Adevinta
Spain

Product Discovery at Adevinta

fotocasa habitaclia InfoJobs coches.net motos.net milanuncios

Agenda

1 Introduction to Adevinta

2 Adevinta's Product Discovery framework

3 5 tips for Product Discovery

4 Q&A

Introduction to Adevinta

Adevinta Global presence

1.644 €
Million revenue1
(+12 % in Spain)

+8.000
Employees3

+2.5 bn
Monthly visits4

Source: 1. Company information FY22 including JVs; 2. Company information, as of Feb 2023; 3. Company information, as of Feb 2023, including JVs; 4. Company information, as of Dec2022

We are the largest group of classifieds in Spain

17 million UU/month1

+50K New ads daily2

212 million € revenues3

1.200 employees4

Real Estate: fotocasa, habitaclia

Jobs: InfoJobs

Motor: coches.net, motos.net

Generalist: milanuncios

Source: 1. Comscore multiplatform Feb 2022; 2. Company information, as of Dec 2022; 3. Company information, as of Dec 2022; 4. Company information, as of Oct 2022

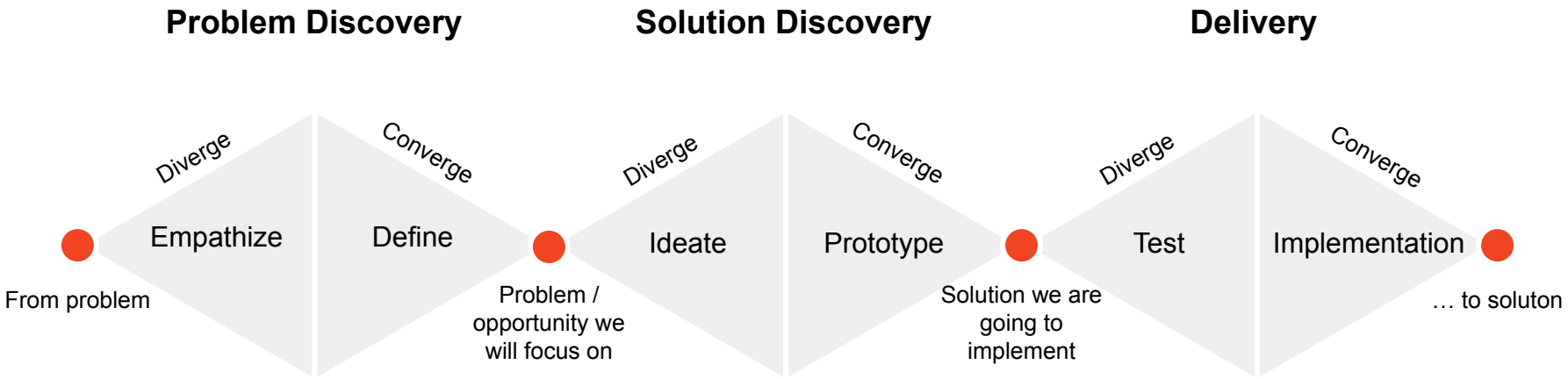
Adevinta's Product Discovery framework

Discovery vs. Delivery

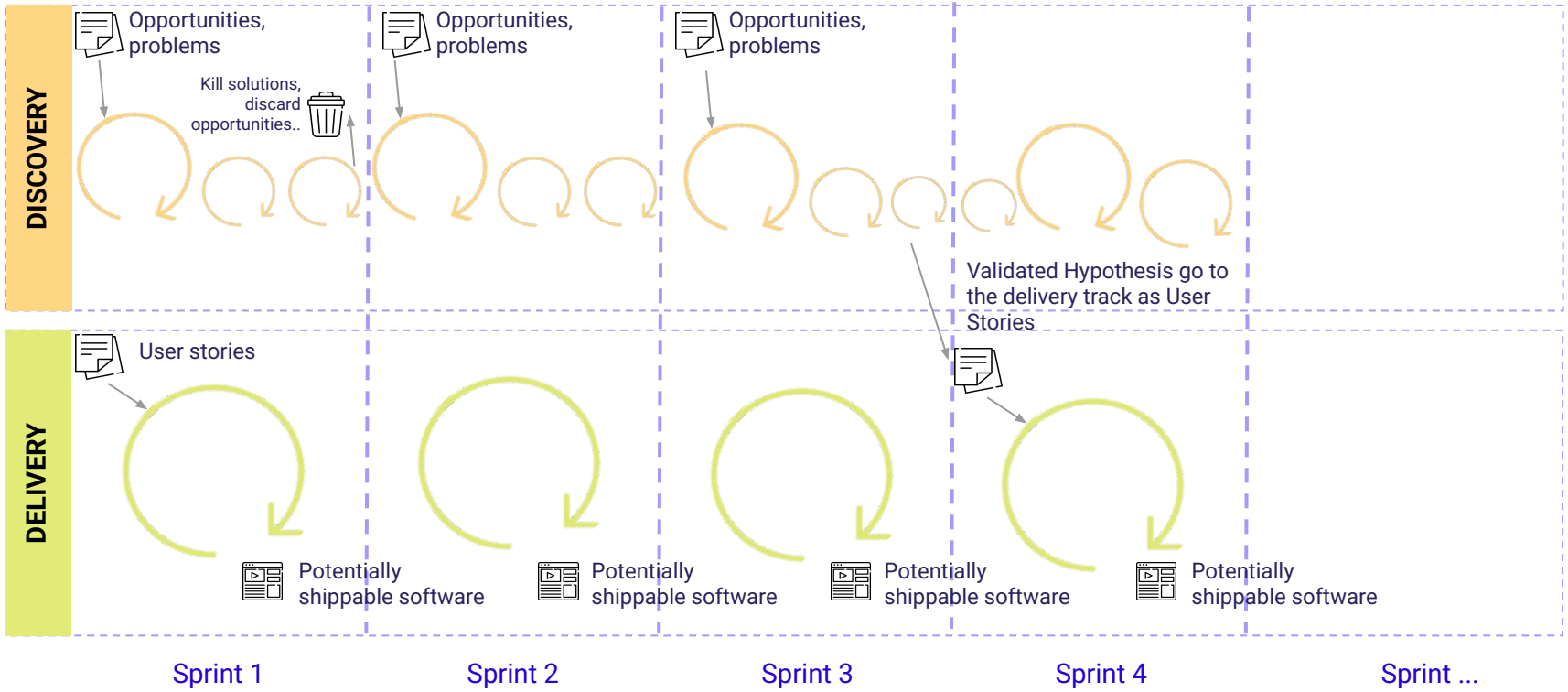
Discovery track
Understand problems and opportunities, define and validate hypotheses, while reducing uncertainty in the value delivery.

Delivery track
Implement solutions that deliver value to our users and clients.

Discovery vs. Delivery



The concept of dual track

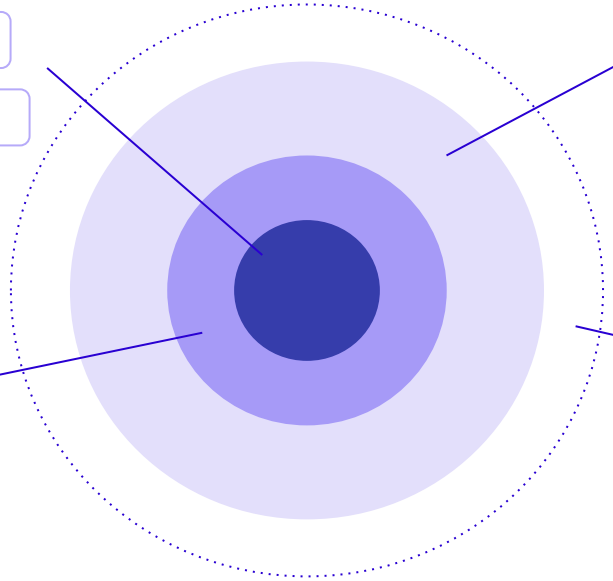


Created by Desiree Sy. Popularized by Marty Cagan and Jeff Patton.

Who participates in Product Discovery?

Permanent contributors

- Product Manager
- Product Designer
- Data Analyst
- 1+ Tech Representative



Support contributors

- UX Researchers
- Dev Ops
- Legal

People informed

- Managers
- Other Teams

Punctual contributors

- Developers
- BizDev
- Sales
- Marketing
- Customer Support

Phases of Adevinta's Product Discovery model

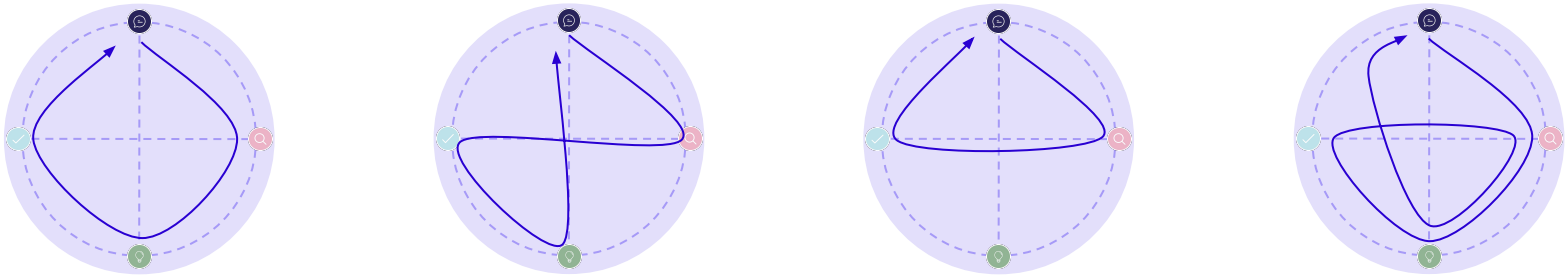
Alignment & Capture

Explore & Research

Ideation & Hypothesis Generation

Validation

The Product Discovery process is not linear



Alignment & Capture

- Align the team on the desired objective
- Capture and map opportunities
- Prioritize the opportunity we will focus on

We align on the desired objective

Our objective must be actionable and measurable by the responsible team in a self-sufficient manner and will mark the scope of the discovery.

Objective

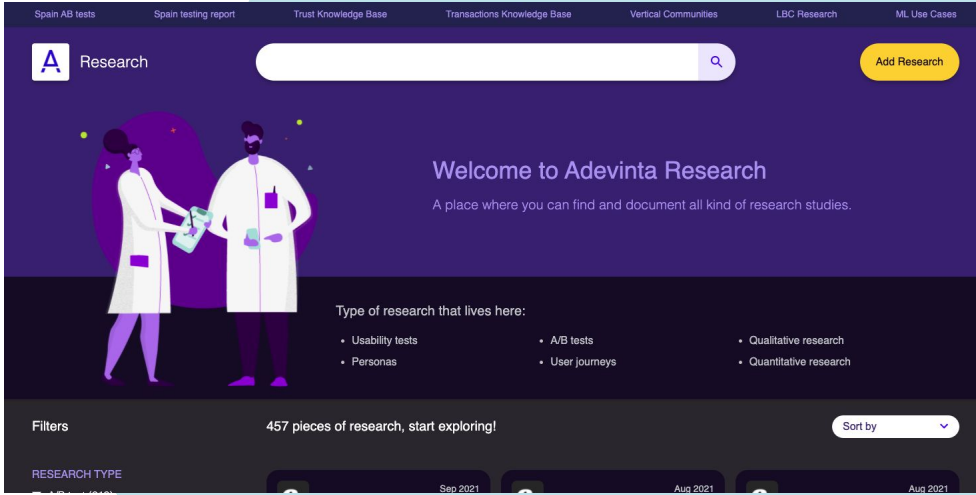
Key

Results

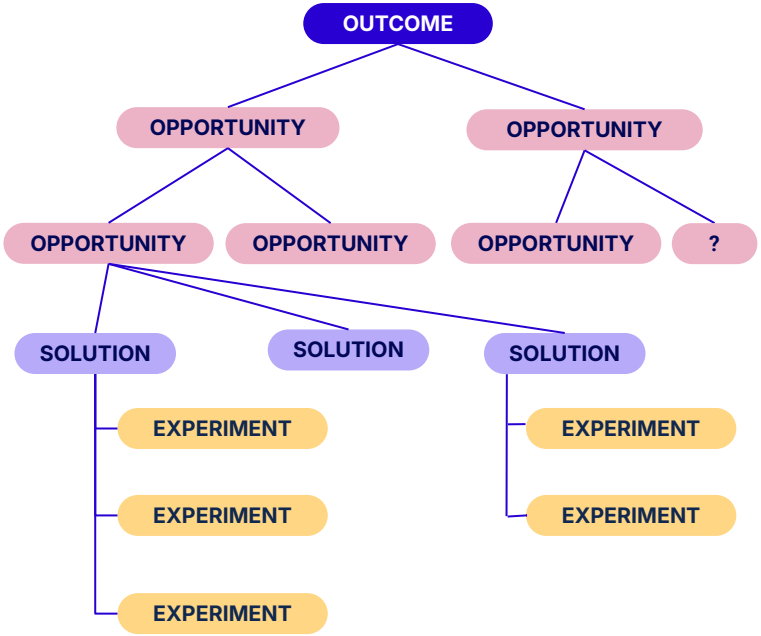
Framework created by Andrew Grove.

We detect opportunities

- Leveraging existing knowledge
- Carrying out new research



We give structure on the opportunity space



Created by Teresa Torres.

More info at: https://www.producttalk.org

Do's and Don'ts

What's an opportunity?

- The distance between a person's expectations and reality.
- An insight, a piece of evidence.

What's not an opportunity?

- Functionalities, solutions and ideas are not opportunities.
- Assumptions are not opportunities.
- Opinions are not opportunities.

How to find opportunities?

- Through exploratory research.
- Picking up insights and observations from previous investigations.

How are opportunities formulated?

I want (SOME BENEFIT) **when** (SITUATION) **if I'm trying to** (OBJECTIVE/MOTIVATION)

I wish (SOME DIFFERENT) **when** (SITUATION) **if I'm trying to** (OBJECTIVE/MOTIVATION)

I don't understand (SOMETHING CONFUSING) **when** (SITUATION) **if I'm trying to** (OBJECTIVE/MOTIVATION)

I need (EXPRESSED NEED) **when** (SITUATION) **if I'm trying to** (OBJECTIVE/MOTIVATION)

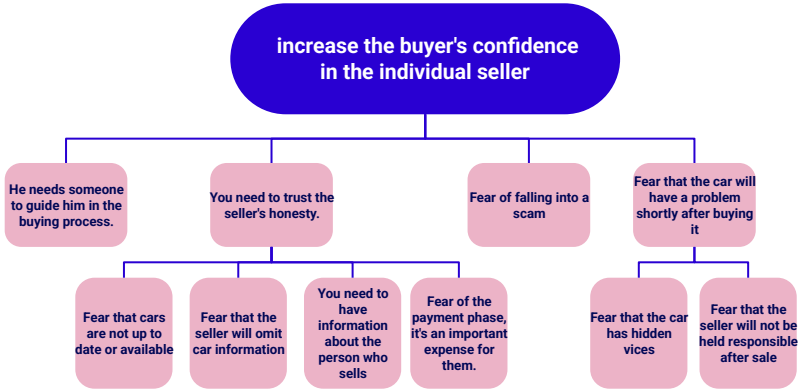
I need to decide (SOME DECISION) **when** (SITUATION) **if I'm trying to** (OBJECTIVE/MOTIVATION)

I want to know (SOME OPEN QUESTION) **when** (SITUATION) **if I'm trying to** (OBJECTIVE/MOTIVATION)

I find (SOME PROCESS/ACTION) (HARD/CONFUSING/...) **when** (SITUATION) **if I'm trying to** (OBJECTIVE/MOTIVATION)

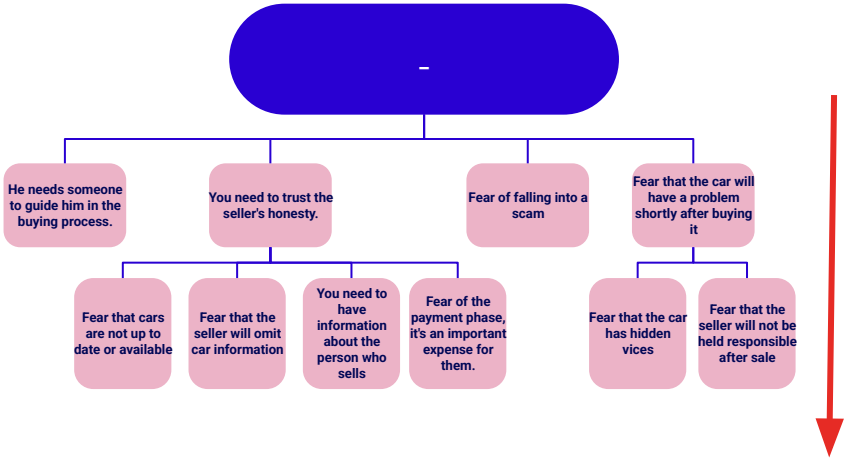
1 Map opportunities

1. Structure each branch of the tree. Go create each branch and check these points:
2. All the opportunities grouped together must be sufficiently different from each other.
3. Review parent-child relations: solving child opportunities should partially solve the parent opportunity.
4. See if any brothers are missing from each set based on all the information you have.



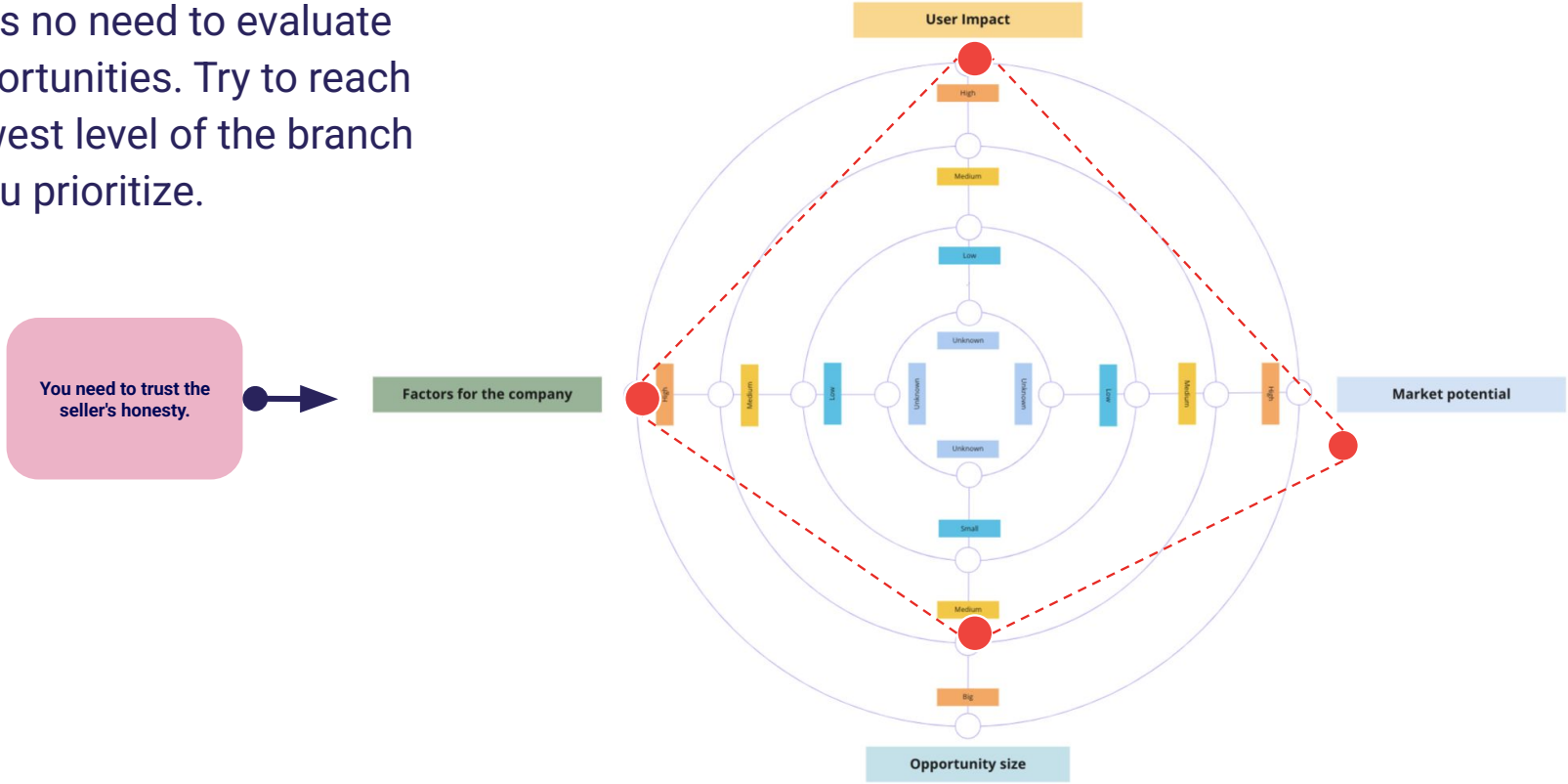
2 Assess opportunities in an orderly manner

First give priority to the parents and then the children of the opportunity that comes out as the highest priority.



3 Talk about each of the axes of each opportunity

There is no need to evaluate all opportunities. Try to reach the lowest level of the branch that you prioritize.



4 Alternatively, use a spreadsheet

Opportunity Assessment Template

File Edit View Insert Format Data Tools Extensions Help Last edit was made on 23 November 2021 by Ariadna Gotanegra

	Opportunity List	Opportunity Sizing		User impact		Market Potential			Business impact			Values equivalences (do not edit							
2		How many users are impacted?	How often?	How important is this for the users?	How does it impact the users' satisfaction?	Are there external threats or risk connected to this opportunity?	How exploited is this opportunity in the market?	What is the market trend around this opportunity?	Which impact do you think this opportunity has on the company's mission, vision, strategy or OKRs?	How aligned is this opportunity with your team's mission, vision, strategy or OKRs?	TOTAL SCORE	O1	O2	U1	U1	M1	M2	M3	B1
3	Users want to see the profile of the person who contacted them to assess their trustworthiness	All users	Somewhat frequent	Very important	Positive impact	No or few external threats	Appropriately served. Some competitors	Emerging trend	Some impact	Completely aligned	12	1	2	1	1	1	2	1	
4	Users want to exchange more information about the article to create more confidence in the transaction	Many users	Somewhat frequent	Somewhat important	Positive impact	Some external threats	Over-served. Many competitors	Market standard	No impact	Somewhat aligned	19	2	2	2	1	2	3	2	
5	Buyers want to skip negotiations to not waste time or feel uncomfortable	Few users	Not frequent	Somewhat important	Slightly positive impact	Many external threats	Unknown	Unknown	Some impact	Not aligned	26	3	3	2	2	3	4	4	
6	Opportunity 4										#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N
7	Opportunity 5										#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N
8	Opportunity 6										#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N
9	Opportunity 7										#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N
10	Opportunity 8										#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N
11	Opportunity 9										#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N
12	Opportunity 10										#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N
13	Opportunity 11										#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N
14	Opportunity 12										#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N
15											#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N

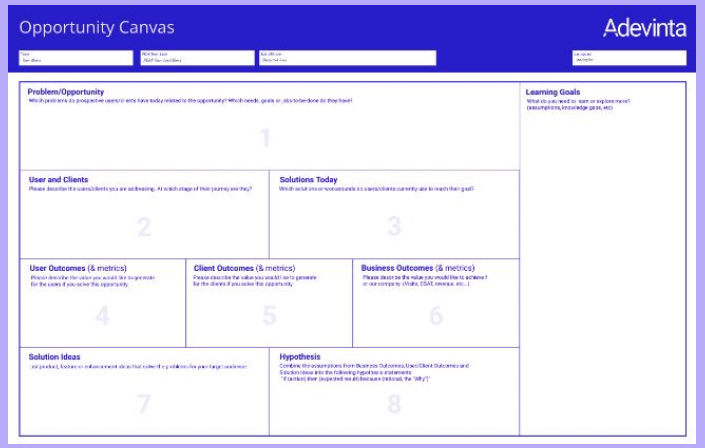
Opp Assessment Calculator | Equivalence table

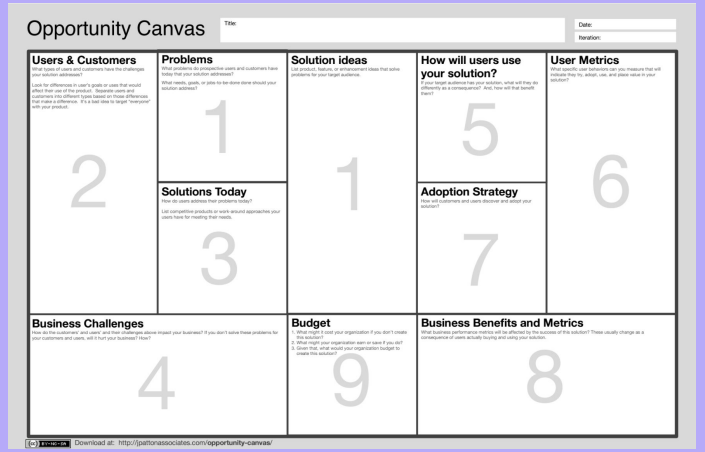
Explore & Research

- Better understand the prioritized opportunity
- Identify and investigate the assumptions and knowledge gaps we have
- Clearly define the problem to be solved

The Opportunity Canvas as an Alignment Facilitator

It helps identify everything we know (and don't know) about the selected opportunity.

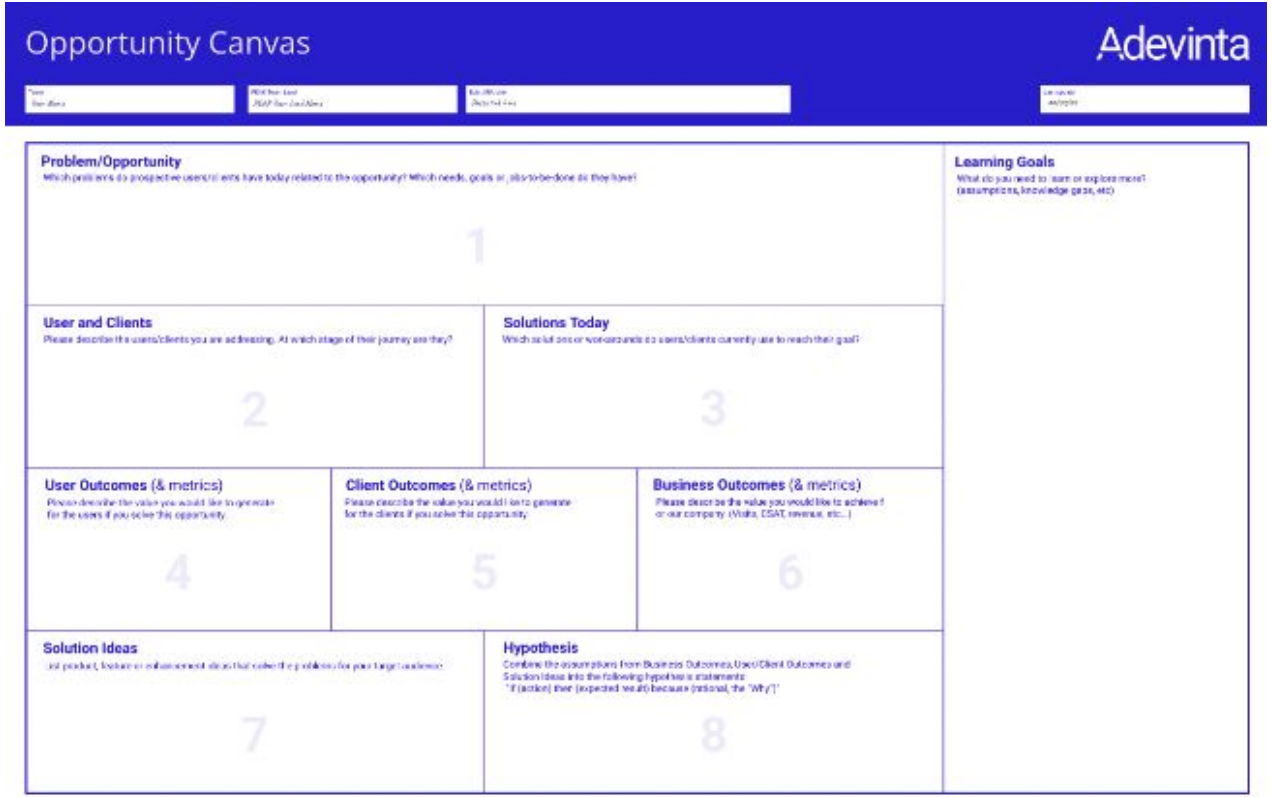




Created by Jeff Patton

More info at: https://www.jpattonassociates.com/

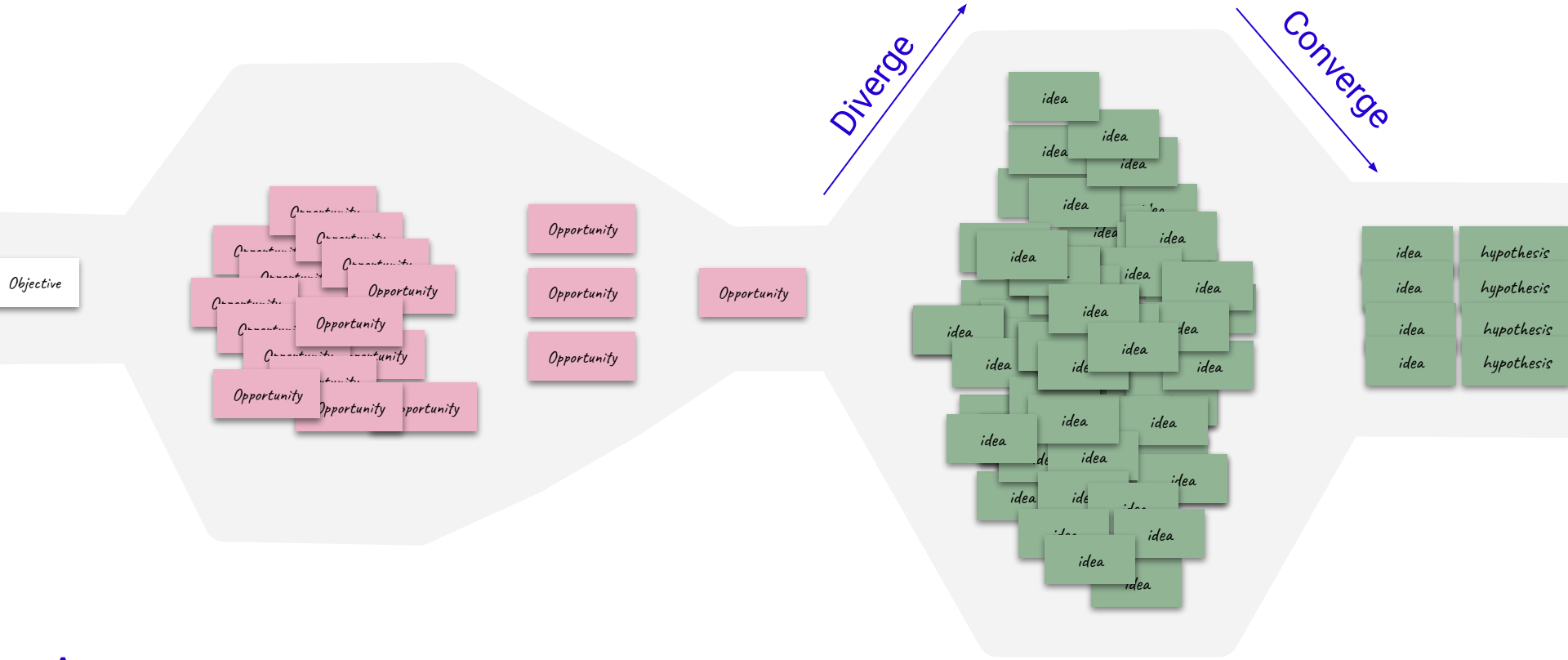
The Opportunity Canvas



Ideation & Hypothesis Generation

- Devise solutions for the selected opportunity
- Prioritize solutions
- Define the hypotheses to be validated

One opportunity, multiple solutions



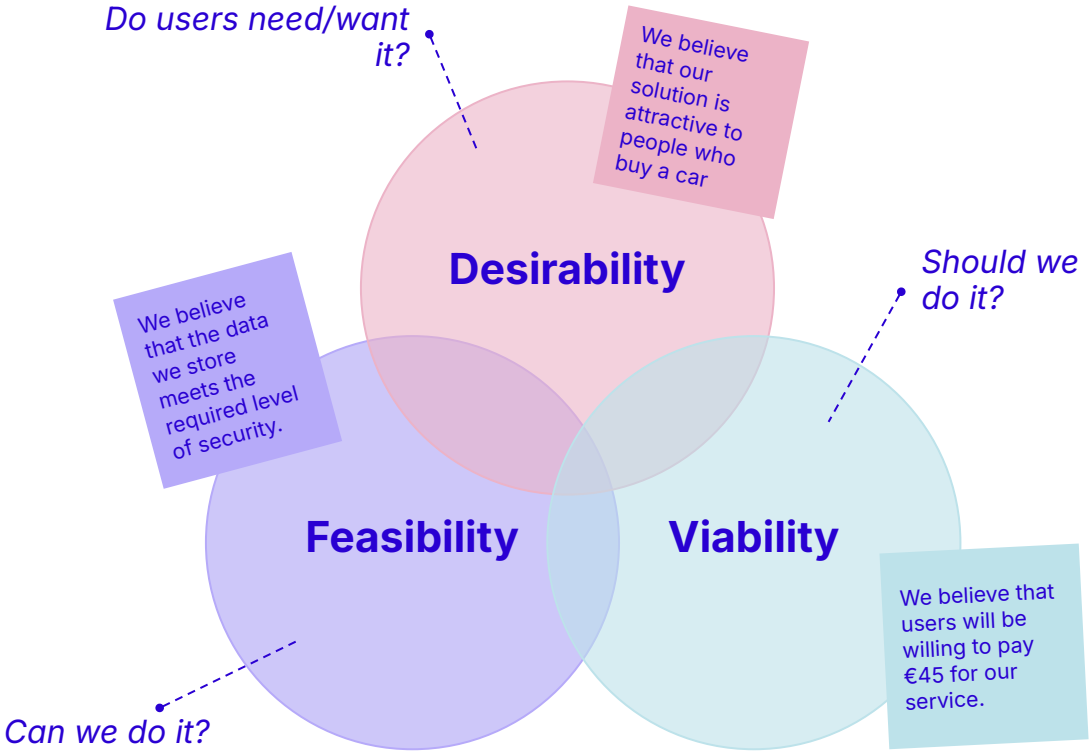
Validation

- Identify and prioritize the highest risk assumptions
- Define the validation plan
- Run the necessary experiments

We identify risks before developing

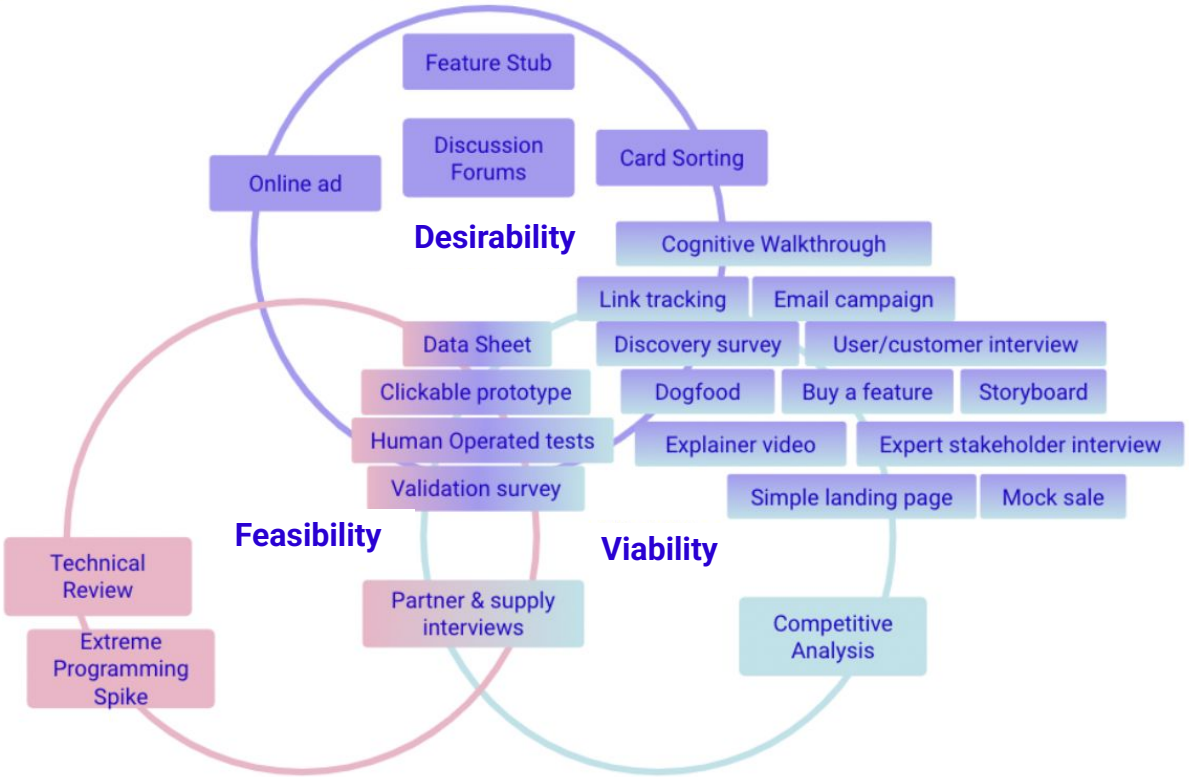
Which assumptions are you making to support your hypothesis?

Which ones would make your solution fail if they weren't true?



We choose the appropriate validation method

When choosing a method, take into account the assumption to be validated, the level of confidence needed, and the time and resources you have.



Libro recomendado: “Testing business ideas”
Autor de mapping assumptions y Testing business ideas: David J Bland

Techniques toolkit

Alignment & Capture

- OKRS
- OPPORTUNITY TREE
- DISCOVERY PLAN

Explore & Research

- OPPORTUNITY CANVAS
- RESEARCH METHODS

Ideation & Hypothesis Generation

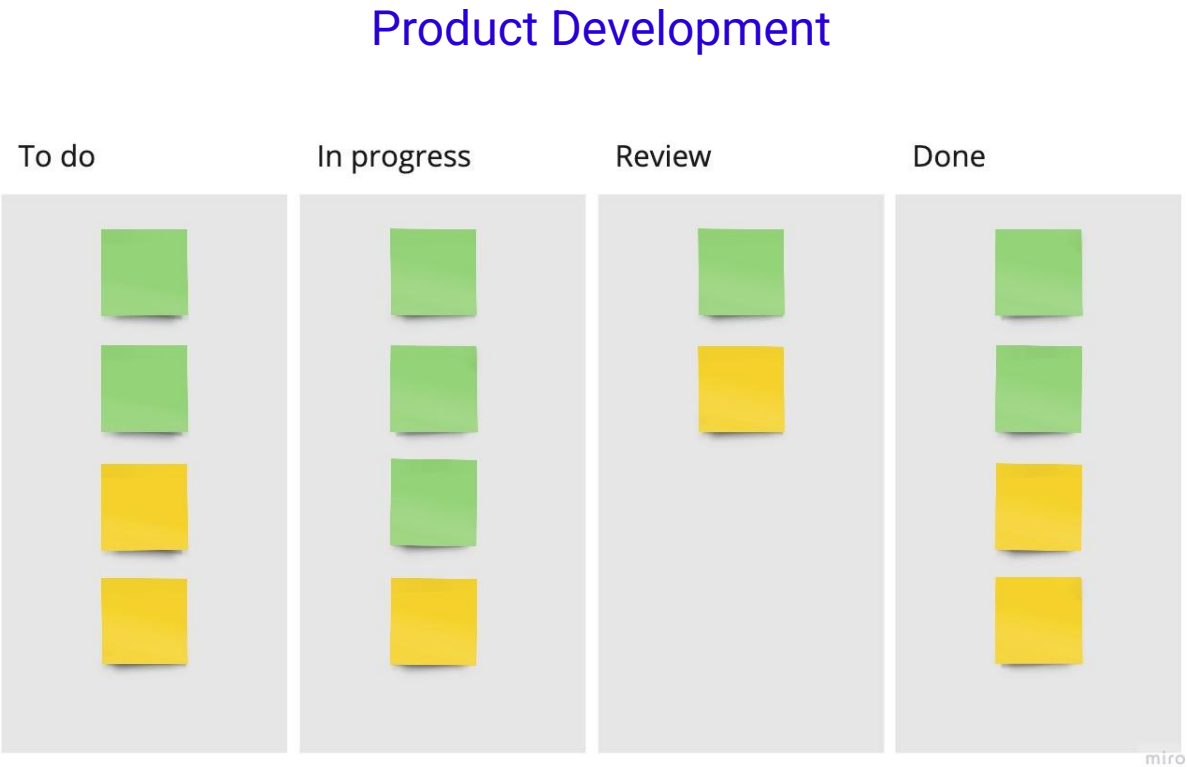
- IDEATION TECHNIQUES
- PRIO TECHNIQUES

Validation

- VALIDATION CANVAS
- VALIDATION TECHNIQUES

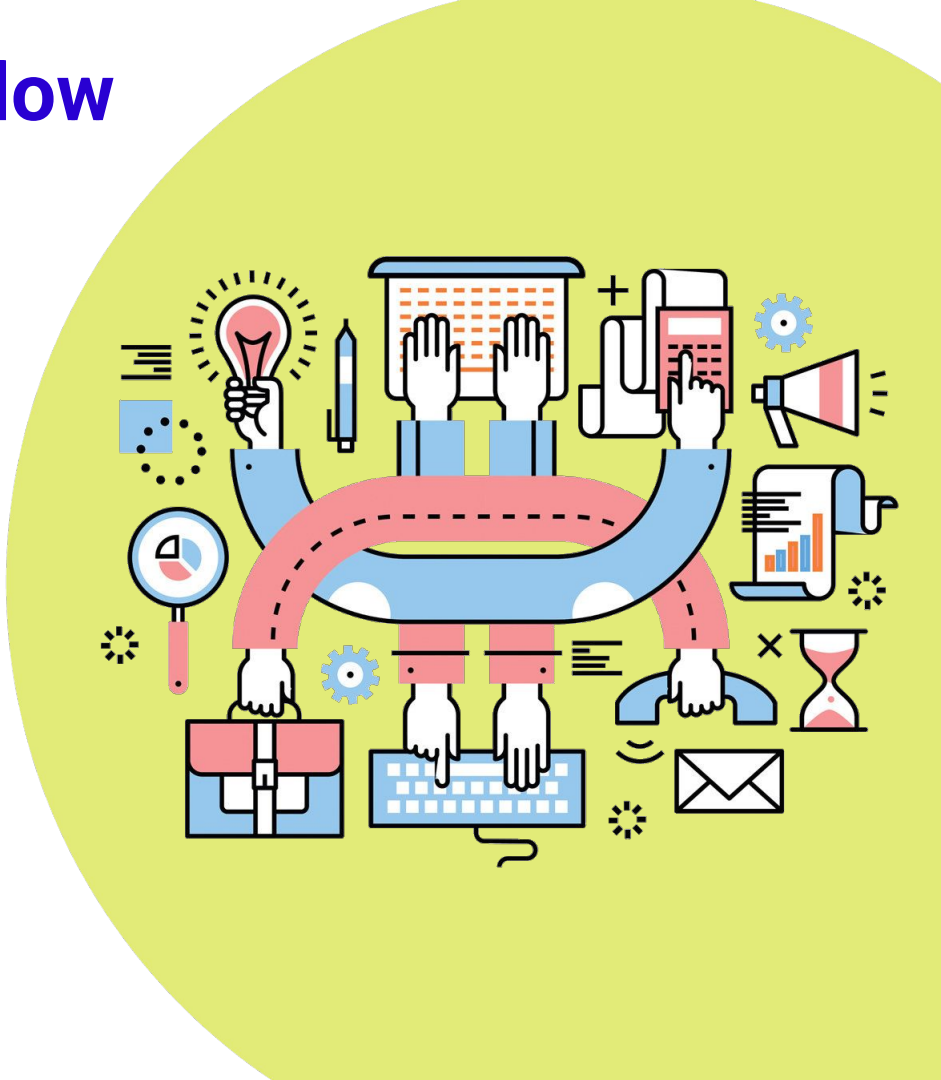
5 tips for Product Discovery

1. **Visualize**: different **work types**



2. **Visualize**: team’s **workflow**

Visualize your team’s **real workflow** including the discovery and delivery part.



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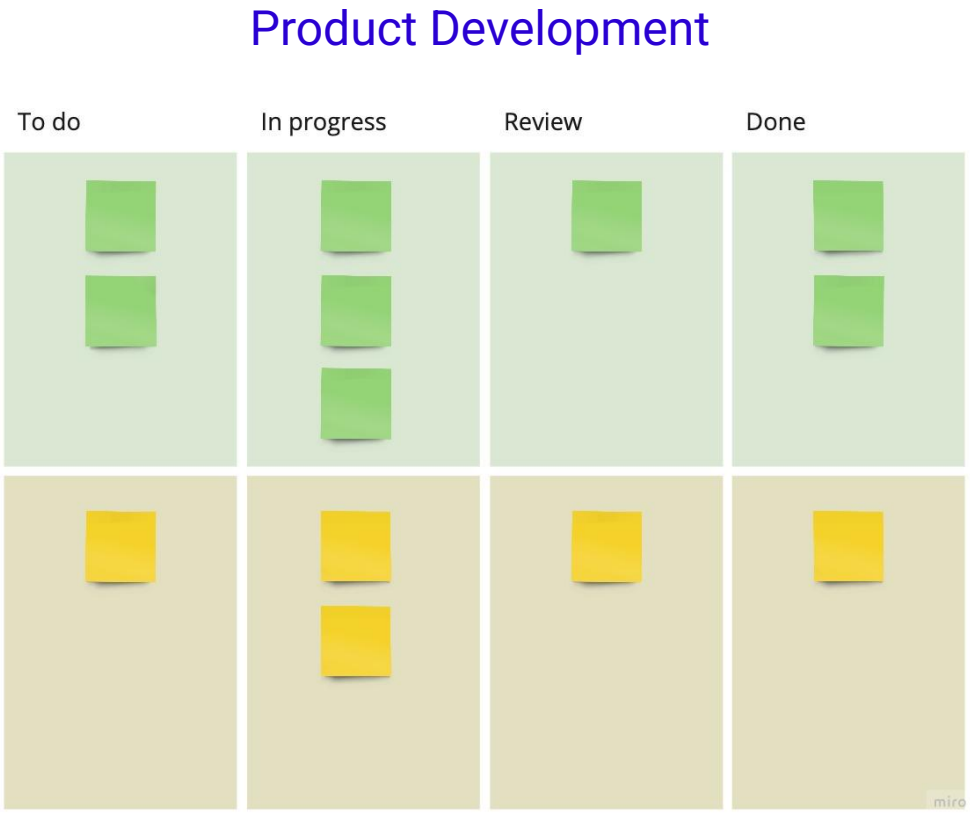

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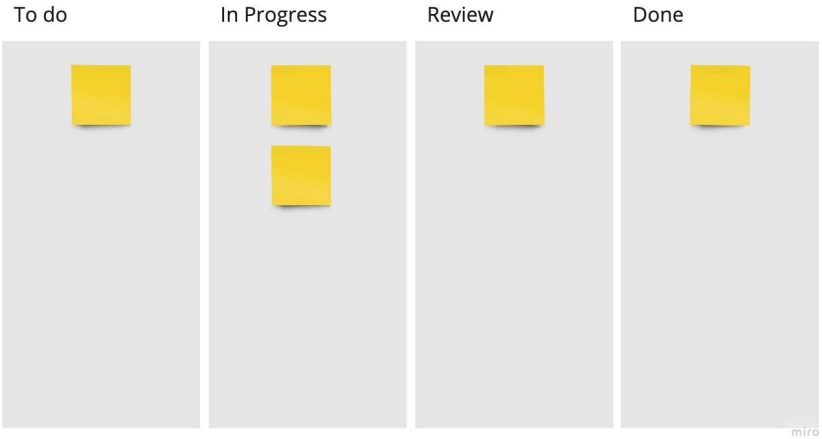
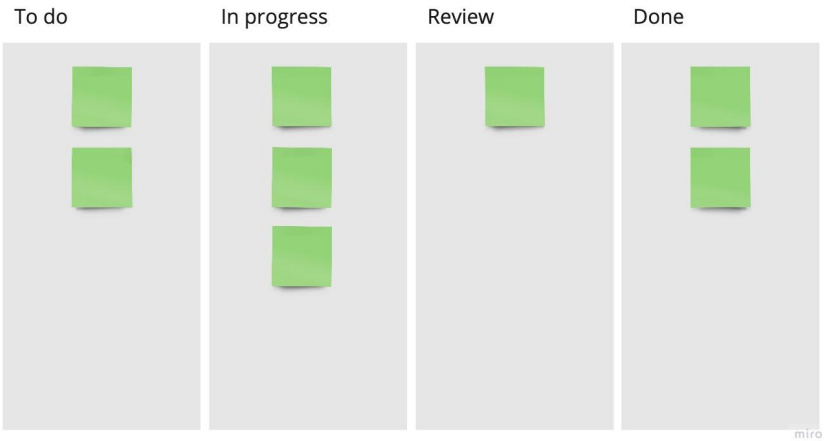
Product Development

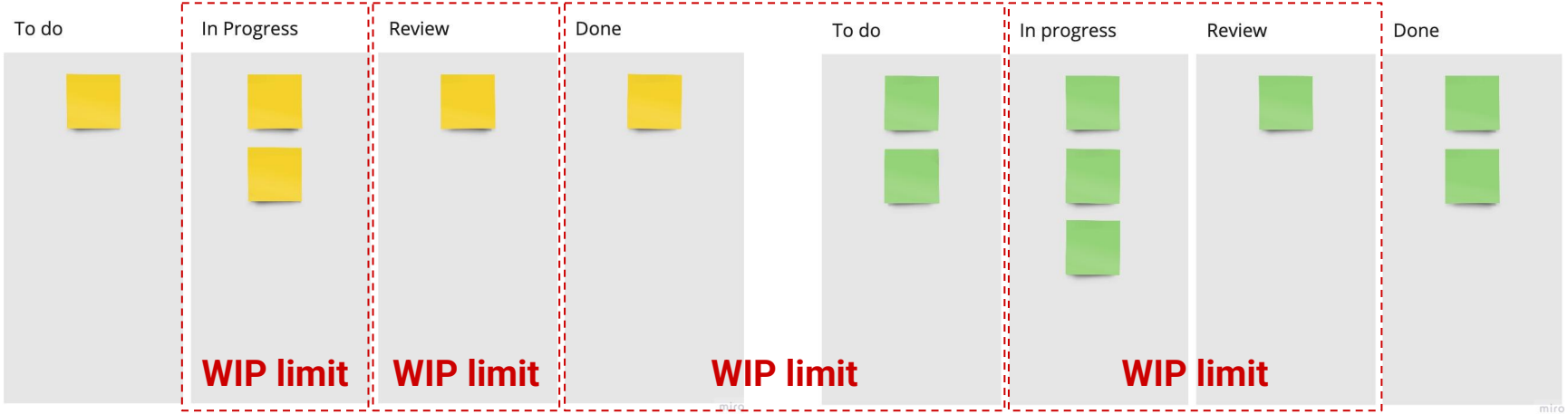




Discovery Track → **Delivery Track**

3. Limit Work in Progress

Product Development



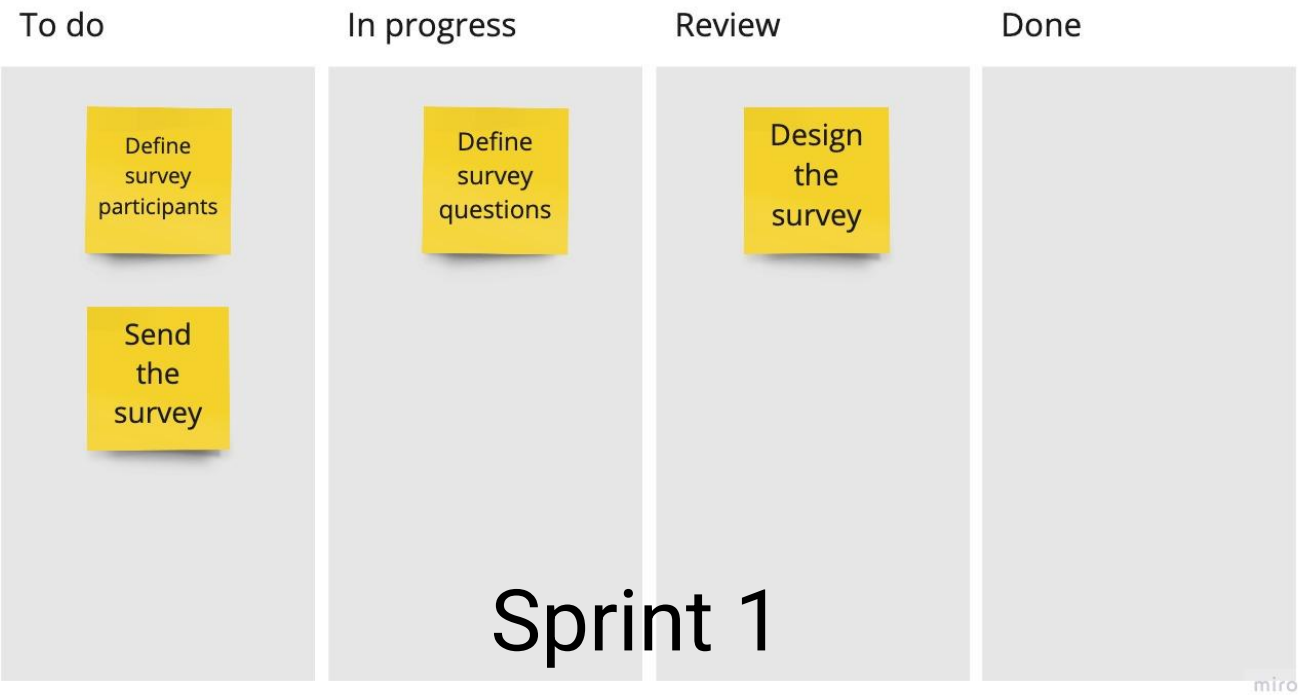
Discovery Track → **Delivery Track**

4. **Slice** Discovery work items

Split discovery work into **different activities**

Timebox your work items.

4. **Slice** Discovery work items



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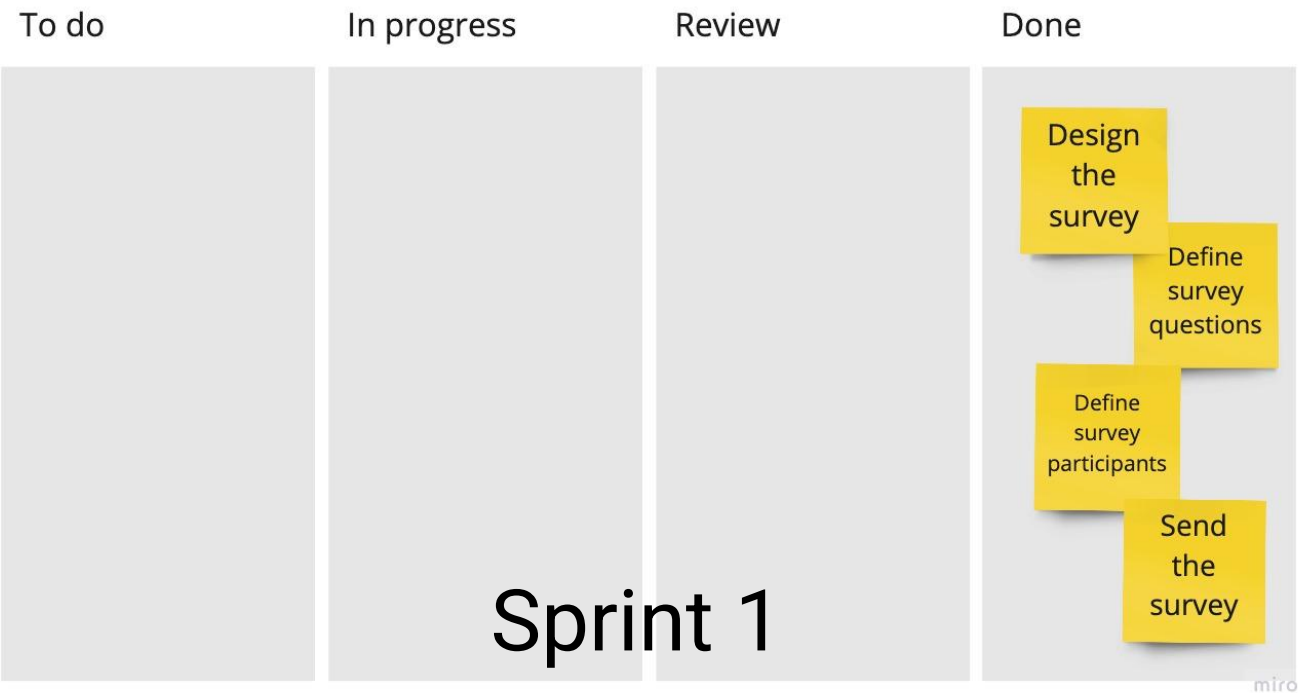

5. Discuss Discovery in team's **ceremonies**

- **Daily** Syncs
- **Planning** meetings
- Demos and Product **Reviews**
- **Retrospectives**

Q&A

Adevinta