Creating Irresistible Products in 4 Steps

by Google Product Leader

A great PM generates 100x the value they are paid

What is an irresistible product?

- Feasible :
  You can build it
- Desirable :
  Customers want it
- Viable :
  You make money of it

A bad product would have:

- Execution Risk :
  Can't make it
- Market Risk :
  People don't want it
- Financial Risk :
  You don't make money of it

Primary job is -> Eliminate these risks

	Vision	Design	Execute	Learn
Execution Risk	Obtain enough resources	Provide clarity on what to build	Build efficiently	Know exactly what to build next
Market Risk	Pursue only what customers want	Test that customers want your product	Ensure your product is high quality	Learn from customers and iterate
Financial Risk	Project how you will make money	Ensure engineering has clear direction	Keep engineering costs down	Measure your results and iterate

Vision

- **Objective**
  - Paint clear picture of problem, solution, customer and value you are delivering
- **Team**
  - Product Manager
  - Researcher
  - Executive Sponsor
  - Investors

The Design step has two distinct phases:

1. Iteration on your solution until your customers love it
   And then
2. Specifying your solution so its crystal clear what to build

Vision Process

Identify Customer Jobs ->	Paint the vision ->	Share the vision
Your customer is hiring your product to get a job done (e.g get a job done as a PM) and has selection criteria (e.g fast, fun, easy)	Clearly describe the problem you're solving, your solution, why its's better that existing alternatives, who would use it, and how to make money	Share your vision with the team members, address their concerns, explain why its's important, and get them to rally behind it.
You want to design a product that performs the job better than other alternatives.	Elements: • Problem • Solution • Customer	Team Members to Rally: • Executives Sponsor • Managers • UX • Engineering
Approach: • Identify jobs • Finalise selection criteria	• Market Opportunity • Financials • Team	• QA • Marketing • Sales • Operations

Design

- **Objective**
  - Turn your vision into clear instructions to engineering describing exactly what to build
- **Team**
  - Product Manager
  - Researcher
  - Designer
  - Engineers

Design Process

Decide ->	Prototype ->	Define
Decide exactly how your solution will work	Test your solution with customers and continue to iterate until it is valuable to them.	Define your solution in detail so that engineering can build it without any ambiguity.
Tools: • Product questions - list out all the decisions you need to make, all the possible solutions, and your recommendation	Tools: • Inspiration • Mockups • Prototype • User Studies • Iteration	Tools: • Mockups • User Flow • User Stories
Then walk through them with the cross-functional team t decide on each of them		

Execution

- **Objective**
  - Ensure your engineers can build your solution as efficiently and at as a high quality level as possible
- **Team**
  - Product Manager
  - Engineers
  - Q/A

Execution Process

Develop ->	Test ->	Resolve
Build your solution as efficiently as possible	Ensure your solution works exactly as you specified	Resolve any issues your engineers raise so they have clear direction and are never blocked.
Tools: • Backlog • Sprint Planning • Sprints	Tools: • Continuous Releases • Story Verification • End-to-End Testing	Approach: • Issues Identification • Solution Options • Solution Decision

Learn

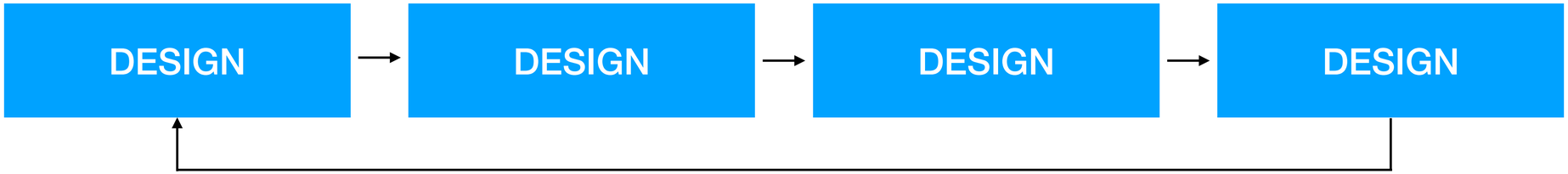
- **Objective**
  - Measure whether your solution has delivered on its intended objectives and then course correct
- **Team**
  - Product Manager
  - Data Analyst
  - Research

Learning Process

Measure ->	Analyze ->	Update
Measure all the assumptions in your vision	Understand exactly how your solution is working and know what to do improve it	Incorporate your learnings into your roadmap and use those to launch subsequent releases of your product.
Tools: • Metrics • Dashboards • Reports • Customer Surveys • Sales Feedback	Tools: • Deep Dive Analyses • Event Tracking • SQL Database Querying • Spreadsheet Analysis • Database Visualisation	Approach: • Updated Vision • Updated Design • Roadmap • Releases

The learn step is where you determine whether your original hypothesis is correct and then adjust based on your learnings.

Iteration is Key



Iterate

- The more iterations you can do and the faster you can do them, the sooner you can narrow in on a product that customers love and delivers on your business goals

Example of Zendesk

Goal is to get deeper insight into their customer interactions

Vision	Design	Execute	Learn
Identify the customer jobs (e.g. understand how customers are interacting with us, know what to change) and selection criteria	Generate inspiration from other reporting dashboards	Create backlog of stories in priority order Plan weekly sprints to tackle stories in chunks	Track key metrics related to the adoption, revenue, and usage of your product
Research and existing solutions and customer pain points	Create mocks and prototypes of experience that deliver on jobs and selection criteria	Continually release builds as features are developed	Preform analyses to understand exactly how users use product
Create vision deck with the jobs, problem, solution and other details	Test prototypes with users and iterate and improve them	Test and verify all the stories have been met	Run surveys with customers to get feedback
	Create final mocks and stories detailing your solution	Resolve any issues of questions that any engineers have	Plan subsequent versions of product based on feedback

How the steps are practiced

	Vision	Design	Execute	Learn
AMAZON	Working Backwards Doc with Press Releases& FAQ	Mocks	Product Requirements Doc - PRD Tech Prog. Manager	Metrics Reports Weekly Metrics Meetings
GOOGLE	Strategy Deck	Mocks Technical Design	PRD OKRs	In House Dashboards In House Logging In House Tools
FLYWHEEL	Investor Pitch	Prototype User Testing	User Stories Sprints Backlog	3rd Party Dashboards 3rd Party Logging 3rd Party Tools

*** Best Practices**

Books to Read

- Jobs to be done : Vision + Design + Learn
- Blue Ocean Strategy : Vision + Design
- Nail it then Scale it : Vision + Design + Learn + Iterate
- Inspired (How to create tech products customers love) : Design
- SCRUM : Execute