

How to Create an Outcome-Based Roadmap

Today's Agenda

1 Intro

2 Why Switch to Outcome-Based Roadmaps?

3 How to Build An Outcome-Based Roadmap

4 Case Study: Chuckwagon

5 Questions / Discussion

Intro

My Product Management Journey

The image features a map of the United States with several company logos and location pins. The logos are arranged in a grid-like fashion, with some connected by lines. The logos include:

- PRODIGY
- SAVONIX
- till
- accenture
- hitchsters.com
- M
- TerraPeaks
- MORNINGSTAR 1871
- OPOWER
- HelloWallet.
- ANDRO
- DESRI
- pointzen
- RestCheck
- Ostendio
- and many others.

Location pins are placed on the map, with one in the Midwest (near MORNINGSTAR 1871), one in the Northeast (near OPOWER), and one in the South (near accenture). A book cover titled "BUILD WHAT MATTERS" is visible in the bottom left corner.

Why Switch to Outcome-Based Roadmaps?

But First, An Exercise About Roadmaps



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%

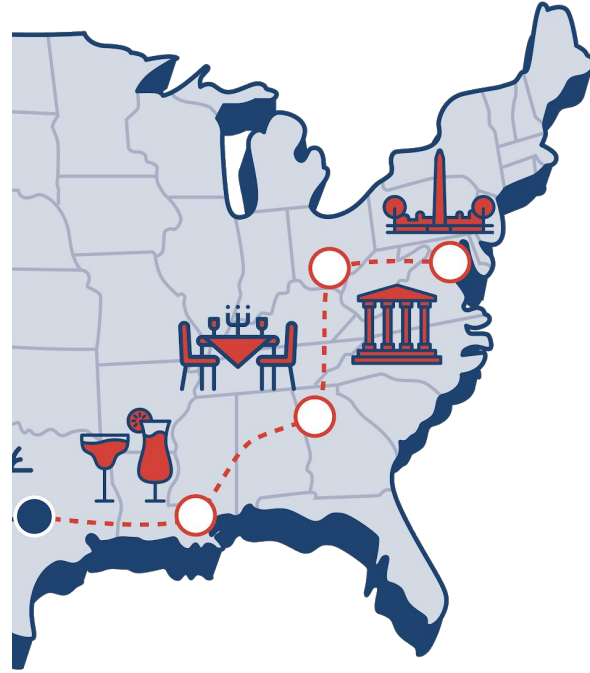
We're in Downtown Austin...



Where To?



The Route



Connecting the Dots...

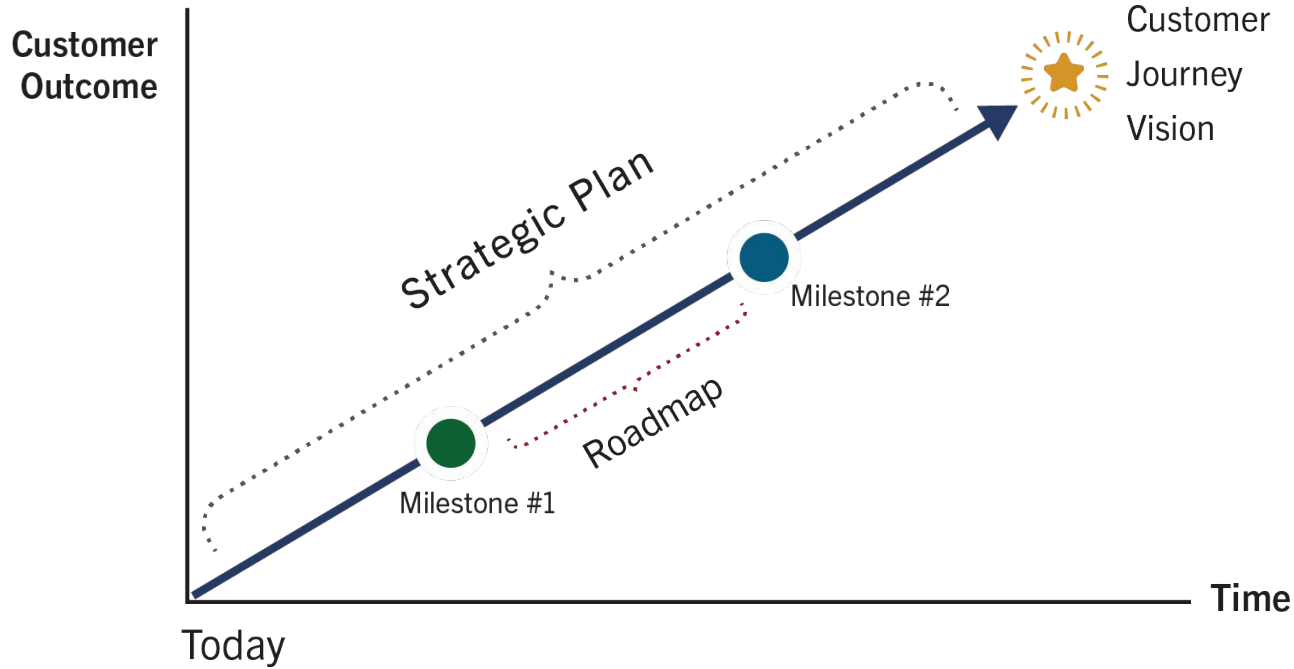
- 1 Bus = Your Product
- 2 Passengers = Your Customers & Stakeholders
- 3 Final Destination = Your Product Vision
- 4 Route = Your Product Strategy
- 5 Daily Itinerary = Your Product Roadmap



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

Lewis Carroll

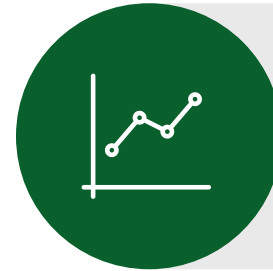
Again, What's the Purpose of a Roadmap?



Another Analogy...



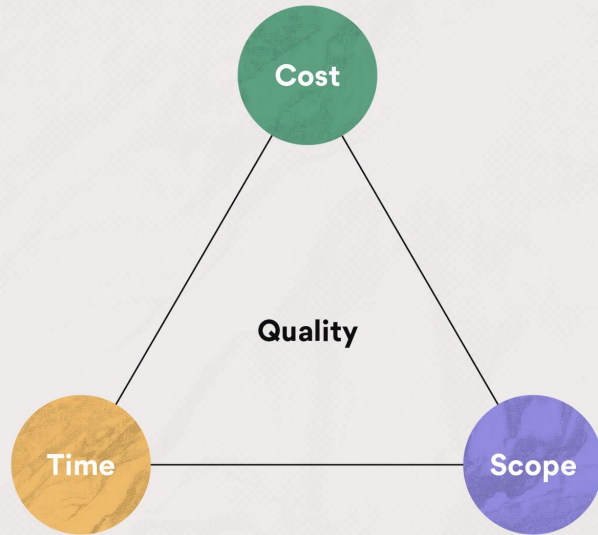
**Project →
Product**



**Output →
Outcome**

The Issues with Output-Driven Development

The iron triangle of project management



1. Deadlines restrict the team (no agility or empowerment)
2. Estimates are rarely accurate (delays → distrust)
3. Usually results in limited scope and/or product quality
4. Assumes the right solution is obvious (lack of evaluation)

Are you ready for a change?

How to Build an Outcome-Based Roadmap

Outcome Based Roadmap Readiness Checklist

Go to Market

- Can we get away from sales-driven development? Are “deal-winners” delivering good ROI?
- Are customer requests **actually** improving our KPIs? (growing revenue, reducing costs, driving product usage, etc?)
- Can we get away with fewer delivery deadlines?

Product

- Is the product instrumented to measure the impact of each release on outcome metrics?
- Can we make time in our product development process to measure outcomes, brainstorm ways to deliver outcomes faster, etc?
- Can we experiment and release changes to limited user bases?

Creating an Outcome Based Roadmap

4. Measure and Learn

Measure how your releases are impacting your outcomes. Pivot, iterate or sunset. Or choose different outcomes if appropriate!

3. Evaluate Ideas

Conduct customer discovery, build an alpha version, or run an A/B test to get the changes into the hands of customers / users.



1. Identify Outcomes

What value are you trying to create for your business and customers? How much are you willing to invest?

2. Prioritize Ideas

What are the top changes you can make to the customer experience to move the needle on those outcomes?

Outcome-Based Roadmap Checklist

Identify Outcomes

- ❑ Clarify your personas - who are you building for?
- ❑ Document their [key outcome](#) - what are they hoping to accomplish?
- ❑ Get aligned internally on both of the above - including capacity allocations to each.

Prioritize Ideas

- ❑ Brainstorm solutions using “How Might We Improve / Reduce {outcome}?”
- ❑ Prioritize based on evidence - what quantitative, qualitative or competitive intel do we have that would suggest this will work? [Try RICE](#)

Evaluate Ideas

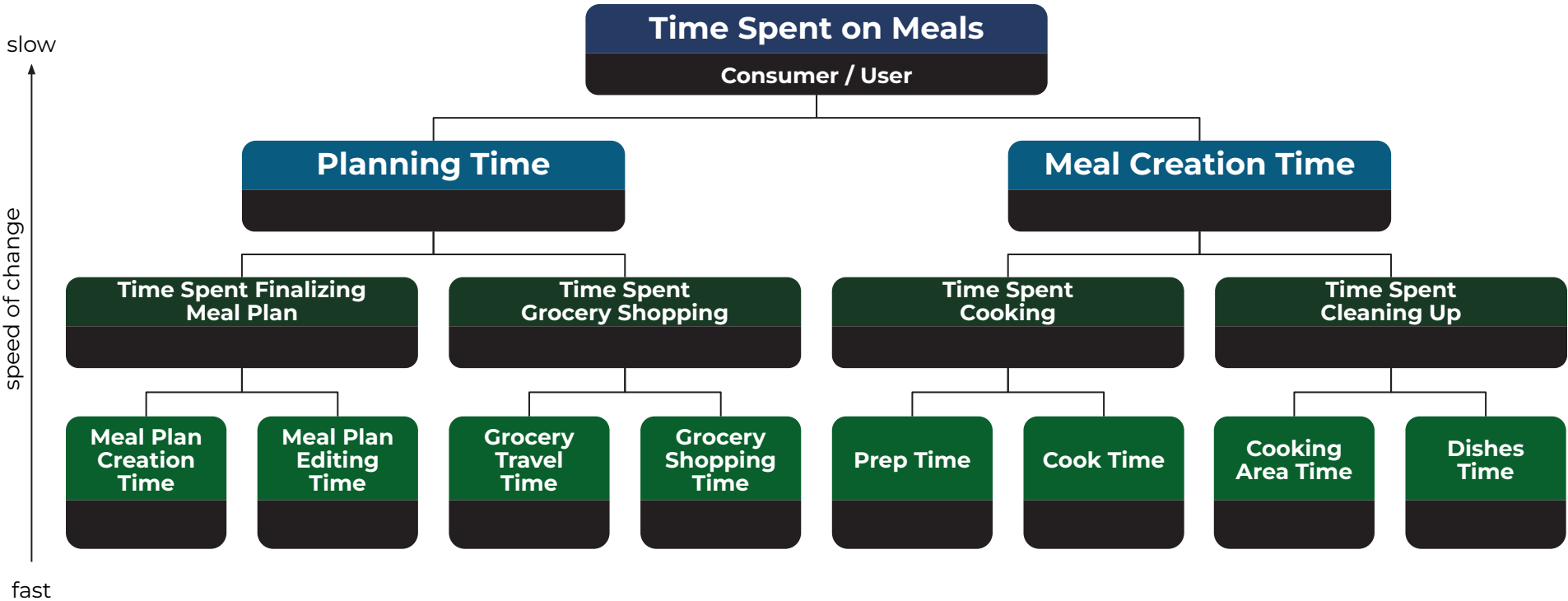
- ❑ Start with time-boxed tests - mockups, prototypes, A/B
- ❑ Roll the changes out in phases to gather feedback along the way.
- ❑ Scale only when you're confident it's going to deliver the desired outcome.

Measure and Learn

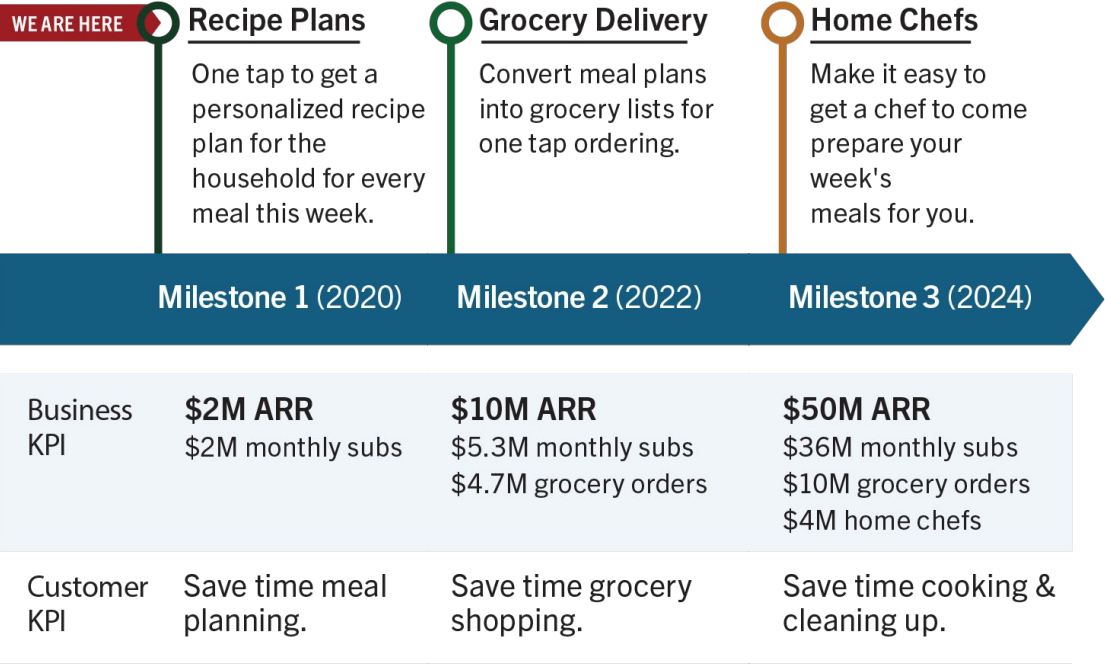
- ❑ Make time to analyze if/how product releases are affecting outcomes.
- ❑ Be honest as you make the decision to pivot, iterate or sunset.
- ❑ Share data / insights often internally. (ex with sprint demo)

Case Study: Chuckwagon

Example: Chuckwagon Meal Planning App

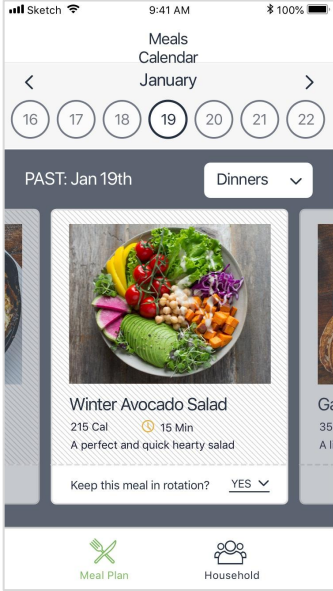
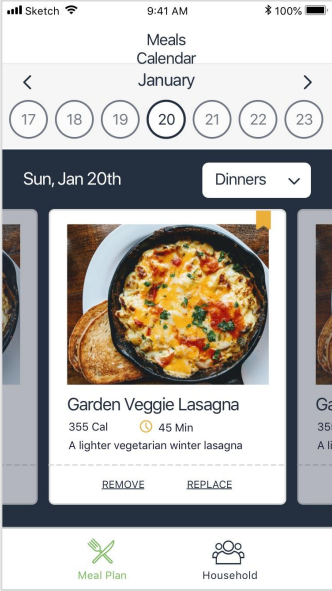
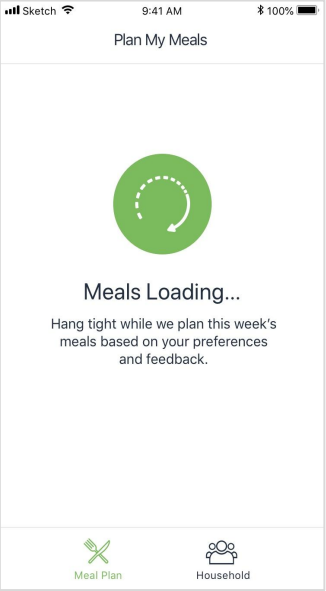
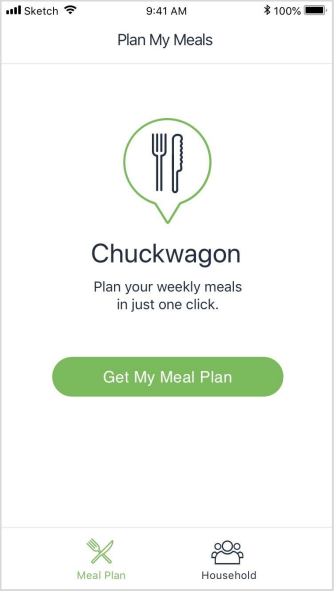
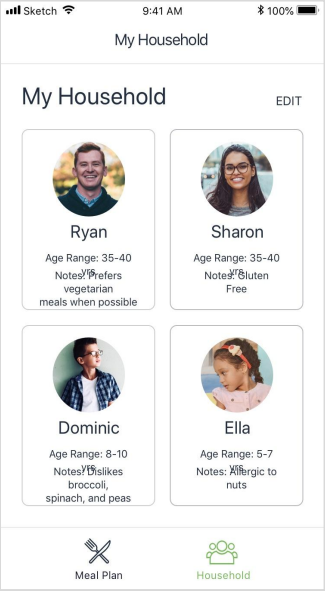


Case Study: Chuckwagon (Vision and Strategy)

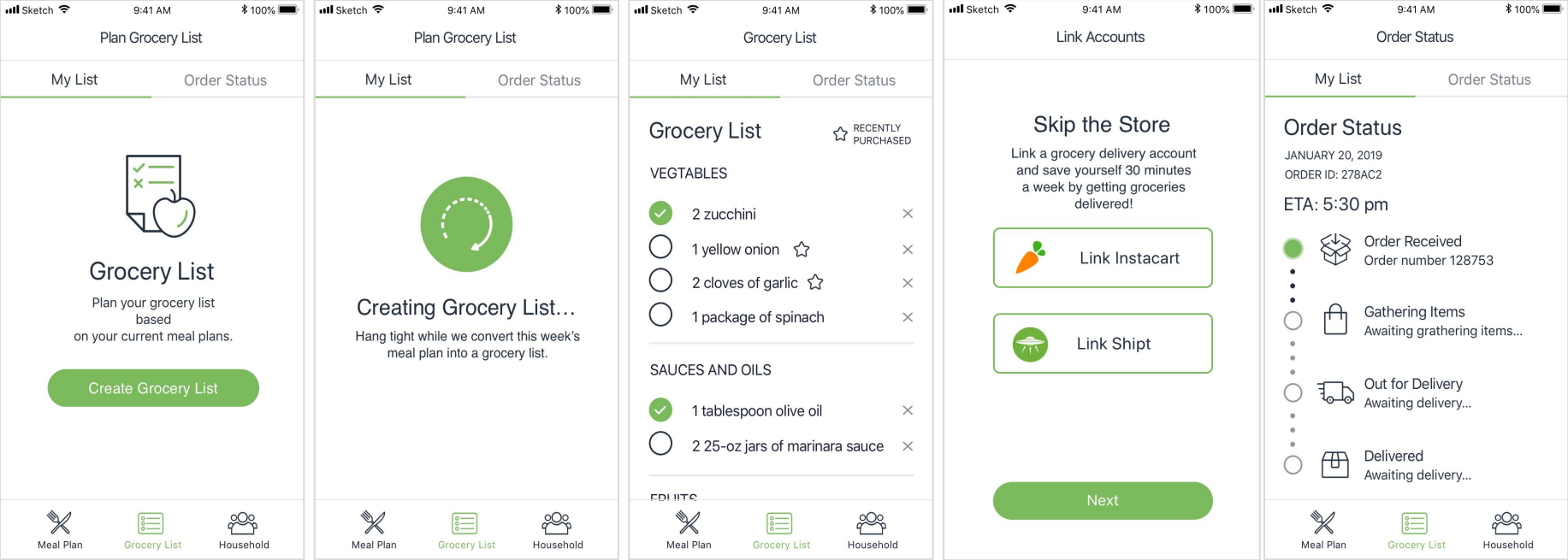


VISION
Save Americans millions of hours in deciding what to cook, buying groceries, and preparing high-quality, home-cooked meals.

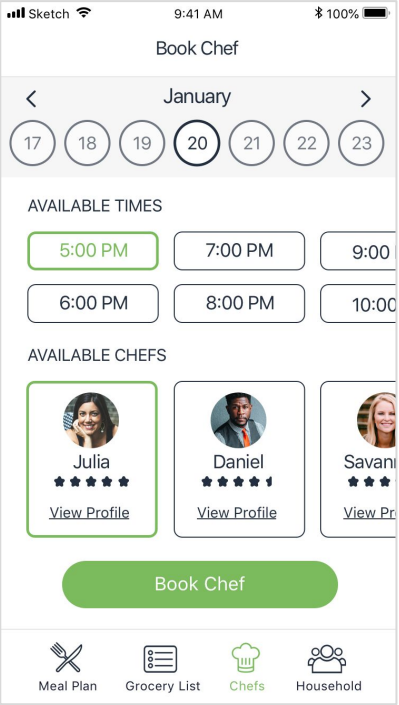
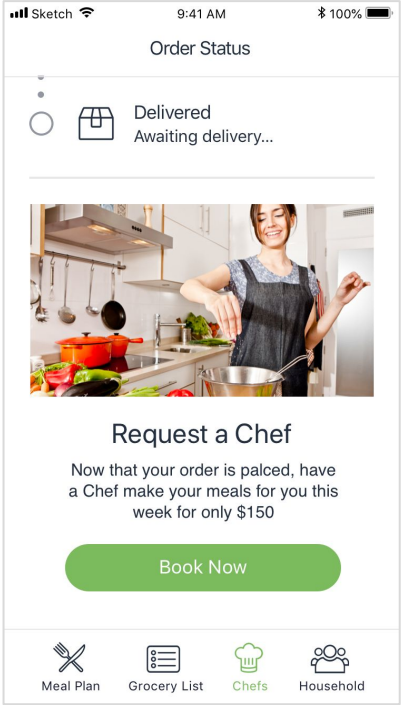
Case Study: Chuckwagon (Meal Planning)



Case Study: Chuckwagon (Grocery Delivery)



Case Study: Chuckwagon (Chefs)



Chuckwagon Q4'21 Roadmap

	Outcome KPI	Now (Q4)	Soon (H1'22)	Later (H2'22+)
Grocery Delivery 60%	Grocery Shopping Time 2021 Goal: 70% drop	Instacart Delivery Alpha	Instacart Delivery Beta	Instacart Delivery General Availability
	Grocery Delivery Revenue 2021 Goal: \$2M	Recipe --> Grocery List Support Tool	Shipt Partnership Contract	Shipt Integration
Meal Planning 40%	Grocery Delivery Revenue 2021 Goal: \$2M	Pricing Optimization Research	Instacart Pricing Experiment	Instacart Pricing Optimizations
	Meal Plan Revenue 2021 Goal: \$5M	3 Retention Email Experiments	Buffer / TBD	
	Meal Planning Time 2021 Goal: 5% drop	Final Meal Planning Usability Testing	Top 5 Usability Testing Fixes	Meal Planning Performance Refactoring

Questions / Discussion

Additional Resources

Stay in Touch



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[Visit Our Website](#)

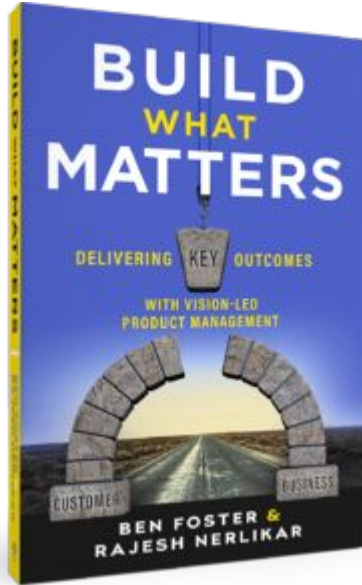


[Rajesh](#)



[@RajeshNerlikar](#)

If You Want to Learn More...



[Get the Book](#)

Chuckwagon Q2 2021 Roadmap

	KPI	Now (Q2)	Soon (Q3-Q4)	Later (2022)
Customers 60%	Grocery Shopping Time 2021 Goal: 70% drop	Instacart Delivery Alpha Recipe --> Grocery List Support Tool	Instacart Delivery Beta <i>Shipt Partnership Contract</i>	Instacart Delivery General Availability Shipt Integration
	Meal Planning Time 2021 Goal: 5% drop	<i>Final Meal Planning Usability Testing</i>	Top 5 Usability Testing Fixes	Meal Planning Performance Refactoring
Business 40%	Recipe Plan Revenue 2021 Goal: \$5M	3 Retention Email Experiments	Buffer / TBD	
	Grocery Delivery Revenue 2021 Goal: \$2M	<i>Pricing Optimization Research</i>	Instacart Pricing Experiment	Instacart Pricing Optimizations
Legend		Innovation	Iteration	Operation

[Get our Roadmapping Template](#)

Opower Case Study (Sales Token System)



[Read Now](#)

Outcome

The customer / business
metrics of success



Feedback*

Ideas

Brainstorm ways to move the needle fastest on the outcome we're trying to deliver to the customer or the business.

Evaluate

See if the solution will work for customers through techniques like clickable prototypes and A/B testing (for D2C).

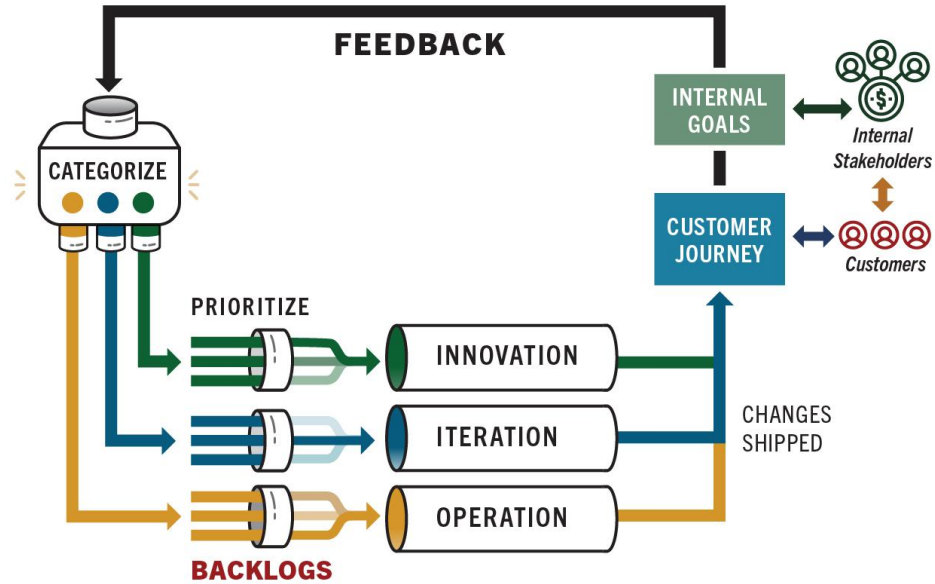
Alpha / Beta

Roll the feature out to a limited set of users to confirm it's working / delivering on the outcome at a small scale.

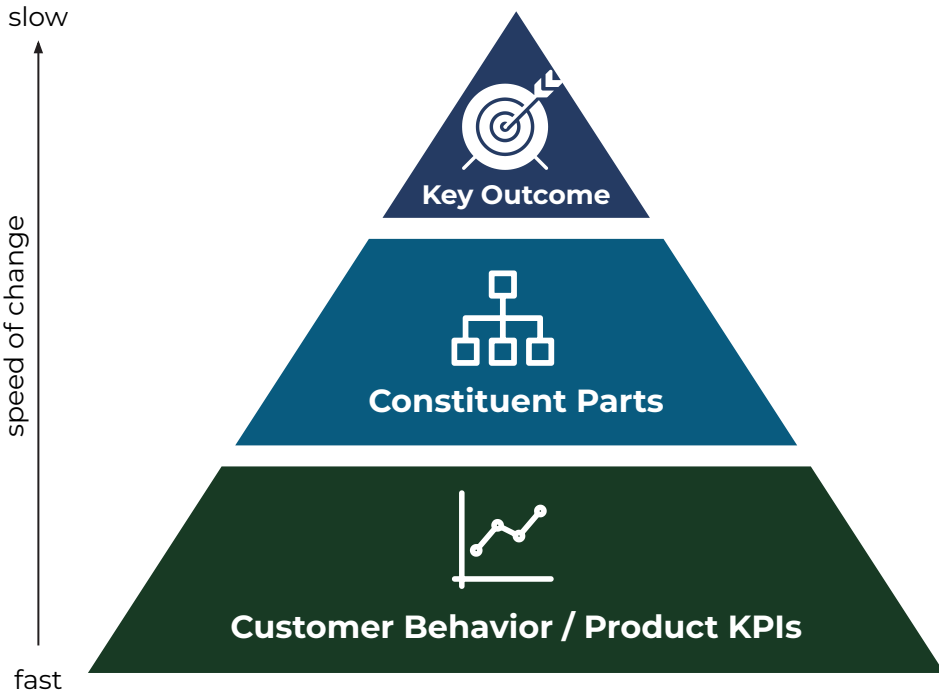
General Availability

Scale outcome delivery by enabling access to the product / feature to all customers once it's clear they'd benefit from it.

Feedback Loops



Outcome Pyramids: The Theory



- To focus on what matters most to a persona - their goal
- Shows the relationships between KPIs
- Allows teams to focus on / own certain “pillars” of value creation
- Limits the number of metrics to calculate, share and discuss

Example: B2B Buyer Pyramid

