

DATA-DRIVEN CONTENT PUBLISHING

PRODUCT MANAGER RESOURCE GUIDE

**DIGITAL MARKETING AND
RESEARCH SERVICES
2014**

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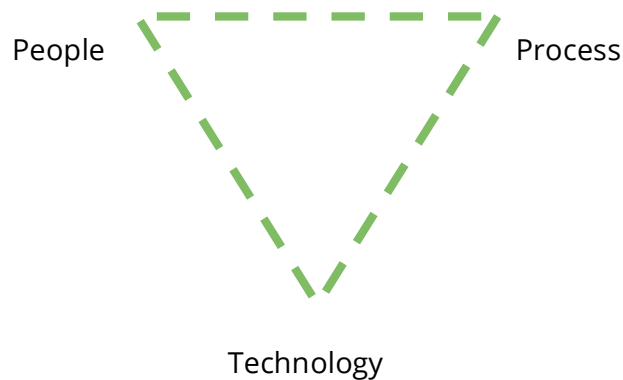
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About This Manual

This manual is provided by the Digital Marketing and Research Services group to coach and train product managers on how to integrate digital measurement as a more central part of the Content Publishing Process.

Behind any digital measurement strategy, there are three moving parts: people, process, and technology.



PEOPLE	Stakeholders and team members who help define and act on the strategic and tactical planning that makes digital measurement a valuable source of insight. They identify the business questions that a digital-measurement strategy should answer.
PROCESS	The steps of digital measurement that make data available to the decision makers to act on.
TECHNOLOGY	The services, code snippets, and scripts that facilitate data collection. These vary based on the nature of the business question. The Advisor can help the people implement the right technology into the process in order to collect, understand, and act on the data.

Because technology is prone to change and update more frequently than the other areas, this manual puts an emphasis on the people and process involved in making a digital measurement strategy effective; it encourages product managers to involve the Advisors as part of the process to implement the right technology for a given product.

While this manual refers to “product managers” and “product plans” for simplicity, it equally applies to “project managers” and “project plans.” The goal is to promote the practice of six key behaviors among product managers and members of their respective teams:

1. Demonstrate an increased awareness of digital measurement tools by adopting best practices around being data-driven.
2. Account for data-driven methodologies as part of the product-plan approval process.
3. Formalize the use of data-driven methodologies by creating and maintaining a digital measurement plan.
4. Allocate time or resources for reporting and analysis throughout the Content Publishing Process.
5. Use goals, key indicators, and targets to create decision-oriented dashboards and reports.
6. Create a test plan as part of the digital measurement strategy for their product(s).

Official digital-measurement-strategy components are referenced throughout the document and are **bolded** when mentioned. These forms and guides can be found in the appendix.

Next Steps

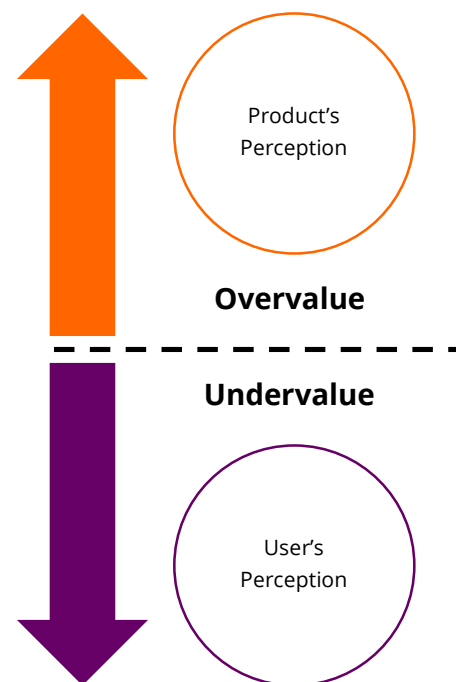
Key messages will be accompanied by calls to action for the Advisor to include as part of his or her communication to product managers. To help product managers act, these calls to action will be grouped in steps labeled, “What You Can Do Now” and “What You Can Do Next.”

Tackling the Product Manager's Challenge

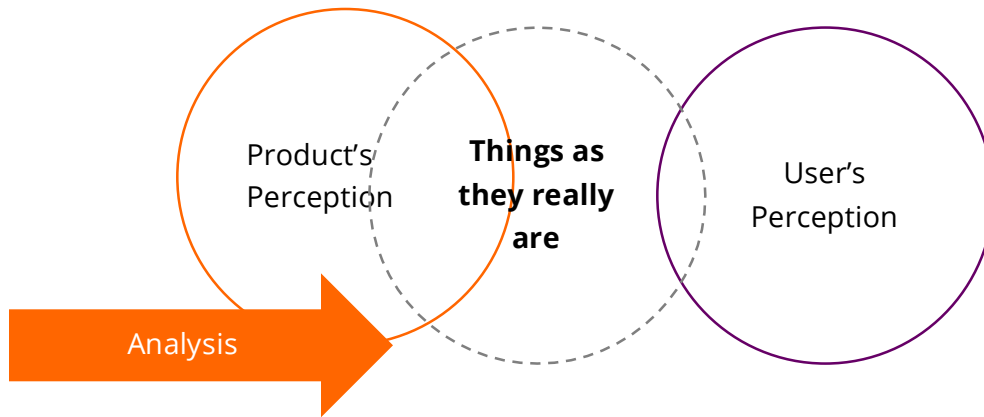
There is a perpetual game of tug-of-war happening right now, and your product is at the middle of it.

You face an uphill battle in your efforts to develop, launch, and maintain a current and innovative product for your users. Harvard Business School Professor John T. Gourville observed, "The cause of marketplace failure is two-sided, with (1) consumers systematically *undervaluing* and (2) firms systematically *overvaluing* the [product's] innovation relative to what an objective analysis would suggest" ("The Curse of Innovation: Why Innovative New Products Fail," *Working Paper Series, Marketing Science Institute*, 2005. Emphasis is from the original).

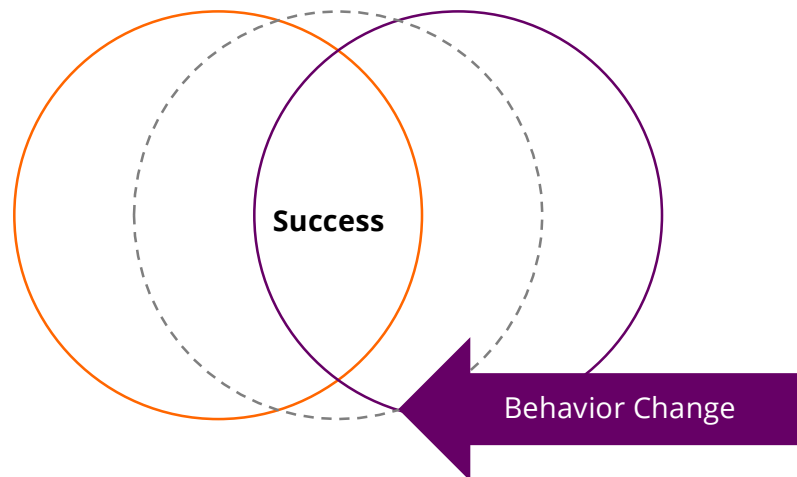
Church product managers are tasked with taking a key message or desired outcome and translating that effectively for a target audience to consume. A great deal of effort, design, creativity, revision, and planning goes into that process. The resulting strategy and messaging (the product's perception) get delivered to the audience for consumption. Meanwhile, the individual audience member (the user) has needs, interests, and environmental factors that influence his or her perceptions. The fact is there will always be more room to get it wrong than get it right.



Objective analysis helps identify “things as they really are” (consider Jacob 3:14). With a better understanding of the user’s perceptions we can align our product’s strategy and messaging to move back to the center.



To the degree product strategy and messaging align with the user’s perceptions, the user’s behavior begins to change. Both the product and the user experience success:



When a product strategy can't document or otherwise demonstrate how it aligns and supports the user's reality, it is nearly impossible to determine things like success or return on investment. Data analysis is essential in this process; otherwise we are unable to determine what is wasted effort and what about the product was lost on the user.

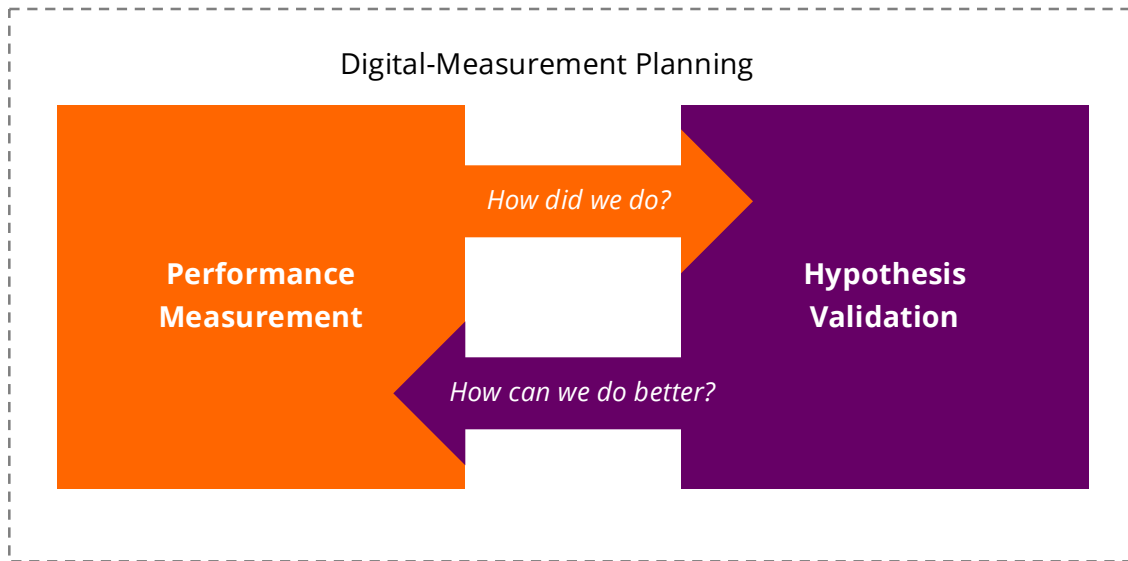


The product manager's challenge is to balance all the various inputs and considerations that go into a product strategy *while not letting that effort move the product out of position to meet the user at his or her level*. The product manager needs to successfully align product planning with the user's perceptions while minimizing wasted effort. To do this, product managers have to be ready to regularly ask themselves, "What is the most direct route to aligning my product strategy with user needs? What do I need to learn about the user in order to be successful? How do I manage the perceptions that shape and influence my product?"

1.1 | How Data Can Do to Help Your Product

Data analysis is the use of observations and deliberate measurement to answer a business question with a recommended way forward. When you hear the industry term, "being data-driven," it means being committed to systematically incorporating data into your decision-making process. This manual is designed to help you use data to manage the perceptions that shape and influence your product in three areas:

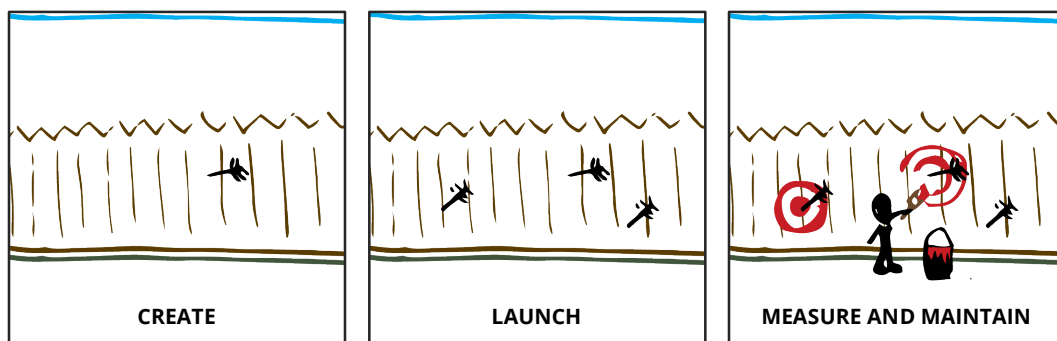
1. *Performance Measurement*: quantify your perceptions using goals and targets.
2. *Hypothesis Validation*: catalog your beliefs about the user's perceptions into testable belief statements.
3. *Digital-Measurement Planning*: document a strategy to measure both.



1.2 | What We Mean by Performance Measurement

Performance measurement is taking a critical look at the difference between how you expect your product to be used (manifested through desired outcomes and goals) and how your product is actually being used (determined by quantitative metrics).

Performance measurement is most effective when product teams are clear on what their expectations of success are. When performance measurement is not proactively considered and only considered at the end of the Content Publishing Process, the result often resembles something like this:



More to the point, you might consider what Elder M. Russell Ballard said about goals as it pertains to your product's lifecycle:

“I am so thoroughly convinced that if we don't set goals in our life and learn how to master the techniques of living to reach our goals, we can reach a ripe old age and look back on our life only to see that we reached but a small part of our full potential. When one learns to master the principles of setting a goal, he will then be able to make a great difference in the results he attains in this life” (Elder M. Russell Ballard, Preach My Gospel: A Guide to Missionary Service, 2004).

Additionally, setting goals and expectations about product performance isn't so much about successfully completing all of those goals as it is about knowing where to spend your time and resources improving the product once it is launched. Conversely, every realistic goal you set and meet, as well as every goal you learn how to achieve through adjustments to your product, represents what you know about how your audience interacts with your product.

1.3 | What We Mean by Hypothesis Validation

Hypothesis validation refers to the process of checking our assumptions before they get too embedded into our design, user experience, or messaging strategy. As you prepare a product to launch, you and your team are making decisions on a regular basis. These decisions are based on your perceptions of reality, and they may or may not align with the user's perception. They should be tested to make sure they reflect things as they really are.

By hypothesis, we mean any beliefs, theories, or ideas we have that might lead to or take away from a given success criteria.

Creating a Belief Statement

Regardless of where you are in the Content Publishing Process, everyone around you is going to have an opinion about what you are doing and how you are going about it. Those opinions can be valuable sources of inspiration and provide perspective that helps keep your assumptions from acting as facts. You can help your team translate those into hypotheses, or belief statements, that pair opinions with an anticipated consequence or relative impact on the user's experience:

HOW TO FORM A BELIEF STATEMENT

- I believe that ... [some belief].
- If I'm right, then ... [some result].
- To test this, I should ... [some assessment tool].

These belief statements can be validated in a number of ways including analytics, focus groups, user research, a/b testing, and true intent studies.

1.4 | How You Can Bring Data into Your Personal Process

At a personal level, being data-driven can be compared to gospel themes such as “seeking with real intent” (see Moroni 10:4), “studying out in your mind” (D&C 9:8), and “learning by study and by faith” (D&C 88:118). Each involves a proactive effort on the part of the individual that results in personal growth and a deeper appreciation and retention for the insights gained through the process.

The appendix includes a **Data-Driven Self-Assessment** you can take to help you identify best practices you can incorporate into your personal process. As your awareness of data analysis practices and tools increase, you’ll feel more confident using them in your product’s lifecycle and the Content Publishing Process.

1.5 | How You Can Bring Data into the Product Process

The Content Publishing Process was created as a single, direct route for publishing Church content. It helps us deliver products on time and on budget. It also provides product managers and their teams with an unprecedented opportunity to be strategic and deliberate in creating the best possible product.

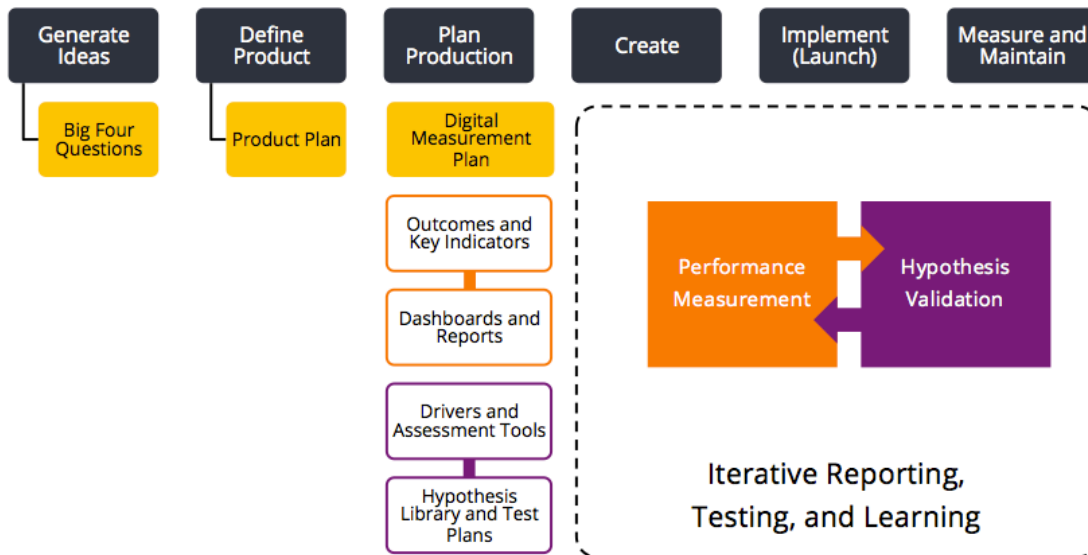
If the Content Publishing Process is an engine, data analysis is the carburetor: it helps you get the right blend of inputs to get the most miles per gallon. When applied to both the strategy and tactical development of your product, data optimizes the engine to not just deliver a product on time and on budget, but deliver the right product tuned to engage the user, increasing the likelihood of success.

To help tune the engine, this manual matches the components of a digital measurement strategy with the phases of the Content Publishing Process (see the summary on page 9). You can expect the remaining sections of the manual to

1. Guide you through the process of accounting for your digital measurement strategy at the start of the Content Publishing Process by addressing four key questions as you complete the Product Plan (see Part Two, pages 11–17).
2. Help you create a **Digital Measurement Plan** you and your team can use to coordinate, report, and act on data (see Part Three, pages 18–25)

3. Provide planning tools and guides that help you implement your Digital Measurement Plan throughout the phases of the Content Publishing Process (see Part Four, pages 26-32).

CONTENT PUBLISHING PROCESS AND DIGITAL-MEASUREMENT PLANNING



1.6 | Being Data-Driven Involves Both Study and Faith

More than any specific number of steps or forms or tactics you might create around this topic, an effective digital measurement strategy begins with adopting a data-driven mindset that seeks wisdom by study and also by faith (compare with D&C 88:118).

By study, we look for patterns in the behavioral performance metrics. By faith, we experiment with what we learn to find our way forward to what aligns product perceptions with user perceptions.

In the next section we'll discuss how four key questions can help you better define success in your product plan.

Next Steps

WHAT YOU CAN DO NOW

- Read the “From the Industry” activity below and answer the questions to consider.
- Take the Data-Driven Self-Assessment. Invite your team members to take it so you can discuss the results.
- Identify where you and your product could benefit from additional support.

WHAT YOU CAN DO NEXT

- Schedule time with an Advisor to discuss what topics you want to learn more about.
- Read On!

From the Industry

“In a measurement-saturated world, theories and experiments don’t need to be as risky as they used to be, so long as you know what to do with the data.”

“Most companies can’t run as lean as Amazon or eBay, and can’t change their entire process so that they have data at the core. What they can change is the point at which data analysis is brought into a project.”

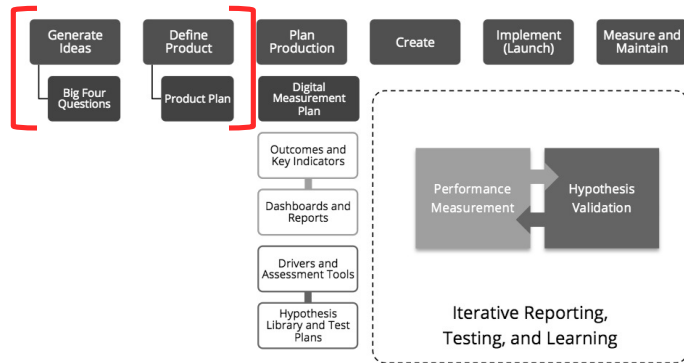
(Leon Bombotas, National Director of Data at DT-Ogilvy, “Test and Learn: How Data Has Transformed Marketing,” CMO.com, Article published June 30, 2014).

QUESTIONS TO CONSIDER

- How does data reduce risk of failure of a product?
- What is the role of data in the Content Publishing Process?
- How can I incorporate data into my process more effectively?

PART TWO | DEFINE

Integrating Data at the Start of the Content Publishing Process



Product planning sometimes gets into trouble when it begins with preconceived notions of what the deliverable should be. President Uchtdorf shared the following story in General Conference:

“It wasn’t long after astronauts and cosmonauts orbited the earth that they realized ballpoint pens would not work in space. And so some very smart people went to work solving the problem. It took thousands of hours and millions of dollars, but in the end, they developed a pen that could write anywhere, in any temperature, and on nearly any surface. But how did the astronauts and cosmonauts get along until the problem was solved? They simply used a pencil” (“Of Things That Matter Most,” October 2010 General Conference).

The product manager’s challenge of aligning product and user perceptions means that there is always the risk of creating a product that no one wants or needs. Joseph Smith said, “If we start right, it is easy to go right all the time; but if we start wrong we may go wrong, and it will be a hard matter to get right” (*King Follett Discourse*, April 7, 1844, Nauvoo, Illinois). While Joseph Smith was speaking of higher matters, it certainly applies to how we might approach product management.

2.1 | How Data Helps You Start Right

A clearly defined digital measurement strategy (represented in both the product plan and subsequent Digital Measurement Plan) reduces wasted time and effort in a number of ways:

- Dashboards (collections of reports) become more specific and decision-oriented instead of trying to give stakeholders a general-but-trivial overview of the site.
- Delivery of status reports to executive leadership can be pre-planned and automated, allowing more time to be spent on analysis and answering in-depth business questions.
- Product teams have a systematic way to test differing opinions of how the user experience should be, minimizing the need for long, drawn-out discussions on a single feature or characteristic.

A digital measurement strategy can help stakeholder decision making become less emotional. If the best way forward can be identified through performance measurement and user testing, it helps keep the product perception in check. It provides your product a security checkpoint for pre-conceived notions and biases that might warp a product's perception out of alignment with the user's perception. "Start right" by being deliberate in this monitoring process by actively considering and answering four key questions as you generate ideas and plan your product.

2.2 | How You Can Start with Four Big Questions

The focus of this manual on the Product Plan and accompanying Digital Measurement Plan begins and ends with your ability to answer and act on four questions (the Big Four) that are the essence of every digital measurement strategy:

THE BIG FOUR

1. *What problem(s) are you trying to help the user solve?*
2. *How will you know if you've helped the user?*
3. *What do you think drives or impedes the user's experience?*
4. *How will you determine where you were right and where you were wrong?*

As you adopt a data-driven mindset, your ability to answer these questions will increase. You'll also find that if you can answer these up front, they help organize your thinking for filling out the Product Plan and subsequently organizing a Digital Measurement Plan for your product.

What problem(s) are you trying to help the user solve?

Before you get specific on what to build or create, this is a chance to make sure everyone involved is aligned on what behavior or perception of the user you are trying to change. At a macro-level these might be previously defined by department