

Using Vision-Led Product Management to Build a Balanced Roadmap

Today's Agenda

1 Intros

2 Discussion

3 Vision-Led Product Management Overview

4 Building a Balanced and Outcome-Oriented Roadmap

5 Questions/Discussion

Intros

Sara's Product Management Journey

(she, her)



accenture

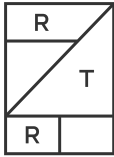


BARNES & NOBLE



WEDDINGWIRE

PRODIGY



2000

2003

2009

2012

2016

2019

2020

About Prodifly

Brings C-Level Product experience to help you become more product-driven in order to achieve outcomes.



100+

years experience



10

startup exits



150+

clients



10,000

hours with clients

We are sharing our best practices to advance the craft of product management.



#1 Best selling book



**Leadership
training course**



25+ podcasts



**50+ panel &
conference
presentations**

Discussion

What challenge(s) are you faced with when it comes to roadmaps, balancing time, and prioritization?

Vision-Led Product Management Overview

But First, An Exercise



Austin
Mostly Cloudy

Now	12PM	1PM	2PM	3PM	4PM	5PM
77°	81°	84°	86°	88°	90°	90°

Wednesday 91 62
Thursday 89 66
Friday 89 66
Saturday 93 66
Sunday 96 69
Monday 91 64
Tuesday 89 64
Wednesday 87 62
Thursday 84 64

Today: Mostly cloudy currently. The high will be 91°. Clear tonight with a low of 64°.

SUNRISE 7:28AM SUNSET 7:09PM
CHANCE OF RAIN 10% HUMIDITY 70%

We're in Downtown Austin...



Where To?



The Route



Connecting the Dots...

1 Bus = Your Product

2 Passengers = Your Customers

3 Final Destination = Your Product Vision

4 Route = Your Product Strategy

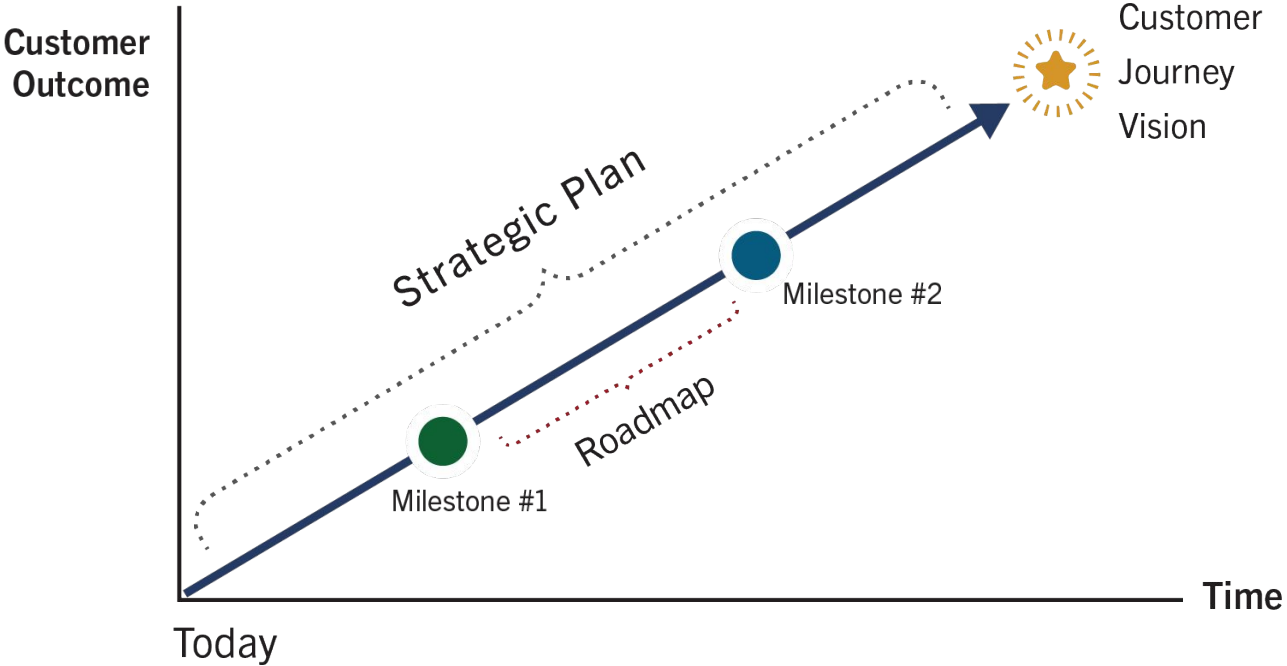
5 Daily Itinerary = Your Product Roadmap



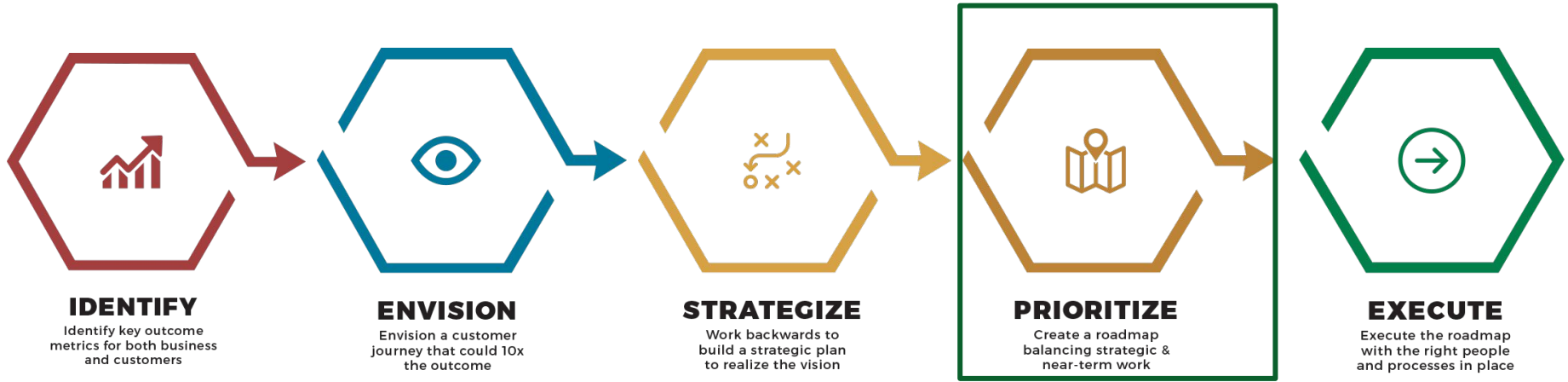
If you don't know
where you're going,
any road will get you
there.”

Lewis Carroll

Vision-Led Product Management Overview






Applying the Framework

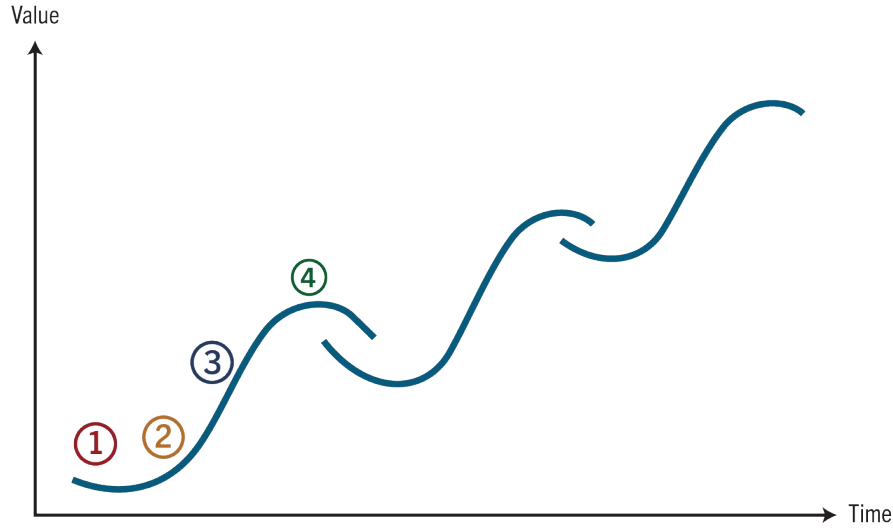


Creating a Balanced and Outcome-Oriented Roadmap

The 3 Categories Every Product Team is Juggling

1 	INNOVATION	Bold changes to make leaps and bounds towards the customer journey vision	EXAMPLES <ul style="list-style-type: none">• New features• Overhauls to existing features• Architectural changes to support a future end state• Integrations with partners
2 	ITERATION	Incremental changes to the existing product to deliver additional customer & business value	EXAMPLES <ul style="list-style-type: none">• Conversion funnel optimizations• A/B testing• Small fixes that provide incremental lift of a KPI• One-off feature requests or enhancements
3 	OPERATION	The cost of managing a modern SaaS product	EXAMPLES <ul style="list-style-type: none">• Security / data privacy• Performance / uptime• Technical debt / upgrades• Internal tooling• Bug fixes

Allocation Depends on Product Lifecycle Stage



Life Cycle Stage	Innovation	Iteration	Operation
① Alpha	30%	60%	10%
② Beta	10%	70%	20%
③ Gen Avail	10%	20%	70%
④ Mature	60%	10%	30%

Discussion

- Do these categories resonate with the work your team(s) are doing?
- Are there any other categories that feel missing, when you consider your challenges with roadmapping and prioritization?
- What is difficult about prioritizing within these categories (and/or other categories top of mind)?

Prioritize Within Each Categories

Innovation

- Pull from strategic plan / upcoming milestones
- Examples:
 - New features
 - New products
 - New discovery channels

Iteration

- Consider a framework like RICE and bucket based on KPIs
- Examples:
 - Conversion funnel optimizations
 - Usability issues
 - A/B experiments

Operation

- Consider key operational metrics to focus on + set goals
- Examples:
 - Performance
 - Security
 - Uptime
 - Operational efficiency

Sample Roadmap

202X Roadmap

Key Result	Now	Soon	Later
KR 1 Goal: XX Allocation: YY%	Strategic Roadmap Item 1	Strategic Roadmap Item 2	Strategic Roadmap Item 3
	Operational Change 1	<i>Research / Discovery / Prep Work</i>	Strategic Roadmap Item 4
KR 2 Goal: XX Allocation: YY%	<i>Research / Discovery / Prep Work</i>	Iterative Change B	Iterative Change D
KR 3 Goal: XX Allocation: YY%	Iterative Change A	Buffer / TBD	
KR 2 Goal: XX Allocation: YY%	<i>Research / Discovery / Prep Work</i>	Iterative Change C	Operational Change 2
Legend	Innovation	Iteration	Operation

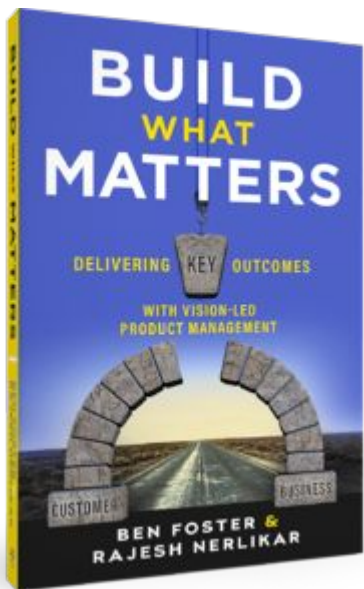
Questions / Discussion

Questions/Discussion

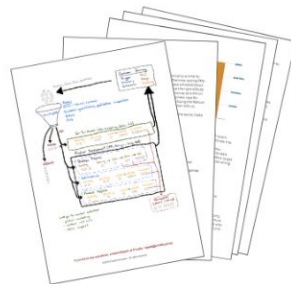
- Any questions or commentary to add?
- Discussion items
 - Any other challenges to share with allocating your resources across various roadmap categories?
 - Do you have an allocation or prioritization scenario you are struggling with that you'd like to discuss and get advice on?

Additional Resources

Additional Resources

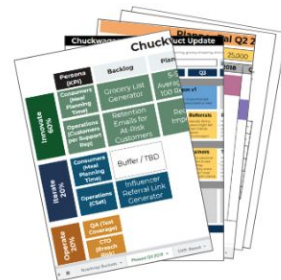


[Read the Overview](#)



#1. Roadmap Execution Guide

A 17-page document complete with process flow diagrams, KPIs, example feature / user story tickets and relevant articles.



#2. Product Roadmap Guide

A 7-tab spreadsheet with roadmap templates, real-world examples, and top articles on roadmapping.

[Optimize your Product Roadmap Process](#)

Contact Us



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[Visit Our Website](#)



[Sara](#)

Appendix

Sample Priority - Innovation

Priority	Strategic Pillar	Milestone/Goal	Feature	Effort
1	Personalization to enhance efficiency	Reduce time to publish by 30% Retention increases by 20%	Collect implicit data	Medium
			Collect explicit data	Small
			Change site experience based on data - Time to start campaign	Medium
			Change site experience based on data - Time to fill in campaign	Large
2	Market expansion: Enterprise	30% of revenue driven by enterprise accounts	Profile expansion for multiple users	Small
			Workflow overhaul for multiple users and review/approval steps	Large
			Integrate with MS teams for collaboration	Medium

Priority Tips - Innovation

- **Get internal alignment**
 - Strategic priorities are created through the lens of a product vision (a gap analysis between the current and future state of the product)
 - Critical that the strategies are already aligned on internally
- **Collaborate**
 - The prioritization of initiatives within the strategies are done in collaboration with product, design and engineering (with relevant stakeholders participating)
- **Consider prioritization factors**
 - For example
 - Dependencies (i.e. need to collect data before you can use it)
 - Impact to goal
 - Must haves vs. product differentiation needs

Sample RICE Priority - Iteration

	Example					
KPI	Initiative	Reach	Impact	Confidence	Effort	RICE Score
Increase daily usage from 30 to 40%	Reminder emails where you left off	3.00	3.00	90%	2.00	4.05
	Alerts to drive completion	2.00	1.00	80%	4.00	0.40
	Set calendar reminders	1.00	2.00	50%	1.00	1.00
Grow Campaign Conversion by 15%	Recommend ways to improve campaign CVR	3.00	2.00	60%	3.00	1.20
	Auto-error check	3.00	1.00	90%	1.00	2.70
	Add video	2.00	3.00	80%	2.00	2.40

Priority Tips - Iteration

- **RICE is not a perfect science**; a good conversation starter but be sure to challenge the results
- **Challenge questions examples:**
 - Looking at the priority output, does it seem like there was bias built into our scoring?
 - Do the priorities generated align with our beliefs about where product investments would be most valuable?
 - By swapping a few items that are above/below the line, could we group work into more cohesive themes?
 - What are the implications of this set of priorities for stakeholders?

Priority Tips - Operation

Align with Engineering on the ideal approach.

For, allocating resources. Will you:

- Allocate operation against every sprint?
- Defined specific sprints to be focused operation sprints?
- Assign one team to work on operation exclusively?

Which focus areas have the most need, and what % of time will we spend on them this quarter?

- Bugs
- Performance/Uptime
- Security/Privacy
- Internal tools
- Developer/team, efficiency