

Building your product roadmap

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Enterprising
Futures at **LSBU**



Intro!

The Art of Repetition

"Everything that needs to be said has already been said. But, since no one was listening, everything must be said again."

— André Paul Guillaume Gide, French Author and Nobel Laureate



Lean Startup

SWOT

North Star

Design Thinking

OKRS / KPI

Product Market Fit

MVP

Business Model Canvas

TASK 1

Crafting Your Product Vision

1

Product Vision Snapshot

A succinct, **one-sentence statement** capturing your product's ultimate purpose and aspiration. This guides all subsequent decisions.

2

Define Your Target User

Pinpoint the **single, primary user segment** your product aims to serve. Understanding their needs is paramount.

3

Identify Core Problem

Clearly articulate the **one fundamental problem** your product seeks to solve for your target user. This forms the bedrock of your solution.



Navigating the Inevitable Challenges

In the dynamic world of product development, obstacles are a given. Successfully managing these challenges is crucial for maintaining momentum and achieving strategic goals.

Financial Constraints

Limited budget often necessitates tough choices and creative solutions.

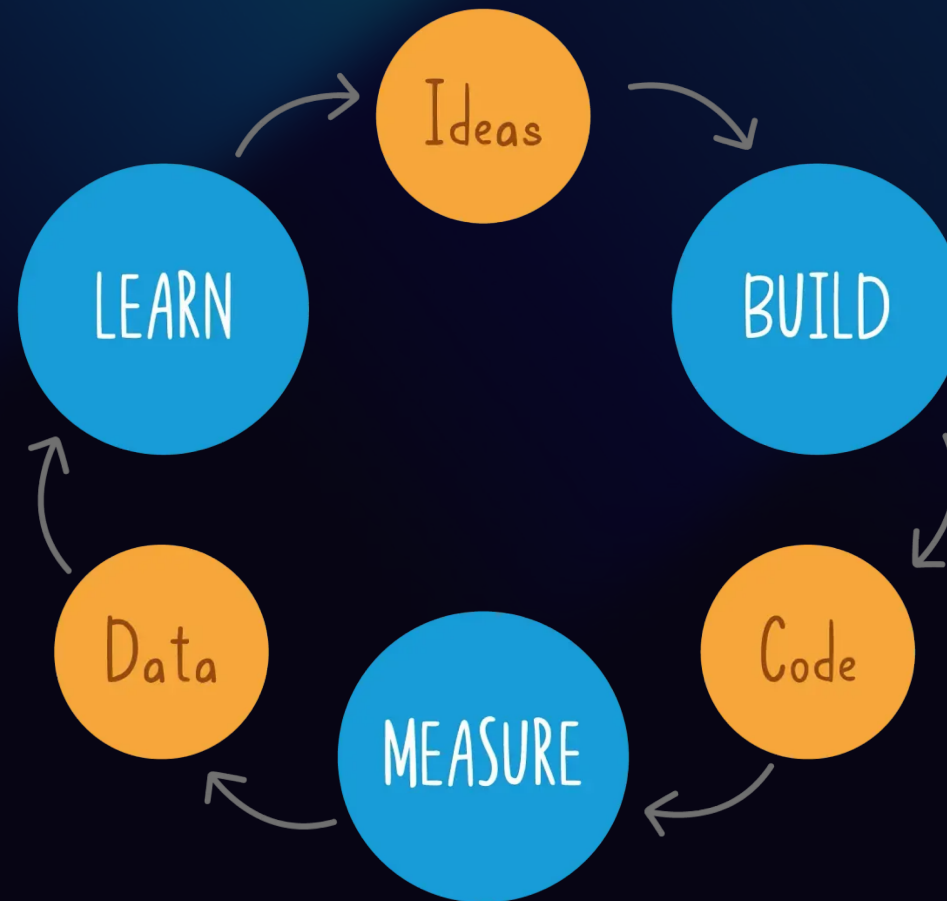
Time Pressure

Tight deadlines can impact scope, quality, and team morale.

Resource Allocation

Balancing team capacity with project demands is a constant juggle.

MVP frame work / flywheel / product road map



What most startups want to build



What they should build first



Focusing on one simple problem, small but quickly growing market in a specific industry.

Eventually build this



If stopping innovating and building



TASK

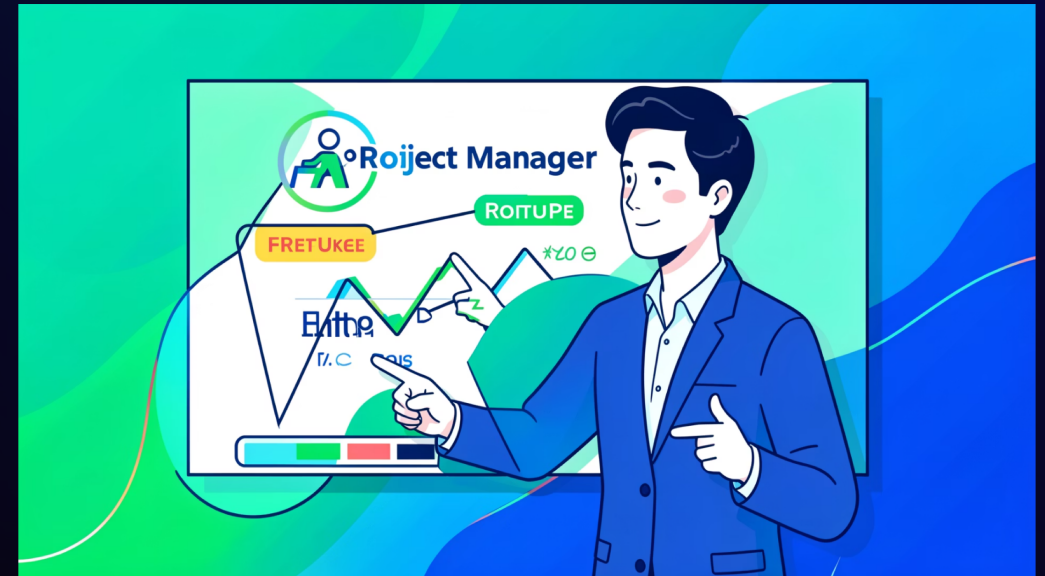
Strategic Feature Prioritisation

The task at hand is to meticulously select **three key features or improvements** for the upcoming quarter. This isn't merely about picking popular ideas, but rather making strategic choices that align with the product vision and address core user problems.

Each chosen item must come with a clear, concise justification. This rationale should explain its expected impact on user value, business objectives, and market positioning. Consider the "why" as much as the "what."

Why Prioritise?

- Optimise resource utilisation.
- Maximise market impact.
- Ensure alignment with vision.
- Manage stakeholder expectations.



Effective Client Engagement Strategies

Building strong relationships with clients and understanding their evolving needs is fundamental. Here are diverse approaches to initiate and foster these crucial connections.



Family & Friends

Leverage your immediate network for initial feedback and warm introductions.



Personal Introductions

Seek referrals from existing contacts to gain trust and credibility.



Industry Events

Attend conferences and workshops to meet potential clients and partners.



LinkedIn & Groups

Utilise professional platforms to connect and engage with relevant communities.



Strategic Cold Calls

When appropriate, direct outreach can open doors, but requires careful planning.



WhatsApp Groups

Participate in niche groups to understand discussions and offer insights.

CHAPTER 3

Mastering the Art of Client Interviews

Conducting effective interviews is a skill. It requires preparation, active listening, and a mindset open to unexpected truths. Follow these guidelines to extract invaluable insights:

01

Focus on One Individual

Interview one person at a time to ensure their undivided attention and honest feedback.

03

Separate Behaviour & Feedback

Distinguish between observed actions and stated opinions for richer insights.

05

Disarm Politeness Training

Encourage candid responses by assuring participants that all feedback is welcome, good or bad.

07

Focus on Actual Behaviour

Ask about past actions rather than speculative feelings to get concrete evidence.

09

Request Introductions

Always ask if they know others who might benefit from or have insights into your product.

02

Set Clear Goals & Questions

Know exactly what you aim to learn and prepare specific, targeted questions beforehand.

04

Embrace Critical Feedback

Be prepared to hear things you might not like; these are often the most valuable revelations.

06

Ask Open-Ended Questions

Promote detailed responses over simple 'yes' or 'no' answers to uncover deeper motivations.

08

Listen Actively, Talk Less

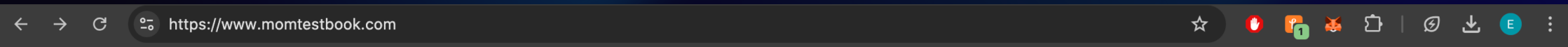
Your role is to absorb information, not to influence or explain your product.

10

Document Quickly

Write down notes immediately after the interview to capture fresh impressions and key details.

Mom Test



[Buy the book](#)

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**THE
MOM
TEST**

**How to talk to customers & learn if
your business is a good idea when
everyone is lying to you.**

<https://medium.com/@yanastupina/key-findings-from-the-mom-test-book-153ff1d7bea6>

Frameworks for Feature Prioritisation

Several models exist to help categorise and rank features, ensuring that the most impactful work is tackled first.

Basic Tiers

- 1 Must-Have
- 2 Should-Have
- 3 Want-to-Have

A foundational approach, simple to implement for initial categorisation.

Expanded Categories

- 1 Must-Have
- 2 Should-Have
- 3 Could-Have
- 4 Nice-to-Have

Adds granularity, allowing for a finer distinction between desired features.

- 1 Critical
- 2 Very important
- 3 Somewhat important
- 4 Somewhat optional
- 5 Completely optional

MoSCoW Prioritisation: Delivering Value Effectively

The MoSCoW method provides a structured approach to feature prioritisation, ensuring that development efforts are aligned with business and user needs.

Must Have

Non-negotiable requirements; essential for the product to be viable. Without these, the product is incomplete or unusable.

Should Have

Important but not critical; adds significant value but the product can function without them. These are high-priority enhancements.

Could Have

Desirable but not necessary; nice-to-have features that would improve user experience if time and resources permit.

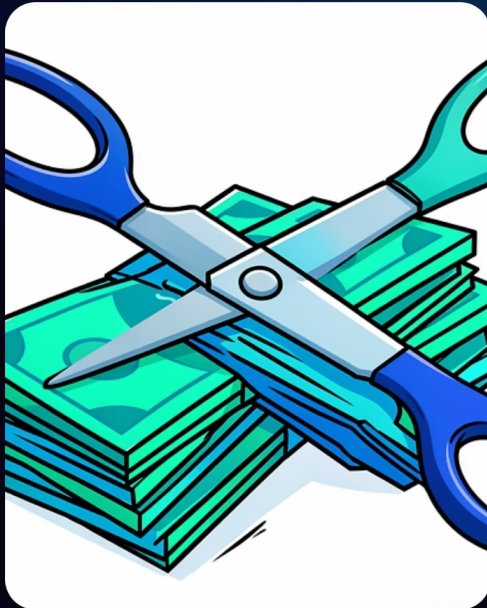
Won't Have

Features that will not be delivered in the current iteration or release. Helps manage expectations and focus on what matters most.

TASK

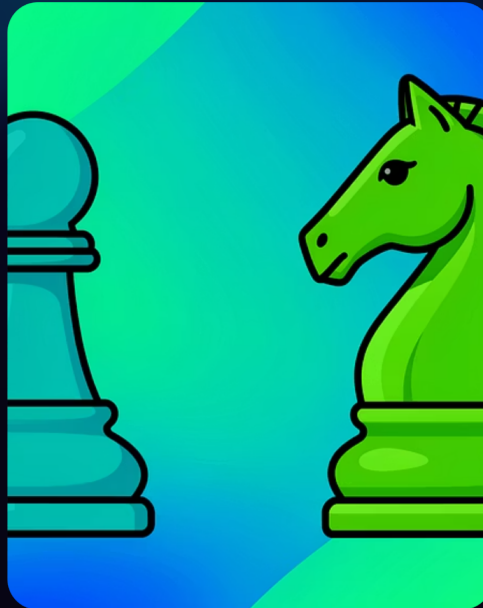
Navigating Roadmap Trade-Offs

The product roadmap is a living document, constantly exposed to external pressures and unforeseen circumstances. Adapting to these changes requires strategic decision-making and a clear justification for any adjustments.



Budget Cuts

When financial resources shrink, it necessitates the removal or delay of less critical roadmap items to maintain project viability.



New Competitors

The emergence of a new rival can force a re-evaluation of priorities, often leading to the acceleration of competitive features or the deferral of others.



Regulatory Changes

New laws or compliance requirements can demand immediate attention, potentially delaying planned features to ensure legal adherence.

For each scenario, the task is to **remove or delay one roadmap item and explain why** it was chosen over others. This demonstrates a clear understanding of impact and strategic agility.

Defining the Prioritisation Process

A well-defined process for prioritisation is key to making consistent, data-driven decisions that align with your product strategy.

By consistently asking these questions, you can ensure that each feature or improvement delivers maximum value and aligns with strategic objectives. This systematic approach helps in finding the right priority for every item on your roadmap.

Does the customer the customer have this feature today?

What does the customer do if the features is not built or ready?

How much pain does the customer feel if the feature is not included?

Is there a workaround if the feature is not included?

What if you only build part of the feature?

Is there a way to split the feature into multiple sub-features?

Does any other competitor have this feature?

Is there another similar feature that is a reasonable substitute?

Is there a way to spec the feature differently to reduce its cost?

How does the business benefit of this feature compare to another feature?

PPP

Progress

What have you identified from last week's plan that you had perhaps not realized might impact things in the future? Is it a problem or is it a benefit to your stated goals?

Problems

Which of the problems you encountered this week are worth sharing because they impact the prioritized plan? (every day there are little problems we all encounter, but they don't all materially impact the bigger picture).

Plans

After having assessed and reflected on your progress and problems above, what will you prioritize to execute during this interval?

<https://seedcamp.com/views/from-ppp-to-pppp-a-guide-to-weekly-reporting/>

<https://seedcamp.com/views/seedcamp-podcast-episode-31-taylor-wescoatt-on-product-product-roadmaps-1-of-3/>

Why so many questions?

The key to sell, innovate or build is to ask the right questions at the right time.

Resources:

Blogpost:

<https://a16z.com/2012/06/15/good-product-managerbad-product-manager/>

<https://davidmytton.blog/product-managers-are-not-responsible-for-how/>

<https://www.mindtheproduct.com/>

<https://blackboxofpm.com/>

Books:

[*Crossing the chasm*](#)

[Inspired: How to Create Tech Products Customers Love](#)

[The Lean Product Playbook: How to Innovate with Minimum Viable Products and Rapid Customer Feedback](#)

[Product Roadmaps Relunched: How to Set Direction While Embracing Uncertainty](#)

Podcasts:

[*The product podcast \(Spotify\)*](#)

[*Build with Maggie Crowley \(Spotify\)*](#)

[The Saeed Khan Hypothesis: Understanding the State of Your Product, Your Processes, and Your People Sets the Foundation for High-Growth Products](#)

Thanks!