What’s my MVP?

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Hello
Here we are!
Idea for this talk
Beautiful architecture
What was the MVP of Notre Dame de Paris?

WHAAAAAAA???????????????
Evolution
What’s MVP? Why?

- **Wikipedia** “is the product with the highest return on investment versus risk. … It may also involve carrying out market analysis beforehand.”

- **Eric Ries, Lean Startup author** “a version of a new product that allows for the most learning possible for the least amount of effort. That is to say, an MVP allows for testing actual usage scenarios with customers. To this end, expensive market research and subsequent product development is eschewed; instead, a rapidly-built product with a minimum set of features is deployed to test assumptions about customer requirements.”

- **Marcin Treder, CEO and Co-Founder of UXPin** “An MVP isn’t the quickest or the most perfect product. Rather, it is a product with minimum development effort that creates maximum value.”

- **Cindy Alvarez, UX for Yammer** “The goal of an MVP is to maximize learning while minimizing risk and investment and, therefore, a product should not be the only means to that end.”

- **Steve Blank, Silicon Valley serial-entrepreneur** “Selling a vision to visionaries — not everyone — while delivering a minimum feature set. Selling a vision about how the world will work, and be so much better, with the product being built a few years out based on a minimal product that you can play around with today.”
You might have seen this

**HOW TO BUILD A MINIMUM Viable PRODUCT**

**NOT LIKE THIS**

1. 😞
2. 😞
3. 😞
4. 😊

**LIKE THIS**

1. 🔴
2. 🔴
3. 🔴
4. 🔴
5. 🔴
Or this

CAKE → FILLING → ICING

MUFFIN → CAKE → CAKE
Or this

Vs
You probably know these

- Apple delivered iPhone without Find and Copy-Paste
- Zappos went live without any shoe in their inventory
- GroupOn had a blog page with daily PDFs
- Virgin Airlines started with 1 airplane doing 1 trip
- Dropbox started with a 3 minute video, no product

Ok.. Let's move on!
Perfection is achieved, not when there is nothing more to add, but when there is nothing left to take away ~ Antoine de Saint-Exupery

- Minimalism to reduce engineering waste by only incorporating enough features that embody your unfair advantage to capture the interest of early adopters
- Leave out all bells and whistles.
- Keep it simple and experimental
Capable of living

• Viability is a measure of the product’s ability to focus on addressing the customer’s core needs in a revolutionary way.

• Don’t let the minimum win over the viable

• Keep focus on the market by looking through the business lens. Just because you have an army of developers doesn’t mean you need to develop a lot, before finding that the product is not viable
A product solves a problem for someone

- Product has characteristics like: Performance, Features, Reliability, Conformance, Durability, Serviceability, Aesthetics, Perceived Quality, etc.

- Help customers do something, give value

- Low quality and SUX (Sh***y User Experience) will give you sh***y data and feedback
LeanDog Design & Development Studio

User Experience
What we know to be true: when you craft a product with users’ needs top of mind, their interaction is seamless, natural and gratifying. We know it’s true because we do it every day.

Detective Work
Explore and investigate the world around us for inspiration

Dos and Don’ts
Discover what’s working and what’s not to fuel development

Idea Generators
Create ways to improve user experiences

Validate Ourselves
Test and measure real-world impact

Development
If there’s a better way, you’ll find it at the LeanDog studio. Our approach reduces risk, accommodates change and creates a higher quality end-product. Period.

Lean Agility
Our focus is on maximizing value and minimizing waste

Release Plan
Everyone agrees on a release date and interim steps

Show and Tell
As a member of the team, you’ll be kept involved and informed

Shared Ownership
We work internally in teams to drive quality

Quality Assurance
We help you make the most informed decisions with zero doubt
.Realtor
.Realtor - the story

- Hard deadline
- Full experience for a Real Estate Agent
- A lot of regulation and rules for registration
  - No usage of offensive words
  - Reserve special domains
  - Users are registered/licensed agents/agencies
- Release will be a land rush
- Product Owner was engaged
Realtor - Minimum

• Went to production with subset of functionality
  • Subscription renewal not included
  • Backend processing of registrations was manual
  • No analytics running on the back
Realtor - Viable

- Usability research with 20 real users prior to launch
- Adjustments done based on user feedback
- Prepared for 10K concurrent users on day 1
Realtor - Learning

- Success! $1M worth of sales on first day
- Product Owner “Nobody else to blame but me.”
- Prioritizing every day
- Expect the unexpected - People were entering Credit Card info in wrong field
- Needed Analytics
- Key functionality can be added later - Subscriptions and Renewal
Oxbow
Two brothers had an idea

Prevent late night embarrassing tweets

Had a technically sound idea but the business viability was weak

Small budget
Oxbow - Multiple MVPs

1. Paper prototype - caused them to completely pivot away from initial idea and from Twitter to Instagram
   • “Do you want to spend this money to build an app for the two of you or build a business?”

2. Parents can view kid’s Instagram feed

3. Ability to approve/deny posts

4. Working on now - will remove approve/deny posts until they understand their users better
Oxbow - Minimum

- Initial prototype on paper to validate idea
- No subscription model
- Roll out to small number of users initially and then expand over time
- One social media platform
Oxbow - Viable

• User research and focus groups

• Serious conversations about the viability and market potential of the original idea

• Parents could link with their kid’s profile
Oxbow - learning

- Twitter filter was not the right app. Complete pivot was needed
- Moved from embarrassing tweets to parental education and monitoring of social media apps
- A/B testing on pricing model
- Users are parents that want to educate children and not punish them
- Understand funding and time commitment
But we are an Enterprise!
Manifesto for Half-Arsed Agile Software Development

We have heard about new ways of developing software by paying consultants and reading Gartner reports. Through this we have been told to value:

**Individuals and interactions over processes and tools**
and we have mandatory processes and tools to control how those individuals (we prefer the term ‘resources’) interact

**Working software over comprehensive documentation**
as long as that software is comprehensively documented

**Customer collaboration over contract negotiation**
within the boundaries of strict contracts, of course, and subject to rigorous change control

**Responding to change over following a plan**
provided a detailed plan is in place to respond to the change, and it is followed precisely

That is, while the items on the left sound nice in theory, we’re an enterprise company, and there’s no way we’re letting go of the items on the right.
Enterprisy

• Not starting from scratch

• Already have users

• Already have some feedback

• In execution/expansion/pivot mode

• Not on early-adoption phase (product viability) but rather on sustainability mode (business viability)

• Previous bad code is now technical debt because customers are using your product. Need to pivot and build a better product.
Legacy System

- Find the smallest valuable feature
- Deliver to users and gather feedback
- Repeat!
System Support

- Adjust most important feature or fix most damaging defect (if you have any).
- Deliver to users
- Repeat!
Replacing old systems

Old System

New System
Process re-engineering

S1 → S2 → S3 → S4

S8 ← S7 ← S6 ← S5
Agile’s highest priority?

Our highest priority is to satisfy the customer through early and **continuous delivery** of valuable software.
Continuous Delivery

...is a software engineering approach in which teams keep producing valuable software in short cycles and ensure that the software can be reliably released at any time.
Imagine a world

• Where a product owner can have an idea today

• and the customer can experience it tomorrow

• and the team can tweak it based on customer usage the next day
The Ultimate MVP?
How does it work?

• Technical excellence is a **must**!

• Separate delivery of software from delivery of features

• Monitor user interaction and make adjustments
  • Don’t be afraid to roll back

• Consider releasing two variations
Tell us your MVP story

Good and Bad
Patterns

• Form hypothesis and validate them often

• Customer value is priority

• Start with the end but look at the whole picture

• Replace larger systems one piece at a time - not big bang delivery

• Keep the users involved

• Continuous Integration and Continuous Delivery

• Keep you MVP small
• What core functions does our MVP need?
• What do we hope to learn from our MVP?
• Ask “What to build?” vs. “How long?”
• Focus on complete product, not complete features
• Keep an open mind to develop and refine the vision
• Invest on a problem worth solving, not YOUR problem
• Create a good customer communication channel
• Test the riskiest assumption first
• Take action, don’t give up!
Thank You!

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