

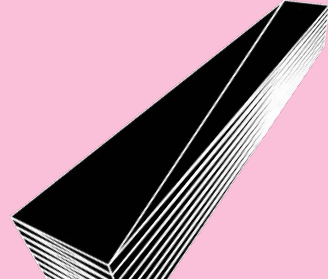
DevRelCon London
September 2023

Myrsini Koukiasa

HOW TO MAKE LESS MORE: LEARN TO PIVOT WHEN YOUR BUDGET DISAPPEARS

HELLO!

she/ her.
Director, DevRel
EMEA at Twilio.
Budget owner.
Builder. Nerd.



What's this talk really about?





What we'll look at

SITUATION

DECISION MAKING

FRAMEWORK AND

EXAMPLES



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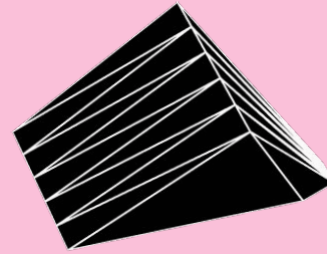
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OH NO, WHAT NOW?

Your budget is being cut. Options may have started to jump out.

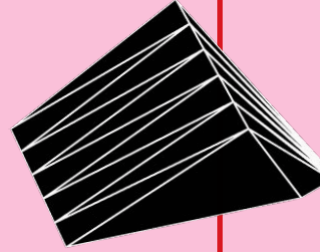
Maybe this can be viewed as an opportunity.



WHAT IS YOUR FOCUS?

Education, awareness,
contributions,
sign-ups ...

Think of your org, mission, metrics.



MANAGING EXPECTATIONS



In all directions.
Especially upwards
and sideways.

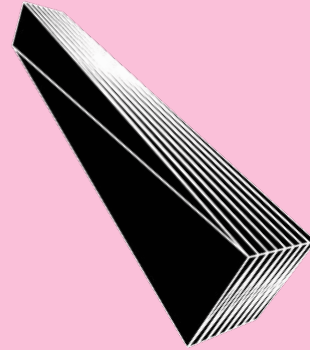


You will be doing less. Doesn't mean it won't be good.

SETTING THE BASIS

How will you figure out
what really matters so
you get it right?

It's all about your decision..

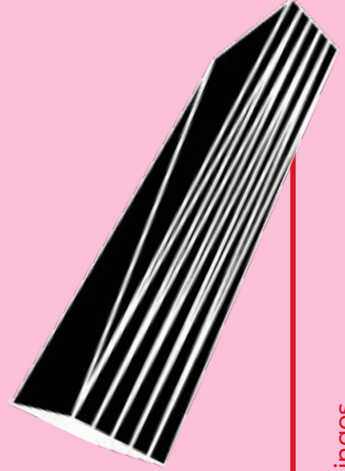




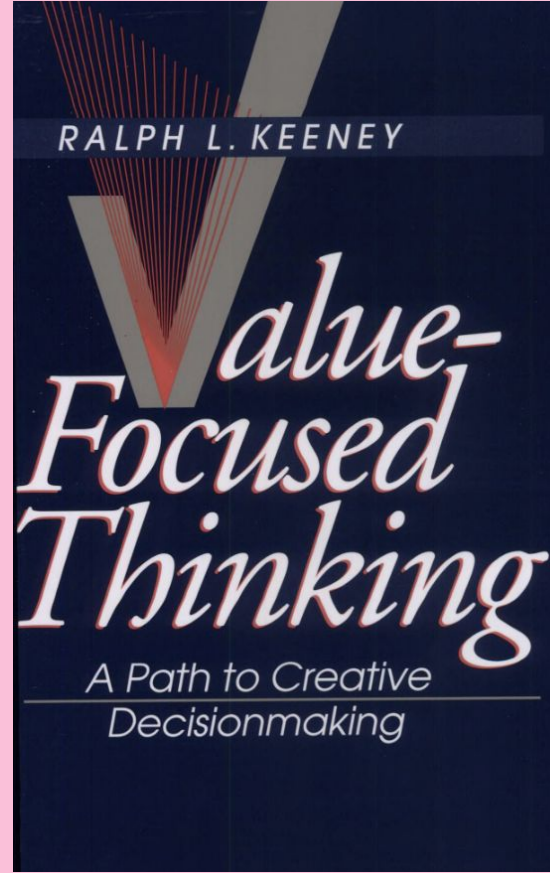
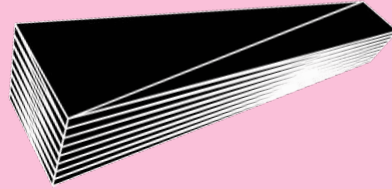
AVOID RUSH DECISIONS

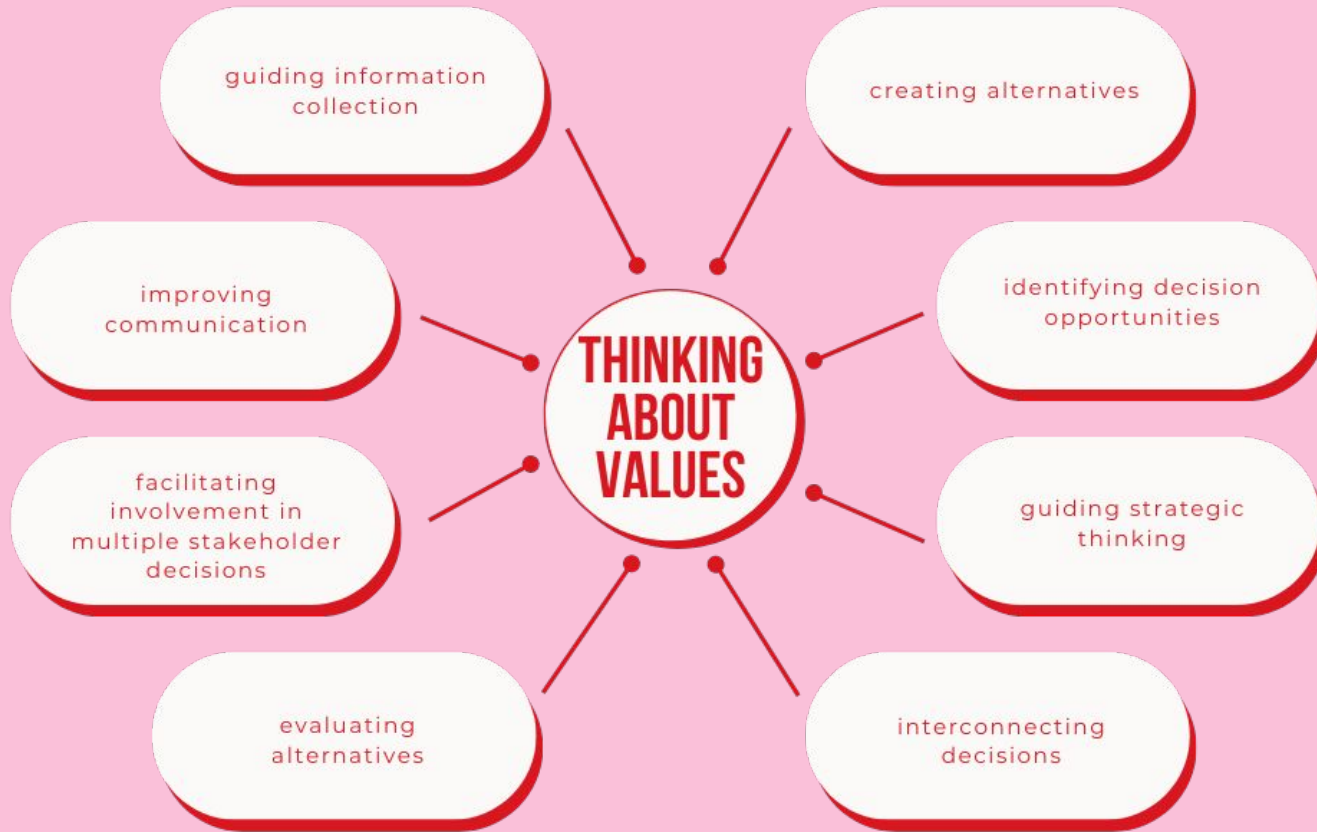
The necessity to make decisions often leads to bad ones.

Take a step back to reaffirm your objectives.



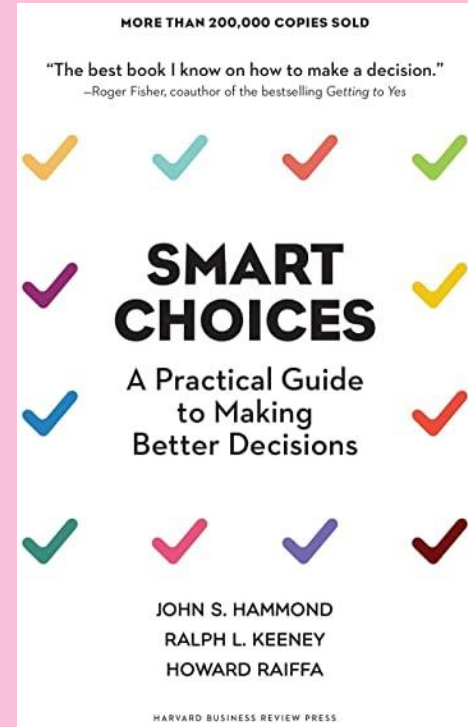
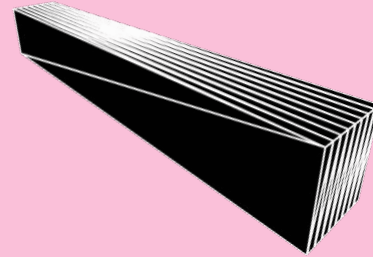
VFT: NEW APPROACH TO DECISION MAKING BASED ON VALUES





A PRACTICAL GUIDE TO BETTER DECISION MAKING.

Step by step decision making skills.
Values with a systematic approach.



THE EIGHT ELEMENTS OF SMART CHOICES

Problem

Objectives

Alternatives

Consequences

Tradeoffs

Uncertainty

Risk Tolerance

Linked Decisions

The Example

CHARACTERISTICS	DESCRIPTION
Team goal	Marketing an API to developers
Customer	Developer with decision making authority
Department	Marketing
Budget owner	CMO
Budget spend	\$1M global
Activities	Outreach: events, workshops, content
Objectives	Awareness, sign ups

PROACT



Problem

**Work on the right
decision problem.
Acknowledge
complexity, avoid
assumptions.**



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EXAMPLE: DECISION PROBLEM FRAMING

Open-ended phrasing

How can we re-evaluate our activities to save budget?

Focused phrasing

How can we cut \$500k out of our budget and get max ROI from activities we keep?

PROACT



**Define your
objectives. Where do
you want to end up?**



EXAMPLE: OBJECTIVES

How do your objectives become your decision criteria?

- Increase platform sign ups by 20% YoY
- Reach 50,000 developers
- Increase awareness and use of X product
- Focus on CEE countries
- Increase blog views by 50% YoY

PROACT



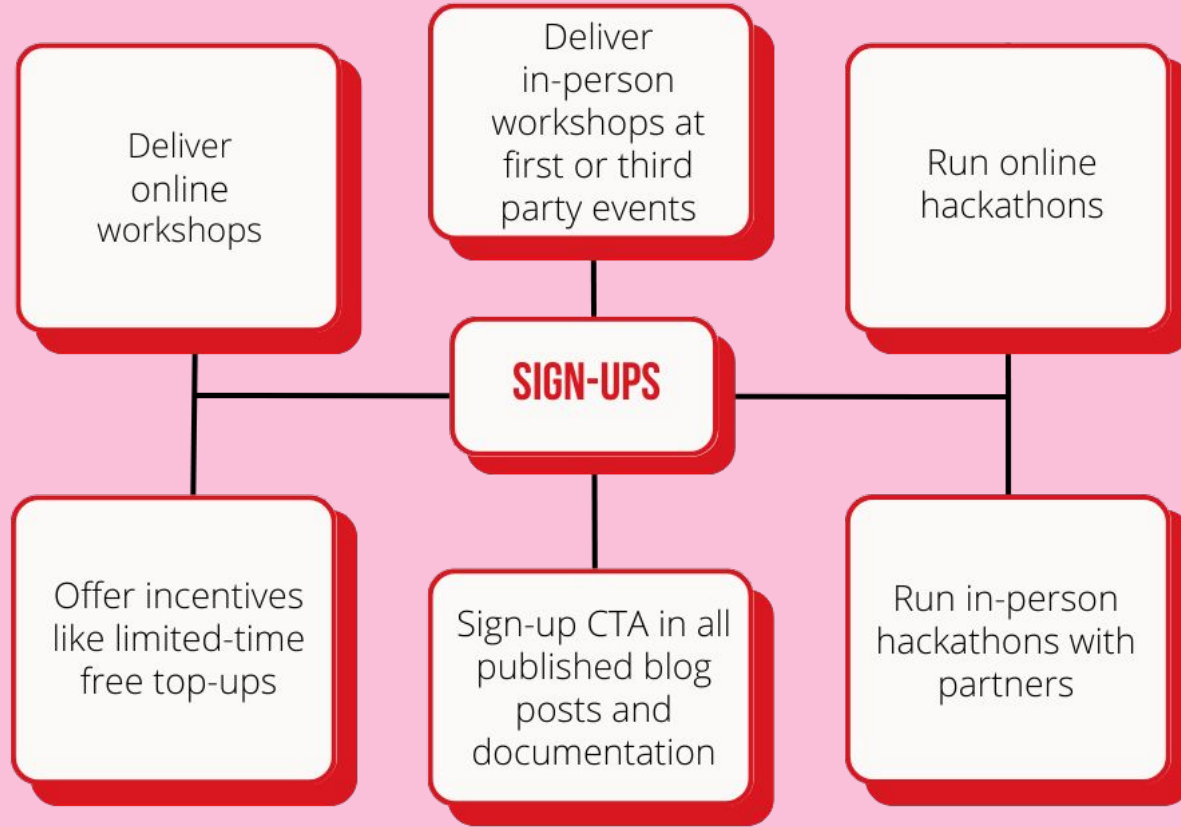
Create imaginative alternatives. Start wide to find the best.



EXAMPLE: ALTERNATIVES

Questions and tips you can use to come up with good alternatives

- Ask “how” about each of your objectives
- Create them first, evaluate them after
- Challenge constraints
- Learn from experience
- Ask others for suggestions



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PROACT



**Understand the
consequences.
Which alternatives
best meet your
objectives?**



EXAMPLE: CONSEQUENCES TABLE

OBJECTIVES	EVENT A	EVENT B	EVENT C	EVENT D	EVENT E
Sign ups - activity	Booth only	Booth only	Marketing	Booth, talk, workshop	Booth and marketing
Reach - size	450	1,000	500	2,000	2,500
Product - demo	Demo	Demo	Promo	Demo, talk, workshop	Demo, promo
CEE - location	UK	France	UK	Poland	Czech Republic
Cost \$	7,500	12,000	6,000	10,000	18,000

PROACT



Grapple with your tradeoffs. You'll have to make sacrifices. Set priorities among competing objectives.



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EXAMPLE: RANKING TABLE

OBJECTIVES	EVENT A	EVENT B	EVENT C	EVENT D	EVENT E
Sign ups - activity	2	4	5	1	3
Reach - size	5	3	4	2	1
Product - demo	3 (tie)	3 (tie)	5	1	2
CEE - location	5 (tie)	5 (tie)	5 (tie)	1 (tie)	1 (tie)
Cost \$	2	4	1	3	5

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Cost \$	2	4	1	3	5
	17	19	20	8	12



THE REMAINING THREE ELEMENTS

Clarify your **Uncertainties**

Think about your **Risk Tolerance**

Consider **Linked Decisions**

EXAMPLE: UNCERTAINTY

Do a risk profile by answering these four questions

- What are the key uncertainties?
- What are possible outcomes of these uncertainties?
- What are the chances of occurrence of each possible outcome?
- What are the consequences of each outcome?

Example: uncertainty

QUESTIONS	POSSIBLE ANSWERS
What are the key uncertainties?	Economic and geopolitical instability, inflation, COVID-related issues
What are possible outcomes of these uncertainties?	Event getting cancelled, less attendees, hidden costs, staffing
What are the chances of occurrence of each possible outcome?	Cancelation - less likely Less attendees - likely
What are the consequences of each outcome	Not meeting objectives, bad ROI, damage to company reputation

EXAMPLE: RISK TOLERANCE

Steps to incorporate risk tolerance into your decision

- Think about the desirability of each consequence
- Balance desirability of consequences with their chances of occurring
- Choose the most attractive alternative

Example: risk tolerance for third party event sponsorships

CONSEQUENCE	DESIRABILITY	CHANCES OF OCCURING
Not meeting objectives	1	2
Bad ROI	2	1
Damage to company reputation	3	3

EXAMPLE: LINKED DECISIONS

To understand how future decisions will be influenced you need to ...

- Understand the basic decision problem
- Reduce critical uncertainties
- Identify future decisions linked to the basic decision
- Understand relationships
- Decide what to do in the basic decision
- Treat later decisions as new decision problems

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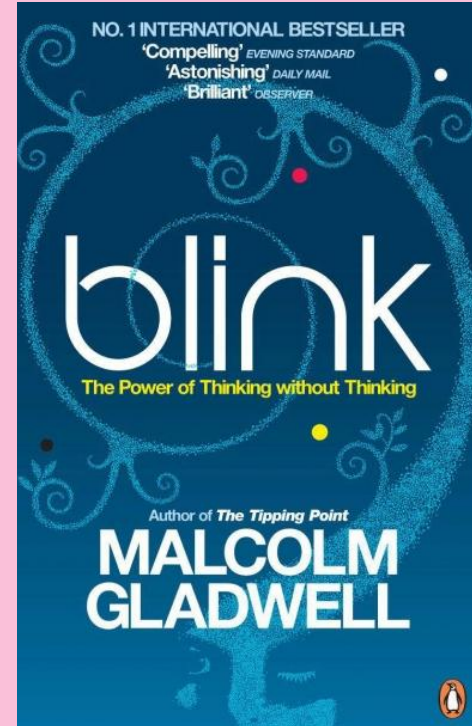
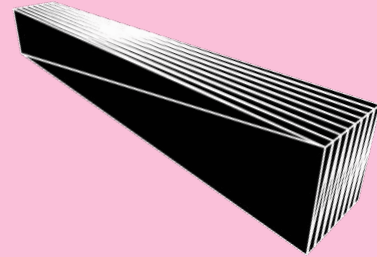
Uncertainty

Risk Tolerance

Linked Decisions

“TRULY SUCCESSFUL DECISION-MAKING RELIES ON A BALANCE BETWEEN DELIBERATE AND INSTINCTIVE THINKING”

You'll find most value where you make informed and not solely gut decisions.



THANK YOU!