

Smart selection process

How to identify the most valuable ideas



Parag Vaish

Currently:



Head of Digital Product

Formerly:

The StubHub logo, consisting of the word 'StubHub' in white text on a dark purple, rounded rectangular background.

The NBC News Digital logo, featuring the NBC peacock icon followed by the text 'NEWS DIGITAL' in a dark blue, sans-serif font.

The Athenahealth logo, featuring a green leaf icon followed by the word 'athenahealth' in a purple, lowercase, sans-serif font.

The Disney logo, featuring the word 'Disney' in its iconic, black, cursive script font.

The Escapia logo, featuring the word 'ESCAPIA' in a black, sans-serif font with a blue swoosh above the letters 'A' and 'P'.

The Microsoft logo, featuring the four-color square icon followed by the word 'Microsoft' in a grey, sans-serif font.

The ESPN logo, featuring the word 'ESPN' in a bold, red, italicized, sans-serif font.

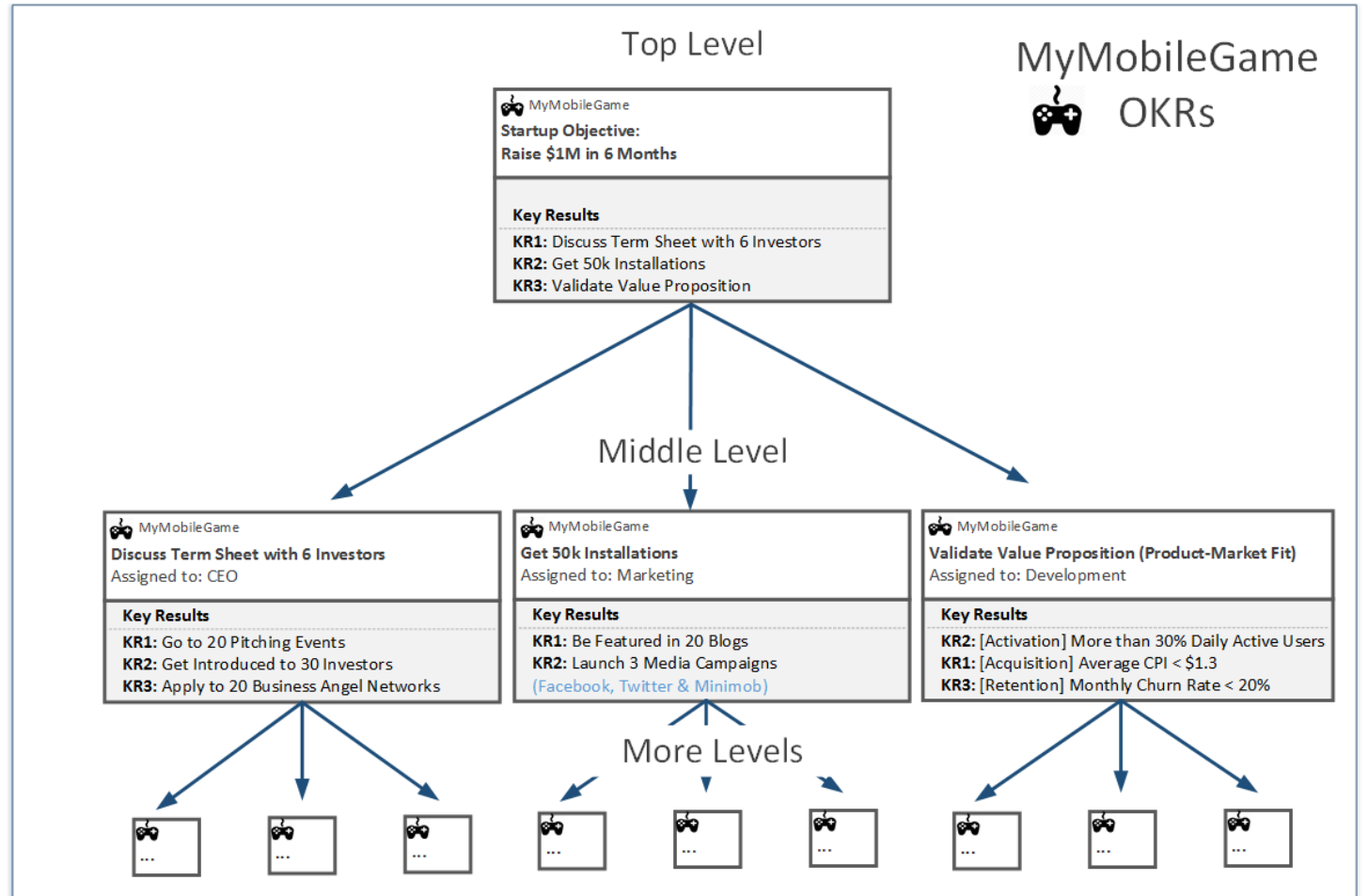
Alignment to a vision and product prioritization...
the balancing act



Companies use many tools and approaches



Companies use many tools and approaches



Companies
use many
tools and
approaches



HiPPO

Highest Paid Person's Opinion



Exhibit 1: Steve Ballmer

Enthusiasm isn't a strategy

Lesson:

There are many
Steve Ballmers

HiPPO

Highest Paid Person's Opinion

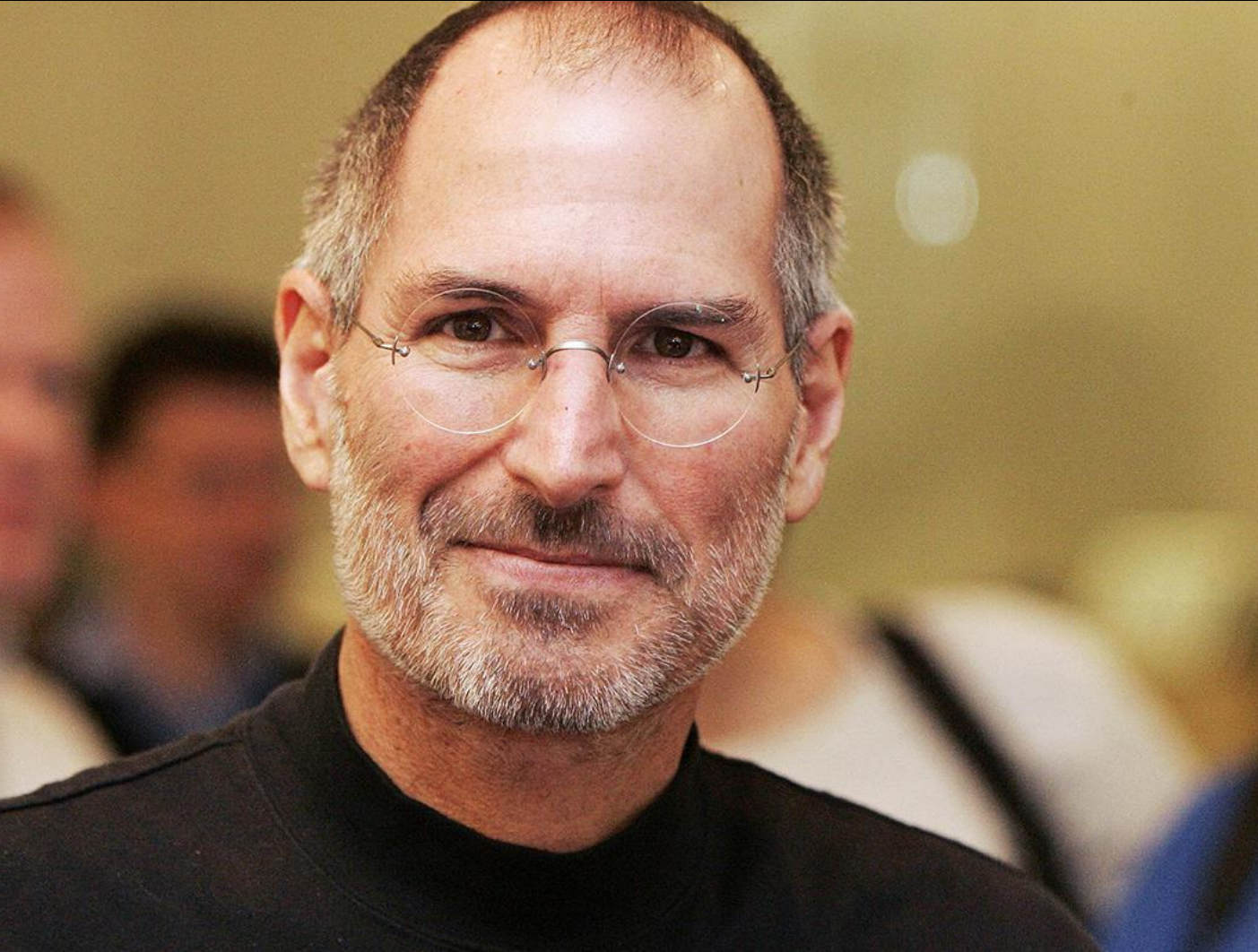


Exhibit 1: Steve Jobs

Sometimes it works, but...

Lesson:
There are **few** Steve
Jobs

HiPPO

Highest Paid Person's Opinion

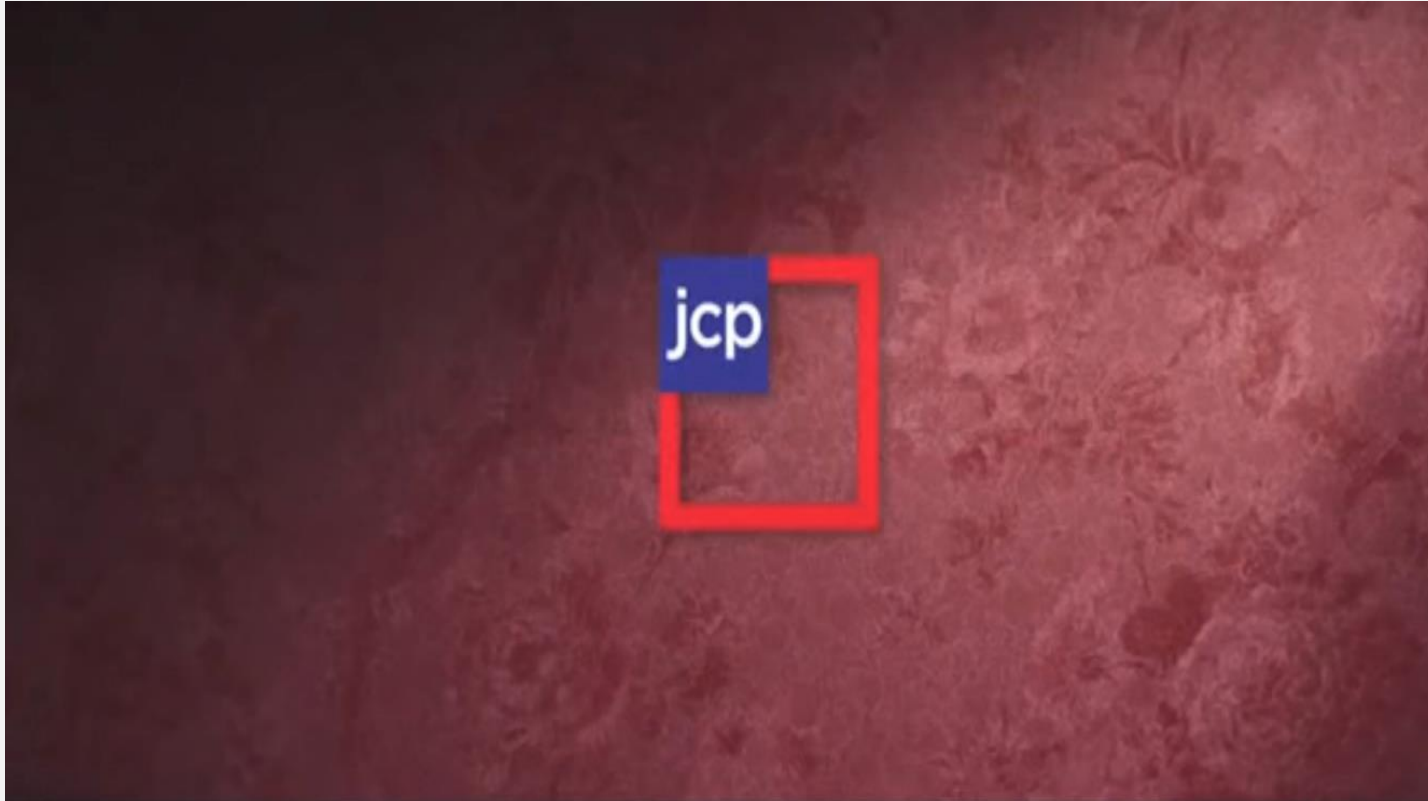


Exhibit 3: Ron Johnson

Wisdom of the team is a foundation to build upon

Lesson:
Carry forward your experience, but be open to new information

The OGSM model

Objective



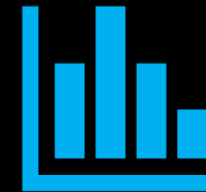
Goals



Strategies



Measures



The OGSM model

Objective

Profitably
and sustainably
increase
the Netflix
membership
base

The OGSM model

Objective

Goals

Profitably
and sustainably
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Improve conversion
rate from X% to Y%

The OGSM model

Objective

Goals

Strategies

Profitably
and sustainably
increase
the Netflix
membership
base

Improve conversion
rate from X% to Y%

Conversion increases thru
friction reduction in the
transaction process by
experience type (mWeb, App,
Desktop, 10-foot)

Create better understanding of
content types, display formats,
and market dynamics (e.g. int'l)

The OGSM model

Objective

Goals

Strategies

Measures

Profitably and sustainably increase the Netflix membership base	Improve conversion rate from X% to Y%	Conversion increases thru friction reduction in the transaction process by experience type (mWeb, App, Desktop, 10-foot)	Reduce the number of steps to conversion from X to Y
			Reduce funnel drop off at transaction stage from X to Y
		Create better understanding of content types, display formats, and market dynamics (e.g. int'l)	Increase knowledge of features to 85% from 65%
			+20% shift in premium subscriptions from standard

The OGSM model

Objective	Goals	Strategies	Measures	Q4 projects
<p>Profitably and sustainably increase the Netflix membership base</p>	<p>Improve conversion rate from X% to Y%</p>	<p>Conversion increases thru friction reduction in the transaction process by experience type (mWeb, App, Desktop, 10-foot)</p>	<p>Reduce the number of steps to conversion from X to Y</p>	<p>Progressive registration</p>
			<p>Reduce funnel drop off at transaction stage from X to Y</p>	<p>Touch ID for payment Braintree integration</p>
		<p>Create better understanding of content types, display formats, and market dynamics (e.g. int'l)</p>	<p>Increase knowledge of features to 85% from 65%</p>	<p>SEO optimizations to content pages</p>
			<p>+20% shift in premium subscriptions from standard</p>	<p>Marketing program to incent action</p>

Objective

Goals

Strategies

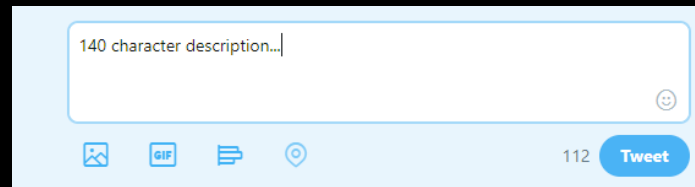
Measures

Q4 projects

<h1>Profitably and sustainably increase the Netflix membership base</h1>	<h2>Improve <u>conversion rate</u> from X% to Y%</h2>	Conversion increases thru friction reduction in the transaction process by experience type (mWeb, App, Desktop, 10-foot)	Reduce the number of steps to conversion from X to Y	Progressive registration
			Reduce funnel drop off at transaction stage from X to Y	Touch ID for payment Braintree integration
		Create better understanding of content types, display formats, and market dynamics (e.g. int'l)	Increase knowledge of features to 85% from 65%	SEO optimizations to content pages
			+20% shift in premium subscriptions from standard	Marketing program to incent action
	<h2>Reduce <u>customer service call</u> volume from X%/new member to Y%/new member</h2>	Focus on top call driver to increase comprehension through digital channels	Achieve 20% interaction rate with digital sales support	Live chat 24/7 integration
		Digital service support to increase throughput of case resolution	Case resolution achieved through 100% digital communication	SMS/Messaging integration
	<h2>Increase the <u>transaction NPS score</u> from X to Y</h2>	Simplify transaction process	20% reduction in time to transaction	Site performance optimization V1
		Increase transparency of membership terms (price, content exclusivity, etc)	>85% positive rating for "understood the total cost of ownership clearly"	A/B landing pages with post survey
		Consider payment models which improve NPS (e.g. mileage points)	Daily NPS collection with monthly as statistically significant	ForeSee integration
			App store feedback of 4+ stars	Touch ID for Payment
			ForeSee Replay score of X	
		Attend to product performance metrics	<x crashes per session	Crashlytics implimentaion
Zero out of service level agreement bugs	Establish bug triage team			
<x page load time; <x initial app load time	Migrate platform to AWS			



100 ideas



140 character description



Effort

Conversion

Traffic

Net Promoter
Score

Reduction in
Cost

Increase in
Ticket
Inventory

Product prioritization

WANT NEEDED



MUST HAVE



Scorer inputs

	Parag	35%	25%	5%	25%	10%
#	Project	Conversion	NPS	Cost Savings	Traffic	Inventory
1	Go Together (Web view)	M	M	-	L	-
2	Recommendations data input from fan	-	-	-	-	-
3	Recommendations data output to fan	L	L	-	S	-
4	Optimize Android tablet layouts	S	M	-	S	-
5	LMS Ticket finder	S	S	S	S	-
6	Gift card redemption	-	S	S	S	-
7	One-time dismissable ""new user"" app overlay.	S	M	S	-	S
8	Expanded band and venue data should be available. (Enhanced content	-	M	-	S	-
9	Shopping cart	M	M	S	-	-
10	Group chat / sharing pre/at/post event	-	L	-	M	-
11	Consolidated Universal Mobile Tracking/Metrics	M	M	S	-	S
12	User Account preferences	M	M	-	-	-
13	Rewards - status and enrollment	M	M	S	M	-
14	Surface primary listings (e.g. AEG, MLB, Pac)	-	-	-	-	-
15	SH Digital Ticket - next phase - partnerships	S	L	-	S	-
16	Sell flow Improvements - Re-list ticket via apps	M	M	M	M	L
17	Enhanced map layers - heat maps for pricing analysis	M	M	-	M	S
18	My Account revamp - with new gateway APIs	S	M	M	M	S
19	Add to user's calendar	-	S	M	-	-
20	Enhanced map - Social friends	M	M	-	S	-
21	User generated content - pictures, videos, reviews	-	M	-	L	-
22	Fan check-in	-	S	-	S	-

Business Score per project

		Business Score	
ID#	Project	Avg Biz Score	Biz Score Std D
1	Go Together (Web view)	4.2	1.3
3	Recommendations data output to fan	4.4	2.1
9	Shopping cart	2.5	1.4
16	Sell flow Improvements - Re-list ticket via apps	2.8	1.6
20	Enhanced map - Social friends	1.6	1.6
30	Native checkout (Guest checkout)	4.5	1.8
39	Create urgency for buyers	1.3	1.3
40	Seat upgrade	1.2	1.4
43	Promotions API integration w ith iTunes & Android	1.5	1.4
46	Location and distance	1.6	1.6
64	Native Checkout phase 3 - 1-click (PayPal API integration)	1.8	1.6
69	Links - open directly on apps	1.5	1.6
76	Live event page - scores / comments /	1.2	1.3
80	Paypal incentives	2.1	1.6
82	Branded FanZone + Cisco's StadiumVision	3.1	1.4
83	App A/B testing framew ord	3.4	1.7
86	Gifting of ticket	1.8	1.6
89	Post provide integrated storage for photos / videos	1.2	2.6
91	Price Alerts w ithout idenity	2.7	2.2

What does the team believe?

ID#	Project	Business Score		Contributors - Business Score				
		Avg Biz Score	Biz Score Std D	Parag	Dev Mgr	Nikhil	Anand	Marcus
1	Go Together (Web view)	4.2	1.3	4.1	4.3	6.3	2.6	4.1
3	Recommendations data output to fan	4.4	2.1	5.7	6.3	4.8	0.9	4.7
9	Shopping cart	2.5	1.4	1.9	1.0	3.4	4.5	1.9
16	Sell flow Improvements - Re-list ticket via apps	2.8	1.6	3.6	1.2	2.5	5.1	1.7
20	Enhanced map - Social friends	1.6	1.6	2.1	4.2	0.3	0.9	0.9
30	Native checkout (Guest checkout)	4.5	1.8	5.5	6.0	3.6	5.8	1.9
39	Create urgency for buyers	1.3	1.3	3.4	1.7	0.4	0.5	0.4
40	Seat upgrade	1.2	1.4	3.4	1.5	0.3	0.4	0.3
43	Promotions API integration with iTunes & Android	1.5	1.4	3.6	2.2	0.0	0.9	0.9
46	Location and distance	1.6	1.6	0.6	4.3	2.1	0.6	0.6
64	Native Checkout phase 3 - 1-click (PayPal API integration)	1.8	1.6	4.4	1.0	0.0	2.0	1.9
69	Links - open directly on apps	1.5	1.6	1.9	0.0	4.1	0.6	0.8
76	Live event page - scores / comments /	1.2	1.3	0.5	1.0	3.4	0.8	0.3
80	Paypal incentives	2.1	1.6	2.7	1.0	4.6	1.0	1.4
82	Branded FanZone + Cisco's StadiumVision	3.1	1.4	4.5	2.0	4.9	1.9	2.5
83	App A/B testing framew ord	3.4	1.7	3.8	3.8	5.9	1.4	2.1
86	Gifting of ticket	1.8	1.6	1.4	4.4	0.3	1.9	1.2
89	Post provide integrated storage for photos / videos	1.2	2.6	0.0	5.8	0.0	0.0	0.0
91	Price Alerts w ithout idenity	2.7	2.2	2.1	2.9	6.2	0.5	1.6

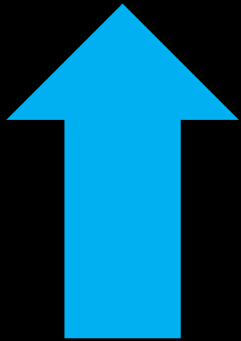
What's the cost?

					Business Score		ROI - Biz Score	
ID#	Project	Eng Size	QA Size	UX Size	Avg Biz Score	Biz Score Std Dev	ROI Biz Score	ROI Std Dev
1	Go Together (Web view)	S	M	M	4.2	1.3	4.2	1.3
3	Recommendations data output to fan	L	L	L	4.4	2.1	0.9	0.4
9	Shopping cart	L	L	L	2.5	1.4	0.5	0.3
16	Sell flow Improvements - Re-list ticket via apps	L	M	S	2.8	1.6	0.6	0.3
20	Enhanced map - Social friends	M	M	M	1.6	1.6	0.5	0.5
30	Native checkout (Guest checkout)	M	L	L	4.5	1.8	1.5	0.6
39	Create urgency for buyers	M	M	M	1.3	1.3	0.4	0.4
40	Seat upgrade	M	L	L	1.2	1.4	0.4	0.5
43	Promotions API integration with iTunes & Android	L	L	M	1.5	1.4	0.3	0.3
46	Location and distance	M	M	M	1.6	1.6	0.5	0.5
64	Native Checkout phase 3 - 1-click (PayPal API integration)	L	L	L	1.8	1.6	N/A	0.3
69	Links - open directly on apps	-	-	-	1.5	1.6	0.4	
76	Live event page - scores / comments /	L	L	L	1.2	1.3	0.2	0.3
80	Paypal incentives	M	M	-	2.1	1.6	0.7	0.5
82	Branded FanZone + Cisco's StadiumVision	M	S	-	3.1	1.4	1.0	0.5
83	App A/B testing framework	M	M	-	3.4	1.7	1.1	0.6
86	Gifting of ticket	L	M	M	1.8	1.6	0.4	0.3
89	Post - provide integrated storage for photos / videos -	L	-	-	1.2	2.6	0.2	0.5
91	Price Alerts without identity	L	M	-	2.7	2.2	0.5	0.4

Results

Business
metrics lifted

3X

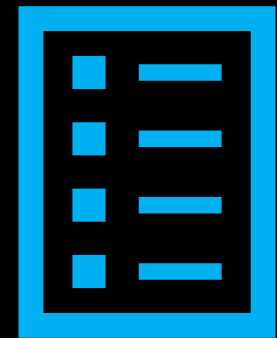


Employee retention
increased from

~14 months to
~25 months



Still using
this
methodology



Not the HiPPO
the team



The art of creating alignment

