

4. Product Discovery - How to Get Started

Product Discovery ensures we are solving the right problems before committing delivery effort. Discovery is not delivery and it is not solution design - it is about understanding the problem well enough to make confident decisions.

Discovery Entry Criteria (Definition of Ready for Discovery)

Before starting discovery, ensure:

- ✓ A clear problem or opportunity statement exists (*avoid jumping to solutions early*).
- ✓ A business owner is identified (*stakeholders are involved early, not at sign off only*).
- ✓ Discovery scope is time boxed (e.g. 1–3 weeks).
- ✓ A Product Owner is accountable.
- ✓ Key stakeholders are identified (not all involved yet).

Discovery Roles & Responsibilities

Product Owner

- Owns the discovery.
- Frames the problem.
- Ensures outcomes are documented (*keep documentation lightweight but clear*).
- Decides when discovery is “done”.

Stakeholders / Business SMEs

- Provide context, constraints, and success criteria.
- Participate in interviews and workshops.
- Validate findings.

Design / UX (if applicable)

- Support user research and journey mapping.
- Help test assumptions and concepts.

Engineering / Tech Lead

- Advise on feasibility, complexity, and constraints.
- Identify technical risks early.

Discovery Outputs

A discovery is considered complete when the following are documented:

- ✓ Problem statement.
- ✓ Key user needs and insights.
- ✓ Constraints and risks.
- ✓ Solution options (not designs).
- ✓ Assumptions and validation results.
- ✓ Proposed outcome and success metrics.
- ✓ Recommendation: Proceed / Park / Stop.

Discovery outcomes must be visible and shared

What Happens After Discovery

Once discovery is complete the next steps is Prioritisation.

If approved:

- Create epics and high-level stories in the backlog.
- If not approved:
 - Document decision and rationale.
 - Park or close the idea.
 - Inform the reporter and relevant stakeholders.