



Product Visioning in the Agile World: Why You Need a Coherent Vision to Drive Your Product Backlog and How to Create It

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Production Visioning in the Agile World

When does it happen?

When should it happen?

+ Kick starting Agile

In the real world, Agile teams get started by:

Writing epics/user stories with the product owner to fill the product backlog

True or False?

In your experience?

+ The Rush to Scrum – Why It Happens

#1

#2

#3

+ The Rush to Scrum – Why It Happens

1. Product visioning? That's so Waterfall!
2. We have to get to market first or else!
3. We have to have the next cool thing now!
4. We need to show we can deliver!
5. Just Do It!

+ Better to Worse?



+ Hype...3...2...1...Fizzle?

amazon.com
fire
PHONE



+ Why did they fail?

#1

#2

#3

+ Why did they fail?

- The Cool Cop-Out
- Customer Identity Crisis
- Purpose Blindness
- Emperor has No Clothes
- Sunk Cost Fallacy

+ Lack of a Coherent Product Vision

Overarching Vision:

- Ignored User Needs
- Ignored Customer Goals
- Ignored Business Value



+ Building Software Products
Business as Usual ...

Drawing the curtains back

+ So what happens?

1. Over budget/
over time
2. Users kick &
scream
3. Customers vote
with their feet



+ And then, of course ...

**Somebody
has to PAY!**



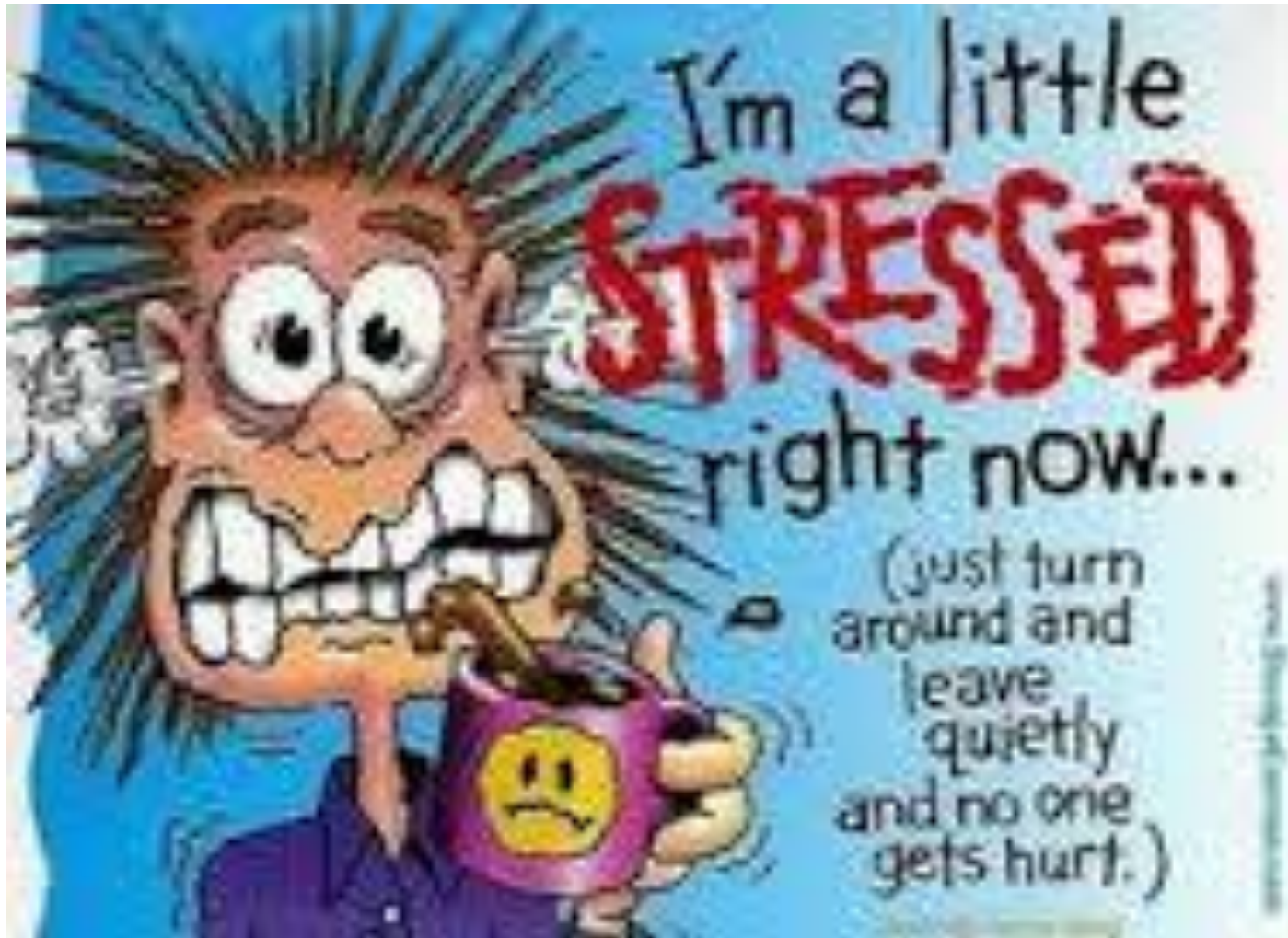
+ Finally... A New Beginning



+ Solutions ? Option #1



+ Solutions? Option#2



+ Solutions? Option#3

Product Vision

BEFORE

Product Backlog



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Production Visioning in the Agile World

Why do you need it?



Why do you need a Coherent Product Vision?

1. Avoids 'feature soups'
2. Forces focus on a few critical user goals
3. Aligns business value of product with strategic business drivers
4. Clearly differentiates your product
5. Focuses and energizes your product delivery team



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3 Steps to Creating a Coherent Product Vision

How to get there



#1 Spot the Opportunity: Define the Problem/User Goals

- **What problems** are my users trying to solve?
- What **goals** are my users trying to achieve?
- **Why** is it important to solve it in terms of business value?





#2 Apply the 80/20 Rule: Identify Priority & Frequency

- Priority: What are the most critical goals achieved by the product?
- Frequency: How often is the product used to achieve a given goal?


	Negligible	Minor	Moderate	Major	Substantial
Frequent	Moderate	High	Significant	Significant	Significant
Probable	Moderate	Moderate	High	Significant	Significant
Possible	Low	Moderate	High	High	Significant
Unlikely	Low	Moderate	Moderate	Moderate	High
Rare	Low	Low	Low	Moderate	Moderate

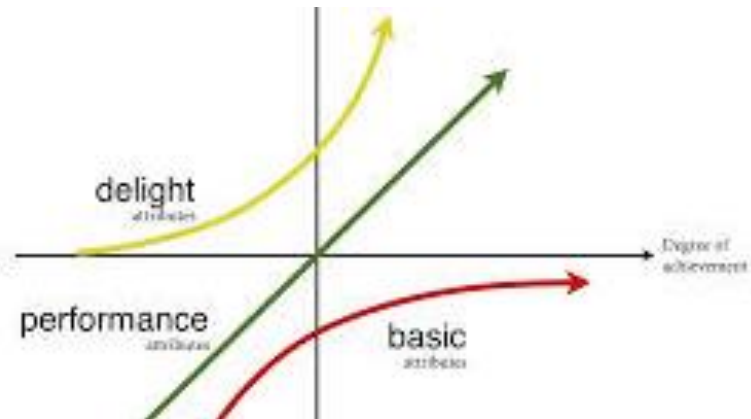
Increasing Relevance 

+ #3 Begin with the End in Mind: Create the Vision

- Create a Vision Box or Vision Board
- Write a trade journal review
- Apply the Kano model



 **JournalPrep**



+ **Begin with the End in Mind:
Create the Vision – ‘High Concept’**



**High Concept =
Product Vision Box
+ Elevator Statement**

[Bill Shackelford & Jim Highsmith]





Create the Vision – Product Vision Box

1. Name it –
Descriptive and memorable (What)
2. Picture it – Visualize it (How)
3. Sell it – 3 selling points (Why)

[Bill Shackelford & Jim Highsmith]



+ Create the Vision - Elevator Statement


- For (target customer)
- Who (statement of the need or opportunity)
- The (product name) is a (product category)
- That (key benefit, compelling reason to buy)
- Unlike (primary competitive alternative)
- Our product (statement of primary differentiation) (Moore 1991)

[Bill Shackelford & Jim Highsmith]





#5 Begin with the End in Mind: Create the Vision–Product Vision Board

 Vision What is your vision, your overarching goal for creating the product?			
 Target group Which market segment does the product address? Who are the target users and customers?	 Needs What problem does the product solve? Which benefit does it provide?	 Product What product is it? What makes it desirable and special? Is it feasible to develop the product?	 Value How is the product going to benefit the company? What are the business goals? What is the business model?

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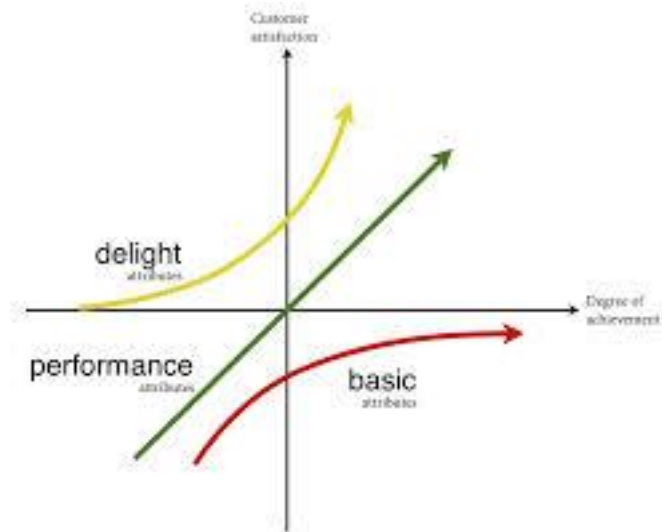
Begin with the End in Mind: Create the Vision – Journal Review

- Imagine you're the reviewer:
- What would you say about it?
- Overarching idea
- Target market/end users
- Pros & Cons
- ROI
- Unique Selling Points/Differentiator



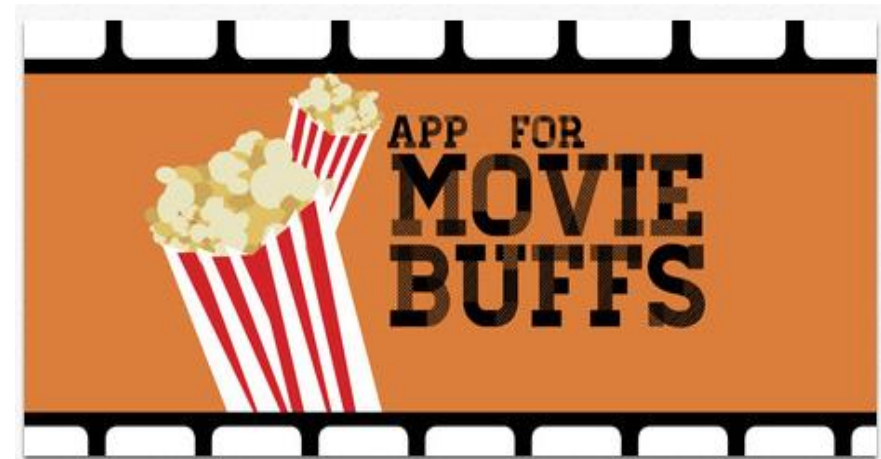
+ #5 Begin with the End in Mind: Create the Vision – Kano Model

- Apply the Kano model:
- Basic Functions
- Performance Functions
- Delighters



+ Case Study – Show Time for Agile Pros!

- Hi I'm an Agile Pro just like you!
- I need to chill with a movie now and then.
- I'm so fed up with trying to figure out the best comedy/thriller/drama playing right now on Netflix, Amazon Prime, Hulu, HBO



I need ONE app to do this for me across different streaming providers!

+ Case Study – Your Mission

Your mission should
you choose to accept
it:

- Design an app
that will solve my
what-to-watch-
now problem!



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