360° Design

Visualizing & Creating High-Performance Customer-Centric Design

Chloé Bregman • Future.Design
360° Design: BX - CX - UX
Product, Design & Marketing Leadership
Agile Coach for Fortune 500
Design is a dialogue between the customers and the designers.

We are here to learn from each other. Please provide feedback. Love it? Hate it?

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participate

HOW MANY PEOPLE HAVE INTEGRATED DESIGN INTO YOUR AGILE DELIVERY TEAM?

Agree  Meh  Disagree
agenda

01 Why does customer-centric design matter?
02 What is customer-centric design?
03 Customer-centric design strategy
04 Implement customer-centric product development
05 High-performance customer-centric design
06 Take the leap
Why does customer-centric design matter?
Why Amazon Is The World's Most Innovative Company Of 2017

A rapid expansion of Prime plus bold bets in the physical world are allowing the retailer to offer even more, even faster and smarter.
Our job is to invent new options that nobody’s ever thought of before and see if customers like them.

Jeff Bezos, CEO Amazon
Earth's most customer-centric company

When Amazon.com launched in 1995, it was with the mission “to be Earth’s most customer-centric company, where customers can find and discover anything they might want to buy online, and endeavors to offer its customers the lowest possible prices.” This goal continues today, but Amazon's customers are worldwide now, and have grown to include millions of Consumers, Sellers, Content Creators, and Developers & Enterprises. Each of these groups has different needs, and we always work to meet those needs, innovating new solutions to make things easier, faster, better, and more cost-effective.
Companies can no longer “decide” the way forward. The must now “design” the way forward.

— Marty Neumeier
Author, The Brand Gap: How to Bridge the Distance Between Business Strategy and Design
Trust in Each Other
Adaptable
Agile Dev
21%
11%
11%
11%
16%
41%
21%

"I know"
"I don’t know. Let’s test & find out."
"I don’t know. The algorithm creates it"

CLASSICAL DESIGN
FEW PERSONAS

"I know"
Trust in Self
Static
Waterfall

PRESENT
DESIGN THINKING
MANY SEGMENTS

Trust in Each Other
Adaptable
Agile Dev

PAST

FUTURE

COMPUTATIONAL DESIGN
PERSONALIZED

SCALE INCREASES FROM 1 TO BILLIONS

SCALE INCREASES FROM 1 TO BILLIONS

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How fast can you design and ship value to your customers?

WEEK
01

WEEKS
08

WEEKS
24
Loic Le Meur 🧑‍✈️ @loic

@elonmusk the San Mateo supercharger is always full with idiots who leave their tesla for hours even if already charged.

10 Dec

Elon Musk 🧑‍✈️ @elonmusk

@loic You’re right, this is becoming an issue. Supercharger spots are meant for charging, not parking. Will take action.

7:20 PM - 10 Dec 2016

📅 256  ❤️ 2,240
CUSTOMER-CENTRIC
FEEDBACK INTEGRATED IN THE AGILE DEV PROCESS
What is customer-centric design?
Intentional problem solving & process to achieve a purpose

**Design Thinking**

It is a methodology as well as the ability to apply divergent thinking for solving all kinds of complex and ill-defined wicked problems using design tools & methods. Good design thinking is the capacity to view things that’s not readily apparent to others and make it explicit, in the form of a differentiated offering.
360° DESIGN

CUSTOMER-CENTRIC DESIGN

BX Brand Experience
Delivers on the brand promise.

CX Customer Experience
Keeps the customer’s needs at the center of every designed touched point that the customer interacts with the company.

UX User Experience
Builds products people need.
CUSTOMER EXPERIENCE

PRODUCTS PEOPLE NEED

User Needs
Desirable

Business Needs
Viable

Technologically Possible
Feasible

GREAT SUPPORT & SERVICE

Humane, Emotional & Social
Supporting Ecosystem

EX - Employee Experience
Organizational Structure & Process

Customer Journey
Key Magic Moments of Impact

BRANDS PEOPLE TRUST & LOVE

Vision & Values
Move, touch, & Inspire People

Identity System
Complete & Consistent

Brand Promise & Voice
Delivered in Across Touch-points
BRAND EXPERIENCE

/brand/ik'spirēəns/

Delivers on the brand promise in every customer touchpoint driving trust and customer loyalty.

**Brand**

An identifying, non-conceptual experienced feeling that symbolically defines a company, product or service used to distinguish it from other companies, products and services.

Even when conceptualized, it cannot be completely captured in words.
MISSION

Virgin America makes flying fun again. We’re constantly reinventing air travel with our stylish design, award-winning service, and the most advanced entertainment system in the sky.

Rather than accept the traditional rules of air travel, we’re breaking from convention to create the most incredible airline in the industry. We thrive on doing things differently and turning heads along the way. By pushing the boundaries of what’s possible at 35,000 feet, we’re creating an experience like no other.

THEIR BRAND VOICE DELIVERS ON PROMISE

clever / provocative / friendly
12 Positive Experiences

Delivering on the brand promise (BX) in the customer experience (CX) creates value and reduces churn risk.
Do You Know Your Brand Promise?

1) Get clear on your core brand promise.

2) Understand the voice that it is delivered in.

3) Chart out behavioral, visual and messaging examples that help communicate that brand promise and brand voice relevant to what you are working on.

The Brand Experience directly builds trust & loyalty.
Customer Experience Design is the practice of designing products/services with the focus on the quality and thoughtfulness of the user experience. Every touchpoint within the customer's interaction with a product/service is designed to deliver experiences based on the brand's promise.

Customer experience puts people’s needs at the heart of innovation. By putting people at the center of design, it de-risks innovation.
Hello Michelle.

Member #: 93734974342
Available Points: 45,359
User Name: micheley200
Email: michelle@mailinator.com

Status: ON TIME
Next Flight: 276 to SJD
Cabin: First Class
Member Since: 4/9/2009

Let us know if we can do anything for you while you’re in the air. Enjoy your flight!

What would you like to do?
Get Going. 24-Hour Flight Reminder

It’s almost time to fly. Speed up your check-in by doing it online. After you check in, print your boarding pass and pay for any bags you’re checking. Remember, if you are checking bags, they must be dropped at the ticket counter at least 45 minutes prior to departure. We look forward to welcoming you onboard.

Your Confirmation Code: BMKHRI
Customer Journey

All the points of interactions with things, people, process tools, and technology, inside and outside of the company’s control.
Who is your customer?
It’s definitely not your business unit. Your customer is king.
You need to be specific.

1) A few data-driven behavioral personas
2) Many targeted data driven segments
3) Infinite via personalization...
Inside out Business-Centric
Outside in Customer-Centric
What is customer-centric design strategy?
Strategy Questions

• Do you understand the needs of the customers you are designing for?
• Do you understand how those customers interact with your business?
• Is your team aligned on the highest priority of the customer experience?
• Does your customer experience design deliver on your brand promise?
EXAMPLE CUSTOMER EXPERIENCE MAP
Where are we supporting customer needs and actions?

**Pre-flight**
- **Booking** Booking website
- **Email confirmation** Email Create calendar event
- **Go to airport** Lyft
- **Check in to flight** Ticket counter

**In-flight**
- **Read** Book
- **Eat** Food
- **Use wifi**
- **Board plane** Plane seat
- **Buy book** Bookstore
- **Check in to flight** Ticket counter

**Post-flight**
- **Deplane** Plane
- **Get baggage** Baggage claim
- **Leave airport** Drive away in rental car

**Marketing**
- Word of mouth Friends and family
- **Marketing**
  - Tv advertisement
  - Youtube Ads
  - Instagram
  - Twitter

**Actions**
- **PLANNING**
  - Determine trip dates
  - Search for flights
  - Choose airline to use
  - Search Virgin America flights
  - Choose flight & purchase
  - Determine how to go to the airport
  - Set calendar alert for flight
- **AIRPORT**
  - Print ticket
  - Choose method to check-in
  - Pass the time
  - Determine where to buy book
  - Decide what book to purchase
- **TRIP BEGINS**
  - Read book
  - Buy something to eat
  - Eat
  - Use WiFi
  - Talk with other passengers
- **WHAT’S NEXT**
  - Leave the plane
  - Navigate the airport
  - Head to baggage claim
  - Retrieve bag
  - Go to rental car kiosk
  - Rent car
  - Drive away to next destination
Prioritizing “Moments of Truth” Touchpoints

**CUSTOMER PAIN**

Product

**BUSINESS IMPACT**

$ $ $ $ $ $ $ $ $ $

**PRIORITY**

!!!
Customer-centric product development.
"a person's perceptions and responses that result from the use or anticipated use of a product, system or service".

This includes all the users' emotions, beliefs, preferences, perceptions, physical and psychological responses, behaviors and accomplishments that occur before, during and after use. This also is what makes up a brand experience.

UX = System + User + Context of Use
IDENTIFY YOUR FEEDBACK LOOP
BUILD A FEATURE / PRODUCT
Based on assumptions / hypothesis

ADJUST DESIGN
From actual information
Integrate learnings + insights
Form new hypothesis

TEST / VALIDATE
With actual customers

OBSERVE
Get feedback and metrics
to get actual information
We hypothesize that doing, making, changing...

For this specific customer type

Will achieve new attitude or behavior

Which we can measure in this way...
Measuring Actual Results vs Conjectures

Design is always contextual. Audiences and users matter. Often a predictable “known” answer won’t be the right fit. You have to test it.
Waterfall is less Customer-Centric for Software

Idea Proposed
Follow-up Meetings
Specification Written
Spec Reviewed
Prioritized by Engineering
Build Begins

Build
TEST
LEARN
ITERATE

User Test
Report Written
Applied

Tom Chi - Google X
TEAM STRUCTURE AND SKILL SETS
FEATURE TEAM - CROSS FUNCTIONAL WORKFLOW

PRODUCT DEVELOPMENT TEAM

IDEA based on hypothesis

WORK

IDEA

UX

BackEnd

QA

DEVOPS

RESEARCHER

PM

1 or 2 Weeks Start to Ship

SHIPPED FEATURE
TESTED IN DESIGN
AWAITING METRICS IN
BETA TESTING OR PRODUCTION

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CONTINUOUS CUSTOMER FEEDBACK LOOP

DISCOVERY
RESEARCH
IDEAS

Observe & Learn
Hypothesis
Research
Define

Observe
CUSTOMER
CENTERED

Analyze
Hypothesis
Ideate
Iterate

CUSTOMER
CENTERED

DEVELOP

Observe & Learn
Hypothesis
Ideate
Iterate

CUSTOMER
CENTERED

Build & Validate
MVP

Hypothesis
Research
Define

CUSTOMER
CENTERED

TEST

WORKING SOLUTION
IN PRODUCTION

Observe & Learn
Hypothesis
Research
Define

CUSTOMER
CENTERED

Ship

AB

DESIGN

DESIGN THE RIGHT THING

Rapid Prototype

Test

DEVELOP

DESIGN THINGS RIGHT
Quantitative Surveys
Qualitative Surveys
Focus Groups
Usability Testing
Diary Studies
Behavioral Personas
User Stories
Design Studio
Affinity mapping
Moodboards
Storyboards
PROTOTYPE & USABILITY TEST

Hypothesis
Ideate
Iterate

Observe & Learn

CUSTOMER CENTERED

Usability Test

Rapid Prototype

Sketching
Paper Prototyping
Wireframes
Rapid Prototyping
Guerilla Testing
Usability Testing

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DEVELOP & USER TEST

Observe & Learn

Customer Centered

Hypothesis
Ideate
Iterate

Build & Validate

MVP

High-Fidelity
Emotional Impact
Coded Mockups
User Testing
Dog fooding
Staging
ITERATE & A/B TEST IN WORKING SOFTWARE

A/B Test
Data Analysis
Metrics
Behavioral insights

Hypothesis
Research
Define

CUSTOMER CENTERED

Observe & Learn

Launch

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CONNECT YOUR CUSTOMER JOURNEY TO YOUR EPICS
Achieve high-performance customer-centric design
I never lose.
I either win
or
I learn.

Nelson Mandela
“A company that consistently makes and implements decisions rapidly gains a tremendous, often decisive, competitive advantage.” - Steve Blank
SUPER FAST FEEDBACK LOOPS

DISCOVERY RESEARCH IDEAS

OBSEERVE & LEARN
HYPOTHESIS RESEARCH
DEFINE
CUSTOMER CENTERED
OBSERVE
ANALYZE

DESIGN

HYPOTHESIS IDEATE
ITERATE
CUSTOMER CENTERED
RAPID PROTOTYPE

DEVELOP

USABILITY TEST
HYPOTHESIS IDEATE
ITERATE
CUSTOMER CENTERED
BUILD & VALIDATE

WORKING SOLUTION IN PRODUCTION

OBSERVE & LEARN
HYPOTHESIS RESEARCH
DEFINE
CUSTOMER CENTERED
SHIP

DESIGN THE RIGHT THING

DESIGN THINGS RIGHT

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TECH TO SHIP QUICKLY

DESIGN SYSTEMS
PATTERN LIBRARIES
UI KITS AND
ICON FONTS

HIGH QUALITY CODE
TEST DRIVEN DEVELOPMENT
CONTINUOUS DEPLOYMENT
A/B TESTING

COLLABORATION PROCESS
MOVE FAST AND BREAK THINGS
360°DESIGN

Take the leap. Customer-centric design in action.

SECTION

06
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BX
CX
UX
PRODUCT
SUPPORT
TRUST
CUSTOMER-CENTRIC

FEEDBACK INTEGRATED IN THE AGILE DEV PROCESS
INCREASE DESIGN SPEED & ROI

DELIVER CUSTOMER VALUE TO MEET BUSINESS GOALS THROUGH FASTER CONTINUOUS LEARNING LOOPS

DISCOVERY
RESEARCH
IDEAS

DESIGN

DEVELOP

WORKING SOLUTION IN PRODUCTION

DESIGN THE RIGHT THING

DESIGN THINGS RIGHT

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CUSTOMER-CENTRIC DESIGN
IDENTIFY YOUR FEEDBACK LOOP

Always bring the focus back to the customer.

Change starts with ourself.
QUESTIONS

LET’S LEARN TOGETHER
Thank You. Do you have feedback?

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