



## Evolution of prod orgn.

Startup stage

- trying to achieve prod-market fit

Growth stage

- limited funding

Enterprise stage

- learning quickly

- little bureaucracy

- many fail

- those who succeeded are good at prod discovery (Not prod dev)  
- risky but rewarding if things go well

## Growth Stage

- scale up cust

- replicate earlier success.

eg: MakeMyTrip -  
flight, Train, Hotel.

- Tech infrastructure is stretched.

(eg: Netflix in growth stage)

- Tech debt (ex: Amazon monolithic to microservices) Market

- goes for IPO / gets sold -  
(ex: MMT IPO, WhatsApp sold to FB).

## Kissflow:

Digital process management

Digital templates.

50 templates to choose

Strong after kd support.

Prod kd growth - leading

to pull than push

10k+ clients including

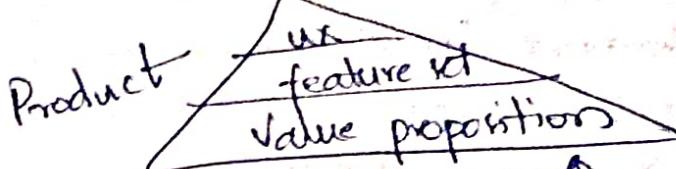
Airbus, Danone, Michelin

Pepsi

Competitors - Pega, Appian,  
Outsystems

200 emp

## Prod-market fit



## case studies:

### whitehat Jr:

- founded in 2018
- offers coding & AI for kids 6-14 yrs
- Byju's acquired it for \$300 million

### Simpl:

- started 2016
- online payment method
- buy Now --- pay later
- Khada Book system.

## Enterprise stage

- Persistent constant Prod innovation

Wrong ex: Kodak, Nokia, IBM

- work hard to protect what they created, less on new initiatives.
- Create separate innovation Centers for new Prod business (ex: Cisco)

failed to innovate:

Xerox, AOL, Motorola

Strong enterprise: Netflix, amazon, fb

## Why Prod fail?

- most comp starts w/ ideas generated internally / from existing team

Ex: HP's - AP - enabling tech or low-cost

(work notes from ppt)

so if we can't do it  
ourselves, then  
we have to buy it

so if we can't do it  
ourselves, then  
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eg: fb - well & messaging  
News feed - streams friends activity  
Sells stuff to other fb users  
tagging & attachments  
like btn  
timeline feature  
buys instagram, whatsapp,

- what do best prod. teams do?
- tackle risks early
- define & design prod. collaboratively - PM, Designers, Engineering.
- solves problems Not just implement features.

eg: kissflow.  
Wobot intelligence  
Logically.

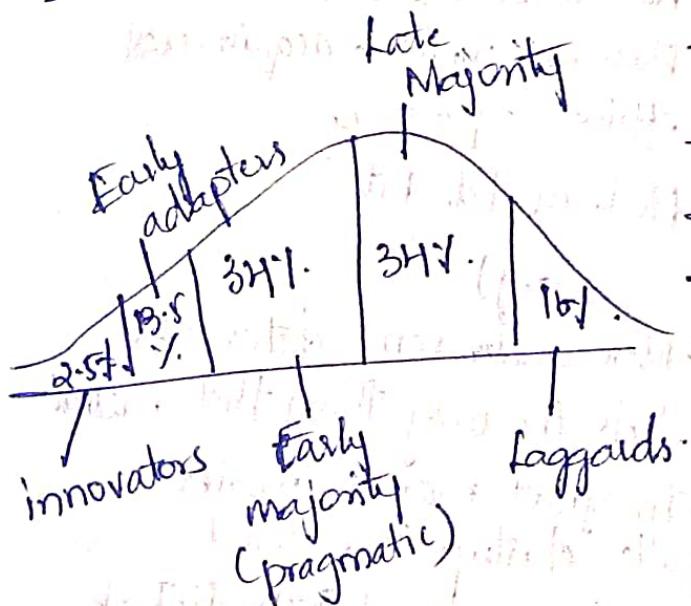
### Tackle risks early

Value  
Usability  
Feasibility  
Viability

eg: Bounce.

### Prod. Life Cycle

### Tech adoption lifecycle



- determine target cust
- identify underserved needs

- define value proposition

- Assess value through cust interaction

- specify MVP

- Create MVP prototype

- Test MVP w/ c. cust

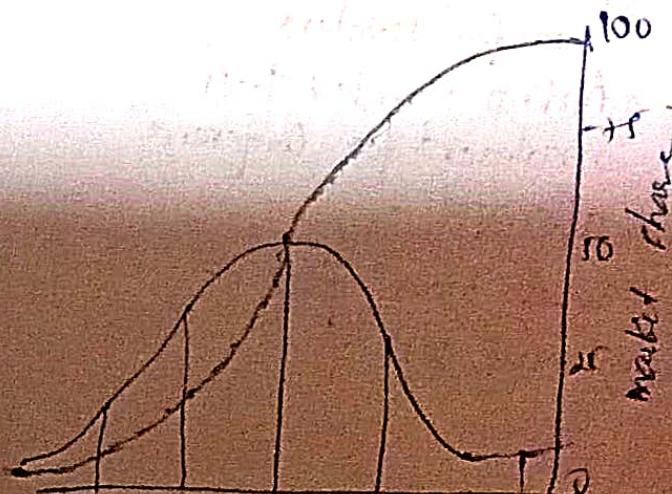
- Iterate

- Launch prod & support

- Grow & build adjacent prod.

### Tech adoption Lifecycle

S-curve: by integrating, we can obtain S-curve.



eg:  
IBM Watson & Robotic Surgery

Multi-faceted role of PM: The role of PM is very broad & far reaching.

## Nium - money transfer to foreign countries

black      green      blue      yellow

Twinkles  
Metaphor

Wobot

66. *Leucostoma* ~~leucostoma~~

Core Concepts - Diff aspects of a mod :

## Principles of P Management

- Establish Compelling value proposition
    - NMT - one stop shop for travel

- Postman - easy api testing
  - Many ideas won't work, but some will

How do we monetize  
How we attract & acquire user  
offline experience

- Slack-dev as an online community (dig) 

- Slack - dev as an online game but inbuilt messenger feature became successful
  - (dig) - Marc Andreessen states the rule the only thing that matters

- MMT - forget Indian travellers didn't succeed, targeted 10's later

- NRIS believe ideas should be validated on real users. e.g. E-commerce, EdTech, fintech  
- Conversely, in a terrible market

- Bounce - Validated Rent-a-bike  
on few scooters
  - AirBnB - rented their

- Airbnb - rented me apartment for Conference attendees.
  - Iridium satellite phone.
  - Great mods create huge market

- Virtual mach by VMware
  - Smart Phone by Apple

space Vs Soln space Continuous discovery & delivery.

I - I shd go from A to B.  
I ed a cab in 5 min.  
soln.

cab, Hail a bike taxi,  
self driving car / scooter.

- finding soln understand Product ecosystem.  
needs & why. Prod shd address total cust exp  
on an whole office.

what (she does,  
she does.

is there to solve problem,  
2/3 rds of it to define problem.

ice Pen (we designed ink pen,  
using used pencil)

drive auto insurance.

apps of process cut down  
day]

works:

IT support to install a Proj.

[re-tickets, call IT support, we bot.]

call maintenance service:

to decide whether faster

resoln is the need or minimal  
is the need].

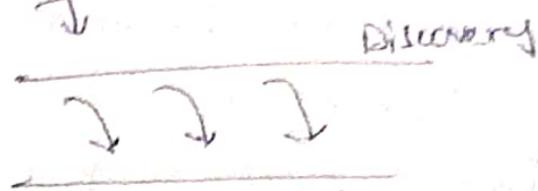
Buyer

enterprises and users aren't  
makers, but they're using  
prod shd be user friendly.

notes: Very secure team db  
al sys but not user friendly.

Weber: Not user friendly.

objectives



Delivery  
eg: Postman, slack

Product ecosystem.

Prod shd address total cust exp  
on an whole office.

• Kaagaz & Me office Lens.  
[Not only scans, but also share]  
store

• Xerox started in photocopying.  
later built a sys for staff &  
changing pages colour.

• clarify: cust support sys involves  
tracking cust interact w/ prod details  
knowledge base, workflows?

• Nobroker.com: find house  
Pay advance, get painter & painter

Greeting alliances:

• Xerox & paper manufacturers

• SAP partners

• Netflix & telecom service providers  
like Verizon, Airbnb to host  
Content at ISP gateway.

• MMT & airlines & hotels

Critical success factors

- Initiate ROI & features

- Apple: UX

- Citibank: Reliability &

Infrastructure

- Net: Ease of use

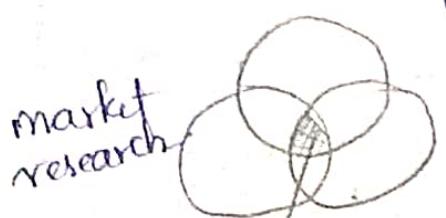
- Toyota: Quality

## Early barriers:

- Google Earth: (barrier due to technology)
- Da Vinci Robotic Surgery (tech)
- Microsoft Hololens: (mixed reality of tech of doctor)

## Product research:

Prod analytics



user  
research

Prod research.

## Excuses for Not doing research:

- takes too long, don't have budgets, decided what user needs, we're not researchers, prod is new, just a small change, need features 1st, not right time, don't have many users to test it, have enough data, we'll learn during pilot

## When do you do prod research?

Stage 1: exploring Value of prod/features  
- understand problem space, is the sol<sup>n</sup> right.

Stage 2: dev of prod / feature

Stage 3: comes after you released your prod / feature (so) when you're working on refining existing features

## Diffr research disciplines

### Prod n types:

- user research
- market "
- Prod analytics

### 1. User Research:

- what user does in eg. Surround context of product.

#### a. Generative user resca:

- aims to get deep understanding of user needs, desires > attitudes, perceptions, behaviours.

b. Descriptive : uncover how something works & describe phenomenon in eg: interviews, diary studies.

c. Evaluative: aims to find how far compares to a known set of criteria eg: usability studies, A/B testing.

### 2. Market Research:

3

h

et al.

et al.

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# Understanding Product Research Rules - P1

15/01/25

## Rule 2: Everyone is Biased, Including You

- was everything fine?
- underlying diff types of biases & trying to eliminate them.

- BeachBody research app focused only on it.

(2500 of 247500) ppl

for feedback on backs making it bias for others.

- 1% - top users who got used to it.

### Biases?

- "are shortcuts our brain takes to make things easy for us to process allowing us to draw conclusions & make decisions faster."

- Biases can be healthy.

eg: eating fruit over cake

- Biases have underlying prejudice that can be harmful.

- induce us to gravitate toward what we want to research instead of what we should be researching.

- Over simplify phenomena we're trying to understand & may lead us to limited or down-right wrong insights.

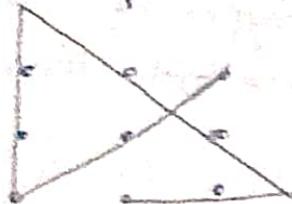
### Categories of Biases

- Neuroleadership Institute identified 150+ biases types & categorized them into below:
  - i) Similarity: "ppl like me are better than others".
  - ii) Experience: "if it feels right, it must be true."
  - iii) Experience: "My perceptions are accurate".
  - iv) Distance: "closer is better than distant".
  - v) Safety: "Bad is stronger than good".
- These are high level biases that can be experienced mostly during prod. sessions ideas.

- Biases can be conscious or unconscious (ppl won't even realize they're

### Exercise

connect below to  
4 or fewer lines.



- we assume that it should be a pen (can be a brush) to & assumed to be a 3x8 box.
- assumption we made that knowing eq: cars take up lots of space but smaller vehicles is not a necessary soln.
- u close the door of insight

### Exercise:

2001, breakthrough invention

- revolutionary new vehicle steve job said it's imp as invent of personal comp what is it?
  - got Money from investors before starting.
  - invention - Segway self scooter (range of 15 miles, 70 pounds, 5000\$)
  - Thought it would sell 100000 in 1st year, but sold 130000 in 20yrs
  - became one of the 50 most inventions.
  - What went wrong?
  - good hardware
  - team made assumptions about its market acceptance
- they exhibited to technology development
- vehicle wasn't a motorcycle/bicycle whether it need licence or not.
- blind to broader social context (urban mobility).
- we assume that it should be a pen (can be a brush) to & assumed to be a 3x8 box.
- assumption we made that knowing eq: cars take up lots of space but smaller vehicles is not a necessary soln.
- u close the door of insight

### Biases

- occur on researchers side

- external bias

i) Researcher bias

- expecting abt how it will end

before starting.

- experience category.

- prior knowledge subjective feelings.

- You risks Contaminating research data that isn't there.

- unintentionally influence participants during sessions (or cherry pick results).

(Selected the one you like).

b) Confirmation bias:

- subconsciously gravitate to data that confirms what you already think.

- experience category.

- if we're to a hypothesis that if you think you know what problem is already, we'll drawn to
- e. Attribution error:
  - attribute certain behaviour to participants choices or situational circumstances unwantedly.
  - being judgemental, -ve.
  - happens freq when analysing Prod usage data.
  - while trying to understand how & why users behave
  - might be diff reason
    - eg: Neal diet plan has low user retention rate - but reason is removal of ingredients.
  - Both personal char & circumstances chd be considered
- d. Group attribution effect
  - associate for your participant to a grp & assume grp is homogeneous (everyone is of same thought).
  - eg: Generalizing abt Nationalities
  - can arise while trying to build rapport w/ participants.
  - wrong assumptions  $\Rightarrow$  damages connections.
- b. Biased participant (the trait)
  - [they know it all kinds and]
  - they're ans to everything & overly eager to tell you what you chd do w/ prod.
  - those who shout loudest are often heard first, but don't mean those voices are the only ones you chd be listening
  - the more cust knows abt prod  $\rightarrow$  more likely to point complicated prod.
  - listening to expert buyers at expense of avg cust results in narrow messaging that then results in overengineered prod.

### b. Plated participant: (Finishing cust.)

- u u may want straight forward as simple Navigtn.
- now cust need to be drawn by unique design etc.
- focusing on growth, remember that not losing i existing cust isn't same as winning an entire market

### General Biases:

#### a. Hawthorne effect (ppt)

- when subjects of an experimental study change or improve their behaviour because they are being evaluated or studied.
- when they knew they were in a study → they enabled productive work.

#### b. Social Desirability Bias:

- tendency for participants to give responses they feel would be acceptable for general pop<sup>ul</sup>
- fear of being judged.
- inhibit on their usual behavior because they think that is not socially acceptable.

### General Biases:

- Hawthorne effect (observer bias)
- Social desirability bias
- Recall biases

### c. Recall Biases (ppt)

#### i. Common biases

- Primacy & recency effect: remember 1st & last things we hear
- anchoring effect: give more significance to 1st thing we hear & use that as reference point to evaluate everything else after that.

#### ii. Von Restorff effect:

- better recall those things that stand out from rest.

#### iii. Peak end rule:

- recall end & most unusual parts of past episode.

Recall biases means participants will not be sharing entire episode.

what can you do abt  
these biases?

- Take a good look in mirror
  - Try healthy dose of self critique
  - challenge own motives, thoughts & hypotheses as pka you plan research, conduct & analyze it
- first independent set of eyes
  - fresh eyes looking at problem
- Be on the lookout for bias.
  - Capture moments during sessions
- Watch your conversation style.
  - How you're communicating?
  - forms of arts we take?
  - Could we be leading participants?
  - language & phrasing?
  - How you communicate participants

excuse: assumption storming  
(ppt)

### Rules in Real world

#### SME interview

- one way to reduce bias is to bring experts
- experts can be biased, but they do bring intimate knowledge of topic
- BCG has opportunity to build a prot, while performing their initial market research they also interview their internal SMEs.
- only then team begin work on a prototype to test w/ users

- Says Iuliia Arterenko,  
a product manager of BCG  
BCG Boston Consulting  
Group

### Common reasons for making assumptions (ppt)

- You lack knowledge
- u want to simplify problem
- u want to standardize problem
- u make general statement rather than specific one
- diff tools encourage diff assumptions
- You're responding to cultural pressure

- you fall into trap of expert arrogance
- your project req one ambiguous
- you follow rules, norms & customs
- you've already formed expectations
- you want to break away from routine
- you assume the normal in everyday activity

## Rule 3: Good insights start with a question

22 Feb

- what can insight?

- it's too easy to start research w/out a qtn
- Going from hunch to research qtns

- The Usage Perspective

- "Business"

- "Expertise"

- Rules in real world.

Insight?

- a nugget of info you discovered that makes us look at a situation in diff perspective.

- In short its learning the secret to something

e.g.: MachineMetta (MM)

### Meaning of Research (cs)

- Daniel Elizad - started job as VP & head of IoT at telecommunicta comp Ericsson.

- charged to build end-end IoT soln

- had market intelligence from various src & his initial directn was to support manufacturing via Industry 4.0 (brings automation & digitiztn to tradtn man practices).

- Daniel has to do prod research as he need qtns to be answered

- research meant diff for daniel who spent his career in PM.

- At Ericsson they have research teams

e.g.: if comp is dev 5g (research teams does research in 5g)

- Contrat to pro tech research in prod research, which seeks ans around viability, feasibility & desirability of something not yet existed.

It's too easy to start w/ research w/out a question?

- easy to start research w/out a research qtn.

- teams new to prod research falls into this trap in their excitement of finding out how prod is received. asking users, showing concepts - w/out focus.

3 common traps

- starting w/ no focus at all

- starting w/ an output instead of question

- starting with a method instead of question.

- The Vagueness trap:  
team is not specific abt what they want to know  
eg: lets do general check

- The Output trap:  
very clear about what they want to know  
eg: we need personas

- The method trap:  
should we do a Survey?

## 2. The Output Trap:

- teams who are new falls here
- easy to read a medium article abt user persons & think this is what we need.
- better to take few steps back & thinking why you need personas.
- are you asking this qtn of a recent change in plan?  
type of behaviour?  
" development?  
new business opportunities

1. Vagueness trap:  
- teams are begining i research may feel they need to take broad look at everything first

- so attempts general check & receives lots of info as response but only few insights may help prod.

- so, if all data can't be distilled into actionable result quickly - which is what a prod research abt.

- Taking focused & iterative steps towards goal is a better prod research practice

## 3. The method trap

- similar to output but start i method

eg: we shd do a survey -  
why not? All cust centric  
Companies do surveys

- tries to figure out qtns we ask

- this is research planning done backward.

- teams shd get max results from prod research, & then decide on method to be focused.

## The Value of a research qtn?

- essential to narrow obj's to a single wth research qtn (e.g. critical need)
- it focuses the research effort & ensures it has an impact.
- we combination of data, Comparisons, market Oppos & frame problems to create a single, pinpointed qtn.
- qtn helps everyone to focus on common problem without distracting.

## Going from hunch to research qtn.

- research may start w/ hunch  $\Rightarrow$  something that bugs you abt prod.
- for successful prod research; go beyond assumptions w/ what if? musings &
- research qtn is a single focused one
- arrives by examining hunch through diff lenses & formulating 1 research qtn to learn abt those areas of interest.
- Sometimes refinement leads to interesting problems

## From hunch to Problem?

- who?
  - what type of person you're trying to learn?
  - is your hunch a real probm?
  - how do they know, is it a probm
- what?
  - Nature of hunch?
  - what's driving you to explore this area?
  - what evidence you currently have?
  - what info you don't have?
- why?
  - why is it worth exploring?
  - what's impact on user?
  - how significant is it?
  - why do you care abt it now?
- where?
  - where do you see this issue?
  - what's its natural habitat & broader context?
- when?
  - when it happens, freq & its exception
  - does it occur changes w/
- how?
  - how did you arrive hunc
  - is it a probm of moment of delight.
  - do user expect diff in diff channels (diff sects of market)

## Different perspectives

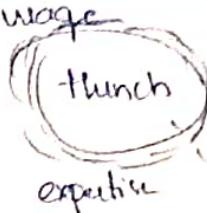
- The usage perspective
  - find what users are doing
  - to wt prod to get more understanding & new oppurt
  - In play starts to discover problems
- Business perspective
  - PM is complex domain &
  - One of its goal is to sustain financial growth.
  - delivery great exp can cost but brings great results
  - look for what's valuable for future
- Expertise per
  - industry leaders, academics, smes helps to look deeper into problem & focus on impact
  - you need not make up your own usability rules, campaign
  - structures or market trends
  - start in what's already there

## Properties of good research qtn

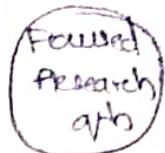
- Focused & deliberate
  - (specific focus & broad research)
  - e.g. how low income communities focus in COVID-19 risks?
- Open-ended
- Free of Prejudices
  - (not leading in an hidden agenda)

(ans dependent on how we form qtn)

## lunch to Research question



Business  
executive



Forward  
Research  
qtn

- good researchqn is diff from an interview qtn.

- its informed by what you already know, not your assumptions.

- examining lunch from 3 diff perspectives helps.

### Usage perspective

usage data from event tracking  
& fb in form of user voices are helpful for right research data.

- event tracking  
(a place to start understand how users use wt prod.)  
way to get data is examining traces wt users leave.

- segments (grp of users organized by certain criteria)

- cohorts (Segments based on certain behaviour over specific time period)

- user voices

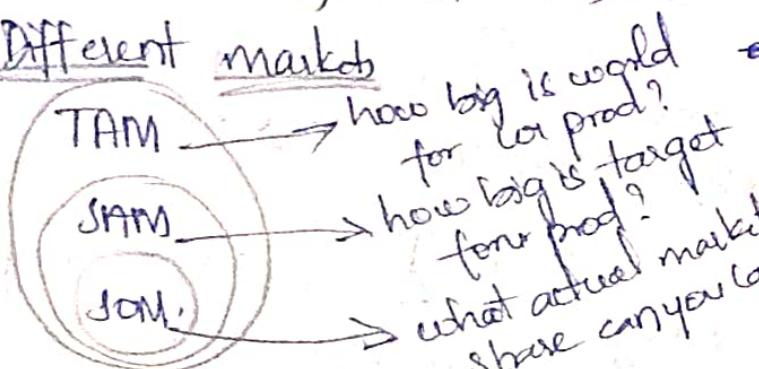
(its imp to not only look how they use but also how they feel).

End

## Business Perspective

- what we offer & how we offer
- Business model is big input to research qtns to pinpoint greatest opportunities
- The market
  - understand opport available in market
- Operations
  - grp of ppl making sure user exp is as intended (includes IT, sales, ... etc)

## Different markets



Total available market (TAM)

Serviceable avai mkt (SAM).

Serviceable obtainable market (SOM)

## Heuristic Analysis

- structured way of reviewing prod against known UX best practices.  
(Empirically, trying over in diff situations).
- common form is you can take ur prod (or prototype) & ask 3 to 5 'usability & design' experts for their opinions
- will not be 100% accurate (or) complete which is whole point.

- Some typical qtns

- how will user attempt to achieve intended outcome?
- how user see correct actions available to them?
- will users associate c correct action & outcome they expect to achieve?
- how user see progress towards their intended outcome?

## Existing Research

- biggest goal is to arrive insight w/out waiting long time & put in lot of resources.
  - that's why it's critical to f prblm in a way that makes less challenging.
  - in some cases, someone might done it for you or a problem similar.
    - so looking at existing helps
  - Existing Internal rese

## Principles of Prod disc.

15 March, 2023

End

- Purpose is to address these critical risks:
  - will user buy this, or choose to use it? (Value risk)  
eg: Handphones, Vehicles when they come.
  - Can the user figure out how to use it? (Usability risk)
  - Can we build it? (Feasibility risk).  
eg: Promising something we can't deliver.
- Does this sol'n work for our business? (Business Viability risk)
- Not enough to collect only prod Managers opinion - need to prove with evidence.
- In Prod disc, there are set of core principles that drive how we work. Understanding these principles, allows us understand how well prod works today & how easily we incorporate new tech as they emerge in future.

## Core Principles of PD

1. We know we can't count on our cust (or our executives and) stakeholders to tell us what to build.
2. The most imp thing is to establish compelling value.
3. As hard & imp as the eng is, coming up to a good user exp is even harder, and more critical to success.
4. Functionality, design & technology are inherently intertwined.
5. We expect that many of our ideas won't work out, and ones that do will require several iterations.
6. We must validate our ideas on real users and cust.
7. Our goal is disc is to validate our ideas the fastest, cheapest way possible.
8. We need to validate feasibility of our ideas during discovery, not after.
9. We need to validate the business viability of our ideas during disc, not after.
10. It's about shared learning.

## Discovery Iterations

- most prod teams think iteration is a delivery activity  
eg: one-week Iteration etc.
- It's true that ideas comes in all shapes & sizes, & some are much riskier than others, but purpose of disc is to do this much faster & cheaper than we can do in delivery.
- But, we've concept of Iteration in delivery. defi of iteration is loosely defined as trying out atleast one new idea or approach.
- To set expectations - teams compete in modern disc tech test on the order of 10-20 iterations per week.
- Many iterations never make it beyond you, your designer & tech lead (eg: just discussions)
- The art of creating prototype often exposes prblms that cause you to change your mind.
- As a Rule of thumb - iteration in disc shd be atleast an order of magnitude less time & effort than an iteration in delivery.

## Objectives and Key Results (OKR)

### framework

#### Anatomy

①

②

③

Objectives

(goals that inspire & set direction)

eg: where do i need to go?

Key Results

(steps that measure progress towards an obj)

eg: Hande w/ what will i know itn i do to get getting there!

Initiatives

(task step to drive progress of key results)

## Discovery framing Techniques

### Disc framing Tech

- helps to identify underlying issues that must be tackled during prod disc.
- if we handed a potential soln we need to clarify underlying problem to be solved.
- we shd tease out risks & determine whether it makes sense to focus our time.
- we shd ensure to understand how our work fits in the work of other teams.

- Disc Planning Tech
  - helps w/ identifying bigger challenges & planning how you'll attack the work.
- Disc ideation Tech.
  - there're no. of ways to come up w/ ideas.
  - but some srcs are better than others in their potential for keeping us focused on imp problems.
  - ideation tech are designed to provide wealth of promising solns aimed at problems we're focusing.
- Disc Prototyping Tech.
  - our go-to tool for prod disc is typically a prototype.
- Disc Testing Tech.
  - Testing feasibility
  - u Value
  - u Usability
  - u Business Viability

- Disc Framing Tech
  - much of prod disc work won't req' lot of framing/planning.
  - need to come up w/ soln to a particular prob & often straight forward then we can proceed directly to delivery work.
  - Not the decided case for all few probs req' framing as imp.

- eg: Big Proj & especially int'l initiatives (proj spanning multiple teams).

- Our disc work is to ensure alignment & identify risks.

### 2 goals

- 1st - to ensure complete team in the same page wrt in terms of clarity of purpose & alignment.
- 2nd - to identify big risks that needs to be tackled during disc work

### Diff Tech for diff-sized efforts.

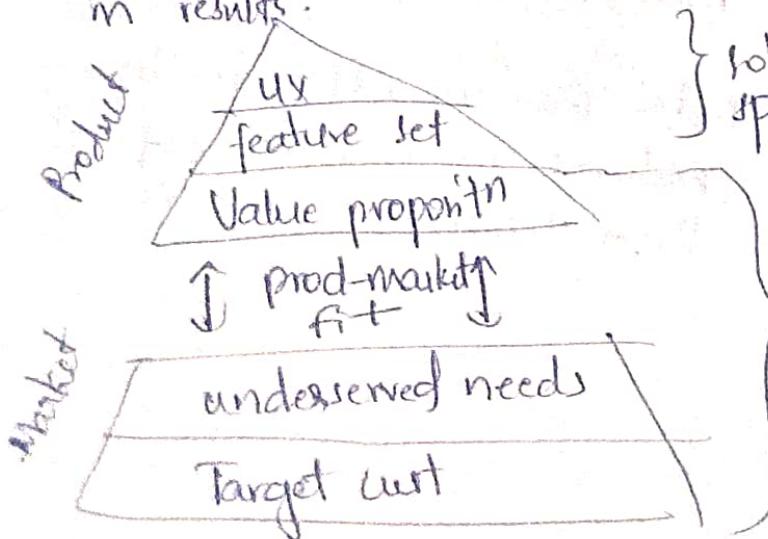
1. An opportunity assessment is designed for vast majority of prod work, which ranges from a simple optimization to a feature to a medium sized proj.
2. A cust letter is designed for large proj (or) initiatives that often have multiple goals & a more complicated desired outcome.
3. A startup canvas for those times you're creating an entirely new prod line or a new business.

Note: These are not mutually exclusive, we can use abt them at once too.

## Problem vs solns

- Human nature of ppl to think & talk in terms of solns rather than underlying problem.
- This probm famously applies to startup founders (more often than not, our initial soln don't solve probms atleast not in a way that can power a successful business).
- fall in love w/ the probm, not soln - our initial soln don't solve probm
- It takes trying out several approaches to solve underlying probm.
- Somebody believes that feature will solv probm or it wouldn't be on roadmap, but its all too possible they're wrong.
- likely to be a legitimate probm behind potential soln.

A small amt of time up front framing the probm to be solved & communicating this framing can make a dramatic diff in results.



Probm Space vs soln space

## Segment Var Target Market

### Demographic segm

- Age, gender, marital status, income & educatn.

- eg: App for moms to share pics of their babies.

### Demography of women

20 to 40 years who've one/more children under 5 (age).

### Psychographic

- attitudes, opinion, values & interest.

- For same app, you might describe your target cust as moms who enjoy sharing pic.

### Behavioural

- whether someone take a particular actn / how freq to do it.

eg: mom's who shares an avg of 3 pics a week.

### Needs Based

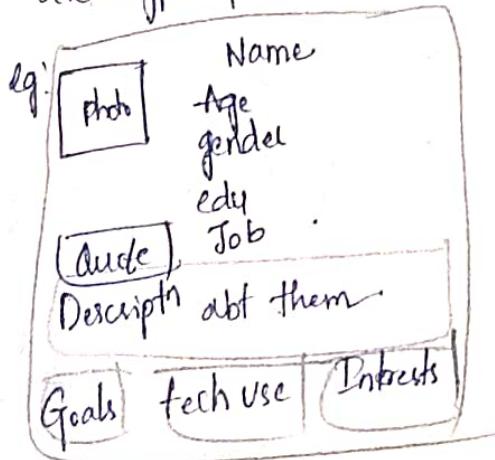
eg: Dropcam - offers affordable, easy to use wireless cam.

A parent may use it to monitor their children sleeping

(1.20)

## Personas:

- forces us to think like real ppl who uses it rather than a dev. owner.
- describes target cust.
- "Personas aren't real ppl but rather 'hypothetical archetypes of actual users'."



## Personas shd provide:

- Name - Pic - Quote abt them
- Job - Demographics - Need/goals
- Relevant motivatn / attitudes
- Related tasks / behaviours
- Frustation / pain point in current soln
- level of expertise
- Prod usage context
- Tech adoptn life cycle
- Any other salient attributes.

no value, low value  
medium value  
high value, very  
high value

## Identify underserved cust Needs:

e.g.: Turbotax

- helps ppl to fill online tax returns.

Key points to be delivered for it:

- help me prepare my tax returns

Todo app ↗

- Check accuracy of my tax return

ppt ↗

- Reduce my audit risk

- Reduce the time it takes to enter my tax info

- Reduce the time it takes to file my taxes.

- Maximise my tax deduction.

these are list of benefit turbotax provides.

(Onion looks whole even if we peel)  
we shd keep peeling the Onion &

identify many more benefits

## Customer Discovery Interviews (1:28)

You shd share each of cust benefit hypothesis w/ cust during interviews qtns like:

- what does this statement mean to you? (to check their understand<sup>ing</sup>)

- How might this help you?

- if a prod delivered this benefit, how valuable it be to you?

- for a response of high/Very high Value. why would this be of Value to you?

- why wouldn't this be of Value to you?

# Understanding Cost Benefits

## Customer Benefit Ladders -

Benefit of Top  
of Ladder

save time

Save money b. maximize my tax deductions

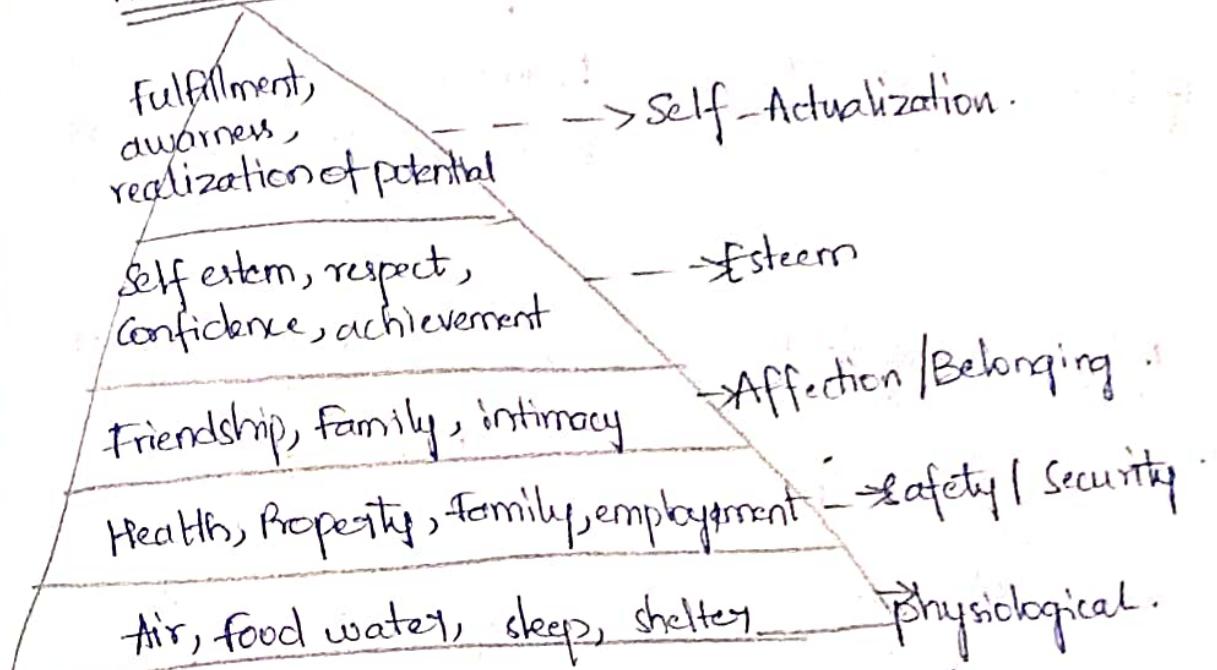
→ All these benefits will make us buy food.

1. help me preparing tax return
  2. check the accuracy of my " "
  3. Reduce my audit risk.
  4. reduce time it takes me to enter my tax info
  5. reduce time it takes me to file my taxes

## Techniques in Prod Disc Process

Mo18, 25

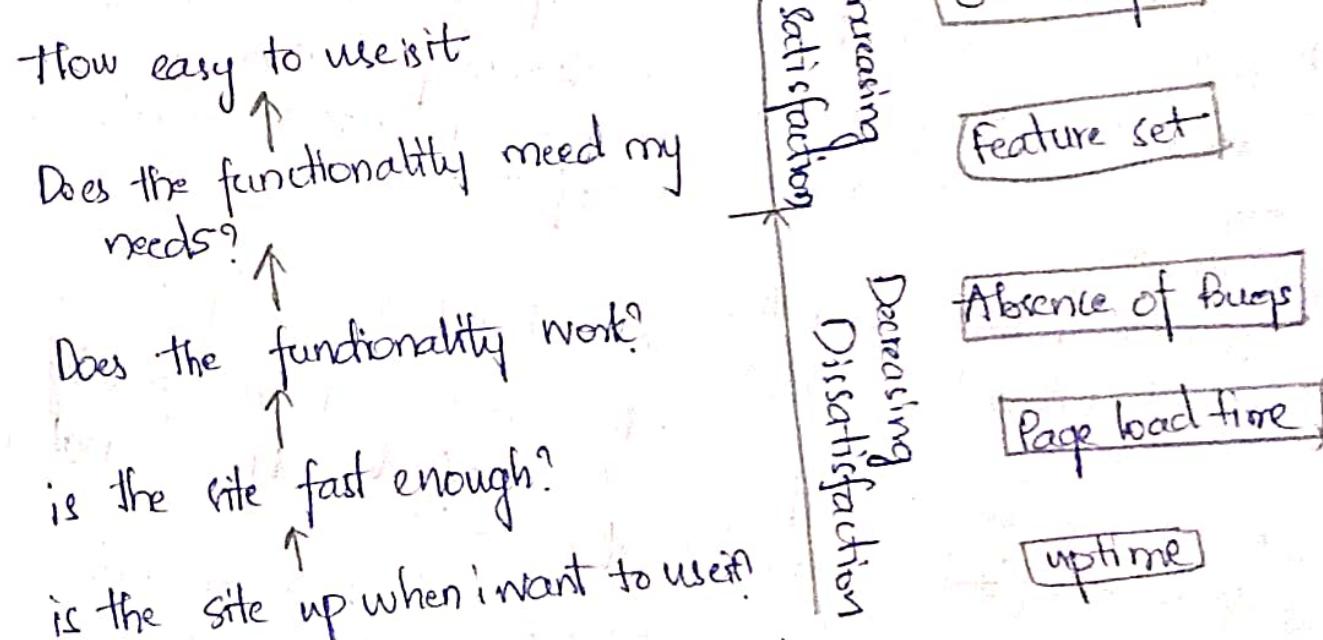
### Marlow's Hierarchy of Human Needs



### Oste Olsen's Hierarchy of web user Needs

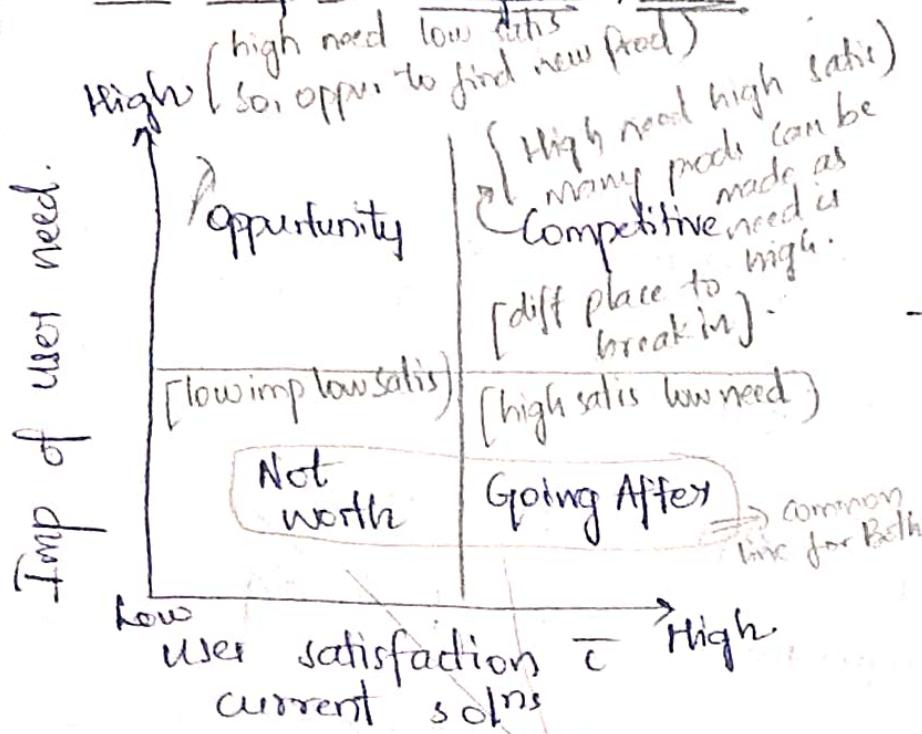
#### Customer's Perspective

#### Perspective



- Moves from decreasing dissatisfaction to increasing satisfaction.

## The imp Vs Satisfaction fn.



Neither of them are worthy going after

## Discovery framing Technique:

### 1. Opportunity Assessment Tech.

- Simple but saves lot of time.

- 4 key qtn abt the work we take

1. what business obj is this work intended to address? (obj)

2. How will you know if you've succeeded? (Key results)

[Better to keep some goals points before starting].

3. What problem will this solve for our cust? [first probm].

4. What type of cust are we focused on? [target market].

answering these qtns are responsibility of PM.

### Business obj:

- The 1st qtn shd map to 1 or more of the your team's assigned obj

- See 2nd qtn map to define one of the key results assigned to our product team.

- 3rd qtn: We want to keep focus on our cust, which is clearly articulated by 3rd qtn.

- 4th qtn: this qtn makes it clear to prod team who primary intended beneficiary of this work is.

### 2. Cust Letter Technique:

- for smaller & more typically sized efforts, Opprt assmt is enough.

- for larger efforts, multiple problems shd be solved con bus obj to be tackled.

- eg - redesign

- improve exp of user & perf better c new users.

- to communicate value effectively, it takes more than 10 pts.
- following points are addressed in form of a cust letter written from hypothetical perspective of prod:
  - How does the planned redesign improve life of our cust?
  - what're real benefits to them?
- The letter - sent to CEO from a happy cust.
- letter also include imagined congratulatory response from CEO to prod team.

### 3. Startup | Lean | Canvas Tech.

- more comprehensive framingtech
  - at an early stage startup, trying to figure out a new prod that can power new business.
  - an enterprise, where you asked to tackle an all new busi oppn in comp.
- You're not improving an existing prod, but inventing entirely new prod.
- a wide array of risks : [in this]
  - validating your value propn
  - figuring out how you intend to make money
  - figuring out how you plan to get this prod out to cust & sell them
  - deciding how much it cost to produce & sell this product & what you will measure to track your

- Startup / Lean Canvas process is highly lightweight and encourage teams to tackle risks early.

- Canvas can be used for any Prod no matter size.
- Startup canvas is simpler works if you're a new prod manager.

### 4. Business Model Canvas

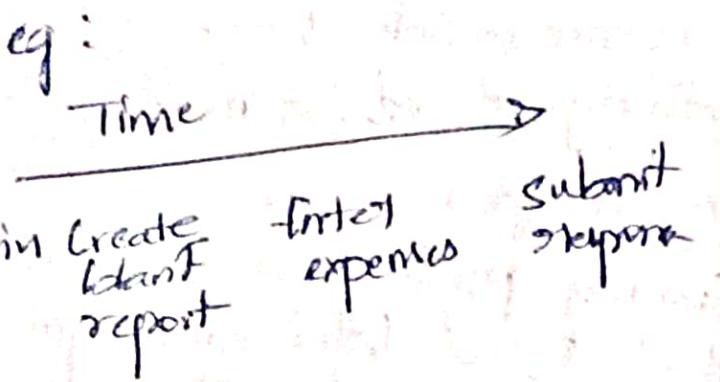
- as opposed to traditional, intricate business plan - helps orgs conduct structured, tangible & strategic conversations around new business opportunities.
- Global Comp (GE, P&G, Nestle) uses to create new growth engines.
  - startup's - to search right business model.
  - main: help comp move beyond obj prod centric thinking & towards business model thinking.

key partners	key activities	value proposition	cost structure	customer segments
key resources		pro fitability	channels	customer segments
Cost structure			revenue streams	

## 5. Story Map Technique:

Lean canvas eg:

Problem	SOM key metrics	unique value Props fitn	unfair adv	Aut segments	Time
Cost structure	revenue streams			MVP priority	
				(version) ✓2	



## 5. Story Map Technique:

- Origin comes from typical flat backlog of user stories
- no content, just prioritised list of stories
- how can team know how one story fits in the big picture?
- what's meant by prioritizing at granularity is so little context

## Discovery Planning Techniques

The power of reference architecture

