



Building the Right Thing

Understanding the client goals and problems to maximize the value of your team's backlog

Agenda

Introductions & Class Expectations

30 mins **TOPIC 1: Understanding your client goals/ problems**

30 mins **Understanding your client users**

30 mins **Identifying your MVP**



Your glasses aren't always rose colored

3 key things you should look for when starting a project:

- *What are the business goals? What is the problem we're solving?*
- *What are the needs of the user? Of the business/client?*
- *What are the project goals and how do we get there?*



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Topic Structure

- ❑ Introduction to Concept
- ❑ Review of Tools
- ❑ Deep Dive into 1 tool – use real life example
- ❑ Select 1-2 project as example
- ❑ All Teams apply the tool to their projects
- ❑ Debrief findings



Class Expectations

- ✓ Participate in exercises and ad-hoc conversations
- ✓ Have a question – raise your hand – room monitors will help us keep the order



WHAT WE HOPE YOU TAKE AWAY FROM TODAY

Goals



Ideas

Spark some creativity and things that you can use along the way



Confidence

Equip you with better tools to help you in your journey



Questions

Inspire more questions than when you walked in because you've learned new things that have opened your eyes



Understanding your client goals and problems

GETTING TO KNOW YOU. GETTING TO KNOW ALL ABOUT YOU.

Strategy

- Understand the **vision**
- Identify the **value**
- Identify the **outcomes**
 - What are the goals your product will accomplish?
 - What will be *measurably different* for the organization?



Methods of Identifying Problems

- *Knowing Your User*
- *Using Real Data – be Data Informed*
- *Understanding the Market / Competitors*
- *Evaluating your technology*
- *Ask – 5 Whys*





We look for the "Why"

**We look for how we
define success**



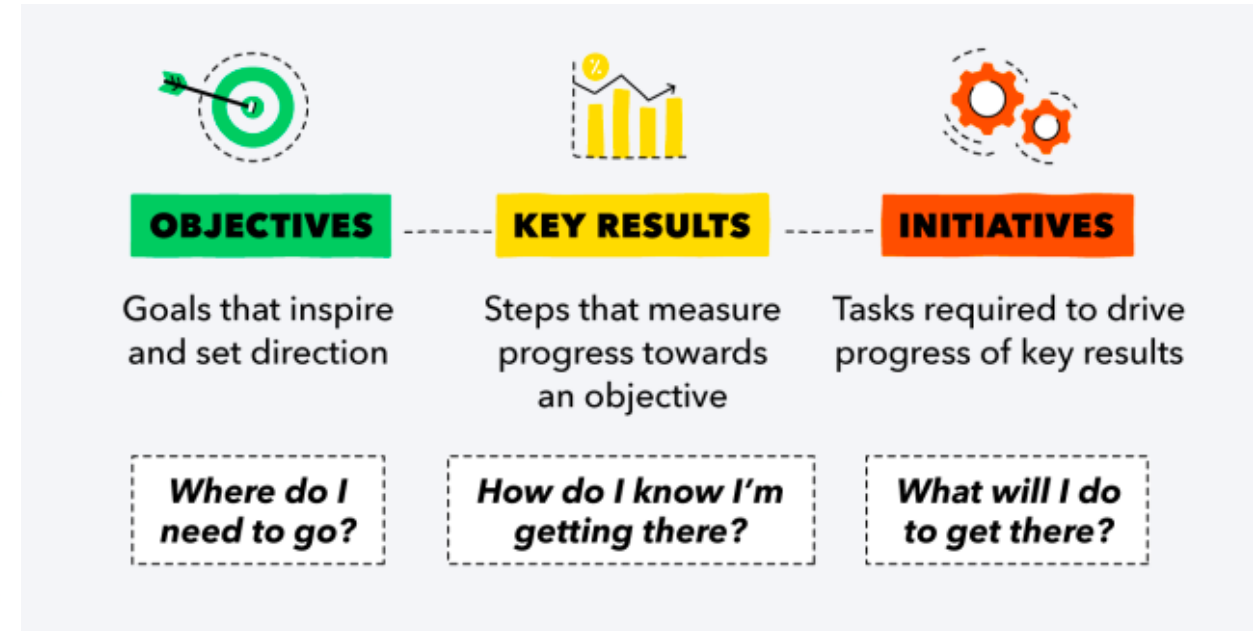
But what is the difference between a Problem and a Solution

Problem = A pain point or need that an end user has

Solution = A way to reduce, fix or address the pain point or need that the end user has

**What comes first:
the problem or
the solution?**

Setting Shared Goals



Edward Jones – Vision and Goals

Platform Vision

Create a best-in-class, next-generation, universal communications platform for branch teams to better serve clients

Product Vision

Provide accurate and meaningful status information for pending home office requests to further enable our branch teams to more quickly self-serve and take the appropriate action to best serve our clients

Reduce # of contacts to Home Office for understanding status for checks & wires to help reduce overall costs

Would like to reduce by 25% of the 22% of outgoing checks & wire transfers

Reduce average time spent by Home Office on getting status for checks & wires to help reduce overall costs

Increase receipt of feedback from the Branch - "We want more!"

Identify Your Client's Problems

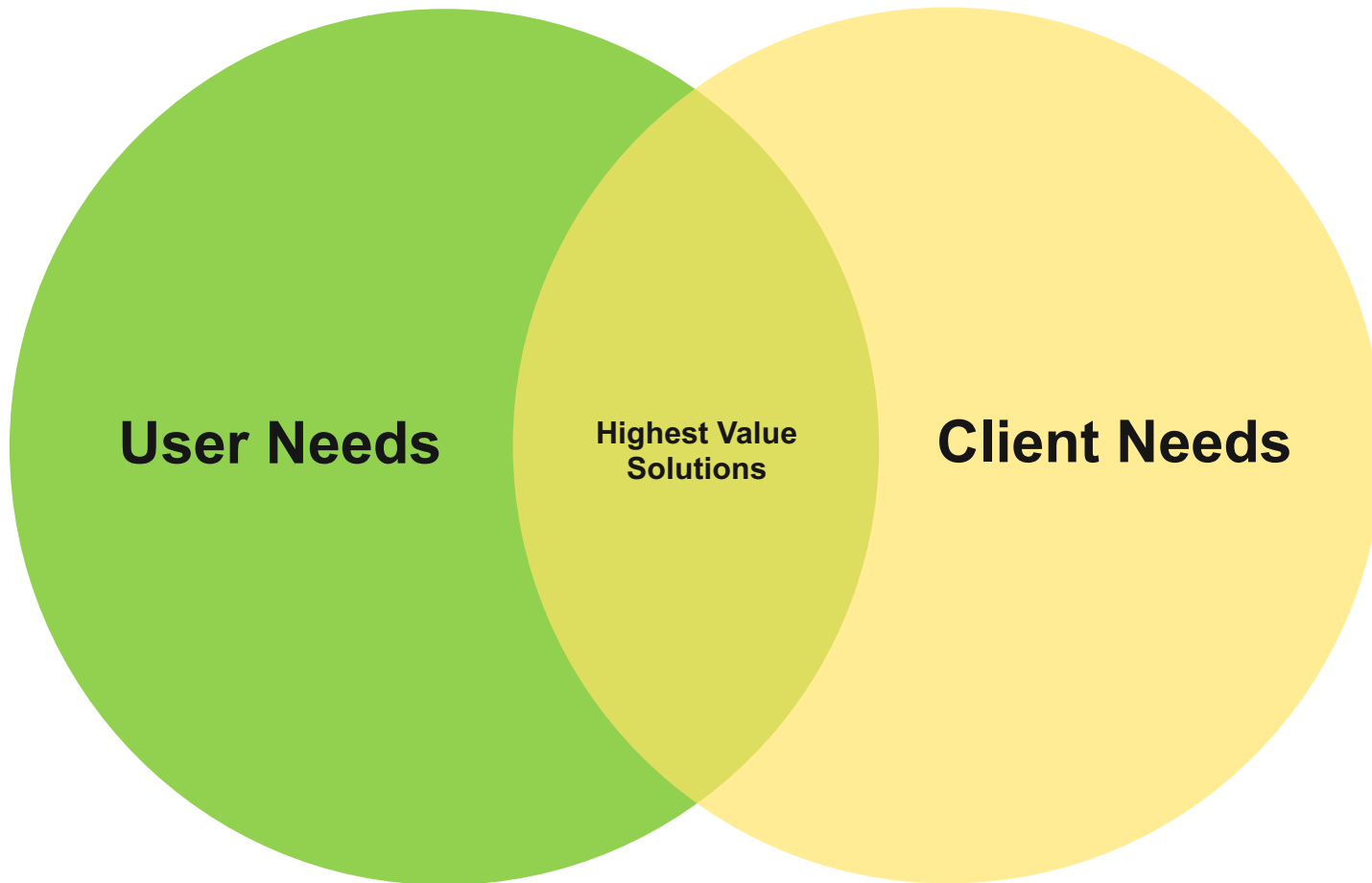
Ok – we've talked about it so let's try and apply it.

Take 10 mins and try this out on your Capstone Projects

- 1. Determine your problem statement. What are the pain points you are needing to resolve?**
- 2. Apply SMART Goals. These can be used to measure success or help identify potential solutions**

Understanding your client users

IF YOU UNDERSTAND THE WHO TO SOLVE THE PROBLEM FOR
THEN YOU CAN FIND THE RIGHT WHAT



User Needs

**Highest Value
Solutions**

Client Needs

User Persona

A user persona is an archetype that encapsulates key characteristics of a distinct user group for an application. It encompasses demographic information, behaviors, motivations, goals, and challenges. By understanding a user persona, developers gain insights into how individuals within that group would navigate the application, complete tasks, and achieve their objectives. This understanding informs design choices, ensuring the application caters precisely to the needs and preferences of these potential users.

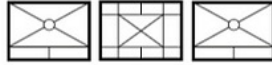


Why Understand Your User?

- **User-Centric Design:** Creating an application tailored to user personas ensures the design aligns with their needs and behaviors, leading to high user satisfaction.
 - **Tailored User Experience:** Understanding user personas enables intuitive navigation and user flows, enhancing engagement and adoption rates.
 - **Effective Feature Prioritization:** User personas guide feature selection, preventing bloat and ensuring essential functionalities are included for improved usability.
 - **Informed Decision-Making:** User personas drive data-driven choices, from design to features, ensuring alignment with user characteristics and preferences.
- Reduced Iterations:** Accurate user persona understanding minimizes design iterations, saving time, effort, and development resources.
- **Enhanced Marketing:** Targeted marketing efforts based on user personas increase acquisition rates and attract a loyal user base.

EMPATHY MAP

Identifying stakeholder behaviour



Project name:

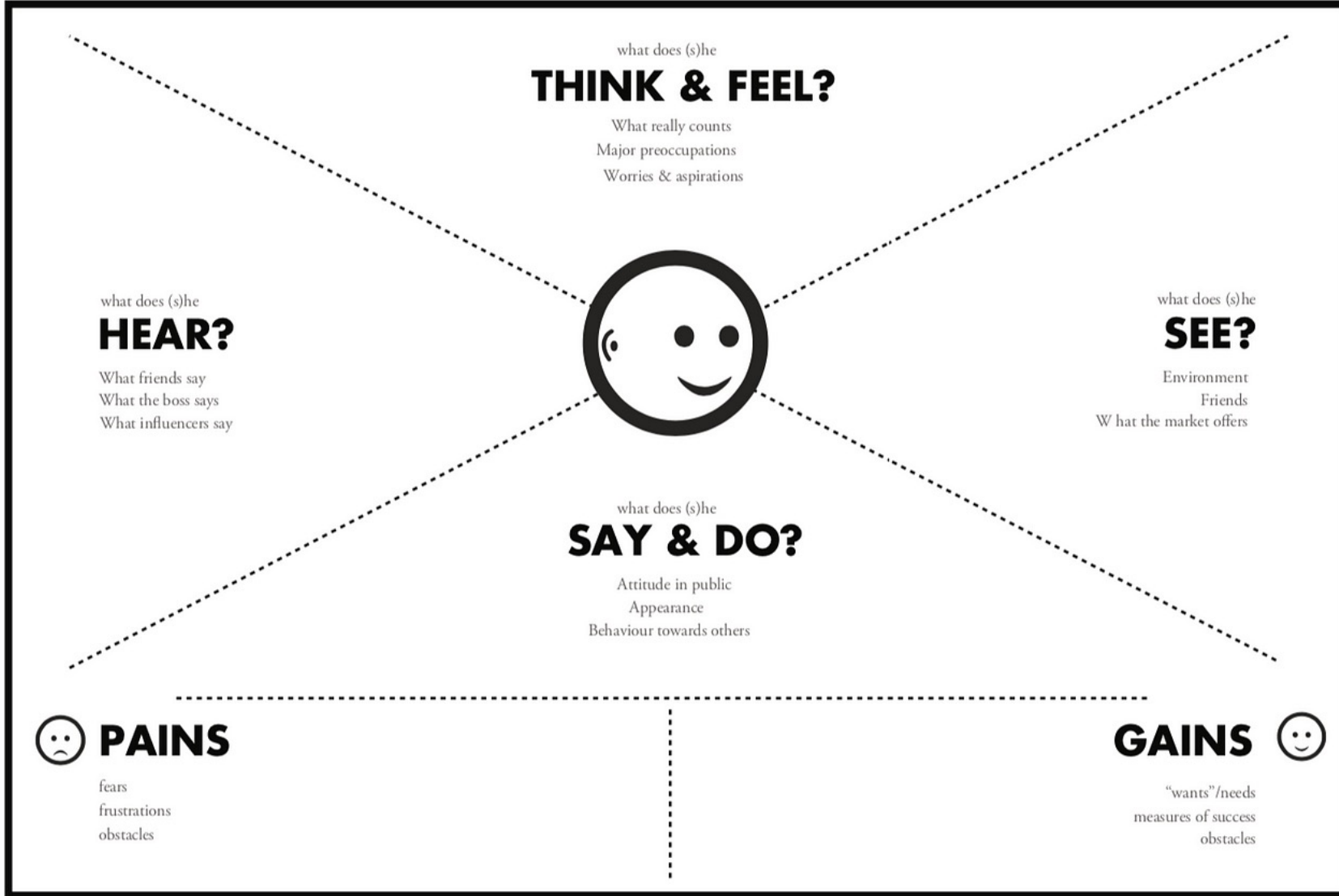
Designed for:

Stakeholder:

Designed by:

Day: Month: Year:

Version:



Identify Your Client's Users

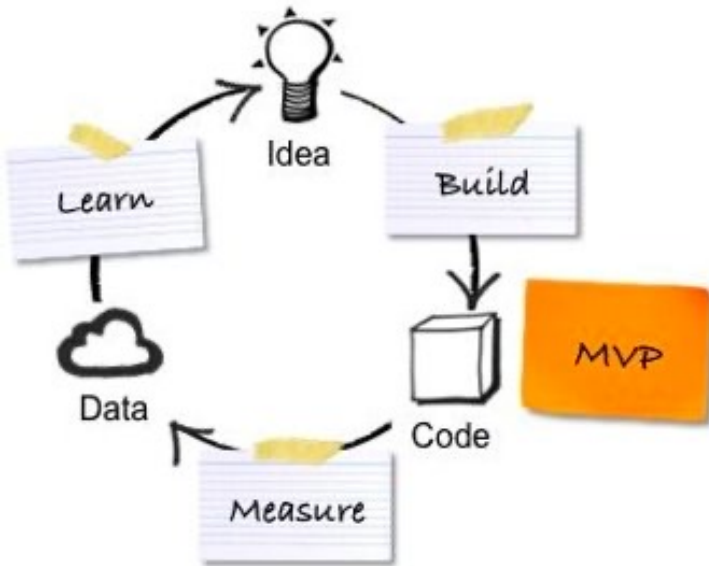
Take 10 mins and try this out on your Capstone Projects

- 1. Do you understand who your client's users are?**
- 2. What task are they trying to accomplish?**
- 3. What characteristics might influence how they interact with your product?**
- 4. List out the users and see if you can see the problem from their perspective.**

Identifying your MVP & Creating your Backlog

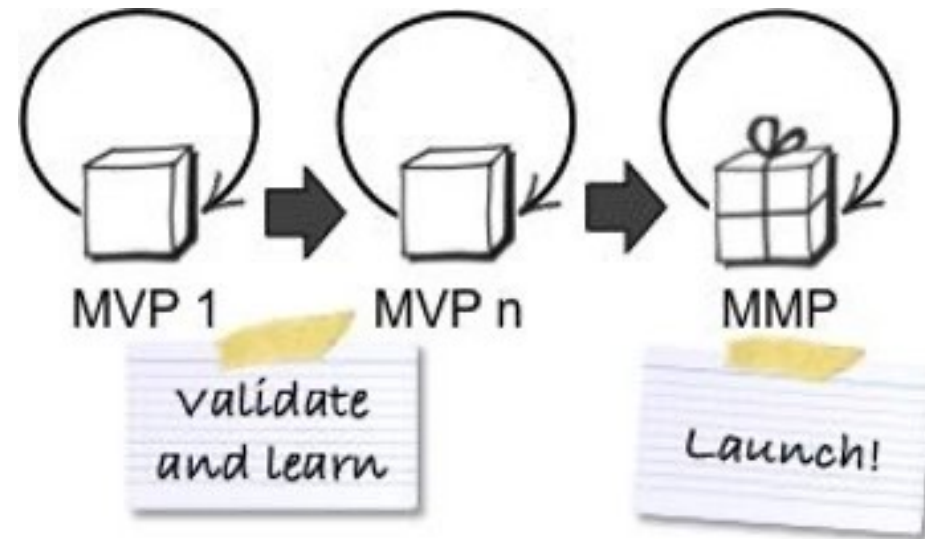
WHAT PROBLEM ARE YOU TRYING TO SOLVE, AND WHAT'S THE EASIEST WAY TO GET THERE?

What is an MVP?



MVP = Minimum Viable/Valuable Product

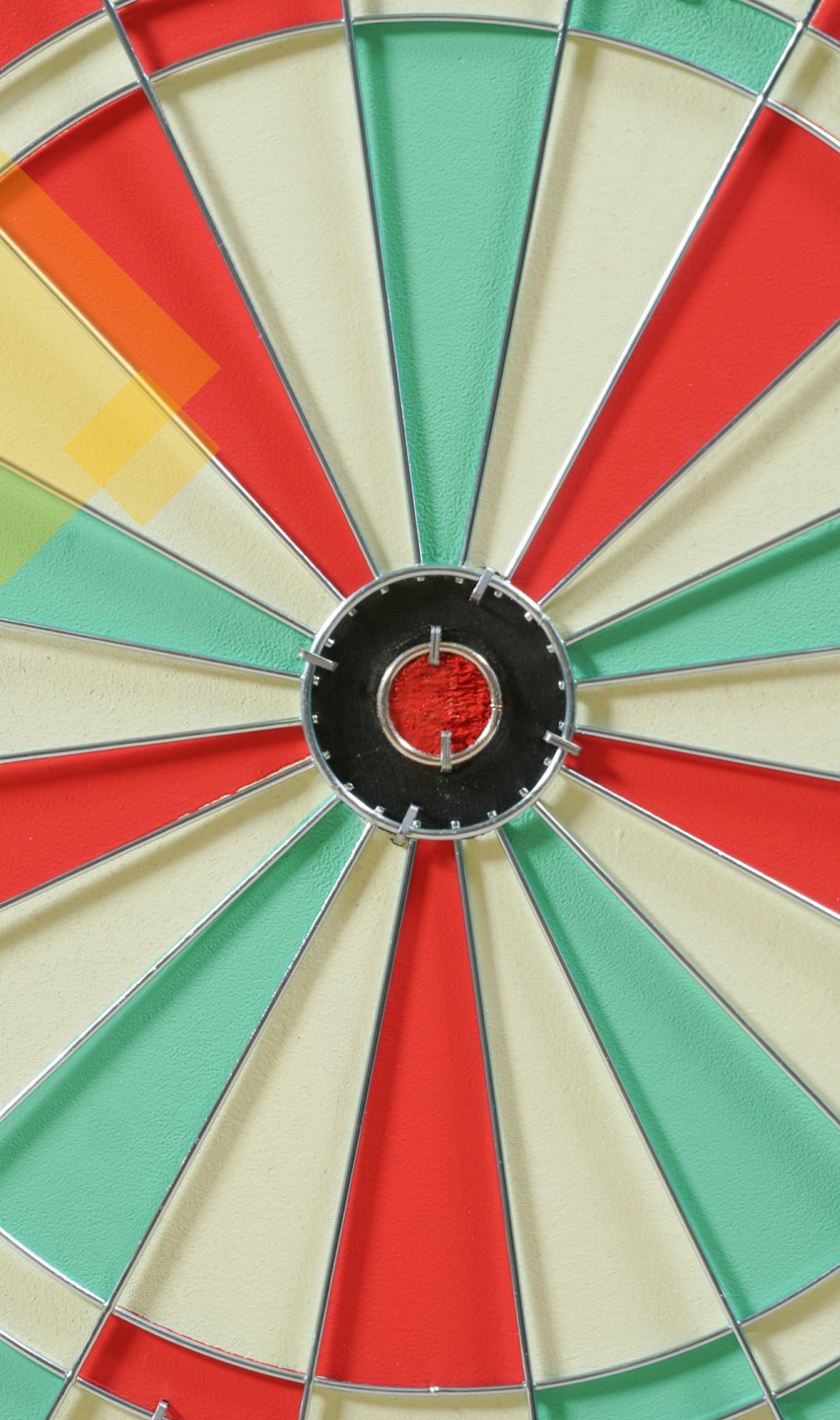
- Learning vehicle
- Risk reduction tool
- that version of a new product which allows a team to collect the maximum amount of validated learning about customers with the least effort



<https://dzone.com/articles/minimum-viable-product-and>

MMP = Minimum Marketable Product

- Based on idea that less is more
- Consists of smallest possible feature set that meets the user needs, creates the desired user experience, provides enough value to user and can be launched successfully



The Goals of an MVP

Minimize	Minimize risk
Maximize	Maximize value
Align	Align with SOW, product vision, goals
Build	Build, Learn, Adapt

Common Tools used to find the MVP

1. Story Mapping
2. MOSCOW (“Must Do”, “Should Do”, “Could Do”, “Won’t Do”)
3. Process Mapping
4. User Journey Mapping
5. System Mapping
6. User Experience Testing
7. Action Priority Matrix



Story Mapping

- Can help discover requirements from a user experience point of view (*Story Mapping*, Jeff Patton)
- An effective way to visualize, communicate and collaborate on scope & related priorities
- Ensures alignment with the Client and team

“



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Story Mapping Overview

The desired **outcomes** in the user journey



Epics/Themes/Features that can help group the activities

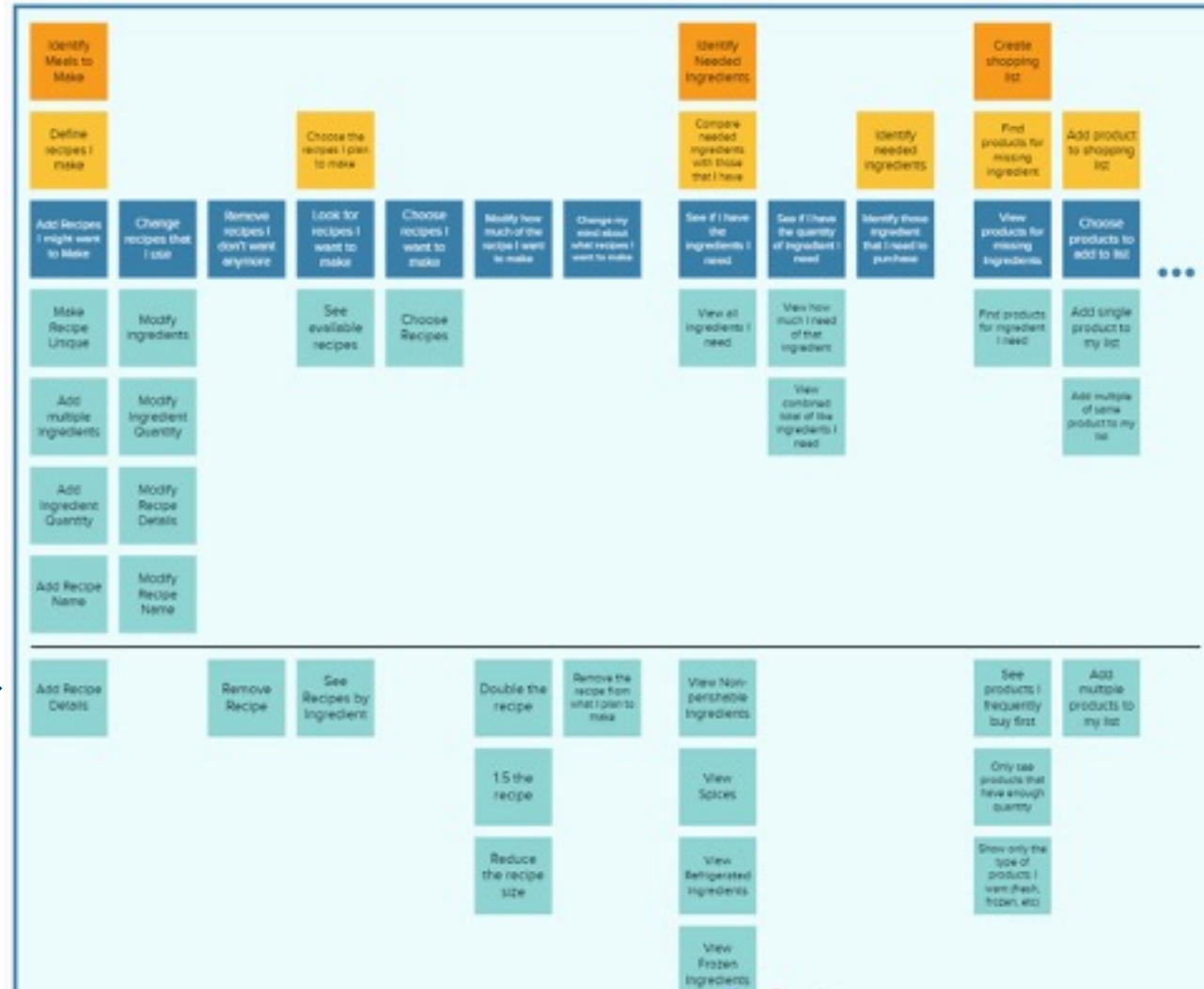


The **user journey 'story'**, also called the 'backbone' or 'walking skeleton'



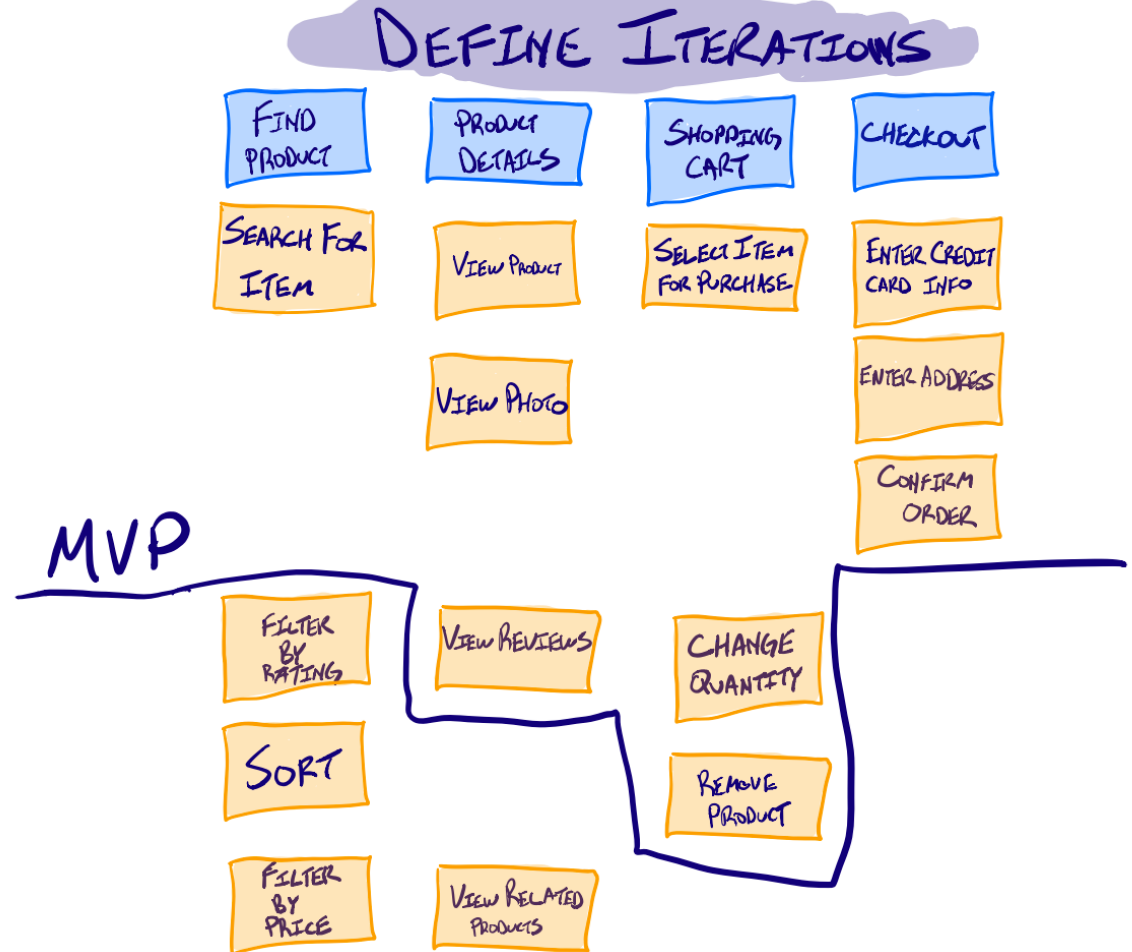
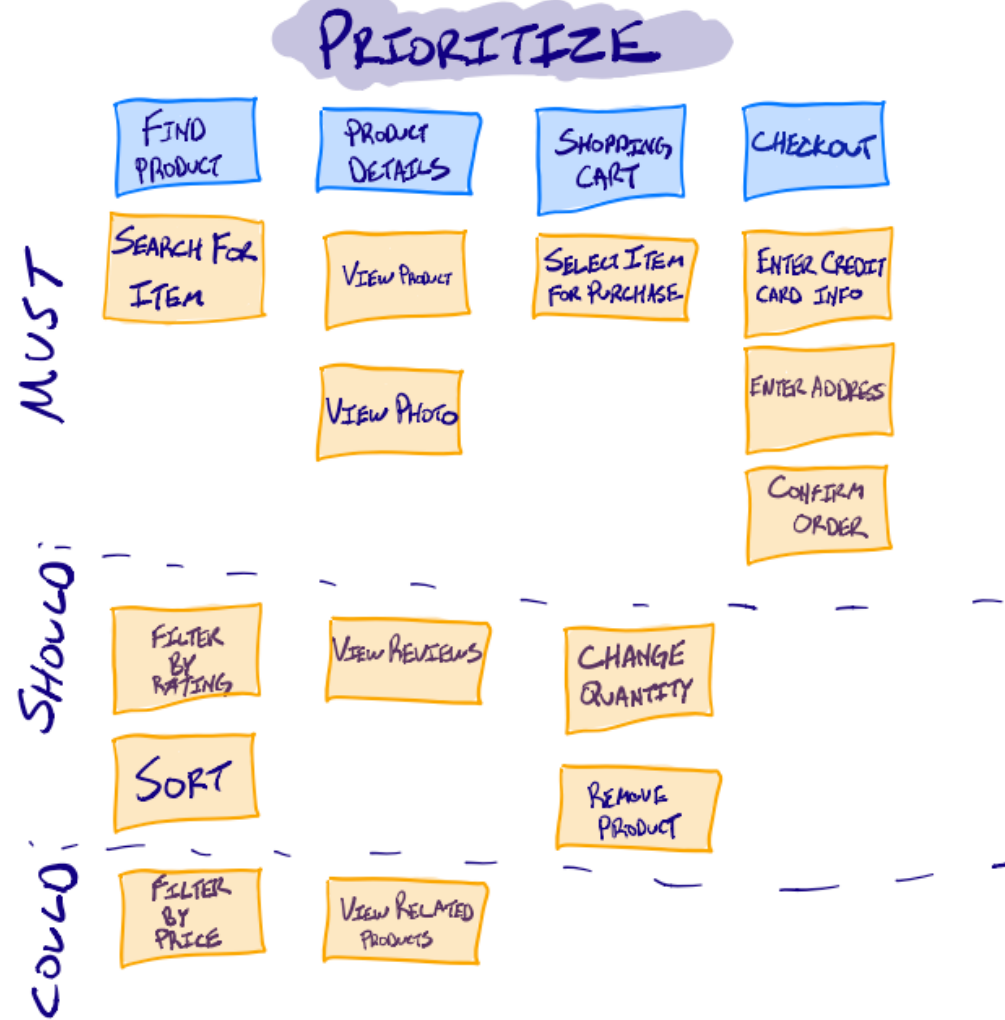
Stories are small increments of value & can be implemented independently

Prioritize & Define Iterations for example, everything above the line is MVP



Keep the cards as small of a slice as possible.

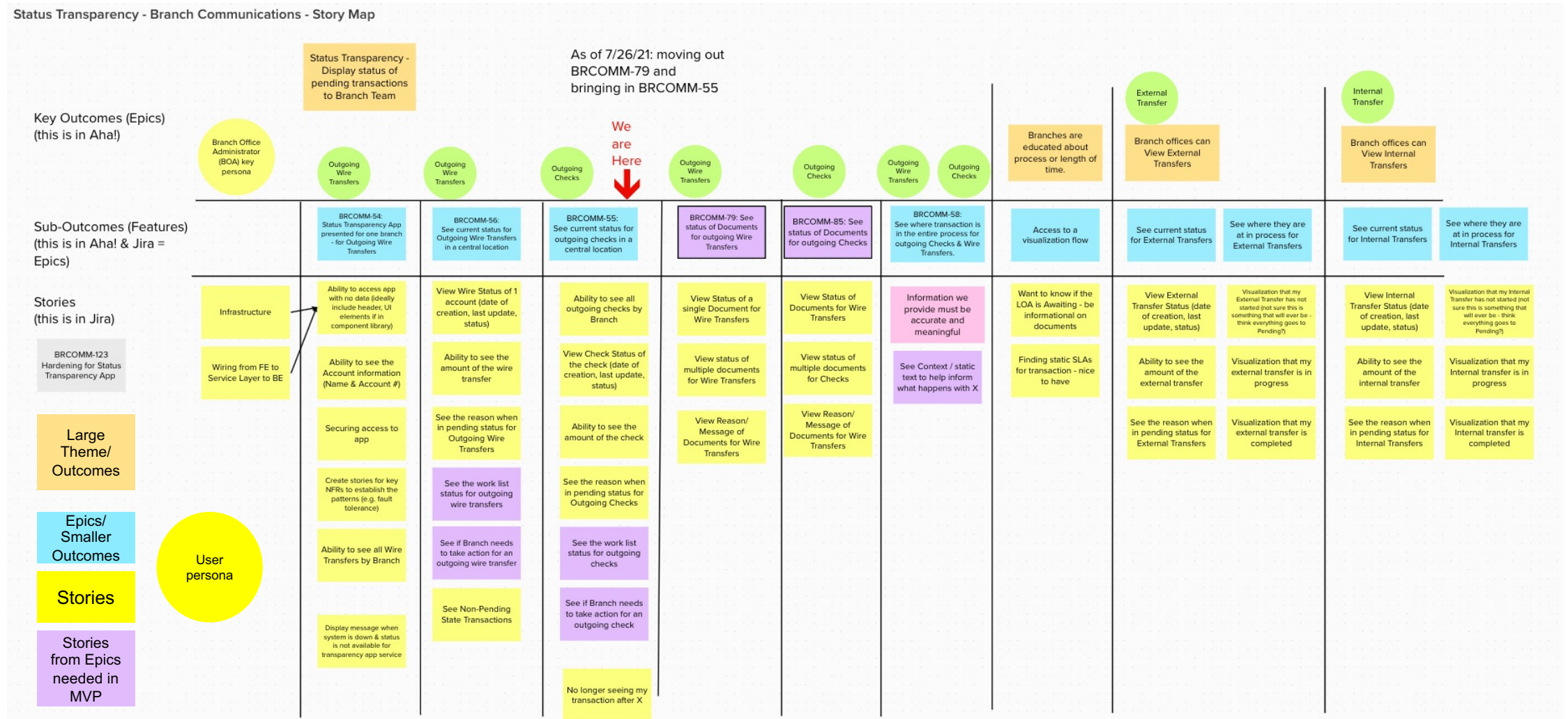
Story Mapping Approach




Edward Jones

Problem to solve: Wanted more transparent status for transactions for the internal employees taking care of clients.

Status Transparency - Branch Communications - Story Map



Questions to Help Define an MVP

1. What is the product vision?
 2. What are the desired outcomes/goals?
 3. Who is the end-user/customer that you are building for?
 4. What is the minimum thing we can build that the business and end-user will find valuable?
 5. What are the essential non-functional requirements?
 6. Who are your upstream or downstream consumers?
- 

Identify Your Client's MVP

Ok – we've talked about it so let's try and apply it.

Let's take time and try this out on your Capstone Projects

- 1. Can you identify the incremental work you need to do or know the path you need to take to figure it out?**
- 2. What is the highest value work needed that you could deliver quickly?**
- 3. Do you see opportunity to deliver value incrementally past the MVP?**

**ADDITIONAL
RESOURCES**



The Art of Saying "No"

As Dr. Aziz Gazipura says (author of "Not Nice"), being 'nice' isn't always good. You can be kind and empathetic, but be real!

Being the funnel of work for the product means sometimes you have to say "no" or "not now". This can be really challenging especially depending on the who is asking.



When to say "No"

- *The request is not in alignment with the vision*
- *The request is a high cost with low or no value or there are more valuable features to build*
- *The request is not feasible*



When to say "Yes"

The market can change, and you need to keep up with the competitors OR there can be new compliance needs OR End users are screaming about a pain point and it's costing you money and reputation

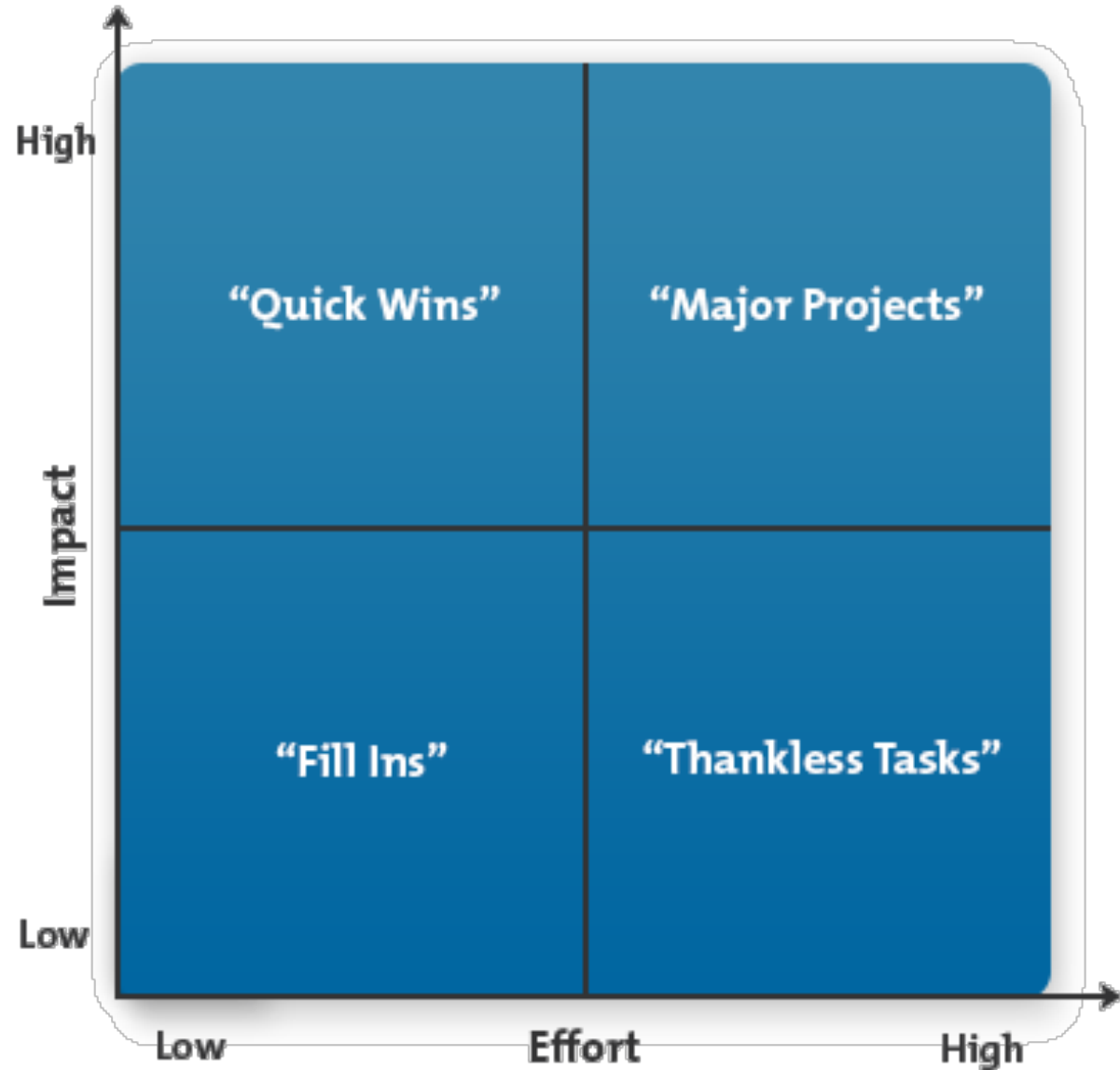
Whatever you do - make sure you understand and communicate the impacts of saying "No" and saying "Yes".



Planning: Scoping and Prioritization

Tools:

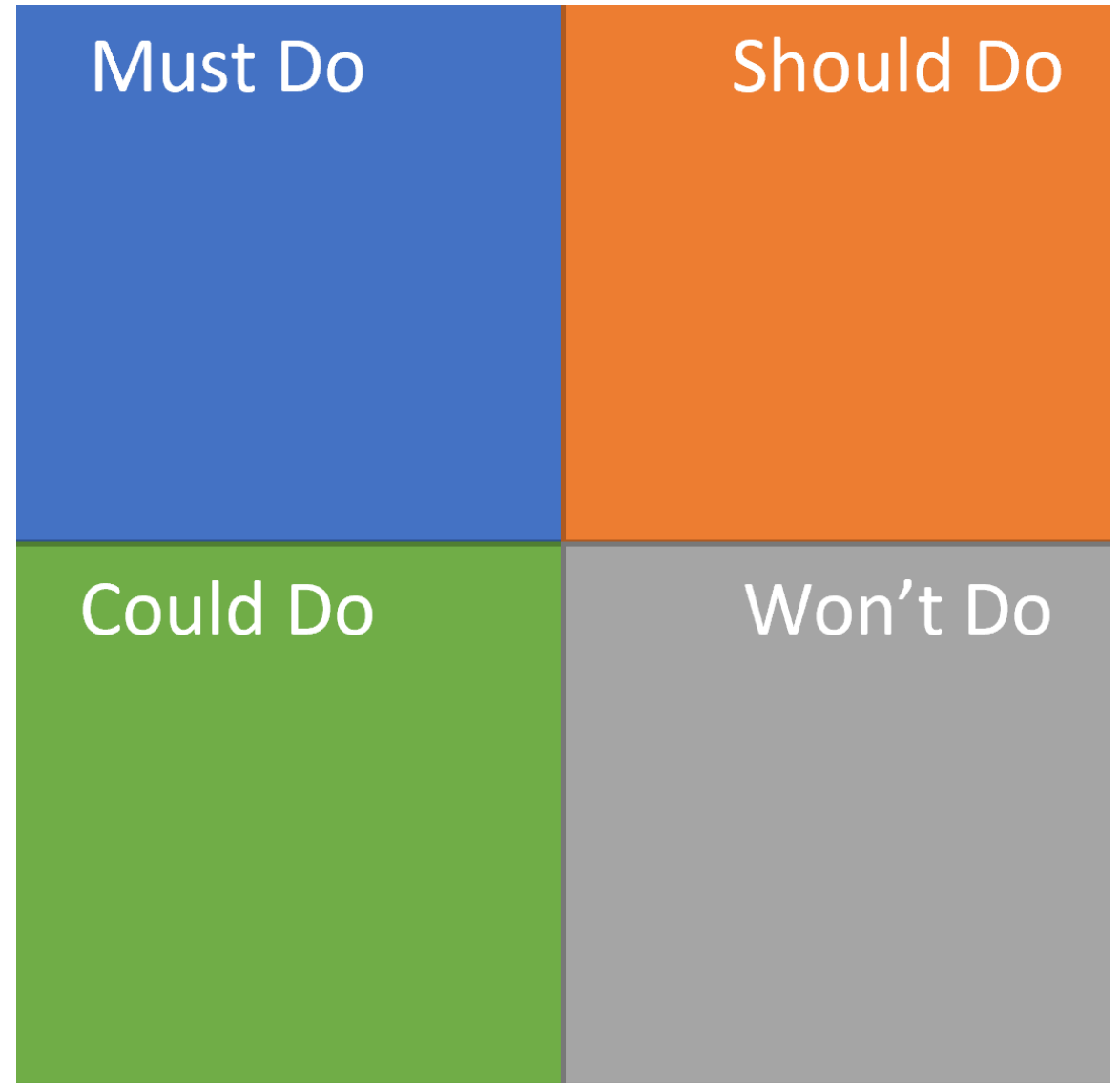
Action Priority Matrix



Planning: Scoping and Prioritization

Tools:

MOSCOW





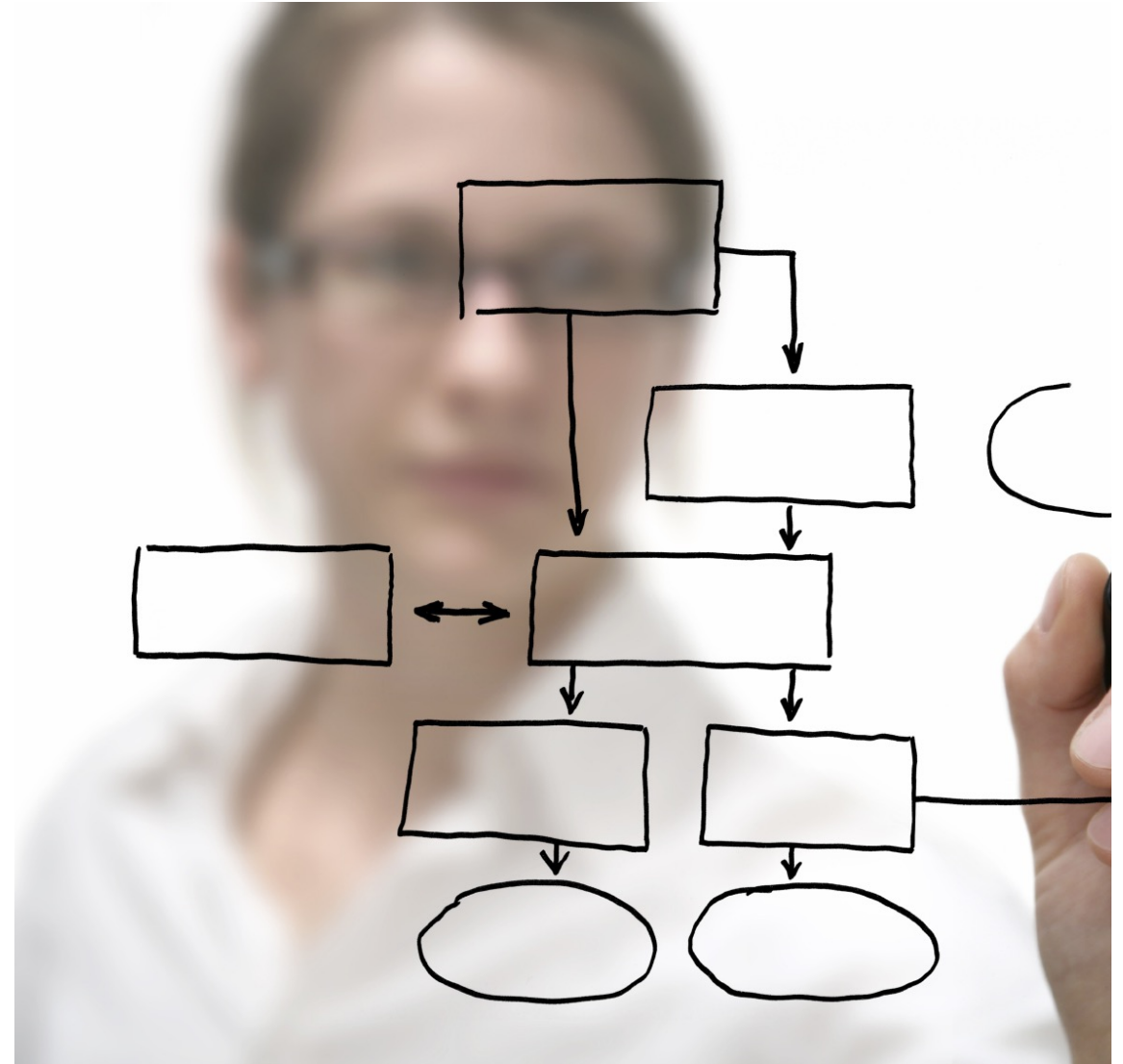
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Why Mapping?

Why is mapping important? Process, System, and Story mapping **allows you to visualize users, events and activities.** It is a way to increase your ability to comprehend. It allows you to frame problems and identify solutions as you map the full scope of the product.

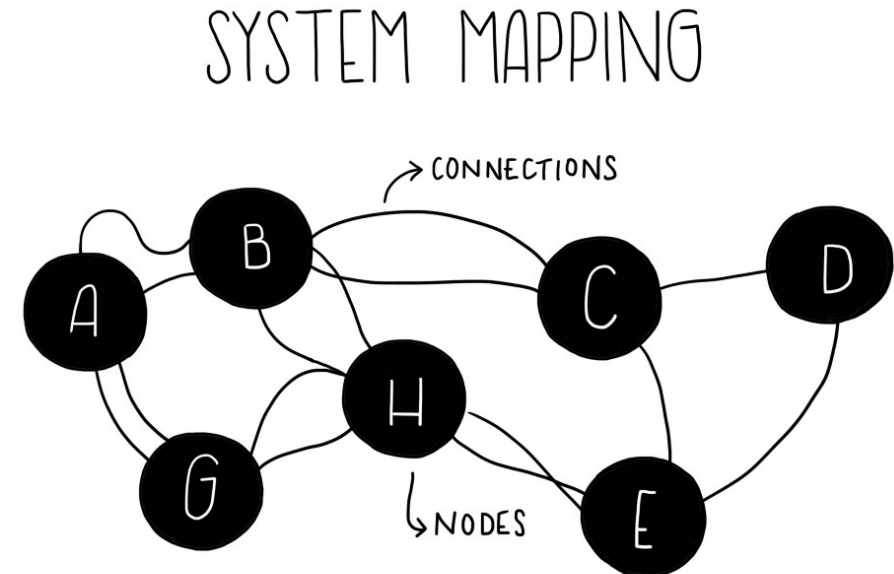
Tools of the PO Trade: Process Mapping

- Visually represents activities that are completed, by whom, in what sequence
- Can be started informally and then validated by the client
- Identifies actual or ideal paths, revealing problem areas of risk and potential solutions



Tools of the PO Trade: System Mapping

- Visually represents activities that are completed, by which system, in what sequence
- Can be started informally and then validated by the client
- Identifies actual or ideal paths, revealing problem areas of risk and potential solutions



Deeper Dive

*To learn more about defining your
MVP and MMP*

Guide on How to Define Your MVP

<https://www.linkedin.com/pulse/7-steps-guide-how-define-your-minimum-viable-product-mvp-agarwal/>

Deeper Dive

To learn more about specifics of story mapping check out :

Story Map Guide






Jeff Patton & Associates User Story Mapping

<https://jpattonassociates.com/story-mapping/>

Product Vision

THE PRODUCT VISION BOARD

 romanpichler

 VISION What is your motivation for creating the product? Which positive change should it bring about?			
 TARGET GROUP Which market or market segment does the product address? Who are the target customers and users?	 NEEDS What problem does the product solve? Which benefit does it provide?	 PRODUCT What product is it? What makes it stand out? Is it feasible to develop the product?	 BUSINESS GOALS How is the product going to benefit the company? What are the business goals?

Product Ownership in a Nutshell

