



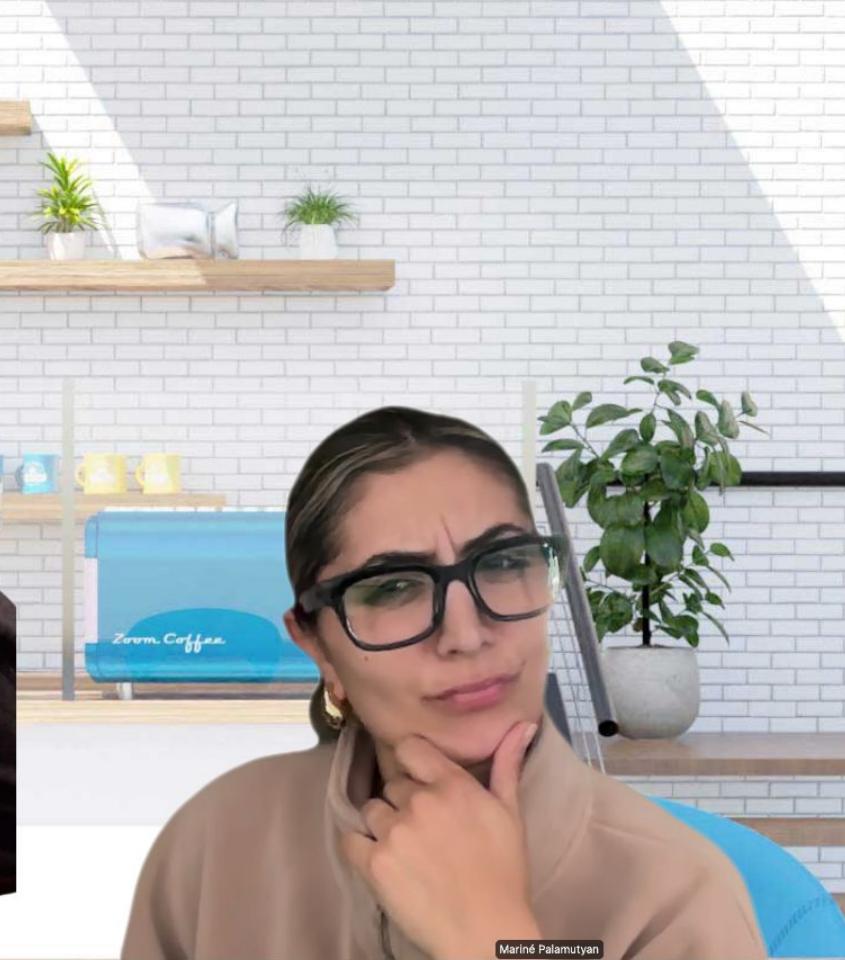
Building customer intuition across the product lifecycle

Mariné Palamutyan
Senior Manager, UX Research
DocuSign

Morgan Davis
Director, UX Research
DocuSign

Customer Intuition!

Build
Customer
Intuition!





Morgan Davis



Mariné Palamutyan

Customer Intuition - the ability to understand and anticipate customer needs, pain points, and behaviors ***throughout*** the product lifecycle.

Nearly 1.7 Million Customers



Nearly 1.7 Million Customers
More than the population of
San Francisco



Over 1 Billion Users



Over 1 Billion Users
More than the population of
The Americas combined

Signers on
every continent

Including Antarctica





2003-2015

eSignature
leadership



2018-2023

Agreement
Management



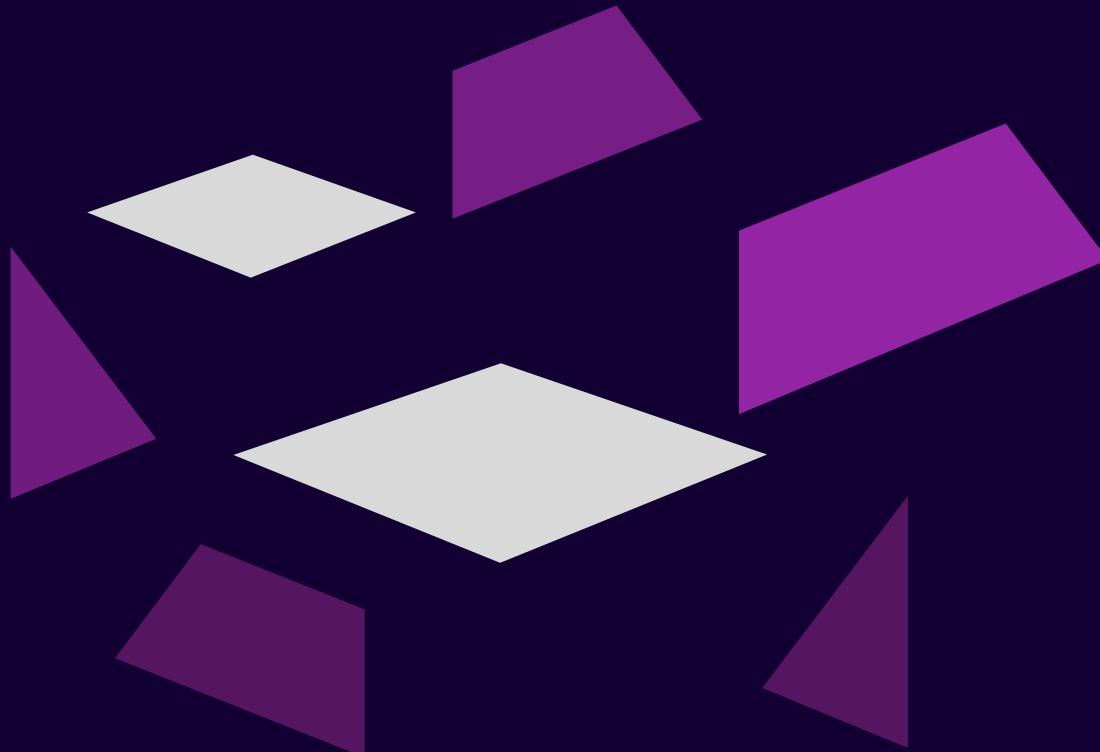
2024 and beyond

Intelligent
Agreement
Management

We had the perfect plan!



Not really...



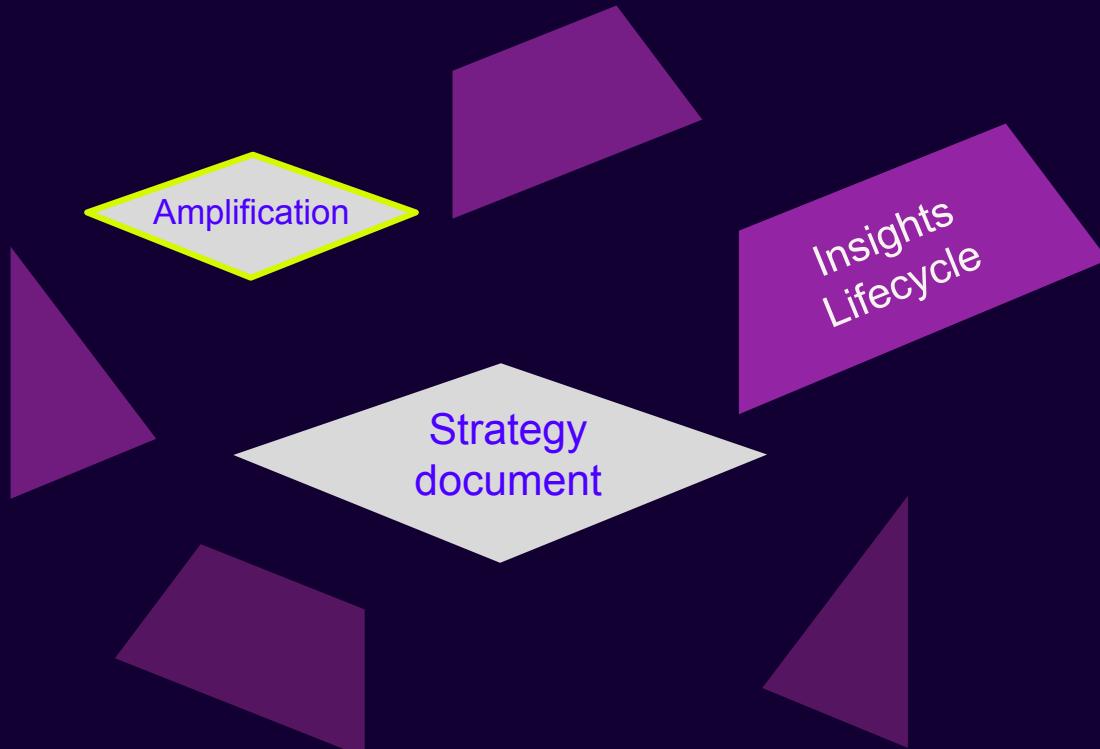
So how did we build customer intuition?



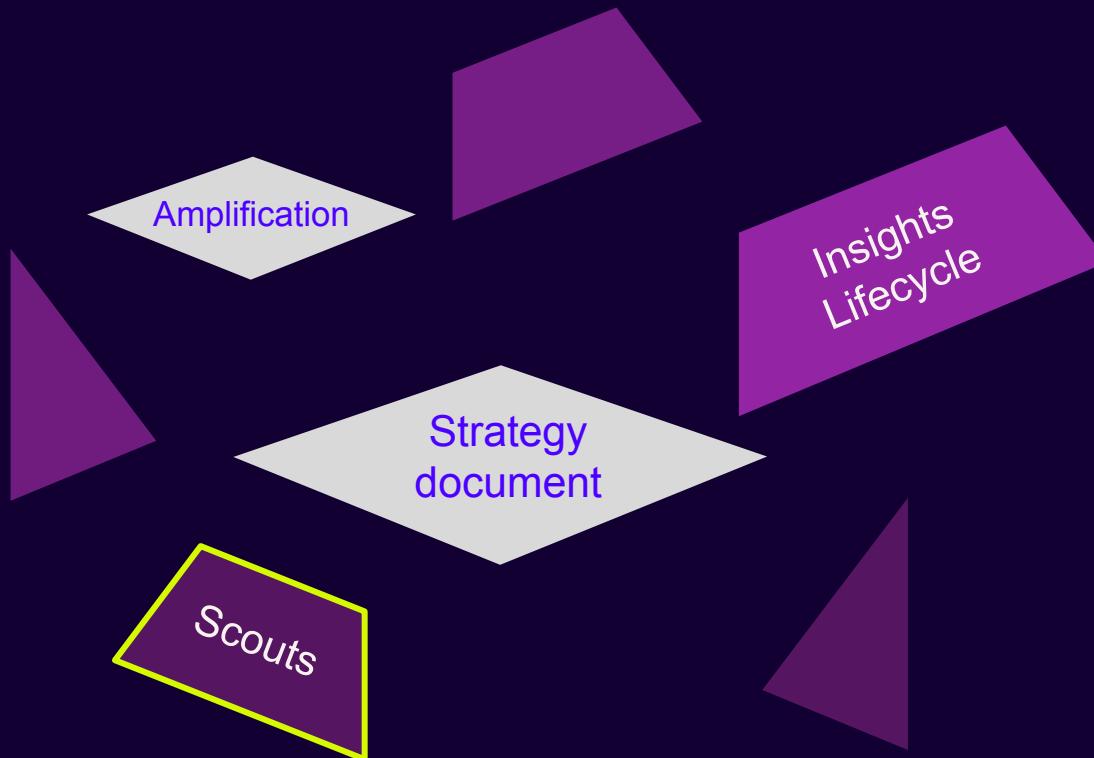
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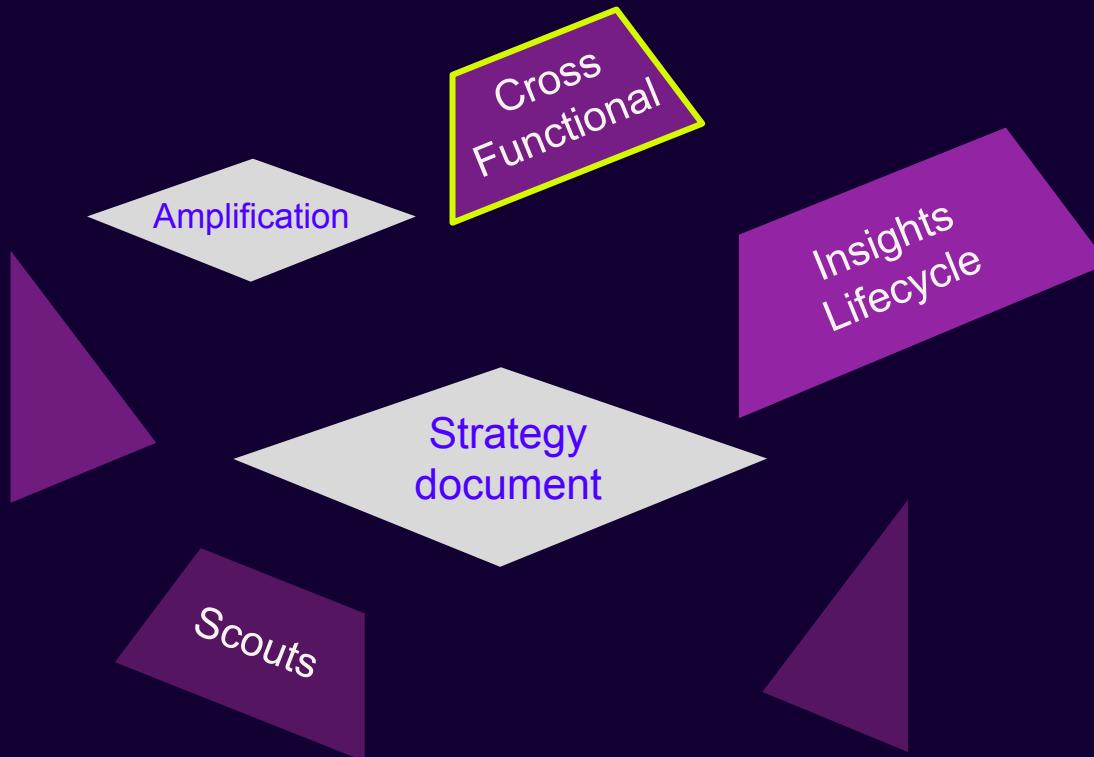
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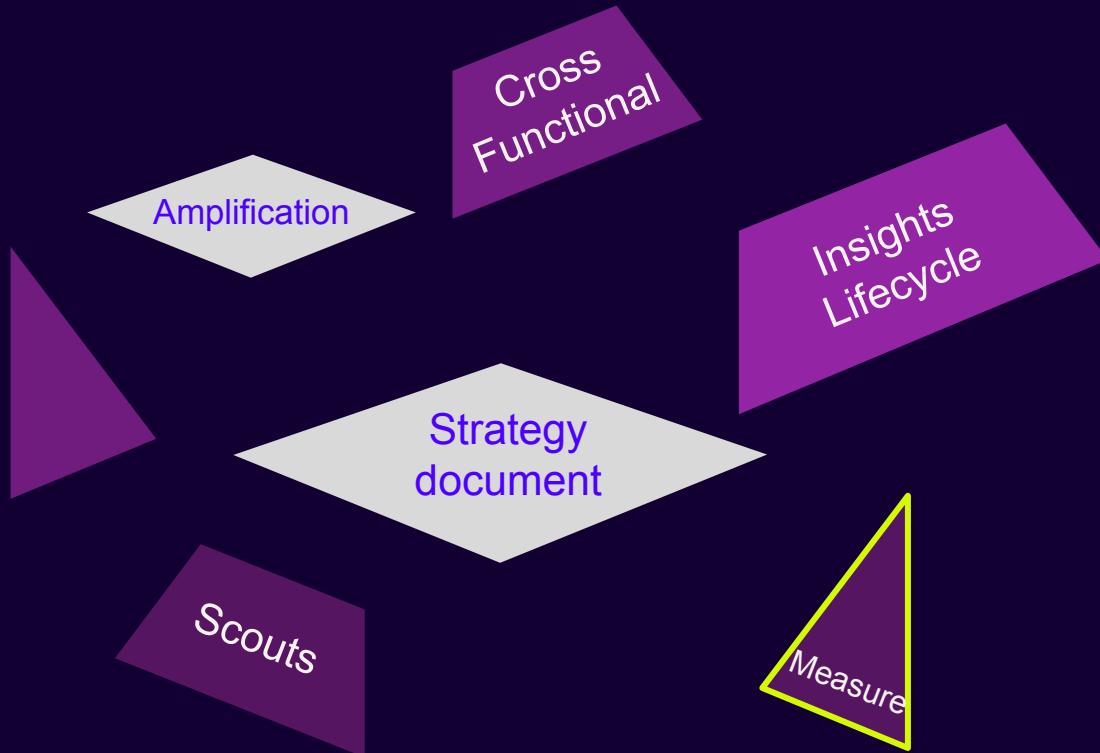
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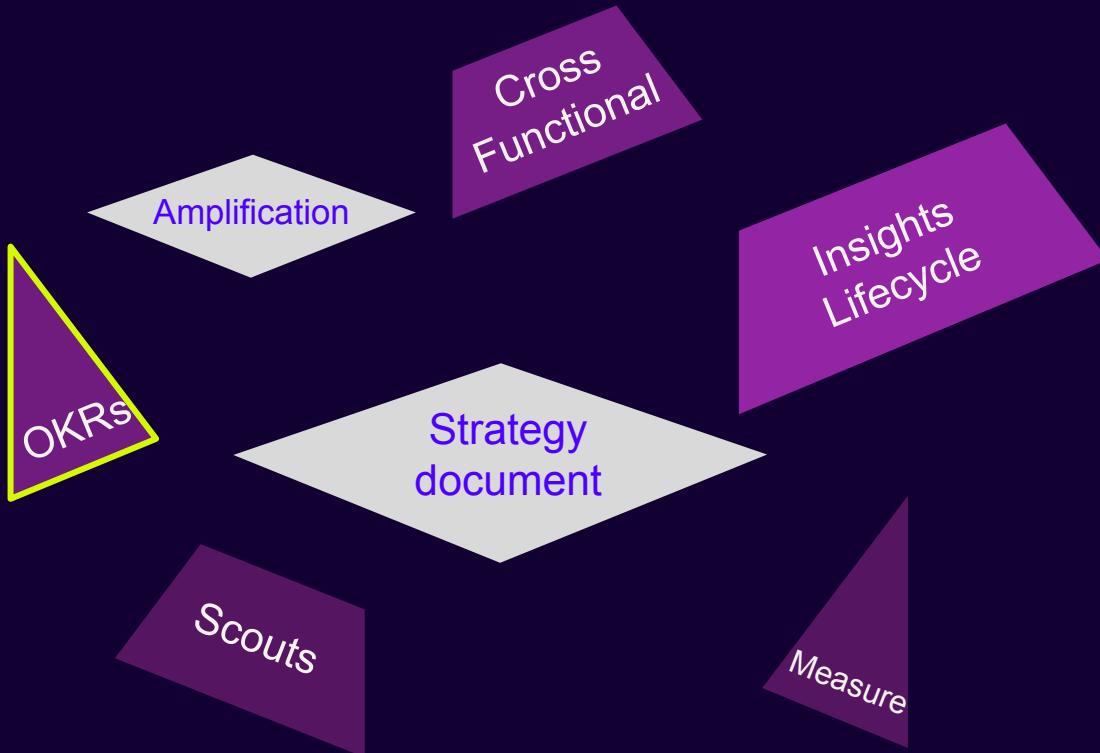
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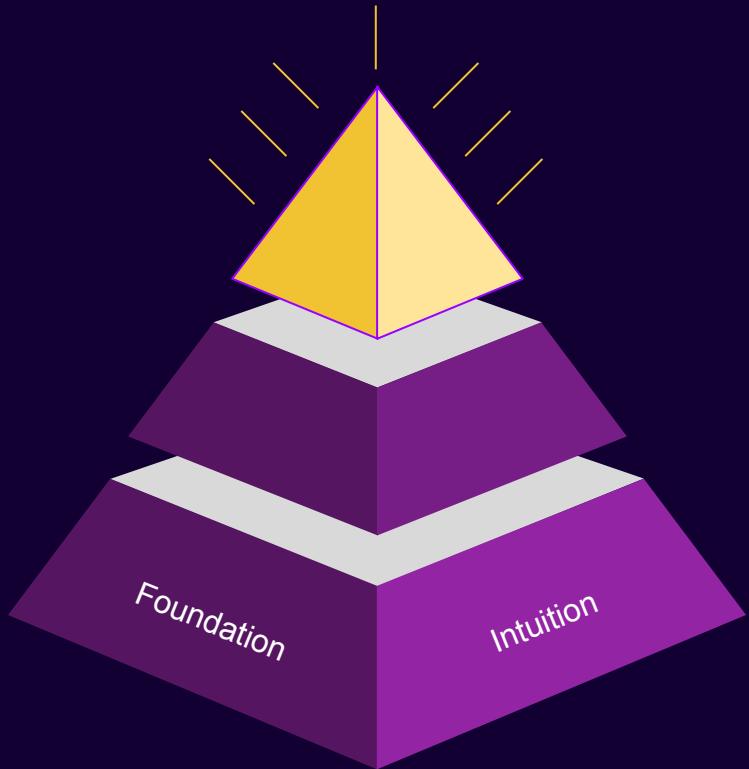


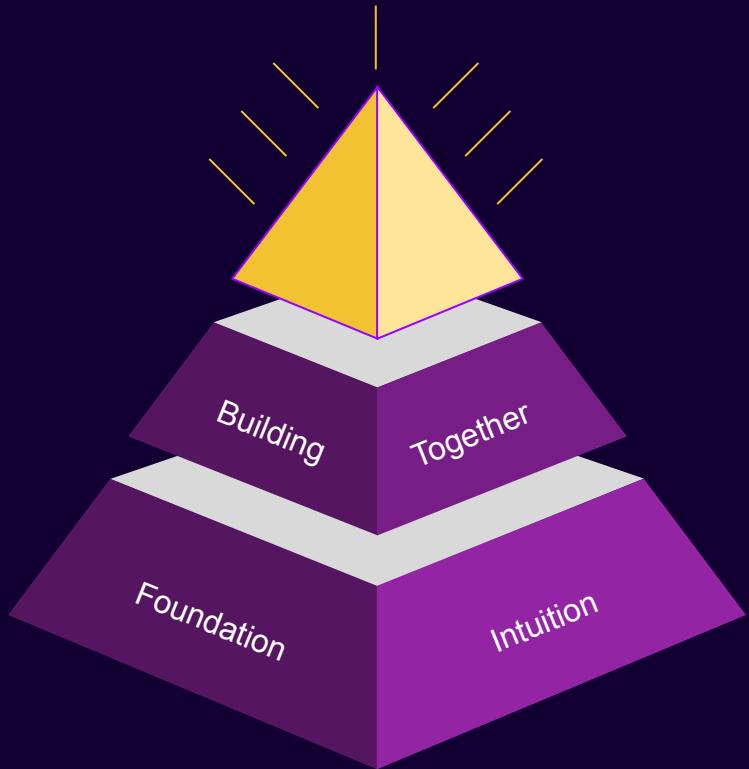
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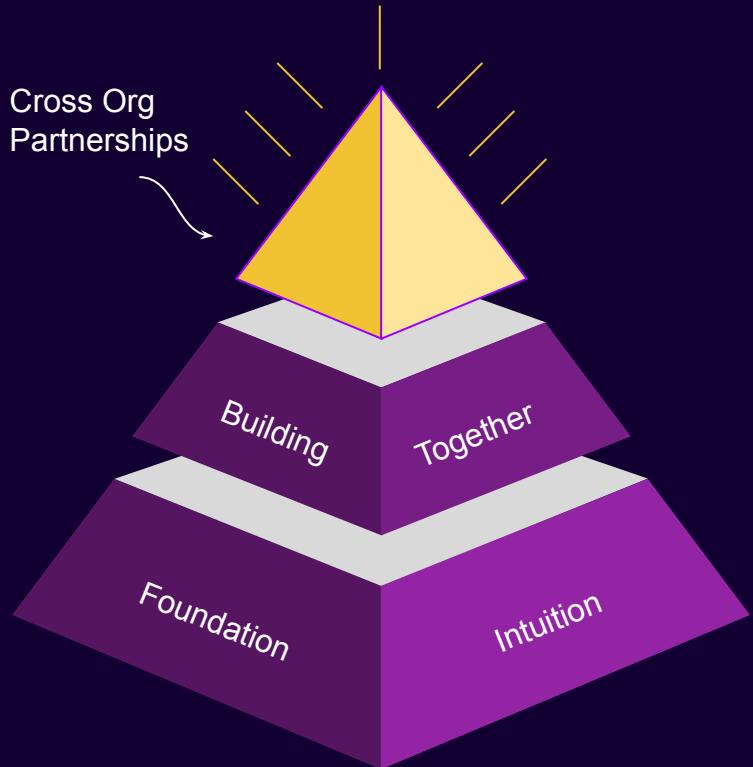


So how did we build customer intuition?

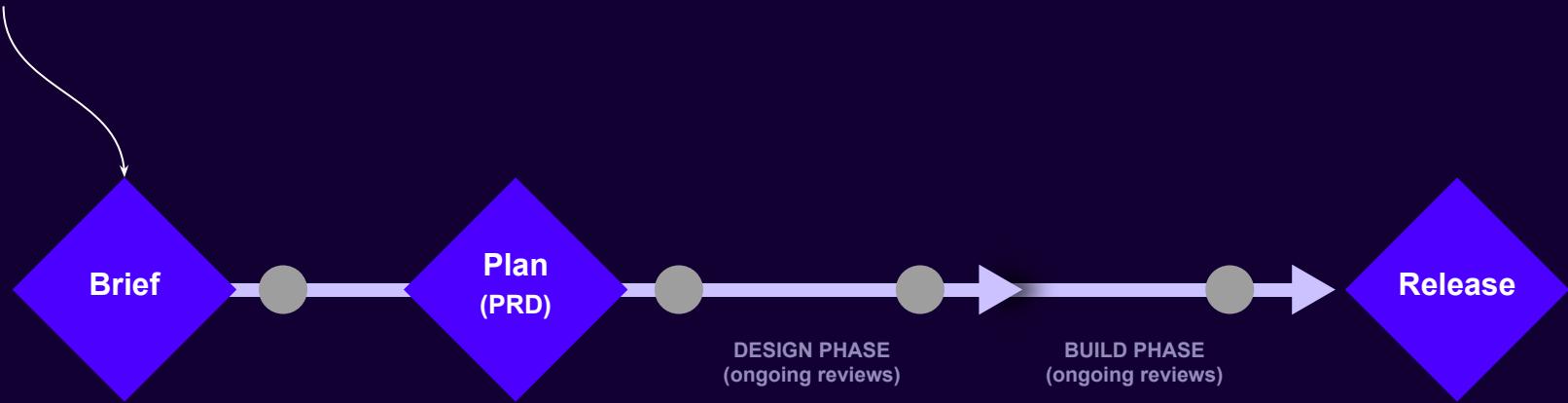


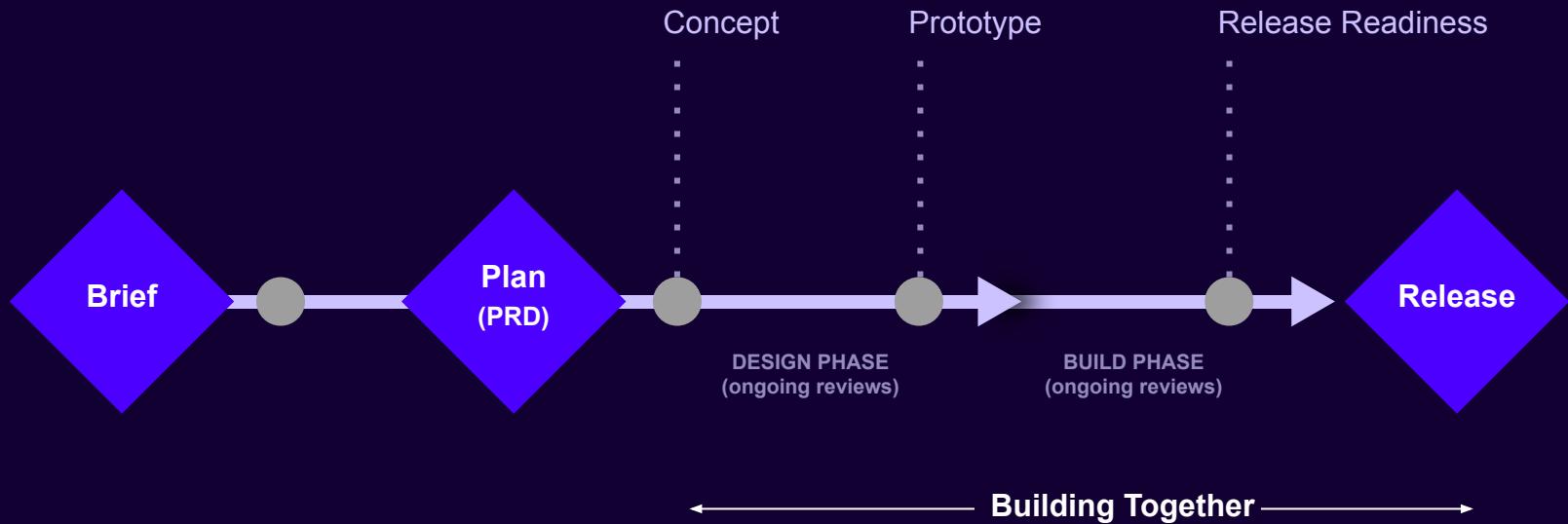


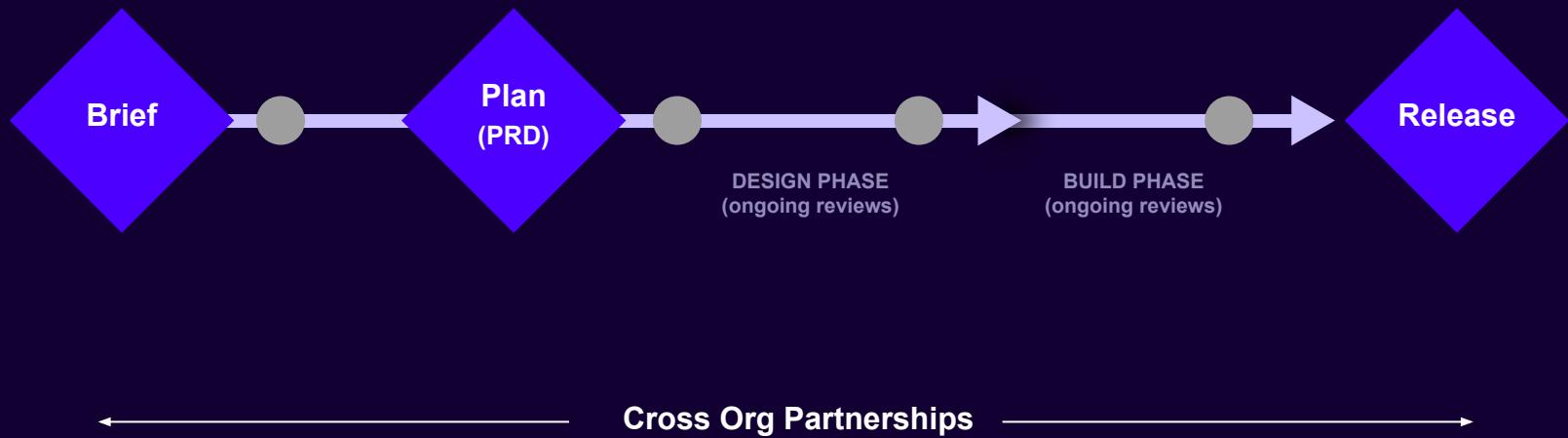




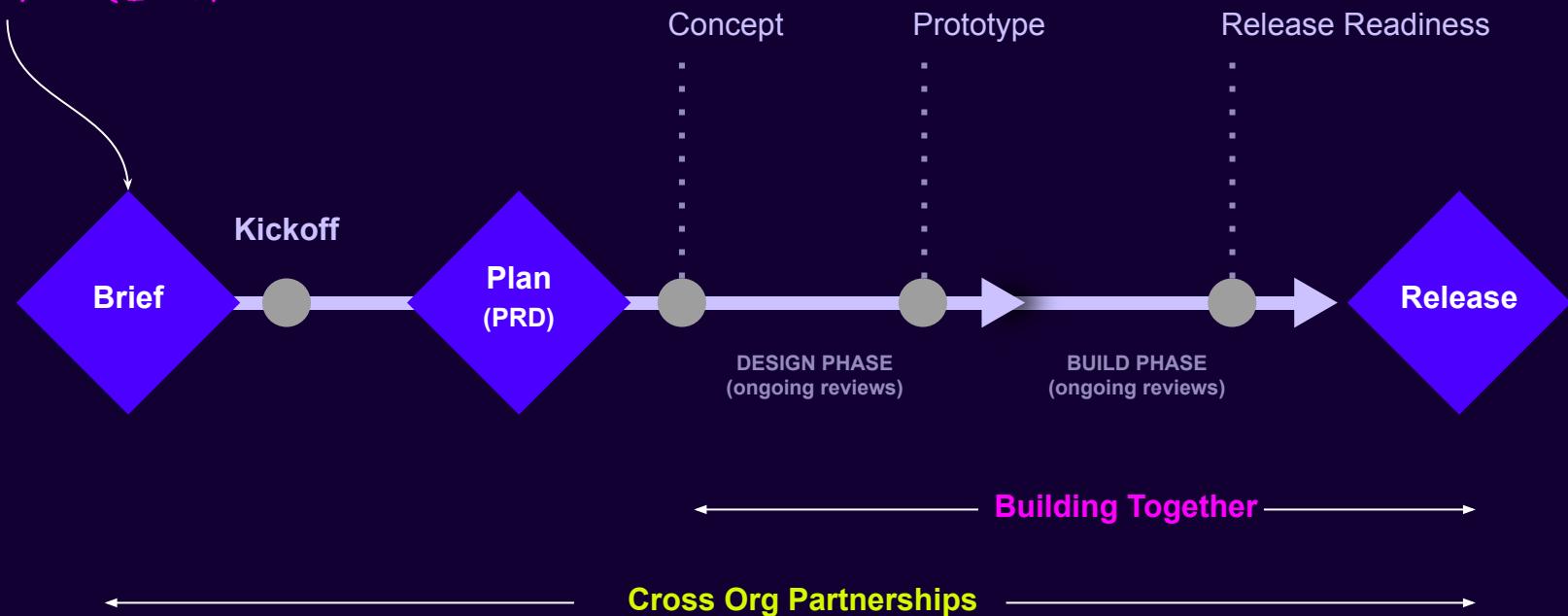
Foundation & Intuition



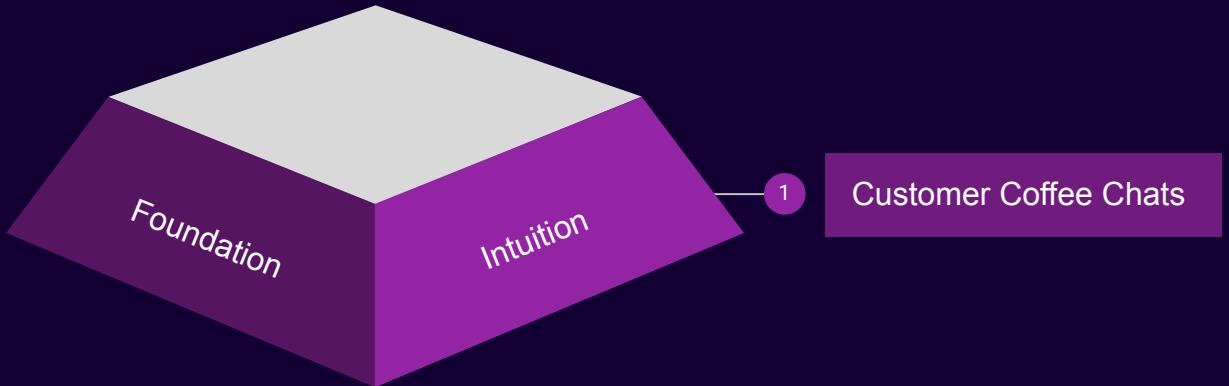




Foundation & Intuition



Bringing customers closer to our Product and Tech partners



Brewing customer insights one at a time

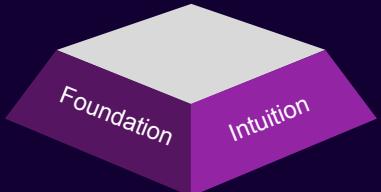
- Bi-monthly 45 minute virtual fireside chat with customers
- Product agnostic
- Customers from various industries and company size
- Audience includes Product, Engineering, Marketing, and Sales



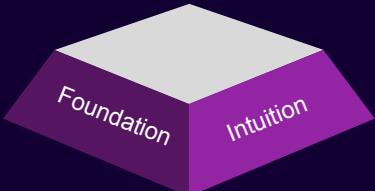
Learnings

Do's

- Seek inspiration
- Gain leadership support
- Prioritize fun



Learnings



Do's

-Seek inspiration

-Gain leadership support

-Prioritize fun

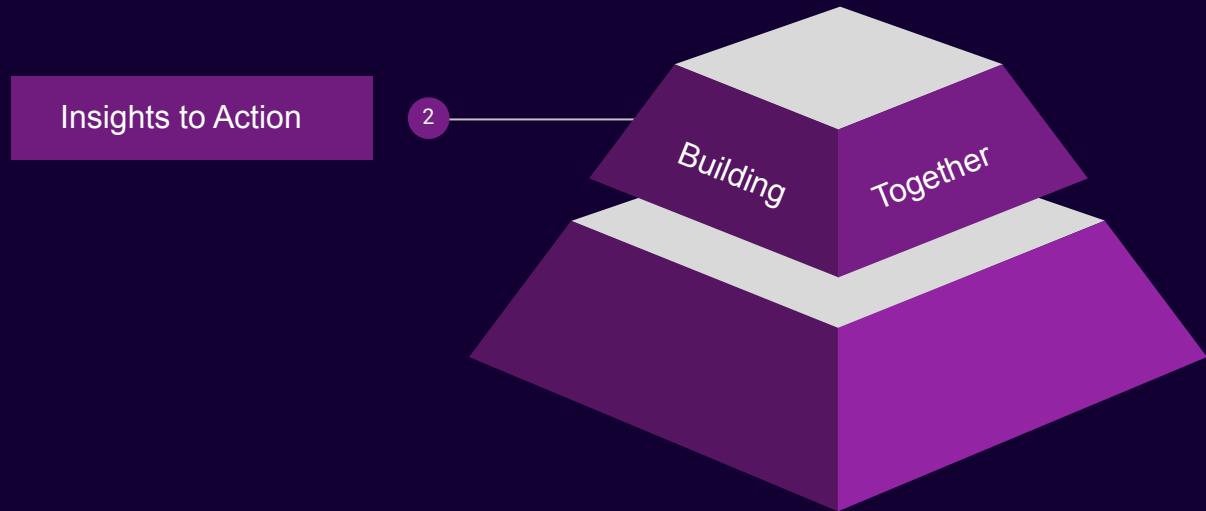
Don'ts

-Restrict recruiting

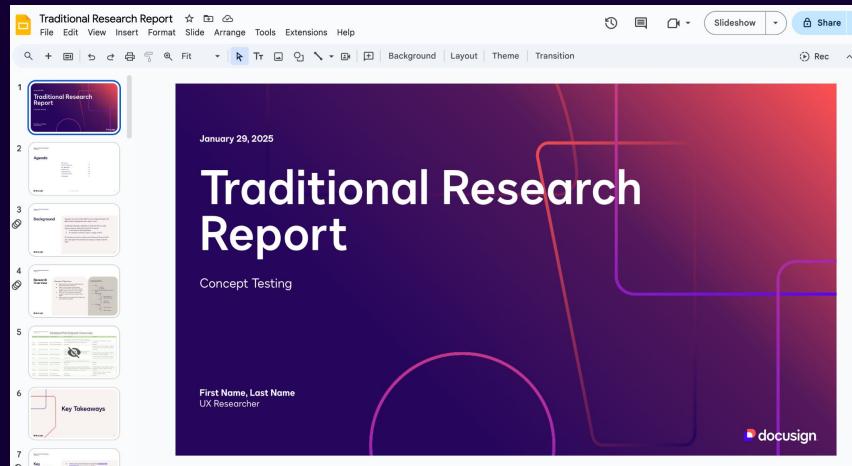
-Strive for perfection

-Give up

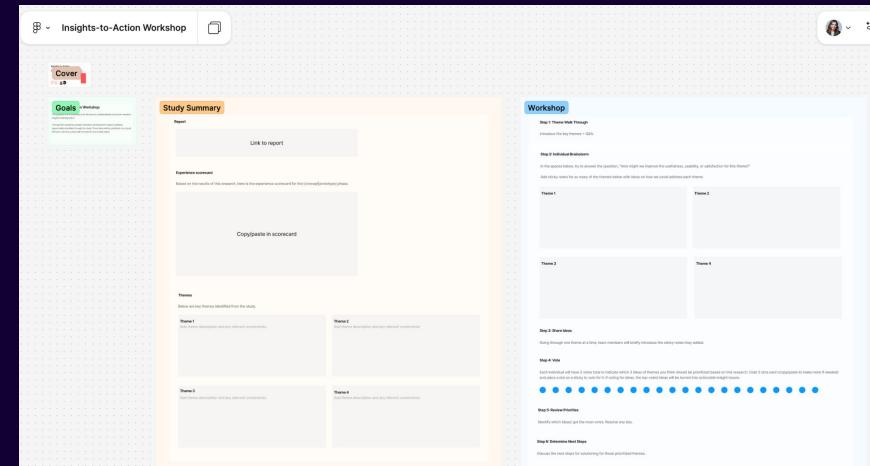
Shifting from passive presentations to activating insights



Defining themes, opportunities, and commitments to act



A screenshot of a presentation slide titled "Traditional Research Report" from January 29, 2025. The slide features a dark purple background with abstract purple and red line art. The title is in large white font. Below the title, the text "Concept Testing" is visible. At the bottom, there is a placeholder for "First Name, Last Name UX Researcher". The slide is part of a deck with a sidebar containing seven slide thumbnails. The top of the slide shows a standard presentation toolbar with file, edit, and format options.



A screenshot of an "Insights-to-Action Workshop" interface. The interface is divided into several sections: "Cover" (with a "Goals" sub-section), "Study Summary" (with a "Result" section and a "Link to report" button), "Workshop" (with a "Step 1: Theme Work Through" section), and "Step 2: Individual Themes" (with sections for "Theme 1" and "Theme 2"). The "Workshop" section includes a "Copy/paste in scorecard" button. The "Step 2: Individual Themes" section has a "Step 3: Show More" button and a "Step 4: Vote" section. The overall interface has a light blue and white color scheme with a dotted grid background.

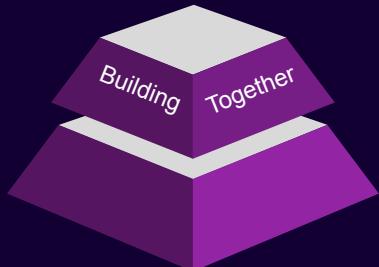
Learnings

Do's

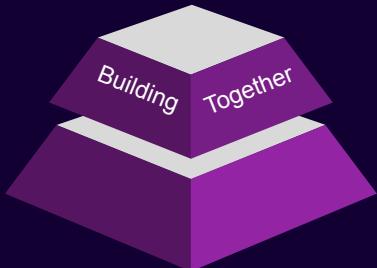
- Listen and adapt

- Start small

- Trust the process



Learnings



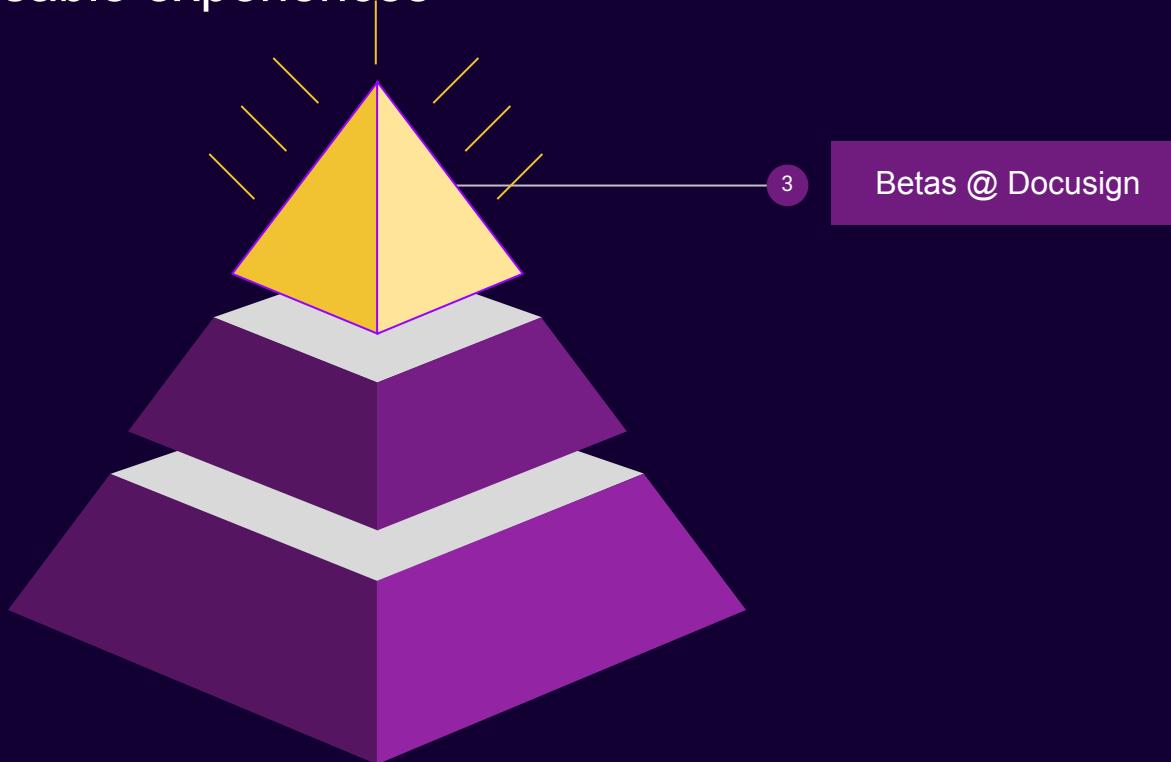
Do's

- Listen and adapt
- Start small
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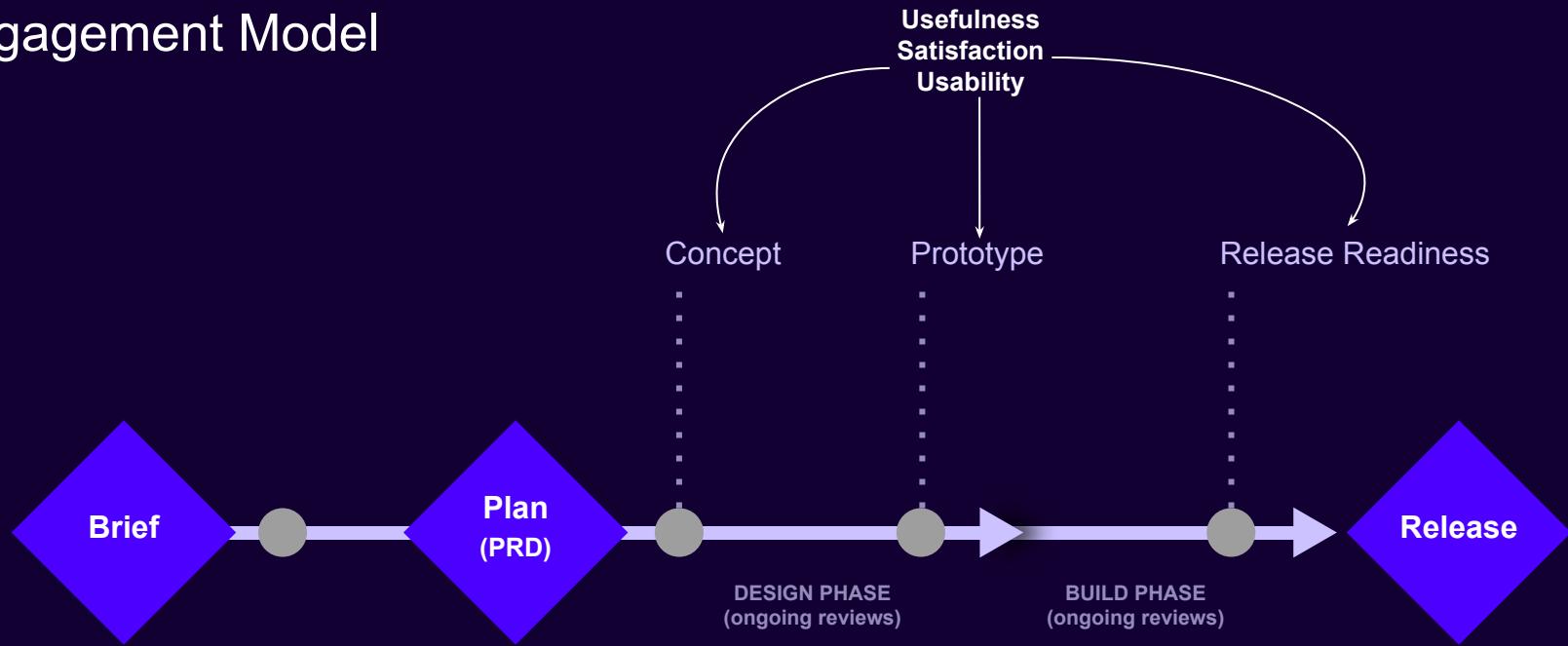
Don'ts

- Get stuck in tradition
- Overrotate
- Overcrowd the workshop

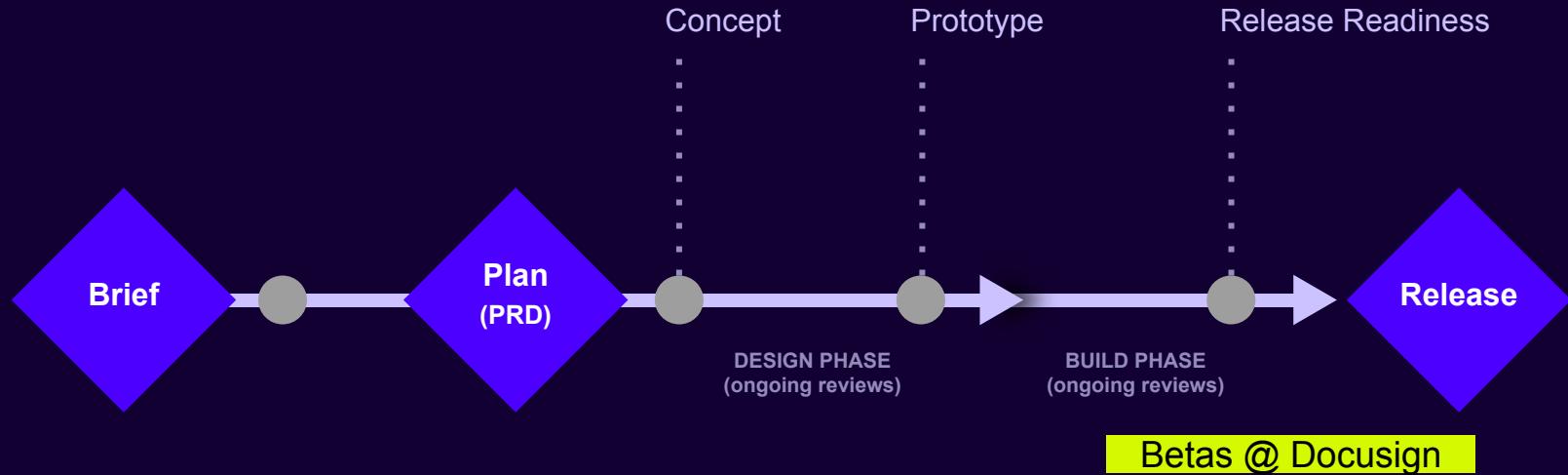
Shipping useful and usable experiences



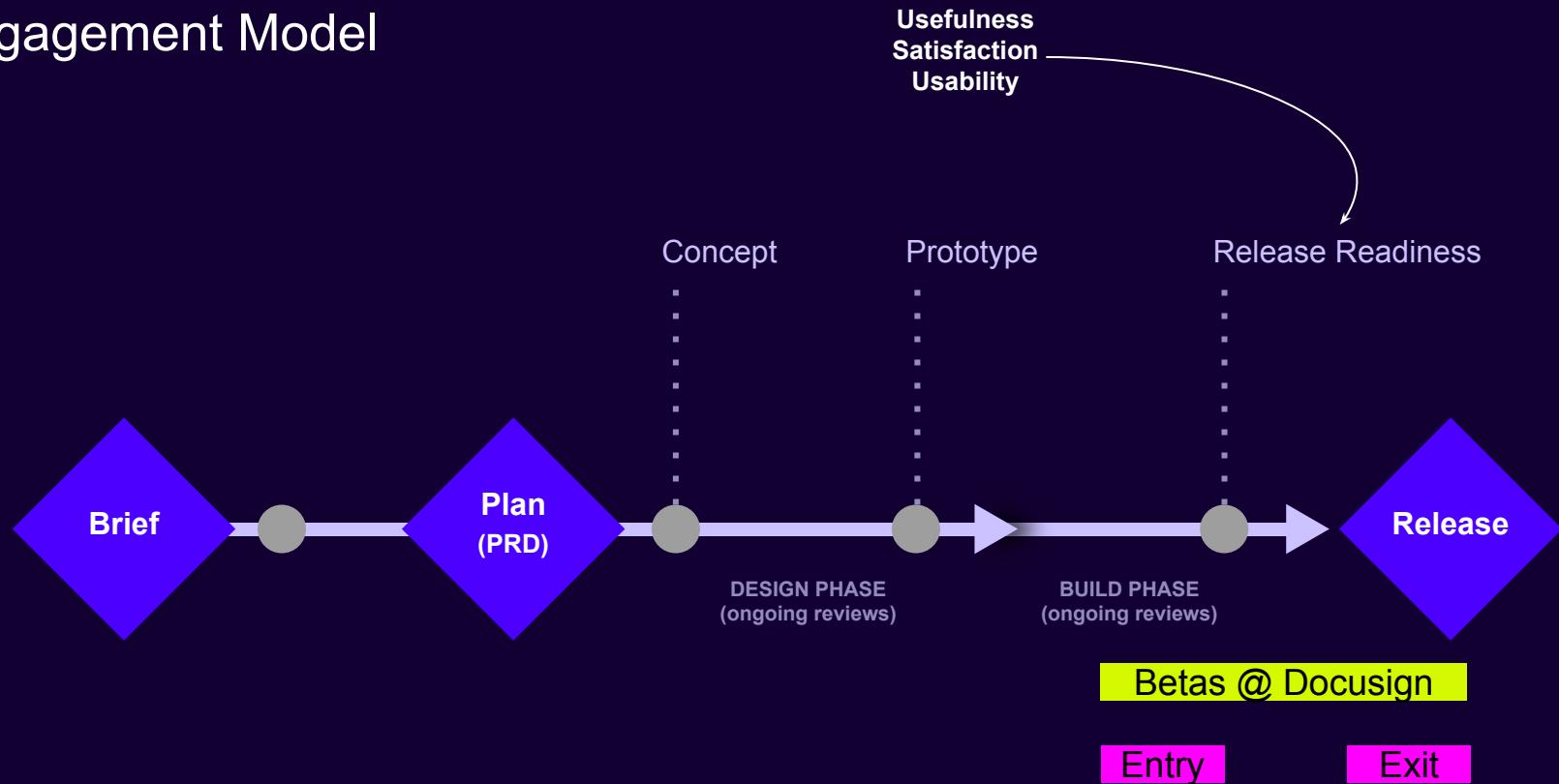
Engagement Model



Engagement Model



Engagement Model



Learnings

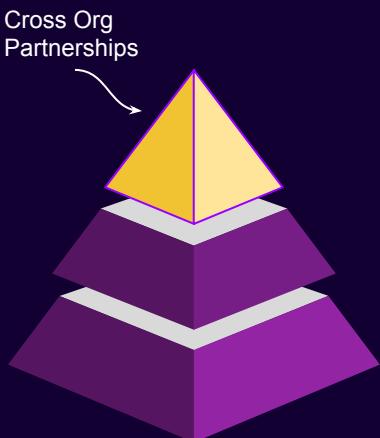
Cross Org
Partnerships



Do's

- Be ready
- Seek larger systems
- Add value

Learnings



Do's

- Be ready
- Seek larger systems
- Add value

Don'ts

- Push your agenda
- Have expectations
- Be rigid

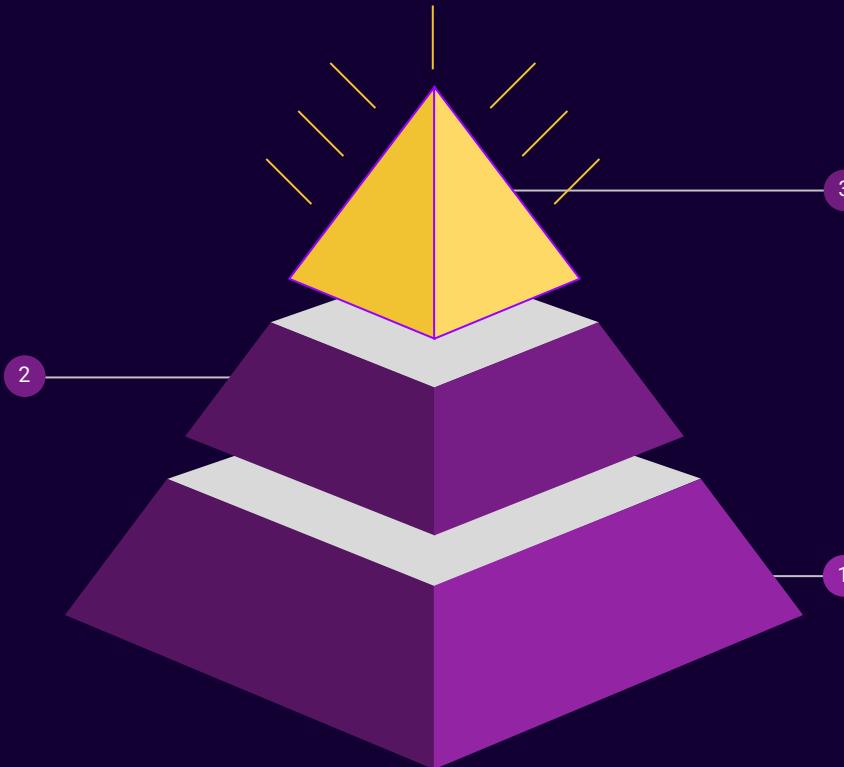
Building Together

WOW Moment Validation

Co-Design & Usability

Experience Scorecards

Insights to Actions



Gross Ops Partnerships

Betas@DocuSign
Pricing & Packaging
Customer Zero
Voice of the Customer
Field Teams
Data Science
Market Insights

Foundation & Intuition

Persona Center
Jobs to be Done Center
Customer Coffee Chats
Customer Empathy Pulse
End to End Business Processes
Customer Onsites
Live Sessions and Videos on Demand
Customer Intuition Calendar

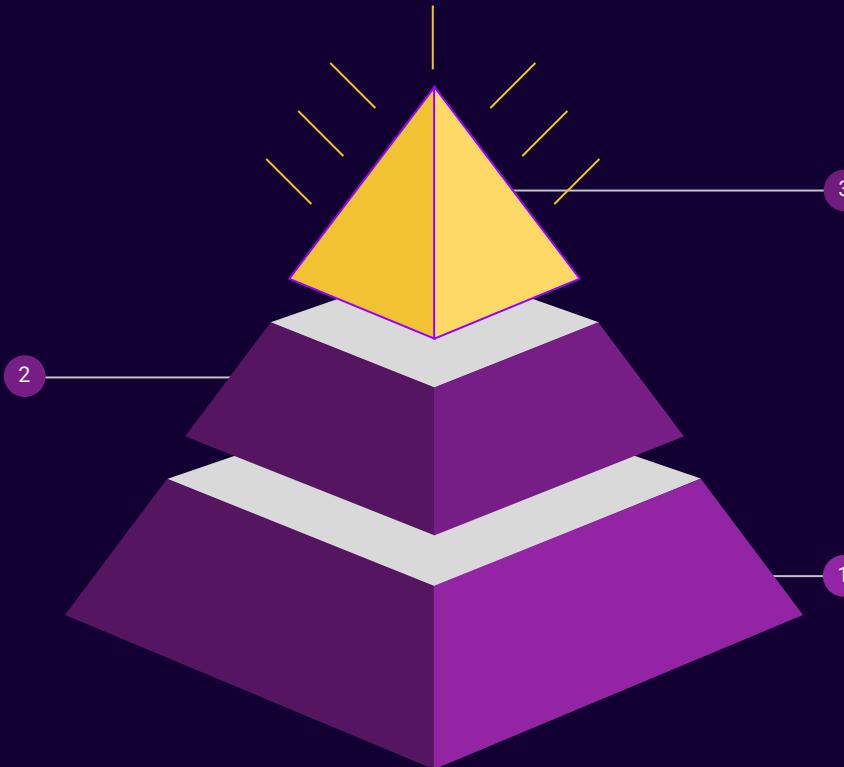
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Q&A