Product Roadmaps

in the self-driven car age

About me

- Started as a graphic designer
- Moved into software development
- Consultancies and Digital Agencies
- CBA, ING - Agile Delivery & Transformation
- Tyro - Leading the Digital & Data engineering

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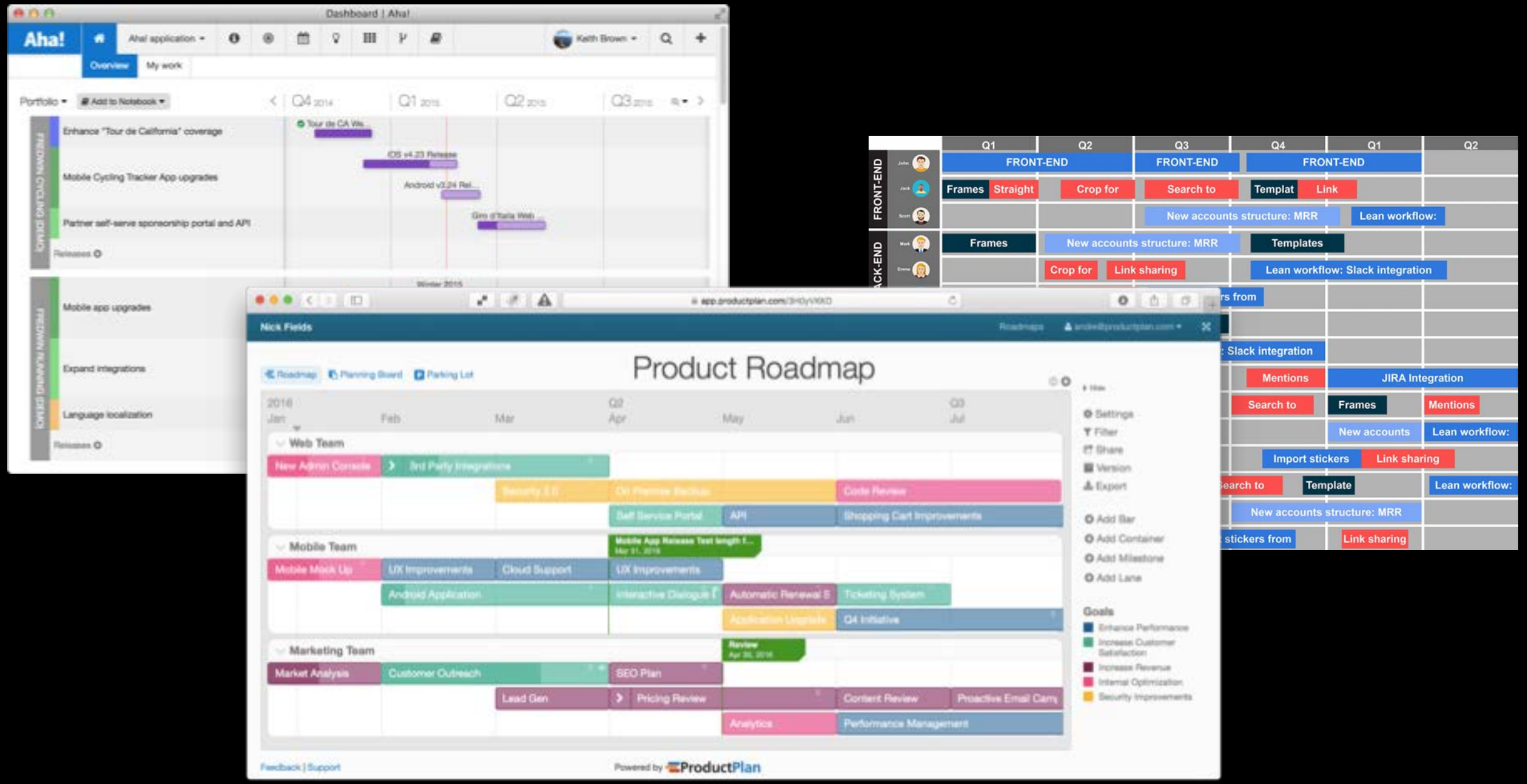
Where did **Products Roadmaps** come from?

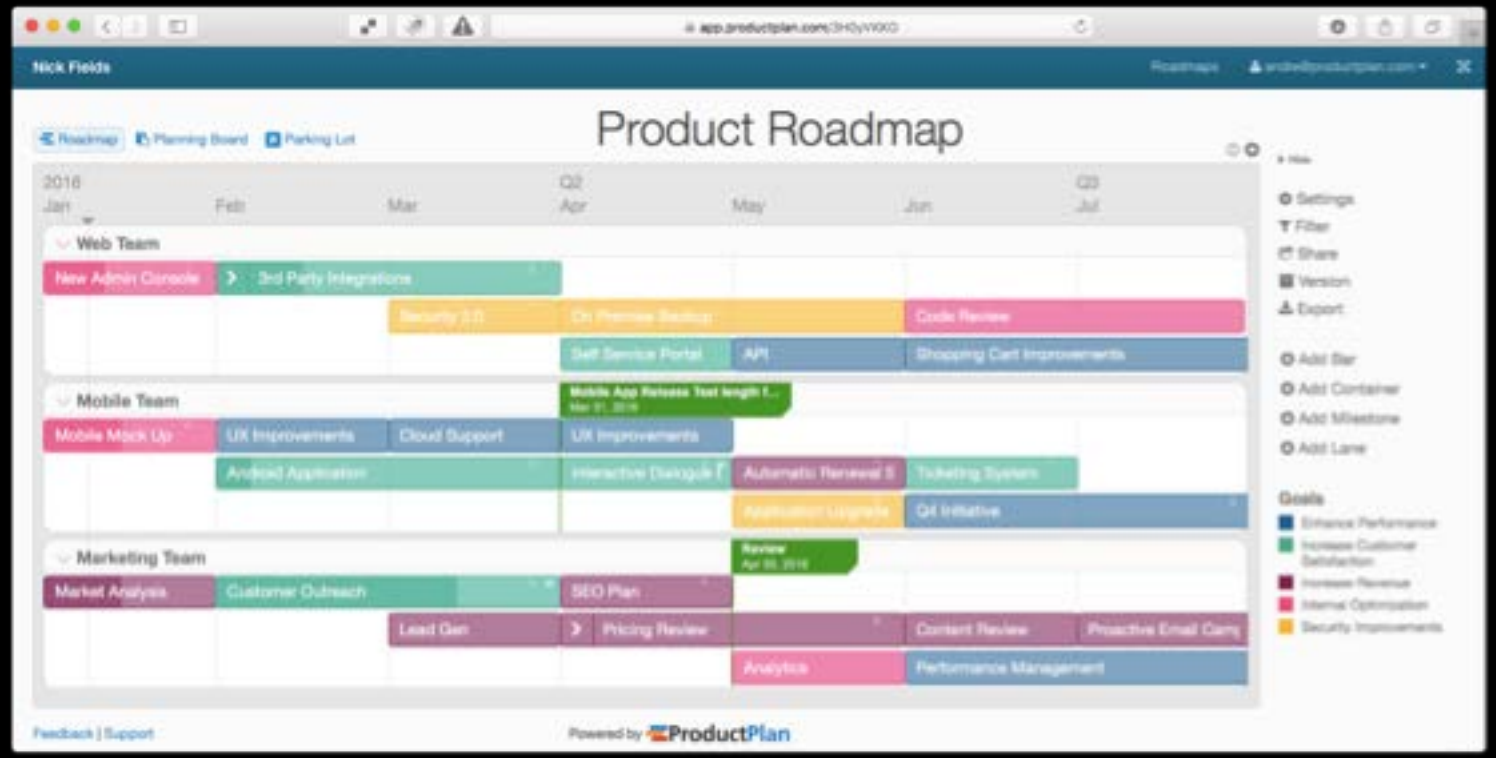
1890s

1980s

The Roadmaps were initially created to inform stakeholders when major upgrades were coming so they could plan their purchases months in advance


Dashboard | Aha!
Aha!
Aha! application
Keith Brown
Overview
My work
Portfolio
Add to Notebook
Q4 2014
Q1 2015
Q2 2015
Q3 2015
Enhance "Tour de California" coverage
Mobile Cycling Tracker App upgrades
Partner self-serve sponsorship portal and API
Releases
Mobile app upgrades
Expand integrations
Language localization
Releases
Q1
Q2
Q3
Q4
Q1
Q2
FRONT-END
FRONT-END
FRONT-END
Frames
Straight
Crop for
Search to
Templat
Link
New accounts structure: MRR
Lean workflow:
Frames
New accounts structure: MRR
Templates
Crop for
Link sharing
Lean workflow: Slack integration
Slack integration
Mentions
JIRA Integration
Search to
Frames
Mentions
New accounts
Lean workflow:
Import stickers
Link sharing
Template
Lean workflow:
New accounts structure: MRR
Link sharing
Nick Fields
Roadmaps
Product Roadmap
Roadmap
Planning Board
Parking Lot
2016
Jan
Feb
Mar
Q2
Apr
May
Jun
Q3
Jul
Web Team
New Admin Console
3rd Party Integrations
Code Review
Self Service Portal
API
Shopping Cart Improvements
Mobile Team
Mobile Mock Up
UX Improvements
Cloud Support
UX Improvements
Android Application
Automatic Renewal E
Ticketing System
Q4 Initiative
Marketing Team
Market Analysis
Customer Outreach
SEO Plan
Lead Gen
Pricing Review
Content Review
Analytics
Performance Management
Settings
Filter
Share
Version
Export
Add Bar
Add Container
Add Milestone
Add Lane
Goals
Enhance Performance
Increase Revenue
Security Improvements
Feedback | Support
Powered by ProductPlan

The characteristics of a Product Roadmap



- Deliverables
- Dates
- Priorities

It all seems reasonable, doesn’t it?

Except!!!

Things started to change

10/20 years later

1990s – 2000s

30/40 years later
2018

The way most companies **still** create **Product Roadmaps** haven’t changed

The purpose

1. Ensure team’s focus on the highest business value first
2. A way to see and track commitments

Annual

Ideas → "Biz" Case → Roadmap

Weekly/Monthly

Agile Development

- Plan
- Develop
- Test
- Release
- Requirements

What’s wrong with it?

Output focused

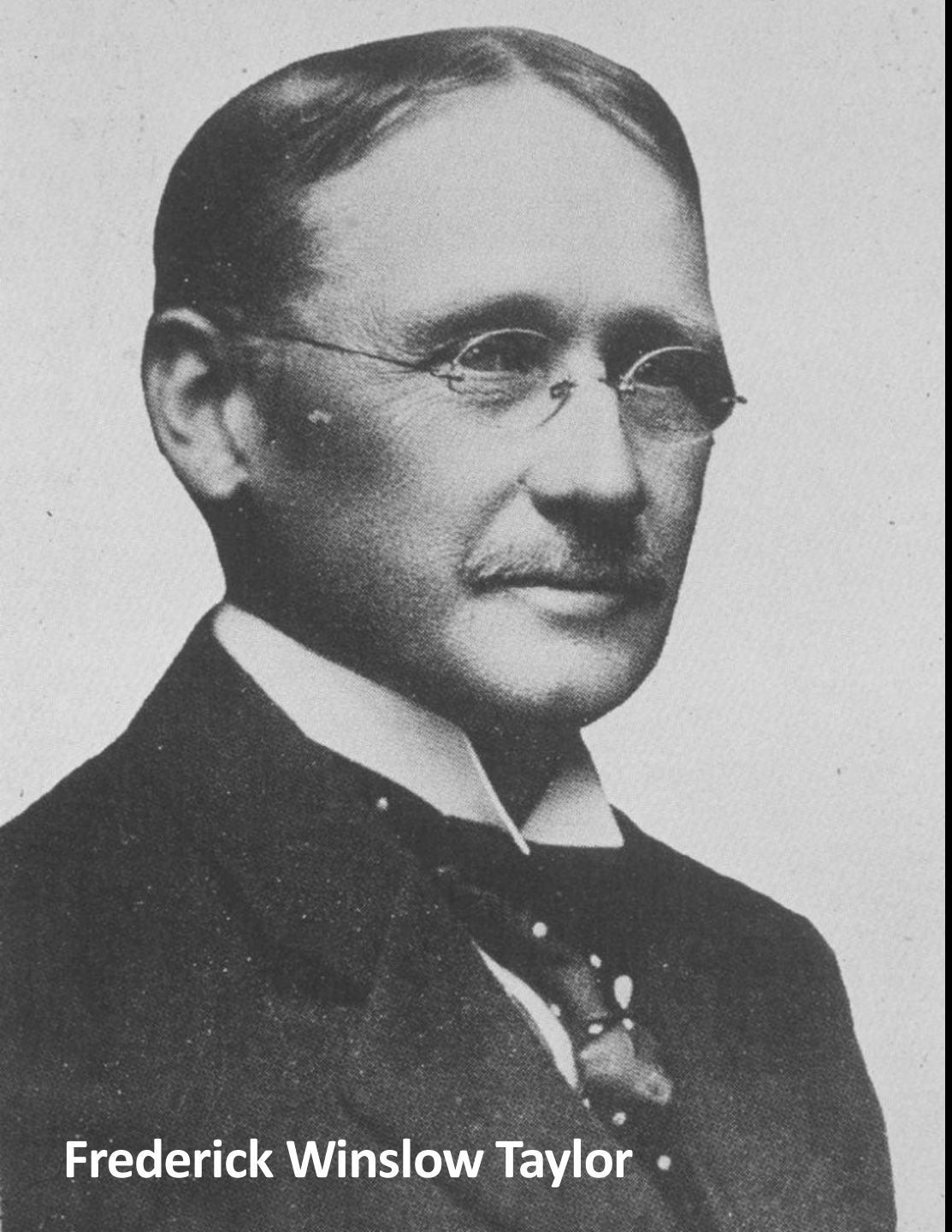
Dates seen as hard commitment

Tied to Annual planning

It implies certainty

Misused as a release plan

It doesn’t embrace learning



Frederick Winslow Taylor

This would be **OK**

if we were living

in 1910s – 1960s

2018

”Typical roadmaps are the root cause of most waste and failed efforts in product organisations"

Marty Cagan
Inspired: How to create products customers love

There must be a better way

An alternative to traditional Product Roadmap

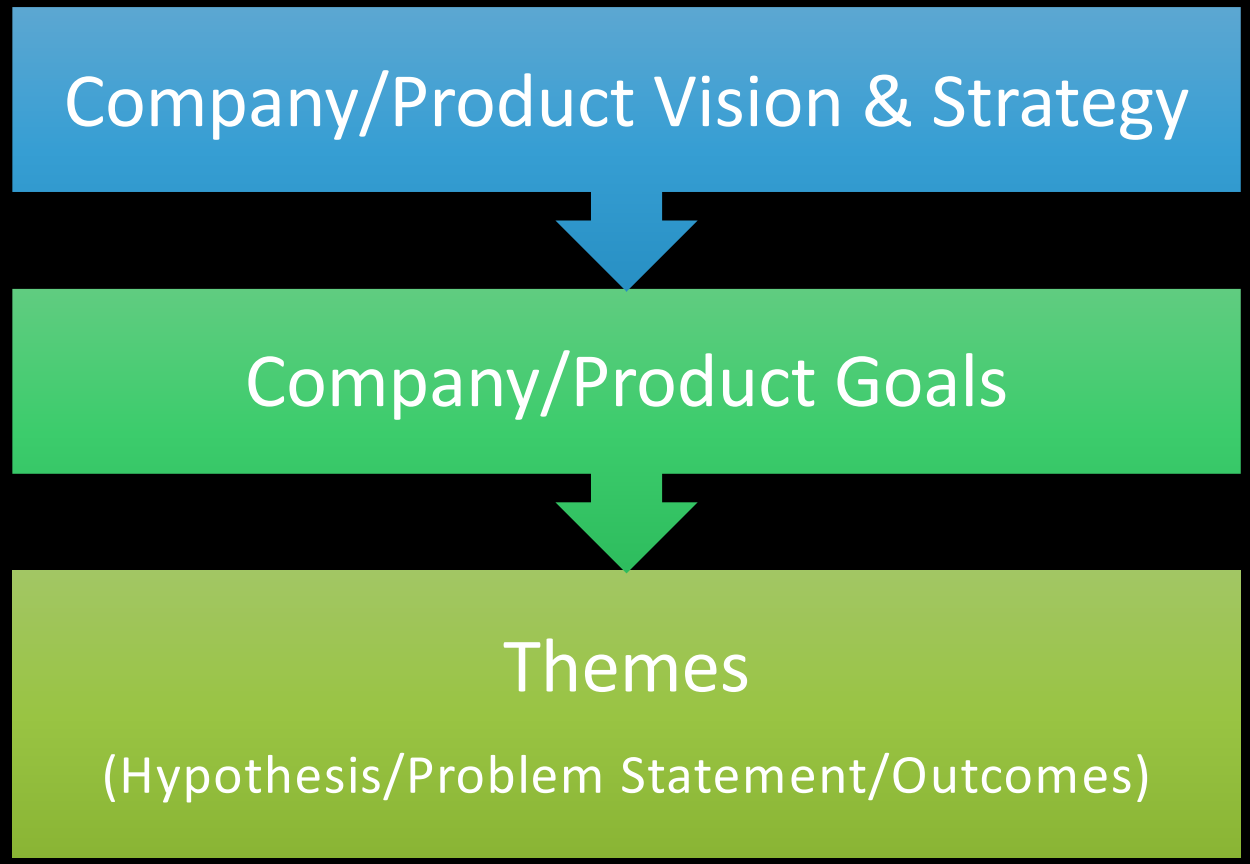
“A **Product Roadmap**

describes how you

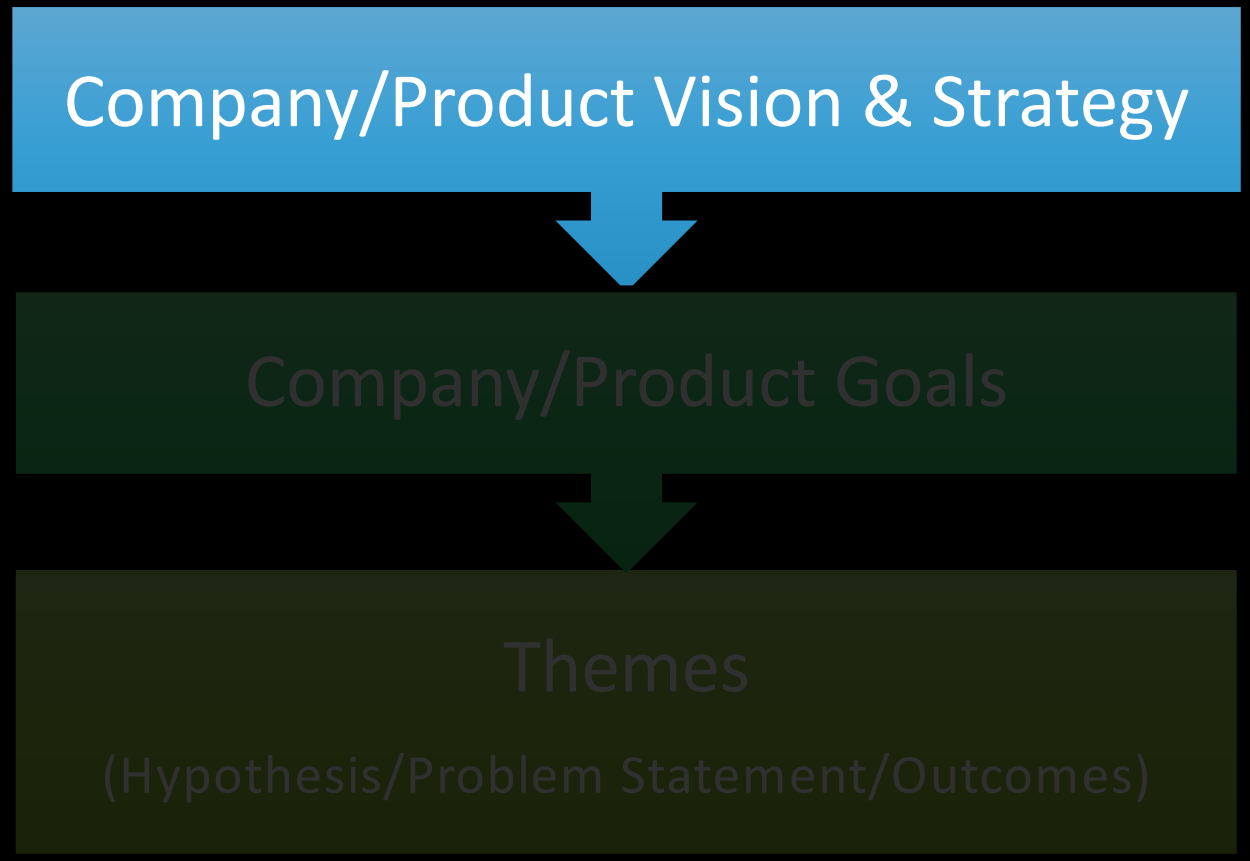
intend to achieve your

Product Vision”

Product Roadmap components



Product Roadmap components



Product Vision is your high level, ultimate view of where the company or business line is going.

Product strategy is a sequence of product or releases we plan to deliver on the path to realise the product vision.

- Somewhere between 3-5 years out
- Qualitative and inspiring
- Set by leadership

Product Roadmap components

This is first **Business Goal** you have to achieve on the way to your longer term vision

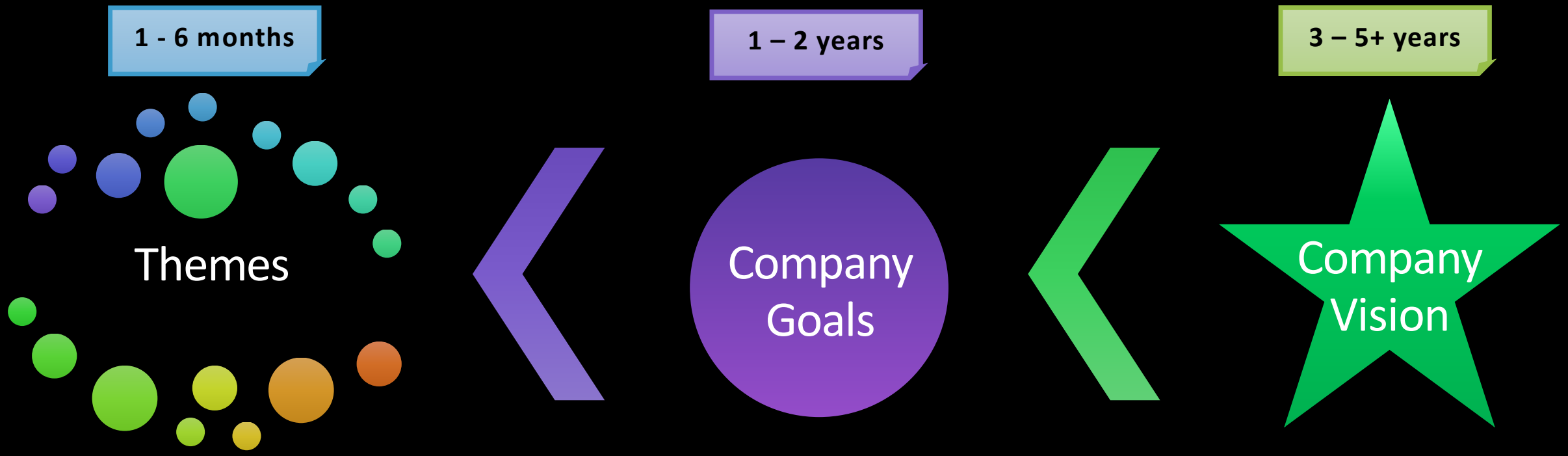
- The most important challenge that will help you get closer to your vision
- Somewhere between 1-2 years out

Product Roadmap components

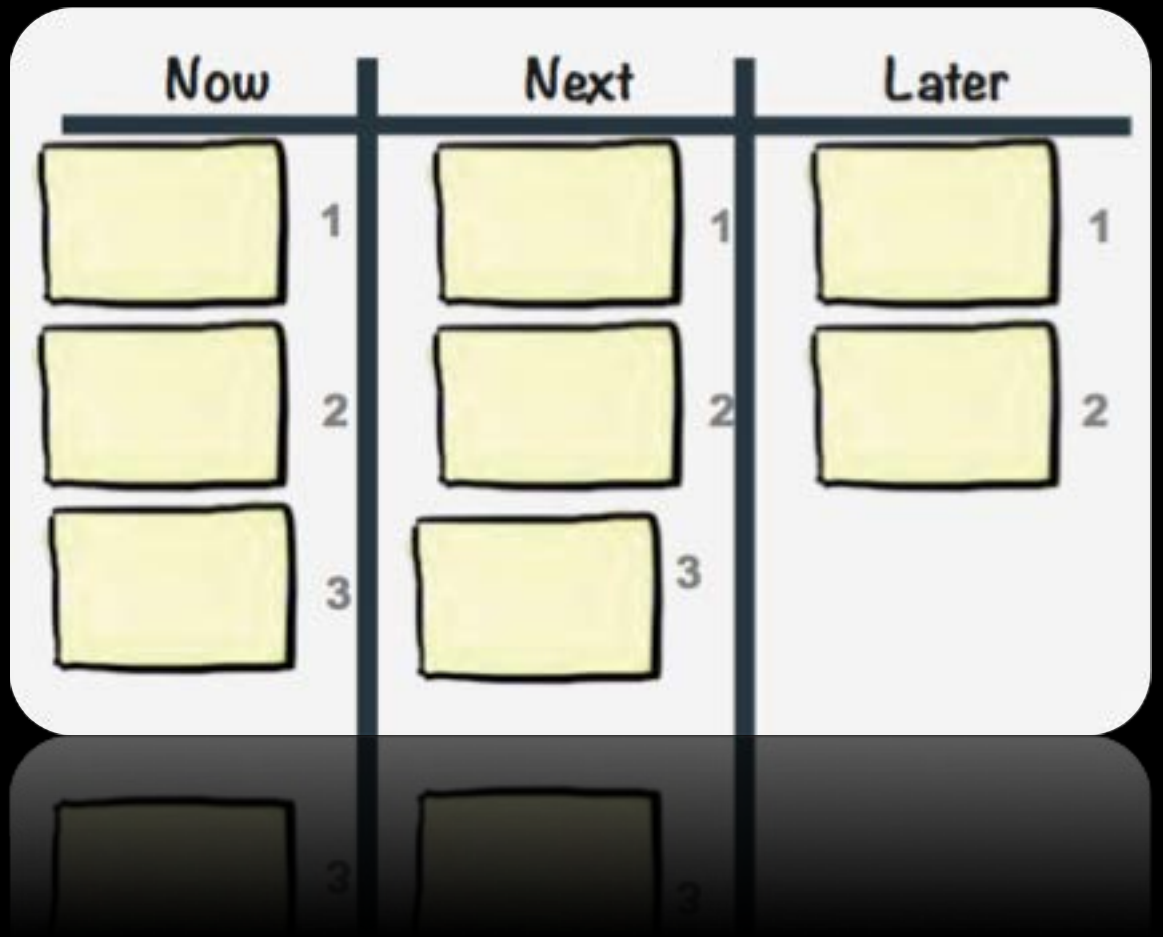
Themes are the key areas the team decided to explore in order to achieve the Company Goals

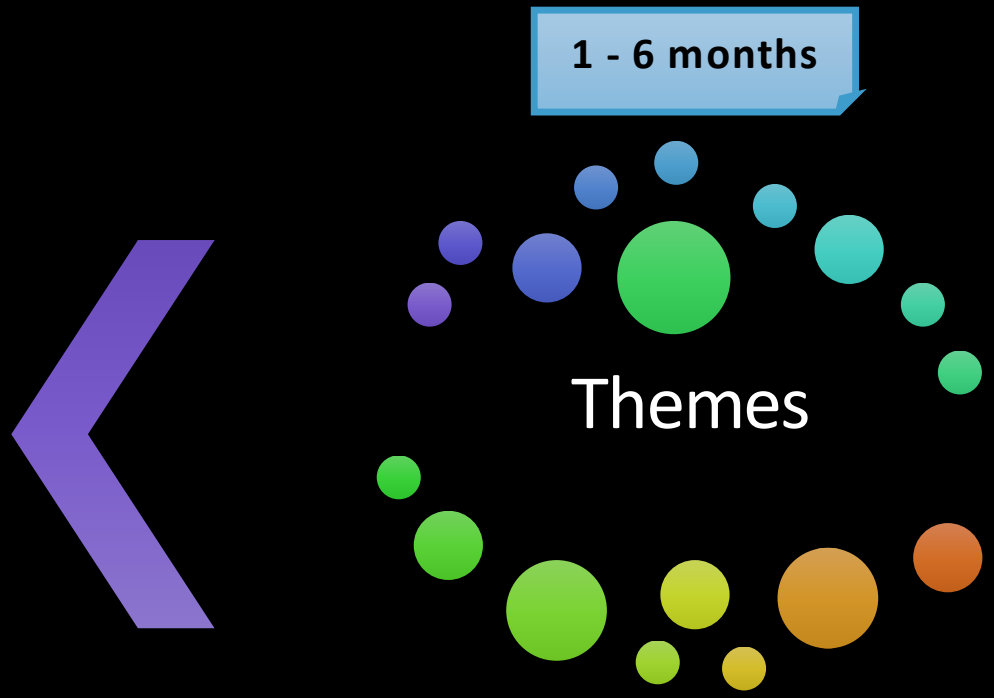
- **Hypothesis/Problem Statement** – if we solve this problem or prove this hypothesis we will be closer to achieving our company goals
- **Outcomes** – the most important part of the roadmap – it describes quantitatively what we hope to achieve by solving this problem

Building a Product Roadmap



Building a Product Roadmap





Product Roadmaps

SHOULD

- Tie to Company Vision
- Focus on delivering value
- Commit to outcomes
- Get customers excited
- Create alignment to goals

SHOULD NOT

- Make promises your team can’t deliver
- Require wasteful upfront design and estimation
- Be conflated with a Release Plan

Book: Product Roadmap Relaunched – How to set direction while embracing uncertainty

FOOD DELIVERY STARTUP Q3 ROADMAP

Company Vision

The Food Delivery Startup will be a habitual option for dinner in our target market within 5 years.

Company Goals

Double acquisition of new users, while maintaining retention at 45% by December 2016.

Increase customer satisfaction by March 2017.

Q3 Goals

TEAM AWESOME

Increase conversion rate by 5% MoM.

TEAM B-KEEPER

Acquire 100 new family plan members.

TEAM COUNTDOWN

Zero cases of missing ingredients by November 2016.

Themes

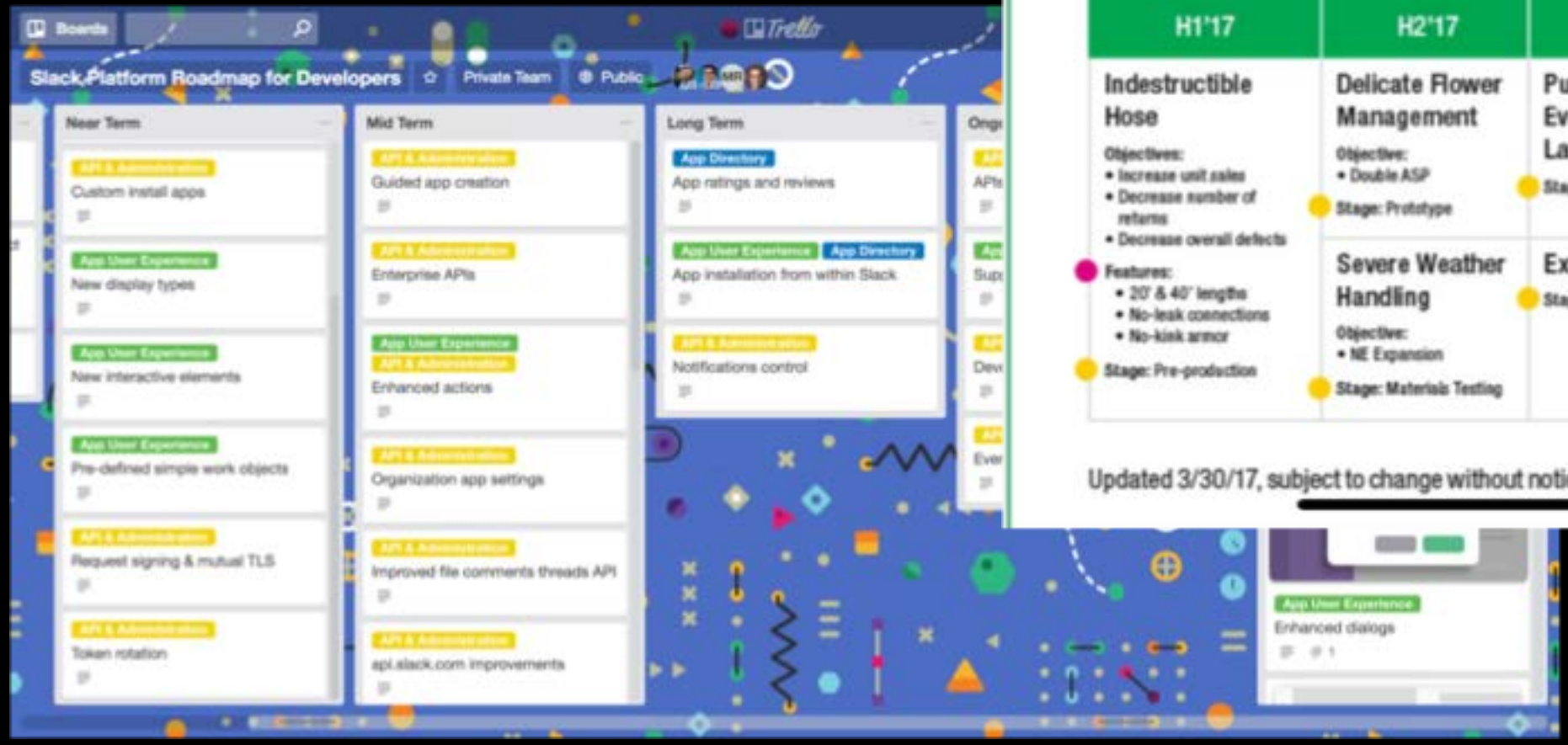
- Conversion Funnel
- Marketing Support
- Family Meal Offering Support

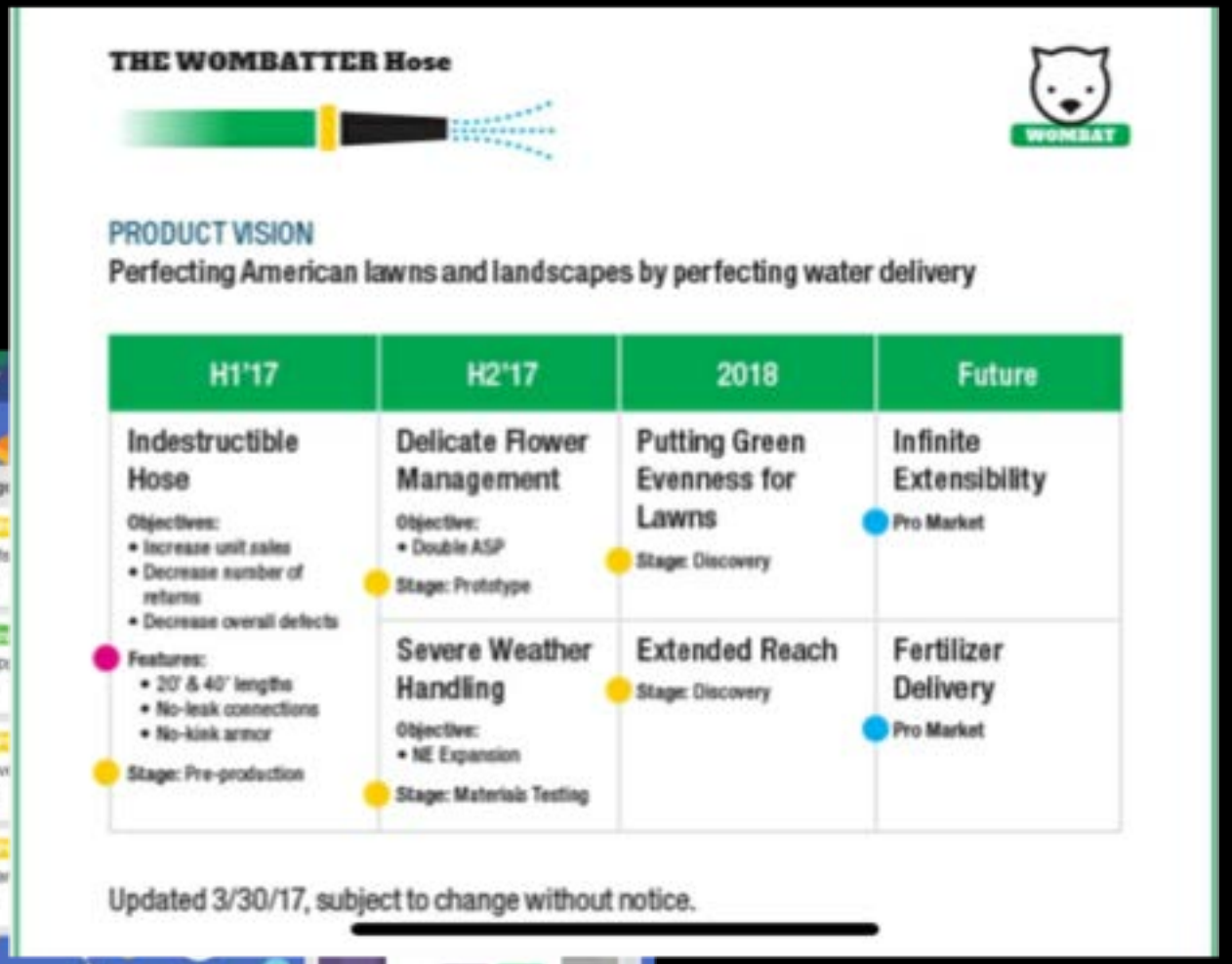
- Family plan plate research and testing

- Packaging checklist implementation
- Ingredient name standardization
- Change window extensions

https://melissaperri.com/blog/2017/02/15/product-roadmaps

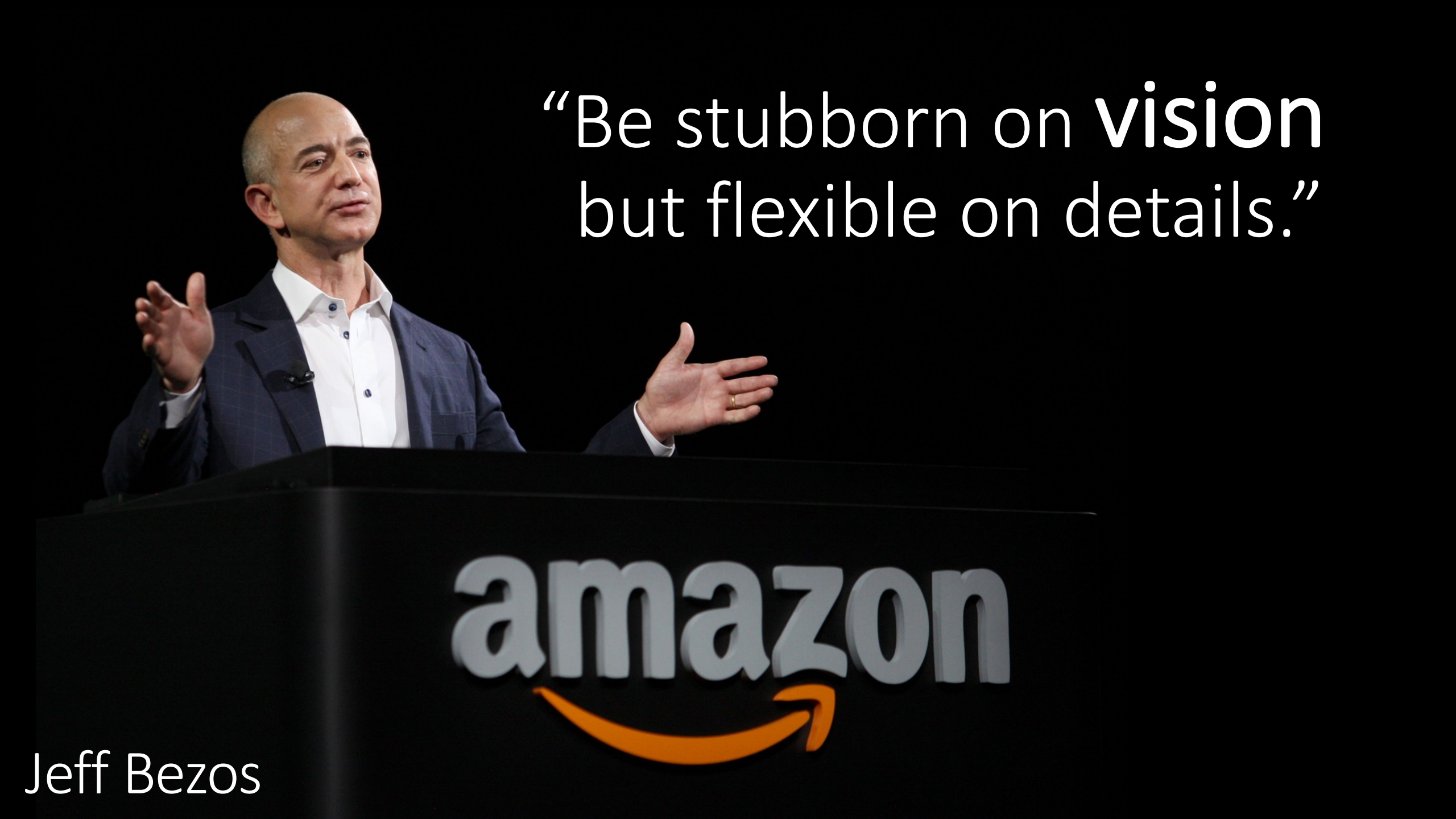
A few examples





How to get started

1. Understand your context
2. Get buy-in from key stakeholders
3. Start small and experiment
4. Measure & Learn


“Be stubborn on vision
but flexible on details.”
amazon
Jeff Bezos

Key Takeaways

1- Tie your Roadmap to your company

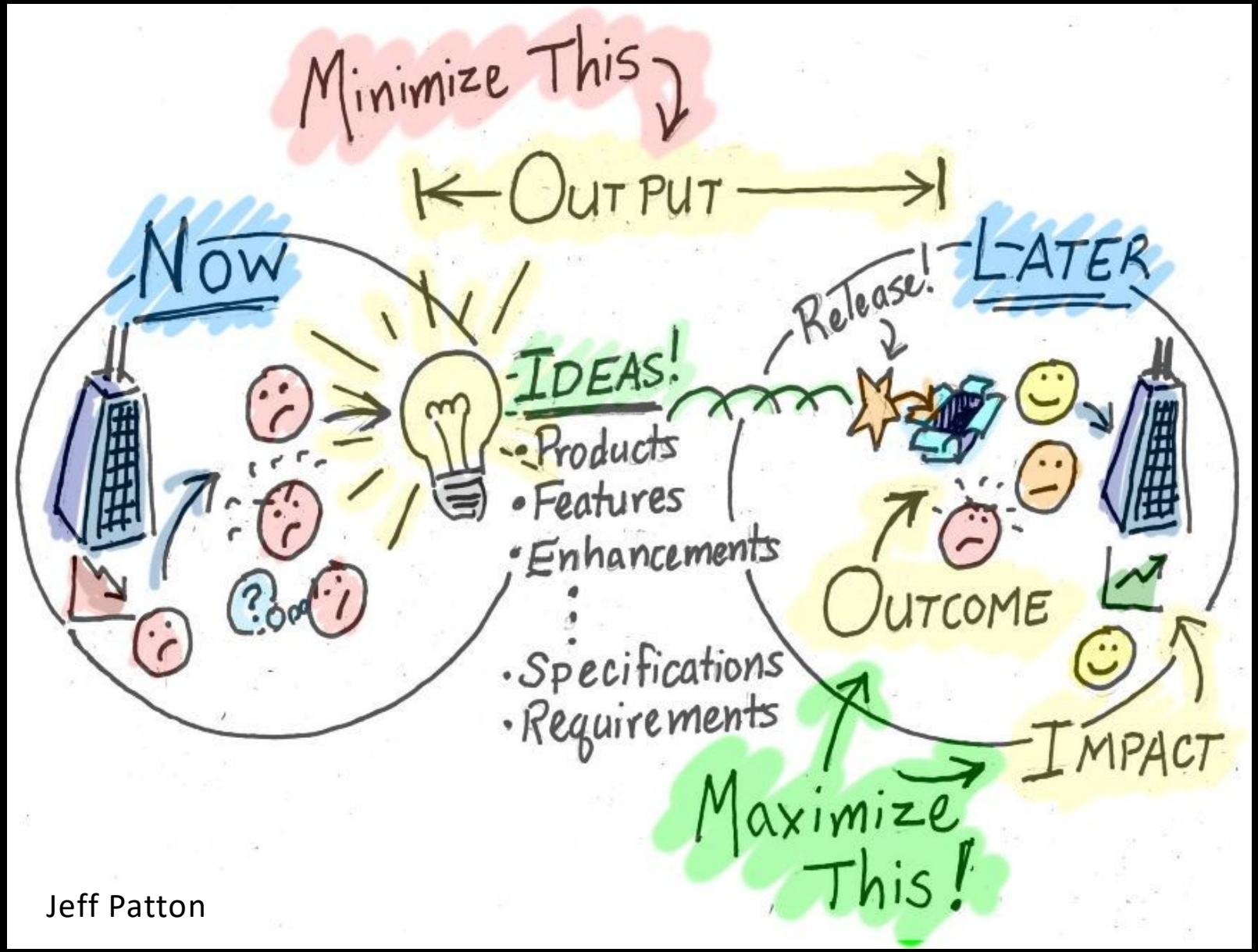
Vision & Goals

2- Commit to

Outcomes

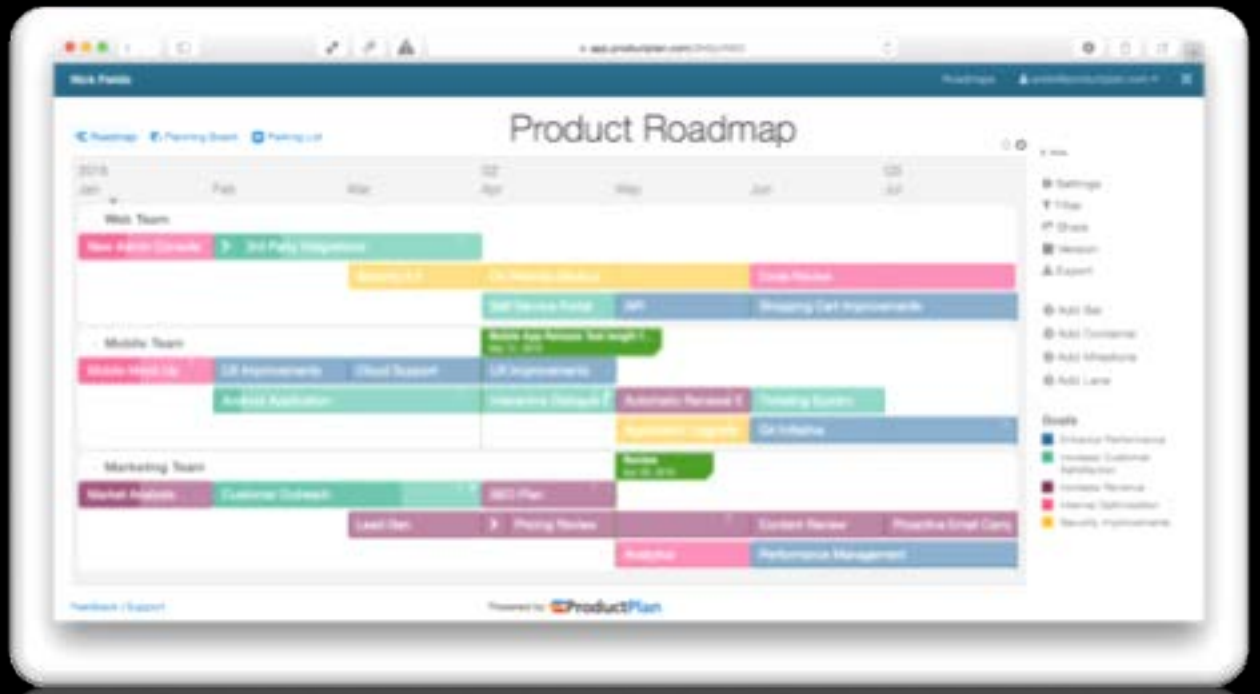
rather than

outputs

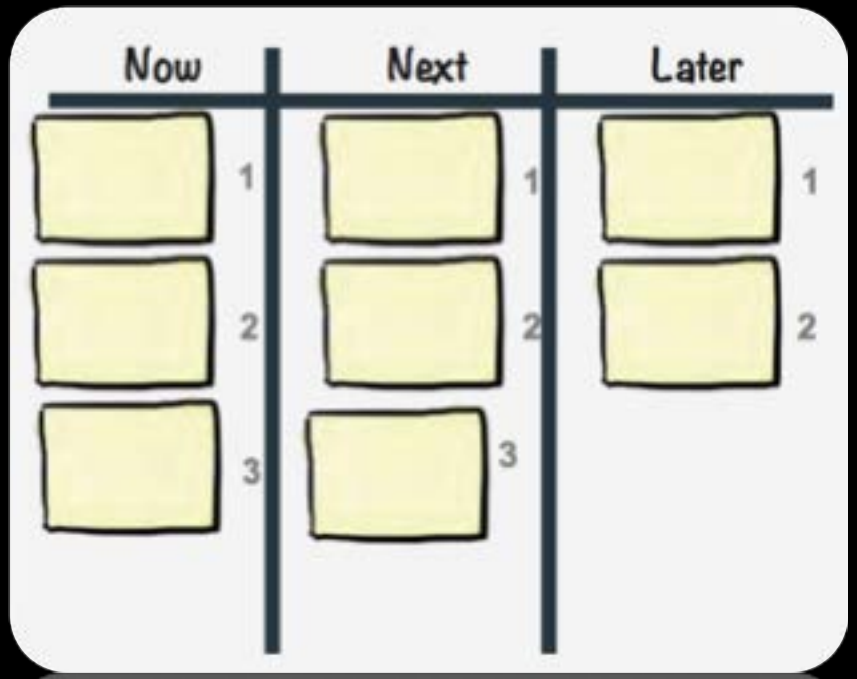


3-**Broad timeframes** over commitment

From



To



4- A **Roadmap** is not a Project Plan

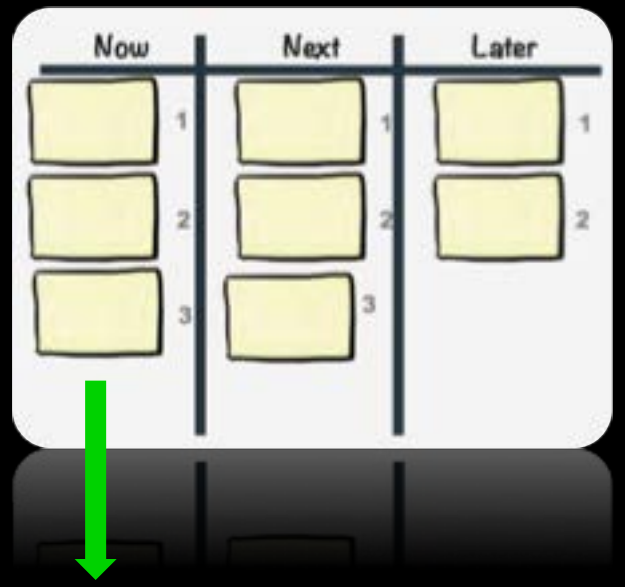
Components

Company/Product Vision & Strategy

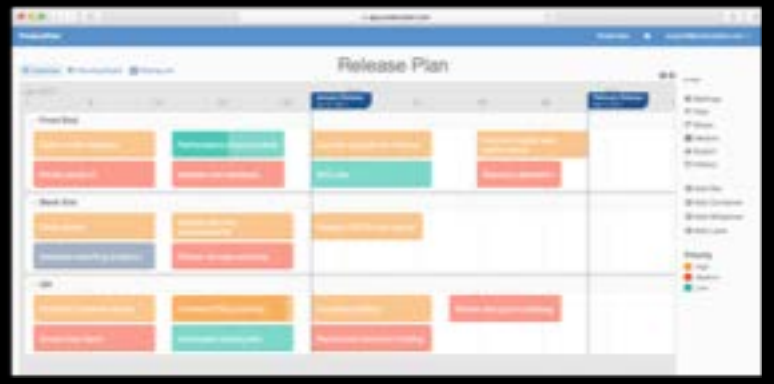
Company/Product Goals

Themes
(Hypothesis/Problem Statement/Outcomes)

Roadmap

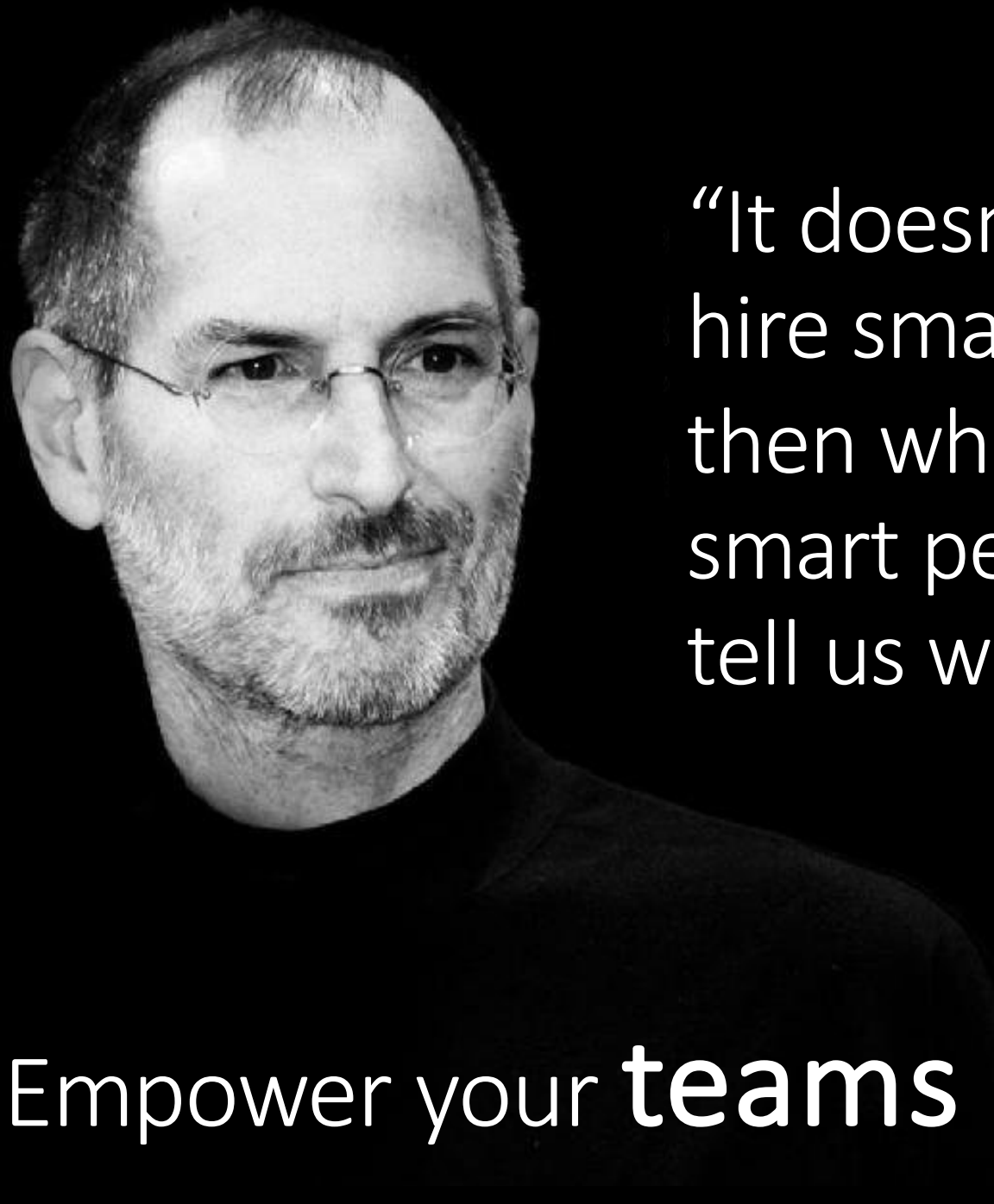


Manages Outcome



Manages Output

Project or Release Plan



“It doesn’t make sense to hire smart people and tell then what to do; we hire smart people so they can tell us what to do.”

- Steve Jobs

5- Empower your **teams**

THANK YOU

Leandro Pinter

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