



# PENDO MONIUM 2023

**PENDOMONIUM 2023**

# Students as Stakeholders



# Agenda

- From Classroom to PM
- Students & Stakeholders
- Problem Framing & Storytelling



# Suki Singh

Product Manager, Wiley

**PENDOMONIUM 2023**

# From Classroom to Product



*The Classroom*



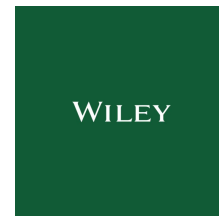
Google Classroom



*EdTech is Everywhere*



Yale SCHOOL OF  
MANAGEMENT  
*Executive Education*



*Building EdTech Products*

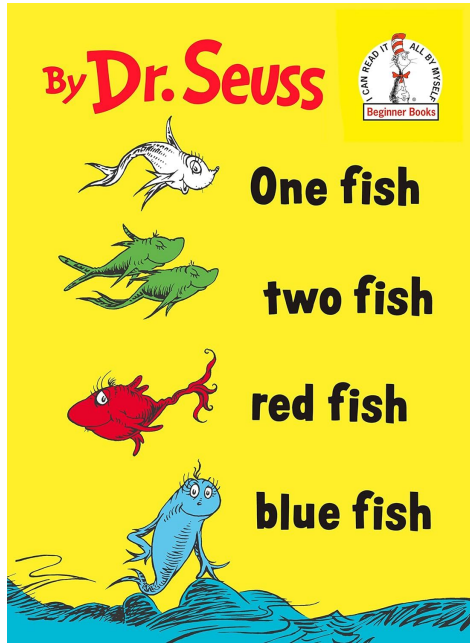
# What's the best way to learn new things?



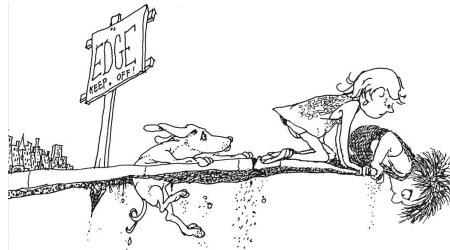
- ZPD: Zone of Proximal Development
- Learning theory that helps find the "Goldilocks" zone of difficulty
- Students get bored when things are easy and give up when things are too hard



# ZPD : Poetry



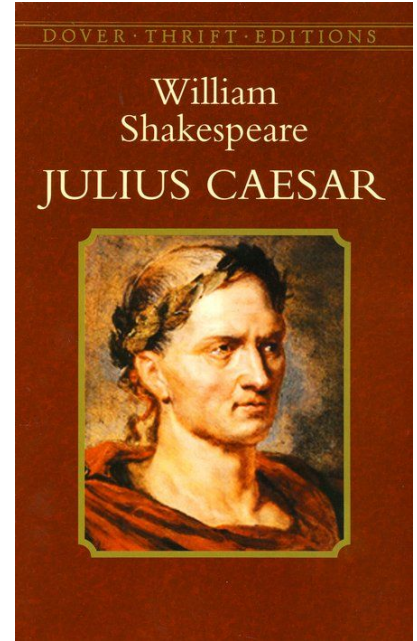
*Too Easy*



## *Where the Sidewalk Ends*

*the poems and drawings of  
Shel Silverstein*

*Just Right*



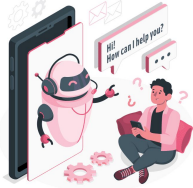
*Too Hard (That's Greek to Me)*

# ZPD : Generative AI



u

AI Product Management 101: How to Leverage Artificial Intelligence Successfully?



*Too Easy*

Microsoft | Learn Documentation Training Credentials

**Transform your business with Microsoft AI** 3700

2 hr 40 min • Learning Path • 4 Modules

Beginner Business Owner Business User Azure OpenAI Service

In this learning path, business leaders will find the knowledge and resources to adopt AI in their organizations. It explores planning, strategizing, and scaling AI projects in a responsible way.

Prerequisites

- Basic understanding of IT concepts.
- Basic understanding of business concepts.

Start > Add

*Just Right*

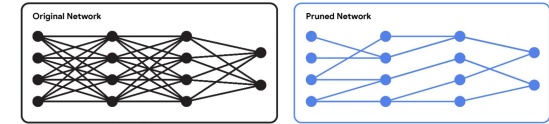
Google Research

## Neural network pruning with combinatorial optimization

THURSDAY, AUGUST 17, 2023

Posted by Hussein Hazimeh, Research Scientist, Athena Team, and Riade Benbaki, Graduate Student at MIT

Modern neural networks have achieved impressive performance across a variety of applications, such as [language](#), [mathematical reasoning](#), and [vision](#). However, these networks often use large architectures that require lots of computational resources. This can make it impractical to serve such models to users, especially in resource-constrained environments like wearables and smartphones. A [widely used approach](#) to mitigate the inference costs of pre-trained networks is to prune them by removing some of their weights, in a way that doesn't significantly affect utility. In standard neural networks, each weight defines a connection between two neurons. So after weights are pruned, the input will propagate through a smaller set of connections and thus requires less computational resources.



*Too Hard*

**PENDOMONIUM 2023**

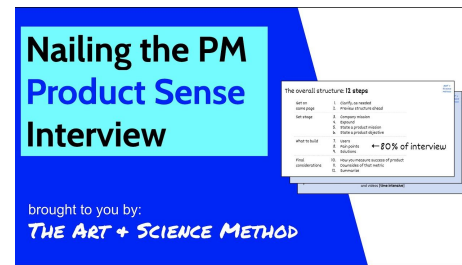
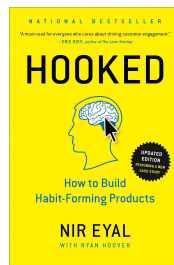
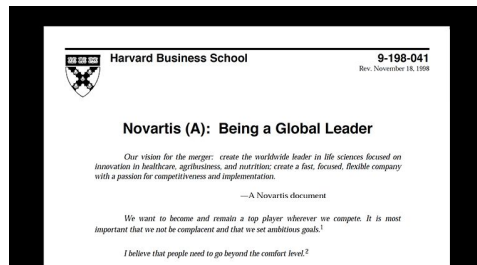
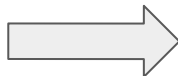


# What do I need to learn? How to learn it?



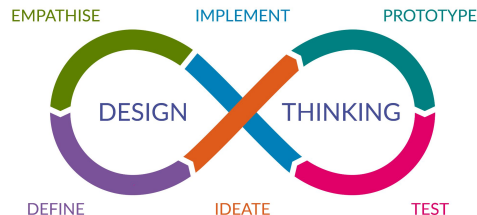
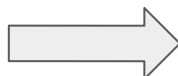
## Learn by Researching

How do product managers think?



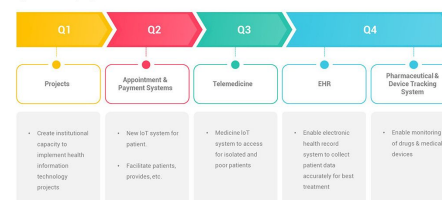
## Learn by Doing

What do product managers do?



### Strategic Roadmap

Type the subtitle of your great here





**So, I finally broke into product...**

# Meet Leo



- Struggles with classroom behavior
- Academically gifted
- Hopes to be a first-gen college graduate

**To him:** *Let's channel this energy into today's lesson*

**To his Mom:** *How can we work together to help Leo?*

**To my Principal:** *If Leo can find a balance this semester, I'm confident he'll pass all the assessments.*

# My A-ha moment: Students = Stakeholders



- In both worlds, I had to customize the information for each stakeholder
- Each stakeholder required a different communication style
- To be a good PM, you have to do this often

In the classroom:	In Product Management:
Students =	Users
Parents =	The Team
Principal =	Executives

# PM Life : Stakeholder's Dilemma



1. **Users:** Empathizing with their needs while balancing the possible solutions
2. **Dev Team:** Want to know the how/why/what you're building and need to be heard
3. **Executives:** Want to hear how this aligns with strategy and if the numbers work



# Brain Break

The average attention span  
is only 7 minutes!



## Directions:

**Read + Think:** True or False?  
A good product manager is  
the CEO of the product.

**Turn & Talk:** With the person  
next to you. You each have  
30 seconds to share!

# Problem Framing & Storytelling

# Helping Leo



**Problem:** *Struggles with the high-stakes nature and time requirements of annual tests*

**Investigation:** *How can we simulate the testing environment in an easier way? What are other educators doing?*

**Experimentation:** *Testing "sprints"- short 3-5 question segments*



# Framing our Problem



## Our Product

### Wiley Efficient Learning™

CFA Level III: "Most depressing exam of my life"

CFA Level II Pass Rate Rises to 44%,  
Closer to Historic Average

## Problem

- Our users want additional types of support for this difficult exam
- Data shows that we have a diverse range of users from proficient to remedial

## Discovery

- 1:1 student support is costly and difficult to scale
- Our competitors are already creating these services
- Wide-variety of 3rd party vendors that match students with support

# Stakeholder's POV



## Users

- What's the right balance of student support?
- How can we be supportive without appearing cold?

## My Team

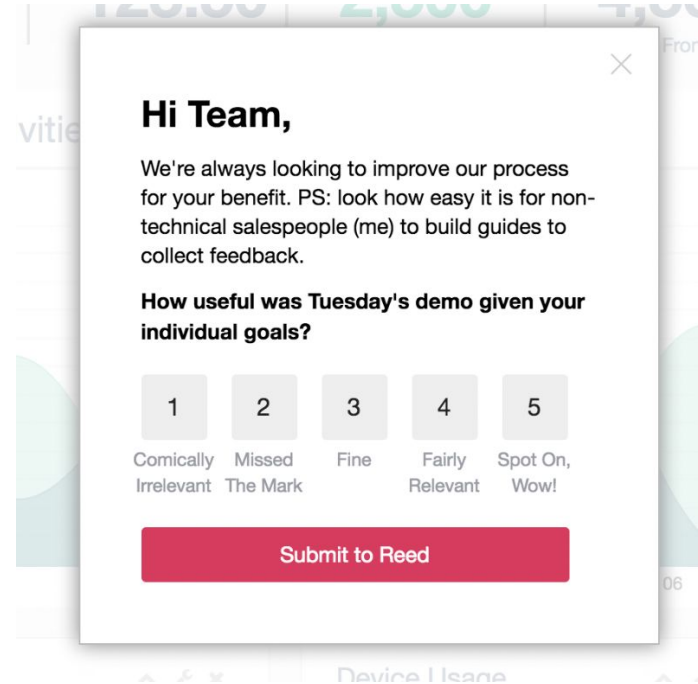
- Can we innovate on the traditional tutoring model?
- How important is this versus all our current priorities?

## Executive

- How will this help our overall fiscal goals?
- What part of our strategy does this drive?

# Testing via Pendo

- Launching quick tests via Pendo guides to get initial interest
- Giving beta access to tutoring to specific users in high-demand platform areas
- Use this data to fine-tune our messaging and offer

A screenshot of a Pendo survey modal. The modal is white with a red close button in the top right corner. The text inside reads: "Hi Team, We're always looking to improve our process for your benefit. PS: look how easy it is for non-technical salespeople (me) to build guides to collect feedback. How useful was Tuesday's demo given your individual goals?". Below the text are five rating options: 1 (Comically Irrelevant), 2 (Missed The Mark), 3 (Fine), 4 (Fairly Relevant), and 5 (Spot On, Wow!). A red "Submit to Reed" button is at the bottom.

Hi Team,

We're always looking to improve our process for your benefit. PS: look how easy it is for non-technical salespeople (me) to build guides to collect feedback.

**How useful was Tuesday's demo given your individual goals?**

1 2 3 4 5

Comically Irrelevant Missed The Mark Fine Fairly Relevant Spot On, Wow!

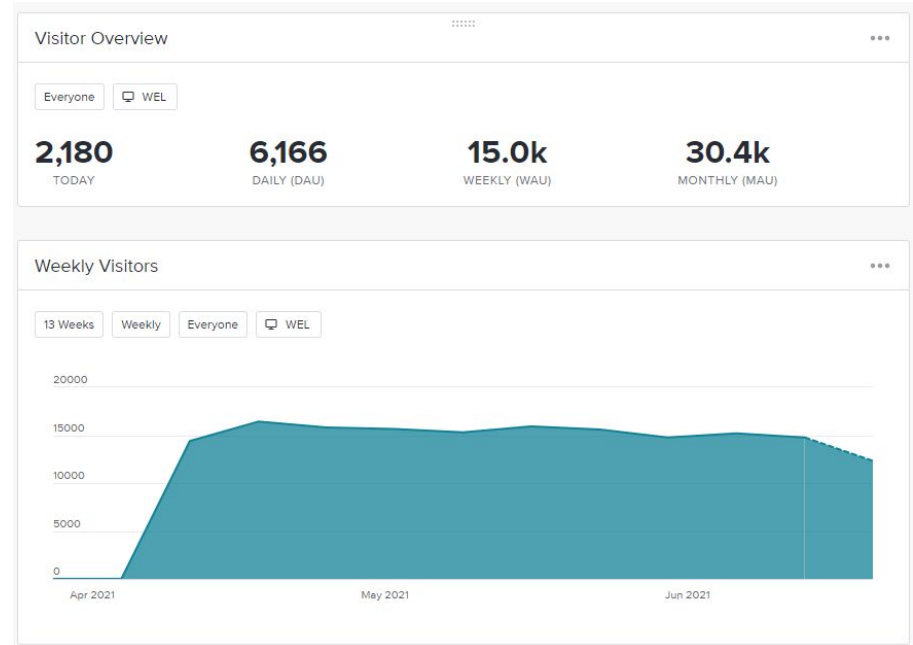
Submit to Reed



# Data for Executives



- Used our data to model behaviors and potential financials
- Surfacing the info that helps give a signal about whether to build, buy, partner, etc



# Problem, Testing, Direction



## Problem

- Our users want additional support
- Data shows that we have a diverse range of users from proficient to remedial

## Discovery

- 1:1 student support is difficult to scale
- Our competitors are already creating these services
- Wide-variety of 3rd party vendors that match students with support

## Testing

- Rapid testing in Pendo shows decent support for a tutoring feature
- Data reveals that we'd have to fine-tune our offer
- Would take a few months to develop

## Direction

**Users:** We need this feature and might pay extra for it

**Team:** We can probably build this but it's risky

**Executive:** We need this to maintain a competitive advantage

# Summary

- ZPD - Find the *Goldilocks* level of difficulty
- How do you learn? Researching vs. Doing
- Customize for Stakeholders
- Frame Problems and Get Direction





**Questions? Comments?**





**Thank you!**

**PENDOMONIUM 2023**



# PENDO MONIUM 2023