

Designing roadmaps to delight customers & respect stakeholders



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Yes, you can please both!



Every child knows the secret.



Today, we'll build a roadmap together.

$$\frac{\partial p}{\partial t} + \frac{\partial}{\partial x}(p u) = 0$$

$$\frac{\partial u}{\partial t} + u \frac{\partial u}{\partial x} = -\frac{1}{\rho} \frac{\partial p}{\partial x}$$

$$\frac{\partial}{\partial t} \left(\frac{p}{\rho} \right) + u \frac{\partial}{\partial x} \left(\frac{p}{\rho} \right)$$

It starts with a lot of homework.



We know our customer needs...

I'd like to save stories and listen to them while working out.

Help me figure out what to do this weekend with my family.

I'd prefer to subscribe using Apple Pay.

Can you let me know when you write about my neighborhood?

I should be able to pause or cancel my own subscription.

I could use a digest of stories I might read on Saturdays.

I need help getting my daughter into a good school.

...and we know our business goals.

1. Expand advertising inventory

2. Attract more potential subscribers

3. Improve conversion rate

4. Reduce subscriber churn

Let's begin by aligning them...

1. Advertising

2. Fatten Funnel

3. Conversion

4. Retention

Help me figure out what to do this weekend with my family.

I need help getting my daughter into a good school.

I'd prefer to subscribe using Apple Pay.

I'd like to save stories and listen to them while working out.

I could use a digest of stories I might read on Saturdays.

I should be able to pause or cancel my own subscription.

Can you let me know when you write about my neighborhood?

...then add internal priorities.

1. Advertising

2. Fatten Funnel

3. Conversion

4. Retention

Let's redesign the desktop homepage

Let's put more ads on the article template

We sold the Business section to a new sponsor

Help me figure out what to do this weekend with my family.

I need help getting my daughter into a good school.

I'd prefer to subscribe using Apple Pay.

I'd like to save stories and listen to them while working out.

NYTimes lets subscribers "gift" stories

I could use a digest of stories I might read on Saturdays.

We're changing credit card processors

I should be able to pause or cancel my own subscription.

Can you let me know when you write about my neighborhood?

Let's find common themes...

1. Advertising

2. Fatten Funnel

3. Conversion

4. Retention

Grow audience

Event calendar

School guide

Business sponsor

More ad units

Subscriber journey

Apple Pay

Credit card vendor

Pause and cancel

Develop habits

Audio playlist

Weekend digest

Neighborhood alerts

Gift stories to friends

Desktop homepage

...and identify dependencies.

1. Advertising

2. Fatten Funnel

3. Conversion

4. Retention

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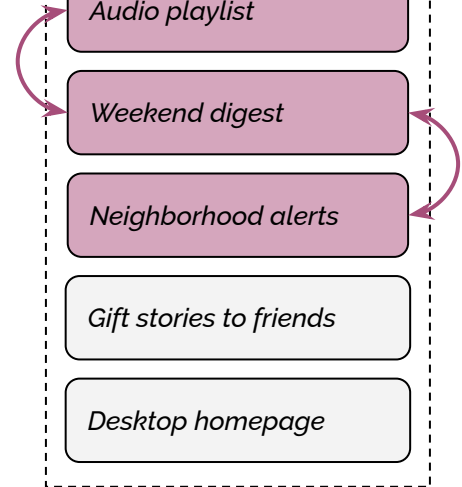
Weekend digest

Neighborhood alerts

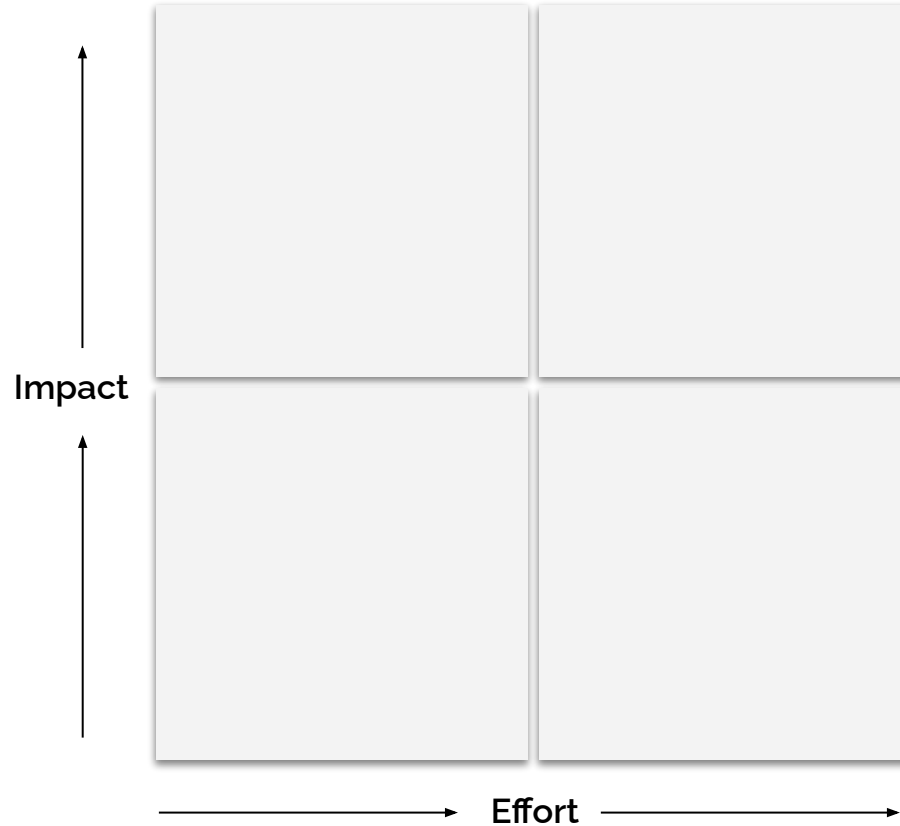
Gift stories to friends

Desktop homepage

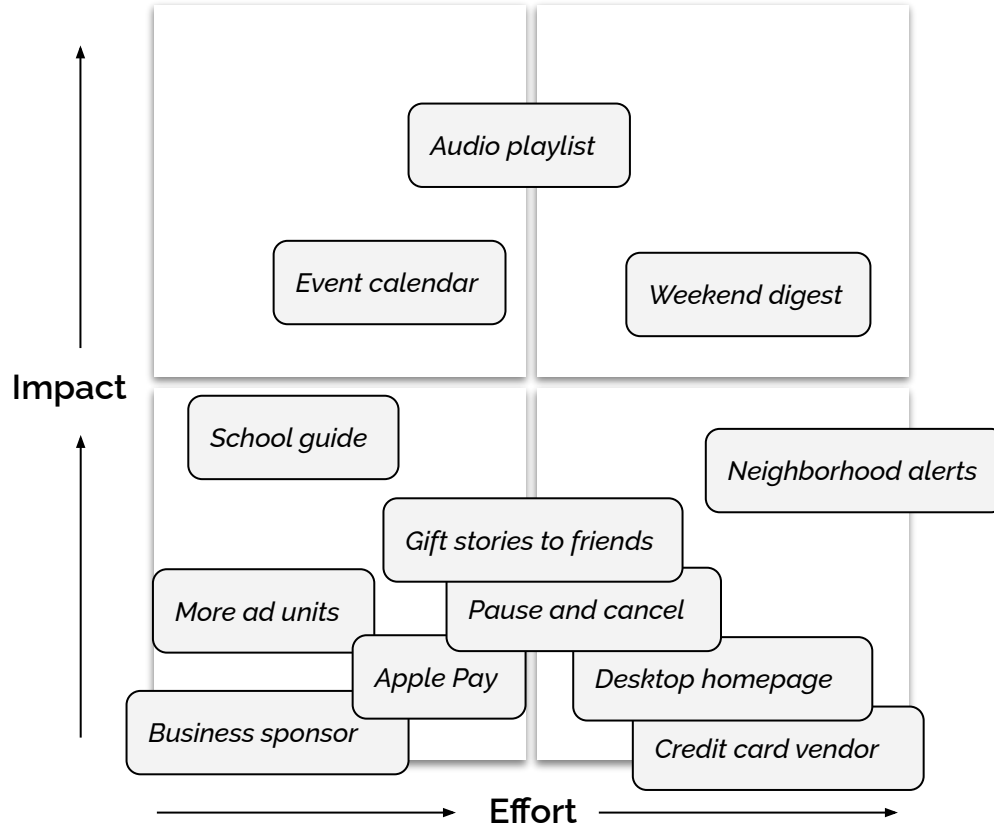
More ad units



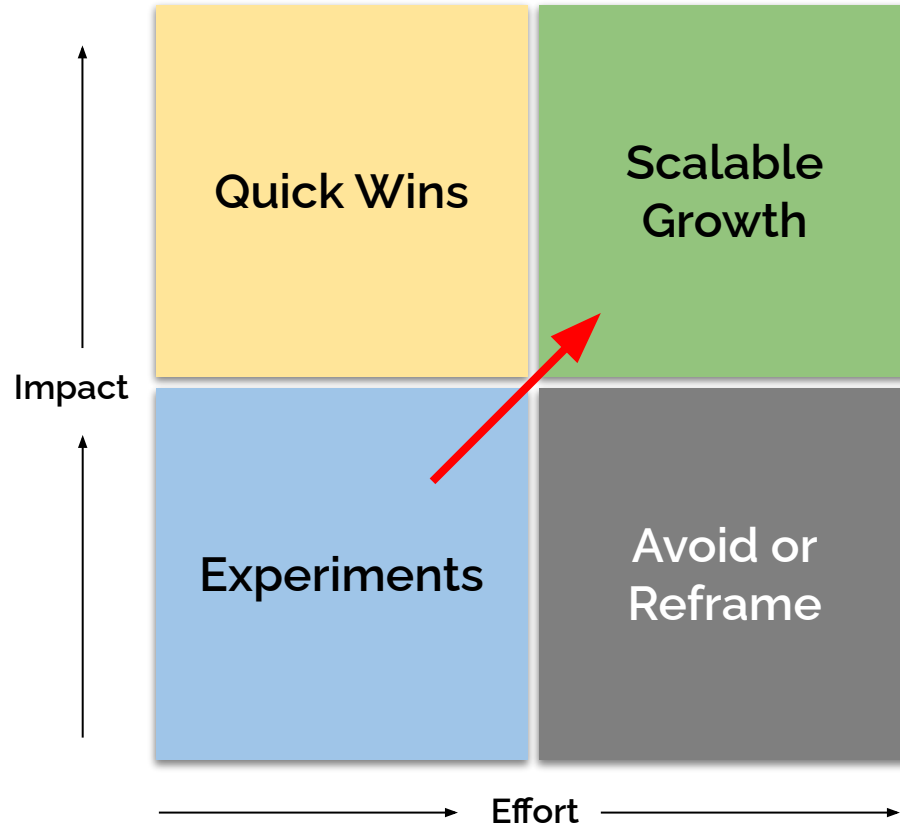
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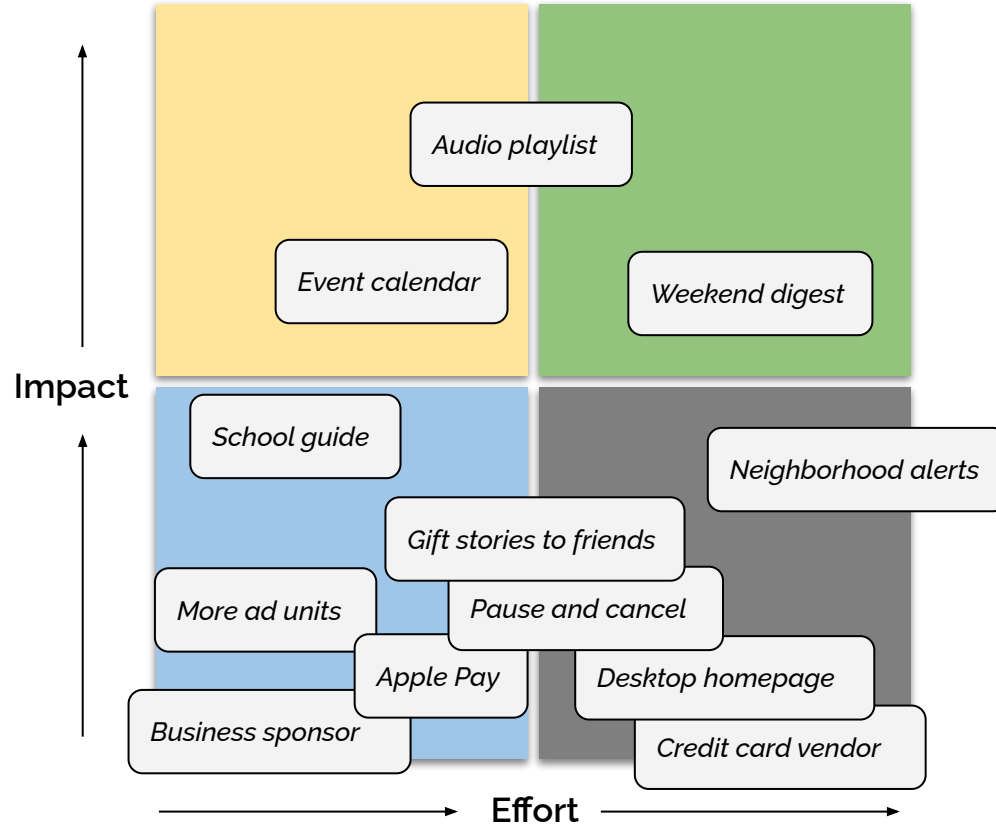
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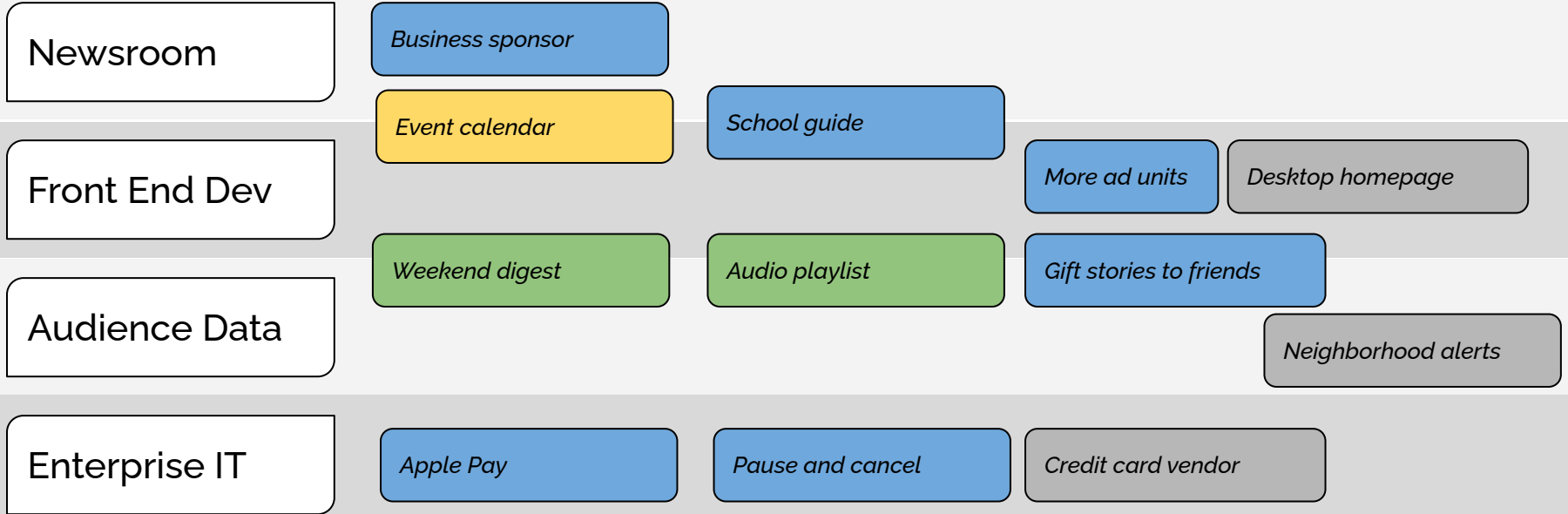
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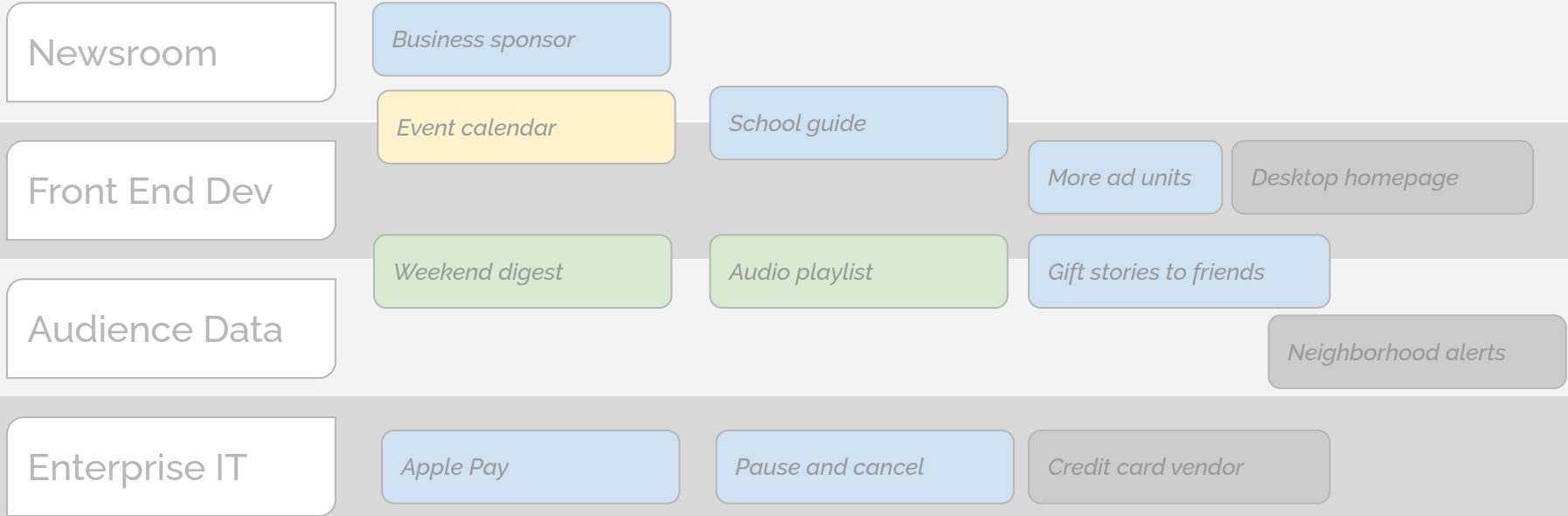
Let's quickly estimate sizes...



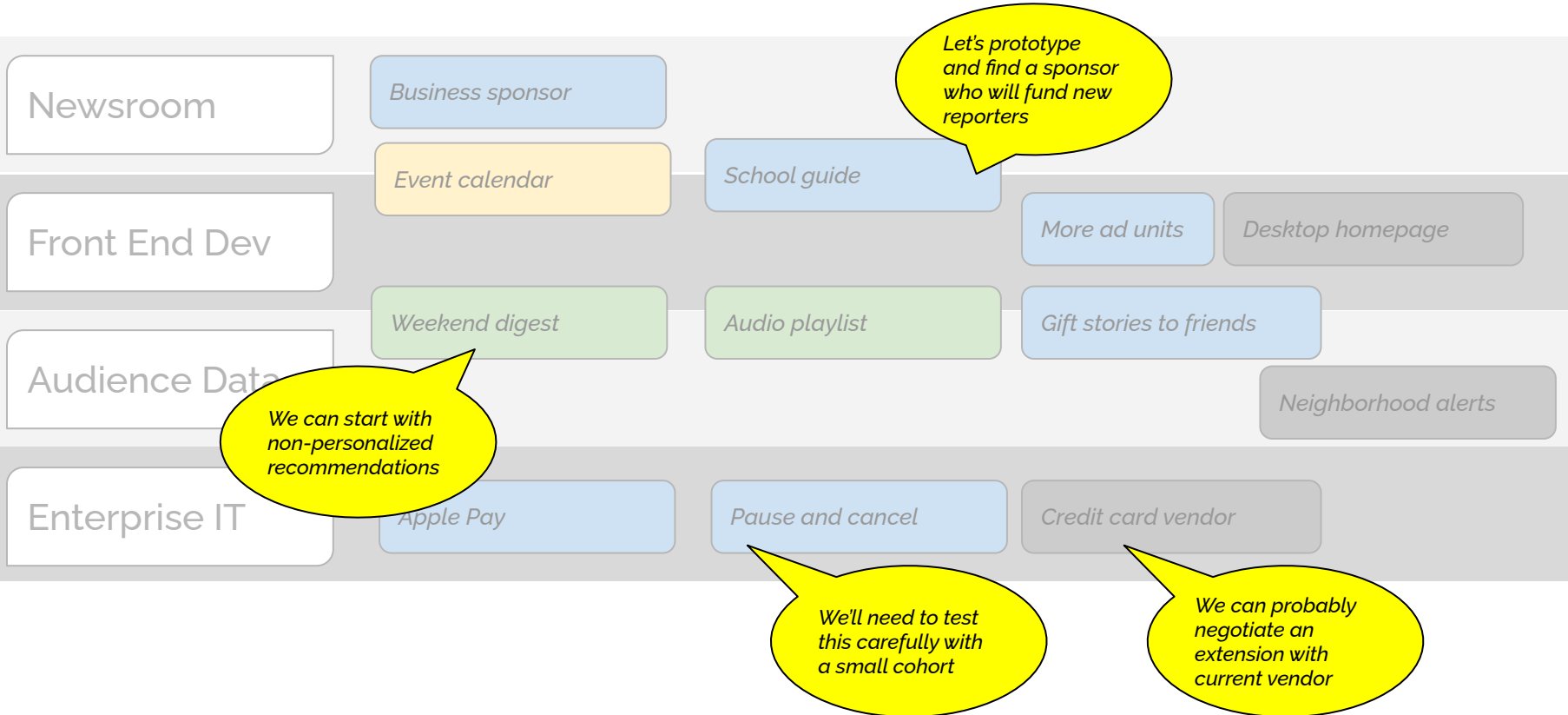
...and align with resources.

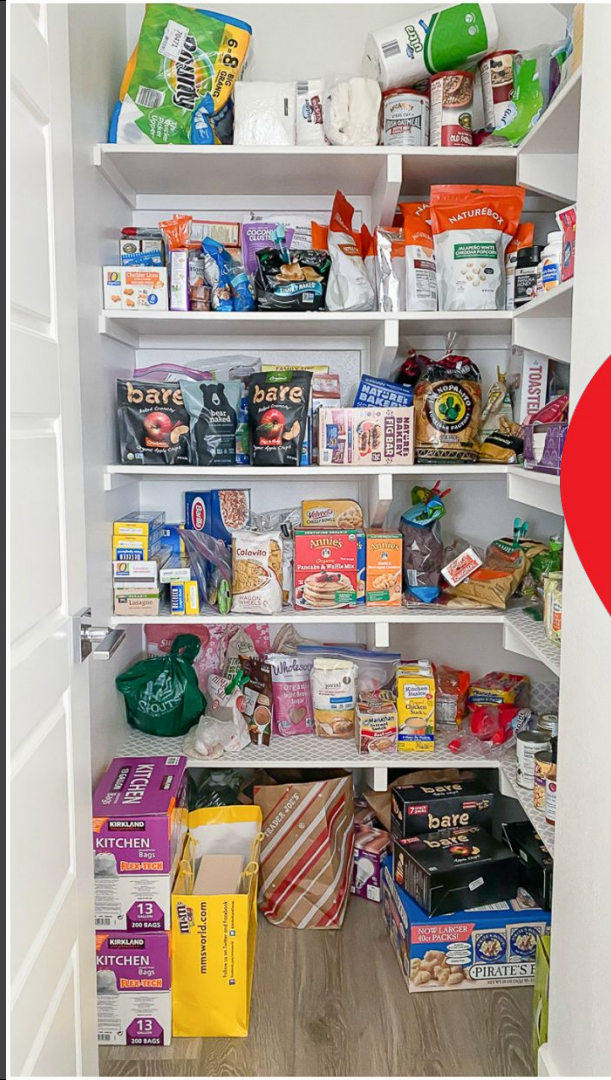


...and align with resources... plus reality.



...and align with resources... plus reality.





**YOU
ARE
HERE**



Let's tell a story...

Grow Audience

Subscriber Journey

Develop Habits

Let's tell a story...

Attract **Specific** Audiences

Upgrade **Subscriber** Journey

Develop **Valuable** Habits

Let's tell a story...

Attract Specific Audiences

Goals: **1** Expand advertising inventory
and **2** attract potential subscribers

Upgrade Subscriber Journey

Goals: **3** Improve conversion rate
and **4** reduce subscriber churn

Develop Valuable Habits

Goals: **4** Reduce subscriber churn
and **1** expand advertising inventory

Let's tell a story...

Attract Specific Audiences

Goals: ❶ Expand advertising inventory and ❷ attract potential subscribers



PRIORITY

Business Section (because it's sponsored and appeals to high-propensity audience)



EXPLORE

School Guide (concept discovery to prove value)



NOT DOING

Search Engine Optimization (generates lower-value traffic)

Upgrade Subscriber Journey

Goals: ❸ Improve conversion rate and ❹ reduce subscriber churn



PRIORITY

Apple Pay (quick win will help with mobile conversions)



EXPLORE

Pause & Cancel (disruptive revenue potential)



NOT DOING

Credit Card Vendor (small ROI, must wait unless incremental investment)

Develop Valuable Habits

Goals: ❹ Reduce subscriber churn and ❶ expand advertising inventory



PRIORITY

Weekend Digest (can start basic, expand to personalized recommendations)



EXPLORE

Audio Playlists (require back-end architecture upgrades)



NOT DOING

Gift Stories to Friends (beneficial, but less impactful to the objective)

The result: clear direction.



Build a cadence and be consistent.

GOALS

Updated annually and
shared across organization

PRIORITIES

Updated quarterly and
shared broadly with managers

UPDATES

Shared monthly with the
teams doing the work

Build a cadence and be consistent.

GOALS

Updated annually and
shared across organization

*What are we
trying to achieve?*

PRIORITIES

Updated quarterly and
shared broadly with managers

*What bets are we
making and why?*

UPDATES

Shared monthly with the
teams doing the work

*How's it going?
Are we on track?*

Key Takeaways:



Designing roadmaps to delight customers & respect stakeholders



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