Building Effective Product Roadmaps

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Why build a roadmap?

- **Product and portfolio planning**
- **Alignment**
  - Gain internal alignment
  - Reduce short-term mistakes
- **Communication**
  - Give internal and external audiences a product vision for the future
    - *A possible* destination
  - Help customers and partners integrate your product plans into their long-term strategies
  - Show progress
Roadmapping considerations

- Your detailed project plan is not a roadmap
- Are we on the right road?
- When will we get there?
- If you deliver part of the solution, can you still make money while you finish the rest?
Roadmapping: a strategic process of prioritization and alignment that results in a series of artifacts tailored for different audiences.

What we’re asked to do
A roadmap is the result of a strategic process; it’s not the reason for the process.
Roadmap detail varies by audience

- Analysts
- Investors
- Customers
- Evaluators
- Indirect Sales
- Direct Sales
- Mktg. Communications
- Sales Engineers
- Dev Partners
- Executives
- Operations
- Project Management
- Development

Audience requirements

- Identify audiences

- Define requirements by audience
  - Communication purpose
  - Internal or external
  - Communication risk
  - Technical versus business
  - Details to communicate
  - Frequency to communicate
Roadmap content depends on purpose

**INTERNAL**
- Project Funding
- Future Requirements
- Other Services or Products
- Competitive Threats
- Internal Plan Alignment

**EXTERNAL**
- Completeness of Vision
- Ability to Execute
- Increase Interest
- Close a Deal
- Partner Plan Alignment

Internal roadmap template

<table>
<thead>
<tr>
<th></th>
<th>Contracts</th>
<th>1Qyy</th>
<th>2Qyy</th>
<th>3Qyy</th>
<th>4Qyy</th>
<th>1Hyy</th>
<th>2Hyy</th>
<th>yyyy</th>
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### Example: Sales Force Automation

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<th>3q07</th>
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<td>US, Can</td>
<td>US, Can</td>
<td>Large SW</td>
<td>Europe</td>
<td>Asia</td>
<td>Latin Am</td>
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<tr>
<td>Goal</td>
<td>Use Sales Tools Org Self Org Team/Terr</td>
<td>Be Informed Inform Others</td>
<td>Pipeline Visibility</td>
<td>Localize for Monique, Rolf, and Charles</td>
<td>Localize for Yin Lee &amp; Jon-san</td>
<td>Localize for Jose</td>
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<td>DBCS</td>
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<td>.net SharePoint</td>
<td>Tablet PC</td>
<td>Windows Vista (formerly Longhorn)</td>
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</table>

### Example: External roadmap

![External roadmap diagram](image_url)
Example: Portfolio strategy

Increased Value

Time

Architecture V1

V2

V3

Product 1 V1

Product 2 V1

Product 1 V2

Product 2 V2

Product 3 V1

Product 3 V2

TBD

Example: Credibility

Announced

Q1 2005

Q3 2005

Q3 2006

Q4 2006

Q1 2007

Delivered

Support for Sprint, Cingular

Mobile broadband

Camera processor

New development platform

Reduced power consumption
different colors

architecture V1 goes with product V1
architecture V2 goes with product V2

V3
Barbara Nelson, 9/13/2007
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---|---|---|---|---
Market Research | Product Performance | Pricing | Sales Process | Customer Acquisition

Market Problems | Operational Metrics | Product Portfolio | Product Roadmap | Launch Plan

Strategic

Technology Assessment | Win/loss Analysis | Innovation | User Personas | Channel Training | Presentations & Demos

Competitive Analysis

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Release Milestones | Thought Leaders | White Papers | Answer Desk

Tactical
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Questions?

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BGN2  new slide replaces multiple slides at end
Barbara Nelson, 8/24/2007