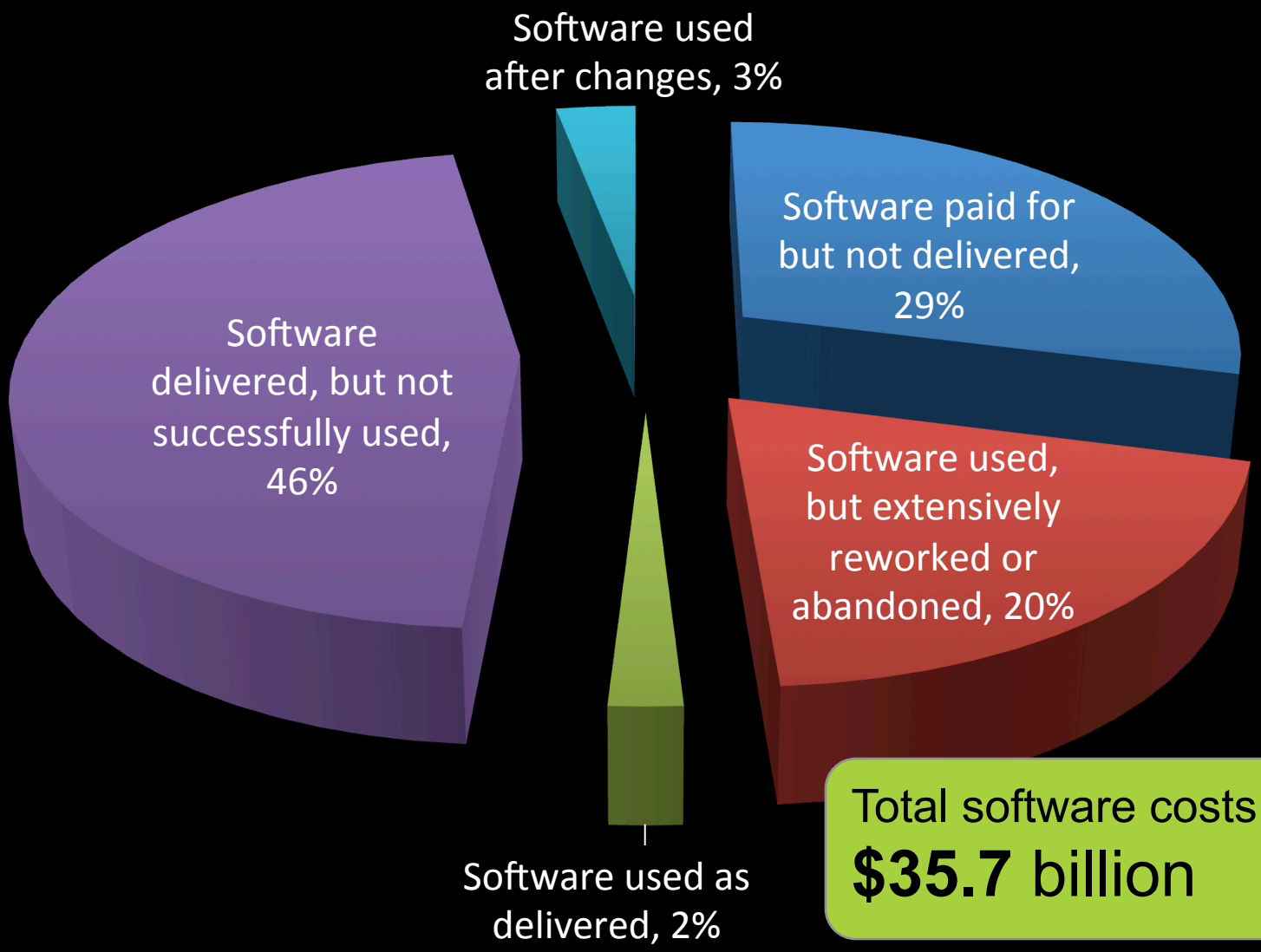
Stop building the wrong thing righter, build the right thing

The state of software



Total software costs:
$35.7 billion

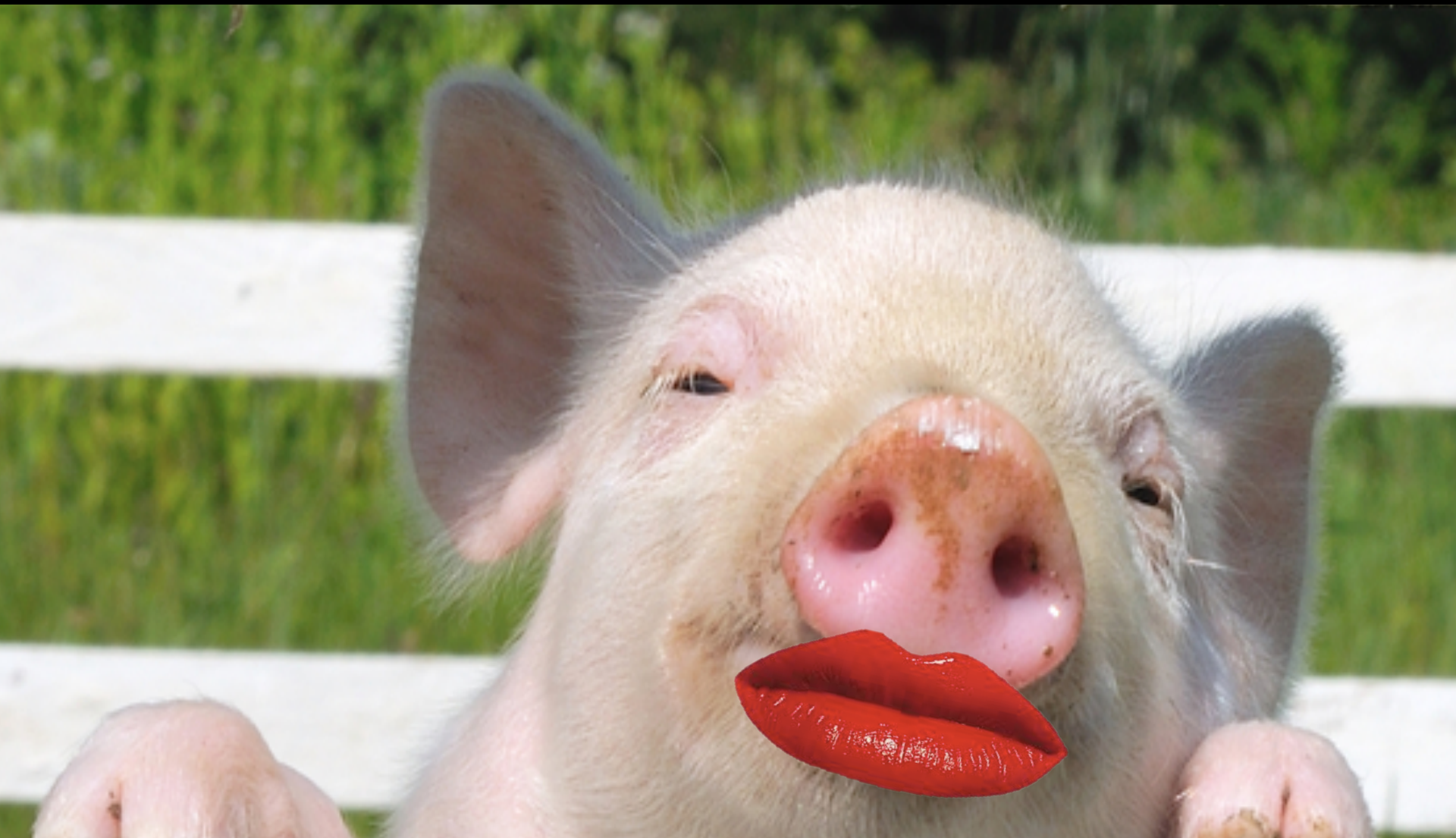
Jarzombek, Stanley J. "The 5th Annual Joint Aerospace Weapons Systems Support, Sensors, and Simulation Symposium (JAWS S3)." Proceedings, 1999.

we said the process was to blame

new silvet bullet processes emerged

did it help?

or were we simply building the wrong thing righter?



how people measure progress

Activity based	Milestone achieved e.g. Planning, design, beta, alpha, testing complete
Throughput based	Points delivered, number of stories delivered per cycle
Output based	Features, defects fixed, releases delivered

which sounds better:

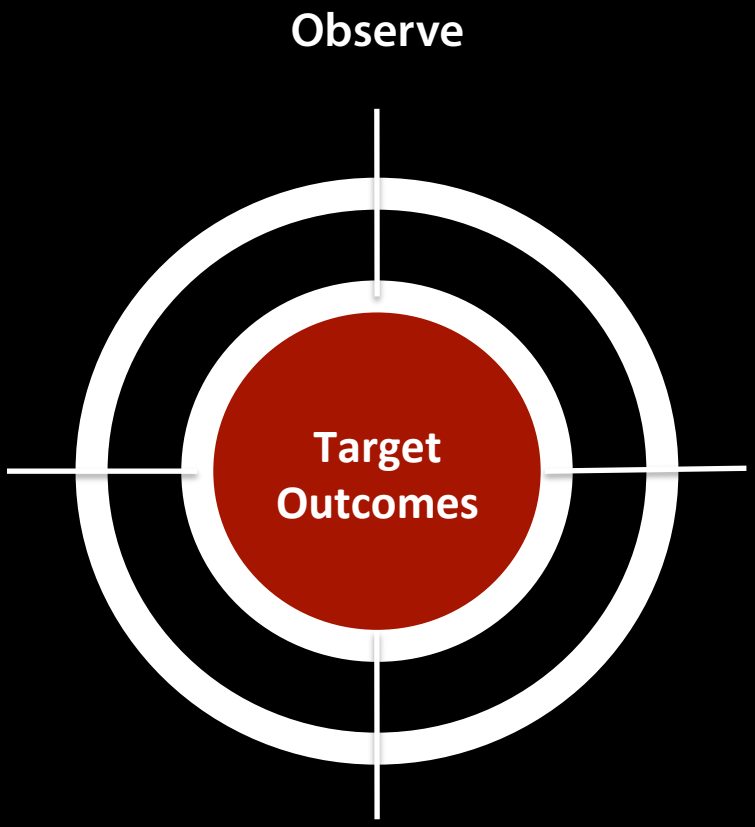
‘our velocity is 46 points and we delivered 100 new features’

or:

‘we just implemented one feature in three days which will save us £12 million pounds over the next year’

We have a silver bullet!
Bullets haven't been invented, Idiot

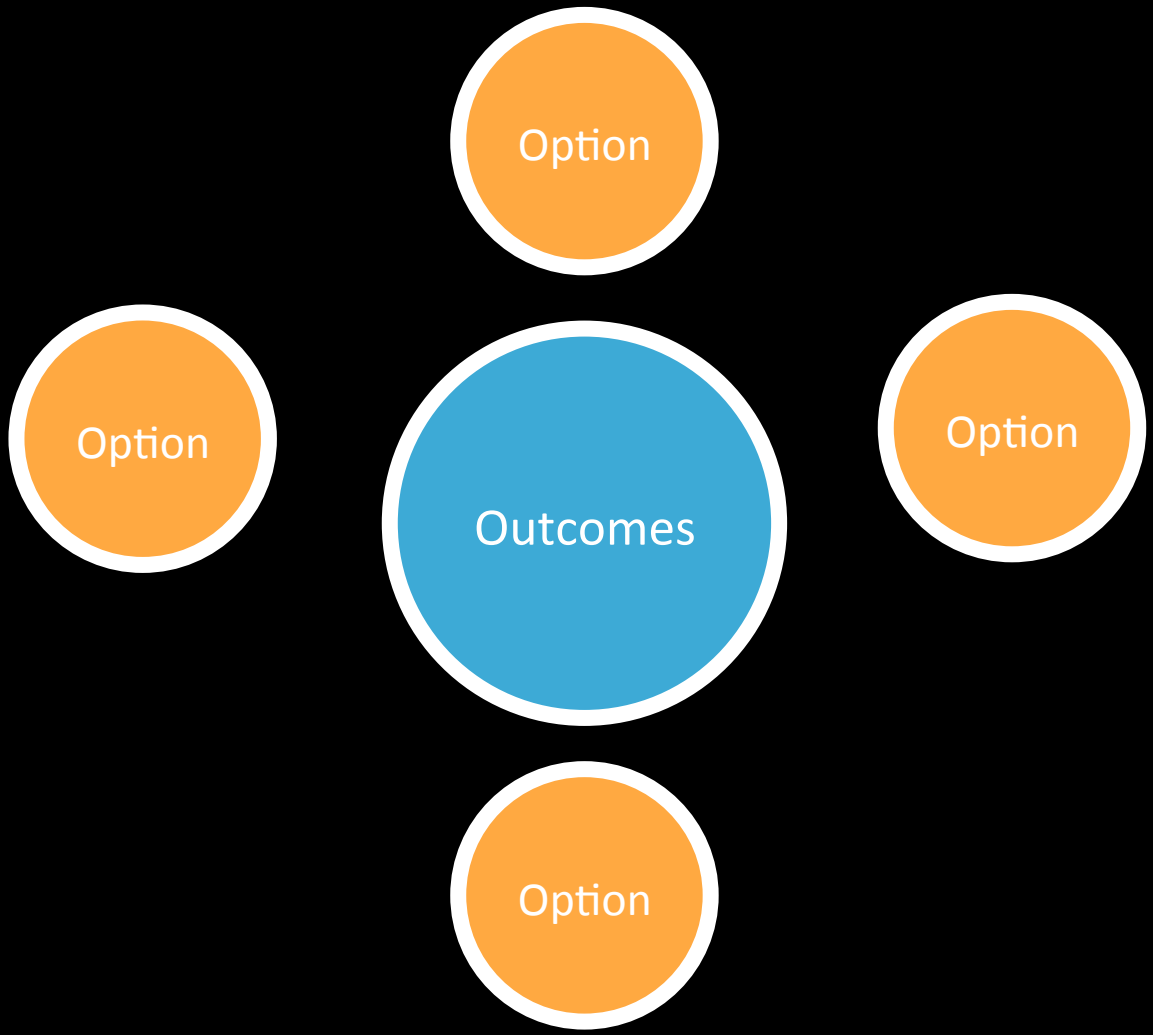
build
Outcomes over Outputs



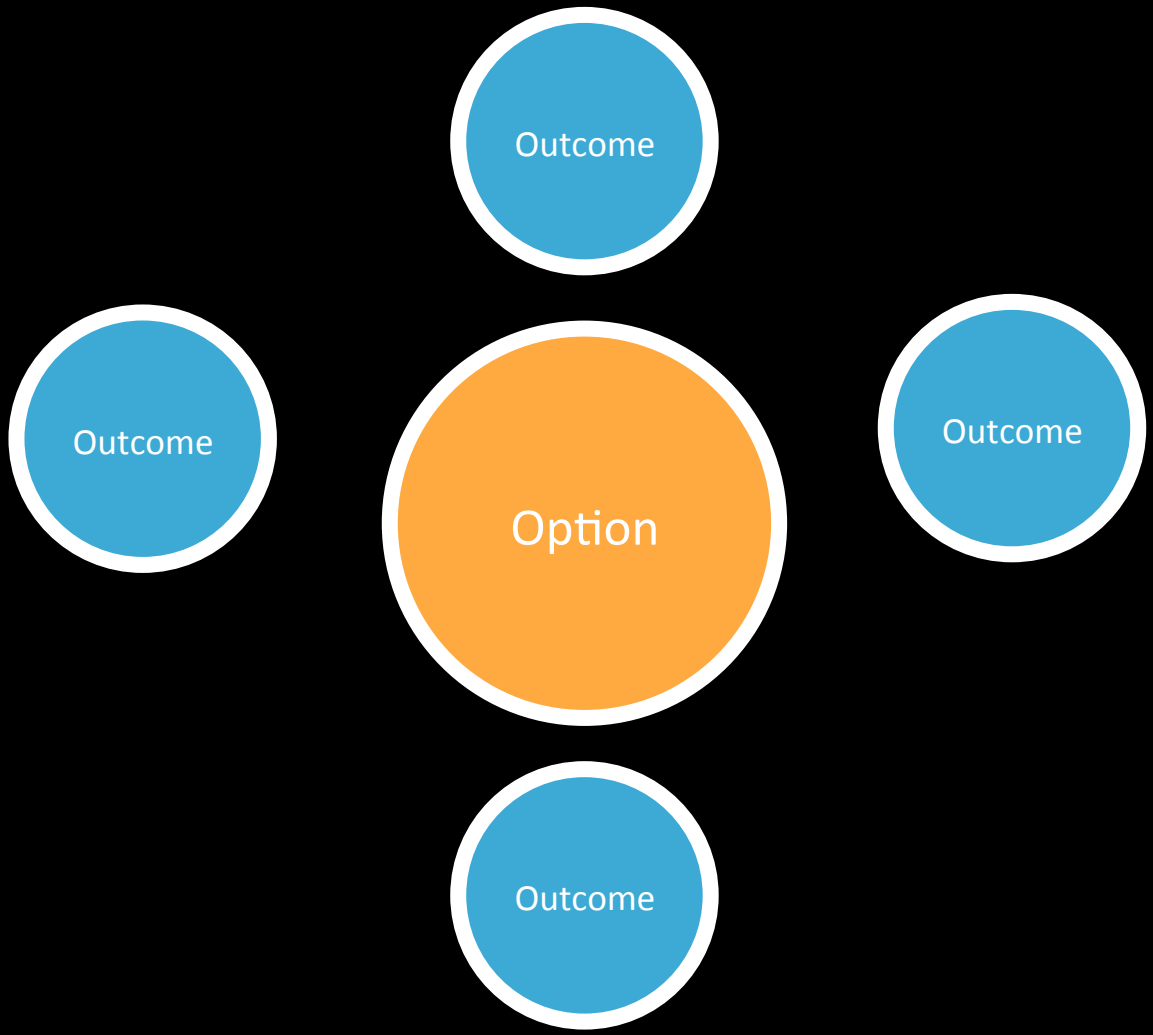
outcomes are the destination you want to get to

options are how you get there

For everyone outcome, there are multiple options



Every option can affect multiple outcomes



Indras net – all things connected

William Baxter: http://s0.geograph.org.uk/photos/95/12/951235_0c3fcef8.jpg

Step 1. Deep Understanding
Step 2. Set target outcomes
Step 3. Create options
Step 4. Deliver, measure, adapt
Step 5. Do over and over until bored/rich/famous

Step 1. Deep Understanding

Step 2. Set target outcomes

Step 3. Create options

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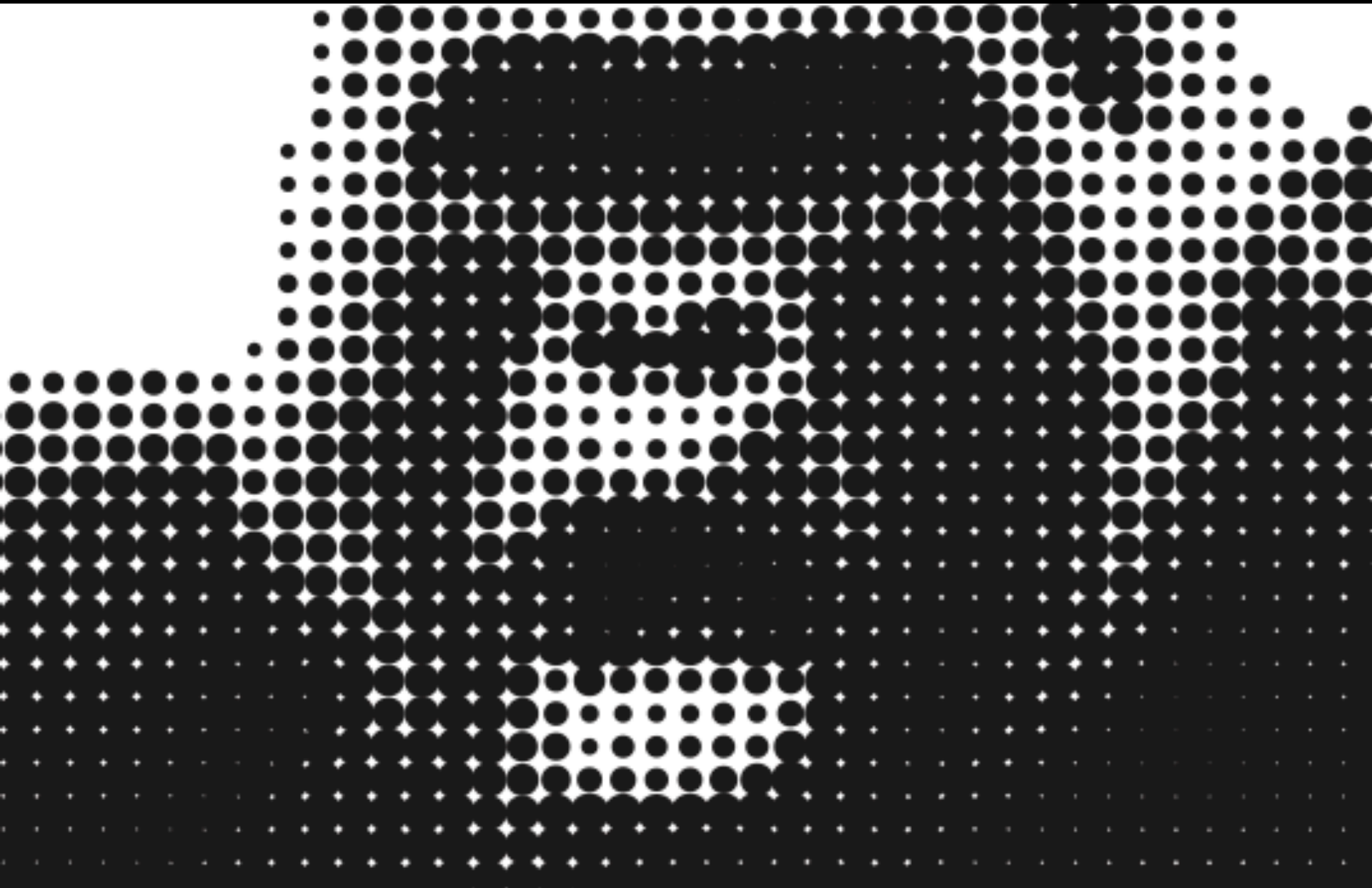
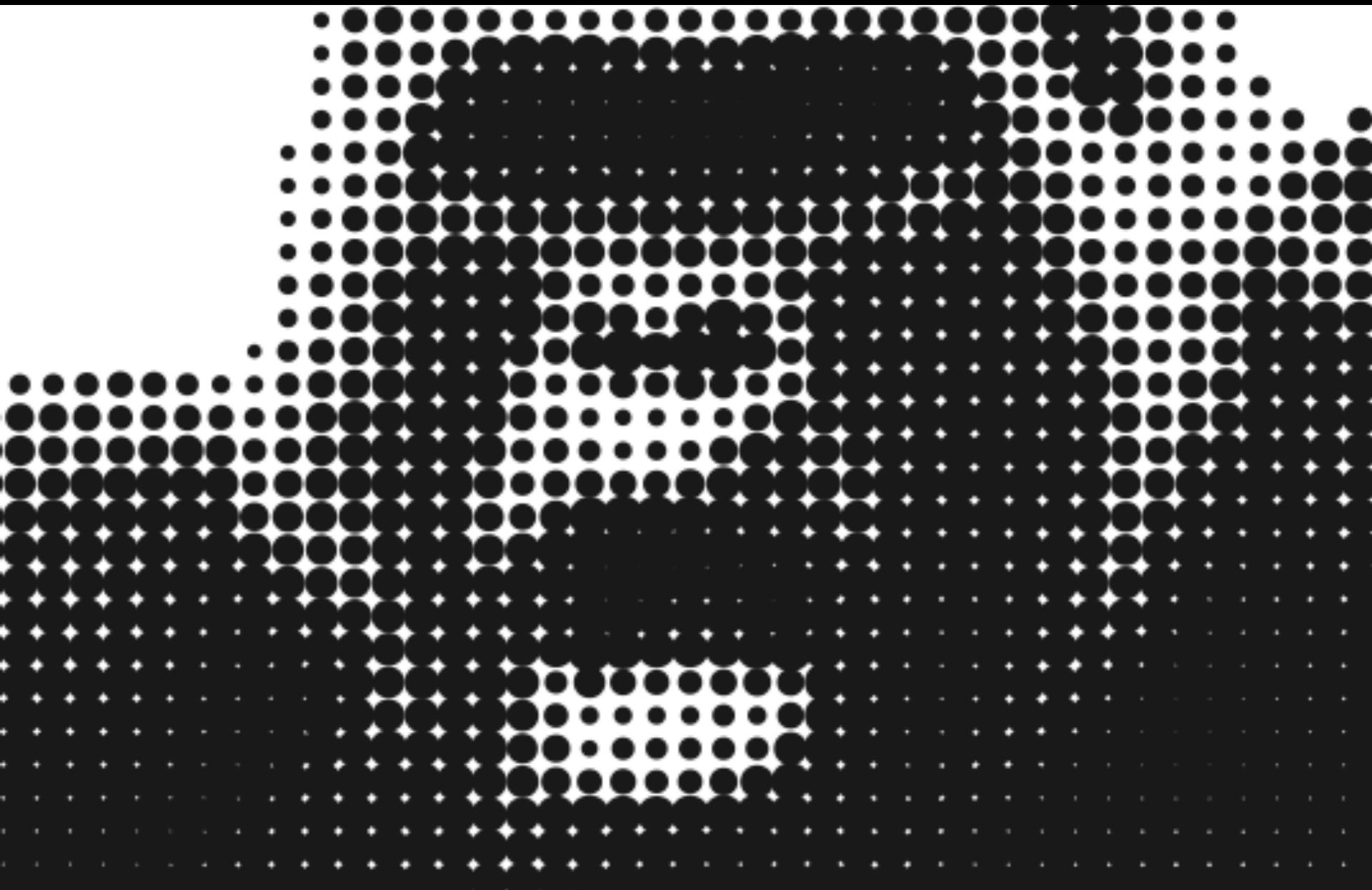
Guerilla research



Guerilla data research



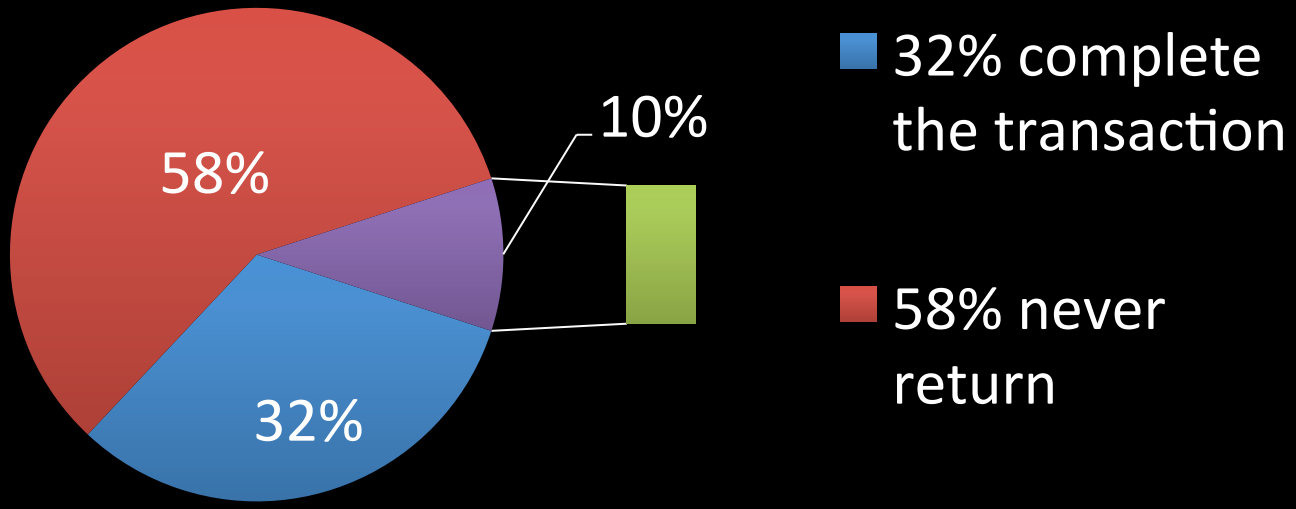
Acme.com

Online retailer

Acme.com

Online retailer

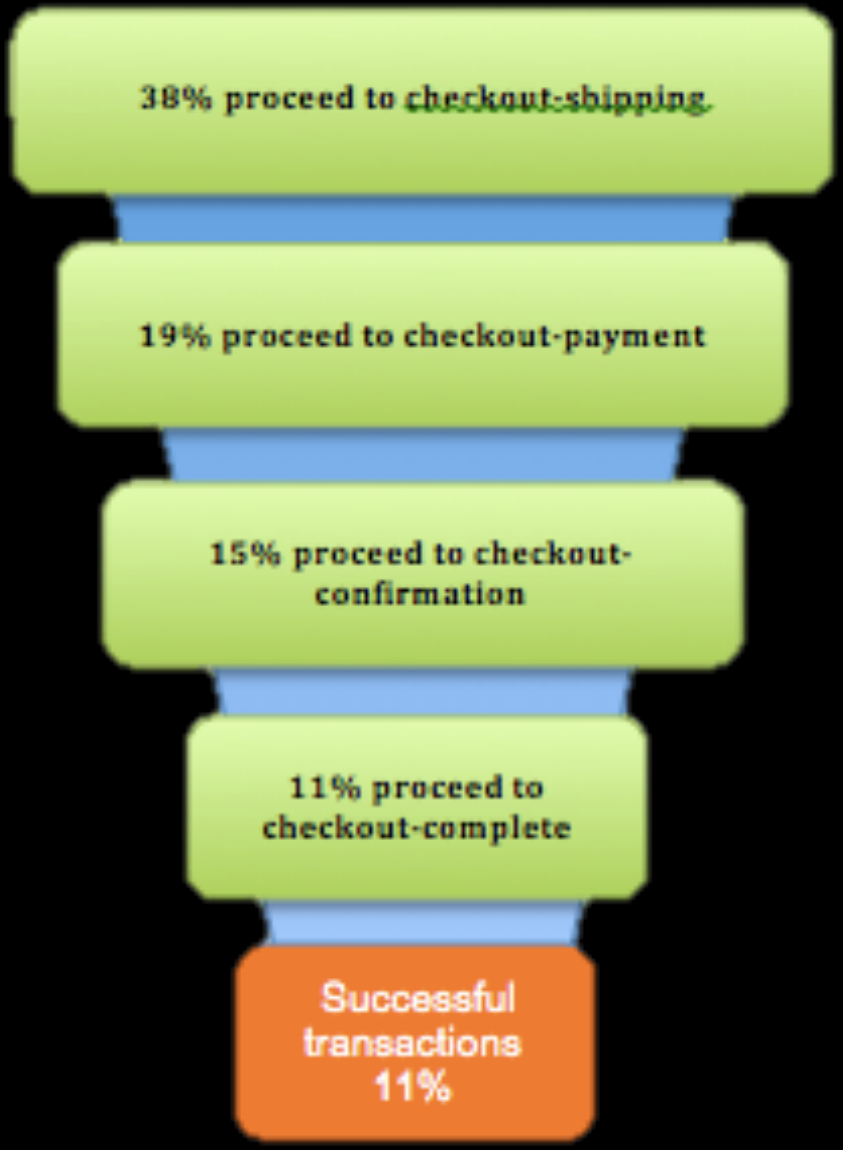
Problem:
Customer Abandonment rate



What the marketing guys said

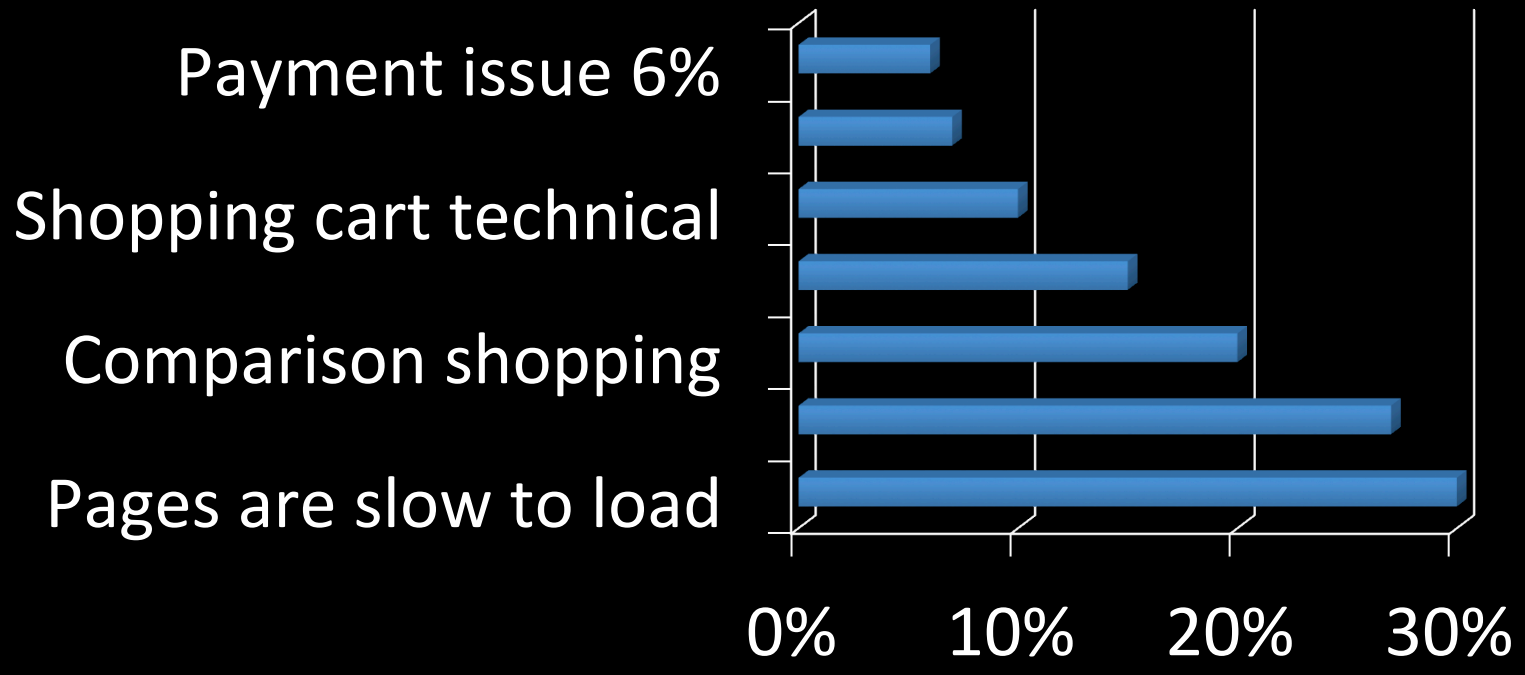
What the developers said

What the web analytics said



What the surveys said

Customer survey: Reasons for abandonment



What the customers needed

people don’t want code, or more features, they want their problem fixed

they need a book? give it to them

they want to make a call? help them make it

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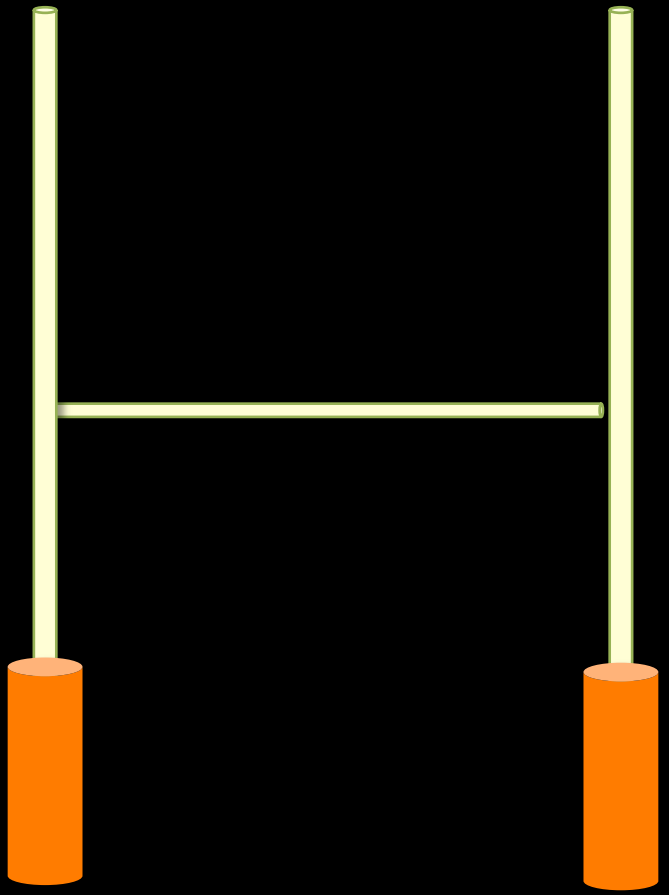
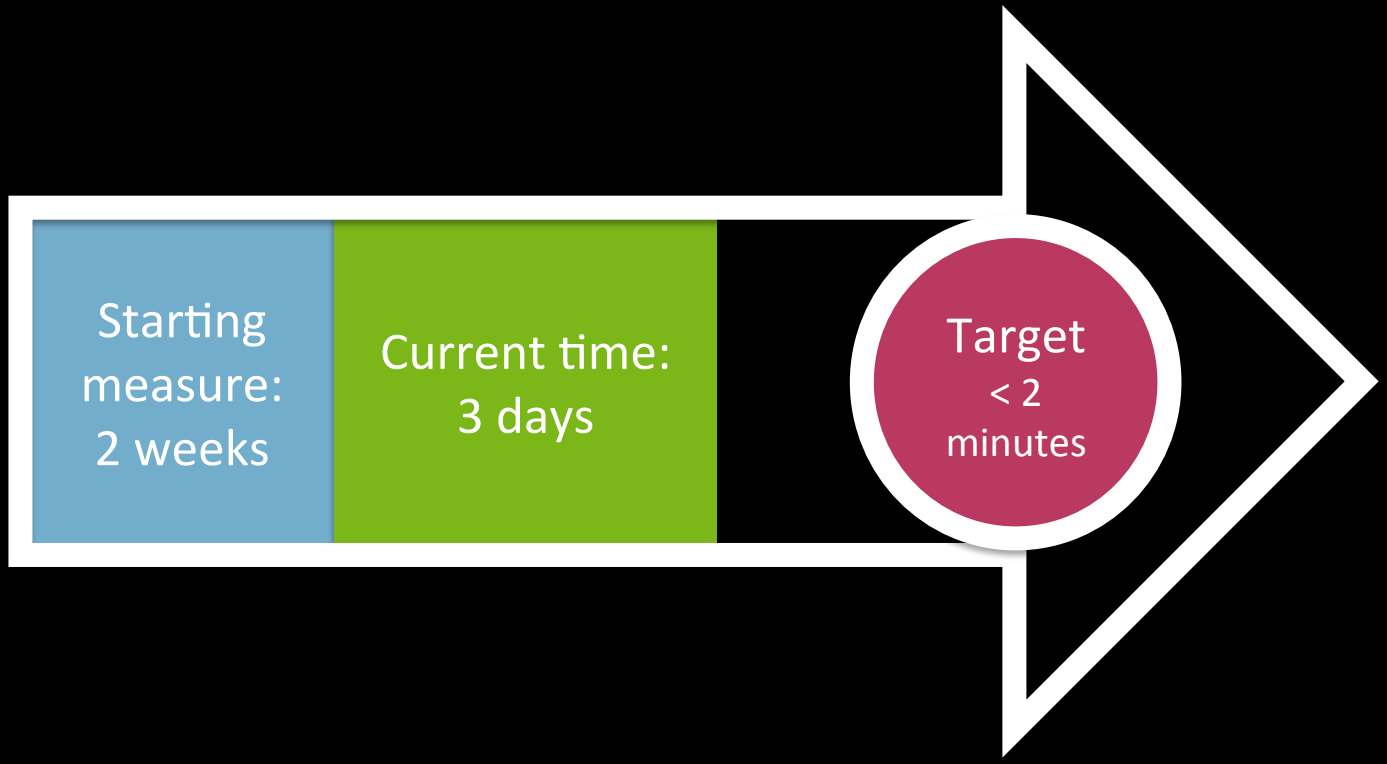
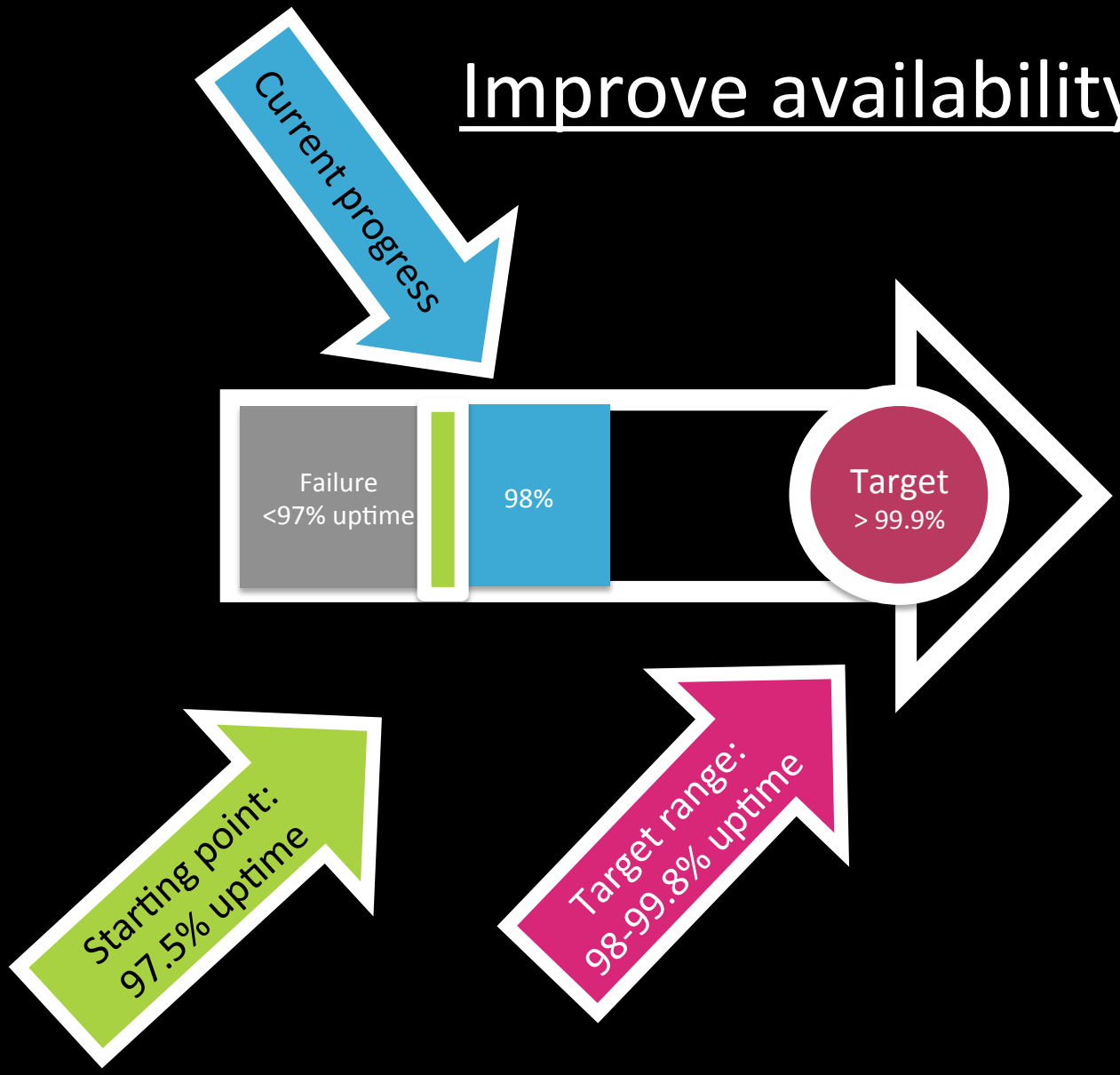
Target outcomes set the goals



Keep them big and visual



Outcomes exist at all levels

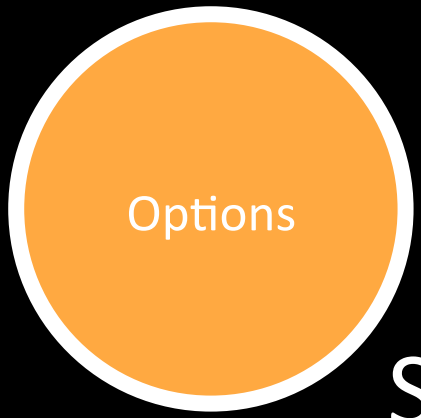


for all people

Goal:
Write a review

Goal:
Scale to 2 million users

Goal:
Buy A book



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Improve shopping cart conversion

Problem:
Customers abandon the shopping cart process

Impact:
1% conversion improvement totals **£14 million** per year

OPTION CATEGORY: USABILITY

- OPTION: Reduce # of pages
- OPTION: Marketing package tests
- OPTION: "One click purchase"
- OPTION: Price testing
- OPTION: Alt. payment methods

OPTION CATEGORY: AVAILABILITY

- OPTION: Cache page elements
- OPTION: Setup local data centres

keep your options open, be ready to execute rapidly

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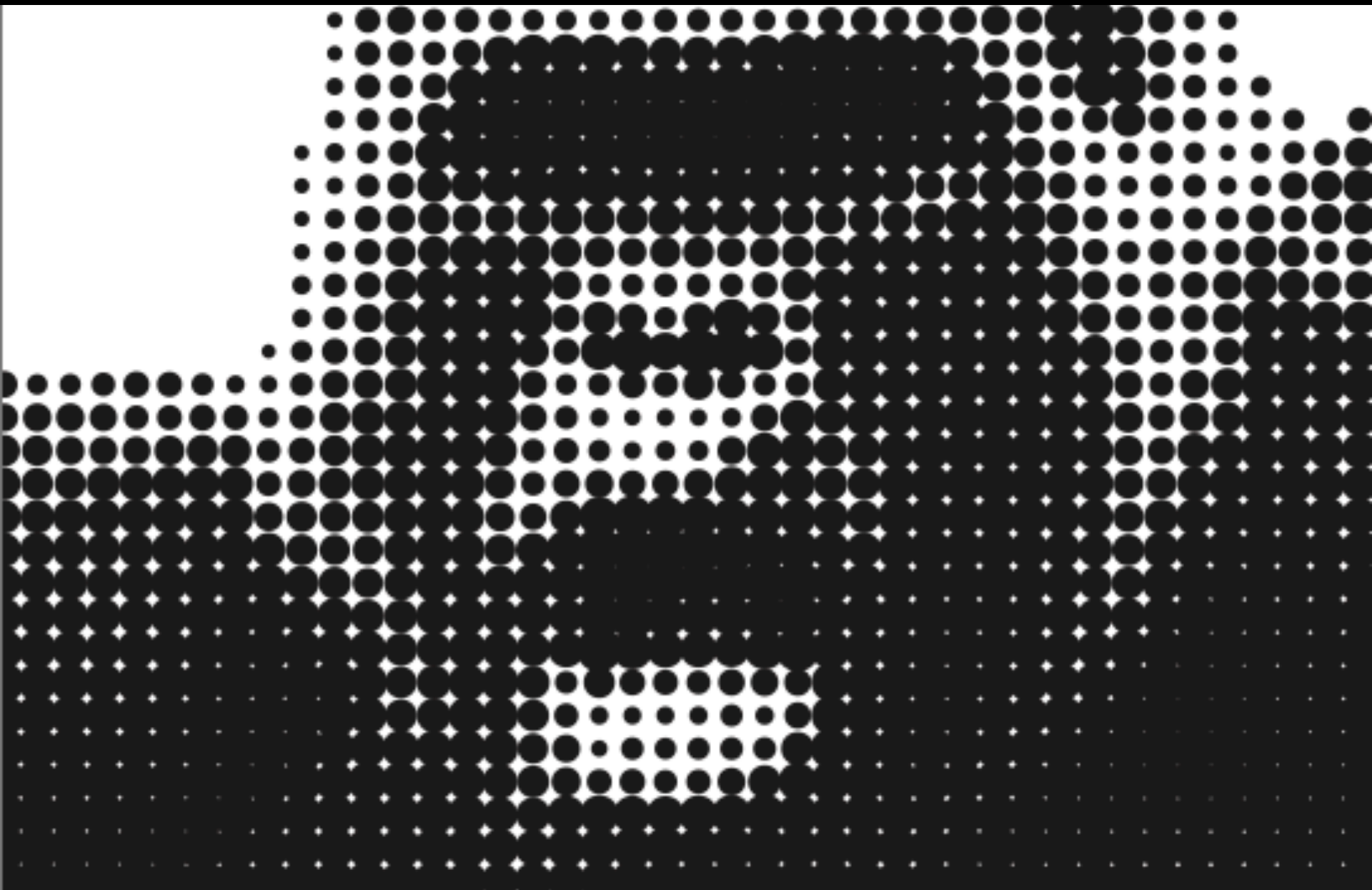
Deliver
Measure
Adapt

Guerilla testing



Prove it, don’t plea it
A/B/C/D

Minimal viable, not maximum possible

More output ≠ more value
More money to build it
More time to get to market
More defects to kill your customers
More resources to kill our planet

Save the features, save the world