

How to Uncover Quick Wins 🔥 Inside Your Product

Expert webinar on September 15, 2020

Our agenda for today

1. What is Product-Led Growth?
2. How to find product wins
 - a. Agree focus
 - b. Identify issues
 - c. Hypothesize and prioritize
 - d. Implement and evaluate
3. Q&A and more resources



Product-Led Growth is the new GTM model

Product-Led Growth is a strategy that uses the product as a channel to drive organizational KPIs, such as revenue, engagement, and reach.

So how do we do drive product-led growth reliably?



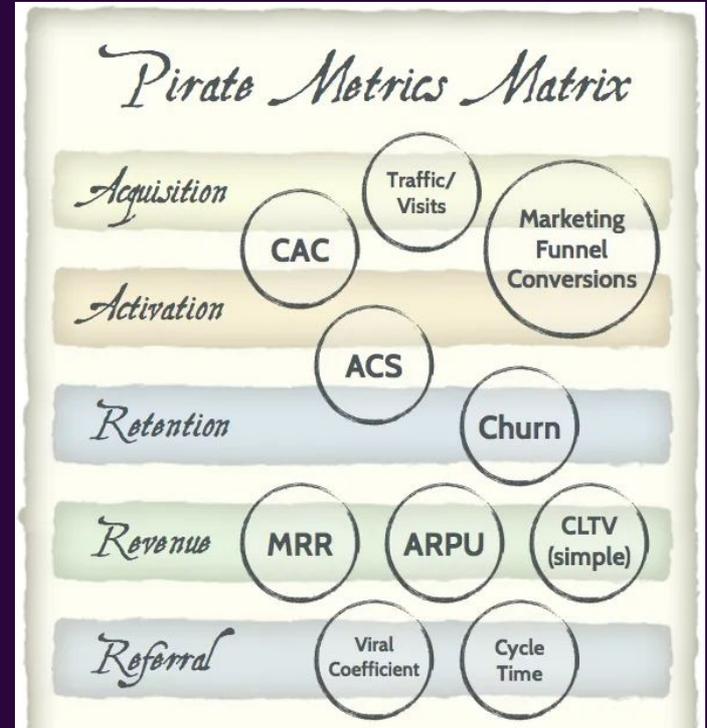
We need to create a system that can create predictable growth. A system is an interconnected way of doing this. This can include: goals, people, process, and tooling

Finding product wins

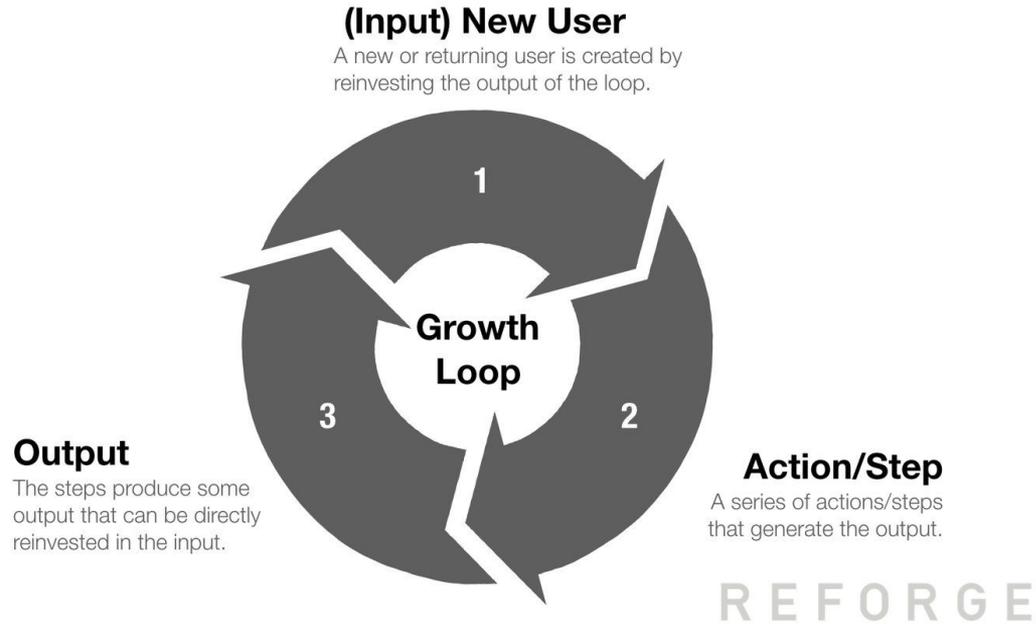
1. Agree focus

Where to start? Begin with business goals / OKRs

- Already have a focus area?
- Where the biggest opportunity is?
- Riskiest part / bottleneck to success?
- Else: start at bottom of funnel



Alternatively, identify your product's growth loops



Next, it's important to understand the user

1. Persona

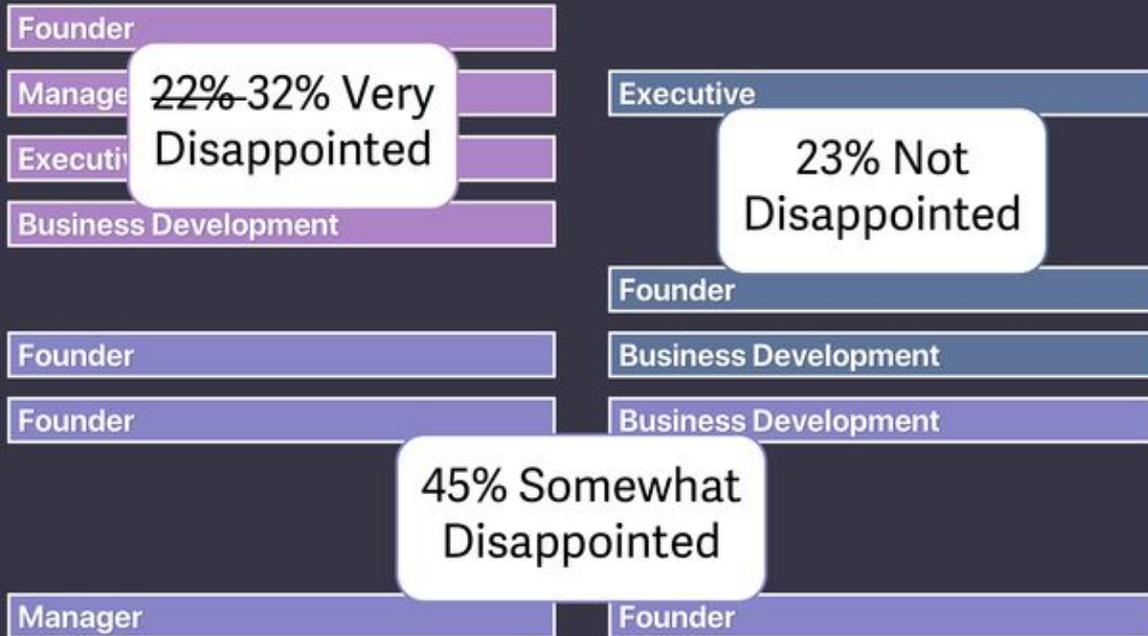
 <p>Peter</p>	<p>Works as product manager for a mid-sized company.</p> <p>Is 35 years old, holds a marketing degree.</p> <p>Has got experience working as a product owner on software products with agile teams.</p> <p>Has had some Scrum training.</p>	<p>Has managed mature products successfully. Now faces the challenge of creating a brand-new product.</p> <p>Wants to leverage his agile knowledge but needs advice on creating innovative product using agile techniques.</p>
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2. Jobs to be Done

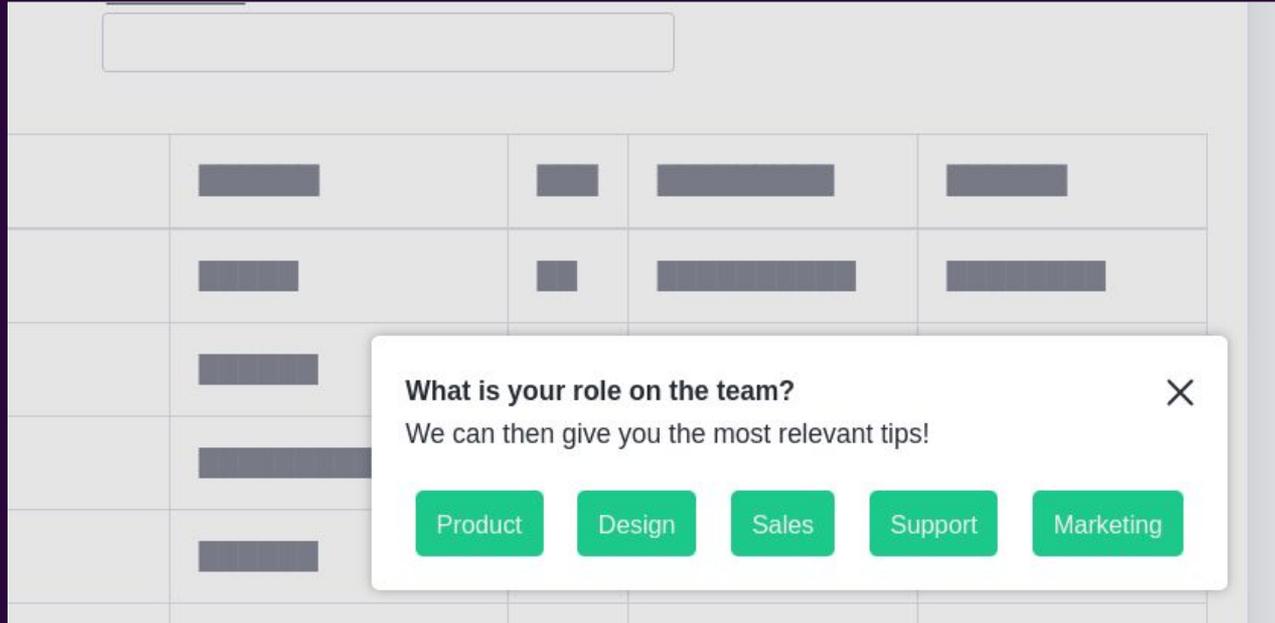


Superhuman did this to better understand PM Fit

Question: How disappointed would you be if Superhuman no longer existed?



You need to ask relevant questions in-product



Finding product wins

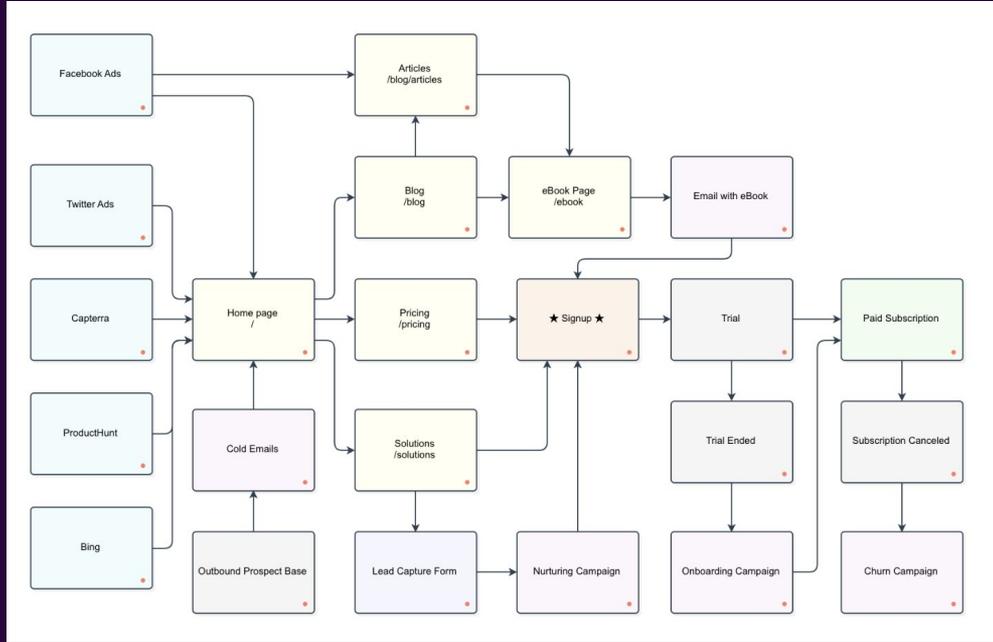
2. Identify issues

Now we can identify problem areas within this focus

Lots of tools and methodologies to help with this

- Journey mapping → helps you understand main milestones for users
- Event analytics (e.g. Mixpanel) → helps identify **where** funnel is leaky
- Session replay (e.g. FullStory) → can watch what users are doing and see pain
- Usability testing → detailed deep-dive customer sessions to uncover psychology
- Microsurveys (e.g. Chameleon) → continuous contextual feedback at scale
- Friction logging → framework to identify points of friction in a flow

Journey mapping lists all user interactions



- Build for each key flow
- Needs to be detailed
- Use it to highlight “happy” paths and “problem” paths
- Use CXMap.io / LucidChart

Friction Logs can take this to the next level

The screenshot shows a friction log interface. On the left is a sidebar with a list of log entries. The main area displays a detailed log entry for a user named John Smith. The log entry table includes fields for Tester, Date, Use Case Description, User Context, OS Environment, PaymentIntents API version(s), Project Github Repo, and Color Coding. Below the table is a 'Context' section with a paragraph of text, and a 'Signing In / Signing Up for Stripe' section with a numbered list of steps.

Tester / @GitHub	John Smith / @johnsmith
Date	September 15, 2020
Use Case Description	Setting up a payment flow for my online plant store using Stripe Payment Intents.
User Context	- User has used Stripe to integrate payments previously - User has not programmed extensively in the last few years
OS Environment	OS Platform: Mac OS X Catalina Ruby on Rails Application (Versions: Ruby 2.7.0 & Rails 6.0.2.2) Also used Apple iPhone to check emails from Stripe
PaymentIntents API version(s)	2020-03-02
Project Github Repo	Github Repository: https://github.com/example/plant-store/payments
Color Coding	<ul style="list-style-type: none">YI (👍) - Yay, this is awesome!EH (🙄) - This is a little annoying.UM (😡) - I'm frustrated.RQ (👎) - I'd quit if this wasn't my job.

Context

First, I set up a Ruby on Rails application with a product I'm selling. I plan to integrate payments into this application.

Signing In / Signing Up for Stripe

1. I go to stripe.com to sign in. I quickly find and click "Sign In" on the top right
2. I've used Stripe before, but I can't remember any of my previous logins. I do not know if my previous accounts were under my work emails (which I no longer access) or my personal email addresses.
3. First, I search for "Stripe" in my 1password password manager. I did not find any credentials. But it has been a while and might have been before my 1password days....
4. So, on the Sign in page, I click "Forgot your password?" It's helpful that login is with emails and not made-up usernames that I'd struggle to remember right now. I enter each of my two gmail addresses to check if there's an existing Stripe account for either of them. While checking my first gmail address, I have to verify that I wasn't a robot. When

- Start with problem paths
- Details each user action
- Reflects user's perspective
- Emotions are important
- Rich source of ideas
- Have new joiners do these
- *Free workshop coming up*

Finding product wins

3. Hypothesize and prioritize

Gather ideas for improvements within a group

- Present friction logs to team
- Gather specific problems
- Then ideate **solutions** (1-many)
- Identify how to reduce friction
- Airtable great for this
- Can use form for submissions

The screenshot shows an Airtable spreadsheet titled "Growth Experiments Planning and Execution". The spreadsheet is organized into two main sections: "Acquisition" (7 records) and "Activation" (4 records). Each record includes a "Short Name", a "Description", a "Funnel Impact", a "Category", a "Status", a "Lead", a "Start Date", and an "End Date".

Short Name	Description	Funnel Impact	Category	Status	Lead	Start Date	End Date	
Acquisition FUNNEL IMPACT Count 7								
1	FB - paid users lookalike	Create lookalike audience using paid users L...	Acquisition	Paid Social ...	Requires De...	Douglas Forst	6/5/2017	6/23/2017
2	Terminal takeover - SF BART	SF Downtown terminal takeover ads for 3 w...	Acquisition	Other Paid ...	In Progress	Katherine Duh	6/2/2017	6/29/2017
3	Terminal takeover - DC Metro	DC Metro terminal takeover ads for 3 weeks	Acquisition	Other Paid ...	Requires De...	Andrew Orst	6/12/2017	6/26/2017
4	In-person - flyer distribution	In-person flyer distribution in SF and DC	Acquisition	Other Paid ...	Complete ...	Pete Huang	6/25/2017	7/25/2017
5	Cold outbound emailing	Test 100-person cold outbound emailing	Acquisition	Email	Complete ...	Douglas Forst	6/12/2017	7/10/2017
6	Cold calling script test 1	Cold call to 50 leads in surrounding area, te...	Acquisition	Email	Requires De...	Howie Liu	6/20/2017	7/14/2017
7	Cold calling script test 2	Cold call to 50 leads in surrounding area, te...	Acquisition	Email	In Progress	Douglas Forst	6/21/2017	7/1/2017
Activation FUNNEL IMPACT Count 4								
8	Signup button-only LP	LP with little information, just screenshots a...	Activation	Landing Pag...	Complete ...	Zoeile Egner	5/15/2017	7/12/2017
9	Email capture LP	Landing page variation with just email captu...	Activation	Landing Pag...	Designed	Shani Taylor	6/27/2017	7/19/2017
10	Add content series before CTAs	Add email/PDF content campaign on genera...	Activation	Onboarding	Complete ...	Zoeile Egner	6/14/2017	7/15/2017
11	Video-only LP	LP variant with only a video and signup butt...	Activation	Landing Pag...	Requires De...	Katherine Duh	6/8/2017	7/11/2017

Use the RICE framework to prioritize solutions

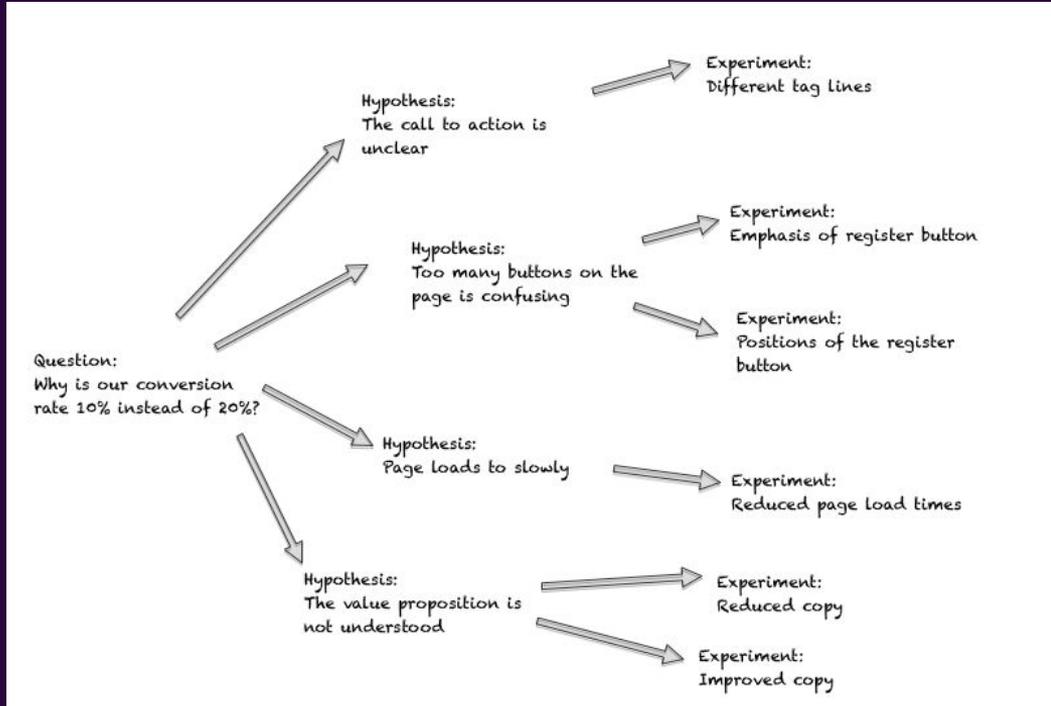


Feature	Reach	Impact	Confidence	Effort	Total
Log in to app with face ID	500	2	80	5	160
Auto suggest transactions	450	2	100	3	300
Budget warning	300	3	80	2	360

Finding product wins

4. Implement and evaluate

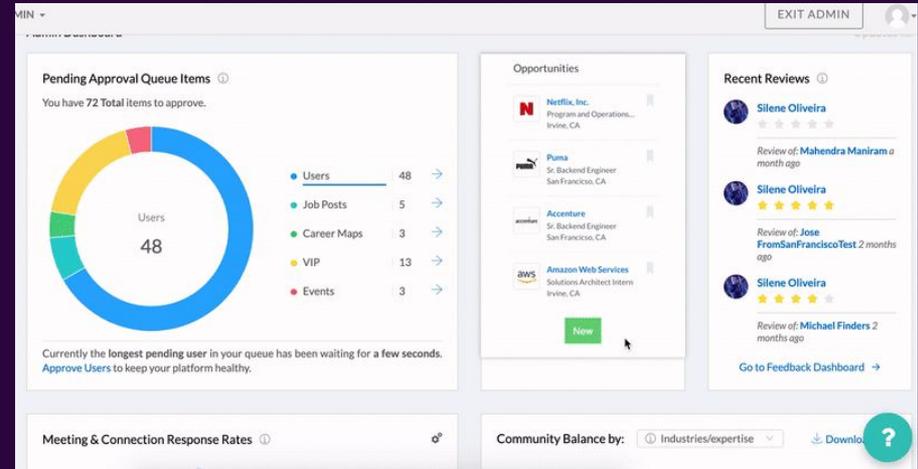
Need to spec experiment from priority solution ideas



- Ideally run as A/B tests
- Low volume: time series
- Experiment spec to include:
 - Audience
 - Timing
 - Success metric
- Consider build vs. buy

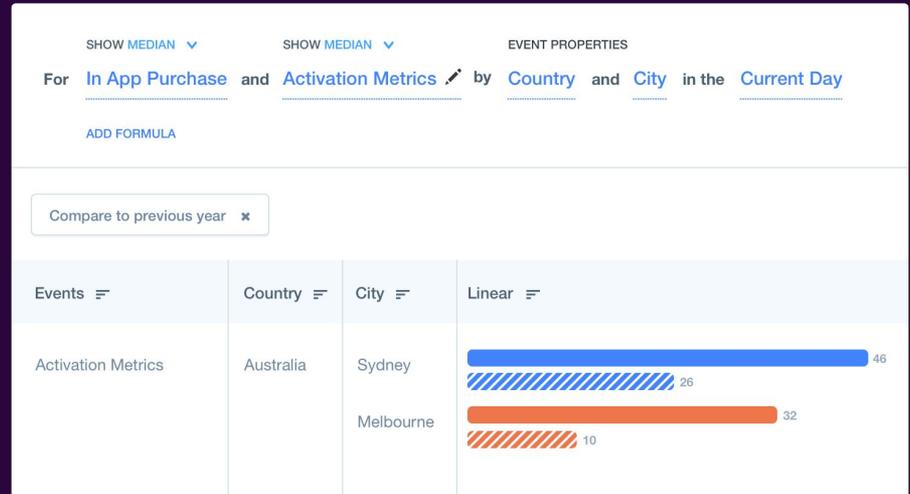
You can find ways to shortcut the learning cycle

- For similar RICE scores, start with lowest effort ideas
- Use Segment's Visual Tagger or Heap to automatically track event data
- Run “painted door” tests
- Use in-product experimentation tool



It's really important to close the loop for experiments

- Null or alternative hypothesis?
- Why? What else did we learn?
- Share with wider team: internal wiki; town halls etc. to build culture



Finding product wins
How to act on this now



Takeaways + Q&A

1. Ask questions if there is something you're unclear about
2. Register (and invite team) to upcoming *free* workshop on friction logs
3. Schedule a session with your team to run through first three steps:
(1) agree focus; (2) identify issues; (3) hypothesize and prioritize
4. Kick the tyres with Chameleon: trychameleon.com/signup