Our journey with continuous discovery

What we learned by working with the opportunity solution tree

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Hemnet
the largest property platform in Sweden

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Continuous Discovery - the why and the how

Our Learnings- where the framework went wrong

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The start
A customer-centric product strategy

The helper
Tool to scale discovery

The hard part
Pitfalls of the framework

The enabler
An engaged team

The action
Building the first tree

The learnings
Shortcut your journey with the OST!

THE START

A product strategy based on outcomes

- Business goals are formulated from a **customer perspective**

- We **pinpoint behaviours** we want to drive to reach the company goals and vision.

- We have a **long-term, easy to understand, and actionable** tool to make decisions

Example:
All consumers in Sweden come to Hemnet first when looking for a real estate agent

Customer behaviours got a central role in product-development

The two questions that kickstarted the OST work

How can we drive that behaviour?

Which ones of the things we are working on really drives that behaviour?
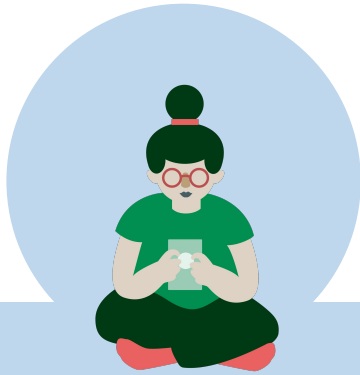
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THE ENABLER

We DID NOT

➔ **Have a grand plan** from the start

➔ Implement continuous discovery as a **transformational work**

We DID

➔ **Embrace an experiment** and saw things evolve from there

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The three factors that kick-started our journey

A goal formulated from a customer perspective

An engaged team eager to test

Product leaders willing to support the journey

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If you want to start embracing continuous discovery, do not over-engineer the process!
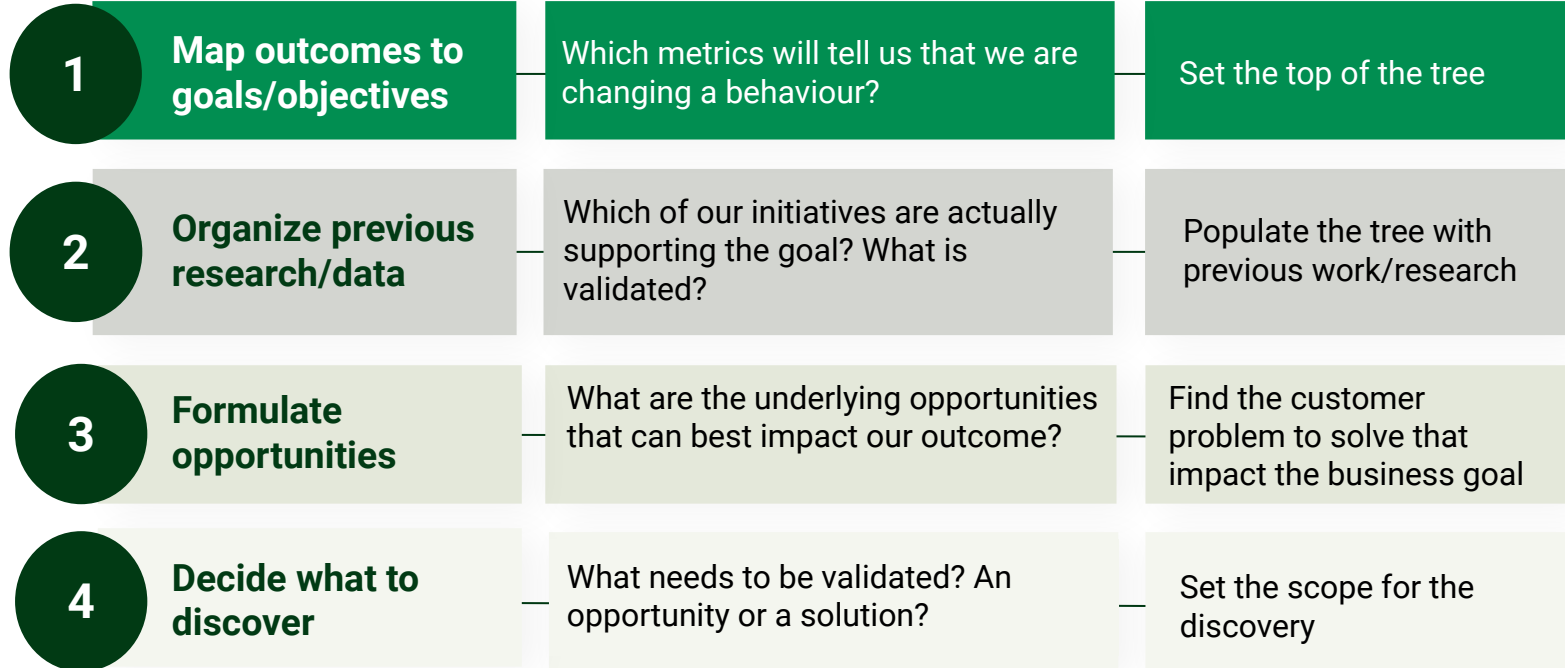
Start by asking yourself: which team

➜ **is the most motivated?**

➜ **has the clearest hypothesis?**
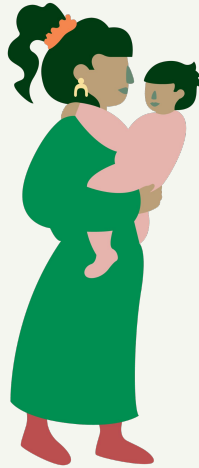
➜ **already talks frequently with the customers?**

THE ACTION

How we built the first opportunity solution tree

1	**Map outcomes to goals/objectives**	Which metrics will tell us that we are changing a behaviour?	Set the top of the tree
2	**Organize previous research/data**	Which of our initiatives are actually supporting the goal? What is validated?	Populate the tree with previous work/research
3	**Formulate opportunities**	What are the underlying opportunities that can best impact our outcome?	Find the customer problem to solve that impact the business goal
4	**Decide what to discover**	What needs to be validated? An opportunity or a solution?	Set the scope for the discovery

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Embrace the mess!

Goal

Key result

Opportunities

Solutions

The OST brought directly some positive effects...

Connection with customers

Comparing and contrasting solutions was easier

Common language easy to understand

...and showed its dark sides
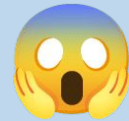
How do you choose opportunities? 😳

Discovery + Planning 🤯

Are we mapping customer problems? 🤔

Discovery! Delivery? 😱
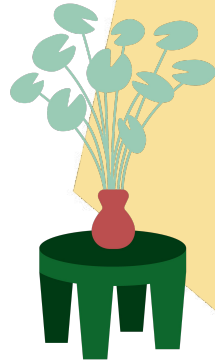
Frameworks are easy

Execution is hard and contextual

THE HELPER

Introducing a process toolbox to support discovery at scale

➔ **Outcome-based roadmaps**

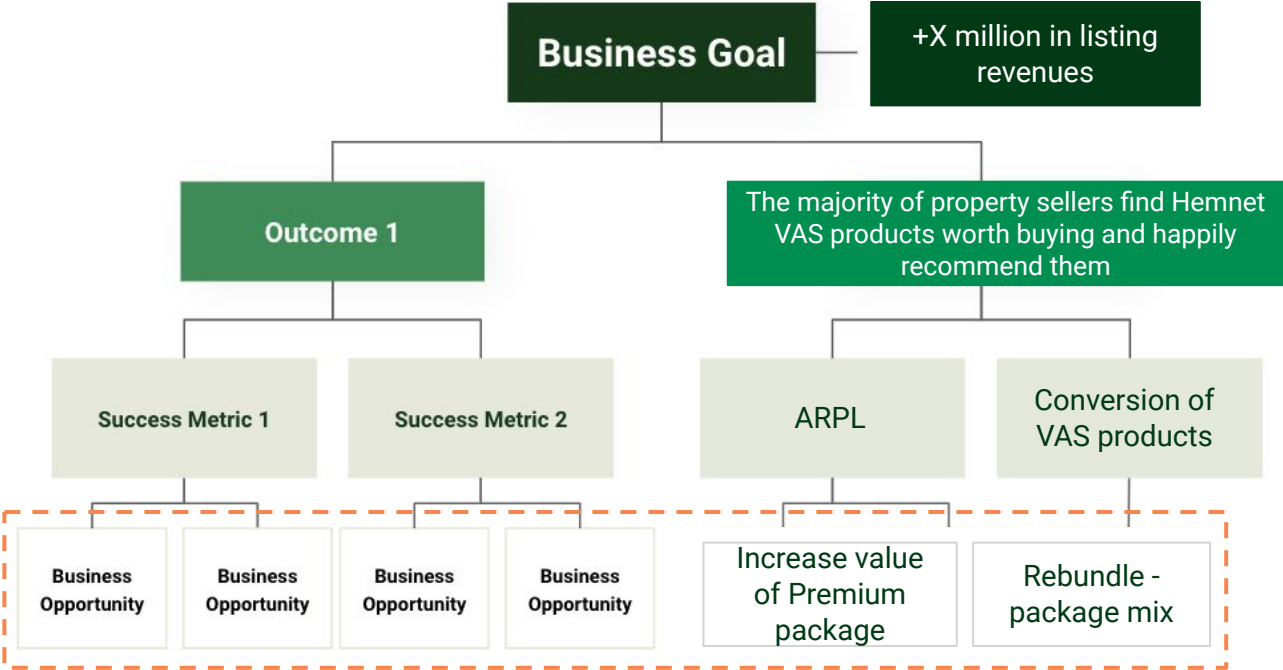➔ **Hypothesis and assumption testing**

➔ **Streamline discovery**

Opportunity

OUTCOME-BASED ROADMAPS

➔ **Why: Define potential and build alignment around the opportunities to pursue**

➔ **What: Highlight business opportunities***

➔ **When: Before building the tree for the team**

➔ **Horizon: 3 years - review yearly**

*A business opportunity describes an interesting area of investment, that will deliver customer and business value
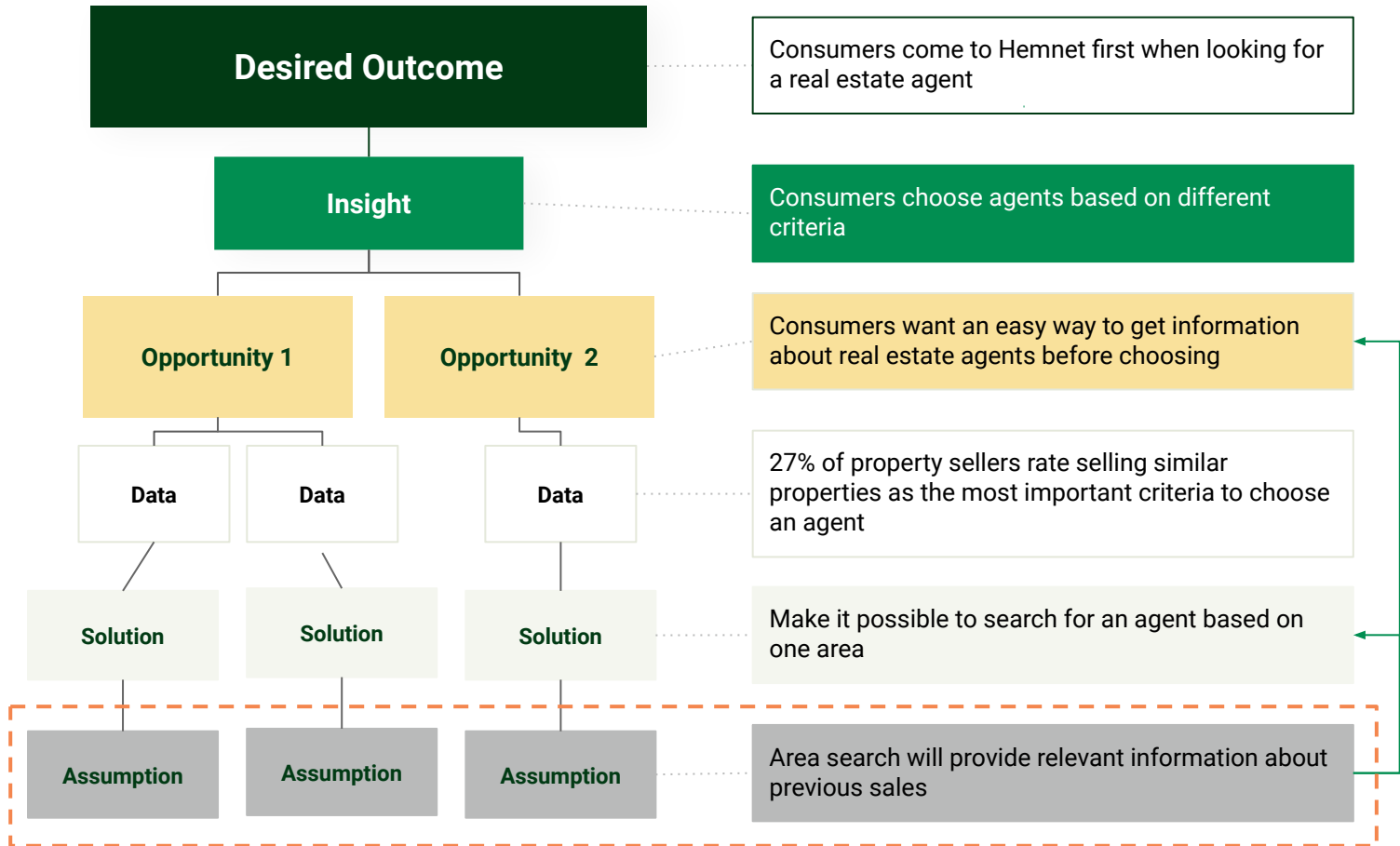
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Outcome-Based Roadmaps

Business Goal — +X million in listing revenues

Outcome 1

The majority of property sellers find Hemnet VAS products worth buying and happily recommend them

Success Metric 1 | Success Metric 2 | ARPL | Conversion of VAS products

Business Opportunity | Business Opportunity | Business Opportunity | Business Opportunity | Increase value of Premium package | Rebundle - package mix

Selected business opportunity = what we decide to invest in

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ASSUMPTION TESTING IN THE TREE

➔ **Why: Explicitly validate assumptions before digging in solutions**

➔ **What: Add an extra layer to the tree**

➔ **When: As you build the tree**

➔ **Horizon: Continuously**

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Desired Outcome

Consumers come to Hemnet first when looking for a real estate agent

Insight

Consumers choose agents based on different criteria

Opportunity 1 **Opportunity 2**

Consumers want an easy way to get information about real estate agents before choosing

Data **Data** **Data**

27% of property sellers rate selling similar properties as the most important criteria to choose an agent

Solution **Solution** **Solution**

Make it possible to search for an agent based on one area

Assumption **Assumption** **Assumption**

Area search will provide relevant information about previous sales

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4 CONCRETE TIPS TO STREAMLINE DISCOVERY

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Make customers' recruitment easy

Work with product trios

Make the collection of insights a light process

Have champions who supports the teams

PITFALLS AND LEARNINGS

Continuous discovery in B2B: remember the game rules

The mistake:

**We failed to involve all external stakeholders while validating hypothesis, and had to change the solution to market**

We could have:

→ Defined hypothesis early and strategically decide **what we were trying to validate with whom**

→ Identified who needed to be involved to **validate hypothesis** and do so **from the beginning**

→ Been strategic on stakeholders mapping and involvement: **B2B is many times a relationship game**

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# Scaling a framework doesn't mean copy-paste it for all the teams

➔ B2C and B2B are not the same, neither are commercial and non-commercial products

➔ **Validation testing varies** wildly from product to product

➔ **Product trios are not magically born**, they require time, dedication, and support

The mistake:
We applied the exact same process from one team to another, failing to see differences in product and teams
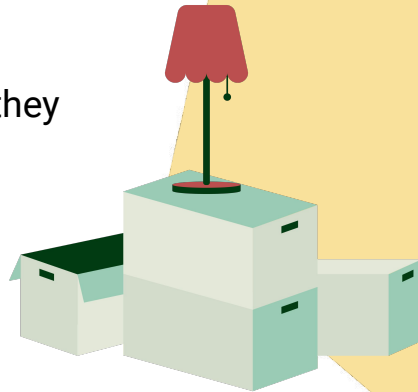
Building the tree too focused on a team goal, missing the big picture

The mistake:
We collected tons of data and created a bullet-proof tree. Unfortunately we were misaligned on the business opportunity
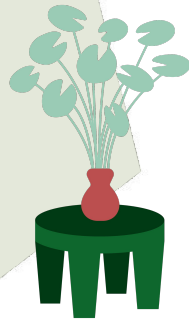
➔ Being synced on the outcome, doesn't mean being synced on what to work on. Think twice.

➔ **Aligning business opportunities to work on is fundamental** to avoid mismatch between work and expectations

➔ **Communication needs to happen often and at the right level**. With too many details you'll lose the tree in the middle of the forest

What we learned in our 1,5 years long journey

Processes need to evolve with your discovery
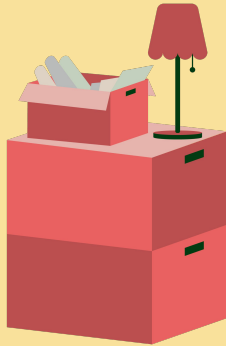
B2B is undoubtedly more complex

Frameworks are easy, implementation is hard (and harder at scale)

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To summarize

OST is great to visualize, create empathy, and prioritize

Do not over-engineer it!

Beware of YOUR complexity

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Thank you!

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P.S. we are hiring!

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