



The A.C.T.I.V.E. Matrix Empowering Community-Led Product Management for Transformative Engagement

Abstract: This paper analyzes the A.C.T.I.V.E. Matrix, a community-led product management system. The A.C.T.I.V.E. Matrix emphasizes Aligning Goals, Co-creation, Transparent Communication, Inclusive Collaboration, Value-driven Decision Making, and Empowering Ownership. A comprehensive literature study shows that standard product management strategies typically overlook user communities' value. The A.C.T.I.V.E. Matrix is a paradigm change in community insights, co-creation, and inclusive collaboration. The paper uses a rigorous literature assessment and thematic analysis of existing research on the A.C.T.I.V.E. Matrix and similar frameworks. The Matrix may alter interaction and co-creation, promote diversity and inclusivity, and align with community needs, as discussed. However, issues including product and consumer segment applicability and organizational culture change are highlighted. The A.C.T.I.V.E. Matrix helps organizations exploit user communities despite these challenges. It makes product management more engaging, value-driven, and inclusive, resulting in products that truly resonate with users.

Index Terms - A.C.T.I.V.E. Matrix, Community-led Product Management, Co-creation, Transparent Communication, Inclusive Collaboration, Value-driven Decision Making, Empowering Ownership, User Communities, Product Development, Transformative Engagement, User-Centric Approach, Digital Age, Innovation, Organizational Culture.

I. INTRODUCTION

Product management is changing. Strategies that involve the community in product development have replaced traditional methods (Bilgram, Brem, & Voigt, 2008). At the core of this transformation, community-led product management is supported and cultivated by the A.C.T.I.V.E. Matrix. Alignment, Co-creation, Transparency, Inclusivity, Value-Driven Decision-Making, and Empowerment are the acronyms for A.C.T.I.V.E. This matrix helps organizations create products that meet community requirements, build trust, and engage the community (Murthy, 2023). Community-led product management is gaining importance in a fast-changing market. This technique brings product development closer to the consumer to address community needs and expectations (Kaulio, 1998). It also facilitates user feedback and improvement, building trust, loyalty, and co-ownership (Djelassi & Decoopman, 2013). This research explores how the A.C.T.I.V.E. Matrix promotes community-led product management. Starting with pertinent literature, it tracks product management's evolution and emphasizes community-led strategies. The article then describes the research approach and how the A.C.T.I.V.E. Matrix is analyzed.

The paper then discusses the results. Analyzing and interpreting data will illuminate the A.C.T.I.V.E. Matrix's real-world use and consequences. A conclusion summarizes major findings and suggests future research. This report aims to explain how the A.C.T.I.V.E. Matrix can drive community-led product management. The report focuses on this approach to help firms integrate community interaction into their product management process (Lagrosen, 2005). Online tools and communities have altered product innovation (Schubert, 2000; Rongo, 2013), making frameworks like the A.C.T.I.V.E. Matrix that encourage community interaction more important. Co-creation and gamification may make product development user-centric and fun for the community (Leclercq, Poncin, & Hammedi, 2017).

II. LITERATURE REVIEW

Product management has passed through different stages of development under the direction of numerous theoretical models, each with advantages and disadvantages. Traditional product management methods used a linear process from inspiration to launch and heavily emphasized internal research and development (R&D) teams (Bilgram, Brem, & Voigt, 2008). These models gave organizational expertise and viewpoints precedence while frequently omitting to take into consideration the quickly shifting needs and preferences of the market. According to Kaulio (1998), conventional product development techniques frequently lacked a thorough understanding of the needs of the consumer and did not effectively encourage the feedback loops required for continual improvement. Due to the shortcomings of conventional product management models, more customer-focused and participatory strategies have emerged. A key turning point was the transition from a producer-centric to a customer-centric approach, which allowed customers to participate in product creation and innovation (Djelassi & Decoopman, 2013). The development of digital

technology has complimented this by enabling businesses to build online communities and platforms that encourage involvement, interaction, and co-creation (Bilgram et al., 2008).

A powerful method of product management that addresses many of the drawbacks of conventional models is community-led methods. These tactics make advantage of the community's collective intelligence to create goods that are more suited to consumer wants and expectations (Leclercq, Poncin, & Hammedi, 2017). The benefit of these tactics has been particularly apparent in fields with a high level of user participation and rapid technical change, where community-led projects have produced successful and new products (Füller, Bartl, Ernst, & Mühlbacher, 2006). The increasing need for personalisation and customisation in goods and services has further underlined the need for community-led methods. Organizations can better understand these expectations and address them in their products by incorporating the community in the product development process (Lagrosen, 2005). Furthermore, community-led solutions generate a sense of ownership in users, increasing engagement and promoting loyalty (Martineau & Arsel, 2017). There are not many studies that provide a thorough examination of the principles and application of the A.C.T.I.V.E. Matrix or comparable frameworks. With its focus on alignment, co-creation, transparency, inclusivity, value-driven decision-making, and empowerment, the A.C.T.I.V.E. Matrix offers a distinctive method for community-led product management. This framework gives businesses a direction for including these ideas in their product management plans. The knowledge base surrounding these frameworks and how to use them in the context of community-led product management will increase as a result of the insights from this report (Murthy, 2023).

Numerous studies have discussed the idea of community-led initiatives, which incorporate elements of co-creation, shared decision-making, and active engagement. In their influential study on community-based innovation from 2006, Füller, Bartl, Ernst, and Mühlbacher showed how virtual communities might be used to hasten the development of innovative products. They discovered that by including consumers as co-creators, businesses may access a variety of viewpoints, which frequently results in more creative ideas. In order to further the conversation, Martineau and Arsel (2017) looked at several consumer interaction strategies in co-creation groups. They found different user groups, ranging from passive consumers to active co-creators, and this suggests that organizations should create customized engagement methods. The 'Inclusivity' and 'Alignment' parts of the A.C.T.I.V.E. Matrix are highlighted by this finding, stressing the significance of accommodating the various requirements and preferences of community members.

However, user participation is not without its difficulties. When including clients into product development, there are many potential problems that can occur, including managing various inputs, safeguarding intellectual property rights, and guaranteeing quality control, according to Djelassi & Decoopman (2013). These difficulties highlight the necessity for organized frameworks like the A.C.T.I.V.E. Matrix, which offer precise instructions for navigating the difficulties of community-led product management. Similar frameworks to the A.C.T.I.V.E. Matrix have not received much attention in the literature, and even fewer have their concepts and applications thoroughly examined. Closest to this is Rongo's (2013) study, which describes how overseeing online communities of practice can promote product innovation. However, the A.C.T.I.V.E. Matrix lacks pragmatism and plan implementation. The A.C.T.I.V.E. Matrix provides community-led product management guidelines and a workable approach. This study will add to the research on community-led product management by evaluating the A.C.T.I.V.E. Matrix. The literature proves community-led product management systems work. However, it underlines the necessity for frameworks like the A.C.T.I.V.E. Matrix to organize community involvement challenges. This report's significance and necessity are demonstrated by the understudied nature of the examination of such a framework and its ramifications within the field of product management (Murthy, 2023).

III. RESEARCH METHODOLOGY

This study uses a systematic literature review and critical comparison analysis to evaluate the A.C.T.I.V.E. Matrix in community-led product management. Systematic literature review begins this process. It entails reviewing relevant research, publications, and reports from peer-reviewed journals, databases, and other credible sources (Tranfield, Denyer, & Smart, 2003). The literature study covers product management approaches, community-led techniques, and earlier studies on the A.C.T.I.V.E. Matrix or related frameworks. A structured search approach uses research question-related keywords and phrases. This technique ensures the reviewed literature is complete and relevant. This search uses Google Scholar, SSRN, ScienceDirect, and JSTOR, among others. Selected literature covers English-language research papers, books, and conference proceedings from 1998 through 2023. Relevant literature is identified using inclusion and exclusion criteria. The literature is assessed for reliability and validity (Gough, Oliver, & Thomas, 2012). The systematic literature review explains the theoretical foundations and empirical studies of the research topic. It sets the stage for critical comparison examination. Critical comparative analysis is stage two. Compare and contrast the literature review's findings, focusing on the A.C.T.I.V.E. Matrix's principles and uses in community-led product management (Bowen, 2009). Critical comparative analysis evaluates conceptual and factual consistency across research, not just perspectives. This method helps identify literature's strengths, faults, and gaps. It helps identify places where the A.C.T.I.V.E. Matrix may offer unique solutions to community-led product management difficulties. The research topic and goal justify the approach. A literature-based approach lets the study draw from a wide range of knowledge and insights. Community-led product management is a fast-growing field with a broad literature. Systematic literature evaluation and critical comparison analysis enable broad and deep investigation of the A.C.T.I.V.E. Matrix. The study can give a complete and nuanced grasp of the topic based on theoretical and empirical literature.

IV. RESULTS AND DISCUSSION

The findings of the comprehensive assessment of the literature and the subsequent critical comparative analysis shed light on significant developments in product management models and the growing significance of community-led solutions. They also emphasize the A.C.T.I.V.E. Matrix's potential to foster transformative engagement in product creation and its special value proposition. Traditional product management has been top-down, with corporations choosing which features to install based on internal knowledge, market research, and occasionally, consumer feedback (Kaulio, 1998). These models do, however, have several drawbacks, as noted in the reviewed literature. First, they frequently result in a mismatch between the features of the product and the consumers' actual demands, which lowers user happiness and adoption (Bilgram, Brem, & Voigt, 2008). Second, because they do not take use of the collective wisdom and inventiveness of the user community, these models have the potential to hinder innovation (Schubert, 2000).

Communities-led initiatives have become more prevalent as a result of the inadequacies of conventional product management frameworks. Customers in these techniques are active co-creators of value rather than passive recipients (Djelassi & Decoopman, 2013). The literature demonstrates that these tactics have many advantages. Community-led product development, for instance, can result in more useful and user-centered solutions, greater consumer engagement, and varied innovation (Füller, Bartl, Ernst, & Mühlbacher, 2006; Martineau & Arsel, 2017). The A.C.T.I.V.E. Matrix offers an original and promising framework in this situation. In order to promote community-led product management, it integrates six key principles: Aligning Goals, Co-creation, Transparent Communication, Inclusive Collaboration, Value-driven Decision Making, and Empowering Ownership (Murthy, 2023). The approach taken by the matrix is in line with the trends and needs noted in the literature, and it provides a structured method for putting community-led plans into practice.

The A.C.T.I.V.E. Matrix's Aligning Goals aspect deals with the problem of the gap between user needs and product features. It highlights the need of making sure corporate goals and community needs are in line, which is crucial for developing products that appeal to the user community (Rongo, 2013). In order to understand and address community needs, it urges organizations to frequently conduct surveys or focus groups (Leclercq, Poncin, & Hammedi, 2017). This improves alignment and raises user happiness. The core of both community-led product management and the A.C.T.I.V.E. Matrix is the concept of co-creation. In order to increase the relevance and user-centricity of goods, it promotes community participation in product development actively (Bilgram, Brem, & Voigt, 2008; Füller, Bartl, Ernst, & Mühlbacher, 2006). The matrix directs businesses in setting up co-creational workshops or design sprints and in using interactive web tools (Schubert, 2000). Another component of the A.C.T.I.V.E. Matrix, transparent communication, is crucial for developing participation and establishing trust within the community. This feature of the framework promotes businesses to create open and transparent channels for updates and feedback, enhancing community involvement and trust (Martineau & Arsel, 2017).

The A.C.T.I.V.E. Matrix's inclusive collaboration strategy promotes diversity of viewpoints during the product development process. According to Lagrosen (2005), encouraging an inclusive culture that appreciates different viewpoints and encourages involvement can result in a more thorough understanding of consumer demands and the development of a truly representative product. Organizations can develop inclusion and guarantee that product decisions are representative and pertinent by actively soliciting feedback and appreciating community perspectives (Djelassi & Decoopman, 2013). Value-driven decision making, another essential element, greatly increases the A.C.T.I.V.E. Matrix's ability to transform product management. This principle states that projects and products should be prioritized according to their potential influence and worth to the community. This will increase user happiness and encourage the adoption of innovations that offer real value (Kaulio, 1998; Martineau & Arsel, 2017). Organizations can prioritize projects that match the needs and goals of their community by utilizing user feedback, market research, and community insights (Murthy, 2023).

The A.C.T.I.V.E. Matrix's final component, Empowering Ownership, relates specifically to the crucial idea of incorporating users in the process of product development. Users' connection to the product develops, resulting in increased loyalty and advocacy when they feel that they have some power and influence over the product (Leclercq, Poncin, & Hammedi, 2017). The A.C.T.I.V.E. Matrix promotes an ecosystem where the community actively shapes and co-owns the product through user-generated content, customization possibilities, and participatory decision-making procedures.

The A.C.T.I.V.E. Matrix illustrates a successful answer to the shortcomings of conventional product management models when examined through the prism of the literature study. It creates a connection between businesses and the user bases they serve, fostering a more user-centric method of product development. Additionally, it adheres to a broad range of values that support a process of product development that is more transformational and meaningful. The A.C.T.I.V.E. Matrix should be interpreted and utilized while taking into account any potential obstacles and limits, though, as with any unique paradigm. Not all product categories or client segments may benefit equally from the emphasis on community involvement. Additionally, even while the matrix offers recommendations for implementing community-led product management, it may call for considerable adjustments to company culture and procedures, which could make adoption difficult (Djelassi & Decoopman, 2013; Murthy, 2023).

It needs to be remembered that using the A.C.T.I.V.E. Matrix requires more than merely following the six principles. It requires a deep understanding of the neighborhood, a true desire to address their needs, and a willingness to adapt to community feedback. The analysis offers a convincing defense of the A.C.T.I.V.E. Matrix's usefulness as a model for community-led product management. It seems to provide a much-needed direction for companies attempting to match the evolution of their user communities' expectations with their product development. To get the best results, its deployment, however, necessitates careful analysis and adaptation to specific circumstances and user populations.

V. CONCLUSION

In an ever-evolving digital environment, the review's conclusion reiterates the growing significance and potential of community-led product management. As a revolutionary structure, the A.C.T.I.V.E. Matrix offers a solid solution that stresses the crucial part that user communities play in the product management process. Aligning Goals, Co-creation, Transparent Communication, Inclusive Collaboration, Value-driven Decision Making, and Empowering Ownership are the six guiding concepts that this paper has examined. Each tenet increases the framework's potential and encourages a more inclusive, value-driven, and user-centric method of product development. There is an increasing tendency toward more inclusive and collaborative processes, according to a study of the literature on product management models and community-led initiatives (Bilgram, Brem, & Voigt, 2008; Füller, Bartl, Ernst, & Mühlbacher, 2006; Murthy, 2023). Traditional product management strategies frequently fall short, though, of properly utilizing user community insights and maximizing their potential value. The A.C.T.I.V.E. Matrix stands out as a useful, organized, and thorough strategy for filling this gap.

The Matrix serves as a catalyst for transformative interaction and co-creation with user communities rather than just serving as a tool for prioritizing activities or features (Leclercq, Poncin, & Hammedi, 2017; Rongo, 2013). Transparent communication and value-driven decision making guarantee that products are in line with the requirements and expectations of the user community, while inclusive cooperation promotes diversity and inclusivity. By actively involving users in creating and co-owning the product, the empowerment of ownership concept increases user loyalty and engagement. But it's important to keep in mind the A.C.T.I.V.E. Matrix's potential drawbacks and difficulties. Such substantial community involvement would not benefit all products or consumer segments equally, and the necessary adjustments to business culture and procedures might be difficult to achieve (Djelassi & Decoopman, 2013; Murthy, 2023). However, the A.C.T.I.V.E. Matrix research indicates that it offers a sizable potential for enterprises looking to match their product development processes with the requirements and expectations of their user groups. It sets the way for a more inclusive, interesting, and value-driven method of product management, which in turn results in the development of goods that genuinely connect with and meet the requirements of the public.

The A.C.T.I.V.E. Matrix provides a blueprint for enterprises to successfully harness the power of their communities as the digital world continues to change and user communities gain importance. Businesses may collaborate on value creation, stimulate innovation, and build lasting relationships with their user communities by switching to community-led product management. Therefore, the A.C.T.I.V.E. Matrix is a game-changing tool that helps organizations navigate the digital era's complex product management landscape.

VI. ACKNOWLEDGMENT

The preferred spelling of the word "acknowledgment" in America is without an "e" after the "g". Avoid the tilted expression, "One of us (R.B.G.) thanks..."

Instead, try "R.B.G. thanks". Put applicable sponsor acknowledgments here; DONOT place them on the first page of your paper or as a footnote.

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