

“Wagile” Product Development



PROFESSIONAL DEVELOPMENT DAY



Valuing the Customer: WAGILE Project Development
27 August 2021

More Info: <https://pmidallas.org/meetinginfo.php?id=1104>



Download Handout

<https://globalnpsolutions.com/valuing-customers-wagile-product-development/>



Global NP Solutions
Building Innovation Leaders

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Teresa's Passion for Innovation

- Internal Consultant Process and Innovation @ XOM
- Founded Global NP Solutions to help YOU achieve better results with *product innovation* (2009)
- Long-time PDMA & PMI Member, Volunteer, Sponsor
 - Co-editor of PDMA Body of Knowledge, 2nd edition (2020)
 - Chapter 6, Bridging Communication Gaps with the Virtual Team Model in PDMA Essentials Vol. 3 (2018)
 - Chapter author for Quality Management with American Society of Engineering Management (ASEM) Body of Knowledge (2019) and Practitioner Handbook (2021)
 - VP Membership/Programs PMI-Coastal Bend (since 2020)
- Author of several books on innovation leadership
 - The Innovation QUESTION Book (coming soon)
 - 20 Tips for Innovation (eBook, 2020)
 - The Innovation ANSWER Book (2019, 2nd ed 2021)
 - NPDP Certification Prep: A 24-Hour Study Guide (2015)
 - Innovation Teams: Organizing for Success in Product Development (2012)

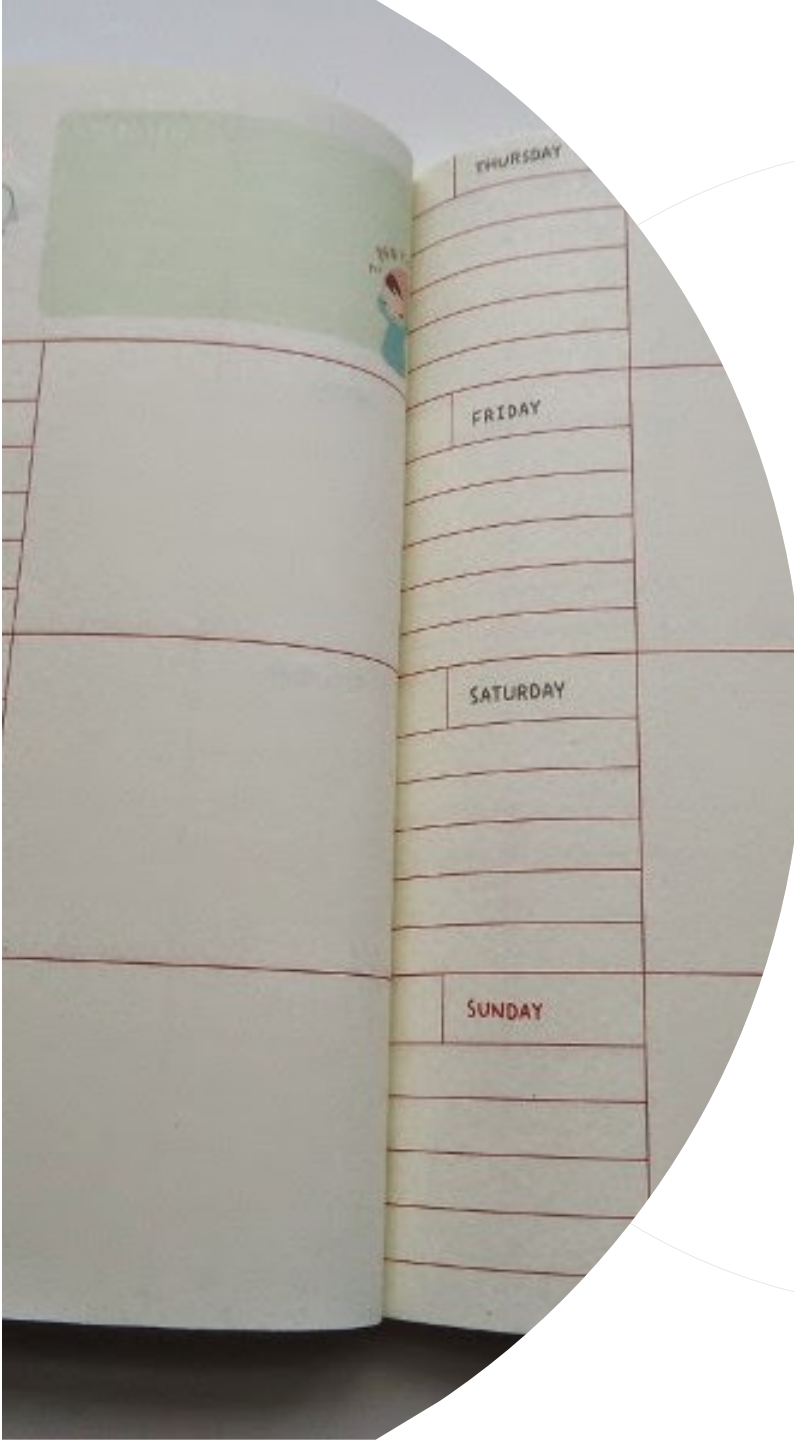




●
What does RISK mean
to you?

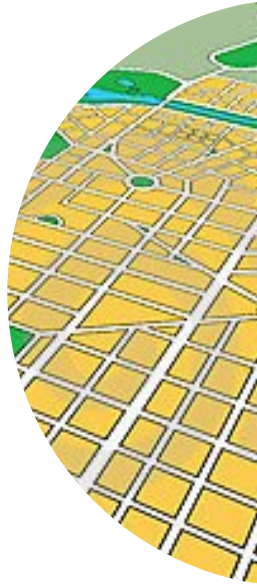
Type in the chat box...

●



Where We're Headed Today...

- Innovation Processes to Manage Risk
- Wagile Product Development
 - The Philosophy
 - Stages and Gates
 - Activities and Tools
- Engaging Customers and Teams
- Your Next Steps to Accelerate Innovation



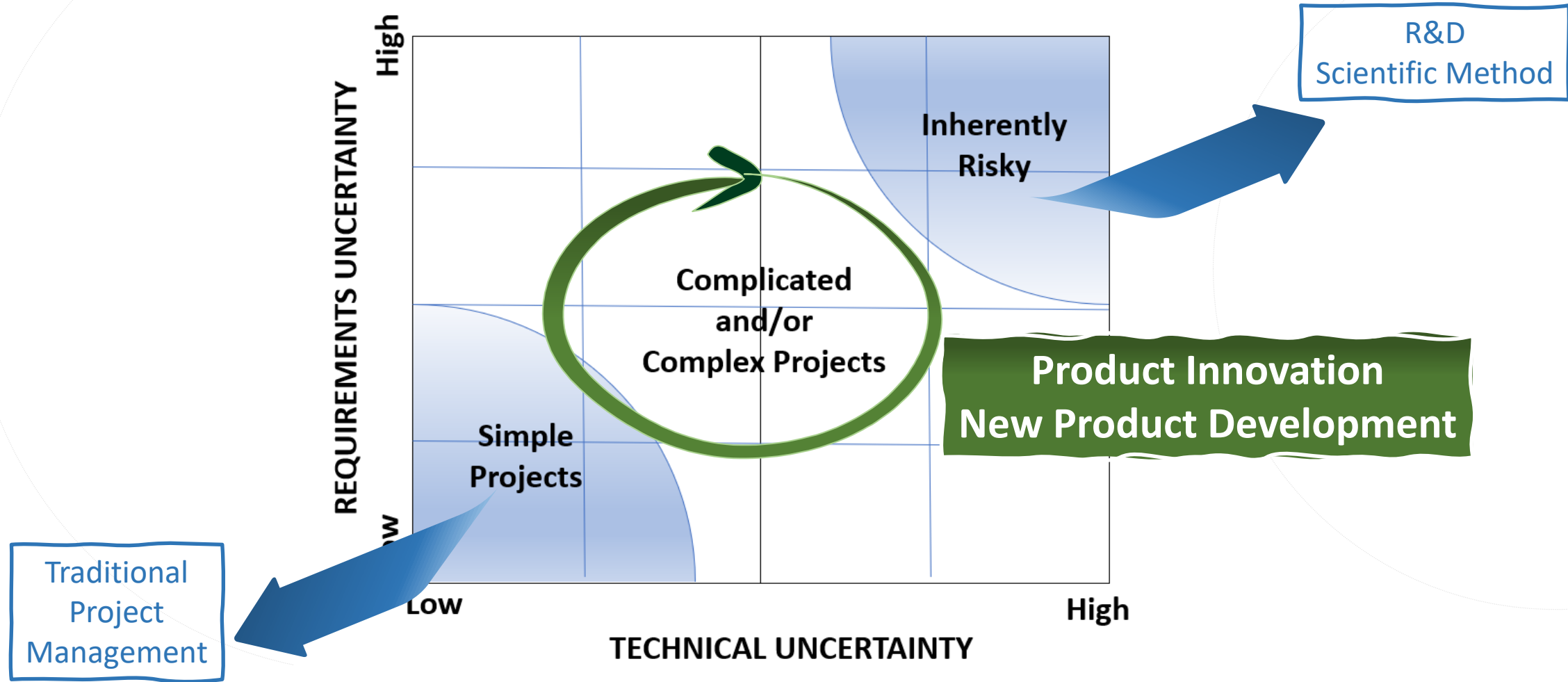
● INNOVATION

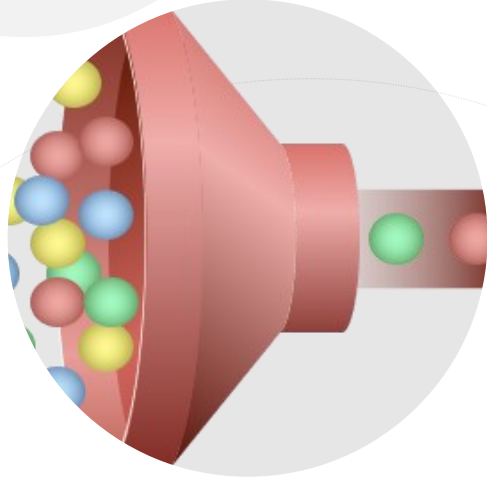
Working Definition for Today

A novel idea, device, or application including new approaches to technology, markets, and product categories. Successful innovation relies on systematic processes and continuous learning. Innovation differs from invention in that it necessarily yields a salable product or service generating revenue for the organization.



RISK and INNOVATION PROCESSES





TRADITIONAL STAGE-GATE™ PROCESS

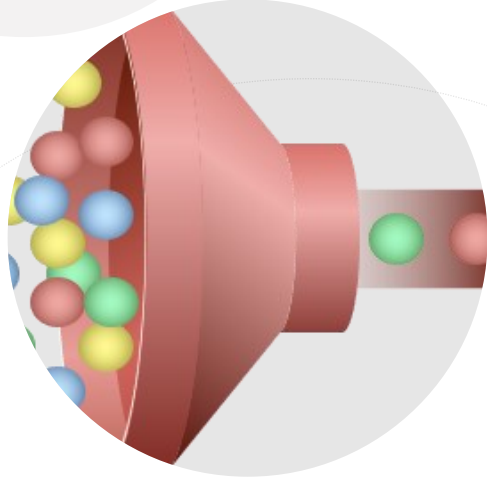


AGILE PROCESS (SCRUM)

POLL:
What Innovation
Management Process do
you use?

TYPE IN THE CHAT BOX

1. Waterfall
2. Agile
3. Hybrid
4. What Process?



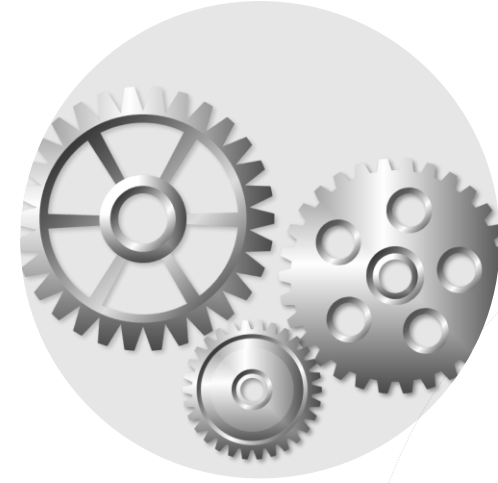
TRADITIONAL STAGE-GATE™ PROCESS

ADVANTAGES

- Broadly practiced throughout industry
- Predictable steps and activities
- Easy to implement

DISADVANTAGES

- Can become bureaucratic
- Rewards risk-aversity over fast failure
- Often fails to integrate customer feedback



AGILE PROCESS (SCRUM)

ADVANTAGES

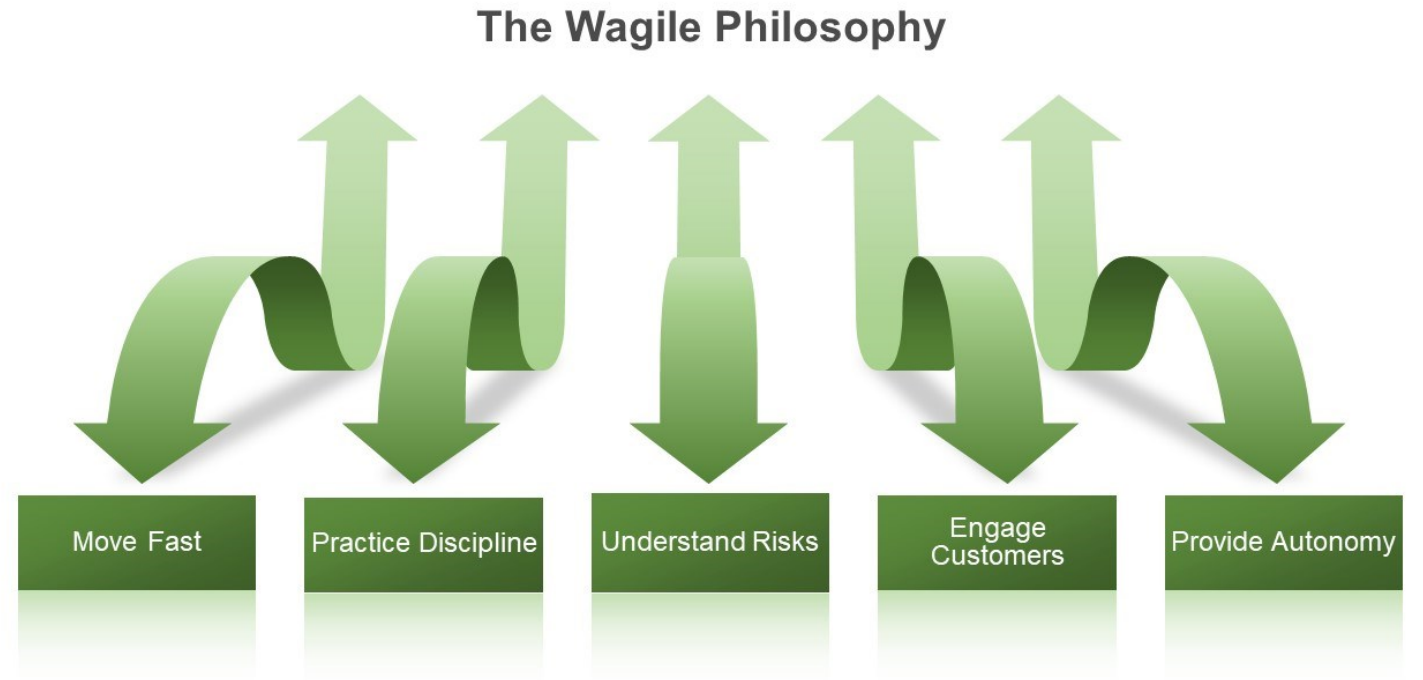
- Iterative design and learning cycles
- Prioritizes most important features first
- Designed for software development

DISADVANTAGES

- Challenging to define “done”
- Difficult to scale for larger projects
- Requires cultural and leadership changes

Wagile: *The Best of Both Worlds*

- Hybrid waterfall & Agile
- Reduces bureaucracy
- Increases customer interactions and feedback
- Enhances team collaboration
- Improves speed-to-market
- Incorporates Design Thinking tools to enhance customer satisfaction
- Balanced approach to scope, risk, and budget



Read more at <https://simple-pdh.com/the-wagile-philosophy/>

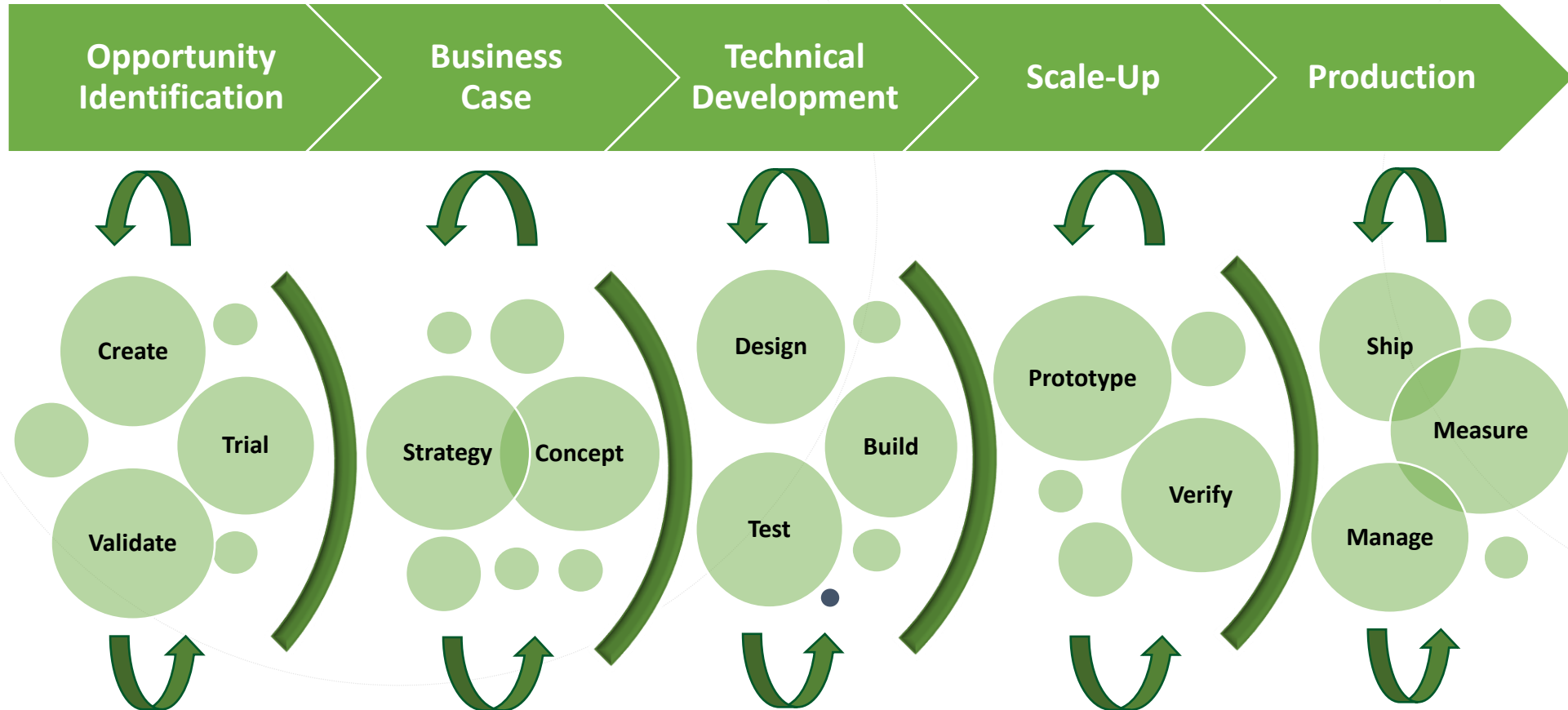
Wagile Gates



- Staged and Gated framework *reduces investment risk*
- Tackle biggest unknowns early in project (fast failure)
- Gates include *generic* approvals (all projects) and specific project requirements
- All decisions are **exit gates** (requiring next stage resource approvals)
- Gate decisions are *cross-functional* and *data-driven*
- Easy to incorporate information into **Product Portfolio Management** system
- More info at <https://simple-pdh.com/wagile-gates/>

Wagile Stages

- Iterative (if necessary) with *required customer feedback*
- Incorporate *design thinking tools, cross-functional teams*
- Adaptable to scale and scope of each project



Deep Dive Activities & Tools

Stage 1: Opportunity Identification

Full course:

Wagile Product Management training (23 & 24 Sept 2021)

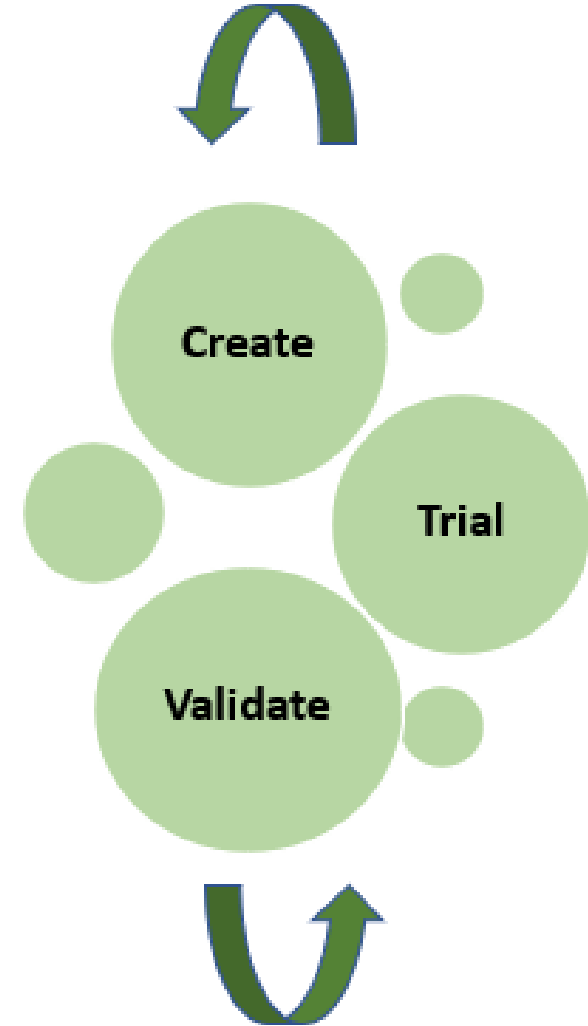
<https://simple-pdh.com/product/wagile-product-development/>



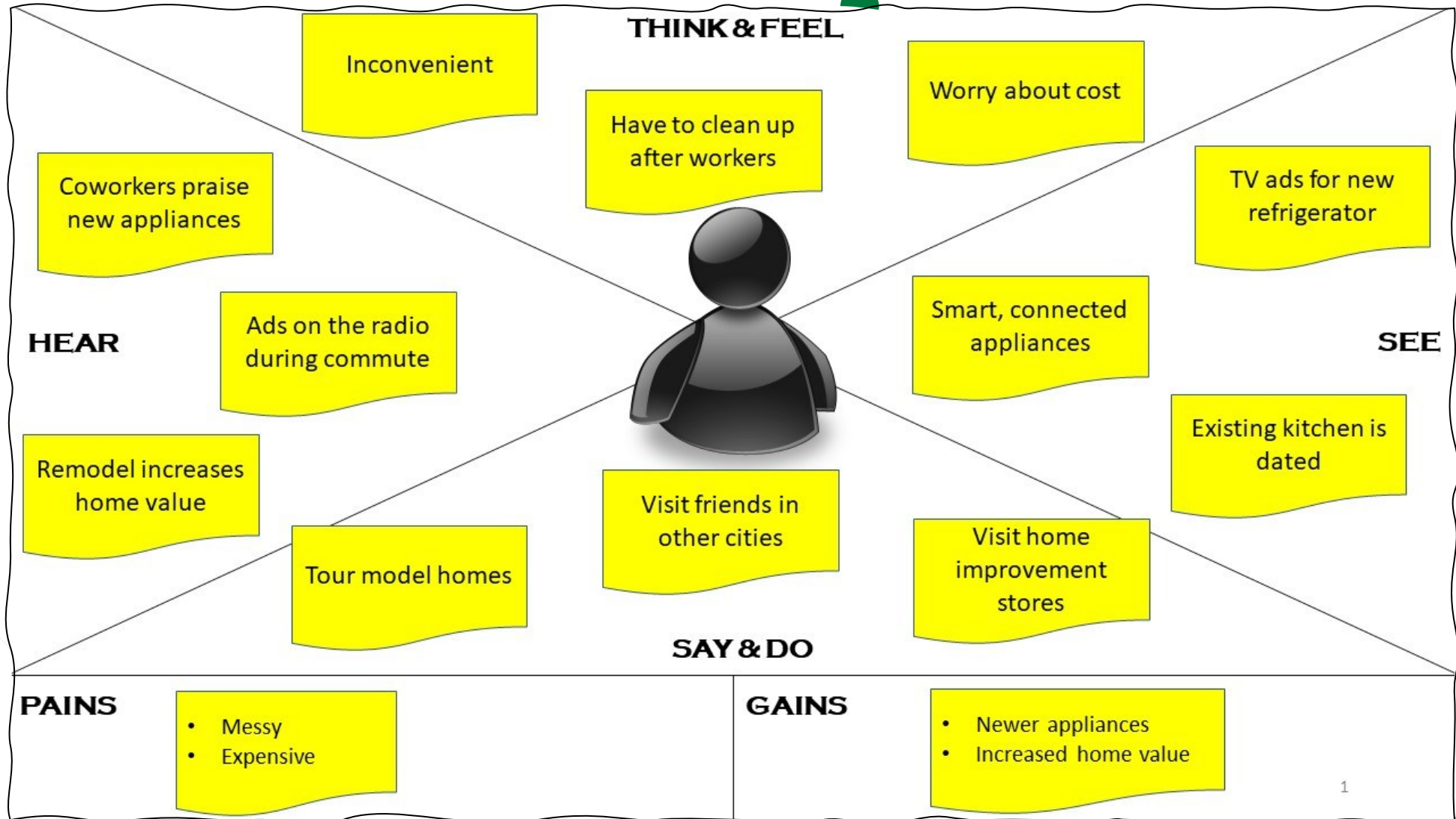
Wagile Stage 1

- **Gate 1 Criteria**
 - Customer Needs Assessment
 - Competitive Analysis Study
- **Stage 1 Activities**
 - Apply *Design Thinking* tools
 - Customer Journey Map
 - Customer Empathy Map
 - **Create** multiple concepts
 - **Trial** concepts with target customers
 - **Validate** the ideas
 - Recycle and iterate
 - Boundaries of budget, time, scope

Opportunity Identification



Wagile Stage 1 Tool: Customer Empathy Map





Wagile Stage 1: Customer Needs Assessment



Customer Journey Map

A customer journey map traces the interactions for typical customers, their decisions, and emotions throughout the product acquisition cycle. The customer journey map is completed for a representative persona in each market segment. After completing the Customer Interview Worksheets, you will summarize customers with two to five personas.

Example: Sharon (persona) is a 33-year old teacher. Her home coffee maker broke on a Monday morning when she needed to arrive at work early for a meeting with school staff. During breaks in the school day, Sharon checks features and prices of coffee makers online, and she noticed an ad on television in the break room for a coffee maker. After work, she goes to the mall to pick up her dry-cleaning, so she also stops at a nearby department store that advertises small appliances and sells brands she trusts. With scheduled exams for her students during the week, she decides to purchase a coffee maker immediately since it has comparable features and prices compared to the ones she researched online. She is delighted to receive special coupons via email for disposable supplies, like filters and special blend coffees.



Persona
Sharon, 33
Teacher



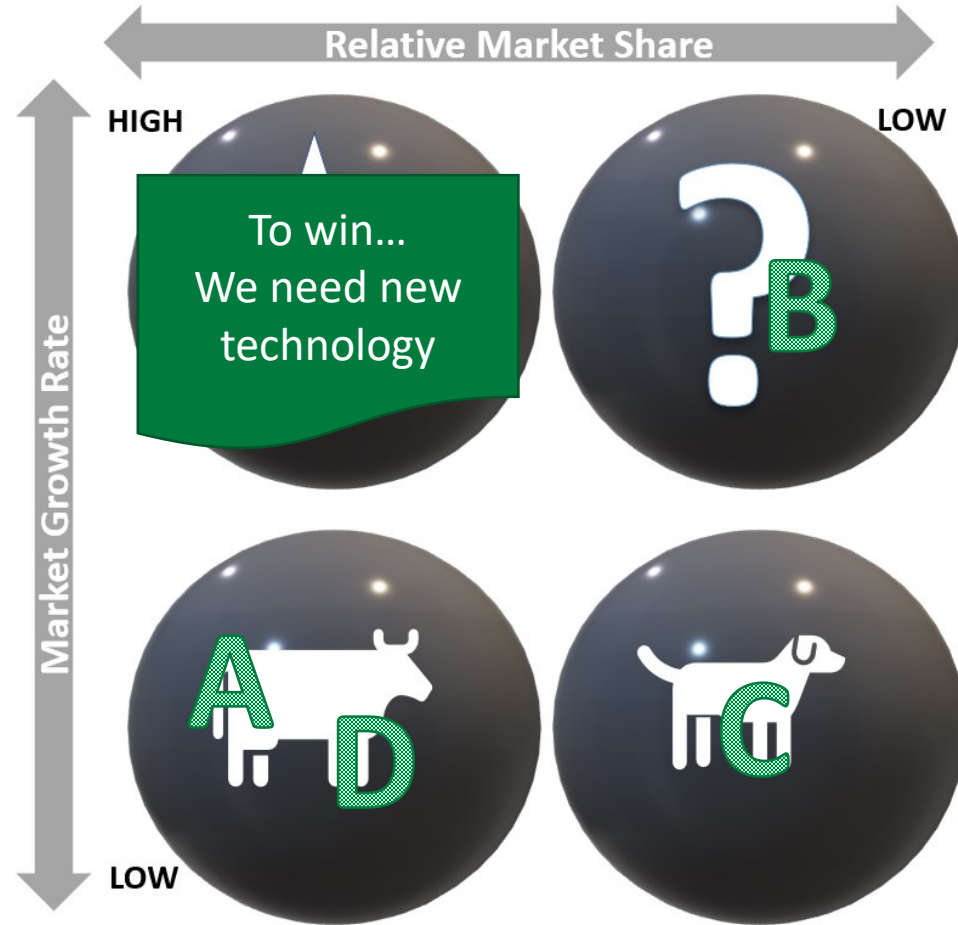
CUSTOMER EXPERIENCE

Touchpoints	-TV advertising -YouTube "How To"	-Talk to friends -Prior brand use	-Search nearby locations for brand	-Urgency of need	-Product registration
Channels -Online -In store	-Online: Search Amazon	-Online: Compare features -In store: Compare available features	-In store: Price comparison to online offers	-In store: Product availability with adequate features and price	-Online: email discount coupons for disposable supplies
Emotions	☹️	☹️	☹️	😊	😊
Internal Processes	-Marketing decisions	-Competitive analysis (SWOT)	-Pricing decisions -Discount strategy	-Demonstrations	-1 week, 1 month, 6 month emails

RECOMMENDATIONS

Improvements	-Improve search engine rank	-Mobile search comparison tool	-Link strategy and pricing	-More in store demonstrations	-Offers for similar products
Key Learnings	-Diversify marketing	-Seamless online and instore	-Differentiate online and in store	-Impulse purchase when needed	-Good email response rate





Wagile Stage 1:

Competitive Analysis

- Many different tools available
 - SWOT Analysis
 - BCG Matrix
- Use **simple tools** for *high-level* decision-making in Stage 1
 - Refine in Stage 2 (Business Case)
- Short course on **Competitive Analysis** at:
<https://simple-pdh.com/product/competitive-analysis/>



Wagile Stage 1: Activities

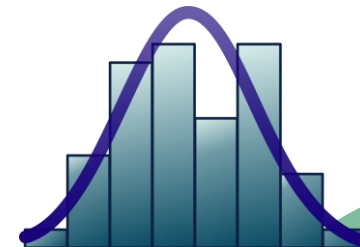
CREATE



TRIAL



VALIDATE

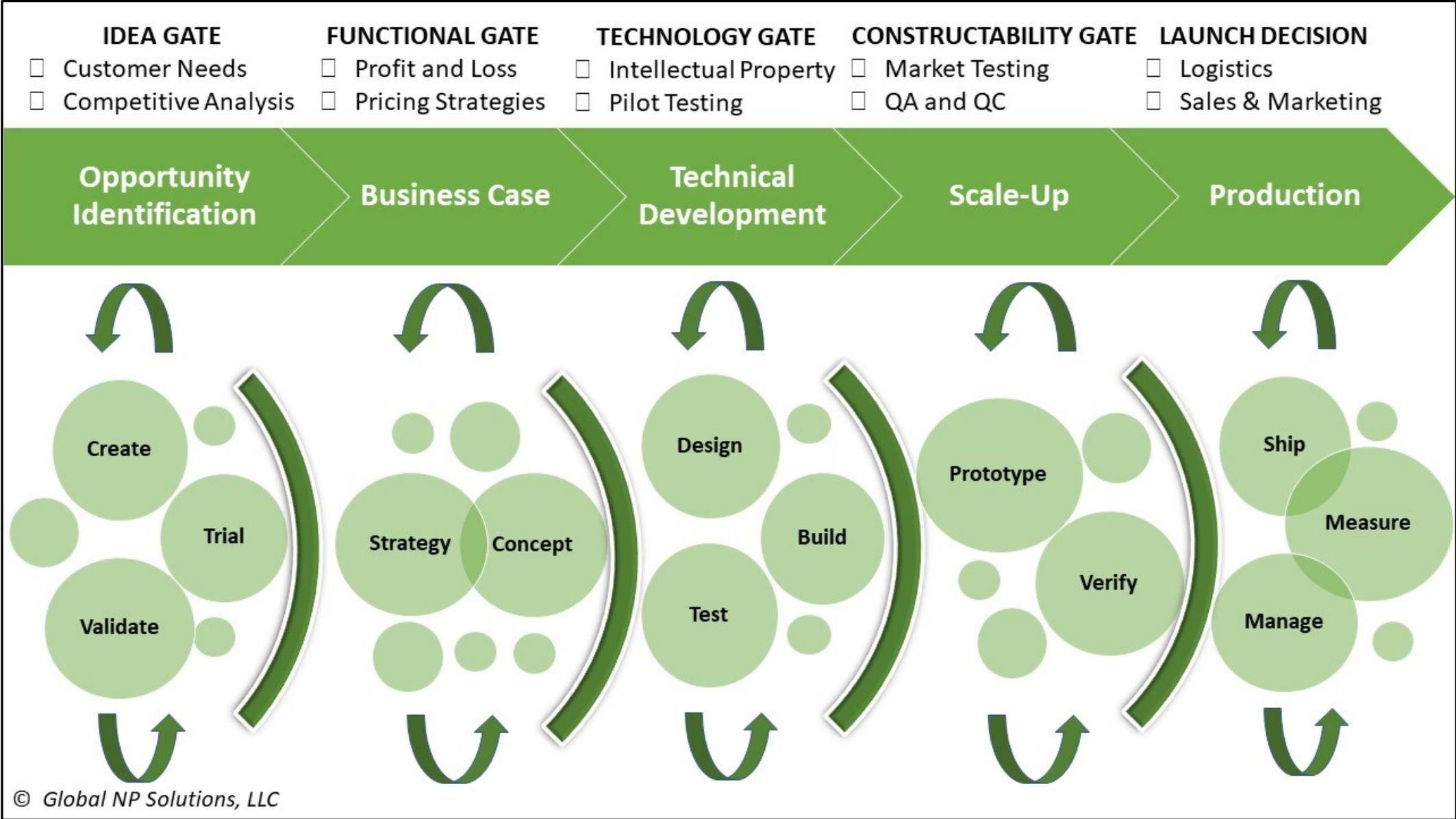


Move to Idea Gate
Plan for Stage 2



Wagile Product Development Process

Wagile Product Development
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Wagile: Roles & Responsibilities

- Project Leader
- Customer Representative
- Team Leader
- Cross-Functional Team

More info at <https://simple-pdh.com/roles-in-wagile-product-development/>



Learning Objectives for Today

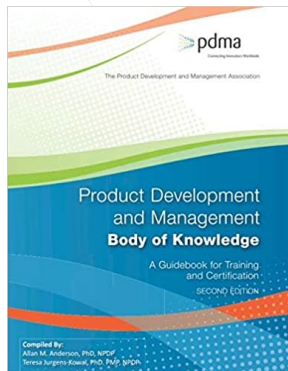
✓ Innovation Processes to Manage Risk

✓ • Wagile Product Development

- The Philosophy
- Stages and Gates
- Activities and Tools
- Engaging Customers and Teams
- Your Next Steps to Accelerate Innovation

WAGILE Philosophy: Provide Autonomy

Engage Customers and Teams



Understand Each Stakeholder's Behavior



Understand Each Stakeholder's Behavior



**Seeks
Harmony**



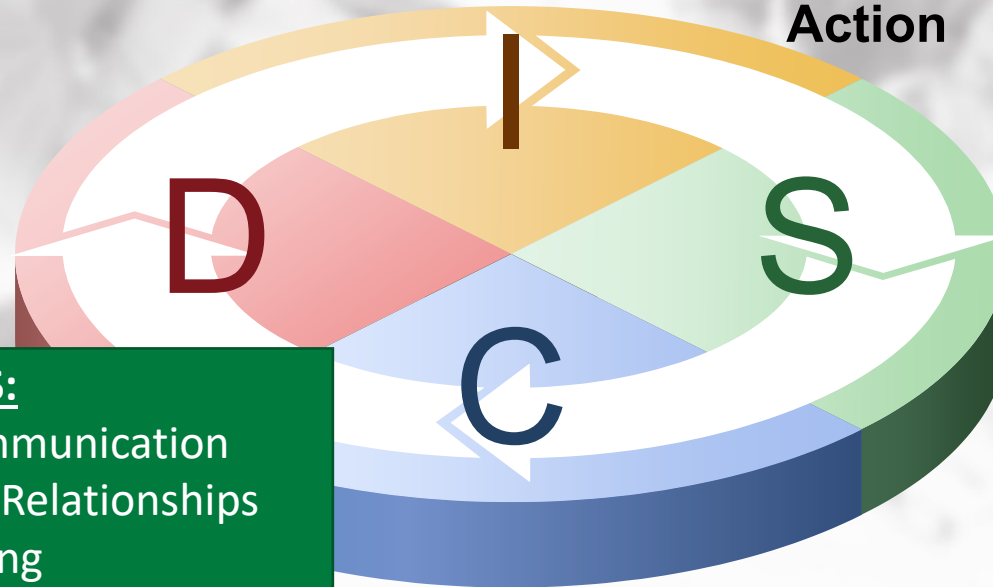
**Seeks
Acceptance**



**Seeks
Action**



**Seeks
Facts**



RESULTS:

- Enhanced Team Communication
- Improved Customer Relationships in Sales and Marketing
- Increased Workflow Efficiency



WAGILE Product Development: *Get Started Now!*

2. Stop talking and start listening!

3. Use *simple* checklists

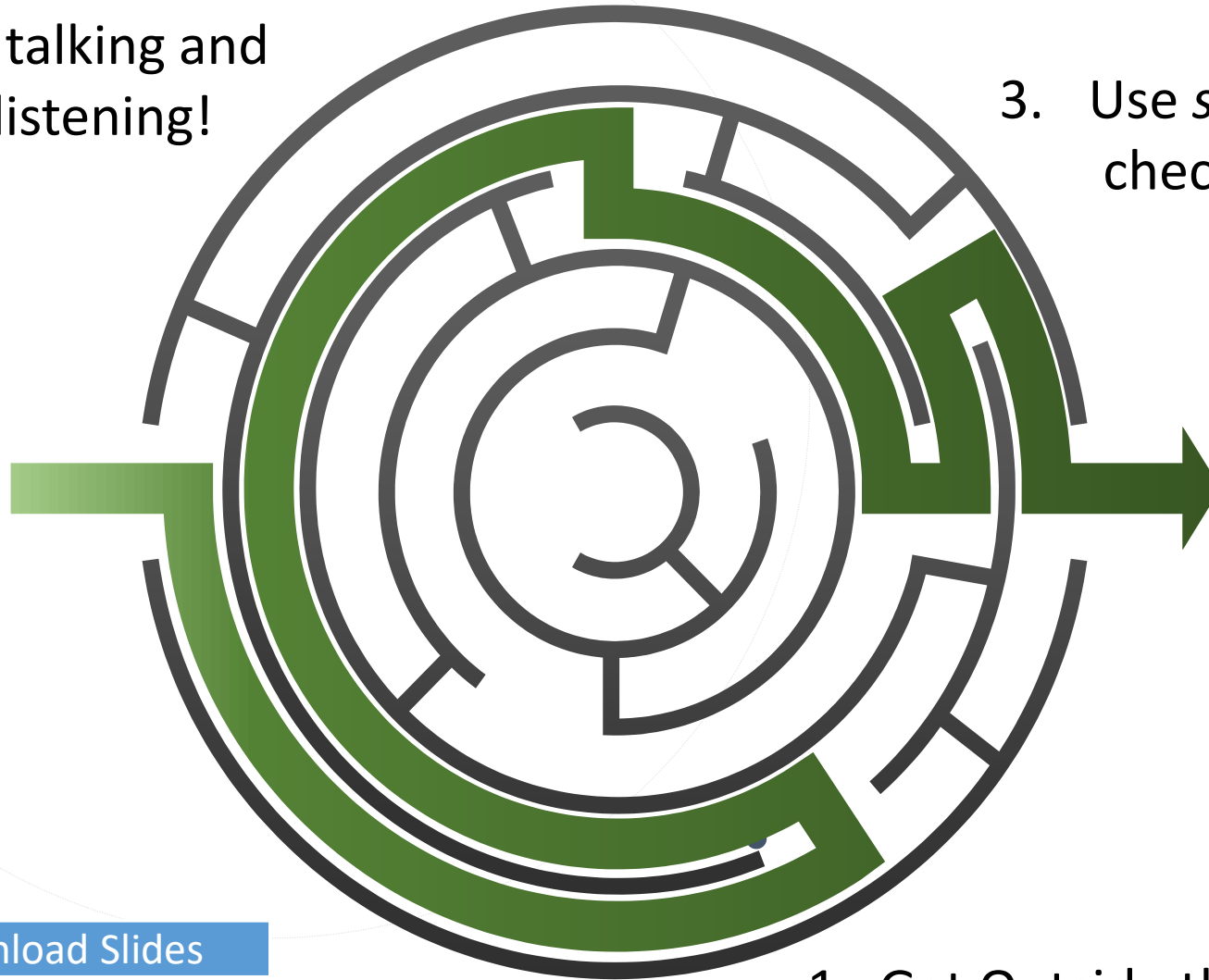
WATERFALL
AGILE

Valuing the Customer:
WAGILE

1. Get Outside the Office



Download Slides



QUESTIONS?



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Next Steps

Accelerate Your Product Innovation!

- **Register for live virtual Wagile Product Management training:** 23 & 24 Sept 2021 at <https://simple-pdh.com/product/wagile-product-development/>
- **Special Creativity Workshop:** 1 Oct 2021 at <https://simple-pdh.com/product/design-thinking-workshop/>
Save 20% with coupon "Dallas-PMI"
- **Innovation Best Practices Workshop:** weekly 6-27 Oct 2021
<https://simple-pdh.com/product/online-npdp-workshop-oct-21/>
- **Are you Wagile?** Benchmark your innovation maturity with the Innovation Health Assessment[®] (*free registration*)
www.Simple-PDH.com/courses/innovation-health-assessment/

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