

Pragmatic  
Marketing®

# Product Roadmaps

Presented by Barbara Nelson, Pragmatic Marketing  
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Silicon Valley Product Management Association

## About Pragmatic Marketing, Inc.

■ We are recognized experts in technology product management and product marketing.  
■ We specialize in product management training.  
■ Since 1993, we have trained over 22,000 at thousands of companies.

they software inc.	Agilera, Inc.	ARANARK Corporation	BancTec, Inc.	CareTools, Inc.	Class Software Solutions, Ltd.
@hand corporation	Agilisys, Inc.	ArborText, Inc.	Banta Integrated Media	Carlson Wagonlit Travel	Classroom Connect
01 Communique Laboratory, Inc.	Agilion Inc.	ARC International	Baranof Software, Inc.	Cartesia Software	Clear Communications Corp.
12 Entrepreneurship, Inc.	AgriQuest	Arcada Software	Barco Medical Imaging Systems	Casco Development	Clear Technology, Inc.
2Vox	AgriTech, Inc.	aroplan, Inc.	Barco View, Inc.	CASU-RUSOOD	ClearOrbit, Inc.
360Commerce, Inc.	AGRSI Corp.	ArcoSight, Inc.	Bard Electrophysiology - C.R. Bard	Castek Logistics, Inc.	Cleareway Technologies
3Com Corp.	AIFP	ARI Network Services	Barr Systems, Inc.	Castek Inc.	ClientSoft, Inc.
3eTT, Inc.	Airnet Technology	Arif Systems, Inc.	Bas, Inc.	Castel	Clinical Reference Systems, Ltd.
3M Health Care	Alair Corp.	Arif Systems, Inc.	Bascom Technology, Inc.	Catalpa Systems	Clustra Systems, Inc.
724 Software	Alcatel Networks	Arif Systems, Inc.	Bascom Technology, Inc.	Catalyst International, Inc.	CM-Competitive Solutions, Inc.
Aadix Software, Inc.	Alcatel Networks	ARM Ltd.	Bascom Technology, Inc.	Catalyst USA, Inc.	CMS Information Services, Inc.
Abbasoft Technologies	Alerts.com, Inc.	Armatore	Bascom Technology, Inc.	Cayenta Inc.	CODA, Inc.
ABC Technologies	Alfa Laval Inc.	Arrowsight, Inc.	Bascom Technology, Inc.	CB Technologies, Inc.	Cofiniti, Inc.
ABT Corporation	Aliaa/Wavefront	Arsenal Digital Solutions	Bascom Technology, Inc.	CBF Systems, Inc.	Cogit Corp.
Abvent, Inc.	Alis Technologies	Artemis Management Systems, Inc.	Bascom Technology, Inc.	CBT Systems	Cohera Corporation
Acadio Corp.	Allaire Corp.	Artesia Technologies, Inc.	Bascom Technology, Inc.	CCC Information Services, Inc.	Coherent Communications Systems
Accelerated Technology, Inc.	ALLDATA LLC	Arthur Andersen	Bascom Technology, Inc.	CCH Incorporated	Cole-Somers, Inc.
Access 360	Ally Software Group	Arthur Andersen	Bascom Technology, Inc.	CDA/Investnet	Colorado Memory Systems
AccountMate Software Corp.	Allenbrook, Inc.	Ascension Technology Corporation	Bascom Technology, Inc.	CDI/Investnet	CoManage Corporation
ACCPCAD International Manager	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	Comdisco Professional Services
Account, Inc.	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	Commerce One
AccuWeather, Inc.	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	Comcast TV
Ace* Comm	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	Comcast Software, Inc.
Acar Internet Services, Inc.	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuLink, Inc.
Achieve Healthcare Info Systems	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuShare, Inc.
ACI	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuVault Systems
ACOM Solutions	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
Acres Gaming Incorporated	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
Acroprint Time Recorder Co.	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
ACS Software, Inc.	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
ActionPoint, Inc.	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
ActionWare	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
ActivCard, Inc.	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
ActiveGate Corp.	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
Acucobol	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
Acuity Corporation	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
Acumation, Inc.	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
Acxiom Corporation	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
Ad OPT Technologies, Inc.	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
adam.com	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
Adaptex, Inc.	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
Adaptive Media	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
Adaptive Micro Systems, Inc.	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
Adaptivity, Inc.	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
Adexa, Inc.	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
Adobe Systems, Inc.	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
ADP	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
ADP - CSG	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
ADP Canada	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
ADP Claims Solutions Group	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
ADP Dealer Services	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
ADP Parts Services	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
ADP Securities Industry Software	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
ADP-Hollander	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
ADP/Stockval	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
Advanced Data Systems	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
Advanced Solutions Internat, Inc.	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
Advanced Visual Systems, Inc.	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
Advanced3d	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
Agile Software Corporation	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.
Agilent Technologies	Alon Data Systems	Ascential Software	Bascom Technology, Inc.	CDI/Investnet	CompuWare, Inc.

## What would you do?

It's the 11<sup>th</sup> hour of the quarter. A sales guy calls you frantically telling you he has to have a roadmap to close a deal this quarter. The prospect is expecting to see a key feature she wants (not currently on any plans).

Do you:

- a. Quickly put together a PowerPoint slide of exactly what he asked for and email it to the sales rep. Wish him good luck because you know the company needs the business.
- b. Find out whether the competition in the deal has the feature. If so, see (a). If not, you tell the sales rep politely that you can't do it.
- c. You don't know enough to react. And you probably don't have enough time to learn what you need to know in order to address the problem. Don't cave in to this request, but you have a lot of work to do to avoid it next quarter...

## Product roadmaps

- Why build a roadmap?
- Who owns the roadmap
- Cautions about roadmap use
- Before you start
- How to design a roadmap

Laurence J. Peter

“If you don’t know where you are going, you will probably end up someplace else.”

## Why build a roadmap?

- The process itself
- Gives internal and external audiences a product vision for the future, a *possible* destination
- Reduces short-term mistakes
  - Don’t paint yourself in a corner
- Helps customers integrate product plan into their long-term strategy

## Tom Shields, Woodside Fund

A great roadmap walks the fine line between being too narrow ("a one-trick pony") and too wide ("all over the map"). Investors will want to see that you have a focused idea of where you are going in the short term (and why), and that you have plenty of other market opportunities to explore in the longer term.

## Who owns the roadmap?

- Product manager (CEO of the product)
- Responsible for
  - Market expertise
  - Working with cross-functional team to formulate what is on the roadmap
  - Documenting the roadmap
  - Defining what can be communicated externally
    - Partners
    - Customers
    - Evaluators
    - Analysts
  - Updating the roadmap as market conditions change \*

\* Not for each sales opportunity!

## Cautions about roadmap use

- “Roadmap” covers any future vision
  - Marketing misuses the term constantly
  - There aren’t many good examples
  - There are very few resources
- A roadmap is a plan, not a commitment
- Reject contracts with roadmaps attached!!
- Assume the competition will see it
- Learn to say *less*

## Two problem areas

### Sales Channel

- Sells futures as features
- Sells futures to address the wrong market segment
- Uses roadmap in desperate situations
- Uses roadmap as a promise, not a plan

### Product Development

- Unpredictable dates
- Unpredictable delivery of release content
- Driven by technology, not the market
- Long development cycles

## Before you start

- Know your market
- Identify market segments
- Establish a competitive strategy
- Know the technology landscape
- Validate

## Know your market

- Learn about the market by observation
  - Customers
  - Evaluators
  - Potentials
- Quantify market problems
- Understand total solution
  - Buy, build, partner to flesh out whole solution
- Communicate internally with market facts
- Product manager should be the messenger for the market

## Identify market segments

- Be deliberate about which market segments you target
- Rather than a few features each release for each segment, focus a whole release around a segment
- Your roadmap can reflect when you will address different segments

## Establish a competitive strategy

- Avoid competitive checklists
  - This is not a competitive strategy
- Be where the competition is not
  - Look for market segments where the competition is not
- Focus on your distinctive competence
  - The roadmap should reflect your company's unique ability to deliver value in the marketplace

## Know the technology landscape

- Research emerging technologies
- Interview technical reviewers to understand technical compliance and standards they are adopting
- Use technology to solve problems for your market

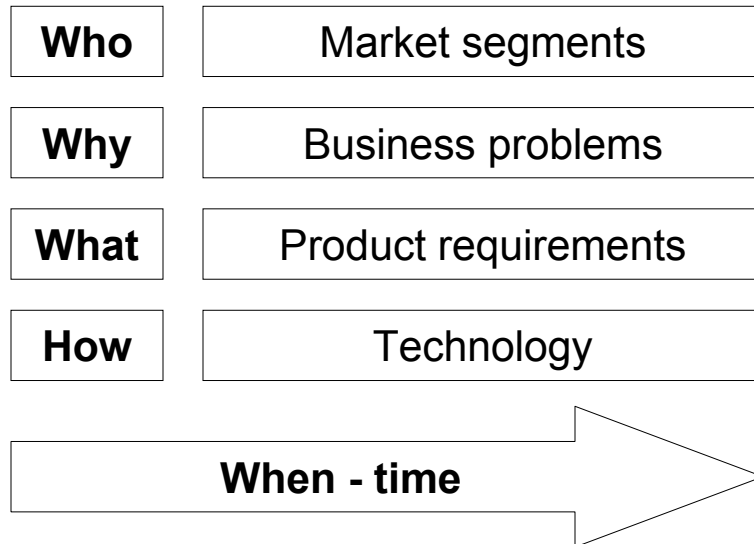
## Validate

- Synthesize possibilities
- Review with internal cross-functional team
- NDA review with trusted parties
  - Customers
  - Potentials
  - Partners

Avoid oligopsony



## Elements of the roadmap



## How to design a roadmap

- Communicate in BROAD STROKES
- Map chronologically (using conservative dates)
  - Market segments
  - Projects
  - Major features (addressing problems)
  - Client or interfaces
  - Server or architecture
  - Platforms (OS and database support)
- Be careful with project names

## Internal versus external

- Internal
  - Engineering
- External \*
  - Marketing
  - Sales

\* "This document contains forward-looking statements based on current expectations, forecasts and assumptions of the Company that involve risks and uncertainties. Forward looking statements are subject to risks and uncertainties associated with the Company's business that could cause actual results to vary materially from those stated or implied by such forward-looking statements."

	1q+1	2q+1	3q+1	4q+1	1h+2	2h+2	fy+3	beyond
Project								
Market								
Feature								
Client								
Architecture								
Platform								

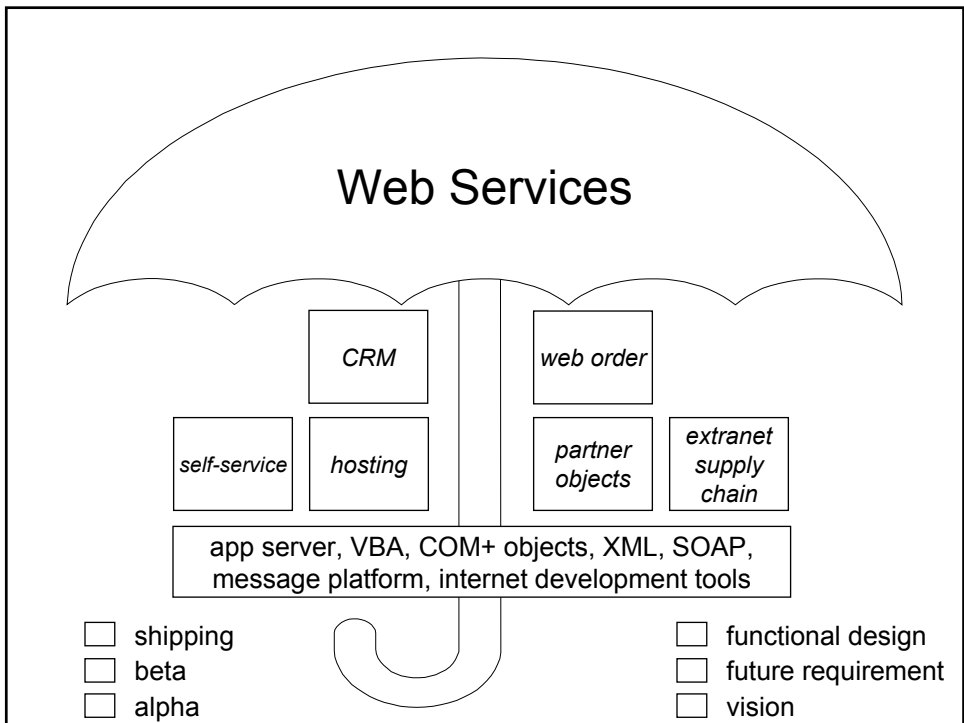
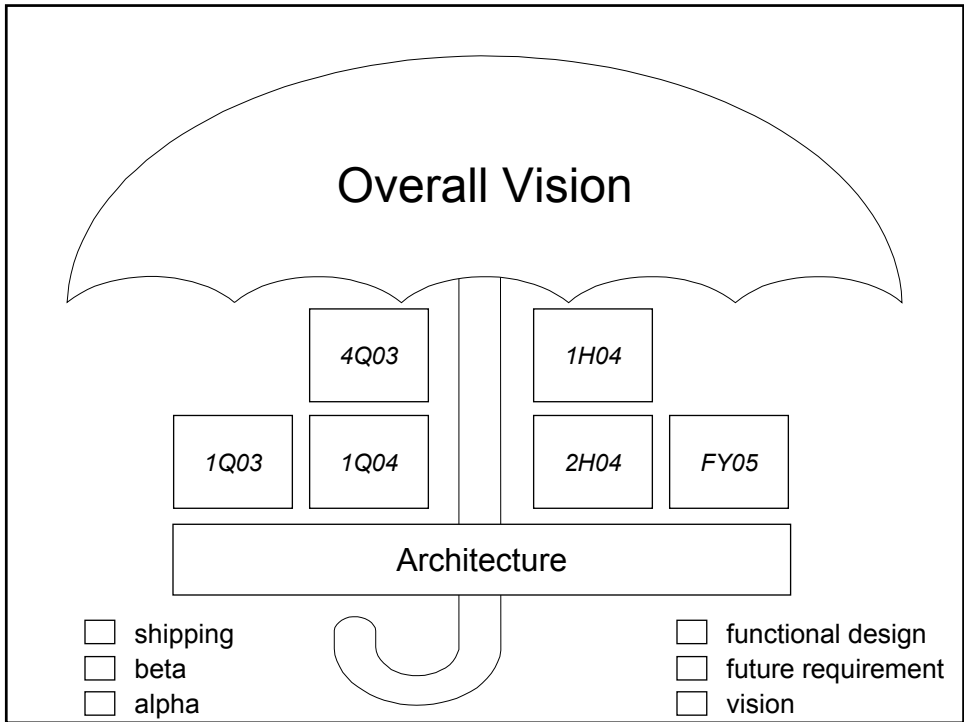
## Example: Network Management

	1q04	2q04	3q04	4q04	1h05	2h05	fy06	beyond
Project	SP2	SP3	Burger	SP1	Bangers	Lasagna	Sushi	
Market	US, Canada				UK	EU	Japan	Asia
Major Feature	Superset Correlation	Updated library		Updated library	£	€	¥	
Client	Display with maps (US, Canada)		"Thin" Web-only		EU maps	Asia maps		
Server	Revised data structures		Shared DB locking	ILS			DBCS	
Platform		Windows XP sp3 support		Windows XP sp4 support		Windows "Longhorn"		Windows "Blackcomb"

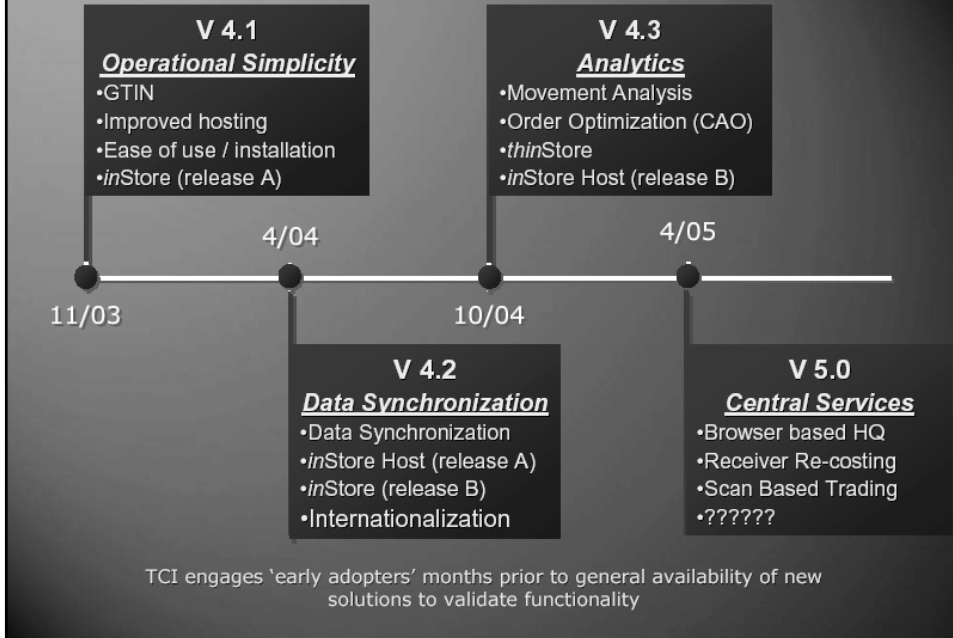
## Example: Microsoft Office

	97	98	2000	2002	2003	beyond
Project	"Embrace the internet"		Integrate FrontPage	Office XP	Office 11	Office 12
Major Feature	"Clippy"	Office templates	Multiple clipboards	Smart Tags	Advanced Spam mgmt	
Client		Add Outlook	New look, Auto-recover	Remove NetFolders	Add InfoPath	
Server	Windows terminal server		Office Web	SharePoint	XML, IRM	
Platform			End support for DOS, Win 3.1, Win 95	End support for Win98	End support for WinME	End support for Win2000Pro

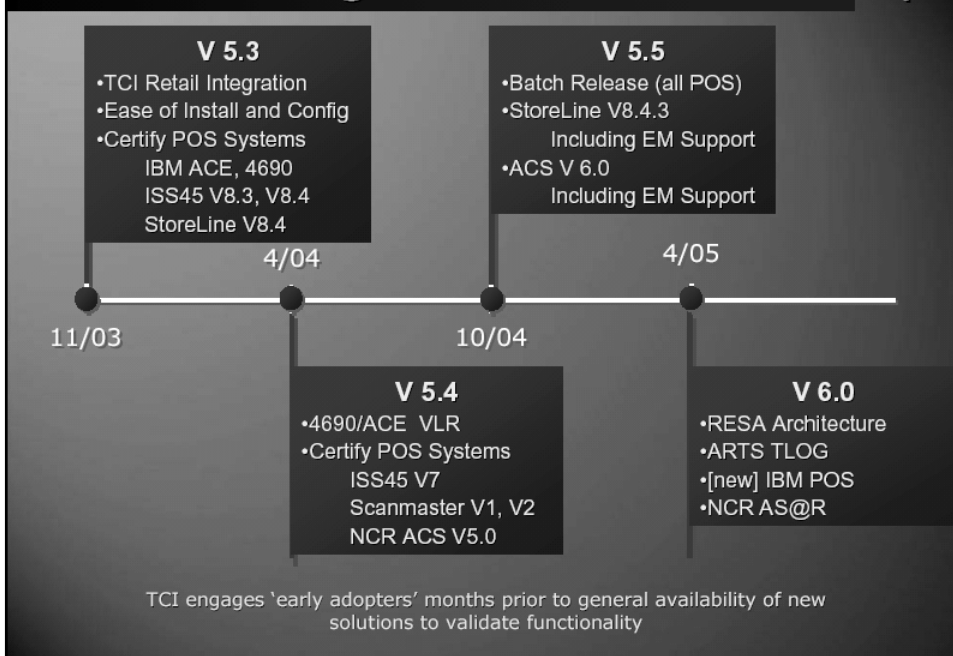
Note: this document is based loosely on published statements by Microsoft and is used only as an example.



# TCI Retail™ - Product Roadmap



# POS eXchange™ - Product Roadmap



# IMS/IMS Host™ - Product Roadmap

## V 6.4

- GTIN Compliance
- TCI Retail Integration  
(data cleanup for transfer to TCI Retail)

08/03

While TCI is not actively developing new functionality for our Legacy Products, we issue maintenance fixes as required for critical issues

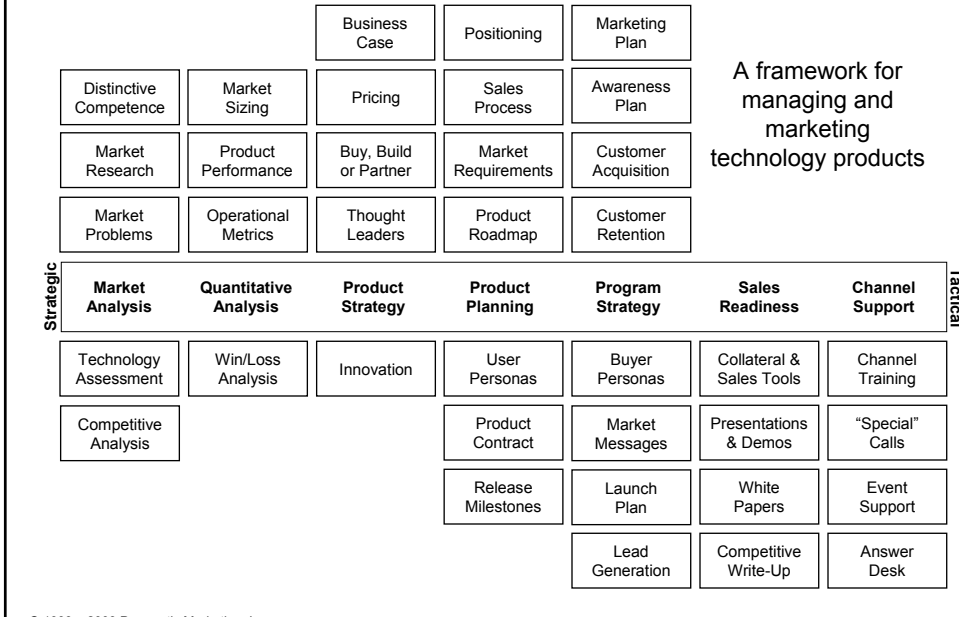
Value for existing users of IMS and IMS Host to remain on maintenance include:

- Support for critical software defects
- Reduced cost upgrade to the TCI Store or TCI inStore product lines when the client is ready to upgrade

## Links to sample roadmaps

- SynEcology – complete Microsoft roadmap  
<http://www.synecology.com/roadmap.htm>
- Microsoft Developer Tools Roadmap  
<http://msdn.microsoft.com/vstudio/productinfo/roadmap.aspx>
- OEM Roadmaps (pay service with free samples)  
[www.oemroadmaps.com](http://www.oemroadmaps.com)

# Pragmatic Marketing® Framework



## Resources

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