

# Technology Product Strategy & Roadmap Development for a Major Technology Co.

How DayBlink transformed a core product development capability for a major technology company



## Introduction

A major technology client sought to refresh its product strategy with new products and services, product enhancements and new lines of business. The organization desired support collaboratively designing a new enterprise-wide product strategy methodology, executing the strategy development process and operationalizing the new capability

DayBlink Consulting led workshops across the enterprise, conducted market research and assessed and prioritized product opportunities. Results included a renewed enterprise product strategy, a 3-year product roadmap and a new repeatable product development methodology supported by detailed operational runbooks.

# Problem

Our client wanted to refresh the company's product strategy with new revenue-generating product features, services and lines of business.

Despite the climate of growing competition from incumbent providers and increasing cord cutters, there had been minimal innovation across the company's broader product strategy and there were insufficient mechanisms in place to define an appropriate future enterprise-wide product strategy.

Numerous challenges existed. Product strategy was developed in silos across the business. 50+ product ideas were on various product development backlogs across the company.

There was no mechanism to consistently evaluate product ideas. The strategy was primarily focused on enhancing existing products, rather than developing new products and services. There were several recently acquired lines of business that had not previously worked together. And cross-functional leaders could not reach a consensus on what new products to add to the product roadmap.

**The product organization faced many challenges as pressure to evolve the company's product strategy rose in light of rapidly moving market trends and competition working against the current product ecosystem**



**Siloed Strategy Development:** Product teams across various lines of business had no experience or mechanisms to develop an enterprise-level strategy



**Product Enhancements Over New Products:** Teams were accustomed to enhancing existing products, rather than finding new opportunities



**Newly Acquired Businesses:** The siloed product teams impacts were further magnified by the recent acquisition of multiple businesses that were also siloed



**Leadership Misalignment:** Cross-functional leaders disagreed on which products were the most critical to add to the product roadmap



**Growing, Overlooked List of Product Ideas:** The various product teams collectively amassed a list of 50+ product ideas



**Inconsistency:** Teams evaluated product ideas in widely different ways, making it challenging to effectively compare opportunities

# Solution

The final methodology included an intake process, evaluation framework, engagement model and prioritization approach

DayBlink Consulting established an enterprise-wide product strategy development capability and led the client's teams through the process to produce a refreshed product strategy.

We collaborated with key stakeholders to define an overall design of the development methodology. A rebuilt intake process would proactively ingest product ideas, avoiding the buildup of a large and overlooked backlog of potentially promising opportunities. The new evaluation framework included: opportunity definition, qualitative analyses and quantitative analyses. The evaluation framework outputs would feed into a series of workshops and ultimately produce a refreshed enterprise-level strategic product vision and supporting multi-year strategic product roadmap.

Once the overall design was ready, we guided the organization as teams moved through the new method.

DayBlink Consulting was responsible for leading senior executives through executive visioning workshops where leaders aligned on key north star goals and metrics, guiding principles and the product opportunities for evaluation.

We then collaborated with product teams across the company to define product profiles and potential business models. In the following qualitative analyses, marketing brought in-depth market research – assessing the market opportunity, benchmarking, conducting competitive analyses, rationalizing business models, etc. The next phase of analysis heavily involved engineering and finance teams. DayBlink Consulting led engineering teams through technical assessment and feasibility workshops to assess level of effort. The Finance teams developed financial models to forecast the financial opportunity across the various product opportunities.

## Evaluation Framework Components

### DEFINITION

**Product Features & Benefits**

**Business Models**  
(Build, Lease, Buy, Partner)

### ASSESSMENT

**Market Factors**  
(Market Size, Competition, etc.)

**Company & Portfolio Compatibility**

### FORECAST

**Implementation Estimation**

**Financial Models**  
(NPV, Break-Even, etc.)

Once all product evaluations were complete, we developed an initial roadmap which prioritized the opportunities across a timeline. Through a series of reviews with leadership, we collectively agreed on overarching product strategy themes emerged and established a roadmap.

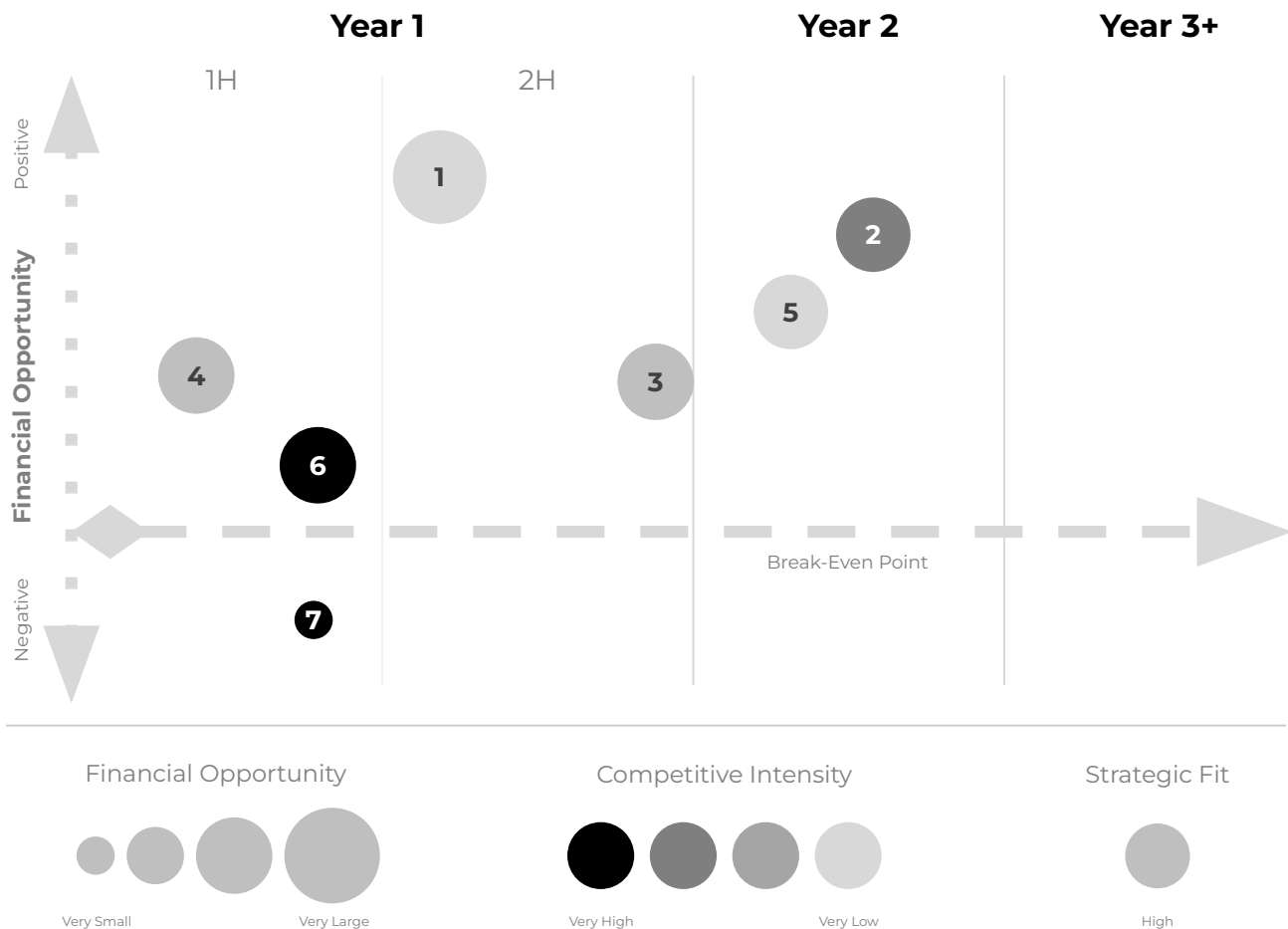
Leading the organization through the new product strategy development process required extensive program planning and execution. We designed and facilitated program kickoff and key workshops with executives and cross-functional teams.

We managed ongoing program steering

and operational sessions and maintained other regular reporting mechanisms to resolve issues or roadblocks and continuously align all stakeholders throughout the program.

We also developed evaluation tools and materials that the various teams used to perform their evaluations and analysis. DayBlink Consulting iterated with key stakeholders to design and finalize scoring criteria and weighting design. Our templates guided teams through the analysis and ensured product opportunities were evaluated in a consistent manner. Consistency was key to ensuring product opportunities could be comparatively assessed and prioritized.

## Comparative Evaluation of Product Opportunities



## Outcome

Our client launched several new, innovative products in the following year

The client established a refreshed 3-year product strategy roadmap and a new standardized and repeatable enterprise-wide product strategy development capability.

We rationalized 50+ product ideas and 100+ business models, prioritized and sequenced select product ideas into a roadmap, and forecasted financial returns over the next 5 years.

The leaders aligned to a common framework for consistent evaluation of product ideas. We created a forum for introducing new product ideas across the company in a formal manner and provided standardized evaluation tool templates and workshops to facilitate consistent and efficient evaluations.

Finally, we set-up an operational playbook and a capability improvements backlog for the client to use while evolving its product strategy.

**3+**

**(more coming)**

Products launched in new sectors (Cyber, Data, IoT, & FinTech)

**50+**

Product Opportunities in the Assessment Backlog

**100+**

Business Models Analyzed (Across All Product Opportunities)

## Making the Case for Strategic Roadmapping

We believe that a well-crafted roadmap is the foundation for sustained growth and innovation. Our strategic approach empowers organizations to align product development with business goals, market trends, and customer needs. By standardizing the roadmapping process, your teams can confidently navigate the complexities of product strategy while driving competitive advantage and long-term success.

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