



# Product Development

**Doing the right thing the right way**

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We are going to talk about methods to improve your product development

Using disciplined methods

Why

- Cost
- Don't spend time on things that nobody needs (Deciding what not to do is as important as deciding what to do. Steve Jobs)
- Happier customers – Easier to sell

How

- Be creative
- Copy what works elsewhere (don't invent the wheel)
- Talk to your customers
- You are the expert and should always bring that to the table (Faster Cars)

The Toolbox

- The Lean and Agile methodologies

A toolbox - The Agile Methodology

- Product vision
- Product roadmap
- User stories
- MVP
- Is it a good idea?
  - The business model canvas
  - Prioritize requirements - MuSCoW



# Topics

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What should we do?

- The customer
- Manage expectations

A toolbox - The Agile Methodology

- Product vision
- Product roadmap
- User stories

Is it a good idea?

- The business model canvas
- Prioritize requirements - MuSCoW

Examples from Iceland, both the good and the bad

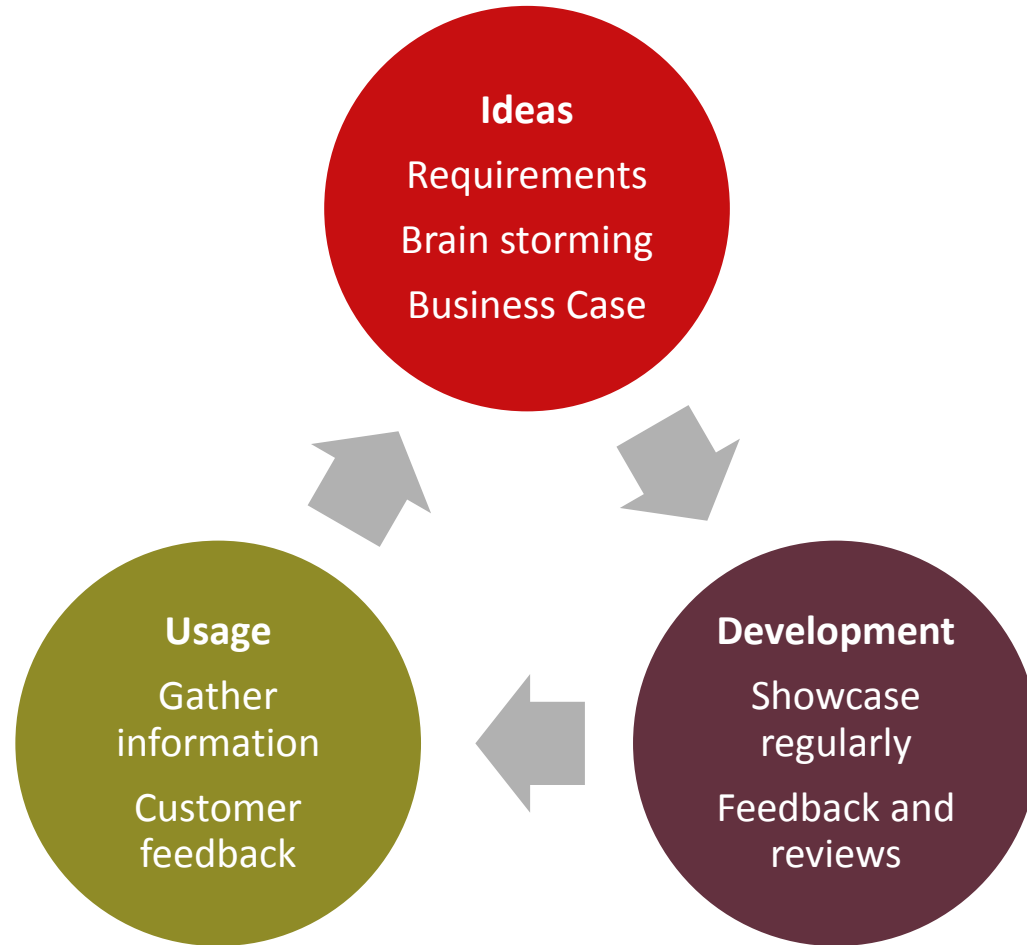
Why...

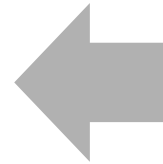
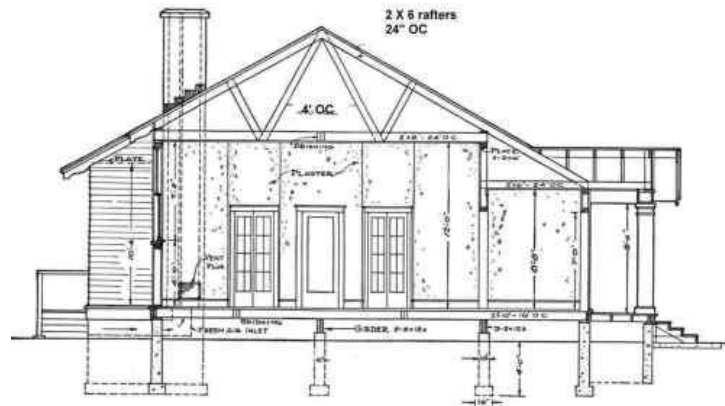
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... you should use disciplined methods



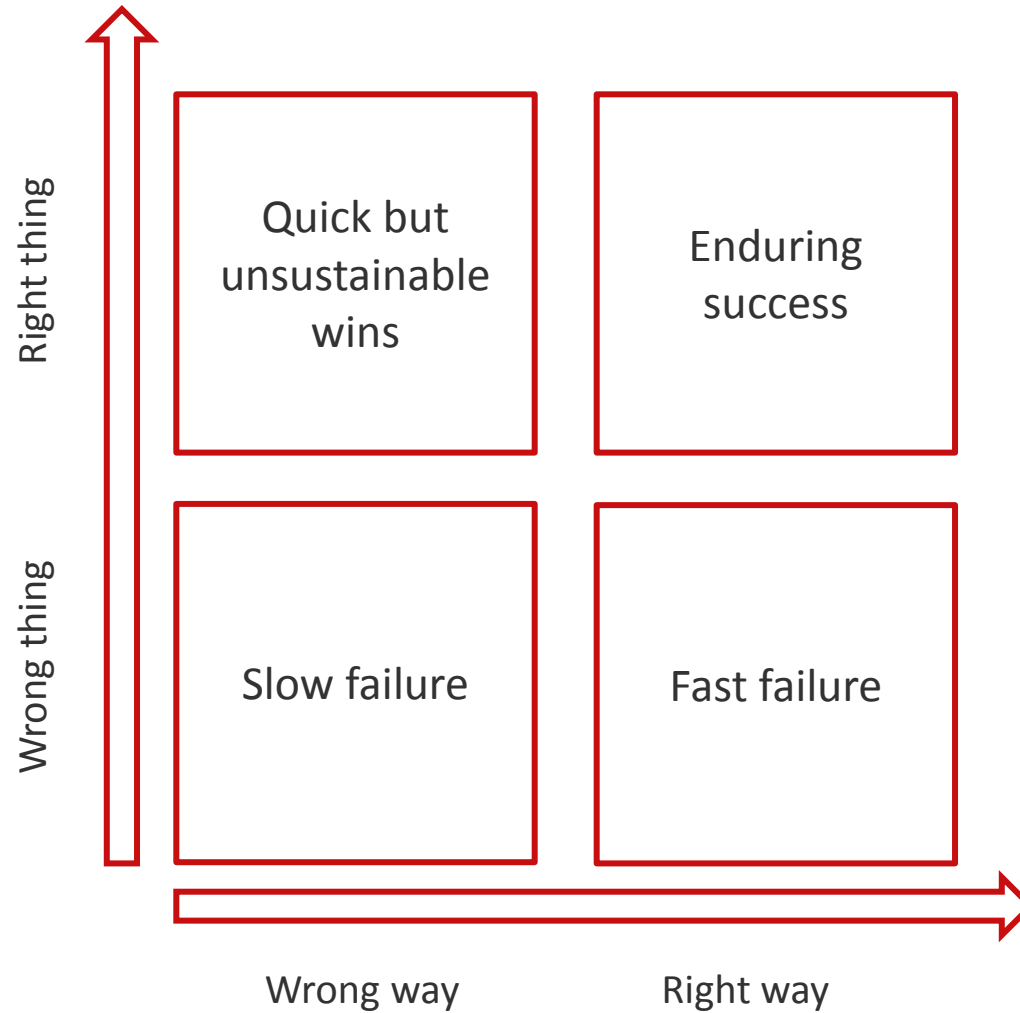
Cost





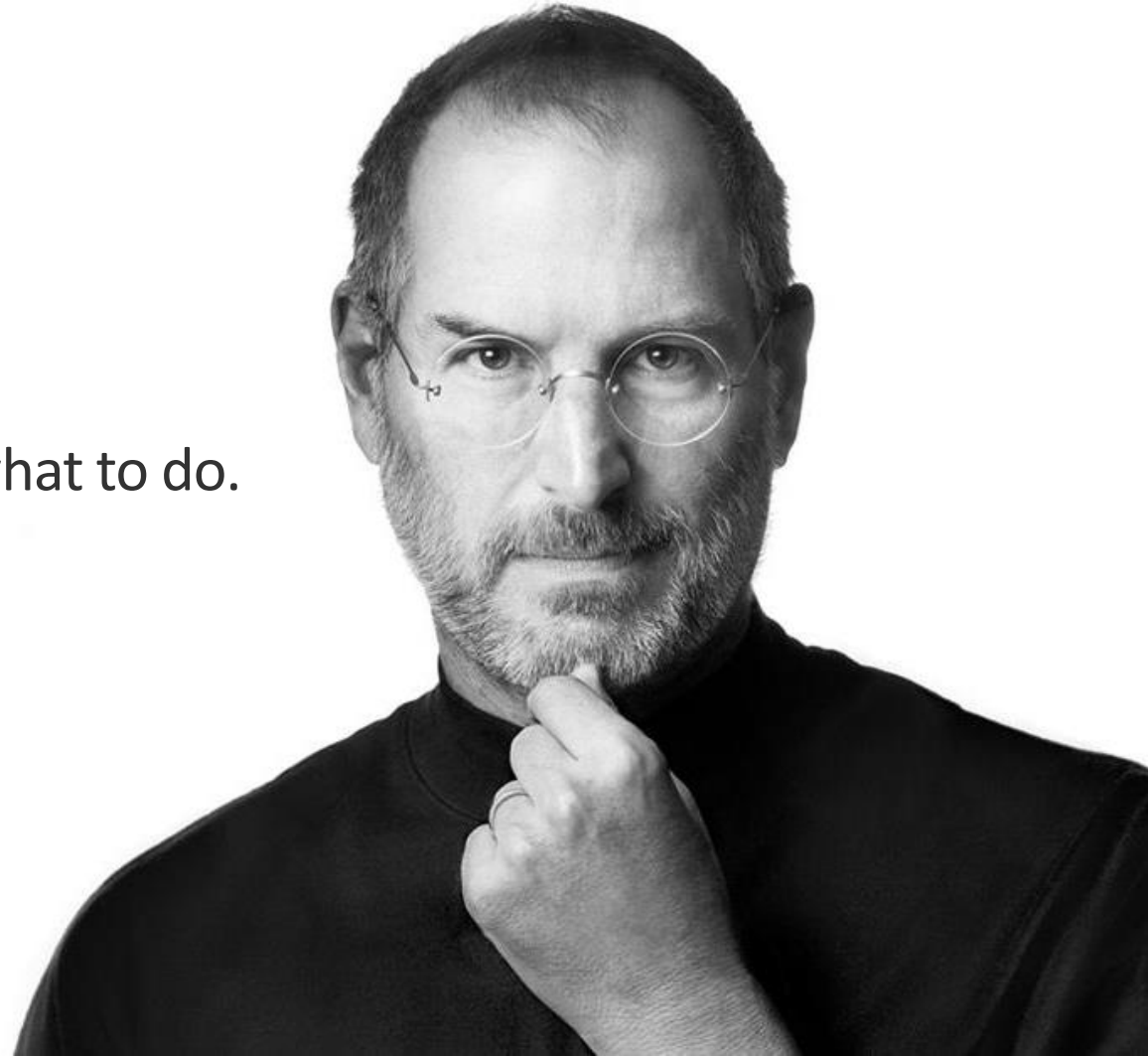
# Doing the right thing the right way

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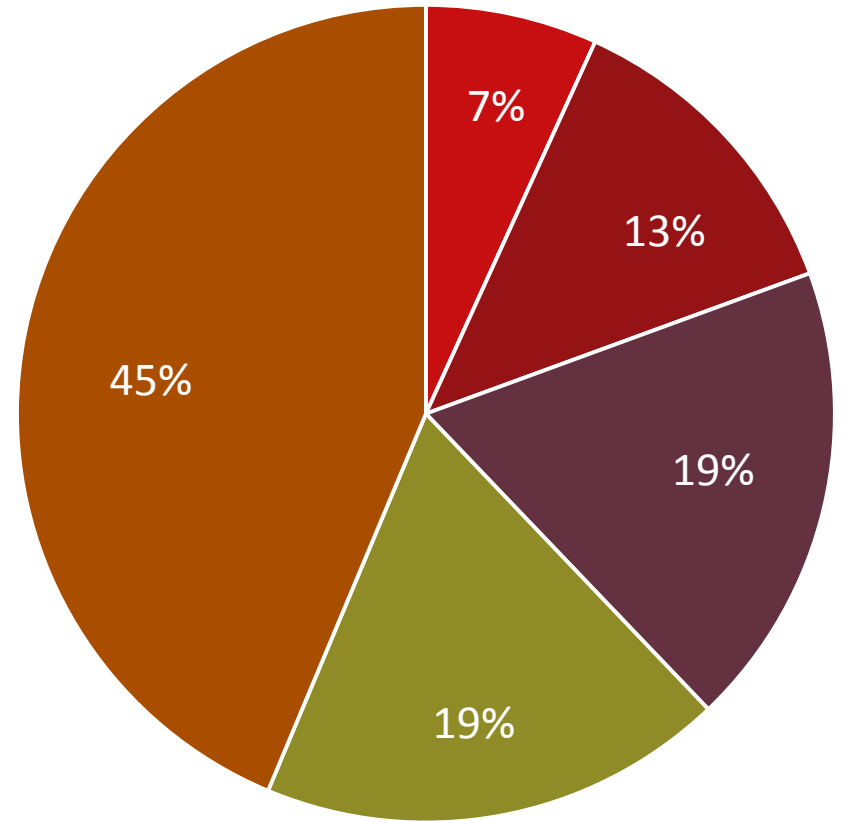
Deciding what not to do is as important as deciding what to do.

Steve Jobs



# Features and functions used in a typical system

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■ Always ■ Often ■ Sometimes ■ Rarely ■ Never

An example?

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# The Toolboxes

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# The Lean Methodology

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A set of principles for achieving quality, speed and customer alignment.

Originated from the manufacturing industry in Japan.

Eliminate anything that isn't adding value. Only work on what we absolutely need to be doing at this moment in time.

Eliminate waste

Deliver fast

Build Quality In

Respect People

Create Knowledge

Optimize the Whole

Defer Commitment



# Agile methodology

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The software development sister of Lean

Promotes adaptive planning, evolutionary development, early delivery, continuous improvement and encourages rapid and flexible response to change

Customer satisfaction by rapid delivery of useful software

**Welcome changing requirements**, even late in development

Working software is delivered frequently

**Close, daily cooperation between business people and developers**

**Projects are built around motivated individuals, who should be trusted**

Face-to-face conversation is the best form of communication

Working software is the principal measure of progress

Sustainable development, able to maintain a constant pace

Continuous attention to technical excellence and good design

**Simplicity—the art of maximizing the amount of work not done—is essential**

Self-organizing teams

Regular adaptation to changing circumstances



## As with everything in life...

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Don't take a methodology and follow it by the book. Pick out what works for you and modify it to your needs.

Don't eat the elephant in one bite. Let things grow organically.

Following are a few things that we have found useful...

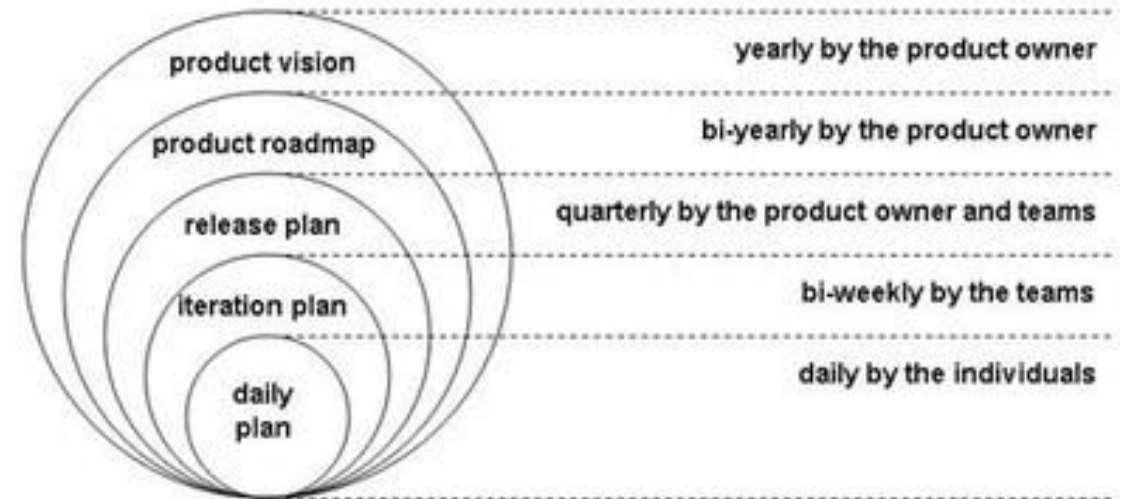
# Product vision

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## The core of the product

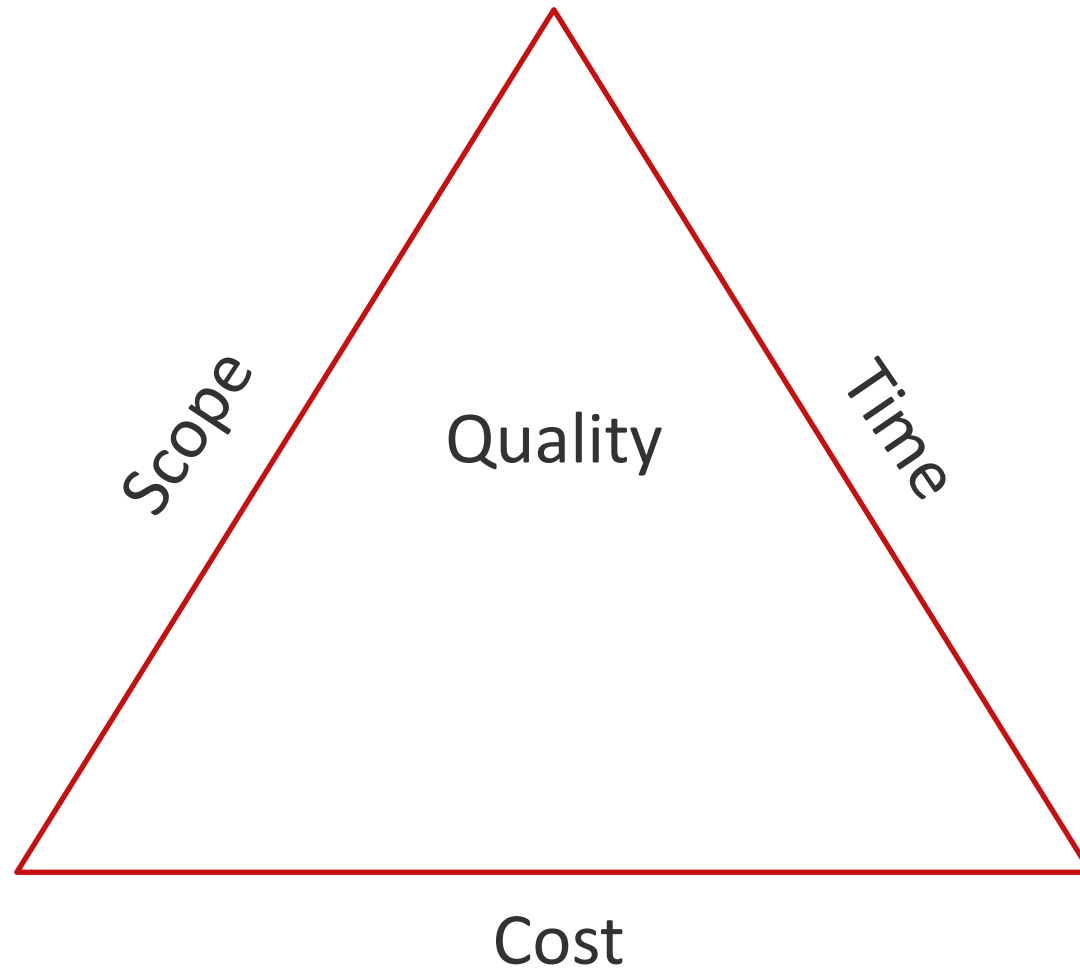
- Who is going to buy the product
- Which customer needs will it address
- Which attributes are critical to satisfy the needs selected
- How does the product compare against existing products
- What is the target timeframe and budget

Helps us make decisions when considering new requirements



# The Project Management Pyramid

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# The Business Model Canvas

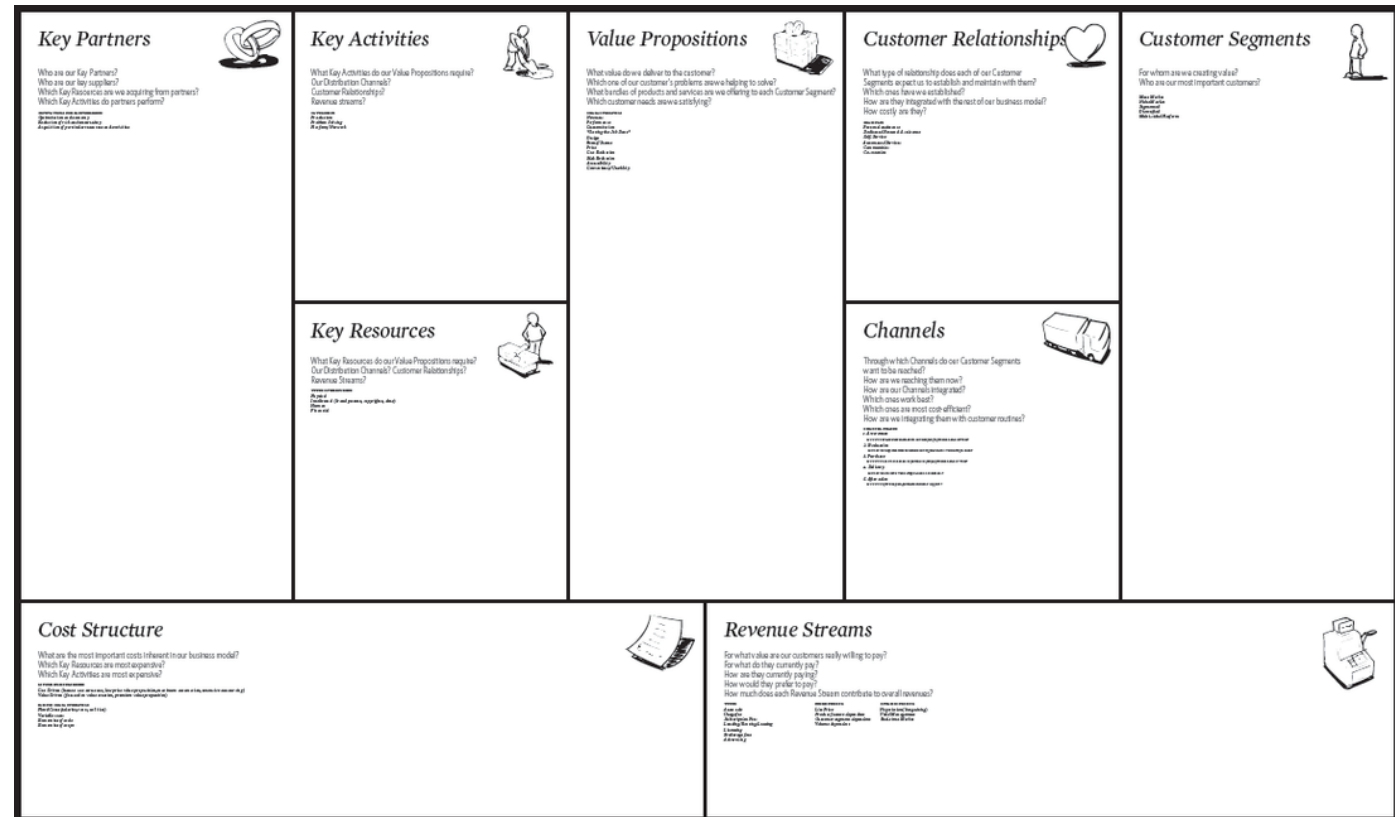
A framework to ask all the important questions before starting the work

The business case in a nutshell

Typically done in a brainstorming meeting including all stakeholders

Important to be prepared

- Who
- What
- Why





Who, what and why?

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## It's all about the customer

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Who is the (potential) customer?

What does he need?

Why does he need it?



## Ways to get feedback

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Meetings

User testing

Focus groups

Surveys



# Product meetings

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## Brainstorming

- The goal is to get as many ideas as possible
- Everybody participates
- No bad ideas
- Some processing can be done in the meeting

## Discussion- and analysis with stakeholders

- Decisions (f.ex. scope)
- Dig deeper
- The meeting has to have a clear goal and result in a solution

## How:

- Prepare yourself and your customer
- Keep the discussion as informal as possible
- Talk about challenges, problems and goals – Not functionality
- Give yourself time to process



# Desires vs. Needs

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Very important to realize the difference between desires and needs

## Needs

- Something that has to be there for the product to survive
- Food, housing, clothes, ...

## Desires

- Something that the customer wants but doesn't need
- Desires are managed by what the customer can buy. There is more demand where there is little cost awareness



If I had asked people what they wanted, they would have said faster horses.

Henry Ford



# Powerful questions

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Are perfectly open - Can't be answered with a yes or no

Are not asked with a correct answer in mind

Uncover new solutions

Encourage new ideas

Examples:

- What other ways are there?
- Can you explain this to me?
- What are we not seeing here?
- What will the result be?
- <SILENCE>



# User Story

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## Title:

A clear and concise title that can be referenced

## Content:

As a [user] I want to be able to [goal] because [reason]

## Example:

As an individual wanting to take a loan, I want to see what three components have the most negative effect on my credit score because I want to be able to work on getting a better score.

A minimum specification to be able to discuss what we are going to do, evaluate it and prioritize.

Specifies what it is to be done in a language that everybody understands

## 3 ingredients

- WHO: The Customer (user)
  - Not only the end user but every stakeholder
- WHAT: The Goal
  - What does the customer need – not what we are going to do to meet those needs
- WHY: The arguing (rökstuðningurinn)
  - What is the problem today?
  - What is the ávinningur?



## Minimum Viable Product (MVP)

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Contains the minimum number of features for a product to be able to market it

### Key features of an MVP

- It contains enough features so that customers are ready to use/buy it
- It does not turn customers off the product
- It gives opportunities for feedback that can be used for continued product development

You will know sooner rather than later if your product works

Important customer feedback



## MuSCoW Analysis/Poker

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A methodology to help differentiate between desires and needs

Carried out as a real poker where you show your cards

- Must – If this is not in there the product will fail
- Should – Something that is very nice to have
- Could – Something that is nice to have
- Won't – Unnecessary

Helps us realize what brings the most value

# Scrum

Customers will change their minds about what they want and need

- Sprints
- Planning
- Meetings
- Reviews

A brilliant way to insure accountability and promote information sharing (interaction)

PROJECT/TEAM: *Awesome Scrum Team*

	Backlog	To-Do	In Progress	In Review/QA	Done!
User Story 1					
User Story 2					
User Story 3					
User Story 4					
User Story 5					
User Story 6					
User Story 7					

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Thank you!

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