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Product Roadmapping: Strategy, Prioritization, and Delivery Planning

8 – 12 November 2027
Lyon (France)



Product Roadmapping: Strategy, Prioritization, and Delivery Planning

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Course Introduction

Product roadmapping is a critical capability for organizations seeking to transform business strategy, customer needs, and market opportunities into a clear and coordinated product direction. A well-designed product roadmap provides more than a schedule of features. It communicates the product vision, identifies strategic priorities, connects planned initiatives with measurable outcomes, and helps decision-makers determine where resources should be invested.

Many organizations struggle to maintain alignment between product strategy and day-to-day delivery. Product teams may receive competing requests from customers, executives, sales teams, operations, and technical departments. Without a structured roadmapping process, priorities can shift frequently, development resources may be spread across low-value activities, and teams may focus on completing features without understanding the business outcomes they are expected to achieve.

Effective product roadmapping helps address these challenges by creating a shared framework for evaluating opportunities, defining priorities, managing dependencies, and communicating decisions. It enables product managers and stakeholders to distinguish between strategic objectives, customer problems, product initiatives, features, and delivery commitments. This distinction is essential for maintaining flexibility while providing sufficient direction for planning and execution.

The course explores how market research, customer insights, organizational strategy, product performance data, and technical constraints can be translated into a practical roadmap. Participants will learn how to define product goals, identify themes and initiatives, apply prioritization frameworks, assess value and effort, and select an appropriate roadmap structure for different products and audiences.

Particular attention is given to outcome-based roadmapping. Instead of building a roadmap around an inflexible list of features and deadlines, participants will learn to connect product investments with customer value, business impact, operational improvement, and measurable performance indicators. This approach supports better decisions, improves adaptability, and reduces the risk of investing in solutions that do not address meaningful customer or organizational needs.

The program also examines the relationship between the product roadmap, product strategy, release planning, the product backlog, portfolio management, and delivery processes. Participants will explore how roadmaps can support agile, predictive, and hybrid working environments without becoming unrealistic promises or static planning documents.



Communication is another central aspect of effective product roadmapping. Different stakeholders require different levels of information. Executives may need a strategic view of expected outcomes and investment priorities, while technical teams require greater visibility into dependencies, sequencing, risks, and delivery assumptions. Participants will learn how to tailor roadmap presentations while maintaining one consistent product direction.

This course is relevant to product managers, product owners, business analysts, project managers, portfolio managers, innovation teams, engineers, technology specialists, marketing professionals, operations teams, and decision-makers in government and private-sector organizations. By the end of the program, participants will be able to develop a realistic, evidence-based, and adaptable product roadmap that improves alignment, supports prioritization, and guides product development from strategy through execution.

Course Objectives

By the end of this course, participants will be able to:

- Explain the purpose and strategic role of a product roadmap.
- Distinguish between product strategy, roadmaps, release plans, and backlogs.
- Translate organizational objectives into clear product goals.
- Connect customer needs and market opportunities with product initiatives.
- Define product themes, outcomes, capabilities, and roadmap items.
- Select appropriate roadmap types for different products and audiences.
- Collect and analyze evidence to support product decisions.
- Apply structured methods for evaluating product opportunities.
- Prioritize initiatives according to value, effort, risk, and strategic fit.
- Identify technical, operational, and organizational dependencies.
- Develop realistic planning horizons without creating false commitments.
- Align product, business, technical, and operational stakeholders.
- Communicate roadmap decisions clearly to different audiences.
- Establish measures for tracking roadmap progress and product outcomes.
- Review and adapt the roadmap as conditions and evidence change.
- Develop a practical product roadmapping process for the organization.



Course Modules

Day 1: Product Roadmapping Foundations

- Purpose and value of product roadmaps.
- Product vision and strategic direction.
- Product strategy and positioning.
- Roadmaps versus project plans.
- Roadmaps versus release plans.
- Roadmaps versus product backlogs.
- Features, capabilities, initiatives, and outcomes.
- Strategic themes and planning horizons.
- Common roadmapping mistakes.
- Characteristics of an effective roadmap.
- Roles in the roadmapping process.
- Product roadmap governance.

Day 2: Customer, Market, and Business Insights

- Understanding customer problems and expectations.
- Customer segmentation and user needs.
- Voice-of-customer information.
- Market and competitor analysis.
- Product performance data.
- Customer journey insights.
- Stakeholder requests and business demands.
- Opportunity identification.
- Assumption and hypothesis mapping.
- Problem validation techniques.
- Strategic alignment assessment.
- Evidence-based product decisions.

Day 3: Prioritization and Roadmap Design

- Defining product goals and outcomes.
- Developing roadmap themes.
- Creating product initiatives.
- Value and effort analysis.
- Risk and uncertainty assessment.
- Cost of delay.
- Reach, impact, confidence, and effort scoring.
- Weighted scoring models.
- Essential, desirable, and optional priorities.
- Dependency and constraint mapping.
- Time-based and outcome-based roadmaps.
- Selection of the appropriate roadmap format.



Day 4: Alignment, Communication, and Execution

- Stakeholder identification and influence.
- Executive roadmap communication.
- Technical team alignment.
- Coordination with sales and marketing.
- Operations and customer-support input.
- Managing competing stakeholder priorities.
- Roadmap review and approval.
- Roadmap-to-backlog translation.
- Release and delivery coordination.
- Capacity and resource considerations.
- Managing changes and expectations.
- Communicating uncertainty and assumptions.

Day 5: Measurement and Practical Roadmap Development

- Defining roadmap success measures.
- Product goals and key results.
- Leading and lagging indicators.
- Customer and business outcome measures.
- Monitoring initiative performance.
- Roadmap review cycles.
- Responding to new evidence.
- Managing delayed or underperforming initiatives.
- Building a product roadmap from a case study.
- Presenting and defending roadmap decisions.
- Creating a roadmap improvement plan.
- Developing an organizational roadmapping framework.

Why Should You Attend This Course?

- Build product roadmaps that connect strategy with practical execution.
- Improve the quality and consistency of product prioritization decisions.
- Reduce confusion between roadmaps, release plans, and delivery backlogs.
- Focus product investment on customer and organizational outcomes.
- Evaluate product opportunities using structured and transparent methods.
- Manage stakeholder requests without losing strategic direction.
- Improve coordination between business, technical, and operational teams.
- Identify dependencies, assumptions, constraints, and delivery risks.
- Communicate product direction clearly to executives and delivery teams.
- Create flexible roadmaps that can adapt to changing conditions.
- Measure the impact of roadmap initiatives using relevant indicators.
- Establish a repeatable product roadmapping process within the organization.



Course Conclusion

Product roadmapping provides organizations with a disciplined way to connect strategic intent with product investment and delivery decisions. When designed effectively, a roadmap creates shared direction while preserving the flexibility required to respond to customer feedback, market developments, technical discoveries, and changing organizational priorities.

Throughout this course, participants develop the skills required to identify meaningful product opportunities, define strategic outcomes, assess competing initiatives, and organize them into a coherent roadmap. They also learn how to apply prioritization methods that consider customer value, business impact, effort, risk, uncertainty, and strategic alignment.

The practical tools covered in the program can be applied directly to existing products, digital services, internal platforms, public-sector solutions, and innovation portfolios. Participants will be able to review current planning practices, improve stakeholder involvement, strengthen the evidence behind decisions, and establish clearer links between the roadmap and delivery activities.

By adopting an outcome-based and continuously reviewed roadmapping process, organizations can reduce wasted effort, improve resource allocation, and make more informed product decisions. This creates long-term value by ensuring that product development remains focused, measurable, responsive, and aligned with the needs of customers and the wider organization.

