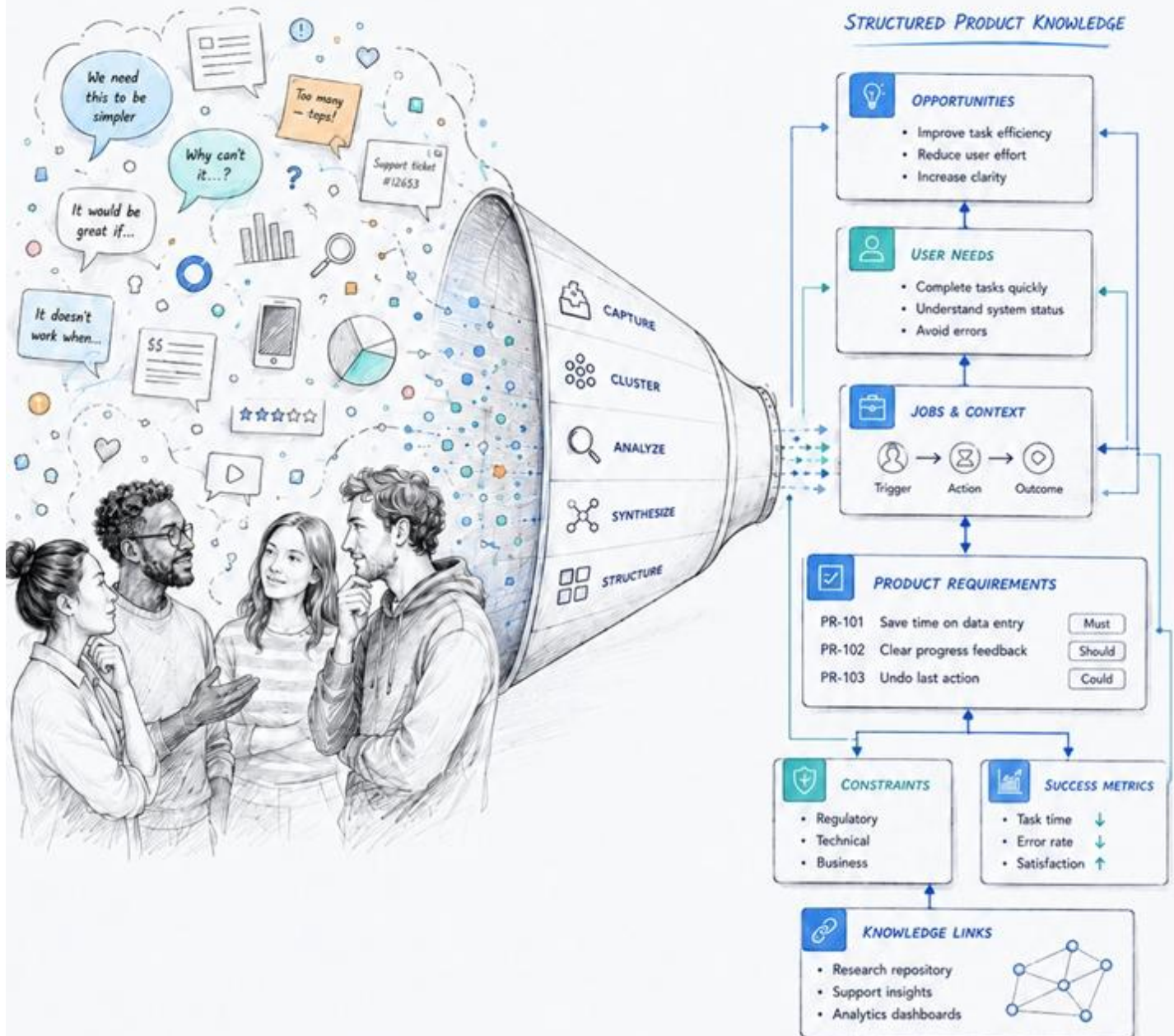


FROM USER NEEDS TO PRODUCT REQUIREMENTS

Where to start?

What steps to take?

How AI can support?



Contents

- Why this guide exists2
- Who this guide is for3
- How AI may help in defining product requirements?4
- The Connected Product Definition Approach5
- The Connected Product Definition Process.....6
- Examples.....7
- The AI Product Definition Engine8
- The Product Intelligence Base9
- Try it now: 30-minute exercise 10
- What to Expect from These Agents 11
- Go further with EuPMA..... 12

Why this guide exists

This eBook is part of the knowledge-sharing initiative of the **European Product Management Association (EuPMA)**, an open community created to improve product management knowledge, methods and practices through practical experience, collaboration and shared learning.

EuPMA promotes a responsible vision of product management, focused not only on profit, but on creating lasting value and prosperity for customers, companies and for the wider ecosystem.

Learn more about EuPMA at www.eupma.eu.

Who this guide is for

Ideal readers • Product managers and product owners • Innovation managers • R&D and engineering managers • Service designers • Consultants and facilitators • Business school participants	Best situations • Requirements are unclear • Roadmaps are based on opinions • AI outputs are too generic • Teams need traceability • Product/service concepts need validation • Market insights must become decisions
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How AI may help in defining product requirements?

Defining product requirements can be a **long, demanding and complex process**, especially when many customer needs, technical constraints, business considerations and levels of detail must remain connected and coherent.

AI agents can significantly accelerate this work. They can transform scattered information into structured outputs, apply consistent formats and terminology, check coherence across requirements and preserve traceability from customer needs and evidence to product capabilities and requirements.

They can also help teams navigate large amounts of information, identify inconsistencies or missing links, compare alternative interpretations and rapidly generate focused outputs for different decisions, teams or purposes.

The Product Definition Process can be supported by **specialized AI agents**, each focused on a specific step and designed to make the overall process **faster, more rigorous, consistent and traceable**.

However, AI agents should not make strategic decisions. **Humans bring purpose, context, strategic intent, technical judgment and market sensitivity.** They determine what really matters, what should be pursued, what should be discarded and ultimately what kind of product the company wants to build.

AI accelerates and structures the process; humans provide direction, judgment and meaning.

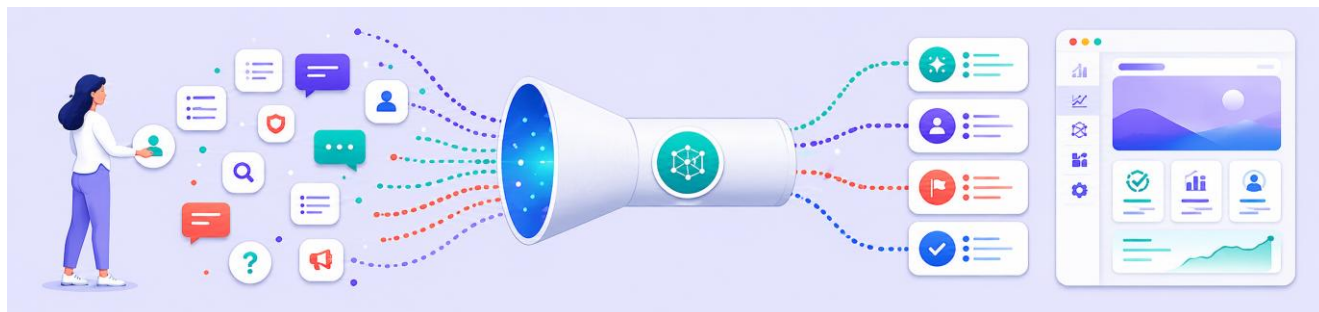
The Connected Product Definition Approach

This guide introduces the **Connected Product Definition Approach**, a structured method for turning a deep understanding of users into clear product and service requirements.

The approach can be applied to **physical products, software and services**, across both **B2B and B2C markets**.

The **Connected Product Definition Approach** is built around three core elements:

- A **Structured and Connected Process**, that guides the journey from user understanding to product and service requirements.
- The **AI Product Definition Engine**, which supports and accelerates the work through specialized AI agents. These agents help structure the reasoning, improve consistency, analyze available information and progressively transform user understanding into clearer, more connected and more actionable product knowledge.
- The **Product Intelligence Base**, the strategic knowledge base, where product information is progressively structured, connected, validated and made reusable over time to support product decisions and future development.



“You’ve got to start with the customer experience and work backwards to the technology. You can’t start with the technology and try to figure out where you’re going to try to sell it.”

Steve Jobs

The Connected Product Definition Process

The path to product requirements **should start from the customer**, not from the product.

A large share of **product failures** does not come from poor ideas or bad execution, but from **building the wrong thing**. Requirements may be internally coherent, technically feasible and well documented. But if they are **weakly connected to real customer needs**, the resulting product will fail to create meaningful value and may become irrelevant to the people it was meant to serve.

The **Connected Product Definition Process** creates a continuous and traceable path from what we know about users, to what the product is expected to deliver.

It begins after the market exploration, when different forms of evidence have already been collected: interviews, observations, surveys, usage data, feedback and other relevant information.

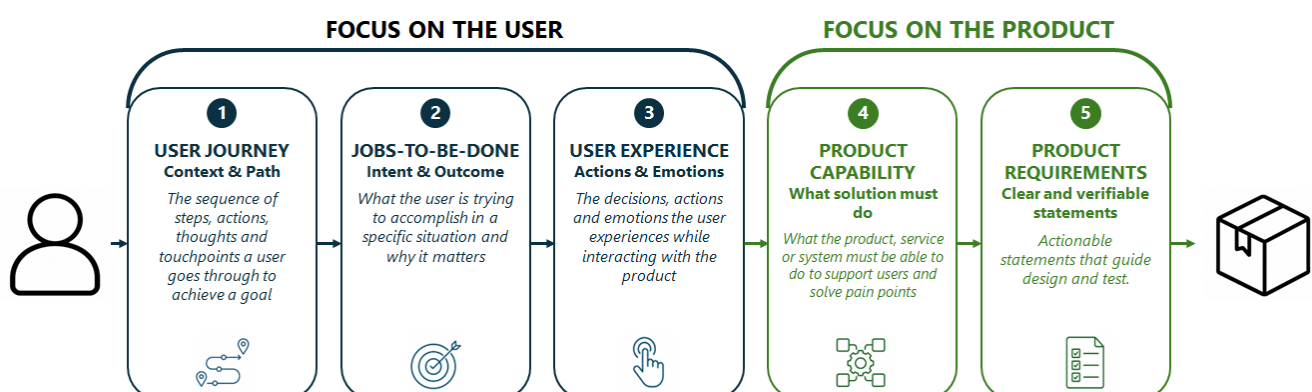
The challenge is to transform this **heterogeneous material** into **structured and connected product knowledge**. The transformation follows a clear logic across five consecutive stages.

- 1 **User Journey – Establish the Context.** The User Journey organizes the available evidence around the main situations and stages that shape the user experience..
- 2 **Jobs to Be Done — Clarify what users want to achieve.** Within each relevant user journey stage, Jobs to Be Done clarify what users are trying to achieve and the progress they seek.
- 3 **User Experience — Understand how users pursue that progress.** The User Experience makes those jobs more concrete by describing what users do(or need to do) in order to achieve the desired result.
- 4 **Product Capabilities — Shift from the user to the product perspective.** At this stage Product Capabilities describe what the product must be able to do to support the identified jobs and user experience.
- 5 **Product Requirements — Make capabilities actionable.** Translate those capabilities into clear, sufficiently precise and verifiable statements that can guide design, development, testing and acceptance.

The logic is simple:

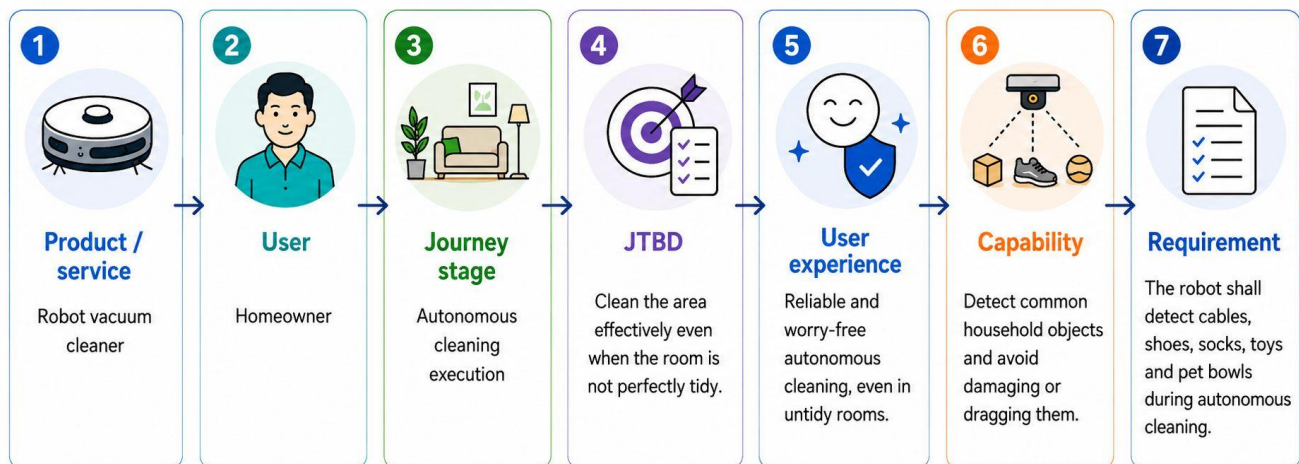
Customer Evidence → User Journey → Jobs to Be Done → User Experience → Product Capabilities → Product Requirements

Each step answers a different question. Each output becomes an input for the next step.

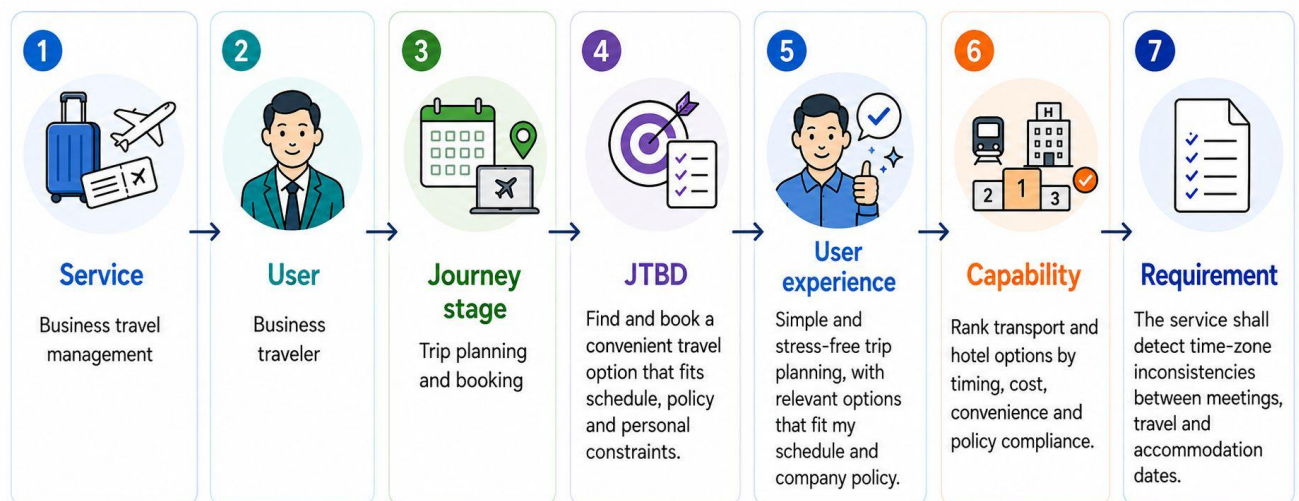


Examples

Example 1: Robot vacuum cleaner



Example 2: Business travel management

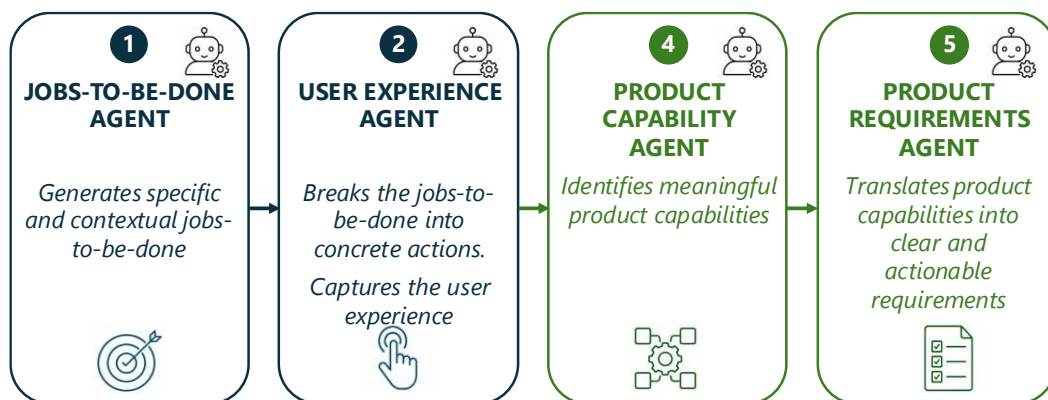


The AI Product Definition Engine

The **AI Product Definition Engine** is composed of **specialized AI Agents**, each dedicated to a specific step of the Product Definition Process—from the user journey to product or service requirements.

Each Agent works at a defined level of analysis, helping teams move progressively from customer understanding to structured product knowledge in a way that is **clearer, faster, more consistent and traceable**.

Their role is not to replace human judgment, but to **accelerate exploration, structure information and preserve the logical connections between user needs, product capabilities and requirements**.



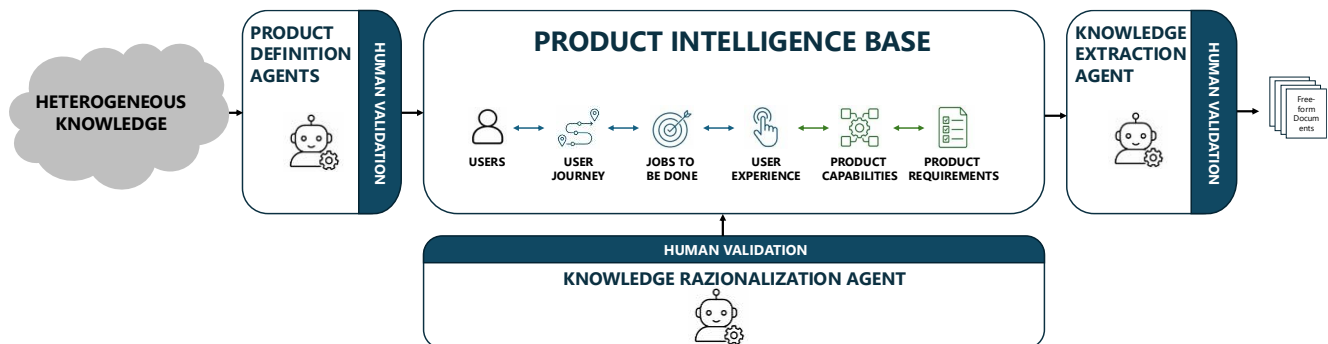
The Product Intelligence Base

The output of the Connected Product Definition Approach is much more than a list of requirements. It is a significant part of the **Product Intelligence Base**: a strategic asset for managing, improving and evolving the product or service knowledge throughout its lifecycle (please see the [Product Intelligence Base Quick Guide](#)).

The Product Intelligence Base contains structured, connected and validated piece of product knowledge.

It helps maintain coherence and alignment as the product evolves, reducing the risk of scattered decisions, disconnected requirements or features that lose their link with real user value. It also makes product knowledge easier to validate, update and reuse over time, especially when developing product variants, next-generation solutions or similar products and services.

This structured knowledge can also be reused to generate more focused and concise documents for different purposes: component sheets, concept descriptions, improvement opportunities, roadmap inputs, validation checklists, stakeholder summaries and decision-support documents — also with the support of AI.



AI provides speed, structure, consistency and scalability.

Humans provide meaning, judgment, direction and responsibility.

Try it now: 30-minute exercise

Experience the Connected Product Definition Approach with a set of preconfigured AI agents.

Each agent is dedicated to a specific step of the process, but is not tailored to a particular industry, product category or company. This makes them suitable for experimenting the method across different products and services.

The experiment starts with the definition of:

1. the product or service,
2. the target user,
3. the relevant stage of the user journey.

You may provide the agents with more specific and detailed information, in order to obtain more specialized requirements.

From there, the agents guide you progressively through the **defined steps of the Product Definition Process**. Each step builds on the previous one, transforming initial inputs into increasingly **structured, coherent and traceable product knowledge**.

You can follow the complete sequence from start to finish, or use individual agents independently, as long as the **minimum required inputs** for that specific step are available.



To use these agents, you need to be signed in to a ChatGPT account. They can also be accessed with the Free plan, but usage limits may interrupt the workflow or reduce the consistency of the experience. For more reliable and continuous experimentation, a paid plan such as ChatGPT Plus, Pro, Business or Enterprise is recommended.

The agents are available here (you will be redirected to the ChatGPT website):

1. [Job-to-be-done Agent](#)
2. [User Experience Agent](#)
3. [Product Capability Agent](#)
4. [Product Requirements Agent](#)

If you do not have a ChatGPT license or need any further information before trying the agents or would like to run the test with guided support, please contact us here.

What to Expect from These Agents

These agents are general-purpose and not verticalized for any specific product category or industry. They are not customized around proprietary processes, internal terminology, existing product architectures or company-specific requirement standards. Their role is to demonstrate the method, support experimentation and show what becomes possible when AI is used in a structured way.

EuPMA assumes no responsibility for the outputs, recommendations or proposals generated by the AI agents. All results should be critically reviewed and validated by qualified professionals before being used for decisions or implementation.

To go beyond exploration and move toward operational use, companies should consider creating **customized agents**. This is where AI moves from a useful demonstration tool to a true product intelligence capability.

With its experience in product management, requirements definition, customer needs analysis and AI-assisted product workflows, **EuPMA can support companies in designing and customizing these agents**, turning a general method into a tailored product intelligence capability.

How to interact with the agents

Interact with each agent as you would in a **focused discussion with an expert**: start from a general understanding of the topic, then progressively refine the analysis until the information becomes **clearer, more specific and actionable**.

Each agent is specialized in a specific area of the Product Definition Process, such as Jobs-to-be-Done, user experience, product capabilities or product requirements. The conversation is therefore most valuable when it remains within the agent's field of competence. The agent will stay focused on its role and may clearly indicate when a question falls outside its scope or when it does not have enough information to provide a reliable answer.

AI agents respond according to the quality and direction of the input they receive. Broad or generic questions usually produce broad and generic answers. Precise, contextual and well-articulated questions lead to more focused, relevant and potentially original insights.

You can keep the conversation at a high level to identify essential needs, capabilities and requirements. Alternatively, you can explore specific situations, challenge assumptions, compare alternatives and search for less obvious opportunities.

You can refine the agent's responses by asking to expand, clarify, prioritize, challenge, split, combine or reconsider specific elements.

The agents can draw on a very broad body of knowledge, but that knowledge is activated and directed by the user's questions. The quality of the dialogue determines which perspectives are explored, how deeply they are investigated and how useful the final output becomes.

Generic questions lead to generic answers. Focused questions open the way to focused and original insights.

Go further with EuPMA

The Connected Product Definition Approach is the result of years of practical experience and dozens of applications in companies of different sizes, industries and levels of product maturity. The AI agents are a more recent evolution of this work, designed to make the method easier to explore, apply and scale.

EuPMA makes this approach available because its mission is to improve product management knowledge, methods and practices, and to make them more widely accessible in order to contribute to innovation and progress.

This guide is only a **starting point**. EuPMA partners can support Product Managers and product-driven organizations in turning customer needs into better products, services and requirements through **practical methods, AI agents and collaborative labs**.

Join the EuPMA community to **contribute to new knowledge, exchange experiences and learn from other Product Managers**, while building meaningful relationships with peers across Europe.

Please visit: www.eupma.eu

Please contact us: info@eupma.eu

Please find more info about the [Connected Product Definition Approach](#)

PLEASE READ

Knowledge creates prosperity

Access to knowledge and education is one of the foundations of **prosperity**. Yet many children and young people are born in places where studying is not something they can take for granted.

For this reason, **EuPMA supports Schools for Future**, a non-profit initiative that provides scholarships and helps children and young people from disadvantaged communities access education **in their own countries and communities**.

Schools for Future is based on a simple principle of transparency: **100% of the donations received goes directly to supporting students**, while the organisation covers its own operating costs independently.

If you believe, as we do, that knowledge can change a life, please visit www.schoolsforfuture.it and consider whether you can help.

