UX Strategy

Using Design To Solve Business Problems
@JimKalbach

Principal UX Designer Citrix

LIS Degree Rutgers University
Agenda

1:30  What Is Strategy?
2:00  Identifying the Elements of Strategy
3:00  Building UX Strategy
3:45  Break
4:00  Building UX Strategy (cont.)
4:45  Communicating Strategy & Planning
5:30  End
What is strategy?
“A strategy is a set of hypotheses about cause and effect.... and can be expressed by a sequence of if-then statements.“

Robert Kaplan & David Norton,
"Linking the Balanced Scorecard to Strategy," 1996
At general management’s core is strategy: defining a company’s position, making trade-offs, and forging fit among activities...

Strategy renders choices about what not to do as important as the choice about what to do.

Hierarchy of Strategy

- Corporate Strategy
- Brand Strategy
- Product Strategy
- UX Strategy
Strategy is...

... a hypothesis: IF \( \rightarrow \) THEN

... about choice and trade-offs

... hierarchical
What isn’t strategy?
What Strategy Isn’t

Analysis
Budgeting
Resourcing
Project Planning
To make strategy more interesting — and different from a budget — we need to break free of this obsession with planning. Strategy is not planning — it is the making of an integrated set of choices.
Strategy is...

... a hypothesis: IF THEN

... about choice and trade-offs

... hierarchical

... not analysis, budgeting, resourcing, or project planning

Strategy is a creative exercise to figure out how to win over time.
What is UX strategy?
Surface
Skeleton
Structure
Scope
Strategy

The Elements of User Experience: User-Centered Design for the Web
Jesse James Garrett
Ripple Effect
An experience strategy is that collection of activities that an organization chooses to undertake to deliver a series of (positive, exceptional) interactions which, when taken together, constitute an (product or service) offering that is superior in some meaningful, hard-to-replicate way; that is unique, distinct & distinguishable from that available from a competitor.

Summary

- UX strategy is the set of choices to reach a desired position over time.

- Strategy is hierarchical, and UX strategy aligns upward.

- UX strategy is not budgeting, resourcing or project planning.

- You can NOT analyze your way to strategy; instead, it is a creative exercise to figure out how to win.

- UX strategy is about how design will help the business win in its strategy by providing value to customers in a uniquely meaningful way.
Elements of Strategy
1. **Pattern** – Trends from the past

2. **Position** – Desired outcome

3. **Perspective** – Philosophy of working

4. **Ploy** – Outmaneuver opposing forces

5. **Plan** – Course of action
1. **What's your winning aspiration?**
   The objective of your business

2. **Where will you play?**
   Where you do business: geographies, products, segments, channels, business models

3. **How will you win?**
   The value proposition and unique advantage

4. **What capabilities must be in place?**
   The activities & knowledge to reach objectives

5. **What management systems are needed?**
   How you know you have succeeded
# Elements of Strategy

<table>
<thead>
<tr>
<th>IF</th>
<th>THEN</th>
<th>Lafley &amp; Martin</th>
<th>Mintzberg</th>
<th>Key Strategy Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aspiration</td>
<td>Playing field</td>
<td>Pattern</td>
<td>Position</td>
<td>1. What trends motivate action?</td>
</tr>
<tr>
<td></td>
<td>How to win</td>
<td></td>
<td>Perspective</td>
<td>2. What are your winning aspirations?</td>
</tr>
<tr>
<td></td>
<td>Capabilities</td>
<td></td>
<td>Ploy</td>
<td>3. Where will you play? Market, Customers, Region Products, Platforms, Business Model</td>
</tr>
<tr>
<td></td>
<td>Management</td>
<td></td>
<td>Plan</td>
<td>4. How will you win?</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5. What capabilities are needed?</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6. How will you measure success?</td>
</tr>
</tbody>
</table>
Exercise 1 – Identifying the Elements of Strategy

In groups

1. Take five minutes and read your scenario individually. Highlight elements that appear strategically relevant.

2. In a group, read your scenario aloud

3. Respond to each of the strategic questions on the worksheet based on the scenario.

   Write down a few keywords for each that reflect a viable answer.

4. Skip elements that are unknown or make assumptions as needed.
Types of Business Growth

Ansoff Matrix

Offering

EXISTING

NEW

EXISTING

Penetration

Innovation

NEW

Expansion

Diversification

Ansoff Matrix
Building UX Strategy
## Elements of UX Strategy

<table>
<thead>
<tr>
<th>IF</th>
<th>THEN</th>
<th>KEY STRATEGY QUESTIONS</th>
<th>UX STRATEGY (KALBACH)</th>
</tr>
</thead>
<tbody>
<tr>
<td>LAFLEY &amp; MARTIN</td>
<td>MINTZBERG</td>
<td>Pattern</td>
<td>What trends motivate action?</td>
</tr>
<tr>
<td>Aspiration</td>
<td>Position</td>
<td></td>
<td>1. Challenges</td>
</tr>
<tr>
<td>Playing field</td>
<td>Perspective</td>
<td>Where will you play?</td>
<td>2a. Objectives</td>
</tr>
<tr>
<td>How to win</td>
<td>Ploy</td>
<td>How will you win?</td>
<td>2b. Desired UX</td>
</tr>
<tr>
<td>Capabilities</td>
<td>Plan</td>
<td>What capabilities are needed?</td>
<td>3. Focus Areas</td>
</tr>
</tbody>
</table>

- Challenges
- Objectives
- Desired UX
- Focus Areas
- Approach
- Activities
- Measurements
1. Challenges
Business & UX Alignment Activities

JAMES KALBACH  "Alignment Diagrams: Focusing the Business on Shared Value" Boxes and Arrows
Service Blueprint for Seeing Tomorrow’s Services Panel

Service Blueprint

Physical evidence
- Blog posts
- Facebook
- Upcoming.com

Attendee actions
- Register for event
- Go to the event
- Arrive at the event
- Sign-in
- Participate with displays, discussions, and drinks
- Listen and interact with panels
- Depart

Front-of-stage interactions
- Blog, tweet, and announce event
- Greet attendees
- Sign-in attendees
- Seat attendees
- Conduct panel
- Facilitate Q&A with panel
- Conclude panel

Back-of-stage interactions
- Blogging and tweeting event
- Post signage and position greeter
- Setup sign-in desk with volunteers, welcome packs, and attendee list
- Setup room: chairs, displays, drinks and A/V
- Mic panelists

Support processes
- Create a marketing plan
- Manage CMU event registration system
- Recruit and coordinate volunteers
- Order chairs and drinks
- Coordinate panelists

Line of interaction
- Customer
- Touch point
- Business

Brandon Schaefer, Adaptive Path
This work is licensed under a Creative Commons Attribution-Share Alike 3.0 United States License
Mental Model Diagram

Get Dressed
- Get Out of Bed
  - Wash up
  - Hair Care
  - Soap
- Brush Teeth
- Prepare Hair, Face
  - Decide What to Wear
- Get Dressed
- Make Caffeine Beverage
- Drink Caffeine Beverage
- Do Exercise

Awaken Myself
- Awaken Myself
- Snack on Coffee
- Snacks Coffee
- Dish Wash
- Dish Wash
- Snacks Coffee

Eat
- Eat at Home
- Eat Holiday Breakfast with Family
- Eat
- Skip Breakfast

Commute
- Commute
- Drive in Traffic
- Get to Transit Station
- Worry About Arriving Late
- Distract Myself
- Distract Myself

Customer Touch Point Business
Look for opportunities...

1. Efficiencies - “lean consumption”

2. Redundancies

3. Gaps

4. Barriers to consumption

5. User behaviors to impact or influence

6. Competition and disruption

Example: “Author Experience Map”

<table>
<thead>
<tr>
<th>0. IDENTIFY NEW OPPORTUNITY</th>
<th>1. MAKE AGREEMENT</th>
<th>2. DRAFT MANUSCRIPT</th>
<th>3. EDIT TEXT</th>
<th>4. PUBLISH TITLE</th>
<th>5. PROMOTE WORK</th>
<th>6. MAINTAIN RELATIONSHIP</th>
<th>7. REVISE &amp; UPDATE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Author Involvement Levels**
2a. Objectives

How does UX support the business goals?

- Increase revenue
- Decrease costs
- Strengthen brand image
- Improve customer loyalty
- Reach new customers
- Maximize visitor conversion
- Raise average order value
- Broaden market share
- Increase social responsibility
- Increase usage
- Save user's time
- Reduce chance of errors
Examples

From Gerry McGovern (http://www.customercarewords.com/strategy-and-online.html):

• Reduce phone and face-to-face support costs by 15% by increasing customers' ability to complete their support tasks using online channels.

• Increase the conversion ratio from 30:1 to 28:1 by improving the ability of airline customers to see the costs of flights on days close to their preferred dates.

• Reduce repetitive, simple questions to doctors by 50% by allowing citizens to answer these questions themselves online.

• Increase the number of sales leads by 25% by asking the customer for as little personal information as possible when they seek to contact or otherwise engage with us.

• Make the purchasing process as convenient as possible for the customer by asking them for as little personal information as possible and asking for that information at the last possible point in the purchase process.

• Improve customer satisfaction and loyalty 5% by being the most transparent organization in the industry by using online channels, particularly social media ones.

• Increase your customer base by 10% every year by being the simplest to use and most convenient online service.

• Reduce time to market by six months for new products by actively engaging customers in the product development process.

• Reduce checkout times by allowing customers to scan products with their mobile phones as they do their shopping.

• Allow customers to save more money by using their mobile phone to scan an item and find out if there are any special coupons or discounts available to them.

• Allow customers to use their mobile phones as a shopping list that checks off as they scan and then reminds them if they have forgotten something.

• Allow customers to use their mobile phones as a budget planner, informing them how much they have spent so far this month as they shop.

• Allow customers to use their mobile phone to plan a healthy diet by reminding them to purchase a range of health products.

• Combine offline stores with the online shop to allow for faster and more convenient delivery of purchases.
2a. Objectives

Example:

- Deliver a high quality user experience that:
  - Improves customer satisfaction by 25%
  - Increases active usage by a factor of 2
  - Drives preference: 90% of users select new solution
- Maintain UI consistency across products and services
  - 80% of designs pass a “consistency check“
- Optimize and modernize our design processes
  - Shorten design time by 25%

Don’t forget: Tie the objectives to the measurements.
2b. Desired UX -- Example

Key Principles – Familiar, Natural, Delightful

- I want to feel in control of the software when I use it.
- Bring my existing data with me so I don’t have to migrate and commit to a new system.
- Make it immediately understandable. I want to just “get” it and know why it’s valuable to me.
- Make it delightful. I want something that’s pleasing to the eye and enjoyable to use.
- Fit into my workflow and way of communicating. Make it so natural that I’ll just use it all the time.
- Integrate materials so that are all close at hand. I need help managing and organizing my work.

Tie the desired UX to the measurements.
3. Focus Areas – Types

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
</table>
| **1. USERS** | Segments  
Needs, behaviors  
Workflows  
Skill levels: average vs extreme users |
| **2. GEOGRAPHY** | Countries  
Languages  
Cultures |
| **3. PRODUCTS** | Websites, Software  
Devices, Hardware  
Types of UI |
| **4. AREAS OF UX** | IA  
IxD  
Visual Design  
Content  
... |
| **5. ASPECTS OF USABILITY** | Effectiveness, efficiency, control, learnability, memorability  
*Also:* Interruptibility, shareability, glanceability, findability,  
... |

Picking focus areas is about making decisions on trade-offs in advance.
Strategy Canvas

**Customer purchase criteria**
- Low prices
- Selection across categories
- Rural convenience
- Reliable prices
- In-stock merchandise
- Merchandise quality
- Suburban convenience
- Selection within categories
- Sales help
- Ambience

**Delivery on criteria**

*In approximate order of importance to Wal-Mart’s target customer group*

Source: Jan Rivkin, Harvard Business School
The Strategy Canvas of the Short Haul Airline Industry

Example UX Strategy Canvas

- Printed Resources
- Book Experience Online
- Online Solutions

USER NEEDS:
- Up-to-date
- Searchability
- Comprehensive
- Portability
- Perceived Authority
- Navigation
- Comparing Multiple Sources
- Organization of Workflow
- Rich Visual Stimuli
- Ease of Reading
- Ease of annotations

DELIVERY ON USER NEED

high
low
4. Approach

What approaches, processes and/or principles will overcome the challenges to reach the desired outcome?

Examples:

- Mobile First
- Persuasive design
- Skeuomorphism
- The Long Wow
- ...

- Lean Startup
- “3-in-a-box” Development
- Paired Design
- ...

4. Approach

The Long Wow

## 4 Example Design Approach (Migration Strategy)

<table>
<thead>
<tr>
<th></th>
<th>“Speed Bump”</th>
<th>“Guard Rail”</th>
<th>“Safety Net”</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PURPOSE</strong></td>
<td>Interrupt users and grab their attention to communicate PI changes</td>
<td>Remind users of PI behavioral changes, as well as support them in their tasks on the site</td>
<td>Catch users who miss and support deeper understanding of PI</td>
</tr>
<tr>
<td><strong>WHEN</strong></td>
<td>Upfront, immediate; At the beginning of key flows for both buyers and sellers.</td>
<td>Constantly visible throughout flows; Associated with payment information and options</td>
<td>Constant, but in background; This communication call also appear contextually at relevant moments</td>
</tr>
<tr>
<td><strong>HOW</strong></td>
<td>Loud and clear, full page messages (or a majority of the page width), interstitials</td>
<td>Consistent, repetitive and embedded near call to action, in particular near payment information and interaction</td>
<td>Varies; examples include “Learn more” hubs and tips in M2M</td>
</tr>
<tr>
<td><strong>WHAT</strong></td>
<td>Announcement of a change, instructions as to actions to take, and the benefits of PI</td>
<td>Direct instructions to the user and confirmation of correct actions, as well as some benefits</td>
<td>Detailed descriptions of the PI process or specific aspects of it; Can also include contextual instructions and FAQs</td>
</tr>
</tbody>
</table>
5. Activities

Examples

• Competitor benchmarking
• User Research
• Card sorting
• Personas
• Design exploration
• Wireframing
• Prototyping

• Beta testing
• RITE testing
• Kano analysis
• Build > Measure > Learn
• Surveys
• Web Analytics
5. Activities

Activity Map

Southwest Airlines: Low Cost Advantage

- Limited Passenger Service
  - No meals
  - No seat assignments
  - No baggages transfers
  - No connections with other airlines

- Limited use of travel agents
- 15-Minute Gate Turns
- High employee compensation
- Flexible union contracts
- High employee stock ownership
- Lean, Highly Productive Ground and Gate Crews
- Automatic Ticketing Machines
- High Aircraft Utilization
- Very Low Ticket Prices
- Standardized fleet of 737 aircraft
- Short-Haul, Point-to-Point Routes Between Med-Sized Cities and Secondary Airports
- “Southwest, the low-fare airline”

Source: Porter (1996)

5. Activities

IKEA Activity Map: UX Overlay
How do you know the UX design was successful?

Qualitative
- User Research (tests, interviews, etc.)
- Inspection (heuristic review, checklist review, etc.)

Quantitative
- Surveys (questionnaire, SUMI, SUS, etc.)
- Metrics (conversion, funnels, analytics, etc.)

Benchmarking – Before-and-after comparisons

Triangulation – Combine measurement types

Tie measurements to the objectives and desired UX.
Exercise 2 – Building UX Strategy

In groups

1. Refer to the previous scenario and analysis of the business strategy

2. On the worksheet, record key points for each element of the UX strategy.
   Write down a few keywords or phrase for each that reflect a viable approach.

3. Skip elements that are unknown or make assumptions as needed.
Types of UX Strategy

User Experience

Target Users

EXISTING

NEW

EXISTING

NEW

Optimization
(penetration)

Migration
(innovation)

Adaptation
(expansion)

Introduction
(diversification)
Communicating Strategy
MAKE YOUR REPORT CONSISTENT WITH OUR STRATEGIC PLAN.

WHAT'S OUR STRATEGIC PLAN?

IT'S A SECRET.

ARE YOU SAYING YOU DON'T TRUST ME?

I DON'T THINK IT'S A COINCIDENCE THAT MOST EMPLOYEE SABOTAGE IS DONE BY EMPLOYEES.

HOW CAN I DO MY REPORT IF I DON'T KNOW THE STRATEGY?!

OKAY, OKAY. I'LL LET YOU GLANCE AT IT.

TIME'S UP! THAT'S LONG ENOUGH!

THAT'S THE WARRANTY FOR YOUR CHAIR.

REALLY? I'VE BEEN MANAGING TO THIS FOR YEARS.
It’s a dirty little secret: Most executives cannot articulate the objective, scope, and advantage of their business in a simple statement. If they can’t, neither can anyone else.

1. Documents
2. Diagrams
3. Strategic Conversations

Multiple forms and repetition are essential
Start with a Strategy Statement in three sentences:

1. **Change**: What’s motivating you to change?

2. **Gap**: What’s missing?

3. **Resolution**: What’s the strategic solution? How will you overcome the opposition.
Business Example

Although ChemCo is well positioned in custom silicon, lower market prices from direct channels for non-custom products threaten our market share.

ChemCo’s current capabilities do not allow for direct sales and competing at lower prices.

To prevent disruption from smaller players, ChemCo will launch an online service under a new brand name, leveraging our deep technical knowledge to differentiate ourselves in a rapidly changing field.
UX Design Example

After completing the new technical platform, the next challenge for The Opal Project is creating differentiated value for existing customers through a new user experience.

The current user interface for the core product, as well as customer support, however, both need significant overhauling to meet the expectations of the current consumer market.

To deliver a world-class user experience and to integrate services in a way that drives customer retention, the UX design team will create a program of incremental improvements to the product and service for ongoing customer delight.
Exercise 3 – Strategy Statement

In groups

1. Refer to the previous scenarios

2. In three sentences, form a mission statement following the scheme:
   1. Change
   2. Gap
   3. Resolution
Document your strategy:

- Strategy statement
- Elements of Strategy
- High-level Roadmap
- Team members, roles and responsibilities
UX Strategy Canvas
**UX Strategy Canvas**

<table>
<thead>
<tr>
<th>Business Objectives</th>
<th>Scope</th>
<th>Value Propositions</th>
<th>Users</th>
<th>User Goals</th>
<th>Competitors</th>
<th>Pain Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>What does the business want to accomplish?</td>
<td>What is the breadth of the solution space?</td>
<td>What bundles does the solution offer users?</td>
<td>What are the primary user segments?</td>
<td>What are the jobs users are trying to get done?</td>
<td>Who are the main competitors?</td>
<td>What problems do users have getting their tasks done?</td>
</tr>
<tr>
<td>How will we measure progress towards the goals?</td>
<td>What is not in scope?</td>
<td>How does the solution help the user?</td>
<td>What types of people will use the solution?</td>
<td>What are users ultimately trying to accomplish?</td>
<td>What types of experiences does the design compete with?</td>
<td>What issues stand in their way?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenue Channels</th>
<th>Differentiators</th>
<th>Usage Barriers</th>
</tr>
</thead>
<tbody>
<tr>
<td>How will the business make money?</td>
<td>What distinguishes the solution from others?</td>
<td>What might keep users from adopting the new solution?</td>
</tr>
<tr>
<td>What channels will money come from?</td>
<td>How will the solution create unique value for customers?</td>
<td>What will make using a new or different product difficult?</td>
</tr>
</tbody>
</table>
# UX Strategy Canvas

**Challenges**
What are the key enablers for success?
What opportunities exist for UX design to provide value?

---

**Goals**
How will design meet the business objectives?
What problems will the design solve?

**Desired UX**
What is the intended user experience?
What do we want users to say about the solution?

**Focus Areas**
What areas of the user experience bring the most value?
What are the overarching principles that guide design?

**Approach**
What design techniques will be employed?
How will design operate within the initiative?

**Activities**
How will the design team organize for success?
What types of tests will be carried out?

---

**Measurements**
What types of measurements will be employed?
What metrics will be used to gauge design success?
3. Strategic Conversations

- Mix of stakeholders
- Planned exercises and activities
- Discussions and decisions
3. Strategic Conversations

- Define the purpose
- Engage multiple perspectives
- Frame the issues & choices
- Set the physical environment
- Make it an experience
Planning
Prioritization

Effort

EASY

Do these third

Do these first

HARD

Do these last

Do these second

Impact

LOW

HIGH
River Diagram

What is sequence of events that has to happen?

Not a project plan (yet)
Process

Swimlanes: How do the multiple dimensions of activity come together

Not a project plan (yet)
## Project Canvas

**Participants**
- List the team members, stakeholders and third parties involved in the project. Indicate their names, titles and role on the project. You can also show dependencies.

**Goals**
- Indicate the primary objectives of the project, including success metrics. Distinguish between program goals and project goals in separate lists, if necessary.

**Users**
- List the users of the product or service as target groups or segments. Also, indicate more specific information about users, such as persona names, if available.

**Activities**
- List the concrete tasks and actions the team will take to reach the project goals.

**Deliverables**
- Indicate the outcomes and documents that will be shown to stakeholders or to customers. This does not include working documents, project plans and similar.

---

**User Benefits**
- Show the overall value proposition and benefits users will get after the project is successfully completed.

---

**Risks**
- Identify possible future events that could have a negative impact on the project.

**Milestones**
- List the key dates and events that frame the overall timeline of the project.

**Constraints**
- Identify the limits and conditional requirements that directly affect the deliverables, activities or project as a whole.

**Scope**
- Indicate the breadth of the product or service to be included for consideration for this project, including what is out of scope.
DANKE SCHÖN

@JimKalbach

Jim.Kalbach@Gmail.com

www.experiencinginformation.com
Why do we need UX strategy?
“You’ve got to start with the customer experience and work backwards to the technology.”

Steve Jobs (1997)
It’s a dirty little secret: Most executives cannot articulate the objective, scope, and advantage of their business in a simple statement. If they can’t, neither can anyone else.

“An Air Sandwich is a strategy that has a clear vision and future direction on the top layer, day-to-day action on the bottom, and virtually nothing in the middle—no meaty key decisions that connect the two layers.”
1. Fundamental shift in business

2. Companies not doing strategy anyway

3. You need to fight the “air sandwich“