

Experience Design for Atlassian Marketplace



Dharna Mudgal

2023

Gratitude



S Guruprasad

My Graduation projects guide. A constant confidant, supporter and shepherd of this study



**Jitendra Singh
Rajput**

Graduation project co-guide who provided the right tricks and hacks apart from guidance.



Bhavin Kothari

An immense source of inspiration and support as a crucial faculty member at SDM

About Atlassian Marketplace

Make work flow across teams while connecting back to company goals

Work differently, together →



Confluence
Content collaboration



Trello
Visual project management



Jira Work Management
Business team collaboration



Atlas
Teamwork directory

Atlassian is a SAAS company. They develop products for team productivity and management.

Atlassian Marketplace is a place where supplementary apps to Atlassian apps are published. These apps are generally created by smaller businesses referred to as Atlassian partners.

ATLASSIAN Marketplace

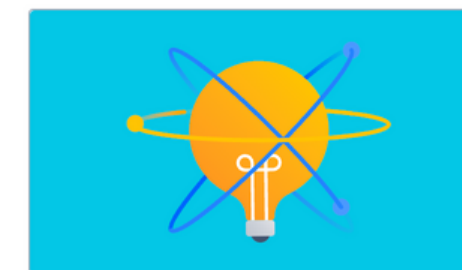
Explore apps for Atlassian products

Search for apps

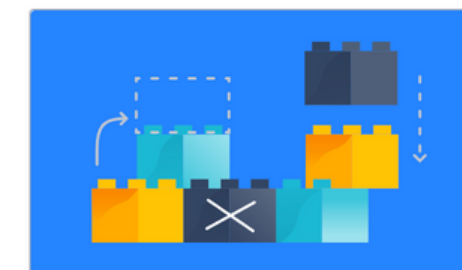


Discover new apps

Browse through our category pages to learn about new useful apps you may have never heard of before.



Artificial intelligence



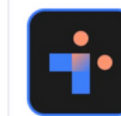
Project management



Design tools

Staff Picks

Each quarter Atlassian's Ecosystem team selects top apps to highlight. We think these apps are a great place to start if you're new to the Atlassian Marketplace.



STAFF PICK

Slack Integration+ for Jira

Seamless two-way integration between Slack and Jira to minimize context-switching and simplify workflows

by Appfire

3.9/4 ★★★★★ 61

3.3k installs



STAFF PICK

Deep Clone for Jira

Advanced cloning of single issues, a bulk of issues, epics or template projects in Jira. Clone comments, subtasks and more...

by codefortynine

3.7/4 ★★★★★ 90

10.5k installs



STAFF PICK

Mermaid Diagrams for Confluence

Embed Mermaid diagrams directly in Confluence

by Stratus Add-ons

3.9/4 ★★★★★ 11

2.6k installs



Project brief

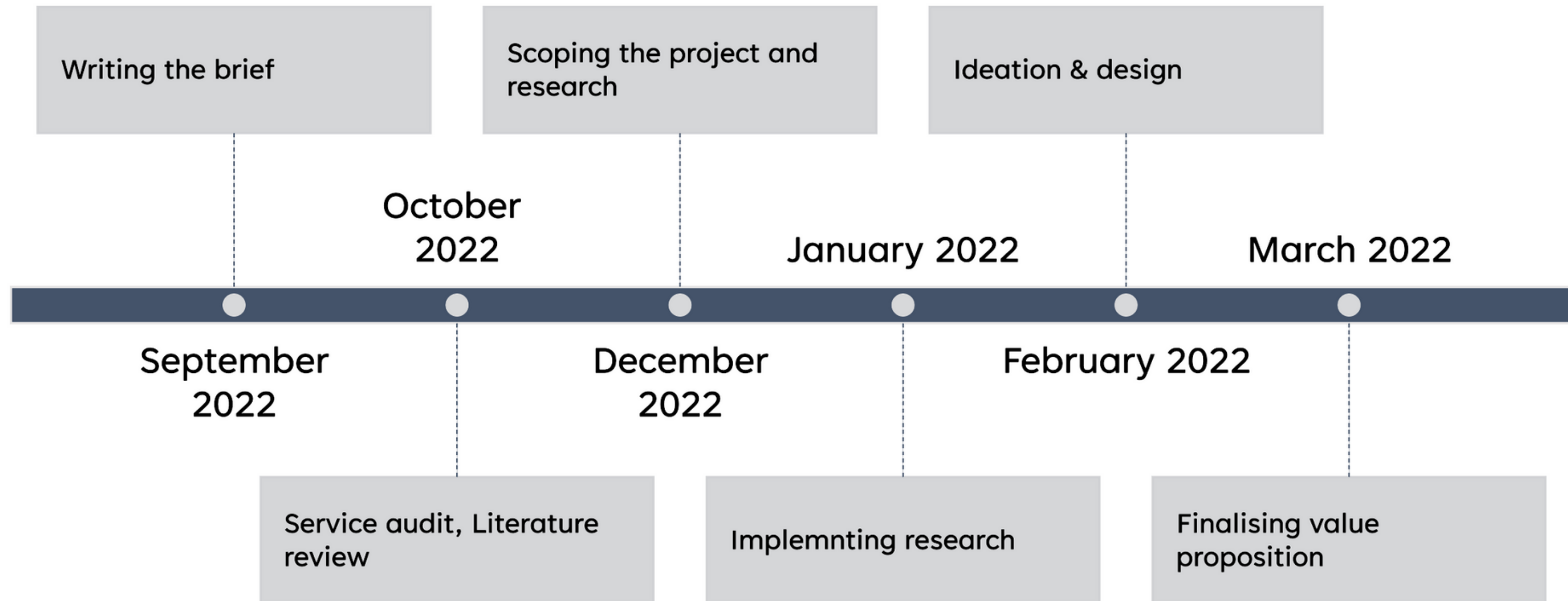
When I joined Atlassian, the product team was speaking about a very obvious problem, the state of Atlassian Marketplace.

My objective: Research and test concepts being developed for Atlassian marketplace and give strategic directions ahead.

The objective is to rebuild the entire service for Atlassian partners, redefine their experience and rebuild their trust with Atlassian.



Project timeline



Marketplace partners

Based on their GMV, no. of apps, support from Atlassian and activity on Marketplace, partners have been divided into four categories



Un-tier partners

1. Have one or more listed apps on marketplace
2. Have no assigned management help from Atlassian
3. Small contribution to marketplace revenue



Silver tier partners

1. Have one or more listed apps on marketplace with 3 or more annual version updates
2. Most have no assigned management help from Atlassian
3. Small contribution to marketplace revenue



Gold tier partners

1. Have one or more listed apps on marketplace with 3 or more annual version updates
2. Most have no assigned management help from Atlassian
3. Small contribution to marketplace revenue



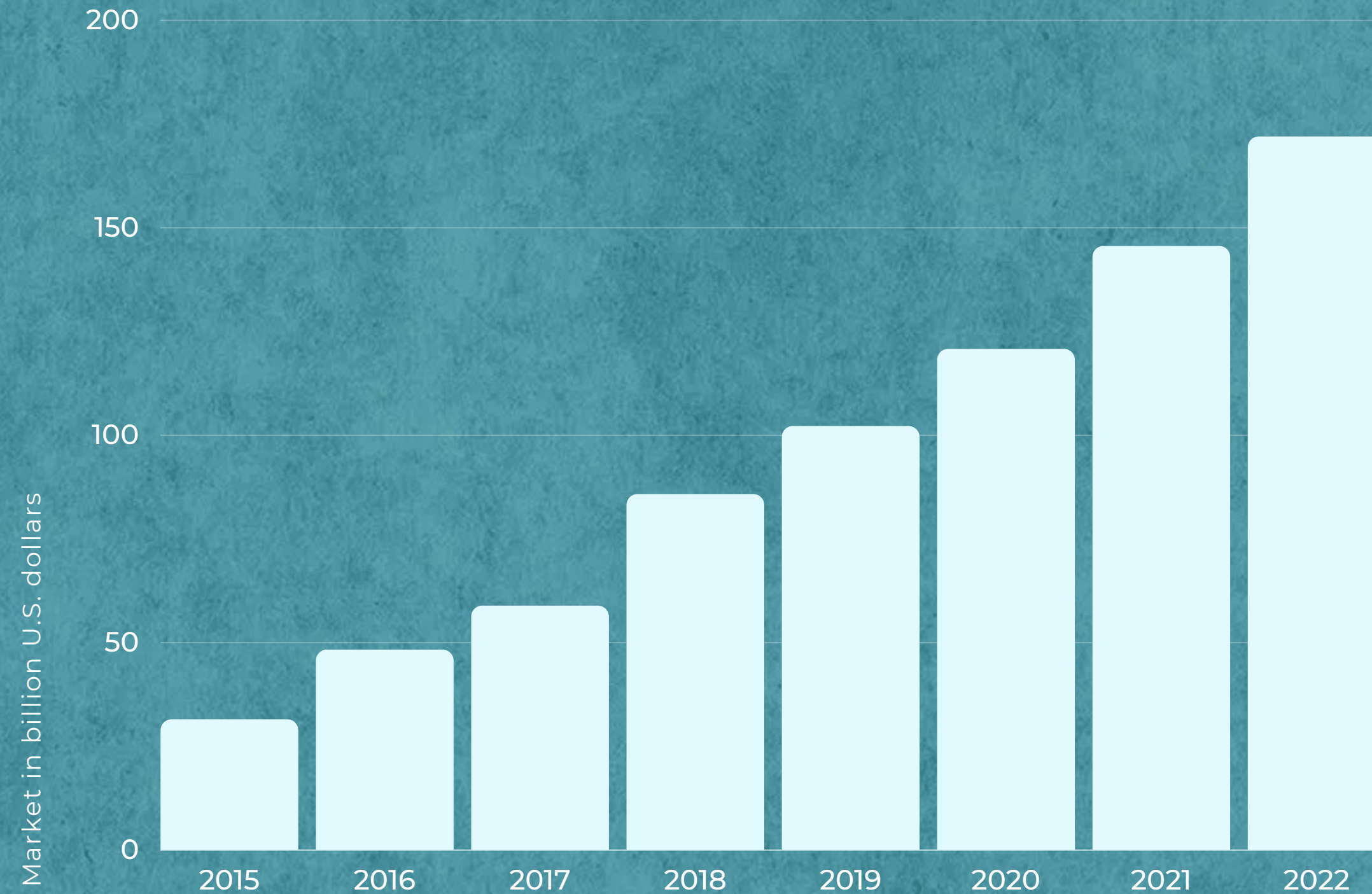
Platinum tier partners

1. Have one or more listed apps on marketplace with regular version updates annually
2. Have assigned management help from Atlassian through Targeted Personal Managers (TPM)
3. Most contribution to marketplace revenue

Current state of Marketplace and its risks



SAAS market growth

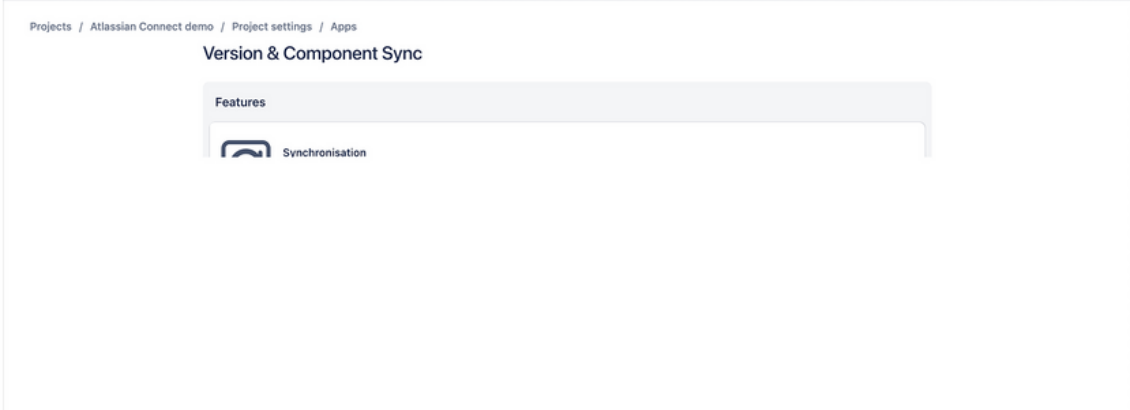


547.5%
rise in 7 years

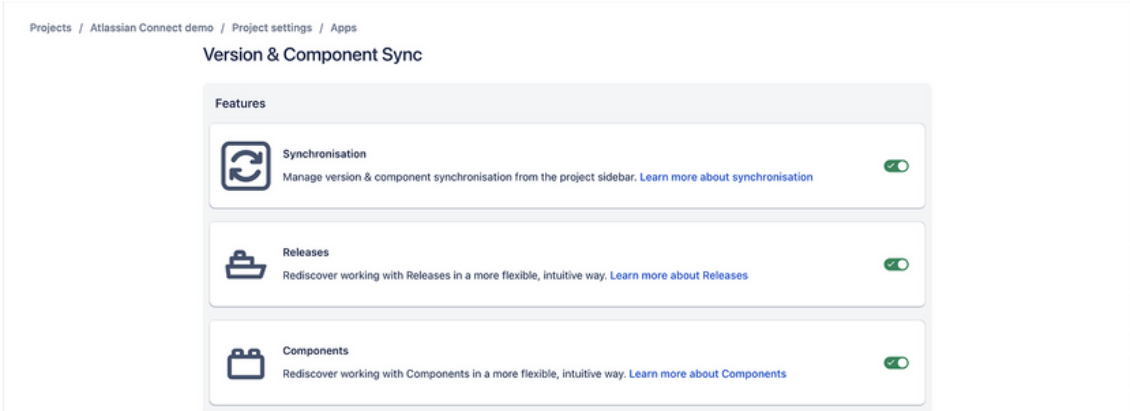
Building platforms on marketplace haven't been updated since it started

 To illustrate the issue, I will share a page I've been working on. It is a [jiraProjectAdminTabPanels](#) module.

If I do not use the `resize` data-option or call `AP.resize` myself, the page will load like this:



To work around this, we have created our own custom `resizeFix` method, which uses the `MutationObserver` to detect DOM changes and recalculate the `scrollHeight` of the root node. If that is enabled, the page loads correctly:



Looks great, right?

We've been using that `resizeFix` for a couple of years now because `iframe` sizing has been broken

A day in the life of a Marketplace Partner - Part I

Marketplace ■ General Discussion [atlassian-connect, cloud](#)



remie Marketplace Partner

1 ✎ Mar 1

Hi! 🙌

Instead of a rant (ok, maybe it is a bit of a rant) I thought I would give Atlassian an insight in what it means to be a Marketplace Partner and developing apps using Atlassian Connect. I reckon you might not always be fully aware of the challenges we face.

I know you're not deliberately making our lives miserable, and that there are plenty of priorities to attend, but I figured maybe this will make you more aware of how your decisions and/or inaction impact us as developer. Given the number of small annoyances are... euhm... rather big, perhaps I will turn this into a series 🤔

☒ Can Atlassian support team please have a look at my ticket?

■ General Discussion [support](#)

When does a customer pay for an app?

■ General Discussion [jira-cloud, marketplace](#)

Average number App's installed

■ General Discussion [jira-cloud, confluence-cloud](#)

☒ Need help in understanding the versioning of cloud app listing in the marketplace

[jira-cloud, marketplace, versioning](#)

☒ What ist the Source Code License Agreement for Forge Apps?

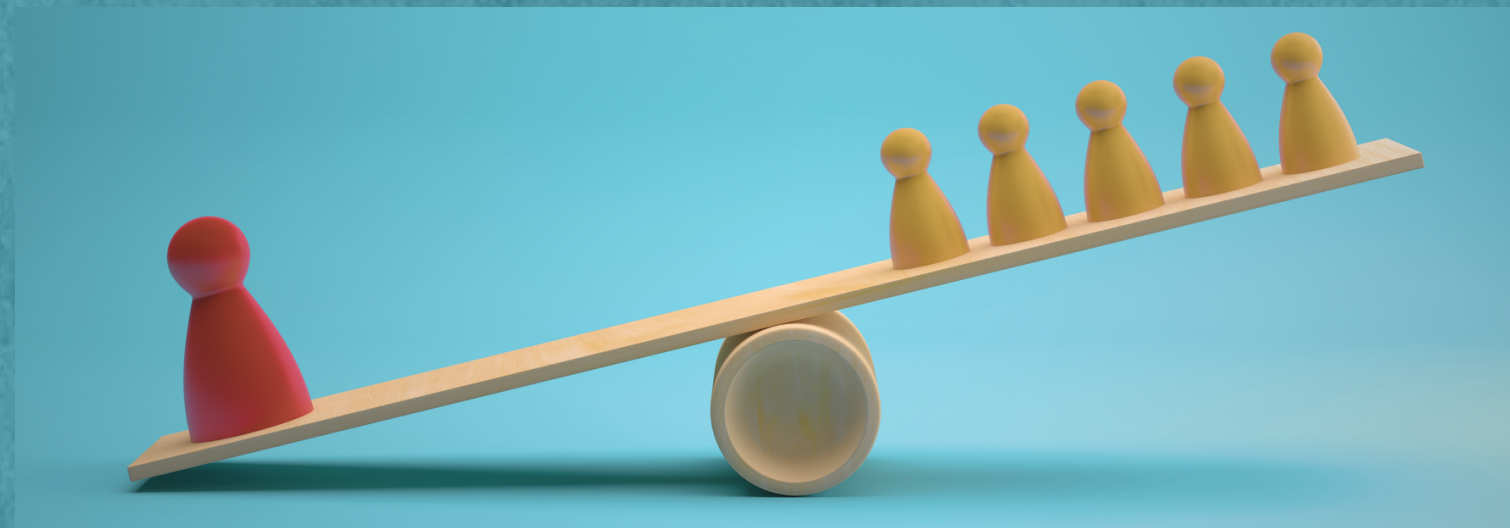
[licensing](#)

80% & 5%

Phenomena

Marketplace at Atlassian has recently come into light. So far the focus was on selling 1st party apps but as Atlassian grows with the SaaS market, Atlassian's counterparts need support as well. Currently 80% of revenue within Marketplace comes from ~5% of Marketplace partners. That is a staggering statistic discovered in data analysis by Atlassian.

And 80% of Marketplace partners only contribute to 5% of the revenue



Addressing the problem



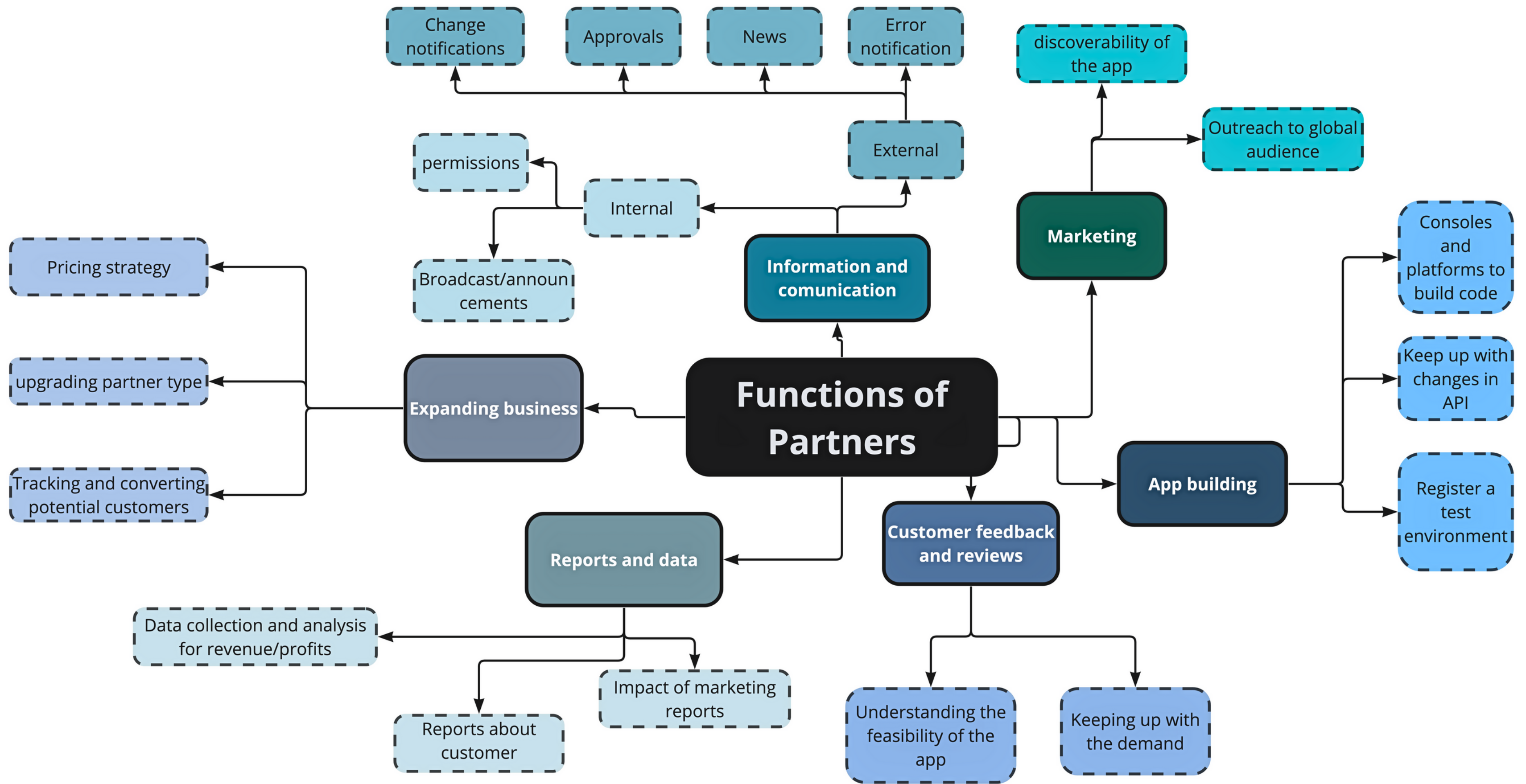
E2E squad

The E2E team was developed as a product team to redesign the entire experience for partners.

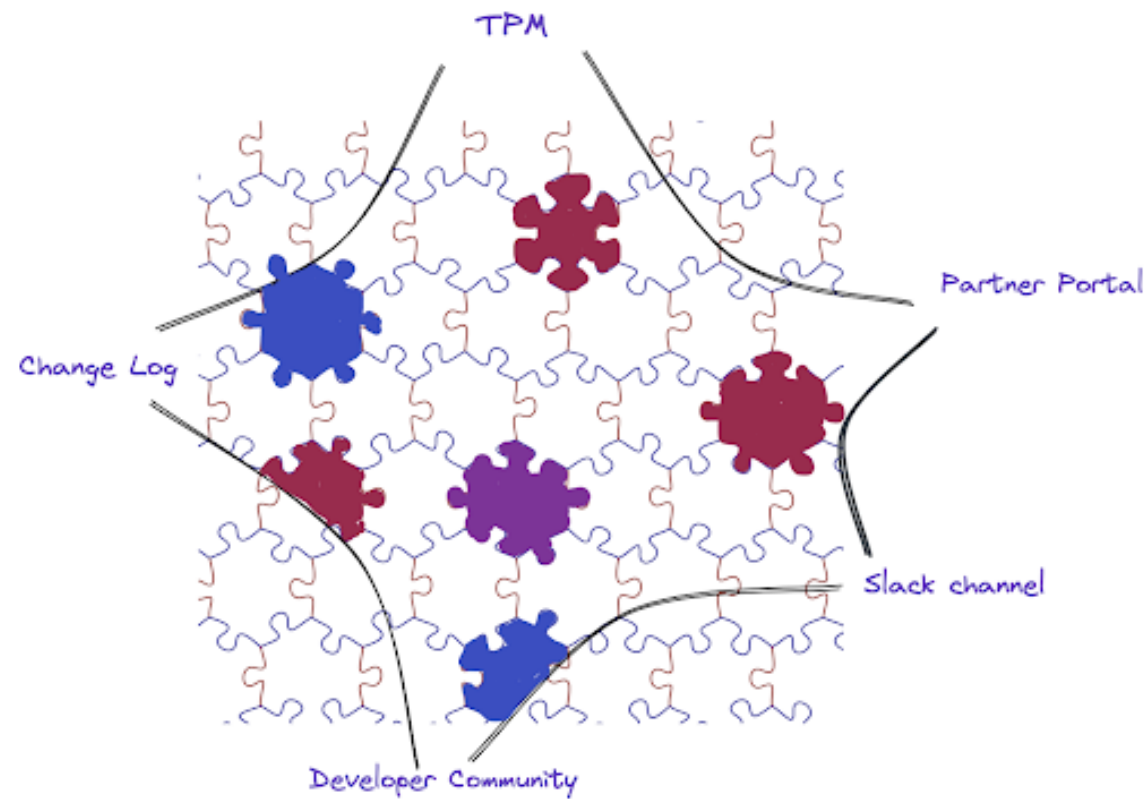
The team involved

- Product managers
- Product designers
- Researchers
- Program Managers
- Research and design heads





Areas of improvement identified



1. CONTROLLING THE FRAGMENTATION OF PLATFORMS

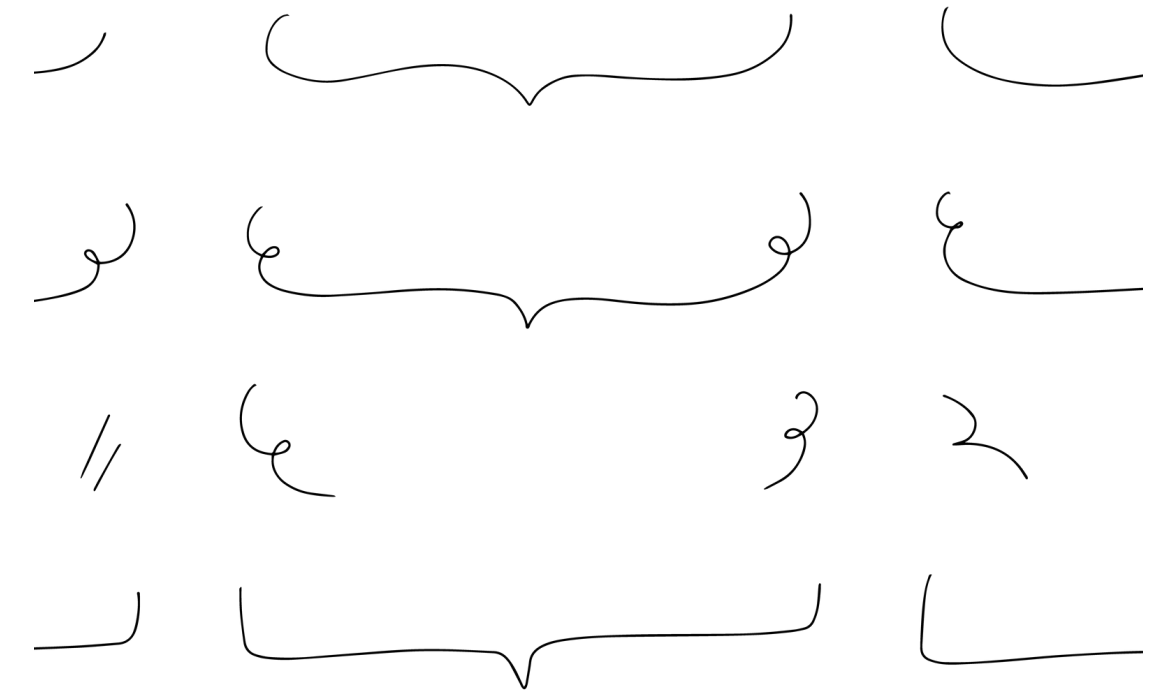
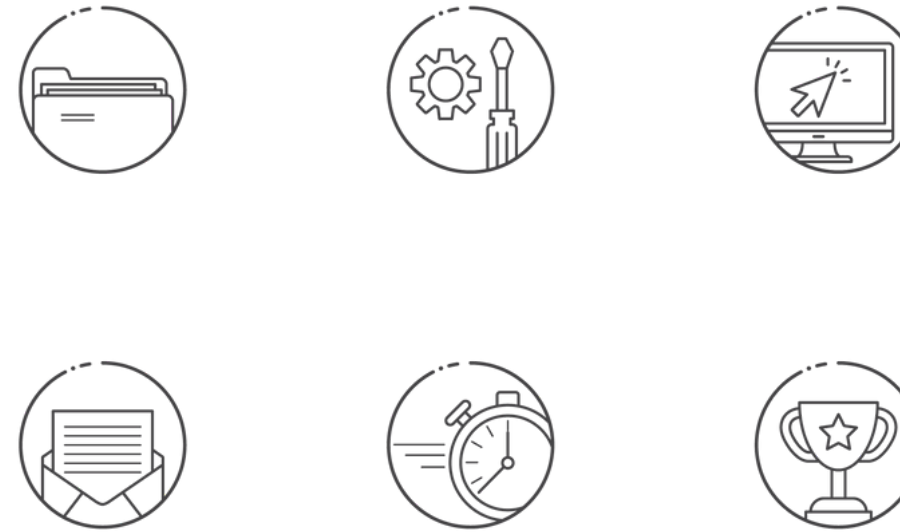
- Unique ID & Partner account Management
- Seamless first-time experience
- Architecture to support teams
- User and permission management
- transition to a different partner type

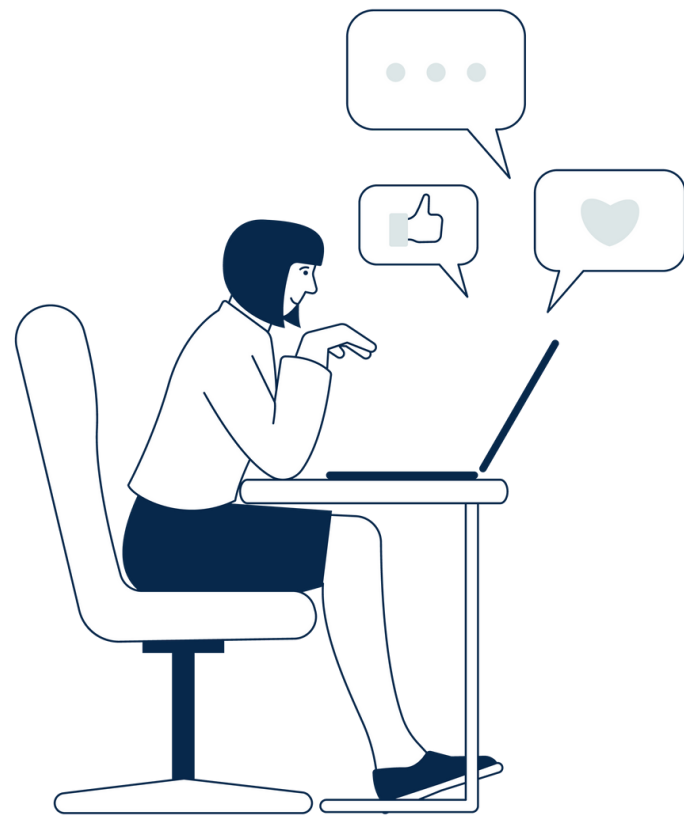
2. IMPROVED ACCESS TO DOCUMENTATION & ENABLEMENT

- Contextual and tailored guidance
- Release track
- Progressive Rollout

3. IMPROVING COMMUNICATION FOR PARTNERS

- Unified view of Atlassian communication
- Improved transparency for approvals
- Change management alerts and notifications





4. INCREASING ACCESSIBILITY TO CUSTOMER INSIGHTS

- Testing and early customer feedback
- Enabling potential customers to pre-register their interest



5. EASY ACCESS TO PRICING AND PACKAGING TOOLS

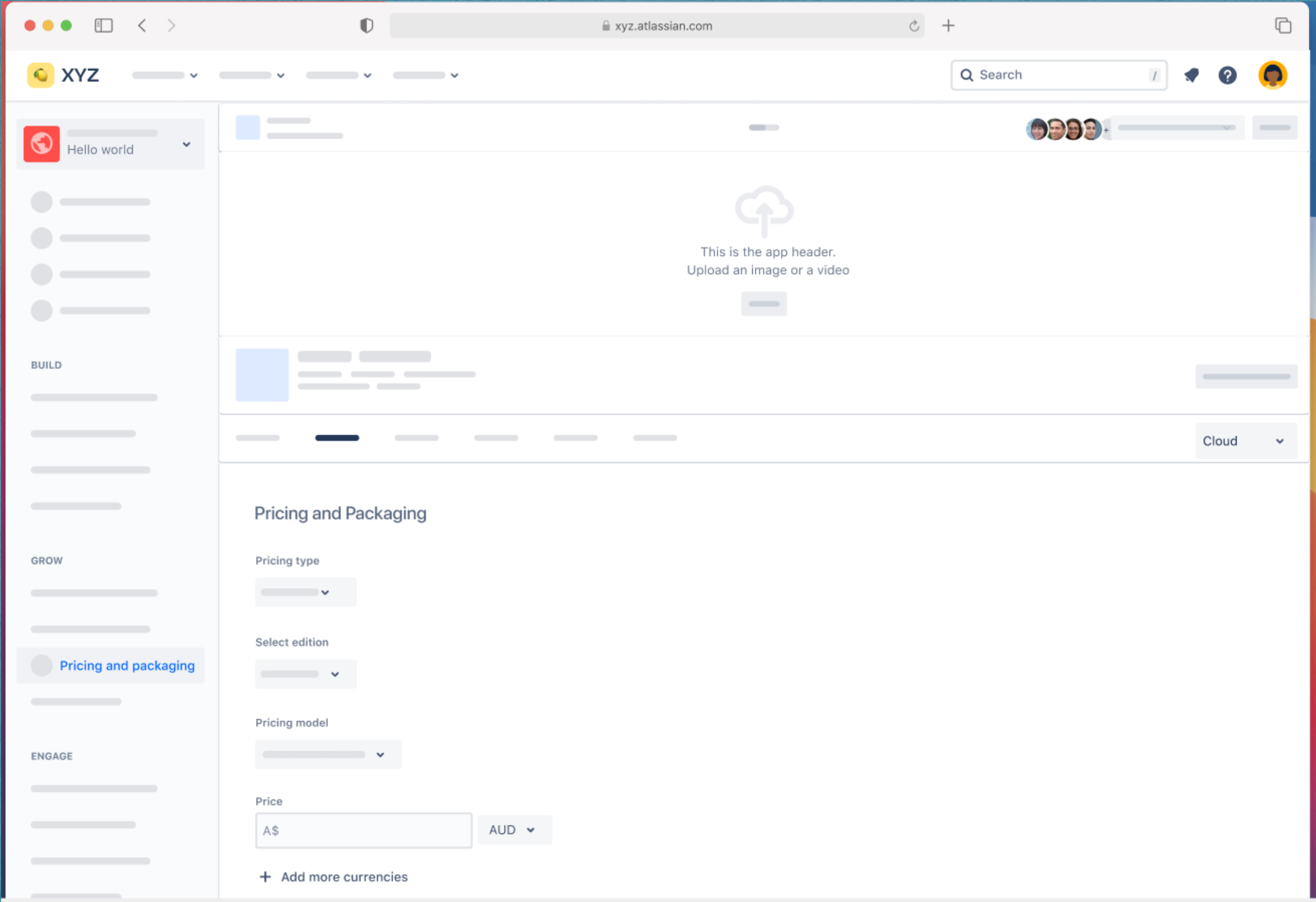
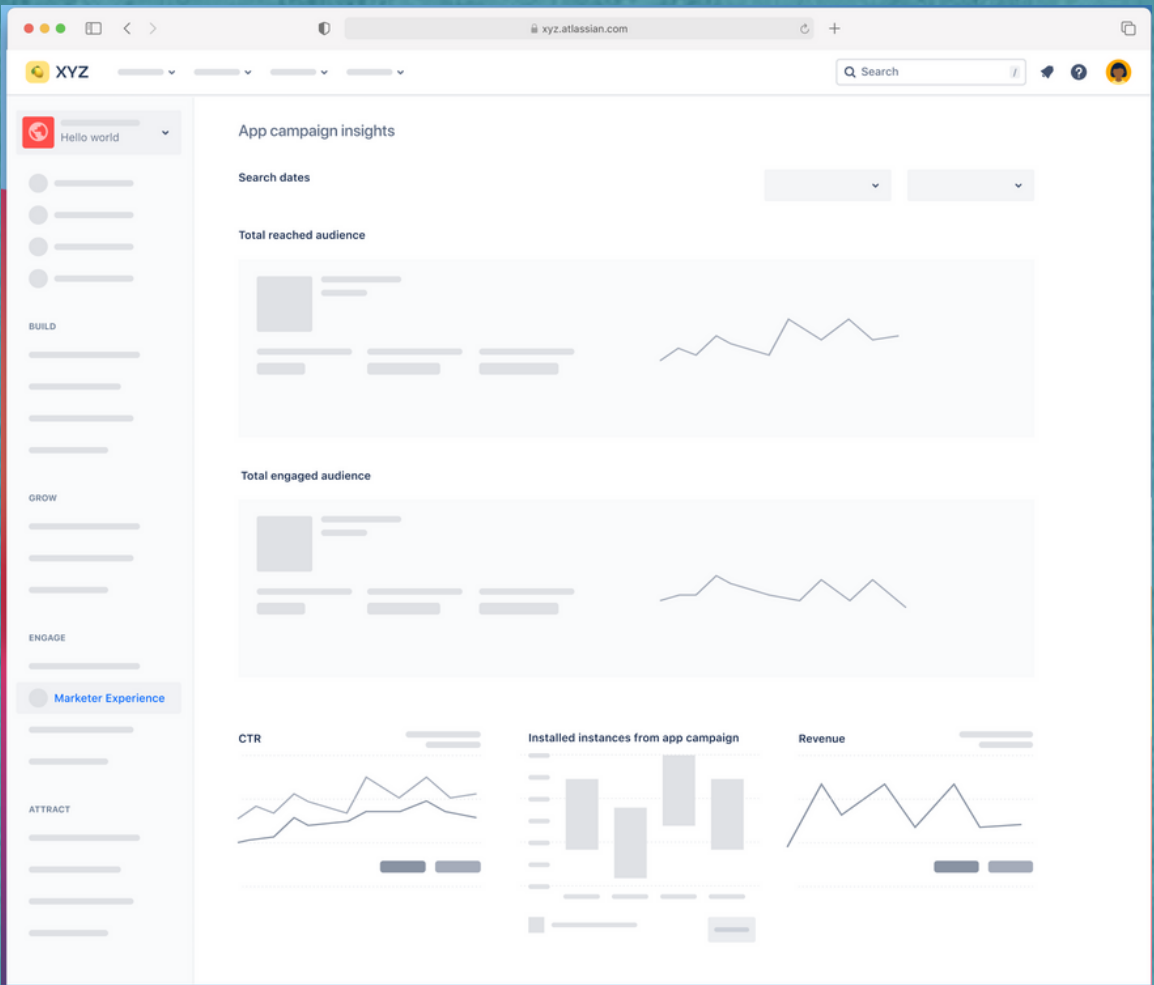
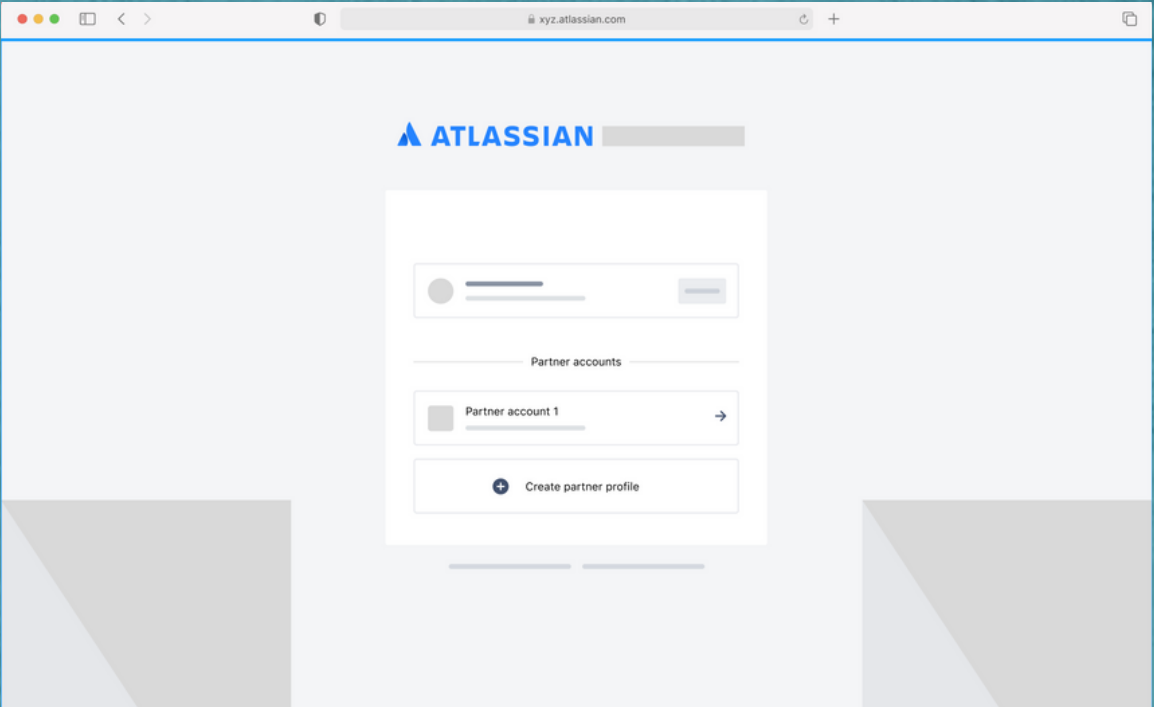
- Tool up the partners
- In context help for pricing and packaging
- Coupons to entice new customers



6. DEEPER INSIGHTS INTO A PARTNER'S BUSINESS, PRODUCTS, CUSTOMERS & MARKETS

- Metrics - business level
- Metrics, performance analytics and reports - app level
- Marketer Experience Future State

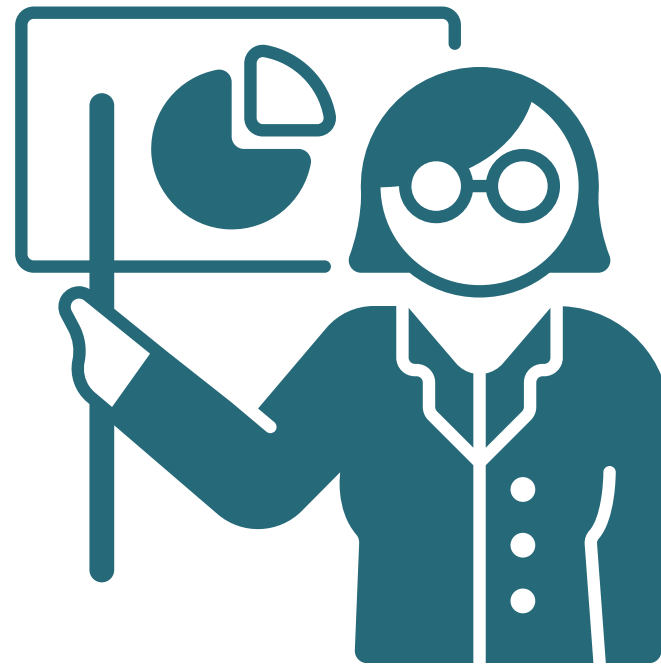
Low Fidelity Concepts were developed for XYZ experience



How E2E squad developed XYZ



Research on trends
and industry practices



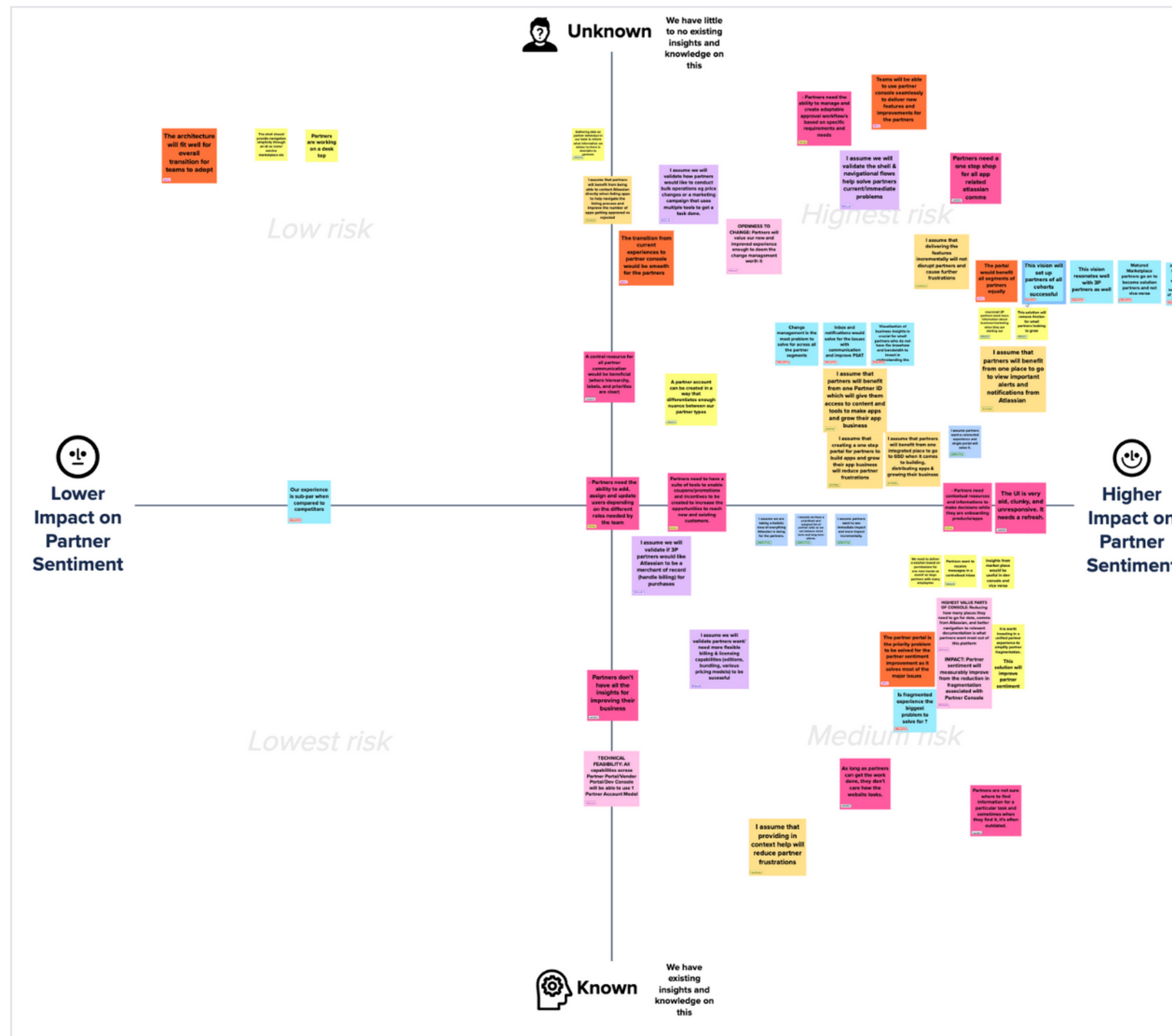
Expert advice



Feedback from
developer forums

***But they haven't actually spoken to marketplace partners yet...**

Assumption Mapping



We identified four key areas where most potentially impactful assumptions were made. These include

1. Unification and communication
2. Pace of delivery
3. Perceived impact on partners in terms of flexibility and ease
4. Understanding the reporting needs of small partners

Research



Objectives

Phase A:

What are partners impressions and comprehension about the initial concepts we have in mind, to potentially improve their experiences (around designing app listings, reporting and monitoring, beta testing capabilities, streamlining in-bound communication etc).

Phase B:

Identify a prioritised roadmap view of what high-ROI initiatives to focus on in the next year to improve partner experience and as a result, minimise partner churn.

Methodology



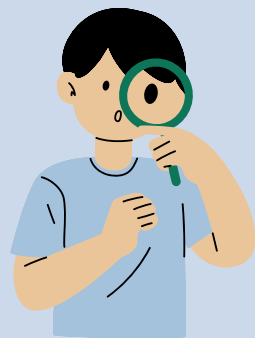
Phase A: Quant + Qual

Target Group:

- Existing partners from partner panel
- Mix of
 - small/unmanaged
 - mid/silver tier
 - large/gold/platinum

Method:

- Kano Survey



Phase B: Qual

Target Group:

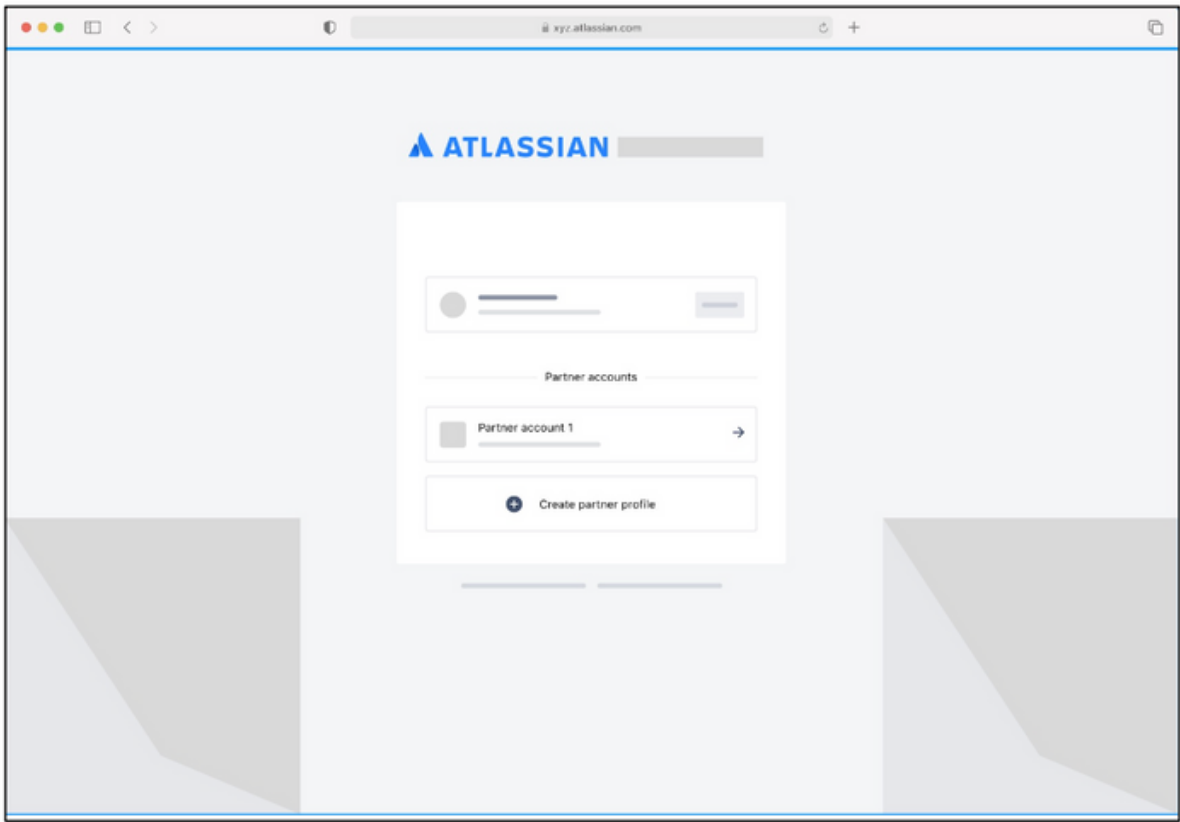
- Subset of respondents from Phase A
- Ensuring good representation from:
 - New to platform and small
 - Medium (unmanaged, can even include emerging silver partners)
 - Large (lesser in number)

Method:

- 1:1 interviews, concept testing, participatory research

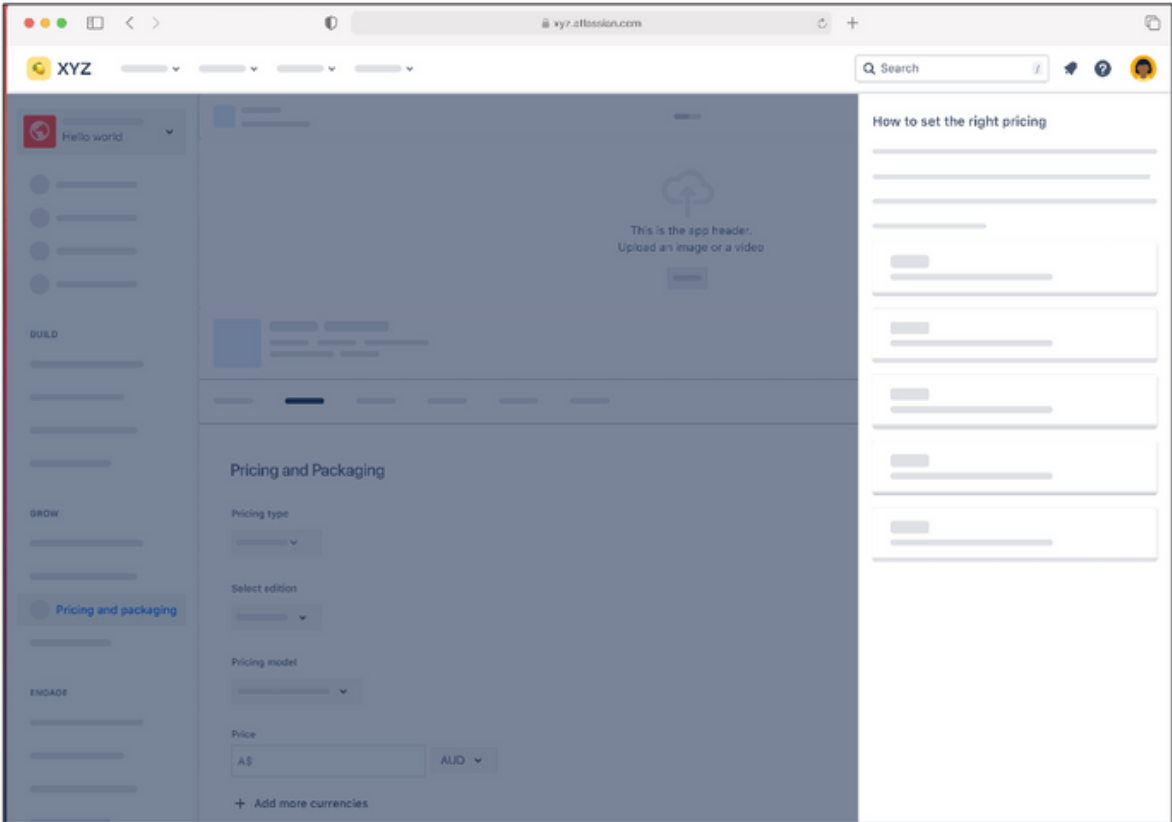
Concepts to be tested

1. Starting up:
Login, register a partner profile or set up partner account(s); set up developer test environments- all in one place (i.e XYZ)



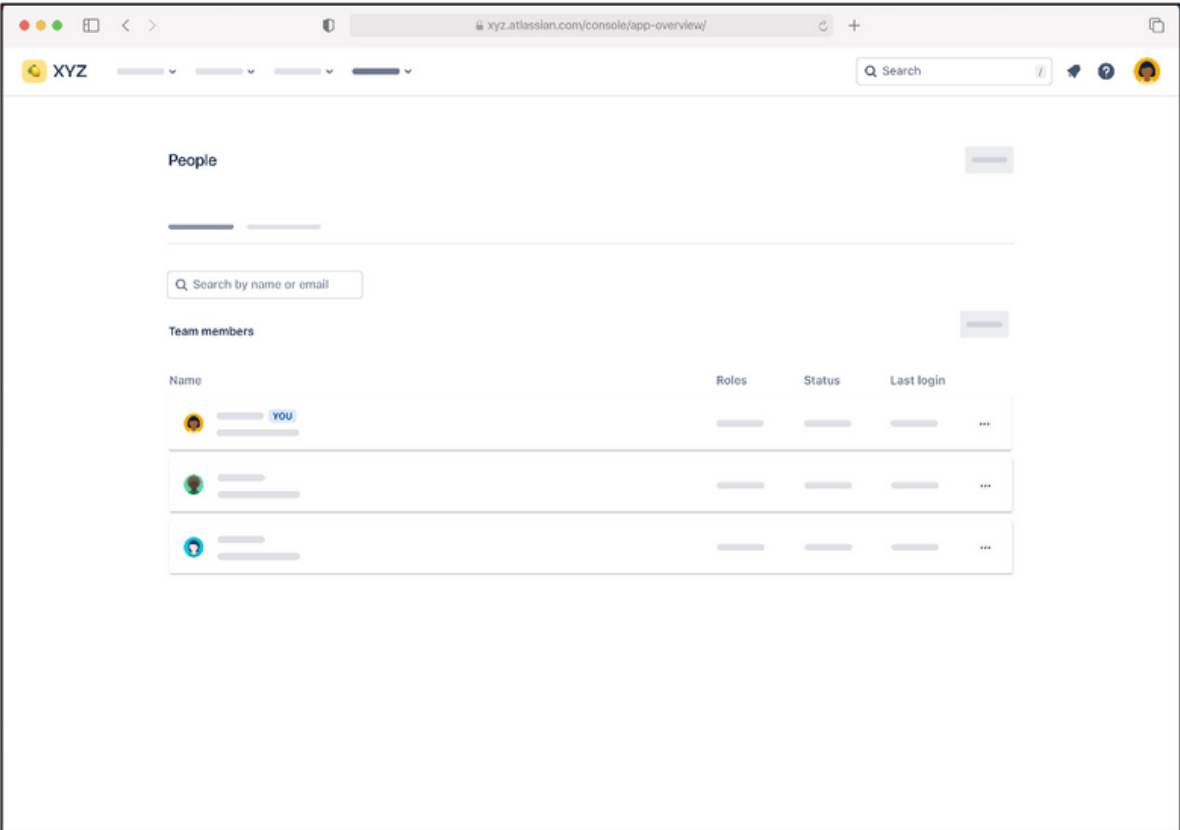
Logging in and registration

2. Contextual help:
Guidance, support and best practices for partners triggered from 'Help' feature that will be tailored according to where they are in the Build and Grow journey.



Contextual guide for pricing

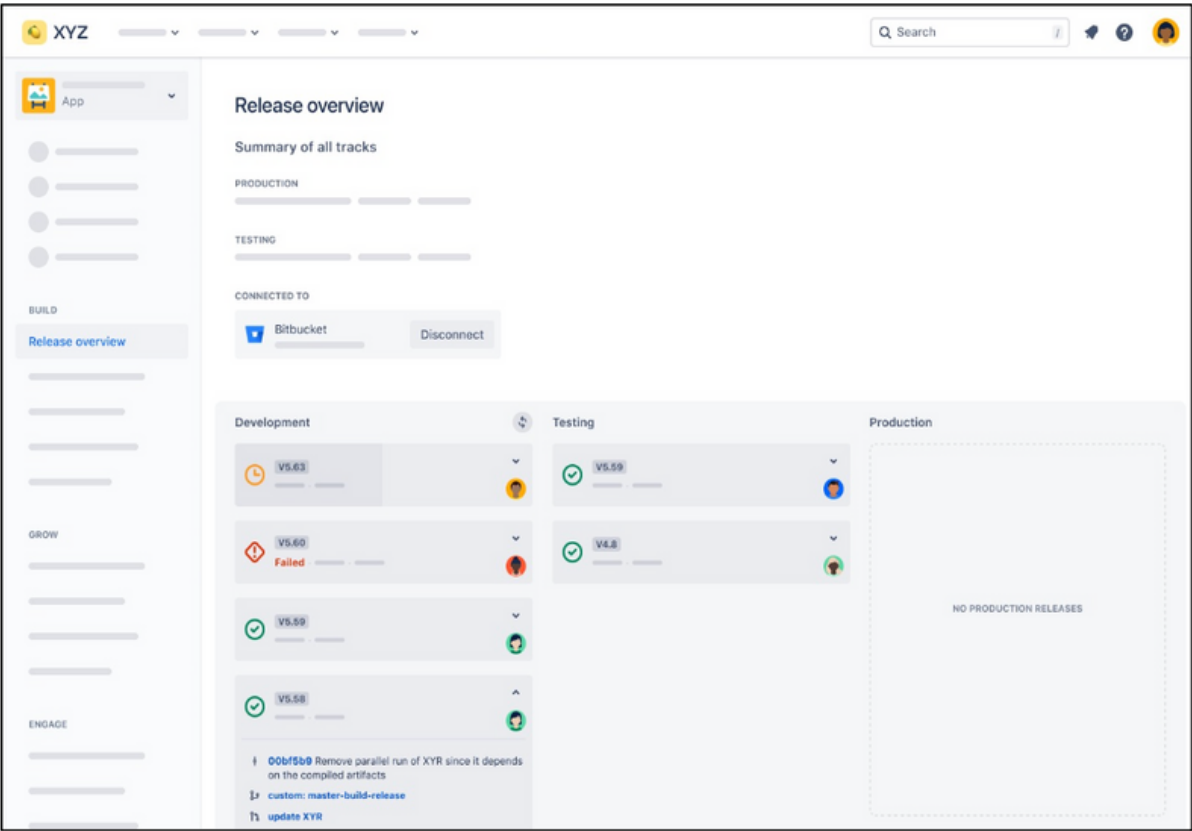
3. Permission controls:
Robust permission controls of managing access for teams with varied job functions. This is where you can see who has access to w



Giving permissions to teammates

4. App release overview

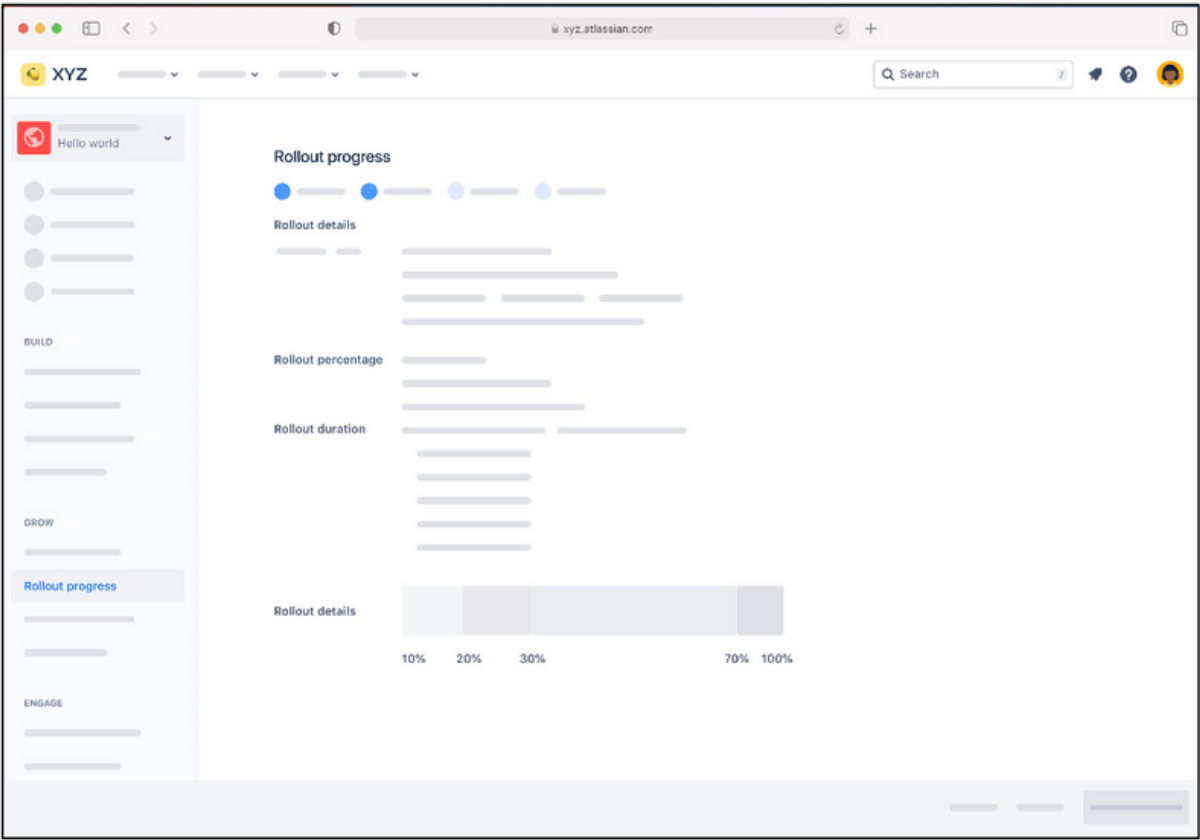
Develop code for MVP & test the apps to collect feedback from real customers privately or publicly before pushing into production stage.



Building and testing app

5. App listing and rollout progress:

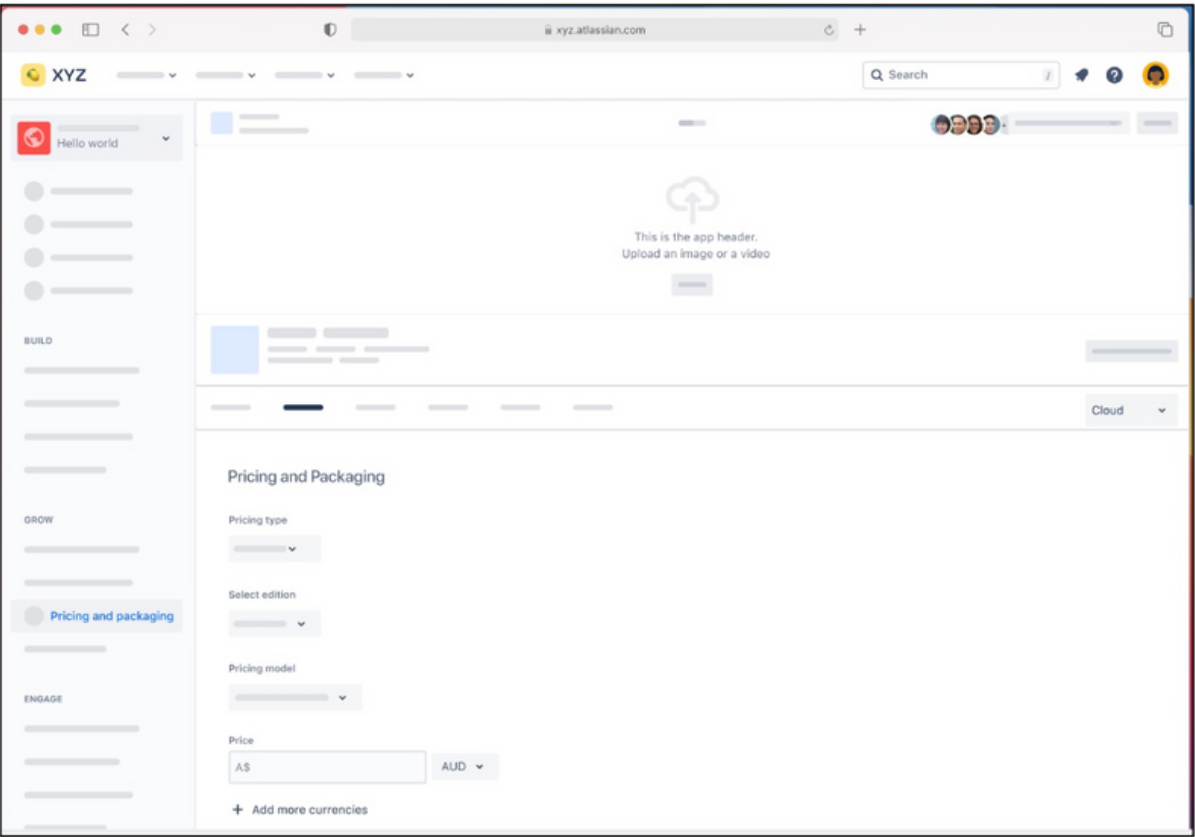
Create & edit app listings, control roll out strategy, & target app rollout to specific users.



Release the app to region-wise targeted users progressively. Stop the rollout if problems arise

6. Pricing and packaging:

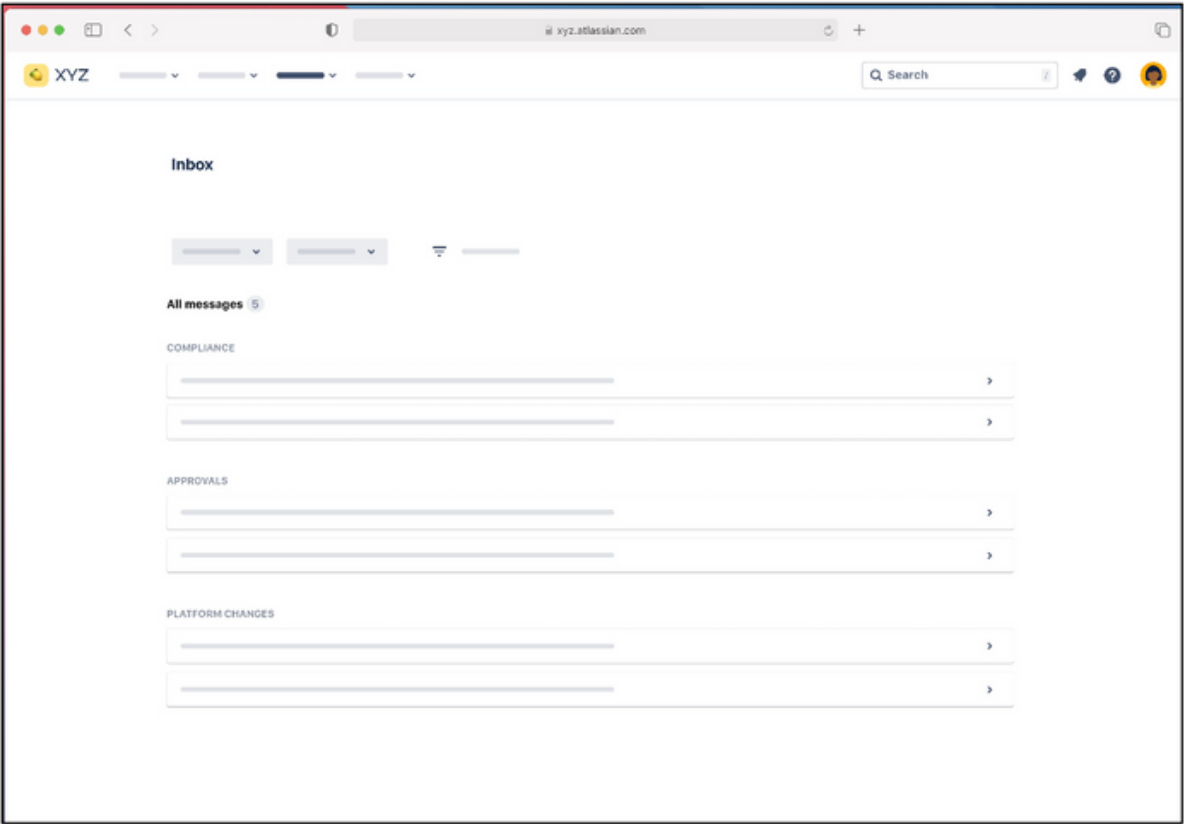
Configuring the pricing and packaging for your app (which currency, free vs paid, cloud vs DC, multiple editions etc) in one place.



Configuring pricing and packaging of your app

7. Inbox:

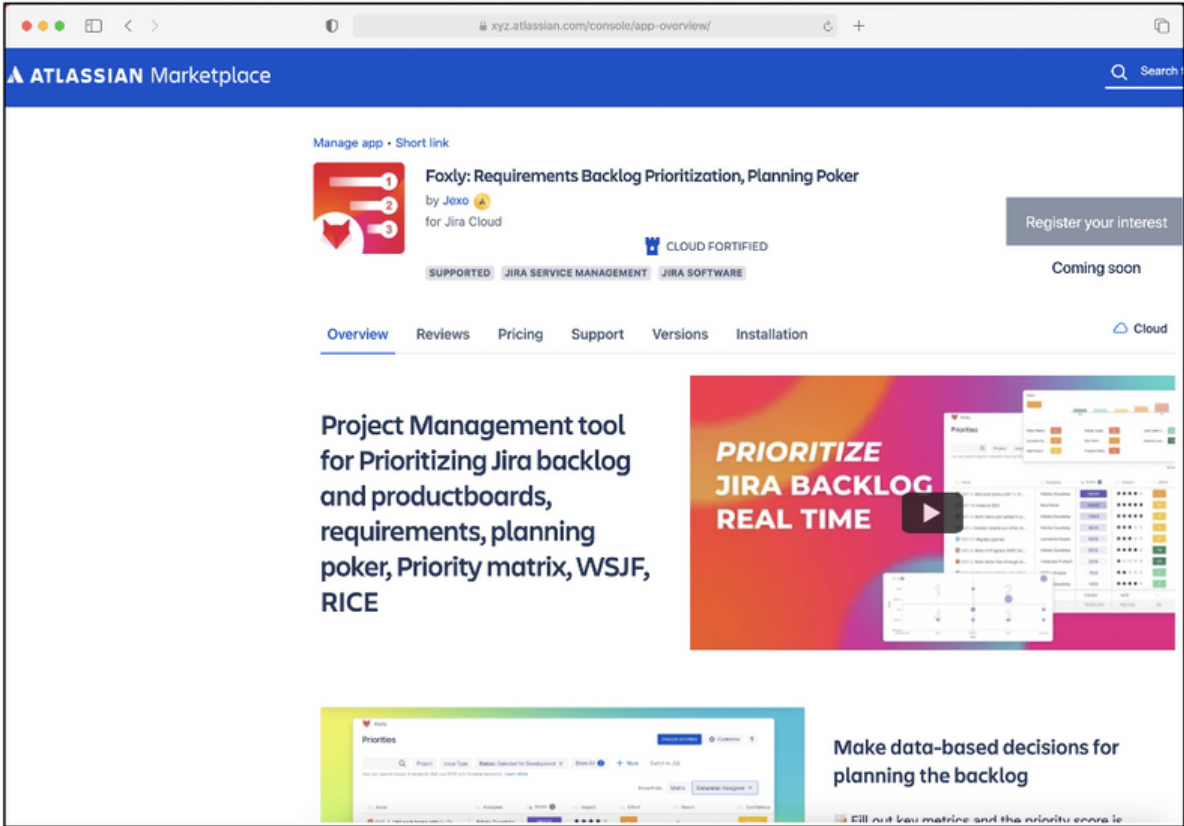
A communication channel and unified view where you can get all communications between partner and Atlassian like compliance changes such as GDPR, app approvals, API platform changes etc.



Unified communication channel with Atlassian. Transparent view of approval ticket status, related tickets, interaction with Atlassian team

8. Pre-registration by customer for newly launched app:

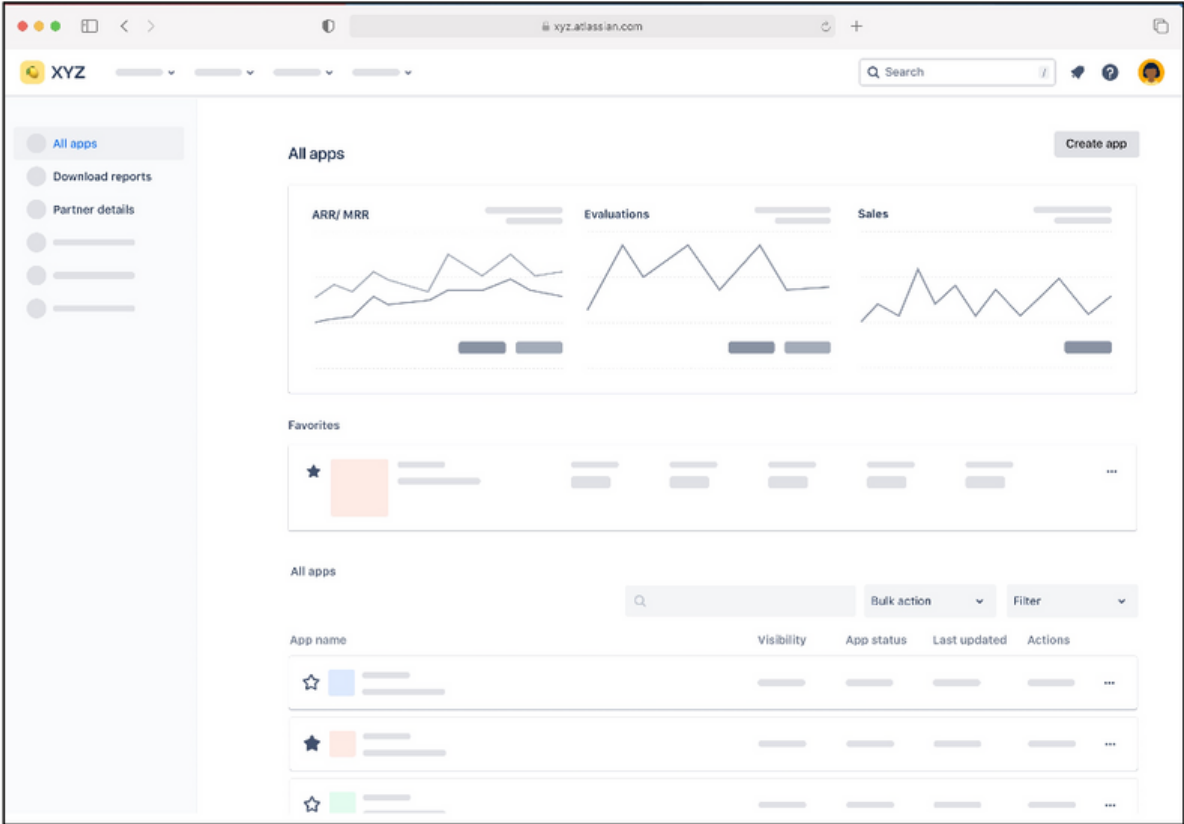
The ability for customers to pre-register their interest in new partner apps on Marketplace. Partners will, thus, be able to accurately gauge customer interest.



Pre-register your app for early version verdicts

9. Monitor and Grow (Reporting and Metrics):

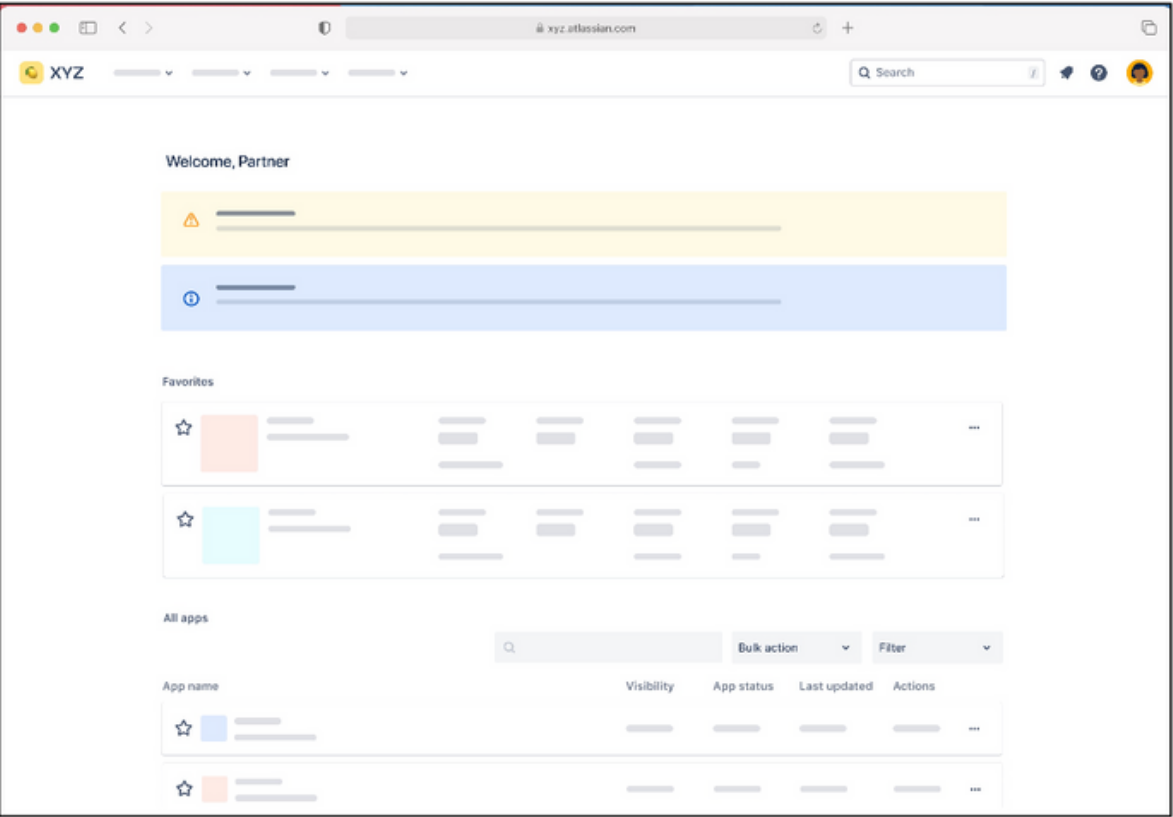
The dashboard will display a holistic view of metrics & analytics to the partner, providing the option to get an overall idea of your company's financial health across all the different apps or go deeper into monitoring the growth of specific apps.



Reporting across apps for overall metrics and performance

10. Change Management & Notifications :

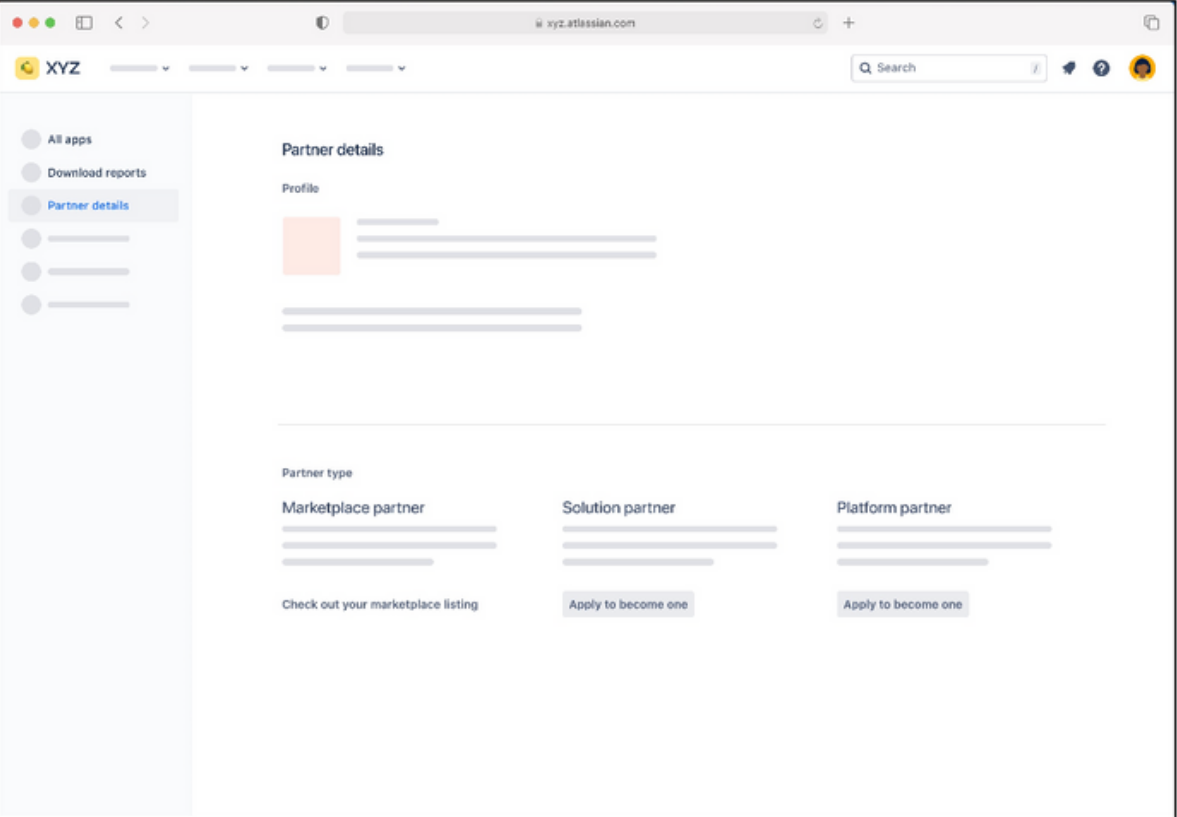
A space to inform partners of any relevant changes that Atlassian makes to the platform that will affect the partners. One would be able to personalise communications so that they'd only see notifications relevant to their own apps.



App development specific communication channel mentioning company specific tasks

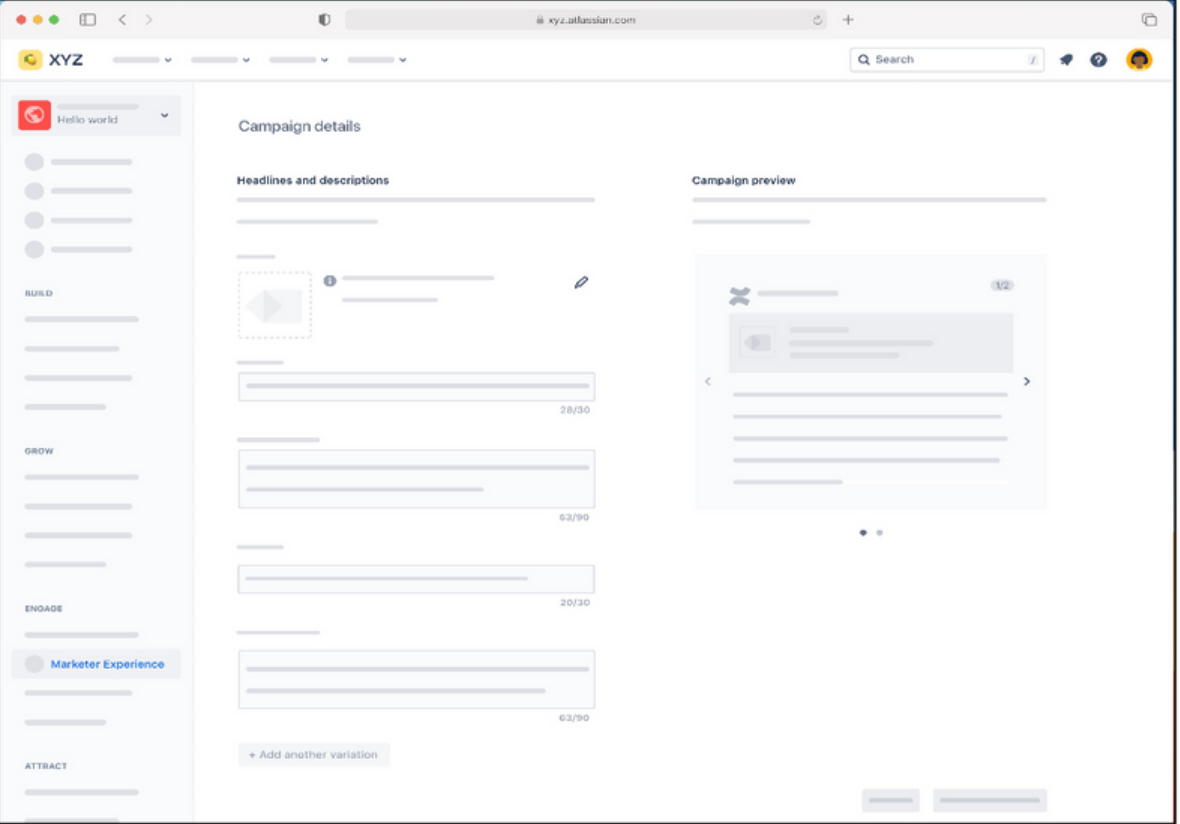
11. Transition to partner types:

Being able to expand to other partner types (MPAC partner, Solution partner, platform partner) from one partner portal.



12. Enhanced Marketing campaign capabilities:

Self-serve marketing best practices and customer insights would be made available to all partners.



Setup campaigns: write campaign messages and design them

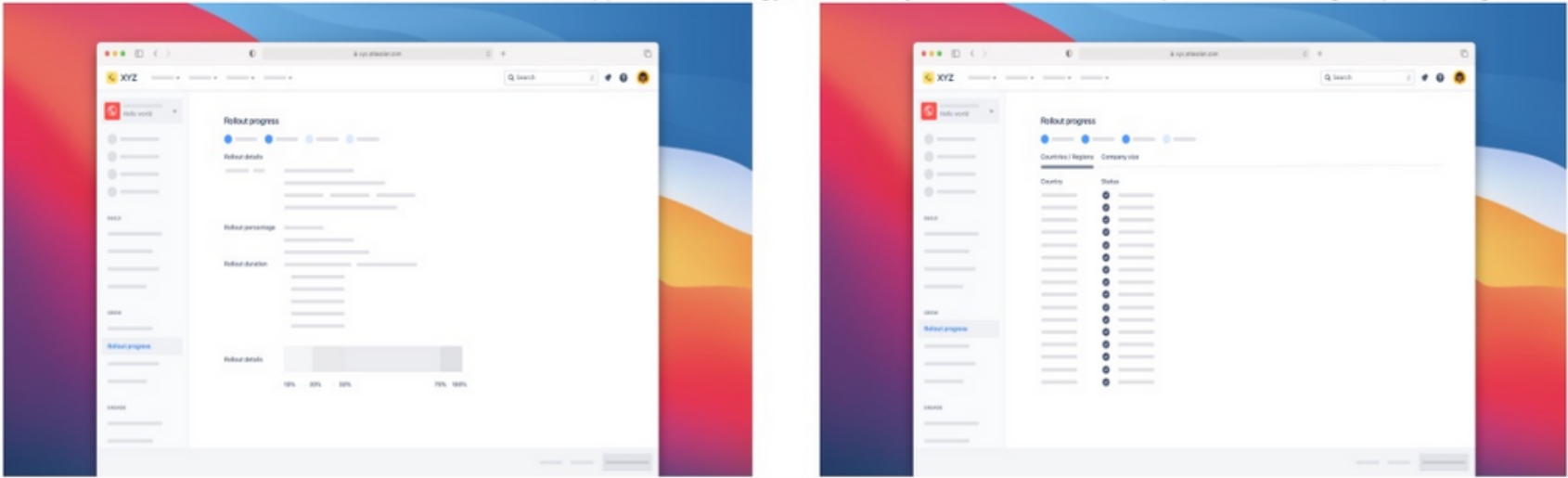
Kano Model in Action

- 1. Concepts were introduced via video before starting the Kano survey.
- 2. Survey questions were image-based, with 12 concepts rated using Likert scales.
- 3. Participants chose their top 3 concepts and explained their choices to conclude the survey.
- 4. Respondents expressed interest in further research and detailed interviews for enhanced study insights.

:5-five-blue: Take a look at this concept:

App listing and rollout progress: Create & edit app listings, control roll out strategy and target app rollout to specific users.

- 1. App listings can be managed through one dashboard where partners can perform A/B testing
- 2. They can also target a particular demographic for testing with a more personalised description of the app
- 3. Partners will also have better control over their app rollout strategy, where they can control the rollout process and target specific regions



Question: How would you feel if this feature...?

	I like this	I expect this	I'm neutral about this	I can tolerate this	I dislike this
... was included in the proposed partner experience?	☐	☐	☐	☐	☐
... was NOT included in the proposed partner experience?	☐	☐	☐	☐	☐

Survey Sample



7 un-tier partners



4 Silver tier partners



1 unknown



6 Gold tier partners



4 Platinum tier partners



2 External partners

Analysis of kano survey

Row %	Excitement + Performance	Excitement	Performance	Basic	Indifferent	Reversal	NET	Row Sample Size
App release overview	68%	55%	14%	0%	27%	5%	100%	22
Enhanced marketing campaign capabilities	73%	50%	23%	5%	23%	0%	100%	22
Starting up	64%	50%	14%	9%	27%	0%	100%	22
Contextual help	64%	41%	23%	5%	32%	0%	100%	22
App listing and rollout progress	59%	41%	18%	9%	32%	0%	100%	22
Inbox	77%	36%	41%	0%	23%	0%	100%	22
Track and manage growth	73%	36%	36%	14%	9% ↓	5%	100%	22
Pre-registration by customer for newly launched app	55%	36%	18%	5%	41%	0%	100%	22
Notifications of change management	68%	32%	36%	23% ↑	9% ↓	0%	100%	22
Transition to partner types	41%	32%	9%	0%	55% ↑	5%	100%	22
Pricing & packaging	55%	14% ↓	41%	14%	32%	0%	100%	22
Permission controls	36% ↓	5% ↓	32%	27% ↑	36%	0%	100%	22

Analysis

The top performing concepts were:

1. *Inbox*
2. *Notifications and change management*
3. *Track and manage growth*
4. *App release overview*

These outperformed all other concepts because they were not only hailed as a necessary basic requirement but also as delighters to the XYZ project. However, this does reflect that 'Inbox' and 'Change management' are concepts that might have been used interchangeably- so we may assume that communication with Atlassian is a priority concept.

Other basic expectations were:

1. *Tack and manage growth (reporting metrics)*
2. *Notifications and change management*
3. *Permission controls*
4. *Starting up*

Having these concepts would be a no-brainer. Without these, the project might not appear satisfactorily functional.

Unexpected delighters

1. *Enhanced marketing capabilities*
2. *App release overview*

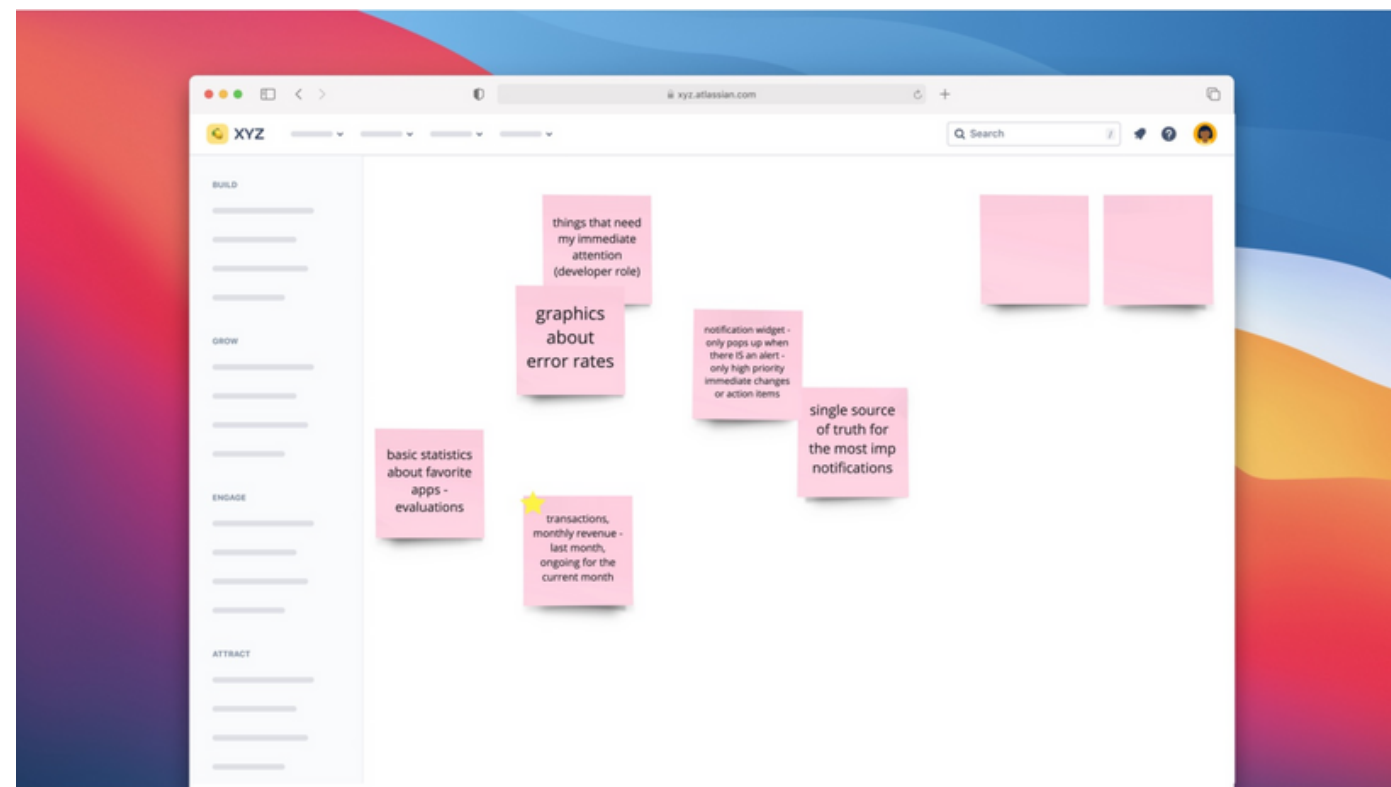
These concepts will fall in the priority category as well. They bring an unexpected delight to the E2E concepts apart from the basic ones. Having these would significantly impact the partner satisfaction in a positive way.

Interview Plan

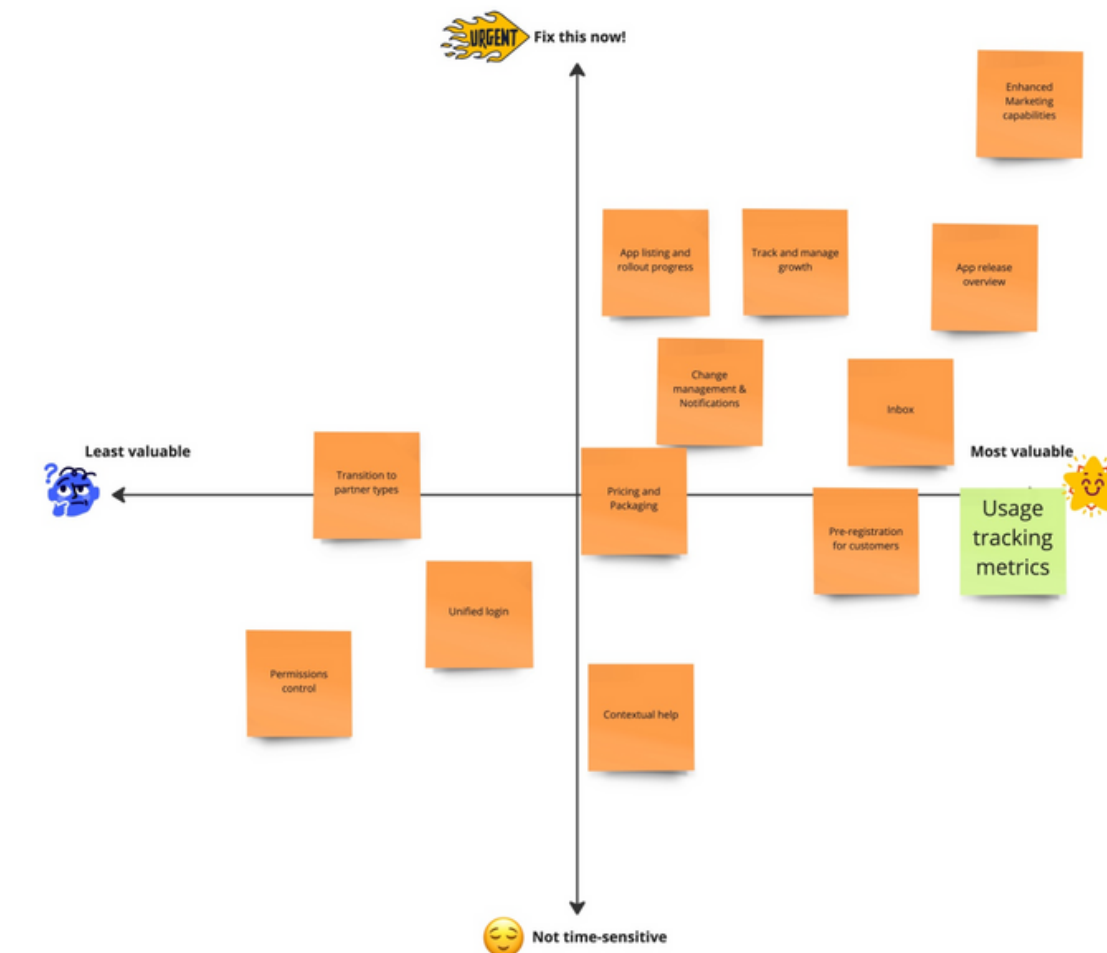
1. Introduction (10 minutes)

2. Top 3 concepts (30 minutes)

3. Design Dashboard (10 minutes)



4. Prioritization Activity (10 minutes)



Interview Sample Characteristics

- 2  Un-tier partners
- 4  Silver tier partners
- 3  Gold tier partners
- 5  Platinum tier partners



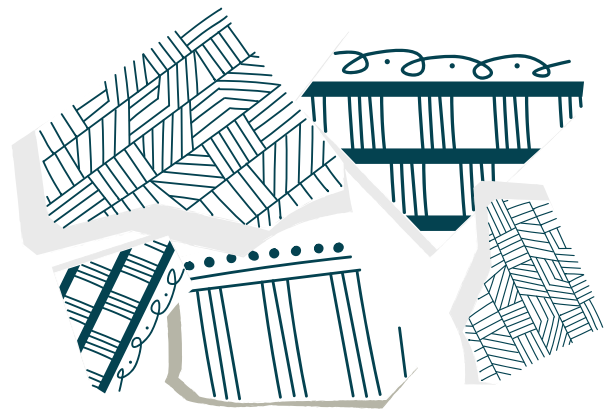
14
Total interviews

Key Insights





There's something for everyone, but the highest impact is on small partners

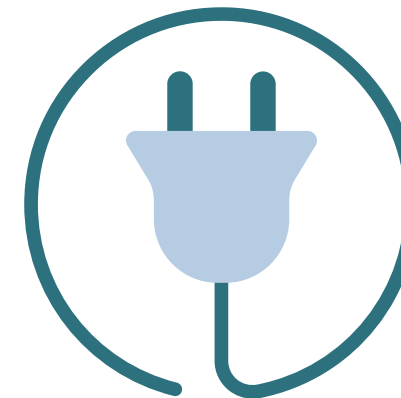


fragmentation is the biggest problem to solve for

Data and analytics are important, but their reliability and actionability is the critical component



Role-based customisation and flexibility came out as the most requested feature.
Agency bias: A sense of control



Integration capabilities with their existing tools and development formats

A mindful transition is very important versus "flipping a switch"



Different partner archetypes have different needs



SMALL PARTNER

The top performing concepts were:

1. *Inbox & Notifications and change management*
2. *Track and manage growth*
3. *Enhanced marketing*

Requires all the help available from Atlassian because they're too small to handle non-tech functions by themselves. Accurate data and discoverability being their top priority. They are flexible to move to forge platform.



MID SIZED PARTNER

The top performing concepts were:

1. *Inbox & Notifications and change management*
2. *Track and manage growth*
3. *App release overview*

Require accurate data and updated information from Atlassian. Have a very positive reaction to XYZ. Cannot move to XYZ immediately, need help in transition. Internal apps to help apps will ease their pocket by reducing dependency on 3rd party apps.



LARGE PARTNER

Basic expectations were:

1. *Inbox*
2. *Pricing and packaging*
3. *Starting up*

Have a successful set-up and XYZ doesn't offer a lot to them. Their delighters are in concepts that they don't source from 3rd party apps. Notifications through TPM and marketing, reporting are not an issue for them

Unexpected delighters

1. *Permission controls*
2. *App rollout strategy*

Strategic Directions



Key foundation



Given the risks of dependency on large partners that we discussed earlier, it is healthier to uplift small and mid-sized partners to ensure:

1. Balance in marketplace
2. Healthy competition
3. Promote innovation
4. Reduce risk of depending on large partners for most of the GMV

- Focus on small partners first
- All partner needs are different, so there's no one solution for all
- To repair trust, systemic solutions are necessary

Directions



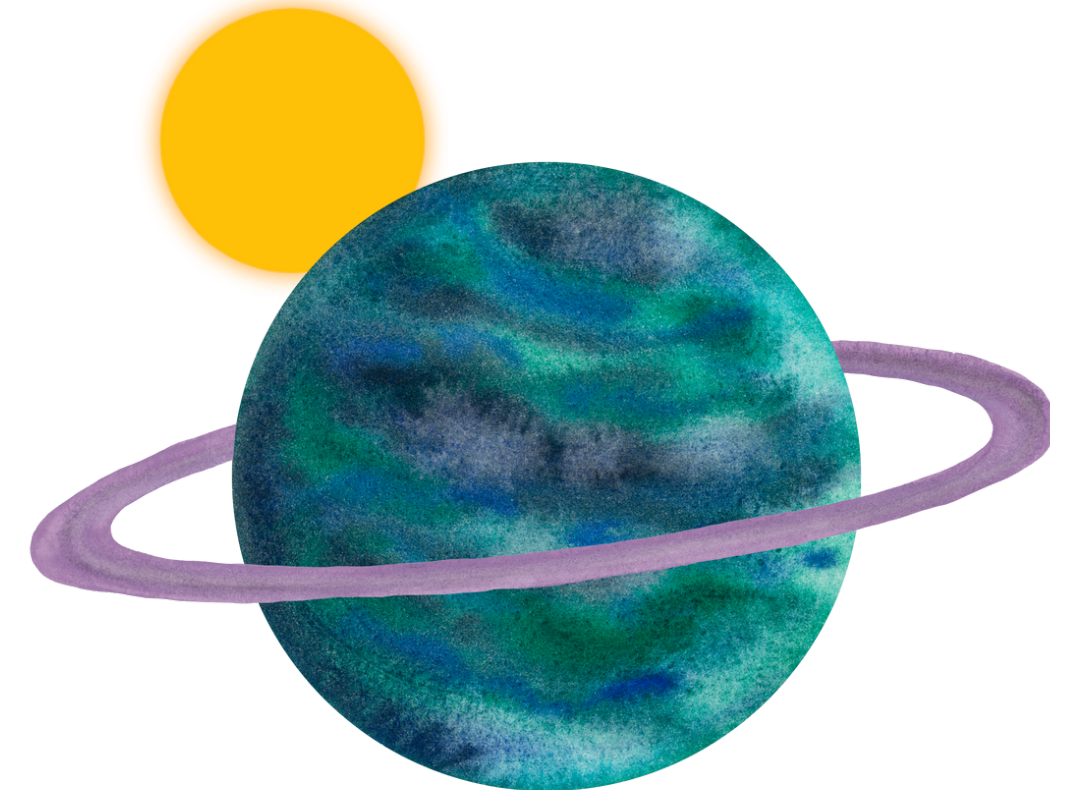
MVP concepts & priority fixes

Immediate action



Tailor solutions to organisation needs

Time-taking solution



A systemic solution

Long term strategy

Solution Sets

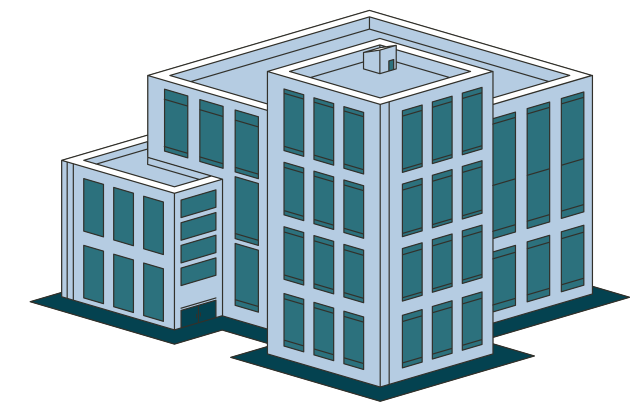
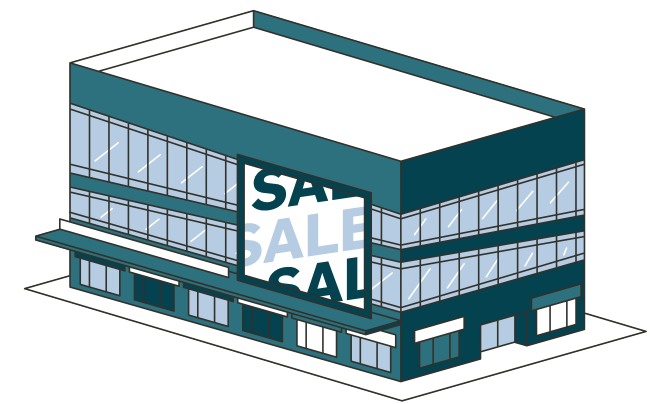
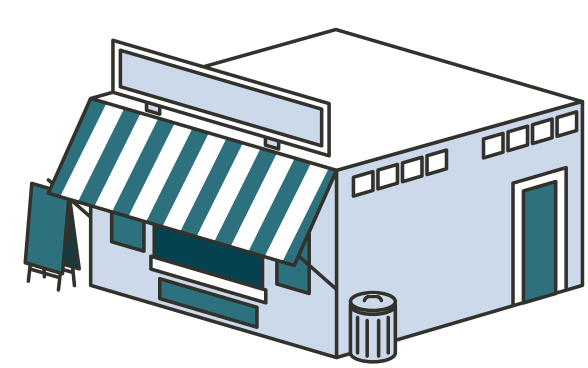


Solution 1: Designing XYZ experience for MVPs in successive releases

Stage	Awareness	Onboarding	Migrating data	Setting up Permissions	Notifications and change management	Features and capabilities		
Task	Informing all partners about the move to XYZ	Help all migrating partners with registration and introduction	Making sure all partners are aware of what data to migrate	Especially for large organisations, setting up permissions for their employees	Inbox for all notifications, news, tasks, changes and communication	Reporting and growth tracking	Enhanced Marketing	App release overview
Release 1 (Q1: 3 months)								
	A 12 week notice period Weekly reminders for 9 weeks Reminders for 2 more weeks, 2 times a week Daily reminders for final week	An interactive guide while using the XYZ platform Ticket generation to access support from email, chat and calls Guidance feature option next to all capabilities	A 6 month notice period Weekly reminder for 12 weeks until they join Guidelines for necessary data migration	Creating a role based directory Different levels of access can be assigned to each team	Labelled notifications: Pending tasks, messages, notifications, announcements integration with 3rd party apps like slack and Teams to push relevant notification to responsible POC to take action	Coupled with role-based permissions, data metrics at all levels should be available, accurate and updated Essential metrics such as MRR ARR installs and churn	Create market campaigns and monitor their results	Code and create products A testing environment
Release 2 (Q2: 3 months)								
					Set-up role-based configuration of notifications. They can be set by the employee and they'll receive only those labelled notifications	Integration of features to make data faster All available metrics apart from MVPS	Capability to monitor all campaigns, their history and total data from all campaigns together	Release product feature MVPs in real test environment with customers before publishing them
Touchpoints								
	Emails CDAC (Developer's community forum) TPMs to make calls to all partners with active apps	Emails Contextual guide in XYZ portal Tickets in XYZ portal that lead to calls with Atlassian support		XYZ Portal	XYZ Portal Inbox Email	XYZ Portal		

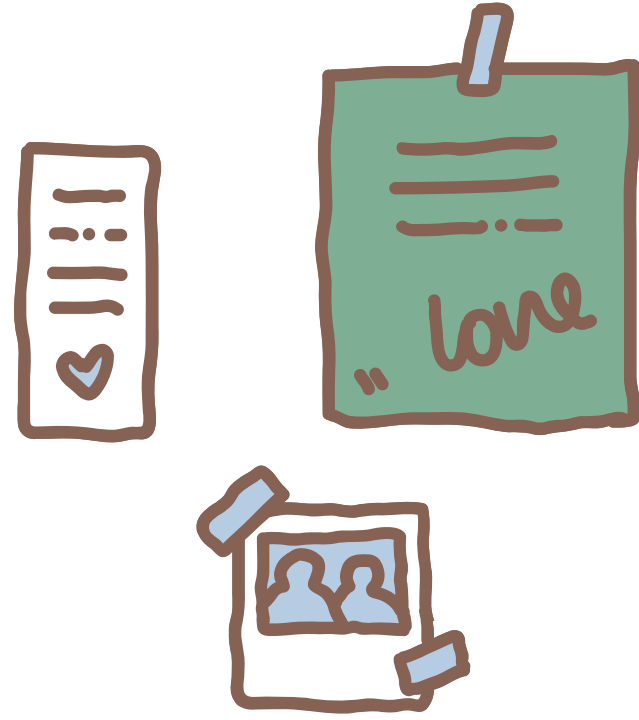
Solution 2: Tier-Tailored solutions

This strategy looks at the specific requirements of the different partner archetypes. Services will be tailored according to the needs of partners such that they pay for the services and have the motivation and resources to upgrade to a higher tier.



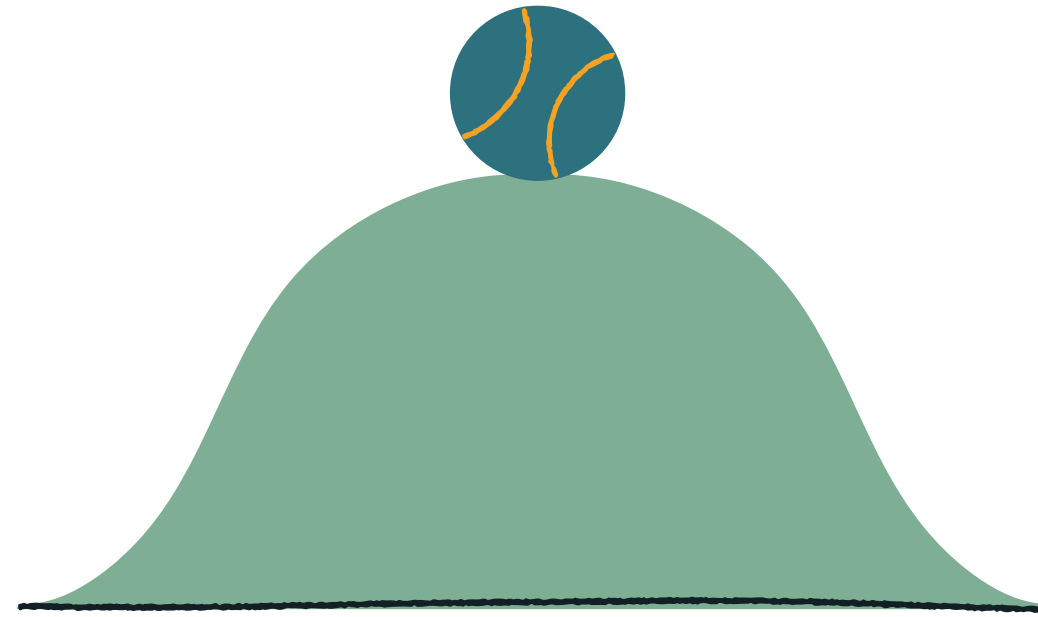
Service		Small organisations (Un-tier partners)	Mid-sized organisations (Silver-tier partners)	Large organisations (Gold & Platinum tier partners)
	Features & tools	Basic	Advanced	Advanced
	Support	Standard	Priority	Dedicated
	Education and training	- Documentation - Online Tutorials - Webinars	- Documentation - Live Webinars - In-person workshops	- Exclusive workshops - Certification programs
	Pricing structure	Affordable plans	Flexible plans	Flexible enterprise plans (custom solutions)
	Scalability support	Resources and Upgrade path	Resources and tailored growth plans	Dedicated account management & market expansion support
	Community Building	Small business community & events	Mid-sized business community & events	Industry Roundtables Executive networking
	Correspondence			Innovation & co-creation

Solution 3: The Long game



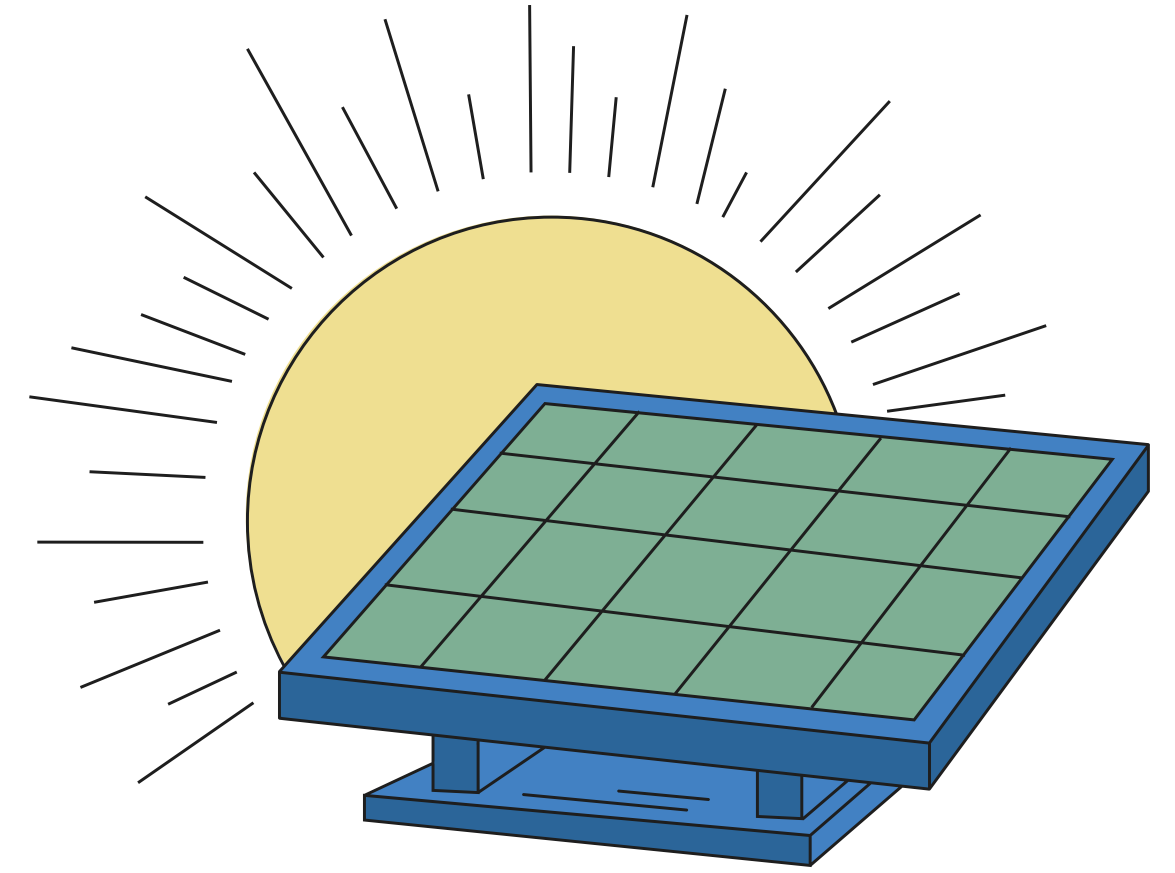
Design for the user personas within partner archetypes

1. Identify personas within partner organisations
2. Fill the gaps in information
3. Design User-journeys for users within partner organisations



Benchmark partners based on their potential, not just GMV

1. Beyond resources and support, partners also require a more human way of categorisation
2. Motivate partners by rewarding and recognising their growth



Create a sustainable system so that history doesn't repeat itself

1. Feedback loops and dedicated teams for marketplace. It'll be worth it
2. Cultivate a better relationship with partners

After all,
their customers
are Atlassian's
customers



Challenges faced

The concepts developed by Atlassian team were low fidelity screens only for conceptual understanding during research. This proved as a challenge in understanding the exact tech requirements of the project

- Literature on SAAS marketplaces is difficult to find and I had to rely mostly on Atlassian's internal reports and data

- Due to the recession and layoffs that started in 2022, this project was deprioritised just before my internship ended. My proposed solutions will have to wait before they can find validation by implementation.



My learnings



Value is often associated with revenue. Quality and excellence maybe by-products of it



Impermanence in the Face of Rapid Change



The Power of Collaboration and Diverse Perspectives



The Balance Between Innovation and Privacy that Atlassian navigates



The Complexity of Simplicity is universal

Thank you!

