

# Rethinking Product Strategy & Customer Discovery

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CHARLOTTE CHANG

November 2022





Photo by [Alexander Shatov](#) on Unsplash

# charlotte chang

modern product making by designing better systems  
for humans.



modern experience designer thinker creator strategist  
dogs. climbing. community.  
**100% human**

**industrial logic**



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# your name

role

why you're interested in product strategy and customer discovery

cats or dogs

We are a community of professionals & practitioners who have had different experiences.

We are here to ideate, discuss, and learn from one another.

There are many ways to achieve goals, unique to each of our own preferences & approaches.

Therefore, this will be directionally correct and likely specifically wrong.

**We are 100% HUMAN.**





# rethinking product strategy

What is strategy?

How do you generate strategy?

How does strategy align an organization?

How are strategy, planning, & prioritization related?

How do you balance customer centricity with business objectives?





what comes first  
discovery or  
strategy?

it depends  
:)

where your product is in it's lifecycle  
what the market conditions are  
what the company position is  
who you are



# What risk do you want?

## DISCOVERY RISK

Being successful  
at something you  
don't care about

## STRATEGY RISK

Loving what you  
do but not being  
able to sustain

It usually makes sense to

# start with strategy.

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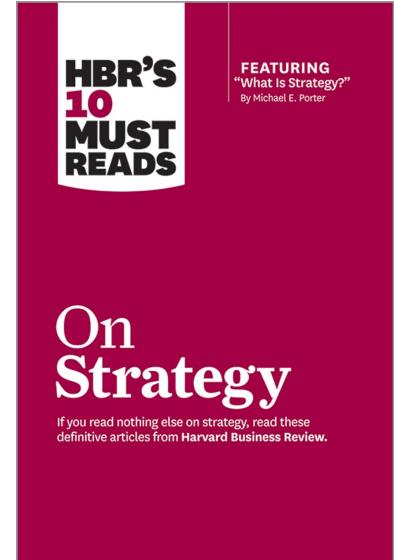
acknowledge what you want

understanding the landscape is almost always useful

only start with discovery when things are too fuzzy

If you listen to every customer and do what they ask you to do, you can't have a strategy. Like so many ideas that get sold to managers, there is some truth to it, but the nuances get lost.

Strategy is not about making every customer happy. When you've got your strategist's hat on, you want to decide which customers and which needs you want to meet. As to the other customers and the other needs, well, you just have to get over the fact that you will disappoint them, because that's actually a good thing.





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# What is strategy?

# And what makes a good one?

# Strategy is a high level approach to achieve a goal.



Product strategy often aligns to a governing strategy.

A Strategy provides a focal point and boundaries that allow operational and tactical decisions to be made.

A Strategy provides enabling constraints.



What isn't a  
strategy?

What makes a  
poor one?

A strategy is not a detailed plan  
for others to simply execute.



A strategy is not a detailed plan  
for others to simply execute.

A close-up photograph of several brown eggs in a white cardboard tray. The eggs are arranged in rows, with some in the foreground and others receding into the background. The lighting highlights the texture of the eggshells.

What are the risks of providing a detailed plan for  
others to execute?



what are some ways  
you & your org  
generate strategy?

# Ideas for Generating Strategy

## INTERNAL LANDSCAPE

### MISSION

Why do we exist

### VALUES

what is important to us

### VISION

what we want to be

# Who is this?

## MISSION

To accelerate the world's transition to sustainable energy

## VISION

To create the most compelling car company of the 21st century by driving the world's transition to electric vehicles.

## CORE VALUES

- Doing the best,
  - Taking risks,
  - Respect,
  - Constant learning, and
  - Environmental consciousness
-



# Who is this?

## MISSION

Bringing the best user experience to its customers through innovative hardware, software and services.

## VISION

We believe that we are on the face of the earth to make great products, and that's not changing.

## SHARED VALUES

- A healthy respect for well-being,
  - Putting the personal in personalization,
  - Keeping it green,
  - Growing roles into careers,
  - Off to a running start,
  - Inspiring minds by augmenting reality,
  - Looking ahead,
  - Bridging cultures with inspiration
-



# Ideas for Generating Strategy

## INTERNAL LANDSCAPE

### MISSION

Why do we exist

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what is important to us

### VISION

what we want to be

A Strategy provides enabling constraints.

# rethinking product strategy

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Product Strategy Canvas			Created on:	Valid until:
Governing Strategy (optional)	Customer-centric Vision	Critical Targets & Constraints		
A higher-order strategy that this strategy needs to align with.	The outcome <u>you want</u> to provide <u>your customers</u> . It should seem possible without an obvious path.	Investor objectives or financial and operational targets framed as constraints to the vision.		
Internal Landscape		Business Value	Revenue Generating	Revenue Protecting
Current market position(s) Existing customer makeup Existing strategic partnerships		Existing operational advantages Known improvement opportunities Things we should stop doing	Cost Savings	Cost Avoidance
External Landscape		Competitors & Alternatives	Market & Consumer Trends	Technology & Disruption
				Political & Regulatory
Big 3 Challenges				
Challenge 1	Challenge 2	Challenge 3		
First impediment to the vision	Second impediment to the vision	Third impediment to the vision		
Measures	Measures	Measures		
How will you measure it?	How will you measure it?	How will you measure it?		



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**INSURIFY**

Car Insurance ▾ Home Insurance ▾ Tools & Resources ▾ Reviews ▾ Company ▾ Call an agent

Car Home Life

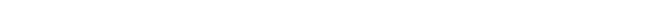
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\$44M+ 26M+ 4.8 ★★★★☆ Total savings

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# Insurify

Founders: **Giorgos Zacharia, Snejina Zacharia (CEO), Tod Kiryazov**

Equity raised: **\$128 million**

Estimated 2021 revenue: **\$40 million**

Lead investors: **MassMutual Ventures, Motive Insurtech, Nationwide Ventures, Rationalwave, Viola FinTech**

◀ Firstbase

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ATHOSPHERE

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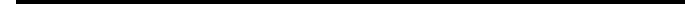
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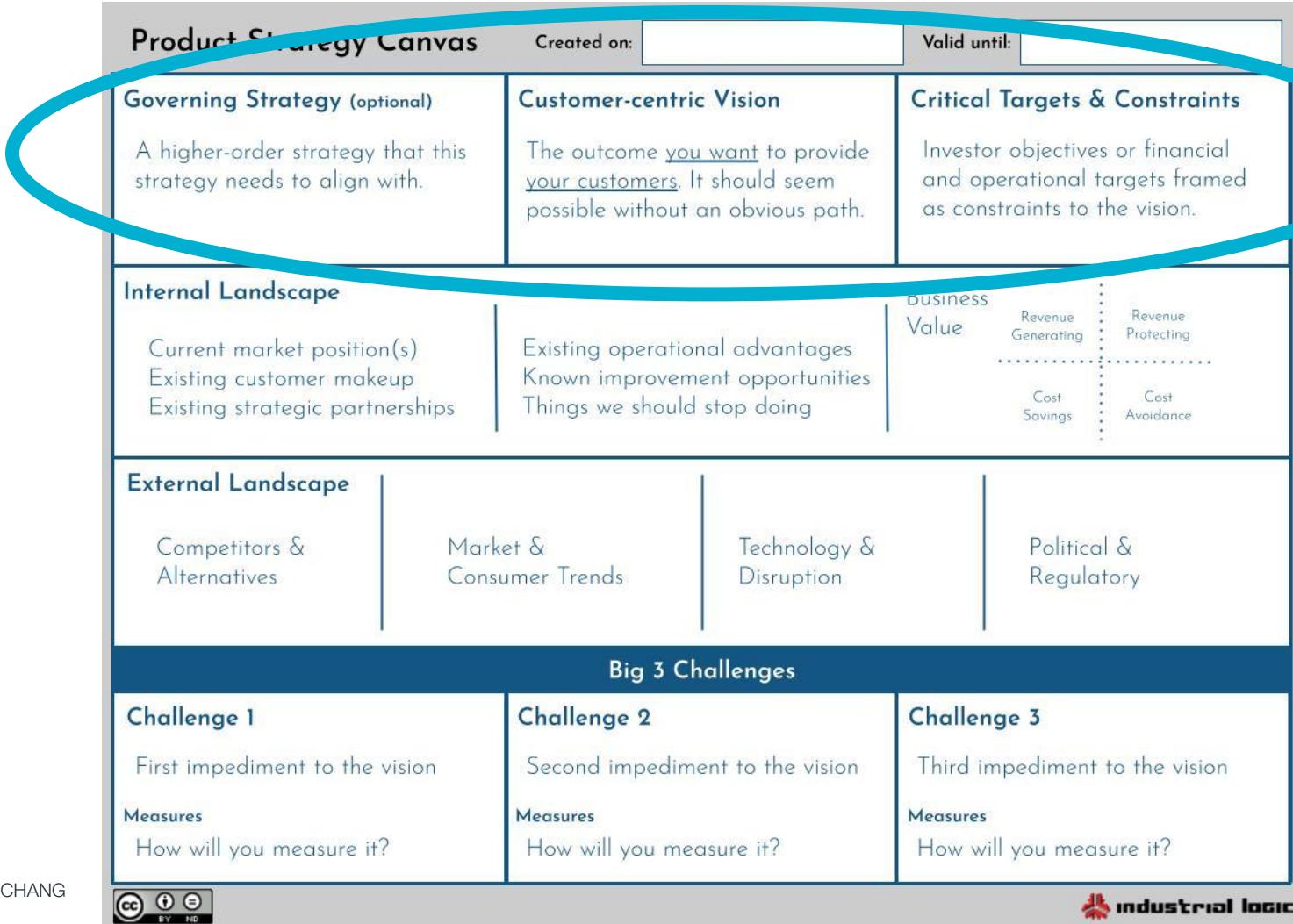
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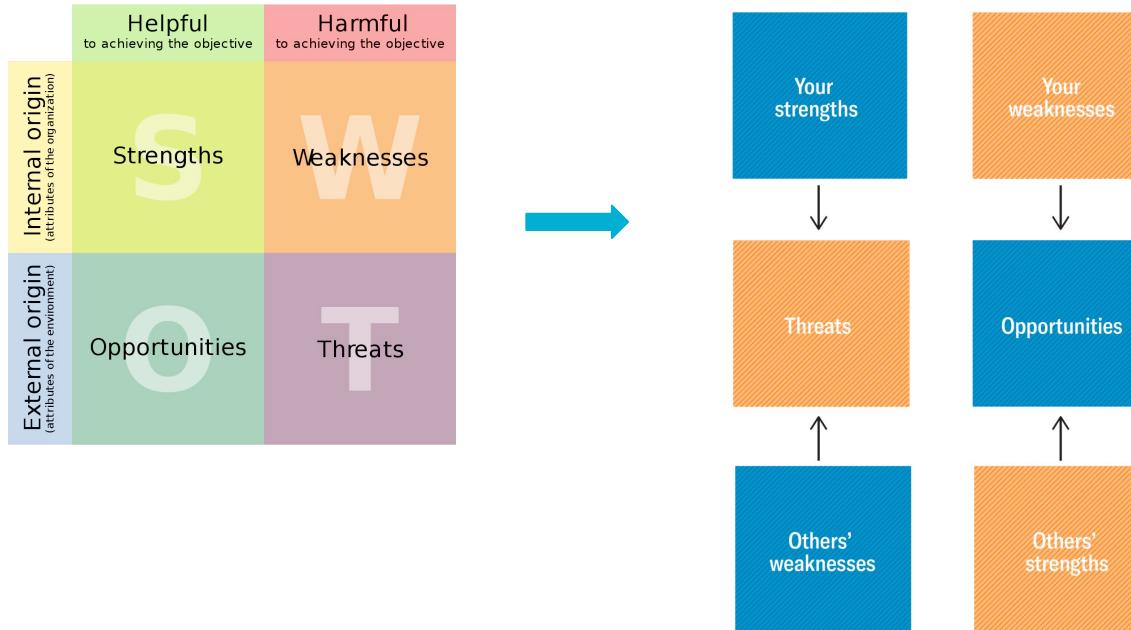
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# Ideas for Generating Strategy

## SWOT ANALYSIS

This framework recognizes that threats and opportunities can be both external and internal, and that they can be shaped by your strengths and weaknesses and the strengths and weaknesses of others.



Source: Adam Brandenburger



ideas for generating strategy

# Assessing Internal and External Landscape

		Own/Not Changing/Accepted	Improve
Internal	Current Market Position		
	Existing customer makeup/customer base		
	Existing operational advantages		
	Known improvement opportunities		
	Things we should stop doing		
External	Competitors & Alternatives		
	Market & Consumer Trends		
	Technology & Disruption		
	Political & Regulatory		

# Evaluating Strategy Ideas: Create a Rubric

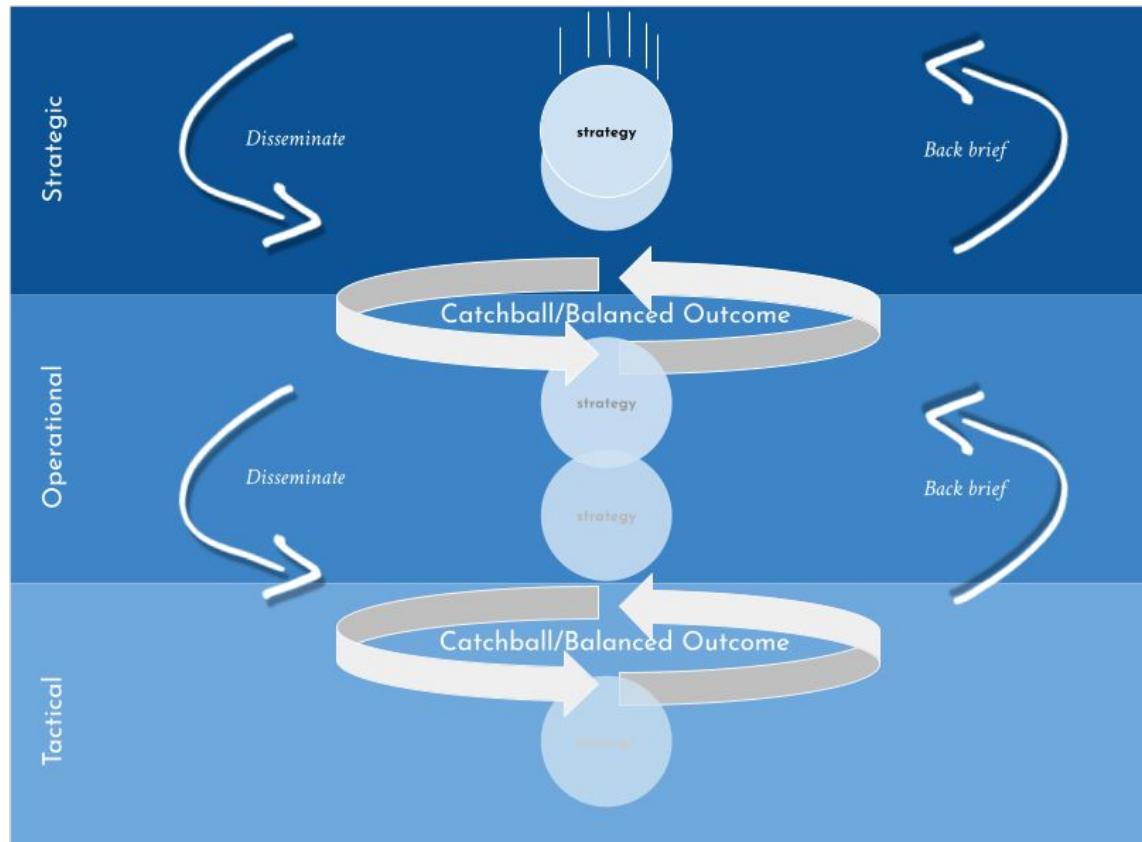
Strategy Ideas	Challenge 1		Challenge 2		Challenge 3	
	Measure 1	Measure 2	Measure 1	Measure 2	Measure 1	Measure 2



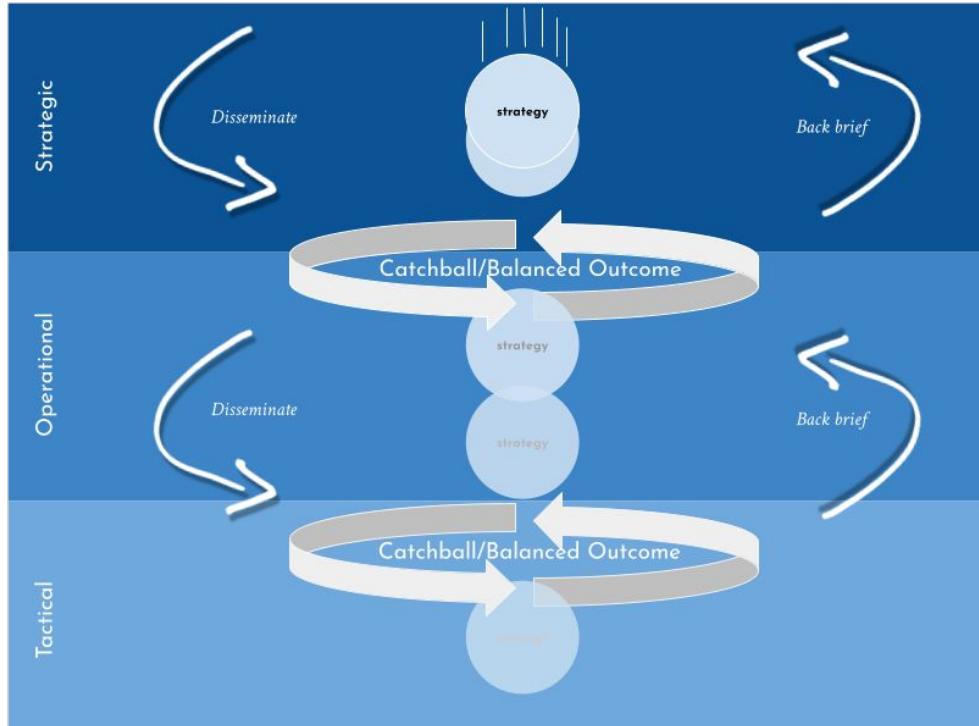
how does strategy  
align an  
organization?

# Strategy Design & Strategy Deployment

Hoshin Kanri's Catchball  
Two way information sharing



# Strategy Design & Strategy Deployment



**How quickly do you want to be able to adapt?**

**industrial logic**



# How is strategy, planning, & prioritization related?

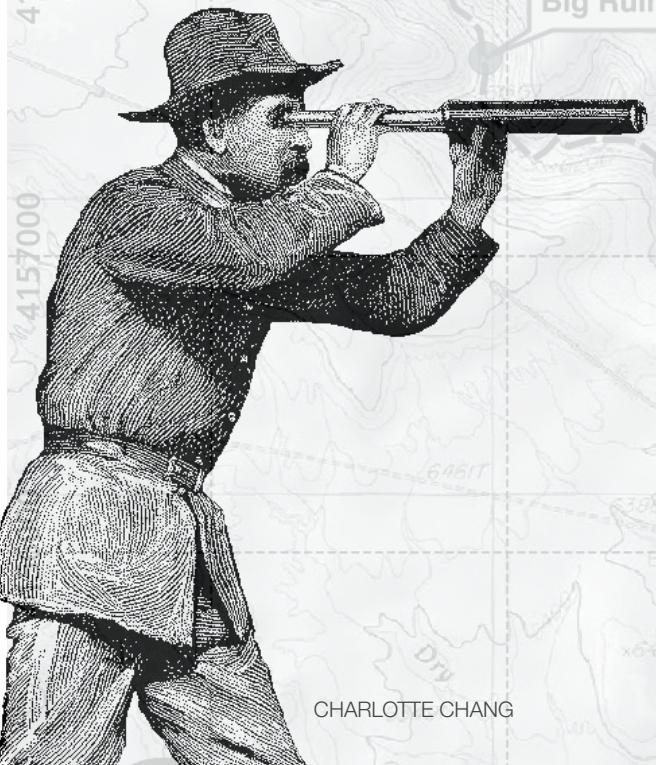
Photo by [Bojan Farca](#)  
on [Unsplash](#)

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# Strategy Prioritization & Planning help you gain clarity around achieving your measurable goal.



## STRATEGY

helps make tradeoff decisions to achieve a measurable goal.

## PRIORITIZATION

puts the items in order to deliver the most valuable things soonest.

## PLANNING

starts the process of testing your prioritization.

# Strategy Prioritization & Planning help you gain clarity around achieving your measurable goal.

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# A framework for thinking about value

Increase  
Revenue

Increasing sales to new or existing customers. Delighting or Disrupting to increase market share and size

Protect  
Revenue

Improvements and incremental innovation to **sustain** current market share and revenue figures

Reduce  
Costs

Costs that we are *currently* incurring, that can be **reduced**. More efficient, improved margin or contribution

Avoid  
Costs

Improvements to **sustain** current cost base. Costs we are not currently incurring but may do in the future

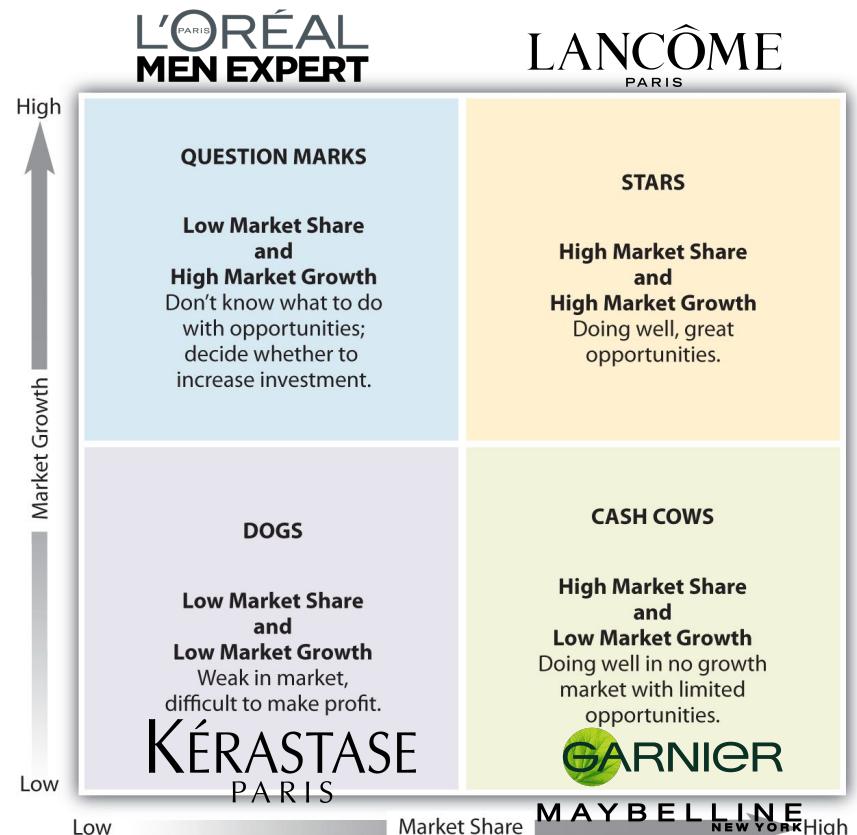
# Consider where your product is in it's lifecycle.



Boston Consulting Group Growth Share Matrix

**industrial logic**

# Consider where your product is in it's lifecycle.

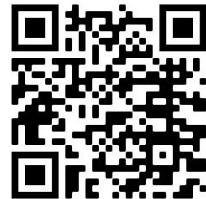


Boston Consulting Group Growth Share Matrix

# Product Strategy Canvas

Created on:

Valid until:



## Governing Strategy (optional)

A higher-order strategy that this strategy needs to align with.

## Customer-centric Vision

The outcome you want to provide your customers. It should seem possible without an obvious path.

## Critical Targets & Constraints

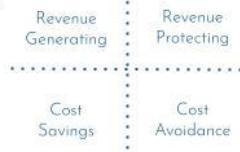
Investor objectives or financial and operational targets framed as constraints to the vision.

## Internal Landscape

Current market position(s)  
Existing customer makeup  
Existing strategic partnerships

Existing operational advantages  
Known improvement opportunities  
Things we should stop doing

## Business Value



## External Landscape

Competitors & Alternatives

Market & Consumer Trends

Technology & Disruption

Political & Regulatory

## Biz 3 Challenges

### Challenge 1

First impediment to the vision

#### Measures

How will you measure it?

### Challenge 2

Second impediment to the vision

#### Measures

How will you measure it?

### Challenge 3

Third impediment to the vision

#### Measures

How will you measure it?





How do you  
balance customer  
centricity  
with  
business  
objectives?

# Understand the valuable tension between customer and business needs.

A cluster of colorful balloons (pink and orange) floating against a blue sky background.

The background of the slide features a cluster of colorful balloons (pink and orange) floating against a blue sky background, symbolizing the tension and variety involved in balancing customer and business needs.

Keep your vision centered on your customers

Ensure your vision includes you.

Make sure your vision has room to inspire.

Frame your business objectives as constraints to your vision.

# Understand the valuable tension between customer and business needs.

FOR [TARGET CUSTOMER], WHO HAS  
[CUSTOMER NEED], [PRODUCT NAME] IS A  
[MARKET CATEGORY] THAT [ONE KEY BENEFIT].

UNIQUE [COMPETITOR], THE PRODUCT  
[UNIQUE IDENTIFIER].

**Car** **Home** **Life**

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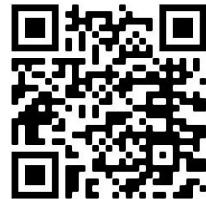
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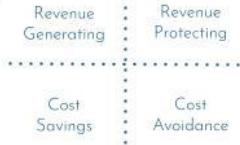
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Market & Consumer Trends

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Political & Regulatory

## Big 3 Challenges

### Challenge 1

First impediment to the vision

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How will you measure it?

### Challenge 2

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#### Measures

How will you measure it?

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Third impediment to the vision

#### Measures

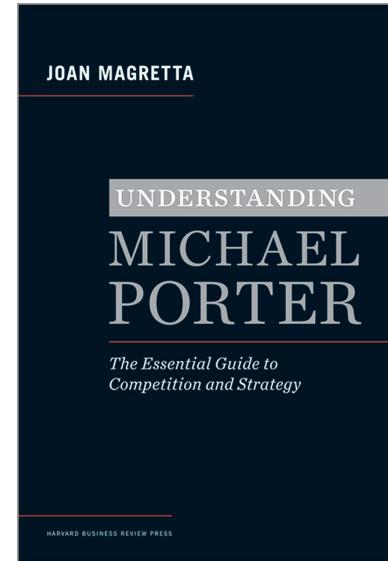
How will you measure it?



I used to think that most strategy problems arose from limited or faulty data, or poor analysis of the industry and competitors...I thought the problem was a failure to understand competition. This surely does happen. But the more I have worked in this field, the more I have come to appreciate the more subtle and more pervasive obstacles to clear strategic thinking and how challenging it is for companies to maintain their strategies over time.

There are so many barriers that distract, deter, and divert managers from making clear strategic choices. Some of the most significant barriers come from the many hidden biases embedded in internal systems, organizational structures, and decision-making processes. It's often hard, for example, to get the kind of cost information you need to think strategically. Or the company's incentive system rewards the wrong things. Or human nature makes it really hard to make tradeoffs, or to stick with them. The need for trade-offs is a huge barrier. Most managers hate to make trade-offs; they hate to accept limits. They'd almost always rather try to serve more customers, offer more features. They can't resist believing that this will lead to more growth and more profit.

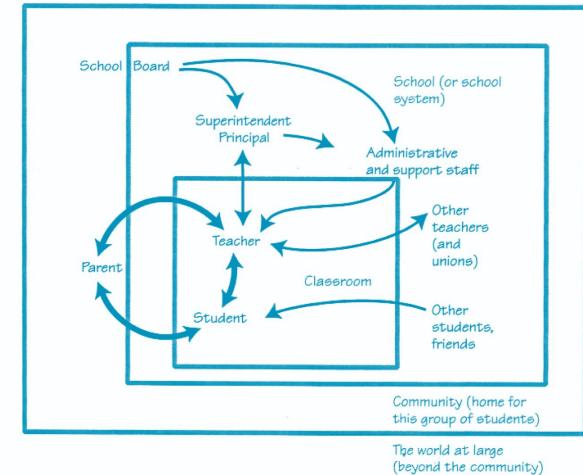
I believe that many companies undermine their own strategies. Nobody does it to them. They do it themselves. Their strategies fail from within.



# Our world is complex.

Stop linear, reductionist, deterministic thinking.

Start non-linear, heuristic, and systems-thinking (how parts relate to the whole).



Galbraith Five Stars Model - Organization Design

Five Stars Model By Jay Galbraith



# rethinking product strategy



1

Strategy provides enabling constraints.

2

View the whole system.



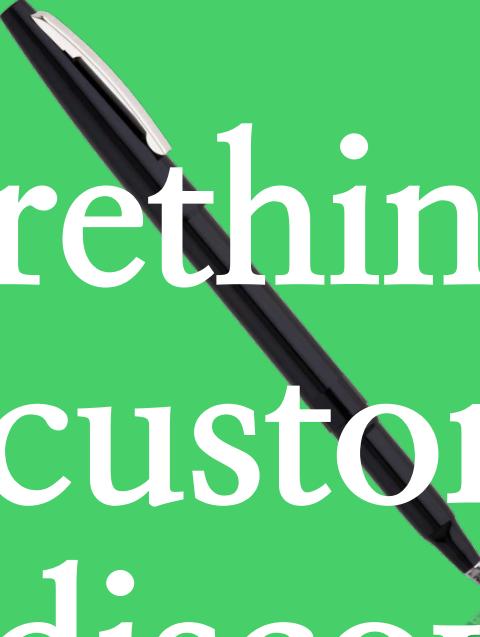
*I'd say you've had enough…*

# Customer Discovery

is understanding who your customers are  
and what problems they have.



# rethinking customer discovery



What information is most important for understanding customers?

How do you apply customer information to product direction?

How do you enable tradeoff decision making?

How do you start continuous de-risking?





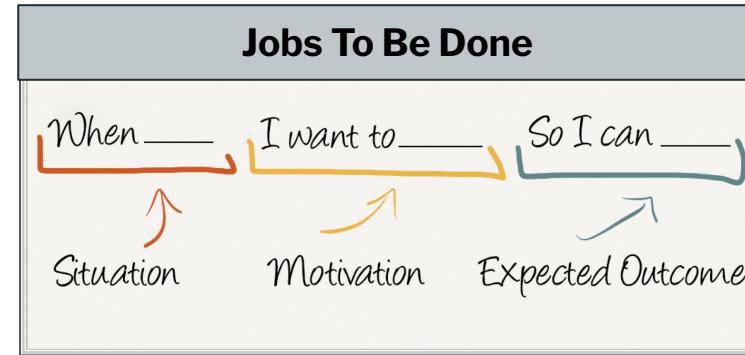
# customers needs & measures

Photo by Richard Brutyo on [Unsplash](#)

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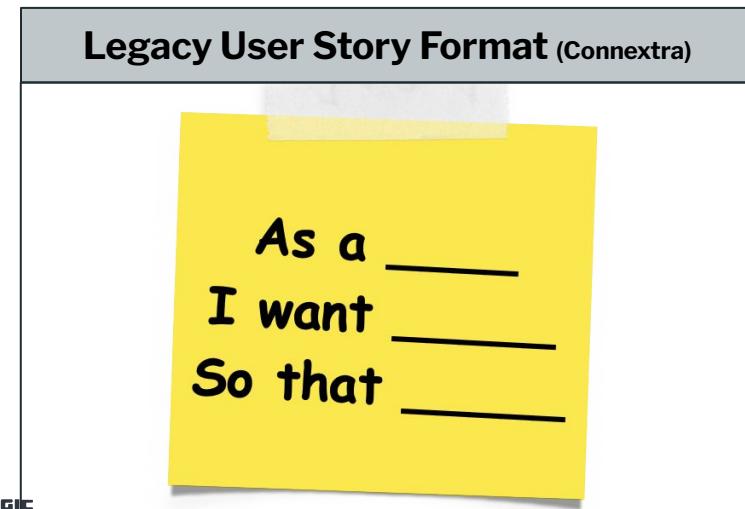
# Note, many agile requirements highlight customer needs.



**Friends**

**The one where**  
<something happens>  
and we observe X  
**instead of observing Y**  
(expected observation)

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**Customer & Problem Hypothesis**

I think <someone> will want <some need met>.

I think this because <evidence>.

**Customer Goals & Success Measures**

What unmet needs might your customers have?  
How will your customers measure their success?  
How will customers want to experience success?

**Existing Options & Alternatives**

- What do customers do today?  
What are the alternatives?

**Advantages Of Existing Options**

What are the strengths of the

**Unmet Needs With Existing Options**

What is missing with the existing

# Move beyond story cards.

**Assumption Storming**

What are the riskiest assumptions about the customers, their problem or goal, the deficiencies with options and alternatives, or what customer success looks like?

**Riskiest Assumption**

Which assumption is most likely to invalidate the Customer & Problem hypothesis?

# Products are for customers and users and it's what unites people and teams.



USER EXPERIENCE

USER INTERACTION

BUSINESS DOMAIN & STRATEGY

DOMAIN DRIVEN DESIGN & ARCHITECTURE

SOA/OO/API



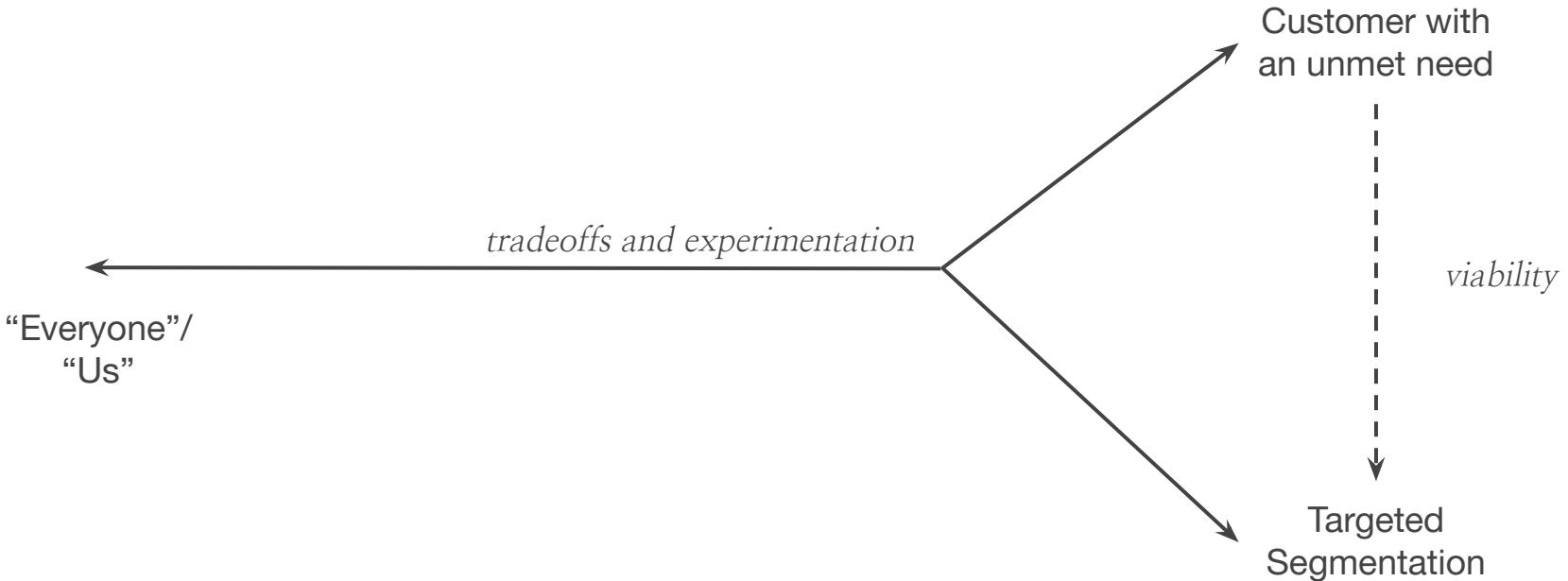
**MAINTAINABILITY**

Tech, Design, UX, Coordination, Feature throughput, Product

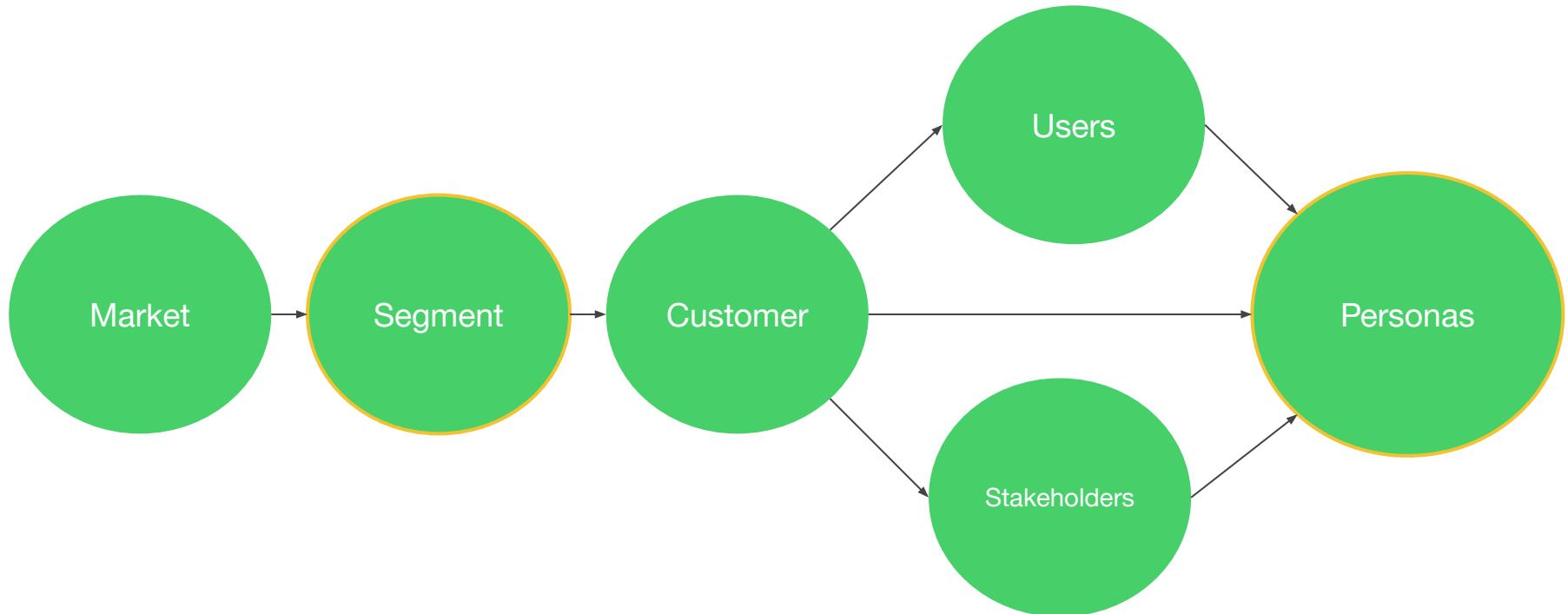
**RELIABILITY**

Scalability, Stability, Security

# Make decisions. Experiment. Make more decisions.



# Plan for a segment. Design for a person.



Discovery

Design  
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# rethinking customer discovery

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**Product Discovery Canvas**    Created on: \_\_\_\_\_ Valid until: \_\_\_\_\_

Customer & Problem Hypothesis	Customer Goals & Success Measures	
I think <u>&lt;someone&gt;</u> will want <u>&lt;some need met&gt;</u>  I think this because <u>&lt;evidence&gt;</u>	What unmet needs might your customers have? How will your customers measure their success? How will customers want to experience success?	
Existing Options & Alternatives	Advantages Of Existing Options	Unmet Needs With Existing Options
- What do customers do today? - What partially meets their needs? - What alternatives exist?	What are the strengths of the existing options or alternatives?	What is missing with the existing options or alternatives?
Proposed Solution Hypothesis (optional) A one-liner - this could be a Product, Feature, Packaging, etc...		
Assumption Storming	Riskiest Assumption	
What are the riskiest assumptions about the customers, their problem or goal, the deficiencies with options and alternatives, or what customer success looks like?	Which assumption is most likely to <u>invalidate</u> the Customer & Problem hypothesis?	

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# Product Discovery Canvas

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**Unmet Needs With Existing Options**

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# Experiment!

**Create a hypothesis around our perception.**

**Go beyond “acceptance criteria”!**

**How do we think we know if our hypothesis is correct?**

What are the riskiest assumptions about the customers, their problem or goal, the deficiencies with options and alternatives, or what customer success looks like?

Which assumption is most likely to invalidate the Customer & Problem hypothesis?



# All products create experiences.



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In trying to achieve  
their goal,  
what needs do your  
customers and users  
have?



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Always consider that  
there are multiple needs.  
Consider conflicts and  
tradeoffs in customer  
value.



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Photo by Thomas Lates on Unsplash

Consider Value:  
outputs  
outcomes  
experience



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Consider  
the brand experience:  
  
Customer Experience  
Employee Experience



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You are not your user.  
How can you tell if a  
customer is achieving  
success?



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# Hypothesize! Customer & Problem Hypothesis

---

What is your Product/  
Strategy/  
Challenge?

1

Who are your users  
(internal &  
external)?

2

What goals do your users and customers have?

3

Affinity Group by goals.

4

What unmet needs do your users and customers have wrt the challenge?

5

# Product Discovery Canvas

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Valid until:



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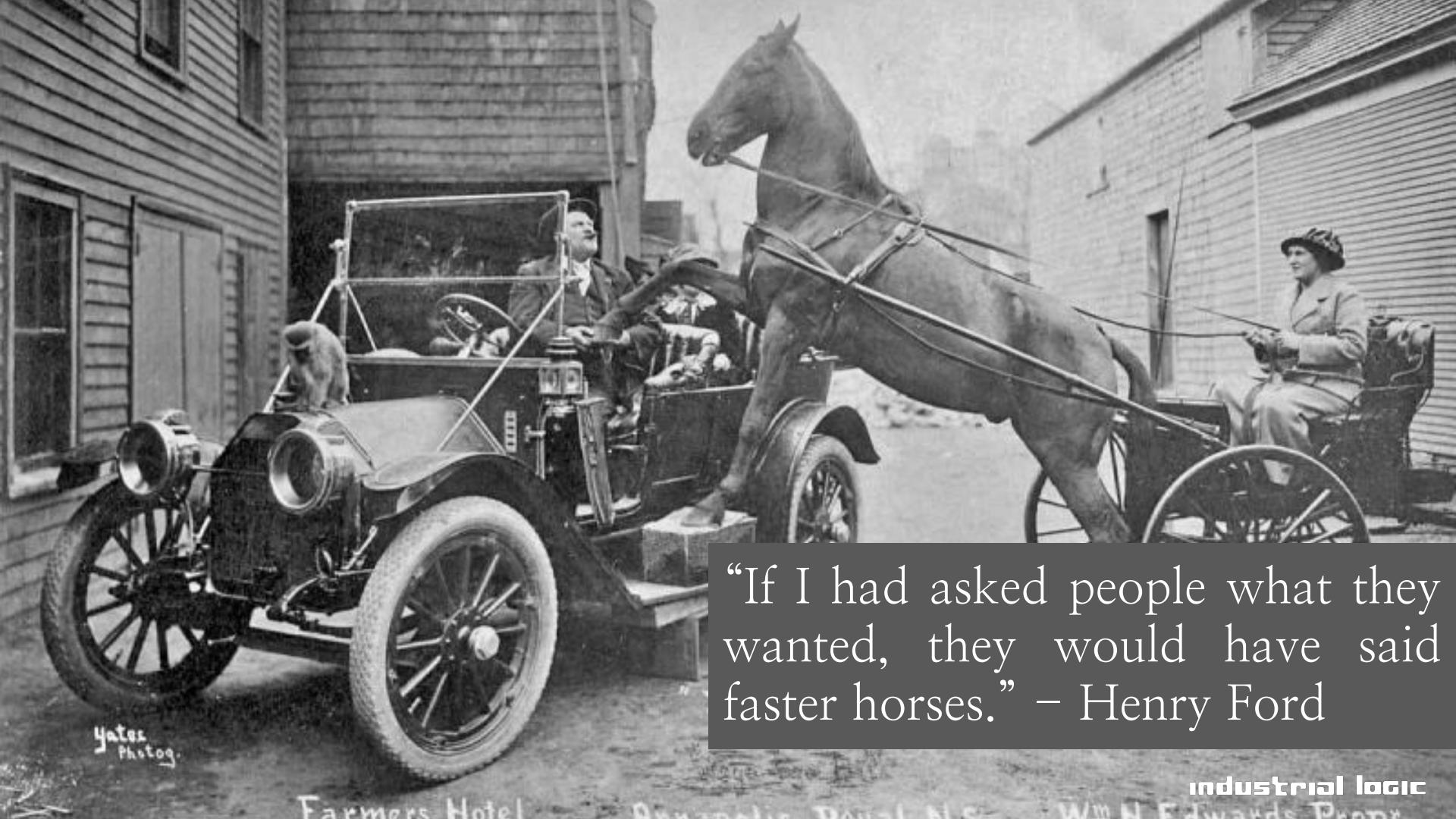
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# unmet needs & optionality

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# Customers have unmet needs and options.

I think this because <u>&lt;evidence&gt;</u>	How will your customers measure their success? How will customers want to experience success?	
<b>Existing Options &amp; Alternatives</b> <ul style="list-style-type: none"><li>- What do customers do today?</li><li>- What partially meets their needs?</li><li>- What alternatives exist?</li></ul>	<b>Advantages Of Existing Options</b> <p>What are the strengths of the existing options or alternatives?</p>	<b>Unmet Needs With Existing Options</b> <p>What is missing with the existing options or alternatives?</p>
<b>Proposed Solution Hypothesis (optional)</b> A one-liner - this could be a Product, Feature, Packaging, etc...		
<b>Assumption Storming</b> <p>What are the riskiest assumptions about the customers, their problem or goal, the deficiencies with options and alternatives, or what customer success looks like?</p>		<b>Riskiest Assumption</b> <p>Which assumption is most likely to <u>invalidate</u> the Customer &amp; Problem hypothesis?</p>



“If I had asked people what they wanted, they would have said faster horses.” – Henry Ford



How are your customers meeting their needs?

# The Product Life Cycle drives options and alternatives for industries and markets.

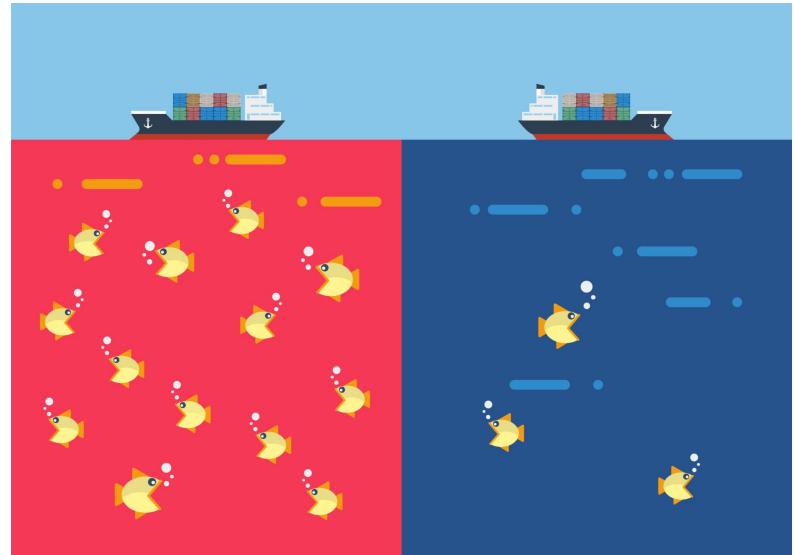


Your product lifecycle's stage will affect sales targets.

Consider balancing features and products across your portfolio.



# More mature markets have more competition.



# Customer Unmet Needs & Optionality

---

How do customers currently achieve their goals?

1

What options do they have to achieve their goal and unmet needs?

2

Are there alternative ways to achieve their goals and unmet needs?

3

Categorize options and alternatives by how directly they address needs.

4

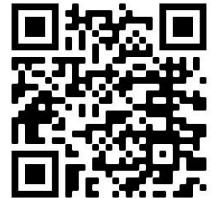
How does our competitive advantage align with customer goals and unmet needs?

5

# Product Discovery Canvas

Created on:

Valid until:



## Customer & Problem Hypothesis

I think someone will want some need met.

I think this because evidence

## Customer Goals & Success Measures

What unmet needs might your customers have?  
How will your customers measure their success?  
How will customers feel to experience success?

## Existing Options & Alternatives

- What do customers do today?
- What partially meets their needs?
- What alternatives exist?

## Advantages Of Existing Options

What are the strengths of the existing options or alternatives?

## Unmet Needs With Existing Options

What is missing with the existing options or alternatives?

## Proposed Solution Hypothesis (optional)

A one-liner - this could be a Product, Feature, Packaging, etc...

## Assumption Storming

What are the riskiest assumptions about the customers, their problem or goal, the deficiencies with options and alternatives, or what customer success looks like?

## Riskiest Assumption

Which assumption is most likely to invalidate the Customer & Problem hypothesis?



CHARLOTTE CHANG  
@pushorpull

Photo by [Hannah Lim](#) on [Unsplash](#)

solutioning  
for you  
& your  
customers

industrial logic

## Customer &amp; Problem Hypothesis

## Customer Goals &amp; Success Measures

# Create a solution hypothesis!

Linking Customer & Problem Hypothesis to Customer Goals & Success Measures

- What do customers do today?
- What partially meets their needs?
- What alternatives exist?

What are the strengths of the existing options or alternatives?

What is missing with the existing options or alternatives?

## Proposed Solution Hypothesis (optional)

A one-liner - this could be a Product, Feature, Packaging, etc...

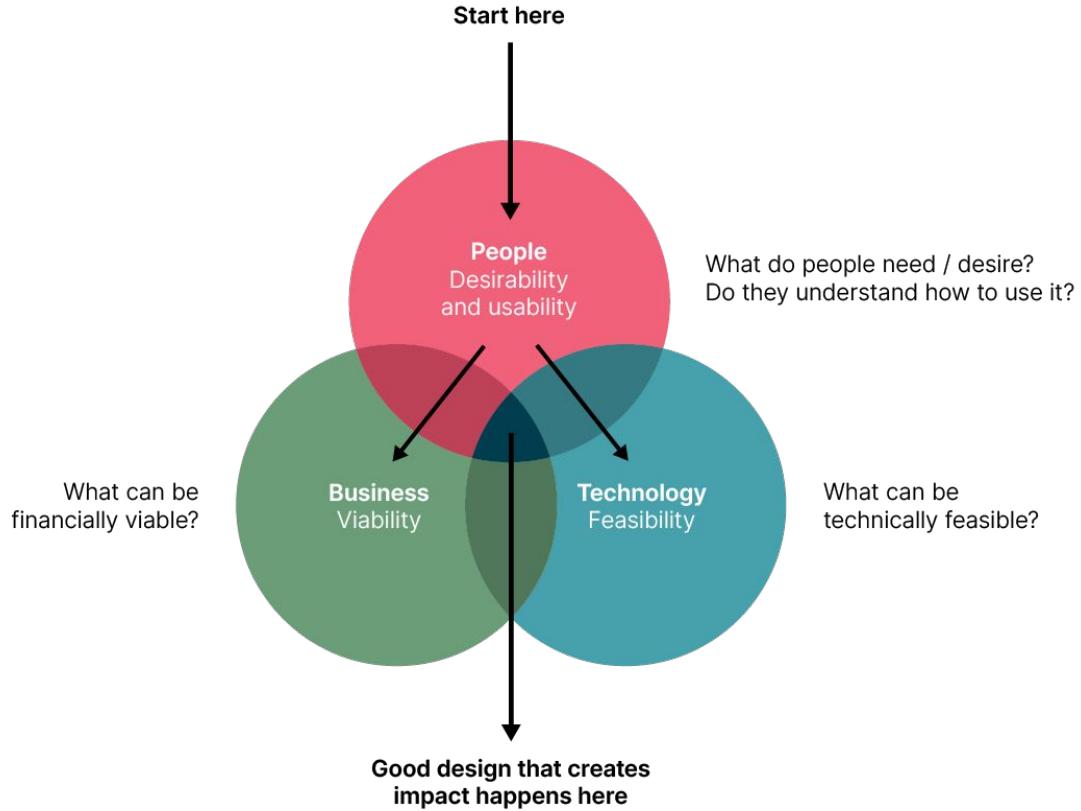
## Assumption Storming

What are the riskiest assumptions about the customers, their problem or goal, the deficiencies with options and alternatives, or what customer success looks like?

## Riskiest Assumption

Which assumption is most likely to invalidate the Customer & Problem hypothesis?

# Continuously address the riskiest assumptions at each phase of your product development lifecycle.



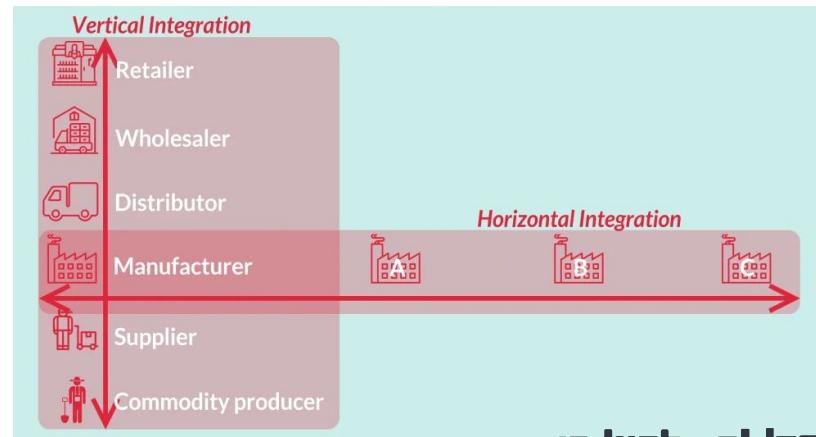
# Are there product mix opportunities?

## Horizontal

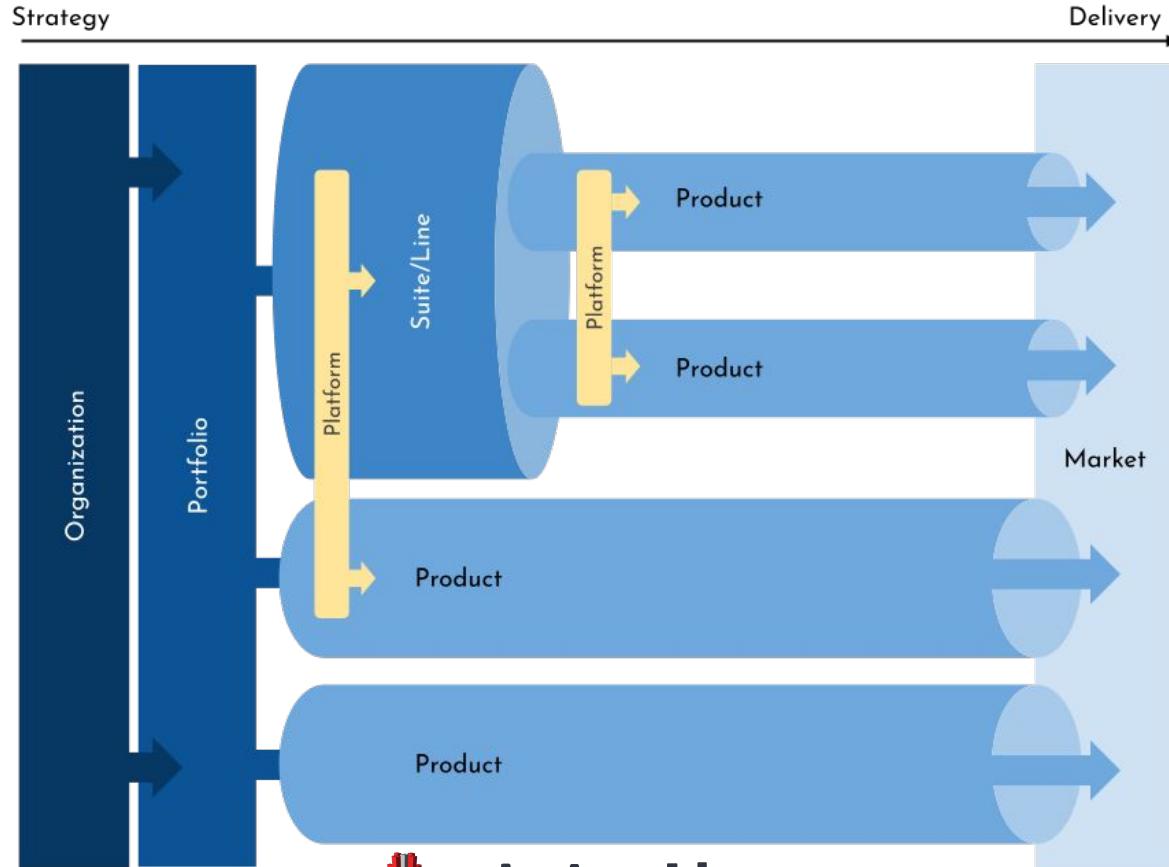
- What things would add value to your customers
- Complimentary to your current products
- What will increase Total or Serviceable available markets
- Adjacent problems, people, etc

## Vertical

- Enhance your operations
- Integrate your supply chain



Note, your organizational landscape may need to change to a Product Oriented Structure.



# Product Discovery Canvas

Created on:

Valid until:



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I think this because evidence.

## Customer Goals & Success Measures

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# assumptions & risk

## Customer &amp; Problem Hypothesis

I think <someone> will want <some need met>.

## Customer Goals &amp; Success Measures

What unmet needs might your customers have?  
How will your customers measure their success?

# What are our assumptions? Diverge and Converge! Not all assumptions are equal.

## Proposed Solution Hypothesis (optional)

A one-liner - this could be a Product, Feature, Packaging, etc...

## Assumption Storming

What are the riskiest assumptions about the customers, their problem or goal, the deficiencies with options and alternatives, or what customer success looks like?

## Riskiest Assumption

Which assumption is most likely to invalidate the Customer & Problem hypothesis?



What evidence do you have to support your hypotheses?

How do you know your customer is real?

How can you be certain of their problems or goals?

How does your proposed solution meet a customers need in a differentiable way?

What is the most likely thing that could invalidate the solution?

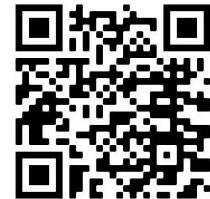


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# Product Discovery Canvas

Created on: [ ]

Valid until: [ ]



## Customer & Problem Hypothesis

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## Assumption Storming

What are the riskiest assumptions about the customers, their problem or goal, the deficiencies with options and alternatives, or what customer success looks like?

## Riskiest Assumption

Which assumption is most likely to invalidate the Customer & Problem hypothesis?

## **From product to experience differentiation**

As products become more commoditized, it becomes more important to offer differentiated client experiences. Experiences that create curated solutions via unique business insights — by means of a strategic narrative that is articulated using the customer's vernacular — are best. As a trusted advisor, one must tell a customer-centric story that clearly describes the consumer's needs as well as your company's value proposition.



# rethinking customer discovery

1

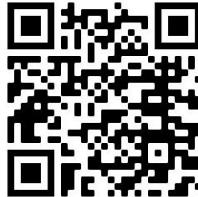
You are not your user.

2

Move beyond product experience to  
brand experience.

Product Strategy Canvas						
Created on: _____ Valid until: _____						
Governing Strategy (optional)	Customer-centric Vision	Critical Targets & Constraints				
A higher-order strategy that this strategy needs to align with.	The outcome <u>you want</u> to provide <u>your customers</u> . It should seem possible without an obvious path.	Investor objectives or financial and operational targets framed as constraints to the vision.				
<b>Internal Landscape</b> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>Current market position(s) Existing customer makeup Existing strategic partnerships</td> <td>Existing operational advantages Known improvement opportunities Things we should stop doing</td> <td>           Business Value            Revenue Generating            Cost Savings           <div style="display: flex; justify-content: space-around; align-items: center;"> <span>.....</span> <span>Revenue Protecting</span> <span>.....</span> <span>Cost Avoidance</span> </div> </td> </tr> </table>			Current market position(s) Existing customer makeup Existing strategic partnerships	Existing operational advantages Known improvement opportunities Things we should stop doing	Business Value Revenue Generating Cost Savings <div style="display: flex; justify-content: space-around; align-items: center;"> <span>.....</span> <span>Revenue Protecting</span> <span>.....</span> <span>Cost Avoidance</span> </div>	
Current market position(s) Existing customer makeup Existing strategic partnerships	Existing operational advantages Known improvement opportunities Things we should stop doing	Business Value Revenue Generating Cost Savings <div style="display: flex; justify-content: space-around; align-items: center;"> <span>.....</span> <span>Revenue Protecting</span> <span>.....</span> <span>Cost Avoidance</span> </div>				
<b>External Landscape</b> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>Competitors &amp; Alternatives</td> <td>Market &amp; Consumer Trends</td> <td>Technology &amp; Disruption</td> <td>Political &amp; Regulatory</td> </tr> </table>			Competitors & Alternatives	Market & Consumer Trends	Technology & Disruption	Political & Regulatory
Competitors & Alternatives	Market & Consumer Trends	Technology & Disruption	Political & Regulatory			
<b>Big 3 Challenges</b>						
<b>Challenge 1</b>  First impediment to the vision  Measures How will you measure it?	<b>Challenge 2</b>  Second impediment to the vision  Measures How will you measure it?	<b>Challenge 3</b>  Third impediment to the vision  Measures How will you measure it?				





Product Discovery Canvas		
Created on: _____ Valid until: _____		
Customer & Problem Hypothesis		Customer Goals & Success Measures
I think <u>&lt;someone&gt;</u> will want <u>&lt;some need met&gt;</u> .  I think this because <u>&lt;evidence&gt;</u> .		What unmet needs might your customers have? How will your customers measure their success? How will customers want to experience success?
Existing Options & Alternatives	Advantages Of Existing Options	Unmet Needs With Existing Options
<ul style="list-style-type: none"> <li>- What do customers do today?</li> <li>- What partially meets their needs?</li> <li>- What alternatives exist?</li> </ul>	What are the strengths of the existing options or alternatives?	What is missing with the existing options or alternatives?
<b>Proposed Solution Idea</b> A one-liner - this could be a Product, Feature, Packaging, etc...		
<b>Assumption Storming</b>		<b>Riskiest Assumption</b>  Which assumption is most likely to invalidate the Customer & Problem hypothesis?
What are the riskiest assumptions behind the customers, their problem or goal, the deficiencies with options and alternatives, or what customer success looks like?		



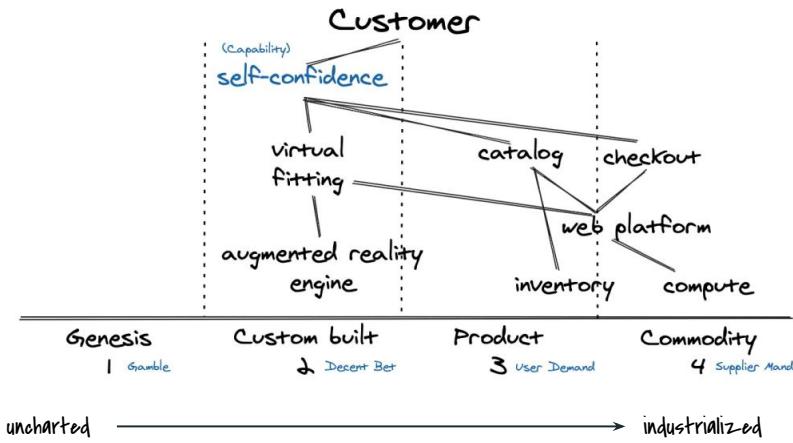
**Identify Challenges**



# Identify Challenges

(there are many ways)

## Wardley mapping



people the system is for  
benefit

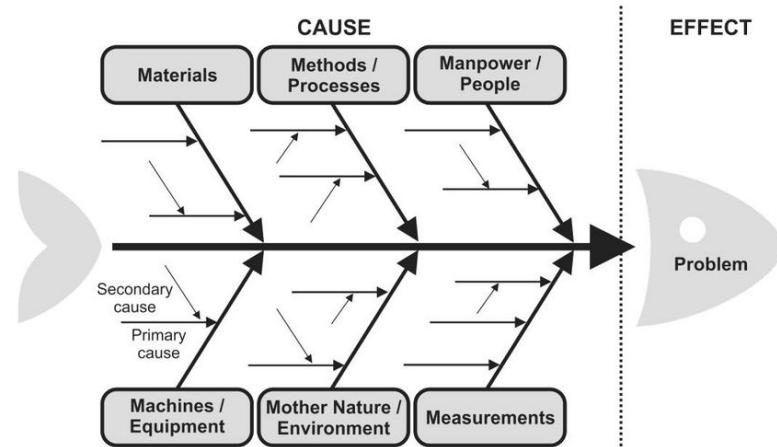
chain of needs to provide benefits

how to meet needs

forces of capitalism

evolutionary stage

## Fishbone Diagram





# Go forth!

<b>Product Experiment Canvas</b>		Created on: [ ]	Valid until: [ ]
<b>Experimentation Target</b> A brief statement about the product assumption, improvement, or problem to be tested.			
<b>Learning Objective(s)</b> Are you learning more about the customers, the problem, or the solution? What, specifically do you need to know?	<b>Information Value</b> What is the information you need worth?		
<b>Quantitative &amp; Qualitative</b> What methods will be useful to obtain the information you need to achieve your objective? What is the least expensive way to obtain it? Brainstorm different types of experiments.	<b>Sample Size &amp; Makeup</b> How large of a sample set should be used? What is the true population being sampled?		
<b>Start &amp; Duration</b> When would it be optimal to start this experiment? How long should it run for?	<b>Resource Planning</b> What people, equipment, funding, or other resources are needed for a successful experiment?		
<b>Experiment Framing &amp; Outcomes</b>			
<b>Hypothesis Statement</b> We think that [doing this] will result in [this outcome].			
<b>Expected Results</b> What measurable results do you expect? What is the minimum to validate the hypothesis?	<b>Actual Results</b> What actually happened? Is your hypothesis invalidated? Next steps?		
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<b>Product Roadmapping Canvas</b>		Created on: [ ]	Valid until: [ ]
<b>Roadmap Item Categories</b> Identify item categories by product lifecycle or class of service, (e.g. new products, features for new markets, features for existing markets, amount of uncertainty, expedite, etc.)	<b>Significant Dates</b> Identify dates of <u>real</u> business significance, (e.g. tax season, mother's day, industry conferences, new regulations, etc.)	<b>Continuous Planning</b> Identify types and frequency of meetings and membership to enable continuous planning.	
<b>End-to-end Process Map</b> <i>Idea.....Being Used</i> For each work type and each customer segment, iteratively create an end-to-end process map or sequential activity list for product workflow. Consider the progressive elaboration of desirability, viability, and feasibility.			
<b>Time-based Work States</b> Group tightly coupled or highly interactive process steps above into time-based, named Work States.			
<b>Entry &amp; Exit Criteria &amp; Constraints</b> For each Work State, define entry and exit criteria. Consider any talent or resource constraints per Work State and consider an appropriate work-in-progress limit.			
<b>Technical &amp; Go-To-Market Mapping</b> Identify work activities for architecture, infrastructure, and operations that can overlay with the workflow. Identify work activities for other business functions that will be needed for a release or go-to-market plan.			
		industrial logic	



Agile + DevOps EAST

A TECHWELL EVENT

Photo by [Stavrialena Gontzou](#) on Unsplash

# charlotte chang

modern product making by designing better systems  
for humans.



modern experience designer thinker creator strategist  
dogs. climbing. community.  
**100% human**