THANK YOU, THAT CONFERENCE PARTNERS!

10 THAT CONFERENCE

CUNA MUTUAL GROUP

Unspecified
SOFTWARE CO

NVISIA

KBX
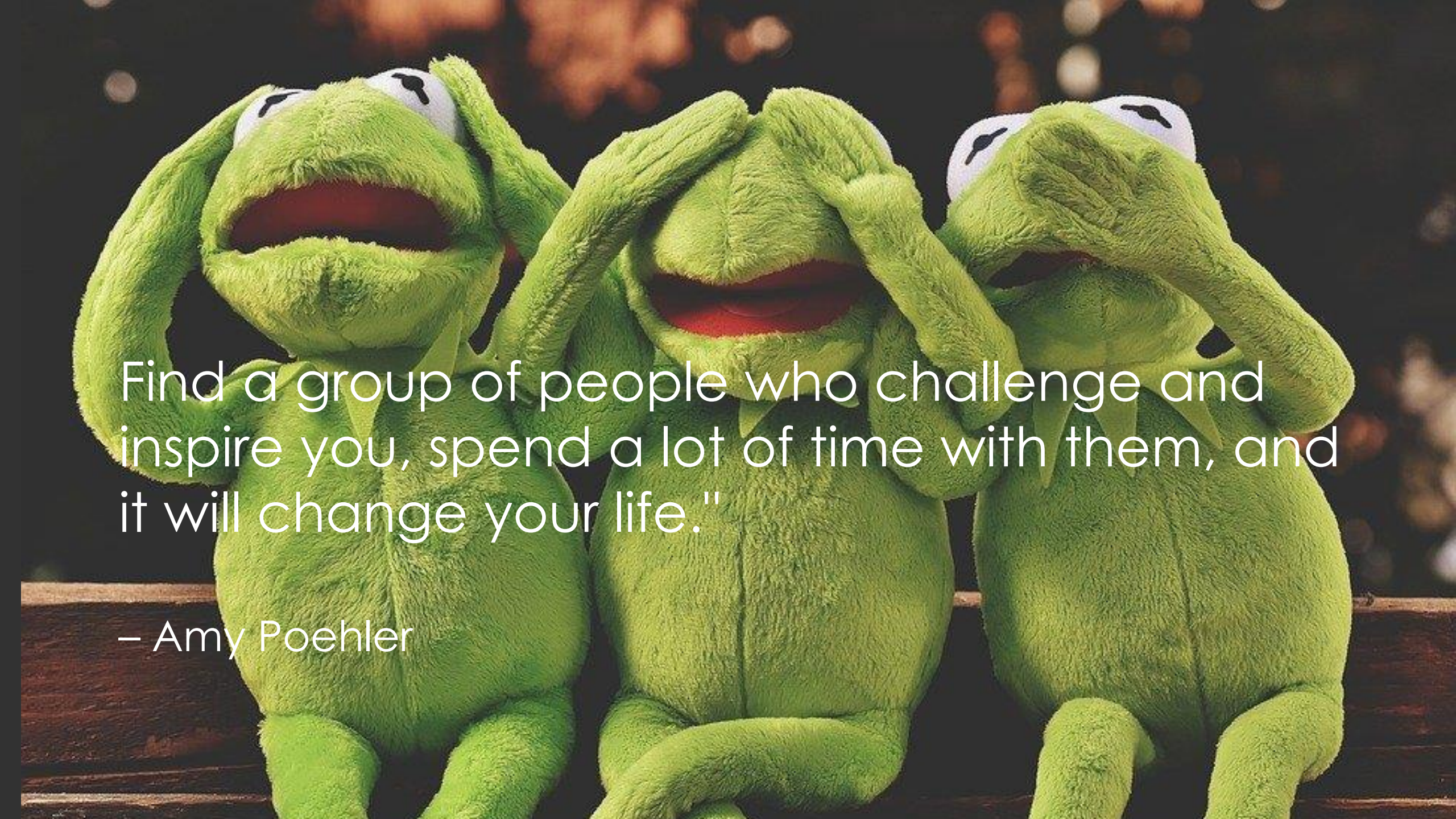
Build Things People Want

User Feedback Loops
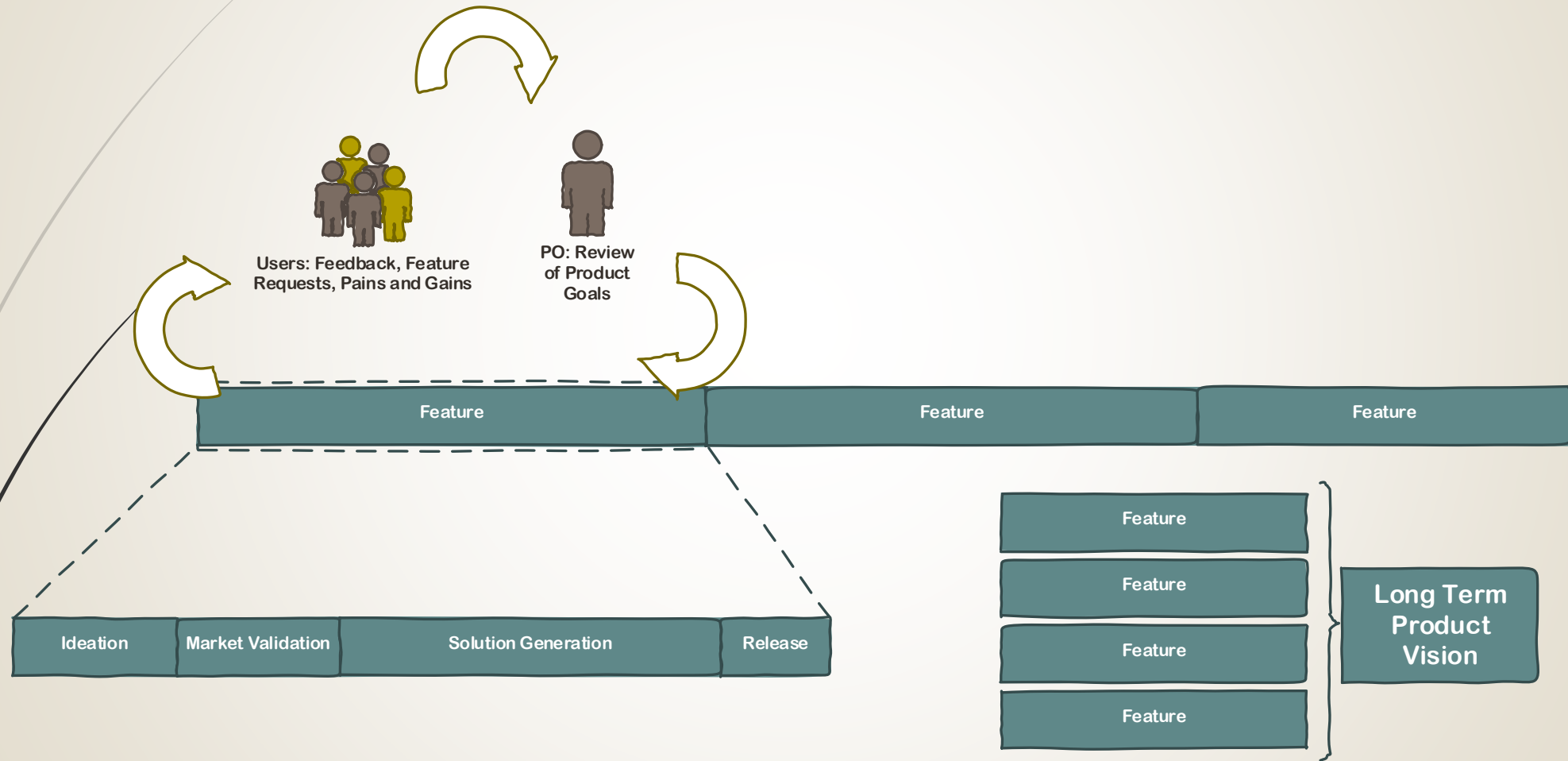
Jennie Ocken

Find a group of people who challenge and inspire you, spend a lot of time with them, and it will change your life."

– Amy Poehler

Where We Want to End Up

Users: Feedback, Feature Requests, Pains and Gains

PO: Review of Product Goals

Feature	Feature	Feature

Ideation	Market Validation	Solution Generation	Release

Feature

Feature

Feature

Feature

Long Term Product Vision

Market Segmentation and Product/Market fit

Build Things **People** Want

Landscape of Product Management

Who they are
Customer Empathy Map

MARKET SEGMENTATION

What they need
Customer Profile

PRODUCT / MARKET FIT

What we have
Value Map

Techniques:
Empathy interview with question map or 5 whys approach, Problem (or explorative) interviews, AEIOU observations, Customer Journey Mapping,

Techniques:
Customer Journey Mapping, User profile, Personas, Trend analysis, Context mapping, Test and learning cards, hypothesis testing

Techniques:
Structured usability test with a paper prototype, Solution interview, Emotional response cards, Testing prototypes or service blueprint

Hypothesis of a Problem

Hypothesis of a Solution

Product

Building Market Segments
Who are they?

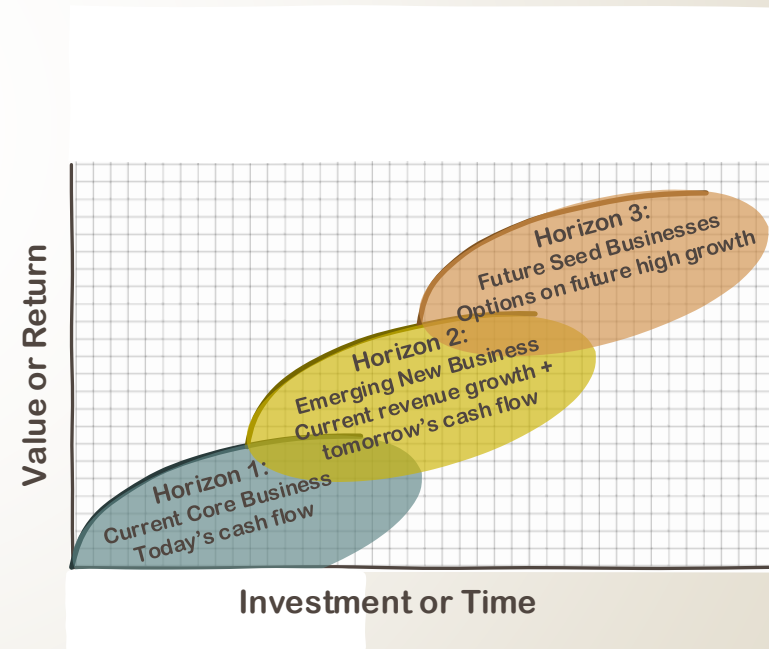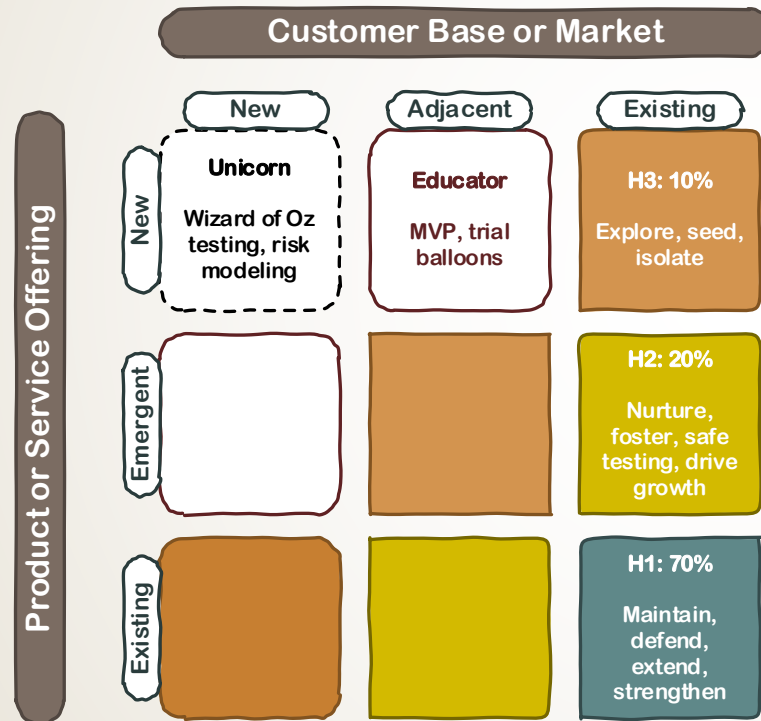| Geographic	Demographic	Psychographic	Behavorial
• Country • City • Area • Distance from a certain location • Time zone • Language • Population Density • Climate	• Age • Gender • Race • Ethnicity • Religion • Education • Occupation • Income • Martial Status • Family Size and Structure • Life Stage • Social Status	• Activity, Interest, Opinion (AIO) • Attitudes • Values • Goals • Needs • Concerns • Lifestyle • Personality • Gain and Pains	• Benefits Sought • Intent • Actions • Occasion • Purchasing Habits • Usage Rates • Buyer Stage • Life Cycle Stage • Engagement • Loyalty
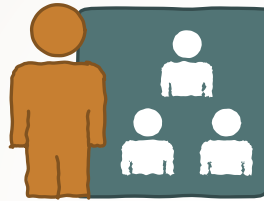
Building Market Segments
Who are we?

Customer Base or Market

	New	Adjacent	Existing
New	**Unicorn** Wizard of Oz testing, risk modeling	**Educator** MVP, trial balloons	**H3: 10%** Explore, seed, isolate
Emergent			**H2: 20%** Nurture, foster, safe testing, drive growth
Existing			**H1: 70%** Maintain, defend, extend, strengthen

Product or Service Offering

Value or Return

Horizon 3:
Future Seed Businesses
Options on future high growth

Horizon 2:
Emerging New Business
Current revenue growth +
tomorrow's cash flow

Horizon 1:
Current Core Business
Today's cash flow

Investment or Time

Building Interaction Types
How do they work with us?

User

- Interacts directly with the software
- Looking for increased efficiency in their assigned tasks
- Gains and Pains are software or process interactions

Customer

- Makes purchasing decision
- Looking to reduce costs or increase value for the organization (B2B) or themselves (B2C)
- Gains and Pains are budget

Decision Maker

- Owns process flows and decides what problems users are solving with software
- Looking for organizational efficiency
- Gains and Pains are process flows and business needs

Stakeholders

- Has non-binding opinions on process, purchasing, and other decisions
- Looking for high level alignment
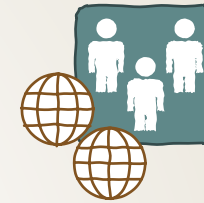- Gains and Pains are structural

Building Interaction Personas

	Behavorial	**Psychographic**	**Demographic**	**Geographic**
User	Cindy as a Support Specialist wants to setup a new store			
Customer			Jennifer is a Midwestern, 25-40, married, 2 children	
Decision Maker		Ben believes that customers are motivated by sales promotions		
Stakeholders				The Marketing Managers are all located in New York

Coming together is a beginning, staying together is progress, and working together is success.

– Henry Ford

Advisory Groups

- Represent a cross-section of markets across a single interaction type
- Used to test a single hypothesis
  - Should we enter this market? – Stakeholders
  - Should we focus on this product? – Decision Makers
  - Should we explore this epic within this product? – Customers
  - Should we build this feature within this product? – Users
- Seek out both "loud" voices and a balanced perspective
- Set expectations of participation, frequency, and outcomes early

Now, Next, Later Backlog

Build **Things** People Want
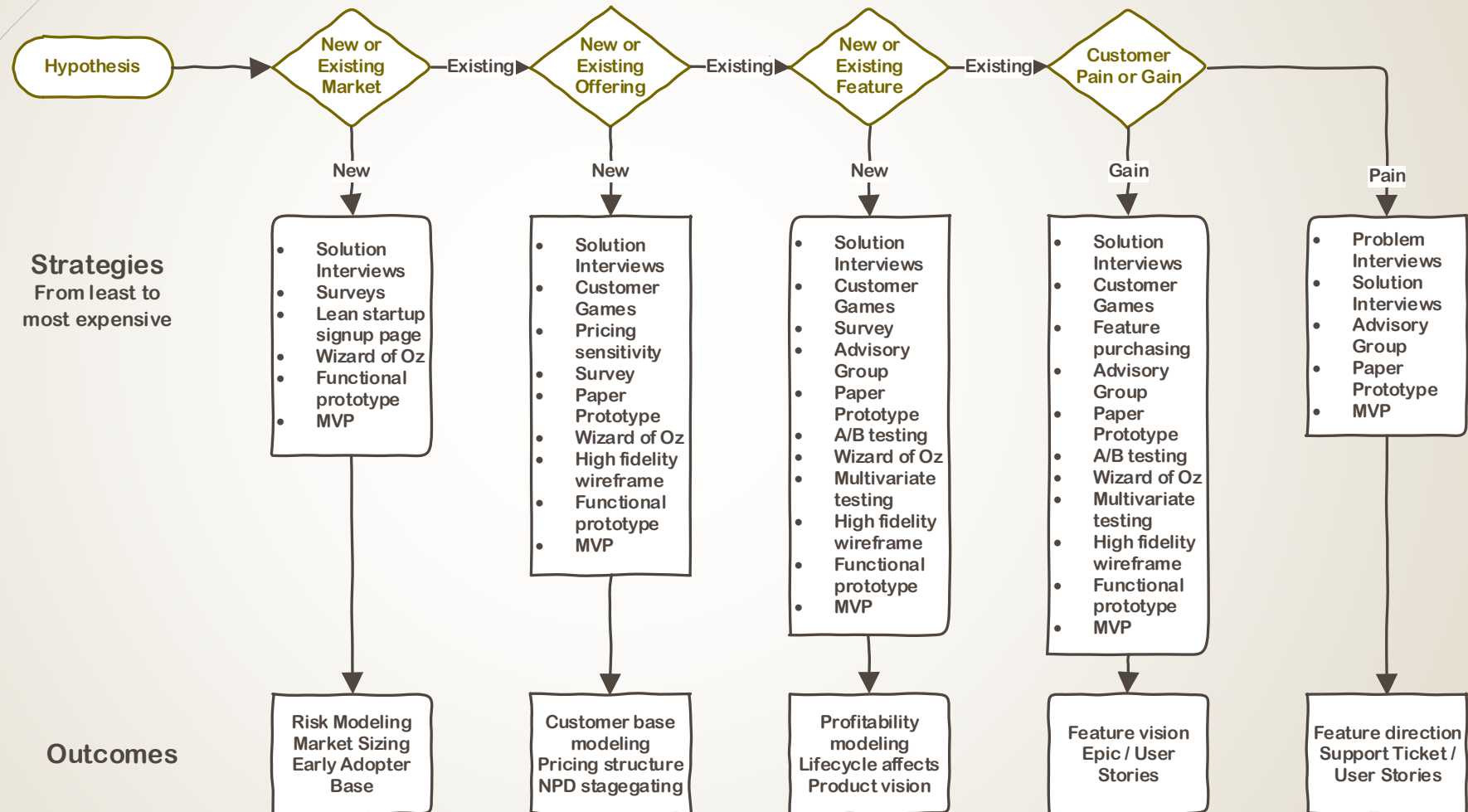
The goal of software is to solve problems
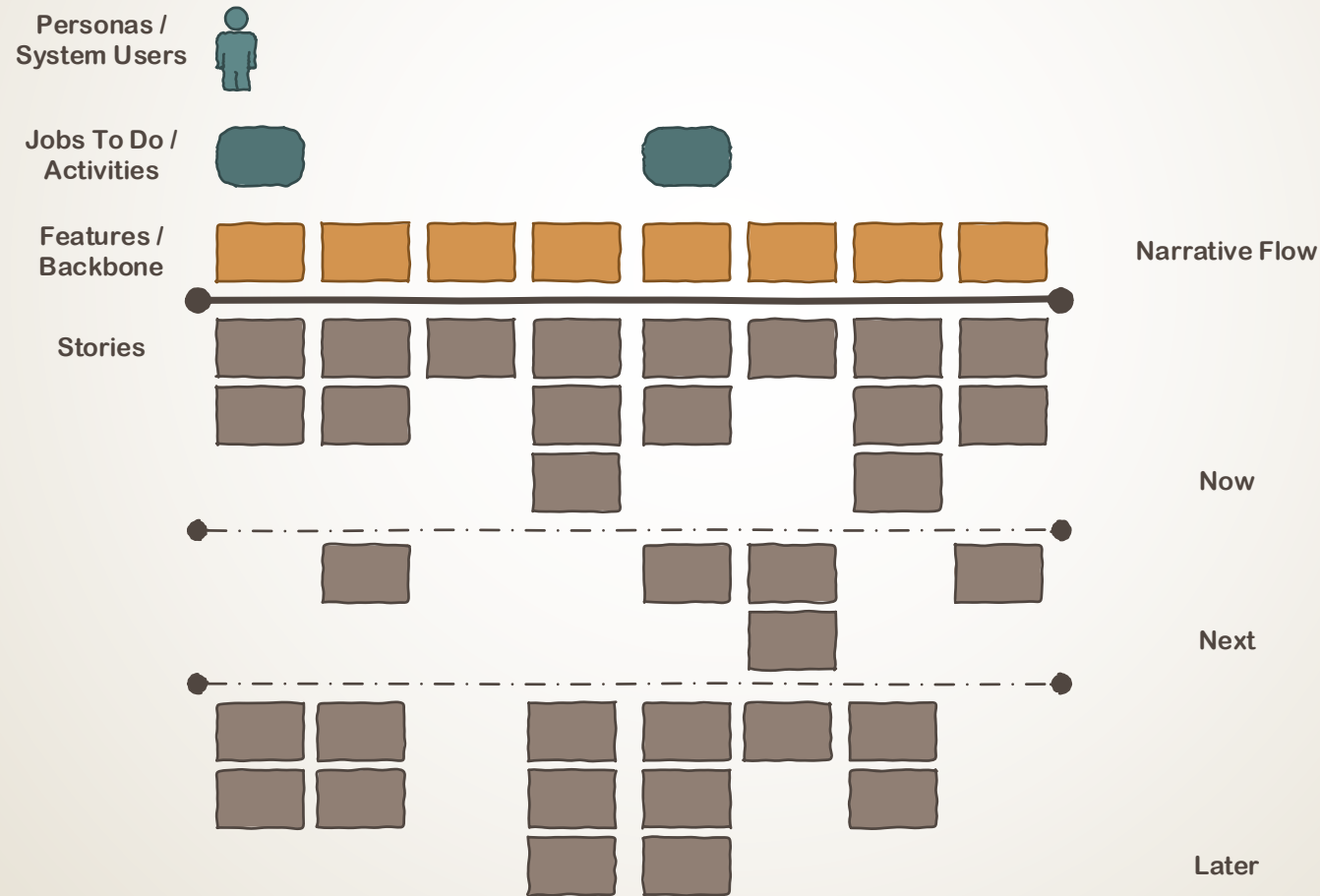
Hypothesis Statement

We believe that building **proposed solution** for **type of user** will achieve **benefit**. We will know we are successful when **outcome**.

- Specific, repeatable user actions to understand expected, measurable customer behavior
- Every solution is built on a set of assumptions
- The goal is to be as explicit as possible in your assumptions
- Hypothesis testing is testing assumptions
- An untested assumption will hurt you

Choosing the Right Test

Hypothesis → **New or Existing Market** —Existing→ **New or Existing Offering** —Existing→ **New or Existing Feature** —Existing→ **Customer Pain or Gain**

Strategies
From least to most expensive

Outcomes

New	New	New	Gain	Pain
• Solution Interviews • Surveys • Lean startup signup page • Wizard of Oz • Functional prototype • MVP	• Solution Interviews • Customer Games • Pricing sensitivity • Survey • Paper Prototype • Wizard of Oz • High fidelity wireframe • Functional prototype • MVP	• Solution Interviews • Customer Games • Survey • Advisory Group • Paper Prototype • A/B testing • Wizard of Oz • Multivariate testing • High fidelity wireframe • Functional prototype • MVP	• Solution Interviews • Customer Games • Feature purchasing • Advisory Group • Paper Prototype • A/B testing • Wizard of Oz • Multivariate testing • High fidelity wireframe • Functional prototype • MVP	• Problem Interviews • Solution Interviews • Advisory Group • Paper Prototype • MVP
Risk Modeling Market Sizing Early Adopter Base	Customer base modeling Pricing structure NPD stagegating	Profitability modeling Lifecycle affects Product vision	Feature vision Epic / User Stories	Feature direction Support Ticket / User Stories

"A problem well put is half solved."

— John Dewey

Interviews for Hypothesis Testing

Problem Interview

- Open ended questions
- Specific descriptions of when they encountered the problem
- Express empathy but not resolution
- Explore the area around the stated problem

Solution Interview

- Starts with agreement on the problem statement
- Offers solutions
- Explains trade offs
- Tests for market agreement on price and value compared to other alternatives

Interviews for Hypothesis Testing

Problem Interview

- Welcome
  - Introduction
  - Set the Stage
  - Psychological Priming
- About Them
  - Demographics
  - Goals
- Tell me about the last time (repeat)
  - Open ended questions
  - Why was that painful?

Solution Interview

- Verify problem
- Summarize marketing message
- Describe solution(s)
- Describe limitations
- Get them to make tradeoffs
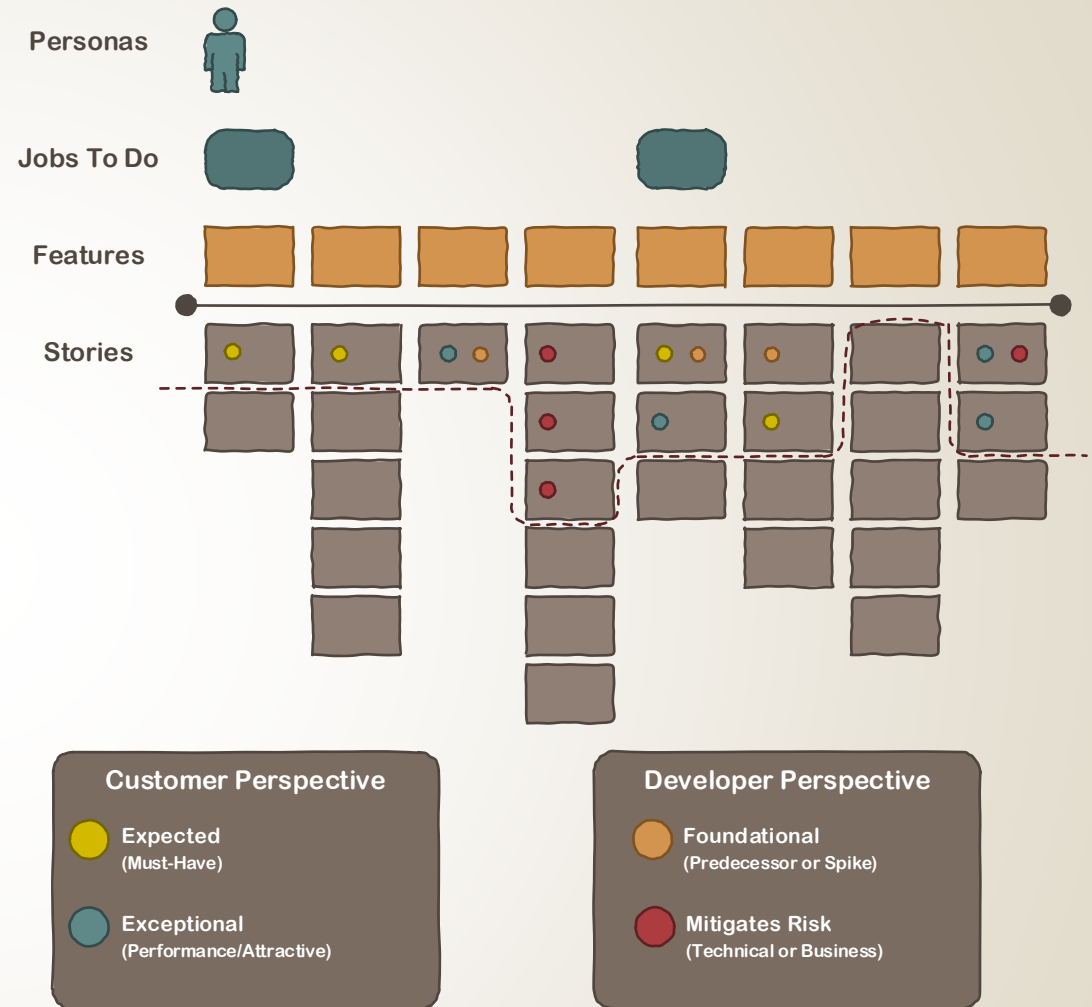- Describe sales model and pricing (or cost)
- Numerical rating

User Interview Tips

- Set the stage that you may ask dumb questions
- Focus on user behavior, not system actions
- Listen to user's dreams, but don't start brainstorming solutions
- Watch out for cognitive biases
- Stay open and actively listening
- "What I hear you saying is X." Or "I believe what you are trying to do is Y."

Consuming survey data

- Map out the entire feature
- Use simplified Kano to add internal knowledge
  - Support constraints
  - Technical constraints
  - Wider understand of customer base
- Find a thin cut and get to a feedback loop
  - Prioritize based on your organizations priorities
    - Gain customers
    - Reduce risk
    - Protect existing customers
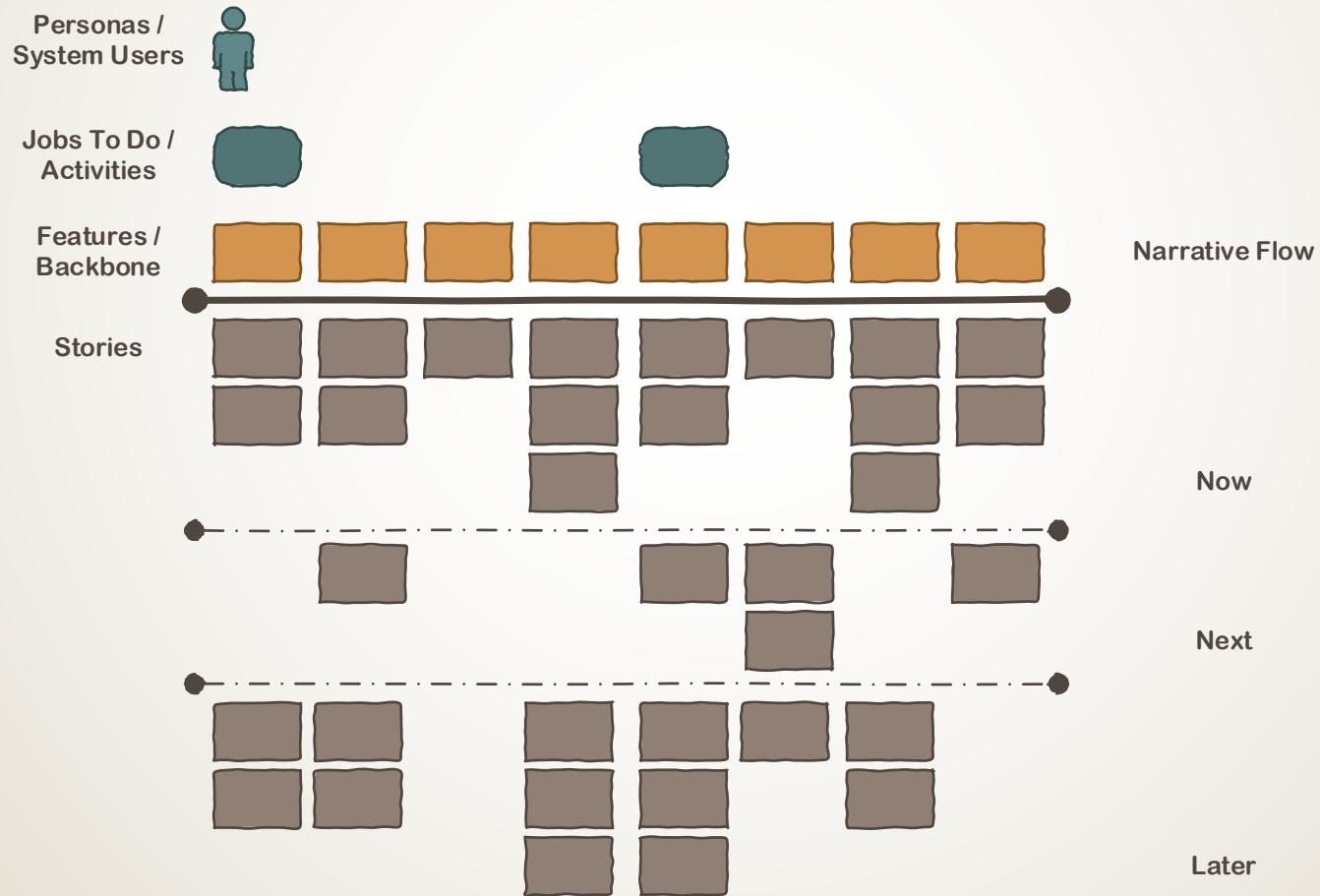   - Explore new markets

Personas

Jobs To Do

Features

Stories

Customer Perspective

○ **Expected** (Must-Have)

○ **Exceptional** (Performance/Attractive)

Developer Perspective

○ **Foundational** (Predecessor or Spike)

○ **Mitigates Risk** (Technical or Business)

jennie.ocken.org/2020/05/23/finding-the-first-thin-cut/

Iterative Releases and Beta Tests

Build Things People Want

What is the smallest slice?

Personas / System Users

Jobs To Do / Activities

Features / Backbone — Narrative Flow

Stories

Now

Next

Later

Slice out Viable Releases

- Look for span of functionality, not end to end features
  - Think about what you can learn at each delivery
  - Each delivery is an opportunity to mitigate against risk
  - Able to use a feature end to end and provide feedback
- Name the target outcomes and impact for the slice
  - Vet approach with users and developers for holes
  - Identify product success metrics
- Different approaches at different points in the release cycle
  - Opening game: vet the product with users and validate performance
  - Mid game: enhance existing functionality and leverage feedback loops
  - End game: assess release readiness and refine product edge cases
- Communicate, communicate, communicate

Try again. Fail again. Fail better.

— Samuel Beckett

A/B Testing or User Testing

- Design a solution
  - Paper prototype
  - Wireframe
  - Straight into the product
- Put two (or more) options in front of a user and see how they react
  - Discussion with the Advisory Group
  - Formal usability testing
  - Release to a subsection of beta users with a feature toggle
  - Live A/B testing using analytics to track which pathway resulted in desired results

Wizard of Oz or Concierge Test

- Fake a solution to test it in the wild

- Manually pull the levels behind the scenes

- Allows you to test willingness to try, price sensitivity, and market adoption without building the full solution

- Be careful in parameters around the test, Oz can't scale

Now, Next, Later Backlog

Build Things People **Want**

Product Marketing

- Announce every release
  - Use Advisory Group to emphasize the value
  - Ask for feedback
  - Try to connect to the different interaction types
- Use themes to connect release features together
  - What is the value to the users?
  - How does it connect to the broader product roadmap goals?
- Keep updating the Now, Next, Later backlog
  - Make it accessible to users
  - Think about "push" vs "pull" marketing
- What are your adoption for a quantitative metrics?

Tell me and I forget, teach me and I may remember, involve me and I learn.

– Benjamin Franklin

Questions and Conversation