Conducting Product Discovery

Jim Morris

Utilize 25 Years of Experience to Create Lasting Change

Stanford | ENGINEERING
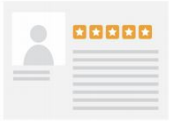Computer Science

fogdog SPORTS

$450 million IPO

bazaar voice:™

POWER REVIEWS

product discovery group

$168 million sale

Coaching Product Discovery Across Industries

Consumer

Dictionary.com

Hallmark

wattpad

c spire

brightday

Digital Health

KAISER PERMANENTE

Hinge Health

VSP Global

MERCK

bigfoot BIOMEDICAL

Tech, Finance, Energy

pagerduty

intel

FastSpring

SB Simply Business

AcuityBrands

sparkfund

What is product discovery?

Discovery is the process of finding a solution that is valuable, usable, feasible, and viable:

1 Valuable - Will they use it?

2 Usable - Can they use it?

3 Feasible - Can we build it?

4 Viable - Should we build it?

Why is it valuable to invest in product discovery?

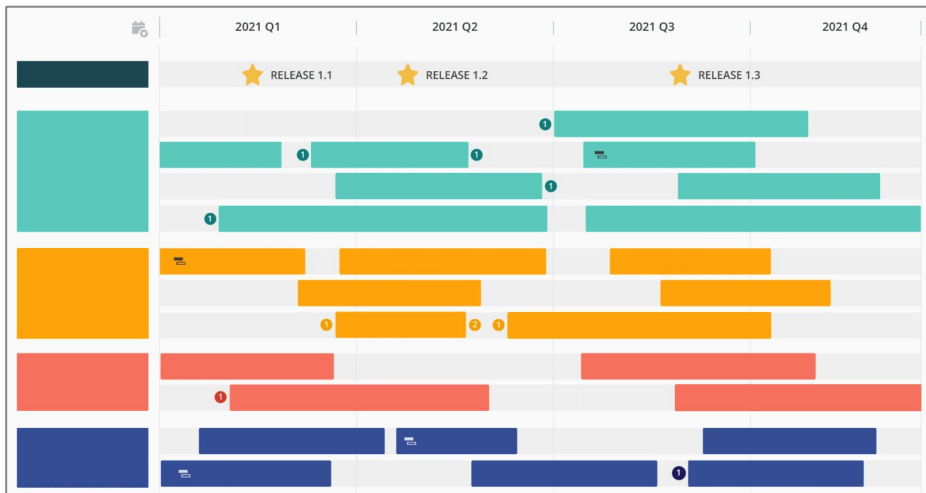**To save engineer hours**

To address risk

To increase innovation

Case Study - Pivoting Your Strategy

Before - Roadmap of products and features

After - Total focus on mobile compatibility

Case Study - Spend to Learn Before Spending to Build

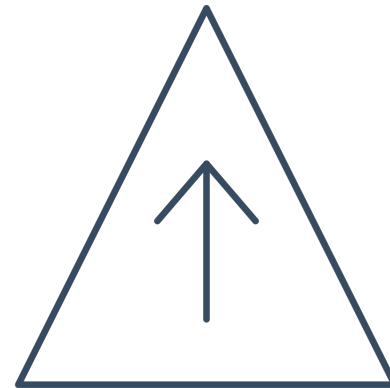Before - High ... Ongoing traffic.

How is the product discovery mindset different from the traditional delivery mindset?
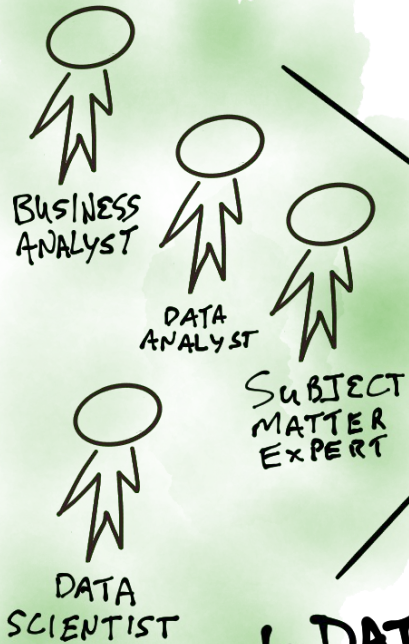
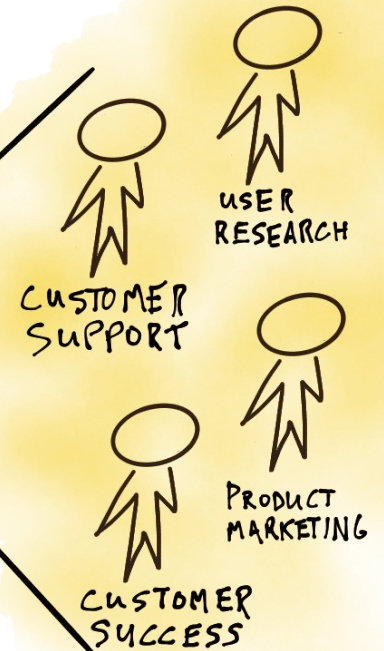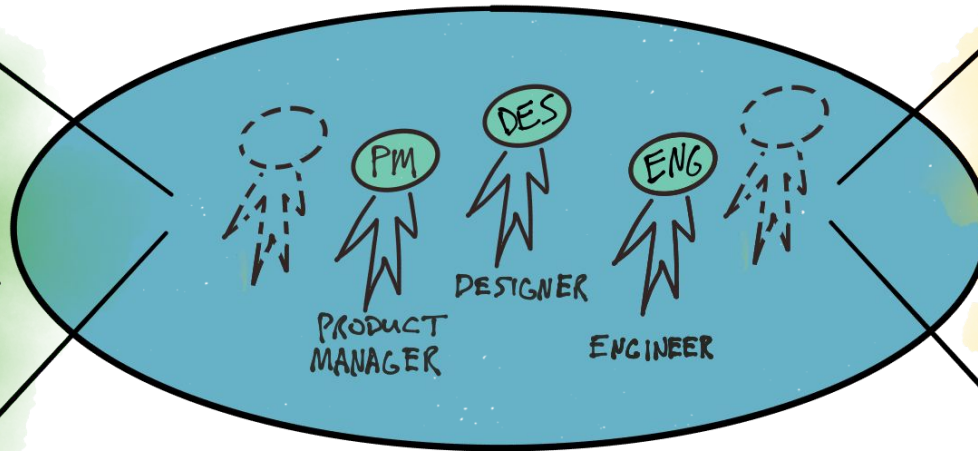**Traditionally, executives try to see into the future (and it rarely works)**

Discovery is a bottoms-up mindset, it's up to the team to find the solution

Product Discovery Process

```
┌─────────────┐     ┌─────────────┐     ┌─────────────┐     ┌─────────────┐     ┌─────────────┐
│  Develop    │ ──▶ │   Find &    │ ──▶ │   Create    │ ──▶ │  Recruit &  │ ──▶ │  Analyze &  │
│  Context    │     │ Prioritize  │     │  Prototype  │     │  Interview  │     │   Decide    │
│             │     │  Problems   │     │ Experiments │     │    Users    │     │             │
└─────────────┘     └─────────────┘     └─────────────┘     └─────────────┘     └─────────────┘
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Product Discovery Process

Develop Context → **Find & Prioritize Problems** → **Create Prototype Experiments** → **Recruit & Interview Users** → **Analyze & Decide**
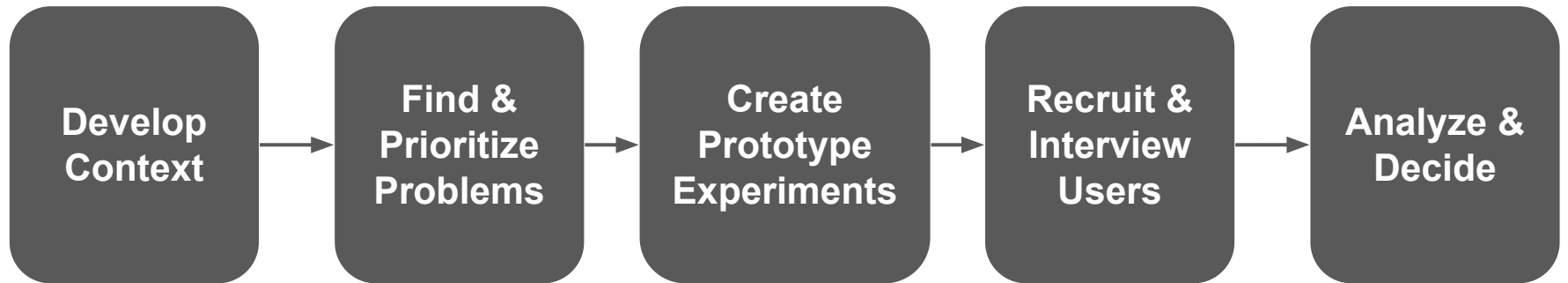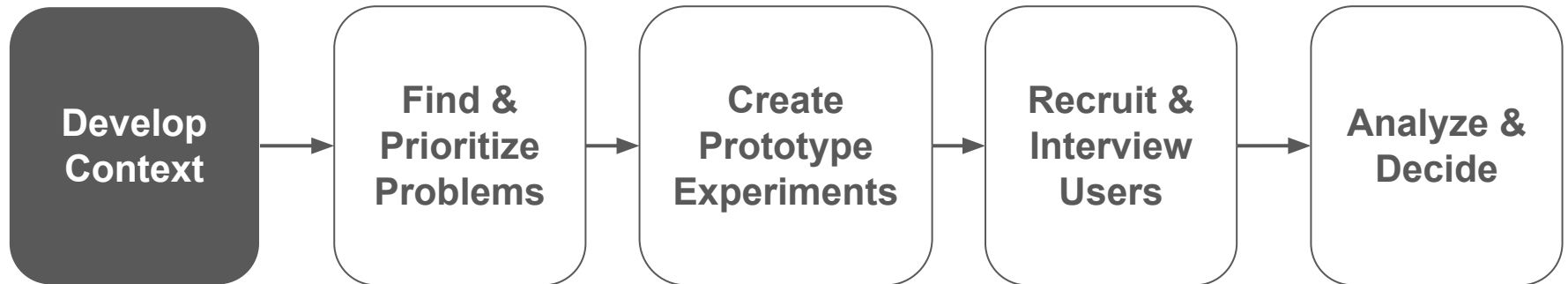
User Experience Map

This is the CURRENT state of the world

Map Topic — Hire a plumber

Primary Users

- Home owner
- Renter

Supporting Users

- Neighbor who knows about Home Improvement

Triggers
Why does this journey start?

- Leaking faucet
- Electric outlet not working
- Clogged drain
- Fix a wobbly door

Starting Points

- Search google
- Call a friend
- Text a friend
- Ask a family member

Activities

- Ask friend for handyman suggestions
- for each handyman suggestion
- Ask about rates
- Ask about skills
- Ask about availability
- Get onsite estimate
- Check online ratings
- Evaluate all estimates
- choose a handyman
- Have work done
- Pay handyman

Goals

- Clogged drain is cleared

How Might We Notes
These are future ideas

- How might ask our neighbors for recommendations
- How might we know which friends have used a plumber recently
- How might we collect recommendations from family members
- How might we make this process easier for the home owner

Opportunity Assessment

Business Objective

Increase Efficiency of Driver Time

Target Customer

Driver

Constraints

Must not reveal actual phone # to driver or passenger

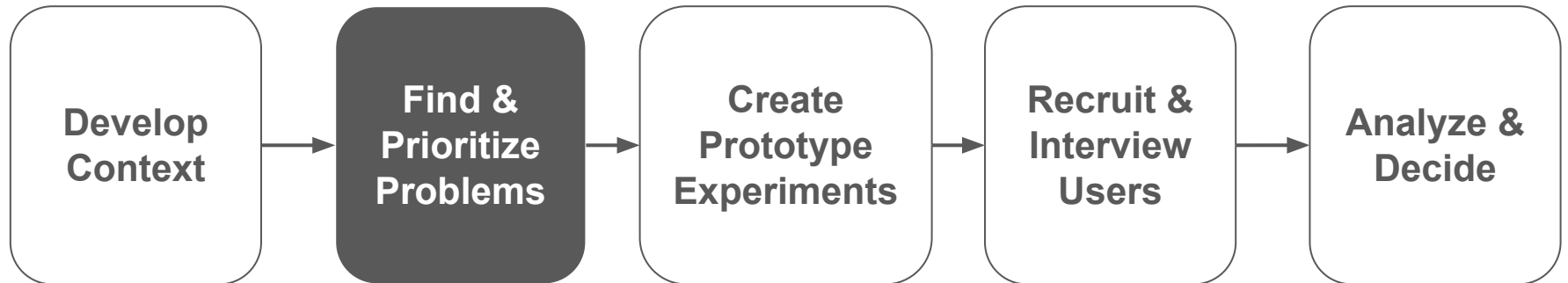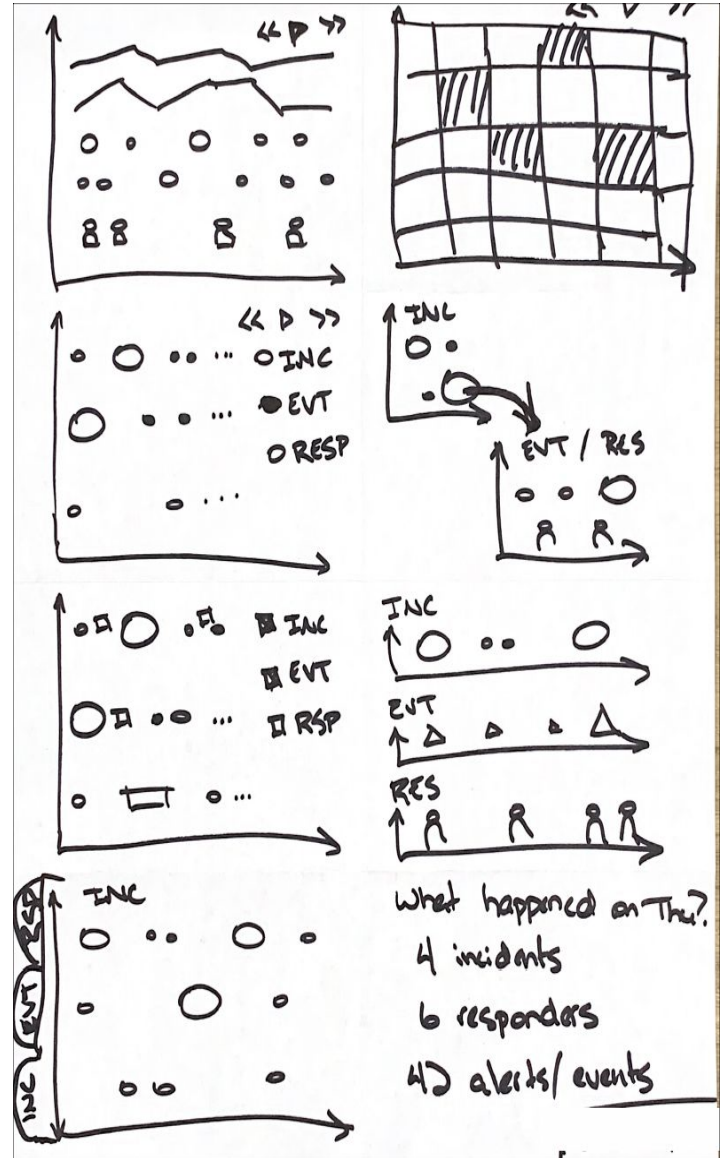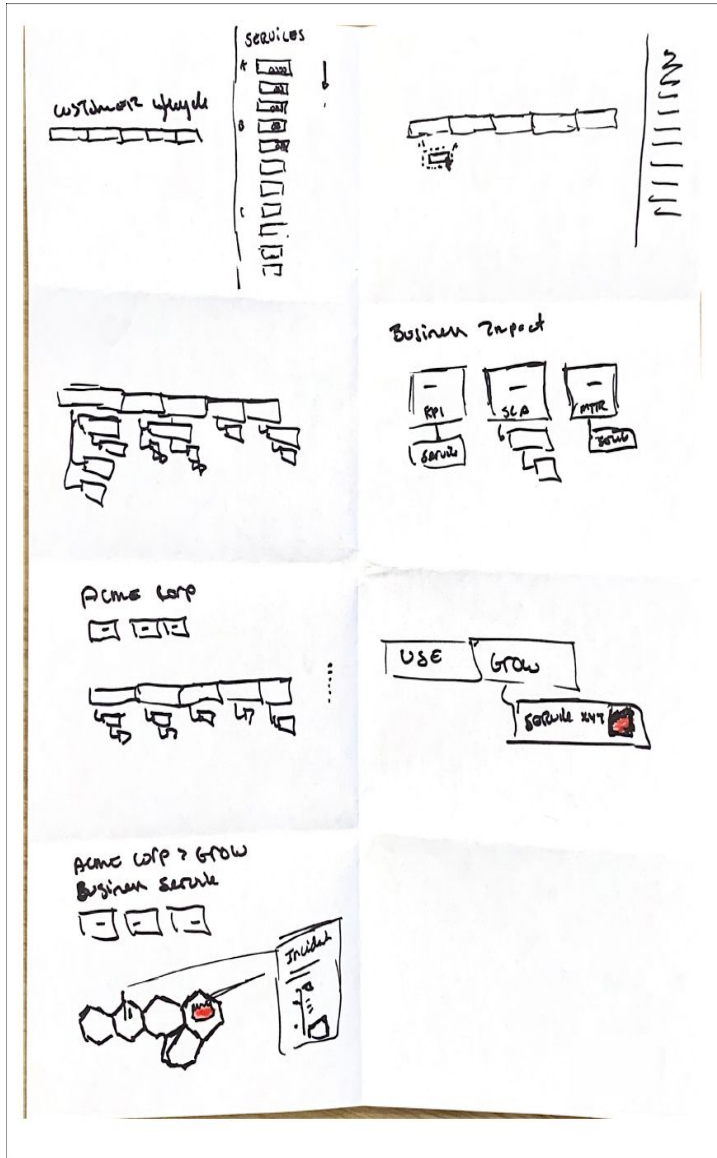Must have good cellular service at pickup location

Key Result

50% reduction in wait time from arrival to departure week over week

Customer Problem

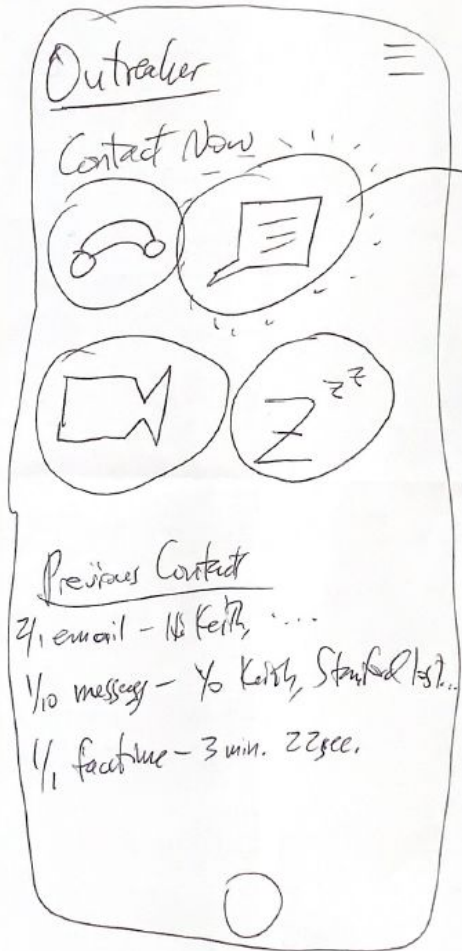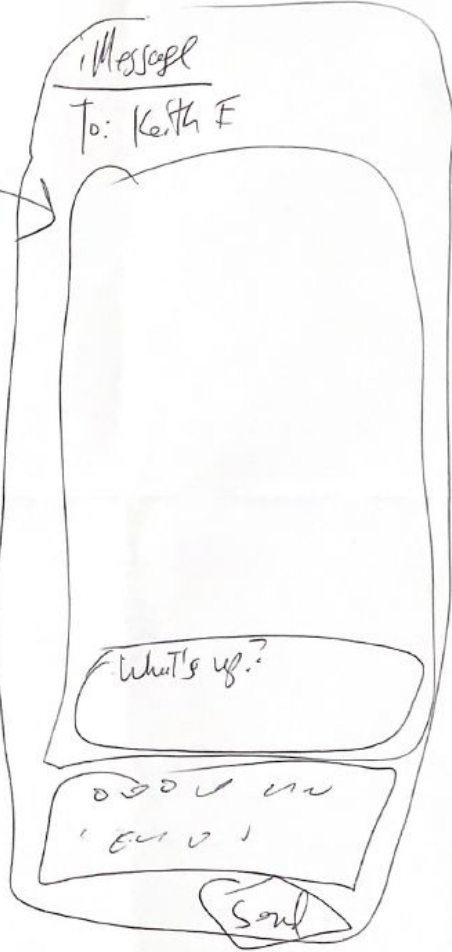I am waiting too long for the passenger
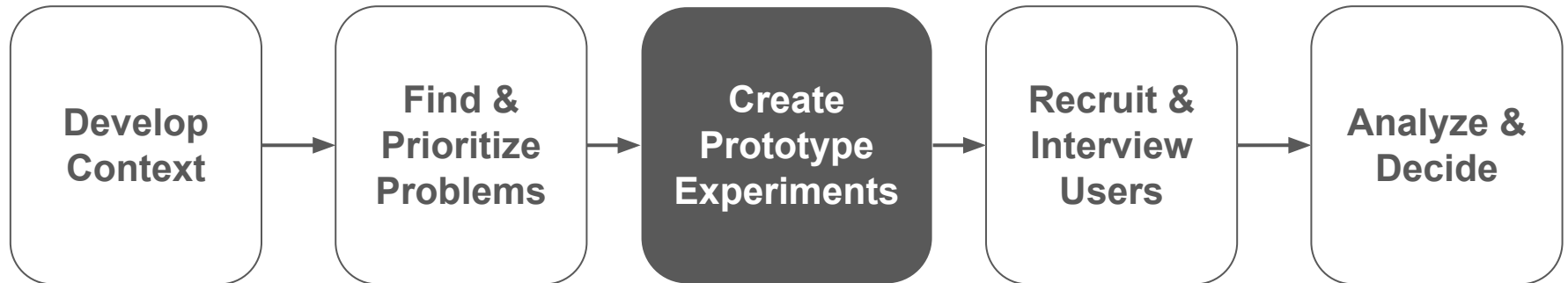
Product Discovery Process

Develop Context	→	**Find & Prioritize Problems**	→	Create Prototype Experiments	→	Recruit & Interview Users	→	Analyze & Decide

customer lifecycle

services

Business Impact

RPI   SLA   MTTR
service   total

Acme Corp

USE   GROW

service xyz

Acme Corp > Grow
Business service

Incident

INC

○ INC
● EVT
○ RESP

EVT / RES

A R

⊞ INC
⊠ EVT
⊡ RSP

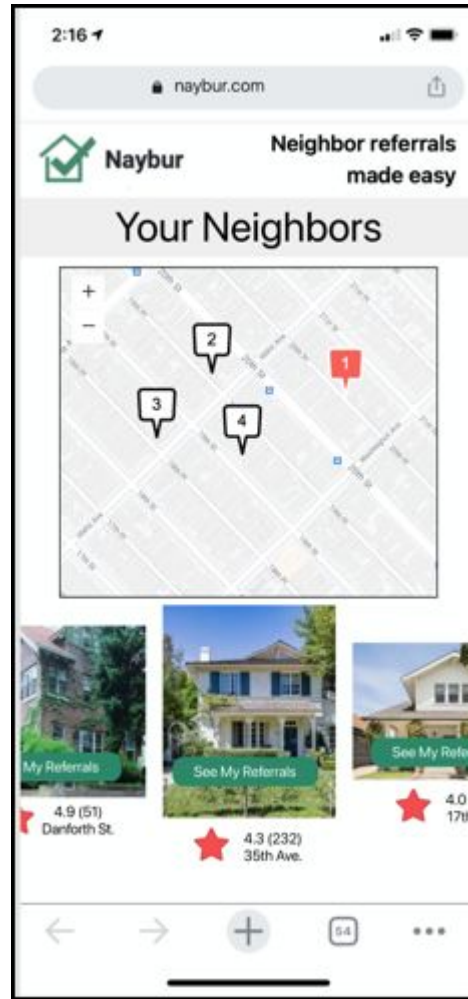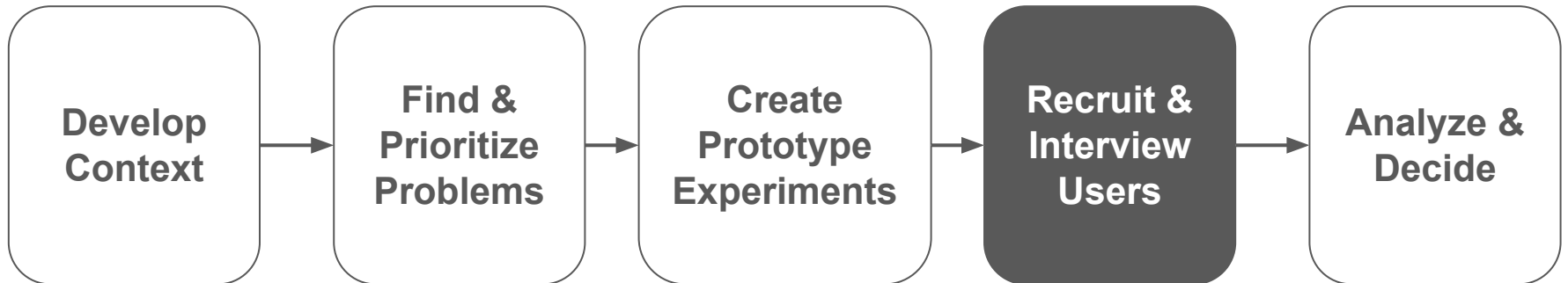INC

EVT

RES

INC

What happened on Thu?
4 incidents
6 responders
42 alerts/events

Product Discovery Process

Develop Context → Find & Prioritize Problems → Create Prototype Experiments → Recruit & Interview Users → Analyze & Decide

Screen 1 — Naybur landing page

Naybur

Log in   Sign up

Discover Home Professionals Your Neighbors Trust

Create Your Trusted List

🔍 Handyman, Painter, Roofer, etc.

📍 Greenville, WI

Search

Screen 2 — Your Neighbors

2:16

🔒 naybur.com

Naybur   **Neighbor referrals made easy**

Your Neighbors

1   2   3   4

My Referrals

See My Referrals

See My Refer

4.9 (51) Danforth St.

4.3 (232) 35th Ave.

4.0 (17th

Screen 3 — LarryV23 profile

2:16

🔒 naybur.com

Naybur   **Neighbor referrals made easy**

LarryV23

Save

Danforth St.

Reviews

❤️ 31

"I tend to hire people that take immense pride in their work and run small to very small crews."

Home Pros I've used and liked

Handyman: Juan - 415-264-1970
Plumber: Jim - 772-435-5655
Roofer: Donald - 413-878-8700
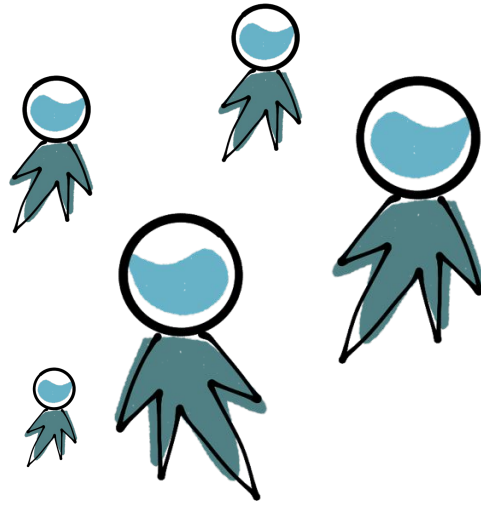**Carpet Care:** Bonny - 510-333-1111

➕ Add a Home Pro

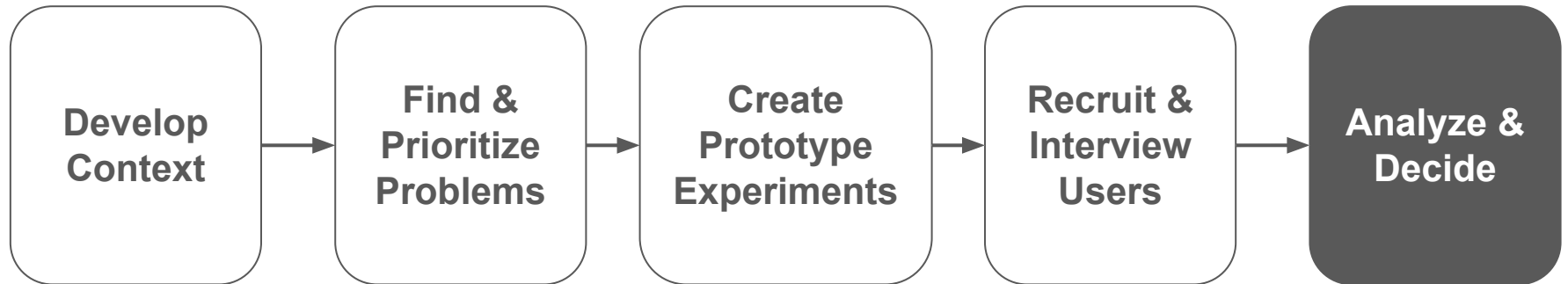# Product Discovery Process

Product Discovery Process
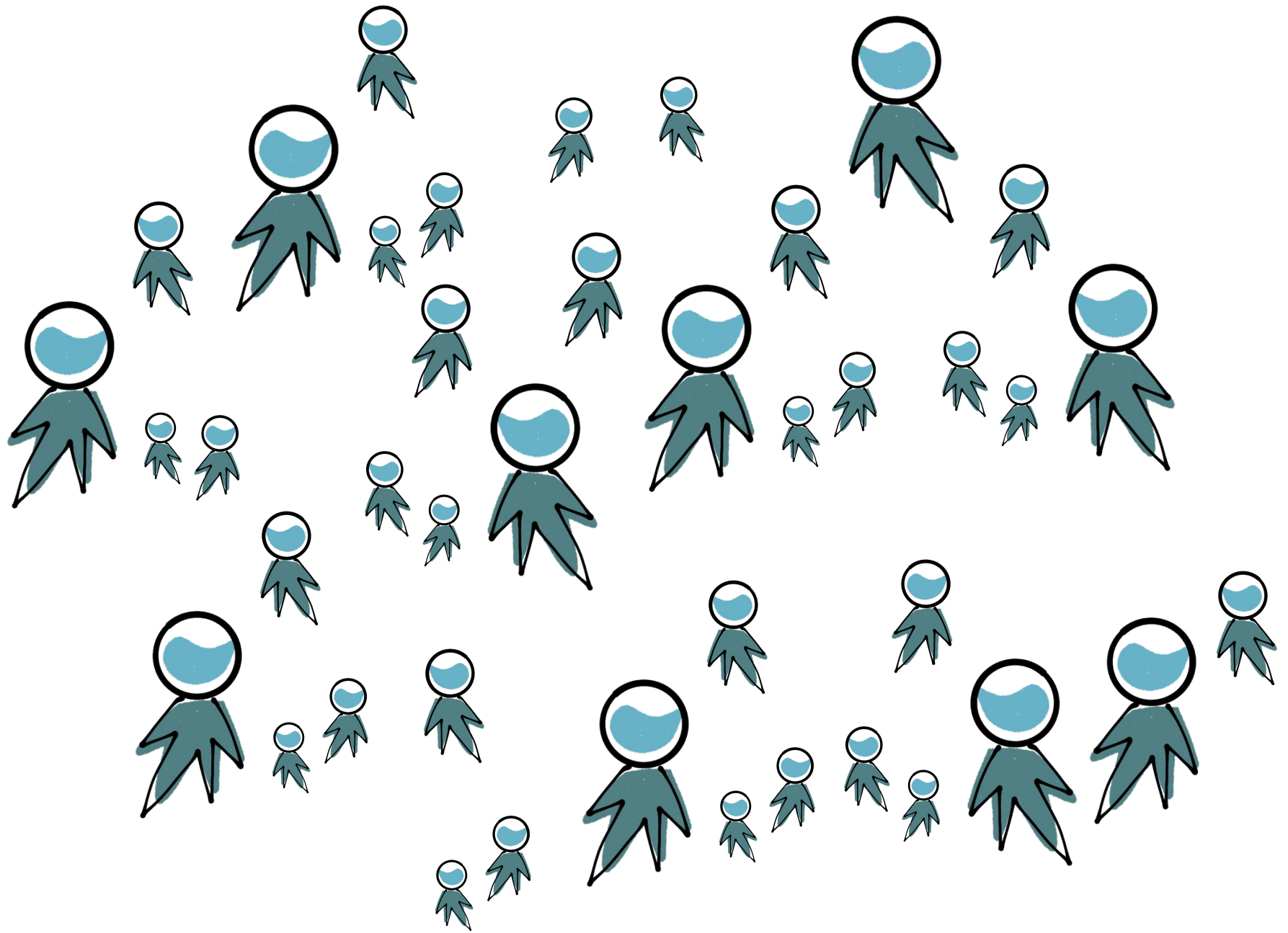
VALIDATE

ITERATE
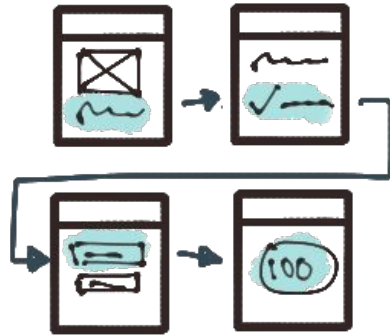
DISCARD

CUSTOMER

customer

How should you set up your customer interviews, and what questions should you ask?

Do	Don't
✅ Look for people who are currently looking to solve the relevant problem, or who have been in the market very recently	❌ Ask shallow questions like "What do you see?" and "Would you use this?"
✅ Start the interview with a realistic situation in a starting point that would be common for encountering your solution	❌ Ask people to "imagine". You don't want people to imagine and make things up
✅ Keep the interview short and focused on behavior. Focus on concrete current or recent experiences	

How many customers should you test with?

**Look for
5-6 to start**

**Iterate more
with 3 at a time**
(Iterate on negative
feedback)
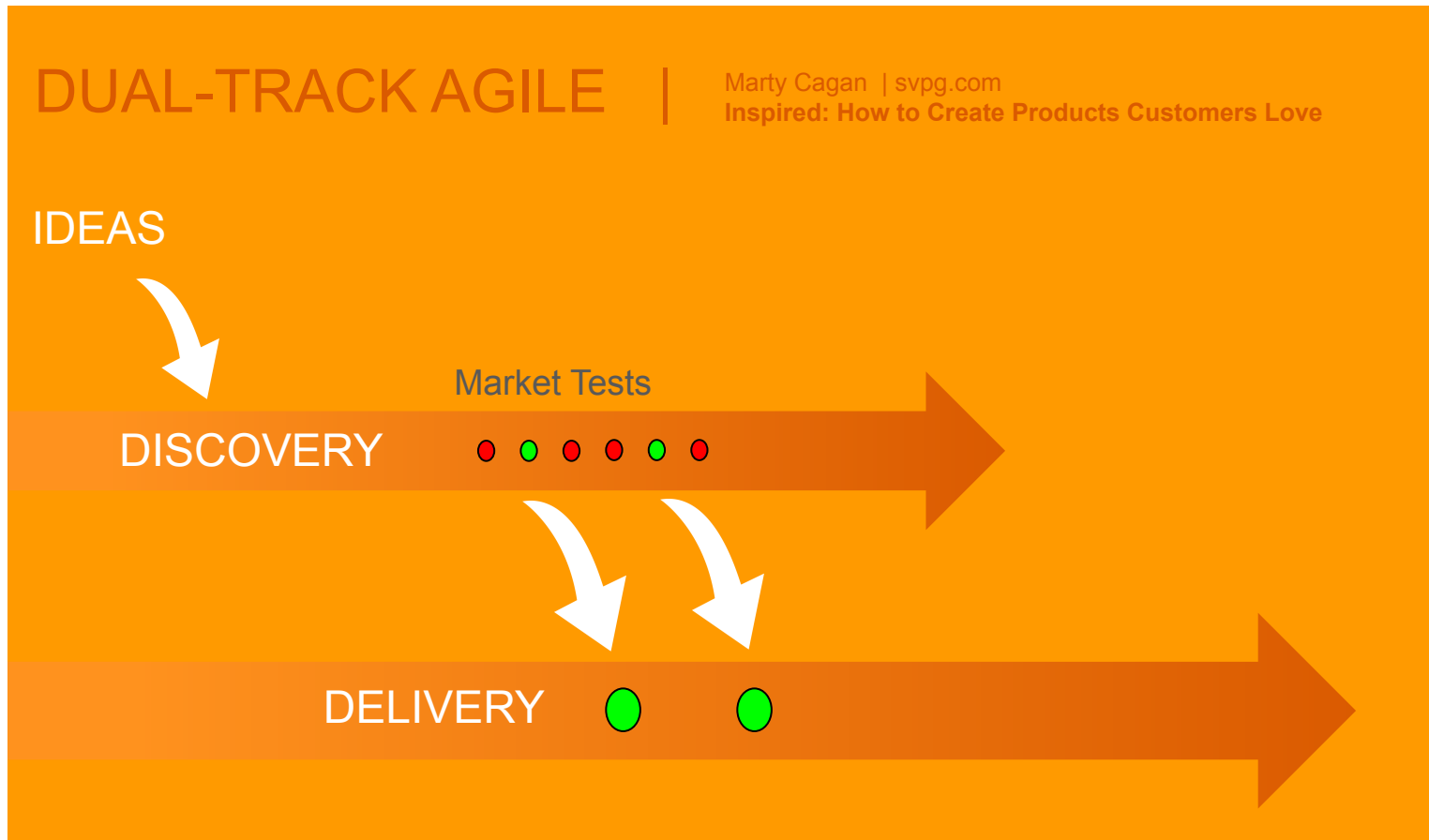
**Show it to at
least 15 total**

Ideas Often Go Straight to Delivery

Without user input, ideas are not validated and could miss the mark

IDEAS

DELIVERY

Growth or Product-Market Fit

Use Product Discovery to Test Ideas Cheaply and Quickly

What are the common pitfalls?

Don't do a "big bang"

Don't increase scope without testing

Be careful with ideas from people who weren't on the team

Don't outsource your testing to the user research group

Questions