EXPERIENCE STRATEGY

HOW IT RELATES TO WHAT WE ARE DESIGNING, AND HOW WE DESIGN IT

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VP OF TECHNOLOGY STRATEGY
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frog
Experience Platform

The evolving role of design.

**Signature Product Design**
Drive change in organizational thinking through the launch of lighthouse products.

**Connected Ecosystems**
Connect your products and services together into more effective ecosystems to capture greater value.

**Unified Experiences**
Provide the tools and strategies to align your user experience across disparate teams.

**Creative Culture & Processes**
Empower teams to work more creatively collaboratively to address user needs.

**Organizational Impact**
Change your organizational culture from engineering driven to human centered.
Experience Strategy
Experience Strategy choreographs interactions between people, products, and services over extended periods of time.
“We need to bring new products to market in 3 years, not 7 years.”

— EXECUTIVE AT SCIENTIFIC MICROSCOPE MANUFACTURING COMPANY
WE FIGURED OUT HOW TO GO FASTER, BUT THE CUSTOMER ISN’T BUYING MICROSCOPES ANYMORE.
SCIENTISTS WANT TO ANALYZE IMAGES OF CELLS.
UH OH

IMAGE ACQUISITION & MANIPULATION + STORAGE + COLLABORATION + SOFTWARE TO AID IN ANALYSIS & WORKFLOW
“YOU’RE ACTUALLY IN THE IMAGING SYSTEMS BUSINESS NOW.”

ALONG WITH DOZENS OF OTHER COMPANIES.
SO, WHAT’S IT GOING TO TAKE TO BE GOOD AT THIS?
THREE EXAMPLES FROM THE PRESENT
DUMB RUBBISH?
SMART RUBBISH?

SMARTBELLY, BIGBELLY SOLAR
IT’S A SERIES OF PROCESSES AND SYSTEMS

Waste Collection Services

Sorting

Composting
Recycling
Production
Other Processing Activities

Waste Recovery

Final Disposal
TOTAL RUBBISH?
TOTAL RUBBISH?
TOTAL RUBBISH?

MEET BRUNO. FIXES PROBLEMS YOU DIDN’T KNOW YOU HAD. CREATES NEW ONES.
MEET BRUNO. FIXES PROBLEMS YOU DIDN’T KNOW YOU HAD. CREATE NEW ONES.
IN THE CAN

Source: Amazon
How do SmartBelly Bruno Echo make you feel?
How do SmartBelly Bruno Echo make you feel?

What do they have in common?
How do

SmartBelly

Bruno

Echo

make you feel?

What do they have in common?

What are they part of?
Structured, Hardwired, Siloed, Deliberate, and Built-to-Last

Networked, Dynamic, Interdependent, Predictive Destined-to-Change
People have newfound **levels of freedom** in choosing their preferred path to fulfillment.
Businesses and brands have powerful **new opportunities to build relationships**.
But people's experiences with products and services often feel **fragmented & disconnected**.
How do you **align your business efforts, processes and partners** to meet people’s changing expectations?
How do you **deliver a cohesive experience** across an evolving offering of products and services?
How do you account for being part of **much-wider experience and value ecosystems**?
These challenges require new skills and an integrated approach to design: welcome the era of **choreographed product and service experiences**.
As products, buildings, and infrastructure get smarter, more connected and data-rich, design must expand from a singular focus on discrete things and structures towards the design of adaptive, modular, intelligent, and interdependent context—where things, services, people, and places are always already connected in direct and oblique ways.

**Big Design** uses design and engineering to shape connected, intelligent systems that bridge the human, enterprise, and urban—or even planetary—scale.

Source: frog
Experience Strategy choreographs interactions between people, products, and services over extended periods of time.
THREE IMPERATIVES OF EXPERIENCE STRATEGY

1. DON'T JUST MAKE THINGS

2. CREATE ANCHOR POINTS

3. ORGANIZE FOR EXPERIENCE
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DON’T JUST MAKE THINGS

Previous Products

Market/Customer says...

We think...

No Existing Market

Can we? Should we?

The Market Indicates

We should make a thing
CREATE EXPERIENCES

These things exist

People have been doing...

Learning

We could be...

Experiments to understand behavior...

Networks feel...

Adapting
WHY WII?
Wii WON

Two-Handed
Existing Si
WII WON

Two Handed
Existing Si

Casual Gamers

3D Control
VIRTUAL INTENT

Source: Airwaves by frog
CULTURAL REALITIES?

The Surprising Joy of Virtual Reality
And why it's about to change the world
by Joel Stein

Source: time magazine
Controlling Pain Without Drugs

Firsthand and scientists at the University of Washington, Dr. Hunter Hoffman and Dr. David Patterson, have developed games like SnowWorld to reduce the pain of wound care and other hospital procedures. Clinical trials show dramatic reductions in pain, plus patients report feeling less anxious when they have VR to help them through the painful procedure.

SnowWorld transports the patient through an icy canyon filled with snowball hurling snowmen, flocks of squawking penguins, woolly mammoths and other surprises. Patients are drawn in, throwing their own snowballs as they fly through the gently falling snow. Often they become so engaged, they don't realize their procedure is already over!

“SnowWorld puts Pixar-like animation to medical use in a virtual video game that relieves the pain of burn victims. Try it. It is completely absorbing to pelt woolly mammoths and penguins with snowballs while your ears are filled with the irresistible strains of (Paul Simon's) Graceland.”

-- New York Times --
CREATE EXPERIENCES

New products and services create new behaviors

BUILDING NEW PRODUCTS & SERVICES
What needs and desires are we trying to address?

UNDERSTANDING THE IMPACT OF NEW TECHNOLOGIES
What do we need to understand and when? How do we react?

A better understanding of needs and desires can validate decisions
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ANCHOR POINTS: THINGS YOU CAN RELY ON

Source: GE
“Before CNG in a Box, it took all night to fuel my busses. And sometimes it didn’t work.”

— OPERATIONS MANAGER, MAJOR CITY TRANSIT
ANCHOR POINTS: THINGS YOU CAN RELY ON
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Interfaces  CNG in a Box  Schedules
ANCHOR POINTS: THINGS YOU CAN RELY ON
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ANCHOR POINTS FOR CONNECTED EXPERIENCES
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The Original Networked Business

Organizations have traditionally echoed the shape of the experiences they create, we just didn’t look at it that way.

Source: ribbonfarm.com
Which company is better organized to create the best experiences? Who can introduce new services and products, or pivot quickly to change existing ones?

Source: Bonkers World, 2011
ORGANIZED FOR EXPERIENCE?

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“Don’t ship the Org Chart”
-Steven Sinofsky, Microsoft

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“Organizations which design systems ... are constrained to produce designs which are copies of the communication structures of these organizations”
— Conway’s Law

Source: Bonkers World, 2011
Nest’s failure to launch new products in the past couple of years is at least partly due to Tony Fadell’s constant push for new features and rethinking of designs, interviews with numerous current and former employees say. In an interview, Dropcam co-founder Greg Duffy revealed that he had accused Mr. Fadell of acting like a “tyrant bureaucrat” in a sharp exchange when Mr. Duffy decided to quit.
VALVE ORGANIZATIONAL CHARTS
(AS ENVISIONED BY EMPLOYEES)

Diag. 1
everyone → gabe

Diag. 2
everyone → chet

Diag. 3
Graph 1

Diag. 4
Graph 2

Diag. 5
“* I’m the noob, coffee anyone?...Hello?”
“Hierarchy is great for maintaining predictability and repeatability. It simplifies planning and makes it easier to control a large group of people from the top down, which is why military organizations rely on it so heavily. But when you’re an entertainment company that’s spent the last decade going out of its way to recruit the most intelligent, innovative, talented people on Earth, telling them to sit at a desk and do what they’re told obliterates 99 percent of their value. We want innovators, and that means maintaining an environment where they’ll flourish. That’s why Valve is flat. “

-Valve New Employee Handbook
ZAPPOS’ HOLACRACY

Stuff Comes In

Doing Work
in clear roles

Sensing “Tensions”
as challenges or opportunities

Tactical Meetings
to sync and triage next actions

Governance Meetings
to clarify and improve role structure

Source: Holacracy.org
Zappos says 18 percent of the company has left following its radical “no bosses” approach.
“When seen in this light, the first observation is that there is no ‘product business’ ownership.”

“Schiller’s Marketing function includes product marketing by product line, but these are not business ownership roles...there is no “head of devices” or “head of iPhone”...Product is a “horizontal” responsibility for which every function is partially responsible.”

—HORACE DEDIU, ASYMCO

Source: Asymco.com
Apple has at least six projects underway to develop cloud infrastructure, including one codenamed Project McQueen designed to build its own data storage systems. Others include projects to build servers, networking equipment and systems that could one day help developers to power their apps. Apple can’t move off rival cloud services entirely until all the cloud elements are ready, although it will be able to limit its dependence on others if some of these were completed.

—HORACE DEDIU, ASYMCO

Source: venturebeat.com March 2016
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Thanks!

Go Big Green