Inception Day Two
Product Vision & Strategy

Digital Acquisition Accelerator Pilot

Inception Workshops

Agenda: First Half Day Two

By the end of this session we will set the strategy for, envision, and create our minimum viable products.

1.	**Recap Day 1 Information**	**10 Minutes**
2.	**Knowledge Capture**	**30 Minutes**
	Needs Capture	**45 Minutes**
	Cluster & Name Groupings	**15 Minutes**
	Break	**10 Minutes**
3.	**Product Principles and Strategy**	**45 Minutes**

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1/ Day 1 Recap

Step 1: Recap Day 1 Personas & Problem Statements (10 Minutes)

Identify one member of your team to share with the room your **final personas** and **problem statements** and any other important information from yesterday's workshop.

Let's spend up to five minutes for each team.

2/ Knowledge/Needs Capture

Step 2a: Initial Knowledge Capture (30 Minutes)

In groups, *silently* write down everything you can about the product, one item per sticky note, referencing as possible the source of the knowledge.

At breaks in your thoughts, transfer the notes to the workboard.

Example knowledge capture

What Works Now & What Doesn't

Commercial Product

Feature(s)

User Need

Discuss.

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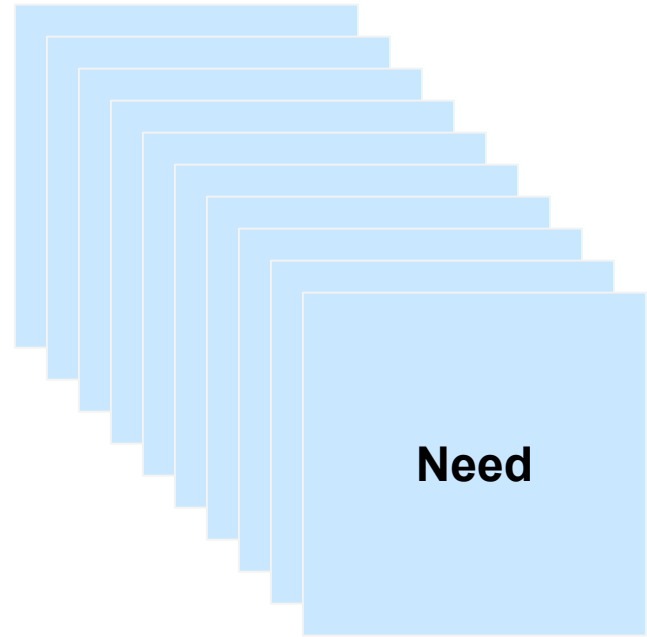
Step 2b: (Missing) Needs Capture (45 Minutes)

Review the proto personas developed in Day One of the Inception Workshop.

After reviewing the proto-personas, write down missing needs not already captured, one item per sticky note, referencing as possible the source of the knowledge.

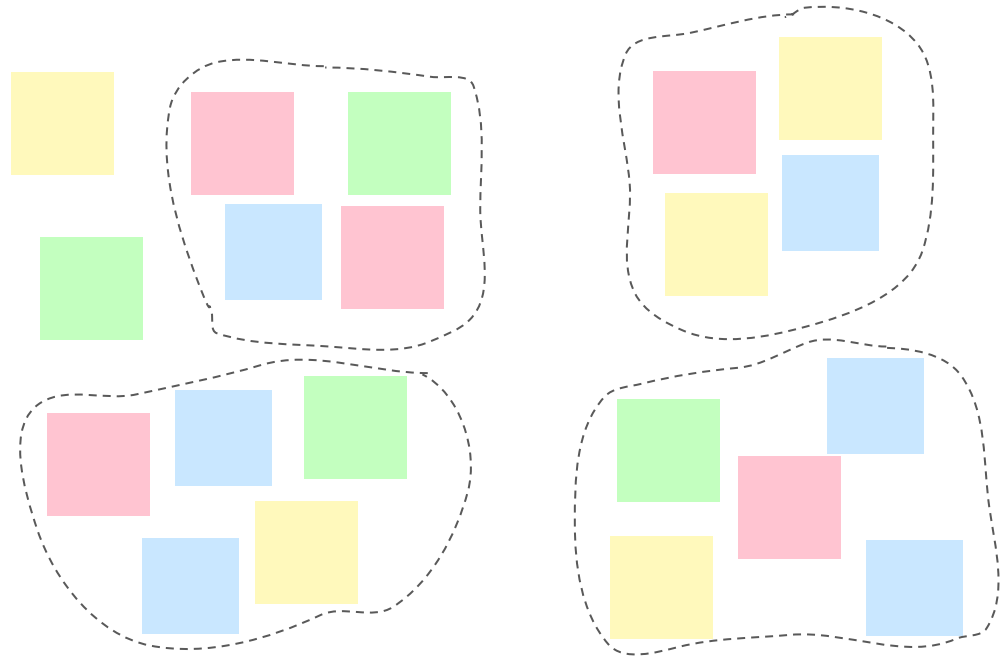At breaks in your thoughts, transfer the notes to the workboard.

Need

Discuss.

Step 2c: Cluster into Groups (10 Minutes)

Collaboratively group the knowledge, calling out the reasons for the groupings, resolving disputes about grouping by replicating the note for use in two groups.
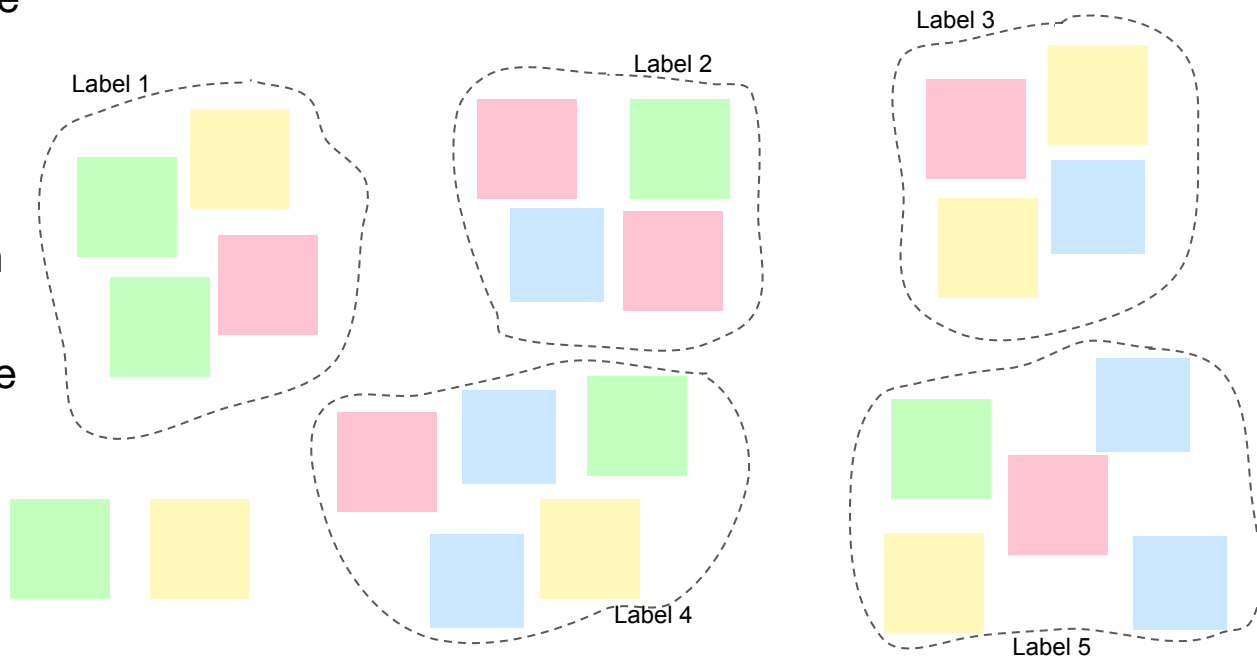

Example knowledge clustering

Step 2d: Define & Name Clusters (5 Minutes)

Consider options for one word and/or one sentence that describe each cluster.

Organize all the items in a cluster and combine clusters that fit the same word or sentence.

Label 1

Label 2

Label 3

Label 4

Label 5

Discuss.

Break (10 Minutes)

3/ Product Principles & Strategy

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About Product Strategy

As Product teams you want to maintain the consistency of decisions beyond the specific knowledge at different times and circumstances

A **Product Principle** is a general statement of value a product embodies
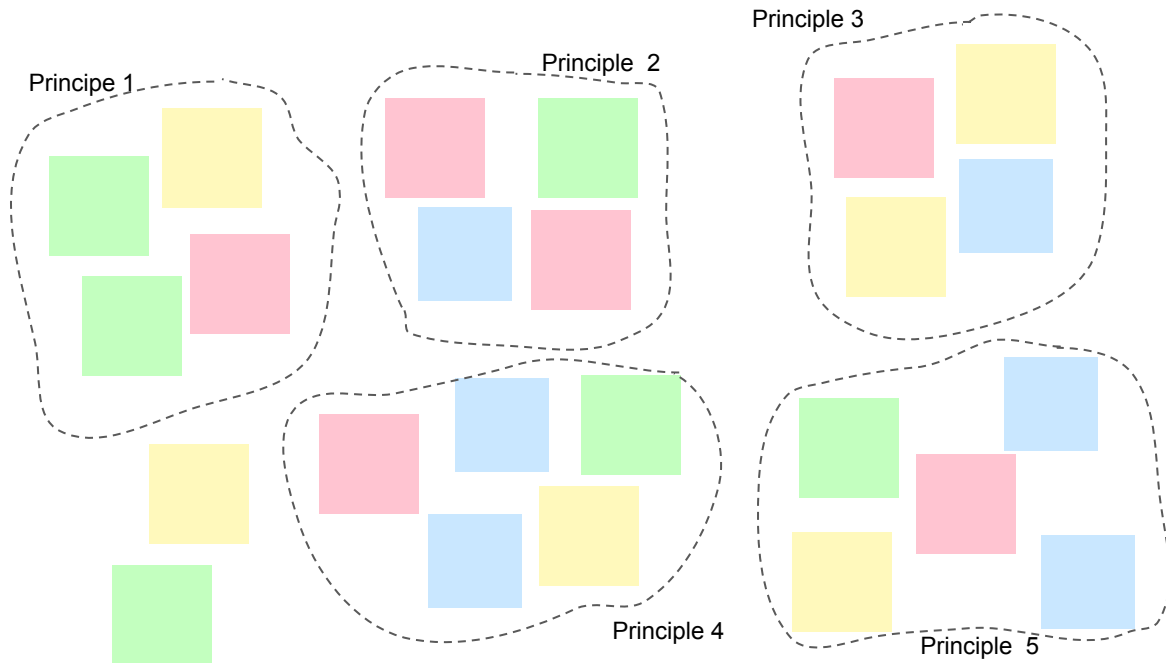
Product Strategy is how all Product Principles fit together

Step 3a: Define and Name Product Principles (30 Minutes)

Define and name clusters from Step 2 as product principles.

How do they combine in:
- Ranking
- Dependencies
- Nesting

Principe 1

Principle 2

Principle 3

Principle 4

Principle 5

Step 3b: Define Product Strategy (15 Minutes)

Combine product principes into an overall product strategy. Write it down on a sheet of paper or the whiteboard.

<insert product strategy here>

Lunch (60 Minutes)

Agenda: Second Half Day Two

4. **Introduction to Needs/Features/Benefits & MVP**   **20 Minutes**

     Prioritize Features & Identify Core MVP Needs   **45 Minutes**

     Break   **10 Minutes**

5. **Identify MVP Success, Challenges/Risks**   **60 Minutes**

     Break   **10 Minutes**

6. **The Product Box**   **20 Minutes**

7. **Set Product Vision**   **30 Minutes**

8. **Day 2 Review and Wrap Up**   **15 Minutes**

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4/ Needs-Features-Benefits & Minimum Viable Product

Defining Needs, Features and Benefits

1 **Need**

Something your user desires, usually discovered based in direct user feedback

2 **Feature**

A unit of functionality about a product or a service

3 **Benefit**

Only created when the feature meets the needs of your user. It provides a tangible gain for your user.

You should always strive to pair user needs with features, so that your product stays focused on the user of the product.

What is a Minimum Viable Product (MVP)?

The minimum set of features needed to satisfy the needs of and learn from your early users/adopters.

*"**A Minimum Viable Product** is that version of a new product which allows a team to collect the maximum amount of **validated learning about customers with the least effort.**"*

- The Lean Startup by Eric Ries

MVP Iteration

HOW TO BUILD A MINIMUM VIABLE PRODUCT

NOT LIKE THIS

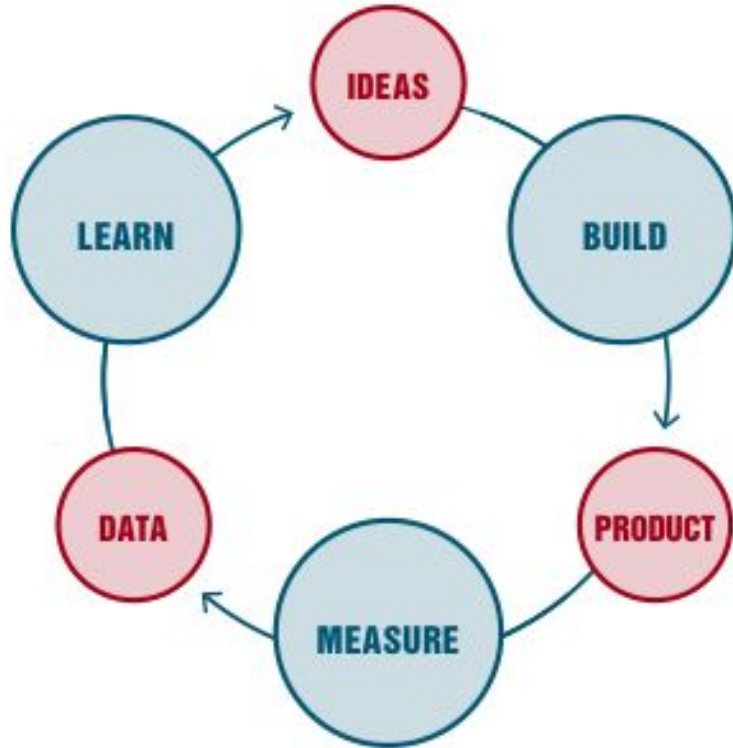1   2   3   4

LIKE THIS

1   2   3   4   5

image by blog.fastmonkeys.com   original idea: spotify product team

The Build-Measure-Learn Loop

- **BUILD** your product or service MVP. The *PRODUCT* is released to your early users/adopters.
- **MEASURE** your product or service's effectiveness with those users with *DATA*.
- **LEARN** from that feedback and *DATA* to create new *IDEAS* on how to build the next release

Repeat for each new release.

"An MVP is the smallest thing you can build that lets you quickly make it around the build/measure/learn loop."
- LeanStack

Step 4a: Identify key features (15 Minutes)

In groups, review the sticky notes written down from the morning session and then add to it based on your current understanding of the product.

At breaks in your thoughts, transfer the notes to the workboard.

Example knowledge capture

Feature 1

Feature 2

Feature 3

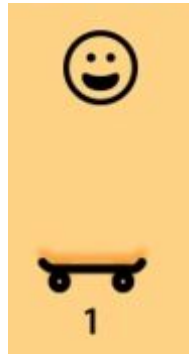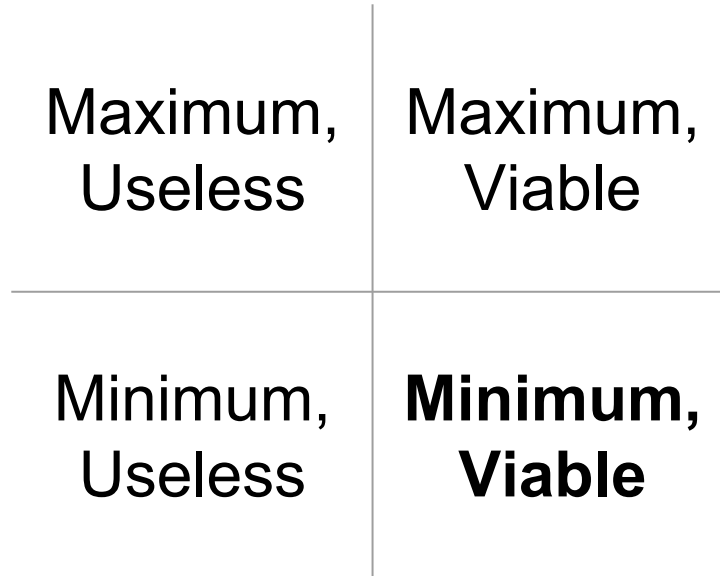Feature 4

Step 4b: Organize features (15 Minutes)

Collaboratively group the features in one in four quadrants like the diagram to the right, keeping the needs of your proto-persona users.

Discuss and determine the minimum feature set that is necessary to release to users.

Maximum, Useless	Maximum, Viable
Minimum, Useless	**Minimum, Viable**

Step 4c: Refine list with dot voting (10 Minutes)

1. Give each person 3 dots or small sticky notes

2. Each person through the sticky notes on the wall and "vote" for the most important features

3. The resulting highest priority features is your MVP

Discuss.

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<Describe Your MVP>
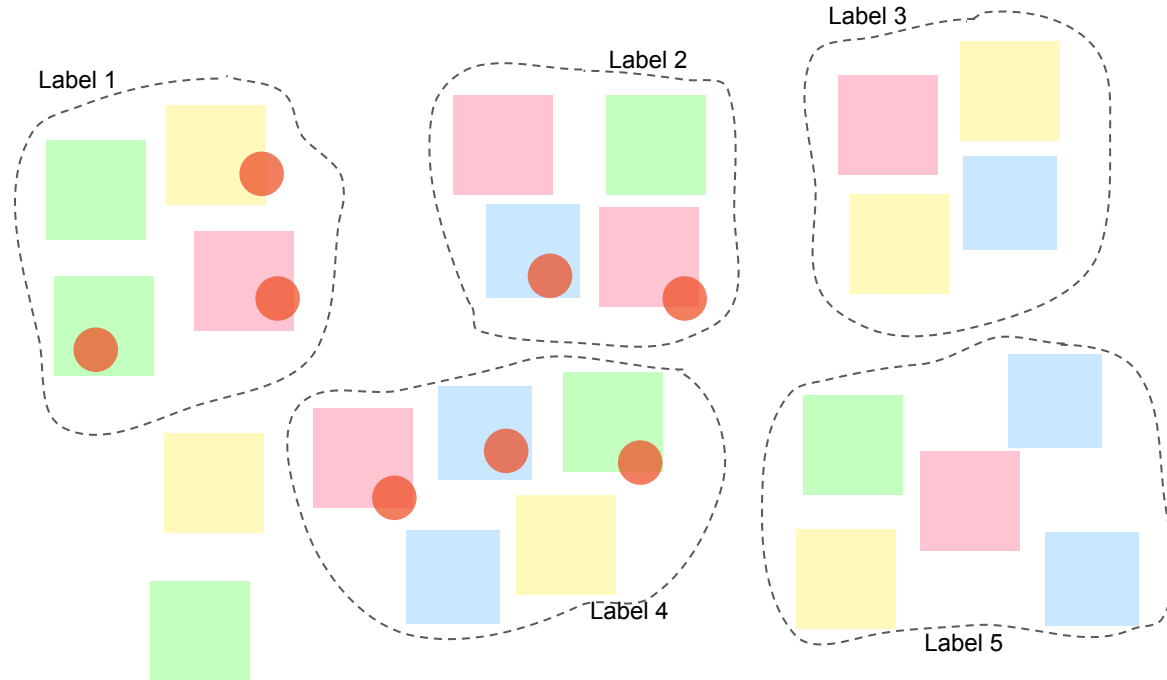
Break (10 Minutes)

5/ MVP Success, Challenges & Risks

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Step 5a: Identify MVP success criteria (20 Minutes)

As group, identify **specific** and **measurable** success criteria for your MVP, one idea per sticky note.

Possible success criteria example themes:

- Cost Savings
- User Satisfaction
- Performance
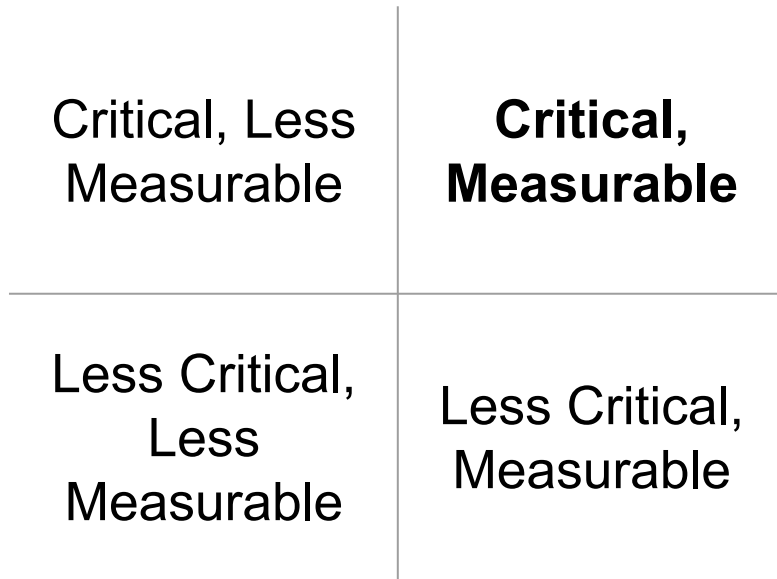
Success Criteria 1

Success Criteria 2

Success Criteria 3

Success Criteria 4

Step 5b: Organize success criteria (10 Minutes)

Collaboratively group the criteria in one in four quadrants like the diagram to the right.

Discuss and determine the most critical and measurable success criteria.

Critical, Less Measurable	**Critical, Measurable**
Less Critical, Less Measurable	Less Critical, Measurable

Discuss.

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Step 5c: Identify challenges and risks (30 Minutes)

As a group (or in small groups if in a large team), list out challenges and risks involved with this MVP.

Discuss.

Challenges	Risks
Challenge 1	Risk 1
Challenge 2	Risk 2
Challenge 3	Risk 3

Break - 10 minutes

6/ The Product Box

Step 6: Design a Product Box (20 Minutes)

Assume that your products will be sold in a shrink-wrapped box. Design your product's box.

Design the box with the following:

- Product name
- A graphic
- Three to four key bullet points on the front to "sell" the product
- A detailed feature description on the back
- Operating requirements

<Present your Product Box>

7/ Set the Product Vision

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Getting to a Product Vision

- Describe the Motivation behind the Product

- Look beyond the Product

- Distinguish between Vision and Product Strategy

- Employ a Shared Vision

- Choose an Inspiring Vision

- Think Big

- Keep your Vision Short and Sweet

"At IKEA, our vision is to create a better everyday life for the many people. Our business idea supports this vision by offering a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them."

\- IKEA Website

"If you are working on something exciting that you really care about, you don't have to be pushed. The vision pulls you."

– Steve Jobs

Product Vision Writing Exercise

The product vision helps team members pass the elevator test--the ability to explain the project to someone within two minutes. It comes from Geoffrey Moore's book *Crossing the Chasm*. It follows the form:

- For (people served)
- Who (statement of the need or opportunity to fulfill mission)
- The (product name) is a (product category)
- That (key benefit, compelling reason to change)
- Unlike (existing product)
- Our product (statement of primary differentiation)

For any project, but particularly those with high uncertainty for which significant requirements changes are anticipated, creating a product vision statement helps teams remain focused on the critical aspects of the product, even when details are changing rapidly. It is very easy to get focused on the short-term issues associated with a 2-4 week development iteration and lose track of the overall product vision.
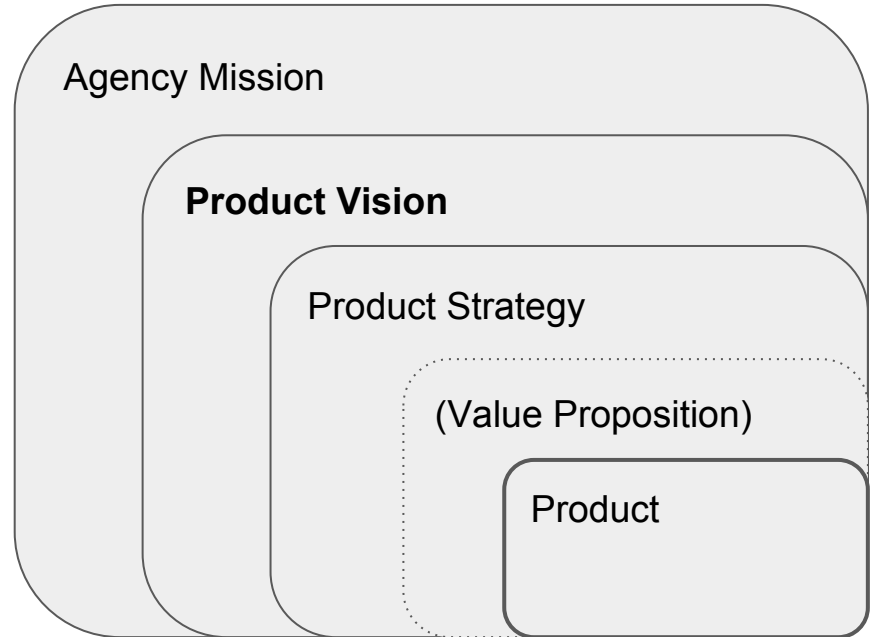
Step 7: Set Product Vision

Craft a product vision that identifies how the agency mission is to be accomplished and serves as a high-level guide for on-going leadership and stakeholder management.

"The vision should communicate the essence of the future product in a concise manner and describe a shared goal that provides direction but is broad enough to facilitate creativity."

- Roman Pichler

Agency Mission

Product Vision

Product Strategy

(Value Proposition)

Product

<insert vision here>

8/ Day 2 Review and Wrap Up

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Over the next few days, you will create:

Topics Covered

1

Proto-Personas and Problem Statements

Identifying and building empathy for users

Problem understanding/deconstruction

Writing a problem statement

2

Product Vision and Strategy

Assumptions & Hypothesis

Goals & Metrics

Product vision

Barriers and constraints

3

Key Objectives and User Story Map

Market research

Key objectives

Agile user stories

Feature prioritization

Step 8a: Key Takeaways

Go around the room and discuss 1-2 items that you learned and will take back with you to the office.

Step 8b: Keep Doing, Stop Doing, Start Doing

As a group list out the things that we as a group should:

- Keep doing
- Stop doing
- Start doing

List all in a chart on a whiteboard or on white butcher paper or large sticky page.

Discuss.

Keep Doing	Stop Doing	Start Doing
X	A	D
Y	B	E
Z	C	F

Inception Day Three Goals: User Story Mapping

1 Easily describe the product to someone else

2 Build a better understanding of the product through conversations

3 Learn how to build a user story map

4 Describe the first few minimal releases

END OF DAY TWO

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