

# Hello!

I'm **Andy Birds**

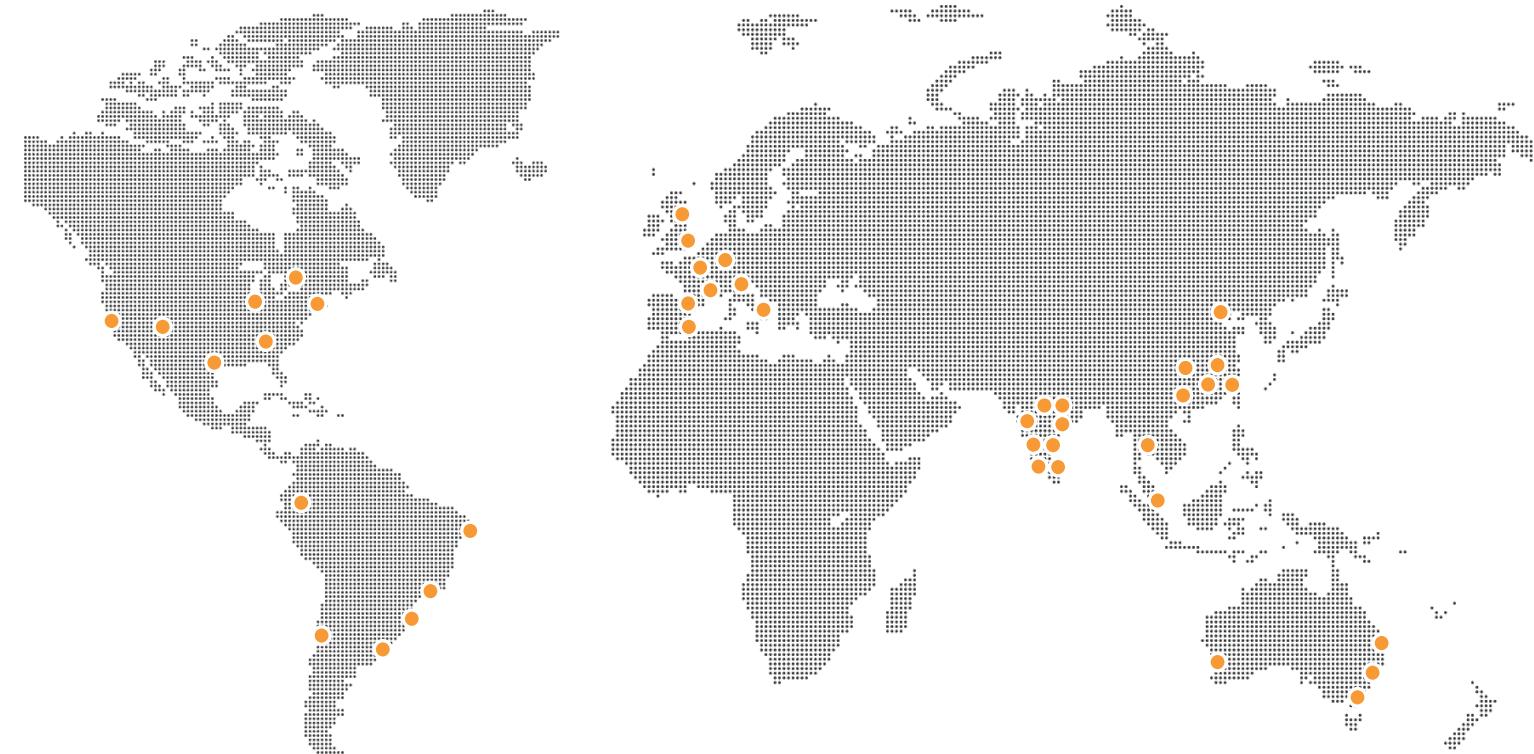
@AndyBirds

Google Deep Dream Generator is a platform where you can transform photos using a powerful AI algorithms  
<http://deeppdreamgenerator.com/>



We help our clients harness  
technology, to create compelling  
business opportunities

# We are a global business with a local presence



**4,500+**  
Employees

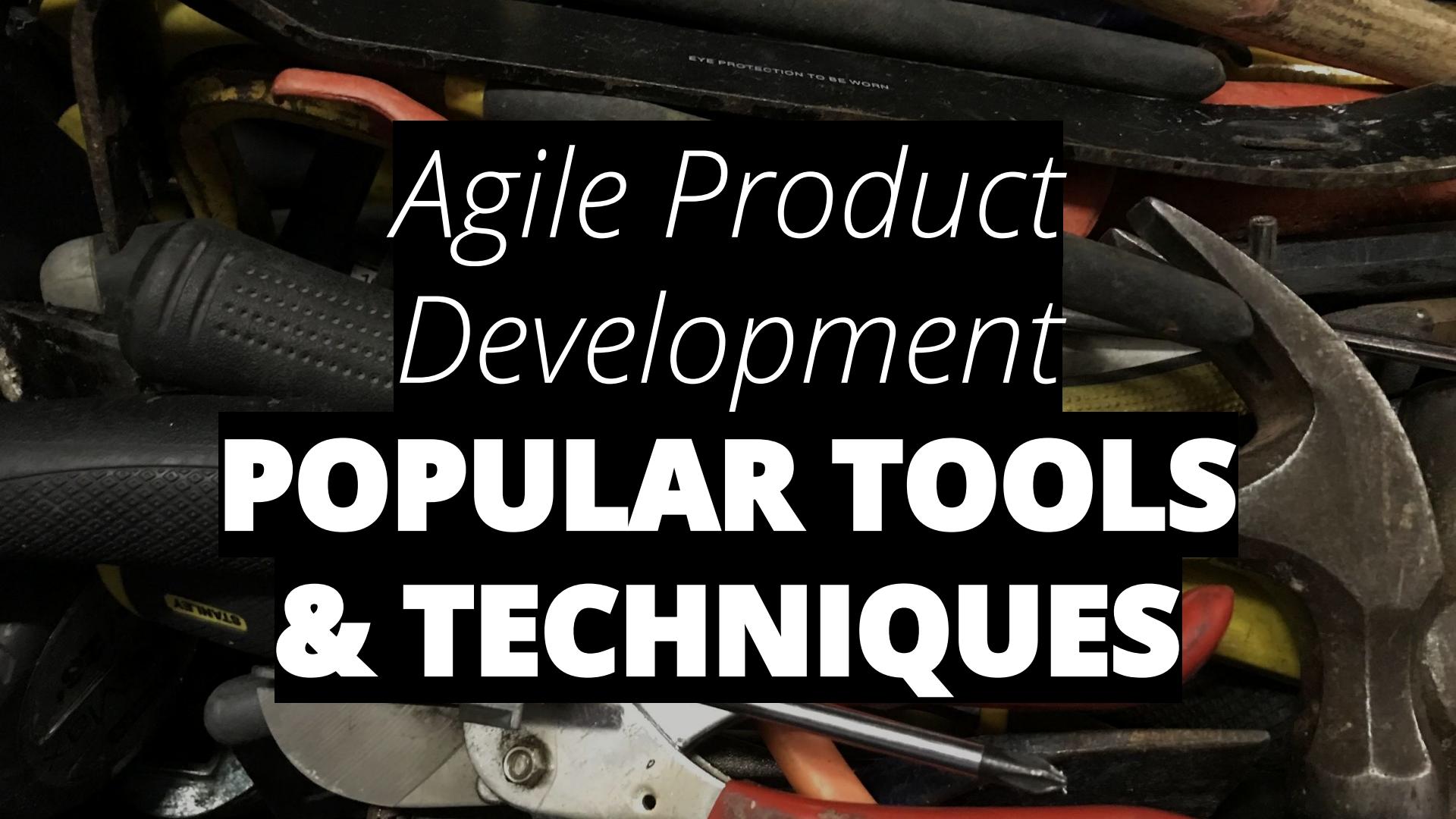
**14**  
Countries

**42**  
Offices

**25**  
Years

# Our experiences are encapsulated in 80+ books





*Agile Product  
Development*

# **POPULAR TOOLS & TECHNIQUES**

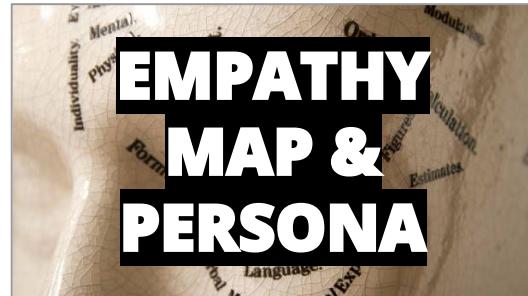
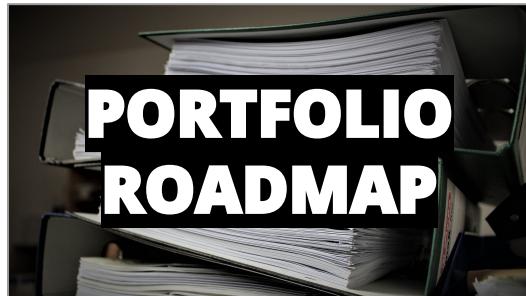
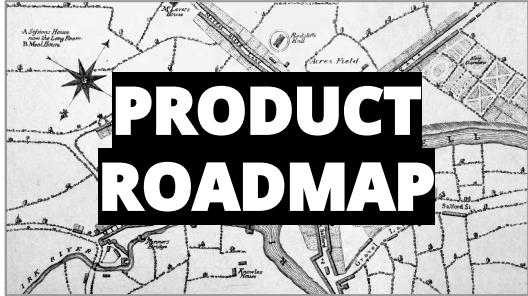
# PRESENTATION OBJECTIVES

**Share some of my learnings, with the hope that I will:**

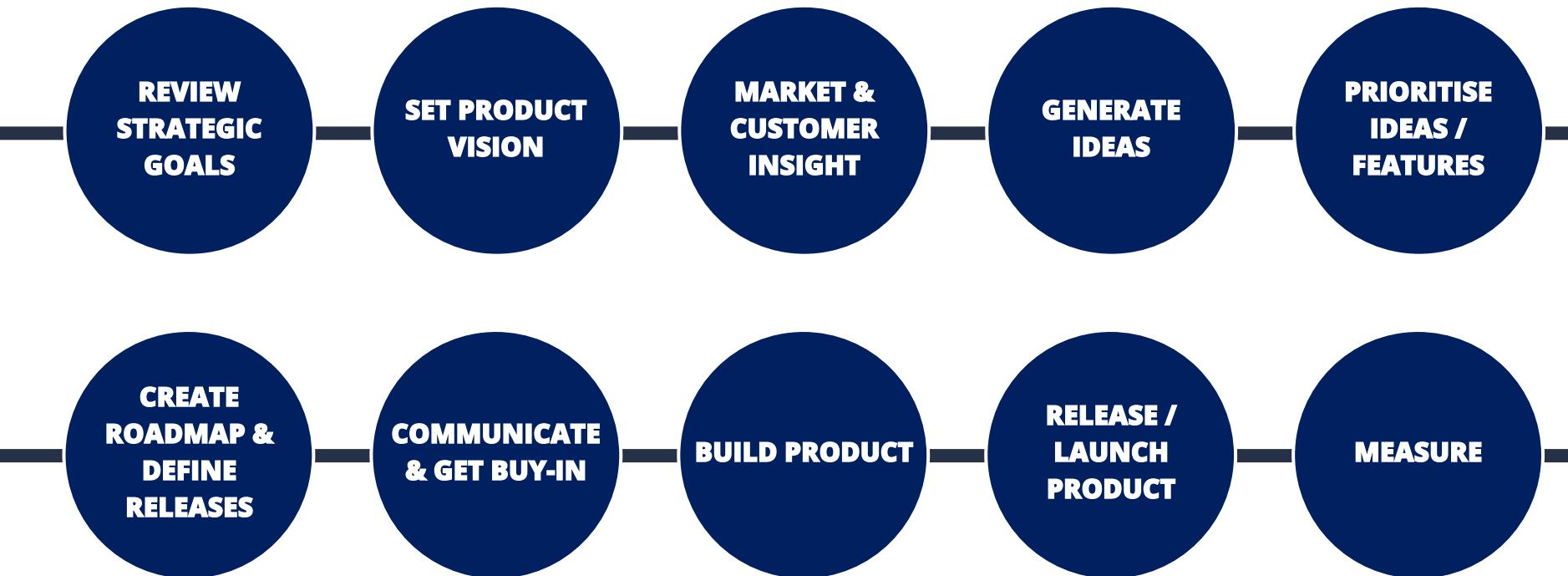
- ✓ **give you some new tools**
- ✓ **direct you to some further useful reading**
- ✓ **inspire you try something new**

*“To achieve the above I’m going to give a broad and shallow overview of various tools (not deep) - it’s going to be jam-packed and pacey”*

# PRODUCT DEVELOPMENT TOOLS



# PRODUCT DEVELOPMENT PROCESS



**IDEAL OUTCOME IS TO...**

Deliver the

**RIGHT PRODUCT**

To the

**RIGHT MARKET**

At the

**RIGHT TIME**

With the

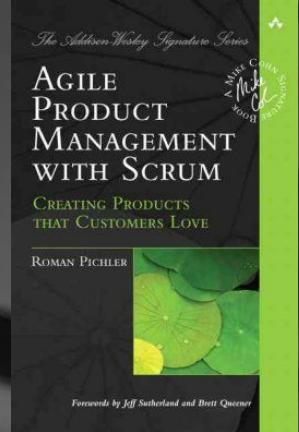
**RIGHT PROCESS**

# PRODUCT ROADMAP





*Agile Product  
Management with  
Scrum: Creating  
Products that  
Customers Love by  
Roman Pichler*



*"A product roadmap is an actionable plan that shows how a product is likely to evolve. It typically covers several major releases or product versions"*

*-Roman Pichler (Product Management Expert)*



*A Product Roadmap is a powerful tool to define how a product will **deliver value over time**, whilst maintaining strategic direction. It frames the work in business language which helps with stakeholder buy-in and **alignment**, as well as securing **investment** for developing the product*



# WHY DO YOU NEED A ROADMAP?

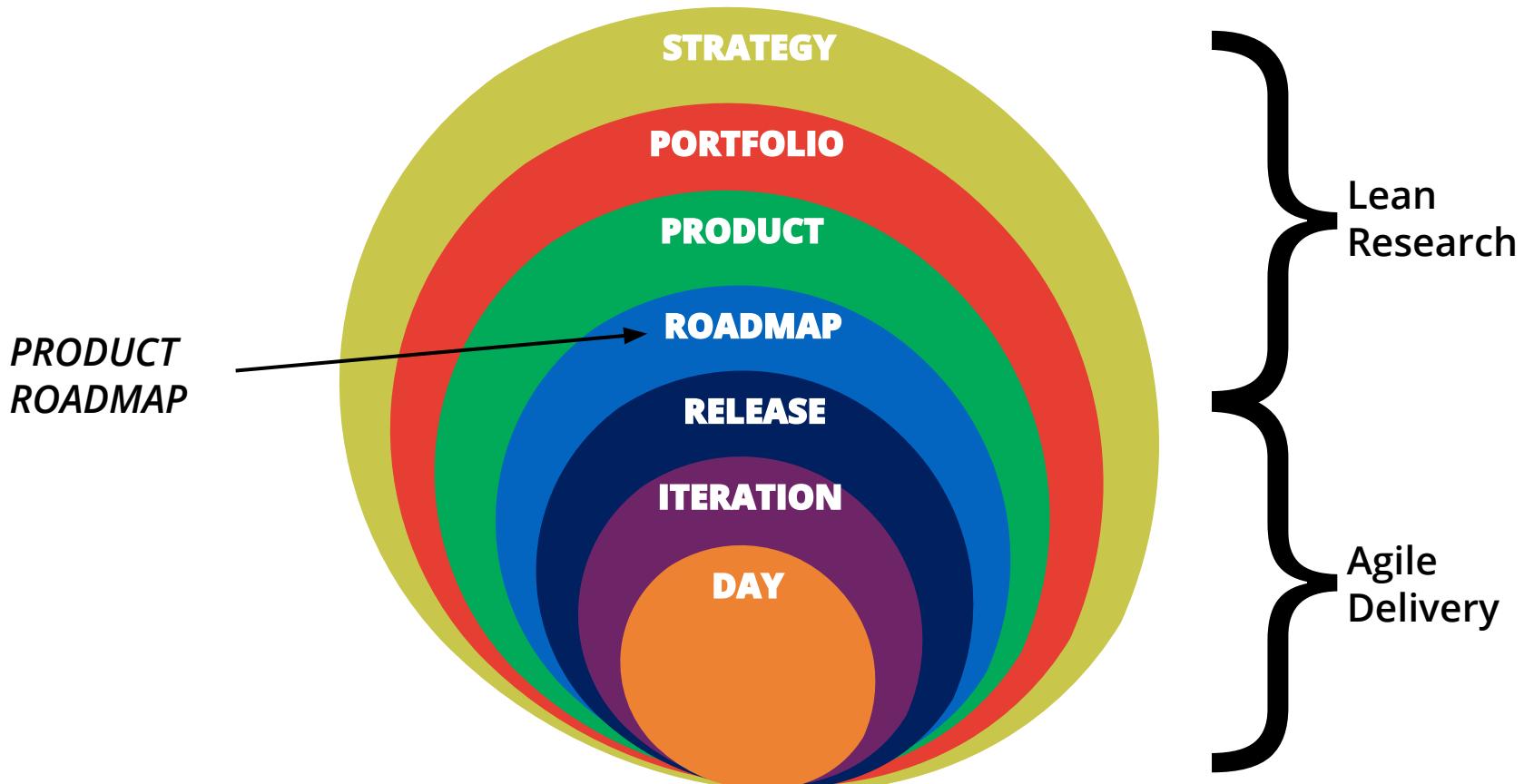


PEOPLE

PROCESS

PRODUCT

# HOW DOES THE ROADMAP FIT IN?





*Roadmapping is where you work with a team or teams to visually lay out major chunks of work over a particular period of time (typically as short a timeline as the next **3-months** to as long as the next **18-months**), is typically one of the earliest activities that needs to take place in the agile planning lifecycle*



# WHEN SHOULD YOU BE 'ROADMAPPING'?

**FUNDING**

*(start-up, new line of business)*

**PLANNING**

**QUARTERLY MEETINGS**

**STAKEHOLDER PRESENTATIONS**

**PRODUCT PORTFOLIO STRATEGY**

**BUILD VS. BUY DECISIONS**

# THINGS THAT SHOULD BE INCLUDED IN YOUR ROADMAP

**BROAD TIME FRAMES**

**THEMES BY TIME FRAME**

**HIGH-LEVEL PRODUCT GOALS**

**METRICS FOR MEASURING PROGRESS**

**VIEW OF THE IDEAS AND FEATURES BEING DEVELOPED**

**STATUS OF EACH STAGE**

**RISKS AND CONSIDERATIONS**

**SALES AND MARKETING EFFECTS**

# GOAL ORIENTED PRODUCT ROADMAP *(with variable time horizon)*

	Q2 2018	Q3 2018	Q4 2018	Q1 2019
Name 	<ul style="list-style-type: none"><li>• <b>What is the theme / version / release called?</b></li></ul>			
Goal 	<ul style="list-style-type: none"><li>• <b>Why should it be built?</b></li><li>• <b>How does it support the business strategy?</b></li><li>• <b>What is the customer need or problem?</b></li></ul>			
Features (Epics) 	<ul style="list-style-type: none"><li>• <b>What are the key features which are necessary to meet the goal?</b></li></ul>			
Metrics 	<ul style="list-style-type: none"><li>• <b>How do we know that the goal has been met?</b></li><li>• <b>What is the outcome metric you wish to achieve?</b></li><li>• <b>Is the metric SMART? (Specific, Measurable, Achievable, Relevant, Time-bound)</b></li></ul>			

# ACTIVITY METRICS VS. OUTCOME METRICS

**NOT THESE**

ACTIVITY METRICS

## FEATURE VELOCITY

New features completed in a certain interval

## LEAD & CYCLE TIME

Elapsed time when work starts until it's done

## POTENTIALLY SHIPPABLE TIME

How frequently can you put things live?

## "CONCEPT TO CASH"

From idea to benefit realisation

OUTCOME METRICS

## AVERAGE REVENUE PER CUSTOMER

contribution to revenue

## NET PROMOTER SCORE (NPS)

gauge loyalty of customers

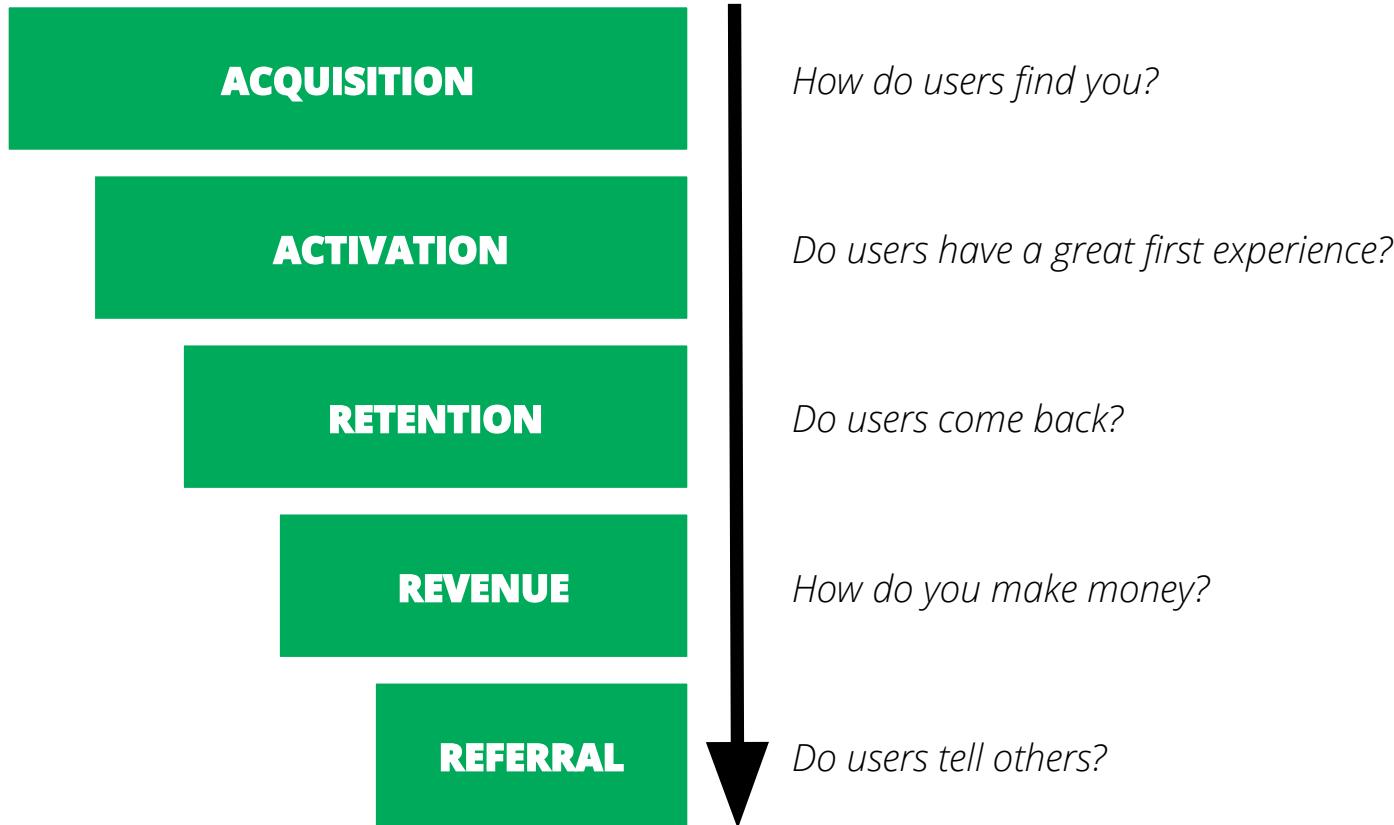
## CUSTOMER ACQUISITION COST (CAC)

Cost to attract each customer

## CHURN RATE

Stickiness of the customer base

# OUTCOME METRICS - PIRATE METRICS (AARRR)



# METRICS NEED TO BE CLEAR

## POOR: TOO VAGUE

*Customers will be delighted*

## POOR: OUTPUT NOT OUTCOME

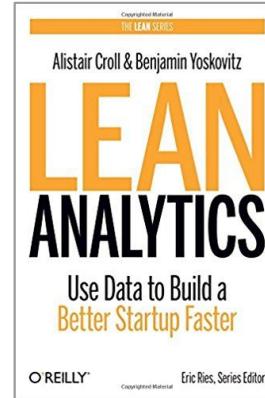
*Work done on time and in budget*

## POOR: TOO DETAILED FOR A GOAL

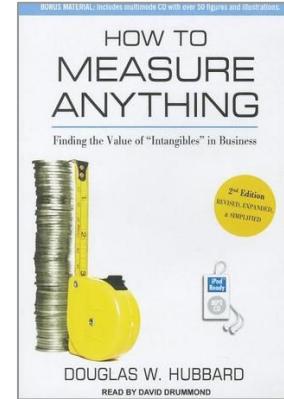
*Top search result click-through increases*

## GOOD: HIGH LEVEL BUSINESS OUTCOME

*Conversion from search results increase quarter-over-quarter (A proxy for Customers find what they are looking for easier)*



*Lean Analytics:  
Use Data to Build  
a Better Startup  
Faster by Alistair  
Croll and  
Benjamin  
Yoskovitz*



*How to Measure  
Anything: Finding  
the Value of  
"Intangibles" in  
Business  
by Douglas W.  
Hubbard*

# GOAL STATEMENT AND OUTCOME METRICS

*Need to be closely linked*

- Goals should include information on what will be affected.
- Metrics should be linked to the goal and state how will progress be measured, and when will the goal be achieved.
- Use the following **goal** statement as a starter template:

[Increase/Improve/decrease/eliminate] the [description of the measure]

- Use the following outcome **metric** statement as a starter template:

Success = from [current level of performance] to [desired level of performance] by [date]

# EXAMPLE OF GOAL & METRICS

	Q2 2018	Q3 2018	Q4 2018	Q1 2019	
Name					
Goal	GOAL	ACQUISITION <i>Increase number of new customers by 25%</i>	ACTIVATION <i>Increase customer usage of our app</i>	REVENUE <i>Increase the average spend per customer by 25%</i>	RETENTION <i>Increase customer usage of our services</i>
Features (Epics)					
Metrics	METRIC	<i>Success = from 1M last year to 1.25M in 2018</i>	<i>Success = from 25% of customers using the app an average of 3 times a month to 50%</i>	<i>Success = from £800 per customer to £1000 by end of £2018</i>	<i>Success = from customers using our service an average of 2 times per month to 3 times per month</i>

# REMEMBER: USE THE 'SMART' MNEMONIC TO CHECK

**S**PECIFIC

**Is the Goal and Metric well defined using clear language?**



**M**EASURABLE

**Can you track the progress and measure the outcome?**



**A**CHIEVABLE

**Is the goal reasonable enough of being attainable?**



**R**ELEVANT

**Is the goal linked to the business strategy?**

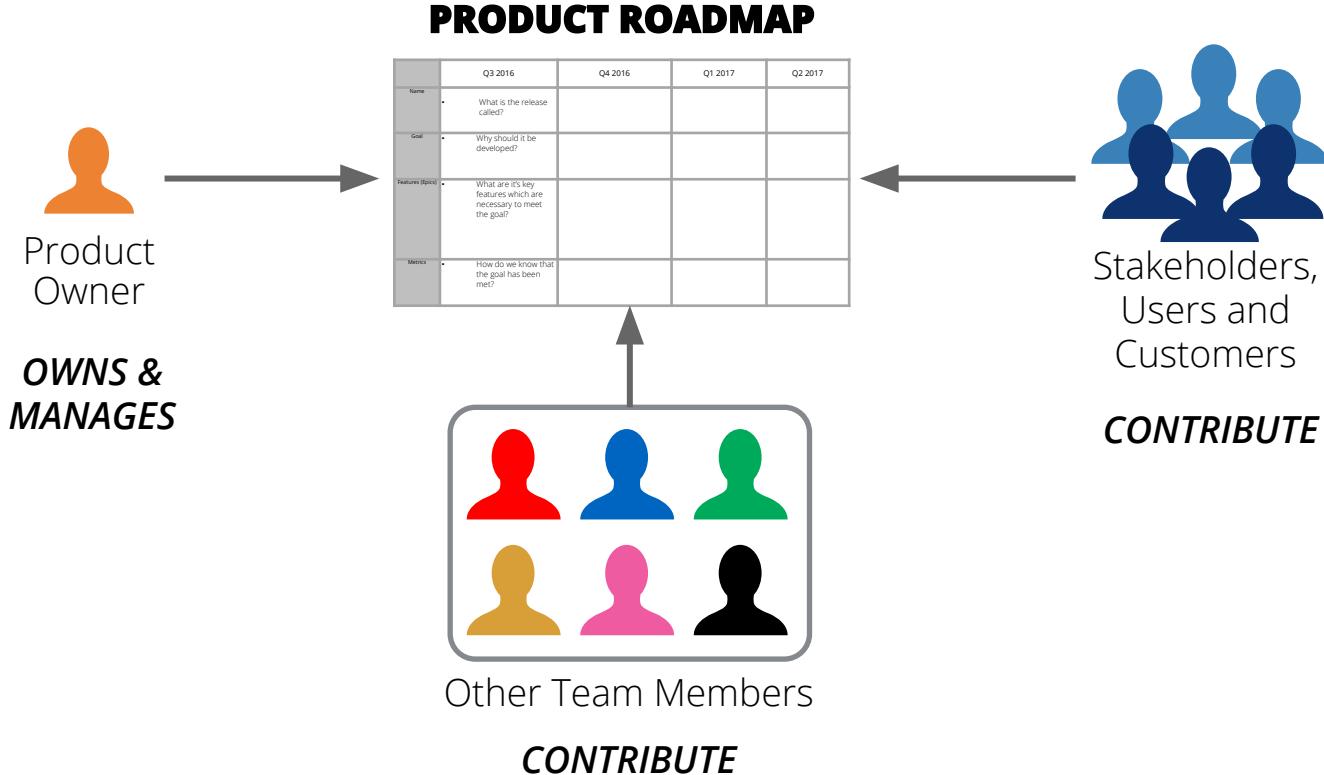


**T**IME-BOUND

**Do you know when you Goal will be accomplished?**



# PRODUCT ROADMAP OWNERSHIP

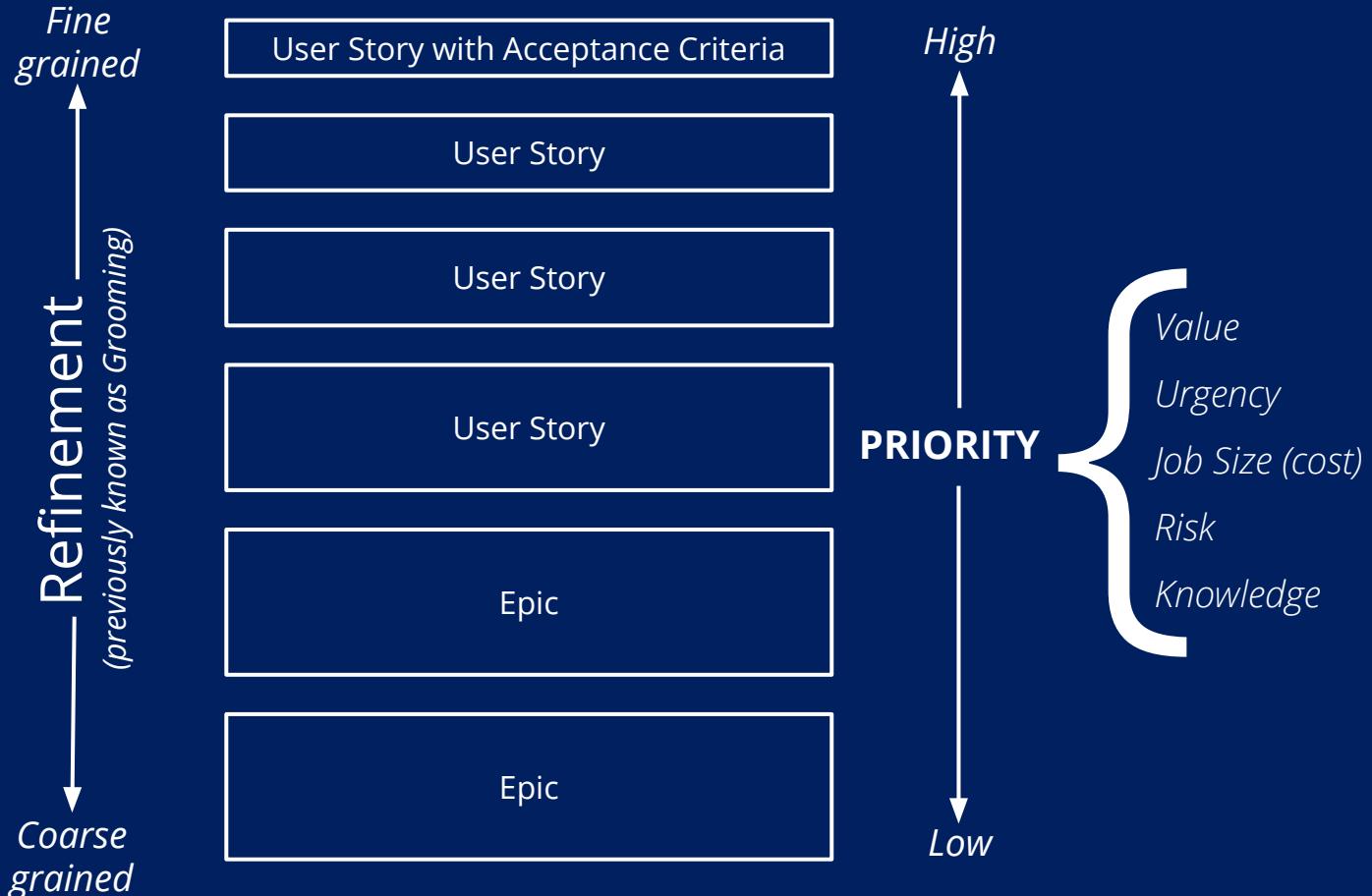


# PRODUCT ROADMAP REVIEW CYCLE

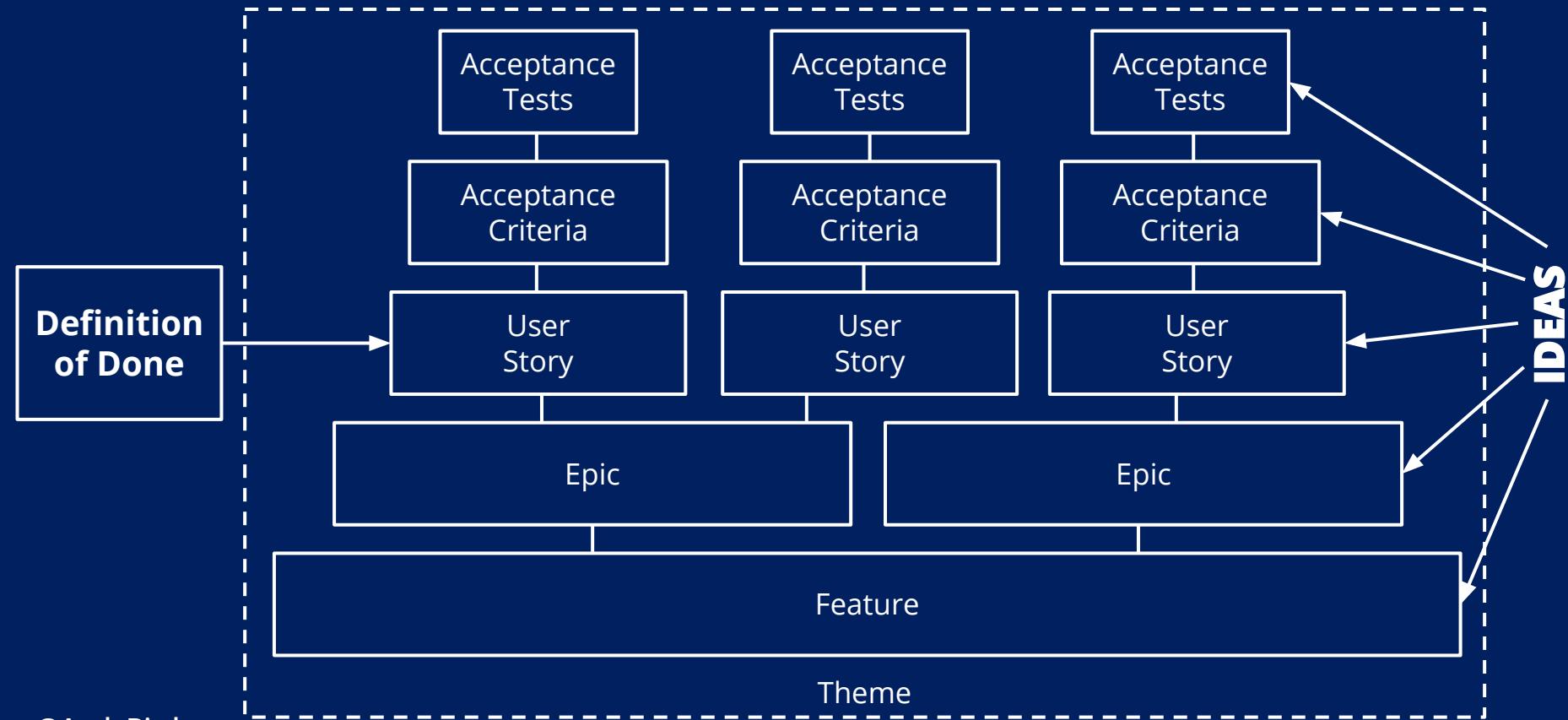


*Note: The Product Owner should be constantly updating the Product Roadmap based on new learnings and data*

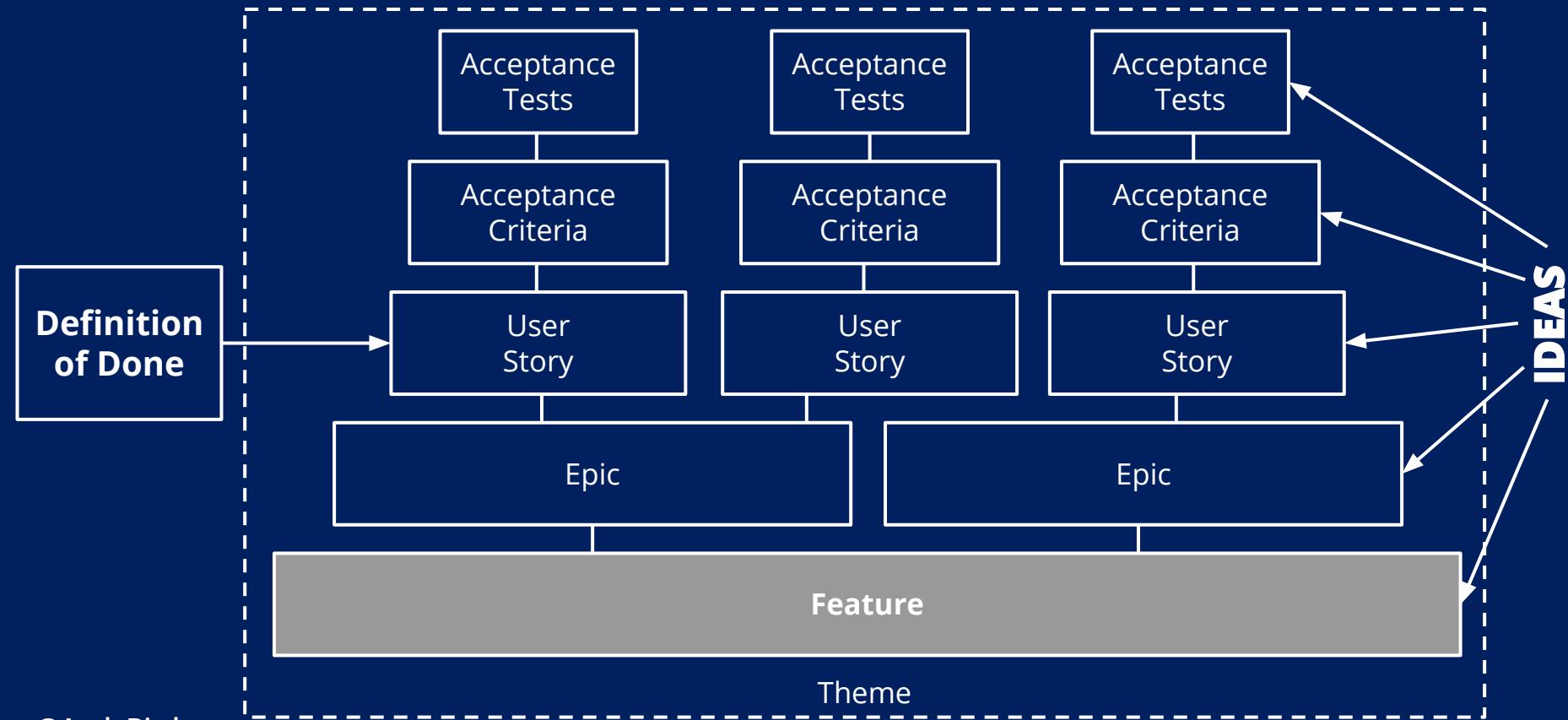
# PRODUCT BACKLOG



# PRODUCT ROADMAP ↔ PRODUCT BACKLOG



# PRODUCT ROADMAP ↔ PRODUCT BACKLOG



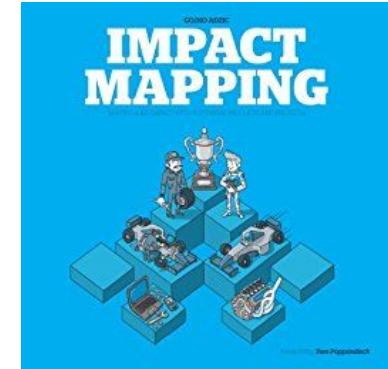
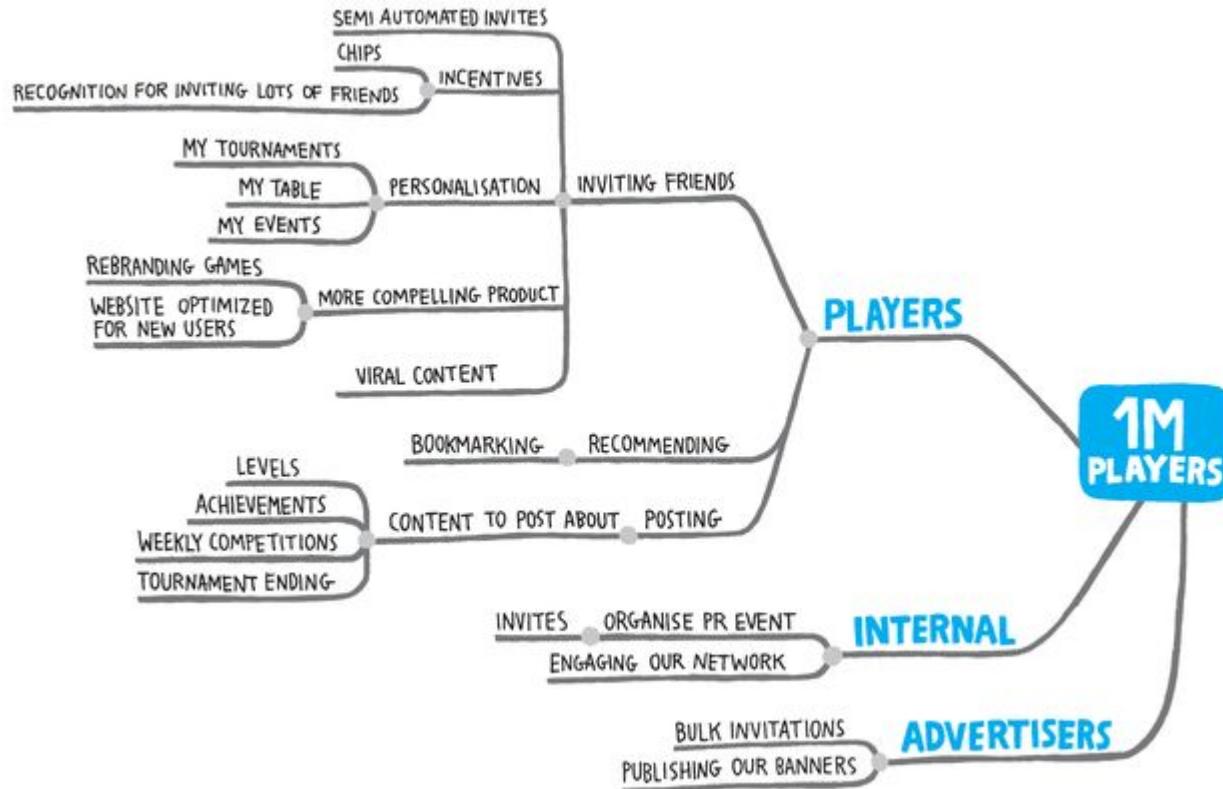
A vintage green and yellow car is parked in a parking lot. The word "FEATURE" is overlaid in large white letters across the center of the image.

**FEATURES**

# IDEAS CAN COME FROM MANY PLACES



# IMPACT MAPPING IS A GREAT TOOL TO GENERATE THE ROADMAP



*Impact Mapping:  
Making a big impact  
with software products  
and projects by Gojko  
Adzic*

# PRODUCT BOX

Product in a Box: Imagine the product is in a box on a supermarket shelf. What would appear on the box that would appeal to our customers?

## FRONT

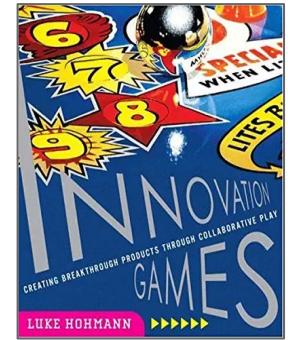
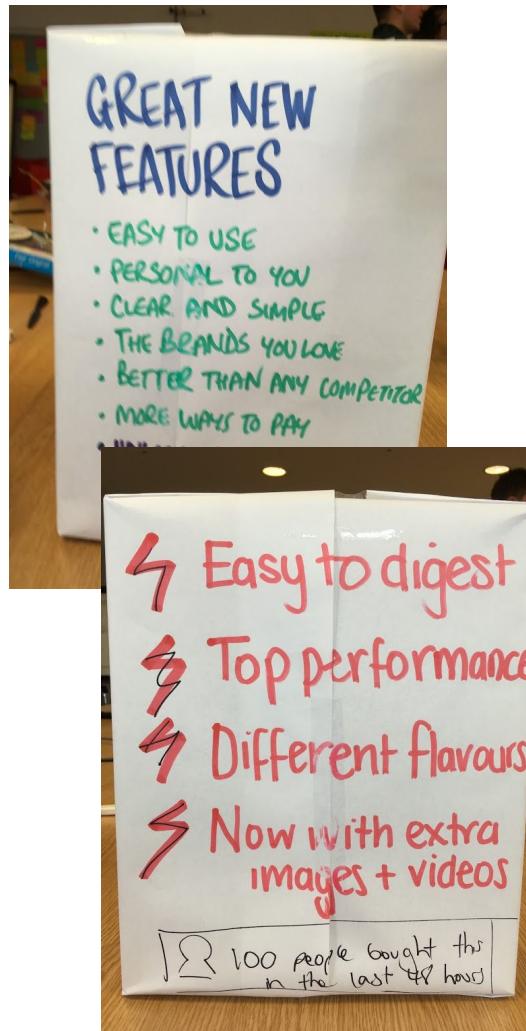
- Product Name
- Product's Visual Representation
- Slogan or Product Description

## BACK

- **Key Features**
- Why you should buy it (customer benefits)

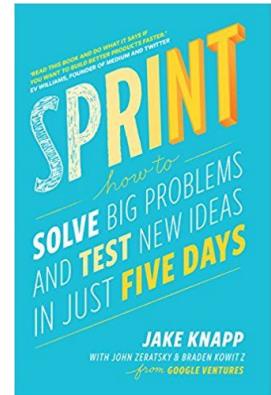
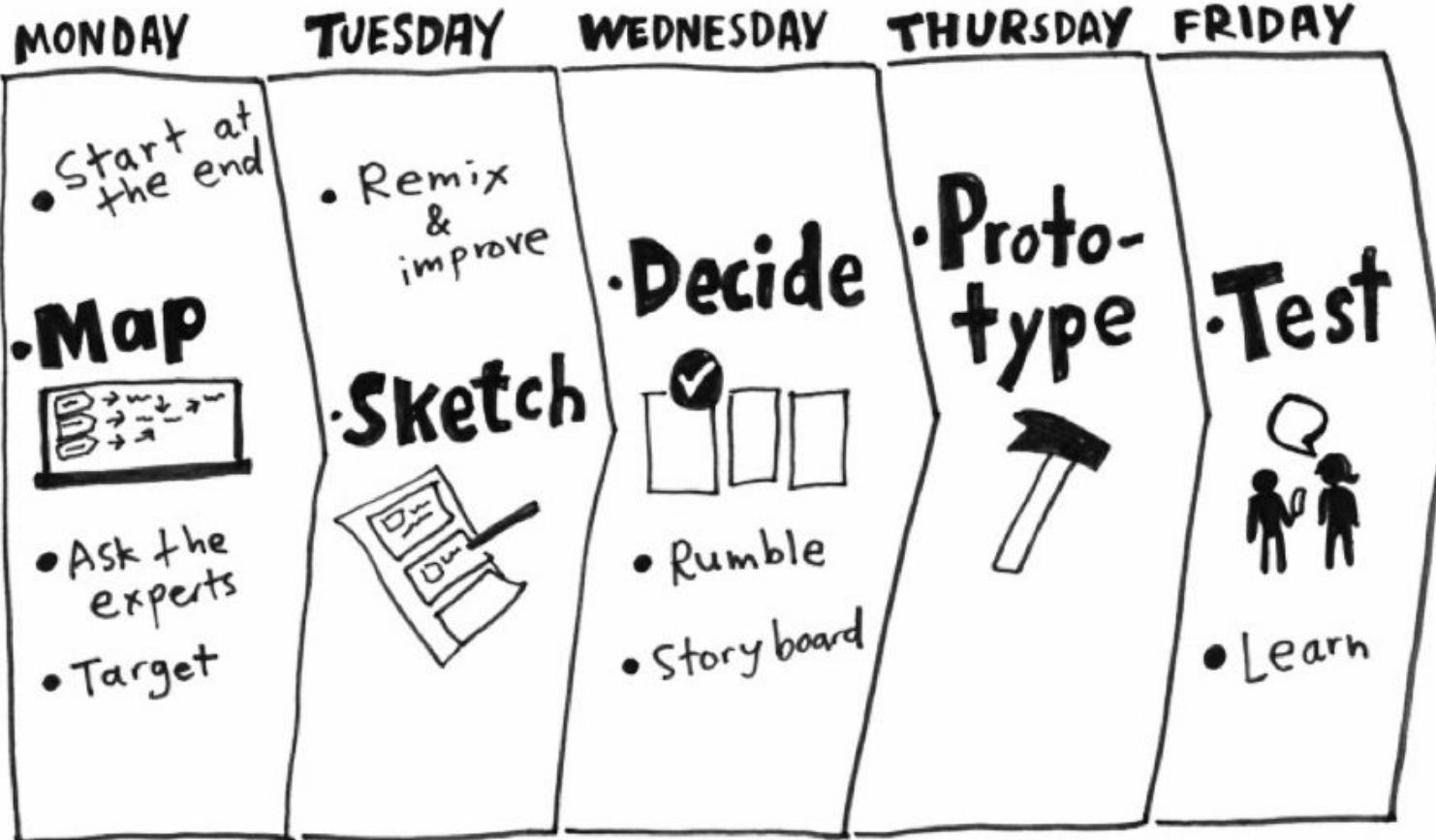
## SIDES

- Company
- Price
- Regulatory information for customers
- Product Promise



Innovation Games:  
Creating  
Breakthrough  
Products Through  
Collaborative Play:  
Creating  
Breakthrough  
Products and  
Services by Luke  
Hohmann

# DESIGN SPRINT



*Sprint: How To Solve Big Problems and Test New Ideas in Just Five Days* by Jake Knapp

# FEATURE HYPOTHESIS

**WE KNOW THAT** [ *insight - challenge/problem* ]

**WE BELIEVE THAT** [ *feature or outcome to be tested – what* ]

**FOR** [ *target user - who it will be tested with* ]

**WILL RESULT IN** [ *we expect this to happen to pass the test* ]

**WE'LL KNOW WE'RE RIGHT IF** [ *measure of success* ].

# FEATURE CARD

FEATURE	Feature Name	Owner	WSJF CoD Scores
<p><i>Supports Strategic Goal</i> Which Strategic Goal does the initiative contribute too?</p>	<p><i>Need / Challenge / Problem / Opportunity (insight)</i> What need does it meet? What problem are we solving? Why is this important? We know that &lt;insight - challenge/problem&gt;</p>	<p><i>Raised by</i></p>	
	<p><i>Actionable Change</i> Who is this for? What is the change? Who has solved this problem well? What is our differentiator? We believe that &lt;actionable change - what&gt;</p>		
<p><i>Squad(s)</i></p>	<p><i>Measures of Success</i> Why now? – market opportunity? potential cost of delay? We will declare success or failure when &lt;changed metric&gt;</p>	<p>Increase Revenue</p>	<p>Protect Revenue</p>
<p><i>Reference</i></p>	<p><i>Date raised</i></p>	<p><i>Potential milestones</i></p>	<p><i>Date completed</i></p>

# OPPORTUNITY CANVAS

Title:

Date:  
Iteration:

<b>Users &amp; Customers</b>  What types of users and customers have the challenges your solution addresses?  Look for differences in user's goals or uses that would affect their use of the product. Separate users and customers into different types based on those differences that make a difference. It's a bad idea to target "everyone" with your product.  <b>2</b>	<b>Problems</b>  What problems do prospective users and customers have today that your solution addresses?  What needs, goals, or jobs-to-be-done done should your solution address?  <b>1</b>	<b>Solution ideas</b>  List product, feature, or enhancement ideas that solve problems for your target audience.  <b>1</b>	<b>How will users use your solution?</b>  If your target audience has your solution, what will they do differently as a consequence? And, how will that benefit them?  <b>5</b>	<b>User Metrics</b>  What specific user behaviors can you measure that will indicate they try, adopt, use, and place value in your solution?  <b>6</b>
<b>Solutions Today</b>  How do users address their problems today?  List competitive products or work-around approaches your users have for meeting their needs.  <b>3</b>			<b>Adoption Strategy</b>  How will customers and users discover and adopt your solution?  <b>7</b>	
<b>Business Challenges</b>  How do the customers' and users' and their challenges above impact your business? If you don't solve these problems for your customers and users, will it hurt your business? How?  <b>4</b>	<b>Budget</b>  <ol style="list-style-type: none"><li>1. What might it cost your organization if you don't create this solution?</li><li>2. What might your organization earn or save if you do?</li><li>3. Given that, what would your organization budget to create this solution?</li></ol>		<b>Business Benefits and Metrics</b>  What business performance metrics will be affected by the success of this solution? These usually change as a consequence of users actually buying and using your solution.  <b>8</b>	



# **RELEASE PLAN**

# PRODUCT ROADMAP $\leftrightarrow$ RELEASE PLAN (multi-team example)

## PRODUCT BACKLOG

User Story

Technical User Story

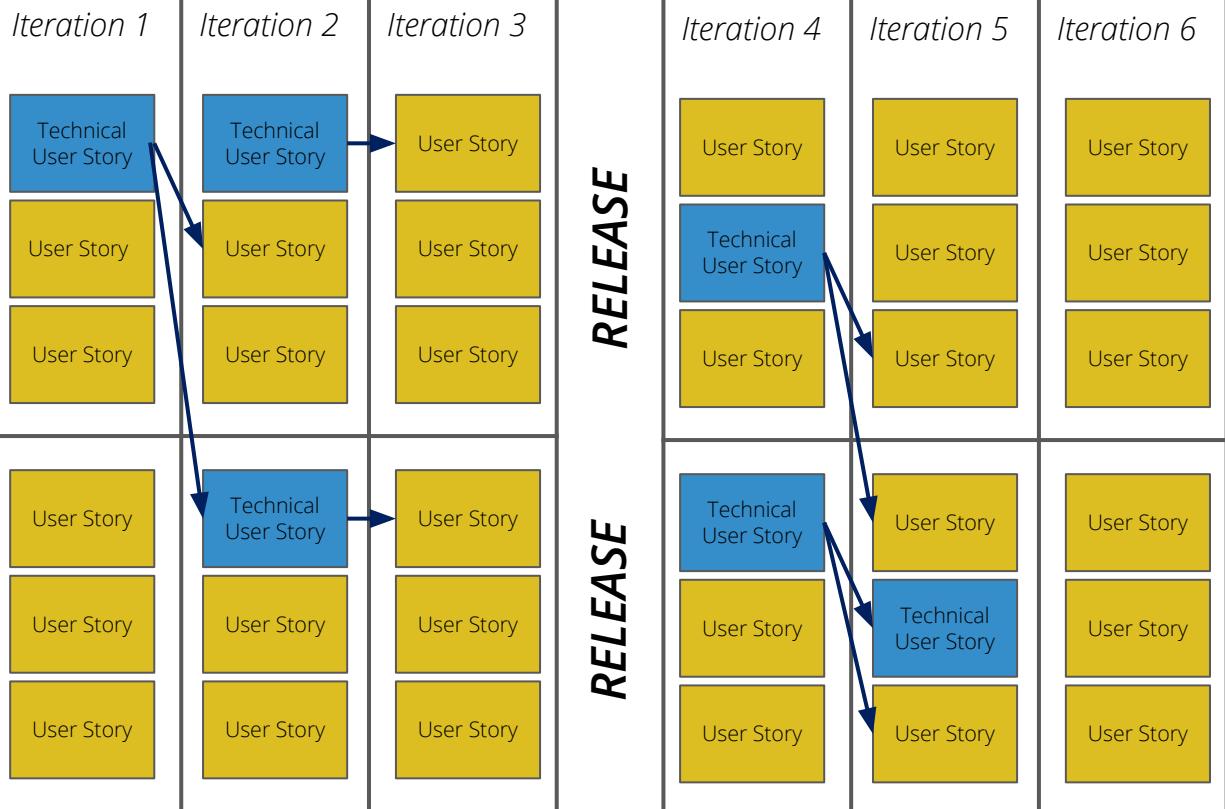
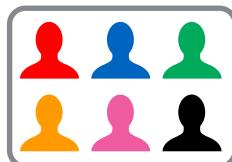
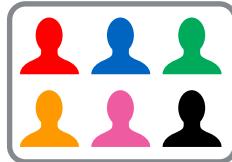
User Story

User Story

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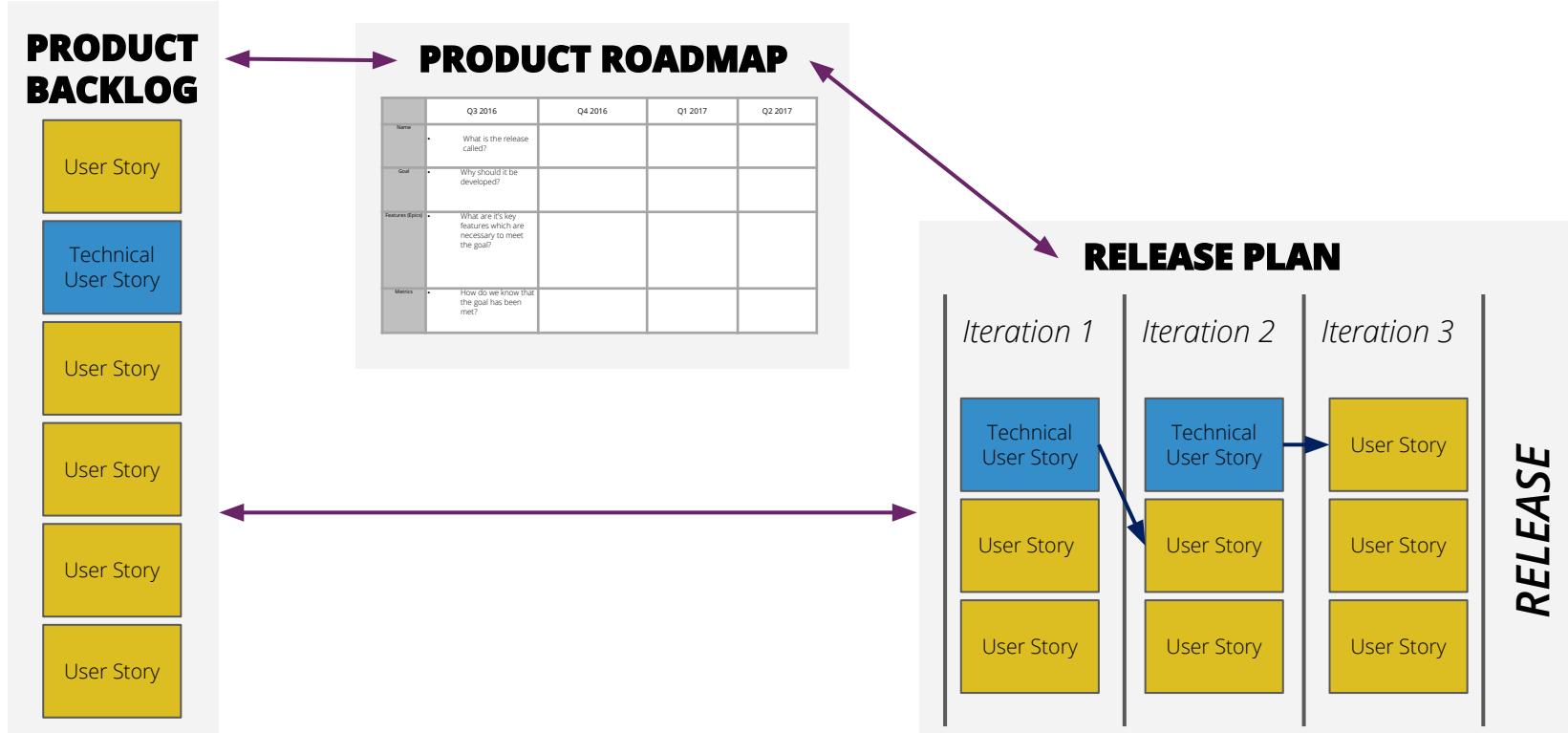
User Story



RELEASE

# WHAT COMES FIRST?

Sometimes teams will first create a Product Roadmap and then create a Product Backlog; in other cases, teams first create a Product Backlog, then create a Product Roadmap.





# **WHERE TO START?**

# STARTING THE ROADMAP...

NOW	NEXT	LATER
<p>Roughly equivalent to the <b>current quarter</b>)</p>	<p><i>Roughly <b>4-6 months</b> away, depending on how long the 'now' stuff takes</i></p>	<p><b>7+ months</b> away, at a guess</p>

- If Product Roadmap doesn't already exist start by using these planning horizons.
- The first Product Roadmaps will have wide variance in accuracy, with more time practice, visibility and adaption they will become extremely useful.

# REMEMBER YOU NEED TO PRIORITISE YOUR FEATURES LIKE YOUR USER STORIES IN YOUR PRODUCT BACKLOG

$$\text{Priority} = \frac{( \text{Customer Value} + \text{Business Value} ) \times \text{Urgency}}{\text{Job Size}}$$

*Fibonacci*  
1 - 21

<http://blackswanfarming.com/> **WSJF & CD3**

	IMPROVE CUSTOMER EXPERIENCE	IMPROVE CUSTOMER EXPERIENCE COMMENTS	INCREASE PROFIT BEFORE TAX (PBT)	INCREASE PROFIT BEFORE TAX (PBT) COMMENTS	URGENCY	URGENCY COMMENTS	Cost of Delay (CX+PBT)xUrg	JOB SIZE	JOB SIZE COMMENTS	Weighted Shortest Job First (WSJF) Score	WSJF:CD3 Ranking
Feature 1	5		3		1		8	2		4.00	1
Feature 2	7		4		1		11	5		2.20	3
Feature 3	1		7		1		8	3		2.67	2

# GOAL ORIENTED PRODUCT ROADMAP *(with variable time horizon)*

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# EXAMPLE PRODUCT ROADMAP

Note: features, release and dates are aspirational  
 Owner: Andy Birds  
**Expiration date: 31/03/2018**

	Q1	Q2	Q3	Q4
Name	Phase 1	Phase 2	Phase 3	Phase 4
Goal	Acquisition - increase the number of completed applications	Acquisition - increase the number of new accounts	Acquisition - increase the number of new active accounts	Acquisition - increase No. of new active accounts
Features / Themes	<ul style="list-style-type: none"> <li>• Improve usability/design</li> <li>• Improve contact strategy e.g. emails</li> <li>• Reduce exceptions</li> <li>• Add a Switching service</li> <li>• Improved Web Analytics</li> <li>• Add Web Chat</li> </ul>	<ul style="list-style-type: none"> <li>• Real-time fraud checks</li> <li>• Real-time credit risk assessment</li> <li>• Instant decision</li> <li>• Overdraft application</li> <li>• Online proof of identity &amp; address upload</li> </ul>	<ul style="list-style-type: none"> <li>• Online banking registration</li> <li>• See Account Number</li> <li>• Branch &amp; Telephony - view / edit / key</li> <li>• Digital welcome</li> <li>• Welcome pack in online banking</li> </ul>	<ul style="list-style-type: none"> <li>• Case Management</li> <li>• Optimisation</li> <li>• Multivariate testing</li> </ul>
Metrics	Improve application conversion by XX% (from XX% to XX%)	Improve application conversion by XX% (from XX% to XX%)	Improve application conversion by XX% (from XX% to XX%)	Improve application conversion by XX% (from XX% to XX%)



*A Product Roadmap is a wish list and not a promise to fulfil.*

*Top tip - use an expiration date to remind people of this.*



# THINGS TO AVOID (smells / anti-patterns)

**NOT RESPONDING  
TO CHANGE**

**PLANNING IN  
SILOS**

**UPDATING LESS  
THAN ONCE A  
QUARTER**

**IGNORING RISKS,  
DEPENDENCIES &  
ASSUMPTIONS**

**HIGHLY SECRETIVE  
ENVIRONMENT**

**VIOLATION OF  
AGILE MANIFESTO  
AND PRINCIPLES**

**UNREALISTIC  
TIMESCALES**

**NOT PRIORITISED**

**NOT ALIGNED TO  
STRATEGIC  
OUTCOMES**



# PRODUCT VISION CANVAS

# PRODUCT VISION CANVAS

**Vision:** What is your motivation for creating the product?  
Which positive change should it bring about?

Target Group	Needs	Product	Value & Measures
			
<ul style="list-style-type: none"><li>• Which market or market segment does the product address?</li><li>• Who are the target customers and users?</li></ul>	<ul style="list-style-type: none"><li>• Which problem does the product solve?</li><li>• What benefit does it provide?</li></ul>	<ul style="list-style-type: none"><li>• What product is it?</li><li>• What are the high level features or themes</li><li>• What makes it stand out?</li><li>• Is it feasible to develop the product?</li></ul>	<ul style="list-style-type: none"><li>• How is the product going to benefit the company?</li><li>• How does it link to the business strategy?</li><li>• What are the business goals?</li><li>• What metrics would indicate the product is met the Target groups needs?</li></ul>

# PRODUCT VISION CANVAS

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**WHO**

**WHY**

**WHAT**

**WHY**

# A VISION STARTS WITH A SHARED UNDERSTANDING



*We're all agreed?*



*Oh...*

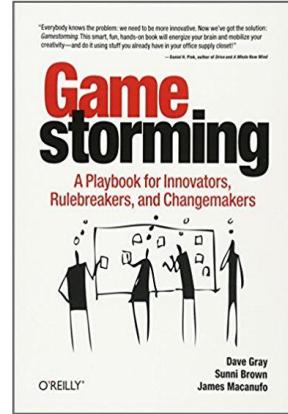
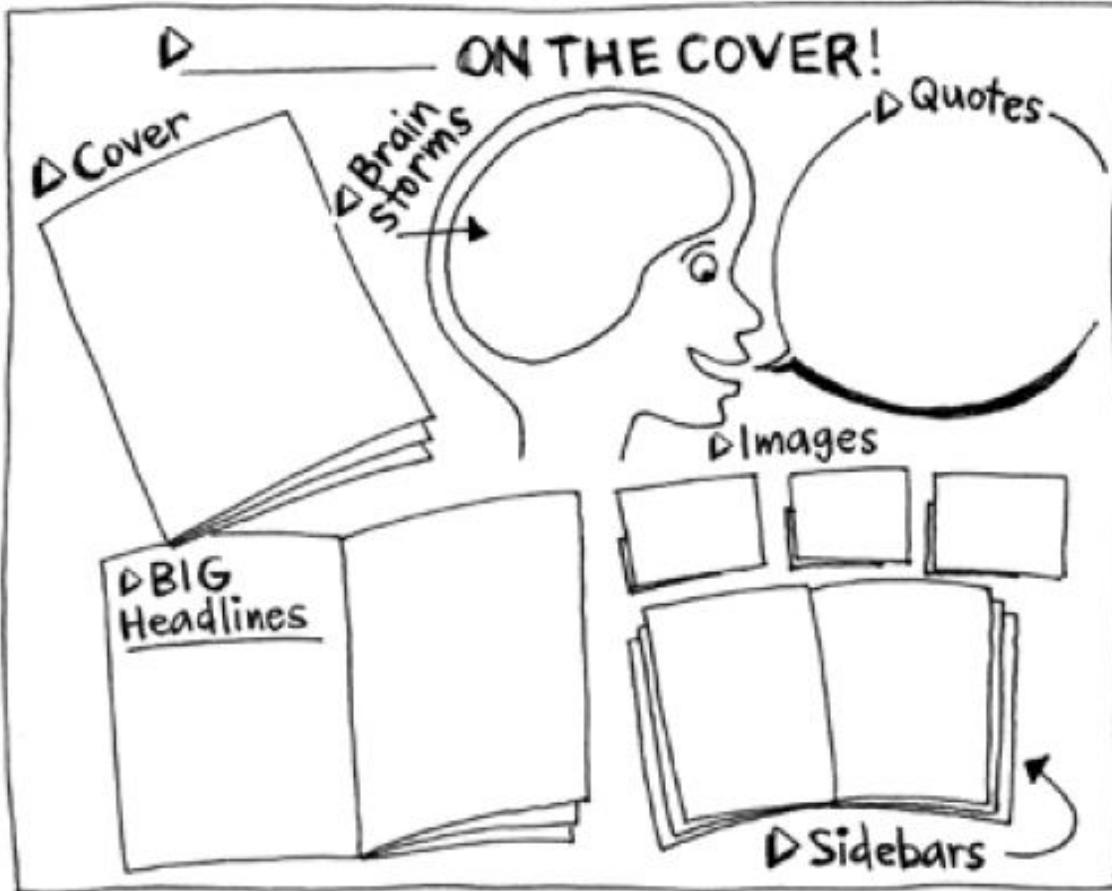


*Ah!*



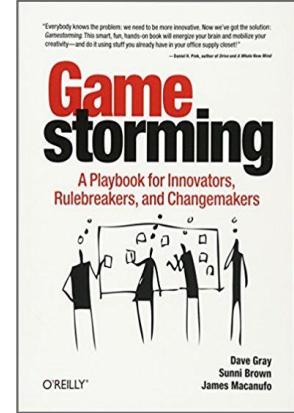
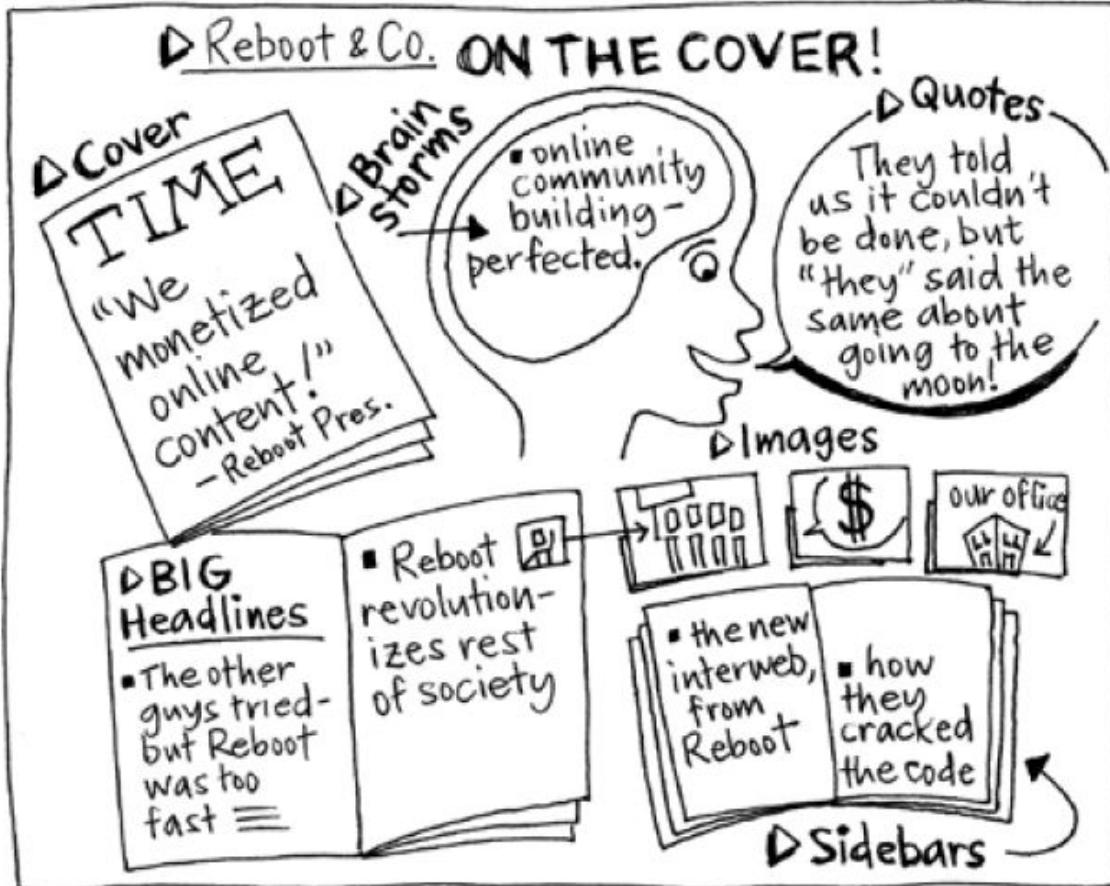
*We're all agreed!*

# COVER STORY



*Gamestorming: A Playbook for Innovators, Rulebreakers, and Changemakers* by Dave Gray and Sunni Brown

# COVER STORY - EXAMPLE



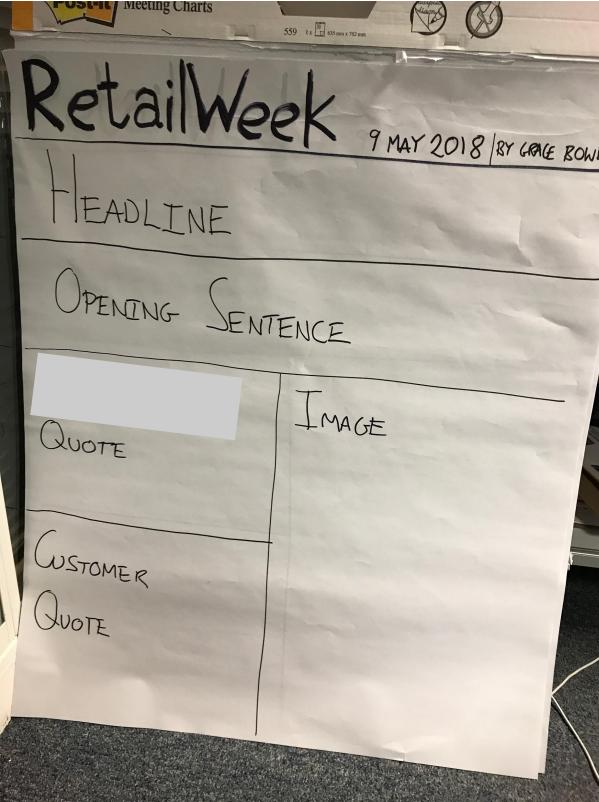
Gamestorming: A Playbook for Innovators, Rulebreakers, and Changemakers by Dave Gray and Sunni Brown

# PRESS RELEASE TEMPLATE (*Amazon*)

- **Heading**—Name the product in a way the reader (i.e. your target customers) will understand.
- **Subheading**—Describe who the market for the product is and what benefit they get. One sentence only underneath the title.
- **Summary**—Give a summary of the product and the benefit. Assume the reader will not read anything else so make this paragraph good.
- **Problem**—Describe the problem your product solves.
- **Solution**—Describe how your product elegantly solves the problem.
- **Quote from You**—A quote from a spokesperson in your company.
- **How to Get Started**—Describe how easy it is to get started.
- **Customer Quote**—Provide a quote from a hypothetical customer that describes how they experienced the benefit.
- **Closing and Call to Action**—Wrap it up and give pointers where the reader should go next.

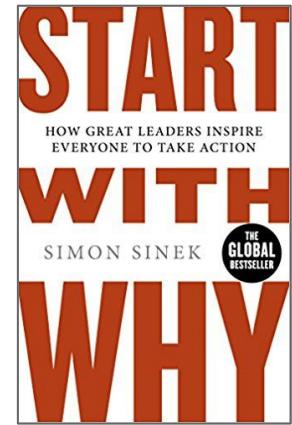
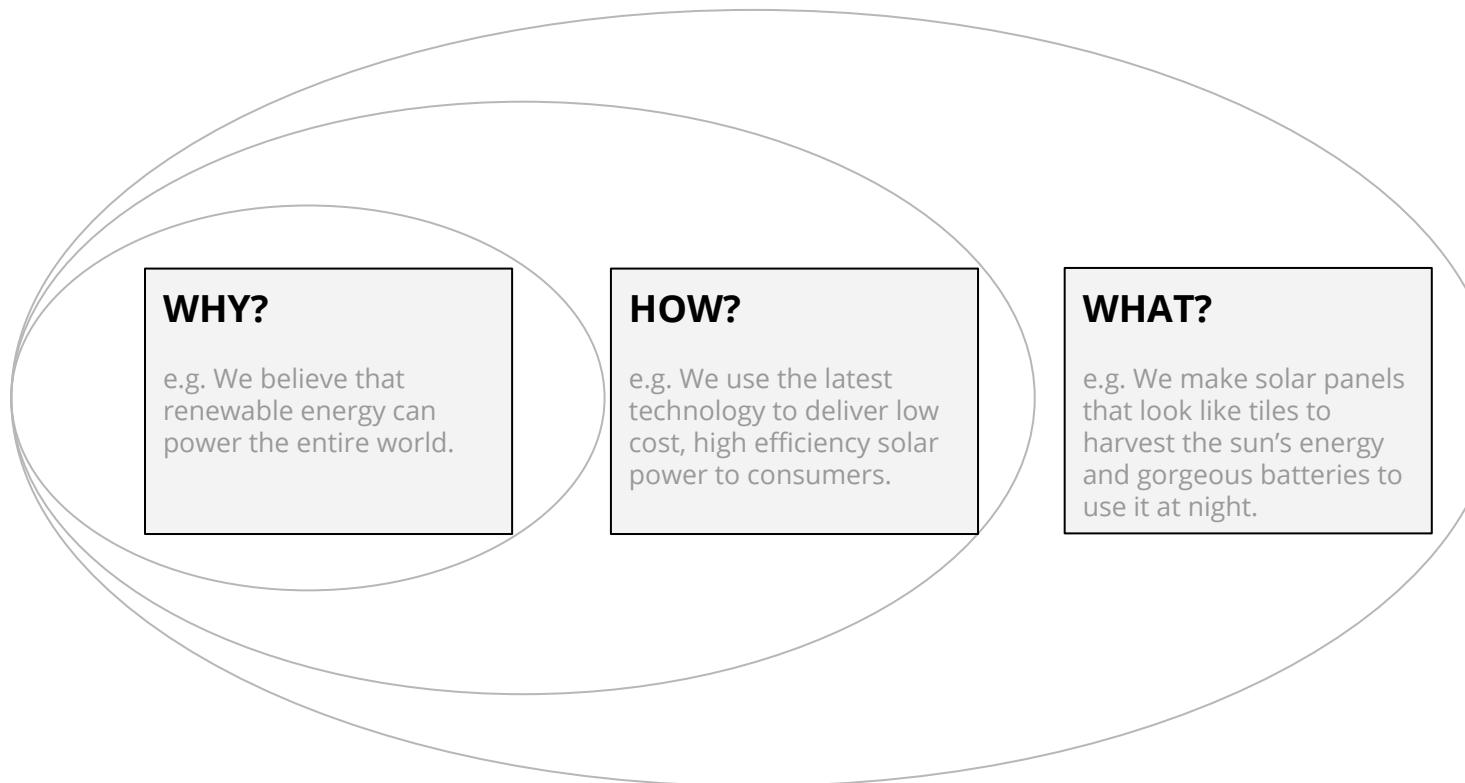
# FUTURE HEADLINES

NEWS OUTLET	DATE IN FUTURE
<b>HEADLINE</b>	
<b>OPENING SENTENCE</b>	
<b>COMPANY QUOTE</b>	
	<b>IMAGE</b>



*Inspired by Amazon's Internal Press Release and "working backwards" approach.*

# **GOLDEN CIRCLE** - *Customers buy why you do it, not what you do*



*Start With Why:  
How Great  
Leaders Inspire  
Everyone To Take  
Action by Simon  
Sinek*

# ELEVATOR PITCH (*positioning statement*)

**FOR** [ *target customer* ]

**WHO** [ *statement of the need or opportunity* ]

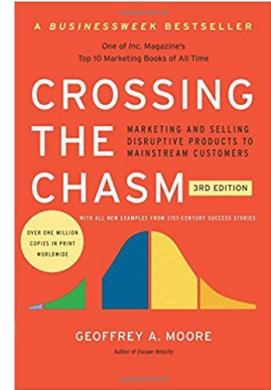
**THE** [ *product name* ]

**IS A** [ *product category* ]

**THAT** [ *key benefit, compelling reason to use* ]

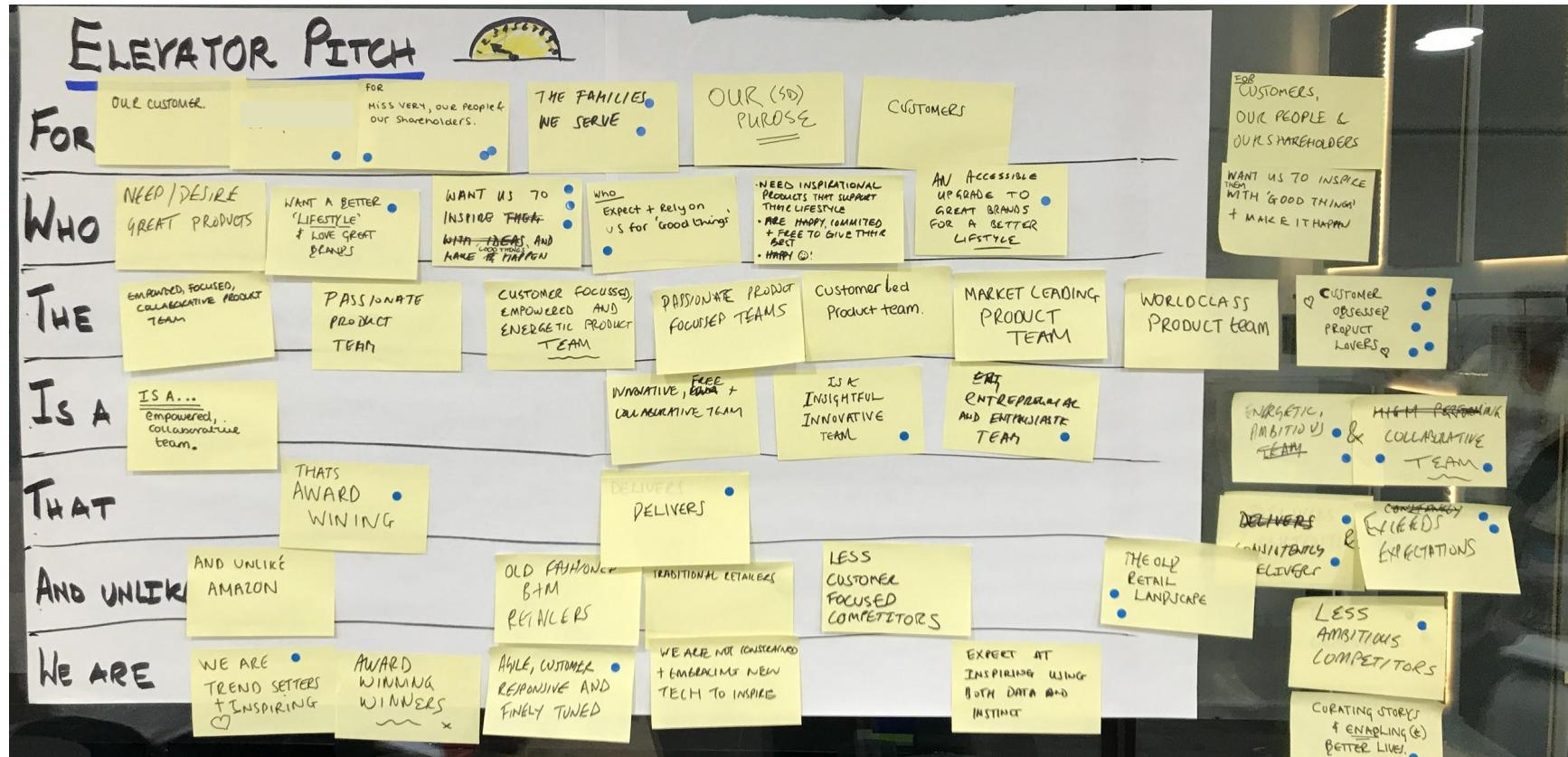
**UNLIKE** [ *primary competitive alternative* ]

**OUR PRODUCT** [ *statement of primary differentiation* ].



*Crossing the Chasm: Marketing and Selling Disruptive Products to Mainstream Customers* by Geoffrey A Moore

# ELEVATOR PITCH WORKSHOP EXAMPLE



# **GADDIE PITCH** - so easy to understand, you can share it at a party

**YOU KNOW HOW....**

**WELL, WHAT WE DO IS ....**

**IN FACT ....**

e.g. **You know how...**  
private data is used all the time by companies to build a smarter business but is this causing the risk that private customer data will create a terrible privacy breach? **Well, what we do is...** clean enormous datasets so that customers cannot be re-identified. **In fact...** we have proven that our technology works with the UK's largest bank.

# WRITING A GOOD VISION STATEMENT

*Step 1: output - Define what you do as an output*

*Step 2: twist - Define what unique twist your organisation brings to the above outcome*

*Step 3: quantification - Apply some high-level quantification*

*Step 4: human connection - Add relatable, human, 'real world' aspects*

Bringing it all together:

*e.g. Producing and selling locally sourced cakes and pies that are so delicious and satisfying, that every customer who leaves our store does so with a smile.*

# WHAT TWEET WOULD YOU LIKE TO SEE 12 MONTHS FROM NOW?

You have a 280 characters

Your Twitter username can be a maximum of 15 characters.

#Hashtags; denoted using the # symbol before a word, are used to mark keywords or topics in a tweet, and can be used to categorise tweets.

@Mentions; are any tweets that include @Username anywhere in the 140 characters, not necessarily at the start.

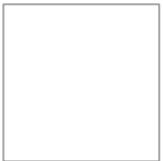
ellen Ellen DeGeneres  @TheEllenShow

If only Bradley's arm was longer. Best photo ever. [#oscars](#)



RETWEETS LIKES  
3,338,970 2,162,549

4:06 AM - 3 Mar 2014



@

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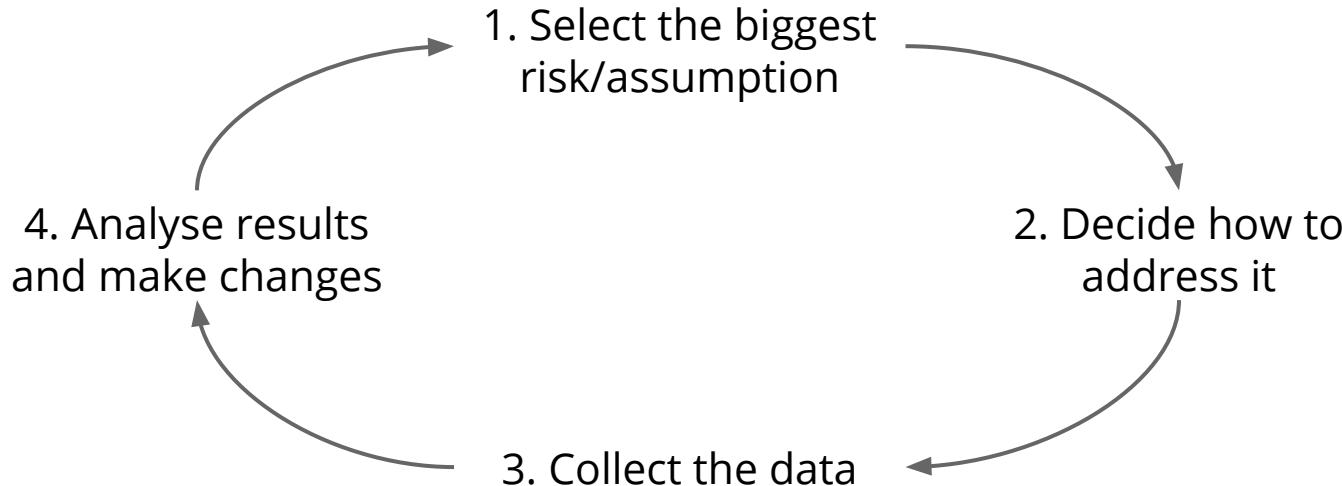
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# TEST THE PRODUCT VISION

## PRODUCT VISION CANVAS

Vision: What is your motivation for creating the product? Which positive change should it bring about?			
Target Stakeholders	Needs	Product	Value & Measures
Which market or market segment does the product address? Who are the target customers and users?	Which problem does the product solve? What benefits does it provide?	What product is it? What makes it stand out? Is it feasible to develop the product?	How is the product going to benefit the company? What are the business goals?



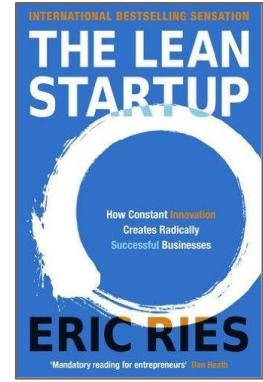
# LEAN HYPOTHESIS

**WE BELIEVE THAT** [ *target user* ]

**HAS A PROBLEM** [ *doing thing* ]

**WE CAN HELP THEM WITH** [ *our solution* ]

**WE'LL KNOW WE'RE RIGHT IF** [ *change in metric* ].



*The Lean  
Startup: How  
Constant  
Innovation  
Creates Radically  
Successful  
Businesses by  
Eric Ries*

# **MVP = MINIMUM VIABLE PRODUCT**

- Just enough features to gather **validated learning**.
- Reduces costs and risk if the Hypothesis fails, for example, due to incorrect assumptions.

# TOP 10 MVP TECHNIQUES

**1. CUSTOMER INTERVIEWS**

**2. LANDING PAGES**

**3. PRE-ORDER PAGES**

**4. A/B TESTS**

**5. AD CAMPAIGNS**

**6. FUNDRAISING**

**7. EXPLAINER VIDEOS**

**8. MANUAL BACK OFFICE (AKA “WIZARD OF OZ”)**

**9. CONCIERGE MVPS (MANUALLY GUIDE YOUR USER)**

**10. PROTOTYPES**

# LEAN STARTUP - FAST FEEDBACK LOOPS



Learn

Build



Measure



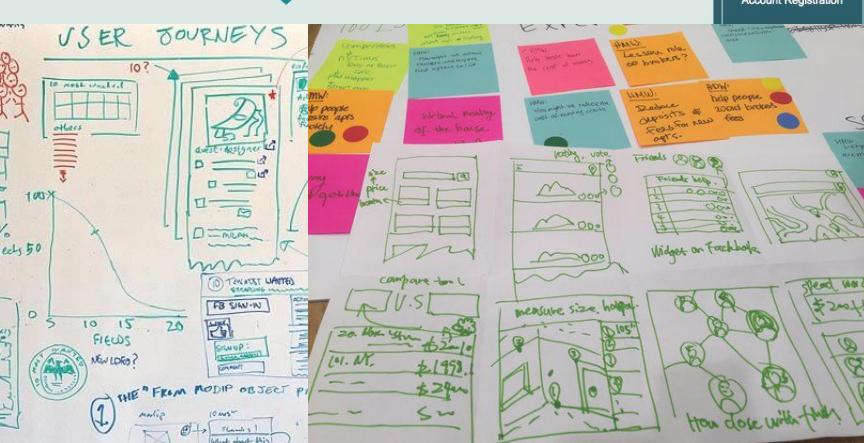
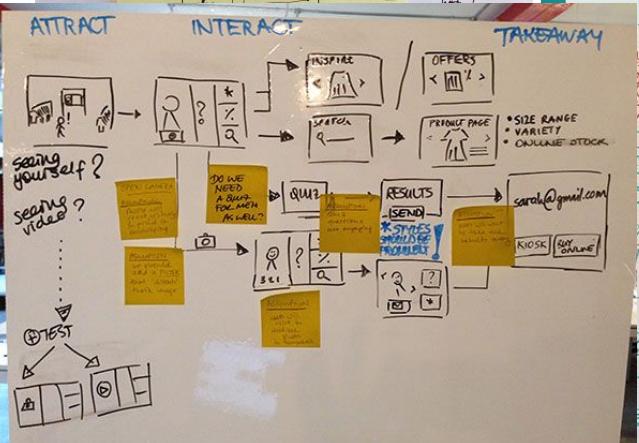
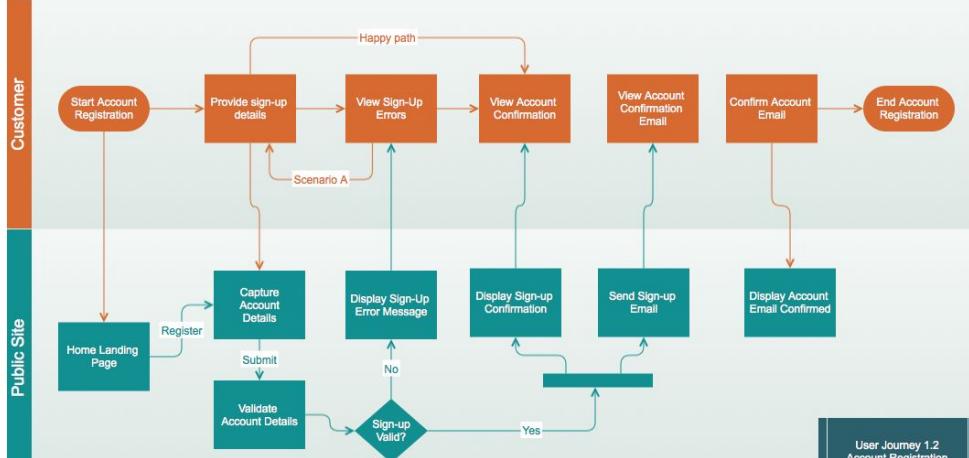
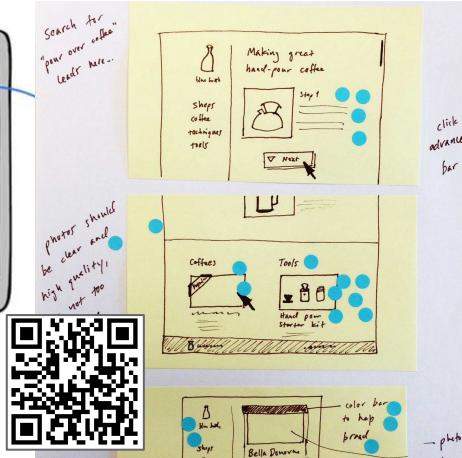
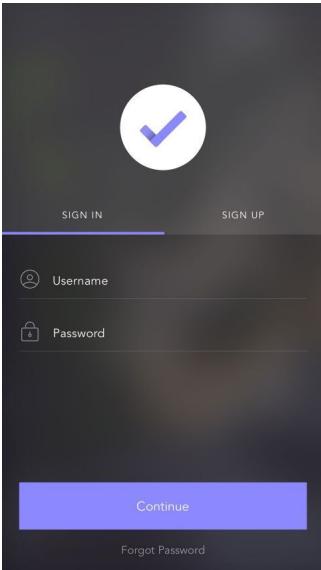
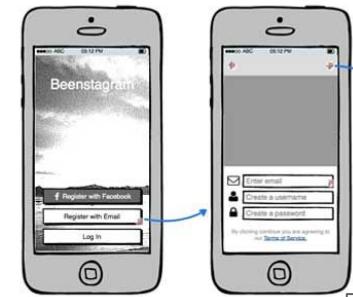
# PRODUCT CANVAS / WALL

# PRODUCT CANVAS / WALL

 Name	 Goal	 Metrics
 Target Group	 Big Picture	 Product Details
<ul style="list-style-type: none"><li>• List your target customers and users and their needs.</li></ul>	<p>The desired User eXperience (UX): the user journeys, the product functionality, the visual design, the cross-functional properties.</p> <p><b>User journeys, scenarios, storyboards, workflows, design sketches, mock-ups,</b> and constraints are helpful techniques.</p>	<p>The specific actionable items to reach the goal.</p> <p>The items are ordered in priority and may be captured as detailed user stories.</p>

# PRODUCT CANVAS - BIG PICTURE

## Sign Up





# **PRODUCT PRINCIPLES**

# AGILE PRINCIPLES (*abbreviated*)

- 1.** Customer satisfaction
- 2.** Harnessing change
- 3.** Faster development timelines
- 4.** Collaboration
- 5.** Building projects around motivated individuals
- 6.** Face-to-face communication
- 7.** Working software as the key benchmark for success
- 8.** Sustainable development
- 9.** Technical excellence
- 10.** Simplicity
- 11.** Self-organizing teams
- 12.** Self-reflecting teams

Source: <http://agilemanifesto.org/principles.html>

# PRODUCT PRINCIPLES (EXAMPLE)

- 1.** Customer can do 90% of interactions with the online.
- 2.** It's hard for customers to make mistakes.
- 3.** Customers only use one login to access all services online.
- 4.** Customers should not have to repeat information we already know about them.
- 5.** Customers are kept informed of important notifications.
- 6.** Customers should not be forced into another channel, unless they choose too.

A dark, moody photograph showing a large stack of papers and several binders in the background, suggesting a professional or academic environment.

# PORTFOLIO ROADMAP

# GOAL ORIENTED PORTFOLIO ROADMAP

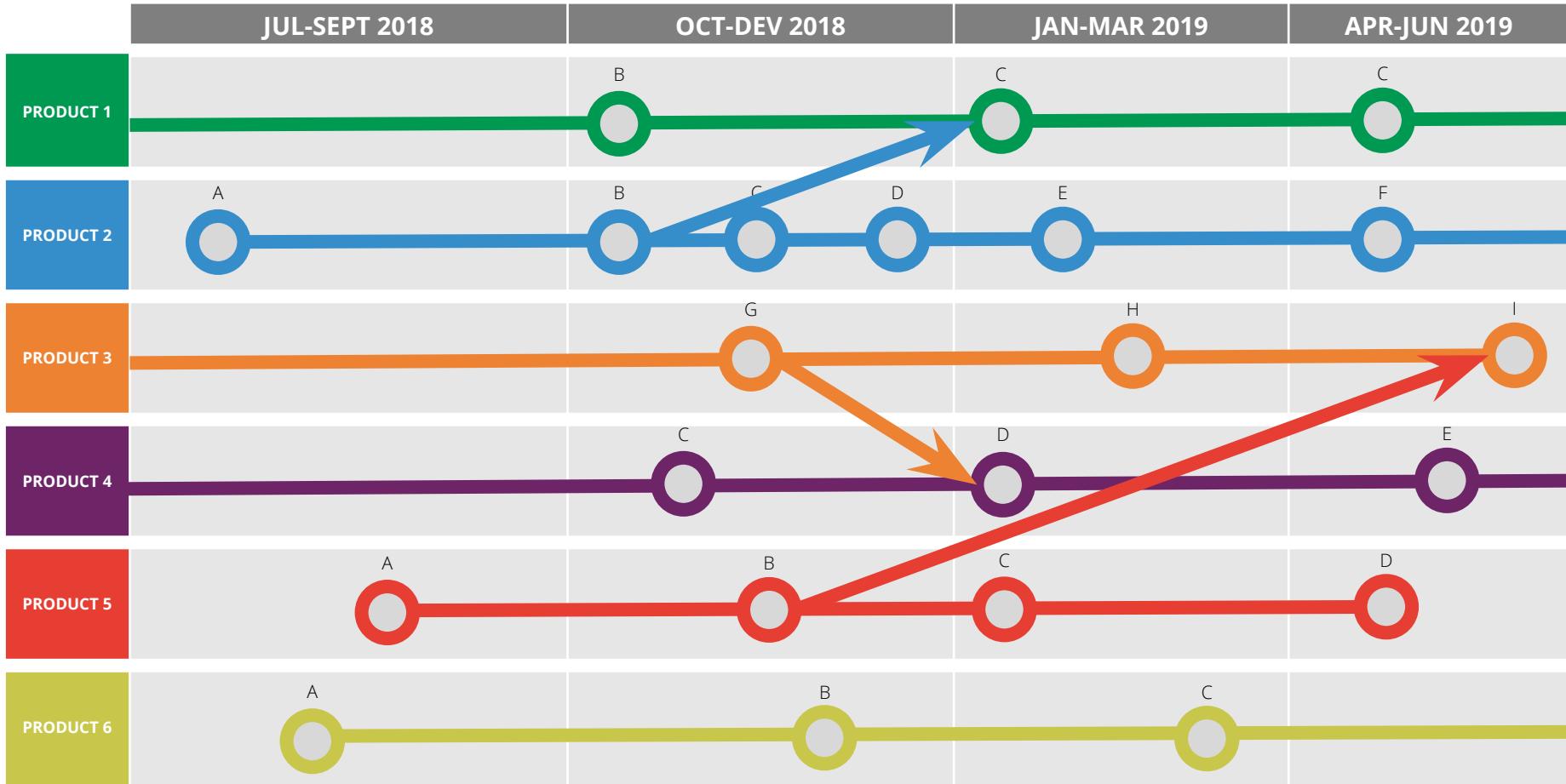
PORTFOLIO <NAME>

Updated by:

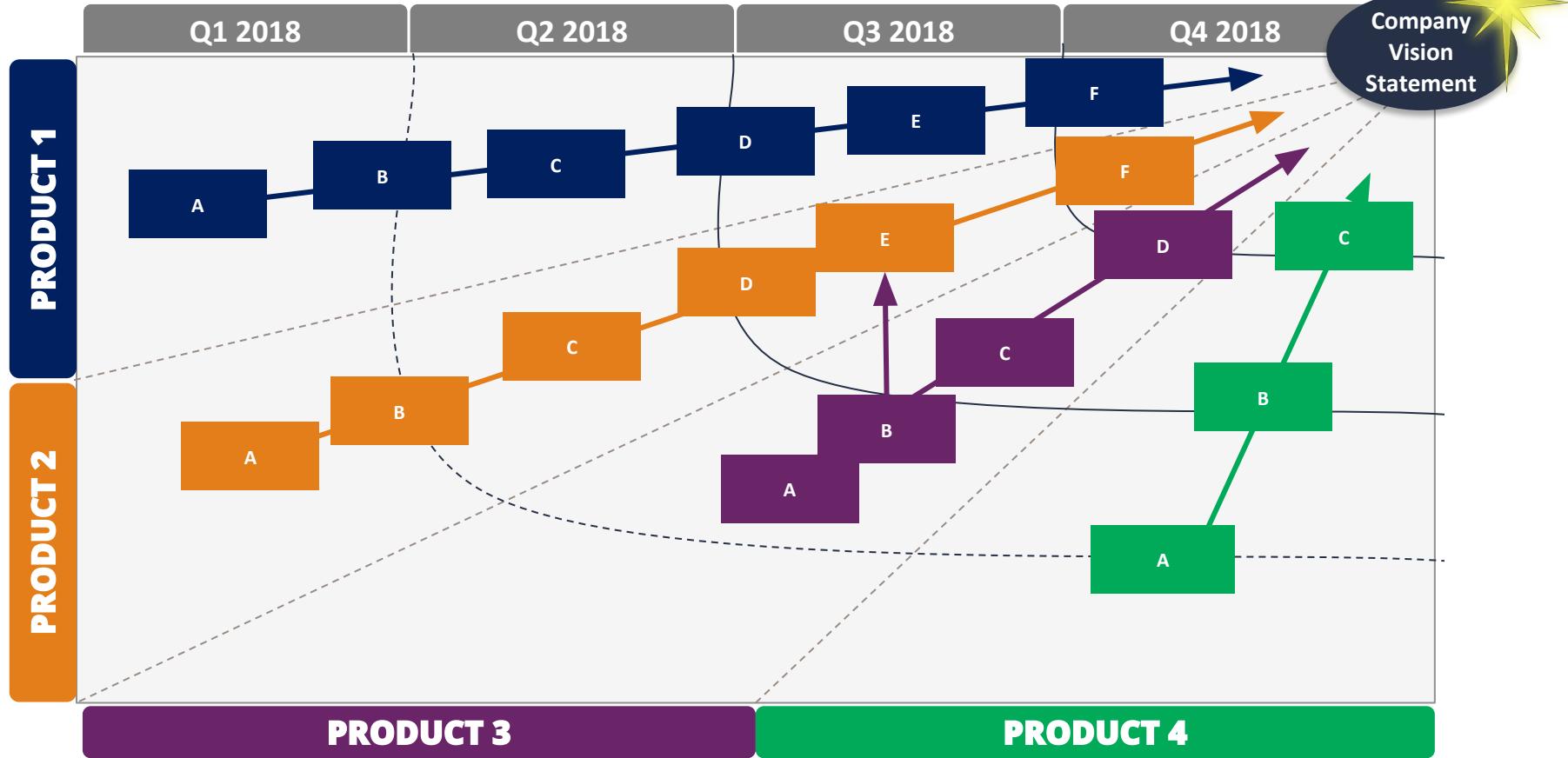
On: DD/MM/YYYY

Date/Timeframe	Date or Timeframe	Date or Timeframe	Date or Timeframe	Date or Timeframe
<b>PRODUCT 1</b>	<i>Version A</i>	<i>Version B</i>	<i>Version C</i>	<i>Version D</i>
<b>Goal</b>	<i>Desired Benefit</i>	<i>Desired Benefit</i>	<i>Desired Benefit</i>	<i>Desired Benefit</i>
<b>Features</b>	<i>Key Features</i>	<i>Key Features</i>	<i>Key Features</i>	<i>Key Features</i>
<b>Metrics</b>	<i>Business Metrics</i>	<i>Business Metrics</i>	<i>Business Metrics</i>	<i>Business Metrics</i>
<b>PRODUCT 1</b>	<i>Version A</i>	<i>Version B</i>	<i>Version C</i>	<i>Version D</i>
<b>Goal</b>	<i>Desired Benefit</i>	<i>Desired Benefit</i>	<i>Desired Benefit</i>	<i>Desired Benefit</i>
<b>Features</b>	<i>Key Features</i>	<i>Key Features</i>	<i>Key Features</i>	<i>Key Features</i>
<b>Metrics</b>	<i>Business Metrics</i>	<i>Business Metrics</i>	<i>Business Metrics</i>	<i>Business Metrics</i>

# AN EXAMPLE OF PORTFOLIO ROADMAP



# EXAMPLE OF A PORTFOLIO ROADMAP



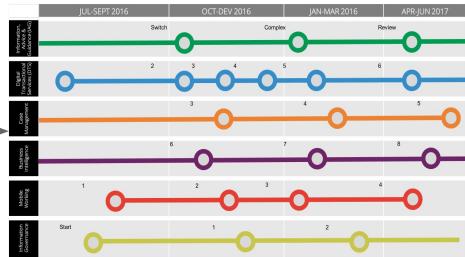
# ANOTHER EXAMPLE OF A PORTFOLIO ROADMAP

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP		
PRODUCT 1	Release B			Release C			Release D				
PRODUCT 2		Release A	Release B	Release C	Release D	Release E	Release F	Release G	Release H		
PRODUCT 3			Release A	Release B			Release C				
PRODUCT 4	Release A		Release B		Release C		Release D		Release E		
PRODUCT 5	Release A		Release B		Release C		Release D		Release E		
FUNDING	£XXM			£XXM			£XXM				
METRICS	XX% to XX%			XX% to XX%			XX% to XX%				

# PORTFOLIO ROADMAP ↔ PRODUCT ROADMAP

OWNS &  
MANAGES  
 PMO / VRO

## PORTFOLIO ROADMAP



  
£ 10  
€ 5  
 Exec  
PROVIDE APPROVAL & FUNDING

OWNS &  
MANAGES  
 Product Owner

## PRODUCT ROADMAP

	Q3 2016	Q4 2016	Q1 2017	Q2 2017
Name	What is the release called?			
Goal	Why should it be developed?			
Features (Epics)	What are its key features which are necessary to meet the goal?			
Metrics	How do we know that the goal has been met?			

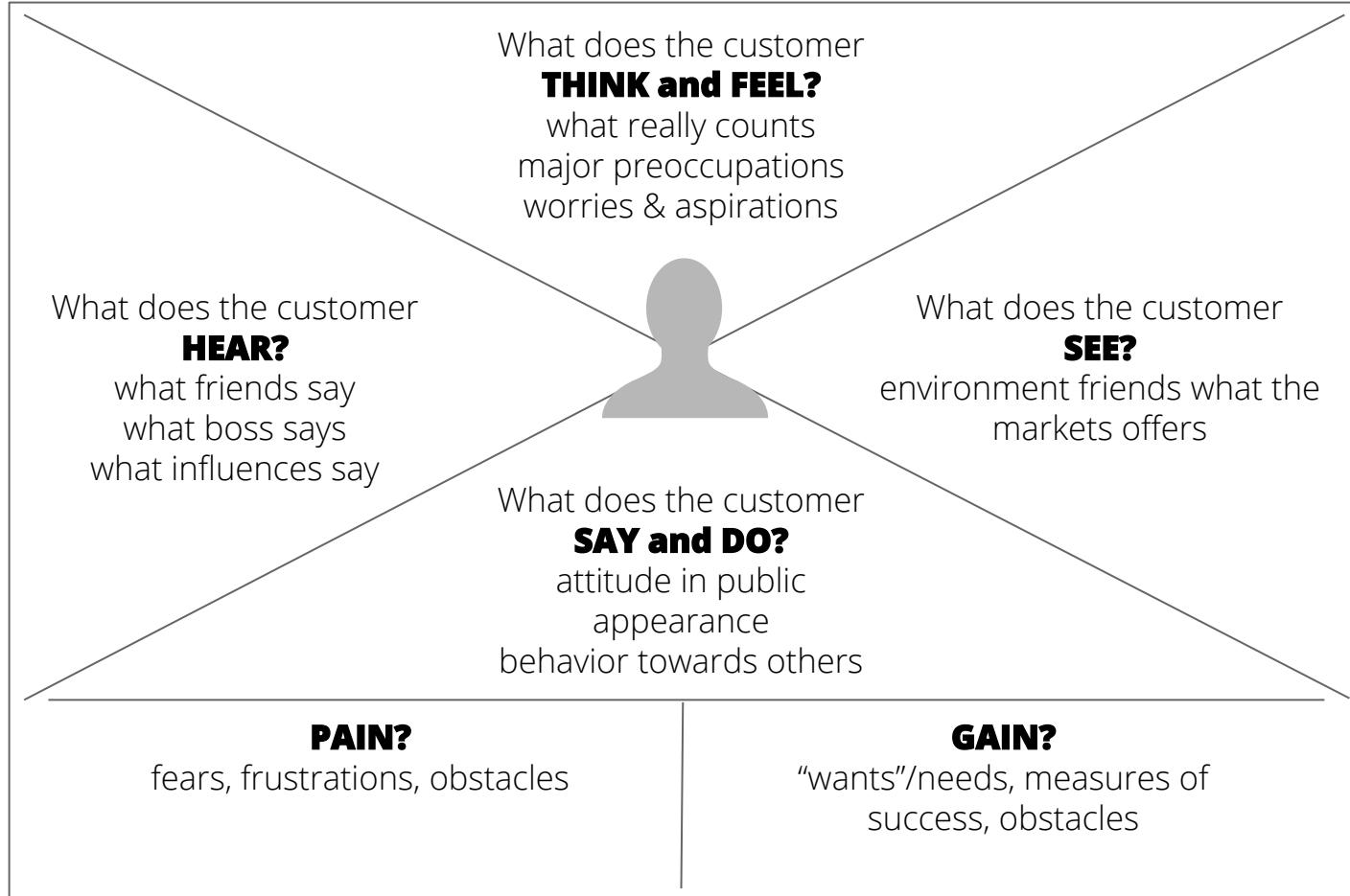
## PRODUCT ROADMAP

	Q3 2016	Q4 2016	Q1 2017	Q2 2017
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OWNS &  
MANAGES  
 Product Owner

# EMPATHY MAP

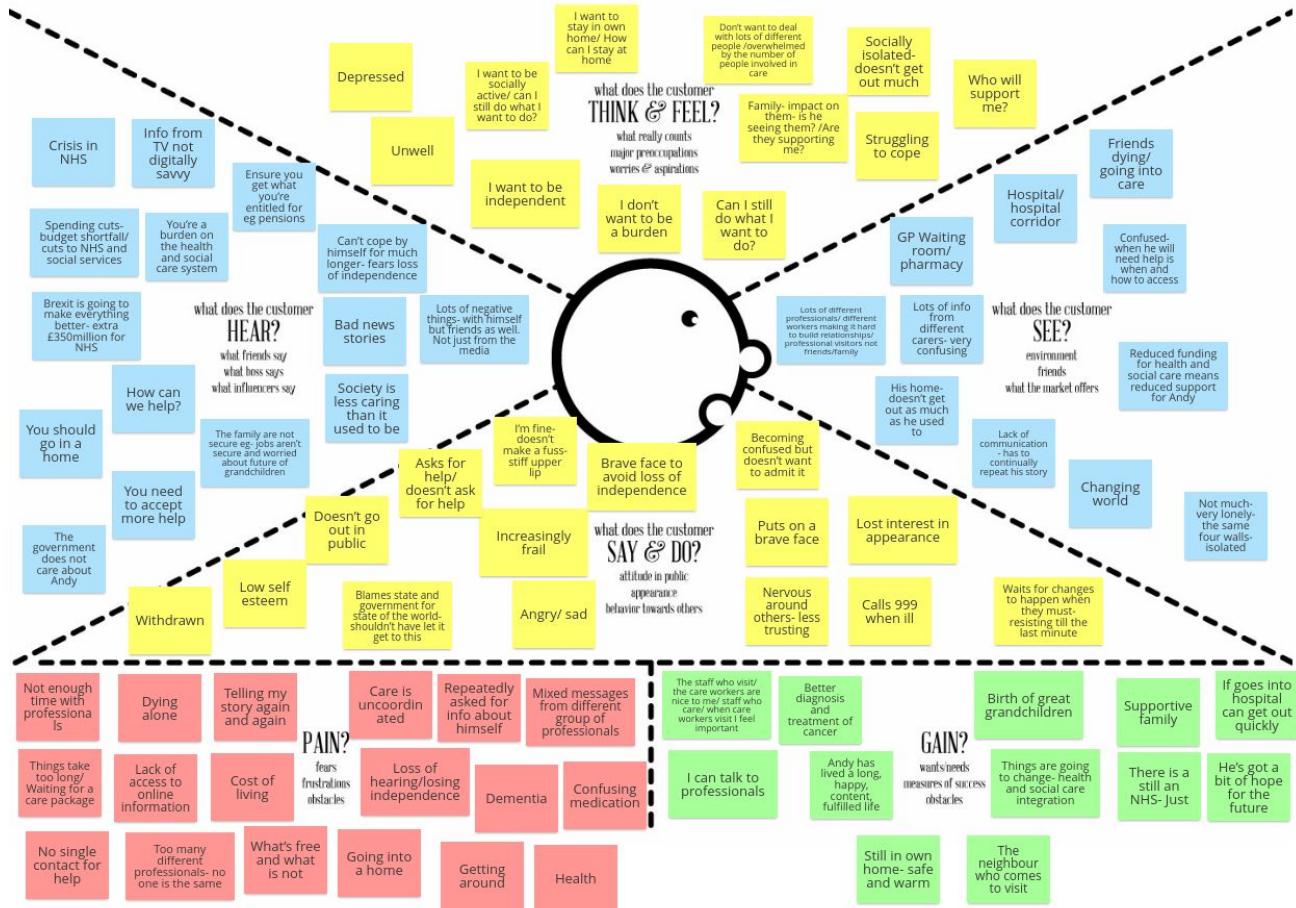
# EMPATHY MAP



# EMPATHY MAP EXAMPLE



# EMPATHY MAP EXAMPLE



# PROTO-PERSONA

Name:

Age:



A picture  
of the person

"A quote capturing the  
personas personality"

## Personality

Introvert



Extrovert

Analytical



Creative

Conservative



Liberal

Trait

Trait

Trait

Trait

Trait

Job title:

## Goals

- The goals the customer hopes to achieve.
- A task that needs to be completed.
- A life goal to be reached.
- Or an experience to be felt.

## Frustrations

- The frustrations they would like to avoid.
- The obstacle that prevents them from achieving their goals.
- The problems with the solutions already available.
- The product or service that does not exist.

## Back Story

- Tell us a bit about their lives
- Where do they live?
- What are their relationships/family?

## Motivations

Incentive



Fear



Achievement



Growth



Power



Political



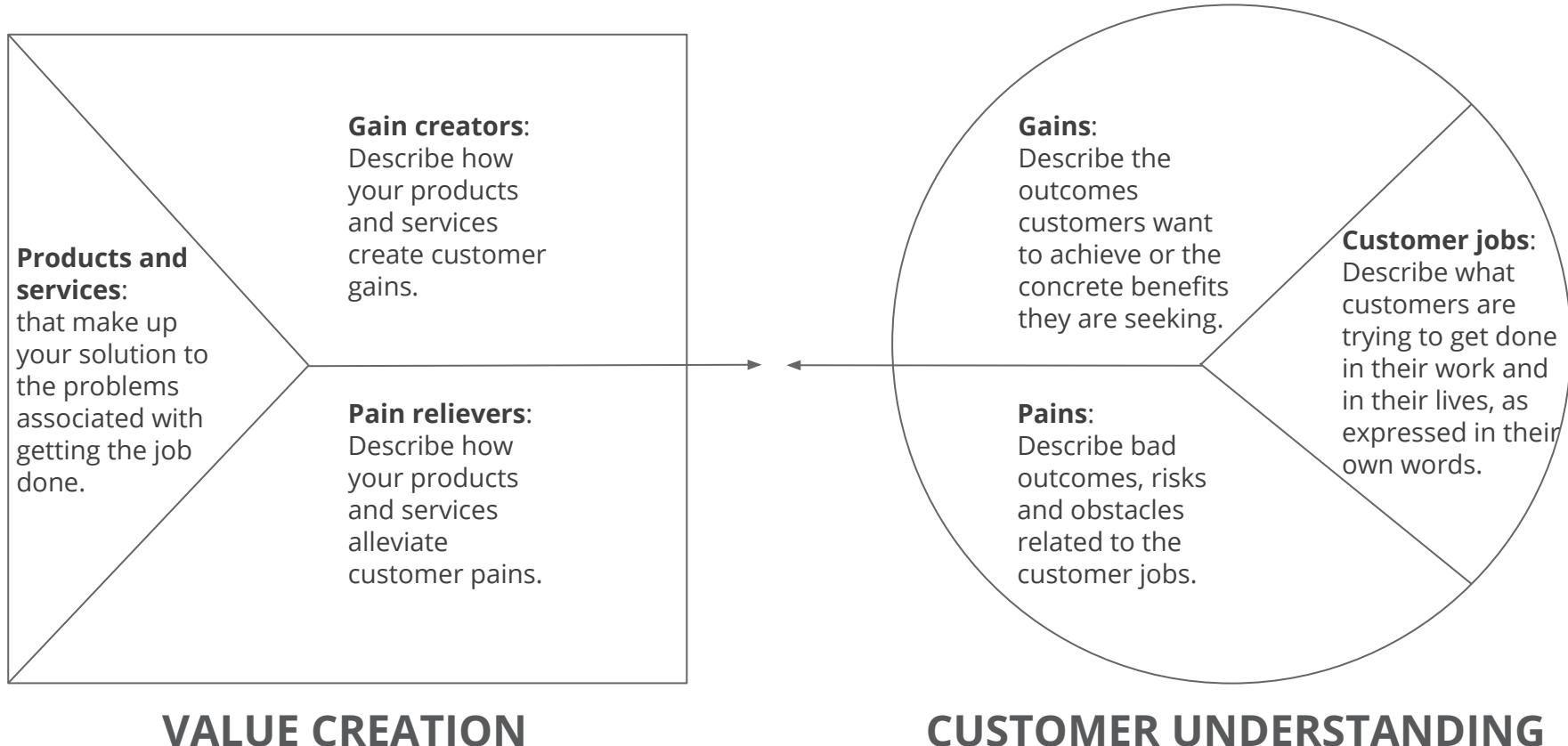
## Push Buttons

- What are the things that will really resonate with the individual
- Briefly list them

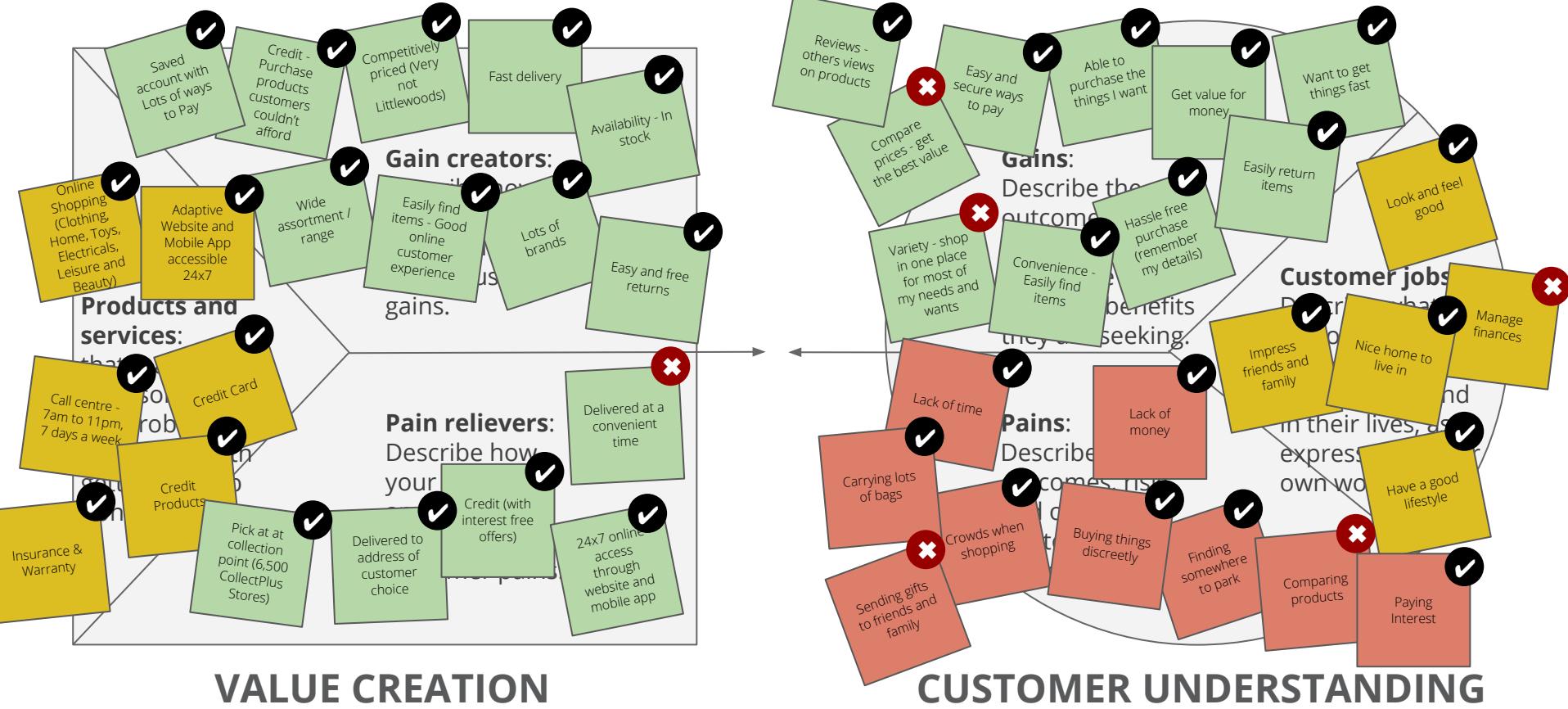


# VALUE PROPOSITION CANVAS

# VALUE PROPOSITION CANVAS



# VALUE PROPOSITION CANVAS



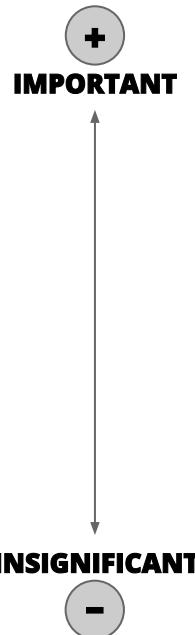
VALUE CREATION

CUSTOMER UNDERSTANDING

# RANK THE STICKIES

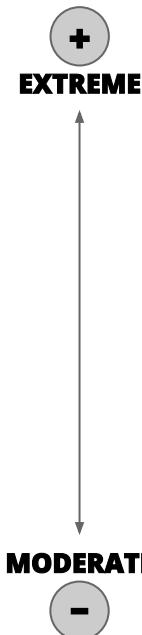
## JOB IMPORTANCE

Rank jobs according to their importance to customers



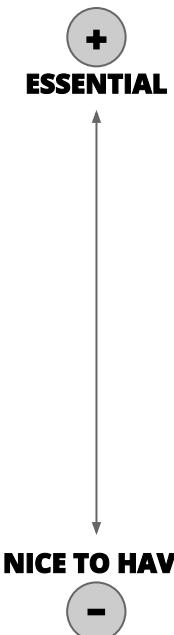
## PAIN SEVERITY

Rank pains according to how extreme they are in the customer's eyes



## GAIN RELEVANCE

Rank gains according to how essential they are in the customer's eyes



# RANK THE STICKIES

## JOB IMPORTANCE

Rank jobs according to their importance to customers



## PAIN SEVERITY

Rank pains according to how extreme they are in the customer's eyes



## GAIN RELEVANCE

Rank gains according to how essential they are in the customer's eyes



# JOB TO BE DONE (JTBD)

As a...

As a...

As a...

When I am...

When I am...

When I am...

I want to...

I want to...

I want to...

So that I can...

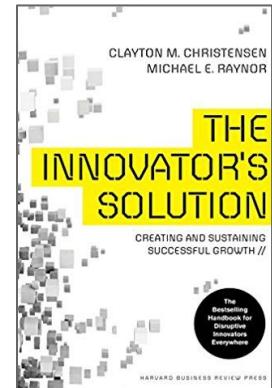
So that I can...

So that I can...

Feature A

Feature B

Feature C



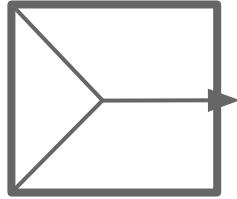
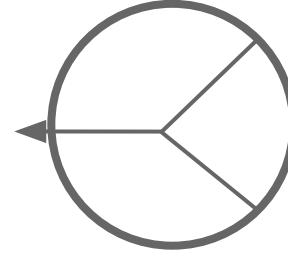
*The Innovator's Solution: Creating and Sustaining Successful Growth*  
by Clayton M. Christensen

The background of the image is a vibrant green LEGO baseplate. Scattered across it are numerous colorful LEGO bricks in various sizes and colors, including red, yellow, blue, white, and grey. Some bricks are oriented vertically, while others are horizontal, creating a sense of depth and texture.

# BUSINESS MODEL CANVAS

# BUSINESS MODEL CANVAS

Key Partners	Key Activities	Value Proposition	Customer Relationship	Customer Segments
<ul style="list-style-type: none"> <li>• Who are our Key Partners?</li> <li>• Who are our key suppliers?</li> <li>• Which Key Resources are we acquiring from partners?</li> <li>• Which Key Activities do partners perform?</li> </ul>	<ul style="list-style-type: none"> <li>• What Key Activities do our Value Propositions require?</li> <li>• Our Distribution Channels? Customer Relationships?</li> <li>• Revenue streams?</li> </ul>	<ul style="list-style-type: none"> <li>• What value do we deliver to the customer?</li> <li>• Which one of our customer's problems are we helping to solve?</li> <li>• What bundles of products and services are we offering to each Customer Segment?</li> <li>• Which customer needs are we satisfying?</li> </ul>	<ul style="list-style-type: none"> <li>• What type of relationship does each of our Customer Segments expect us to establish and maintain with them?</li> <li>• Which ones have we established?</li> <li>• How are they integrated with the rest of our business model?</li> <li>• How costly are they?</li> </ul>	<ul style="list-style-type: none"> <li>• For whom are we creating value?</li> <li>• Who are our most important customers?</li> </ul>
	<b>Key Resources</b> <ul style="list-style-type: none"> <li>• What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</li> </ul>		<b>Channels</b> <ul style="list-style-type: none"> <li>• Through which Channels do our Customer Segments want to be reached?</li> <li>• How are we reaching them now?</li> <li>• How are our Channels integrated?</li> <li>• Which ones work best?</li> <li>• Which ones are most cost-efficient client?</li> <li>• How are we integrating them with customer routines?</li> </ul>	
<b>Cost Structure</b> <ul style="list-style-type: none"> <li>• What are the most important costs inherent in our business model? Which Key Resources are most expensive?</li> <li>• Which Key Activities are most expensive?</li> </ul>	<b>Revenue Streams</b> <ul style="list-style-type: none"> <li>• For what value are our customers really willing to pay? For what do they currently pay?</li> <li>• How are they currently paying?</li> <li>• How would they prefer to pay?</li> <li>• How much does each Revenue Stream contribute to overall revenues?</li> </ul>			

Key Partners	Key Activities	Value Proposition	Customer Relationship	Customer Segments
<ul style="list-style-type: none"> <li>• Who are our key partners? Key suppliers? Which key activities do partners perform?</li> </ul> <p><b>7</b></p>	<ul style="list-style-type: none"> <li>• What key activities do our offers require?</li> </ul> <p><b>8</b></p>	<ul style="list-style-type: none"> <li>• What is our offer and how does this deliver value to our customer?</li> </ul> <p><b>1</b></p>	<ul style="list-style-type: none"> <li>• What type of relationship does each of our customer segments expect us to have with them?</li> </ul> <p><b>4</b></p>	<ul style="list-style-type: none"> <li>• What are the specific characteristics of our first customers?</li> </ul> <p><b>2</b></p>
<b>Key Resources</b> <ul style="list-style-type: none"> <li>• What assets do we need to be able to deliver our offer?</li> </ul> <p><b>6</b></p>			<b>Channels</b> <ul style="list-style-type: none"> <li>• Which channels should we use to reach our customers?</li> </ul> <p><b>3</b></p>	
<b>Cost Structure</b> <ul style="list-style-type: none"> <li>• What costs we will incur to run the business?</li> <li>• What is our acquisition cost per customer?</li> </ul> <p><b>9</b></p>		<b>Revenue Streams</b> <ul style="list-style-type: none"> <li>• How much are our customers really willing to pay for our offer?</li> <li>• What is the potential lifetime value of each customer?</li> </ul> <p><b>5</b></p>		

## PARTNERS

Who are our key partners?

EDF  
SUEZ/ EDF  
PARTNERS

OUR MEMBERS  
(1)

Local firms

Local firms  
Local firms  
JOURNALISTS  
COMMUN.

ACLU  
INFO

Politicians

EDF  
INFO

## KEY RESOURCES

What key resources do we need to deliver?

DATA  
Market  
and media  
analysts

Marketing staff

## KEY ACTIVITIES

What are the key activities support our value proposition?

ADVERTISING/  
MARKETING  
CAMPAIGNS

FINANCY  
TRAVEL TEST  
LOCAL CARS

## VALUE PROPOSITIONS

WHAT VP. DO WE DELIVER TO  
OUR CUSTOMERS I.E. design,  
marketing

1.1  
Marketing  
Local  
info  
sites  
etc.  
etc.  
etc.  
etc.

1.2  
Email  
info  
etc.  
etc.  
etc.  
etc.

1.3  
Through  
local  
info  
sites  
etc.  
etc.  
etc.  
etc.

INTERNATIONAL/  
EX-POSSE

## RELATIONSHIPS

TYPE OF RELATIONSHIPS CUSTOMERS  
EXPECT US TO HAVE WITH THEM  
1.0 SELF-SERVE, AUTOMOTIVE SERVICES

1.1  
Self-service  
etc.  
etc.

1.2  
Customer  
service  
etc.  
etc.

1.3  
Marketing  
etc.  
etc.

## CUSTOMER SEGMENTS

HOW ARE OUR MOST  
IMPORTANT CUSTOMERS

OLIVE

ROSIE

KEN

ANOTHER

## COSTS

What are the costs that support key resources and activities

Marketing  
info  
etc.  
etc.

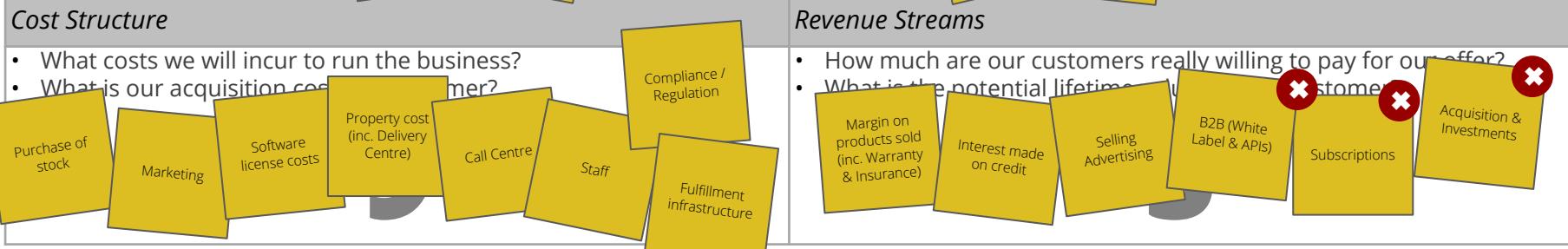
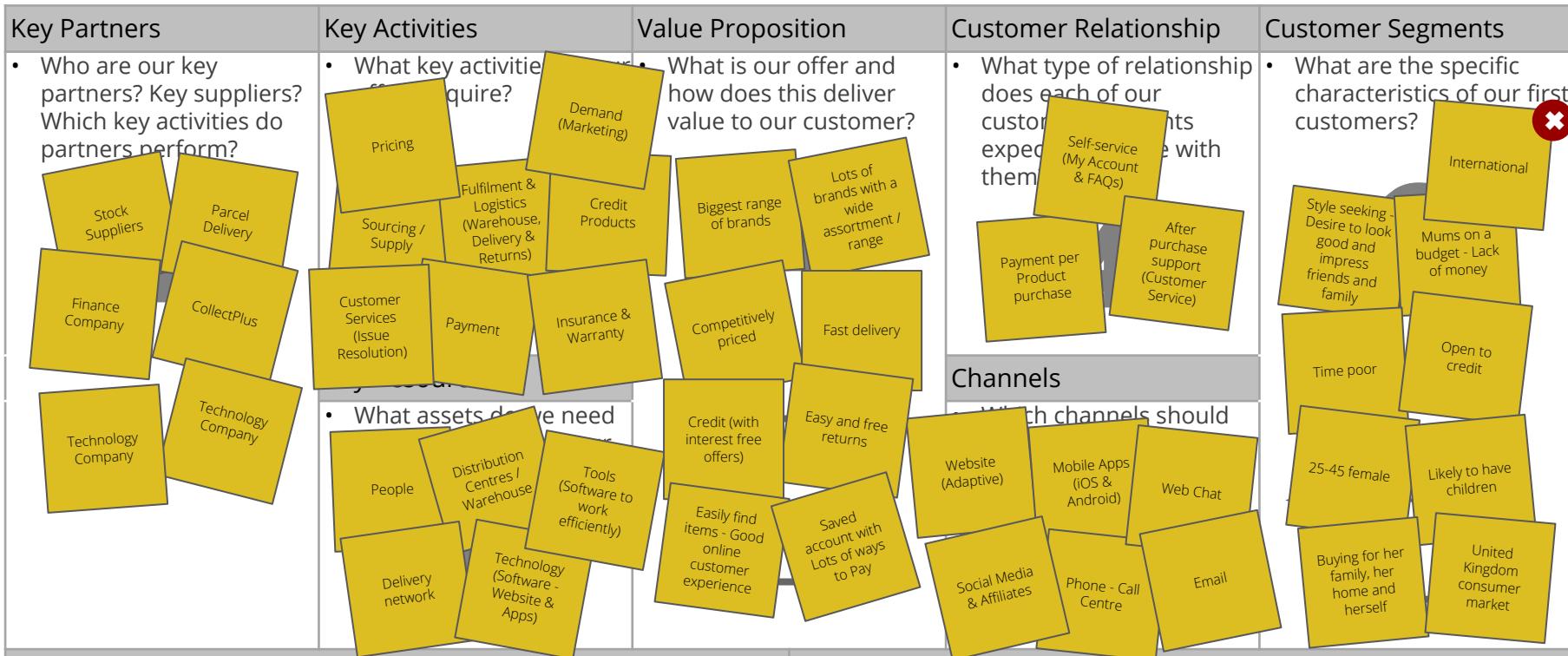
Local  
information  
etc.  
etc.

Local  
info  
etc.  
etc.

Local  
info  
etc.  
etc.

## REVENUE WHAT VALUE OUR KEY CUSTOMERS WOULD PAY FOR?

Marketing  
info  
etc.  
etc.  
etc.  
etc.





# LEAN CANVAS

# LEAN CANVAS - generate and validate a working model

By [Ash Maurya](#)

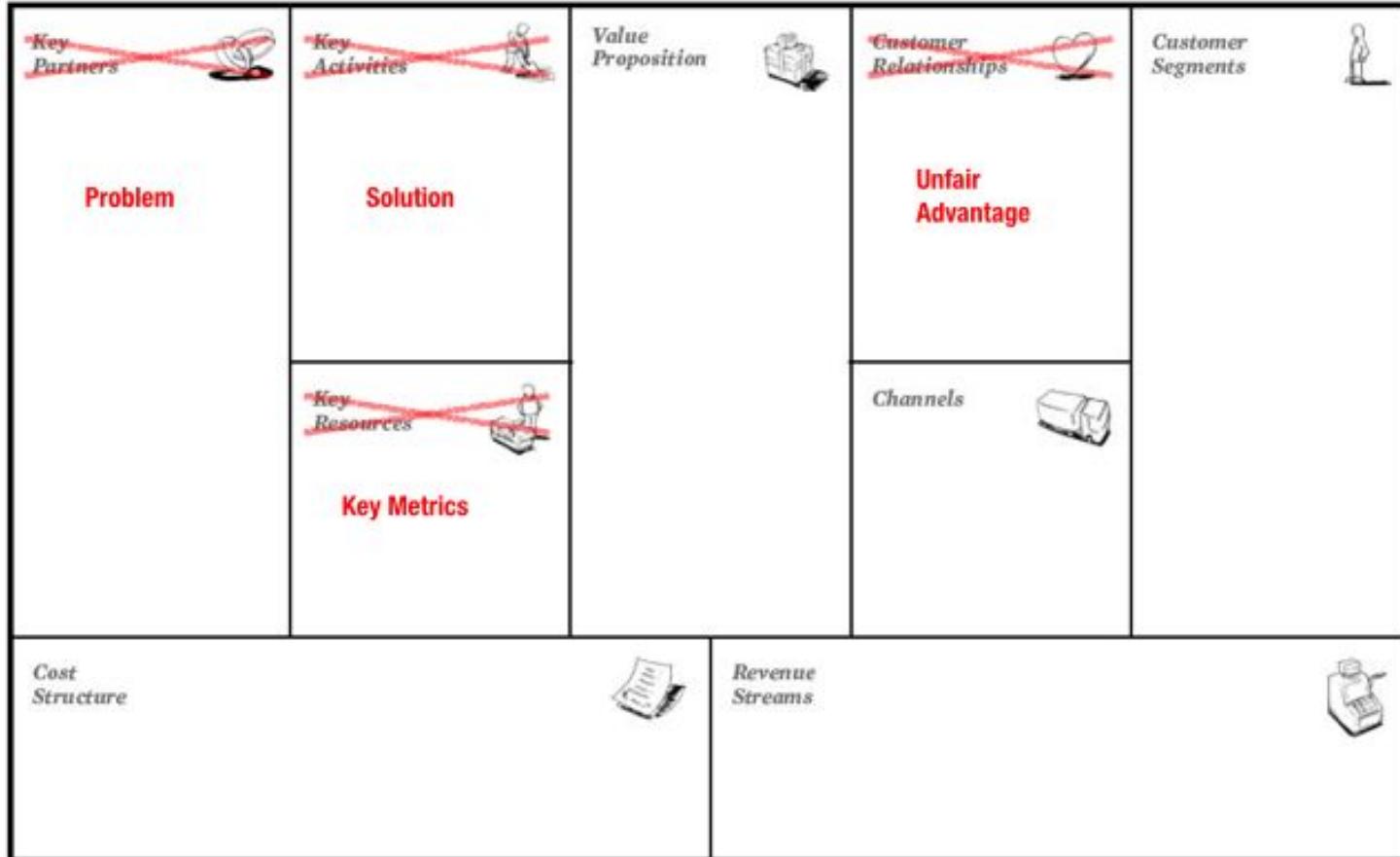
Problem	Solution	Unique Value Prop.	Unfair Advantage	Customer Segments
<ul style="list-style-type: none"><li>• List your top 1-3 problems</li></ul>	<ul style="list-style-type: none"><li>• Define a possible solution for each problem</li></ul>	<ul style="list-style-type: none"><li>• Single, clear, compelling message that states why you are different and worth paying attention to</li></ul>	<ul style="list-style-type: none"><li>• Something that cannot easily be bought or copied</li></ul>	<ul style="list-style-type: none"><li>• List your target customers and users</li></ul>
Existing Alternatives	<b>Key Metrics</b>	<b>High-Level Concept</b>	<b>Channels</b>	<b>Early Adopters</b>
<ul style="list-style-type: none"><li>• List how these problems are solved today</li></ul>	<ul style="list-style-type: none"><li>• List the numbers that tell you how your business is doing</li></ul>	<ul style="list-style-type: none"><li>• List your X &amp; Y analogy e.g. Youtube = Flickr for videos</li></ul>	<ul style="list-style-type: none"><li>• List your path to customer (inbound or outbound)</li></ul>	<ul style="list-style-type: none"><li>• List the characteristics of your ideal customers</li></ul>
Cost Structure		Revenue Streams		
<ul style="list-style-type: none"><li>• List your fixed and variable costs</li></ul>		<ul style="list-style-type: none"><li>• List your sources of revenue</li></ul>		

# LEAN CANVAS

By [Ash Maurya](#)

Problem	Solution	Unique Value Prop.	Unfair Advantage	Customer Segments
<ul style="list-style-type: none"> <li>List your top 1-3 problems</li> </ul>	<ul style="list-style-type: none"> <li>Define a possible solution for each problem</li> </ul>	<ul style="list-style-type: none"> <li>Single, clear, compelling message that states why you are different and worth paying attention to</li> </ul>	<ul style="list-style-type: none"> <li>Something that cannot easily be bought or copied</li> </ul>	<ul style="list-style-type: none"> <li>List your target customers and users</li> </ul>
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Cost Structure	Revenue Streams			
<ul style="list-style-type: none"> <li>List your fixed and variable costs</li> </ul>	<ul style="list-style-type: none"> <li>List your sources of revenue</li> </ul>			
	7		6	

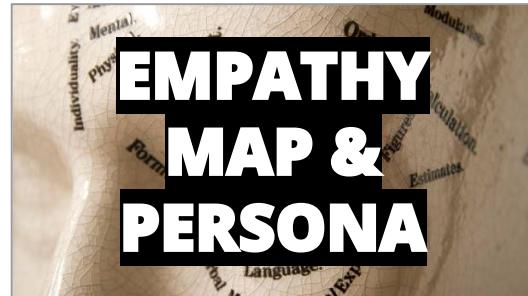
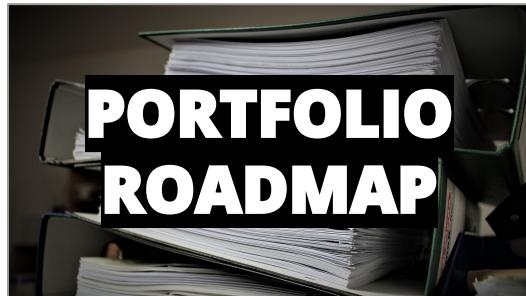
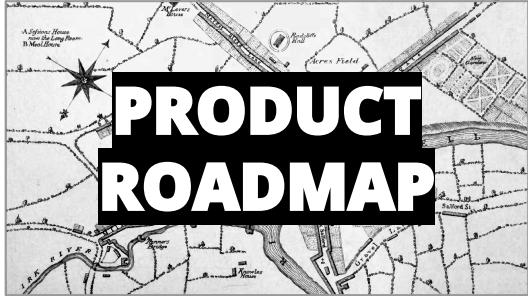
# LEAN CANVAS VS. BUSINESS MODEL CANVAS





**HOW THE TOOLS FIT  
TOGETHER**

# PRODUCT DEVELOPMENT TOOLS



# CORE TOOLS TO MANAGE PRODUCT DEVELOPMENT

**VISION CANVAS,  
LEAN CANVAS  
or BUSINESS MODEL  
CANVAS**

Vision: What is your motivation for creating the product? Which positive change should it bring about?				
	Target Stakeholders	Needs	Product	Value & Measures
<b>Problem</b> List your top 1-3 problems	S Which market or market segment does the product address? Who are the target customers (ps and users?)	Which problem does the product solve? What benefit does it provide?	What product is it? What makes it stand out? Is it feasible to develop the product?	How is the product going to benefit the company? What are the business goals?
<b>Existing Alternatives</b> List how these problems are solved today	K List what the business is doing Youtube = Flickr for videos	L List what the business is doing Outbound	Youtube = Flickr for videos	
<b>Cost Structure</b> List your fixed and variable costs	<b>Revenue Streams</b> List your sources of revenue			

*Vision & High Level Product Strategy*

**Goal Oriented  
PRODUCT ROADMAP**



	Q3 2016	Q4 2016	Q1 2017	Q2 2017
Name	What is the release called?			
Goal	Why should it be developed?			
Features (Epics)	What are its key features which are necessary to meet the goal?			
Metrics	How do we know that the goal has been met?			

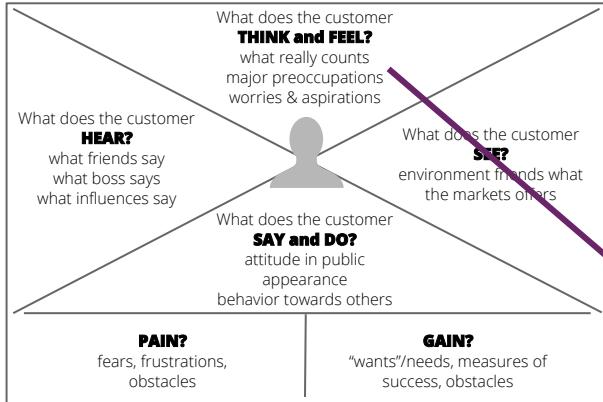


**PRODUCT CANVAS  
(Wall)**

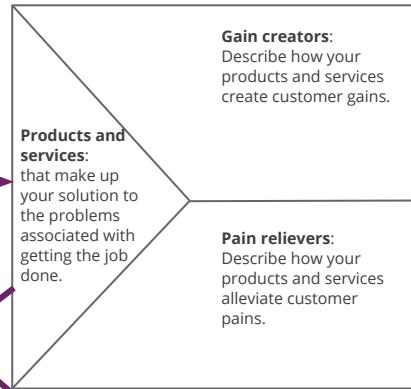
Name	Goal	Metrics
The name of the product	Why should it be developed?	The measure to determine if the goal has been met.
Target Group	Big Picture	Product Details
List your target customers and their needs.	The desired User experience (UX) the user journeys, the product functionality, the visual design, the cross-functional properties, Epics, user journeys, scenarios, storyboards, workflows, design sketches, mock-ups, and constraints are helpful techniques.	The goal of the next release with specific actionable items to achieve it. The items are ordered from in priority and may be captured in an attached file.

*Goals and features for the next 12 months*

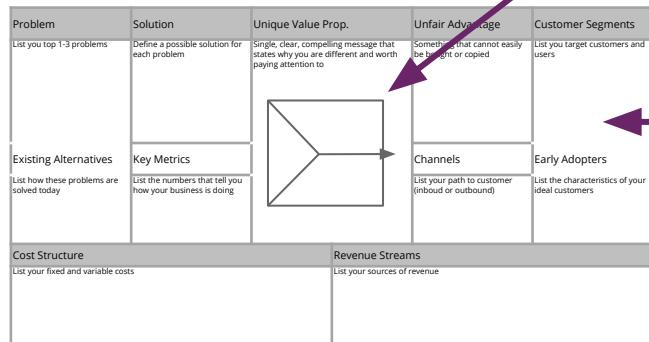
*Details what you're working on (can be used to define MVPs)*



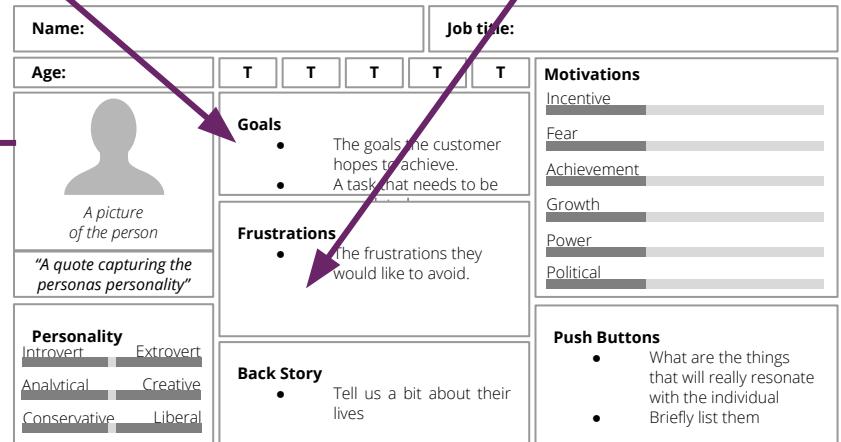
## EMPATHY MAP



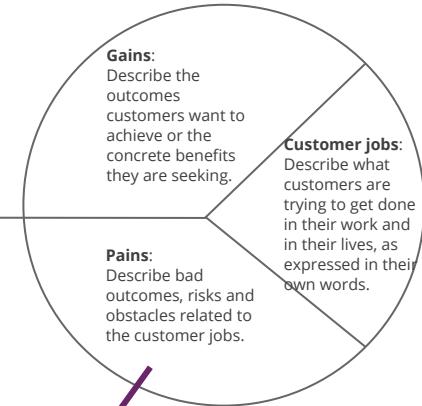
## VALUE PROPOSITION CANVAS



## LEAN CANVAS or BUSINESS MODEL CANVAS



## PROTO-PERSONA



# TOOLS USED TO MANAGE PRODUCT DEVELOPMENT

## PRODUCT VISION, LEAN or BUSINESS MODEL CANVAS

Vision: What is your motivation for creating the product? Which positive change should it bring about?				
	Target Stakeholders	Needs	Product	Value & Measures
<b>Problem</b> List you top 1-3 problems	Which market or market segment does the product serve? Who are the target customers and users?	Which problem does the product solve? What benefit does it provide?	What product is it? What makes it stand out? Is it feasible to develop the product?	How is the product going to benefit the company? What are the business goals?
<b>Existing Alternatives</b> List how these problems are solved today	K E L I C business is doing	Youtube + Flickr for videos	outbound	
<b>Cost Structure</b> List your fixed and variable costs	<b>Revenue Streams</b> List your sources of revenue			

*Did you achieve the results you expected?*

*What did you learn?*

*Did you validate the hypothesis?*



**PRODUCT  
INCREMENT  
or MVP**

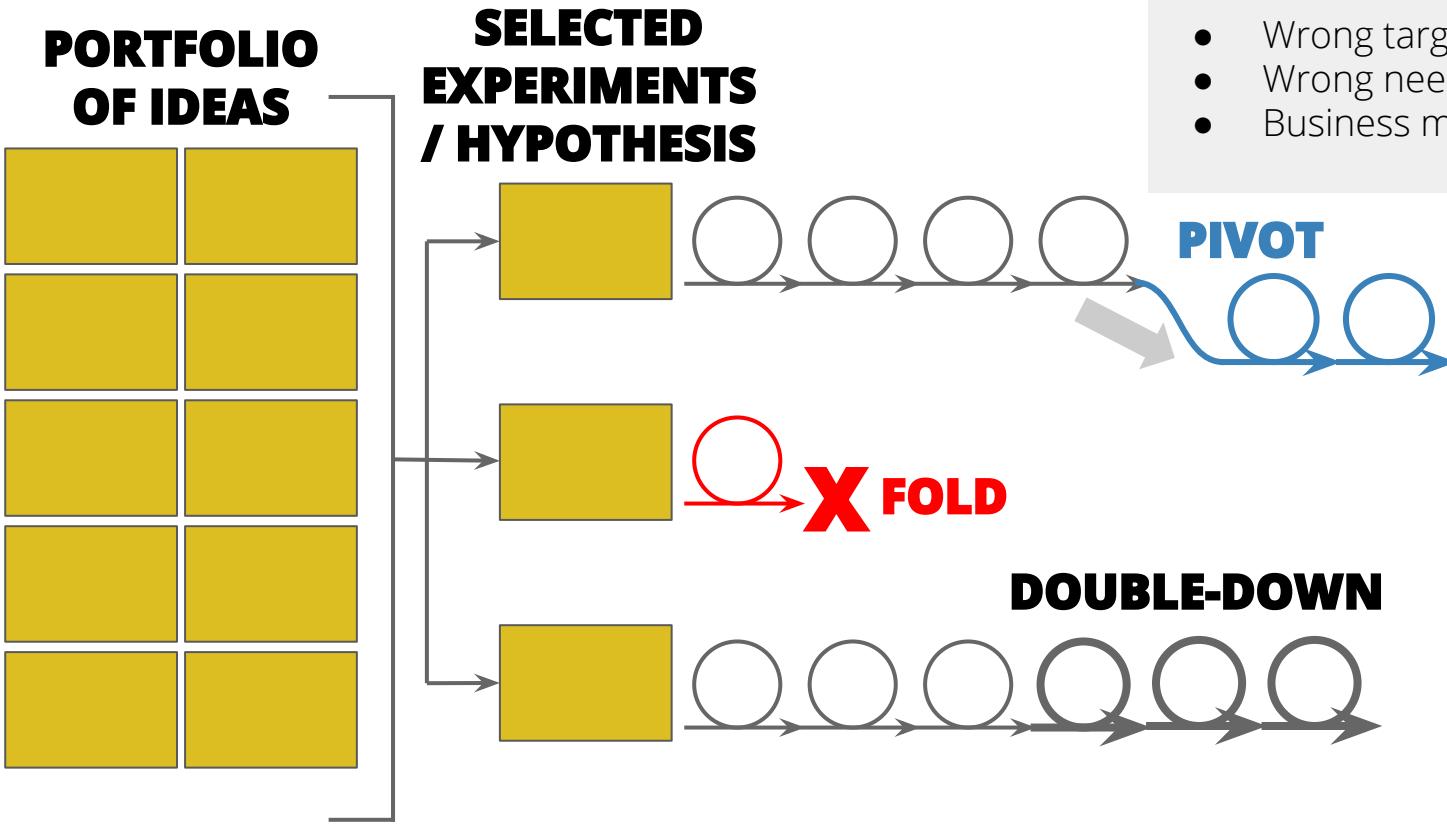
## PRODUCT ROADMAP

Name	Q3 2016	Q4 2016	Q1 2017	Q2 2017
Name	• What is the release called?			
Goal	• Why should it be developed?			
Features (pick)	• What are it's key features which are necessary to meet the goal?			
Metrics	• How do we know that the goal has been met?			

## PRODUCT CANVAS

Name	Goal	Metrics
The name of the product	Why should it be developed?	The measure to determine if the goal has been met
Target Group	Big Picture	Product Details
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# PIVOT EXPLAINED



Pivot when the product strategy is invalid, for instance:

- Wrong target group
- Wrong needs
- Business model not working

# TOOLS USED TO MANAGE PRODUCT DEVELOPMENT

## PRODUCT VISION, LEAN or BUSINESS MODEL CANVAS

PIVOT

Vision: What is your motivation for creating the product? Which positive change should it bring about?				
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Did you achieve the results you expected?

What did you learn?

Did you validate the hypothesis?



PRODUCT  
INCREMENT  
or MVP

## PRODUCT ROADMAP

BIG  
CHANGES?

Name	Q3 2016	Q4 2016	Q1 2017	Q2 2017
Name	• What is the release called?			
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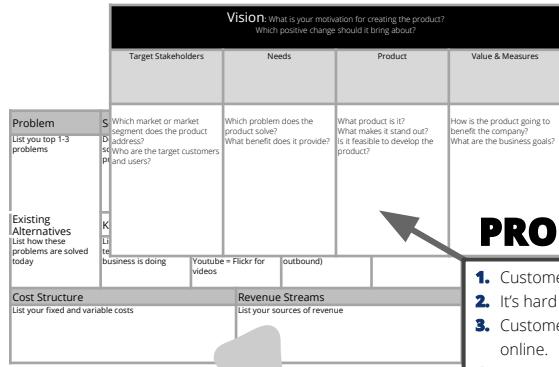
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# PRODUCT PRINCIPLES GUIDE EVERYTHING

**PRODUCT VISION, LEAN  
or BUSINESS MODEL CANVAS**

**PIVOT**



## PRODUCT PRINCIPLES

1. Customer can do 90% of interactions with the online.
2. It's hard for customers to make mistakes.
3. Customers only use one login to access all services online.
4. Customers should not have to repeat information we already know about them.
5. Customers are kept informed of important notifications.
6. Customers should not be forced into another channel, unless they choose too.

*Did you achieve the results you expected?*

*What did you learn?*

*Did you validate the hypothesis?*

**PRODUCT  
INCREMENT  
or MVP**

## PRODUCT ROADMAP

Name	Q3 2016	Q4 2016	Q1 2017	Q2 2017
Goal	• What is the release called?			
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	• How do we know that the goal has been met?			

**BIG  
CHANGES?**

## PRODUCT CANVAS

Name	Goal	Metrics
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# CRIB SHEET - CORE TOOL KEY DIFFERENCES

Artifact	Characteristics	Planning Horizon	Contents
Portfolio Roadmap	Aggregate of Product Roadmaps	12 months	Product Portfolio Release goals, high-level features / product capabilities & dependencies
Product Vision Canvas	Describes the future we are trying to create	2 to 5 years	Details the product strategy and motivation, and the change it is going to deliver. Target group, needs, goals and metrics
Product Principles	Strategic declaration of principles, beliefs and intentions.	2 to 5 years	Concise form of a product strategy – how fulfill much of Product Vision
Product Roadmap	Product plan and strategy	12 months	Release goals, high-level features / product capabilities
Product Canvas	Describes a major release	1 to 6 months	The functionality of a major release. Goal, target group, epics, Journeys, design & constraints.
Release Plan	Tactical Project Plan,	1 to 6 months	Product backlog items, including user stories
Product Backlog	Prioritised and estimate list of work for next release	1 to 6 months	Detailed User Stories which are INVEST: Independent, Negotiable, Valuable, Estimatable, Small & Testable.

# SUMMARY

## SUMMARY

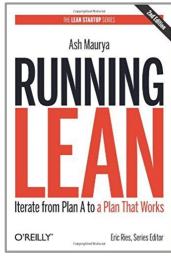
- ✓ **Give the tools a try**
- ✓ **Focus on the outcome**  
*(not the tool or process)*
- ✓ **Use as tools**  
*(don't let the tool use you)*
- ✓ **Adapt the tools to suit your needs**



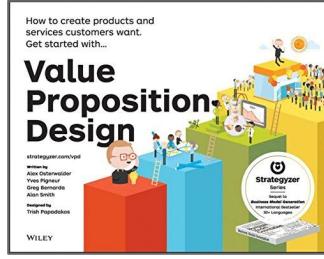
# WANT TO KNOW MORE?...SUGGESTED READING



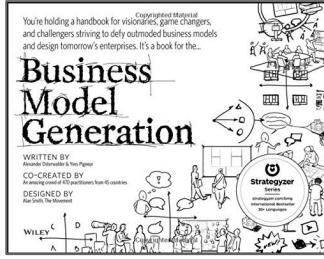
*Sprint: How To Solve Big Problems and Test New Ideas in Just Five Days by Jake Knapp*



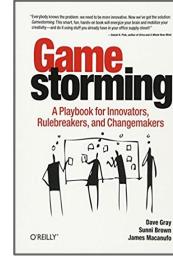
*Running Lean: Iterate from Plan A to a Plan That Works* by Ash Maurya



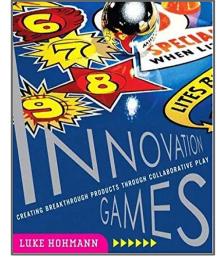
*Value Proposition Design: How to Create Products and Services Customers Want (Strategyzer)* by Alexander Osterwalder and Yves Pigneur



*Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers* by Alexander Osterwalder and Yves Pigneur



*Gamestorming: A Playbook for Innovators, Rulebreakers, and Changemakers* by Dave Gray and Sunni Brown



*Innovation Games: Creating Breakthrough Products Through Collaborative Play: Creating Breakthrough Products and Services* by Luke Hohmann

# FURTHER STUFF THAT'S AVAILABLE ONLINE

Roman Pichler - <https://www.romanpichler.com/>

Innovation Games - <http://www.innovationgames.com/>

Game Storming - <http://gamestorming.com/>

Tasty Cupcakes - <http://tastycupcakes.org/>

Hyper Island - <http://toolbox.hyperisland.com/>

Open Innovation Toolkit - <https://toolkit.mozilla.org/methods/>

AJ Smart - <https://blog.ajsmart.com/>

Ideo Design Kit - <http://www.designkit.org/methods/>

GOV.uk Service Manual - <https://www.gov.uk/service-manual>

Service Design Tools - <http://www.servicedesigntools.org/>

Service Design Toolkit - <http://www.servicedesign toolkit.org/>

Impact Mapping - <https://www.impactmapping.org/>

GV Design Sprint - <http://www.gv.com/sprint/>

Strategyzer - <https://strategyzer.com/>

PSD - <http://www.practicalservicedesign.com/resources/>

Blue Ocean - <https://www.blueoceanstrategy.com/tools/>

# DOWNLOAD



<https://goo.gl/cqZTTo>

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## THANKS FOR LISTENING

Any questions or  
comments?

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You can find me at: abirds@thoughtworks.com or @AndyBirds