



How to do Product Discovery

01. Research

02. Review

03. Iterate



ABNASIA.ORG

Product Discovery



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



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

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



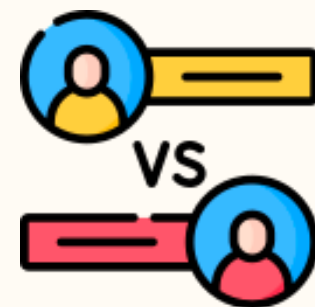
End users



Business teams



**Operations,
Customer Success teams**



Competitors

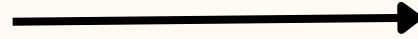


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Steps in Product Discovery



**Deciding problem
statement**



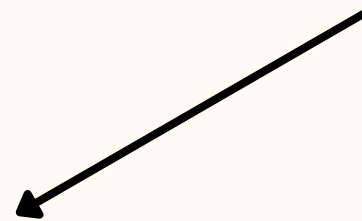
User research



Scoping requirements



**Alignment amongst
stakeholders**



**Implementation
Readiness**



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Outcome of Product Discovery

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

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

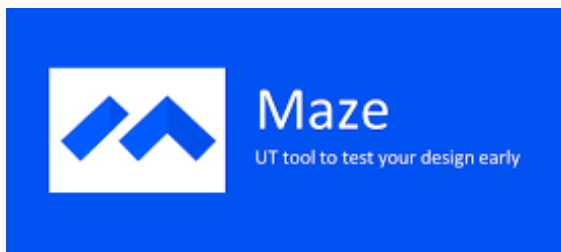
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Tools, Resources used

Data tools



User research



Benchmarking



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Common mistakes, myths

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

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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