

**High Impact Roadmaps:
Bring Strategy to Life**

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Workshop Objectives

- Common product roadmap challenges
- How product roadmaps fit in with the overall product development lifecycle
- Multiple different versions of a product roadmap and when to use them
- Four additional tips for creation and maintenance of product roadmaps
- Self-assessment of Product Roadmaps

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Some definitions / viewpoints of Product Roadmaps

- A strategic visual communication tool
 - ▣ Offers a connection/context for individuals, product development teams, and stakeholders to strategy
- Assists with coordination, alignment, and focus on goals and priorities
- Inspirational and shared ownership of problem solving
- Living document showing product evolution over time

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What makes Product Roadmapping hard?

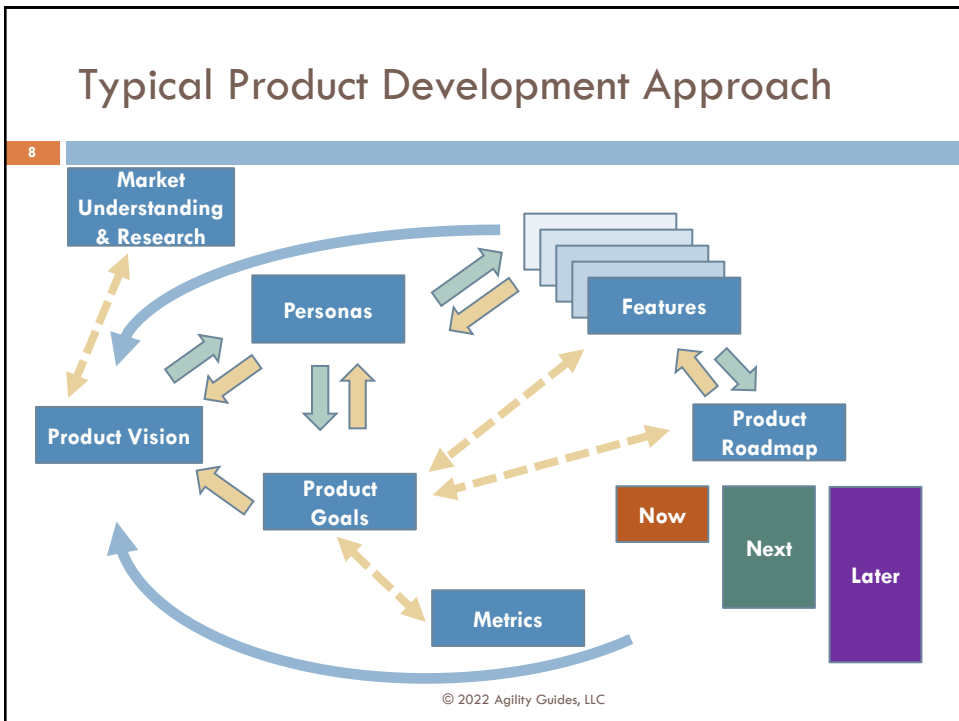
- Multiple interpretations of product roadmaps – purpose, audience, info to include, level of detail, ...
- Sometimes seen as overhead vs doing “real work”
- Lack of ownership / too many people “owning”
 - ▣ Siloed; created by only Product Management
- May be interpreted as a contract versus a means to facilitate communication, alignment, and focus
- May be created by persons without domain knowledge
 - ▣ Reactionary and/or tactical versus forward-looking

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BRIEF RECAP OF PRODUCT DEVELOPMENT

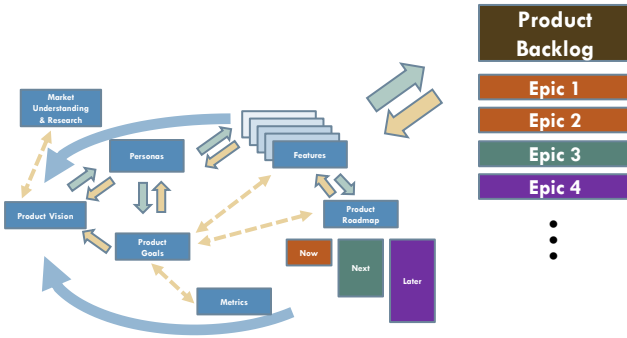
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Typical Product Development Approach

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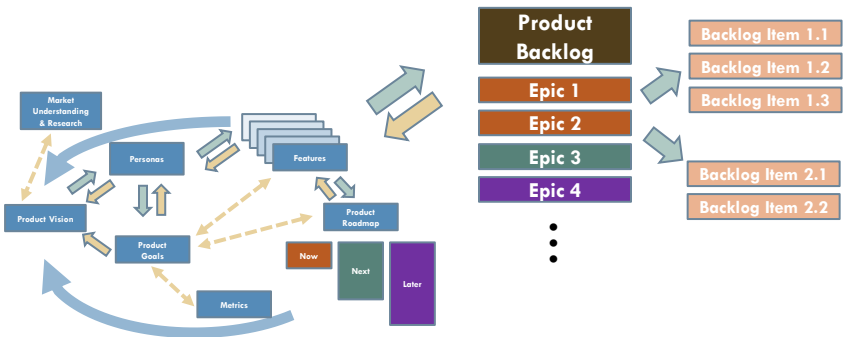


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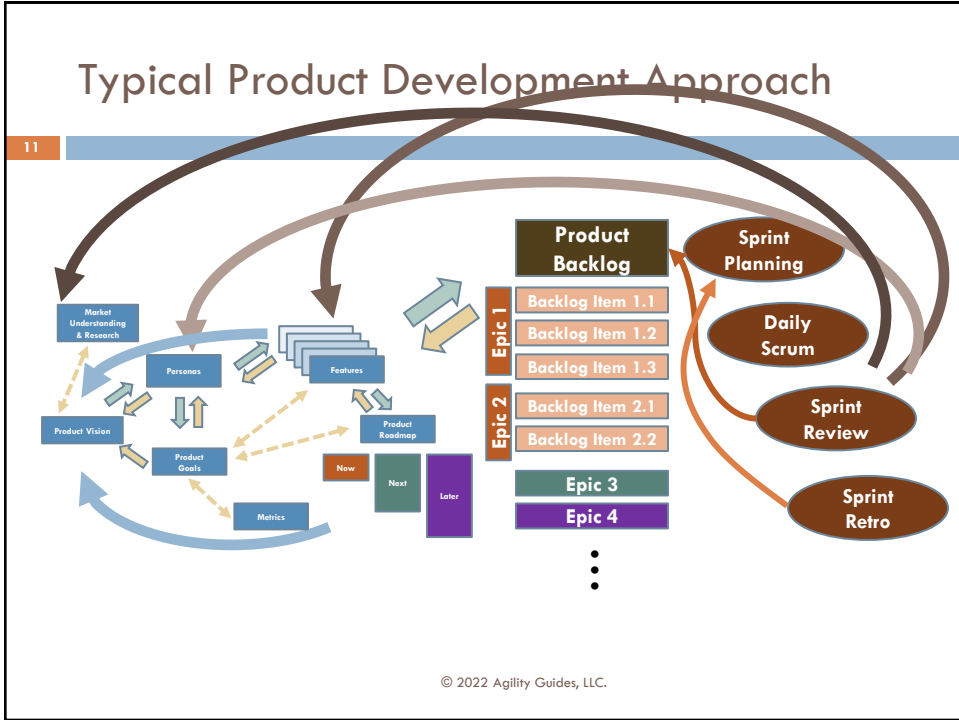
Typical Product Development Approach

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5 Tips for Higher Impact Product Roadmaps

1. Have more than one view of a Product Roadmap
2. Review and revise regularly
3. Have vision and goals as inputs
4. Ensure Product Roadmaps and Product Backlogs are aligned
5. Create collaboratively

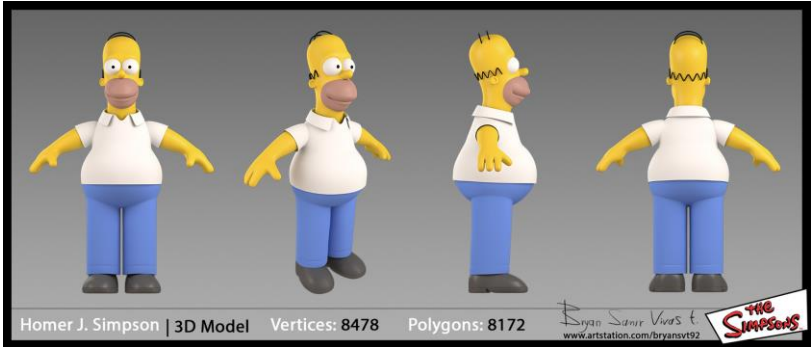
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TIP #1: HAVE MORE THAN ONE VIEW OF A PRODUCT ROADMAP

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There's more than one view of a Product Roadmap



Homer J. Simpson | 3D Model Vertices: 8478 Polygons: 8172
Bryan Samir Vivar & www.artstation.com/bryansvt92 THE SIMPSONS

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Various Lenses of Product Roadmaps

Roles	Product Roadmap Emphasis
Executives/ Leadership Team	How the product aligns and supports the company's vision, goals, strategic plans, and high-level OKRs
Marketing, Sales, & Customers	Emphasizing the benefits to be seen by the consumers of the product and how it relates to strategy, vision, and goals over time – view is customer-centric – why should product be important to the customer?
Product Development/ Engineering	Linking the strategic plans and desired timelines with a “how are we going to get this done”
Release Management & Customer Support	Also more tactical, showing key differences, enhancements, and/or fixes that are planned to be addressed and general timeframes

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General Roadmap Template

Now: “Certain”	Next: “Fuzzy”	Later: “Squishy”	Future: “Vision”
Q1	Q2	Q3	Q4
Theme 1/ Product Goal 1	Theme 2/ Product Goal 2	Theme 3/ Product Goal 3	Theme 4/ Product Goal 4
Content/Context 1	Content/Context 2	Content/Context 3	Content/Context 4

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Timescale Considerations

- Considerations for the timescale of Now-Next-Later
 - ▣ Urgency of action
 - ▣ History/evidence of making deliveries
 - ▣ Importance of dates

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Hypothetical Example

- Travel Website Revamp
 - ▣ We'll discuss corresponding Product Roadmaps from multiple perspectives through progressive levels of detail for this app

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Example Roadmap #1: Execs/Leadership

Q1	Q2	Q3	Q4
Solidify Early Adopters	Launch Beta (US)	Launch v2 (US)	Grow Market Share (NA)
<ul style="list-style-type: none"> • 3 focus groups with NPS (likely to purchase) 8/10 [Mktg] • 5 partners commit to Beta launch [Sales] • Replicate current core functions in Beta [IT] 	<ul style="list-style-type: none"> • App Store availability, in top 10 list [Rel Mgmt] • Feedback 4.0/5.0 via 50+ reviews [Cust Success] • 2k bookings with NPS 8/10 from 250+ valid surveys [Ops] 	<ul style="list-style-type: none"> • Meet security & perf reqts (at volume) [IT] • Address top Beta feedback issues [IT, Cust Support, Cust Success] • App Store feedback 4.2/5.0 via 200+ reviews [Cust Success] • 8 partners launched; >30% gross sales [Sales] 	<ul style="list-style-type: none"> • 100k bookings/mo in NA mkts with NPS of 8/10 [Ops, Cust Success] • Uptime 99.99% [IT] • 12 Partners launched, >40% gross sales [Sales] • Close >95% of customer support with NPS 7/10 • Launch Social Media plan [Mktg]

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Example Roadmap #2: Mktg & Sales

Q1	Q2	Q3	Q4
Solidify Early Adopters	Launch Beta (US)	Launch v2 (US)	Grow Market Share (NA)
<ul style="list-style-type: none"> • Validate current core functions in Beta: Profile, Itinerary Booking and Management • Prep for App Store availability • Secure 5 Partners (for experiences) • Secure Beta preview feedback (3 focus groups) • Est. Social Media & Marketing Plans 	<ul style="list-style-type: none"> • Support Beta launch: social media/mktg, gather feedback, monitor App Store • Analyze bookings • Analyze Cust Support tickets • Est. Social Media/Mktg plans for full v2 launch • Secure partners for Beta & v2 launches 	<ul style="list-style-type: none"> • Support v2 launch in US: social media/ mktg, monitor App Store • Triage feedback • Continue analytics: bookings & customer support • Secure additional partners for full NA launch • Est. Social Meda/Mkt plans for full NA launch 	<ul style="list-style-type: none"> • Support all-NA launch: social media/mktg, monitor App Store • Triage feedback • Continue analytics: bookings & customer support • A/B Testing target markets

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Example Roadmap #3: Product Dev

Q1	Q2	Q3	Q4
Solidify Early Adopters	Launch Beta (US)	Launch v2 (US)	Grow Market Share (NA)
Replicate current core functions for NA market in Beta: <ul style="list-style-type: none"> • Login, Profile w/Payment • Search w/filters • Purchase itinerary • Change itinerary • Cancel itinerary • Pass Security Audit • Solidify Infrastructure • Simulate Scaling Performance 	Solidify Platform <ul style="list-style-type: none"> • Support Beta launch • Address critical bugs • Tune for performance • Resolve security audit findings New functionality: <ul style="list-style-type: none"> • Repeat itinerary • Preferences • Book partner experiences 	Support Launch <ul style="list-style-type: none"> • Support v2 launch • Address feedback issues (bugs, functionality) Monitor for security and performance New functionality: <ul style="list-style-type: none"> • Modify/manage partner experiences 	Prep v2 1.1+ <ul style="list-style-type: none"> • Address feedback issues (bugs, functionality) • Monitor for security and performance Core functionality: <ul style="list-style-type: none"> • Prep for EU & APAC launches, focus on finance, security, added partners

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TIP #2: REVIEW AND REVISE PRODUCT ROADMAPS REGULARLY

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Products evolve...



...as should Product Roadmaps

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Product Roadmaps Evolve

Product Roadmaps are not "one and done"



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“Inspect and Adapt”

- Multiple opportunities for product feedback
 - ▣ Scrum – Sprint Reviews
 - ▣ Monthly Customer Advisory Boards
 - ▣ Sales – Current and Projected
 - ▣ NPS Scores (Customer Satisfaction) & other OKR data
 - ▣ Customer Support
 - ▣ Market Research (Gartner, Forrester, In-House, etc.)

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How often to adapt?

The Goldilocks Syndrome...



“Too Hot”



“Too Cold”



“Just Right”


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TIP #3: HAVE A VISION AND GOALS AS INPUTS

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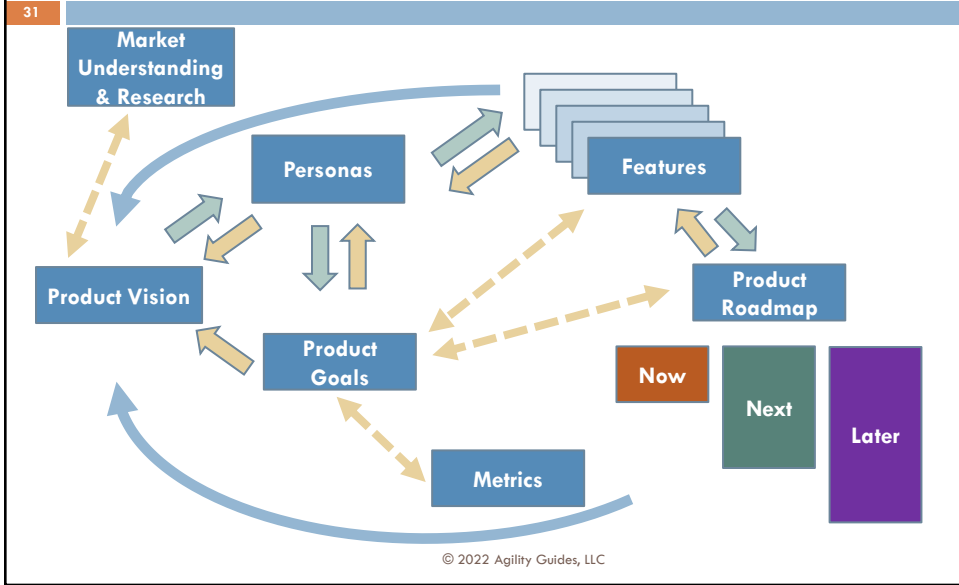
There is homework to do...
before you start roadmapping



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Typical Product Development Approach



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Example product visions

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“For (customer), who (statement of need), the (product name) is a (product category) that (key benefit, compelling reason to buy). Unlike (primary competitor), our product (statement of primary differentiation).”

👁️ Vision Statement Develop a digital product canvas to help teams create great products			
👤 Target group users: Product managers and product owners Customers: Mid-size to large enterprises	💡 Needs Have an effective tool for creating ux-rich products while taking advantage of green+topper Leverage the existing investments; minimize the cost of acquiring a new tool	📱 Product Tablet app; data is held in green+topper Looks like a physical canvas; intuitive to use Provides guidance and templates	💰 Value Open up a new revenue stream. Develop our brands and reputation.

<https://www.romanpichler.com/tools/product-vision-board/>

Once you have the Product Vision, then break down into Product Goals

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TIP #4: ENSURE PRODUCT ROADMAPS AND PRODUCT BACKLOGS ARE ALIGNED

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Comparing Product Roadmaps & Product Backlogs

Product Roadmaps

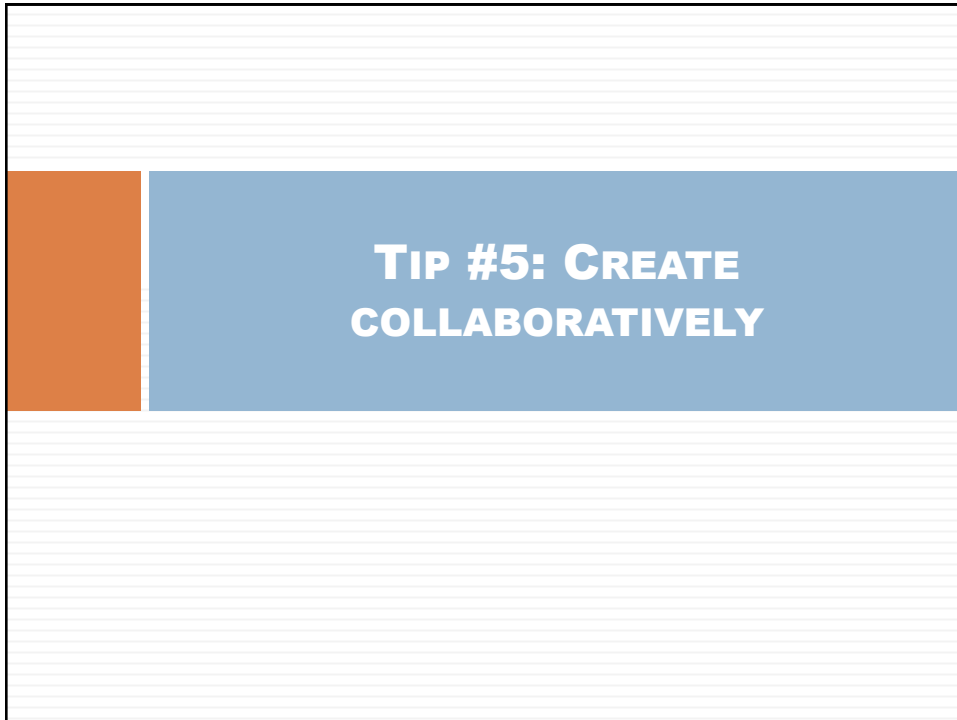
- Strategic Focused over a longer time period (~year)
- High-level themes
- Variety of audiences, internal and external

Product Backlogs

- Tactical Focused over the near term (~2ish sprints worth "Ready")
- Tactical focus
- Typically used only internally



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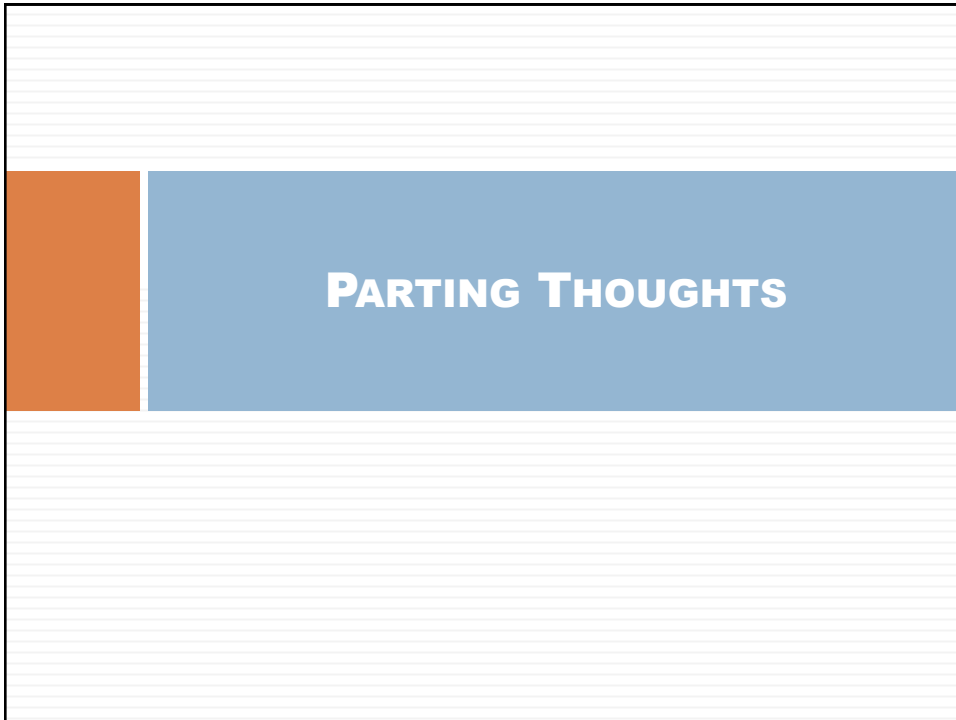
Common pitfalls

- Product Roadmaps often “owned” by Product Management
 - ▣ Prod Mgmt “telling” others what’s on the roadmap
- Don’t validate the Product Roadmap. Collaborate.
 - ▣ Minimum of “Three Amigos” – three views
 - ▣ Conversely, there can be too many cooks in the kitchen

“Product Management is not about being an expert in UX, Business or Technology; [it] is about letting experts in those fields do their best and facilitate their communication” ([Muller, 2018](#))

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Some final thoughts

- Product Roadmaps are an essential tool to connect strategy with tactical execution
- There's more than one Product Roadmap design
 - ▣ Describes same product, different lens
- 5 Tips from the field



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Product Roadmap Self-Assessment

Characteristics of Product Roadmaps

The following are characteristics of more effective product roadmaps. For each statement, indicate how strongly you agree with that statement.

#	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
1	The roadmap is created and maintained with the inputs from a cross-functional set of persons with significant domain knowledge about the product and/or environment in which it is used.						
2	The roadmap is made visible and referenced publicly on a regular cadence (i.e. monthly meetings, sprint reviews, backlog refinement, PI planning sessions, etc.).						
3	Our roadmaps are constructed with outcomes in mind, not just a list of features or requirements that need to be built.						
4	Our product roadmap is in alignment with our organization's strategic objectives (e.g. increasing customer satisfaction, higher innovation, quicker time to market, increasing quality, lowering overall costs, etc.).						
5	The teams' product backlogs are in alignment with the product roadmap.						
6	Our organization places a high value in not only the product roadmap, but in the collaborative process to create and maintain a product roadmap.						
7	We spend adequate time to create and maintain our product roadmap.						
8	We regularly review and revise the product roadmap as needed based upon data collected (i.e. feedback from customers, market research, etc.).						
9	Our roadmaps are not contracts; it is expected for our roadmaps to adjust over time.						
10	Our roadmaps are used as guidance for decision making (i.e. setting order of backlogs, levels of investment, path to learn about product acceptance/adoption, etc.).						

While the above is not an all-inclusive list, organizations that create, maintain, and use product roadmaps more effectively tend to have the characteristics above. Review your answers. See if there are any patterns to your responses. Are there any opportunities for improvement you see? What actions might be needed to increase the impact of your roadmaps?

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Q & A

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