

2020 Product Strategy

Offsite Meeting Proposal

Meeting Brief

Date	November 13, 2019 12:30 pm - 6:00 pm
Location	Breather, 51 Wooster St.
Attendees	Ron, Andy, Eleni, John L., Matt B., Travis, Vince, Ashwini, Mansi, Pauline, Blake, Harrison, Chris S.
Meeting Goal	Align on 2020 product strategy by discussing key themes of work and outlining example initiatives. We'll use the output of this meeting to inform the staffing and structure of our delivery teams, prepare Q1 plans and H1 roadmaps, and set the PEDD organization up for success in the coming year.
Agenda	12:30-1:00 - Arrival and lunch 1:00-1:30 - Ron preamble 1:30-5:30 - Brainstorm activities 5:30-6:00 - Reflection and cleanup

Background

Earlier this year, we set a [product vision](#) for 2019 and beyond. We highlighted the growing importance of workplace teams and described the challenges they face each day. We realized that while entire product categories have emerged in recent years to support the collaboration and efficiency of engineering, sales, and marketing teams—workplace teams still lacked the right tools for success.

We believed this was a problem worth solving, so we committed to a new mission—empowering workplace teams to do more. To help us achieve this mission, we outlined a 2019 product strategy that focused on six themes of product investment and an early go-to-market plan for a self-serve subscription software offering.

Over the past few months, we've pursued this 2019 product strategy relentlessly. We've developed new product capabilities, released an iOS mobile app, and have even started converting existing customers into paying subscribers. Our work up to this point has laid the foundation for a product experience that workplace teams everywhere will truly love.

But we're not done yet. If we want to continue solving our customers' problems for years to come, we'll need to keep working towards [product-market fit](#). In 2020, we'll continue pursuing product-market fit by reorienting our product strategy to double-down on the things our

customers love and address the things that hold others back. This offsite is a chance for PED Leaders to come together and work out the most important details of that 2020 product strategy.

Offsite Activities

Part 1: We'll begin by brainstorming some **themes** for our work in 2020. Themes can be high-level and a little ambiguous, but they help us stay focused on a limited set of problems and investment areas. The themes we come up with will help us connect our future work to our company-level goal of strengthening our product-market fit. Example themes from this past year were "Intelligently modeling the physical space" and "Surfacing workplace insights."

Part 2: With these themes in mind, we'll turn our attention to an **initiative** brainstorming activity. The group will ideate example initiatives that map to each of the themes we identified in the first activity. For our purposes, we'll define an initiative as a collection of projects or features that our future delivery teams might work on. The initiatives we brainstorm can come in all shapes and sizes, but each should illustrate a possible solution we could actually build, or start building, for our customers in 2020. Example initiatives from this past year were "Tracking items & assets" and "Visualizing marketplace spend."

Part 3: Next, we'll identify any areas of density—groups of example initiatives that seem related, even across themes. Finally, we'll assign relative priority to those initiative groups to illustrate which we feel will have the most impact, given what we know now.

By the end of these activities, we'll have a good sense of the types of things we're likely to work on in 2020 and which seem most important. Please keep in mind that this offsite is not intended to replace the rest of our planning process. We will not commit to specific projects or a roadmap at this time.

This group has been kept intentionally small, so we won't break out into smaller groups. We won't have quiet post-it note making sessions. We won't do any boring or tedious offsite-y stuff. We're going to have a healthy discussion as a team, so please come prepared and ready to engage.

Pre-Offsite: How to Prepare

This offsite will involve a lot of brainstorming. Spend some time over the next few days thinking about our product—the things you think we're doing well, areas you think we could improve the experience, parts of it that keep you up at night, and things you'd love to get rid of. Think about the products you use and love, and the reasons why you love them.

Additionally, please read through the following documents and references. These will provide our group with the right context for the activities outlined in the section above.

- [2019 Vision](#)
- [ICP Definition](#)
- [Film Review Notes](#)
- [Product Metrics Dashboard](#)
- [Active Office Metrics](#)
- [Snippets of recent customer research](#)
- [Customer Satisfaction Tracking Q4 2019](#)
- [Product-Market Fit Models and Frameworks](#)
- [How Superhuman Built an Engine to Find Product-Market Fit](#)
- [Product immersion challenge - company-wide issue list](#)

Post-Offsite: Proposed Next Steps

This offsite will give our PED Leaders a shared sense of the things that are most important for 2020. Next:

- We'll use this context to align our PED organization structure to our product strategy.
- With the right cross-functional delivery teams identified, we'll ask each to create Q1 Plans, H1 Roadmaps, 2020 Vision Statements.
- We'll conduct a readout of those artifacts to the PED organization before the holiday week and present our plans to the broader company at the beginning of 2020.