PRODUCT DEV CYCLE - OVERVIEW

Discovery Phase

Delivery Phase
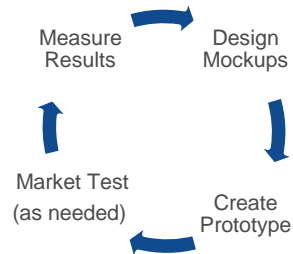
Research	Discover	Develop	Launch

Goal
Identify Problem Worth Solving

Goal
Discover Solution to Solve Problem

Goal
Develop Planned Features

Goal
Launch to Market

Measure Results → Design Mockups

Market Test (as needed) — Create Prototype

QA & Testing — Build Features

Objectives
- Capture Market Needs
- Build a Business Case
- Detail Out Features & Functionality

Objectives
- Design Mock Up and/or Prototype
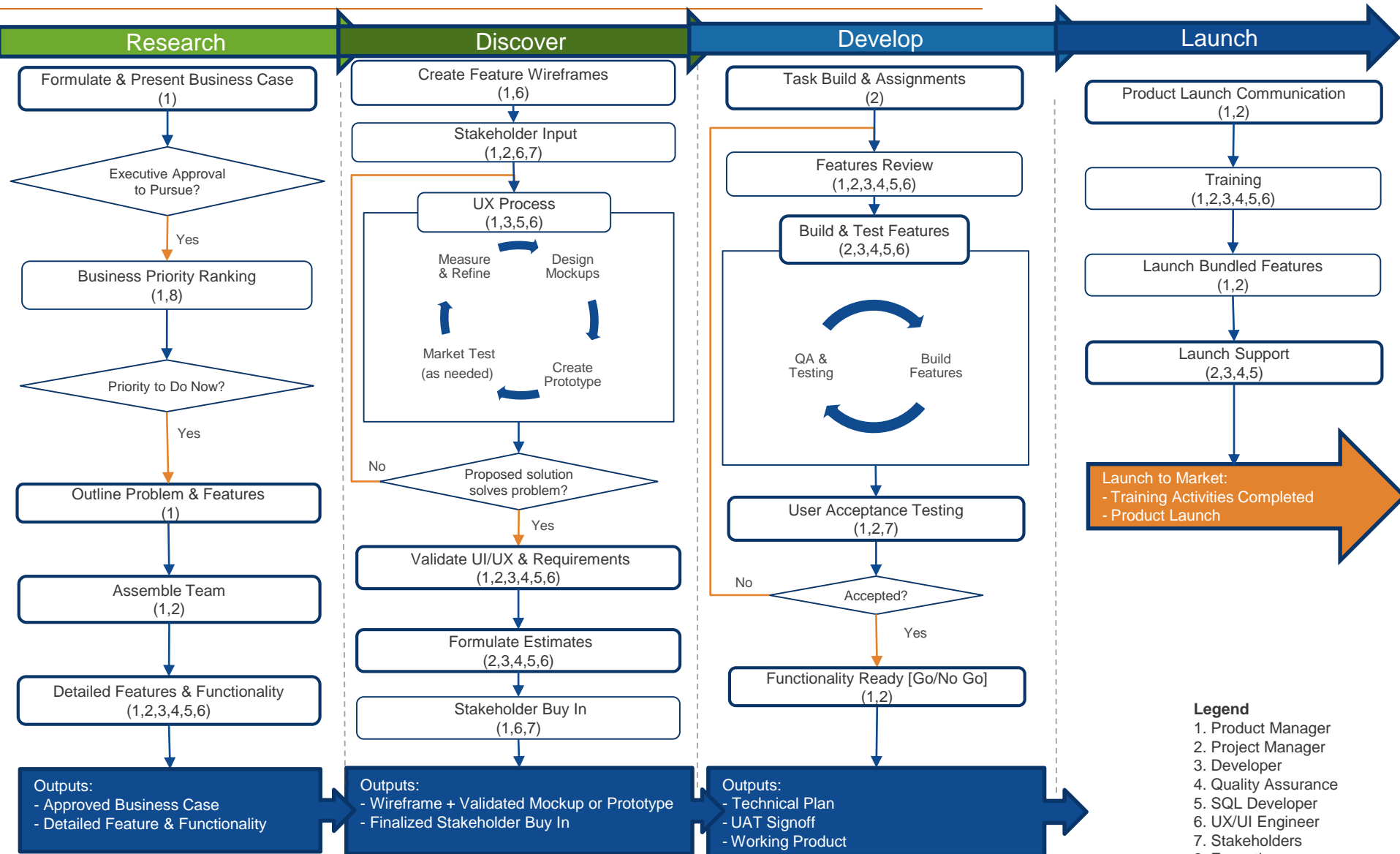- Refine based on Feedback
- Finalize UI
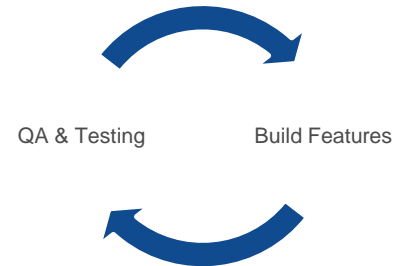
Objectives
- Plan Technical Solution
- Build Features
- Verify Functionality

Objectives
- Deploy Functionality
- Test & Validate at Scale

PRODUCT DEV CYCLE – FRAMEWORK

Research

Formulate & Present Business Case
(1)

↓

Executive Approval to Pursue?

↓ Yes

Business Priority Ranking
(1,8)

↓

Priority to Do Now?

↓ Yes

Outline Problem & Features
(1)

↓

Assemble Team
(1,2)

↓

Detailed Features & Functionality
(1,2,3,4,5,6)

Outputs:
- Approved Business Case
- Detailed Feature & Functionality

Discover

Create Feature Wireframes
(1,6)

↓

Stakeholder Input
(1,2,6,7)

↓

UX Process
(1,3,5,6)

Measure & Refine → Design Mockups → Create Prototype → Market Test (as needed)

↓

Proposed solution solves problem?

No / Yes

↓ Yes

Validate UI/UX & Requirements
(1,2,3,4,5,6)

↓

Formulate Estimates
(2,3,4,5,6)

↓

Stakeholder Buy In
(1,6,7)

Outputs:
- Wireframe + Validated Mockup or Prototype
- Finalized Stakeholder Buy In

Develop

Task Build & Assignments
(2)

↓

Features Review
(1,2,3,4,5,6)

↓

Build & Test Features
(2,3,4,5,6)

QA & Testing → Build Features

↓

User Acceptance Testing
(1,2,7)

↓

Accepted?

No / Yes

↓ Yes

Functionality Ready [Go/No Go]
(1,2)

Outputs:
- Technical Plan
- UAT Signoff
- Working Product

Launch

Product Launch Communication
(1,2)

↓

Training
(1,2,3,4,5,6)

↓

Launch Bundled Features
(1,2)

↓

Launch Support
(2,3,4,5)

Launch to Market:
- Training Activities Completed
- Product Launch

Legend
1. Product Manager
2. Project Manager
3. Developer
4. Quality Assurance
5. SQL Developer
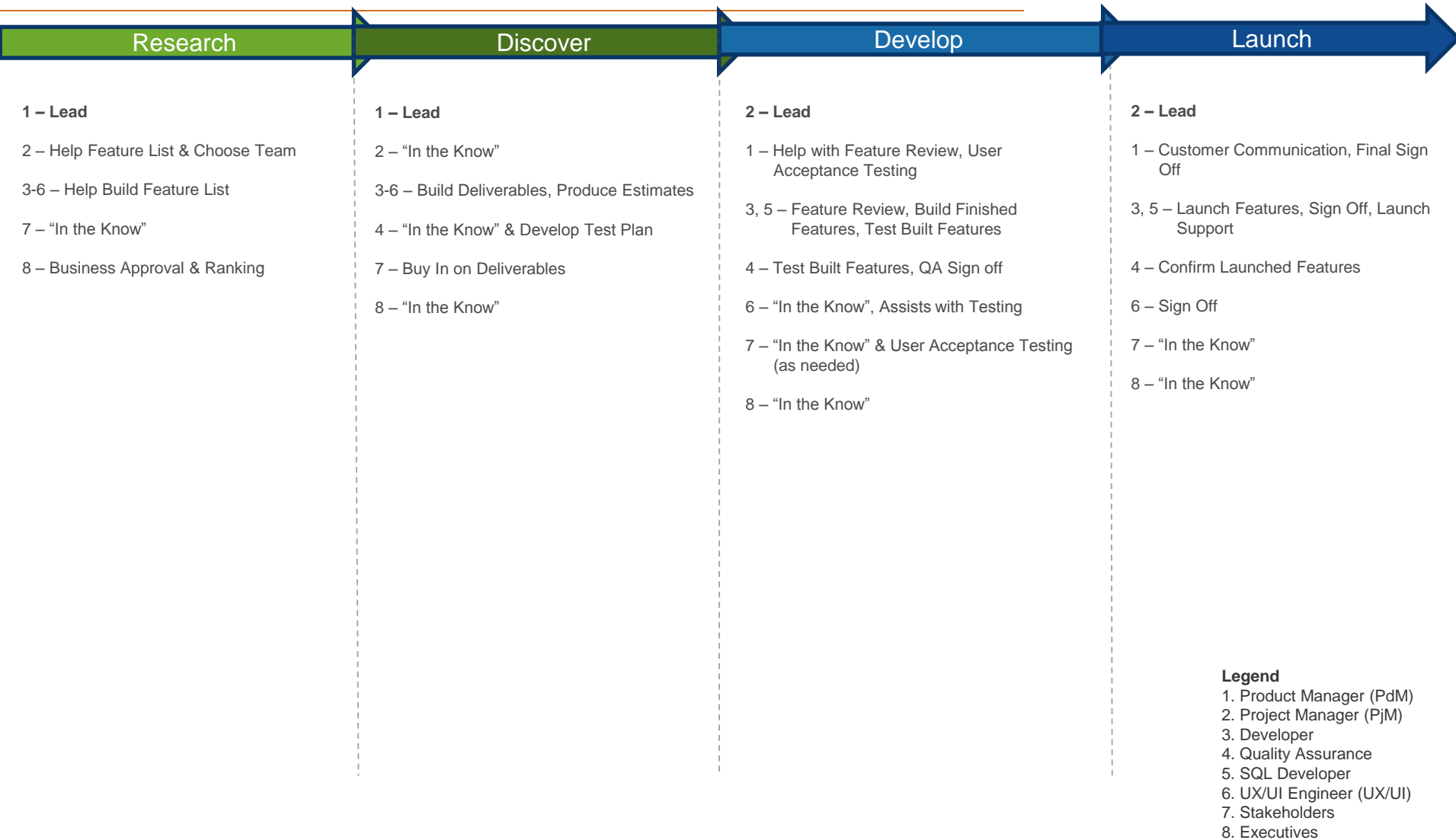6. UX/UI Engineer
7. Stakeholders
8. Executives

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KEY POINTS

- ## Framework & Flexibility
  - Not all projects will require each step
  - Team will determine what steps are included vs skipped based on nature of project

- ## Participation
  - Teams are assembled by project need
    - Product Manager (PdM) & IT Project Manager (PjM)
  - Each team member plays a role at each step of the process even if it is just to be included
    - Product Manager (PdM) & IT Project Manager (PjM) work together to keep team members updated as needed

PRODUCT DEV CYCLE – PRIMARY ROLES BY PHASE

Research	Discover	Develop	Launch

Research

1 – Lead

2 – Help Feature List & Choose Team

3-6 – Help Build Feature List

7 – "In the Know"

8 – Business Approval & Ranking

Discover

1 – Lead

2 – "In the Know"

3-6 – Build Deliverables, Produce Estimates

4 – "In the Know" & Develop Test Plan

7 – Buy In on Deliverables

8 – "In the Know"

Develop

2 – Lead

1 – Help with Feature Review, User Acceptance Testing

3, 5 – Feature Review, Build Finished Features, Test Built Features

4 – Test Built Features, QA Sign off

6 – "In the Know", Assists with Testing

7 – "In the Know" & User Acceptance Testing (as needed)

8 – "In the Know"

Launch

2 – Lead

1 – Customer Communication, Final Sign Off

3, 5 – Launch Features, Sign Off, Launch Support

4 – Confirm Launched Features

6 – Sign Off

7 – "In the Know"

8 – "In the Know"

Legend
1. Product Manager (PdM)
2. Project Manager (PjM)
3. Developer
4. Quality Assurance
5. SQL Developer
6. UX/UI Engineer (UX/UI)
7. Stakeholders
8. Executives

PRODUCT DEV CYCLE – FOCUS

	Discovery Phase	**Develop Phase**
Focus	Build the Right Product	Building the Product Right
Work Steps	Discover-Design-Validate	Build-Test-Release
Output	Validated Learning	Working Software
Primary Work Method	Collaboration Prototypes & Experiments	Collaboration Engineering
Success Measure	Capture Right Problems & Validated Prototypes	Velocity & Working Functionality
Mindset	Views unused software as waste	Views unnecessary documentation as waste
End Goal	Valuable, Usable & Feasible Software	Working Software

RESEARCH PHASE

- Identify Problem to Solve
  - PdM puts together Business Case for why we should do a particular project
- Present Business Case
  - PdM presents to Execs for approval to work on project
- Business Priority Ranking
  - Execs set priority of projects to be worked on
- Outline Problem & Features
  - PdM submits Outline of Problem(s) to Solve and Features we want to address those problems.
  - PdM may engage Stakeholders identified to solidify business requirements
- Assemble Team
  - The PjM leads out on determining what resources are available and should be engaged based on the Outline of Problem & Features
  - PdM sets up meeting based on team recommendations from PjM as follows:
    - PjM will send PdM a list of those technical resources who should be involved in the project team. The PjM can determine if there are other resources who should attend in the future as needed.
    - PdM will schedule based on best times for everyone to move forward. If a members can't be there they will need to follow up to get the missing information from either the PdM or PjM.
- Detailed Features & Functionality
  - The team meets to flesh out the Detailed Features and Functionality. This acts as the requirements document and deliverable for the Phase

DISCOVER PHASE

- Create Feature Wireframe
  - If needed, UX/UI & PdM lead out on creating a wireframe (grey scale) of the UI
- Stakeholder Input
  - PdM presents to Stakeholders for further input on the UI with support from UX/UI and PjM
  - PdM also owns Stakeholder meetings and co-presents UI with UX/UI Engineer
- UX/UI Process
  - Build Mockups
  - Build Prototype (as needed)
  - Test with Market (as needed)
  - Measure & Refine (as needed)
- Validate UX/UI with Requirements
  - Team validates that any UX/UI changes did not affect requirements
    - If so, requirements are adjusted as needed
- Formulate Estimates
  - PjM leads out on determining estimates for amount of work and time needed to complete
    - With business priority as guide, PjM may make recommendations on projects based on capacity
- Stakeholder Buy In
  - Final buy in from Stakeholders before moving to building the solution
  - Usually accomplished through Stakeholder meetings as needed

TIER ASSIGNMENTS & RELEASES

Tier System

– Not all projects are of equal size or complexity

– Tier system to categorize projects based on approval needed

– Tier assignments and project estimates will be done on a project by project basis

Releases

– Need a way to be able to release sooner for less complex items

– Intermediate releases?

Tier	Definition	Approval Level
Tier 1	Need to release ASAP, urgent fix	PdM Only
Tier 2	Smaller, one off enhancements, updates	Subject Matter Expert (SME)
Tier 3	Medium, more involved than an enhancement but less complex	Stakeholders
Tier 4	Large, multiple touch points in the system and/or complex functionality	Customer Feedback & Stakeholders

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