THE SHIFTING ROLE OF DESIGN

LUKE WROBLEWSKI
SHIFT, LISBON 2006
Yahoo! Inc.
  • Principal Designer, Social Media

LukeW Interface Designs
  • Principal & Founder
  • Product design & strategy services

Author
  • Site-Seeing: A Visual Approach to Web Usability (Wiley & Sons)
  • Functioning Form: Web applications, product strategy, & interface design articles

Previously
  • eBay Inc., Lead Designer
  • University of Illinois, Instructor
  • NCSA, Senior Designer

http://www.lukew.com
IN TODAY’S NETWORKED GLOBAL, DISRUPTIVE, DYNAMIC MARKETS
DESIGN SKILLS ARE INCREASINGLY IMPORTANT
DESIGN = STYLING
DESIGN = STYLING

“MAKE IT LOOK GOOD.”
DESIGN = STYLING

RAYMOND LOWEY, FATHER OF INDUSTRIAL DESIGN
DESIGN = INNOVATION
DESIGN = INNOVATION

WANT TO INNOVATE?

WANT TO FORGE LASTING CONNECTIONS WITH CUSTOMERS?

WANT TO OUTFLANK COMPETITORS?

WANT TO GROW?
DESIGN = INNOVATION

BUSINESSWEEK, DAVOS, FASTCOMPANY, ETC.
CREATIVE ECONOMY

The Rise of the Creative Class
and how it's transforming work, leisure, community and everyday life.
CREATIVE ECONOMY

CREATIVITY HAS BECOME THE DECISIVE SOURCE OF COMPETITIVE ADVANTAGE FOR VIRTUALLY EVERY INDUSTRY.
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CONCEPTUAL AGE

A WHOLE NEW MIND
Moving from the Information Age to the Conceptual Age

DANIEL H. PINK
author of Free Agent Nation
CONCEPTUAL AGE

HOLISTIC, ARTISTIC AND BIG-PICTURE THINKING IS BECOMING MORE VALUABLE IN TODAY’S ECONOMY.
WHY THE CHANGE?
WHY THE CHANGE?

MARKETS MATURE FASTER

CONTINUOUS FLUX

INCREASED COMPLEXITY
WHY THE CHANGE?

MARKETS MATURE FASTER

CONTINUOUS FLUX

INCREASED COMPLEXITY
Faster Adoption

Consumers have adopted DVD players and hi-def sets at record speeds.

Sources: Consumer Electronics Association, Kagan Research
Faster Adoption

Consumers have adopted DVD players and hi-def sets at record speeds.

Sources: Consumer Electronics Association, Kagan Research

Wired Magazine Inc. 2006
Faster Customer Acquisition

SOURCE: MORGAN STANLEY RESEARCH 2005

REG. USERS

MONTHS SINCE INCEPTION
Faster Revenue Growth

![Graph showing revenue growth over years for different companies like Dell, Microsoft, and Walmart.]](image)

Source: eBay Inc. Analysts Deck 2005
Faster Revenue Growth

Years since incorporation vs. real revenue in millions.

Google, eBay, Yahoo!, PayPal, Cisco Systems, Dell, Microsoft, and Walmart.

Faster Competition

LAUNCHED IN FEB 2005

YouTube
Faster Competition

LAUNCHED IN FEB 2005

YouTube

100+ DIRECT COMPETITORS
WHEN MARKETS MATURE...
WHEN MARKETS MATURE...

FUNCTION IS INCREASINGLY ASSUMED
AND NO LONGER A DIFFERENTIATOR
DESIGN BECOMES MORE IMPORTANT
Technology Meets Basic Needs

- **Product Performance**: Level of performance required by avg. users
- **Transition**: Technology is "good enough" and therefore irrelevant. User experience dominates.
- **Unfilled Need**: High technology consumers want more technology, better performance.
- **Consumer Commodity**: Consumers want convenience, reliability, low cost.

Source: Donald Norman, The Invisible Computer
IN MARKETS THAT MATURE FAST...
IN MARKETS THAT MATURE FAST...

DESIGN BECOMES A KEY DIFFERENTIATOR SOONER
DESIGN BECOMES A KEY DIFFERENTIATOR SOONER

PRODUCT DESIGN, THAT IS

IPOD, APPLE COMPUTER INC.
Give designers complete freedom
and they tend to create cars that give it right back.
Give designers complete freedom
and they tend to create cars that give it right back.

BMW USA INC.
Infiniti FX45
Proven. By design.
WHY THE CHANGE?

- MARKETS MATURE FASTER
- CONTINUOUS FLUX
- INCREASED COMPLEXITY
OVERLAPS BETWEEN BUSINESS, PEOPLE, AND TECHNOLOGY ARE INCREASING
HALF THE WORLD’S POPULATION WILL BE USING A CELL PHONE BY 2009
“The new pool of cheap labor: everyday people using their spare cycles to create content, solve problems, even do corporate R & D.”
“...the potential to vastly expand the creative powers of tinkerers and usher in a revolution in do-it-yourself design and manufacturing that can empower even the smallest of communities.”
“Today, Lands’ End lets you create a virtual model to your measurements and cuts clothes to fit. Adidas offers shoes customized to your feet. The British bank Abbey will emblazon your doodles on a debit card.”
A CHANGE IN TECHNOLOGY
A CHANGE IN TECHNOLOGY
HAS A BIGGER IMPACT ON BUSINESS & PEOPLE
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A CHANGE IN TECHNOLOGY

HAS A BIGGER IMPACT ON BUSINESS & PEOPLE

& VICE VERSA
“I have thus been able to observe from first hand experience how the nature of strategy in the IT industry has changed over the last twenty five years. Most apparent is the increasing pace of change...

Everything is moving quite a bit faster.”
-Irving Wladawsky-Berger
PROBLEM SOLVING WITH DESIGN
RAPID PROTOTYPING

HTTP://WWW.FLICKR.COM/PHOTOS/KABLES/SETS/1483162/
ABDUCTIVE THINKING

MOOKIE, PEUGEOT DESIGN COMPETITION WINNER
Types of Thinking

• Deductive
  • Reasoning from general principles to particular examples
  • If 5+4=9 AND 6+3=9 THEN 5+4=6+3

• Inductive
  • Observing patterns and using those to make generalizations
  • See tire tracks in snow; a car was here

• Abductive
  • Reasoning based on what might be
  • Blueprint for a future state
  • Critical to creative process
PAINT A CLEAR PICTURE OF SUCCESS

HTTP://WWW.FLICKR.COM/PHOTOS/KAVEHPD/88298049/

KATHY SIERRA, CREATING PASSIONATE USERS
“Any 'solved problem' that involves human beings solves a problem whose parameters must change through time.” -Bruce Sterling
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<thead>
<tr>
<th>Name</th>
<th>Time</th>
<th>Artist</th>
<th>Album</th>
<th>Genre</th>
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<td>Damon Albarn</td>
<td>Twentieth Century Blues</td>
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<td>I've Been To A Marvellous Place</td>
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<td>Reasons For Living</td>
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IN A STATE OF FLUX...
IN A STATE OF FLUX...

DESIGN ENABLES COMPANIES TO ADAPT
DESIGN ENABLES COMPANIES TO ADAPT

DESIGN THINKING, THAT IS

d.SCHOOL, STANFORD
Design Thinking

- Tim Brown, IDEO
  - Intensely Collaborative
  - Empathetic
  - Craft to make things real in the world
  - Pictorial

- Diego Rodriguez, Stanford d school
  - Optimism
  - The Mind of the Child
  - Attitude of Wisdom
  - Building to Think (prototyping)
Design Thinking

- Jeanne Liedtka, Rottman
  - Synthetic: coherent overall vision
  - Abductive: visualizing what might be
  - Opportunistic: new & emergent opportunities
  - Dialectical: intersection of conflicting demands

- Victor Lombardi, Management Innovation Group
  - Collaborative
  - Abductive
  - Experimental
  - Personal
  - Integrative
  - Interpretive
Design Thinking

- Dan Saffer, Adaptive Path
  - Focus on Customers/Users
  - Finding Alternatives
  - Ideation & Prototyping
  - Wicked Problems
  - A Wide Range of Influences
  - Emotion

- Others
  - Enlightened Trial & Error
  - Constructive: shapes reality
  - Subjective: participates from the inside
EMPATHY: ROOTED IN REAL WORLD
VISION: ABDUCTIVE, PICTORAL, CONSTRUCTIVE
ITERATIVE: TRIAL & ERROR, PROTOTYPING
WHY THE CHANGE?

MARKETS MATURE FASTER

CONTINUOUS FLUX

INCREASED COMPLEXITY
EVERY DAY...
EVERY DAY...

MORE THAN 60 BILLION EMAILS SENT

ESTIMATED ONE BILLION TEXT MESSAGES (SMS) SENT

1.2 MILLION NEW BLOG POSTS, ABOUT 50,000 PER HOUR
EVERY DAY...
“Design has gained in importance in direct proportion to information overload.” - Tom Mulhern
Multiple Data Sources

- **Usability Testing**
  - Errors, issues, assists, completion rates, time spent per task, satisfaction scores

- **Customer Support**
  - Top problems, number of incidents

- **Best Practices**
  - Common solutions, unique approaches

- **Site Tracking**
  - Completion rates, entry points, exit points, elements utilized, data entered
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<tr>
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<td>5.3</td>
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<td>5.8</td>
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<td>5.8</td>
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<td>6.8</td>
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<tr>
<td>Percent of Total Possible</td>
<td>59%</td>
<td>55%</td>
<td>54%</td>
<td>64%</td>
<td>58%</td>
<td>50%</td>
<td>84%</td>
<td>50%</td>
<td>57%</td>
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<tr>
<td>GRAND TOTAL OF OVERALL CRITERIA</td>
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<td>16.0</td>
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<td>13.6</td>
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<tr>
<td>Percent of Total Possible</td>
<td>68%</td>
<td>60%</td>
<td>47%</td>
<td>57%</td>
<td>47%</td>
<td>61%</td>
<td>81%</td>
<td>47%</td>
<td>56%</td>
<td>72%</td>
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<tr>
<td>WEIGHTED SITE TOTAL</td>
<td>5.2</td>
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</tr>
<tr>
<td>Percent of Total Possible</td>
<td>58%</td>
<td>59%</td>
<td>49%</td>
<td>56%</td>
<td>52%</td>
<td>60%</td>
<td>80%</td>
<td>49%</td>
<td>58%</td>
<td>72%</td>
</tr>
</tbody>
</table>

JOEL GROSSMAN, PIVOTAL CLICK
Tell a Story

- Focus on the big idea
  - Quickly communicate key concepts
- Reveal the problem or opportunity
  - Visualize the impact of data
  - Provide information in context
- Use visual Hierarchy to communicate
  - A prioritized narrative
- Enable
  - Faster consensus
  - Better decisions
COMPLEXITY WITHIN PRODUCTS
COMPLEXITY WITHIN PRODUCTS

TREO, PALMONE INC.
TV: Plotlines

DRAGNET (ANY EPISODE)

STARSKY AND HUTCH (ANY EPISODE)

HILL STREET BLUES (EPISODE 85)

THE SOPRANOS (EPISODE 8)
Email to friend save to list send via IM add to my site download trackbacks add to blog playlists subscribe invite
“Complexity causes 50% of product returns.”
“Complexity causes 50% of product returns.”
No Clear Hierarchy
“The ability to simplify means to eliminate the unnecessary so that the necessary may speak.” -Hans Hofman
## General Statistics

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Current Caseload:</td>
<td>10</td>
</tr>
<tr>
<td>Number of Admissions Today:</td>
<td>5</td>
</tr>
<tr>
<td>Number of Admissions This Month:</td>
<td>35</td>
</tr>
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<td>Number of Admissions Last Month:</td>
<td>30</td>
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<tr>
<td>Number of Discharges Today:</td>
<td>3</td>
</tr>
<tr>
<td>Number of Discharges This Month:</td>
<td>22</td>
</tr>
<tr>
<td>Number of Discharges Last Month:</td>
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### A Simple Table

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GLOBALIZATION
GLOBALIZATION

CROSS-CULTURAL COMPLEXITY & OPPORTUNITY

NEW EMERGING MARKETS

CULTURALLY AND GEOGRAPHICALLY DIVERSE COMPANIES
THE MAGIC BEAN SHOP

A single cup of Starbucks coffee can depend upon as many as 19 different countries. Between the coffee beans, the milk, the sugar, and the paper cup. Starbucks coffee is a global hub that connects some of the poorest countries in the world with some of the wealthiest.

6,200 STORES WORLDWIDE, WITH THREE NEW STORES OPENING DAILY
Sources: Starbucks.com, US Department of Agriculture, Fortune Magazine

2003
1,000
1,000 +
1 - 24
25 - 99
100 - 249
250 - 999
1,000 - 1,999
2,000 - 9,999
10,000 +

THE FRIES THAT BIND US

Probably the single most visible symbol of American influence worldwide, McDonald's has over 31,000 restaurants in 118 countries, employing more than 1.5 million people. Despite its 13,000 restaurants in the USA, McDonald's is slipping at home. Its customer satisfaction is worse than any other fast food chain, and ranks lower than all major airlines and the IRS.

$1 BILLION IN SALES
$2 BILLION IN SALES
$3 BILLION IN SALES
$4 BILLION IN SALES
$5 BILLION IN SALES
$6 BILLION IN SALES
$7 BILLION IN SALES
$8 BILLION IN SALES
$9 BILLION IN SALES
$10 BILLION IN SALES
$11 BILLION IN SALES
$12 BILLION IN SALES
$13 BILLION IN SALES

GDP OF AFGHANISTAN
$21 BILLION

BILLIONS OF DOLLARS

PRINCETON UNIVERSITY
“Design achieves its power because it can create situations, and a situation is more determining of what people will actually do than is personality, character, habit, genetics, unconscious motives or any other aspect of our individual makeup. Nobody smokes in church, no matter how addicted.”

-Richard Farson
WHEN THERE’S COMPLEXITY...
WHEN THERE’S COMPLEXITY...

DESIGN ENABLES COMMUNICATION

DESIGN PRINCIPLES, THAT IS
IN SUMMARY...
• In a networked, global, dynamic, & disruptive economy...
• In a networked, global, dynamic, & disruptive economy...

• Markets mature faster
  • Product design matters earlier
  • Need distinction beyond functionality
• In a networked, global, dynamic, & disruptive economy...

• Markets mature faster
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• We are in a state of continuous flux
  • Design thinking helps companies adapt & stay relevant
  • Observe, Envision, Iterate
• In a networked, global, dynamic, & disruptive economy...
• Markets mature faster
  • Product design matters earlier
  • Need distinction beyond functionality
• We are in a state of continuous flux
  • Design thinking helps companies adapt & stay relevant
  • Observe, Envision, Iterate
• There’s increased complexity
  • Information overload
  • Interconnected product ecosystems
  • Globalization
  • Design principles create meaning
For more information...

- Functioning Form
  - www.lukew.com/ff/
- Drop me a note
  - luke@lukew.com