Roadmaps

Planning and Prioritizing for Success

ProductPlan

PRAGMATIC INSTITUTE
Pragmatic Marketing + TDI

ABOUT US

Experts in technology product management. Product marketing and Data Science.

Specialize in training.

Trained hundreds of thousands of people at companies around the world since 1993.

PRAGMATIC
—— INSTITUTE ——

STRATEGY

EXECUTION

MARKET	FOCUS	BUSINESS	PLANNING	PROGRAMS	ENABLEMENT	SUPPORT
		Business Plan	Positioning	Marketing Plan		
Market Problems	Market Definition	Pricing	Buyer Experience	Revenue Growth		
Win/Loss Analysis	Distribution Strategy	Buy, Build or Partner	Buyer Personas	Revenue Retention		
Distinctive Competencies	Product Portfolio	Product Profitability	User Personas	Launch		
Competitive Landscape	Product Roadmap	Innovation	Requirements	Awareness	Sales Alignment	Programs
Asset Assessment			Use Scenarios	Nurturing	Content	Operations
			Stakeholder Communications	Advocacy	Sales Tools	Events
			Measurement		Channel Training	Channels

Today's Speaker

Jim Semick

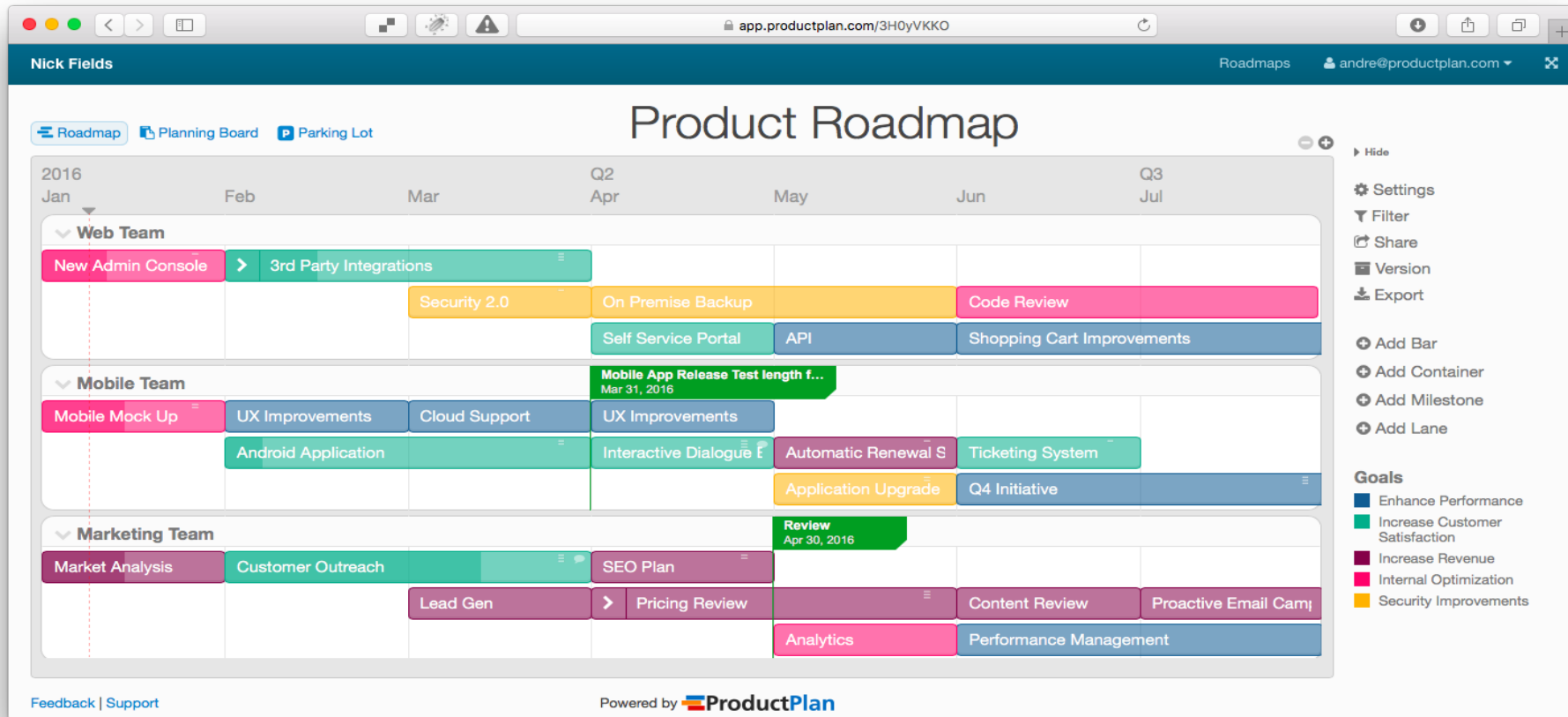*Co-founder and Chief Strategist, ProductPlan*

Agenda

- Top-down strategic planning
- Organizing roadmaps by themes and goals
- Prioritization methods for what to build
- Aligning stakeholders around the priorities
- Communicating the roadmap
- Q&A

What roadmapping challenges do you have?

Why do we need roadmaps?

The Roadmap vs the Backlog

The Roadmap	The Backlog
Big Picture	Detailed
Longer term horizon	Shorter term horizon
No dates / rough dates	Often has dates
Communication focus	Execution focus
Prioritize less often	Prioritize frequently
High-level estimates	Granular estimates
Communication Tools: ProductPlan, PowerPoint	**Project Mgmt. Tools: JIRA, Pivotal Tracker, Spreadsheets**

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Top-Down Strategic Planning

Goals of a Strategic Roadmap

- **Defines** the vision and strategy
- **Guides** the execution of the strategy
- **Aligns** internal stakeholders
- **Facilitates** discussion of options and scenarios
- **Communicates** progress of development
- **Shares** strategy with external stakeholders

Theme-based Roadmap

Premature convergence on features is risky.

Stakeholders want feature-based roadmaps.

A theme-based roadmap is a new concept for many people and feels counterintuitive.

How many of you have moved to theme - based roadmaps?

A Theme-Based Roadmap

Theme: Customers Complete First Purchase Faster

Mobile Support

Credit Card Processor API

New Admin Console

UX Improvements

Group Features Into Themes
Tenant leasing software—a case study

Our feature -based roadmap…

1. Move in workflow
2. Lease info
3. Move-in checklist
4. Tenant screening
5. Online rental app

The problems: overly optimistic, not highest customer value, hard to shift priorities, presumed we knew all answers

One possible theme...

⌄ Move in renters 50% faster
Lease info
Online Rental App
Tenant Screening
Move-in Workflow
???
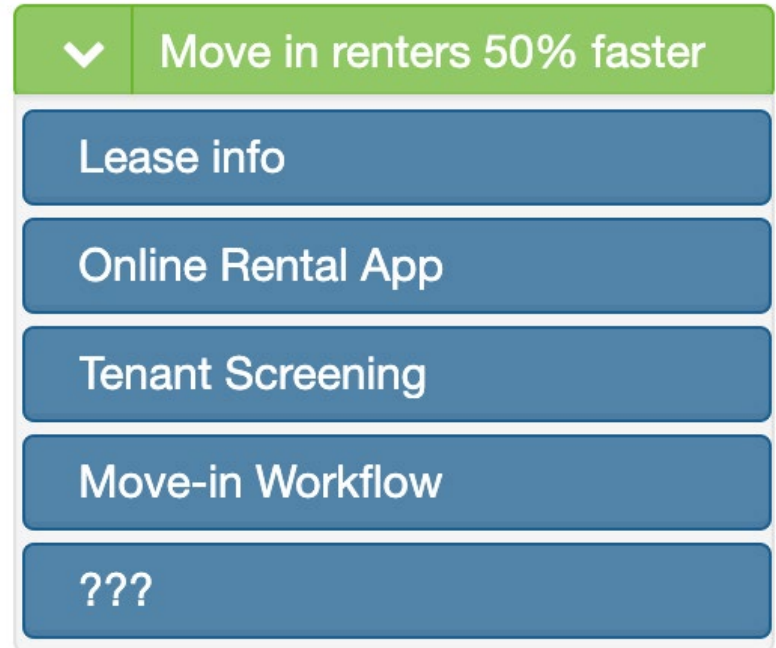
North Star Framework

Customer value created by the Product team

Business impact the CEO cares about

Product Analytics

New User Activation

App Redesign

Alerts

UX

Profile

North Star

Help

Trial Conversion

Product Launch
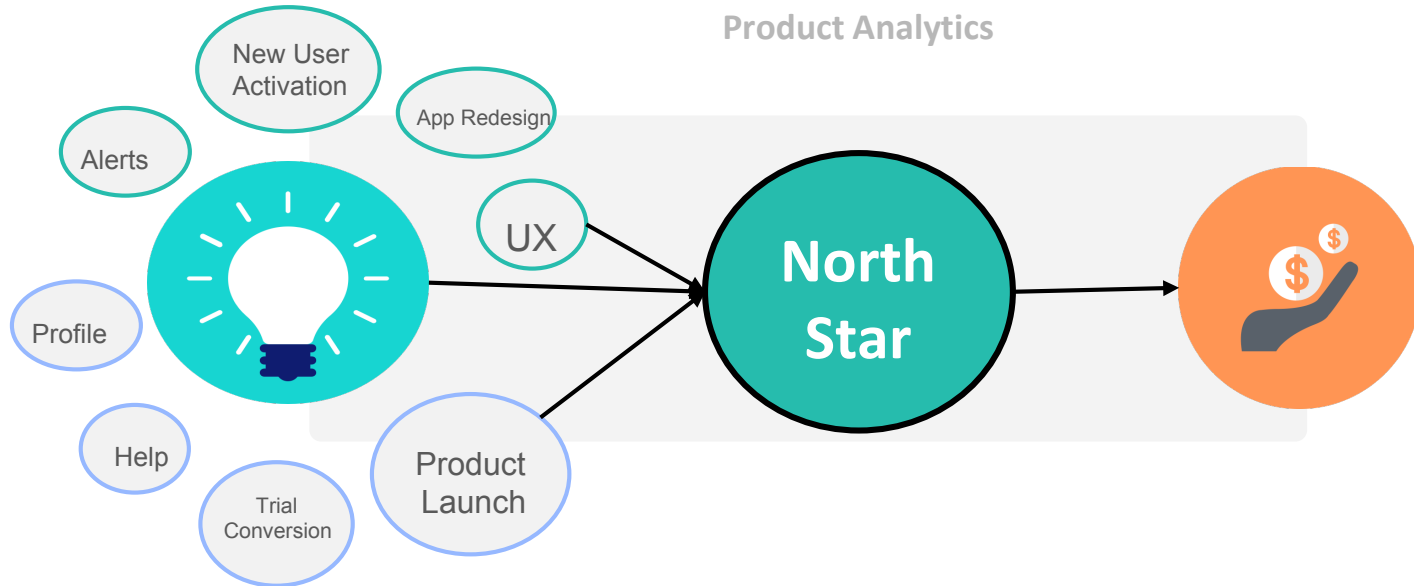
Questions about Themes and North Star Metrics?

Strategies for Prioritizing Your Roadmap

Prioritizing: Roadmap vs Backlog

Roadmap Prioritization	Backlog Prioritization
Specifics not known yet	Details typically known
Based on strategic goals	Dev order not yet known
Prioritization based on many factors: • E.g. customer value, competitive differentiation, development effort, support cost, risk, business goals, stakeholder needs	Prioritization based on fewer factors: • E.g. customer value, story points, available resources

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Value vs. Effort Model

Weigh business value against complexity to implement.
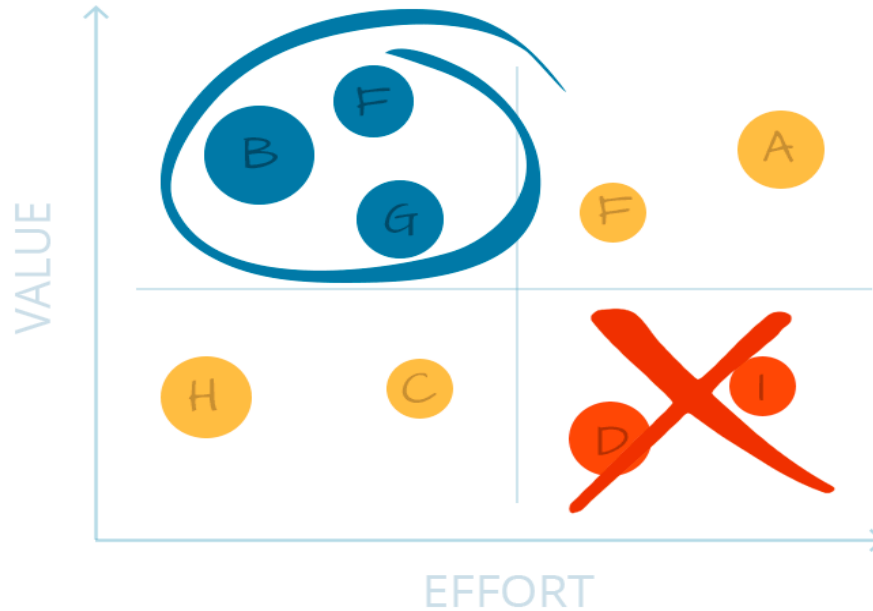
Weighted Scoring

Score initiatives based on value versus cost.

	BENEFIT		COST		SCORE	RANK
Credit Card Payments	4	4	4	1	68	2
Cloud support for PowerLink	5	3	3	1	70	1
DB Config	3	4	4	3	57	4
Appliance Library Portal Updates	4	3	2	2	62	3
Data logging module	2	2	5	3	45	5

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Kano Model

Prioritize customer delight versus type of feature.

Customer Delight vs Product Function

High

Customer Delight

Excitement Features

Performance

Basic (threshold) Features

Low

Absent

Product Function

Fully Implemented

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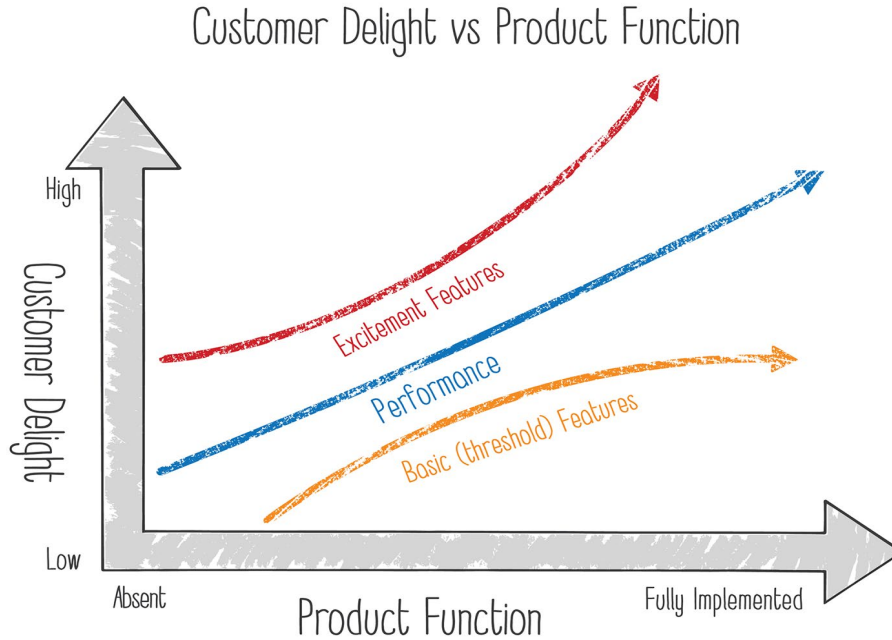
RICE Scoring Model

Reach. How many people your initiative will reach in a given time

Impact. Quantitative or qualitative goal (e.g. how many new conversions)
3 = massive impact, 2 = high impact, 1 = medium impact, .5 = low impact

Confidence. Solid data vs intuition?
100% = high confidence 80% = medium confidence 50% = low confidence

_____

Effort. Resources to complete initiative over a given time

https://www.productplan.com/glossary/rice-scoring-model/

How to Choose?

Questions about Prioritizing?

Aligning Stakeholders Around Prioritizing

Engage Stakeholders at Every Stage

Stakeholder Engagement

PLAN

PRIORITIZE

EXECUTE

RELEASE

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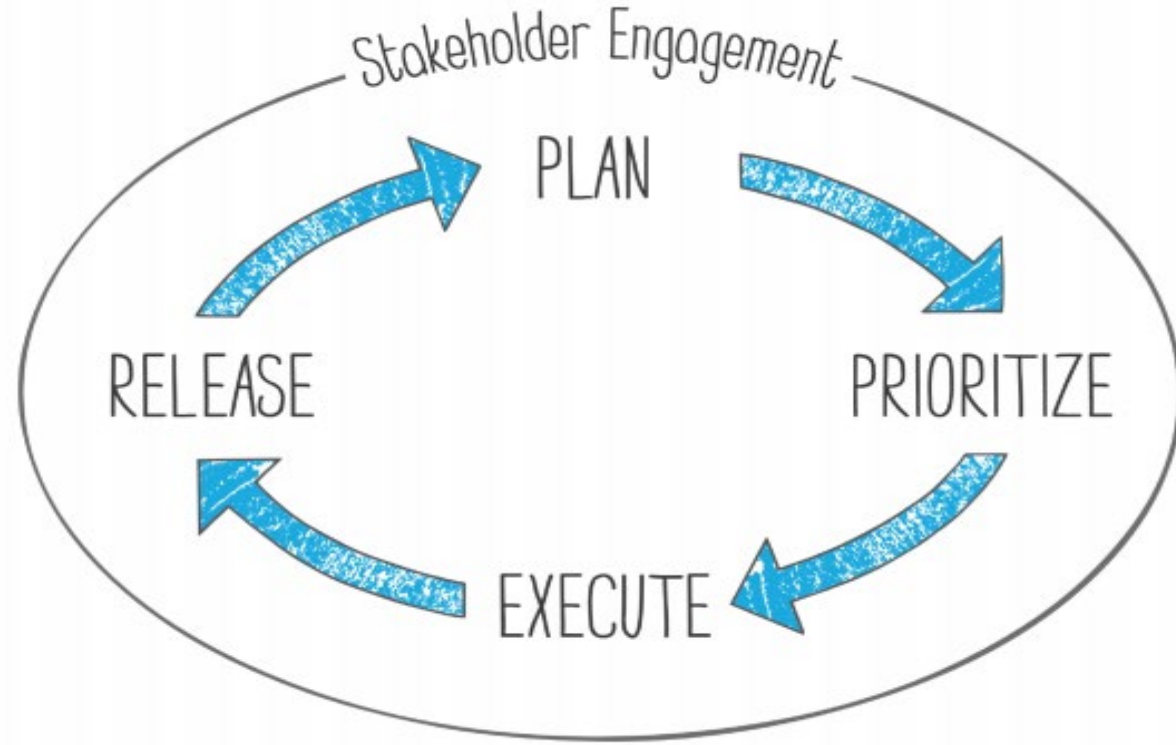
Evangelize Product Goals

- Competitive Differentiation
- Customer Delight
- Technical Improvements
- Increase Lifetime Value
- Upsell New Services
- Reduce Churn
- Expand Geographically
- Mobile Adoption

Justify Decisions with Metrics

Customer success and product engagement metrics	Business-oriented metrics
• Product usage/adoption (sign in frequency. sharing. etc.) • Percent of users who take a specific action that matters • Feature usage (usage versus other features) • Which customer type is using certain features • Retention or churn rate • Quality (e.g. average bugs. net promoter score)	• Customer Acquisition Cost (CAC) • Lifetime Value (LTV) • Monthly Recurring Revenue (MRR) • Annual Recurring Revenue (ARR) per customer • Average Revenue per User (RPU) • Conversion (e.g. site visit to lead conversion)

Communicating the Roadmap

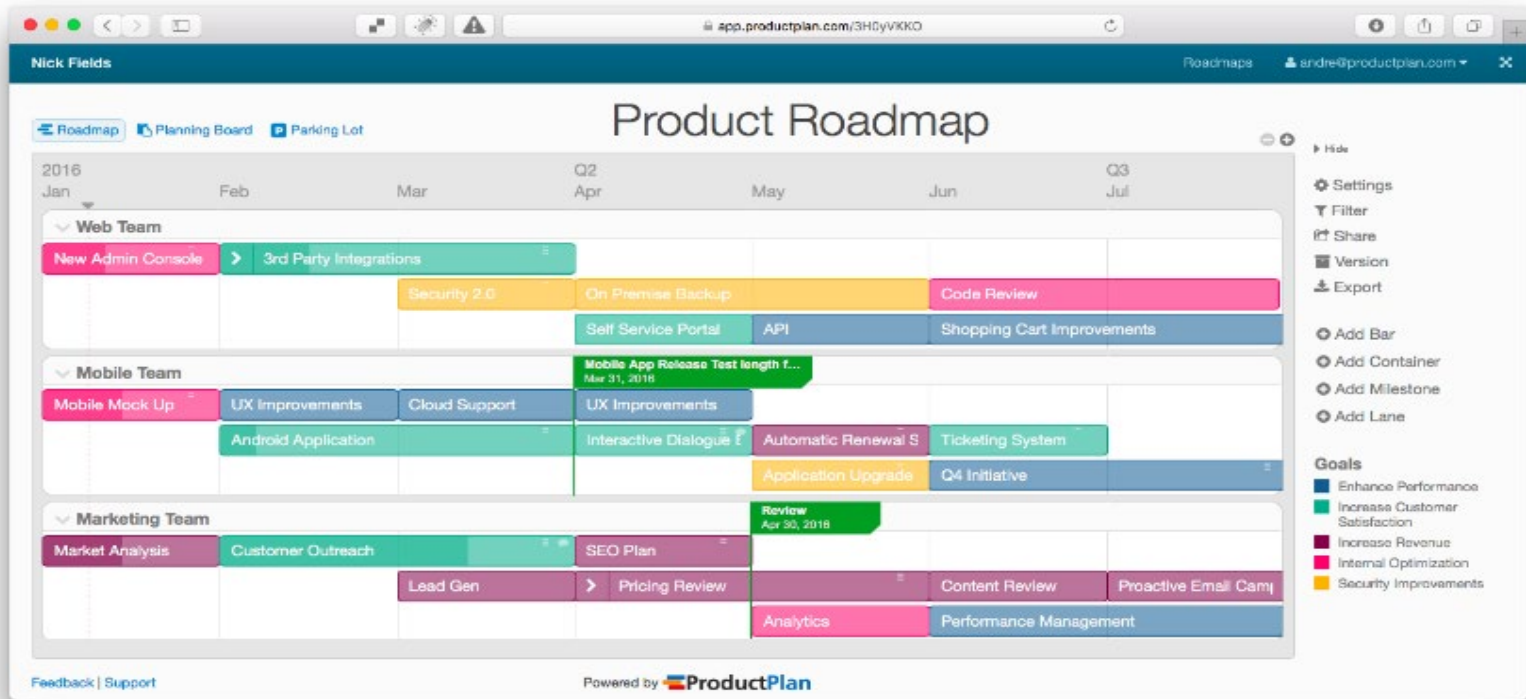# From Big Picture to Focused Execution
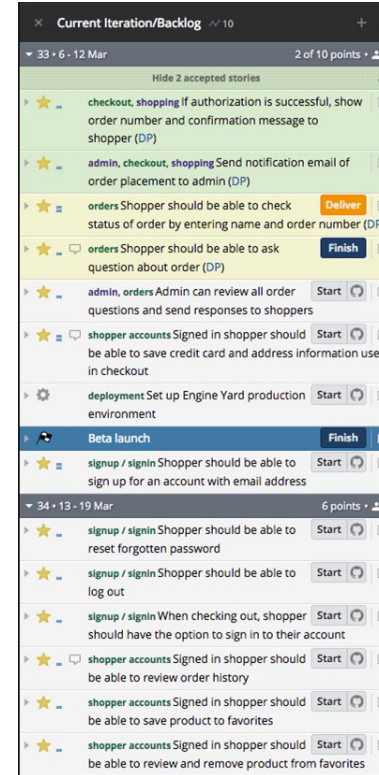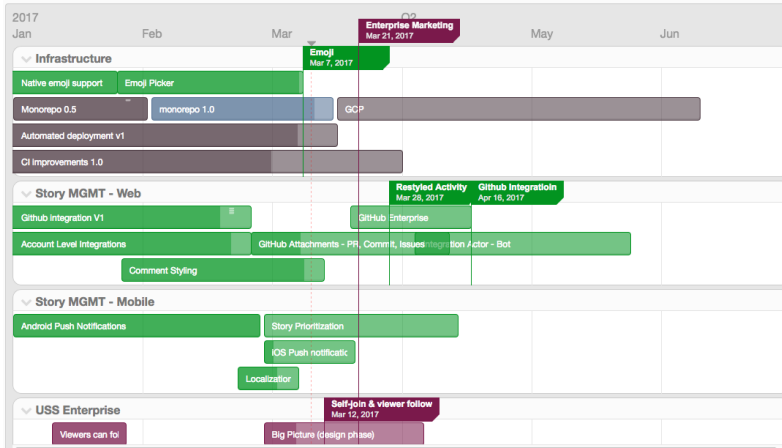
Roadmap Item <-> Epic <-> Prioritized Stories

Roadmap Milestones <-> Release Marker

Communicate Visually

Live Q & A