Commitments and Chaos

A roadmap to roadmapping success

>| You shouldn't have a roadmap

>| **You shouldn't have a roadmap**

...you should have 4 roadmaps
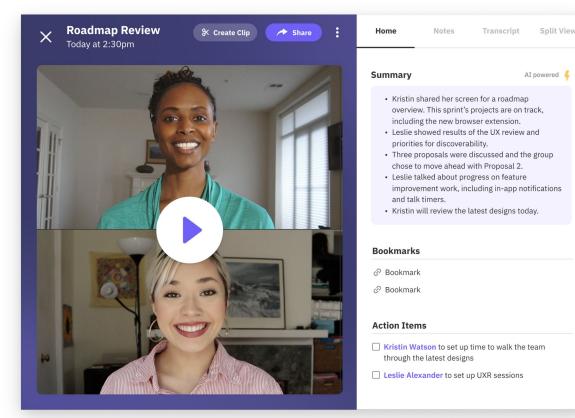
You shouldn't have a roadmap

...you should have 4 roadmaps

Anna Marie Clifton

Head of Product at Vowel

October

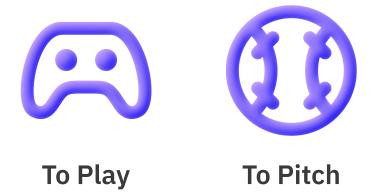# December

February

> Why does this happen?

One roadmap

Many users

Many goals

Rethinking roadmapping goals

The 4 roadmapping goals

The 4 roadmapping goals

To Play

The 4 roadmapping goals

To Play

To Pitch

The 4 roadmapping goals

To Play

To Pitch

To Point

The 4 roadmapping goals

To Play

To Pitch

To Point

To Pop

Roadmaps to play

By PM's, for PM's

Get the right value to customers...*fast*

	DEC	Q1 2023 JAN		FEB	MAR		Q2 APR

TWC

🟪 Editable URLs 🟨 Zapier integration 🟪 Safari brows...

SNR

🟧 Collaborator Role Leave works... AI-powered i... Early Termin... 🟧 AI-powere... 🟧 T

Jsability 🟦 Private notes improveme... 🟩 Add more calendar tool in...

Growth

🟥 Acquisition (web) 🟥 Getting started V2 🟥 Onboarding v6 (onboar... Direct to... Unify n... 🟥 Onboardi...

🟪 Switch website to NextJS 🟥 EXP_7: Get Sta... 🟥 Meet Now V2 EXP_9: ...

AI

🟩 AI summaries MVP 🟪 Action item det... 🟩 Drill Down (... Embeddings...

Team video

🟪 24 FPS in Re... 🟪 24 fps in Ca... 🟪 24 FPS Recording - Baking in QA/C... Cu... Custom vo... BYOM

🟪 AV Quality Queue Tasks 🟪 Transcript and... Improve... Improve 1:1 ... 🟪 Improve 1:1 meet...

🟪 Transcript and Post-meeting recordi... 🟪 Screenshar... Improv... 🟪 Thrashing Reduc... Upstrea...

Native mobile

🟩 Hard/Soft Fo... 🟩 In-Meeting Improvements Add P... Improved Sc... Post Meeti... Add over-t... Transcript Im...

🟩 Reliability Dashboards Impro... View Cc Conf
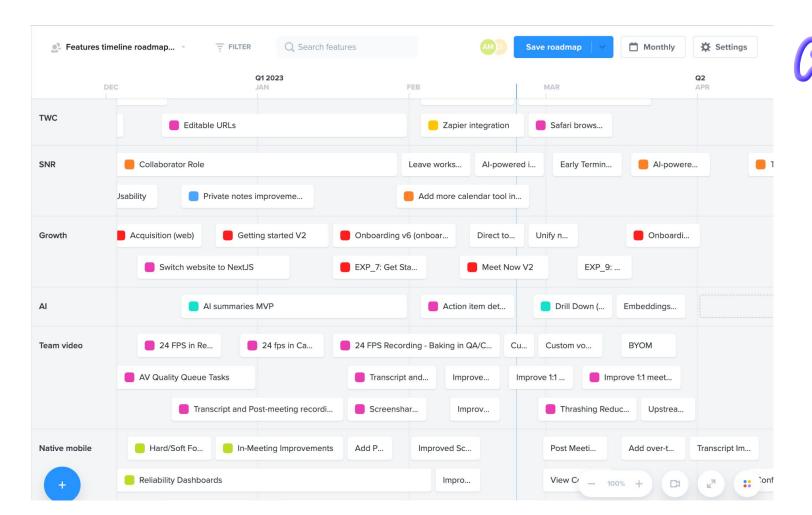
➕   ➖ 100% ➕   📹   ⤢   ⋮⋮

FOR

PRODUCT MANAGERS

ONLY

Roadmaps to pitch

By PM's, for Sales and CSM

Close customers, keep customers

🤝
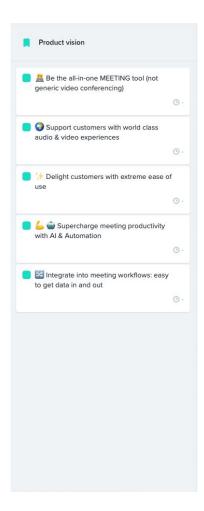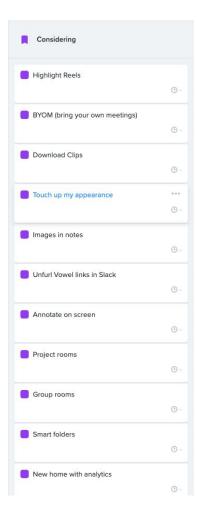
Where are you heading?

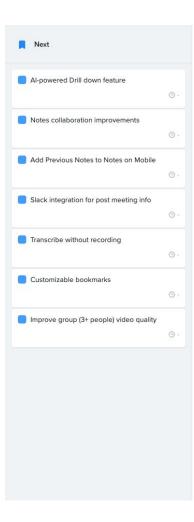## Product vision

- 🧑‍🤝‍🧑 Be the all-in-one MEETING tool (not generic video conferencing)
- 🌐 Support customers with world class audio & video experiences
- ✨ Delight customers with extreme ease of use
- 💪☕ Supercharge meeting productivity with AI & Automation
- 🔀 Integrate into meeting workflows: easy to get data in and out

Considering

- Highlight Reels
- BYOM (bring your own meetings)
- Download Clips
- Touch up my appearance
- Images in notes
- Unfurl Vowel links in Slack
- Annotate on screen
- Project rooms
- Group rooms
- Smart folders
- New home with analytics

Next

- AI-powered Drill down feature
- Notes collaboration improvements
- Add Previous Notes to Notes on Mobile
- Slack integration for post meeting info
- Transcribe without recording
- Customizable bookmarks
- Improve group (3+ people) video quality

In progress

- AI-powered in-meeting action items
- Zapier integration
- Post meeting performance improvements
- Improve 1:1 meeting quality
- Driving mode for native apps
- Improved name recognition in transcripts

Released

- Dial-In: Billing
- Screensharing Quality Improvements
- Add more calendar tool integrations
- AI summaries MVP
- Editable URLs
- Collaborator Role
- Safari browser extension
- Multiple transcription languages
- Agenda timers
- Manual Summaries
- Custom emoji

🔖 Product vision

- 🧑‍💼 Be the all-in-one MEETING tool (not generic video conferencing)

  🕐 -

- 🌍 Support customers with world class audio & video experiences

  🕐 -

- ✨ Delight customers with extreme ease of use

  🕐 -

- 💪 🍰 Supercharge meeting productivity with AI & Automation

  🕐 -

- 🔀 Integrate into meeting workflows: easy to get data in and out

  🕐 -

Considering

Highlight Reels

🕐 -

BYOM (bring your own meetings)

🕐 -

Download Clips

🕐 -

Touch up my appearance ⋯

🕐 -

Images in notes

🕐 -

Unfurl Vowel links in Slack

🕐 -

Annotate on screen

🕐 -

Project rooms

🕐 -

Group rooms

🕐 -

Smart folders

🕐 -

New home with analytics

🕐 -

Next

- [ ] AI-powered Drill down feature
  🕐 ·

- [ ] Notes collaboration improvements
  🕐 ·

- [ ] Add Previous Notes to Notes on Mobile
  🕐 ·

- [ ] Slack integration for post meeting info
  🕐 ·

- [ ] Transcribe without recording
  🕐 ·

- [ ] Customizable bookmarks
  🕐 ·

- [ ] Improve group (3+ people) video quality
  🕐 ·

In progress

AI-powered in-meeting action items
🕐 -

Zapier integration
🕐 -

Post meeting performance improvements
🕐 -

Improve 1:1 meeting quality
🕐 -

Driving mode for native apps
🕐 -

Improved name recognition in transcripts
🕐 -

Product vision

- 🧑‍🤝‍🧑 Be the all-in-one MEETING tool (not generic video conferencing)
- 🌐 Support customers with world class audio & video experiences
- ✨ Delight customers with extreme ease of use
- 💪🤖 Supercharge meeting productivity with AI & Automation
- 🔀 Integrate into meeting workflows: easy to get data in and out

Considering

- Highlight Reels
- BYOM (bring your own meetings)
- Download Clips
- Touch up my appearance
- Images in notes
- Unfurl Vowel links in Slack
- Annotate on screen
- Project rooms
- Group rooms
- Smart folders
- New home with analytics

Next

- AI-powered Drill down feature
- Notes collaboration improvements
- Add Previous Notes to Notes on Mobile
- Slack integration for post meeting info
- Transcribe without recording
- Customizable bookmarks
- Improve group (3+ people) video quality

In progress

- AI-powered in-meeting action items
- Zapier integration
- Post meeting performance improvements
- Improve 1:1 meeting quality
- Driving mode for native apps
- Improved name recognition in transcripts

Released

- Dial-In: Billing
- Screensharing Quality Improvements
- Add more calendar tool integrations
- AI summaries MVP
- Editable URLs
- Collaborator Role
- Safari browser extension
- Multiple transcription languages
- Agenda timers
- Manual Summaries
- Custom emoji

Vision aligned
"Considering"

Vision aligned
"Considering"

Design kickoff
"Next"

Vision aligned
"Considering"

Design kickoff
"Next"

Eng kickoff
"In progress"

Vision aligned
"Considering"

Design kickoff
"Next"

Eng kickoff
"In progress"

No time frame
"Considering"

Vision aligned
"Considering"

Design kickoff
"Next"

Eng kickoff
"In progress"

No time frame
"Considering"

Seasons
"Next"

Vision aligned
"Considering"

Design kickoff
"Next"

Eng kickoff
"In progress"

No time frame
"Considering"

Seasons
"Next"

Rough dates
"In progress"

Product vision

- 🧑‍💻 Be the all-in-one MEETING tool (not generic video conferencing)
- 🌐 Support customers with world class audio & video experiences
- ✨ Delight customers with extreme ease of use
- 💪🤖 Supercharge meeting productivity with AI & Automation
- 🔀 Integrate into meeting workflows: easy to get data in and out

Considering

- Highlight Reels
- BYOM (bring your own meetings)
- Download Clips
- Touch up my appearance
- Images in notes
- Unfurl Vowel links in Slack
- Annotate on screen
- Project rooms
- Group rooms
- Smart folders
- New home with analytics

Next

- AI-powered Drill down feature
- Notes collaboration improvements
- Add Previous Notes to Notes on Mobile
- Slack integration for post meeting info
- Transcribe without recording
- Customizable bookmarks
- Improve group (3+ people) video quality

In progress

- AI-powered in-meeting action items
- Zapier integration
- Post meeting performance improvements
- Improve 1:1 meeting quality
- Driving mode for native apps
- Improved name recognition in transcripts

Released

- Dial-In: Billing
- Screensharing Quality Improvements
- Add more calendar tool integrations
- AI summaries MVP
- Editable URLs
- Collaborator Role
- Safari browser extension
- Multiple transcription languages
- Agenda timers
- Manual Summaries
- Custom emoji

1. **Don't include everything**

2. **Make the names make sense**
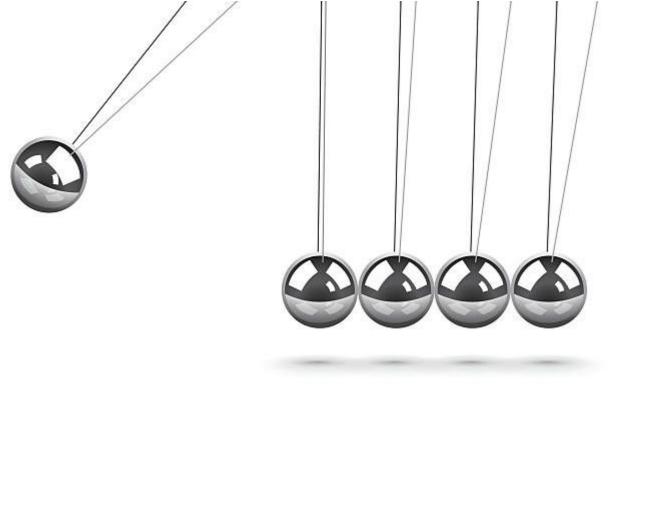
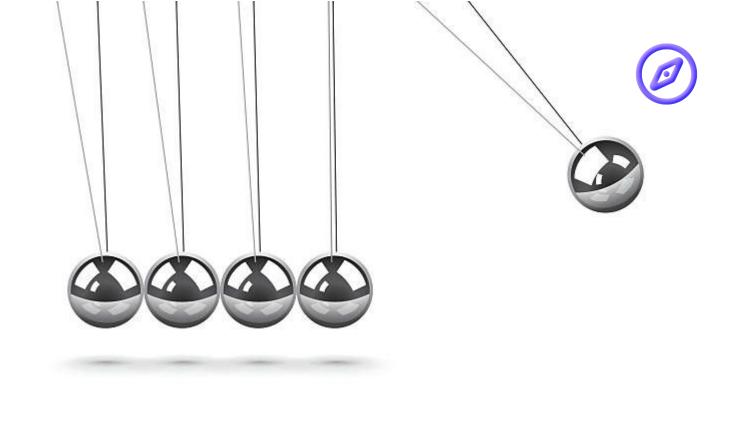# Roadmaps to point

By product leadership, for the product org
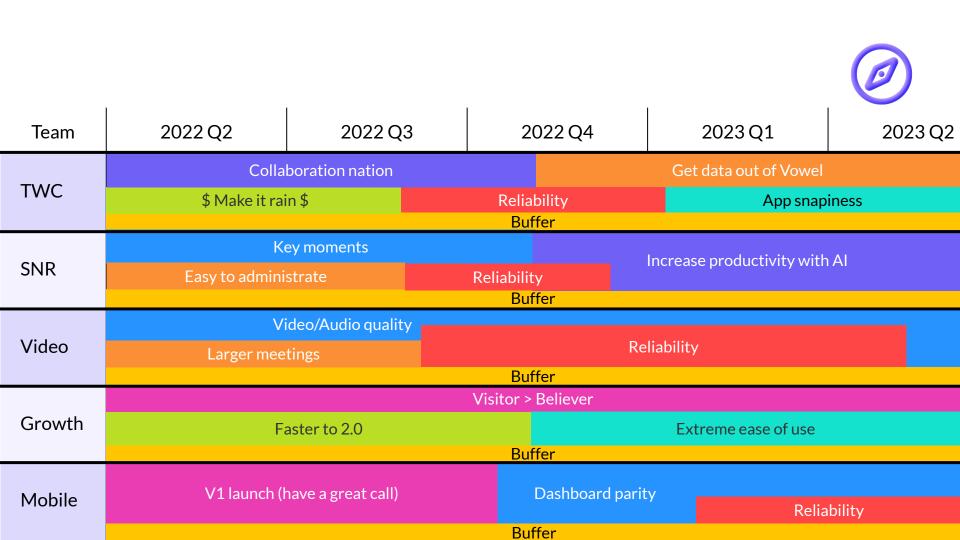
Set up teams for success and autonomy

🚀

The answer? Themes

Team	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2
TWC	Collaboration nation			Get data out of Vowel	
	$ Make it rain $		Reliability	App snapiness	
	Buffer				
SNR	Key moments		Increase productivity with AI		
	Easy to administrate	Reliability			
	Buffer				
Video	Video/Audio quality		Reliability		
	Larger meetings				
	Buffer				
Growth	Visitor > Believer				
	Faster to 2.0		Extreme ease of use		
	Buffer				
Mobile	V1 launch (have a great call)		Dashboard parity	Reliability	
	Buffer				

Roadmaps to pop

By Marketing, for Marketing and PM's
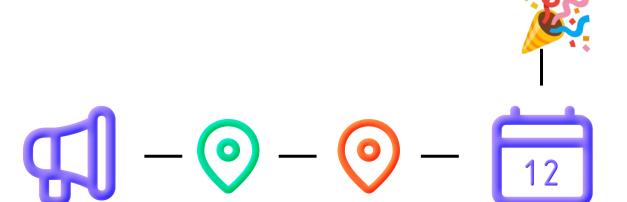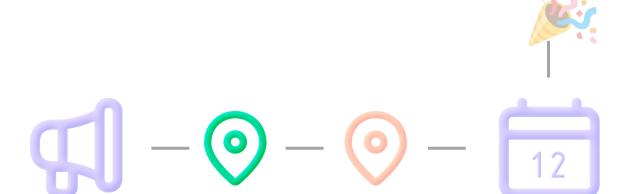
Get customers to pay attention

💥

What's the right message for us to land?

What features are likely in?
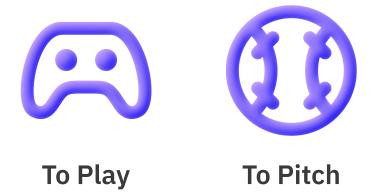
What features are actually in?

More roadmaps
Less time
Better results

The 4 roadmapping goals

To Play

The 4 roadmapping goals

To Play

To Pitch

The 4 roadmapping goals

To Play

To Pitch

To Point

The 4 roadmapping goals

To Play

To Pitch

To Point

To Pop

Thank you