LISTENING FOR SIGNAL IN AN ERA OF NOISE

Jeff Downing

Product Manager

ScholarRx
(http://www.scholarrx.com)

jeff.downing@scholarrx.com

LISTENING FOR SIGNAL IN AN ERA OF NOISE

- Market Research vs. Product Research
- Start with Why
- Quantitative vs. Qualitative Research
- Tuning into the Voice of the Customer
- Listening Devices: My Research Routine

My Path to Product Management

MARKET VS. PRODUCT RESEARCH

The SiriusDecisions Product Management Range of Responsibilities Model

Market Opportunity Identification	Product Definition	Product Strategy and Planning	Product Delivery	Growth and Portfolio Management
Take a data-driven approach to selecting market opportunities and aligning with potential offerings		Ensure the product can effectively capitalize on the identified opportunity and is set up for success		Drive revenue growth and broader portfolio success
Analyze markets and industries	Prioritize opportunities	Articulate the vision and ensure its alignment with company strategy and goals	Provide descriptions and details of requirements for product development	Drive product engagement and satisfaction
Identify customer needs	Define elements required to meet customer needs	Establish the product strategy	Drive alignment around product tradeoffs	Manage the commercial performance of the product
Evaluate the competitive landscape	Evaluate the solution for commercial viability	Create the business case	Gather feedback and drive improvements during development	Assess and plan the product's future lifecycle
Articulate high-potential opportunities	Develop pricing and packaging	Define the product roadmap	Prepare for and support commercial release	Manage the offering portfolio

WHY CONDUCT RESEARCH?

Research can build organizational buy-in about what the customer's needs are, then help teams and decision-makers focus on the right problems and how to solve them.

Common Research Methods	
Discover	• Field study • Diary study • User interview • Stakeholder interview • Requirements & constraints gathering
Explore	• Competitive analysis • Design review • Persona building • Task analysis • Journey mapping • Prototype feedback & testing (clickable or paper prototypes) • Card sorting
Test	• Qualitative usability testing (in-person or remote) • Benchmark testing • Accessibility evaluation
Listen	• Survey • Analytics review • Frequently-asked-questions (FAQ) review • Customer service log review

RESEARCH ACROSS STAGES

Key Insight: Understand the Difference Between Quantitative and Qualitative Research

- Qualitative research is about words, feelings, and descriptions

- Quantitative research involves ratings and rankings

- During discovery and initial investigation, you have more Why questions, which means you're dealing in the Qualitative

- Qualitative research is hard

Quantitative and Qualitative Research

Quantitative:
- Precise
- Easily comparable
- Lends itself to data analysis

Qualitative:
- Descriptive, narrative
- Often very specific
- Feedback is user-centered

Elite '14
115 friends
295 reviews

What a great place for a random night.

I stumbled upon this place on Yelp one night when I was out alone on a work trip to SF. I stopped in for a drink and stayed for a few hours. I love the charm of this place and the welcoming nature. The bar kind of naturally selects for people willing to have a conversation with the person next to them. Also, there's a great burger place nearby that you can go and bring food back from (grab a burger for the bartender too).

Qualitative Research Approach

1. Detecting Signal: Identification of "themes"
2. "Coding" customer voice
3. Tabulation and analysis

MARKET VS. PRODUCT RESEARCH

The SiriusDecisions Product Management Range of Responsibilities Model

Market Opportunity Identification	Product Definition	Product Strategy and Planning	Product Delivery	Growth and Portfolio Management
Take a data-driven approach to selecting market opportunities and aligning with potential offerings		Ensure the product can effectively capitalize on the identified opportunity and is set up for success		Drive revenue growth and broader portfolio
Analyze markets and industries	...ritize opportunities	Articulate the vision and ensure its alignment with company strategy and goals	Provide descriptions and details of requirements for product development	Drive product engagement and satisfaction
Identify customer needs	...ne elements required to ...t customer needs	Establish the product strategy	Drive alignment around product tradeoffs	Manage the commercial performance of the product
Evaluate the competitive landscape	...uate the solution for ...mercial viability	Create the business case	Gather feedback and drive improvements during development	Assess and plan the product's future lifecycle
	...elop pricing and ...kaging	Define the product roadmap	Prepare for and support commercial release	

"The most serious mistakes are not being made as a result of wrong answers. The true dangerous thing is asking the wrong question."

- Peter F. Drucker
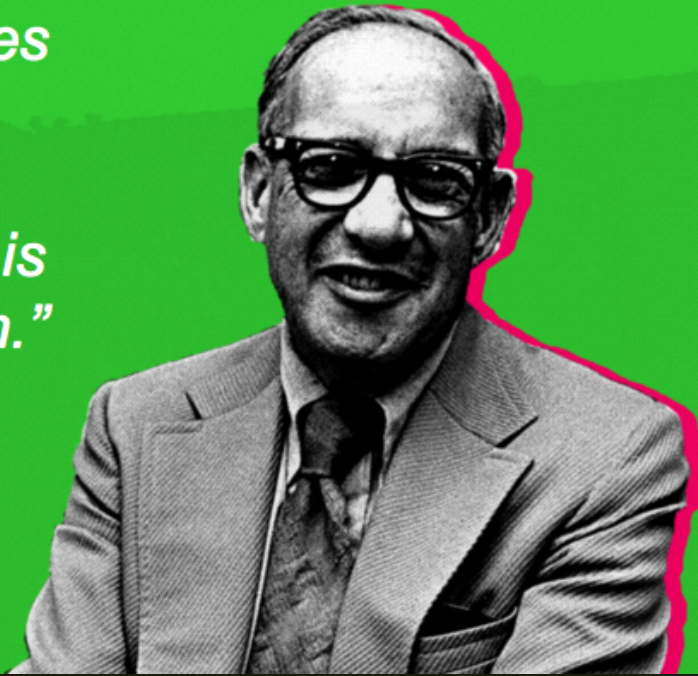
WHAT'S THE PROBLEM?

WHAT'S THE PROBLEM?

VS.

WHAT DO YOU WANT US TO BUILD?

Tuning into the Voice of the Customer

What is Voice of the Customer research?

1. A Detailed Accounting of Customer Desires and Needs

2. Using the Customer's Voice

3. Structured hierarchically

4. Prioritized by the customer

http://www.mit.edu/~hauser/Papers/TheVoiceoftheCustomer.pdf

Capturing the Voice of the Customer

■ A complete set of customer statements (needs) may be over 100 items. The objective is to cast a wide net and capture the widest range of customer needs.

■ Customers rank the needs by importance and satisfaction.

■ This can also lead to identifying underserved customer segments – segments that cluster around specific unmet needs and who are willing to make a bigger investment to get these needs met.

Capturing the Voice of the Customer

- One-on-one interviews (F2F, Zoom/GoToMeeting)
- Recording and transcription (numerous services available, though editing is often required)
- Separate the needs from the chaff
- Cluster the needs into categories and build an affinity diagram
- Ask customers to prioritize (F2F, Web, SurveyMonkey)

Interview Tips

- Discuss specific episodes, experiences, and tasks and ask customers to tell stories about what they're doing or attempting to do

- What makes it easy? What makes it hard? What are you hoping to accomplish?

- Conduct one-on-one interviews, when possible

- Use ethnographic interviews for the 5-10 (get immersive) and the others in a standard way

- Transcribe, don't translate

- Extract the needs

SHARPENING RESEARCH AS A COMPETENCY

The SiriusDecisions Product Management Range of Responsibilities Model

Market Opportunity Identification	Product Definition	Product Strategy and Planning	Product Delivery	Growth and Portfolio Management
Take a data-driven approach to selecting market opportunities and aligning with potential offerings		Ensure the product can effectively capitalize on the identified opportunity and is set up for success		Drive revenue growth and broader portfolio success
Analyze markets and industries	Prioritize opportunities	Articulate the vision and ensure its alignment with company strategy and goals	Provide descriptions and details of requirements for product development	Drive product engagement and satisfaction
Identify customer needs	Define elements required to meet customer needs	Establish the product strategy	Drive alignment around product tradeoffs	Manage the commercial performance of the product
Evaluate the competitive landscape	Evaluate the solution for commercial viability	Create the business case	Gather feedback and drive improvements during development	Assess and plan the product's future lifecycle
Articulate high-potential opportunities	Develop pricing and packaging	Define the product roadmap	Prepare for and support commercial release	Manage the offering portfolio

My Research Routine

- Trial Feedback Analysis – Weekly
- Net Promoter Score – Monthly
- Virtual Focus Groups – Biweekly/Monthly
- Competitive Resource Review – Annual
- Idea Portal (Aha!) – Biweekly Review/Scoring
- Social Monitoring (Brand24/Awario/Google Alerts)
- Conferences/Client Meetings/Orientations
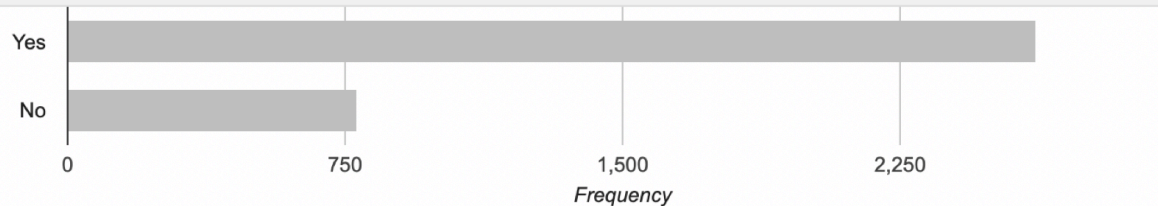- Webinars (Monthly)
- CX/Customer Support

Rx Challenge Survey Results
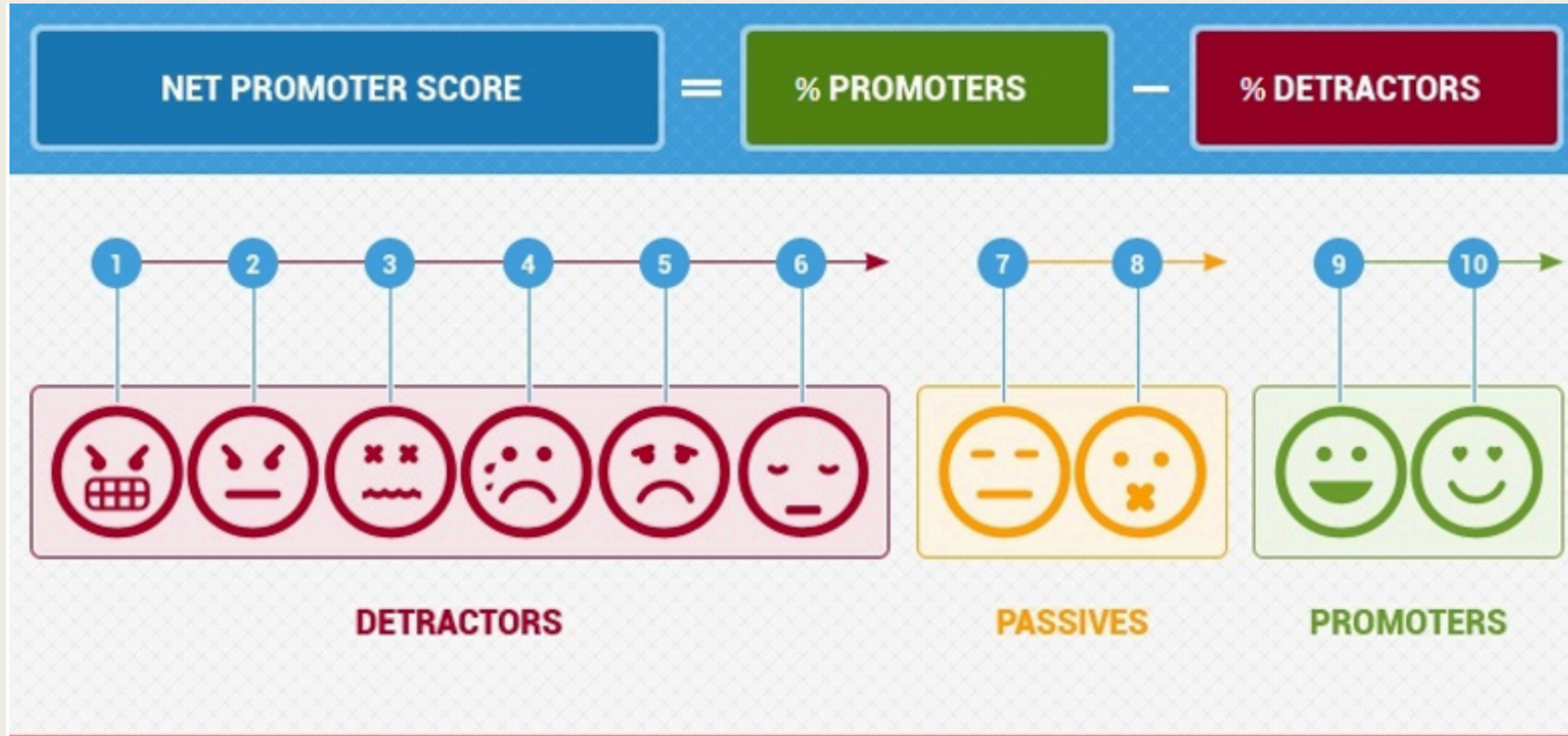- Question: Is Qmax the Best Step 1 Qbank on the Planet?
- 3401 Participants

Do you agree that Qmax Step 1 is the best Qbank on the planet?

TRIAL FEEDBACK ANALYSIS

Opportunity: Partner with marketing and social teams.

Net Promoter Score

1. NPS is more than a number
2. Close the loop with email

VIRTUAL FOCUS GROUPS

Competitive Resource Review

	Resource	Rating	Numerical Grade	Comments
1				
2257	WebPath: The Internet Pathology Laboratory (http://library.med.utah.edu/WebPath)	B- Fair, but there are many better books, or low-yield subject material	5.0	WebPath is a fantastic resource when approaching pathology for the first time. For course work it is truly a great resource to gauge your level of knowledge and it is split up by systems and disciplines in pathology which makes it really easy to navigate. It is however a really older userface and the difficulty of questions is rather simple in comparison to other question banks. It is free which makes it a very valuable tool, particularly when beginning to study pathology however for boards I did not find it as strong.
2258	WebPath: The Internet Pathology Laboratory (http://library.med.utah.edu/WebPath)	B+ Good, but use only after exhausting better sources	7.0	Webpath is an excellent resource for path info and slides. They even have a small question bank. However, there isn't enough pathology / identification of cell types etc. on the STEP to make using this during dedicated test prep a priority. I am interested in pathology so I used this extensively during basic science. But it's not specifically designed for test prep, or board review.
2259	WebPath: The Internet Pathology Laboratory (http://library.med.utah.edu/WebPath)	B Good, but use only after exhausting better sources	6.0	WebPath was fantastic to use with my coursework, and really helped me correlate images to conditions. However, for step prep, WebPath is just too comprehensive and scattered. It is an encyclopedia, and the images in UWorld and Rx Banks are more like cliff notes, which is what is needed for step prep. I would say this resource is too comprehensive and time-consuming to try and search through for step prep and dedicated. A strength is the high quality of images, but for dedicated, there's just too much material. One thing it does well is organize the material into categories, but it's hard to search for things in a time-efficient manner with it. Although I'd recommend it for coursework, I'd recommend sticking to QBank images for histology more.
2260	Wheater's Review of Histology & Basic Pathology, 1e, Baldwin (2009)	B+ Good, but use only after exhausting better sources	7.0	I used Wheater's electronic copy for my Histology course in my first year of medical school. The chapters are quick read, making them easy to read and get the gist of a system of histology before a quiz, exam, etc. The pictures were very clear in the online copy of the text, and it was nice to be able to search the book online. I relied on this book for my histology course, but I didn't use it anymore after that. As a visual learner, I felt that the histology stayed with me, and I didn't need the text anymore into my second year. I will say that this text does not include very much histopathology, so it is not a great resource for the second year or Step dedicated review time.
2261	Wheater's Review of Histology & Basic Pathology, 1e, Baldwin (2009)	C+ Fair, but there are many better books, or low-yield subject material	4.0	This book is low yield for the USMLE. The strength is that it probably has a picture of every possible histology you would see on the exam. The weakness is that histology is such a small part of the exam, and you won't need 98% of this book. A weakness is that the he text itself is too dense. This book makes sense as a supplement to look at pictures of histology that you want to be able to recognize. I wouldn't buy it for USMLE, but if you already own it you may open it a handful of times during dedicated.
2262	Wheater's Review of Histology & Basic Pathology, 1e, Baldwin (2009)	B+ Good, but use only after exhausting better sources	7.0	Wheater's is a great resource! I used it in undergrad as well as in medical school. I like that the book is easy to read and not to dense. I think its a must for anyone pursuing medicine because it incorporates pathology with histology. I use this book for all my pathology/histology lab presentations. A lot of the pictures i have seen in our lectures have been pulled from this books.
2263	Wheater's Review of Histology & Basic Pathology, 1e, Baldwin (2009)	A+ Excellent for boards review	10.0	Wheater's is an excellent reference material. It provides you with multiple views and pictures of the same thing to get an idea of what you need to look for on questions. Many other resources will only give you one histological image to look at/reference. If you are struggling with histo, it would be in your best interest go to back and look through Wheater's. I give it an A+ because it is an easy read, easily to find the information you need and very accurate. It also has each structure in each picture labeled so you're not guessing what you are looking at.
2264	Youtube.come	A- Very good for boards review	8.0	I feel like Youtube is an underrated resource. It is very helpful and free especially if someone does not have the financial means to purchase all of these board review resources. Because these resources add up and get very expensive. Even with other resources, I still used Youtube. I really liked using Youtube because you can see what has higher views and read he comments of what were useful. Youtube was how I first found Boards and Beyond as well as Najeeb. I saw how helpful they were and then looked into the full subscription. There are also many Youtube accounts that have been made as review guides as well as advice on how to make your Step 1 study schedule. It offers a great community to look into because if you have a question, someone probably asked it. There are some great short, fast mnemonic videos. I used Youtube to find short videos of rapid review of high yield histology images, chest xrays, and heart sounds. It was also a resource I used to find out the different breath sounds. Youtube is an amazing resource that not only has an abundance of material content and advice on how to approach and prepare for step 1, but it is also free. A downside is that the recommended videos cause an easy distraction but using youtube, the student needs to have a strong will power not to dive into a deep youtube video binge on random clips.

Idea Portal – Aha!

Social Monitoring (Brand24/Google Alerts)
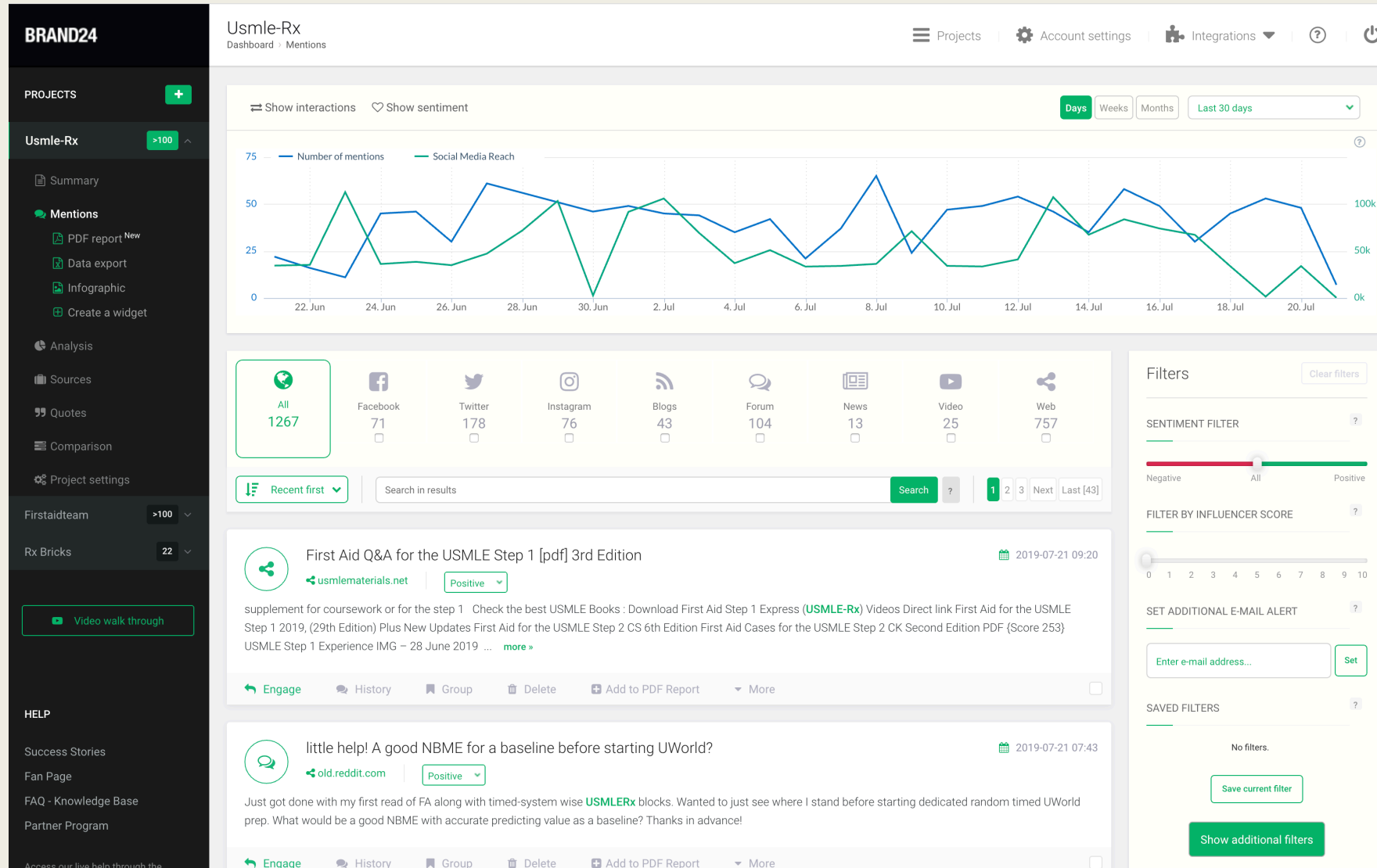
Conferences

Client Meetings

Orientations

Webinars

Customer Support/CX

WHAT ARE THE PAIN POINTS YOU'RE FACING WITH MARKET RESEARCH?