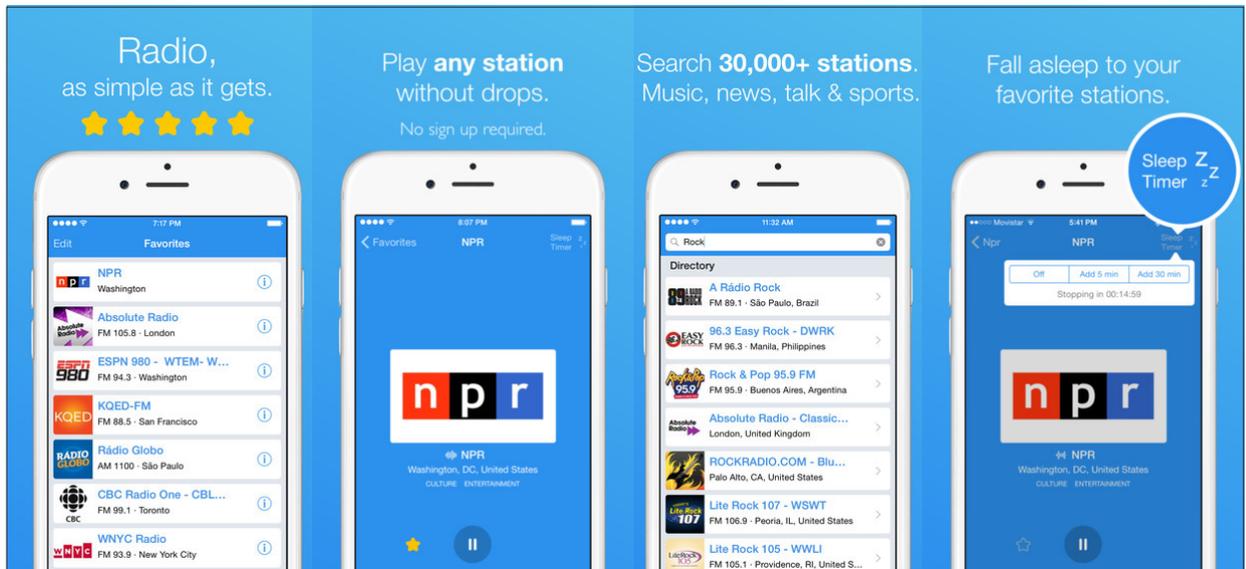


Streema: A Start-up Becomes Customer-Centric

by Ryan Burke

Streema, a startup offering live radio content online, has been working with StrategyN to tackle the common challenges of growing a young company and developing its core product. We asked co-founder Martin Siniawski to reflect on his journey and to share his thoughts on how Outcome-Driven Innovation (ODI) was used as a customer-centric framework for their product development and market research efforts.



A conversation with Martin Siniawski

The following is an edited transcript of our conversation with Martin.

Strategyn: Martin, tell us about some of the problems and challenges Streema was facing and why you decided to engage with Strategyn.

Martin: Like any startup, we have scarce resources, and thus many of the most important decisions we face revolve around where to invest those resources. Back then, we were hacking our way to short-term results by focusing on certain types of improvements, e.g., fixing a bug or improving features here and there. We felt we didn't have a solid methodology in place to guide our decision making and product development.



Martin Siniawski
Co-founder
Streema

After several years into our company, we decided it was time for a more predictable way to grow our business and develop our product. Going with whatever big vision we would happen to conceive was not enough in our minds. Data had shown that while grandiose business plans conceived by charismatic founders abound in pop culture, defining a company around one person's vision more often than not leads to spectacular failures for both startups and established companies.

Prior to engaging Strategyn, we had been using Lean Startup as well as the jobs-to-be-done framework, both leading to significant breakthroughs, but we were still lacking an end-to-end process for identifying market opportunities and product development. Strategyn filled this gap by providing a rigorous process we felt couldn't be tampered with, as we were looking to objectively analyze our market and make long-term product strategy decisions based on those findings.

Strategyn: In what ways did working with Strategyn lead Streema to reorient its thinking?

Martin: It turns out one of our constraints was actually a blessing in disguise. Due to our limited resources and Strategyn's initial work with us, we decided to stop pursuing adjacent markets and other opportunities unrelated to our core business and focus on Streema's "job-to-be-done" in its simplest form. Once we were able to conceptually understand our entire "job-to-be-done," we realized we would gain a significantly higher return on investment by uniquely focusing on improving our existing product as opposed to testing out novel but unsubstantiated new markets.

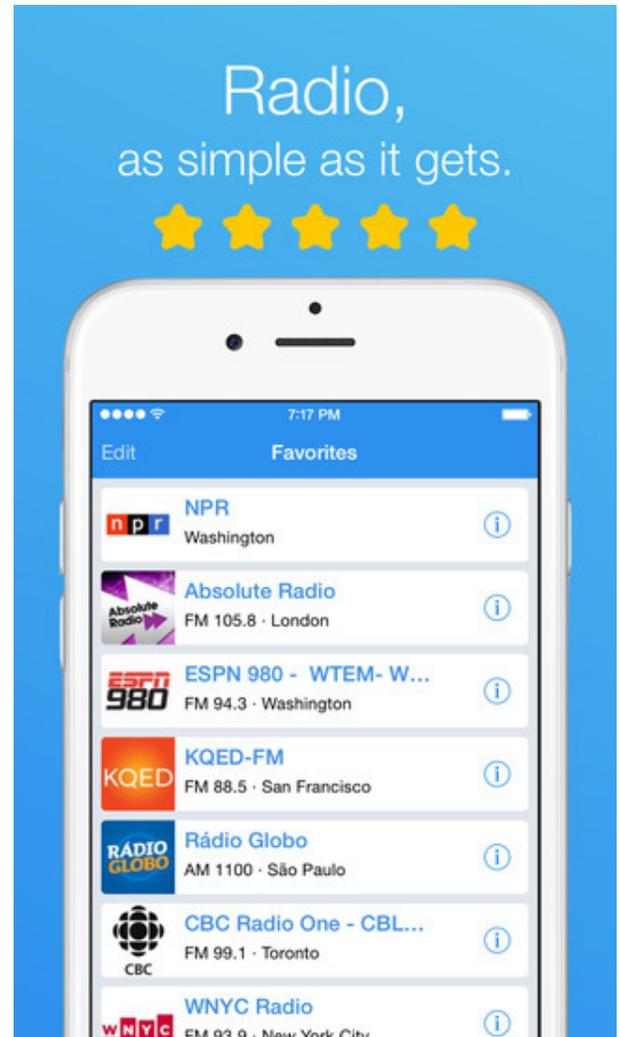
Next, Strategyn was able to explain the “what” and “why” for particular product improvements. So with a long-term product roadmap and complementary strategy in hand, our software developers understood that the product improvements were tied to a larger strategy, and not one-off, which was the general feeling at the time.

Until we implemented ODI, we were missing the larger frame of reference we needed to lead the company’s product development over years - not months - and to align development with our unique value proposition. And while we have found huge benefits in applying ODI to our preexisting product and in defining future work, it would have been even more powerful as an end-to-end product development framework used in the early years of our company.

Strategyn: What additional benefits would you have realized if you had engaged Strategyn when starting Streema?

Martin: Part of Strategyn’s value for startups is that the ODI process helps you understand what business you are really in. Strategyn’s entire way of analyzing the problem a business solves has long-term implications for the company. ODI provides a simultaneously wide and precise lens, so the company neither gets tunnel vision nor misreads its customer and market. I think most entrepreneurs working on a product concept would derive a lot of value by putting their idea through the rigors of ODI before building any software or business structure.

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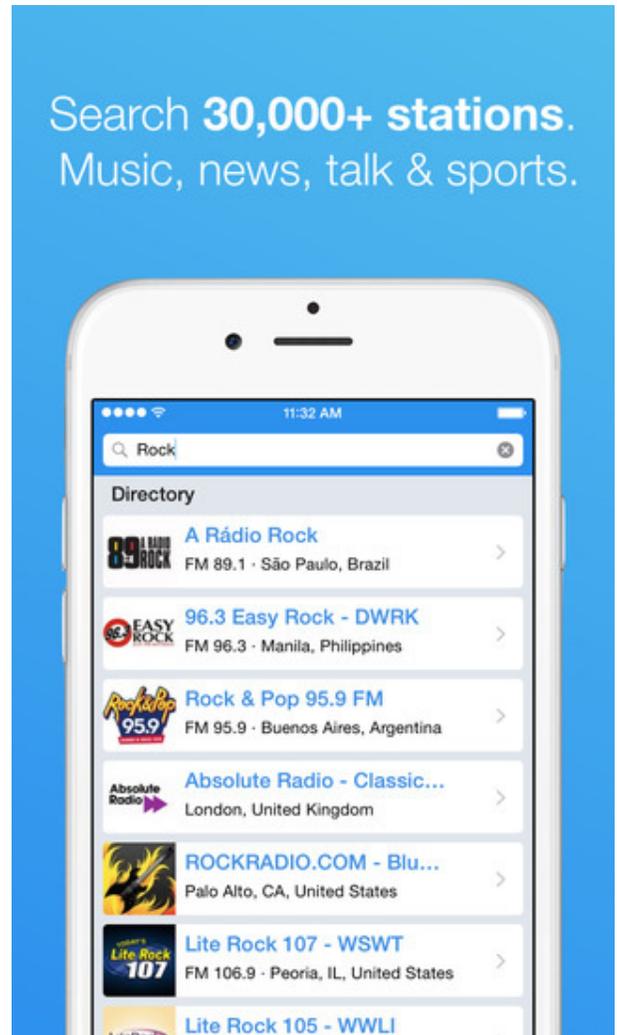


For example, we thought for years we were in the business of radio listening or audio streaming. However, it turns out that is a very narrow definition of our business, which we confirmed through ODI - for example, we help expats stay connected to their hometown while they're abroad, and we help folks find the right music for winding down and relaxing after a long day at school or work, among other use cases. With this refined scope in hand, we are now pursuing a unique way of tackling the content discovery problem - in other words, how users discover new and interesting types of content within our application. We are already in the concept-testing stage, and hopefully we'll have something rolled out in our products by the end of the year. The solution we are providing is still radio-based, but our new focus on discovery has broad implications in terms of marketing channels, messaging, positioning, and product features.

I think embracing upfront research of market and customers is highly valuable, and ODI is a viable end-to-end product development framework for startups. Despite our ability to finally frame the problem and agree on what parts of product development to execute on after our ship had sailed at Streema, it can't be understated how beneficial it would have been to know what we know now before we left port.

Strategyn: Martin, we wish you and your team success with your new direction. Thank you for supporting ODI and Strategyn.

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Note: Streema can be found here <http://streema.com>, and their mobile product Simple Radio in [Apple's App Store](#), and on [Google Play](#).

Contacts



About the Author

Ryan Burke is an analyst supporting the Outcome-Driven Innovation (ODI) process. His past work experience includes sustainability management consulting with LeighFisher, investment management with UBS, and global challenges research and education with the U.S. Department of Defense and International Model United Nations Association. Ryan has a BS in Economics and International Business from the University of South Carolina and studied Global Public Policy at the Naval Postgraduate School. He can be contacted at ryan@strategyn.com.

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