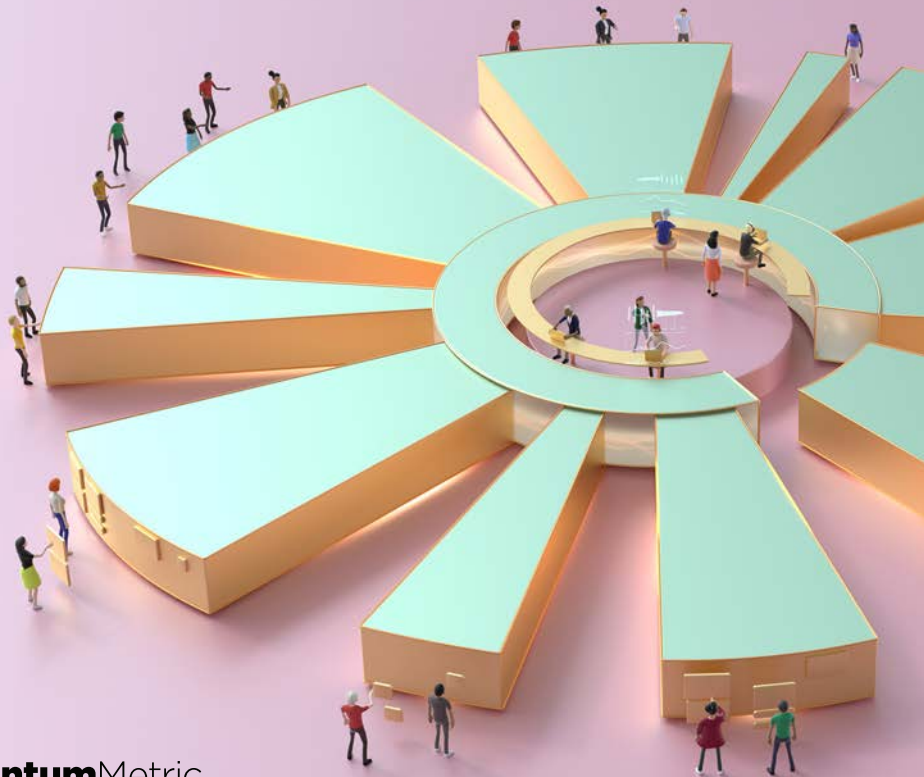


# What Is Continuous Product Design?

How the most successful companies build better digital products faster.



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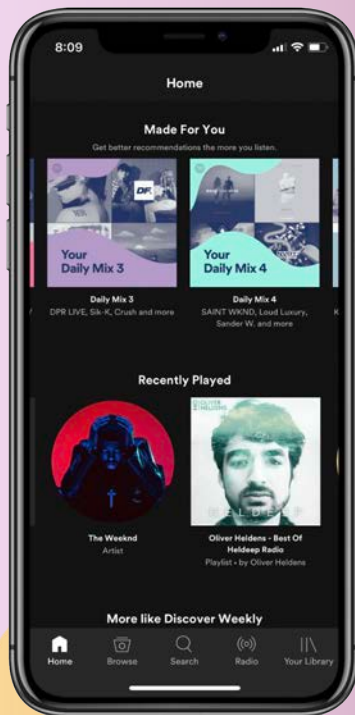
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# Continuous Product Design (n):

**Introducing the customer-defined and quantified  
approach to continuously perfecting digital products**



**Last update: 1916**



**Last update: This morning**

# The Shift to Continuous

**“Software is eating the world.” — Marc Andreessen,  
investor and founder of a16z**

In the physical world, products like clothing, toys, or cars change every season or every few years. In digital, products like Spotify, the websites we visit, and the features on those sites change weekly, if not daily or hourly.

The lifecycle of products has gone from years in the physical world to just hours in the digital world.

**“Most companies today  
are run to minimize risk,  
not maximize freedom  
and speed.”**

— Eric Schmidt, former CEO of Google



# The Challenge for Businesses

Whereas companies like Google, Netflix, and Amazon were born during this shift, many companies are not designed to move this fast, embrace risk, and learn from failure. For these companies:

**Data is hoarded, not shared.**

**Failure is expensive, and deliberation a virtue.**

**Decision-making lies with a few.**

These traits cripple an organization's ability to continuously design digital products.

# Agile Was Transformative

**Engineering and IT were the first teams chartered with the development of digital products. In the 1990s, these teams began to apply a more iterative approach to product development, which formed the basis of what was later called Agile development.**

Agile development required an equally agile delivery team, which we now refer to as DevOps. Continuous Delivery describes the next adaptation: a discipline in which software is developed so that engineering can make small changes to products and for delivery teams to release them quickly.

These approaches were transformative in helping companies develop and deliver digital products faster.



# Glossary

## **Agile**


A term popularized by the Manifesto for Agile Software Development that espouses self-organizing and cross-functional teams to collaborate and deliver software that satisfies their customer(s)/end user(s).

## **DevOps**

The collaboration between software development (Dev) and IT operations (Ops) teams to shorten the development life cycle and provide continuous delivery with high quality.

## **Continuous Delivery**

An approach to building, testing, and releasing software with greater speed and frequency.



**“Continuous Delivery is very much seen in the industry today as an IT process. That is, how do we move software from point A to point B, quickly and reliably.”**

— Andy Glover, Director, Delivery Engineering at Netflix

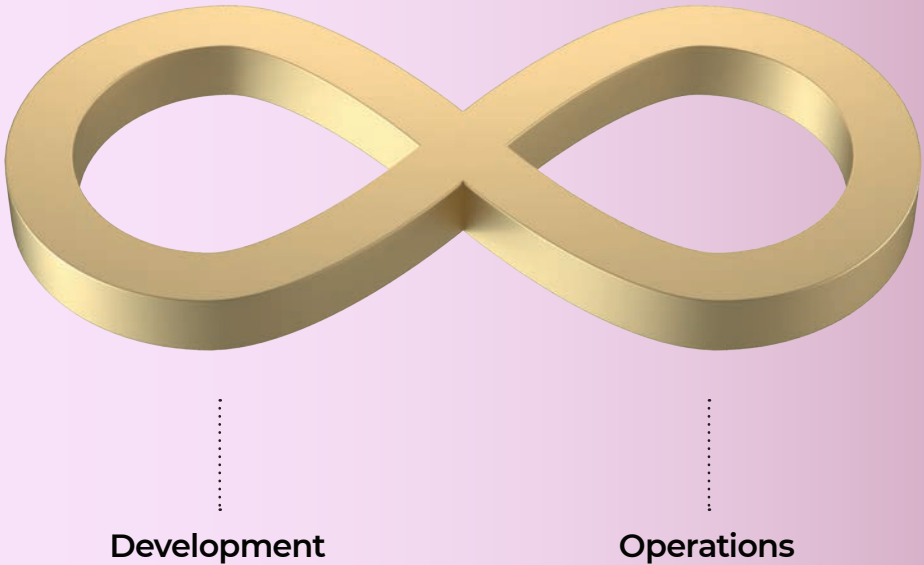
# But, It's Not Just About Moving Faster

**While Agile helped companies develop and deliver faster, it wasn't always enough.**

Built into DevOps and Continuous Delivery was the assumption that once products were delivered, customers were happy. The problem with that assumption is that customer impact was often difficult to assess and data was scattered and siloed across teams.

# Siloed Teams, Siloed Data

DevOps transformed how technical teams work together to deliver products faster and more reliably, but these teams were sometimes disconnected from the business and customer impact.



**“If you’re good at course-correcting, being wrong may be less costly than you think.”**

— Jeff Bezos, CEO of Amazon


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# How Do We *Enable* Learning Faster?

**For most companies, learning fast is the real bottleneck. Multiple teams own the product experience. Each prefers its own data and systems. Further, data alone doesn't lend itself to deeply empathizing and understanding customer needs.**

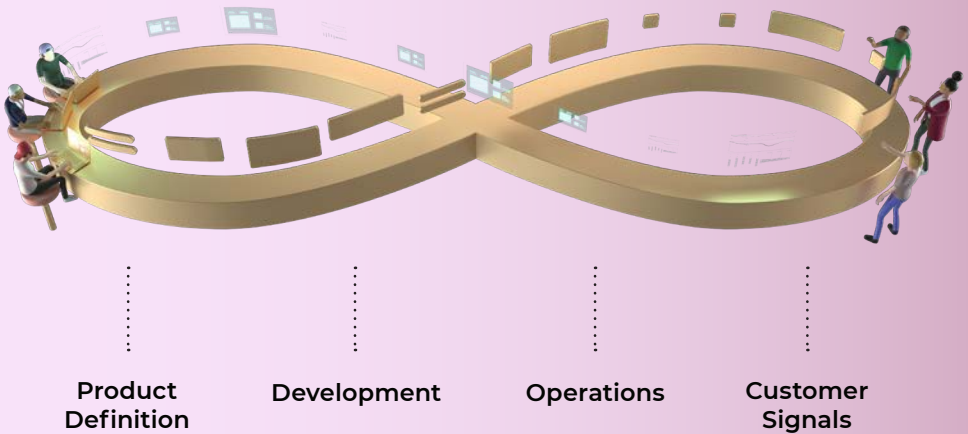
- What if we could easily agree on what to prioritize next?
- What if we could push new code with confidence because we had the ability to course-correct quickly?
- What if we instantly knew if our last update had a good or bad impact on customers?
- What if we didn't have to wait to hear directly from customers when things went wrong?

**Teams need a single  
version of truth that's  
fast, quantified, and  
based on what customers  
actually experience.**

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# Continuous Product Design: Build Better Products Faster

Continuous Product Design extends Agile principles from technical teams to the rest of the business. By connecting customer signals to every phase of the digital product lifecycle, teams can learn faster, agree on priorities, and deliver the products that customers want.





# The 4Ds: Continuous Product Design in Practice

When organizations embrace Continuous Product Design, business and technical teams work continuously and in sync to deliver better products faster. In practice, Continuous Product Design encompasses these 4Ds:



**01. Define with data, not hunches**

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**02. Develop while minimizing risk**

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**03. Deliver new code with confidence**

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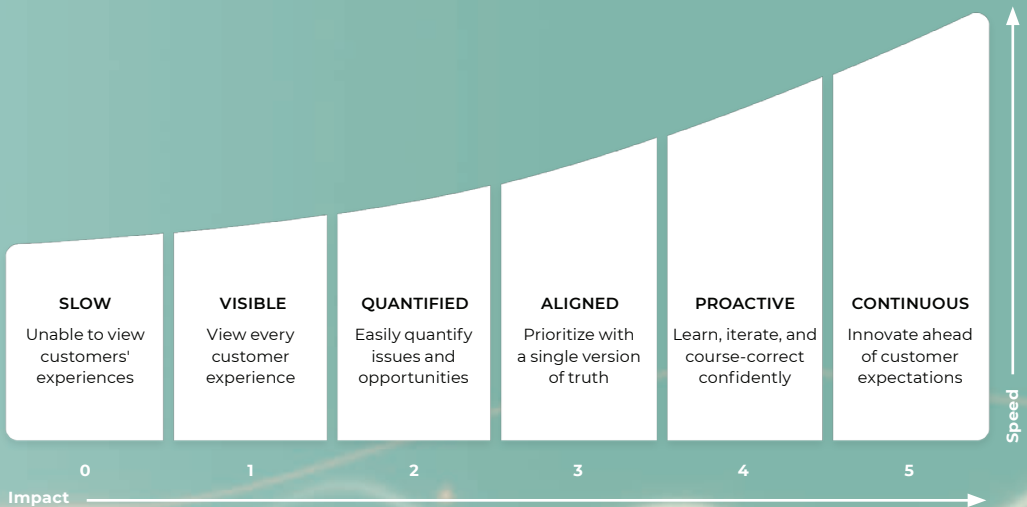


**04. Discover customer impact quickly**

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# Continuous Product Design Maturity Curve

Embracing Continuous Product Design is a journey requiring a long-term commitment to people, process, and technology change.





# Voices on Continuous Product Design

# Praveen Sharma

VP of Digital Products and  
Enterprise Analytics



"Many organizations have discrete steps for product development. Product teams will come up with insights; DevOps team will develop, and then we go through the process again. But there's always a gap between what product wanted and what DevOps developed.

"With Continuous Product Design, we can create a continuous feedback and interaction loop which results in better product development for customers."

# Troy Kaser

Managing Director of eCommerce



*Alaska*®

"Alaska Airlines strives to do our best to bring care to life and our digital experiences. The best way to do that is to build a team that has great empathy for our guests, and we do that by interacting with them directly, but also getting insights quickly into our development process.

"Continuous Product Design at Alaska Airlines means that all our teams work off the same grounded information and insights we need to make good decisions. In a way, we're all singing from the same songbook when we have the same tools, the same baseline data, and the same insights that allow us to clarify our priorities and make sure that we're delivering the highest value for our guests."

# Andy Glover

Director, Delivery Engineering



## NETFLIX

"Many people see Netflix as the paragon of innovation but we're continually learning what's working and what's not. We strongly believe that this is a differentiator. Companies that do not learn from their mistakes will be beaten by companies who can learn, and learn faster.

"Many companies are built to reduce risk. At Netflix, we embrace failure but the key thing is to learn from those mistakes and put that learning back into our process. There's a constant feedback loop that allows us to move fast.

"In order to achieve Continuous Product Design, companies need signals all throughout the business, as well as transparency and empowerment. So we don't have to wait for the CEO to say, 'Hey, make that change.' We all are empowered to say, 'Hey look, there's a better experience for our customers. Let's make that happen.'"

# Ricki Lang

Executive Director of Strategic  
Product Delivery



"We are constantly looking at how we can improve the product experience for our internal agents and our customers. We have the ability to turn on new experiences, test them out for an hour, and watch our dashboards and see how agents and customers are interacting in real time.

"If you have data and can produce replays that say, 'This worked for our agents or customers,' people are less gun-shy to move forward. It changes the dynamics on how our team works together because we become more focused on a solution instead of pointing fingers and saying that someone can't reproduce an experience or doesn't really understand what an agent or customer was trying to do."

# Mark Sunday

Former SVP and CIO



## ORACLE

“Historically, organizations break up into functional silos. We have those who are designing products and those who are delivering and deploying products. While we broke down some barriers between development and operations, there were still walls between IT and the rest of the business.

“Data’s incredibly important to aligning IT and business. Continuous Product Design helps break down those silos so that the customer experience immediately finds its way back to continually evolve and improve our products. It is really a vehicle for us to be more agile, deliver more value to customers, and innovate.”





# Maria Elena Cappello

Former CEO

Nokia Siemens Networks Italia



“With today’s fast moving business landscape, a three to five year strategy has to include the ability to think and move in quarters, months, weeks, hours, and sprints. The ability to create a lean organization with lean decision-making processes is what will differentiate your company.

“Companies must embrace Continuous Product Design to increase organizational agility and speed to market. It really comes down to listening to our customers and bringing to market faster what our customers actually want.”

# The Four Principles of Continuous Product Design

01

**Iterate** fast to build digital products that customers love.

02

**Connect** real-time customer signals to every phase of the product lifecycle.

03

**Align** business and technical teams with a single version of truth.

04

**Visualize** the customer experience as the indisputable proof behind every data point and chart.



## **Build better digital products faster.**

Quantum Metric helps organizations build better digital products faster. Our platform for Continuous Product Design gives business and technical teams a single version of truth that instantly quantifies customer impact. The result: Teams are aligned, learn faster, and release with confidence.

**[www.quantummetric.com](http://www.quantummetric.com)**