

PRODUCT MANAGEMENT

PDM 5.0

Roadmapping

LEARNING OBJECTIVES

1

Identify a product roadmap.

2

Describe who is involved in creating a roadmap.

3

Explain the elements of a product roadmap.

4

Create a product roadmap with different formats.



WHAT IS A PRODUCT ROADMAP?

Roadmapping

Welcome +
Warm-Up

**What Is A Product
Roadmap?**

Elements of A
Roadmap

Types of
Roadmaps

Challenges With
Roadmapping

Bring It Home

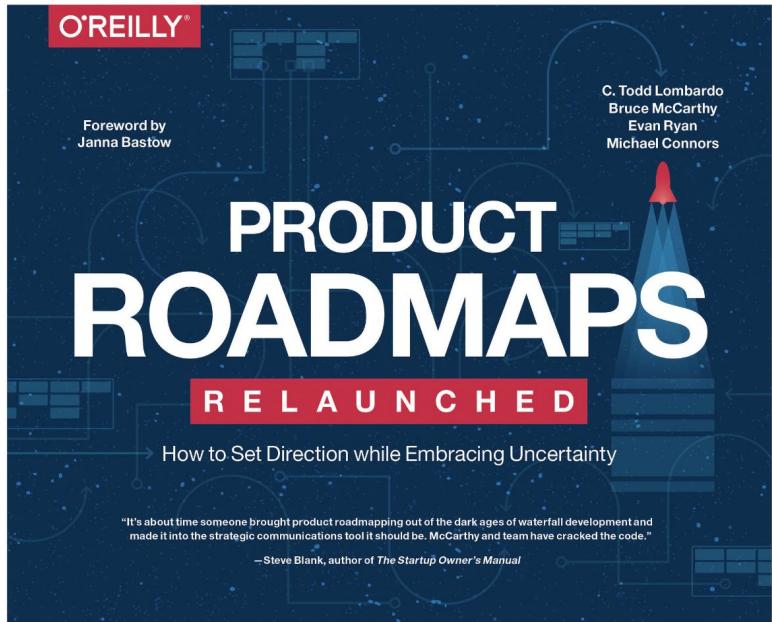


THE PRODUCT ROADMAP

"A product roadmap describes how you intend to achieve your product vision.

It focuses on the value you propose to deliver to your customer and your organisation in order to rally support and coordinate effort among stakeholders."

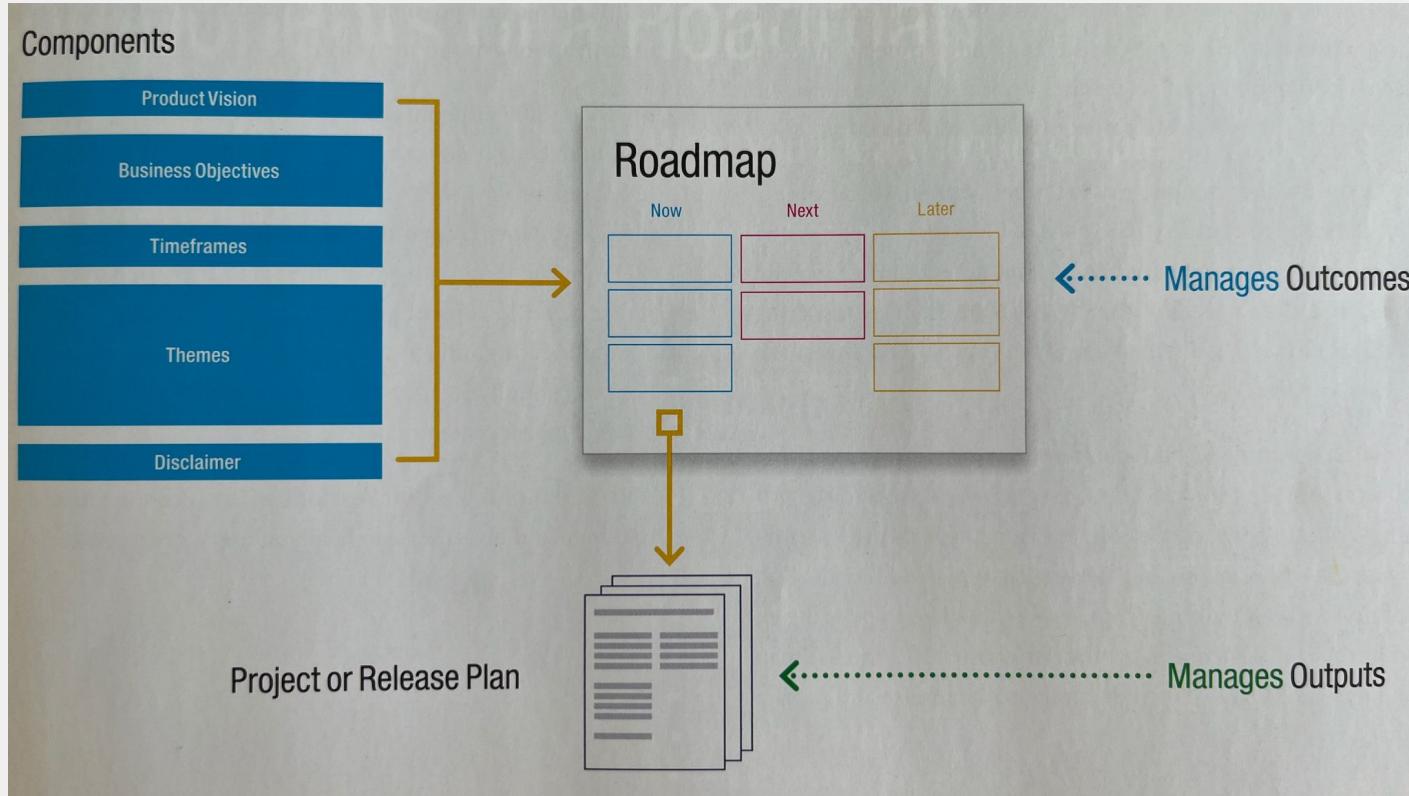
- Bruce McCarthy



WHERE DOES THE ROADMAP FIT IN?



WHAT IS A ROADMAP



WHY USE ROADMAPS?



A PRODUCT ROADMAP IS...

Not a project plan

Structured around windows of time and not hard/specified dates

Focused on needs, not solutions

Adaptable to change

Based on outcomes, not outputs

A living, breathing artifact

INNOVATION v CERTAINTY

Innovation
& Value



Certainty &
Predictability

INNOVATION v CERTAINTY

Innovation
& Value



Certainty &
Predictability

- What features & when
- How much time & money to build
- What is the ROI

INNOVATION v CERTAINTY

Innovation
& Value



Certainty &
Predictability

- Don't know upfront
- Educated guesses
- Experiment, learn, iterate quickly

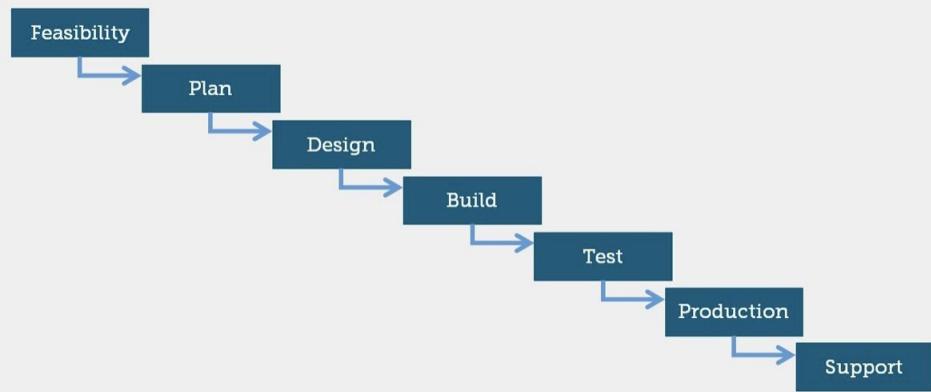
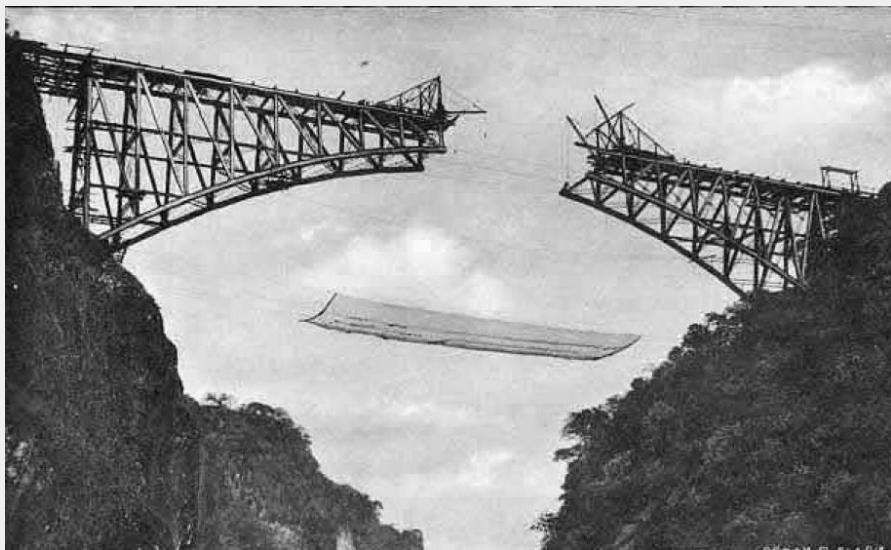
INNOVATION v CERTAINTY

Innovation
& Value

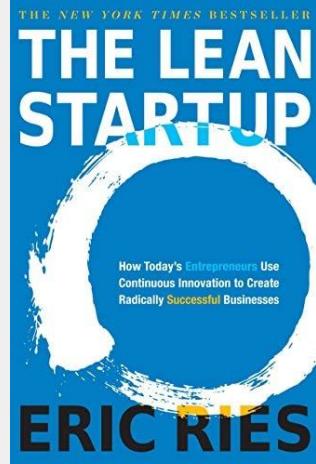


Certainty &
Predictability

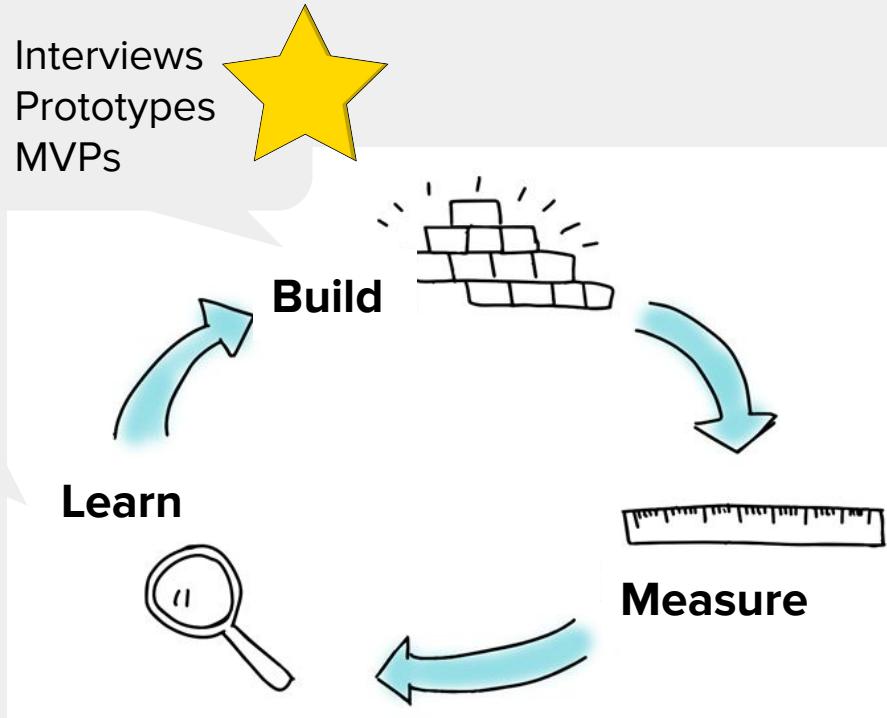
"THE GOOD OLD WATERFALL DAYS..."



The Build-Measure-Learn Cycle



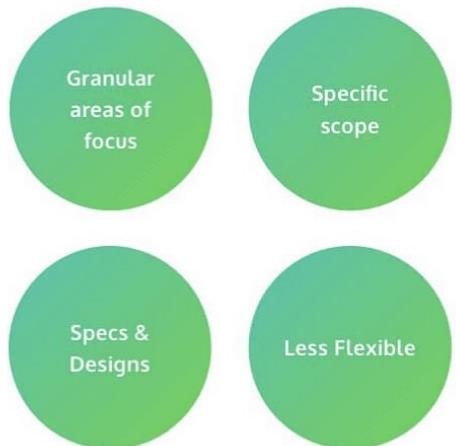
- Interviews
 - Prototypes
 - MVPs
- Problems
 - Hypotheses
 - Assumptions



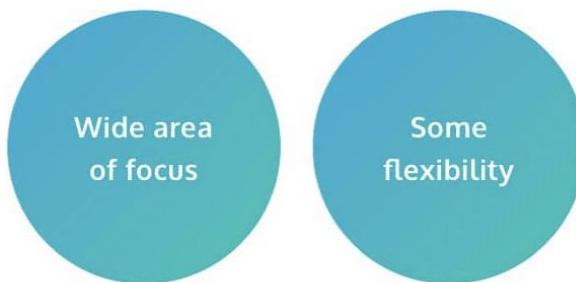
- Results
- Metrics
- Research

TIME HORIZONS v CERTAINTY

Now



Next



Later



**"EITHER I'M GOING
TO DISAPPOINT YOU
BY GIVING YOU
EXACTLY WHAT WE
THOUGHT SIX
MONTHS AHEAD OF
TIME WAS THE BEST
SOLUTION WHEN
IT'S NOT, OR BY
CHANGING COURSE
AND HAVING LIED TO
YOU."**



David Cancel, CEO, Drift

ANATOMY OF A PRODUCT ROADMAP

Themes	Q1	Q2
Overhaul Emails	Email System Upgrade Priority: High Progress: Not started	Drip Implementation Priority: High Progress: Planned and designed
Better Seller Experience	Seller Portal Priority: Medium Progress: Planned	Checkout Overhaul Priority: Low Progress: Not started
Increase Conversions		

ORGANIZE CLEARLY + REORDER REGULARLY

Current Quarter	1 Quarter Out	2 Quarters Out	3+ Quarters Out
Breakdown by Month	Work-Committed	Themes + Tactics	Strategic Plan
Work In Progress	Broad Estimates		
Confidence Level 90%	Confidence Level 75%	Confidence Level 50%	

Product roadmaps often look different across teams and organizations.



Which of the templates on the following slides is an actual product roadmap? Why?

Evaluate based on the qualities we just discussed, including:

- Not a release plan or a project plan.
- Structured around windows of time, not hard/fixed dates
- Focussed on needs or problems, not solutions.
- Based on outcomes, not outputs.
- A living, evolving artifact not a fixed, unchanging document.

DISCUSSION: IDENTIFYING A PRODUCT ROADMAP

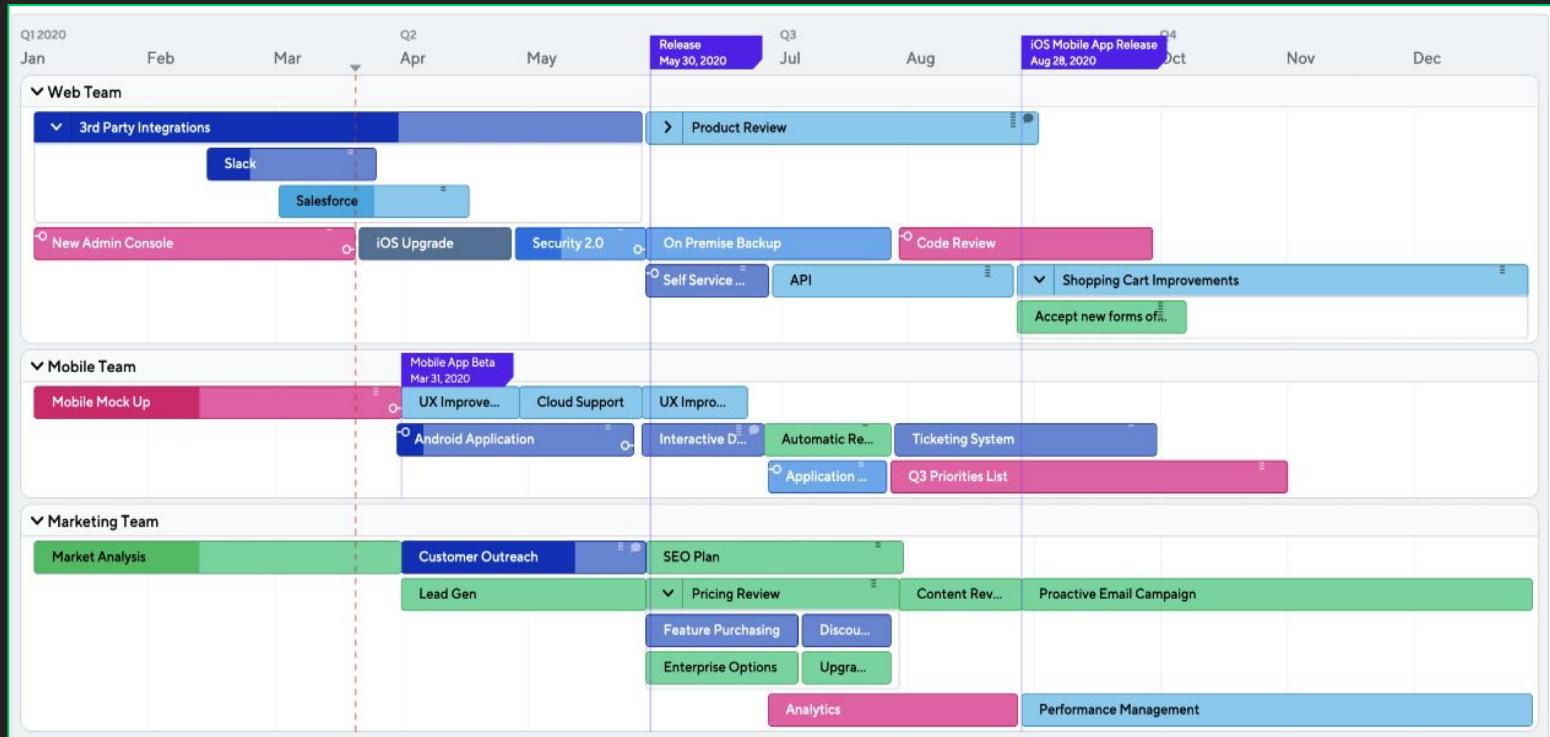


3 Minutes

Start Date	00/00/0000	End Date	00/00/0000	Overall Progress	0%		
Task Name	Assigned To	Start Date	End Date	Duration in days	% Complete	Status	Notes
SPRINT 1	Kelly E.	06/28	07/02	5	100%	Complete	
Task 1	Wendell B.	06/28	06/28	1	100%	Complete	
Task 2	Kelly E.	06/30	07/02	3	100%	Complete	
SPRINT 2	Sebastian R.	07/01	07/14	14	50%	In Progress	
Task 1	Dorn P.	07/01	07/03	3	100%	Complete	
Task 2	Kelly E.	07/02	07/07	6	85%	Overdue	
Task 3	Dorn P.	07/05	07/08	4	0%	On Hold	
Task 4	Kelly E.	07/07	07/14	8	15%	In Progress	
SPRINT 3	Kelly E.	07/15	07/22	8	0%	Not Started	
Task 1	Dorn P.	07/15	07/16	2	0%	Not Started	
Task 2	Wendell B.	07/17	07/19	3	0%	Not Started	
Task 3	Sebastian R.	07/20	07/22	3	0%	Not Started	

DISCUSSION: IDENTIFYING A PRODUCT ROADMAP

3 Minutes



DISCUSSION: IDENTIFYING A PRODUCT ROADMAP

23

© 2023 General Assembly



3 Minutes

DISCUSSION: IDENTIFYING A PRODUCT ROADMAP

3 Minutes

Now-next-later roadmap

5 objectives

Search features

Share

Settings

Now

Next

Later

Add release

Drive new user adoption

- Video calls
- Introduce a free plan

Dropbox integration

Task list

Tutorial videos

Get started video

Collaboration video

Integrations video

New onboarding experience

+

Drive ongoing user engagement

- Communication templates
- Improve performance: Channels with many attachments

Support special text and formatting

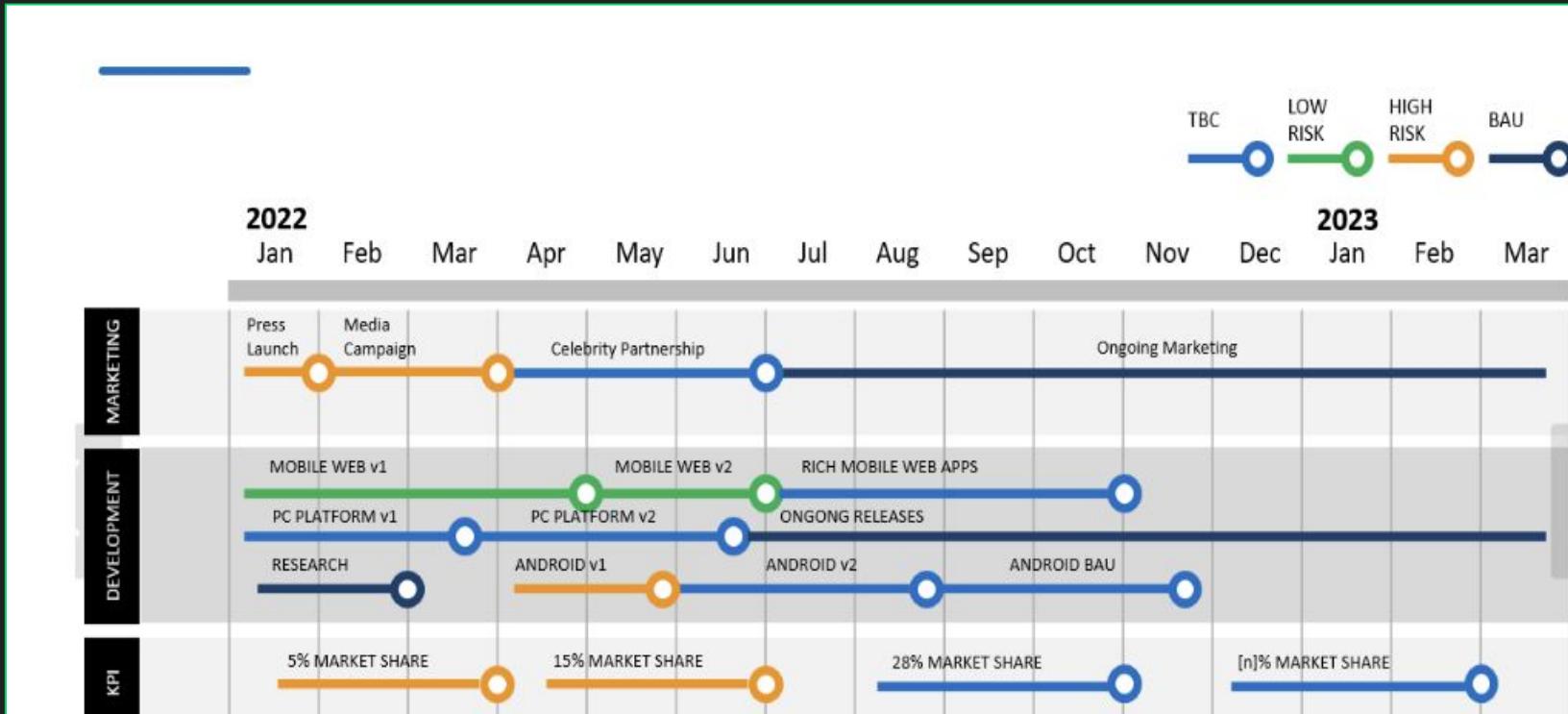
Eliminate dropped audio calls

Asana integration

+

DISCUSSION: IDENTIFYING A PRODUCT ROADMAP

3 Minutes



Slack Platform Roadmap

3 minutes

About this roadmap

- Welcome to the Slack Platform Roadmap! Read more here.
- Want more granular platform product updates? Read our #changelog, linked in this card.
- Roadmap Disclaimer

Near Term

- Persistent link previews
- Sign in with Slack links
- App Manifests
- Message metadata

Mid Term

- Subscribe in Slack
- Functional building blocks
- Slack Command Line Interface (CLI)
- Slack-first app deployment
- Platform administration

Long Term

- Shortcut gallery
- New Workflow Builder experience
- Easy workflow discoverability
- Easy workflow set up

Released

- Workspace token app retirement
- Token rotation
- Support for apps to receive Platform data behind a firewall
- Org apps
- Workflow Builder, Phase 2
- Bolt for Python

ELEMENTS OF A ROADMAP

Roadmapping

Welcome +
Warm-Up

What Is A Product
Roadmap?

**Elements of A
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Types of
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Challenges With
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Bring It Home



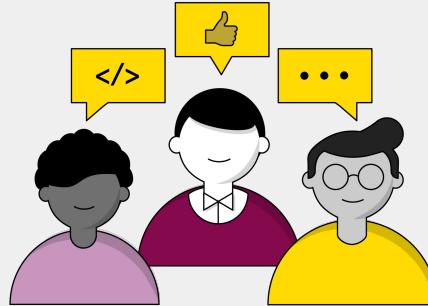
CREATING THE PRODUCT ROADMAP

- 1 Gather feedback from stakeholders, clients, and customers.
- 2 Begin to implement strategic roadmap initiatives.
- 3 Measure the success of each initiative.
- 4 Reorder as necessary.

WHO + WHAT INFORM A ROADMAP?

What Informs the Roadmap?	Who Is Informed by the Roadmap?
User research	Users, UX team
Customer feedback	Customers, customer service stakeholders
Company priorities and OKRs	Leadership
Technology capabilities	Engineering
Team capacity and skills	Colleagues and stakeholders
Competitive insights	Comp analysis, marketing
Analytics and metrics	Data, data teams

ROLES INVOLVED



Product Manager	Head of Product	Sales / Customer Support	Engineering & Design	Executives
Owns and drives creation of the roadmap.	Ensures roadmaps are aligned across all teams.	Share customer feedback and requests as inputs.	Collaborate & confirm roadmap is technically feasible, and needs are valid.	Make sure roadmap themes are aligned with company goals.

ELEMENTS OF A ROADMAP

OKRs / Goals + Progress

Themes

Individual Bets /
Projects

Broad Timelines



OKRs / GOALS

These are things you want to achieve.

Examples:

- Increase repeat usage by 20%
- Increase visit to registration by 10%
- Decrease downtime to 99.5%
- Determine if adding partners is a viable opportunity for our business



STRATEGY vs TACTIC

General:

Where and how to achieve
the goal



Specific:

Steps and resources to carry
out the strategy



THEMES

Initiatives you want to take to achieve your goals.

Examples:

- Redo emails
- Simplify onboarding
- Improve database speed
- Collaborate with one partner's dev team



INDIVIDUAL BETS / PROJECTS

These are bodies of work.

Examples:

- Revamp marketing drip emails
- Add in third-party login options
- Move data to new database
- Create a prototype integration



TIMELINE

When work should (but not necessarily will) be done.

Examples:

- Now
- Near term
- Future



Example - Netflix ex-CPO Gibson Biddle

Strategy/Metric/Tactics		
Strategy	Metric	Tactic / project
Personalization	RMSE (delta between expected an actual rating)	Mood algorithm test, Voice ID, Movie Personality Quiz, Language detection.
Original Content	% of members who watch at least 10 hours/month of Original Content	Cold-start merchandising test, weekly release test, episodic micro-docs
Watching experience	% of customers who watch at least 30 hours/month	Ultra HD, custom playback speed, shared viewing, lipsynch algorithms (40 languages)
Interactive storytelling	% of members who watch at least one hour interactive content per month.	Support for real-timing branching prototyping, Kimmy Schmidt launch.

@gibsonbiddle



Example - Netflix ex-CPO Gibson Biddle

2020 Rolling Roadmap

Strategy	Q2	Q3	Q4	Q1
Personalization	Mood algorithm test	Voice recognition	Language detection	“Movie Personality Quiz”
Original Content	Cold-start merch system	Weekly Release Test	Support for episodic micro-docs	Expert Panel forecasting
Watching experience	Shared viewing	Custom playback speed	Automated lip-synch in 40 languages	Ultra HD, Custom mobile encodes
Interactive storytelling	Voice activated decisions	Real-time branching prototype tool	Kimmy Schmidt launch	Bandersnatch #2

@gibsonbiddle



ANATOMY OF A PRODUCT ROADMAP

Now	Near Term	Later
Revamp Marketing Emails Theme: Redo Emails Measure: Repeat Usage	Add Inline Validation for Username Creation Theme: Simplify Onboarding Measure: Visit to Registration	Revamp Post Purchase Emails Theme: Redo Emails Measure: Repeat Usage
Add Third Party Login Options Theme: Simplify Onboarding Measure: Visit to Registration	Move Data to New Database Theme: Improve db speed Measure: Downtime	Revamp Transaction Emails Theme: Redo Emails Measure: Repeat Usage



REAL EXAMPLE - INTERNAL AUDIENCE

 Gentu

Product Strategy

Focus on new to market, single practitioner practices

Now	Next	Later
<p>Manage practice workflow</p> <p>Objectives:</p> <ul style="list-style-type: none">• Create and assign work• Understand when something needs to be done <p>Features:</p> <ul style="list-style-type: none">• Task management• Notifications	<p>Appointment Management</p> <p>Objectives:</p> <ul style="list-style-type: none">• Minimise repetitive tasks for Admins• Automate patient handover through the practice.	<p>Patient & Care Team Communications</p> <p>Billing schedules</p> <p>Diagnostic results integration</p>
<p>STAGE: DELIVERY</p> <p>Diagnostic tests</p> <p>Objectives:</p> <ul style="list-style-type: none">• Reduce time in requesting tests• Minimise risk of miscommunication <p>Features:</p> <ul style="list-style-type: none">• Search and select from Pathology and Radiology tests• Create and use test lists	<p>STAGE: DISCOVERY</p> <p>Consultation effectiveness</p> <p>Objectives:</p> <ul style="list-style-type: none">• Document consultation notes• Measure patient outcomes	
<p>STAGE: DELIVERY</p>	<p>STAGE: DISCOVERY</p>	

Disclaimer: Updated 3/12/2019, subject to change without notice.



REAL EXAMPLE - PUBLICLY AVAILABLE

 Gentu

Product Vision

Helping medical professionals improve their practice effectiveness, efficiency, and patient health outcomes.

Done	Now	Next
<p>Maximise available consultation time</p> <p>Objectives:</p> <ul style="list-style-type: none">Reduce missed appointmentsRemind patients to attend <p>Features:</p> <ul style="list-style-type: none">Task managementNotifications	<p>Manage practice workflow</p> <p>Objectives:</p> <ul style="list-style-type: none">Create and assign workUnderstand when something needs to be done <p>Features:</p> <ul style="list-style-type: none">Task managementNotifications	<p>Appointment Management</p> <p>Objectives:</p> <ul style="list-style-type: none">Minimise repetitive tasks for AdminsAutomate patient handover through the practice.
STAGE: DONE	STAGE: DELIVERY	STAGE: DISCOVERY
<p>Medication Safety</p> <p>Objectives:</p> <ul style="list-style-type: none">Reduce risks when prescribingEasily identify and select the right medications <p>Features:</p> <ul style="list-style-type: none">Comprehensive medication historyAdditional information in search	<p>Diagnostic tests</p> <p>Objectives:</p> <ul style="list-style-type: none">Reduce time in requesting testsMinimise risk of miscommunication <p>Features:</p> <ul style="list-style-type: none">Search and select from Pathology and Radiology testsCreate and use test lists	<p>Consultation effectiveness</p> <p>Objectives:</p> <ul style="list-style-type: none">Document consultation notesMeasure patient outcomes
STAGE: DONE	STAGE: DELIVERY	STAGE: DISCOVERY

Disclaimer: Updated 3/12/2019, subject to change without notice.



REAL EXAMPLE - PUBLICLY AVAILABLE - SIMPLIFIED

Gentu Roadmap.

Updated Sep 15, 2021. Subject to change.

DONE	NOW
 Improved Incoming Results & Letters Workflow	 My Health Record
 Active Ingredient Prescribing	 Ongoing user experience improvements
	 Mobile - Beta
	 MIMS Prescribing

10:00

BREAK TIME



TYPES OF ROADMAPS

Roadmapping

Welcome +
Warm-Up

What Is A Product
Roadmap?

Elements of A
Roadmap

**Types of
Roadmaps**

Challenges With
Roadmapping

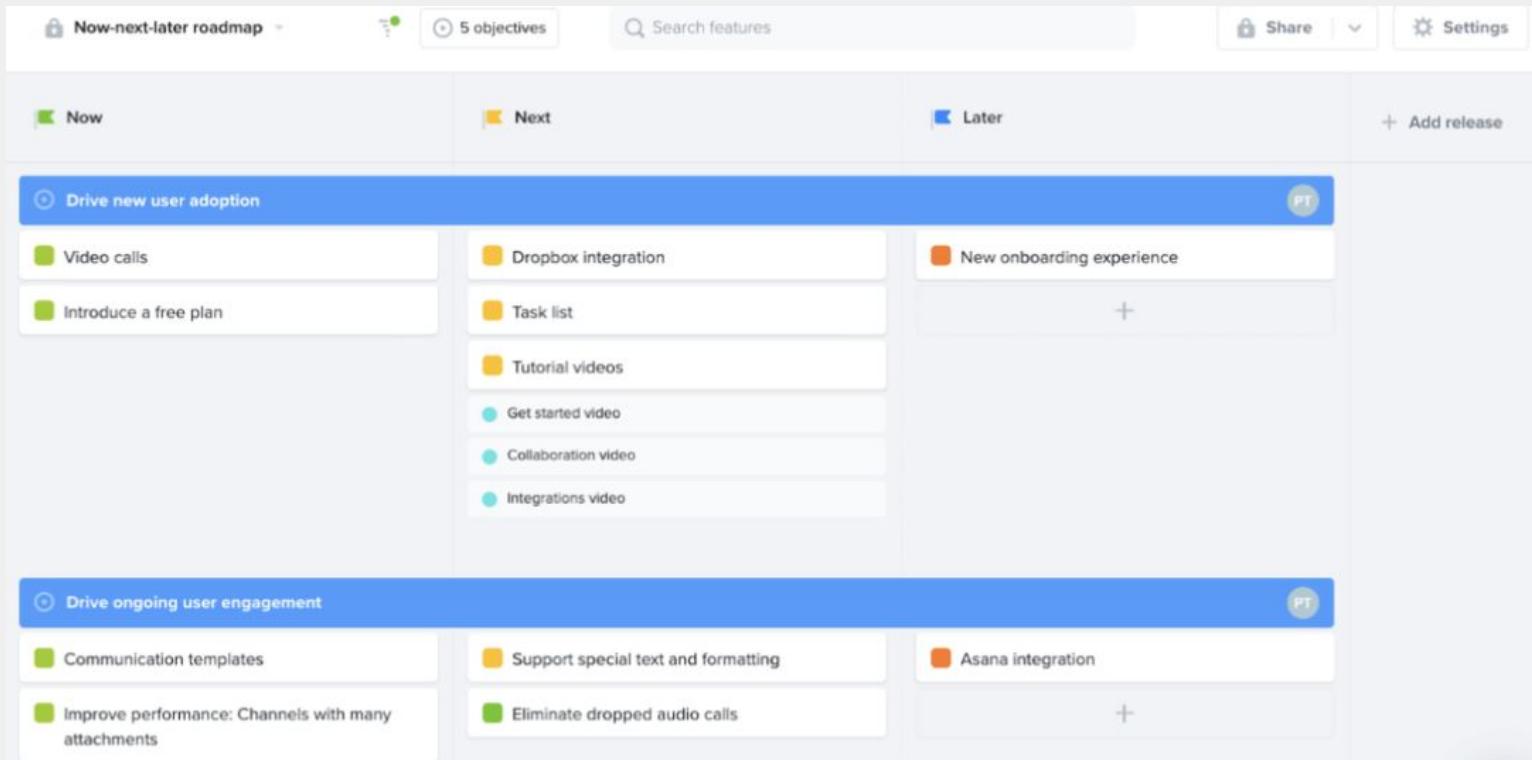
Bring It Home



Reminder: Product Roadmaps often look different across teams and organizations.



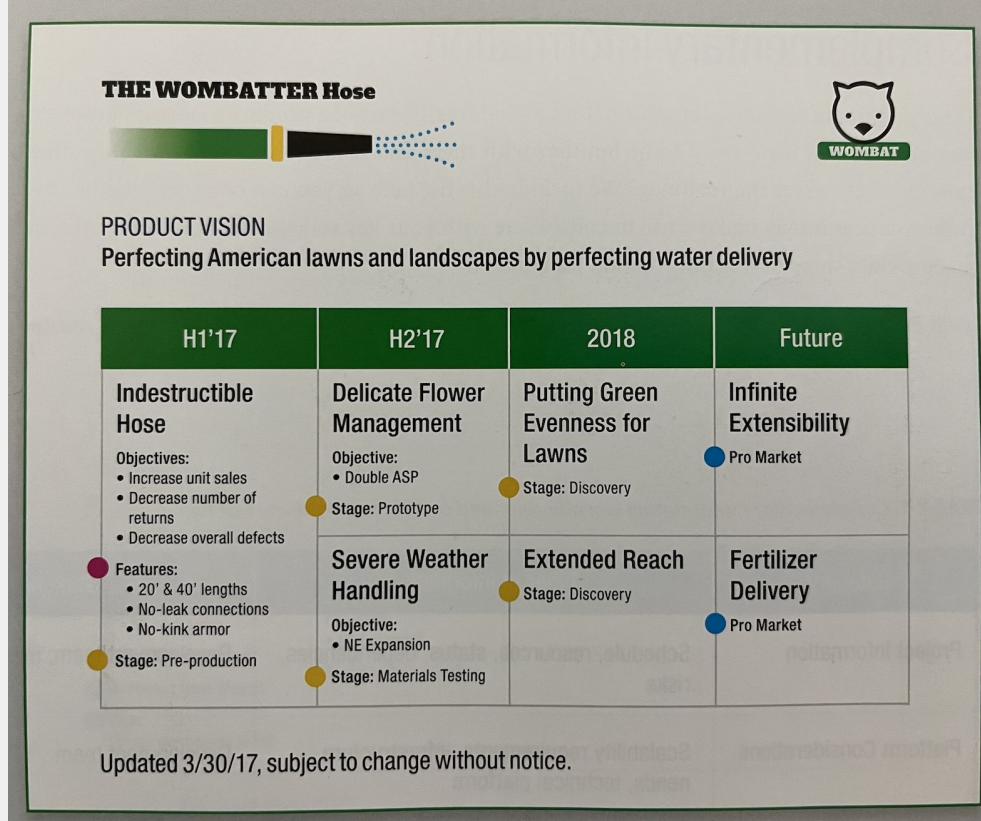
ROADMAP | NOW, NEXT, LATER



ROADMAP | KANBAN

Backlog	Planned	In progress
<div>Improve quality for group... ● Group calls ⌚ 13 </div>	<div>Sync GitHub comments ● GitHub integration ⌚ 5 </div>	<div>Share screen prototype ● Share screen ⌚ 8 </div>
<div>Presentation mode dev ● Share screen ⌚ 21 </div>	<div>Research GitHub APIs ● GitHub integration ⌚ 8 </div>	<div>Improve performance ● Share screen ⌚ 21 </div>
<div>Snooze notifications mode ● Notification centre ⌚ 21 </div>	<div>Facebook integration ● GitHub integration ⌚ 21 </div>	<div>Take control of a screen ● Share screen ⌚ 40 </div>
<div>Manage participants in call ● Groups calls ⌚ 5 </div>		<div>Call recording ● Share screen ⌚ 13 </div>
<div>Mute/unmute callers ● Group calls ⌚ 50 </div>		

ROADMAP | TIME HORIZONS



Let's create a roadmap for building a product that helps surgeons manage their practice.

1. Who is involved in creating our roadmap?
2. What goals do we have for our product?
3. What themes will we work with to achieve those goals?
4. What projects will we need to complete within those themes?
5. When should we complete them?

CHALLENGES WITH ROADMAPS

Roadmapping

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Building a roadmap is not a goal. It's a continuous activity where you evaluate, iterate, and do discovery and delivery. You have a strategic direction, and that's what you follow. It's important to communicate what your direction is. If everyone is happy with the direction, they won't focus on those small details they want.

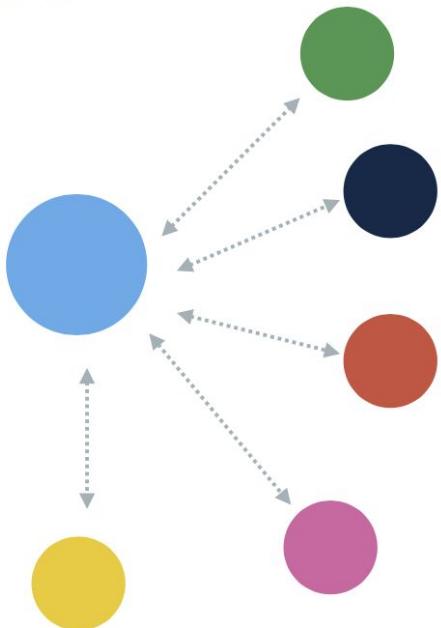
I try to never commit to anything until the roadmap is built. Because that would limit me. So I always try to set the direction, and then after that, I try to communicate it with everyone. Not everyone will be happy – that's something we have to admit.

– Adam Krbušek

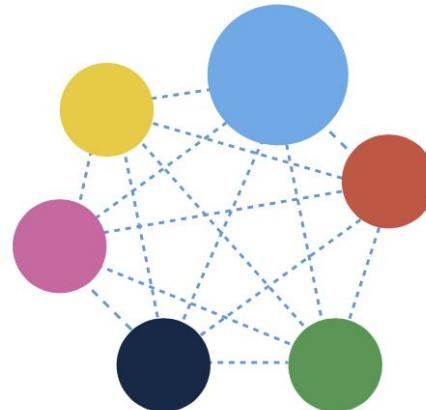


"SHUTTLE DIPLOMACY"

1:1 FIRST



TEAM AFTER

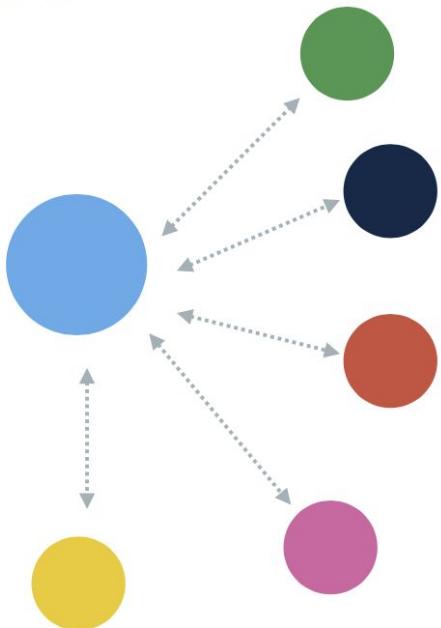


I've got a DRAFT set of priorities. Would you help me refine them?

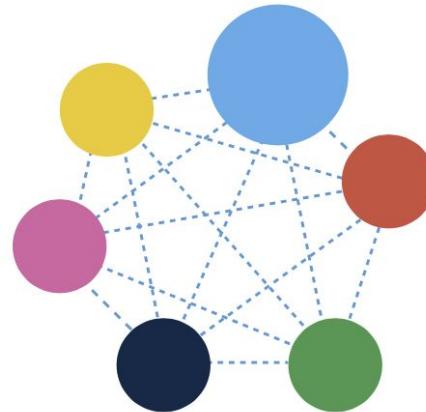


"SHUTTLE DIPLOMACY"

1:1 FIRST



TEAM AFTER



BEST PRACTICES FOR COMMUNICATION

Work with your managers to ensure that your stakeholders understand the purpose of a roadmap; what it is and what it isn't

This will help to shift requests for hard dates and work to move the discussion into a more strategic conversation, creating a understanding that these templates aren't set in stone

Try to avoid frequent changes to your roadmap once it's been presented

This will help to build trust/confidence in your stakeholders

Ensure your roadmaps are up to date. If you have to pivot, update your roadmaps when you communicate any changes with your stakeholders/leadership

This will help to create an understanding of the roadmap being a source of truth; working to reduce constant questions about when work is being released



BRING IT HOME

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KEY TAKEAWAYS



A Roadmap Is Tool

A document used to communicate the product vision and the current path towards it



Best Practices and Varying Formats

If your organization doesn't have a set format, choose one that adheres to best practices and that can be easily shared, accessed and updated



Roadmapping Can Come with Challenges

Communication is always key

Set Expectations with stakeholders and communicate any changes

Additional Resources

Practice Again	Digging Deeper
<p>Product Roadmaps</p> <ul style="list-style-type: none">• Building Your First Product Roadmap From Scratch <p>Reading a Product Roadmap & Writing Good Stories</p> <ul style="list-style-type: none">• Product Roadmap: Key Features, Types, Building Tips, and Roadmap Examples <p>Roadmaps in the real world</p> <ul style="list-style-type: none">• Slack Platform Roadmap• Buffer Transparent Product Roadmap• Git Hub Public Roadmap	<p>Product roadmap tools</p> <ul style="list-style-type: none">• Aha!• Productboard• Prodpad• ProductPlan<ul style="list-style-type: none">◦ Tutorial on building your roadmap• Roadmunk• Asana• Trello





GENERAL ASSEMBLY