



Patrick Gregory

Product Coach and Advisor

Module: 3 Solutions

Why should you listen to me?

Startups

STERLING
CAPITAL BROKERS

w wrapbook

interval

Scale-ups

Voices.com

A//AUTOVERIFY

*Dipl*y

McLEAN &
COMPANY

Enterprise

Sun 
Life Financial

canada  life™

Western 
UNIVERSITY • CANADA



Product-led



Agenda:

1. Gain Customer Insights
2. Assess Competitors
3. Assess Ecosystem
4. Generate Solutions



Define unmet needs, pain points and desires of a focused customer profile

Creating an Ideal Customer Profile:

1. Primary Research

Interviews, Surveys, Focus Groups, Observation

2. Secondary Research

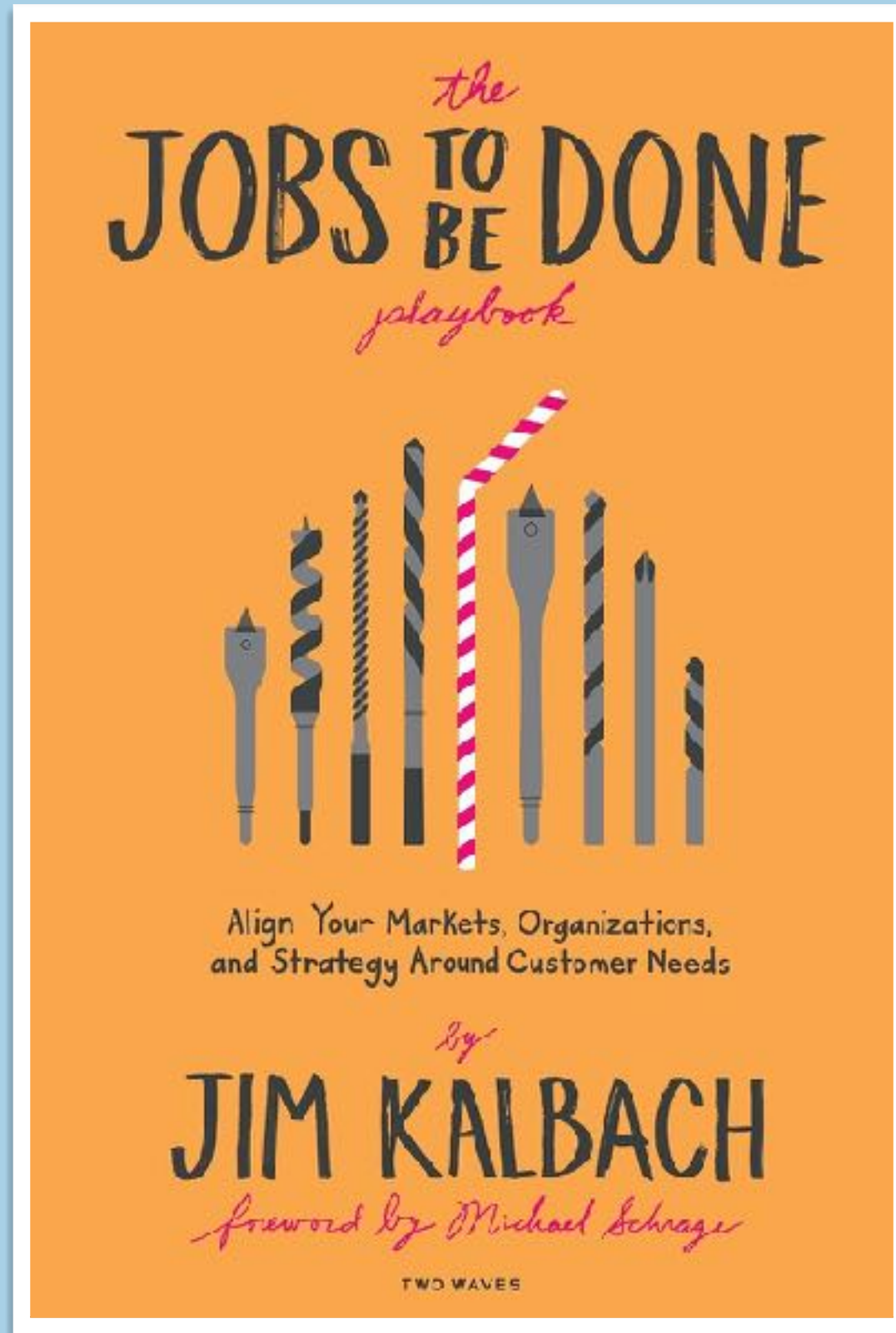
Industry and Segment Data, Market Research and Sizing

Experiment theme

Type of experiment

	Desirability	Viability	Feasibility
Learn	Problem <ul style="list-style-type: none"> • Customer interviews • Desk research (Trend and market analysis, discussion forums, etc.) • A day in the life • Discovery surveys • Stakeholder, partner, supplier interviews 	Is there a market and can we run this business? <ul style="list-style-type: none"> • Customer interviews • Desk research • Online ads • Link Tracking • Email and Social Media campaigns 	Can we deliver and run it? <ul style="list-style-type: none"> • Partner, supplier interviews • 3D prints • Datasheet with specs around the value proposition • Speedboat to uncover technical roadblockers
	Solution <ul style="list-style-type: none"> • Solution interviews • Prototyping, brochures, explainer videos • Competitor usability test • Concierge • Wizard Of Oz / Mechanical Turk 		
Confirm	Problem <ul style="list-style-type: none"> • Customer interviews • Landing page experiment • Test different copy on online ads 	Is there a market and can we run this business? <ul style="list-style-type: none"> • Pre-order • Letter of intent • Mock sale • Online Ads • Concierge • Wizard Of Oz / Mechanical Turk • No-code experiment • Life-sized prototypes to test with a small number of customers before scaling 	Can we deliver and run it? <ul style="list-style-type: none"> • Single Feature MVP • Concierge • Wizard Of Oz / Mechanical Turk • Life-sized prototypes to test with a small number of customers before scaling • Pop-up store
	Solution <ul style="list-style-type: none"> • Solution interviews • Landing page experiment • Ask for a time, financial, or reputation commitment • Prototyping, No-code • Minimum Viable Products • Fakedoor/Smoke test, 404 test • Crowdfunding • Split tests 		

Define unmet needs, pain points and desires of a focused customer profile

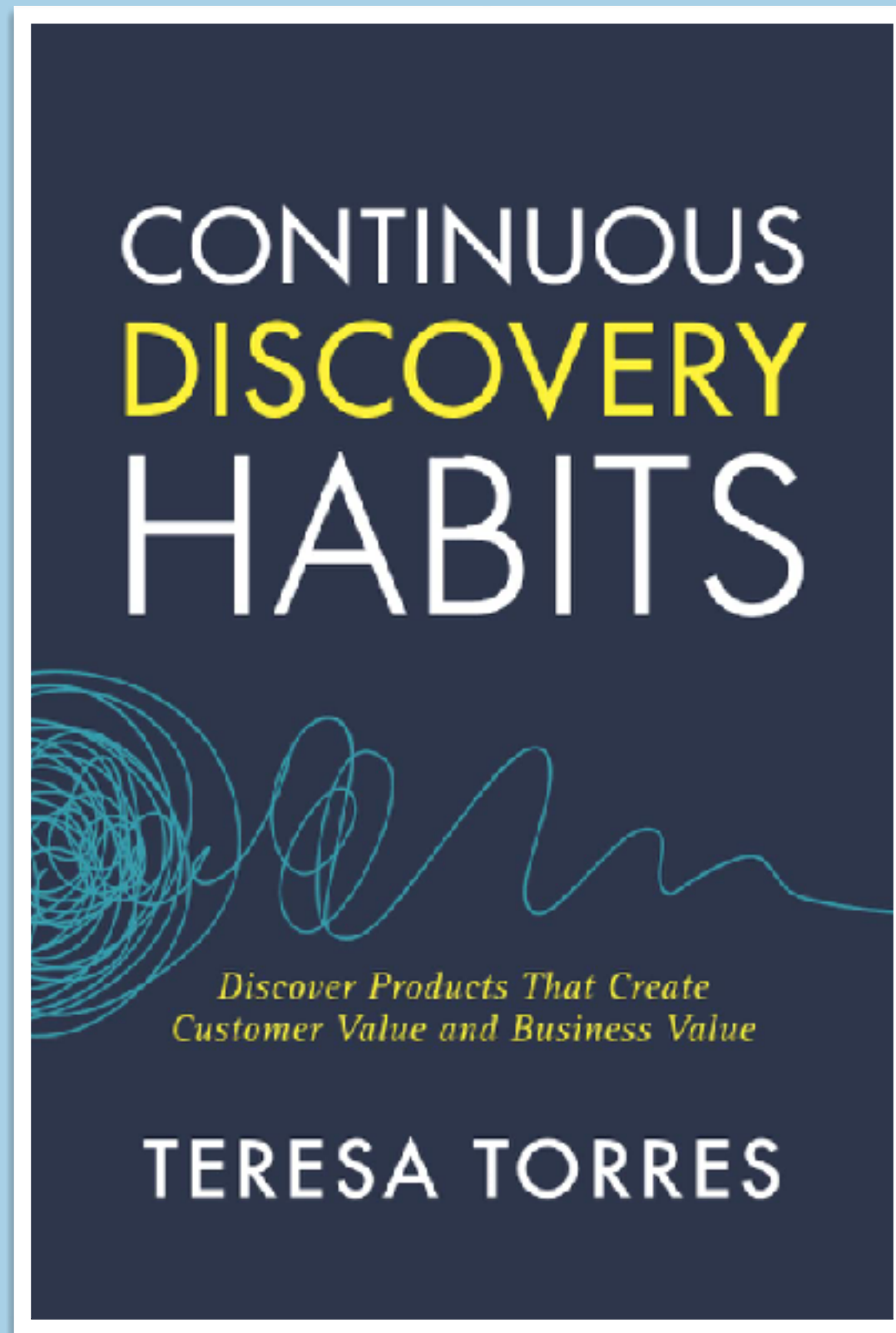


The Jobs to be Done Playbook
By Jim Kalbach

Questions to ask

1. Who is/are the ideal customer profiles?
2. What is the key customer need we want to provide a solution for?
3. How is this customer solving this need today?
4. How important, and how underserved is this need?

Define unmet needs, pain points and desires of a focused customer profile

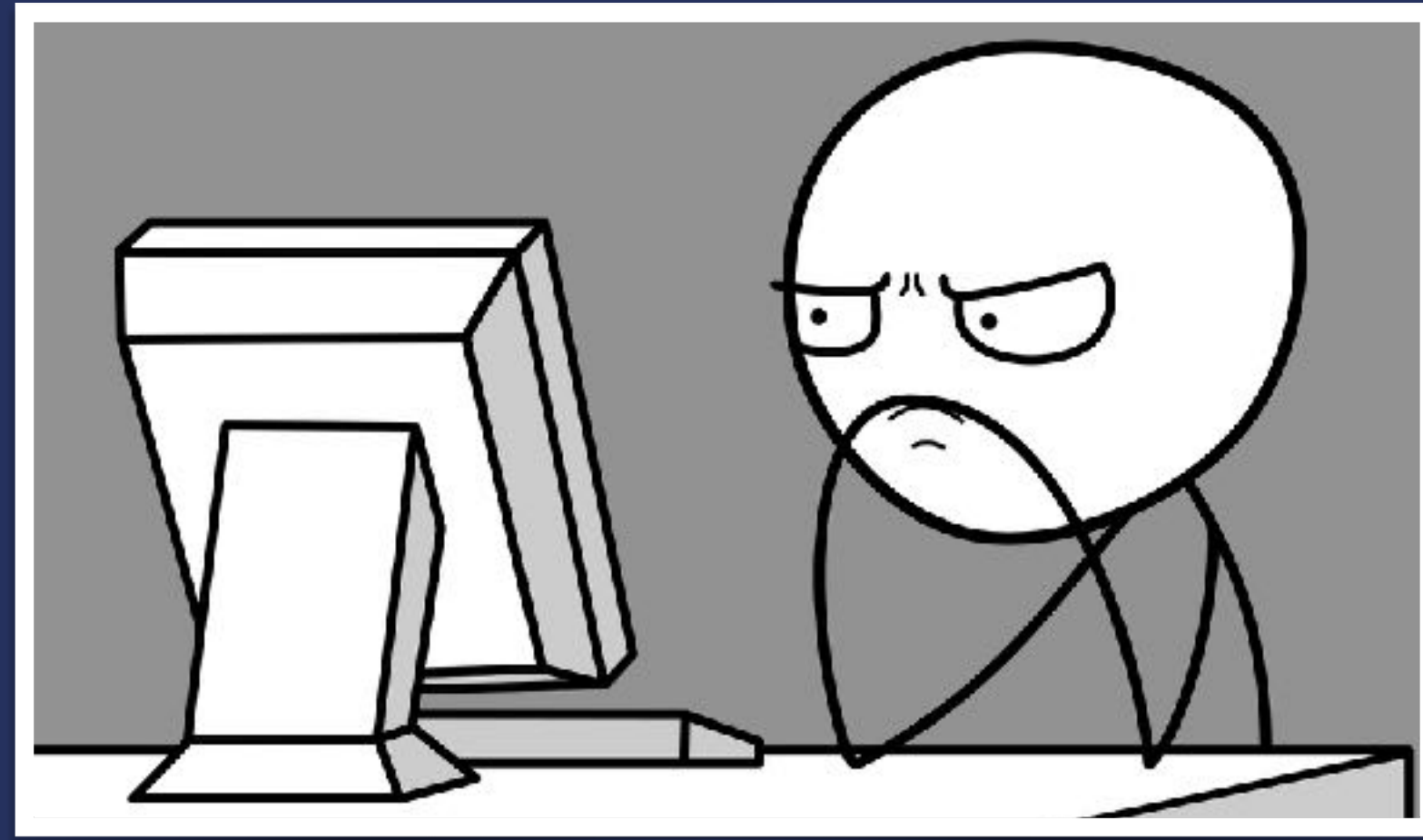


Continuous Discovery Habits
By Teresa Torres

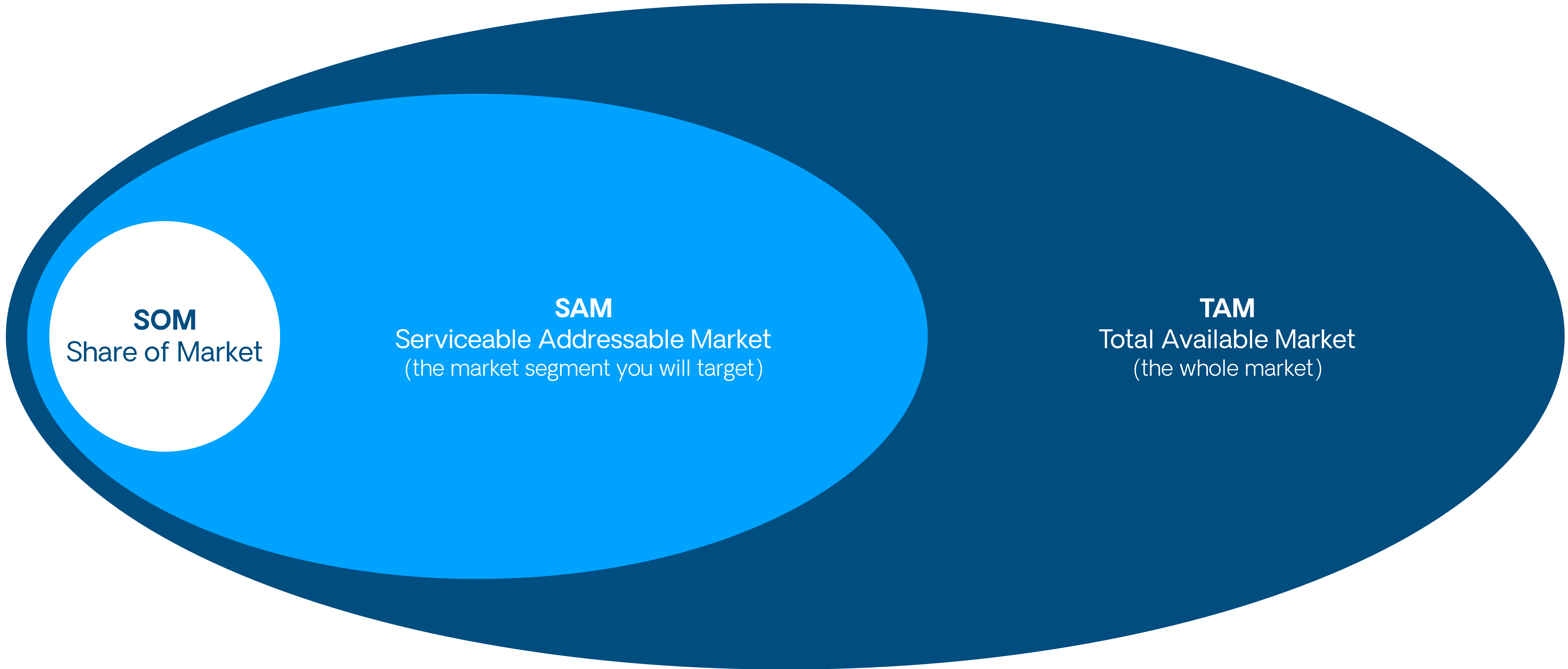
Interviewing Customers

1. Ask open ended questions, not leading questions
2. Involve your team (designers and engineers)
3. Interview weekly (at least 1-2 interviews)
4. Try to automate the process of interviewing
6. Document and share findings





**Understand whether you can build a
business around an opportunity**

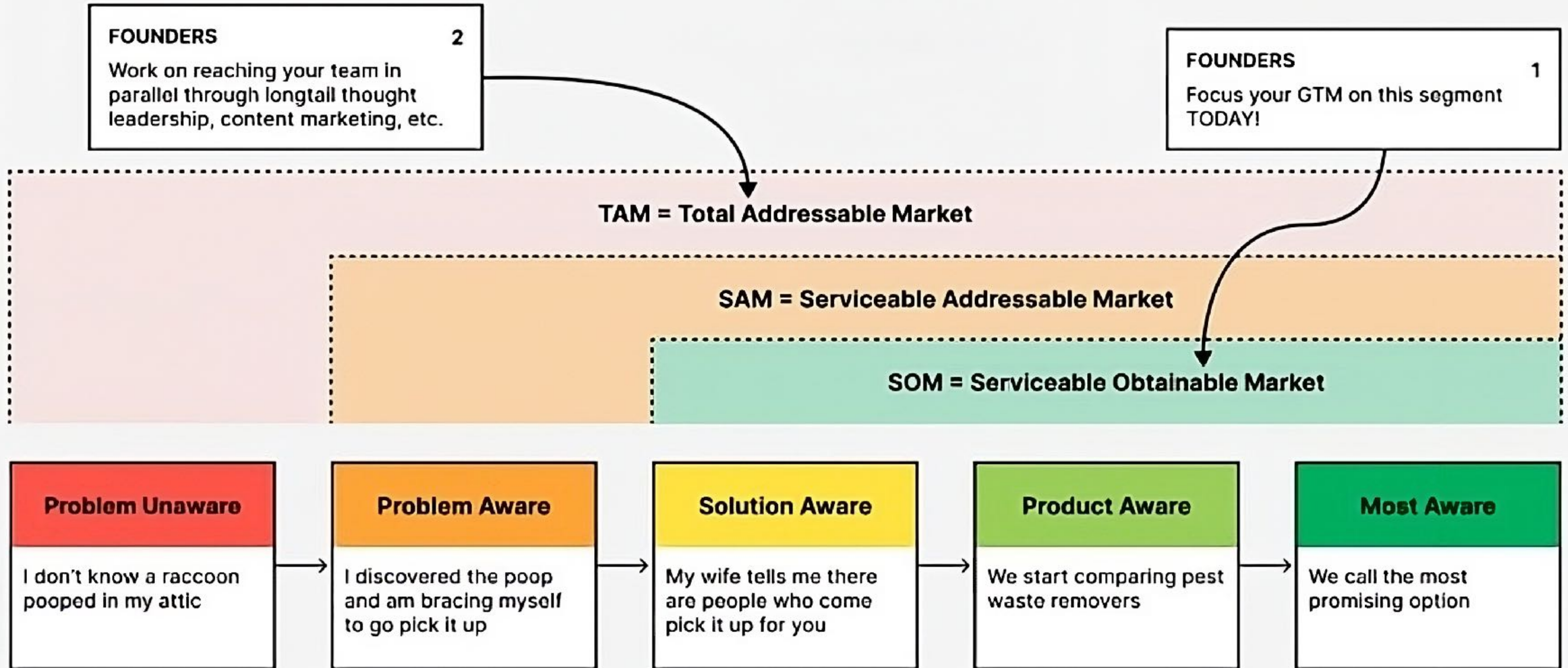


SOM
Share of Market

SAM
Serviceable Addressable Market
(the market segment you will target)

TAM
Total Available Market
(the whole market)

TAM, SAM, SOM



Elements of Customer Value

SOCIAL IMPACT



Self-transcendence

LIFE CHANGING



Provides hope



Self-actualization



Motivation



Heirloom



Affiliation/
belonging

EMOTIONAL



Reduces anxiety



Rewards me



Nostalgia



Design/
aesthetics



Badge value



Wellness



Therapeutic value



Fun/
entertainment



Attractiveness

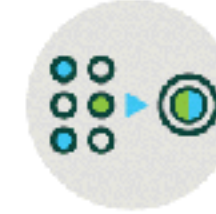


Provides access

FUNCTIONAL



Saves time



Simplifies



Makes money



Reduces risk



Organizes



Integrates



Connects



Reduces effort



Avoids hassles



Reduces cost



Quality



Variety



Sensory appeal



Informs

Competitive Research Cheat Sheet

direct competitors

- Attack same problem
- Offer same products
- Serve same user base
- Ex: Monday vs Asana

Indirect competitors

- Attack similar problem
- Offer similar products
- Serve same user base
- Ex: Slack vs Gmail

substitutes

- Attack similar problem
- Offer different categories
- Serve similar user base
- Ex: UberEats vs food court

support analysis

- Phone?
- Email Helpdesk?
- Live Chat?
- SLAs
- Working hours

comparison artefacts

- Sales Battlecards
- Competitive landing pages
- Objection handling doc
- SWOT analysis
- Competitor pricing analysis
- Side-by-side feature matrix

reputation signals

- G2 Reviews
- Capterra Reviews
- Trustpilot Reviews
- SourceForge Reviews
- App Store/Play Reviews
- Quora
- Reddit

what to inspect in product

- List of products on offer
- Website experience
- Unique value proposition
- GTM Motion (PLG, SLG etc.)
- Subscription tiers
- Feature set comparison
- Onboarding experience
- Design & User Experience
- Support Models

what to inspect in marketing

- Target Audiences
- Primary Category
- Messaging/Positioning
- Paid advertising
- Organic Strategy
- Pricing Strategy
- Content Strategy
- Social Media Strategy
- Online reputation

what to inspect in the org

- Public/Private
- Age of company
- Employee count
- Office locations
- Financial health
- Associated companies
- List of markets served
- Funding situation
- Partners & Resellers

search / ads analysis

- SimilarWeb for traffic stats
- Spyfu for competing ads
- Chatspot / Keyword Planner for keyword analysis
- SEMRush for paid strategy
- Ahrefs for organic strategy
- AppRadar for app store presence

competitive intel tools

- Klue
- Crayon
- Kompyte
- Contify

org inspection

- Check funding on Crunchbase
- Check Google News for latest stories
- Cross-match revenue figures on GetLatka
- Builtwith for tech stack
- Research job posts on LinkedIn & native career site

social media analysis

- RivalIQ for social post analysis
- Sprout Social for social performance benchmarking
- Mailcharts to analyze email frequency & subject lines

content analysis

- Assess website copy
- Use Buzzsumo to track most popular blogs
- Use Sparktoro to analyze audiences that visit their site
- Use Brand24 to locate their social & web mentions
- Locate native podcast or guest episodes
- Track events they attend
- Look for mentions in Reddit, LI groups, Quora
- Follow LinkedIn, Twitter, Youtube, Facebook
- Setup Google Alerts
- Subscribe to their newsletter

Understand whether you can build a business around an opportunity

Questions to ask

1. What is the opportunity to the business if we solve this problem?
2. What are the potential communication, distribution and sales channels?
3. What are the revenue streams with which to capture value?
4. What does the overall business model look like?



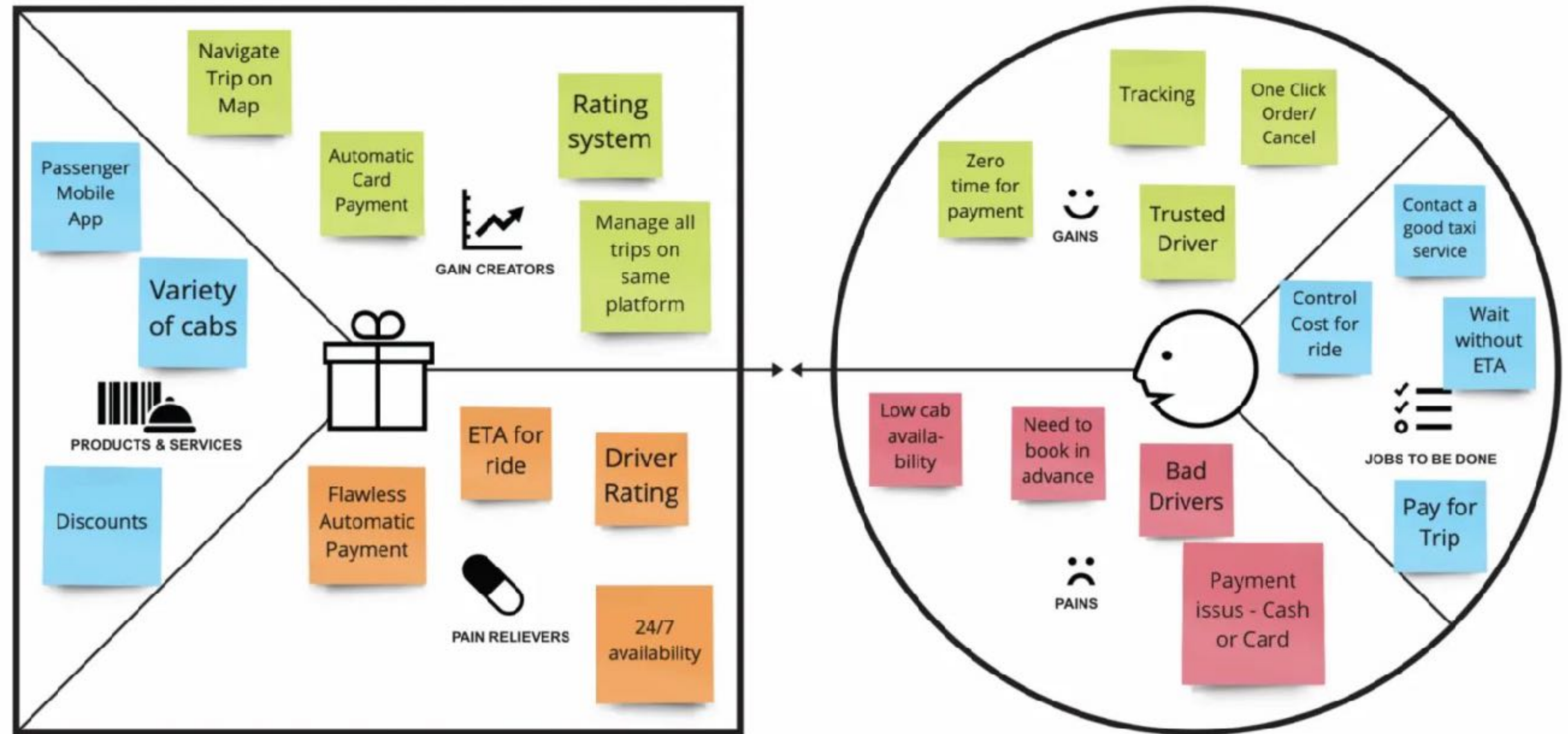
Value Proposition Design
By Alex Osterwalder

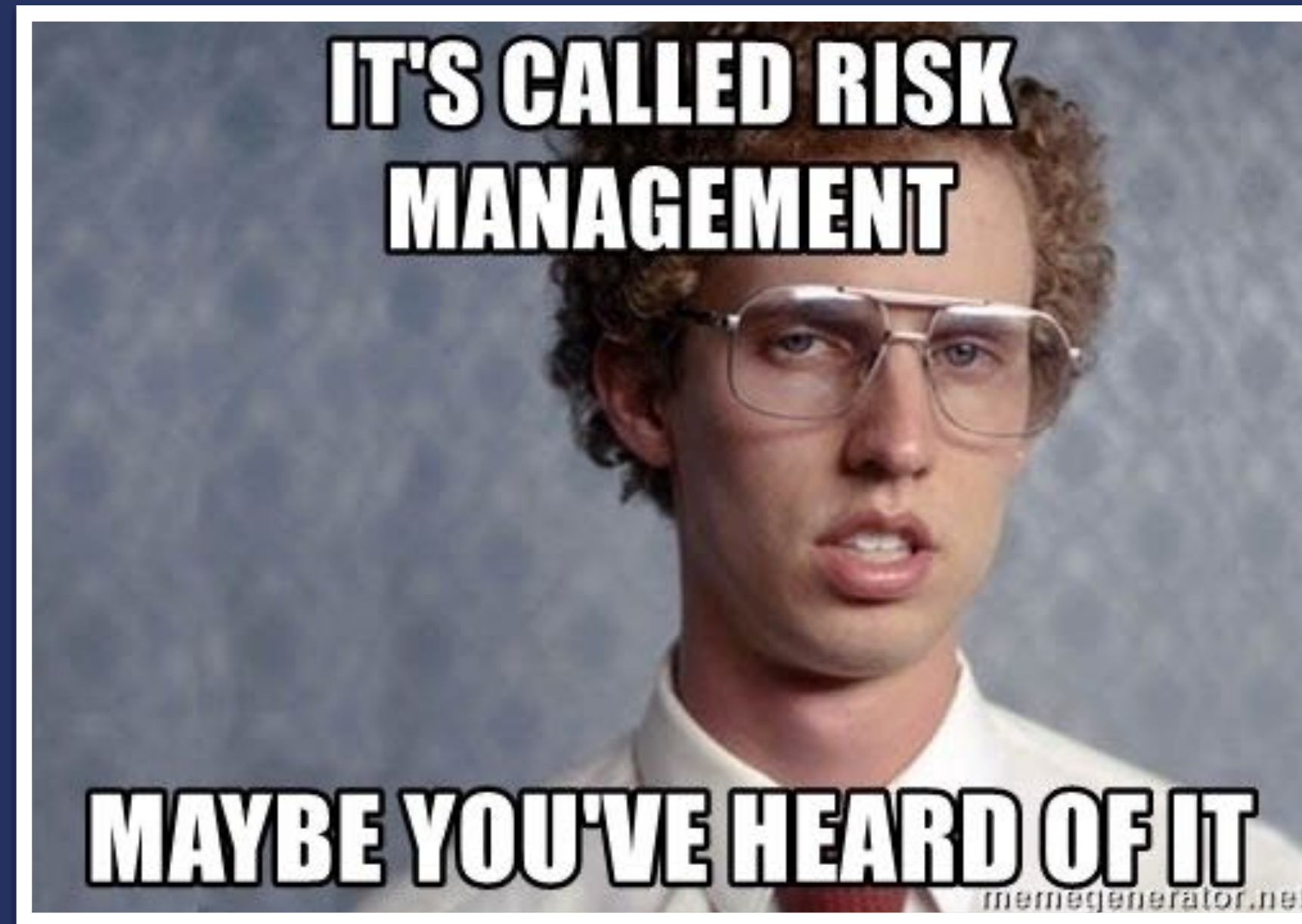
Understand whether you can build a business around an opportunity



Value Proposition Design
By Alex Osterwalder

Value Proposition Canvas for Uber





Understand the risks

PESTEL Analysis:

P

E

S

T

E

L

Political

Economic

Social

Technological

Environmental

Legal

Considerations

- Government Stability
- Political Climate
- Popular Support
- Regulations
- Geopolitical Concerns

Considerations

- Market Sizing
- Economic Growth
- Inflation & Interest Rate
- Unemployment Rate
- Household Income

Considerations

- Population Size
- Racial
- Age
- Culture
- Religion

Considerations

- Enable Productivity
- Disruptive Innovations

Considerations

- Weather Impact
- Green & Sustainability

Considerations

- Current Laws
- Pending Laws
- Pending Court Cases
- Lobbying

Understand the risks

Questions to ask

1. Will customers buy it or users choose to use it?
2. Can users figure out how to use it on their own without a lot of help?
3. Can we build this product from an engineering and technology perspective? How much time, skills and access to technology do we have?
4. Does this solution actually work as a business to make money?
5. Is this product legal and ethical?





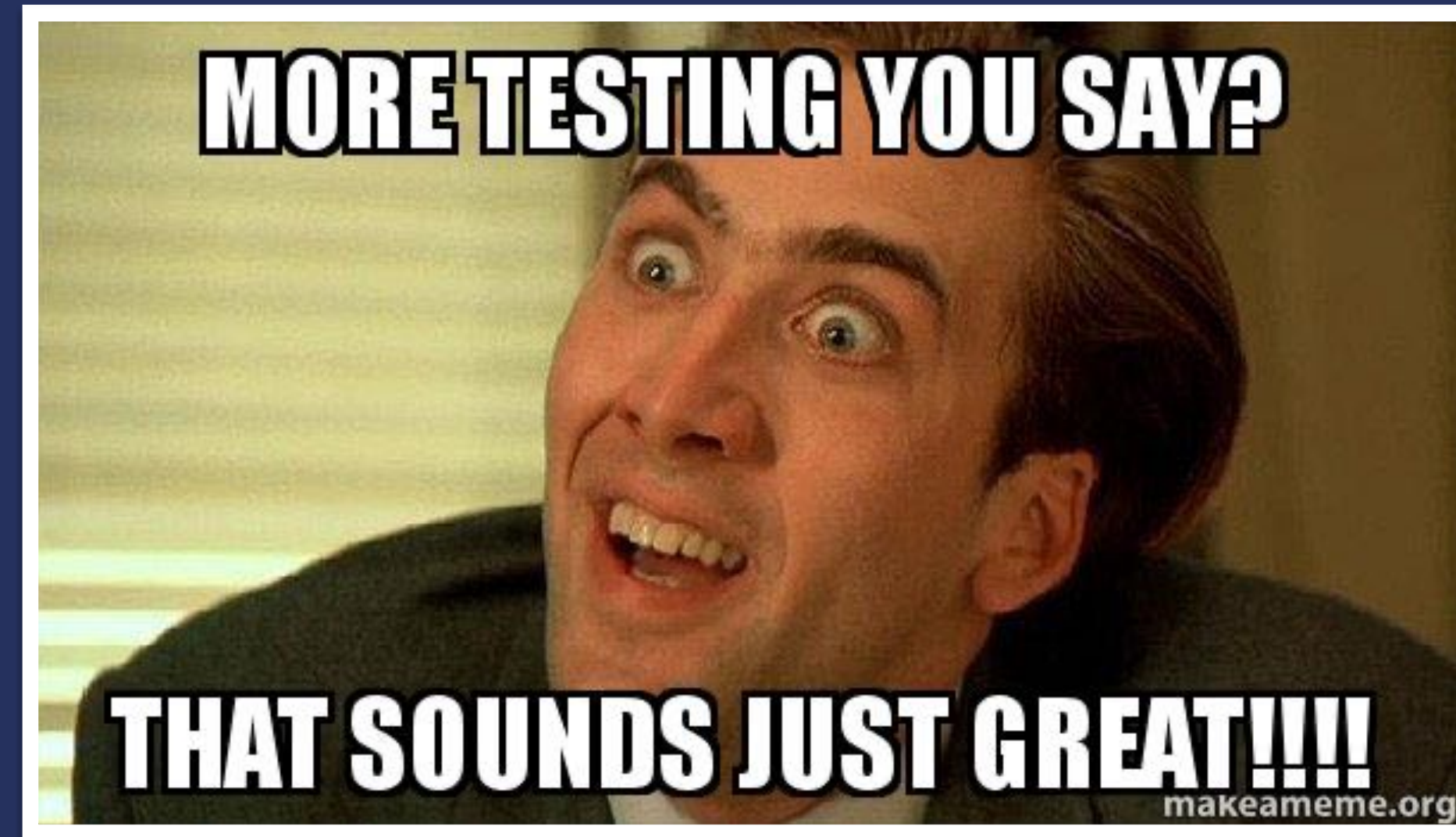
Search for a solution

Search for a solution



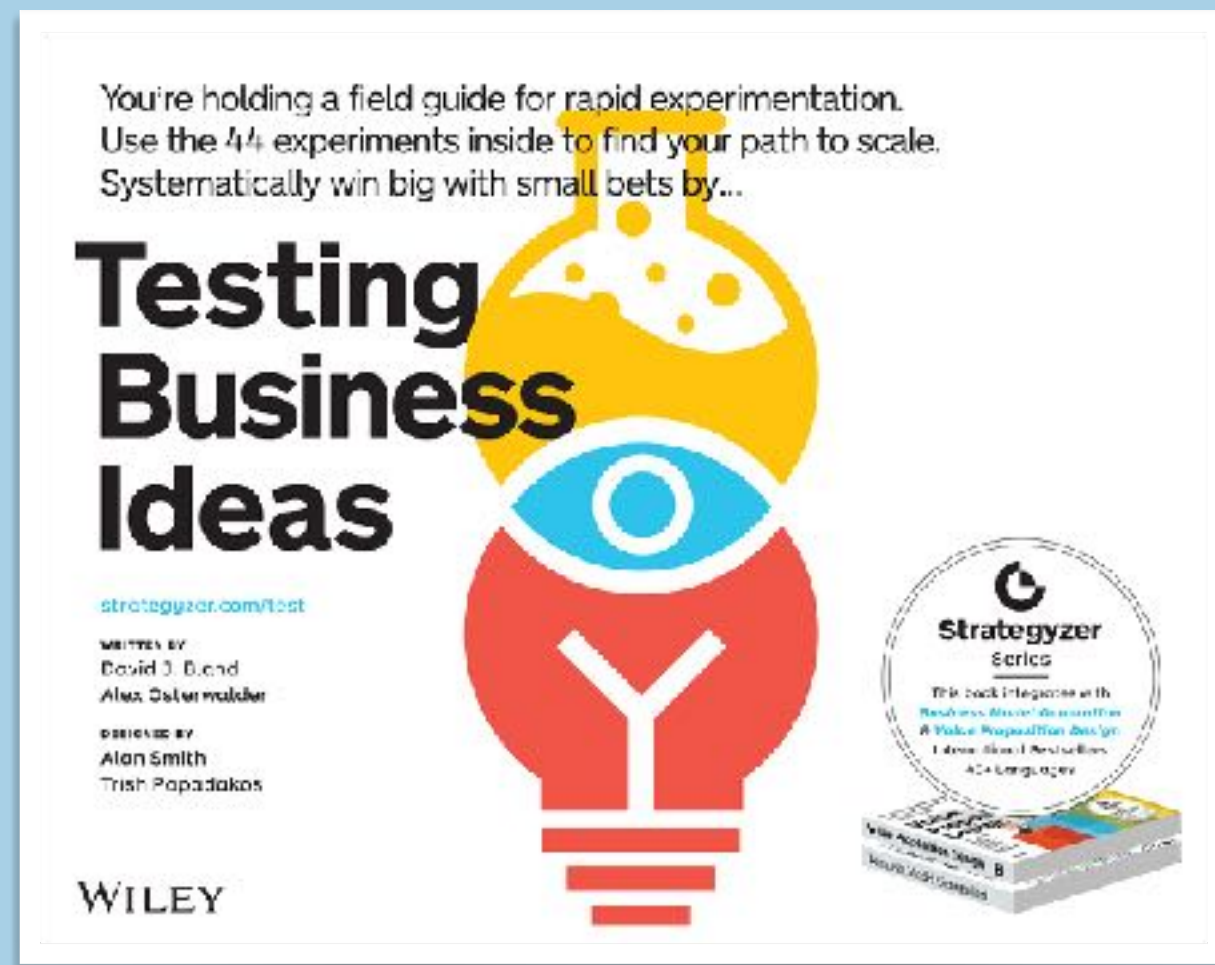
Questions to ask

1. What data do we have to support this solution being the right one?
2. What are our measurable goals with this solution, and what metrics will we use to track progress towards these goals?
3. Can the team operationally handle this solution?
4. Who are our stakeholders that we will need to have involved in the solution?



**Validate the solution
(early and often)**

Validate the solution (early and often)



Testing Business Ideas
By David Bland & Alex Osterwalder

Questions to ask

1. Does the product, design and engineering team know what we are looking to build, and why?
2. Does the rest of the company know how this may end up impacting their work?



Build and test a prototype

Build and test a prototype



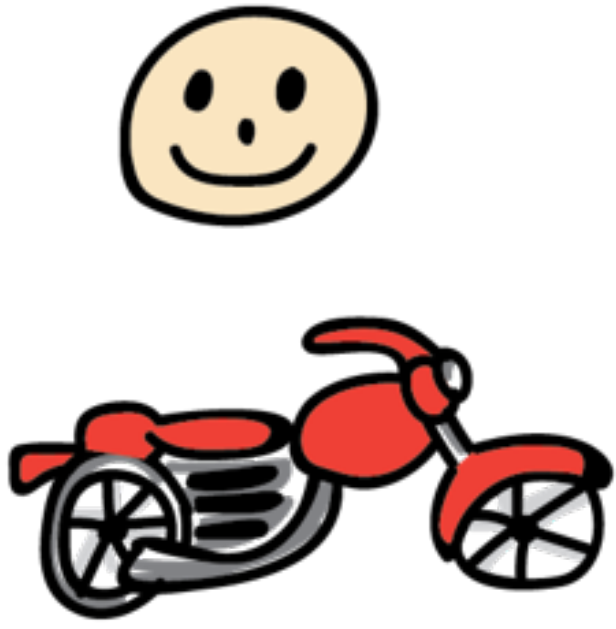
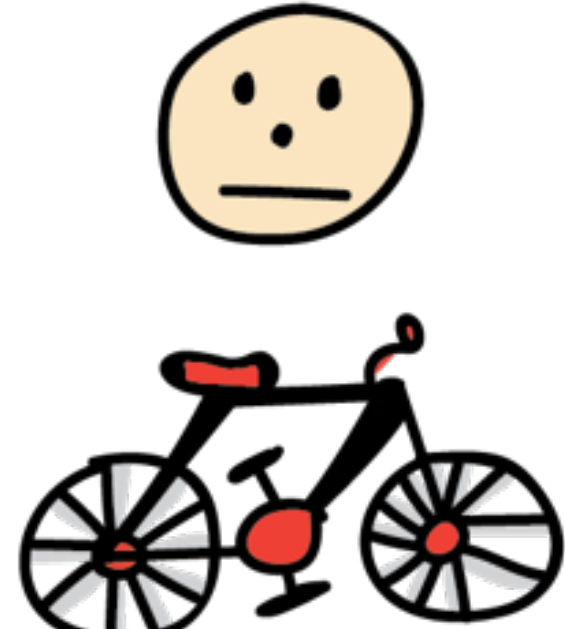
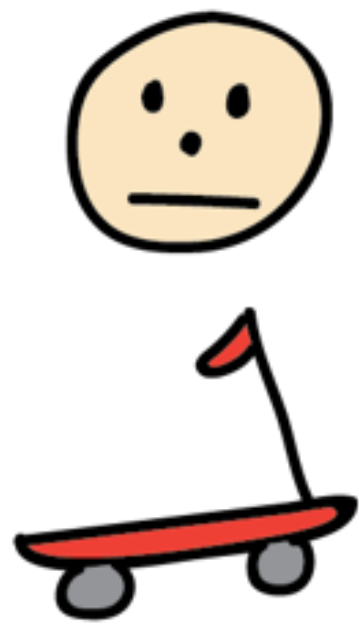
Questions to ask

1. What is the iterative release strategy?
2. Can we define an MVP that will let us test the product before it even hits the market?
3. What is the simplest prototype we can use to start testing with users/internal team members?
4. What do we need to change/iterate on?
5. How can we make these iteration cycles as quickly as possible?

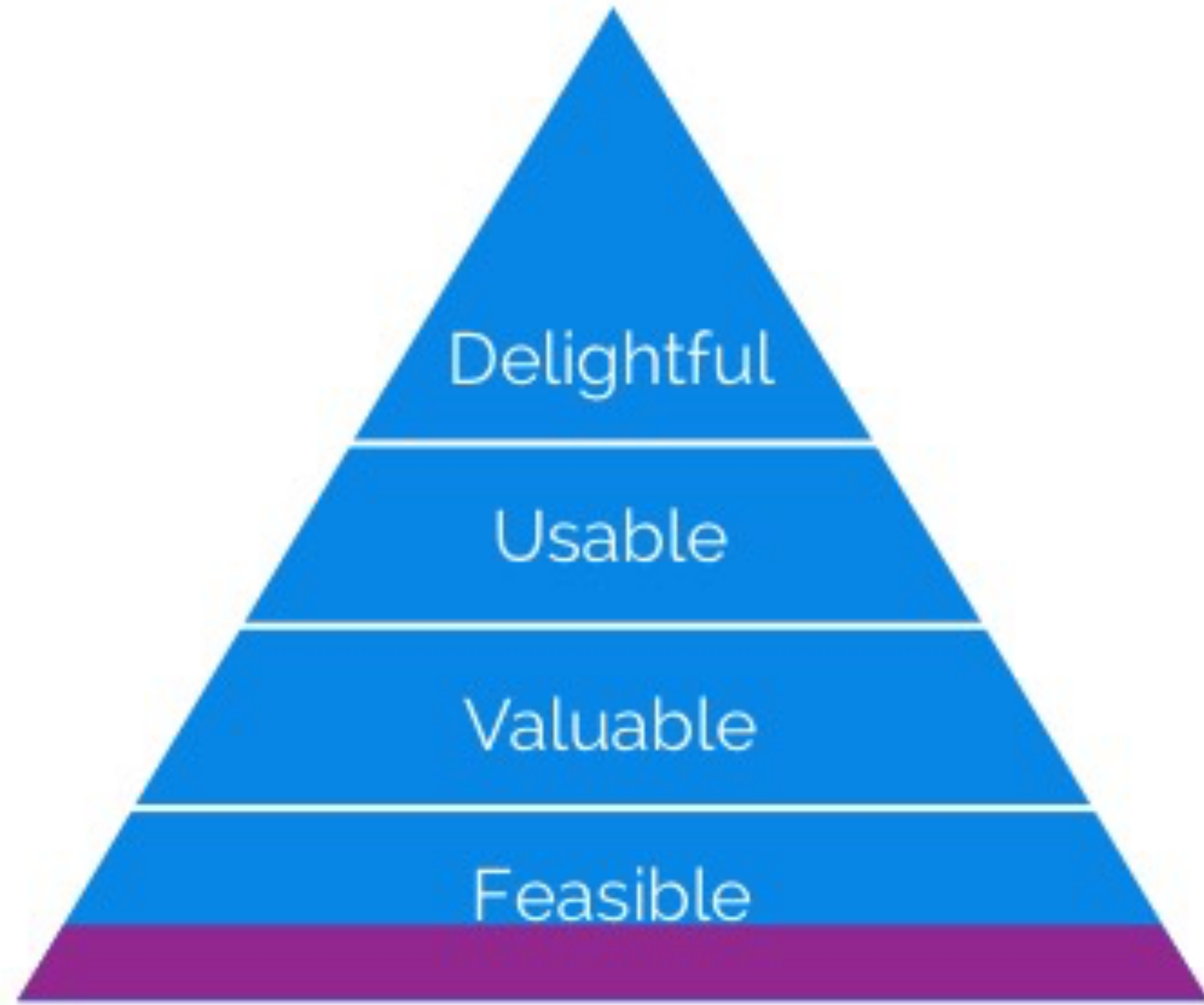
Not Like
This!



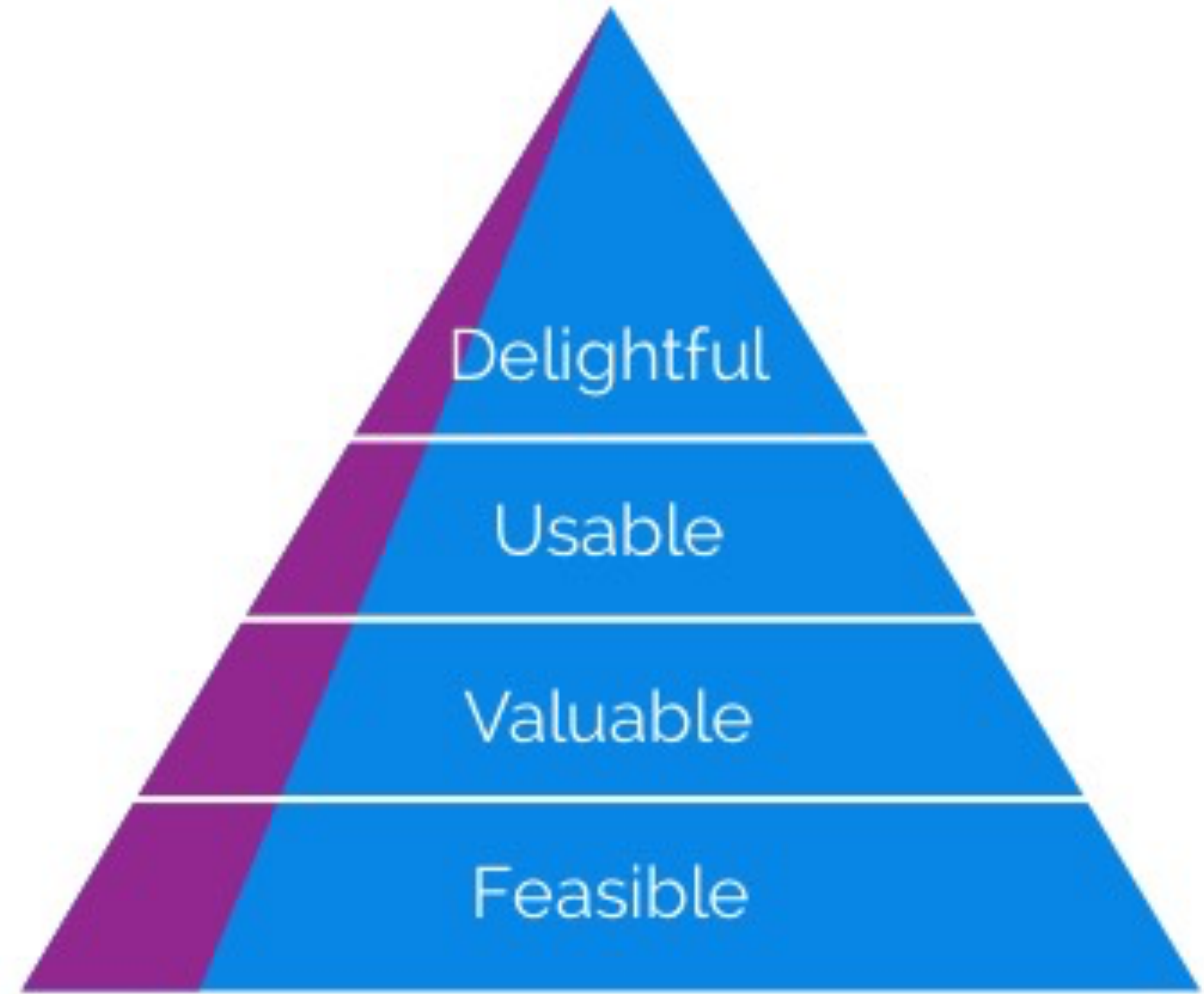
Like This!



Test, iterate and improve



↑
Not this



↑
This



Questions to ask

1. How can we take these user stories and break them down into workable tasks for engineers?
3. What is the acceptance criteria for each story?
4. What are the user stories that my engineering team can start to take into work on?
5. Are they small enough for the team to start to delivering on quickly within 3-5 days?



Product Vision

Product Vision

The 2-5 year aspirational future state of the product

1. Key word here is “aspirational” something ambitious you want to achieve with your product
2. Goals and impact – an outcome or advantage that your product provides in the market
3. The product vision is customer focused on driving impact in the market
4. Provides clear context, direction and helps to avoid distractions
5. Aligns product teams and company toward the same goals, inspires new talent to join

THE PRODUCT YOU ENVISIONED



THE PRODUCT YOU DELIVERED



Product Vision Examples

PRODUCT is for **TARGET CUSTOMER** who
STATEMENT OF NEED OR OPPORTUNITY. The **PRODUCT NAME**
is a **PRODUCT CATEGORY** that **KEY BENEFIT, REASON TO BUY**.
Unlike **PRIMARY COMPETITIVE DIFFERENTIATION**, our product
STATEMENT OF PRIMARY DIFFERENTIATION.

Product Vision Examples

<p>1. TRIGGER</p>		<p>MOM, WHAT'S FOR DINNER?</p>
<p>Sharon finishes work and has 45 minutes to figure out how to get dinner on the table for her family.</p>	<p>She spends 15 minutes looking for recipes online and in cookbooks but can't find any that will work.</p>	<p>Sharon knows she's out of time to figure out what to make and feels frustrated, stressed and angry.</p>
<p>2. DISCOVERY</p>		<p>CHUCKWAGON MEAL PLANNER, RECIPES & GROCERY LIST</p> <p>★★★★★</p> <p>I'VE SAVED HOURS EACH WEEK!</p> <p>DON'T KNOW WHAT I'D DO WITHOUT IT</p> <p>WOW!!!</p>
<p>Flustered, Sharon searches for "15-minute dinners" on Pinterest.</p>	<p>She sees an ad that catches her eye for a meal-planning app.</p>	<p>A lot of people seem to like this app.</p>
<p>3. EVALUATION</p>		<p>Sharon is impressed with all the 5-star reviews in the App Store and decides to give Chuckwagon a try.</p>
<p>Sharon logs onto the Chuckwagon website to learn more.</p>		

<p>4. TRIAL</p>		
<p>Sharon sets up her family's preferences and gets a meal recommendation instantly.</p>	<p>She loves how easy it is to make this meal, and it smells really good. She feels relieved.</p>	<p>Everyone loves the dinner, and Sharon gives the app a 5-star review when prompted.</p>
<p>5. ENGAGEMENT</p>		
<p>After using the app for a bit, Sharon tries the grocery delivery service for one week's meal plan.</p>	<p>Sharon saved so much time ordering groceries - she was finally able to relax for an hour on Sunday!</p>	<p>Later, Sharon saves time by ordering an in-home chef for a dinner party. Everyone loved the food.</p>
<p>6. RETENTION</p>		
<p>Sharon goes on vacation for 10 days for some much-needed R&R.</p>	<p>Nathan from Chuckwagon sees that Sharon hasn't used the app in a while and sends her a note.</p>	<p>Sharon loves how Chuckwagon knows her family so well and is excited to eat some homemade meals.</p>

Product Vision Examples





Product Strategy



South Park Underpants Gnomes

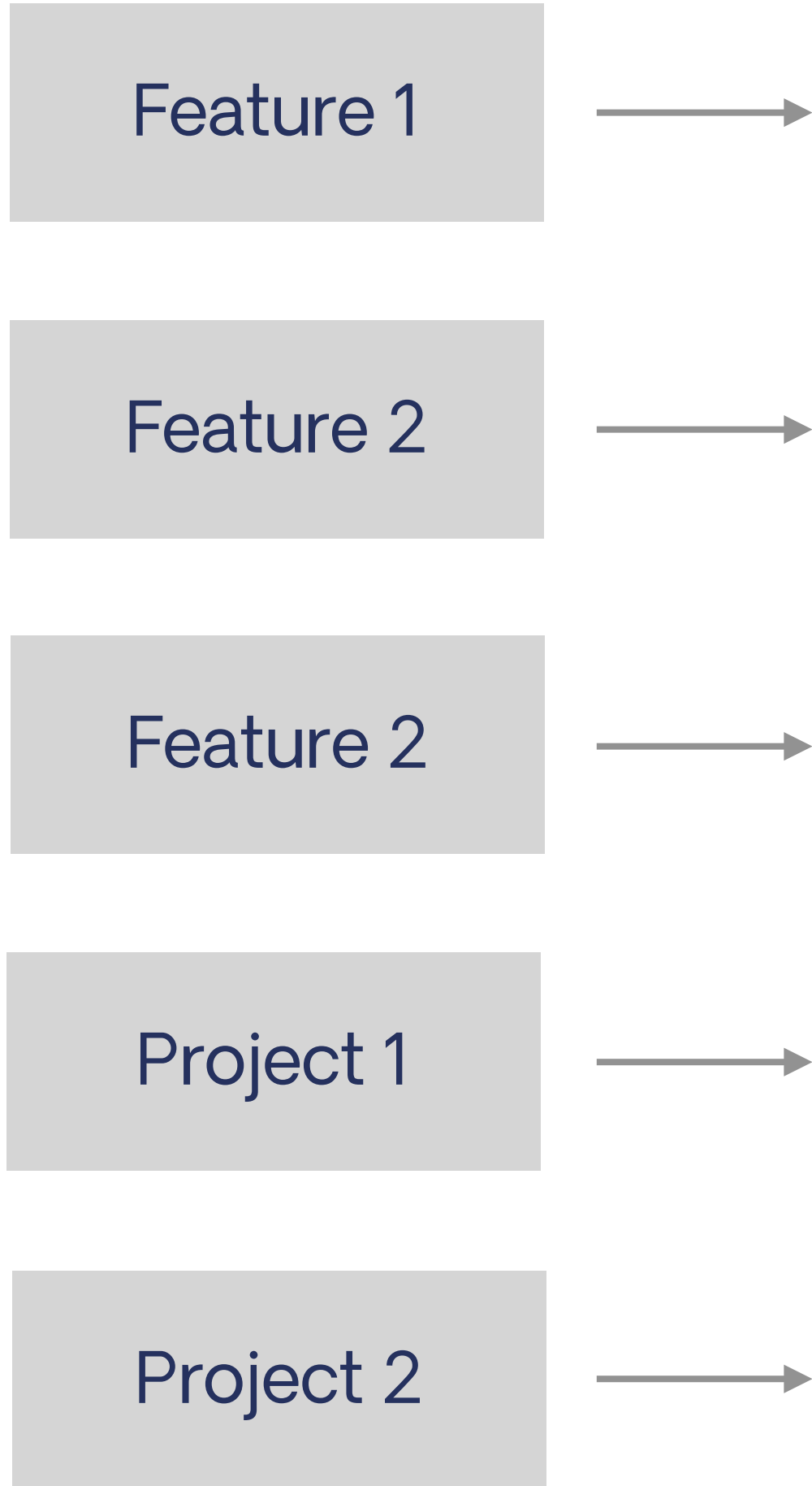
The focused and thoughtful plan on how to win in the market and achieve the Product Vision

1. “Strategy is about making choices, trade-offs; it’s about deliberately choosing to be different” – Michael Porter
2. Product Strategy should address six dimensions:
 - **Target audience**, narrowest relevant set of users
 - **Problem you’re solving** – specific challenge solved for users
 - **Value proposition** – a clear value statement for users
 - **Strategic differentiation** – what makes it better than competitors
 - **Channel strategy** – how to attract your target audience
 - **Monetization strategy** – how you monetize your audience

Product Strategy

The Work
(projects / initiatives)

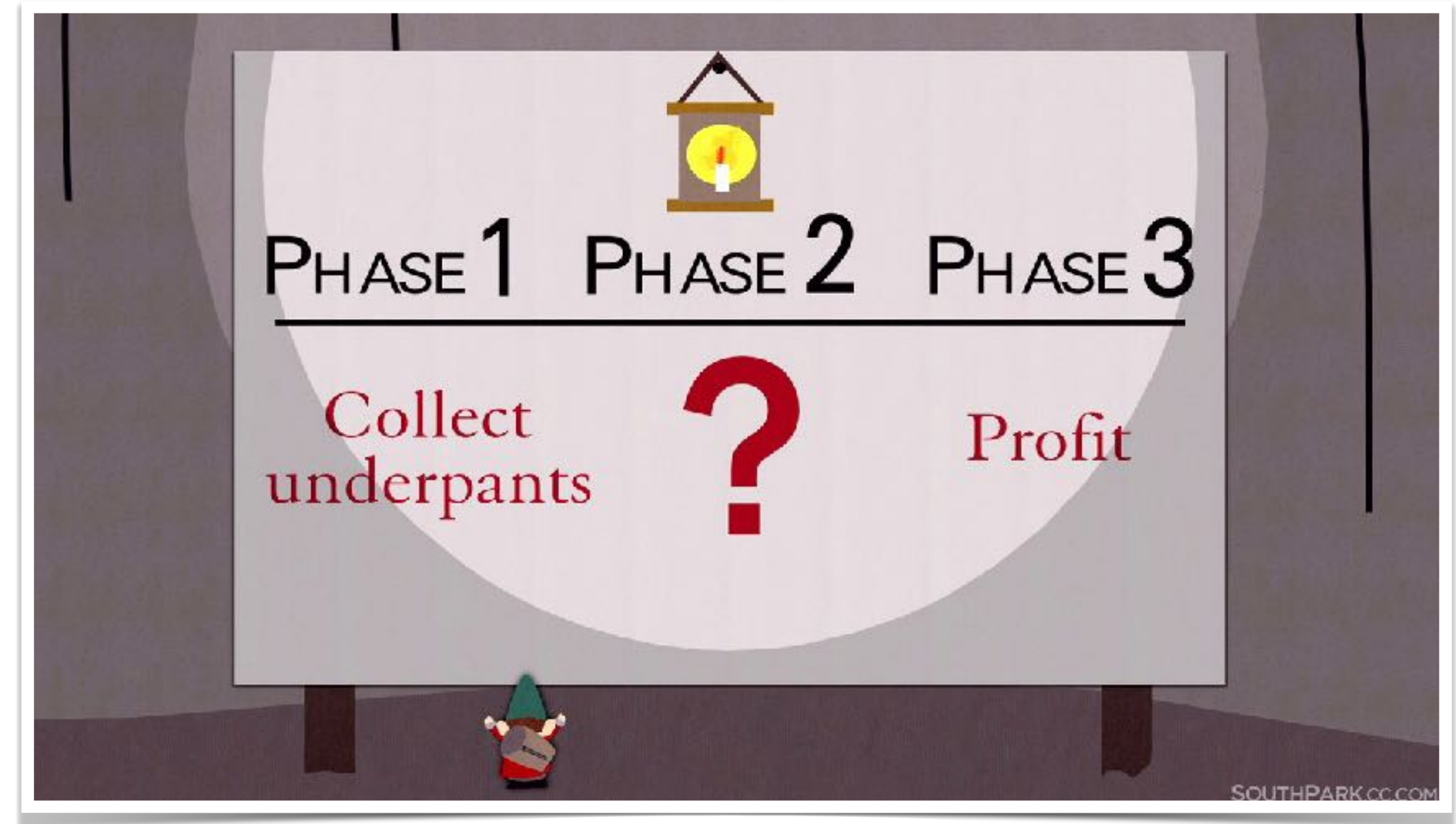
Impact Metrics
(top level business KPIs)



Revenue

LAGGING INDICATOR

=



Product Strategy

The Work
(projects / initiatives)

Feature 1



Feature 2



Feature 2



Project 1



Project 2



Product Strategy



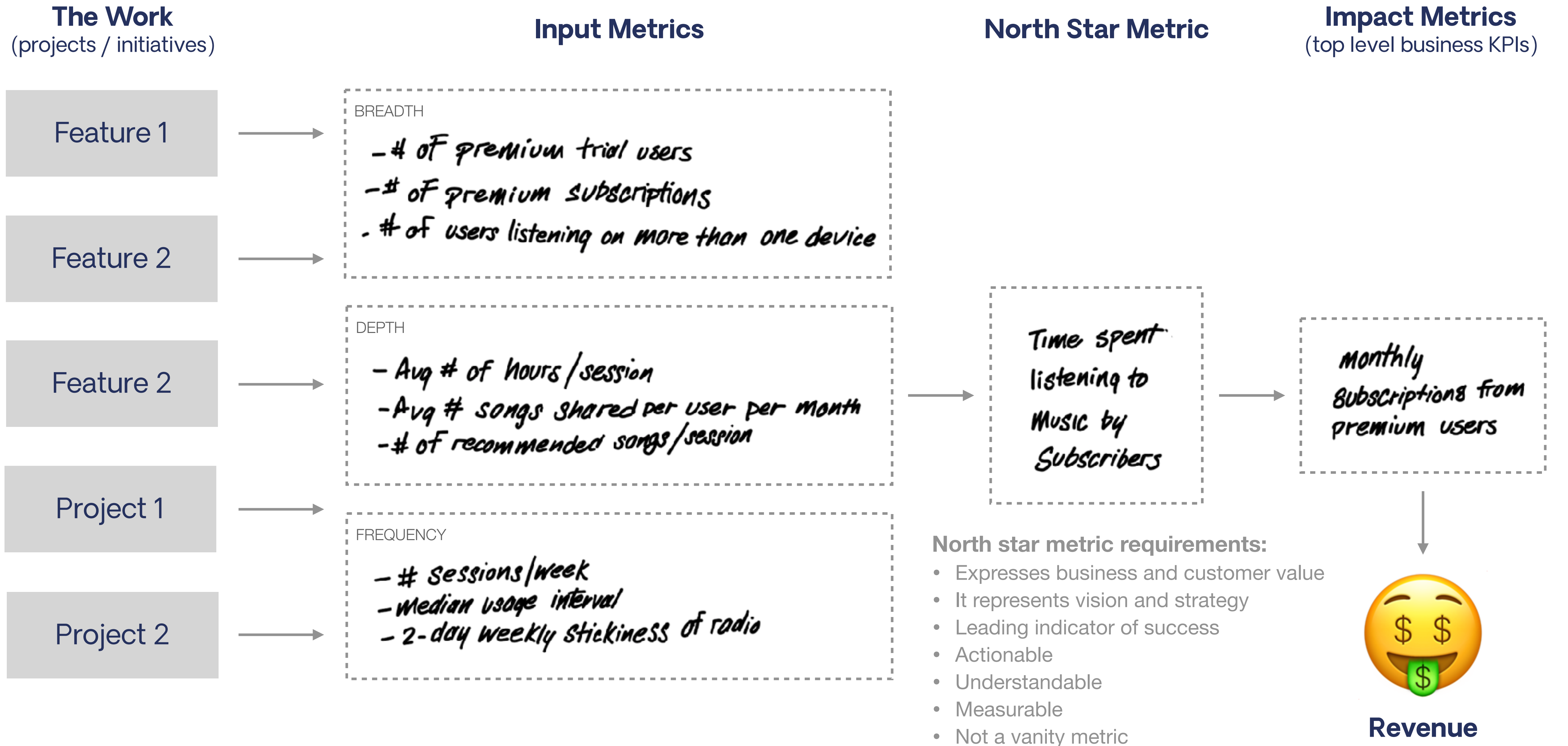
Impact Metrics
(top level business KPIs)



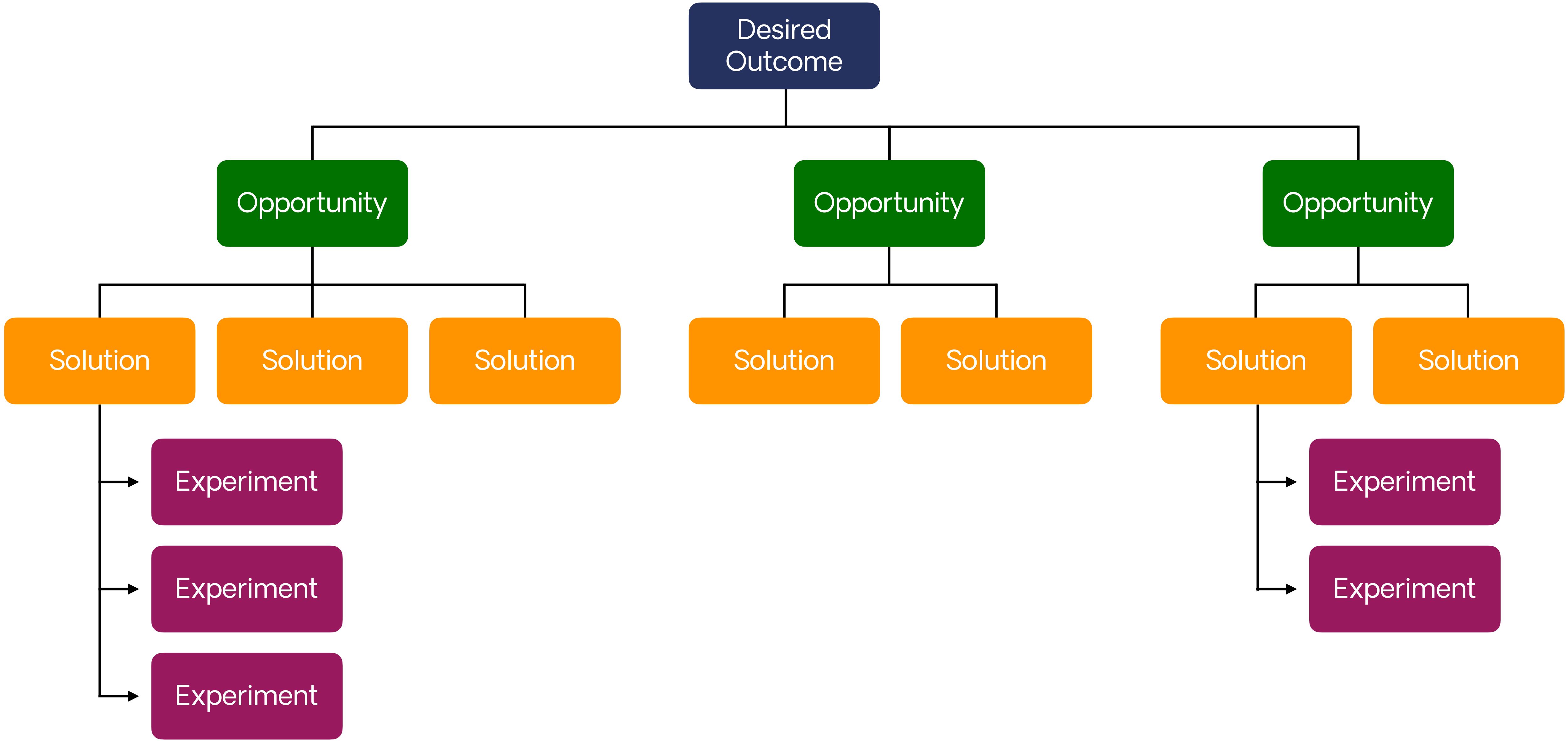
Revenue

LAGGING INDICATOR

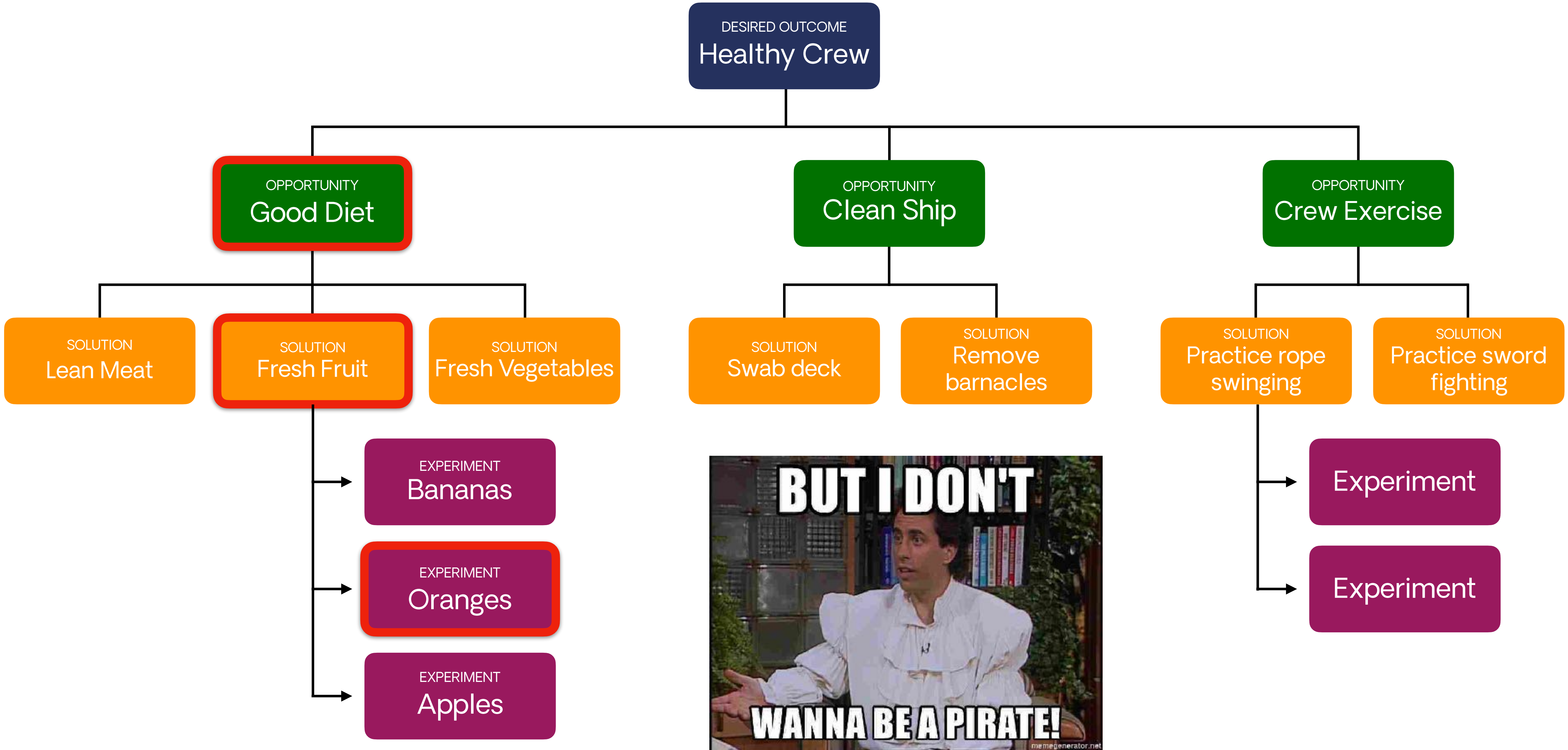
Product Strategy Examples

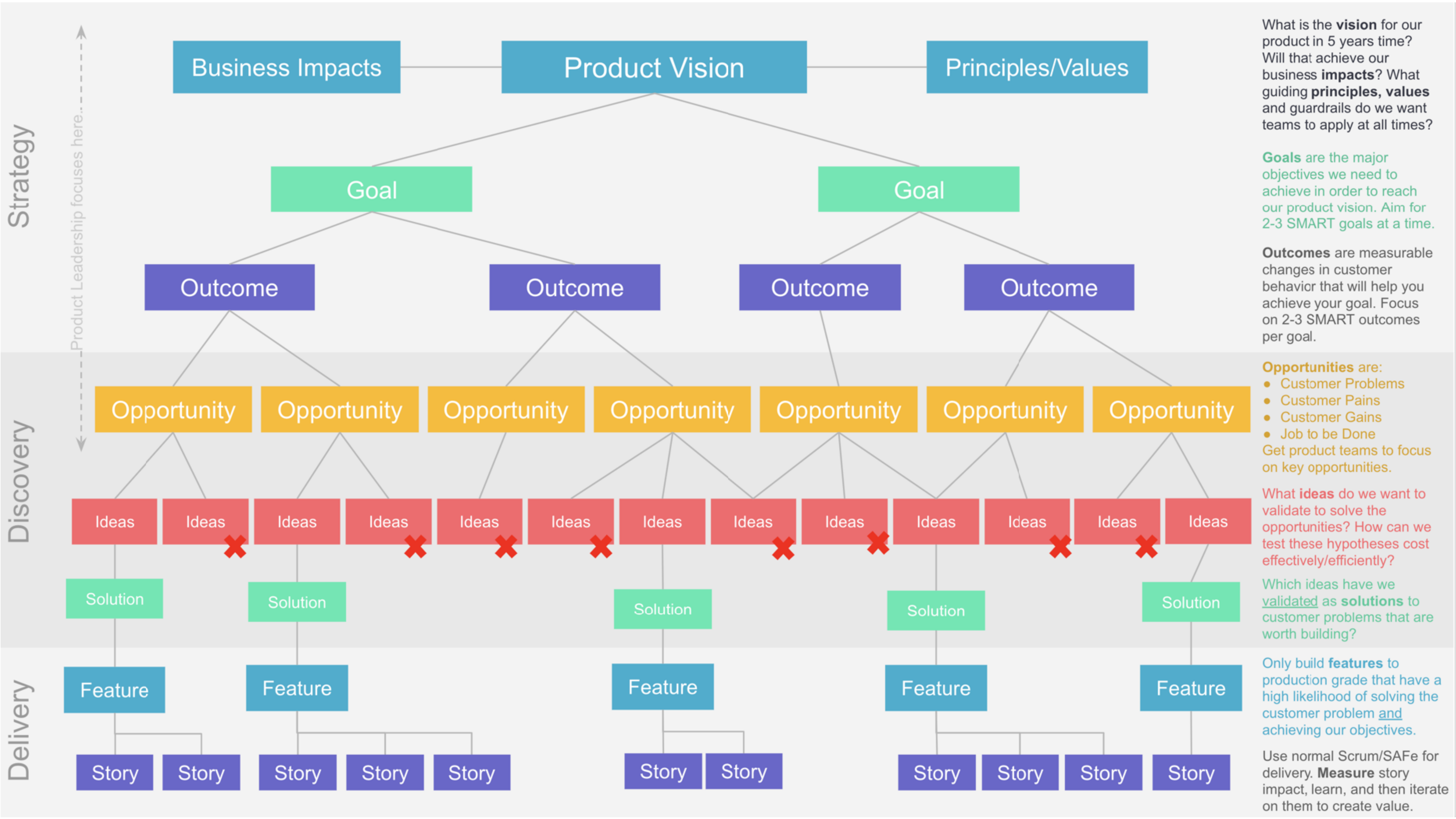


Product Strategy Examples



Product Strategy Examples





What is the **vision** for our product in 5 years time? Will that achieve our business **impacts**? What guiding **principles, values** and guardrails do we want teams to apply at all times?

Goals are the major objectives we need to achieve in order to reach our product vision. Aim for 2-3 SMART goals at a time.

Outcomes are measurable changes in customer behavior that will help you achieve your goal. Focus on 2-3 SMART outcomes per goal.

Opportunities are:

- Customer Problems
- Customer Pains
- Customer Gains
- Job to be Done

Get product teams to focus on key opportunities.

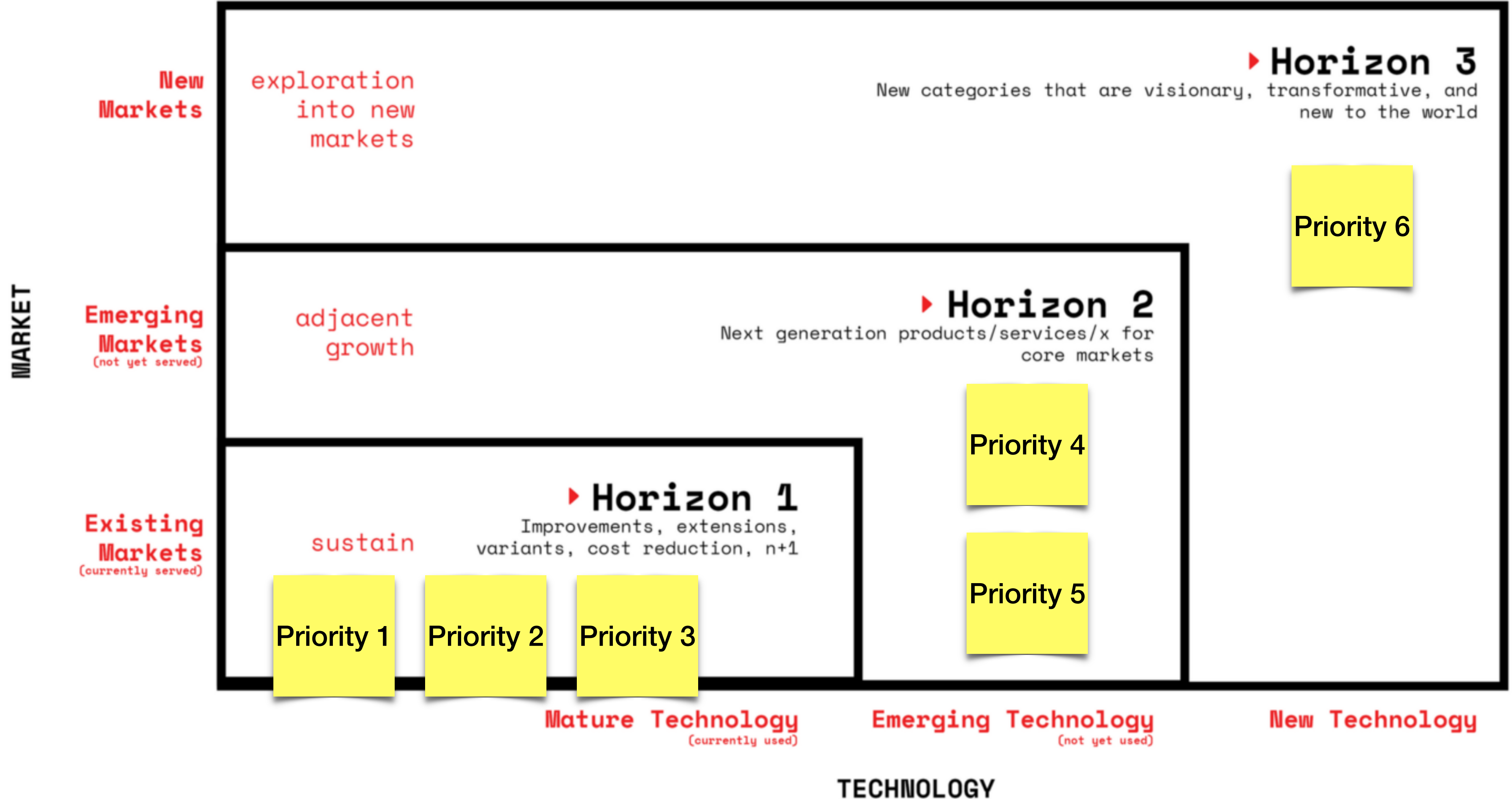
What **ideas** do we want to validate to solve the opportunities? How can we test these hypotheses cost effectively/efficiently?

Which ideas have we validated as **solutions** to customer problems that are worth building?

Only build **features** to production grade that have a high likelihood of solving the customer problem and achieving our objectives.

Use normal Scrum/SAFe for delivery. **Measure** story impact, learn, and then iterate on them to create value.

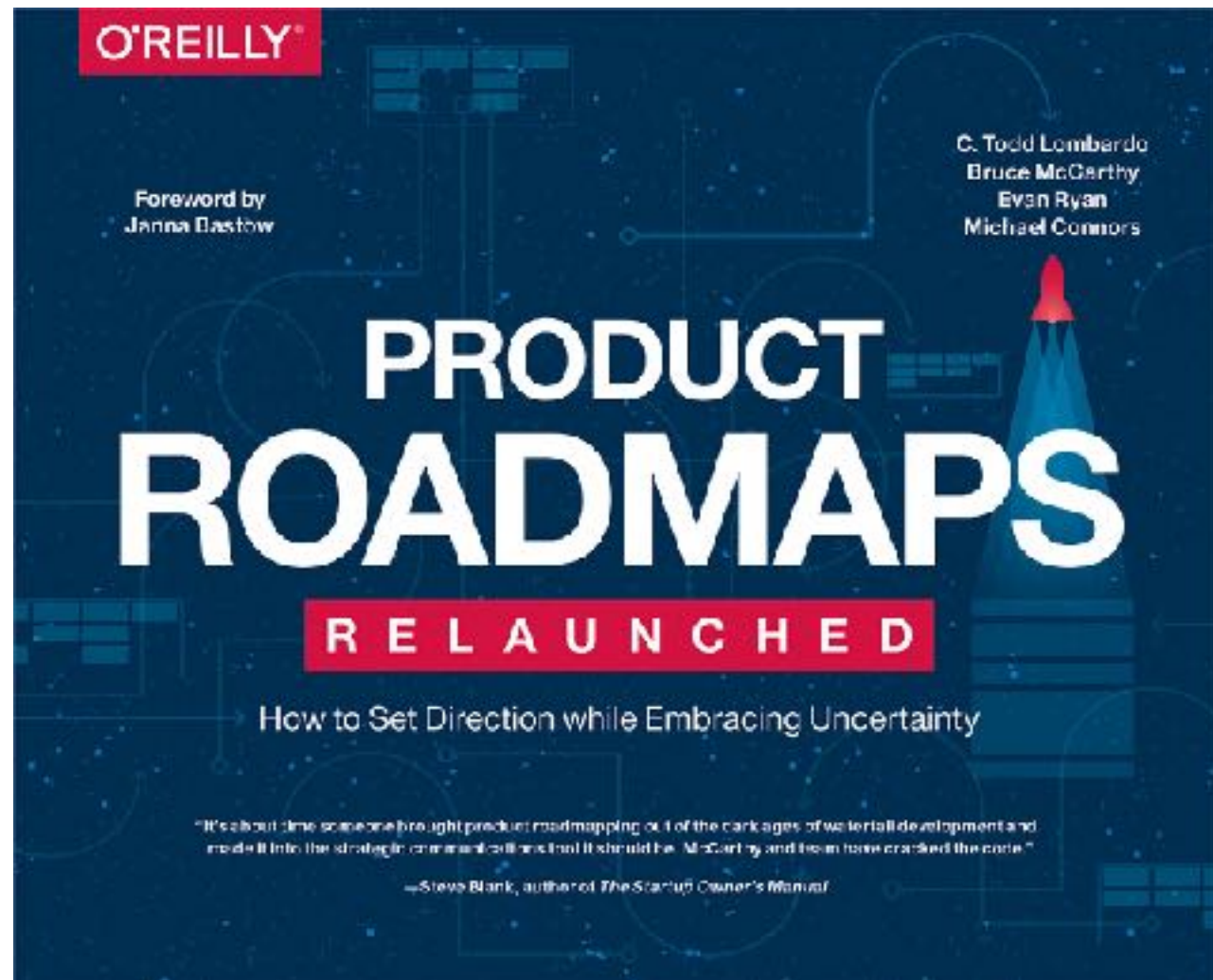
Product Strategy Examples



16 Product Strategies for Growth and the metrics they impact

	Add New Customers <i>Serve new markets or segments and improve your ability to win in those segments</i>		Grow LTV <i>Earn more from your customers and keep them around longer</i>		Improve Profitability <i>Consider the scalability of your product strategies to maximize enterprise value</i>	
	Grow TAM	Expand SAM/SOM	Increase Retention	Increase Rev. per Customer	Reduce CAC	Reduce Marginal Support Costs
1. Innovate to Be Best In Breed		✓	✓	✓		
2. Build+Bundle Complementary Product	✓	✓	✓	✓		✓
3. Acquire Complementary Products	✓	✓	✓	✓		
4. Integrate with Partner Products		✓	✓	✓	✓	
5. Develop Tangential Product Lines	✓	✓		✓		
6. Go Up Market		✓		✓		
7. Go Down Market		✓			✓	
8. Attack New Markets / Verticals	✓	✓				
9. Expand into New Geographies	✓	✓				
10. Create Self Service Channel		✓			✓	✓
11. Establish a Partner Channel		✓			✓	✓
12. Become an Open Platform		✓	✓	✓		✓
13. Increase Your Prices				✓		
14. Merge with Competitors		✓	✓			✓
15. Improve Product Value Realization			✓			✓
16. Sunset/Sell a Product Line	<i>Sunsetting or selling a product line allows you to focus on the activities that will drive growth</i>					✓

Product Strategy Examples



H1'17	H2'17	2018	Future
<p>Indestructible Hose</p> <p>● Features:</p> <ul style="list-style-type: none"> • 20' & 40' lengths • No-leak connections • No-kink armor <p>Objectives:</p> <ul style="list-style-type: none"> • Increase unit sales • Decrease number of returns • Decrease overall defects <p>Stage: Pre-Production</p>	<p>Delicate Flower Management</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Double ASP <p>Stage: Prototype</p>	<p>Putting Green Evenness for Lawns</p> <p>Stage: Discovery</p>	<p>Infinite Extensibility</p>
	<p>Severe Weather Handling</p> <p>Objectives:</p> <ul style="list-style-type: none"> • NE Expansion <p>Stage: Materials Testing</p>	<p>Extended Reach</p> <p>Stage: Discovery</p>	<p>Fertilizer Delivery</p>
<p>● Target Customers: Santa Fe & Phoenix</p>	<p>● Target Customers: Southwest and Northeast regions</p>	<p>● Target Customers: US & Canada</p>	<p>● Target Customers: Pro market</p>
<p>● Confidence: 90%</p>	<p>● Confidence: 75%</p>	<p>● Confidence: 50%</p>	<p>● Confidence: 25%</p>
<p>● External Events: Partner Showcase Apr 19</p>	<p>● External Events: Lawn & Garden Show Jun 15</p>	<p>● External Events: Hardware Show Jun 23</p>	

Netflix 2023 SMT lockup

Strategy	Metric	Tactic
Personalization	RMSE (delta between expected and actual rating)	Profiles, mood algorithm test, Voice ID, movie personality quiz, language detection, Surprise Me
Original Content	% of members who watch ≥ 10 hours/month of original content	Studio tools, cold start, weekly release test, episodic micro-docs, movies, reality tv, kids, sports
Viewing experience	% of members who watch ≥ 40 hours/month	4K, HDR, set top box integrations, shared viewing, lip-synch algorithms, Open Connect
Games	% of members who play ≥ 30 minufes/month	Mobile game launches, games on TV-based games systems, games based on original IP
Margin enhancement	Average revenue/member	Price tests, ad-supported plan, add household, transfer profile to paid account, WW mobile-only plan

@gibsonbiddle

Netflix 2022 Outcomes Roadmap

I Watch Netflix Because...	Leading Indicators	NOW	NEXT	CONSIDER
I find content I want to watch	RMSE (delta between expected and actual rating)	Mood algorithm test	Voice recognition	Language detection, Movie personality quiz
Content I can't get anywhere else	% of members who watch 10+ hrs/mon of Original Content	Cold-start merch test	Weekly release test	Episodic Micro-docs, genre expansion
The experience is just better	% of members who watch 40+ hrs/mon	Set top box integrations	Lip-synch algorithms	Netflix Party; WW Open Connect integration
I like being involved	% of members who watch 1+ hr/mon of interactive content	Multi-stream encoding tools	Mobile games	Bandersnatch 2



Patrick Gregory

THANK
YOU!

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