

...and the new class name is:

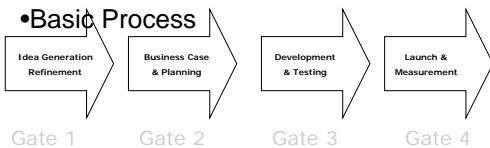
Technology Product Development
Tuesday, April 3, 2007

Process vs. Teams

Complexity vs. Newness

Product Development Process

- AT&T – Complex, multi gate process
- Any good Product Development text can provide guidance



Agile Programming

- **Clean Design and Architecture**
- Integration at beginning
- *Test Cases First*
- Integrate everything every other day
- *Pair Programming Maybe*
- **Customer Voice every other day**
- Design and Error Reviews Every Other Day

Was ist das Empathic Design?

- Anthropological observation applied to software development
- A collection of observational techniques used by engineering firms
- Fill in class answers...

Empathic Design

- How come we're so bad at this? Or are we?
- How would you elicit the unarticulated desires?

Don't Take It at Face Value

- What do they hope to gain from a web site? Where does it fit in context?
- How will they use it? What are the sequence of steps they will take now...and with the software?
- When will they use it?

About Observations

- “Don't do the baton” but MBWA
- “Innovate, don't Automate”
- Ask them why they did something: get into their head
- Input – Behavior – Output...any of the three

The Nature of Delight

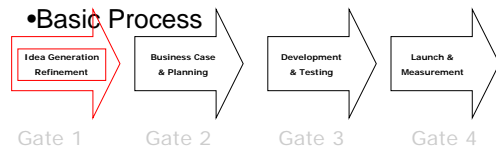
- It's about exceeding expectations
- Related to Premium Profits
- Delightful features receded into required basics
- They're usually unarticulated

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•Basic Process



Prospectus 1 page

- Introduction (Paragraph)
 - You and your team
 - Your relationship to the customer
 - *What is the product*
- Needs / Goals
- Features
- Deliverables

Why is this so brief?

Why needs before features?
How many needs should you list?

- Knowledge of the Industry
- Wisdom about the Customer

You're fusing the Two

Management Practices to Nurture Innovation

- Relentless pursuit of "customer intimacy"
- Constant scanning of the market environment
- Strategic partnerships for customer knowledge
- *Funding, time and staffing to create and acquire customer knowledge*

To systematically gather info to make a better organization

The Best Group Wins
Think about it

Lead Users

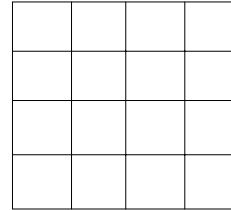
- Not Benchmark Users
- Tinkerers and Extra Early Adopters
- They "mod" the product

Other Benchmarking

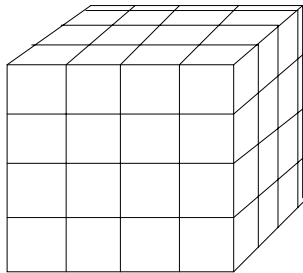
- Image Customer
- Empathic Observation of Image Customers
- Image Team Members
- Extreme Needs

Frames makes us blind and helps us to view things in an entirely new way

How many squares are there?



Answer: 4,162!



Out of intense complexities intense simplicities emerge.

- Winston Churchill

Strategic Frame Analysis

WHAT RESEARCH SUGGESTS

- People use mental shortcuts to make sense of the world.
- Incoming information provides cues about which mental representations apply.
- How an issue is framed affects reasoning.

Tips for Reframing

- Re-title the main process in terms of the deliverable
 - Instead of document approval, say document management
- Reframe the deliverable
 - Instead of document approval, say completed deliverable (do we need everything approved?)
- Reframe the customer's main business
 - Instead of Boeing is in the "commercial airplane business", they're really in the "personal contact business" (thus they can also get into communication satellites)
- Reframe the type of solution you're providing
 - We're not automating the process, we're standardizing
 - We're into process elimination, not process standardization

Reframing the Issue

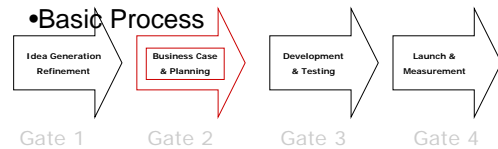
- Have you seen the problem before?
- Do you know a related problem?
- Look at the unknowns – think of a familiar problem having the same unknowns.
- Restate the problem differently.
- Imagine a more “accessible” related problem.
- Can you solve a part of the problem?
- Can you break the problem down into sub-problems that are easier to solve.
- Write it down!

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Set up Gates

- Quick Test
 - Prioritization
 - Tinkering

Set up Gates

- Quick Test
- Business Case
 - Market Case
 - Critical Mass
 - Strategy

Critical Factors

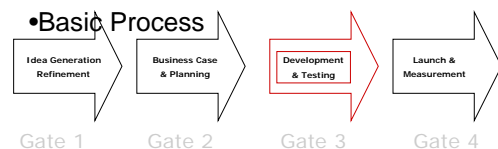
- What are a small handful of characteristics that define success for your target?
- Website Usage
 - Fun
 - Free
 - Easy to Use
- PDA Device for Mobile P
 - Respond to Email
 - Read Presentations
 - Voice communications
- Smart Phones?

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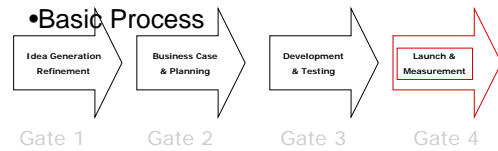
Guidelines

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What does Success look like?

How do we know?
Countable? Collectable?
Is it money ROI? Or some other
ROI?

Creating Project Visibility