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TRUELAYER

PRODUCT ELEVATION

8-10 November, 2022

3 things about me

Curious
Non-linear (but fun) career!
Love experimenting!

NB. Opinions are my own and not the views of my employer!



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Why ...Ops?

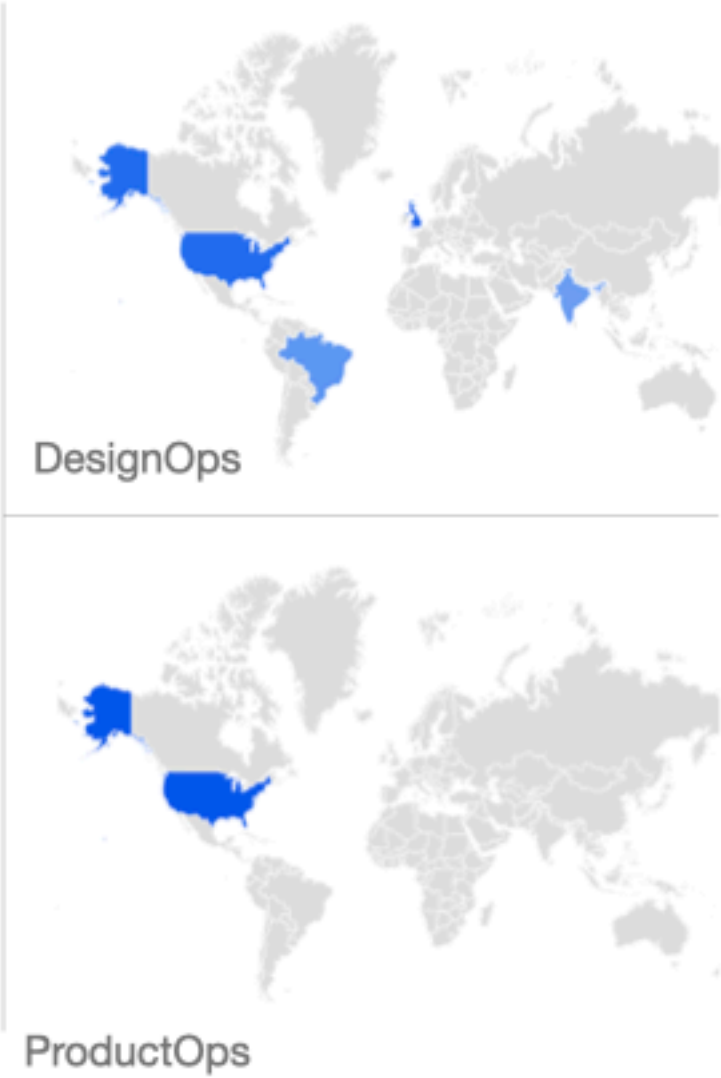
What is all the faff about all these ...Ops?



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The terms DesignOps and ProductOps have been around since **2004**.



But their influence is not even yet.
[Google Trends Data]



Operations ***transform*** resource or data inputs into desired goods, services, or results,

To **create** and deliver **value**.

Source: Business Dictionary.

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Ops are ***Transformational*** disciplines

They deliver value by optimising and redefining processes and ways of working.



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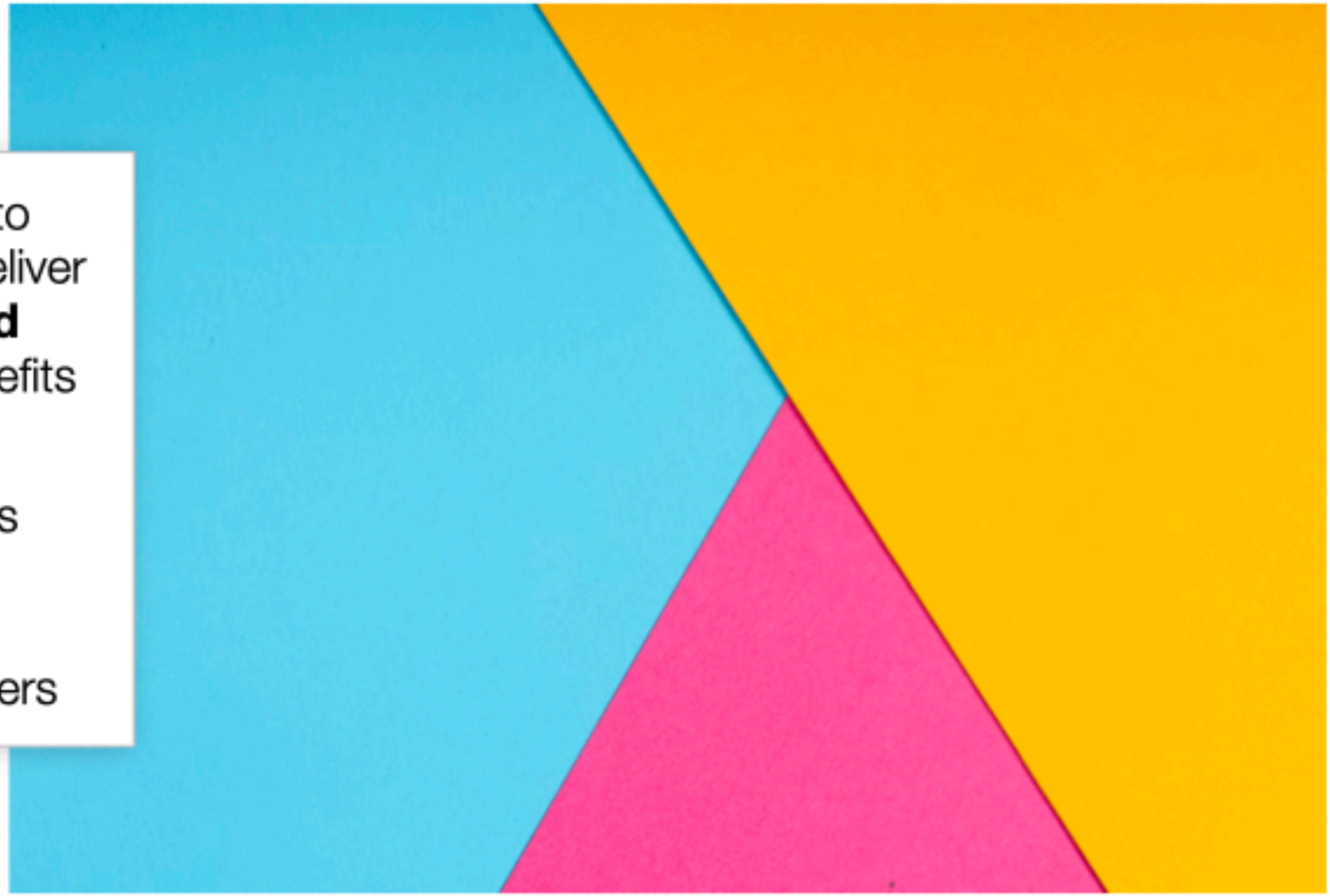
Ops transforms:

1. The Business processes
2. The E2E and x-functional workflows
3. The team's culture & growth

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Ops' goals are to generate and deliver **tangible and measures** benefits to:

1. The Business
2. The teams
3. The team leaders



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Ops enable organisational ***Ambidexterity***

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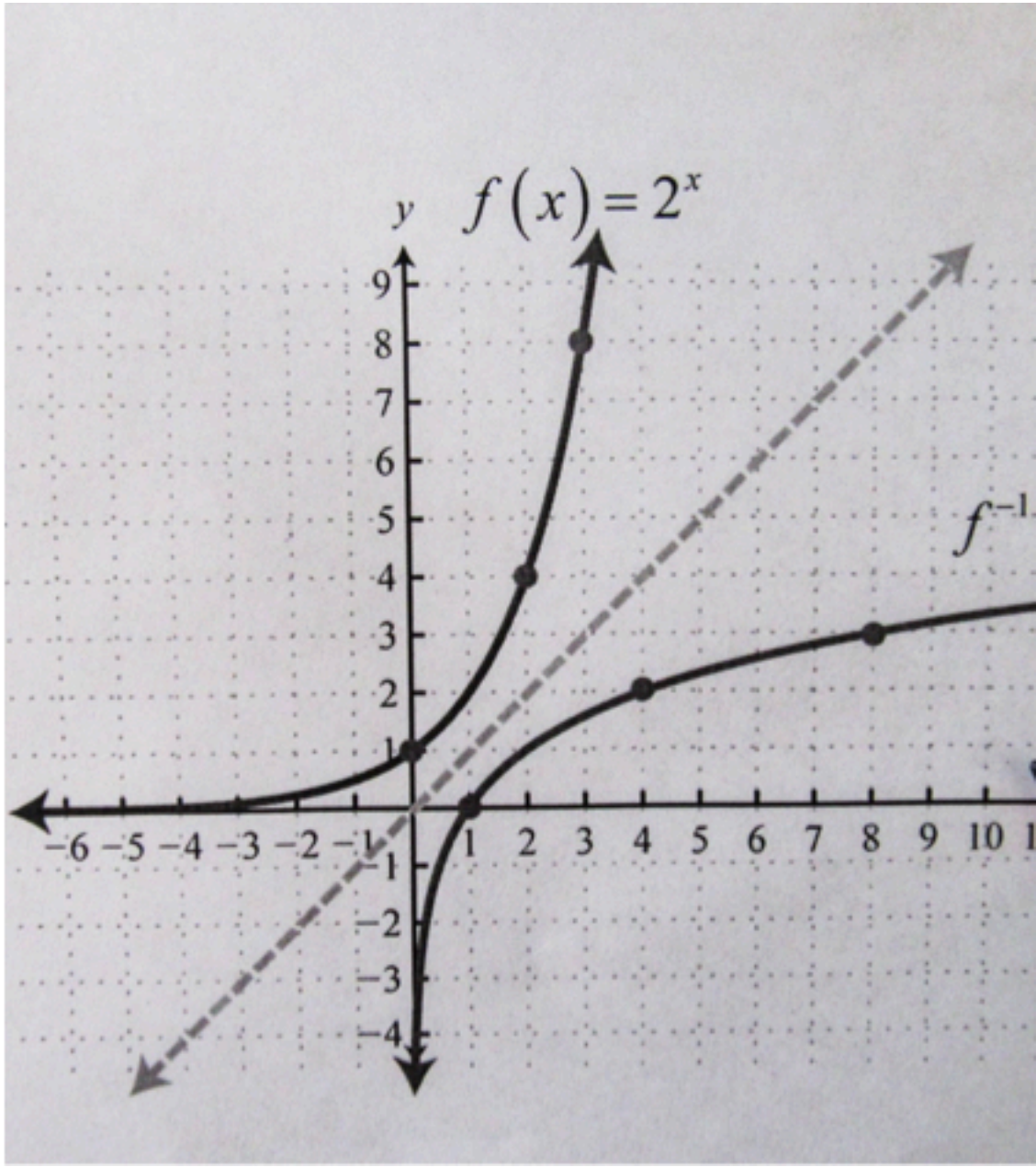
How does Ops do it?

By defining well-established processes to **streamline complexity**

By turning best practices into **actionable** steps

By **reducing waste** and increasing predictability rates.

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Waste can be invisible but it has tangible effects

Usual causes:

- Inconsistent E2E ways of working
- Poor x-functional collaboration
- Inadequate tools'
- Missing templates
- Lack of supporting procedures

Impact:

- Long working hours
- High rate of re-work
- Delays
- Poor quality



There is a moment in every organisation when the **HOW** becomes as important as the **WHAT**



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Knowledge workers spend up to 60% of their time doing non design tasks.

(Workfront report 2020)

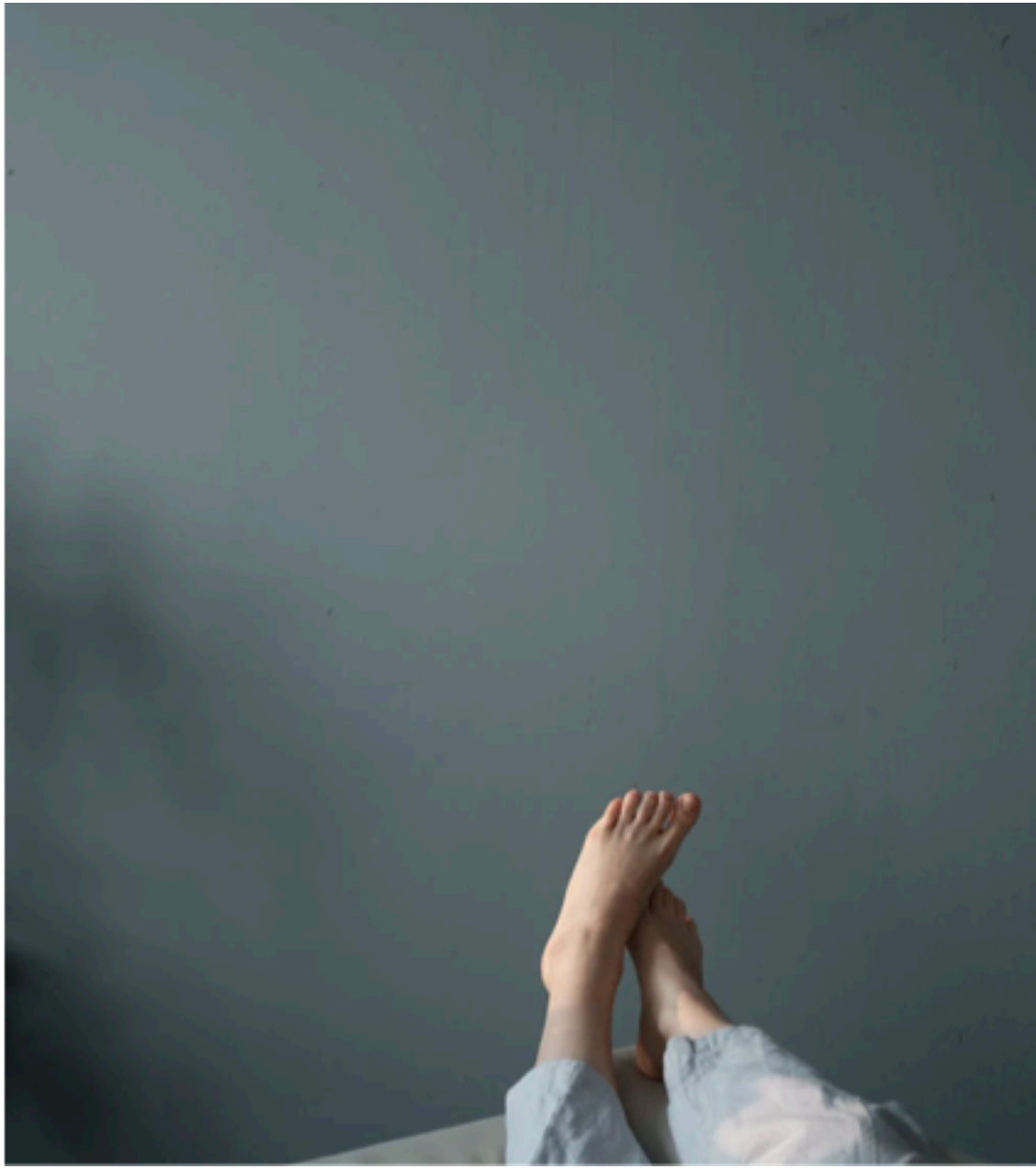


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2 hours and 53 minutes.

The average UK office worker **is only productive for 2 hours and 53 minutes** out of the working day according to a recent study.

[**Source**: Voucherclub 2020]



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Defining Ops



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Defining Product Operations

the art of removing obstacles from **evidence-based decision making**.

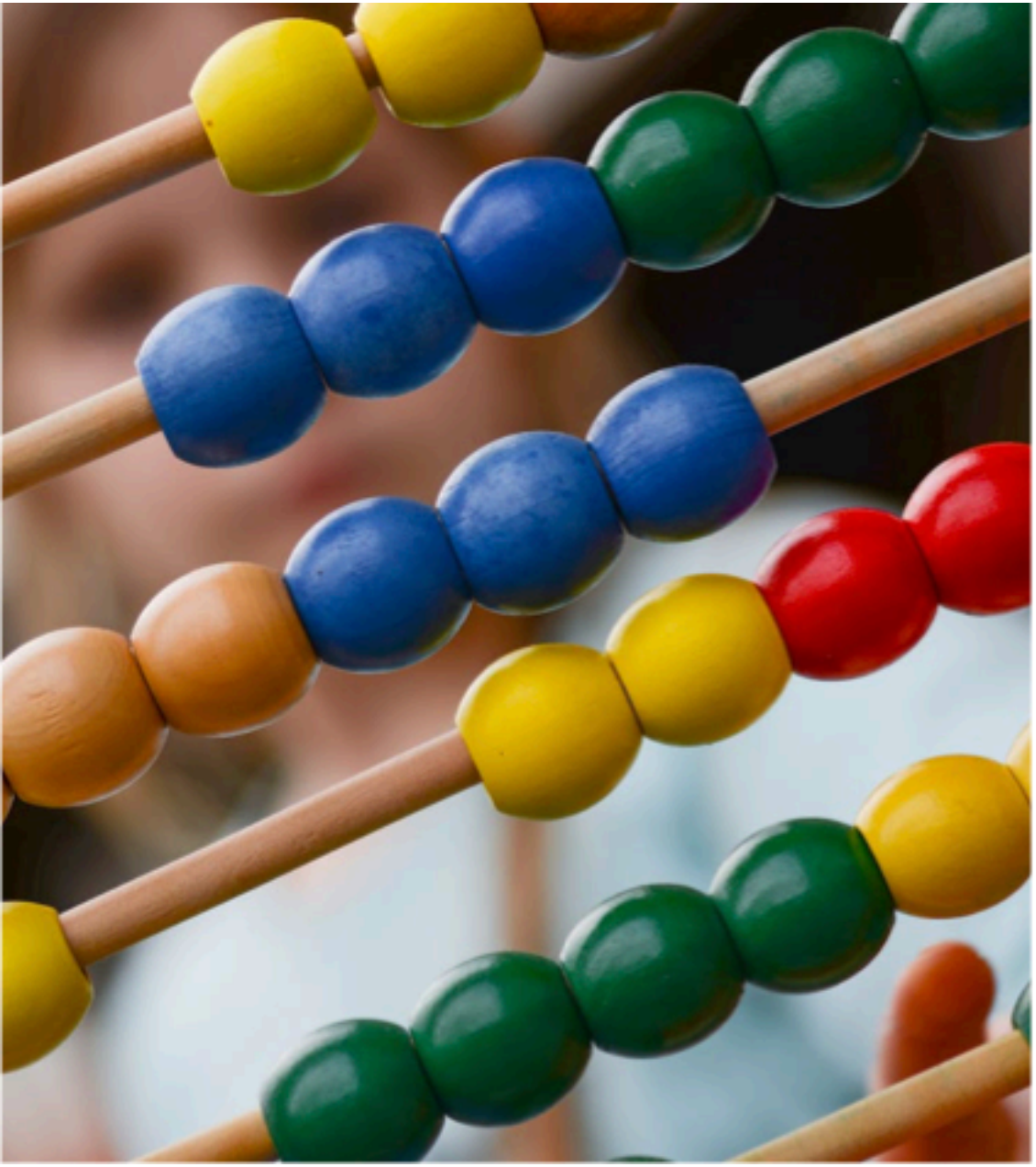
Done right, it fuels a virtuous cycle of benefits that'll empower everyone from the executive team all the way to each individual contributor responsible for building the **products** —

whether Engineers, Designers or Product Managers.

Melissa Perri



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Defining Design Operations

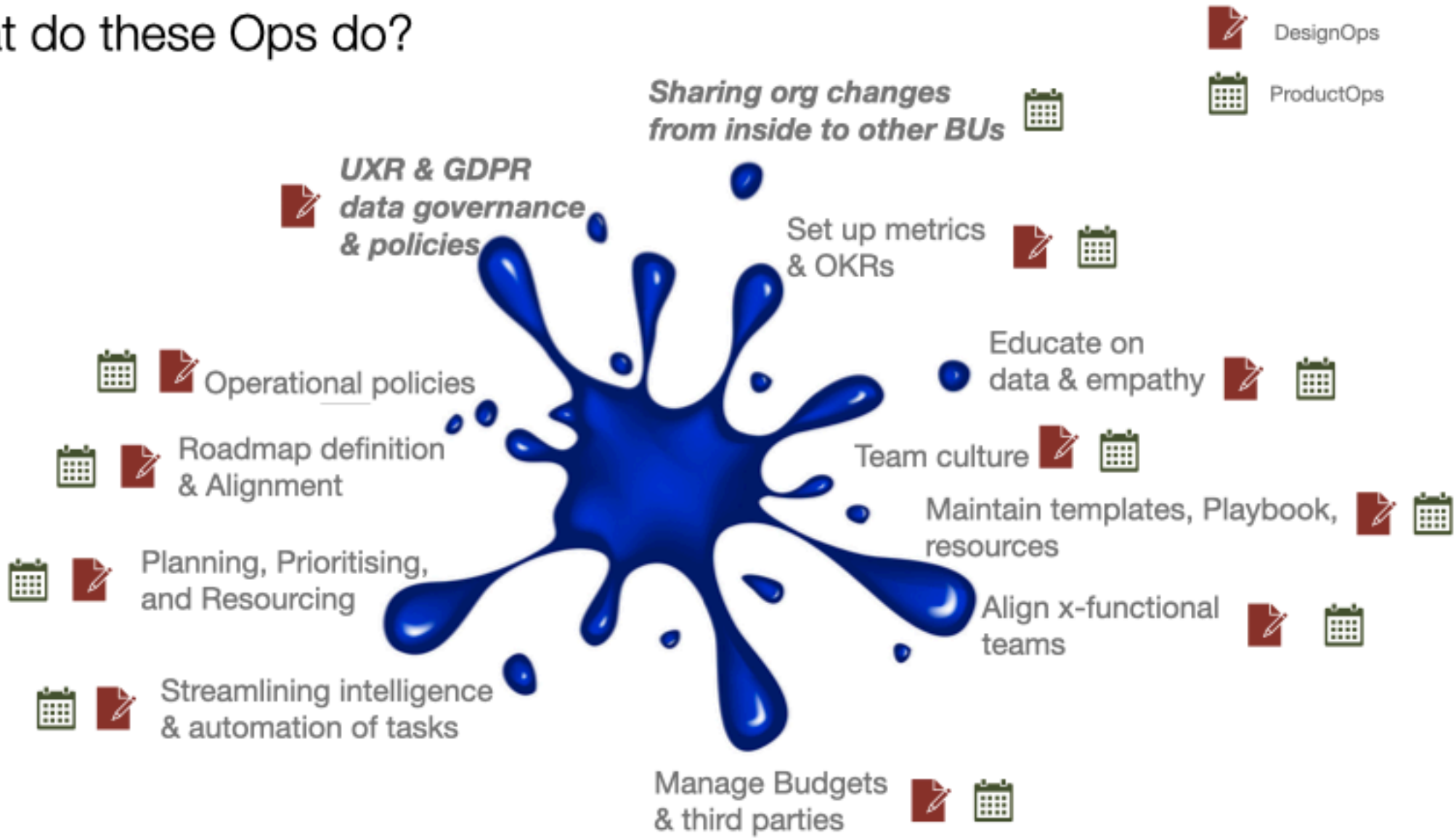
the art of **streamlining innovation and integrating empathy and user centricity.**

Done right, it fuels a virtuous cycle of benefits that'll empower everyone from the executive team all the way to each individual contributor responsible for ~~building~~ the products **experiences** —

whether Engineers, Designers or Product Managers, **Marketing Managers, or Researchers**.

Patrizia Bertini (quoting M. Perri)

What do these Ops do?





Ultimately, Ops' role is to help x-functional teams work efficiently and effectively.

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Both Product and Design Ops Focus on the triad Design, Product, Engineering

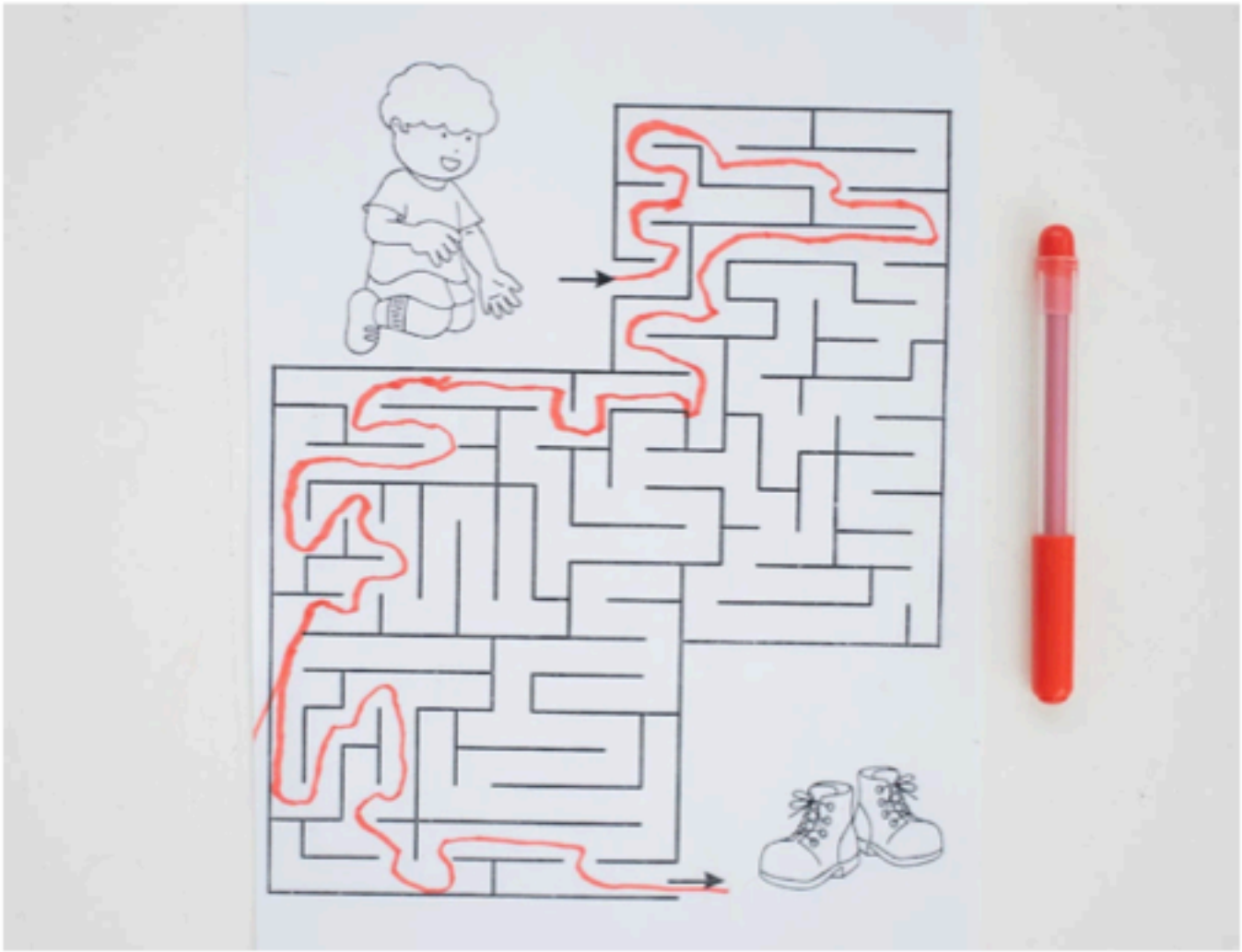
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ProductOps works with **Customer Success** to build effective feedback and **learning loops and experiments**

DesignOps stretches into **Marketing** and **Brand** to ensure a consistent **E2E user experience**.

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ProductOps focuses on ensuring **product managers** are enabled to deliver products against the **roadmap** and company **ORKs**.

DesignOps focuses mostly on ensuring **designers** have a **clear path to innovation** and user-centred design.

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The E2E product lifecycle



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From the idea generation to the user products and experiences



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The frameworks



It's an ***iterative*** **process** focused on creating innovative user-centred solutions to be **tested** though a systematised problem solving approach.



Focus on **speeding up** the product development by **verifying solutions** through ***iterative*** **hypothesis-driven experimentation**.



iterative approach to project management and software development whose aim is to produce **shorter development cycles** to **release** a version of the product more frequently

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D = Design

An overview of the E2E product cycle

What do user want?
[Design Thinking]

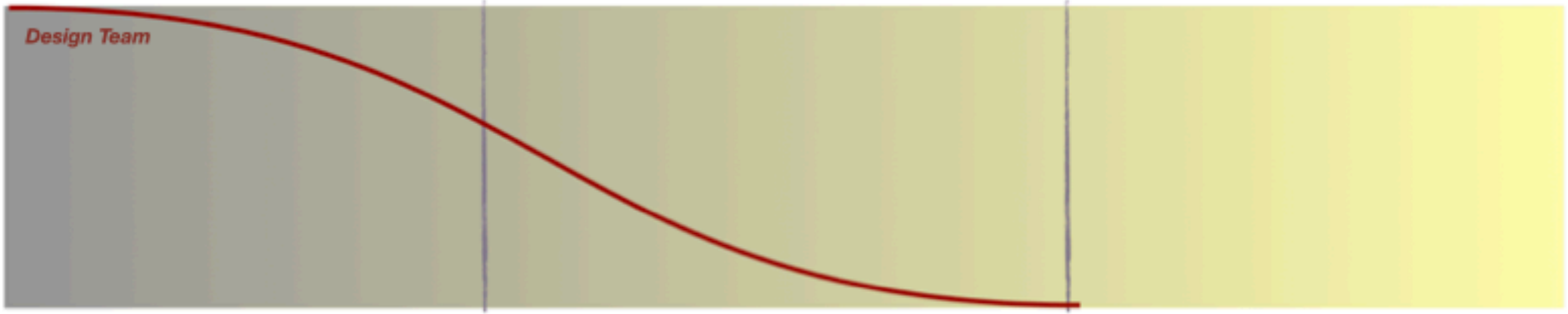
Discover and define value through a user centred lens.

Is there a market for the solution?
[Lean StartUp]

Validate the proposition and the value

How can we bring value to the user at speed?
[Agile]

Deliver the value through frequent releases



D

D

D

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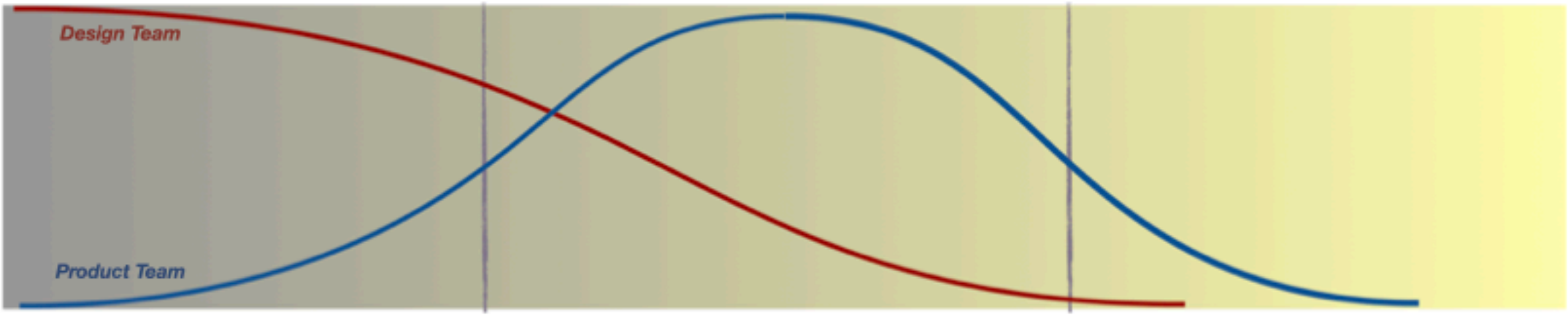
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Product is has a significant role in all stages.

It drives **hypothesis validation and experimentations** *with* Design.



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What DesignOps does?

What do user want?
[Design Thinking]

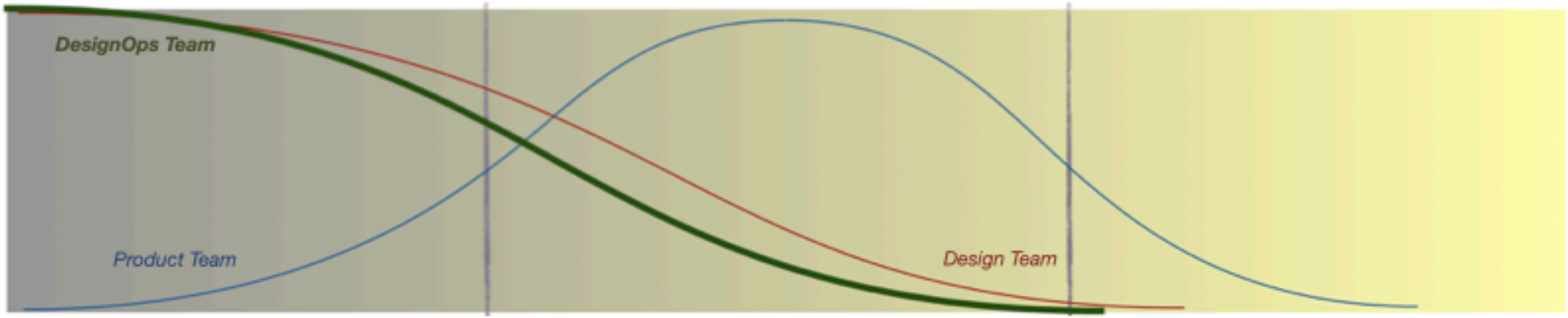
Empathy, Discovery & Ideation phase

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DesignOps Orchestrates:

- Design Planning & prioritisation process
- Effort estimation & resource allocation
- Tools ecosystem development
- Budgeting
- Playbooks & templates
- ResearchOps
  - Participants recruiting & incentives
  - Data governance
  - GDPR compliance

DesignOps Orchestrates:

- Assess feasibility of experiments
- Budgeting for experiments
- Support with templates
- Assess tools / vendors
- Educate on empathy
- Define data workflows
- Streamlining intelligence and automation of tasks / routine practices

DesignOps Orchestrates:

- Handover to engineering
- x-functional collaboration processes between design and engineering

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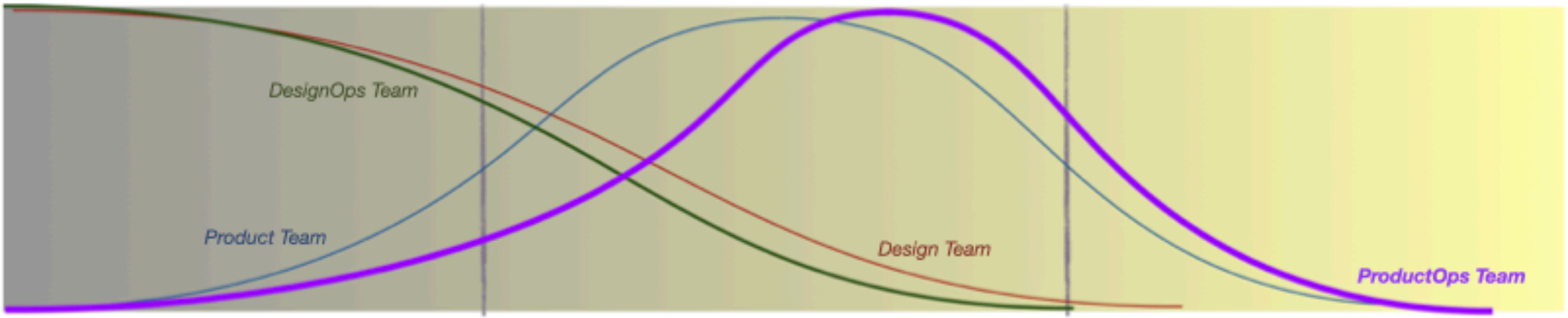
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[Agile]

Deliver the value through frequent releases



Product Ops Orchestrates::

- Ensure the product roadmap's feasibility
- Product Planning & prioritisation process
- Coordinating PM and Designers' alignment
- Budgeting
- Product / feature metrics / Goals

ProductOps Orchestrates:

- Assess feasibility of experiments
- Budgeting for experiments
- Assess tools / vendors
- Learning / feedback Loops
- Implement product analytics tools

ProductOps Orchestrates:

- Work with DevOps and Agile delivery Managers
- Q&A
- Technical testing
- x-functional collaboration processes

Design owns the implementation and execution of **Design Thinking** and it participates in the definition of the hypothesis and experiments of **Lean StartUp** driven by Product.



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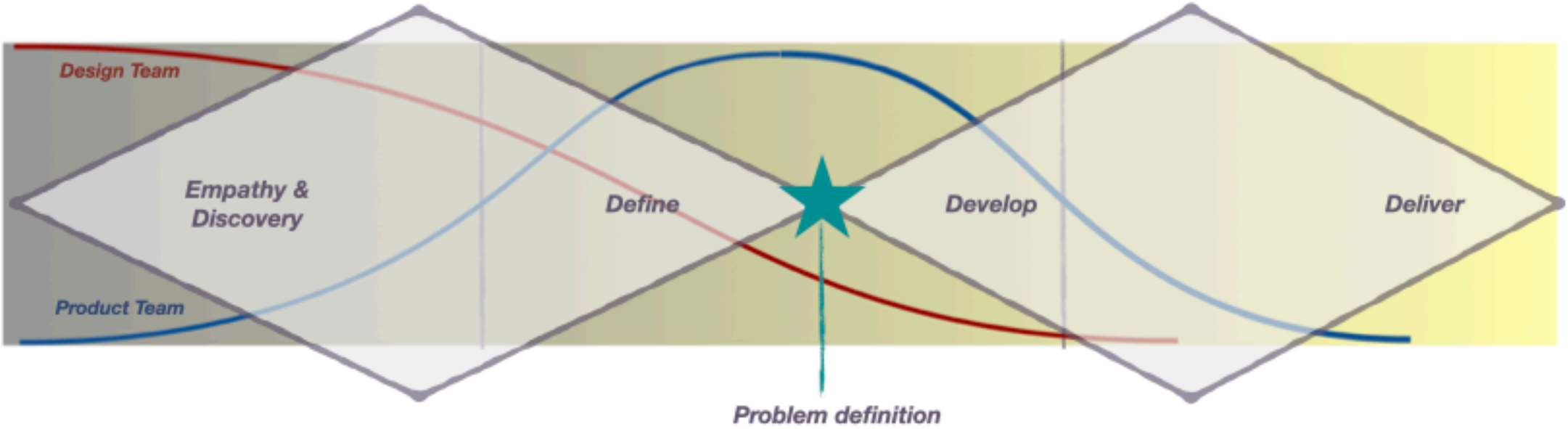
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Take aways



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What happens when ProductOps and DesignOps work together?

Product experience is improved!

Happier *customers*
Product delivery is seamless as teams work well together
Processes *empower* design and product teams
Better processes reduce errors and iterations
Better life/work balance
Increased retention

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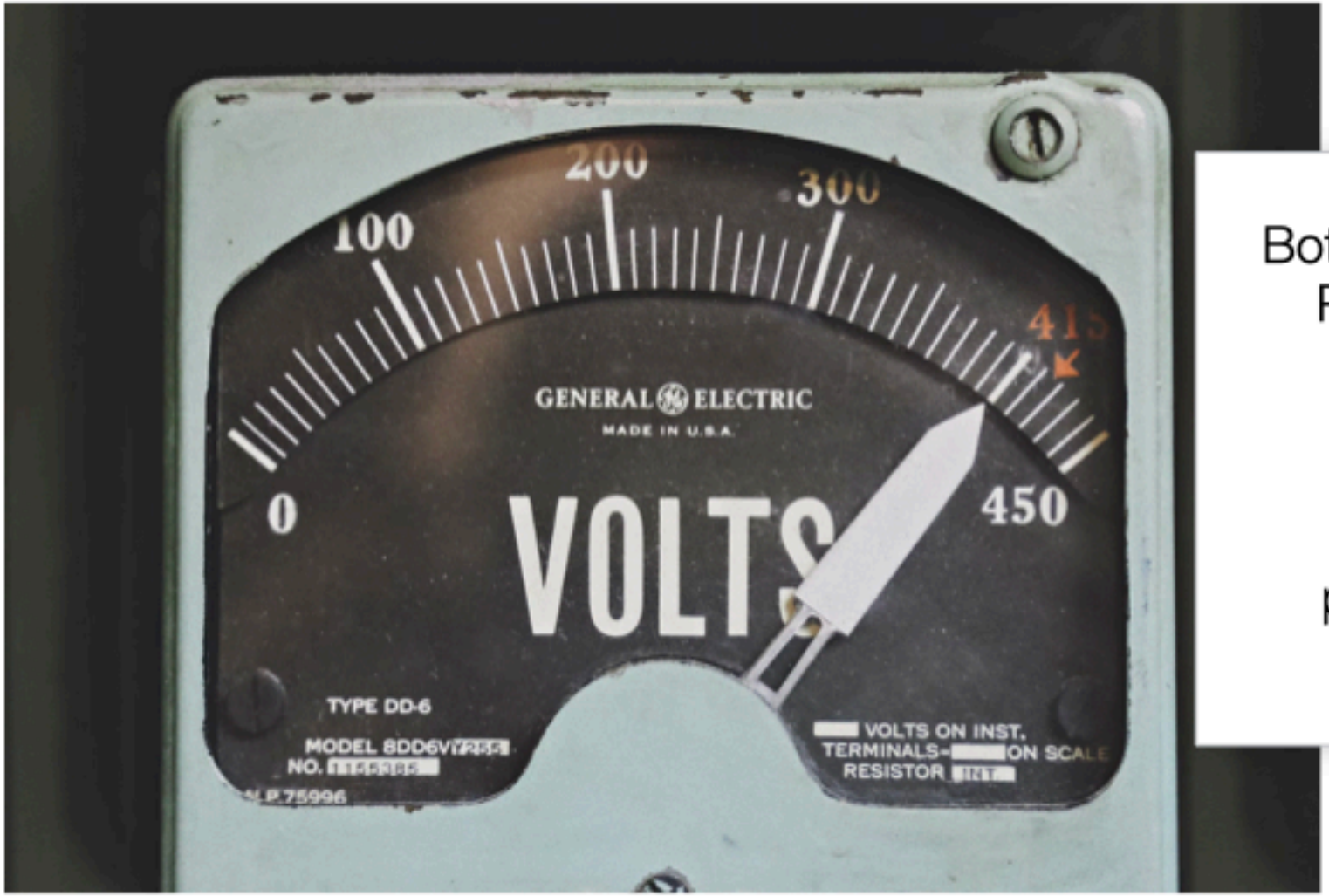




ProductOps focuses on enabling the delivery functioning **products** and reducing waste in the **production** process.

DesignOps focuses on enabling the delivery consistent and seamless **experiences** reducing waste in the **ideation and innovation** process.

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Both DesignOps and ProductOps share team **efficiency metrics**:

Variance, predictability, lead time…

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ProductOps owns the product metrics:

Product performance: i.e. PRS, CES, adoption rate, error rate, success rate

DesignOps owns experience metrics:

1. Experience Drivers, I.e. CSAT, brand consideration
2. Experience performance, i.e. CES, adoption rate, erro rate, time to completion…
3. Touchpoint performance, i.e., Completion rate / feature

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But remember:

it takes two to tango.



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Thank you!

Questions?



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