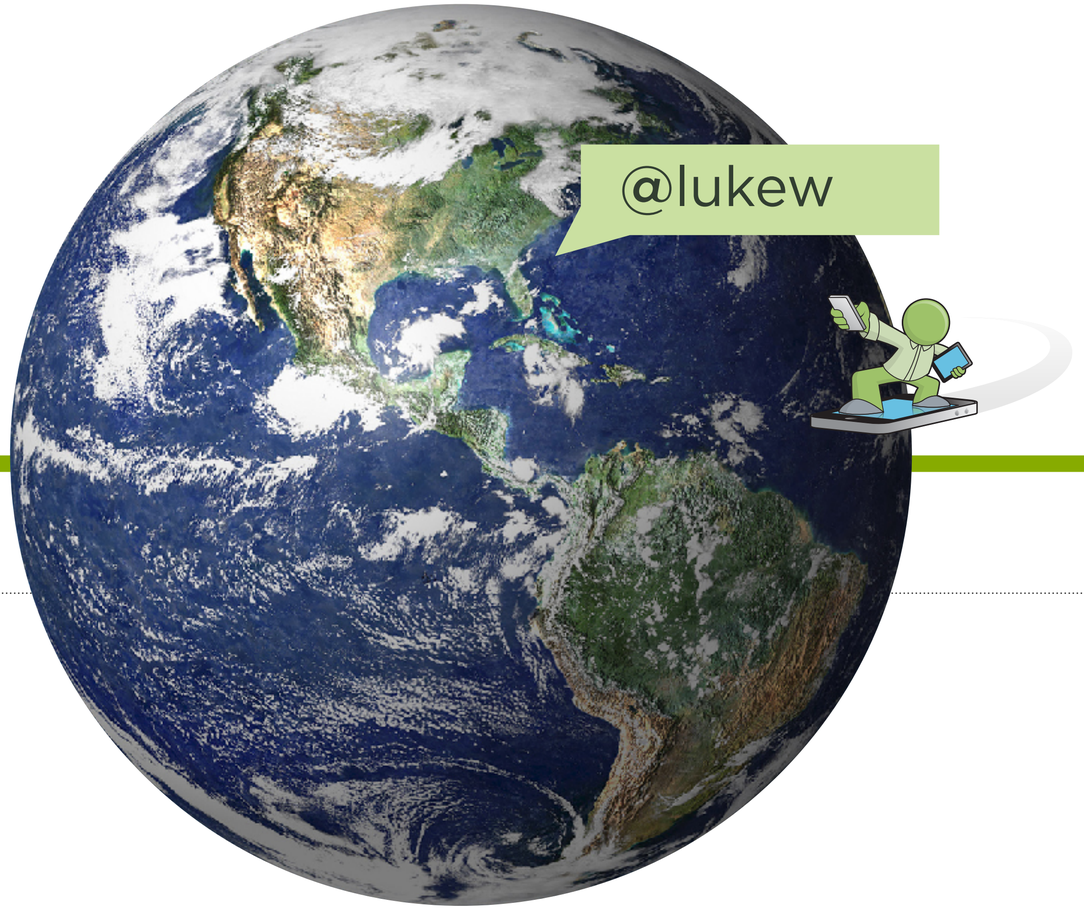
MIND THE GAP



GOOGLE CONVERSIONS

LUKE WROBLEWSKI

Google

7.7B
GLOBAL POPULATION

5.6B
ADDRESSABLE MARKET
(14+ yr olds)

5B
MOBILE SUBSCRIBERS

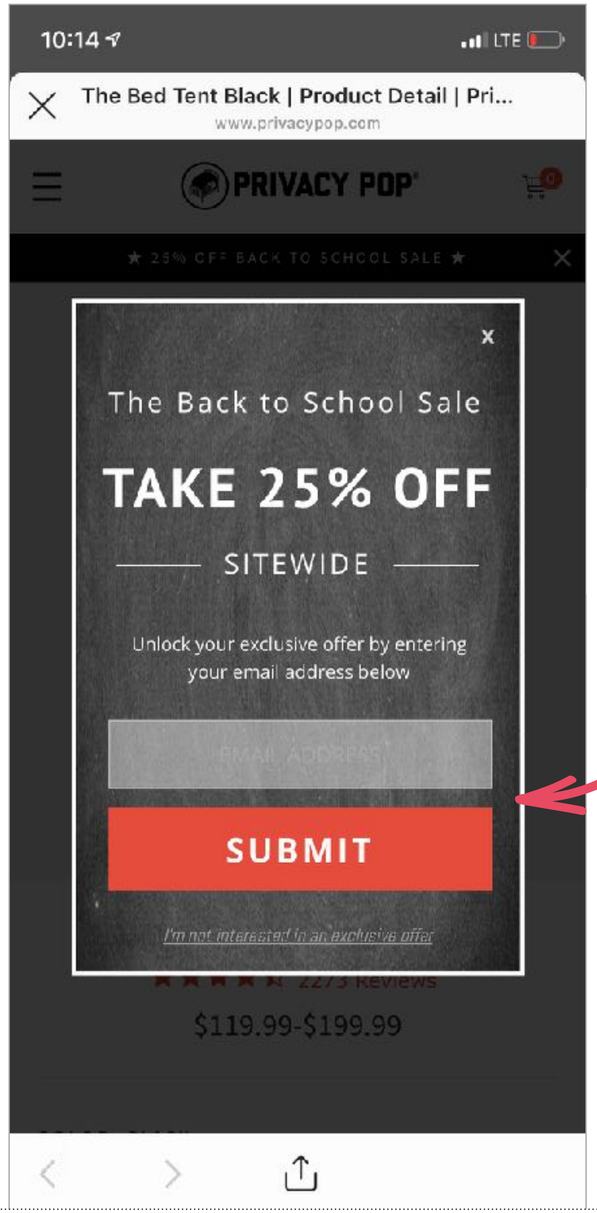
4B
ACTIVE SMARTPHONES

networked
pocket-sized
supercomputers

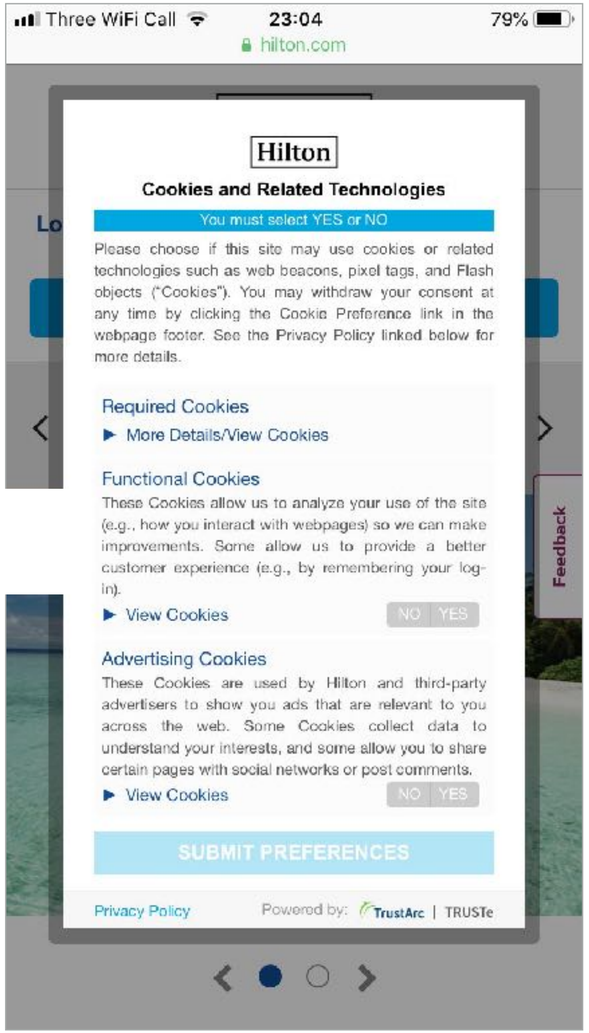
4B

ACTIVE SMARTPHONES

Sources: Apple earnings Q12019, Andreessen Horowitz estimates, Google I/O 2019

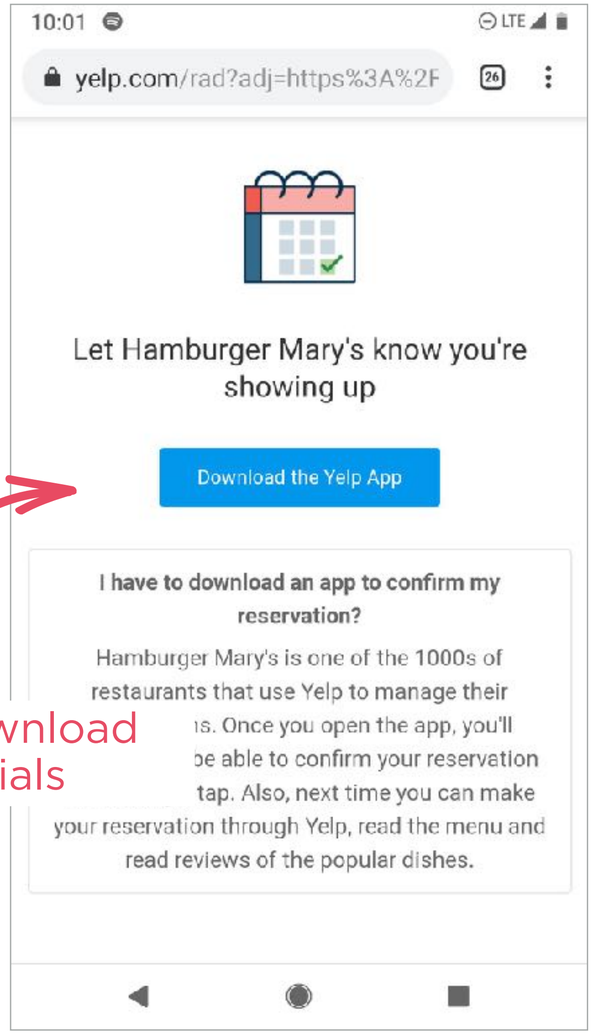


newsletter takeovers

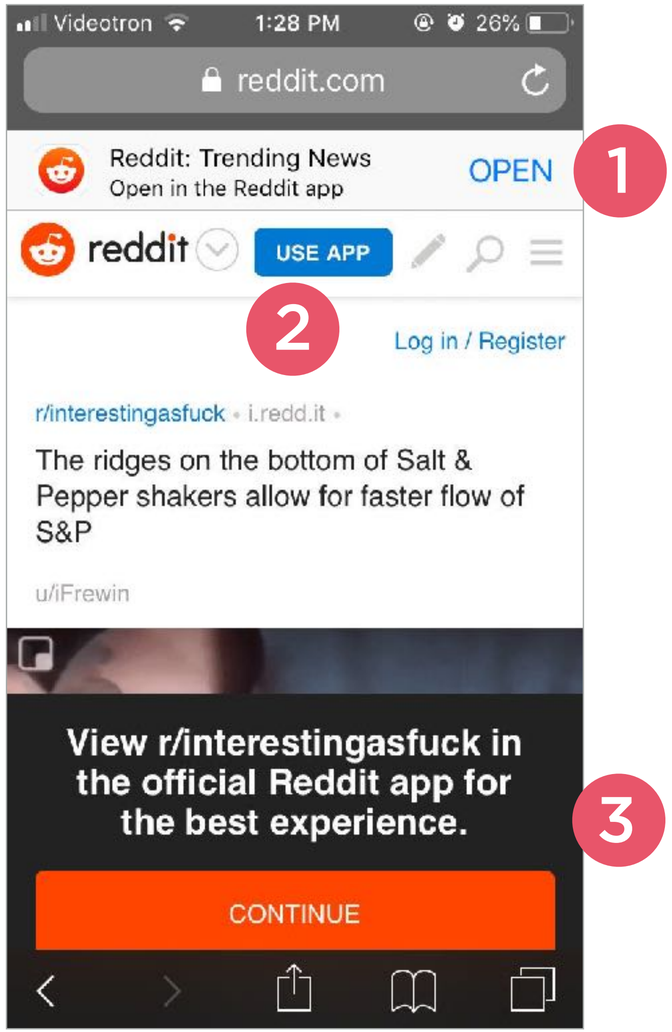


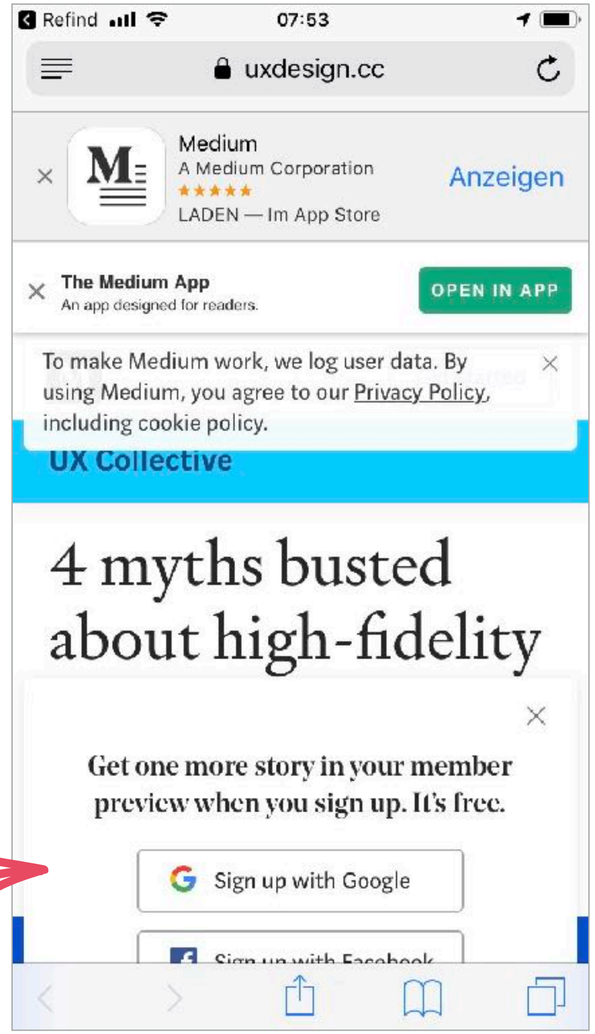
cookie compliance dialogs

app download interstitials

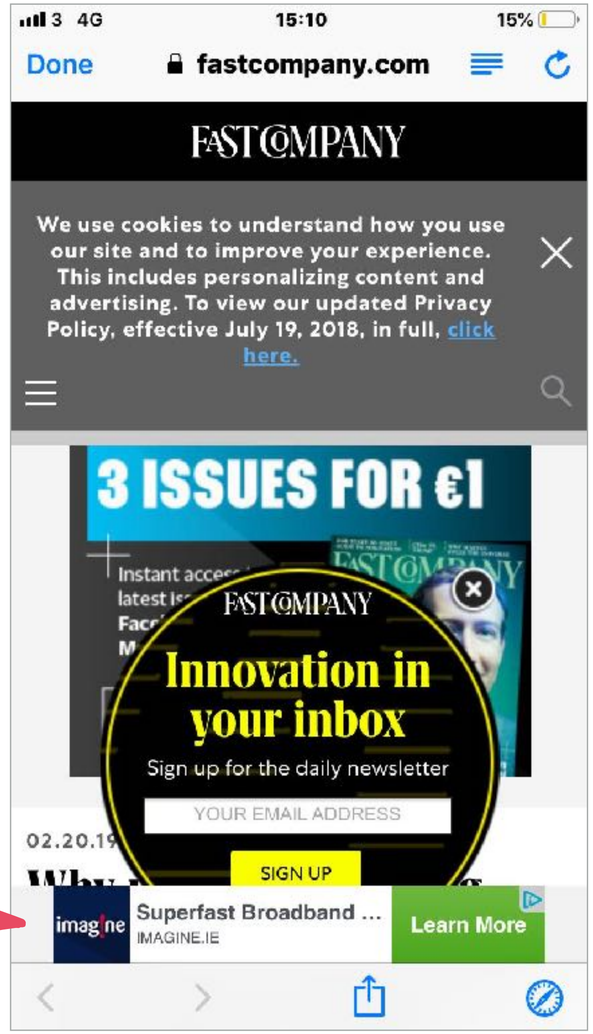


LUKEW IDEATION + DESIGN

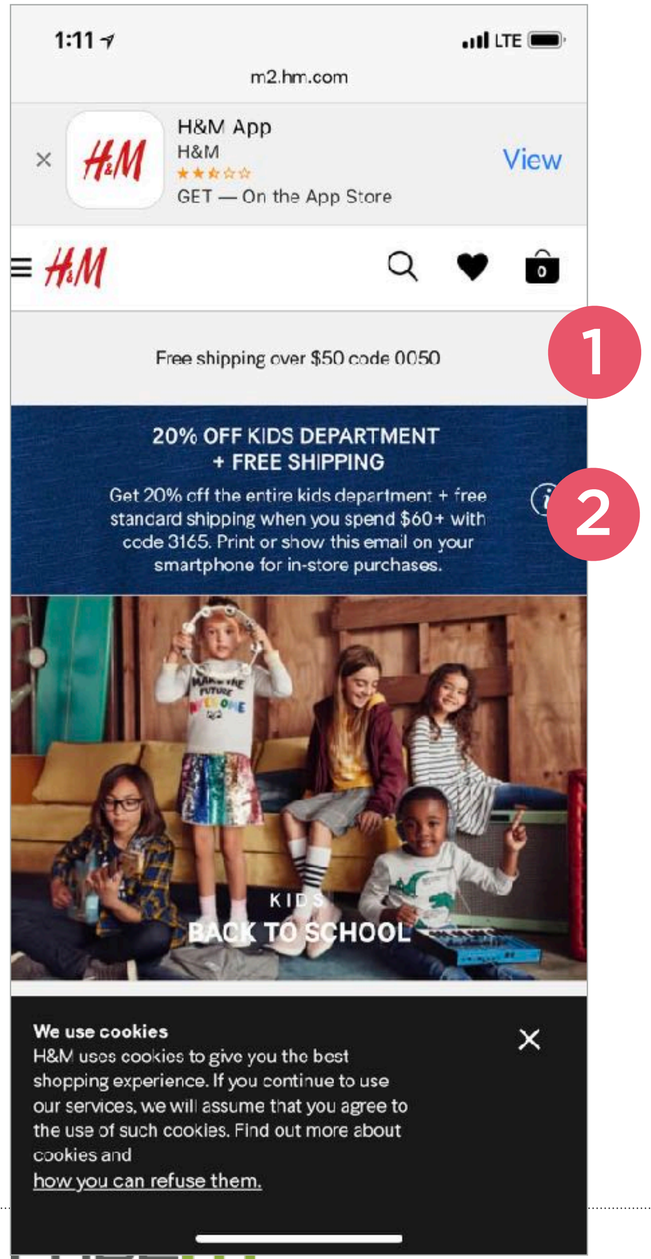




account signup dialog



fixed position ad


1:11
LTE
m2.hm.com
H&M App
H&M
GET — On the App Store
View
Free shipping over $50 code 0050
1
20% OFF KIDS DEPARTMENT
+ FREE SHIPPING
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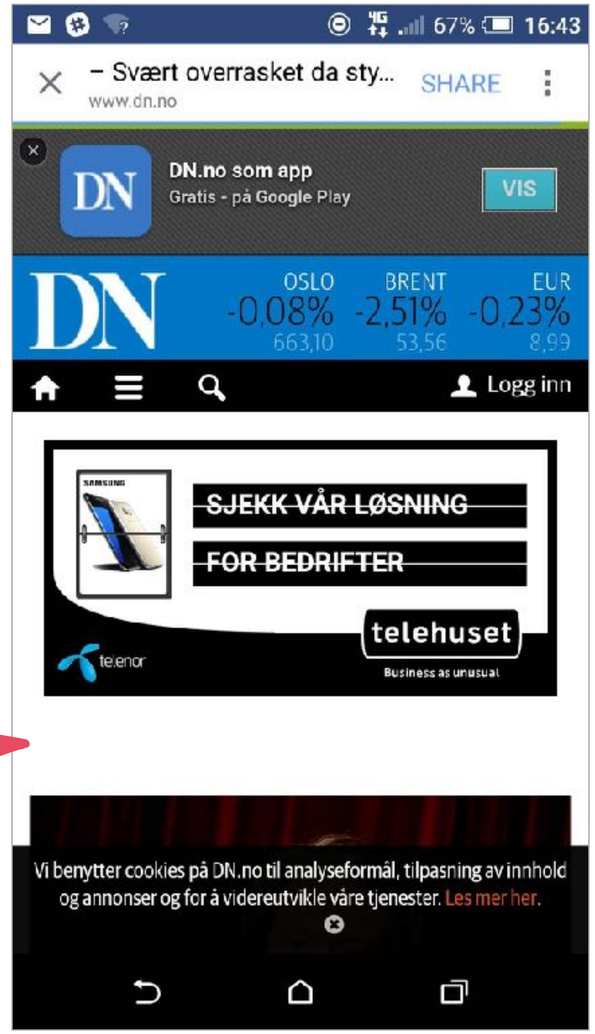
67% 16:43
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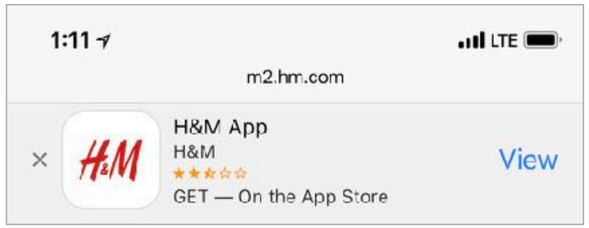
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m2.hm.com
H&M App
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GET — On the App Store
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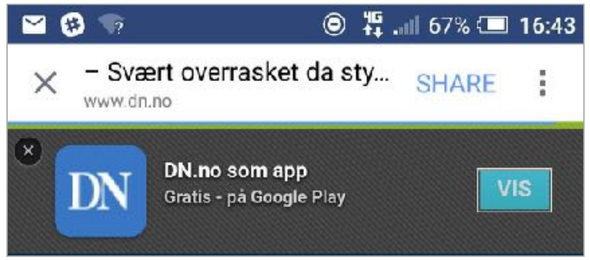
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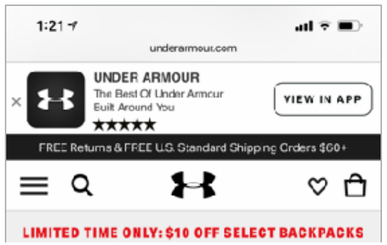
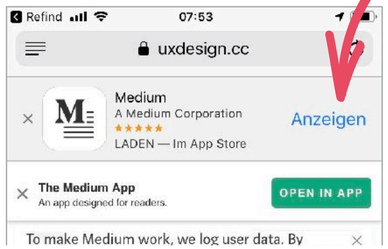
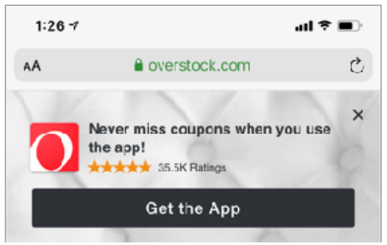
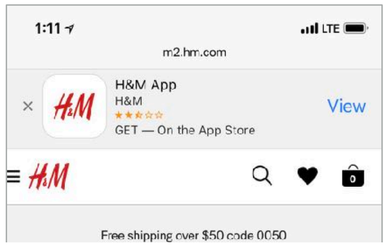
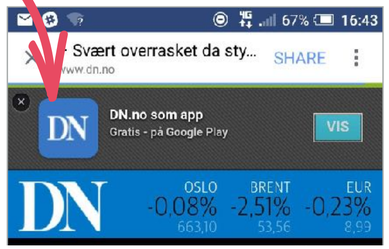
app install banners

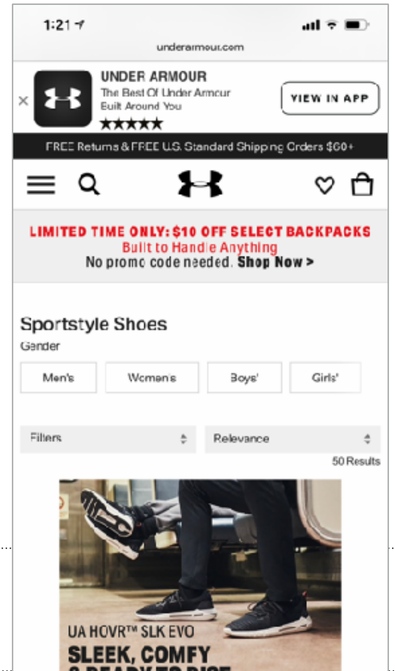


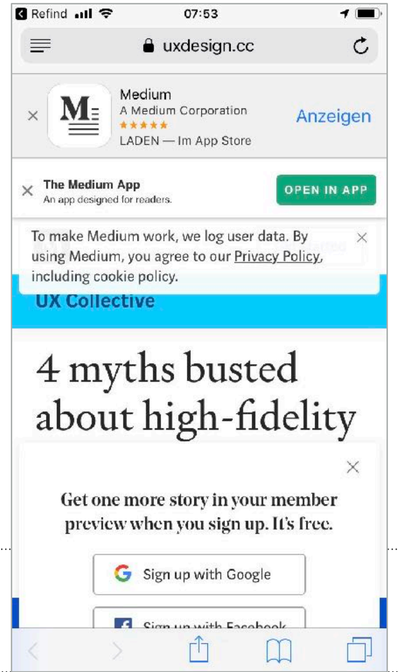


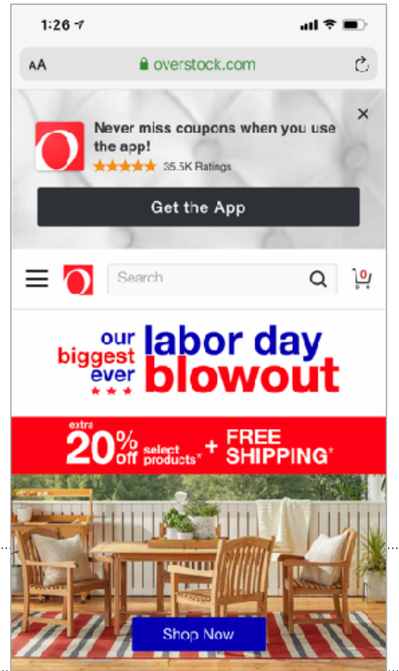


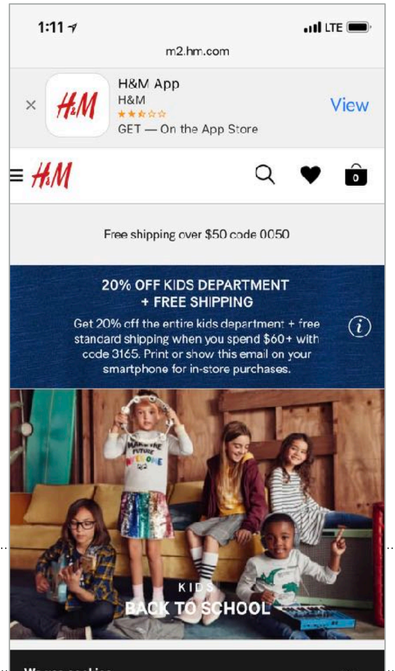


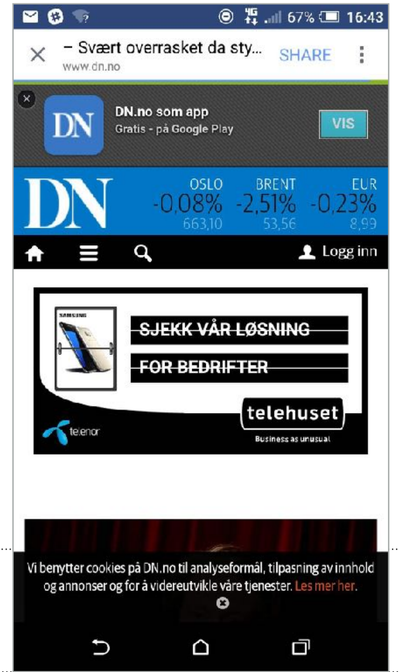






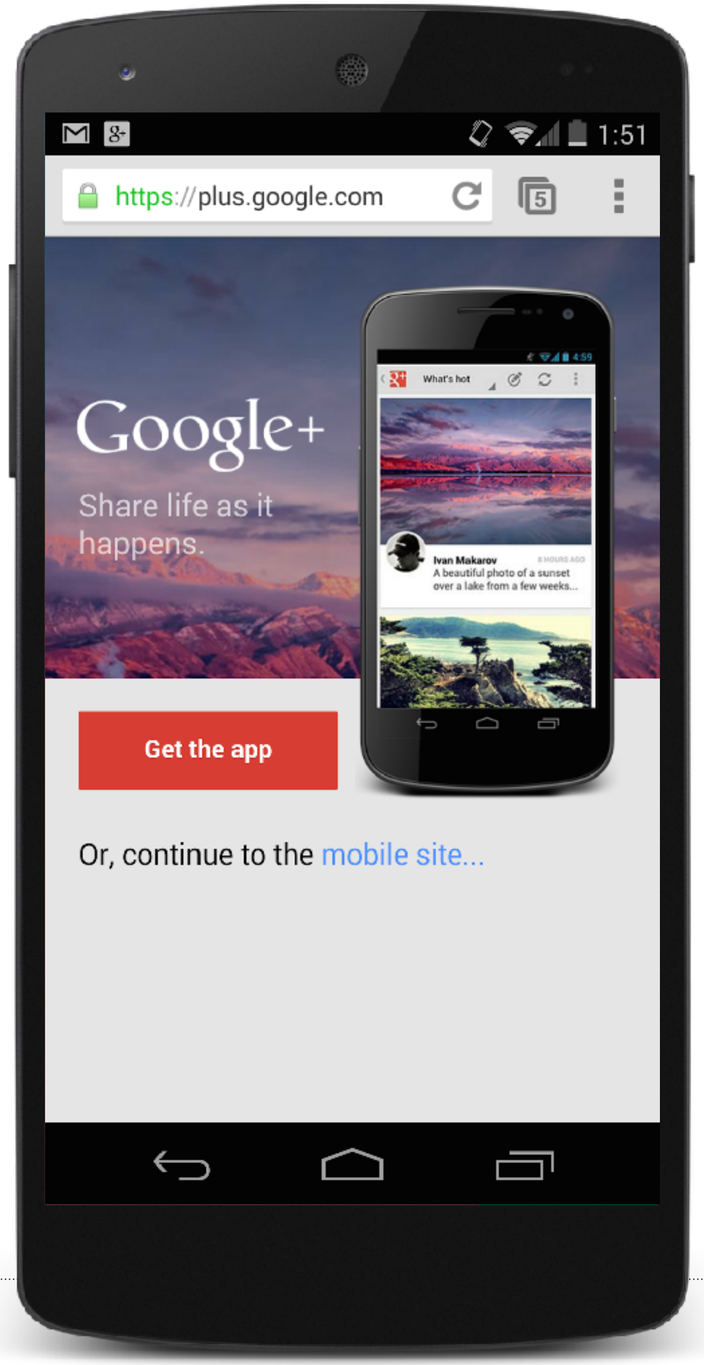






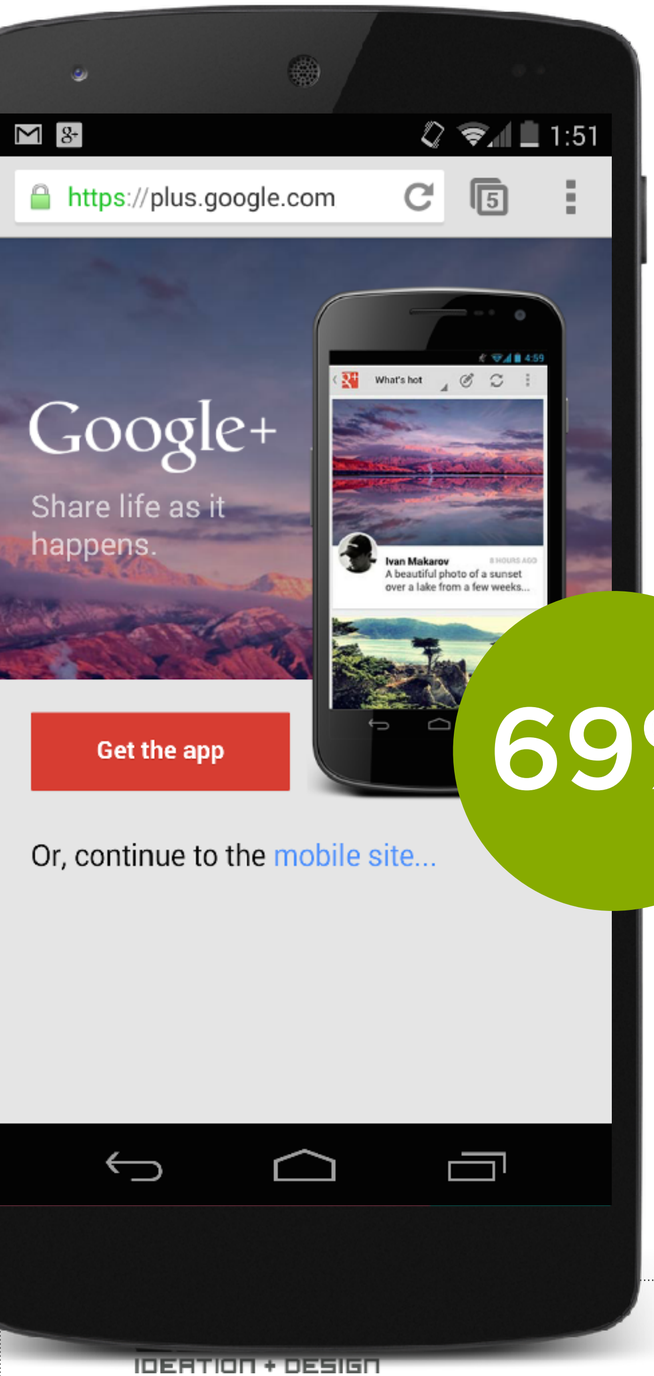
OF VISITS PRESSED
GET APP BUTTON

9%



Some percentage of these users already have the app installed or may never follow through with the app store download.

Source: https://bit.ly/21Ao7Ct



69%

VISITS ABANDONING AT APP INTERSTITIAL

WITHOUT APP INTERSTITIAL

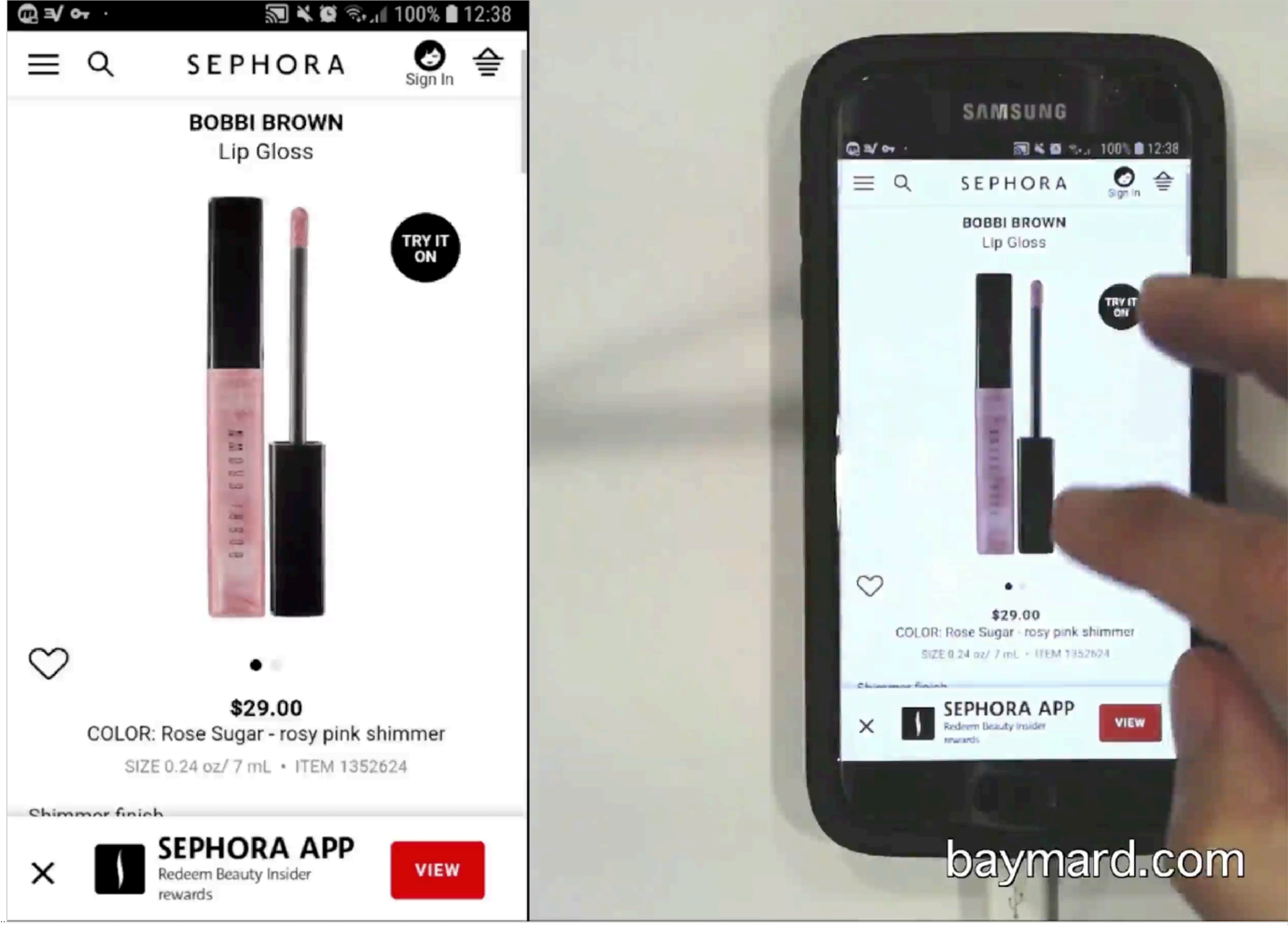
+17%

1-DAY ACTIVE USERS ON MOBILE WEB

-2%

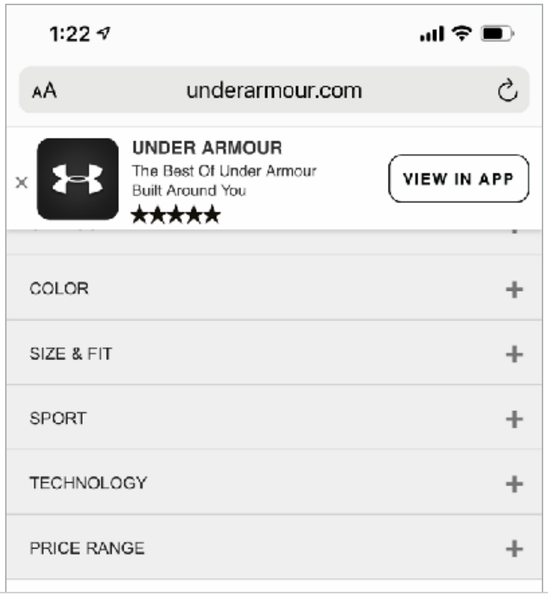
NATIVE APP INSTALLS

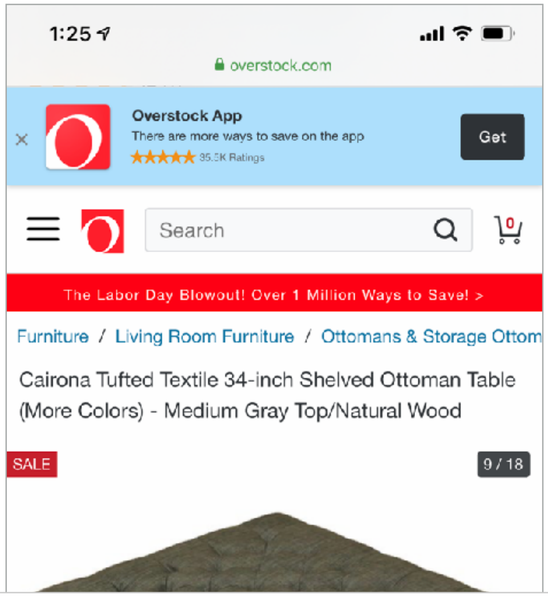
Source: https://bit.ly/21Ao7Ct

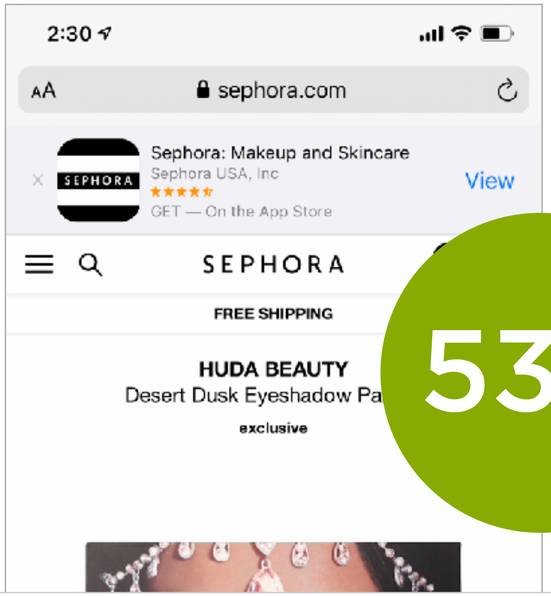


Source: https://baymard.com/blog/deemphasize-install-app-ads

1:25
overstock.com
9 / 18



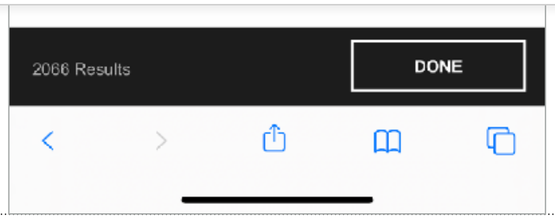


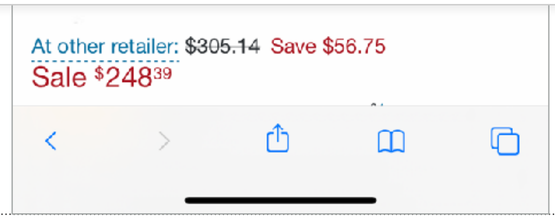


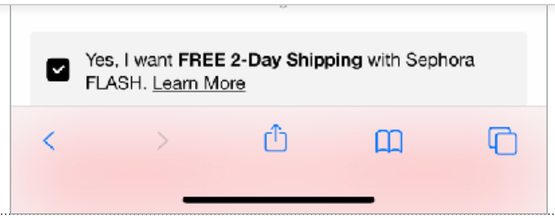
53%

OF E-COMMERCE SITES TESTED

“Install App” banners were the direct & sole cause of several abandonments...







LUKEW IDEATION + DESIGN

Source: https://baymard.com/blog/deemphasize-install-app-ads

Senior Product Designer

Under Armour, Inc.
Austin, TX

Apply on ZipRecruiter | Apply on Marketingmana.. | Apply on

Over 1 month ago | Full-time

122375
Austin, Texas
04/30/2019
Ecommerce

Under Armour is all about performance. Because what we make empov
stay hungry for whatever comes next. And this is exactly what we expe
Working with us means one key thing: no matter what you do, you see e

takes is the baseline and going above and beyond to protect the Brand
The world's hungriest athletes live by a code, a pledge to themselves ar
Team! Will YOU...Protect This House?!
, Product Experience
Join us and do the best work of your life.
Under Armour Makes You Better. This is our mission as one of the lead
about making you better, because what we make empowers people eve
whatever comes next. And this is exactly what we expect from each oth
We are looking for a brilliant Product Designer to join the Under Armour

UI Designer

Overstock
Midvale, UT

Apply on Job Climber | Apply on Lensa

17 days ago | Full-time

Overstock is seeking a skilled UI Designer to own the visu
Designer will contribute to styleguides and generate Hi-R
collaboration with UX Designers, Marketing leaders, and
visualidentity in a number of product areas including con
a permanent opportunity with competitive pay, benefits, a

desktop interfaces Expertise using tools such as Figma,
helpfulWho We Are:Just a few minutes from Salt Lake Ci
technology hubs in the country. We re a passionate group
From building award-winning retail applications (with am
unique value and contributes a diverse perspective to the
Reimbursement, Leadership Development Program, & Me
additional Coffee Shop and Juice BarOnsite Greenhouse,
*Benefits vary based on position, tenure, location, and em

Senior Director, User Experience Design

SAVE

SEPHORA
San Francisco, CA

Apply on LinkedIn | Apply on Glassdoor | Apply on Ladders

Over 1 month ago | Full-time

Job ID: 163495
Location Name: CA-FSC SF Off (0174)
Address: 525 Market St, 32nd Floor, San Francisco, CA 94105, United States (US)
Job Type: Full Time
Position Type (Regular/Temporary): Regular
Job Function: Digital/E-Commerce

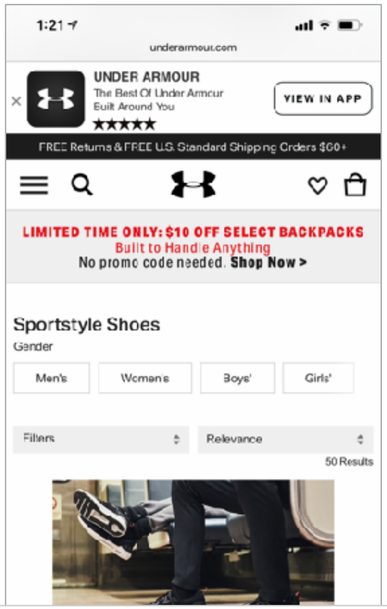
Digital

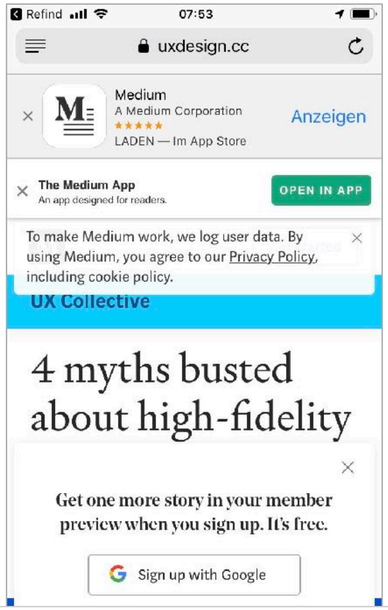
Sephora is looking for a Sr. Director of User Experience & Design to lead a client-centered design approach in developing the most innovative and usable digital experiences in Beauty. In this role, you will define and advocate a consistent, intuitive user experience across all our digital experiences – web, mobile and digital in-store experiences.

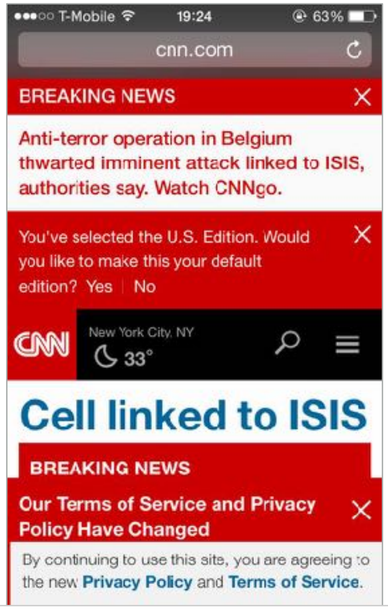
Sephora is looking for a Sr. Director of User Experience & Design to lead a client-centered design approach in developing the most innovative and usable digital experiences in Beauty. In this role, you will define and advocate a consistent, intuitive user experience across all our digital experiences – web, mobile and digital in-store experiences.

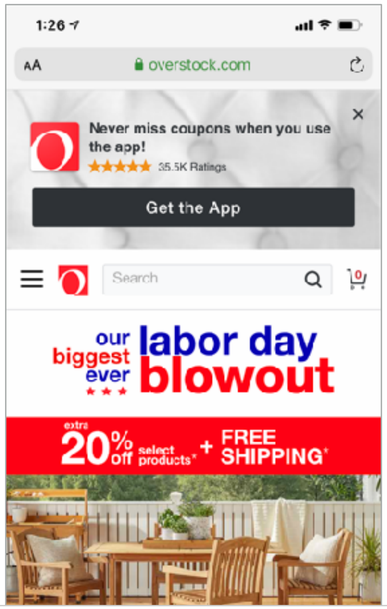
You are a highly collaborative leader, responsible for delivering client experiences that are measurable and drive higher conversion and satisfaction across all our digital products. As part of the Product Management team, you will work closely with product managers, engineers and our key business partners across Sephora to solve complex business challenges and client interactions. You will provide direction and oversight to a team of interaction designers, visual designers and user researchers to evolve our user experiences across multiple devices and platforms. You will also develop processes that support the product design practice and advocate/educate the organization on the methodology.

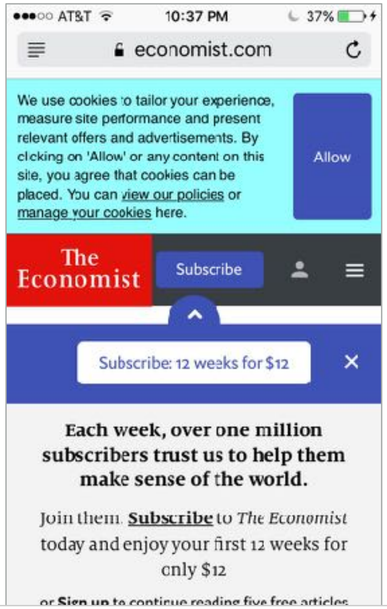
These companies practice user-centered design

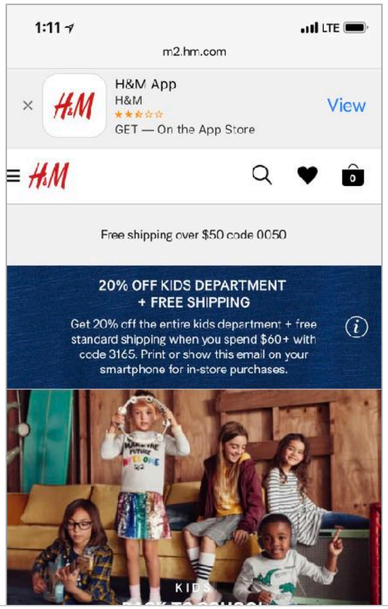




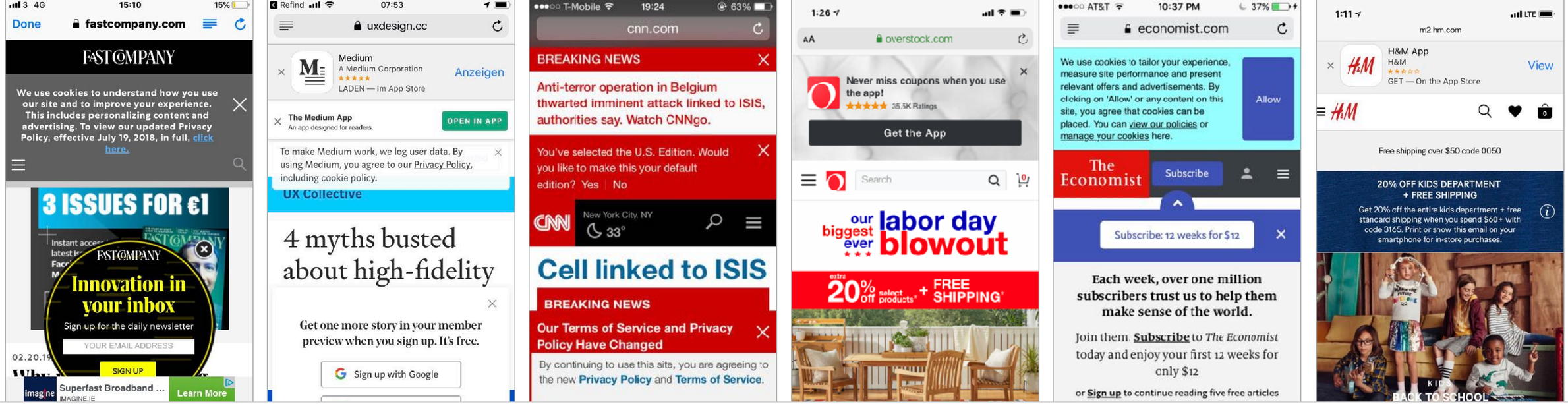




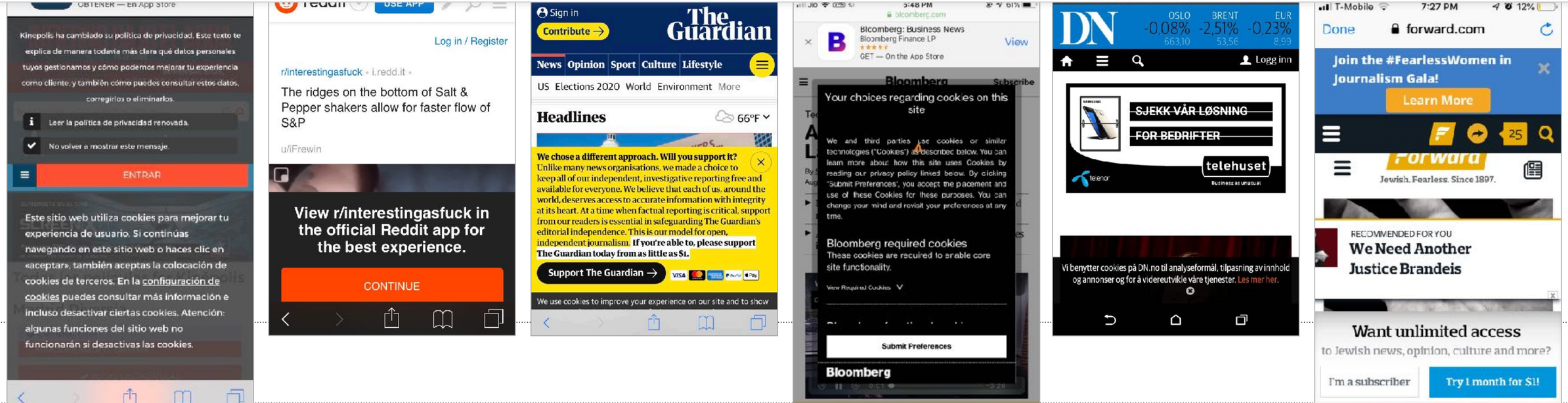




So what's going on?

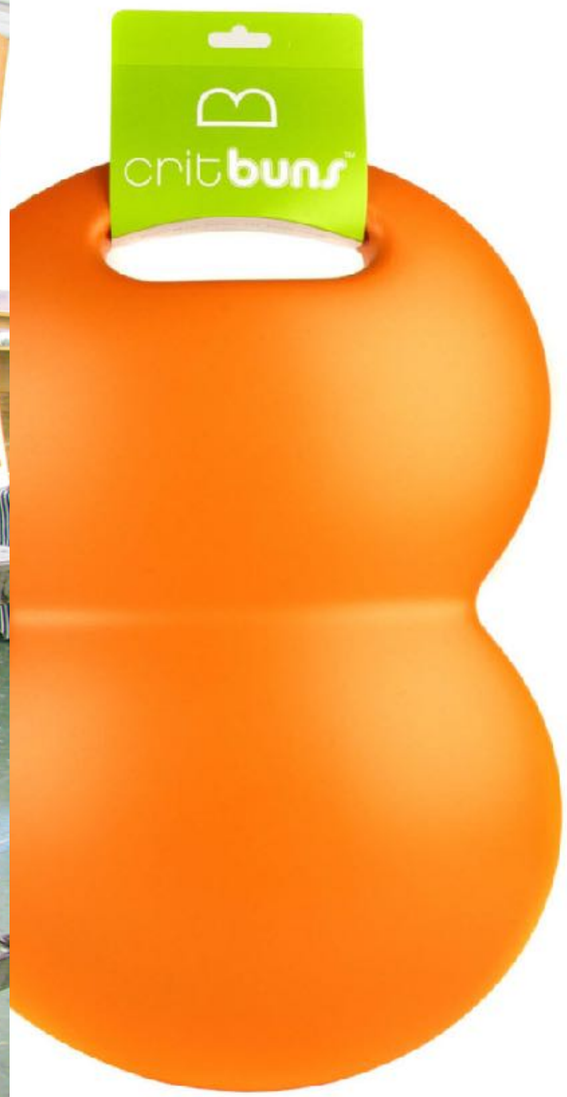


"PM, Marketing, Legal, [etc.] made me do it."

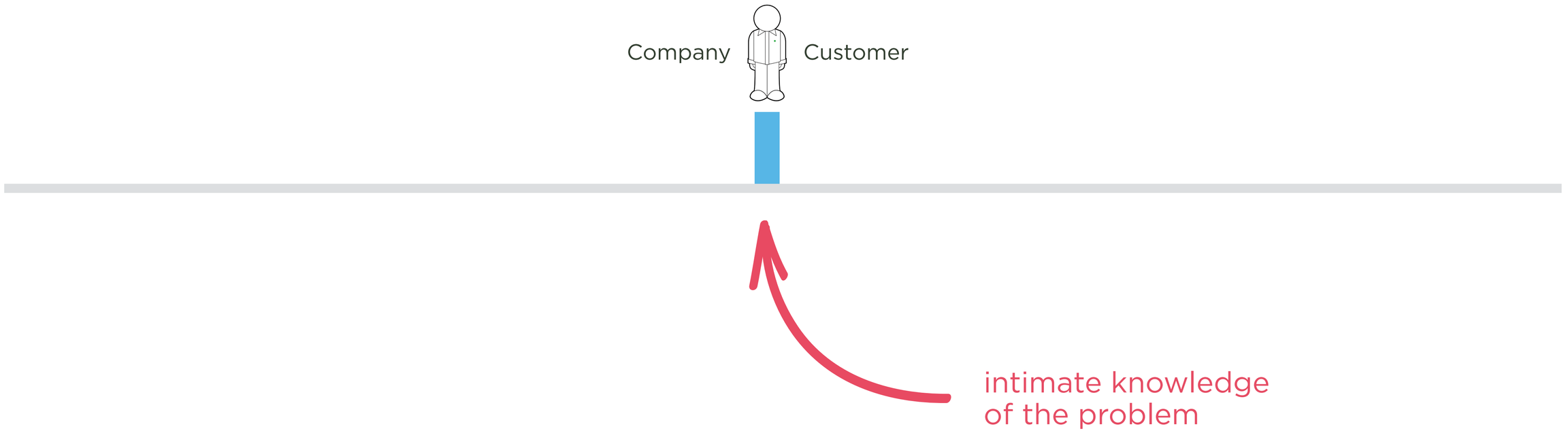


risd
ADMISSIONS
RHODE ISLAND SCHOOL OF DESIGN
WOODS-GERRY GALLERY

EXIT



Source: https://bit.ly/2EKB3pU


Company
Customer
intimate knowledge
of the problem

Joe Gebbia September 22, 2007

to Brian Chesky

brian
i thought of a way to make a few bucks - turning our place into “designers bed and breakfast” - offering young designers who come into town a place to crash during the 4 day event, complete with wireless internet, a small desk space, sleeping mat, and breakfast each morning. Ha!

joe

Source: https://bit.ly/1JLiMmG

AirBed& Breakfast™

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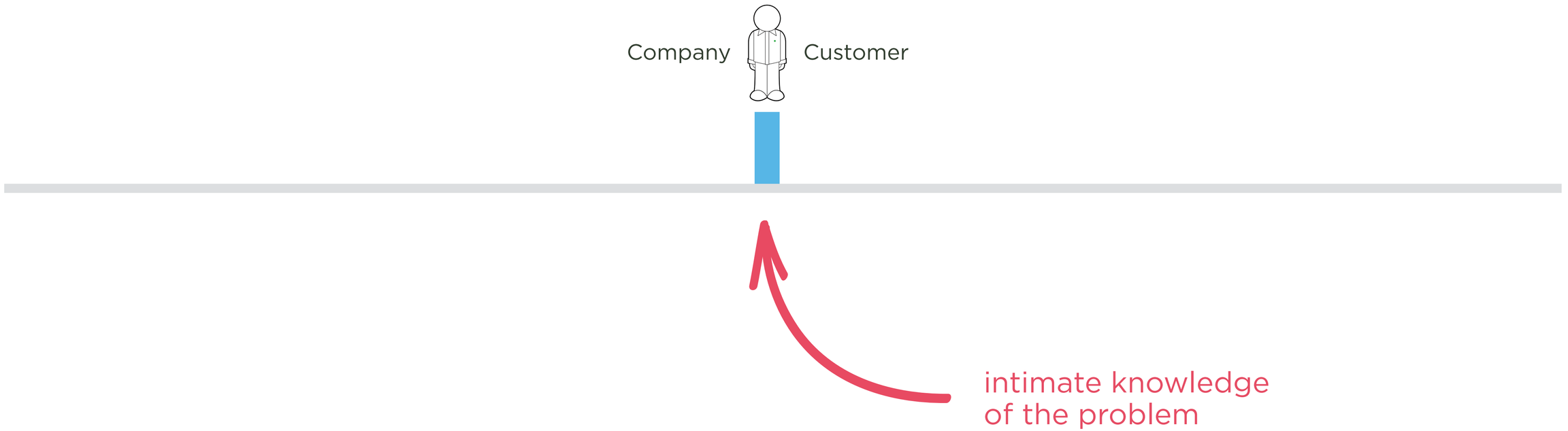
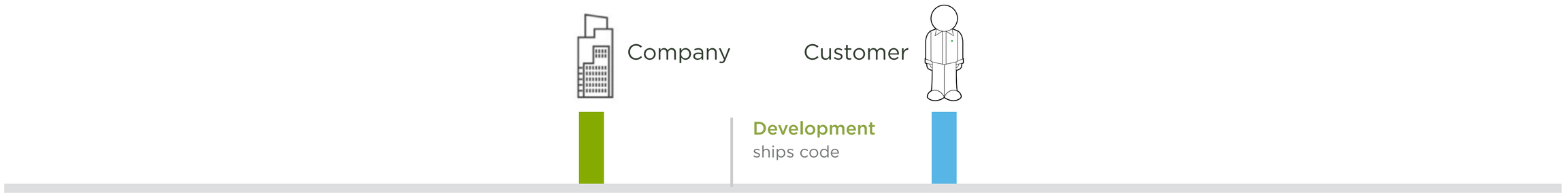
6M LISTINGS WORLDWIDE

.5B GUEST ARRIVALS

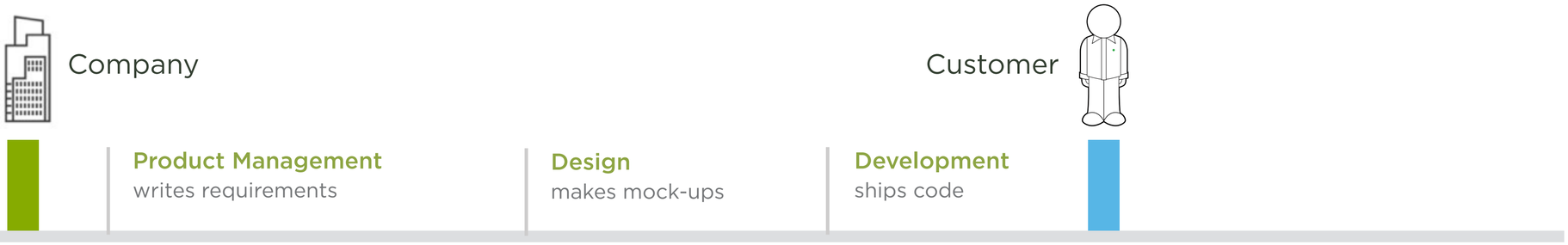
2M GUEST PER NIGHT

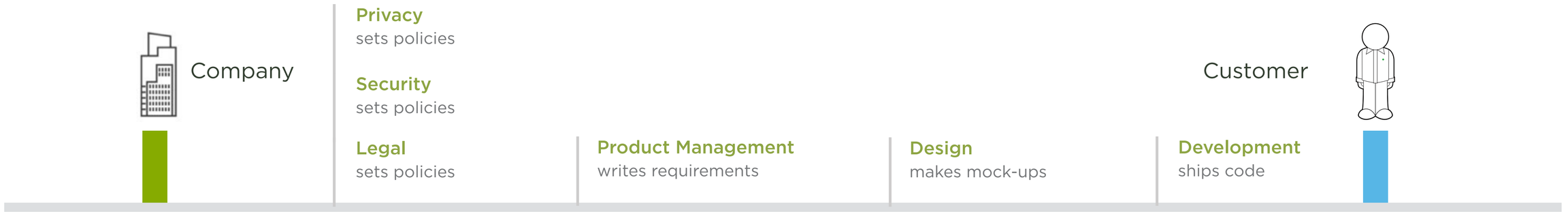
Source: https://press.airbnb.com/fast-facts/


Company
Customer
intimate knowledge
of the problem


Company
Customer
Development
ships code

Company
Customer
Design
makes mock-ups
Development
ships code


Company
Customer
Product Management
writes requirements
Design
makes mock-ups
Development
ships code


Company
Privacy
sets policies
Security
sets policies
Legal
sets policies
Product Management
writes requirements
Design
makes mock-ups
Development
ships code
Customer

Company

Privacy
sets policies

Security
sets policies

Legal
sets policies

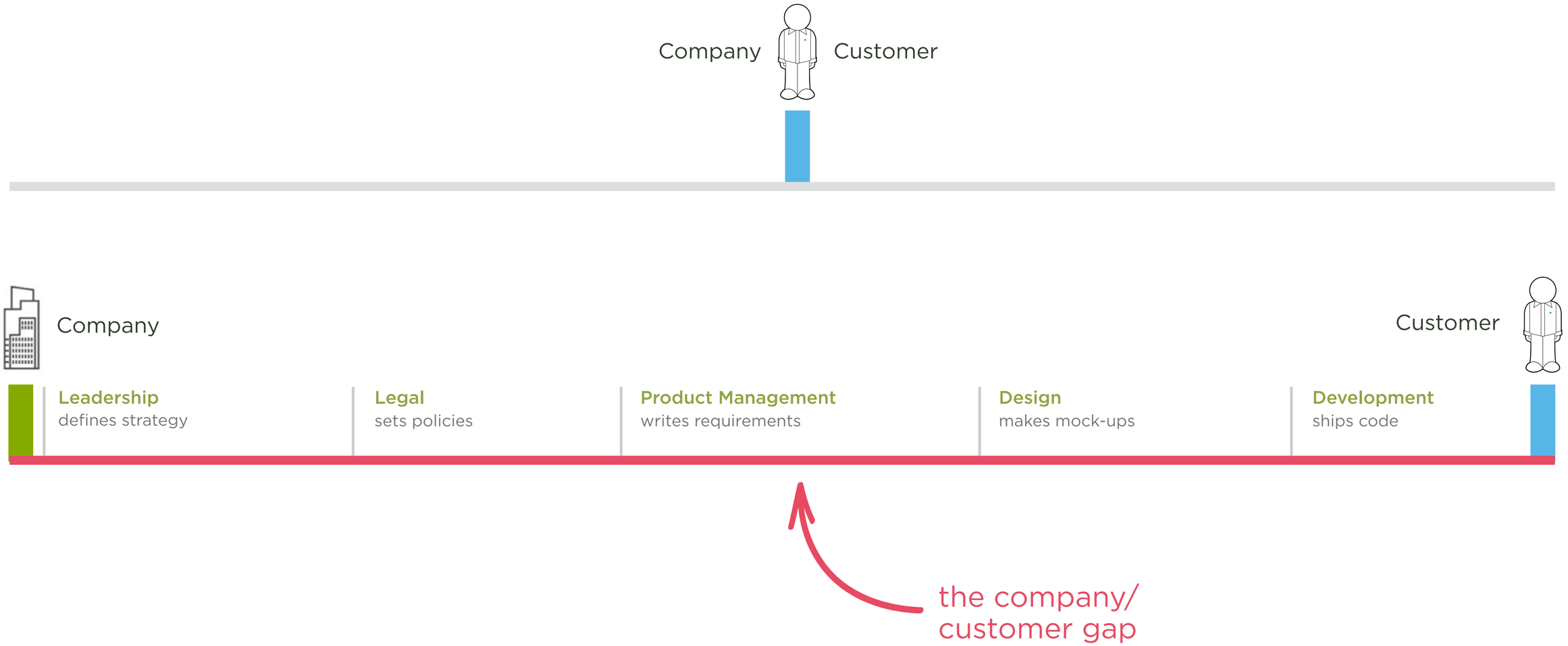
Customer

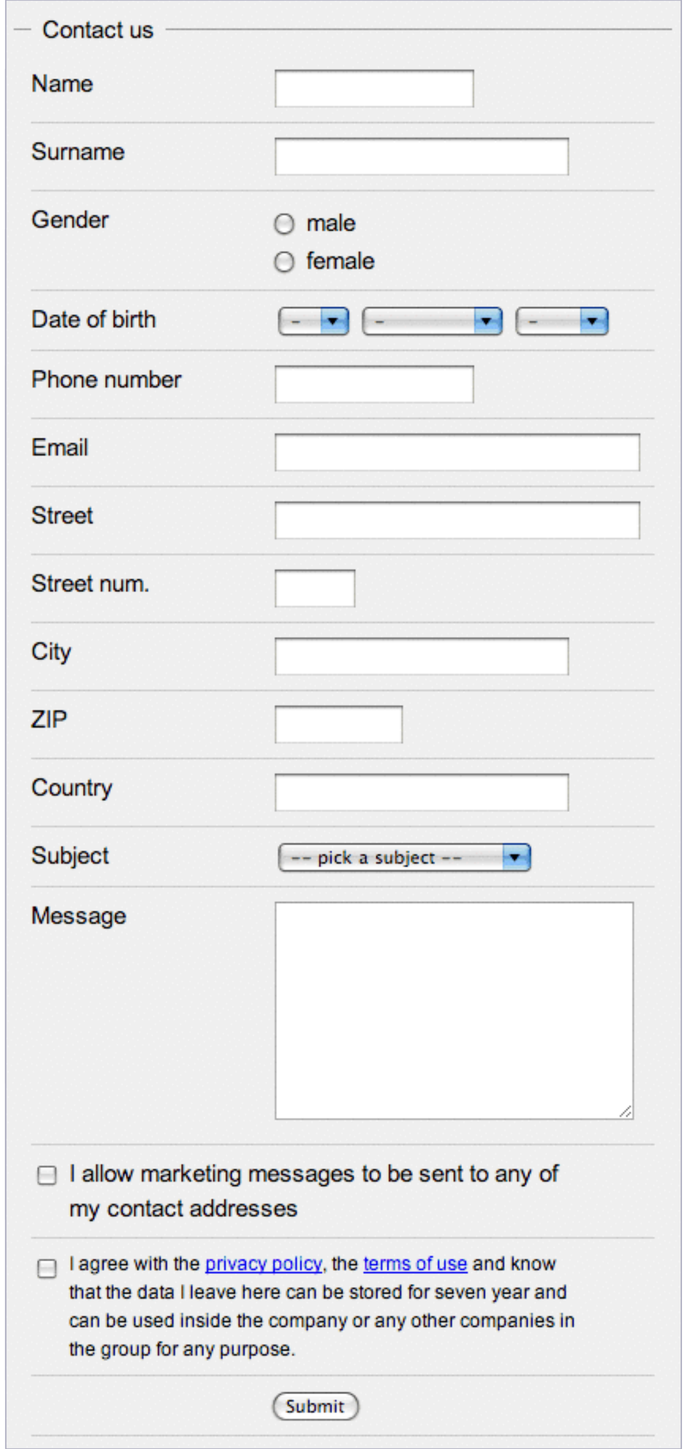
Leadership
defines strategy

Product Management
writes requirements

Design
makes mock-ups

Development
ships code


Company
Customer
Company
Customer
Leadership
defines strategy
Legal
sets policies
Product Management
writes requirements
Design
makes mock-ups
Development
ships code
the company/
customer gap



- User Experience
- Sales
- Engineering
- Marketing
- Legal

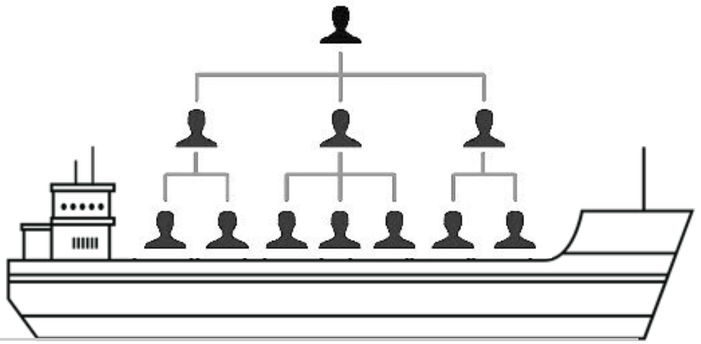
LUKEW IDEATION + DESIGN

Source: Outbreak blog

> “Organizations which design systems are constrained to produce designs which are copies of the communication structures of these organizations.”

Melvin Conway

Everybody ships their org chart.

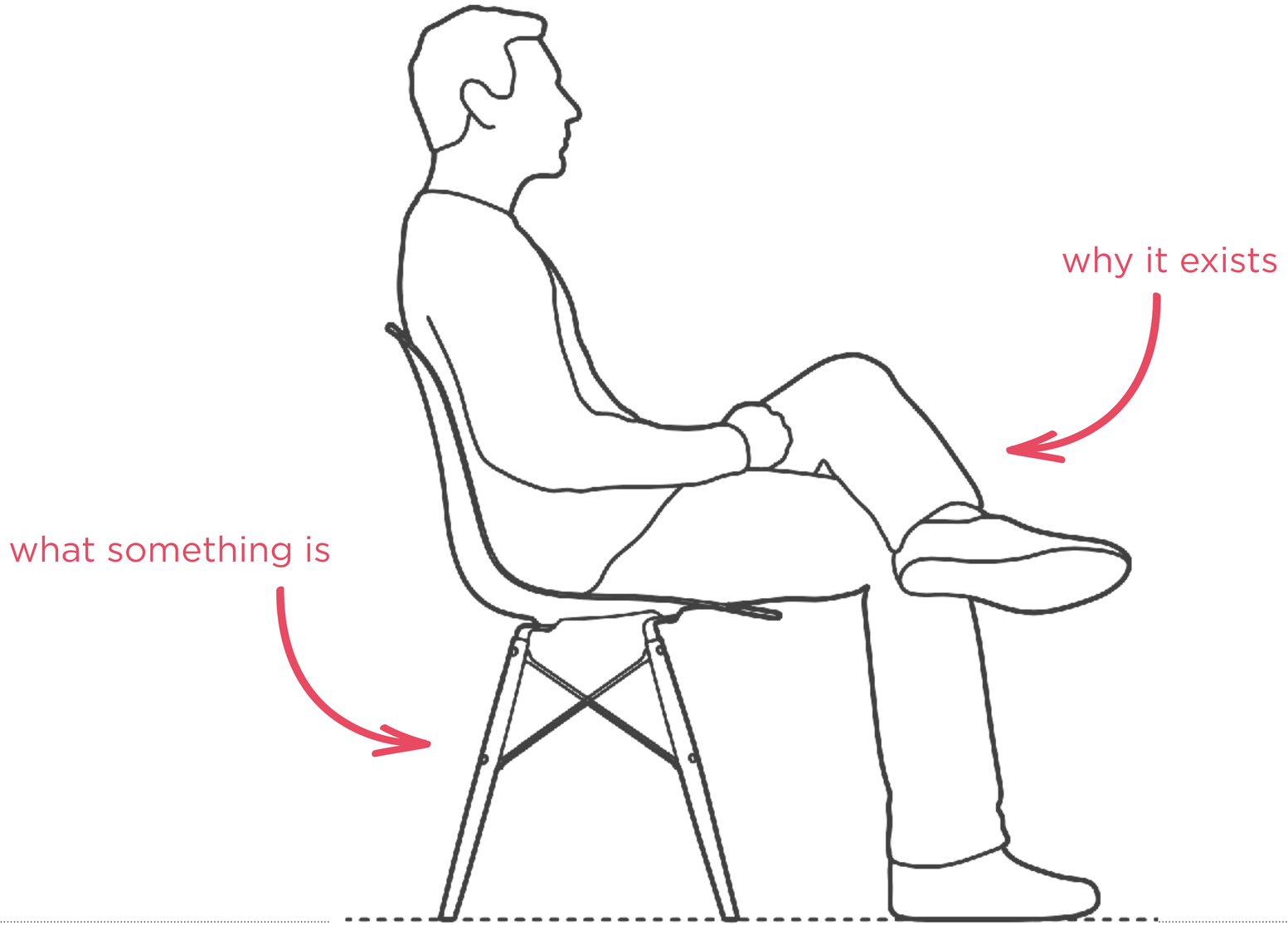


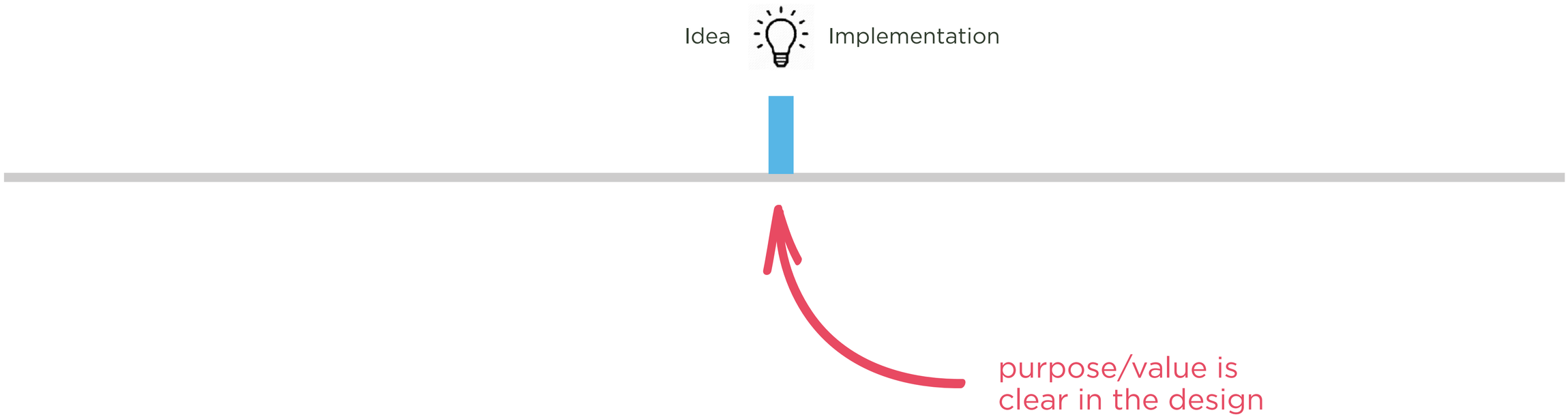
Company

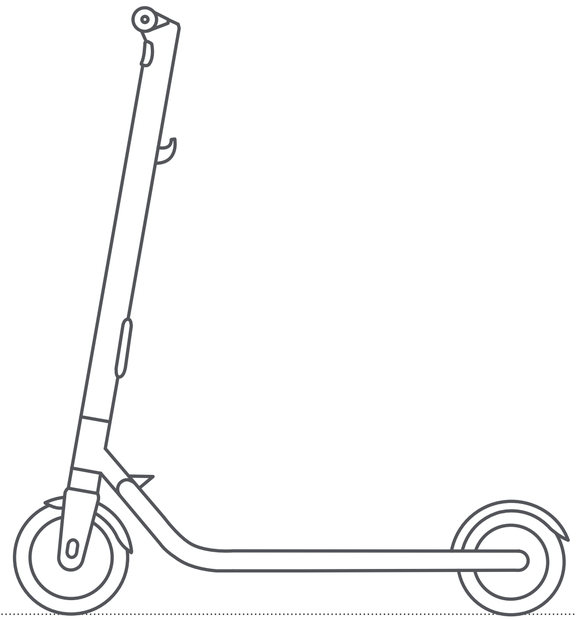
as organizations grow, decision making
moves further from end users

Customer

The Second Gap

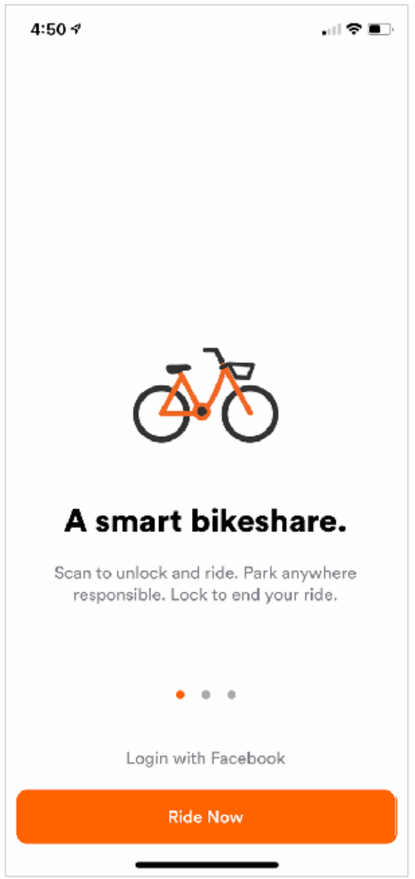

why it exists
what something is


Idea
Implementation
purpose/value is
clear in the design



SPLASH SCREEN

TUTORIAL



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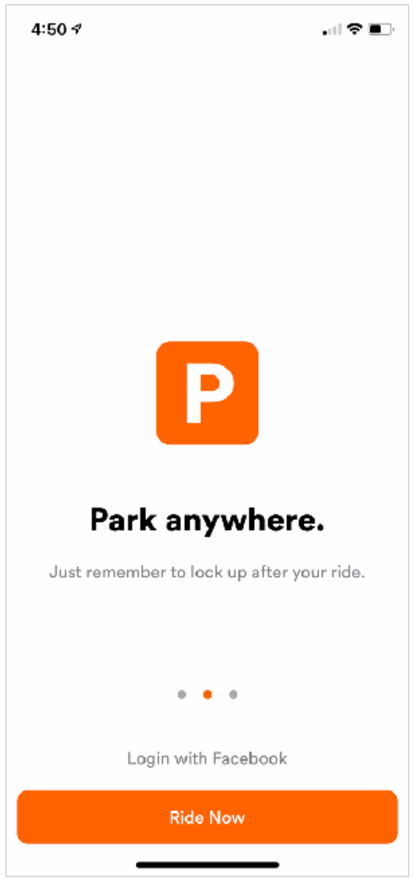

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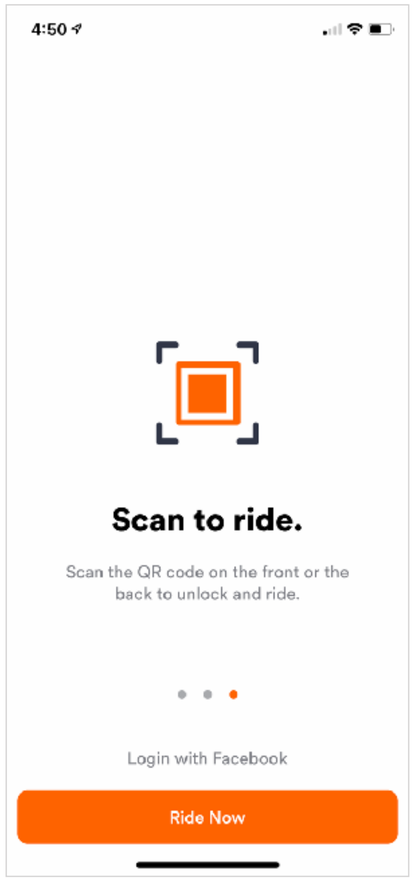

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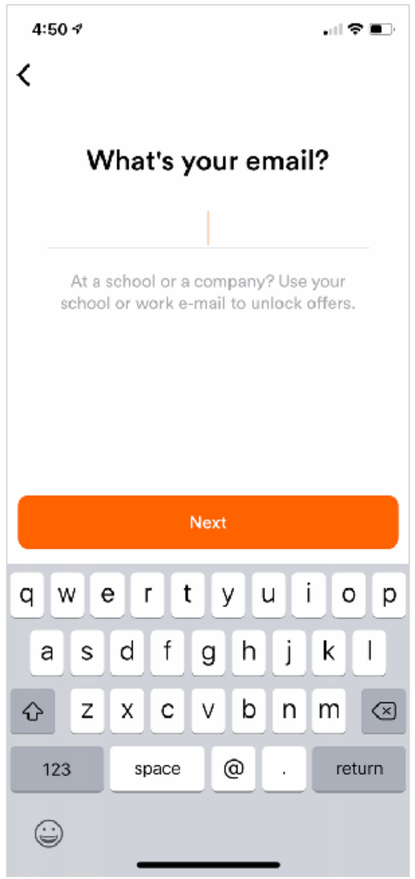

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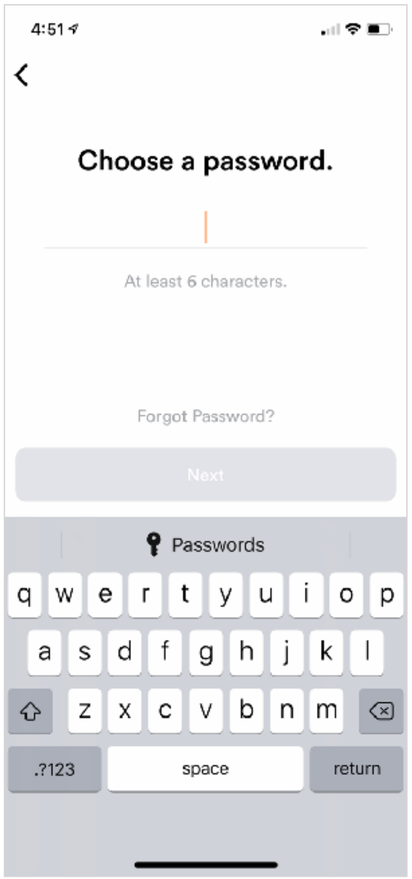
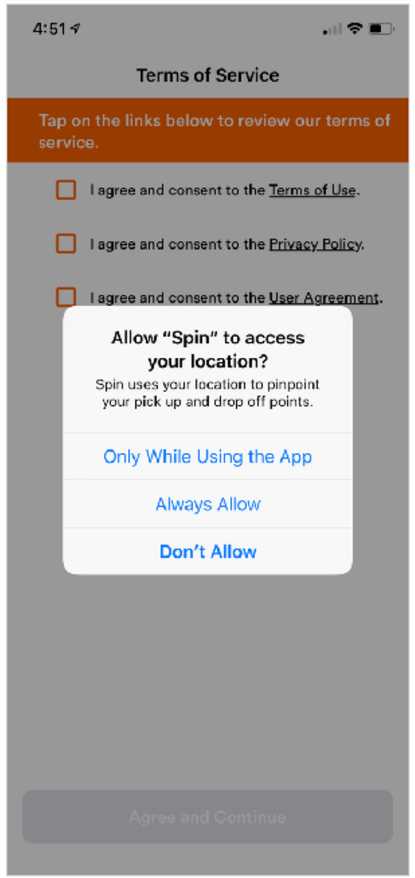
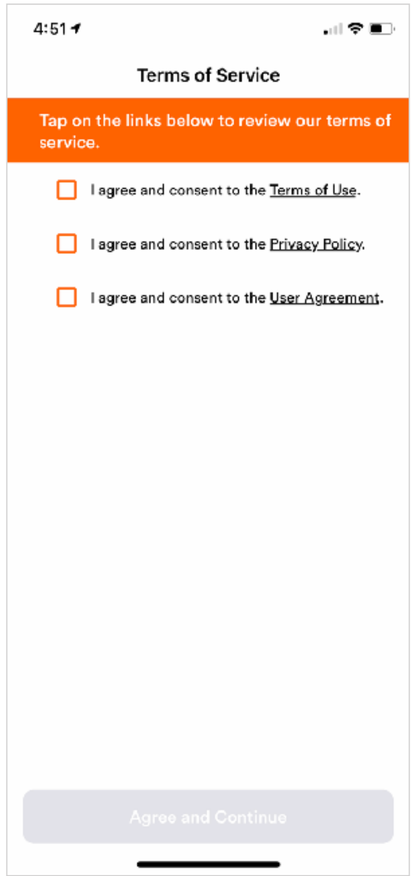


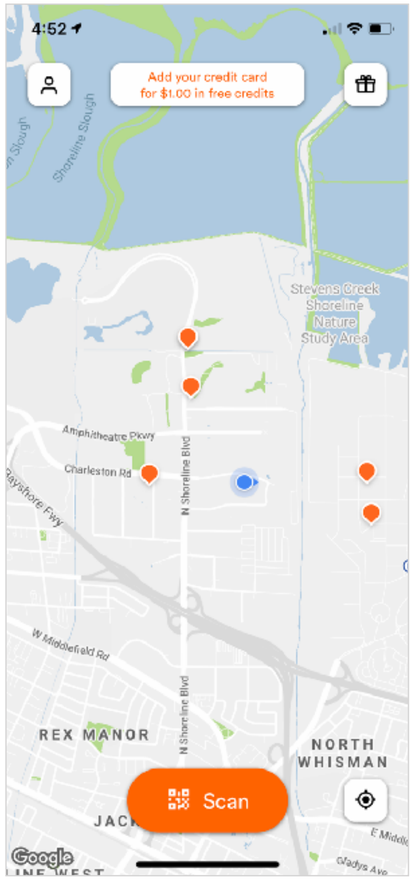
LOCATION PERMISSIONS



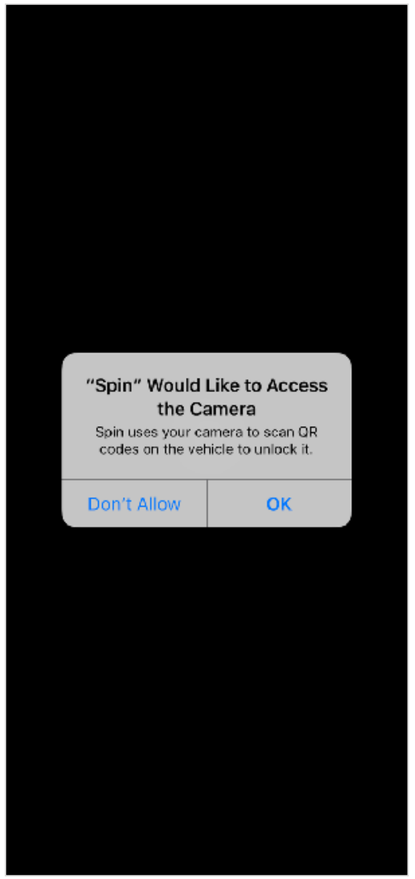
CHECK OFF TERMS



MAP

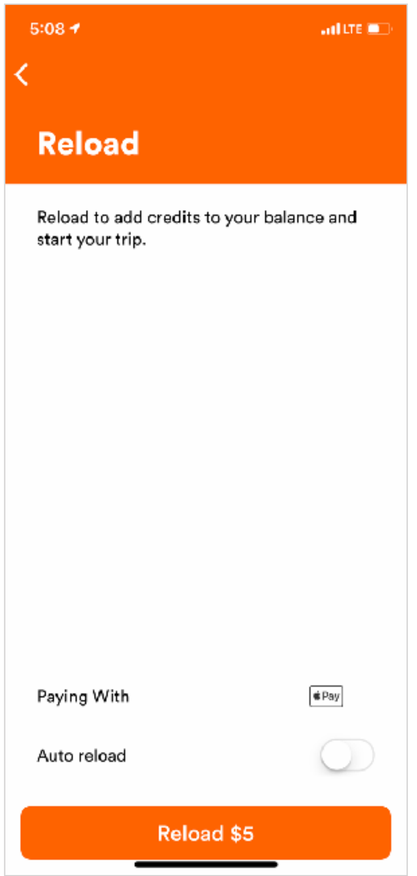


CAMERA PERMISSIONS

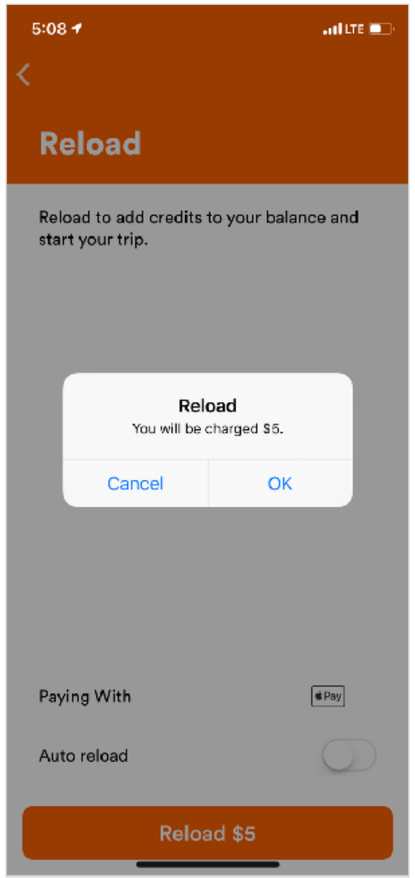


SCAN

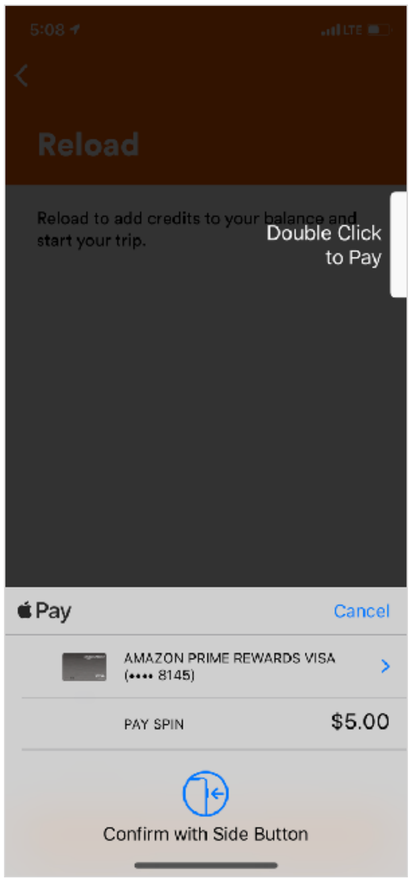
RELOAD ACCOUNT



RELOAD CONFIRMATION



PAYMENT PERMISSIONS



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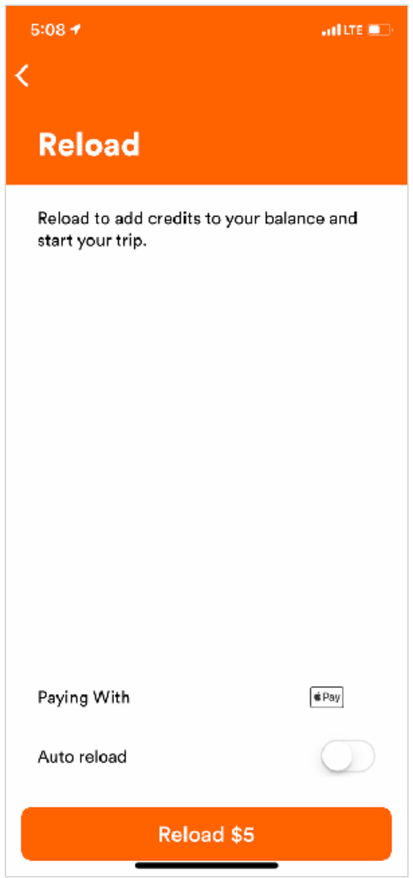
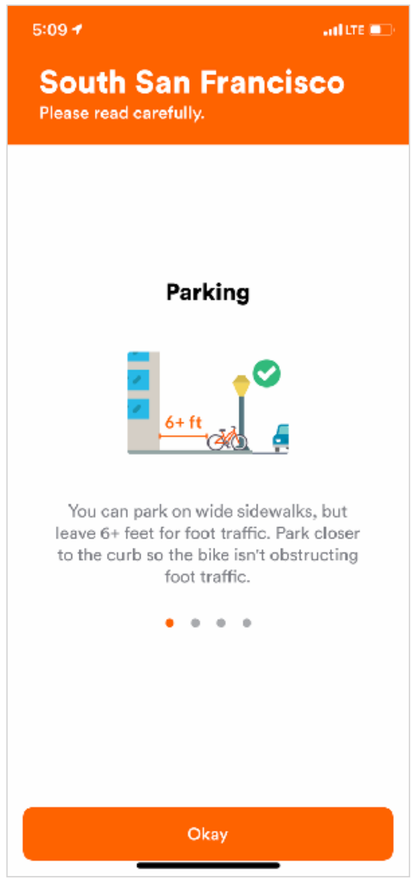


TUTORIAL



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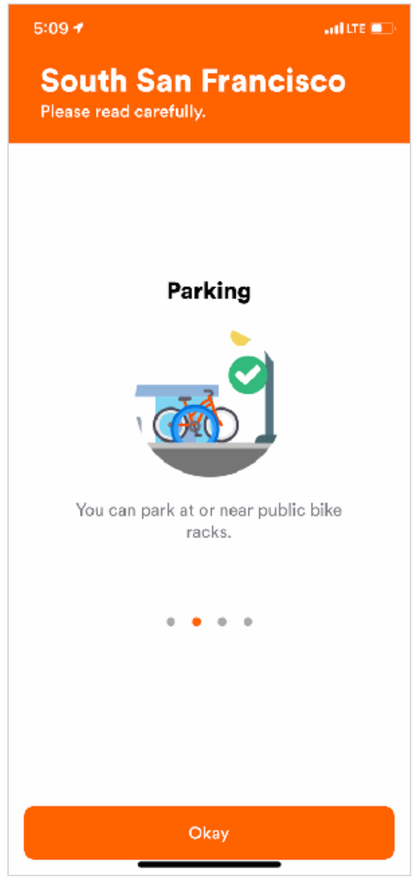

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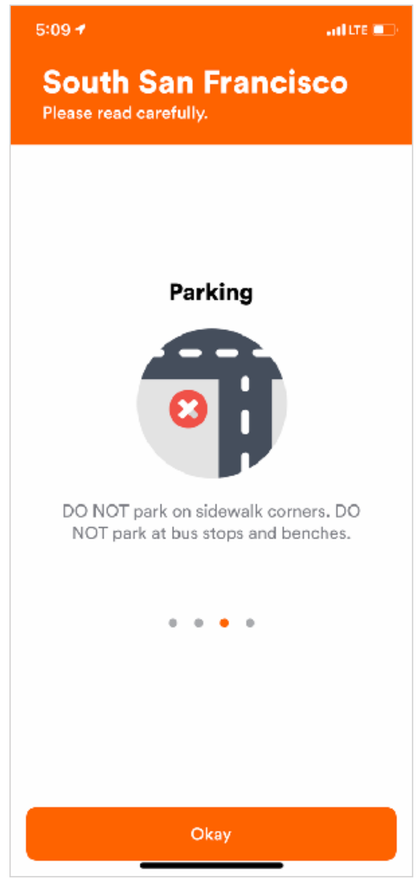

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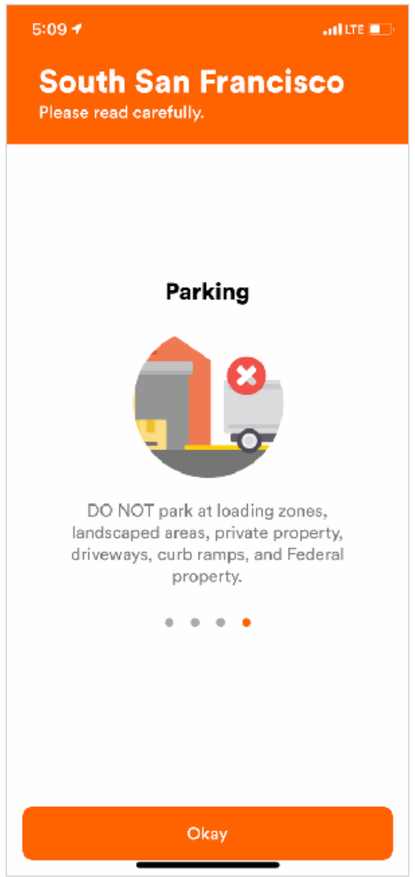

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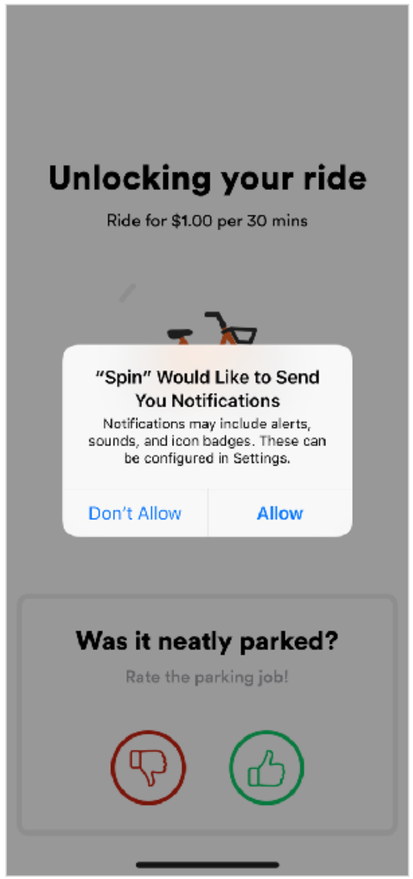

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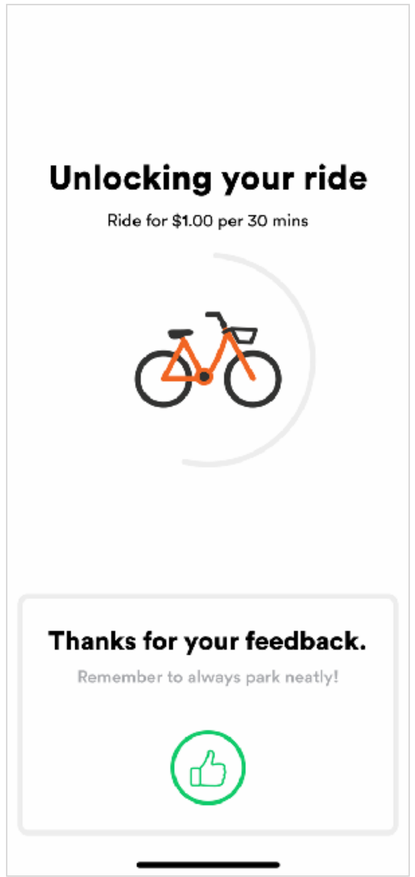
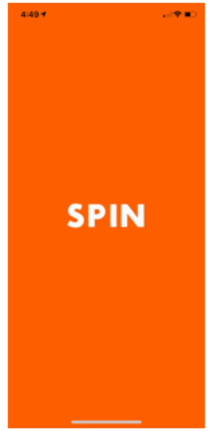
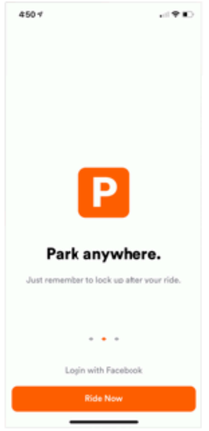


SPLASH SCREEN



TUTORIAL

TUTORIAL



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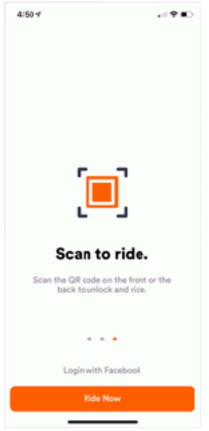

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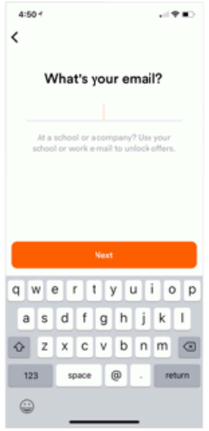

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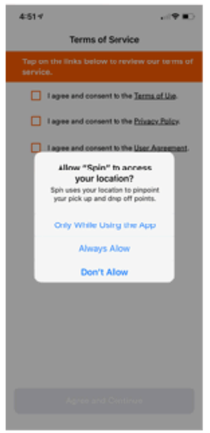
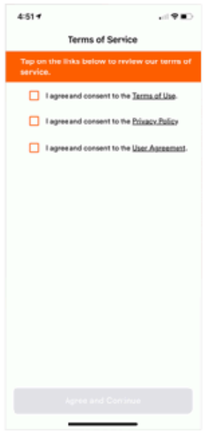
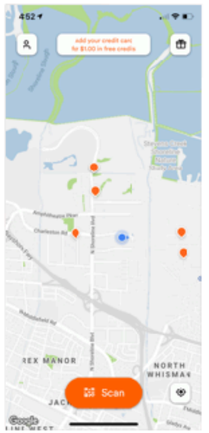


CHECK OFF TERMS



MAP



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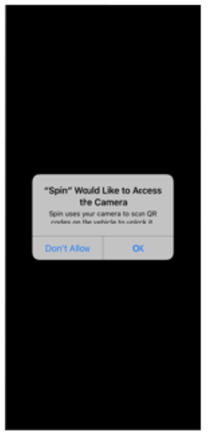
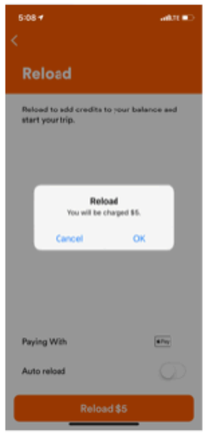


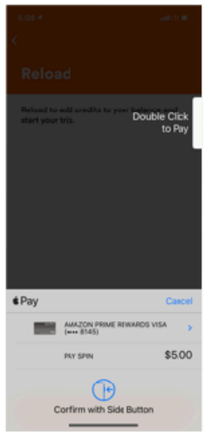
SCAN

RELOAD ACCOUNT

RELOAD CONFIRMATION



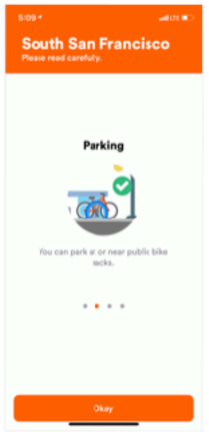
PAYMENT PERMISSIONS



RELOAD ACCOUNT

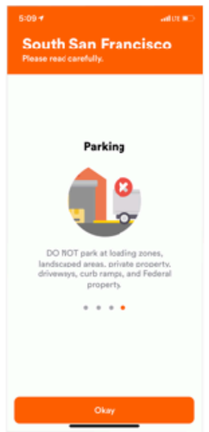
TUTORIAL

TUTORIAL

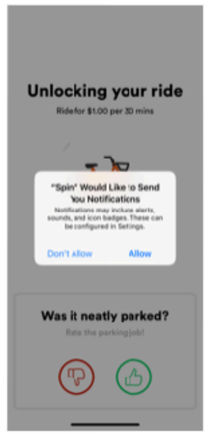


TUTORIAL

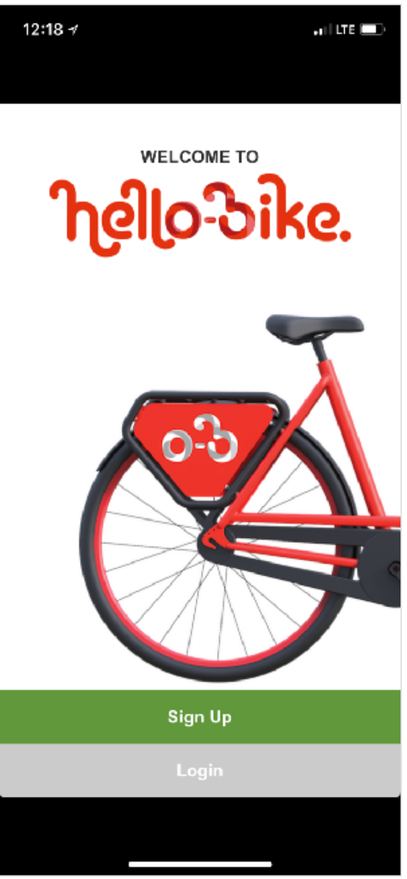
TUTORIAL



NOTIFICATION PERMISSIONS



SPLASH SCREEN



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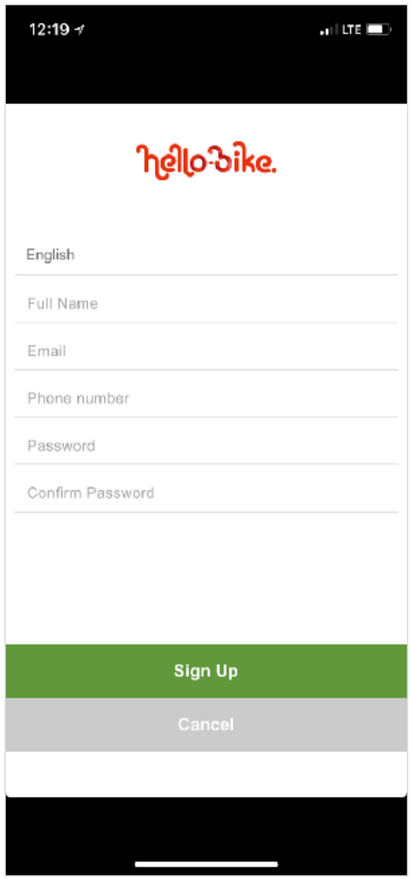
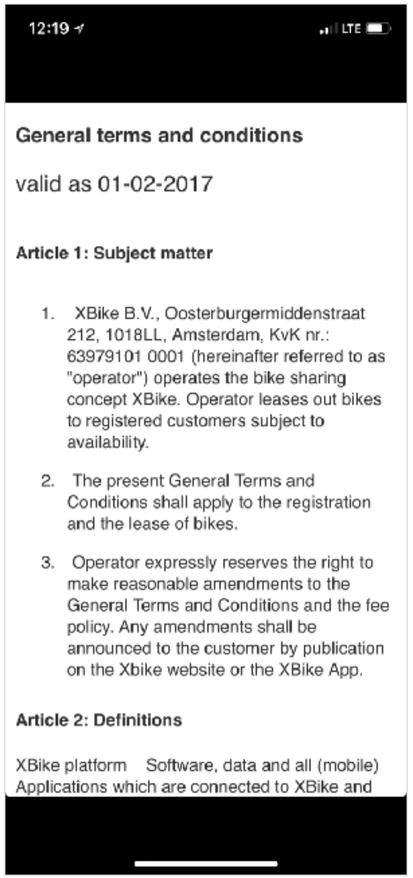
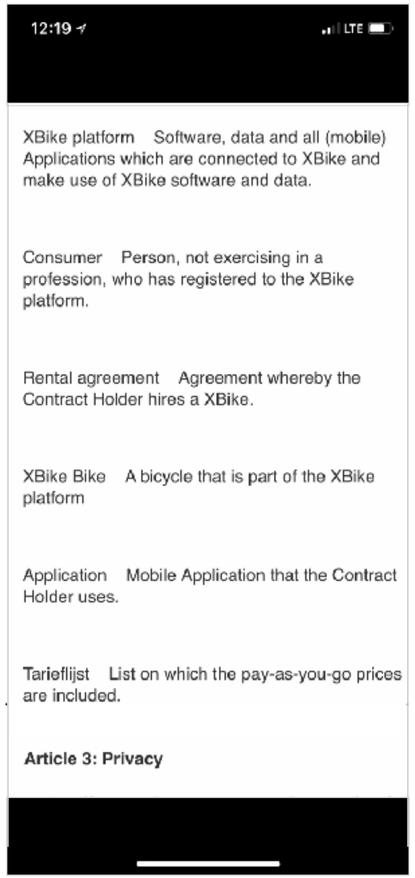


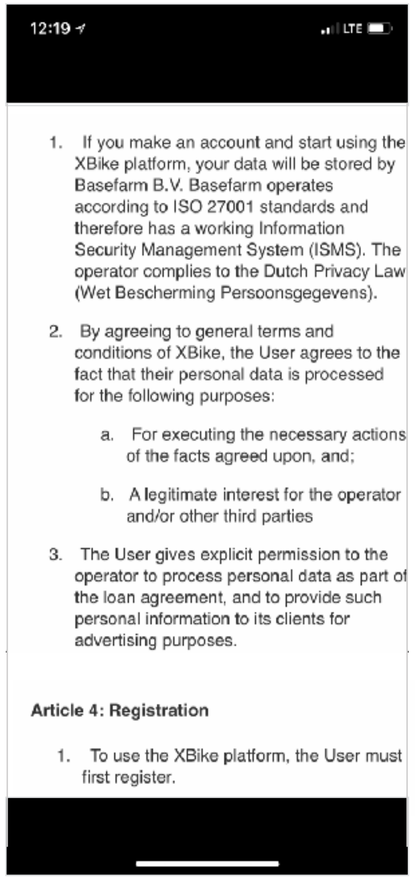
TERMS & CONDITIONS



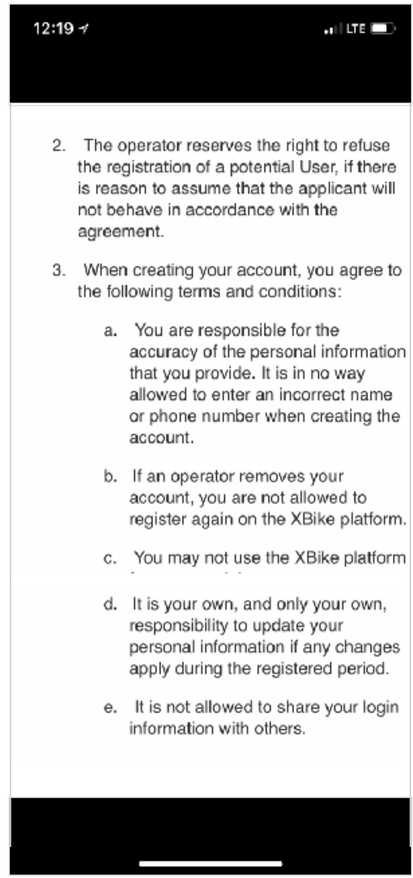
TERMS & CONDITIONS



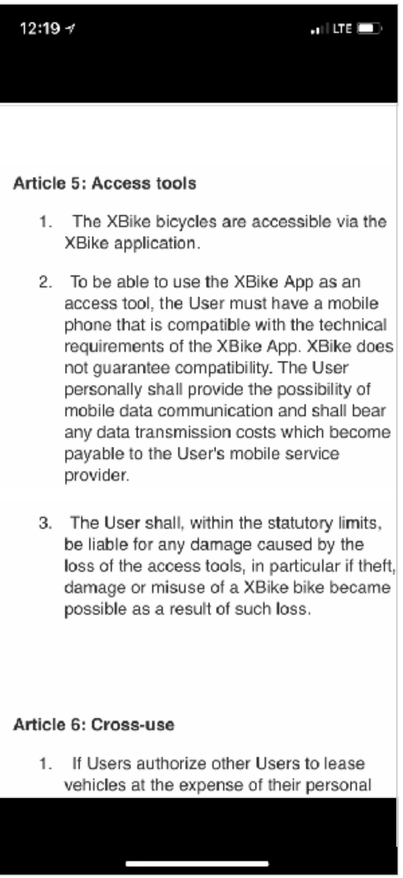
TERMS & CONDITIONS



TERMS & CONDITIONS



TERMS & CONDITIONS



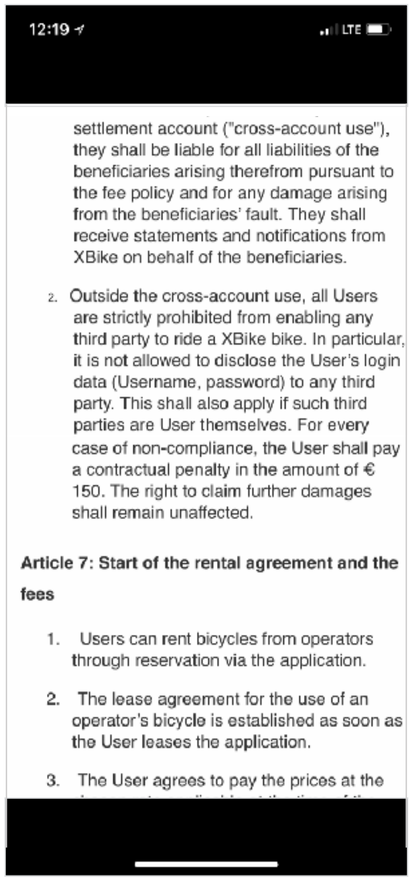
Article 5: Access tools

1. The XBike bicycles are accessible via the XBike application.
2. To be able to use the XBike App as an access tool, the User must have a mobile phone that is compatible with the technical requirements of the XBike App. XBike does not guarantee compatibility. The User personally shall provide the possibility of mobile data communication and shall bear any data transmission costs which become payable to the User's mobile service provider.
3. The User shall, within the statutory limits, be liable for any damage caused by the loss of the access tools, in particular if theft, damage or misuse of a XBike bike became possible as a result of such loss.

Article 6: Cross-use

1. If Users authorize other Users to lease vehicles at the expense of their personal

TERMS & CONDITIONS



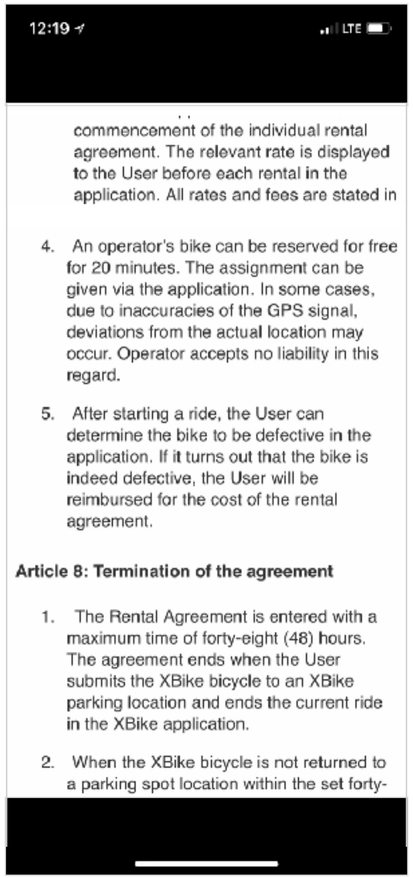
settlement account ("cross-account use"), they shall be liable for all liabilities of the beneficiaries arising therefrom pursuant to the fee policy and for any damage arising from the beneficiaries' fault. They shall receive statements and notifications from XBike on behalf of the beneficiaries.

2. Outside the cross-account use, all Users are strictly prohibited from enabling any third party to ride a XBike bike. In particular, it is not allowed to disclose the User's login data (Username, password) to any third party. This shall also apply if such third parties are User themselves. For every case of non-compliance, the User shall pay a contractual penalty in the amount of € 150. The right to claim further damages shall remain unaffected.

Article 7: Start of the rental agreement and the fees

1. Users can rent bicycles from operators through reservation via the application.
2. The lease agreement for the use of an operator's bicycle is established as soon as the User leases the application.
3. The User agrees to pay the prices at the

TERMS & CONDITIONS



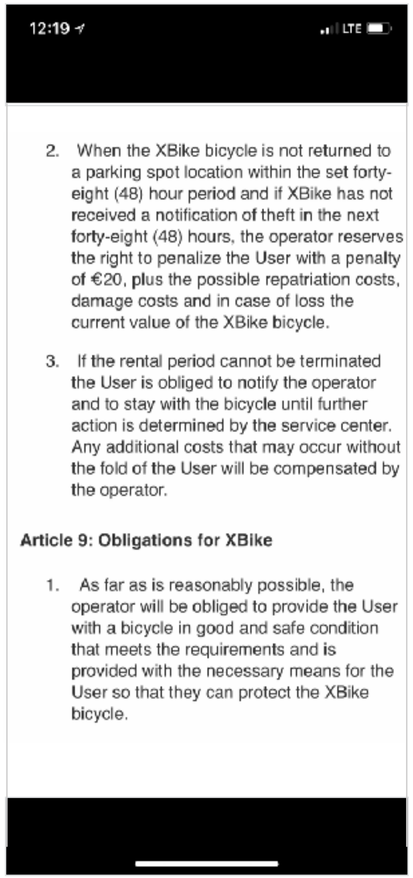
commencement of the individual rental agreement. The relevant rate is displayed to the User before each rental in the application. All rates and fees are stated in

4. An operator's bike can be reserved for free for 20 minutes. The assignment can be given via the application. In some cases, due to inaccuracies of the GPS signal, deviations from the actual location may occur. Operator accepts no liability in this regard.
5. After starting a ride, the User can determine the bike to be defective in the application. If it turns out that the bike is indeed defective, the User will be reimbursed for the cost of the rental agreement.

Article 8: Termination of the agreement

1. The Rental Agreement is entered with a maximum time of forty-eight (48) hours. The agreement ends when the User submits the XBike bicycle to an XBike parking location and ends the current ride in the XBike application.
2. When the XBike bicycle is not returned to a parking spot location within the set forty-

TERMS & CONDITIONS

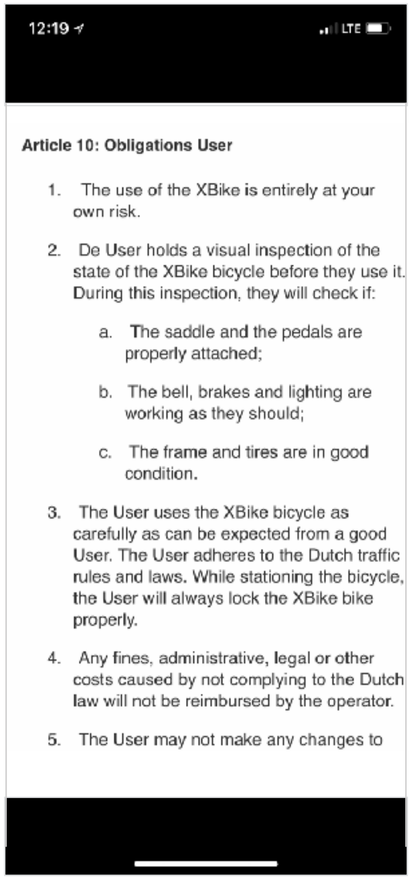


2. When the XBike bicycle is not returned to a parking spot location within the set forty-eight (48) hour period and if XBike has not received a notification of theft in the next forty-eight (48) hours, the operator reserves the right to penalize the User with a penalty of €20, plus the possible repatriation costs, damage costs and in case of loss the current value of the XBike bicycle.
3. If the rental period cannot be terminated the User is obliged to notify the operator and to stay with the bicycle until further action is determined by the service center. Any additional costs that may occur without the fold of the User will be compensated by the operator.

Article 9: Obligations for XBike

1. As far as is reasonably possible, the operator will be obliged to provide the User with a bicycle in good and safe condition that meets the requirements and is provided with the necessary means for the User so that they can protect the XBike bicycle.

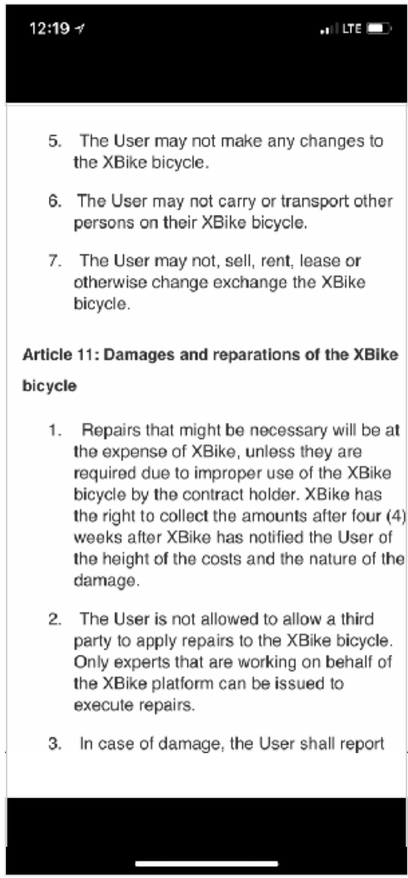
TERMS & CONDITIONS



Article 10: Obligations User

1. The use of the XBike is entirely at your own risk.
2. De User holds a visual inspection of the state of the XBike bicycle before they use it. During this inspection, they will check if:
   a. The saddle and the pedals are properly attached;
   b. The bell, brakes and lighting are working as they should;
   c. The frame and tires are in good condition.
3. The User uses the XBike bicycle as carefully as can be expected from a good User. The User adheres to the Dutch traffic rules and laws. While stationing the bicycle, the User will always lock the XBike bike properly.
4. Any fines, administrative, legal or other costs caused by not complying to the Dutch law will not be reimbursed by the operator.
5. The User may not make any changes to

TERMS & CONDITIONS

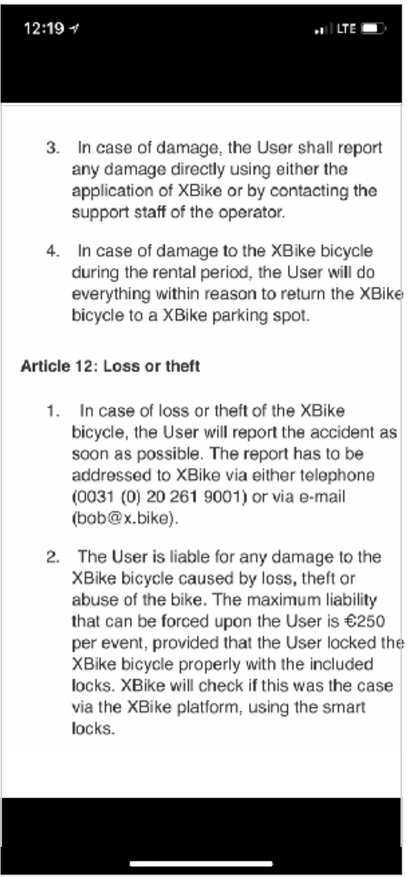


5. The User may not make any changes to the XBike bicycle.
6. The User may not carry or transport other persons on their XBike bicycle.
7. The User may not, sell, rent, lease or otherwise change exchange the XBike bicycle.

Article 11: Damages and reparations of the XBike bicycle

1. Repairs that might be necessary will be at the expense of XBike, unless they are required due to improper use of the XBike bicycle by the contract holder. XBike has the right to collect the amounts after four (4) weeks after XBike has notified the User of the height of the costs and the nature of the damage.
2. The User is not allowed to allow a third party to apply repairs to the XBike bicycle. Only experts that are working on behalf of the XBike platform can be issued to execute repairs.
3. In case of damage, the User shall report

TERMS & CONDITIONS



3. In case of damage, the User shall report any damage directly using either the application of XBike or by contacting the support staff of the operator.

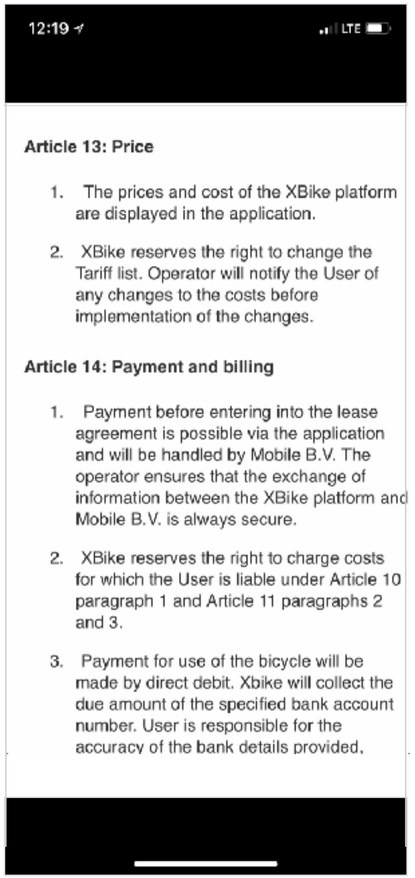
4. In case of damage to the XBike bicycle during the rental period, the User will do everything within reason to return the XBike bicycle to a XBike parking spot.

Article 12: Loss or theft

1. In case of loss or theft of the XBike bicycle, the User will report the accident as soon as possible. The report has to be addressed to XBike via either telephone (0031 (0) 20 261 9001) or via e-mail (bob@x.bike).

2. The User is liable for any damage to the XBike bicycle caused by loss, theft or abuse of the bike. The maximum liability that can be forced upon the User is €250 per event, provided that the User locked the XBike bicycle properly with the included locks. XBike will check if this was the case via the XBike platform, using the smart locks.

TERMS & CONDITIONS



Article 13: Price

1. The prices and cost of the XBike platform are displayed in the application.

2. XBike reserves the right to change the Tariff list. Operator will notify the User of any changes to the costs before implementation of the changes.

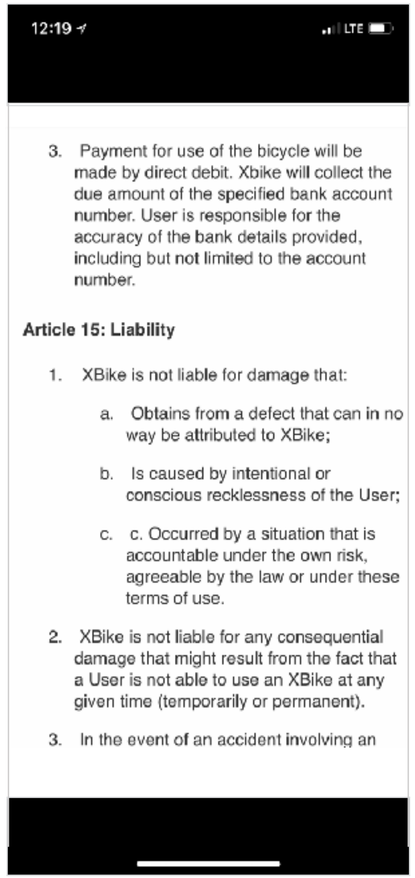
Article 14: Payment and billing

1. Payment before entering into the lease agreement is possible via the application and will be handled by Mobile B.V. The operator ensures that the exchange of information between the XBike platform and Mobile B.V. is always secure.

2. XBike reserves the right to charge costs for which the User is liable under Article 10 paragraph 1 and Article 11 paragraphs 2 and 3.

3. Payment for use of the bicycle will be made by direct debit. Xbike will collect the due amount of the specified bank account number. User is responsible for the accuracy of the bank details provided.

TERMS & CONDITIONS



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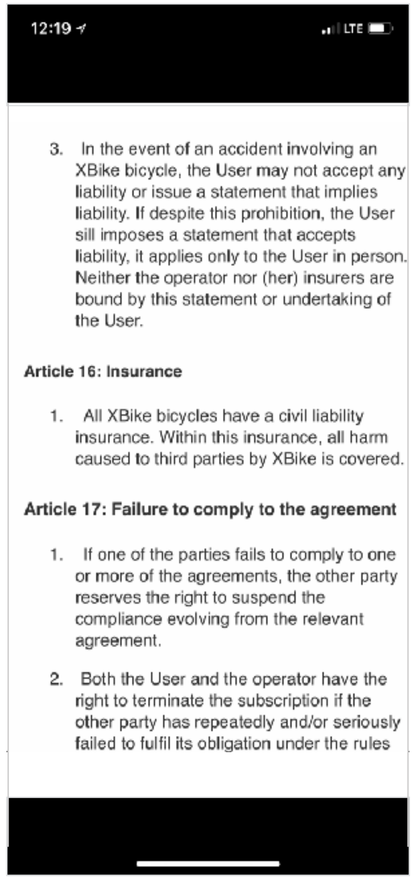
Article 15: Liability

1. XBike is not liable for damage that:
   a. Obtains from a defect that can in no way be attributed to XBike;
   b. Is caused by intentional or conscious recklessness of the User;
   c. c. Occurred by a situation that is accountable under the own risk, agreeable by the law or under these terms of use.

2. XBike is not liable for any consequential damage that might result from the fact that a User is not able to use an XBike at any given time (temporarily or permanent).

3. In the event of an accident involving an

TERMS & CONDITIONS



3. In the event of an accident involving an XBike bicycle, the User may not accept any liability or issue a statement that implies liability. If despite this prohibition, the User sill imposes a statement that accepts liability, it applies only to the User in person. Neither the operator nor (her) insurers are bound by this statement or undertaking of the User.

Article 16: Insurance

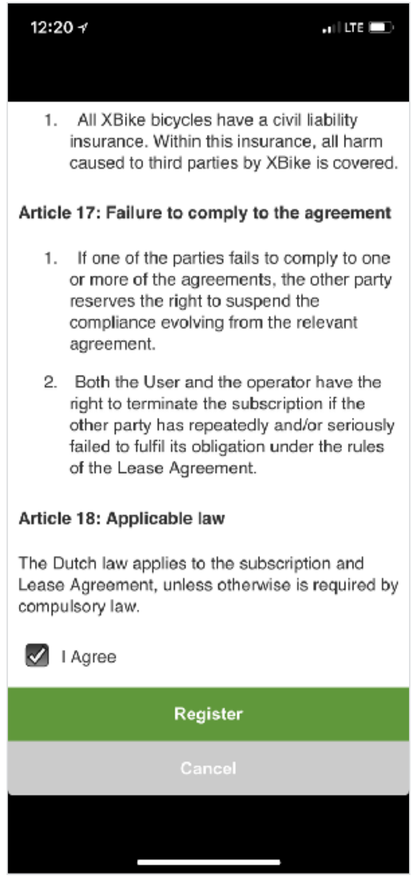
1. All XBike bicycles have a civil liability insurance. Within this insurance, all harm caused to third parties by XBike is covered.

Article 17: Failure to comply to the agreement

1. If one of the parties fails to comply to one or more of the agreements, the other party reserves the right to suspend the compliance evolving from the relevant agreement.

2. Both the User and the operator have the right to terminate the subscription if the other party has repeatedly and/or seriously failed to fulfil its obligation under the rules

TERMS & CONDITIONS



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Article 18: Applicable law

The Dutch law applies to the subscription and Lease Agreement, unless otherwise is required by compulsory law.

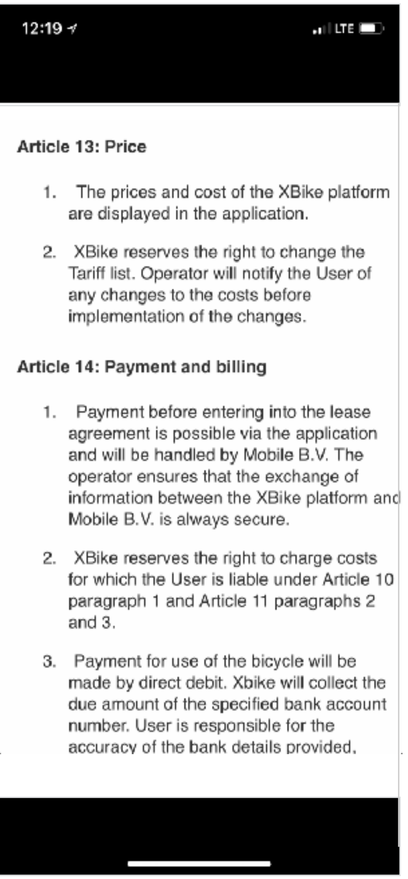
☑ I Agree

Register

Cancel

LUKEW
IDEATION + DESIGN

TERMS & CONDITIONS



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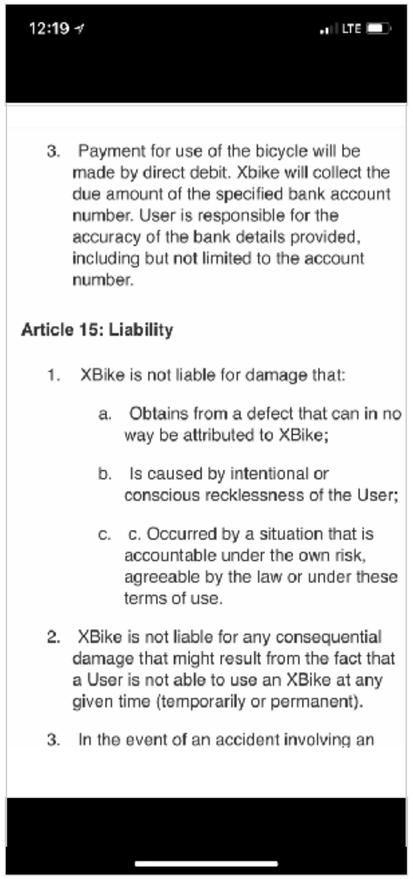
TERMS & CONDITIONS



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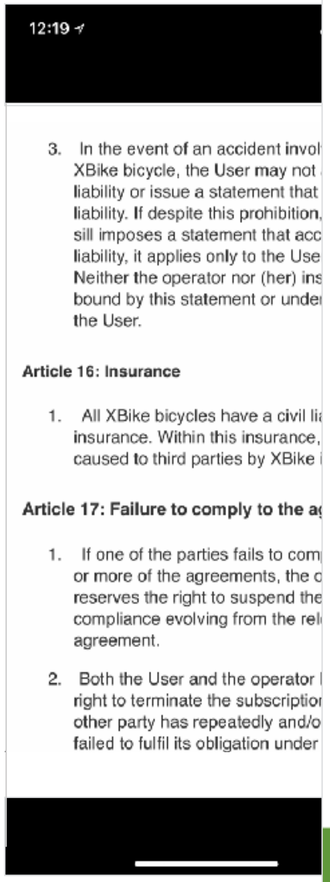

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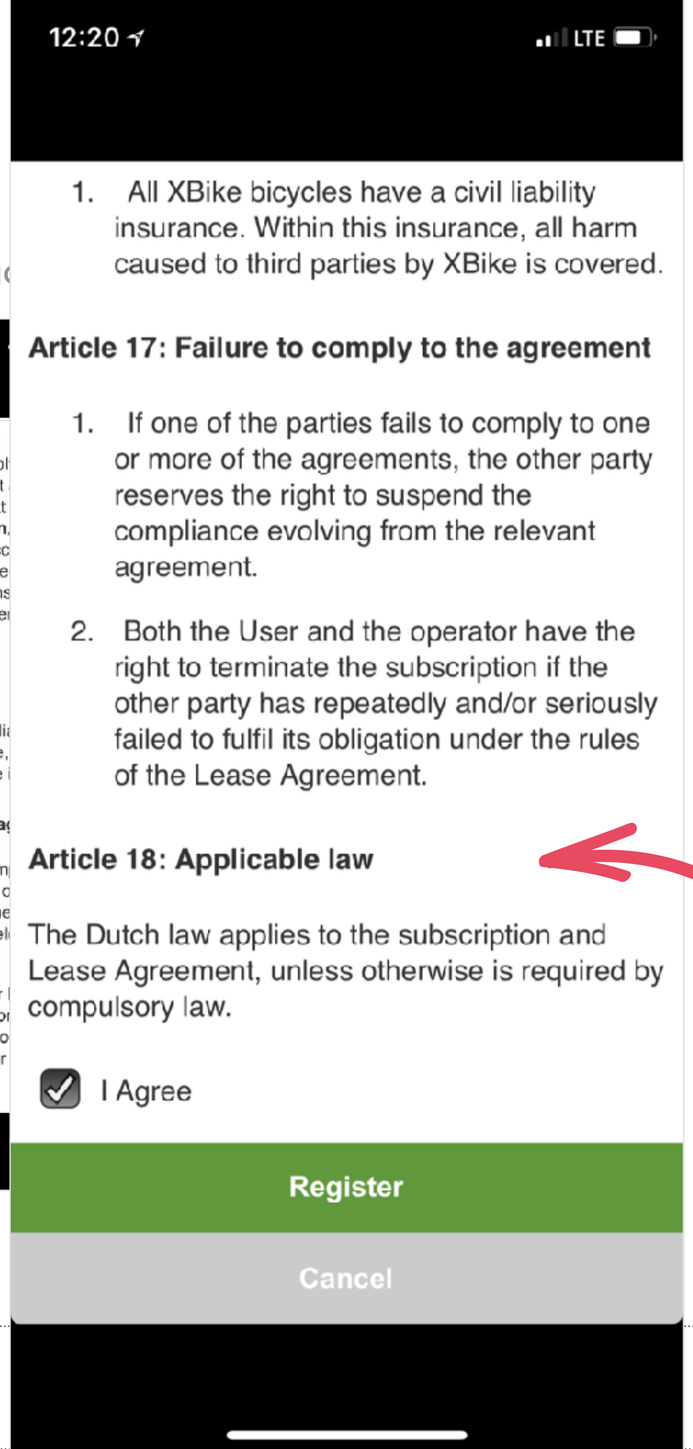

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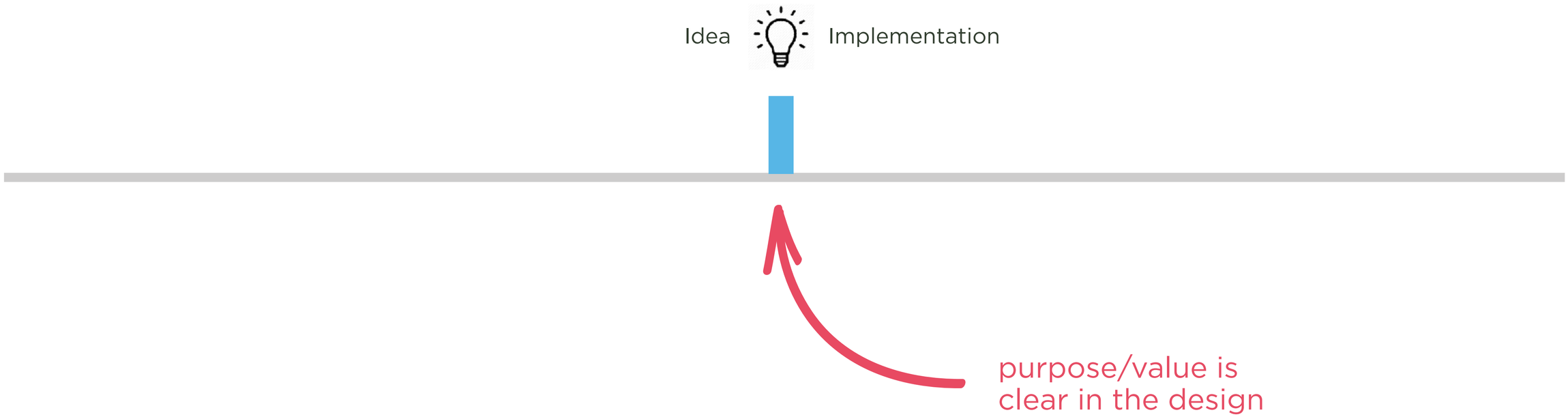
☑ I Agree

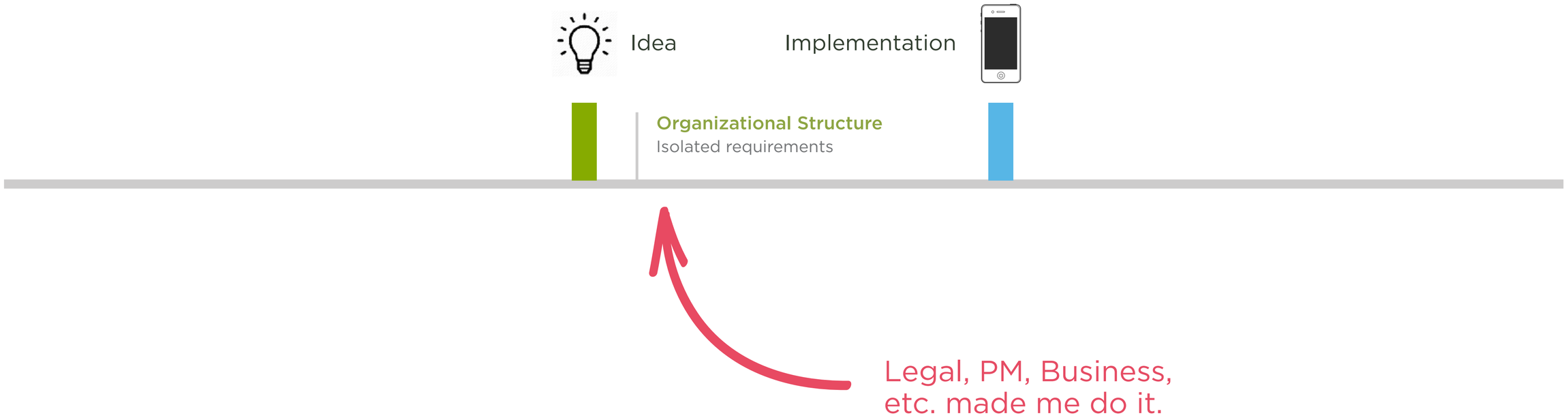
Register

Cancel

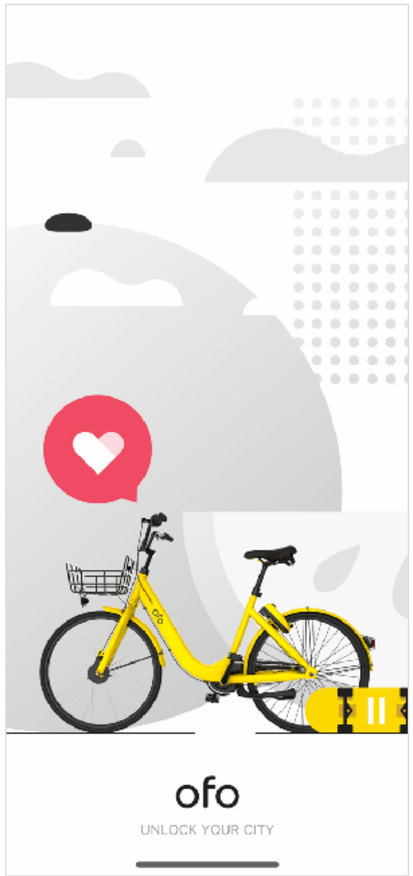
legal made me do it

LUKEW IDEATION + DESIGN

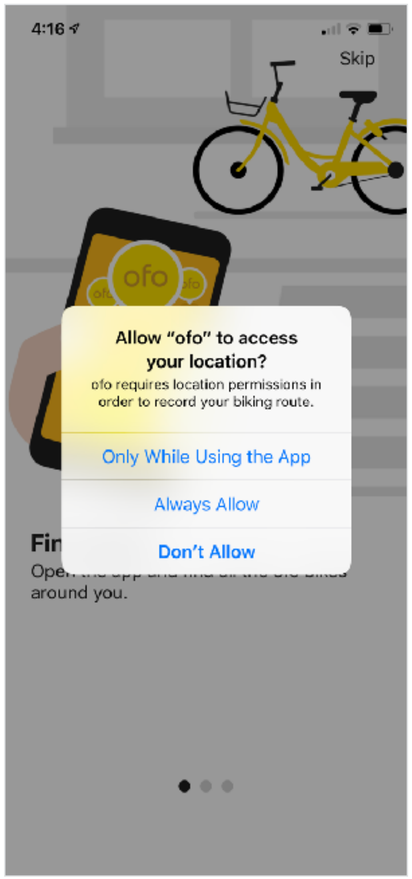

Idea
Implementation
purpose/value is
clear in the design


Idea
Implementation
Organizational Structure
Isolated requirements
Legal, PM, Business,
etc. made me do it.

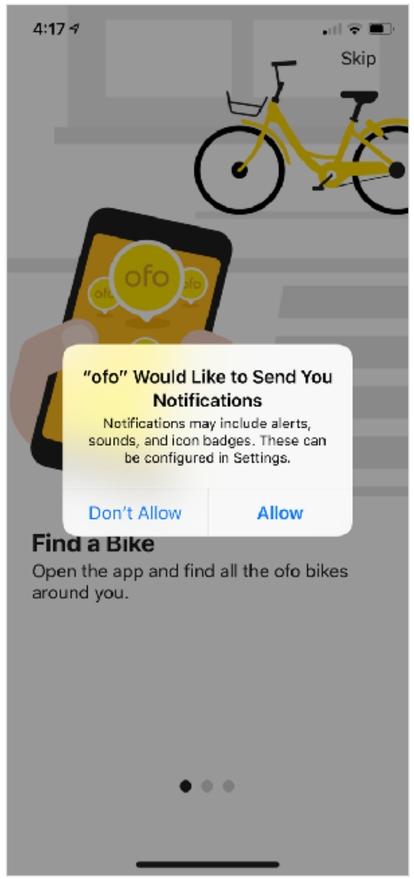
START SCREEN



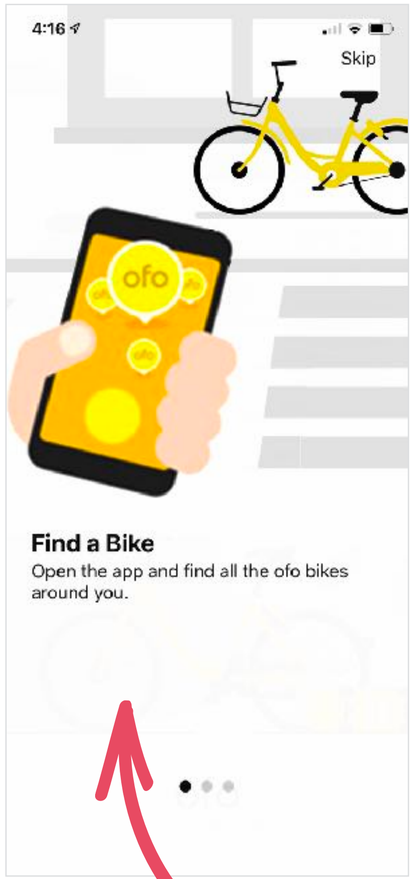
LOCATION PERMISSIONS



NOTIFICATION PERMISSIONS



TUTORIAL



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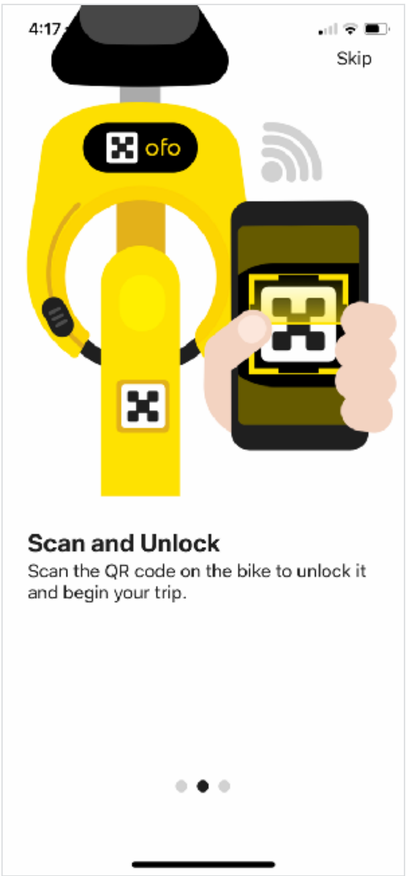

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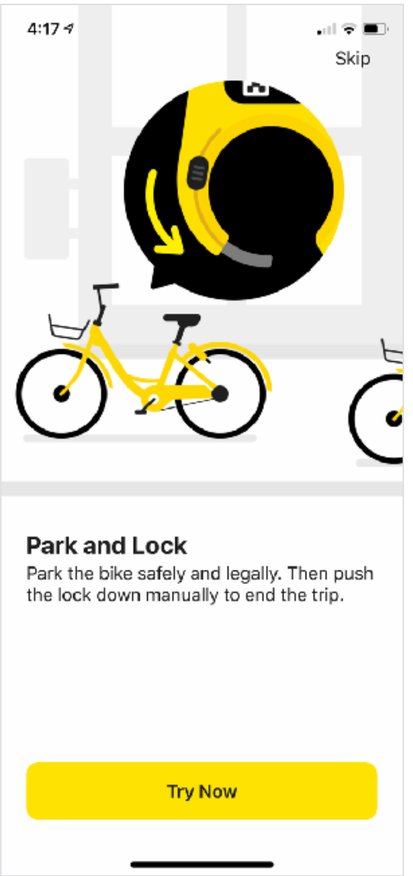
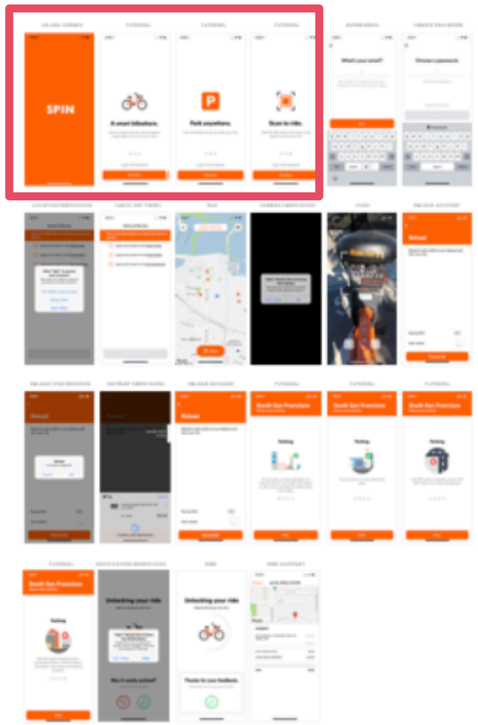


everybody else is doing it

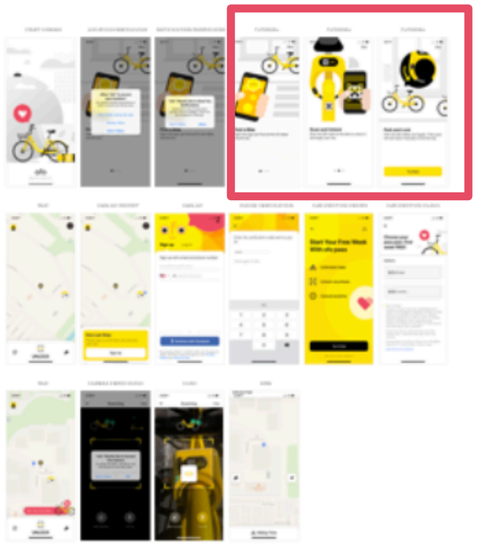
Competitive Analysis

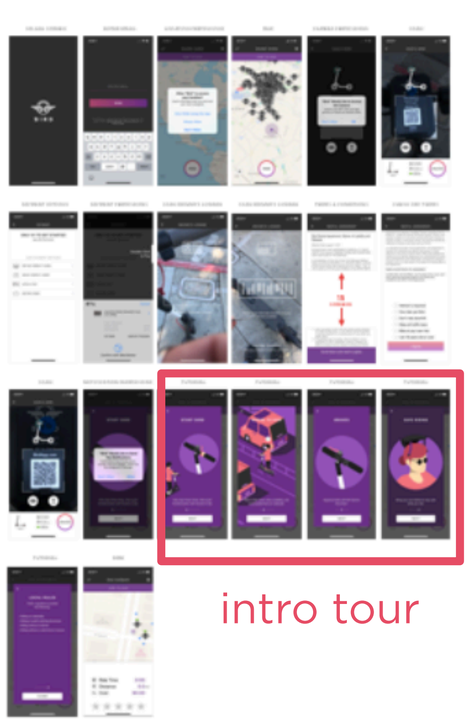
intro tour

intro tour

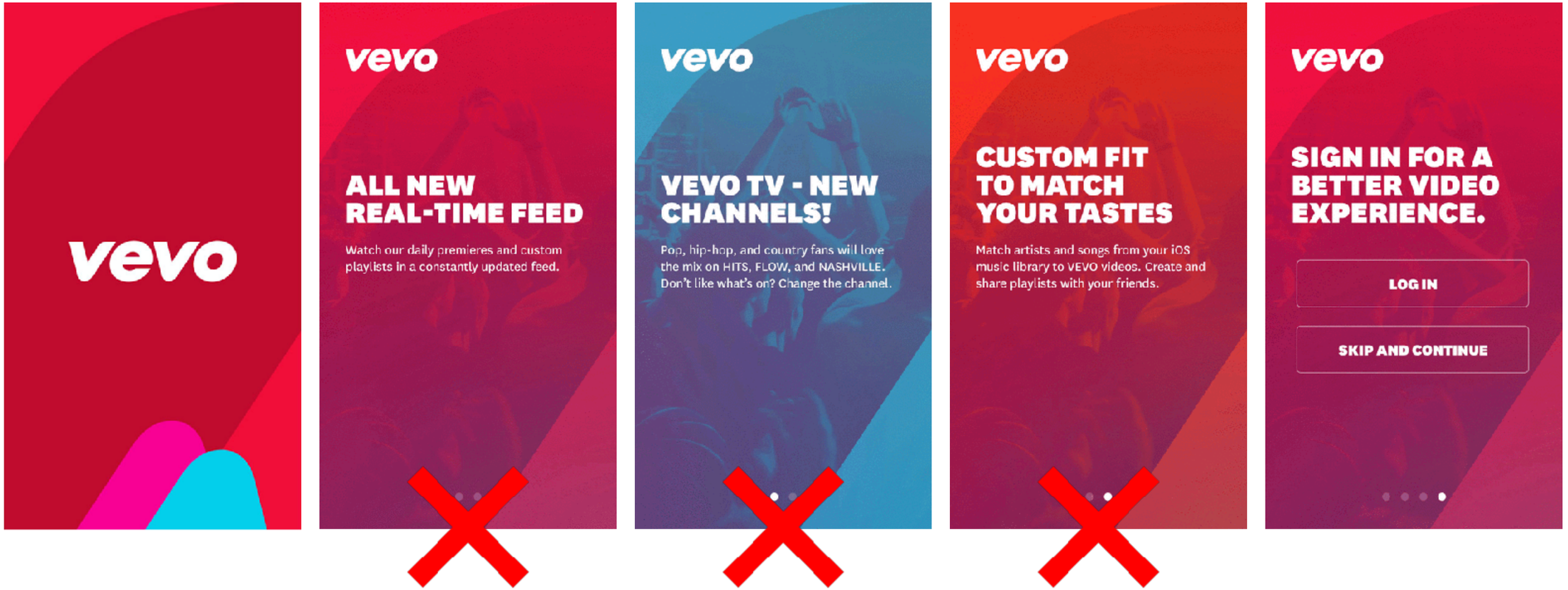


intro tour





intro tour

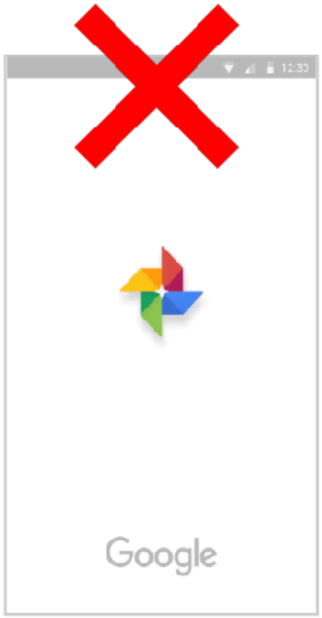


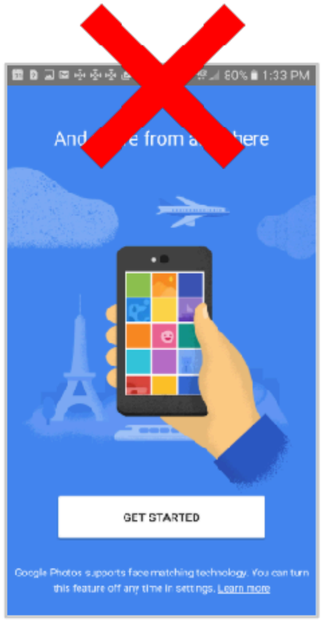
10% INCREASE IN SUCCESSFUL LOG INS

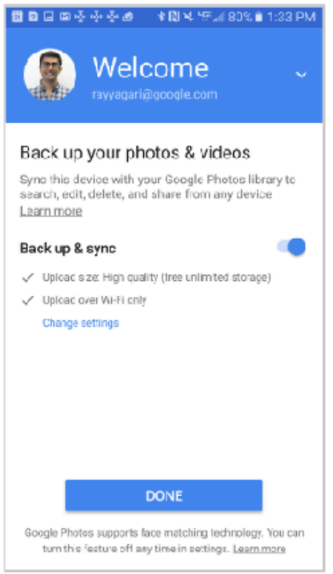
6% INCREASE IN COMPLETED SIGN UPS

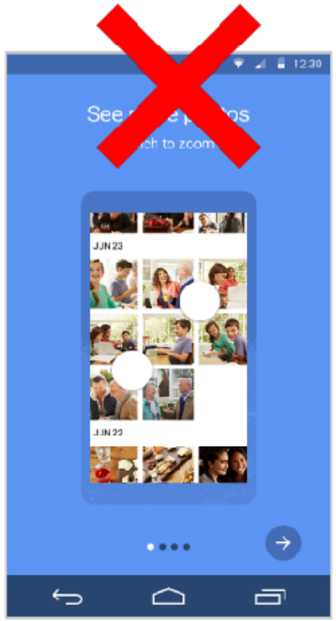
Source: https://bit.ly/2IyNVjM

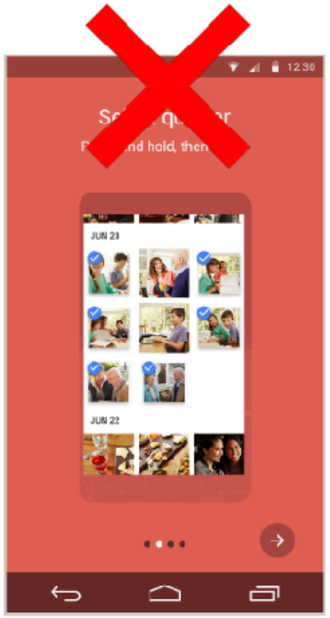
BEFORE





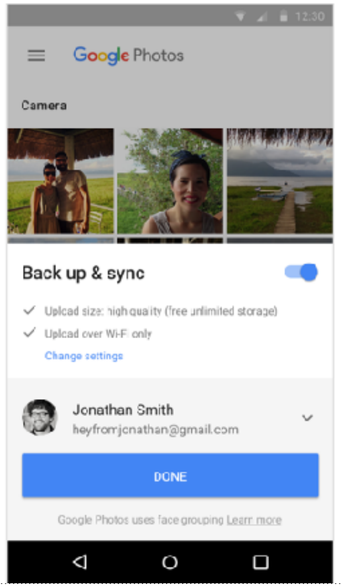






AFTER

get people to core value
as soon as possible



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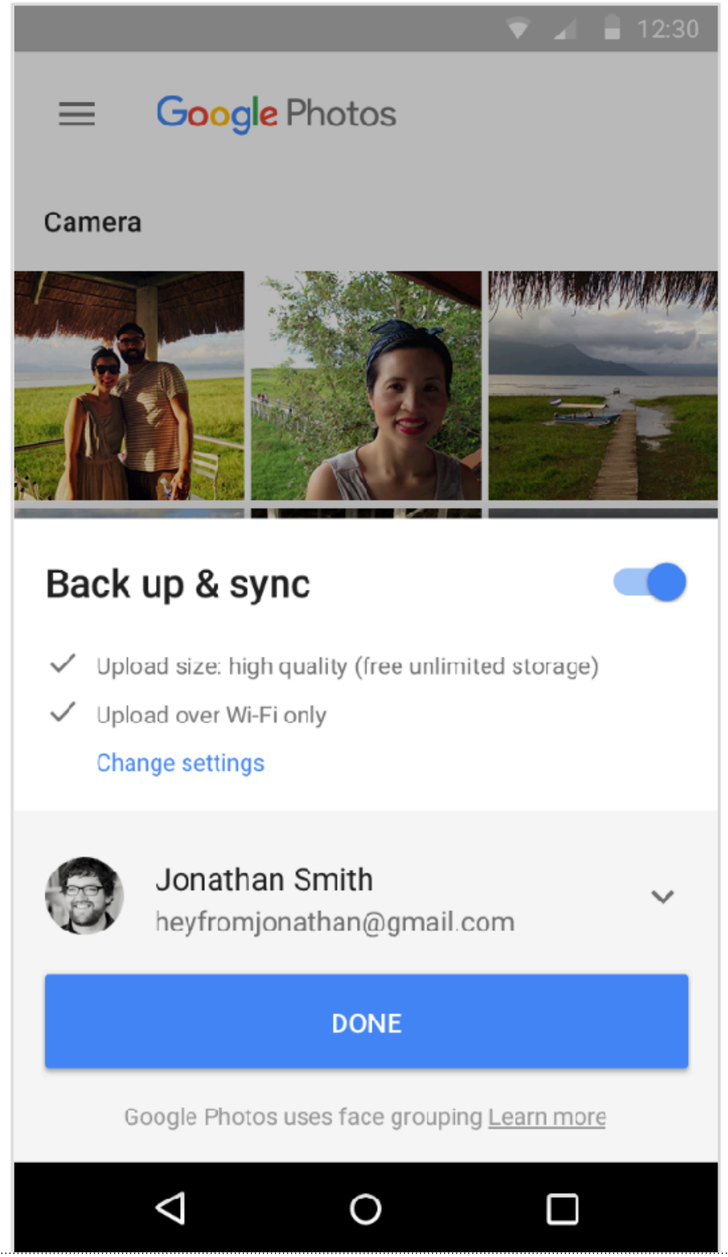
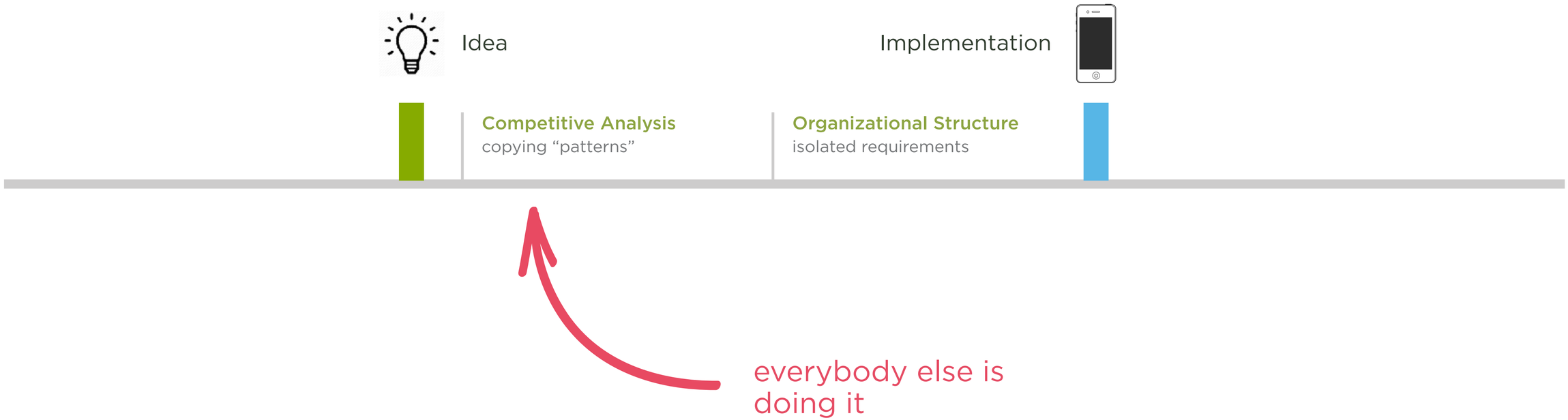
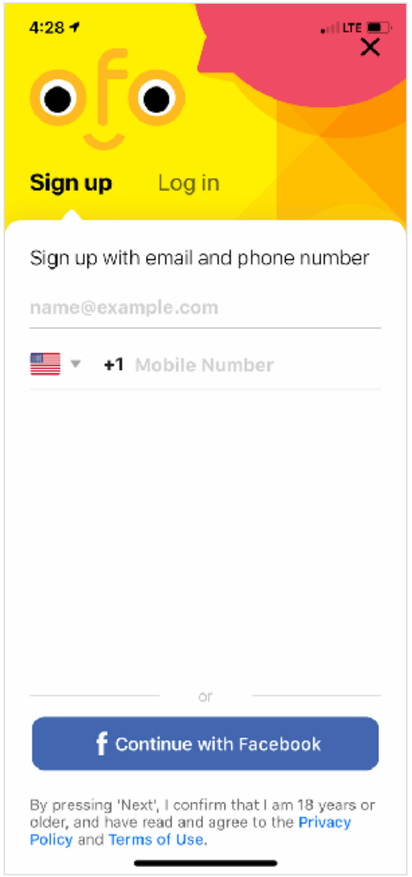


this, of course, requires knowing what your core value/action is

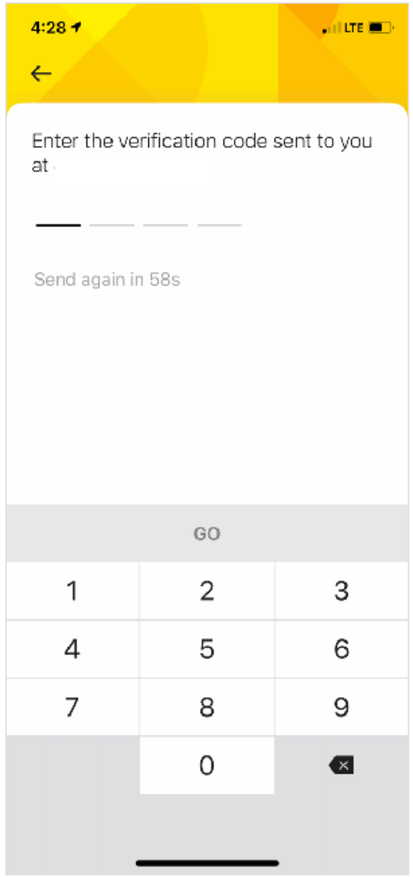
Idea
Implementation
Organizational Structure
isolated requirements


Idea
Implementation
Competitive Analysis
copying “patterns”
Organizational Structure
isolated requirements
everybody else is doing it

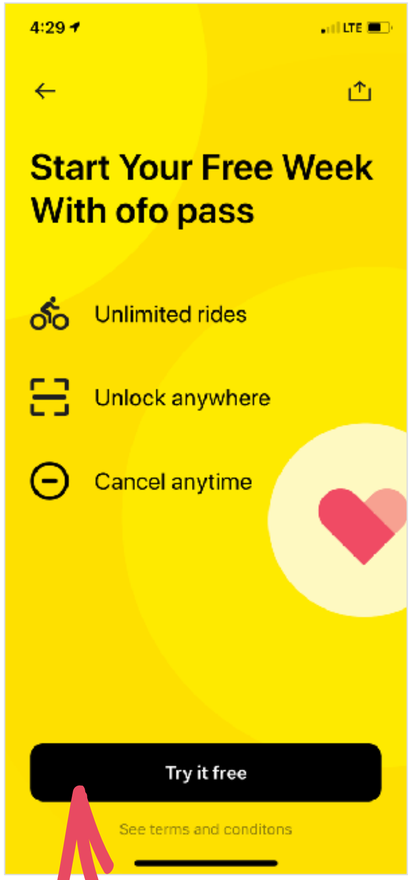
SIGN-UP



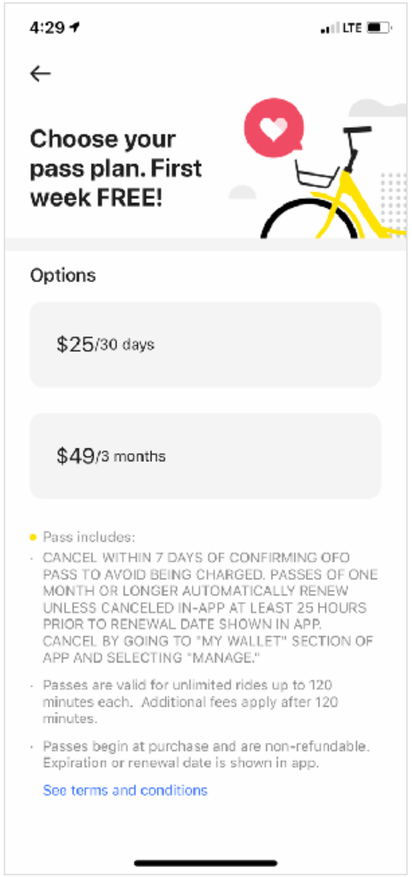
PHONE VERIFICATION



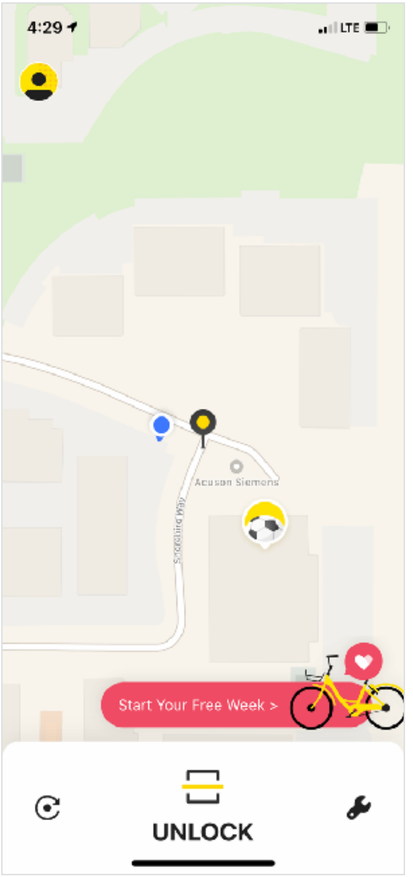
SUBSCRIPTION PROMO



SUBSCRIPTION PLANS



MAP



the data made me do it

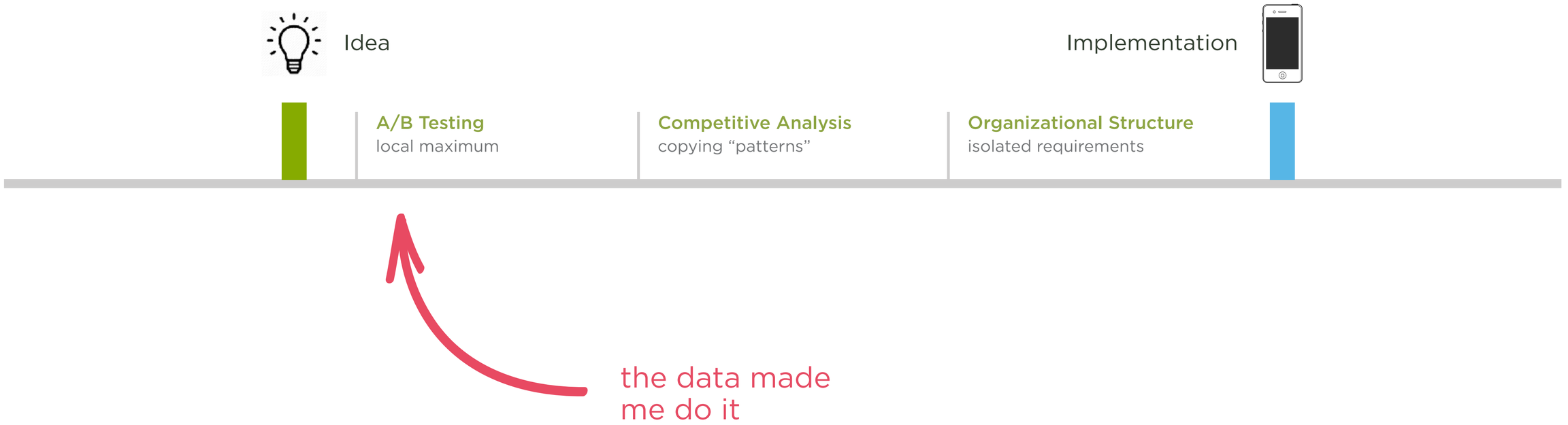
VS

+9%

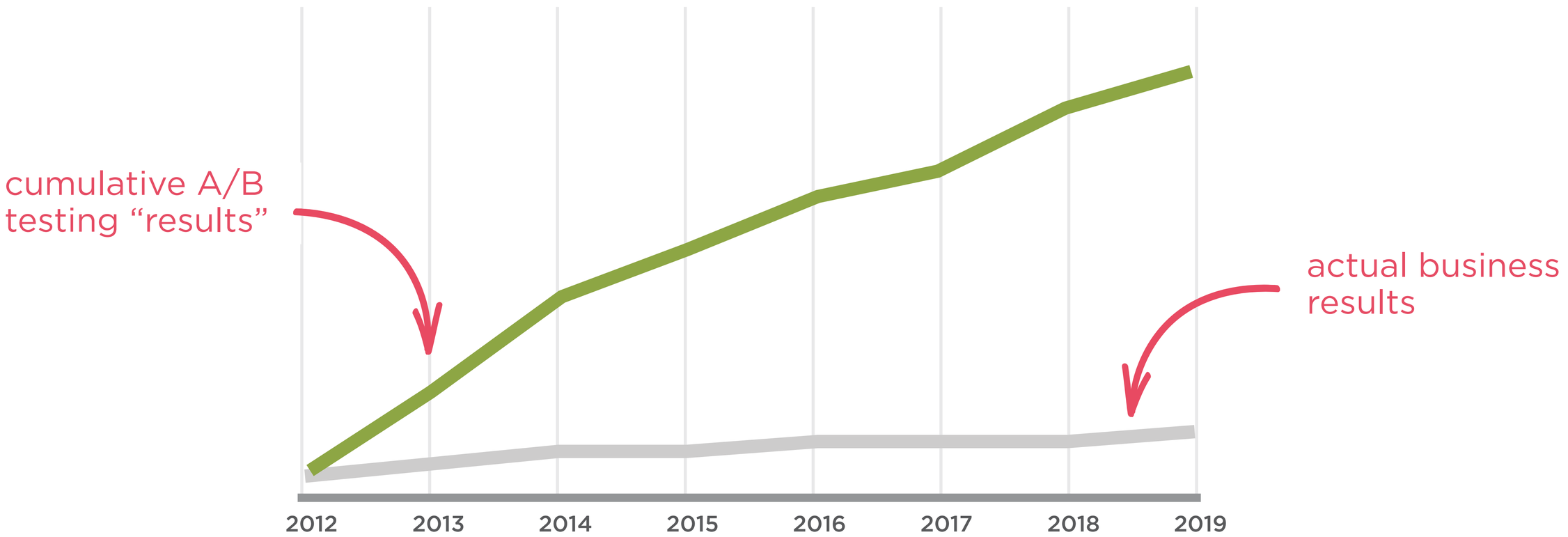
MORE CLICKS ON
ORANGE BUTTON

Source: https://bit.ly/2Izh5FD

Idea
Implementation
Competitive Analysis
copying “patterns”
Organizational Structure
isolated requirements


Idea
Implementation
A/B Testing
local maximum
Competitive Analysis
copying “patterns”
Organizational Structure
isolated requirements
the data made
me do it

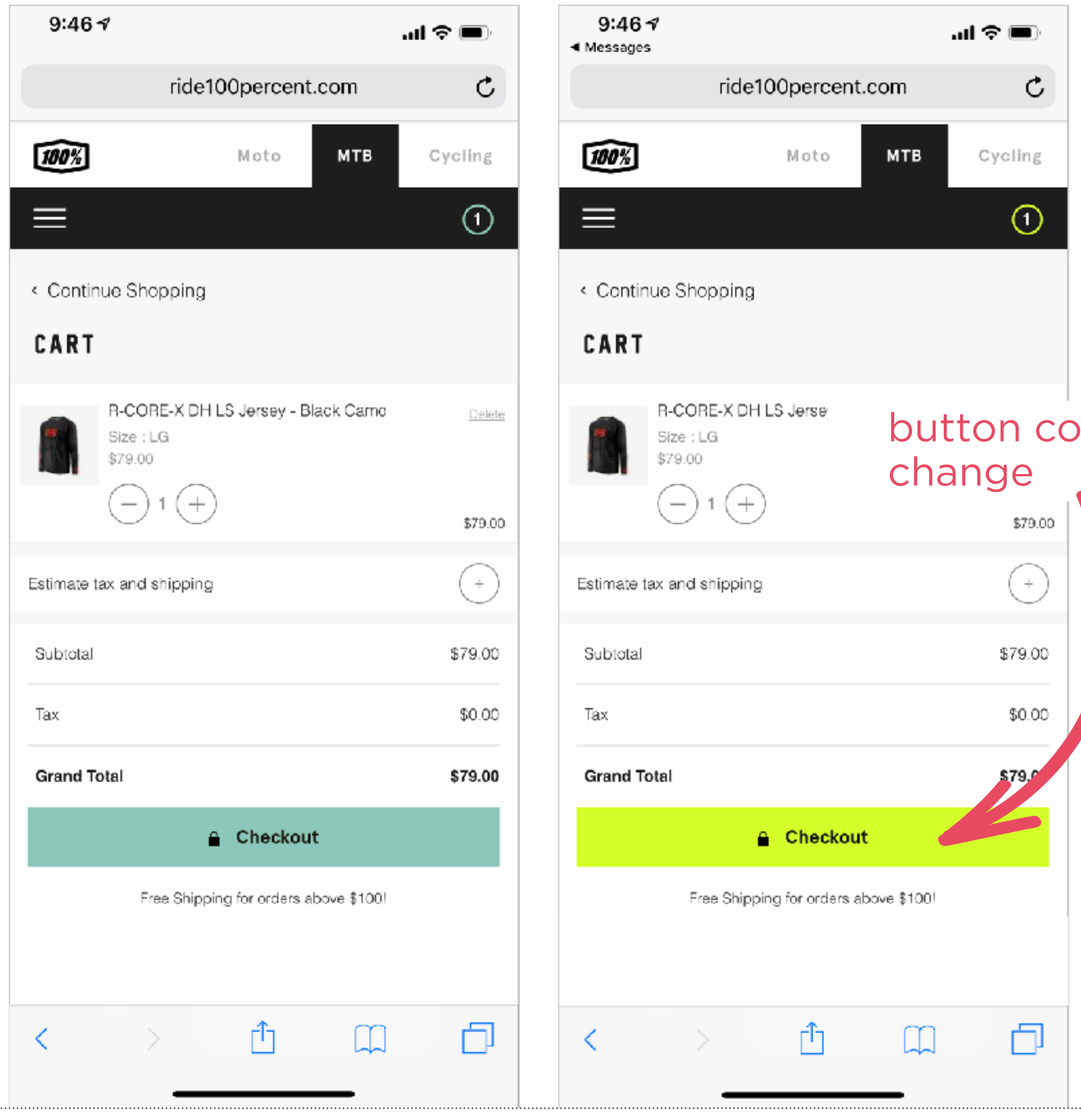
Impact of A/B Testing Results



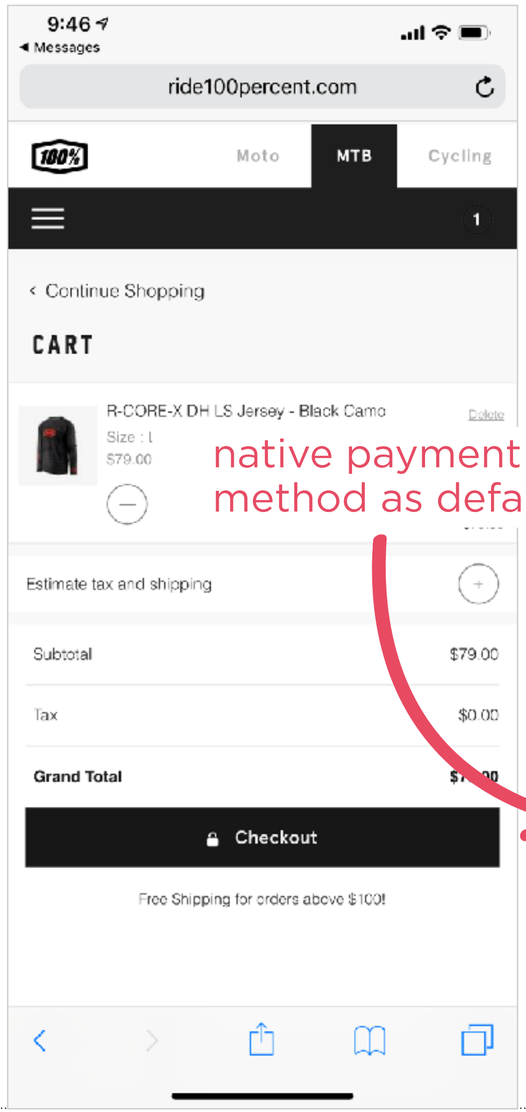
LOW CONTRAST TEST

VS

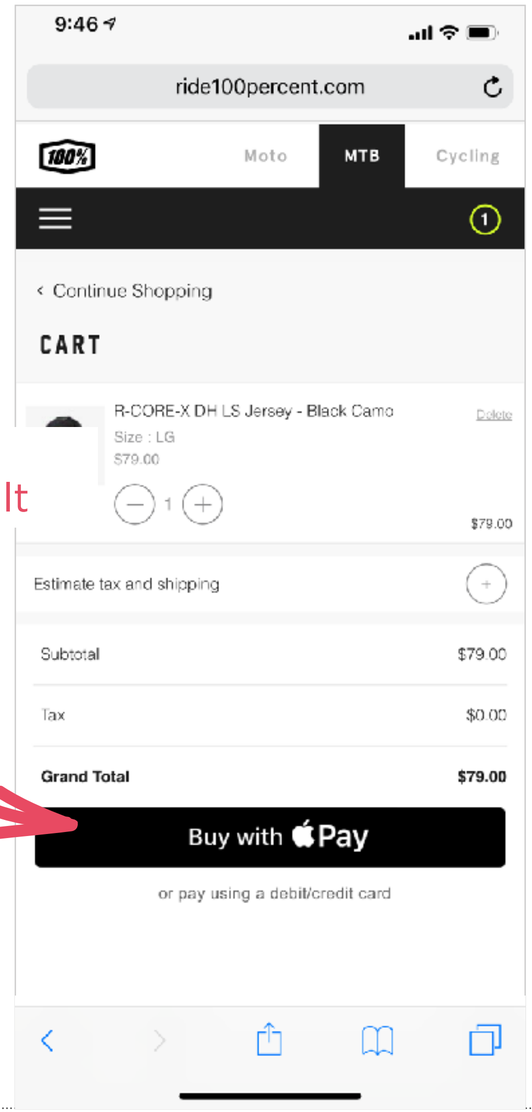
HIGH CONTRAST TEST



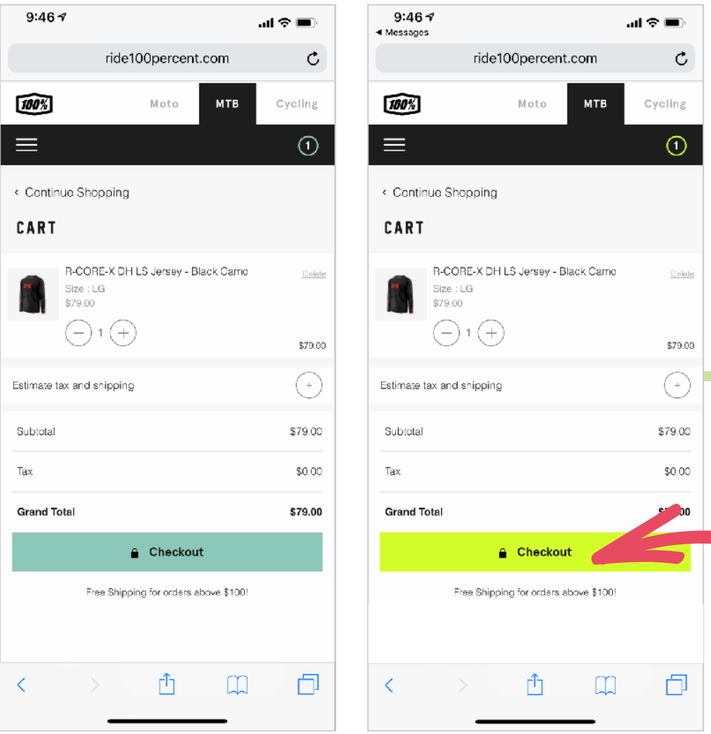
button color change



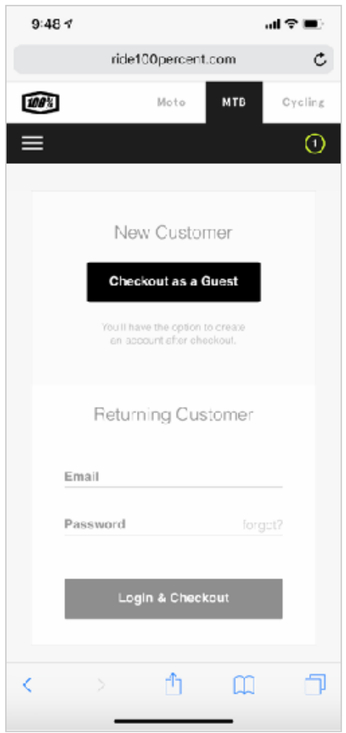
native payment method as default

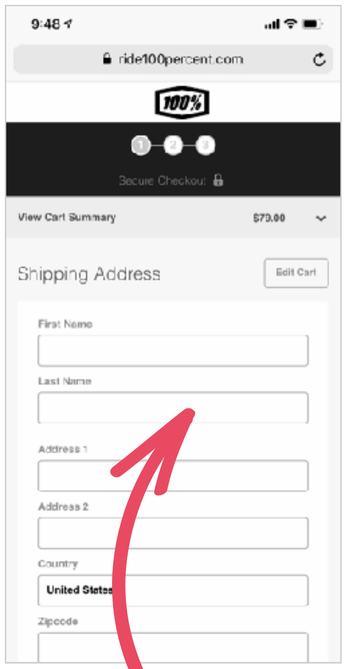


Low Contrast Test

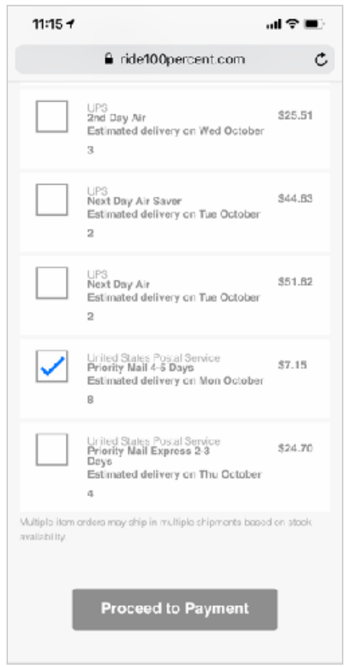


changing the button color...

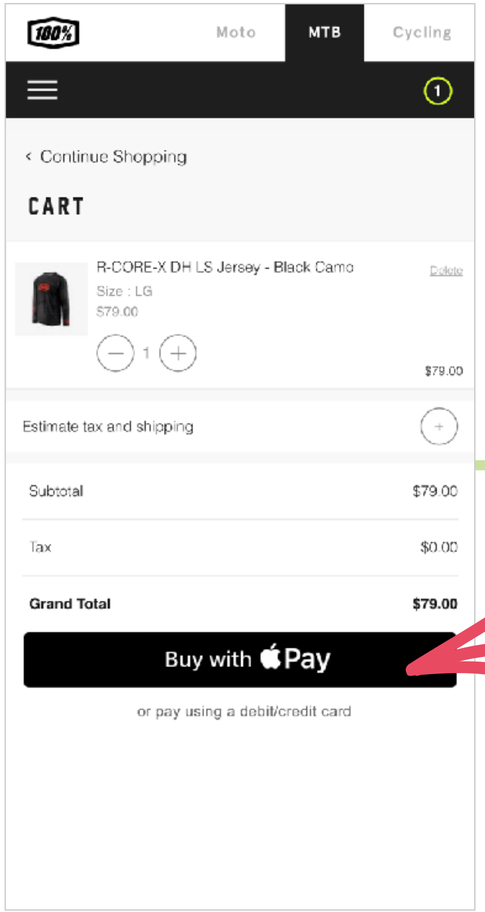




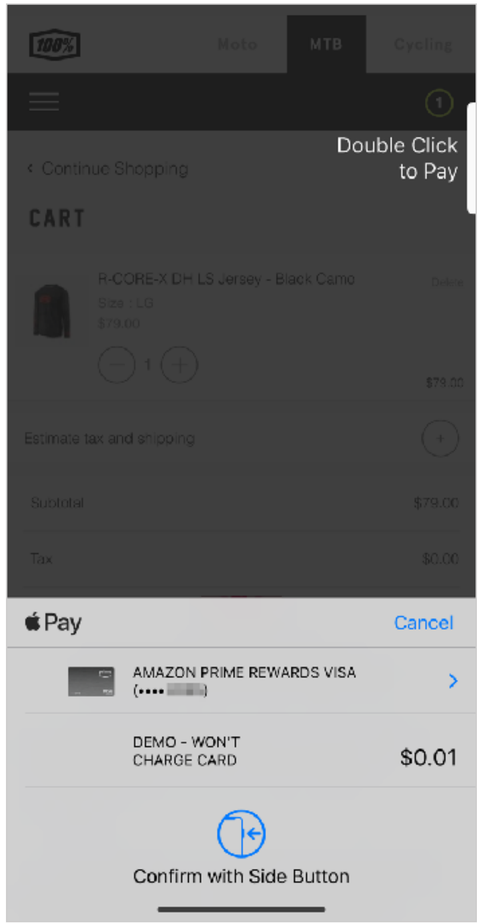
...doesn't dramatically change the buying process



High Contrast Test



defaulting to native payment option...



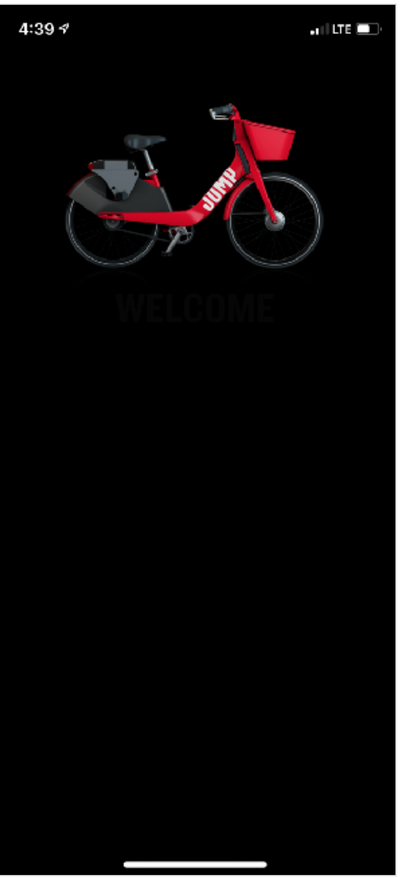
...has potential to drastically simplify buying process

Making good use of testing

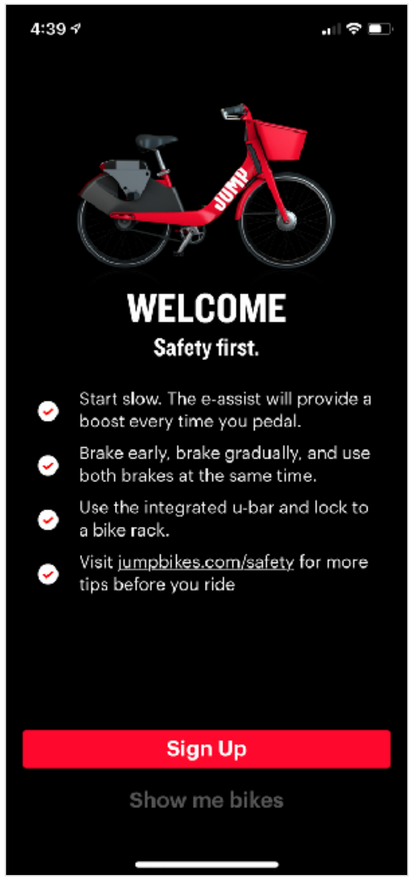
1. **High contrast hypotheses**
   unless you operate at very large scale, but even then…

2. **Responsible feature rollouts**
   guarded, gradual rollouts with actionable metrics

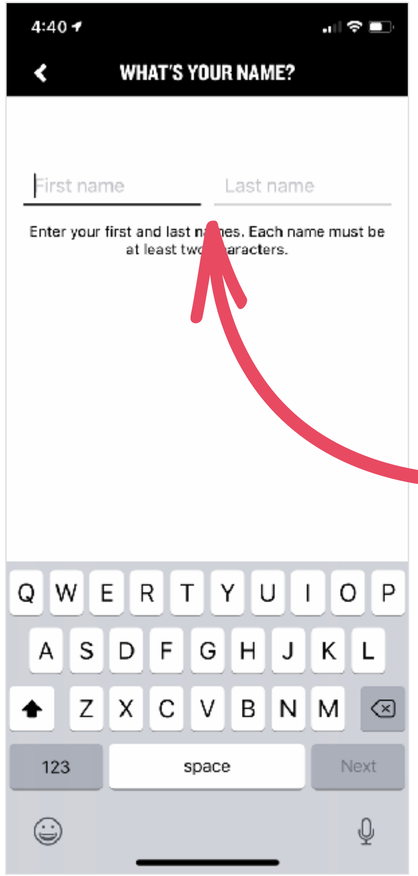
START SCREEN



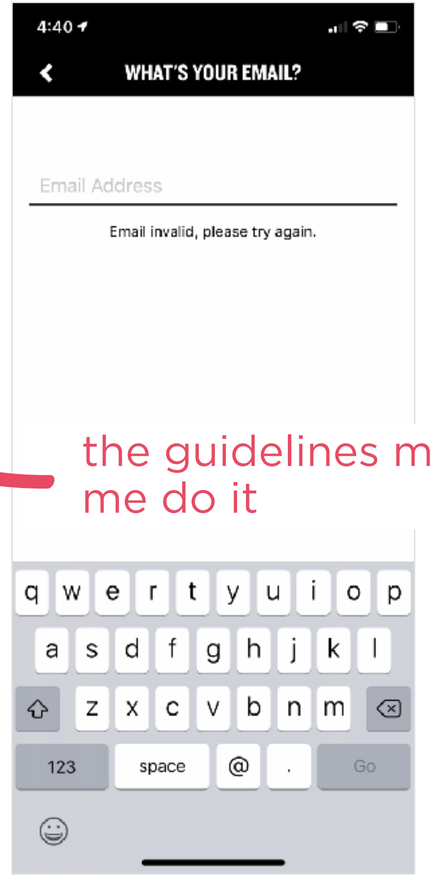
SAFETY TIPS



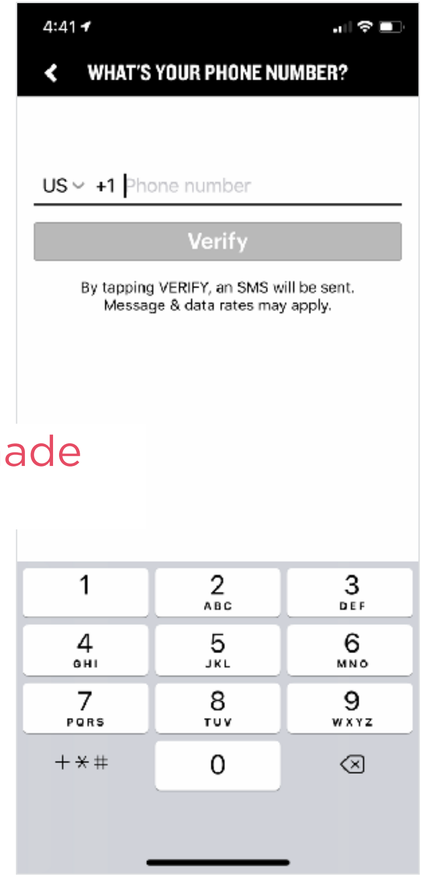
ENTER NAME



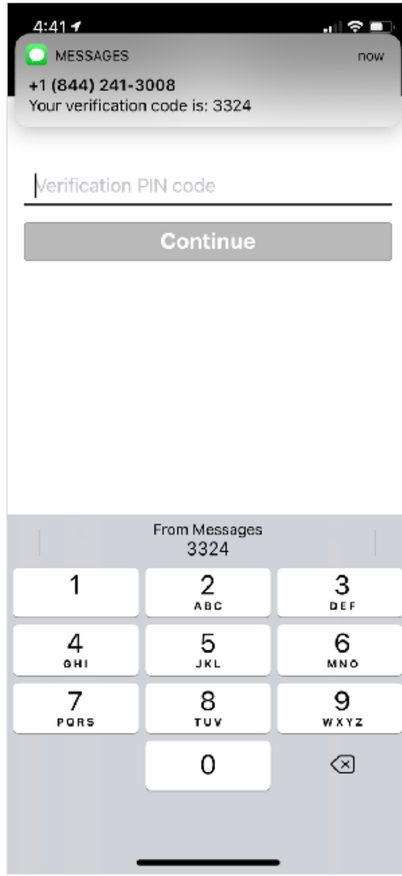
ENTER EMAIL



ENTER PHONE



PHONE VERIFICATION



the guidelines made me do it

jetradar
flights search engine
Origin city
Choose origin
Destination city
Choose destination
Departure date
October 23, 2015
Return date
November 5, 2015
Trip class
Economy
Passengers
1 0 0

Label text

Label text

Input tex

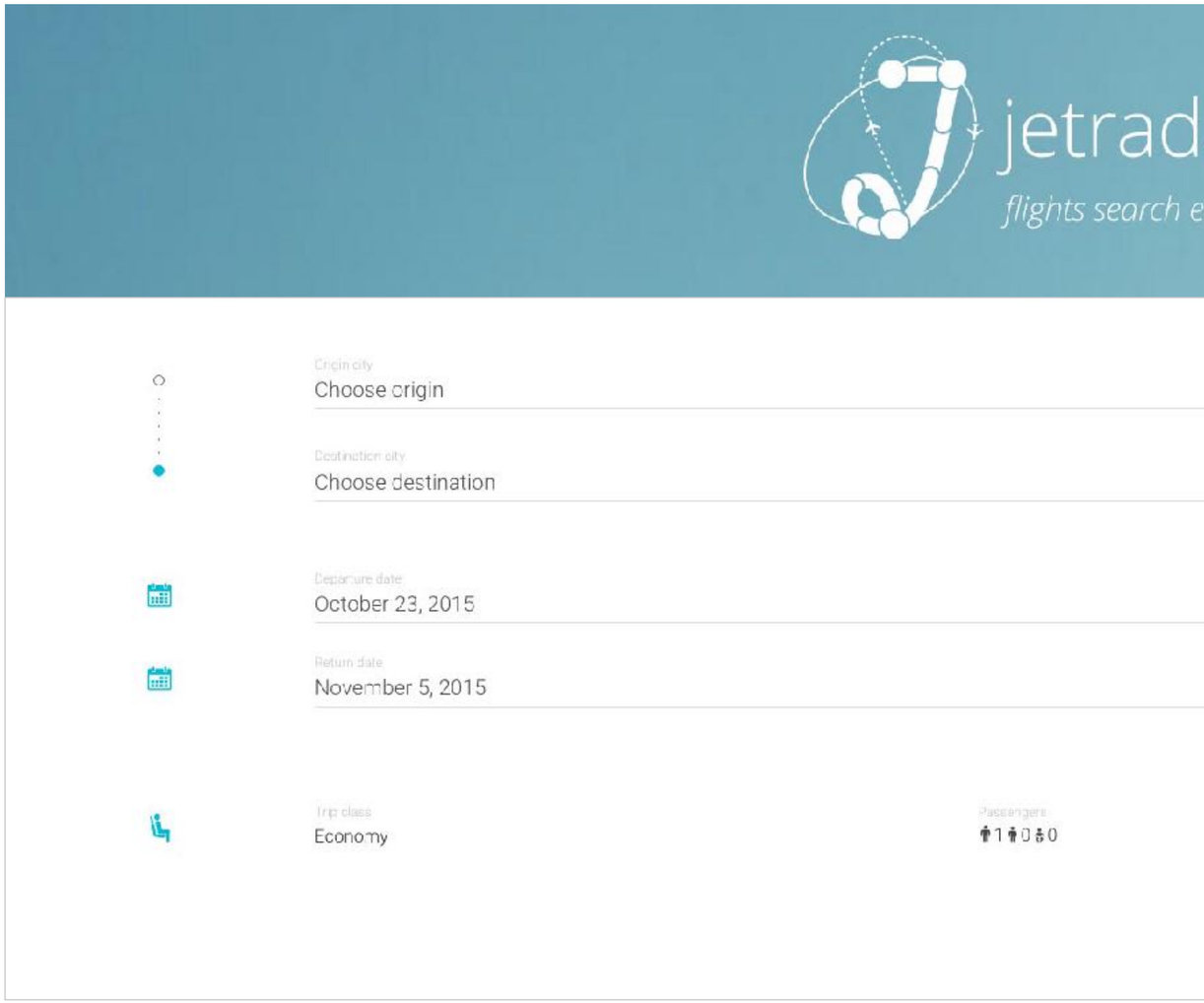
Label text

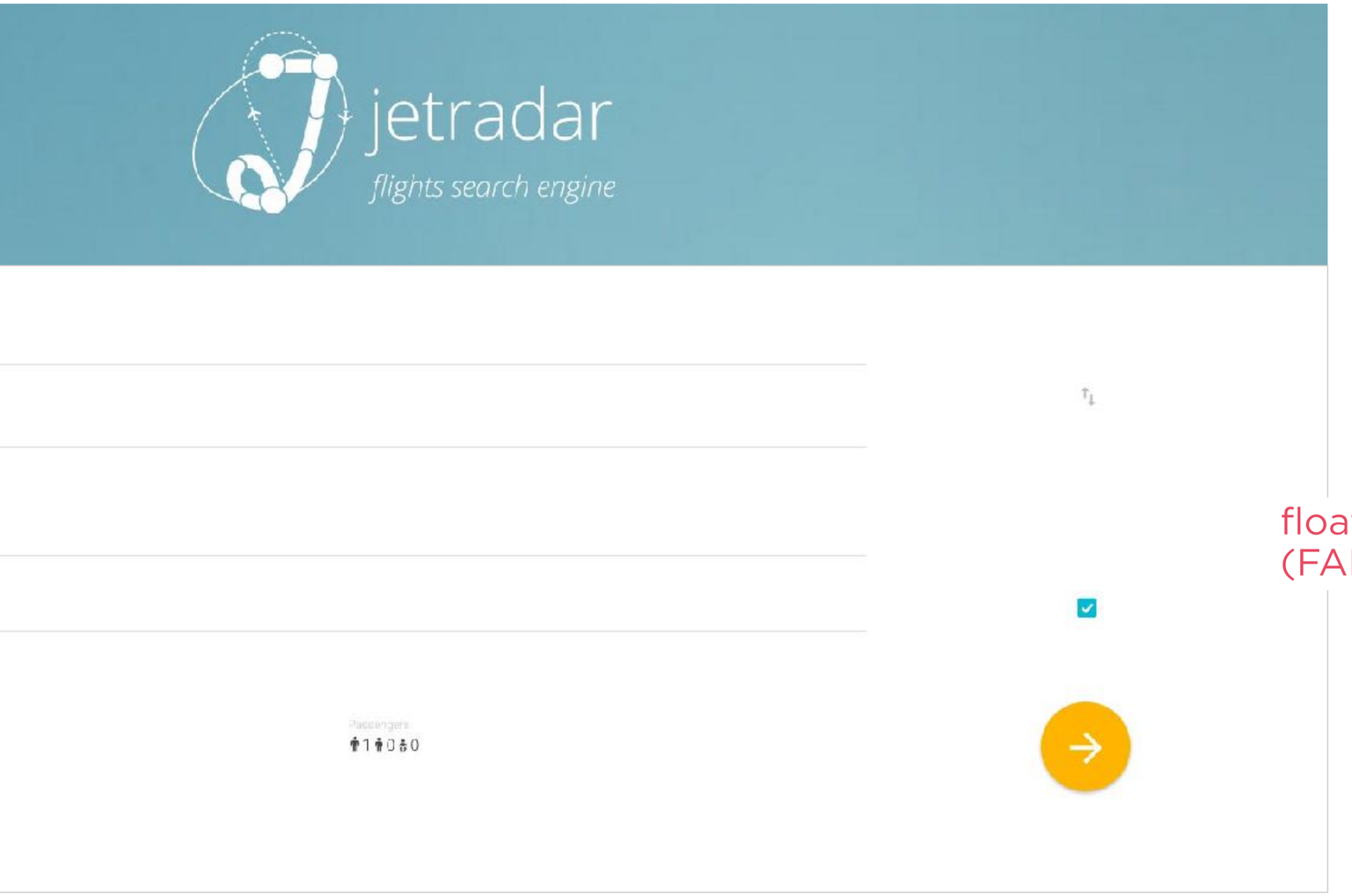
Input text

Label text

Input text

input field design guidelines





floating action button
(FAB) design guidelines

jetradar
flights search engine
Origin city
Choose origin
Destination city
Choose destination
Departure date
October 23, 2015
Return date
November 5, 2015
Trip class
Economy
Passengers
1 0 0

jetradar

Search for cheap airline tickets

The best way to buy cheap flights

FLIGHTS | HOTELS

FROM: San Francisco SFO

TO:

Depart

Return

PASSENGERS AND CLASS: 1, economy

Multi-city search

Show hotels in a new window

Search flights

Design Components Develop Resources

Text fields

Text fields let users enter and edit text.

Interactive demo

This demo lets you preview the text field component, its variations, and configuration options. Each tab displays a different type of text field.

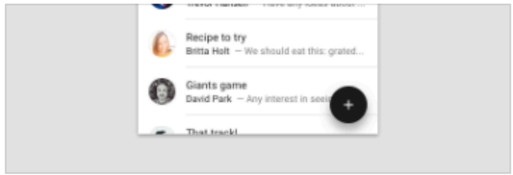
FILLED OUTLINED

Label

Design Components Develop Resources

Buttons: floating action button

A floating action button (FAB) represents the primary action of a screen.



Developer documentation

Platform	Status
Android	Available

Idea
Implementation
A/B Testing
local maximum
Competitive Analysis
copying “patterns”
Organizational Structure
isolated requirements

Idea

Implementation

Internal Standards
solutions out of context

A/B Testing
local maximum

Competitive Analysis
copying “patterns”

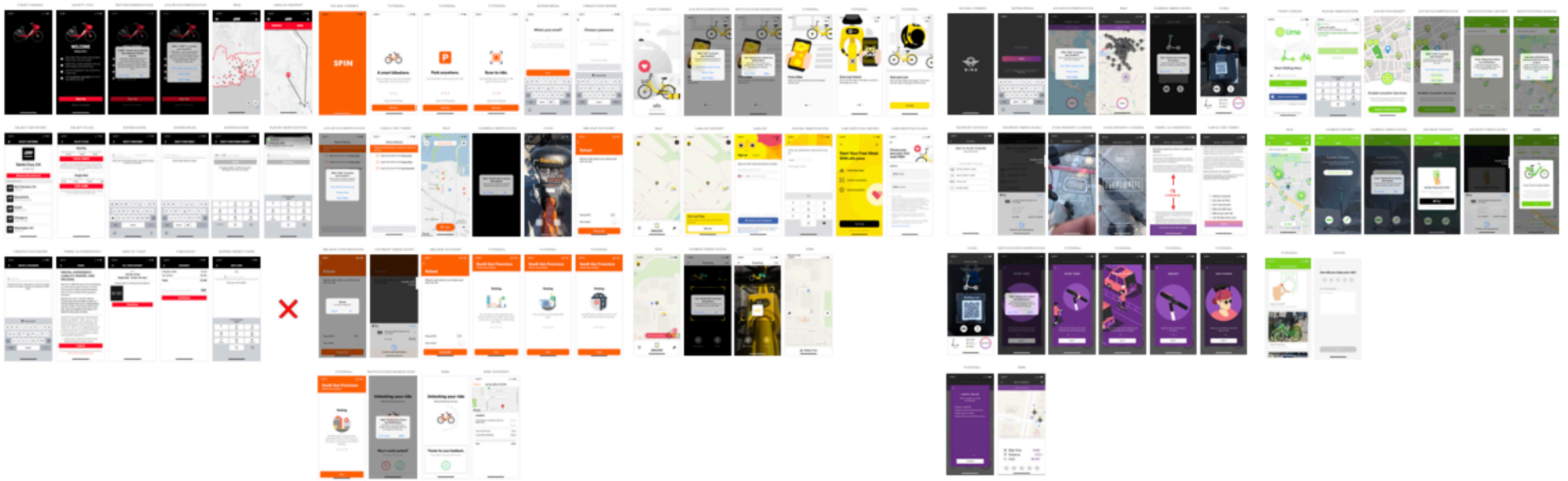
Organizational Structure
isolated requirements

the guidelines
made me do it

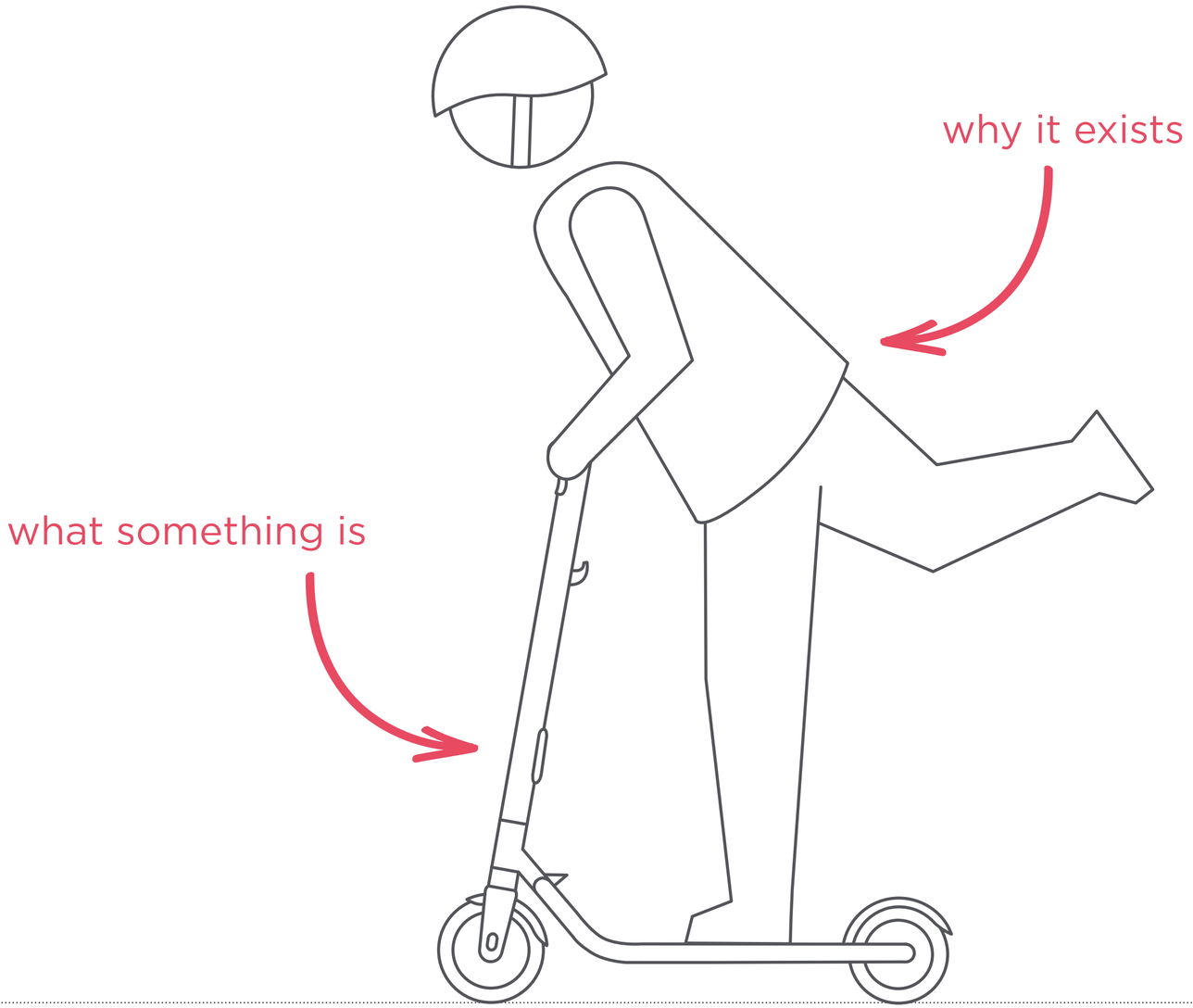
Idea

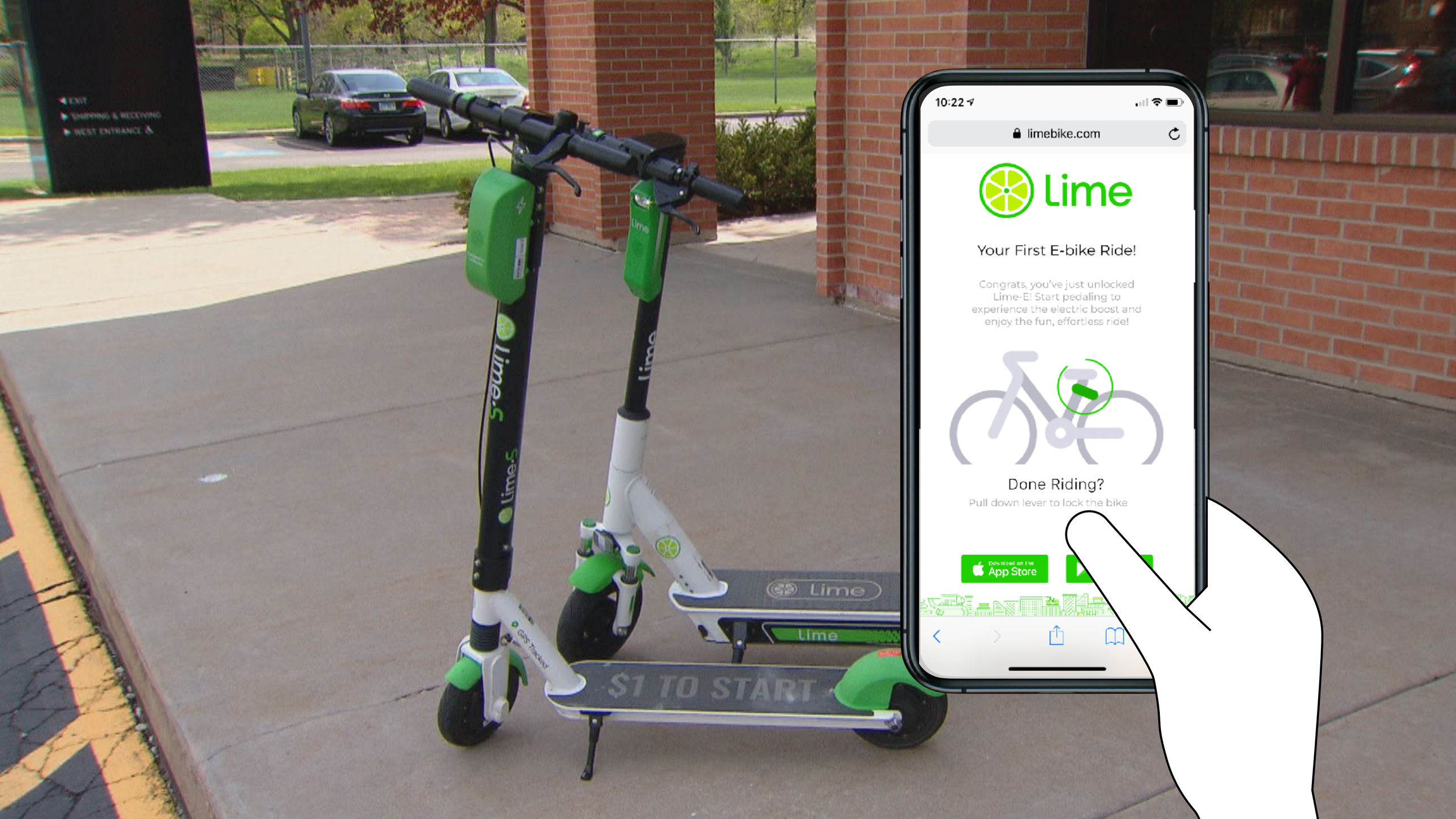
Implementation

the gap between what something is
and why it is exists

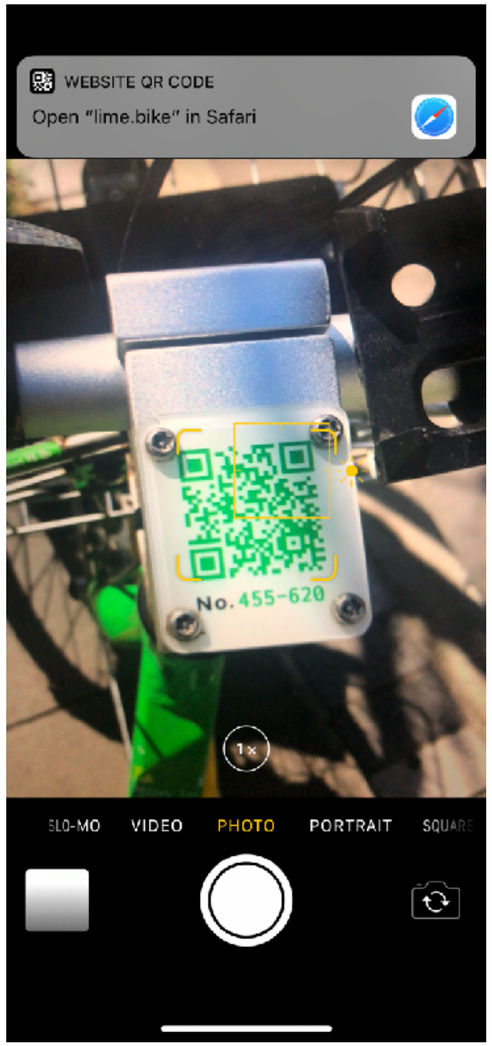


expands when people start to do things for
reasons other than the customer

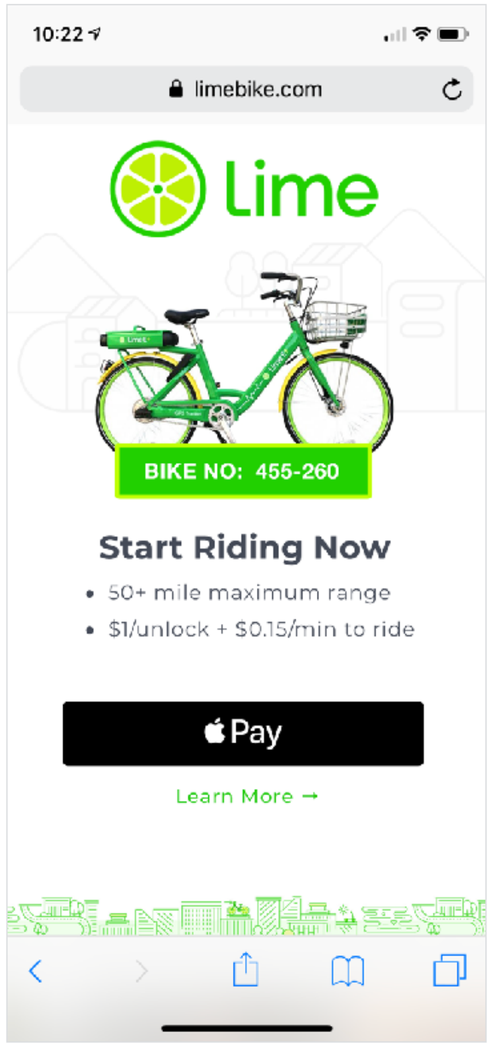

why it exists
what something is


10:22
limebike.com
Lime
Your First E-bike Ride!
Congrats, you've just unlocked Lime-E! Start pedaling to experience the electric boost and enjoy the fun, effortless ride!
Done Riding?
Pull down lever to lock the bike
Download on the App Store
$1 TO START
Lime

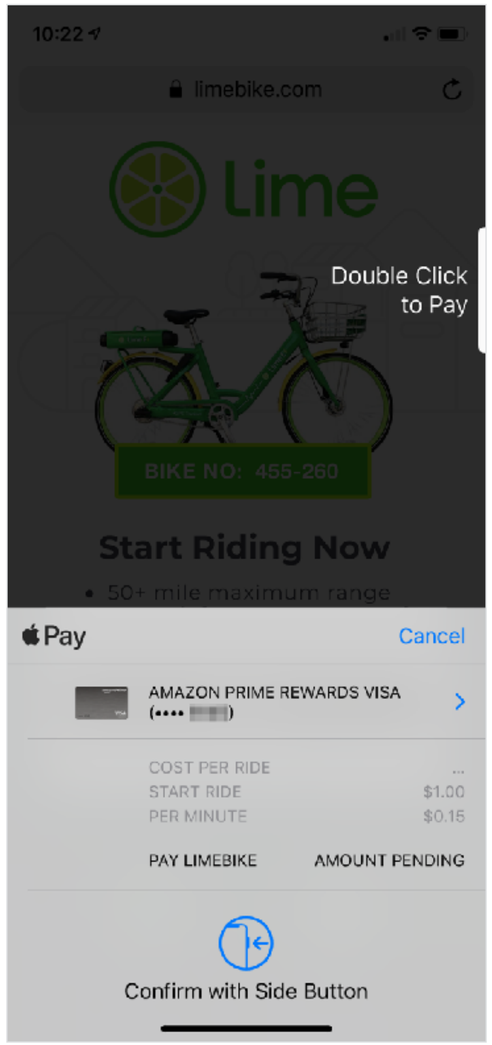
SCAN QR CODE



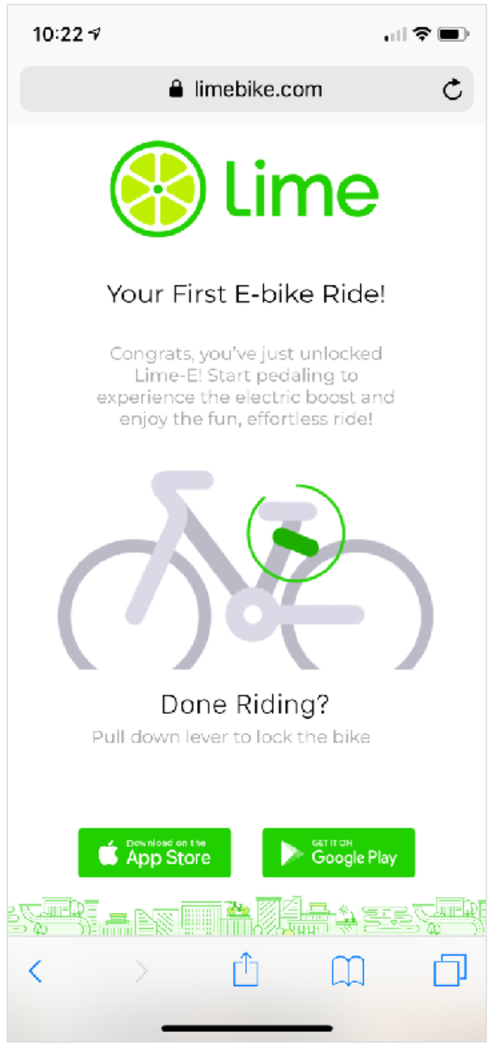
PAYMENT PROMPT



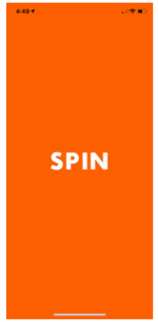
PAYMENT PERMISSIONS



RIDE

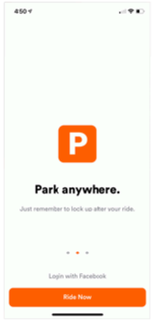


SPLASH SCREEN

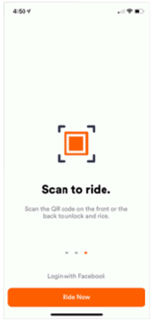


TUTORIAL

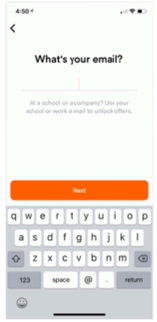
TUTORIAL



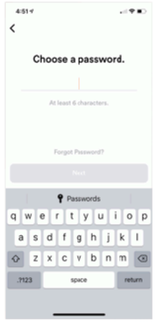
TUTORIAL



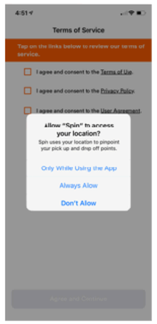
ENTER EMAIL



CREATE PASSWORD

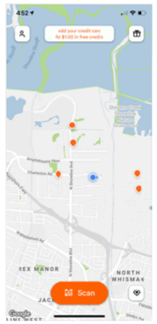


LOCATION PERMISSIONS

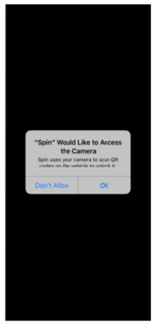


CHECK OFF TERMS

MAP



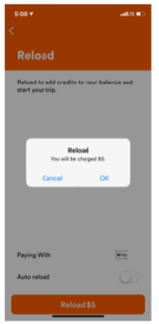
CAMERA PERMISSIONS



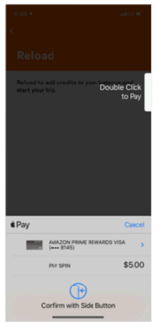
SCAN

RELOAD ACCOUNT

RELOAD CONFIRMATION



PAYMENT PERMISSIONS



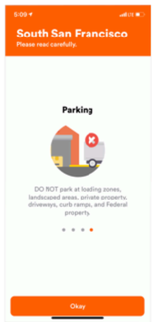
RELOAD ACCOUNT

TUTORIAL

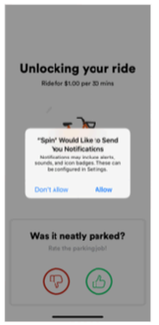
TUTORIAL

TUTORIAL

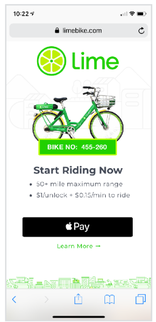
TUTORIAL

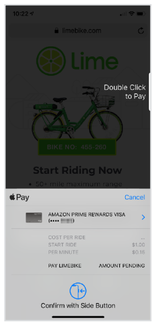


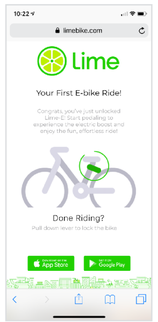
NOTIFICATION PERMISSIONS



VS







Company

Customer

as organizations grow, decision making moves further from end users

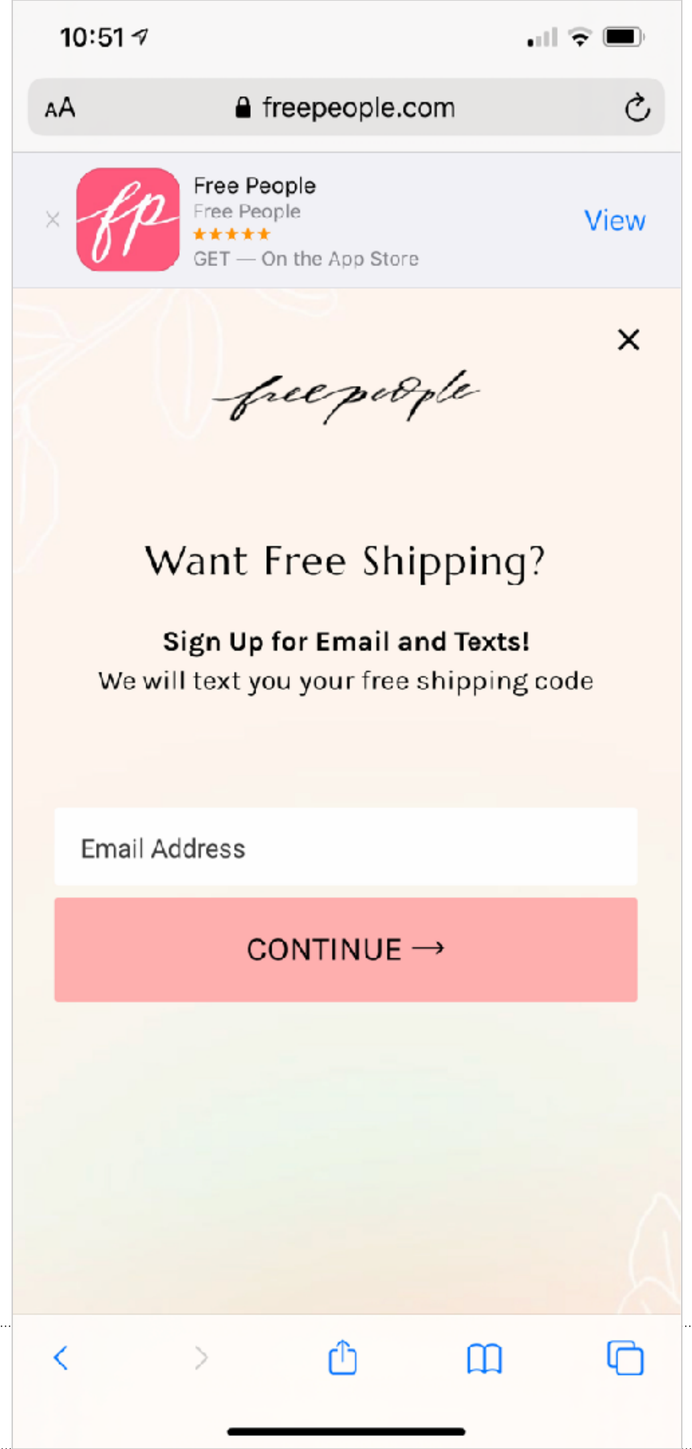
Idea

Implementation

and people start to do things for reasons other than the customer

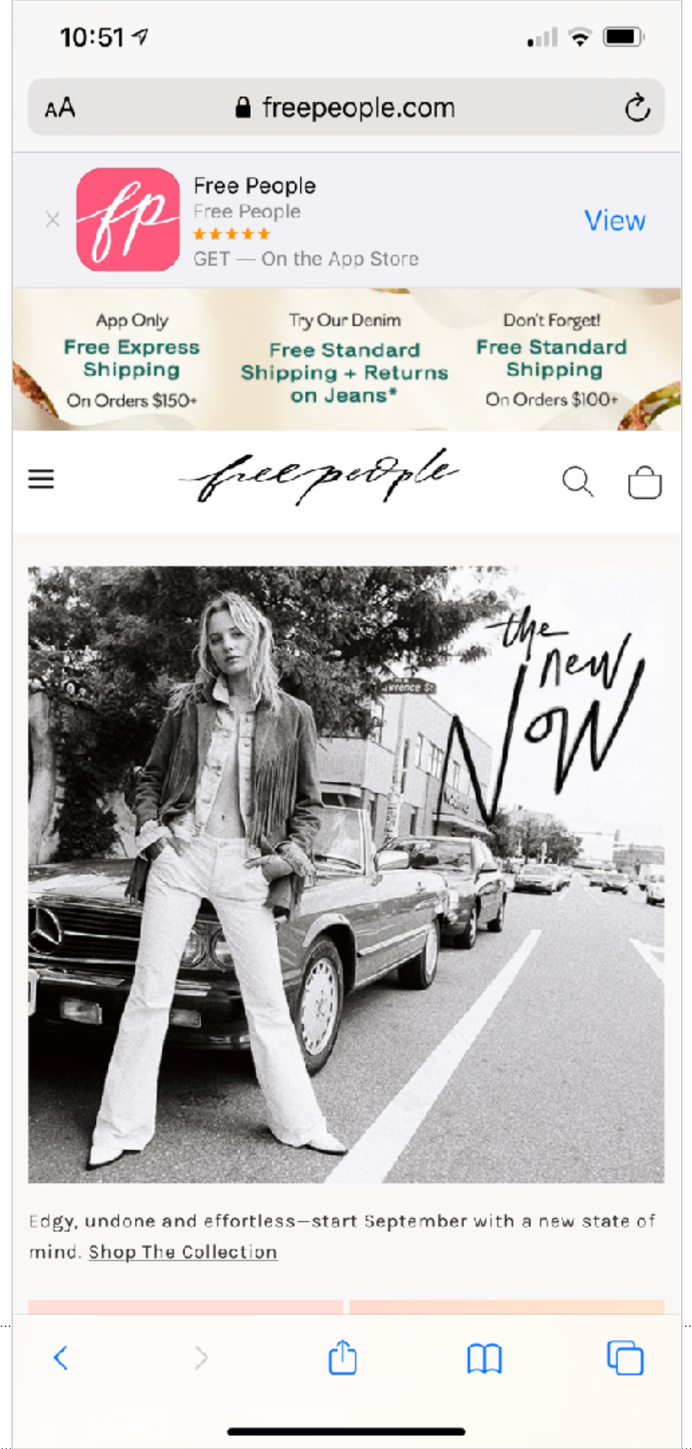
which creates a gap between what something is and why it is exists

The Third Gap



app install banner

newsletter promo

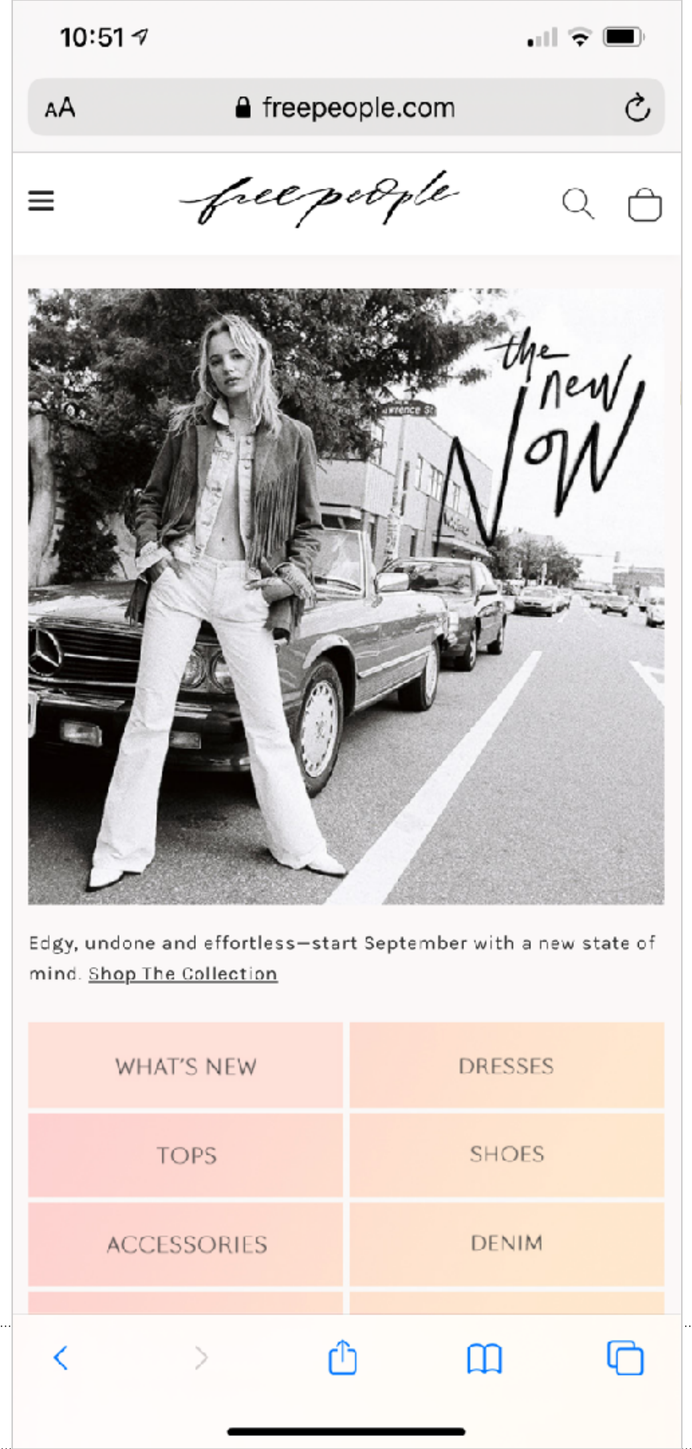


app install banner

promotional banner

icon-based navigation

feature

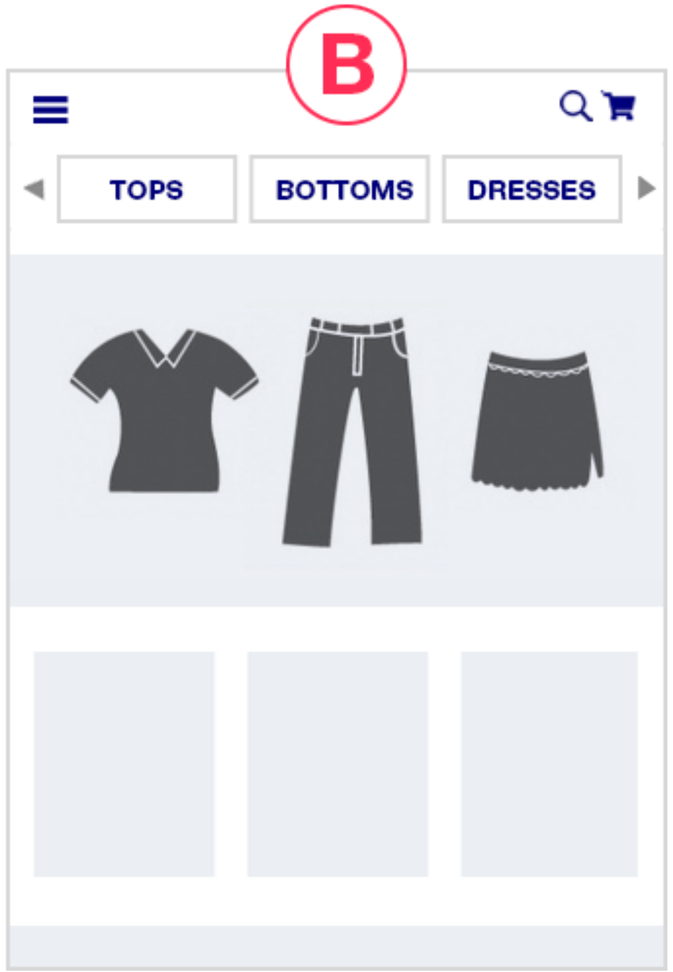


icon-based navigation

feature

category links

VS

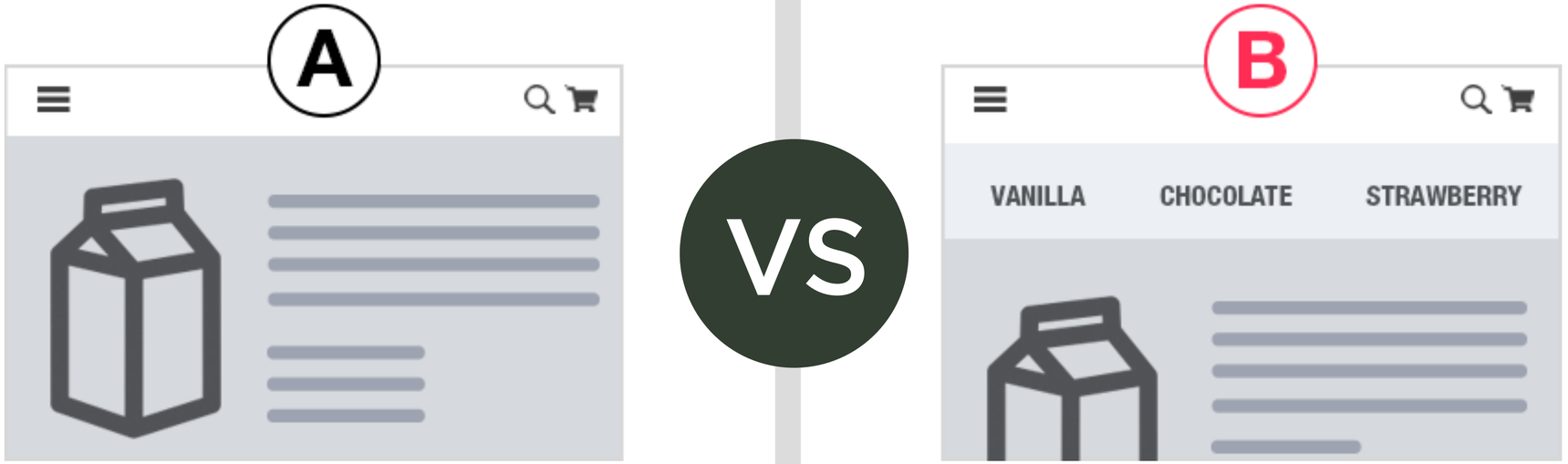


+5%

INCREASE IN COMPLETED ORDERS

page views of the category pages increased by 10% – 12%

Source: https://growthrock.co/ecommerce-mobile-home-page-navigation/

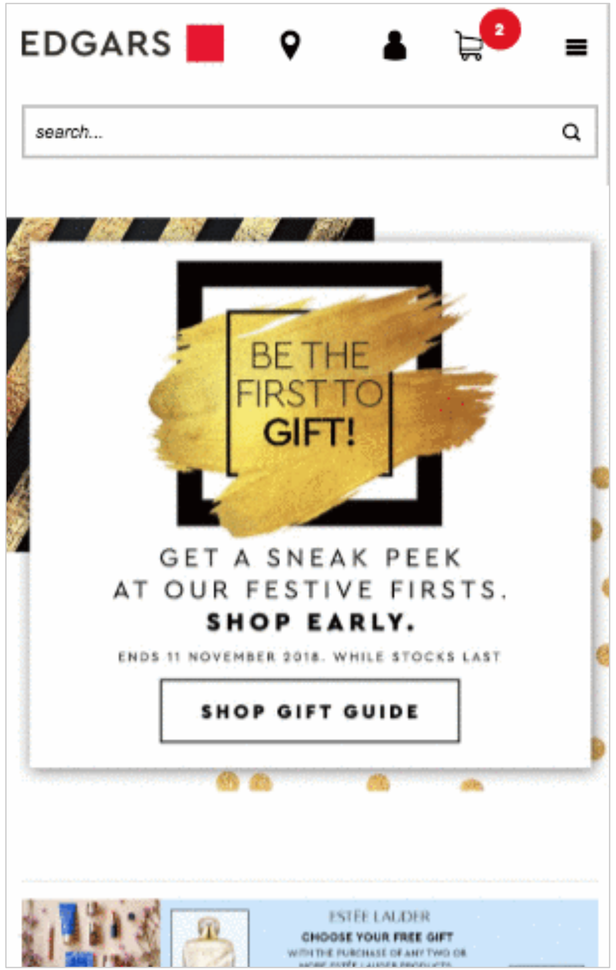


+29%

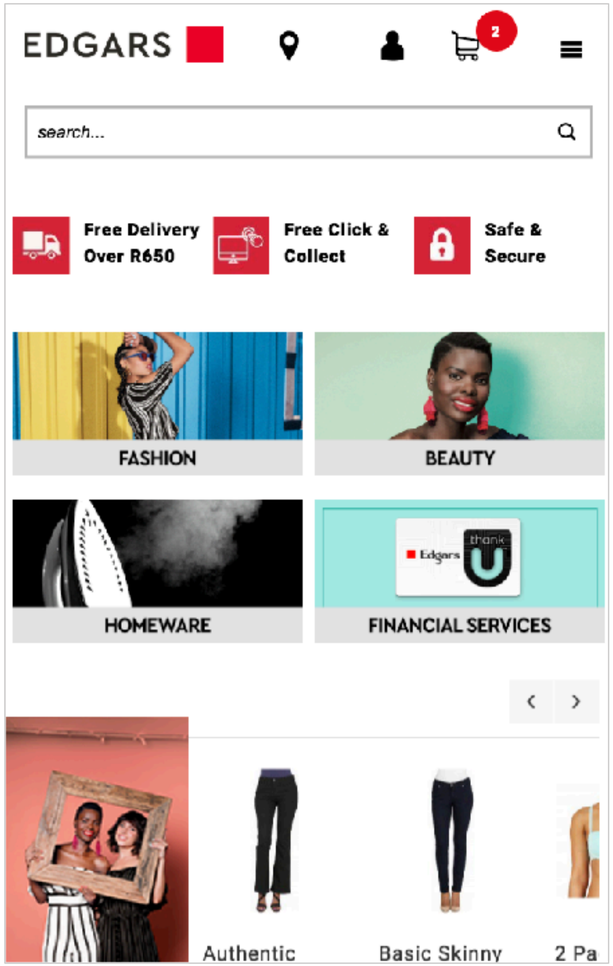
INCREASE IN COMPLETED ORDERS

page views of the category pages increased by 25% – 77%

Source: https://growthrock.co/ecommerce-mobile-home-page-navigation/



VS



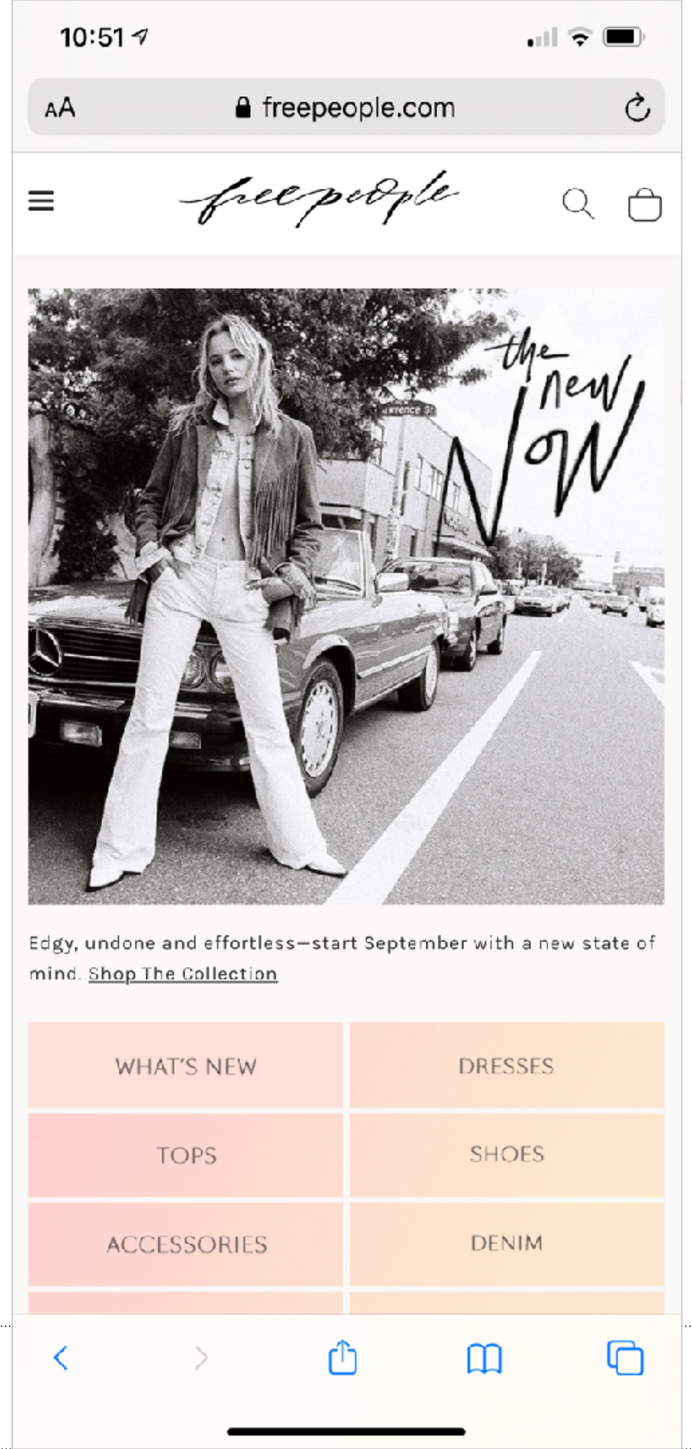
+13%

INCREASE IN REVENUE PER VISITOR

from a 11% increase in mobile conversion rate

LUKEW IDEATION + DESIGN

Source: https://bit.ly/2kvu3nJ

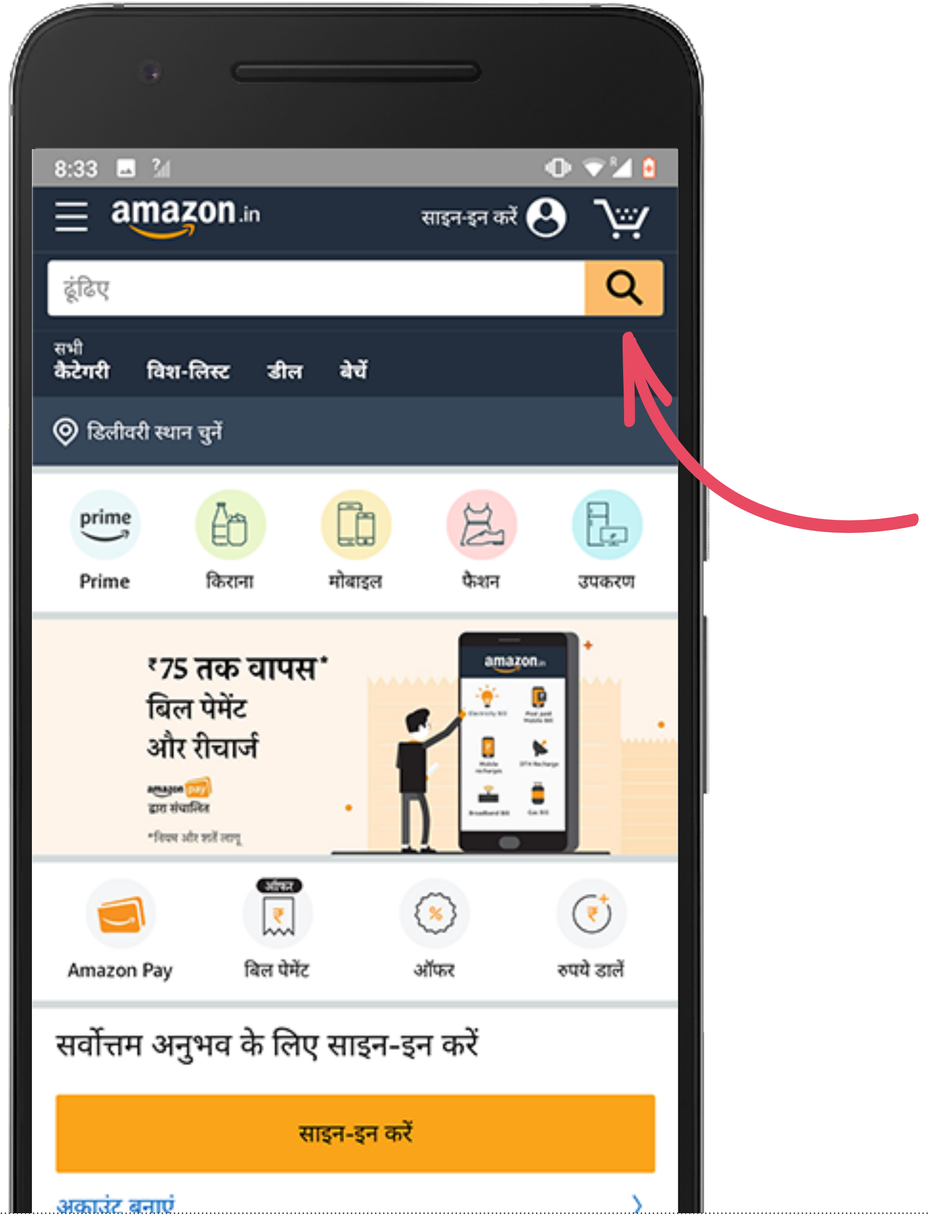


icon-based navigation

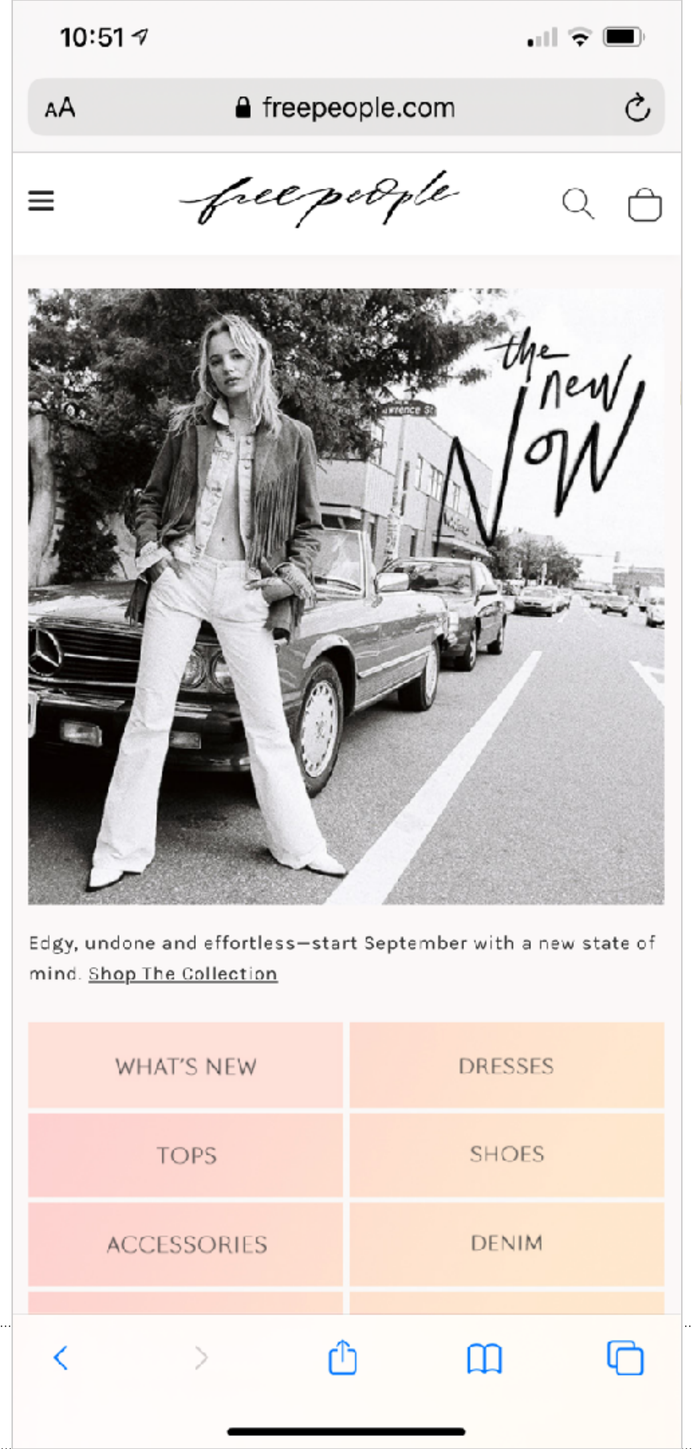
feature

category links

“When [Amazon] figured out customers **didn’t know the magnifying glass was a standard symbol for search**—some were calling it the ping-pong paddle—it added pop-up descriptions and recommendations in Hindi.”



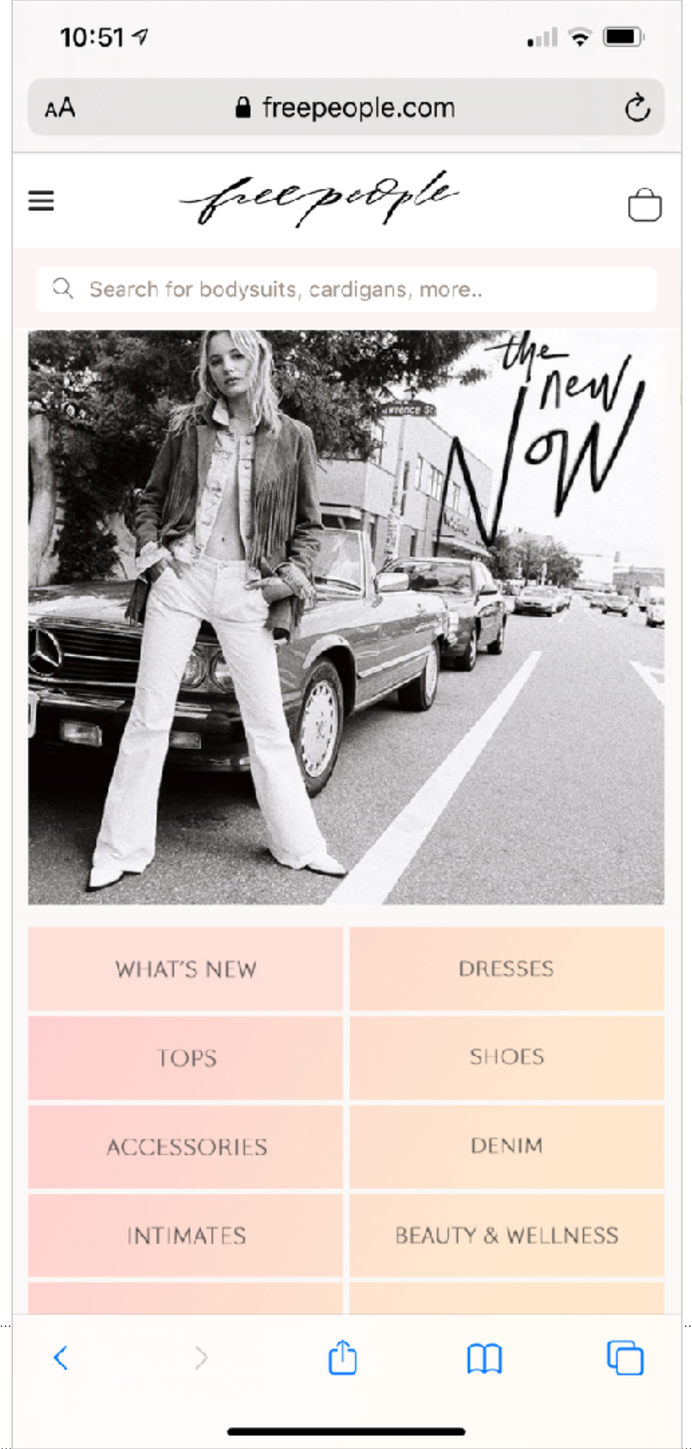
Source: https://on.wsj.com/2AxE3Sf



icon-based navigation

feature

category links



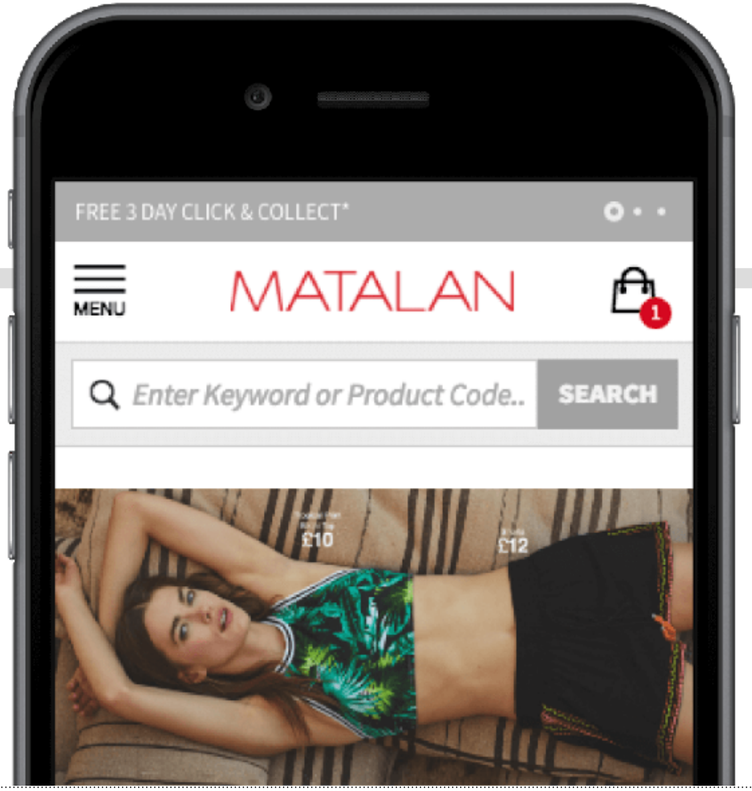
icon-based navigation

search bar

feature

category links

VS



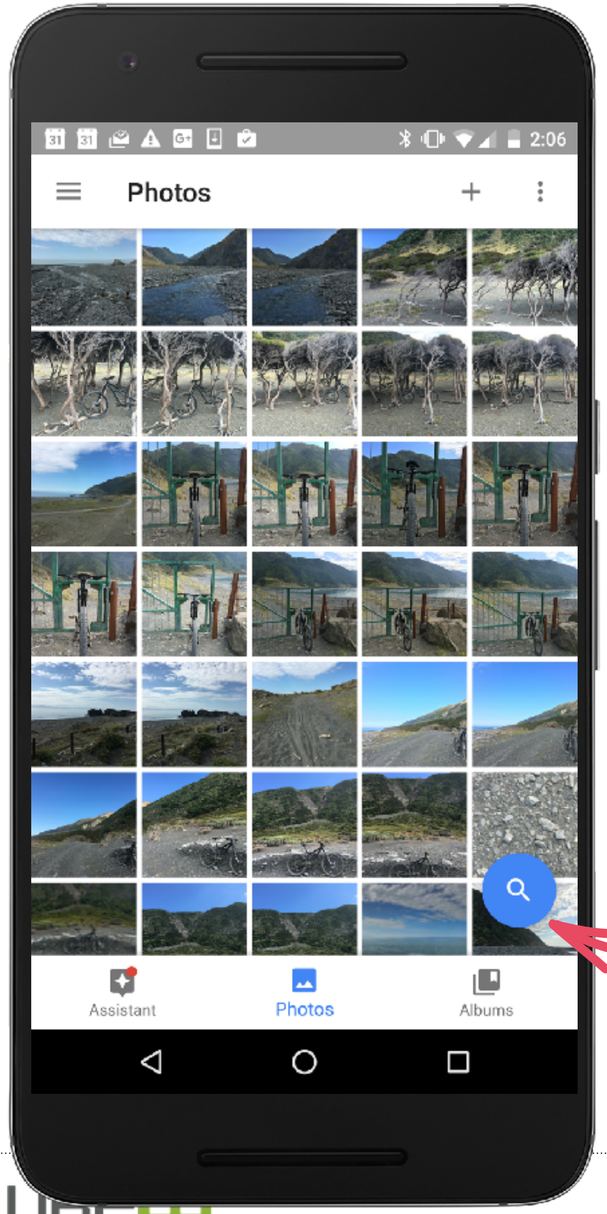
+32%

INCREASE IN SEARCHES ON MOBILE

LUKEW IDEATION + DESIGN

Source: https://bit.ly/2lEgbY9

BEFORE

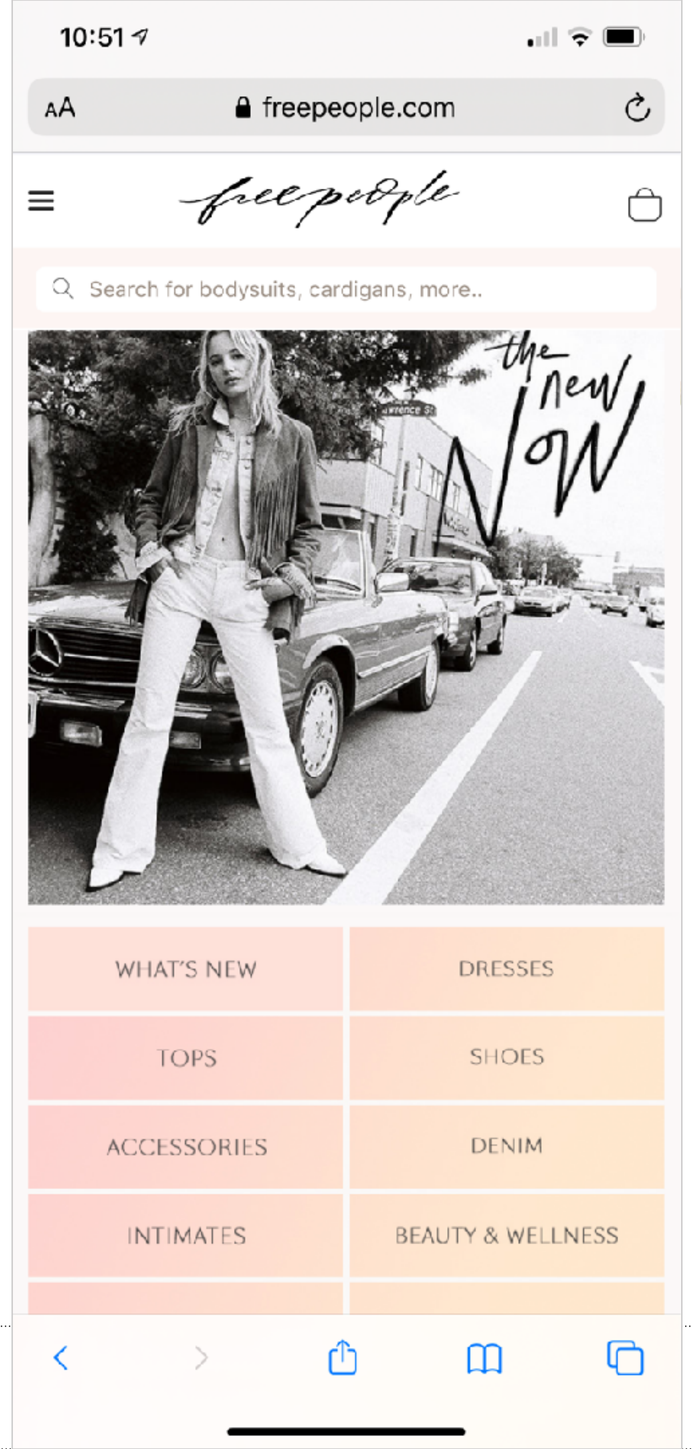


floating action button

VS

AFTER

search box in header

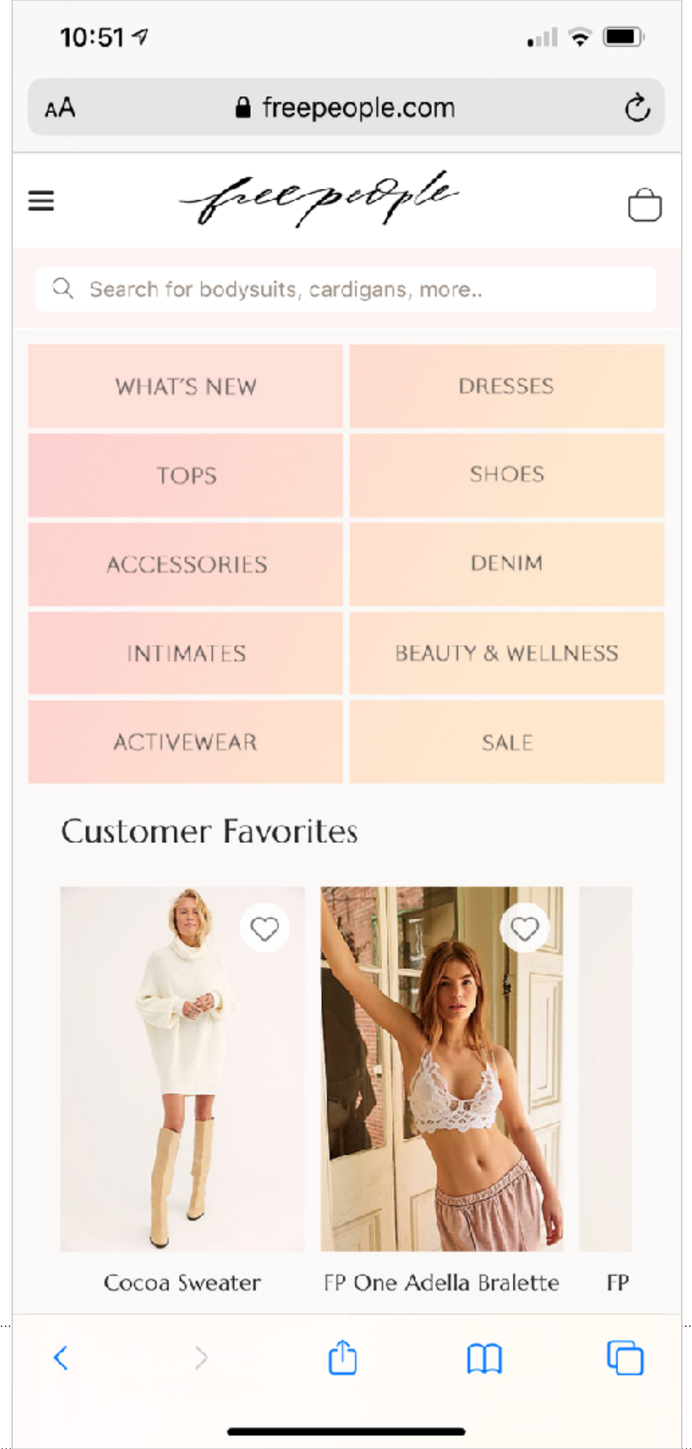


icon-based navigation

search bar

feature

category links

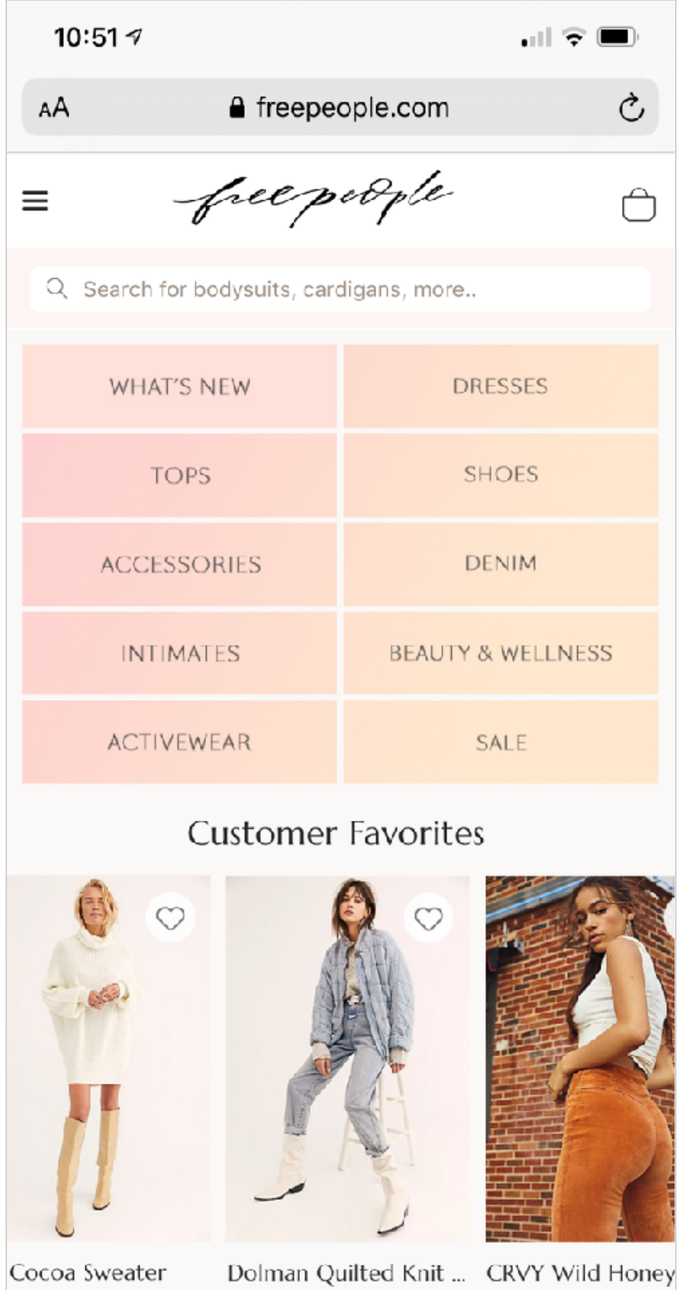


icon-based navigation

search bar

category links

popular products



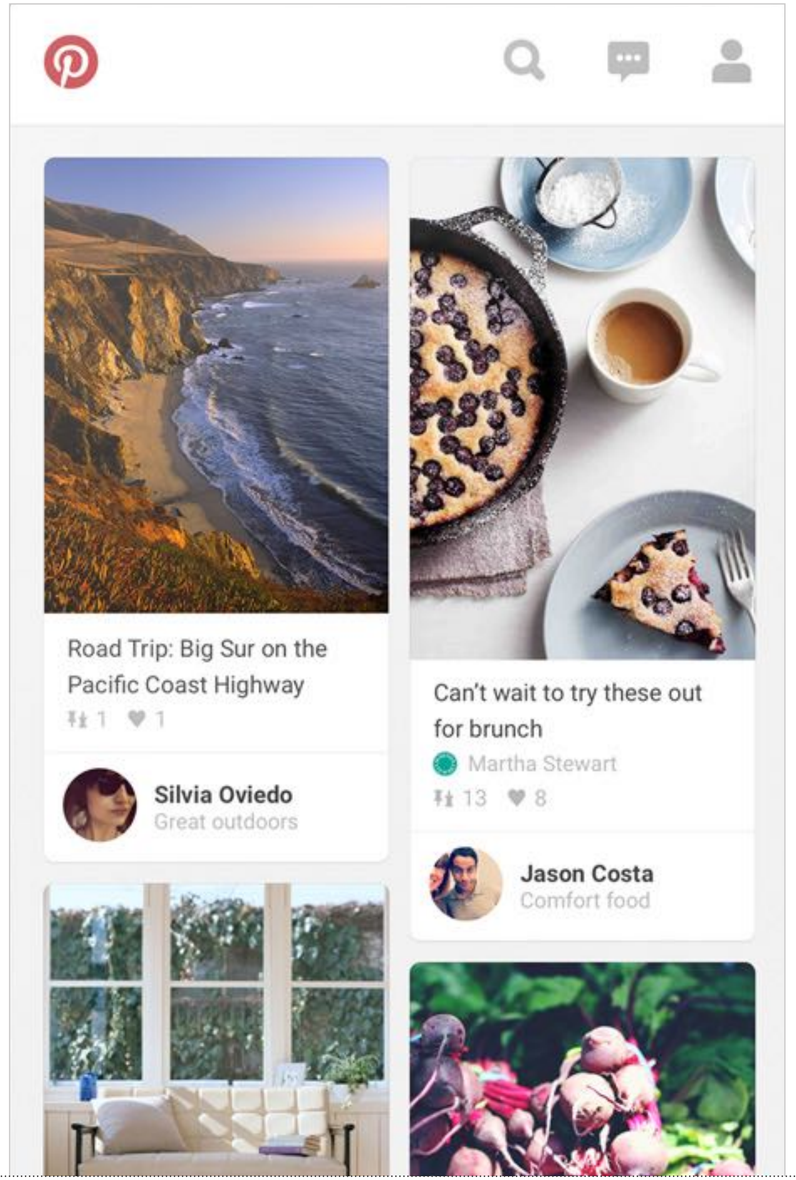
icon-based navigation

search bar

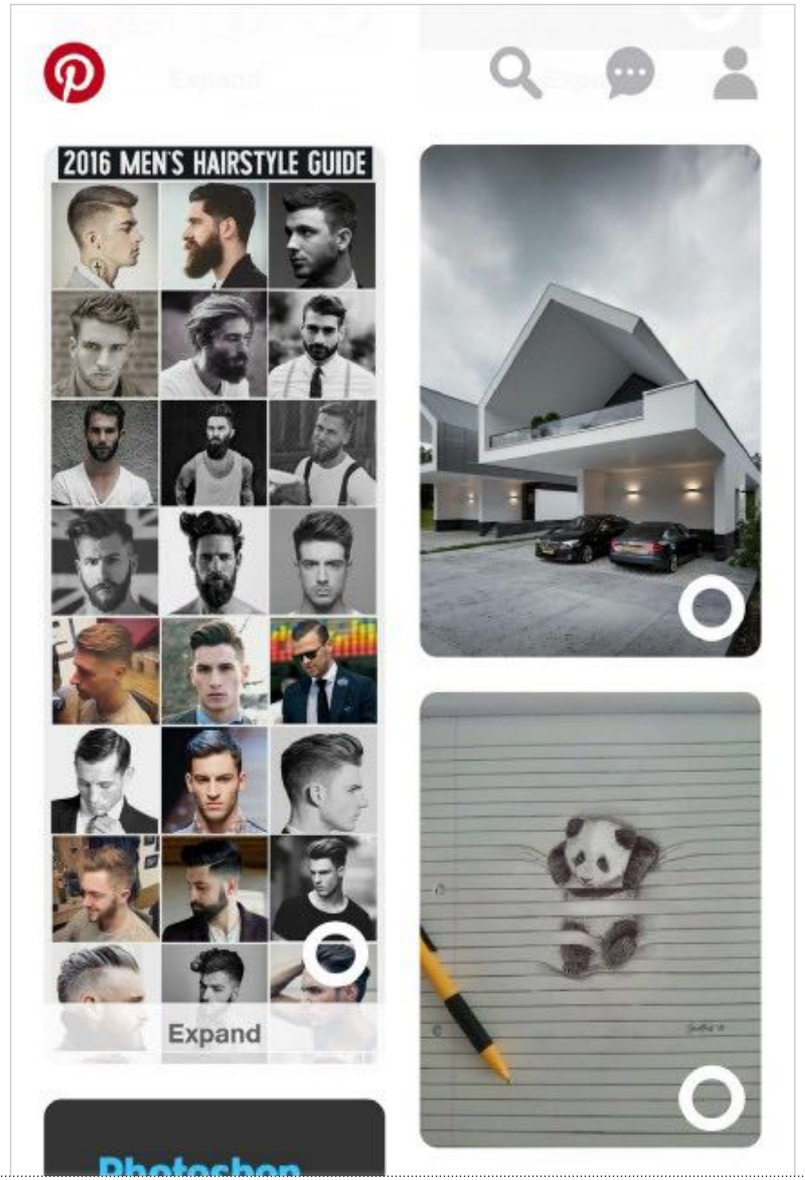
category links

popular products

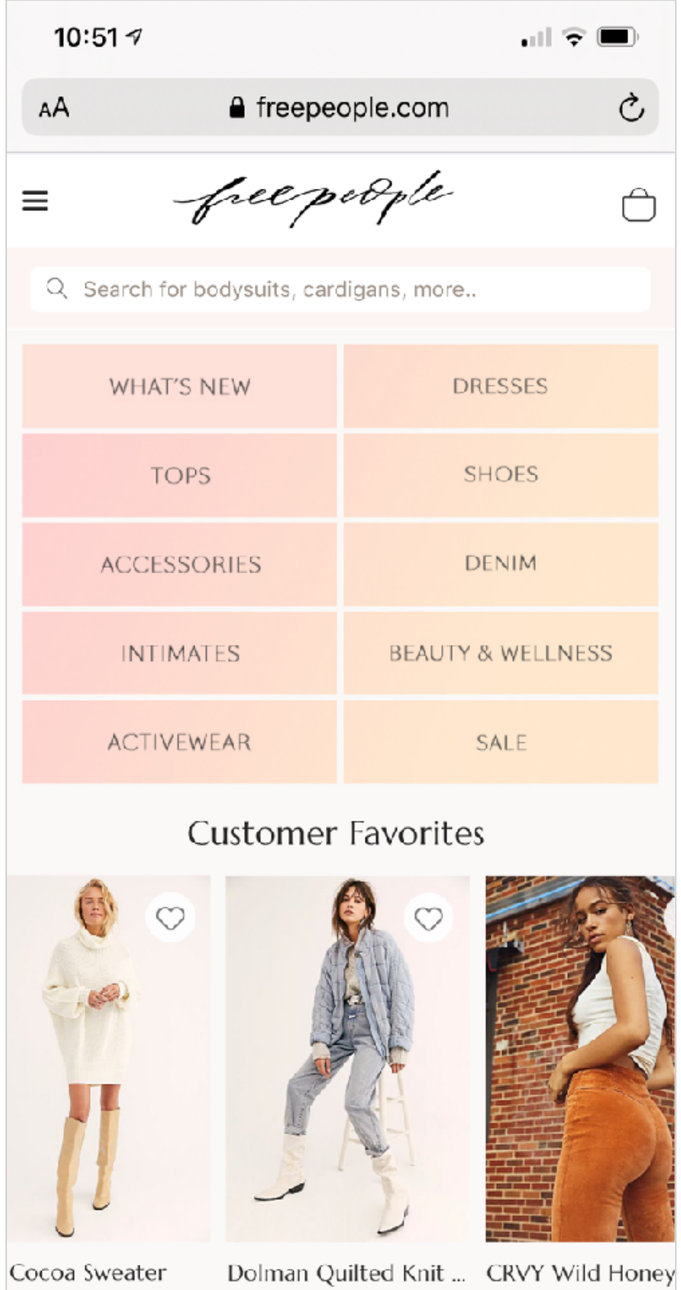
OW
STRETCH
NATURAL



VS



Source: https://bit.ly/2skdEAc

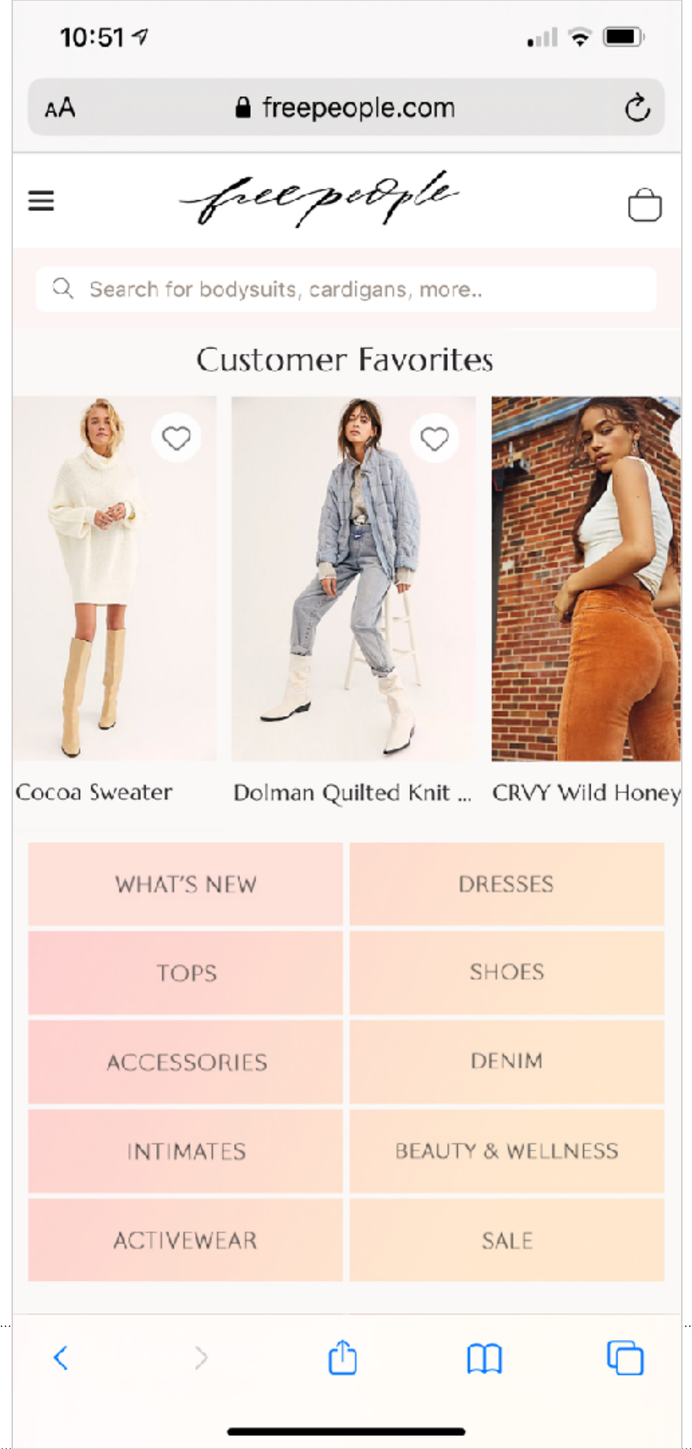


icon-based navigation

search bar

category links

popular products



icon-based navigation

search bar

popular products

category links

10:51

AA freepeople.com

Free People
Free People
★★★★★
GET — On the App Store
View

freepeople

Want Free Shipping?

Sign Up for Email and Texts!
We will text you your free shipping code

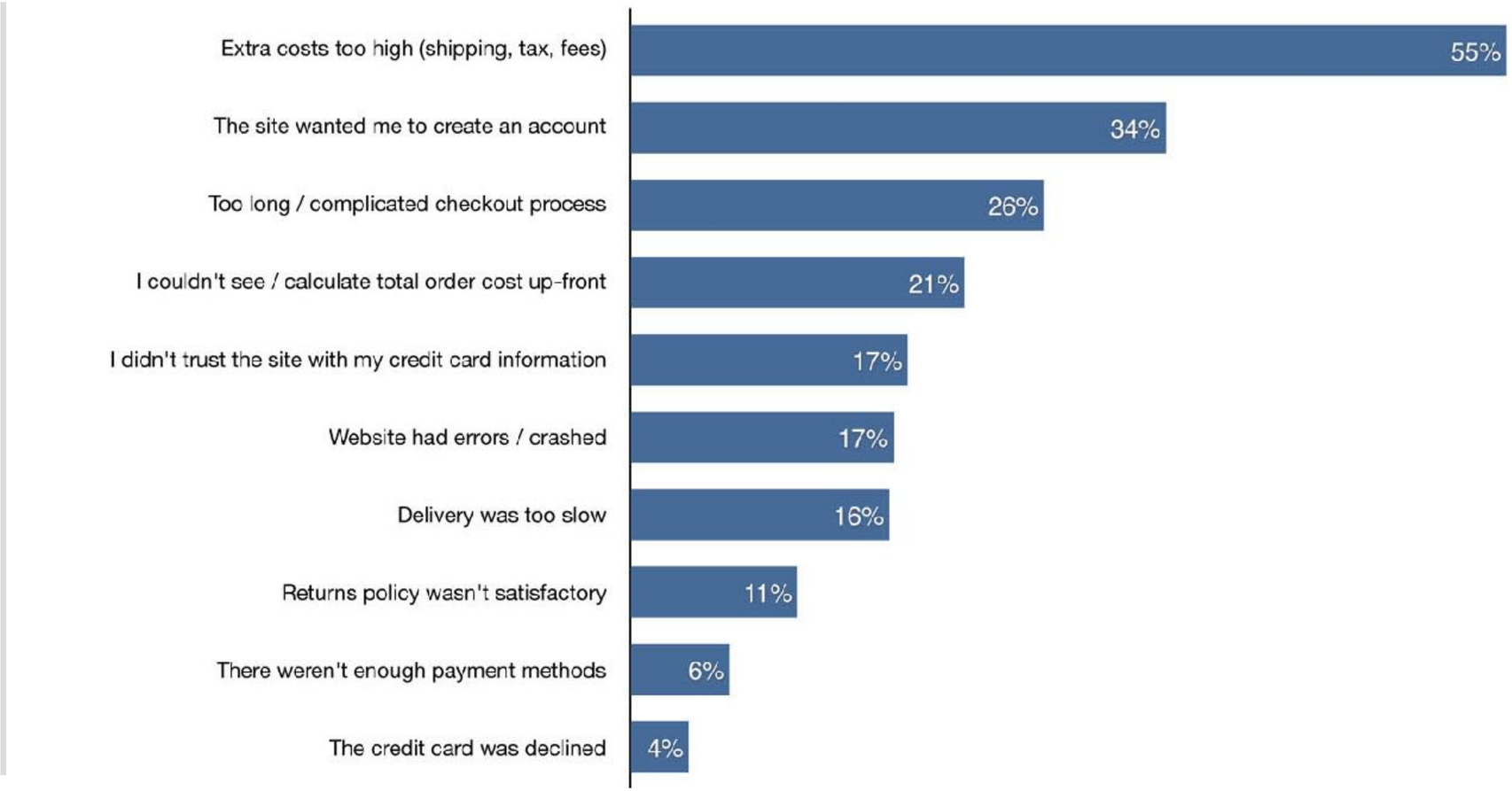
Email Address

CONTINUE →

Reasons for checkout abandonment

55%

EXTRA COSTS TOO HIGH
(SHIPPING, TAX, FEES, ETC.)



Source: Baymard 2,584 US survey respondents https://bit.ly/2FI7MZW

8:57

freepeople.com

freepeople

Clothes / Sweaters / Tunics / Ottoman Slouchy Tunic

Ottoman Slouchy Tunic

$148.00

Free shipping! (on all orders over $100)

Shop all Free People

4.2 | 98 reviews

8:58

freepeople.com

Order Summary

Sub Total	$148.00
Shipping	Free shipping
Estimated Tax	$0.00
TOTAL	$148.00

PROCEED TO CHECKOUT

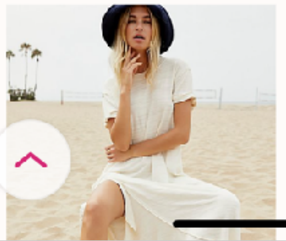
PayPal

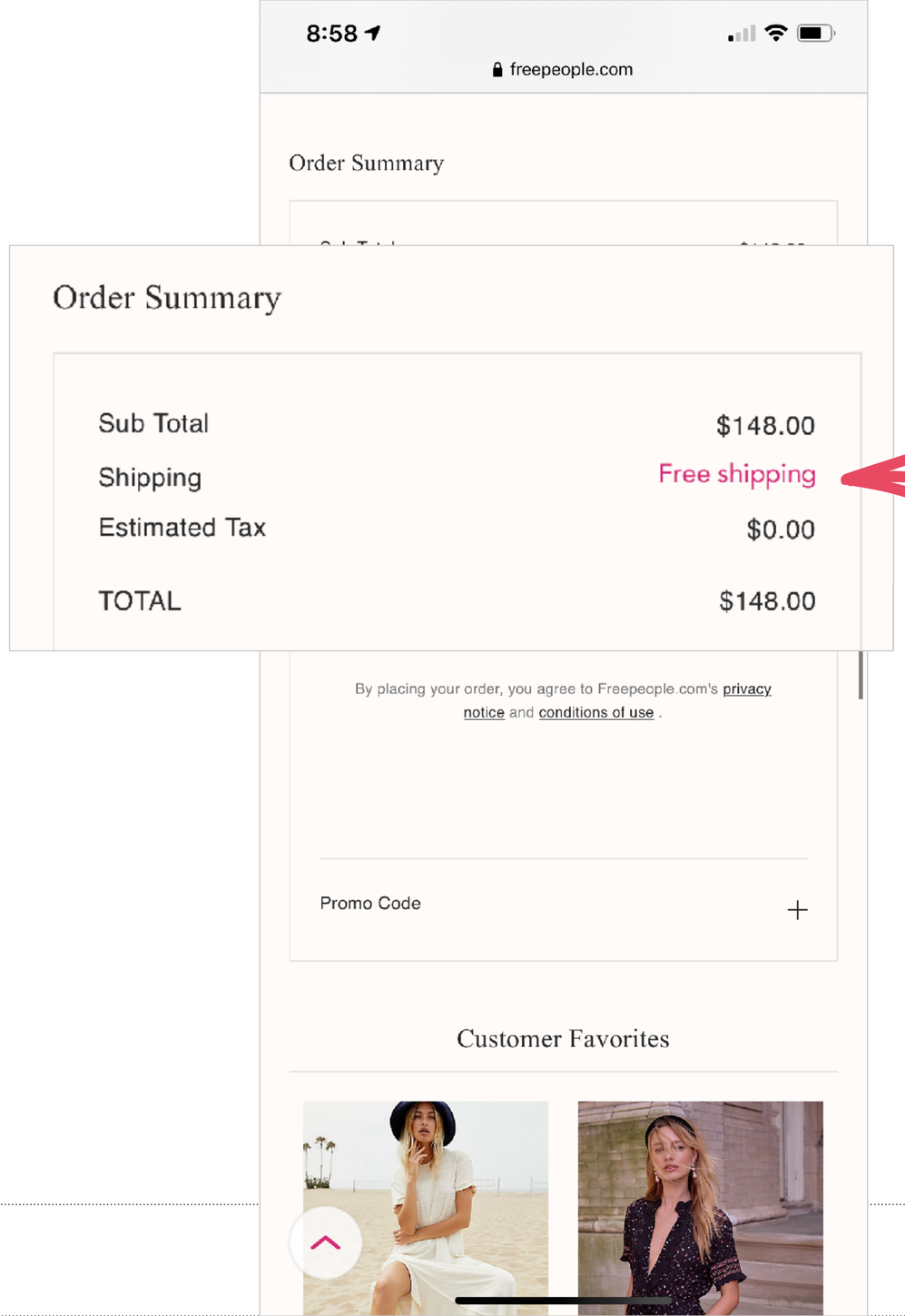
Pay

By placing your order, you agree to Freepeople.com's privacy notice and conditions of use .

Promo Code +

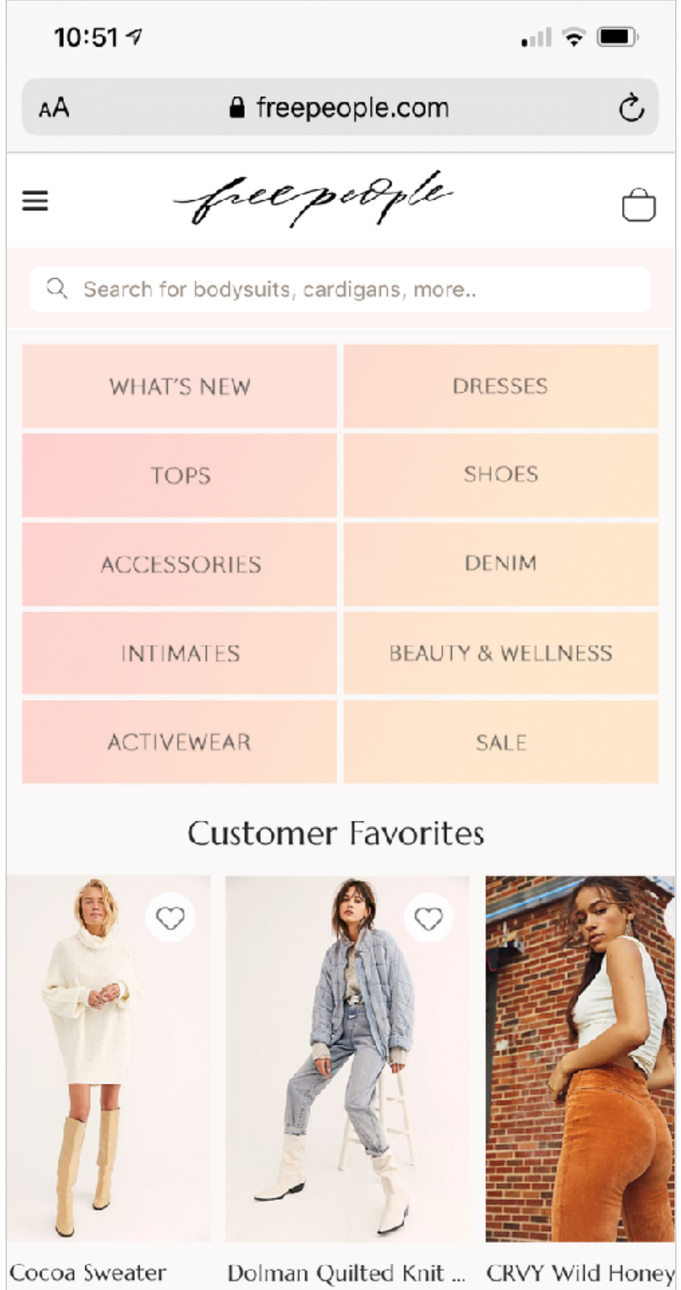
Customer Favorites





find the right time & place to surface useful information & actions

particularly on mobile where screen space is limited



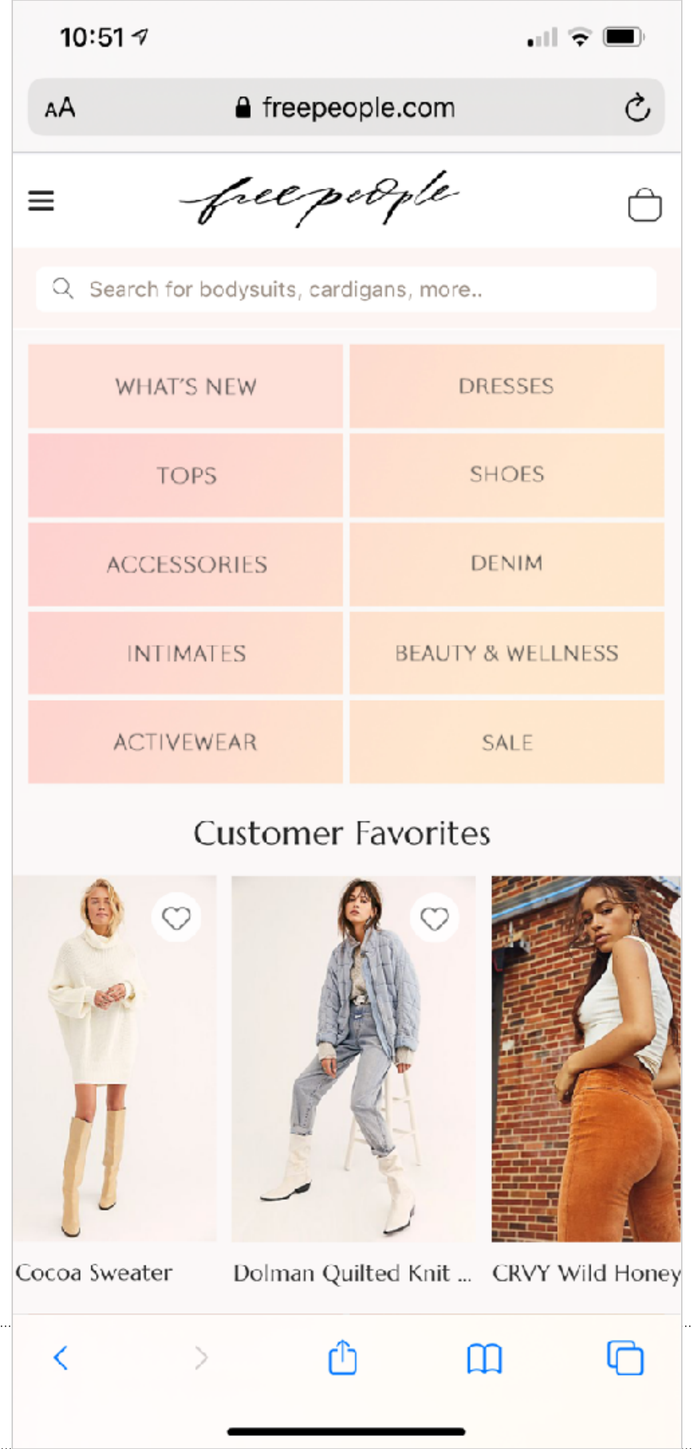
icon-based navigation

search bar

category links

popular products

Free People

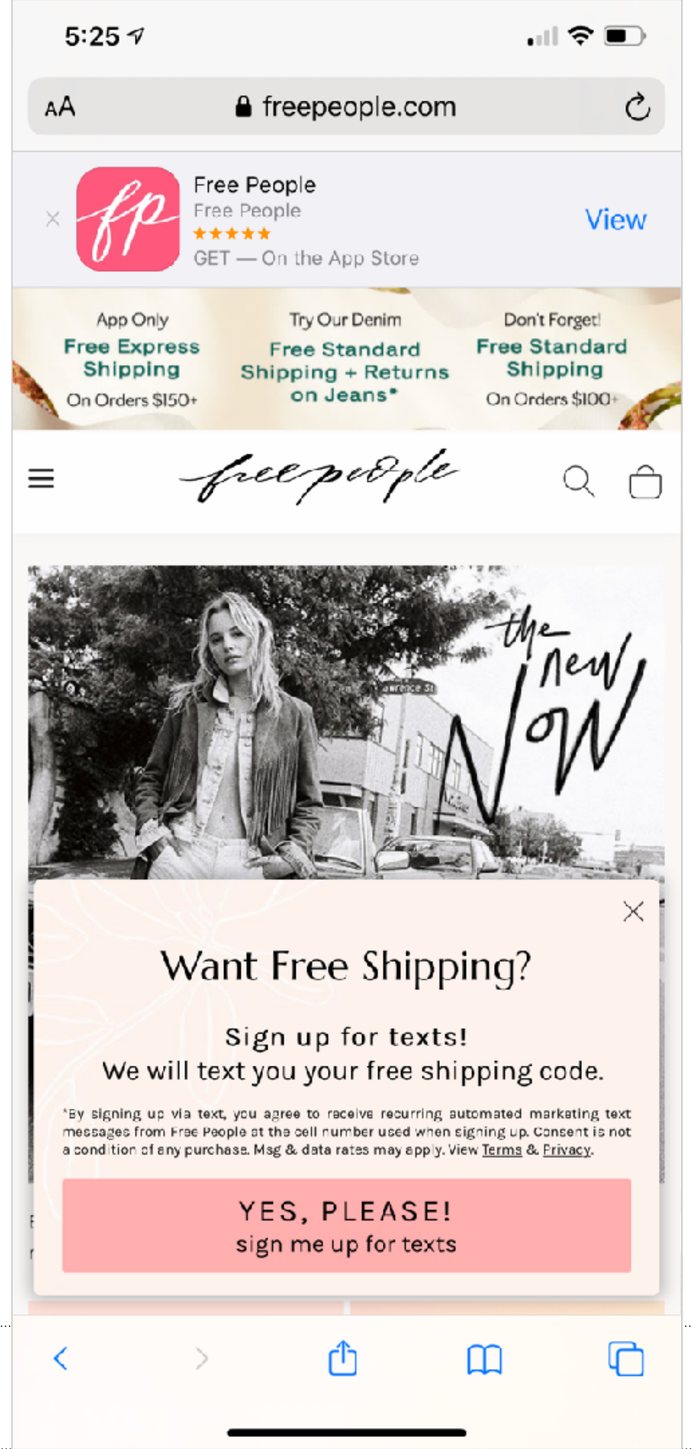


icon-based navigation

search bar

category links

popular products



icon-based navigation

search bar

brand thing

category links

popular products

Company

Customer

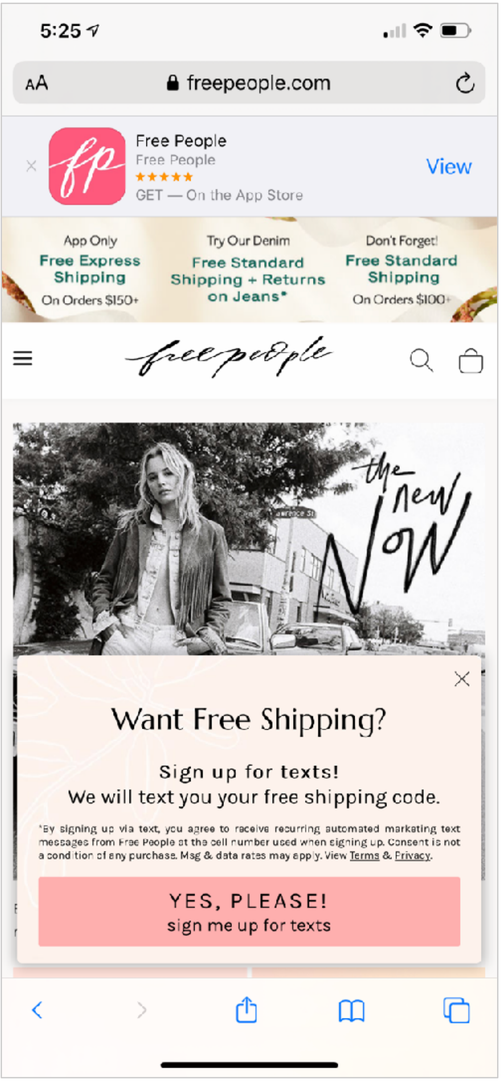
Leadership
defines strategy

Legal
sets policies

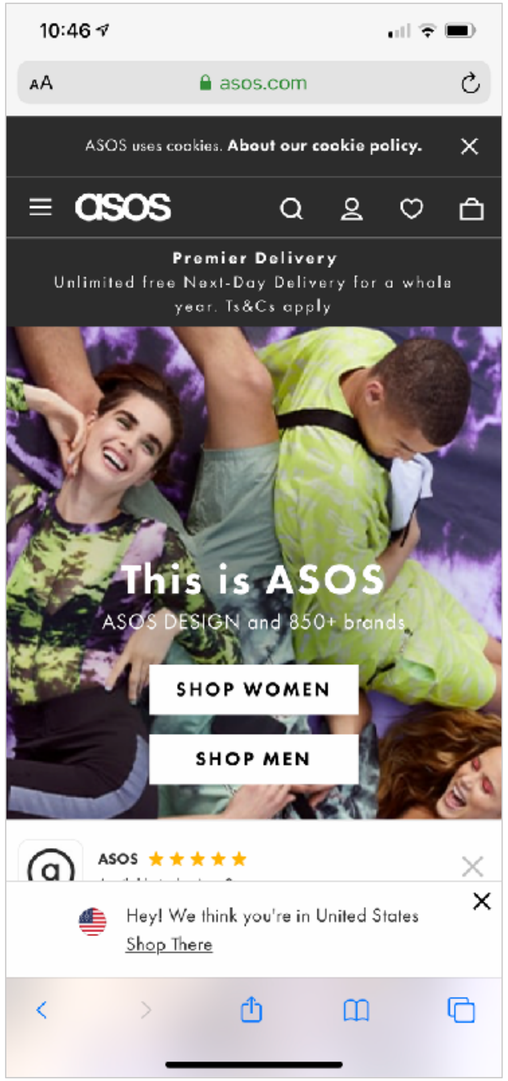
Product Management
writes requirements

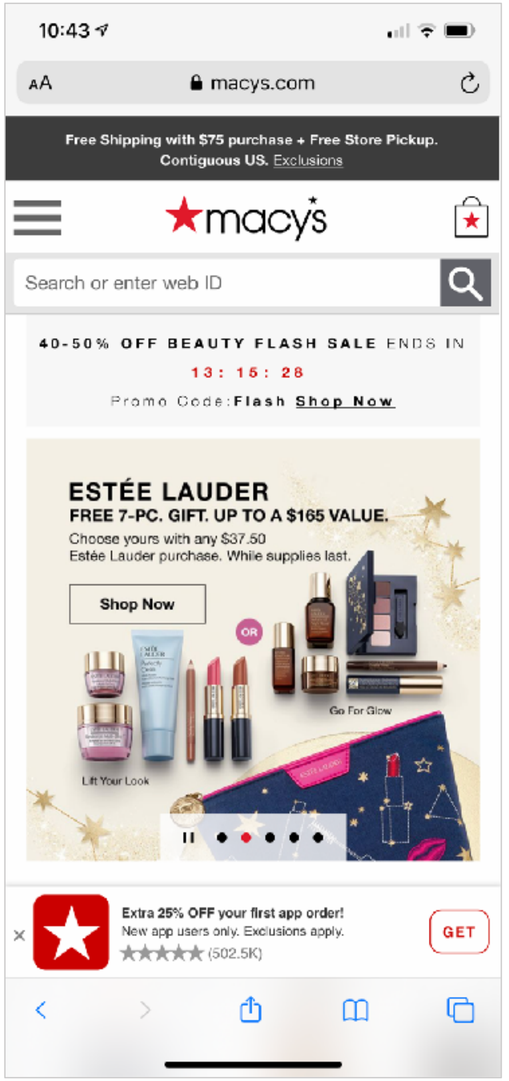
Design
makes mock-ups

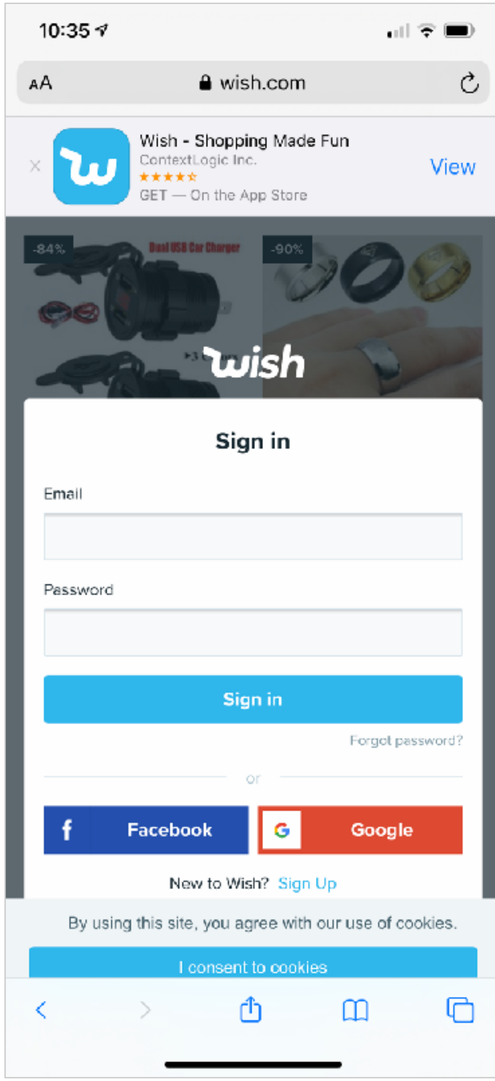
Development
ships code


5:25
freepeople.com
Free People
Free People
GET — On the App Store
View
App Only
Free Express Shipping
On Orders $150+
Try Our Denim
Free Standard Shipping + Returns on Jeans*
Don't Forget!
Free Standard Shipping
On Orders $100+
free people
the new Now
Want Free Shipping?
Sign up for texts!
We will text you your free shipping code.
*By signing up via text, you agree to receive recurring automated marketing text messages from Free People at the cell number used when signing up. Consent is not a condition of any purchase. Msg & data rates may apply. View Terms & Privacy.
YES, PLEASE!
sign me up for texts

10:47
boohoo.com
boohoo
25% OFF MENSWEAR* + 99P NEXT DAY DELIVERY USE CODE: POST
Go on girl, you deserve it
20% OFF EVERYTHING!
yep, even sale!
*Excludes selected lines.
NEW SEASON STUFF
READY, SET, SHOP!
Download our app and join the party!
GET APP


10:46
asos.com
ASOS uses cookies. About our cookie policy.
asos
Premier Delivery
Unlimited free Next-Day Delivery for a whole year. Ts&Cs apply
This is ASOS
ASOS DESIGN and 850+ brands
SHOP WOMEN
SHOP MEN
ASOS
Hey! We think you're in United States
Shop There


10:43
macys.com
Free Shipping with $75 purchase + Free Store Pickup.
Contiguous US. Exclusions
macy's
Search or enter web ID
40-50% OFF BEAUTY FLASH SALE ENDS IN
13 : 15 : 28
Promo Code: Flash Shop Now
ESTÉE LAUDER
FREE 7-PC. GIFT. UP TO A $165 VALUE.
Choose yours with any $37.50 Estée Lauder purchase. While supplies last.
Shop Now
OR
Go For Glow
Lift Your Look
Extra 25% OFF your first app order!
New app users only. Exclusions apply.
(502.5K)
GET


10:35
wish.com
Wish - Shopping Made Fun
ContextLogic Inc.
GET — On the App Store
View
wish
Sign in
Email
Password
Sign in
Forgot password?
Facebook
Google
New to Wish? Sign Up
By using this site, you agree with our use of cookies.
I consent to cookies

First

Fandom

Idea

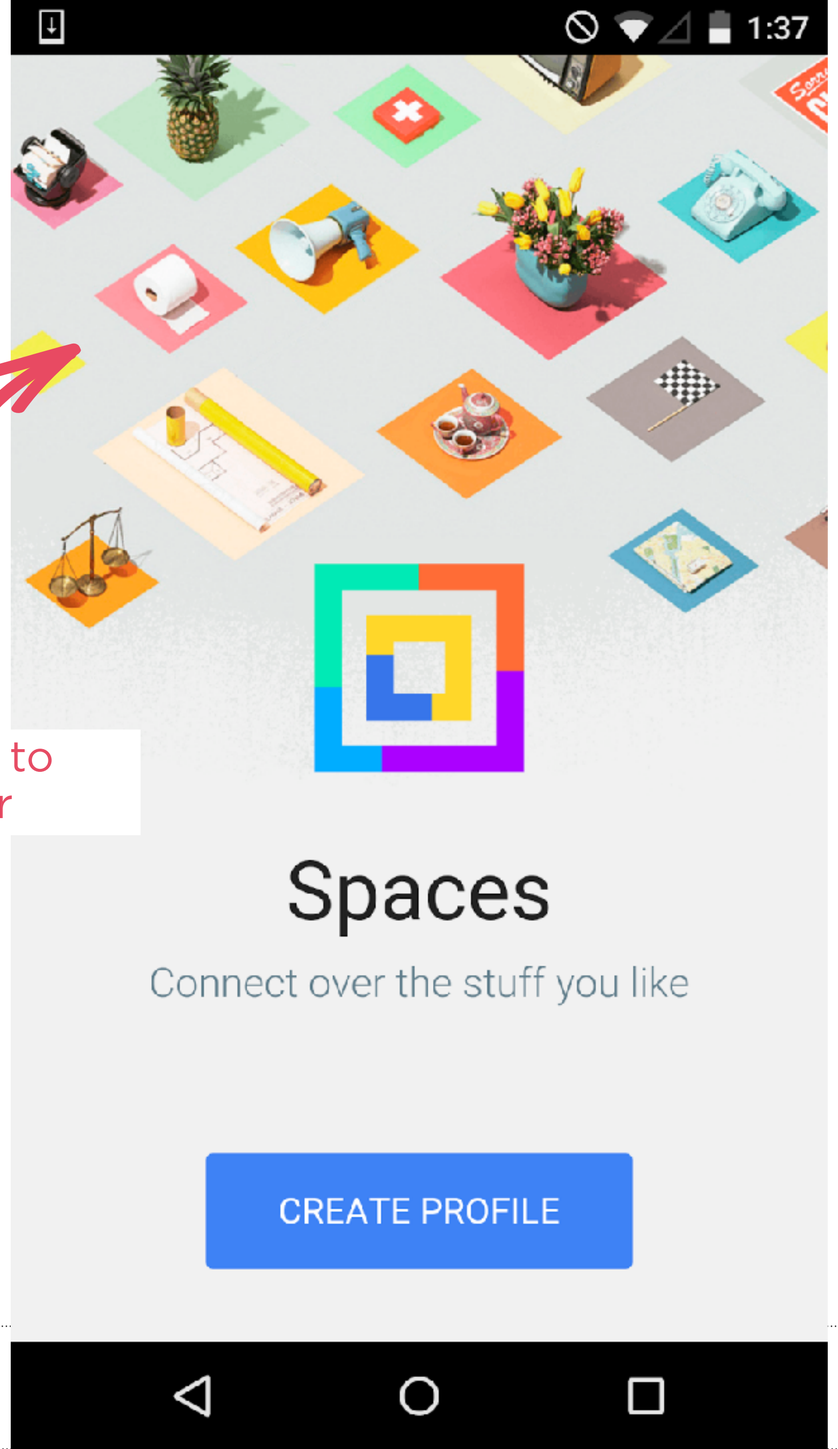
with a big gap between what something is and why it exists...

Implementation

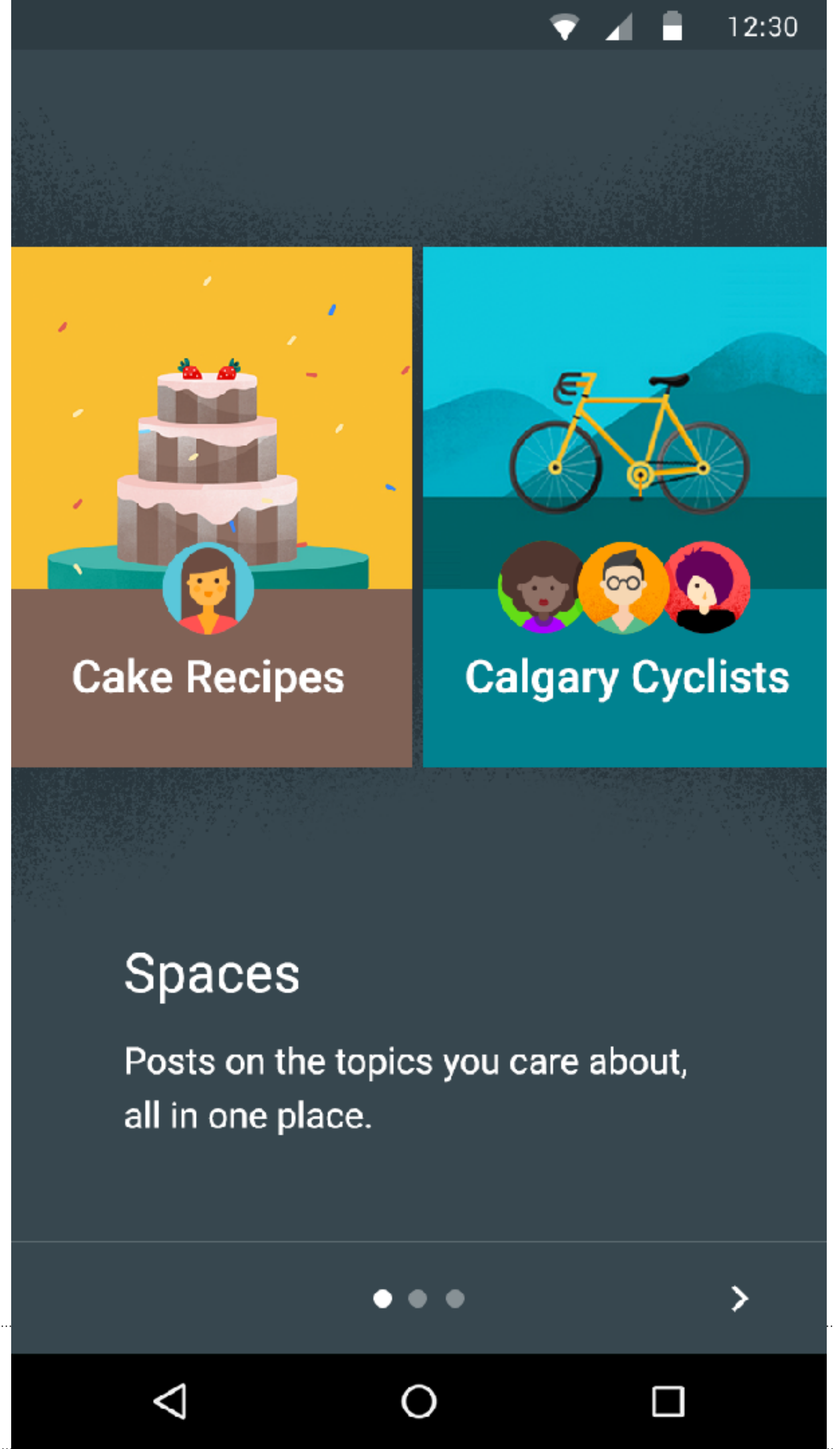
First

...people's path to getting to its value increases in length & difficulty

Fandom

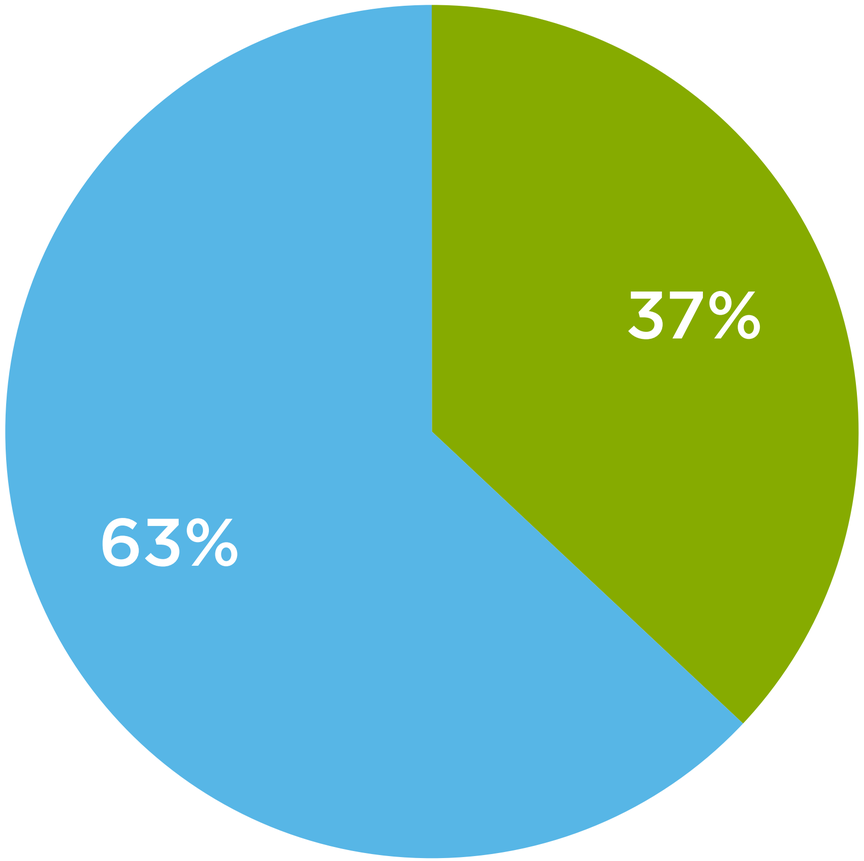


TTTP: time to toilet paper



the first thing a user is exposed to has a disproportionate impact on how they will think about it

Distinct mental models



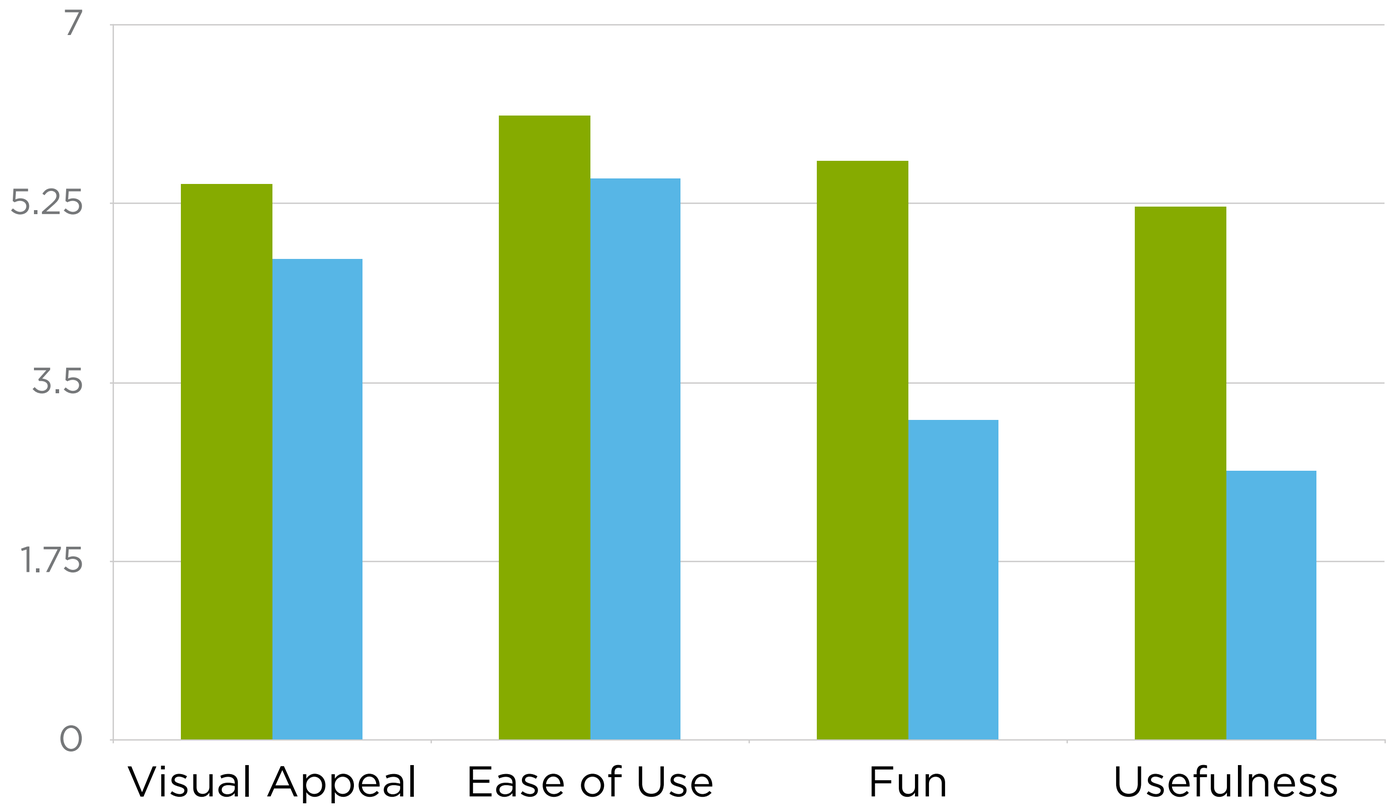
PRIVATE MENTAL MODEL

“It's an app that can help you with team school projects to brainstorm at a distance.”

PUBLIC MENTAL MODEL

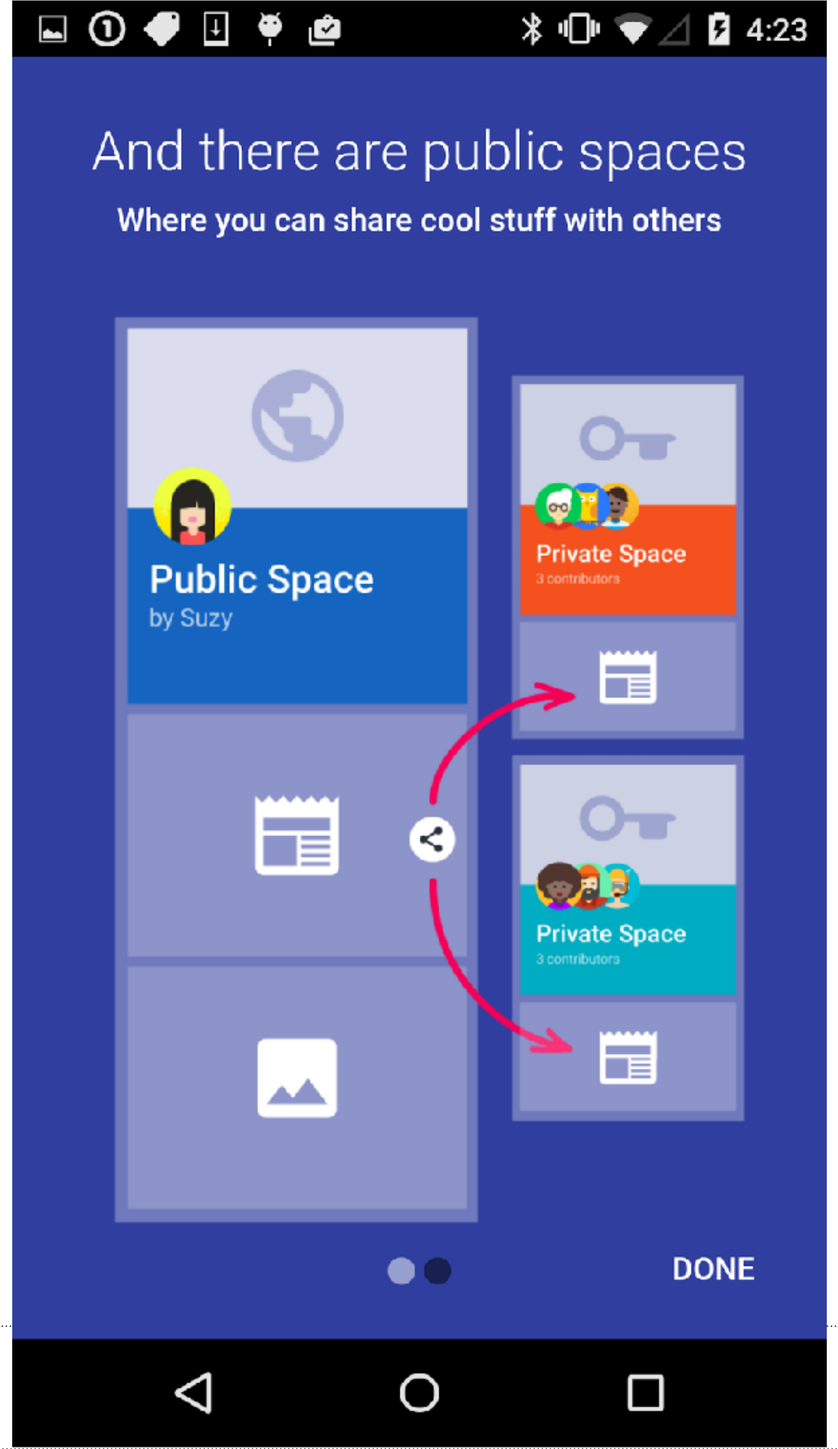
“A combination of Pinterest and a blog. You can post articles, links, and comments for people to browse and like.”

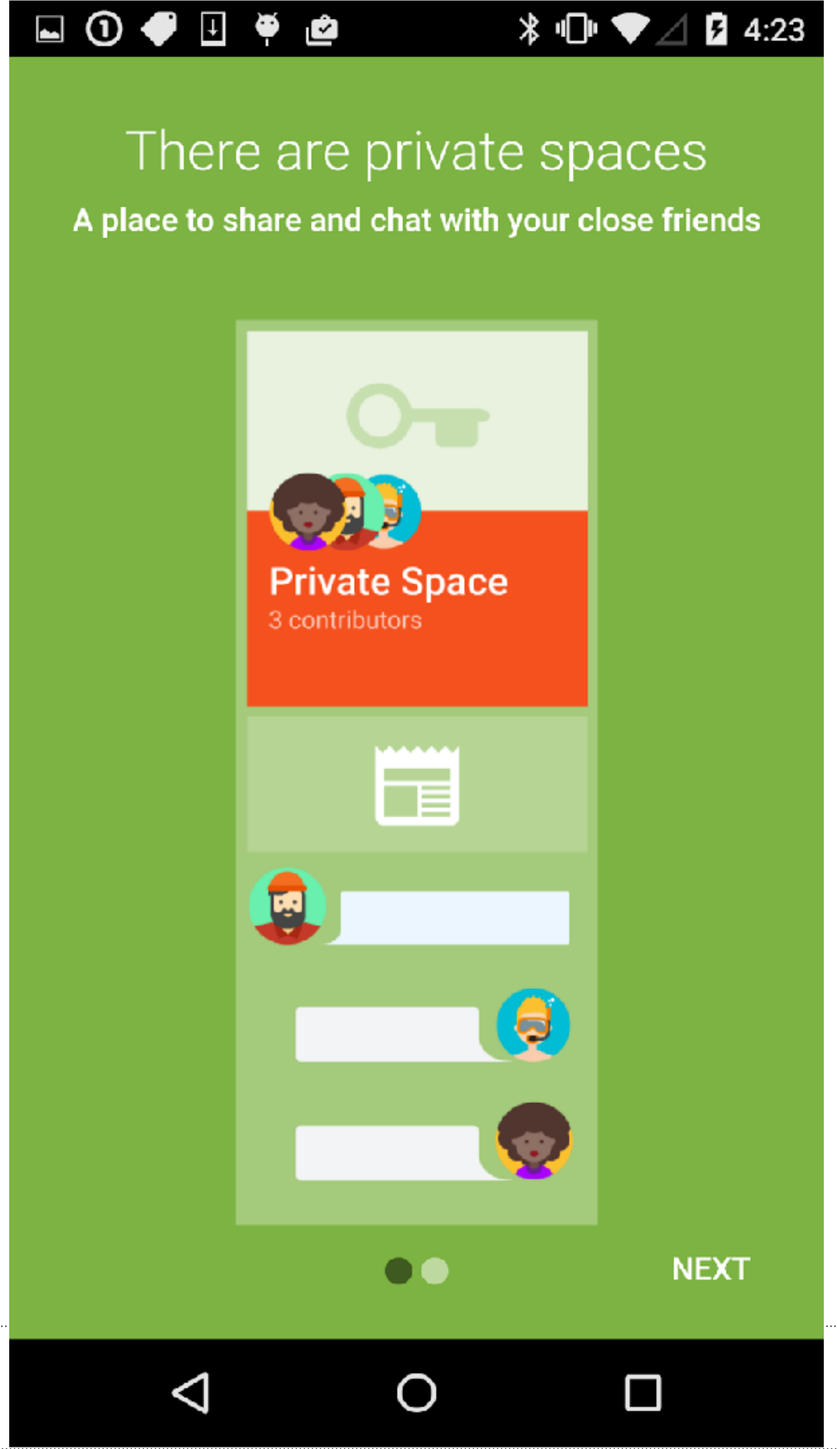
Impact of distinct mental models

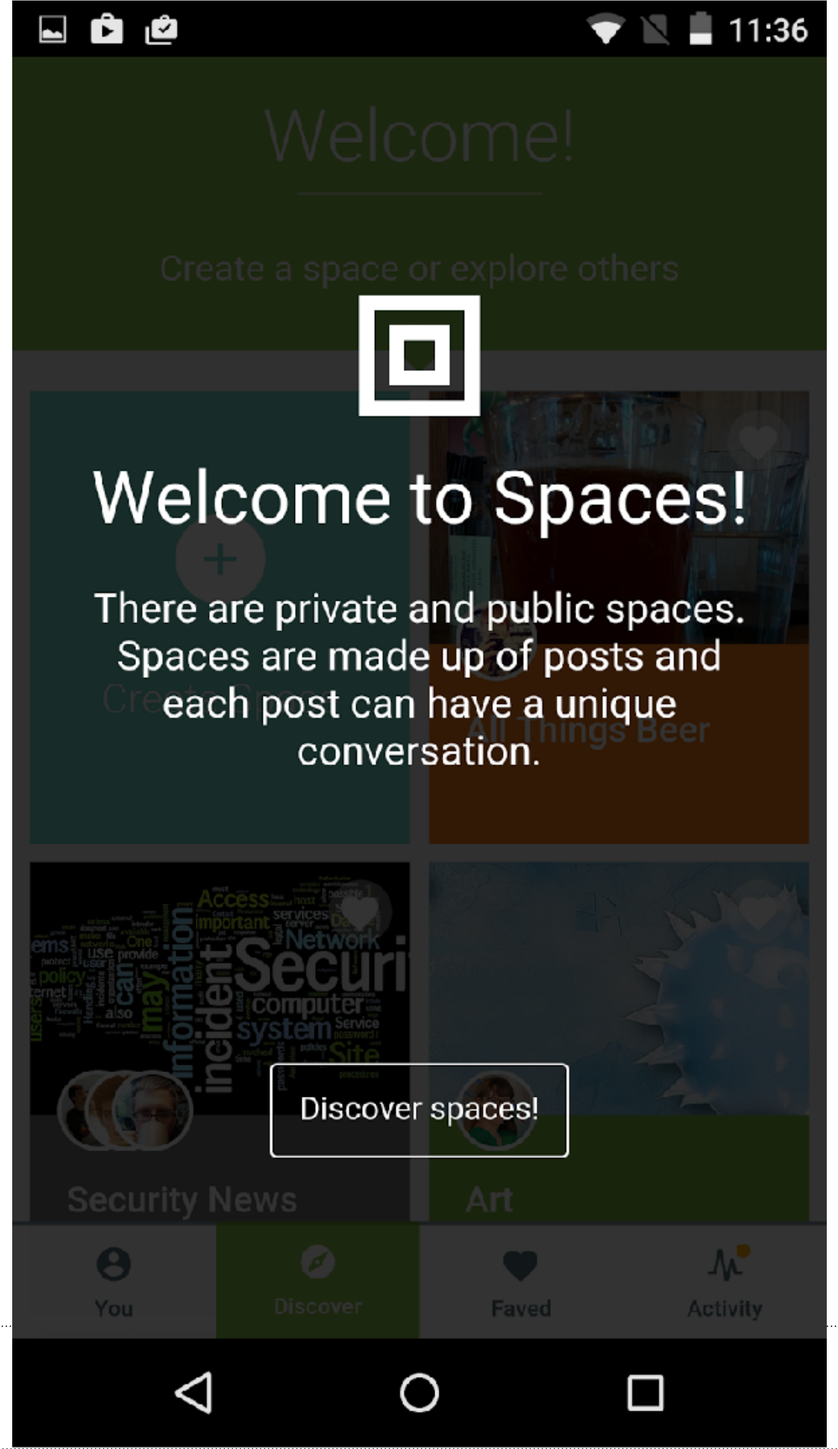


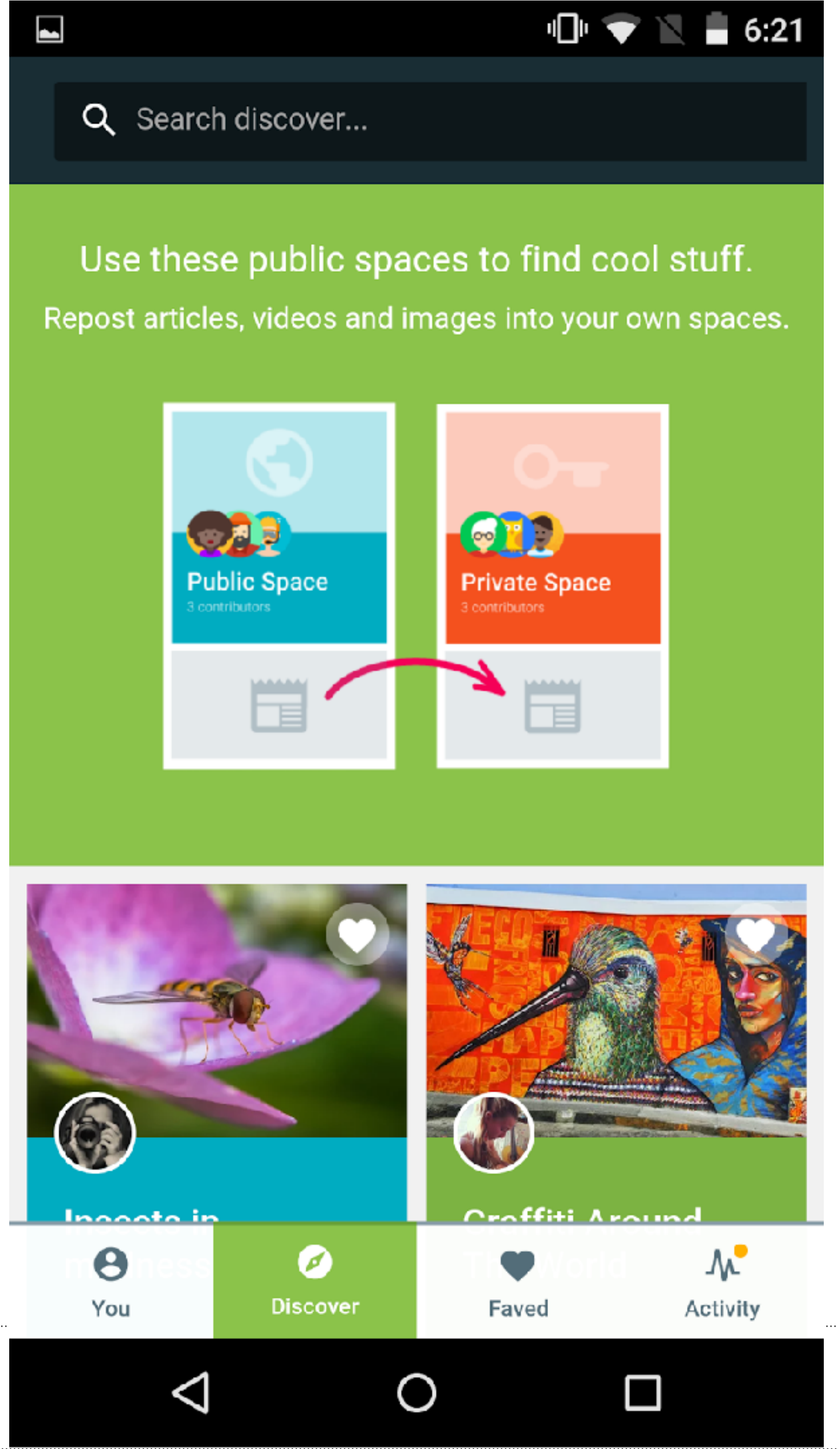
PRIVATE MENTAL MODEL

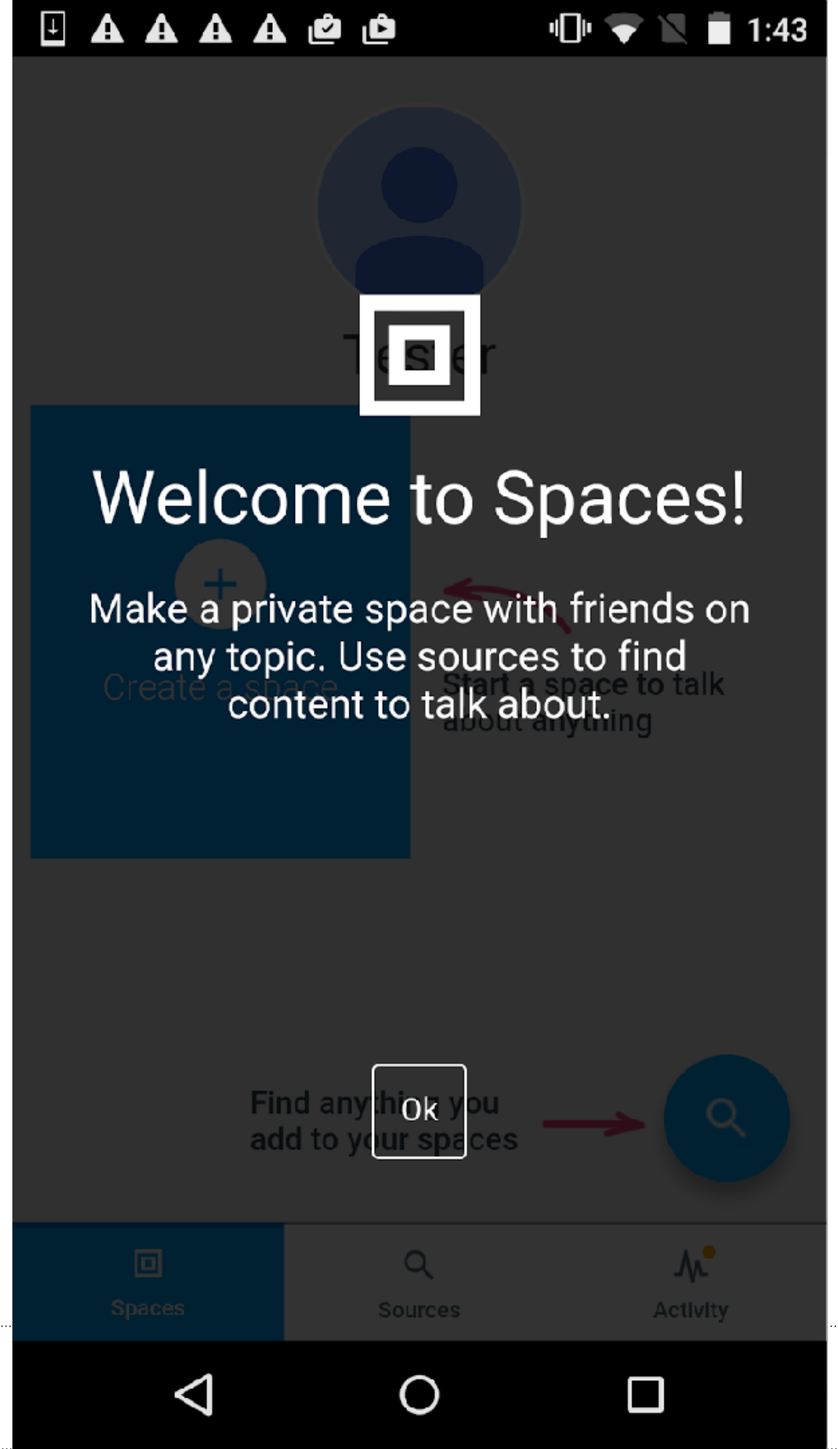
PUBLIC MENTAL MODEL

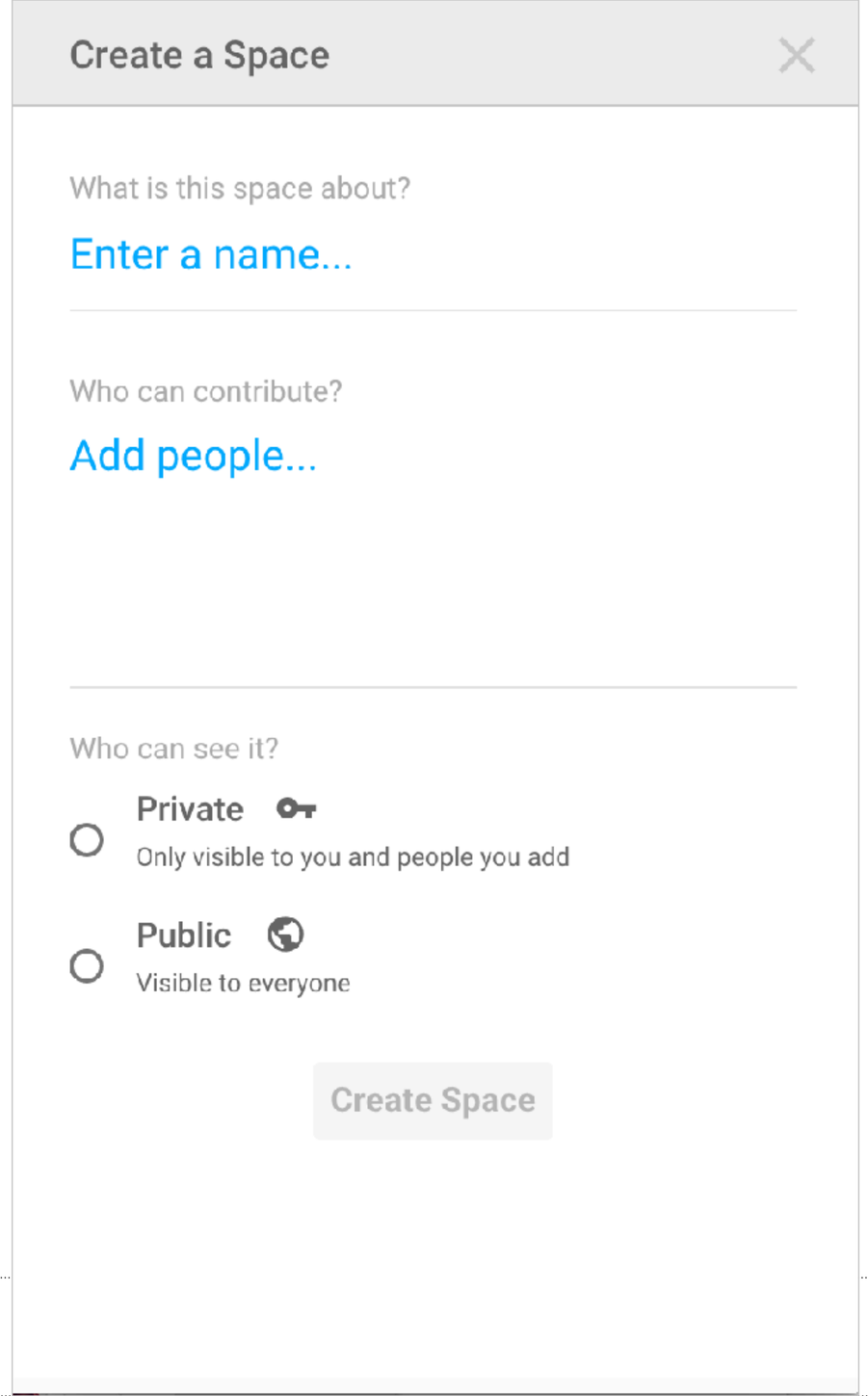

4:23
And there are public spaces
Where you can share cool stuff with others
Public Space
by Suzy
Private Space
3 contributors
Private Space
3 contributors
DONE


4:23
There are private spaces
A place to share and chat with your close friends
Private Space
3 contributors
NEXT

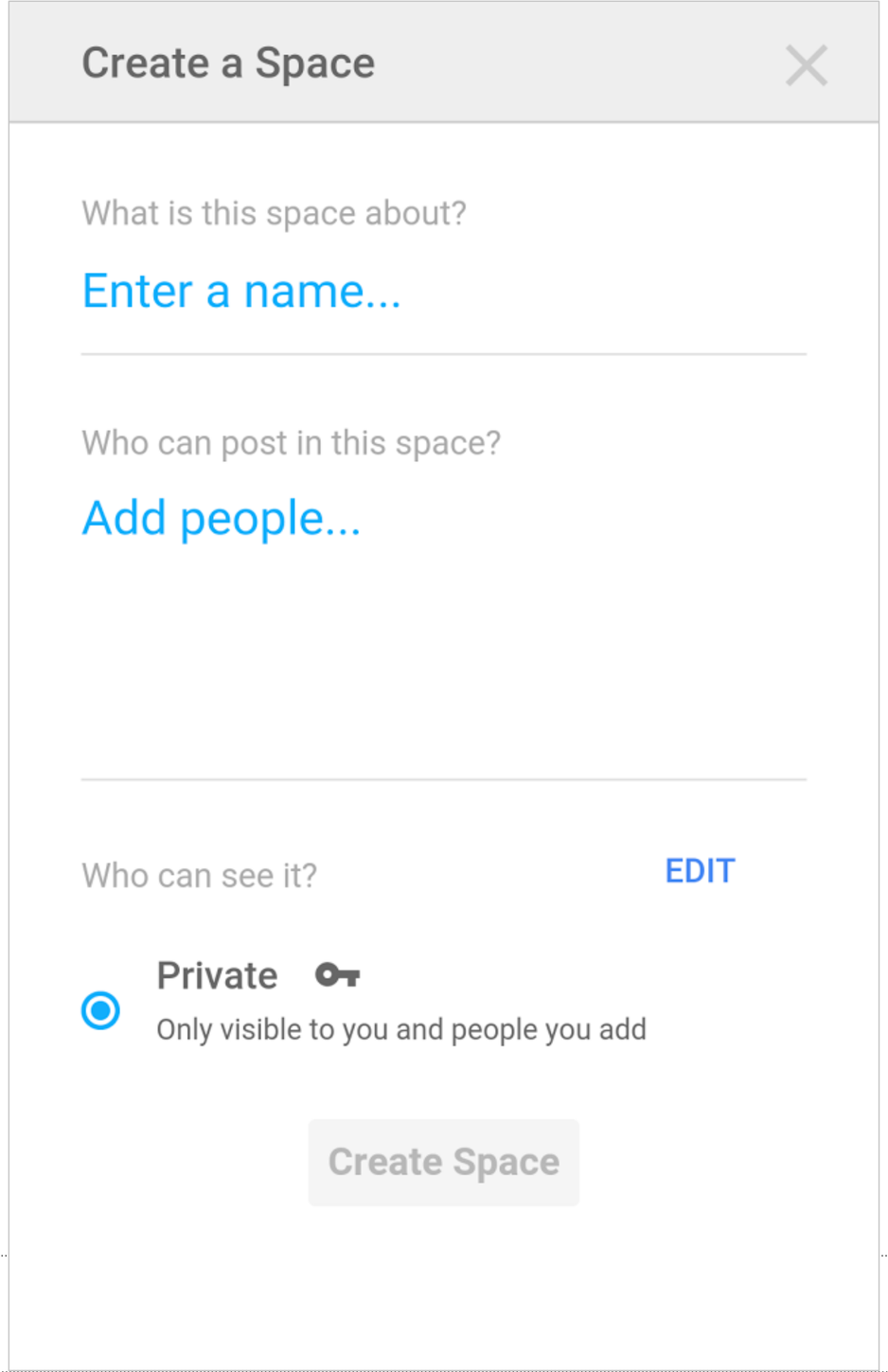

11:36
Welcome!
Create a space or explore others
Welcome to Spaces!
There are private and public spaces. Spaces are made up of posts and each post can have a unique conversation.
Discover spaces!
Security News
Art
You
Discover
Faved
Activity

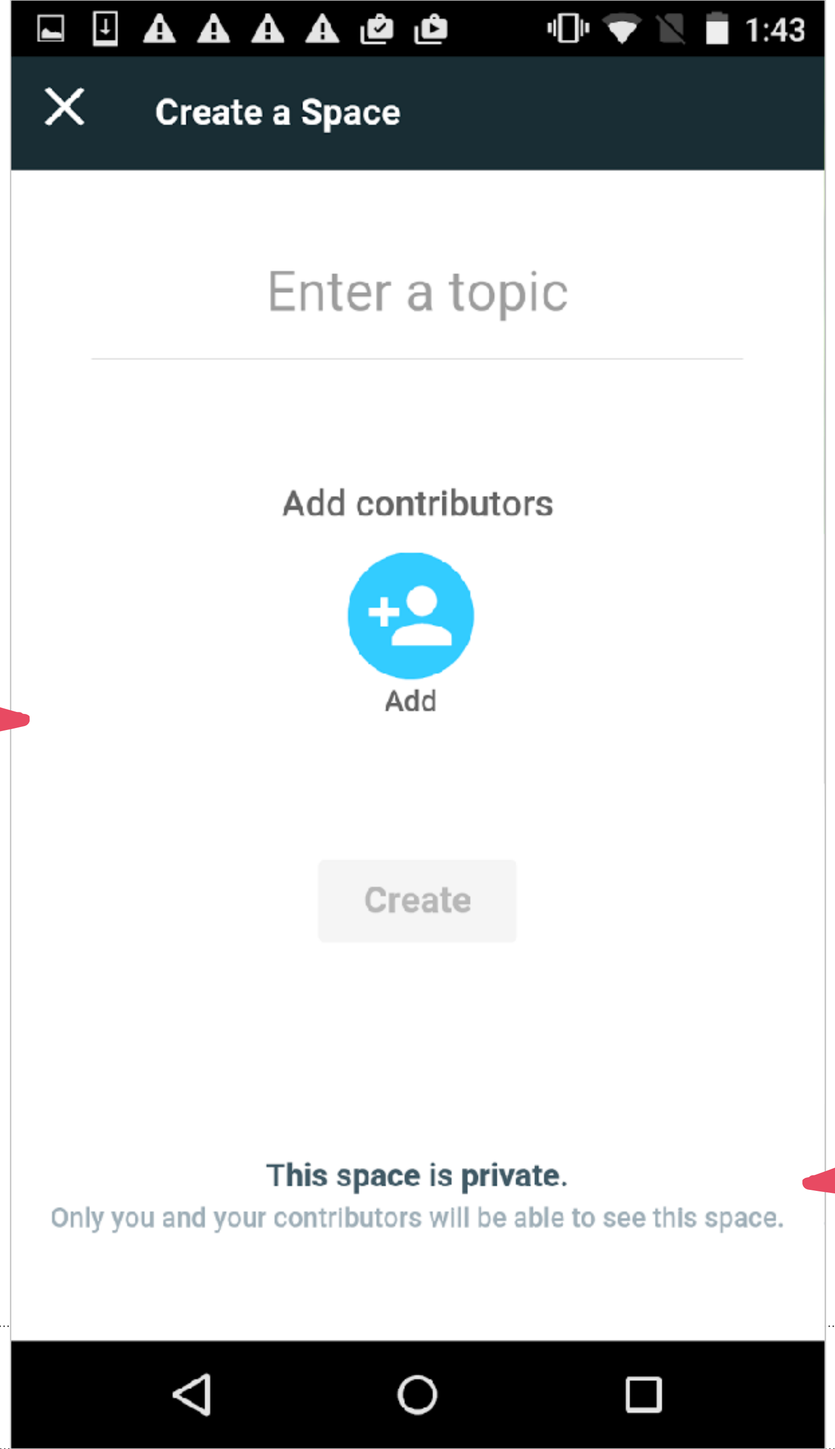

6:21
Search discover...
Use these public spaces to find cool stuff.
Repost articles, videos and images into your own spaces.
Public Space
3 contributors
Private Space
3 contributors
You
Discover
Faved
Activity


1:43
Welcome to Spaces!
Make a private space with friends on any topic. Use sources to find content to talk about.
Ok
Spaces
Sources
Activity

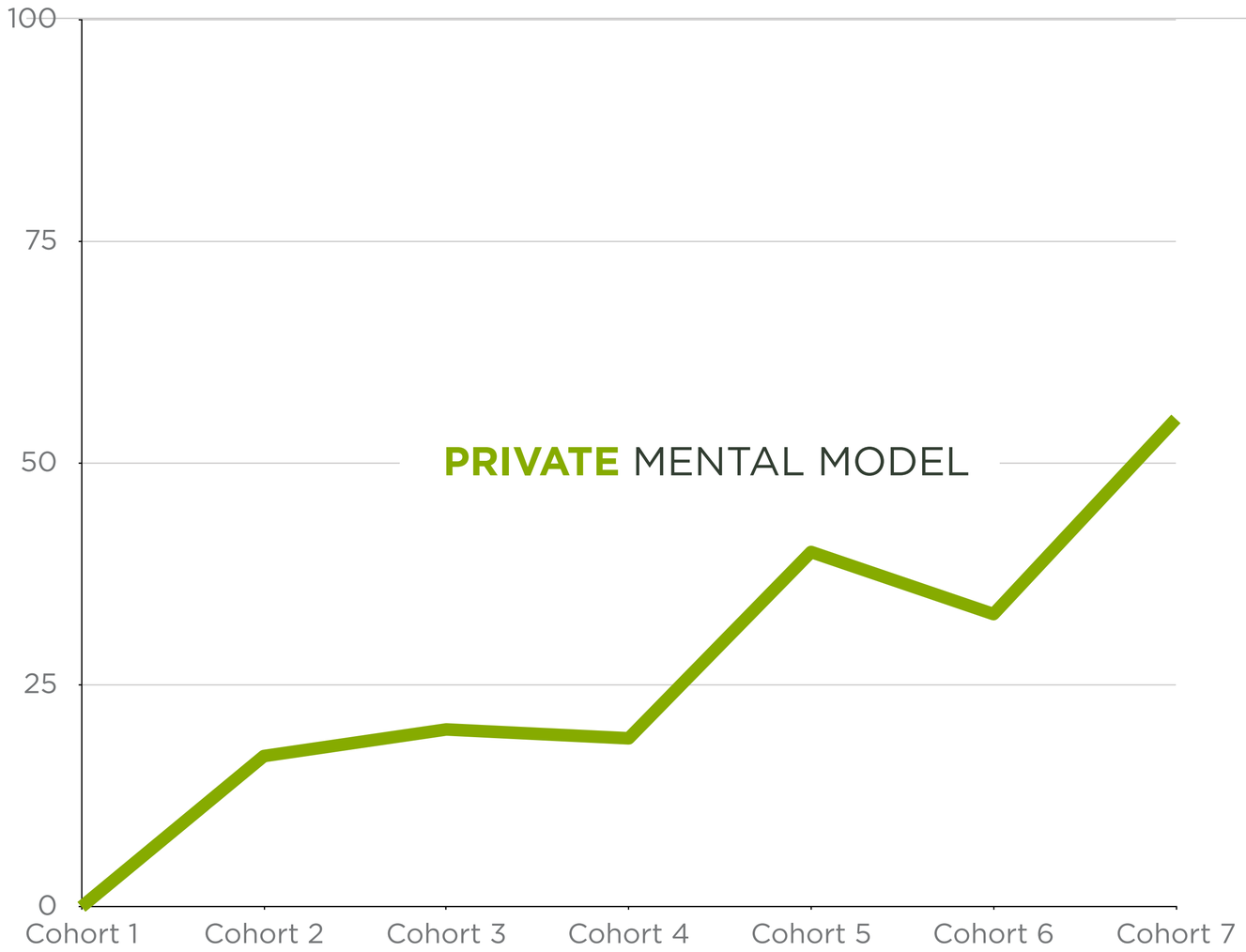

Create a Space
What is this space about?
Enter a name...
Who can contribute?
Add people...
Who can see it?
Private
Only visible to you and people you add
Public
Visible to everyone
Create Space

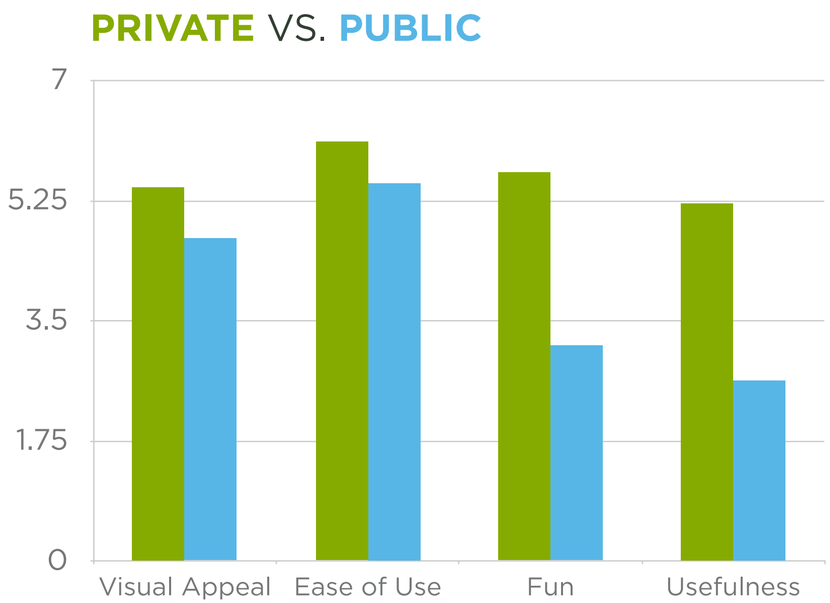
VS


Create a Space
What is this space about?
Enter a name...
Who can post in this space?
Add people...
Who can see it?
EDIT
Private
Only visible to you and people you add
Create Space


1:43
Create a Space
Enter a topic
Add contributors
Add
Create
This space is private.
Only you and your contributors will be able to see this space.

Changing mental models





Mental Models

- impact what people think the product is for and how they will use it
- onboarding may create different model than you intend

Setting Mental Models

- make sure people run into the right content first
- **remove features that get in the way**
- embrace most people learn by tinkering, give nudges when needed

as organizations grow, decision making moves further from end users

Company

Customer

so people start to do things for reasons other than the customer

Idea

Implementation

which creates a gap between what a product is and why it is exists

First

Fandom

and making it difficult for customers to experience its value

Company

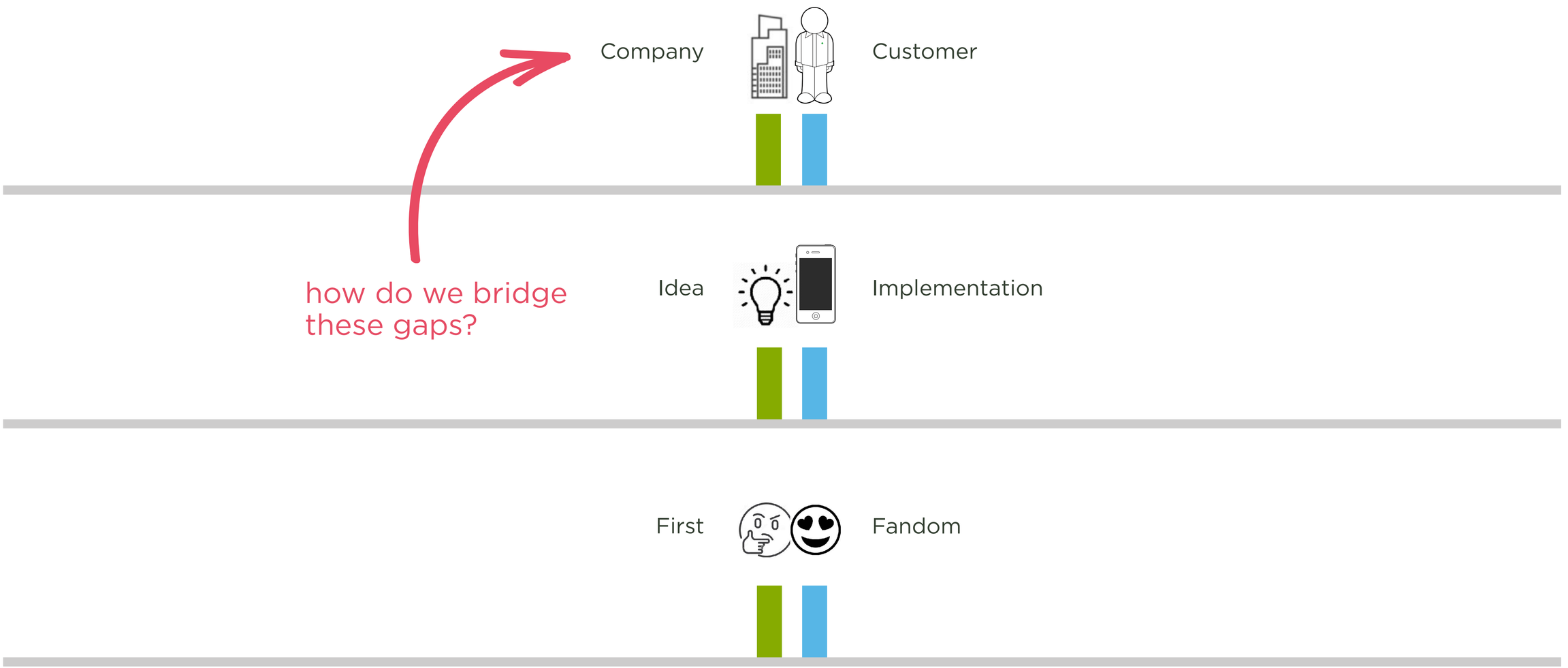
Customer

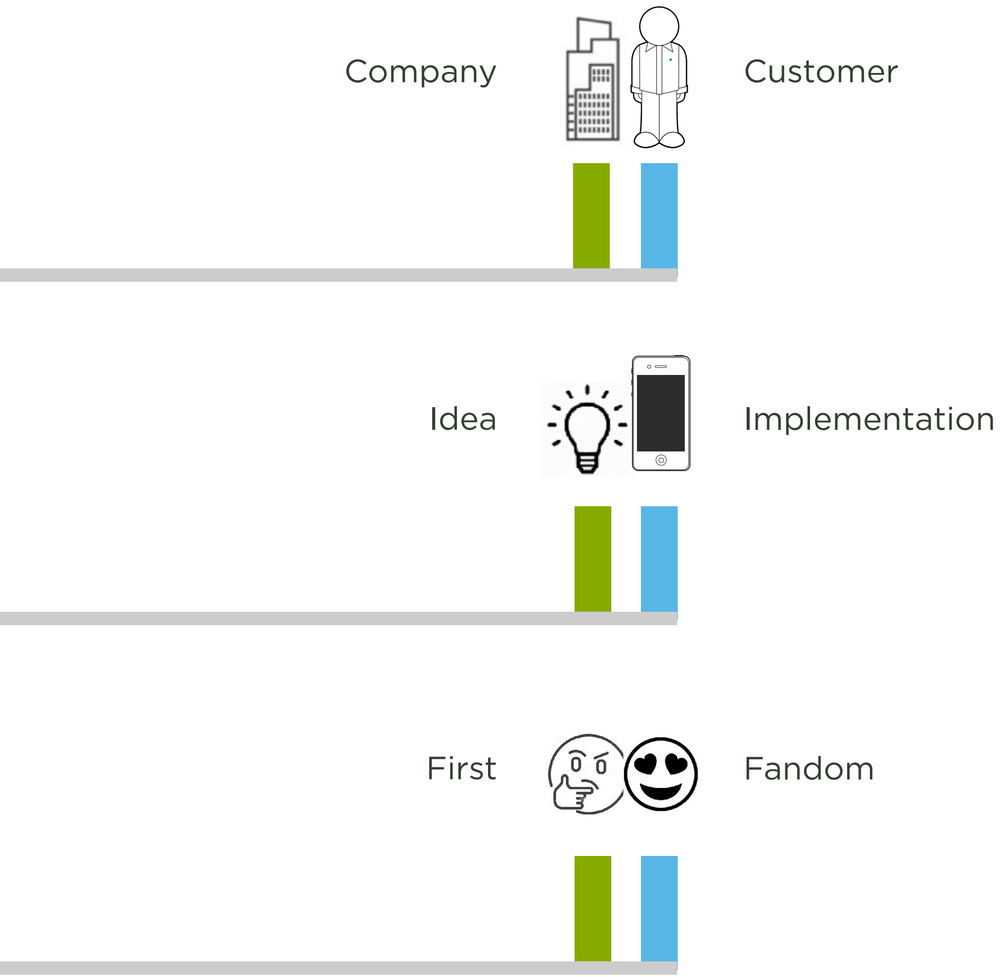
Idea

Implementation

First

Fandom


Company
Customer
how do we bridge these gaps?
Idea
Implementation
First
Fandom



1 Mind the Gaps

- customer voice is missing in decision making
- requirements are departmentalized
- critical customer experiences underperform

1 Mind the Gaps

- customer voice is missing in decision making
- requirements are departmentalized
- critical customer experiences underperform

Source: designed by artbyabc

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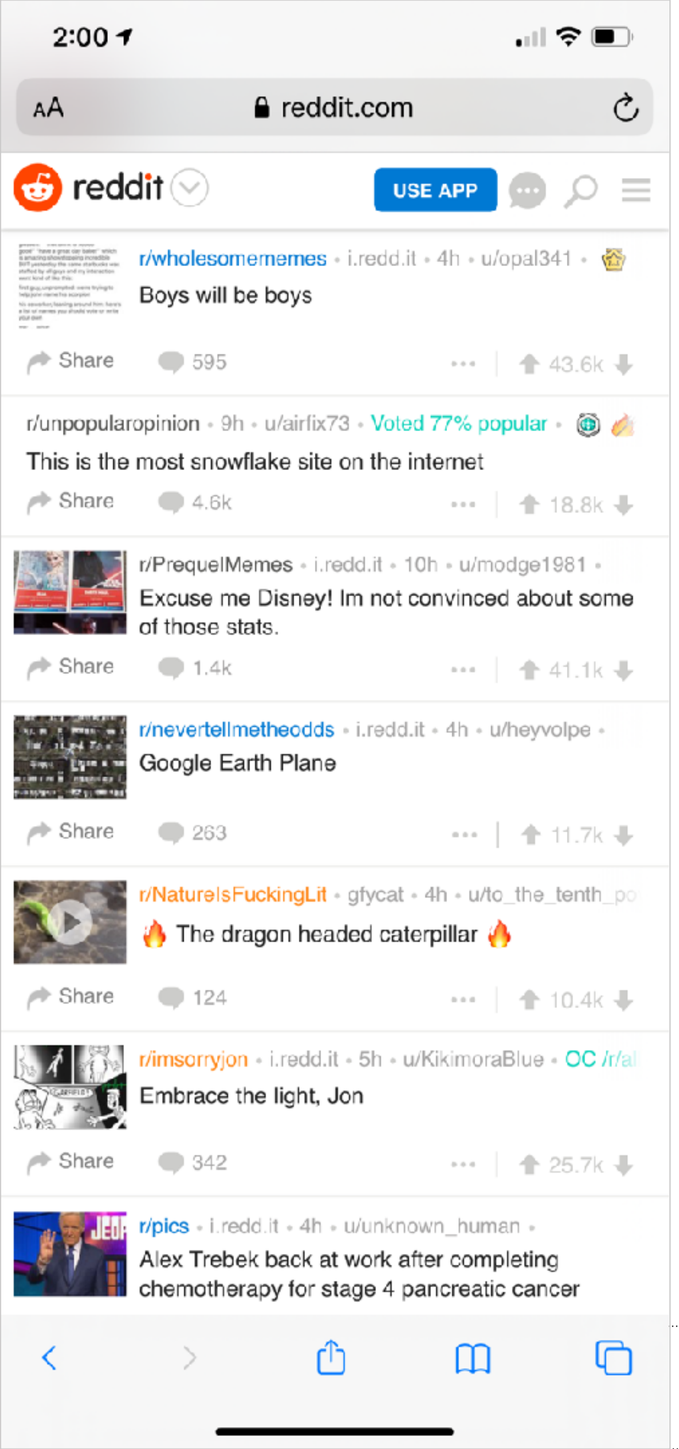
2 You are what you measure



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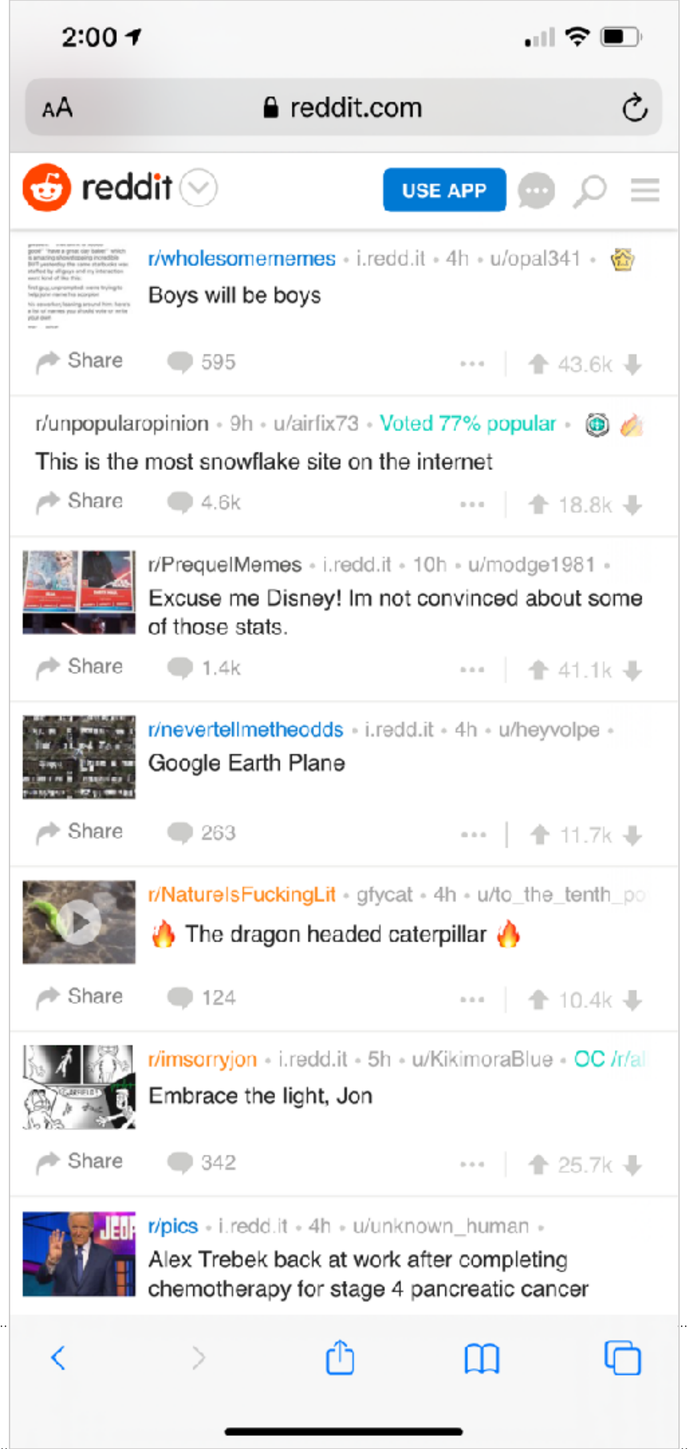

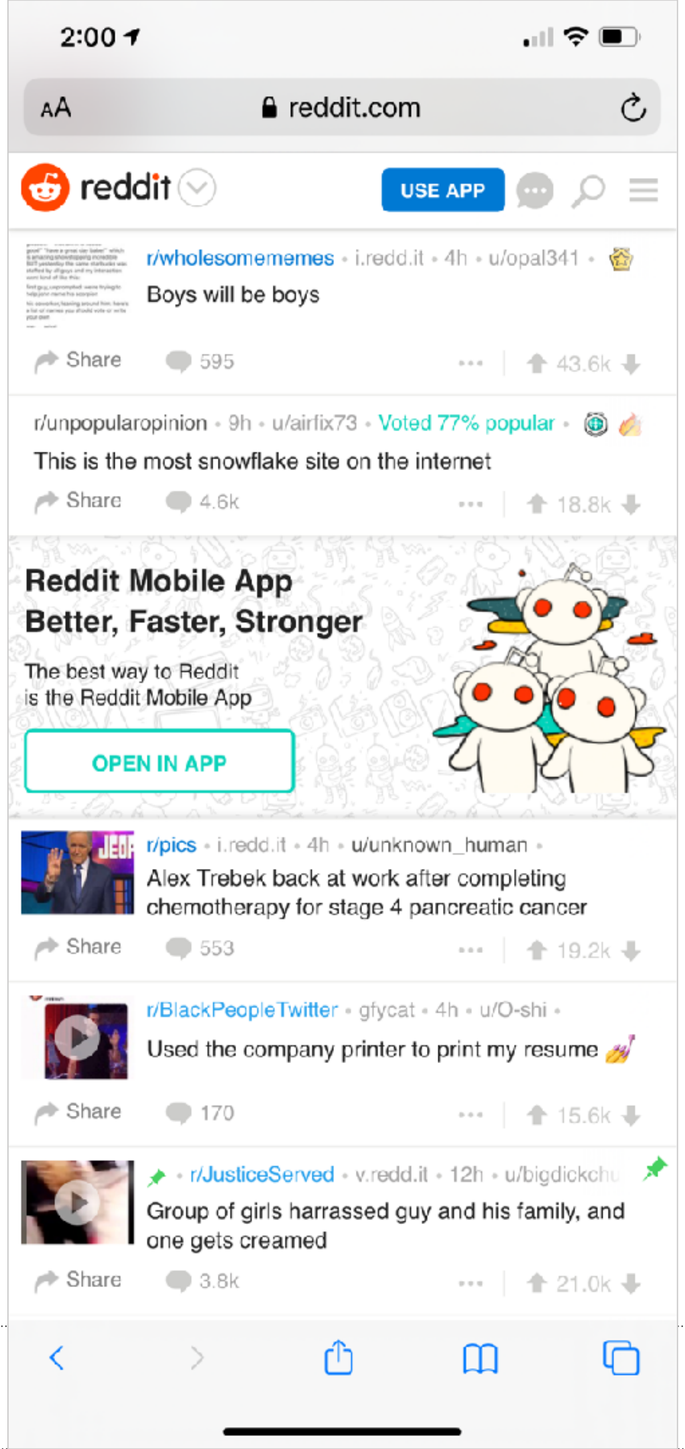

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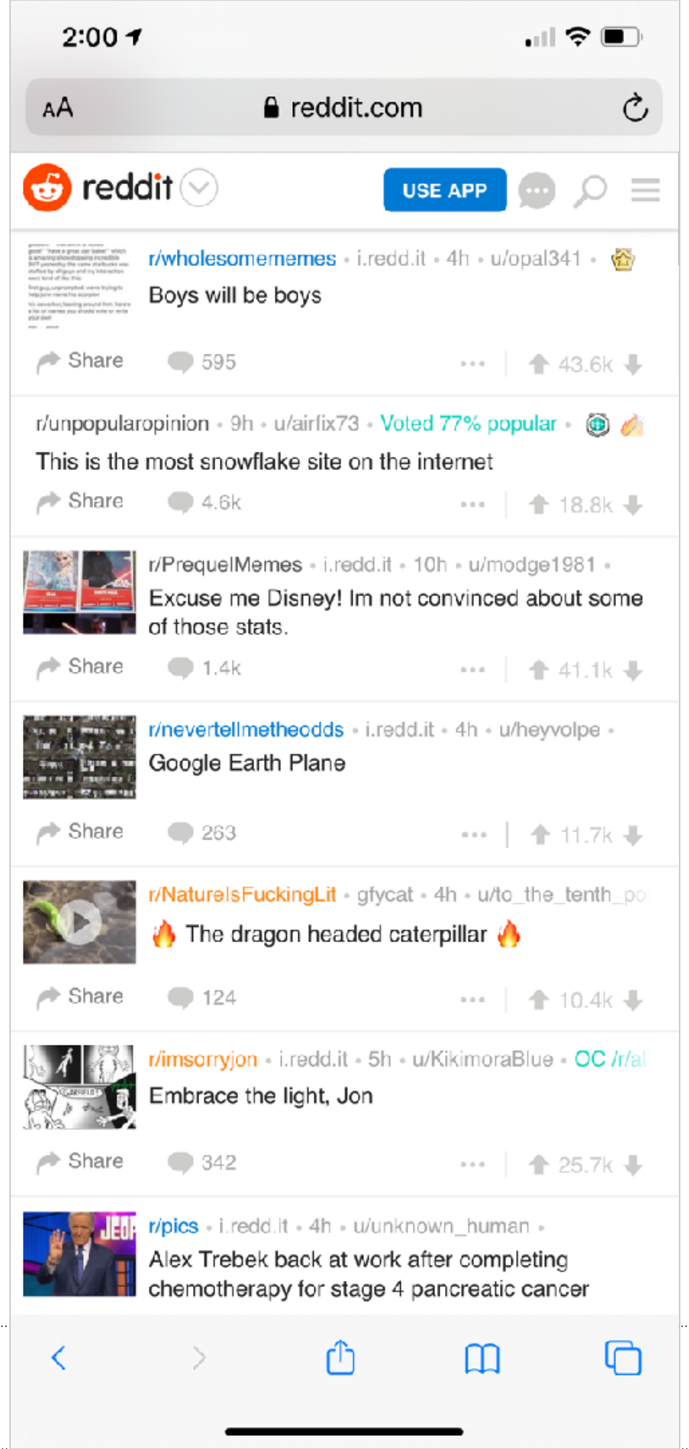

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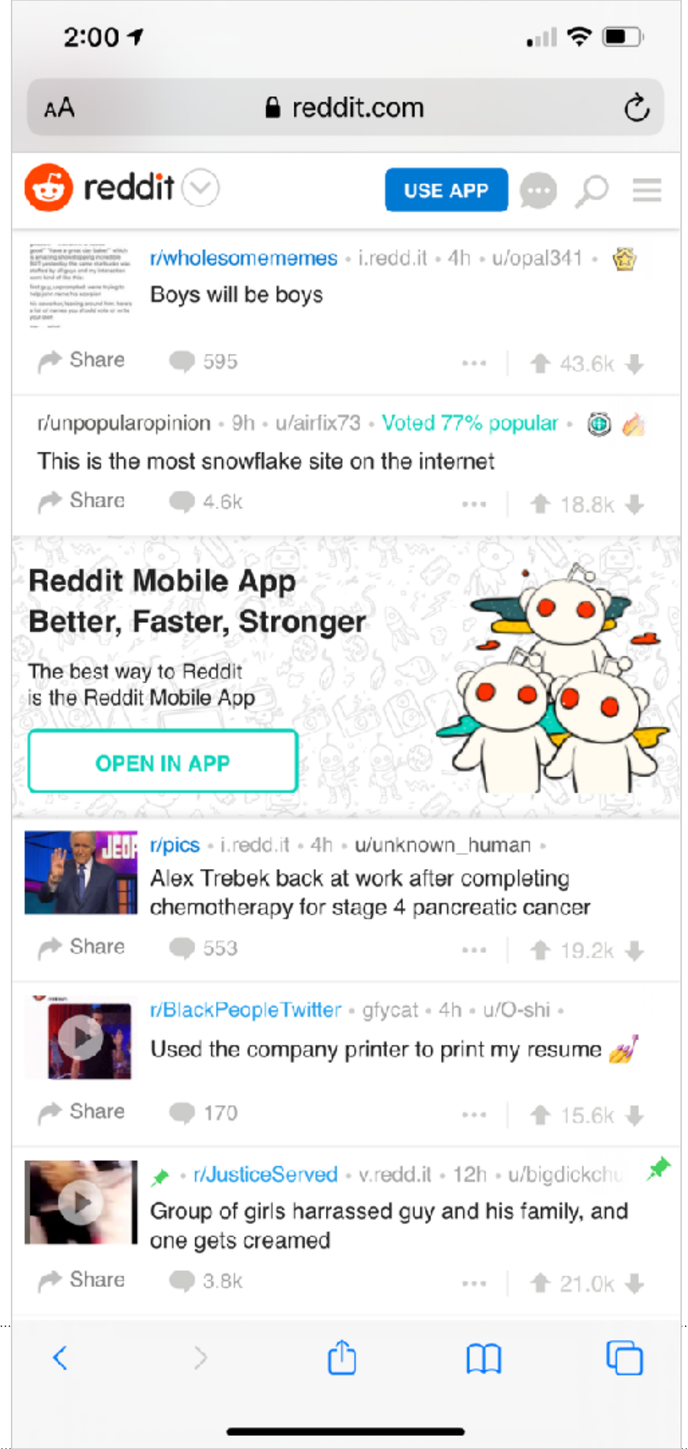

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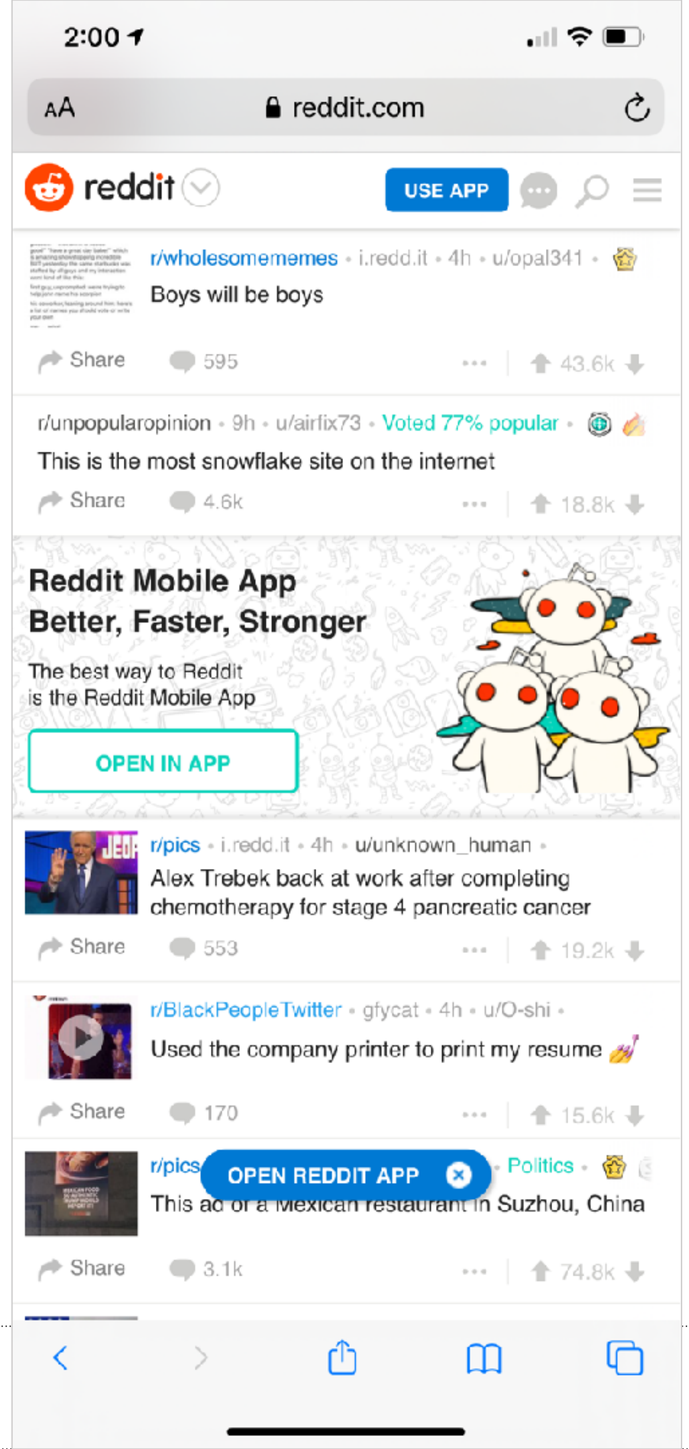

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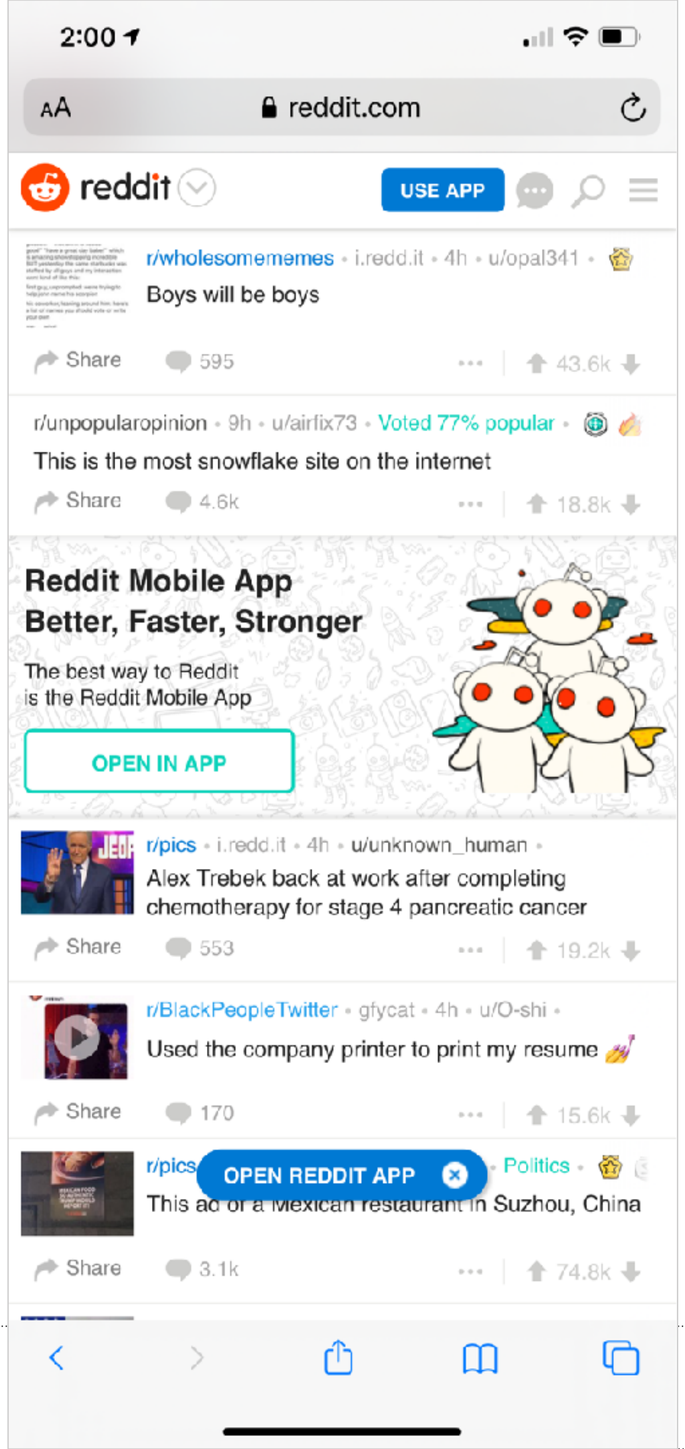

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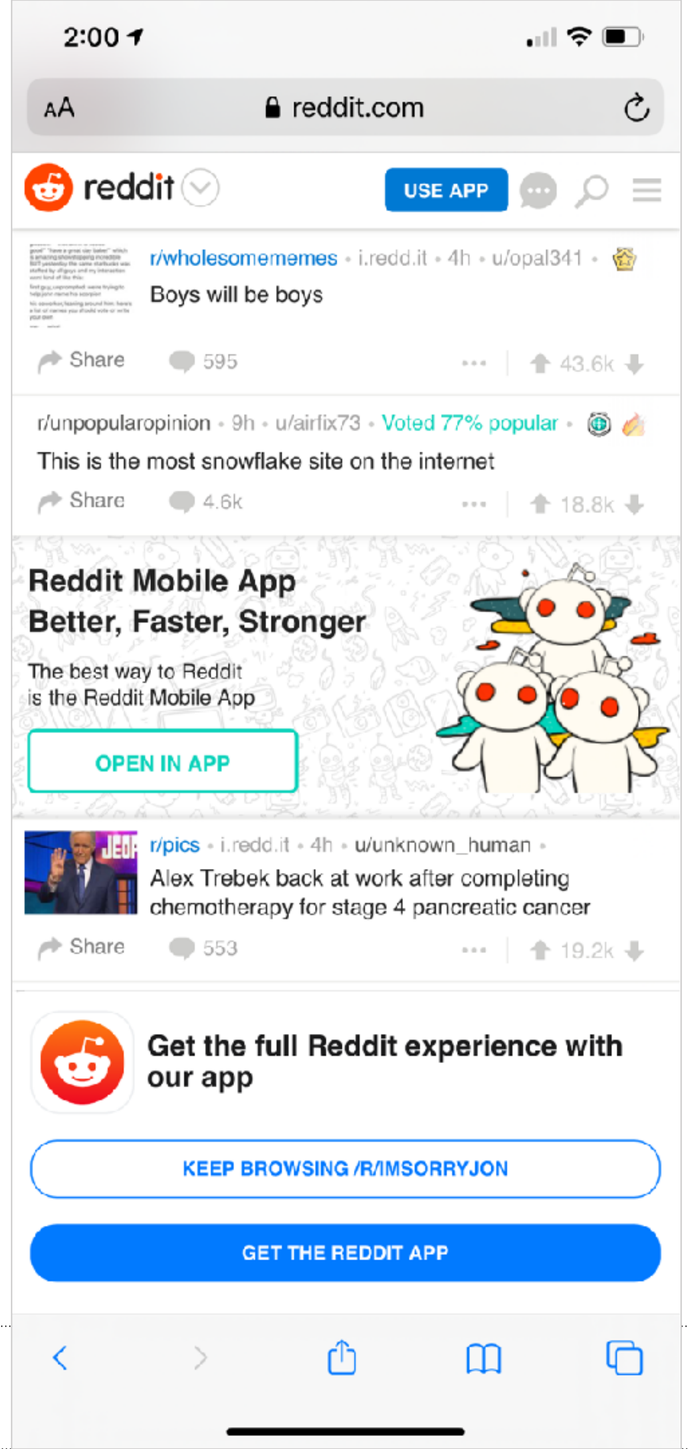

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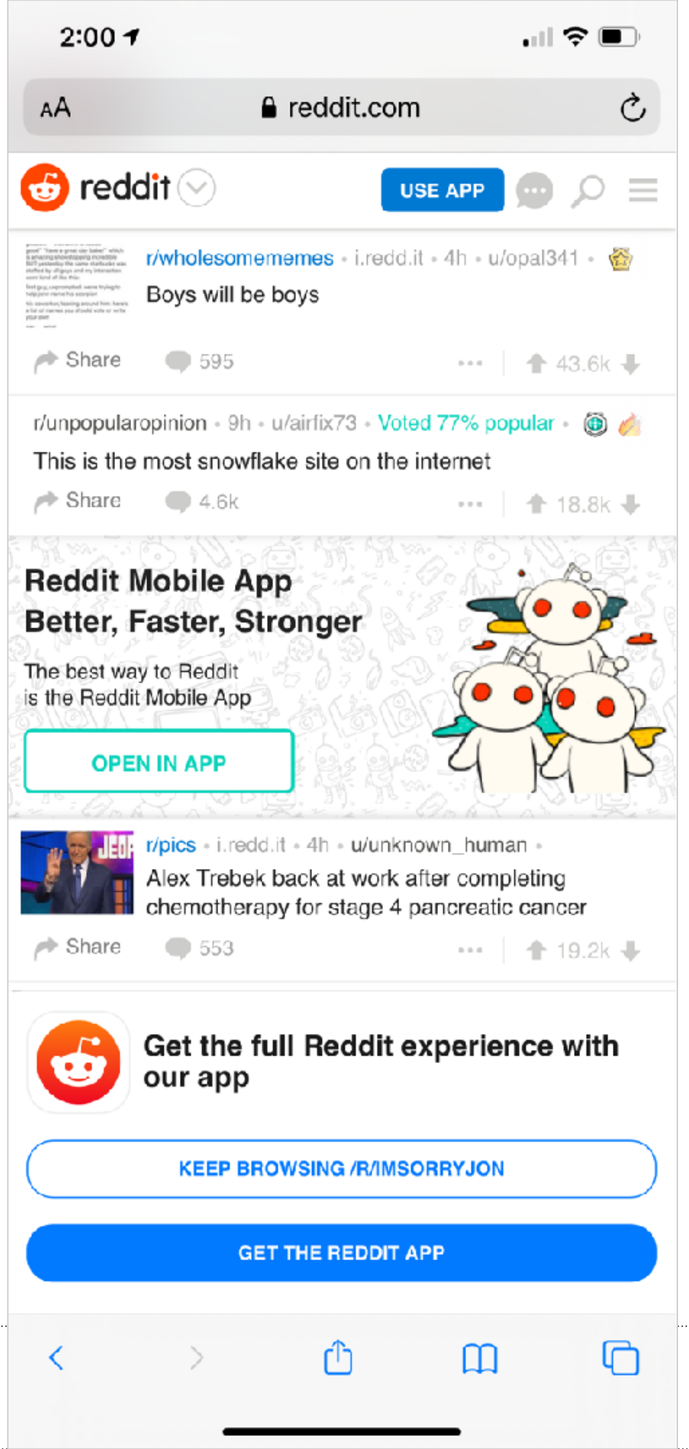

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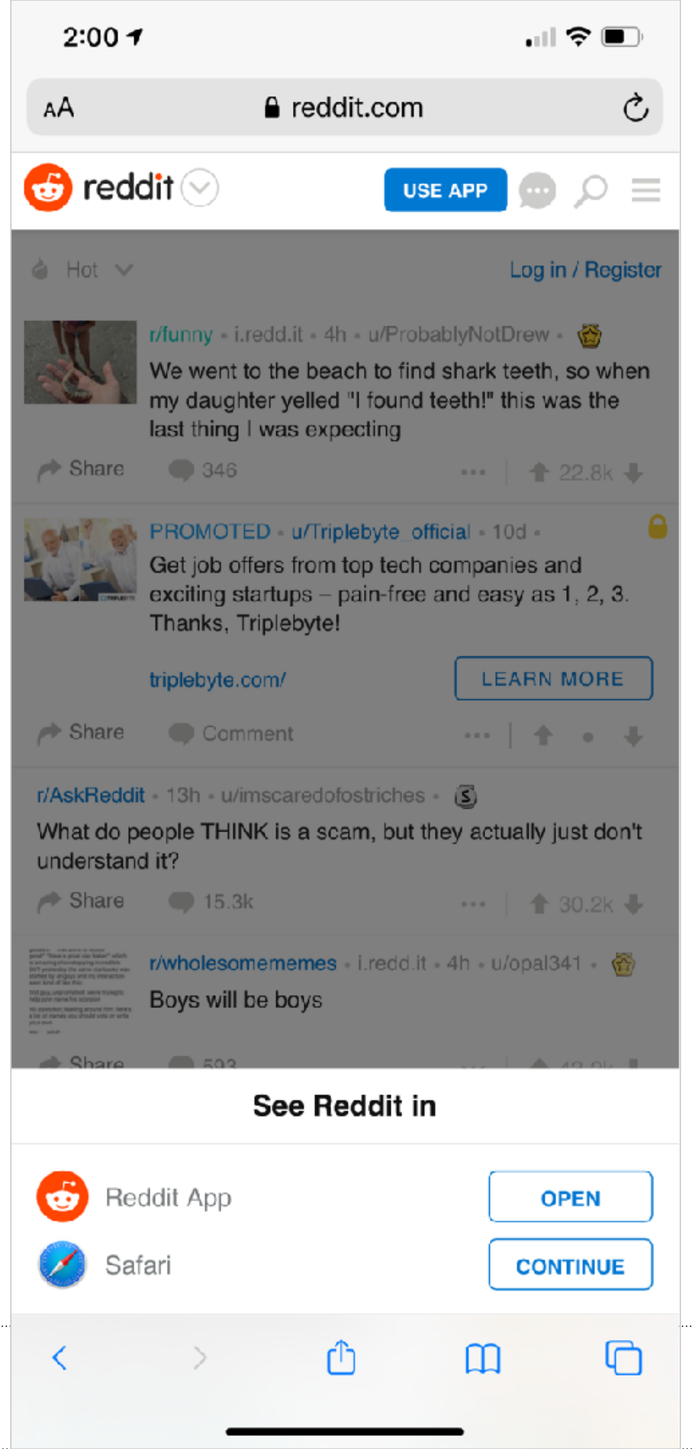

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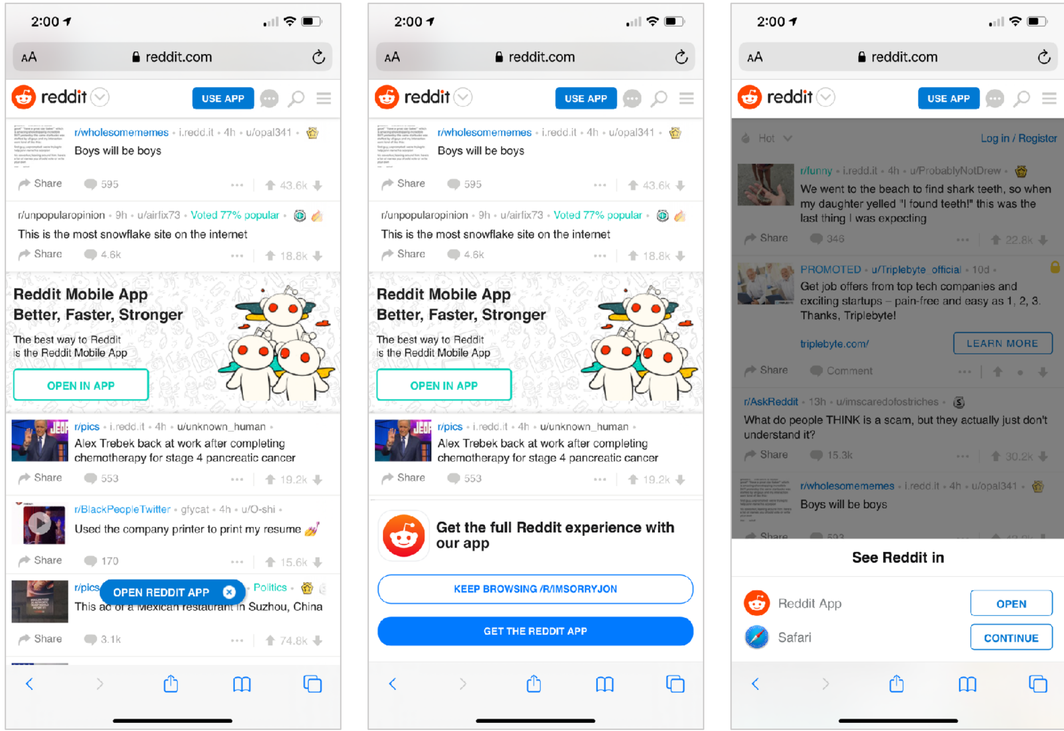
2 You are what you measure

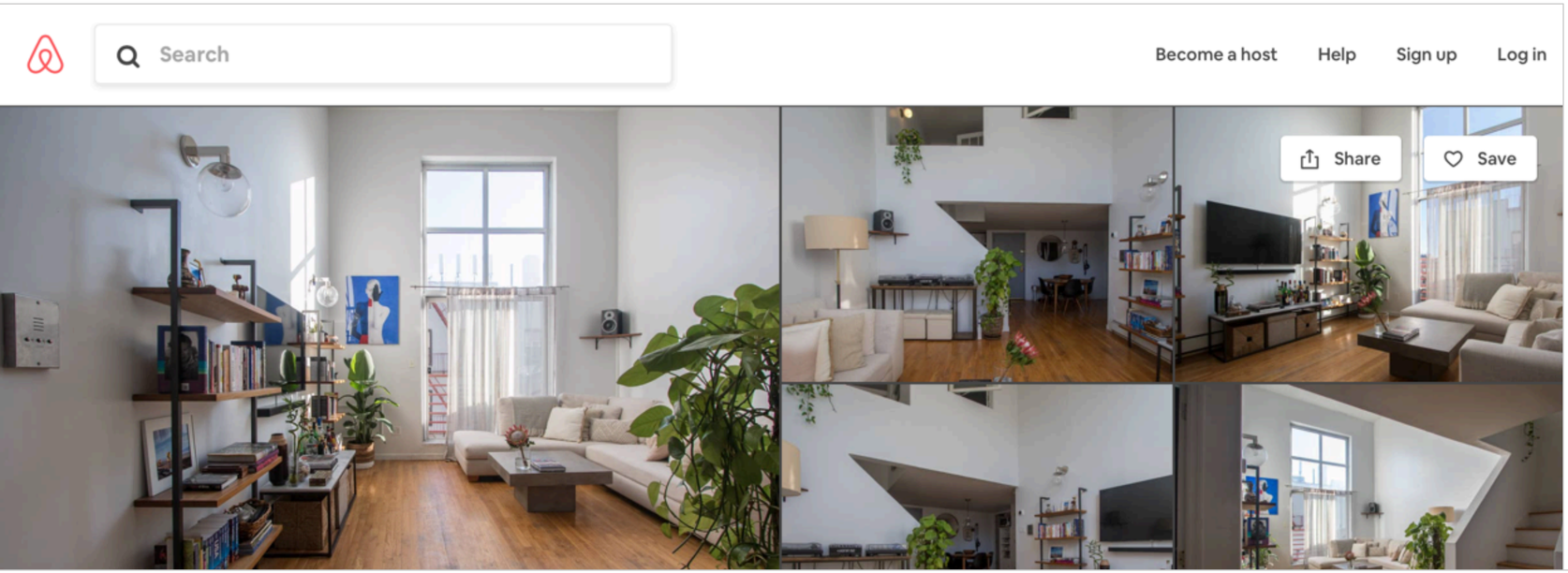
- spend time getting them right
- test what behaviors they incentivize
- long-term user-centric metrics vs. short-term operational metrics



How to decide what to measure:

1. Set goals: what do you want to see happen?
2. List potential metrics: could be data you have or need to collect
3. For each, write what would happen if you measure it, what actions would you take?
4. Rank this list of metrics by biggest/clearest impact on your goals
5. Collect data for the top few to see if it leads to the outcomes you thought it would
6. Regularly & visibility track the ones that do

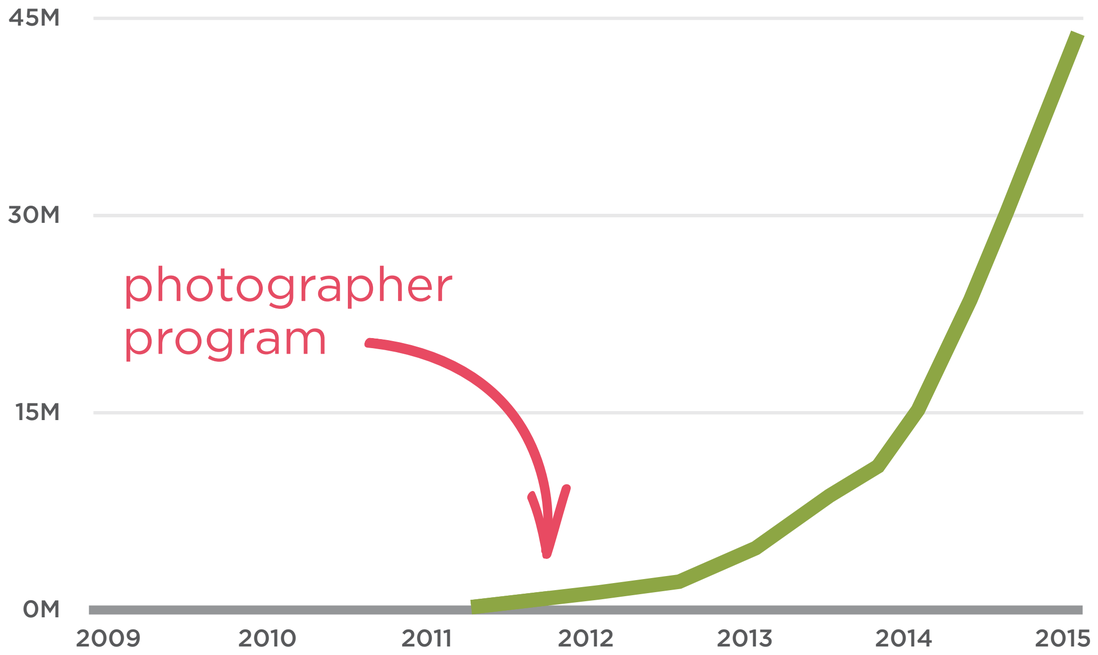
3 Stay close to customers



airbnb

- stayed with 24 hosts

"We used to travel and actually stay with our customers. It was the ultimate enlightened empathy–you were so close to the people you were designing for that it informed you in a way that an online survey never would."


45M
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2009
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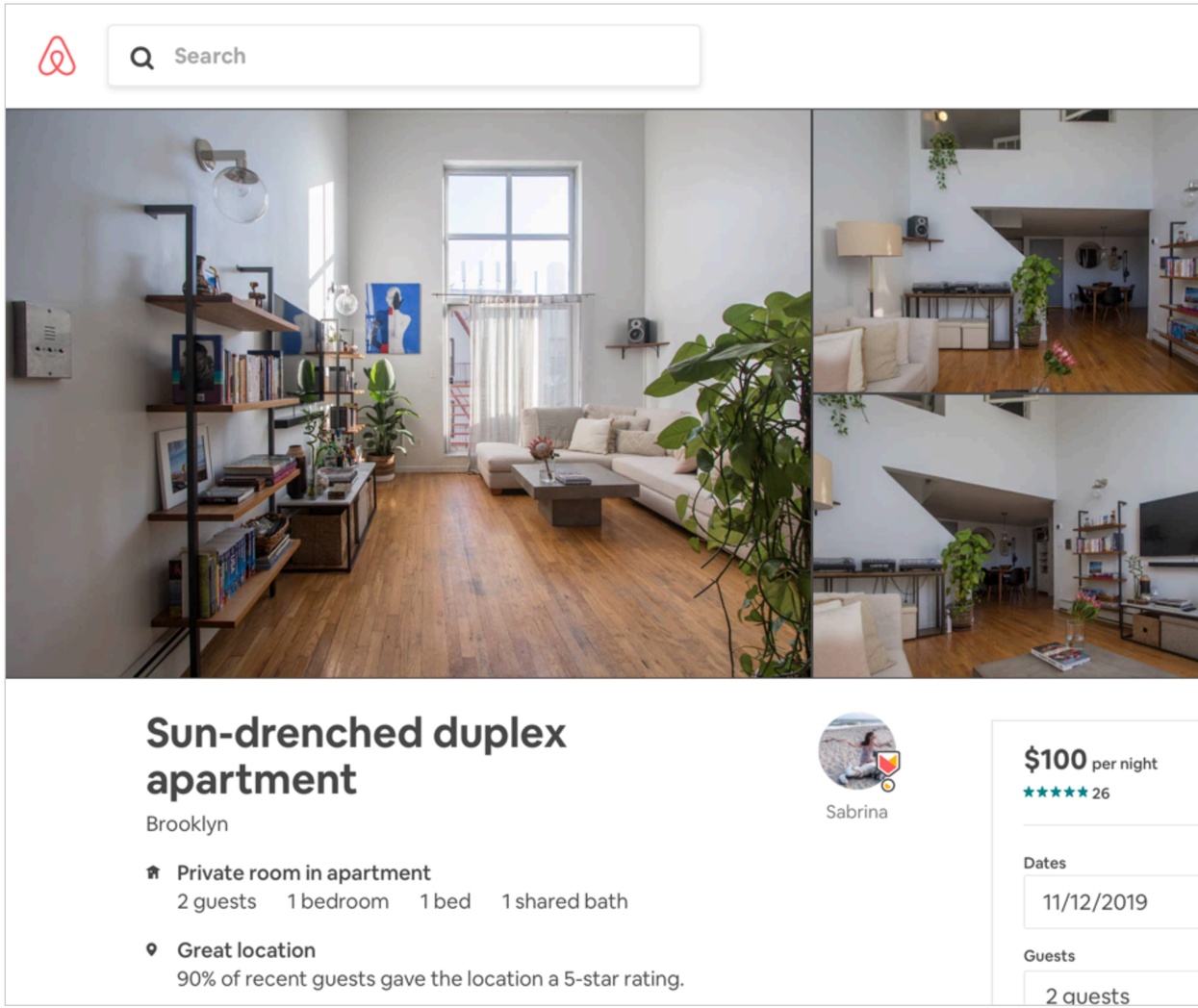
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Sun-drenched duplex apartment
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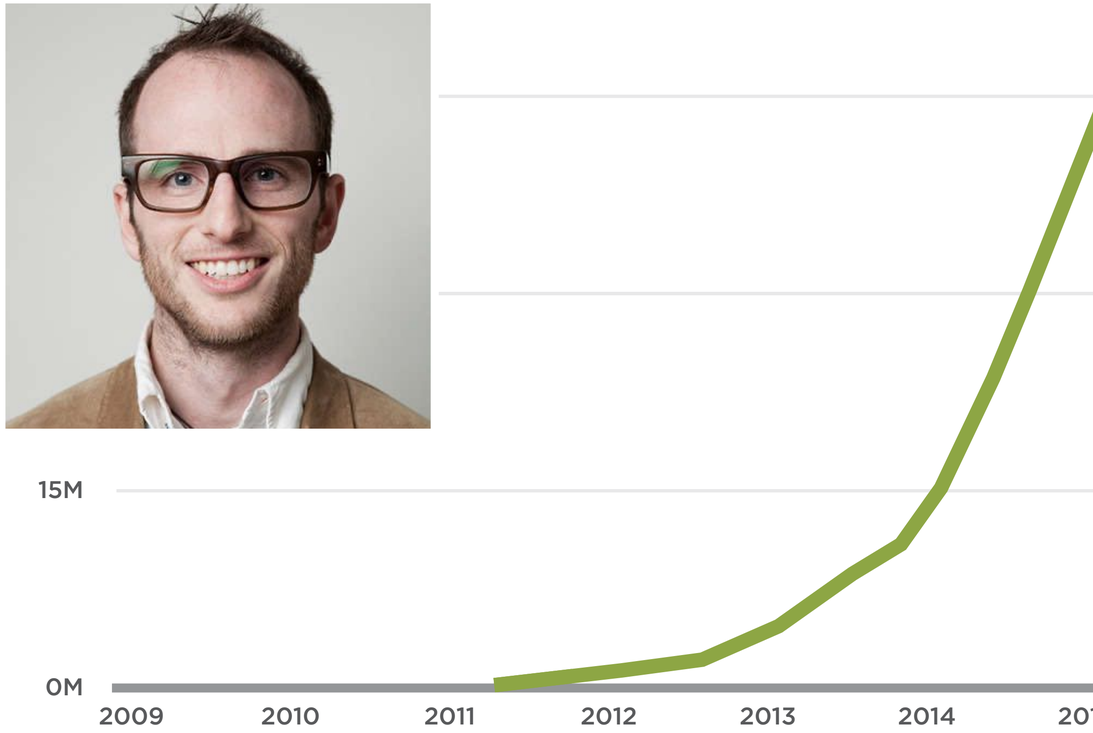
Sabrina
$100 per night
26
Private room in apartment
2 guests 1 bedroom 1 bed 1 shared bath
Great location
90% of recent guests gave the location a 5-star rating.
Dates
11/12/2019
Guests
2 guests

“So by being so close to our customers we were able to listen to their needs and then design a product that they loved.”

- Joe Gebbia



EXIT

eBay VISITS

“I’m surprised how quickly eBay can lose potential new customers. They can get so frustrated that they may never come back.”

What did we learn this week?

ENG, PM, UX leads
Cross-product
Quant & Qual insights
Every week, one hour

LUKEW
IDEATION + DESIGN

3 Stay close to customers

- do it regularly, do it often
- quantitive & qualitative counts
- lean towards observational/behavioral

Image: Steve Krug, Don't Make Me Think

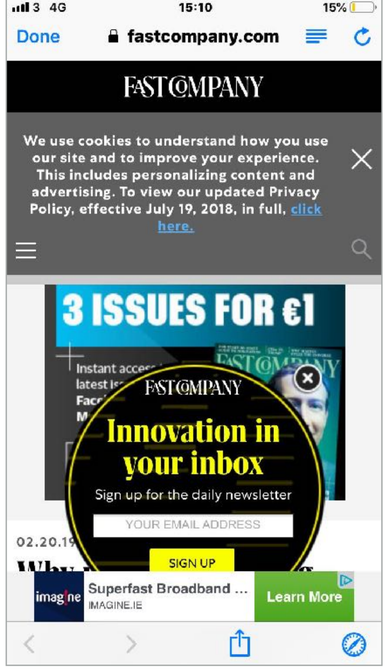
7.7B

GLOBAL POPULATION

networked
pocket-sized
supercomputers

4B

ACTIVE SMARTPHONES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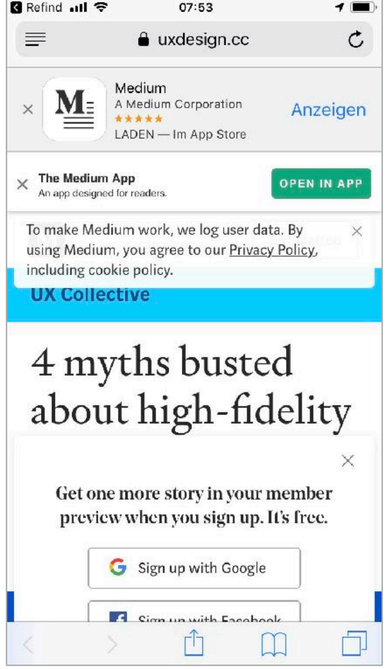
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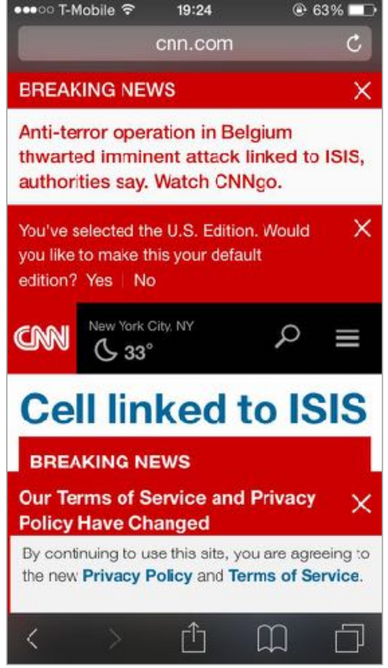
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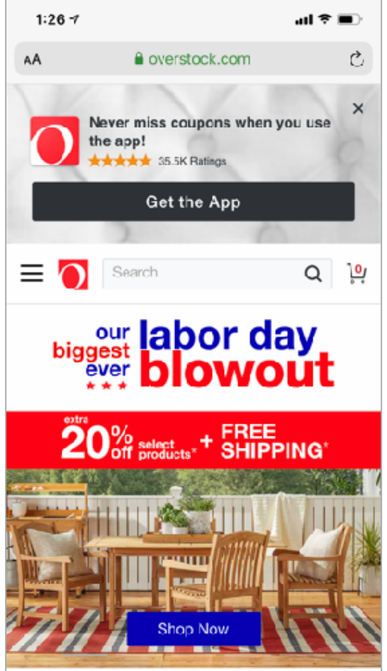
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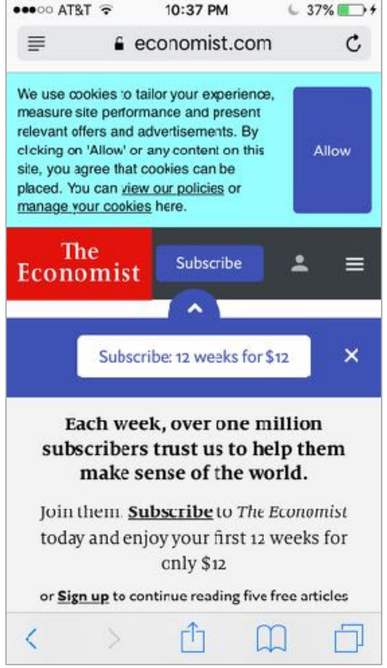
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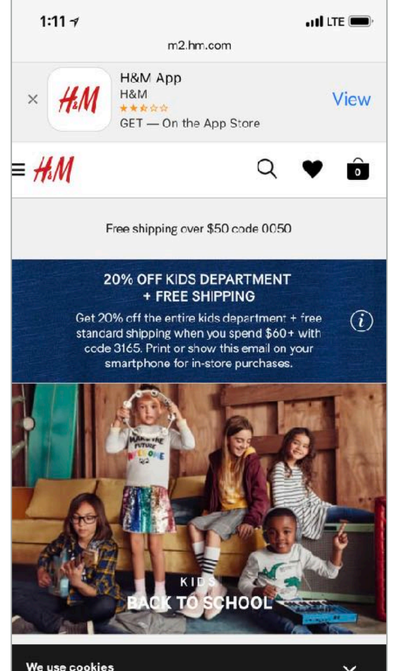
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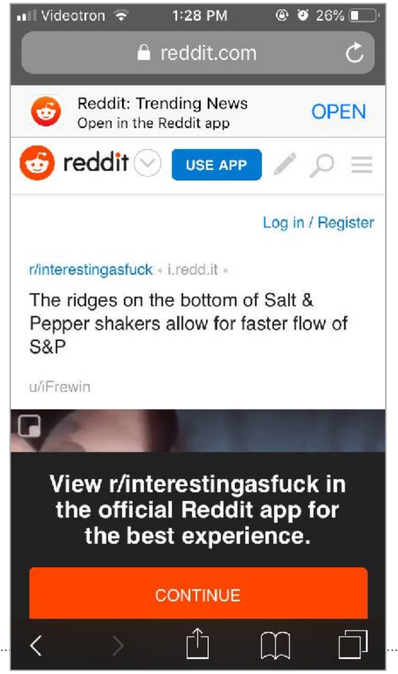
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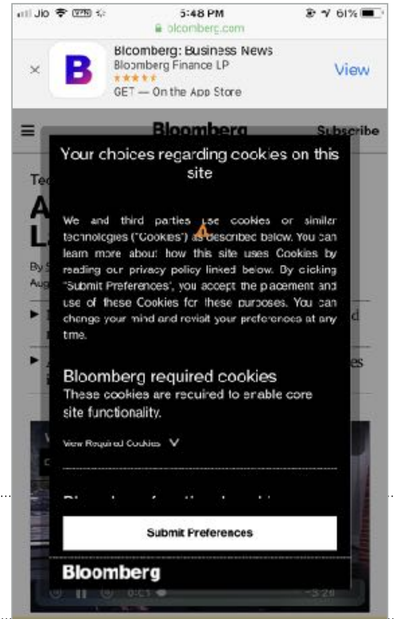
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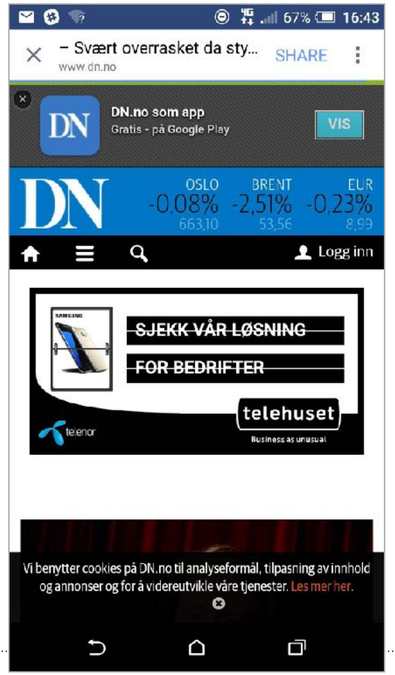
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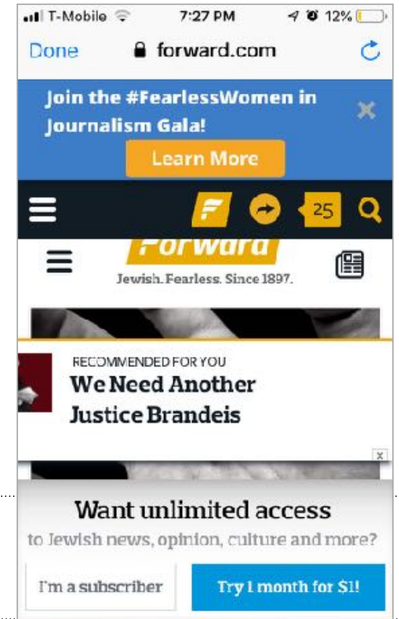
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as organizations grow, decision making moves further from end users

Company

Customer

so people start to do things for reasons other than the customer

Idea

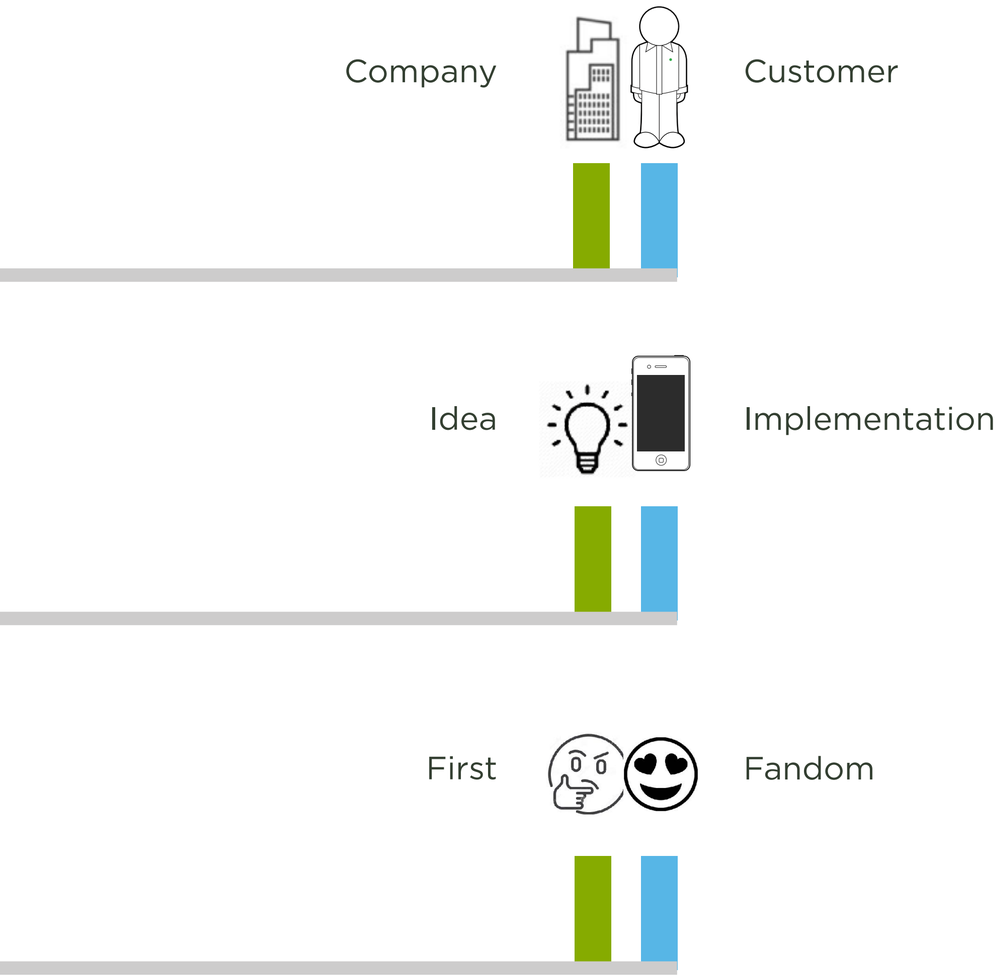
Implementation

which creates a gap between what a product is and why it is exists

First

Fandom

and making it difficult for customers to experience its value



1. Mind the gaps
2. You are what you measure
3. Stay close to customers

THANKS

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IDEATION + DESIGN