

Product Management



Feature Prioritization & Saying “No”

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Product Management



Prioritizing Features





Discussion:

Features and Prioritization

5 minutes

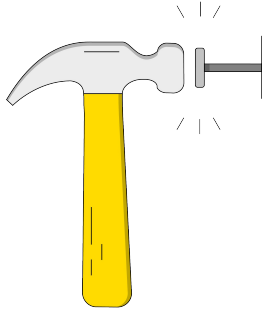


What **factors** should always be considered when determining the priority of a feature?



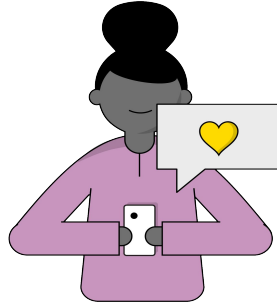
Features and Prioritization

Level of Effort



How difficult will it be to build?

Customer Value



How much more satisfied will our customers be?

Business Value



How much will it help our business?

Determining LoE Is a Team Effort

We don't currently have those components in our style guide.

Visual designer



The feature itself is easy to test, but we'll need to do a regression.

QA engineer

If we only do this, it's fairly straightforward. Adding these components adds risk to the project.

Developer

Determining LoE Is a Team Effort (Cont.)

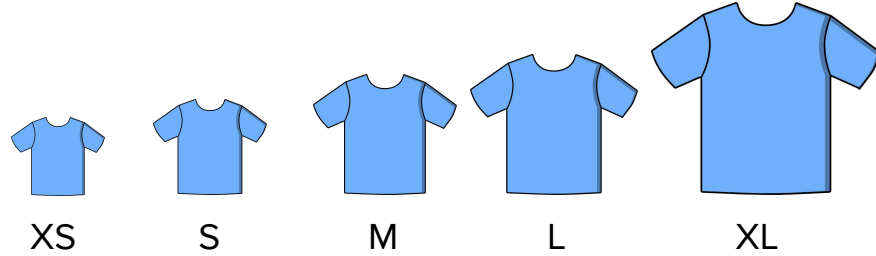
**Let's get on the
same page!**

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Determining LoE: Two Methods

T-Shirt Sizing



Pebble, Rock, Boulder





Group Exercise:

Messaging service

10 minutes



With your group, you're going to build a messaging
app. Brainstorm **the features** you'll include.



app.





Group Exercise: Messaging Service

10 minutes



Next, estimate the LoE for each feature. Use T-shirt :



Determining Customer Value

M	Must
S	Should
C	Could
W	Won't

The MoSCoW Method

Each feature is assigned a priority label based on its relative importance.



Group Exercise: Messaging Service

10 minutes



Rank your features in terms of customer value using the **MoSCoW** method.

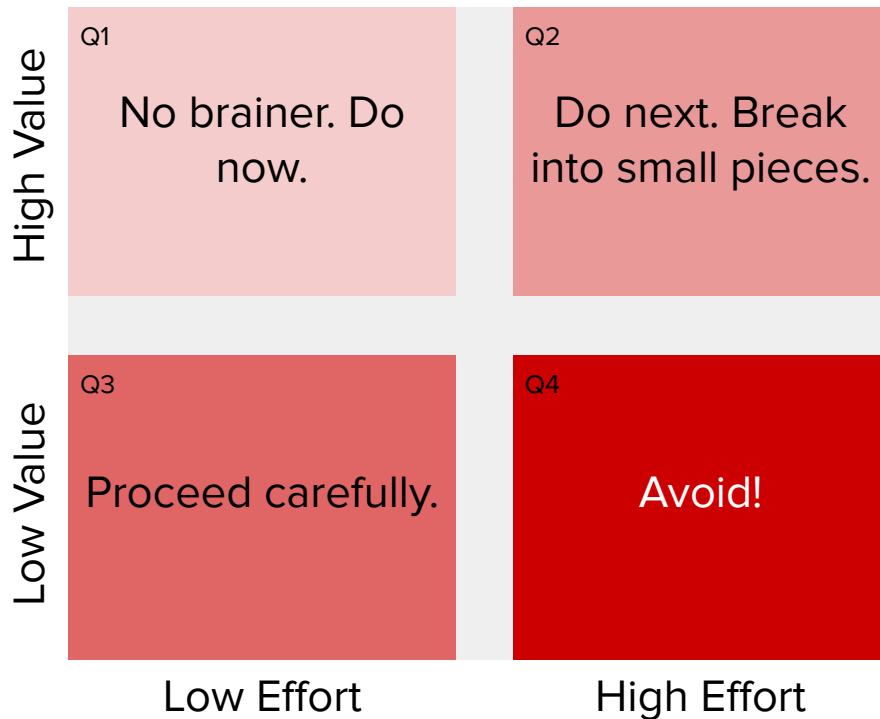
M	Must
S	Should
C	Could
W	Won't



Bringing It All Together

You'll quickly realize that you can't do everything on your list all at once. What now?!

Use a 2x2 matrix to prioritize what you'll build in terms of customer value and level of effort.



Prioritising

Another method: **stack ranking**.

Feature	Customer Value (1 = low, 5 = high)	Level of Effort (1 = high, 5 = low)	Score	Rank
Compose Email	5	3	15	1
Create Draft	3	3	9	2
Attach media	3	2	6	3

Prioritising

Another method: **RICE model**.

Feature	Customer Value (1 = low, 5 = high)	Level of Effort (1 = high, 5 = low)	Score	Rank
Compose Email	5	3	15	1
Create Draft	3	3	9	2
Attach media	3	2	6	3



Group Exercise: Messaging service

10 minutes



Finally, prioritize features based on level of effort and
Choose the method you'll use: **stack ranking**, **RICE** o



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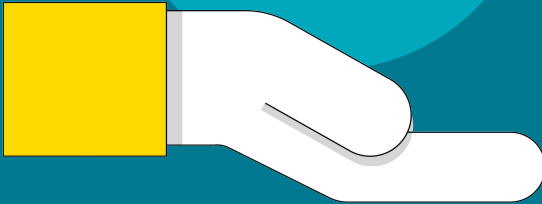
Saying “No”

How to push back in a nice way



Can You Really Have It All?

**Influencing
without
authority**



**Saying
“no”**



Just Say No

An influential person requests a change that you think is a bad idea.

How do you say “no” while building and maintaining that relationship?



Some strategies

- Get early buy in from your stakeholders on the priorities for the coming months
- Don't get defensive but look into the request and estimate the effort and impact so you can prioritise it
- Keep a close look at your OKRs to see if the request aligns with them
- Gather user insights / market research to understand whether the request is a valid problem that needs solving
- Present the consequences: if we do A we can't do B





Group Exercise:

Practising saying No

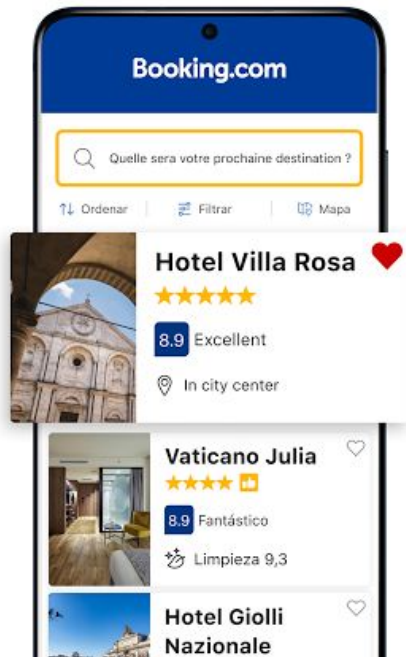
10 minutes



You are the Product Manager for Hotel booking app.

Max, a colleague from sales comes to you with an idea: “w feature allowing the customers with children to request ba make a booking”

How do you respond?



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Wrapping Up



Main take aways

Remember:

- ✓ Always determine Level of Effort and Business/Customer Impact for every feature you are considering
- ✓ Use T-shirt sizing for Level of Effort, MoSCoW method for Customer impact, Stackranking, 2x2 matrix or RICE for prioritising
- ✓ Say “No” by determining LoE, Impact and show why it should not be prioritised. Don't get defensive.

What are your takeaways?
What questions remain?