

SUMMARY OF PRODUCT DELIGHT

How to Make Your Product Stand Out with Emotional Connection

About The Book

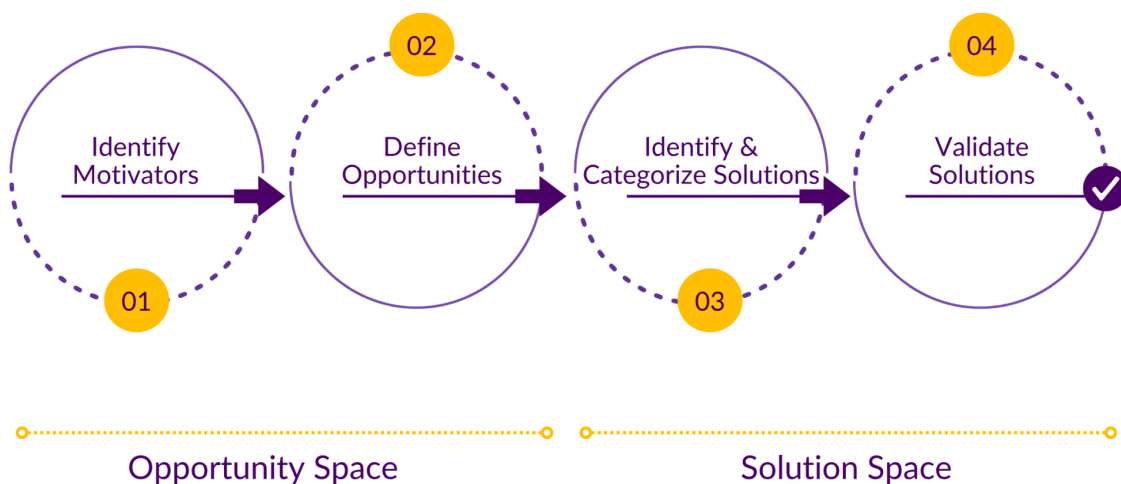
In today's saturated and fast-moving market, well-functioning products are no longer enough. What sets great products apart is their ability to forge an emotional connection with users. Products that delight are not just usable, they're memorable, human, and meaningful.

Drawing from over a decade of experience leading product teams at Skype, Spotify, Google Chrome, and Google Meet, Nesrine proposes a structured model to build delight intentionally, rather than leaving it to chance. This model is designed to make delight a repeatable, cross-functional part of the product development process, rooted in real user motivation and business outcomes.

The book argues that delight isn't fluff or polish. It's a strategic lever that directly impacts user engagement, retention, advocacy, and monetization. Delighted users don't just stick around—they become ambassadors, sharing their experiences and helping products grow organically. Backed by research from firms like McKinsey and Capgemini, the book highlights how emotional connection can drive revenue and create a lasting competitive advantage.

At the heart of the approach is the Product Delight Model, a four-step process:

1. Identify user motivators (both functional and emotional),
2. Turn those motivators into opportunities for product features,
3. Generate and categorize solutions using a tool called the Delight Grid,
4. Validate those solutions with emotional impact in mind, using a checklist called Delight Excellence



The four steps of the product delight model

A key strength of the model is its dual focus: it addresses what users want to do and how they want to feel while doing it. By pairing motivational research methods (like empathy interviews and journey mapping) with analytical tools (like segmentation models and usage analytics), teams uncover deep emotional drivers that are often overlooked.

The Delight Grid is a central tool for turning insights into action. It categorizes features based on the type of delight they deliver:

- Low Delight: functional utility only,
- Surface Delight: emotionally appealing but not deeply useful,
- Deep Delight: merges utility with emotional resonance.



Categorizing Solutions Using The Delight Grid

To elevate features and move them toward deeper delight, the book introduces nine Delight Enhancers: Humanization, Surprise, Personalization, Seasonality, Celebration, Partnership, Fun, Value, and Community. These enhancers transform functional ideas into emotionally rich experiences.

Prioritization is treated pragmatically, with a suggested 50-40-10 roadmap split: 50% low delight (core utility), 40% deep delight (emotionally resonant features), and 10% surface delight (charming, light touches). This mix ensures stability while keeping space for emotional innovation.

To ensure quality, teams are encouraged to run each idea through the Delight Excellence Checklist, which prompts evaluation around user and business impact, emotional fit, feasibility, inclusiveness, and continuity. This brings rigor to what's often seen as subjective or "soft."

Importantly, Nesrine emphasizes that delight is not a one-off effort—it's a mindset and a culture. Leaders play a critical role in embedding delight into product rituals, reviews, and roadmaps. Tools like the ADKAR model are recommended for leading organizational change toward this culture.

The book closes by reinforcing that product delight is universal. Whether building B2C apps, enterprise software, hardware products, or AI systems, the same principles apply. What matters is not the product category but the commitment to designing for humans, what Nesrine calls "Business to Human" (B2H) thinking.

To support integration, the model is designed to complement, not replace, existing frameworks like Opportunity Solution Trees, Impact Mapping, and Story Mapping. By layering emotional depth onto structured product thinking, the Product Delight Model turns good features into experiences users love and remember.

Final Thoughts

Every product team wants to delight its users, but many don't know how. This book provides the path. With intention, empathy, and a structured process, product delight can become a central pillar of your product strategy.

About The Author

Dr. Nesrine Changuel is a product coach, trainer, and author with extensive product experience at Google, Spotify, and Microsoft. With a PhD from Bell Labs and UCLA, she brings deep technical expertise to human-centered product development. From video at Skype to emotionally engaging features for Google Meet and Chrome, she helps teams build products users truly love. Today, she teaches and trains companies worldwide on creating delightful, emotionally resonant products.

Expert Profiles Interviews

Aarron Walter – Consultant, Author, Co-founder of Design Better

Dan Olsen – Consultant, Coach, Author of The Lean Product Playbook

Jonathan Rochelle – Co-Founder and CPO at Lutely, ex-VP at LinkedIn, Zapier, and Google

Michael McWatters – VP of Product Design at Warner Bros. Discovery

Andy Nesling – Head of Engineering and Product at Dyson

Liz Immer – Head of Product at Vision Group AG

Raluca Bujoreanu – Former Product Lead at Zalando

Satyajeet Salgar – Director of Product and UX for AI Innovation and Research at Google

Lucia Terrenghi – Senior Director, Head of UX for YouTube Creator at Google

Axel Sooriah – Product Management Evangelist at Atlassian

John Saito – Product Design at Snowflake, ex-Dropbox and Google

Edi Bianco – Chief Design Officer at Amplify Labs

Adrienne Kmetz – Marketing and Content Adviser

Jared Bauer – Customer Researcher at GitHub

Teddy Florent – Former Head of Product for Amazon Alexa

Jen Benz – Product Leader, ex-INTUIT

The Delight Principles

Delight Principle 1: A delightful product exceeds expectations and anticipates needs.

Delight Principle 2: Delight is a multiplier; it drives loyalty, turns users into advocates, and creates lasting value for your business.

Delight Principle 3: Delight isn't a happy accident; it's a structured outcome of thoughtful steps.

Delight Principle 4: Delight doesn't just solve the problem; it addresses the emotion behind it.

Delight Principle 5: Delight lives in the space between what users want to feel and what products make possible.

Delight Principle 6: Delight is rarely the first idea; it's the one you almost didn't explore.

Delight Principle 7: You can deliberately amplify emotional connection by using delighters into your solutions.

Delight Principle 8: Delight isn't just what you build; it's how far you're willing to take it.

Delight Principle 9: Delight must be intentional and prioritized.

Delight Principle 10: Delight isn't done when it's shipped; it's done when it is felt.

Delight Principle 11: Delight is measurable, but not just in numbers.

Delight Principle 12: You can't consistently deliver delight if it's not part of your culture.

Delight Principle 13: Whether B2C or B2B, delight is essential in every Business-to-Human (B2H) product.

Delight Principle 14: The Product delight model doesn't replace best practices; it enhances them.

Praise for Product Delight

"Strong product people have recognized that to get someone to actually choose and use your product, customers need to perceive real *value*. With some products, especially in the enterprise, just being able to reliably deliver the necessary functionality can be enough to earn you a very happy and devoted customer. But often, value requires more. For those products, we strive for our customers to feel real emotion for our products, such as delight or even love. Nesrine's book is not the first to tackle this important topic, but most of the earlier efforts took a shortcut. It's not that hard to use techniques like gamification to make products that are addictive. But today we all know the ethical, cultural, and environmental consequences of this lazy approach. For those that want to do better, Nesrine is trying to help you create *meaningful* delight."

— **Marty Cagan, Silicon Valley Product Group**

"Product Delight explains why creating emotional connections with users isn't optional—it's essential for product differentiation. Nesrine Changuel lays out a practical framework for designing experiences that resonate beyond mere utility. A valuable resource for anyone aiming to build products that stand apart."

— **Nir Eyal, Author of Hooked: How to Build Habit-Forming Products**

"Though analytics often drive product design decisions, Dr Changuel reminds us in this book that the best way to create real business value is to connect with customers on an emotional level. This book provides the frameworks and solutions you need to create products customers love."

— **Aarron Walter, Author of Designing for Emotion, Co-founder of Design Better**

"In a world increasingly driven by machines, emotion is the key to product success. In this engaging and practical book, Nesrine Changuel makes it easy to build products that delight their users."

— **Jeff Gothelf, Co-founder, Sense & Respond Learning**

"Nesrine was on my team when working on Google Meet. We worked closely together on bringing a delightful and fun meeting experience to our users during the COVID pandemic. While it was a very intense time to work on video calling, it was even more important back then to help our users with a positive experience. I am glad and proud to see that Nesrine brings her experience from this work to a broader audience and hope that this work leads to more products providing delightful user experiences."

— **Niklas Blum, Director Product Management at Google**

"Nesrine Changuel has created a much-needed guide for product teams who want to go beyond functional success to build products that delight customers. *Product Delight* gives teams a framework for creating experiences that feel personal, intuitive, and memorable. Whether you're a product manager, designer, or developer, this book is a valuable addition to your toolkit."

— **Dan Olsen, Author of The Lean Product Playbook**

"At Mind the Product, one of our slogans for the product community was to 'build products people love, ' but while our industry talks a lot about delight, it's not often put into practice. It can be really hard to connect the dots between our customer discovery, our business needs, and delight - until now. In this book, Nesrine connects the dots and lays out an indispensable model and toolkit for systematically integrating delight into everything we build."

— **Martin Eriksson, Co-author of Product Leadership and Co-founder of Mind the Product**

"I followed Nesrine's career over the past years, and I knew she would, one day, step back, reflect, and write down what it really means to build GREAT PRODUCTS! She was always passionate and excellent at thinking, managing, designing, and living Product Management and Development. In her book, Nesrine has put her soul and genius to articulate BEST what it means to build products that NOT ONLY work, BUT that win user HEARTS! Her product delight model leads to aligning business objectives and user goals. Her model indeed humanizes technology and makes it LOVABLE! BRAVO, Nesrine, for bringing to life this product delight structure and model to enlighten product makers on the need to design products that meet user expectations at both the Functional and the Emotional levels! BRAVO!"

— **Jamel Gafsi, General Manager at Microsoft**

"Building truly impactful products today feels like navigating an ever-shifting landscape. Achieving technical excellence — usability, reliability, security — is no longer a differentiator, but simply the foundation. And that's only the start. Users now also expect products to feel personal, function seamlessly across devices, and align with their values around sustainability and ethics. It's a tall order — and for product managers already stretched thin, the idea of also creating emotional connection can feel like an insurmountable hurdle.

Yet in today's saturated digital landscape, functional superiority alone will not suffice. As AI promises to make technically sound products easier to build, emotional connection has become the true differentiator. Indeed, delight increasingly marks the divide between products that fade and those that win and keep hearts.

Nesrine's book meets this challenge with clarity and structure. It offers an approachable model that makes the idea of delight more tangible and actionable. For those seeking a well-organised overview of how to incorporate emotional considerations into product development, this is a helpful place to start. Still, delight isn't a formula. The real challenge lies in applying these ideas in the messy, human, and often unpredictable world of product development. This book won't do that work for you, but it will help you begin, with focus and intent, at a time when genuine emotional connection has never been more essential."

— **Marcin Floryan, Engineering Leader, Former Director of Product and Engineering at Spotify**

"Users do not remember features. They remember how a product made them feel. In Delight, Nesrine shows why emotional connection is not optional but essential. AI makes launching products faster than ever, but without the craft of delighting users, it only speeds up irrelevance. Nesrine shares real lessons from top tech companies and empowers you to build products users care about, not just use."

— **David Pereira, Author of Untrapping Product Teams**

"In a world where functionality is table stakes, emotional connection is the true differentiator. *Product Delight* is a powerful, practical guide to building products that don't just work—but make people feel. Nesrine Changuel draws from deep experience at the world's top tech companies to show us how to create products that resonate, inspire, and endure. A must-read for product builders who want to transform user delight into strategic advantage."

— **Robert Aichner, Partner Director of Product Management at Microsoft**

"My favorite product books are almost relentlessly generous in helping product people do their jobs better. I am very happy to say that Nesrine Changuel's *Product Delight* is exactly such a book. *Product Delight* makes a compelling and comprehensive case as to why *emotion* is key to making products that actually matter to people, and gives you all the information you need to take that idea and apply it directly to your work. I love how it brings a new perspective to some common product development frameworks and methods, as well as introducing a few new ones to which I will be referring frequently. I highly recommend this book to everybody working in product development!"

— **Matt LeMay, Author of Impact-first Product Teams and Product Management in Practice**

"Product Delight is a thoughtful, well-crafted guide to designing emotionally resonant products. It's easy to read, packed with relatable examples, and every chapter ends with prompts that help teams put ideas into action. Nesrine offers a structured, approachable way to think about user delight that's both practical and inspiring. This book won't revolutionize your practice, but it will sharpen your thinking around something AI still can't replicate: the human capacity to understand and design for emotion. I believe everyone working in product should be advocating for more emotionally resonant products, and this book helps you do just that."

— **Petra Wille, Product Leadership Coach, Author, and Conference Curator**

"In a world saturated with too many useless features, Product Delight helps you cut through the noise. Nesrine Changuel offers a simple and structured approach to something many teams talk about but few know how to deliver: emotional resonance. This is not a book about adding charm on top—it's about building from the inside out, with purpose, with intent. If you care about building products that are not only useful but meaningful, this book will help you discover and focus on the details that truly matter."

— **Rémi Guyot, Author of Discovery Discipline.**