

The Product Ops mission: a four-part journey to building for end-users

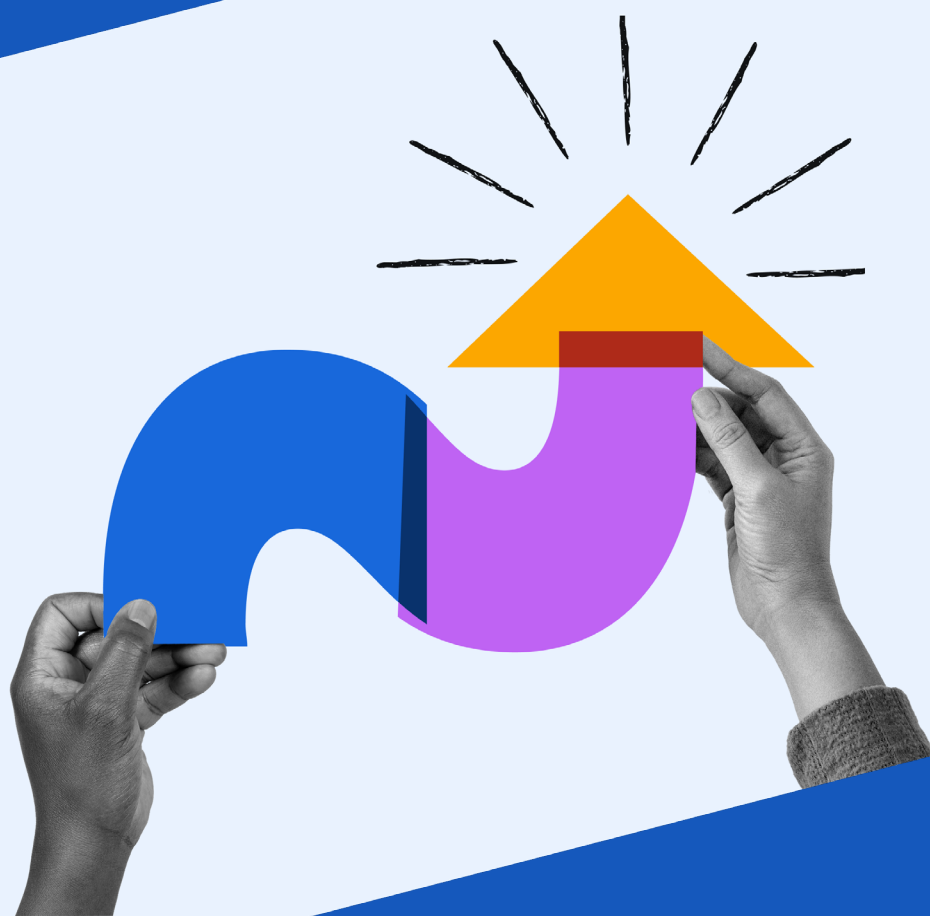
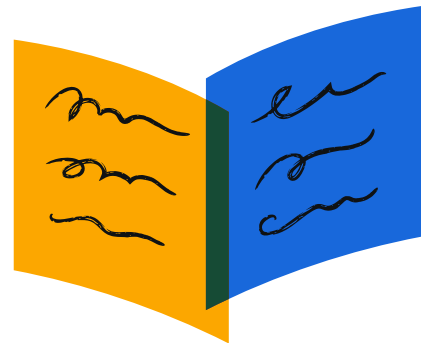


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Introduction

If product management is about what you're building, product operations is how you're building it.

Product operations is the systems, tools, and practices product teams use to get work done. Product Operations Managers work to optimize these processes. The goal is to support teams in doing their best work, so they can build products that benefit end users and serve company goals.

“If you are building a product, you have product operations. The only question is whether it's treated as its own role, or integrated into the responsibilities of product management more generally.”

JENNY WANGER

Obviously, any product organization has established operations already, but improving them isn't always treated as a distinct specialization. For example, Product Managers often handle product operations responsibilities.

That's not necessarily bad, but it can be a lot to handle within an already-busy role. Improving product operations practices is a big job – it means asking people to change how they work and prove the ROI of those changes, both to leadership and product teams themselves.

We've been there. Whether you're a Product Manager, a Product Operations Manager, or simply anyone who wants to improve product work, you can use product operations principles to work better and build great things.

We pulled together this guide to help you get started. It's based both on insights from experts in the product operations field, and our own experiences building Jira Product Discovery.

Through this journey, we've identified **four key components to product operations success**:

- Driving adoption and managing change
- Balancing team autonomy with process consistency
- Building a data-driven, learning-focused culture
- Making product teams' work more visible, to leadership and other teams

These elements set the stage for teams to build exceptional, user-centric products – with practices that get everyone aligned and productive, without adding friction or slowing things down.

In this guide, we'll break down all four, and share concrete strategies for making them a reality based on conversations with the below experts.



Antonia Landi
Product Operations
Coach and Consultant



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Senior Product Manager,
Atlassian



Chloé Courtois
Tech & Product Operations
Senior Lead, Doctolib



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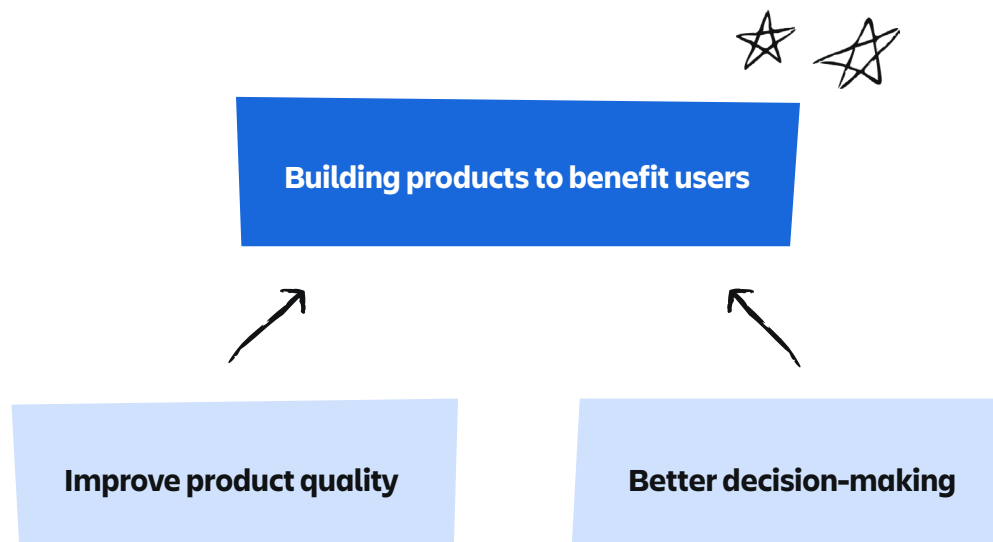
Driving adoption and overcoming resistance to change

“ This is a change role. You are constantly and consistently asking people to change and you need to do that with intent and you need to do that with good reason.”

ANTONIA LANDI

Product Operations Managers are tasked with a unique challenge: coming into an organization, and asking product teams to change the tooling and ways of working they rely on.

Even if what they're starting from is less than ideal, product teams may worry that changing their habits will create stress or hold back their efficiency. They want to know the results will be worth it, and it's up to product ops to prove it will be.



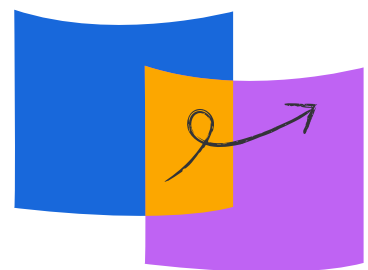
The solution is for Product Operations Managers to rally teams around the ultimate goal – more efficient work and better-quality products – not the changes themselves. That means convincing product teams of two key promises:

1. Product Ops will improve product quality, without adding stress or friction to daily work

Focus on the outcome, or future state, when communicating with teams about new processes. How, exactly, will these practices or tools enable them to better serve end customers? Present changes as a temporary hurdle to doing better work.

2. Product Ops will enable better decision-making, without taking away autonomy or decision rights

Product Ops must reassure product teams they are not undermining their expertise. Rather, they'll support them in making stronger, more evidence-based decisions. For example, they'll help teams collect user data, but not tell them how to act on their findings.



Strategies for managing change

Define your product operations vision

Collaborate on dreaming up changes

Keep it flexible and avoid prescriptive processes

Plan for a collaborative, experimentation-friendly implementation

Change is never easy, but with transparent communication and a collaborative spirit, it's within reach. To build trust and rally teams around new practices, we recommend:

- Getting clear on your product ops goals
- Brainstorming with teams on how to realize them
- Rolling out changes in a flexible, experimentation-friendly way

“Product teams typically want to own the product, and don't want to follow a process. They need way more freedom than, say, sales, who want guidance. That's why change management is the trickiest part.”

CHLOÉ COURTOIS

Define your product operations vision

Start your product ops journey by writing a manifesto that defines your organization's approach to building products. The core vision should come from product leadership, though creating it can be a collaborative process. This blueprint will guide every product operations change – from trainings, meetings, and rituals to templates, documentation, and tools.

For example, are you highly data-driven and analytical, or is your process more creative? Once you're clear on how you want to work, you can bring that culture to life through practices, tooling, and processes.

Collaborate on dreaming up changes

A great place to start? Simply asking product teams what they need! When new frameworks and practices are co-designed with the people using them, they're much more likely to stick and deliver results.

Start by holding discussions and roundtables with PMs and product teams. Ask teams questions like:

- What does 'doing their best product work' truly look like?
- What current challenges and barriers stand in the way of that?
- What do you think an ideal solution could look like?

Then, use these findings to inform new changes and practices. As you propose and roll out the changes, take all possible to reduce stress and hassle for product teams. Try strategies like:

- When you ask teams to take on new tasks or practices, consider taking something else off their plate.
- Be very clear about the future state you're working towards. How will teams' lives be easier once change is implemented?
- Recognize and champion PMs who've been active in helping create and roll out new practices.

“ Collaboration builds empathy, because people can see what their colleagues are experiencing. Rather than Product Ops imposing new practices, you're acting as a coordinator to get problems solved.”

JENNY WANGER

Keep it flexible and avoid prescriptive processes

Don't bring in a rigid, step-by-step “product playbook” and expect a magic solution. To find a solution that's right for your unique organization, you must be able to adapt what works from various frameworks, avoid what doesn't, and keep evolving your approach over time.

“ Product operations calls for a high degree of pragmatism. You need to be able to take the good parts of a framework that fit your organisation, rather than dogmatically implementing things just because a book or expert says so.”

ANTONIA LANDI

Plan for a collaborative, experimentation-friendly implementation

In an effort to set changes up for success, it's common for organizations to tightly control the rollout period through pilot projects or rigid Big Bang adoption deadlines. But the goal should be to learn how these practices will work under everyday working conditions, not when spotlighted by leadership attention.

If you decide to run a pilot project, use it as a limited experiment only. Pilot results can be misleading for a few reasons:

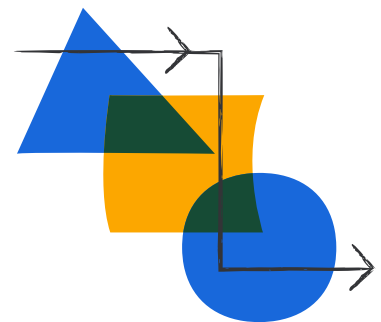
- The Hawthorne effect – people perform differently when they're being observed
- Participants are extra-focused on the practices being tested, compared to the focus they'd have in actual day-to-day work
- Leadership selects a team of top performers for the pilot and gives them extra support and attention

In reaction to failed pilots, some organisations attempt the opposite approach: a Big Bang transformation where all teams change simultaneously. Big Bang transformations have two pitfalls:

- High risk: work will be impacted if teams falter as they get used to the new practices.
- Inconclusive results about outcomes: it's difficult for teams to compare the two ways of working alongside each other

The most effective approach likely lies somewhere between these extremes.

At Atlassian, we phase in all new practices in a flexible way at first. Rather than being evaluated on their 'success' in adopting practices, teammates can experiment, collaborate, and safely fail together.



Balancing consistency and autonomy

As companies scale, it's normal for product practices to diverge. But eventually, these different ways of working will create friction and broken connections between product teams, or between product and other business functions.

Teams do need some degree of control over processes to do their best work. That's why a core product operations concern is balancing team autonomy with process consistency. This consistency gives teams a shared language to understand what's happening in product work and why certain choices were made.

Strategies for balancing consistency and autonomy

To build a shared language, focus on standardizing three areas: company goals, prioritization, and level of effort/investment for each idea.



Goals

Make sure all teams are contributing to the company objectives



Discovery phases

Wonder > Explore
Make > Impact



Effort

Align all teams on a common definition for what is "small" and what is "big"

At Atlassian, we use three frameworks to do this:

- Objectives and Key Results, or OKRs
- The Atlassian Way discovery stages
- Boulders, Rocks, and Pebbles for categorizing effort

Use OKRs to communicate strategic priorities

All companies have goals, like reaching \$5M in annual recurring revenue or improving CSAT scores by 20%. But too often, these goals aren't visible across the company.

Even if the goals are communicated at some point, such as a yearly kickoff meeting, Product Managers may not be sure if their work is helping make them a reality.

That's why implementing a goal-setting model, like Objectives and Key Results (OKRs) is one of the highest-impact product operations practices. OKRs are a vehicle to translate big-picture strategy into concrete, measurable goals teams can hold themselves accountable to.

“ Connect OKRs to daily work by referencing them relentlessly. At an initiative, epic, or feature level, teams should be able to explicitly say which key results they're impacting. Use OKRs as the thread through all communication – if you have a monthly newsletter, it should share what features you released, and which OKR they connect to.”

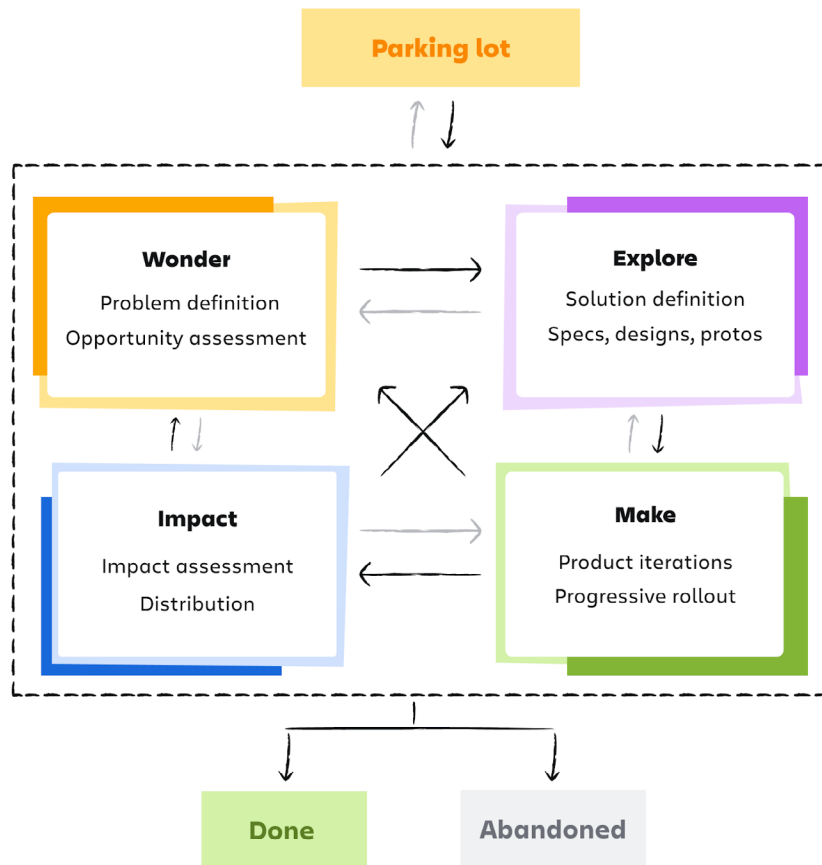
ANTONIA LANDI

The Atlassian Way: Wonder, Explore, Make, Impact

At Atlassian, we use a **four-stage idea lifecycle**: Wonder, Explore, Make, and Impact. We use this cycle to vet, ideate on, and execute all product ideas.

Because our entire company understands this framework, people know exactly where an idea stands when they hear which stage it's in. Having a common language for the idea lifecycle makes prioritization conversations more productive, both within teams and with stakeholders.

Through this lifecycle, ideas grow from a simple insight to a fleshed out, realized priority that teams have full confidence in.



Wonder: Discuss the problems or opportunities the idea could address, who they'll impact, and their importance.

Explore: Ideate potential solutions until finding one that's validated by customer feedback.

Make: Build the solution, and iterate on it until it satisfies the needs of enough customers.

Impact: Launch the solution, measure results, and keep improving until it delivers the outcome you want.

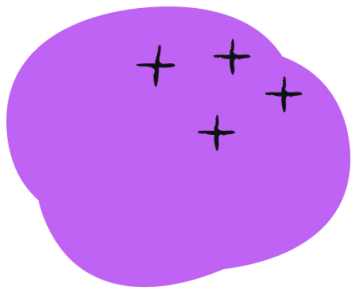
This isn't a waterfall model – these stages are not necessarily linear. For example, it's very common for an idea in Explore to go back to Wonder, as testing solutions teaches us more about the problem. It's also expected that you'll abandon some ideas, if you don't find an approach that makes sense after a few tries.

Categorize ideas by effort into Boulders, Rocks, and Pebbles

‘Effort’ refers to the level of investment or resources required to execute an idea. Too often, teams only assess required effort during the delivery phase, when an idea is already in development.

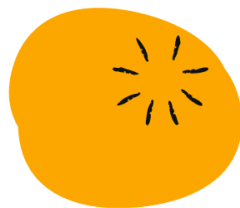
That’s too late. Teams can better allocate resources when they know what it’ll take to realize an idea before it gets put into action.

At Atlassian, we categorize ideas into Boulders, Rocks, and Pebbles.



Boulder

- Big new bet
- New product pillar
- Large rewrite



Rock

- New feature



Pebble

- Small UX improvement
- Papercut

- **Boulders:** A large investment with potentially big payoff but high uncertainty
 - Example: Big new bet, new product pillar, large engineering project.
- **Rocks:** Medium-sized investments with fewer risks
 - Example: New features, new onboarding experiments, redesigns based on feedback
- **Pebbles:** Small, typically straightforward investment
 - Example: Small UX improvements, “paper cut” fixes

To be as useful and actionable as possible, every idea should include attributes like:

- A quick description of the idea
- Customer insights or data relevant to the idea
- Strategic goals the idea contributes to
- Which part of your product the idea relates to

If this seems like a lot of information, don’t worry – you don’t need to capture it all at once.

An idea might start out as a one-liner summary, like an insight gathered in conversation with a customer. Over time, you’ll collect more insights about it based on user interviews, feedback from sales or support, or changes in company strategy.

Product Ops spotlight: Deliveroo balanced consistency and autonomy across 80+ business and technical teams

Deliveroo connects thousands of consumers, riders, and merchants all over the world. Over 80 highly skilled product teams must collaborate to enable these complex transactions at scale.

As they kicked off their Product Ops journey, preserving teams' autonomy was a priority – but more consistency in planning was needed, too. Prioritization choices were being made on a team level, making it hard to understand decisions in a big-picture context.

“ Yearly planning and forecasting was a nightmare. We were using dozens of nested spreadsheets.”

SZYMON KIKLA

Head of Platform Product Management, Deliveroo

Deliveroo needed a central system to act as a record of product work. They needed to give leadership more visibility and help everyone plan and prioritize – without sacrificing autonomy.

Creating visibility with a centralized product operations system

Deliveroo tried Jira Product Discovery to standardize reporting and prioritization, create visibility, and keep work connected to big-picture goals.

The team customized Jira Product Discovery around Deliveroo's own prioritization model – an expanded version of the RICE framework. To support the finance department, the team also used integrations to sync product data, like headcount and hour requirements, directly into their spreadsheets as financial estimations.

“ Jira Product Discovery is so flexible that we can support multiple prioritization methodologies. We can use custom views to generate different kinds of roadmaps for specific stakeholders, or a master company roadmap for everyone.”

SZYMON KIKLA

A shared language for planning, organization-wide

Today, design, finance, product, and marketing teams all use Jira Product Discovery for planning and prioritization.

“ With Jira Product Discovery, we’ve managed to get everything in one place, and understand headcount and dependencies from a skill set perspective.”

SZYMON KIKLA

Deliveroo’s teams love how Jira Product Discovery gives them control over how they work, but still gives the company a shared language to plan and prioritize together.



Becoming a learning organization

All product operations practices share a common goal – to keep users’ needs, preferences, and insights at the core of product decisions.

This learning is a continuous process. Customer data should always be flowing into product teams’ work through intentionally designed channels, where it can naturally integrate into everyday prioritization, building, and shipping decisions.

Learning culture is built on practices and processes. Product operations must introduce rituals that create learning opportunities in a consistent, standardized way across the organization.

“ These are cultural changes. If you want your product teams to run 100+ experiments a month, it needs to be easy to do.”

ANTONIA LANDI

But learning culture is only the first step. Customer-centric product work isn’t just a goal for its own sake; it’s about moving the company forward in an evidence-based way.

Product teams need to translate customer knowledge into product outcomes quickly and consistently – with confidence that they’re supporting company goals.

“ I love helping people collaborate more effectively, but that’s not what will make a CPO sign a check for a full-time role. Product ops needs to speak the business language – everything must come back to enabling company strategy and benefiting end users.”

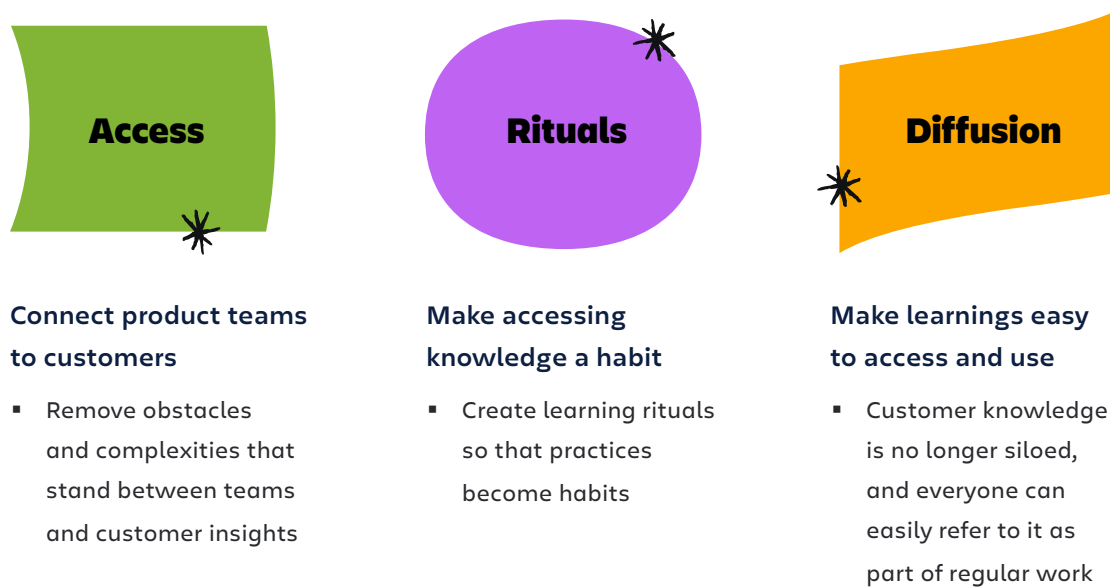
ANTONIA LANDI

Strategies for becoming a learning organization

Strong product ops processes give product teams a toolkit not just to ground decisions in customer needs, but to align them with company goals and strategy. Here are some ways to try building a learning culture at your organization.

Access, rituals, diffusion

At Atlassian, we view building learning infrastructure as a three-part process:



Here's an example of how we've put that into practice on the Jira Product Discovery team.

1. We use Pendo Guides to send in-app messages inviting users to take part in discovery conversations
2. We collect insights from multiple other sources, like Slack and Dovetail, into a dedicated Jira Product Discovery project
3. Product Managers hold regular customer interviews and share clips, called Customer Reels, with the entire product organization weekly
 - a. We discuss and dissect the interviews in-depth, getting to know the problem inside-out
4. Every Monday, we hold a Feedback Rotation session
 - a. Each week, a different PM shares new feedback they've consolidated across channels and organized by theme
5. Eventually, we use this customer knowledge to create one-pagers and customer personas that are easily shared with the entire organization

This creates a learning culture where engineers and developers holistically understand the customer problems they're solving. They have a big-picture, user-focused view, rather than being stuck in the weeds of execution.

Build systems to capture qualitative and quantitative data

To truly push the limits of what's possible in their field, Product Ops Managers should build processes to harness both qualitative and quantitative data.

The best systems for discovering customer data will depend on your business and its goals. And of course, qualitative and quantitative data require radically different approaches.

“ Often, it's hard for product teams to access quantitative data. They may have dashboards, but they're overly complicated, it's hard to build the habit of looking at them every day or every week.”

ANTONIA LANDI

Qualitative data

Qualitative data Product Operations Managers need to collate and organize newly generated qualitative data and other insights that are already being shared, but not leveraged as learning opportunities. Often, these insights are found in CRMs, support tickets, and customer interviews conducted elsewhere in the organization (like marketing focus groups). Product operations needs to collect all this information in a centralized place and establish rituals that get everyone regularly accessing it. To capture qualitative data, choose someone on your team, especially if they have user research experience, to unify customer insights into a database or research repository. This typically includes customer interviews, as well as sales and support conversations. Tools like Dovetail are great for this purpose, but teams can also build their own database or adapt the tools they're already used to.

Quantitative data

While qualitative data is table stakes for most product operations professionals, experts like Antonia Landi see quantitative data as the next frontier. Examples of quantitative data would include how many users clicked a button, or the percentage that fully completed a signup flow. With the right processes, this knowledge can be validated, prioritized, and translated into action, just like learnings from customer interviews.

To leverage quantitative data, Product Operations Managers should focus on breaking down barriers between product and data teams. This will look different at every organization, but generally, the idea is to build a collaborative partnership that makes it easy for discoveries to flow both ways.

Product teams should be able to reach out with specific questions they'd like to answer with data. But if data teams are aware of the priorities product teams are focused on, they can share insights proactively, too.

Optimize existing communication

Product teams are already communicating with the rest of the organization – it's just a question of whether those interactions support good product outcomes.

One of the easiest ways to improve product operations is to optimize your existing communication. That includes product reviews, demos, sprints, and even Slack messages between product and other teams like sales.

“ It's about optimizing communication, not reinventing the wheel. I've seen situations where the sales team was so in the dark that they were discovering new features as they were giving customer demos. That's the worst possible scenario.”

ANTONIA LANDI

Audit your existing communication, and look for red flags like:

- Messaging that's too long or full of jargon
- Communication history that's not easily searchable and accessible
- Communication that doesn't center important product information, like new features and updates

Armed with this information, Product Ops knows where to focus their efforts to make existing communications a valuable resource that can support sales, product, marketing, customer success teams, and more.

Product Ops spotlight: Doodle created a culture of innovation with new tooling and practices

Doodle was the first online scheduling tool, and is still the only one famous for bringing many people together. Doodle made its name on its group polling feature, which makes it easy to plan gatherings from team retreats to weekend get-togethers.

From ‘feature factory’ to strategy-driven, collaborative product work

At the beginning of their Product Ops journey, Doodle’s teams were working hard. But they weren’t shipping features in an organized way, connected to higher strategy and goals.

“Product teams would ask why they were doing things, and we didn’t always have a good answer. Meanwhile, the customer insights our researchers uncovered were never translated into actual product work.”

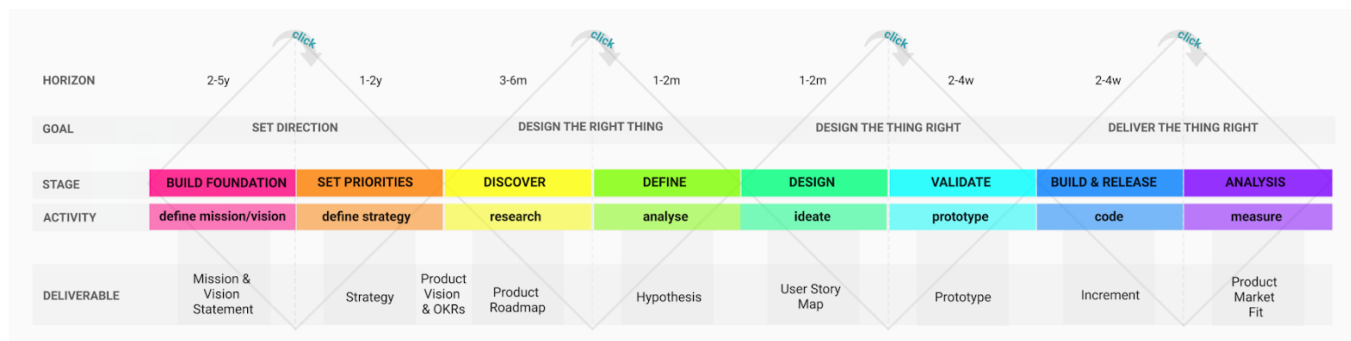
JENS NAIE, CTO

Engineering had been using Kanban boards in Jira Software for 15 years, but they weren’t easy to explain to leadership and other teams.

To get visibility, the C-Suite would check in often – sometimes daily – over email or Slack. Over time, this became distracting and discouraging for team members.

A new prioritization framework, scaled across teams with Jira Product Discovery

To stay competitive, Doodle needed a framework that would inform decisions while keeping teams aligned and focused on important work. They decided to scale their own, customized version of the **Double Diamond** prioritization framework across the entire company.



Doodle’s expanded Double Diamond process

Eventually, they decided to add Jira Product Discovery for roadmapping, too. Jira Product Discovery worked well with this new framework, and integrated smoothly with the Engineering team's use of Jira.

“ We had to find a way to communicate transparently, to the whole organization, how we move things from first ideation, through successfully finishing the measure phase.”

STEPHANIE LEUE

former Doodle CPO

Together, the Double Diamond framework and Jira Product Discovery connect every initiative back to one of Doodle's core strategic pillars. Tasks are rigorously prioritized to ensure engineering hours go to those with the highest impact.

With prioritization streamlined, Doodle devotes 50% more resources to innovation

Since scaling the new tool and practices across the business, Doodle has created a culture of radical transparency, improved employee satisfaction, and dedicated 50% of their resources to innovation.

“ Jira Product Discovery translates our entire process into a highly transparent workflow, connected to the work we're already doing in Jira.”

STEPHANIE LEUE

former Doodle CPO

What's more, this planning process takes a fraction of the time it used to. Doodle leadership used to spend as much as 14 hours per quarter planning in Miro. Today, all it takes is a 20-minute monthly steering session to review what's in Jira Product Discovery and move forward.



[Read Doodle's full Jira Product Discovery story here](#)

Creating product visibility for leadership and organization-wide

Visibility is often a key reason Product Operations Managers are hired in the first place. To have confidence that engineering resources are being allocated wisely, leadership typically wants consistent awareness of what's getting done, what decisions are being made, and how they connect to strategic goals.

But sharing this knowledge easily becomes a pain point for Product Managers and Product Operations Managers. They might spend hours pulling data from many tools to compile static reports that are only current on the day they're made, and can't be sliced and diced dynamically during meetings.

Discussions around leadership visibility tend to focus on how teams should communicate with the C-suite. But experts like Antonia Landi believe true product transparency goes both ways.

“ Product teams need to consistently deliver the message of how their work has helped the organization achieve its goals. But leadership, too, needs to be clear and consistent about what's important to the organization that quarter or that year. That's where product operations really shines as a bridge builder.”

ANTONIA LANDI

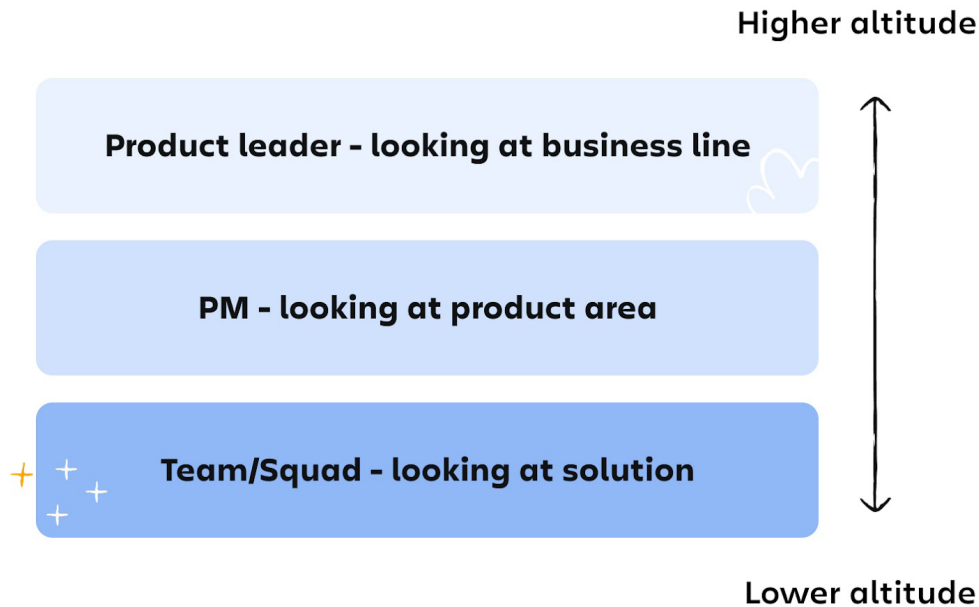
Obviously, cross-organizational visibility extends beyond leadership, too. More visibility and transparency can help you harness this collective knowledge. However, some guardrails are needed to ensure Product teams don't get overwhelmed by opinions, feedback, and requests from every area of the company.

Strategies for creating visibility

The right tools, especially for roadmaps, can be part of uniting the entire organization around strategy and goals. Here are some tooling and practice ideas to create visibility into your product organization.

Build roadmaps for different altitudes

Executed properly, roadmaps are a vehicle to feed user information into future decisions, and ensure teams across the organization are aware and aligned.



Every stakeholder group, from leadership to customers, has different questions and concerns. To communicate with them effectively, product teams need multiple roadmaps.

“ In my interviews with Product Ops, roadmaps are where I see the most friction. If you have one roadmap in Excel, one in Jira, and one in Keynote, a stakeholder can’t just look at all three and mentally deduct a relevant, cohesive, company-wide roadmap. It’s much harder for everybody to give feedback and approve.”

HERMANCE N'DOUNGA

With the right tool, integrated dynamic roadmaps create constant awareness of where product work is at. They're easily shared with stakeholders – not just leadership, but also teams who have dependencies on product teams.

Live roadmaps make it easier to:

- Get leadership's input and feedback on prioritization and planning decisions
- Show context and evidence for why something was prioritized
- Act as a tool for Product Ops to confidently advocate for product plans
- Track delivery progress without getting into the technical weeds

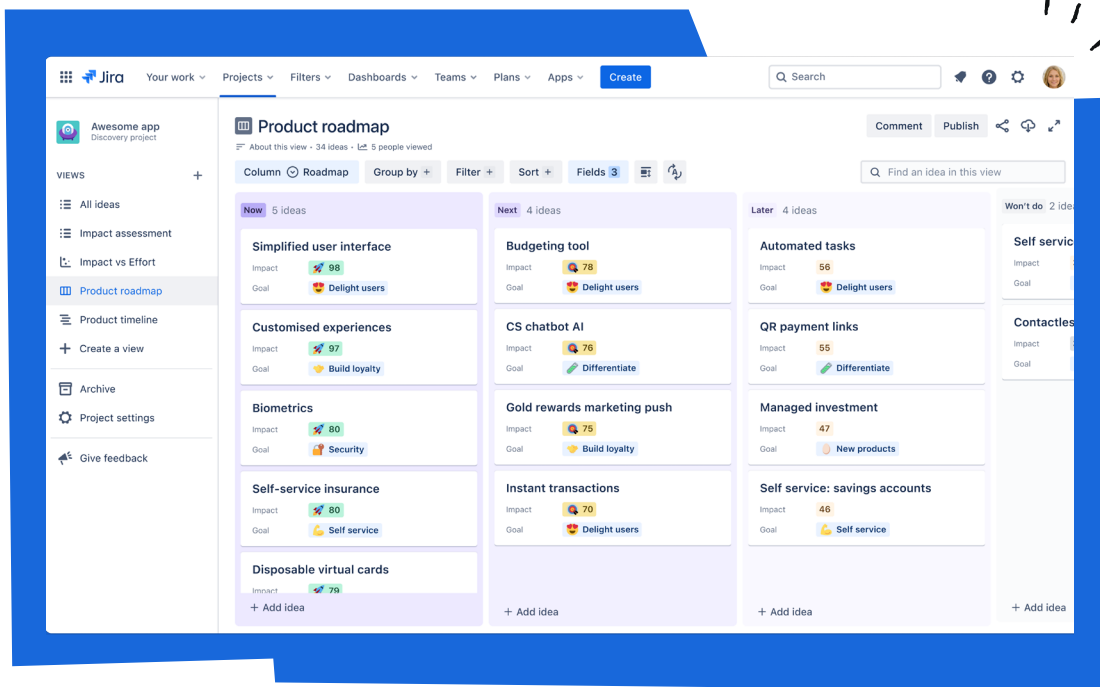
These roadmaps also need to be self-updating. If PMs or Product Ops Managers need to manually refresh them every time something changes, people will simply stop using them because it becomes one more item on the to-do list.

“ Way too often, somebody brings in a new roadmapping tool, just because it's the one they're familiar with. But then it doesn't get updated, and it doesn't actually get integrated into workflows. They didn't start by figuring out what problems they were trying to solve with a new tool, so it doesn't deliver results.”

JENNY WANGER

At Atlassian, we use [Jira Product Discovery](#) to give the whole company visibility into what's planned over the next 6-12 months. Jira Product Discovery integrates with Atlassian Goals, or you can just set custom fields to show which company objective each idea relates to.





You can create many versions of your roadmap that slice and dice the data so it's relevant to each of your stakeholder groups. The views will update dynamically, so when you change one idea, you don't need to manually update it in every version of the roadmap.

Break priorities down into measurable targets

Nearly all companies set goals. But unless they're communicated clearly and consistently, those goals won't affect actual product work – and they won't create the desired outcomes.

Too often, companies use a set-and-forget model. Goals are discussed once at the beginning of the quarter, but they lack rituals and practices to integrate them into regular decision-making.

While we use the OKR framework at Atlassian, it's not the only way to create cross-organizational visibility around strategic goals. However you prefer to structure your goals and priorities, try this method to make them actionable:

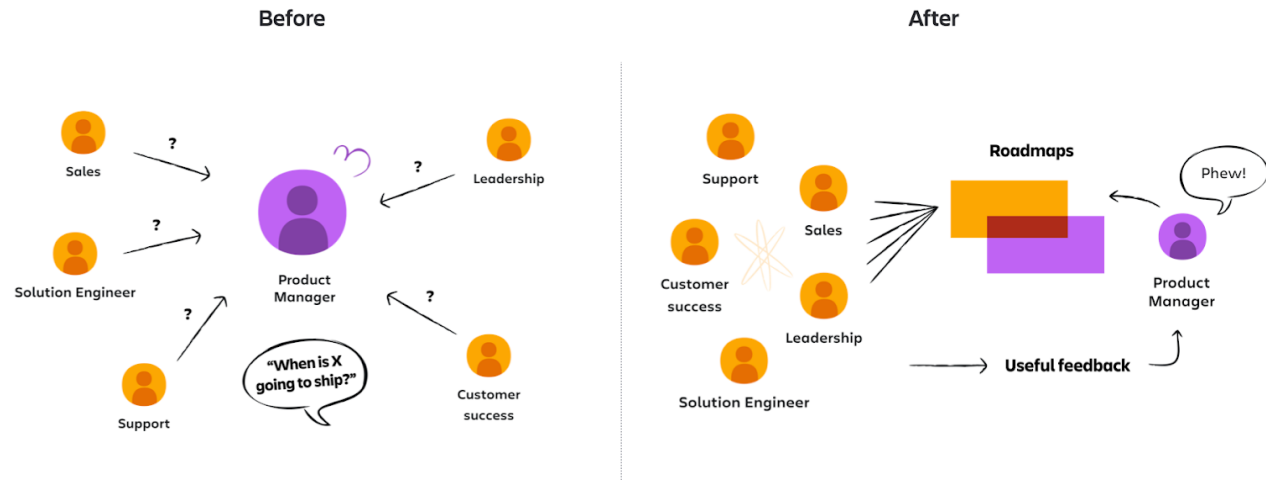
- Set high-level yearly North Star priorities
- Connect them to tactical quarterly goals that can be adjusted based on results
- Ladder quarterly goals into actionable, measurable outcomes for each team

“Often you hear Product Managers complain that there's no strategy, or the strategy is not clear enough. Actually, a lot of the time the strategy is relatively clear, but leadership isn't communicating it consistently.”

ANTONIA LANDI

An Open-by-default model

There are many people in your company who have insights into what customers need. If you can harness this collective knowledge, you can build more confidence in your product decisions and mitigate the risks of making the wrong bets.



However, it's a balancing act. If product teams are swamped with requests from leadership and sales teams, they won't have time for actual work. But done right, turning prioritization from a solo endeavour to a team sport can create clarity of mission, vision and purpose, as all teams across the business work towards the same goals.

A new era of connected, collaborative product work

Any organization can build practices that get teams working in sync around company strategy and customer needs – whether product ops is the domain of separate Product Operations Managers, or talented Product Managers themselves.

What matters is tackling the 4 precursors for Product Ops success we've covered in this guide:

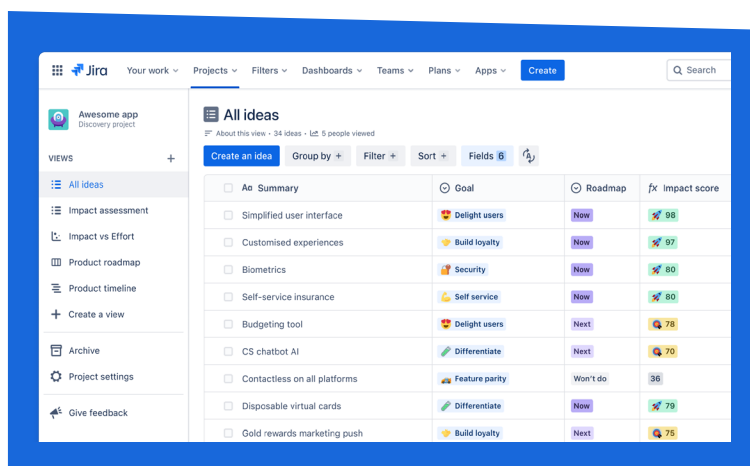
- Driving adoption and managing change
- Balance product team autonomy with process consistency
- Building a data-driven, learning-focused culture
- Creating cross-organizational leadership visibility

With the techniques and practices we've shared in this guide – from live roadmapping to product operations blueprints to goal-setting frameworks – you're well on your way.

Elevate product operations with Jira Product Discovery

You don't need new tooling to bring your product ops dreams to life. But Jira Product Discovery was built as a space to implement the customer-focused discovery, iteration, and building practices we champion in a centralized, intuitive way.

We built Jira Product Discovery based on hundreds of conversations with product professionals, going in depth on their pain points, needs, and what they believe it takes to make product magic happen. In Jira Product Discovery, everyone from leadership to engineering to sales and marketing can be unified around a bold, user-centric vision of your product's future.



Get Jira Product Discovery for free and elevate your product operations!

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