PRODUCT MANAGEMENT

PDM 5.0

User + Customer Development

GENERAL ASSEMBLY

LESSON ROADMAP

Welcome + Warm-Up

Affinity Mapping

How to Use Affinity Maps

Empathy Mapping

Bring It Home

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Welcome + Warm-Up

User + Customer Development

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Affinity Mapping

How to Use Affinity Maps

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Bring It Home

LEARNING OBJECTIVES

1. Use affinity mapping to summarize and analyze qualitative data.

2. Use data insights such as personas, customer sentiment, and stakeholder needs in analysis.

3. Use empathy mapping to tell a story about your user.

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Affinity Mapping

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Research gives us a lot of unstructured data.

We can do something with data if we structure it.

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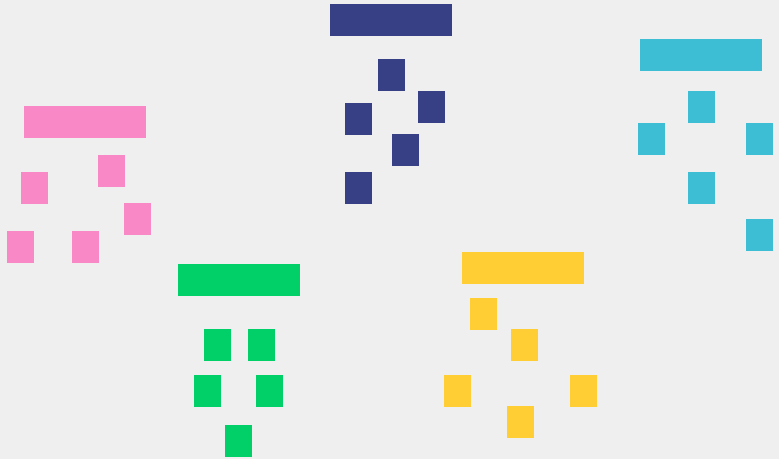
WHAT IS AFFINITY MAPPING?

Affinity mapping is a method for revealing underlying themes or trends from large sets of qualitative data.

When looking at customer research data, we might look for trends in the following:

- **Goals**
- **Motivations**
- **Sentiment**
- **Problems**
- **Behaviors**
- **Requests and needs**



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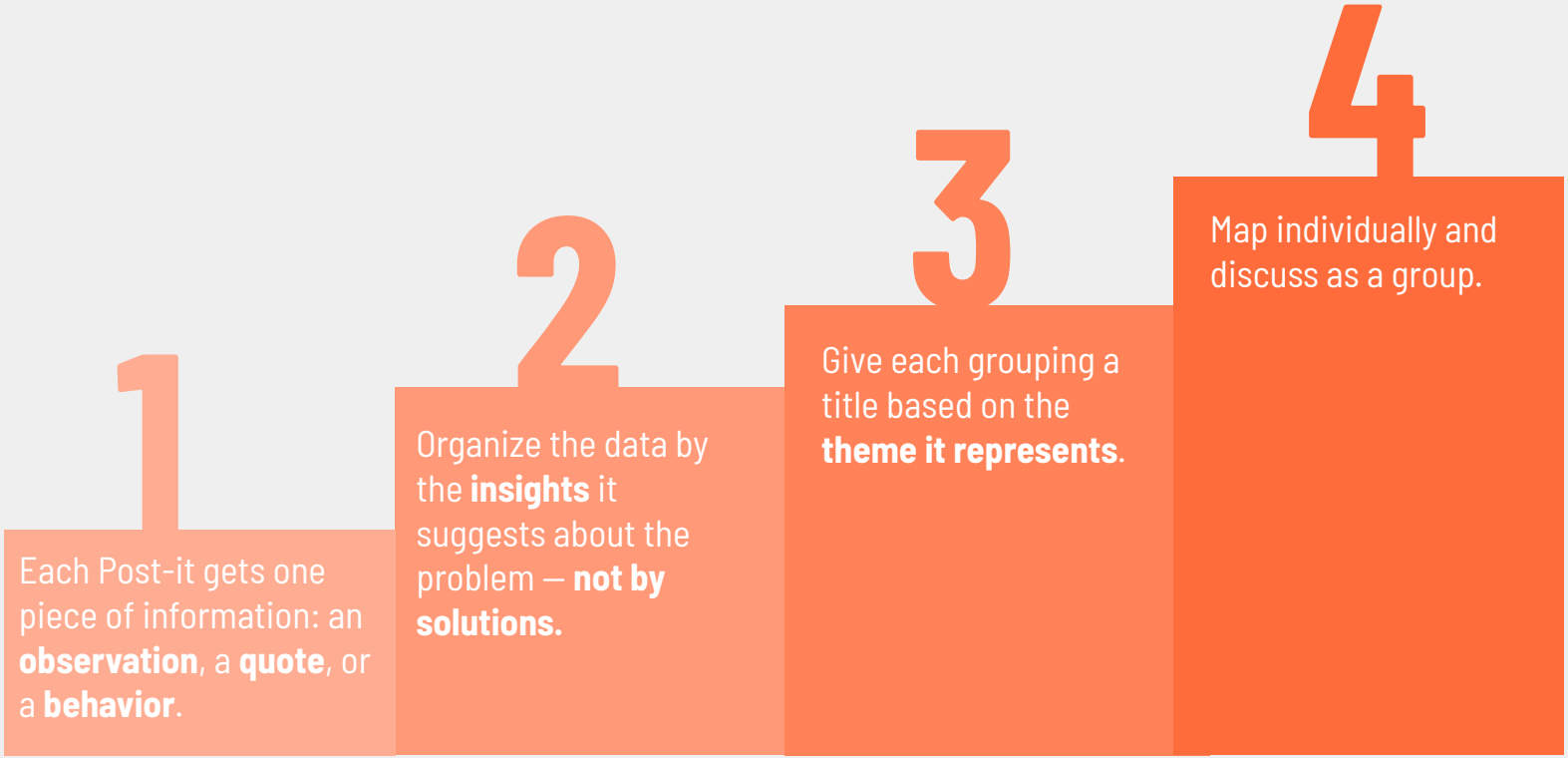
AFFINITY MAPPING STEP-BY-STEP



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MAKING SENSE OF THE GROUPING

< 3
Post-its

Too small
Consider folding into other groupings.

> 10
Post-its

Too big
Consider breaking into other, smaller groupings.

1
user

Too few
Groupings should have data from at least two users.

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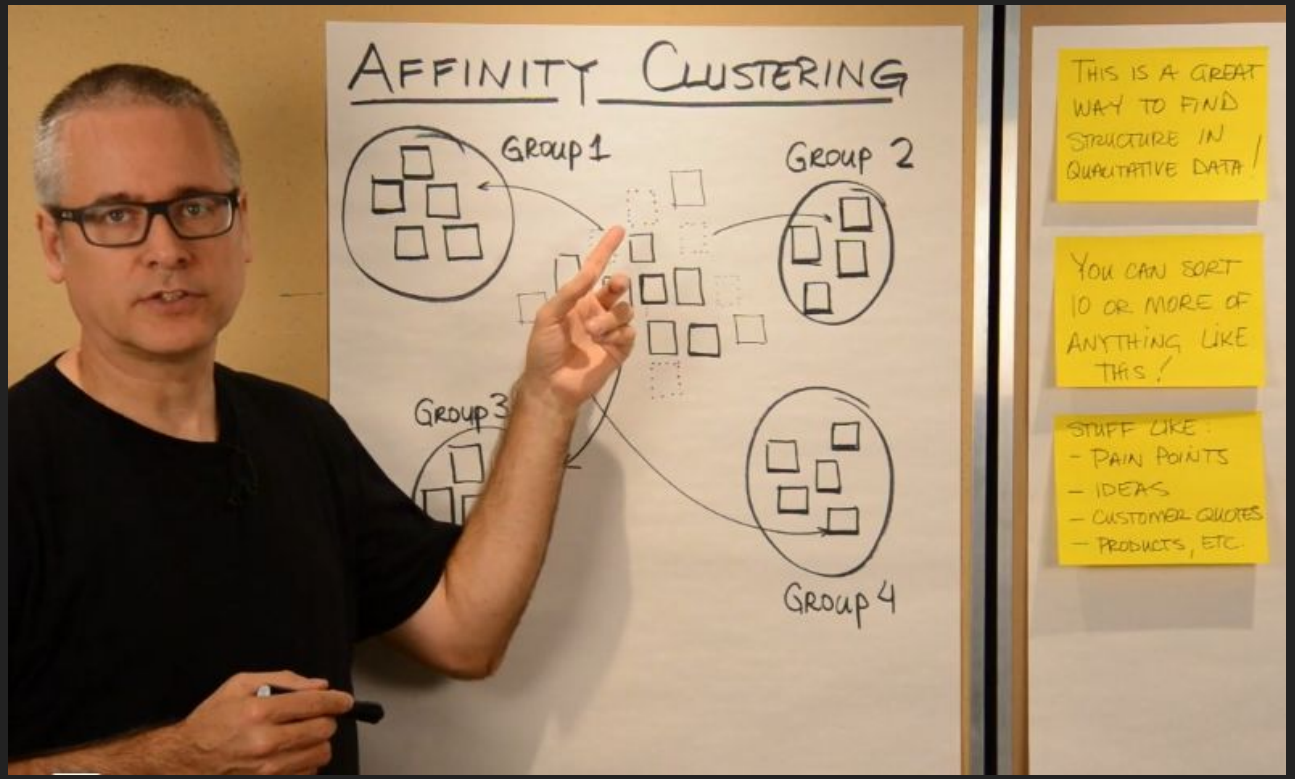
HOW TO: AFFINITY MAPPING



https://vimeo.com/105807952

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10 Minutes

Use the worksheet to find applicable groupings for the data.

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WAYS TO USE AFFINITY MAPS

1. Personas
2. Stakeholder needs + wants
3. Open-ended feedback analysis findings
4. Customer sentiment

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PERSONAS

We often use Affinity Mapping to generate the following themes from our interview data

1. Goals
2. Behaviors
3. Frustrations
4. Motivations

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WHAT IS A PERSONA?

An archetype of a group of users.

Created by identifying themes from user research.

Reads like a real person but doesn't represent one specific individual.

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TWO TYPES OF PERSONAS

Marketing personas seek to document the type of person who is going to buy a product or service.

Product Management/UX personas focus on people who are going to use a product or service.

Marketing personas may include key demographics, market challenges, and purchasing habits.

UX personas may include competencies, goals, values, and skills.

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SAMPLE PERSONA

Jill Anderson

"I'm looking for a site that will simplify the planning of my business trips."

AGE: 35
WORK: Regional Director
FAMILY: Married, 1 Child
LOCATION: Austin, Tx
ARCHETYPE: The Frequent Flyer

Organized | Practical | Protective | Hardworking

Bio

Jill is a Regional Director who travels 4-8 times each month for work. She has a specific region in which she travels, and she often visits the same cities and stays at the same hotel. She is frustrated by the fact that no matter how frequently she takes similar trips, she spends hours of her day booking travel. She expects her travel solutions to be as organized as she is.

Personality

Introvert	Extrovert
Analytical	Creative
Loyal	Fickle
Passive	Active

Preferred Channels

- Chrome
- Mobile
- Email
- Traditional Ads

Goals

- To spend less time booking travel
- To narrow her options quickly

Frustrations

- Too much time spent booking - she's busy!
- Too many websites visited per trip
- Not terribly tech savvy - doesn't like the process

Motivations

- **Price**
- **Comfort**
- **Convenience**
- **Speed**
- **Loyalty/Miles**

Brands

KAYAK Expedia ACE HOTEL lyft

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STAKEHOLDER NEEDS + WANTS

FRONT END	BACK END	ACQUISITION	PROCESS
→ Sign-in flow steps → Purchase button size → Navigation order	→ Refactor the cart → Increase database efficiency	→ More organic users → More product shares on social	→ Research roadmap → Spec reviews

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CUSTOMER SENTIMENT

BAD	NEUTRAL	GOOD
‘I hate your product.’	‘I use it for work. I like it well enough.’	‘I love it! Keep it up!’
‘This is always crashing.’	‘I don’t have another option, so it’s fine.’	‘Such a great product! Don’t think I could live without it.’

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GROUP EXERCISE: AFFINITY MAPPING - INTERVIEW INSIGHTS

20 Minutes

- Watch the interviews.
- Pull out data.
- Use affinity mapping to organize insights.

1	2	3
How do you use the Mist-E Fan?	**How do you use the Mist-E Fan?**	**How do you use the Mist-E Fan?**
https://generalassembly.wistia.com/medias/o4i9y7bz19	*https://generalassembly.wistia.com/medias/5q384v82rh*	*https://generalassembly.wistia.com/medias/l80ug5v1fw*

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10:00

BREAK TIME

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Tell a story about your users.

Make them seem like real people.

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3 Minutes

EXAMPLE

- Imagine you are a product manager for an auto repair software company. You've talked to a few mechanics and auto repair business owners. You are now telling your team about the people you talked to.

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3 Minutes

John loves solving problems with cars. It brings him joy to be able to take on the challenge of a non-working car and get it back on the road. So much so that he even spends his time off listening to radio programs where people call in with their car problems and he tries to diagnose the issue. John is an expert. In his auto repair shop he is the person people come to when they have something broken and need help. It makes him feel proud to be that expert.

John builds relationships with customers over time. He has several customers he's been working with for years and then when their kids start driving they bring their cars to John for repairs. He takes pride in cultivating those relationships through trust and dependable work. Though, his work can sometimes be challenged and some customers wonder if he's ripping them off. Sometimes customers can have meltdowns in front of him and that can be very stressful for John. While he talks about it with little emotion, he laughs after telling the story demonstrating a sense of discomfort with having to handle those situations. But his team depends on him to be the face of the shop and allow them to focus on fixing cars. So he takes on the role and finds ways to manage it.

John considers himself an honest and trustworthy person so it's frustrating for him that customers don't always see that. He knows that he's competing with the systems that dealerships have where they are able to detail every hour and every part, but his shop doesn't connect to those systems. He'd like to provide more transparency, but he talks about how he doesn't know how. His current system is 15 years old, and is reliable so he's worried about switching to something new. He also has concerns that his team will struggle to learn the new system and he'll have to manage their stress as well. John wants to focus on being an expert and providing his customers with good, reliable auto repair service, but he feels that a lot of his day is managing his stress and his customers' stress.

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WE WANT OUR TEAMS TO RELATE TO OUR USERS.

It's easy to simply state data about our customers.

It's harder to help people empathize with them.

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BENEFIT OF EMPATHY MAPS

Helps you make sure you truly understand your customer.

You can walk your team or stakeholders through this exercise.

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ELEMENTS OF EMPATHY MAPS

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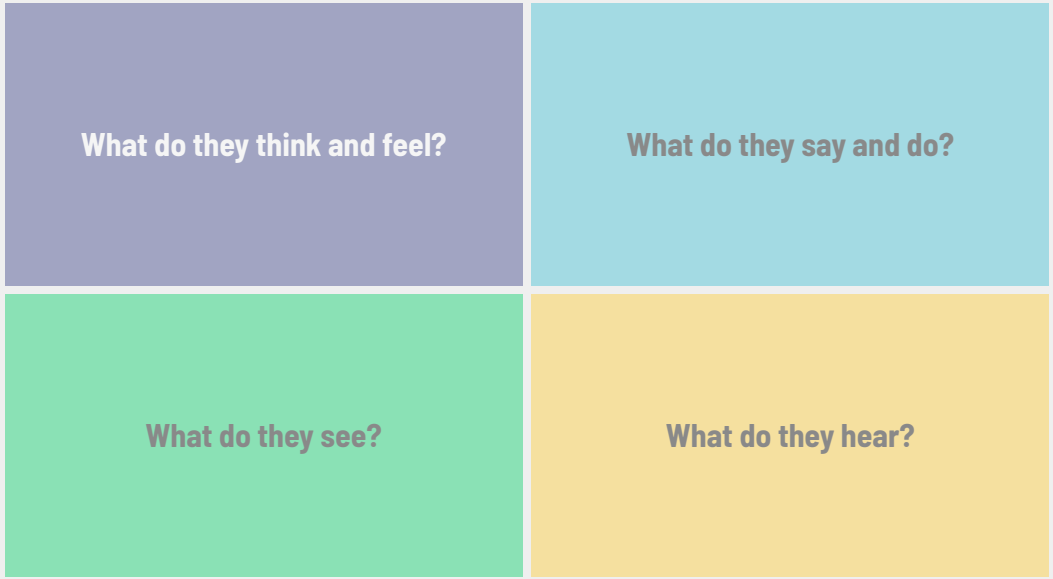
THE CRUX OF EMPATHY MAPPING



What are their pain points?

What are they gaining?

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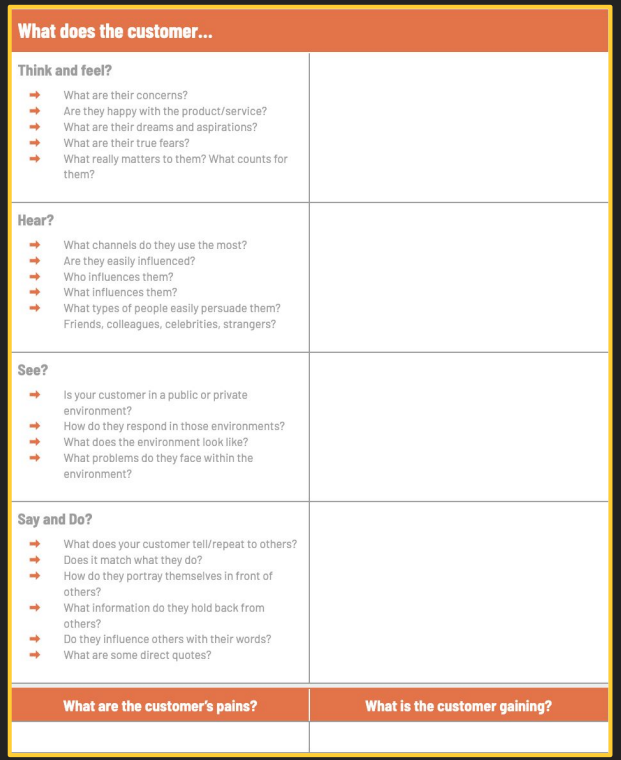
5 Minutes

PART 1

- Use the Empathy Map Worksheet
- Read through the questions in each section (3 minutes)
- What questions do you have about those prompts?



What does the customer...

Think and feel?
- What are their concerns?
- Are they happy with the product/service?
- What are their dreams and aspirations?
- What are their true fears?
- What really matters to them? What counts for them?

Hear?
- What channels do they use the most?
- Are they easily influenced?
- Who influences them?
- What influences them?
- What types of people easily persuade them? Friends, colleagues, celebrities, strangers?

See?
- Is your customer in a public or private environment?
- How do they respond in those environments?
- What does the environment look like?
- What problems do they face within the environment?

Say and Do?
- What does your customer tell/repeat to others?
- Does it match what they do?
- How do they portray themselves in front of others?
- What information do they hold back from others?
- Do they influence others with their words?
- What are some direct quotes?

What are the customer's pains?	What is the customer gaining?

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10 Minutes

PART 2

- Imagine you are a product manager for an auto repair software company. You are watching a user interview.
- As you watch, note the things the user thinks, feels, sees, hears, says, and does in your Empathy Map Worksheet.

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SOLO EXERCISE: EMPATHY MAPPING CONTINUES

15 Minutes

Create a narrative about the customer.

Be prepared to share your narrative.

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KEY TAKEAWAYS

Affinity Mapping

A method for grouping unstructured data into themes or topics

How to Use Affinity Maps

Often used to create personas, but can be used for any collection of unstructured data.

Empathy Mapping

An activity that helps you and your teams deeply understand your users. Use it to help tell stories about your users so that your team and stakeholders can more easily relate.

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Additional Resources

Practice Again	Digging Deeper
Affinity Mapping & Personas • Using Affinity Mapping to Organize and Synthesize Initial Research • How should PMs Define User Personas? • Assessing Product Opportunities	**Interpreting Insights** • Building User Personas: Your First Step to Product Management • Product Strategy — Insights

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