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# Okay Qual UXRs - do your insights scale?

Changing hearts and minds, in four steps  
*Katy Mogal, Advancing Research Conference March 2021*

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**The journey begins**



5

From: Roberto

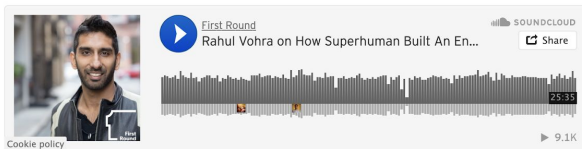
**VP, Product**



I want to investigate how we can improve  
PMF. Can we use the approach  
in [this article?](#)

Product

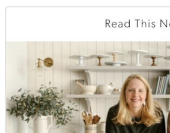
## How Superhuman Built an Engine to Find Product/Market Fit



This article is by [Rahul Vohra](#), the founder and CEO of [Superhuman](#) — a startup building the fastest email experience in the world.

We've all heard that product/market fit drives startup success — and that the lack thereof is what's lurking behind almost every failure.

For founders, achieving product/market fit is an obsession from day one. It's both the hefty hurdle we're racing to clear and the festering fear keeping us up at night, worried that we'll never make it. But when it comes to understanding what product/market fit *really* is and *how* to get there, most of us quickly realize that there



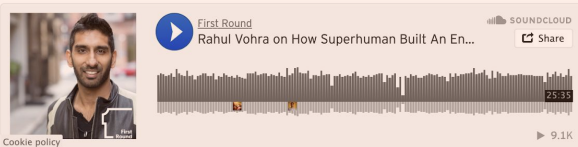
Ask your users how they'd feel if they could no longer use your product. The group that answers 'very disappointed' will unlock product/market fit.

A helpful example comes from [Hiten Shah](#), who posed Ellis' question to [731 Slack users](#) in a 2015 open research project. 51% of these users responded that they would be very disappointed without Slack, revealing that the product had indeed reached product/market fit when it had around half a million paying users. Today, this isn't too surprising, given Slack's [legendary success story](#). Truly, this example shows just how *hard* it is to beat the 40% benchmark.

Inspired by this approach, we set out to measure what the responses would be for Superhuman. We identified users who recently experienced the core of our product, following Ellis' recommendation to focus on those who used the product at least twice in the last two weeks. (At the time we had between 100 and 200 users to poll, but smaller, earlier-stage startups

Product

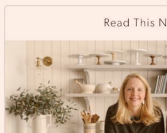
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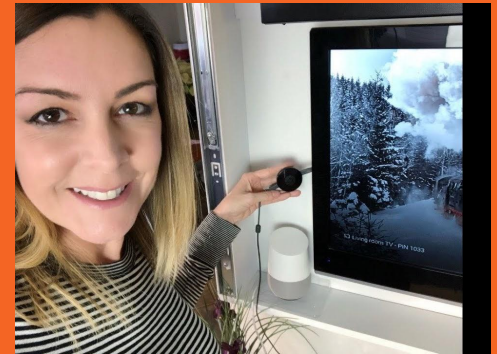
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# “Better understand the people who find value in the Assistant”

Who are the people who have become engaged with our product? (use it often, and would feel disappointed if we took it away?) What value have they gotten from the product? Can we learn from them to increase value for other people?





**UX Research**



**BizOps Strategy**



**Marketing**

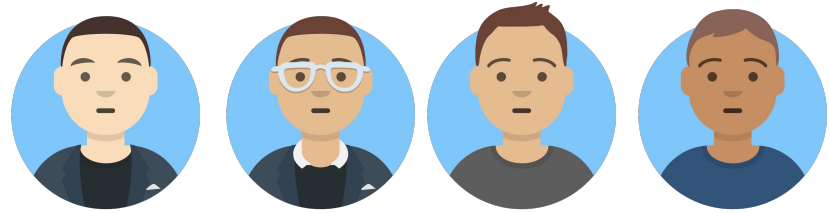


**Data Science**

## UX Research



## Business Operations & Strategy



## Data Strategy & Data Science



## Marketing



## PM





# The prescription



## Product Market Fit survey

How disappointed would you be if you could **no longer** use the GA on your [surface]?

*\*plus some more survey questions something something*



## Logs analysis

Understanding user PMF segments via logs analysis



## Existing analysis

Complement insights with prior analysis

# The need



## Product Market Fit survey

How disappointed would you be if you could **no longer** use the GA on your [surface]?

Panels | CRUST | GCS



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Understanding user PMF segments via logs analysis



## Existing analysis

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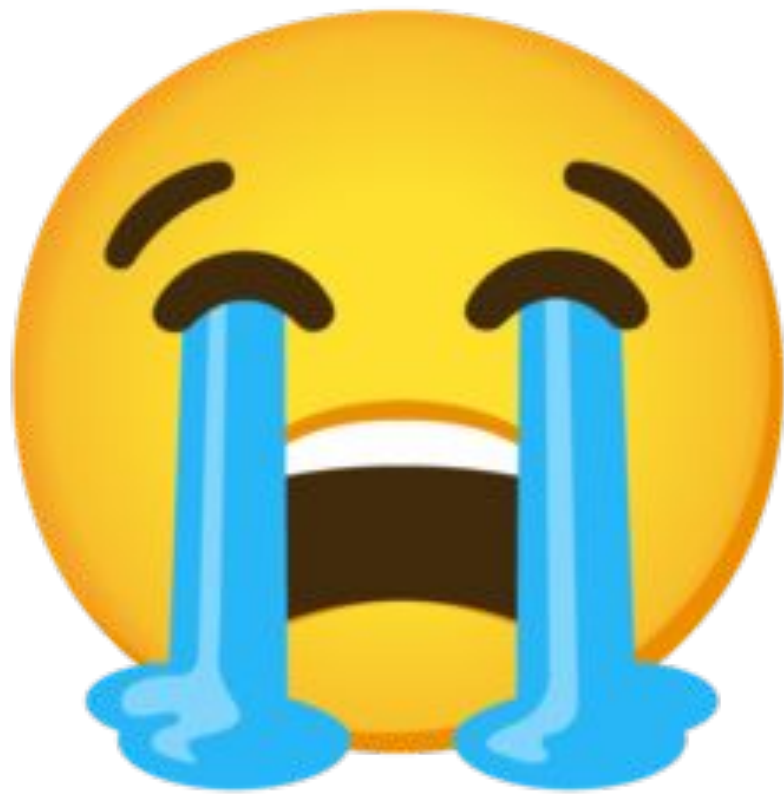


## In-depth interviews + diary studies

Gain deeper user insights with in-depth interviews

Panels + external recruit

***“Can you talk to at least  
100 people?”***






If they don't give you  
a seat at the table,  
bring in a folding chair.

“”

Shirley Chisholm





A woman with long brown hair, wearing a black tank top and grey leggings, is climbing a grey rock wall. She is using various colored climbing holds (pink, blue, red, green) and is secured by a blue rope. A belayer is visible in the foreground, holding the rope. The background shows more of the climbing wall with various holds.

**1. Take  
calculated  
risks**

	Experimentation	Products/Features	Roadmap
One-time			
On-going			

One-time

On-going

h/t George & Molly!





	Experimentation	Products/Features	Roadmap	Organizational Perspective
One-time				
On-going				

One-time

On-going


# Departure



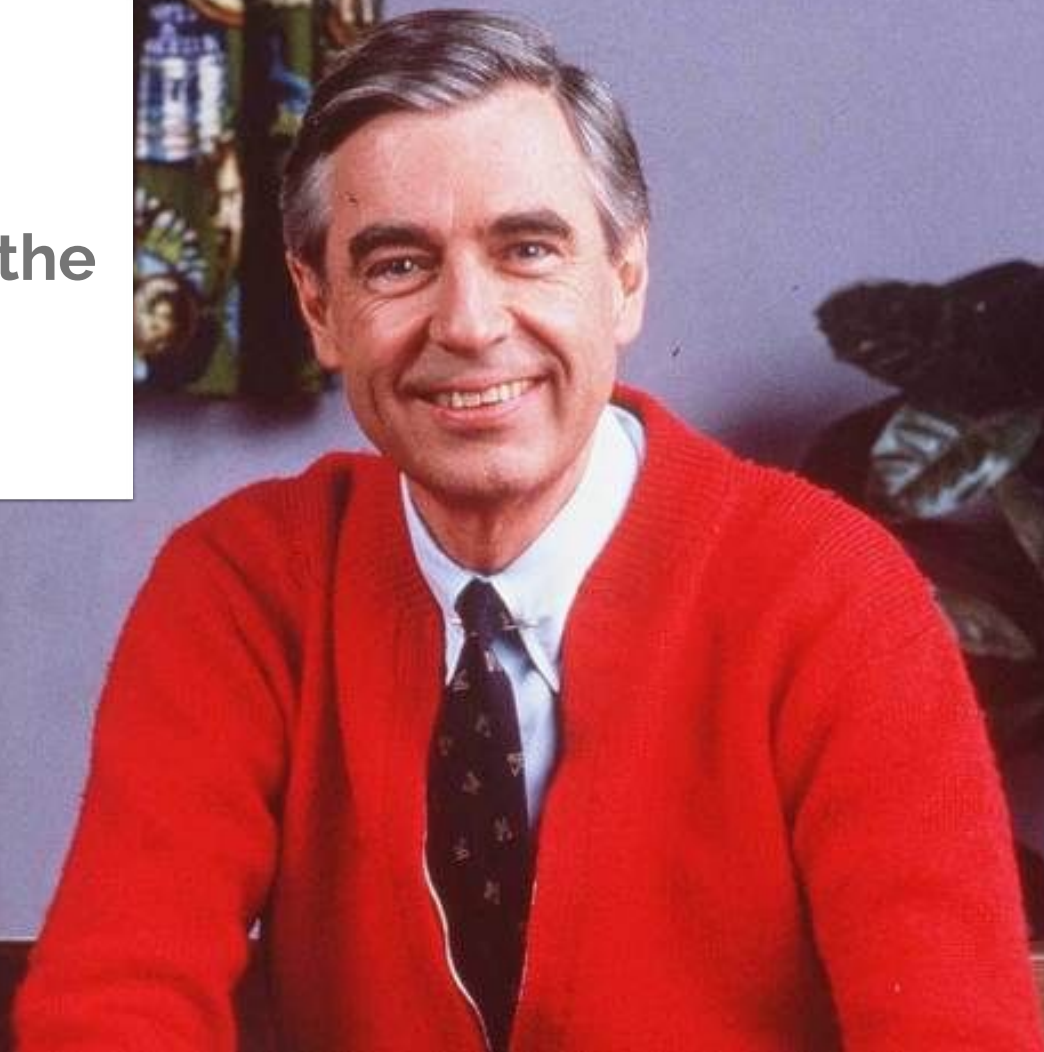






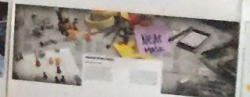
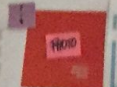
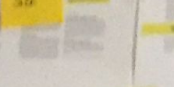
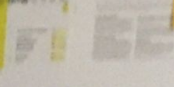
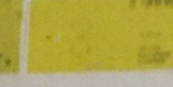
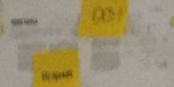
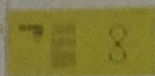
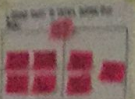
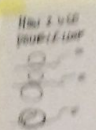
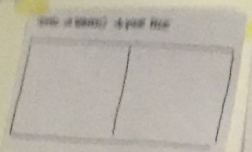


## 2. Look for the helpers









RESTART  
THE MASTER OF THE...

PROTOTYPING  
THE FUTURE

& THE BIG IDEAS

MASTERING  
BUSINESS  
LEADERSHIP


FEED  
ECONOMY  
OUTPUT

FEED

FEED





A close-up photograph of a person's hand holding a small, light-colored seed just above a patch of dark, rich soil. Several other similar seeds are scattered on the soil surface. In the background, four small, vibrant green seedlings with two leaves each are growing in a row. The scene is illuminated by warm, golden light, likely from the sun, creating a soft glow and lens flare effects in the upper right corner. A white rectangular box is overlaid on the left side of the image, containing the text.

### 3. Plant seeds and conduct small experiments

**Arrival**



—

—  
Our six insights, co-created  
by the cross-functional  
team, became the structure  
of our report's narrative

—

**Four of the insights became  
pillars of 2020 product  
strategy**

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*...great example of  
qualitative insights  
shaping a strategic  
narrative!*

- Search SVP



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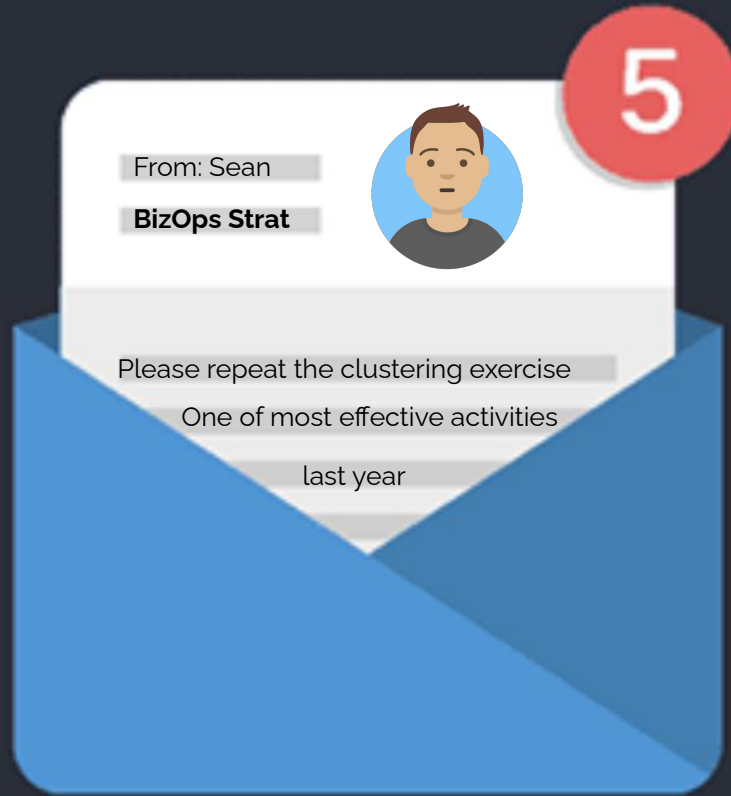
From: Roberto



**VP, Product**

Given great work last year, please help  
With 2020 planning. Look forward

**more rich insights!**



From: Sean



**BizOps Strat**

Please repeat the clustering exercise

One of most effective activities

last year

5











**4. Leverage  
your  
researcher  
superpowers**




**1. Take  
calculated  
risks**



**2. Look for the  
helpers**



**3. Plant seeds  
and conduct  
small  
experiments**



**4. Leverage  
your  
researcher  
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**Thank You!**

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