



How to Create Products Customers Love

A Workshop For Product Teams
Marty Cagan



HOW TO CREATE PRODUCTS CUSTOMERS LOVE

WORKSHOP AGENDA

Day 1

<i>Welcome and Intros</i>	¼ hr	9:00 – 9:15
Dedicated Product Teams	1 hr	9:15 – 10:00
<i>Break</i>	¼ hr	10:00 – 10:15
Roles and Responsibilities	2 hr	10:15 – 12:30
<i>Lunch</i>	1 hr	12:30 – 1:30
Product Planning Techniques	2 hrs	1:30 – 3:30
<i>Break</i>	¼ hr	3:30 – 3:45
Product Development Process	1 hr	3:45 – 4:45
Q&A	¼ hr	4:45 – 5:00

Day 2

<i>Review</i>	¼ hr	9:00 – 9:15
Product Discovery Overview	1 hr	9:15 – 10:30
<i>Break</i>	¼ hr	10:30 – 10:45
Product Discovery Techniques	1 hr	10:45 – 12:00
<i>Lunch</i>	1 hr	12:00 – 1:00
Product Validation Techniques	1 hr	1:00 – 2:00
Product Delivery Techniques	1 hr	2:00 – 3:00
<i>Break</i>	¼ hr	3:00 – 3:15
Product Optimization Techniques	1 hr	3:15 – 4:15
Migration Planning	½ hr	4:15 – 4:45
<i>Summary</i>	¼ hr	4:45 – 5:00



How To Create Products Customers Love

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Marty Cagan, SVPG



About Me





The Silicon Valley Product Group was created to share *senior level* experience and best practices with technology companies

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My Clients



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Key Influences



- Customer Discovery
- Product Discovery
- Lean Startup Methodology
- Lean UX
- Lean Analytics
- Agile Methods

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Key Objectives



- Understand best practices in roles and responsibilities
- Learn best practices in product portfolio planning
- Learn the techniques of product discovery
- Learn how to identify the minimum viable product
- Learn how to optimize the effectiveness of that product
- Deliver winning products faster!

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Key Topics



- Product Teams and Roles
- Product Planning
- Product Vision
- Product Analytics
- Product Development Process
- Product Discovery
- Product Delivery
- Product Optimization
- Product Culture

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Top 10 Product Innovation Issues



1. Weak Product Leadership Role
2. Weak Product Management Role
3. Weak User Experience Role
4. Not Utilizing Engineering Early Enough
5. Little Direct Customer Interaction
6. Stakeholder Driven Roadmap
7. No Product Discovery Process
8. Focus on Dates & Features not Business Results
9. Missing Rapid Test and Learn Product Culture
10. Missing Product Discovery Team Collaboration

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Top 10 Slow Product Issues



1. Infrequent Release Cycles
2. Not Yet True Agile/Scrum
3. Lacking Sufficient Test Automation
4. Lack of Impediment Chasing Project Management
5. Not Yet Dedicated Product Teams
6. Lack of Focus
7. Product Architecture Limitations / Technical Debt
8. Escalations/Urgent Fixes Interruptions
9. Too Many Meetings/Consensus Culture
10. Poor Morale, Especially Among Developers

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Top Issues – EXERCISE



- Prioritize your top 3 improvement opportunities

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The Top Product Mistakes

And How To Avoid Them



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Top Product Mistakes



Confusing Customer Requirements with Product Requirements

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Top Product Mistakes



Confusing Projects with Products

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Top Product Mistakes



Confusing Adding
Features with Improving
Product

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Top Product Mistakes



Confusing Minimum
Product With Minimum
Viable Product

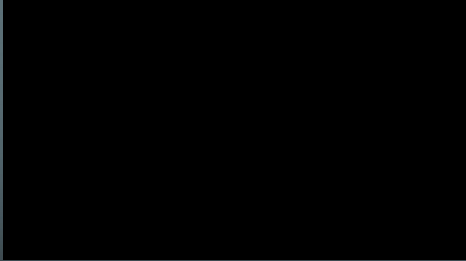
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Product Teams

Product Organization


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Product Teams



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Dedicated Product Teams

- A small, cross-functional, collaborative (and ideally, co-located) team of empowered and accountable people focused on a clearly-defined set of business objectives

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Dedicated Product Teams

- Projects
- Features
- Optimizations
- Bug Fixes
- Performance Improvements

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Dedicated Product Teams – Structure

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- Product Manager
- Lead Engineer/Architect
- Interaction Designer
- Additional Engineers
- Test Automation Engineers
- Project Manager/ScrumMaster*
- Visual Design*
- User Research*
- Product Marketing*

*shared

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Dedicated Product Teams – Why It Works

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- Ability to form the personal relationships so critical to collaboration
- The time for the team to truly develop the expertise necessary for innovation
- Team understands business objectives
- Shifts from “release and forget” to focus on business results
- Product team is empowered and accountable

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Dedicated Product Teams – Structure

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- Clear Ownership (accountability)
- Alignment with KPI's (outcome focus)
- Alignment with Customer/Segment (user focus)
- Alignment with Architecture (technology focus)
- Alignment with Business Units (business focus)

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“Rapid Response” Team




Special Dedicated Team Responsible For:

- Critical Bug Fixes for Sustaining Products
- Possible: Critical Bug Fixes for Other Teams
- Possible: Minor Enhancements for Business

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Product Teams – EXERCISE



- Discuss potential product team structure

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Product Management /
Product Owner



Roles and Responsibilities

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Three Obsolete Models



- Marketing-driven Product
- Two People, One Role
- One Person, Two Roles

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The Product Manager Role



The team builds what's on the product backlog, and the Product Manager is responsible for that backlog

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The Product Manager Contributes...



Deep Knowledge Of The Customer

acknowledged expert in users and customers

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The Product Manager Contributes... svpg

**Deep Knowledge Of The
Data**

*acknowledged expert on
product data*

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The Product Manager Contributes... svpg

**Deep Knowledge Of The
Business**

*business model, dynamics,
stakeholder considerations*

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The Product Manager Contributes... svpg

**Deep Knowledge Of The
Industry**

competitors, trends

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The Product Manager Contributes...

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Reference Customers

obsesses over happy, referenceable customers

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User Experience Design

Roles and Responsibilities

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User Experience Design

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- **Interaction Designers:**
 - Interaction Models: Information Architecture, Tasks, Wireframes
- **Visual Designers:**
 - Emotional Response: Look & Feel, Comps
- **Content:**
 - Emotional Response: Voice, Copy
- **User Researchers:**
 - Qualitative: User Testing
 - Quantitative: A/B Testing, Web Analytics

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The Power of Interaction Design




The Mental Model

- Products that “just work”
- Products where the value is clear and accessible
- No training or online-help required

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The Power of Visual Design



The Emotional Response

- Assuage fear
- Build trust
- Convince people to provide personal information they otherwise would not
- Motivate users to reach out to their friends
- Persuade users to buy merchandise they wouldn't otherwise
- Make them actually enjoy their time on your site
- Love a product they would otherwise just like

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Project Managers

Roles and Responsibilities



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The Project Manager Role



What the role is *not*:

- Team Admin
- Team Task Master
- Team Process Policeman

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The Project Manager Role




What the role *is*:

- Impediment Remover
- Problem Solver
- Process and Techniques Coach

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The Project Manager Role



Common Impediments:

- PO waiting on marketing for branding related decisions
- PO waiting on legal approval
- UX waiting for a new pattern from the lead UX designer
- Front-end Engineers waiting on visual designers for assets
- Engineers waiting on critical changes made by platform teams
- Engineers and QA waiting on staging
- Engineers waiting on review time from an architect
- Engineers waiting on resolving a build problem
- Engineers waiting on completed (fully baked) backlog items
- QA waiting on scaffolding from test automation

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The Project Manager Role




The Need For Speed

- Constantly strives to remove impediments/obstacles
- Concerned with process health
- Eliminates need for meetings rather than increasing them
- Attends meetings on your behalf when possible
- Nags others when necessary on your behalf
- Never lets issues or impediments persist longer than 48 hours
- Coordinates daily with other ScrumMasters and release manager to manage interdependencies

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The Project Manager Role




Great Project Managers:

- Sense Of Urgency
- Willing To Do Anything To Help
- Constantly Asking How They Can Help
- Lives To Ship
- Good Judgment
- "Just Do It" Attitude
- Pushy But Not Bossy

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Technology



Roles and Responsibilities

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Technology

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- Engineers (aka Developers)
- QA Engineers (aka Testers)
- Site Operations
- Site Security
- Architecture

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Lead Engineers / Architects

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- Responsible for holistic view of software
 - Engineering
 - Test automation
 - Site operations
- Participate actively during product discovery
 - Understanding what's possible
 - Providing guidance on cost/complexity
 - Best source of product innovation

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Product Marketing

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Roles and Responsibilities

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Product Marketing

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Responsibilities:

- Sales Tools and Sales Enablement
- Customer Impact Assessment
- Customer Service and Professional Services Training
- Release Communications
- Messaging and Positioning
- Pricing and Promotions
- Feature Adoption

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Leadership Roles

Roles and Responsibilities

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Leadership Roles

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The Holistic View Roles

- Product Leaders: Product Strategy and Vision
- UX Leaders: User Experience Design
- Engineering Leaders: Architecture and Tech Debt
- Project Management Leader: Schedule/Dependencies

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Roles and Responsibilities – EXERCISE



- Discuss any missing roles and how to fill them

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Product Planning



Techniques

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Portfolio Grooming



- Sunset
- Sustaining
- Investment

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Lean Canvas

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PROBLEM Top 3 problems	SOLUTION Top 3 features	UNIQUE VALUE PROPOSITION Single, clear, compelling message that states why you are different and worth buying.	UNFAIR ADVANTAGE Can't be easily copied or bought	CUSTOMER SEGMENTS Target customers
	KEY METRICS Key activities you measure			
COST STRUCTURE Customer Acquisition Costs Distributing Costs Hiring People, etc.		REVENUE STREAMS Revenue Model Lifetime Value Revenue Gross Margin		
PRODUCT		MARKET		

Lean Canvas is adapted from The Business Model Canvas (<http://www.businessmodelgeneration.com/>) and is licensed under the Creative Commons Attribution-Share Alike 3.0 by-nc-sa license.

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Lean Canvas – EXERCISE

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- Create a canvas for one of your major new opportunities

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Opportunity Assessments

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- Is this a problem worth solving?
- Opportunity Backlog
- Is this a solution worth building?
- Product Backlog

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Opportunity Assessments



1. Exactly what problem will this solve? (value proposition)
2. For whom do we solve that problem? (target market)
3. How will we measure success? (business metrics)
4. How big is the opportunity? (market size)
5. What alternatives are out there? (competitive landscape)
6. Why are we best suited to pursue this? (our differentiator)
7. Why now? (market window)
8. How will we launch this product? (go to market strategy)
9. What factors are critical to success? (solution requirements/risks)
10. Given the above, what's the recommendation? (go or no-go)

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Opportunity Assessment – EXERCISE



- Pick an opportunity for an existing product and create an assessment

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Product Vision



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Product Vision



The product vision paints the picture of what you are striving to achieve

What types of customers will you serve?
What types of services will you offer?
What is your secret sauce?

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Product Vision




***“Think in Leaps;
Iterate in Steps”***




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Product Vision



***“Be Stubborn on Vision
and Flexible on
Details”***



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Product Vision – EXERCISE

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- Identify types of customers in 2-3 years
- Identify key services in 2-3 years

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Product Principles

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Product Principles


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The product principles describes the *nature* of the products you intend to create

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Product Principles

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Mickey's 10 Commandments (Marty Sklar, Disney Imagineering)


1. Know Your Audience: Don't bore people, talk down to them or lose them by assuming that they know what you know.
2. Wear Your Guest's Shoes: Insist that designers, staff and your board members experience your facility as visitors as often as possible.
3. Organize the Flow of People and Ideas: Use good storytelling techniques. Tell good stories, not lectures. Lay out your exhibit with a clear logic.
4. Create a Weenie: Lead visitors from one area to another by creating visual magnets and giving visitors rewards for making the journey.
5. Communicate with Visual Literacy: Make good use of all the nonverbal ways of communication -- color, shape, form, texture.
6. Avoid Overload: Resist the temptation to tell too much, to have too many objects. Don't force people to swallow more than they can digest. Try to stimulate and provide guidance to those who want more.
7. Tell One Story at a Time: If you have a lot of information, divide it into distinct, logical, organized stories. People can absorb and retain information more clearly if the path to the next concept is clear and logical.
8. Avoid Contradiction: Clear institutional identity helps give you the competitive edge. The public needs to know who you are and what differentiates you from other institutions they may have seen.
9. For Every Ounce of Treatment, Provide a Ton of Fun: How do you woo people from all other temptations? Give people plenty of opportunity to enjoy themselves by emphasizing ways that let people participate in the experience and by making your environment rich and appealing to all senses.
10. Keep It Up: Never underestimate the importance of cleanliness and routine maintenance. People expect to get a good show every time. People will comment more on broken and dirty stuff.

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Product Principles

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TiVo's Product Principles:


- It's entertainment, stupid
- It's TV, stupid
- It's video, damnit
- Everything is smooth and gentle
- No modality or deep hierarchy
- Respect the viewer's privacy
- It's a robust appliance, like a TV

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Product Analytics

Techniques

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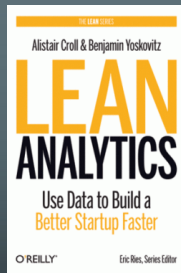
Product Analytics: Objectives



- Manage by Objective
- Understand Actual Usage
- Data-Driven Decisions
- Focus on Business Results
- Avoid Flying Blind

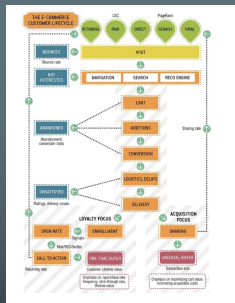
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Product Analytics



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Product Analytics – E-Commerce



From "Lean Analytics"

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Product Analytics – E-Commerce

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- Conversion Rate
- Purchases Per Year
- Shopping Cart Value
- Abandonment Rate
- Customer Acquisition Cost
- Lifetime Value

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Product Analytics – Stages

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1. Focus on proving MVP
2. Focus on growth
3. Focus on monetization and optimization

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Product Analytics – Example Scorecard

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1. Basic Member Growth (%/month)
2. Member Activity (% Users Visiting 1X/week)
3. Revenue (\$ Total)
4. Referral (Invites/Member)
5. Retention (Subscriber Churn %)
6. Net Promoter Score (Basic, Premium)

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Product Analytics – OMTM



The One Metric That Matters
"OMTM"

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Product Analytics – EXERCISE




- Create a proposed product scorecard


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The Need For Speed

Overview


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The Need For Speed



1. Speed = More Iterations = More *Learning*

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The Need For Speed



2. Speed keeps the team focused on MVP

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The Need For Speed



3. Speed gets you active support from *leadership*

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The Need For Speed



4. Speed keeps the team focused on their *purpose*

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The Need For Speed



5. Speed leads to *happier customers*

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The Need For Speed



6. Speed leads to *better quality products*

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The Need For Speed



7. Speed leads to *higher morale*

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The Need For Speed



8. Speed enables you to start collecting live data on actual usage sooner

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The Need For Speed



9. Speed keeps the team always looking for *better techniques*

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The Need For Speed

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10. Speed is one of the few *sustainable differentiators*

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The Need For Speed

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Speed does *not* mean working 15 hour days

Speed is a function of the *skills* of the team, the *techniques* the team uses, and the *culture* of the organization

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Product Development Process

Techniques

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Product Development Process



Don't try to have a one-size fits all process:

- Initiatives
- Projects
- Features
- Optimizations
- Fixes
- Content-Only

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The Agile Development Process

Product Development Process



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The Agile Manifesto



- Valuable Software Early
- Frequent, smaller releases
- Software matters more than documents
- Listen and learn rapidly
- Intense collaboration
- Build projects around motivated individuals
- Face-to-face conversation is best
- The best architectures emerge from self-organizing teams
- Refactor frequently
- No death marches
- Less is more
- Post-mortems - continuous improvement

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Agile



- Agile is all about *building and delivering* software
- Almost nothing said about how to come up with a valuable product backlog

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Common Issues with Agile



- Teams move much faster, but still don't get anywhere
- User experience design can suffer
- Feature chasing
- Lack of perceived predictability
- Engineers feeling like they are losing their ability contribute more than code
- Architecture and technical debt may not get the attention needed with very large scale products
- Marketing, sales, customer service brought in too late to prepare

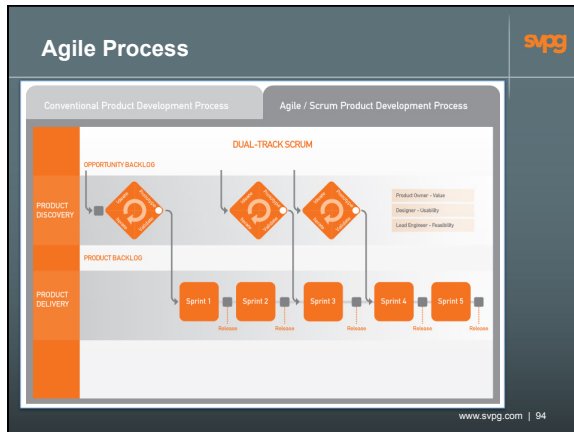
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Agile For Product Organizations



- Dual-Track Agile:
- Product Discovery
 - Product Delivery

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Succeeding with Agile

- Customer Discovery replaces MRD's and business plans
- Product Discovery using prototypes and user stories replace PRD's
- Product Owner, Lead Designer and Lead Engineer always at least a sprint ahead - test your prototypes with target customers
- Focus on smaller tasks, but don't try to design "a room at a time"
- Give engineering flexibility in sprint definition (it is ok if it takes multiple sprints to build out a single prototype)
- Attend every standup, be available for questions from the team
- At end of each sprint, demo the result to the team, and show the prototype for the next sprint
- Understand that product teams have requirements beyond original Agile/Scrum methods, and adjust accordingly

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Day 1 Review – EXERCISE

- Identify your top 3 take-aways that you believe would be most helpful for your team

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Product Discovery

Overview



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Product Discovery Purpose



The purpose of Product Discovery is to:

- Identify solution that is *valuable, usable, and feasible*
- As *small* as possible (the *minimum* viable product)
- With *evidence* it will succeed (*validated* learning)
- As *fast* as possible

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Product Discovery Purpose

Product Discovery specifically answers:

- Will they buy it?
- Can they use it?
- Can we build it?
- Can our stakeholders support it?

and then *describes* what to be built by the delivery team

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Product Discovery

Marissa Mayer
on Google

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Reinventing the
Product Definition Process

Product Discovery

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Paper-Based Specs

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Reality 1:

They take a long time to write

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Paper-Based Specs

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Reality 2:

They provide a false sense of security

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Paper-Based Specs

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Reality 3:

They are mostly documenting customer requirements and not describing product requirements

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Paper-Based Specs

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Reality 4:

They are superficial; they don't provide the level of information engineering needs to accurately estimate cost

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Paper-Based Specs

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Reality 5:

They are a cop-out; the hard decisions like what exactly will be included in the release are deferred

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Paper-Based Specs

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Reality 6:

They cause churn, and strain the relationship between product management and engineering

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Paper-Based Specs

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Reality 7:

They aren't useful to others in the company that need to approve and prepare for the product that's coming

sales, marketing, customer support, partners, operations, execs...

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Paper-Based Specs

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Reality 8:

There's no way to "test" the spec

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Paper-Based Specs

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Reality 9:

They are almost immediately obsolete

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Paper-Based Specs

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Reality 10:

Face it, they aren't read!

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The Alternative

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While this may explain why so many products out there are so bad, is there really an alternative?

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Principles of Product Discovery

Product Discovery

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Product Discovery

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Principle 1:

We know we can't count on our customers to tell us what to build

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Product Discovery

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Principle 2:

The most important thing is to establish compelling *value*

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Product Discovery

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Principle 3:

As hard as the engineering is, defining the user experience is typically even harder, and more critical to success


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Product Discovery


Principle 4:

We recognize that functionality, design and technology are inherently intertwined


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Product Discovery


Principle 5:

We expect that many of our ideas won't work out, and the ones that do will usually require several iterations

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Product Discovery


Principle 6:

We know we must validate our product ideas on actual customers

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Product Discovery



Principle 7:

Our goal is to validate our ideas
the fastest, cheapest way
possible, and we have a range
of techniques for this purpose

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Product Discovery



Principle 8:

We also need to validate the
feasibility of our ideas during
product discovery, not after

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Product Discovery



Principle 9:

We also need to validate our
ideas with stakeholders *during*
product discovery, not after

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Product Discovery

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Principle 10:

The *prototype* is the primary way to communicate the proposed product to the organization

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Product Discovery

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Product Discovery Techniques

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- Validating Market Demand
- Validating Solution Approach
- Validating Solution Effectiveness
- Validating Solution Feasibility

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Product Discovery Techniques



- Customer Discovery
- Story Mapping
- MVP Tests
- Prototypes
- Validation

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Customer Discovery

Product Discovery Techniques



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Customer Discovery



“No facts exist inside the building, only opinions”

- Steve Blank, author of *Four Steps to the Epiphany*

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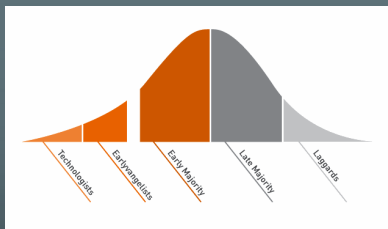
Customer Discovery



The idea is to discover and develop a set of reference customers in parallel with discovering and developing the product

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Customer Discovery



"Earlyvangelists"

- Care disproportionately about the problem to be solved
- Willing to work closely with you in a partnership

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Minimum Viable Product (MVP)



We define MVP as the smallest possible product that meets the needs of these Earlyvangelist customers

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Customer Development Program



Identify 6-8 *Earlyvangelist* Customers

- Customer Benefits
 - Get a great solution to their problems
 - Early and significant product input
 - Early access
- Discovery Team Benefits
 - Users and Customers available for ongoing questions
 - Available for on-site visits
 - Agreement to deploy test versions provide timely feedback
 - Agreement to serve as reference, if happy with delivered product

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MVP vs. Product Vision



MVP is just the beginning

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Customer Development - EXERCISE



- Break into teams
- Create a customer development plan

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Story Mapping

Product Discovery Techniques

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Story Maps

For Each Persona:

- Identify Key Activities
- Identify Tasks for Each Activity
- Break down Tasks to Sub-tasks

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MVP Tests

Product Discovery Techniques

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MVP Tests

- Landing Page Testing
- “404 Testing”
- Video Testing
- Concierge Testing
- Wizard of Oz Testing

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MVP Tests – EXERCISE


- Discuss where you could validate using one or more of these techniques

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Prototyping

Product Discovery Techniques

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Failing Fast 

Why You Need to Fail

Derek Sivers

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Flavors of Prototypes 

- Low-Fidelity User Prototypes
- High-Fidelity User Prototypes
- Live-Data Prototypes
- Feasibility Prototypes

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Low-Fidelity User Prototypes 

Benefits:

- Very fast to create and easy to modify
- Doesn't require development resources
- Good for product team

Limitations:

- Difficult to validate with users
- Dangerous to validate with stakeholders

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High-Fidelity User Prototypes



Benefits:

- Quick to create and easy to modify
- Doesn't require development resources
- Good for qualitative user testing and insights

Limitations:

- Doesn't prove things work
- If tests successful, must still be built

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Live-Data Prototypes



Benefits:

- Prove something works (statistically significant)
- Code can typically be leveraged
- Significant lower cost than production code
- Can also test via user testing

Limitations:

- Requires development resources
- Time to build may be significant

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Live-Data Prototypes vs. Production




Product Software:

- All Required Use Cases
- Test Automation
- Scale and Performance Work
- SEO Work
- Maintainable
- Internationalized and Localized

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Prototypes and Validation - EXAMPLE

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Prototypes

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1. Enables you to quickly test ideas on target users
2. Forces you to think through product at a much deeper level
3. Provides the mechanism for collaboration between product owner, design and engineering
4. Allows a more accurate cost estimate
5. Provides engineering and QA with a richer product definition to work from
6. Enables the rest of the organization to understand the product in time to actually prepare
7. Forces you to consider form and function together
8. Allows you to "fail fast"
9. Significantly reduces churn
10. Keeps the team focused on the user experience

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Lessons from Facebook


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1. Design via prototypes because "mockups lie"
2. Test with users early and often "feedback is good; get as much as you can as early as you can"
3. Get ideas out there quickly and be open to change "Don't fall in love"
4. A/B test and live prototypes for actual usage data



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Prototypes – EXERCISE



- Discuss the various types of prototypes and what you would use to validate the key areas on your product

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Validation:
User Testing



Product Discovery Techniques

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Validation: User Testing



The Two Key Questions:

1. *Could* they use it?
2. *Would* they use it?
If not, what would it take to get them to use it?

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Validation: User Testing



Part I – The Usability Test

- Discovery Team observes (in person if at all possible)
- Take advantage of the “first impression” opportunity
- Try to keep user in “use mode” and not “critique mode”
- Don't prompt (help the user out), and don't “lead the witness”

Part II – The Value Test

- Product Manager drives
- Goal is to determine if the user would actually buy or choose to use the product, and if not, what would it take to do so?

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Validation: User Testing



Logistics

- Find Users
- Schedule Tests
- Prepare for Tests – Usability and Value Testing
- Administer the Tests
- Evaluate the Results
- Iterate the Prototype

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Validation: User Testing




Exercise

- Organize into groups of 3
- Pick a product to test
- Prepare usability tasks
- Prepare value questions
- For each test, one person administers, one takes notes
- The other person goes to another group as test subject
- Run three tests, rotating role each time

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Validation: User Testing




Summary

- It's not hard to do!
- There is much to be learned on virtually every product
- The potential improvements are usually fairly clear
- Can do this testing with user prototypes, live-data prototypes, or live product
- You can learn quite a bit by testing on your colleagues, but make sure you get to real target users too

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Validation:
Live-Data Testing



Product Discovery Techniques

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Validation: Live-Data Testing



Prove Something Works


1. Protect Revenue
2. Protect Brand

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Validation: Live-Data Testing


- Live-Data Prototype
- Product Scorecard
- Web Analytics
- A/B Testing Framework


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Validation: Live-Data Testing


Tools

- Homegrown
- Platform-based
- Analytics-based

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Validation: Live-Data Testing


Alternatives to A/B Testing:

- Invite-Only Testing
- User Testing

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Live-Data Testing – EXERCISE



- Pick 3 things you believe you should live-data test
- Discuss how you might implement this test

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Describing The Product Backlog



Product Discovery Techniques

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Product Discovery



Once we have validated designs, we need to describe this work for the product delivery team

This is captured as user stories and prototypes on the product backlog

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Lessons from Google



“Nobody loves a wireframe. Wireframes and mocks aren’t enough on their own. Functional specs are boring. We’ve found prototypes to be an incredible tool for bringing a design spec or concept to life.”



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User Stories



- As a ... (persona)
- I need to...(function)
- So that...(reason)

Example:

As a consumer,
I want to read reviews written by other consumers
so that I can make an informed purchase decision

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User Stories – Additional Info



- User Experience Design
- Business Rules
- Acceptance Criteria

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Story Workshops



- Intended to include others *prior* to Sprint Planning
- Review prototypes and stories
- Identify any special documentation needs
- Ensure feasibility

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Product Discovery



Summary

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Product Discovery



If we want to think through an idea, and quickly validate the concept with our customers, we create a user prototype and run user tests

If we want to prove something works, we use a live-data prototype and run an A/B test

If we want to understand why something isn't working the way we had hoped, we run user tests

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Embrace Pivots



- Change solution approach
- Change target customer
- Change problem to be solved
- Change business model
- Change channel strategy
- Change growth strategy

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Social Contract For Product Discovery



- We will not complain about the workload
- We will launch our product in the market and not rest until it is successful
- We will think with our hands through rapid prototyping
- We will use both sides of our brains (creative and analytical)
- We will approach every activity with an open mind and a beginner's mind
- We will strive to continuously improve how we create and launch products

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Product Discovery Process Summary



- Identify product discovery team (PM, UX, ENG)
- Utilize ideation techniques as needed (vision, product principles, personas, customer discovery)
- Quickly prototype ideas (user or live-data prototype)
- Validate prototype with customers (less than 2 weeks!)
- Review feasibility (and ideas) with engineering
- Demo and discuss prototype with stakeholders
- Iterate or pivot
- Continue until minimal viable product discovered, or you decide it's best to give up

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Product Discovery Plan – EXERCISE

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- Create a 1 week product discovery plan

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Product Delivery

Techniques

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Product Delivery Techniques

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Problems with Big Bang Releases

- Too much risk of outage
- Too much risk of date slippage
- Too much change at once for users
- Too little ability to learn from live-data

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Gentle Deployment Techniques

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- Incremental Deployment
 - Release Trains
 - Continuous Deployment
- Parallel Deployment

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Product Delivery Techniques

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Managing Technical Debt

20% Infrastructure Allocation

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Product Delivery Techniques

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Software Quality

Done Done

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Creating A Product Culture

Closing Thoughts


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Product Culture



1. Leadership over Management

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Product Culture



2. Outcome over Output

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3. Speed over Perfection

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4. Persistence over Procedure

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5. Discovery over Roadmaps

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6. Data over Opinions

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7. Collaboration over Consensus

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8. Value Creation over Value Capture

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9. Customers over Competitors

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10. Culture over Process

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Summary

Closing Thoughts

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Learning More

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- *Inspired: How To Create Products Customers Love*

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Please continue the dialog:

- cagan@svpg.com



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HOW TO CREATE PRODUCTS CUSTOMERS LOVE

Workshop Evaluation

Name (optional): _____

E-mail (optional): _____

Check here to be signed up for our Product Newsletter _____

How many years of product experience do you have?

_____ 0-2 years

_____ 3-5 years

_____ >5 years

On a scale of 0-10, how likely would you be to recommend this workshop to your colleagues? (10 is extremely likely):

Optionally, please feel free to tell us why:

Thank you very much for your help in improving this workshop!