Customer-Driven Quality

John Ruberto, Intuit, Inc.
First, a word from my sponsor…

A Leading Provider of Business and Financial Management Solutions

- Founded in 1983
- FY 2010 revenue of $3.5 billion
- Traded on the Nasdaq: INTU
- Employs more than 7,800 people
- Offices across the U.S., Canada, India and U.K.
- 50 million customers

Fortune’s 100 Best Companies to Work For
9 years running
Define Quality

- A long time ago, in a conference room far, far away...

- Functionality
- Modifiability
- Security
- Performance
- Dependability
- Supportability
- Globalization
- Deployability
- Usability
- Testability

- Meets Requirements
- High Net Promoter

- Customers Love It

- Bug Free

- Passes Acceptance Tests

- Meets or exceeds exit criteria

- Minimal Support Calls
Define Quality
Customers Define Quality, Actionable?

- Justice Potter Stewart
- “I know it when I see it”
Customer-Driven Quality

... is a set of practices for developing software applications to ensure that the product quality meets or exceeds the customer’s expectations.
Why Customer-Driven Quality?

- We tend to talk about our craft, but not as much about our customers.
Where is the customer?

- 2009 PN SQ C Proceedings
  - #159
- Better Software Magazine
  - #510
- Software Test and Performance Magazine
  - #32
Customer-Driven Quality

Empathy
Learning
Focus
Engagement

Define Build Support Test

Circular process diagram illustrating the key components of customer-driven quality.
Team Composition and Focus

- Customer Advocacy Mindset
  - Analyst v Engineer
  - Recruiting from Customer Care organization

- Goal Setting
  - Organization
  - Team
  - Individual

- Lead by Example
  - Model the behavior
Preparing for Customer-Driven Quality

- Build Empathy with Customers
  - Gain deep understanding of the customer’s context, including technical skills
Empathy

- Customer Care Rotation for engineers
  - 8 week program
- Listening to customer support calls
  - This call may be monitored...
- Follow Me Home
  - Watch customers in action
Engagement

- Direct and Unfiltered engagement between customers and development team
  - Feedback Widget
  - Customer Calls
  - Suggestions
Learning: Customer Behavior

- Tracking actual usage
  - Logs (top 10 features)
  - Analytics
- Inform testing decisions
  - Calibrate assumptions
- Usability
  - Watch behavior
Learning: Walk a Mile

- **Product Challenge**
  - Use product like your customer does
  - Same installation
  - Same platform
  - Same information
Net Promoter

- Measures Customer Satisfaction
- One Question: How likely are you to recommend this product to a friend
- 10 = Very likely
- 1 = Not at all likely
- Subtract Detractors from Promoters to get Net Promoter

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Life-cycle View

Define | Build | Support | Test

Diagram of a group of people in a meeting, indicating the life-cycle stages of Define, Build, Support, and Test.
Definition Phase

- How much are you investing for your existing customers?
  - Solving current customer pain
  - Adding value for new customers
  - Bug backlog reduction
  - Platform upkeep
  - Usability
Test Ideas with Real Customers

- HIPPO: Highly Paid Person’s Opinion
  - Do not let his/her idea become the chosen solution
- Test ideas with real customers
  - Solution jam
  - Prototypes
  - Vanguard users
User Stories not Requirements

- User stories define the new capability in language that customers can understand
- Flesh out formality in acceptance tests
Development Engagement with Customers

- Adopt a Customer
  - Group of influential customers
  - Sounding board for design ideas
What platform do you build on?

- And what platform does your customer use?
  - Developers Love Firefox and Chrome
  - Customers Love IE & Safari
Beta Tests

- Include customers in your testing
  - Early releases
  - Cover corner configurations
  - Customer Feedback
Rolling deployments

- Release process starts with deployment to a small percentage of our customer base
- Monitor support and servers for a day before deploying to the rest of the customers
Performance testing in Real World

- Performance testing in the lab is better than nothing, but...
  - Real world conditions should also be simulated
  - Cloud services abound to help test in the correct geographies
Support

- Customers are talking about you, behind your back
  - Are you listening?
- Social Media
  - Twitter
  - Facebook
  - Forums
  - Blogs
- Web Searches
  - Alerts
Questions?

Thank you!
John Ruberto
John_Ruberto@intuit.com
Blog.ruberto.com
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A subjective term for which each person or sector has its own definition. In technical usage, quality can have two meanings: 1. the characteristics of a product or service that bear on its ability to satisfy stated or implied needs; 2. a product or service free of deficiencies. According to Joseph Juran, quality means “fitness for use;” according to Philip Crosby, it means “conformance to requirements.”
LISTEN TO CUSTOMERS
YOU MUST