



Software Product Management

Rapid solutioning – Sprint technique



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- Map the problem
 - Sketch the solution
 - Choose the best solution
 - Storyboard
 - Prototype
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Introduction



- Quick solutioning & testing its effectiveness is important
- Sprint is technique developed by Jake Knapp who used this technique in Google
- He found 'Sprint' more effective than brainstorming to find solutions to problems, irrespective of the product – software, robot, healthcare
- In brainstorming, he observed that much time was spent in discussing pros & cons of each solution. Also he found that resulting solutions were not always the best (Why?)

Idea in brief...

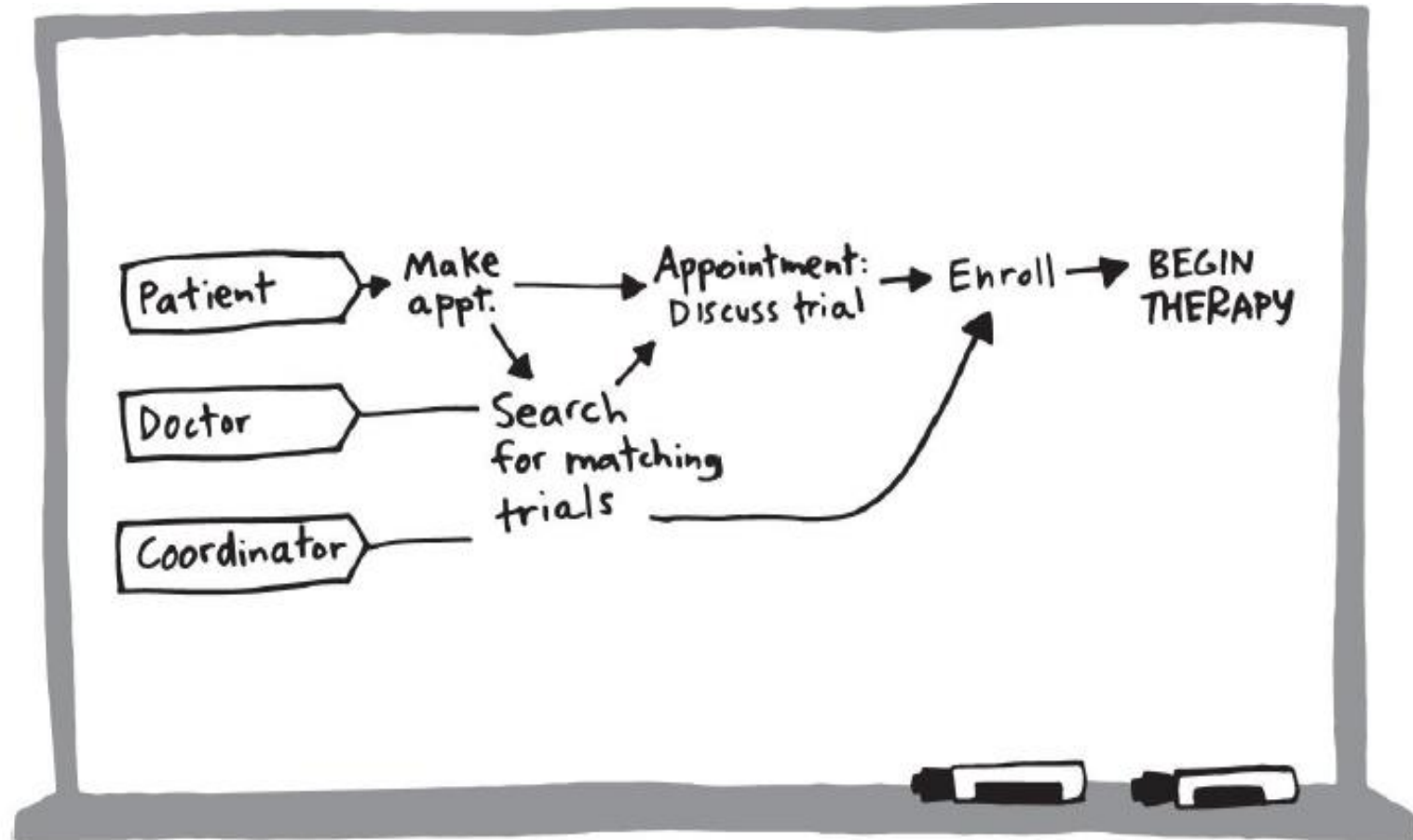


1. Map the problem: Draw a high level process map (swim lane), identify the key challenges to be addressed in the process
1. Sketch the solution: Create rough solutions – one per team member
1. Choose the best solution: Identify stand-out ideas in each solution, by voting
1. Storyboard: Create a storyboard by putting together the standout ideas
1. Prototype: Create a prototype – PPT, video, mockup, wireframe, etc.
1. Test: Show to potential users and get feedback

Steps in detail...



Map the problem



Flatiron Health's clinical trial enrollment map.

Process for enrolling patients for drug trials

Flatiron

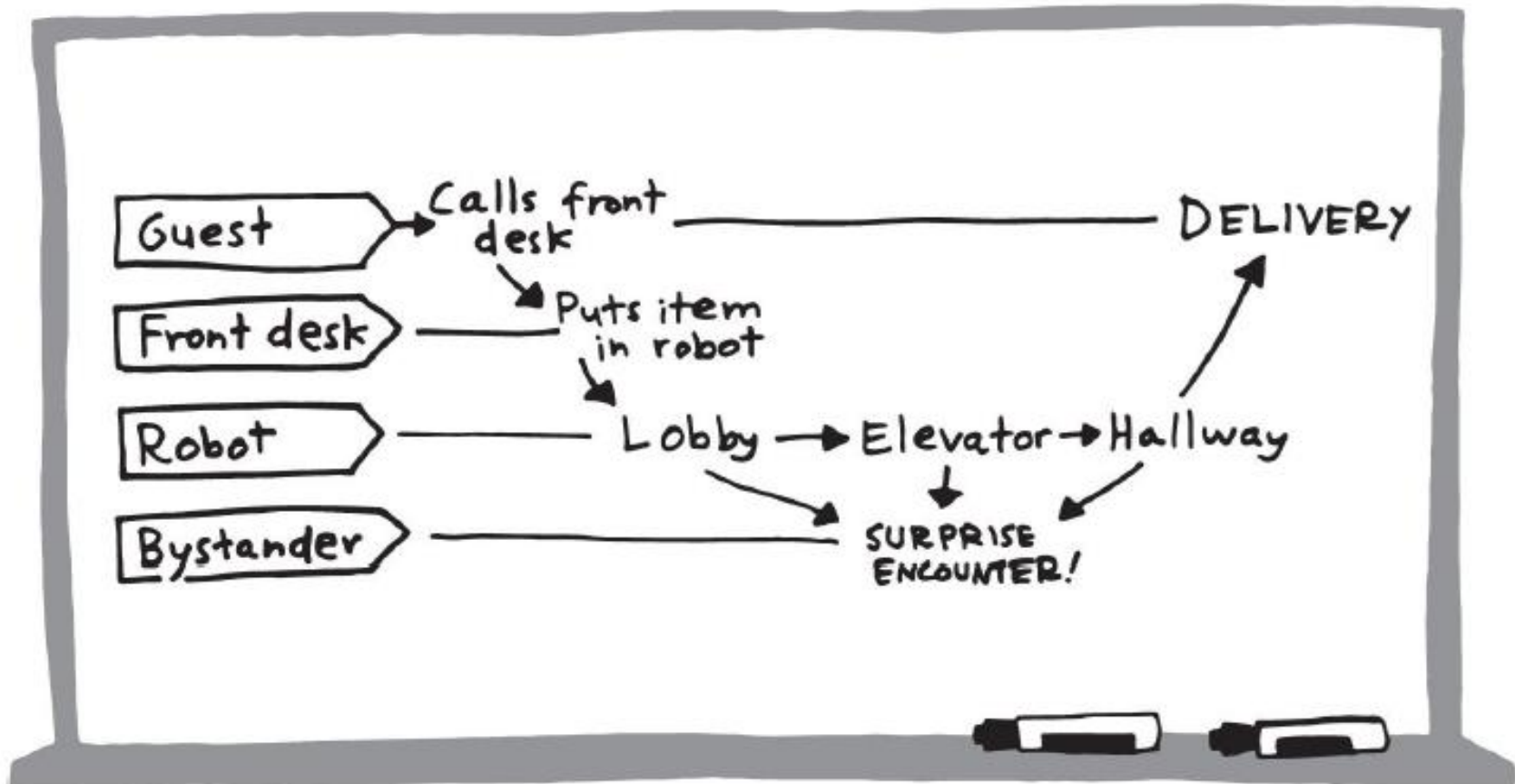


- Flatiron is a health care company that analyses medical records and test data of cancer patients and help doctors to choose the right treatment.
- Objective: Increase enrolment in clinical trials for new drugs (medicines)
- Problem: Only 4% of cancer patients enrol for clinical trials. Increased enrolment would increase the collection of data about cancer treatment data which can be used by doctors to better treat future patients
- There are different types of trials: Trials for drugs for common types of cancer, trials for drugs for rare forms of cancer. The types of trials are very many and it is hard to track humanly.
- To determine which trial a patient should undergo (match), the doctors have to go through a lot of data such as treatment history, blood count, DNA mutations in cancer cell, and much more.

Map for Robot server in hotel

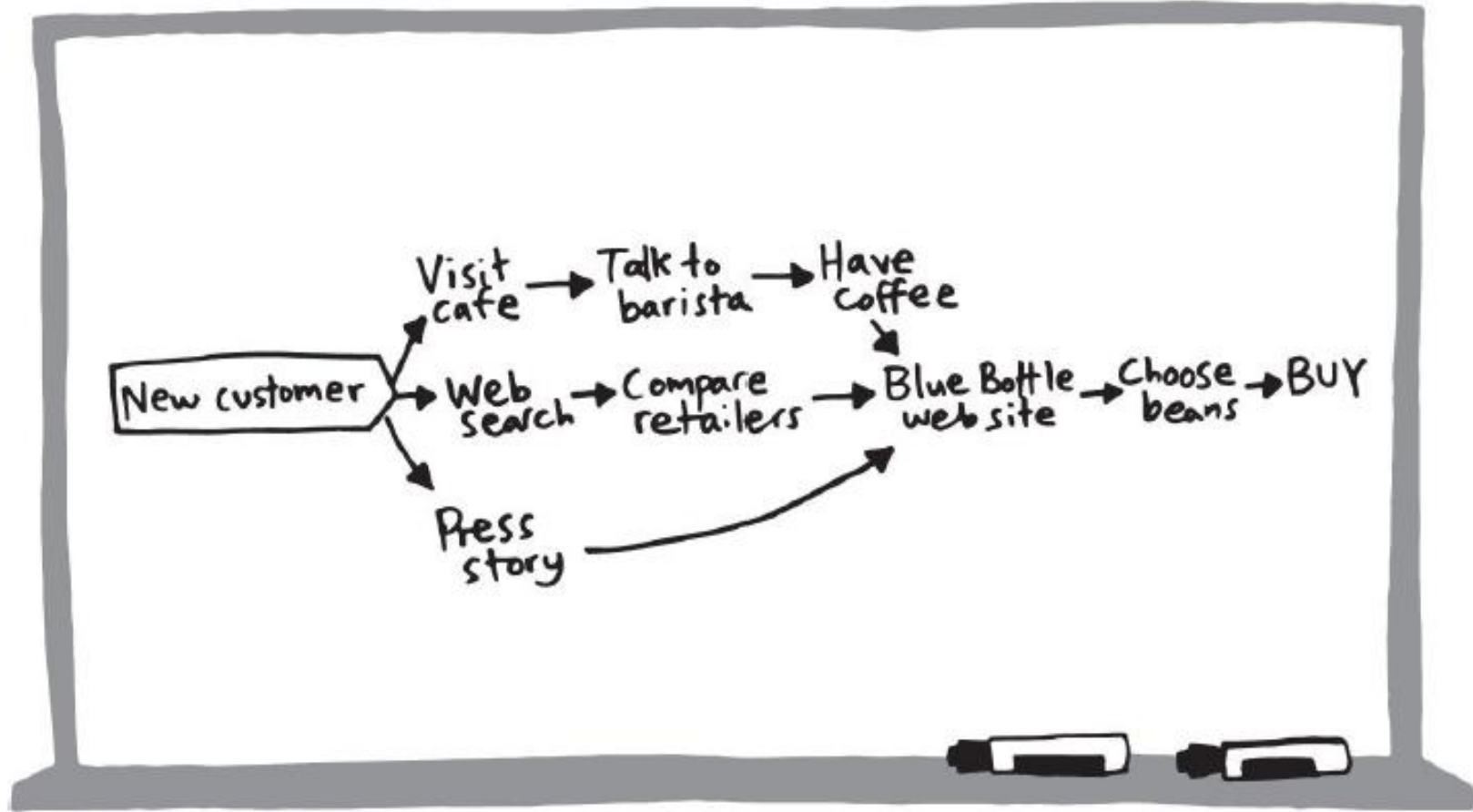


Picture of robot



Savioke's robot delivery map.

Map: Online coffee sales

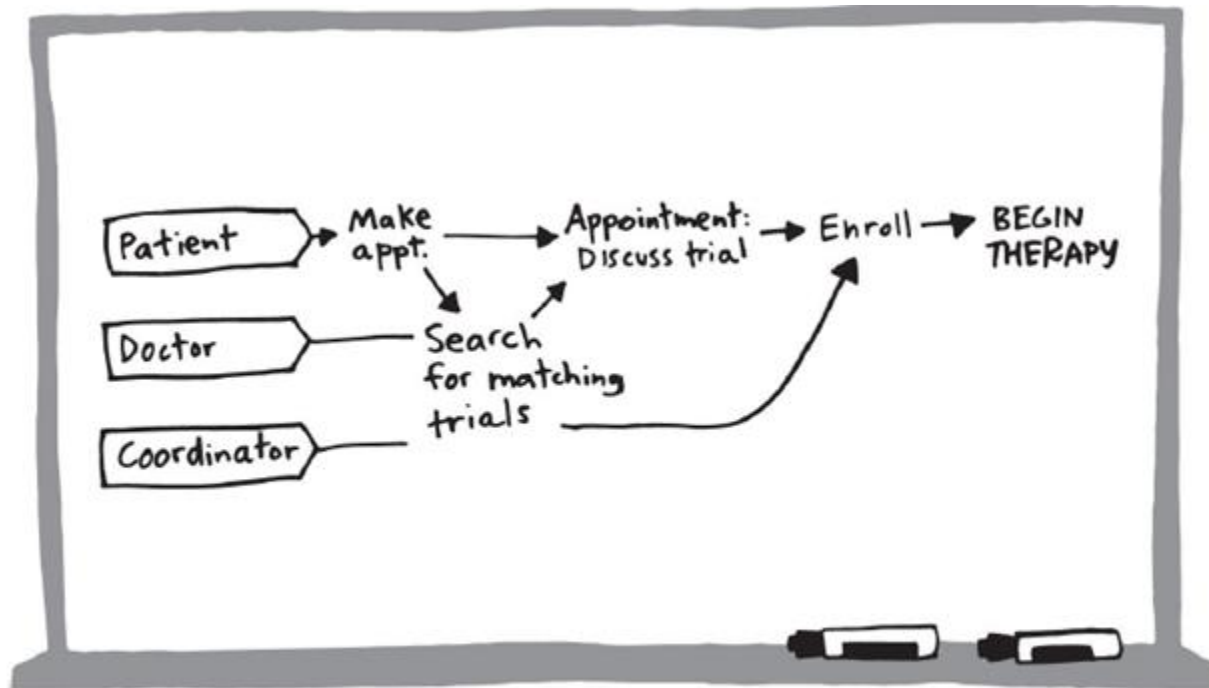


Blue Bottle Coffee's online sales map.

Map: Identify the key challenges to be addressed



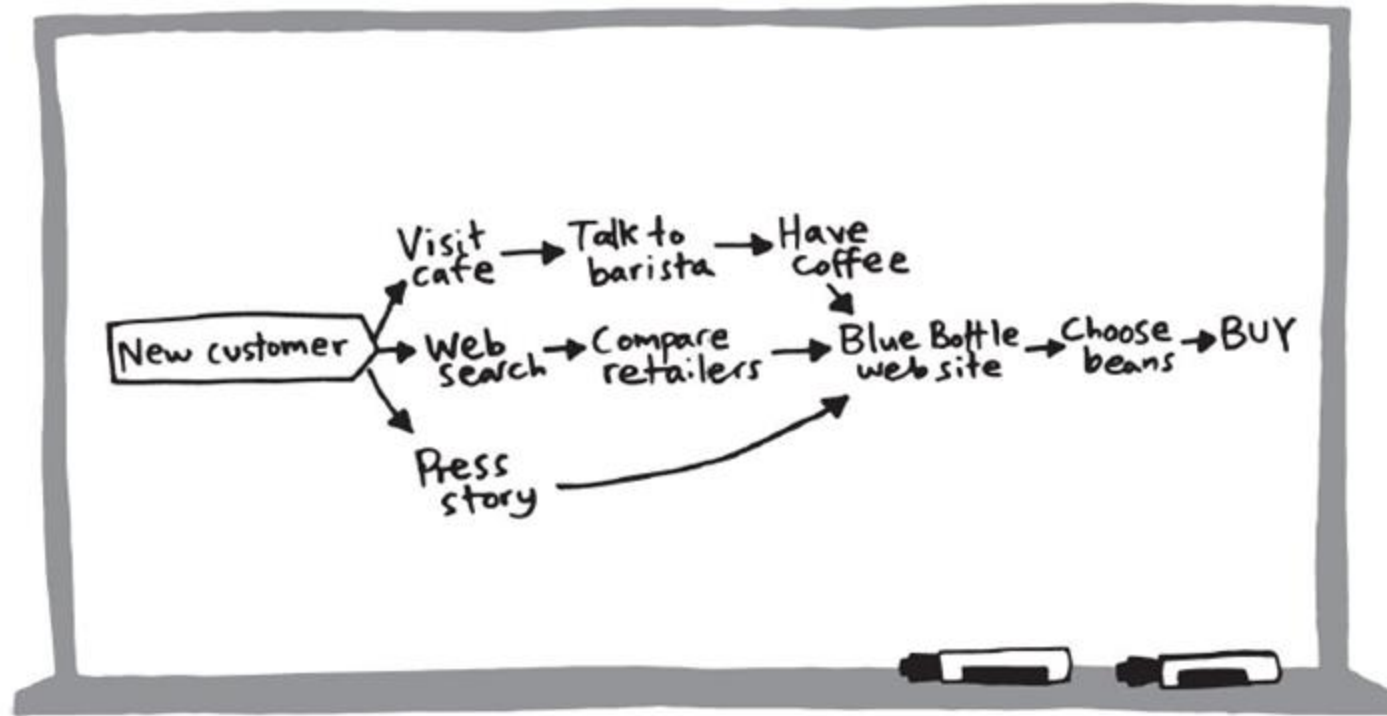
HMW: How may we?



Map: Identify the key challenges to be addressed



How may we make it easy for customers to re-order?



Blue Bottle Coffee's online sales map.

Exercise



AirBnB: How many questions:

What are the key challenges AirBnB needs to answer for their offering – stay in a house instead of staying in hotel?

- How many ways we make it super easy to book a place to stay?
- How many ways we create trust between two complete strangers?

Sketch the solution

innovate

achieve

lead

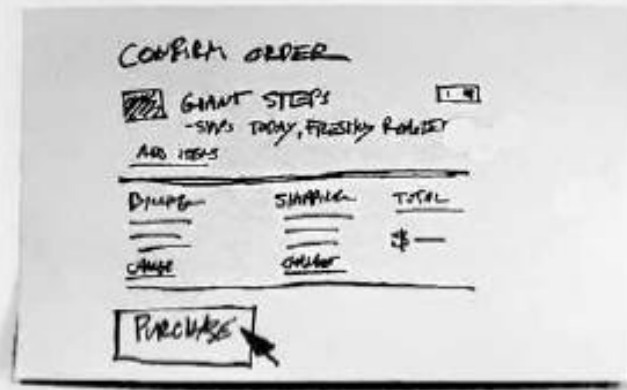
Step 1



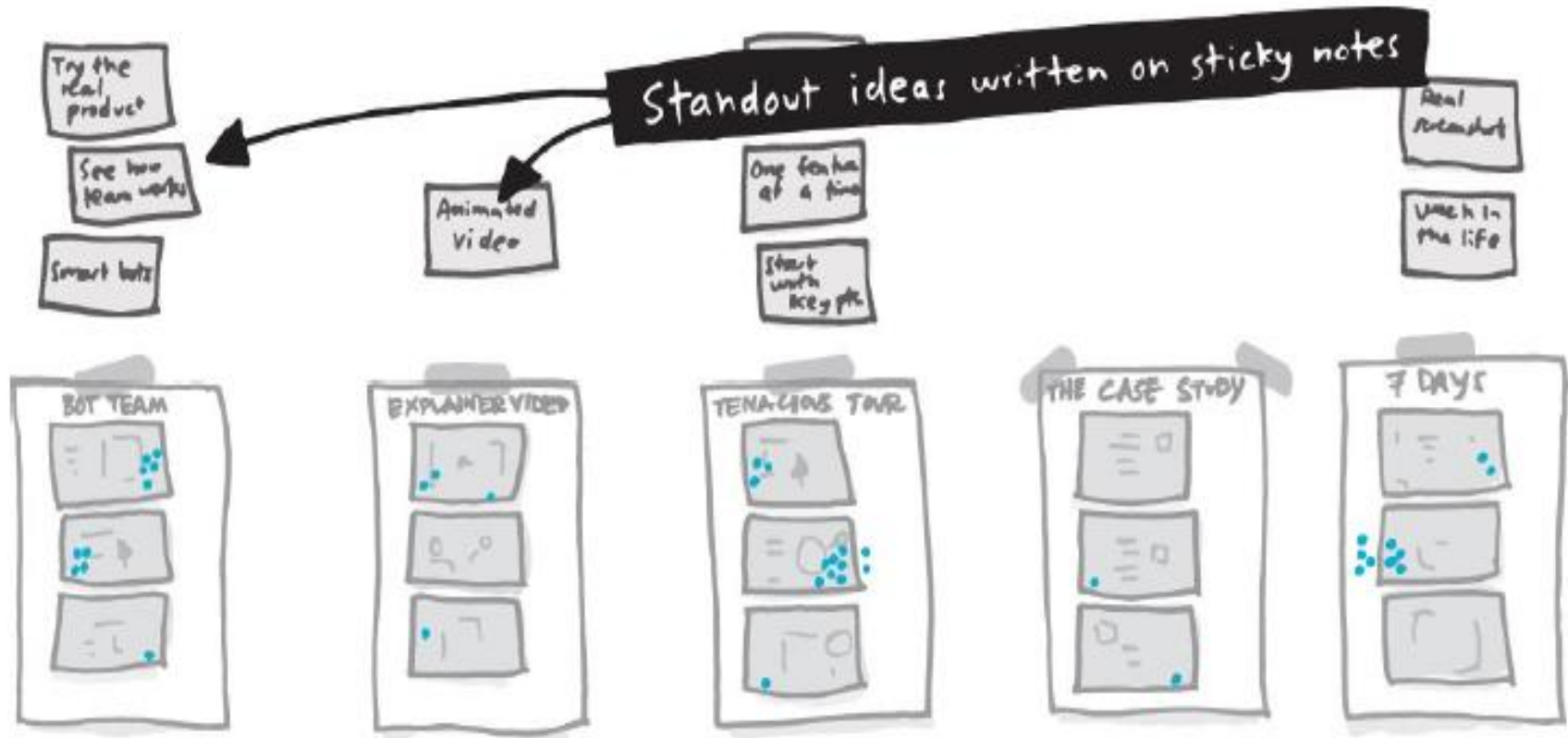
Step 2



Step 3



Identify standout ideas by voting



Create Story board



- Pick the best solution based on votes. Product manager gets extra voting rights
 - If there are some stand out ideas in another solution, try to integrate the idea into the best solution
 - Put together story board of the final solution
-

Create a prototype



- Divide prototyping work among team members
 - Prototype can be a video, mockup, wireframe, etc.
 - Build the prototype: Assemble the parts
-

Test the prototype to get customer feedback



Studies have shown that 5 users are enough to get 80-90% feedback

- Understand customer background
 - Introduce prototype
 - Let customer use the prototype while someone takes notes
 - Quick debrief: Good aspects, aspects to improve
-

Test: In detail...



Studies have shown that 5 users are enough to get 80-90% feedback

Welcome

- Thank for coming
- We are trying to improve our product,...
- I will be asking a lot of questions as you use the product but I am not testing you, I am testing the product
- If you get stuck or confused, it is not your fault. It helps us find problems.
- I will start by asking some background questions, then I will show you somethings we are working on

Understand customer background

- What kind of work do you do?
- How long have you been doing that?
- What do you do when you are not working?
- Have you used any products to? What did you want them to do for you? What do you like or dislike about them?

Introduce prototype

- Would you be willing to look at some prototypes?
- Some things may not work quite right yet – if you run into something that is not working, I will let you know
- Remind the customer, you are not testing the customer
- Encourage the customer to think aloud as she uses the product – say what she is trying to do, how she plans to do, share what she likes, what she is confused about, etc.

Let customer use the prototype while someone takes notes

- Ask questions to understand what the customer thinking or getting stuck about

Quick debrief

- What did you like about the product, what did you dislike?

Case study: Slack



- Slack messaging software had become **hugely successful in tech companies**. 500,000 users were using it for one-on-one messaging, chat room messaging,.. It had changed the way teams communicate. It had integrations with lots of other application and had become a hub.
- Now Slack **wanted to expand to non-tech companies**. The marketing had not made much impact. So they got together to use Sprint approach to answer the questions – **what is the best way to explain what Slack can do for you?**
- The team came up with 2 competing ideas – tenacious tour and Bot. They developed a prototype for each. **One was a step by step explanation of Slack usage. Another was a mock up of a Bot** – messages typed by the user will be answered by a Slack employee at the other end mocking a Bot.
- The team showed these prototypes to 2 sets of users. **The tenacious tour got better feedback** though with some room for improvement. Thus they **avoided the effort of developing the Bot** which would have been quite expensive.

Exercise



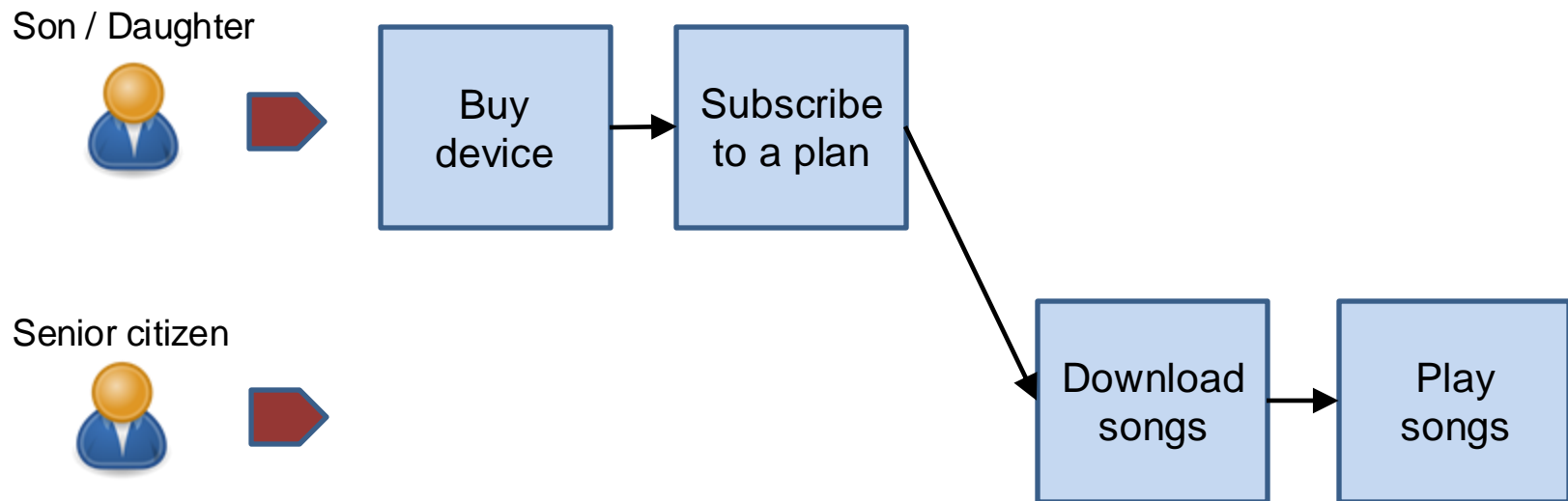
Product: Digital music player device for senior citizens

1. What are the key questions / challenges?
1. Sketch a solution / UI for downloading a song and storing it in the device

Exercise: Digital music player device for senior citizens



Map (Swim lane)



1. What are the key questions / challenges? Let us now prioritize the challenges
<https://docs.google.com/document/d/1PX7yRRSwWluzKA5pFy7kc3P861kdWhOQI8DBW8Nu0ew/edit?usp=sharing>

1. Sketch a UI solution for downloading a song. Let us vote for the best solution.

Example of HMW questions



HMW questions: How may we make it easy for senior citizen to

1. Search & download a song or a set of songs, for example all songs from the Hindi film “Anand”?
 1. Search & play a downloaded song?
-

Exercise...



1. Sketch a UI solution to search for & download a song
2. Then copy paste your UI solution in the same document

<https://docs.google.com/document/d/1PX7yRRSwWluzKA5pFy7kc3P861kdWhOQl8DBW8Nu0ew/edit?usp=sharing>

1. Then let us vote for the best solution.

Key learnings



What are the key learnings from this “Sprint” technique?

Appendix

