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Product Roadmapping: Strategy, Prioritization, and Execution

19 – 23 July 2027
Lyon (France)



Product Roadmapping: Strategy, Prioritization, and Execution

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Course Introduction

Product roadmapping is a strategic discipline that helps organizations translate customer needs, market opportunities, business goals, and technical capabilities into a clear direction for product development. A well-structured product roadmap does more than present a list of features or delivery dates. It explains why product investments are being made, which outcomes matter most, how priorities are determined, and how different teams will work toward a shared product vision.

Organizations often face difficulty when product decisions are influenced by competing stakeholder requests, urgent customer demands, market pressure, technical constraints, and limited resources. Without a structured roadmapping process, teams may commit to too many initiatives, change priorities frequently, or focus on delivering features that do not create meaningful value. This can lead to wasted effort, delayed launches, poor alignment, and confusion about the purpose of the product.

Effective product roadmapping creates a link between strategy and execution. It helps decision-makers move from broad ambitions to focused product themes, measurable outcomes, prioritized initiatives, and realistic planning horizons. It also provides a common framework for discussing trade-offs, dependencies, assumptions, risks, and resource requirements before commitments are made.

The course explores how customer research, market analysis, organizational strategy, product performance data, operational requirements, and technical considerations can be combined to shape a practical roadmap. Participants learn how to identify the most important problems to solve, define product goals, build strategic themes, evaluate opportunities, and select initiatives that support customer and business value.

A key focus of the program is outcome-based roadmapping. Instead of treating the roadmap as a fixed delivery schedule, participants learn to build roadmaps around customer outcomes, organizational benefits, and strategic priorities. This approach provides direction while allowing teams to adjust solutions as new evidence becomes available. It also reduces the risk of turning assumptions into long-term commitments before they have been tested.

The course also clarifies the relationship between product strategy, roadmaps, release plans, project plans, and product backlogs. Each tool serves a different purpose, and confusing them can result in unrealistic expectations or excessive detail. Participants learn how to maintain strategic visibility while ensuring that roadmap initiatives can be translated into coordinated delivery activities.

Communication is an essential part of product roadmapping. Senior leaders may require visibility into investment priorities and expected outcomes, while technical teams need information about dependencies, sequencing, capacity, and implementation risk. Sales, marketing, operations, and customer-support teams may have different concerns. The course shows participants how to tailor roadmap communication without creating conflicting versions of product direction.



This course is relevant to product managers, product owners, business analysts, project and portfolio managers, innovation teams, engineers, designers, marketing professionals, operations teams, and decision-makers in government and private-sector organizations. It supports the development of digital products, physical products, services, internal platforms, public-sector solutions, and technology-enabled offerings.

Course Objectives

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

- Explain the strategic purpose and value of product roadmapping.
- Distinguish between product strategy, roadmaps, release plans, and backlogs.
- Translate organizational priorities into clear product goals.
- Connect customer needs and market opportunities with product initiatives.
- Define product outcomes, themes, capabilities, and roadmap items.
- Select suitable roadmap formats for different products and audiences.
- Gather and assess evidence for product planning decisions.
- Evaluate opportunities using structured criteria.
- Prioritize initiatives according to value, effort, risk, and strategic alignment.
- Identify technical, operational, and organizational dependencies.
- Establish realistic planning horizons and delivery assumptions.
- Align business, technical, and operational stakeholders.
- Communicate roadmap decisions to different audiences.
- Define performance measures for roadmap initiatives.
- Review and adapt roadmaps based on evidence and changing conditions.
- Develop a practical product roadmapping framework for the organization.

Course Modules

Day 1: Product Roadmapping Foundations

- Purpose and role of product roadmaps.
- Product vision and strategic direction.
- Product strategy and positioning.
- Product goals and expected outcomes.
- Roadmaps versus project plans.
- Roadmaps versus release plans.
- Roadmaps versus product backlogs.
- Features, capabilities, initiatives, and outcomes.
- Strategic themes and planning horizons.
- Characteristics of effective roadmaps.
- Common product roadmapping mistakes.
- Roadmap governance and ownership.



Day 2: Customer, Market, and Product Insights

- Customer and user identification.
- Customer segmentation.
- Customer problems and desired outcomes.
- Voice-of-customer research.
- Customer journey analysis.
- Market and competitor assessment.
- Product performance data.
- Operational and service feedback.
- Stakeholder requests and expectations.
- Product opportunity identification.
- Assumption and hypothesis mapping.
- Evidence-based opportunity validation.

Day 3: Prioritization and Roadmap Design

- Defining product goals.
- Developing strategic themes.
- Structuring product initiatives.
- Customer and business value assessment.
- Value-versus-effort analysis.
- Risk and uncertainty evaluation.
- Cost-of-delay principles.
- Reach, impact, confidence, and effort scoring.
- Weighted prioritization models.
- Dependency and constraint mapping.
- Time-based and outcome-based roadmaps.
- Selecting the appropriate roadmap structure.

Day 4: Stakeholder Alignment and Delivery Connection

- Stakeholder mapping and engagement.
- Executive roadmap communication.
- Alignment with technical teams.
- Coordination with sales and marketing.
- Operations and customer-support involvement.
- Managing competing priorities.
- Capacity and resource considerations.
- Roadmap review and approval.
- Translating initiatives into backlog items.
- Release and delivery coordination.
- Managing roadmap changes.
- Communicating uncertainty and assumptions.



Day 5: Measurement, Review, and Practical Application

- Defining roadmap success criteria.
- Product objectives and measurable results.
- Leading and lagging indicators.
- Customer outcome measurement.
- Business value and benefit tracking.
- Initiative performance monitoring.
- Roadmap review cycles.
- Responding to new evidence.
- Reprioritizing delayed initiatives.
- Practical roadmap development exercise.
- Roadmap presentation and evaluation.
- Product roadmapping improvement plan.

Why Should You Attend This Course?

- Build roadmaps that connect product strategy with execution.
- Improve the quality of product prioritization decisions.
- Reduce confusion between roadmaps, plans, and delivery backlogs.
- Focus product investment on measurable customer and business value.
- Evaluate opportunities using structured and transparent methods.
- Manage stakeholder requests without losing strategic direction.
- Improve alignment across business, technical, and operational teams.
- Identify dependencies, risks, assumptions, and resource constraints.
- Communicate product direction clearly to senior leaders and delivery teams.
- Create flexible roadmaps that can respond to changing conditions.
- Measure the impact of product initiatives more effectively.
- Establish a repeatable roadmapping process within the organization.

Course Conclusion

Product roadmapping provides a disciplined way to connect strategic product direction with investment, prioritization, and delivery decisions. When developed effectively, a roadmap creates shared understanding across the organization while preserving the flexibility needed to respond to market changes, customer feedback, and technical learning.

This course equips participants with practical tools for defining product goals, identifying valuable opportunities, evaluating competing initiatives, and organizing them into a coherent roadmap. It also strengthens their ability to use evidence, manage trade-offs, and communicate the reasoning behind product decisions.

Participants can apply the course outcomes by improving existing roadmaps, introducing clearer prioritization methods, involving stakeholders more effectively, and connecting roadmap initiatives with measurable outcomes. They will also be able to establish better links between strategic planning and day-to-day product delivery.



Over the long term, effective product roadmapping helps organizations reduce wasted effort, improve resource allocation, and make more consistent product decisions. It creates a practical foundation for focused development, stronger alignment, continuous learning, and sustainable product value.

