GROWING PAINS

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Diploma project by

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Field

Interaction Design

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ABSTRACT

This project's point of departure has spawned out of my years working both in and for the Norwegian Startup community, with various degrees of success and frustrations.

Context:
The project is situated in the design of digital products and serivices from startups iterating their way towards "produckt market fit" in various versions of *lean.* Meassuring the effect (and value) of design and technology advances is essensial to this approach, but poses challenges to those unfamiliar with the terms and mindset.

In this context my project aims to facilitate for a more nuanced use of metrics as a design tool and ease adoption of language and terminology for new designers.

The Insights:
For this project I have interviewed some of the people behind leading startups in Oslo in order to find out more about what is appropriate metrics to follow in early stage growth companies. Their insight have shaped the foundation for this project which outcome is a strategy to facilitate for easier adoption and a more nuanced understanding- and use of product metrics.

The outcome:
The strategy is made tangible as a journey over 3 parts, where two basic products in the form of a web page and an app, pave a way in to a complex material and a third product; a workshop toolkit facilitate for small teams and startups to co-design their metrics for holistic understanding of their product and team alignment. -Thus making progress and growth easier to meassure and understand.

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Executive summary

Background

Theme
This is a diploma project about facilitating for better use and understanding of metrics, for designers in an agile and lean environment.

Target group
The target group is:
1) Young designers that are breaking into metrics and data-driven design.
2) Startups and small teams that are allready measuring their growth and design efforts.

Company Collaboration
This project has had an informal collaboration with several companies:
The research has been carried out in Oslo, in the startup - and innovation clusters of Mesh and StartupLab. The concepts have also been tested on representatives from startups from these spaces.

Aim
The aim has been to explore metrics that are relevant to designers, to facilitate for better discussions about strategic product improvements and to make the entry into terminology and general concepts as accessible as possible to young designers going into startups.

Approach

Lean & Agile
A lean approach was actively used in the project with inspiration from Agile.
This has ment to test hypothesis and adjust them throughout the project.

Strategic design
The solution space that this project has identified has multiple actors and possibilities. To solve some of the core challenges; the gaps in communication and understanding of metrics, I have identified several layers that vould benefit from strategic design interventions. However, witht the time restictions of this project, I have focused on two.

Identity
Although this does not represent a typical branding project, the aesthetics and identity of this project has been developed and made to fit a young and impatient culture. Its concepts and challenging termnology has been made accessible through illustrations and visual explanations that extend into the navigation of the content in evry touchpoint. The colorcoding of dependencies and ownership of the different metrics has been benefitial to the UX and a strong asset to the development of the UI.

Executive summary

Insights

Immature systems

Norways startup scene is still young as we are trying to get out of oil dependency by facilitating for new businesses.
The effects of this transition is meeting some friction; both by traditional actors that fear losing their grip on current customers but also from actors looking to monetise on, and own innovation(s). Facilitating for growth companies on an infrastructural / systemic level has become a priority and is in Oslo represented by amongst others; Oslo Business Region, which sees the immaturity in the market as a challenge.

The need to identify appropriate metrics

The growth, the value and the valuation of startups are mirrored in their metrics. Metrics can reflect how well a company is doing and where its challenges are (hence where it needs to improve), but it can be hard to identify which metrics to follow and tempting to follow the ones that paint a flattering image or growth trajectory.
The dangers of following the wrong or superficial metrics include lack of actionable insight and is oftenreffered to as vanity metrics.

Inaccessible terminology

Terms and concepts related to metrics have traditionally been the domain of executives and aren't always evenly distributed in teams. Language and terminology can be difficult to navigate and general concepts hard to grasp for designers when breaking into this material.

Motivation

Motivation

My motivaton for this project is to empower designers in metric driven environments and facilitate for team alignment in strategic efforts and busines development which include design.

By making concepts and terms from metrics accessible to young designers I hope this can ease the way into measuring the value of their work.

In this context my project aims to facilitate for appropriate use and understanding of metrics.

Executive summary

Outcome & Discussion

The delivery
Testing the toolkit has proven to spark conversations and discussions in the teams about their goals, their direction, and how to get there. The toolkit does not aim at mutual understanding "of everything" but facilitates for alignment, discussing dependencies and ownership, -and mutual respect across the team. The app has raised questions about where design is heading but answering this is outside the scope and timeframe of this diploma.

Controversy in the Field
There is a very clear push for metrics in development of new digital services and products to validate designs and strategies, but "best practice" depend on how the revenue and business models are designed. These are changing rapidly in startups: Both by pivoting and changing their strategy at a rapid phase but also potentially disrupting the business models of traditional actors.

There is also a pushback from some designers that argue "data wont tell you what to do" and it needs to be made clear that metrics such as described in this project are not to be understood in a vacuum, but in the context of the teams and products and their respective users situations, -and their goals.
I also want to stress that the term "data-driven design" is not to be understood as designers being replaced by algorithms, but as data informes designers and design desicions.

Prototypes
All of the products that make up this delivery are at a prototype level. They function as proof of concept and enable feedback through discussions and use.

Looking beyond development, I would argue that the tools poposed here are bridging some of the gaps identified in this project and have prooven valuable to the test users.

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How to read this report:

This report is structured into 7 main chapters, each with their own introduction and closing summary.

Each new chapter is numbered and marked with a double spread that offers a short introduction and list of sub chapters to that section.

The structure is as follows:

Executive summary
Table of content

Chapter 1 : Introduction
The first chapter is an introduction where I explain key terminology and identify some of the challenges present in Oslos startups eco-system today.

Chapter 2 : Methods and Findings
This section describes the different methods and how I have come to the conclusions that shape the foundation for this project.

Chapter 3 : Ideation and Solutions
This introduces the creative process and solution space and further sums up the development of the proposal: an identity carrying visual language as well as UX and UI principles that makes up the products.

Chapter 4 : Solution space
This chapter presents the proposed journey and test results of the workshop toolkit.

Chapter 5 : Discussion
This chapter offers reflections about the process and solutions, and possible further development of this project.

Chapter 6 : References
This chapter provides a list of references for my theory, various sources of inspiration for the visual deveopment and acknowlege-ments and thanks to the people who have contributed to this project.

Visual cues in this report:

Elements that I find particulary relevant to the reader have been marked with a frame, that also lets the contained elements "grow" outside of the frames as part of the unorthodox identity of this project. Both for my amusement and your reading experience.

Sections or paragraphs that "kick in open doors" have been kept, as they are not universal truths altough they might seem that way from inside a startup bubble, or a design bubble. They are, however, marked with bubbles.

-Thank you for reading this report.

**Best,
IA.**

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Executive summary

How to read this report

Table of content

3   In the making

4   Solution and testing

5   Reflections

6   References

Estimated reading time
1 Hour

1.0

Introduction

This chapter is an introduction to the context in which this project is situated.

In this chapter I introduce key terminology and I look into the different qualities that influence designprocesses in startups.

Introduction

1.1

Introduction

What are metrics
### *and why should designers care?*

A metric is a measuring system that quantifies a trend, dynamic or characteristic (Farris et al (2006)). -Or as described in the Cambridge Business English Dictionary: A set of numbers that give information about a particular process or activity.

In my experience working with startups; meassuring how well the design is performing against a desired goal is one of the core drivers moving foreward. However; working with the development of new digital products and services enables you to meassure just about anything. In such a situation, how does one pick the right things to meassure? This poses challenges not only to new people entering lean environments, but to anyone susceptible to cognitive biases and flatter. Identifying the appropriate questions to ask is crusial to get the answers you need in order to know "the health of the product".

Click

Sign Up

Add to chart

Share

Click

Purchase
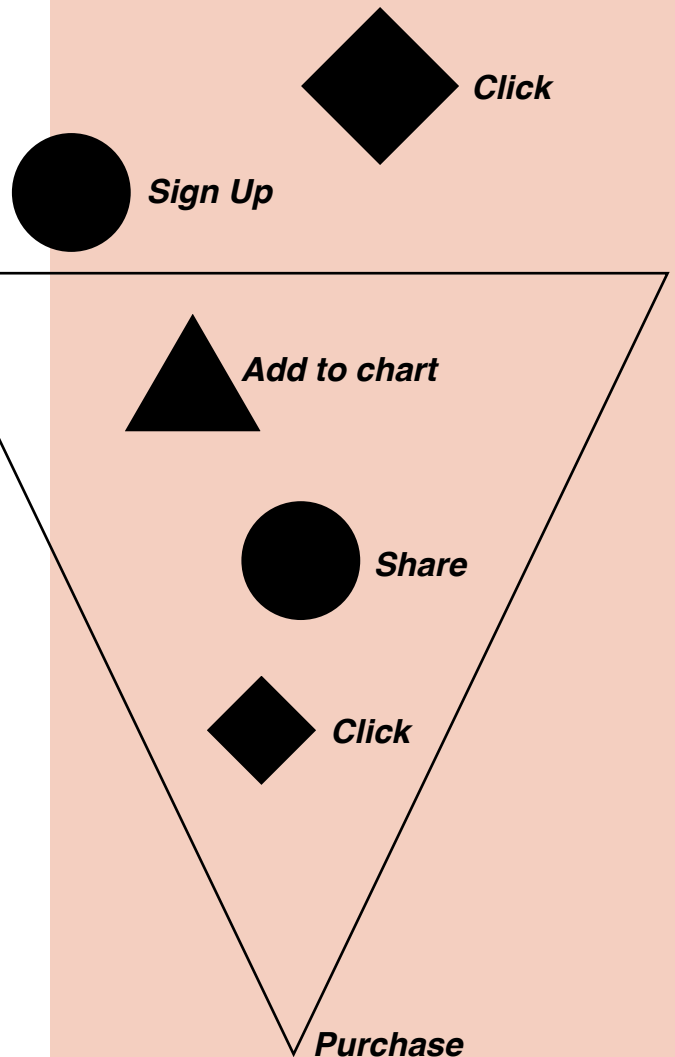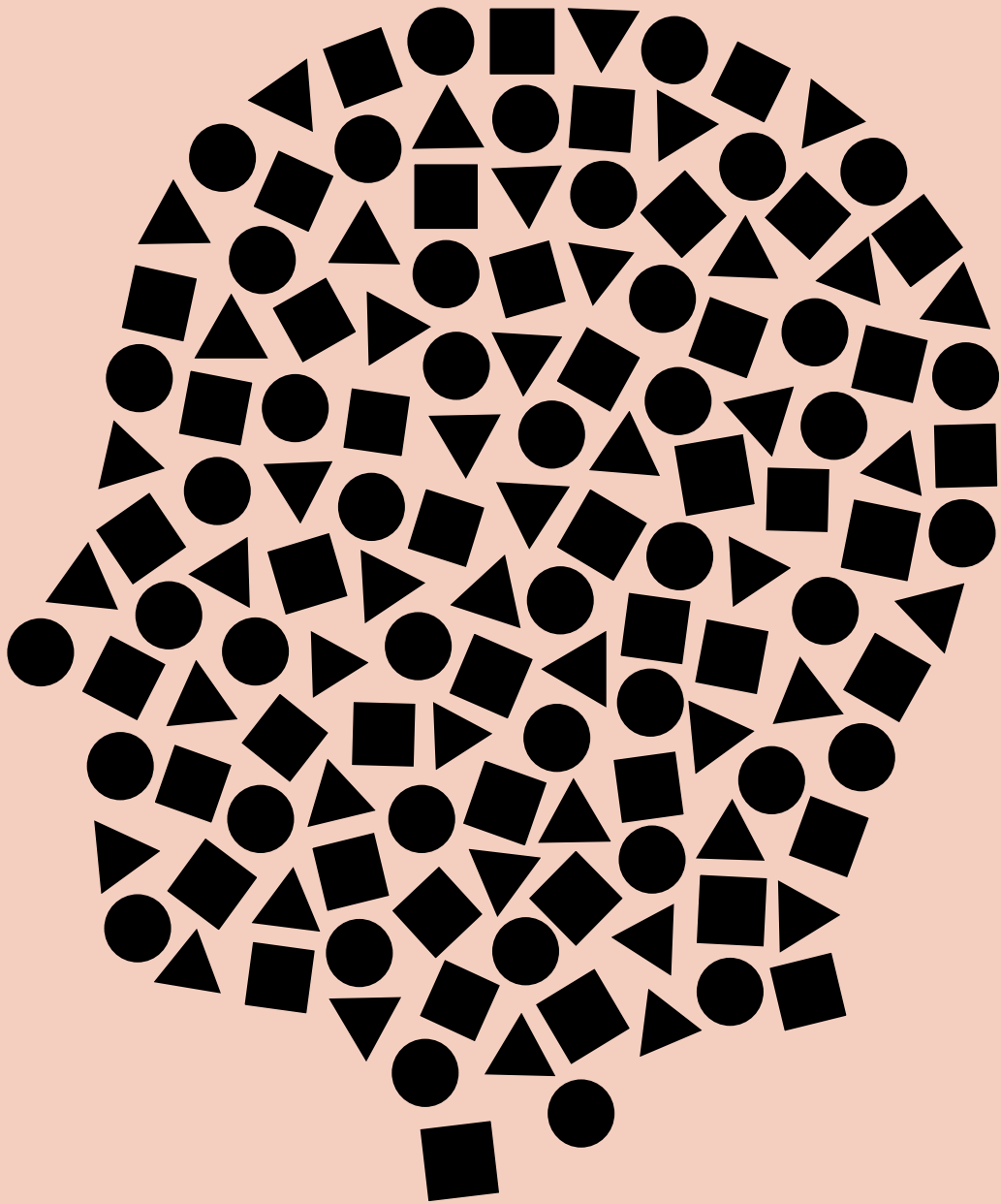
Infographic to explain and
illustrate possible use of metrics.
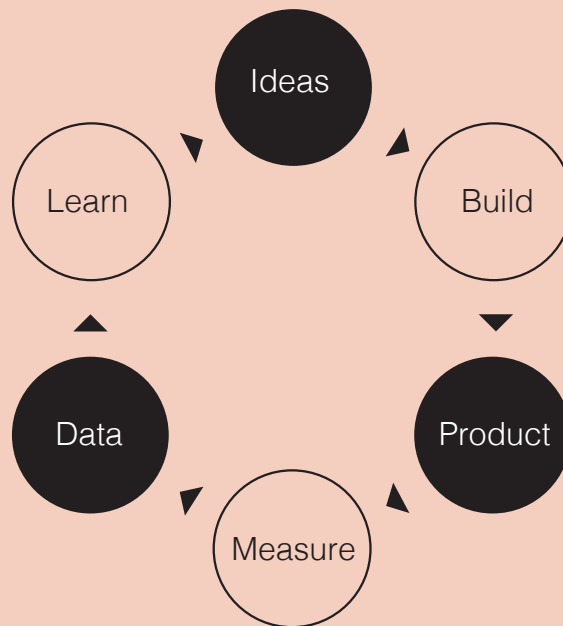
1.2

Key Terminology

Agile and Lean.
What does it even mean?

Many of the people I have met during the length of this project expressed confusion over "Agile" and "Lean". Because of this and because Lean is one of the metods I try to strive for, a small clarification is presented here:

The Agile Manifesto aims at delivering functioning code and products, and do so by the following prioritisation of values:

Individuals and interactions over processes and tools.

Working software over comprehensive documentation.

Customer collaboration over contract negotiation.

Responding to change over following a plan.

http://agilemanifesto.org

The communication of this project is dependent on the understanding of concepts central to the reseach.

These concepts include:

Project vs. Product focus
(In terms of ownership, handover and implementation)

Lean
(Methodology)

SAAS
Software as a Service

Data-driven design
Data does not exist in a
vacuum and is so far not
driving the process, only influencing it.

These, -and several more, will be introduced in the following chapters.The concepts and terminology is partly from the startup sphere, and partly from software development. It is also contributing to making this content challenging to new people entering the field.

What it is called

**Data driven design
vs.
Data informed design
Data informed designers
Data informed desicions**

What it means

1.3

Context and Background

Project or product focus

Project vs. Product Process
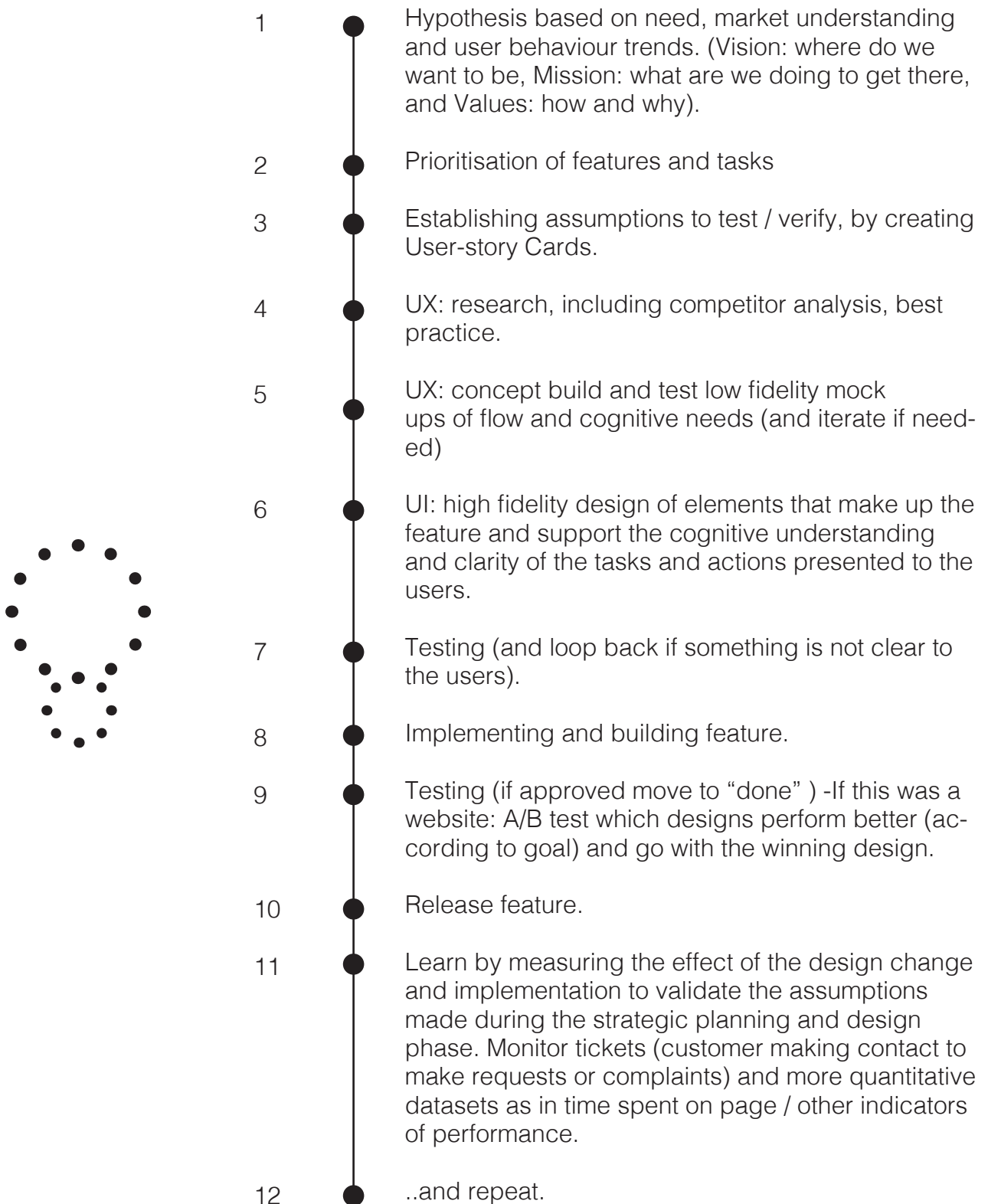(internal / external providers of design)

I will argue that there is a difference in the
design process of Startups to that of (some)
Design Agencies. If an agency is selling
projects, the job is done when it is presented
to the Client. From a product perspective,
this is in many ways when it starts.

A project-focused process could be as
follows:

1   Brief or agreement developed with a Client.

2   Research of user needs and context to reshape the brief, making sure
     you are asking the right questions and basing the concept development
     and future deliverables to the Client on this insight.

3   Ideation with the exploration of concepts to fit the previously uncovered
     needs -with the following narrowing down of concepts to one (or more)
     preferred solutions / hierarchy of strategic tasks / concepts / directions.

4   Finalising the favoured concept.

5   Presenting the proposed solution to the Client.

6   The Client implements the proposed solution(s).

The success of this type of process is dependent on the Client to imple-
ment the proposed solutions as designed and a great deal of knowledge
transfer is required for the concepts to survive the change of ownership.
The insight to how the designed concepts work and perform once imple-
mented is largely dependent on the relationship the agency have with the
Client.

The design process of a startup is often attempting to be as lean as possible, creating effective handovers between the different people shaping the project:

1 Hypothesis based on need, market understanding and user behaviour trends. (Vision: where do we want to be, Mission: what are we doing to get there, and Values: how and why).

2 Prioritisation of features and tasks

3 Establishing assumptions to test / verify, by creating User-story Cards.

4 UX: research, including competitor analysis, best practice.

5 UX: concept build and test low fidelity mock ups of flow and cognitive needs (and iterate if needed)

6 UI: high fidelity design of elements that make up the feature and support the cognitive understanding and clarity of the tasks and actions presented to the users.

7 Testing (and loop back if something is not clear to the users).

8 Implementing and building feature.

9 Testing (if approved move to "done") -If this was a website: A/B test which designs perform better (according to goal) and go with the winning design.

10 Release feature.

11 Learn by measuring the effect of the design change and implementation to validate the assumptions made during the strategic planning and design phase. Monitor tickets (customer making contact to make requests or complaints) and more quantitative datasets as in time spent on page / other indicators of performance.

12 ..and repeat.

Continue to build next feature or optimise product in other ways.

Although the process of each and every startup differs slightly, a common effort is to start early to establish MVP's (Minimum Viable Products) to verify their assumptions and iterate on their ideas to build sustainable systems, and cultivate them over time.

This is different from the project focus unless the the design agency is also in charge of building/ implementing the design to the Clients systems. Where as the overall goal of any design team is to make services and products better for users and more fit and profitable for the business, the ways of getting there differ.

The efforts of user research and concepts based on this insight can easily dilute when transferring knowledge and ownership. Hence it might not get implemented as visioned, or in time, and in worst case not at all. That is not to say that pre projects are not valuable to clients, but this marks a clear difference between project and product focus.

There is however a shift happening for a lot of the larger agencies that previously focused on projects:

According to Cathrine Movold of Making Waves, the tendency is that they are now engaging in longer contracts with their clients and becoming "more like strategic partners".

Silje Søfting Panic, Senior Graphic Designer from Netlife Research informs that the best clients are the ones where there are a strategic partnership over "some time" but that they still do smaller projects ocasionally.

Fredrik Matheson from Bekk states that the longer contracts has been the norm for Bekk for years now.

For education purposes the focus still has to lie with projects in order to make students move forward in the time allocated and also be able to grade them on their efforts and learning goals. Few students have the abilities and time required to build the digital services and products they design and while this seams to be in a bit of a dead-lock, it leaves for a steep learning curve once (or if) they move on to a product oriented process later. This is one of the strategic areas that would be interesting to improve.

Big vs. small

Size

1.11 Money

Being the one thing a large company should have more than enough of; this enables them to engage with traditional design agencies. Startups often do not have the assets which is why for many years, the interest from design agencies were low.
This is also changing, with companies such as No Isolation being invested in by Trigger (a Norwegian PR Agency) -with Preben Carlsen as head of Trigger advocating their new innovation program as their biggest development since they started the company. Trigger went into No isolation with 2,5 million NOK allocated to building the brand platform -by Trigger. Similar deals have also been made by design agencies and it is resonable to expect that more will follow if it works for the first movers.

1.12 Agility

While size is an advantage in many ways, and to most startups a goal, it greatly affect the ability to be nimble and change strategy based on your learning experiences as you go.

A well used klichee is to "be in love with the problems, not the solution" as to not be dependent on the technology you've already built, but the users needs that you are trying to meet. Legacy or dependency on anything from old infrastructure (copper wire?) to old visions or ideas about what is the core of the company is hence less of a problem with Startups than with older and more established companies.

1.13 Ownership

Being an external expert and going in with promises of saving a company by setting new strategic goals and propose solutions that will lift them from their perils of outdated thinking or technology (if they implement the design concepts right) is a very lucrative way doing business. There is very few questions asked as the experts own the knowledge about users behaviour and the company seeking help obviously needs it.
The cognitive self-serving bias of attributing success to oneself ("if it did good - its us, if it did bad, its them") is helping this along profoundly as Design Agencies need to keep their position as the expert.
The friction from this self-serving bias is present in individuals (inside small teams) as well. If looking at surface level data; is it a growth in users because of marketing campaigns or in shorter load time or in the mere pleasure or convenience of using the product/service?

Challenges regarding data in-cludes:

1. Surfacelevel understanding

2. Wrongly interpreted

3. Not saved

4. No access

5. No knowledge about

Data availability

External agencies access to data are (if locked in the project focus) dependent on clients expertise and understanding of data, their willingness to share and last but not least; If the project was a success as measured by growth in users or a massive landslide of ex. App downloads, was it then because the design was revolutionary and amazing or was it because the solution was marketed cleverly / heavily?

These questions are often left unanswered.

Vanity Metrics

With limited understanding of metrics it is easy to fall for, and follow the surface level metrics that don't lead to actionable insight but just reflect a pretty (and possibly unreal) version of your growth trajectory.
The most used example is:

App Downloads
(Which does not tell you anyting about how many uses an app at any given point, only that it has been installed so many times.)

For startups, this is tempting as they need to grasp at what hope they have, and in meet-ings with investors need to paint a pretty picture of their company.

In this situation with economic dependen-cies, it is no wonder that they try, which in a way gives vanity metrics a function; to se-duce and flatter.

Not saving data

Not all actors are able to or allowed to save the data, in which you just witness traffic un-fold and arent able to pull out any meaning over time.

Pitfalls

Misuse and myopic incentives

A purely financial focus on growth can in worst case create strong incentives that facilitate for a short sighted strategy and product development where the user becomes the victim and is likely to dispice the company and leave, -or at least try to.

These pitfalls are known as "dark design" and they are myopic in the way that they destroy most branding efforts and chances of customer lifetime value.

A myopic financial focus is particulary frustrating and dangerous when combined with behavioral design: tricking users to do what the business make money of.
Business models / revenure models and other financial ties incentivise businesses to facilitate for behavior that they can make money of.

Growth that focus on better retention rates by making users want to come back should thus be prioritised.

It seams fitting to borrow the journalist phrase "follow the money", and it is important for designers to recognise the driving forces of the businesses they aid. Serial offendors include some of the services we use every day, such as Facebook, the gym we never work out at, freemium or free trial offers that slide you into paid models, a great deal of mobile games that invite your friends to play - on your behalf, etc.
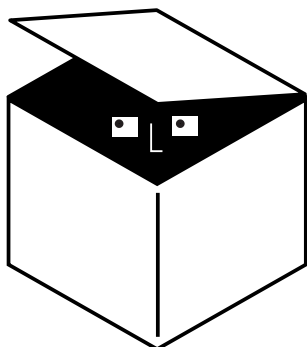
TYPES OF DARK DESIGN PATTERN

Bait and Switch

Disguised Ads

Forced Continuity

Friend Spam

Hidden Costs

Misdirection

Price Comparison Prevention

Privacy Zuckering

Roach Motel .

Sneak into Basket

Trick Questions

https://darkpatterns.org

1.3

Transitions

**Disrupting vs. fixing:
Societal change provided for
by new digital services.**

Established and traditional companies are increasingly looking to meet the digitalization of their offerings. But this means (to some degree) that they have to change their *business models.* These companies are highly metric driven, but what they are meassuring aren't necessarily what applies to digital tools. It could be healthy to reevaluate what they are meassuring and count as success metrics, to help them take a step forward.

This is where startups seemingly get of easy, as they by definition are *new* and constantly trying to figure out how to build it, rather than to fix it.

However the effects of these new businesses, products and services needs to be evaluated by politicians and this discussion needs to be facilitated.
This is outside the scope of this diploma.

Business Models

**What you are building determines what you are measuring.
-And vice versa.**

The business model stateshow the company earns money.
If a service is free, it is most likely the user's time and eyeballs that is the currency, and the user will be incentivised to spend a lot of time in feeds with elements that a third party have paid to place there -Or it could be your data traces.

Digitilisation of our everyday tasks and tools have become a major force and represent the bigger part of the work we take inn here at Bekk.

Speaker at Bekk-dagen 2017

Defining what is a startup and what is not.

"Startups have a different sort of DNA from other businesses. Google is not just a barbershop whose founders were unusually lucky and hard-working . . . To grow rapidly, you need to make something you can sell to a big market. That's the difference between Google and a barbershop. A barbershop doesn't scale."
– Paul Graham to Forbes Magazine.

In Norway the term "gründer" is commonly used when talking about startups but as it take in anything and anyone who start up their own business (electricians, plumbers, carpenters, hairdressers and those dreaming of making their own clothing brand), this has become a rather unfit term to talk about the creation (and potential) of innovative and new services.

According to Investopedia: *A startup is a young company that is just beginning to develop. Startups are usually small and initially financed and operated by a handful of founders or one individual. These companies offer a product or service that is not currently being offered elsewhere in the market, or that the founders believe is being offered in an inferior manner.*

Eric Ries Entrepeneur and author of "the Lean Startup" defines a startup as ...*a human institution designed to deliver a new product or service under conditions of extreme uncertainty.*

Clayton M Christensen, Harvard business school professor and author of the Innovators Solution, notes that *successful startups have a tradition of utilising new technology to disrupt existing markets* (Christensen and Raynor 2003) (Graham 2012).

As these are tech and economy driven definitions the structure and design of the startups is somewhat lost or underplayed.
As a designer working for startups, I'll go out on a limb here:

I believe we need a design driven definition, and for the further development of this project this is what I have chosen to stand by:

A startup is a potentially societal impactful idea made tangible and accessible to users -with means that will allow it to spread and grow - by tailoring it to markets (peoples / users) latent needs and desires (product Market Fit).

Although this sentence is long, it expresses the design need in young startups, while weeding out much of what is only related to the "gründer" or that which purely focus on economic restraints or describe it as a "feeling". It also makes use of the floskel that "design give life to ideas" and should thus be an easy pill to swallow for designers in other industries as well.

...Not a barbershop, whos workers were particulay skillfull

25

The designer's role
and expressed need for designers in startups.

Designers (regardless of where they work), are contributing to innovation with the shaping and development of new products and services (or the revitalisation of old ones). Designs societal responsibility and business relevance should thus be self evident to most. But what are digital startups and early phase growth companies looking for in a designer? And what are their actual design needs?

As these small companies grow, they test their various assumptions of what is a great idea for a business plan, what the market accept (and in which wrapping) in rapid iterations of building > meassuring the effect > and learning from it in order to iterate on it and grow.
Being able to measure design -Taking ownership of performance and being accountable for what we create (how this contribute to both value and valuation - for users, for the company - and in startups sake, also the investors), not only make it easier to defend the price tag on our services but might help the design buyers mature.
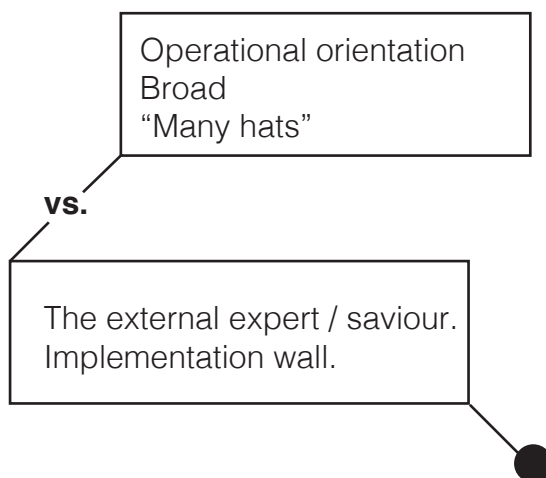
Operational orientation
Broad
"Many hats"

vs.

The external expert / saviour.
Implementation wall.

Hei Ingrid Alice,

Fikk anbefalt å ta en prat med deg av ▇▇▇ Vi er et nystartet selskap som skal jobbe med nye forretningsmodeller innenfor transport. Vi er finansiert av ledende ansatte og et nordisk familiekonsern. Selskapets visjon er å bli det ledende selskapet innenfor digitale mobilitetsløsninger i Norden.

Vi ser etter en ansatt som kan ta fullt eierskap for det visuelle hos oss. Hovedvekten av arbeidsoppgavene vil være relatert til utvikling av tjenesten, men vi ønsker en såpass bred profil at personen også er i stand til å ta eierskap til det visuelle uttrykket på tvers av flater. Som et nystartet selskap ønsker vi oss brede profiler, med mye talent, da det er mange og veldig forskjellige oppgaver som skal løses.

Arbeidsbeskrivelse
Hovedoppgavene er relatert til utvikling av tjenesten som vil være app-basert. I tillegg vil det være behov for en enklere web-side.
UX mobile flater
Design av app (Android & iPhone)
Design av web-side

I tillegg ønsker vi at personen skal være i stand til å bidra med arbeid innenfor markedsføring, profil og branding:
Eierskap til selskapets visuelle profil på tvers av alle flater
Illustrasjoner og lignende til markedskommunikasjon og reklame
Hjelpe til med med presentasjoner av selskapet i f.eks. PowerPoint eller Keynote

Det er viktig å tåle et høyt arbeidstempo og vi stiller høye krav til alle ansatte. Samtidig er dette en fleksibel arbeidsplass hvor man skal ha tid til familie og venner.

Håper dette fortsatt høres spennende ut, og at du har lyst til å ta en prat med oss.

mvh,
▇▇▇▇
▇▇▇▇

Percieved contributions:

What are digital startups and early phase growth companies looking for in a designer? And what are their actual design needs?

SUMMARY

The startup space in Norway (Oslo) is still young and there are major challenges in the way this is facilitated for with funding / collaboration from larger companies trying to monetize on innovation. The success stories function as "north stars" to navigate after, but the mishaps are the ones that blows up in the media.

There is currently an unhealthy tug of war between actors trying to"own" innovation; Design Agensies that *"give hope to the big ones"* (as their favored clients are *"the big ones"* -with presumably deep pockets) and startups, functioning as "canaries in the coalmine" that live and iterate on selected challenges on an everyday basis. Business etiquette seams to have evaporated in some of these cases, and it hurts everyone involved when someone dosen't do their due dilligence.

Startups as well as the usual Clients seek designers to help them make their products more attractive, usable and better in any way, so more people will preffer their particular brand or solution. With Design Agencies taking on startups as customers, though based on undraditional payment structures, this problem should be a thing of the past.

The effect -and value of design can be meassured in many ways, but often the dependencies and who caused what to happen is lost in an insuficcient understanding of growth data (or "metrics")

2.0

Methods & Insight

This section describes the different methods and how I have come to the conclusions that shape the foundation for this project.

Methods and Insight

2.1

Research Methods

I have talked to representatives from a selection of interesting Norwegian startups. This has provided me with insight to their perspectives on, and use of metrics and how it guides their service and product development.
It also allowed for insight to what are infrastructural challenges to Norwegian startups today and where they think the designer role is heading.

I have also interviewed Oslo Business Region which act as an infrastructural facilitator to Oslo based startups.

I have talked to designers that work in-house in DesignAgencies of variours sizes about if and how they use metrics in their practice and about how design practice is different now from just a few years ago.

I have conducted a desk-research of the leading analytics tools available to Apps and Web. -In addition to this I have read countless articles online and in traditional news media about startup's value and valuation, which reflect some of the challenges startups face in carving out viable businesses in collaboration with (and some times against) more traditional actors.

In-depth interviews with entrepreneurs were carried out in the first phase of this project while I also spoke to a number of different actors involved in the startup and innovation clusters as well as traditional design agencies. This research include the perspectives from Programmers Designers, Marketeers CEO's CFO's -and design students.

Interviews Sampling & Selection

New startups are popping up daily it is obvious to most that not all have equally great prospects.

The level range from companies such as Nabobil and Kahoot! to "Nabohund" "-An air bnb for dogs", and worse.

As a result of this, the selection of who I interviewed was narrowed down to a few entrepeneurs designers and PM's forming an expert panel. Following are insights from some of the people behind Oslo-Startups that have manage

to survive and thrive**.**

Background : selection for interviews.

When working itteratively to change services or digital products for the "better", meaning; easier to use, more stabile, less breakdowns, shorter load time, more efficient logistics / delivery of goods, or to drive desired user behavior.. (such as inspiring users to order lunch in advance as opposed to "on demand") ..it uncovers much of the challenge to startups:

The design of these digital systems can be both at a low level in terms of users (as they are newly established) and a high risk level in terms of service failure as they are trying out infrastructure -as they build it.

Yet their potential for, or achieved societal change is the reason for the selection.

This is also where meassuring your products performance becomes ever more cumbersome crusial and also difficult, but where innovation in service impact is high.

Kahoot!

Nabobil

SOBO Something Borrowed

Appear.in

WeClean

In addition to these companies also interviewed

Oslo Business Regiom

I designed an interview guide to make it be possible to compare the different answers and atitudes.
Through these talks I was told about :

Use of data
Background and Skills
Need and incentives
Emotional drive & Motivation
Work Activities
Aim and Goals
Acivities
Milestones
Frustrations

Unstructured interviews and talks were carried out over a longer timeframe. Respondants from these companies include:

Making Waves

Bouvet

Halogen

Netlife Research

Knowit

In addition to the talks and interviews, there is a period of four years where I worked at several startups, which has not been insignificant to the construction of this diploma project.
The first startup was owned by Telenor Digital and later co-owned with Schibsted, before it was purchased by the founders. The second startup was bootstrapped by the founder until it was financially sustainable.

2.2
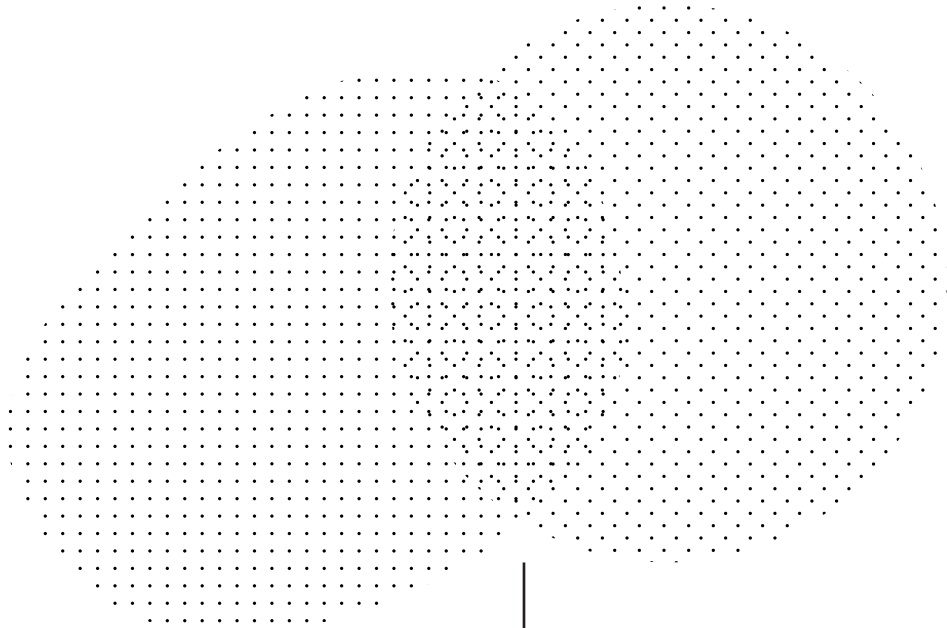
Goal for this task

Seek out interesting questions and find proxies for what matters to Norwegian entrepeneurs or teams. Focus on the ones with impact and maturity.
Identify if / how the designer role is changing in this situation.

2.3

Interview questions // Guide

In order to get answers that would enable me to compare attitudes and trends, a small guide was set up that structured the questions for everyone; These questions were:

What is your startup about, and for how long have you been working with it?

What do you want to achieve with your startup?

What are success criteria to your company?

How are you using design to achieve this / make this happen?

Infrastructure is perhaps not the sexy design language we're used to from Apple-like presentations or pitching competitions, and while working itterative-ly to change services or digital products for the "better", meaning; easier to use, more stabile, less breakdowns, shorter load time, more efficient logistics / delivery of goods, or to drive desired user behavior.. (such as inspiring users to order lunch in advance as opposed to "on demand")
It uncovers much of the challenge: the design of these digital systems can be both at a low level in terms of users (as they are newly established) and a high risk level in terms of service failure as they are trying out infrastructure -as thy build it. Yet their potential for, or achieved societal change has helped with the selection of startups that was interviewed for this project.
This is where meassuring your products performance becomes ever more cumbersome crusial and also difficult, but where innovation in service delivery or product impact is high.

2.4a

Interview selection // Respondents

I have interviewed Anjali Batnager from SOBO Community, which is a newly started platform for renting out clothes (C2C).
Her approach to establishing a new brand and breaking into a crowded marketplace is very metric driven as she is A/B testing her way into more impact and higher adoption rates.

"We track everything, all the emails and the different social media activities, we use instagram as one of our places to inform about the service, where people can get inspired. To us that is not vanitymetrics because its such an essential part of our strategy."

Anjali meeting in Mesh, full interview (in Norwegian) can be found in the appendix.

I picked Anjali and SOBO, because they used an interesting combination of quantitative and qualitatie metrics: By inviting me to shape the service by asking me to add my favourite clothes and accesories (stuff I would be interested in renting) to a shared pinterest board; I voluntarily shared and shaped the proposed offering that would come my way later.

Even though she is new as an entrepeneur, Anjali has a long history of working with design and innovation from Creuna and represent a type of entrepeneur I hope to see more of in Oslo.

2.4b
Interview selection // Respondents

Johan Brand from Kahoot! was selected for the insight phase as he is one of the "poster boys" of Norwegian startups, but not without reason as Kahoot is looking to become the first Norwegian "unicorn". Johan also has a relevant background from this projects perspective as he studied art and design, not tech.

> "I think designers need to speak up. We need more people that are mandated to think outside the box, that take the business tools that are available and make them their own. Coming into metrics from design it is possible to establish new thinking."

Full interview (in Norwegian) can be found in the appendix.

2.4c
Interview selection // Respondents

Kim Haagensen from WeClean was chosen for his relentless fight for workers rights in new economies - providing and building a "clean" on demand cleaning service, as well as his outspokenness about what he believes in.

> "There are to many young idiots - and old idiots - that march in here and think they are going to get rich of some idea. If you want to get rich, this is not the way. Go do something else. It is not about the money for us - and it cant be - it is about value. Money will not make you happy, we want to see just work situations and fight social dumping.

Full interview (in Norwegian) can be found in the appendix.

2.4d

Interview selection // Respondents

I singled out Ingrid Skeid Ødegaard from Appear.in as one of the most important people to this study. Working in a startup under the protection of Telenor; there are different demands at moving foreward (both pros and cons). Large companies are traditionally very metric focused, but don't always relate to or value the same metrics as startups.

"We were fortunate to get a lot of great programmers on our team quite early, -uniqe to a startup. However there is a lot of politics here and you need to use a lot of time and effort in to be a part of this megastructure"

..."*I don't know if this came across clearly enough in the interview.. But designers have to get a grip on analytics!"*

Incremental changes and tuning towards desired user behavior : Appear.in

...furthest down on our screen now, we have a toolbar with screen share and stickers, mute etc.

Before, this used to be placed on top of the videos to all the people there and you had to hoover the mouse on top of a users video or your own video to find the screenshare button. -We recieved a lot of tickets that was like "Hey, do you have screenshare?" -and we saw that clearly, people aren't finding this functionality.

So we did an experiment in cutting it out and sticking it on the bottom so that it would be visible at all times and that eliminated the problem!
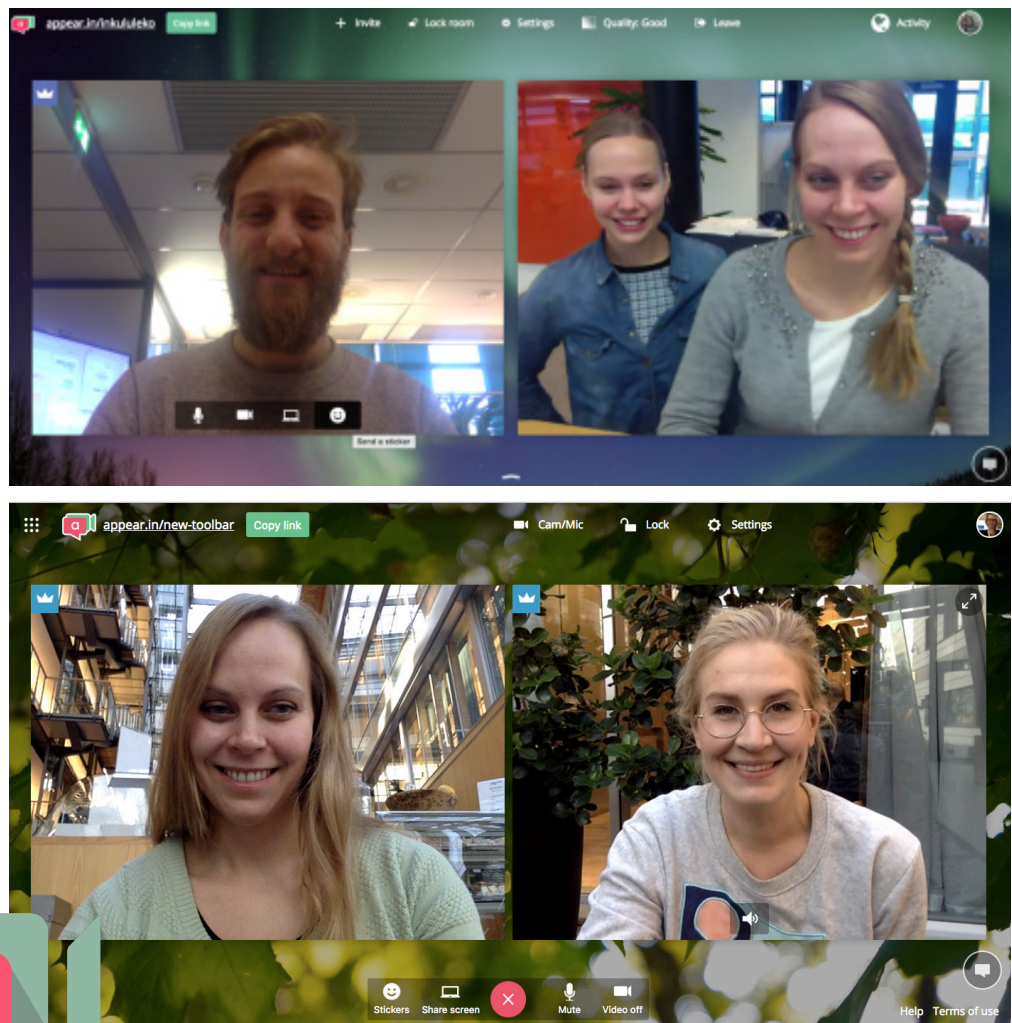
Interview with Ingrid Skeid Ødegård PM Appear.in

2.4e

Interview selection // Respondents

Even from Nabobil has one of the fastest growing services (platforms) in Oslo and is meassuring his way to higher adoption rates and easier sign ups.

> *"We launch early to test if this is ok with our users and we monitor if it meets the acceptance criteria, both from a technical and from the users side, but also from the goals that we set out for our selves."*

2.4f

Interview selection // Respondents

Siw Andreasen from Oslo Business Forum notes that just within the last 2 years they have seen:

> *"...a more professional entrepeneur enter the scene. Several of these are more mature, more clear and although the case of media hype is still real, it is less of a hipster word now."*
>
> *We need the startups moving foreward and out of our oil dependancy, the "big ones" are slow when it comes to this and if we can facilitate for startups having a big corp as their first client that is very valuable to us."*

In this process I have singled out people that this project could learn something from. I choose to work with somewhat successful, and somewhat experiences people as "everyone" is an entrepeneur now and the level of knowledge or quality is not coherrent within the already mentioned innovation clusters and co-working spaces.

However, sheduling time with these people is sometimes of great difficulty as they are always busy. Some still want to meet to discuss this project but suggesting dates after the diploma deadline has rendered this out for now.

The cons to this approach is that I do not get insights to what drives the less seasoned "happy-go-lucky" teams, which could easily become an extended usergroup to my projects. If I continue this project, these users will be included in V2.

The project did however get free access to young designers that one day may be working in or creating their own startups, simply through being placed at AHO. These young designers have proven valuable both as test users and as references:

> *"I dont really think designers need to know everything, isn't it kind of nice that we are allowed to come in and ask the naive questions and turn things a bit upside down?"*

Male student 25

> *"I think your project is super interesting, its so relevant! I cant wait to see more of it when it is done!"*

Same male student, after starting in his first job.

2.5
Redesign Brief

The input from the test persons and expert panel have helped shape my foundation for strategic incentives which can be applied when working further with metrics as a material.

The following is an adjustment of the first brief:

I want to facilitate for team alignment and better understanding of metrics.
I want to design a learning journey, albeit not of the pedagogic type but for teams to experience this together

For designers that are inexperienced with metrics, such as young designers or designers from different fields, I want to ease the way by making the language more accessible.

SUMMARY

The interviewed entrepeneurs share a lot of views and conserns with regards to the challenges statups are facing as well as how to work with both design and data.

Some of these challenges are being met by strong voices shaping todays design education and sensetising design students to data and analytics. However time and resources are limited for students as there is *"sooo much to learn"* and frustration with a language that is inaccesible to some.

At a more engaged level, the people working with digital products and services risk being drawn to vanity metrics as these reflect it in a more positive light than actionable metrics, often describing service failure and breakdowns.

However Vanity Metrics serve a purpose when *"hunting for investors"* as some new businesses need to do to stay afloat and
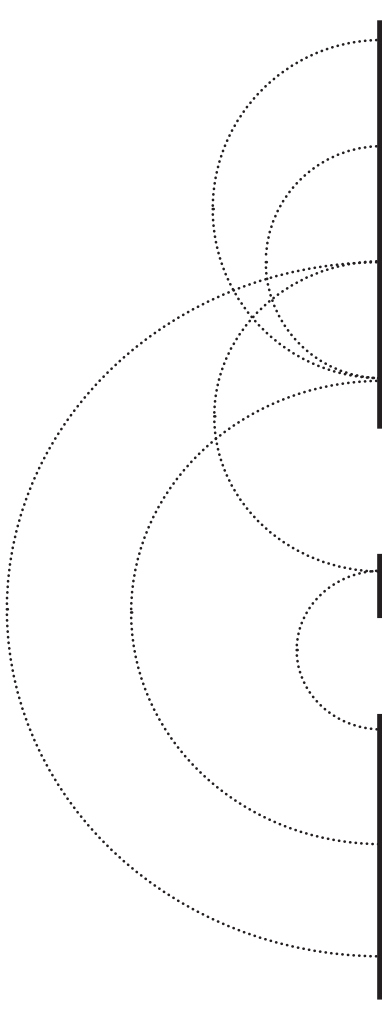
Sampling data also poses challenges when you are small and growing fast.

Theres no "one metric fits all" and even seasoned entrepeneurs have difficulties sometimes finding appropriate proxies for actual product performance.

"it needs to reflect what that spesific product is trying to do"

Summary

User Stories

As a PM I want to know my team's different dependencies for how to achieve and measure growth.

As a PM I want to align my team so that we pull in the same direction.

As a designer I want to know the effect and value my work has over time.

As a team member I want to understand my co-workers reasons and incentives

As a Student I want to know more about metrics that are relevant to designers.

A a Young Designer I want an easy way in to a specialised language.

As a Young Designer I want to know more about the needs and incentives of the people I will be working with.

As a Young Designer I want to know how my designs will be measured.

As an investor I want updates on how the companies are actually doing (not vanity metrics).

3

In the making

In the making

48
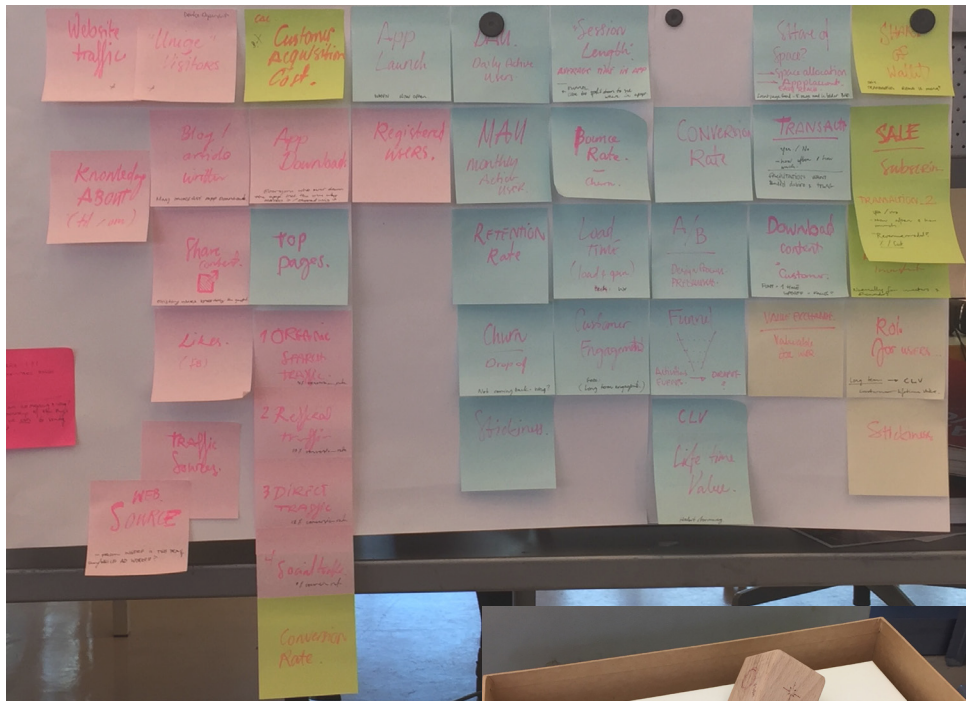
In the making:
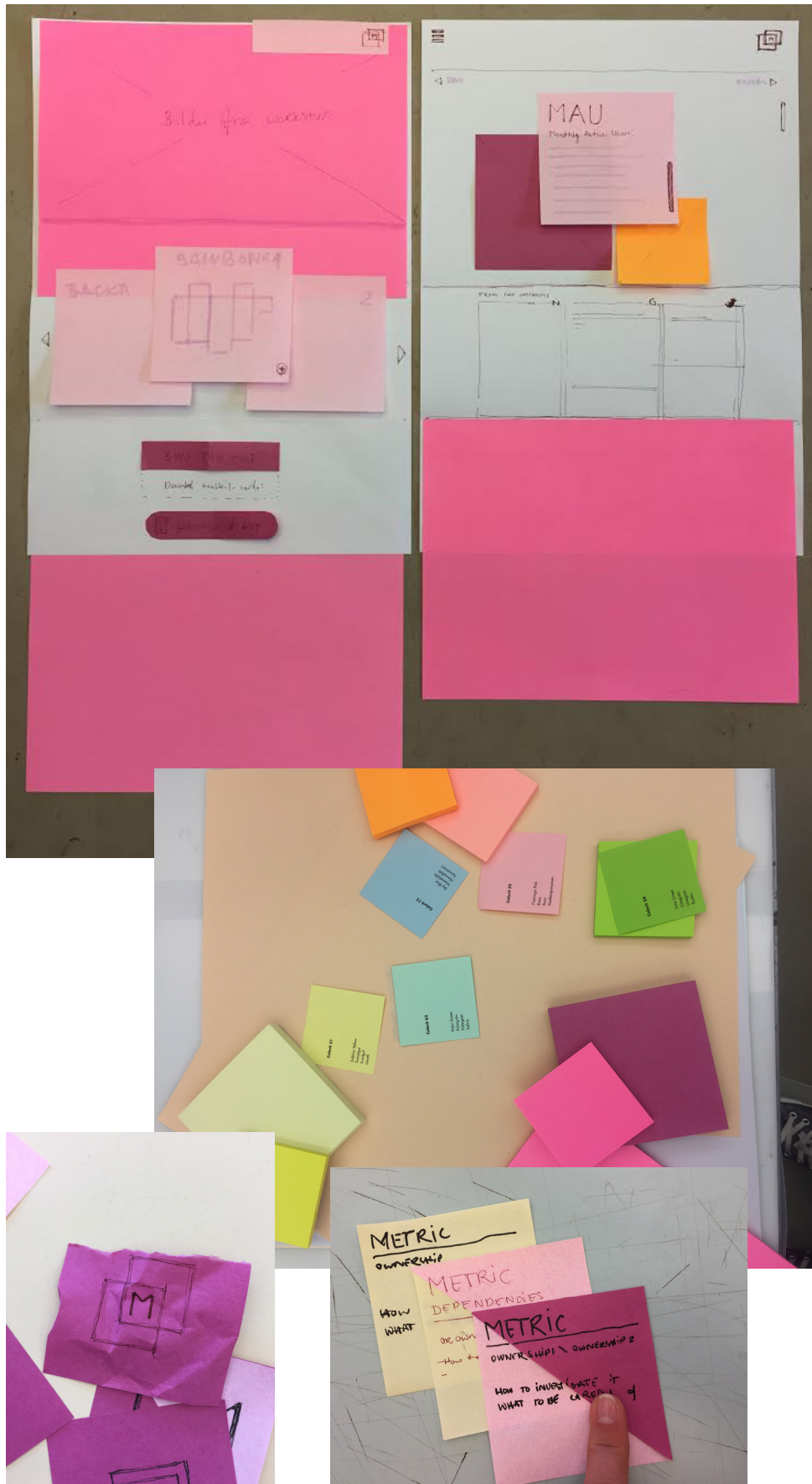
UX Design Principles

UI Design Principles

Direct manipulation
Indirect manipulation over time

Metaphores
Aesthetic integrity
Clarity

Reflect users mental model

Managing compexity

Managing compexity

Forgiving

Hierachy

Easy access

Connections &
dependencies

Relations

Scale

Emphasis

Similarity

A-Z

Library

Design

Tech

Marketing

Economics

Discover   History   Saved
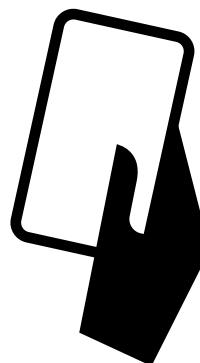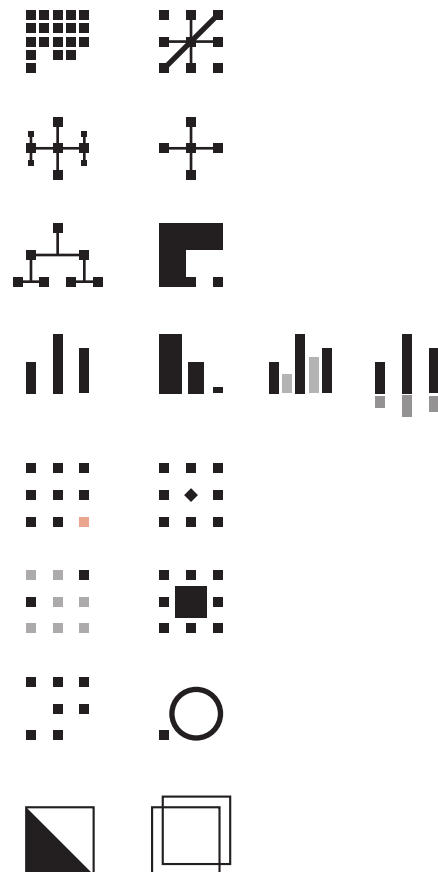
How did I get here:

My goal was to simplify a complex matter:
I wanted to make it easy to see both the relevance and to whom it is relevant.
Not just to reproduce the complex content but present it very simple and have this
as part of the interaction.

This has been the reason for the explorations and visual principles:
To focus on essentials and leave out the less applicable.

NAME	CONSTRUCTION	PURPOSE
ROI Return On Investment	The benefit (or return) of an investment is divided by the cost of the investment, and the result is expressed as a percentage or a ratio. (Investopedia)	Identify if you are making or losing money.
WAR Wallet Allocation Rule	The presentage of a persons currency that you take so the competition does not.	Market dominance (reflected in ROI).
Stickiness	When defined as minutes per month, site stickiness is a function of number of visits (repeat usage) and time spent per visit (session stickiness). Average of an apps power users and loyal users.	Identify if you are making something people really like and chose to return often.
MAU Monthly Active Users	The amount of people who use your service within a month.	Used to indicate user base (success stories). Used for competitive analysis.
Monthly Unique Visits UVs		

52

	CONSIDERATIONS	CAUTIONS
	Try looking at ROI for the different parts of your product / service. Identify if there is one part that is grossly underperforming and something else making up for it.	Is your business sustainable? Will it be? - ROI tells you that you're ok or not, not how you could get better.
	What determines if you visit one store or one app, over and over? Not always "great user experience", but convenience and habitual design. (https://www.walletrule.com)	Look at stickiness. Is your product sticky? Is it possible to form habits around it?
	Do you have product market fit or is it just aggressive marketing? How are you registering an user? Note that one user might access your service through multiple devices depending on their context location and cognitive need (laptop at work, mobile on the tram, iPad or TV at home).	Try to not count the same user several times. Be careful if applying behavioral design to create internal triggers. (Especially Variable Reward) Users addiction is great for metrics, not for people.
	Why are they coming back? What is the value exchange be improved and sustained over time?	Are you loosing as many old users as you are getting new ones? Use Day N' Retention.

NAME	CONSTRUCTION	PURPOSE
Day N Retention	The amount of people that come back to your product service within a given number of days (normally 7 or 30).	Indicating stickiness and user base success or failure.
CAC Customer acquisition cost	The estimated cost of getting a new customer. Ex: spend 2000 on a campaign that give you 10 new signupd. Then the CAC is 200 for each of these.	Value of marketing and potentially indicating product market fit (if low and matched against strong growth trajectories).
Organic traffic - - - - - - - - - - - - - - - - **Paid traffic**	How many users find their way to your web page or app through unpaid search. How many clicked an ad and got to your web page.	When mapped against each other, these can offer insight to where and how the business is growing. Enabling "better" desicions about which (A or B) campaign.
Convertion Rates	% of people who start a trial and become paying customers -or that goes from seing your ad to subscribing to your service.	How good a job you are at selling the product. Increase new customers.

CONSIDERATIONS   CAUTIONS

Map against CAC.

Make sure users stay.

Offer great experiences over time. Focus on CLTV

Is marketing promising more than your service / product can deliver? -Going to market with bloated claims will ensure that you dissapoint a lot of the people who sign up for the service / brand promise.

Understand where your users are coming from and who they are / what drives them.

As a marketeer: see page 15

As a user: Don't click Facebook games / questionairs that analyse your profile to find "which city should you live in" or "what your name means" etc.

Do you have product market fit or is it just aggressive marketing?

Can the product service deliver on the promise you are selling?

Is the product sticky or do users stop engaging or using it after signup?

Don't over-promise and under-deliver.

Strive to deliver on the vision you have created.

NAME	CONSTRUCTION	PURPOSE
Support tickets	How many customers are requesting help, and with what?	Use this to prioritise bugfixes and new features. Use as inspiration for UX and an opportunity to establish closer ties to the person in the other end.
Responce time (for tickets)	How long on average it takes for the company to answer a ticket.	Effectiveness and shorter waiting time is often valued by customers and can provide for a stronger relation between user and service / product.
Churn dropping out	How many users you lose over a given time period. Divide number of users lost by prior month total.	Users will drop out for various reasons, plan for a healthy churn rate.
Load Time dropping out	How long it takes to load an app (=how long the user have to wait before the app opens).	Used to indicate failure.

	Economics
	Marketing
	Design
	Tech

CONSIDERATIONS

CAUTIONS

Users are not finding what they are looking for. Either it is to well hidden, or you dont have it (yet).

Dont build everything the users want without consideration of where you want to take the product / service.

Put out the worst fire first.

Try not to lose users. Deliver on the promises you make.

Users will drop out for various reasons, plan for a healthy churn rate.

Identify how you can load the experience or prime the user to accept a waiting time to avoid annoyance and churn.

Typical developer answers include "it works for me" or "it works in this browser/device".

Avoid saying this, it infuriates any good and patient person.

NAME	CONSTRUCTION	PURPOSE
LTV Life Time Value	Average revenue per month x average lifetime of customer relationship. Estimated revenue from the customer over the length of the entire relationship.	Indicating growth trajectories and user loyalty.
Session Length	How long users stay in an app or on a web page.	Can be used to indicate engagement.
Top Pages	Which pages are being used the most often or for the longest time Duration / frequency	Can be used to find what the user considers most important to the service or what page is more engaging.

CONSIDERATIONS

CAUTIONS

CONSIDERATIONS	CAUTIONS
User loyalty can be achieved in several ways. Strive to perform so well that a customer / user choses you over and over.	Hard to predict and plan for with startups.
Is the session length long because the app is very engaging or because they can't find what they are looking for or -because the connection is bad?	Typical developer answers include "it works for me" or "it works in this browser/device". Avoid saying this, it infuriates any good and patient person.
What is driving traffic to this page? Look at Organic vs. Paid traffic.	Are users missing essential pages?

In the making:
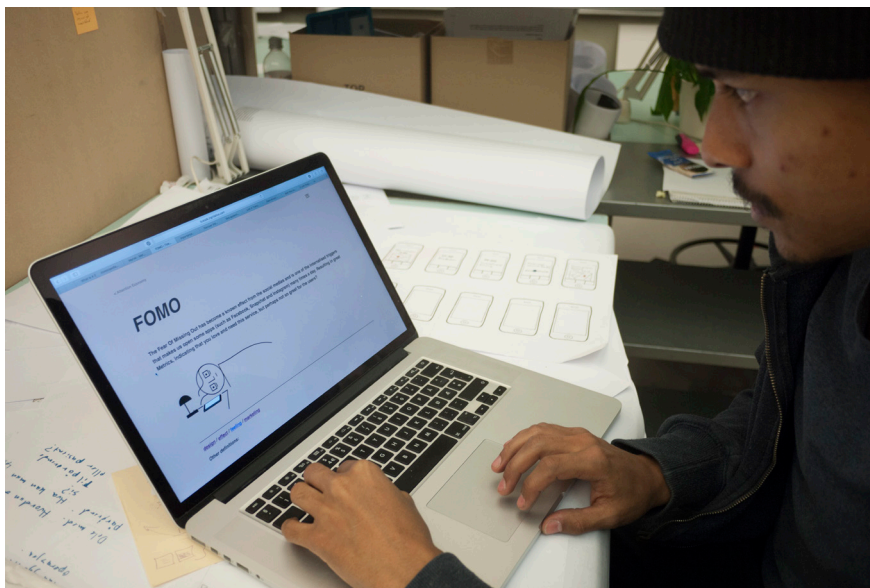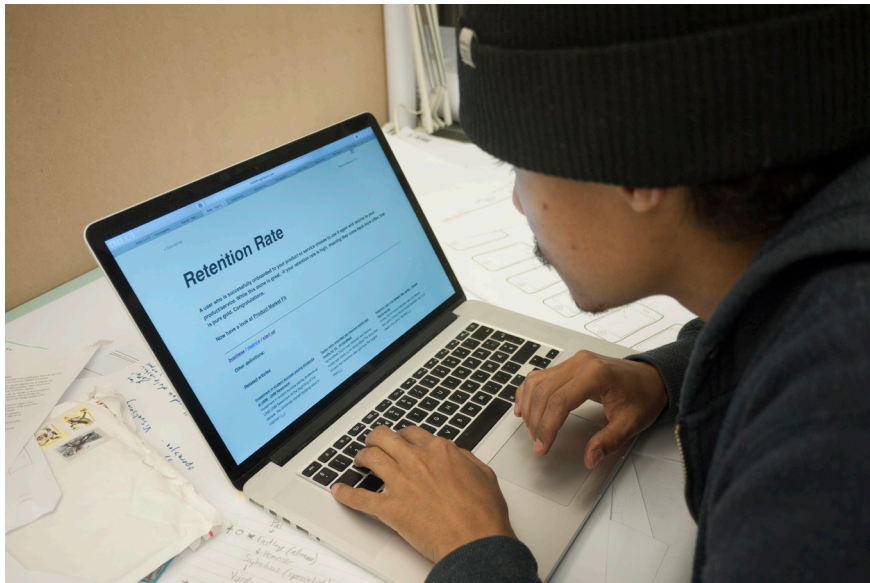
Early web prototype tested on designstudent, AHO.

A - Standard page, without illustration / gif.
B - Page with illustration.

Visual explanations did not only outperform standard "Wiki-pedia" format, but promted an easter egg hunt to find more illustrations and gifs.

Students did not read content after this, just browsed for illustrations. Depending on goal, one might say that the plain page would actually work better.
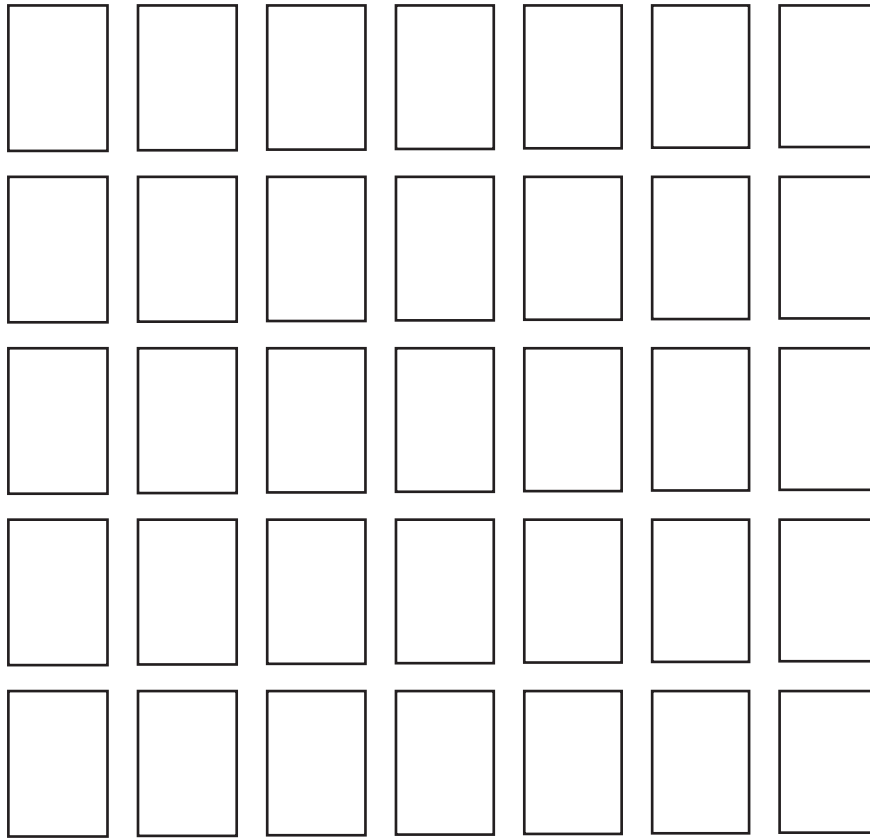
35 cards
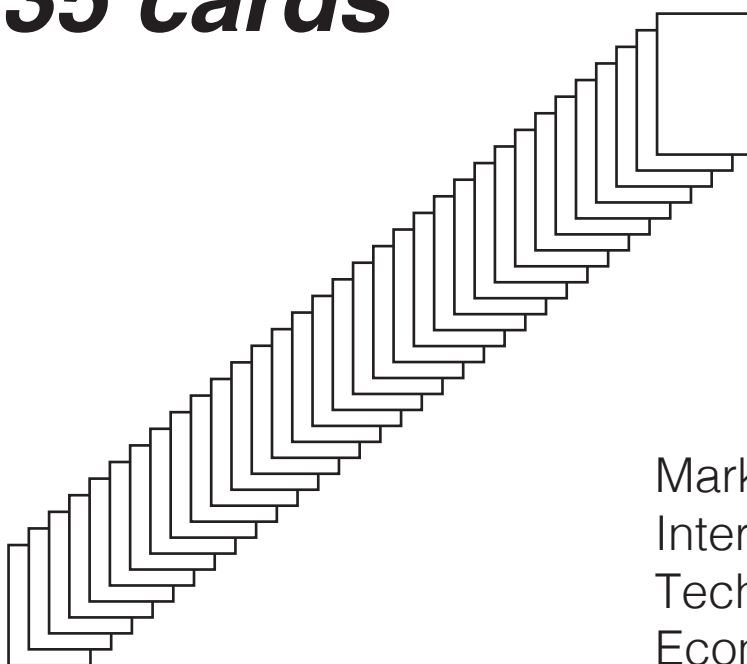
Marketing
Interaction Design
Tech
Economics

A B C D E F G H I J K L M N
O P Q R S T U V W X Y Z

a b c d e f g h i j k l m n
o p q r s t u v w x y z

1 2 3 4 5 6 7 8 9 0 . , & ? !

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z
a b c d e f g h i j k l m n o p q r s t u v w x y z
1 2 3 4 5 6 7 8 9 0 . , & ? !

The Helvetica family is chosen for this project as it communicates a strong and clear aesthetic that offers balance when paired with soft pastels and allowed enough air. Set in Bold it is chosen for headings and to accompany icons and illustrations. Light is chosen to cater for readability.

INFLUENCER

Influencer Marketing

Someone famous tells their peers that
$$$ You should buy / download this $$$

Influencers are often bloggers, vloggers and other people with a large-ish audience.

Results are measured by growth in website traffic and transactions, but also carries value in "knowledge of and about.

Should go into your CAC (Customer Aqusition Cost)
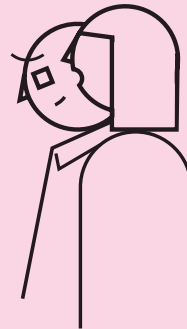
Ownership Marketing
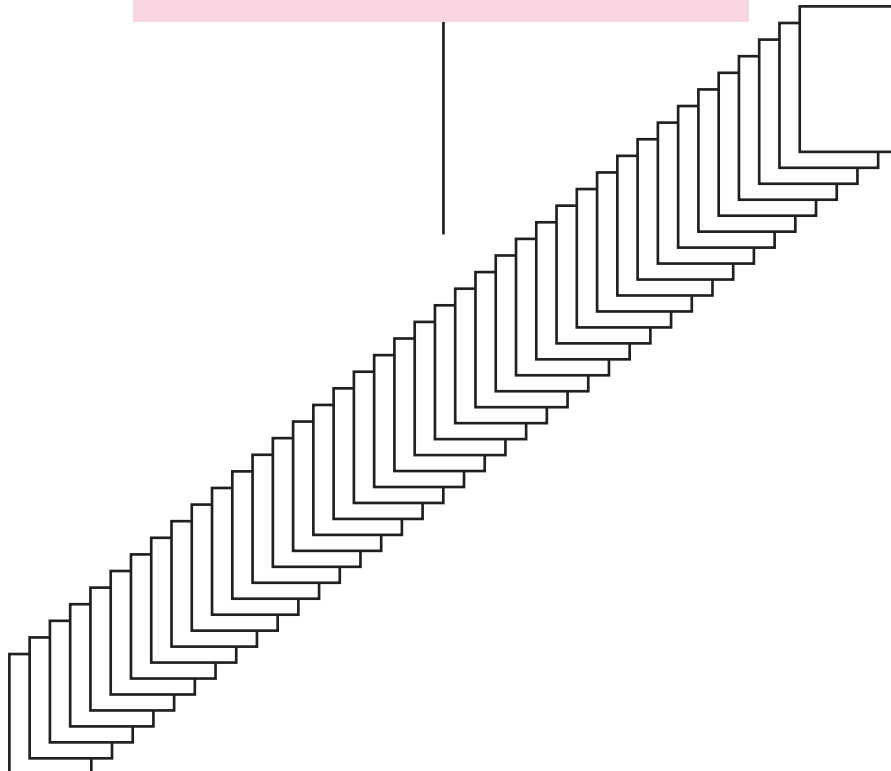
Metrick cards diplaying Helvetica in use.

Click

Sign Up

Add to chart

Share

Click

Purchase

Share of wallet

Yours   **Mine**

Vanity Metrics

Yours   **Mine**
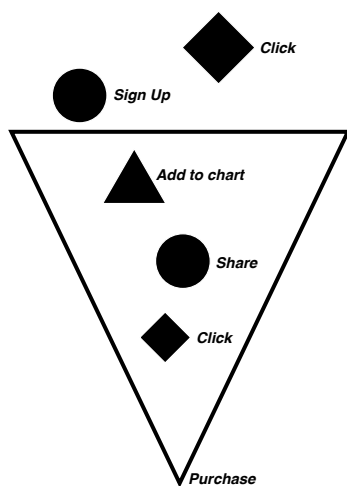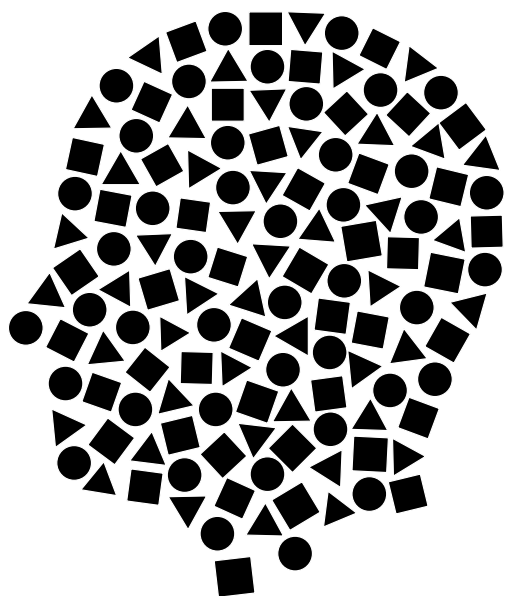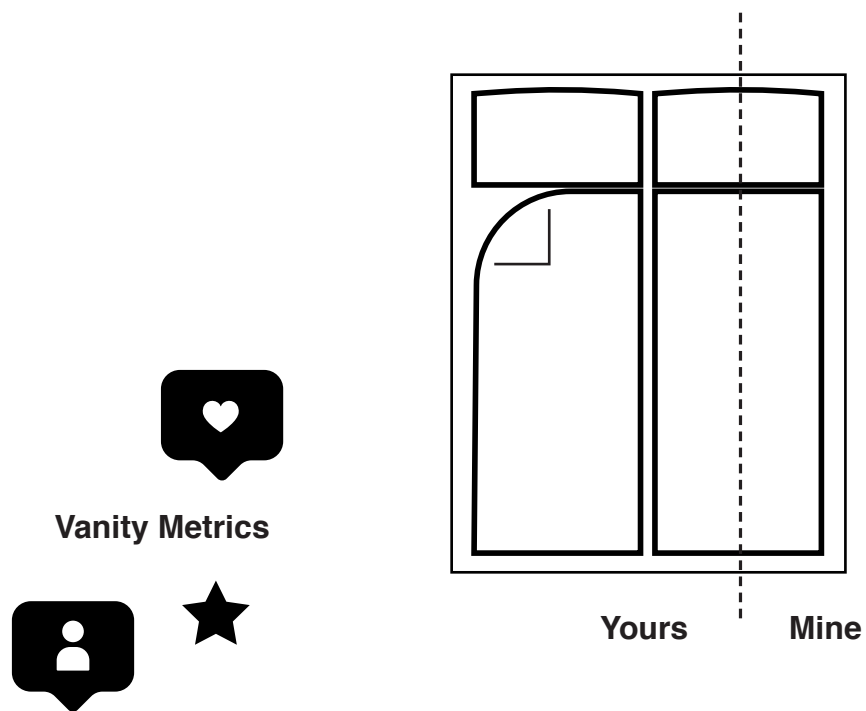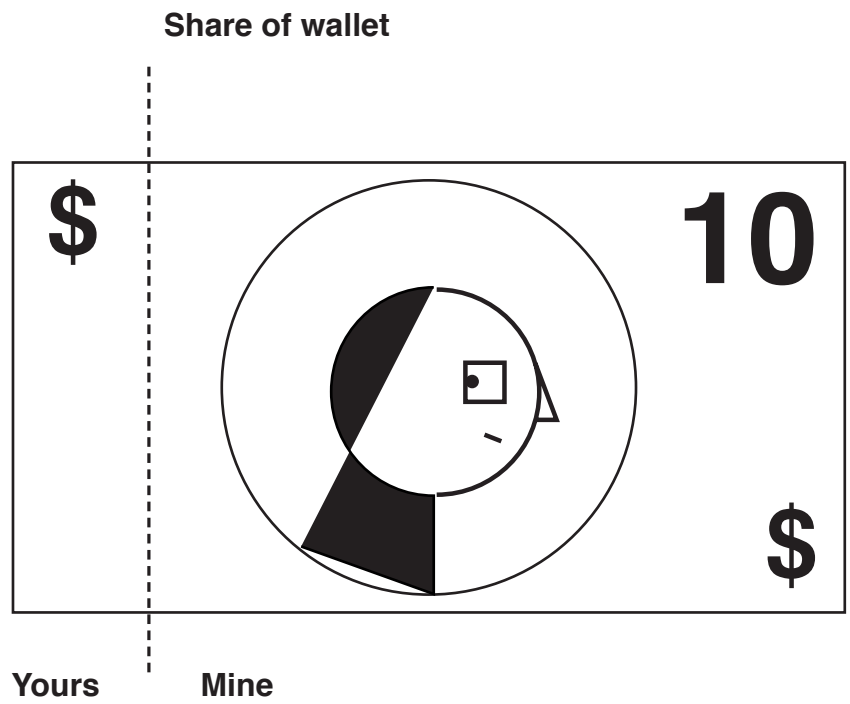
Share of wallet, time and other resourses.

Illustrations
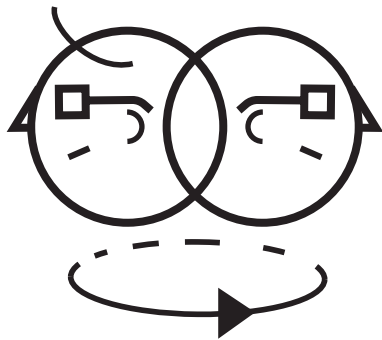
Attention span

Influencer

User

FOMO

Illustrations in the delivery
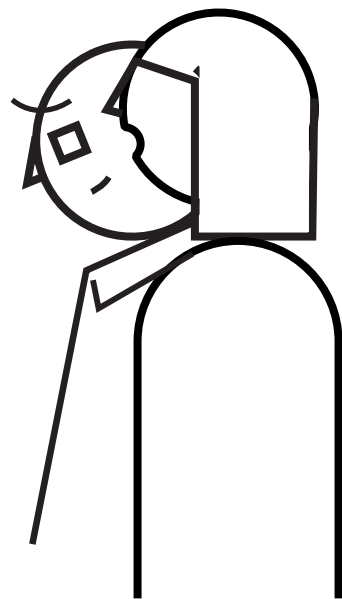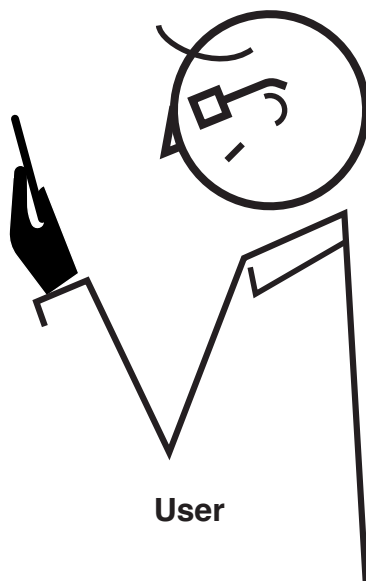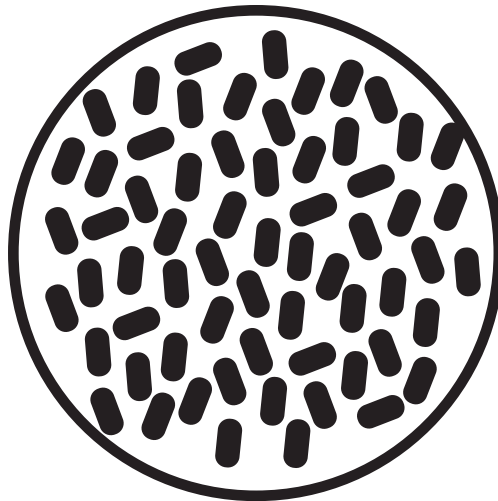
Viral Growth
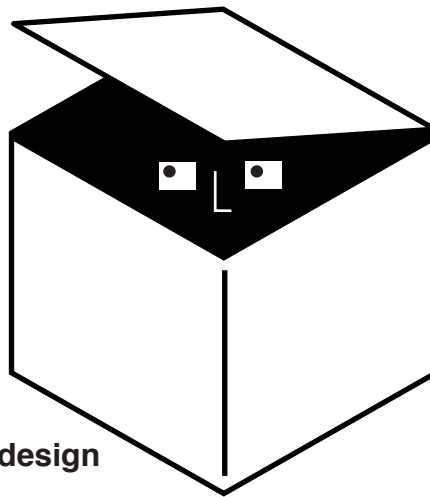
Dark design
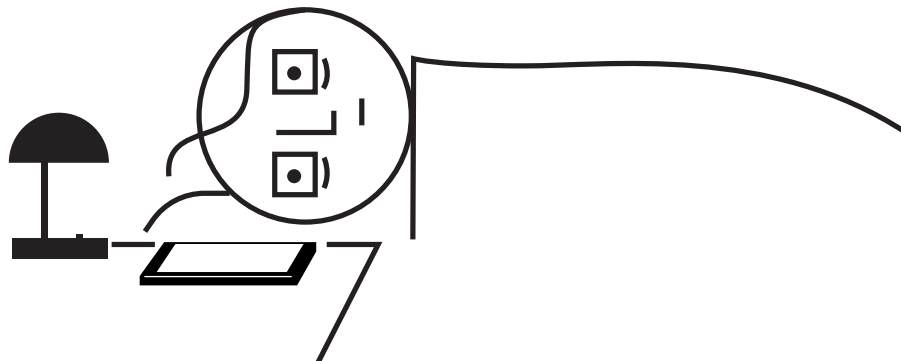
FOMO / FOMI
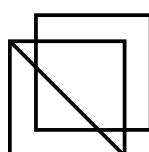
Iconography

1.

2.

3.

4.

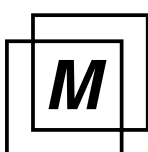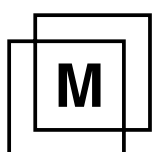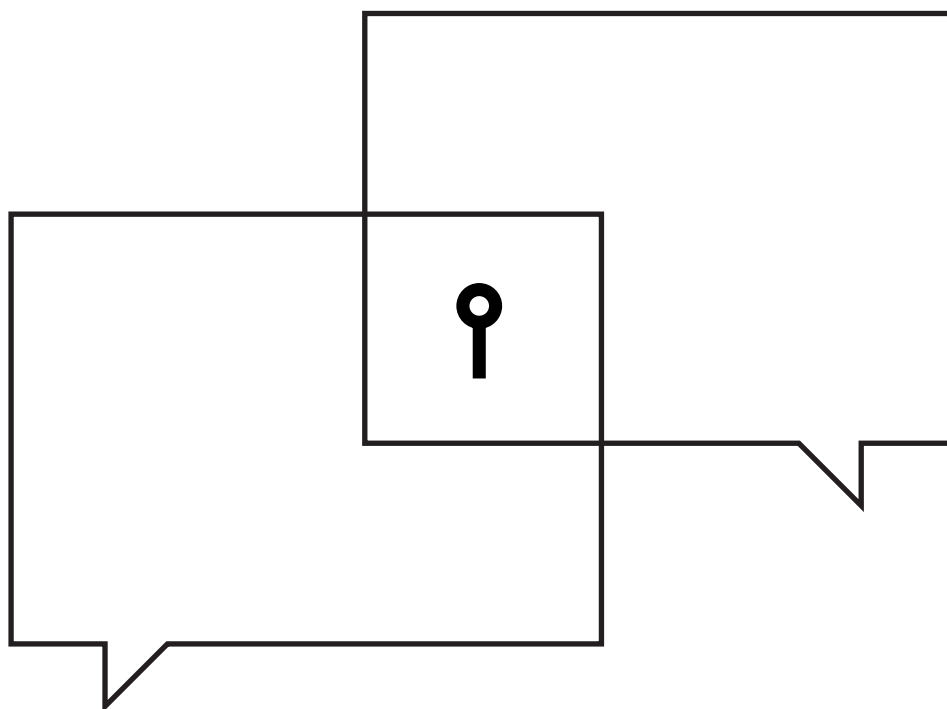5.
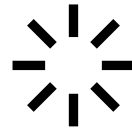
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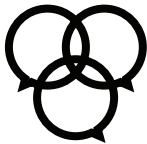
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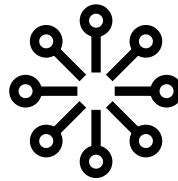
8.
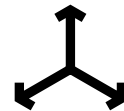
9.

1.   Selfsustainable / run forever
2.   Focus on core
3.   Technology / server
4.   Hierachy / Structure
5.   Value for individual
6.   Idea
7.   Conversations
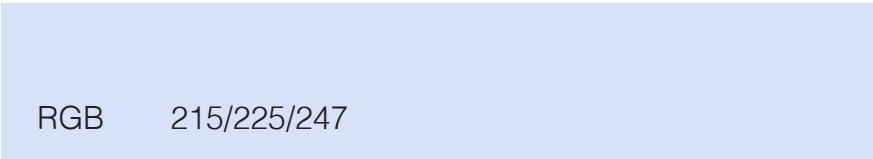8.   Value for community
9   Scale / grow
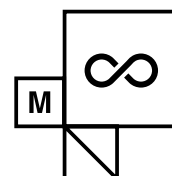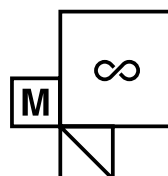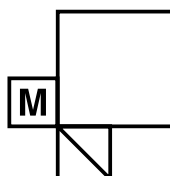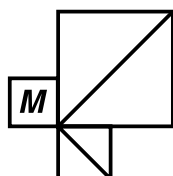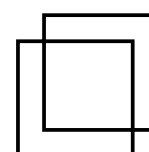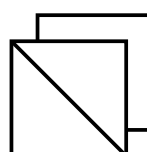
Color coded ownership

RGB   191/235/144

RGB   250/214/229

RGB   215/225/247

RGB   253/242/200
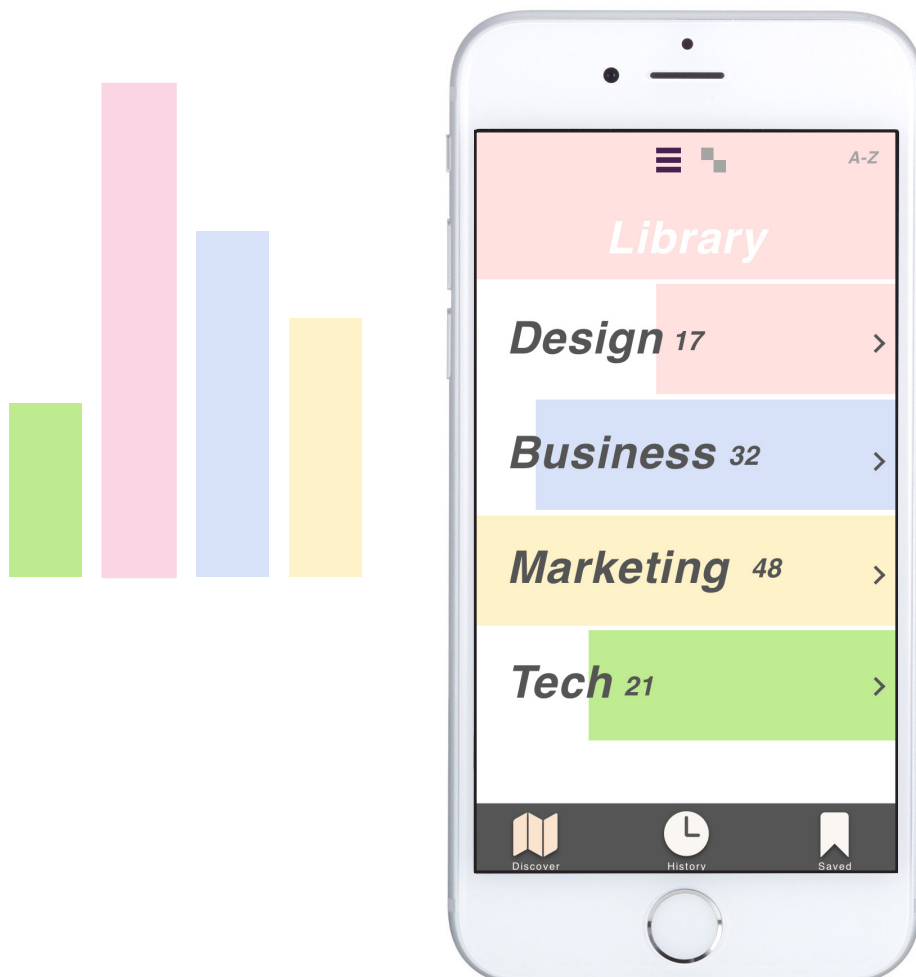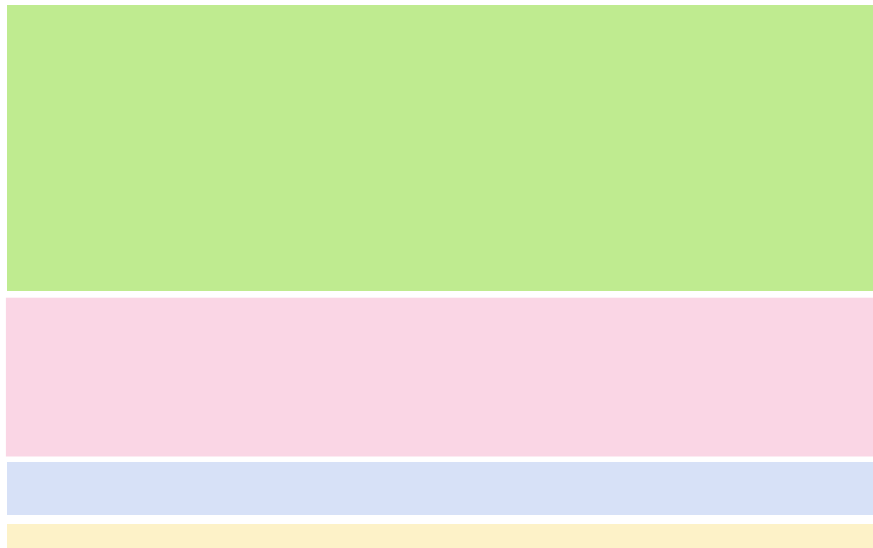
Background colors, to be used in addition to text.

The purpose of the color codes are to create meaningful metaphores an links between content, navigation and brand.

The palette is based on the cheapest post-its locally available, to ensure that the toolkit doesent "break" as soon as you run out of "votingnotes" (the sharper tones was avoided for this project for readability and contrast).

In the making:

Scale & Emphasis

Library

Design *17*	›
Business *32*	›
Marketing *48*	›
Tech *21*	›

A-Z

Discover   History   Saved
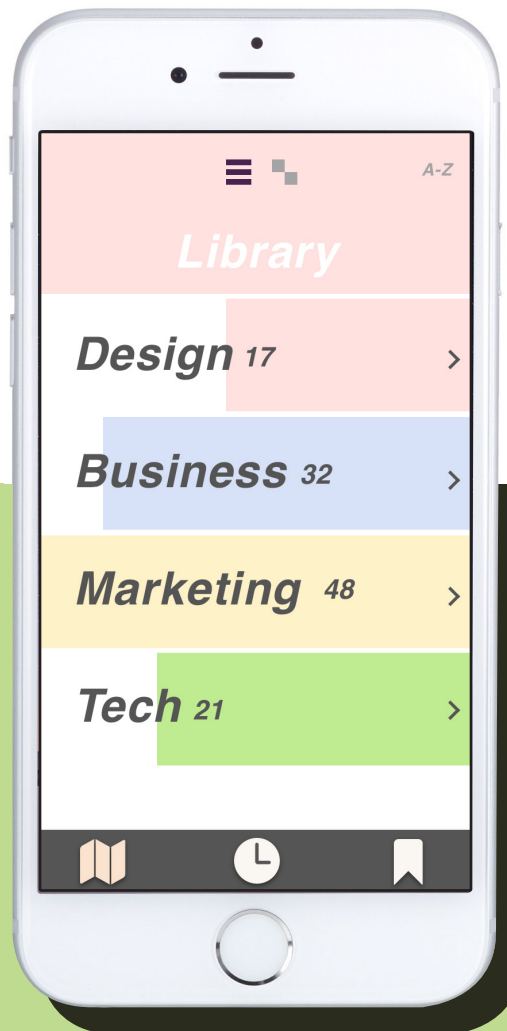
Discover on your own

TOOL 3
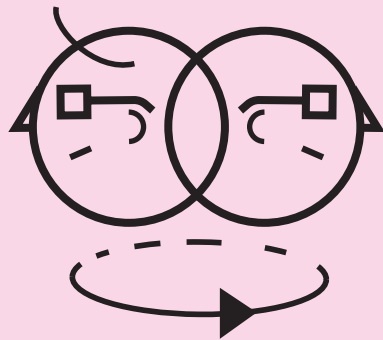
Learn together

Design

Bounce Rate

A bounce is calculated as a
single-page view or single-event
trigger in a session or visit.
The bounce rate is the percentage
of visitors that see only one page
during a visit to your (web) site.
According to Google

Why???
People are most likely not finding
what they are looking for. ..Is your
site correct to whay your SEO guy
have plotted in? Are people
finding it cluttered and
unappealing or straight out
confusing?
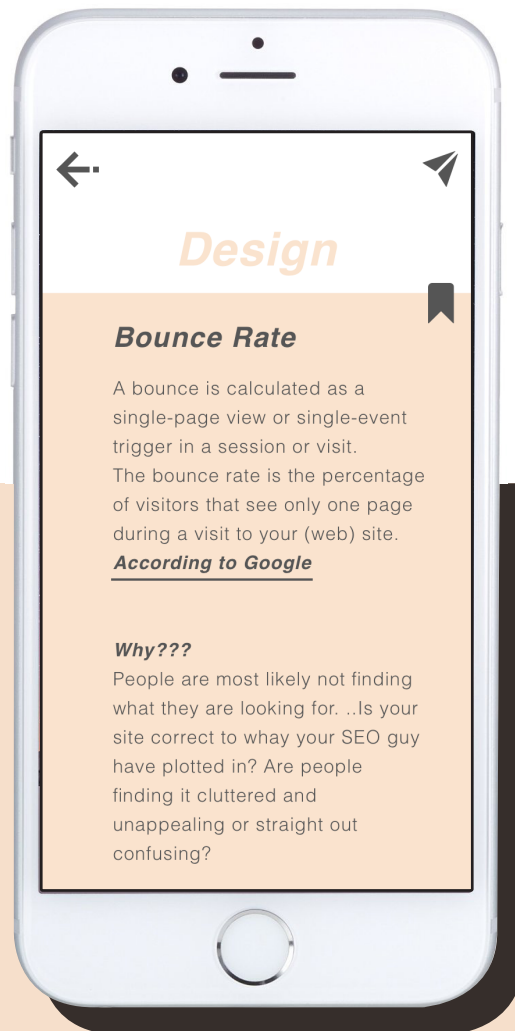
Discover on your own

Vote

Chose an appropriate metric and put it to a vote. Use the stickynotes in the box. If you want to you can argue on the stickynote why it gets your vote or why you should focus on it.
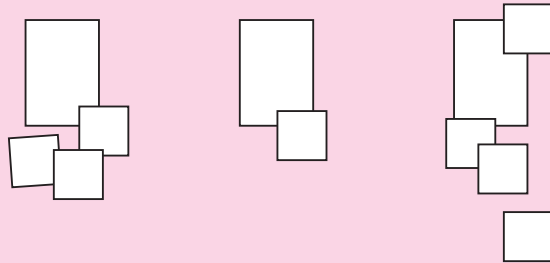
Remember your previous pet peewe th
Could this be the arguments it needs t
Worth a shot. Maybe.

Ownership Everyone

Learn together

According to Google

Why???
People are most likely not finding
what they are looking for. ..Is your
site correct to whay your SEO guy
have plotted in? Are people
finding it cluttered and
unappealing or straight out
confusing?

Figure out what the people you
are trying to reach are trying to
find. -Then try to fill the gap
between what they expect and
what you are able to deliver.

 # Design   **# Economics**

 # Tech   **# Marketing**
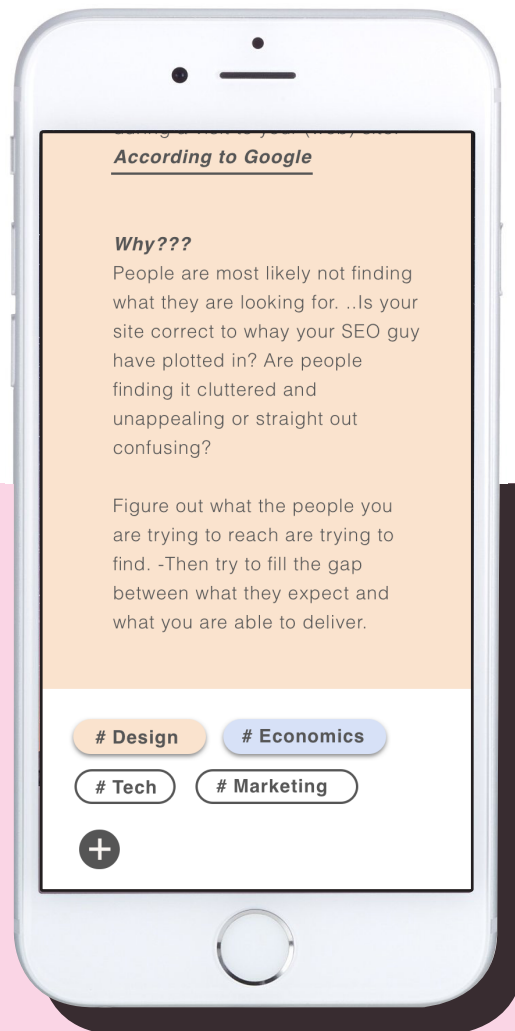
Discover on your own

SESSION LENGTH

How long you wallow around on a page or in a service.

*Is it interesting to ponder around in there ?
or would transactions + shortest possible session
be prefferable?*

ction   *Purpose*

Cautions

Consideration

Ownership Marketing & Design

Learn together

4

Proposed solution and testing

Solution and testing

Scenario writing

RETENTION

Retention Rate = ((CE-CN)/CS)) x 100

CE = number of customers at end of period

Following is a story describing the different touchpoints' interactions and how they may behave within the context of small team.

photo by Veslemøy Vråskar for this project.

4.1

About the toolkit
The toolkit is designed to help you align and define a team's intentions and to aid in the prioritization of features and rollouts.
It can be a part of planning sessions, and revisited in demos or retrospective's, but it may also be a part of larger workshops where it can work together with other activities such as actors- or stakeholder mapping and persona workshops.

The toolkit is designed to help teams or pods to set goals and direction (to commit and follow through) and to meassure the effect of their designs and efforts. Commiting to a plan for what you are building and how to meassure it.

About the App
The App is designed to help you discover and familiarise yourself with the library of collected metrics. It is designed with very simple functionality; letting the user browse, save and share different pages by email.

The App acts as an easy way in, when you're in between activities and facilitates for a personal learning experience that can extend into shared goals between teammembers.

Easy entering: the App does not recuire you to type inn your full name, create an username and a password (and retype your password) and to provide your email address. It only asks you to identify yourself by your line of work. This way, the App can tell us what metrics are important to Designers (which pages they spend most time on, which pages they save and which they share with others).

Based on the content, users are incentivised to share it to their own teams and / or fellow designers or programmers.

About the Web page
The Web page is first and upmost an easy access site for references to the material covered in the app and toolkit but also act as a portal into the two other products.
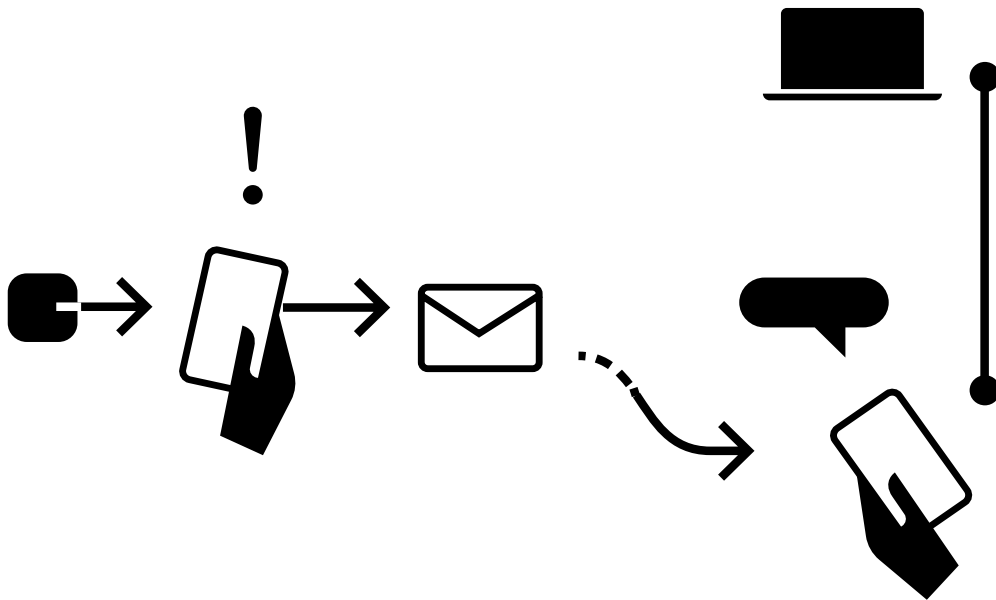
User Journey : Henry

Henry works as a developer and enjoys boardgames in his spare-time. At one of these gamenights he talks to a fellow programmer and this person has just had a workshop with his team about metrics. He tells him that they managed to come to an useful and concrete strategy that would be possible to revisit and meassure.

"Not the usual where all my ideas go to the parkinglot and its just a nice day off. Now we can actually revisit the the strategy and we desided that I will work closer together with the UX designer for the next sprint. Just to see if it works for us."

Henry is interested and eager to try something different in the company he works at. He googles the metric project and finds the website. He sees the description and hits buy.

He tells his co-worker Mia about this the following day. Mia argues that *data wont tell you what to do* but sees on the website that Henry has pulled up that there is a free app as well. She downloads it to see what it is about.

82

User Journey : Mia

Mia has downloaded the app. She taps DESIGN in the onboarding and she's in.

The metric Mia tapped is about engagement and stickiness, she reads the first sentences but dosen't have time to read it there an then. She sees a button that says "save" and saves this particular page for later.

Mia taps the bookmark icon and rest asure - there was the metric that she had just saved. She taps the Stickiness page again and reads on a little. She sees a share button next to the title and taps it to see what happens: *"this better not post to Facebook."*
The app opes Mail on her iPhone and has attached the side from the app in the email.
Mia sends the page to John, her boss, suggesting that they talk about this when they have time.

Mia feels clever, and John thinks this is a really cool thing that Mia is so result oriented. He looks forward to discussing how they can improve their products stickiness.
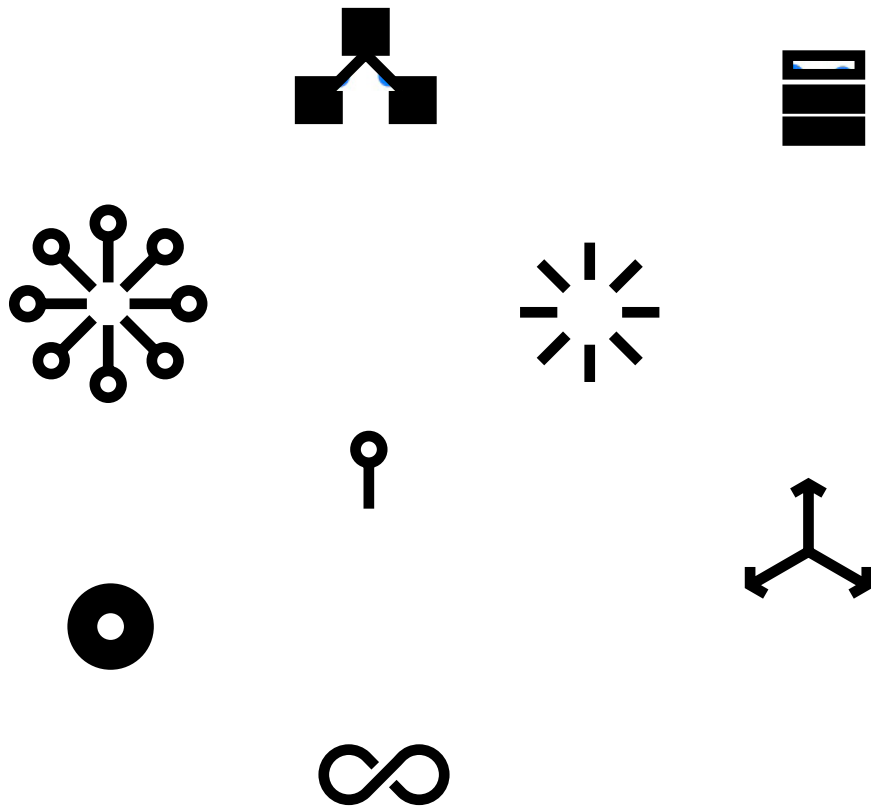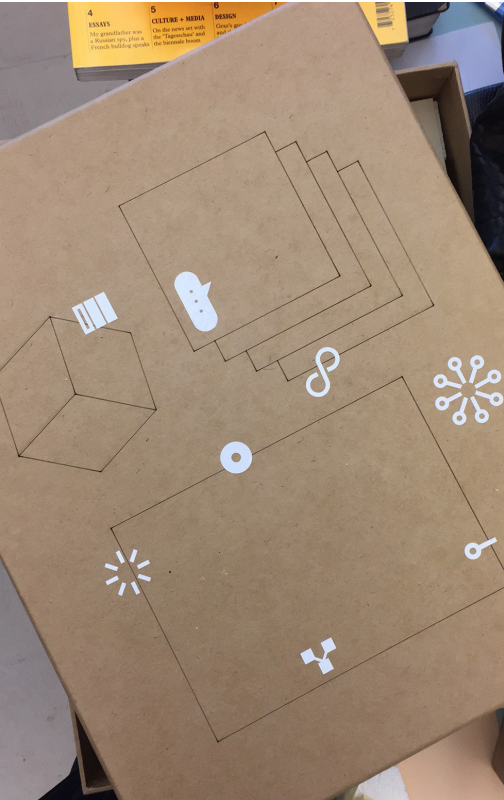
User Journey : Henry

Henrys Toolkit arrive in the physical mail and he opens the package.
He texts John about the toolkit. John is curious to look at it:
You know Mia told me about this, he informs Henry.

They read through some of the material in the package and set a
date for the workshop.
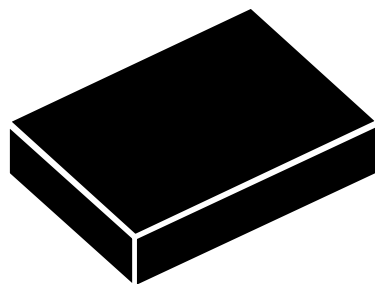
User Journey : John

John is reading through the workshop material and guides
he places all of the cards out on a desk.

Ownership

TOOL 3
Vote

Chose an appropriate metric and put it to a vote
Use the stickynotes in the box. If you want to you can
argue on the stickynote why it gets your vote or why
you should focus on it.

Remember your precious per peeve that ended up in the UX parkinglot?
Could this be the arguments it needs to be tested out?

Ownership: Everyone

TOOL 4
Ideate

Chose an appropriate metric:
Take the stickynotes in the box and draw or scribble
down how you can improve this metric by facilitating
for for users or code or business partners.

Is it going slow? roll the dice and leave the compa-
nies fate up to chance. almost.

Ownership: Groups 2 - 3

Revisit

Remember the metrics you set out to measure
and improve? -How did it go?
Invite everyone for cake and have a little toast, sele-
brate your victories however small they might be.

You probably took a photo of them and sent it to the atten-
dants after the workshop was over. If not, do it next time.

Ownership: Workshop Planner
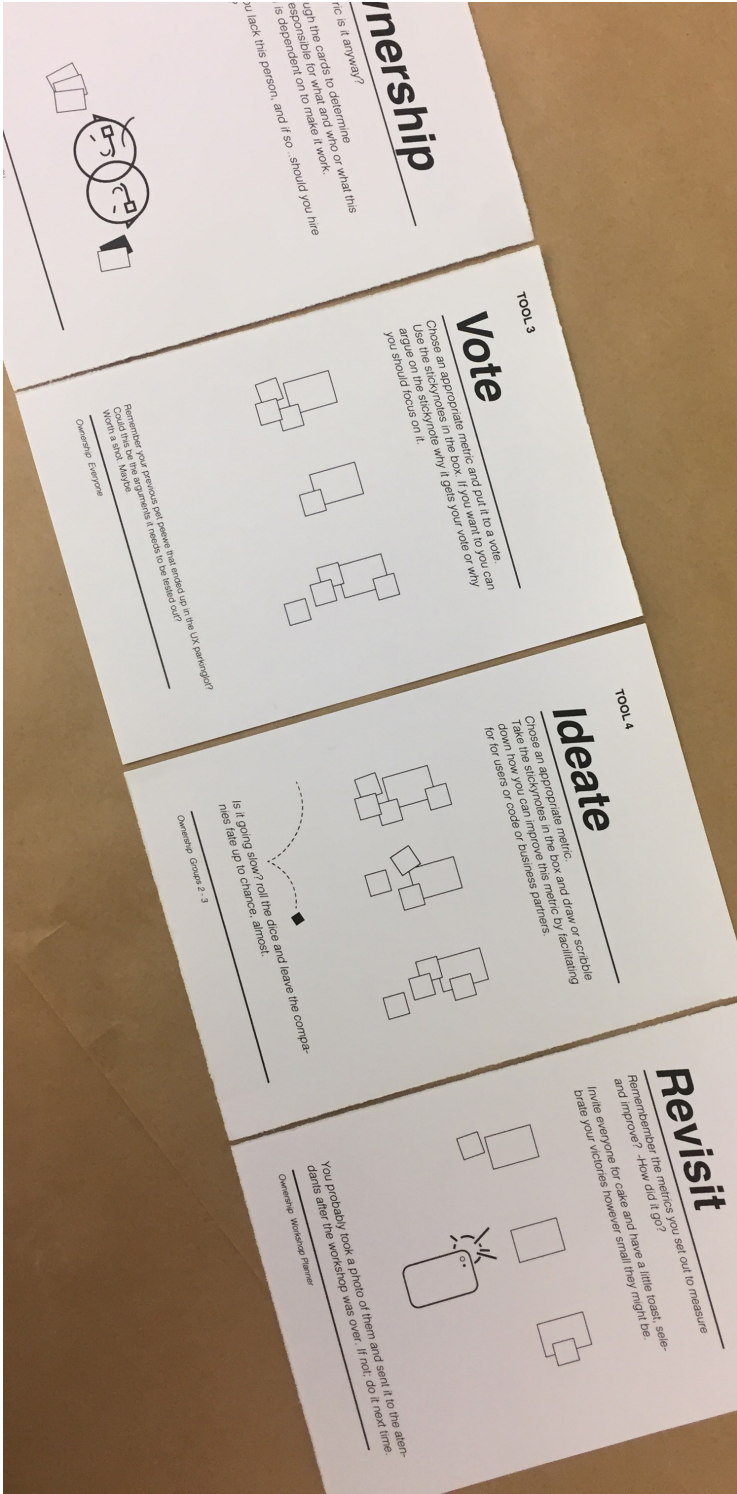
REGISTERED USERS

The amount of people who are and have ever been using your product / service.

Consideration

Are you counting users per device or account?

Cautions

Registered users are high numbers not reflecting how many use it currently or on a regular basis.

Ownership Marketing & Design

4.3
Last iteration of testing

Trying out the workshop toolkit on a cross diciplonary team at Mesh:

In order to verify some of my assumptions about group dynamics in work-shops, this part of the delivery had to be tested out on seasoned entrep-eneurs to find out if they would like to use it, if they had objections to the different metrics presented and if this could help facilitate for a constructive discussion about strategic efforts - guided by a set of metrics.

This was held as to shape and correct the product before finalizing it for delivery.

All photos from this session is taken by Alex Asensi.

The workshop was planned to answer these questions:

1. Do the composition of this kit work as intended?

2. Do the different parts engage users to partake, or lower threshold?

3. Could this function over time / be regularely revisited?

The aesthetics of the toolkit was not intended to be tested at this stage as it was still a sketch, but was commented on in a very positive way.

1. Card sorting for overview with discussion about relevance to given context. Voting with post-its; which metrics are the most important and to whom (Engineers = green. Economist = blue. Marketing = pink. Design = yellow.)

2. Some metrics are favored by all in the group, prompting competition for grabbing the "better" ones.
Economist chose "negative metrics" as it shows where the product can improve and tells the rest of the group why this is important.

3. Other metrics are called at as more appropriate for a digital startup by the engineers, and they start to organize them, number them and comment on the post-its.

4. The group closes in on a small set of metrics that they agree are suitable to their context *and* product strategy.
These are the ones they will focus on, track and revisit to monitor improvement.

5. The following part of the workshop was used to disuss strategic efforts and playing with the dice.

Engineer 2

"Everyone hates workshops because you know its just a tembuilding day where everyone is supposed to have ideas about how to save the world - I used to work in a plase like this for several years - and nothing happens to the ideas afterwards! Youre working there and really dont have time for a workshop because you have soo much to do and then you have to listen to a bunch of people with no knowledge about your job telling you how to do your job! And when you return to work you have to try to catch up for being away an entire day!...

This cant be about your co-workers telling you how to do your job, but I think this is nice if a marketing person can contribute to or share his understanding of something I measure in my field so as to work together towards a common goal. If you manage to break that code then I think you've really nailed it"

Marketing

"I think this was a really nice experience, there was a lot to chose from, but we managed to pick the important ones. And I quite liked the dice.. I think its important that everyone gets to speek."

Economics

"Retention and Churn are the ones for me. I need to pick up the phone and figure out why when customers are unhappy or leaving. Getting new customers has a bitter aftertaste if you loose as many as you gain new ones. Its important for me that they stay.. and its important for me that people get that"

Image credits: Alex Asensi

5

Reflections

Reflections

5.1

Methodology

Trying to fit a lean approach into a diploma project.

At the beginning of this project I praised the lean approaches and iterated on simple code that was possible to test on my fellow students, friends, former coworkers, and random strangers. When needing to pivot and alter direction based on their behaviour with and experience of the prototypes, this posed a challenge to my overall design-project progress. A hostile critique might conclude that I should have done more research in order to ask the *right* questions in the first place. But herein lies the rub: I would not have arrived at those questions had I not tried out solutions and tested extremely early. Although I am not a fan of waterfall processes, it is seamingly what functions better for evaluating design school projects. This is why the last part of the double diamond was executed in this manner.

This has also provided me with the possibility of presenting a solution "with no strings attached", and terrible programmer humor aside; I think a soft mix of lean and waterfall might be fruitful in education; using simple prototypes to ask questions about peoples preferences and need.

Going back to lean; I am sure this project has a lot of other potentials and un-answered questions that has yet to be explored. Allowing this project to grow (...) will require going back to production, to test the full scale of the group dynamics, product environments and service experiences.

5.2
Future development

Assumed value:

By letting users download a metrics library in the form of an app and prompting them to log in with the field they identify most with, the actions of "time spent on page" "save" and "share" may reveal important information about where designers and design is heading. This research is outside the framework of the diploma.

The interactions, learning goals and dynamics facilitated for by the workshop toolkit needs to be explored further. It has only been possible to assume that this has potential based on users first meetings with the tool. It needs to be used *over time and revisited regularely* (integrated to existing sprints or similar bi-weekly activities) to prove its value.

The early versions of the webpage still exist in a staging environment and the execution of the new (live) page will be based on this. By opening this up it will be possible for other designers, programmers, product managers and marketeers to add their own metrics and thus help the library grow.

6

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Inspiration

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6.1

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Roy Lichtenstein
Modern Room, 1990
Leslie Sacks Gallery

Image retrieved from: https://d32dm0rphc51dk.cloudfront.net/K2-yZE5vhMMLOBlj9PKp_A/large.jpg
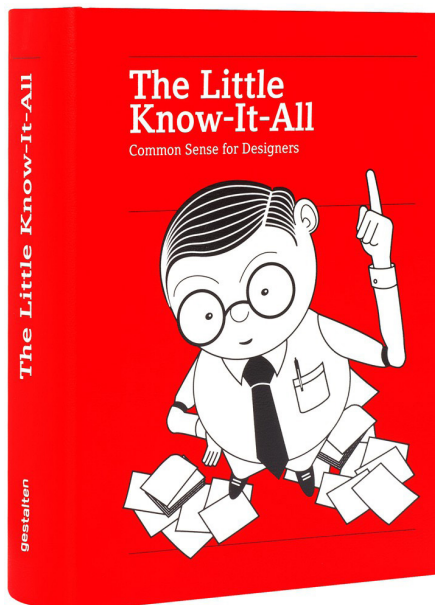(30.04.2017)

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welkom-welcome-benvenuto-willkommen-velkom-do
(14.03.2017)
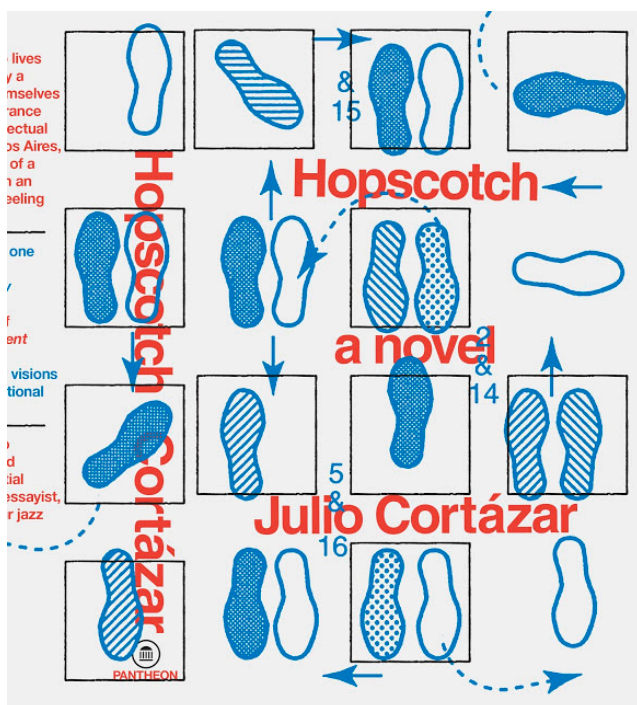
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6.3
Acknowledgements

Takk
Thank you
&
Tack