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Software Product Management

Long-Term Planning with Roadmaps

Oct 26, 2010

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Focus



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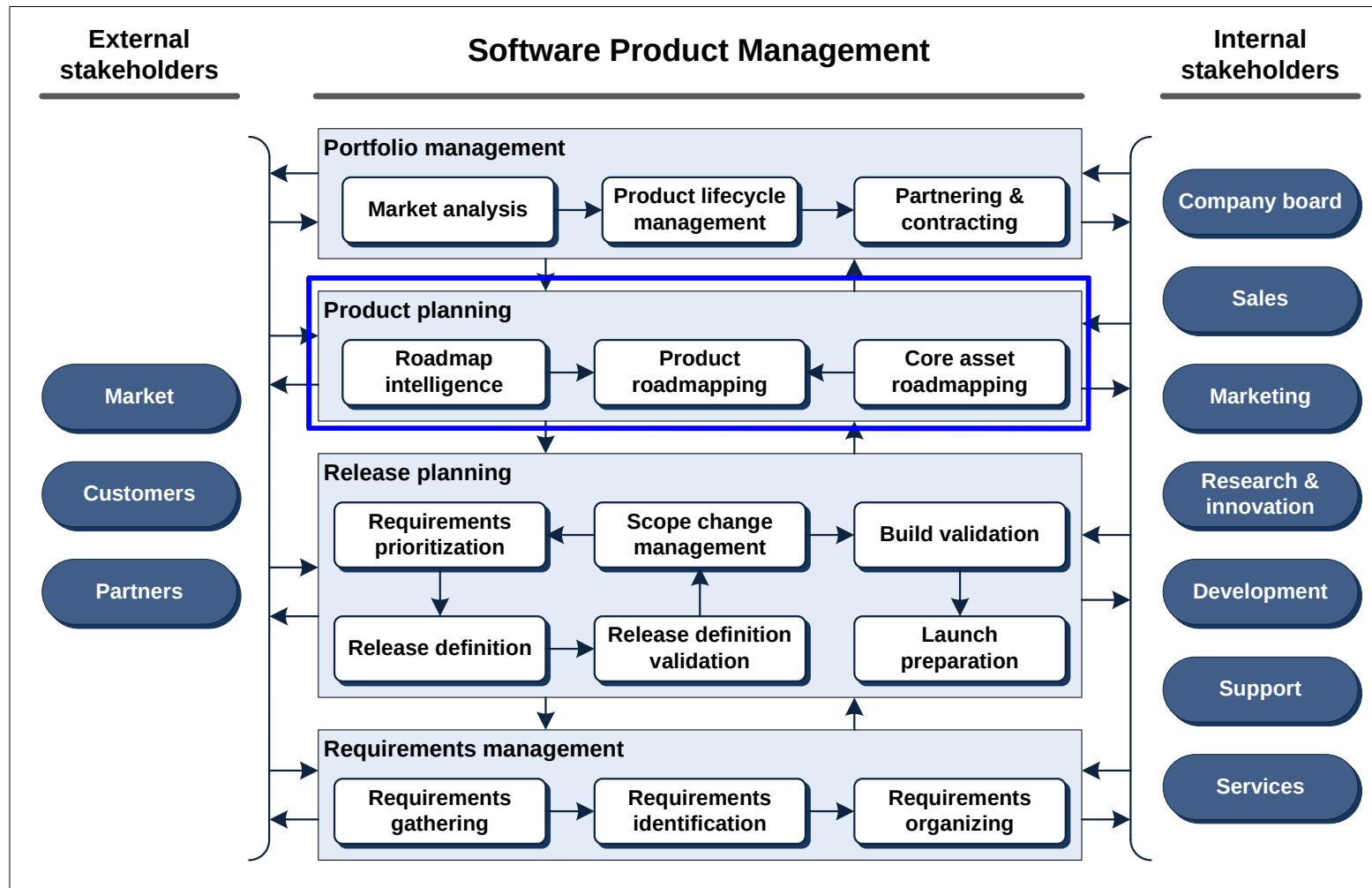


	Market Analysis	Product Analysis	Product Strategy	Product Planning	Development	Marketing	Sales and Distribution	Support and Services
Often on corporate level			Portfolio Management	Resource Allocation	Resource Allocation	Marketing Strategy and Plan	Sales Strategy and Plan	
Product (family) level	Market Research Market Sizing Market Problems Technology Assessment Competitive Analysis	Product Performance Customer Satisfaction Win/loss Analysis Opportunities	Positioning Delivery Model Pricing Model Pricing Business Case Make or buy Ecosystem Legal terms Protection of Intellectual Property	Roadmap Release Plan Requirements Management Functional Specification	Project Plan Technical Specification Project Requirements Management Implementation Quality Assurance Technology Innovation	Launch Plan Customer Analysis Partner Management Operational Marketing Material	Channel Preparation Operational Sales Operational Distribution Material	Customer Support Technical Support Marketing Support Sales Support Services Preparation Operational Services Provision

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Contents

Learning Objectives

- Understand form, use, and content of product roadmaps

Agenda

- Introduction
 - Purpose and Definition
 - Examples
- Internal Roadmapping
 - Roadmap Specification
 - Roadmapping Process
- External Roadmapping
 - Communication

Context: Corporate Planning Cycle



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- Strategic Planning of Company Resources
 - Tied to business cycle (e.g. ABB 1x, IBM 2x per year)
 - Defines which resources (budget, people, infrastructure, etc.) will be dedicated to the company's operations.
 - Synchronization point between company's operations.
- Product manager represents her product
 - Marketing and sales planning, including forecasts
 - Budget and resource planning
- Managers stand in competition to each other
 - Common strategic company goals
 - Need for resources



Definition: Roadmap

- A Roadmap is an overview how a product is going to develop over the timeframe of up to 5 years.
 - New releases or versions, their schedules, and major themes.
 - Important dependencies on other products, platforms, and technologies.
 - Rough financial pictures (expected revenues and costs).
 - Short term (e.g. 1-2 years): detailed and rather reliable.
 - Long-term (e.g. 5 years): less precise and subject to change.



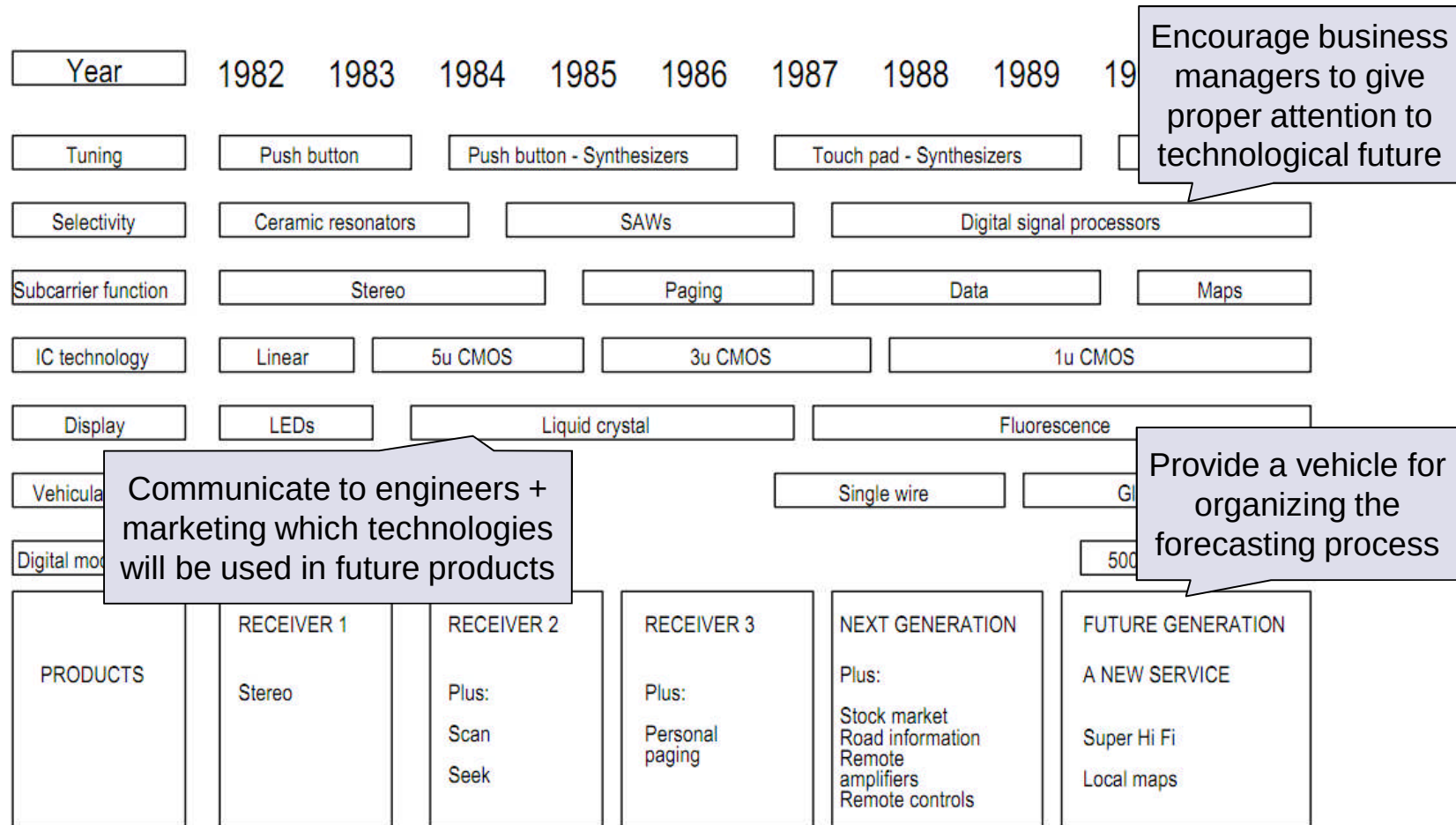
Purposes of Roadmaps

- Roadmaps give direction internally and externally to the company.
- Internal: major product themes and their relationship to product plans and financial forecasts.
 - Motivate developers, sales, or support to work on the product
 - Reach long-term agreement on product direction and priorities
- External: demonstration of product viability.
 - Influence investment decisions of customers
 - Convince market analysts (such as Gartner)

Internal Roadmap Example: Motorola



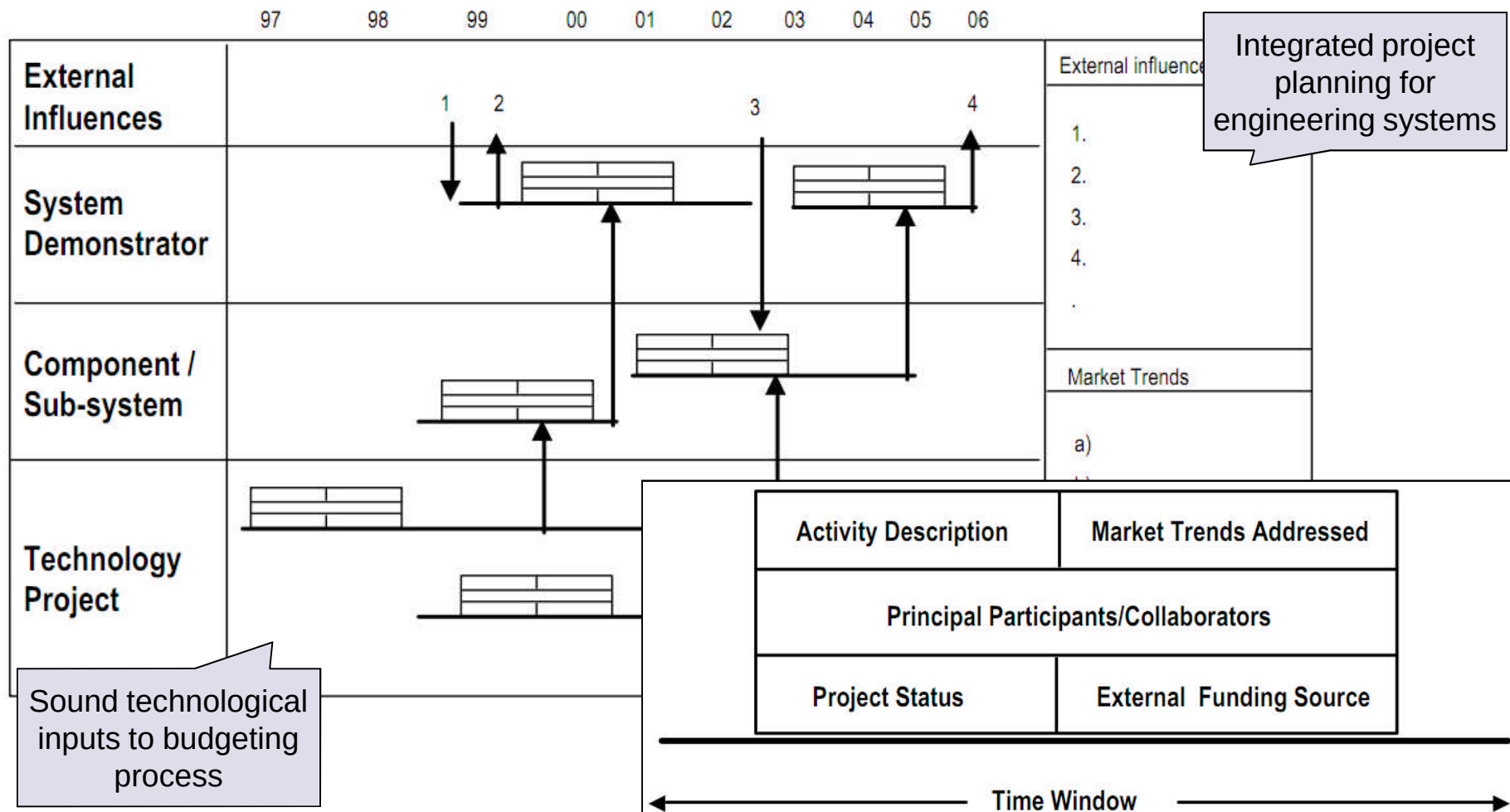
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Internal Roadmap Example: Lucas Technology



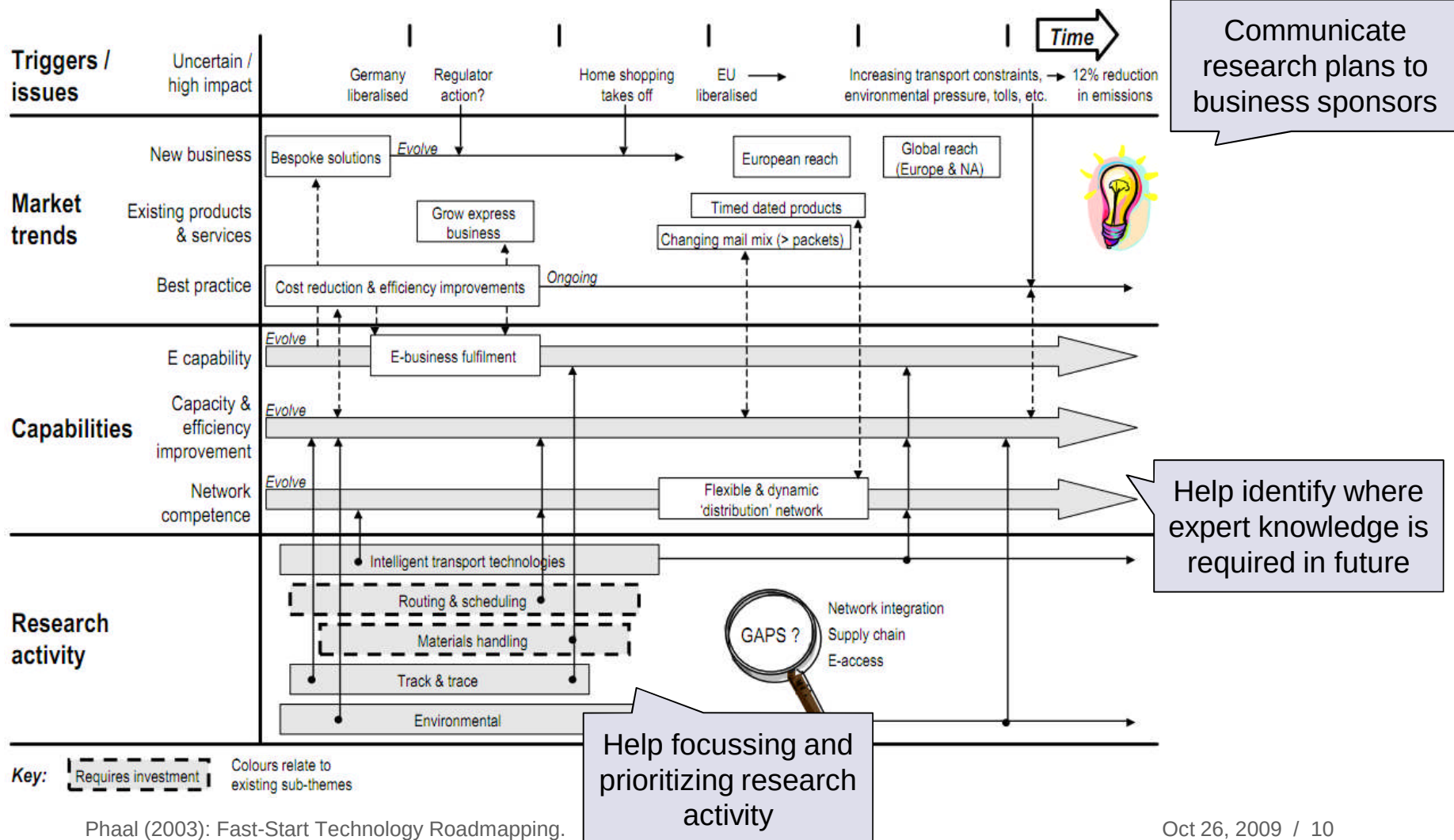
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Internal Roadmap Example: Post Office Research



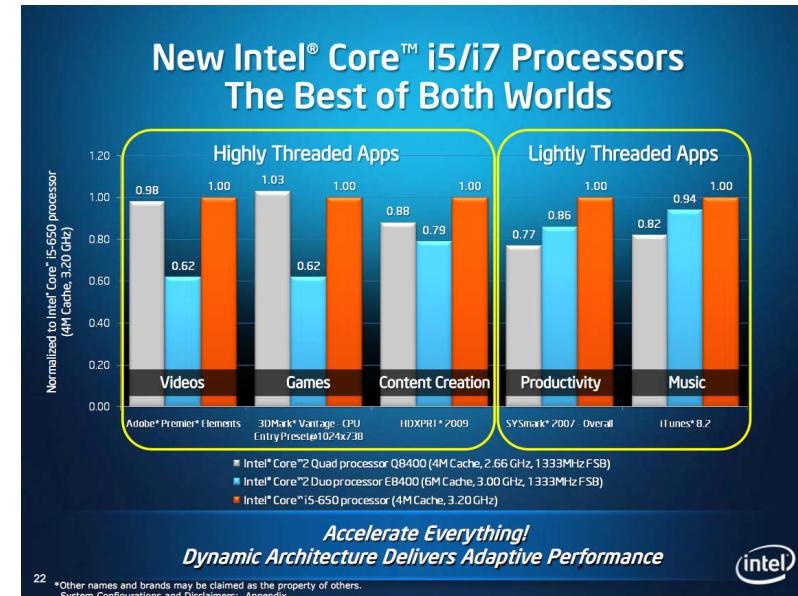
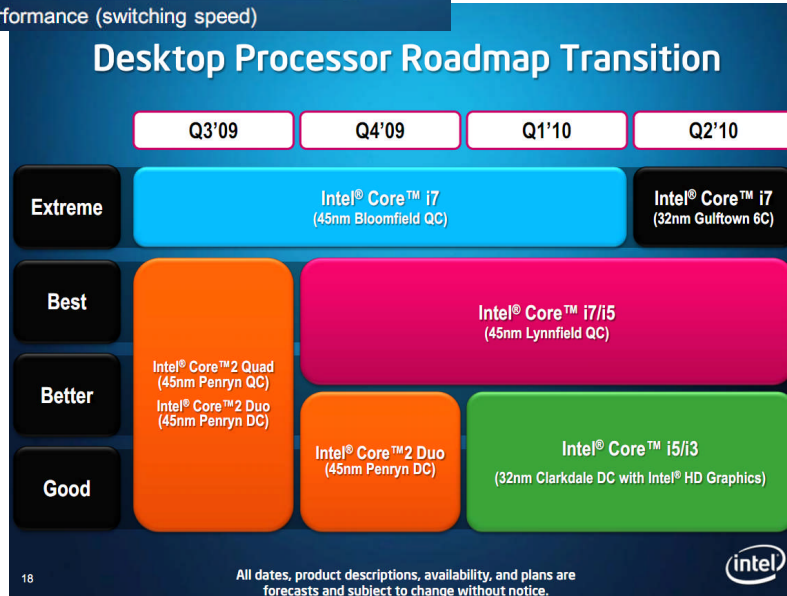
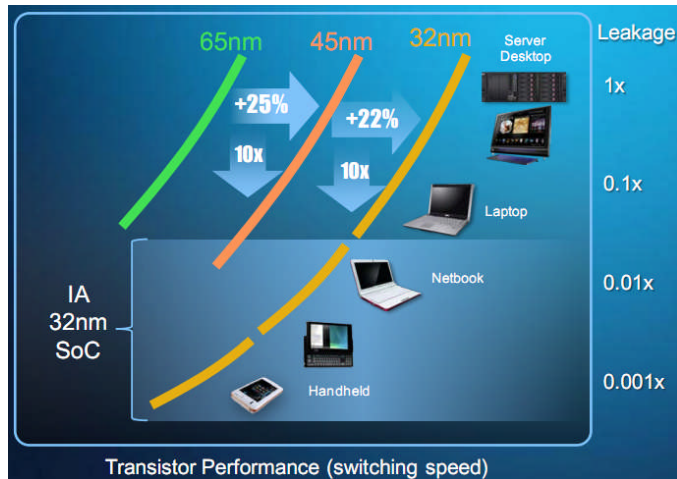
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External Roadmap Example: Intel



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Contents

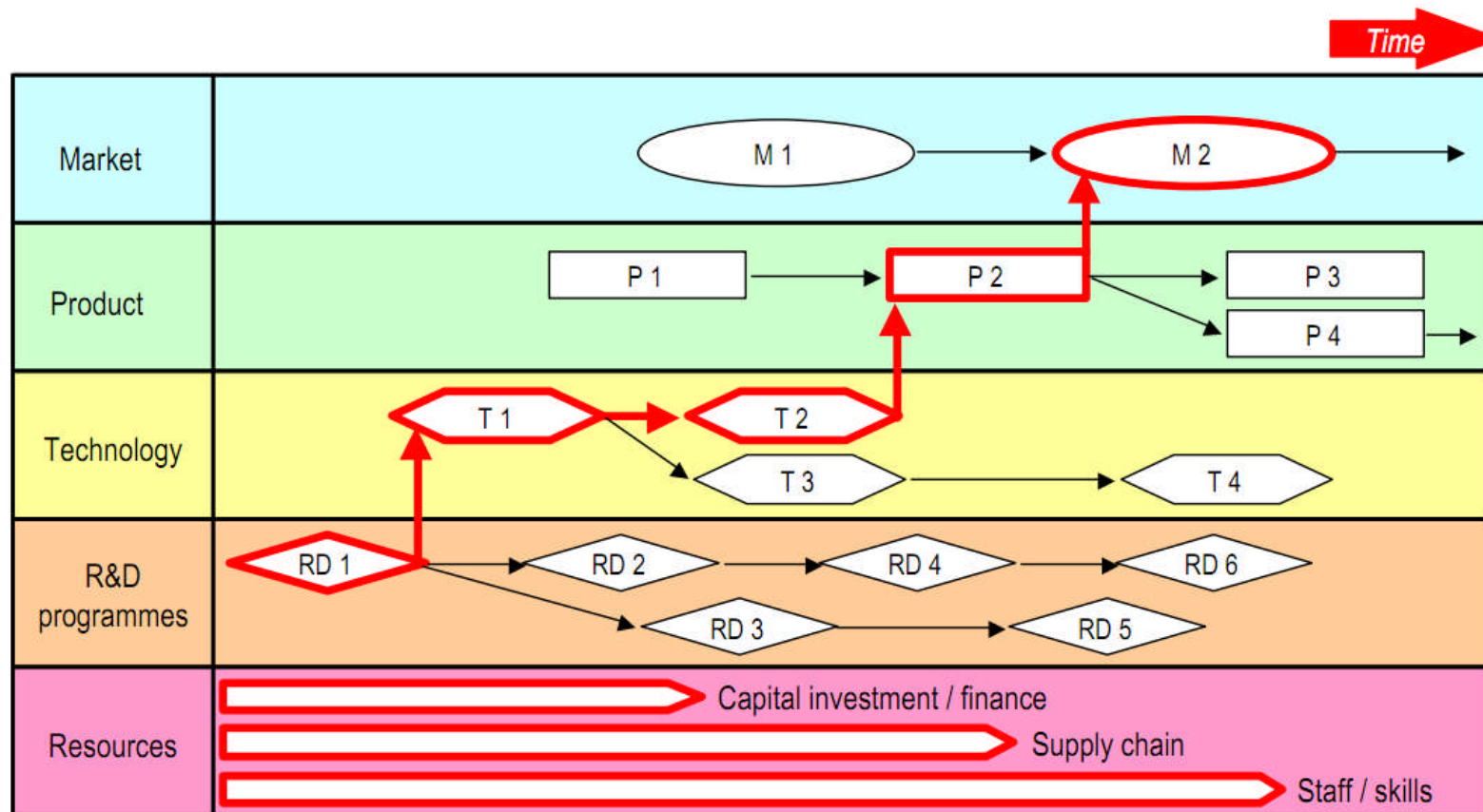
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Long-Term Product Planning



Purpose and Key Ideas of Internal Roadmaps

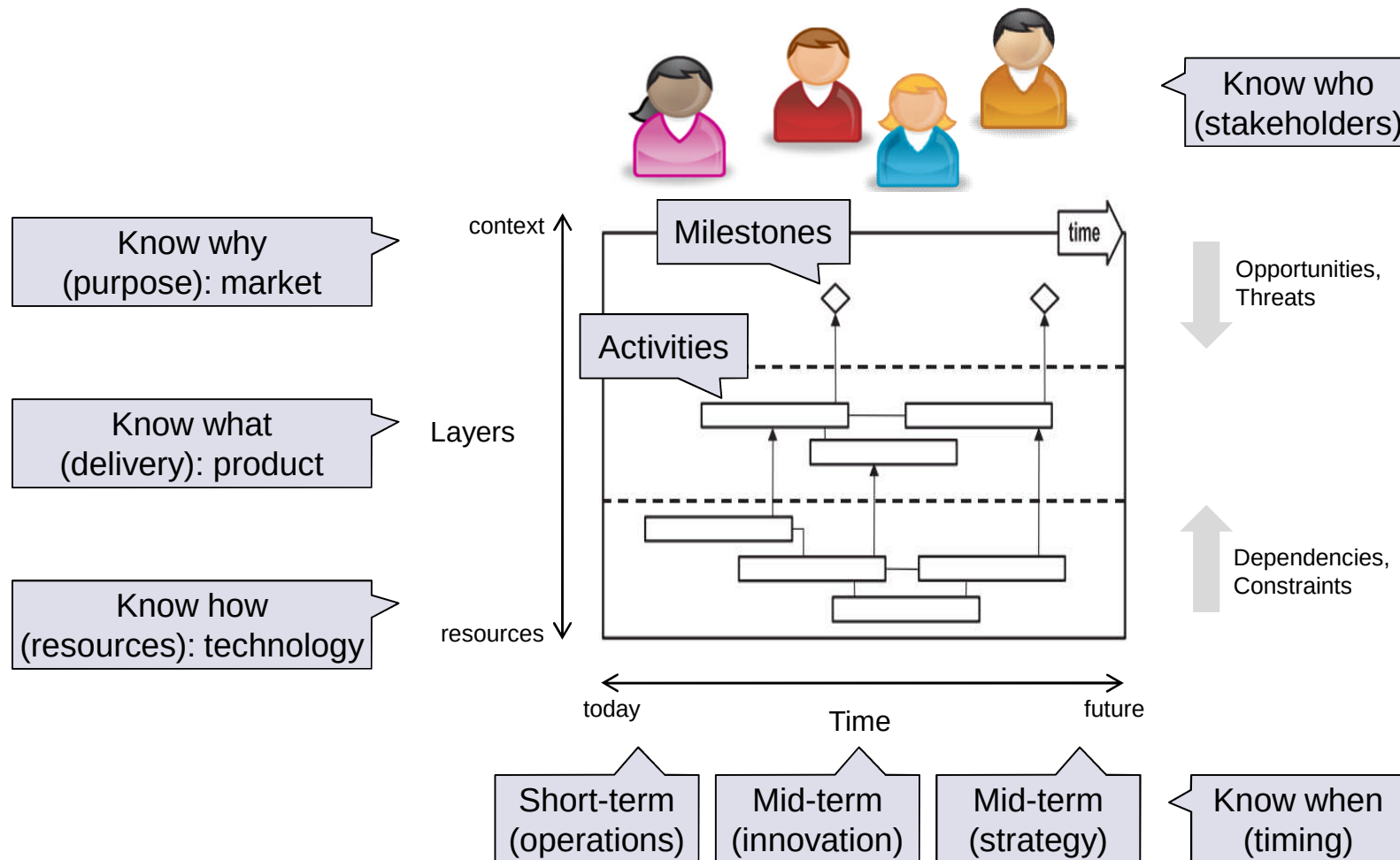


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- Purpose
 - Explore the evolution and linkages of markets, products, and technologies
- Key Ideas
 - Flexible, time-based structured framework to develop, represent, and communicate strategic plans
 - Strategic plan = development and coevolution of technology, product, and markets
- Relationships
 - Technology forecasting
 - Knowledge management

Basic Structure of a Roadmap



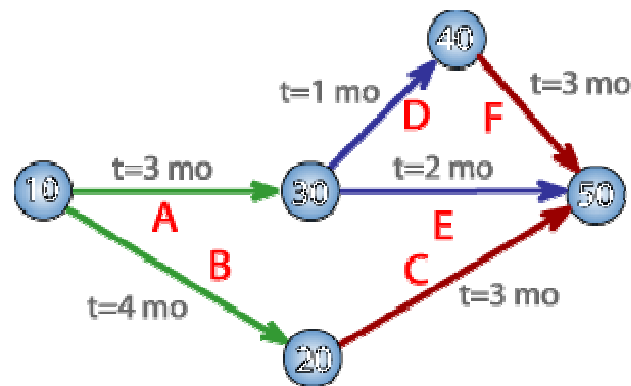
Related Project Planning Techniques



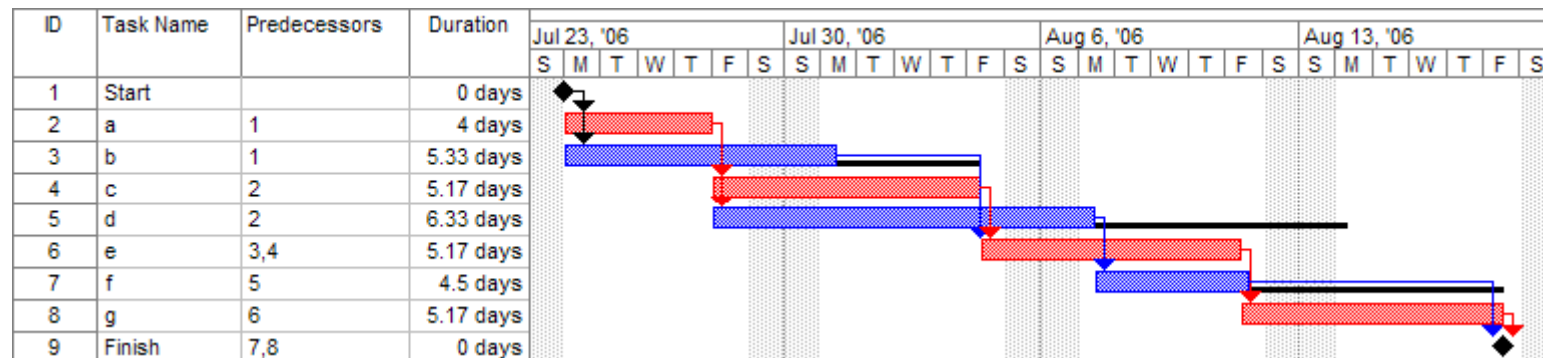
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- Program evaluation and review technique (PERT)



- Gantt Chart



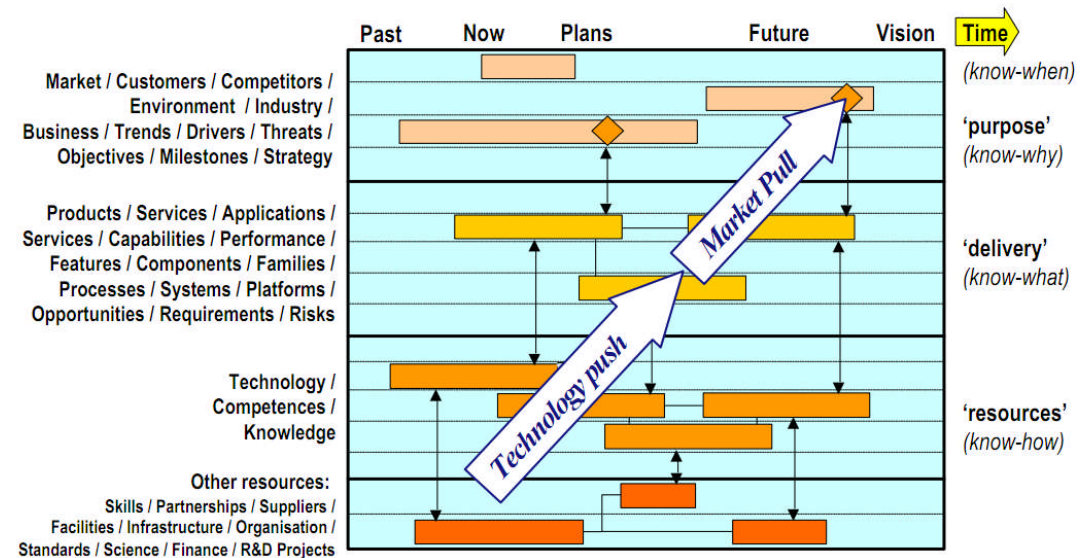
PERT Chart: Drawn with Adobe Illustrator.
Gantt Chart: Created with Microsoft Project.

Oct 26, 2009 / 16

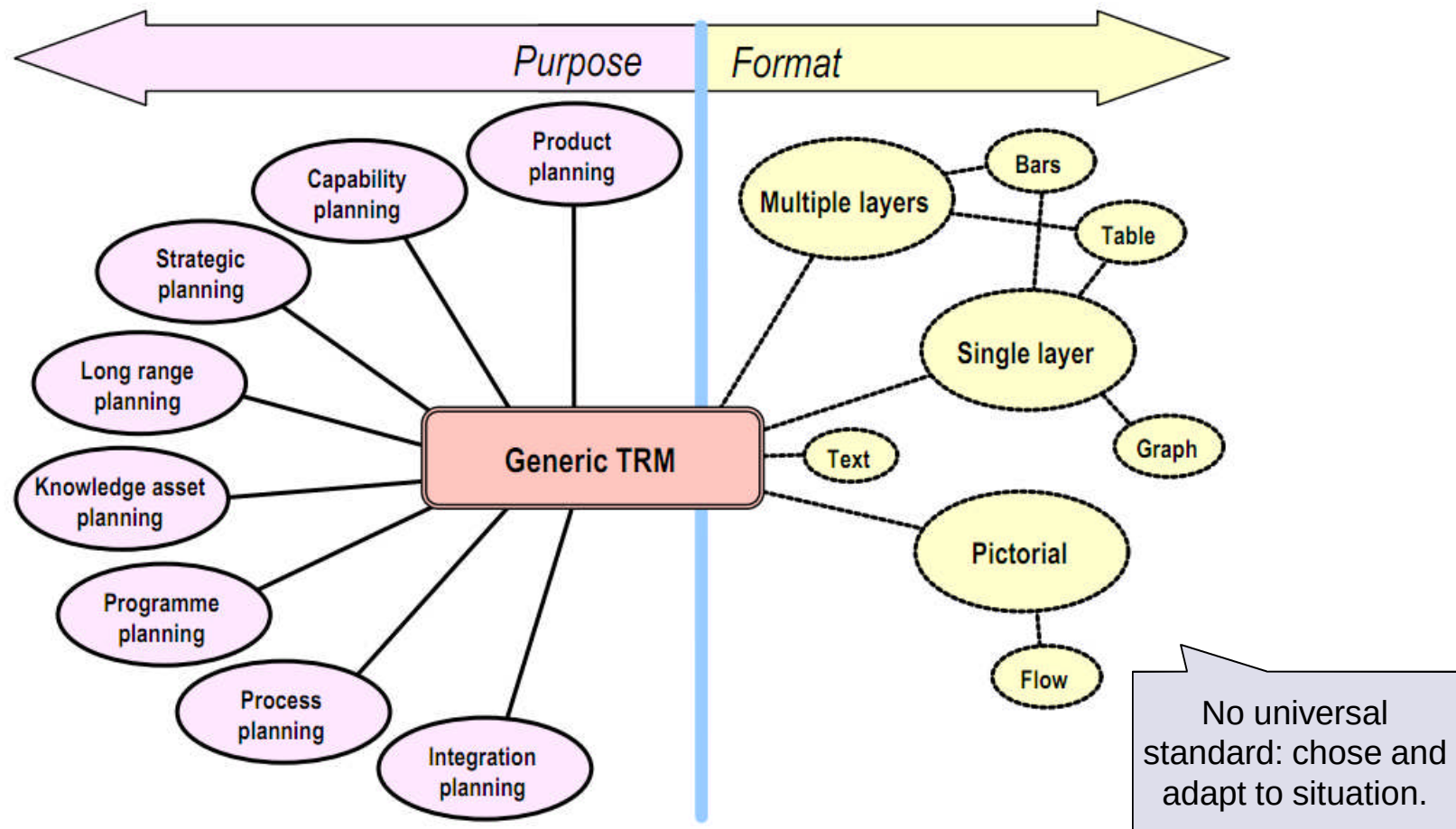


Two Extremes of Roadmapping

- Market Pull
 - How to reach a goal?
 - Assumes market opportunity
 - Activity: market-focused planning
 - Deterministic, convergent, customer-driven
- Technology Push
 - What opportunities could arise?
 - Activity: creative idea exploration
 - Open-ended, divergent, technology-focused



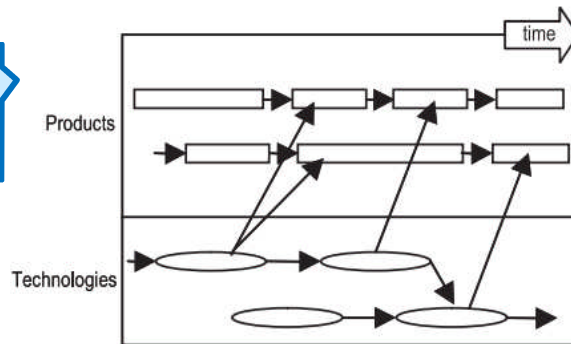
Roadmap Purpose and Format



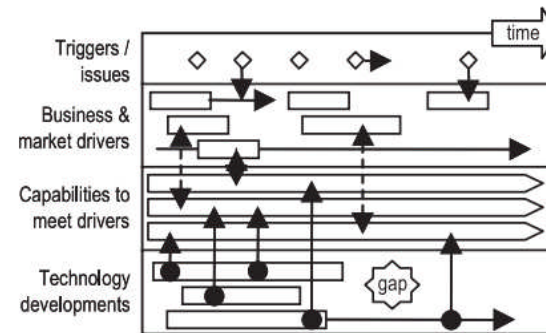


Examples of Roadmap Purposes

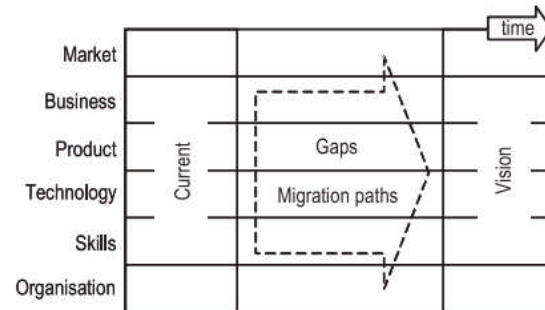
Product Planning



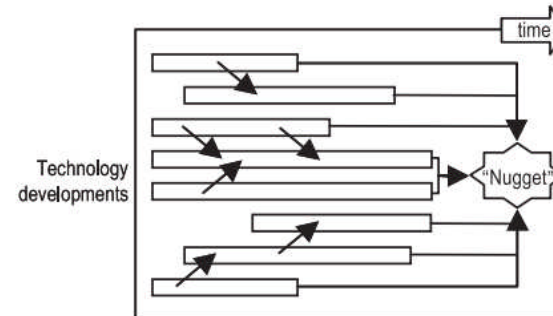
Service / Capability Planning



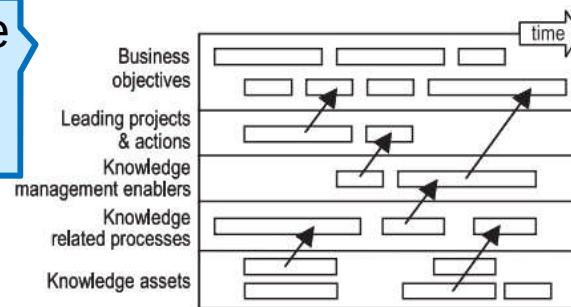
Strategic Planning



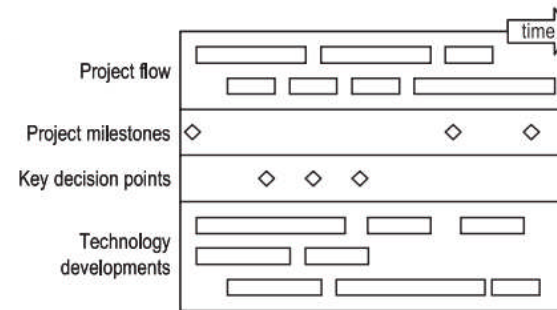
Long-Range Planning



Knowledge Asset Planning

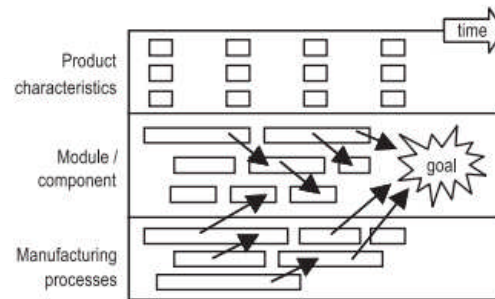


Program Planning

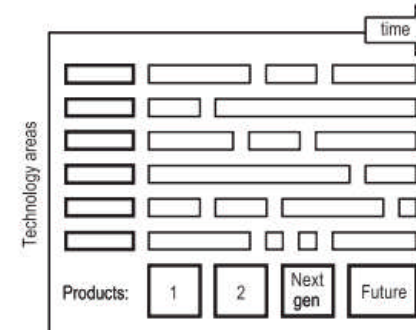


Examples of Roadmap Formats

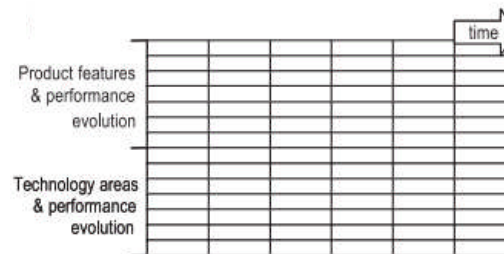
Layers



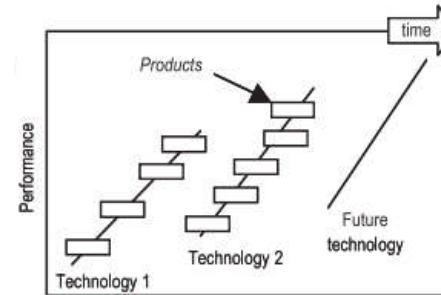
Bars



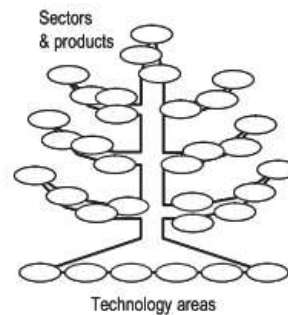
Tables



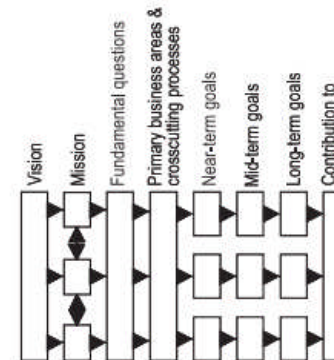
Graphs



Pictorial



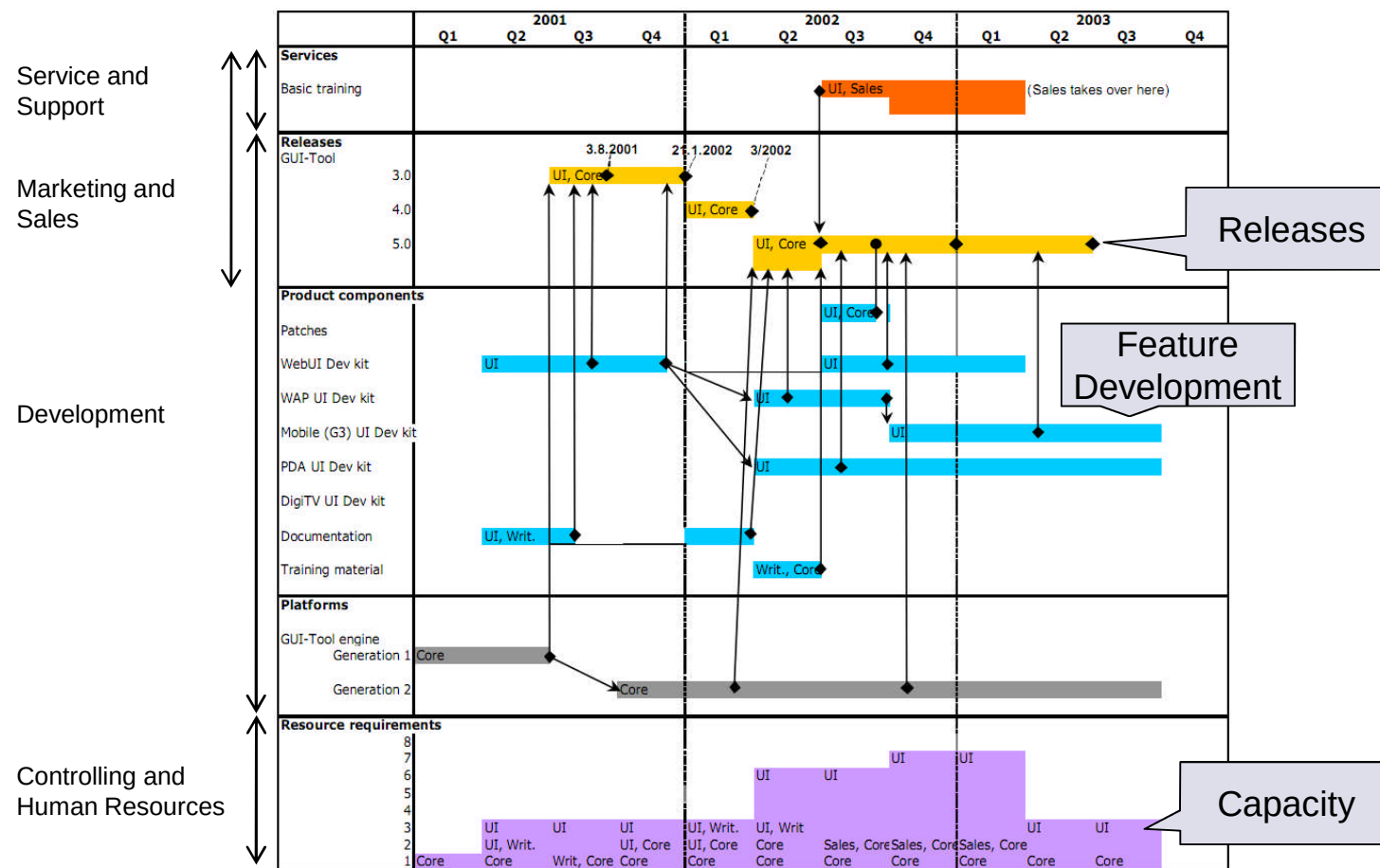
Flow Chart



Layered Roadmap for Product Planning in a Small Company



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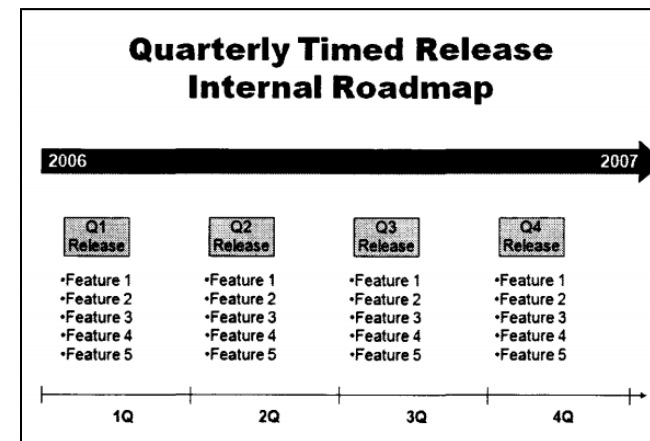
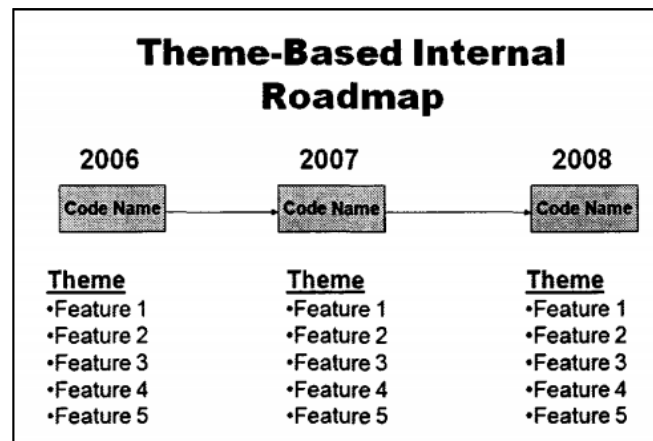
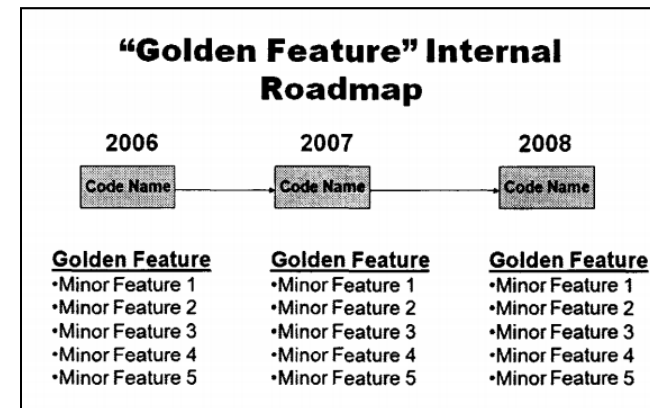
Practitioner's Views of Product Roadmaps



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- Variants
 - Quick and dirty
 - Based on competitive analysis and prioritized requirements
 - In-depth scenario analysis using product planning tools such as Accept 360 or FocalPoint.



Quality Characteristics of Roadmaps



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- Simplicity
 - Minimal representation of final outputs from strategy and planning.
 - Dialogue- and collaboration facilitating.
 - Documentation may be supplied to enhance a roadmap.
- Adaptation to purpose, situation, and culture (→ large variability)
 - Layers reasonably independent and consistent over time.
 - Structure integrates with company's other activities and methods
 - Effective for communication: influence decision-making.
- Correctness
 - Well-founded: based on company's best knowledge and expertise
 - Credible: representation of stakeholder interests and intentions
- Evolving
 - Iterative, exploratory development and adjustment.



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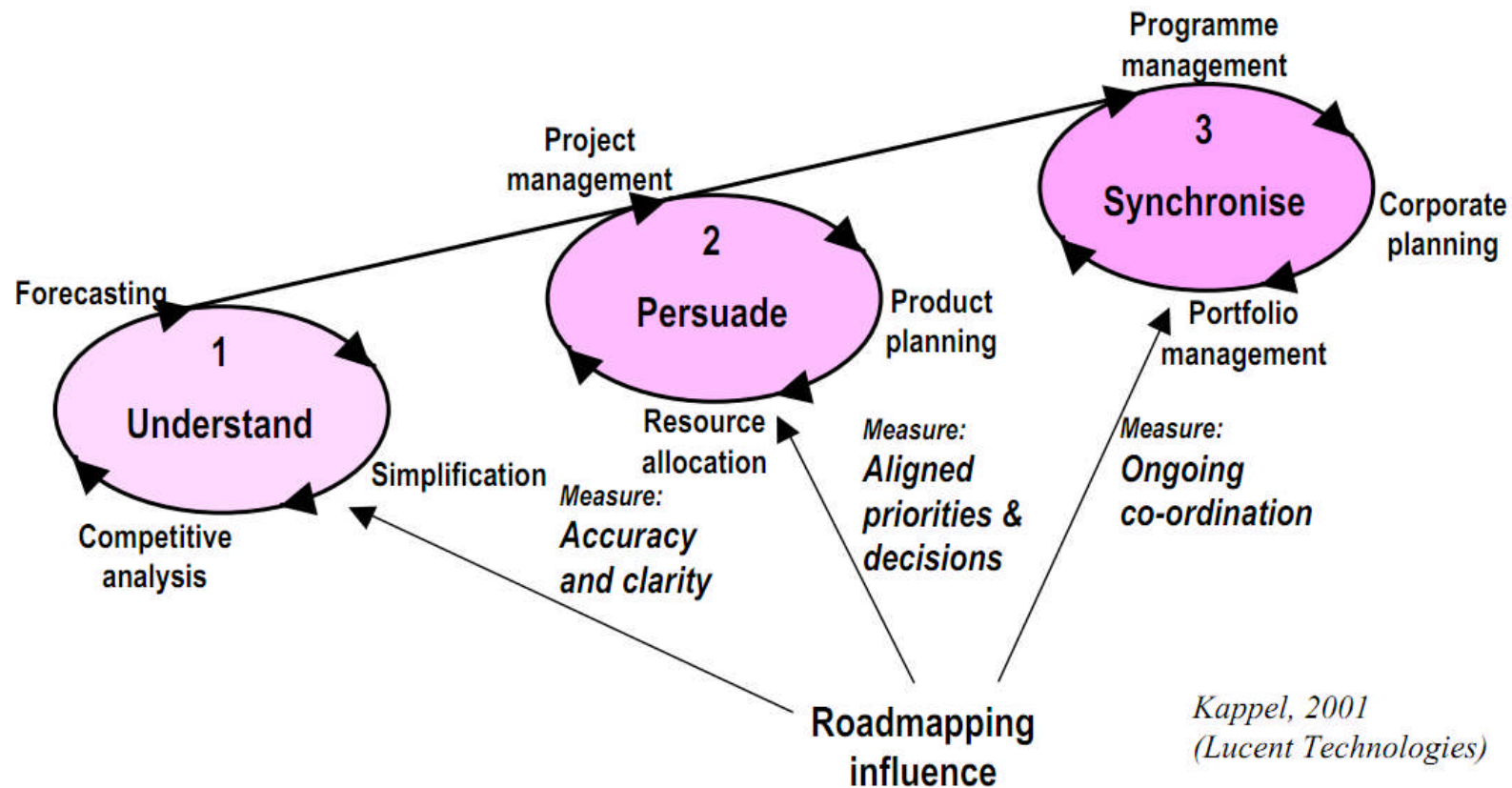
Use Cases of Roadmaps

- Strategic planning
 - Provide top-level information on technological direction.
 - Identify gaps in market and technical knowledge.
 - Identify business opportunities for exploiting technology.
 - Support company strategy and planning processes.
 - Facilitate sourcing decisions and resource allocation.
- Change
 - Integration of new technology into the company.
- Collaboration
 - Communicate and coordinate within the company.

Roadmapping as an Ongoing Process



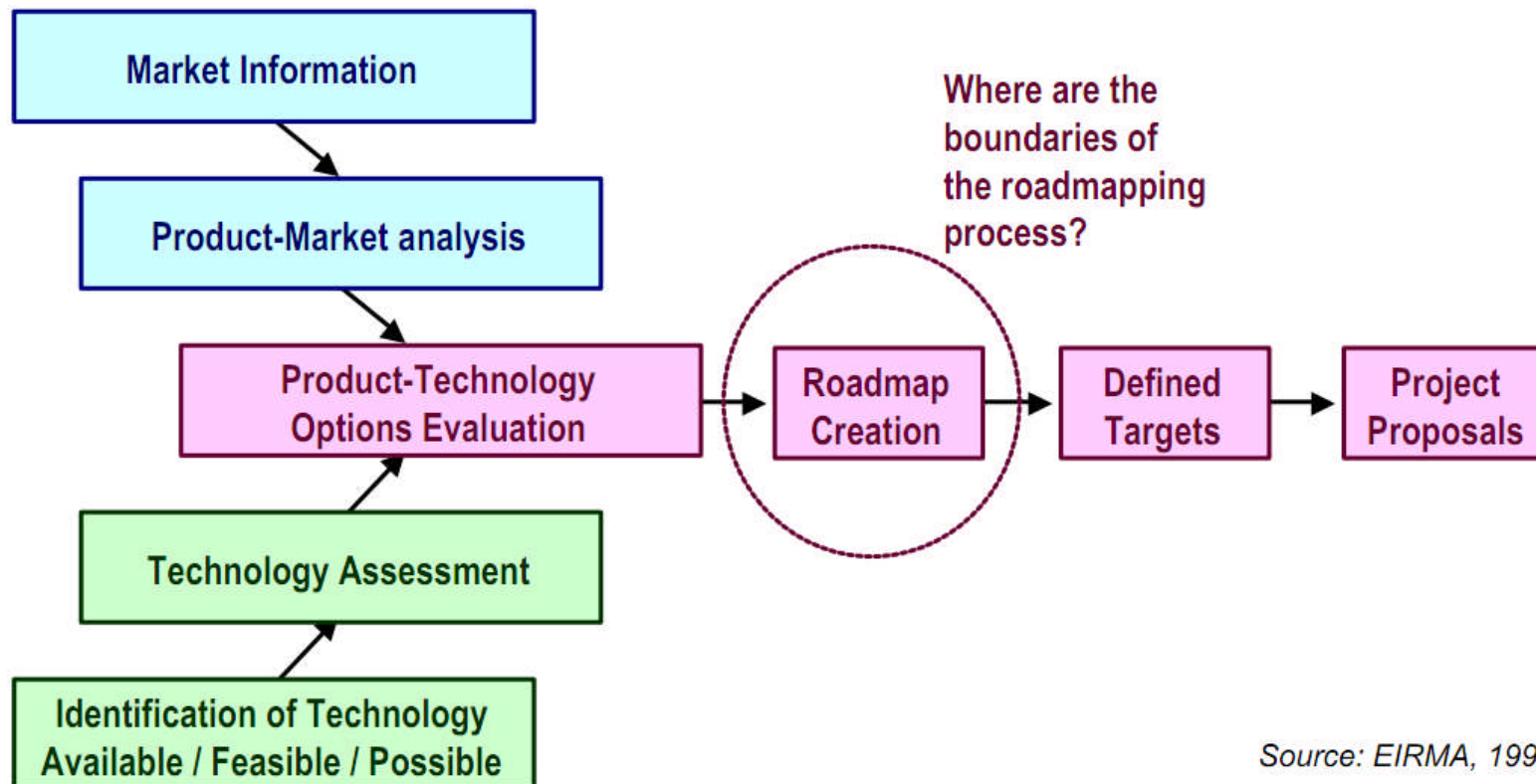
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Links to Other Planning Processes



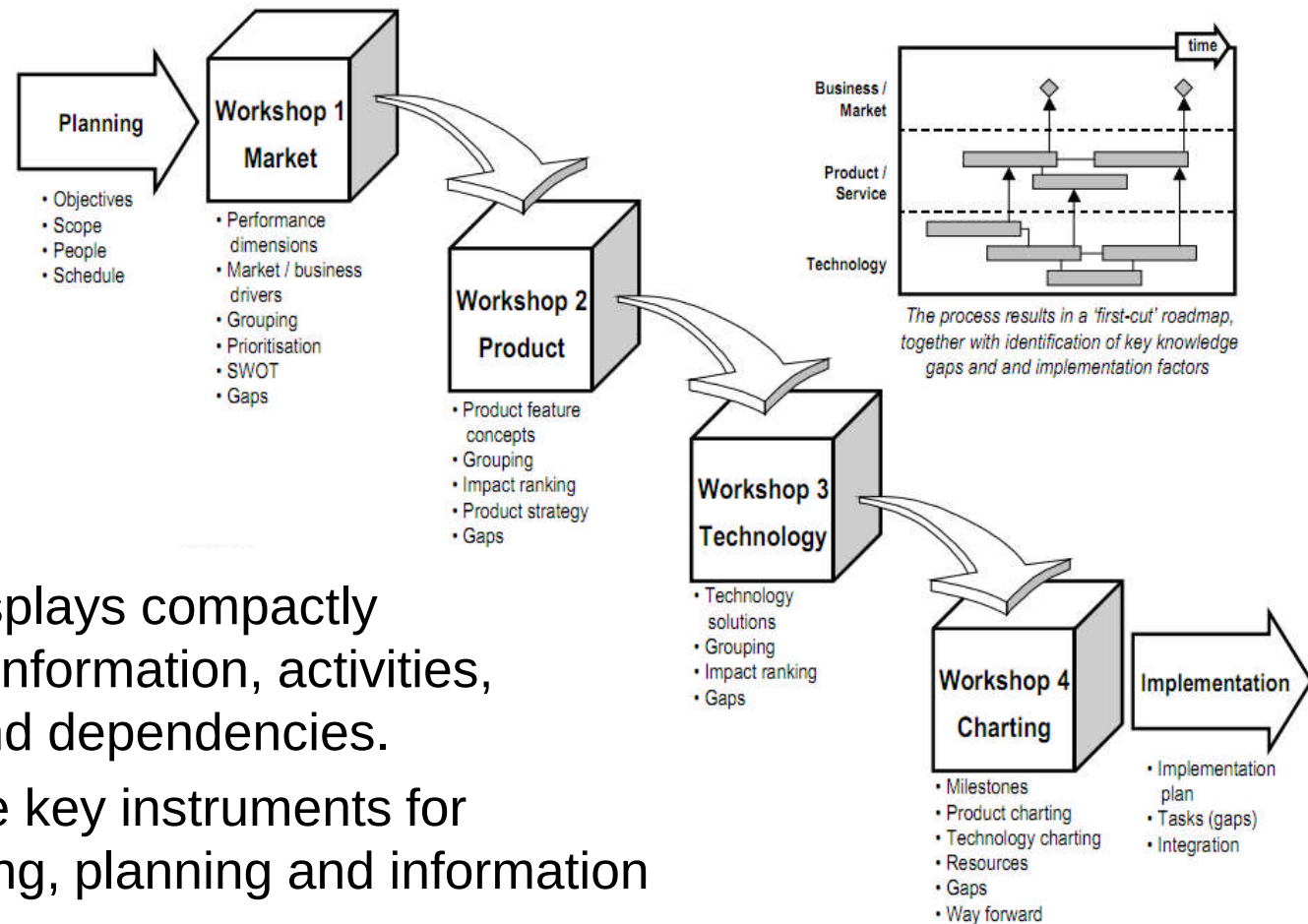
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Source: EIRMA, 1997



Roadmap Construction

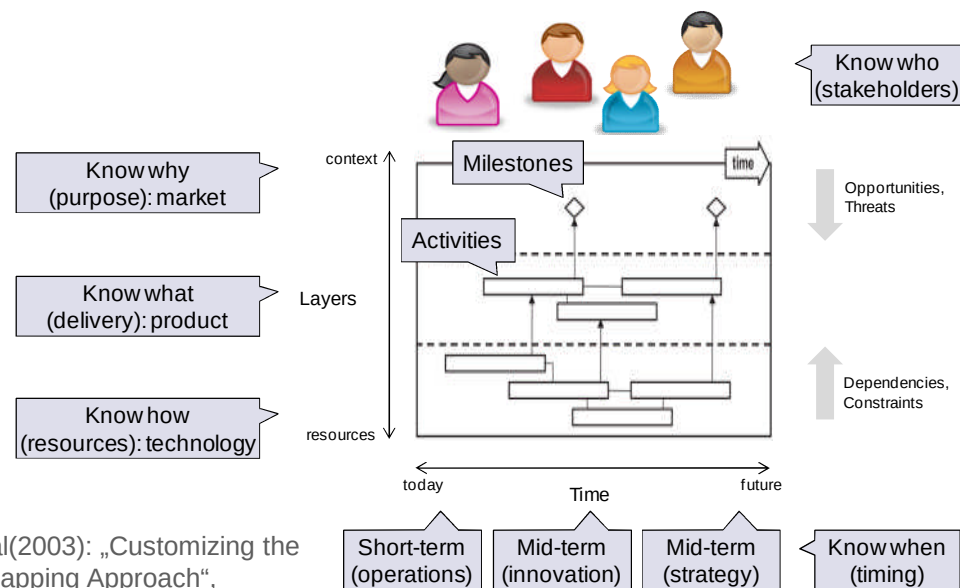


- A roadmap displays compactly assumptions, information, activities, milestones, and dependencies.
- Roadmaps are key instruments for decision-making, planning and information



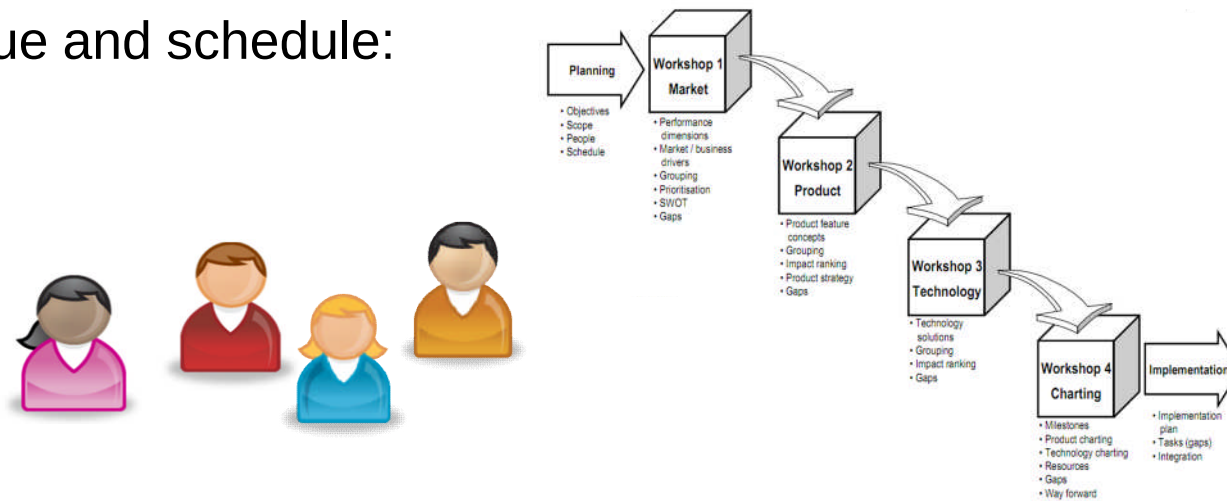
1-Day Variant (1/3): Architecture

- Roadmap architecture dimensions
 - Purpose: business, communication, and collaboration
 - Scope: boundaries of the domain of interest
 - Time: planning horizon, milestones
 - Layers: conceptual and physical business structure



1-Day Variant (2/3): Process

- Roadmapping process dimensions
 - Participants: depth and coverage of knowledge and expertise
 - Success factors: business need, tangible benefits, appropriate timing, commitment from senior mgmt, right participants
 - Information sources and distribution: preparation, supporting, roadmap, finalization
 - Venue and schedule:





1-Day Variant (3/3): Workshop

- Goals
 - Bring together expertise
 - Stimulate participation, buy-in and network
- Preparation
 - Market research, interviews, surveys, and analysis
 - Product visioning and requirements engineering
 - Technology research, surveys, and analysis
- 1st ½ day
 - Capture, structure, and share knowledge:
start with well-known areas, progress to uncertain areas
 - Identify reliability (facts, forecasts, speculation, opinion) and white space
- 2nd ½ day
 - Identify and discuss strategic issues, and agree on actions
 - Prepare for unanticipated emerging issues



First-cut roadmap =
large poster with
sticky notes and pen

Challenges and Benefits of Roadmapping Workshops



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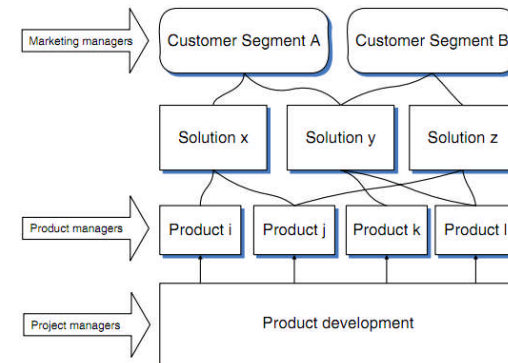
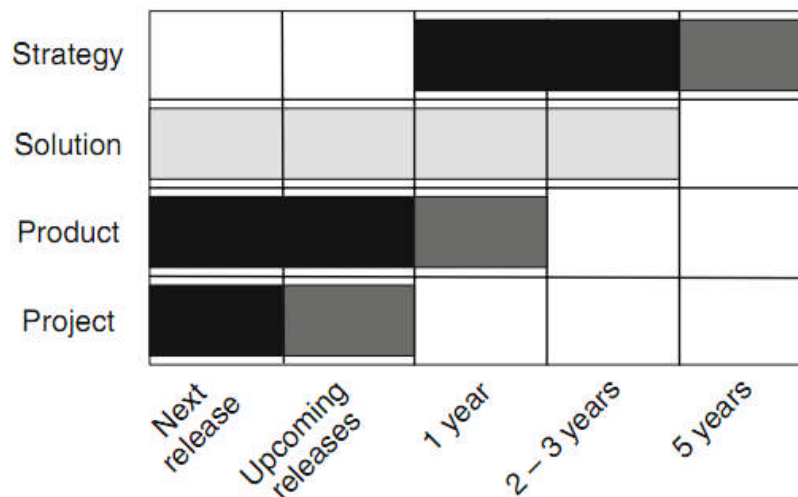
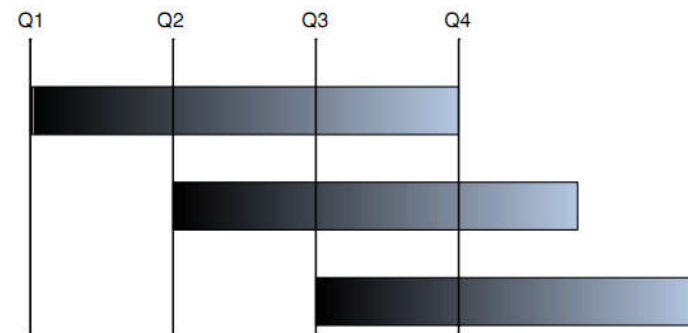


- Workshop = learning experience
 - Flexibility and tolerance for uncertainty needed
- Bring together people from different functions
 - Information and perspective sharing
 - Holistic consideration of problems, opportunities, and new ideas
 - Development of common vision that leads to action and collaboration
- Defined roadmap
 - Knowledge related to why, what, how, when, and who
 - Strategic plan with commitment from the company
 - Synchronized technological, product, service, business, and market developments



Timing and Planning Horizon

- Practices of 4 100-500 Employee Finnish Companies
 - Open-ended planning rhythm
 - Long-term vs. short-term



■ Good visibility ■ Moderate visibility ■ Lack of visibility



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Purpose and Key Ideas of External Roadmaps



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- Purpose
 - Win and keep large customers and partners:
Convey that you have plans for the future
 - Provide partners, press, analysts, and customers with a clear idea of where the company is heading.
 - Secure your company's next round of funding.
- Approach
 - Remove features and details from internal roadmaps
 - Add legal disclaimer

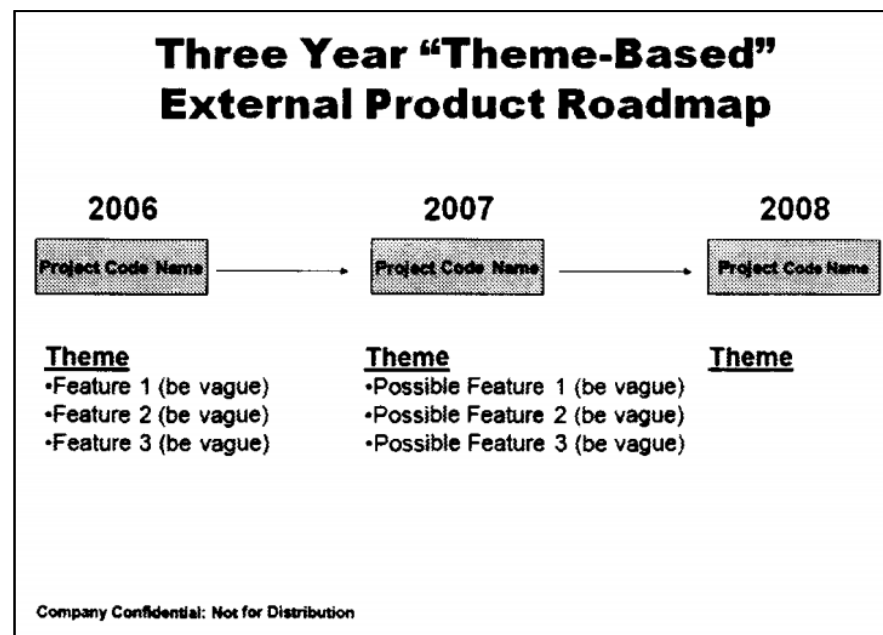
Practitioner's Views of Product Roadmaps



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- Remove anything that requires too much commitment
 - Dates, detailed features, etc.
- The farther in future, the less details





Legal Disclaimers

- Protect yourself:
Content is confidential, plans may change

RISK FACTORS REGARDING FORWARD-LOOKING STATEMENTS

The statements in the webcasts and presentations that refer to plans and expectations for the second quarter, the year and the future are forward-looking statements that involve a number of risks and uncertainties. Many factors could affect Intel's actual results, and variances from Intel's current expectations regarding such factors could cause actual results to differ materially from those expressed in these forward-looking statements. Intel presently considers the following to be the important factors that could cause actual results to differ materially from the corporation's expectations. Demand could be different from Intel's expectations due to factors including changes in business and economic conditions; customer acceptance of Intel's and competitors' products; changes in customer order patterns including order cancellations; and changes in the level of inventory at customers. Intel operates in intensely competitive industries that are characterized by a high percentage of costs that are fixed or difficult to reduce in the short term and product demand that is highly variable and difficult to forecast. Additionally, Intel is in the process of transitioning to its next generation of products on 32nm process technology, and there could be execution issues associated with these changes, including product defects and errata along with lower than anticipated manufacturing yields. Revenue and the gross margin percentage are affected by the timing of new Intel product introductions and the demand for and market acceptance of Intel's products; actions taken by Intel's competitors, including product offerings and introductions, marketing programs and pricing pressures and Intel's response to such actions; defects or disruptions in the supply of materials or resources; and Intel's ability to respond quickly to technological developments and to incorporate new features into its products. The gross margin percentage could vary significantly from expectations based on changes in revenue levels; product mix and pricing; start-up costs, including costs associated with the new 32nm process technology; variations in inventory valuation, including variations related to the timing of qualifying products for sale; excess or obsolete inventory; manufacturing yields; changes in unit costs; impairments of long-lived assets, including manufacturing, assembly/test and intangible assets; the timing and execution of the manufacturing ramp and associated costs; and capacity utilization. Expenses, particularly certain marketing and compensation expenses, as well as restructuring and asset impairment charges, vary depending on the level of demand for Intel's products and the level of revenue and profits. The majority of our non-marketable equity investment portfolio balance is concentrated in companies in the flash memory market segment, and declines in this market segment or changes in management's plans with respect to our investments in this market segment could result in significant impairment charges, impacting restructuring charges as well as gains/losses on equity investments and interest and other. Intel's results could be impacted by adverse economic, social, political and physical/infrastructure conditions in countries where Intel, its customers or its suppliers operate, including military conflict and other security risks, natural disasters, infrastructure disruptions, health concerns and fluctuations in currency exchange rates. Intel's results could be affected by the timing of closing of acquisitions and divestitures. Intel's results could be affected by adverse effects associated with product defects and errata (deviations from published specifications), and by litigation or regulatory matters involving intellectual property, stockholder, consumer, antitrust and other issues, such as the litigation and regulatory matters described in Intel's SEC reports. An unfavorable ruling could include monetary damages or an injunction prohibiting us from manufacturing or selling one or more products, precluding particular business practices, impacting our ability to design our products, or requiring other remedies such as compulsory licensing of intellectual property. A detailed discussion of these and other risk factors that could affect Intel's results is included in Intel's SEC filings, including the annual report on Form 10-K for the fiscal year ended December 26, 2009.



External Roadmaps: Windows 8

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Microsofts riskanteste Wette

Aktualisiert um 13:34 Uhr

Das heikelste Produkt aus der Microsoft-Küche ist Windows 8 – sa
niemand geringerer als Firmenchef Steve Ballmer. Trotzdem soll es
aktuelle Betriebssystem schon 2012 ablösen.



Das bietet Windows 8

- So ist es künftig möglich, sich via Gesichtserkennung anzumelden (Kamera natürlich vorausgesetzt). Und: Die Bildschirmhelligkeit passt sich laufend an das Licht der Umgebung an.
- Eines der grössten Ärgernisse, das langsame Booten, wird beseitigt. Windows 8 ist extrem schnell betriebsbereit.
- Nur wenige Computer unterstützen derzeit USB 3.0 – die neue, von Windows 8 unterstützte Schnittstelle ist laut «Computerbild» bis zu 10 mal schneller als der derzeitige Standard USB 2.0. Das Windows der Zukunft ist zudem Bluetooth-3.0-tauglich.
- Der Windows-7-Nachfolger macht es möglich, dreidimensionale Inhalte anzuzeigen.

Ebenfalls steht fest, dass Microsoft mit Windows 8 seine Cloud-Anstrengungen verstärken wird. Beim Cloud-Computing werden Programme und Daten nicht auf der Festplatte, sondern in der Wolke (auf Servern) gespeichert. Nutzer müssen sich keine teure Hardware anschaffen, sich nicht um Aktualisierungen sorgen und auch keine Software mehr kaufen. Das bedeutet bei Windows 8 konkret: Ist das neue Betriebssystem einmal auf dem Netbook, dem Smartphone und dem Desktop-PC gespeichert, sind alle online gekauften Programme sofort auf allen Geräten nutzbar.



External Roadmaps: Firefox



mozilla wiki

Personal tools

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Navigation

[Main page](#)
[Community portal](#)
[Mozilla News](#)
[Recent changes](#)
[Random page](#)
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Toolbox

[What links here](#)
[Related changes](#)
[Special pages](#)

Firefox/Roadmap
< [Firefox](#)

Product Plans
[Firefox 4](#)

Theme Roadmaps

- [Privacy & User Control](#)
- [Search](#) (tbd)
- [Social](#) (tbd)
- [Web Apps](#) (tbd)
- [Performance](#) (tbd)

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[Log in / create account](#)

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[Main page](#)
[Community portal](#)
[Mozilla News](#)
[Recent changes](#)
[Random page](#)
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Toolbox

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Firefox/Roadmap/Privacy & User Control
< [Firefox](#) | [Roadmap](#)

The ability for users to control the flow of data (known as "privacy" and "user control") is an important value for Mozilla, and important part of the Firefox user experience.

Past work

Firefox 1.0

- Clear Private Data tool
- Per-site cookie preferences
- Password manager
- Per-site popup blocking

Firefox 2.0

- Per-site XPI install

Firefox 3.5

- Private Browsing Mode
- Clear Recent History tool

Firefox 4 and future roadmap

Local Disk Privacy

- extend privacy control to plugins
- locally encrypt passwords and form data by default
- token/client certificate support for authentication / sync

Online Privacy

- analyse use cases for third party cookies, choose better defaults
- auto-expiring cookies
- put behavioural tracking in user's control (opt-in)
- reduce browser signature in UA header and other inspectible APIs
- continue to invest in web infrastructure that solves desired use cases while putting control in user's hands

User Interface changes to enhance user control

- consolidate site permissions into single manager
- provide actionable controls per-site



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