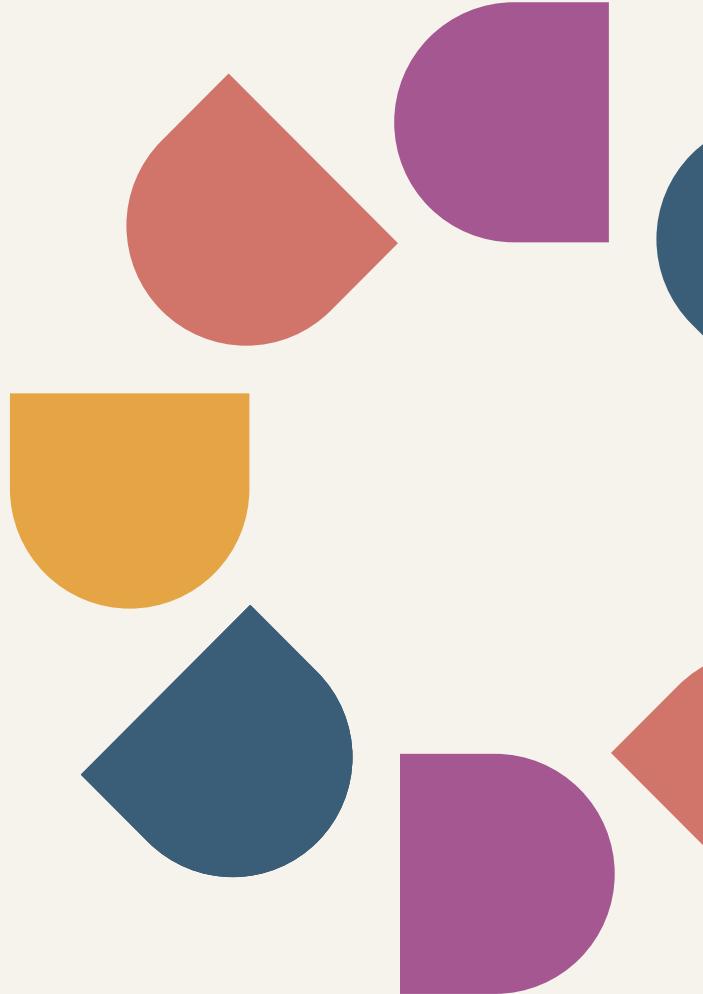


Roadmap checkups: Ensure resiliency

Matthew Luken | SVP & Chief Architect
IAAP-EU Dublin | 5 February 2026



Email to follow!

Watch for IAAP's email with links to:

- a more in-depth blog about these concepts and
- assets mentioned in this presentation



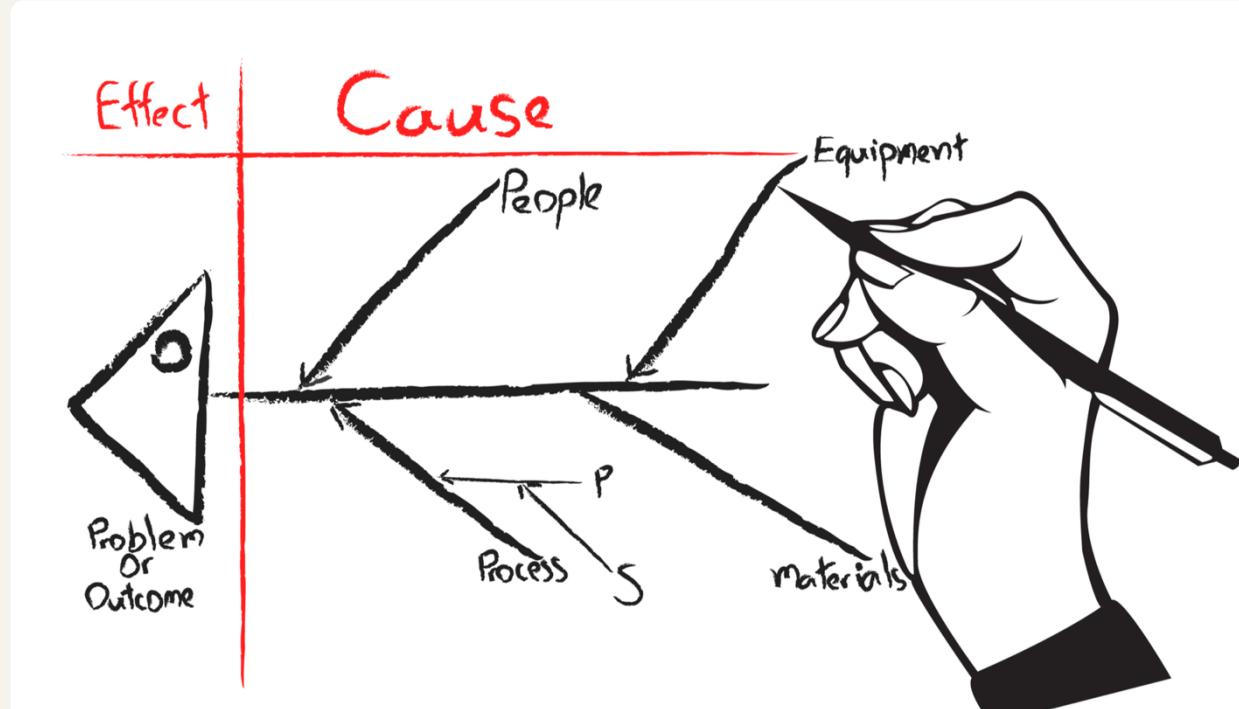
Use the power of
“Why”

Use the power of “Why” + “What”

Add in a little “What” – Cause & Effect

Fishbone (Ishikawa)

Keep asking “why”
until you have a
“complete picture.”

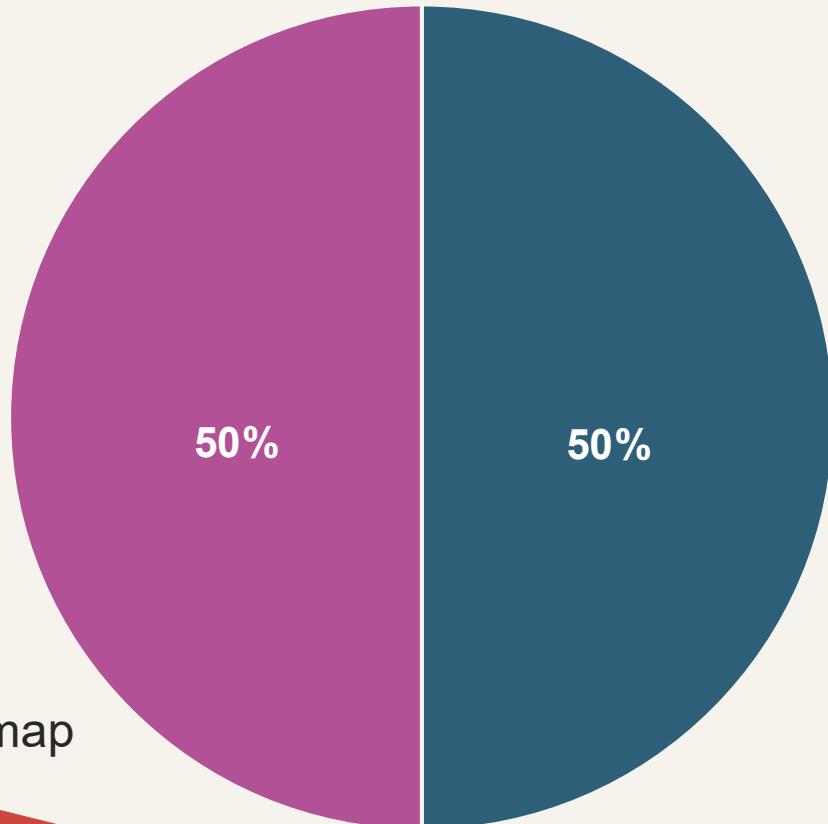


Why this topic?

Roadmap survey

During 2025 consults, I asked:

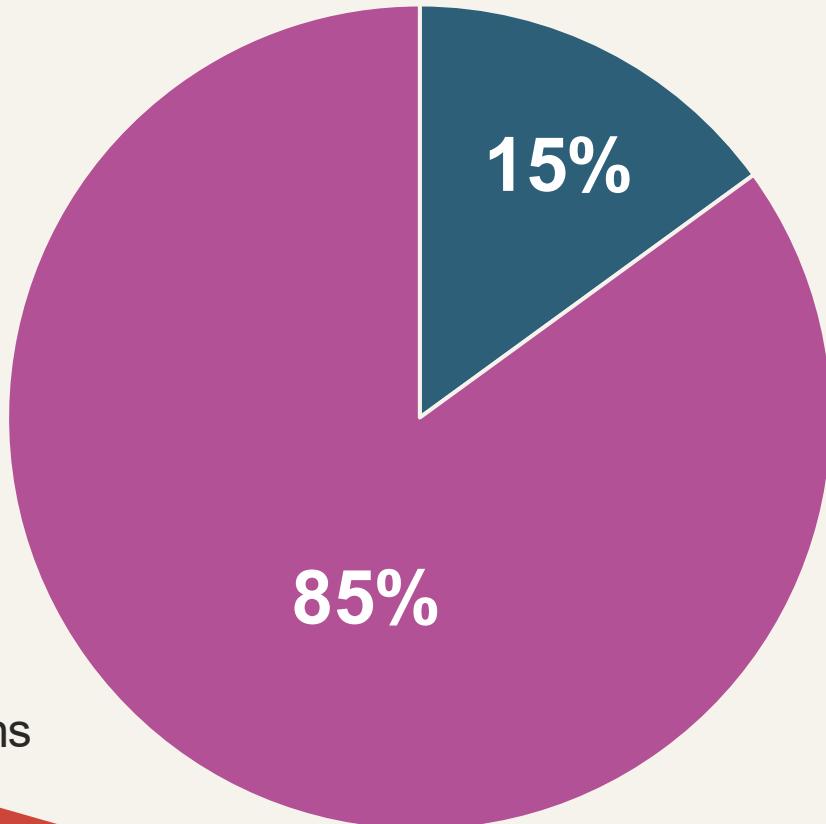
“Do you have a 3–5 year published, enterprise-level or company wide A11Y Program roadmap?”



- 50% do **NOT** have a published roadmap
- 50% have a published roadmap

Roadmap review 1-year

I further asked if their roadmap had been reviewed within the last 12-months?



- 85% **NOT** reviewed w/i last 12-months
- 15% reviewed w/i last 12-months

2-years?

...reviewed within the last 24-months?

15%

Reviewed with last 12-months

25%

Reviewed within the last 24-months

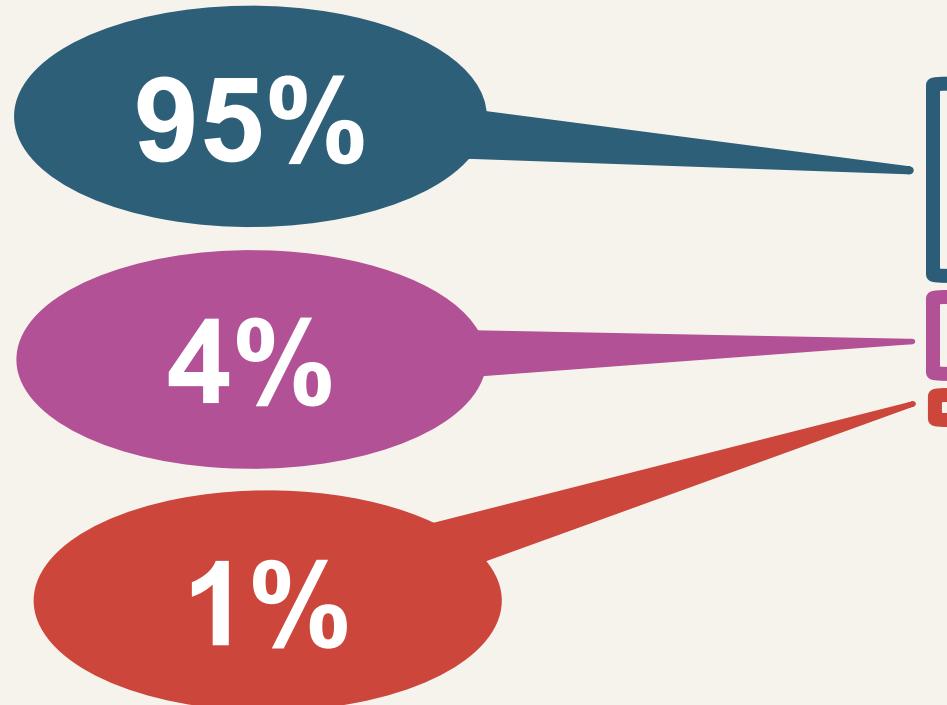
Why is this important?

What does it tell us?

What has Deque learned?

Most programs are less mature than they think

Independent analysis shows...



Maturity Level	Maturity Label
0	Not Started
1	Informed
2	Defined
3	Repeatable
4	Monitor & Control
5	Optimized

Successful programs...

Roadmaps

Successful programs have roadmaps...

Evergreen

...that are evergreen...

Maturity plans

...and ever-increase their program's maturity

...and constantly check they are on track

You need a mature A11Y program

1.

EAA is a once-in-a-generation regulatory inflection point in Europe.

Regulators and industry have a mutually beneficial relationship as they share a common goal.

Does your roadmap take advantage of this?

2.

Compliance alone will fail at scale:

Complex supply chains, services, self-service tech, mobile apps, value chains, PDFs, ...and ...and

How well does your roadmap embrace this broad approach?

3.

The organizations that will succeed will have accessibility built into products, platforms, processes, and experiences.

What you can do



Analyze your roadmap

Roadmap attributes

1.

**3–5 year
forward view**

Aspirational, not
inspirational

Allows sufficient
lead time for
success

2.

**Robust &
Flexible &
Positive**

3.

**Enterprise-
level**

4.

**Rooted in
measurement**

AI

Plans should be resilient to (& embrace) technology changes like AI.

Reporting

Account for conformance reporting.

Account for non-conformance reporting **which often requires a roadmap.**

Standards

Ensure you are testing to the right standard.

Ensure you have up-leveling to EN 301 549 v4.1.1 in your plan.

“Good”

Define what “good” looks like in practice across your ecosystem for all personas: vendors, buyers, & regulators

RACI

Clearly define roles using the RACI responsibility model to ensure it's clear how everyone contributes.

Responsible, Accountable, Consulted, Informed

Fishbone

Keep looking at cause & effect to ensure that your goals can anticipate questions from your colleagues.

Use proven methodologies
from change management
and motivation disciplines

Better goals through positivity

People respond better when it's moving toward something positive and avoids negative statements:

"Publish content that everyone can access" or "Create documents that work with assistive technologies"

...instead of

"Don't publish inaccessible content"

Specific yet flexible

Have Specific but flexible statements:

rather than

“Training complete by Jan 31st”

...use

“Training completed within first quarter
aligned within individual schedules”

Success as motivation

Use success as a motivating factor:

Instead of

“we have 100 documents to fix”

...say

“10 of our most trafficked documents are accessible”

Smaller is "better"

Focus on several smaller tasks instead of one big task:

Instead of

“We will fix all our documents this year”

...say

“we will fix 9–10 documents from our inventory per month”



Kudos!

You are your own PR engine – communicate!

Don't just remove completed items

- Report on them
- Show them in dashboards
- Shout kudos where / how you can!

Why enterprise level?

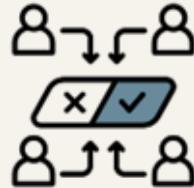
Every department needs to work efficiently with frictionless synergy



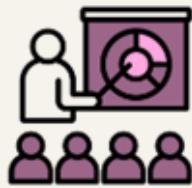
Design



Development



Testing & Validation



Training



Customer Support



Policy, Governance & Risk Management



Legal



Procurement



DEI



Communications



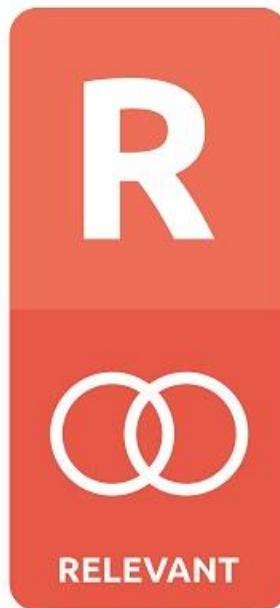
HR



Organizational Support

Why measurable?

Roadmaps should include “SMART” goals



Why also measure overall maturity?

Digital Accessibility Maturity Model (DAMM)

	Maturity Level	Maturity Label
REACTIVE	0	Not Started
	1	Informed
	2	Defined
PROACTIVE	3	Repeatable
	4	Monitor & Control
	5	Optimized

Ensure...

1.

Socialization

Ensure your roadmap has been – and continues to be – socialized.

2.

Findability

Ensure your roadmap is easily findable.

3.

Relatability

Ensure your roadmap allows your colleagues to easily identify their contribution to achieving the objective.

4.

Homogenous

Ensure your roadmap encompasses your entire organization's inter- and intra-dependencies

This approach works!

Potential 1+ level increase on Maturity Model

Roadmaps align to a common approach

Deque helped orgs increase their enterprise maturity model score with this approach – some more than 1 level on the DAMM within 12-months.

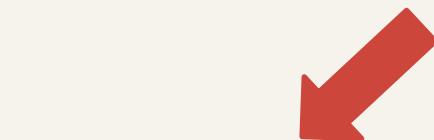
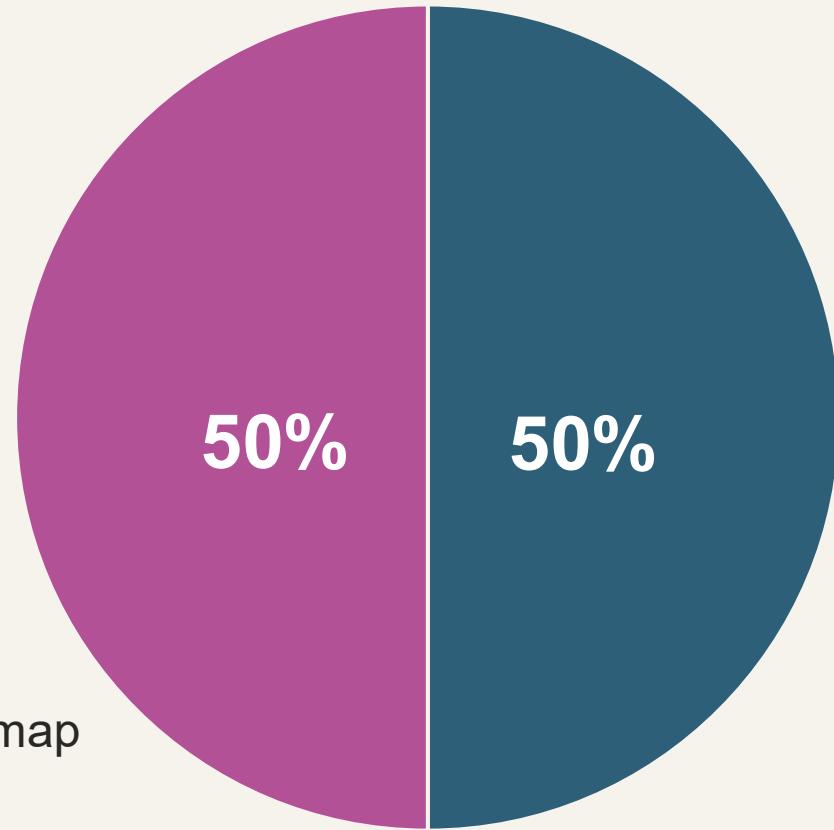
Every program using a robust roadmap has gained alignment within the organization allowing them to work in efficiently and in unison.

Missing a roadmap?

50% were missing a roadmap

During 2025 consults, I asked:

“Do you have a 3–5 year published, enterprise-level or company wide A11Y Program roadmap?”



- 50% do **NOT** have a published roadmap
- 50% have a published roadmap

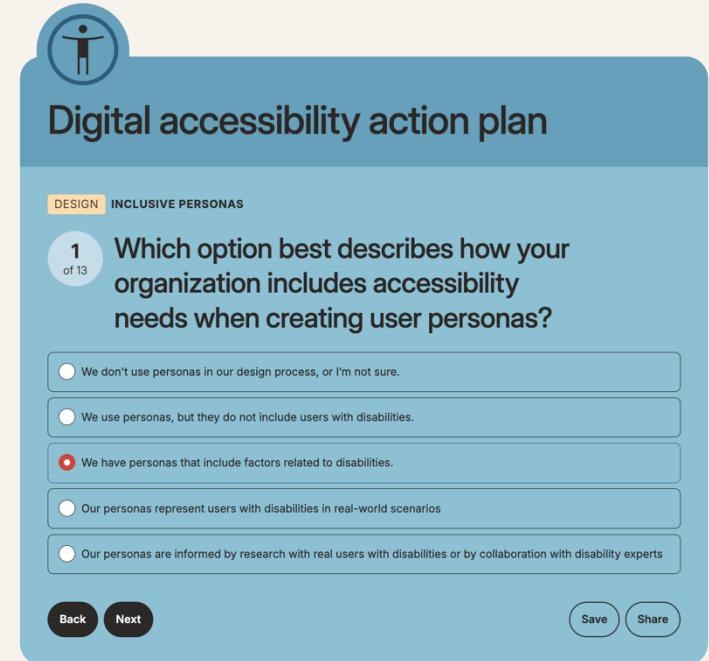
Free Action Plan Resource

Get the data to make a roadmap in just a few minutes!

What You'll Get:

- ✓ A personalized action plan based on your organization's current state
- ✓ Role-specific recommendations for designers, developers, and QA teams
- ✓ Clear ideas and next steps you can implement immediately
- ✓ Crucial advice across all phases of your SDLC

Link will be in the follow-up email from IAAP.



The image shows a screenshot of a digital accessibility action plan interface. At the top, there is a circular icon with a stylized human figure. Below it, the text "Digital accessibility action plan" is displayed. Underneath this, there are two tabs: "DESIGN" and "INCLUSIVE PERSONAS", with "DESIGN" being the active tab. A question is displayed: "1 of 13 Which option best describes how your organization includes accessibility needs when creating user personas?". Below the question are five options, each with a radio button:

- We don't use personas in our design process, or I'm not sure.
- We use personas, but they do not include users with disabilities.
- We have personas that include factors related to disabilities.
- Our personas represent users with disabilities in real-world scenarios
- Our personas are informed by research with real users with disabilities or by collaboration with disability experts

At the bottom of the interface, there are "Back" and "Next" buttons, as well as "Save" and "Share" buttons.

Call to action:
Move from last-minute remediation
to continuous accessibility with a
supportive plan.

**It is okay to ask for help.
Use resources.
Watch for the IAAP email.**