



BALANCING AMBITIOUS IDEAS
WITH LIMITED RESOURCES



Sound familiar?



We have more ideas than we can handle, and too many products competing for limited resources.

How can we confidently choose where to invest and what to scale back?

Transform how you manage your product portfolio

Every product leader faces the challenge of balancing ambitious ideas with limited resources.

When there are too many competing priorities, teams often spread themselves thin, diluting impact, frustrating stakeholders, and leaving strategic goals unmet.

Without clear criteria and structured decision-making, valuable opportunities get overlooked, and underperforming products linger, draining resources and morale.

Moving from the familiar to the unfamiliar



Your risk increases as you move from the upper left to the lower right.

Not that risk is necessarily bad.

But with new products and markets come new competitors.

And many more unknowns.

Use the Portfolio Growth Matrix to map the products in your portfolio.

Portfolio Growth Matrix		PORTFOLIO	WRITTEN BY	
Evaluate the market and product focus for initiatives				
		EXISTING PERSONAS in existing market	NEW PERSONAS in existing market	NEW PERSONAS in new market
MARKET				
EXISTING PRODUCTS				
NEW OPTIONS				
NEW PRODUCTS				

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This matrix will help you see where your products and new ideas fit in the market for which personas.

Focus areas: types of product choices

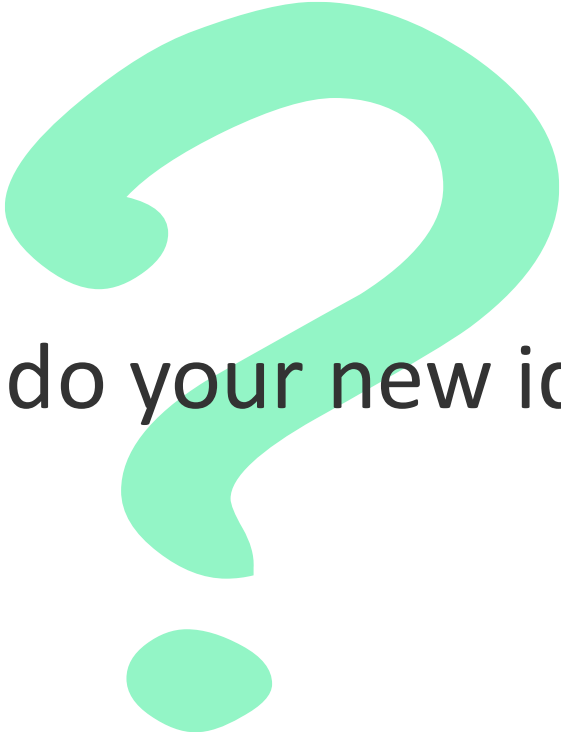
Portfolio Growth Matrix		PORTFOLIO	WRITTEN BY
Evaluate the market and product focus for initiatives			
	EXISTING PERSONAS in existing market	NEW PERSONAS in existing market	NEW PERSONAS in new market
MARKET			
EXISTING PRODUCTS	← Existing products: already in the suite		
NEW OPTIONS	← New options: add-on capabilities sold separately		
NEW PRODUCTS	← New product: addition to the suite without a product prerequisite		

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Focus areas: personas and markets

Portfolio Growth Matrix		PORTFOLIO		WRITTEN BY	
Evaluate the market and product focus for initiatives					
		EXISTING PERSONAS in existing market	NEW PERSONAS in existing market	NEW PERSONAS in new market	
MARKET					
EXISTING PRODUCTS					
NEW OPTIONS		 EXISTING personas in EXISTING market: personas similar to the existing customer base Example: B2B developers	 NEW personas in EXISTING market: unfamiliar personas within the existing market. Example: B2B marketers	 NEW personas in NEW markets: unfamiliar personas in unfamiliar markets. Example: B2C sellers	
NEW PRODUCTS					

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Where do your new ideas fit?

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Evaluate the market and product focus for initiatives					
		EXISTING PERSONAS in existing market	NEW PERSONAS in existing market	NEW PERSONAS in new market	
MARKET					
EXISTING PRODUCTS	Safety Zone				
NEW OPTIONS					
NEW PRODUCTS				Danger Zone	

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Ultimately, the Safety Zone is where there are fewer unknown factors.

The Danger Zone is where you have many unknowns. More unknowns lead to more risk.

“PEANUT BUTTER STRATEGY”

Attempts to spread too few resources across too many initiatives.

Focus only on those products that deliver impact to both customers and your company.



pgl.llc/i/peanut-butter-strategy

BALANCING AMBITIOUS IDEAS WITH LIMITED RESOURCES

Portfolio Growth Matrix

Evaluate the market and product focus for initiatives

PORTFOLIO

WRITTEN BY

	EXISTING PERSONAS in existing market	NEW PERSONAS in existing market	NEW PERSONAS in new market
MARKET			
EXISTING PRODUCTS			
NEW OPTIONS			
NEW PRODUCTS			

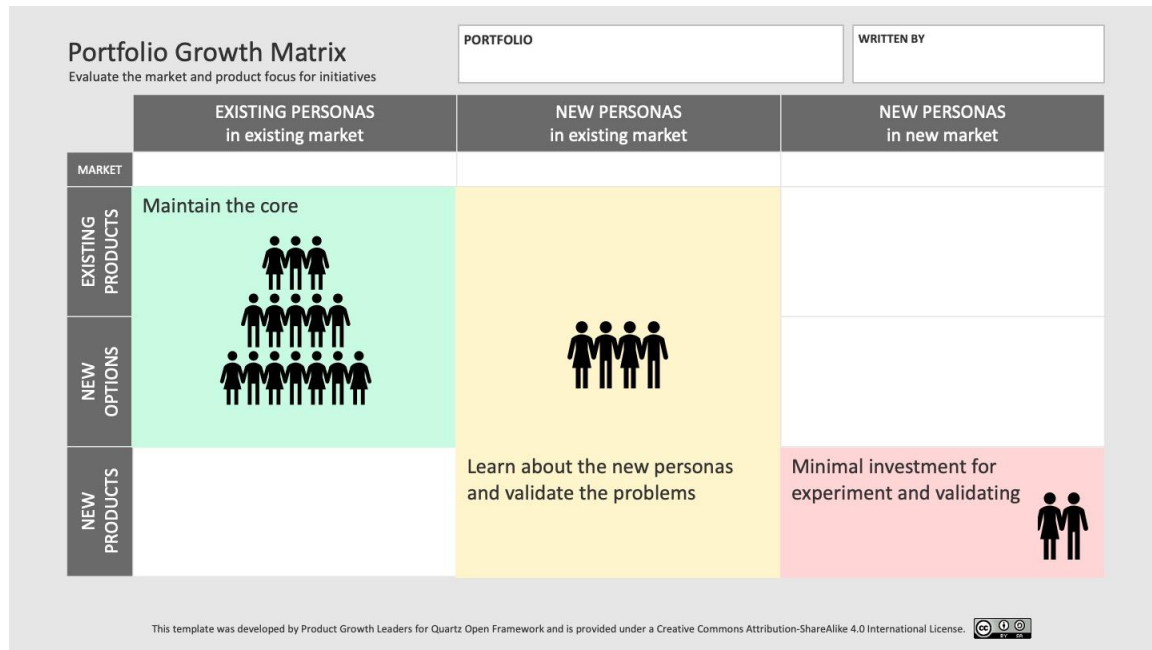
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Some organizations have a few people working in every area.

Yet this is often too few to innovate.

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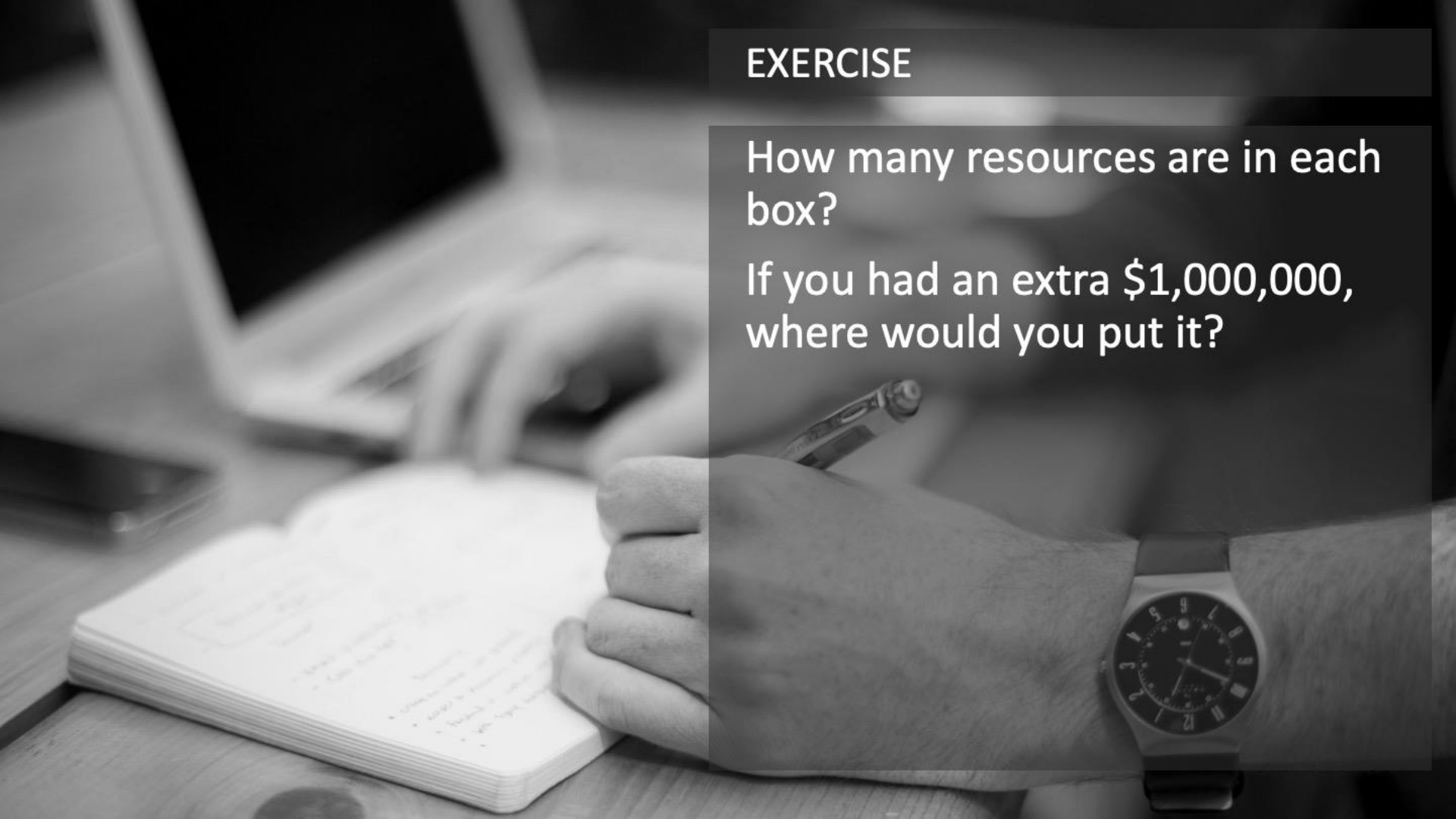


In most cases, you want to maintain your core products. This is usually where we allocate most of our resources. And that's probably right.

To build for new personas in new markets, you'll need a small team to deeply understand these personas and their problems.

For a potential new product in a new market—a new “bet”—consider committing a product manager and a technical lead to validate the potential solution.

But don't take too long. Evaluate the “bet” in weeks, not years.

A black and white photograph of a person's hand writing in a notebook. The hand is wearing a dark watch with a light-colored face. The notebook is open, and the person is holding a pen. In the background, a laptop is visible, and the overall scene is a workspace.

EXERCISE

How many resources are in each box?

If you had an extra \$1,000,000, where would you put it?



You can do this yourself or bring in
an experienced consultant to help.

Portfolio Growth Matrix

Evaluate the market and product focus for initiatives

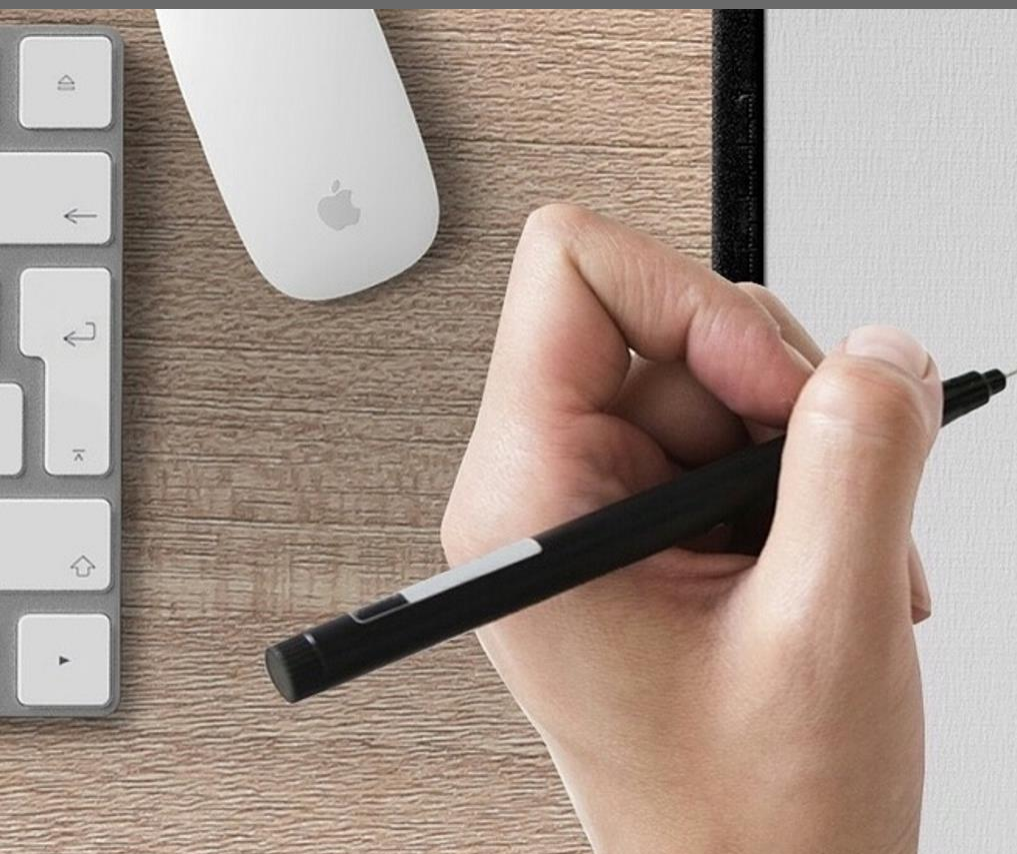
PORTFOLIO

WRITTEN BY

	EXISTING PERSONAS in existing market	NEW PERSONAS in existing market	NEW PERSONAS in new market
MARKET			
EXISTING PRODUCTS			
NEW OPTIONS			
NEW PRODUCTS			

A black and white photograph of a person wearing a thick, textured sweater, sitting at a desk and working on a laptop. Their hands are visible, with one hand on the laptop trackpad and the other near the keyboard. A white semi-transparent rectangular overlay is positioned across the lower half of the image, containing the text "NEXT STEPS".

NEXT STEPS

- 
- ❑ Identify the product leaders who are shaping your strategy.
 - ❑ Complete a quick product and portfolio health check.
 - ❑ Then, set up a call with one of our coaches.

pgl.llc/book-a-call

Portfolio Alignment

Balance ambitious ideas
with limited resources

[Read More](#)

pgl.llc/portfolio



PORTFOLIO ALIGNMENT INTENSIVE

Follow a structured approach to evaluating and prioritizing new ideas and existing products. You'll confidently allocate resources to high-impact opportunities, strategically scale back or sunset underperforming products, and ensure your portfolio aligns with your organization's strategic objectives, maximizing overall value.

Address urgent needs while building capabilities for the future.



**Product
Growth
Leaders**