

ProductLed.

# User Research Understanding The End User





## Objectives.

1

Determine what end user success looks like for different market segments using your products

2

Understand the four progress-making forces

3

Validate your hypothesis using audience research

1

# Define End User Success.



# The User Onboarding Journey.

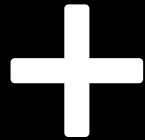
Let's work backwards



# What Does Your Product's "Super Mario" Look Like?



Person who's a  
potential customer



Your product



Awesome person who  
can do amazing stuff!

# How To Improve Your Onboarding.

1

Why did new users sign up for your product?

2

Did they accomplish the reason why they signed up?

3

If not, what prevented them from doing that?

4

If yes, what things inside and outside your product helped?

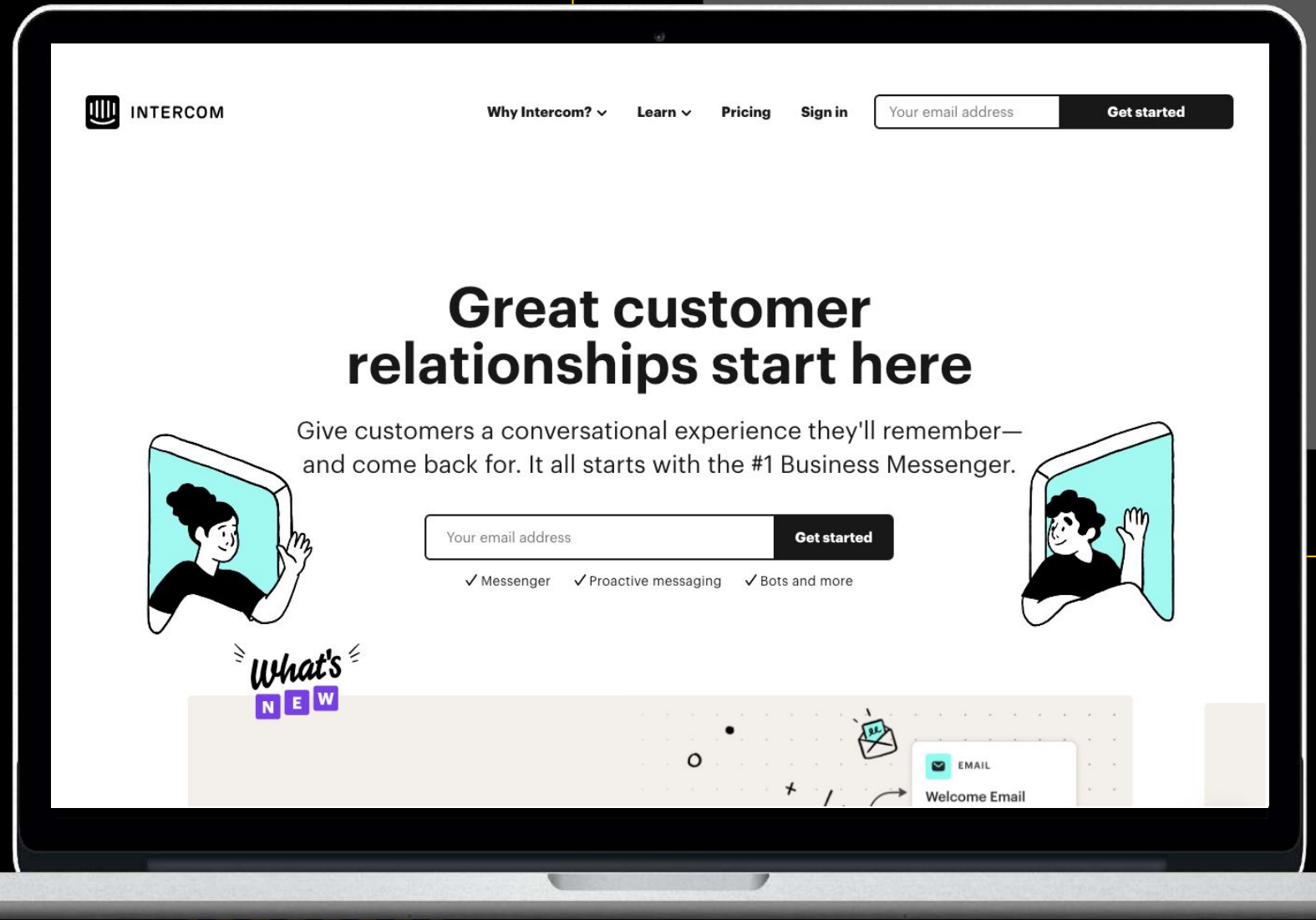


# Why Are Users Signing Up For Your Product?



# Why Do Companies Sign Up For Intercom?

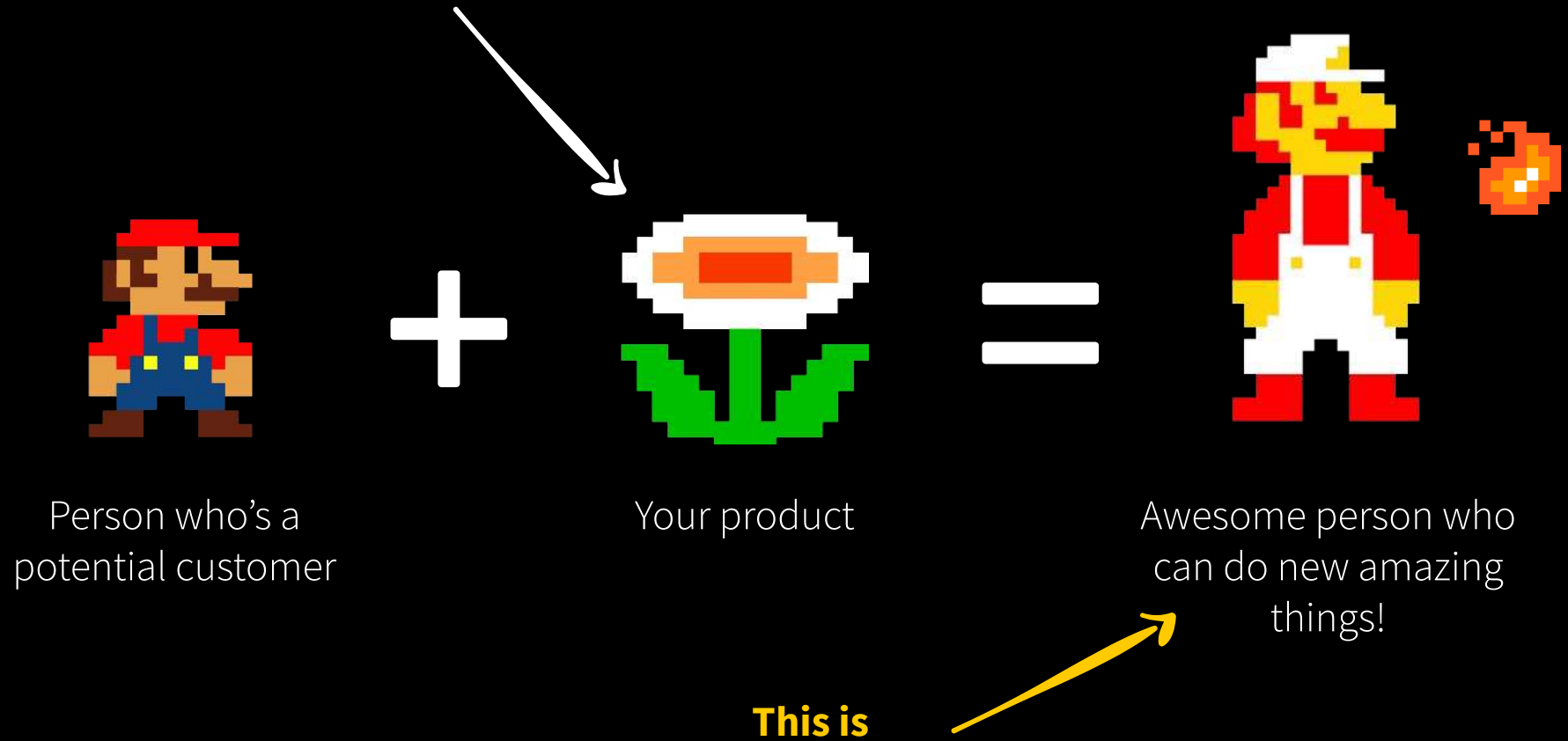
- A. Because they want a live-chat software on their website
- B. Because they want a faster way to respond to questions from prospects
- C. Because they're looking for a better way to acquire customers
- D. B and C
- E. All of the above





# You help them level up.

This isn't what your business makes



# Upgrade Your Users, Not Your Product.



“ Upgrade your user, not your product.  
**Don't build better cameras – build  
better photographers.** ”

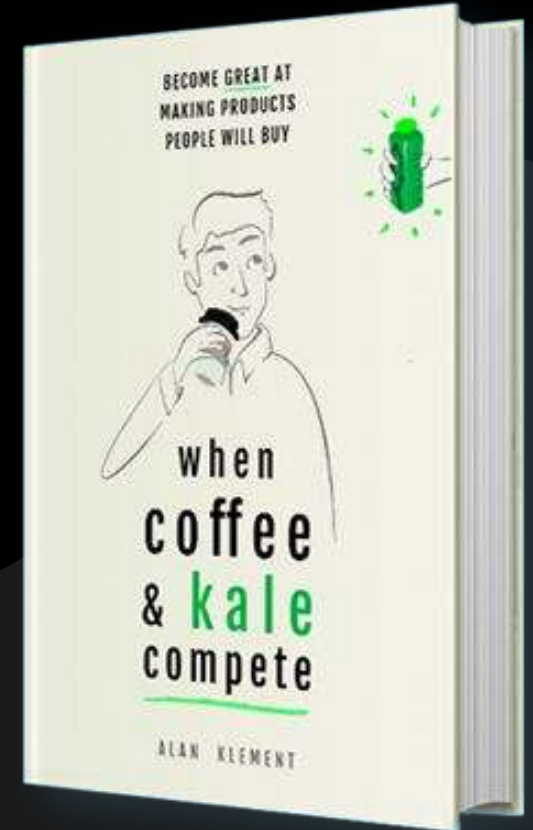
**Kathy Sierra**, Author of *Badass: Making  
Users Awesome*

**In what way(s)  
do users level up  
when they buy  
your product?**



# Jobs-To-Be-Done.

A job-to-be-done is the process consumers go through whenever they aim to **transform their existing life-situation into a preferred one.**



# Customer Jobs.

A **Customer Job** describes a problem that your customers are trying to solve or a need they're trying to satisfy.





# Job Story.

When [**SITUATION**] I want to [**MOTIVATION**],  
so I can [**DESIRED OUTCOME**]



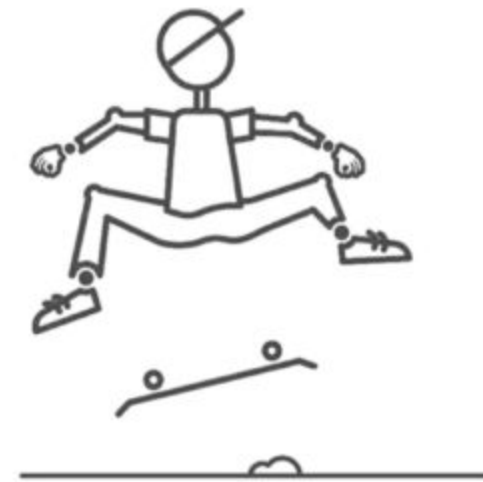
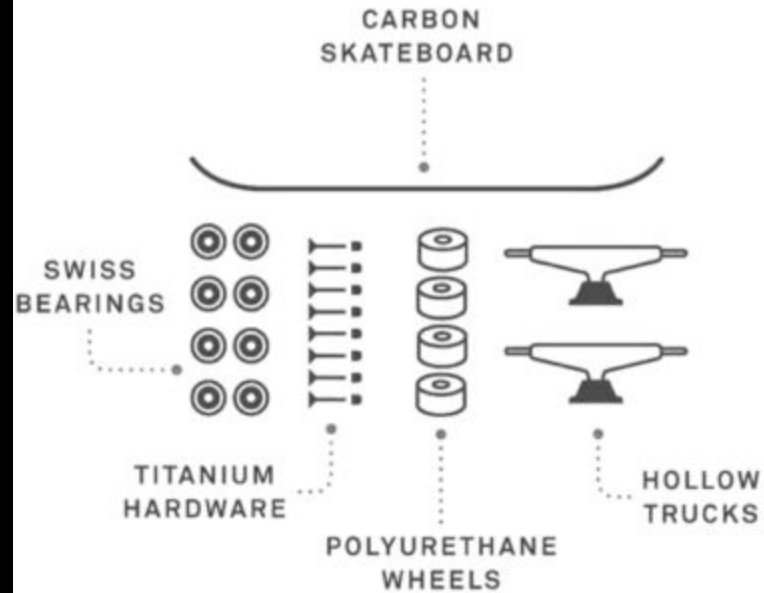
Customer jobs are solution-agnostic. It focuses on your users' problem instead of the solution.

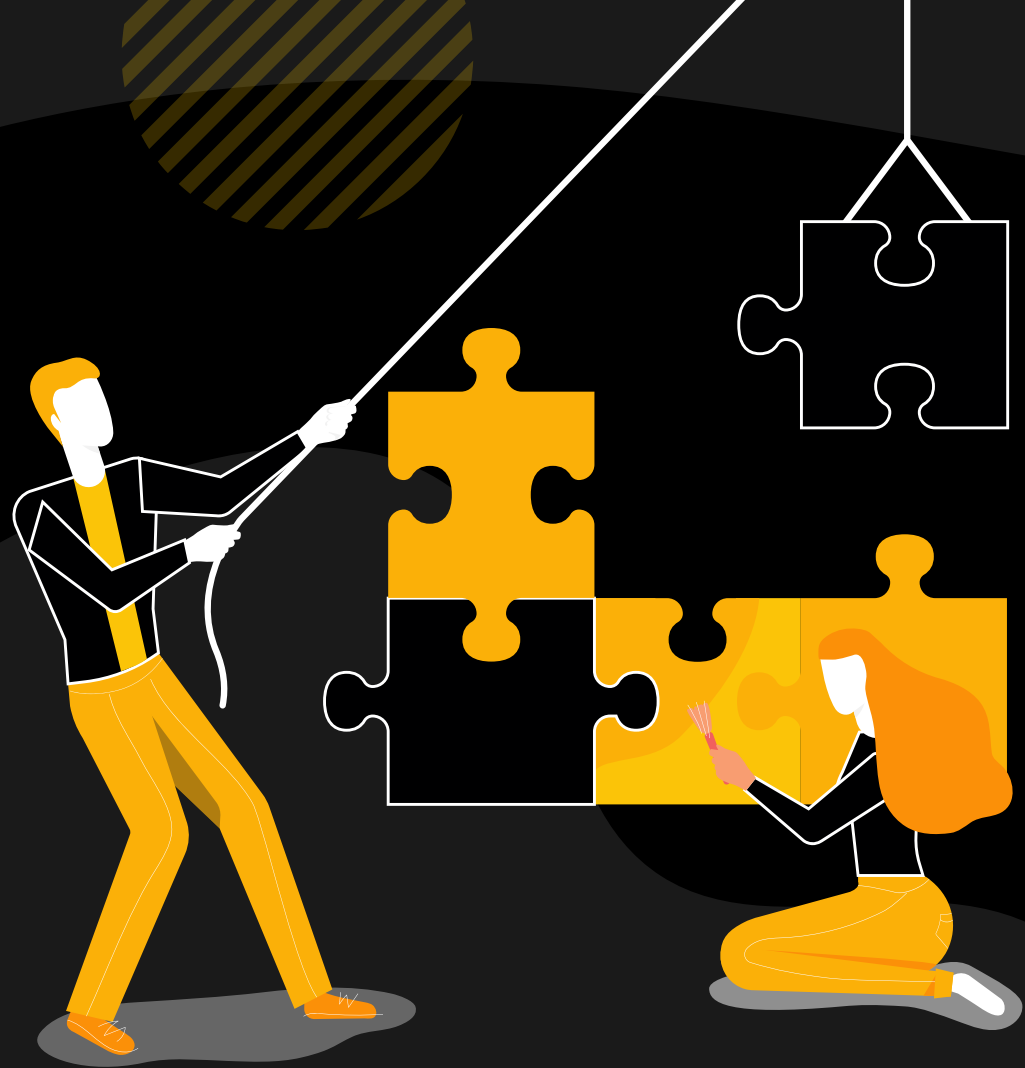


# What They Really Want.

Even though customers buy this...

...they really want this.





**I'd argue most  
companies only  
understand 1/3 of  
their product's  
value.**

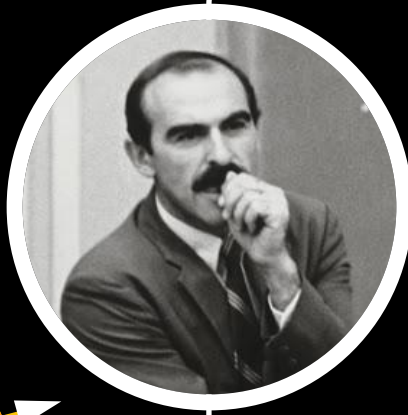
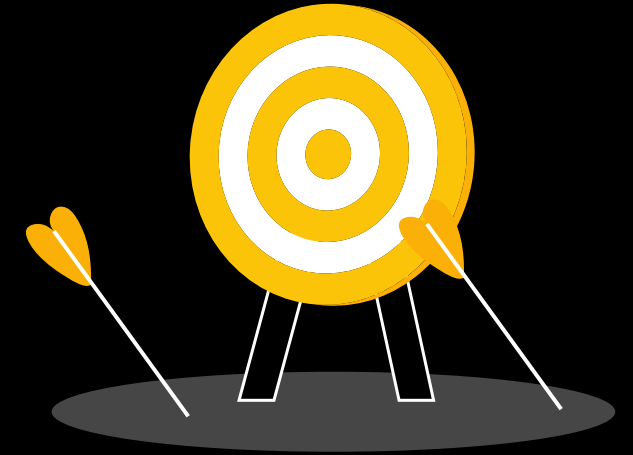


# **3 Types of Customer Jobs That Motivate Users To Purchase Products.**



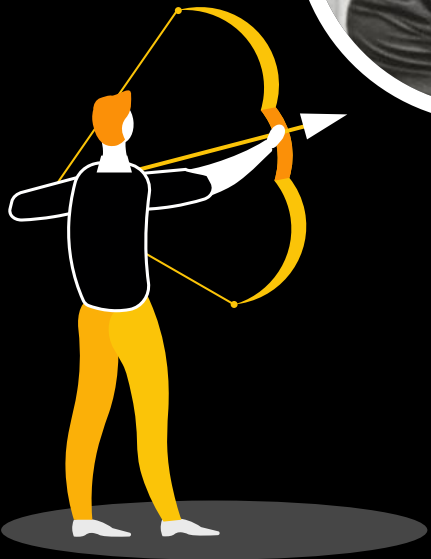
# 1. Functional Jobs.

The desired outcome that customers want to get done.



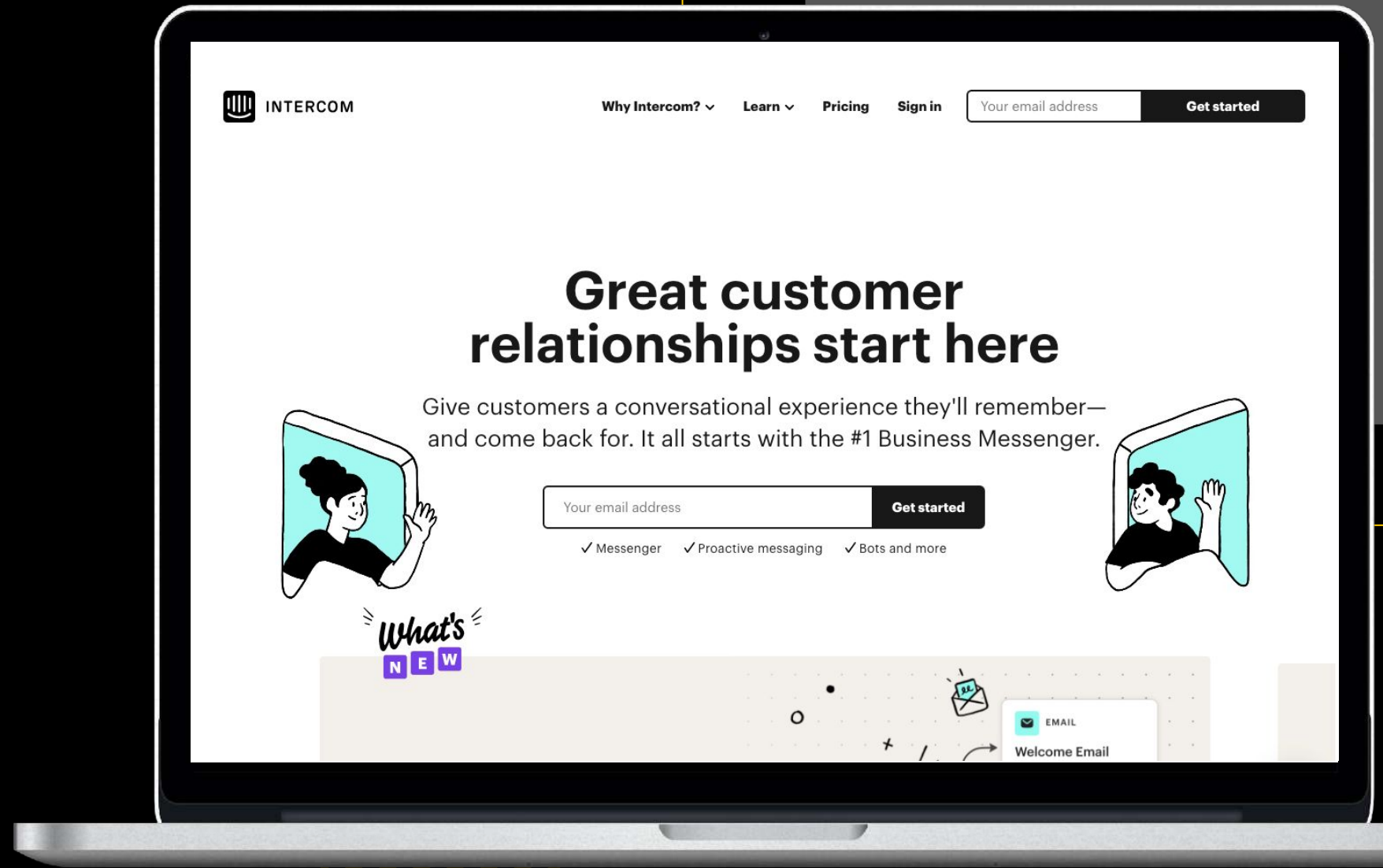
As Harvard Business School Professor **Theodore Levitt** puts it:

“People don't want to buy a quarter-inch drill. They want a quarter-inch hole to hang a picture frame!”



*Ask yourself: what is the desired outcome that my customer wants to get done?*

# Intercom's Functional Customer Job.



## 2. Emotional Jobs.

How customers want to feel or avoid feeling as a result of executing the core functional outcome.

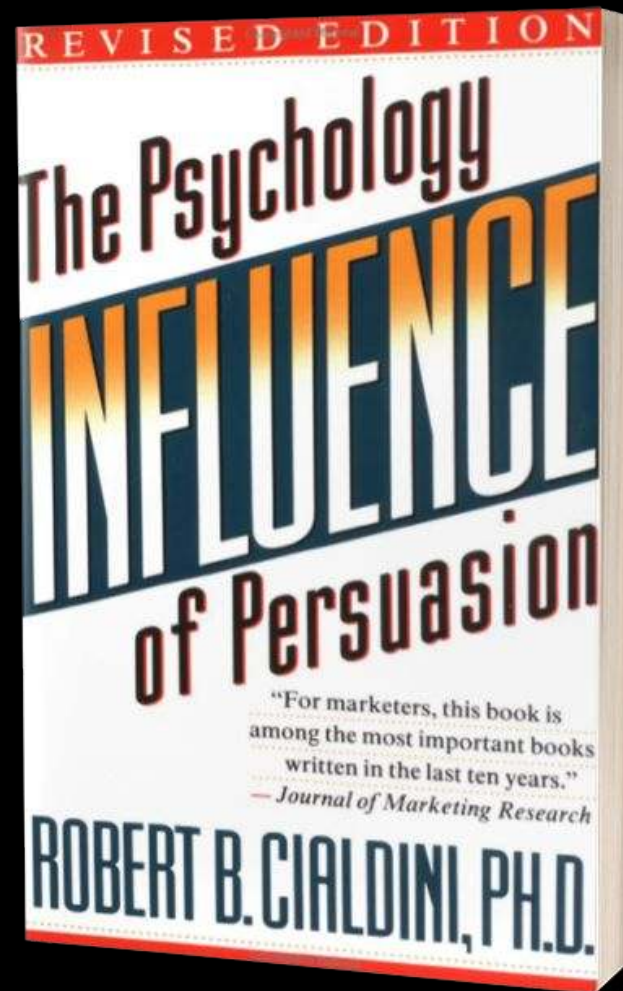


For example, with this program, we're not just selling the knowledge, but the **confidence** to implement Product-Led Growth.

*Ask yourself: how do my customers want to feel or avoid feeling as a result of using our product?*



# Emotional Triggers Are Very Powerful.



# Revlon Is Selling Hope.



**Charles Revson, Founder of Revlon**

“In the factory, we make cosmetics. In the drugstore, **we sell hope.**”

**ARE YOU  
MADE FOR 'FIRE AND ICE?'**

Try this quiz and see!

What is the American girl made of? Sugar and spice and everything nice? Not since the days of the Gibson Girl! There's a new American beauty... she's tense and temptress, siren and gamin, dynamic and demure. Men find her slightly, delightfully baffling. Sometimes a little maddening. Yet they admit she's really the most exciting woman in all the world! She's the 1952 American beauty, with a foolproof formula for melting a male! She's the "Fire and Ice" girl. (Are you?)

Have you ever danced with your shoes off?	yes <input type="checkbox"/> no <input type="checkbox"/>
Did you ever wish on a new moon?	yes <input type="checkbox"/> no <input type="checkbox"/>
Do you blush when you find yourself flirting?	yes <input type="checkbox"/> no <input type="checkbox"/>
When a recipe calls for one dash of bitterness, do you think it's better with two?	yes <input type="checkbox"/> no <input type="checkbox"/>
Do you secretly hope the next man you meet will be a psychiatrist?	yes <input type="checkbox"/> no <input type="checkbox"/>
Do you sometimes feel that other women resent you?	yes <input type="checkbox"/> no <input type="checkbox"/>
Have you ever wanted to wear an ankle bracelet?	yes <input type="checkbox"/> no <input type="checkbox"/>
Do sables excite you, even on other women?	yes <input type="checkbox"/> no <input type="checkbox"/>
Do you have to look up at a man?	yes <input type="checkbox"/> no <input type="checkbox"/>
Do you face crowded parties with panic—then wind up having a wonderful time?	yes <input type="checkbox"/> no <input type="checkbox"/>
Does gypsy music make you sad?	yes <input type="checkbox"/> no <input type="checkbox"/>
Do you think any man really understands you?	yes <input type="checkbox"/> no <input type="checkbox"/>
Would you streak your hair with platinum without consulting your husband?	yes <input type="checkbox"/> no <input type="checkbox"/>
If tourist flights were running, would you take a trip to Mars?	yes <input type="checkbox"/> no <input type="checkbox"/>
Do you close your eyes when you're kissed?	yes <input type="checkbox"/> no <input type="checkbox"/>

Can you honestly answer "yes" to at least eight of these questions? Then you're made of "Fire and Ice!" And Revlon's lush, and-passionate scarlet was made just for you—a daring projection of your own hidden personality! Wear it tonight. It may be the night of your lifetime!

for you who love to flirt with fire...  
who dare to skate on thin ice...

**Revlon's 'Fire and Ice'**  
for lips and matching fingertips. A lush-and-passionate scarlet...like flaming diamonds dancing on the moon!

1) "Dolittle's Cream" Lipstick... Regular lipstick.  
Pressed Nail Enamel...  
Improved Formula Nail Enamel.  
©1952 Revlon, Inc. New York, N.Y.  
MADE IN U.S.A.

NOVEMBER 2, 1952

29

# Disney Is Selling Happiness.



**Walt Disney**, Creator of Mickey Mouse

“We create **happiness** by providing the best in entertainment for people of all ages everywhere.”

**What **emotions** do you want your customers to feel or avoid feeling as a result of using your product?**





### 3. Social Jobs.

How customers want to be perceived by others by using your product.



Why do people buy a Harley Davidson motorcycle?



**HubSpot** - Become a fellow “Hubspotter”



For a business intelligence tool, this could be sharing a weekly revenue report to your executive team that makes you look like a professional designer. Co-workers ask how you put together such an incredible presentation.

# Send professional invoices with Wave Invoicing.

STEP 3 OF 3



## Send professional invoices

Designed to get you paid 3x faster, with over \$24 billion in invoices sent each year.

### Let's get Product-Led Institute ready for invoicing

How many customers do you have?

0-1	2-5	6-10	11+
-----	-----	------	-----

Invoice as many customers as you like for free

How many invoices do you typically send in a month?

Less than 10	10+
--------------	-----

What type of business do you have?

Select your business type

Continue to Invoicing

### 3. Social Job.

How customers want to be perceived by others by using your product.

*Ask yourself: how does your product impact how your customers are perceived by others?*



Are they seen as more **knowledgeable**?



Do you make them look like a **professional** designer?



Do you help them become the **hero** in their workplace?



Or is it something else completely?



# The User Success Canvas.



Now available in the  
learning portal



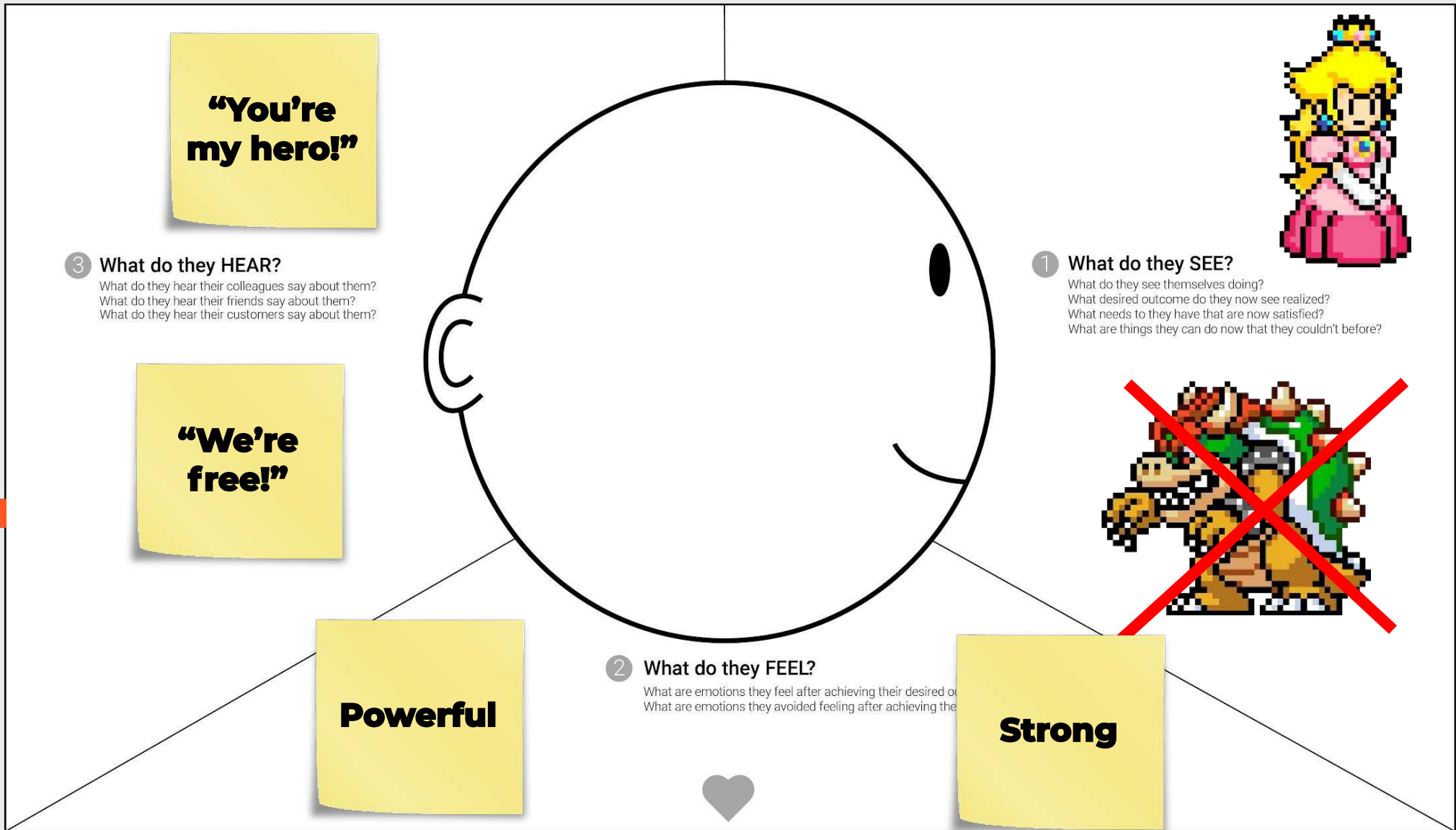
# User Success Canvas

User segment: Super Mario

Designed by: Transformer Class

Date: Oct 14

Version: 1



# User Success Break Out – 10 Minutes in Groups of 2-3.



1

Spend 1 minute each going through an overview of your business

2

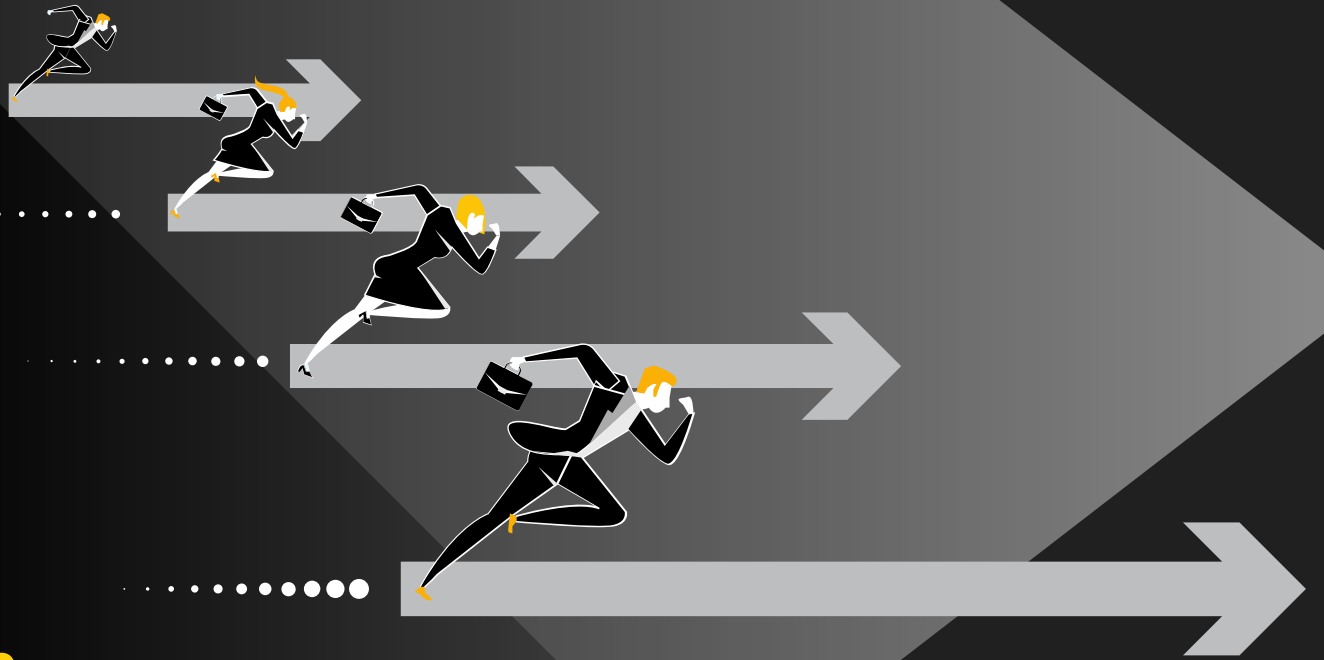
Share the functional, emotional, and social customer jobs of your product

3

Play the devil's advocate when listening

2

## Understand The Four Progress- Making Forces.



# What Are Some Reasons That Would Prevent Small Mario From Becoming Super Mario?





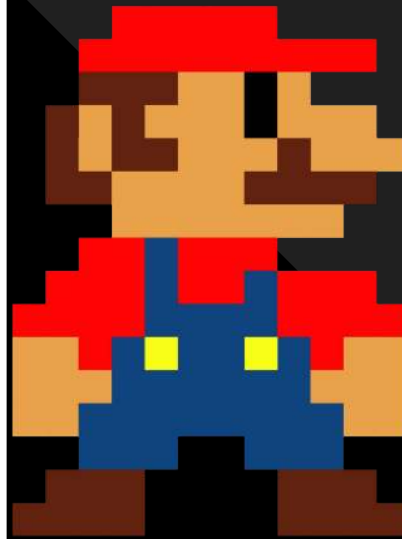
# The Four Progress-Making Forces.

## Habit Of The Present

- Ease of continuing the status quo versus changing
- “If it isn’t broken, don’t fix it”

## Anxiety With Change

- Risk of investing time and money into the unknown
- Uncertainty around something new



## Push Of The Situation

- Frustration with current solution or service
- Could be functional, social or emotional reasons

## Pull Of The New Solution

- Attractiveness of the new solution or service
- Could be macro-trends or just FOMO

# The 9x Effect: Happy Customers Overvalue Existing Products By 9X.



## The Endowment Effect

People overvalue what they already have regardless of the market



## Status Quo Bias

People stick with a product even when a better one is presented



## Gain and Losses Theory

Any losses in performance or feature is grossly overestimated



# May The Force Be With You.

## Overcome Habits

- Use social proof to help shift the user's worldview
- Make the onboarding as frictionless as possible

## Calm Anxiety

- Set clear expectation with your copy and creatives
- Skip or delay high-stress, public tasks later in the onboarding flow



## Amplify The Pain

- Describe the user's frustration and pain with the current solution

## Strengthen The Pull

- Explain each step in the onboarding in terms of the user's desired outcome
- Tailor the onboarding experience for each Customer Job

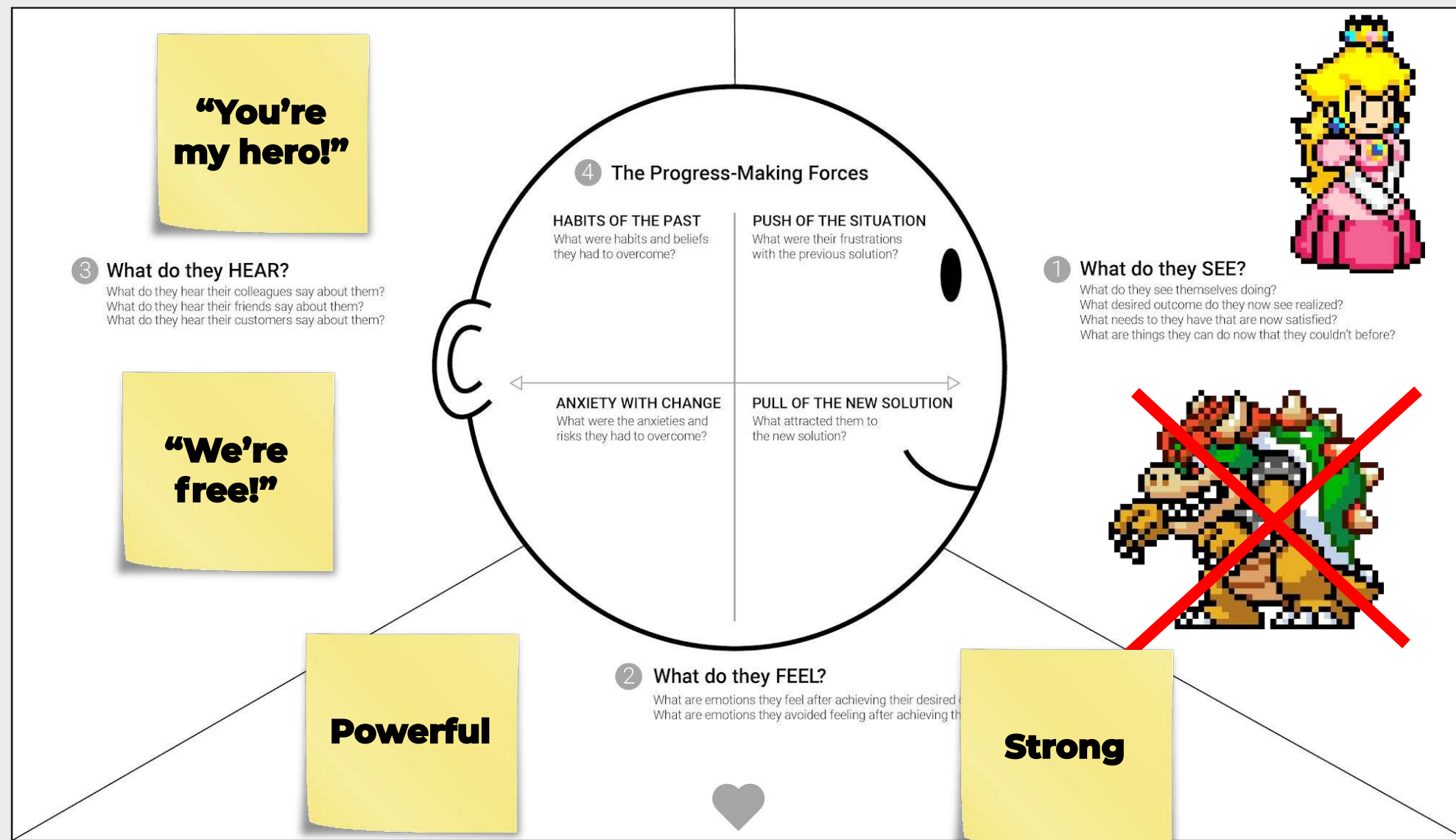
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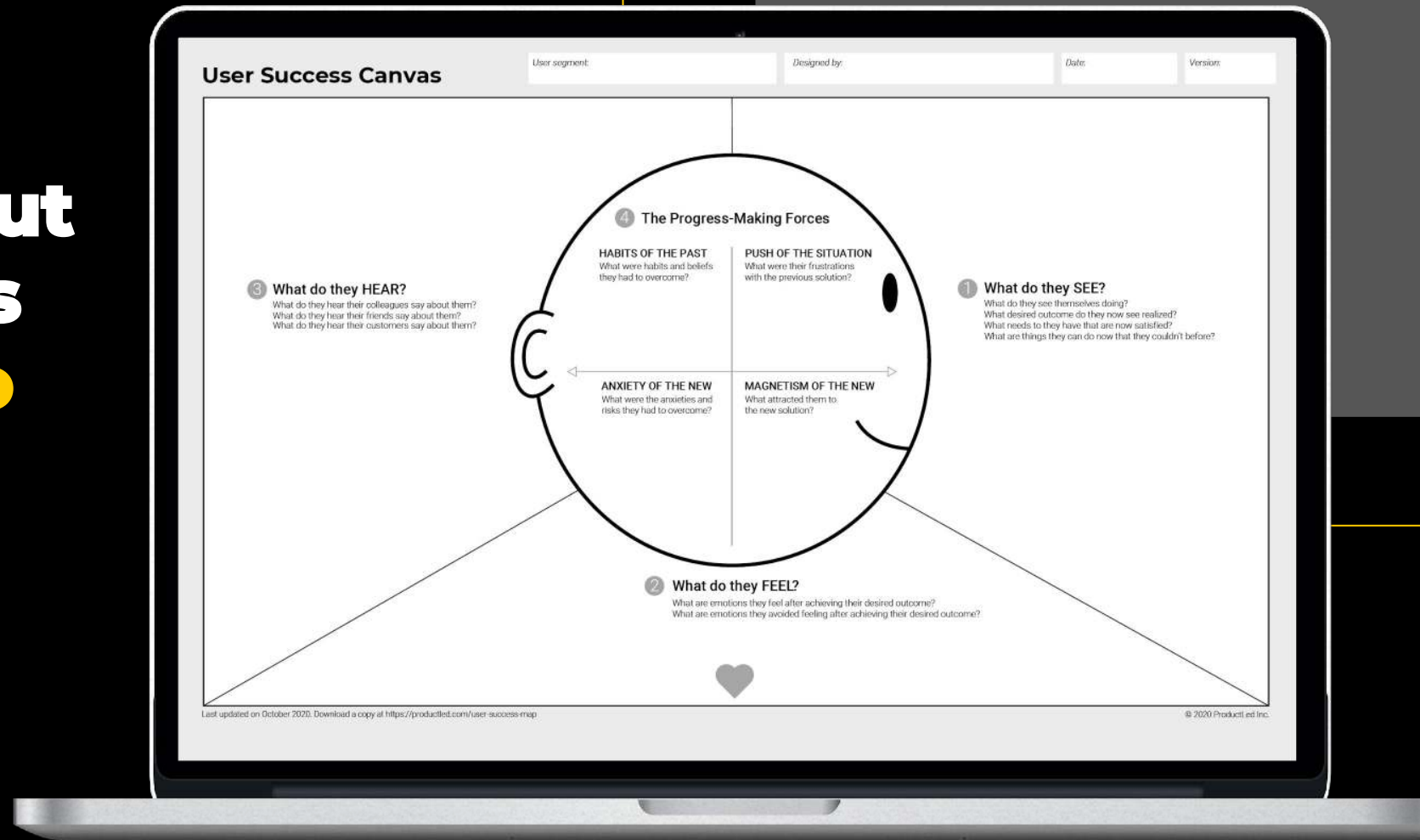
Designed by: Onboarding Class

Date: Oct 14

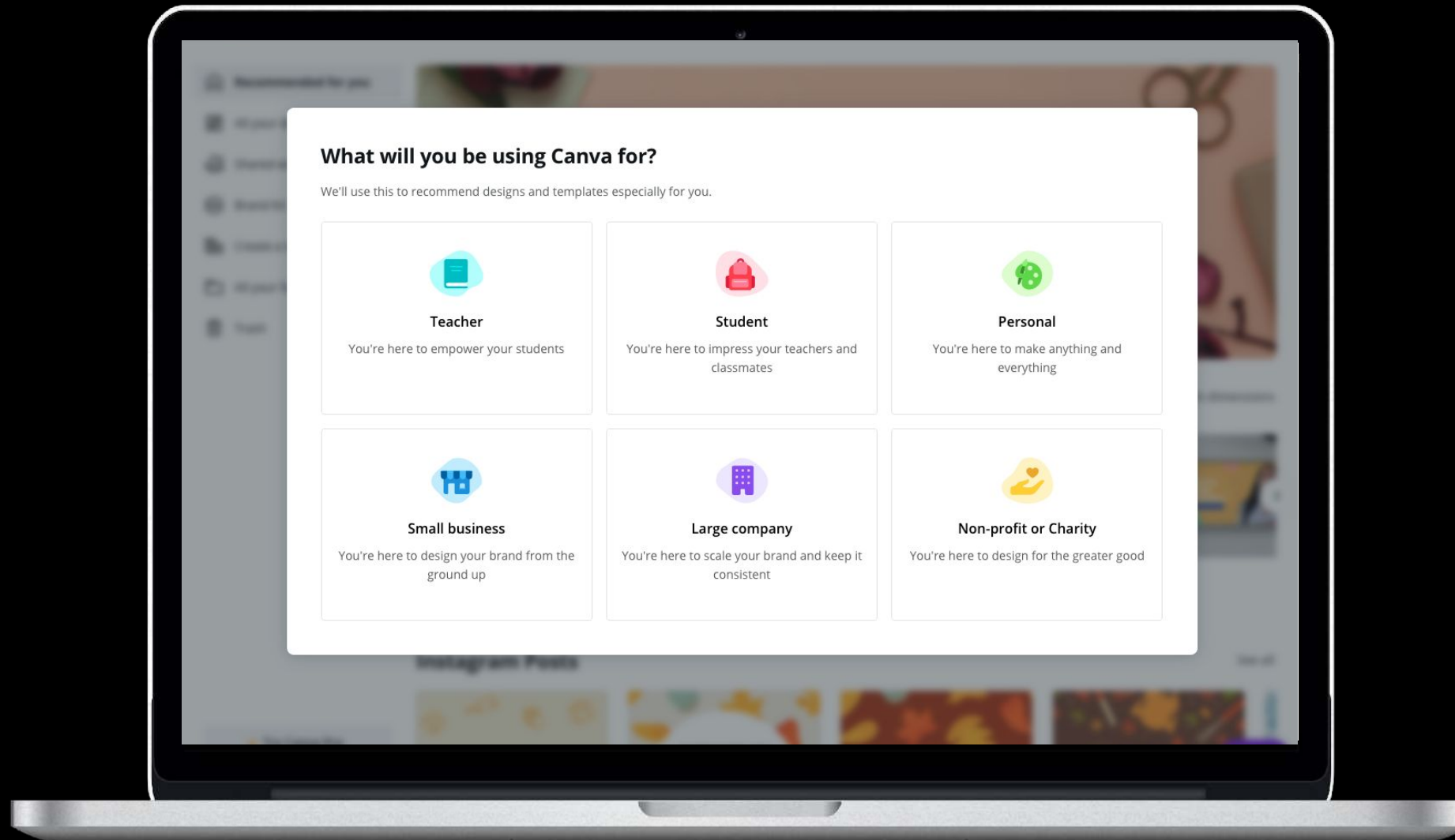
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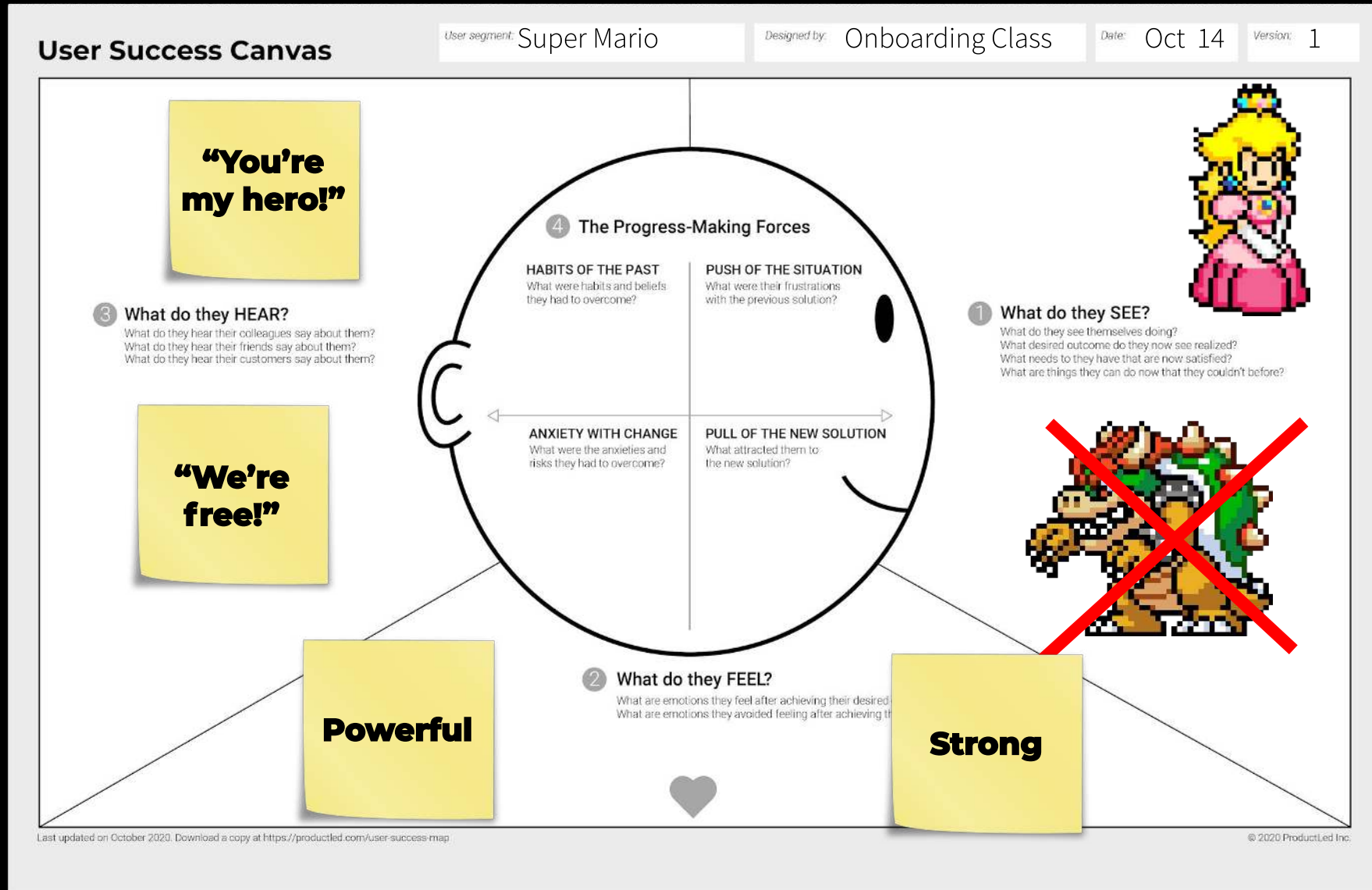
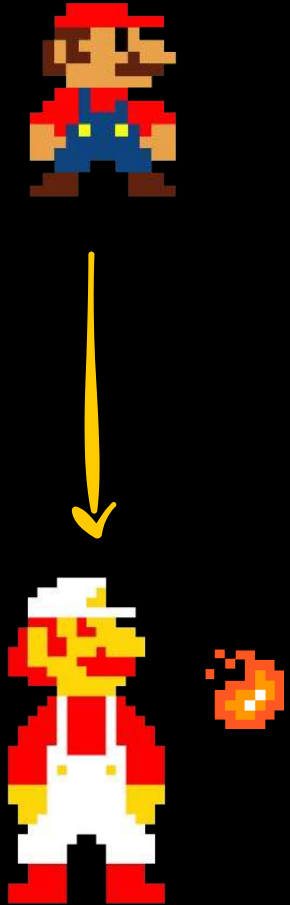
**Before You Fill Out  
The User Success  
Canvas, Just **Two**  
More Things You  
Should Know.**



# 1) Segmented Onboarding Is Conversion Steroids.



## 2) Right Now, This Is A Hypothesis.



# Validate Your Hypothesis.

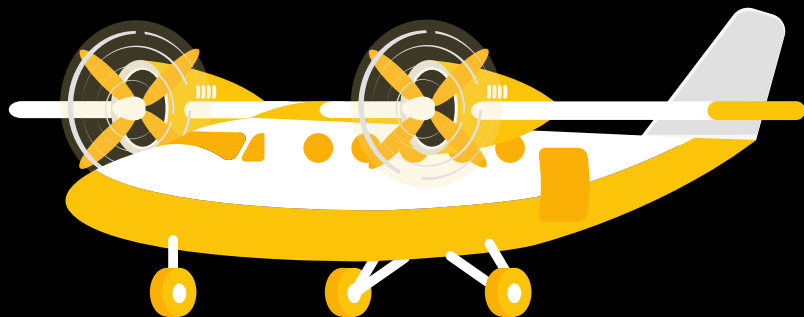


As **Steve Blank** would say,

“Cheating on customer development is like cheating on your parachute-packing class.”

It's not worth it.





Now, as someone who's jumped out of a plane, trust me when I say that it's not worth it.



**Why do people  
sign up for  
your product?**



# This Is A Hypothesis.



## The User Success Canvas



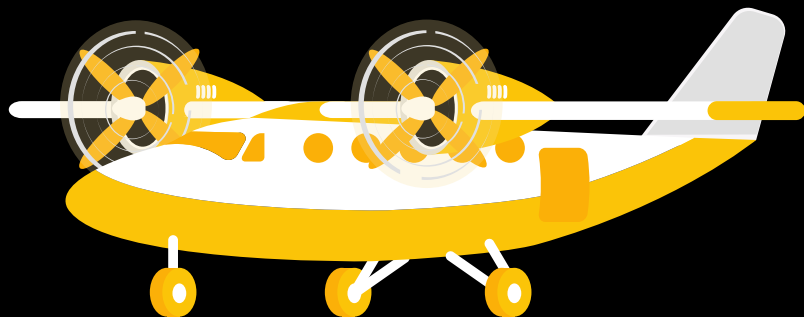
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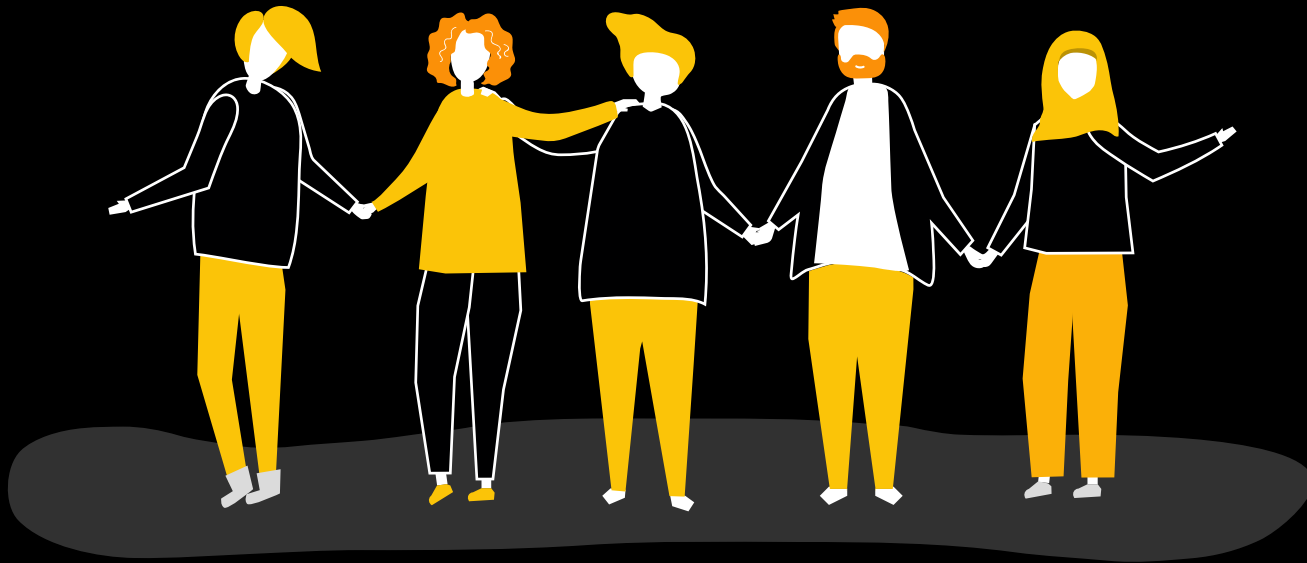
**Your Customers  
Hold The Keys To  
Your Success.**





**Don't be scared to  
talk to customers.  
They can't bite you  
over Zoom (yet).**

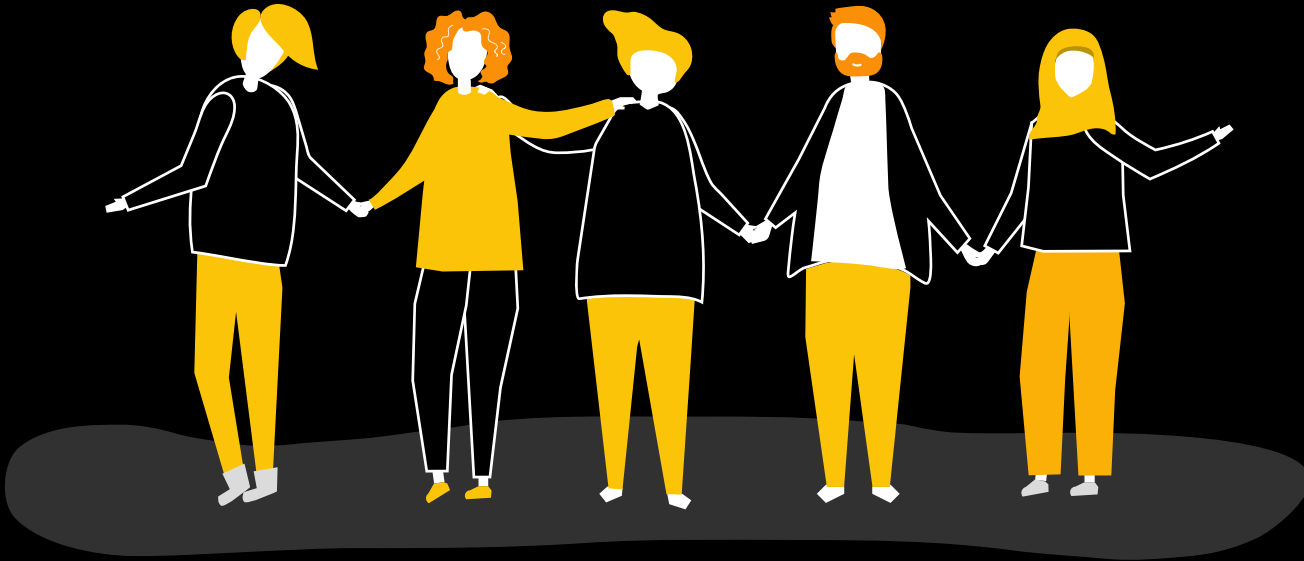
# 5 Types Of People You Should Talk To.



- 1 New Users
- 2 Churned Customers
- 3 Shoppers - People who are evaluating your product
- 4 Active Customers
- 5 Inactive Customers



# Out of the 5, start with ONE type.



- 1 New Users
- 2 Churned Customers
- 3 Shoppers - People who are evaluating your product
- 4 **Active Customers**
- 5 Inactive Customers

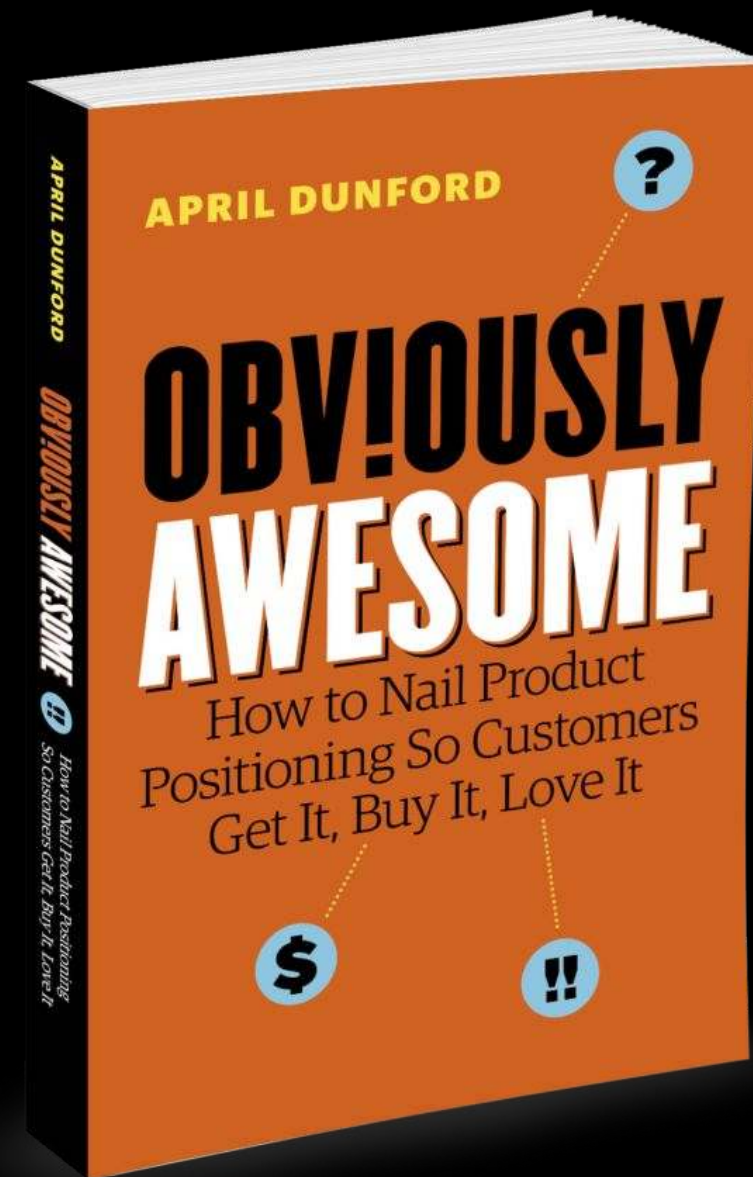


**April Dunford**, Author of Obviously Awesome

“

Your **best-fit customers** hold the key to understanding your product's value.

”



**For best results, talk to users who recently signed up for your product! Everything is fresh in their head.**

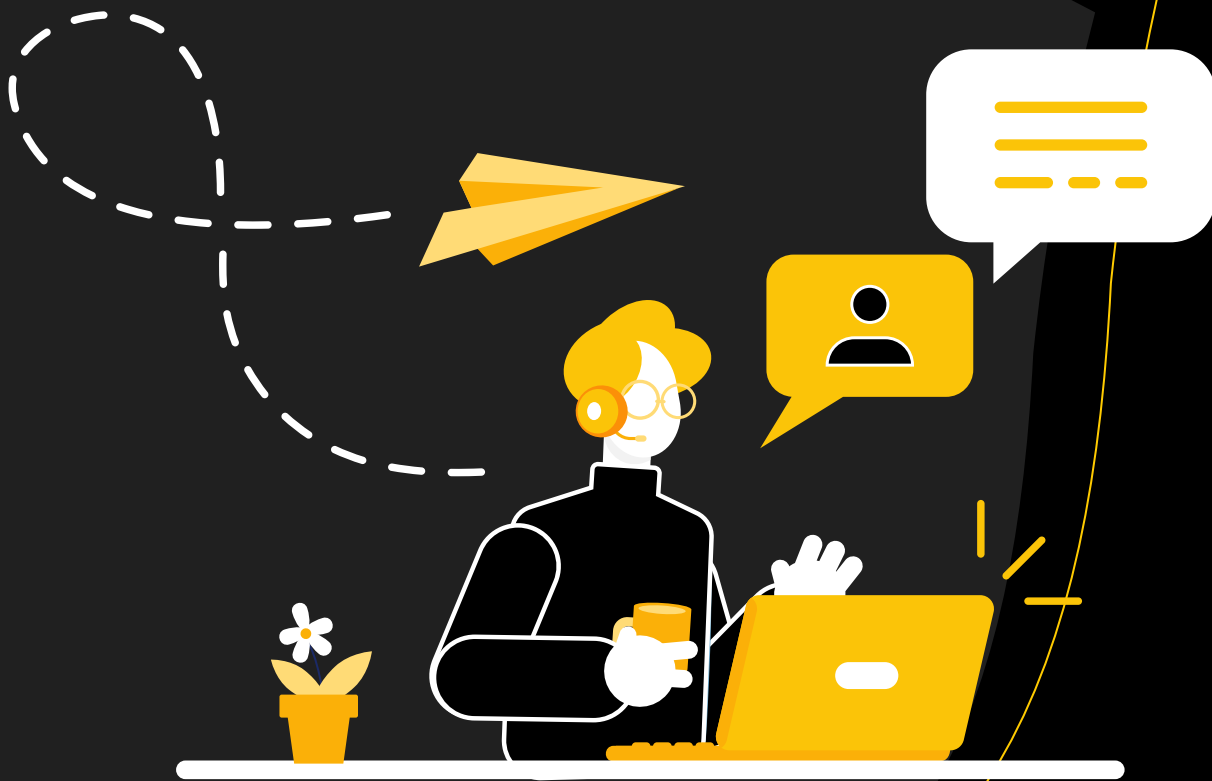


**How many  
customers  
should you  
interview?**

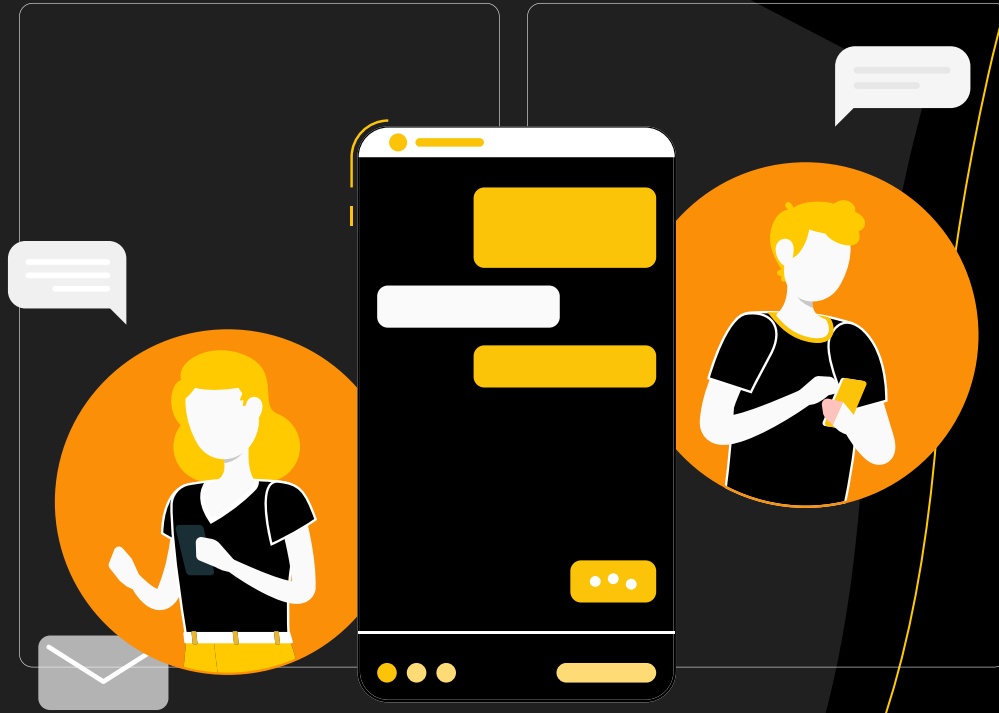


**As a rule of thumb,  
keep interviewing  
until you start  
hearing the same  
thing over and over.**





For now, send out this **templated email** to as many active customers who you think will be a good fit.



**Send this to  
2-3 people  
before the end  
of the day.**

**Who is  
actually  
going to do  
this by EOD?**

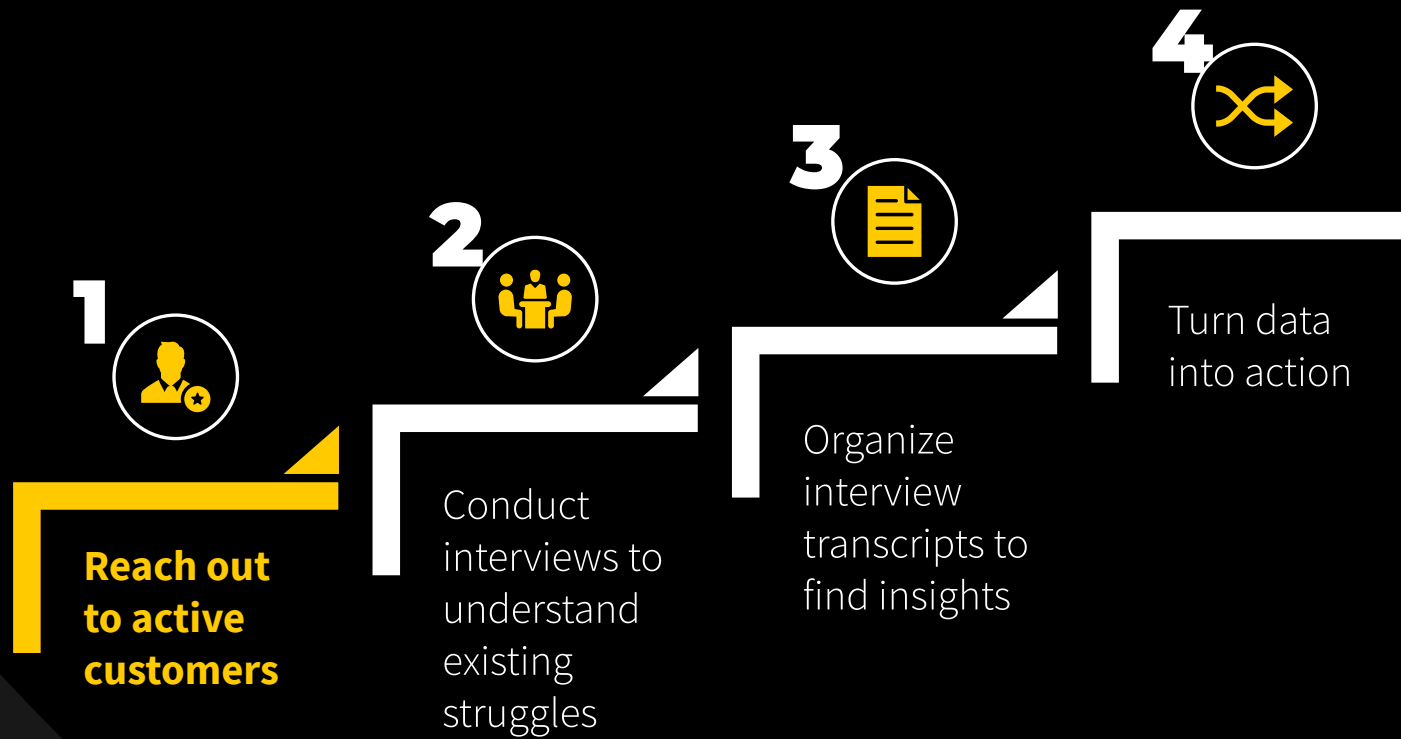






**Remember this  
program is about  
**taking action**, not  
just transferring  
knowledge.**

# User Research Interview Process.



**What should  
you ask your  
active  
customers?**



**The goal of these interviews isn't to decide on specific features to build, or even to get feedback on your ideas.**





# You Especially Want To Know .



What pains exist in our ideal customer's day



What causes those pains

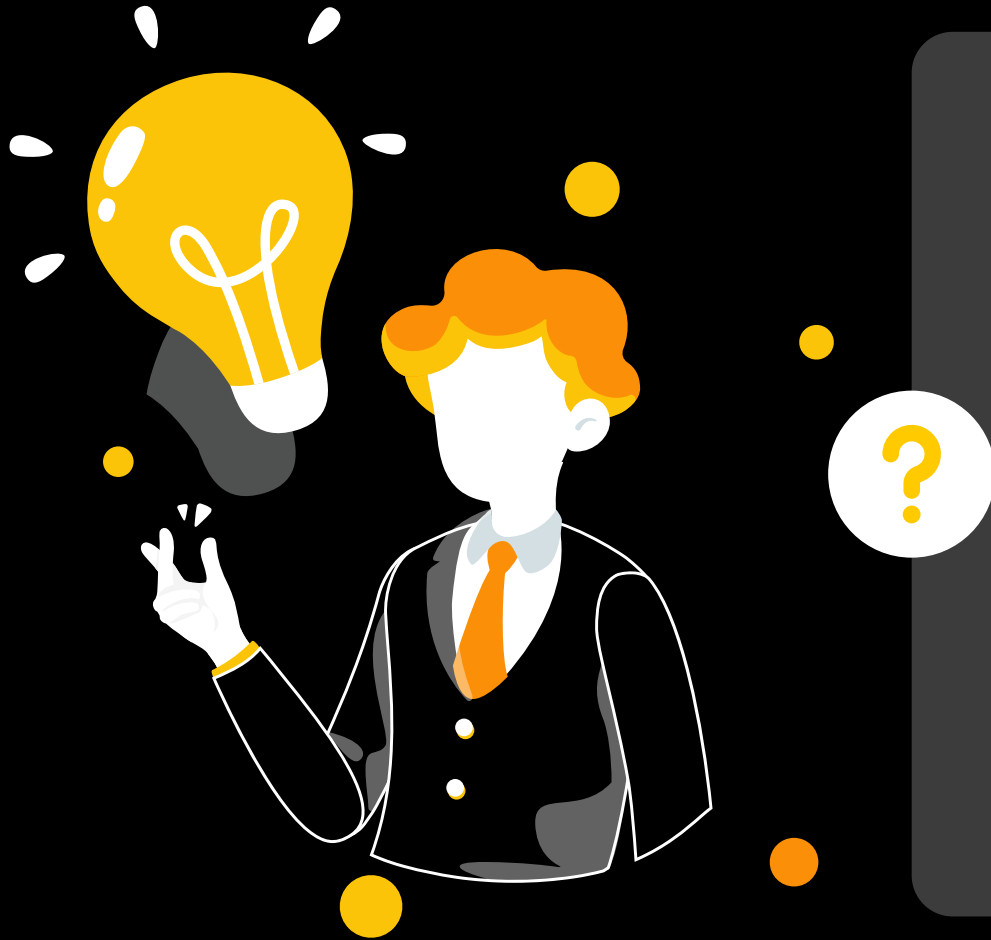


How those pains are currently solved... (or if they are solved at all)



**Causation** > correlation

# For Their Current Solution, Ask Them.



- What other solutions did you consider when making a decision?
- What happened that eventually made you say “you know what....this solution will work for us?”
- With your current solution, what is working really well? What are the pros?
- What’s still really painful at this point?

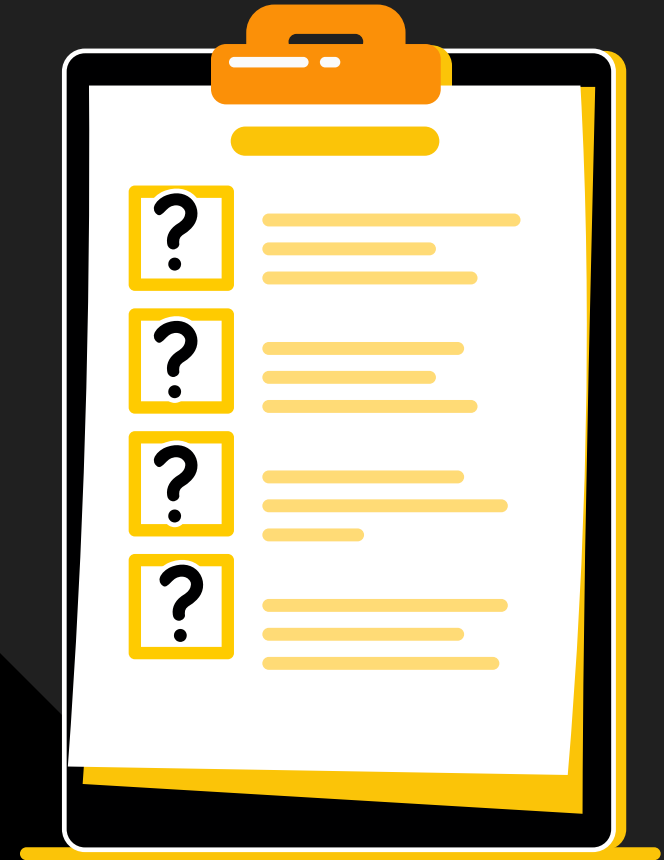
# For Their Current Solution, Ask Them.



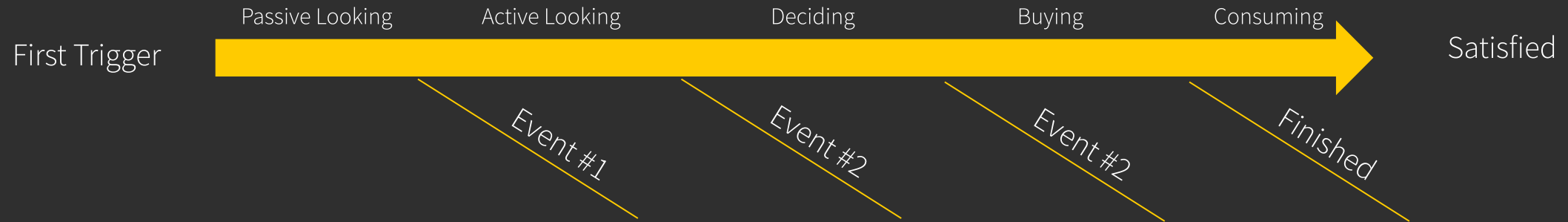
- Are there new problems that have popped up, or are there some problems that you thought your current solution was going to solve that it never actually solved for you? What are those?”
- If you could no longer use [product name], what would you miss most?
- What is one thing (if any) that made it difficult to get up and running?



**A full list of questions to ask is available in the learning portal.**



# You Want To Create A Mental Timeline Of Your Ideal Customers' Decision-Making Process .



What events or situations led up to the problem we want to solve?



How do people decide to solve that problem right now?

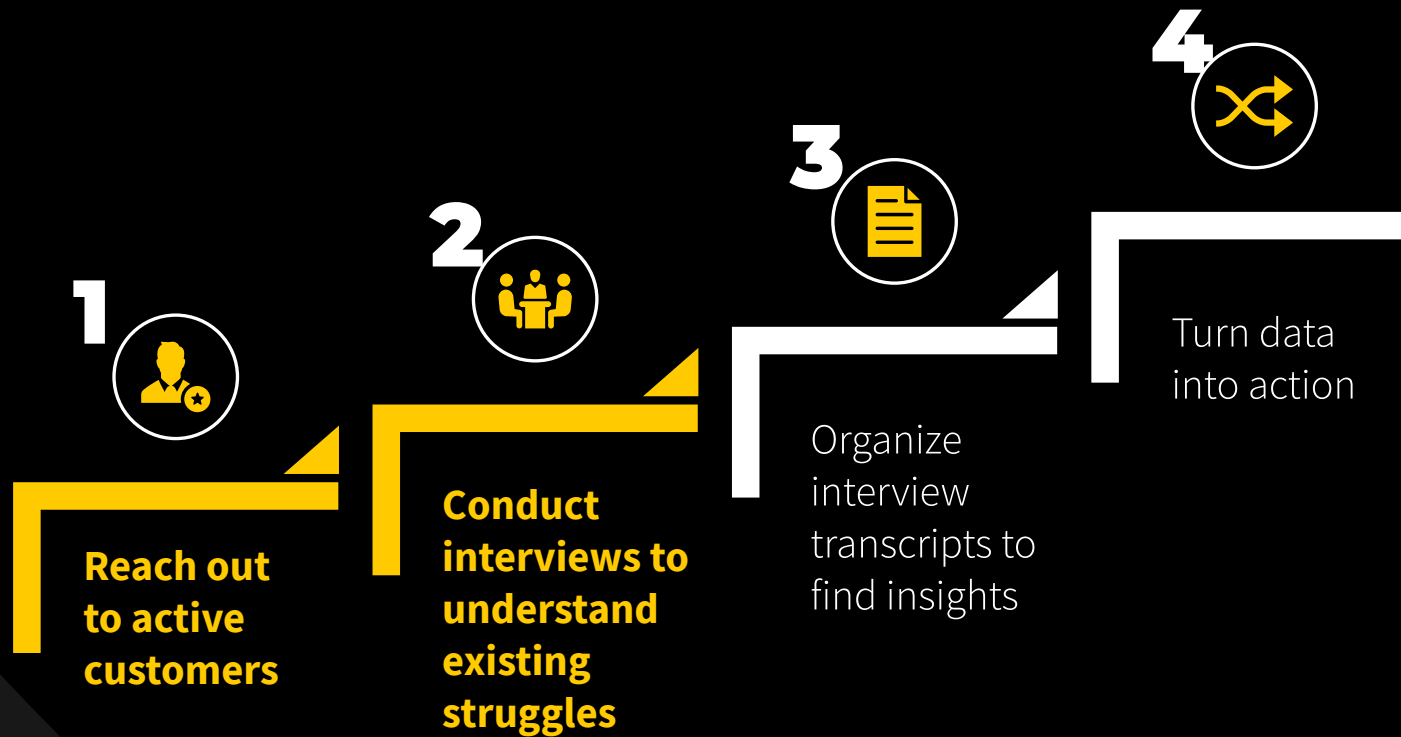


What's still not working about existing solutions?

**Last thing, RECORD EVERY CALL!!!**



# User Research Interview Process .



**Organize  
interview  
transcripts  
to find  
insights .**



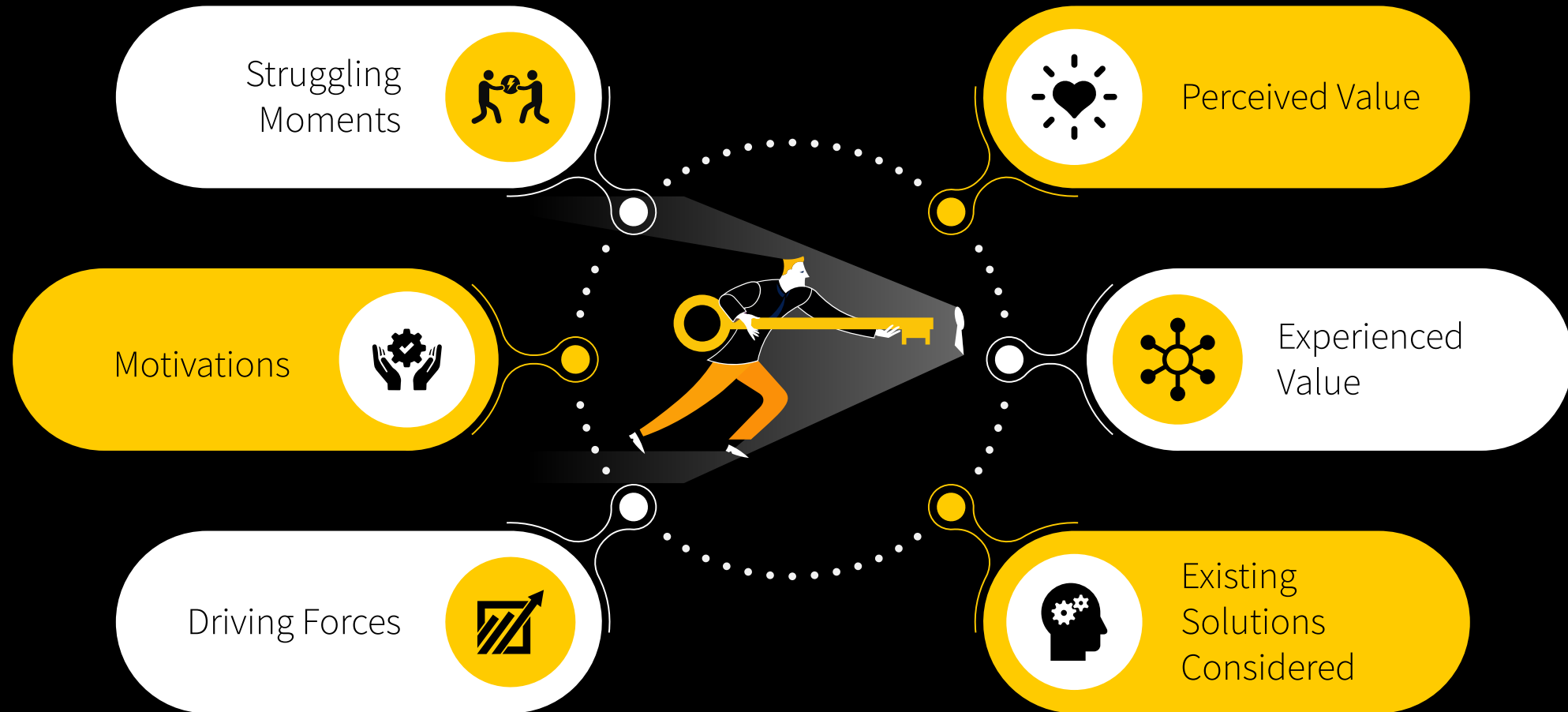
**Transcribe  
the  
interviews.**



**Listen to each  
customer  
recording and  
look for 6 special  
elements.**



# 6 Key Elements To Look For In Your Interviews.







# Struggling Moments .

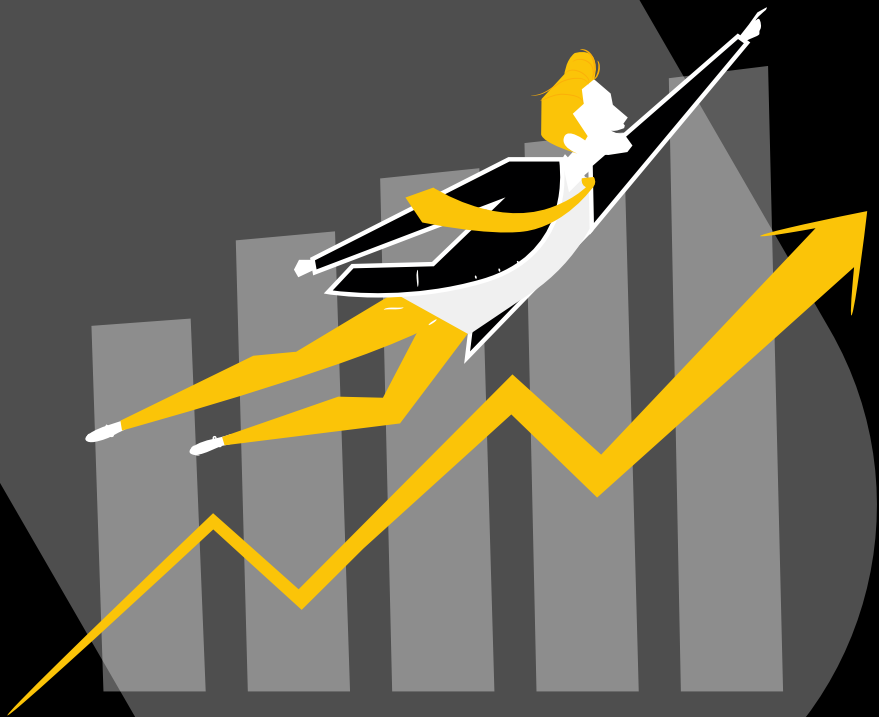


Insert the situation your interviewee brought up, that caused them to struggle and seek a new solution

## Example

When I'm trying improve how the number of leads I generate each month, but I'm not sure how to setup campaigns in Facebook ...

# Motivations •



Insert what the interviewee was trying to accomplish with a new solution

## Example

I want to figure out how to build out a Facebook lead funnel to automate the whole process of lead generation...

# Driving Forces •



Insert the **emotions** your interviewee feels, pushing them to seek a new solution (instead of continuing to do things the way they already are)

## Example

I'm frustrated that I haven't hit my lead gen goal in the last couple months



# Perceived Value .

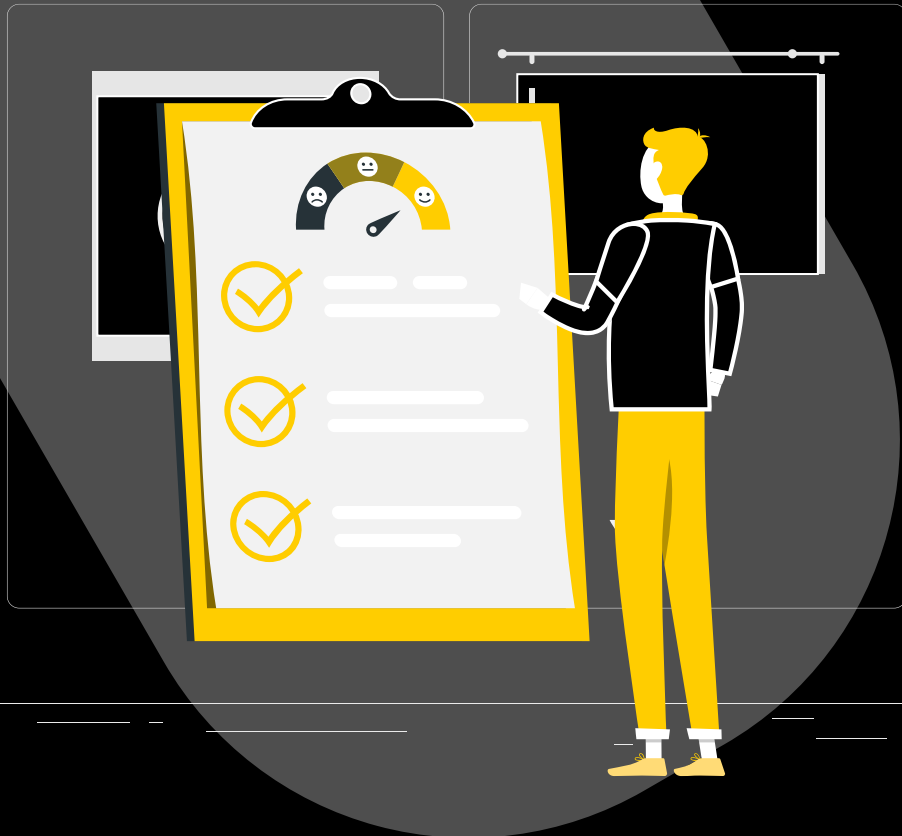


Insert how your interviewee experienced the product and what drove them to upgrade

## Example

So I can convert & retain more paying customers without hand holding each one

# Experienced Value .



Insert how your interviewee envisions life being better once they have a new solution

## Example

I felt I had an easy, scalable way to convert & retain more paying customers

**Existing Solutions  
Considered.**



**By this point, you're probably thinking  
"this is going to get messy ..."**



Rest assured, here's a **spreadsheet** where you can compile all of this information in a super organized way.

A laptop is shown from a slightly elevated angle. The screen is white and features a large orange circle with a dark grey border. Inside the circle, the text 'Get access to the spreadsheet' is written in white, with each word on a new line and underlined. A yellow paperclip is attached to the top right corner of the laptop. In the bottom right corner of the image, there is a logo consisting of the letters 'R' and 'L' in white, with a yellow dot above the 'L'.

Get access  
to the  
spreadsheet



# User Research Interview Process .



**Turning Data  
Into Action.**



# How You Can Apply Everything?



Focus on the driving forces into your advertising campaigns to create compelling calls to action



# How You Can Apply Everything?



Write content on how the struggling moments that people might have when they're first identifying their problem



# How You Can Apply Everything?



Making sure the perceived  
and experienced value  
lines up

**Perceived value**  
**=**  
**Experienced Value**

# How You Can Apply Everything?



Making sure the perceived  
and experienced value  
lines up



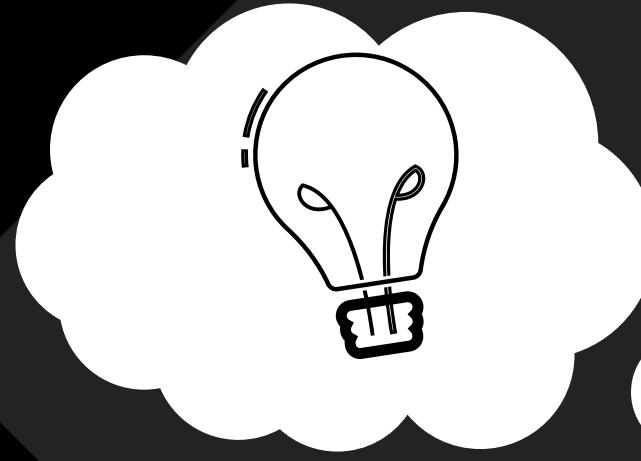
# How You Can Apply Everything?



Using the feedback from your recent customers to make sure your trial experience helps people accomplish a core outcome that they may have struggled with in the past



**Can You Think Of  
Any Other Ways To  
Apply This Research  
In Your Role?**







# Activity.

Complete User Research  
Interview: Worksheet



[Click here](#)





# This Week's Challenge.



Complete the “User Success Canvas” for at least one of your product’s segment



Share your “User Success Canvas” with your onboarding team.

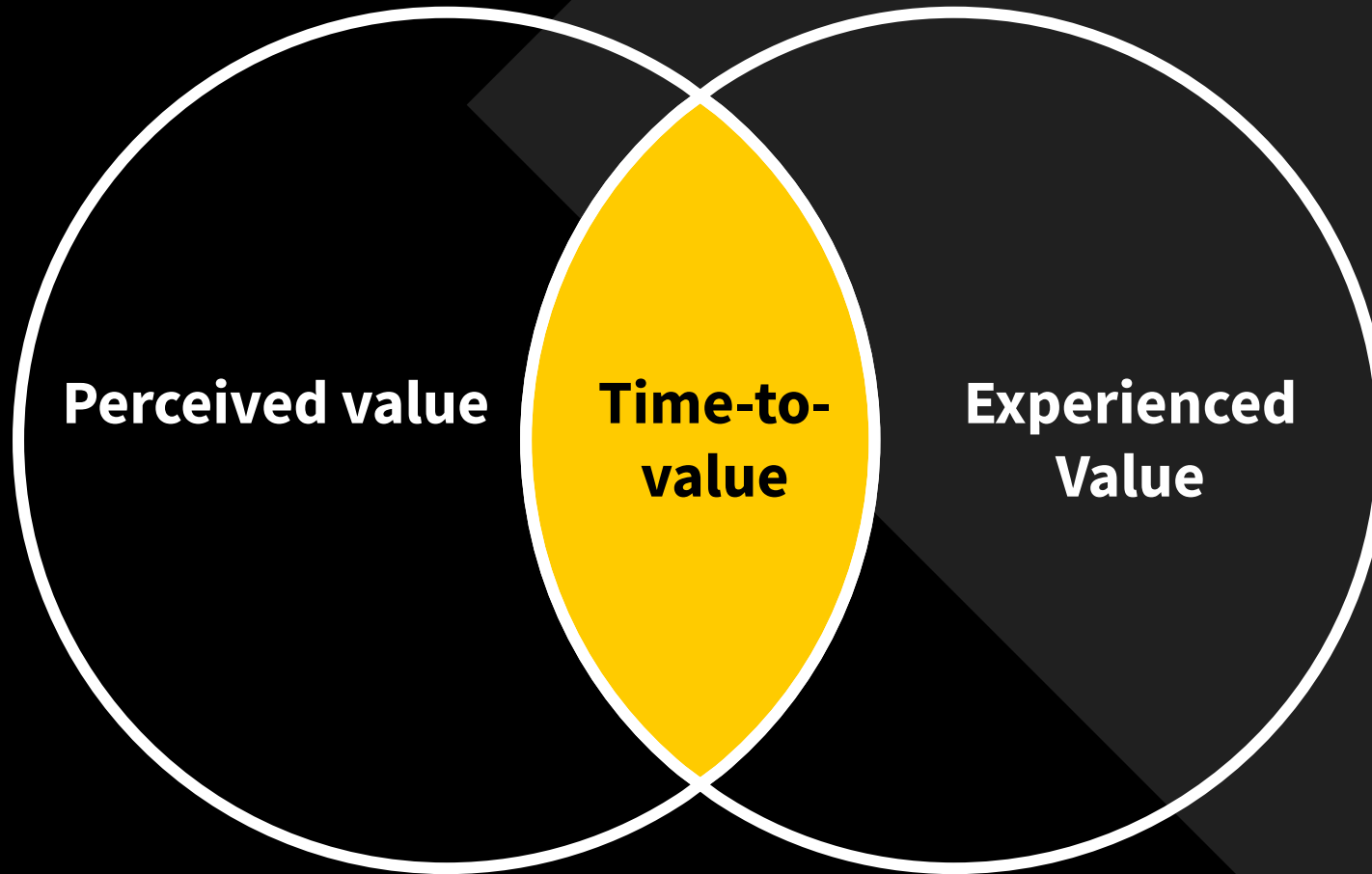


Identify your Tipping Point and validate it with data.



Watch the customer research masterclass and interview one of your best-fit customers and (bonus) an inactive or churned free user.

# Broken Promises.



# A World-Class Product Experience.



Perceived value  
=  
Experienced Value

# Concept .

The Three Elements You Need  
To Master Product-Led Growth



**Element 1:** Understand your value.



**Element 2:** Communicate the perceived value of your product.



**Element 3:** Deliver on what you promise.

If you skip one step, you risk delivering a mediocre experience to your users.