

# When User Experience Becomes Mission Critical

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Toledo Region  
**Experience Planning**<sup>TM</sup>

## User Interface Design

Lipstick on a Pig

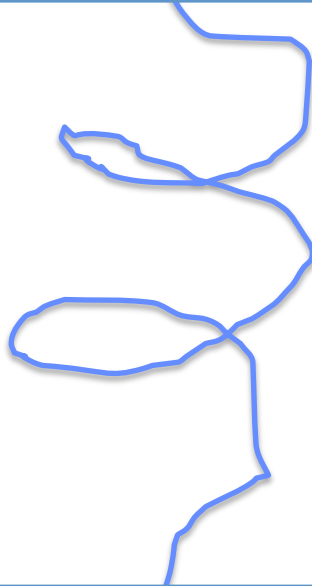


UI Specs: Usable, Low Cost, Biz Value

How it behaves

## Requirements Process

Spreadsheets of Features



Priorities: Deep User Insights

What to build

## Project Management

Waterfall: Dates & Costs

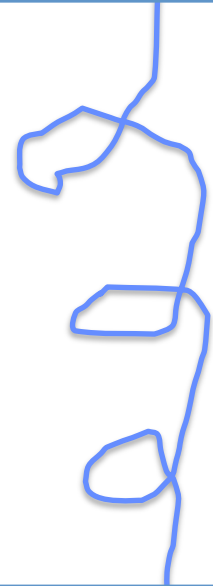


Iterative: Quality, Learning, Satisfaction

How to build

## Governance

Tech-driven Decisions



Portfolios: User & Business Benefits

How to make decisions

# From the program: Intro

- The role of CIOs and the focus for IT leaders is constantly evolving.
- In 2006, it was about Innovation, in 2009 it was about Collaboration, in 2011 it was Intelligence, in 2014 it was Customers.
- In 2015: Digital Transformation.
- Now in 2016, CIO priorities include User Experience.
- As the corporate IT mindset for User Experience evolves from “Don’t care” to “Mission critical”, there are many paths, steps and options along the way.
- Keith will share stories and examples of how companies have made progress along their journey to mission critical user experiences.

# From the program: The journey

- User interface design: from “lipstick on a pig” to guidelines and standards that improve usability, reduce costs, and increase business value
- Requirements processes: from spreadsheets of features to priorities based on deep user insights
- Project management: from waterfall management focused on cost-savings to agile & iterative design and development focused on quality, hypothesis-testing and user satisfaction
- Governance: from chaos and technology-driven decision making to portfolios of projects based on user experience (and business value) benefits

Paths to mission critical user experiences are different for each company:

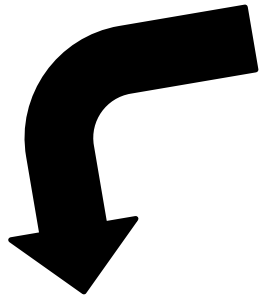
- ask questions to understand what other companies have done
- discuss what might work for your companies, based on where you are at in terms of UX maturity and what your goals are

# Pause: About you

- What made you decide to come to this session?
- What does your company do? What is your role?
- What are your key pain points?
- What do you want to get out of this session?

# A little about me

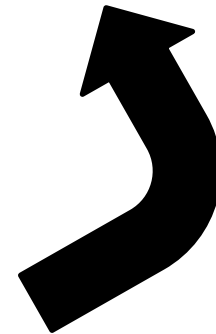
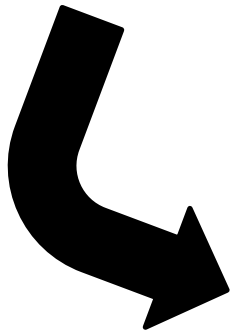
**BGSU**.<sup>®</sup>



ARGUS ASSOCIATES

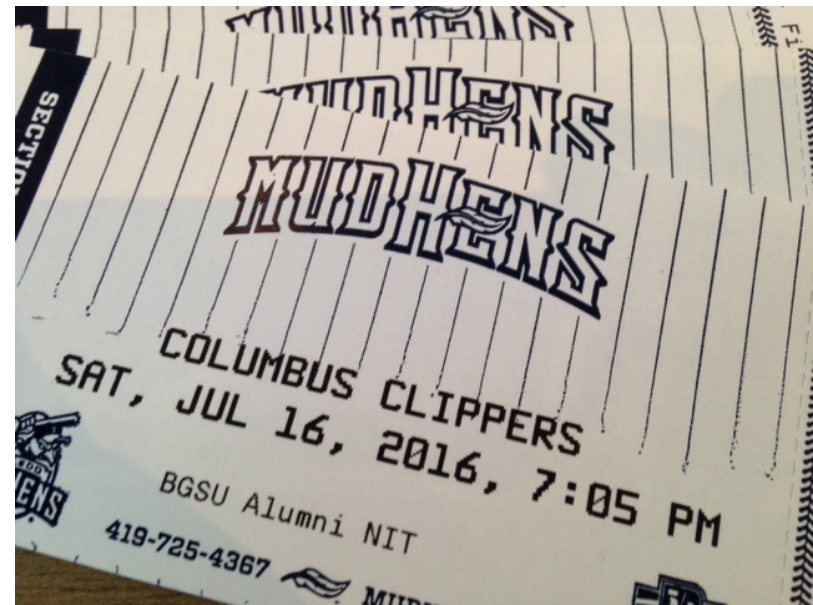


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Experience Planning<sup>™</sup>



**IBM**

# Some distractions before we begin



# Agenda

- How did we get here, as an industry?
- What do we mean by UX?
- What are the stages of evolution?
- What aspects could we talk about?
  - User interface design: How it behaves
  - Requirements process: What to build
  - Project management: How to build
  - Governance: How to make decisions



User Interface Design

Lipstick on a Pig

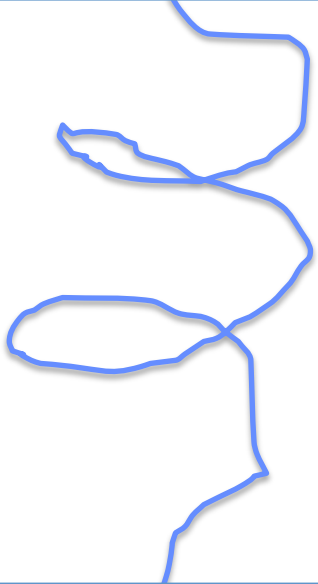


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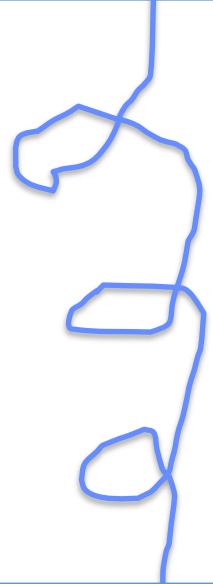


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Portfolios: User & Business Benefits

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# How did we get here (as an industry)?

- Steps along the path to User Experience being important to IT leaders....

# 2006: Innovation

IBM's 2006 CEO study interviewed leaders from around the world on the subject of innovation.

One key finding was that competitive pressures have pushed **business model innovation** much higher than expected on CEOs' priority lists.

Business leaders are seeking and finding new ways to adapt their business models to remain competitive in their current industry – or to seek growth by entering new industries.

## IBM's global CEO report 2006: business model innovation matters

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George Pohle and Marc Chapman

[https://www.researchgate.net/publication/229049272\\_IBM%27s\\_global\\_CEO\\_report\\_2006\\_Business\\_model\\_innovation\\_matters](https://www.researchgate.net/publication/229049272_IBM%27s_global_CEO_report_2006_Business_model_innovation_matters)

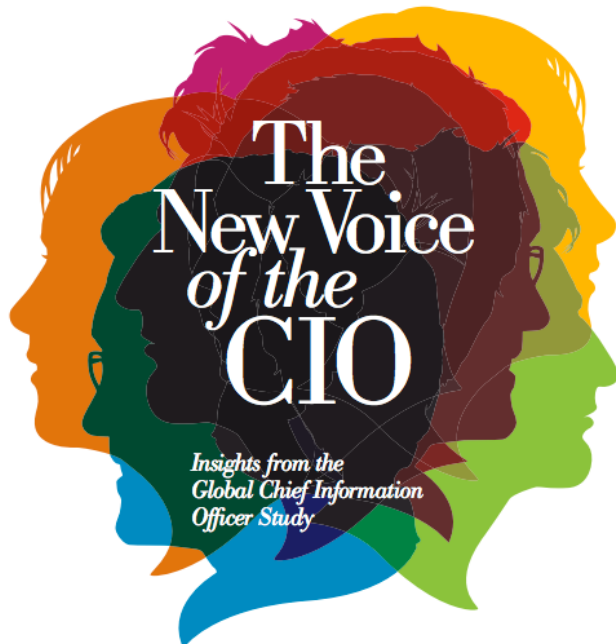
# 2009: Collaboration

We found that successful CIOs blend three pairs of roles:

Insightful Visionary and Able Pragmatist

Savvy Value Creator and Relentless Cost Cutter

**Collaborative Business Leader** and Inspiring IT Manager



<http://public.dhe.ibm.com/common/ssi/ecm/ci/en/cie03063usen/CIE03063USEN.PDF?>

# 2011: Intelligence

With technology a critical enabler of business success, what can CIOs do **to capture insights** and enable integration – at a time when they must also balance pressures to cut costs against demands to improve delivery?



[http://www-935.ibm.com/services/uk/cio/pdf/the\\_intelligent\\_cio\\_summary\\_report.pdf](http://www-935.ibm.com/services/uk/cio/pdf/the_intelligent_cio_summary_report.pdf)

# 2014: Customers

So how do CIOs propose to reposition the IT function? By spending more time on customer-related activities.

Nearly two-thirds of those we spoke with intend **to focus more heavily on improving the customer experience.**

More than four-fifths of CIOs are shifting gears – from the back office to **the front office**, where marketing, sales and customer services managers work to find, win and retain customers.

**Moving from the back office  
to the front lines**

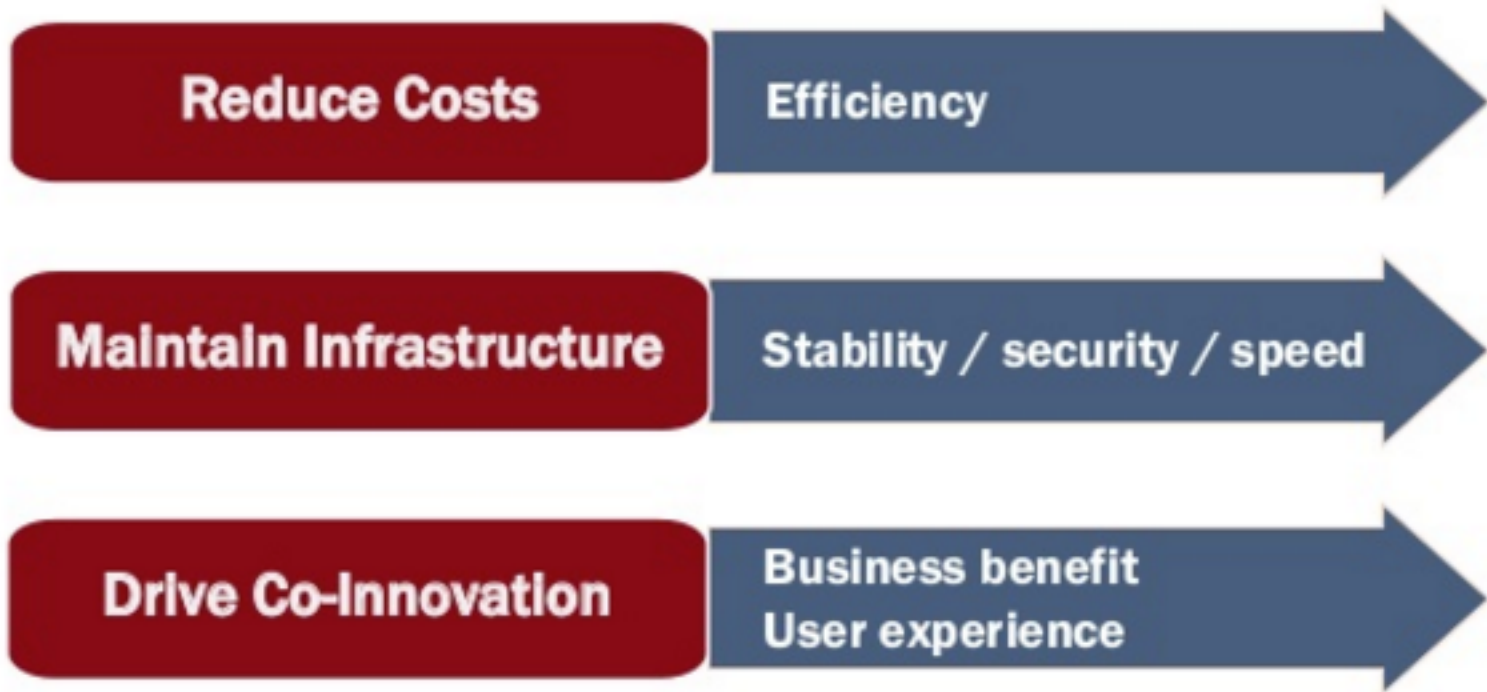
*CIO insights from the Global C-suite Study*

IBM Institute for Business Value

<http://public.dhe.ibm.com/common/ssi/ecm/gb/en/gbe03580usen/GBE03580USEN.PDF?>

# 2015: Digital Transformation

## Conflicting Expectations of IT



# 2015: Digital Transformation

## Digital IT Mindset

	<b>Traditional</b>	<b>Digital</b>
<b>Strategy</b>	Efficiency	Innovation
<b>Culture</b>	Hierarchy	Collaboration
<b>Talent</b>	Low cost	High skill
<b>Technology</b>	Legacy	Cloud, mobile, apps
<b>User experience</b>	"Who cares?"	Mission critical
<b>IT Philosophy</b>	Default to "No"	Default to "Yes"
<b>Project management</b>	Waterfall	Iterative (agile)
<b>Business model</b>	Service & support	Relationship & partner



# User Experience, Talent and Analytics among CIO Priorities for 2016

ARTICLE

COMMENTS (1)

Among [the 20 CIOs] priorities:

Improve user experience for both customers and IT.

“User experience is the number one priority for the technology side of [my job]. It has to be good, if not perfect, to make sure they don’t have a bad experience based on the technology.”

2015 YEAR IN REVIEW AMERICAN AIRLINES ANALYTICS CIO PRIORITIES COLIN BOYD



By CIO JOURNAL STAFF

User experience, talent and analytics top the CIO agenda for 2016, according to a survey of 20 CIOs by CIO Journal. The responses reveal some common themes facing IT chiefs as technology becomes increasingly vital to business growth. Among their priorities:



Viacom’s David Kline — Rachael King/WSJ

**Improve user experience for both customers and IT.** “User experience is the **number one priority** for the technology side of [my job],” said **David Kline, CIO and CTO at Viacom Inc.** That means making sure things like apps and video players work properly across any device a customer uses. “It has to be good, if not perfect, to make sure they don’t have a bad experience based on the technology,” he said.

As tech becomes more user-friendly, CIOs will also work to reduce complexity for IT. “As we make technology simpler to use, we’re at the same time making it more complicated and expensive for IT to manage,” said **Stu**

**Kippelman, CIO at Platform Specialty Products Corp.** While his priority will be driving

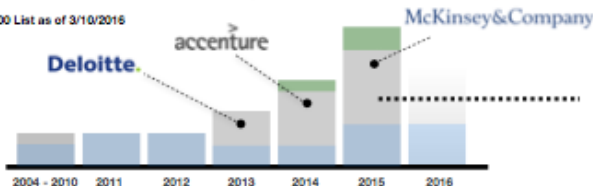


# 2016: Design In Tech

## Of the 2015 Fortune 100, Over 10% Place Design as an Executive Priority

1 Walmart, 2 Exxon Mobil, 3 Chevron, 4 Berkshire Hathaway, 5 Apple, 6 General Motors, 7 Phillips 66, General Electric, 9 Ford Motor, 10 CVS Health, 11 McKesson, 12 AT&T, 13 Valero Energy, 14 UnitedHealth Group, 15 Verizon, 16 AmerisourceBergen, 17 Fannie Mae, 18 Costco, 19 HP, 20 Kroger, 21 JP Morgan Chase, 22 Express Scripts Holding, 23 Bank of America Corp., 24 IBM, 25 Marathon Petroleum, 26 Cardinal Health, 27 Boeing, 28 Citigroup, 29 Amazon.com, 30 Wells Fargo, 31 Microsoft, 32 Procter & Gamble, 33 Home Depot, 34 Archer Daniels Midland, 35 Walgreens, 36 Target, 37 Johnson & Johnson, 38 Anthem, 39 MetLife, 40 Alphabet, 41 State Farm Insurance Cos., 42 Freddie Mac, 43 Comcast, 44 PepsiCo, 45 United Technologies, 46 AIG, 47 UPS, 48 Dow Chemical, 49 Aetna, 50 Lowe's, 51 ConocoPhillips, 52 Intel, 53 Energy Transfer Equity, 54 Caterpillar, 55 Prudential Financial, 56 Pfizer, 57 Walt Disney, 58 Humana, 59 Enterprise Products Partners, 60 Cisco Systems, 61 Sysco, 62 Ingram Micro, 63 Coca-Cola, 64 Lockheed Martin, 65 FedEx, 66 Johnson Controls, 67 Plains GP Holdings, 68 World Fuel Services, 69 CHS, 70 American Airlines Group, 71 Merck, 72 Best Buy, 73 Delta Air Lines, 74 Honeywell International, 75 HCA Holdings, 76 Goldman Sachs Group, 77 Tesoro, 78 Liberty Mutual Insurance Group, 79 United Continental Holdings, 80 New York Life Insurance, 81 Oracle, 82 Morgan Stanley, 83 Tyson Foods, 84 Safeway, 85 Nationwide, 86 Deere, 87 Dupont, 88 American Express, 89 Allstate, 90 Cigna, 91 Mondelez International, 92 TIAA- CREF, 93 INTL FCStone, 94 Massachusetts Mutual Life Insurance, 95 DirecTV, 96 Halliburton, 97 Twenty-First Century Fox, 98 3M, 99 Sears Holdings, 100 General Dynamics 101 Publix Super Markets, 102 Philip Morris International, 103 TJX, 104 Time Warner, 105 Macy's, 110 Nike, 107 Tech Data, 108 Avnet, 109 Northwestern Mutual, 110 McDonald's, 111 Exelon, 112 Travelers Cos, 113 Qualcomm, 114 International Paper, 115 Occidental Petroleum, 116 Duke Energy, 117 Rite Aid, 118 Gilead Sciences, 119 Baker Hughes, 120 Emerson Electric, 121 EMC, 122 USAA, 123 Union Pacific, 124 Northrup Grumman, 125 Alcoa, 126 Capital One Financial, 127 National Oilwell Varco, 128 US Foods, 129 Raytheon, 130 Time Warner Cable, 131 Arrow Electronics, 132 Aflac, 133 Staples, 134 Abbott Laboratories, 135 Community Health Systems, 136 Fluor, 137 Freeport-McMoRan, 138 U.S. Bancorp, 139 Nucor, 140 Kimberly-Clark, 141 Hess, 142 Chesapeake Energy, 143 Xerox, 144 ManpowerGroup, 145 Amgen, 146 AbbVie, 147 Danaher, 148 Whirlpool, 149 PBF Energy, 150 HollyFrontier, 151 Eli Lilly, 152 Devon Energy, 153 Progressive, 154 Cummins, 155 Icahn Enterprises, 156 AutoNation, 110 Kohl's, 158 Paccar, 159 Dollar General, 160 Hartford Financial Services Group, 161 Southwest Airlines, 162 Anadarko Petroleum, 163 Southern, 164 Supervalu, 165 Kraft Foods Group, 166 Goodyear Tire & Rubber, 167 EOG Resources, 168 CenturyLink, 169 Altria Group, 170 Tenet Healthcare, 171 General Mills, 172 eBay, 173 ConAgra Foods, 174 Lear, 175 TRW Automotive

From the Fortune 500 List as of 3/10/2016



But with the many acquisitions of design firms into the client services sector, it's not impossible to imagine that design will enter these organizations now through the board room.

Source: @kpcb #DesignInTech @fortune @johnmaeda

<http://www.kpcb.com/blog/design-in-tech-report-2016>





## CXO PANEL

### BUSINESS IMPACTS People • Process • Technology

The path to sustained digital momentum hinges on future IT leaders being unarguably successful on a variety of dimensions. Those include helping to transform your customer experience, becoming more agile in discovering and responding to new opportunities, and above all, actively learning from gained insights along the way.

Group

[VIEW BIO](#)

Kelly Mooney

CEO - Resource / Ammirati

[VIEW BIO](#)

Nicole Ringle

CMO & CHRO - IGS Energy

[VIEW BIO](#)

Jon Snyder

CFO - Thirty-One Gifts

[VIEW BIO](#)

# Recap: The path to Mission Critical User Experiences for the IT Industry

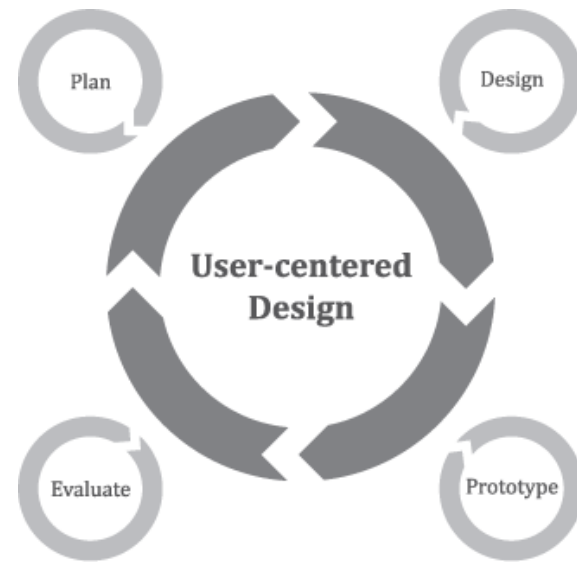
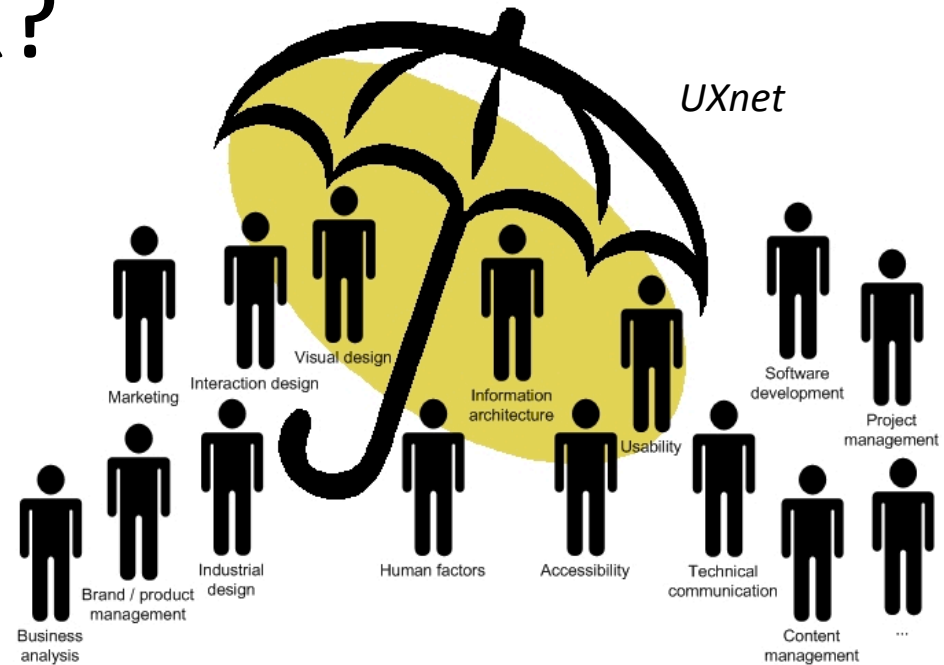
- The C-level mandates
  - Innovation (not just cost reduction)
  - Collaboration (across the enterprise)
  - Intelligence (insights based on data)
  - Customers (“front office” customer experience)
  - Digital Transformation (consumerization of tech)
  - User Experience (& Talent & Analytics)
- The Design-in-Tech POV
  - “Good design is good business”
  - Design as executive priority

# BTW, What is UX?

"User experience" encompasses all aspects of the end-user's interaction with the company, its services, and its products. - *NNGroup*



*Peter Morville*



# Pause: Discussion

- What do you think?
- What keeps you up at night?
- What trends are you seeing? Do they include User Experience and/or Design?
- Where does User Experience fit into your budget, planning, project management, hiring, operations, etc.?

Based on the industry trend towards mission critical user experiences...

- How is *your company* dealing with it, changing, evolving, experimenting, ....



Don't Care

Important, But...

Mission Critical

# UX is Important, But...

- Delivering on time and on budget are still more important (than quality)
- We are not going to change our culture, process, budgets, decision-making or anything else that matters
- Our executive sponsor still wants it her way no matter what the user research says
- That aspect of the experience is owned by Marketing/Communications/etc. (and we are just IT)
- That aspect of the experience is owned by IT (and we are just Marketing/Communications/etc.)
- You have to convince the project manager if you want do usability testing
- We can just copy every one else
- We have no idea what it means

# User Interface Design

Don't Care

Important, But...

Mission Critical

Lipstick on a Pig

UI Specs: Usable,  
Cost-effective,  
Business Value



## User Interface Design

Lipstick on a Pig

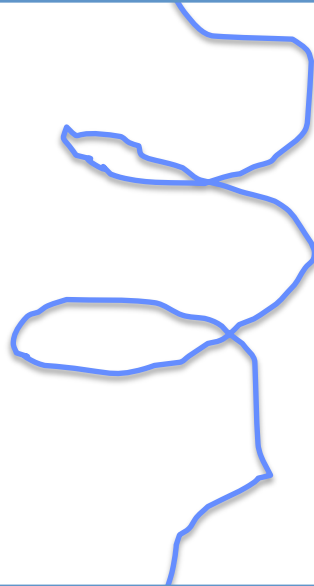


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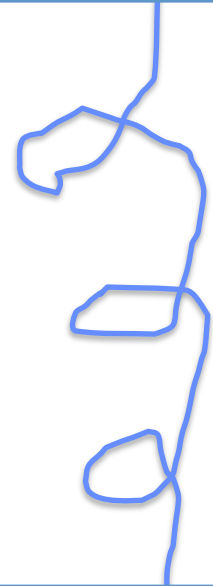


Iterative: Quality, Learning, Satisfaction

How to build

## Governance

Tech-driven Decisions



Portfolios: User & Business Benefits

How to make decisions

# User Interface Design (how it behaves)

## UI Roles

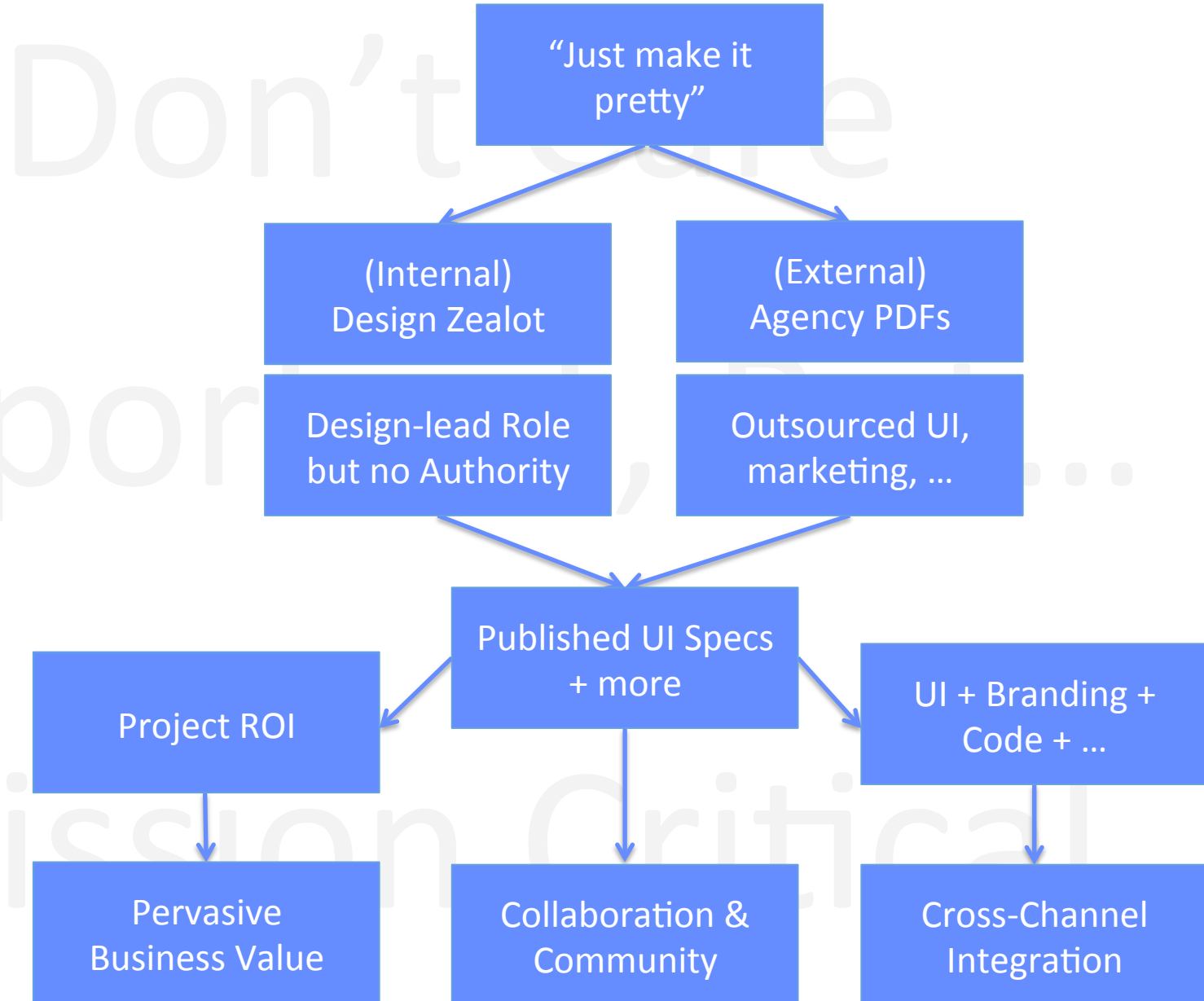
Software Developer

Front End Developer

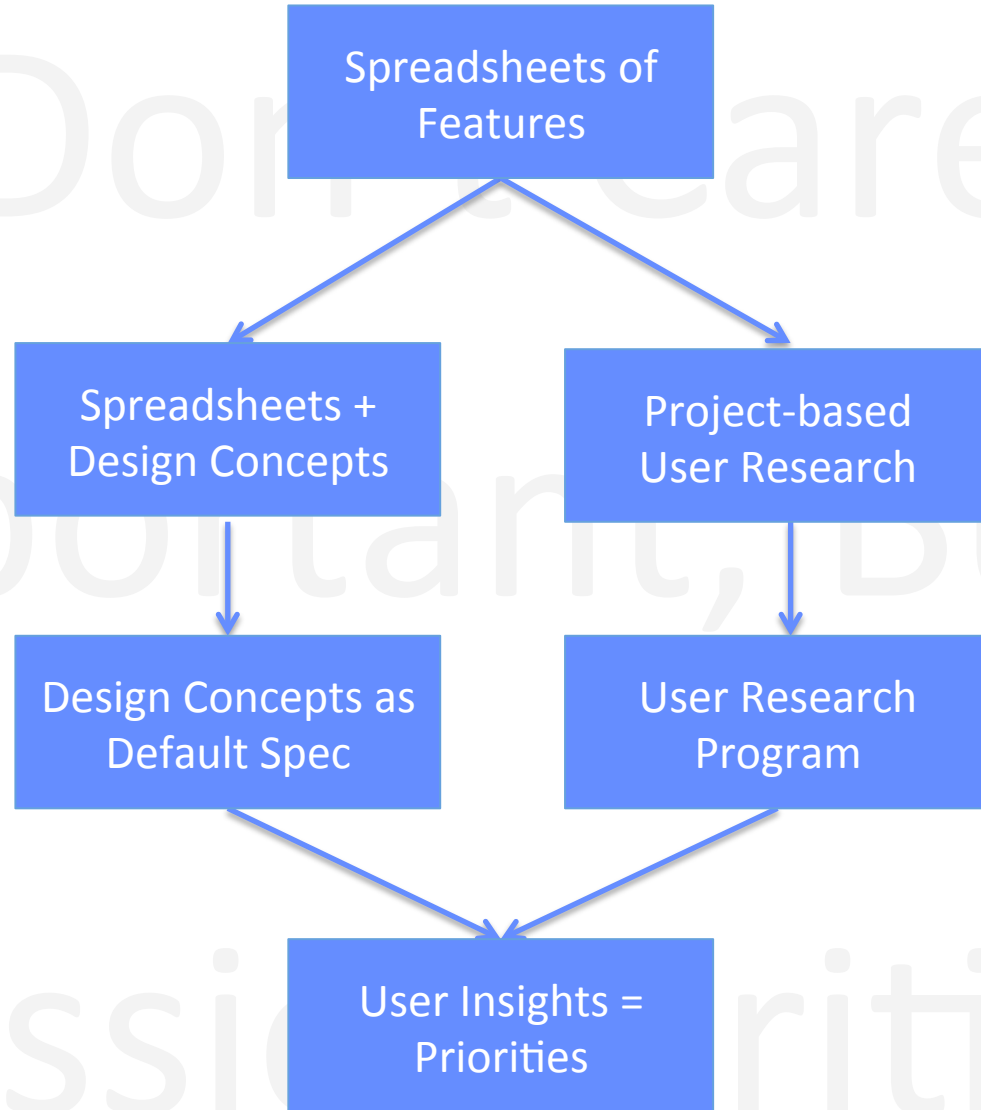
Front End Designer

UI, Interaction Designer

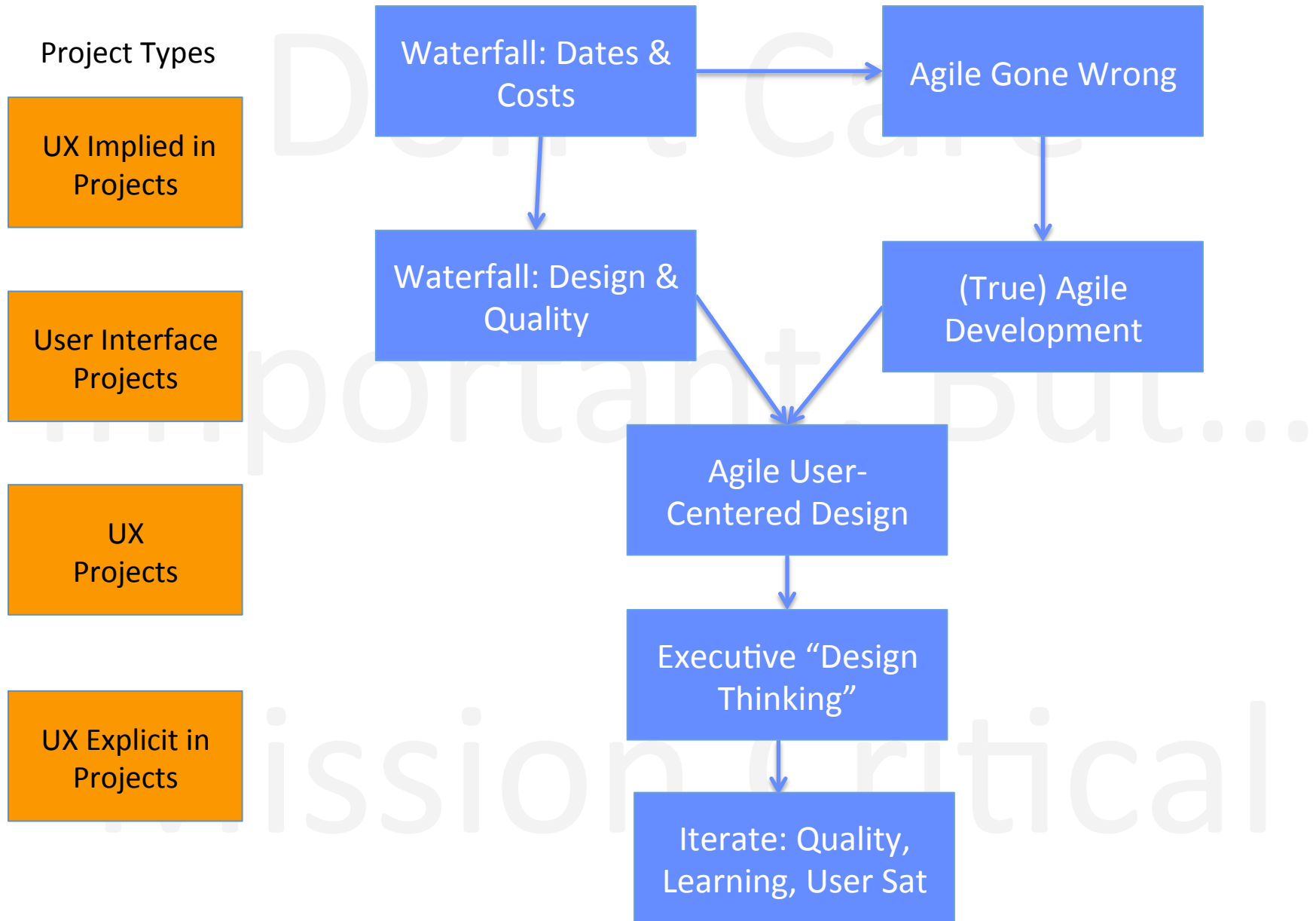
UX Strategist



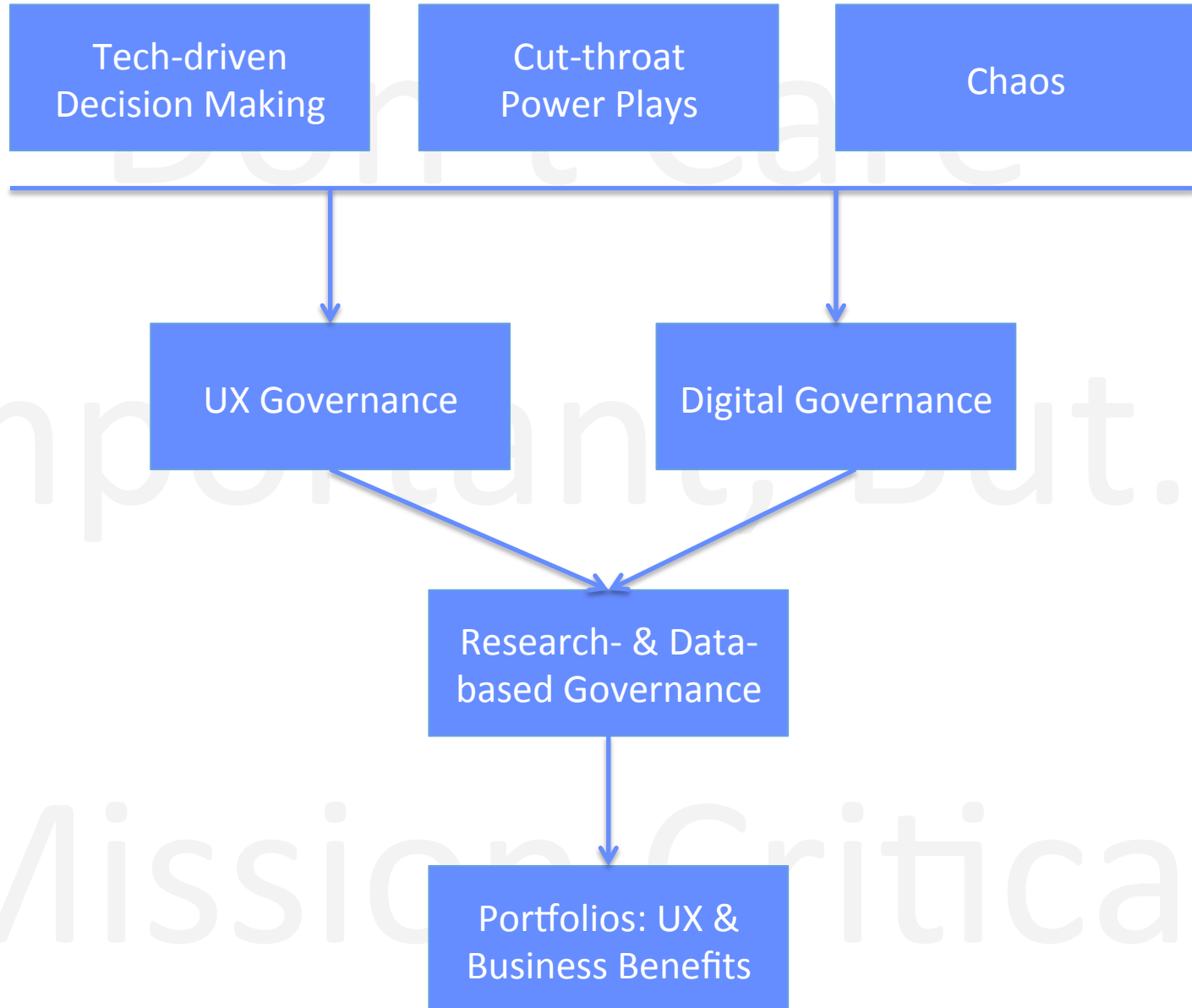
# Requirements Process (what to build)



# Project Management (how to build)



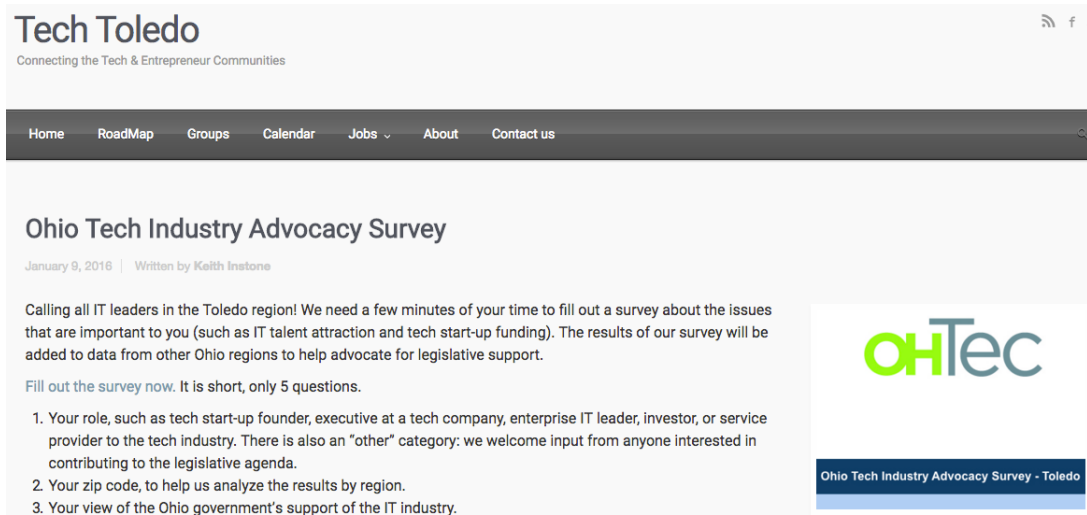
# Governance (decision making)





# Thanks! Stay in touch!

- [instone.org/ux-mission-critical](http://instone.org/ux-mission-critical)
- instone@trep.org
- @keithinstone
- Also, check out Tech Toledo



The screenshot shows a webpage for Tech Toledo. The header includes the logo 'Tech Toledo' and the tagline 'Connecting the Tech & Entrepreneur Communities'. A navigation bar contains links for Home, RoadMap, Groups, Calendar, Jobs, About, and Contact us. The main content area features a post titled 'Ohio Tech Industry Advocacy Survey' dated January 9, 2016, written by Keith Instone. The post text calls for IT leaders in the Toledo region to complete a survey. A list of three survey questions is provided. On the right side, there is a logo for 'OHTEC' and a blue banner at the bottom that reads 'Ohio Tech Industry Advocacy Survey - Toledo'.

Tech Toledo  
Connecting the Tech & Entrepreneur Communities

Home RoadMap Groups Calendar Jobs About Contact us

## Ohio Tech Industry Advocacy Survey

January 9, 2016 | Written by Keith Instone

Calling all IT leaders in the Toledo region! We need a few minutes of your time to fill out a survey about the issues that are important to you (such as IT talent attraction and tech start-up funding). The results of our survey will be added to data from other Ohio regions to help advocate for legislative support.

Fill out the survey now. It is short, only 5 questions.

1. Your role, such as tech start-up founder, executive at a tech company, enterprise IT leader, investor, or service provider to the tech industry. There is also an "other" category: we welcome input from anyone interested in contributing to the legislative agenda.
2. Your zip code, to help us analyze the results by region.
3. Your view of the Ohio government's support of the IT industry.

OHTEC

Ohio Tech Industry Advocacy Survey - Toledo