

Product & Company Roadmap

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Overview

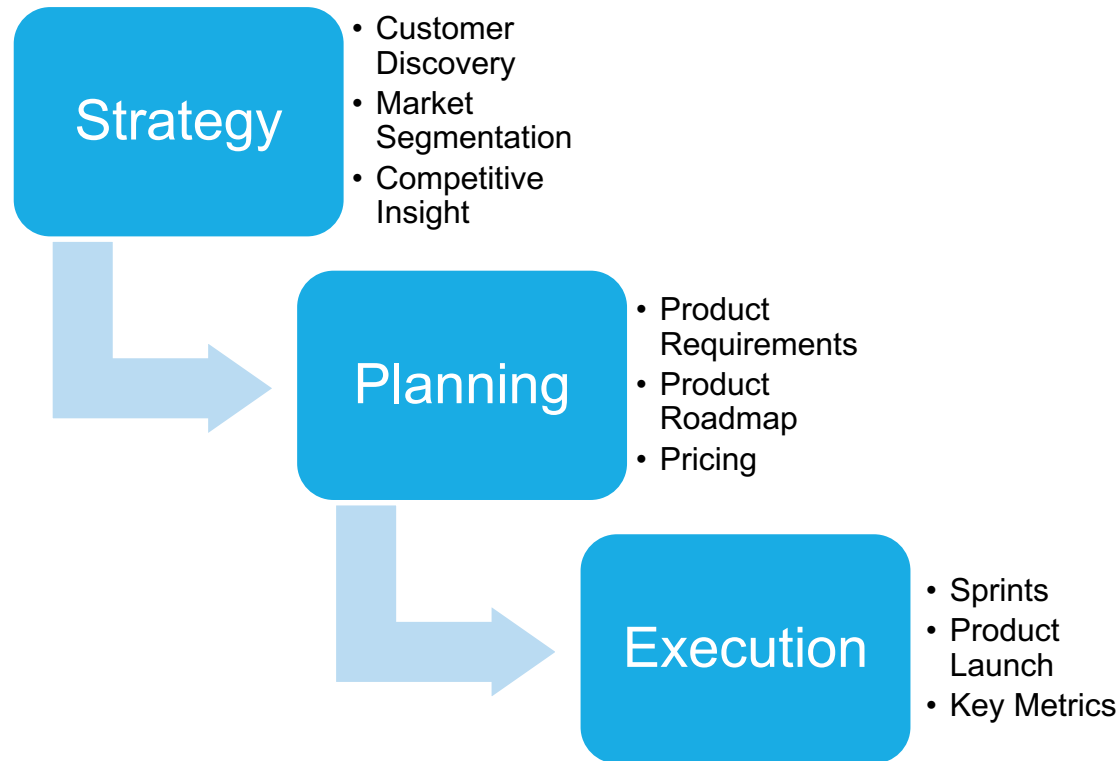
- Product Roadmap
 - Vision, Ownership, Goals, and Tools
- Company Roadmap
 - Big Rocks, priorities, and planning

Product Roadmap

Product Vision

- A future photo of your company and product
- 1-3 years out (for now)
 - More after PMF
- The reason you exist for your customer
- Answer the "Why" not what or how
- Product Vision for now, Company (Multi-Product) Vision later

Moving from your Head to a Plan

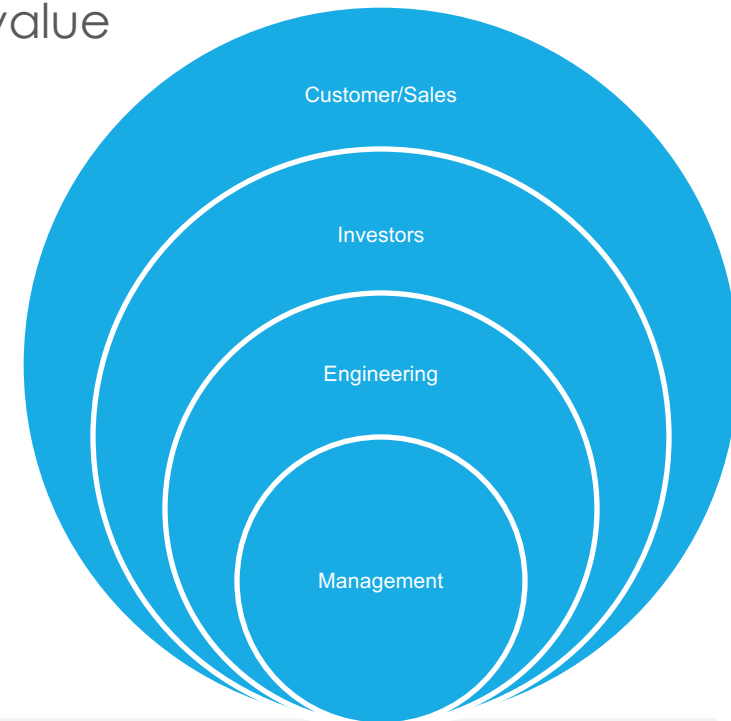


Product Ownership

- Who owns the vision?
 - Product Owner
 - Discovery and customer feedback
- Is it documented (and flexible)
- Who is doing design?
- Who is the Product Manager?
 - CEO/Founder
 - CTO

What's a Roadmap For?

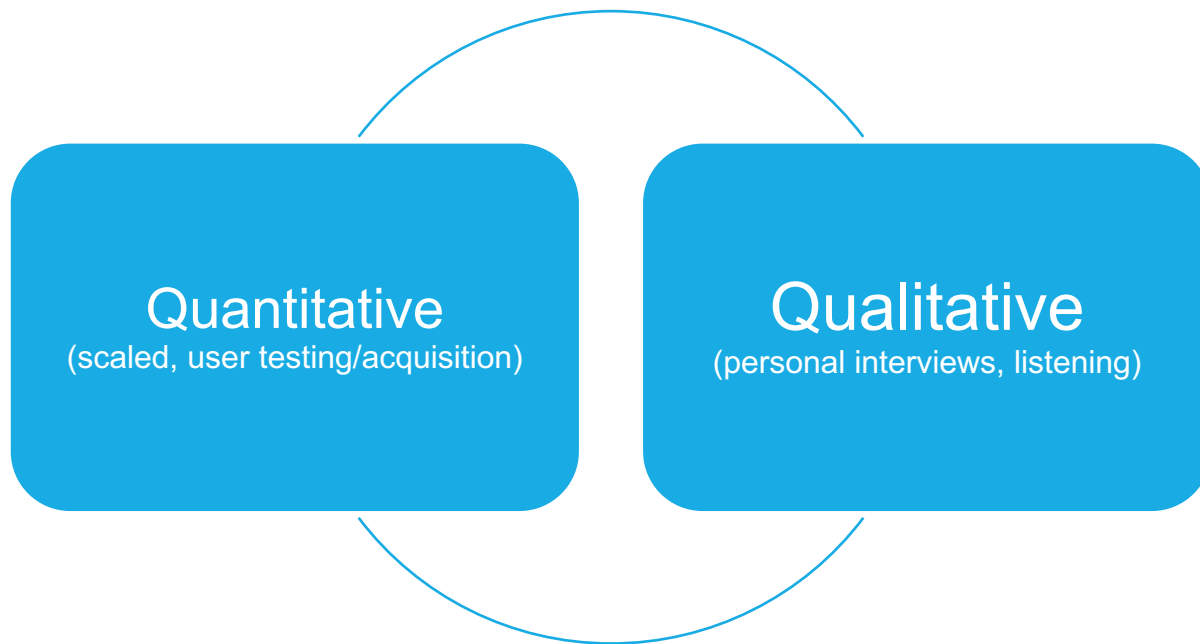
- Visual showing the evolution of the product
 - Communicate strategy and business goals
 - Prioritize customer and business value
 - Align product stakeholders
- For whom?
 - Customers/Sales
 - Investors
 - Engineering
 - Management



Ideal Customer or Segment

- Ideal Customer Profile (ICP)
 - Buyer personas
 - Product champions
 - [Templates](#)
- Customer Segment
 - Demographic: age, gender, education
 - Psychographic: like demographic, but more emotional or mental.
 - Geographic: city, region, currency
 - Behavioral: online shoppers, loyalty

Iterating on ICP



FAQ & PRD

Frequently Asked Questions

- Basics – baseline for the team
- External FAQ
 - What is it?
 - Who is it for?
- Internal FAQ
 - What will customers like most
 - How does it compare to competitors

Product Requirement Document

- Vision
- Description
- Timing Status
- Team/Ownership
- Background
- Metrics
- Personas
- User cases
- [AHA Template](#)

Early Product/New Features

- Build on slides first
- Clickable demo
- 3-5 ICP, early adopter, ability/willingness to pay
- Build user stories
- Engage them in sprint process for feedback

Basics

- Themes – high level strategic objective for the product. Example: Move traditional pharmacy order process online. One theme.
- Epics – subset of work around smaller tasks. Example: Create POS system for Pharmacies, create inventory tracking system, create marketplace for consumers. Based on size of team, one Epic only
- Stories – subset of the product, what's “obvious to you” may not be. Example: Develop a signup process for Pharmacist, create a dashboard for existing inventory
- Features. What are the fields for the signup, what tools are you using,

Feature Priority

Prioritization of Features

- Must have
- Should have
- Could have
- Will not have

Prioritize Organizational Need

- Acquisition – lower friction, POCs
- Activation – time in app/on site, usage data
- Revenue – near term/long term
- Retention – churn causes
- Referral – see acquisition
- Debt: Tech & Organizational
- Methodologies: Value/Effort, [Kano](#),

Value/Effort Matrix

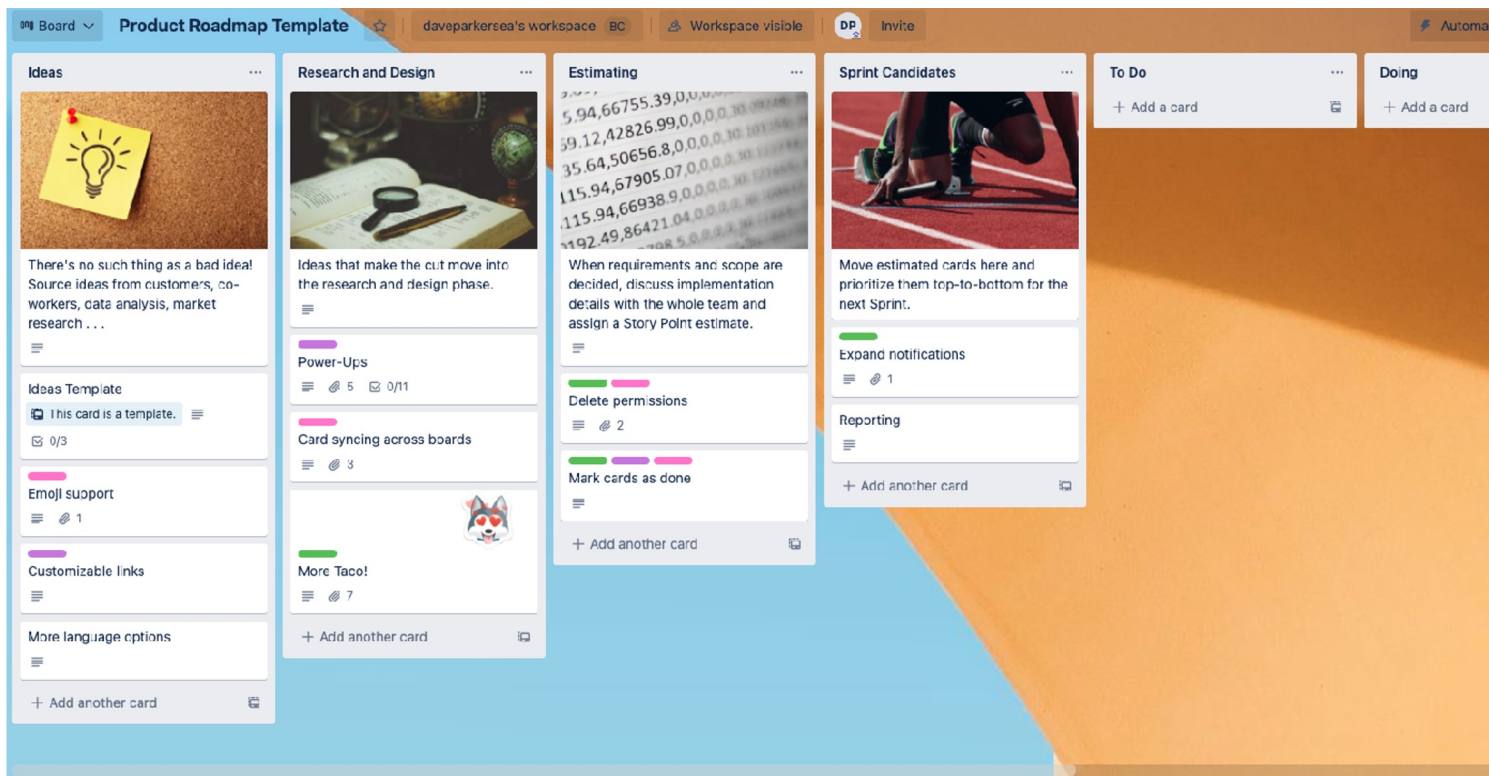


<https://www.productplan.com/glossary/2x2-prioritization-matrix/>

Roadmap Template

- Ideas
 - Listed/Named
- Research and Design
 - Answers Why are we doing this?
- Estimating
- Sprint Candidates
- To Do/Doing/Done
- Past Sprints

Tools – Trello



Tools should be

- Accessible
- Easy to update
- Collaborative
- Consistent
- Visual

Some Tools:

- [Trello](#)
- [ProductPlan](#)
- [Monday.com](#)
- [Product Stash](#)

What Can (possibly) Go Wrong?

- Laundry list of features only – missing context and priority
- Nailing the features (document past the white board)
 - Feature for whom and why
- Involving development too late
- Estimating in the early days is rough
- Making commitments to customers

Company Roadmap

Big Rocks First

- R.A.T – Riskiest Assumption Tests
- Priorities & Impact
- By “Department”
- For the fundraising period



Riskiest Assumption Test

- What is a RAT?
- RAT precedes an MVP
- Examples:
 - Camera Rentals
 - AirBnB
 - Zappos

Strong Opinions, Lightly Held, Informed by Data

- I'm glad you have strong opinions, but...
 - “Our customer want a one-stop shop for _____?”
- State them as a hypothesis
 - “We think our customer want one place to go for these three features”
- Create a test
 - How would the you (ICP) rank these features?
 - Include “Other”

Priority and Impact

- Cash
 - In the bank, months until out of cash
- Priority
 - A
 - B
 - C
- Impact
 - High
 - Medium
 - Low

By Department

- Marketing – customer acquisition
- Sales
- Revenue
- Product/Services
- People
- Ops & Finance
- Important Things I'm Not Doing Yet

	A	B	C	D	E	F	G	H	I	J
1	Quarterly Milestones	Q4 2020	Priority (ABC)	Impact (HML)	Q4 2021	Priority (ABC)	Impact (HML)	Q2 2021	Priority (ABC)	Impact (HML)
2										
3	Marketing Customer Acquisition (Owner)									
4										
5	Marketing Budget				\$1,500					
6	Marketing Channels				Social					
7	New Marketing Qualified Leads				22			30		
8	Leads passed to sales									
9	Return on Adversiting Spend (ROAS)									
10	LTV:CAC Ratio				4.7			5.1		
11										
12										
13	Sales (Owner)									
14	Reps headcount									
15	SDR/Customer Success headcount									
16	New Sales Qualified Leads				8			10		
17	New Closed Customer				2			3		
18	Time to Close									
19	Average Contract Value (ACV)									
20	Repeat Customers				4			6		
21										
22	Revenue (Owner)									
23	Billings				Revenue Splits					
24	Major Accounts									
25	Collections				Day Sales Outstanding (DSO) how long from billing to collections					
26	Churn (lost accounts)									
27					MRR					
28					ACV trends					
29	Growth from prior quarter				16.00%					
30	Total (quarter ending run rate)	\$ -			\$ 212,000.0			\$ -		\$
31	Product/Services (Owner)									



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