LANDING FESTIVAL 2019, BERLIN

THE SECRETS OF MEANINGFUL PRODUCT ROADMAPS

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Product People

ABOUT JOCK

Freelance head of product

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@JOCKBU

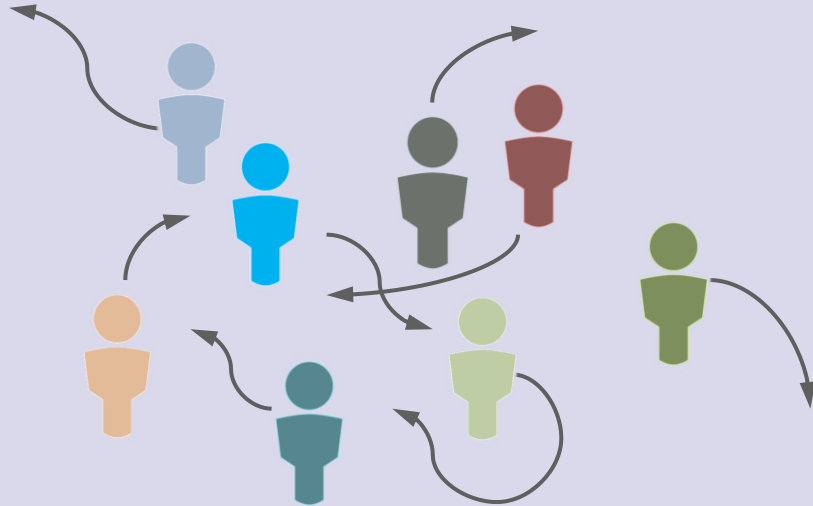# SECRET #1

KNOW WHERE YOU WANT TO GO

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Your company has broad goals

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How will your product help to achieve those goals?

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Product vision = destination

NO VISION

EVERYONE ALIGNED TO A SHARED PRODUCT VISION

Bad examples:

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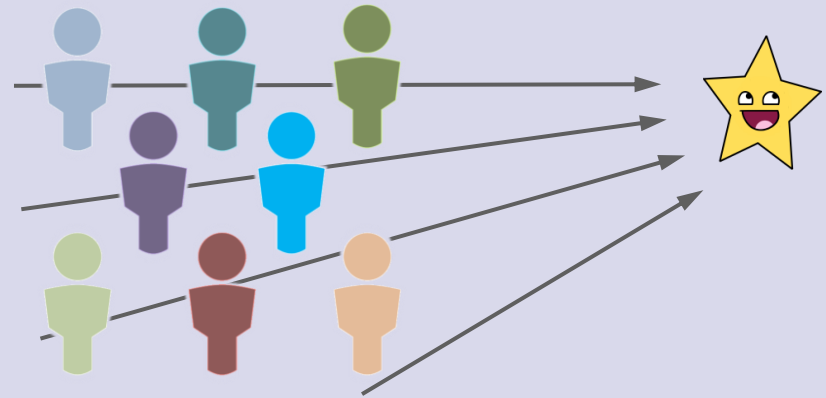
"achieve X% market share"

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"become the market leader in Y"

"make €€€ in revenue"

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"continually foster world-class infrastructures as well as to quickly create principle-centred sources to meet our customers' needs"

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Better examples:

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"a world free of malaria"

BILL & MELINDA GATES FOUNDATION

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VOLVO CARS

" make people's lives
easier, safer and better "

A product vision is deliberately far off and hard to complete

Choose a simple product vision people will care about reaching

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GETTING THERE

The big steps:

= product roadmap

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The smaller steps:

= weekly objectives

= daily tasks /backlog

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EVERYTHING IS ALIGNED

COMPANY GOALS

PRODUCT VISION

PRODUCT ROADMAP

WEEKLY OBJECTIVES

DAILY TASKS

SECRET #2

EACH ROADMAP ITEM IS AN EXPERIMENT

Photo: Jock Busuttil

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Your roadmap will evolve as you learn more from your experiments

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Data / user research shows that:	Users don't like typing passwords on their mobile phone
So if we try:	Sending an email with a one-time login button
And measure:	Time to log in on mobile User stress levels while logging in
We should see this change:	>75% reduction in login time Significant drop in stress levels

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SECRET #3

ROADMAP ITEMS SERVE USER NEEDS

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What should you know about each roadmap item?

WHAT

**benefit it provides
and for which users**

WHY

it is on the roadmap, with evidence

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HOW

you'll measure whether you've been successful

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Zero-benefit items?

Take them off the roadmap

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Focus on <u>what users are trying to achieve</u>

OUTCOME

not on building <u>features or releases</u>

OUTPUT

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"Make sure drivers don't run out of fuel"

OUTCOME

"Build a fuel gauge measuring in litres"

OUTPUT

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Focus on user outcomes, not on outputs

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SECRET #4

DON'T CONFUSE YOUR AUDIENCE

Photo: Ladsgroup / Wikipedia (CC BY-SA 4.0)

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How will you display your roadmap?

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Roadmaps come in different forms

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Some are more effective than others

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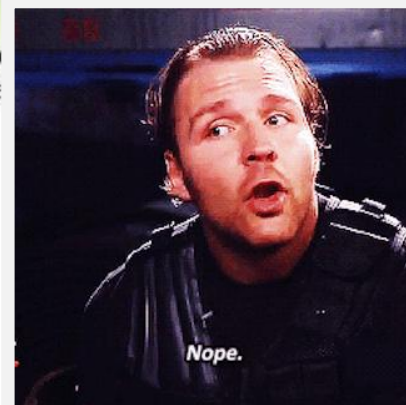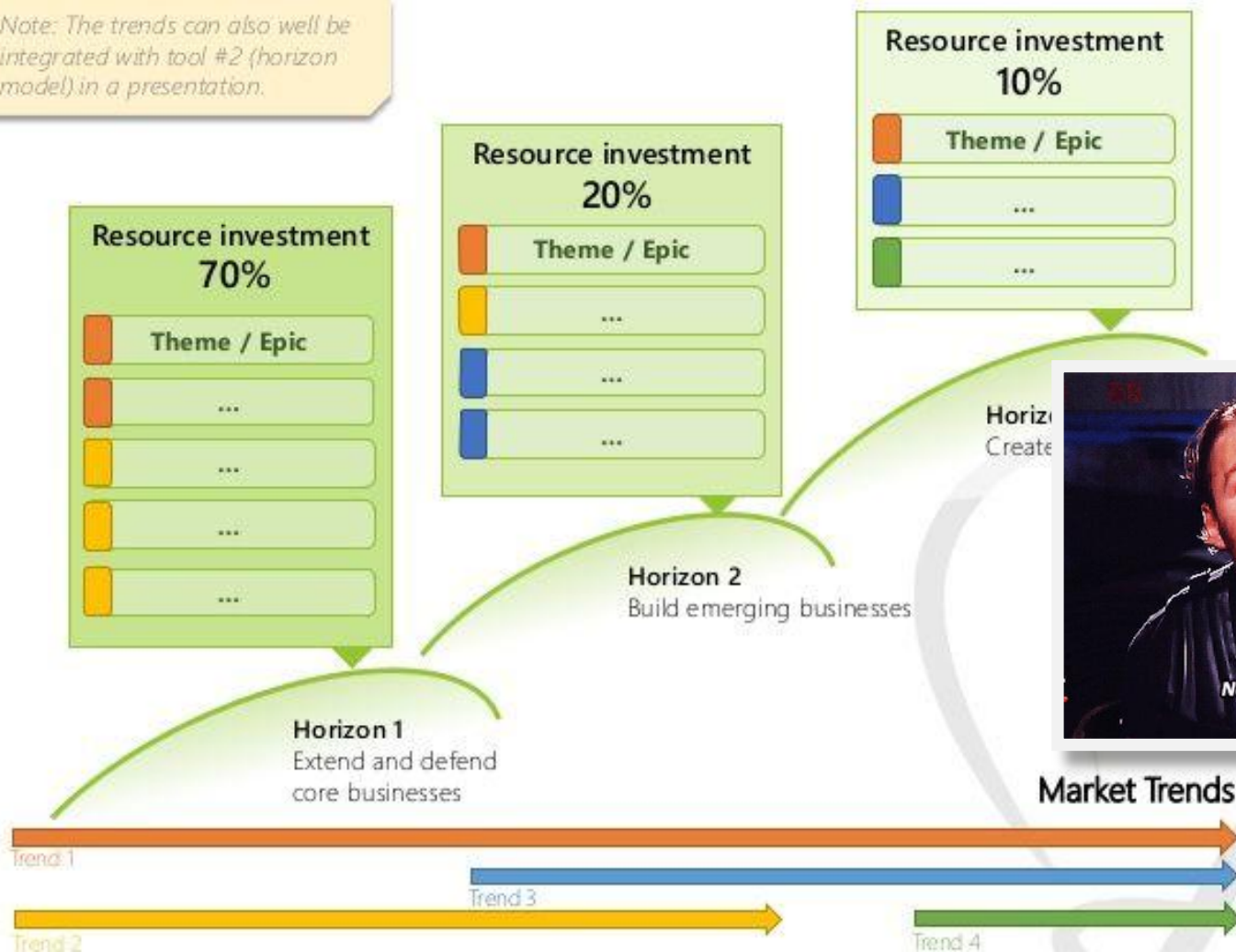
		Q1	Q2	Q3	Q4	Q1	Q2
FRONT-END	John	FRONT-END		FRONT-END		FRONT-END	
	Jack	Frames / Straight	Crop for	Search to	Templat / Link		
	Scott			New accounts structure: MRR		Lean workflow:	
BACK-END	Mark	Frames	New accounts structure: MRR		Templates		
	Emma		Crop for / Link sharing		Lean workflow: Slack integration		
	Rick		Search to	Import stickers from			
UX AND	John	New accounts structure: MRR		Templates			
	Helen	Search to	Link sharing	Lean workflow: Slack integration			
	Ed	Import stickers from the spreadsheet			Mentions		
MARKETING	Larry		Frames		Search to	F	
	Susan	Live cursors / Moving to HTML5		Crop for		New accounts	Lean workflow:
	Kelly		Straight		Import stickers / Link sharing		
R	Max	Moving to / Frames		Crop for	Search to	Template	Lean workflow:

Boards

Trello
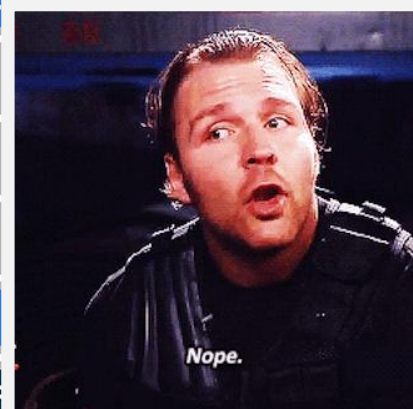
Product Roadmap

Inspiring Boards ☆ ⊕ Public

Ideas

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Customizable links

👍 1 ≡

More language options

≡

Emoji support

👍 1 ≡ 📎 1 🗔 1

Video embedding

👍 1 ≡

Researching Requirements

···

Power-Ups

≡ 💬 1 📎 5 ☑ 0/13 ❀ 3

Card syncing across boards

👍 1 ≡ 📎 3 🗔 3

More Taco!

👍 1 ≡ 📎 7 🗔 1 ⫽ 1 ❀ 1

🐦 4

Custom Emoji

Estimating

Point

5

or

Sto

Additional sticker packs

≡ Story Points: 1

Goal / Value

- Goal: Automate crediting to NOMIS
  Reduce staff time & error to credit prisoners
- Goal: Allow money sent out of prison to be traceable and secure
  Money sent out is traceable and staff time is reduced
- Goal: Pass 'Live' Assessment
  Value: 'Live' Service Badge
- Goal: Allow pay-ments to be received over the counter.
  Value: Remove cash from prisons and reduce staff time processing
- Goal: Provide secure, traceable solution to receive money at discharge
  Reduce crime and contribute to rehabilitation. Reduce staff time

Metric

- Staff time
- Staff time
  Stamp cost
  Uptake of service
  Form redesign
  Staff tool
  Sending mechanism / Bacs admin
- GDS Report
  Live Badge
  IRAT
  Assessment presentation

Content

- Change Cashbook
- User training comms
  API - Integration

Investment (# of sprints)

- 8 weeks
- 4 weeks
- 4 weeks
- TBC
- TBC

Now

Revenue

Search & listings page

search   discovery

Enterprise

Single sign on

access   integration

Next

User growth

Homepage redesign

design   marketing

Engagement

Badgification

design   gamification

Later

Reduce churn

reporting   dashboard

Roadmaps are communication tools

What information should be on a product roadmap?

DON'T include in your roadmap:

Specific release dates

Resource planning

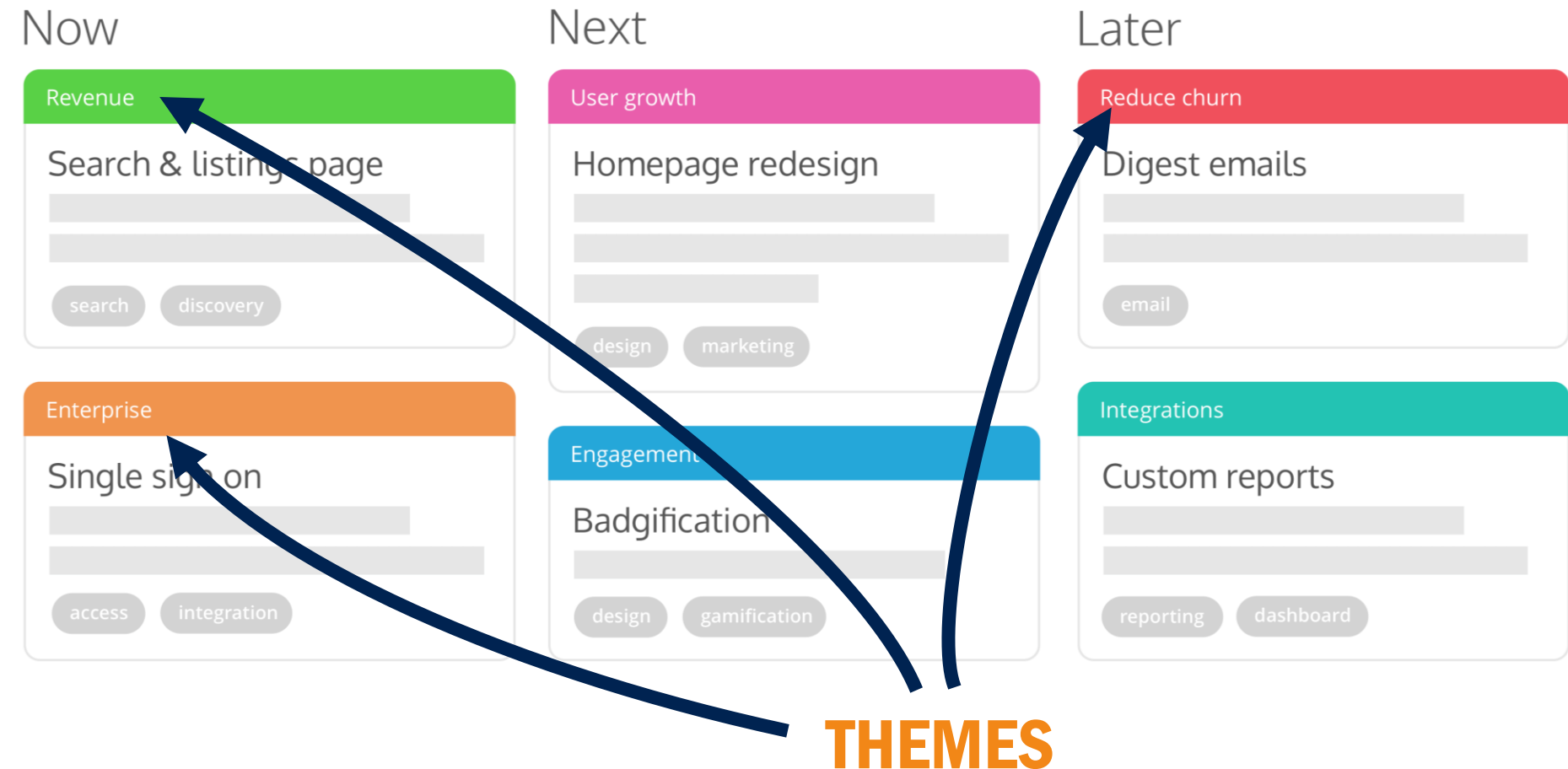Complex dependencies

(it's not a project management tool)

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DO include:

Themes

Broad timelines

Outcomes not outputs

Goals and their metrics

Rough progress on items

Product People

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Later

Reduce churn

Digest emails

email

Integrations

Custom reports

reporting   dashboard

THEMES

complete transition

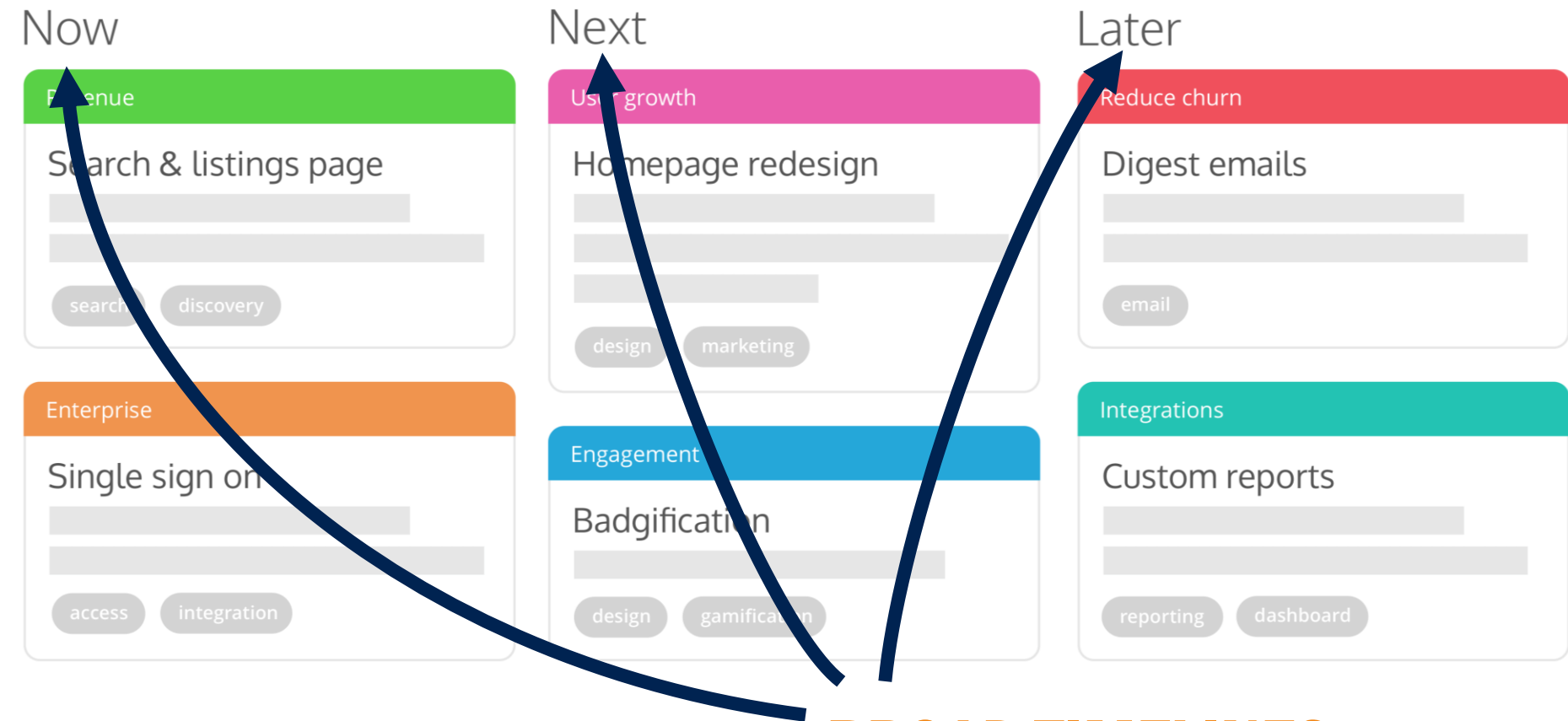|	
may	HMRC contacts app beta; Specialist browse alpha Organisation services browse page alpha; Unified site search
jun	Manuals format alpha
jul	Statistics announcements replace ONS publication hub; New mainstream browse
aug	Feature complete transition tool
sep	Initial build of HMRC manuals publishing via API; Search and browse improvements for specialist user needs
dec	**Product features and tools for agencies with complex needs:** - sub-topic email alerts - latest views by sub-topic - Valuation Office Agency finder - medical device and drug safety finders and alerts (x2) - investigation report finders for air, rail and marine accidents - manuals format and HMRC manuals end-to-end publishing
dec	**Content build, mappings and specialist browse tags for transitioning agencies and HMRC**

operational excellence

apr	Scheduled publishing for mainstream content
jun	Improved security for publishing access; Support path for content advice
aug	Reporting KPIs for GOV.UK
sep	Second content delivery network live; Ability for short URLs to be created by non-developers; Discovery on plans for 2015 election; Improved filters on business finance support finder
oct	Alpha performance dashboards for user needs; All publishing and content guidance in one place; Smart answer syntax for non-developers
nov	**Changes to shared parental leave content and tools**
dec	**Election preparation: archiving and policies approach**
dec	**Convert frequently changed smart answers to smartdown**
dec	**Ability to collect and validate user needs for all content**
feb	**Training programme for content designers in government**
mar	**Product changes for election 2015** - dealing with deprecated content - improved ministerial profiles - changes to policy format
mar	**Content designers can edit smart answers in publisher**
mar	**Publishing process starts with a user need**
mar	**Audit and fix analytics tagging**

one GOV.UK

|	
jun	Published alpha GOV.UK proposition; Improved blogs index and mobile design
aug	Discovery on future direction of licensing service
sep	Groundwork for simpler/more flexible technical architecture
dec	**Page per court and tribunal with publishing API (with MoJ)**
dec	**Update Whitehall to use new APIs and publishing pipeline**
jan	**Reduce technical debt ("firebreak")**
feb	**Improvements to search accuracy and user journeys**
mar	**Complete move to simpler/more flexible tech architecture**

Photo: Jock Busuttil / GDS

THEMES

Now

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email

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BROAD TIMELINES

NOW	NEXT	LATER
Being worked on now	To be worked on next	Everything else
Certain / detailed	Less certain / detailed	Uncertain / vague
Low likelihood of change (but still possible)	Medium likelihood of change, based on learning	High likelihood of change, based on learning

BROAD TIMELINES
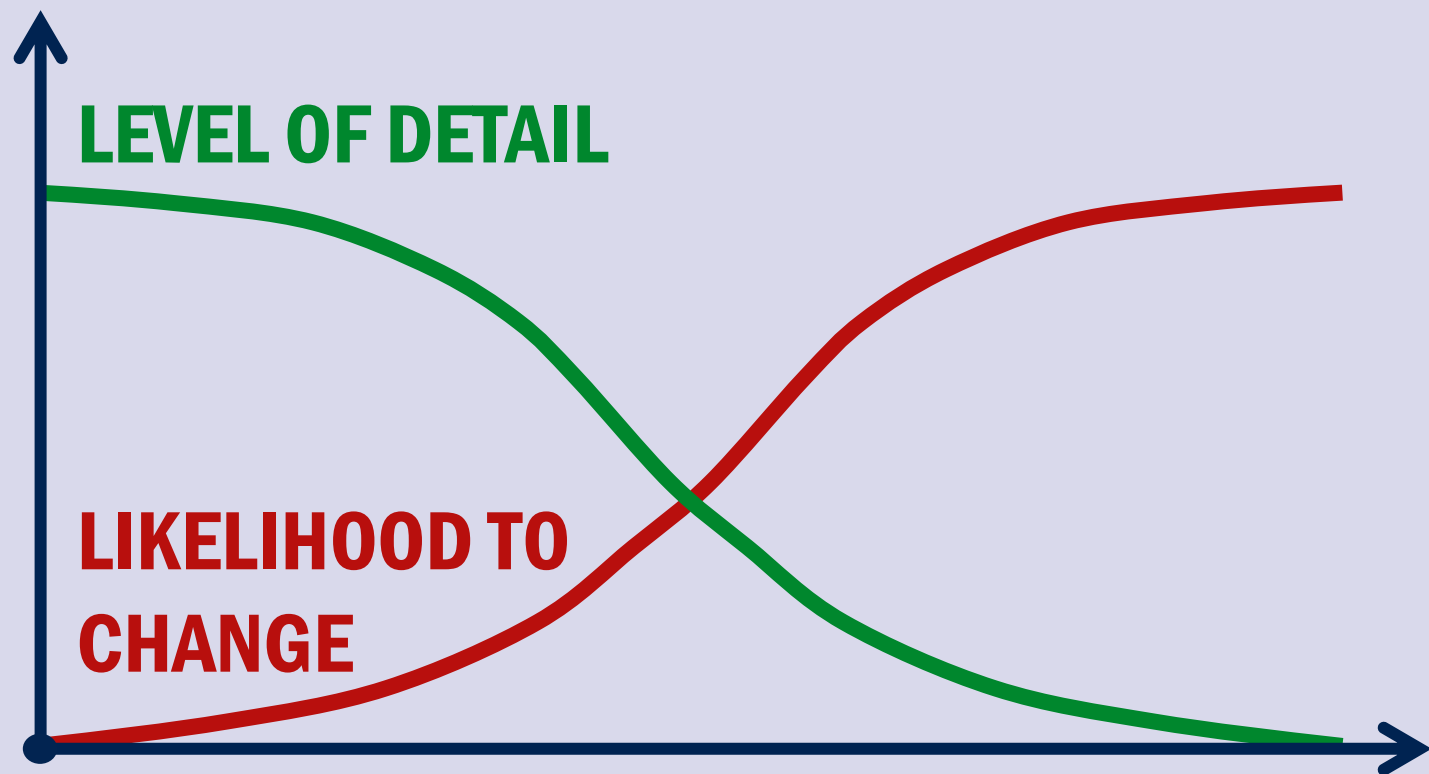
DON'T WASTE TIME ON UNNECESSARY DETAIL

Make your roadmap

easy to find
easy to view
easy to understand

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ROADMAPPING TOOLS

PHYSICAL WALLS & PAPER CARDS

AHA!

TRELLO

ROADMUNK

PRODPAD

POWERPOINT, EXCEL AND SIMILAR

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RECAP

THE SECRETS OF MEANINGFUL ROADMAPS

Simple, memorable product vision

Everything is an experiment

User outcomes not outputs

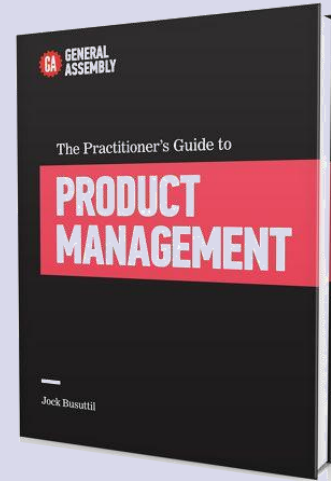**Easy to find, view & understand**

THANKS!

Product People

**INTERIM PRODUCT MANAGEMENT,
COACHING AND TRAINING**

WWW: **productpeo.pl**

BLOG: **imanageproducts.uk**

🐦 **@jockbu**

GENERAL ASSEMBLY

The Practitioner's Guide to

PRODUCT MANAGEMENT

Jock Busuttil

amzn.to/2tnHacR

QUESTIONS?

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