Fundamentals of roadmapping and other shenanigans

Project 2030 workshop

That's me

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8 years at Google as a Program Manager and Product Manager

~20 years of professional tech experience in various roles

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Modus operandi

- This is meant to be interactive
- Ask questions right away (use Meet's raise hand)
- … or add them on the Meet chat and we will go over them in time

Disclaimer

The content in this workshop is not the only or best way. It is opinionated. This should only get you started.

Additional content will be sent out afterwards.

Our roadmap for today

45 min		45 min	
22,5 min	22,5 min	22,5 min	22,5 min

What is a roadmap?

How to create a roadmap?

Answering open questions

Rate your comfortableness with roadmaps (1-10) in chat and why you choose that number in max. 6 words.

Understanding "roadmap"

What is a roadmap?

What is a product roadmap - Summarized

- Roadmaps are a high level-summary of **what** and **why** you are building something.
- Roadmaps are ideally a tool to convey **strategy**, someone reading the roadmap should be able to distill the strategy from just looking at the roadmap. [1]
- There are multiple types of roadmaps, catering to different **audiences**.
- They are a good tool to **align** various **stakeholders**.

Our roadmap for today

45 min	45 min
22,5 min	22,5 min	22,5 min	22,5 min

What is a roadmap?

How to create a roadmap?

Answering open questions

How did I create this roadmap?

- I started off wrong, the solution was already defined 😬
- Retroactive vision and strategy it is then!

Show of hands in Meet: If you or your startup first had a product/solution and then created the vision and strategy for it, throw around a heart emoji. If you actually started with the vision and strategy, then defined the solution, send a fanfare emoji

Why, How, What - The Golden Circle
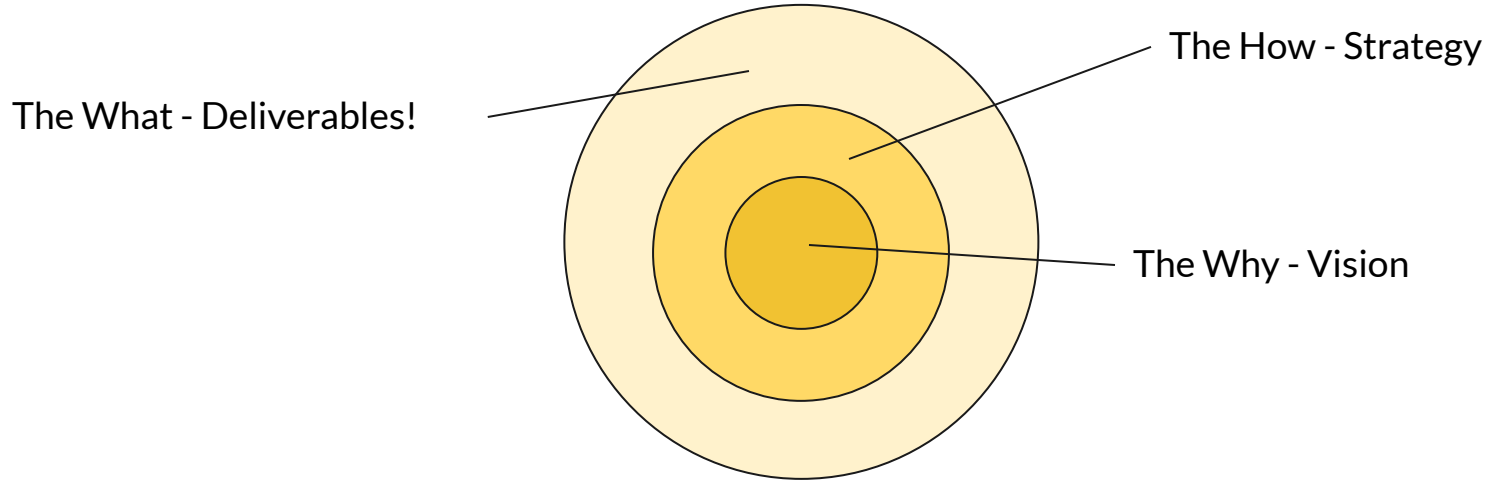
The What - Deliverables!

The How - Strategy

The Why - Vision

PRODUCT VISION BOARD

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VISION

What is the reason for creating the product?
What positive change should it create?

TARGET GROUP

Which market or market segment does the product address? Who are the target customers and users?

NEEDS

What problem does the product solve or which benefit does it offer? If you identify several needs, prioritise them and move the most important one to the top.

PRODUCT

What product is it? What are its three to five stand-out features that set it apart from competing offering? Is it feasible to develop the product?

BUSINESS GOALS

How will the product benefit the company that develops and provides it? What are the desired business benefits? Prioritise them and move the most important one to the top.

Source: https://romanpichler.com/tools

PRODUCT VISION BOARD

romanpichler

VISION
What is the reason for creating the product?
What positive change should it create?

Startups know how to create good roadmaps

TARGET

This is bad, the Target Group is too broad.

NEEDS

important one to the top.

PRODUCT
What product is it? What are its three to five stand-out features that set it apart from competing offering? Is it feasible to develop the product?

BUSINESS GOALS
How will the product benefit the company that develops and provides it? What are the desired business benefits? Prioritise them and move the most important one to the top.

PMs, CTOs, Analysts, CEOs, ...

Full intro to roadmaps; different types of

Workshop; Free, except time

Startups are more successful

The Product should address the Needs of the Target Group to achieve the Business Goals and make the Vision a reality.

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Source: https://romanpichler.com/tools

Disclaimer

We will not dive into crafting a strategy today. "Strategize" by Roman Pichler is a good start if you want to know more about this [4].

Strategy!

Not perfect, but sufficient for now.

Because of highly varying knowledge levels, job roles, and needs, host a workshop that:

- … creates a common ground what roadmaps are.
- … provides easy-to-use tools to create their own roadmaps.
- … leaves time and room for individual questions.
- … provides follow-up content for self-learning.

PRODUCT VISION BOARD

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VISION
What is the reason for creating the product?
What positive change should it create?

Startups know how to create good roadmaps

TARGET GROUP
Which market or market segment does the product address? Who are the target customers and users?

PMs, CTOs, Analysts, CEOs, ...

NEEDS
What problem does the product solve or which benefit does it offer? If you identify several needs, prioritise them and move the most important one to the top.

Full intro to roadmaps; different types of roadmaps; tools; planning techniques; ...

PRODUCT
What product is it? What are its three to five stand-out features that set it apart from competing offering? Is it feasible to develop the product?

Workshop; Free, except time invested; "Upselling"; Interactive;

BUSINESS GOALS
How will the product benefit the company that develops and provides it? What are the desired business benefits? Prioritise them and move the most important one to the top.

Startups are more successful by creating useful roadmaps.

Source: https://romanpichler.com/tools

THE GO PRODUCT ROADMAP

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DATE The date or time frame when a goal should be met.				
NAME The name of the new release.				

Roadmaps are ideally a tool to convey strategy, someone reading the roadmap should be able to distill the strategy from just looking at the roadmap.

The high-level features required to meet the goal.

| **METRICS** The measures to determine if the goal has been met. | | | | |

Source: https://romanpichler.com/tools

THE GO PRODUCT ROADMAP

	DATE — The date or time frame when a goal should be met.			
NAME — The name of the new release.	*Understanding "roadmap"*	*Creating roadmaps*	*Answering questions*	
GOAL — The outcome or benefit you want to achieve.	*Participants should understand what "roadmap" means*	*Participants should know how to create roadmaps*	*Participants should feel their questions are sufficiently answered*	
FEATURES — The high-level features required to meet the goal.				
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Source: https://romanpichler.com/tools

Output - Outcome - Impact (metrics)

- **Output** metric: This metric measures output and the result can be used by our users and customers.
  - This can be considered a leading metric for the associated Outcome Metric
- **Outcome** metric: Short to mid term behavior change of our customers/users
  - This can be considered a leading metric for the associated Impact Metric
- **Impact** metric: This metric measures the long term change we want to achieve.

Great real life example reasoning about developer productivity: [5]
More on metrics: [9]

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Metrics measures Goal achievement

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Source: https://romanpichler.com/tools

How can we measure success of reaching our goals in this example?

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Source: https://romanpichler.com/tools

Impact mapping

- **Why** we are doing things
- **Who** is going to help/hinder us achieving our Why
- **How** can the Whos help/hinder us?
- **What** do **we** need to do in order to enable/disable the Hows?

More information and source of image: www.impactmapping.org [6]
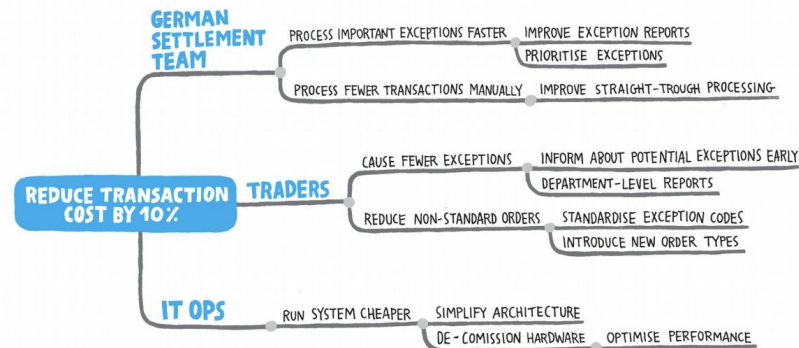
Impact mapping: Creating roadmaps

- **Why**: Participants should know how to create roadma
  - Metrics: Return of time invested; Uncertainty left
- **Whos**:
  - Users
    - CTOs
    - Product Managers
    - **How**: Enable learning mode
      - **What**: Make sure their questions are answered
        - **What**: Deliver the expected content
        - **What**: Answer ad-hoc questions
      - **What**: Some interactivity to avoid monotony
  - Customers: Project 2030
    - **How**: Set expectations straight with attendees
      - **What**: Give them a good enough abstract
    - **How**: Provide information before the workshop about expectations
      - **What**: Send out a questionnaire to attendees before the workshop about   ations

This is just a simplified example.

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METRICS — The measures to determine if the goal has been met.				

- **What**: Make sure their questions are answered
  - **What**: Deliver the expected content
  - **What**: Answer ad-hoc questions
    - **What**: Log questions
- **What**: Some interactivity to avoid monotony

Source: https://romanpichler.com/tools

Where did the Whats end up in? What happened?

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Source: https://romanpichler.com/tools

Disclaimer

We will not dive into estimations today.
"Agile Estimations" is a great reference if
you want to take a deep dive [7].

Dates

- Remember: Good-enough is good enough ;-)
- Use constraints e.g. does something needs to be done until a certain point in time? Is there a timebox?
- Decide if reaching the goal or adhering to the date is more important.

THE GO PRODUCT ROADMAP

DATE — The date or time frame when a goal should be met.	In the first ⅓ of the workshop; Prefer content	In the first ½ of the workshop; Prefer content	In the last ½ of the workshop; Prefer time	
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Catering to different audiences

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Source: https://romanpichler.com/tools

The Customer Roadmap

45 min	45 min

22,5 min	22,5 min	22,5 min	22,5 min

What is a roadmap?

How to create a roadmap?

Answering open questions

The Executive Roadmap

What information do your "executives" expect?

The Executive Roadmap

More chance to make startups more successful

50 % workshop's time	50 % of workshop's time	Post workshop [Optional]

50 % workshop's time   **50 % of workshop's time**   **Post workshop [Optional]**

Answering open questions

Per-startup sessions

How to create a roadmap?

Compiling feedback
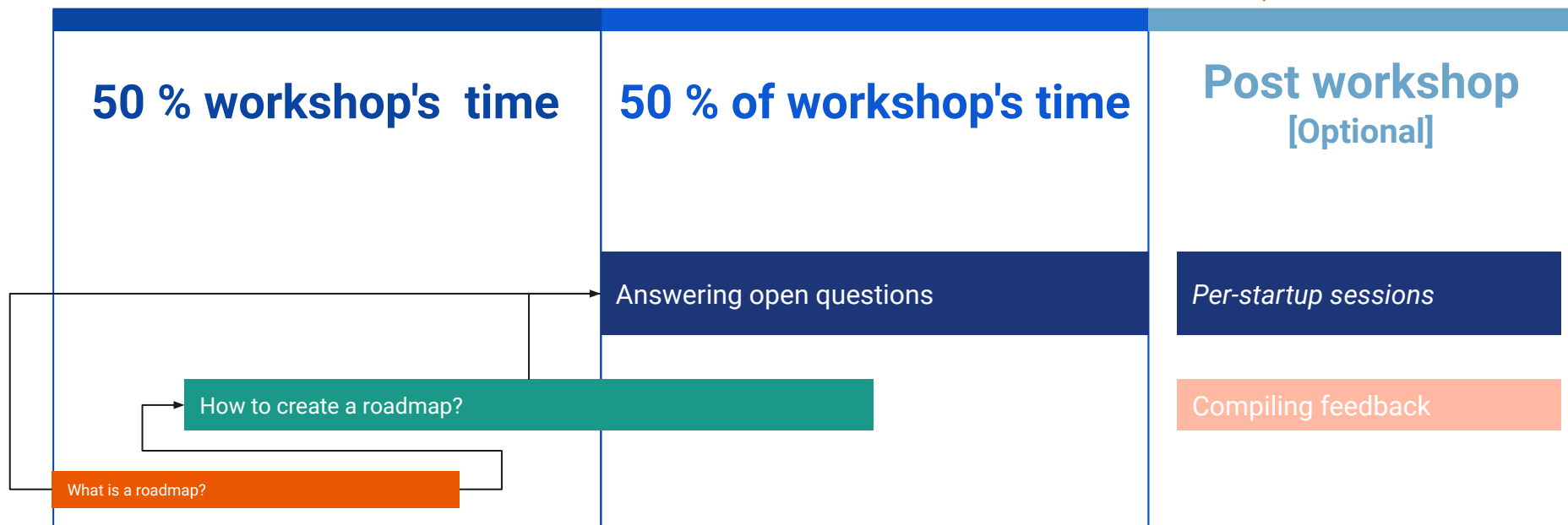
What is a roadmap?

PRODUCT VISION BOARD

VISION
What is the reason for creating the product?
What positive change should it create?

Startups know how to create good roadmaps

TARGET GROUP
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PMs, CTOs, Analysts, CEOs, ...

NEEDS
What problem does the product solve or which benefit does it offer? If you identify several needs, prioritise them and move the most important one to the top.

Full intro to roadmaps; different types of roadmaps; tools; planning techniques; ...

PRODUCT
What product is it? What are its three to five stand-out features that set it apart from competing offering? Is it feasible to develop the product?

Workshop; Free, except time invested; "Upselling"; Interactive;

BUSINESS GOALS
How will the product benefit the company that develops and provides it? What are the desired business benefits? Prioritise them and move the most important one to the top.

Startups are more successful by creating useful roadmaps.

Source: https://romanpichler.com/tools

The Engineering Roadmap

45 min

45 min

22,5 min

22,5 min

22,5 min

22,5 min

What is a roadmap?

How to create a roadmap?

Answering open questions

20 mins + 10 mins buffer
Content:
-Vision/Strategy/Roadmap
-Schedules vs Roadmaps
-Audiences
-Output/Outcome
Needs to be interactive

30 mins + 20 mins buffer
Content:
-GO product r-maps
-Impact maps
-Metrics
-Maintenance
Needs to be interactive

30 mins + 15 mins buffer
Content:
-Log questions
-Feedback gathering for post
workshop analysis

What is the primary audience of your roadmaps?

Extra content on roadmaps

Are roadmaps the same as groomed backlogs?

- No.
- Roughly, the Features might be part of your backlog.
- For more information on backlog grooming checkout [4]

Backlog

THE GO PRODUCT ROADMAP

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		In the first ⅓ of the workshop	In the first ½ of the workshop	In the last ½ of the workshop	
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Roadmaps - should I keep them up to date?

- Probably.
- Checking and syncing the roadmap once a quarter is a good rule of thumb.
- Make sure that the features actually support your goals.
- Features will change regularly
- Dates maybe too
- Communicate change accordingly

TL;DR;

What is a roadmap?

- Roadmaps are a high level-summary of **what** and **why** you are building something.
- Roadmaps are ideally a tool to convey **strategy**.
- There are multiple types of roadmaps, catering to different **audiences**.
- They are a good tool to **align** various **stakeholders**.

How to create a roadmap?

- "Start with the why" [3]
- Iterative and incremental
- Try out https://romanpichler.com/tools
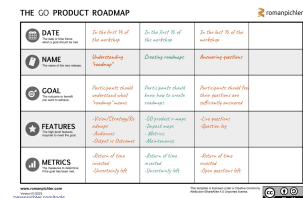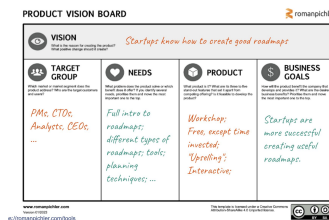
More questions? Feel free to reach out via Project 2030's channels.
Feedback? Please fill out the form sent to you after this session.

The End.

Further reading

- [1] Product Roadmaps - Relaunched by Todd Lombardi, Bruce McCarthy, Evan Ryan
- [2] Strategize by Roman Pichler
- [3] Start with Why by Simon Sinek
- [4] Agile Product Management with Scrum by Roman Pichler
- [5] [Programmatic Engineer blog post on developer productivity metrics](#) by Gergely Orosz, Kent Beck
- [6] Impact Mapping by Gojko Adzic
- [7] Agile Estimation and Planning by Robert C. Martin
- [8] What is a Product Roadmap by Product Plan: https://www.youtube.com/watch?v=KPwRprJNt8E
- [9] Lean Analytics by Alistair Croll, Benjamin Yoskovitz
- Anything from Marty Cagan e.g. Inspired
- Fifty Quick Ideas to Improve Your User Stories from Gojko Adzic and David Evans