to add pods for regulatory and quality uncertainties. Refer to Appendix 5A for more details.

Product-Market Fit, how well the product and market are aligned, is driven by external, commercial and product/technical conditions. Business Fit, how well the product fits the capabilities and strategy of the organization, is driven by commercial, product/technical and business configuration considerations.

Figure 5.3: Product Development Risk Pods

