

# Hitting the Customer Bulls-eyes

Customer Feedback Vision leading to greater  
Product Success!



***Mario E. Moreira***



Mario Moreira

# Welcome!

- VP of Client Development and Agile Consultant with Emergn Ltd
  - Helping companies transform to Enterprise Agile
  - Value Flow Quality (VFQ) Educator
- Past roles, CM Engineer, SQA Manager, Architect, Programmer, VP of Engineering, Head of Agile Transformation, and more.
- CSM and CSP - Scrum, XP, & Kanban
- Writer of the *Agile Adoption Roadmap Blog* (at <http://cmforagile.blogspot.com/>)

## Agile Adoption Roadmap

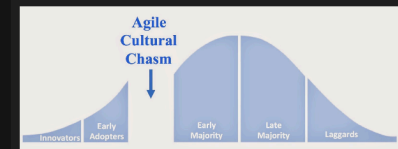
A blog dedicated to all things Agile and Configuration Management (CM), and some adopting Agile for your needs

Sunday, April 19, 2015

### Have you Crossed the Agile Chasm?

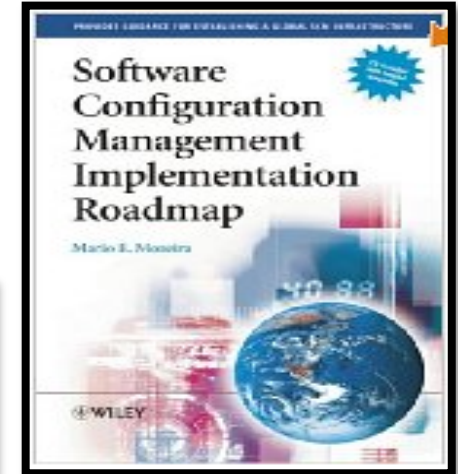
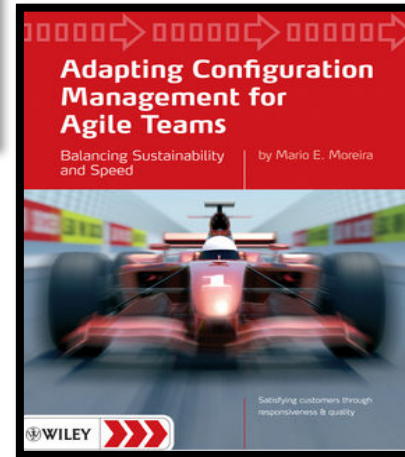
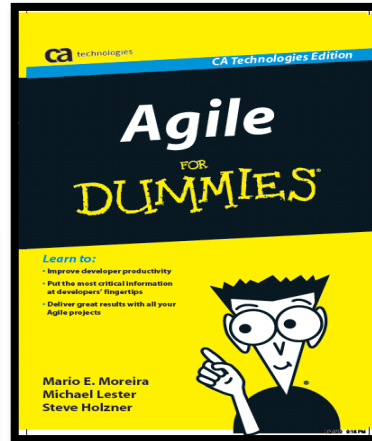
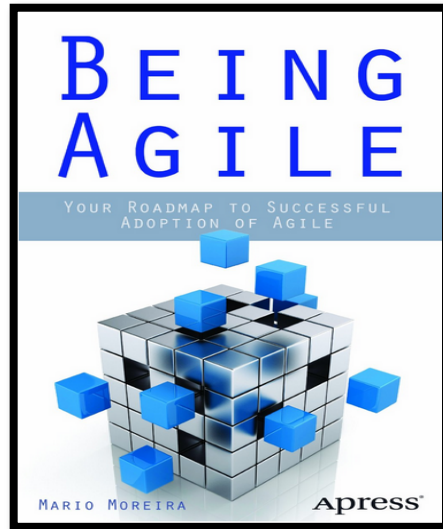
In 1991, Geoffrey Moore refined the classic technology adoption model with an additional element he called the "chasm." [1] He advanced a proposition specific to disruptive innovation that there is a significant shift in mentality to be crossed between the early adopter and the early majority groups. Disruptive innovation is the development of new values that forces a significant change of behavior to the culture adopting it. In this case, Agile is that disruptive force that insists on applying a set of values and principles within a specific culture of "being Agile" to be successful and for the organization to realize the full business benefits of Agile.

At first glance, it would appear that many companies have adopted Agile. I believe, however, that this perception is specious, in view of the further observation that the majority of companies that are "doing" Agile have not actually adopted the new values and principles and not made the cultural shift to actually "being" Agile. Such companies look at Agile as a set of skills, tools, and procedural changes and not the integrated behavioral and cultural change it truly is. In other words, they think they have crossed the chasm, but they have not made the significant change of behavior required to make the leap.



My experience in the field leads me to posit a refinement on Moore's chasm concept as applied to Agile. First, there is the real Agile chasm between those on the left side who have made the organic behavioral changes consistent with the values of being Agile—and those on the right side who are just "doing" Agile mechanically. Second, there is a fake chasm, which many organizations pride themselves on having crossed by virtue of adopting some mechanical features of Agile, whereas they have not been willing or able to make the behavioral changes

# Books I've authored



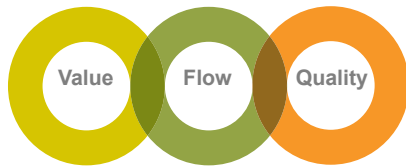
# A little bit about my company: Emergn

## Company Overview

*Agile and Business Consulting  
and Education company.*

**Learn. Grow. Innovate. Transform.**

We teach you to drive your Agile adoption using modern thinking, concepts, practices, tools, and techniques.



*We help you unlock your potential  
by building internal leaders and  
transformation agents*

Customer Feedback Vision - Mario Moreira

## Client Experience

BRITISH AIRWAYS

vistaprint



The  
Economist

cisco

Clarks

THOMSON REUTERS

TESCO

BBC

Travelport

Bank of America

PLATTS  
McGRAW HILL FINANCIAL

## Affiliations

Global Agile Practitioner  
Certification based on VFQ



---

# Why are you here

---

## Learning Outcomes

- What it means to be really Customer focused
- Understanding who the customer really is
- How to use the Customer to to gain feedback early and often

## Expectations

- Simplified to fit the time
- Ask questions along the way
- May parking-lot discussions
- Can speak with me afterwards

---

# Why this session?

---

- Apparent lack of real customer focus
- Little focus on the customer during development
- Blundering into customer feedback activities
- Not really using feedback in our inspect and adapt process (little actually changes)



---

Goal for today is to help you...

---



---

# Goal for today is to help you...

---

Getting closer to the hit  
the Broad side of  
the Customer Barn





---

# Goal for today is to help you...

---

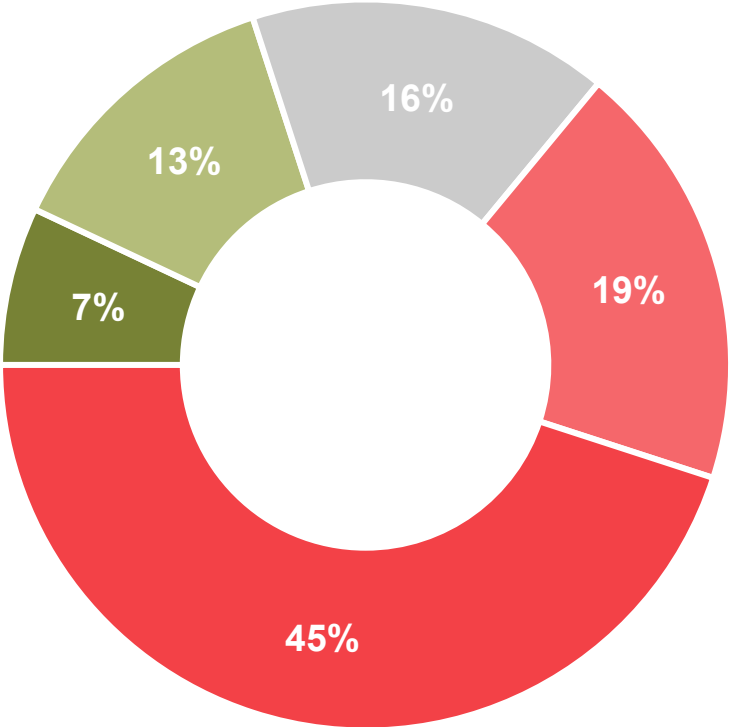


**Zeroing  
In on the  
Customer**

# Features of “Successful” projects

Features used  
*Often or Always*

**20%**



- Always
- Often
- Sometimes
- Rarely
- Never

**64%**  
*Never or Rarely Used*

Source: Standish Group Study reported at XP2002 by Jim Johnson, Chairman

# Dangers of missing the Customer target

- Product failure
- Wasting money
- Reputation
- Morale
- Layoffs
- Others?



---

# Customer Focused?

---

- How many Companies say they are Customer Focused?
  - Everyone, right?
- How many have incorporated a Customer stream throughout development process?
  - Is it really embedded into your work?

---

# Customer Feedback Vision

---

- Living strategy to help you methodically build effective customer validation to ensure you are building something the customer wants
- Reduces the risk of building the wrong thing for the customer
- Increases the chances of a successful product or service
- Owned by the Product Owner
- Shared with team, marketing, sales, management, etc.



---

# Why the Customer Feedback Vision?

---

Systematic way to:

- Clarity on your product affinity
- Identification of Personas
- Identification of right customers
- Integrating Customer into your development process
- Establish various feedback sessions throughout the project
- Motivate the customers to attend the validation sessions



---

# Customer Feedback Vision

---

Product Owner:

- -----

Product/Service Name:

- -----

Company:

- -----

Personas:

- -----
- -----

Persona Test Scenarios:

- -----
- -----
- -----

Customer Feedback Events:

- -----
- -----
- -----

*This is your take-away*

# Who owns the Customer Feedback Vision?

---

- Product Owner
  - Owns customer focus
  - Ensures we are building the right thing
  - Writes and prioritizes requirements
  - Sorts the various (often conflicting) feedback
  - Accountable for optimizing value
  - Establishes Personas
  - Driver of the Demonstrations







# Who is the **CUSTOMER**?

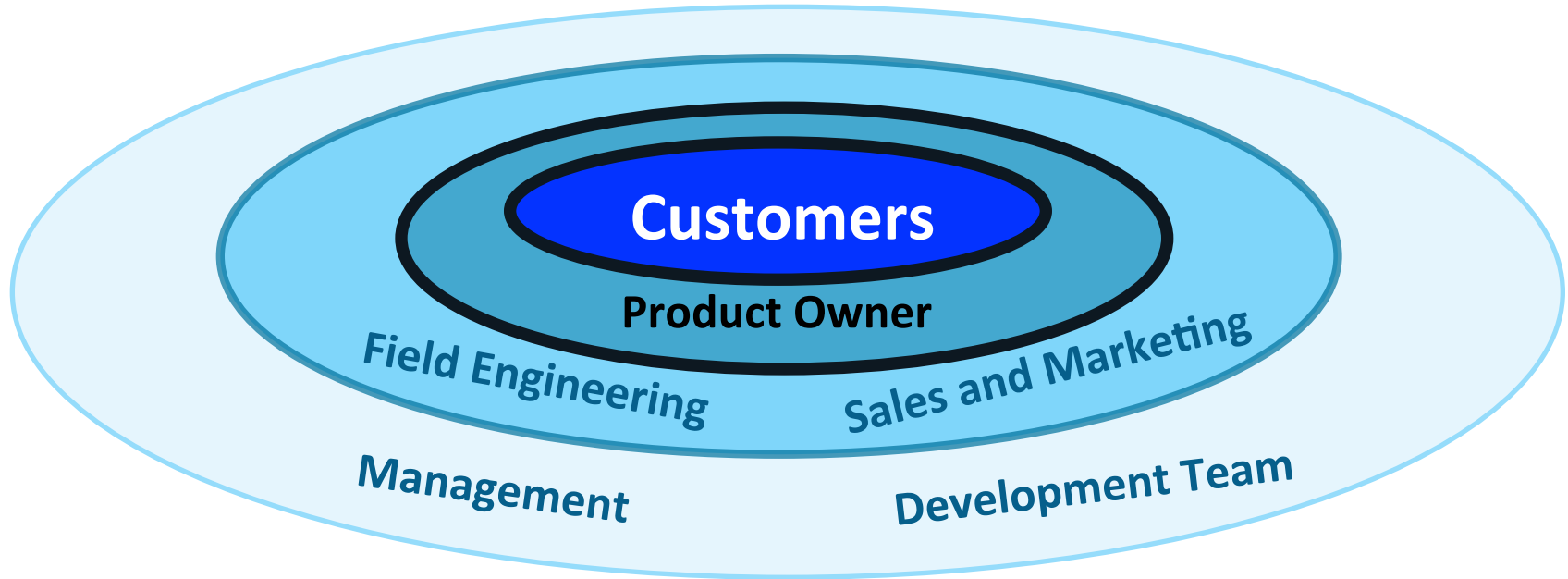
**Pays for our products or services**

**Has a choice!**

---

# Feedback Sweet Spot – Building the Right Thing

---



# What is a Persona?

- ❑ A representative of someone that uses your product (archetype)
- ❑ Describes their intended interaction with the product (motivation)
- ❑ While the persona name and picture may be fictional, the details are factual



# Why use Personas?

- ❑ Help teams to empathize with users, their needs, goals and expectations
- ❑ Can serve as reference throughout product development cycle
- ❑ Helps us to take a user centric approach when decomposing ideas and prioritizing what gets built
- ❑ You can discover how much user research is needed

# What Personas represent your Customers?



# How to create Personas?

- ❑ Conduct user research or gather available insights
- ❑ Start with customer segments but realize personas are much more
- ❑ Look for common characteristics and behavioral patterns
- ❑ PO creates Personas (if possible with your team)
- ❑ Remember, Personas are hypothesis - adapt and evolve over time
- ❑ Personas can be displayed in different ways – online, on the walls etc

# I'm Bill The Entrepreneur



*“I need to be able to easily and quickly purchase high quality business cards.”*

**Name** Bill Sneider  
**Type** The entrepreneur  
**Education** Master's degree  
**Age** 30 years old

## Motivations

- Wants to look professional but also unique.
- Wants to be able to trigger a conversation upon handing out the business card.

## Goals

- Get new clients
- Networking

## Pain points

- I'm not able to easily browse through designs that might fit my needs
- I'm not able to find intriguing designs that conveys what I do

## What I care about

Cares about quality?



Ease of purchase



Willing to pay higher premium



Timeliness of delivery



# Imagine that you are building an Apple Watch



 WATCH



- **Think of different types of customers that would want this watch**
- **Create two Personas**

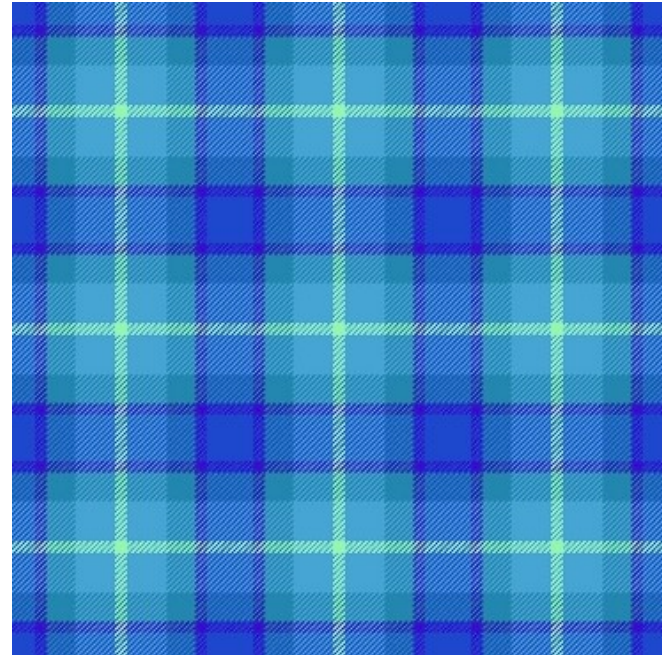


---

# Personas are more than just wallpaper!

---

- Personas are seen as “fluffy” and only a “nice to have” if its not used
- They must be embedded into your product development process
- This is where everyone gets to intimately know customer



# Personas in action - Embedded

Prioritization

< by Persona >

User Stories

<build for who>

Test

<Test scenario>

Demos

<Who to invite>



# Personas Used for Prioritization

## Prioritization

< by Persona >

## User Stories

< build for who >

## Test

< Test scenario >

## Demos

< Who to invite >

- Personas can help you prioritize the work
- Some personas are more important than others
  - Money
  - Different times



---

# Personas Used for Prioritization

---

- Consider which persona is of high-prioritization?
- Which persona could produce the most revenue?
- Take a moment to determine which of your personas could make more money



# Personas Used in User Stories

- Building for the Customer
- Writing Personas into the requirement

Prioritization

< by Persona >

User Stories

< build for who >

Test

< Test scenario >

Demos

< Who to invite >



# Constructing your User Story - Canonical form

As a <persona>,  
I want to <action/behavior>,  
so that <business value>

*As a prospective buyer,  
I want to search on homes  
so I know what properties  
are available in my price  
range*

*As a website visitor,  
I can create an account,  
in order to become a  
member of the site*

# Personas used for Test Scenarios

- Test the functionality from the Persona perspective.
- Personas written for an application can yield lots of test scenarios
- Consider the job the persona is hiring the product
  - Test cases built from persona perspective provide ideas of both standard and non-standard uses of the application
  - Often uncover what the user might do
  - Provides a perspective on how a user (aka, persona) might navigate or use a feature or website.

Prioritization  
< by Persona >

User Stories  
< build for who >

**Test**  
< Test scenario >

Demos  
< Who to invite >

# Test Scenarios for Personas

- Pick one of your Personas
- Identify 2 different test scenarios for how they might use the Apple Watch?
- Example: Tell time – when the user flicks the watch surface toward his face, the time appears





# Customer Demonstration

- The whole team comes together to inspect the iteration produced.
- The primary inspector is the Customer
- The meeting is informal and intended to elicit high quality feedback

Prioritization

<by Persona >

User Stories

<build for who>

Test

<Test scenario>

Demos

<Who to invite>



# Demonstrate Functionality and Gain Feedback

---

- Team demonstrates the potentially shippable deliverables
  - No unfinished functionality
  - Developer responsible should demonstrate the functionality
  - Everyone gets a chance to present
- Working software provides the opportunity for Product Owner and customer to experience the features
- Record and discuss Feedback



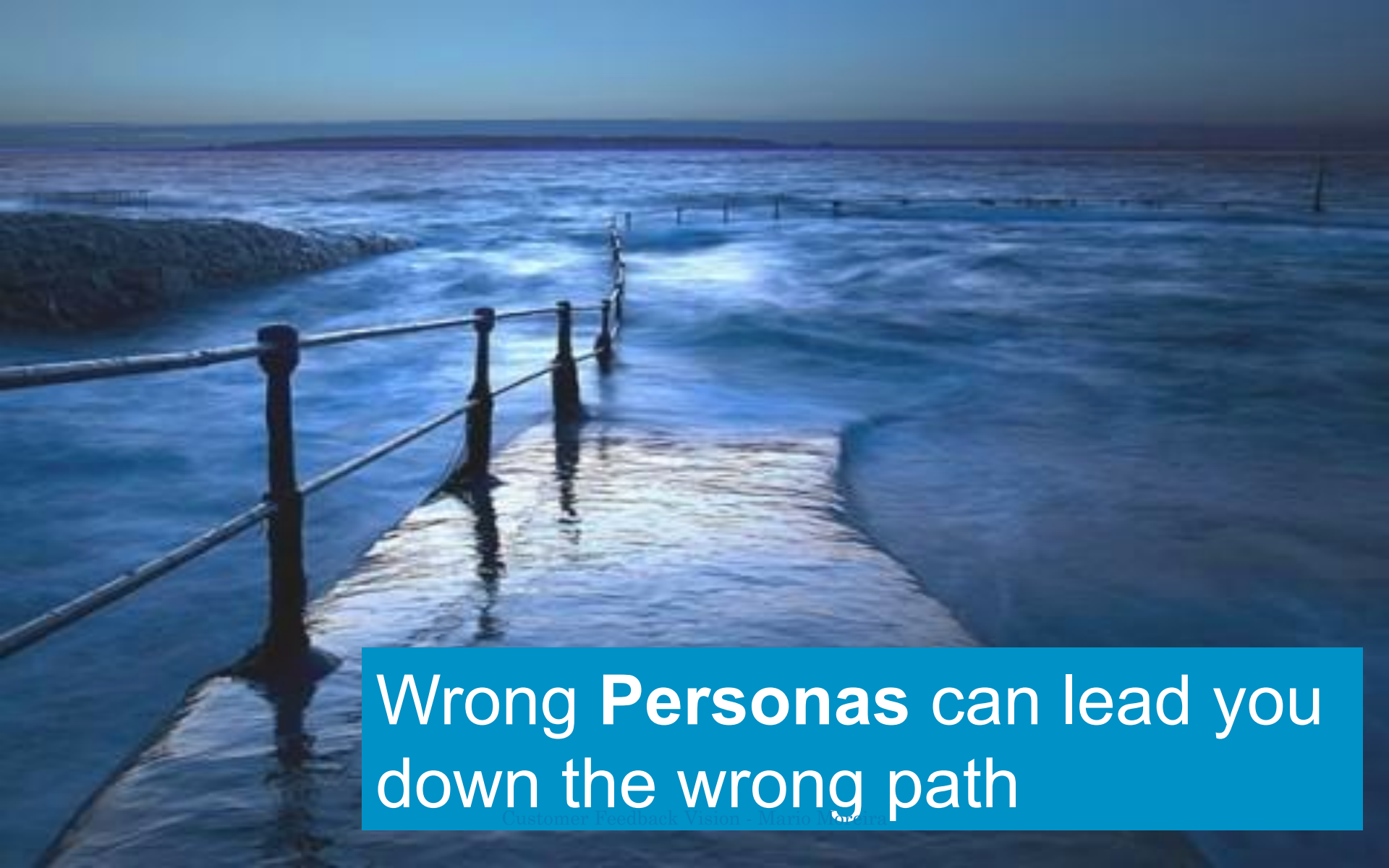
---

# Getting the right Customer Persona(s) to the Demo

---

- As mentioned, not all Customers are alike.
  - They have different motivations and goals.
- Different personas use the same product.
- We witnessed the different personas for the Apple Watch
  
- How does this impact the Customer Demo?
- What happens when the wrong persona attends a Customer demo?





Wrong **Personas** can lead you  
down the wrong path

# Imagine if:



Pair up with someone and identify what could go wrong



---

# Getting Customers to Demonstrations

---

- Are they initially willing?
- What constraints are you up against?
- Identify one approach to getting customers to attend a demo
  - Write it in your Vision



---

# Getting Customers to Demonstrations

---

- Invite customers to just one end-of-sprint review or demo session and getting their input
- Customers may be impressed to see working software so early in a release lifecycle.
- Invite them to the next demo and excite them by highlighting their input.
- Ask the customers if they want to participate periodically at a per-sprint cadence.
- This builds a belief that you can deliver which leads to trust

---

# Importance of Incorporating the feedback

---

- Should expect to see changes to the backlog following a Demonstration
- Feedback should be discussed with team
- Feedback should be incorporated into the product based on priority
- Conflicting feedback should be handled by PO per the personas and priorities



---

# Types of feedback events

---

- Demonstrations - customer views the working software in order to both highlight progress and gain the all-important customer feedback.
- Alpha/Beta - customer exercises the software in a simulated, pilot, HID, working environment.
- On-premise Installation Validation - customer physically installs working software into their environment.

---

# Feedback events for your Vision

---

- What validation events will you consider?
- Who attends which events?
- What frequency?
- Add to your Vision



---

# Wrap-up and take-aways

---

- Importance of the Product Owner
- Customer Sweet Spot
- Customer Feedback Vision
- Importance of Personas
- Identifying the best “Customers”
- Getting customers to attend
- Customer Feedback Vision - share with team so everyone is aware of it and the importance of the validation activities.



# Wrap up



---

# Thank you!

---



- Follow me at:
  - My Agile Adoption Roadmap Blog at <http://cmforagile.blogspot.com/>
  - On Twitter at: @AgileMario