

A photograph of two people, a man and a woman, sitting at a table and looking at a laptop screen. They appear to be in a collaborative work environment. The image is overlaid with a semi-transparent red filter. The text is centered over the image.

BETTER PRODUCT DEFINITION WITH LEAN UX & DESIGN THINKING

QCon San Francisco – November 7th, 2012



PLANCAST

“While the initial launch and traction proved extremely exciting, it misled us into believing there was a larger market ready to adopt our product.”



PLANCAST

“100,000 have registered and over 230,000 people visit each month.”



PLANCAST

“People often tell me “I like Plancast, but I never have any plans to share.”



PLANCAST

“Most social networks feed primarily on vanity....Sharing plans, unfortunately, doesn’t present the same opportunity to show off and incur the same subsequent happy feelings.”



PLANCAST

**“...[lack of an invitation feature]
...caused a situation where
many people feel awkwardly
aware of events to which they
don't feel welcome...”**



PLANCAST

Key questions:

How long do we wait before launch?

How do we define the right requirements for our product?

What signals are we looking for from the market?



**REQUIREMENTS
ARE ACTUALLY
ASSUMPTIONS**

Do you know this
product manager?





@jboogie

Le Requin Blanc = AWB est le plus grand requin du monde!



**DESIGN THINKING
CAN HELP!**

Design Thinking

“As a style of thinking, it is generally considered the ability to combine **empathy** for the context of a problem, **creativity** in the generation of insights and solutions, and **rationality** to analyze and fit solutions to the context. ”

- Tim Brown, CEO & President, IDEO





**I'VE HEARD GOOD
THINGS ABOUT
THIS LEAN UX
THING TOO**

Lean UX

Inspired by Lean Startup and Agile development theories, it's the practice of bringing the true nature of a product to light faster, in a **collaborative, cross-functional** way with less emphasis on deliverables and greater focus on a **shared understanding** of the actual experience being designed.



That's me!
I said this.



**PRIORITIZE
LEARNING OVER
GROWTH**

Early product definition assumptions include...

Who is our customer?

What pain points do they have related to our product or service?

How will our product/service solve their pain points?

What features are important?

What is our differentiation?

What is our business model?

...which we then turn into hypotheses...

We believe that

[building this feature]

[for these people]

will achieve [this outcome].

We will know we are successful when we see [this signal from the market].



Hypothesis: We believe we can
make a dead cat fly.



Case Study: TheLadders

The Ladders®

SUCCESS STORIES

JOB SEARCH

CAREER ADVICE

Executive Jobs UK

Recruiters

Join Now!

Sign In

We'll make you more attractive to \$100K+ employers.

Job boards just list jobs. We have real people who will help you succeed at every part of your job search.

Tracy Johnston
JOB SEARCH ADVISOR

"I'll call you to get you set up for success in your job search."



Robert Massa
EXECUTIVE RESUME ANALYST

"I'll help improve your resume to make you stand out."



Charity Parker
JOB ANALYST

"I'll screen \$100K+ jobs for you, saving you time."



Matthew Rothenberg
EDITOR-IN-CHIEF

"I'll show you the right way to go about your search."



Join Basic

Search and view job titles
Get a free resume score



Join Premium

Help from a dedicated contact
Get a detailed resume critique



Compare Memberships

See all plans and pricing



Case Study: TheLadders

Requirement: Provide each paying customer with a personal job search assistant available via email and phone

Hypothesis: We believe that providing a personal assistant to each customer will drive up customer satisfaction, renewals and retention rates

Case Study: TheLadders

How could we have better defined our products?

Articulated our assumptions

Defined our hypotheses

Run lightweight tests to validate the need

What outcome were we targeting?

What problem are you trying to solve?

How will you solve it?

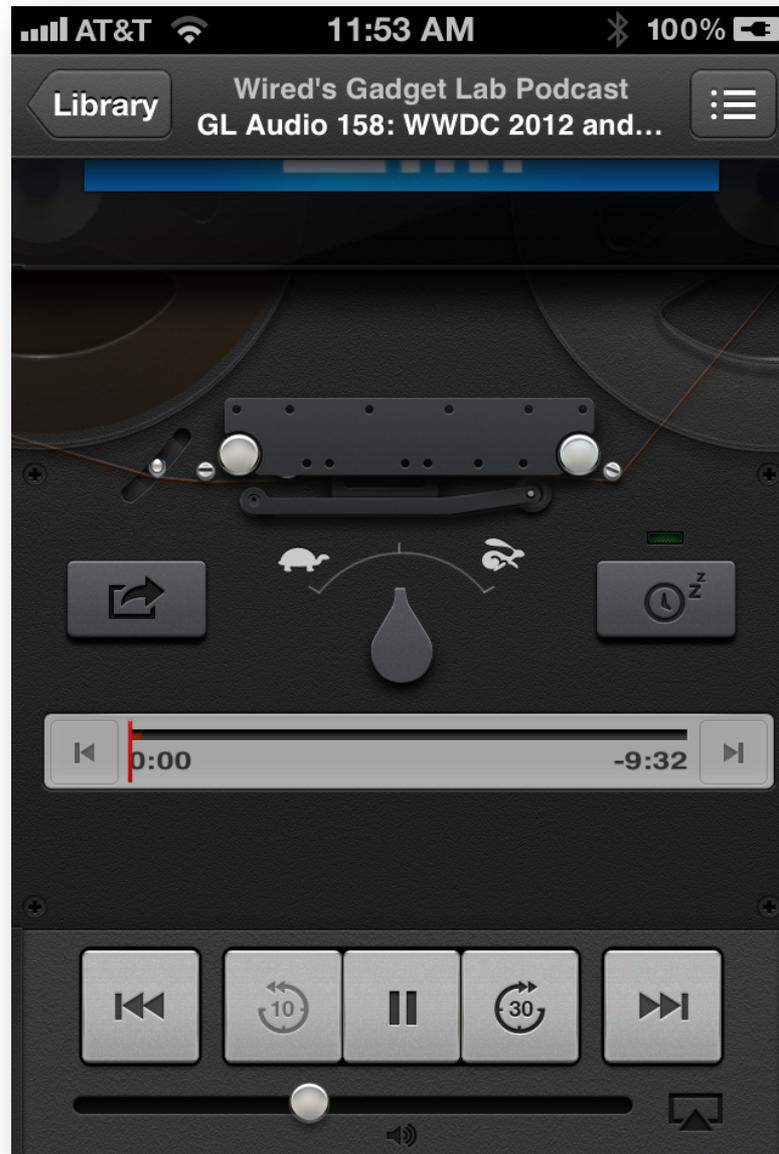
How do you know it will work?

How does this change the way a team approaches a project?

The measure of progress changes...

...from output to outcome.

You can launch features...and they can still suck.



Output





Outcome

Impact

America's Rising Obesity Rate



15%

22%

31%

34%



1980

1990

2000

2008

Percent of obese Americans

Many companies currently manage to output, need to focus on **outcome and not task teams with responsibility for impact.**

Case Study: TheLadders

14%

TWITTER

Twitter	Twitter	Twitter

(SOCIAL MEDIA BROADCASTING)

Narrativecasting

Twitter	Twitter
---------	---------

HELP

Twitter	Twitter	Twitter

R-to-R

Twitter	Twitter
---------	---------

GIVE TO GET

Twitter	Twitter	Twitter
---------	---------	---------

LEADERBOARD

Twitter	Twitter
---------	---------

Email

Twitter	Twitter	Twitter

INTERSTITIALS

Twitter	Twitter
---------	---------

PERFORMANCE CASH



LEADERBOARD

Recruiter working in region as a role

Copy of MP Re of Email Leaderboard + 9 tabs on site

Change leadboard ranking to include HA

INTERSTITIALS

INTERSTITIAL SIGN-IN

INTERSTITIAL TO SAY "DO YOU WANT TO LEARN MORE ABOUT M.P. FOR R. W/ LOW USAGE"

BACK/WEIGHTING

RECRUITER LEADERBOARD ON SITE ON HOMEPAGE
TheLadders.co.uk

SURFACE REAL TIME LEADERBOARD ON RECRUITER HOMEPAGE

MORE FOLLOWERS

CANDIDATES TO INVITE TO FOLLOW

Job Seekers For your suggestions IN REAL TIME ON ACTIVITY FEED

LINKS TO SEND LIST FEW HOURS AHEAD TO NEW FOLLOWER IN EMAIL

Prompt A to Invite to talk after posting "had a really fitting" rating

Introduction hiring alerts to new followers

Suggest JS to Invite who just got Your HA

Account history -> suggested follows

LW. Auto allow top x suggested Recruiters on sign up. Explain For.

LW. 55% Follow a few Recruiters for the 55 after getting their 1st email

MORE HA PLACES

SEND HA WHEN ST FULL

Limit a total of 100 HA places

Limit a total of 100 HA places

Introduce your self

Recruitment route to send alerts

Power for Recruiters alert when they post a new HA

HA without calling a PR by following an HA

HA without calling a PR by following an HA

PERFORMANCE PATH

Job for Summary

A man in a trench coat and hat is looking through a magnifying glass. The image is overlaid with a red tint. The text is in large, bold, white capital letters with a slight shadow effect.

**MAKE DECISIONS
BASED ON
OBJECTIVE
OBSERVATIONS**



kill



Pivot



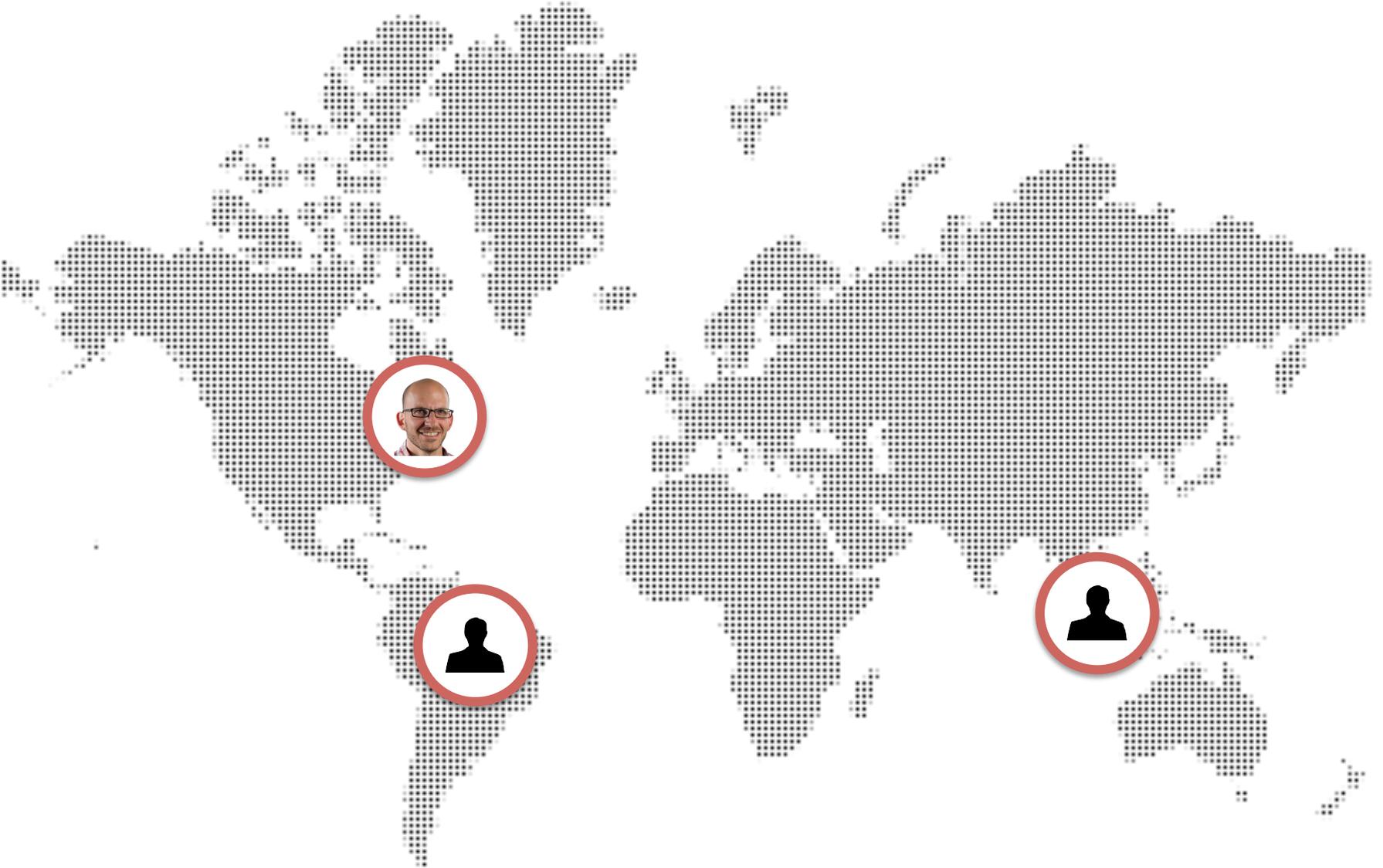


Double-down

Case Study: Lenddo

The image shows a screenshot of the Lenddo website homepage. At the top, there is a dark blue navigation bar with the Lenddo logo on the left and several menu items: Home, What is Lenddo, FAQs, Blog, Contact, Login, and a red Join button. Below the navigation bar, the main content area features a large headline: "Lenddo is credit based on ^{community} trust." The word "community" is in a stylized orange font, and "trust" has a small orange triangle above the 't'. Below the headline is a collage of polaroid-style photos of diverse people. The central photo is of a man wearing a hat and sunglasses, with a white badge overlaid on it that says "680 LENDDO SCORE". Below the collage is a large orange button with the text "Join Now!".

Case Study: Lenddo





**MITIGATE RISK BY
NOT BUILDING
THINGS PEOPLE
DON'T WANT**

Case Study: Sesame Street

Entering a new market

Heavy investment

High risk

Long term initiative



Case Study: Sesame Street



In-class observation

V1 = PDF content test

V2 = card sorting

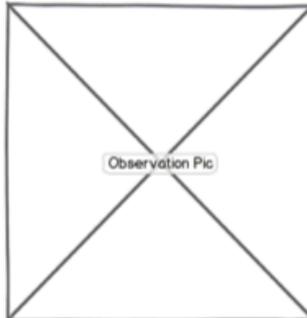
V3 = clickable prototype

**Not a line of code
written**



Sesame Learning

Observations



Tap to enter a name for this photo

Choose a category.....

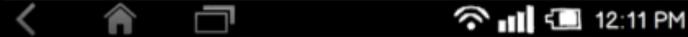
Tap the photo to tag students.

- Jamie Lee Louis
- Franklin Johnson

Bobby's showing great progress with the Ramps unit. He built this amazing race track for his marble Bacon ipsum dolor sit amet prosciutto biltong beef ribs swine ball tip. Sirloin turducken ribeye salami tri-tip, beef ribs strip steak capicola t-bone. T-bone tenderloin capicola sirloin filet mignon, tongue andouille beef meatloaf jerky |

Save

[Cancel](#)



Case Study: Let's kill our business model!

Existing subscriber base

Growth flatlined

Pivot to appeal to a broader audience



Case Study: Let's kill our business model!

Risks:

Significant investment to redesign the product to appeal to new audience

Cannibalization of current members

No guarantee new audience was interested

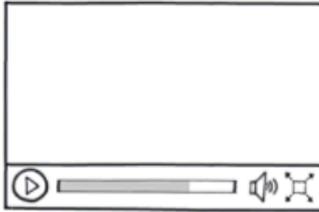
How will we know we're on the right path?

Professional Investor Relations, from Pitch to Exit

Irwin Fletcher Add company Add group My network

Congratulations!

You are now an investor on [redacted] get started, we've put together this quick video:



Learn the essentials of angel investing:

- [Brian Cohen](#) discussed how to evaluate pitch decks in this [short video](#)
- [Investment strategy for angels](#) - the latest post on our blog from [Bob Payne](#)
- [Jeff Seltzer](#) shows you effective term sheets in [this video](#)

Invest with friends

Investing is more effective when working in small groups. Would someone you know benefit from being a part of network?

Invite your colleagues to [redacted]



Based on what you told us, here are some companies we think you'll find interesting:

[+ Follow](#)

Pond 5
The world's stock media marketplace

Founders:
Peter Jackson, Marc Jacobs

Investors:
[New York Angels](#), [Gabby Gordon](#)

[+ Follow](#)

Payperks
Innovative solutions for the financially underserved

Founder:
Rob Corddry

Investors:
[Sand Hill Angels](#), [Ron Conway](#)

[+ Follow](#)

innRoad
SaaS hotel software solution

Founders:
Ron Marriott, Rupert Merkin

Investors:
[Fred Wilson](#), [Atlanta Tech Angels](#)

[View more companies >>](#)

Here are some angel groups that you may want to consider joining:

Atlanta Tech Angels

Investing in Atlanta's rising tech sector with a special focus on social, big data and life sciences.

Recent investments:
[BiolabsATL](#), [Outkast3000](#), [BravesMedia](#)

Sand Hill Angels

Sand Hill Road's premiere group of tech angels and super angels

Recent investments:
[BiolabsATL](#), [Outkast3000](#), [BravesMedia](#)

New York Angels

The most established angel group in the world.

Recent investments:
[BiolabsATL](#), [Outkast3000](#), [BravesMedia](#)

[View more groups >>](#)

Case Study: Agile UX NYC 2012

Would anyone attend our conference?

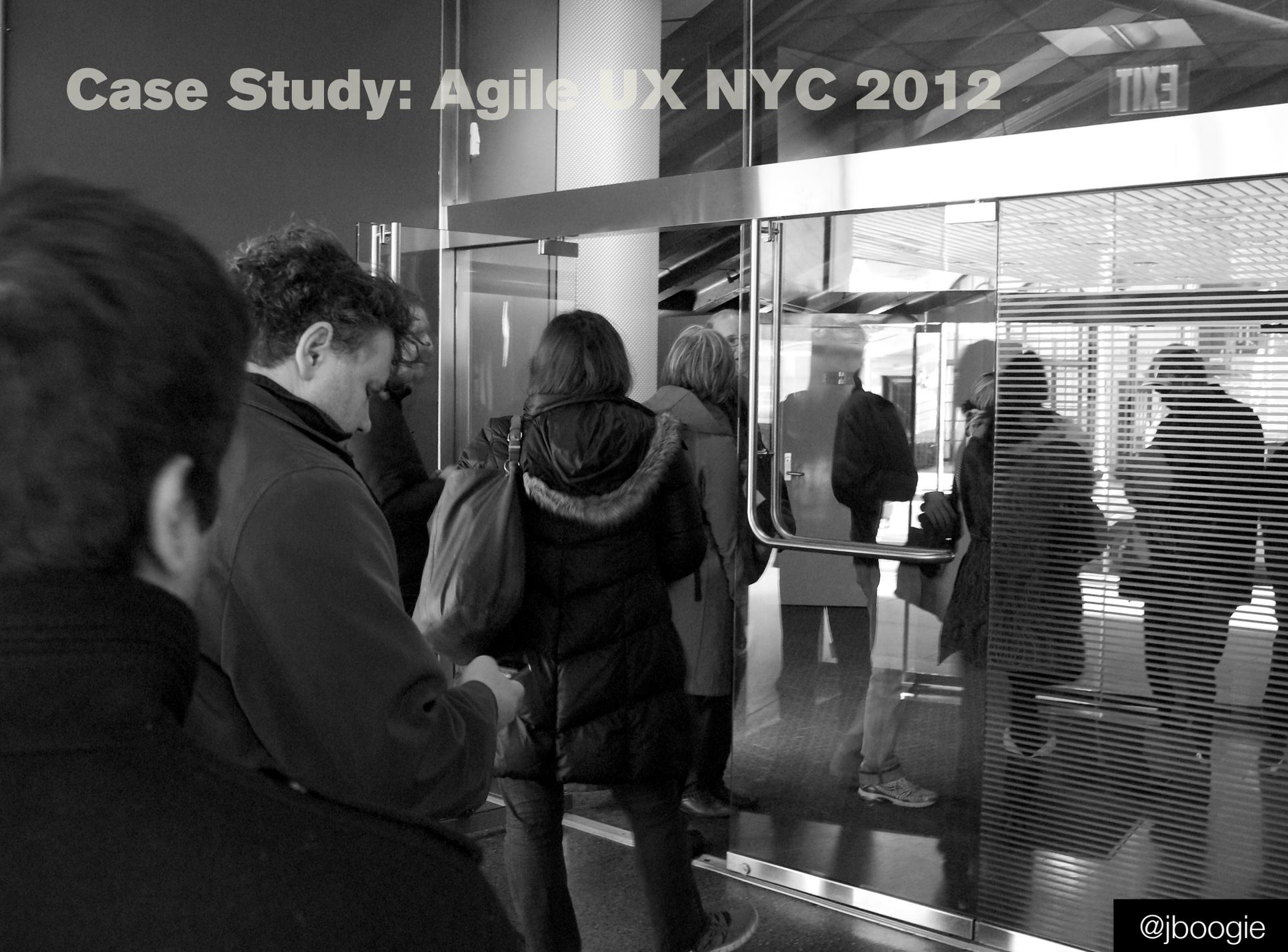
Lots of up front costs

Increasing fidelity of tests

welcome



Case Study: Agile UX NYC 2012





**LEAN UX AND
DESIGN THINKING
ARE NOT JUST FOR
DESIGNERS**

Cross-functional teams...

Bring perspective to the product definition process from all disciplines

Possess increased empathy for the user

Understand the “why” behind every initiative

Learn more, faster, by sharing the discovery and creation process

Case Study: Paypal

The image shows the PayPal logo, which consists of the word "PayPal" in a bold, italicized, blue sans-serif font. The letters are white with a thick blue outline, and the entire logo is slanted to the right.

Case Study: Paypal



Defining the right product...

Reduces the time spent building the wrong product

Builds team-wide momentum & shared understanding

Ensures that resources are spent on the right initiatives

By shifting the way we work...

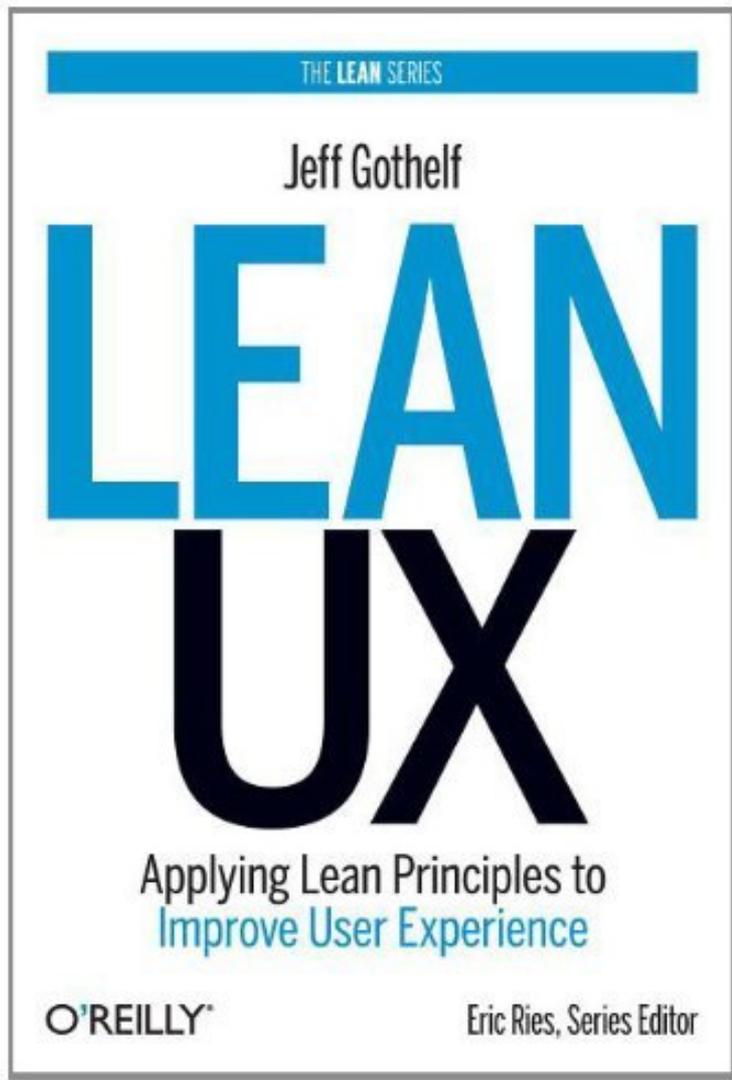
Requirements are assumptions

Focus on outcomes

Work together to come up with ideas

Test those ideas ruthlessly

Thank you!



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[@jboogie](#)