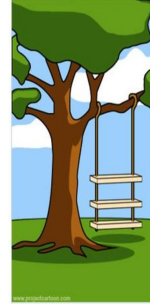# Symptoms of Communication Problem

what stakeholder described
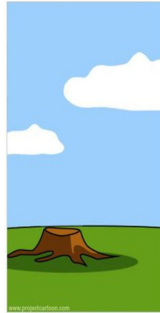
what data looked like

what POC looked like

what got pushed to prod

what got documented

what stakeholder wanted

[Images: ref, ref]

1

BIOS 6621 Statistical Consulting I

Communication: Obtaining information from investigators

Dr. Irina Kukuyeva

October 31, 2023

Tell me What you Want,
What you *Really, Really* Want:

How to Identify the Real Business Question

Dr. Irina Kukuyeva

October 31, 2023

Currently

Ph.D. in Statistics

UCLA: Undergraduate

Morgan Stanley

B of A and S: Statistics + Economics, minor in Mathematics

Cleveland GOLF

OVERSEE.NET [SQL]

Stats 88 + 141: Statistical Consulting
Tutorial: Statistical Analysis with Missing Data (Stats 153)

California Social Science Experimental Laboratory (CASSEL)

UCLA: Masters

M.S. in Statistics

[Internal consultant]

UCLA: PhD

Ph.D. in Statistics

[ref]

[External consultant]

Post-PhD: Employee

[Internal consultant, global]

[Internal + external consultant]

[External consultant]

[ref]

[1st hire]

Post-PhD: **Data Science Consultant**

Kukuyeva Consulting

Learn Teach Code LA

SOUTHERN CALIFORNIA R USERS GROUP

DATACON LA

[Talk: Top 5 Reasons DS Project Failed]

- Done X in your industry
- Done X in different industry
- Done X* in your industry

Finance
Social Media
Internet Networks
Healthcare
...

Helping companies improve product-market fit and grow, by leveraging data about how their customers are using their products."

Post-PhD: **Fractional Executive**

Kukuyeva
Consulting

coLAB
ACCELERATOR

[Talk: Power of Data for Product-Market Fit]

IoT
Hospitality
eCommerce
Online Advertising

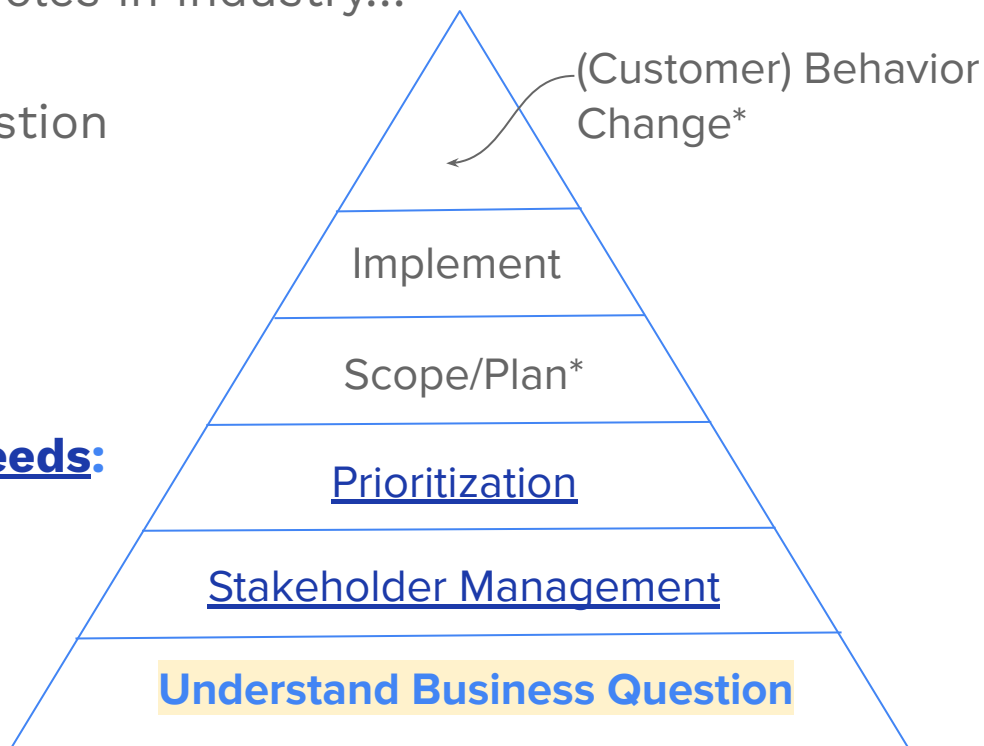...

Blog: The Dark Arts" of Stakeholder Management

Interim, fractional Head of Data:
hire full-time replacement, mentor team, data strategy and roadmap
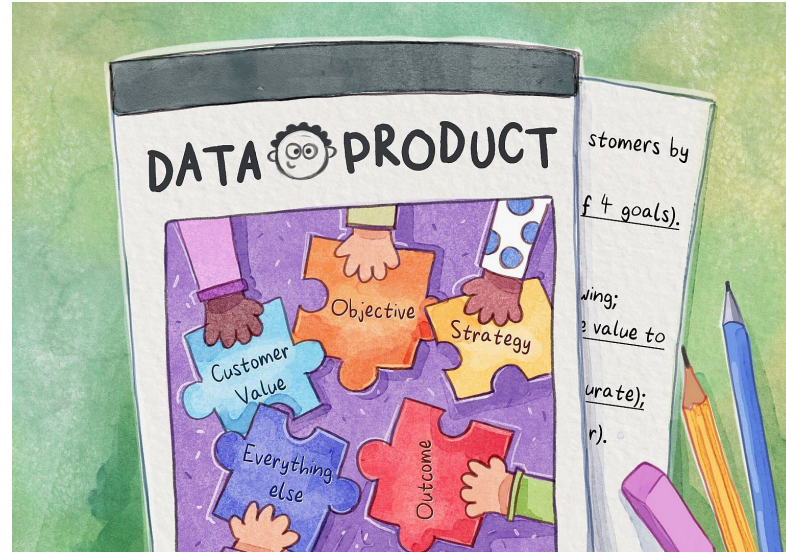
UCLA Lecturer: Stats 404 (Computing)

... prepare students for DS or MLE roles in industry...

Step 1: Understand Business Question

Data Product (POC) Hierarchy of Needs:

(Customer) Behavior Change*

Implement

Scope/Plan*

Prioritization

Stakeholder Management

Understand Business Question

Tell me What you Want, What you *Really, Really* Want: How to Identify the Real Business Question

Talk: https://www.ikukuyeva.com/community/presentations/understand-business-question

Blog post: https://locallyoptimistic.com/post/data-product-discovery-template/

1. Customer Value
Company's mission is to help internal/external customers by creating (value).

2. Objective
To grow the company, we can (1 of 4 company goals).

3. Strategy
To achieve the objective, we will do the following:
  a. decrease/increase (1+ of 14 levers),
  b. summarized by (metric);
  c. (process of pulling lever to add customer value),
  d. with an (approximate *or* accurate) recommendation;
  e. (partners implementing process of pulling lever).

4. Outcome
Implementing the strategy above should result in:
  a. company growth of size (size),
  b. over the next (timeframe),
  c. with a deadline of (timeframe).

5. Additional Context
Is there anything else we should know?

Q: What's a vague stakeholder request you've gotten recently?

1: Customer Value

Company's mission is to help internal/external customers by creating (value).

- DTC: 1+ of 30 ways
    - e.g., social impact, life changes, feelings of accomplishment, etc.
-
- B2B: 1+ of 40 ways
    - e.g., inspiration, individualization, ease of doing business, etc.

2: Objective

To grow the company, we can (1 of 4 company_goals).

- increasing revenue

- increasing efficiency

- reducing risk (e.g., cyber attack)

- improving quality (e.g., patient care)

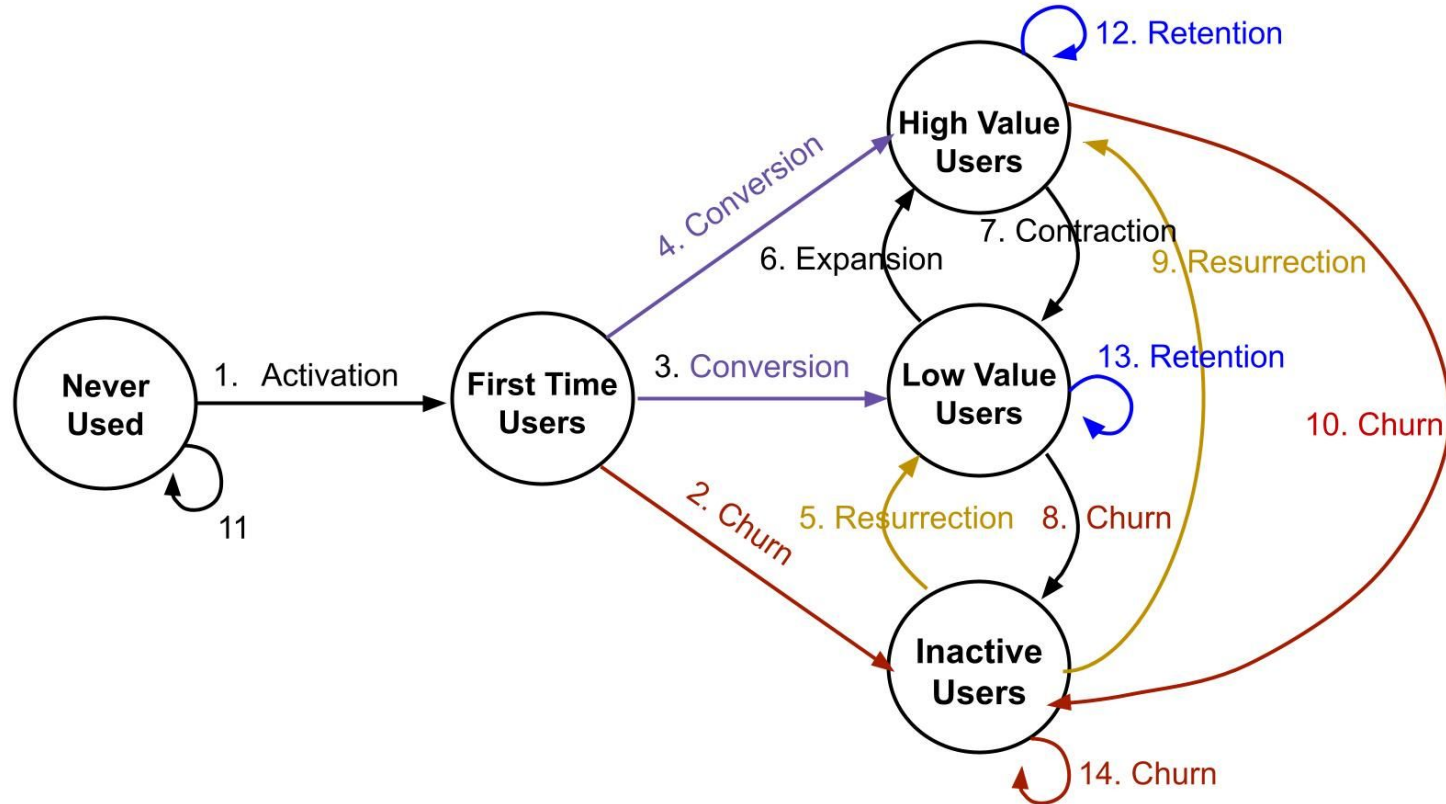*If not do the work, what would happen?*

3: Strategy

To achieve the objective, we will do the following:
  a. decrease/increase (1+ of 14 levers),
  b. summarized by (metric);
  c. (process of pulling lever to add customer value),
  d. with an (approximate *or* accurate) recommendation;
  e. (partners implementing process of pulling lever).

3-a: Which Lever(s) to Pull

3-b: Metric

- Company/board/team metric

- Profit, percentage, or time-to-event of the lever(s) pulling

- Asking collaborator to confirm/walk through what metric(s) they had in mind

3-c: How to Pull Lever

Part 1: Understand Current Customer Habits (Status Quo)

- Try product/service

- Shadow someone knows customers + their pain points
  - e.g., Support, Sales Representatives, PMs

- Ask collaborator to:
  - walk through customer workflows, *and*
  - share how they will use metric to decide if reached objective/not once data product is live

3-c: How to Pull Lever

Part 2: Recommended Actions Tied to Current Habits

How *specifically* deliverable will integrate end-to-end into customer habits we've identified, with:

- minimal disruption to those habits

- more benefits to customers

3-d: Approx or Accurate Recommendation

- Directionally correct or accurate

3-d: Approx or Accurate Recommendation

- Directionally correct or accurate

3-e: Partners Implementing Process of How to Pull Lever

- Who will be doing what

4: Outcome

Implementing the strategy above should result in:
  a. company growth of size (size),
  b. over the next (timeframe),
  c. with a deadline of (timeframe).

4a: Size of Company Impact

- Typically: amount of money, percentage, or magnitude

- Amount: approximate ($50K) or relative (t-shirt size)

4b and c: Time Frames
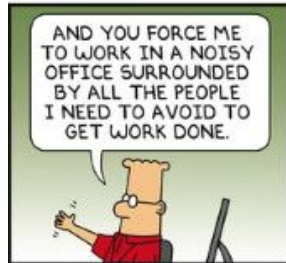
- Timeline to deliver data product

- Timeline to see ROI

5: Request for Additional Information

-   Is there anything else we should know?

[ref]

Questions?

https://bit.ly/ik-about-me