The UX Strategy Framework

Presented by Paul Bryan

UXSTRAT

Origins

UXSTRAT

Born in New Orleans

Barcelona

Goodbye Beach!

Hello Library

Rio de Janiero

UX Strategy Consulting

Conclusion: design companies and teams are not equal

Paul Bryan Owner

Created group: Jan 2011

Pending posts 94

Requests to join 1617

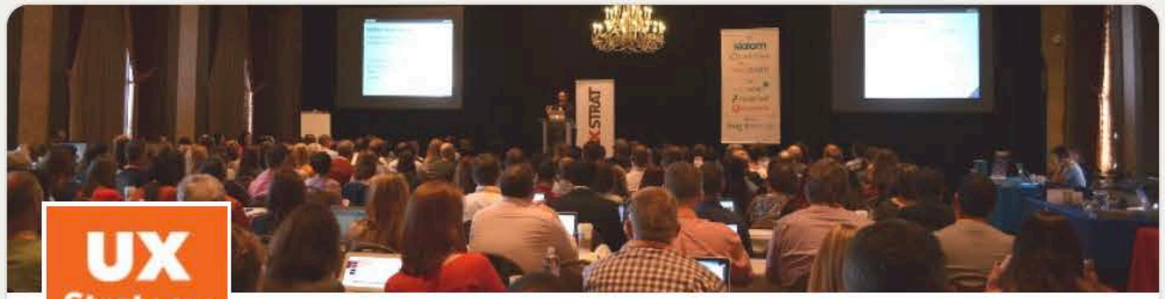
Analytics

Manage group

Edit group

Recent

UX Strategy: Smarter...



UX Strategy

UX Strategy: Smarter Product Design

Listed group

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Photo Video Poll

71,778 members

Including Son Dao and 13,505 other connections

+13502

Invite connections

Show all →

About this group

This group (and the companion site http://www.uxstrat.com) is for designers, strategists, planners, product managers, researchers and executives who want to develop a

UX STRAT Conferences

UX Strategy Community

- Over 2000 designers
- Global
- Free live events
- Remote, streaming
- Industry leader panelists
- Discuss practical issues

UX Strategy Workshop: Framework Created

Hosted on-site by:

- Netflix
- Google
- Facebook
- LinkedIn
- Booking.com
- Microsoft
- IBM

Locations: New York, Amsterdam, Shanghai, Chicago, Boston, Stockholm, Boulder, Paris, Atlanta, Seattle, Toronto, Washington DC, Austin, Dallas, San Francisco, Los Angeles, Berlin, Cologne…*coming to a city near you!*

Premise of the UX Strategy Workshop

UX professionals need to
win the "right"
to do strategic work

Objectives of the UX Strategy Workshop

- Develop strategic POV
- Gather Evidence
- Build Influence

What is Strategy?

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What is Strategy?

A game plan

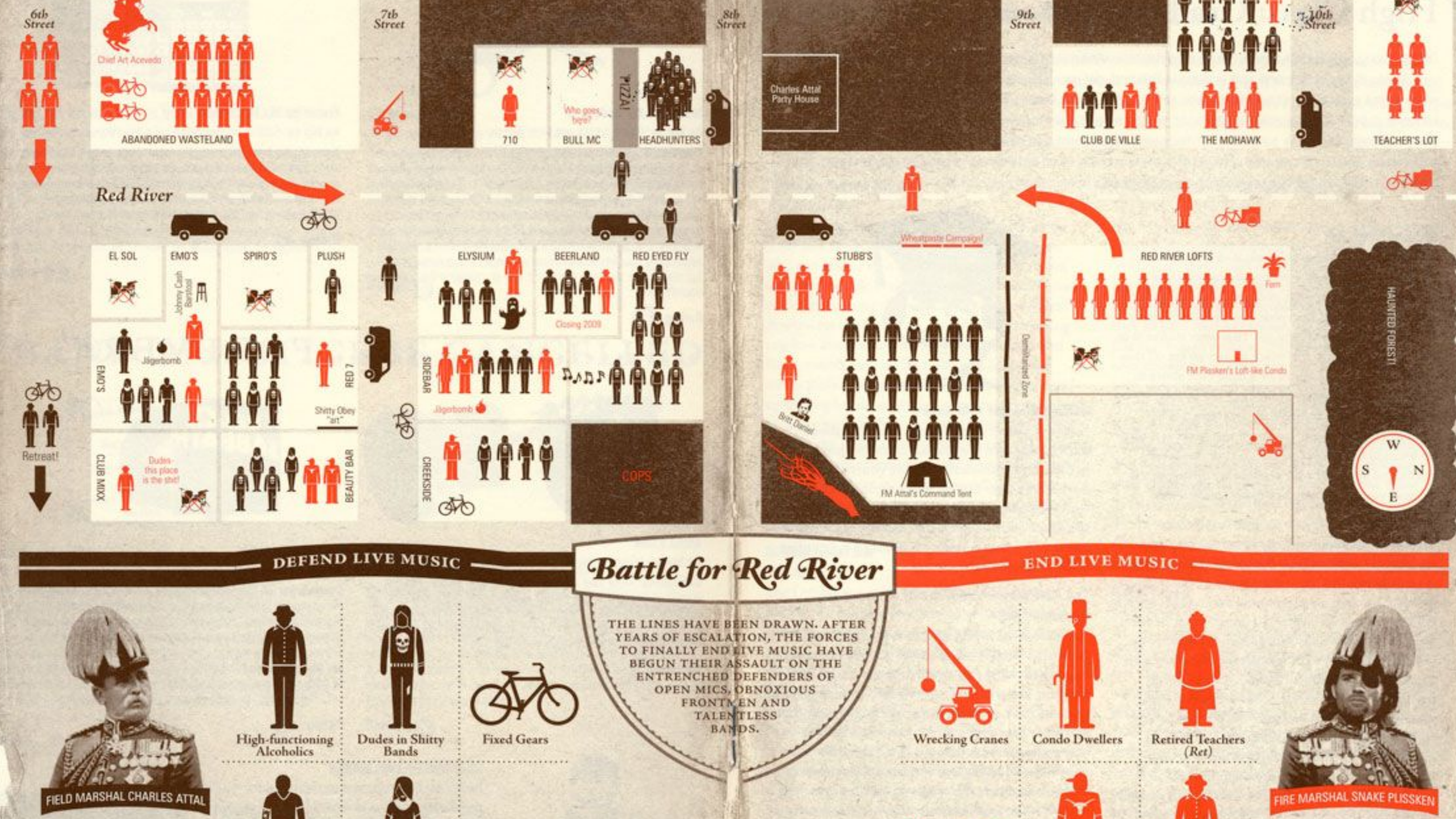
An approach

A recipe for success

A formula

A plan of attack

...that guides the use of resources to take you from your current state to a future desired state.


6th Street
7th Street
8th Street
9th Street
10th Street
Chief Art Acevedo
ABANDONED WASTELAND
710
Who goes bye?
BULL MC
PIZZA!
HEADHUNTERS
Charles Attal Party House
CLUB DE VILLE
THE MOHAWK
TEACHER'S LOT
Red River
EL SOL
EMO'S
Johnny Cash Barstool
SPIRO'S
PLUSH
Jägerbomb
RED 7
Shitty Obey "art"
CLUB MIXX
Dudes this place is the shit!
BEAUTY BAR
ELYSIUM
BEERLAND
Closing 2008
RED EYED FLY
SIDEBAR
Jägerbomb
CREEKSIDE
COPS
Retreat!
Wheatpaste Campaign!
STUBB'S
Brett Dennet
FM Attal's Command Tent
Demilitarized Zone
RED RIVER LOFTS
Fern
FM Plissken's Loft-like Condo
HAUNTED FOREST!
W
S
N
E
DEFEND LIVE MUSIC
Battle for Red River
END LIVE MUSIC
THE LINES HAVE BEEN DRAWN. AFTER YEARS OF ESCALATION, THE FORCES TO FINALLY END LIVE MUSIC HAVE BEGUN THEIR ASSAULT ON THE ENTRENCHED DEFENDERS OF OPEN MICS, OBNOXIOUS FRONTMEN AND TALENTLESS BANDS.
FIELD MARSHAL CHARLES ATTAL
High-functioning Alcoholics
Dudes in Shitty Bands
Fixed Gears
Wrecking Cranes
Condo Dwellers
Retired Teachers (Ret)
FIRE MARSHAL SNAKE PLISSKEN

What is Strategy?

"Strategy is the creation of a unique and valuable **position**, involving a **different set of activities**."

Michael Porter

Other Design Frameworks

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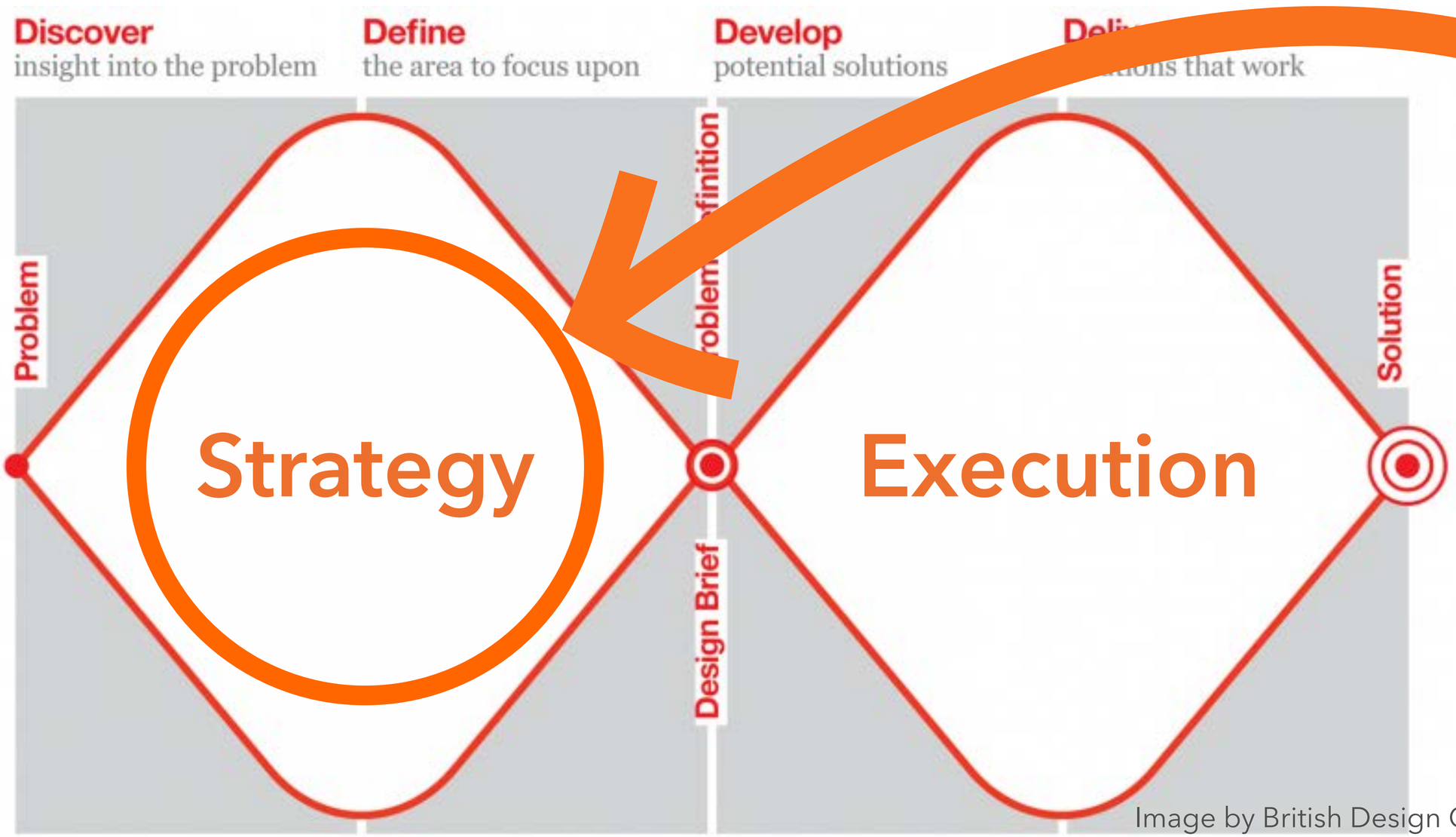
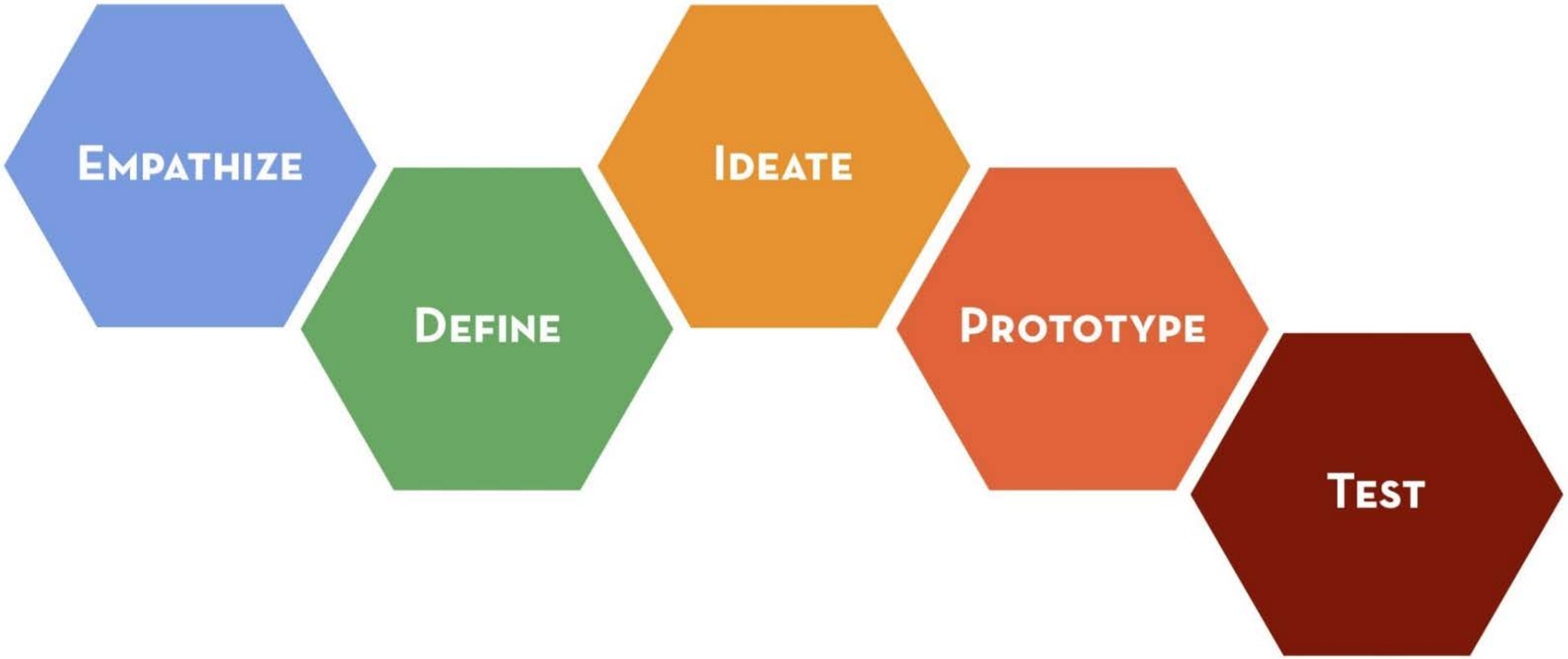
Design Frameworks: Double Diamond



We play here

Image by British Design Council

Design Framework: Design Thinking



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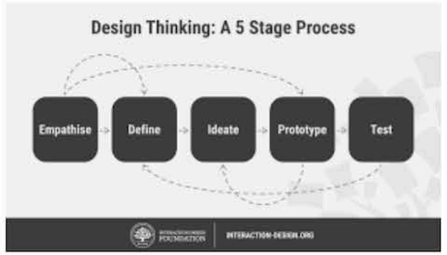
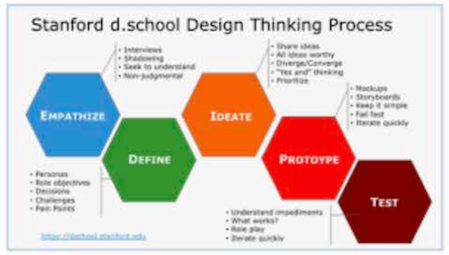
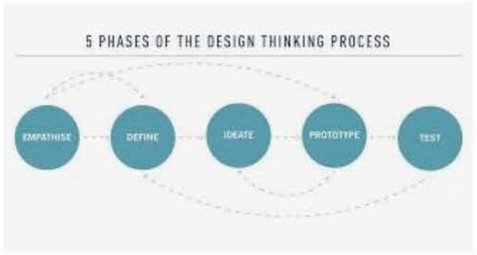
Design Framework: Design Thinking



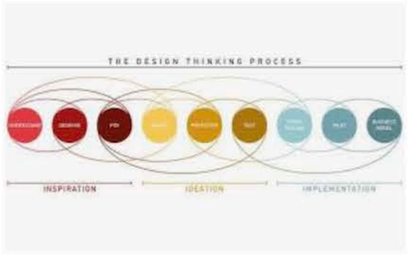
5 Stages in the Design Thinking Process ...
interaction-design.org



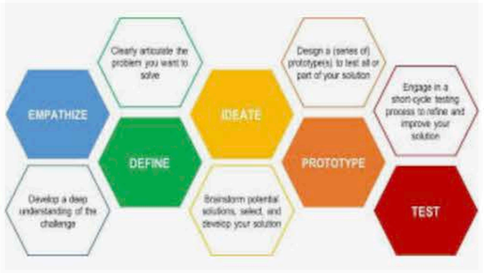
What is Design Thinking? - Enterprise ...
enterpriseirregulars.com



What Is Design Thinking Anyway? A ...
careerfoundry.com

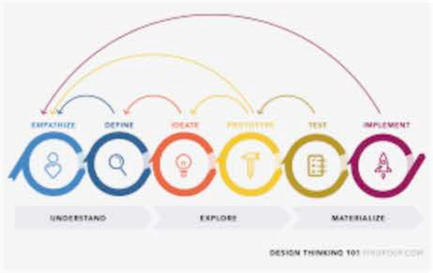


Design Thinking: A Quick Overview ...
interaction-design.org



Design Thinking | Oceanit
oceanit.com

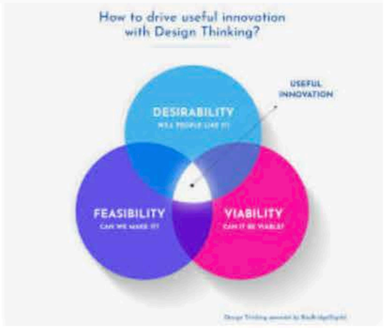
What Is Design Thinking, Really? (What ...
nngroup.com



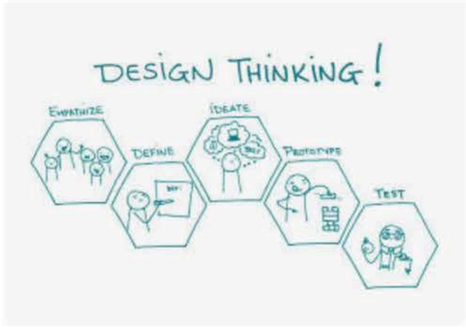
Why We Need Design Thinking in Politics ...
medium.com

Product Development Team
productcoalition.com

How HR Can Use Design Thinking to ...
sp.edu.sg



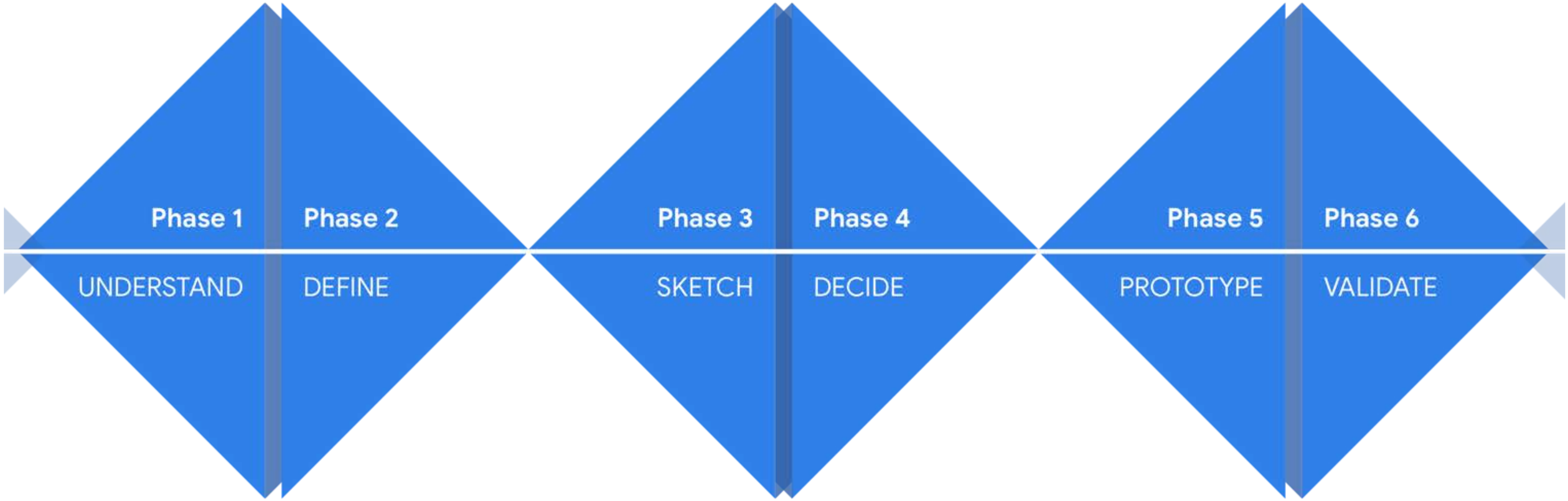
implement Design Thinking ...
baybridgedigital.com



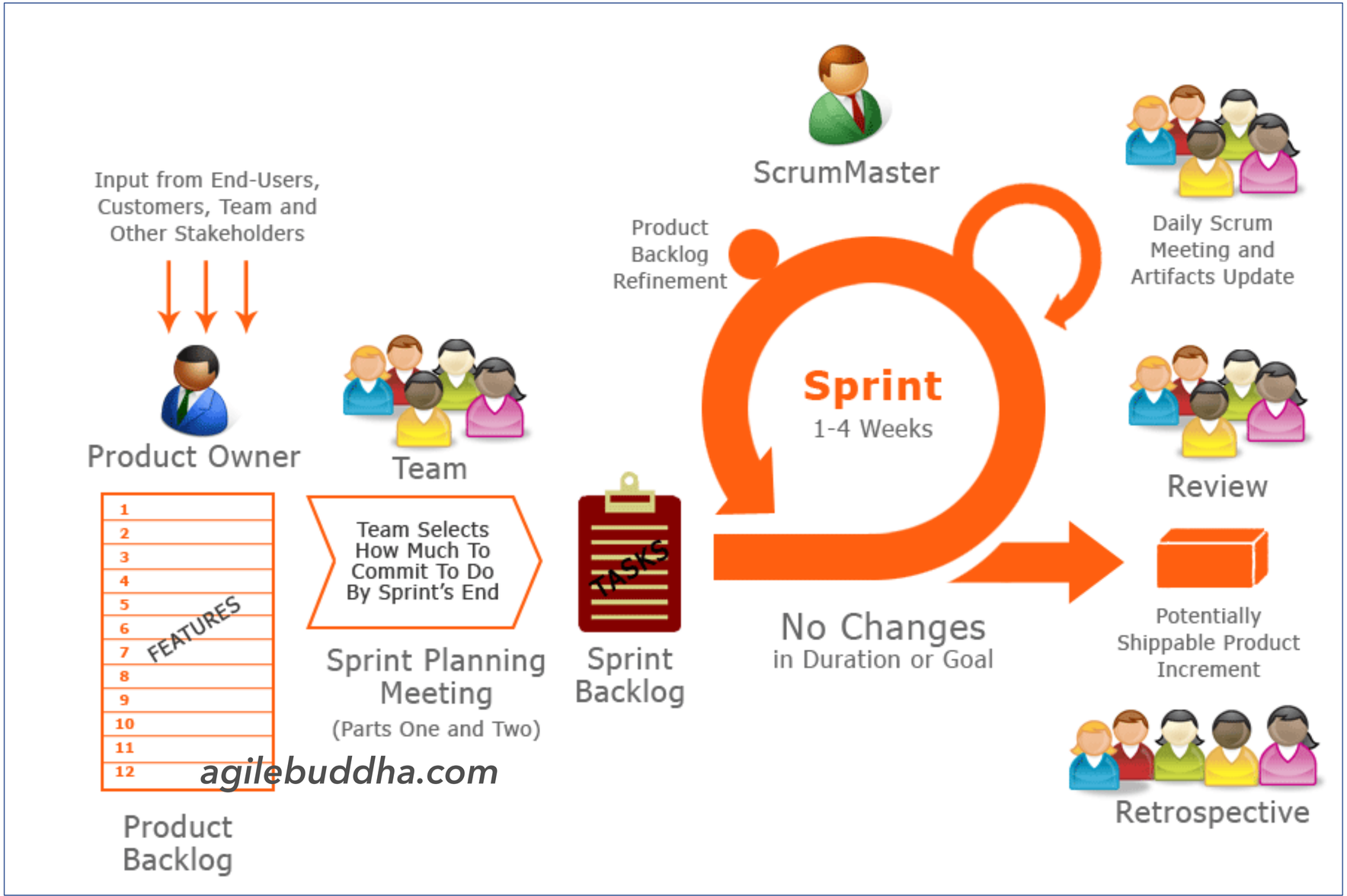
Design Thinking ...
ikminc.com

Design Thinking 101
nngroup.com

Design Framework: Design Sprints (Created for Startups)



Design Framework: Product Management



The UX Strategy Framework

Bryan's Law

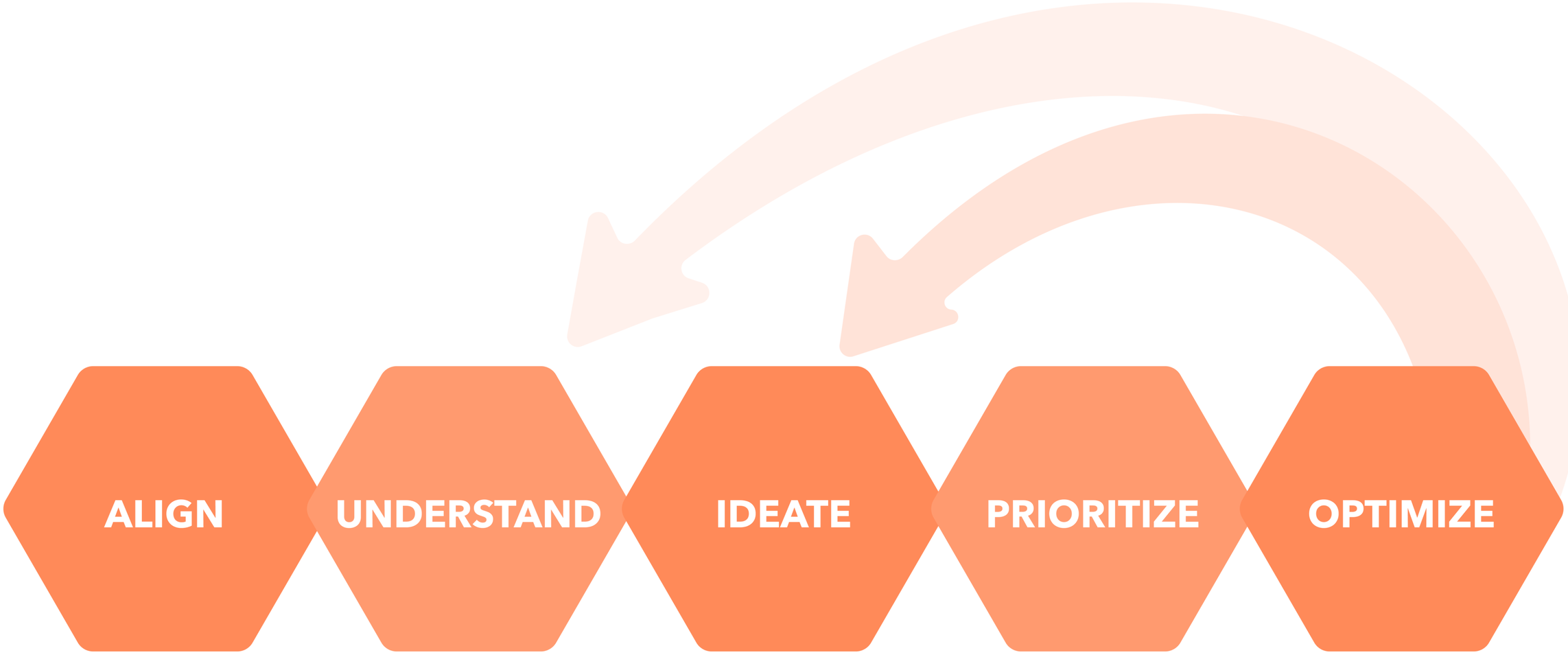
$$R \propto R' \times R''$$

Rigor ∝ Reward x Risk

UX Strategy (aka Strategic Design)

1. Based on a **coherent, scalable framework**
2. Is aligned with **business strategy**
3. Based on a deep understanding of **customer needs and behaviors**
4. Focuses on an **experience**, not just a product
5. Involves iterative, structured **ideation, prioritization, and optimization**

The UX Strategy Framework



Alignment to the Business

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Design Is Becoming a Core Business Function

Capital One®

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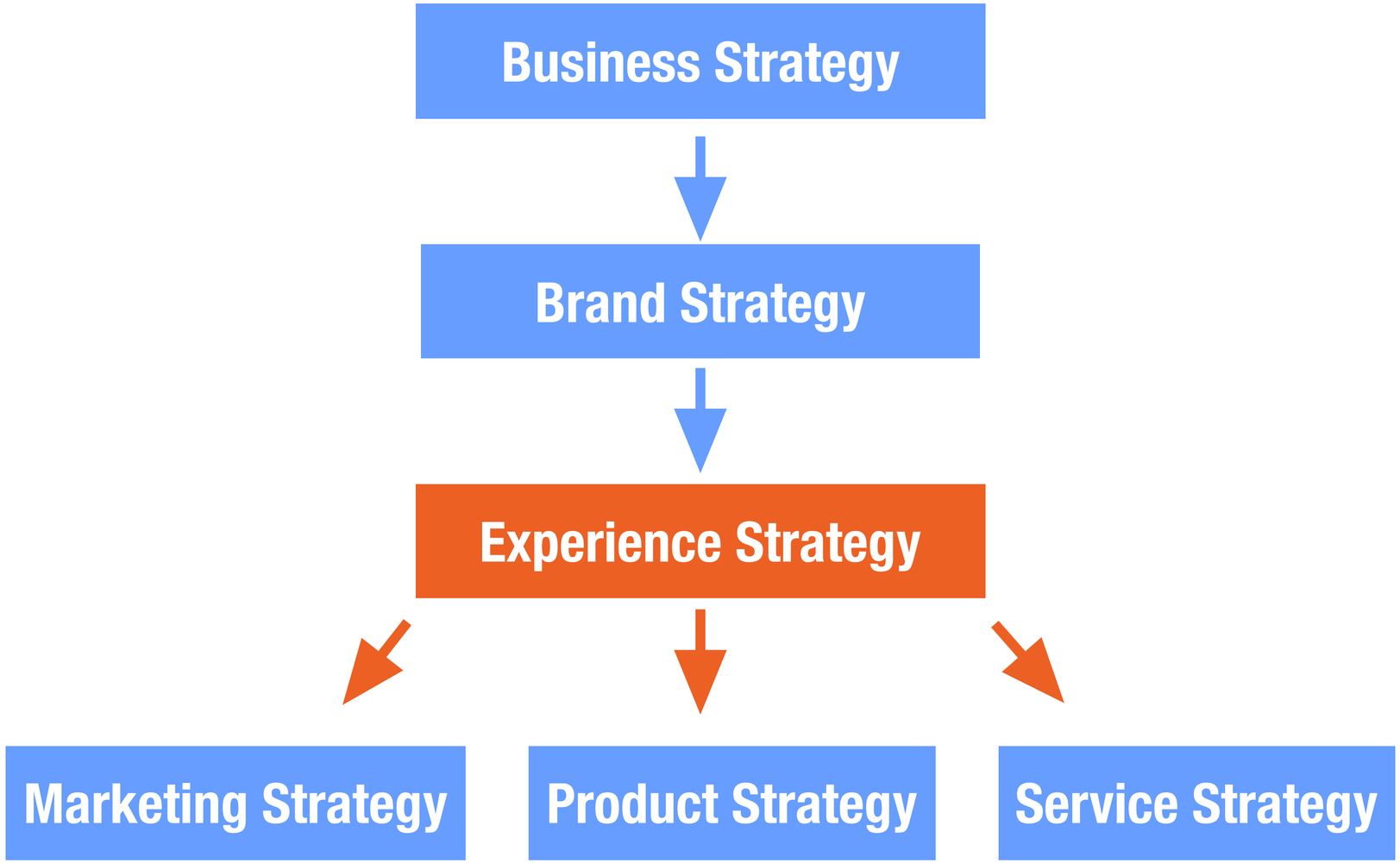
Are designers prepared for a strategic role in their companies?

Strategic Design Begins with Alignment



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Approach for Aligning Design with the Business

Analyze business strategy documentation and plans

Annual Report

Corporate Strategy Docs

Annual Operating Plan

Market Data

Digging Deeper into Alignment with the Business

Position

Who we are

Brand guidelines

Pattern

What we do

Experience Strategy

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Business Model Canvas UBER

Key partners

- Drivers
- Investors
- Lobbyists / supporters

Other partners:
- Specialised technology providers
  - Maps, GPS
  - Payment
  - Analytics
  - Specialised APIs
- Financing driver cars
- Insurances
- many other

Key activities

- Remove friction from transactions
- Scale beyond critical mass
- Engage the participants
- Refine value proposal
- Analyse data & improve

Key resources

- Network effects
- Data & analytics
- Skilled staff
- Apps, architecture
- Venture capital
- Brand

Value proposition

For drivers:
- Income generation
- Flexible work hours
- No boss
- Ease of joining
- Low idle times
- Issue resolution

For customers/riders:
- Fast pick-up
- Lower cost
- Fare estimate
- Convenience
- Easy transactions
- Rating system

Customer relationships

- **To drivers & riders:** safe, secure, fair
- **Public:** communal / social footprint
- **Regulator:** compliance, taxation, transparency

Channels

- Social media channels
- Word of mouth
- Local campaigns
- Media
- Apps / app stores
- Comms channels

Customer segments

Traditional vs micro segmentation

Drivers:
- Demographic
- Socio-economic
- Micro-geographic
- Behavioural
- Situational

Customers/riders:
- Usage patterns
- Type of usage
- Demographic
- Socio-economic
- Micro-geographic

Cost structure

- Customer acquisition cost, CAC
- Weighted average cost of capital, WACC
- UberPool driver costs, no other drivers are a "cost"(!)
- Legal and settlement
- Lobbying
- Technology development, R&D

Revenues

- Total booking fares FY 16: ~$20b
- Net revenue Q4 '16: ~$3b (28% QoQ growth)
- Net loss Q4 '16: $991m (ex China)
- Revenue model: transaction fees
- Cost saving to taxis:
  - Asset capital cost
  - No license fees
  - Employee entitlements

Understand Uber's business model: www.innovationtactics.com/business-model-canvas-uber/

Example: Position and Patterns - Uber

Experience:

Go from one place to another

Position:

What if people could get a ride from other people, not taxis, and pay less than they would typically pay for a taxi, with more certainty around the experience?

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Approach for Aligning UX with the Business

Establish experience design KPI's that map to business KPI's

Common Business KPI's

Sales
Average order size
Gross profit
Average margin
Number of transactions
Conversion rate
Shopping cart abandonment rate
New vs. returning customer orders
Cost of goods sold

Common Design KPI's

Quantitative design KPI's:

- Task success rate
- Time on task
- Use of search vs. navigation
- User error rate
- Usability heuristics

Qualitative design KPI's:

- Reported expectations vs. performance
- Overall satisfaction

Understanding the Experience

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Life is a series of experiences

Pedro Ribeiro Simoes Flikr

TCS NEW YORK CITY MARATHON
NEW YORK ROAD RUNNERS
TATA CONSULTANCY SERVICES
TCS NEW YORK CITY MARATHON
TATA
TATA CONSULTANCY SERVICES
airbnb
TATA

OLDE QUEENSLAN
BUD LIGHT
BU TRADITION
JACK
LIVES HERE

PORSCHE DESIGN
LG

Starbucks Experience Map

Date: 3/22/10

Eric - Repeat customer
Purpose: To work/drink coffee

Anticipate

Touchpoints: Office

1.a Discussing with team the local places to grab a coffee.

1.b Deciding to go to Starbucks and work on design reports.

Touchpoints: Car

1.c Hoping to find a close parking spot.

1.d Hoping Starbucks is not overly crowded and will have available seating.

1.e Considering alternative places just in case.

Enter

Touchpoints: Walk-In

2.a Notice that there are a couple of people in line.

2.b Notice the narrow, confined layout.

2.c Enjoy the aroma of roasted coffee and mixed sweet, robust smells.

2.d The lighting is pleasant, not overly bright and not too dim.

2.e The music seems ethnic,

Engage

Touchpoints: Line

3.a The waiting line occupies the main traffic way.

3.b The menus across the counter are hard to read while in line.

3.c The line moves slow, people who just ordered are still in the same area. Becomes crowded.

3.d The ordering process seems too

Touchpoints: Order

4.a The Barista acknowledges me with a smile.

4.b I can see the menu better now, but I feel rushed to order a drink.

4.c I feel forced to make a quick beverage selection. I play it safe by having what I always get.

4.d The barista confirms my selection and asks my name to write

Touchpoints: Pay

5.a The barista tells me the total and I pay with my credit card. He asks me if I want my receipt, I decline.

5.b My interaction ends with him saying thank you. He doesn't use my name.

5.c Now I move to the left of where I paid. Once again I feel crowded and out of place. People are

Touchpoints: Sit

6.a Grab my drink and look for a place to sit.

6.b I need, most importantly, an outlet and a workspace.

6.c I notice that there are only a few locations in the seating areas that have outlets. This is discouraging.

6.d Most places are occupied. No outlets are

Touchpoints: Drink

7.a The cup is hot, steaming, but withstanding in my hand.

7.b Smells roasty and sweet.

7.c First sip is too hot, but flavorful. I'm happy with the taste and my choice.

7.d The continued sips remain satisfying.

Touchpoints: Work

8.a I place my drink on the table next me and place my bag on the floor.

8.b I remove my computer and accessories and now am shifting my coffee to find room for all of my things on this little coffee table.

8.c The table is too low to work from there, so I place my laptop in my

8.f I enjoy the free wireless and the unlimited use. The signal strength is adequate.

8.g The music is really bothering me. I put my headphones on and play my mp3 songs.

8.h The battery use on my computer is a concern now. I will begin looking for another table to work at.

Exit

Touchpoints: Pack Up

9.a The barista walks by me and makes an announcement to the tore that it will be closing shorty -10 pm.

9.b I would like to continue to work. I feel 10pm closing time is much too early, especially in a college town.

9.c I stand up and walk around until I find a hidden trash can to throw my cup

Touchpoints: Walk Out

10.a I pack my things up and head out the door.

10.b The remaining staff tell me to have a good night.

Reflect

Touchpoints: Car

11.a I head to my car and wish that I could have stayed longer to work. I know that once I get home, I will be in the wrong mind state to continue working.

11.b The coffee was very good, but I was disappointed in the environment. Distracting music, small workspace, lack of power

Understanding Customers

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“A business exists to create a customer.” Peter Drucker

1 THE FLEDGLING /

/ STATS

- 22-34 years old
- Single
- No children
- Urban renter
- HHI 85K
- University educated

/ STORY

Flora rents a condo in Toronto's Liberty Village. She has struggled to establish her career since graduating. Now though, things are looking up. She has a good job, and a little extra to spend on herself and her friends.

Weekends involve yoga, window shopping, snuggling in with the latest spotlight pick and heading out to see friends in the evening.

Flora loves presenting her friends with small gifts and there always seems to be an occasion; new homes, weddings, babies!

She's very focused on feathering her nest and often picks up an impulsive little item to jazz up her condo.

/ EMOTIONAL LENS

Flora sees the world as a place of scarcity and competition. Although she is well educated herself, she believes that street smarts and being in the right place at the right time are the most direct path to success. She is brave, ambitious and self-controlled. She is moved by issues of social justice and cites the environment her top world concern. She is anti-corporation, especially their lack of concern for the environment. Frankly, the business world often challenges her belief that people are basically good.

/ DEFINING ATTRIBUTES

- $1900 annual spend at C&E
- AirMiles member
- Comfortable with mobile shopping, but prefers a larger screen
- Prefers to access customer service by email but also wants chat and phone options
- Spends time on facebook, instagram and

/BRAND AFFINITY

DETRACTOR — 69 — PROMOTER

"I want to buy quality items that will last forever. I hate what mindless consumerism is doing to the environment. On the other hand, I can't afford the best yet."

/BRAND PERCEPTION

/WANTS

I'd like to see more sales and savings opportunities.

I'd like lower your prices on decor.

I'd like to be able to customize my picks.

VALUES...	DOESN'T VALUE...
Free ship to home	Pay gift wrap online
Free ship to store	Birthday reminders
Free returns	C&E Kids' Charity
Same day shipping	Telephone help

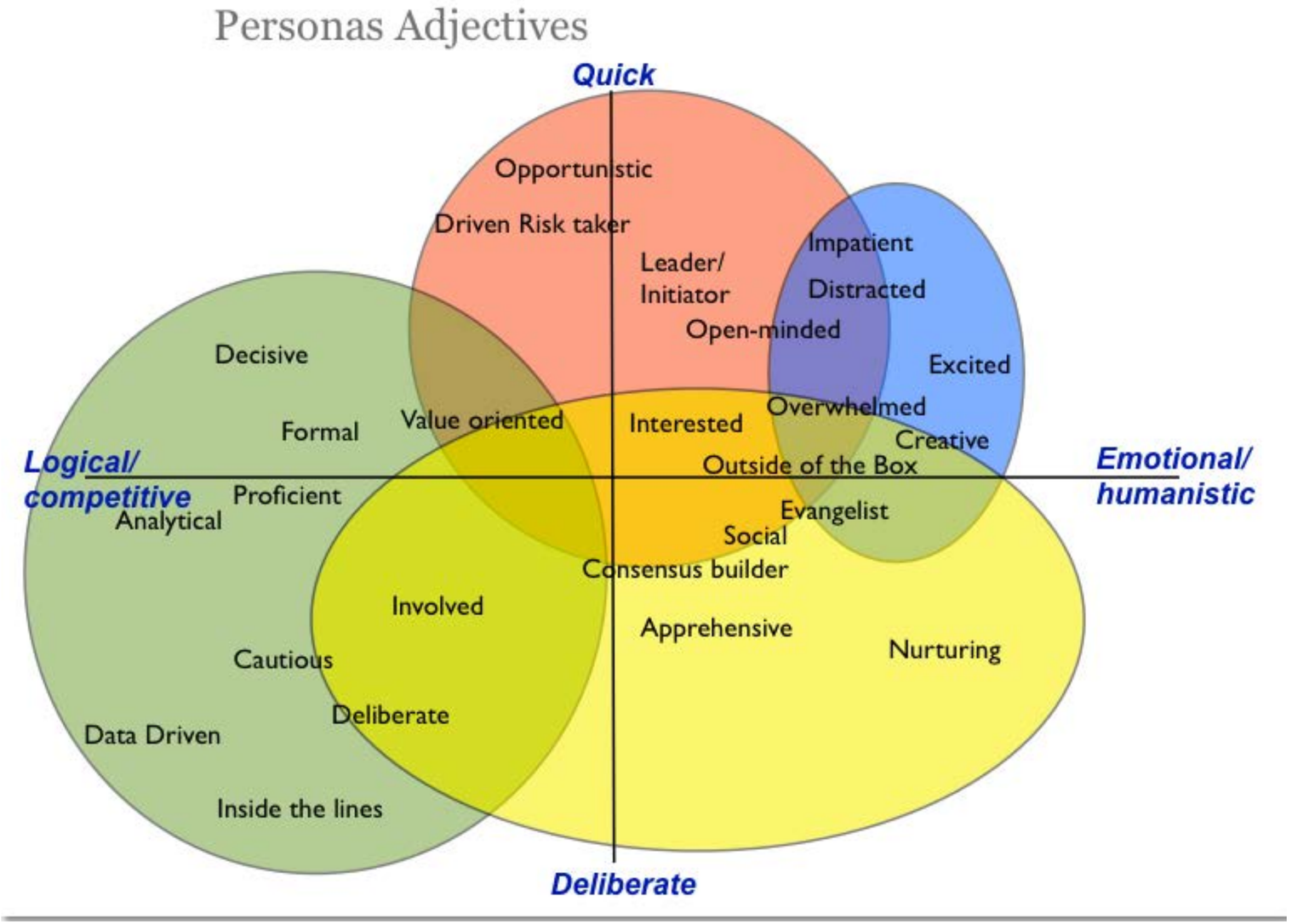
/MOTIVATORS

BUYS...	DOESN'T BUY...
Pillows*	Kid's & Toys
Throws	Baby
Rugs	Electronics
Large Furnishings	Marketplace/Grocery
	Gift Cards

FOR ME — 70 — GIFTS

/CHANNEL

Personas Are Clusters of Data Points



Segmentation Dimensions

10 or more days per month

Quarterly

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Quantifying Personas

Data In

Data Out

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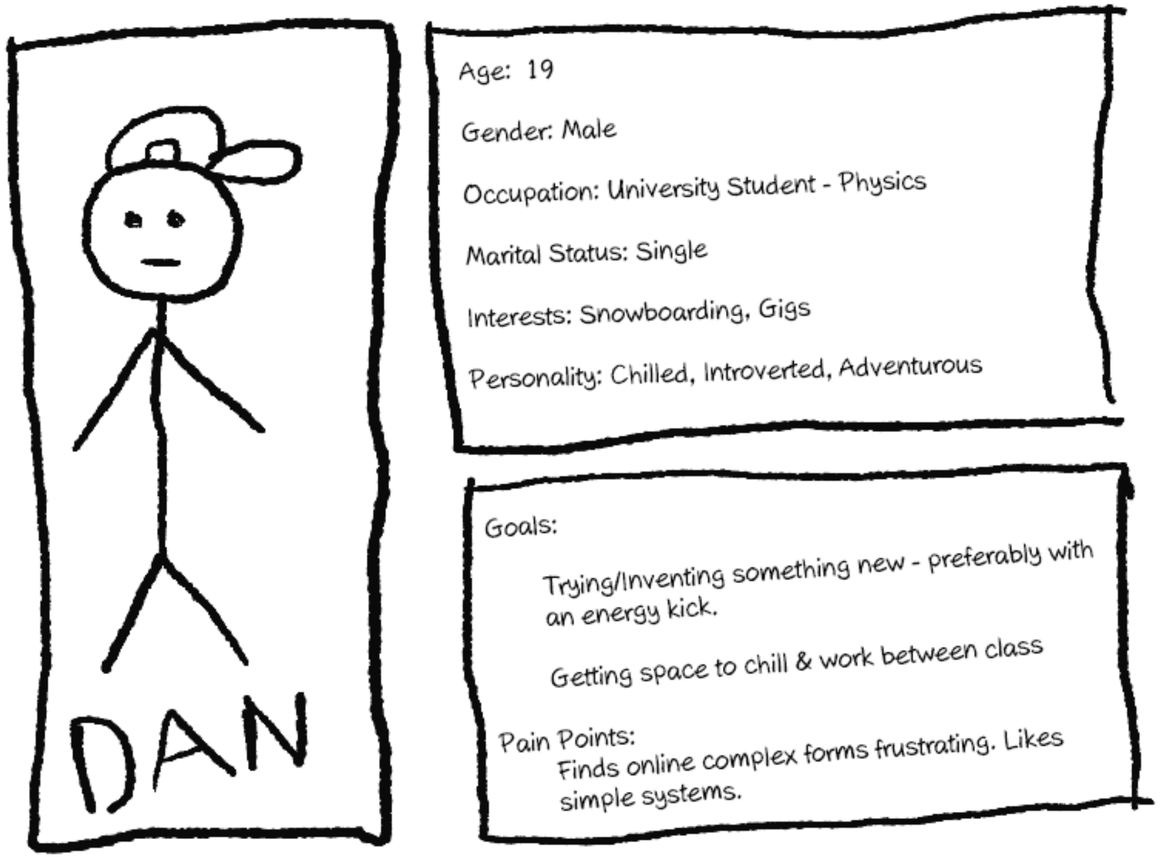
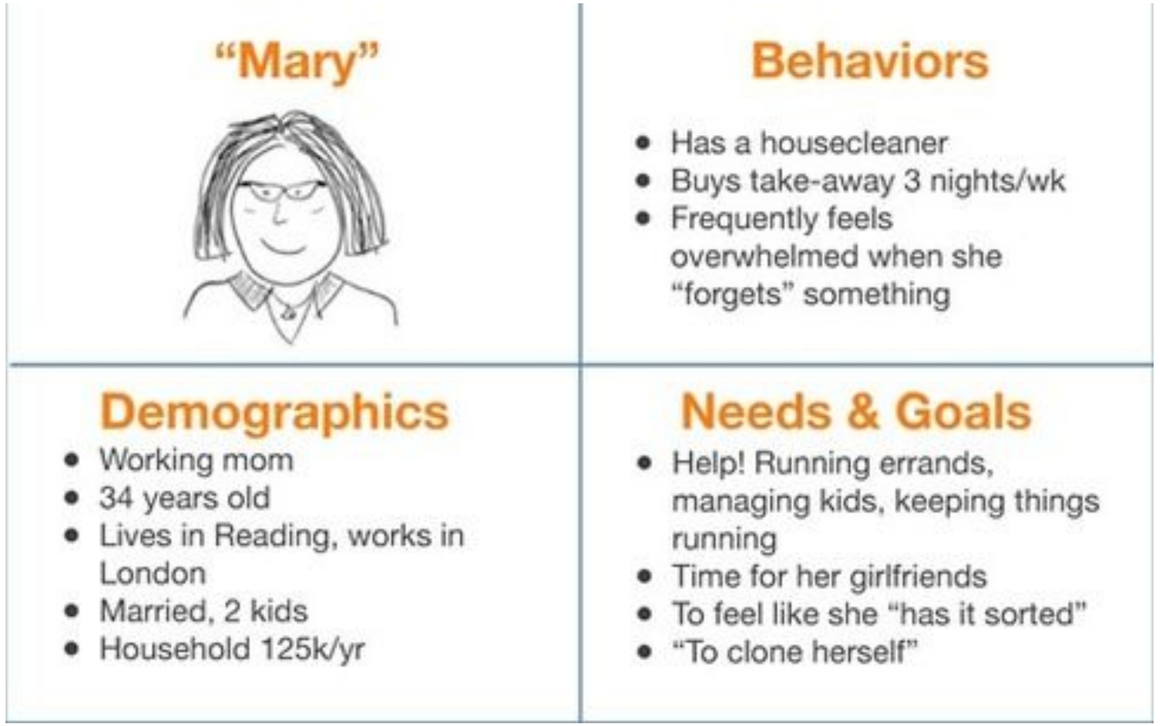
Lean UX Approach: Protopersonas



By Kari McMahon, Medium

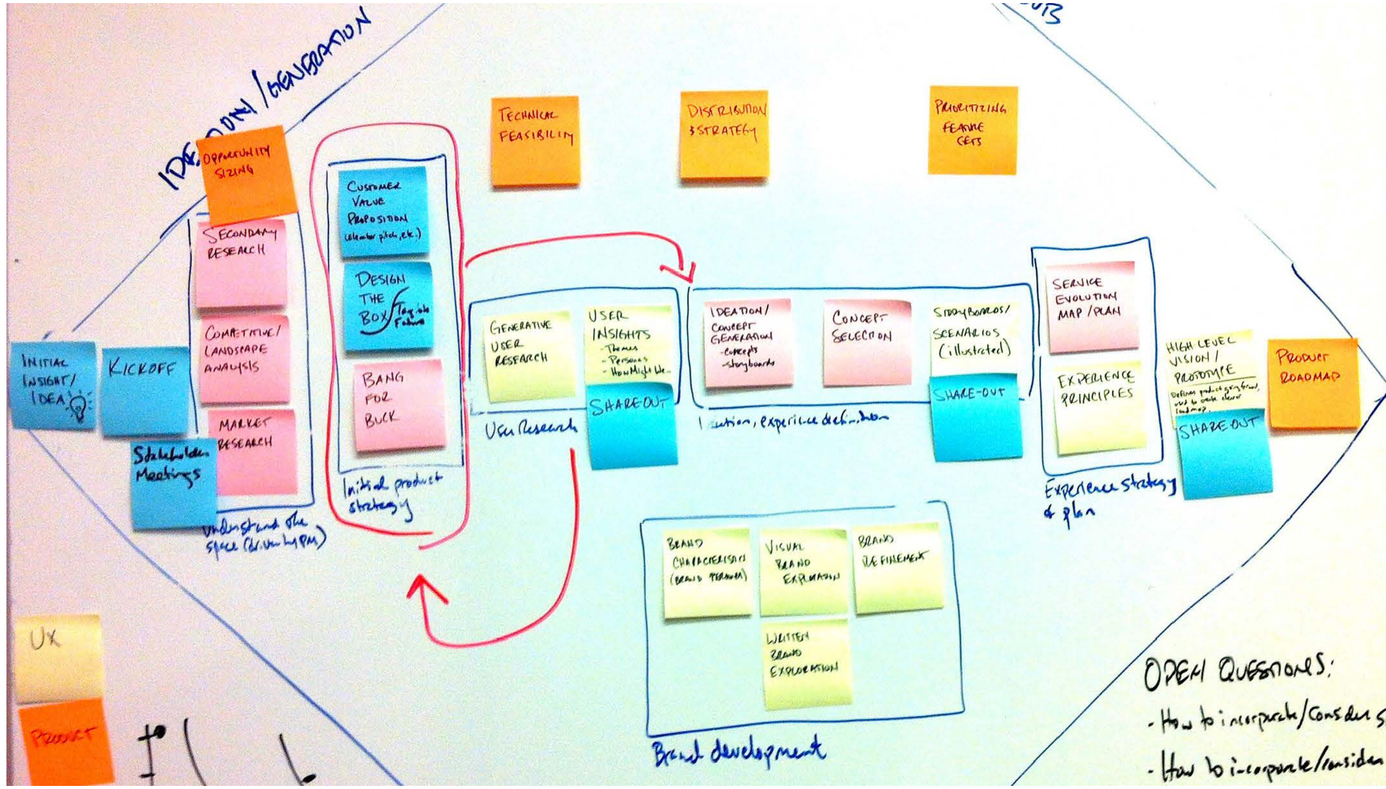


mj_designthinks, Pinterest

Ideation

Structured Ideation, Prioritization, Optimization

1. Select the target experience
2. Ideate design concepts
3. Prioritize concepts to develop
4. Prototype
5. Test, optimize, iterate
6. Prioritize feature set
7. Develop road map of releases



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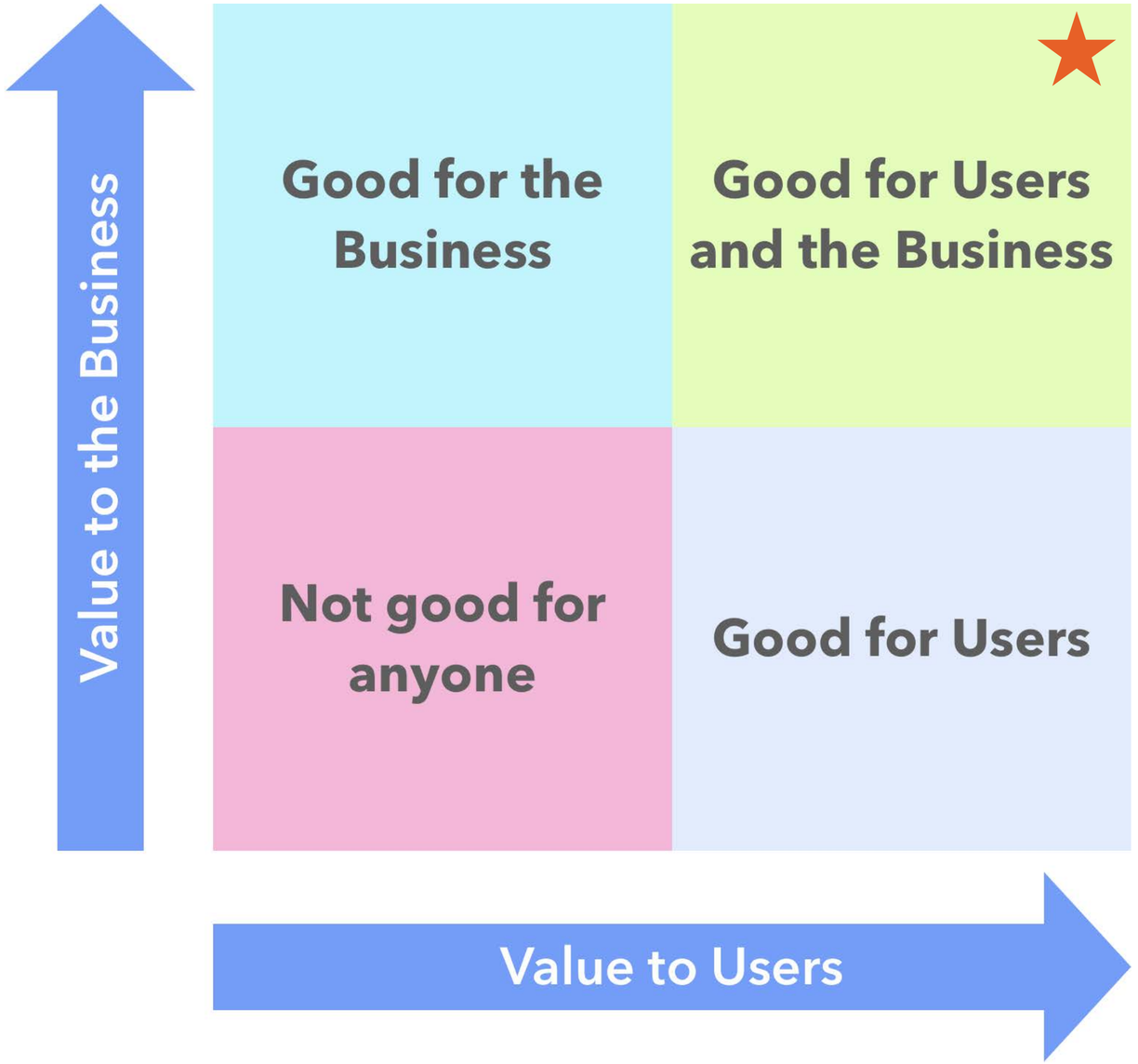
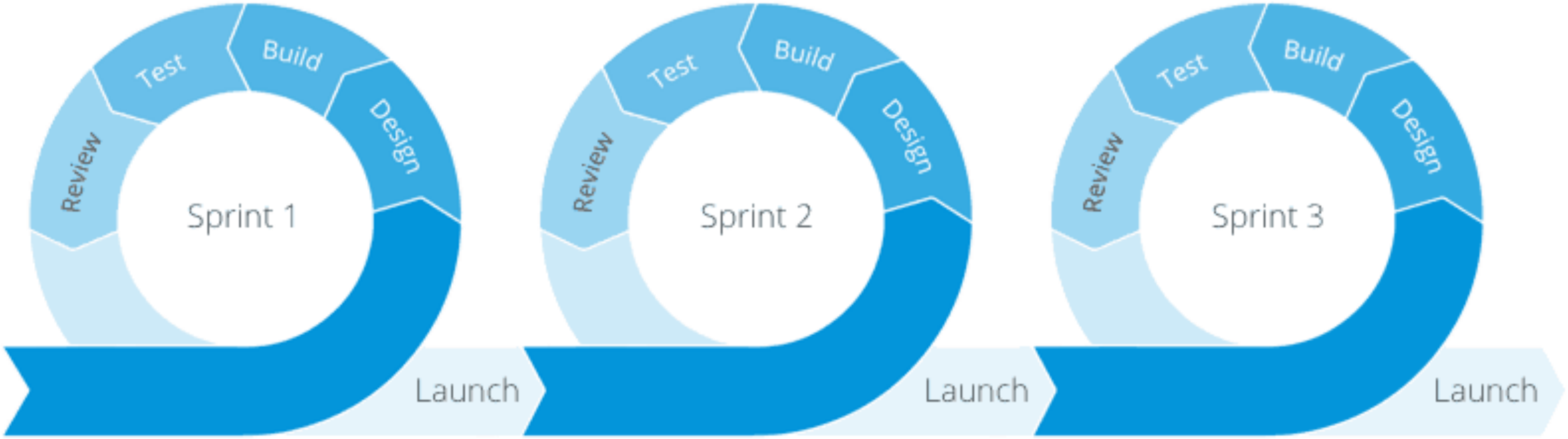
Prioritization

Prioritize One Problem or Opportunity for Ideation



Optimization

Optimization is Iterative Designing and Testing



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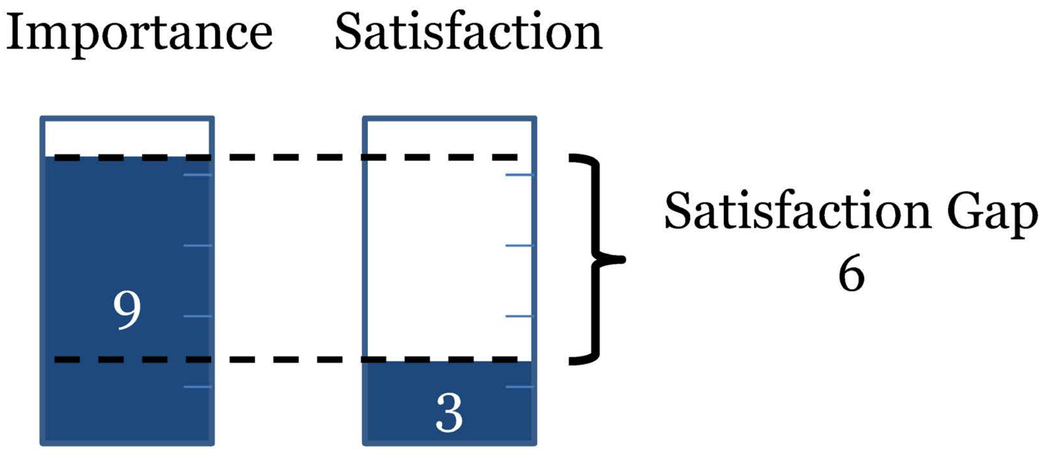
Prioritization with Jobs to be Done

Calculate Opportunity Scores



Importance + Satisfaction Gap = **Opportunity score**

9 + 6 = **15**

YHWH

Thank You!