



Jennie Ocken

BUILD THINGS PEOPLE WANT

Creating User Feedback Loops

@jennieocken jennie.ocken.org

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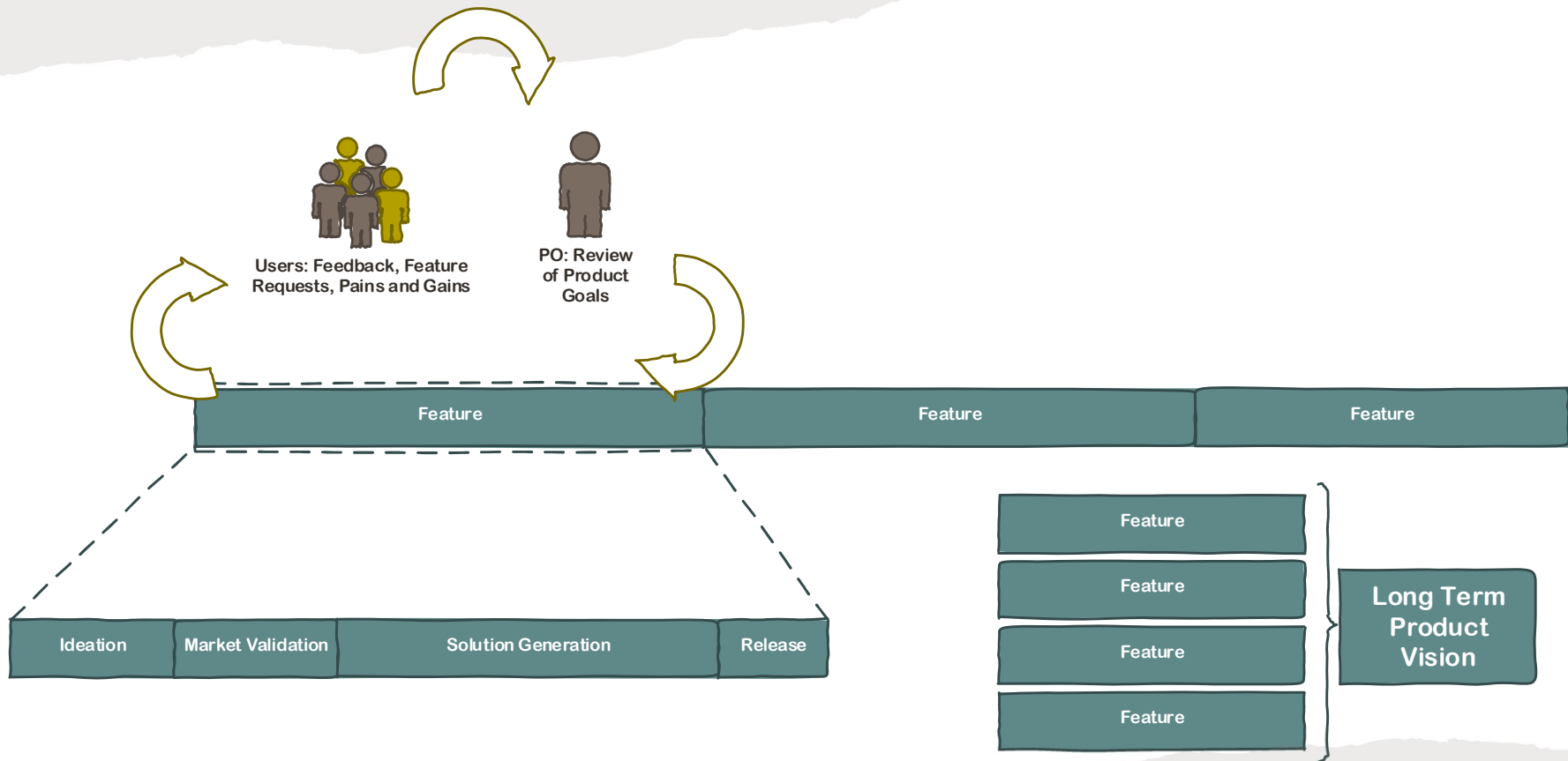




FIND A GROUP OF PEOPLE WHO
CHALLENGE AND INSPIRE YOU, SPEND A
LOT OF TIME WITH THEM, AND IT WILL
CHANGE YOUR LIFE."

— AMY POEHLER

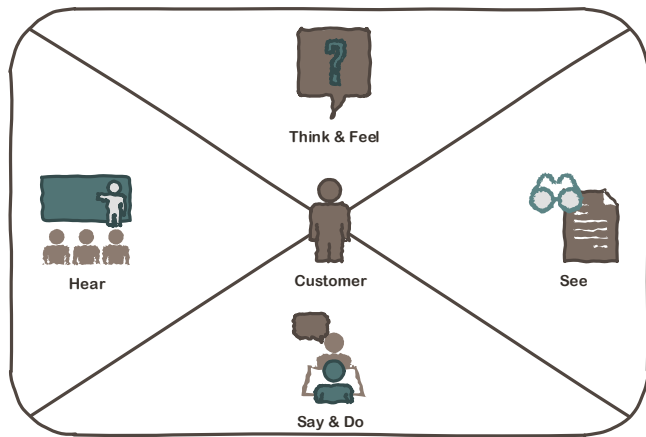
WHERE WE WANT TO END UP



MARKET SEGMENTATION AND PRODUCT/MARKET FIT

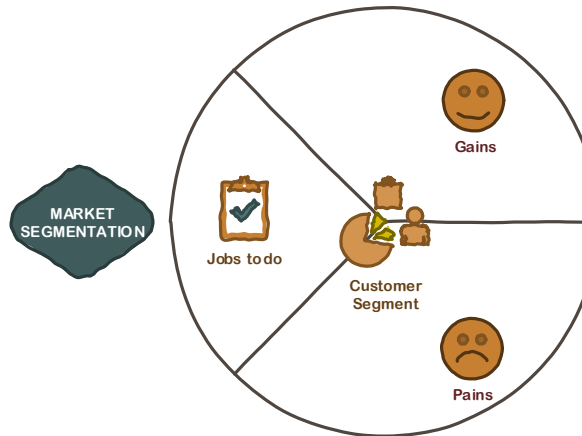
Build Things *People* Want

Who they are
Customer Empathy Map



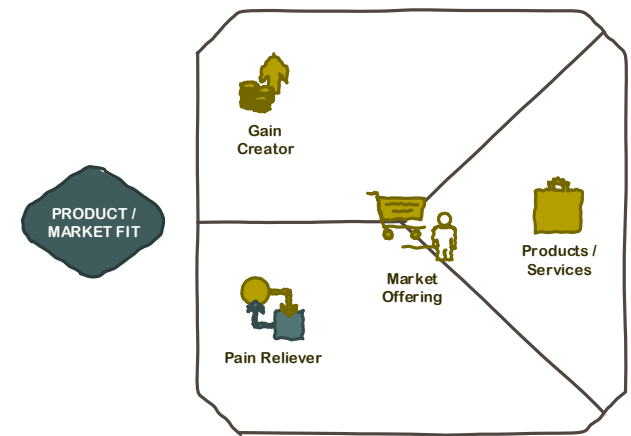
Techniques:
Empathy interview with question map or 5 whys approach,
Problem (or explorative) interviews, AEIOU observations,
Customer Journey Mapping,

What they need
Customer Profile



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

What we have
Value Map



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



LANDSCAPE OF PRODUCT MANAGEMENT

BUILDING MARKET SEGMENTS

WHO ARE THEY?



Geographic

- Country
- City
- Area
- Distance from a certain location
- Time zone
- Language
- Population Density
- Climate



Demographic

- Age
- Gender
- Race
- Ethnicity
- Religion
- Education
- Occupation
- Income
- Martial Status
- Family Size and Structure
- Life Stage
- Social Status



Psychographic

- Activity, Interest, Opinion (AIO)
- Attitudes
- Values
- Goals
- Needs
- Concerns
- Lifestyle
- Personality
- Gain and Pains



Behavioral

- Benefits Sought
- Intent
- Actions
- Occasion
- Purchasing Habits
- Usage Rates
- Buyer Stage
- Life Cycle Stage
- Engagement
- Loyalty

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



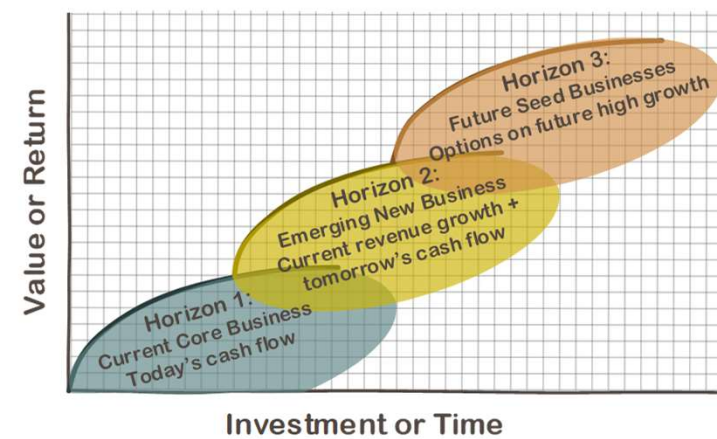
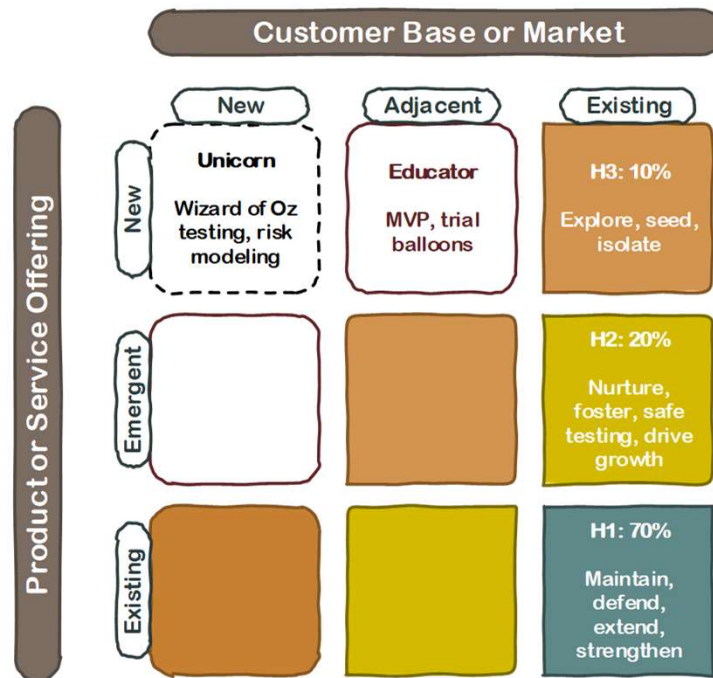
Stakeholders

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

	Behavioral	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

BUILDING INTERACTION PERSONAS

BUILDING MARKET SEGMENTS WHO ARE WE?



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

FORMULATE A
PROBLEM
STATEMENT

As a *type of user*

I want to *complete a job*

But *limitation I am facing*

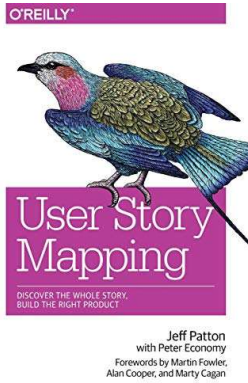
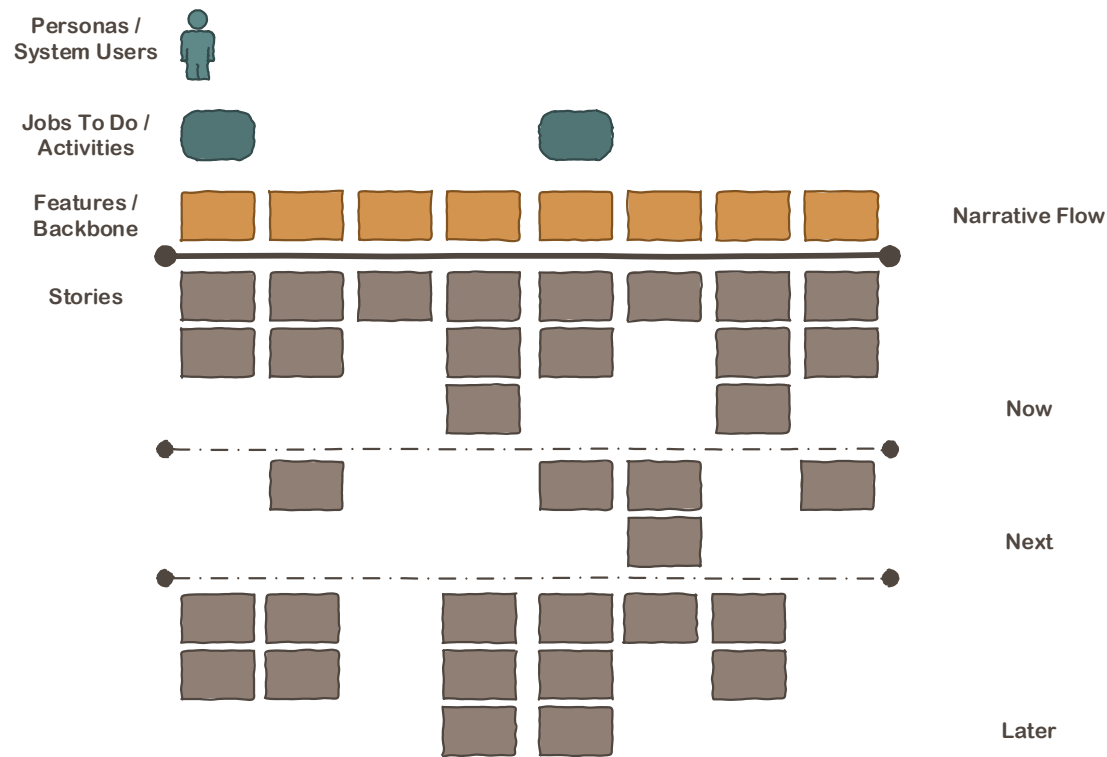
Because *description of the system impeding the user*

Which makes me feel *emotion*

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

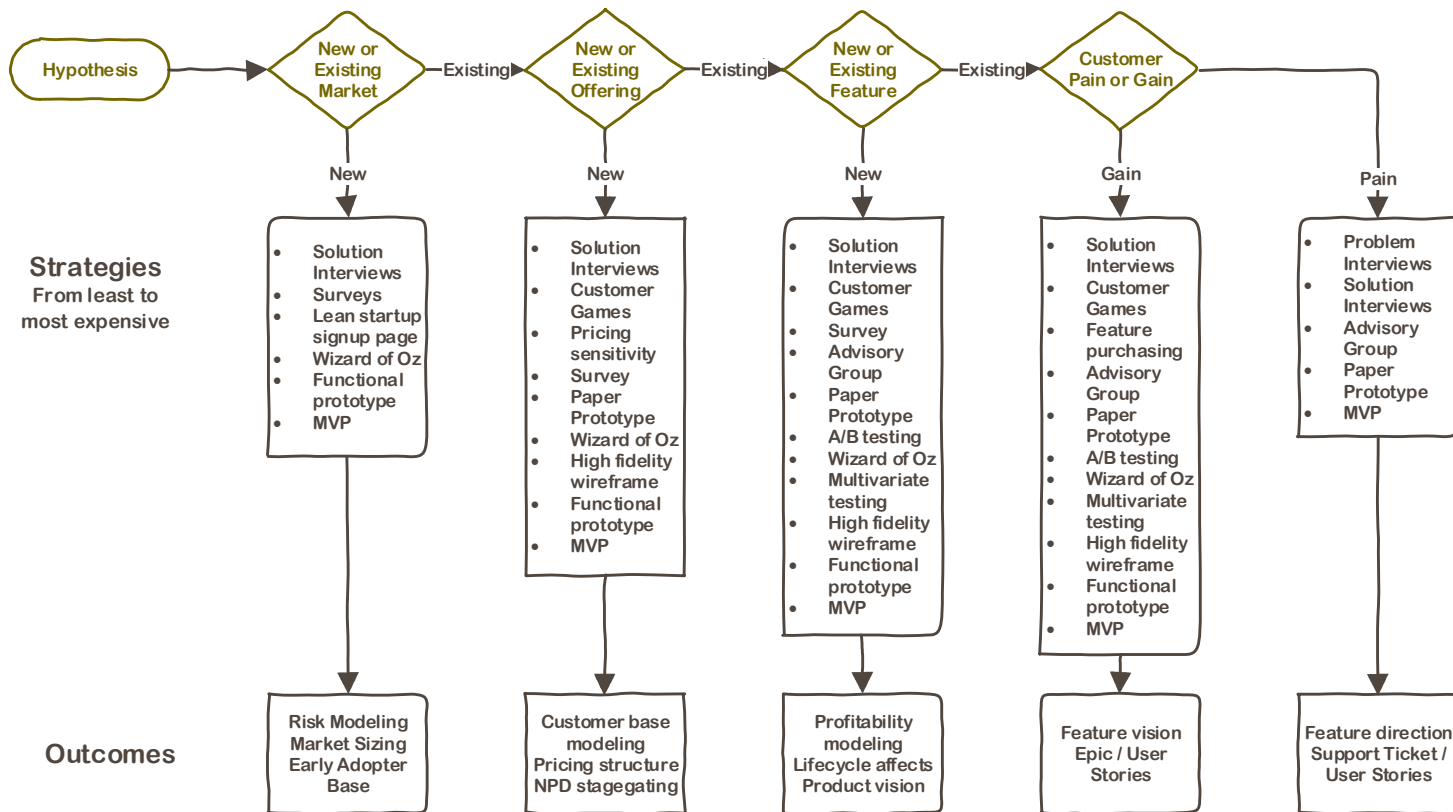
Every solution is built on a set of assumptions

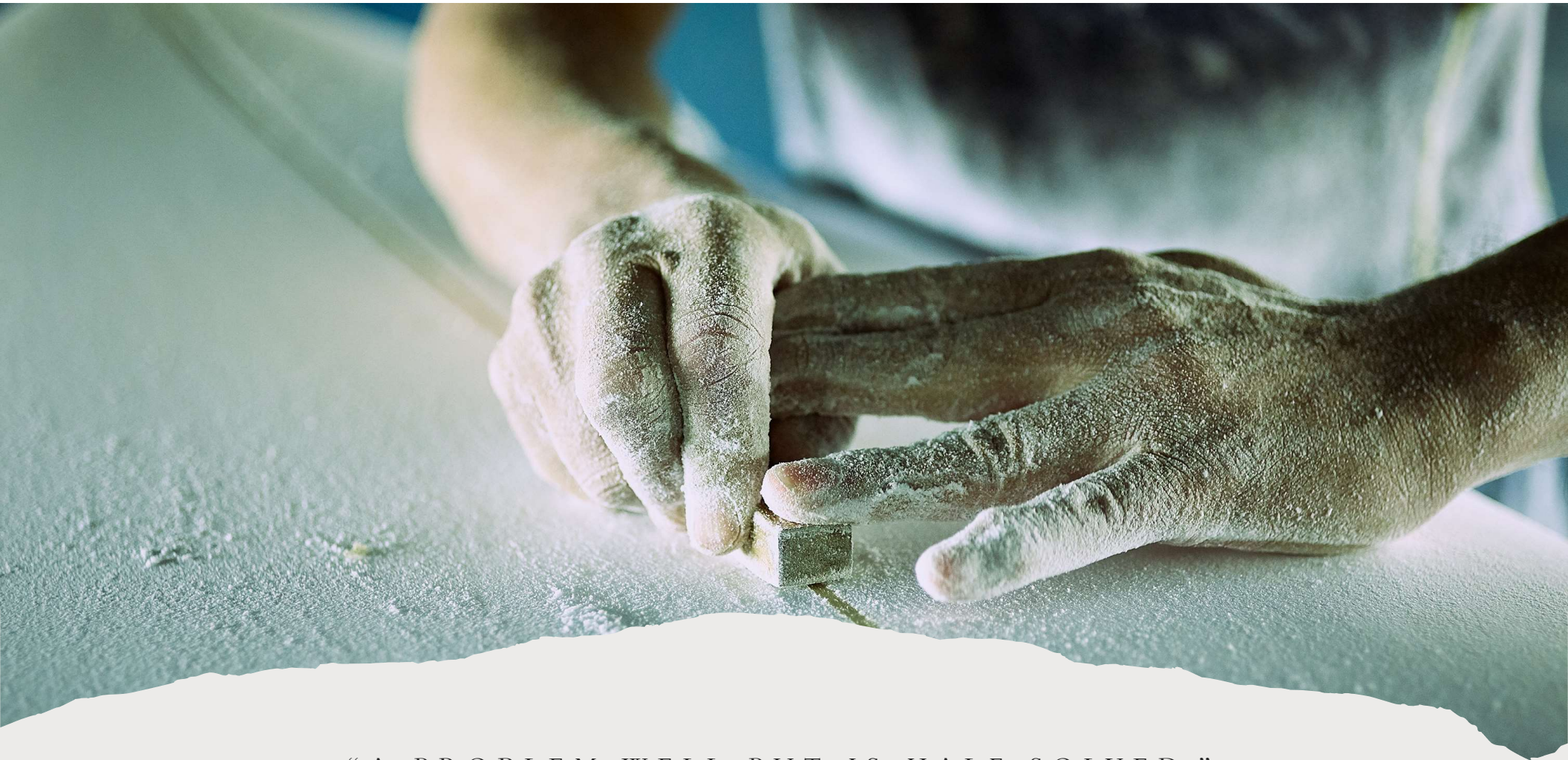
The goal is to be as explicit as possible in your assumptions

Hypothesis testing is testing assumptions

An untested assumption will hurt you

CHOOSING THE RIGHT TEST





“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



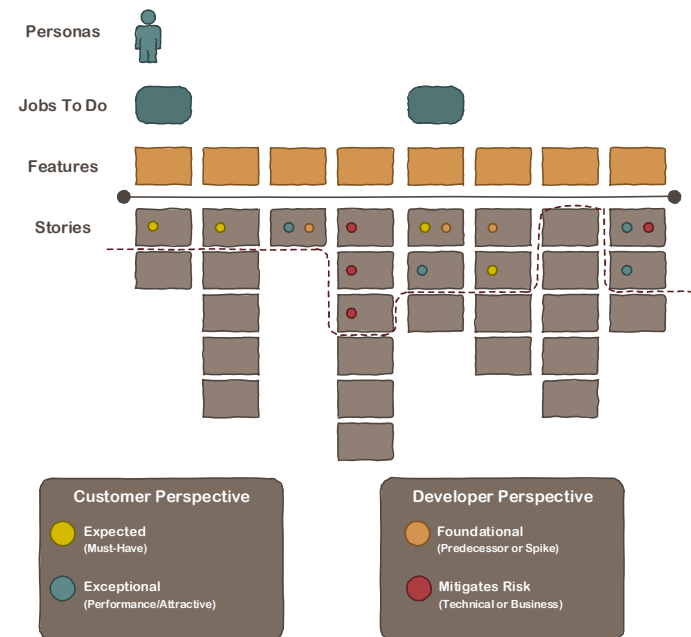
“What I hear
you saying is
X.” Or “I
believe what
you are trying
to do is Y.”



Look for
common
language and
start noting it
as part of your
ubiquitous
glossary

CONSUMING SURVEY DATA

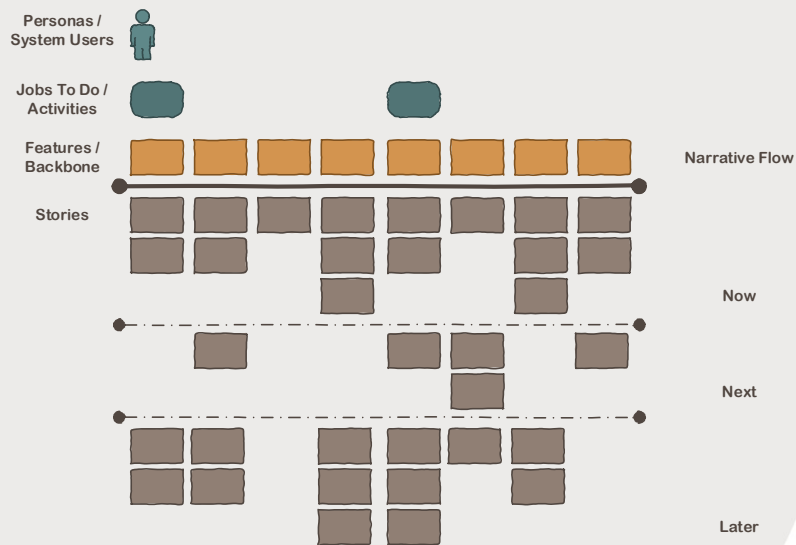
- Map out the entire feature
- Use simplified Kano to add internal knowledge
 - Support constraints
 - Technical constraints
 - Wider understand of customer base
- Find a thin cut and get to a feedback loop
 - Prioritize based on your organization's priorities
 - Gain customers
 - Reduce risk
 - Protect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



ITERATIVE RELEASES AND BETA TESTS

Build Things People Want

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 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



PRODUCT MARKETING

Build Things People *Want*

TELL THEM WHAT YOU BUILT

- 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

jennie.ocken.org

@jennieocken