

Week 3: Ideation and Discovery

Methods to identify the right product

Agenda

Recap of last week's session:

Being Agile, Scrum and Kanban, Mock project & product team

Product Discovery/Opportunity Assessment:

Mission Model Canvas, Value Proposition Canvas

Customer Discovery:

User Research, Journey Mapping

Where do we go from here:

Project RevAMPD

Recap of last week's session

- Being Agile - Agile principles and values
- Scrum and Kanban
- Mock project and product team

AGILE MANIFESTO - KEY TAKEAWAYS

- **Individuals and interactions** over processes and tools
- **Working software** over comprehensive documentation
- **Customer collaboration** over contract negotiations
- **Responding to change** over following a plan

AGILE VALUES - OVERVIEW

- **Customer satisfaction**
- **Frequent delivery**
- **Welcoming change**
- **Working software**
- **Technical and design excellence**
- **Sustainable development**
- **Simplicity**
- **Cross-functional teams**
- **Self-organizing teams**
- **Reflecting frequently**
- **Face-to-face conversations**
- **Motivated Individuals**

Project details

- **What we're planning to do:** Redesign AMPD
- **Why a 'mock' project:**
 - To practice the lessons and principles we're learning and experience them first-hand
 - To gain confidence to lead with a product mindset when the vendor is on board
 - Simulate scenarios for the teams to react to
- **What we're *not* trying to do:**
 - Have a design or an MVP ready for the vendor to execute
 - Aim for a finished product
 - Repeat exercises we've conducted in the past (visioning, personas, etc.)

Cross-functional product team

- **Product Owners**
 - Jason, Joe K
- **Subject Matter Experts**
 - Craig, Chris, Mike H
- **Strategy/Design/UX**
 - Andrew, Garrett, Michelle
- **Engineering**
 - Mike, Joe T, Thuy
- **Acq and Project Management**
 - Kim, Laurie

Product Discovery

WHY DO WE NEED PRODUCT DISCOVERY?

To understand the beneficiaries and collect 'evidence' to support the need to develop a product

WHY DO WE NEED PRODUCT DISCOVERY?

To help the product team align and measure their work in terms of the value delivered by shared learning about the beneficiary

PURPOSE OF PRODUCT DISCOVERY

To address:

- **Value risk:** Will the beneficiary choose to use this product?
- **Usability risk:** Will the user know how to use this product?
- **Feasibility risk:** Can we build this product?
- **Business viability:** Will this solution work for our business?

Understanding your beneficiaries

WHAT IS USER RESEARCH?

User research is gathering insights on your users, focusing on key elements such as user behaviors, motivations, needs, and pain points.

WHY DO YOU NEED USER RESEARCH?

User research brings the focus and guidance of product development back to where it's due: the users.

WHY DO YOU NEED USER RESEARCH?

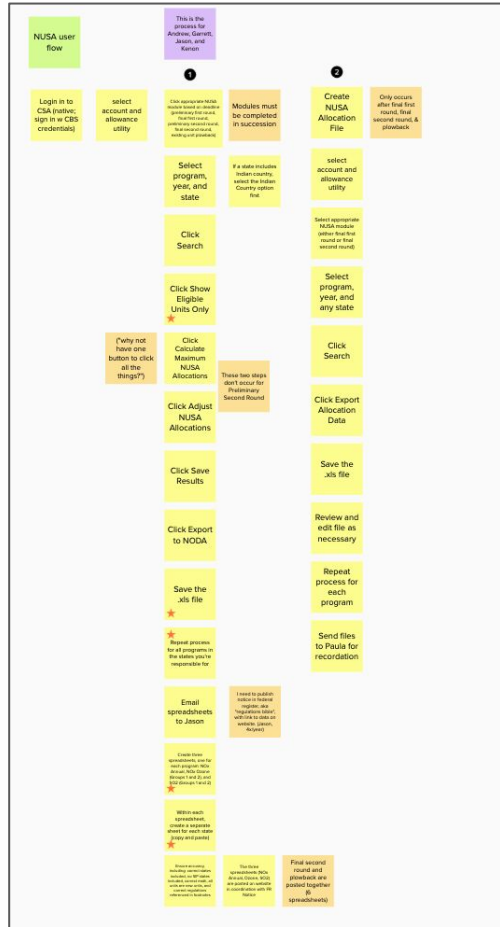
- Design better products**
- Mitigate usability and value risks**
- Validate your product ideas**
- Save costs, time and effort**

Discovery Methods

A FEW USER RESEARCH METHODS

- **User Interviews**
- **Personas**
- **Journey Maps**

True Up user flow		1	2	3	4	5	6
<p>Login in to CSA (either sign in w CBS credentials)</p> <p>select account and allowance utility</p>	<p>check/compare facility emissions</p> <p>click allowance based compliance</p> <p>view/edit emissions</p> <p>search ... waits while querying db</p> <p>are there "errors"?</p> <p>if yes, open utility in CSA to pull submissions report</p> <p>always slow to pull reports</p> <p>looks for any discrepancies</p> <p>time consuming bc 20th purchase and 3 sales in his portfolio</p> <p>pulls PDF report - has to read through pages to find issue</p>	<p>Emissions resubmissions</p> <p>System sends email to those with facility, program, and emission update info</p> <p>Finds forwards email to appropriate MCB member</p> <p>Click allowance based compliance report</p> <p>Click detailed compliance report</p> <p>Select program, compliance year, and facility checked for facility errors if facility programs are affected</p> <p>Click run report</p> <p>Review the PDF in the new window (the PDF is always too zoomed in)</p> <p>Look at the magnifying glass and zoom in to see if there are any discrepancies</p> <p>throughout the process, you can click on the "Facility" link to see the facility details</p> <p>To deduct additional allowances, click Allowance Based Compliance</p> <p>Click Additional Deductions</p> <p>Select Program, compliance year, account number, and representative</p>	<p>Run draft compliance</p> <p>Click Allowance Based Compliance</p> <p>Click Compliance</p> <p>Select program, compliance year, base amount, run how compliance? (how is compliance? how is compliance?)</p> <p>Click Search</p> <p>Select all plants by checking each individual check box</p> <p>Click Run Compliance</p> <p>Look at each plant to see if enough allowances are held</p> <p>Click Send Compliance Emails</p> <p>Select program and compliance year</p> <p>Click Check All</p> <p>Click Send Compliance Emails</p>	<p>Run final compliance</p> <p>Click Allowance Based Compliance</p> <p>Click Compliance</p> <p>Select program, compliance year, base amount, run how compliance? (how is compliance? how is compliance?)</p> <p>Click Search</p> <p>Select all plants by checking each individual check box</p> <p>Click Run Compliance</p> <p>Click Send Compliance Emails</p> <p>Select program and compliance year</p> <p>Click Check All</p> <p>Click Send Compliance Emails</p>	<p>Deduct offset/penalty allowances for excess emissions</p> <p>Click Allowance Based Compliance</p> <p>Click Penalty Deductions</p> <p>Check the allowance check you want to deduct for excess emissions</p> <p>Adjust the serial numbers and amount as needed</p> <p>Enter for total amount to be deducted, the total of the serial numbers of facility allowances to be deducted</p> <p>Click Save</p> <p>Click Send Additional/Penalty Deduction Emails</p> <p>Select program and compliance year</p> <p>Click check box next to email to be sent</p> <p>Click Send Additional/Penalty Deduction Emails</p>		



WHY DO WE NEED JOURNEY MAPS?

To provide teams with a **bird's-eye view** of a service in order to see the **sequence of interactions** that make up a user's experience including the **complexity, successes, pain points, and emotions** that users experience along the way.

Opportunity Assessment

Mission Model Canvas

WHAT IS A MISSION MODEL CANVAS?

Mission Model Canvas

9. Key Partners	6. Key Activities	2. Value Proposition	4. Buy-in	1. Beneficiaries
	7. Key Resources		5. Deployment	
8. Mission Budgets/Costs			3. Mission Accomplishment/Impact	

WHAT IS A MISSION MODEL CANVAS?

A Mission Model Canvas is a framework to collect insights about your product/mission in a structured way

WHAT IS A MISSION MODEL CANVAS?

It consists of 9 sections:

- **Beneficiaries**
- **Value proposition**
- **Mission accomplishment/impact**
- **Buy-in**
- **Deployment**
- **Key activities**
- **Key resources**
- **Key partners**
- **Mission costs**

WHAT IS A MISSION MODEL CANVAS?

A Mission Model Canvas collates information about the customers and beneficiaries, the value proposition, impact, and costs of the product.

WHAT IS A MISSION MODEL CANVAS?

It illustrates the search for the unknowns.

WHAT IS A MISSION MODEL CANVAS?

The right side of the canvas represents value and the left side of the canvas represents costs and activities needed to deliver value.

WHY USE A MISSION MODEL CANVAS?

It visualizes all the components needed to turn customer needs/problems into mission success.

WHY USE A MISSION MODEL CANVAS?

It describes the rationale on how the product is creating value to its beneficiaries

WHY USE A MISSION MODEL CANVAS?

It brings out the strengths, weaknesses, opportunities and threats to the forefront prior to execution.

WHY USE A MISSION MODEL CANVAS?

It's flexible, easy to understand, and centered around the customer and value.

WHY USE A MISSION MODEL CANVAS?

It helps assess the current state of affairs in preparation for execution.

- How scalable is the current model?
- How dependent are we on work done by others?
- What external factors affect the mission model?

COMMON PITFALLS THE CANVAS HELPS AVOID

A few common pitfalls:

- Irrelevant customer jobs
- External threats
- Poor execution

QUESTIONS TO HELP IDENTIFY THESE PITFALLS

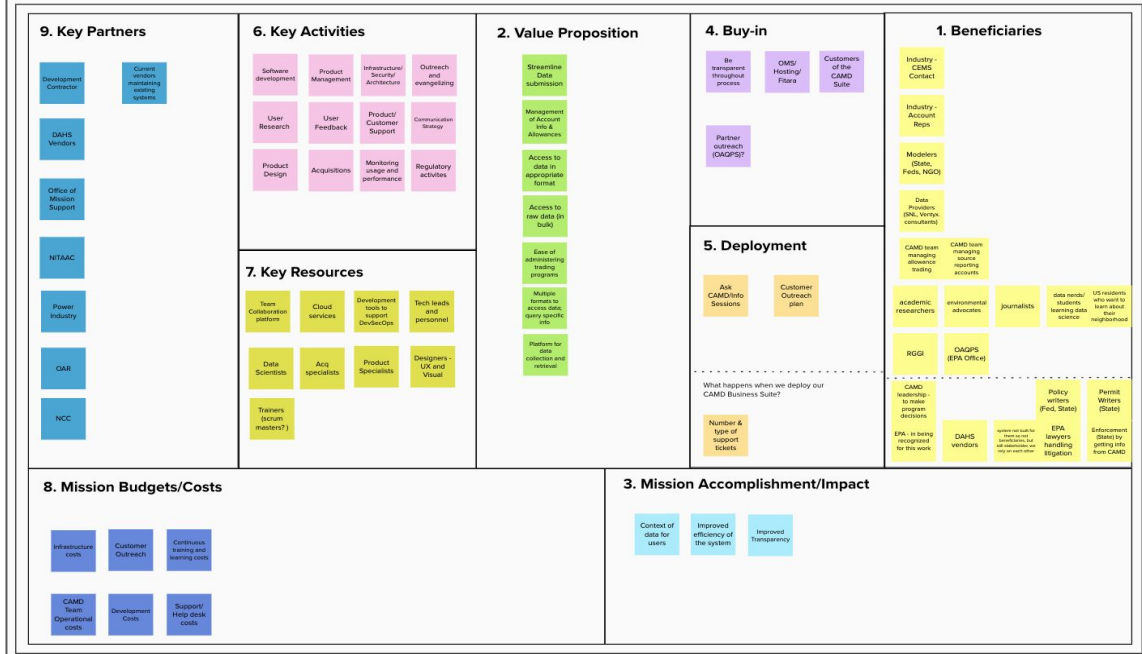
A few questions that can help identify pitfalls:

- Are you helping the customer do a job they need or want? Is the customer job relevant?
- Do you have the right model? Is it scalable?
- Does your team have the right skills? Can they acquire the right skills?

CAMD SUITE - MISSION MODEL CANVAS

CAMD Suite - Mission Model Canvas

For the EPA, industry and public, who need to comply with or understand regulatory air programs, the CAMD Suite will be an easily accessible, intuitive, and adaptable tool that cost-effectively and securely collects and disseminates high-quality data, empowering its users with transparent data to hold industry and government accountable.



Thank you!

Appendix

Project RevAMPD

Previously on RevAMPD

- **Project Name: RevAMPD**
- **Our scrum master: Chris W**
- **Our sprint cadence: 2-week sprints**
 - Sprint planning: Tuesdays
 - Daily stand-up: Daily
 - Sprint review: Mondays
 - Sprint retro: Mondays
- **Kanban board: MS Teams Kanban board**
- **Team charter**

Next up on RevAMPD

- **User research - UX team**
 - Plan user research for RevAMPD
 - Conduct mock interviews where 18F team plays the 'user' role
 - Refine AMPD personas based on learnings from the interviews
 - Draft a Journey Map in collaboration with the SMEs
- **Develop Mission model canvas of RevAMPD - Product team led by PO**
- **Develop Value Proposition Canvases for RevAMPD**
 - Customer profiles - UX team
 - Value proposition - Product Owners and subject matter experts

Suggested reading/viewing

- Business Model Canvas
 - [Canvas Explained](#)
 - [Example](#)
- [Product Discovery](#)

DISCUSS

- What about Agile seemed **challenging** for your teams?
- What about Agile seemed **exciting and welcome** for your teams?