FREE PRODUCT PLANNING RESOURCE

APP FEATURE PRIORITIZATION & RELEASE ROADMAP



Choose the right MVP features, score opportunities and plan releases with clarity.

- PRIORITIZE WITH PURPOSE
- PLAN A VIABLE MVP
- PROTECT TIME AND BUDGET



RESOURCE 19 / FREE PLANNING WORKBOOK

Welcome — Choose What Matters

Prioritize app features so a first release has a clear purpose and realistic scope.

WHY THIS WORKBOOK EXISTS / An app idea can accumulate dozens of attractive features. This workbook helps you focus on the customer outcome, challenge assumptions, compare effort and document scope decisions.

How the resources connect

RESOURCE	WHAT IT HELPS YOU DECIDE
Resource 18	What requirements the app needs and how they can be tested.
Resource 19	Which features to build first, what to defer and how to plan releases.

Your working process

Complete the worksheets in order, then transfer decisions into the Excel Feature Backlog. The starter ideas in Excel are illustrative drafts, not approved commitments. Confirm cost, time and user evidence with the relevant people.

IMPORTANT LIMIT / A score does not certify technical feasibility, data security, legal compliance, accessibility or a guaranteed return on investment. Seek qualified review for material risks.

How to Use the Excel Tracker

Blue cells are editable. Calculated scores and totals should be reviewed, not automatically approved.

STEP	WORKSHEET	WHAT TO DO
01	Feature Backlog	Replace example ideas with real features and user value.
02	Scoring Guide	Agree MoSCoW definitions and RICE measurement period.
03	Feature Backlog	Classify, estimate and record evidence.
04	Capacity & Budget	Enter a planning rate, budget ceiling and team capacity.
05	MVP Scope	Review the proposed MVP list and approval status.
06	Dependencies	Identify prerequisites and unverified integrations.
07	Release Roadmap	Agree intended release outcomes and exit gates.
08	Dashboard	Check missing scores, approved effort and spending headroom.
09	Decision Log	Record exceptions, changes and sign-offs.
10	QA & Launch	Plan observable release evidence and handover.

SCORING / RICE = Reach (users per quarter) × Impact × Confidence ÷ Effort (person-months). MoSCoW is a human classification, not an automatic numerical outcome.

CHAPTER 01

01

BUSINESS OUTCOMES & VALUE



WHY IT MATTERS

Prioritize measurable customer and business results before making a feature list.

IN THIS CHAPTER

- USER VALUE
- SUCCESS METRIC
- FIRST RELEASE

CHAPTER 01 / GUIDED PRIORITY CHECKS

Business Outcomes & Value

Define the smallest useful customer outcome rather than collecting a long wish list.

DECISION OBJECTIVE / Define the smallest useful customer outcome rather than collecting a long wish list.

01 Choose one business objective

Name a specific measurable change the app should create.

Evidence / next action: _____

02 Identify the primary customer

Describe who needs the improvement and what they do today.

Evidence / next action: _____

03 Define an observable success measure

Explain what you will count and when.

Evidence / next action: _____

04 Record the baseline or evidence gap

Document what is known and what remains an assumption.

Evidence / next action: _____

05 Agree the MVP definition of success

Say which one outcome would justify the first release.

Evidence / next action: _____

CHAPTER 01 / EDITABLE WORKSHEET

Business Outcomes & Value — Decision Worksheet

Record a decision and supporting facts. Keep unknowns visible until investigated.

QUESTION / DECISION	YOUR NOTES / EVIDENCE
Primary business objective	_____ _____
Core user and job to be done	_____ _____
Baseline measure	_____ _____
Target outcome / metric	_____ _____
Evidence source and approver	_____ _____

Top actions before approving this chapter

PRIORITY	ACTION / PROOF	OWNER / DUE
1	Interview a real target user	_____
2	Check current process costs	_____
3	Agree the MVP outcome with owner	_____

REVIEW / SIGN-OFF / Business owner: _____ Review date: _____ Decision / unresolved risk: _____

CHAPTER 02

02

USERS & CORE JOURNEYS



WHY IT MATTERS

Map the actual customer tasks that the MVP must make possible.

IN THIS CHAPTER

- PERSONAS
- CORE FLOWS
- BLOCKERS

CHAPTER 02 / GUIDED PRIORITY CHECKS

Users & Core Journeys

Define the flows an actual customer must complete, including failures and recovery.

DECISION OBJECTIVE / Define the flows an actual customer must complete, including failures and recovery.

06 Identify the first persona

Focus on the user group most important at launch.

Evidence / next action: _____

07 Define a single critical journey

Write trigger, steps and success outcome.

Evidence / next action: _____

08 Map failure and recovery routes

Consider invalid data, lost connection and cancellation.

Evidence / next action: _____

09 Note device and accessibility needs

Test with realistic phones, browsers and assistive needs.

Evidence / next action: _____

10 Write an acceptance example

Describe the steps and expected end state for a user.

Evidence / next action: _____

CHAPTER 02 / EDITABLE WORKSHEET

Users & Core Journeys — Decision Worksheet

Record a decision and supporting facts. Keep unknowns visible until investigated.

QUESTION / DECISION	YOUR NOTES / EVIDENCE
Persona and motivation	_____ _____
Journey start and success end	_____ _____
Three critical steps	_____ _____
Failure/recovery behavior	_____ _____
Device / accessibility checks	_____ _____

Top actions before approving this chapter

PRIORITY	ACTION / PROOF	OWNER / DUE
1	Observe one user completing the journey	_____
2	Record the longest or confusing step	_____
3	Create a pass/fail UAT example	_____

REVIEW / SIGN-OFF / Business owner: _____ Review date: _____ Decision / unresolved risk: _____

CHAPTER 03

03

FEATURE INVENTORY & EVIDENCE



WHY IT MATTERS

Turn ideas into clear candidate features with evidence and ownership.

IN THIS CHAPTER

- IDEAS
- EVIDENCE
- ASSUMPTIONS

CHAPTER 03 / GUIDED PRIORITY CHECKS

Feature Inventory & Evidence

Create an inventory of candidate features without assuming they are all required.

DECISION OBJECTIVE / Create an inventory of candidate features without assuming they are all required.

11 Name the feature in plain language

Avoid jargon or describing a specific technology prematurely.

Evidence / next action: _____

12 Connect it to a user need

Explain who benefits and how.

Evidence / next action: _____

13 Attach evidence

Use actual interviews, usage data or customer requests.

Evidence / next action: _____

14 Record dependencies and owner

Identify what must exist first and who decides.

Evidence / next action: _____

15 Keep ideas in draft until reviewed

A starter example is not an agreed development scope.

Evidence / next action: _____

CHAPTER 03 / EDITABLE WORKSHEET

Feature Inventory & Evidence — Decision Worksheet

Record a decision and supporting facts. Keep unknowns visible until investigated.

QUESTION / DECISION	YOUR NOTES / EVIDENCE
Feature ID and short name	_____ _____
User value / evidence	_____ _____
Related journey	_____ _____
Owner / dependency	_____ _____
Key assumption to verify	_____ _____

Top actions before approving this chapter

PRIORITY	ACTION / PROOF	OWNER / DUE
1	Remove redundant or duplicate features	_____
2	Identify missing essential journey steps	_____
3	Confirm feature owner and supporting evidence	_____

REVIEW / SIGN-OFF / Business owner: _____ Review date: _____ Decision / unresolved risk: _____

CHAPTER 04

04

MOSCOW MVP SCOPE



WHY IT MATTERS

Make the Must, Should, Could and Won't decisions explicit and realistic.

IN THIS CHAPTER

- MUST-HAVES
- TRADE-OFFS
- EXCLUSIONS

CHAPTER 04 / GUIDED PRIORITY CHECKS

MoSCoW MVP Scope

Make the boundary between essential and optional work understandable to owners and vendors.

DECISION OBJECTIVE / Make the boundary between essential and optional work understandable to owners and vendors.

16 Apply the Must Have test

Would the release be unusable, unsafe or unlawful without it?

Evidence / next action: _____

17 Challenge Should Have assumptions

Identify a tolerable manual workaround.

Evidence / next action: _____

18 Reserve Could Have as flexibility

Protect the budget when conditions change.

Evidence / next action: _____

19 Record Won't Have explicitly

Keep excluded work visible to avoid accidental scope creep.

Evidence / next action: _____

20 Review Must effort and dependencies

Do not commit to a Must dependent on uncommitted optional work.

Evidence / next action: _____

CHAPTER 04 / EDITABLE WORKSHEET

MoSCoW MVP Scope — Decision Worksheet

Record a decision and supporting facts. Keep unknowns visible until investigated.

QUESTION / DECISION	YOUR NOTES / EVIDENCE
True Musts and why	_____ _____
Possible workaround for a Should	_____ _____
Could items to defer	_____ _____
Won't Have this time list	_____ _____
Owner approving MVP boundaries	_____ _____

Top actions before approving this chapter

PRIORITY	ACTION / PROOF	OWNER / DUE
1	Challenge one inflated Must classification	_____
2	Move optional ideas outside the MVP	_____
3	Record the scope freeze decision	_____

REVIEW / SIGN-OFF / Business owner: _____ Review date: _____ Decision / unresolved risk: _____

CHAPTER 05

05

RICE PRIORITY SCORING



WHY IT MATTERS

Compare reach, impact, confidence and effort consistently.

IN THIS CHAPTER

- REACH
- CONFIDENCE
- EFFORT

CHAPTER 05 / GUIDED PRIORITY CHECKS

RICE Prioritization & Evidence

Compare features consistently while explaining uncertain assumptions.

DECISION OBJECTIVE / Compare features consistently while explaining uncertain assumptions.

21 Estimate quarterly Reach

Use the same period for every feature.

Evidence / next action: _____

22 Apply Impact scale fairly

3, 2, 1, 0.5 or 0.25 for per-user impact.

Evidence / next action: _____

23 State estimate Confidence

Use 100%, 80%, or 50% supported by evidence.

Evidence / next action: _____

24 Estimate person-month Effort

Include product planning, design, development and QA.

Evidence / next action: _____

25 Review scores with constraints

Security, compliance and blockers can override the rank.

Evidence / next action: _____

CHAPTER 05 / EDITABLE WORKSHEET

RICE Prioritization & Evidence — Decision Worksheet

Record a decision and supporting facts. Keep unknowns visible until investigated.

QUESTION / DECISION	YOUR NOTES / EVIDENCE
Audience reached per quarter	_____ _____
Impact assumption	_____ _____
Confidence evidence	_____ _____
Estimated total effort	_____ _____
Reason a lower-scored item might come first	_____ _____

Top actions before approving this chapter

PRIORITY	ACTION / PROOF	OWNER / DUE
1	Verify input sources for top-ranked ideas	_____
2	Ask vendor to review effort estimates	_____
3	Record a score override rationale	_____

REVIEW / SIGN-OFF / Business owner: _____ Review date: _____ Decision / unresolved risk: _____

CHAPTER 06

06



EFFORT, BUDGET & DEPENDENCIES

WHY IT MATTERS

Test the MVP against capacity, costs and blockers before committing.

IN THIS CHAPTER

- CAPACITY
- COSTS
- RISKS

CHAPTER 06 / GUIDED PRIORITY CHECKS

Effort, Budget & Dependencies

Test feature commitments against real money, capacity, dependencies and uncertainty.

DECISION OBJECTIVE / Test feature commitments against real money, capacity, dependencies and uncertainty.

26 Set a planning rate and budget cap

Use written vendor estimates where available.

Evidence / next action: _____

27 Separate variable and fixed costs

Some setup, licensing and service charges are not captured by effort.

Evidence / next action: _____

28 Track person-month capacity

Effort is not the same as elapsed calendar time.

Evidence / next action: _____

29 Identify release blockers

Check technical and third-party dependencies.

Evidence / next action: _____

30 Allow for uncertainty and contingency

Ask what changes if cost or scope is higher than expected.

Evidence / next action: _____

CHAPTER 06 / EDITABLE WORKSHEET

Effort, Budget & Dependencies — Decision Worksheet

Record a decision and supporting facts. Keep unknowns visible until investigated.

QUESTION / DECISION	YOUR NOTES / EVIDENCE
MVP ceiling and source	_____ _____
Cost per person-month	_____ _____
Known fixed costs	_____ _____
Dependency owner / status	_____ _____
Contingency and fallback	_____ _____

Top actions before approving this chapter

PRIORITY	ACTION / PROOF	OWNER / DUE
1	Request comparable vendor estimates	_____
2	Assign the major integration blocker	_____
3	Check approved MVP against budget	_____

REVIEW / SIGN-OFF / Business owner: _____ Review date: _____ Decision / unresolved risk: _____

CHAPTER 07

07

RELEASE ROADMAP



WHY IT MATTERS

Sequence a viable MVP and learning-based later releases.

IN THIS CHAPTER

- MVP
- RELEASE 2
- GATES

CHAPTER 07 / GUIDED PRIORITY CHECKS

Release Roadmap & Learning

Sequence the MVP, later features and learning checkpoints without making unsupported delivery promises.

DECISION OBJECTIVE / Sequence the MVP, later features and learning checkpoints without making unsupported delivery promises.

31 Set an MVP outcome

Name the task that must work at first release.

Evidence / next action: _____

32 Define Release 2 only after MVP rationale

Explain what evidence will justify expansion.

Evidence / next action: _____

33 Track capacity and constraints

Check dependencies and available staff before dates.

Evidence / next action: _____

34 Agree quality and acceptance gates

Describe what proves a release is ready.

Evidence / next action: _____

35 Decide how learning changes the plan

Commit to a review date and decision owner.

Evidence / next action: _____

CHAPTER 07 / EDITABLE WORKSHEET

Release Roadmap & Learning — Decision Worksheet

Record a decision and supporting facts. Keep unknowns visible until investigated.

QUESTION / DECISION	YOUR NOTES / EVIDENCE
MVP result and release window	_____ _____
Release 2 goal	_____ _____
Critical milestones	_____ _____
Exit criteria / tests	_____ _____
Customer feedback to review	_____ _____

Top actions before approving this chapter

PRIORITY	ACTION / PROOF	OWNER / DUE
1	Review milestone dependencies	_____
2	Define a single release approval owner	_____
3	Plan one feedback review after MVP	_____

REVIEW / SIGN-OFF / Business owner: _____ Review date: _____ Decision / unresolved risk: _____

CHAPTER 08

08

APPROVAL, TESTING & CHANGE



WHY IT MATTERS

Protect scope and record evidence before launch decisions.

IN THIS CHAPTER

- ACCEPTANCE
- SIGN-OFF
- CHANGE

CHAPTER 08 / GUIDED PRIORITY CHECKS

Approval, Testing & Change

Protect the scope through documented evidence, clear decisions and controlled changes.

DECISION OBJECTIVE / Protect the scope through documented evidence, clear decisions and controlled changes.

36 Name the scope approver

Clarify who approves the MVP and budget.

Evidence / next action: _____

37 Define acceptance evidence

Pass/fail criteria need observable steps and results.

Evidence / next action: _____

38 Record change impacts

Cost, dependencies, timing and user outcome may change.

Evidence / next action: _____

39 Require sensible security/privacy checks

An MVP is not exempt from safe and lawful handling.

Evidence / next action: _____

40 Plan ownership and handover

Document accounts, code, backups and operational support.

Evidence / next action: _____

CHAPTER 08 / EDITABLE WORKSHEET

Approval, Testing & Change — Decision Worksheet

Record a decision and supporting facts. Keep unknowns visible until investigated.

QUESTION / DECISION	YOUR NOTES / EVIDENCE
Scope approver and date	_____ _____
Release test evidence	_____ _____
Change request and cost impact	_____ _____
Privacy / security owner	_____ _____
Handover and rollback owner	_____ _____

Top actions before approving this chapter

PRIORITY	ACTION / PROOF	OWNER / DUE
1	Create a signed scope decision	_____
2	Review critical acceptance failures	_____
3	Assign handover and support responsibilities	_____

REVIEW / SIGN-OFF / Business owner: _____ Review date: _____ Decision / unresolved risk: _____

DECISION SUMMARY / EVIDENCE FIRST

Feature Scorecard & Ranking Review

Record the highest-value candidates and why you selected or deferred them.

FEATURE / ID	MoSCoW	RICE / INPUT EVIDENCE	RELEASE / DECISION
F-001 / _____	_____	_____	_____
F-002 / _____	_____	_____	_____
F-003 / _____	_____	_____	_____
F-004 / _____	_____	_____	_____
F-005 / _____	_____	_____	_____
F-006 / _____	_____	_____	_____

Questions to challenge ranking

Which features have scores based on weak evidence? Which Must Have is really a Should Have? Are two features dependent on the same unapproved service? Who authorizes exceptions?

HUMAN DECISION / RICE is a comparative planning tool; security, safety, accessibility, critical dependencies and regulatory requirements take precedence over a higher score.

RELEASE CONTROL / SCOPE FREEZE

MVP Scope Approval & Exclusions

Confirm the MVP feature set and explicitly record exclusions.

QUESTION / DECISION	YOUR NOTES / EVIDENCE
MVP customer outcome	_____ _____
Must Have list and evidence	_____ _____
Approved optional items	_____ _____
Out-of-scope items	_____ _____
Budget and capacity limits	_____ _____
Dependencies and risk owner	_____ _____

SCOPE DECISION / [ ] Approved [ ] Needs revision [ ] Rejected | Business owner: _____ Date: _____

Release Roadmap and Milestone Gates

Use windows and acceptance gates, not unverified developer promises.

PHASE	USER OUTCOME / DELIVERABLE	GATE / OWNER / EVIDENCE
MVP	A viable primary user journey	_____
Release 2	Improvements justified by real feedback	_____
Later	Validated scale or secondary workflows	_____
Out of scope	Explicitly excluded work	_____

Critical path and dependencies

QUESTION / DECISION	YOUR NOTES / EVIDENCE
Dependency that can block launch	_____ _____
Technical or vendor owner	_____ _____
Due date or review window	_____ _____

PLANNING / CAPACITY & FINANCIAL LIMITS

Vendor and Budget Reality Check

Compare complete delivery costs, not just estimated programming time.

BUDGET ELEMENT	YOUR ESTIMATE (AED)	SOURCE / REVIEW
Effort-based development	_____	_____
Third-party / setup costs	_____	_____
Testing, accessibility and security	_____	_____
Hosting, platforms and integrations	_____	_____
Contingency / project buffer	_____	_____
Total planned investment	_____	_____

ESTIMATE BOUNDARY / Cost = effort × planning rate is a rough comparison only. Real quotes may include fixed-fee milestones, subscriptions, app-store charges and other services.

Your decision

If the proposed MVP exceeds budget, which features can be deferred without removing the critical customer journey?

QUALITY CHECK / GO-LIVE DECISION

Acceptance, Launch & Handover

Do not launch based on feature count alone. Check real outcomes and ownership.

RELEASE GATE	PASS / REVIEW	OWNER / PROOF
Core user journey completed	[ ] Pass [ ] Review	_____
Critical defects resolved	[ ] Pass [ ] Review	_____
Privacy and permissions reviewed	[ ] Pass [ ] Review	_____
Accessibility and device checks	[ ] Pass [ ] Review	_____
Rollback / recovery plan documented	[ ] Pass [ ] Review	_____
Admin / code / storage ownership handed over	[ ] Pass [ ] Review	_____
Business owner approves launch	[ ] Pass [ ] Review	_____

GATE / A sample checklist is not a professional security review or a guarantee that an app-store submission will be accepted.

ACTION PLAN / FIRST 30 • 60 • 90 DAYS

90-Day Feature Decision Action Plan

Turn the proposed backlog into an approved, measured and reviewable release.

WHEN	FOCUS	DECISION / EVIDENCE
Days 1–30	Validate users and journeys	Interviews, real customer problems, mapped core tasks
Days 31–60	Finalize MVP and vendor estimates	MoSCoW, RICE, budget, dependencies and approvals
Days 61–90	Prepare measurable release criteria	UAT cases, operational ownership, scope and handover

Top three commitments

PRIORITY	ACTION / PROOF	OWNER / DUE
1	Validate the most uncertain high-value feature	_____
2	Approve the smallest viable first-release scope	_____
3	Agree evidence, gates and release review date	_____

INDEPENDENT REFERENCES / NOVEMBER 2026

Methods and Further Reading

Use the original framework descriptions and adapt them transparently to your team.

RICE — Intercom

Reach estimates how many users or events a feature affects within a consistent period. Impact, Confidence and Effort combine into a relative score. Dependencies and judgment can override rank.

https://www.intercom.com/blog/rice-simple-prioritization-for-product-managers

MoSCoW — Agile Business Consortium

Must Have, Should Have, Could Have and Won't Have this time make expectations explicit, particularly when timelines and resources are constrained.

https://www.agilebusiness.org/resource/what-is-moscow-prioritization/

How to interpret this workbook

This is an independent planning aid for UAE SME owners. The feature examples are ideas only; none are automatically safe, compliant, funded or approved. Technical and regulatory requirements vary by product and circumstances.

NEXT STEP / Use the Excel dashboard and signed decision log to confirm a scope baseline, then verify estimates and acceptance evidence with your selected developer.

BUILD LESS.

LEARN MORE.

Clear priorities, realistic releases, and evidence-led decisions help SMEs make the most of development budgets.



- INDEPENDENT ADVICE
- PRACTICAL DECISIONS
- REAL BUSINESS IMPACT