

Product development & customer data

Keep it simple

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Why should we keep it simple?





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No need for complexity.

- Gathering and implementing customer insights can take up a lot of time and resources.
- A lot of time can be spend on talking and thinking about it.
- But, there is a lot of information 'hidden' in your company.
- Or you can simply ask your customer.
- Don't be put of by how thorough and professional customer research can be done.
- Just start.

Complaints





Confronting, but a **good start**. Top 3 complaints.

- ✓ 'The digital newspaper does not load'.
- ✓ 'I can't access premium content'.
- ✓ 'I thought I could read the digital newspaper with my subscription'.



Formulate the **question**.

- ✓ 'The digital newspaper does not load'.
 - Technical question, can we reproduce this issue and define what's happening?
- ✓ 'I can't access premium content'.
 - Identity management question, why can't subscribers access premium content, or why do people incorrectly think they should be able to access premium content?
- ✓ 'I thought I could read the digital newspaper with my subscription'.
 - Proposition/offering question, is there misunderstanding about our propositions, if so, what's causing this?

-> Think in 'questions', not in 'issues', there's no blame, there's a chance to improve.

Stick with the knitting





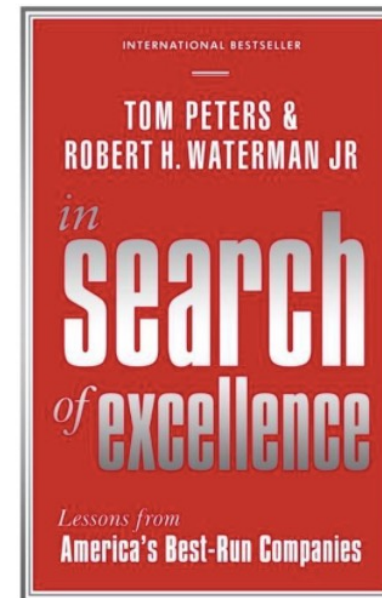
Stick to the knitting.

In their book *In Search of Excellence*, McKinsey consultants Tom Peters and Robert Waterman found 8 common themes which they argued were responsible for the success of 14 identified companies of “excellence.” The framework is known as the 8 Attributes of Management Excellence. The research and theorizing of this framework was based on the McKinsey 7-S Model, also authored by Peters and Waterman.

The 8 attributes are:

- A Bias for Action
- Close to the Customer
- Autonomy and Entrepreneurship
- Productivity through People
- Hands-on, Value-driven
- Stick to the Knitting
- Simple Form, Lean Staff
- Simultaneous Loose-Tight Properties

www.medium.com



1982 - By Thomas J. Peters
and Robert H. Waterman Jr.



The myth of expanding the platform.

1. In search for possibilities to expand our platforms with 'other than (current) news elements' we researched about 70 international news platforms.

2. We found things like:

- Puzzles
- Advanced infographics
- Obituaries
- News in photo's
- Quizzes
- A recap op the day (in a floor banner)
- Chronological latest news without pictures
- Food/drinks/recipes/restaurants

3. We showed the in total 21 options to our users and asked them if they would appreciate some of those elements in our platforms.

4. High up in their top 5:

- Chronological latest news, without pictures
- A recap of the day (in a floor banner)
- News in photo's

5. Quizzes, puzzles, food/drinks/recipes/restaurants didn't show in the top 8.

6. This doesn't mean they don't want it, it means they think they don't.

CSAT





CSAT = customer satisfaction score.

- ✓ Measuring satisfaction with a specific product or element within the product.
- ✓ 'Are you satisfied with...?'
- ✓ Five point scale.
- ✓ Not satisfied / satisfied ratio.
- ✓ NPS 'how likely is it that you recommend...?'



CSAT **simple** lay-out. In apps.

Geef uw mening!
In hoeverre bent u tevreden over
de app van De Telegraaf?

1= zeer ontevreden - 5= zeer tevreden

1 ★ 2 ★ 3 ★ 4 ★ 5 ★
☐ ☐ ☐ ☐ ☐

Ga verder

Give your opinion!

Kunt u uw antwoordkeuze toelichten?
(optioneel)

Ga verder

Can you explain?

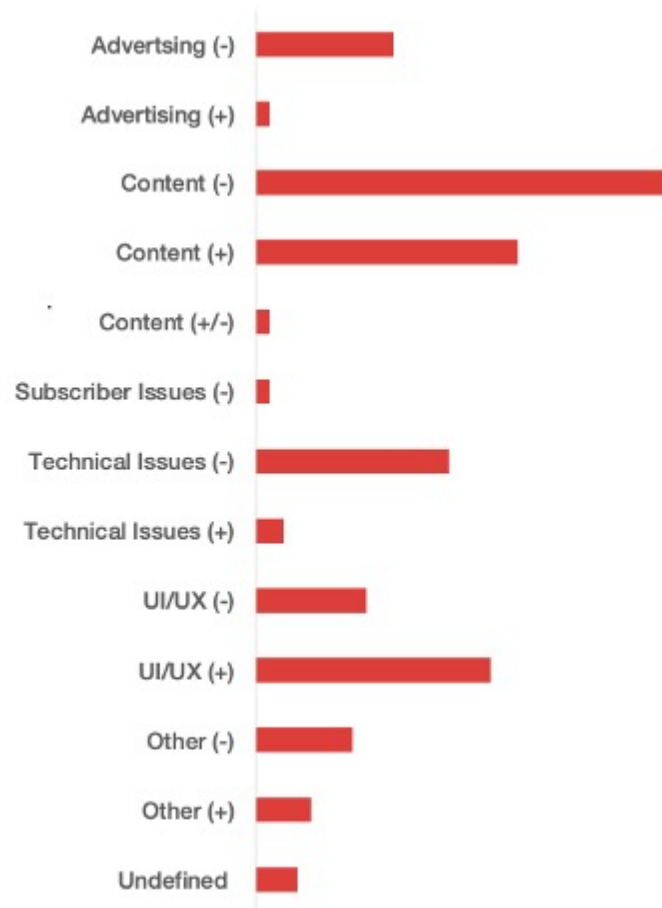
Bent u abonnee?

☐ Ja
☐ Nee

Versturen

Are you subscriber?

CSAT explanation. Telegraaf



Focus on pre-rolls, other advertising doesn't seem to be a big problem.

Telegraaf content is outspoken, we see both, negative and positive feedback.

We had more positive than negative comments on our UI/UX



CSAT explanation

Regional titles North-Holland



Log-in issues

The app was a bit old. We migrated to a new app a few months ago and will test again.

Qualitative research - User weeks





Qualitative research

- If you want to know why
- N=10 = 80% of your audience
- Can be done at a birthday party 😊



User weeks.

To get to know them better.

What

- ✓ Two weeks in June
- ✓ Interviewing users
- ✓ Let them do the talking

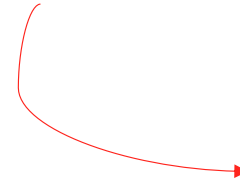
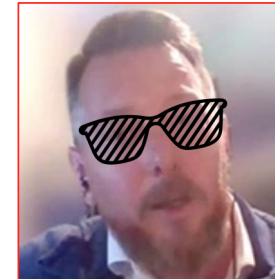
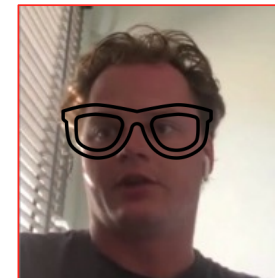
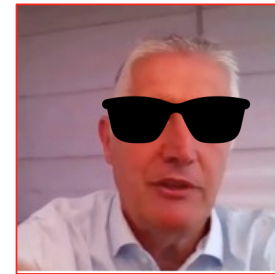
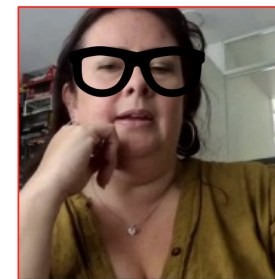
Quotes

- ✓ 'I sometimes get lost in the site'
- ✓ 'I keep getting financial news, even though I never read it.'
- ✓ 'I'd like to read more comments'

Unexpected findings

- ✓ Emotional readers
- ✓ Opinion forming readers

Our users/heroes



What should we do with this?
Hypotheses





From ideas to hypotheses.





Some hypotheses.

'All international brands are working on personalization, we should do this too.'

We believe that a (partly) automated personalized homepage for loggedin users will achieve greater engagement and satisfaction as relevant content will appear based on reading behavior. We will know we are successful when we see a higher click-through-rate on the homepage

'We should have better navigation, now it's not used.'

We believe that offering visitors to change their main menu (the order, the topics) will lead to people viewing more content during a session. We will know we are successful when we grow in article views per session

'Logged-in reach is important, we should gather more registrations.'

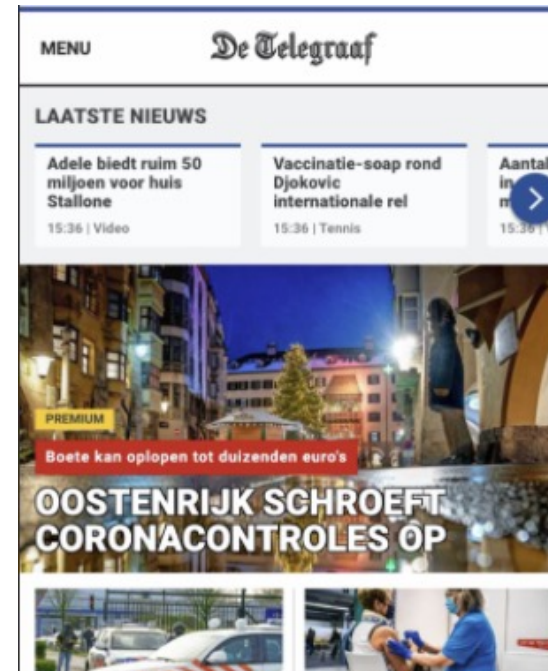
We believe that changing the timewall into a registration wall, 1% of the unique users with timewall hits will register, which means 215 extra registrations per day (a decrease of 2,2 sales per day)
We will know we are successful when we grow ..% in pageviews.

Next steps

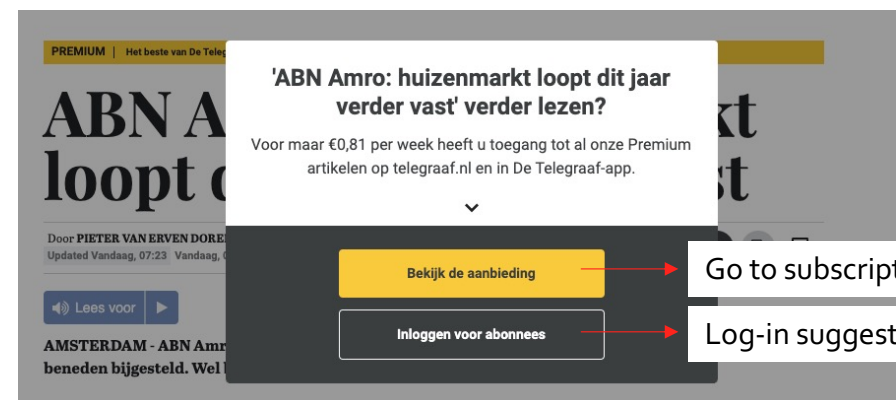


What we did **already**. Some examples.

- We started with personalization, on some homepage positions.
 - User weeks: 'I don't like financial news'.
- We are about to test a latest news slide.
 - Expand project: Chronological news list wish.
- We migrated the regional titles to a new app.
 - CSAT: technical problem.
- We made 'log in' buttons more visible, for example in the paywall.
 - Complaints: I can't access premium content.



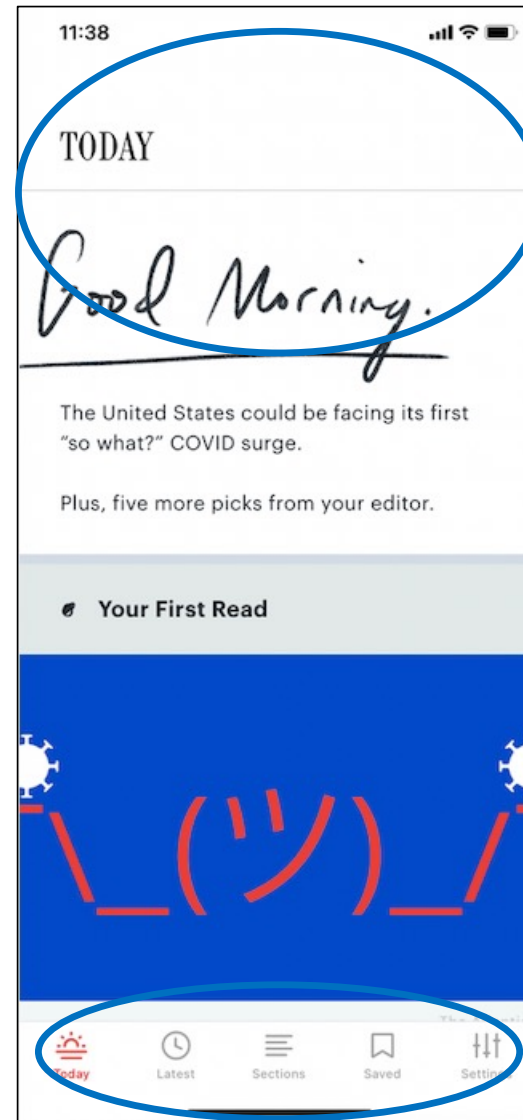
Latest news
Chronological
No photo's
(On mobile web)



What we still have on our backlog/mind.

- Navigation is important and might need a transformation.
 - User weeks: 'I get lost in de site'
- Features are overrated.
 - In general: 'Customers don't ask for more features'
- Customers don't want content they don't want.
 - User weeks: The bigger picture behind: 'I don't like financial news'

**The 'default' mindset:
Does our customer want this?**



Thank you. Questions?

