

Product Discovery

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Agenda

- Introduction
- Rules
- Prototype
- Product Discovery Team
- Product Ownership
- Defining a product
- User test
- Conclusions

Introduction

- What product discovery means?
 - The desired purpose is to create the definition of the product
 - The discovered product must be valuable, usable and feasible
 - "product discovery" is something more than collecting "requirements and design" and putting them on a Backlog
- Main Steps of this process:
 - Coming up with the idea
 - Creating the prototype
 - Collecting feedback from users
 - Most important: learn from the experience

Rules (1)

- For the product discovery stage a Product owner must:
 - Make sure to start with a clear understanding of your objectives (the opportunity assessment).
 - Involve the lead designer and lead engineer from the very beginning of product discovery.
 - Focus on true collaboration and iteration, rather than sequential written artifacts getting tossed over the wall.
 - Get his key ideas into a prototype fast.
 - Do everything he can to identify your assumptions, get them out on the table, and figure out quickly which ones are correct and which ones aren't.

Rules (2)

- For the product discovery stage a Product owner must:
 - Get his prototype in front of target customers early and often fail fast.
 - Work to identify the minimal possible product.
 - The discovery phase is not done until a product definition that is valuable, usable and feasible is identified .
 - Keep the stakeholders updated by showing them the prototype.
 - Not waste the time documenting the details for the engineers until they identified the right product.

Defining the product

- Two approaches:
 - We have an idea and we want to refine it
 - We want to come up with an idea
- If we ne don't have the product's specification
 - How will use the product?
 - Everyone
 - A narrow niche



Product Discovery Team (1)

- Three key people:
 - **Product owner:**
 - responsible for the functionality of the product
 - **Lead designer**
 - responsible for usability of the product
 - **Lead developer:**
 - responsible for the implementation
- Tip: the team should be dedicated



Product Discovery Team (2)

- They are working together, very closely.
- The truth is that the innovation usually comes from the lead developer – he knows what is possible and how to „resolve the impossible”.
- The other truth: users do not care about the technology, they care about usability.

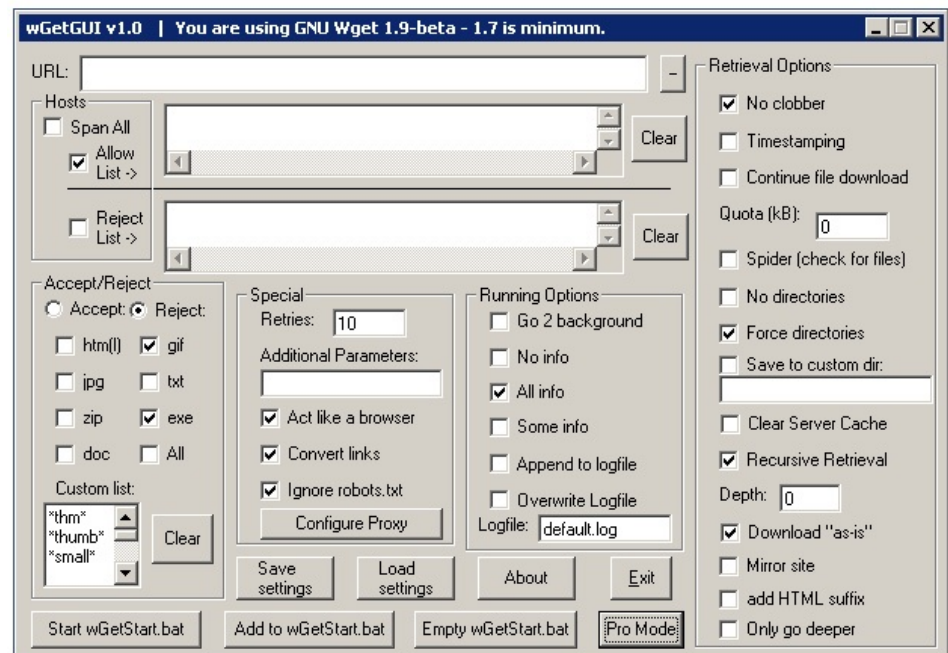
Tips

- Some tips for a software product :

- Make sure you have a gifted UI designer on your team
- Make sure you have good programmers in your team
- Make sure your team is dedicated
- Do not outsource the project

Nov 27, 2006

This Is What Happens When You Let Developers Create UI



Product Ownership

- It's not product marketing
- It's not project management
- Product owner:
 - He establishes what are the priorities of this product, what must be developed, and what can be left for later.
 - Deep understanding of technology, fast learner, smart, good knowledge of user experience design, deep knowledge of customers and users, close with developers, architects

Defining a product(1)

- When defining a product we must keep in mind the next questions:
 - Exactly what problem will this solve? (value proposition)
 - For whom do we solve that problem? (target market)
 - How big is the opportunity? (market size)
 - What alternatives are out there? (competitive landscape)
 - Why are we best suited to pursue this? (our differentiator)

Defining a product (2)

- When defining a product we must keep in mind the next questions:
 - Why now? (market window)
 - How will we get this product to market? (go-to-market strategy)
 - How will we measure success/make money from this product? (metrics/revenue strategy)
 - What factors are critical to success? (solution requirements)
 - Given the above, what's the recommendation? (go or no-go)

Defining a product (3)

- Challenges:
 - Defining the purpose of the product
 - Assessing the size of the opportunity
 - Selling the product



Two Weeks Rule

- **Here is a tip for you:**
- Take the product and put it in front of customers **fast**, even before you are comfortable with it.
- Yes, we can worry that you can fail because the „product is not finished”, but the real learning comes from feedback.
- Product owners usually fall in love with the product and they will ignore the reality and feedback.
- Get the product idea in front of users fast, very fast (no more than two weeks), even paper, or slides, or... **you will learn from your users.**

Minimum Viable Product

- The smallest possible product that:
 - **Users** choose to buy
 - **Users** can figure out how to use
 - You can build and deliver fast (if **users** validate it)
- How can you find out if a product is viable?
 - prototypes
 - user testing

Core Competencies of a Product Organization(1)

- There are really two core components of any product organization:
 - User prototypes and user testing
 - User prototypes with split testing (live data)
- The main idea: test it quick and cheap to prove that „**yes, we can**”.

Prototype

- Is a three-dimensional version of your vision
- You must use your creativity, using those skills that inspired your invention idea
- The main idea:
you are building prototypes
that aren't real, not
functional (fake data)



Prototype (2)

- The prototype provides the following advantages:
 - It enables you to test and refine the functionality of your design.
 - It makes it possible to test the performance of various materials.
 - It'll help you describe your product more effectively.
 - It will encourage others to take you more seriously.

Prototype (3)

- Benefits:
 - Very quick to build (hours or a few days)
 - Put the idea in front of the user very quickly and measure the response
 - Quick to develop, do not require developers, only designers can build them
 - Quick feedback, quick changes

User test (1)

- Answer the question: **users can figure out how to use your product** ? (is it easy to use ?)
- Usability test: the designer & engineer are watching the usability test. The product is easy to use, easy to do tasks – the benefits come fast.
- Now that they actually understand the product – (what it is, what it does) But this is the warmup.

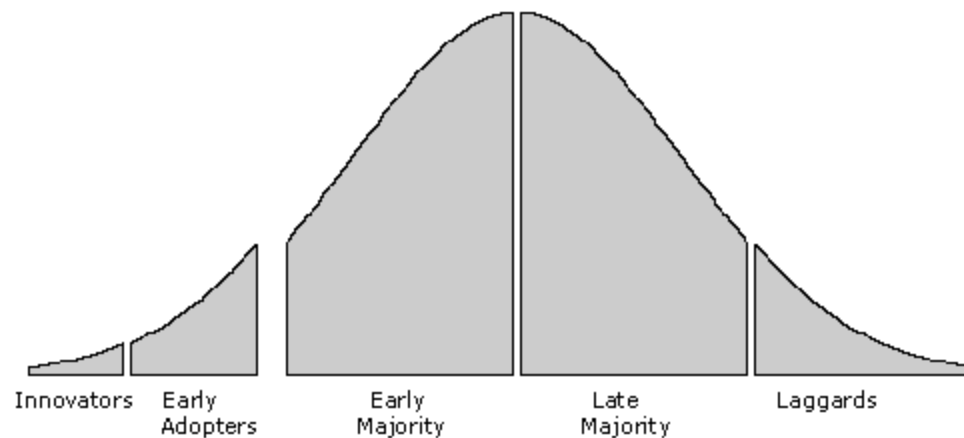
User test (2)

- Would they use the product?
- Would they **buy it**?
- If not, what will it take for them to actually want to buy the product?

- But the real question should be:
 - On a scale of 0 to 10, how likely would you recommend this product to your friends/colleagues?

User test (3)

- Who should test the product?



User test (4)

- Categories
 - The Lovers = Innovators
 - The Irrationals = Early Adopters
 - The Efficientes = Early Majority
 - The Laughers = Late Majority
 - The Comfortable = Laggards
- Advice: Never consider The Lovers!

User test (5)

- After user testing, there are some decisions to be made:
 - The wrong problem, adjust the product
 - The wrong approach
 - Maybe this is the wrong customer (target) – there is somebody else in the business that actually need your help
 - Monetisation strategy

Practical example (1)

- Do you have an idea for a possible product?
- Can you make a prototype?
- Who will test your application?

Practical example (2)

- What do you think is more important (the technology or the idea)?
 - How many employees will you have?
 - How will you find them?
 - How many customers?

Conclusions

- It's a fiendishly complicated task that requires great adaptability and creativity.
- It's always your product's fault for not being clear and intuitive enough.
- If you want to create the best product, you need the best people.
- Failing is not necessary a bad thing. It's more important to gain experience!

Questions

