

The Landing Zone

A simple and powerful way to capture the definition of success for programs & products

Product Camp Dallas – March 2018



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Our Shared Purpose For Today's Session

Help you understand what a Landing Zone is

Show you how to construct and use a Landing Zone

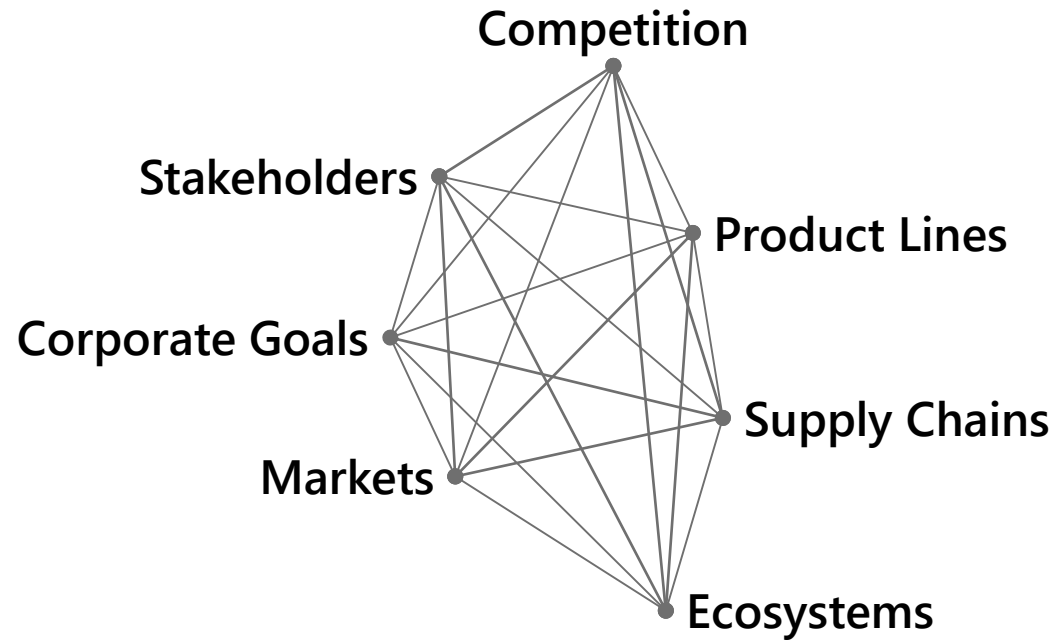
Provide an opportunity to practice building a Landing Zone



On an aircraft carrier, a landing zone outlines a section of deck that a pilot must touch down in to land the safely. By analogy, a product or service landing zone describes a range of measurable attributes that your product or service must deliver to achieve success.



Defining Success: The Challenge of Complexity



Defining Success: Clear, Common, and Coherent

Many teams lack *any* explicit definition of success for their work

This can lead to numerous problems, including missed stakeholder expectations discovered late in the project

The success definition of a program or product needs to be:

1. **Clear:** The definition must be unambiguous, complete, and concise
2. **Common:** All stakeholders share the same understanding of success
3. **Coherent:** The success definition is consistent, logical, and makes sense when taken as a whole

If these three things are not true about your success definition, you will find out eventually...

The Landing Zone

A **Landing Zone** is a table that defines a “region” of success for a product or project

The rows of the table contain the subset of attributes that directly define success or failure (not everything about your project, product, etc. is directly related to success)

The columns of the table contain a range of performance levels for each attribute; typically, a Landing Zone covers the range between failure avoidance (Minimum), an anticipated level of achievement (Target), and great success (Outstanding)

Performance Levels

	Minimum	Target	Outstanding
Attribute 1			
Attribute 2			
Attribute 3			
Attribute n...			

Success Attributes

Example Landing Zone

Performance Levels

Success Attributes

Attribute	Minimum	Target	Outstanding
Retail On Shelf	Dec 1 ^{stn}	Nov. 15 th	Nov 1 st
Manufacturing Cost	\$11.50	\$10.00	\$9.00
Peak Project Headcount	400	350	250
Markets at Launch	US, Asia	US, Asia	US, Asia, Europe
Design Wins at Launch	20	30	50
Total First Year Volume	75K	110K	125K

Example: Car Purchase Landing Zone

Attribute	Minimum	Target	Outstanding
Cost	\$27,000	\$20,000	\$17,500
Mileage (City)	18mpg	25mpg	35mpg
Seating	4 adults	5 adults	6 adults
Functions and Constraints	Bluetooth audio, USB	Min+ self-parking, backup camera	Target+ collision avoidance
Interior Noise at 65 mph	65dBA	60dBA	55dBA
Projected 3-year Maintenance Cost	\$3000	\$2000	\$1500

Landing Zone Usage

Landing Zones are useful for several things:

1. Gain explicit consensus at the start of a project on the definition of success
2. Quantify the achievement levels required as an input to feasibility and risk analysis
3. Drive tradeoff discussions
4. Empower decision making and foster autonomy throughout the project
5. Monitor and communicate status to decision forums and management teams during development

Landing Zone Length

A good Landing Zone is short enough to be comprehended

- Ideally, a Landing Zone fits on one page so it can be seen completely “at a glance”
- A good heuristic is two dozen rows at most, and one dozen rows is better

The top-level Landing Zone contains only those topics that must be reviewed regularly by upper management

- Additional “child” Landing Zones can capture details and data on other topics; the tabs of a spreadsheet work well for this

Landing Zones capture success, not scope

Placing Functions and Constraints in a Landing Zone

Landing Zone rows typically represent qualities and performance requirements that are measured across Minimum, Target, and Outstanding

Functions and constraints do not fit this pattern, but can be included in a Landing Zone by placement in a single row, where Minimum, Target, and Outstanding show different lists of functions

Often, these sets will be cumulative, but sometimes each level contains distinct functions and constraints

Attribute	Minimum	Target	Outstanding
Retail On Shelf	Dec 1 st	Nov 15 th	Nov 1 st
Functions and Constraints	Dual monitor support, 3G, USB2	Min + 4G, USB3	Target + USB-C, Thunderbolt* 3
...

Exercise

Build a Landing Zone for this product

<http://bit.ly/example360>

Attribute	Minimum	Target	Outstanding
...
...
...

The screenshot shows the Indiegogo campaign page for 'Fusion Lens Capture in Full 360, No Battery Needed'. The main header includes the Indiegogo logo, navigation links like 'Explore', 'What We Do', and 'Newsletter', and user options like 'For Entrepreneurs', 'Start a Campaign', and 'Log In'. The campaign title is 'INDEMAND Fusion Lens Capture in Full 360, No Battery Needed'. Below the title is a video player showing a 360-degree view of a person in a landscape, with a play button overlay. Text on the video says 'FUSION LENS Shoot amazing 360 pictures with 6K resolution'. To the right of the video, it says '\$29,520 USD total funds raised' and '263% funded on December 29, 2017'. Below the video is a row of small thumbnail images. The 'OVERVIEW' section features a photo of a person holding the lens and a list of features: 'Grab-n-go: Battery-free', 'Easy-to-use: No bluetooth/wifi hassle', 'Portable: Lightweight design', 'Best quality: 6K resolution', and 'Sharing: Instant social sharing'. A 'PHONES & ACCESSORIES' tab is also visible. The 'SELECT A PERK' section shows a 'Pre-order Sale' for the lens at '\$69' (12% off the original price of \$79), with shipping included. The campaign is for iPhone 7/8. At the bottom, it shows 'STORY', 'UPDATES (6)', 'COMMENTS (15)', and 'BACKERS (475)'. The 'NoMatterWhat Technologies' logo is also present.

[https://www.indiegogo.com/projects/fusion-lens-capture-in-full-360-no-battery-needed-iphone-camera#/?](https://www.indiegogo.com/projects/fusion-lens-capture-in-full-360-no-battery-needed-iphone-camera#/)

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Landing Zone Evolution

On most projects, the definition of success changes over time because of many factors, such as:

- Changing stakeholder population
- Changing stakeholder needs and preferences
- Changing market conditions
- Competitors' offerings and performance
- Etc.

Landing Zones can change in two ways:

- Adding or removing rows
- Changing the values for Minimum, Target, or Outstanding

Landing Zone Variants

Some teams add a fourth column to monitor the level that the engineering team has *currently* achieved:

Attribute	Minimum	Target	Outstanding	Now

Another variant adds a Kill Switch level that, if reached, triggers a review meeting to consider stopping the project immediately:

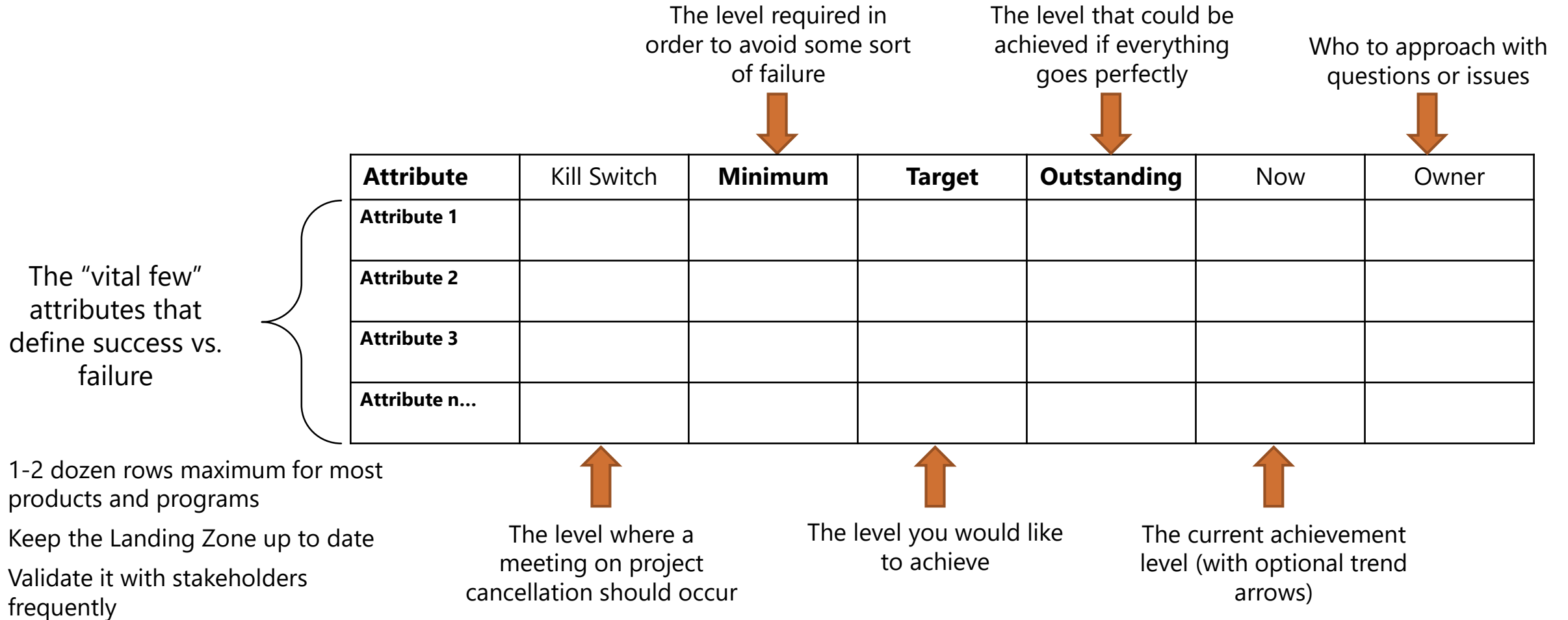
Attribute	Kill Switch	Minimum	Target	Outstanding	Now

Teams can add an Owner for each row, making it clear whom to contact with change requests, questions, etc.:

Attribute	Kill Switch	Minimum	Target	Outstanding	Now	Owner

Customize Landing Zone format and content to meet your needs

Work Aid: The Landing Zone



The Landing Zone

<http://bit.ly/walshslides>

<http://bit.ly/productlandingzone>

<https://www.udemy.com/the-landing-zone>

Thank you for your participation!

Any feedback on session is appreciated!

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