

UX Week
San Francisco, CA
8.13.2008

adaptive path

Making Thinking Tangible

Strategy, Research, and Design

adaptive path

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Design as a full-contact sport

Strategy, Research, and Iteration

UX Week | 8.13.2008

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1 Design as a contact sport

2 Tangible strategy

3 Tangible research

4 Tangible iteration

1 DESIGN AS A CONTACT SPORT

WHAT DOES TANGIBLE MEAN?



“CAPABLE OF BEING PRECISELY IDENTIFIED OR
REALIZED BY THE MIND”

“POSSIBLE TO BE TREATED AS FACT; REAL OR CONCRETE”

“POSSIBLE TO UNDERSTAND OR REALIZE”



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DESIGN IS A FULL-CONTACT SPORT.

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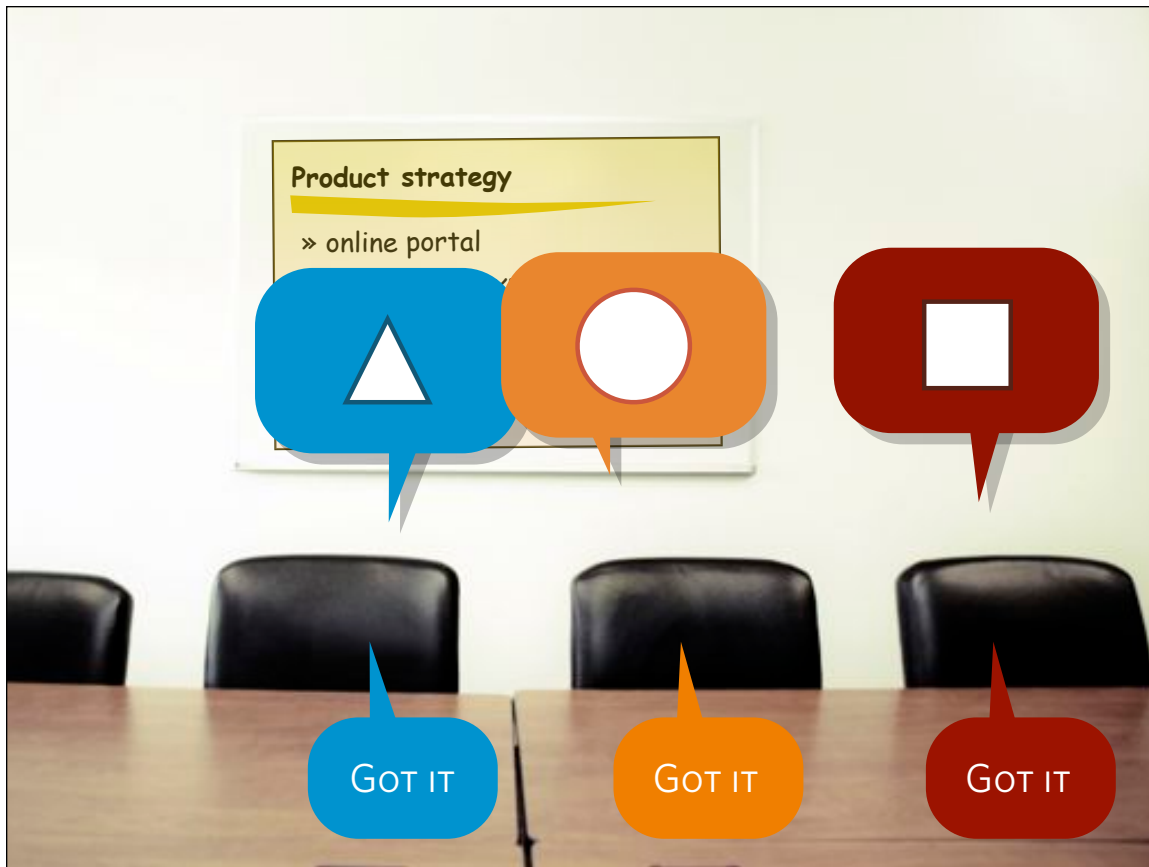
DESIGN IS ABOUT MAKING IDEAS TANGIBLE.

DESIGN IS A COMPETENCY

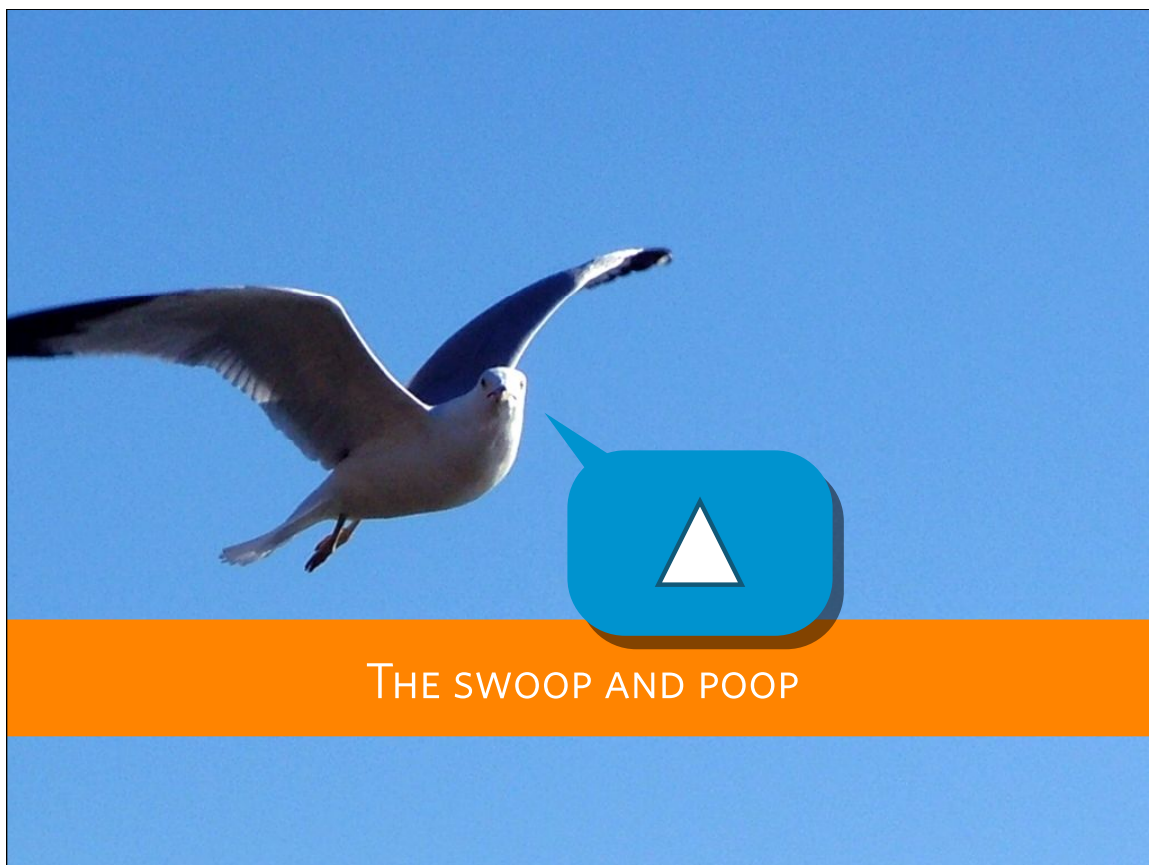
DESIGN AS AN ACTIVITY, NOT A ROLE

2 TANGIBLE STRATEGY

What are we
creating?



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Symptoms that you lack definition

- Varying interpretations and expectations
- Endless feature creep
- Misalignment with organization
- Unclear boundaries and vision

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What is “definition”?

- If the business case is the “why,” this is the “what”
- It's the start of “product requirements”
- It's the go-to-market solution — meeting business goals and customer needs
- Converting the business case and goals into something tangible

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Perhaps the biggest challenge to defining your project is getting everyone to agree on just what your project is!

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Tim Brown, CEO of IDEO

“Strategy should bring clarity to an organization; it should be a signpost for **showing people** where you, as their leader, are taking them—and what they need to do to get there....

People need to have a visceral understanding—**an image in their minds**—of why you've chosen a certain strategy and what you're attempting to create with it...

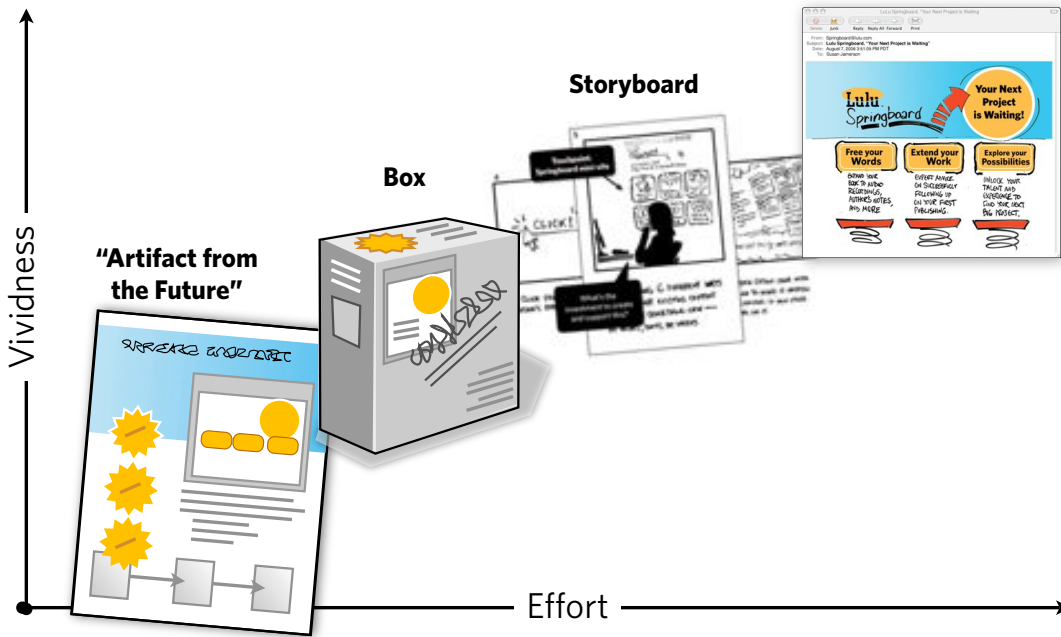
Because it's pictorial, **design describes the world in a way that's not open to many interpretations.**”

— FROM “Strategy by Design” in *Fast Company*, JUNE 2005

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Co-create concepts

(with your team, stakeholders, users...)



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Ex.

Tool for endoscopic surgery

- » handheld
- » wireless
- » lightweight and compact
- » cool, high-end feel

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Ex.



Ex.

Helping authors publish books

- » online system
- » proactively solicits books
- » social media?
- » "empowering"

Ex.

Panel 1: EITHER MY MOM'S BOUGHT A LOT OF BOOKS OR I ACTUALLY SOLD SOME MORE!

Panel 2: SUBJECT: LULU SPRINGBOARD, "YOUR NEXT PROJECT IS WRITING!"

Panel 3: HMMM... WHAT'S THIS? FREE YOUR WORDS EXPAND YOUR BOOK TO AUDIO RECORDINGS, AUTHORS' NOTES, AND

IT'S BEEN TWO WEEKS SINCE SUSAN PUBLISHED, AND SHE'S SEEN SOME MODERATE SALES OF HER FIRST BOOK.

AS HER INITIAL EXCITEMENT FROM PUBLISHING DIES DOWN, SHE GETS AN UNUSUAL EMAIL FROM LULU'S "SPRINGBOARD."

THE THOUGHT OF A NEW BOOK IS DAUNTING, BUT SPRINGBOARD'S IDEA OF REPURPOSING HER CURRENT BOOK IS APPEALING.



Hotel Ganache





Hotel Ganache

- Boutique hotel chain in California
- Every hotel has a unique character based on neighborhoods where it is located.



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Improve family experience.

The Ganache is hoping to differentiate itself from other boutique hotels by explicitly catering to families. The hip, Gen X parent demographic is growing and relatively untapped. Ganache needs to develop offerings that appeal to families while maintaining its current hip and urban feel.



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Hotel Ganache Strategy: What are we creating?



Experience storyboard

Project:

Stage of the experience:

Interactions (verbs)	Components (nouns)	Feelings (intangibles)

Show us what's compelling and differentiating

After making concepts...

- **Assess those concepts** — with stakeholders, or, even better, users
- **Refine concepts** — iteration makes it better; Agile anyone?
- **Get buy-in** — Achieve alignment based on concepts
- THEN begin **real** product requirements

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With definition you have...

- Clear vision
- Obvious requirements
- An offering to test with others
- Alignment in your team and in your organization

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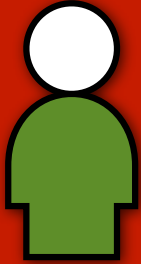
3 TANGIBLE RESEARCH

How can I explain?

Symptoms you lack **tangibility in research**

- Research findings = a list of complaints
- You know what people are doing but not why
- Varying interpretations and expectations of the same data
- Unclear implications for the research findings

Some things about people that we tend to forget



- 1 Bad at predicting their own behaviors
- 2 Good at recalling their behaviors
- 3 Bad at explaining why they did something
- 4 Bad at focusing on thing they don't care about.



The World's Online Marketplace™

Assume that you are in the market to buy a digital camera, and that you are considering buying the camera on eBay. While looking at different models, you come across the following page on eBay (see image below). Please look at the image carefully, and then scroll down to answer some follow-up questions. (Note: this is a static image of a page on eBay, and it does not include links that you can click on. Please scroll down to continue to the next page.)



[home](#) | [buy](#) | [register](#) | [services](#) | [site map](#)

[Buy](#) | [Sell](#) | [My eBay](#) | [Community](#) | [Help](#)

Start new search

[Advanced Search](#)

[Home](#) > [Buy](#) > [Reviews & Guides](#) > [Guides](#) > Canon PowerShot SD400 5MP Digital Elph

Powered By IBM

Reviews & Guides



Stock photo

Canon PowerShot SD400 5MP Digital Elph Camera with 3x Optical Zoom

Features:

- Powered by rechargeable Lithium-ion battery; stores images on SD memory card
- 5-megapixel CCD captures enough detail for photo-quality 13 x 17-inch prints
- 3x optical zoom; 2.0-inch LCD display; ultra-compact design (.8 inches thick)
- Enhanced movie mode with fast 60-frame-per-second capture rate

[More information](#)

Avg Customer Rating: [Write your own review...](#)

- [Sell one like this](#)
- [Buy one like this](#)

Top Reviews

★★★★★ Which of the SDxxx Series is right for you? - May 5, 2005

by [pamy684](#) (22 ★) · [See all my reviews](#)

32 of 32 people found this review helpful

Same story as the other reviews: fantastic camera. It is about the size of a pack of cards, or smaller, IMO, this is about as small as mostpeople would want. Pictures are excellent. Video is excellent.

I disagree with another review, in which it was stated that you cannot zoom while video recording, my SD400 can zoom while video recording just fine. However, the zoom control is pretty loud in the video clip.

For me, this camera eliminates the need for a separate video camera. I have a 1-gigabyte SD card, which is enough for more than 8 minutes of video. If you want to spice up your DVD slide shows with occasional video clips, as I do, this is perfect. Battery life seems to be greatly improved over the older digital elph model I owned. IMO, most people would never exhaust their battery in a full day picture taking. Recharge takes only 90 minutes.

Camera menus are simple and easy to navigate; a pretty big improvement over my old elph.

Was this review helpful? ([Report this review](#))

Based on the information shown on this image of an eBay page, how likely are you to place a bid on this camera model?

Select one

Extremely unlikely Neither likely nor unlikely Extremely likely

Participant's interpretation

Assume that you are someone you are not, doing something you probably aren't interested in doing. While doing that thing you're not interested in, you see a page that looks like this. Look at the page carefully, and then answer this question:

How likely are you to do the thing that you actually have no interest in doing?

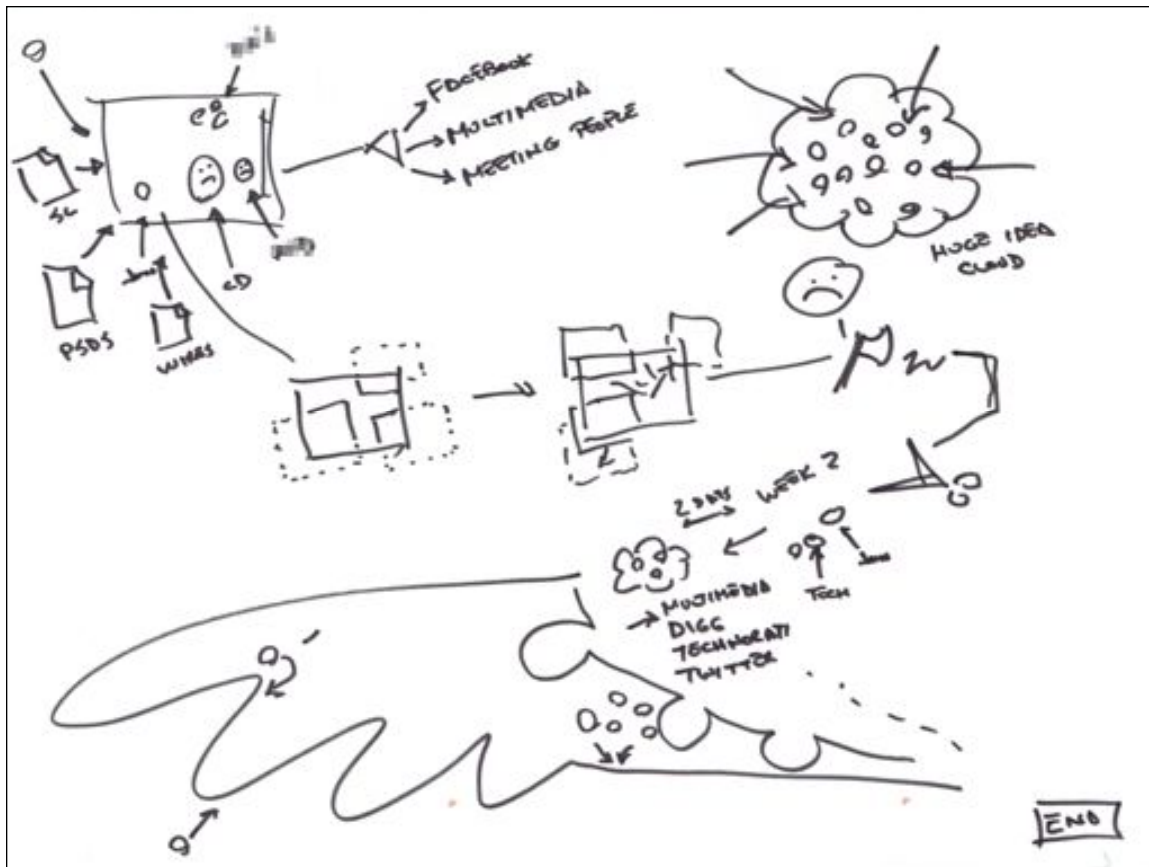
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Some examples



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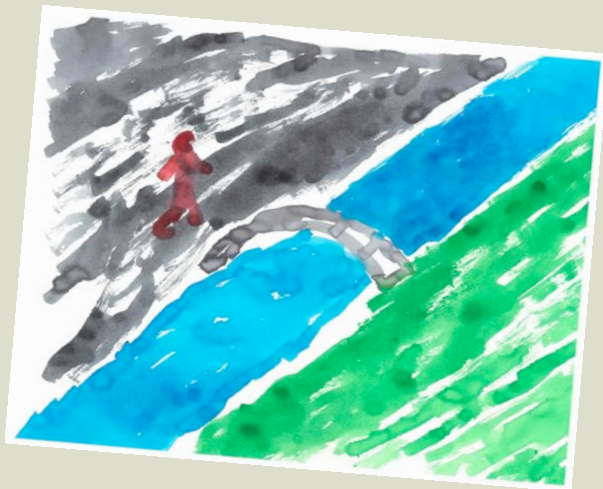


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PAINT ME A PICTURE...



RUTHLESSLY STOLEN FROM LAURA SERGEANT RICHARDSON

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Hotel Ganache Research: How can I explain?



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With tangibility in research you have...

- Concrete representations of people's experiences
- A better sense of why people are doing what they do
- Good tools for communicating your insights
- Alignment in your team and in your organization

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4 TANGIBLE ITERATION

How might this work?

Symptoms you may need **rapid design iteration**

- Lots of “what” (requirements) but not a lot of “how” (features)
- Trying something that has never been done before
- Working outside your area of expertise
- Bad ideas just won’t die

IDEAS ARE NEITHER SCARCE NOR FRAGILE.

Ideas are cheap, cheap, cheap!

"I CAN'T THINK OF ONE TIME WHERE THE PICTURE I HAD IN MY MIND IS WHAT WE ENDED UP WITH ON SCREEN -- A LOT OF TIMES IT'S BECAUSE YOU STUMBLE ACROSS OR EVOLVE INTO SOMETHING THAT'S BETTER.



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FAIL FORWARD.

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Hotel Ganache Design: How might this work?



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With rapid design iteration you have...

- A large set of designs to evaluate and evolve
- A safe context to fail forward when doing something truly innovative
- An opportunity to separate personal feelings from design ideas so that those ideas can stand or fall on their own.

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DESIGN IS ABOUT MAKING IDEAS TANGIBLE.



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Thank You!

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