Customer Vision for Better Feedback and more Product Success!

Hitting the Customer Bulls-eye

Mario E. Moreira
Welcome!

- VP of Client Development and Agile Consultant with Emergn Ltd
  - Helping companies transform to Enterprise Agile
  - Value Flow Quality (VFQ) Educator
- Past roles, CM Engineer, SQA Manager, Architect, Programmer, VP of Engineering, Head of Agile Transformation, and more.
- CSM and CSP - Scrum, XP, & Kanban
- Writer of the [Agile Adoption Roadmap Blog](http://cmforagile.blogspot.com/)
Books I’ve authored

- **Being Agile**: Your Roadmap to Successful Adoption of Agile
- **Agile for Dummies**: CA Technologies Edition
- **Adapting Configuration Management for Agile Teams**: Balancing Sustainability and Speed
- **Software Configuration Management Implementation Roadmap**

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A little bit about my company: Emergn

Company Overview

Agile and Business Consulting and Education company.


We help you unlock your potential by building internal leaders and transformation agents.

Client Experience

We teach you to drive your Agile adoption using modern thinking, concepts, practices, tools, and techniques.

Affiliations

Global Agile Practitioner Certification based on VFQ
Expectations

• Simplified to fit the time
• More to learn
• Ask questions along the way
• May parking-lot discussions
• Try a customer vision experiment
• Can speak with me afterwards
Why are you here

Learning Outcomes

• Learn what it means to be Customer focused

• Understand who really is the customer

• Use the Customer to gain feedback early and often

• Learn an approach to operationalize customer feedback

Helping you hit the Customer Bulls-eye

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Why this session?

- Apparent lack of real customer focus
- Little focus on the customer during development
- Blundering into customer feedback activities
- Not really using feedback in our inspect and adapt process (little actually changes)
Features of “Successful” projects

- Always
- Often
- Sometimes
- Rarely
- Never

Features used

<table>
<thead>
<tr>
<th>Usage</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Often or Always</td>
<td>20%</td>
</tr>
<tr>
<td>16%</td>
<td></td>
</tr>
<tr>
<td>13%</td>
<td></td>
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<tr>
<td>7%</td>
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<td>19%</td>
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<tr>
<td>45%</td>
<td></td>
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<tr>
<td>64%</td>
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Source: Standish Group Study reported at XP2002 by Jim Johnson, Chairman

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Dangers of missing the Customer target

• Product failure
• Wasting money
• Reputation
• Morale
• Layoffs
• Others?
Customer Focused?

• How many Companies say they are Customer Focused?
  - Everyone, right?

• How many have incorporated a process where the Customer is included in every step of the development process?
  - Is it really embedded into your work?
Customer Feedback Vision

• Living strategy to help you methodically build effective customer validation to ensure you are building something the customer wants
• Reduces the risk of building the wrong thing for the customer
• Increases the chances of a successful product or service
• Owned by the Product Owner
• Shared with team, marketing, sales, management, etc.
Why the Customer Feedback Vision?

Systematic way to:

• Clarity on your product affinity
• Identification of Personas
• Identification of right customers
• Integrating Customer into your development process
• Establish various feedback sessions throughout the project
• Motivate the customers to attend the validation sessions
# Customer Feedback Vision

<table>
<thead>
<tr>
<th>Product Owner:</th>
<th>Test Scenarios:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• __________________________</td>
<td>• __________________________</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Product/Service Name:</th>
<th>Customer Feedback Events:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• __________________________</td>
<td>• __________________________</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Company:</th>
<th>How to Get Customer to Demo:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• __________________________</td>
<td>• __________________________</td>
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</table>

<table>
<thead>
<tr>
<th>Personas:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• __________________________</td>
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<tr>
<td>• __________________________</td>
</tr>
</tbody>
</table>

- This is your take-away

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Who owns the Customer Feedback Vision?

• Product Owner
  – Owns customer focus
  – Ensures we are building the right thing
  – Writes and prioritizes requirements
  – Sorts various (often conflicting) feedback
  – Accountable for optimizing value
  – Establishes Personas
  – Driver of the Demonstrations

For today, write your name in as the Product Owner.
Who is the **CUSTOMER**?

1) **Pays** for our products or services

2) Has a **choice**!
Feedback Sweet Spot – Building the Right Thing

Customers
Product Owner
Field Engineering
Sales and Marketing
Management
Development Team

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What is a Persona?

- A representative of someone that uses your product (archetype)
- Describes their intended interaction with the product (motivation)
- While the persona name and picture may be fictional, the details are factual
Why use Personas?

- Help teams to empathize with users, their needs, goals and expectations
- Can serve as reference throughout product development cycle
- Helps us to take a user centric approach when decomposing ideas and prioritizing what gets built
- You can discover how much user research is needed
What **Personas** represent your Customers?
Two major Persona groups

<table>
<thead>
<tr>
<th>Potential Personas</th>
<th>Current Personas</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Imagined and hoped</td>
<td>• Actual</td>
</tr>
<tr>
<td>• Explore what they might</td>
<td>• Work with them to explore their job-to-be done</td>
</tr>
<tr>
<td>need</td>
<td></td>
</tr>
</tbody>
</table>

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How to create Personas?

- Conduct user research or gather available insights
- Start with customer segments but realize personas are much more
- Look for common characteristics and behavioral patterns
- PO creates Personas (if possible with team)
- Adapt and evolve over time based on understanding and feedback
- Display Personas in different ways – online, on the walls etc
I’m Bill The Entrepreneur

Name: Bill Sneider
Type: The entrepreneur
Education: Master’s degree
Age: 30 years old

Motivations
- Wants to look professional but also unique.
- Wants to be able to trigger a conversation upon handing out the business card.

Goals
- Get new clients
- Networking

Pain points
- I’m not able to easily browse through designs that might fit my needs
- I’m not able to find intriguing designs that conveys what I do

“I need to be able to easily and quickly purchase high quality business cards.”
Imagine that you are building an Apple Watch

- Think of different types of customers that would want this watch
- Create two Personas

Write them on the back side of your Vision
Personas are more than just wallpaper!

- Personas are seen as “fluffy” and only a “nice to have” if not used.
- They must be embedded into your product development process.
- This is where everyone gets to intimately know the customer.
Personas in action - Embedded

Prioritization
< by Persona >

User Stories
< build for who >

Test
< Test scenario >

Demos
< Who to invite >

Persona
Personas Used for Prioritization

- Personas can help you prioritize the work
- Some personas are more important than others
  - Money
  - Different times
Personas Used for Prioritization

- Take a moment to determine which of your personas could make more money.

- Which persona may be highly prioritized?

- Which persona could produce the most revenue?
Personas Used in User Stories

- Building for the Customer
- Writing Personas into the requirement
As a <persona>,
I want to <action/behavior>,
so that <business value>

As a website visitor,
I can create an account,
in order to become a member of the site

As a prospective buyer,
I want to search on homes
so I know what properties are available in my price range
Personas used for Test Scenarios

• Test the functionality from the Persona perspective.
• Personas written for an application can yield lots of test scenarios
• Consider the job the persona is hiring the product
  – Test cases built from persona perspective provide ideas of both standard and non-standard uses of the application
  – Often uncover what the user might do
  – Provides a perspective on how a user (aka, persona) might navigate or use a feature or website.
Test Scenarios for Personas

• Pick one of your Personas
• Identify 2 different test scenarios for how they might use the Apple Watch?
  • Write it in your Vision

• Example: Tell time – when the user flicks the watch surface toward his face, the time appears
Types of feedback events

- Demonstrations - customer views the working software in order to both highlight progress and gain the all-important customer feedback.
- Alpha/Beta - customer exercises the software in a simulated, pilot, HID, working environment.
- On-premise Installation Validation - customer physically installs working software into their environment.
Feedback events for your Vision

- What validation events will you consider?
- Who attends which events?
- What frequency?
  - Write it in your Vision
Customer Demonstration

- The whole team comes together to inspect the iteration produced.
- The primary inspector is the Customer
- The meeting is informal and intended to elicit high quality feedback
Demonstrate Functionality and Gain Feedback

• Team demonstrates the potentially shippable deliverables
  – No unfinished functionality
  – Developer responsible should demonstrate the functionality
  – Everyone gets a chance to present

• Working software provides the opportunity for Product Owner and customer to experience the features

• Record and discuss Feedback
Getting the right Customer Persona(s) to the Demo

• As mentioned, not all Customers are alike.
  – They have different motivations and goals.
• Different personas use the same product.
• We witnessed the different personas for the Apple Watch

• How does this impact the Customer Demo?
• What happens when the wrong persona attends a Customer demo?
Wrong **Personas** can lead you down the wrong path

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Imagine if:

Pair up with someone and identify what could go wrong

...were to speak for

...about

Gen Y
Retirees

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Getting Customers to Demonstrations

- Are they initially willing?
- What constraints are you up against?
- Identify one approach to getting customers to attend a demo
  - Write it in your Vision
Importance of Incorporating the feedback

• Should expect to see changes to the backlog following a Demonstration
• Feedback should be discussed with team
• Feedback should be incorporated into the product based on priority
• Conflicting feedback should be handled by PO per the personas and priorities
Wrap-up and take-aways

- Importance of the Product Owner
- Customer Sweet Spot
- Customer Feedback Vision
- Embed the Customer in every step
- Importance of Personas
- Identifying the right Customers
- Getting customers to attend

- Share the Customer Feedback Vision with team so everyone is aware of the importance of the feedback activities.
Wrap up
Thank you!

• Learn more about Customer Feedback:
  – Read “Being Agile”
  – Read “Agile Adoption Roadmap” Blog at http://cmforagile.blogspot.com/
  – On Twitter at: @AgileMario