



# How to do Product Discovery

01. Research

02. Review

03. Iterate



# Product Discovery

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Product discovery as the name suggests refers to the process of **understanding user needs, requirements and crafting the product, feature strategy** to deliver value to customers

Every Product Manager can look at a requirement in 2 lenses:

1. **Problem Space - What problems to solve for?**
2. **Solution Space - What are the solutions?**

Discovery is essentially focuses on the Problem space to **identify problems to solve for**



Product Discovery starts when the business identifies user problems and defines growth targets. **Discovery aims to reduce** all of the 4 risks for PMs (**Value risk, Usability risk, Feasibility risk, Business Viability risk**)



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# Need for product discovery

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## Define what is worth solving for

At any point there will be a multitude of problems. Understanding impact and scale of problem is done in discovery



## Resource Allocation

Wrong solutioning and discovery leads to overwork, brain drain and creates doubts in the minds of stakeholders



## Reduce Risks

Marty Cagan defines 4 types of risks which can occur due to bad product discovery which leads to cost and time wastage



## Prioritising Problems

Incorrect product discovery will more likely lead to wrong problems being solved and drive no value to business



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# Stakeholders involved

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The process of **product discovery** is **multi-functional** and PMs need to talk to a lot of people to find out the underlying friction points



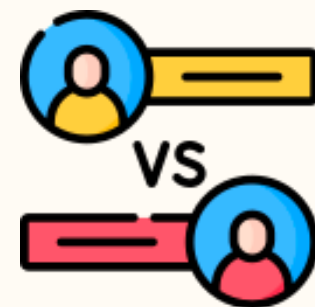
**End users**



**Business teams**



**Operations,  
Customer Success teams**



**Competitors**



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# Steps in Product Discovery

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**Deciding problem  
statement**



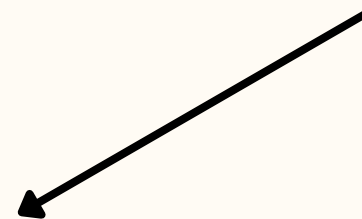
**User research**



**Scoping requirements**



**Alignment amongst  
stakeholders**



**Implementation  
Readiness**



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# Outcome of Product Discovery

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## **Marrying product strategy, goals, roadmaps:**



Product discovery needs to ensure that every new idea is inline with the overall strategy decided by the company and does not solve a standalone problem

## **Define MVP and roadmap for products:**



Discovery's main objective is to define the MVP of a product and how it evolve over time. It acts as a SRS document to be used by the team to develop the product

## **UI/UX and expected user flow:**



An end to end UI/UX which is clickable along with the intended end expectation of a product is to be delivered. UI/UX can be designed on balsamiq as a rough wireframe or using figma etc

## **Architecture design:**



The engineering org is able to decide a high level design of the overall requirement document



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# Role of Data in Product Discovery

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## Size of problem:



Data is usually used to identify the extent of the problem that the users are facing. Tools like **funnels**, **paths** etc are used to identify dropoff points and justify solving it

## User behaviour, preferences:



Some of the commonly used tools like hotjar etc give the users a way to **identify usage patterns with heatmaps, surveys**. These tools help ideate solutions

## Validations and scoping:



**Data gives benchmarks** on what is the current metrics that are occurring on ground and whether the **proposed solution solves those metrics**

## Stakeholder confidence:



Stakeholders always go by the numbers. Unless they are convinced of a problem statement, getting the desired results from them will not be possible

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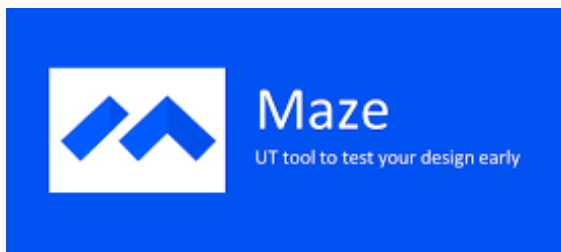
# Tools, Resources used

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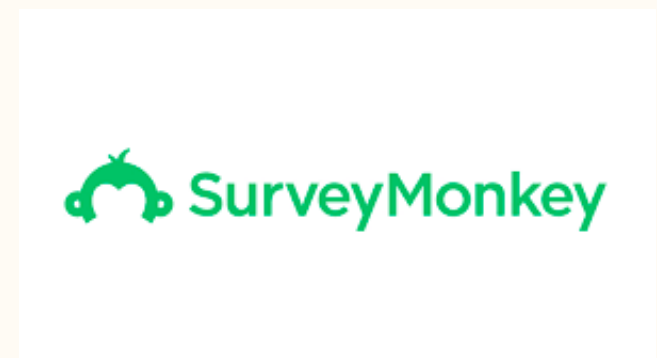
## Data tools



## User research



## Benchmarking



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# Common mistakes, myths

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## Mistakes:

**Alibi discovery:** You will have inputs coming in from multiple stakeholders like Marketing team, big clients who force you into thinking that the problem is big enough to solve it



**More resources gives better results:** It is common for early product managers to want more resources working on a problem statement but most times resource allocation doesn't guarantee success

## Myths:

**Believing that you know all problems:** Looking at data from a narrow mindset and hearing one side of problems can lead to product myopia which can lead to



**Mixing delivery and discovery:** Most PMs confuse solutions for problem statements and end up creating confusion in the product than clarity



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# Some constraints to look after

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## **Marrying Project Management with discovery:**

While it is common for PMs to get attached to their requirements, rationality should prevail to keep track on timelines before starting a project



## **Infosec and Data constraints:**

Apart from technical feasibility, PMs need to understand whether their requirements break any GDPR, CCPA or other security guidelines



## **Biases:**

PMs need to fight biases coming from internal and external stakeholders to understand what is the actual need for end user



## **Stakeholder Pressure:**

Pressure from managers, clients and other higher ups act as a severe deterrent during product discovery. It can



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