



WELCOME!

**PROJECT
MANAGEMENT
SYMPOSIUM**

April 18-19, 2024

University of Maryland

Project Management Symposium

NEXT SESSION

Data Driven Product Management: How Companies Like Meta Drive Product Decisions with Numbers

Damien Peters

Founder, Wealth Noir

Founder & Managing Partner, WN Capital Partners

Adjunct Professor of Product Management, University of Maryland



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This session will be recorded.

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Data Driven Product Management: How Companies Like Meta Drive Product Decisions with Numbers

Damien Peters

Adjunct Professor of Product Management (UMD)

Former Meta Product Manager



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Data Changed My Life!

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About Me



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A man in a grey suit and glasses stands with his arms crossed in front of a whiteboard. The whiteboard is covered in hand-drawn diagrams, including a pie chart, a flowchart, and various text notes. The text "What's the goal?" is written in large letters at the top of the board. The man's face is partially obscured by the text overlay.

What is the goal? How do we know if we succeeded?

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Efficiency,
Customer Satisf

Deliver Value

A project can't be successful if it's not driving value (impact)

Value is either for the **User** or for the **Business**





Success used to be simple ... but lacking





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Job Done Just Deliver Value Life is Good

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Just one problem
What is Value?



Actually, there are a few problems

- What exactly is value?
- How do you define it empirically?
- Once we defined it, how do we measure it?
- Once we've measured it, how do we maximize and optimize for it?





Value?

Value is F___ing Hard

Freaking ...





Value is Hard to Define, Measure, and Optimize

- Value depends on the user, their context, what they need it for, how often, how important it is
- It fluctuates over time, disappears when there is a replacement, increases when something else dies
- It's crazy





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Data is the Answer!

Well, it's a big part of it





Storytime

Our 18-month global search for value
that lead us to Argentina, Poland, and the Philippines
Involving employees in London, New York, and Palo Alto

just to answer one question ...





Mastering Data will unlock riches for you and your team





OPTION A
IT IS.

Fear the HIPPO

Highest Paid Person's Opinion

If the HIPPO isn't aligned with value,
you must defeat it





Defeating the HIPPO with Data

- HIPPOs can be **fed** or **killed**.
- Data will help you build the tool you need.
- Data produces facts. But facts are hard for humans, and harder for HIPPOs.
- Use data, to build insights, and use them to tell a story.

Feed your HIPPO stories to **put it to sleep**

Surround and Suffocate your HIPPO with stories to **kill it**





Data alone is Worthless



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People need a story





DATA



SORTED



ARRANGED



PRESENTED
VISUALLY



EXPLAINED
WITH A STORY





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Let's get tactical

**5 Ways To Improve Your
Data Driven Decision Making**

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Ask the Right Questions

Too often we start with data in mind

Data is the last thing we're need to solve

We must start with
"What question are we trying to answer?"



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Find the best in class tactics and make them work for you

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FAANG / Big Tech Data Tactics

- A/B & Multivariate Testing
- Minimum Viable Product
- Fake Sign-Ups / Vaporware





Tactic and Approaches For Us All

- User & Employee Surveys
- User Interviews
- Focus Groups
- Stakeholder Interviews
- Measure Attendance for User Interest



Track All The Things!

Data storage is cheap
Analytics systems are plentiful
Track any and everything
Someday you will learn what to do with it



Justify your Value Every Single Day

The Goal is to Maximize the Delivery of Value
It's easy to get side tracked
Keep asking yourself "Am I delivering value"



A blurred image of a Formula 1 car on a racetrack, serving as the background for the slide. The car is blue and white with 'PETRONAS' visible on the front wing.

Repeat, and Repeat, then Repeat some more

None of this is one and done
You will suck at first, and suck less after 10 years
Only then, maybe you'll be ... OK





In the end...

Value is King
Data is the Key to Delivering Value
Data alone isn't enough





Evaluate Session





Thank You



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