

Continuous Discovery in Product-Led companies

Tuesday, 14 June, 2022

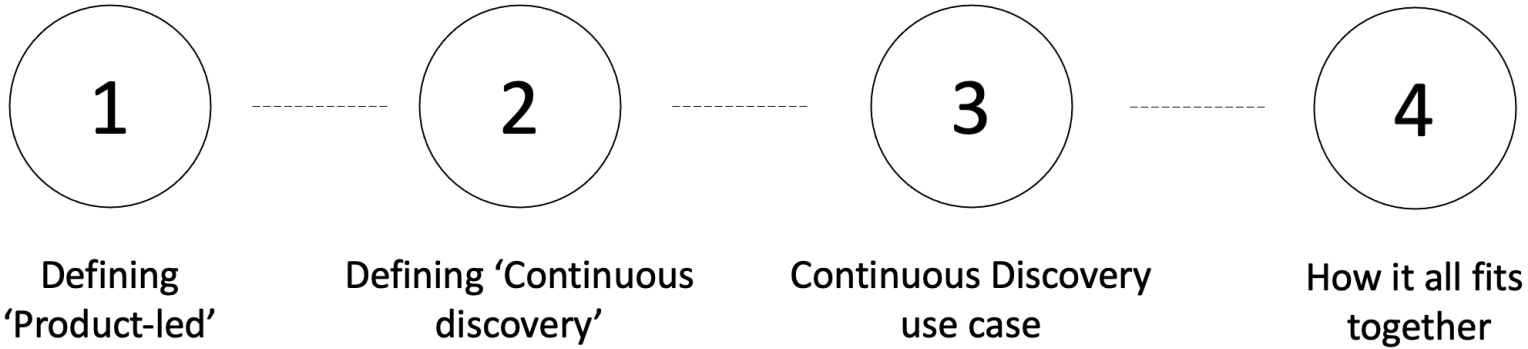
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Agenda



Product-led is not...

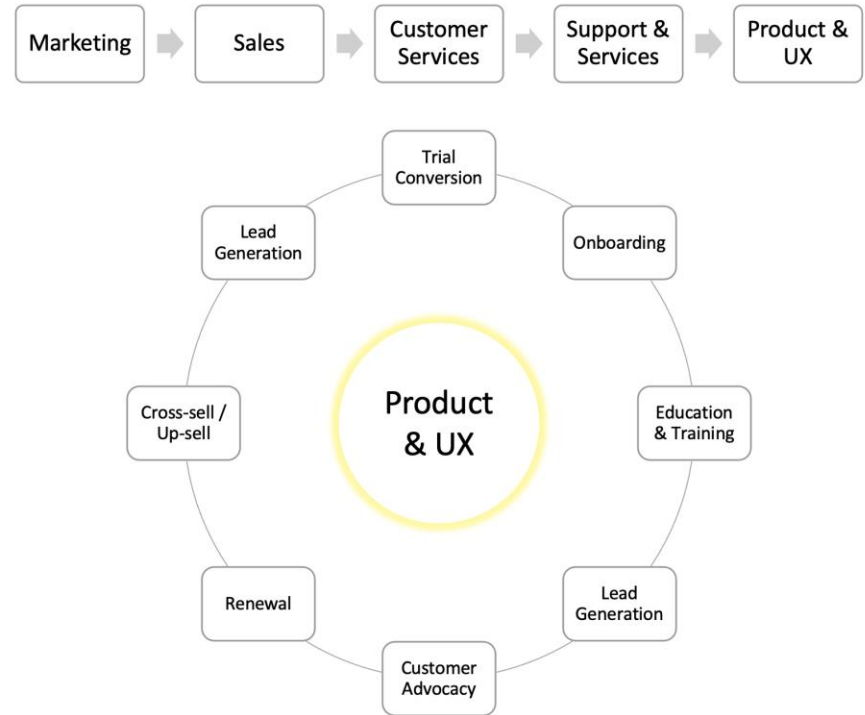
- **not** about using your product to acquire and grow customers.
- **not** about freemium and it does not only work when the user and the buyer are the same.
- **not** a replacement for sales and marketing teams



Product-led is...

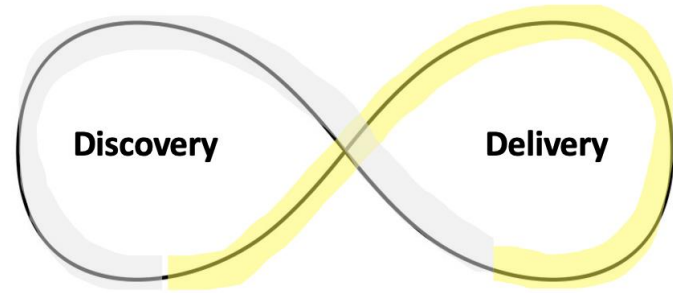
Using your product (and your product data) to:

- **convert** prospects
- **retain** users
- **expand** customers



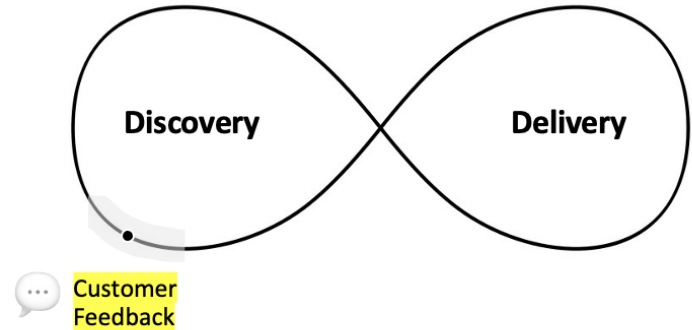
Continuous discovery

A continuous learning look that a product team runs alongside the agile build loop to develop knowledge and ensure that they are **building the right thing** for **customers** and the **businesses**



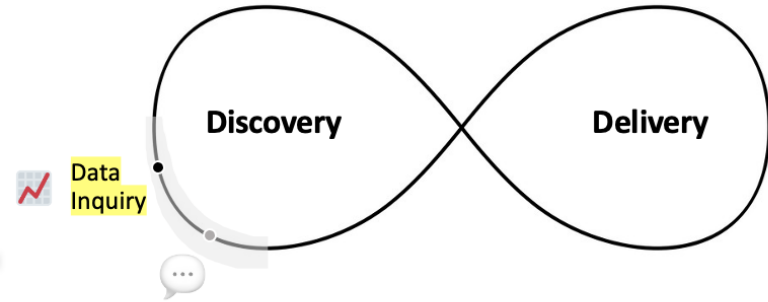
Customer feedback

- Important to capture as close to the source as possible (self-serve comments, Customer Success Team, etc.)
- Categorize requests into specific ideas and themes so you can track the number of requests on each
- Make sure customers feel heard by telling them when a problem has been solved



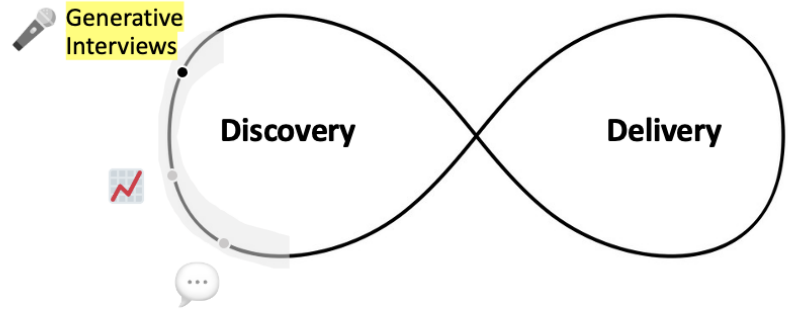
Data inquiry

- Dig into the product data to understand what is actually happening and recognize patterns
- Identify users that interact with the relevant elements of your product so you can learn more



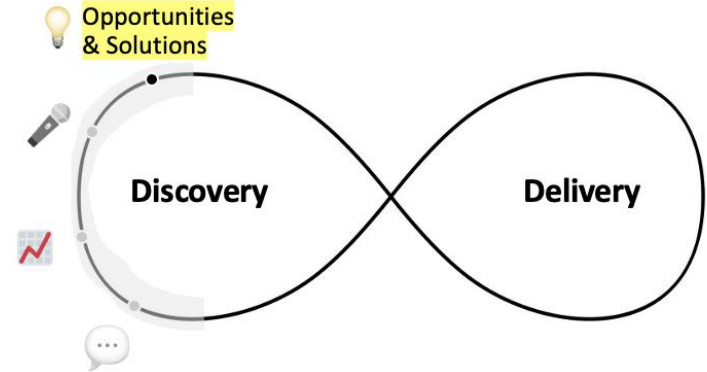
Generative interviews

- Generative interviews help your team understand what the data cannot explain
- The goal is to understand the problem and map out the opportunity space
- Get customers to share stories and provide the complete context
- Don't be too rigid in the conversation, but stay focused on the opportunity space



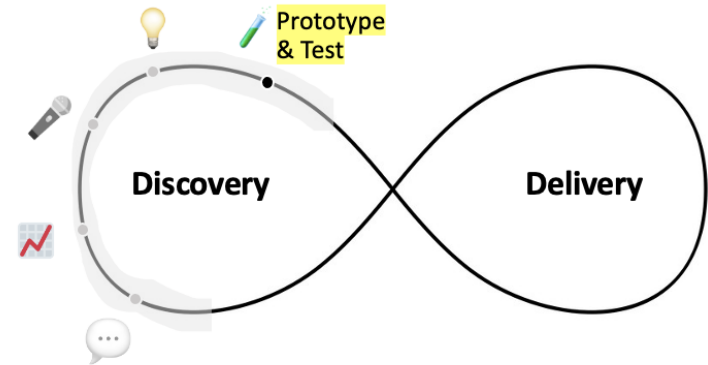
Opportunities & solutions

- What are all the possible actions to take, based on your understanding of the problem
 - *Teresa Torres' Opportunity Solution Tree*
- Pull the challenges apart to get to the root cause
 - *Don't conflate things that are tangentially related*
- Come up with lots of solutions



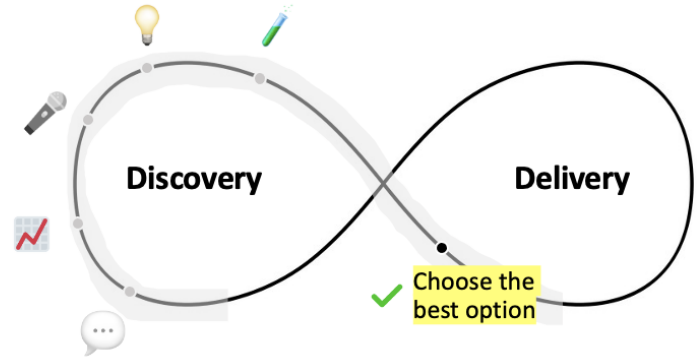
Prototype & test

- Test multiple solutions in order to understand which best leads to the desired outcome
- Start testing internally, then combine and/or eliminate down to a few possible solutions
- Try different solutions with different segments to see if you are solving the problem in a desirable and usable way
- Great testing methods in *The Real Startup Book*



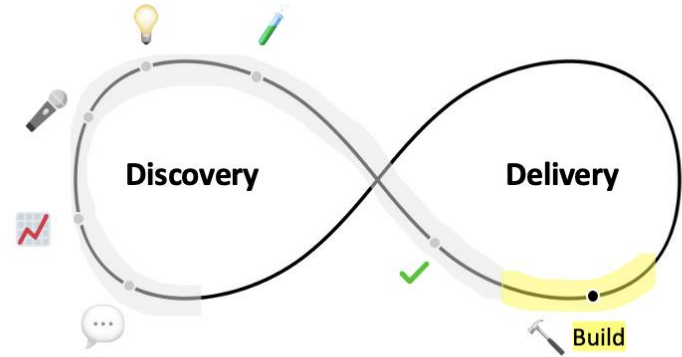
Choose the best option

- Choose the best option by comparing and contrasting
- Look at both Quantitative and Qualitative data
- Does the solution solve a real problem?
- Does it move the needle on our desired outcome?
- Is it usable and discoverable in the product?



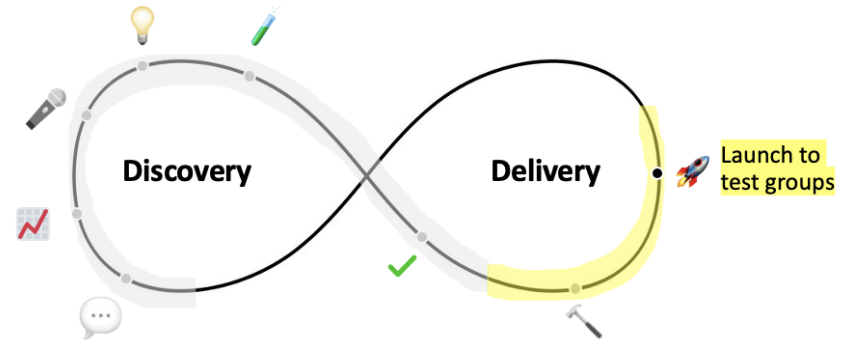
Build

- Make sure your product and dev workflows are integrated
- Share the why with your dev team, not just the what so they can make decisions that align better with the customer needs
- Shift from one big spec handoff to lots of back and forth and small handoffs



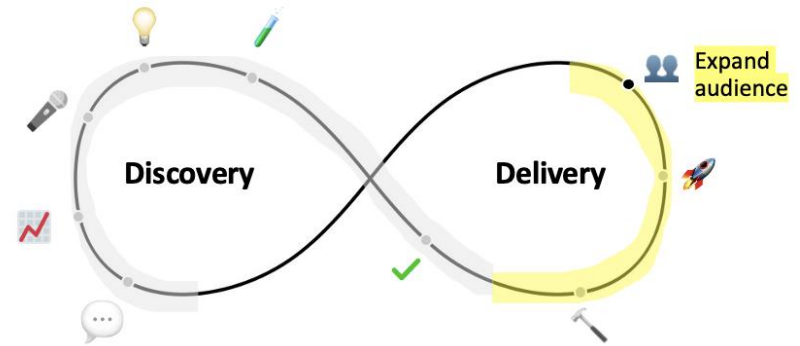
Launch to test groups

- Small or simple improvements can release to everyone, but the more complex the feature, the more iterative the launch
- Launch to small test groups first to capture feedback and usage data
- Each step of the launch process can be complete run through the discovery-delivery loop, from feedback to testing



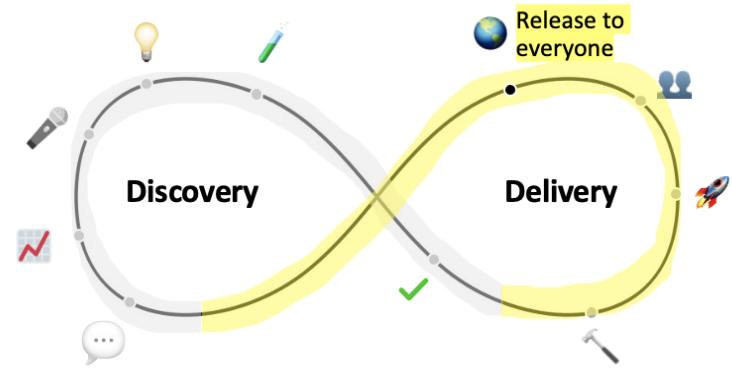
Expand audience

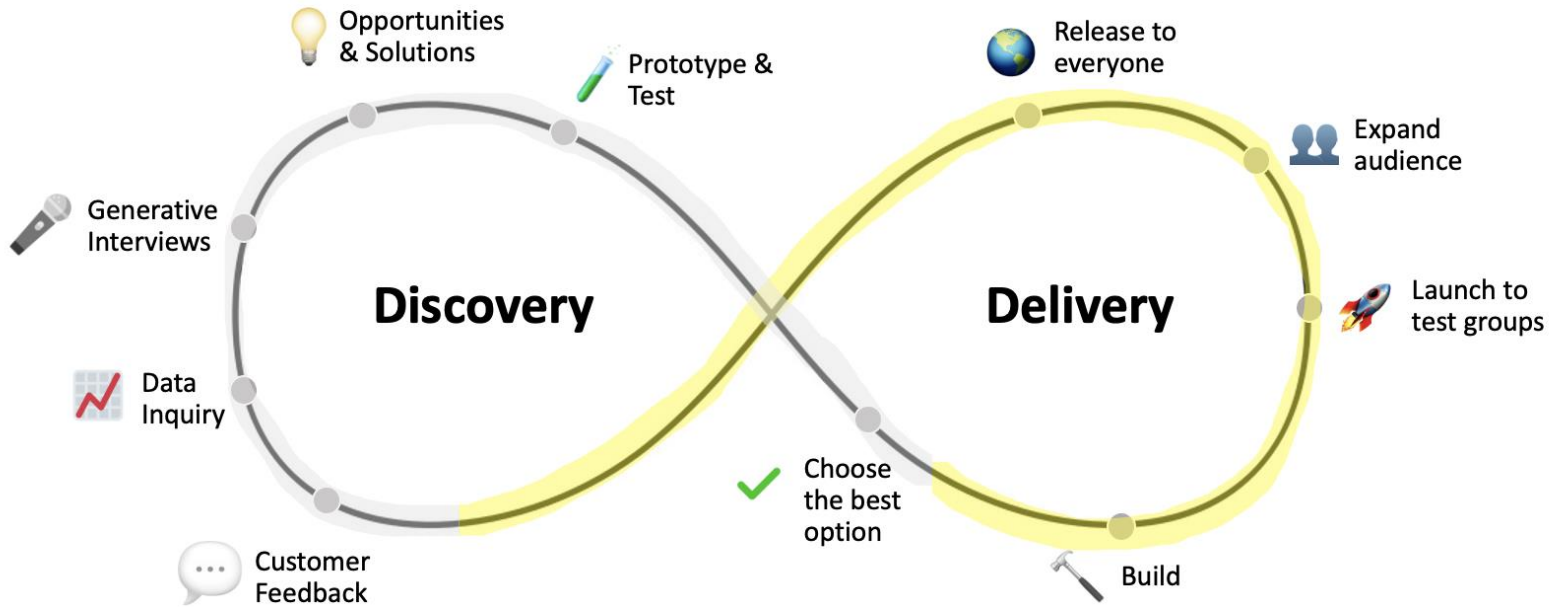
- As the release improves, release to additional test audiences
- Make shorter and shorter feedback and iteration loops until the product/feature is effective enough for broad release



Release to everyone

- Broad release should be guided by what is best for your customers
 - *How does this launch immediately impact others?*
 - *What can be packaged to increase the benefit to users?*
- Avoid releasing too often or around critical times for your users (i.e. don't update tax software on tax day)







**Continuous
discovery is actually
continuous.**

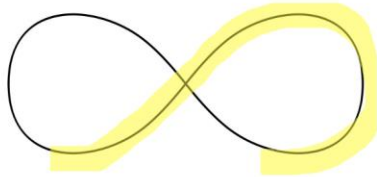


**Stop trying to get
discovery right and
focus, instead, on
getting started**



**Conduct discovery
as close to the product
as possible**

Continuous Discovery



Product-led



Thank you!

Any questions?



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