About Atlassian

6th most popular enterprise software provider

- Founded in 2002
- 15+ products, including Jira Software, Confluence, Trello
- 8,000+ employees
- 5,300+ marketplace apps
- 230,000+ Atlassian customers
- No traditional sales team
- Growth relies on user happiness

About Confluence

Remote-friendly team workspace where knowledge and collaboration meet

– Knowledge management, project collaboration, documentation...
– Released in 2004 (server)
– In 2017, Atlassian started offering Confluence Cloud
– Today, Confluence has Server, Data Center and Cloud versions
– 75,000+ customers
– 60% of Fortune 500

About Us
Leaders for Confluence Cloud Core Experience

Natalia

- Oversees product strategy, roadmap and execution
- Team of 20 product managers
- Data skill: finding the right questions to ask

Rameil

- Oversees experimentation, instrumentation, reporting and analysis
- Team of 7 product analysts
- Data skill: connecting the seemingly unrelated dots into insights
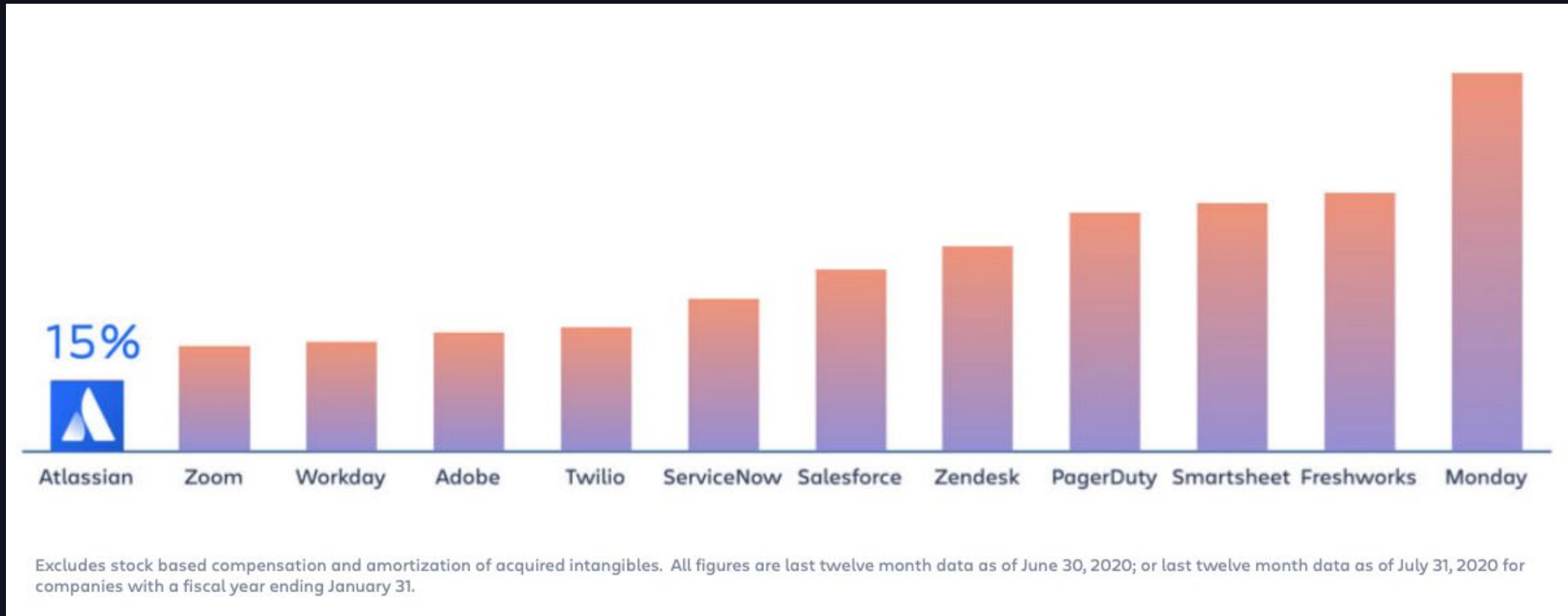
What You'll Hear Today
Understanding and Operationalizing Customer Happiness

- How we approached identifying drivers of customer happiness
- How we mapped qualitative and quantitative insights
- How we analyzed customer behavior patterns and what we learned
- How we converted learnings into prioritization and impact

The Problem

Product-Led Growth at Atlassian

Our growth is impossible without customer happiness

Excludes stock based compensation and amortization of acquired intangibles. All figures are last twelve month data as of June 30, 2020; or last twelve month data as of July 31, 2020 for companies with a fiscal year ending January 31.

Challenge With User Happiness Metrics

NPS, CSAT, CES are hard to action at scale

- Direct signals (customers say how they feel)
- Cognitive and emotionally driven
- May represent short- or long-term sentiment, hard to combine
- Different scopes (feature, company, product, support interaction...)
- Often over-index on what doesn't work vs what does
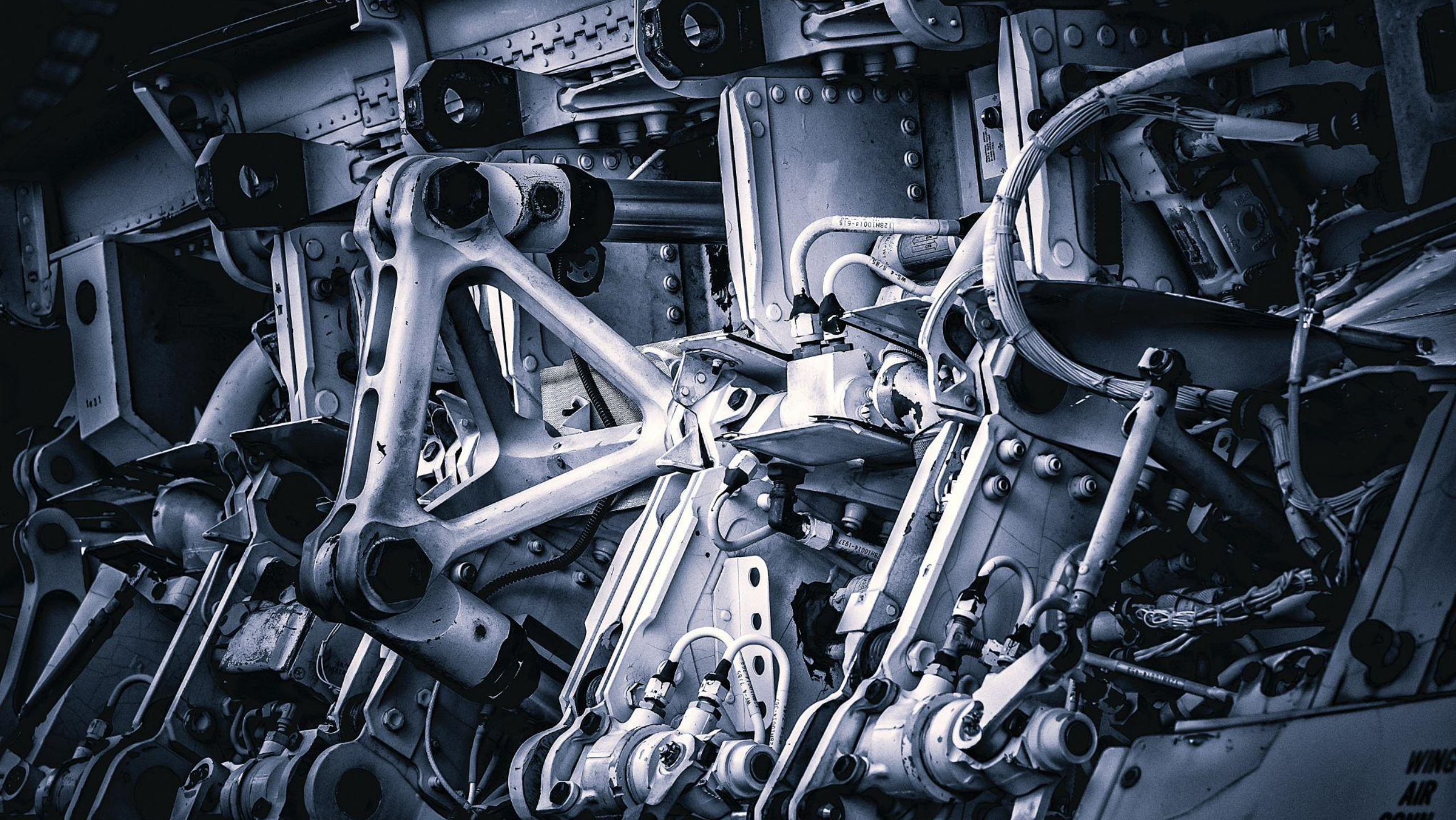- Improving requires aligned and consistent prioritization

How can we
use the user happiness data
to build an actionable plan
that prioritizes
the most impactful improvements?

Our Methodology

Initial Beliefs

Correlation Between Happy and Most Engaged Users

Our original hypothesis was that happy users are the most engaged users, and unhappy users are the least engaged

What We Observed

However, we established that both happy and unhappy users are highly engaged.

This compelled us to focus on **patterns** of engagement rather than **volume** alone.

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Happy   Unhappy

Analyzing Engagement Patterns

User behaviors that correlate to user happiness

Broad types of user "jobs to be done" in Confluence

1. Creation of content
2. Navigation
3. Reading content
4. Collaboration

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Finding:

Happy and unhappy users have distinct engagement patterns

	Creation	Collaboration	Reading	Navigation
Happy				
Unhappy				

Analyzing Engagement Patterns

User behaviors that correlate to user happiness

- Deeper dive into specific tasks within "jobs to be done"
- Device usage patterns (mobile vs desktop)
- Across cohorts (tenure) and segments (small vs large orgs, license type)
- Migrator status (cloud-native vs migrated from server)

What Outcomes Looked Like
(Sample, not actual data due to business confidentiality)

Segment	Creation	Collaboration	Reading	Navigation
Overall	r=0.40	r=0.46	r=0.90	r=0.72
0-10	r=0.87	r=-0.23	r=0.83	r=-0.33
10-100	r=0.61	r=0.63	r=0.94	r=0.62
100-1000	r=0.18	r=0.68	r=0.84	r=0.81
1000+	r=0.88	r=0.50	r=0.81	r=0.93

Key Findings

User behaviors that correlate to user happiness

- Identified very granular engagement patterns that correlate with user happiness

    Example:

    - search success (findability)
    - Mobile apps adoption

- Identified which engagement patterns are true to all vs. some segments and cohorts

    Example:

    - content creation matters a lot for very small and very large instances, less so for medium size

Now that we established
which behaviors
correlate with user happiness,
what do we do?

Rameil's analysis helped us hypothesize about a projected impact capabilities are going to have on user happiness

Example of Impact Estimate Change

Especially helpful for capabilities not captured in qualitative feedback and research
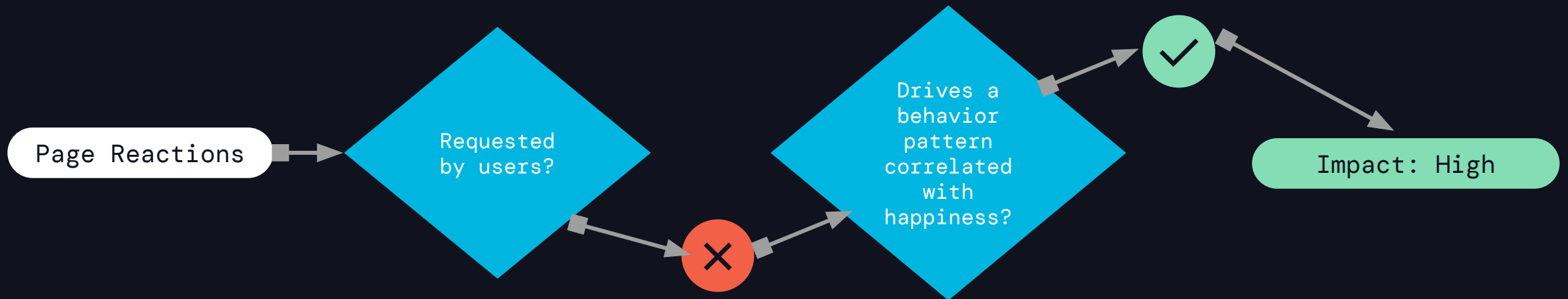
From Insights to Plan

Balancing autonomy and alignment

1. **Engagement scoring** methodology for product teams to estimate projected impact as high, medium, low

2. **Paired with other signals** about user impact, such as qual/quant user feedback inputs, frequency of usage etc.

3. **Educated all teams to adapt** the resulting scoring model and introduced it as a ritual into team's quarterly "Rolling 4" planning

4. **Analytics instrumentation templates** that automatically track roll-outs and allow us to evaluate accuracy of our impact projections

Example of Getting it Right
Roll-out of Confluence Home 1.5

Example of Getting it Wrong

Under-indexing on an Admin capability influencing end users

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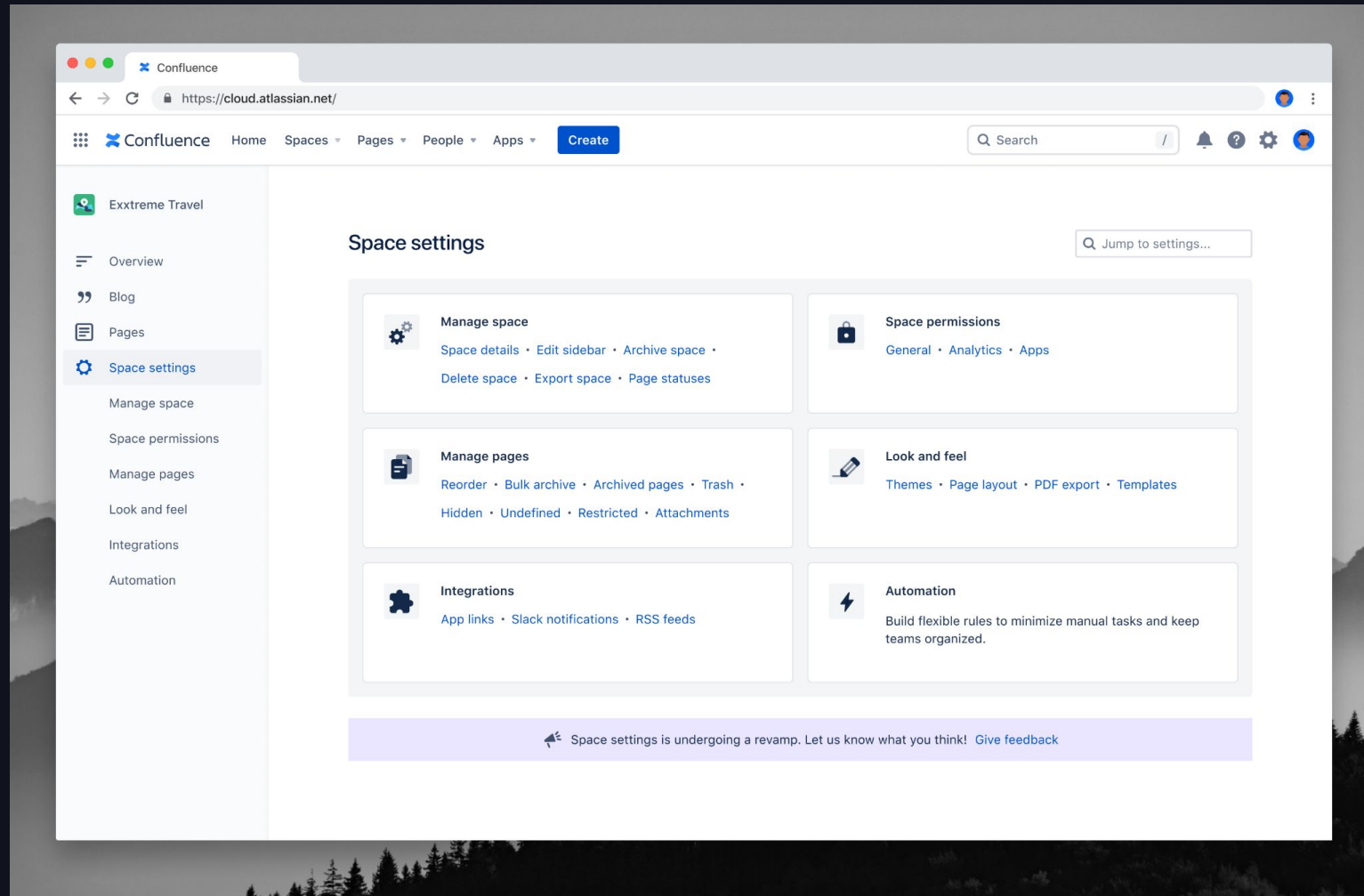
Parting Thoughts

In case you're thinking of a similar initiative

- **Timeline –** it took us a few quarters to go from the start of the research to full operationalization for a team of 350+ people
- **Robust user happiness data** is key for an exercise like this – start collecting it early
- **Education takes long –** we drove a massive effort socializing our learnings and teaching teams how to adopt the engagement scoring
- **Hypothesis validation instrumentation –** we are still in this part of the journey, but it's been rewarding to be able to test our projections and close the loop

Happy users are all alike; every unhappy user is unhappy in their own way

Leo Tolstoy
Aspiring Data Scientist