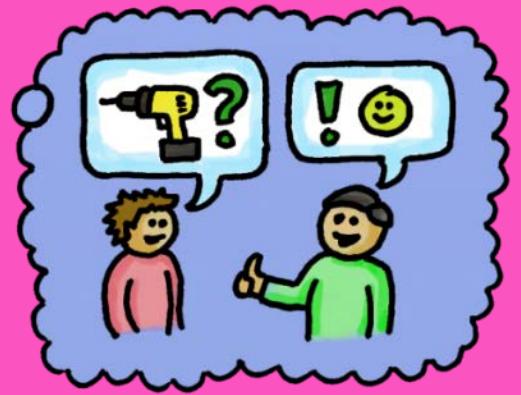


# JENNIE DISCOVERS!

## INSIGHTS TRUMP IDEAS



### Chapter 1 – Jennie has an idea

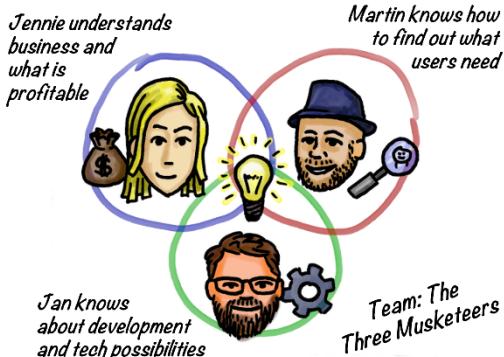
Jennie's in a hurry to get to work. She has an idea about helping neighbours to borrow stuff from each other. Her idea is for an online service, perhaps financed by ads.



Jennie calls herself an Entrepreneur, Product Manager or Product Owner, depending on who's asking.

1

Jennie invites her colleagues to a discovery workshop. They all have different skill sets and backgrounds. Together they make a cross-functional team.



2

They come up with a couple of hypotheses.



1: Neighbours need to borrow stuff from each other.

2: This is not happening because many feel uncomfortable asking for help.

3

Jennie deals with risk early. The team designs an experiment to try their hypotheses. They put up posters in Jennie's apartment building. This is their first Minimal Viable Product\*.



\*MVP = The fastest & cheapest thing you can build to field-test your hypothesis. This MVP is named Concierge.

4

It's measuring time!



They agree their hypotheses are correct if:

- People other than Jennie sign up to borrow or lend stuff.
- Someone knocks on Jennie's door to borrow something.

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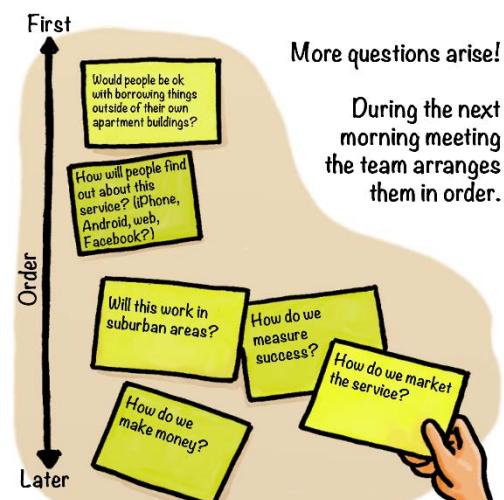
That very night someone knocks on Jennie's door! Now she's face to face with the target group.



She learns her neighbour:

- Has a smartphone.
- Usually buys things.
- Has a store room full of things he never uses.
- Wouldn't want to pay for this service.
- Wouldn't have an issue with an ad-funded service.

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Soon they learn enough to build a prototype and show it to a few potential users.

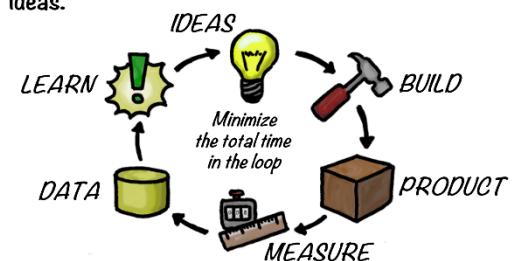


They're guessing this is a service you'd want on Facebook. Jan builds a stripped down version. It looks good but it's very limited. Behind the scenes everything is handled manually by the team\*.

\*A Wizard of Oz MVP

8

Jennie, Martin and Jan work in cycles. They build a new version of the product, measure user behavior and take in feedback. That way they learn more about their hypothesis and come up with new ideas.



They build measure and learn. Build, measure and learn.\*

\*This method is called Lean Startup.

9

The team is frustrated. No one wants to lend their stuff to neighbours.



Something has to be done! Martin interviews one of the users:



I don't want to lend my stuff! What if my lawn mower breaks down, who's going to pay for that?

10

## Chapter 2 - New ideas needed!

Jennie goes skiing with friends over the weekend.



On the slopes she realizes they have to change their offer to the users, they need to pivot.

Jennie does a 180 and goes back home.

11

Jennie has a lot of questions...



She calls an insurance company.



Sure, let's give it a try!

12

Jennie is frustrated. Why can't she get things right the first time? Martin says: "You can't!" He explains...

One way of doing things is building things piece by piece, incrementally.



Another way is sketching and refining, iteratively.

In reality we do both at the same time, with feedback after every step.



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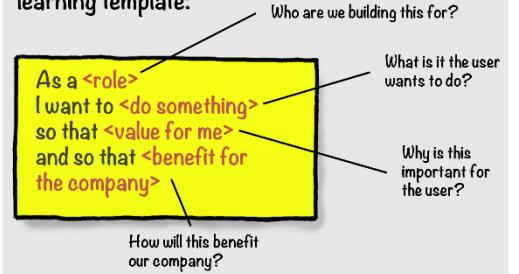
They have been working incrementally during the whole project, adding one function at a time and then trying it with users.

To start working iteratively they write each User Story\* on three cards to have three iterations on every story.



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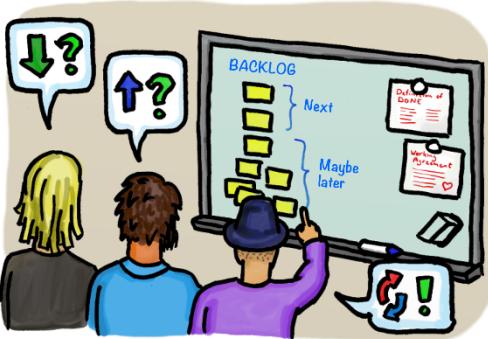
\* User Story - A placeholder for future communication, a way of remembering why we're creating a certain function. This is a learning template:



It's common to write notes about how to demo on the back of the cards. Sometimes people draw sketches to show how the user interface might look.

15

They put the User Stories in the team's limited product backlog\*.



\* An ordered wish list of future features. Don't let it grow too big.

16

Following the launch of the insurance function, the number of people willing to lend stuff increases.



This in turn increases the money made from selling ads in the service!

After a few more build-measure-learn cycles, Jennie decides to launch on a larger scale. She invites journalists and colleagues to a launch party.



17



During the project the team learned that ideas can get old fast.

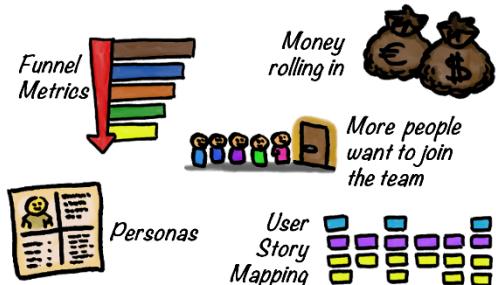
New insights from user feedback trump old ideas!



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## Chapter 3 - The success continues...

Weeks pass and the team grows. They explore techniques like User Story Mapping, Funnel Metrics and Personas.



The team is having a lot of fun! But that's a story for another book.

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