

Product Roadmapping that Works

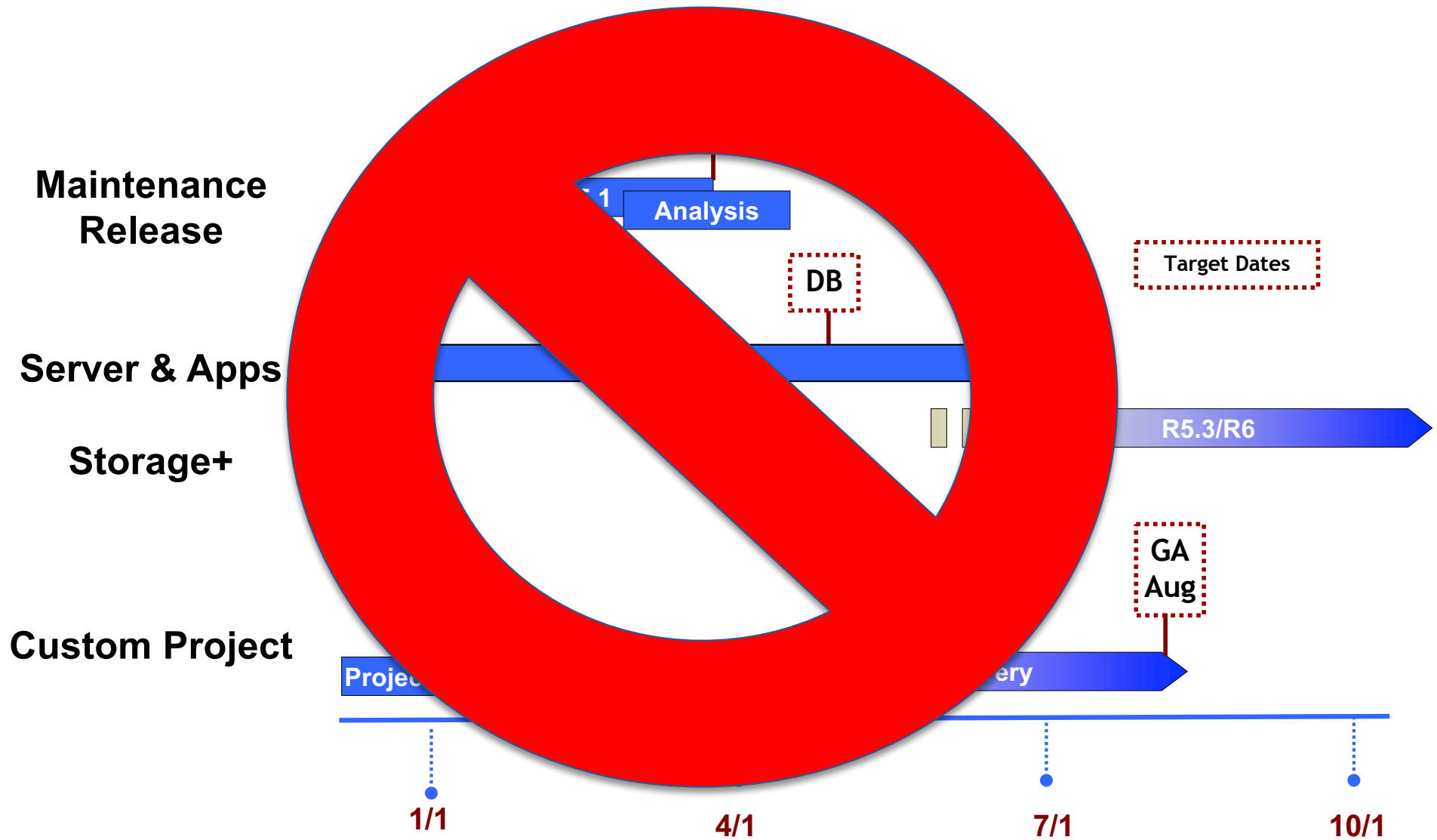


Presented by Jason Tanner
CEO, Applied Frameworks, Inc.

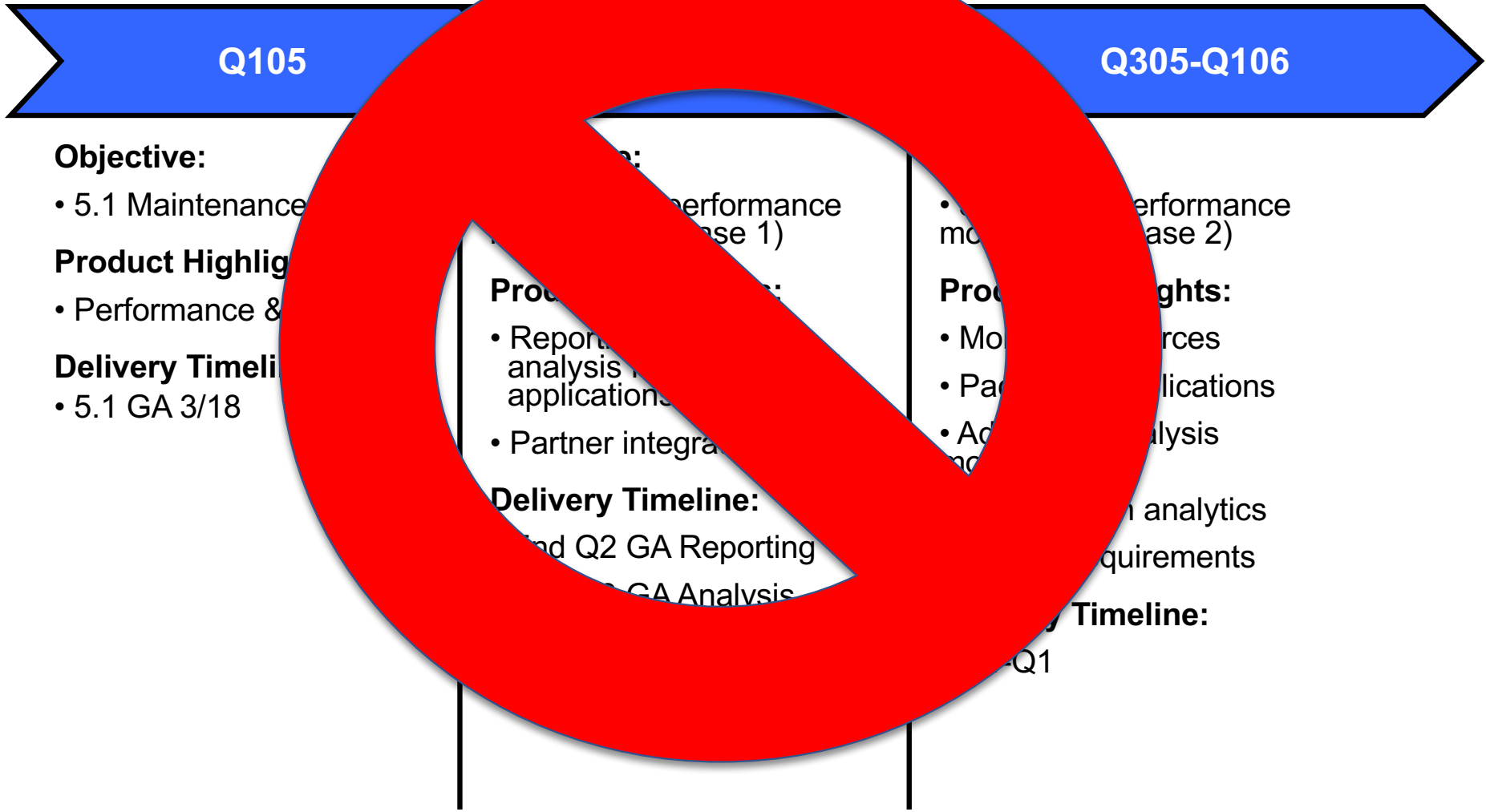
I know *exactly* what
should be on the
roadmap!



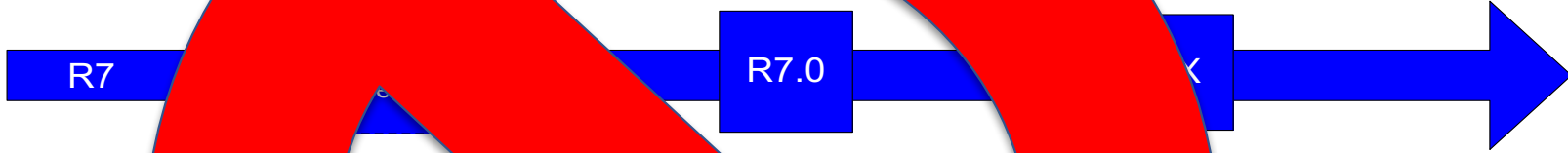
Roadmap (Startup Board Presentation!)



Product Roadmap Basic Timeline



Product Roadmap Detailed Timeline



Server
Advanced D
Resources
Servers B
Network Performance

R5.2 - Network Perform

- Enterprise scale network platform
- Business context integration
- Reporting and visualization platform
- Solution packaging – A, B, C

R5.3 - Network Consumption & Demand (Limited Availability 11/06)

- Improved exception reporting
- Audit trail
- Performance enhancements
- Support for Partner product (R5.2 and R5.3)

R7.0 – “X Mo

- Support reporting on data
- Supported data sources
 - A
 - B
 - C (candidate)
 - D (candidate)

(Planning)

- Advanced Integrations
- Advanced Analytics Platform and Reporting
- Candidate Features:
 - F
 - G
 - H
 - I

* Dates are targets, subject to product development phase approvals. Last Updated xx/xx/xx

Outline

- Why do most roadmaps fail?
- What is a roadmap?
- What questions should a roadmap answer?
- Strategic, Market-Driven, Collaborative Product Roadmapping
- What are the benefits of collaborative roadmapping?
- How to do it
- Q&A



Failure 1 – Created Unilaterally



What new Product Owners and Product Managers *Learn*

“But every week I hear how product managers still struggle with planning, **creating**, and **communicating** a compelling roadmap.”

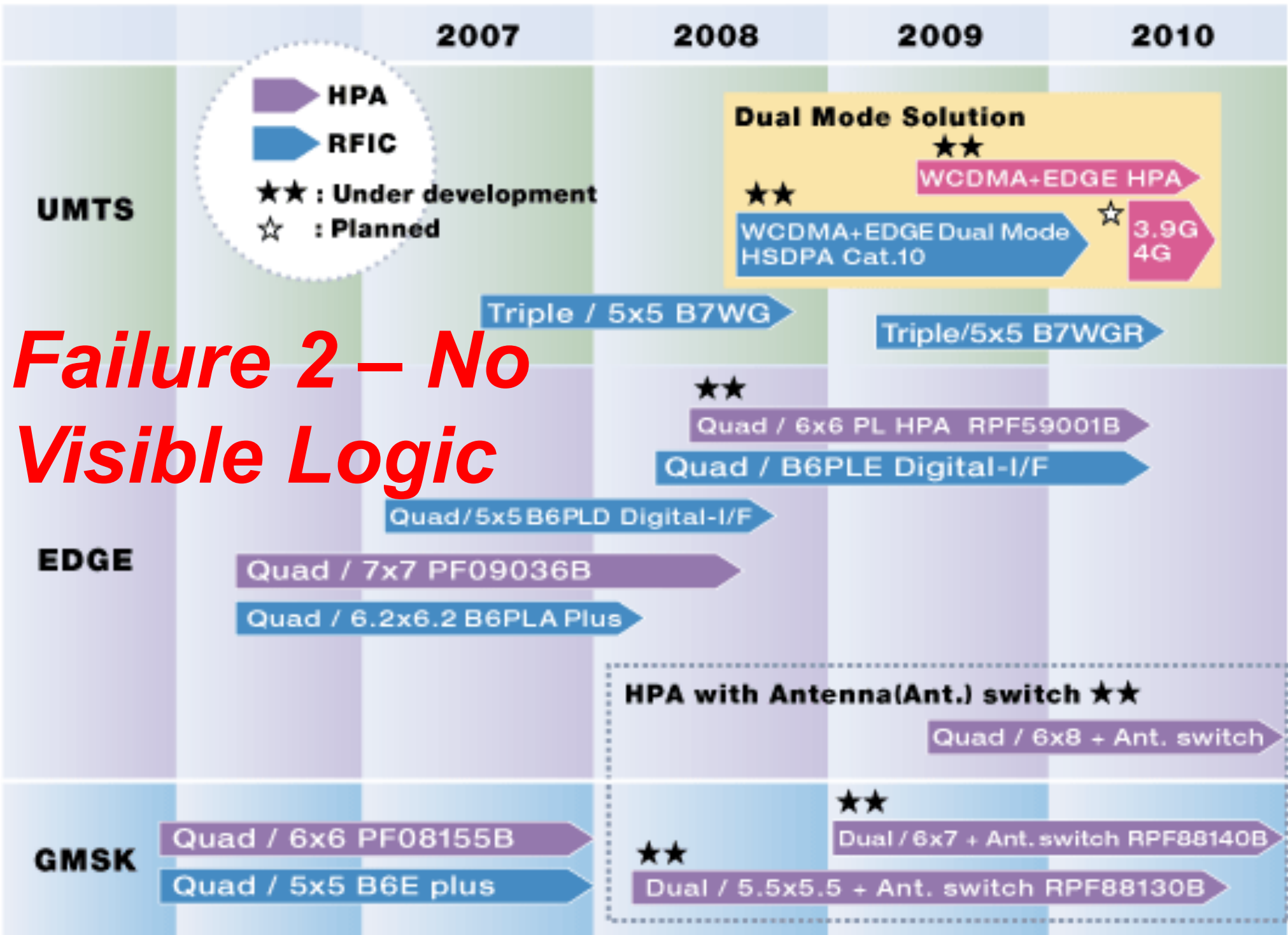
As a Product Management professional ... it is important that ***you create*** a product roadmap that is compelling...

“As a product manager, you will have to **present** a roadmap to different audiences.”

“your goal in developing your roadmap will always be the same: To clearly articulate where you’re headed, and to **show your** strategy to your stakeholders in a compelling way.”

6. **Build** your Internal Roadmap

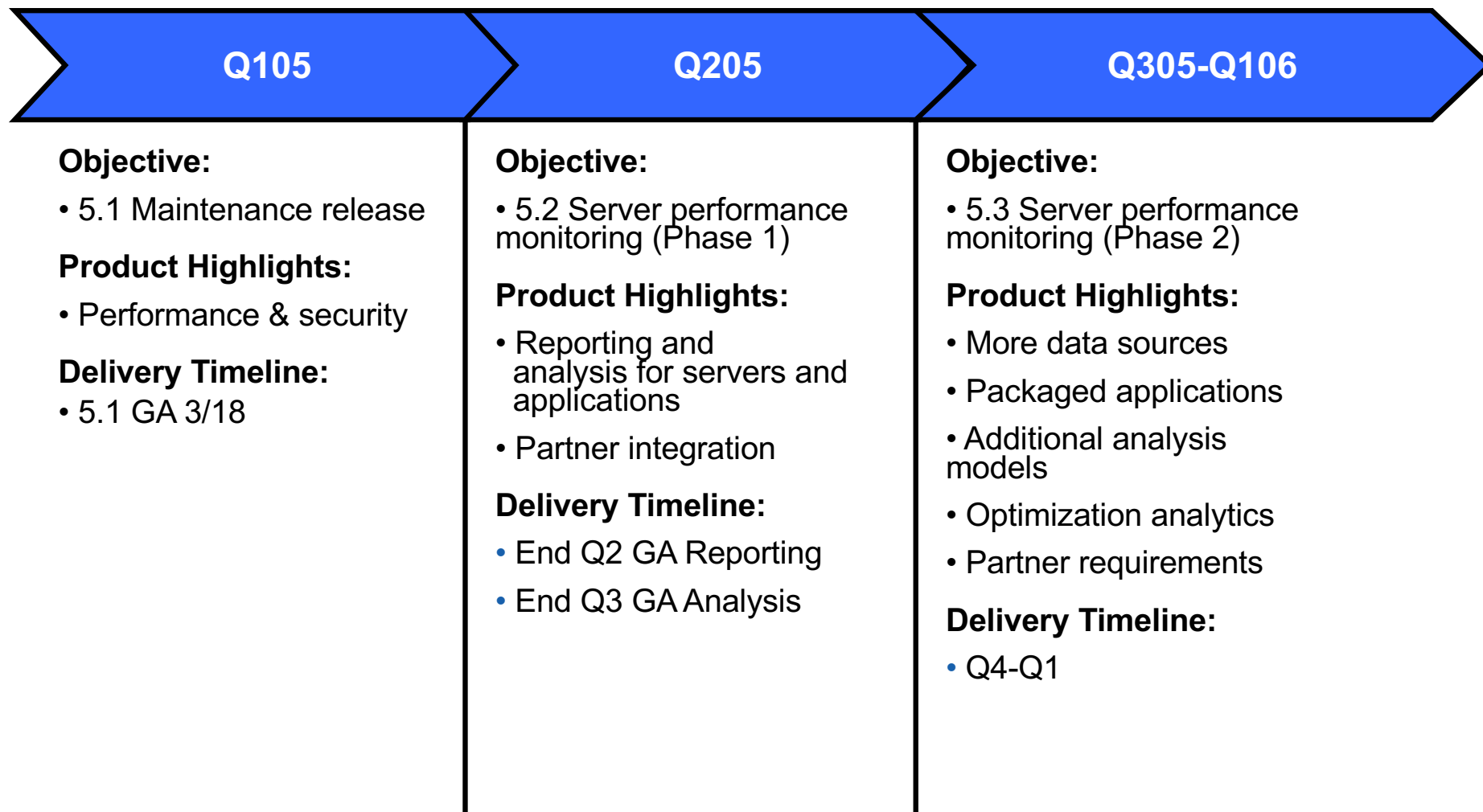
7. **Get buy-in** on the internal roadmap from your team(s) ***and finalize***



Failure 2 – No Visible Logic

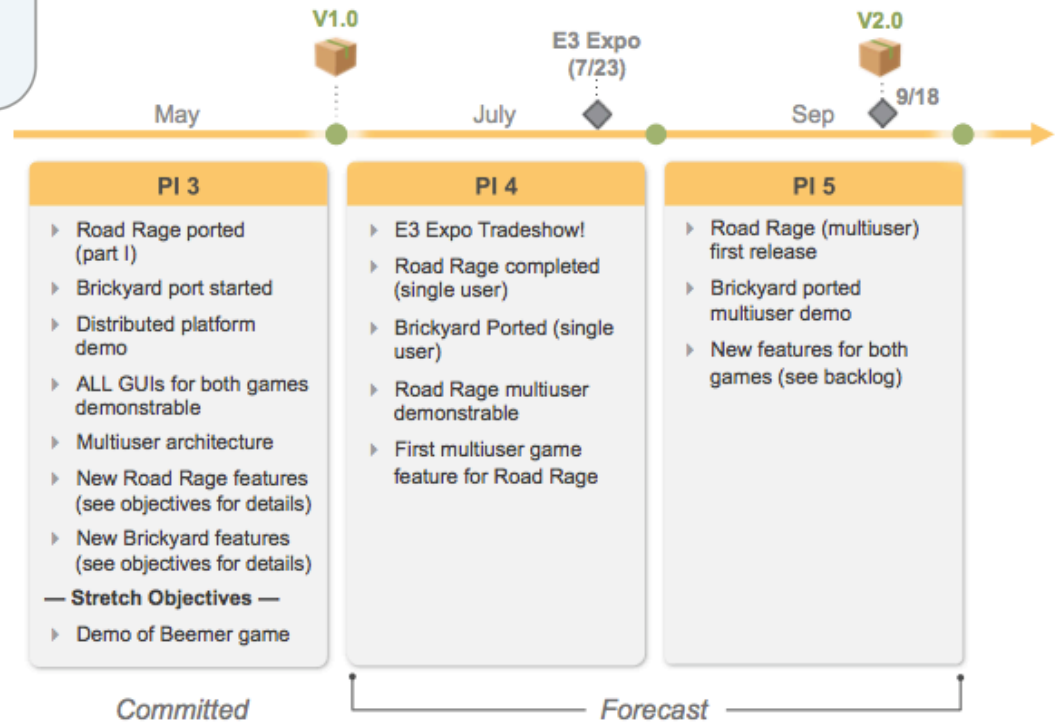
Product Roadmap

Failure 3 – Lists with No Details



This is Common...but Insufficient

PSI 1	PSI 2	PSI 3
<p>Objective: Provide an online book shopping experience</p> <p>Features</p> <ul style="list-style-type: none"> ▶ Create a product page that lists book choices with search capabilities ▶ Provide a shopping cart to allow for purchases ▶ Provide a product detail page that provides more details about a book ▶ Provide a user profile page that allows user specific information to be saved and reused on other screens <p>Stretch Objectives</p> <ul style="list-style-type: none"> ▶ Create user-friendly web metaphors 	<p>Objective: Provide proactive marketing and cross selling experience</p> <p>Features</p> <ul style="list-style-type: none"> ▶ Add Like/Dislike feature ▶ Add Share feature to provide capability to send book recommendations to friends ▶ Generate book recommendations based on previous history <p>Stretch Objectives</p> <ul style="list-style-type: none"> ▶ Provide Like/Dis-like connectivity to social media 	<p>Objective: Make the process website more user-friendly and add new tech practices</p> <p>Features</p> <ul style="list-style-type: none"> ▶ Ability to create wish lists ▶ Ability to share wish lists with friends and family ▶ Enhanced Genre searching ▶ Increase performance/response times by 10% <p>Stretch Objectives</p> <ul style="list-style-type: none"> ▶ Mobile interface



***Failure 4 – Poor
input from
Engineering,
Marketing, Sales,
Support, Services,
and Other Key
Stakeholders***



Result = Lack of buy-in



***Roadmap is
DOA***

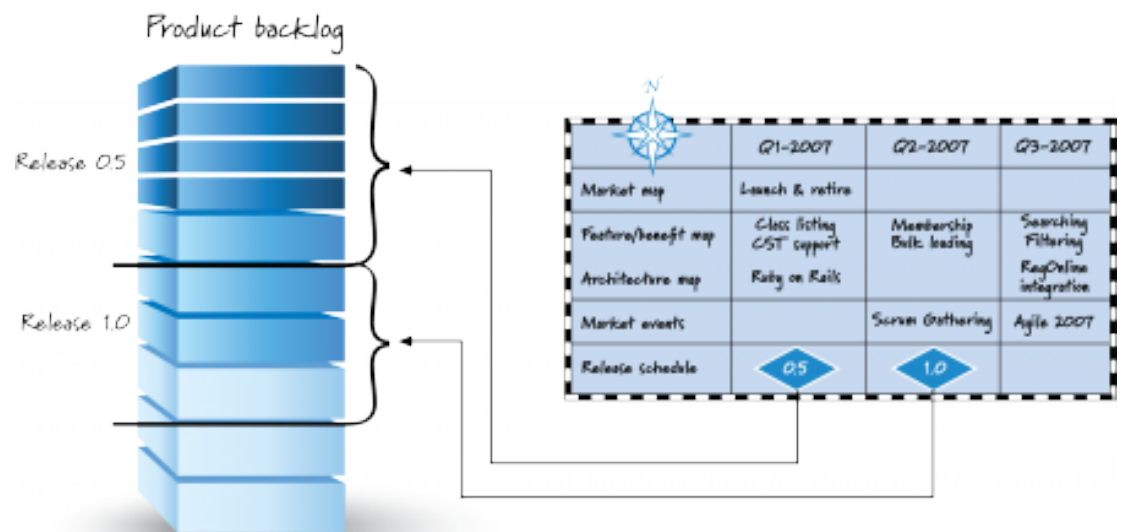


***Outcome –
Unable to
Execute =
Fail to Deliver***

Roadmap (n) – a detailed plan to guide progress toward a goal



Product Roadmap (n) – a plan that matches short-term and long-term goals with specific technology solutions to help meet those goals.



Quick Disclaimer

- The roadmapping pattern in this session is focused on co-creation of *internal*, executable roadmaps.
- Customer-facing or public roadmaps are typically an *outcome* of the internal roadmap *and* much more generalized, which is fine.

A product roadmap should be...

a *living* document designed to answer key strategic questions.

What do customers need in future releases?

When and how often should we deliver?

How big is the market?

What market segments are we targeting?

What new technologies can we leverage?

How is our product plan aligned to our marketing plan?

What distribution channel is best for a specific market segment?

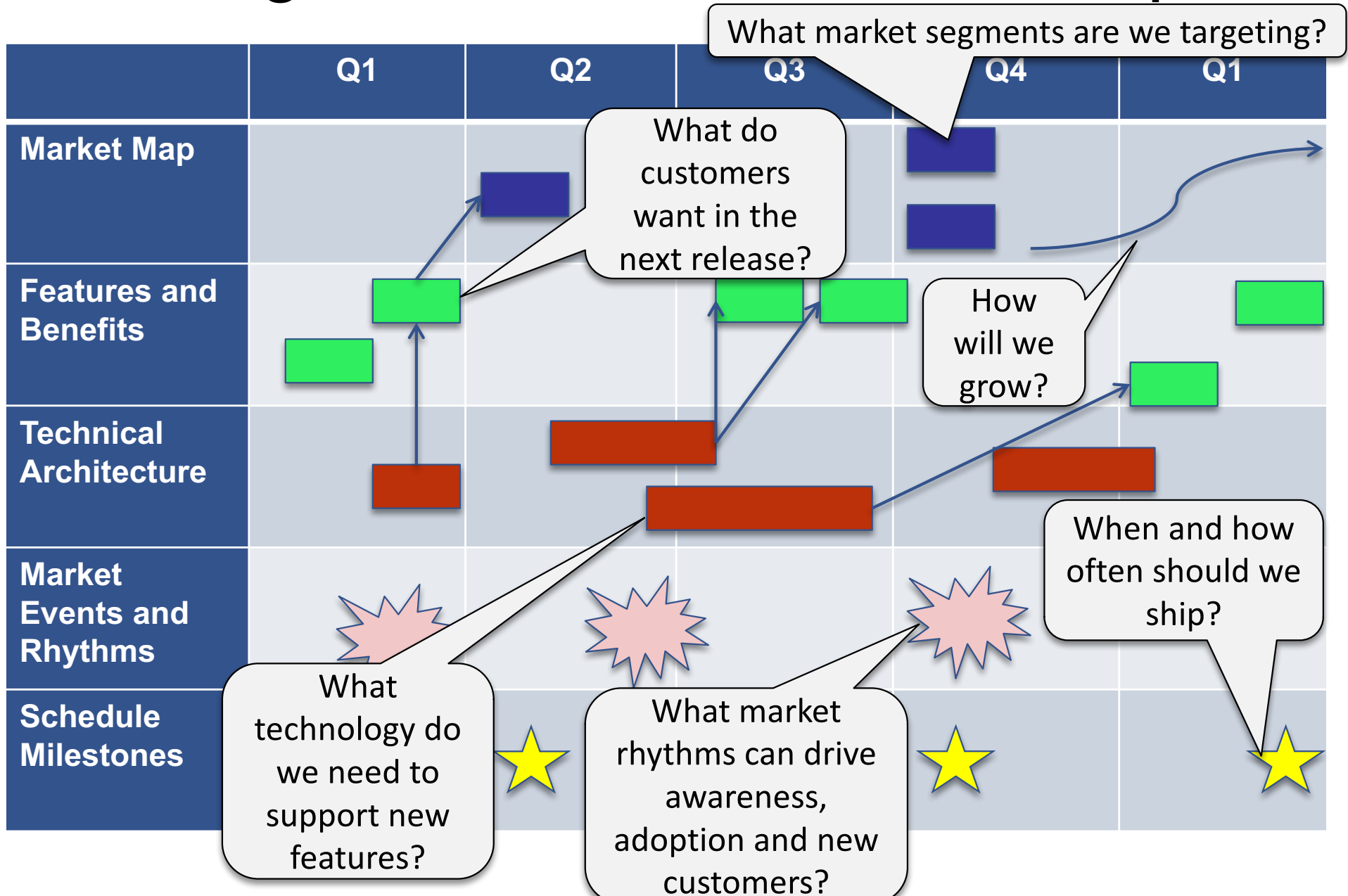
What services do we need to support the product?

How are we addressing any technical debt?

Framework for Market-Driven, Strategic, Collaborative Roadmap

	Q1	Q2	Q3	Q4	Q1
Market Map					
Features and Benefits					
Technical Architecture					
Market Events and Rhythms					
Schedule Milestones					

Framework for Market-Driven, Strategic, Collaborative Roadmap



Benefit – Generate Stakeholder Alignment



More Benefits

- Aligns strategy with delivery
- Multiple voices heard (see rework.withgoogle.com)
- No more tail-chasing – consensus
- Holistic plan

What does it look like?

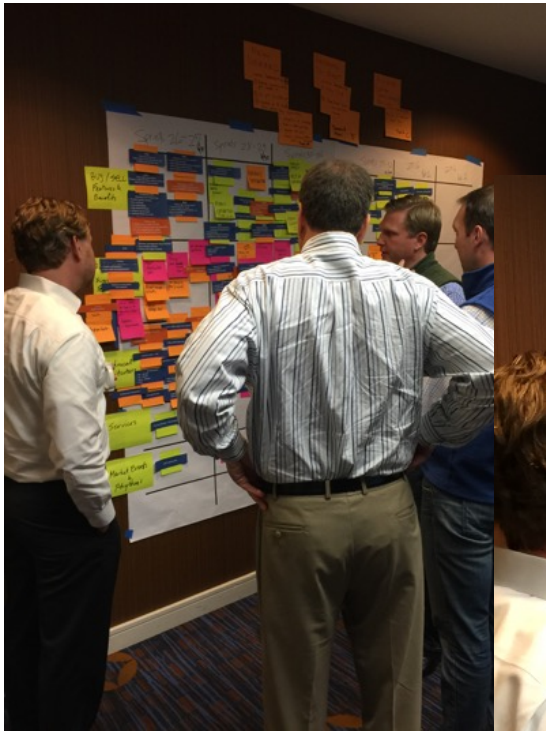


- Engage multiple contributors – Inclusive vs. Exclusive

How to do it – Low Tech



How to do it – Schedule enough time



- ❑ Ideal – Full day, Minimum – Half day

How to Do It – Vary Time Periods Aligned to Decreasing Certainty



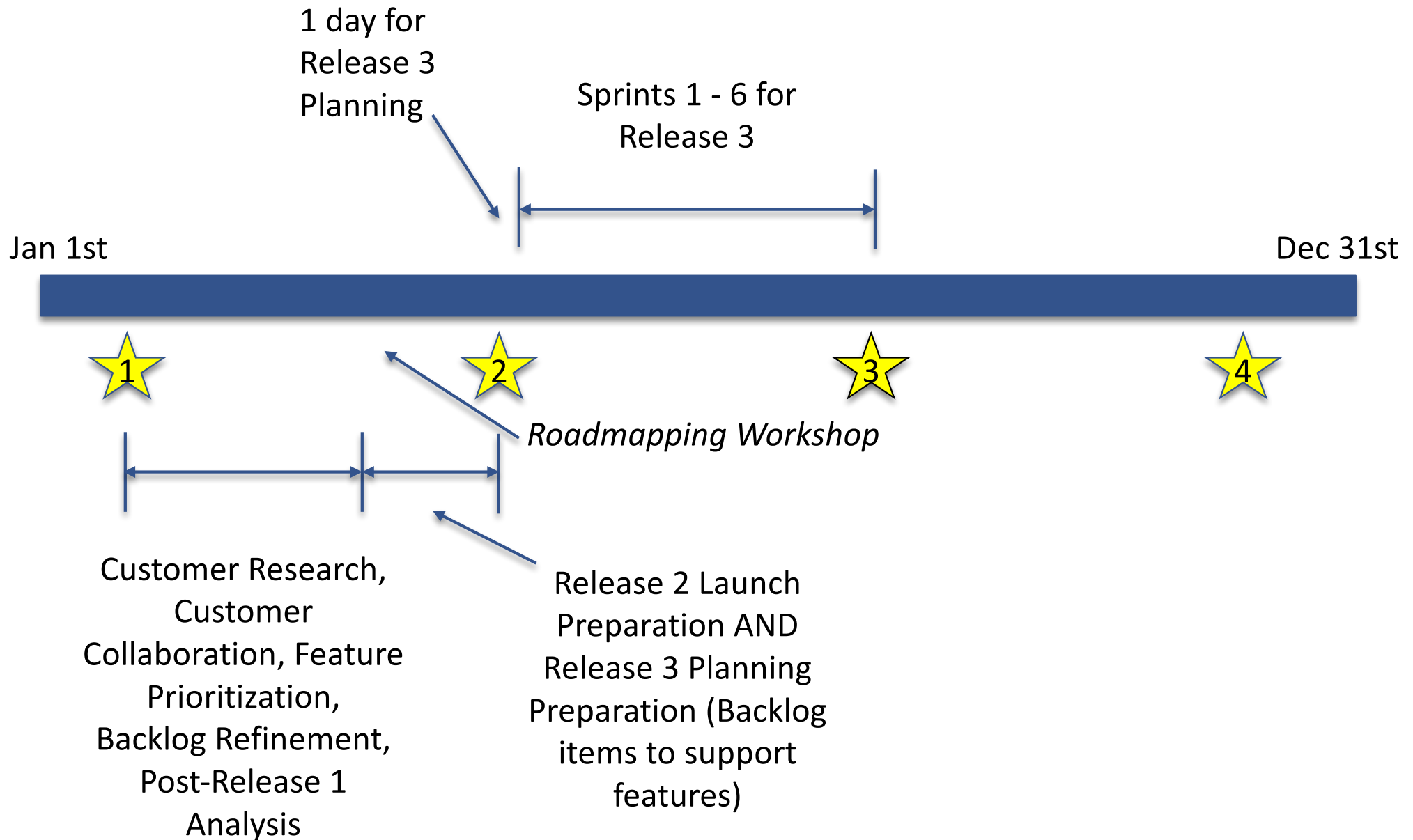
Months

Quarters

Half Year



When to do it? Example



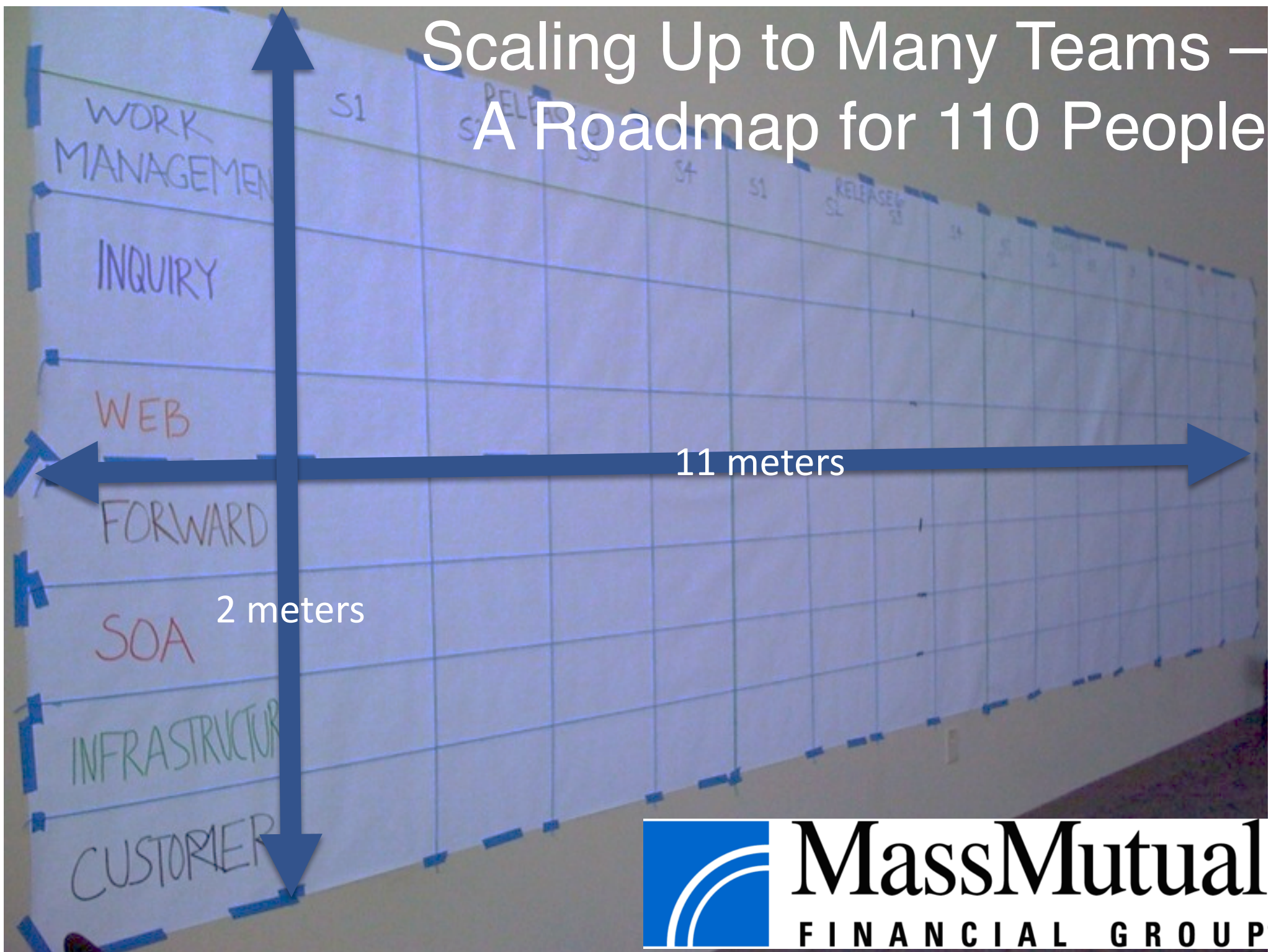
How to Do It – Prepare!



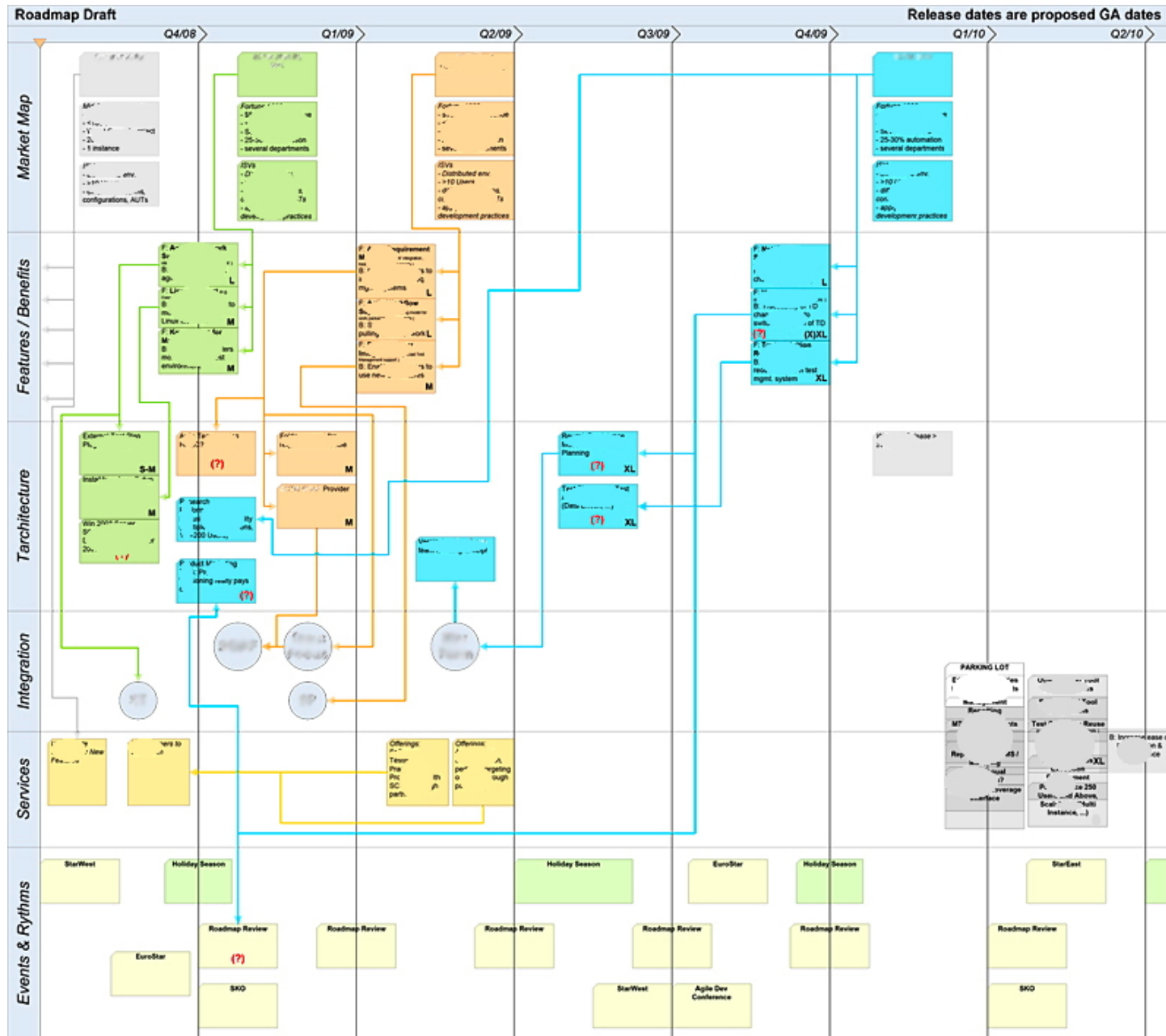
Preparation

- Invite early – Schedule next one at end of each workshop
- Plan and prepare the space – “150%”, open space, seating, tables to collaborate
- Plan the time – Breaks, lunch, ebb & flow
- Abundance of supplies
 - Pre-print posters
 - Multiple sizes and shapes of Post-Its
 - Adhesive flip charts
 - Yarn/String
 - Markers
 - Gaffer’s tape
- Food and beverage all day
- Plan to capture everything
- Plan to distribute as soon as possible

Scaling Up to Many Teams – A Roadmap for 110 People



Sample Digital Roadmap



Template link at end

Collaborating with Customers to Build Roadmaps



Mode: In-person & Online
Timebox: 45-60 minutes

- Innovation Game – Prune the Product Tree
- Goal: Collaborate to identify and sequence the set of features that comprise the product in a holistic manner — and ultimately make better decisions.
- Visit Conteneo.co for more information about this and other in-person and online collaboration frameworks



A group of hikers is seen from behind, walking along a dirt path on a grassy mountain slope. In the background, there are large, jagged, rocky mountain peaks under a clear blue sky. The overall scene is bright and sunny.

Questions?

“Plan to Re-Plan”

- Contact me any time
 - ▣ jtanner @ appliedframeworks.com
 - ▣ @jasonbtanner
- **Templates: appliedframeworks.com/blog/2014/5/1/roadmapping-that-works**
- **Scrum Alliance Collaboration at Scale Webinar:**
http://bit.ly/CAS_Roadmapping
- **CSPFastPass.com**
- Thank you for your time and attention!