

FAQ

Product Development FAQ:

Your Top Product Development Questions, Answered

Every product organization has plenty of ideas. The struggle is choosing which ones deserve real capacity, and replanning fast when priorities or the market shift underneath those plans.

Some product development organizations we've worked with report an average 30% improvement in time to market after connecting roadmaps, capacity, and execution in one system. AI increasingly plays a role in getting there, but only when it's grounded in real portfolio data. General assumptions can lead to failed launches or wasted time backtracking. The questions that follow cover the mechanics behind it all.



WHY DO PRODUCT LAUNCHES KEEP SLIPPING EVEN WHEN THE ROADMAP LOOKS SOLID ON PAPER?

A roadmap can look complete and still be unrealistic. Timelines get revised mid-project, dependencies surface late, and launch windows quietly move. Much of this traces back to one habit: losing the original baseline. When a delivery date shifts without preserving the original target, “on time” starts measuring the revised plan instead of actual performance, and the slippage stays hidden until launch day is close.



HOW DO TEAMS END UP APPROVING MORE ROADMAP THAN THEY CAN DELIVER?

Roadmaps expand faster than engineering capacity for a predictable reason: leaders approve work to hit growth targets or hedge against uncertainty, and each individual approval looks reasonable on its own. Overcommitment shows up later, as too many initiatives compete for the same people at the same time. That's when bottlenecks appear, and timelines slip.



WHY DO CAPACITY CONFLICTS AND DEPENDENCIES KEEP SURFACING TOO LATE TO FIX?

When product, project, and resource data live in separate systems, spreadsheets, or slide decks, no one has a single place to look. Leaders spend the time before a portfolio review reconstructing what's true instead of deciding what to do about it. Siloed teams end up in excessive meetings and disjointed conversations that happen outside the context of any specific project. Once dependencies are visible in one place, teams make trade-offs in the room instead of discovering them after the fact.





WHERE DOES AI HELP PRODUCT DEVELOPMENT TEAMS MAKE FASTER DECISIONS?

The most useful pattern is alert, then suggest. The system flags when something is out of tolerance, such as a gate-to-gate cycle time exceeding the historical norm for that project type, and recommends a response, like reallocating a resource or escalating a decision. Teams review the recommendation with the trade-off data already attached and decide what to act on. Starting with alerts builds trust before teams rely on the recommendations, and the recommendations are only as good as the portfolio data behind them.



WHAT DOES IT LOOK LIKE TO MANAGE PRODUCT DEVELOPMENT AS A CONNECTED PORTFOLIO INSTEAD OF A PILE OF SEPARATE PROJECTS?

Product initiatives, resources, and dependencies live in one system visible to everyone at once. Leaders see the full pipeline, understand where capacity is overloaded, and catch delivery risk while there's still time to respond, even across portfolios with hundreds of projects running at once. The payoff is a portfolio where the roadmap and reality stay in sync, even as conditions change.



WE ALREADY RUN STAGE-GATE® REVIEWS AND HAVE A ROADMAP TOOL. WHY ISN'T THAT ENOUGH?

Spreadsheets, slide decks, and standalone project tools are flexible and familiar, which is exactly why they stay in place as complexity grows. The gate process depends on the data underneath it. When portfolio priorities, capacity, and dependencies live in separate systems, gate reviews run on schedule but on incomplete information, and decisions carry more risk than they should. Standardizing that data and centralizing planning cuts the manual reporting tax and gives leaders faster access to the data behind each gate decision.



How do R&D and product development leaders hit every launch window in stride?

[GET THE GUIDE](#)



See how your organization can connect roadmaps, capacity, and execution all in one system.

[EXPLORE THE PLATFORM](#)