

Brad Orego

User Experience Leader. User Researcher. Entrepreneur. Dancer.

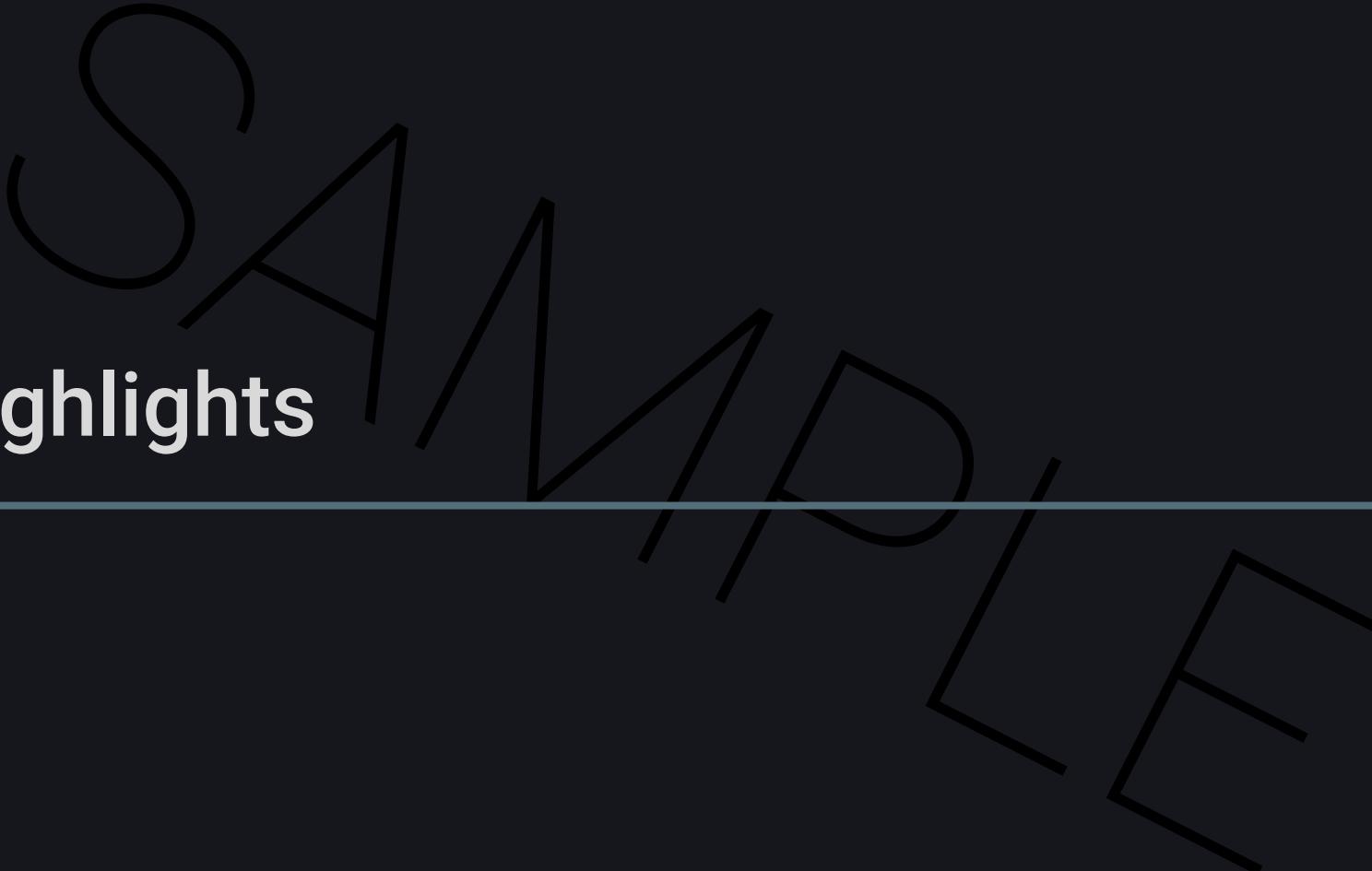
This is a Preview Edition of my portfolio. Some pages have been removed in the interest of privacy. For access to full case studies and more in-depth analysis of my work, please contact me directly.

<https://bradorego.com>
hello@bradorego.com
716.939.1126
@bradorego

Overview

- Highlights
- By the numbers
- Executive Influence
 - UX Leadership
 - Organizational Change
 - Coaching Corporate Innovation
- Leading the Craft
 - Research Education and Innovation
 - Internet-of-Things Product Leadership
- Community Engagement & Outreach

Highlights



Highlights

10 years of experience as a User Experience Researcher & Designer across a diverse set of companies (startup to Fortune 500; in-house, agency, and freelance).

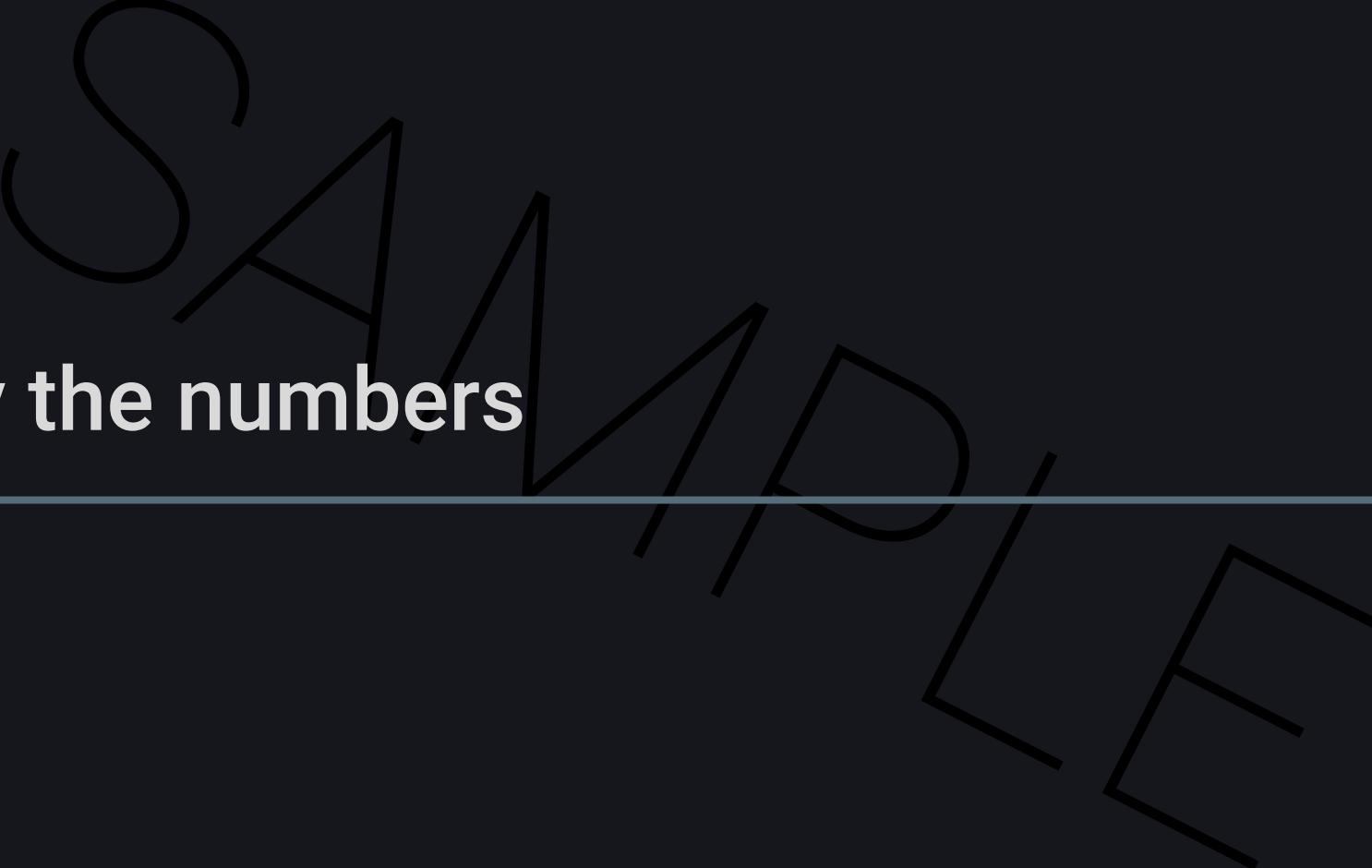
5 years building, scaling, and leading UX teams from 2-8.

Board of Directors of the global Research Operations community, leading the Knowledge Management, Tools, and Infrastructure committee.

Over \$20M saved in production costs thanks to UX work across 31 organizations.

Dozens of junior UXers mentored through successful careers.

Established a Minor in Digital Media Studies for User Experience Research & Design at the University of Rochester.



By the numbers

By the numbers

23
direct reports managed

13
candidates hired

200+
candidates interviewed

1500+

750+

\$20M+

portfolios reviewed

user research sessions

in production costs saved

By the numbers



Executive Influence

User Experience Leadership

Context

- 1010data (“Ten Ten Data”) has been a leader in big data analysis since 2000 with major clients in finance, retail, and CPG.
 - 1010 was acquired in 2015, and the co-founders named a new CEO and CTO in 2017, fostering a new era of innovation for the company.
 - Since 2017, 1010 has focused on productizing their current service offering and fostering a user-centric approach to product development.
- Time-series Big Data Analysis Tools
 - While 1010 has their own internal Data Science team, the majority of their customers are leveraging their proprietary software tool in order to do customized analysis for their specific domain and data set.
 - 1010 has major customers in Retail (Dollar General, Rite Aid,), Consumer Packaged Goods (Coty, The Vitamin Shoppe), and finance (DTCC, Four Winds).
- 1010 began a 30% staff reduction in Fall of 2019.



Greg Munves,
CEO



Bora Beran
VP of Product



Brad Oreg,
Director of UX

1 Sr Designer,
2 UX Designer,
2 Jr UX Designer,
2 Jr UX Researcher

My Role

- Director of User Experience @ 1010data
 - As the first Director of UX 1010 has ever had, a lot of my responsibilities fall into the realm of setting up and scaling a UX team. This includes defining the organization structure, the career matrix and progressions, job descriptions, and identifying opportunities and methods for collaboration.
 - I'm also responsible for creating rituals and practices, managing resources, staffing, ensuring proper training and quality standards, and being point person for the majority of our Research activities, as that function is the most underdeveloped at 1010 currently.
- UX Strategy, Cross-Functional Collaboration, and Leadership
 - In this role, I have the unique pleasure and challenge of balancing multiple needs, including setting the overall strategy for the UX department, ensuring alignment with the corporate and product strategies, and taking lead on how UX works with Product, Engineering, Sales, Marketing, and Customer Success.
 - I also am the sole people manager on the team, managing a team of 7 direct reports.
- I wrote a [blog post](#) with more detail as to what I've been working on thus far.

Key Activities

- Define what UX is at 1010data and how we work with others.
 - Work cross-functionally with leadership from Engineering, Product, and other parts of the business to ensure support and fruitful collaboration across all product teams.
 - Define organizational structure, including reporting, career development plans, levelling, and trajectory.
- Manage and grow the UX team.
 - Manage 7 direct reports as well as identifying needs and defining the hiring process for new talent.
 - Identify and implement best practices for design and research methodologies, rituals, practices, and tools, increasing overall quality of outputs to drive improved outcomes.
- Take lead on key Research and Knowledge Management initiatives.
 - Absent of additional senior Research talent, I set all Research strategy, dictating which methods are used, which audience will be targeted, and taking point on the final analysis of research results.
 - Development and maintenance of a Research Repository, providing access to insights for anyone at 1010data, creating a centralized store for all feedback gathered from end users/potential customers.

Key Activities

- Evangelize a user-centric approach across the organization.
 - Educate leadership and stakeholders across the company what UX is and does and how they can leverage our abilities to improve their work and benefit the company overall.
 - Create opportunities for my team members to grow and to share their knowledge internally and externally, including lunch & learns, office hours, a UX blog, and speaking engagements.
- Design and implement scalable research methods to increase coverage.
 - By creating repeatable, scalable processes for Research, we enable people beyond the UX department to conduct research and leverage the insights gathered by their own activities and by others.
 - Along with a Research Playbook, Participant Pool, and other templates/guides, conduct internal group training and individual coaching/mentoring to ensure quality and robustness of results.
- Lead UX strategy to support products and to determine department initiatives.
 - Ensure all team members are aware of product and corporate strategy and are aligned and in sync.
 - Determine needs for the department and help team members allocate time and effort to optimize impact and move the needle forward for internal projects, such as our Design System, Disco.

Key Activities

TIMELINE



User Experience Track

Research



Operations



Transactions 2017 QTR3
Rows 1 to 21 of 312,412,221. Columns 1 to 8 of 8

Transaction ID	Date	Time	Customer	SKU	Store	Qty/Wgt	Cost
1891	12/01/17	00:00:00	647b024e	2734	2420	1.00	3.12
				300947	93	1.00	1.00
				37304	93	2.00	2.73
				223764	93	1.00	1.91
				172323	93	1.00	2.76
				7095	93	1.00	1.19
				647b024e	93	2.00	2.26
				455558	93	1.00	1.28
				404911	93	1.00	1.34
				3861	93	12.00	8.37
				497061	93	5.00	3.27
				392814	93	1.00	6.88
				281730	93	1.00	1.01
				247673	93	4.00	16 >

UX Charter

Mission

To help 1010 be
more user-centered and to
make it
a place to

Values

- I User-centered design by default
- II Our products, tools and services make life easier for users
- III UX is a discipline that is constantly improving

1010



This is a Preview Edition of my portfolio. Additional pages have been removed in the interest of privacy.

For access to full case studies and more in-depth analysis of my work, please contact me directly.

1010DATA

Participant # _____

Participant Consent & Release Form and Non-Disclosure Agreement

Thank you for volunteering to participate in 1010data's research study. By signing this form, you agree to the following:

1. I'm here of my own free will: I agree to participate in this research activity conducted by 1010data. I understand that my participation is voluntary, and I agree to immediately raise any concerns during the session to the study administrator. I acknowledge that I can also request to end the session at any time and will still receive the agreed upon compensation. No representation has been made to me that 1010data is obligated to use the proceeds of my participation in any way. I acknowledge and agree that this form will govern my participation in all present and future 1010data research studies in which I agree to participate.
2. I will be recorded: I irrevocably consent to the use of audio and video recordings of me by 1010data, and to the use of my name and image therein. I understand that the recordings are for research purposes only, and that my name and image will not be used for any other purpose. I acknowledge that all rights to the recordings and other proceeds of my participation in the research study, including copyright, are owned by 1010data.

Impact & Outcomes

- Implemented a Research Repository to capture and centralize all feedback.
 - Initially seeded by research activities, the Repository also became a place for customer-facing roles to deposit ad hoc insights gathered during their day to day work. 750 entries as of October 2019.
 - By creating a centralized, sort-and-filter-able database, Product Managers were able to leverage insights, both increasing the quality of outcomes as well as decrease production time by 11%.
- Developed processes, methods, and rituals to increase design quality.
 - By implementing weekly Design Reviews, Design Critiques, Pair Coaching, and a set of guidelines and standards (including use of a design system), we were able to decrease the amount of time and number of revisions required from designers by ~30%.
- Grew team from 2 to 8, increasing satisfaction and motivation.
 - By identifying needs for additional UX resources and leveraging existing team members to prove the value, I was able to grow the team from 2 to 8.
 - Coaching, mentoring, shared culture, and clarified reporting structure and expectations helped increase employee satisfaction and motivation by 66%.

Impact & Outcomes

- Built a scalable, repeatable research process to decrease overhead and increase quality of insights.
 - The use of a Research Playbook, of a Participant Pool, and of standard tools (such as Respondent, Validately, SurveyMonkey, Zoom/Gong) and forms (Research Plan, Consent/Release/NDA Form, Analysis & Shareout) allowed us to optimize Research throughput (~10 day average turnaround).
- Decreased new Support Tickets by 22%.
 - Increased design quality and data-informed decisions decreased incoming support tickets.
- Optimized analytics tracking and funnel reporting in order to focus qualitative research activities.
 - By identifying new events and cohorts using Heap and FullStory, we were able to identify major drop-outs in acquisition funnels, focusing our research efforts and increasing retention by 31%.

Lessons Learned

- There are unique benefits and challenges to starting from scratch, especially at a well-established company.
 - 1010 has an eager appetite for being data-informed and for being more human-centric, however there was both a hesitation as well as corporate inertia to overcome in shifting methods and culture.
- Before joining 1010, I was under the impression there was virtually nobody outside of Sales talking to end users.
 - This turned out to be completely false; we had plenty of feedback coming in, but no pipeline to deliver it to stakeholders on the Product side. Clearing this up was a major win for research.
- It's just as important to interface with and motivate your team as it is to work closely with stakeholders in other parts of the business.
 - The more you can collaborate, the more you can all achieve, and by co-leading initiatives, tremendous value can be delivered.

Executive Influence

Organizational Change

Context

- Prolific Interactive was an award-winning mobile-first product development agency.
 - Founded in 2008, Prolific built industry-leading mobile experiences for brands like Saks Fifth Avenue, SoulCycle, Scotts, and The Wing.
 - With established Engineering, Product Management, Design, and Growth teams at Prolific at the time of my joining, User Research was an area that was fairly new to Prolific and in need of growth and leadership.
- Product Design & UX Design
 - For all of Prolific's history, research activities were handled by hybrid UX Design practitioners. Recently, Prolific had attracted more mature organizations, and had been receiving feedback about the quality of their research.
- Prolific Interactive was acquired by The We Company in 2018.



My Role

- Principal User Researcher/Head of User Research @ Prolific Interactive
 - Transitioning from Product Design + UX Design to Product Design + User Research.
 - In order to have clearer separation of responsibilities and allow members to focus exclusively on Research, we decided to split the hybrid role of UX Design.
 - This involved assessing where the current strengths and interests of each existing UX Designer laid, identifying where their existing responsibilities would lie and what additional responsibilities could develop, and creating a transition plan for team members to move into a Product Design or User Research role.
 - We also needed to define organizational structure and career trajectory for User Research and to update Prolific's Service Offering, including how Research worked, what value it added, and how to position it from a sales standpoint.
- Increasing the quality of User Research @ Prolific
 - On top of helping define what User Research was, I was also responsible for increasing the quality of the work product we produced.
 - By developing standards, conducting internal training, providing additional resources, and acquiring necessary tools and equipment, we can improve quality and outcomes.

Key Activities

- Define the organizational structure and career levelling within User Research.
 - Developed a Research Department Title & Responsibilities document in order to codify the reporting structure, levels, and expectations for team members at each level.
 - This document also included recommendations for project staffing based on phase and need as well as Department Initiatives to be managed by Senior team members.
- Create templates and guidelines, and implement practices and rituals to increase research quality and drive better outcomes.
 - Implemented Polaris as a Research Repository across all of Prolific's new project work.
 - Developed a Research Playbook to codify standard research methods and practices.
 - Weekly Research Critique meetings where team members got feedback on study design, participant selection, and analysis.
- Wrote Design guidelines for GDPR and Accessibility.
- Began development of a Polaris-like software tool for Prolific & its partners.

Key Activities

Outline

User Research Department

Titles & Responsibilities

Project roles

Organization

Major focus

Director of UX Research

Associate Director of UX Research

Lead UX Researcher

Senior UX Researcher

UX Researcher

Apprentice UX Researcher

User Research Department Titles & Responsibilities

Project roles

Contributor - minor contribution
Participator - minor participation
Owner - major contribution

Utilization

90%
60%
5%

Department roles

Volunteer
Participant
Owner

Major focus

Fun, self-development, not responsible
Expected to contribute, not accountable
Owns initiatives & is accountable

This is a Preview Edition of my portfolio. Additional pages have been removed in the interest of privacy.

For access to full case studies and more in-depth analysis of my work, please contact me directly.

Volunteer
Participant
Owner
specificity of activities and responsibilities for each role. As I move, changes, so do the specific activities necessary to support its growth.

- Each office is different and should evolve specifics as appropriate, led by its Director of UX Research. These changes should be documented. This document or future versions can and will evolve as the team evolves.
- In the future, with a larger team, there is an opportunity to differentiate roles further (e.g., quantitative researcher). Initially, each member of the team should be flexible enough to contribute to any project without over-specialization.
- The eventual goal is the level of granularity (but not content) found in [this document](#).
- This document is the direct counterpart to the [Design Department Titles and Responsibilities](#) document. It is very similar in level of detail and career trajectories. Though UX research and design are different disciplines, it is important that department structures correspond in initial stages of growth.

Prolific User Research Proposal Template

Objective

Give a one-paragraph summary of the background for this research.

State the main goal, as well as any secondary goals in a second paragraph.

Method

- Steps should include which methods you plan to use, with which population/cohort, etc.
- Method can be bullet points or a paragraph (whichever feels better).

Resources Needed

- Identify resources both in terms of time (whose, how much) and materials (which, approximate cost).
- Don't forget things that don't cost money/that you already have (e.g. incentives, consent/NDA/release forms, etc)

Risks

Identify any internal or external risks to the research. Internal are mostly political and/or organizational/logistic, whereas external would be something like negative externalities, how the , etc.

A Designer's Guide to GDPR

Brad Orego, Senior UX Researcher

you need to be, it's
her needs and you're

→ [Read The Post](#)

Impact & Outcomes

- Transitioned a team of 9 UX Designers to 4 User Researchers and hired 2 more.
 - 5 of the 9 were more interested in Product Design, so we built 6-month transition plans for all team members, hiring 2 additional User Researchers as backfill.
- Standardized templates + Prolific-wide access to research repositories saved an average of 3 hours/Researcher/week.
 - Reuse/customization of templates meant nobody was starting from scratch, plus we could share generalizable knowledge about usage patterns between projects for added efficiency.
- Clearer expectations and division of labor reduced overstaffing and underutilization on Prolific projects by 18%.
 - The transition also helped Prolific clarify its needs per project and per phase, helping the company adapt its staffing/contract model to be more flexible, allocating the appropriate resources as needed.

Lessons Learned

- Agencies have unique opportunities to define what User Research is and how it works, but they also face unique challenges.
 - Not being bound to a specific product gives a lot of flexibility and the ability to iterate rapidly on a model, which is a tremendous advantage.
 - Agencies are also uniquely positioned to build standalone products they can spin out/offer as additional revenue streams.
 - The majority of income being project-based means a nontrivial amount of work needs to be done to support new business, cutting into operations and internal growth time.
- Working cross-functionally can be extremely beneficial and rewarding.
 - Working with Prolific's Engineering team (for the Accessibility guidelines), Design team (for the GDPR guideline), and Growth team (for advanced analytics and growth management capabilities) produced unique and valuable outcomes for our partners.
- Change management is often the hardest part of any process.

Executive Influence

Coaching Corporate Innovation

Context

- American Family Insurance (AFI) Corporate Innovation
 - “AmFamLabs” is the business development, corporate innovation, and venture arm of American Family Insurance, a Fortune 500 insurance company.
 - In addition to making investments and acquisitions on behalf of American Family, the Labs team also incubates potential businesses to eventual spin-out into their own startup company.
- Labs is comprised of 3 main areas
 - Data Science & Analytics (DSAL): the technical branch, including data science, machine learning, software engineering, and UX.
 - Business Development: the business branch, focusing on identifying needs and potential business opportunities for AFI customers and adjacencies.
 - Ventures: a traditional venture capital firm specializing in investments, acquisitions.



Peter Gunder,
Chief Business
Development
Officer



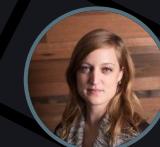
Martin Buchheim,
Director, Data Science
& Analytics



Brad Orego,
Principal UX
Strategist



Eric Harrison,
Moonrise Lead



Laura Richie Portz,
VFH Lead



Derrick Higgins,
Arturo Lead

My Role

- Principal UX Strategist @ AmFamLabs
 - Worked with Business Analysts, Data Scientists, and Software Engineers in-house as well as outsourced Design, Research, and Engineering resources.
 - Oversaw the design and research process for 4 different projects (5 team members each) being incubated to spin-out as their own companies.
 - Projects included computer vision to support underwriting, servicing unmet needs for homeowners, providing services to the underbanked, and leveraging machine learning to optimize home maintenance.
- As Principal UX Strategist, my duties included:
 - Directing, guiding, coaching, and mentoring teams on how to plan, execute, and analyze UX Research & Design activities, including ethnographic research, usability testing, design sprints, and pilot tests.
 - Selecting, vetting, and managing external vendors, including IDEO, ThoughtWorks, and thoughtbot.
 - Presenting quarterly updates to the Board of Directors.
 - Assisting the Venture team with due diligence on any investments or acquisitions they considered.

Key Activities

- Arturo
 - Optimizing the insurance underwriting process by leveraging computer vision and satellite imagery.
 - Lead initial design work as well as a 10,000-agent pilot program to identify missing features.
- “Value for Homeowners”
 - Make homeownership easier by providing customized information, services, and knowledge.
 - Guided generative research as well as iterative prototyping for solutions.
- Moonrise
 - Providing financial services and opportunities to the underbanked.
 - Lead usability testing for the provider portal and the mobile app for workers.
- “Honey Weiss”
 - Improving home inspections and maintenance by leveraging predictive analysis.
 - Lead generative research activities around home maintenance concerns, home buying/selling costs and issues, etc.

Key Activities - Value for Homeowners

This is a Preview Edition of my portfolio. Additional pages have been removed in the interest of privacy.

For access to full case studies and more in-depth analysis of my work, please contact me directly.

The screenshot shows a website for 'ROSIE & ROSS' with a light beige background. At the top, there's a navigation bar with links for 'Services', 'Pricing', 'How It Works', and a phone number 'Call or text us at 800.999.9999 now!'. Below the navigation is a large yellow banner with the text 'Home Repairs Get Complicated. Fast.' and 'Rosie&Ross is ready to conquer your home repairs.' followed by a video thumbnail. To the right of the banner, a section titled 'How It Works' contains two boxes: 'Pick Your Rosie&Ross Service' and 'Connect with a Home Expert'. Both boxes include descriptive text and small icons. Below these is a 'Sign Me Up' button. Further down, a section titled 'Get Your Repair Fixed with Our Suite of Solutions' lists six services with icons: 'Home repair estimator', 'Home expert on call', 'DIY coaching', 'Bid scheduling service', 'Full project planning', and 'Fair price check'. Each service has a 'Get Started' button and text indicating 'First Project Free' and 'No Credit Card Required'. At the bottom left is a 'Pricing' section with a '\$49 / project' button and text about included services and payment terms. The bottom right features a testimonial from a customer named Miss, followed by a 'Get your project done with ease with Rosie&Ross' button and the same service offerings.

ROSIE & ROSS

Services Pricing How It Works Call or text us at 800.999.9999 now!

Home Repairs Get Complicated. Fast.

Rosie&Ross is ready to conquer your home repairs.

Pick Your Rosie&Ross Service

Choose what help you need from us. We'll connect you with the right person to get started – no strings attached. No hidden fees. And we don't require a credit card or contract to start.

Connect with a Home Expert

We'll connect you with one of our local experts who can help you today. You can expect a call from one expert the same day to learn more about your repair.

Sign Me Up

First Project Free

No Credit Card Required

Get Your Repair Fixed

Our home experts will help you with all your home repair needs and beyond. From a fair price bid to a full-service repair, most of our services are included in the low monthly fee. Plus, you can try it out for a full month for free!

What our customers are saying

Miss's goal was to save my own house. I was ready to have a disaster that was truly off my map, but I didn't know where to start and Rosie&Ross was exactly what I needed. My problem I had to fix was very difficult and I was afraid to do it myself. I am so grateful for the help I received from Rosie&Ross. They were there for me every step of the way. They helped me through the process and made sure I understood what they were doing. Finally, a customer told me about Rosie&Ross. I always hear lots of marketing, but they have ALL of the answers. It's great. Homeownership is once again exciting, not scary!

Get your project done with ease with Rosie&Ross

Get Started

First Project Free

No Credit Card Required

Pricing

\$49 / project

All services included

First Project Free

No Credit Card Required

© 2016 Rosiedross | 101 N. Franklin St | Madison, WI 53701 | 800.999.9999 | rosiedross.com
Rosie&Ross Home Repair is a registered trademark of Rosiedross LLC. All rights reserved. Rosie&Ross Home Repair is not affiliated with the Rosie & Ross Foundation, Inc., a registered charity in the United States.

Impact & Outcomes

- 14 ideas tested; 4 validated and moved into scaling & production.
 - Guided teams through the iterative double-diamond approach to identify customer needs and product-market fit for solutions, opening up \$500M potential market cap for American Family.
- 2 product teams spun out into startups, raising \$4M+ in funding to date.
 - Moonrise and Arturo are both companies I had a fundamental role in shaping early customer experience and design decisions.
- Due diligence on AmFam's acquisition of HomeGauge.
 - Included an audit of their current design practices and methods, team composition, research findings to date, and competitive landscape.

Lessons Learned

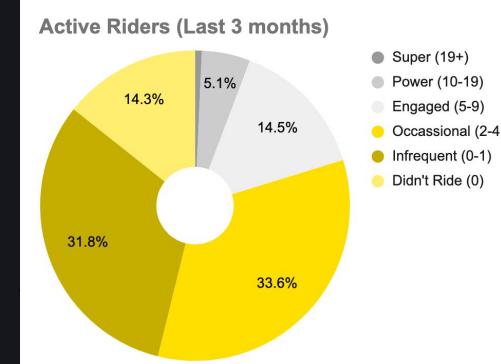
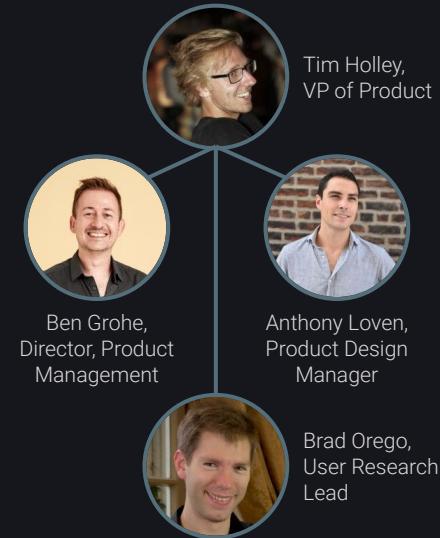
- A corporate innovation setting presents unique opportunities and challenges.
 - The access to resources was unparalleled, and the opportunity for experimentation and growth was also extremely high, however there was a lot more process and red tape to have to work around.
- Do your homework when it comes to vendor/partner selection.
 - When crunched for time, we went with one of the best-known product development agencies, and we got burned for it because they didn't understand our needs and weren't willing to work within them.
 - You can trust a lesser-known company that feels like a better fit given your project's needs. You can read a full analysis [here](#).
- Scaling UX (especially Research) can be difficult but also has great potential.
 - Don't be precious about who can/can't do research or design work. Leverage and empower your PWDR (People Who Do Research) to get better results more quickly than trying to handle everything yourself.

Leading the Craft

Research Education and Innovation

Context

- SoulCycle is a pioneer in the fitness industry and the leader in indoor cycling classes.
 - Soul partnered with Prolific Interactive in 2014 to build a native mobile solution after a web version had failed to satisfy customer needs.
 - Soul handled the majority of their web platform work, while Prolific focused on mobile. Prolific had historically staffed hybrid UX Designers to the team (instead of dedicated researchers).
- Holistic Customer Experience
 - SoulCycle is a unique product in that the software itself is in many ways the smallest part of the entire experience. What riders experience in-studio is at the crux of the Soul brand.
 - While our focus was on Digital, many of our efforts impacted other parts of the business, including onboarding, retail, instructor training, and studio management.



My Role

- User Research Lead @ SoulCycle
 - As the first dedicated User Researcher in SoulCycle's history, my duties involved both driving and conducting high-quality research outcomes as well as educating the rest of the Product organization as to what User Research was, how it operated, and how to utilize it.
 - My teams worked predominantly on Soul's digital platforms, however some of my research also had implications for in-studio experience, instructor training, and retail operations.
- Teaching, Coaching, Innovating
 - By leveraging bleeding-edge innovations in User Research (including a mixed method approach, big data analytics, and research repositories), my work at Soul was on the forefront of our product and design decisions.
 - By teaching Product Managers and Designers about User Research, we were able to scale both the coverage and the impact of Research across the organization much more effectively.

Key Activities

- Implement a Research Repository to categorize and share insights efficiently.
 - By cataloguing all insights gathered by research activities (historical and recent) into a searchable database, we could optimize our research activities by targeting our largest blind spots.
- Leverage data analytics to guide research activities and de-risk assumptions.
 - SoulCycle has a rich set of data to pull insights from, including studio/instructor retention rates, utilization rates, retail performance stats, and both web and mobile analytics.
- Lead internal training sessions as well as individual coaching for Research.
 - Monthly department-wide Lunch & Learns covered broad topics in User Research, and working one-on-one with Product Managers and Designers helped foster skills in execution and analysis.
- Conduct research across the entire lifecycle of problem spaces.
 - Generative research to guide Retail product development, evaluative research to guide iterations on application features, and blue-sky exploratory research for in-studio experience for first-time riders.

Key Activities

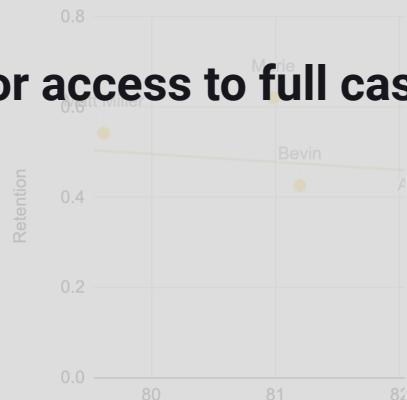


active | Lunch & Learn #3 | November 14th, 2018

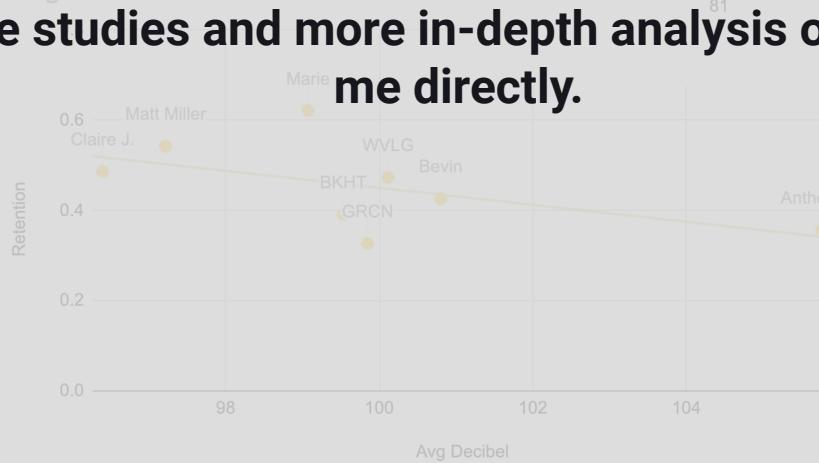
Research Prioritizing What

This is a Preview Edition of my portfolio. Additional pages have been removed in the interest of privacy.

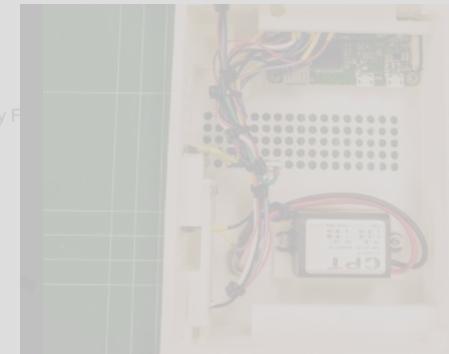
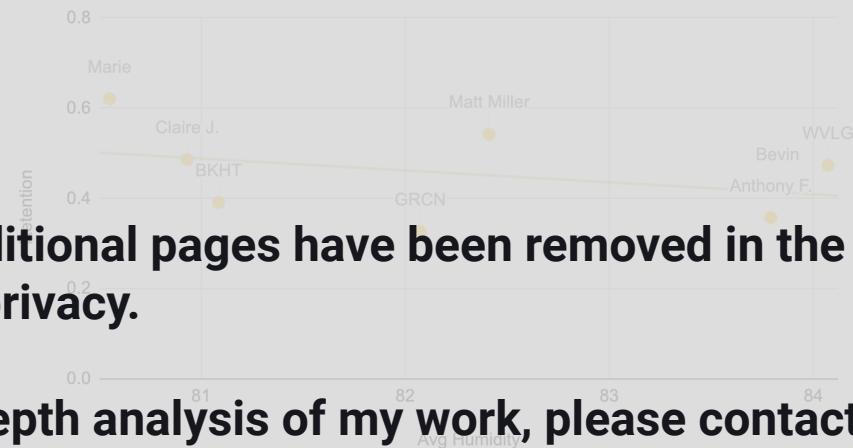
Avg Temp vs. Retention



Avg Decibel vs. Retention



Avg Humidity vs. Retention



Impact & Outcomes

- Created studio best practices for first-time riders.
 - Ethnographic research identified massive variance in how studios treated first-time riders. By identifying behaviors that correlated with high-retention studios, we created guidelines for studios.
- Identified high-retention instructors and factors that drove retention.
 - Similarly, by observing high-retention instructors and by measuring environmental conditions during class, we improved recommendations for first-time riders and guided training for instructors.
- Increased bookmark usage by 21% for mobile app users.
 - By researching shortcomings in bookmark use, conducting rapid guerrilla testing on new designs, and partnering with marketing for messaging support, we significantly increased bookmark usage.
- Optimize mobile retail experience.
 - Guided the launch of in-app retail by conducting both interviews about retail behavior and several rounds of usability studies on proposed designs, decreasing engineering costs and identifying optimal user flows.

Lessons Learned

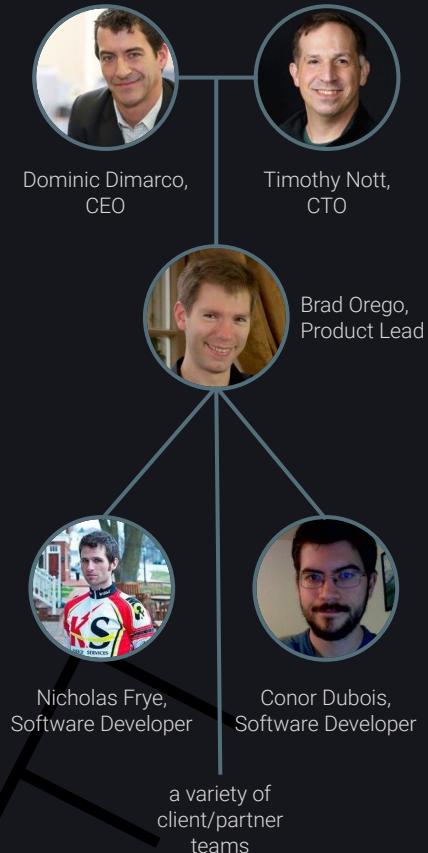
- When Research is new to a company/team, meet them where they are.
 - Instead of trying to justify major initiatives, start with small wins to earn confidence and gain momentum. Partner this with education to help your team understand the value of research.
- Think outside the box and focus on what drives the most value.
 - Though Prolific's focus was historically on mobile, I was able to identify opportunities for in-studio experience improvements that have a larger and wider-reaching impact than the mobile app.
- Whenever possible, utilize mixed methods approaches.
 - Whether that be the combination of survey data and interviews or if you have metrics and analytics to pull from, always make sure you're covering the quantitative and qualitative side of the research spectrum and triangulating your results.
 - Using analytics can be an incredibly powerful tool to focus your research efforts. Find unexplained discrepancies or drop-offs and investigate them further.

Leading the Craft

Internet-of-Things Product Leadership

Context

- MobileIgniter was an industry leader in developing Internet-of-Things solutions.
 - Founded in 2011, MobileIgniter built solutions for a variety of companies across a diverse set of industries, including agriculture, construction, insurance, manufacturing, and consumer electronics.
 - A startup that fluctuated in size throughout its life, MobileIgniter was a team of 4 when I joined, growing as high as 9 during my tenure.
- Half agency, half product development company.
 - MobileIgniter straddled the world of producing work for clients as an agency and spinning out their own products when they discovered a market need, providing unique challenges and opportunities.
- MobileIgniter ceased operations in 2016.



My Role

- Product Lead @ MobileIgniter
 - Product Management, User Experience Research & Design, and Client Engagement.
 - My role at MI was typical of a startup in that I wore many hats. Essentially, once a deal was signed, I was the first person clients were handed to in order to kick off the discovery phase to get a better picture of what the needs were and where opportunities for product innovation were.
 - On top of being responsible for all Research & Design activities, I was also in charge of overseeing the Engineering team as the Product Owner on the majority of both internal and external projects.
- Balancing client work and internal projects
 - MobileIgniter's model was to support internal products and innovation with client work, using those opportunities to explore new technologies and new markets.
 - By existing at this crossroads, we were uniquely positioned to identify unmet needs in the market and prototype solutions to those needs, uncovering potential market opportunities.

Key Activities

- Relationship management and customer satisfaction.
 - By kickoff stakeholder interviews at the beginning of a project, weekly stakeholder check-ins throughout, and periodic user research, I helped to ensure the work we produced was impactful.
- Manage ongoing development of client projects.
 - Ensured engineers were aware of any changes to design or requirements and could adapt their work appropriately based on feedback from end users and from clients.
- Key stakeholder for UX Research and Design.
 - Responsible for all research and design activities, including strategic and tactical, high-to-low fidelity.
 - Everything from guerrilla research to formal lab studies; wireframes to production-ready design.
- Identify new business opportunities, internally and externally.
 - Developed and implemented a Usability Lab to augment our services as well as attract new business for MobileIgniter's client services branch.
 - Identified new market opportunities by attending to unmet needs in client user research.

Key Activities

NEVER WASTE A TRIP TO THE LAUNDROMAT AGAIN

With LaundryMate, you can see exactly which laundromats have machines available right now. No more waiting in line or driving unnecessary trips.

LaundryMate

Every Machine Check Availability Get Notified Your Laundry. Smarter.

Appendix B: Quotes

For access to full case studies and more in-depth analysis of my work, please contact me directly.

Trying to get the device into provisioning mode:
#121101 - "It's not touch enabled on the front"
#010702 - "Touching the machine doesn't seem to do anything"
#011001 - "There's no obvious button"
#011001 - "I would like to find a magic button"
#011001 - "I might not be thinking the right way, but I'm wise"
#011001 - "Like if it were a touch screen, that would be cool"
#121702 - "I need to press and hold this icon at the top..."
#011001 - "I would kind of assume once you powered it on it would automatically [broadcast the network]"

Trying to brew a pot of coffee without the app:
#121902 - "The bottom of the reservoir made it look like there was water in there already"

Histor

← Previous Now

6/23/15 00:27 6/23/15 12

Temp °F RH % D

Alert History

6/21/15 13:08 RH > 70% for 10 mins

6/19/15 04:35 RH > 70% for 10 mins

6/3/15 22:43 RH > 70 for 10 mins

RESEARCH CHECKLIST

Send me my Usability Research Checklist!

SUBSCRIBE

By entering your email, you're signing up for UXLab's newsletter. We will only email you with content about usability, user testing, and user experience, and will send no more than one email per week.

© 2015 MobileAgency

camera #2
(mounted to desk, pointing down)

desk chair tablet coffeemaker facilitator

Impact & Outcomes

- Saved \$10M+ in go-to-market costs for a “smart” consumer electronic prototype.
 - Conducted 30 usability sessions for a prototype, uncovering massive usability issues, ultimately leading to the decision to halt further development on this product line.
- Guided 9 projects from inception through launch.
 - Delivered high-quality results for our clients and launched 2 new product lines for MobileIgniter.
- Designed and executed 18 usability studies, including project work and standalone research work.
 - By creating a usability lab and messaging it as a separate service offering, I was able to drive additional revenue for MobileIgniter and foster additional business on top of product development.

Lessons Learned

- Balancing both worlds of product development and client work is challenging.
 - Obviously it was important to keep revenue flowing so we could operate as a business, but the lack of focus made progress on our own work slow and haphazard, often losing ground by stepping away.
- Internet-of-Things solutions have a variety of highly specialized problems.
 - Whether it be privacy/security, connectivity, or the variety of issues that come with productionizing and scale, simply having experience in IoT gives you a competitive advantage when it comes to designing and building products.
- Usability testing for IoT solutions has its own set of unique challenges.
 - Just like having knowledge is beneficial, developing a test setup that could accommodate IoT solutions presented a unique challenge.
 - You need to capture both the interaction with the app and with the device, so camera placement matters. You should also set up a private network just for testing; you don't want the test to fail due to interference on your main network.

Community Engagement & Outreach

Community Engagement

- On top of professional work, I've also been actively engaged in both the local community and in the broader professional community around the world.
 - Since moving to NYC in late 2017, I've been a member of NYC UXPA and have served as a mentor in both 2018 and 2019.
 - I joined the ResearchOps Community shortly after its inception in 2018 and was invited to join the Board of Directors in early 2019 where I still serve.
- Before moving to NYC, I also helped organize the UX Madison Conference as well as the UXMad Monthly Meetup in Madison, WI.



NEW YORK CITY USER EXPERIENCE PROFESSIONALS ASSOCIATION
Formerly the New York Usability Professionals' Association

Speaking Engagements

Conferences are listed in *italics*. All other events are Meetups.

- *UXMadison 2013, Madison+UX 2014*
- UXMad Monthly Meetup: September 2013, March 2015, June 2015
- ProductTank Madison: March 2018
- Prolific Interactive Show & Tell: September 2018
- NYC User Researchers Meetup: January 2019
- General Assembly UX Immersive: March 2019, September 2019
- *Meliora Weekend 2019*
 - *Life, Lunch, and the Performing Arts; A Career Conversation with Brad Oreg*
- *REcon 2018, REcon 2019 (invited; could not attend)*
- *ForwardFest 2018 (invited; could not attend)*

Mentoring

- Startup Weekend (2013 - Present)
 - Coaching first-time entrepreneurs through a 56-hour crash course in lean product validation.
- 3-Day Startup (2013 - 2017)
 - Coaching undergraduate students through a 56-hour crash course in lean product validation.
- 100state (2013 - 2017)
 - Wisconsin's largest coworking community; coaching entrepreneurs on all aspects of startup life.
- University of Rochester Real Readers (2014 - Present)
 - Semester-long professional communication and presentation mentoring for undergraduate students.
- NYC UXPA (2018 - Present)
 - 6-month programs helping junior UX researchers & designers through their transition into UX.

ResearchOps Community

- ResearchOps is a global organization of individuals who are passionate about the scaling and operationalization of research.
 - 3147 members globally as of October 2019.
- The ResearchOps board oversees all content produced by the community, all workshops undertaken, and any speaking engagements community members undertake that leverage our knowledge, data, and brand.
- ReOps also has 4 committees: Community; Content; Knowledge Management, Tools, and Infrastructure; Context & Capability.
 - These are a result of our first global workshop series: "What is Research Ops" conducted Summer 2018.
 - Each committee has their own activities and produces their own guidelines, best practices, and workshops.

ResearchOps Community - KM, Tools, Infrastructure

Active projects (click image for links to documents)

ResearchOps Open-Source User Research Playbook

Overview

The goal of a Research Playbook is to increase consistency and quality of research results while decreasing startup costs for any individual research activity. By laying out the what, why, and how of a variety of research methods, you give your research team the opportunity to select from an existing list of collaboratively developed, approved methods. You also save the time of having to spin everything up from scratch every time.

You can read more about what Research Playbooks are and why you should have one via the [accompanying blog post](#). This playbook is a work-in-progress.

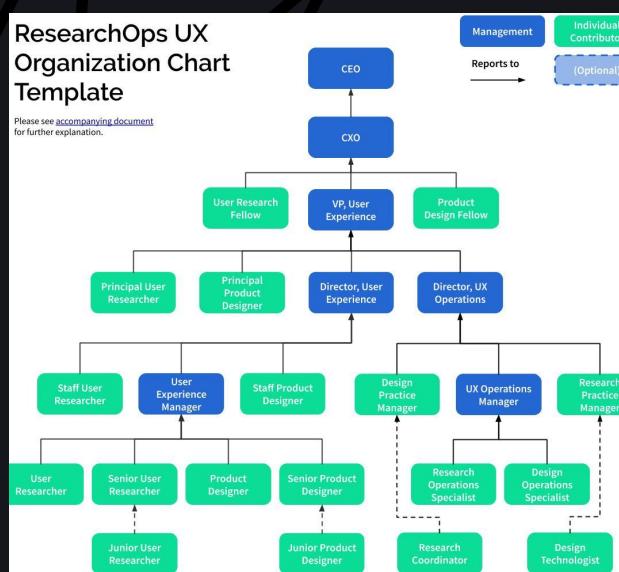
Licensing

As with all ResearchOps Community content, this playbook is available under the Creative Commons Share-Alike License ([CC BY-SA 4.0](#)).

This is done in the spirit of openness, of sharing, and of allowing individuals to build on top of, remix, and use this as a guideline in their professional work. The more we can establish baselines and standards, the better we will all be. A rising tide lifts all boats.

ResearchOps UX Organization Chart Template

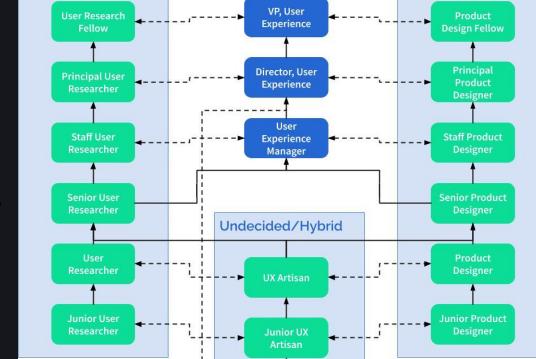
Please see accompanying document for further explanation.



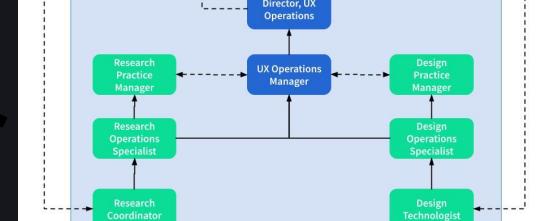
ResearchOps UX Career Laddering Template

Please see accompanying document for position descriptions/expectations.

Research



Operations



Brad Orego

User Experience Leader. User Researcher. Entrepreneur. Dancer.

This is a Preview Edition of my portfolio. Some pages have been removed in the interest of privacy. For access to full case studies and more in-depth analysis of my work, please contact me directly.

<https://bradorego.com>
hello@bradorego.com
716.939.1126
@bradorego