



PRODUCT STRATEGY IN A START-UP



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Co-founder of Intercom (@intercom)



Strategy without tactics is the slowest route to victory.  
Tactics without strategy is the noise before defeat.





SAS SproutSocial ArgyleSocial SocialReport Campalyst Unilyzer Curelate Pinfluencer  
SimplyMeasured socialbakers PostRocket Adaptly Reachli LittleBird Sparked Shift Traackr  
FanBridge HootSuite Morcova prosodic Swix Venueseen Monstro Twimbow Buzznumbers  
TrendKite Sociero Youscan TunkRank Echnobot SocialAppsHQ Vaktarrin Beevolve Mention  
Buzzware GovSM Casapplanca SocialLogix Morcova ZocialInc BrandFractal ejenic  
Croakun StatFly SocialKnow position2 Hubspot minilytics tweetreach socialloomph sodash  
Decooda Teezir motivequest SocialFactz Kantar iMonitoring Meltwater Engagon  
infoFactory NetBreeze NutshellMail BoomSonar ReviewIQ AtInternet Daumsoft Infospeec  
Wool.Labs Actionly SocialPointer Zelist Telligent GoogleAnalytics ReputationObserver  
Wildfire TodayLaunch ethority ChatterBeacon Katapedia Blogmeter ReputationToo  
Webfluenz Scup Netbase Finchline Trendiction Digitalmr Brandreact Mutualminc  
Semioboard ebuzzconnect Memoneews Internet911 Informant.se twentyfeet Social360  
Replise Geofeedia Looxi SocialTalk Clipit Spreadfast Rightnow Topsy Imooty Tealium  
EarlyDetection Mindlab.de TipTop Tracebuzz Brandtology Thoughbuzz JamiQ Insttstant  
Tweetlytics Overdrive Mentionapp Repumetrix Socialscape eWatch Cision Digiminc  
Samepoint Buzzstream Vocus Attensity Buzzlogic Factiva eCairn Jive Mediamiser  
Moreover Onalytica Reputation.com StartPR.com UberVu Lithium VisibleTechnologies  
Spiral16 CollectiveIntellect NetworkedInsights Backtype nminsight Trendrr SocialMention  
Monittor linkInfluence nms CrimsonHexagon VisibleMeasures CustomScoop Attentic  
Tweetbeep Collecta Tweetfeel SocialRadar Synthesio YackTrack Brandwatch Addictomatic  
Echometrix SentimentMetrics ExactTarget HowSociable MediaVantage SearchMonitor  
Kana Postling PeopleBrowsr Twitalyzer EdgerankChecker Vrank Brandify PageLever  
Crowdboostertweeb SiteTrail Kyoo Sysomos BuddyMedia





**Your Product**

**Your Strategy**

**Your Vision**





**Measure & Improve**

**Staying Lean**

**The Product You Build**

**The Jobs That You Build For**

**Your Mission**

**Your Vision**





What road do I take?

Well where are you going?

I don't know

Then it doesn't matter. If you  
don't know where you are going,  
any road will get you there.







Vision: What changes do you see coming



# What's changing in your target domain?

## **Project Management:**

A rise in remote working. Face-to-Face meetings the exception, not the rule. PM tools must account for this.

A decrease in the importance of project deliverables, prototypes replacing PDFs

Old codified practices (e.g. PRINCE2) being skipped over for more agile and ad-hoc approaches

## **Music:**

No longer a concept of music "ownership"

Average music fan listens to more artists now than ever

Rise in indie artists, due to new platforms

Far less dependency on labels, brands and distribution

Old revenue sources are spent, new revenue sources being discovered

## **Marketing:**

Shift towards personal & personalised

Closed Loop Return on Investment Vital

Analytics & Numbers driven

Advertisements become conversation starters

Conversions override clicks in terms of importance.



The background is a solid blue color with numerous white circles of varying sizes scattered across it. Some circles are solid white, while others are just white outlines. They are distributed in a somewhat random pattern, with some overlapping.

**What technological trends should you bet on?**



A person with dark hair and glasses, wearing a light-colored shirt with thin vertical stripes, is looking down at a smartphone held in their hands. The background is a plain, light-colored wall. A semi-transparent grey banner is overlaid across the middle of the image, containing the text 'The phone as the primary device' in white.

**The phone as the primary device**



A black, curved wearable device, possibly a smart ring or a small wristband, is shown against a light blue background. The device has a digital display on its upper curve showing the time 12:37 and the date Samstag, 19. Oktober. The device is positioned diagonally across the frame.

# Wearable devices



The background of the image features a group of colorful paper cutouts of stylized human figures. These figures are arranged in a circular formation, holding hands, which represents a community or a social network. The figures are made of various colored papers, including shades of blue, green, orange, red, purple, and yellow. The overall scene is set against a light, warm-toned background, possibly a wooden surface. A semi-transparent grey banner is overlaid across the middle of the image, containing the title text.

# The Dominance of Social Networks





**Des Traynor**

All software is turning into social software.

Like · Comment · Unfollow Post · Today at 9:52



Heavybit and 15 others like this.



Seen by



View 8 more comments

How all software is now social software



Declan James McGrath Fantastic!  
23 hours ago · Like



**Eoin Hennessy** Amazing!  
13 hours ago · Like



Write a comment...



Your  
Vision

=

What your  
domain looks  
like in X years

+

What software  
looks like in X  
years

x = distance of your vision



**Why do you exist, other than to make money?**

Mission Statement



The image features four 3D rectangular blocks arranged in a row, increasing in height from left to right. The colors transition from a bright yellow on the left, through orange, to a deep red on the right. A semi-transparent grey horizontal band is positioned across the middle of the blocks, containing the text.

**Missions have nothing to do with goals or targets**





**They're not about being #1 or 'top 10'**





**“How will the world be any different, if you succeed?”**





**let app developers spend their time on their application code, not  
managing servers, deployment, ongoing operations, or scaling**





**to help individuals and companies, public and  
private, to write better code, faster**





**to give every developer state of the art automated  
testing and continuous integration tools**



# stripe

**We want to increase the GDP of the internet**





**Measure & Improve**

**Staying Lean**

**The Product You Build**

**The Jobs That You Build For**

**Your Mission**

**Your Vision**



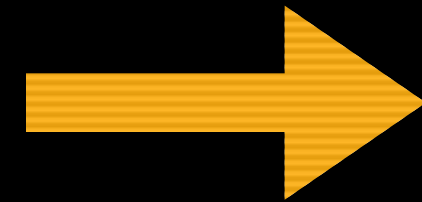


**The customer rarely buys what the company thinks it sells**



# Your business has many hypotheses

**Are consumers currently  
doing this?**



**Can I create a product  
that will improve upon it?**



**Can I address the market  
successfully?**

TESTED BY

**Evidence  
of investment**

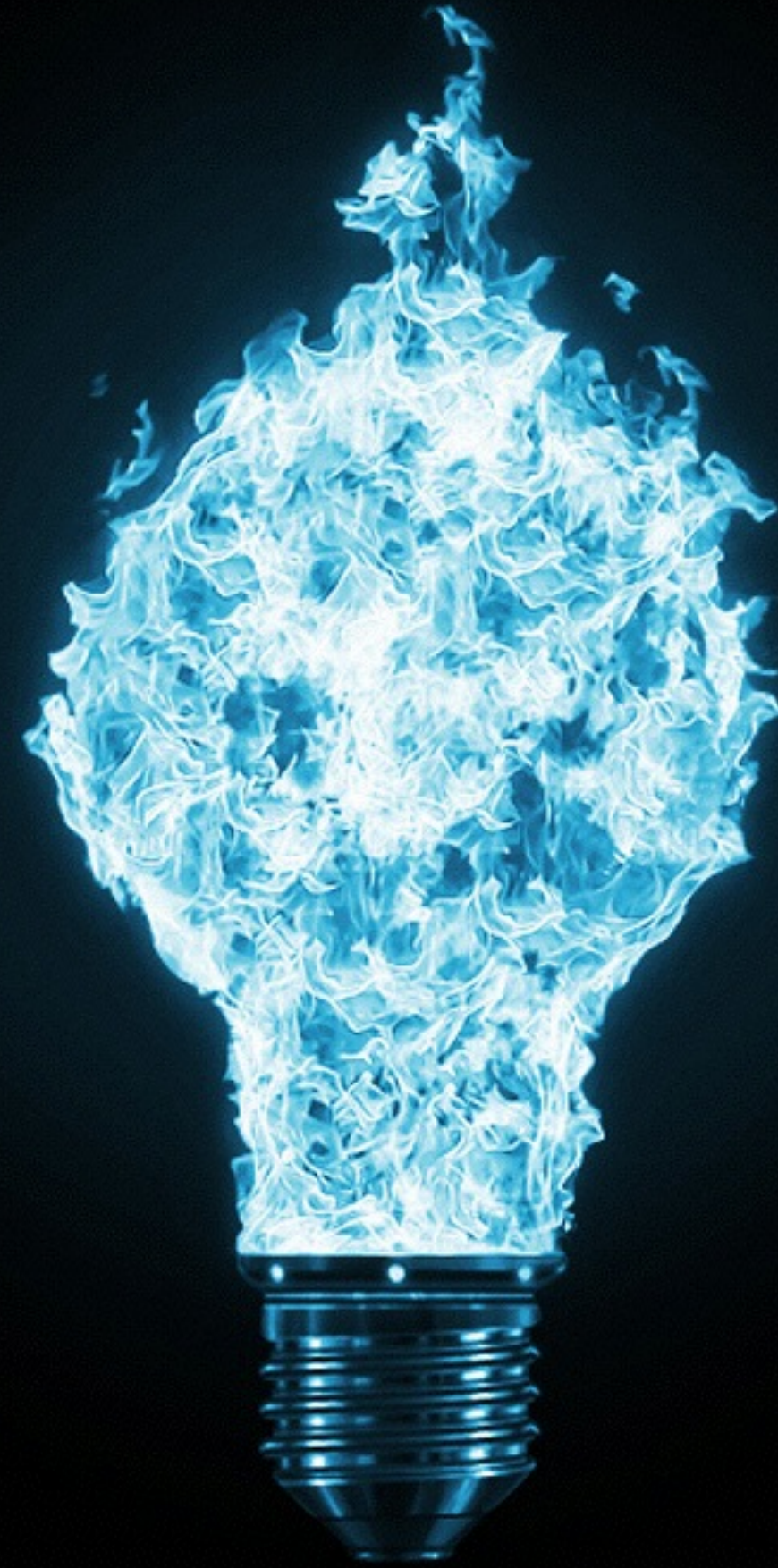
TESTED BY

**Product Market Fit  
for your MVP**

TESTED BY

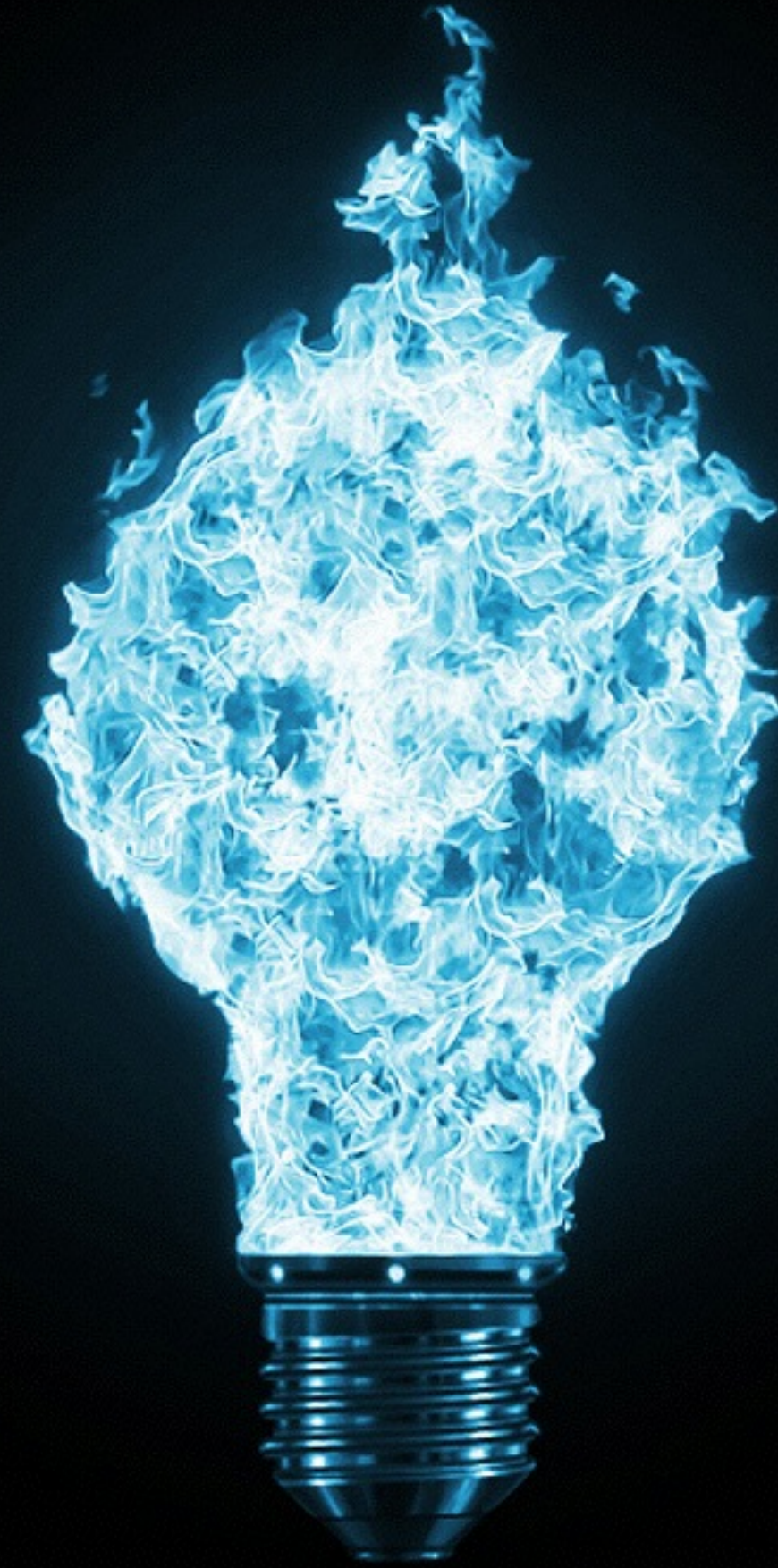
**Analytics for  
Marketing Experiments**





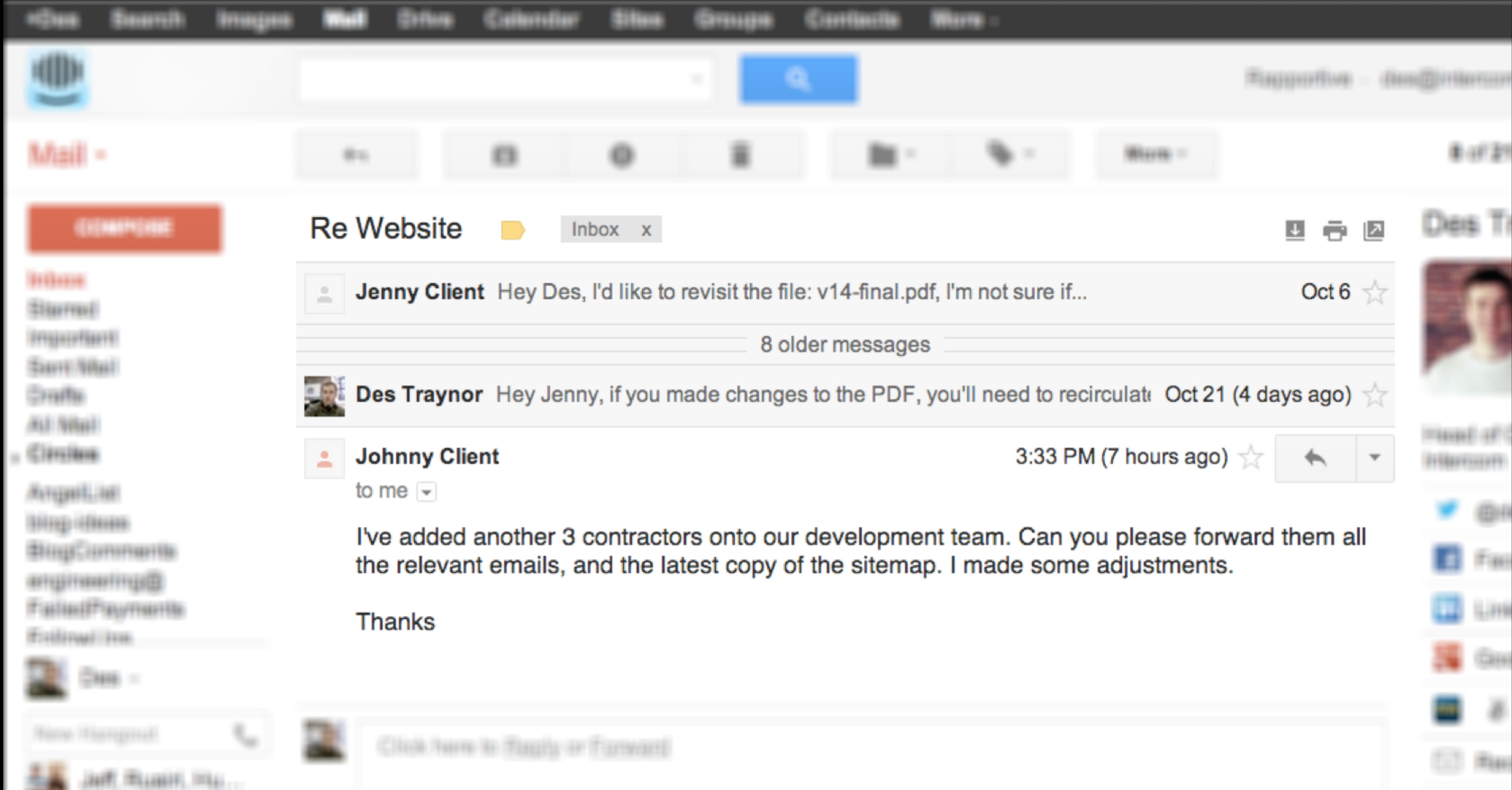
**Customers don't buy “product categories”**





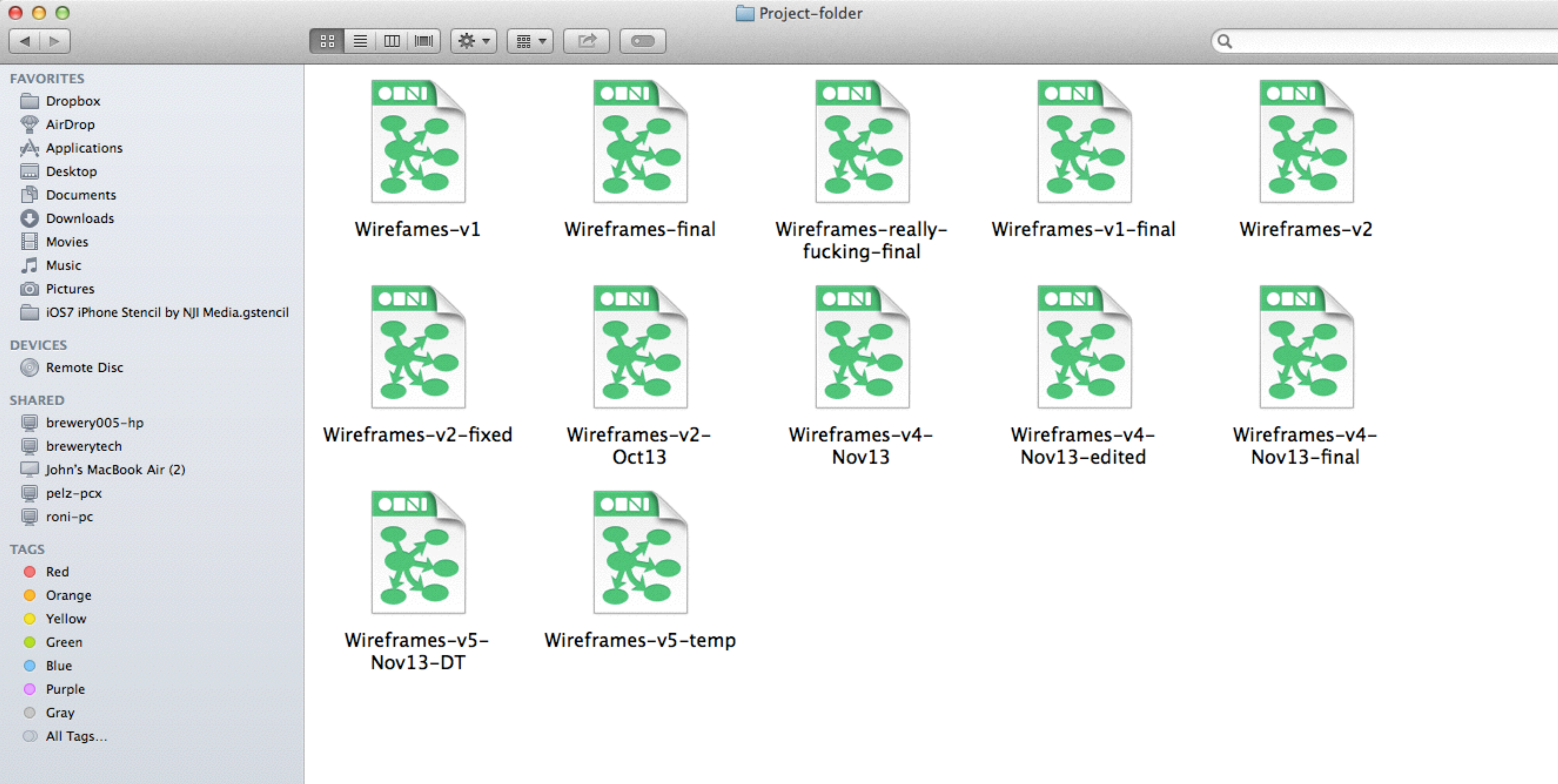
**Customers don't purchase your product because of their demographics**





A problem occurs in their life that causes them to need a solution





A problem occurs, and you decide to make a make a change



```
3. ~/rails_projects/sample_app (bash)
[sample_app (static-pages)]$ bundle exec rspec spec/
F

Failures:

  1) Static pages Home page should have the content 'Sample App'
     Failure/Error: expect(page).to have_content('Sample App')
       expected there to be text "Sample App" in "StaticPages#home Find me in ap
p/views/static_pages/home.html.erb"
     # ./spec/features/static_pages_spec.rb:9:in `block (3 levels) in <top (requ
ired)>'

Finished in 0.25114 seconds
1 example, 1 failure

Failed examples:

rspec ./spec/features/static_pages_spec.rb:7 # Static pages Home page should hav
e the content 'Sample App'

Randomized with seed 35298

[sample_app (static-pages)]$
```

There is some trigger, that causes you to go looking



# Susan



## PRIMARY PERSONA

largest group of current / potential customers

30%  
of shoppers

## VALS: Experienter

"I live in the moment and want immediate satisfaction. I like looking good and wearing 'cool' new clothes, shoes and accessories that make me look and feel special."

## GOALS, BEHAVIORS & ATTITUDES:

- ❖ Susan follows fashion trends, reads fashion magazines, and pays attention to what her favorite celebrities are wearing.
- ❖ Likes to impress her peers with her fashion sense, especially when

## SHOPPING STYLE:

Quick

Spontaneous

Methodical

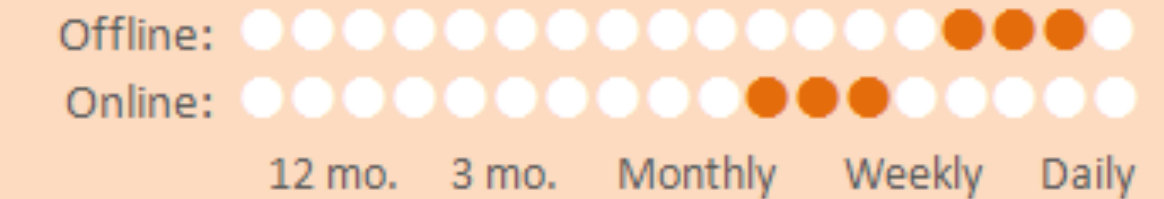
## PRODUCT SELECTION CRITERIA:

Style

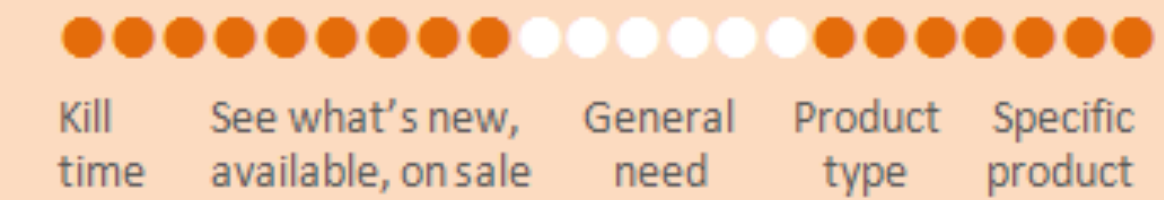
## CROSS-CHANNEL SCENARIOS:

- Browse at store, buy online
- Browse online, buy at store

## SHOPPING FREQUENCY:



## ONLINE PRODUCT FOCUS:



## PRODUCT KNOWLEDGE:



# This isn't about customer demographics

## NEEDS:

- ❖ Trend-focused home page and New, Popular, As worn by... sections
- ❖ New items on sale + limited time/availability offers
- ❖ Easy access to product details (look, feel, fit, etc.)
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## CHANNEL PREFERENCE:

- Store %
- Online %

## SOURCE OF VISIT:

- Direct link/URL
- Web search
- Online ad
- Email promo
- Social link

## ONLINE DELIVERY:

- Ship to home
- Ship to store
- Pick up at store

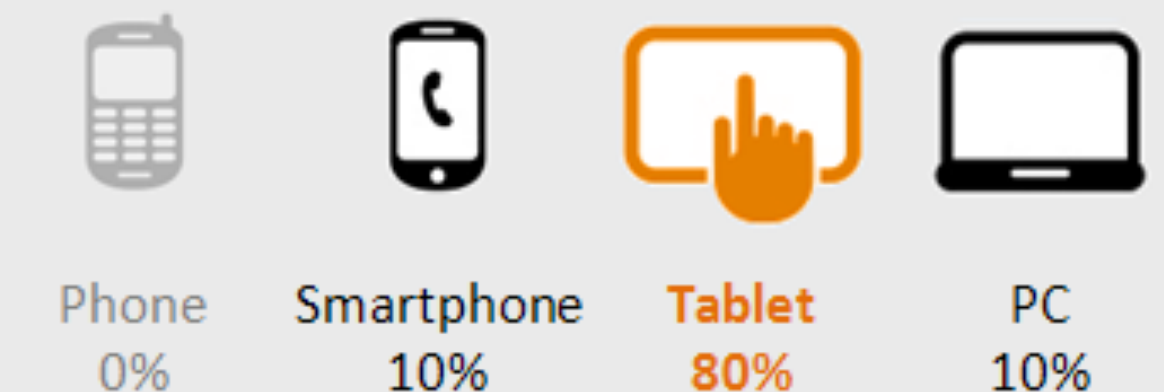
## VISIT ONLINE STORES TO:

- See what's popular
- See what's on sale
- Find a local store
- Check order status
- Write product reviews

## ONLINE GIFTING:

- Ship to self
- Ship to self as gift
- Ship to recipient
- Ship to recipient as gift

## DEVICES USED:





5. **CONCLUSIONS**

Over 10 Years in business and One of the First Shopping Cart Providers

The collage contains several images related to digital marketing and technology:

- Local search rank tracking:** A table comparing various tools for tracking local search rankings. The tools listed are Authority Labs, BrightLocal, Chaturbate, Dexone, DIYSEO, GetListed.org, LocalSearchFwd, Marchex, Placescout24, ReviewPush, ReviewTrackers, and SweetIQ. The table has columns for 'Tool', 'Local search rank', and 'Organic search rank'.
- Microsoft Visual Studio and Management Solutions vs. VMware vSphere:** A comparison table between Microsoft Visual Studio and VMware vSphere. The table lists various features and compares them across different versions of Visual Studio (Visual Studio, Visual Studio Team Services, Visual Studio Online) and VMware vSphere (vSphere, vSphere ESX, vSphere ESXi).
- Local Directory:** A logo for a local directory service.
- Social Media:** A logo for social media marketing.
- Google+ Local Analytics:** A logo for Google+ Local Analytics.

# It's not about checklists, categories or competitors

Feature	Checklist	Resolution	Warmup	USG	Auto	Video	Cost
Best Award winning Solution Recognized for Customer Service Innovation and Overall Product Offering	✓	3.2 MP	1024 x 768	5	Yes	Yes	\$600-699
✓	2 MP	1600 x 1200	2	Yes	Yes	Yes	\$599
✓	850K	1024 x 768	5	Yes	Yes	No	\$650
✓	1.3 MP	600 x 600 TV	5	No	Yes	No	\$692
✓	2 MP	1280 x 1024	3	No	Yes	No	\$569
✓	850K	1280 x 1040	1	Yes	Yes	Yes	\$519
✓	1.3 MP	1024 x 768	5	Yes	Yes	Yes	\$695
✓	850K	600+ TV	2	Yes	Yes	Yes	\$1,719
✓	850K	1024 x 768	2	Yes	Yes	Yes	\$956-1,065
✓	850K	1024 x 768	5	Yes	Yes	Yes	\$849





**Don't confuse correlation, with causation**





**Focus on what causes the need**



**To test if your product is needed,  
you study the job that it does.**



The Job

=

The  
Problem

+

Situational  
Context

+

Success  
Criteria



The Job

=

The  
Problem

+

Situational  
Context

+

Success  
Criteria



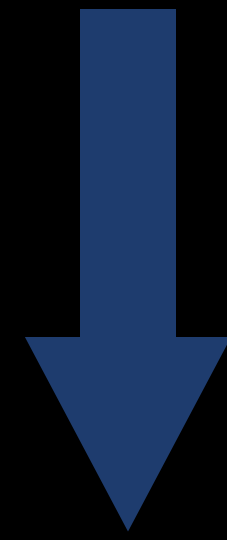
**Define the problem your users experience**

**Understand where the negative impact is**

**Keep asking “but **why** is that a problem”**



**“I don’t know what everyone is working on”**



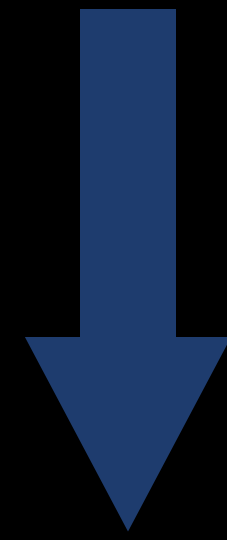
**“I can’t tell who is free to take on a new project”**



**“I can’t plan our roadmap because of that”**



**“I don’t know what everyone is working on”**



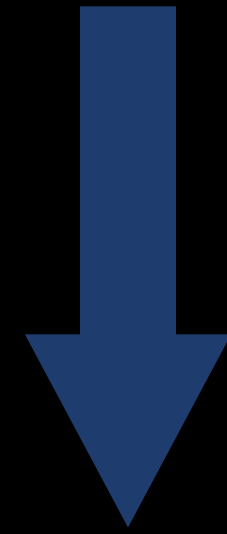
**“I can’t tell who is free to take on a new project”**



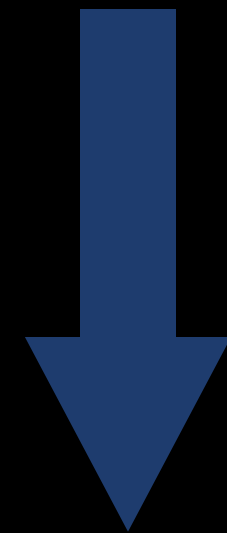
**“I can’t plan our roadmap because of that”**



**“Jenkins has fallen over again”**



**“We have to spend time & energy fixing it again ”**



**“We’re not investing in product, we’re yak-shaving”**





**Test: Until you show me a check, you haven't shown me a customer**



The Job

=

The  
Problem

+

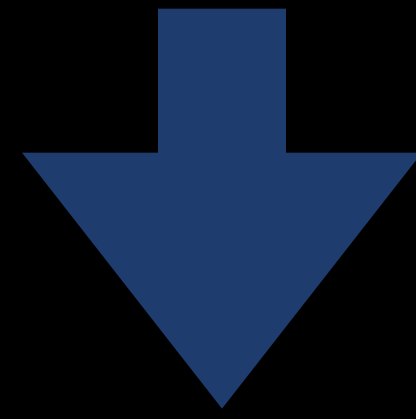
Situational  
Context

+

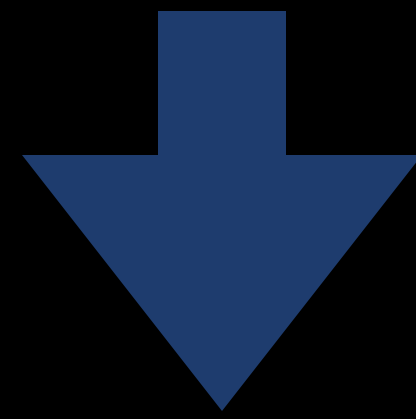
Success  
Criteria



**When does this problem occur?**



**What's the event that triggers it?**



**What are the invariants around this event?**



**Refine the invariants of the situation**

**The more precise the better**



# Studying the Job

# Studying the Customers

*Adding more context refines a situation and makes it easier to craft a solution*



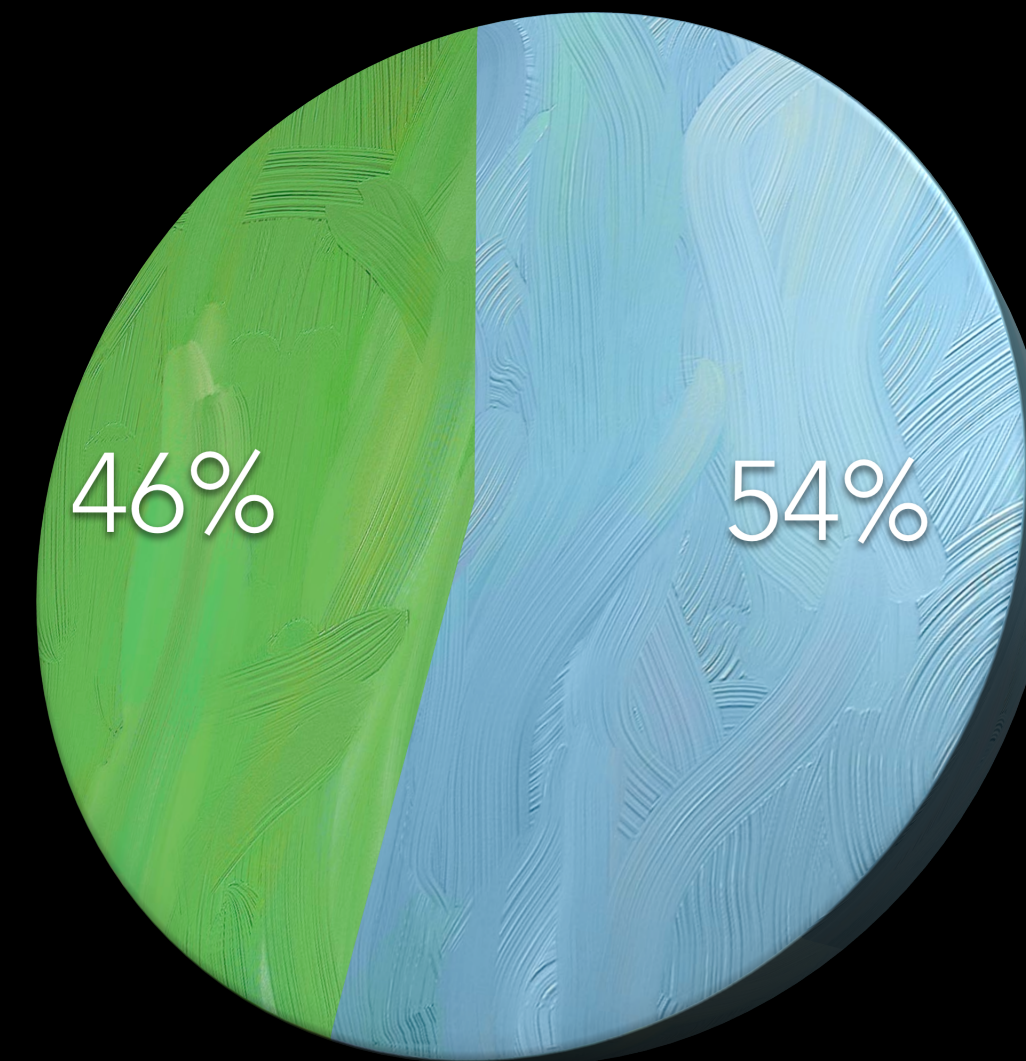
*When I want something to eat...*

*When I'm in a rush and want something to eat...*

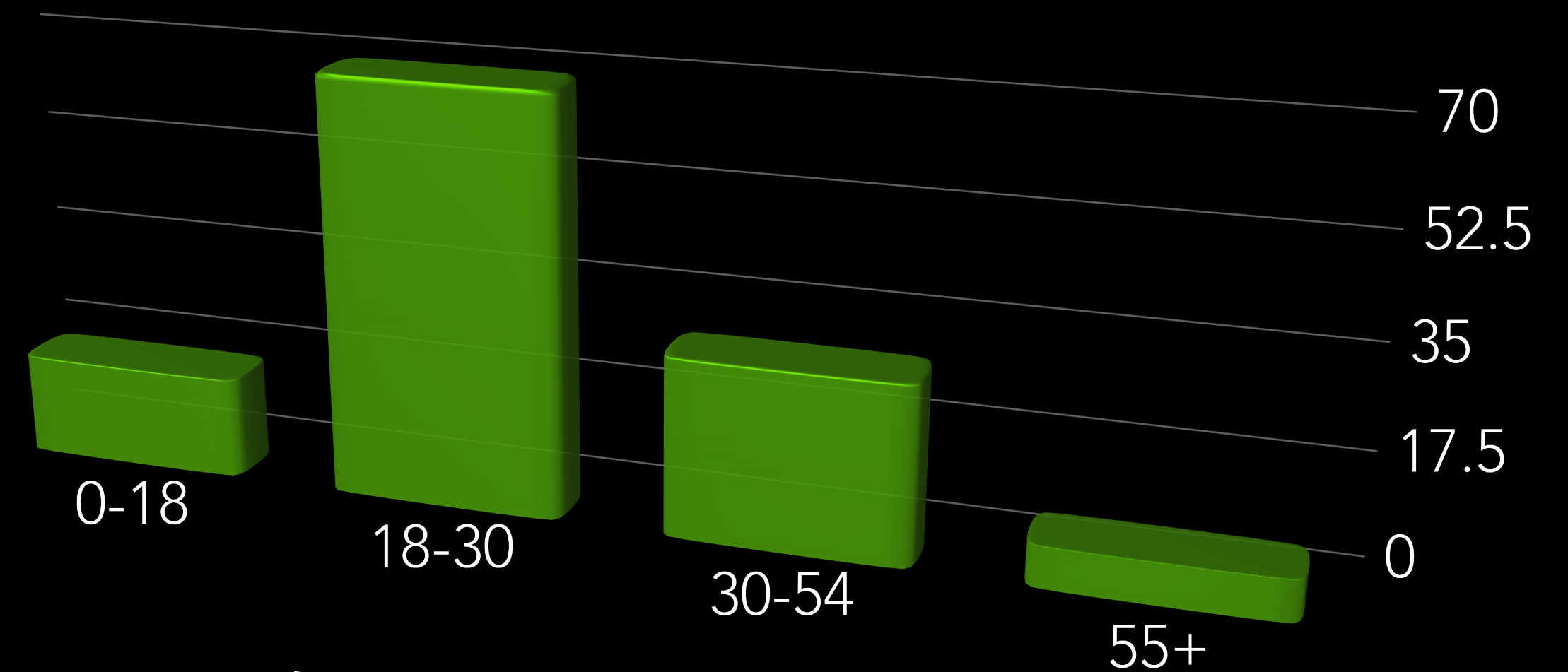


*When I'm in a rush,  
I'm starving and want something to eat...*

*When I'm in a rush, starving, need something I can  
eat with one hand while 'on the go',  
am not sure when the next time I'll be able to eat, ...*



Primarily Male



Primarily 18-30



**The demographics correlate with the situation,  
but they don't cause it.**





**Barak Obama eats pizza.**







**“When someone emails me a PDF  
that I need to sign”**



Sales History

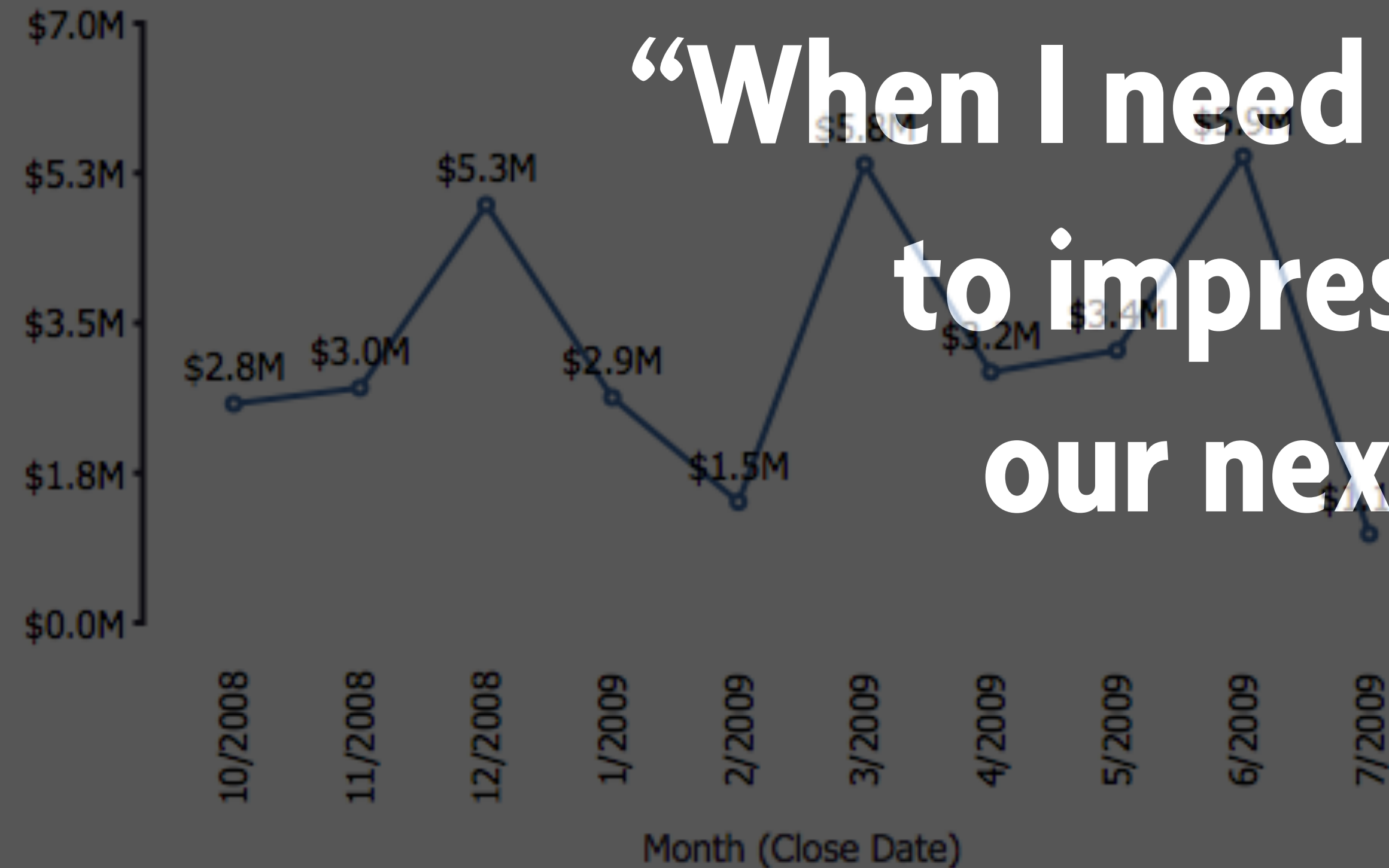
Pipeline Flow

Current Quarter

## Monthly Sales Trend

This report shows the amount of deals closed by month. We hardly close anything in the first month of a quarter.

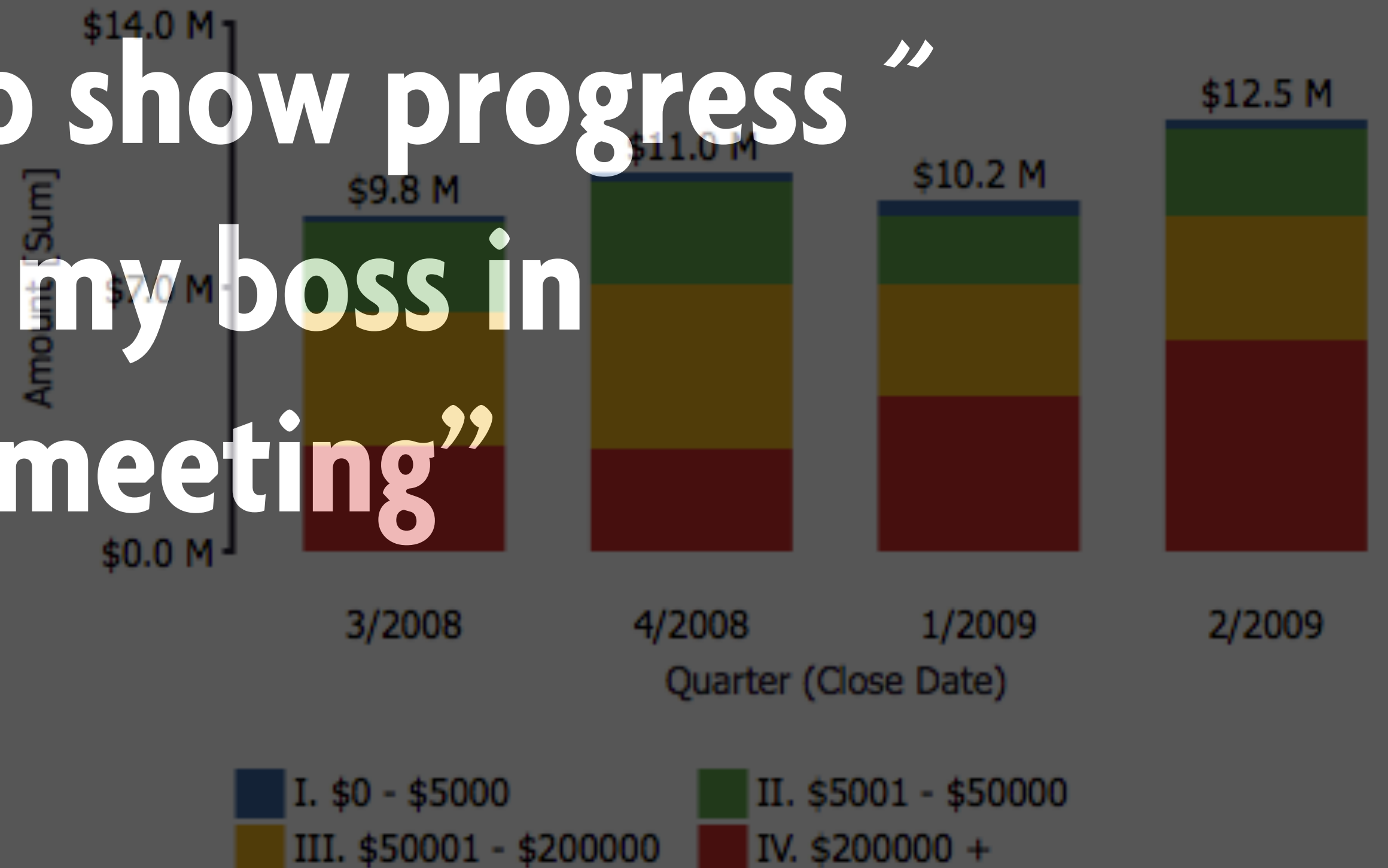
### Monthly Sales Trend by Amount



## Sales by Quarter and Deal Size

Tier IV deals made our quarter. We need to make sure we have enough large opportunities in the pipeline to maintain this growth.

### Sales by Quarter by Deal Size



## Last Quarter's Opportunities

## Composition of Last Quarter Sales





**Test: Show me the chain of events that undeniably **causes** the problem**



The Job

=

The  
Problem

+

Situational  
Context

+

Success  
Criteria



**Consideration Set**



**Success Criteria**

**Winner**



**Secure**

**High Quality**

**Cheap**

**Works On  
Mobile**

**Fast**

**Interoperable**

**What matters to the actual users?**

**Clear &  
Simple**

**Easy  
To Use**

**Multi-lingual**

**Reliable**

**Prints  
Well**



**HTML5 Based**

**Built on Rails**

**Real Time**

**Android  
focussed**

**Don't confuse it with what's cool for developers**

**Linux  
compatible**

**“ground up”  
rewrite**

**Fully  
refactored**



**#4 on Dribbble**

**iOS7 Inspired**

**Award  
Winning**

**Flat Modern**

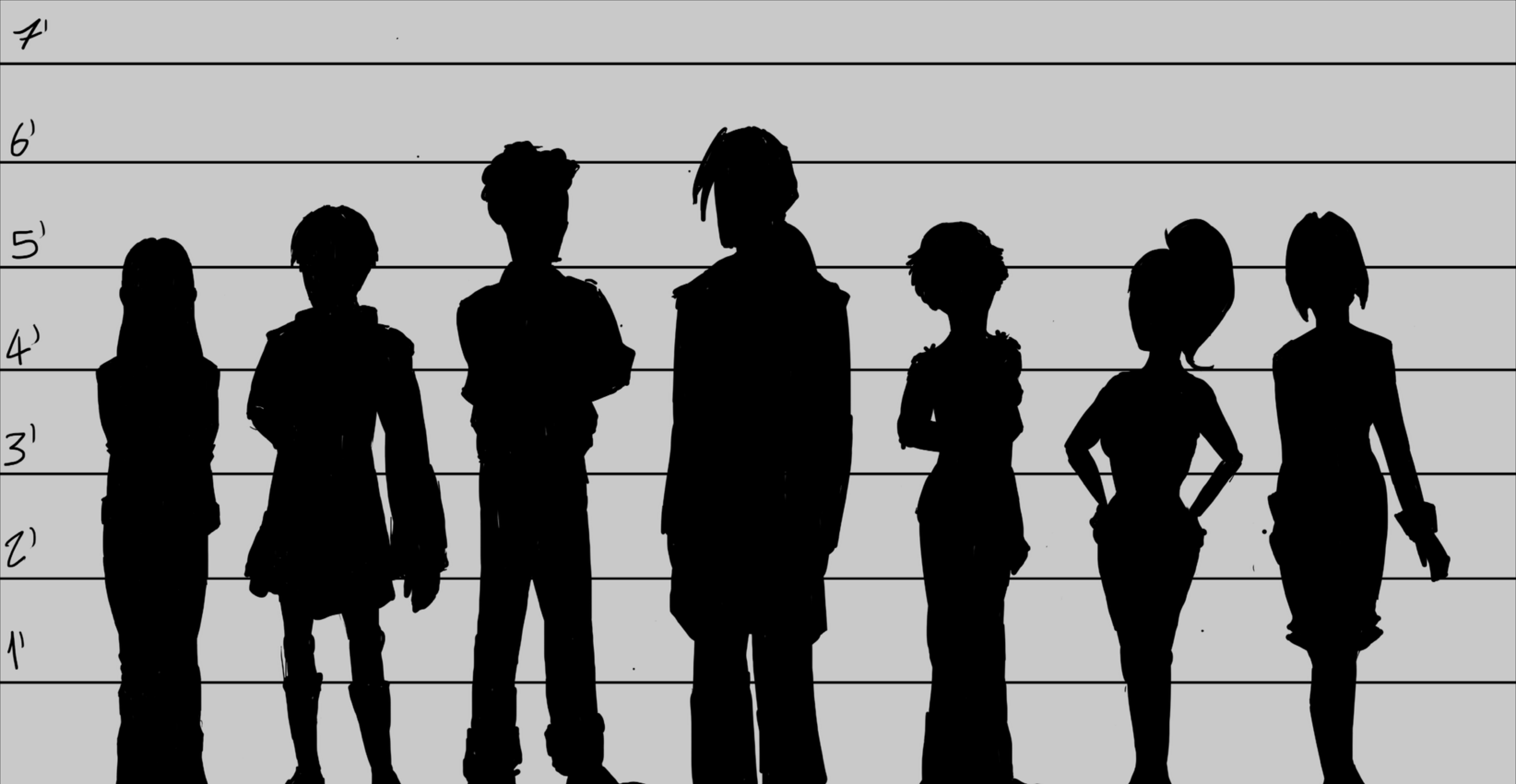
**Don't confuse it with what matters to Designers**

**12 Column  
Grid**

**asd**

**Typographically  
Stunning**





**Test: Can you successfully pick the winning product from a line-up?**



# Recap

The  
Problem

+

Situational  
Context

+

Success  
Criteria

TESTED BY

**Evidence of paying  
customers already solving  
the problem**

TESTED BY

**A specific circumstance or  
chain of events that will  
guarantee to cause the  
problem**

TESTED BY

**Understanding the 'hiring  
criteria' for customers. Can  
you successfully predict  
their purchase?**



**The jobs people do rarely change**

**The products change frequently**



JOB S ARE TIMELESS

JOB S TRANSCEND TECHNOLOGIES

JOB S BEAT CATEGORIES



JOB S ARE TIMELESS

JOB S TRANSCEND TECHNOLOGIES

JOB S BEAT CATEGORIES





**Same job, different everything.**



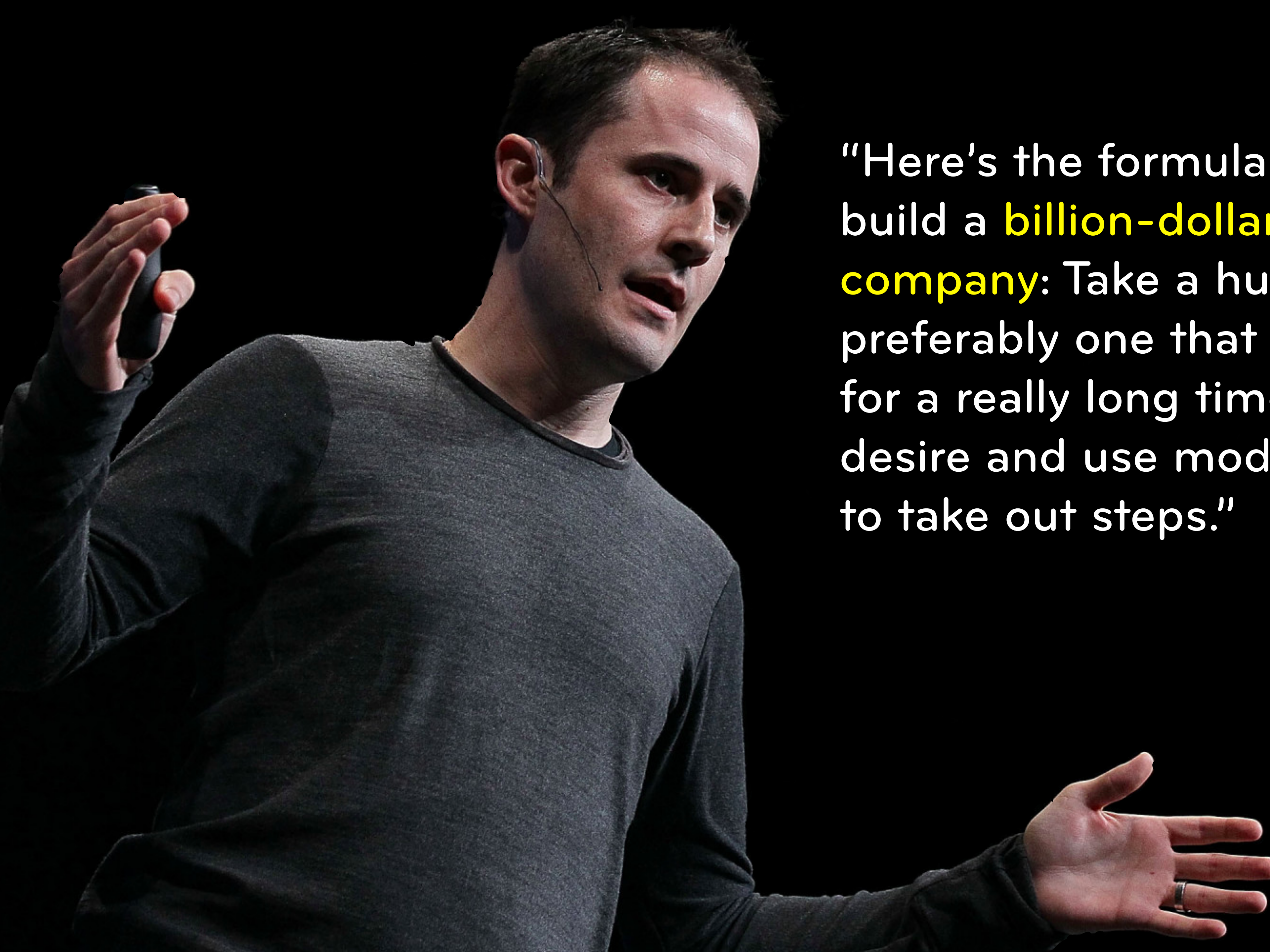


FREE

New York World Telegram  
Princess to See Corp. At Canterbury

Pay Ratchet Tension 40 in Post Office Robbery  
Vague Check Sent to Board Members, Suspects Big Money  
Central Mining Dies Commemorative





“Here’s the formula if you want to build a **billion-dollar internet company**: Take a human desire, preferably one that has been around for a really long time... Identify that desire and use modern technology to take out steps.”





Photo sharing 1.0

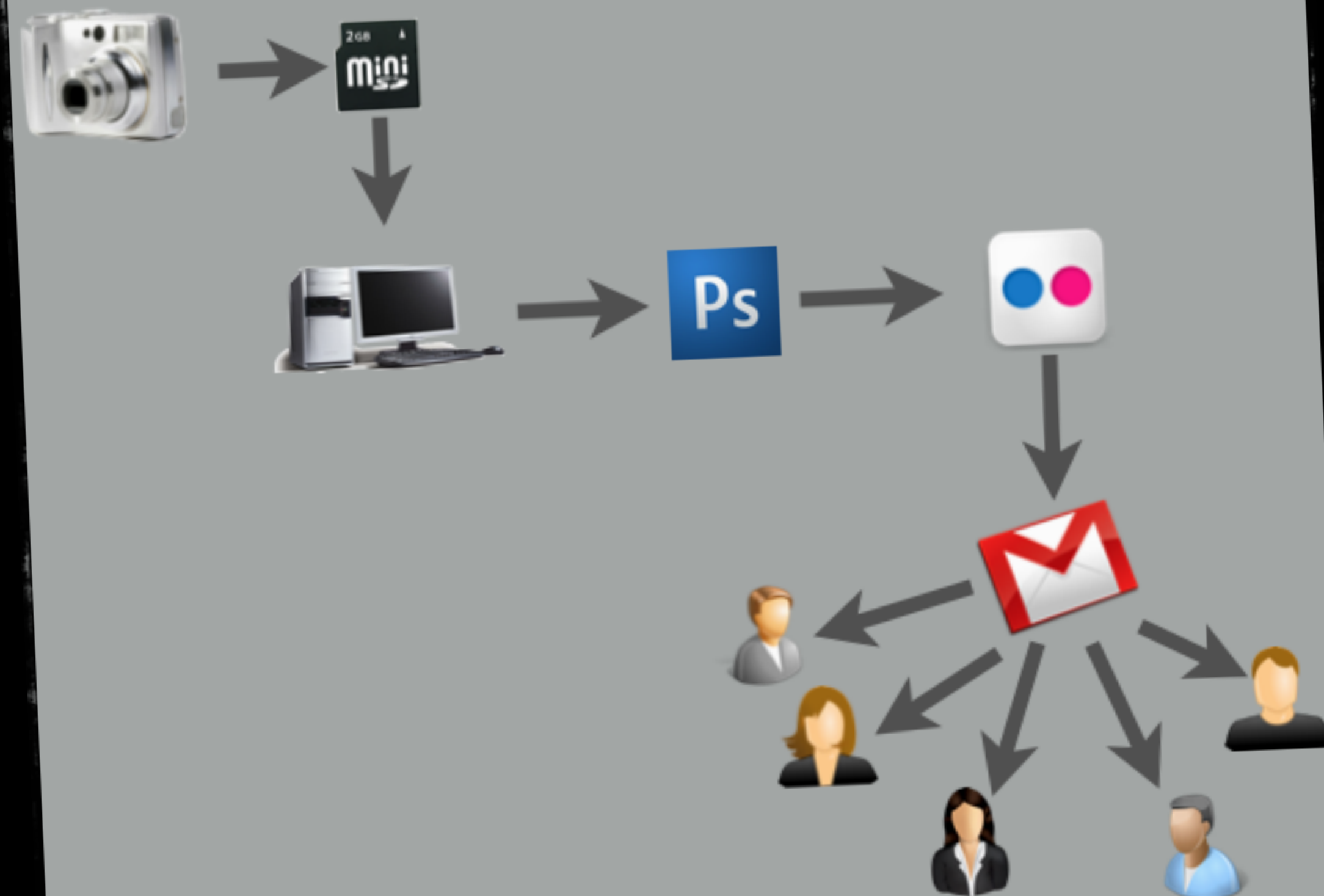
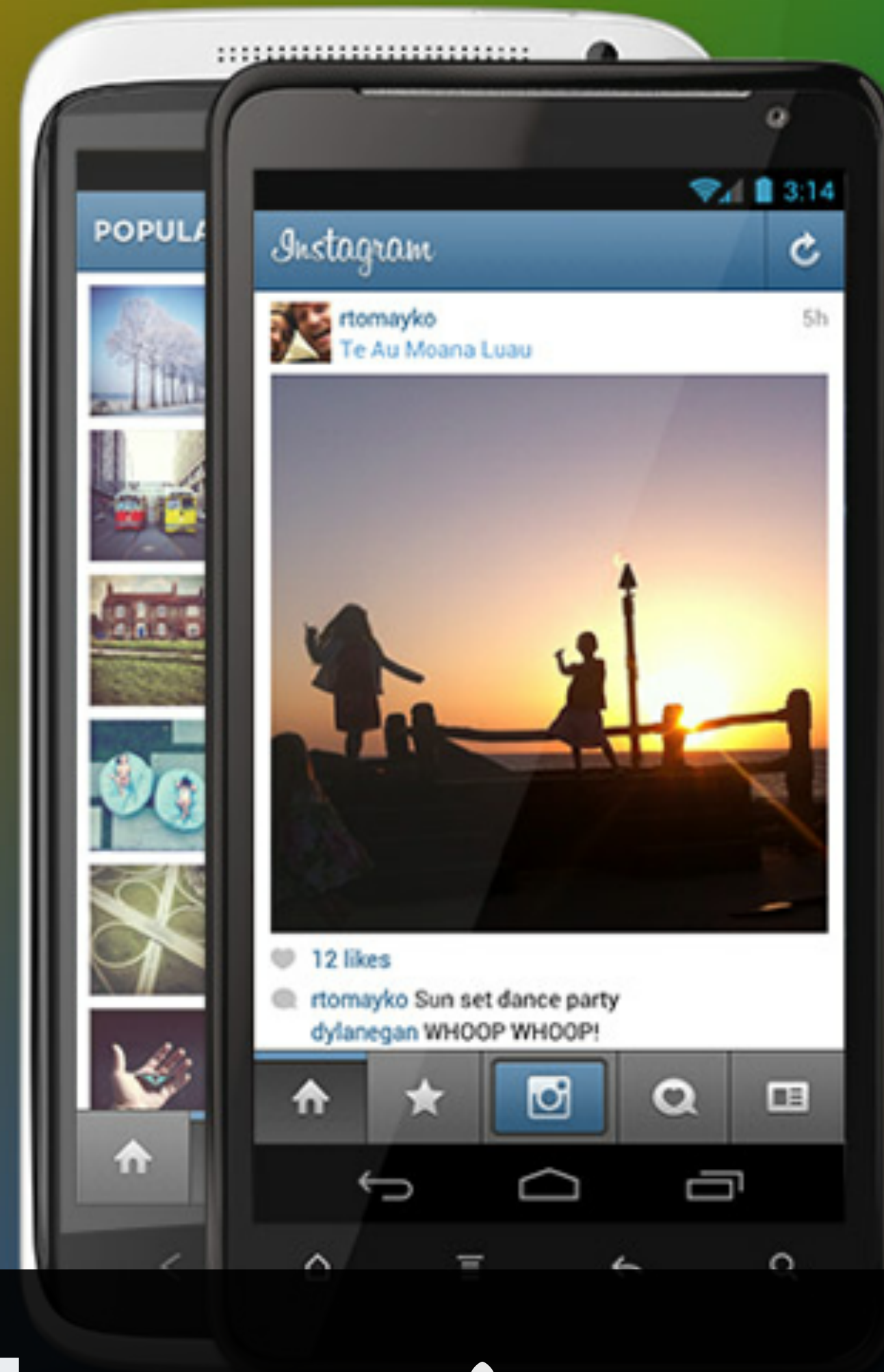


Photo sharing (Web 2.0 era)



# Instagram



**An old job with steps improved or removed**



You don't sign up, you just send an email.

1

### Example Email

**To:** alycia4545@gmail.com

**Cc:** cash@square.com

**Subject:** \$450

Here's some money for your textbooks. I hope your first week of classes goes well!

— Mom

2

### Link your debit card

You'll receive a reply from Square asking you to link a debit card.



3

### Cash Sent!

The recipient will be emailed a link to easily deposit their cash to their bank.



**Square Cash: old jobs, steps removed or improved**



M

## Medium

A better place to read and write. [Learn more.](#)

Read our [top posts from last month.](#)

POSTS COLLECTIONS

### The Leverage of Being a Good Person

Relationships are leverage. If you give value to someone else first, you have leverage.

Trending · Gary Vaynerchuk in I.M.H.O. · 2 min read



### The Secret to Designing the Right Product

I will tell you how to build the best product.

Trending · Matt Schlicht in Product Design · 5 min read



### One Shot at a Warlord

If you had the resources to accomplish something great in the world,



Old Job, some steps removed or improved.



JOB S ARE TIMELESS

JOB S TRANSCEND TECHNOLOGIES

JOB S BEAT CATEGORIES



**Your job isn't tied to a desktop, laptop, tablet, phone, or watch**

**Just like a newspaper's "job" wasn't tied to ink on wood**

**And like Microsofts Word's job wasn't tied to Windows**

**And phone networks job wasn't tied to SMS**

**And Garmin's job wasn't tied to a SatNav**

**And a University's job isn't to tied to a building**





**Think about the job first, and product second.**



JOB S ARE TIMELESS

JOB S TRANSCEND TECHNOLOGIES

JOB S BEAT CATEGORIES





These guys were obsessed with being in the  
“Newspaper” Industry





**Their customers just wanted something to read**



Ireland  
WEATHER

Wicklow, IE  
LOCAL WEATHER

Home

Radar & Maps

News & Video

Climate

Social

## Ireland Weather



## Local Weather

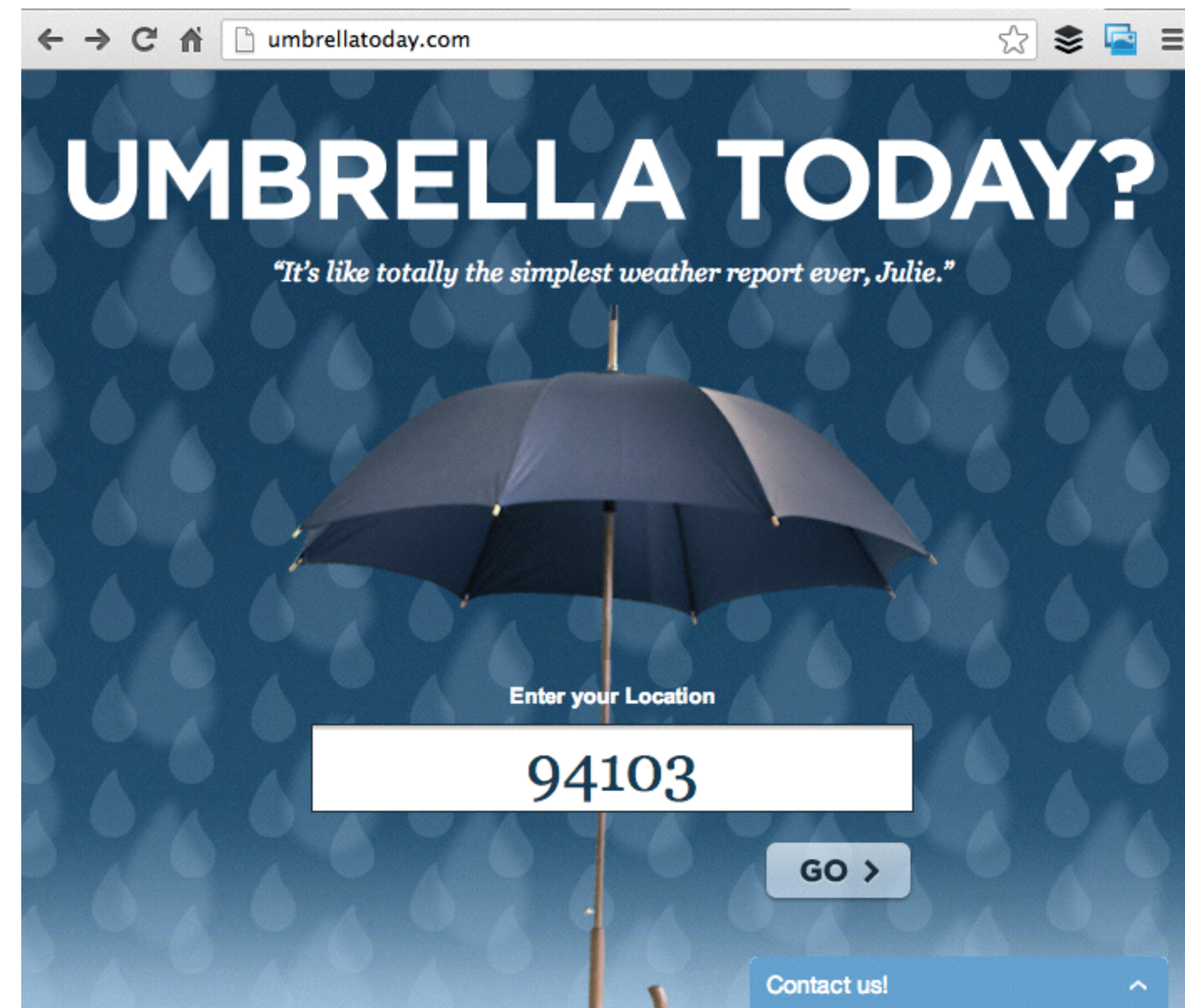
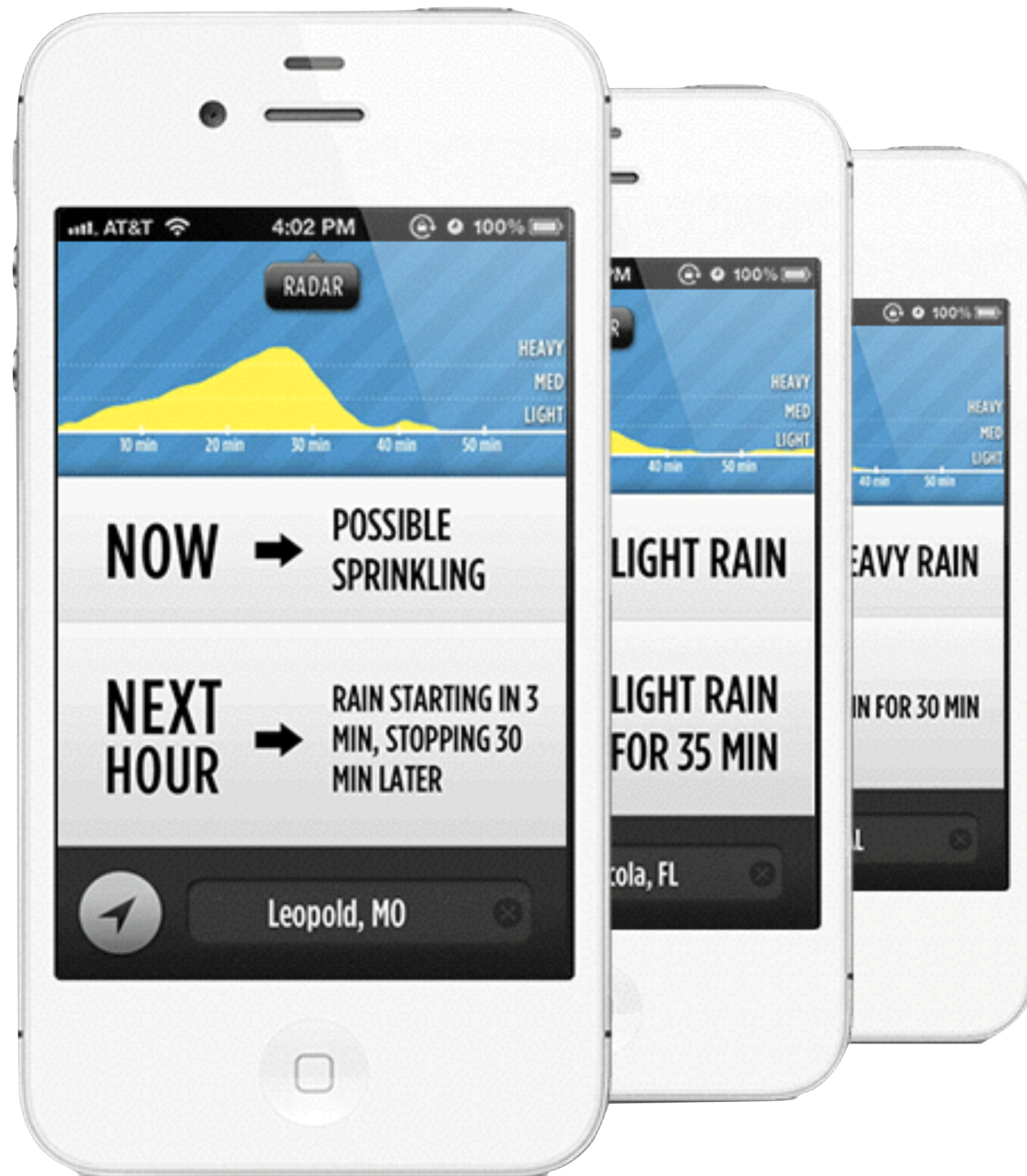
Wicklow		8° RealFeel® 3°
New York		26° RealFeel® 28°
Miami		27° RealFeel® 29°

## Ireland Weather Map



Weather sites obsess about being “Weather Sites”



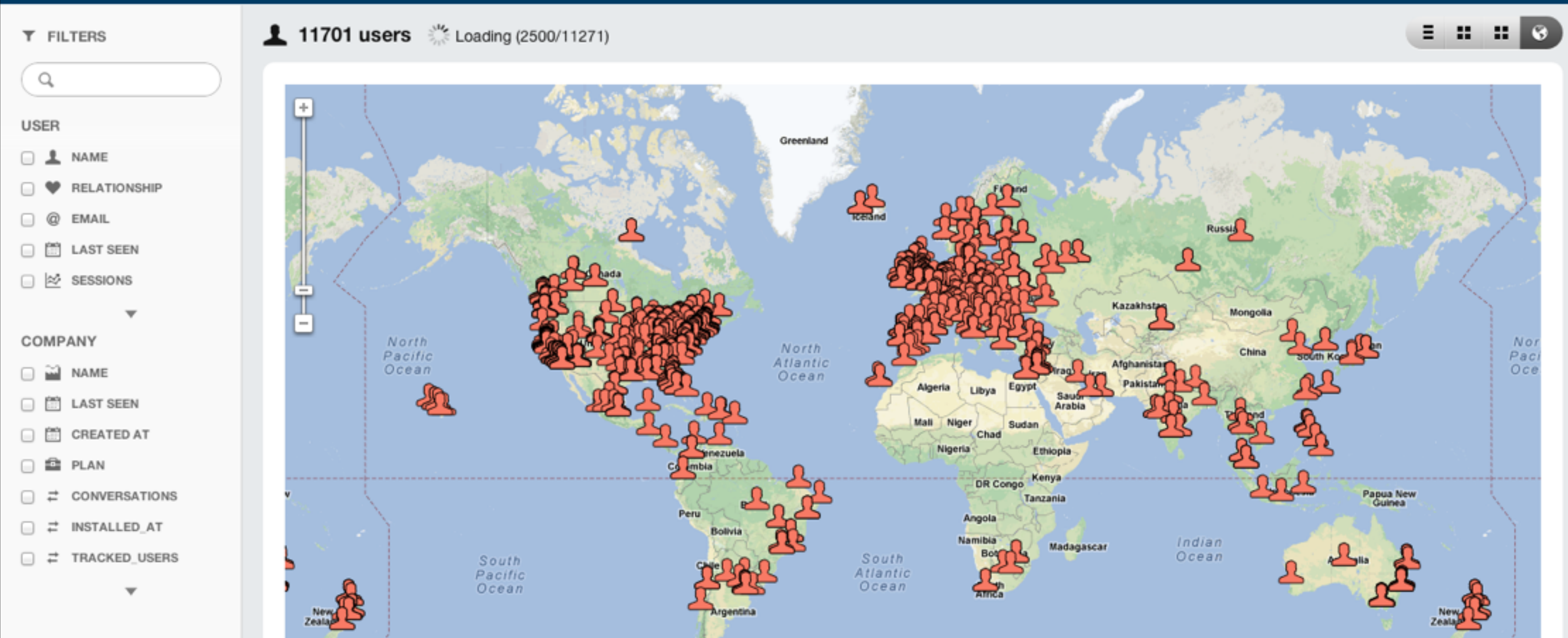


**But customers just want to know if it's gonna rain**









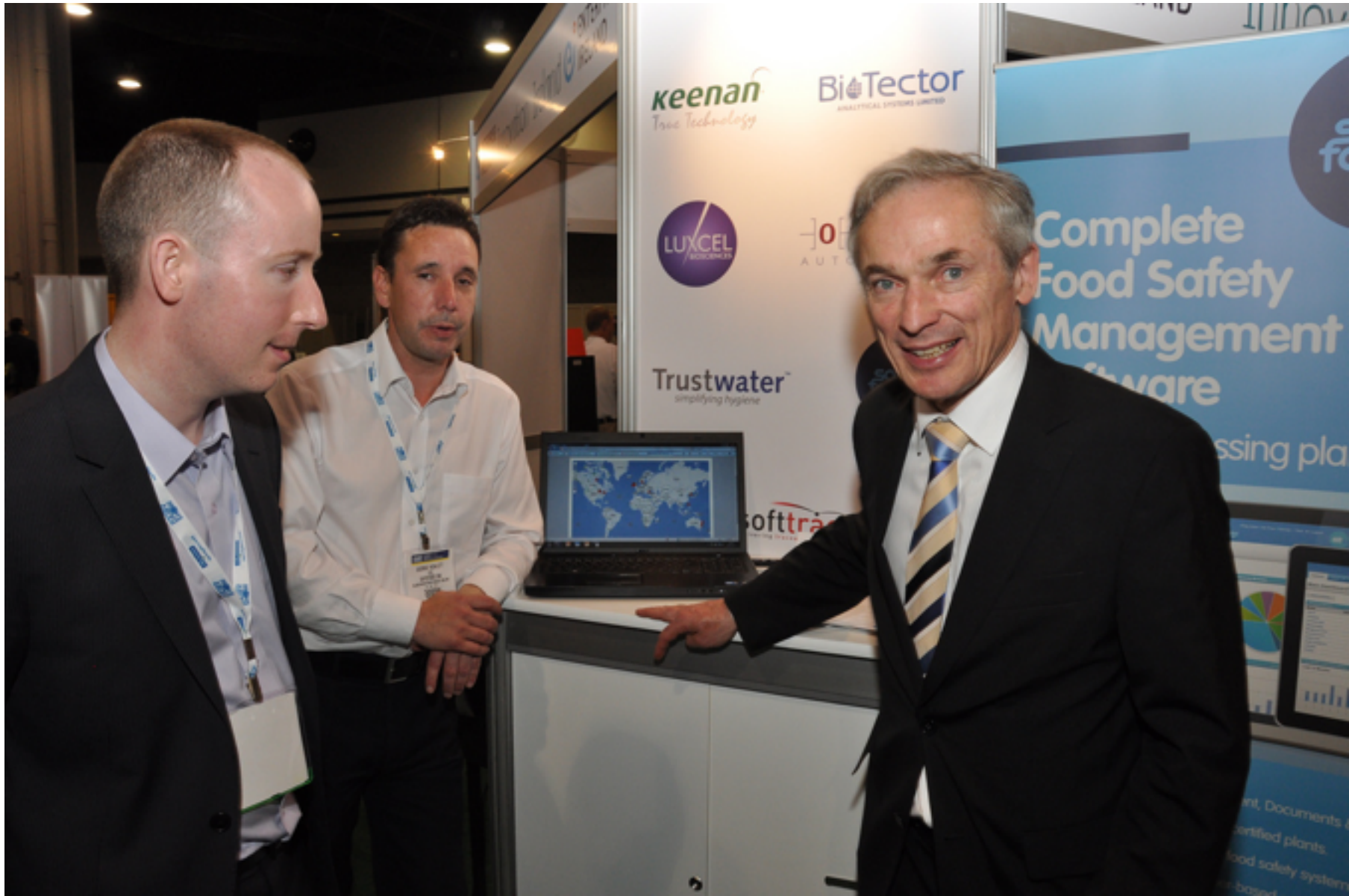
We thought we had built a map





We wondered why it was so popular?





**Freckle**  
@letsfreckle

Follow

In the land of Freckle, the sun never sets!  
[pic.twitter.com/aS5igD4P](http://pic.twitter.com/aS5igD4P)

Reply Retweet Favorite Buffer More



4 RETWEETS 2 FAVORITES



10:58 PM - 13 Sep 12

Flag media

**Brian Daly**  
@\_briandaly

Follow

I've only seen about 7 presentations at the  
[@500startups](#) demo day...and I think 3 of  
them have showed [@intercom](#) 's user map!  
Go Intercom!

Reply Retweet Favorite Buffer More

4 RETWEETS



9:51 PM - 17 Jul 12



## **If you think it's a "map"**

Geographical accuracy

Precise filtering

Clustering of segments

Drag to zoom for regions

Accurate scales & distances

## **But, to look impressive...**

A beautiful map

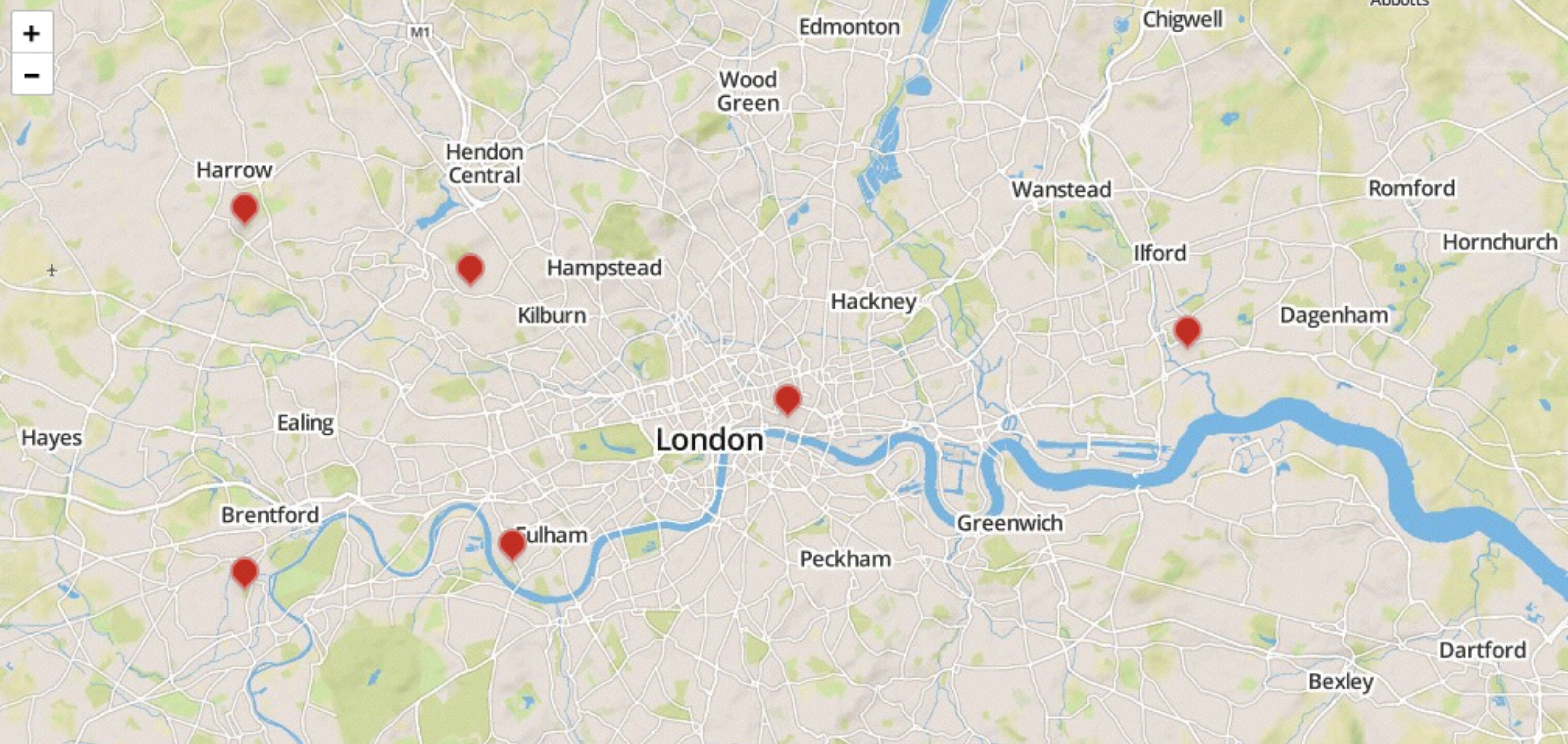
Animated with live action

Full screen version

Hide sensitive data to share

Download as a keynote slide





**A worse “map”, does a better job**



TECHNOLOGY WITHOUT A JOB FAILS





**Segway was technology in search of a job**





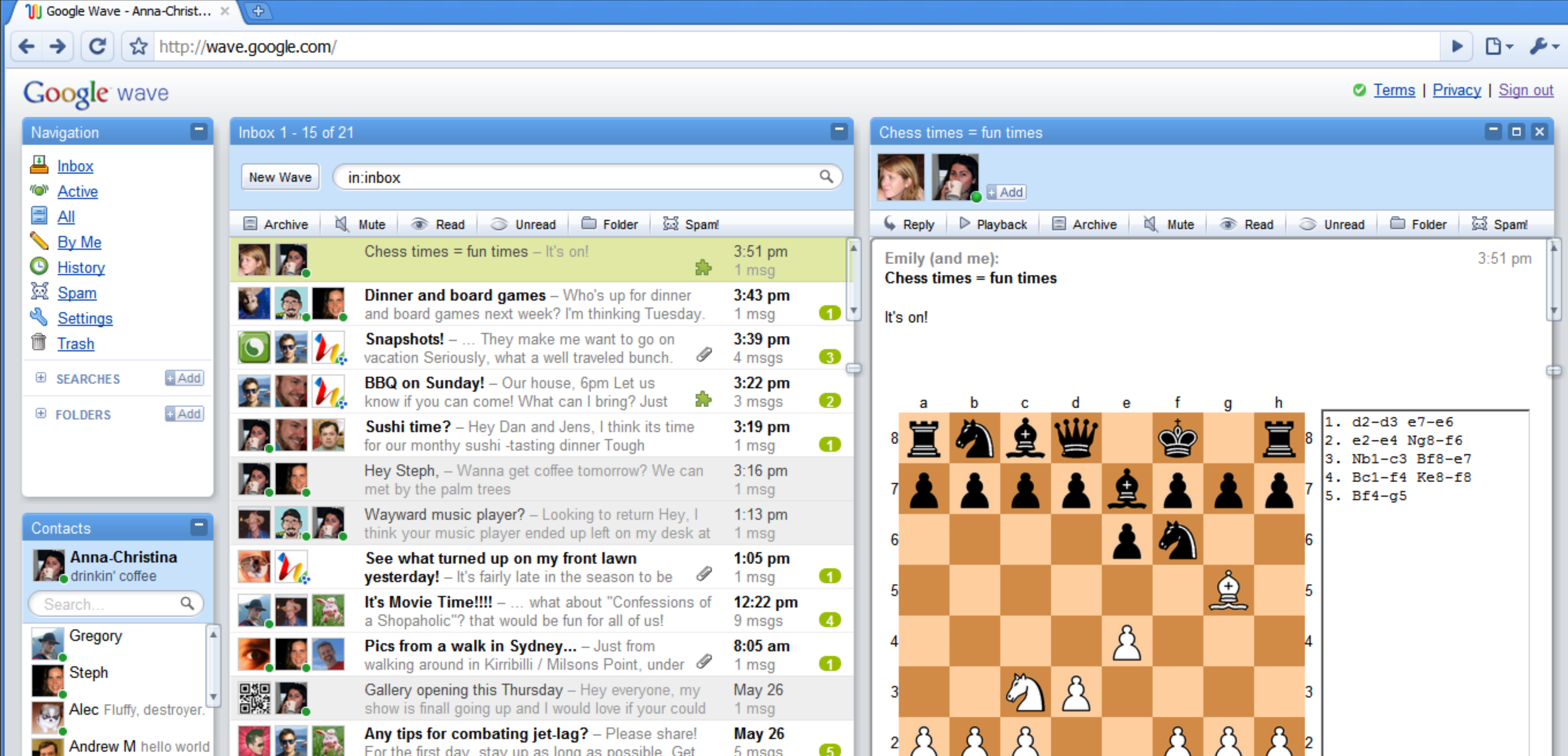
**It found a part time job for tours & airport police**





**Google Glass is currently in search of a job**





Google Wave Never Found a Job

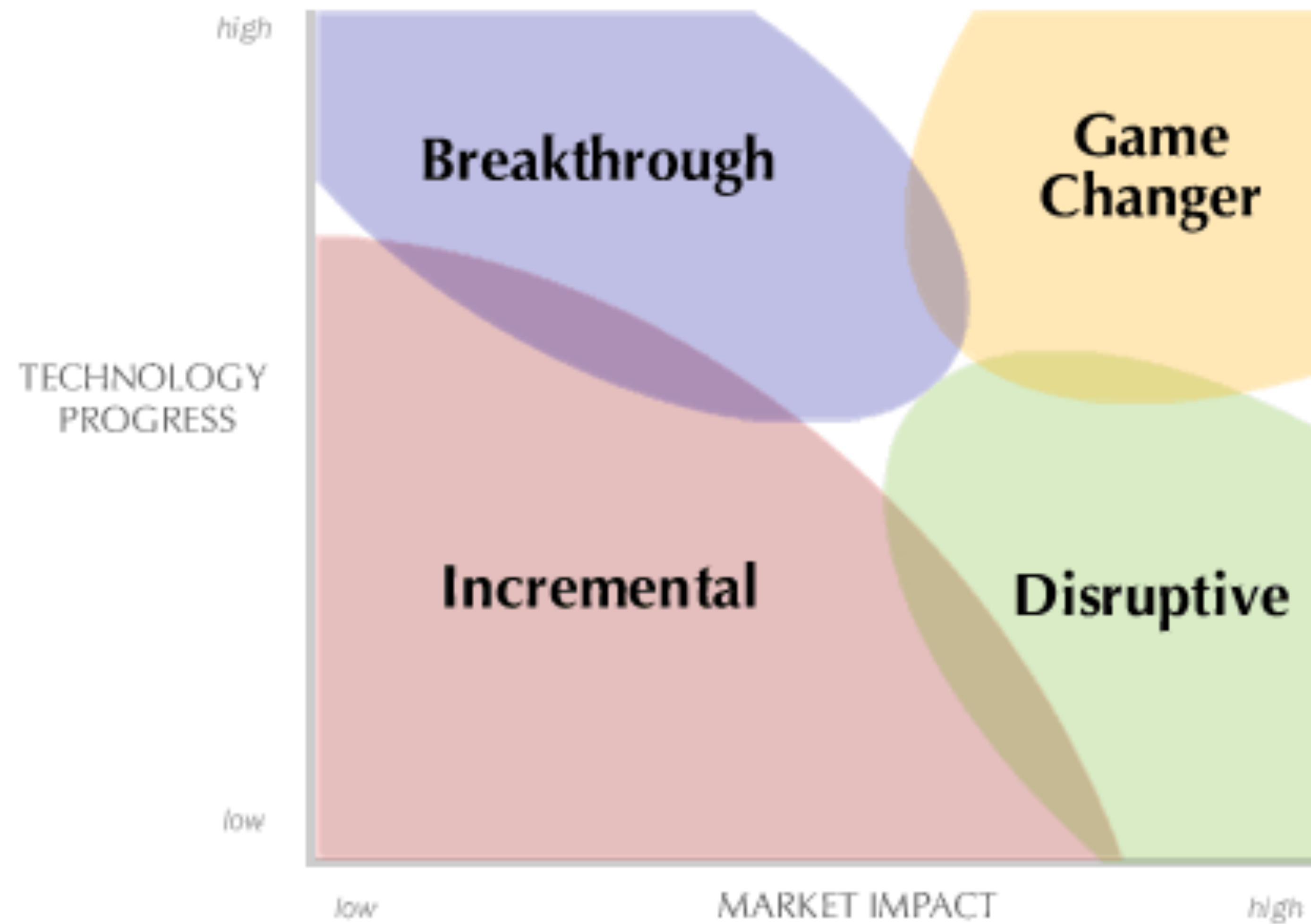


SAS SproutSocial ArgyleSocial SocialReport Campalyst Unilyzer Curelate Pinfluencer  
SimplyMeasured socialbakers PostRocket Adaptly Reachli LittleBird Sparked Shift Traackr  
FanBridge HootSuite Morcova prosodic Swix Venueseen Monstro Twimbow Buzznumbers  
TrendKite Sociero Youscan TunkRank Echnobot SocialAppsHQ Vaktarrin Beevolve Mention  
Buzzware GovSM Casaplanca SocialLogix Morcova ZocialInc BrandFractal ejenio  
Croakun StatFly SocialKnow position2 Hubspot minilytics tweetreach socialloomph sodash  
Decooda Teezir motivequest SocialFactz Kantar iMonitoring Meltwater Engagor  
infoFactory NetBreeze NutshellMail BoomSonar ReviewIQ AtInternet Daumsoft Infospeed  
Wool.Labs Actionly SocialPointer Zelist Telligent GoogleAnalytics ReputationObserver  
Wildfire TodayLaunch ethority ChatterBeacon Katanedia Bloometer ReputationTool

## Everyone is building products to fit into “categories”

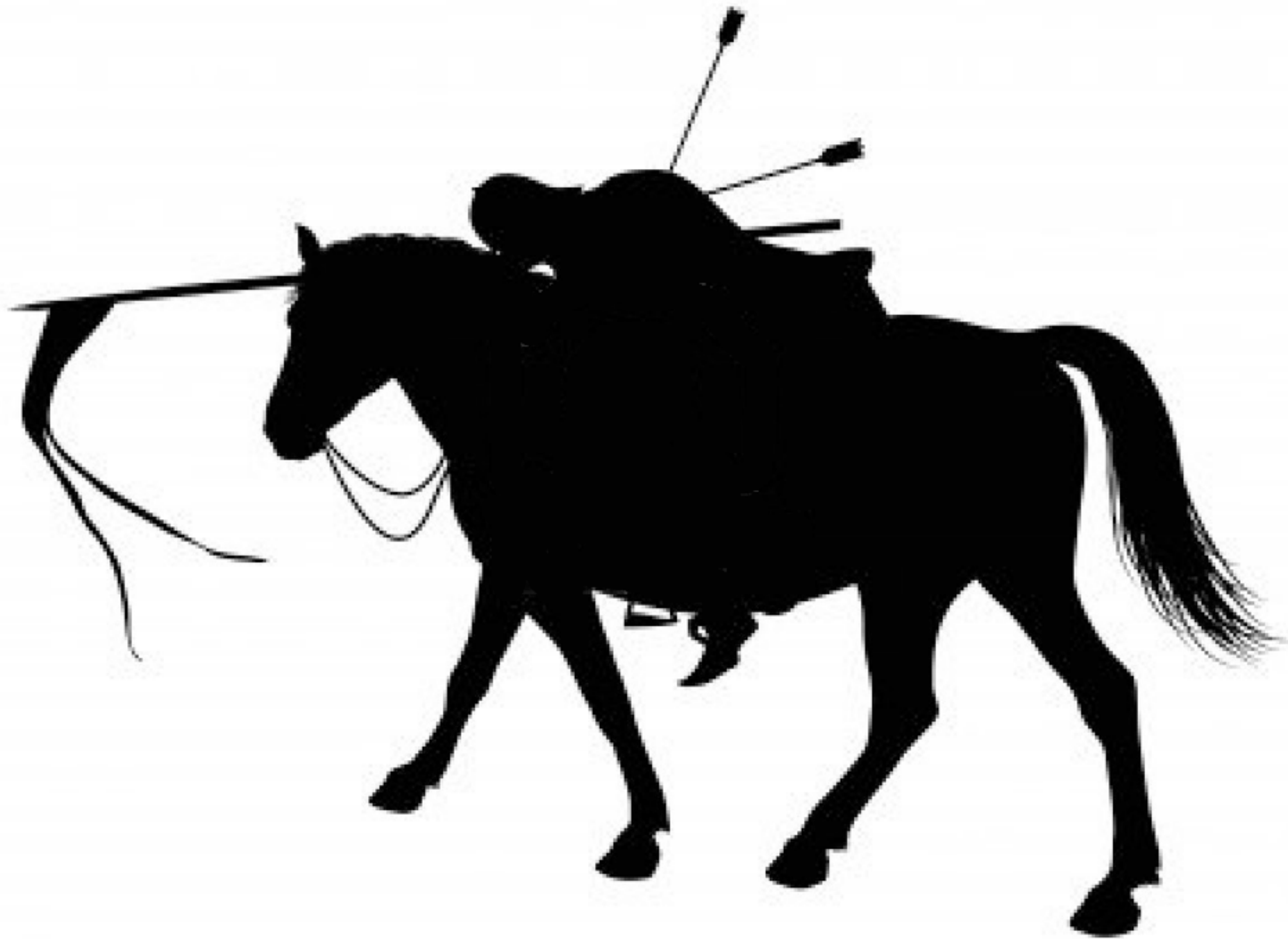
EarlyDetection ivindia.de tip10p tracebuzz Brandtoology Inoughnbuzz JamiU insttstant  
Tweetlytics Overdrive Mentionapp Repumetrix Socialscape eWatch Cision Digimind  
Samepoint Buzzstream Vocus Attensity Buzzlogic Factiva eCairn Jive Mediamiser  
Moreover Onalytica Reputation.com StartPR.com UberVu Lithium VisibleTechnologies  
Spiral16 CollectiveIntellect NetworkedInsights Backtype nminsight Trendrr SocialMention  
Monittor linkInfluence nms CrimsonHexagon VisibleMeasures CustomScoop Attention  
Tweetbeep Collecta Tweetfeel SocialRadar Synthesio YackTrack Brandwatch Addictomatic  
Echometrix SentimentMetrics ExactTarget HowSociable MediaVantage SearchMonitor  
Kana Postling PeopleBrowsr Twitalyzer EdgerankChecker Vrank Brandify PageLever  
Crowdboostertweeb SiteTrail Kyoo Sysomos BuddyMedia





**Breakthrough usually means “technology” has preceded “job”**





**You can recognise the pioneers by the arrows in their back**





**Measure & Improve**

**Staying Lean**

**The Product You Build**

**The Jobs That You Build For**

**Your Mission**

**Your Vision**



**Your product will tackle one or more jobs, likely more.**

**e.g. Some jobs project managers do:**

- 1. Update the client**
- 2. Review Progress & Report**
- 3. Share new information with the team**
- 4. Start a new project with a new client**
- 5. Review an individuals contributions**
- 6. Estimate completion date**

**...**



**Your product's goal is to capture some of that behaviour**



## **MVP**

**‘that version of the product that enables a full turn of the Build Measure Loop with a minimum amount of effort, and the least amount of development time’**





**A 'concierge' MVP only tests if there is real demand  
It doesn't tell if you your end product will satisfy it**





**A product MVP will test if the smallest subset of the workflow  
can be aided/improved/replaced with software**



## Tracking Time

Create  
Project



Enter  
Hours



Generate  
Report

## Making Money

Send  
Invoice

Mark as  
Paid

Your Product

Another Product

**You have to draw a line somewhere**



# Where does your product start, and stop



**Basecamp starts when the project starts, usually after the first meeting and ignores sales calls, payments, contracts, etc.**



**Keynote starts when you're done brainstorming and are ready for slides, and Keynote sticks around until your presentation is done.**



**Skype starts when you know who you want to call, it does not help you make friends or build a profile such that people want to call you**



# Where to start?

**Start at the first step in the workflow where you can add unique value, and work out how to make the transition from the previous step seamlessly.**

START



## **Product: Organise your travel plans for you**

1. User shops around multiple sites for flights
2. User finds cheapest flight with minimal connection
3. User shares flights with other friend on trip
4. User books flights, enters credit card details
5. User receives email and forwards it to friend
6. User enters itinerary in their calendar & shares it
7. Users adds friends to calendar
8. ...

## **Product: Track your time and bill accordingly**

1. User has discussion with client and agrees work
2. User does first piece of work
3. User posts message to Basecamp
4. User starts new spread sheet and enters client
5. User enters number of hours and corresponding Basecamp thread.
6. User waits to hear from client
7. ...



# The All-in-One Travel Organizer

Sign up for TripIt

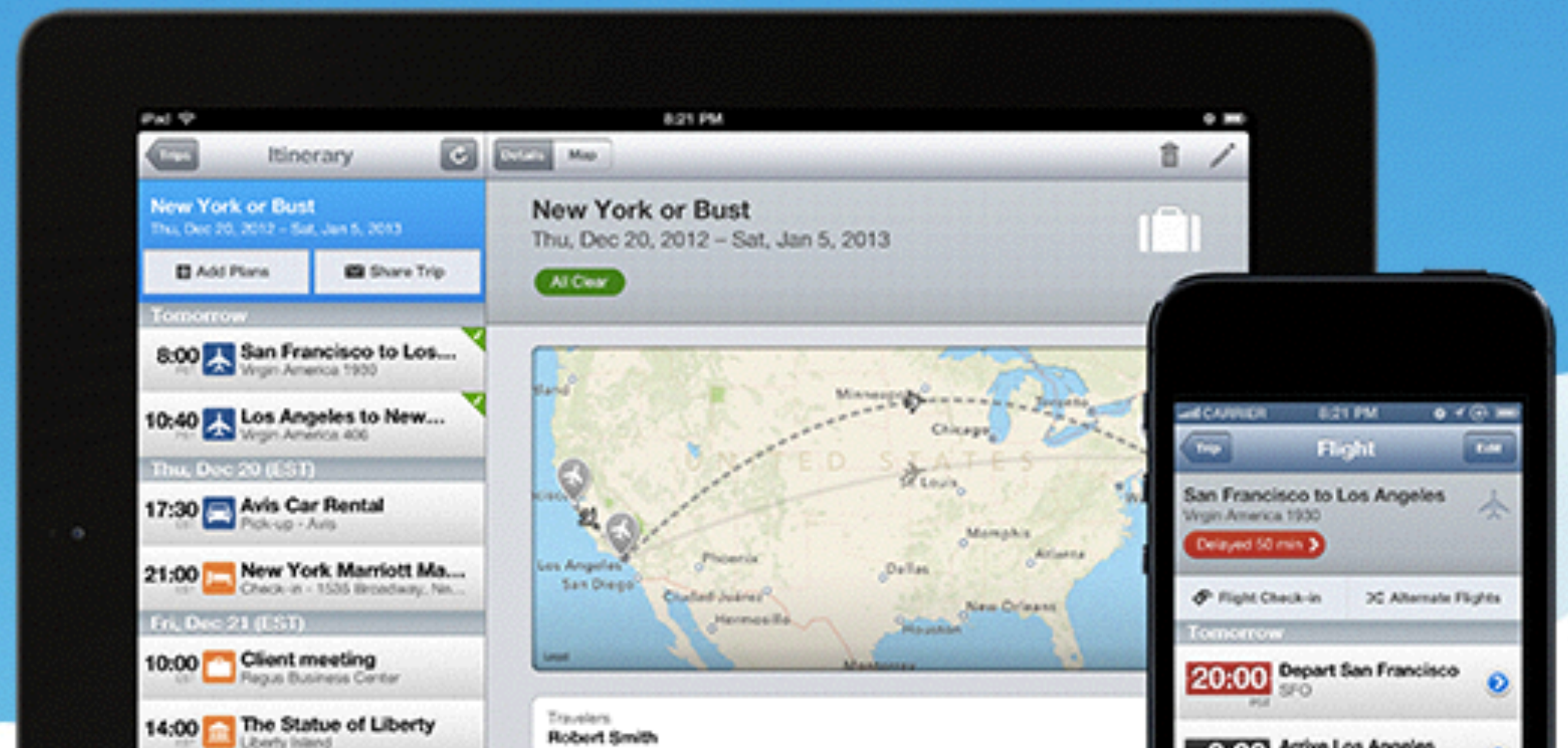
Sign in

Email Address

Create Password

Sign up - it's free!

Or, sign up with...



**TripIt starts the second you've booked a flight.**



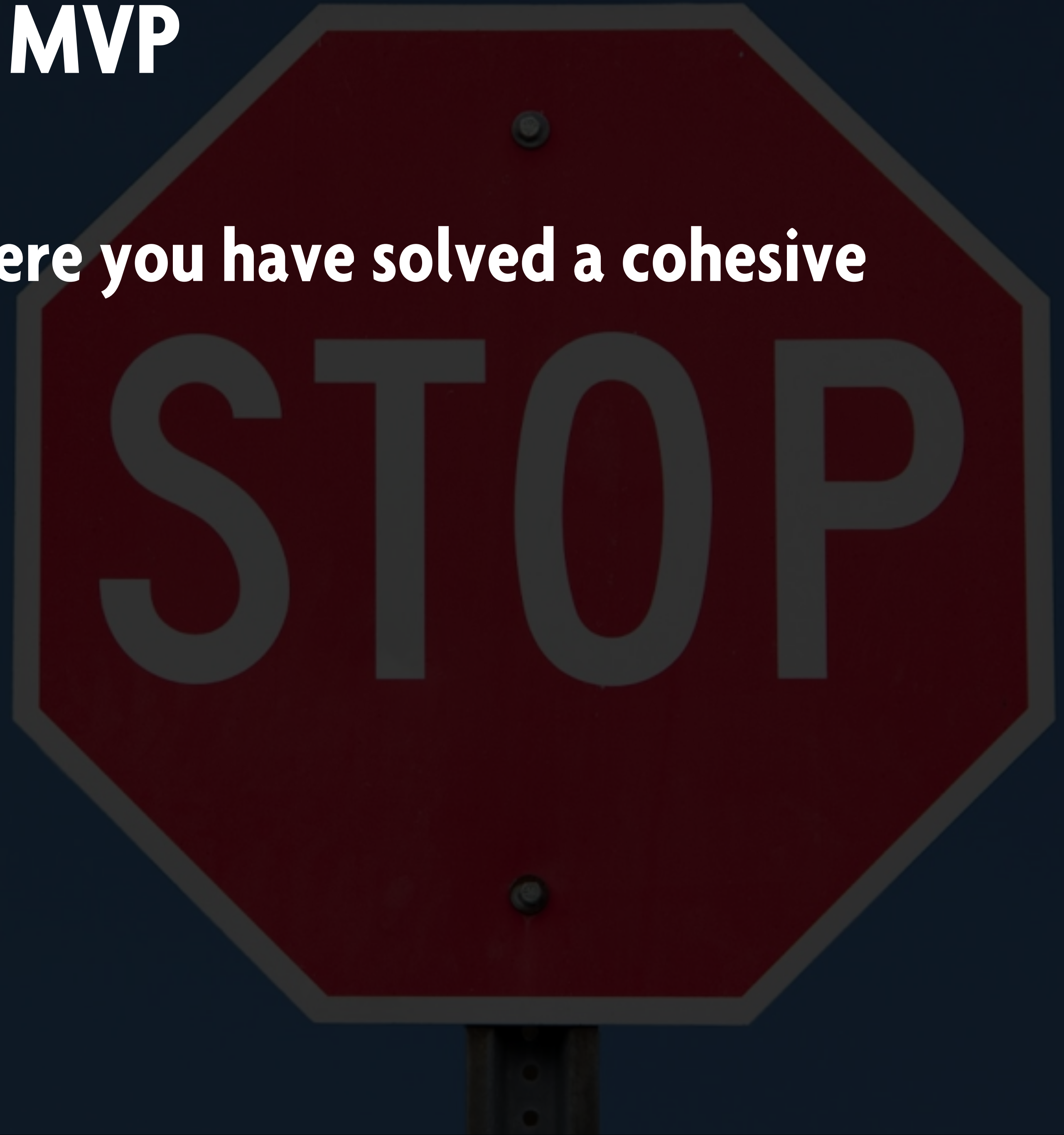
# Where to stop?

- 1. has a well defined market leader (and you don't want to compete) For example: PayPal, Amazon, eBay, Tumblr, etc**
- 2. is completed in various different ways (e.g. transferring money, creating a report presentation, sending an invoice, etc)**
- 3. is something you can't deliver any value. (e.g. if the next step is "they phone their customer", do you want to build VOIP?)**



# Where to stop in an MVP

The first place you can, where you have solved a cohesive problem for the user





## Gall's Law

**A complex system that works is invariably found to have evolved from a simple system that worked.**

**A complex system designed from scratch never works and cannot be made to work. You have to start over, beginning with a working simple system**



# The Scopi-locks principle for MVP



**Not too big (or no one can adopt it)“**

**Not too small (dismissed as a feature, not a product)“**

**Just right**





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**There are literally hundreds of “good” reasons  
to add features to your MVP.**

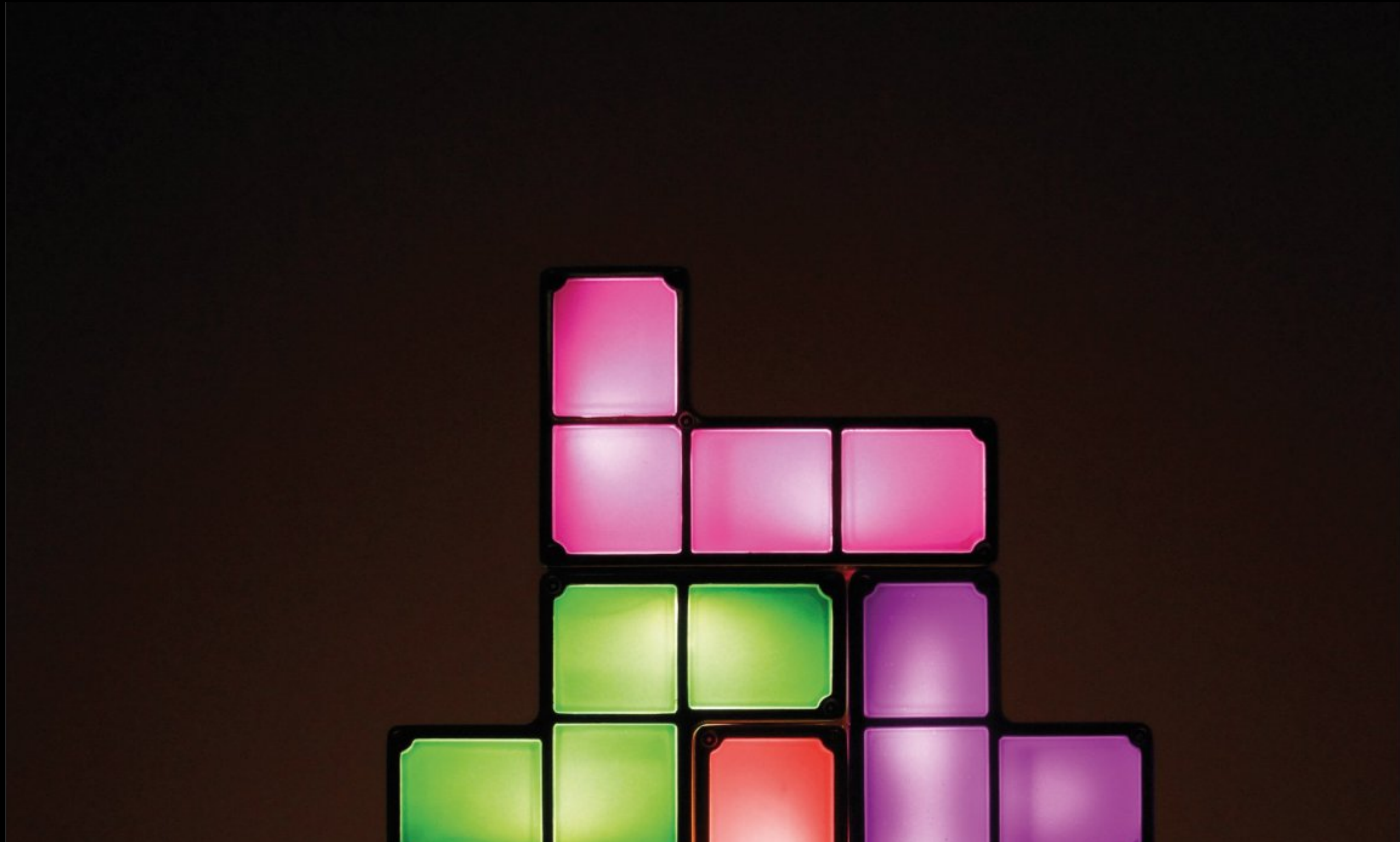
**You have to say no to all of them.**





**But Look at the Engagement We Get**





**Is it the Right Type of Engagement?**



**But it's a pretty small feature**

**ESTIMATED COST OF A SMALL FEATURE**







BLACKMAIL

**But this customer is threatening to quit!**



# But we'll make it optional

Preferences (1 of 7)

<< < > >>

Reporting Tool	Social Features	Invoice Analytics
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Invoices	Homescreen	Access Levels
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>





**But we've nothing else to do...**





If You have  
Time to Lean,  
You have  
Time to Clean

Downtime is  
Clean-up Time!!



## ADMIN FEATURES



Reports



Projections



Distribution



Metrics



Alerts



You look at competitors and think:

**"We Need To Copy All These!"**



# **Before you let a feature creep into your MVP**

**Does it fit your vision?**

**Is it a forward step along the way?**

**Does it belong in the workflow for the majority of users?**

**Is it necessary to achieve product market fit?**

**Will all customers use it in the same way?**





**Measure & Improve**

**Staying Lean**

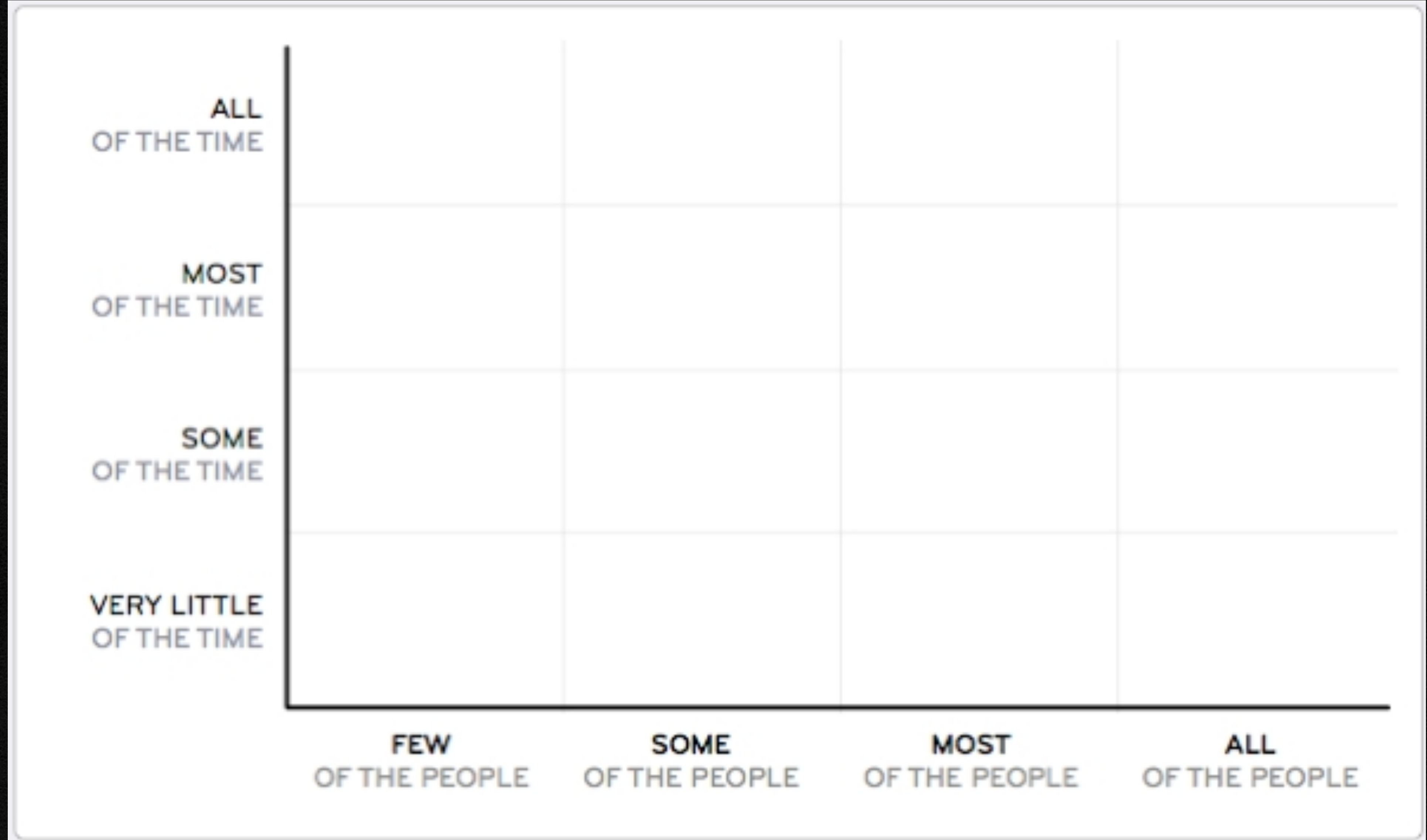
**The Product You Build**

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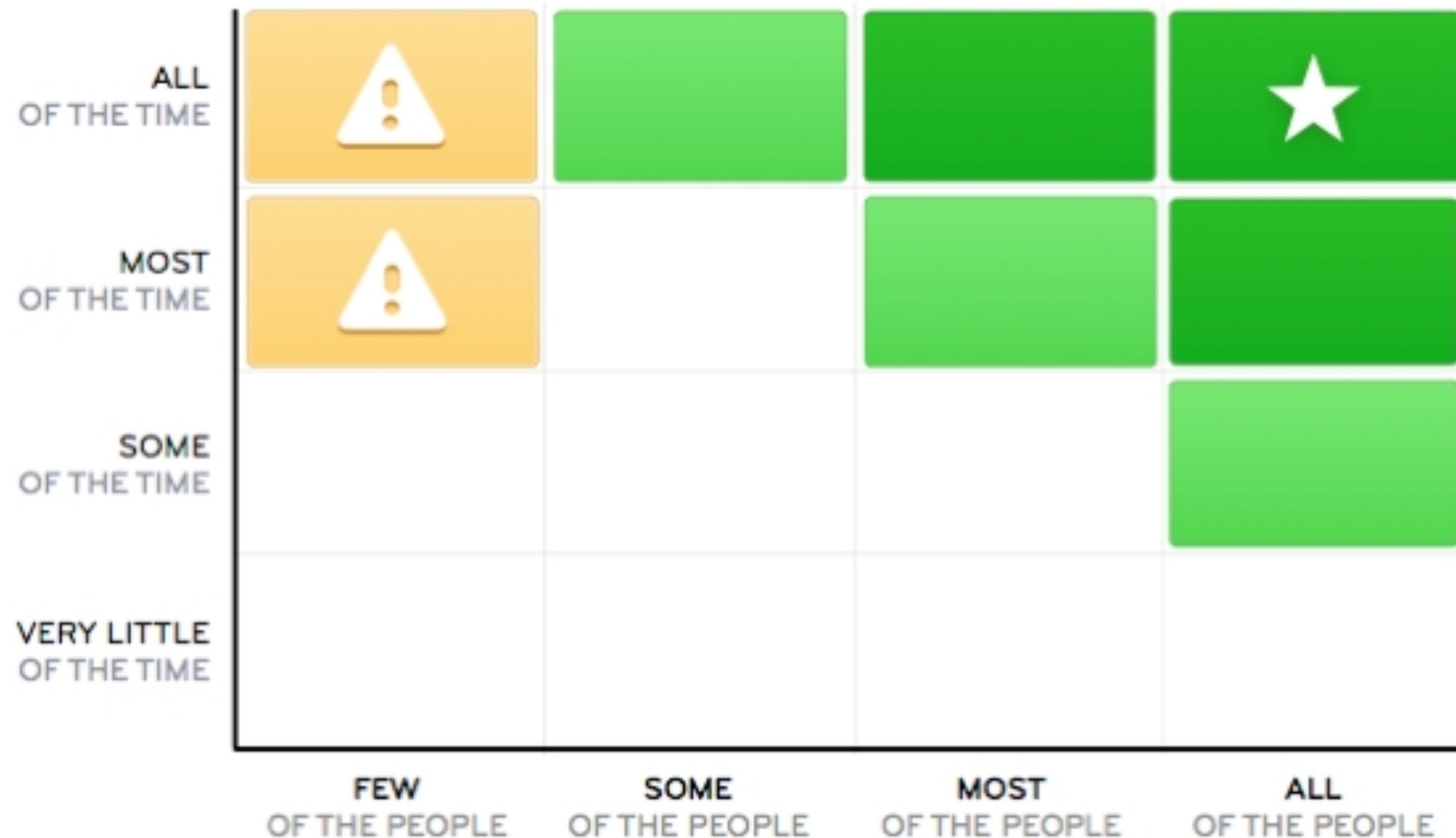
**Product Strategy 101: How many people use each feature?**



ALL OF THE TIME		Track time	Enter milestones	Post message/reply Create Project Add/Complete Tasks
MOST OF THE TIME		SMS Alert	Search for files Search for people	View Dash Schedule meeting
SOME OF THE TIME			Use calendar Import ICS	Add team/company Archive project Change permissions
VERY LITTLE OF THE TIME			Setup Time Tracker	Account settings Edit project Merge projects
	FEW OF THE PEOPLE	SOME OF THE PEOPLE	MOST OF THE PEOPLE	ALL OF THE PEOPLE

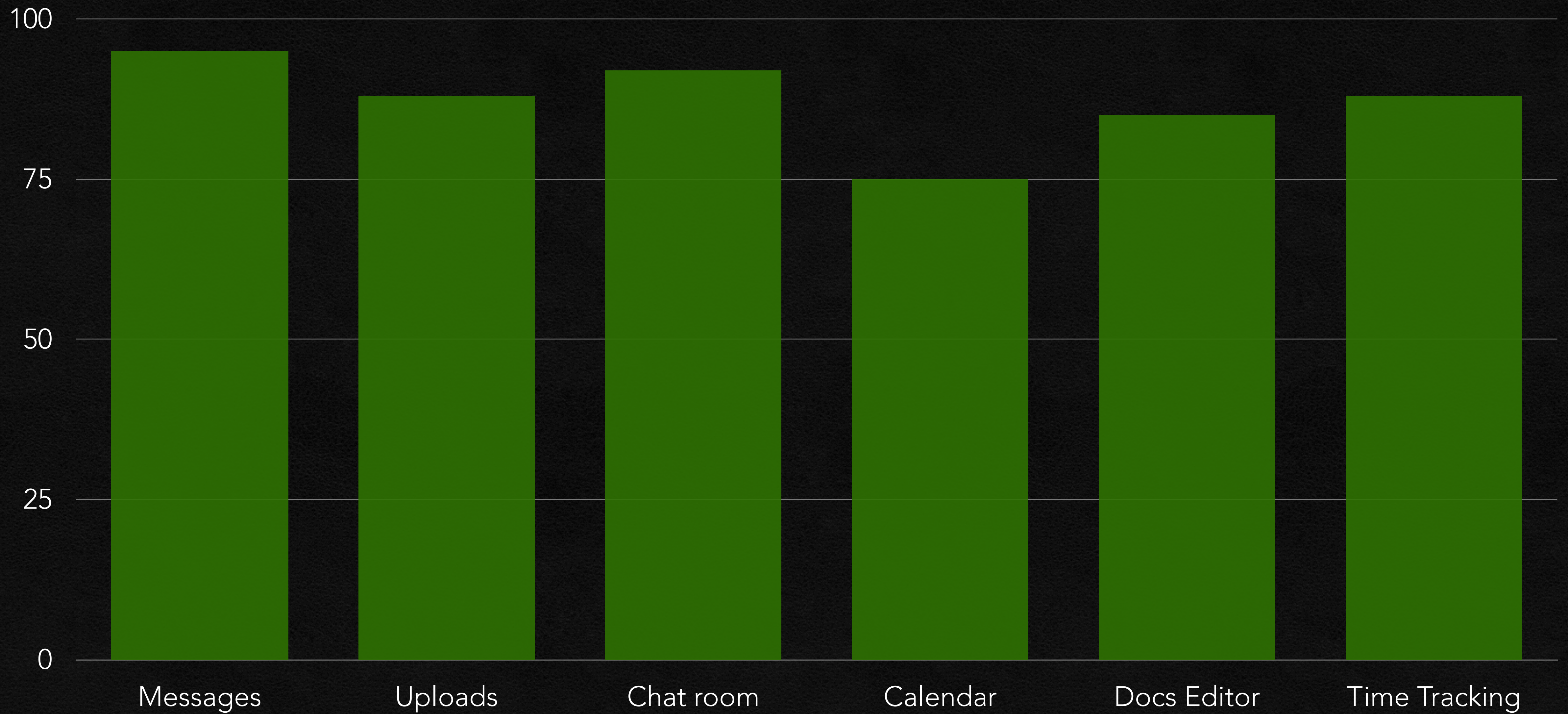
## Example: Project Management





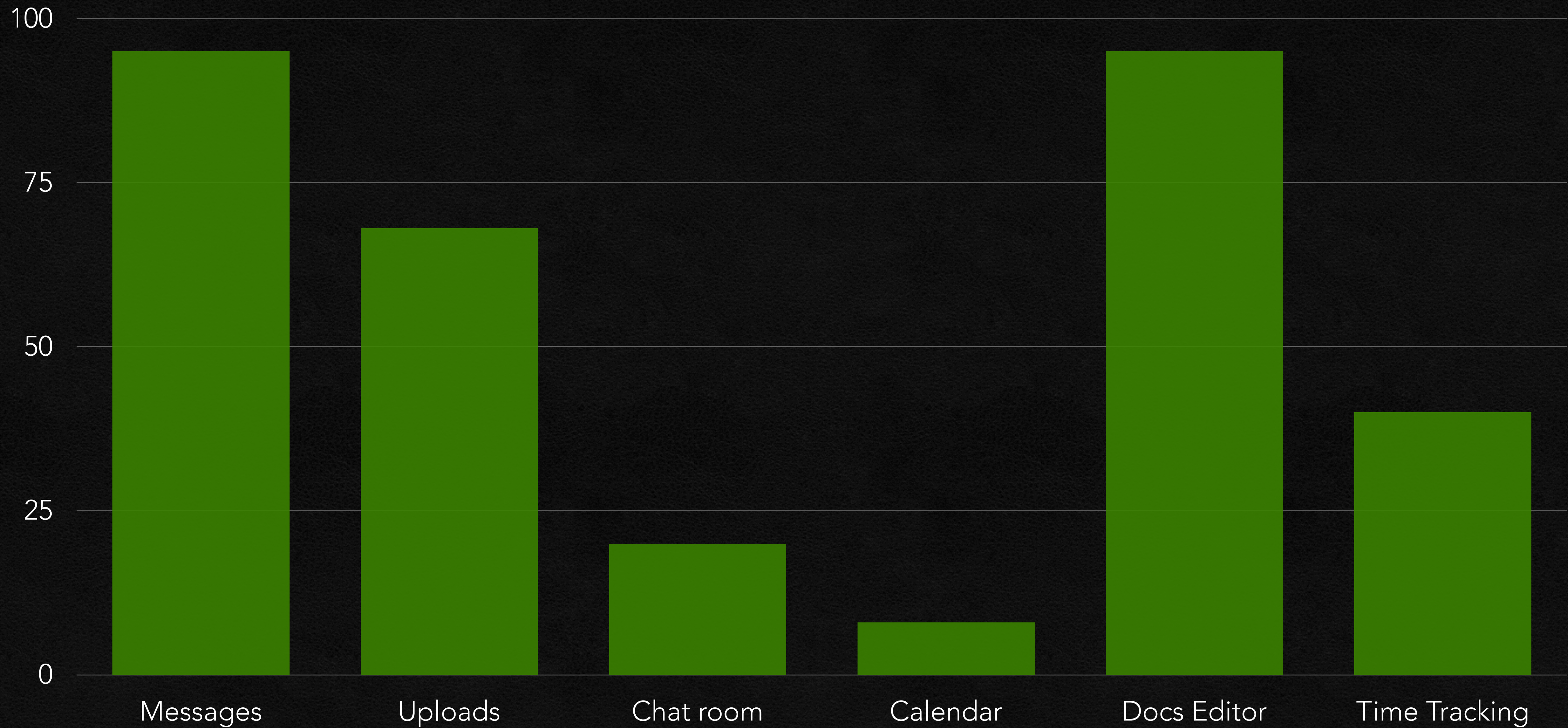
**This is how you should see them as your product evolves**





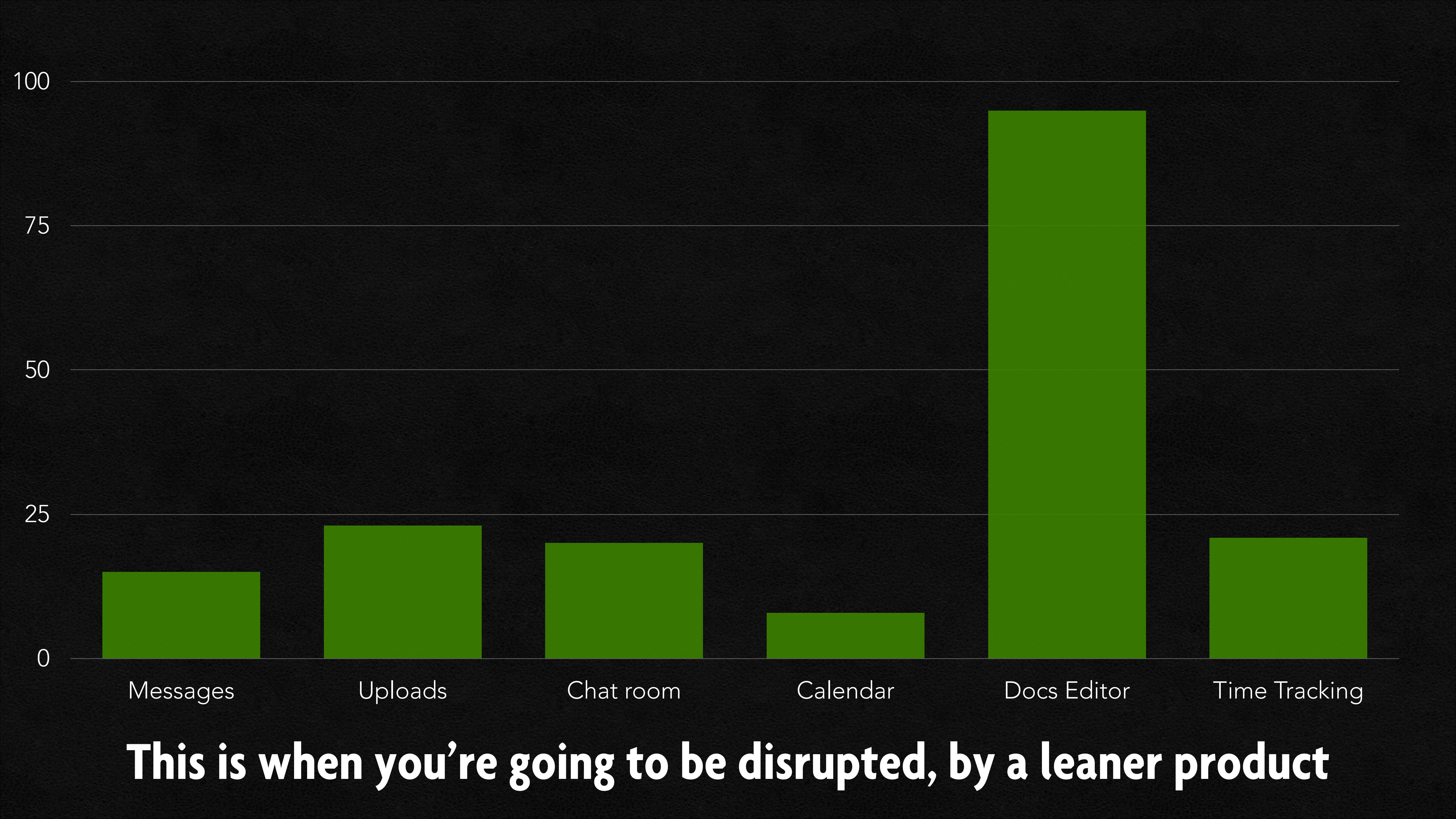
**This is the dream app. No one gets this.**





**This is a more typical application**





**This is when you're going to be disrupted, by a leaner product**



# When you are vulnerable to disruption

Is there a large group of customer who use **only** one or two particular features or workflows?

For these given workflows, are the better\* ways to accomplish them when you ignore all the rest of the application?

**\*better: Cheaper, Simpler, More Convenient**

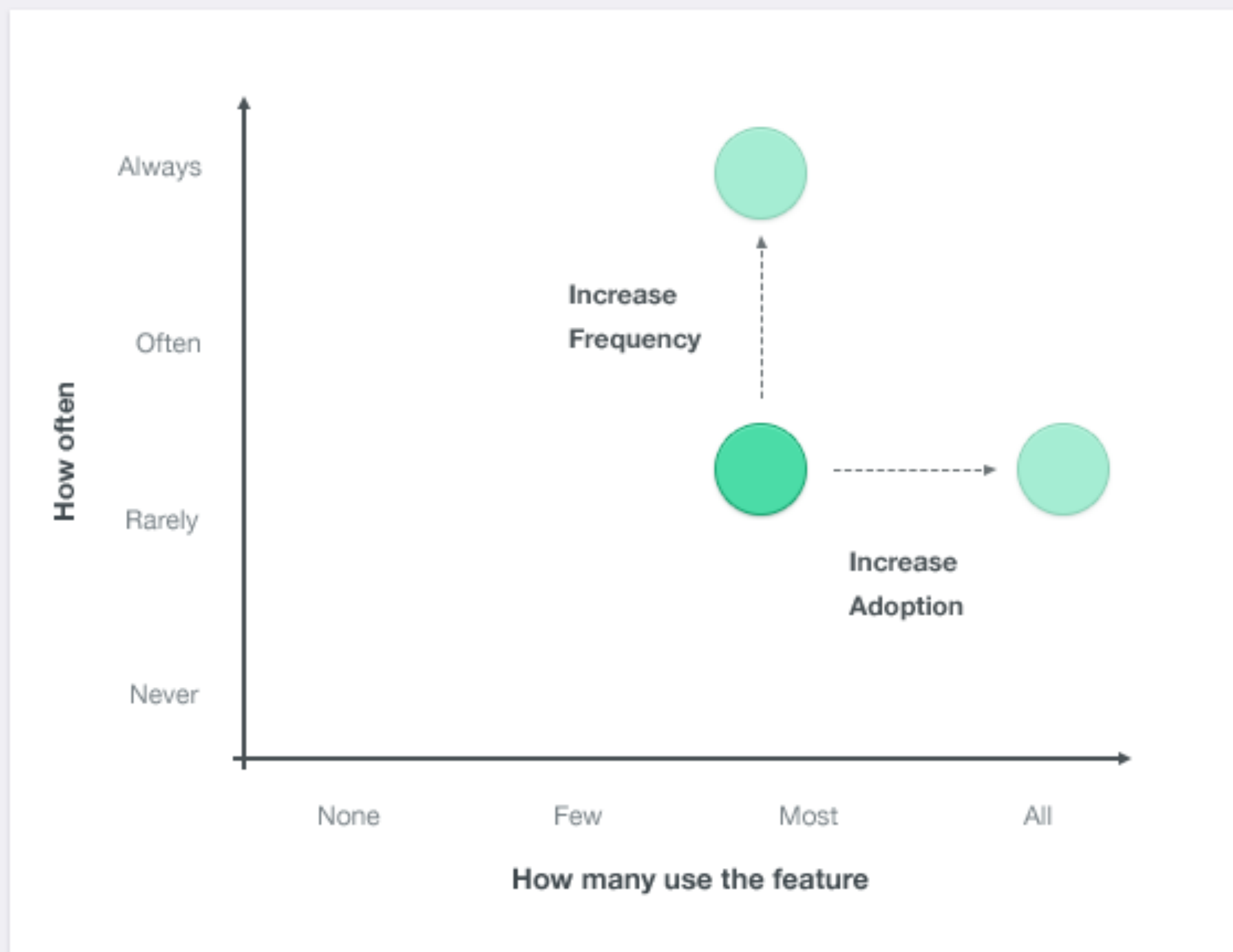


# **How to stay lean**

**Limit your improvements to one of the following**

- 1. Adoption Improvements**
- 2. Frequency Improvements**
- 3. Deliberate Improvements**



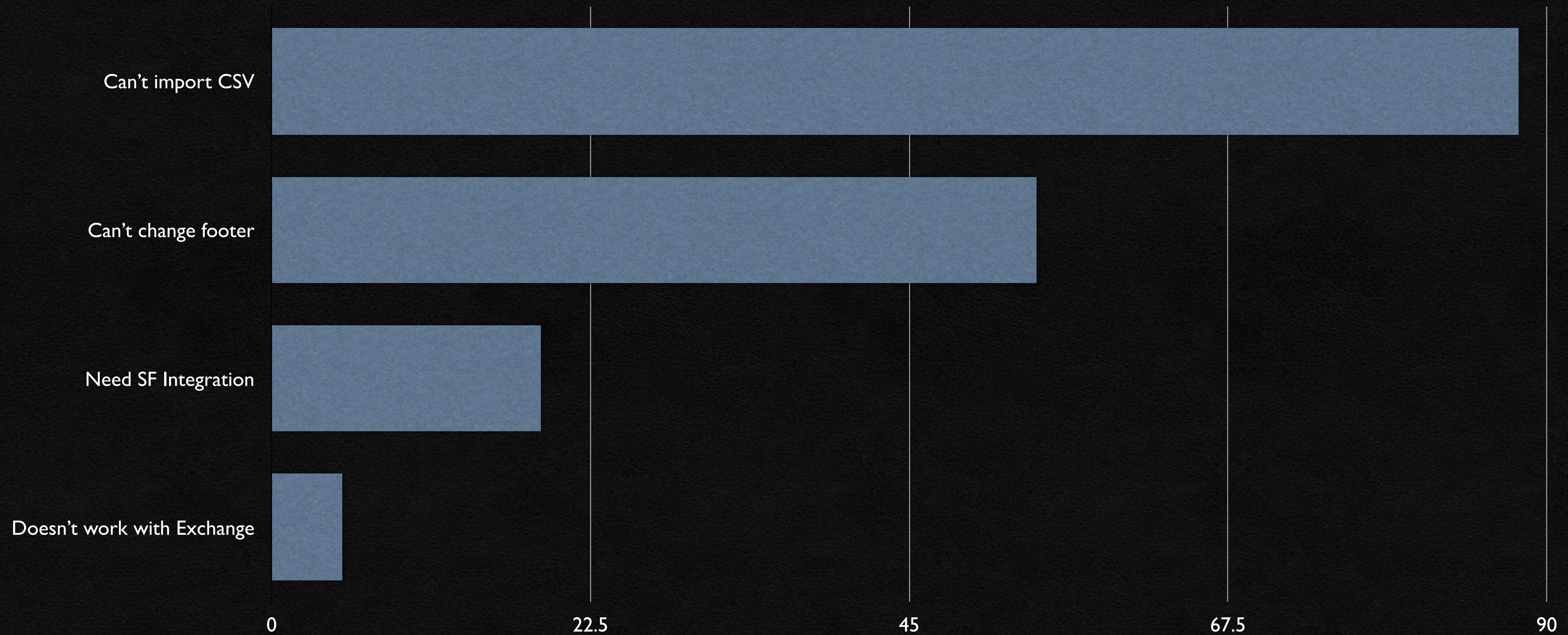


**Either get more users doing it  
or get users doing it more**



# When users won't adopt your product/feature

## Rank & Resolve barriers to usage based on customer study and data

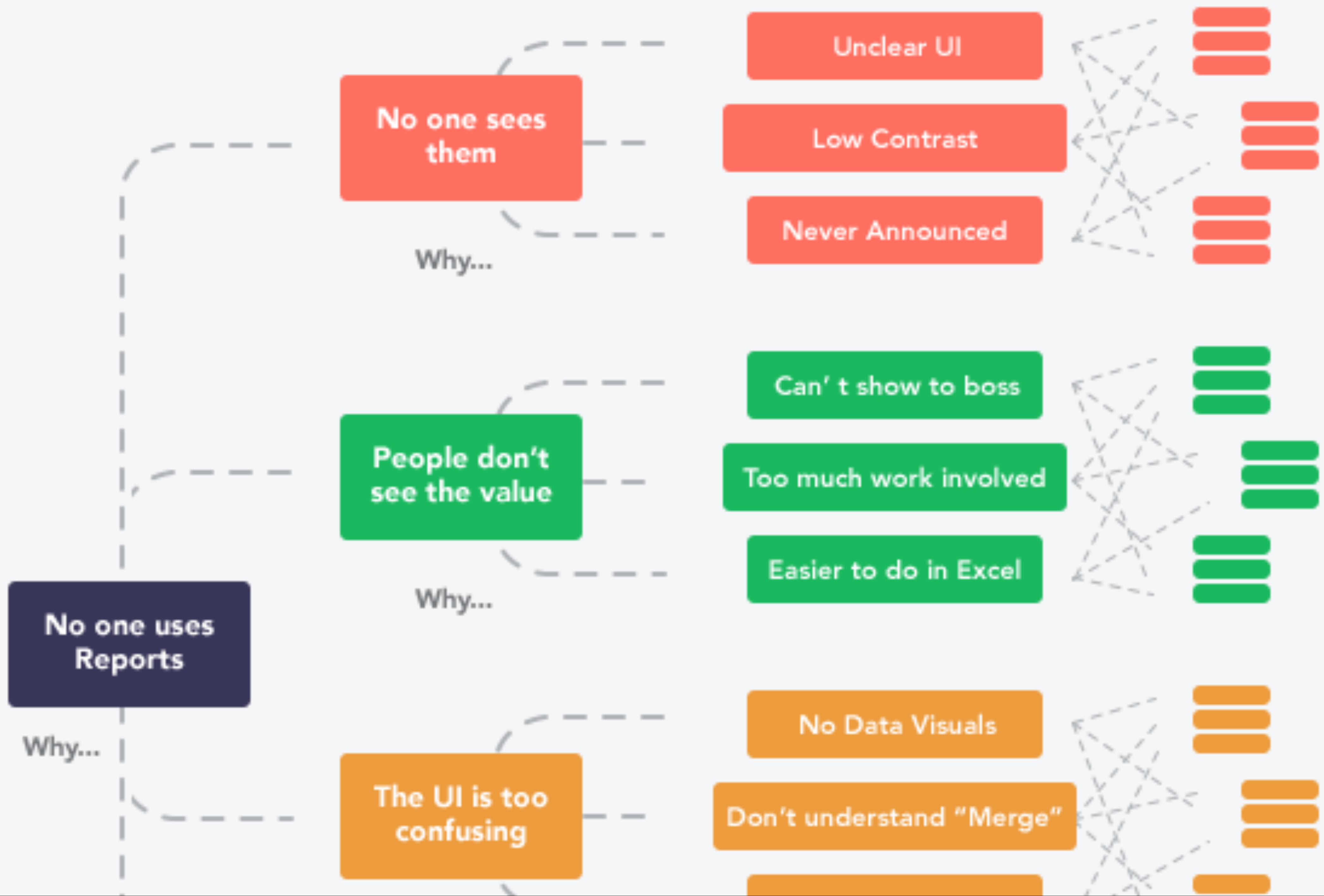




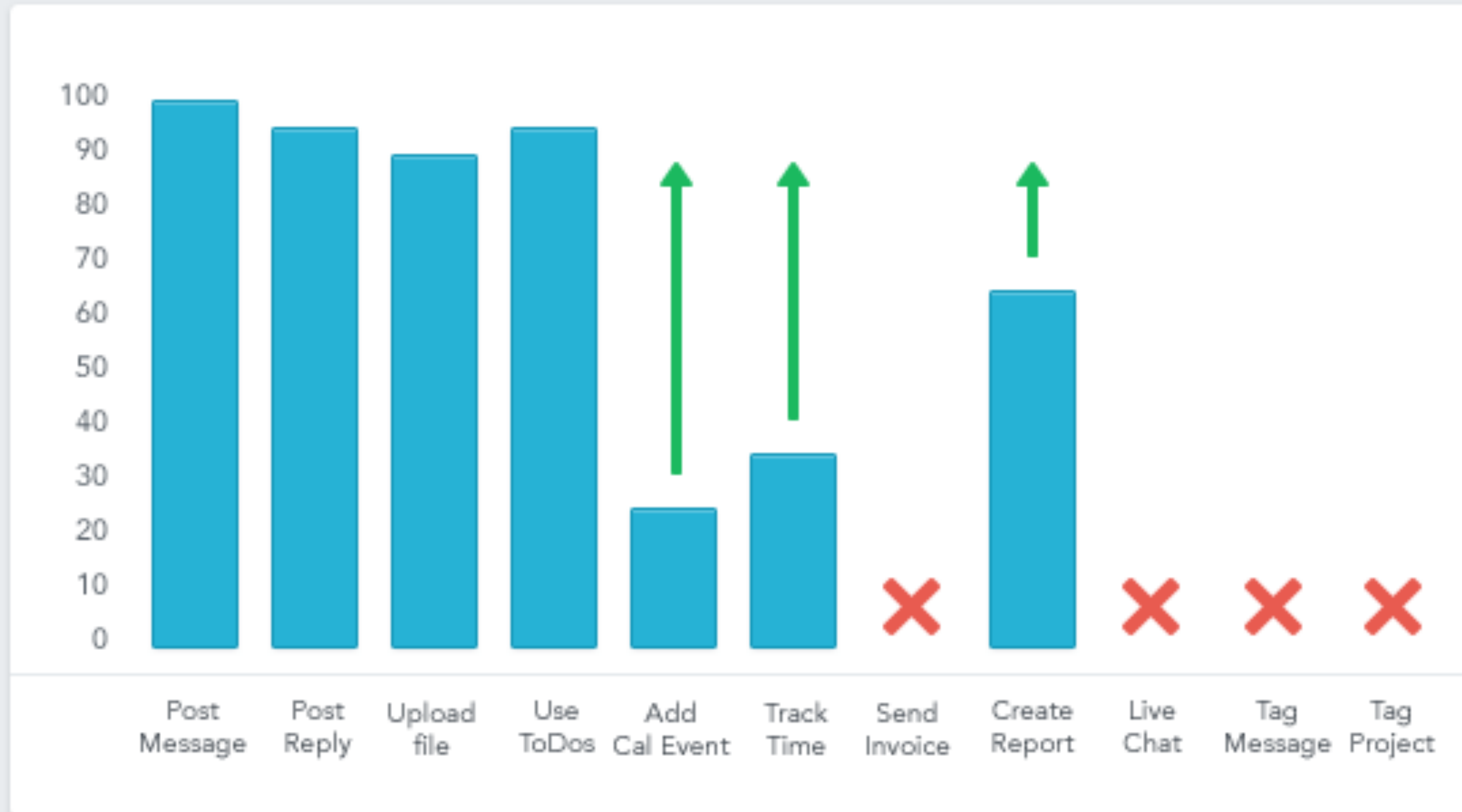


# Ask Why 5 Times to Understand the Root Cause









**See features as “hypotheses”**  
**Eliminate the ones you can’t grow adoption for**



# **How To: Frequency Improvements**

**“What are the smallest changes we can make that will get people using a feature more”**

**Facebook: More activity feed items. More notifications**

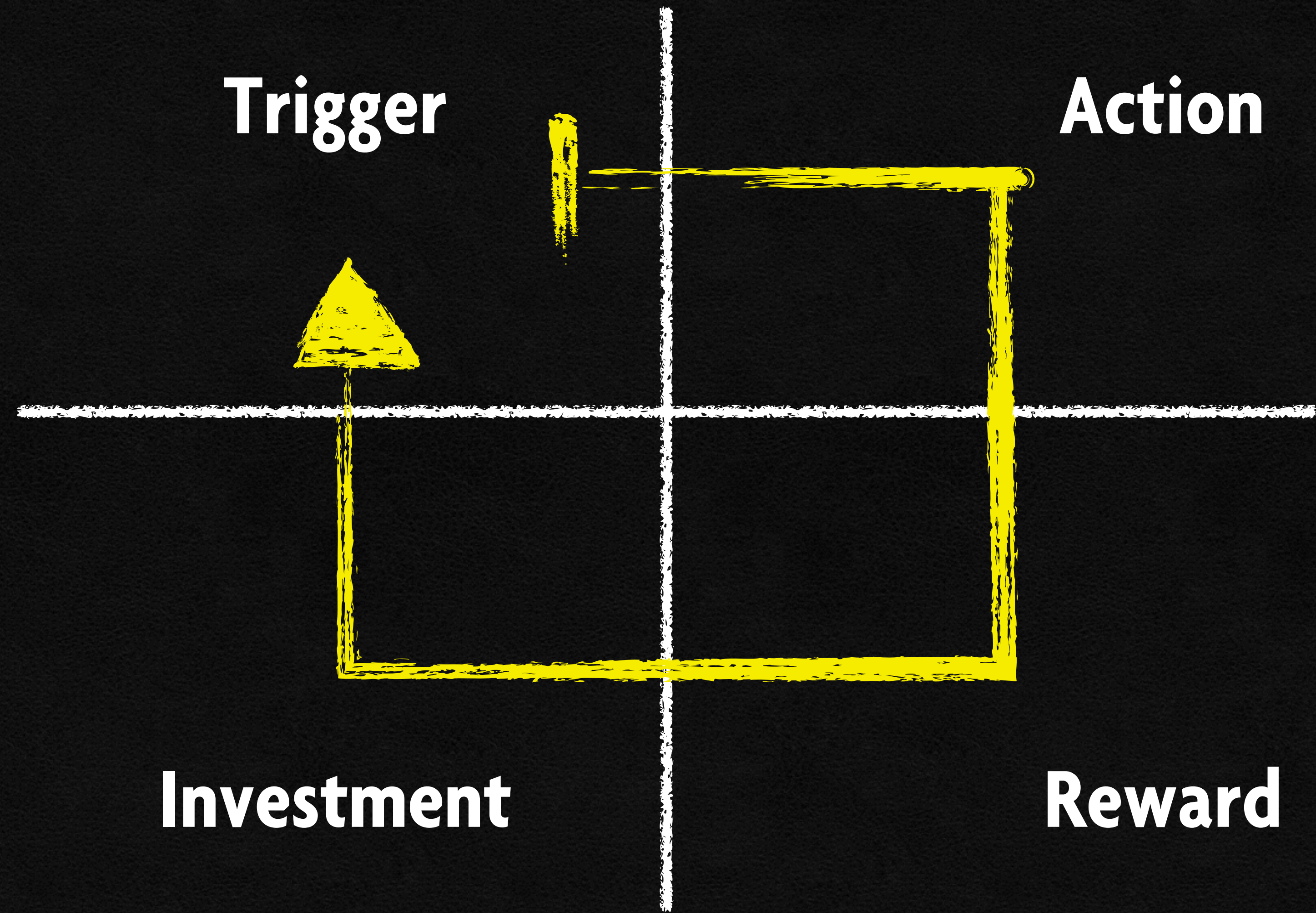
**Google: More options to search.**

**Basecamp: Use notifications to pull people back to the product**

**Google Analytics: More report options & daily mails**

**Bank Website: Daily Reports & spend breakdown**









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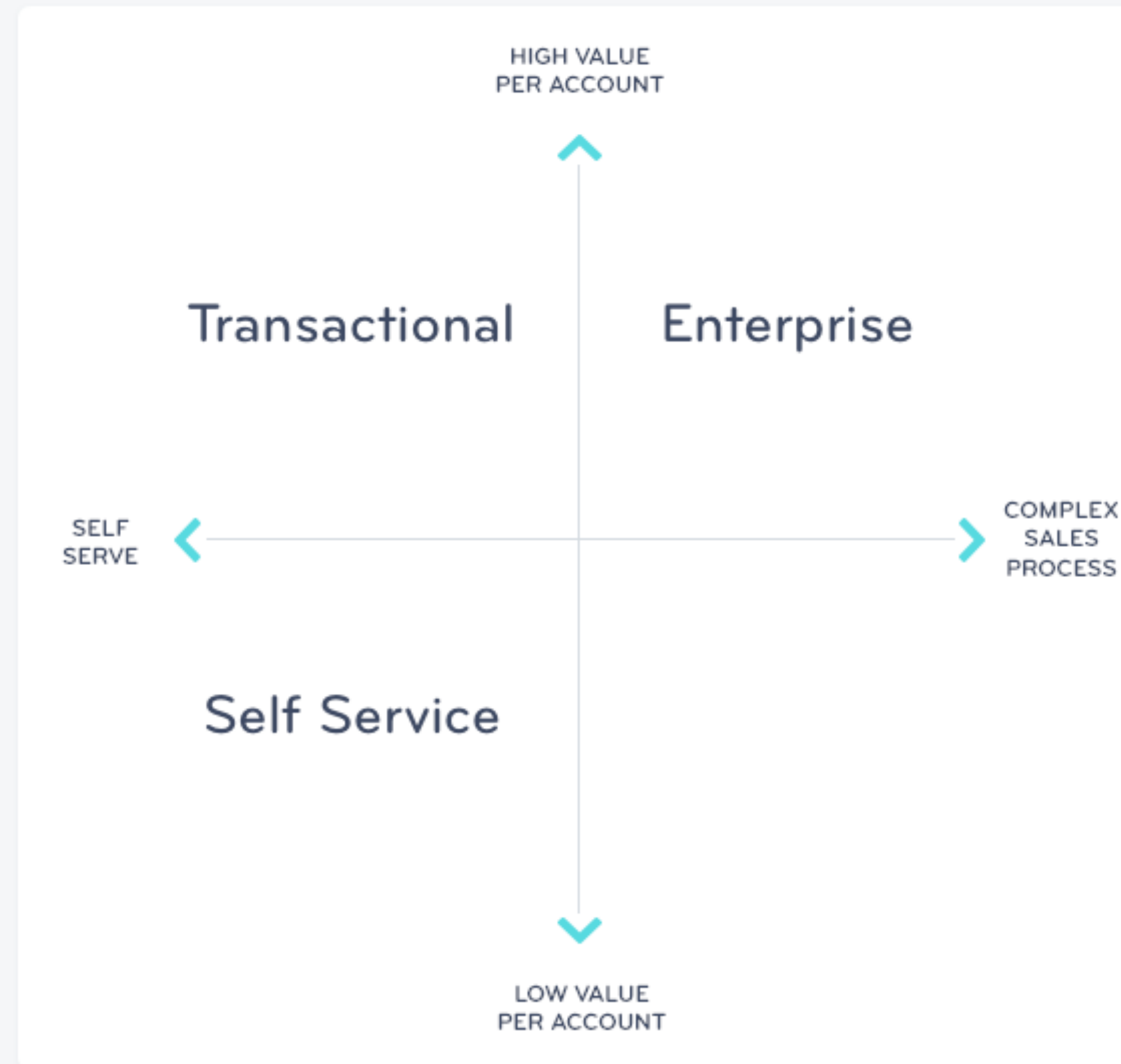
**Your Mission**

**Your Vision**



**Quick thoughts on pricing?**

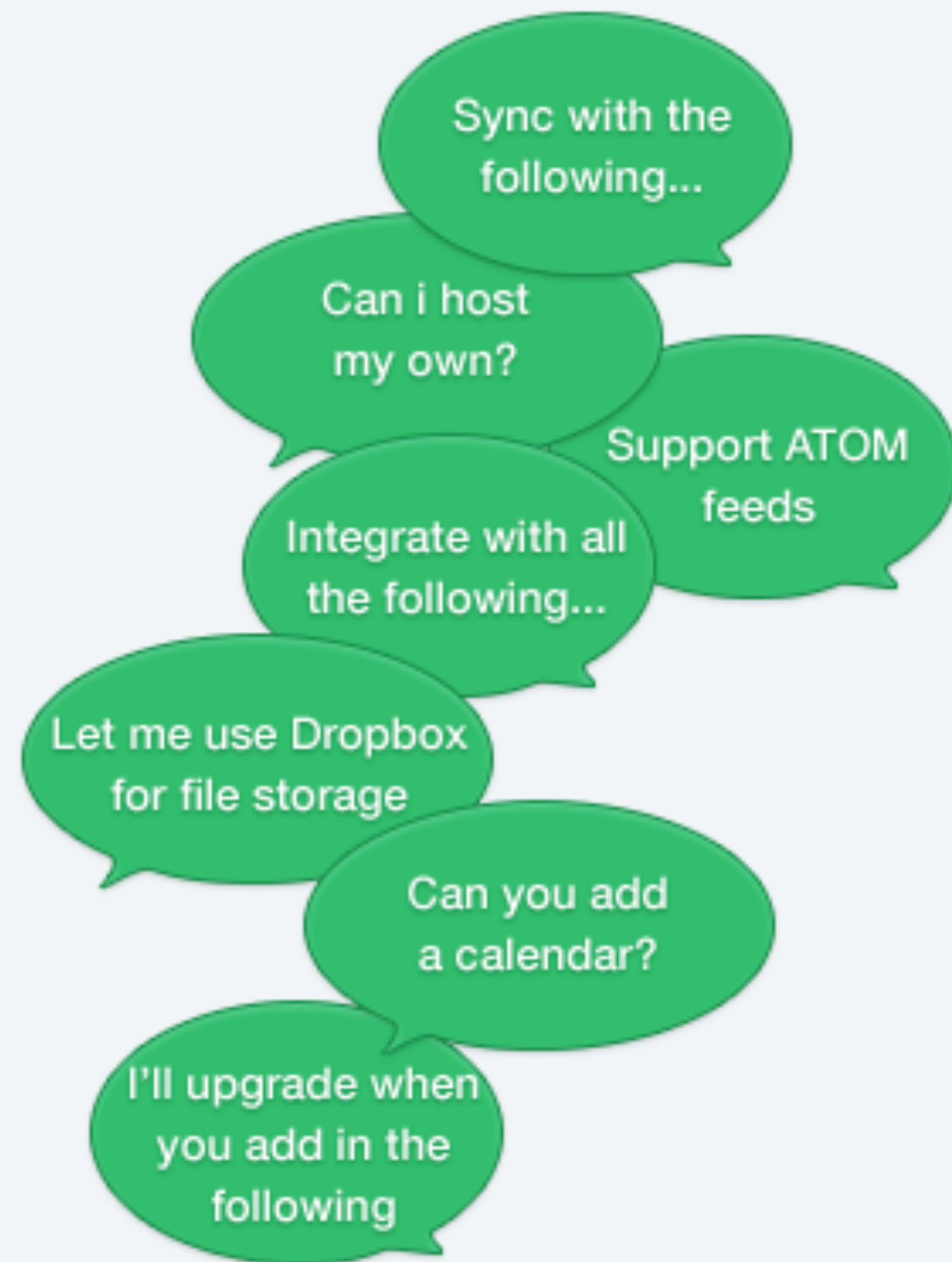




**Avoid the graveyard (lower right)**

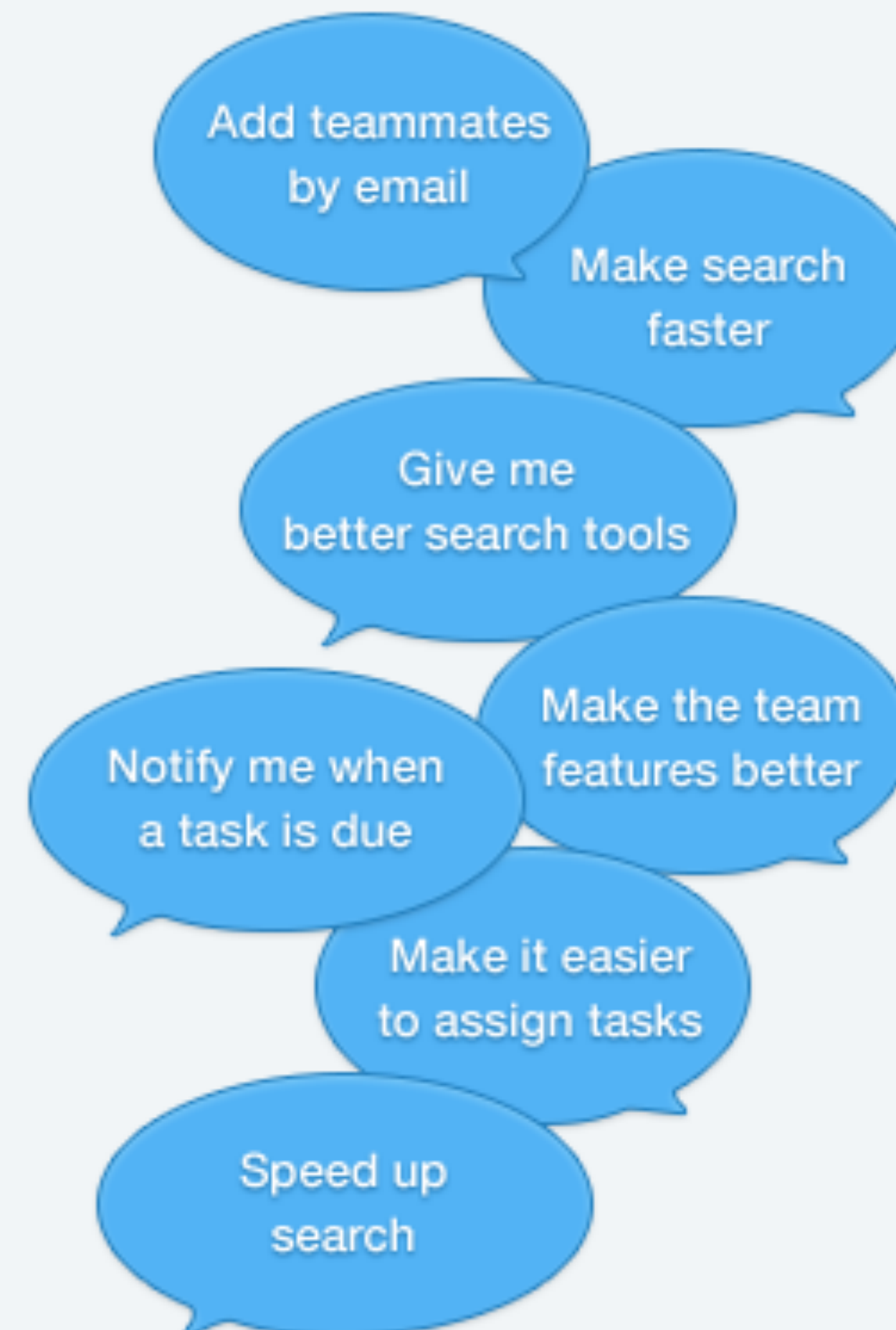


## FREE USERS



Free users ask for new features

## PAYING USERS



Paying users ask for improved features

**Charge earlier than you think you should**



### Employees

James Dawson	\$4100
Jennifer Hyson	\$5050
Michael Kimble	\$4800
Joe Smith	\$4200

### Office

Rent	\$1400
Cleaning	\$200

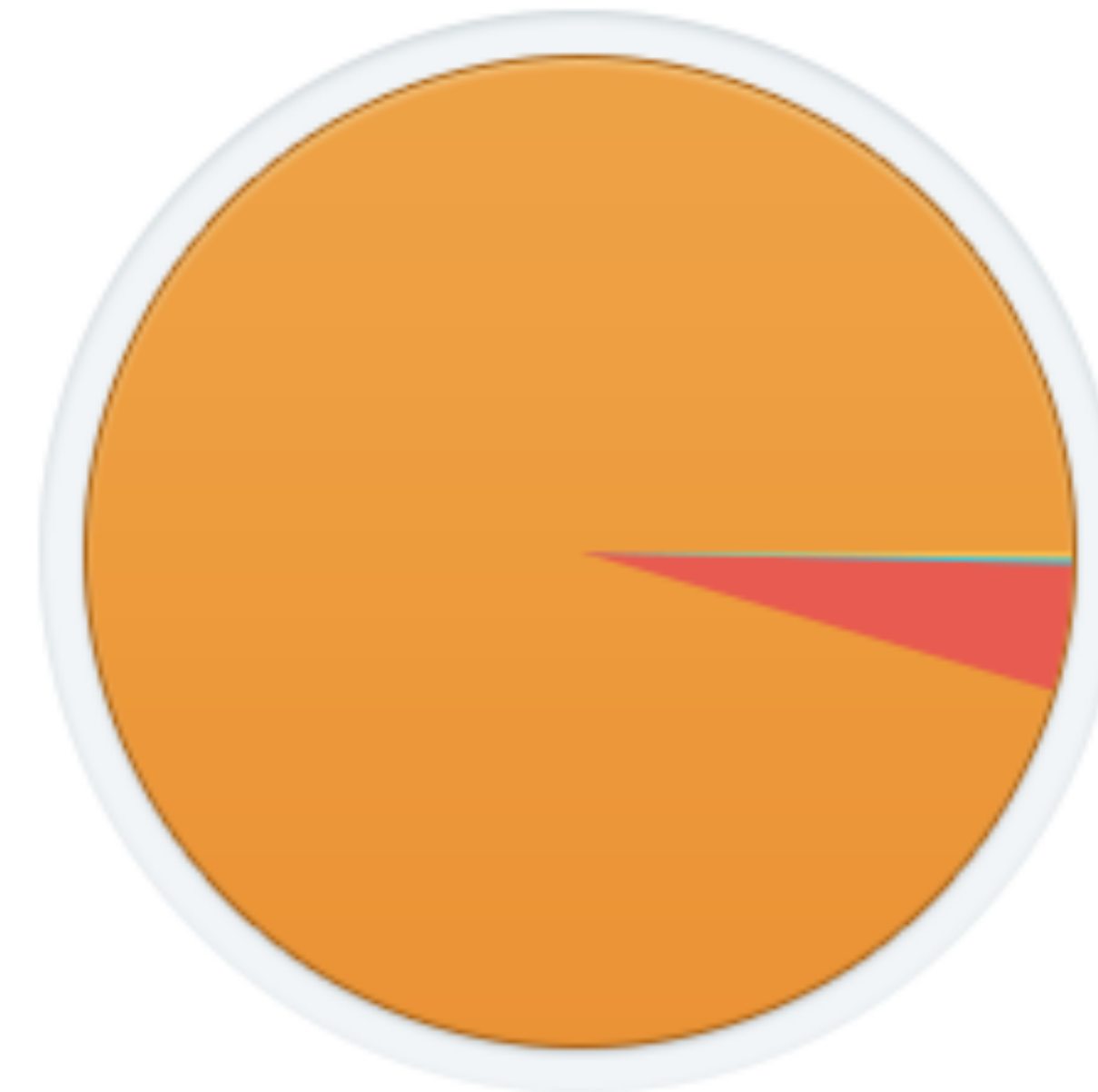
### Travel

Taxi's	\$80
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### Software

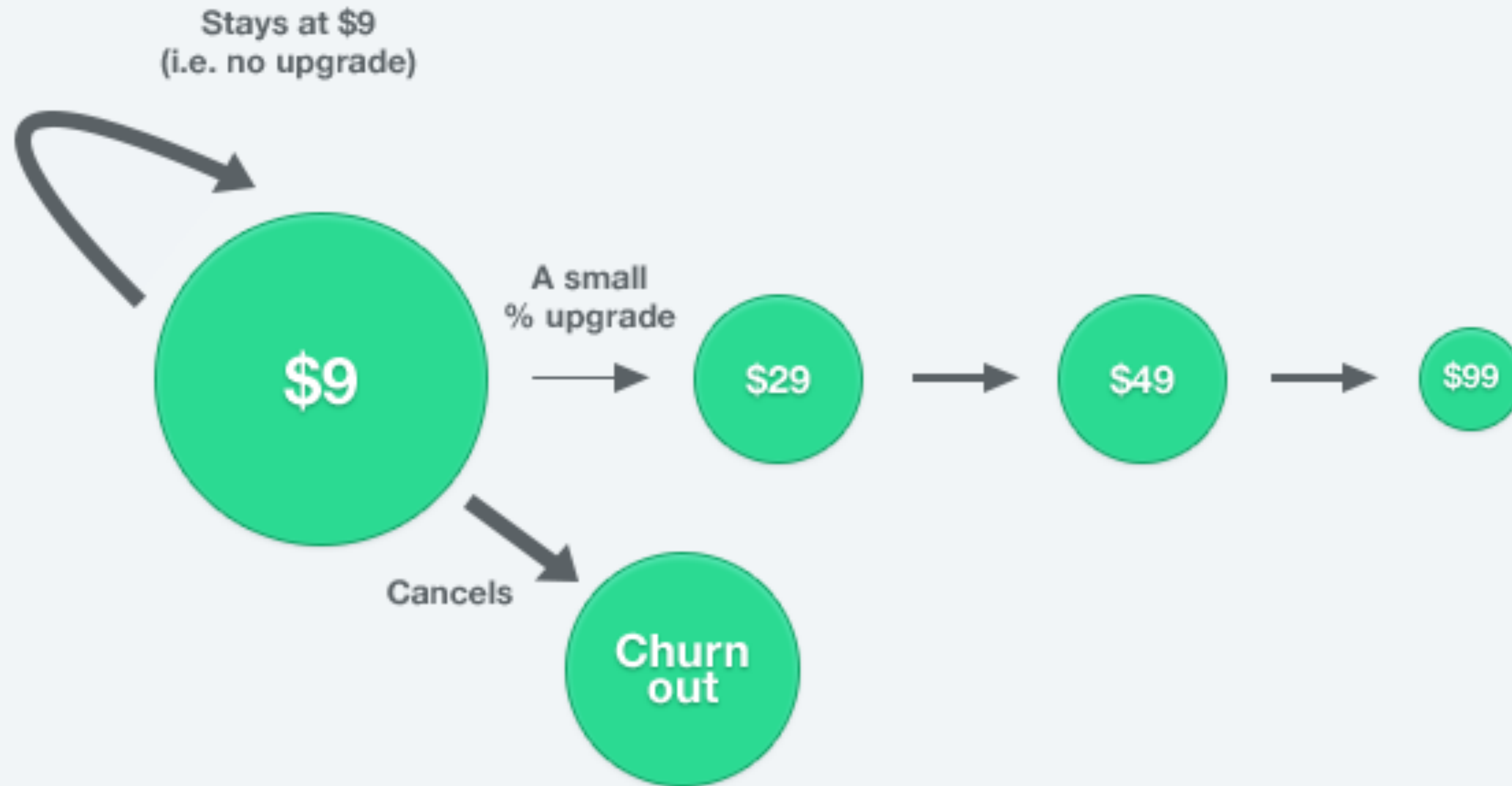
Some new App	\$19
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<b>Total</b>	<b>\$19849</b>
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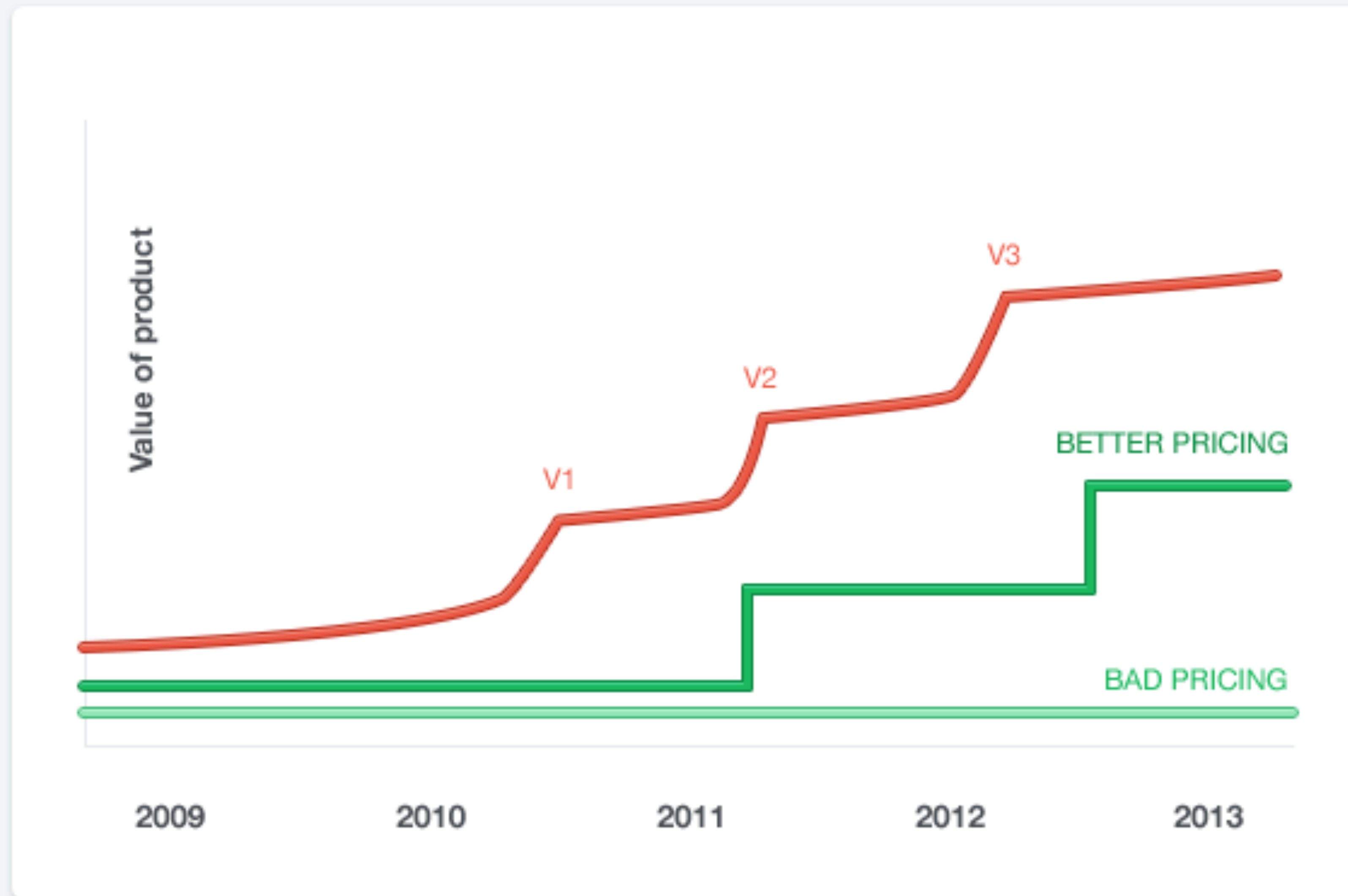
**Charge more than you think you should**





**If you can't run a business off your lowest plan, kill it**





**Plan & Remember to “Refresh” your pricing**







**Q: Can we get the slides**

Of course. Mail me [des@intercom.io](mailto:des@intercom.io)

**Q: Where can I read more?**

Our blog :) & slides have reference material

**Q: Who are you, again?**

Des Traynor @destraynor

Product: <http://intercom.io>

Blog: <http://insideintercom.io>