



ROADMAPS ARE ~~EASY!~~

HARD

C Todd Lombardo

@iamctodd

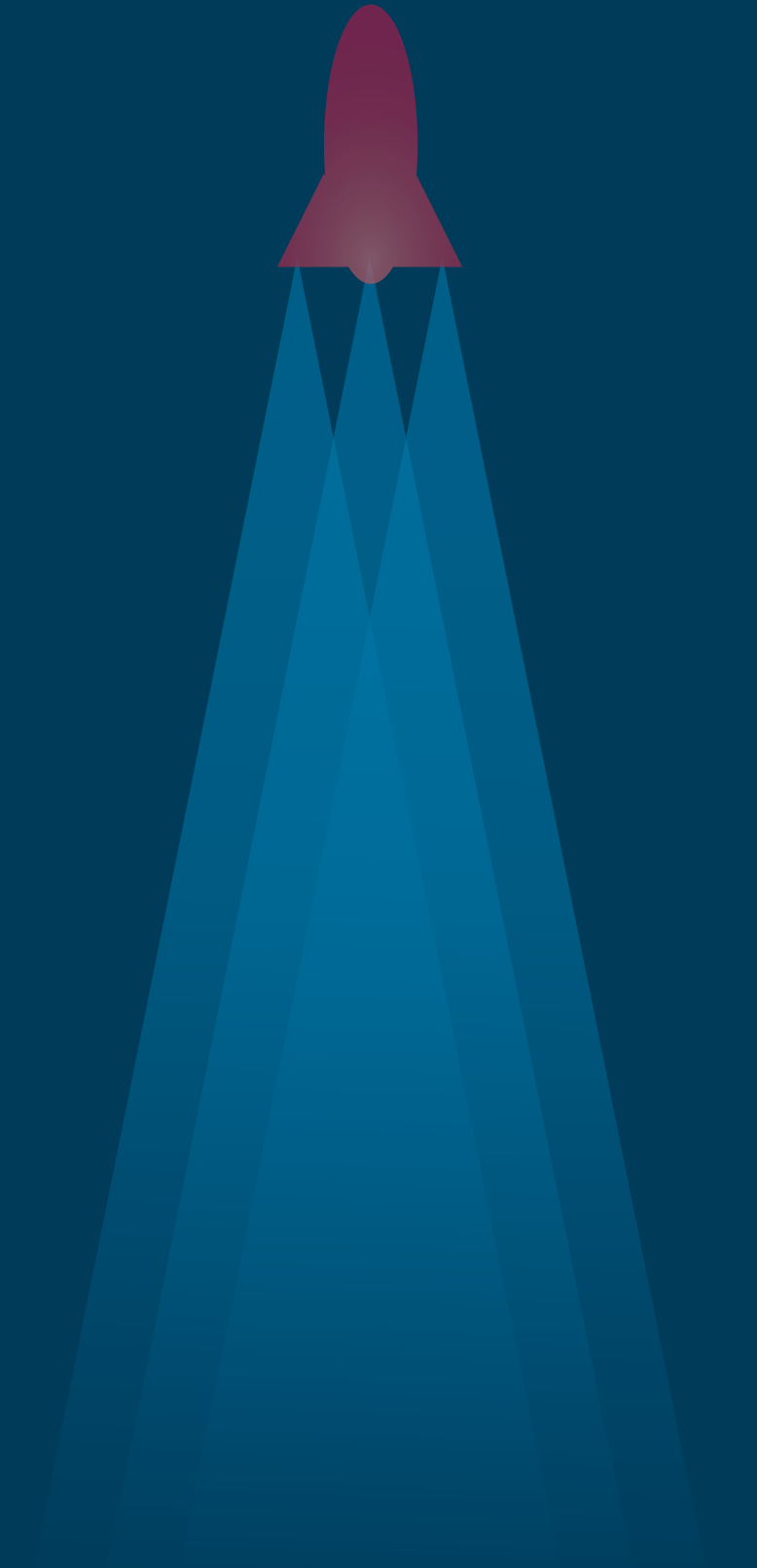
[HTTPS://BIT.LY/MTPROADMAP2020](https://bit.ly/MTPROADMAP2020)

WHAT TO COVER?

DISCLAIMER: THE ANSWER TO EVERYTHING IS

IT DEPENDS

A QUIZ: ROADMAP? OR NOT?



	sprint 1		sprint 2		sprint 3		sprint 4		sprint 5		sprint 6	
	26-Mar	6-Apr	9-Apr	20-Apr	23-Apr	4-May	7-May	18-May	21-May	1-Jun	4-Jun	15-Jun
Reporting Support												
Billing Frequency	Billing Type / Freq Tables		Billing Type / Freq Tables		Bill Freq Fix / Reload							
Future Draw Fix	Platform Fix		UAT									
Tenure Buckets			requirements		development							
Promo Changes (full discount)			requirements		development							
HD Service Dashboard (Fulfillment)							Requirements		Requirements		FactFPA; Trigger Metrics	
Other User Support												
Bug Fixes & Production Support												
Production Support Fixes			Upstream PD alerts				Max Timeout; Retry / Required Files dictionary					
Knowledge Transfer												
Runbooks			Documentation and Review		Documentation and Review							
Code Walkthrough			Daily Walkthroughs		Daily Walkthroughs							
Code Documentation	Documentation and Review				Documentation and Review							
Other KT					Documentation and Review							
Platform Hardening												
Unit Test for Framework / Data Proc					Requirements (Identify Tests)		Implementation					
Parallel Run / Silent Reload	Parallel Run Design		Design		Design		Implementation					
Fix Duplicates (Type Append fix)	Fix Type Append		Test / Implementation		Test / Implementation							
hd_fact_snapshot optimization			Design		Investigation (Dev?)		Development					
Production Support Process					Pager duty Rotation							
Audit Framework	Enhancements						Implement Simple Checks; Reqs for add'l checks		Implement additional checks			
Other Hardening	DF_to_BQ() checks		DF_to_BQ() checks		DF_to_BQ() checks		Test Driven Development					
History Loads												
	History Loads KT		Requirements				Test Dimension Loads		Test Fact Loads		Loads into Prod	
Reporting												

	sprint 1		sprint 2	sprint 3	sprint 4	sprint 5	sprint 6				
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	History Loads		irements				Test Dimension Loads		Test Fact Loads		Loads into Prod
Reporting											

Outcome roadmap through next summer

	Outcome we're seeking	September	October	November	December	Q1 2017	Q2 2017
60%	Launch new features/service to increase ASP	RE customer development	Send individual cards	Send cards en masse		Launch 2nd major feature/service to increase ASP	Launch 3rd major feature/service to increase ASP
	Improve Prof & Ent plan features to increase ASP			Quick changes to drive Prof/Ent plan adoption		Improved auto / campaigns via Programs 2.0	
	Improve team functionality to increase ASP			Team lead cust dev	Launch features to drive greater Team Lead adoption		
15%	Improve long-term product usage	Quick customer-facing wins & top bug fixes					
15%	Invest in infrastructure efforts that will allow us to iterate & differentiate faster	Rebuild dashboard in React		Rebuild additional parts of app in React (as needed for other improvements) Launch features/enhancements that leverage data science/ML			
10%	Increase % of new trials fully onboarded	Build new onboarding testing framework	Continuous iterative improvements to onboarding flow				

VERSION 6

PRODUCT ROADMAP + DASHBOARD

From Business-Docs.co.uk Consultants

Sunday, April 10, 2016

HIGH RISK

MEDIUM RISK

ALL OK

PRODUCT TIMELINE



PRESS & PUBLICITY

PREPARE FOR RELEASE 1

RELEASE 1 – PR MANAGEMENT

CREATE NEW BRAND

MARKET NEW BRAND

DEVELOPMENT

FIX INITIAL BUGS

FOCUS ON "POW" FEATURES

BROWN SAUCE

AGILE, ITERATIVE DEVELOPMENT

NEW TEAM

PACKAGING

CONTENTS

SHIPPING

CHANGES (unforeseen)

CONCENTRATE ON MARKET REQUIREMENTS

SUPPORT FUNCTION

PREPARE CALL CENTRE

SELECTION

REDUCE CALL CENTRE SIZE

STAFF CALL CENTRE

DASHBOARD (i.e. what's happening right now)

SUCCESSES

April release beat expectations

Performance above projections

UPCOMING RELEASES

Vanilla part 1

ACTIVE RISKS

Slump at release 1

Head of STUFF is leaving

Low Cashflow

BLOCKAGES

New premises not ready

New water not ready

Cash not arrived

ON RADAR

New Opportunities in MAY 17. Bob to report

JUNE 17 more efficient infrastructure may be available

VERSION 6

PRODUCT ROADMAP + DASHBOARD

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Sunday, April 10, 2016

HIGH RISK MEDIUM RISK ALL OK

PRODUCT TIMELINE



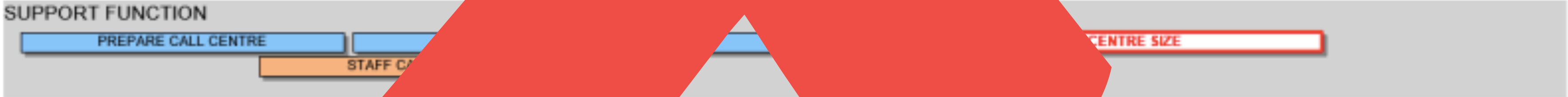
PRESS & PUBLICITY



DEVELOPMENT



SUPPORT FUNCTION



DASHBOARD (i.e. what's happening right now)

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	<u>initiative</u>	<u>q1</u>	<u>q2</u>	<u>q3</u>	<u>q4</u>	<u>2018</u>	<u>metric(s)</u>
improve customer experience							
	member chat	ship it	tweak it	tweak it	tweak it	tweak it	csat, aht
	re-tier product packaging	-	think it	ship it	tweak it	-	csat
	advisor onboarding	think it	ship it	tweak it	-	-	csat
	self serve strategy	-	-	-	-	-	contact rate/csat
	services strategy	-	-	-	-	-	?
improve efficiency							
	add productivity metrics	think it	ship it	tweak it	-	-	cost/contact
	launch command center	think it	ship it	tweak it	-	-	sla
	XLR platform	think it	ship it	tweak it	-	-	-
improve communications							
	commuication strategy	ship it	tweak it	tweak it	tweak it	tweak it	-

	Color Key								
Tech Debt									
Marketing Tech CERs									
Enterprise Initiatives									
Ops Support									
Marketing Requests									
Initiative Category	Epic	Objective	Benefit	What if not done?	Value	Risks	Dependency	Priority	
Foundational Tech Debt Reduction	Most Relevant Subscription Enhancement or Replacement	Contact level campaigns rely on a single join between contact and subscription. MRS was created as a solution to this issue but has numerous limitations and creates unintended consequences in SAS campaign design. A through review of this technique will improve accuracy, reduce targeting errors and enable more flexible campaign design.	Accuracy in targeting segments	SAS will end up selecting the incorrect contact for targeting		Low		Critical	
Foundational Tech Debt Reduction	CheetahDigital System Review	CheetahDigital is a poorly documented ESP that performs email list transformation. A through review of how it operates will improve accuracy and reduce targeting errors.	Accuracy in targeting segments	SAS will end up selecting the incorrect contact for targeting				High	
Foundational Tech Debt Reduction	Helix and Cheetah Email Preference Feed	Transfer of marketing preference opt-out flow from Regi Rep and CLDB.	Accuracy in targeting segments					Urgent	
Foundational Tech Debt Reduction	Decommission of Regi Rep as Email Preference Source	Remove all dependancies from Regi Rep source for Email Preferences.						Medium	
Foundational Tech Debt Reduction	Non-Regi Email Preference Log	Store lists of non-regi email preferences for suppression purpose.				Medium		High	
Foundational Tech Debt Reduction	Staging Environment Initiative	The MODS and SAS staging environments need to be built out. A full staging enviornment will allow more robust QA to be performed on any new work.						Critical	
Foundational Tech Debt Reduction	MODS Performance Tuning	Daily batch job processing performance can be improved. This would allow SAS daily jobs to complete earlier which in turn increases the hours in which the system is available for users.				Critical		High	
Foundational Tech Debt Reduction	SAS Performance Tuning	SAS campaign executing performance can be improved. Reducing the time required for campaign execution has multiple business benefits.				Medium		Medium	
Foundational Tech Debt Reduction	Post-Processing Automation	Post-Processing is currently executed on a timed batch basis. This creates a bottleneck in campaign production. Automation would give campaign execution team more flexiability in their activities.						Low	
Foundational Tech Debt Reduction	NCOA Process	Integration of National Change of Address updates from Allant is crucial to Direct Mail efforts. The current process inadequate.						High	
Foundational Tech Debt Reduction	Semi-Annual Refresh	This regular process is crucial to normal operations.						Critical	
Foundational Tech Debt Reduction	CX Holdout Redesign	After the failure of the first CX Holdout program, an improved system should be designed and carefully tested before implementation.						Critical	
Foundational Tech Debt Reduction	3rd Subject Level	Proposed 3rd Subject Level that would eliminate the limitations of single static join between Contact and Subscription Levels. Should greatly improve accuracy, eliminate targeting errors and replace contact and subscription level campaigns.						High	
Marketing Tools CER	Marketing Services Resiliency	Changes to MODS would enable MKTSVS work to improve service resiliency.				Critical		Critical	
Marketing Tools CER	Versioning of Offer Matrix	Changes to MODS would enable MKTSVS work to improve service resiliency.						High	
Marketing Tools CER	SAS & Splash Endpoint Integration: Channel Services	Supporting work for Marketing Services to enable Splash integration.						High	
Marketing Tools CER	Facebook API: Channel Services	Supporting work for Marketing Services to enable Facebook integration.						Critical	
Marketing Tools CER	PCF Integration	Supporting work for Marketing Services to enable HD Alerts.						High	
Marketing Tools CER	Care Offer Management & API Enhancement	Supporting work for Marketing Services to enable Care Offer Management.						High	
Enterprise Initiatives	HDPI	Home Delivery Price Increase for 2019. MODS and SAS support to segment and targeting the various PI groups for 2019.							
Enterprise Initiatives	Product Switch	MODS and SAS to be used to evaluate all subscribers and determine the proper mix of products each is eligible for. The offer information should be passed to Channel Services to distribute to any downstream systems such as Magnolia.							
Enterprise Initiatives - Offer Management Tool	Treatment Manager v1.0	MVP for new Offer Management Tool to enable streamlined offer management. This version should provide basic functionality for Product Catalog/Product Switching.							
Enterprise Initiatives - Offer Management Tool	Treatment Manager v1.1	P2 Features and bug-fixes.							
Enterprise Initiatives - Offer Management Tool	Treatment Manager v1.2	P3 Features and bug-fixes.							
Enterprise Initiatives - Offer Management Tool	Treatment Manager v1.5	Major update for product based on learnings from v1 to v1.2							
Enterprise Initiatives	Subscribe with Google	MODS should receive data on subscribers who subscribe through Google.							
Campaign Management Tool	Campaign Code Management Tool v3.0	This version of the tool should combine all existing functions --search, view, create and edit-- NYT campaign codes into a single unified interface.							
Campaign Management Tool	Campaign Code Management Tool v3.1	P2 Features and bug-fixes.							
Campaign Management Tool	Campaign Code Management Tool v3.2	P3 Features and bug-fixes.							
Ops Support	-	-							
Marketing Requests	Multi Channel Integration	Integration into expanded channels such as Facebook, Liveramp, ActionIQ, Splash, etc. allows us to leverage the full capabilities of SAS.							
Marketing Requests	CASL Automation	MODS and SAS to be leveraged to automate the sending of confirmation emails to ensure CASL compliance to Canadian regis and subscribers.							



About The Roadmap



How does this board work? :)

👍 39 📄 🗨 24 📎 1

Send us a feature request

👍 18 📄 🗨 182

Blue is for the Buffer platform

👍 3 🗨 1

Black is for our Mobile apps.

Green is for Buffer Publish

👍 2 📄

Purple is for Buffer Analyze

📄 🗨 1

Exploring



An improved version of the Calendar to help you plan your posts

👍 23 🗨 12



An easier way to reshare User Generated Content (UGC) on Instagram

👍 10



Followers Online Activity for understanding when your audience is active online

👍 3



Enable team members for all of Buffer (including Analyze)

📄 🗨 2

In Progress



A better way to manage "Campaigns" in Buffer

👍 6 📄 🗨 3



Flexible pricing for Buffer

👍 71 📄 🗨 37



A new way to nurture and engage with your community on Instagram

🗨 1



Make it easier to manage and switch between Organizations in Buffer

Done!



Best time to post to maximize your reach

👍 9 📄



Shopify integration to help you improve your social media marketing and sell more

👍 1 🗨 1



A smoother way to connect Instagram accounts to Publish

👍 7 🗨 1



Analytics for Twitter

👍 2



An improved version of Shop Grid

👍 1 📄 🗨 1



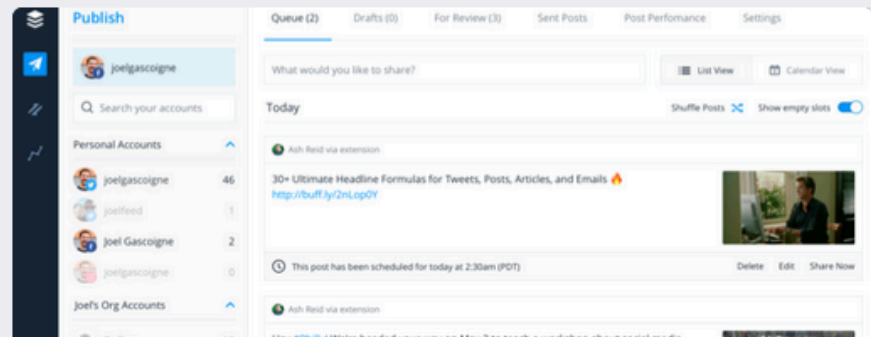
Tag other handles in Instagram posts

👍 4



Support for Stories on web and mobile

👍 7



Leaving It For Now



Instagram Stories planning app

👍 22 📄 🗨 2



Post tagging / categorization

👍 17 📄 🗨 5



Single Sign On for large organizations

👍 62 🗨 16



Promoted Tweets via Buffer

👍 44 🗨 3



Facebook Ads/Post boosting via Buffer

👍 139 🗨 32



Set up recurring posts for your best content in Buffer's Content Library [Beta]

👍 130 📄 🗨 66



Icons and visual elements for Pablo

👍 21 📄 🗨 2



Pablo Library

👍 14 📄 🗨 2



Pablo for Mobile Devices

About The Roadmap



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 Purple is for Buffer Analyze

☰ 💬 1

Exploring



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Follow
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is act

👍 3



Enabl
Bulle

☰ <



Enable team members for all of Buffer (including Analyze)

in list Exploring

LABELS

Platform



Description

Customers on the legacy Analyze plan are now able to allow team members in the organization to see the social media performance of the organization and create reports.

We are working towards supporting team members for customers with the new Analyze plan by around June 2020. If you have signed up after June 2019, it's likely you are on the new Analyze plan.

Thank you for your patience!



Activity

AL

Alfred Lua moved this card from Done! to Exploring
Apr 21 at 9:03 PM

AL

Alfred Lua May 10, 2019 at 6:26 AM

Hi **@chaniceparker**, I'm so sorry for not being clear here. What we meant for this is that team members can now see the social media performance of all social media accounts of the organization, which I believe is causing an issue for you. This is definitely not ideal. I have mentioned it to the team again. Thank you for bearing with us.



Chanice Parker May 9, 2019 at 2:25 AM

Is this definitely done? I emailed about a fortnight ago with an issue about this - having a client see ALL of my other client stuff in analyze. You said it was not possible to fix. So, which one is it?



ACTIONS

🔗 Share

Leaving It For Now



Instagram Stories planning app

👍 22 ☰ 💬 2



Post tagging / categorization

👍 17 ☰ 💬 5



Single Sign On for large organizations

👍 62 💬 16



Promoted Tweets via Buffer

👍 44 💬 3



Facebook Ads/Post boosting via Buffer

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Set up recurring posts for your best content in Buffer's Content Library [Beta]

👍 130 ☰ 💬 66



Icons and visual elements for Pablo

👍 21 ☰ 💬 2



Pablo Library

👍 14 ☰ 💬 2



Pablo for Mobile Devices

facebook

10 YEAR ROADMAP



Confluence Questions opportunity backlog by role

Created by Sherif Mansour, last modified yesterday

	Doubt	Seek	Ask	Wait	Review	Accept	Act
Opportunity	- Ask from HipChat - Ask from Confluence Comment - Ask from email	- Suggested pages - Suggested search terms	- Directed questions - Ask specific person - Suggested experts - Question Types (idea, poll...) - Offer bounty - Ask via mobile	"Elevator music" - Read more questions - Giving confidence for answer - Average response time - Who's viewing - HipChat integration (real time - ping room)	Karma gives confidence	Thanks/Kudos	Reference back to question (linking)
Done	Ask from failed search	Suggested questions	- Ask to a team or project (Space Questions - Phase 1) - Share question - Rich text questions		Votes	Accepted answers	Paste link support



"Expert"

	Awareness	Motivation	Answer	Discuss	Reward
Opportunity	"Recommended questions" based on content - Watch only questions in a space - Topic HipChat Space notifications	Bounties - Leaderboard (space specific) - Badges - Endorsements	- Answer via email - Answer via mobile	- Edit comments - Rich text comments	Profile pimping (endorsements, badges...)
Done	- Onboarding flow (follow topics) - Watch all space content (includes Questions) - Watch topic - Share question CQ HipChat Space Notifications (Asked Question)	Leaderboard (topic + site wide)	- Answer question - Comment on answer (refine) - Curate based on reputation based permissions		- Answer question - Reputation graph - Reputation based permissions



"Manager"

	Setup ¹	Understand	Measure value	Encourage / engage	Administer	Reward
Opportunity	Importers form other tools	- Knowledge Index* - email with health metrics - Trending topics	- Space-specific analytics - Non-admin visible analytics - Topic analytics - Email digests (weekly/monthly...)	Live Q&A (Sessions) with managers (CQ Sessions?)	Merge topics, gardening - Assign moderators to Q&A "Escalate question" - Topic admin	Badges
Done			Site-wide analytics (Admin only)		Inherits Space permissions (Space Questions)	



—	=====	=====	=====
—	=====	=====	=====
—	=====	=====	=====

“The basic”

	\$XX,XX	\$XX,XX	\$XX,XX
	\$XX,XX	\$XX,XX	\$XX,XX
	\$XX,XX	\$XX,XX	\$XX,XX
	\$XX,XX	\$XX,XX	\$XX,XX
TOTAL	=====	=====	=====

“The accountant”

=====		=====
=====	=====	=====
=====	=====	=====
=====	=====	=====

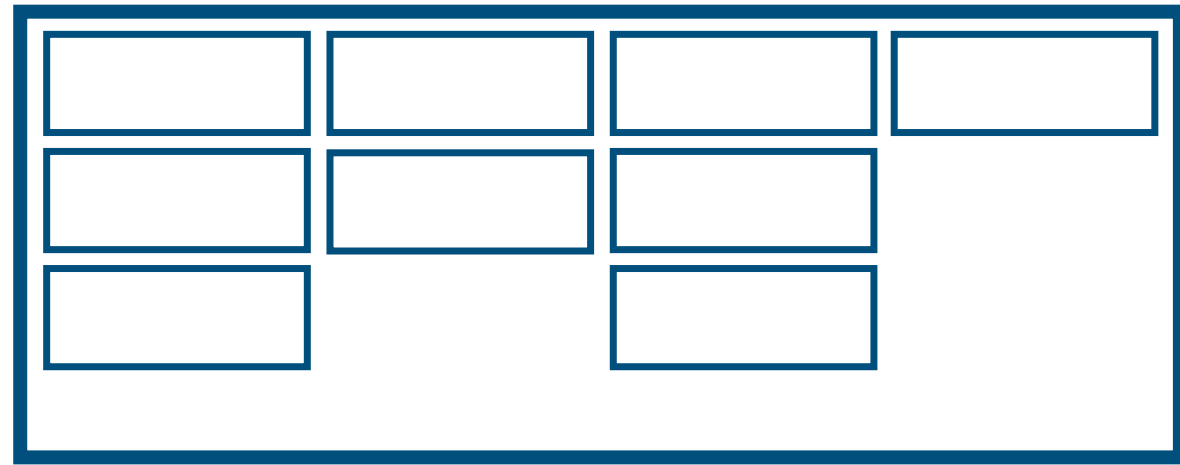
“The cheap layout”

	=====
	=====

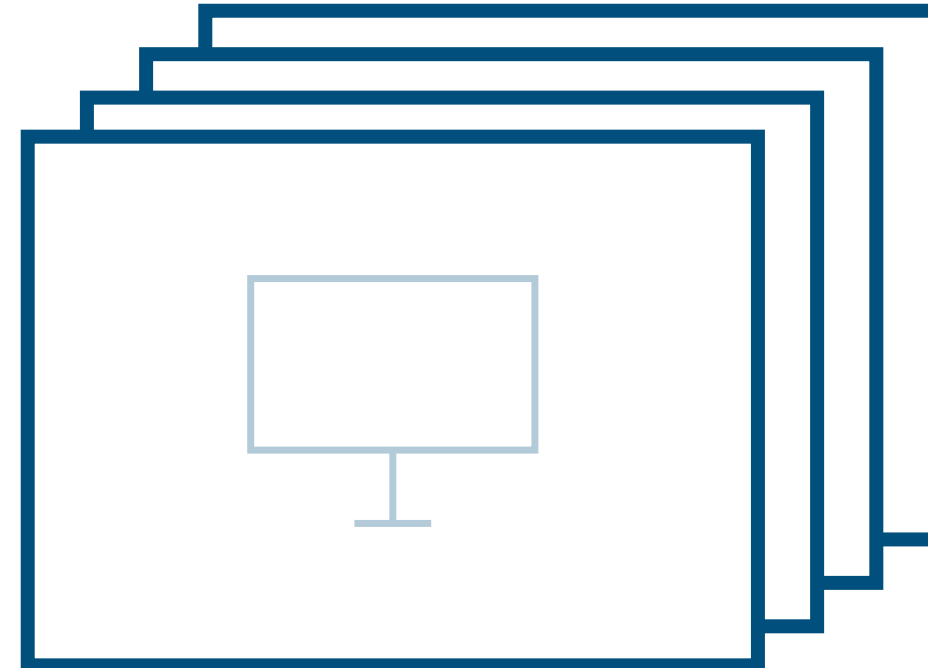
“The design wall”



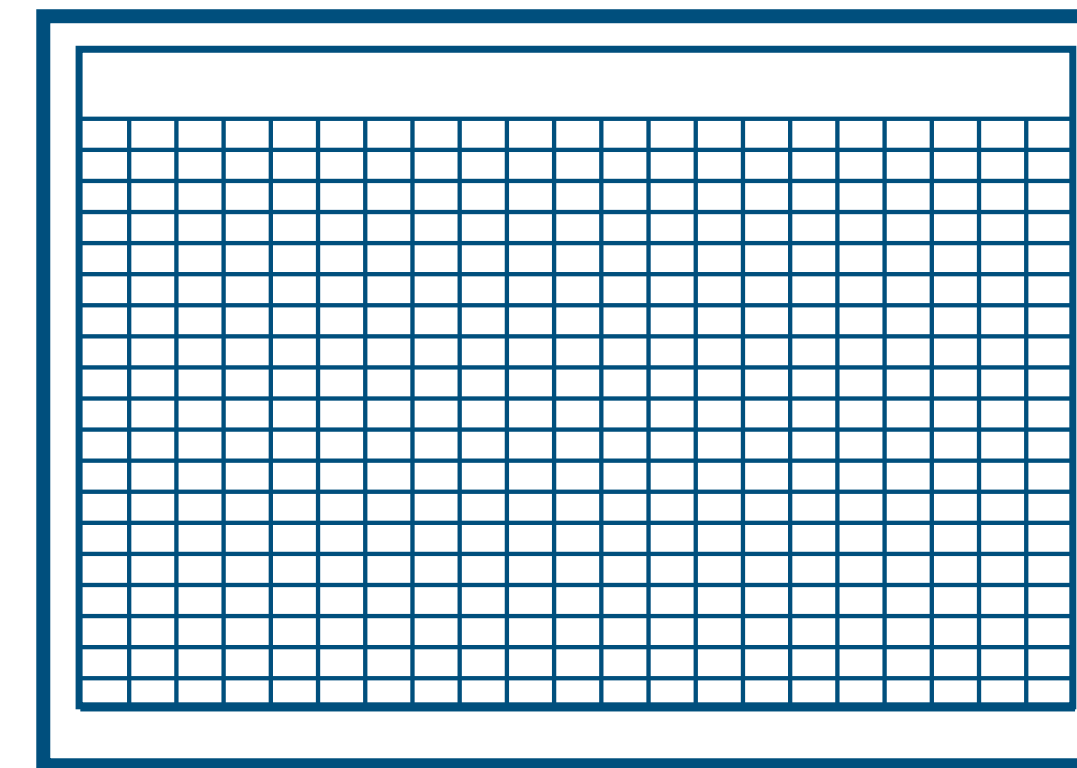
THEY TAKE MANY FORMS



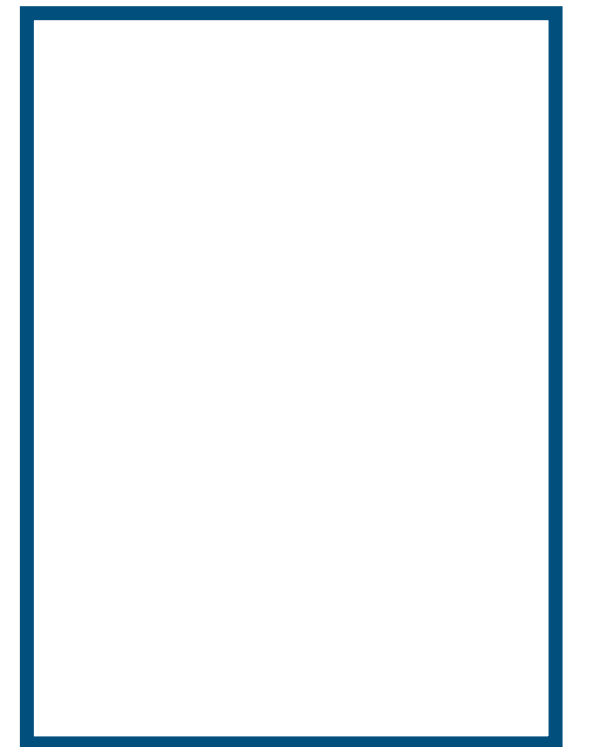
Kanban board



Slide deck

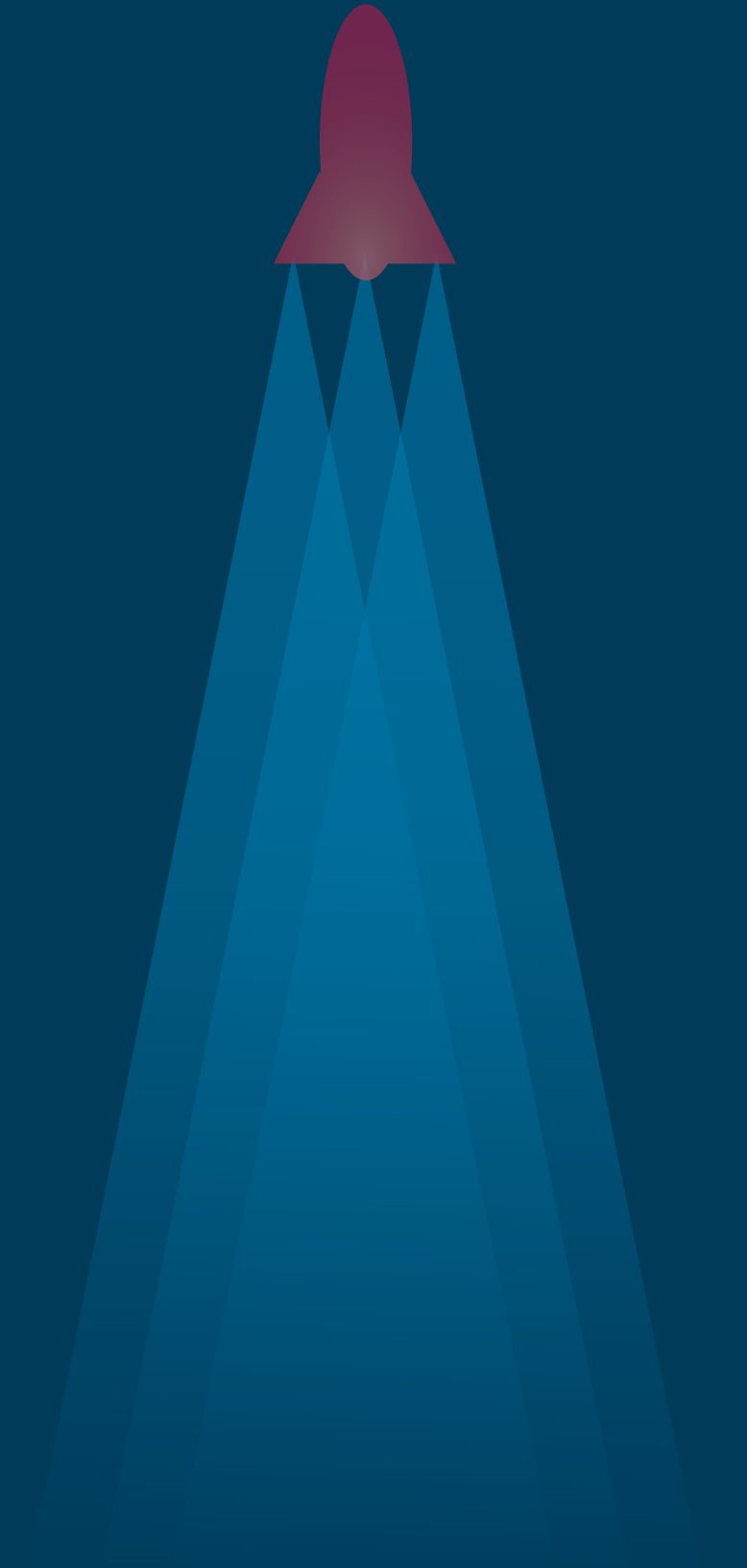


Spreadsheet



Other

HOW-TO ROADMAP IN 30 SECONDS



1. GATHER INPUTS



1. GATHER INPUTS

2. ORGANIZE & PRIORITIZE



THEMES



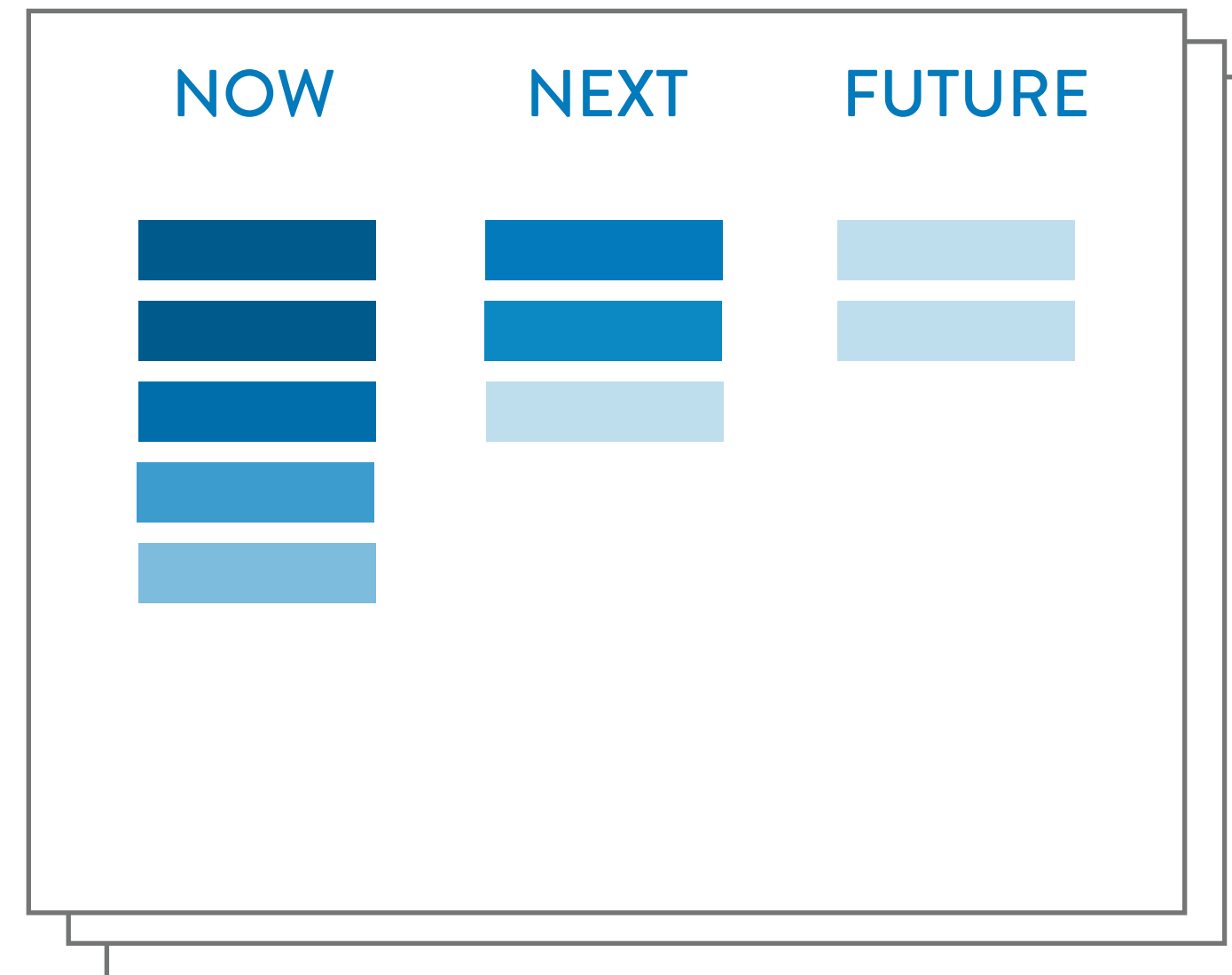
1. GATHER INPUTS



2. ORGANIZE & PRIORITIZE

THEMES

3. PLACE INTO TIMEFRAMES ON YOUR ROADMAP



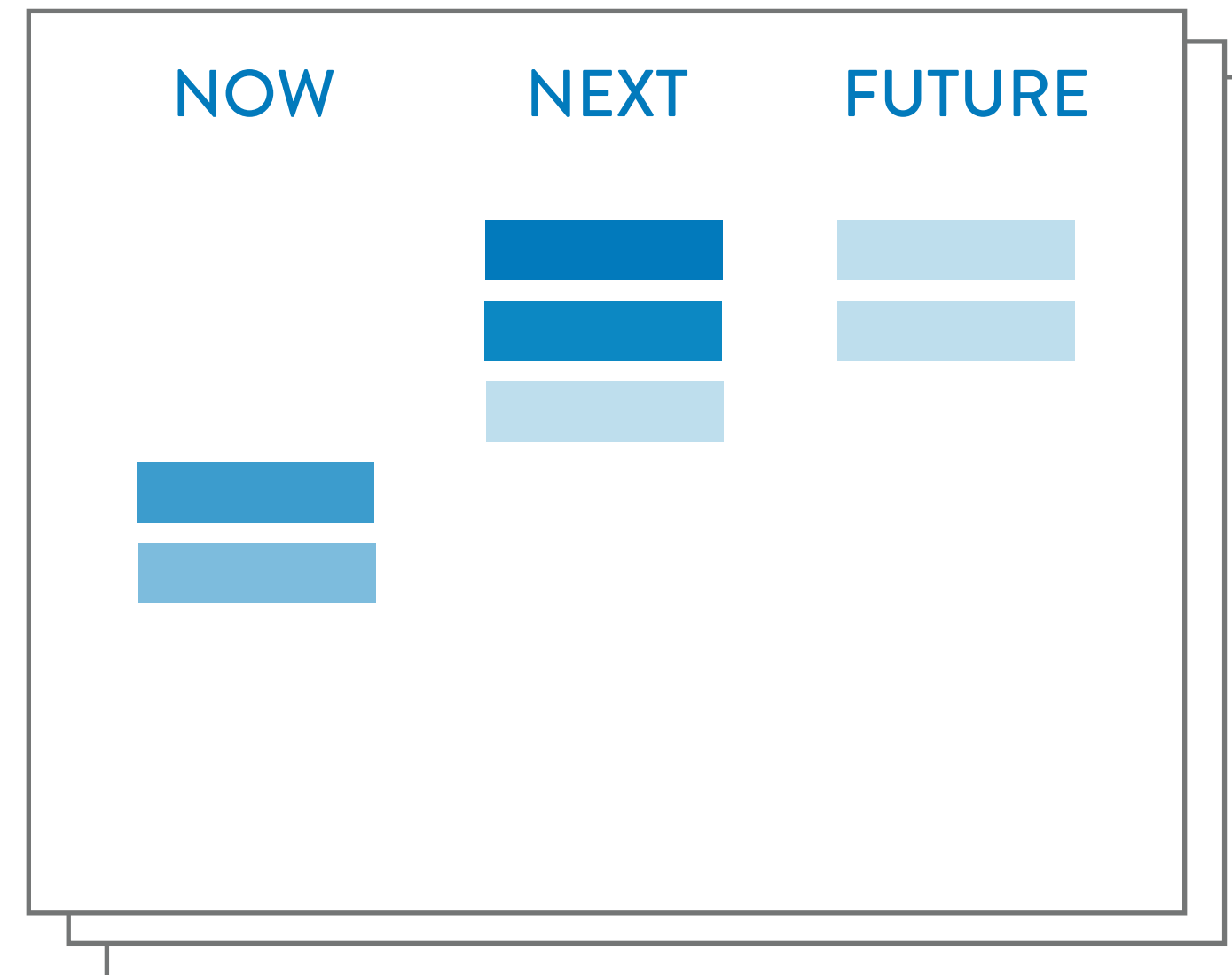
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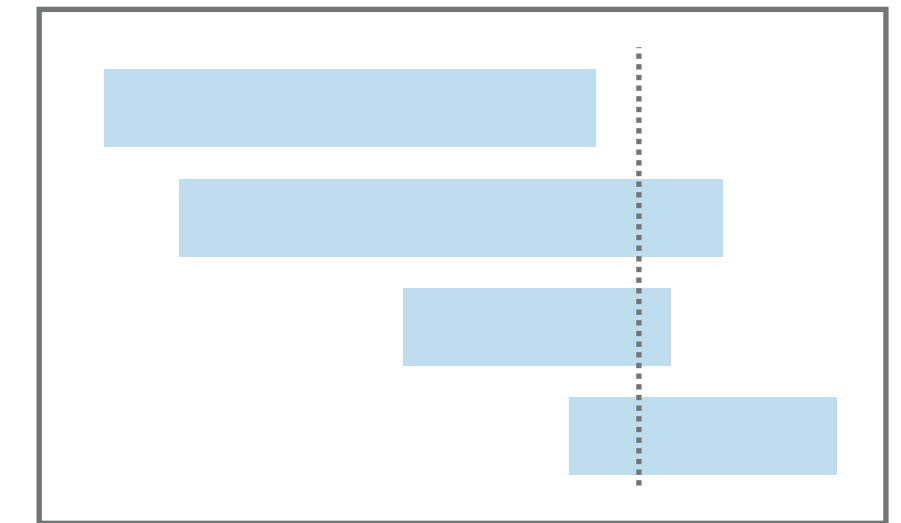
2. ORGANIZE & PRIORITIZE

THEMES

3. PLACE INTO TIMEFRAMES ON YOUR ROADMAP



4. MAP TO SPRINT OR / RELEASE PLAN



**IF IT'S THAT EASY
THEN WHY AM I SO...**

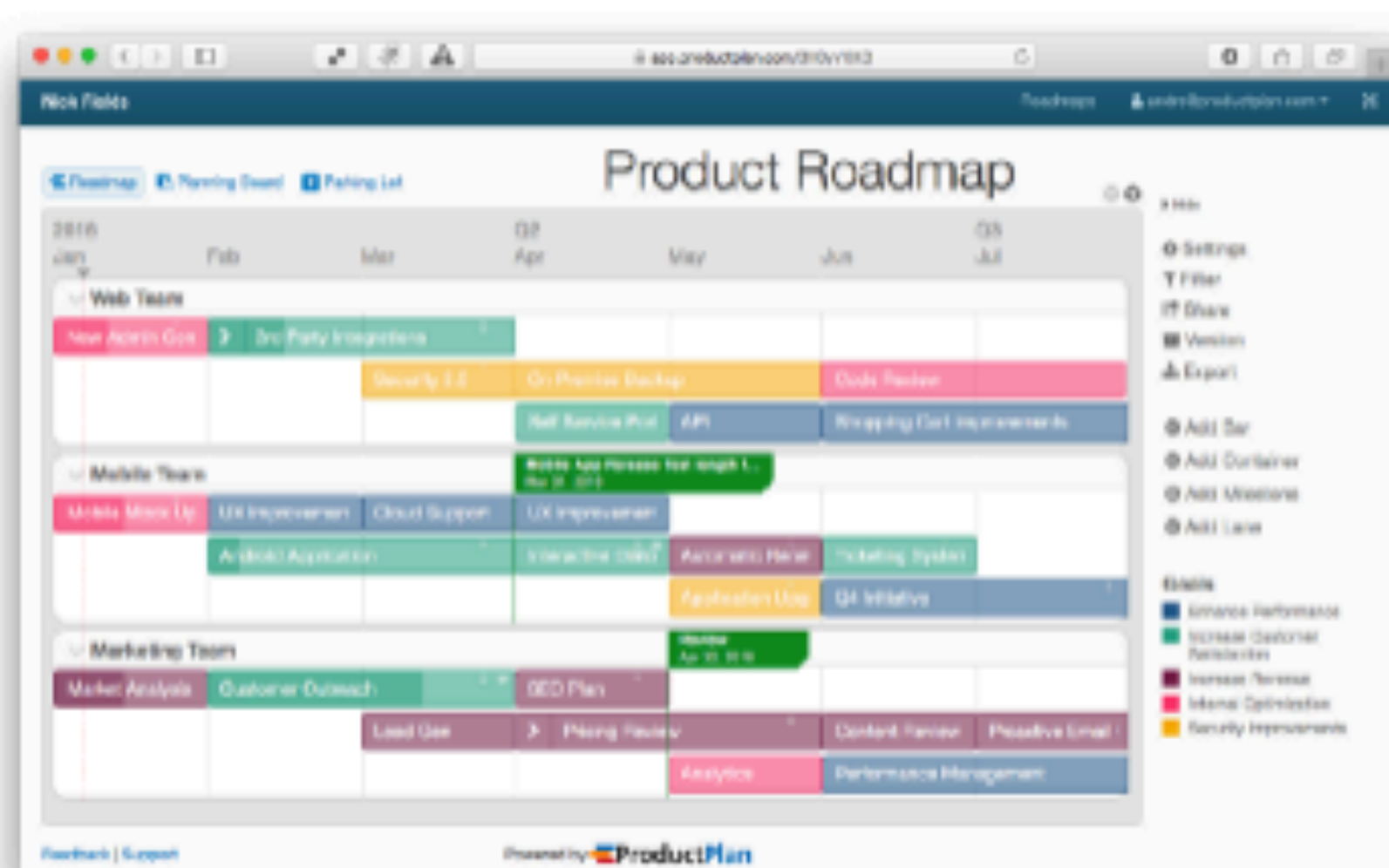




Cody Simms in Techstars Stories

Mar 8, 2017 · 6 min read

Why Most Product Roadmaps are a Train-wreck (and how to fix this)





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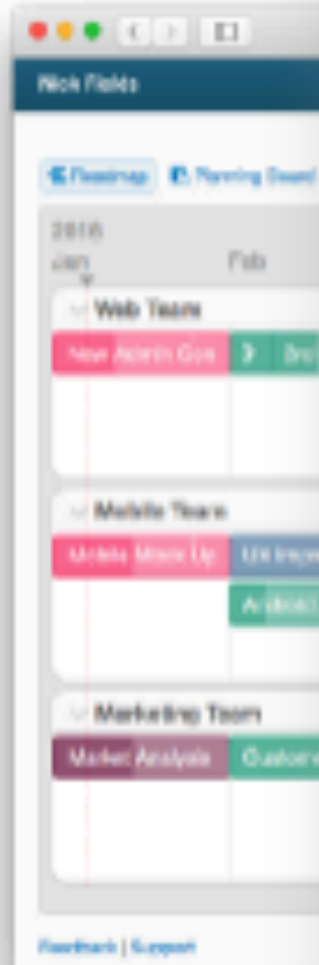
Sep 28, 2017 · 3 min read

Product roadmapping sucks (but...)

Product managers mostly hate roadmaps and CEOs mostly like them.

As a result of this disconnect, companies often put time and money into their product roadmapping software and thereby take it away from actually creating and delivering great...

[Read more...](#)





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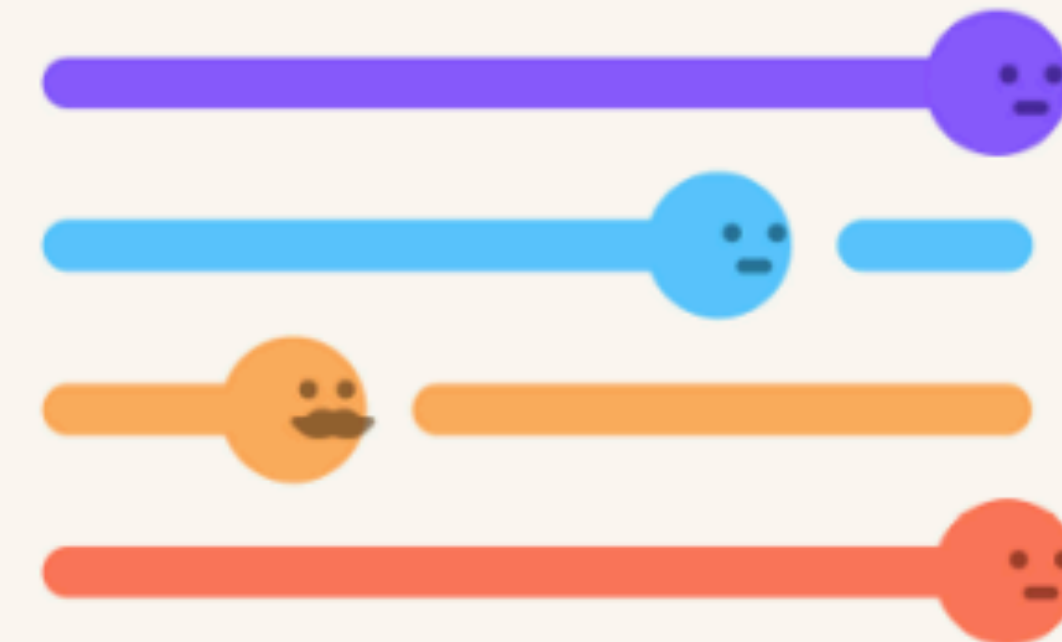
Ariel Verber

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Product Designer @ JoyTunes. www.arielverber.com

Oct 3, 2017 · 3 min read

The problem with 'roadmap first' teams



**“ 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



#mtp

Differing understandings of what to represent in which level of granularity / Release plans get confused for roadmaps

Change from a feature based roadmap (output) to a customer value centric approach (value).

They don't really communicate vision or direction. They're more of a high-level project plan for each team.

Changes all the time; from top-down and from bottom-up

Getting all the information together into one screen without overloading it.

Drawing a roadmap without knowing an exact goal but an agile target area

changing of prioritization

alignment with other product teams, realistic implementation

Getting the alignment of the product managers and combine it with "agile" development methods.

We forget about the roadmap and implement what the loudest customer wants to have.

outdated before finished

Frequently changing demands of various stake holders

getting the stakeholder on board, working with us on the roadmap

few resources, many needs (things we have to do)

To HAVE a roadmap that forms the common ground across the company for deciding on the product direction and to prioritize the development efforts (specifically to decide on what NOT to do).

Dear Roadmap

I don't know how to put this but...
you're too unstable for me.

You're easily influenced by
others and together we often
lose our sense of direction.

I want our relationship to be
flexible but thoughtful, so
that we have a fruitful future.

It's not you, it's us.

I am finding another
roadmap, who brings out the
best in me. maybe in another
life x C



C Todd Lombardo
@iamctodd



Product Twitter: What are your biggest issues, challenges and problems with product roadmaps in your organization? I'll see about addressing some of your replies during tomorrow's [@MindtheProduct](#) breakout session.

1.. 2.. 3.. GO!

[#product](#) [#productroadmaps](#) [#mtpcon](#)

6:38 PM · Jul 12, 2020 · [Twitter Web App](#)



Tyler Wince
@tylerwince

Replying to [@iamctodd](#) and [@MindtheProduct](#)

Balancing flexibility with predictability.

6:45 PM · Jul 12, 2020 · [Twitter for iPhone](#)



dave m [@davemastersnyc](#) · 13h
it is written, and therefore it is the plan 🧑



Eddie Harrison 📦
[@ProductEddie](#)

Replying to [@davemastersnyc](#) [@iamctodd](#) and [@MindtheProduct](#)

And a guarantee of delivery, to 'schedule'!

7:28 AM · Jul 13, 2020 · [Twitter Web App](#)



Kavir ✌️
[@KavirKaycee](#)

Replying to [@iamctodd](#) [@simplybastow](#) and [@MindtheProduct](#)

Roadmaps are created as a point-in-time communication tool.

But when priorities change, it's not updated quickly enough.

7:34 AM · Jul 13, 2020 · [Twitter for Android](#)



Emil Stenström
[@EmilStenstrom](#)

Replying to [@iamctodd](#) and [@MindtheProduct](#)

Making one with the right level of abstraction

12:46 AM · Jul 13, 2020 · [Twitter for iPhone](#)

ZOMG, THINGS WILL CHANGE!?



Gary McCisolation
@GaryMcC

Replying to [@iamctodd](#) [@simplybastow](#) and [@MindtheProduct](#)

Roadmaps only look at selling new stuff not fixing existing or making existing easier to use/support

8:17 AM · Jul 13, 2020 · [Twitter for iPhone](#)



nananaina - encuarentena
@nananaina



Replying to [@iamctodd](#) and [@MindtheProduct](#)

[#Longtermphobia](#), missing stakeholders due to reorgs -> no interim appointed, avoiding ownership.

2:40 AM · Jul 13, 2020 · [Twitter for iPhone](#)

HOW TO DEAL WITH SHORT TERM-itis



Anthony Marter

@antzzzm



Replying to [@iamctodd](#) and [@MindtheProduct](#)

Convincing execs that a roadmap is different to a delivery plan, especially if said execs are not from the world of software dev (and bonus points for convincing them if they come from a project mgmt background 🤯😂)

7:24 AM · Jul 13, 2020 · [Twitter for Android](#)



Ninoslav Mišković

@miskovic38



Replying to [@iamctodd](#) [@simplybastow](#) and [@MindtheProduct](#)

Find the right balance between a value adding roadmap and feature oriented roadmap your. Value make sense for business purpose but features are easier to understand (even for execs)

7:33 AM · Jul 13, 2020 · [Twitter for iPhone](#)

HOW TO CONVINCE STAKEHOLDERS



Alberto Zamarrón
@albertozamarron

Replying to [@iamctodd](#) and [@MindtheProduct](#)

To communicate their value and purpose in a crystal clear way to a diversity of stakeholders with different goals, from strategic to delivery user stories.
Even more when the stakeholders change frequently.
Even more when the stakeholders are flooded with processes and tools.

10:32 AM · Jul 13, 2020 · [Twitter Web App](#)



John Cutler
@johncutlefish

Replying to [@iamctodd](#) and [@MindtheProduct](#)

Contextualizing for different audiences

Triggering the right conversations

10:55 PM · Jul 12, 2020 · [Twitter for iPhone](#)

HOW TO TAILOR FOR DIFFERENT AUDIENCES



Daniel Elizalde
@delizalde

Replying to [@iamctodd](#) and [@MindtheProduct](#)

How to build a roadmap for innovation, when you are early in exploring a customer pain but you don't know what the product/service would be to address that pain.

10:27 AM · Jul 13, 2020 · [Twitter Web App](#)



Aakash Pathak ⚡
@pathakaakash

Replying to [@iamctodd](#) and [@MindtheProduct](#)

Is there a case left for roadmaps in startups?

11:03 PM · Jul 12, 2020 · [Twitter Web App](#)

FOR INNOVATION AND STARTUPS... IS IT NECESSARY?

**WHAT *IS* A
ROADMAP?**



A ROADMAP IS...

**NOT A RELEASE
PLAN OR A
PROJECT PLAN**

A ROADMAP IS...

A STRATEGIC COMMUNICATION TOOL

@iamctodd

***A PRODUCT ROADMAP IS
A PROTOTYPE OF YOUR
PRODUCT STRATEGY.***

Janna Bastow, CEO ProdPad

A ROADMAP IS...

**A STATEMENT OF
INTENT AND
DIRECTION**

Start: Davies Symphony Hall, 201 Van Ness A
Destination: Los Angeles Symphony, 330 W 11th St
Add destination

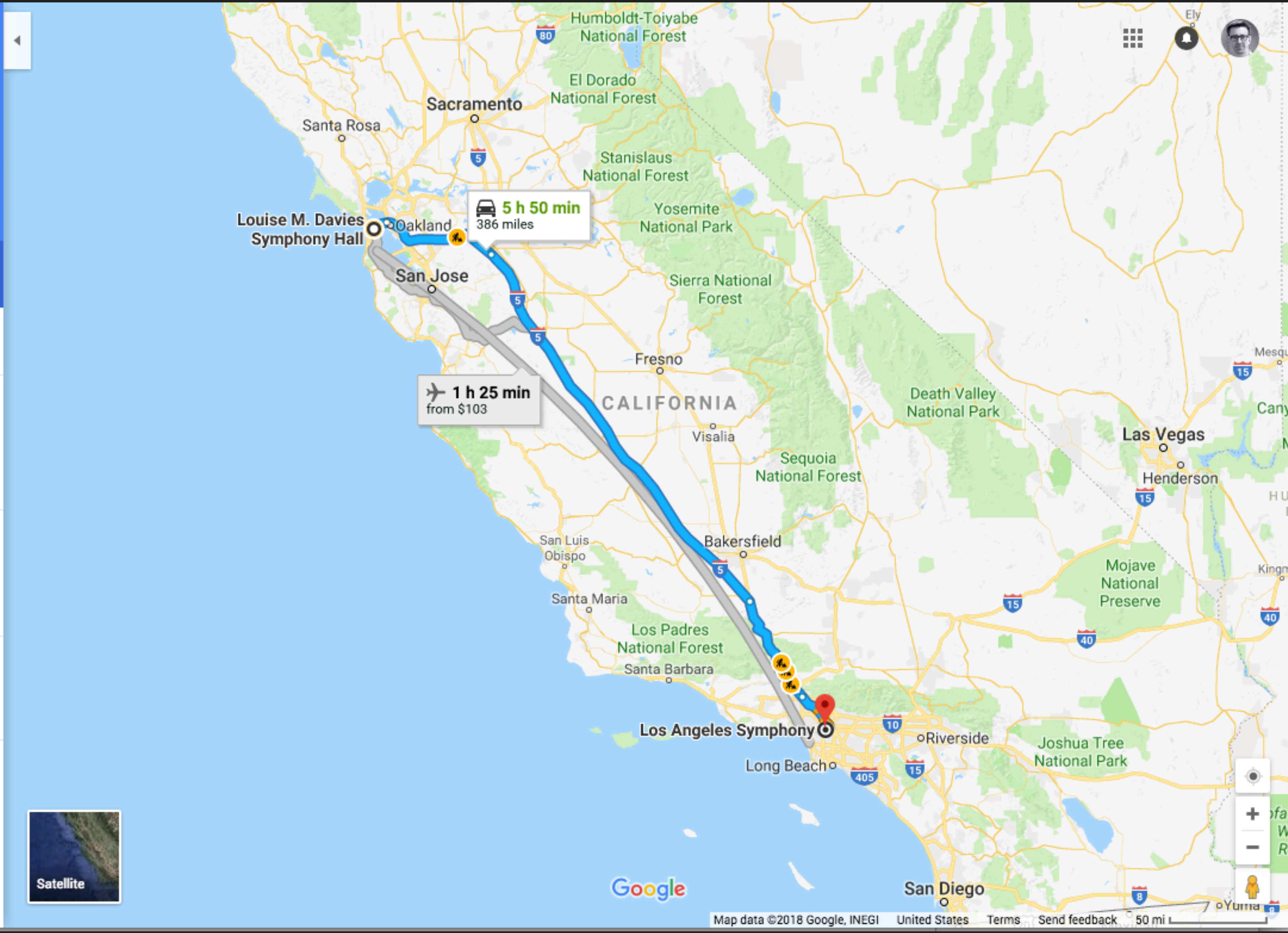
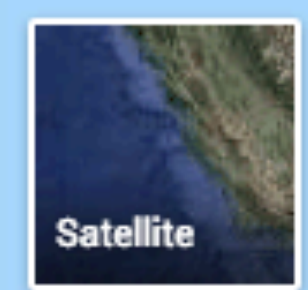
Leave now OPTIONS

Send directions to your phone

via I-5 S 5 h 50 min
Fastest route, the usual traffic 386 miles
DETAILS

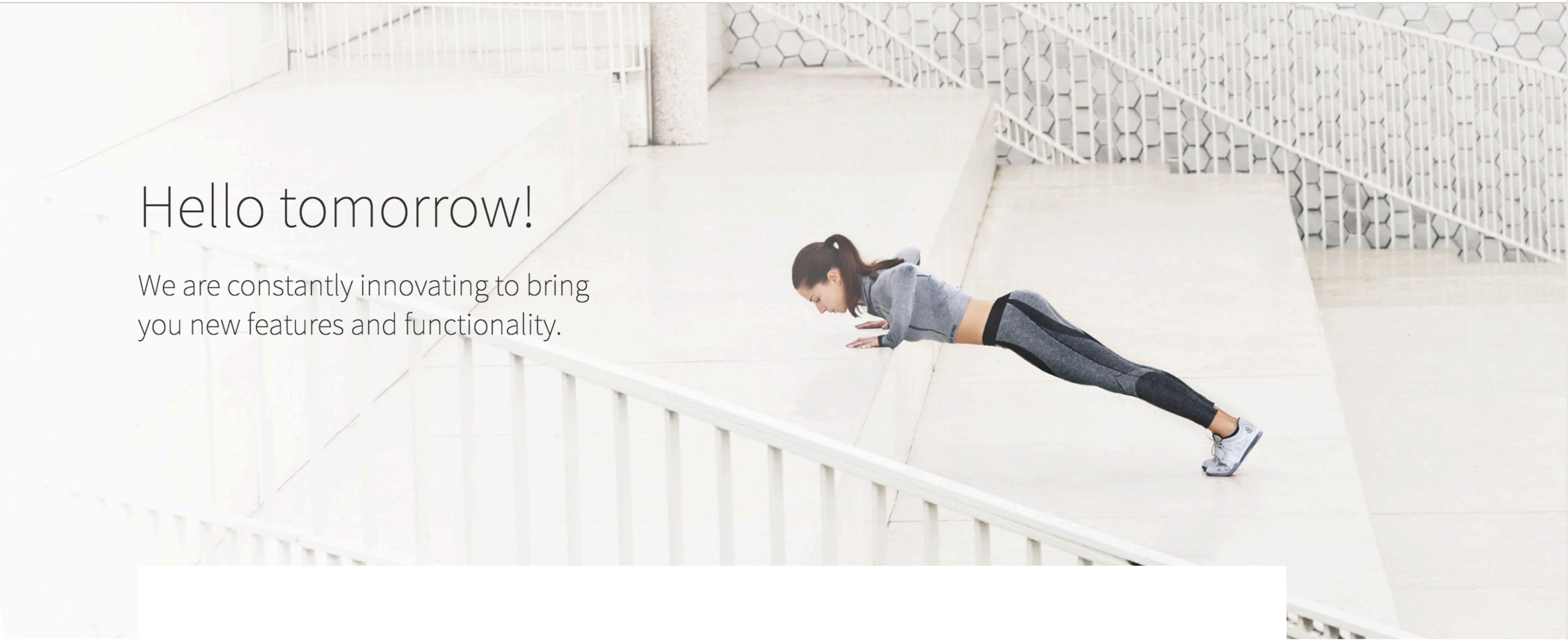
5:24 AM–1:52 PM 8 h 28 min
Megabus 76 78 79

San Francisco, CA–Los Angeles, CA 1 h 25 min
from \$103



A ROADMAP IS...

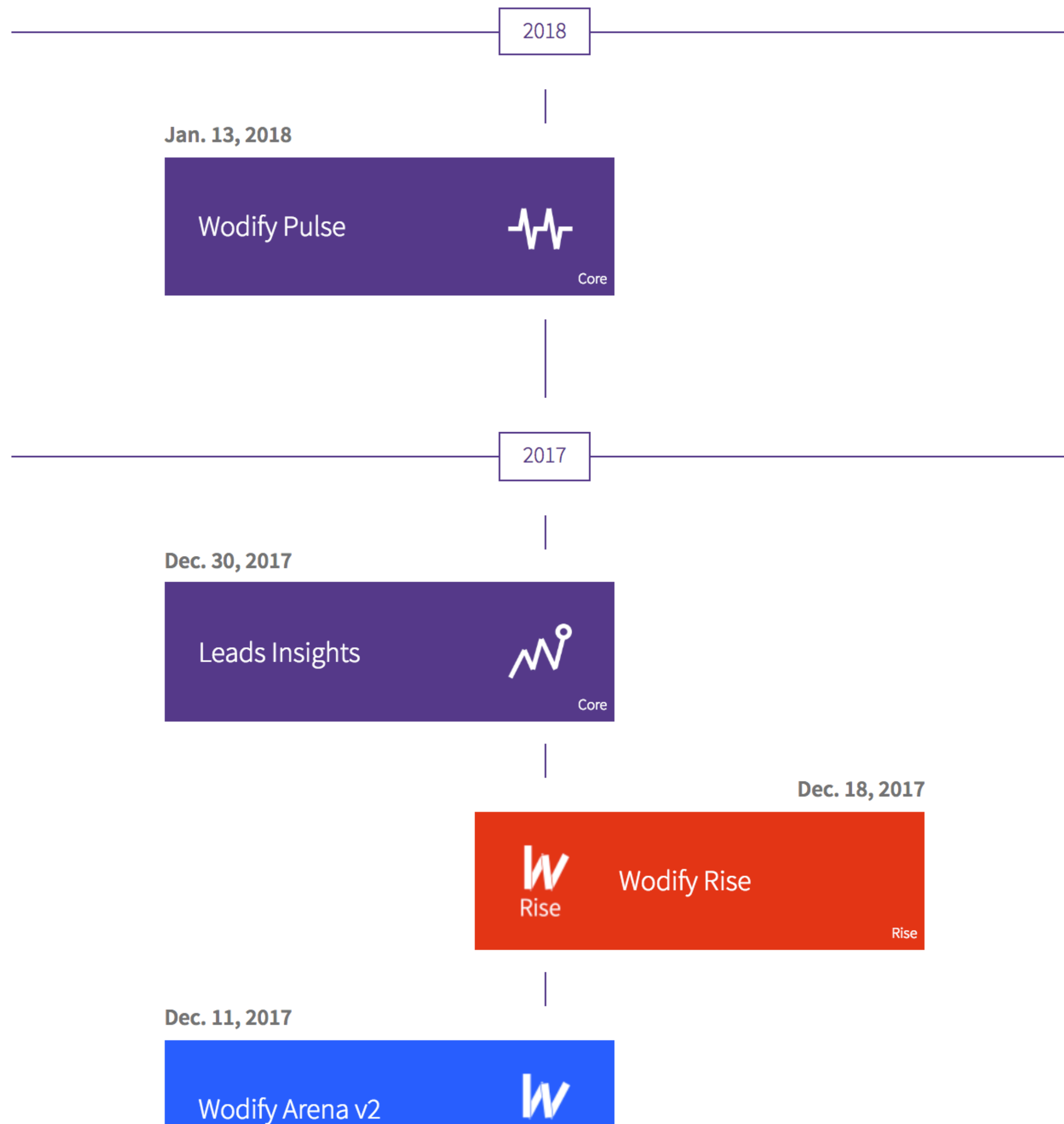
**NOT A LIST
OF FEATURES
WITH DATES**

A woman in athletic wear is in a plank position on a wide, light-colored stone staircase. She is looking down, and her body is straight, with her hands on the steps and feet on the ground. The background shows the continuation of the stairs and a white metal railing.

Hello tomorrow!

We are constantly innovating to bring you new features and functionality.

All the good stuff coming ahead



All the good stuff coming ahead

Coming Soon

Coming Soon!

Payroll 2.0



Core

Coming Soon!



Priority Waitlist

Core



Wodify Payments -
International

All the good stuff coming ahead

Coming Soon

Coming Soon!

Payroll 2.0



Core

Coming Soon!



Priority Waitlist

Core



Wodify Payments -
International

Coming Soon

Coming Soon!

Payroll 2.0



Core

Coming Soon!



Priority Waitlist

Core



Wodify Payments -
International

Core

Coming Soon!

Major usability enhancements to the Appointments
and Provider Availability calendars.

HOWEVER...

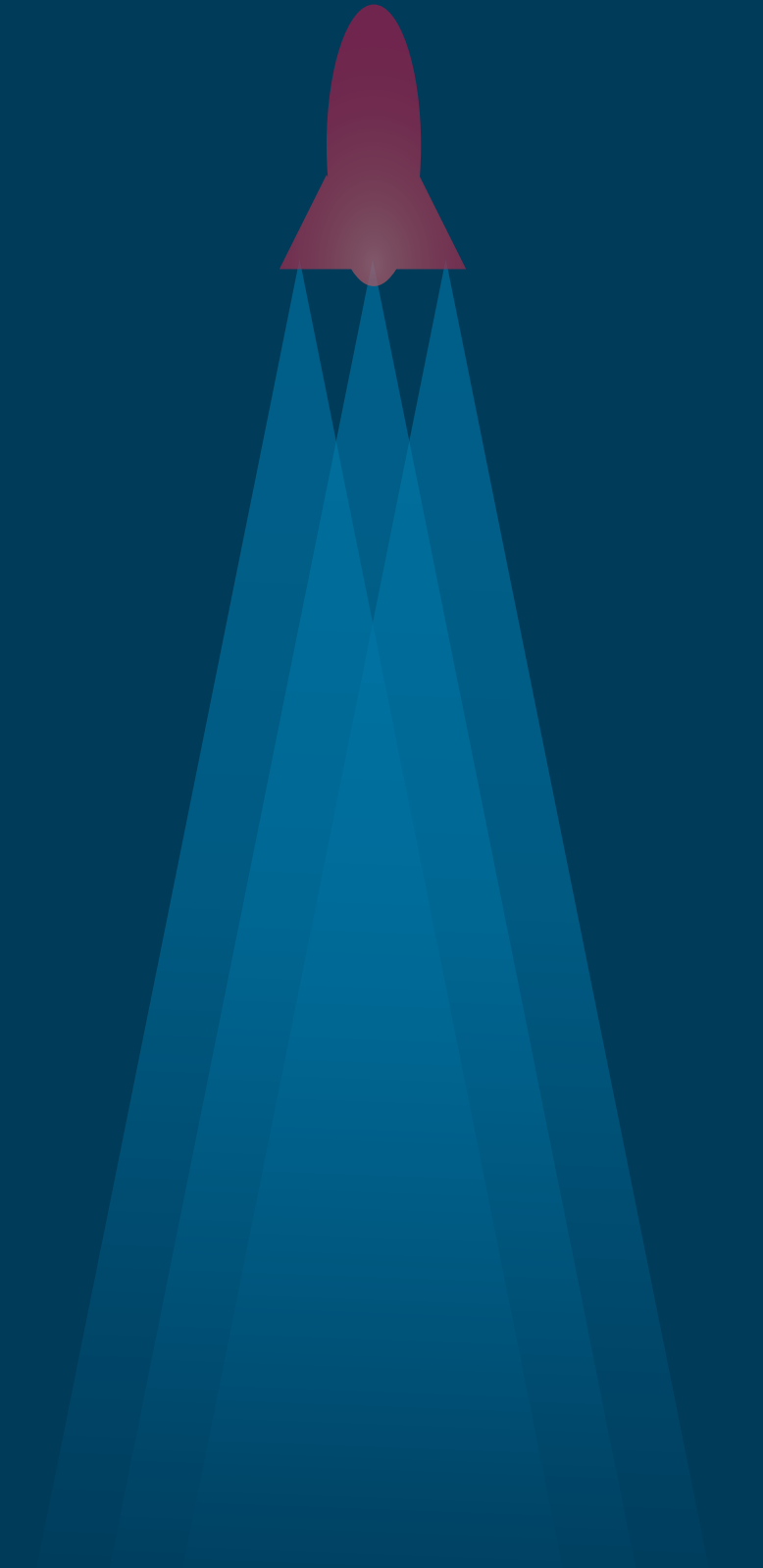
FEATURES ON A
ROADMAP ARE
OK. SOMETIMES.

WHHAAAAAT!?



LEVEL OF MATURITY	A ROADMAP LOOKS LIKE
LOW: JUST STARTING	FEATURES, MAYBE DATES
MEDIUM: AT THIS A WHILE	FEATURES, BROAD TIMESCALES
HIGH: WE'RE EXPERTS	THEMES, BROAD TIMESCALES

**WHAT MAKES
UP A ROADMAP?**



FIVE PRIMARY COMPONENTS

PRODUCT VISION

BUSINESS OBJECTIVES

TIMEFRAMES

THEMES

DISCLAIMER

Persona Color Codes



About this Roadmap

1

Researchers

Participants

Prospects

Vempathy Team

Partners

+ Añada otra tarjeta

Now (2 to 6 weeks)

Mobile SDK/App for Analysis

Mobile SDK/App for Capture

Improve & Update Marketing Website

+ Añada otra tarjeta

Up Next (6 to 12 weeks)

Improving Prompts: Survey Questions and Responses

+ Añada otra tarjeta

Future (3 months +)

Improved API Documentation

Automated Tester/Participant Recruitment

Other UX Research Methods

Facial Feature Mapping

Automated Research Study Feedback

Highlight Reel Editing

Recruitment Branch Logic

Shopify App

UserZoom Integration

+ Añada otra tarjeta

Shipped

InVision Plugin

Improve New User Experience - Guides & Templates

Sketch Plugin

Demo Video

Project Comparisons: Iterations and A/B Tests

Improve Trust in Emotional Analysis Results

Adobe XD Plugin

Search Project Transcripts

Overhaul the Test Participant Experience

Improving Prompts: Reordering

+ Añada otra tarjeta

Canceled

+ Añada una tarjeta

Persona Color Codes



Vempathy

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8 de feb. de 2019

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 **Vempathy**

About this Roadmap

Researchers

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Up Next (6 to 12 weeks)

Future (3 months +)

Shipped

Canceled

+ Añada una tarjeta

Participant Recruiting for Research Studies

in list Now (2 to 6 weeks)

Labels

ResearchersVempathy TeamParticipants

Description Edit

Problem:

UX Researchers often struggle to get test participants for their studies

Outcome:

Every study has the desired number and type of research participants
Researchers acquire participants within a short/needed timeframe.

Ideas:

Partner with UserInterviews.com
Create a recruitment tool/survey
Integrate with a 3rd party

Add Comment

Write a comment...

Save

Activity

Show Details

Add

Members

Labels

Checklist

Due Date

Attachment

Actions

Move

Copy

Watch

Archive

Share and more...

vempathy.com

TIMEFRAMES

	<u>initiative</u>	<u>q1</u>	<u>q2</u>	<u>q3</u>	<u>q4</u>	<u>2018</u>	<u>metric(s)</u>
improve customer experience							
	member chat	ship it	tweak it	tweak it	tweak it	tweak it	csat, aht
	re-tier product packaging	-	think it	ship it	tweak it	-	csat
	advisor onboarding	think it	ship it	tweak it	-	-	csat
	self serve strategy	-	-	-	-	-	contact rate/csat
	services strategy	-	-	-	-	-	?
improve efficiency							
	add productivity metrics	think it	ship it	tweak it	-	-	cost/contact
	launch command center	think it	ship it	tweak it	-	-	sla
	XLR platform	think it	ship it	tweak it	-	-	-
improve communications							
	commuication strategy	ship it	tweak it	tweak it	tweak it	tweak it	-

Roadmap

Now

Next

Later



Project or
Release Plan

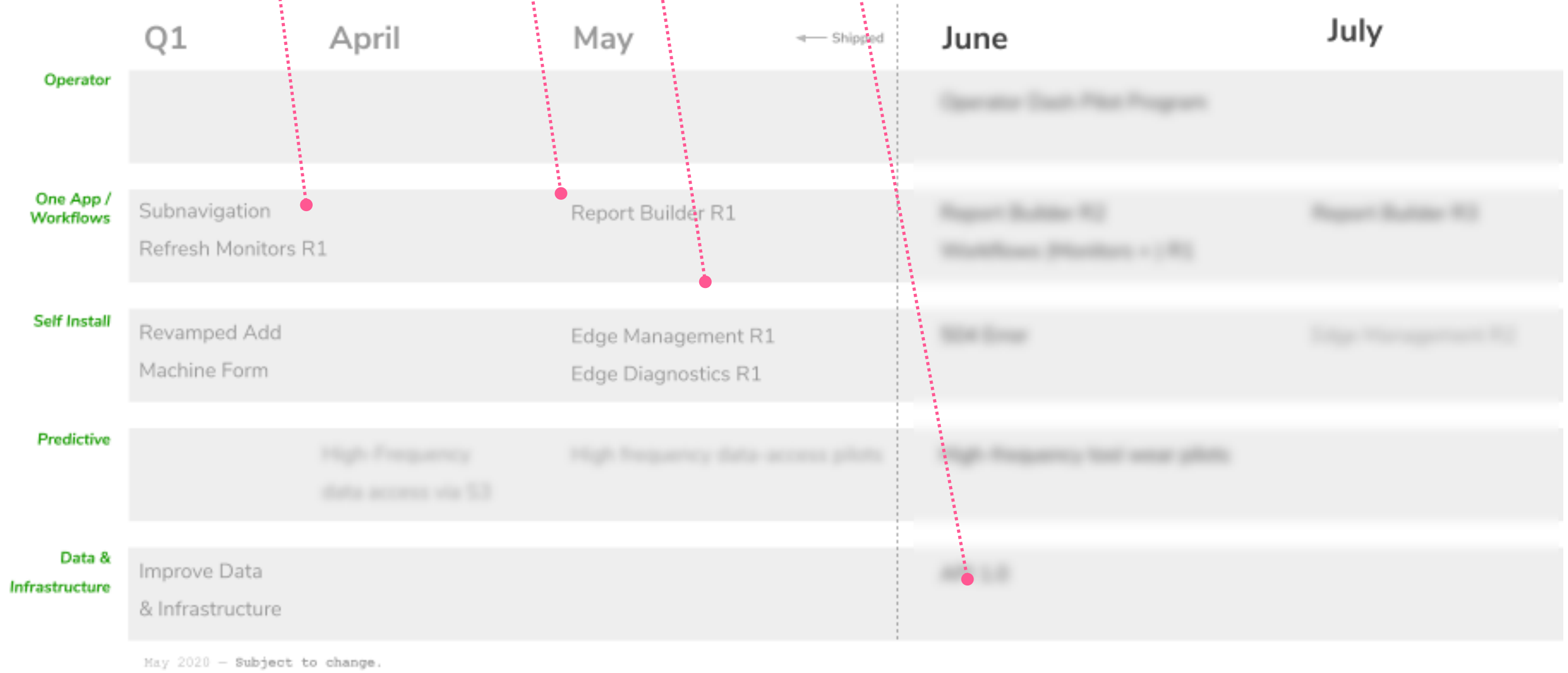
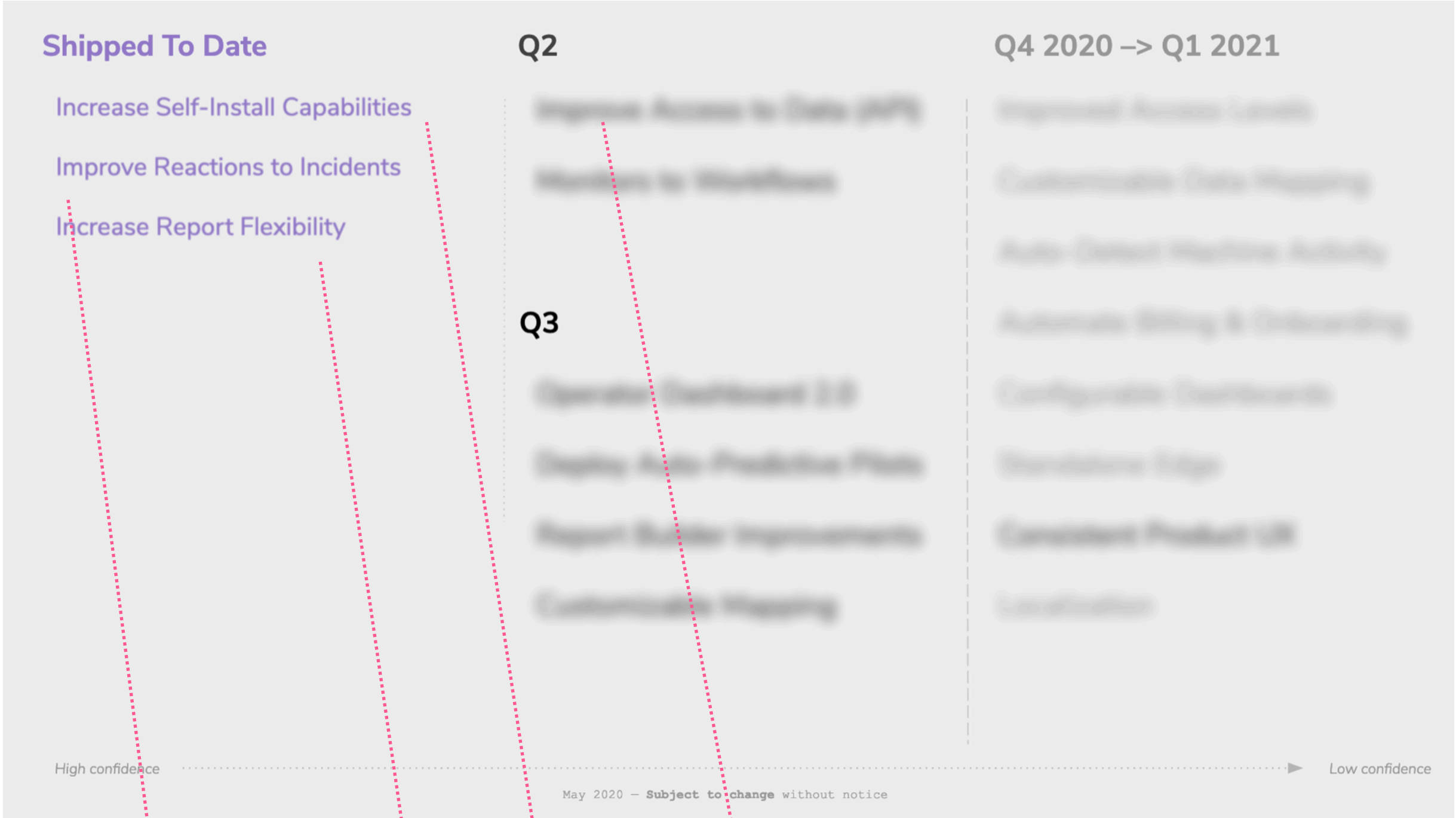


**MANAGES
OUTCOMES**



**MANAGES
OUTPUTS**





WAITAMINUTE. WHAT HAPPENS WHEN...

**WE REMOVE
FEATURES
AND DATES!?**

WTF ARE THEMES?!?

**WTF ARE THEMES?!?
PROBLEM +**

**WTF ARE THEMES?!?
PROBLEM +
USER OUTCOME +**

WTF ARE THEMES?!?

PROBLEM +

USER OUTCOME +

BIZ OUTCOME +

WTF ARE THEMES?!?

PROBLEM +

USER OUTCOME +

BIZ OUTCOME +

OUTPUT



THE PROBLEM

Majority support
tickets are for
billing & invoicing
issues



THE PROBLEM

Majority support tickets are for billing & invoicing issues

USER OUTCOME

Less customer issues with billing



THE PROBLEM

Majority support tickets are for billing & invoicing issues

USER OUTCOME

Less customer issues with billing

BIZ OBJECTIVE

Reduce support tickets related to billing

THE PROBLEM

Majority support tickets are for billing & invoicing issues

USER OUTCOME

Less customer issues with billing

BIZ OBJECTIVE

Reduce support tickets related to billing

POSSIBLE OUTPUTS

Shared payments
Recurring Invoices
Membership payments



THE PROBLEM

Majority support tickets are for billing & invoicing issues

USER OUTCOME

Less customer issues with billing

BIZ OBJECTIVE

Reduce support tickets related to billing

POSSIBLE OUTPUTS

Shared payments
Recurring Invoices
Membership payments

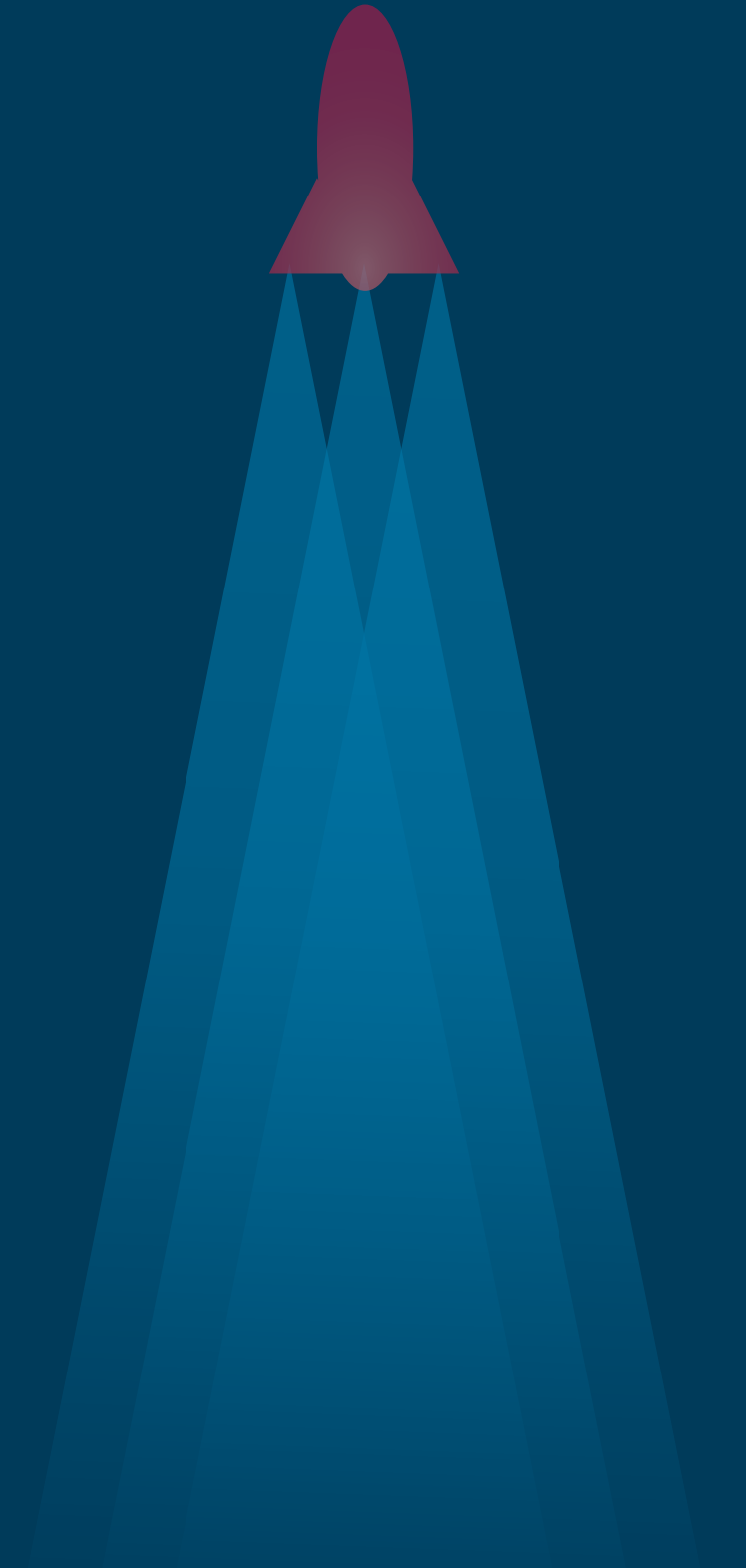
THEMES Improve Invoicing Options *or* Expand Payment Types



***WE ACCEPT THAT WE DON'T
KNOW WHICH SPECIFIC FEATURES
WE'RE GOING TO BUILD, AND WE
GIVE THE TEAMS THE FREEDOM.
[TO FIGURE IT OUT]***

Elli Rego, Product Manager @ Wodify

**WAIT.
WHAT ARE WE
GOING TO BUILD?!**



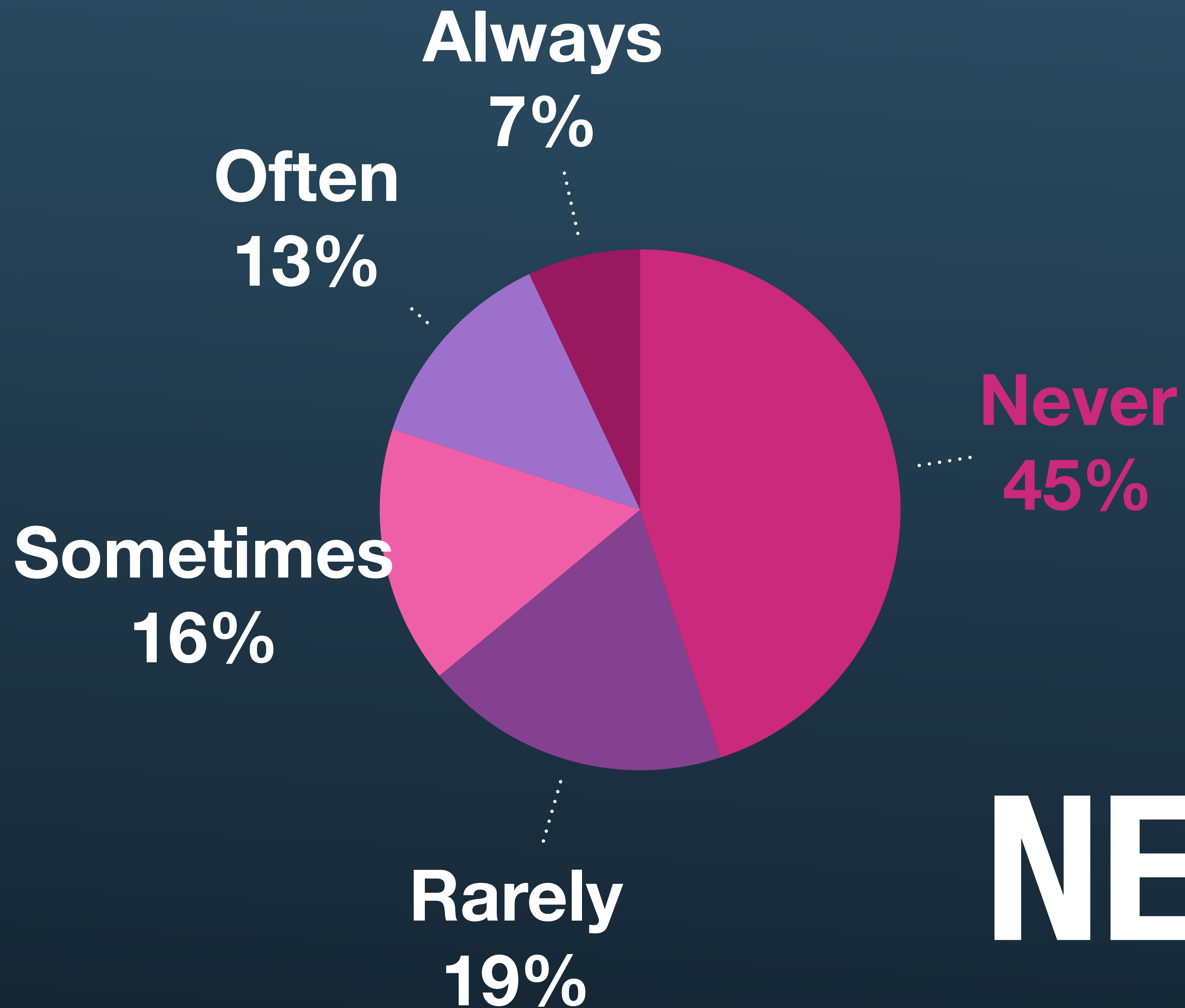
DISCOVERY $\neq$ DELIVERY

BUILD THE RIGHT THING

BUILD THE THING RIGHT

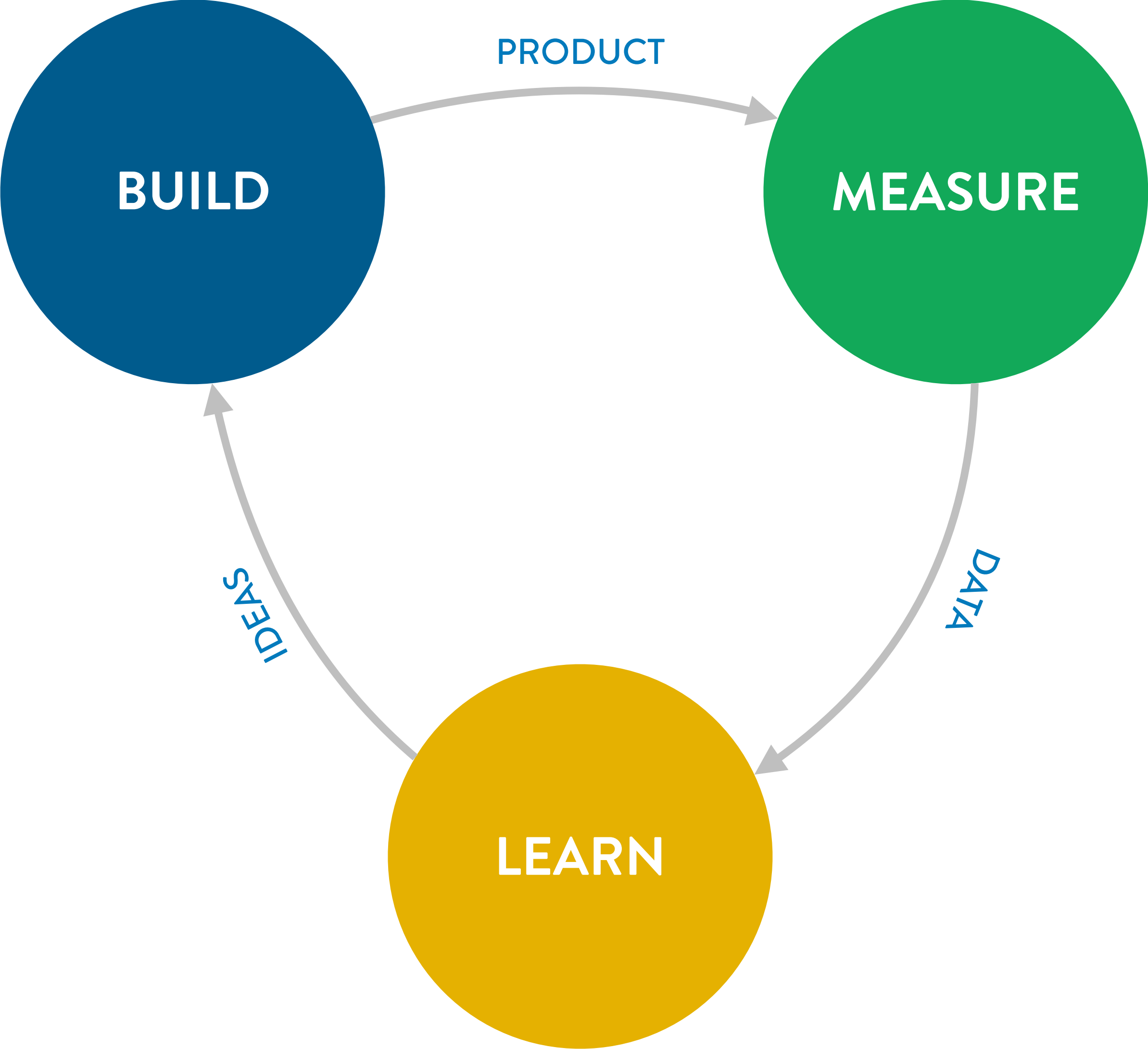
**WE SHIP THE
WRONG THINGS**

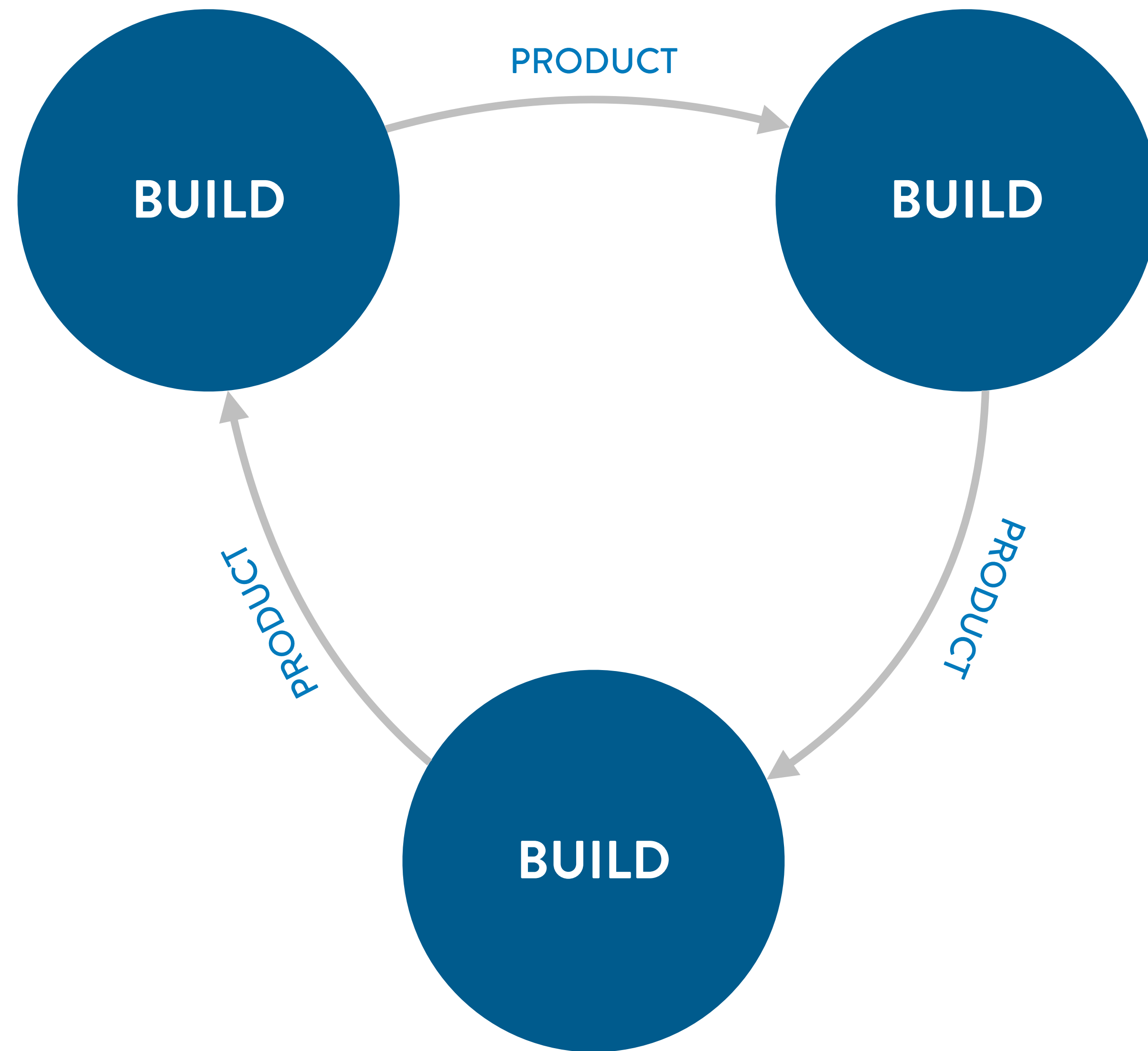
@iamctodd



**ALMOST
HALF OF
WHAT WE
SHIP IS
NEVER USED**

BUT.. LEAN STARTUP!?





**THIS ASSUMES
YOU KNOW WHAT
PRODUCT TO BUILD**

I DON'T THINK YOU MEAN WHAT YOU THINK IT MEANS...

OUTPUTS
OUTCOMES
IMPACT

“YOU’LL SHIFT FROM THE
STANDARD APPROACH OF ‘LOOK
AT US AND WHAT WE CAN DO’ TO
*‘WE UNDERSTAND WHAT YOU’RE
DEALING WITH AND WE CAN
HELP YOU.’* ROADMAPS WILL BE
YOUR COMPANY’S COMPETITIVE
STRATEGIC ADVANTAGE.

Jared Spool
CEO of UIE



THREE DRIVERS AND TEN OBJECTIVES

VALUE

Support core value

Barriers to competition

GROWTH

Improve recurring revenue

Grow market share

Fulfill more demand

Develop new markets

PROFIT

Support higher prices

Improve lifetime value

Leverage assets

Lower costs

**THINK IN
PROBLEMS NOT
SOLUTIONS**

THE FLOOR IS WET

**THE FLOOR IS WET
I NEED A MOP**

THE FLOOR IS WET PROBLEM

I NEED A MOP NEED

KEEP THE FLOOR DRY OBJECTIVE

PROBLEM

SOLUTION

AKA — FEATURES!

PROBLEM

SOLUTION

AKA — FEATURES!

Water on the floor —————→ **Mop it up**

PROBLEM

SOLUTION

AKA — FEATURES!

Water on the floor →

Mop it up

WHY? Leaky pipe →

Fix the pipe

PROBLEM

SOLUTION

AKA — FEATURES!

Water on the floor —→ **Mop it up**

WHY? **Leaky pipe** —→ **Fix the pipe**

WHY? **Too much pressure** —→ **Lower pressure**

PROBLEM

SOLUTION

AKA — FEATURES!

Water on the floor —→ **Mop it up**

WHY? **Leaky pipe** —→ **Fix the pipe**

WHY? **Too much pressure** —→ **Lower pressure**

WHY? **Pressure regulator** —→ **Replace regulator**

PROBLEM

SOLUTION

AKA — FEATURES!

Water on the floor —→ **Mop it up**

WHY? **Leaky pipe** —→ **Fix the pipe**

WHY? **Too much pressure** —→ **Lower pressure**

WHY? **Pressure regulator** —→ **Replace regulator**

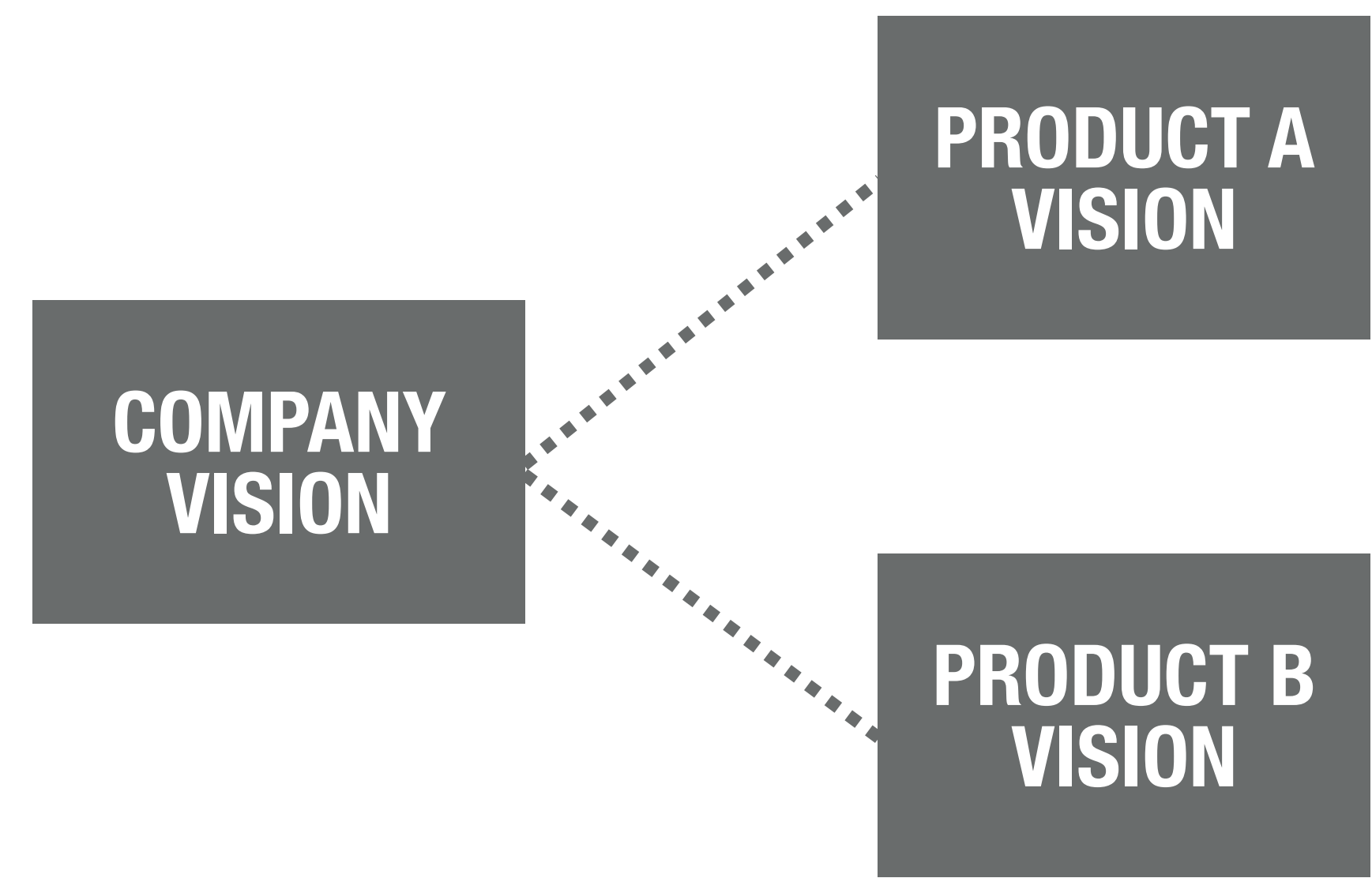
WHY? **Maintenance schedule** → **More frequent inspection**

STRATEGIC HIERARCHY

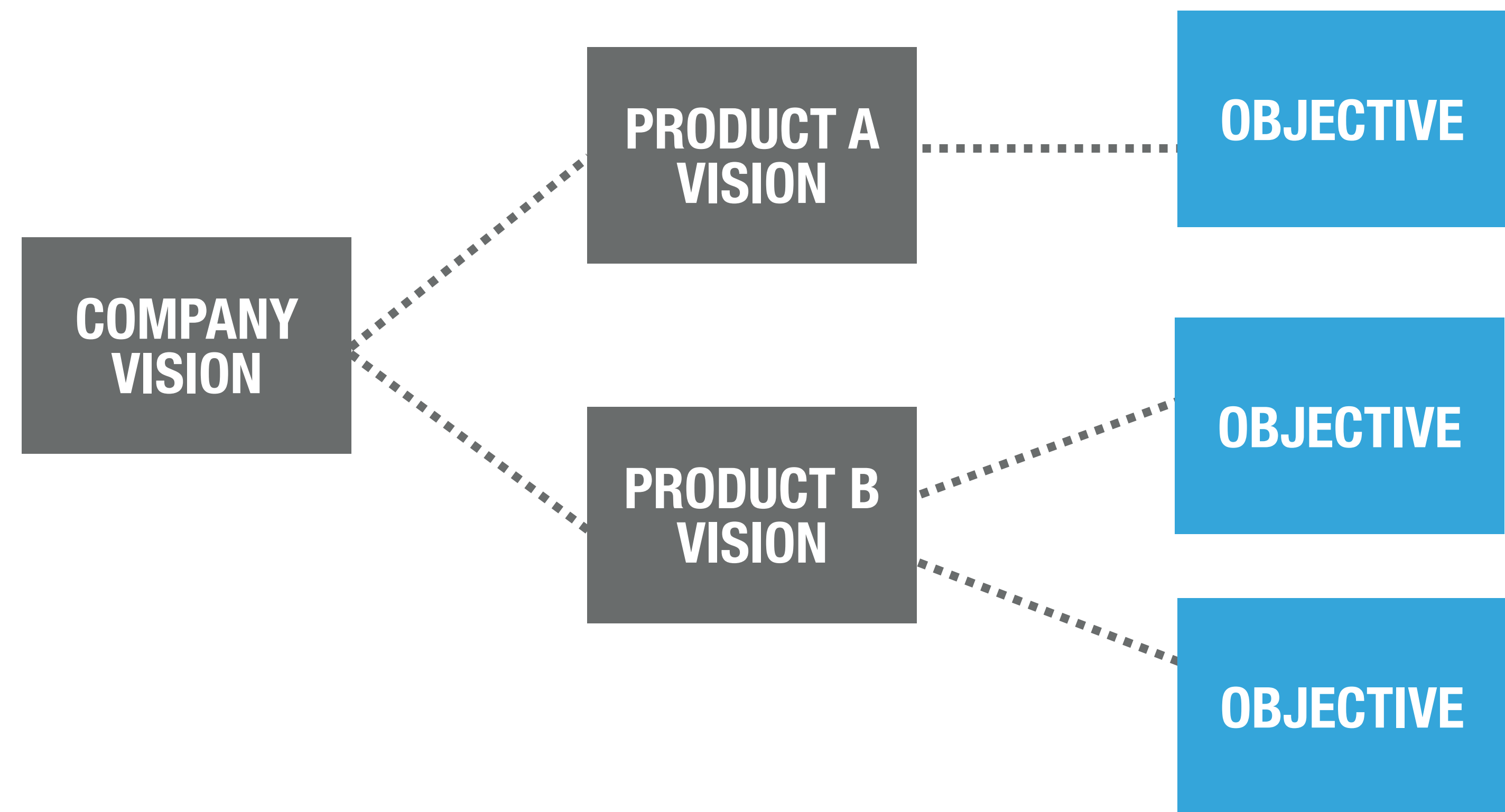
STRATEGIC HIERARCHY

COMPANY
VISION

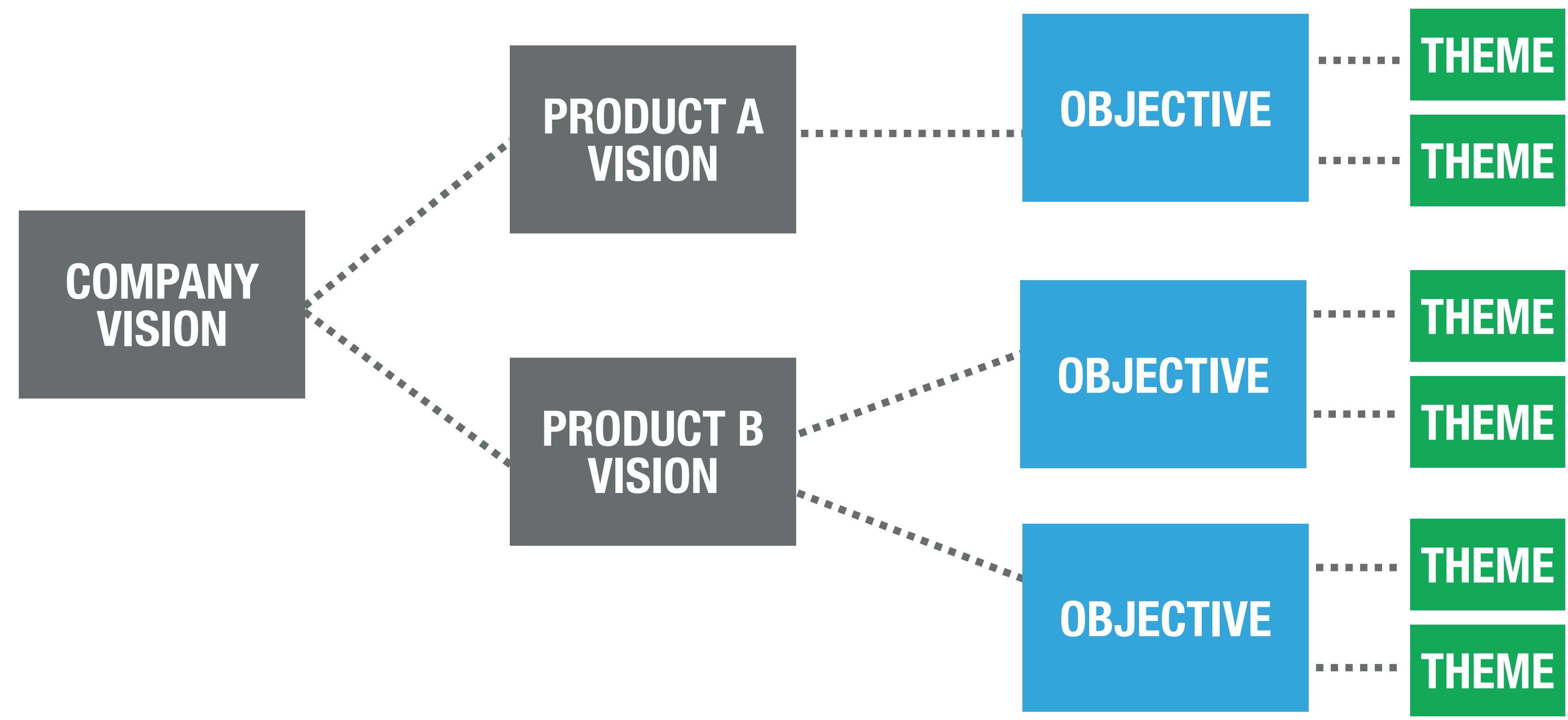
STRATEGIC HIERARCHY



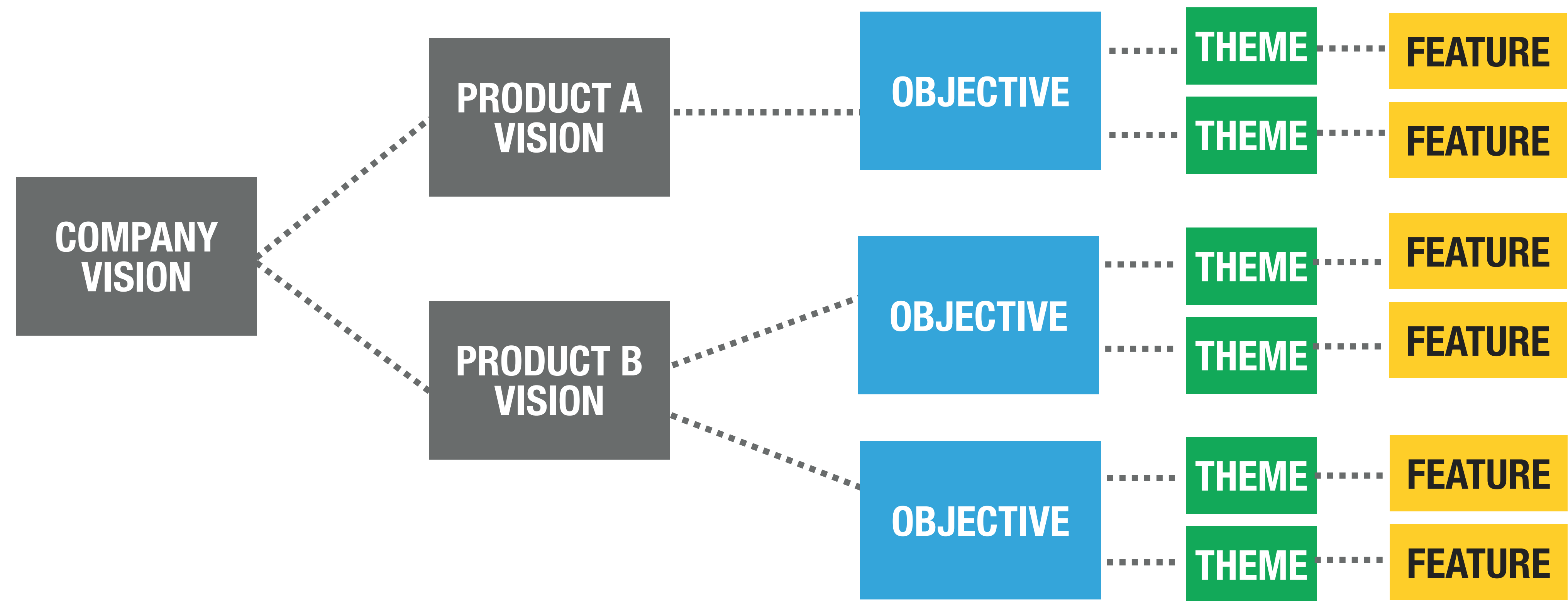
STRATEGIC HIERARCHY



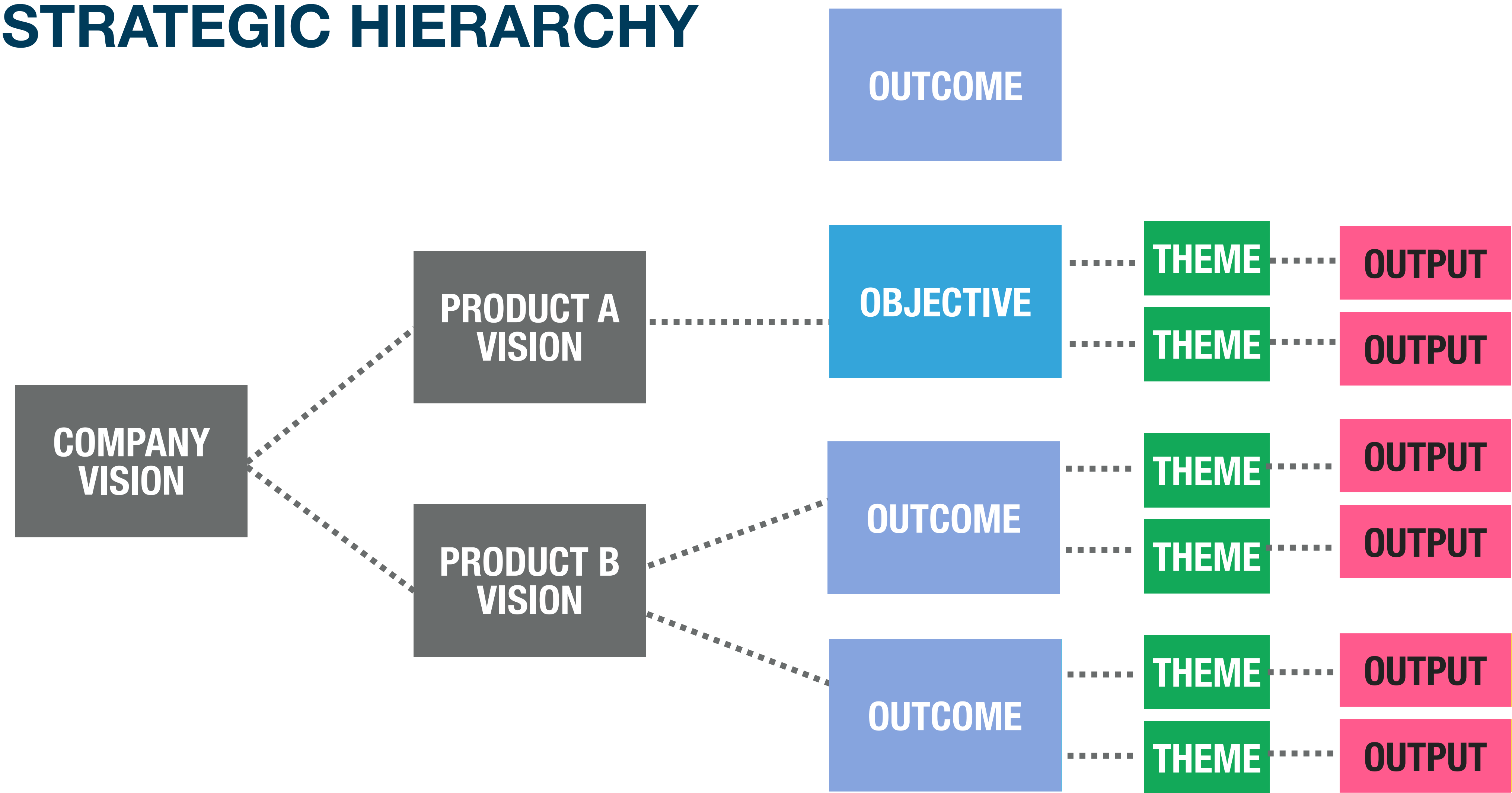
STRATEGIC HIERARCHY



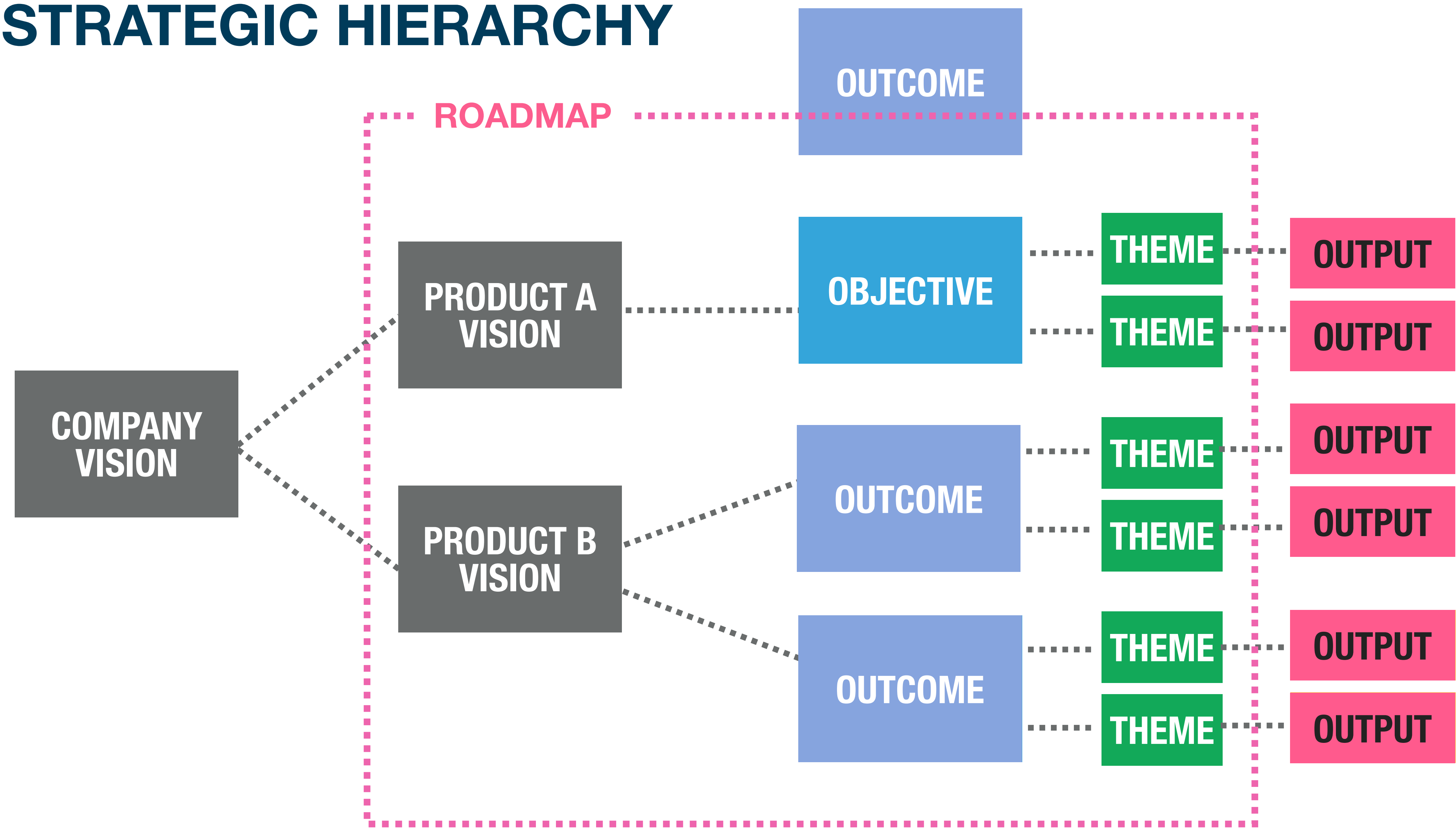
STRATEGIC HIERARCHY



STRATEGIC HIERARCHY



STRATEGIC HIERARCHY





Daniel Elizalde
@delizalde

Replying to @iamctodd and @MindtheProduct

How to build a roadmap for innovation, when you are early in exploring a customer pain but you don't know what the product/service would be to address that pain.

10:27 AM · Jul 13, 2020 · [Twitter Web App](#)



Aakash Pathak ⚡
@pathakaakash

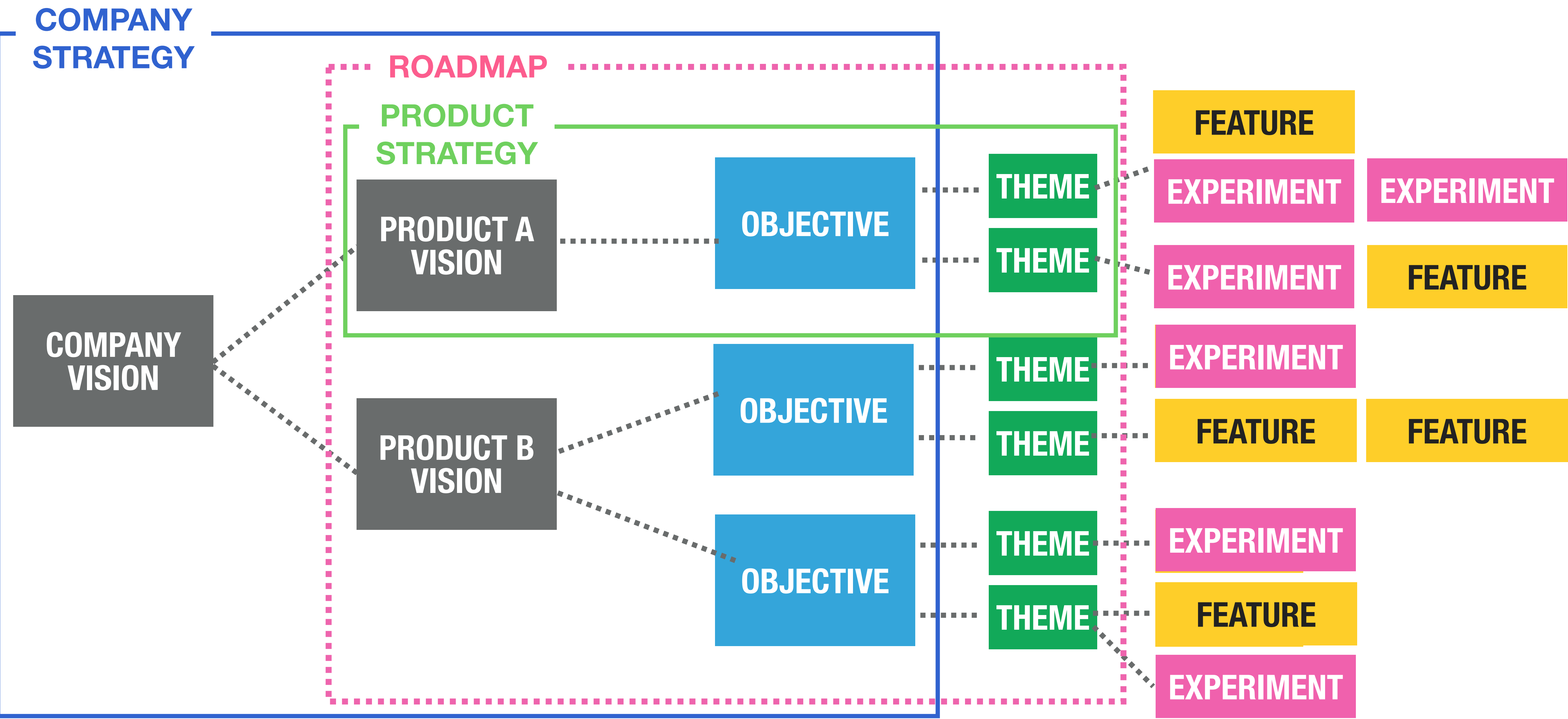
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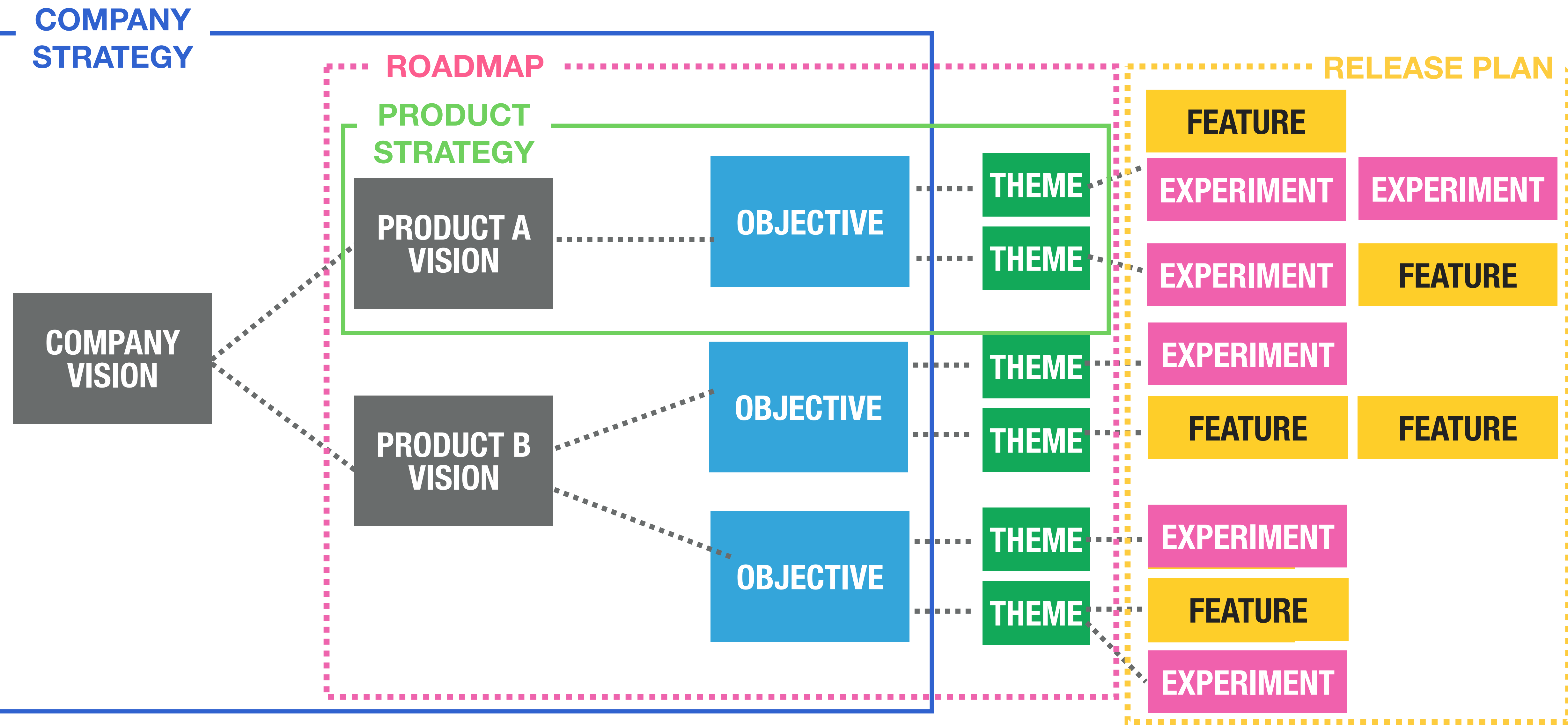
11:03 PM · Jul 12, 2020 · [Twitter Web App](#)

INNOVATION AND STARTUPS... DO THEY NEED ONE?

STRATEGIC HIERARCHY – WITH EXPERIMENTS!



STRATEGIC HIERARCHY – WITH EXPERIMENTS!





Gary McCisolation
@GaryMcC

Replying to [@iamctodd](#) [@simplybastow](#) and [@MindtheProduct](#)

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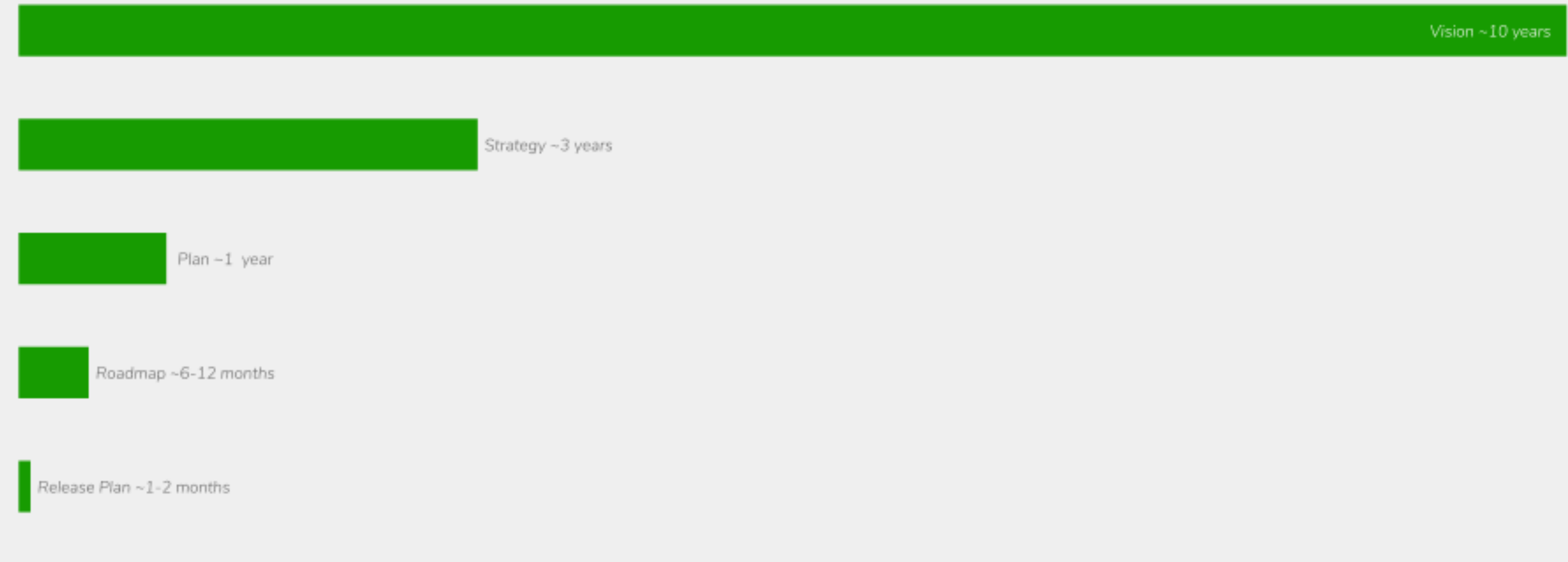
2:40 AM · Jul 13, 2020 · [Twitter for iPhone](#)

SHORT TERM-itis

**WAIT. WHAT'S A
PRODUCT VISION!???**



PRODUCT TIME HORIZON DEFINITIONS



YOUR TIMELINES MAY VARY!

**“Unleash the world’s creative energy by
designing a more enlightened way of working,”**

DropBox’s new mission statement

**"Transform the share folder into a
collaborative workspace"**

DropBox’s product vision

Product Vision



Our vision is to replace DevOps toolchains with a complete DevOps Platform, delivered as a [single application](#) pre-configured to work across the entire DevOps lifecycle.



Many organizations are in the midst of evolving from classic development paradigms, to DevOps. They want faster cycle time, higher quality outcomes, and less risk. Every organization, large or small, deserves to operate at peak efficiency. GitLab's job is to help those companies along, accelerate their evolution, and provide optimized tooling once they get there. We do this by leveraging the best practices of 100,000 organizations co-developing the DevOps platform of their dreams. We deliver breadth over depth, and mature product surface area over time, all the while, focusing on customer results. We're informed by data, and ROI-driven; balancing that with fleshing out the breadth of our vision as quickly as possible so people everywhere understand where we're going, what's possible, and how they can contribute. We believe in the emergent benefits of a single application for the entire DevOps lifecycle.



Contain COVID-19 and Restart the Economy Without Sacrificing Privacy

Google Apple Exposure Notification

- Exposure notification with Bluetooth
- Flexible customization for each health department
- Full, end-to-end solution
- Free and open source software

[Learn More →](#)

GPS+ Digital Contact Tracing

- Enhanced manual contact tracing tools
- Hot spot exposure notifications
- Privacy-preserving consumer mobile app
- Free and open source software

[Learn More →](#)



PathCheck Foundation

Started w/ TWO products, crafting a vision they realized they had THREE different products.

SafePaths

SafePlaces

Product Vision - Safe Paths				
We empower <u>community members</u> to <u>keep themselves safe</u> and make <u>data-informed decisions</u> regarding <u>their communities</u> by providing a <u>privacy-first, ethical, place for trusted relevant infectious disease information</u> .				
“We help <u>[individuals]</u> to <u>[understand their risk]</u> by <u>[making data - contextualized around their activity - around C19 accessible]</u> ”				
“We help <u>[individuals]</u> to <u>[feel like they are helping stop the spread]</u> by <u>[contributing their data]</u> ”				
Product Vision - Safe Places Publisher				
We help <u>(validated?) Health Authorities</u> <u>aggregate and share public health data</u> by providing <u>them with XYZ</u> in an <u>ethical, privacy-preserving manner</u>				
Product Vision - Safe Tracer				
“We help <u>contact tracers</u> <u>conduct efficient and effective contact-tracing interviews</u> for infectious disease by <u>equipping them with secure tools</u> .”				

“We help [type of customer] to
[improve in some way] by
[what we do best]”



Tyler Wince
@tylerwince

Replying to @iamctodd and @MindtheProduct

Balancing flexibility with predictability.

6:45 PM · Jul 12, 2020 · Twitter for iPhone



dave m @davemastersnyc · 13h
it is written, and therefore it is the plan 🙋



Eddie Harrison 📦
@ProductEddie

Replying to @davemastersnyc @iamctodd and @MindtheProduct

And a guarantee of delivery, to 'schedule'!

7:28 AM · Jul 13, 2020 · Twitter Web App



Kavir ✌️
@KavirKaycee

Replying to @iamctodd @simplybastow and @MindtheProduct

Roadmaps are created as a point-in-time communication tool.

But when priorities change, it's not updated quickly enough.

7:34 AM · Jul 13, 2020 · Twitter for Android



Emil Stenström
@EmilStenstrom

Replying to @iamctodd and @MindtheProduct

Making one with the right level of abstraction

12:46 AM · Jul 13, 2020 · Twitter for iPhone

ZOMG, THINGS WILL CHANGE!?

**IF WE JUST HAD MORE
ENGINEERS & DESIGNERS,
PRIORITIZATION WOULD
BE EASY!!**

“BUT IF WE ONLY HAD MORE RESOURCES..”

IT'S NOT A RESOURCE
PROBLEM. IT'S A
PRIORITIZATION
PROBLEM

VALUE / EFFORT = PRIORITY

VALUE / EFFORT = PRIORITY

⋮

The time and resources
required to execute the
initiative

$$\text{VALUE} / \text{EFFORT} = \text{PRIORITY}$$

⋮

Expected contribution to
customer needs and
business objectives

⋮

The time and resources
required to execute the
initiative

$(BO1+BO2+BO3..)*(CI1+CI2..)$

VALUE / **EFFORT** = **PRIORITY**

⋮

Expected contribution to
customer needs and
business objectives

⋮

The time and resources
required to execute the
initiative

(E)

$$\text{VALUE} / \text{EFFORT} = \text{PRIORITY}$$

⋮

Expected contribution to
customer needs and
business objectives

⋮

The time and resources
required to execute the
initiative

$$(V / E) * C = \text{PRIORITY}$$

CONFIDENCE

How certain are you?

Theme	Sub-Theme	Priority Score	Improve Membership Management for S&C	Improve Guest & Member WiFi Connectivity	Impact	Effort	Status	Estimate Confidence
Member Access	Accessing Networked Devices	6.4000	0	1	2	1	Tweak It	80%
Reporting & Analytics	Monthly Reporting	5.4000	2	0	3	3	Solve It	90%
Member Account Management	Billing & Invoicing	4.8000	2	0	3	3	Solve It	80%
Member Access	Wifi Access	3.2000	2	2	2	4	Think It	80%
Member Onboarding	New Account Setup	2.7000	2	0	2	4	Think It	90%
Room Reservations	Booking	2.7000	0	0	3	4	Tweak It	90%
Member Account Management	Member Mgmt — Admin	2.4000	2	0	2	4	Build It	80%

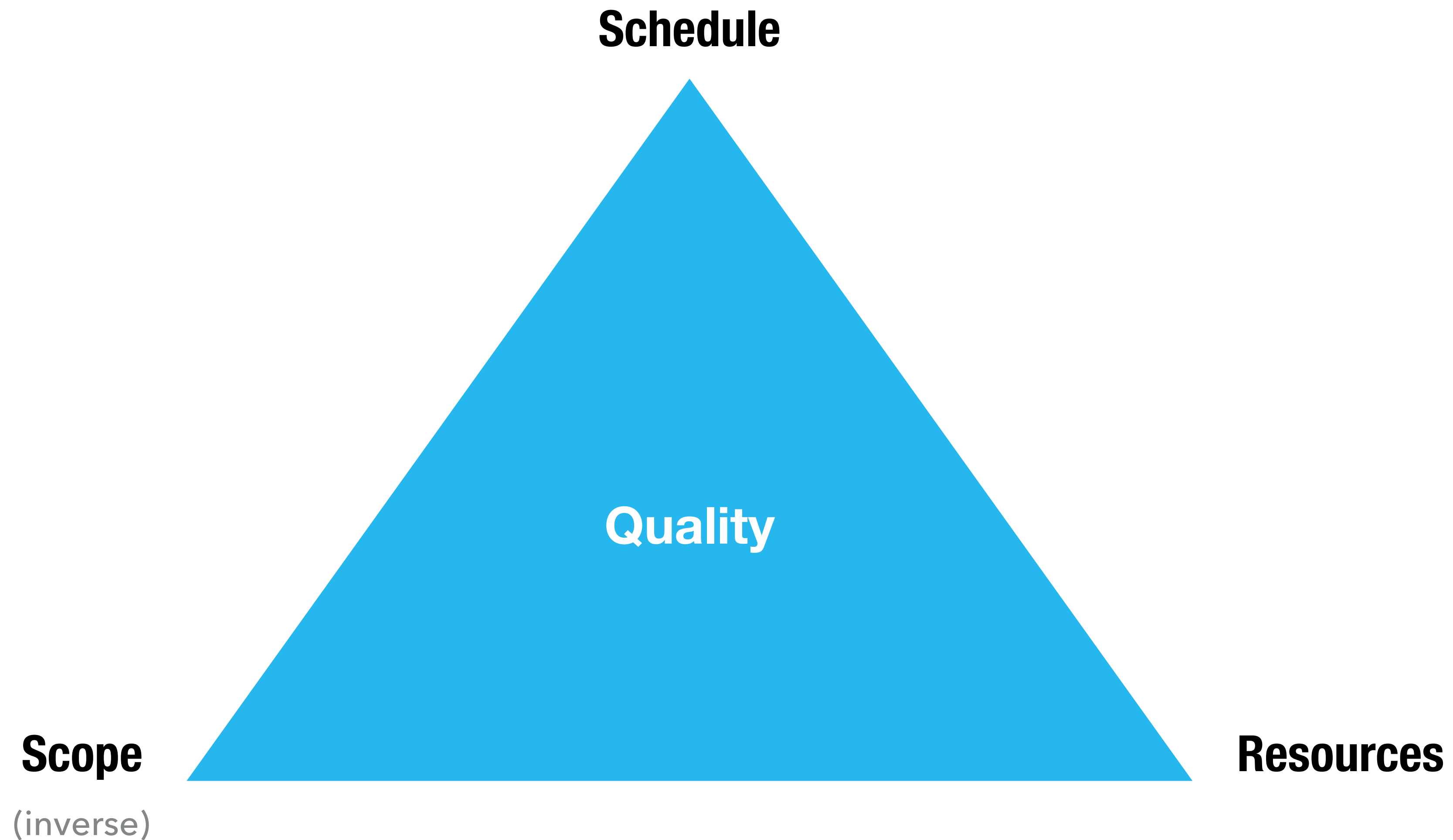
	A	B	C	D	E	F	G
1	Initiative name	Biz Objective #1	Biz Objective #2	Impact	Confidence	Effort	Priority Score
2	Initiative 1	1	1	3	100%	2	1.5
3	Initiative 2	2	1	1	80%	4	0.4
4	Initiative 3	0	1	2	50%	1	0
5							

YOU CAN'T HAVE YOUR CAKE (OR YOUR BIKE) AND EAT IT TOO

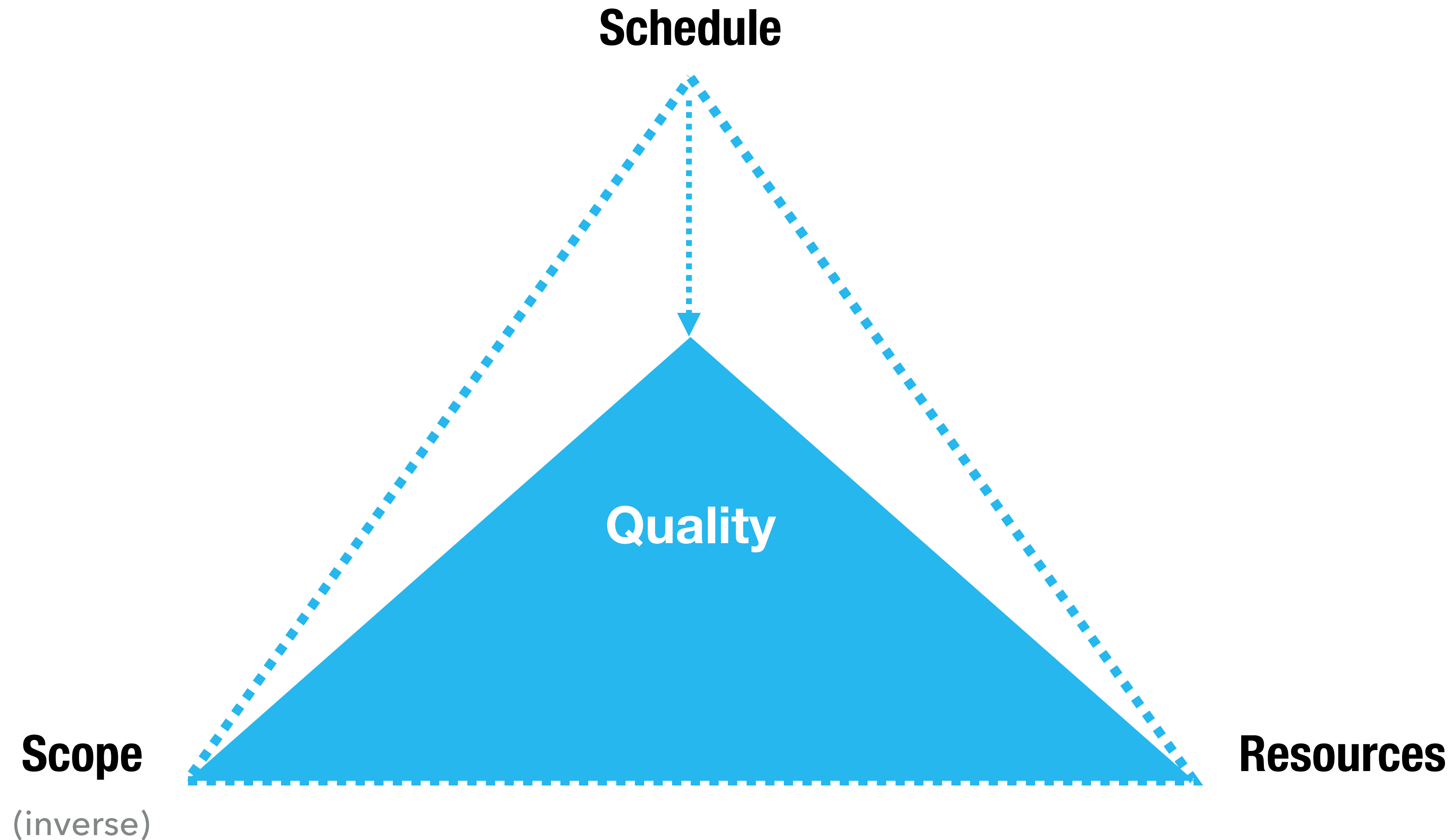
**LIGHT. CHEAP.
FAST. PICK TWO.**

Keith Bontrager

ALL ARE INTERRELATED

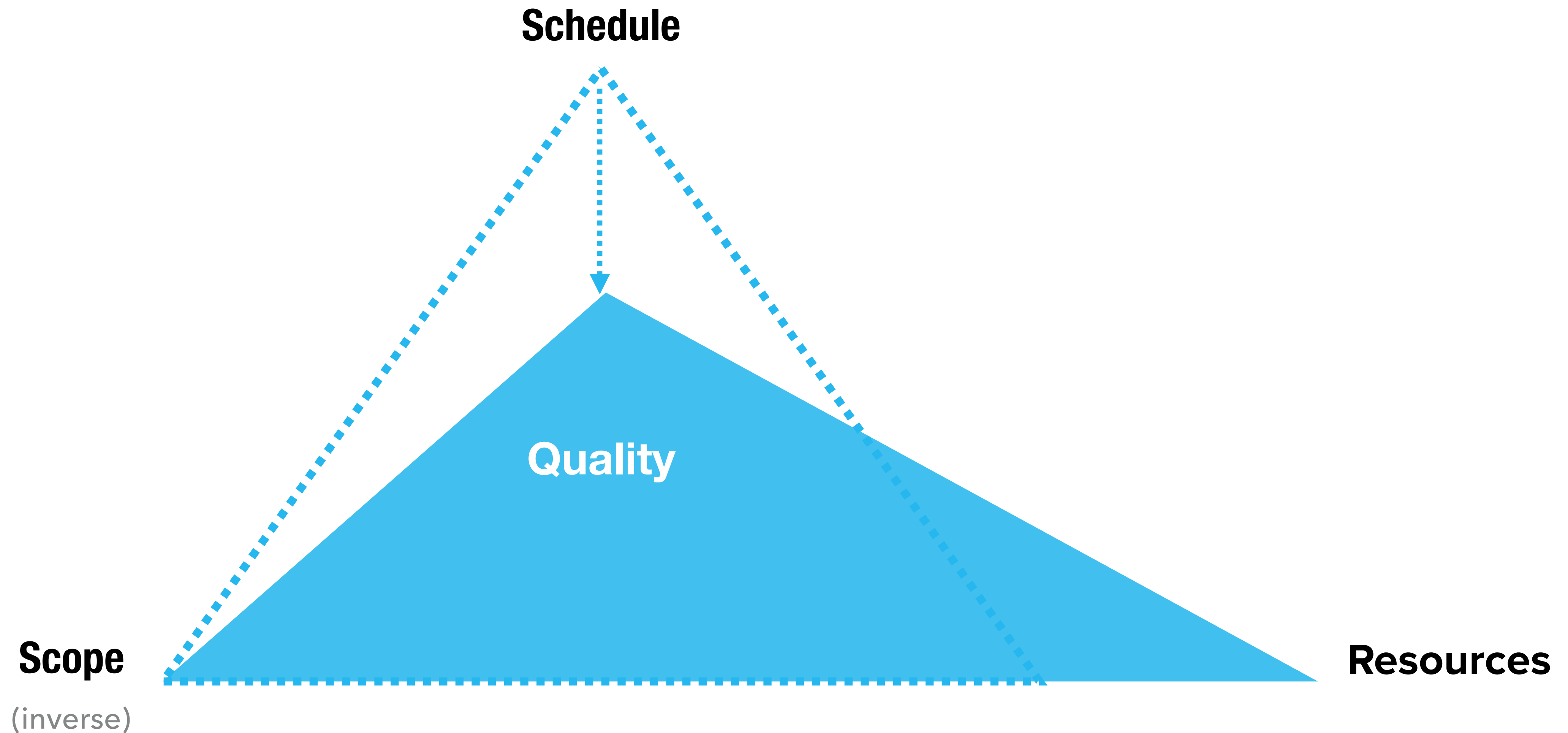


CHANGE ANY, QUALITY WILL BE AFFECTED



ADD MORE RESOURCES?

CHANGE OF TWO MAY NOT MAKE UP A DIFFERENCE





Anthony Marter

@antzzzm



Replying to [@iamctodd](#) and [@MindtheProduct](#)

Convincing execs that a roadmap is different to a delivery plan, especially if said execs are not from the world of software dev (and bonus points for convincing them if they come from a project mgmt background 🤯😂)

7:24 AM · Jul 13, 2020 · [Twitter for Android](#)



Ninoslav Mišković

@miskovic38



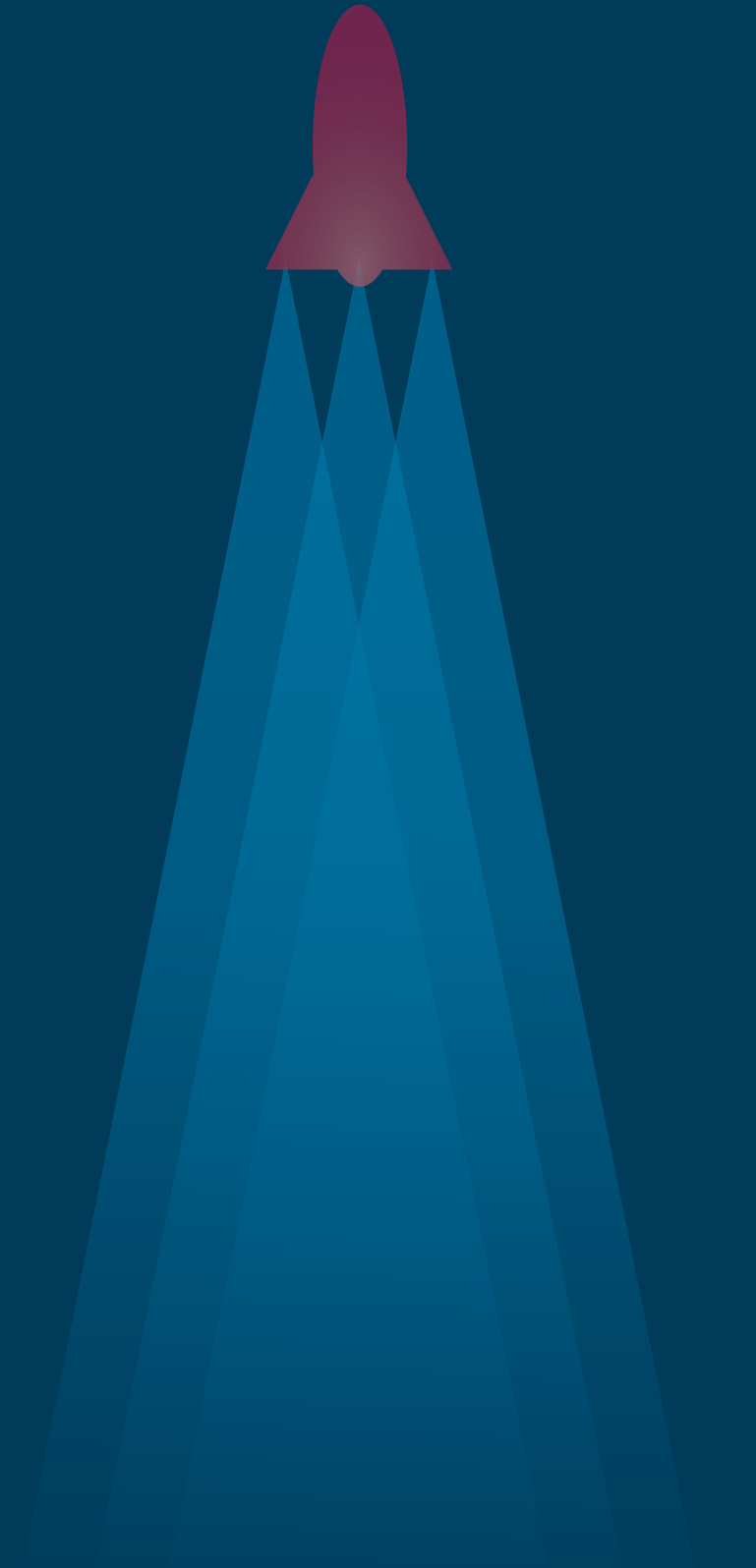
Replying to [@iamctodd](#) [@simplybastow](#) and [@MindtheProduct](#)

Find the right balance between a value adding roadmap and feature oriented roadmap your. Value make sense for business purpose but features are easier to understand (even for execs)

7:33 AM · Jul 13, 2020 · [Twitter for iPhone](#)

CONVINCING STAKEHOLDERS

**ALIGNMENT:
BE A CRISIS
NEGOTIATOR**



WHERE'S MY FEATURE?

**STAKEHOLDERS (ONLY)
LOVE THE ROADMAP
WHEN THEIR FAVORITE
THING IS ON IT**

SAY 'NO' WITHOUT SAYING 'NO'

HOW ARE WE
GOING DO THAT?

IT AIN'T ABOUT YOU

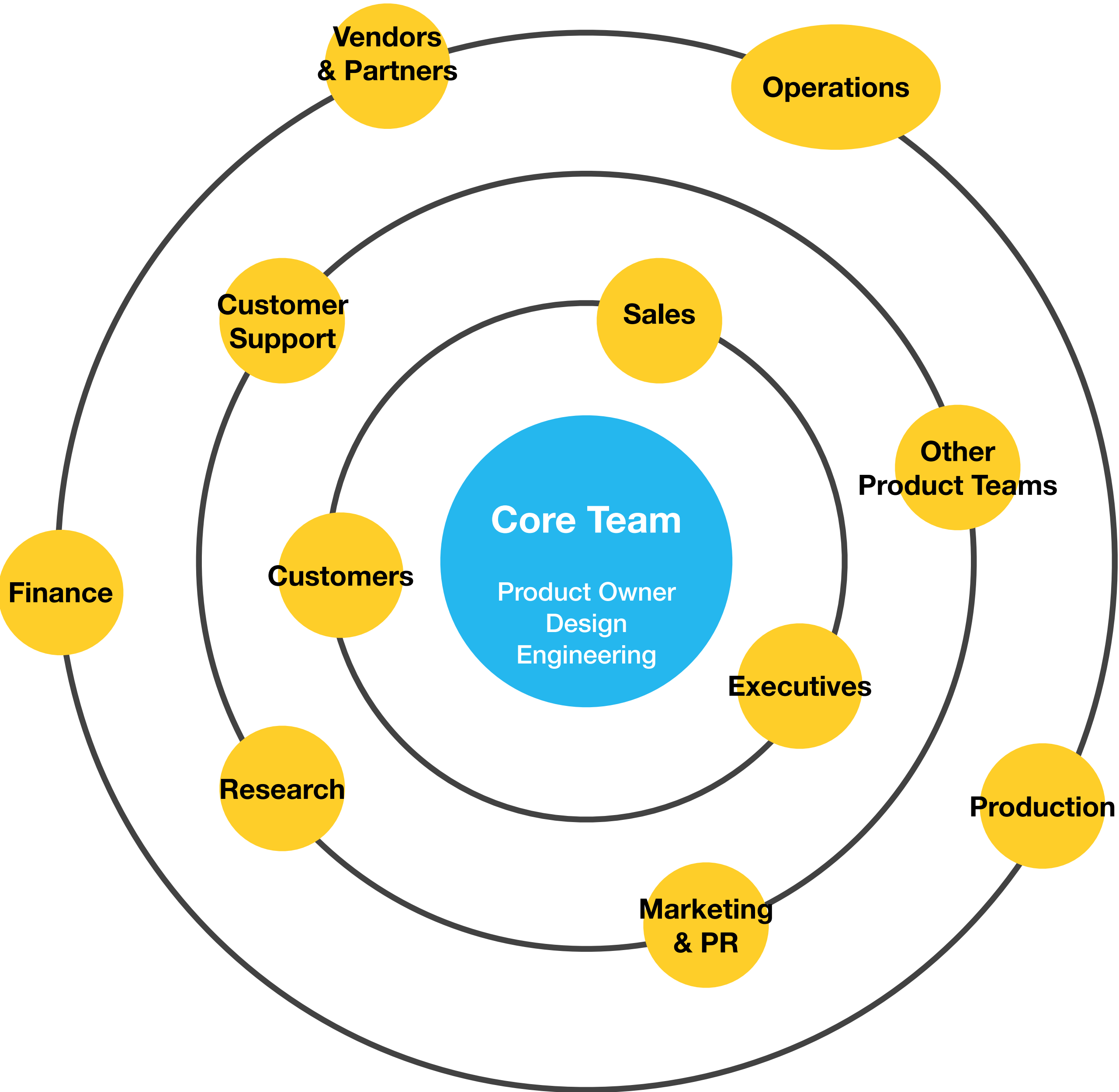
**“THAT’S RIGHT”
IS BETTER THAN
“YOU’RE RIGHT”**

YES? NO.

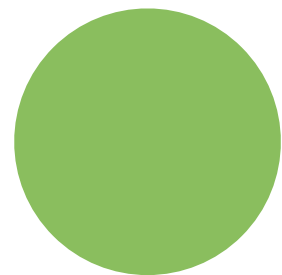
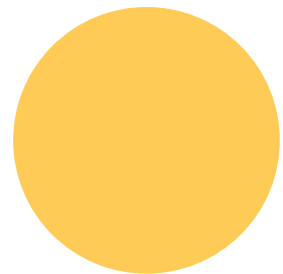
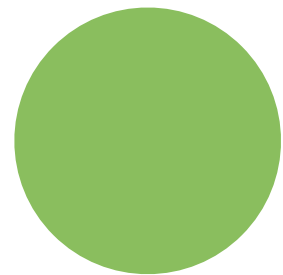
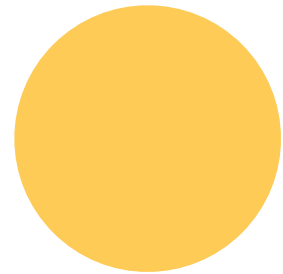
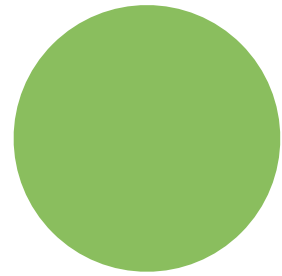
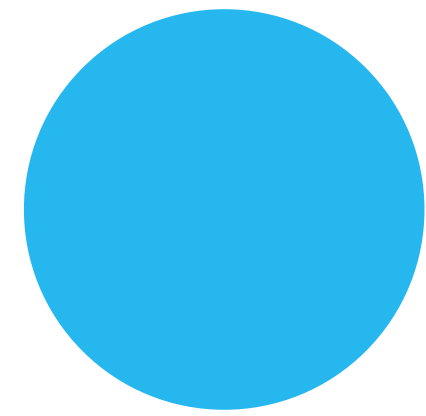
FORGET 'YES'
GET TO 'NO'

SHUTTLE DIPLOMACY

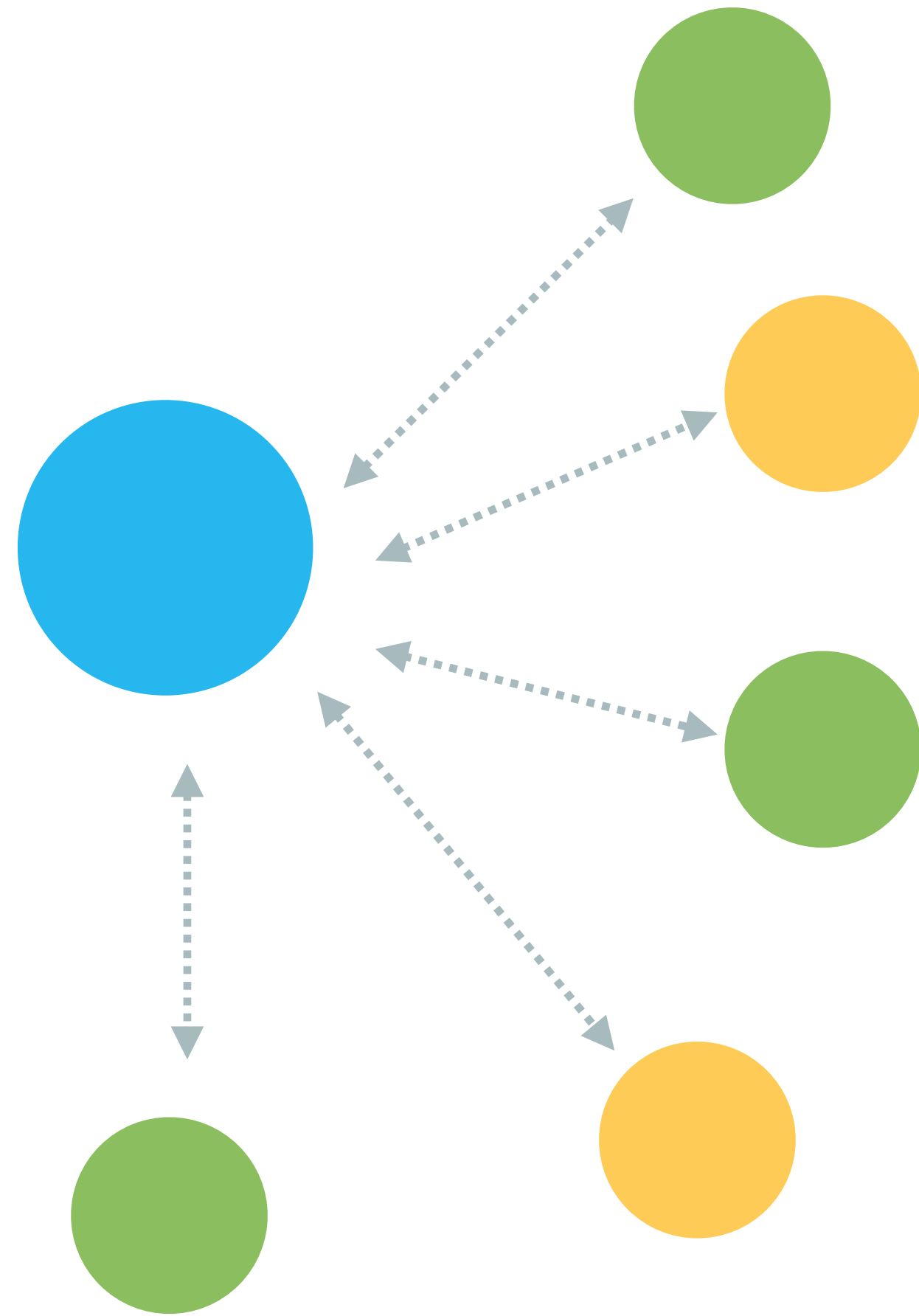
STAKEHOLDER ATOM



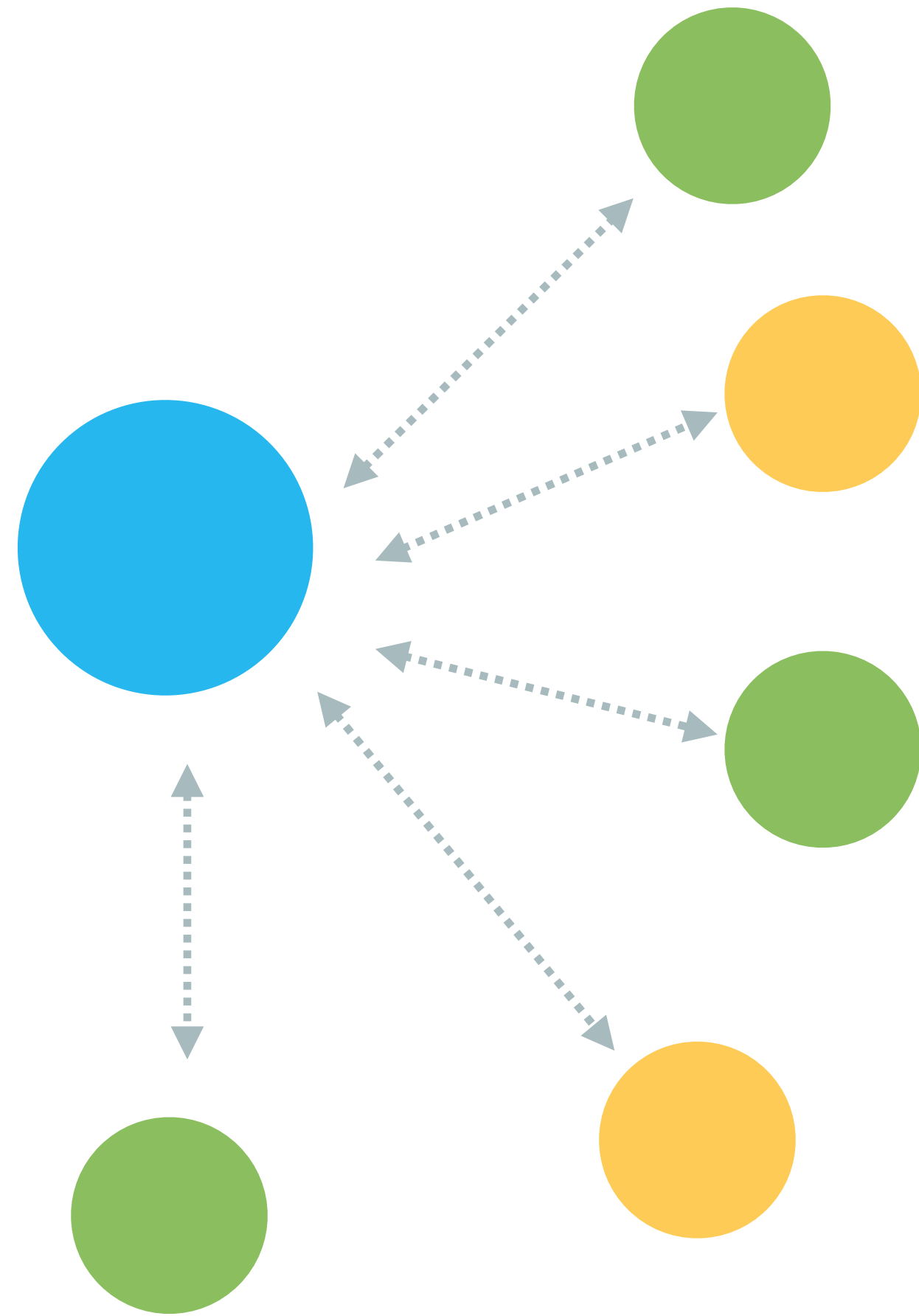
1:1 FIRST



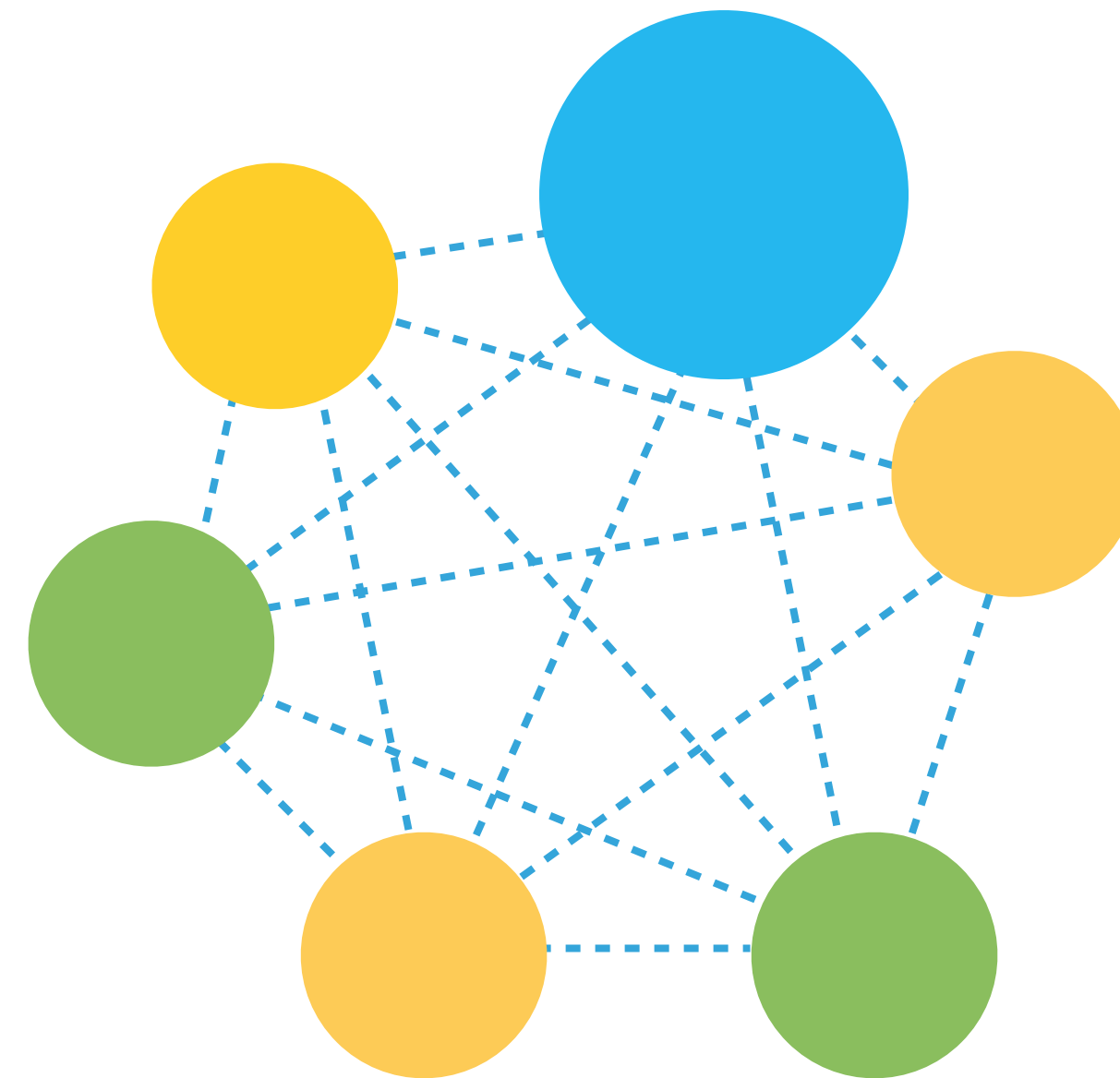
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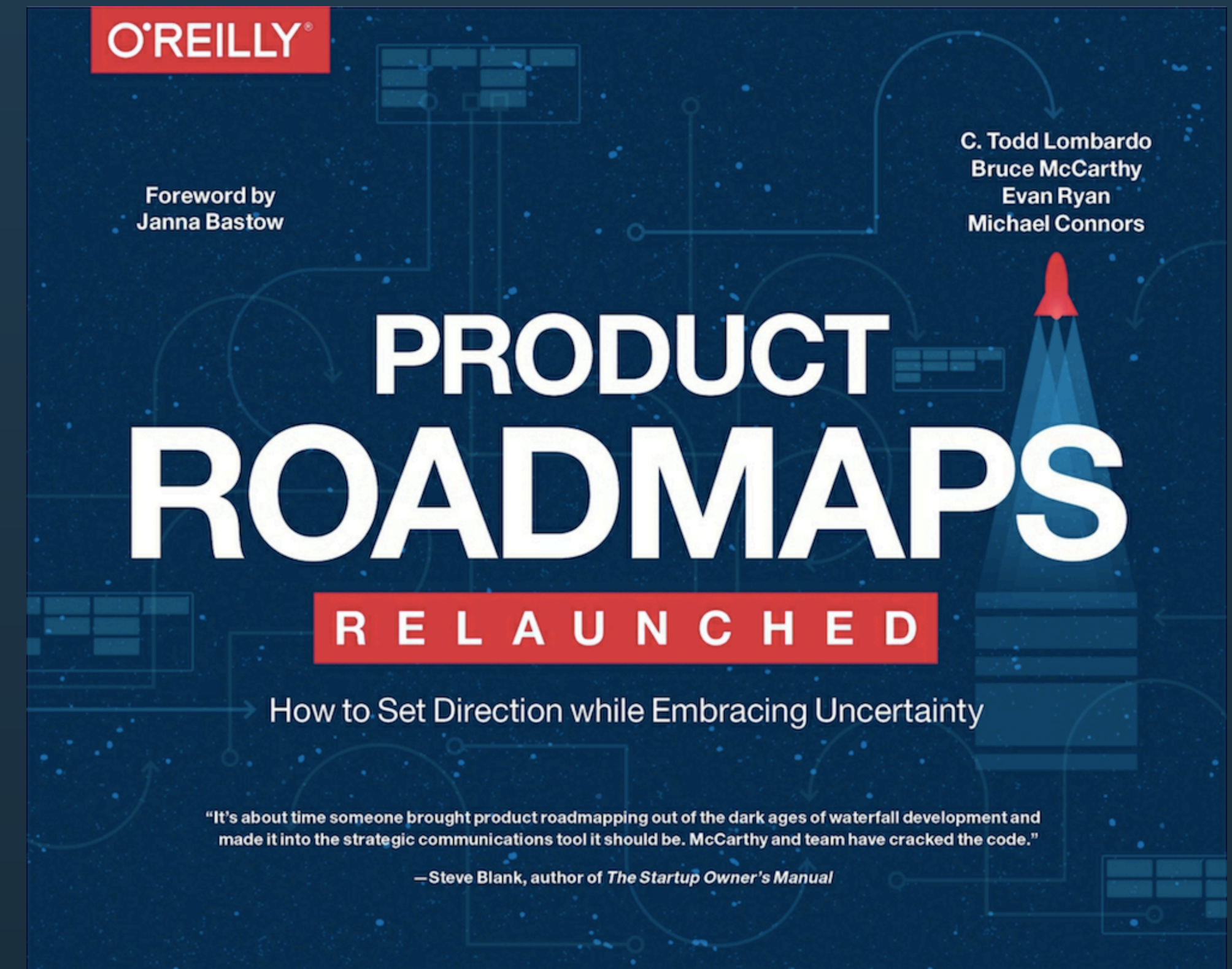
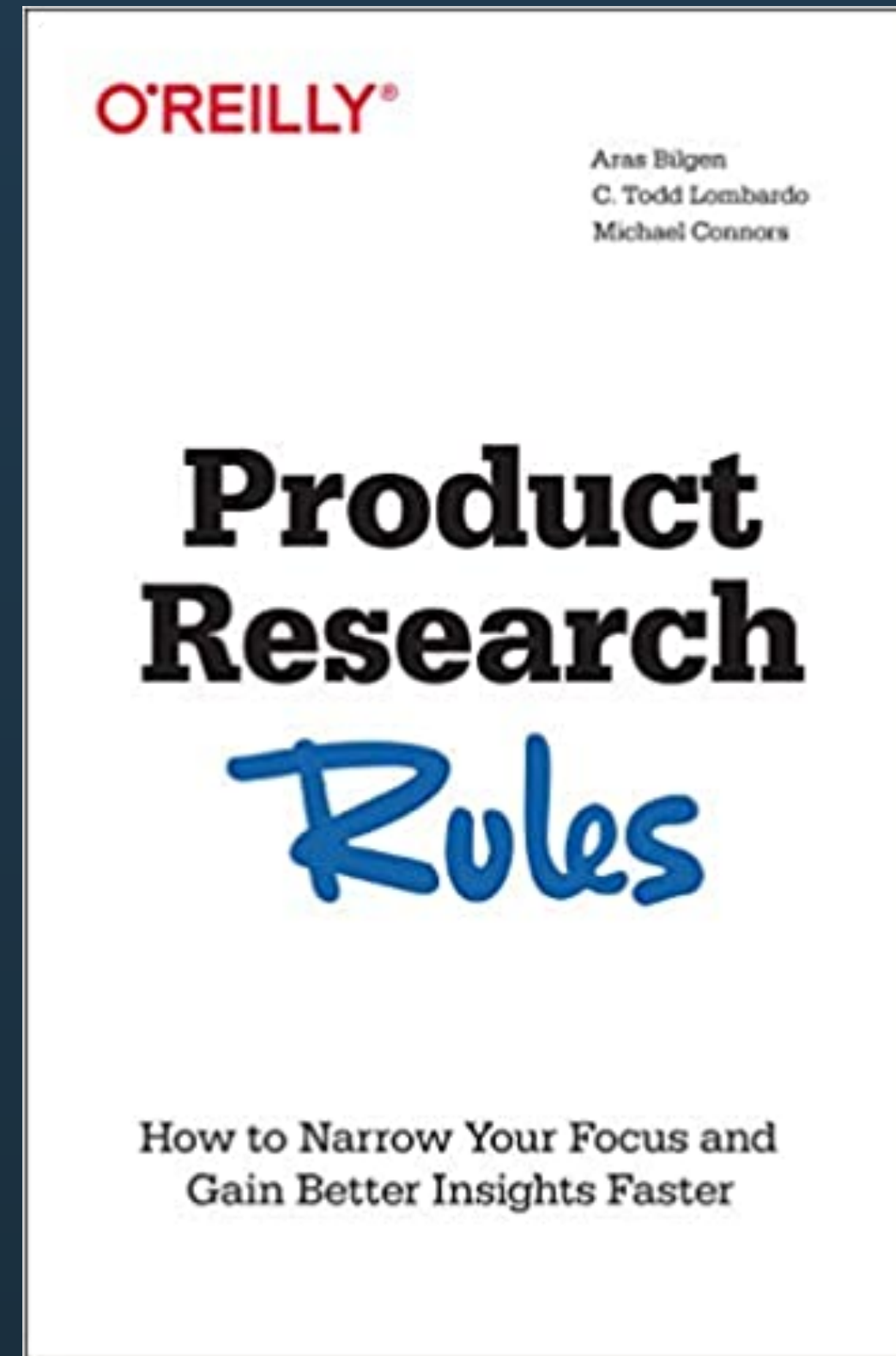
1:1 FIRST



TEAM AFTER



MUCH THANK!



Say "hi" -> @iamctodd