Aduhelm’s Accelerated Approval and Medicare Coverage: Pharmaceutical Controversy of the Decade?

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Andrew Peterson, PhD
Matthew McCoy, PhD
Allison Hoffman, JD
Aduhelm Background
Alzheimer’s Disease and Aduhelm

- Alzheimer’s is a progressive neurological degenerative disorder
- Aduhelm is an antibody that targets amyloid-beta
FDA Accelerated Approval and the CMS Decision: Timeline

March 2015
- Phase 1 trials on Aduhelm

2019
- Biogen discontinued trials

June 2021
- FDA approved Aduhelm

Implications
Implications

Safety Risks

40% of patients experienced brain hemorrhaging in pre-approval trials.

Cost

If even \( \frac{1}{3} \) of individuals with Alzheimer’s received this drug, health care spending would increase by $112 billion annually.
March 2015
Phase 1 trials on Aduhelm

2019
Biogen discontinued trials

June 2021
FDA approved Aduhelm

January 2022
CMS proposed CED

February 2022
CMS accepted public comments

April 11, 2022
National Coverage Termination

Implications
Project Overview & Aims
Monoclonal Antibodies Directed Against Amyloid for the Treatment of Alzheimer’s Disease

CAG-00460N

Public Comments

Total Comments: 9957
Biogen and other pharmaceutical companies

Industry organizations

Experts in drug pricing and FDA policy

Clinicians

Patient advocacy groups

Medical societies

Patients

9,957
Themes we are assessing in the comments

- Support of or opposition to FDA’s approval
- Support of or opposition to CMS’ proposal
- Tradeoffs between uncertainty, risks, and benefits
- A perceived “right to try” unproven medication
- Desperation or optimism
- Views on appropriate trial design/endpoints following FDA approval
- Impact on future drug development and research
- Health disparities
Project Aims

01 Analyze public comments
   - Analyze comments made to CMS and identify disagreements in patient communities

02 Understand patients’ perspectives
   - Understand patient perception on uncertainty, risk, and benefits in accelerated approval

03 Assess FDA’s claims
   - Assess FDA’s claims that patients support Aduhelm approval

04 Inform future decisions
   - Inform future decisions about drug development, FDA approval, and CMS coverage

Analyze public comments
Understand patients’ perspectives
Assess FDA’s claims
Inform future decisions
Methods
4. What type of stakeholder is the commenter? *

- Peer
- E:
- A

6. What is the commenter's position (select all that apply)

7a. What topics does the commenter address?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>1. FDA was right to approve Aduhelm</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. FDA should not have approved Aduhelm</td>
<td></td>
<td></td>
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<tr>
<td>3. Concern about weakening FDA approval standards</td>
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</table>
5a. Is the comment a duplicate (in whole or part)? *

Duplicates Categorization

- Yes (if so, please go on to answer 5b and 5c)
- No (if so, please move forward to question 6)

5b. Which duplicate

- seriously flawed post hoc/stunning disregard
- I’m writing to express
- Having DS/regardless of race
- precedent set.. accelerated approval/older disabled adults
- provides to patients with cancer, heart disease, and HIV/AIDS
- unproven surrogate endpoint/I am writing to applaud
- I salute your decision/tax-payer funds
- brakes on the FDA’s
- utterly appalled/ I urge anti-amyloid
# CMS Comments Google Form - Double Code

## 1. Coder Name *

- Ariel Johnson
- Samarth Setru
- Saloni Shah

### Table

<table>
<thead>
<tr>
<th>Timestamp</th>
<th>Name</th>
<th>Age</th>
<th>Diagnosis</th>
<th>Memory Loss</th>
<th>Functionality</th>
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<tbody>
<tr>
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<tr>
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<td>Y</td>
<td>Alzheimer's</td>
<td>No</td>
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<td>7/25/2002 14:52</td>
<td>Double Code</td>
<td>Z</td>
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<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>7/28/2002 1:58</td>
<td>Double Code</td>
<td>A</td>
<td>Alzheimer's</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>7/30/2002 1:58</td>
<td>Double Code</td>
<td>B</td>
<td>Alzheimer's</td>
<td>No</td>
<td>No</td>
</tr>
</tbody>
</table>

- **In favor of Cover**: No
- **In favor of full MM**: No
- **In favor of low MM**: No
- **In favor of no MM**: No
<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>04</td>
<td></td>
<td>Form description</td>
</tr>
</tbody>
</table>

1. Coder Name *
- Ariel Johnson
- Samarth Setru
- Saloni Shah
- Jacose Bell
- Kattje Greenberg
Preliminary Findings
Patient advocacy groups were encouraging their members to fill out comment templates.

Most prevalent duplicates:
- Seriously flawed post hoc analysis
- Discrimination against Downs Syndrome

Commenters expressed confusion that Aduhelm was not FDA approved or unaware of CED position.

Majority of commenters in favor of full Medicare Coverage.
Next Steps
New team members will finish the single coding.

Analyze all the comments comprehensively once single coding is done.

Work towards publishing an article discussing findings from the comments.

Inform future FDA and CMS decisions.
Lessons Learned
We thank our mentors, Joanne, and fellow SUMR scholars for a great learning experience and a memorable summer.
Questions
What are the implications of FDA’s accelerated approval?

**Safety Risks**
40% of patients experienced brain hemorrhaging in pre-approval trials.

**Future Drug Development & Investment**
Aduhelm becomes the basis for all future Alzheimer’s drug development.

**Cost**
If even ⅓ of individuals with Alzheimer’s received this drug, health care spending would increase by $112 billion annually.
CMS’ Decision on Aduhelm Coverage

January 2022
- CMS proposes CED

April 2022
- CMS finalizes CED
What are the implications of CMS’ decisions?

- Increased access to trials
- Sends message to bring back evidence-based standards
- Medicare premium
- Future drugs in the same class of antibodies
OUR WEEKLY REPORT IS BRIEF BUT PACKED WITH INSIGHTS

Insights that will help you forge stronger relationships at work to advance your career. We only focus on identifying and reporting the latest insights and trends that will allow our subscribers to succeed.
Preliminary Findings

- We identified 44 duplicate comments
- About 60% of the comments were duplicates
- The majority of commenters were in favor of Full Medicare Coverage - might be bc AD locations are funded by Pharma
- Some individuals expressed confusion that Aduhelm was not FDA approved and some were not aware of the CED decision
- The duplicate most prevalent was seriously flawed post hoc analysis
- The second most prevalent comment expressed concern of discrimination with access to individuals with Down Syndrome

NOT DONE

Will add charts and more percentages
Xxxxxx x xxxxxxx x xxxx xxxx

Xxxxx x Xxxxxx
Xxxxx xxxx xxxx xxxx xx
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Xxxxx x Xxxxx #4
Xxxxx xxxx xxxx xxxx xx
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Status
An essential component of any product roadmap

Goals
Per month
Every product plan should include an overview of progress

Releases
Per quarter
Show how the team is progressing against planned work

Epics
Per story
Status indicators enhance the value of any roadmap

Initiatives
Per team
Use specific indicators for each component

Status indicators enhance the value of any roadmap
Agile roadmap

An agile roadmap requires a different approach.

The challenge for an agile company is to create a roadmap that is both flexible and focused.
Basics
A product roadmap is a low-cost way for the organization to capture feedback

Customers
The roadmap is a low-cost and low-risk way to capture customer feedback on future product development plans

Marketing
The roadmap can also be used to clarify marketing feedback on the direction of future developments
10x GROWTH Y/Y SINCE 2014
You Exec has helped thousands of professionals to master the skills necessary to become an executive.

Resources
Content to stand out

Interviews
Exclusive understanding

Insights
Knowledge is power

Articles
Weekly summaries
PROBLEM
Career development has halted

Executives and directors need a trusted source of industry news that helps them lead.

Managers do not understand how to manage new global generation of mobile individuals.

New college graduates around the world do not have a mentor to guide them through the obstacles that a corporate or startup career can throw their way.
FOUR PILLARS OF DEVELOPMENT

01 ARTICLE SUMMARIES
Article summaries to stay ahead of the curve

02 ACTIONABLE INSIGHTS
Actionable insights to prosper week after week.

03 EXCLUSIVE INTERVIEWS
Interviews to learn of best in trade strategies.

04 RESOURCES
Resources to stand out from the crowd.
TIMELINE
Time, it flies when you’re busy

2014
Raised friends and family seed-round

2014.5
Launched You Exec with xxxx subscribers

2015
Launched Plus subscription model for corporate accounts

2015.5
Xxx Xxxx xxxxxx xxxx xxxxxxxx xxxxxx xxx

2016
X xxxx xxxxxx xxxxxx xxx

2016.5
Xxxxx xxxxxx xxxxxx xxxxxx xxx
TARGET USERS

- **SMBs**: Small/medium business need digital resources and services to help them compete.
- **Founders**: Innovators seek the latest studies and resources when it comes to defining organizational culture.
- **Corporate**: Corporate employees have few mentors and resources to guide them to success.
- **Enterprises**: Enterprises seek to hire the best-in-class engineers, managers, designers in their industry.
MARKET SIZE

6 of 10

9 of 10
SOLUTION
A tiered approach to corporate education

INTERVIEWS
Fortune 100 executives have much to share, we will interview them and compile best-practices.

RESOURCES
Finding and distributing the best corporate resources is a daunting task. We will master it.

INSIGHTS
We will email our members weekly insights to help them develop their career.
MIND DEVELOPMENT (RIAi)

- RESOURCES: Share best-in-class resources
- INTERVIEWS: Learn from the best
- ARTICLES: To identify best practices
- INSIGHTS: To build on knowledge
OUR USERS DESIRE KNOWLEDGE

All the knowledge is out there, we just have to connect the dots and share it with the right people.

RESOURCES
Crowd-find materials

ARTICLES
Allow others to become their own HBR

INTERVIEWS
Connect a new generation with past executives

INSIGHTS
Share knowledge across companies
POSSIBLE SALES TEAM

CEO

US
- National Director
  - Manager 1
    - Reps.
  - Manager 2
    - Reps.

EU & Middle East
- National Directors

South America & Africa
- National Director
  - Manager 1
    - Reps.
  - Manager 2
    - Reps.
EXAMPLES

You Exec

- Insights
  - Concepts from “How to Win Friend and Influence People”
  - Top 10 X, Y, Z to XXXXXXX for each industry

- Interviews
  - Podcast-like audio interviews
  - “Mixery” for corporate enthusiasts

- Articles
  - Summaries from the best business editorials
  - Find material to share from different MBA programs

- Resources
  - Books, email templates, thank you notes....
  - Anything that will help recruiting world-class talent
TESTIMONIALS
What our subscribers are saying

“Tremendous value for the time I spend reading my weekly report. In less than six months my …”

“As a software developer it was hard for me to practice public speaking and connect. This service has helped me find mentors…”

“It’s like my personal professional advisor!!”
MATRIX OF SERVICES

RESOURCES
Abstract materials that anyone can use for most occasions

ARTICLES
High level

INTERVIEWS
Suggestions and case-studies focused on industry people dynamics
Actionable

INSIGHTS
Actionable insights to develop one’s career

Best in class
Very practical
High-level
Spot on

Hardness to acquire
Help our members with strategic decisions

Based on data analytics

Great support

Care & consultation services

Help enterprises recruit best in class talent

ADVANTAGES
Website
Member comes to website and shares a resource or article

Plus Service
Members who are truly interested can further join the Plus offering

Shared Feed
Content appears on news feed of new potential members

Time
Once article, insight, or resource is finalized it can be shared with others

New members
Want to the article, insight, resource that is shared

Monthly
Each month Plus members can share new resources via the website and native apps

HOW IT ALL CONNECTS
MARKET PERSONAS

Audience breakdown after some interviews

- Executives: 12%
- Recruiting firms: 25%
- Managers & Directors in a corporate employees: 48%
- New hires and recent grads: 68%
Drops off after downloading 1-5 resources

Drops off due to lack of insights for specific industries

Clicks out due to unknown reasons

Visitors from advertising campaigns that are likely bots

Drives to cart page but does not convert

5% Customer Conversion
We interview Fortune 100 executives & read 100s of editorials — and only email you the insights and resources that will help you develop your career. All, in a brief report so you can stay ahead of the curve.
MARKETING STRATEGY

Incredible content
Develop incredible content such that our members will not be shy to share the content

Free services
Capture potential members with free-mium model

Paid subscribers
This is optional, not sure yet. Ideally everything should be free for everyone

Consulting
Allow corporate members to gain access to our consulting expertise

Incredible content
Develop incredible content such that our members will not be shy to share the content
THE FIRST THREE YEARS

**Y1**
Introduce services to corporate employees.
Spray and pray

This is broaden the brand – both in the US and abroad

**Y2**
Ensure members use all four of our products

Focus on depth and acceleration of member professionals

**Y3**
Focus on consulting services

Allow large enterprises to use our consulting services. Help our members find amazing jobs
TRAFFIC FLOW
Where do members on our website

Top three most desired pages:

- 80% Only landing page
- 15% Visited cart page
- 5% Converted
We only send you actionable insights that can develop your career. We read 100s of business editorials and interview Fortune 100 executives to discover the best insights, the most valuable articles, the most used resources you can use to succeed in your industry.
We are still in the early stages of capturing the market. We have 0.01% penetration.
TRAFFIC BY REFERER
Summarized by source and type

- 23% XXXX
- 2% XXX
- 19% XXX XXX
- 24% XXXXX
- 11% Xxxxxx
- 16% Xxxxx
- 6% XXX
- 7% XXXX
- 23% Xxxxxx

45% XXX
EFFECTIVENESS
Resources vs. Interviews vs. Articles vs. Insights

- Insights: 3%
- Articles: 45%
- Interviews: 60%
- Resources: 55%

- 45%: Xxxxx x xxxxxx x xxx x xxx xx xxx x
- 90%: Xx xxxxxx xxxxxxxx x xxxx xxxxx
GENDER USAGE DISTRIBUTION
How different genders use our content

65%
72%
28%

30%
38%
26%

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Questions
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01

02

03

04

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xXxxxxxxx
Xxxxx xxxxx xxxx xxx xxx

90%

60%

75%

45%
Xxxxx x xxxx xxxx

40%

65%

75%

90%
Xxxxx x xxxx xxxx

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01

02

03

04

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60%

75%

45%

90%
Include relevant milestones and requirements that other departments are facing.

Transparency
As much as possible

Developers need to understand deadlines and requirements even if they are less concerned with product vision and revenue potential.

Graphics 65%
Marketing 65%
Finance 65%
Release details
Timeline details keep the team focus on the "when" of the roadmap

Requirements
Product requirements will be a key component of the engineers' roadmap

Features
The engineering team needs to understand the "what" of the product

Product vision
The overall product vision keeps everyone focused on the final goal

High-level strategy
Include some sense of the "why" with a high-level strategy overview

Engineering
Include why, what, and when

Engineers are less focused on product vision and revenue potential. Even so, include high-level goals in the product roadmap
Feature 01
How will the product help me to sell more?

Feature 02
How does this product improve on other options?

Feature 03
What developments should I share with prospects?

Benefit 04
How does the product benefit me as a sales rep?

Benefit 05
What benefits can I communicate to clients?

Sales-Oriented Roadmap
Focus on features and customer benefits
Sales-oriented roadmap

Use visuals to emphasize the benefits of the product

Themes
Group similar features into themes the reps can discuss with customers

Improvements
Emphasize how this product is an improvement over others in the market

Solutions
Emphasize the customer problems that can be solved with this product
Faster deals
Will the product make it easier to close deals?

Increased sales
Sales reps need to understand how the product benefits them

Wider market
Include information on how the product broadens the market

Enhanced product
Specify the new features that enhance the product

Sales-oriented roadmap
How do I benefit?
Product roadmap components

Many components can be incorporated into a product roadmap

Roadmap 01
Once you have decided on the audience for your roadmap, start thinking about its components

Roadmap 02
The audience will determine the structure and information used in the roadmap

Roadmap 03
Some or all of the following will likely be components in the roadmap
Product initiatives

What is needed to meet the goals?

80%
Strategies
Strategic initiatives show what needs to be accomplished to meet the goals

60%
High-level
Initiatives are a high-level overview of what must be completed

40%
Themes
Initiatives include the broad themes of the work

The roadmap should include some sense of the high-level strategic initiatives that will need to be completed in order to fulfill the goals that have been laid out for the product.
FEATURE 01
Showcase a new functionality

FEATURE 02
Showcase an improved functionality

FEATURE 03
Showcase the value to the users

FEATURE 04
Specify how each feature will be delivered

FEATURE 05
Specify when each feature will be delivered
Features

Use visuals to showcase the product features

Use a visual image to showcase the new or improved functionality that will deliver value to users; tie the features to the overall product strategy.
User stories
A valuable component to use in a product roadmap

- End-user perspective
  - Another way to incorporate features
  - Define from the end-user perspective

- Tell the story
  - What the user wants
  - Why the user benefits
  - How the user benefits

- Features
  - Interchangeable with 'features'
  - Focus on the added value
  - Add details
User stories
Particularly useful for sales-oriented or external user roadmaps

75%
User 1
Stories that focus on the user experience are a good way to structure a roadmap intended for use by sales teams.

VS

90%
User 2
A roadmap featuring user stories can be particularly compelling for external audiences of clients and prospects.
Benefit
Always emphasize the benefits in any user story.

Value
Specify the ways in which the product brings value to the user.

User stories
50%
The roadmap should be updated

3
Update regularly
To capture market changes and new planning directions

g
Update regularly
To accommodate added resources or changes in priorities
Types of Roadmap
Designed with audience in mind

Once you know your audience, and the specific components you want to include, you can think about the overall structure of your roadmap. There are four general types of product roadmap, although the specifics can vary greatly.

Release Roadmap
A way to plan for product releases

Portfolio Roadmap
Displaying releases for multiple products in a single view

Strategy Roadmap
Outlines the high-level efforts needed

Features Roadmap
A timeline for delivering new features

Product
The structure you use will depend on the product and the audience

A way to plan for product releases

Outlines the high-level efforts needed

A timeline for delivering new features

The structure you use will depend on the product and the audience
Communicate the delivery of critical features.

Coordinate the activities of multiple teams.

Keep everyone focused on what needs to be done.

Keep everyone focused on the next stages of the release roadmap.
Focus on the features that will deliver value to users.
A single owner has authority

b

One person...

...is the owner of the roadmap
d

Changes...

...can only be made by one person
Step One: Strategy
Make the case

01 Define the goals for the product.

02 What does the product achieve?

03 Define the vision for the product.

04 How does this product stand out?

05 Capture the essence of what this product achieves.

06 What are we building?

Goals

End-user
How will I benefit?

Stakeholders

Team
What are we building?

Future
Where is this product headed?

What does the product achieve?
Step Two: Release
Internal or external

Decide whether the features you are focusing on will be presented to an internal or an external audience.
Step Two: Release

Emphasize strategic importance when mapping out release dates for internal stakeholders.

Goals
Tie release dates to key business goals
20%

Initiatives
Include key initiatives in internal release dates
24%

Business strategy
Remind internal stakeholders of overall business strategy
56%
Step Three: Prioritize
Remove the subjectivity

Business Profit
$25,000
Per day

Clearly defined metrics, based on the strategy, help to score features.

Subscribers
17,000
Per day

Scoring features against specific goals takes the subjectivity out of the process.

Annual revenue
$3.9 million
First year

Prioritize those features that will have the greatest impact.
A traditional or waterfall company needs a roadmap with long-term commitments and firm deadlines.

An agile company needs a roadmap that can accommodate changes while still achieving goals.

Traditional Waterfall
Business focused

Agile
Customer focused

Branch 1 • Branch 2 • Branch 3

Continuous
Agile companies practice continuous development and respond to rapid marketplace changes.

- Organic website clients: +250,000
- Total Clients: 130
- Average response: 2 minutes
- Product turnaround: 72 hours
Focus on Strategy

01. Define the vision and the goals

02. Define the users and their relationship to the product

03. Define the outlook and the usage
Flexibility can be a challenge

Extensive flexibility can lead to unnecessary pivots in development and resources. An agile roadmap must be grounded in the product vision and strategy.
Agile roadmap
Focus on the product vision

As in a traditional roadmap, an agile roadmap must start with the strategy: what are the product’s vision and goals? Articulate the problem being solved for the customer.
Broad strategic themes or epics help to achieve the product’s goals.

**Features**
- Break the epic down into key features

**User stories**
- Identify end-user stories to keep goals in sight
If the team does need to change course, start reevaluating and (if needed) changing the strategic initiatives before defining new features to work on.
Agile roadmap

Work cross-functionally

- Harness all the relevant departments
- Frequent communication and collaboration between groups
- Get development input for realistic estimates of value and effort
- Be aware of the longer timelines of groups like finance and legal
Assess the strategy frequently

If goals change, so should priorities.

Break features into technical requirements and organize into sprints

Use vision, goals, and initiatives to break large themes into specific features

Agile roadmap
Tie user stories to strategic themes
Avoid date traps

- Tomorrow
- Next week
- Next month

Don't specify dates for anything that is not yet in development

Keep a broad timeline

Not a work in progress? Don't give any specific dates

Don't give dates for anything that is not well defined or not well understood.
Planning
Roadmap gives a long-term view of the product cycle

Communication
Roadmap clarifies which teams need to be kept in the loop at each stage of the product’s development

Daily
Roadmap clarifies daily expectations and deliverables for each team

Priorities
Single product roadmap establishes priorities at each stage

Goals
Roadmap is tied into business goals and strategies for clarity

Single product roadmap
Plan across the timeline

Option A
28%

Option B
60%

Option C
92%

Option D
45%

Option E
78%
Some managers prefer to have separate roadmaps for each product, each with its own strategy, timeline, features, and priorities.

**Duplication**
Multiple roadmaps can lead to duplicate effort on the part of planners and managers.

**Resources**
Maintaining multiple roadmaps takes up more resources.

**Timeline**
Maintaining separate timelines can disguise constraints.

**Constraints**
Maintaining separate roadmaps makes it harder to pinpoint team constraints.
When managing one roadmap for multiple products it is critical to have a very clear vision for each product and how it connects to the company strategy.
Focus on **priorities across teams.**

**Score.**
Score features against strategic goals; remove subjectivity

**Prioritize.**
Prioritize tasks and release date that have the greatest impact on the business strategy

**Metrics.**
Use metrics that reflect the wider business strategy.

#001.

#003.

#002.
Show the Vision
The roadmap should map out the vision you are trying to communicate.

Show the Direction
Illustrate how the product will evolve over time.

Show the Objectives
Show the plan for how the product will meet business objectives.

Show the Offering
Describe the steps involved in releasing the product and how it meets broader business objectives.

Show the Timeline
Show the step-by-step stages in bringing the product to market.
Roadmap Basics
Map out the stages of the offering over time

- Preparation: 89.5%
  - Give values
- Development: 56.5%
  - Countdown step
- Retooling: 24.5%
  - Specify time
- Client take-up: 23.5%
  - Summarize time
A roadmap is a visual representation.

#01 VISION
Use the roadmap as a visual representation of the product vision.

#02 GOALS
Give a visual representation of how the vision is tied to the company's goals.
A strategic document and a plan for executing strategy.

Every roadmap should include the vision that underpins the product offering: why this product? Why now?

Think of the roadmap as a plan for how the product is going to meet a specific set of business objectives.

The roadmap will include details on the product itself and the steps needed to bring it to life.

The product roadmap is more than a work plan; it communicates the “why” and the “what” behind the product being built.
The roadmap and business objectives.

Creating a roadmap starts with a clear sense of the business objectives involved.

01 The roadmap helps a product manager capture and communicate the product’s big-picture goals.

02 The roadmap lays out, step by step, the strategy that will enable this product to achieve the goals of the organization.

03 The roadmap provides a high-level overview of the plan for executing the strategy.

04 Implicit in every roadmap is an overview of the long-term objectives for the product and the deadlines for meeting those objectives.
The roadmap and business objectives.

Each stage of the roadmap should tie back to the company's overall strategy.

1.0 million clients

However the roadmap is laid out, each stage should be tied back to the company's key strategic objective.

0.3 million customers

Emphasizing the company's overall strategy makes it clear why each stage of the roadmap is essential.

0.1 million options

Using the company's overall strategy as a guide makes it easier to construct a direction for the product.

150 million subscribers

Without a sense of the broader corporate strategy, the roadmap will not keep the product on track.
Today’s roadmaps are more changeable.

Years ago a product roadmap was seen as a static document, with no changes expected for 18 months or longer. Today’s roadmap must be more flexible.

**SHORTER TIMEFRAMES**

Agile companies must respond to market changes with shorter plan timeframes.

**FREQUENT ADJUSTMENTS**

Agile companies need to make frequent adjustments to reflect shifting priorities.

**MARKET OPPORTUNITIES**

Today’s markets can change rapidly; a product plan must be able to adapt.
The product roadmap is a continuous process.

Today

What stage are we at currently in the product’s lifecycle

Yesterday

What has the product achieved so far

Tomorrow

Where is the product headed next
Prioritize ideas

Roadmap basics

Incoming ideas
Product management team prioritizes ideas incoming from various teams

Business goals
The roadmap must align ideas from various stakeholders with the overall business goals
Many different stakeholders will be impacted by the roadmap. Make sure inputs are included from most of them, to increase buy-in to the product and what it represents.

**Roadmap basics**

Collect requirements and features from many sources

- **Customers**: Sales, marketing, and actual customers will give input to developing the roadmap.
- **Partners**: Internal partners are a key source of ideas for the roadmap; no product is developed in a vacuum.
- **Management**: Win management buy-in by taking into account senior executives’ ideas and priorities.
- **Operations**: Engineering and operations are critical teams; get their input early and often.

**Various Sources**

25% 25% 25% 25%
Executive
- Overall strategy and business goals are their priority

Product Managers
- Lead the process with input from others

Cross-functional input
- An effective roadmap includes input from many teams

Information
- As with other engineers, IT needs specific processes and timelines

Sales
- How will the product help me and my clients?

Marketing
- Needs to know release dates and product differentiation

Executive
- Overall strategy and business goals are their priority
Roadmap basics
Roadmaps are not limited to products

Marketing
A marketing roadmap outlines marketing strategy and efforts

$4.9 billion
2008-2012

$3.5 billion
2013

IT
A technology roadmap plans out strategic initiatives
### Framework

**Roadmap Basics**

The product roadmap provides a framework for the entire organization to plan for the future of the product.

<table>
<thead>
<tr>
<th>Department</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Engineering</td>
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<td>Operations</td>
<td>70%</td>
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<tr>
<td>Executive</td>
<td>70%</td>
</tr>
</tbody>
</table>
Clear and persuasive

01 Easy to understand
Make sure the roadmap is easy to understand.

02 Persuasive
It should leave the audience persuaded of the product’s value.

03 Focus
Keep it focused on the important metrics and features.

04 Clear
Every team should be able to see its role.