



ux

Cambridge



There and Back Again

The Journey of Product Discovery and Exploration





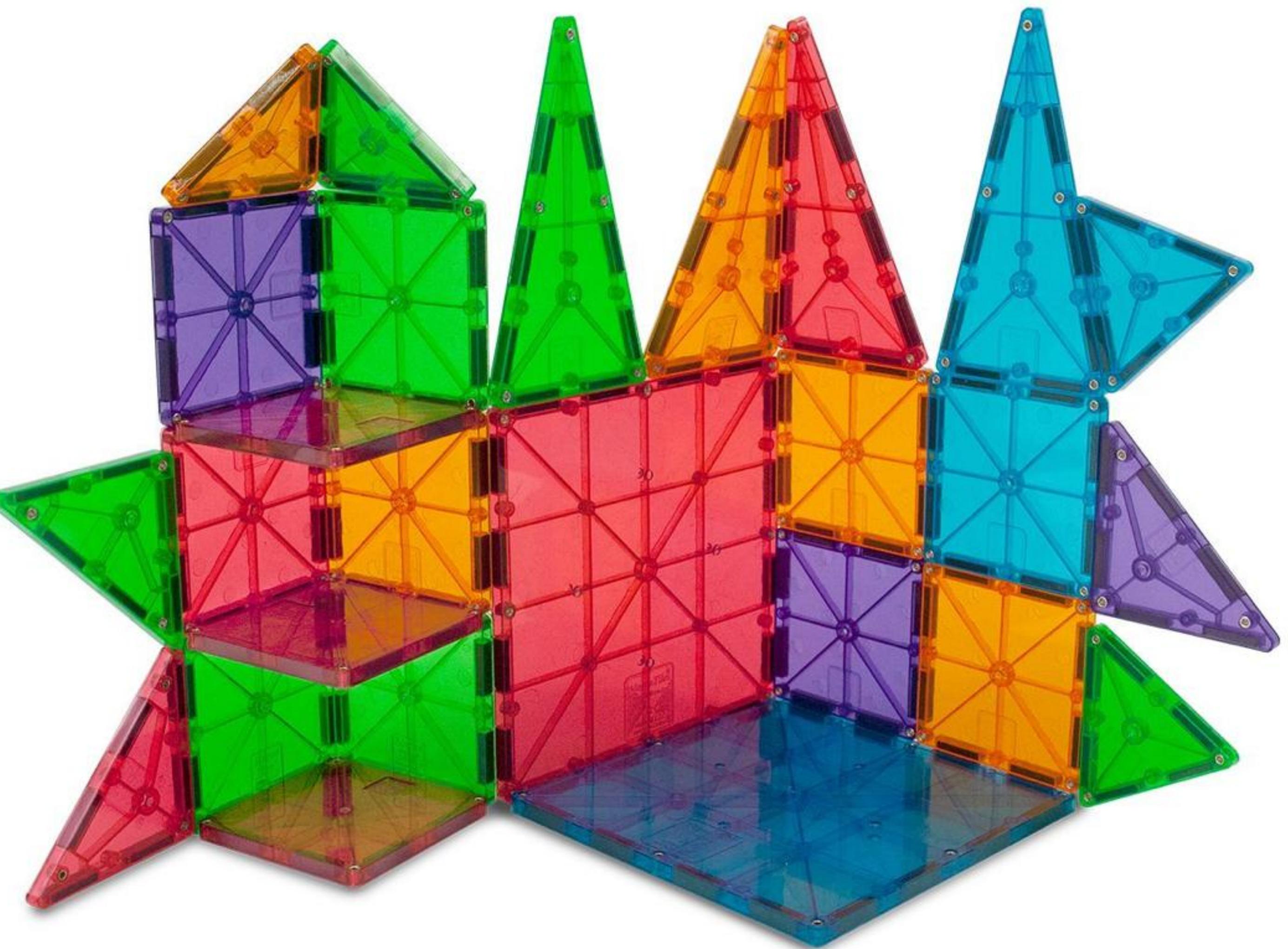
About Me

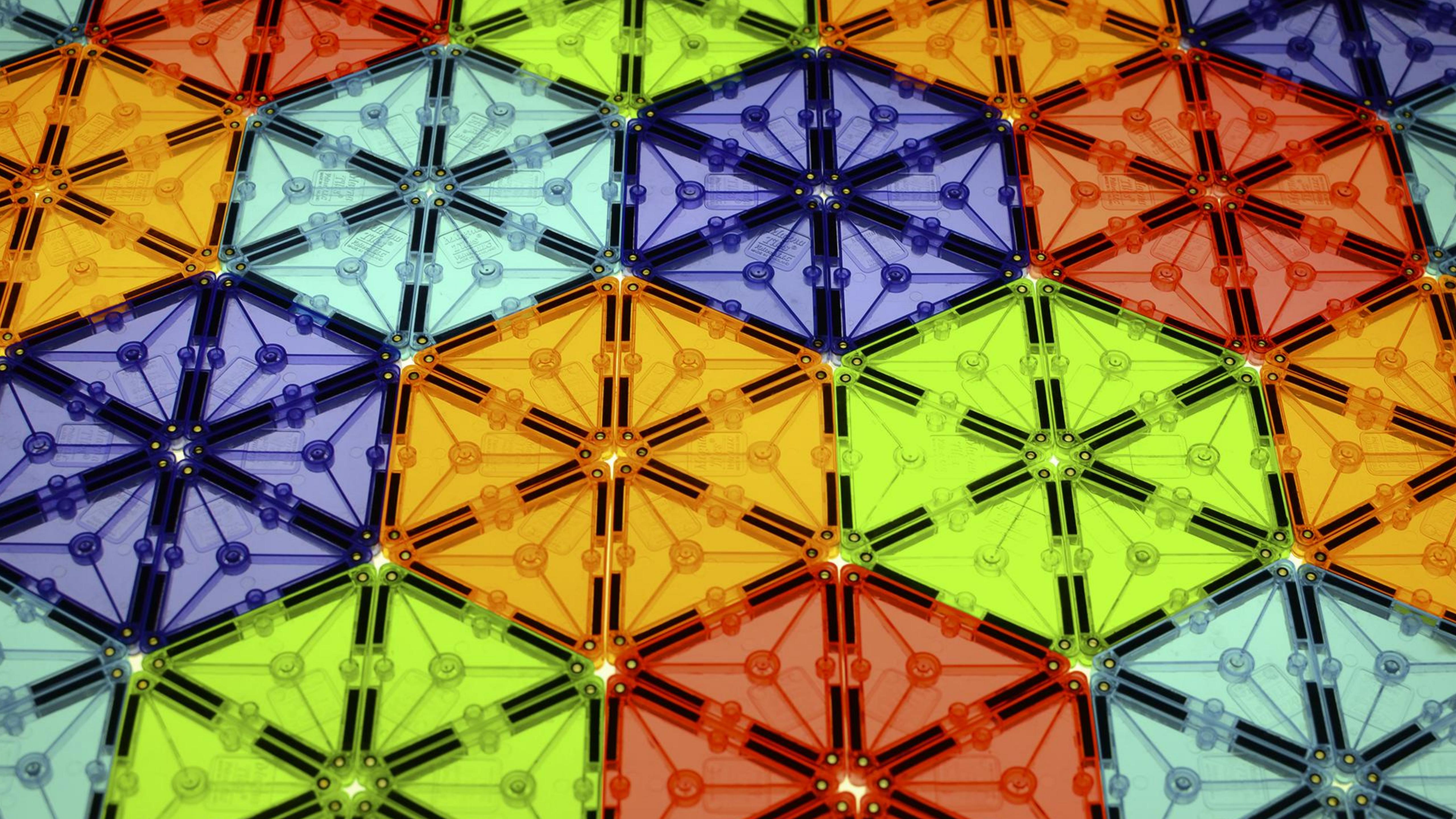
- BFA in Drawing and Painting
(Minor in Humanities and Art History)
- I love building things (and learning)
- Enjoys traveling and learning from those experiences
- Favorite iPhone is still the 4S
- Live in Seattle, but work in San Francisco

An American in Cambridge

- Cake is really popular here 
- Sorry for Donald Trump 
- Like, really sorry, about Donald Trump 
- The first floor is on the second floor 
- What side of the street do I walk on? 

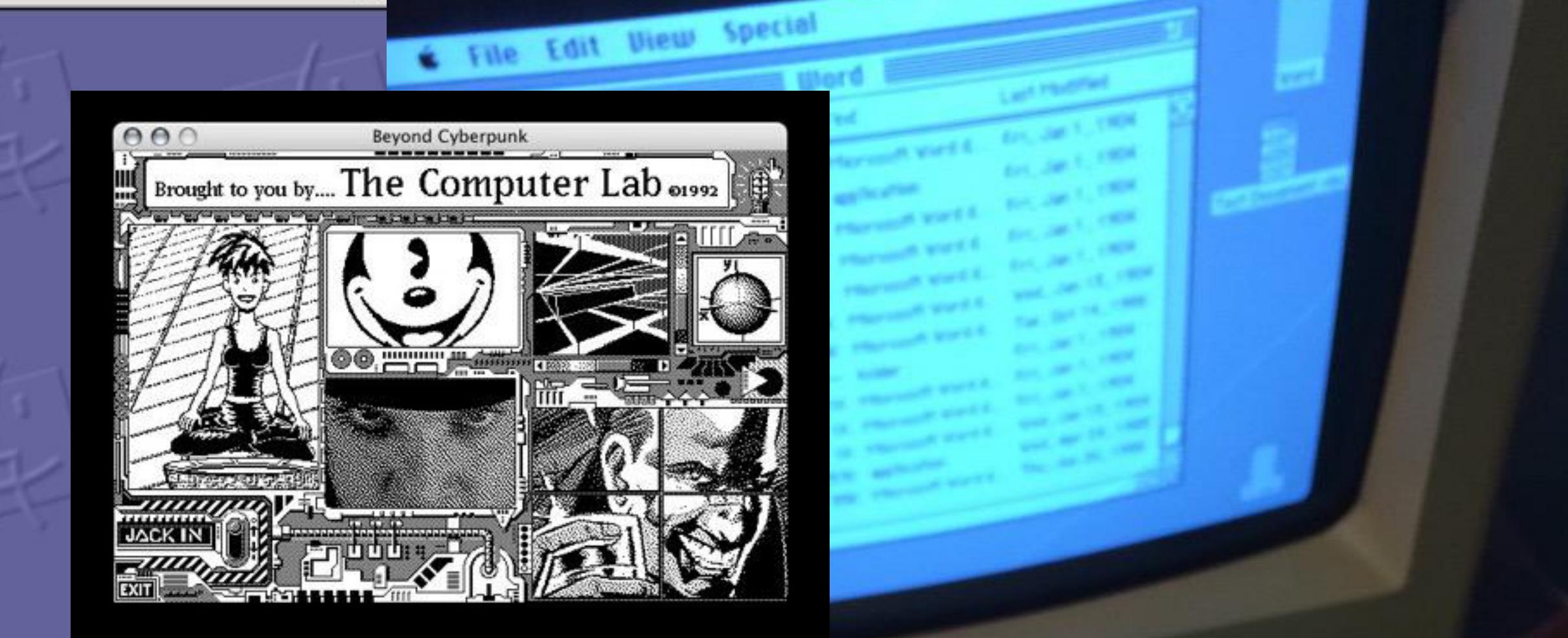
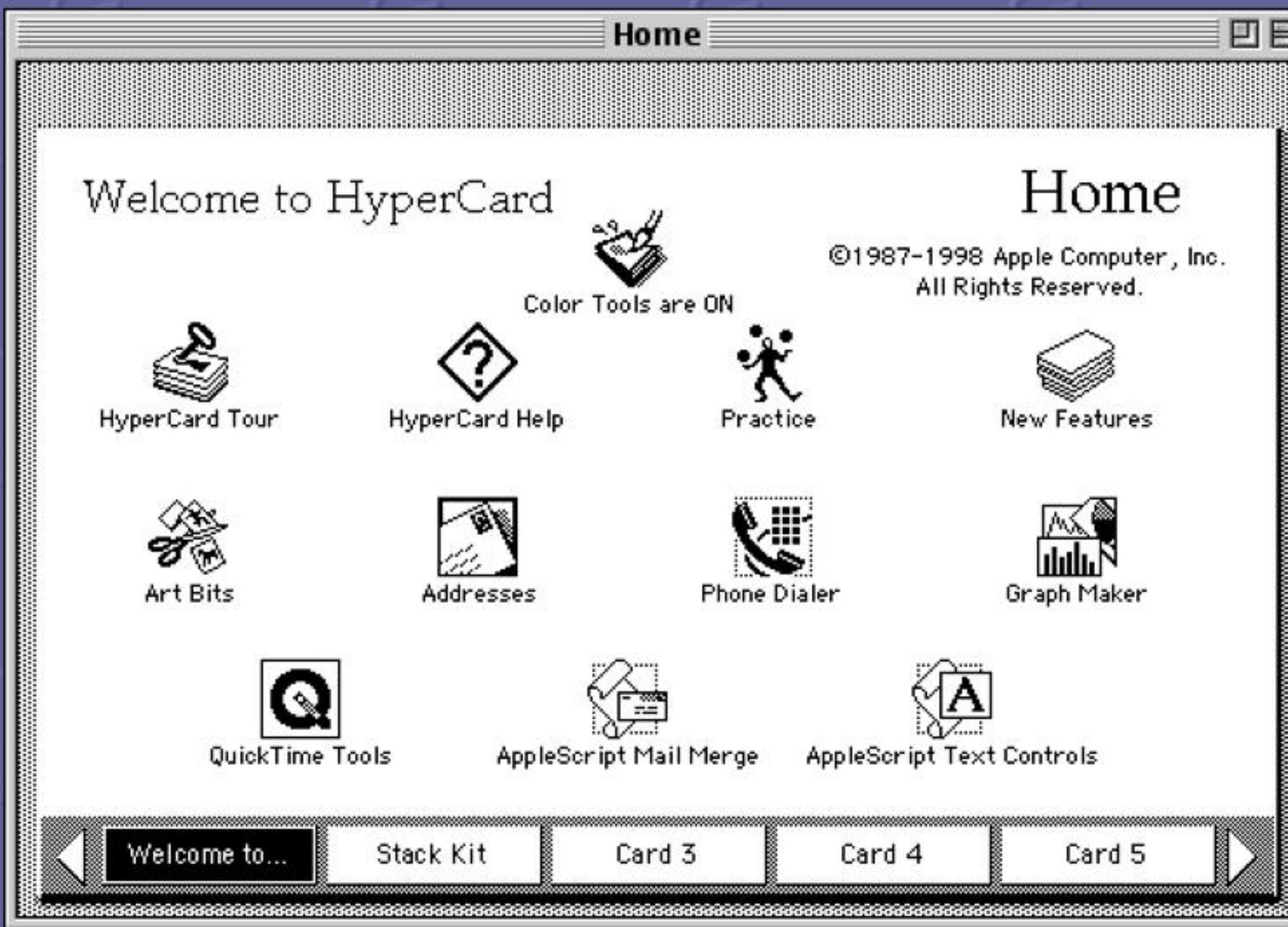


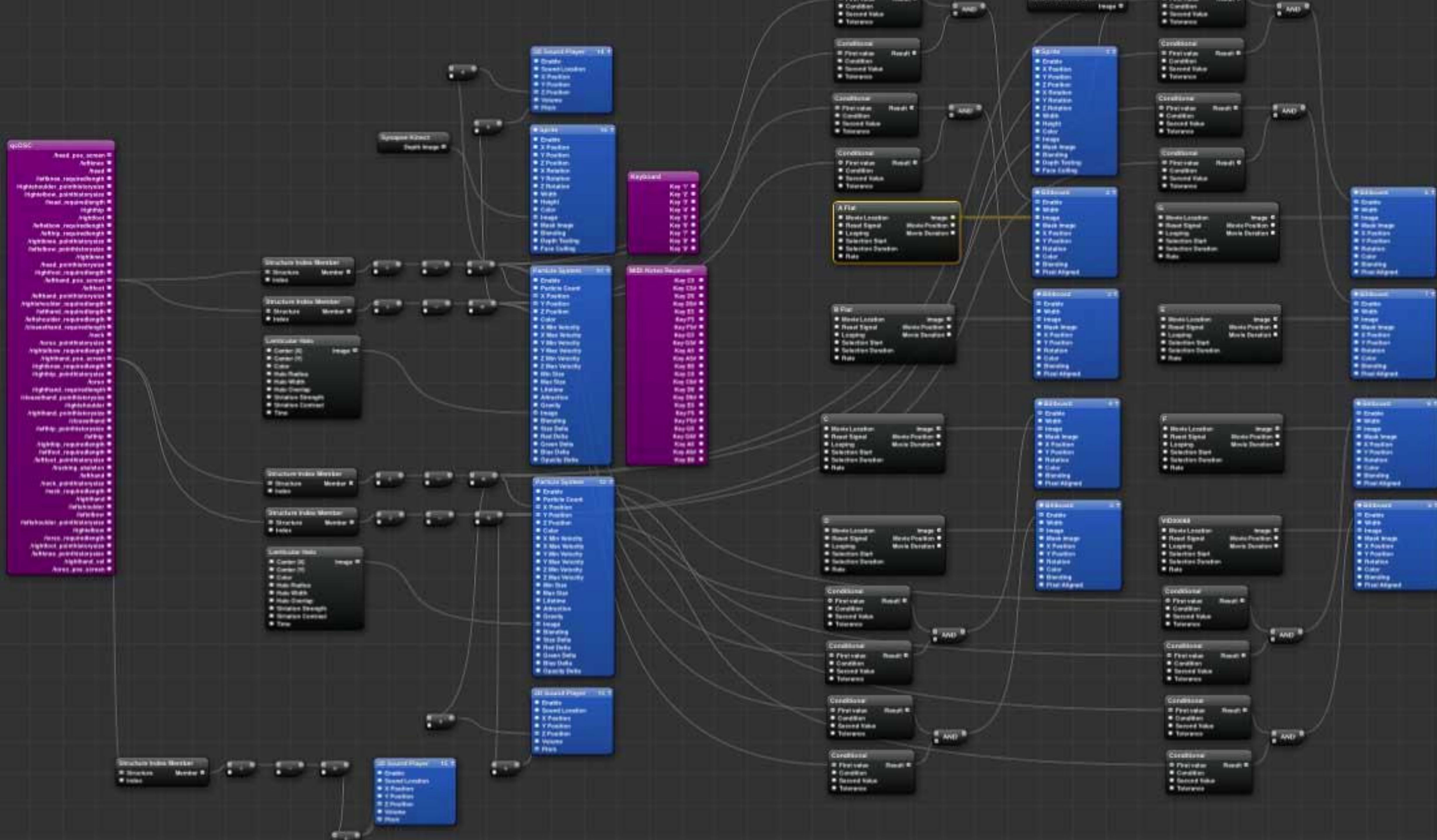


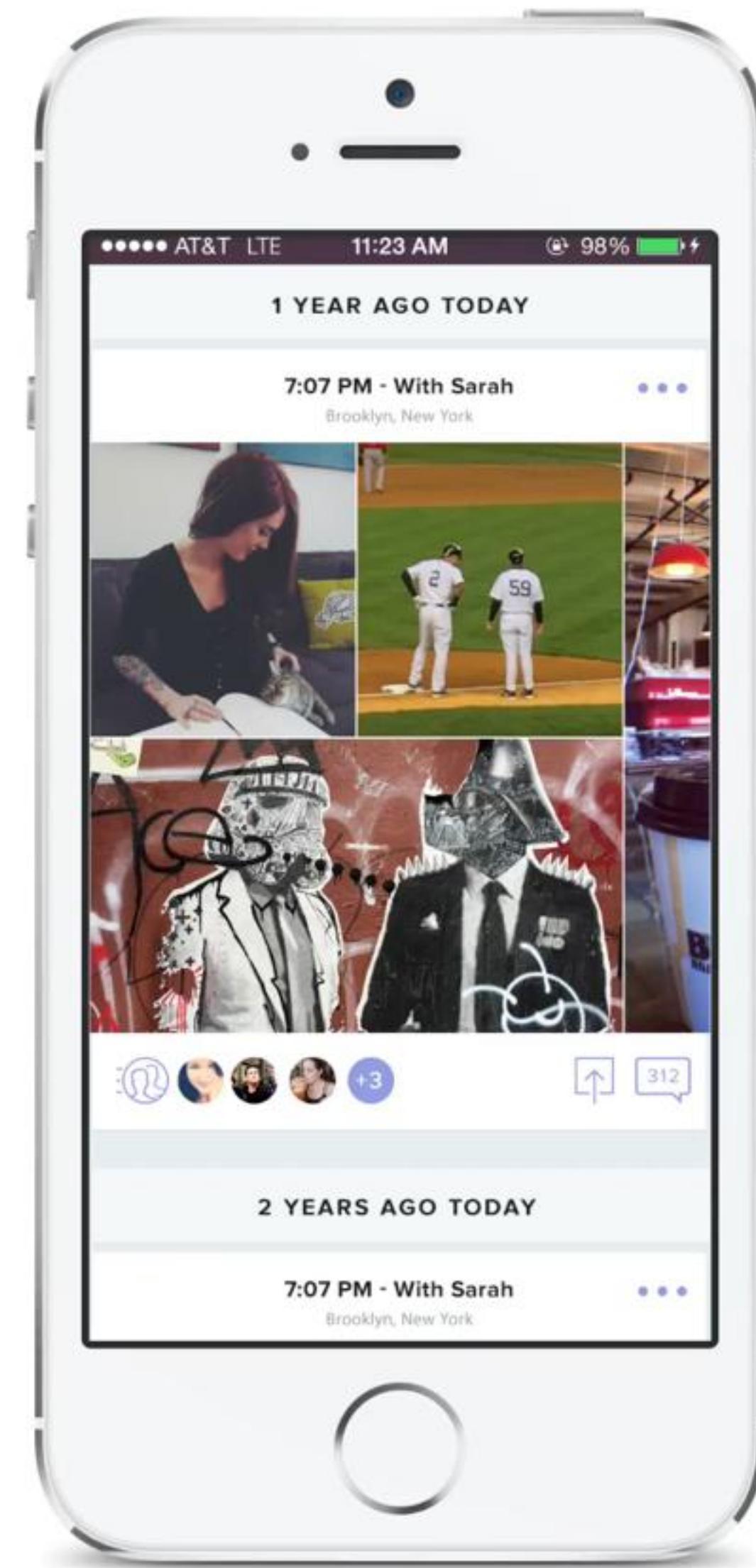
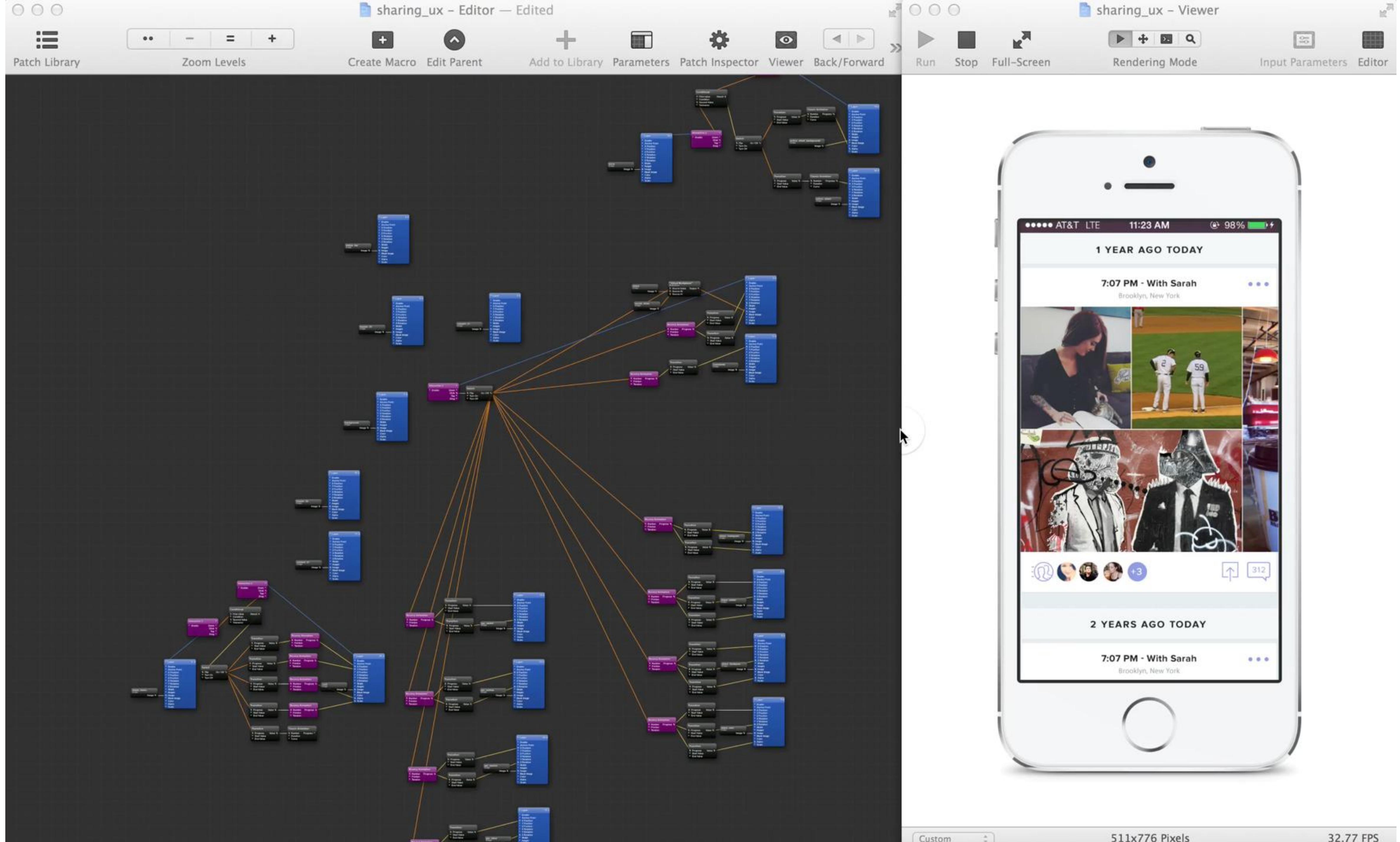












Custom

511x776 Pixels

32.77 FPS



Present

Product Design Lead at One Medical
Studio Manager at The Rock Tumbler Collective

Past

Black Pixel, HTC, ExactTarget



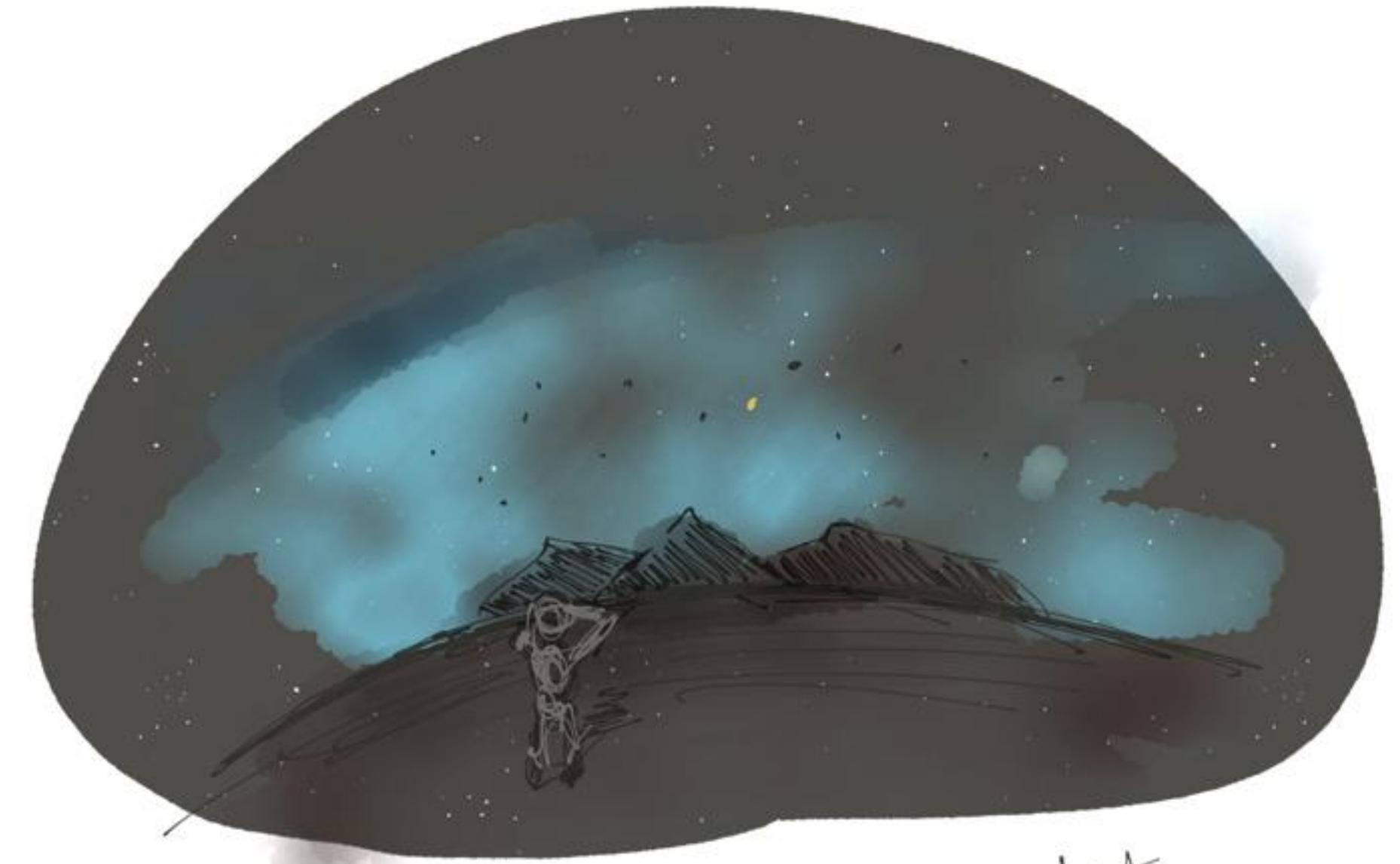


one[®]
MEDICAL GROUP



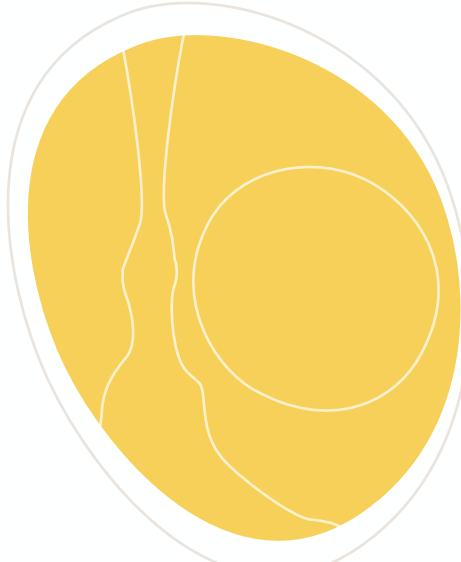
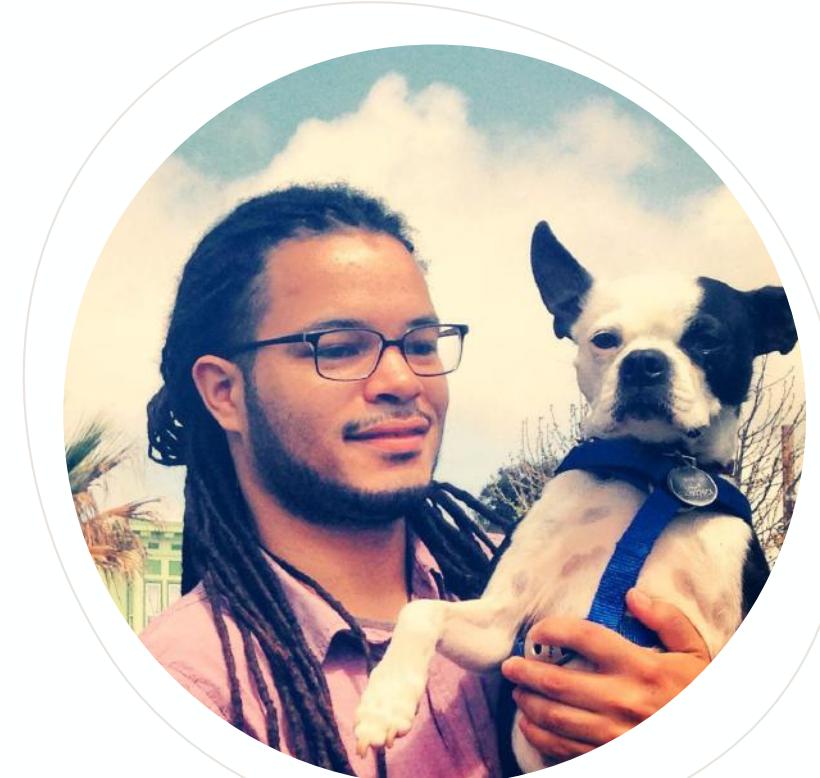
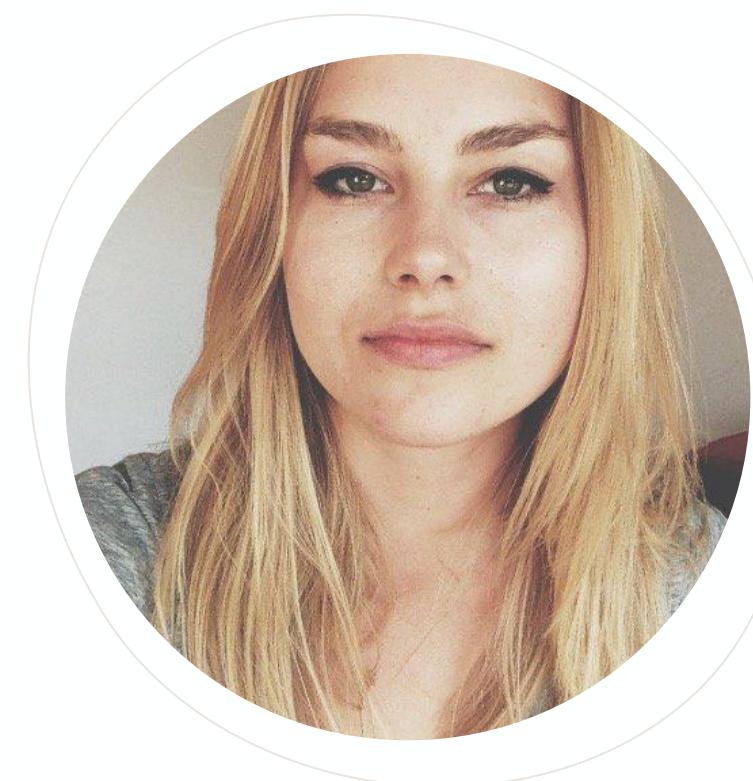
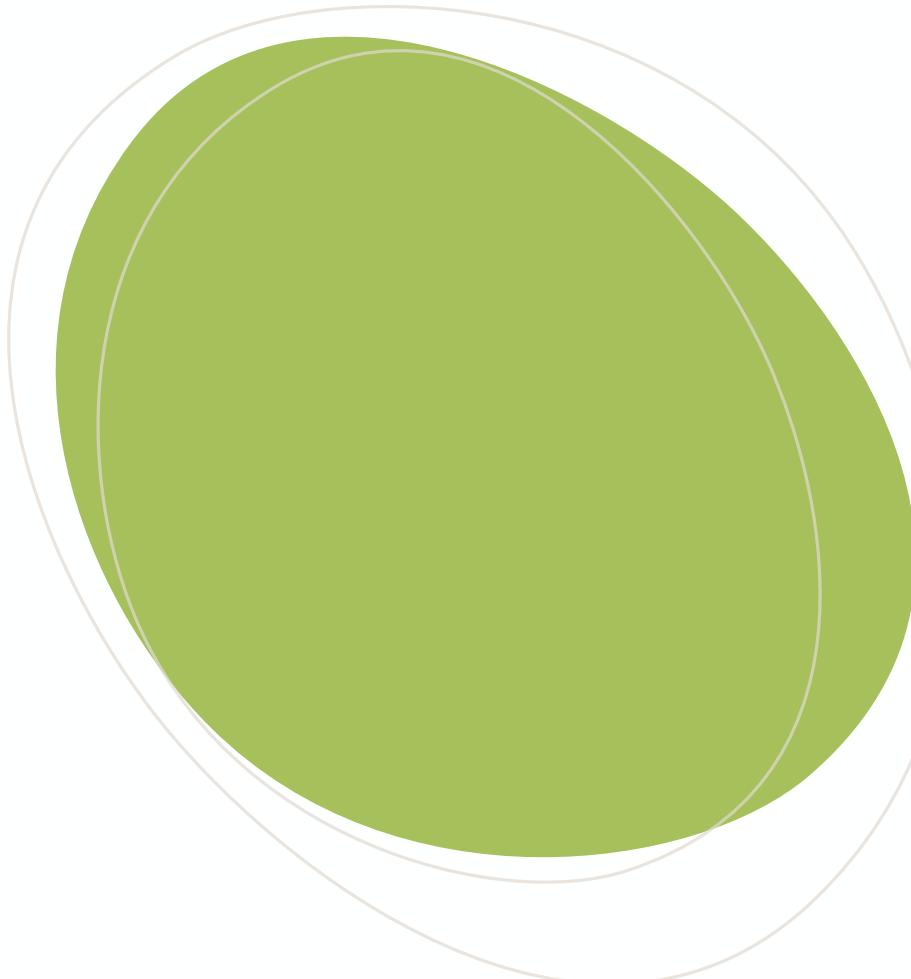
What I Do

- Run the design team
- Product definition
- Build prototypes for user testing
- Service Design
- Explore ideas and tell their story
- Work with teams to ship it
- Write terrible Swift code (but I love it!)
- Help people learn how to learn



UX strategy is about
finding the North Star

Our Product Design Team

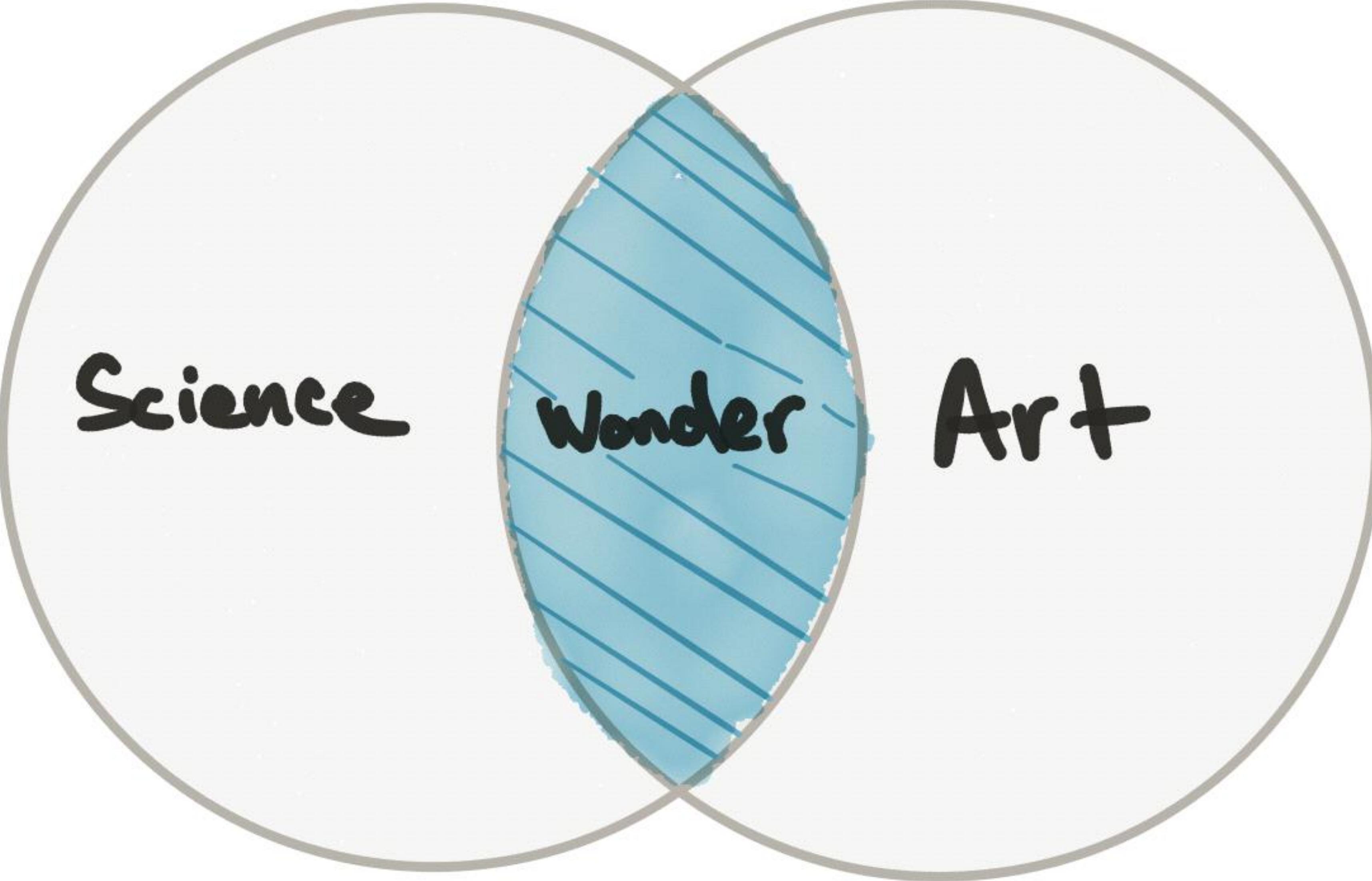


“If you want to build a ship, don't drum up people to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea.”

—Antoine de Saint-Exupery



Focus. Passion. Discipline.



Science

Wonder

Art



Strategy in Words

How to draw an owl

1.



2.



1. Draw some circles

2. Draw the rest of the fucking owl

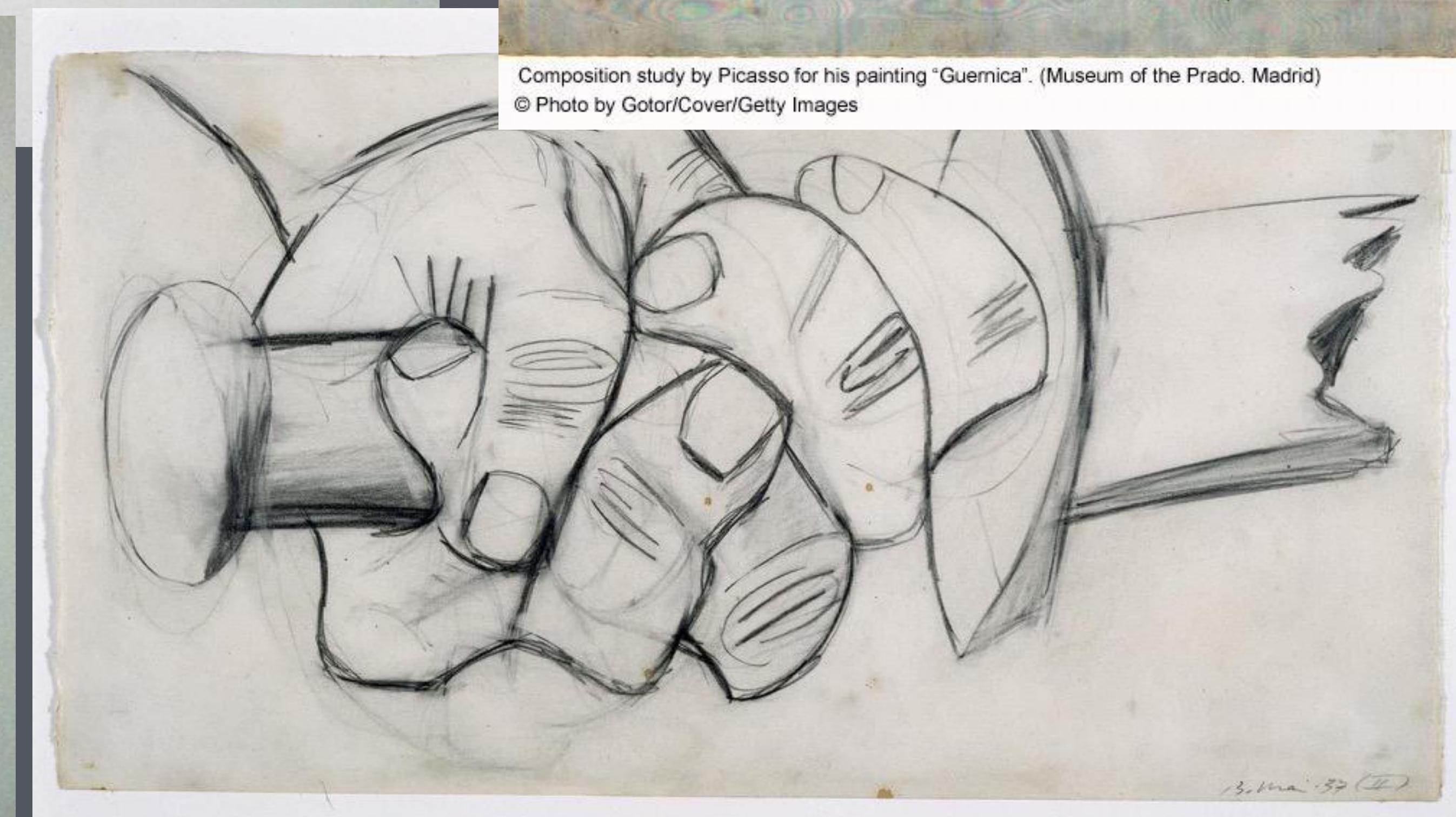


TEPI unumur 8

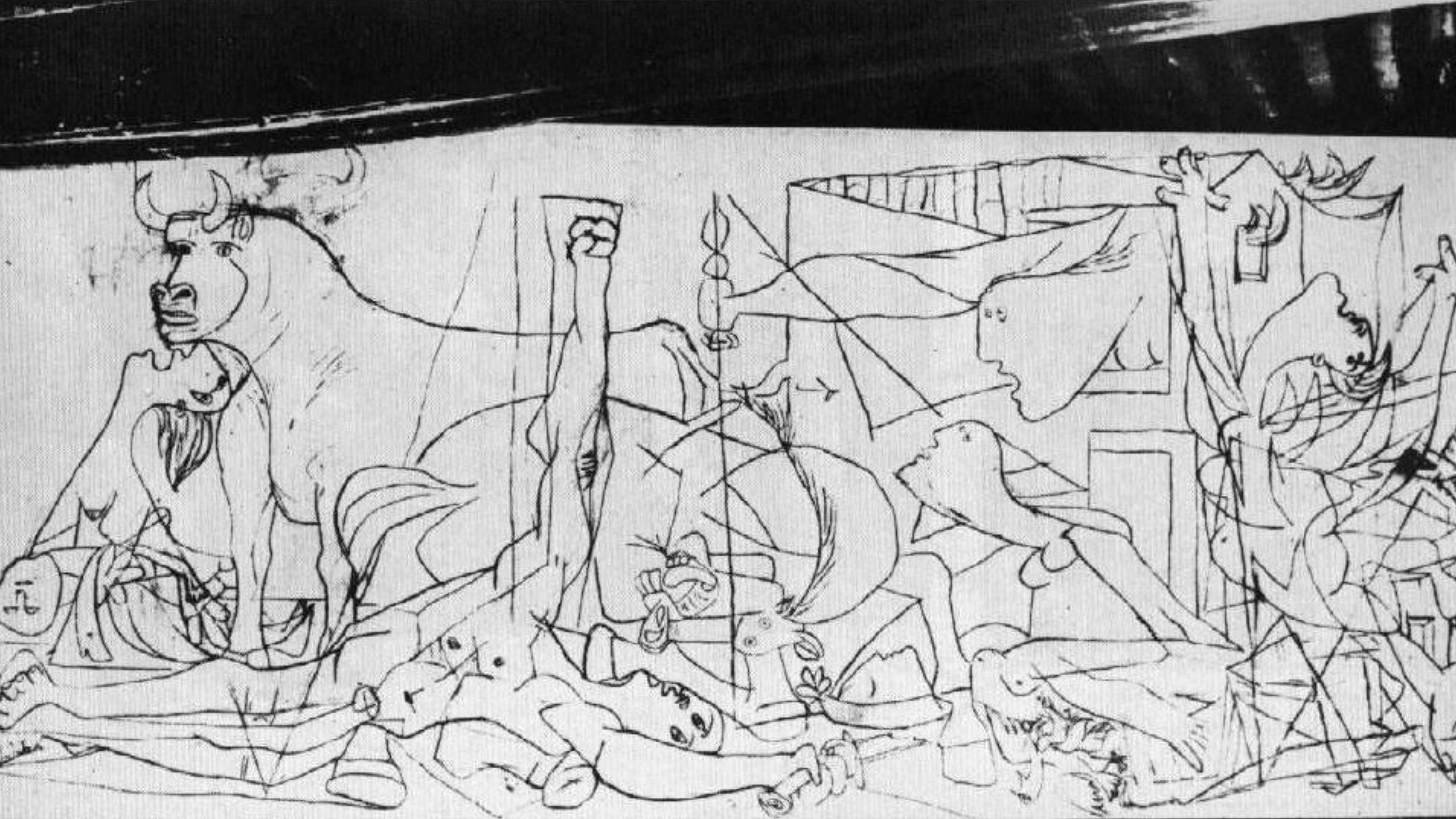




Head of bull. Pencil on white paper. 9½" x 17⅞".
Dated "May 10, 37 IIII."



Composition study by Picasso for his painting "Guernica". (Museum of the Prado, Madrid)
© Photo by Gotor/Cover/Getty Images







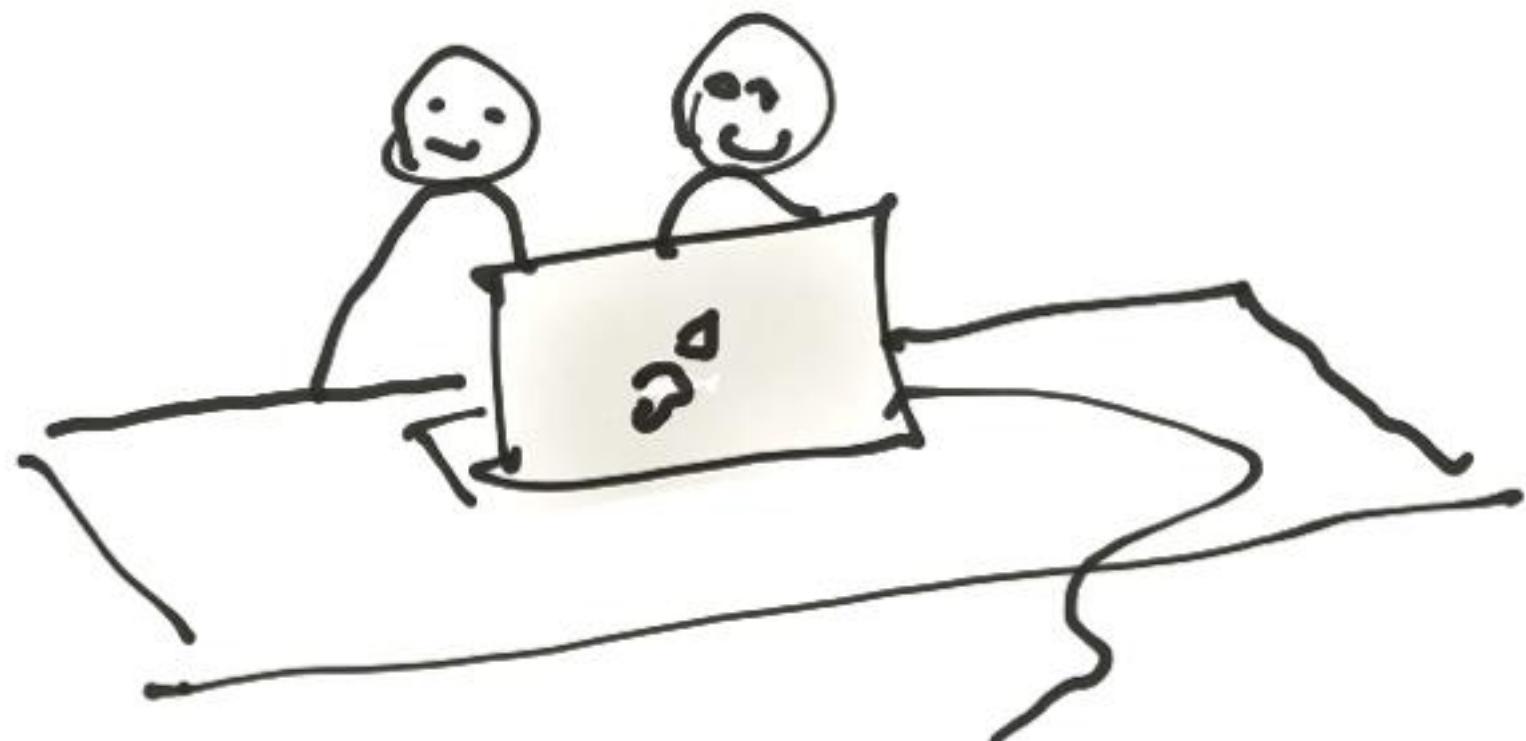


"People think that design is styling. Design is not style. It's not about giving shape to the shell and not giving a damn about the guts. Good design is a renaissance attitude that combines technology, cognitive science, human need, and beauty to produce something that the world didn't know it was missing."

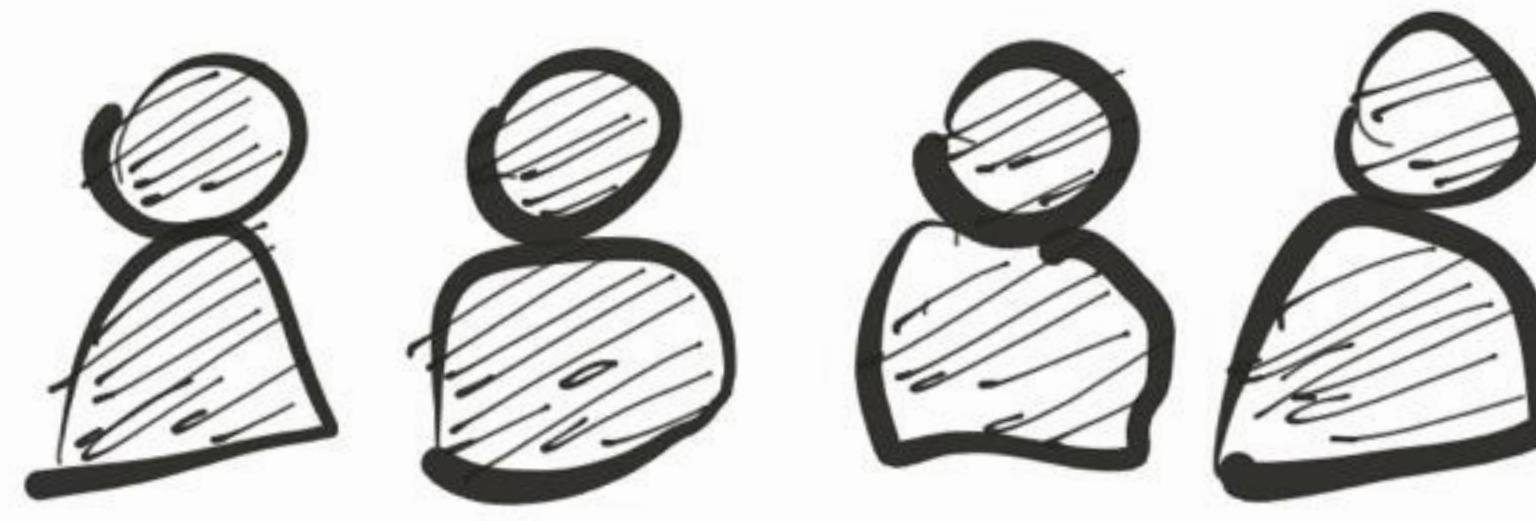
—Paola Antonelli, Senior Curator of the Department of Architecture & Design as well as the Director of R&D

Product Discovery

is a cross-disciplinary, intensive, and time-boxed session to inform your product roadmap.



SYNCHRONOUS



DES

ENG

PM

QA

Product Discovery

- Uncovers what your product is (and is not)
- Identify the “What” and “How”
- Allows engineers to run spike stories
- Is a cheaper and faster version of your product development cycle

Product Discovery

is strategy in action

“We have a strategic plan.
It’s called doing things.”

— Herb Kelleher, Co-Founder of Southwest Airlines

Examples of Discovery Exercises

- Information Architecture
- Rapid Prototyping
- User Testing
- User Interviews
- Technology Explorations
- Drawing/Sketching
- Wireframes
- Competitive Analysis
- Live Data Prototyping
- Bodystorming

Elements of Product Discovery

1. Understand
2. Explore
3. Learn
4. Connect

Understand

“If I had an hour to solve a problem I'd spend 55 minutes thinking about the problem and 5 minutes thinking about solutions.”

–Albert Einstein



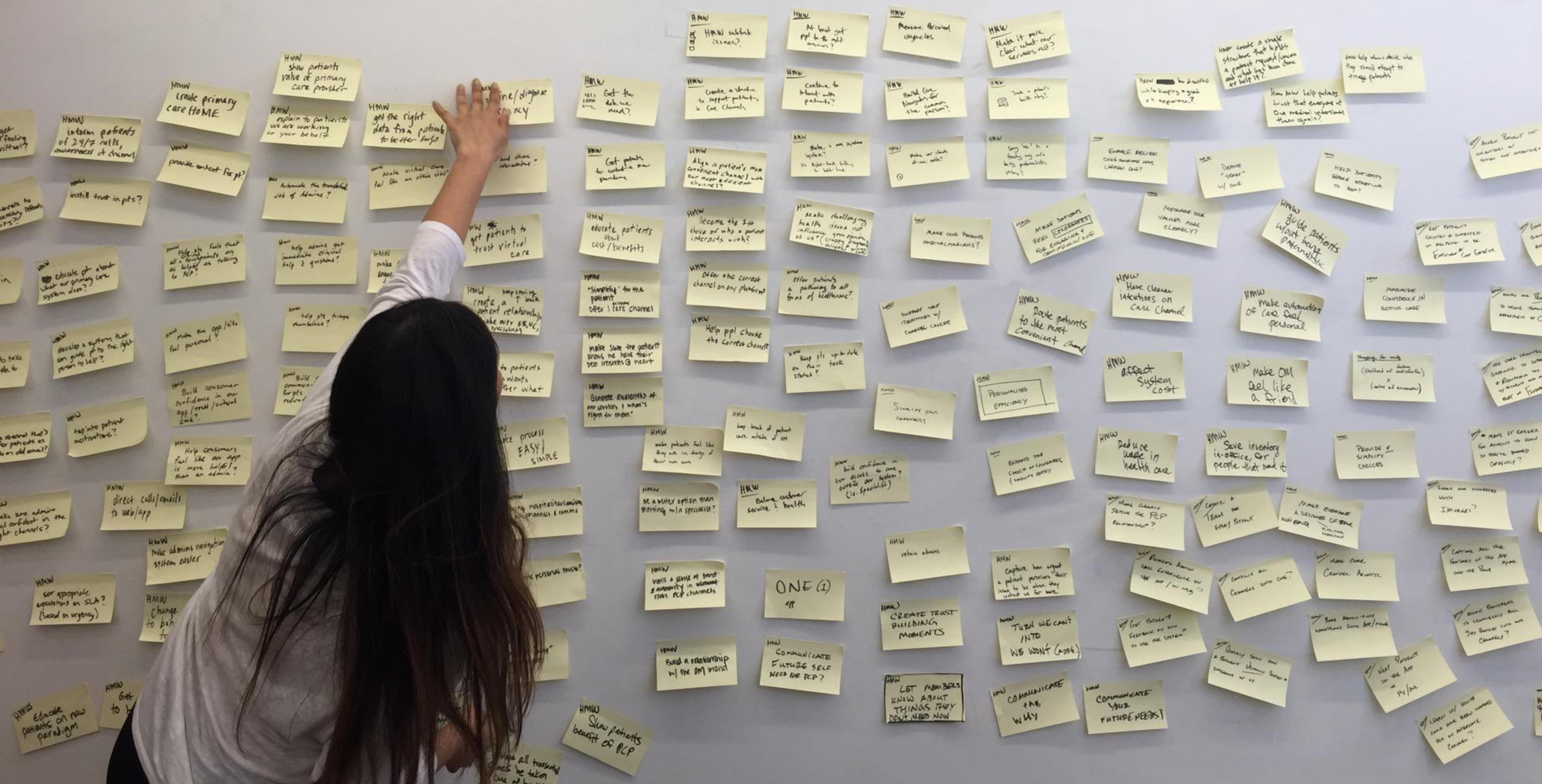




Q4-Q1
TEN DIA'S GELOP ALLE DIA'S ZOALS
TEN KIETE KOMMUNIKASIE MET DE MARKT
- INFORMATIE WORDT GEGEVEN EN GEVRAAGD
MARKET

How Might We? 🤔

- How Might We make waiting for a doctor a pleasant experience?
- How Might We make the rain in Seattle a compelling tourist attraction?
- How Might We re-purpose Sea World to become a wildlife refuge?
- How Might We get Americans to use the metric system?



Explore

A photograph of a person's head and shoulders, shown in profile facing right. The person is wearing a virtual reality headset with a strap over their forehead. The background is a textured, light-colored surface.

“Not all those who wander are lost.”

—J. R. R. Tolkien



Alan Cannistraro

Formerly Apple and Facebook
(Remote, iBooks, and much more)



Lateral Thinking

is the solving of problems by an indirect and creative approach, typically through viewing the problem in a new and unusual light.

“Creativity involves breaking out of established patterns in order to look at things in a different way.”

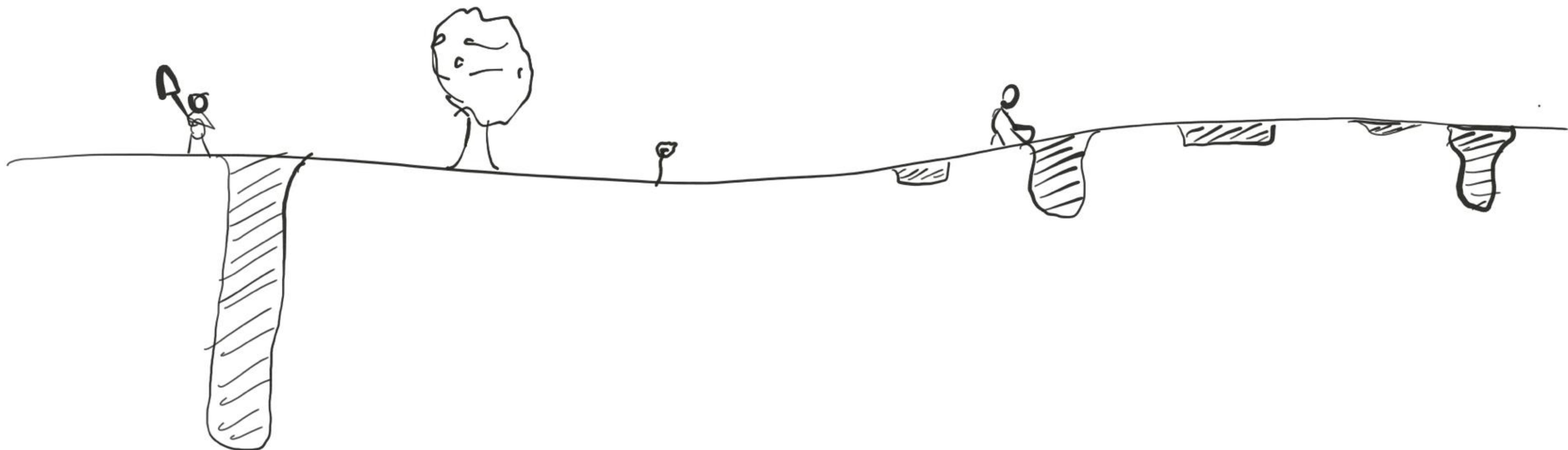
—Edward de Bono

Vertical Thinking

Dig deeper

Lateral Thinking

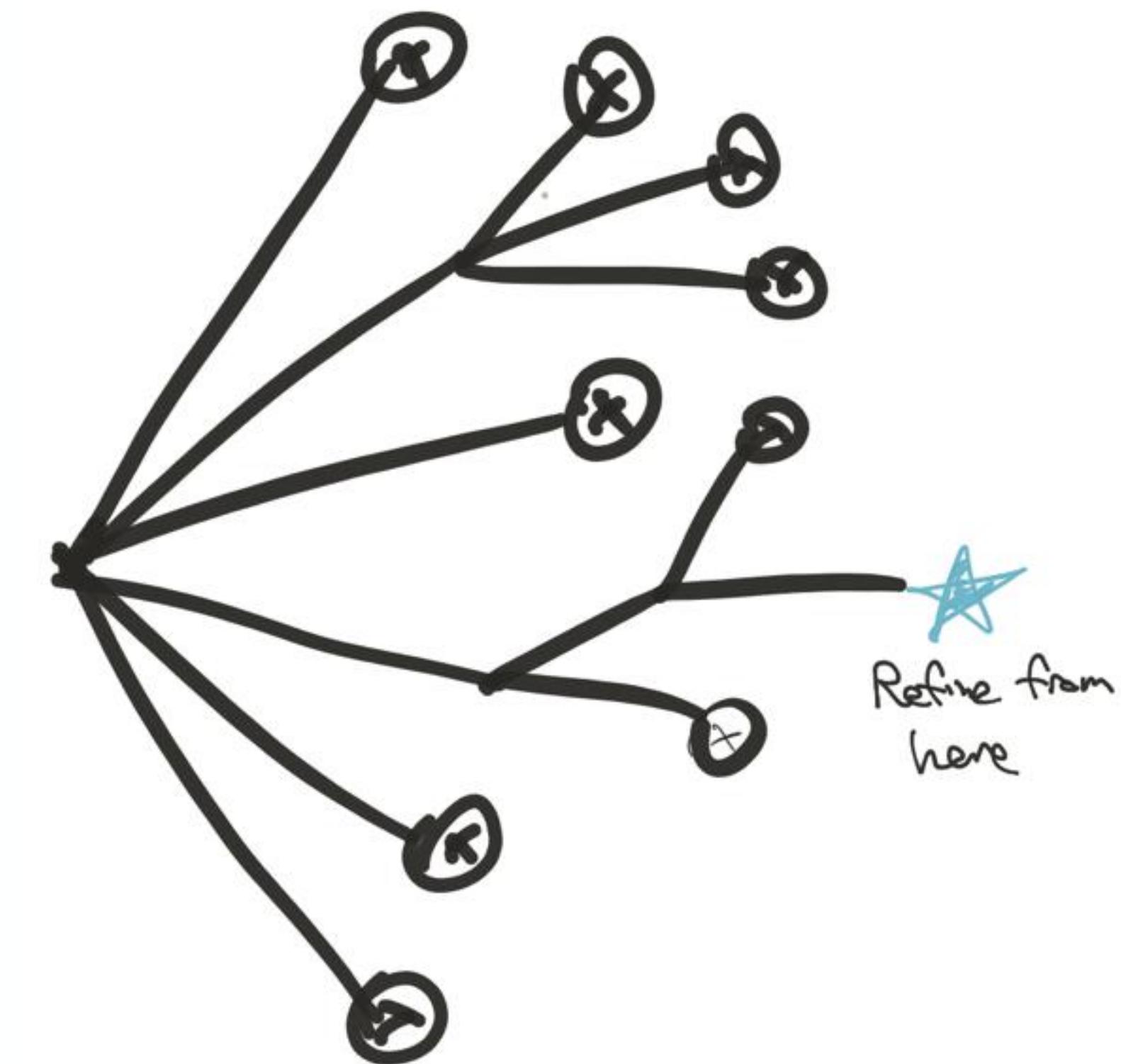
Dig somewhere else



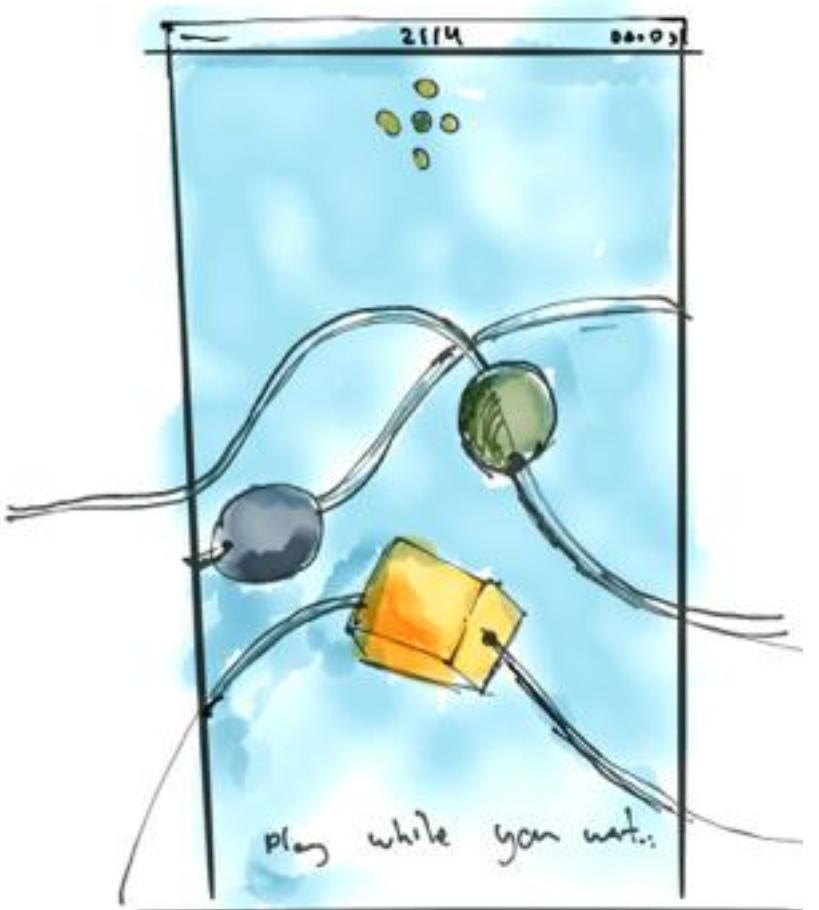
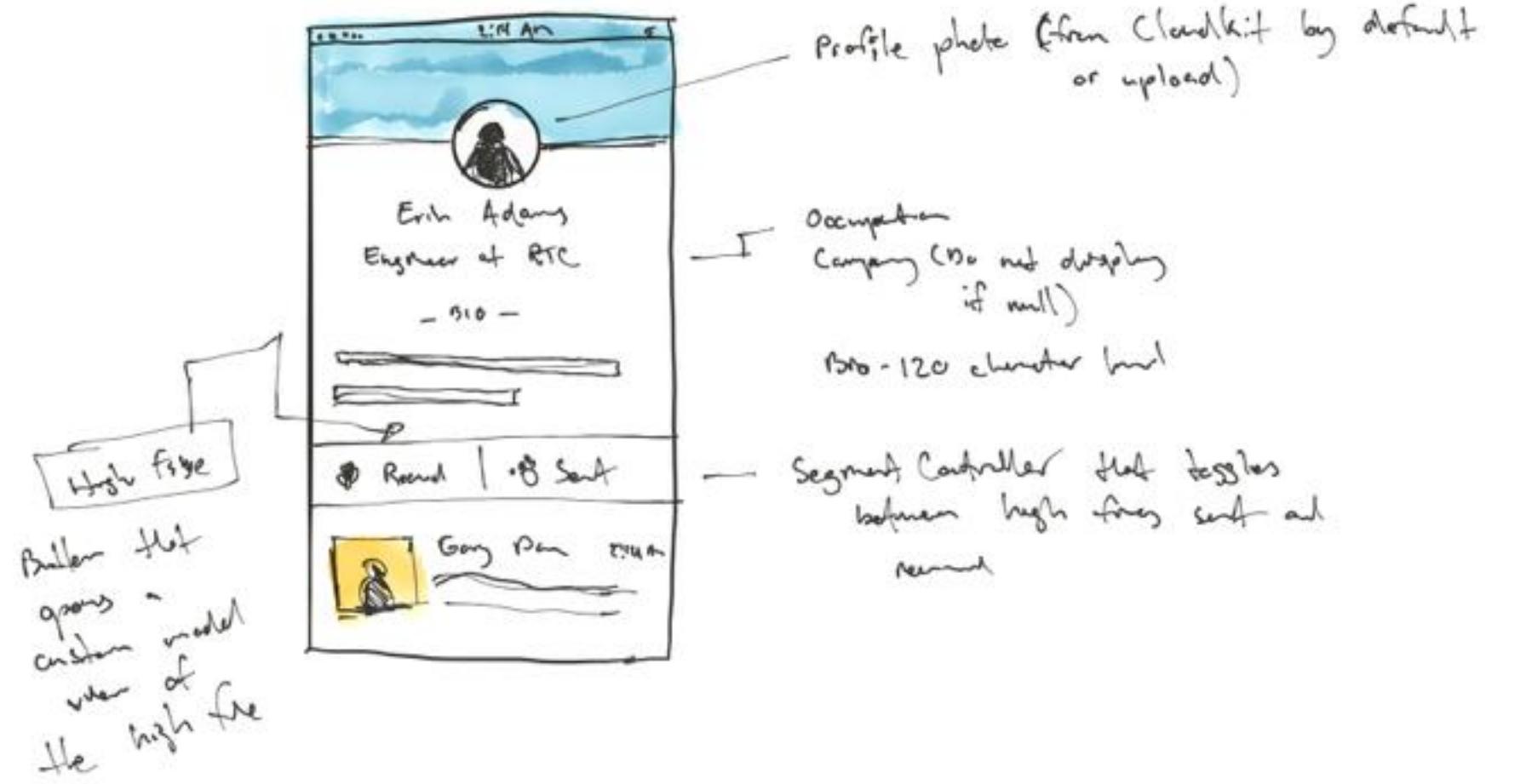
Refinement



Exploration



Do small experiments you can quickly learn from.





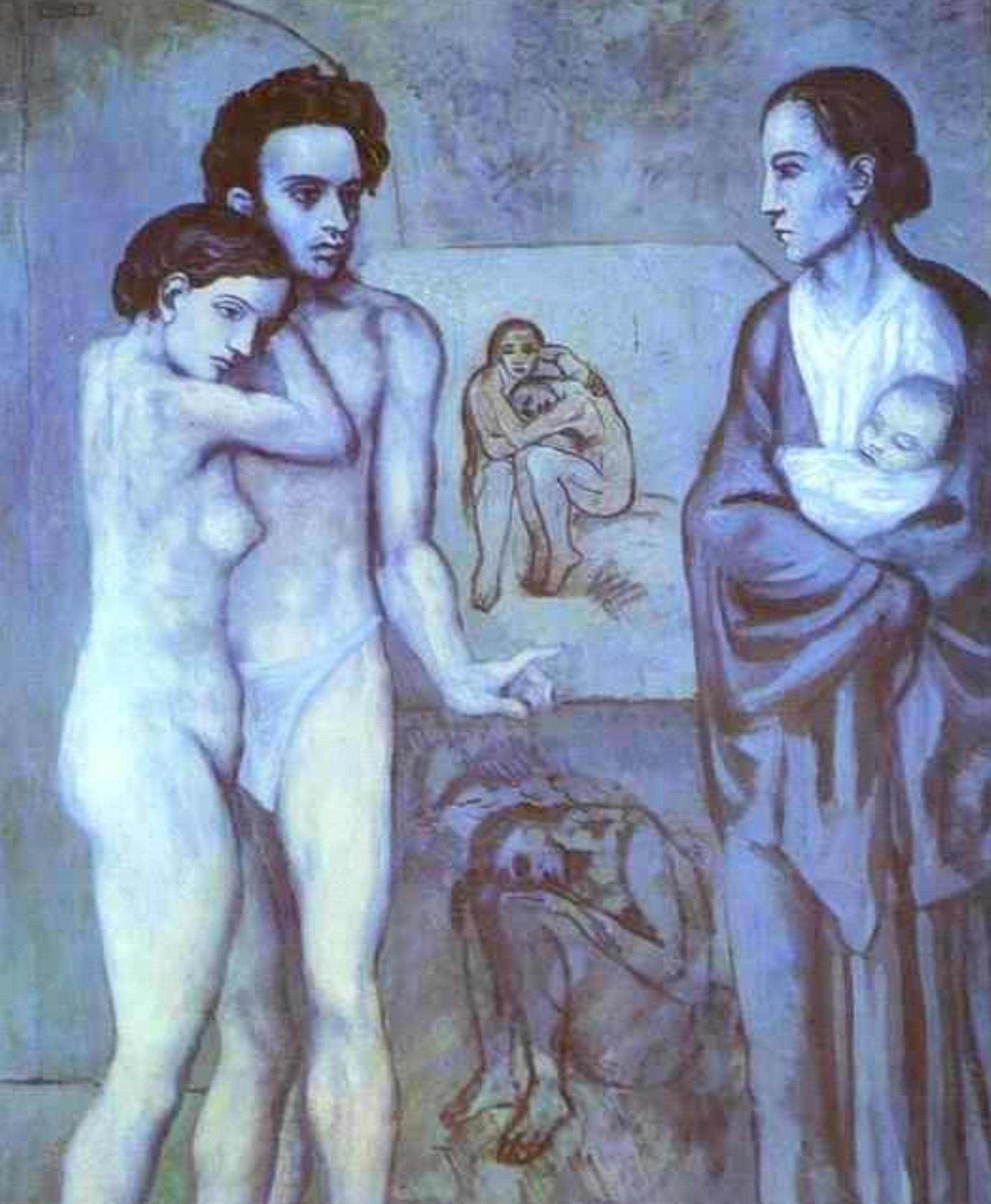
axure



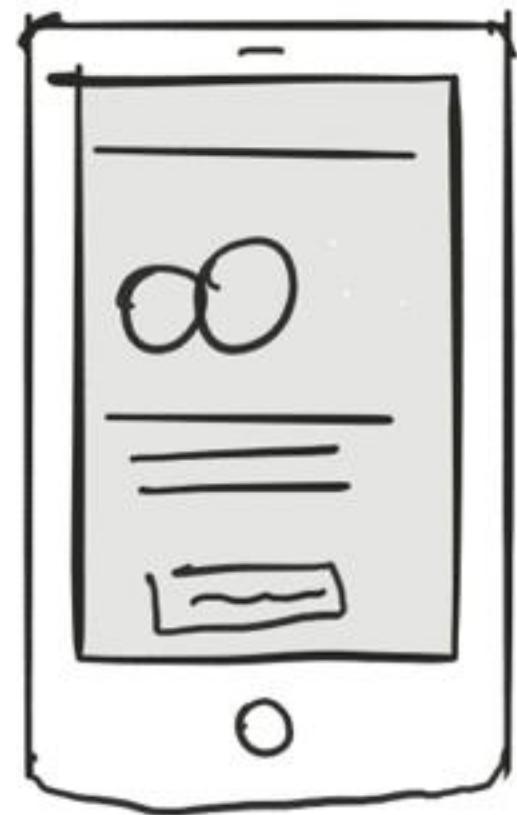


Set Constraints

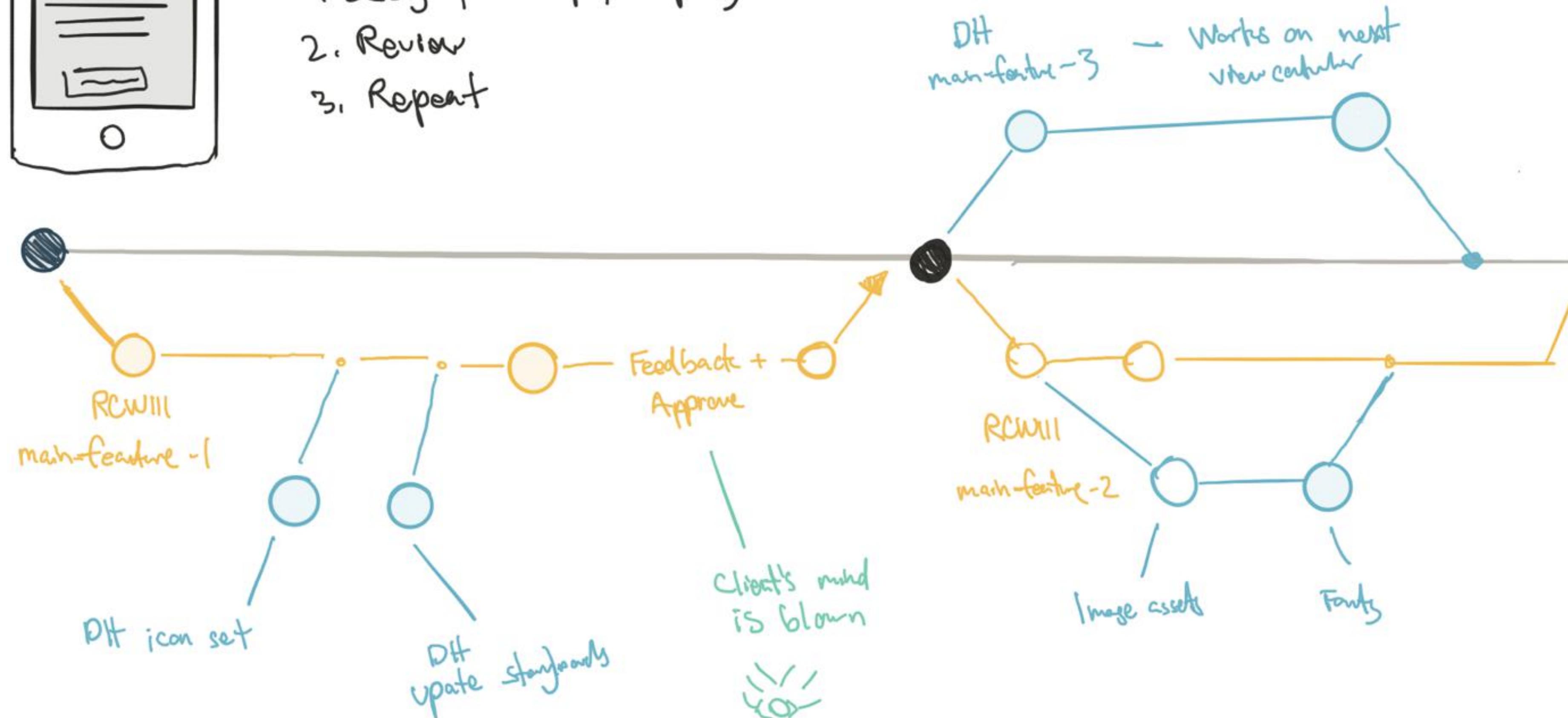
Risk, Scope, Resources, Time, Quality, Cost



**“What do we want to get done in the
next hour?”**

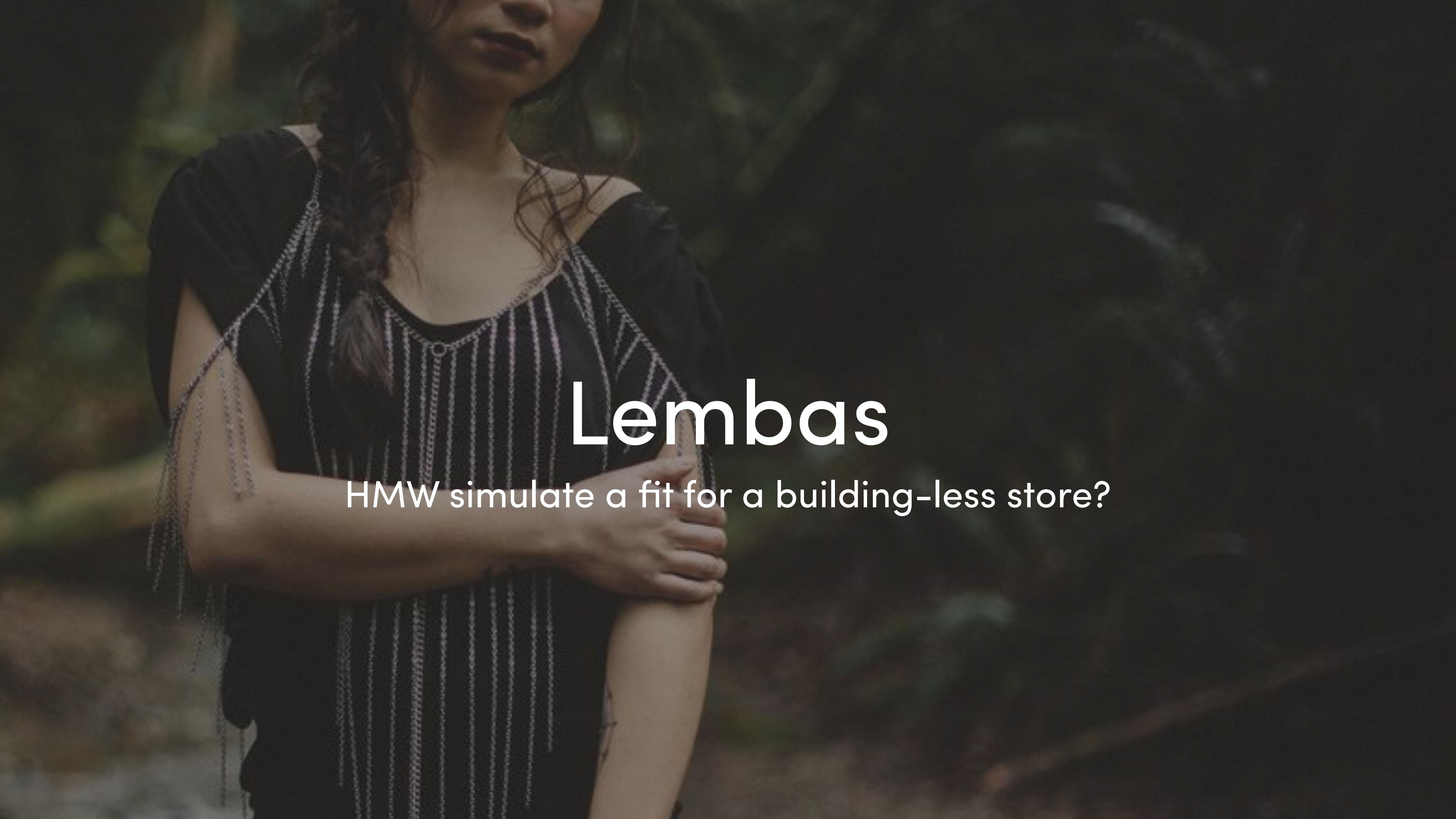


1. Design, Develop, Deploy
2. Review
3. Repeat



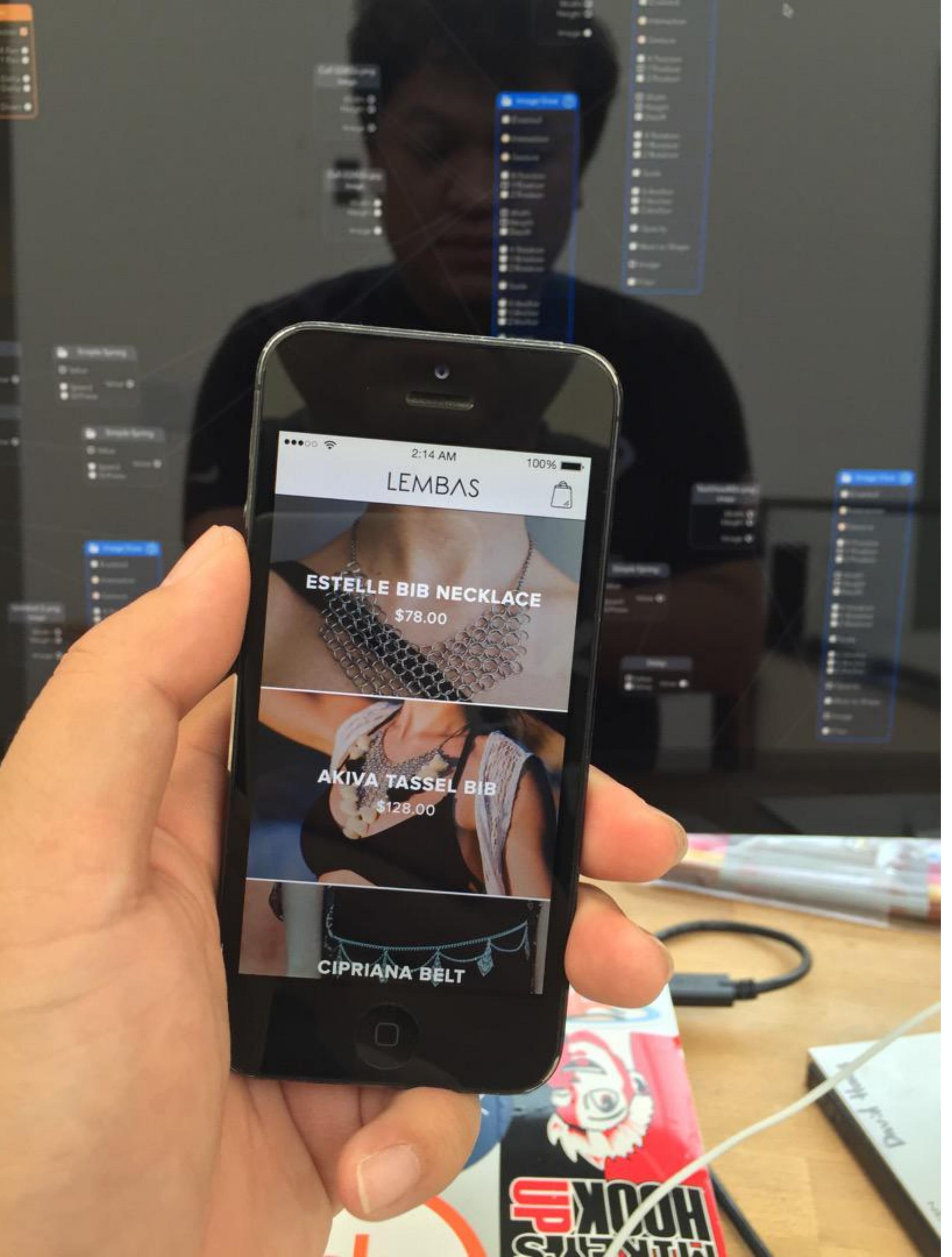
Build fast

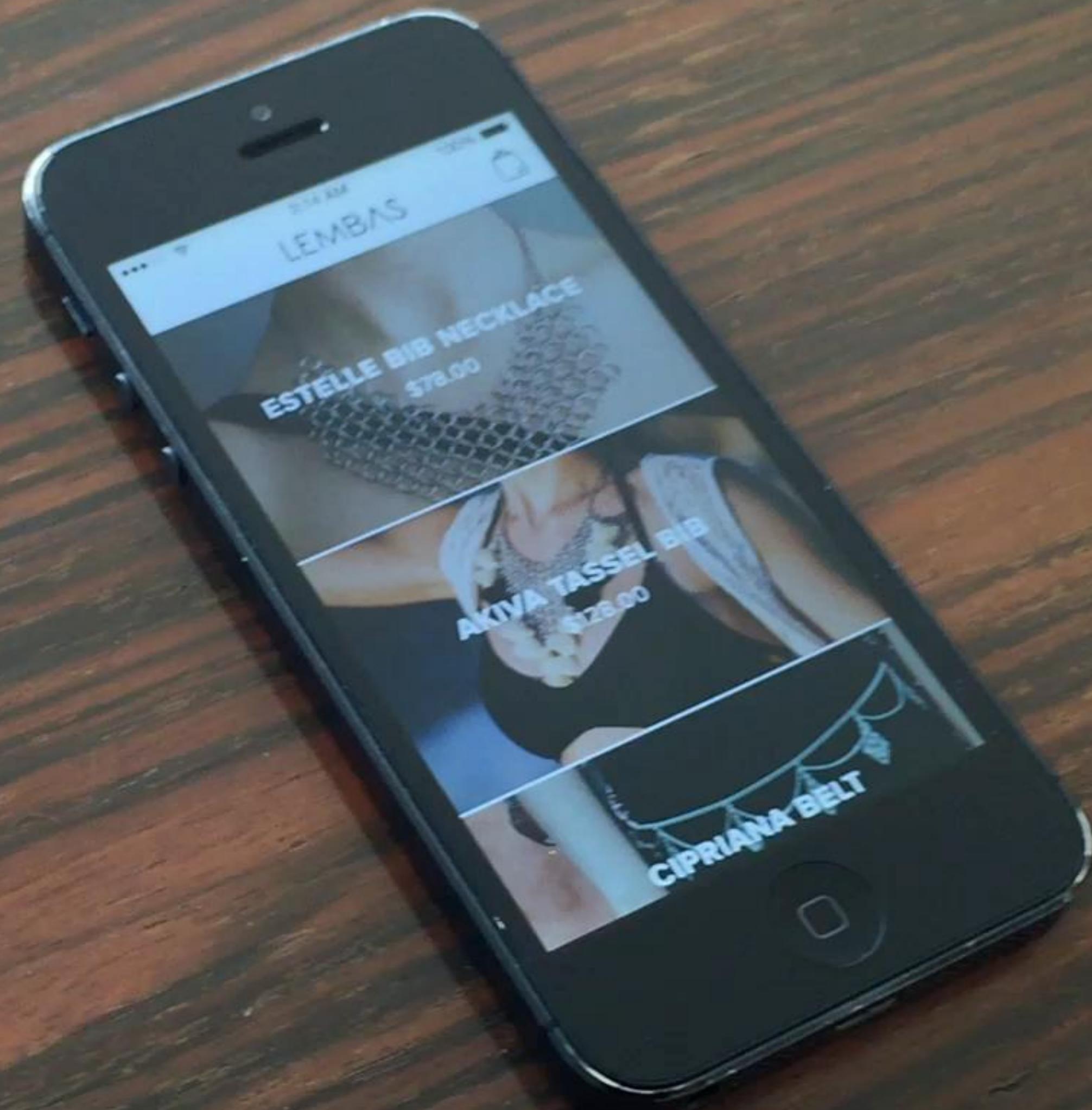
Make a lot of mistakes

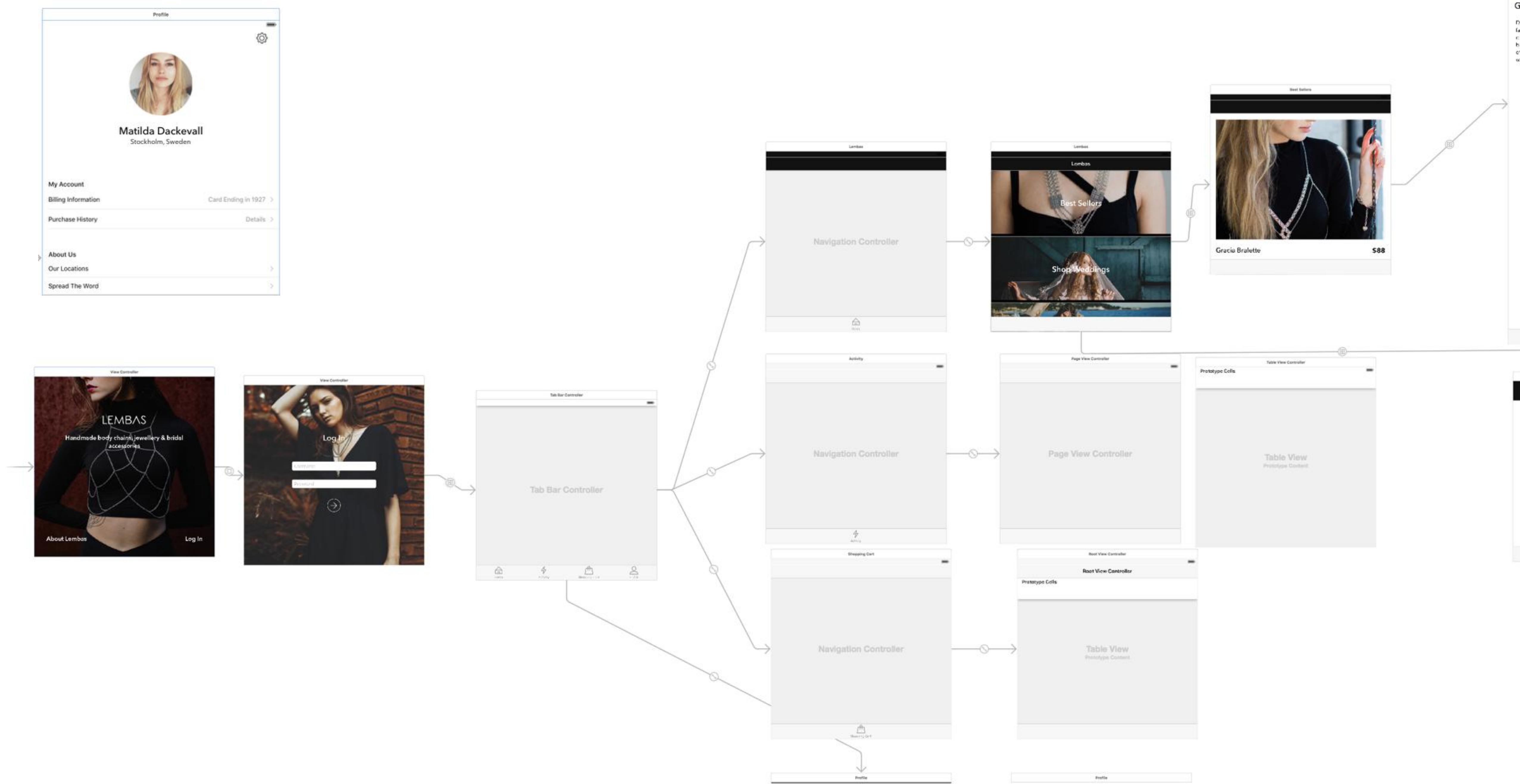
A woman with long dark hair is shown from the waist up, wearing a black dress with vertical stripes and a belt featuring multiple silver chains. She is looking over her shoulder towards the camera with a neutral expression. The background is a soft-focus outdoor scene.

Lembas

HMW simulate a fit for a building-less store?









A wide-angle photograph of a luxury villa at sunset. The sky is filled with warm, orange and yellow clouds against a deep blue. The villa is a two-story building with a light-colored facade, white trim, and a prominent portico supported by white columns. It is surrounded by lush greenery, including several large palm trees. In the foreground, there is a swimming pool with clear blue water reflecting the sky. Two lounge chairs with blue towels are visible on the pool deck. The overall atmosphere is one of relaxation and luxury.

Inspirato

HMW make luxury travel aspirational?





Landon Tucker
Angel Investor



Jeanne Green
Homemaker



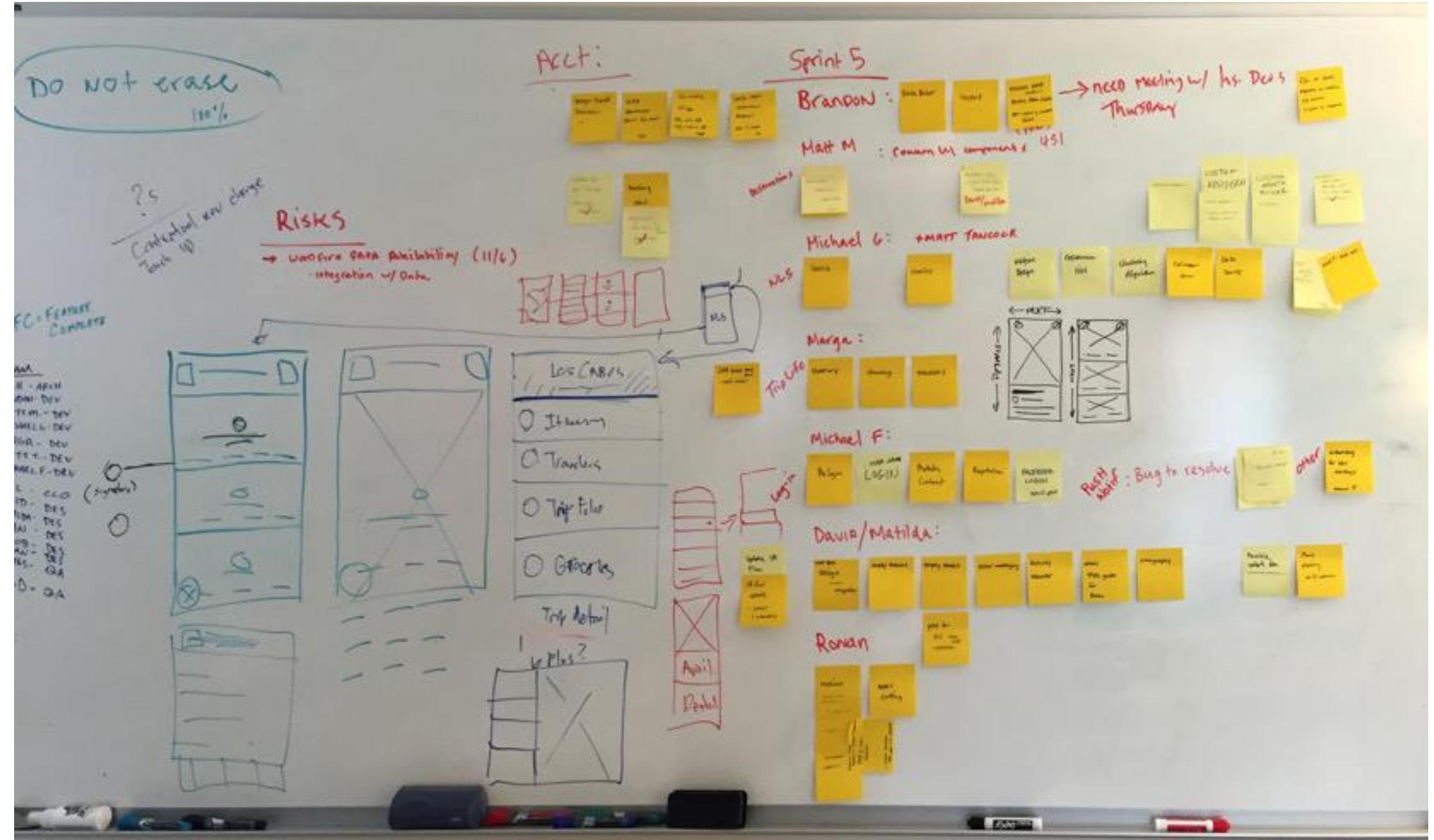
Charles Davis
Attorney



Louis Fernandez
Hedge Fund
Portfolio Manager



Nicole Roland
Director of Sales,
Global Accounts



Demographics

Age: 51
Gender: Male
Annual Household Income: \$50m+
Location: Palo Alto, CA
Education: MBA
Family: Divorced with 3 children

Motivations

Landon is an extremely busy person and never has time to plan

Demographics

Age: 32
Gender: Female
Annual Household Income: \$4.7m
Location: Minneapolis, MN
Education: Some College
Family: Husband and 0 children

Motivations

I really want the

Demographics

Age: 41
Gender: Male
Annual Household Income: \$300k
Location: Chicago, IL
Education: JD
Family: Single

Motivations

Charles has been a member of Inspirato

Demographics

Age: 34
Gender: Male
Annual Household Income: \$410k
Location: New York, NY
Education: MBA
Family: Single

Motivations

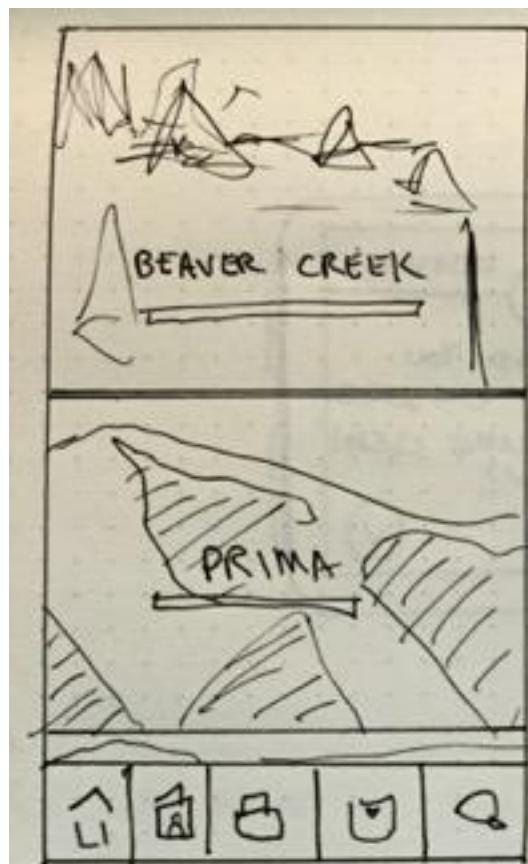
Louis is an inactive

Demographics

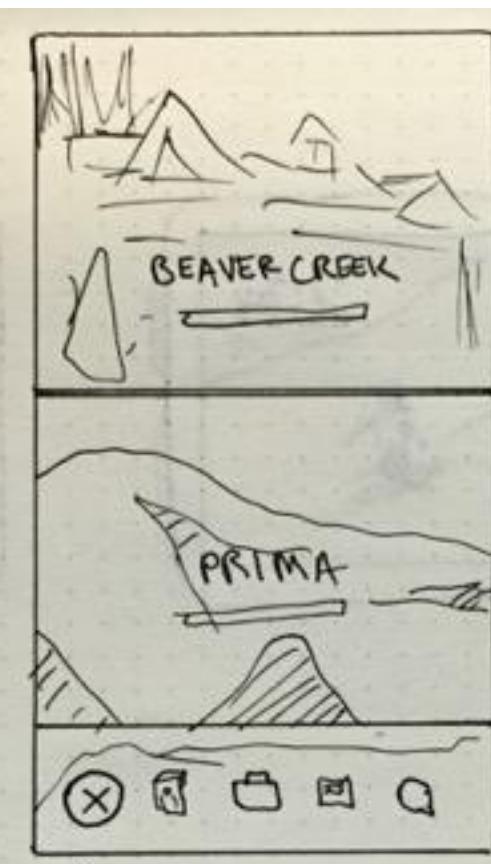
Age: 30
Gender: Female
Annual Household Income: \$180k
Location: Los Gatos, CA
Education: MBA
Family: Single

Motivations

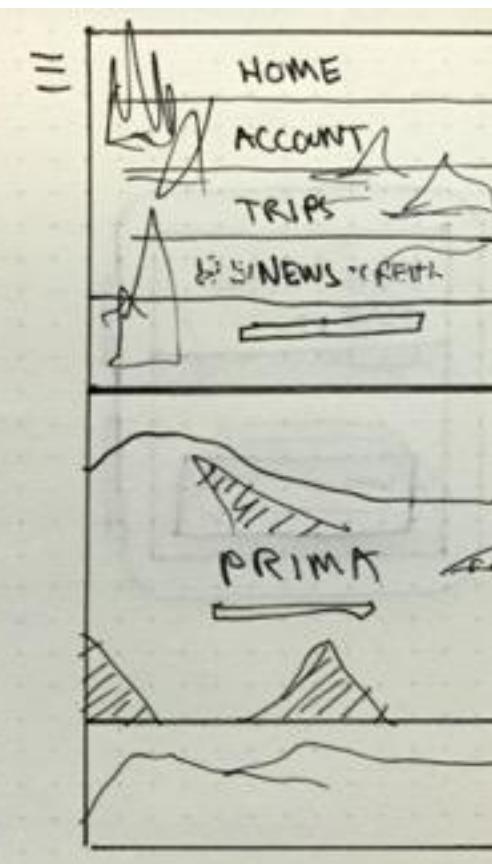
Nicole is trying to establish herself in



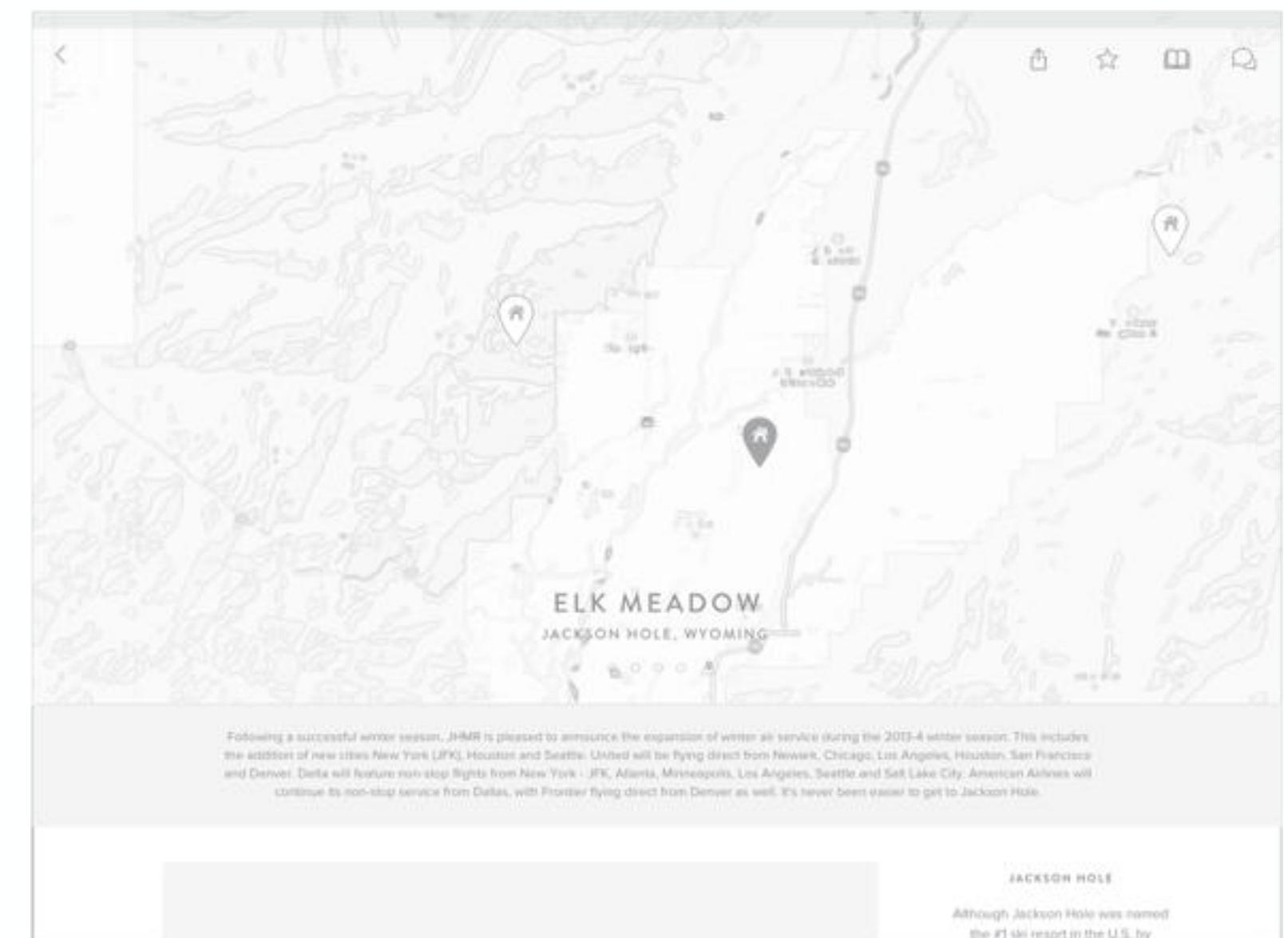
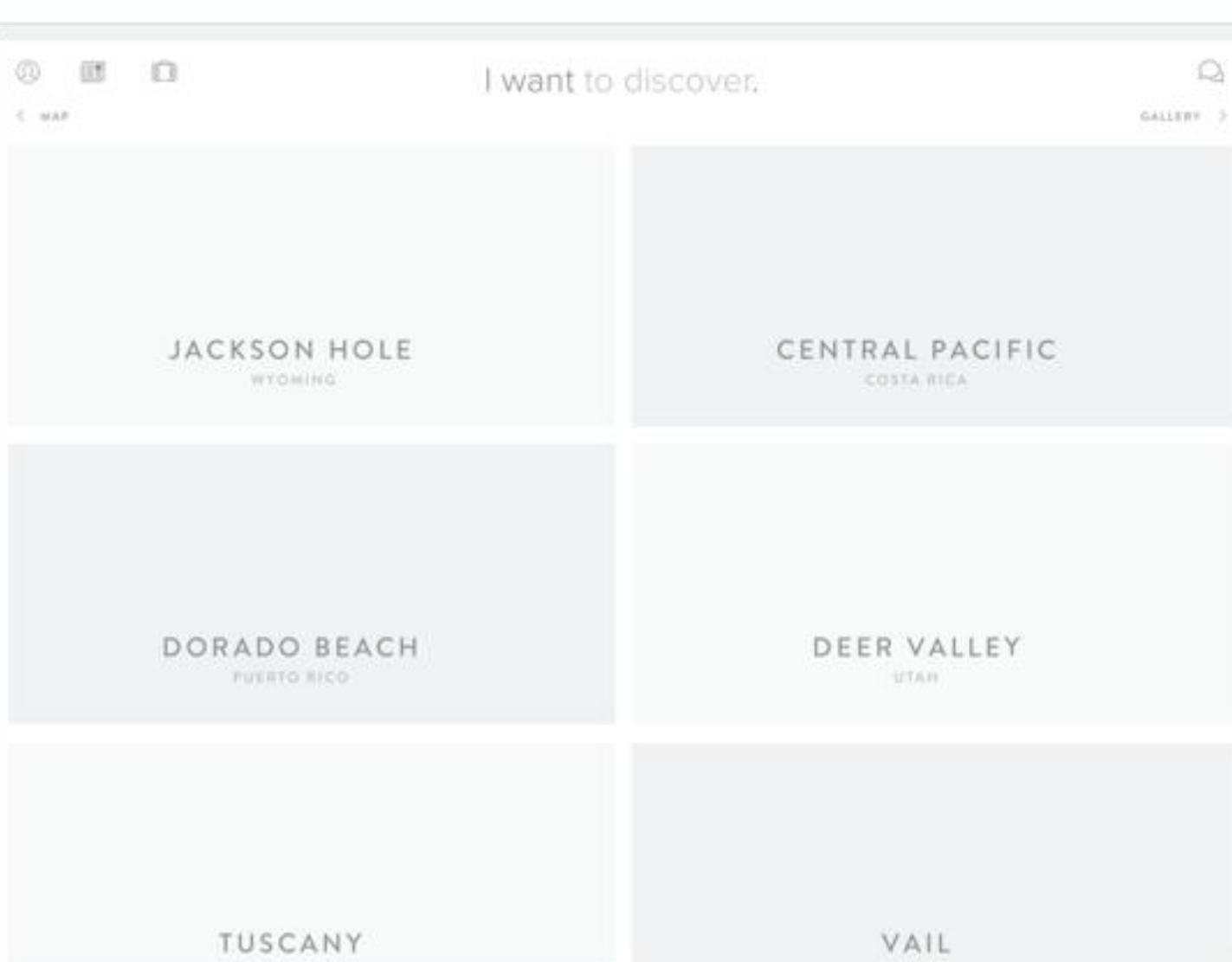
Classic tab navigation that hides on scroll.



↑ Tappable button that turns the tab nav.



Drop down Navigation from the top



PUNTA CANA, DOMINICAN REPUBLIC
THE CARIBBEAN'S HOTTEST NEW RESORT

SUGGESTED AIRPORT
PUJ

AVERAGE HIGH TEMPERATURE
84° F Summer / 79° F Spring

"PUNTA CANA" TRANSLATED
"Tip of the White Cane Palms"

MERENGUE FESTIVAL
July and August

DOMINICAN REPUBLIC JAZZ FESTIVAL
November

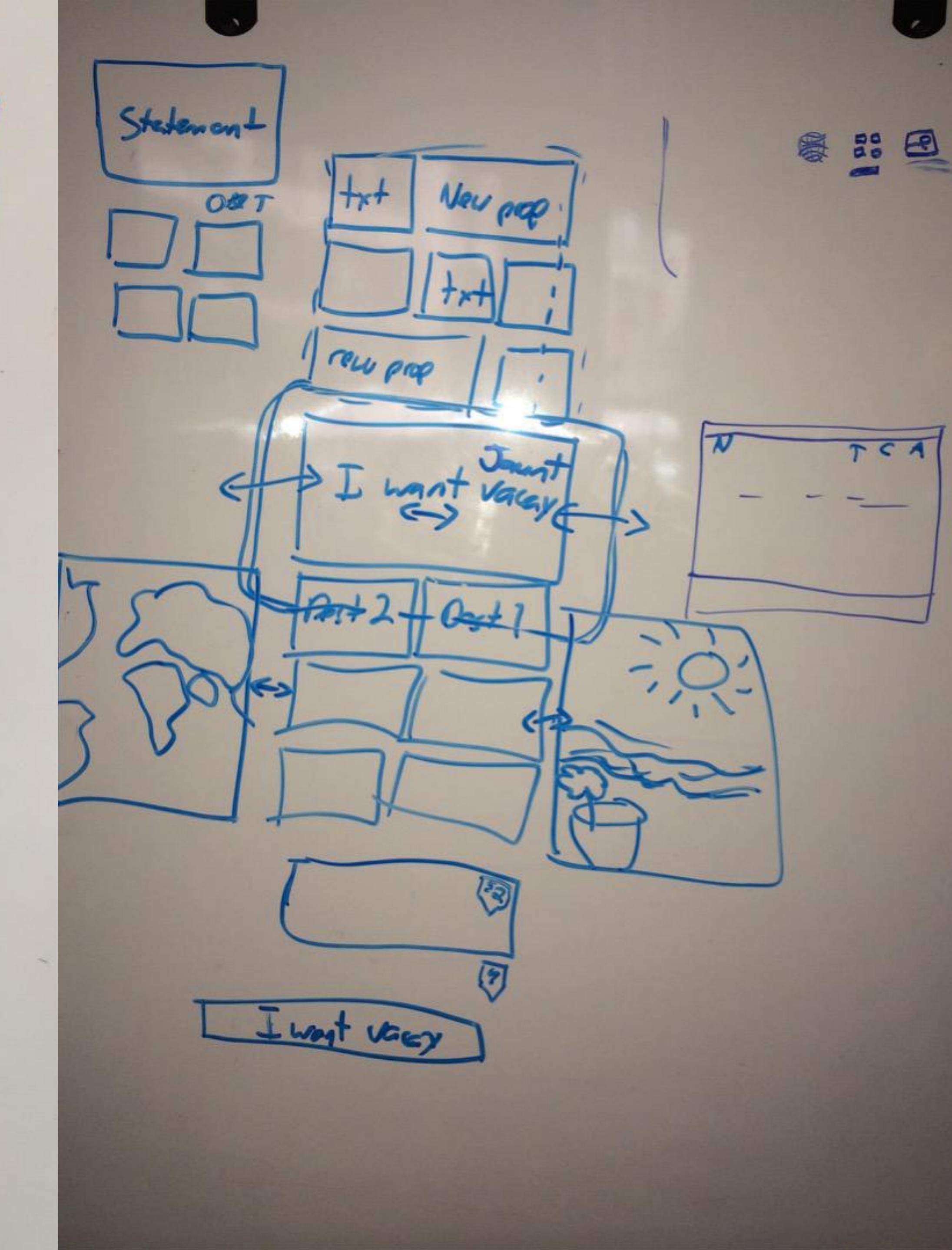
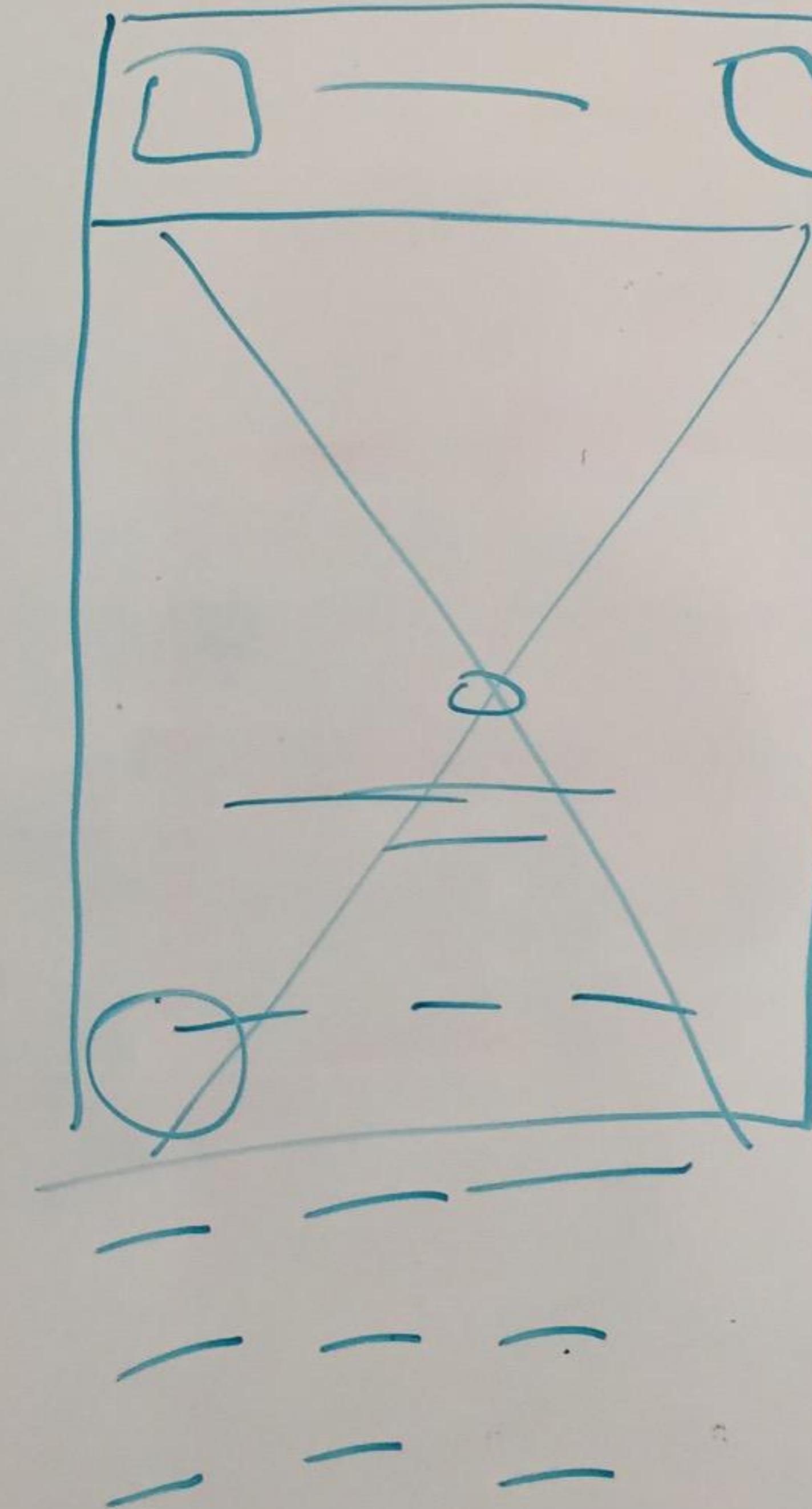
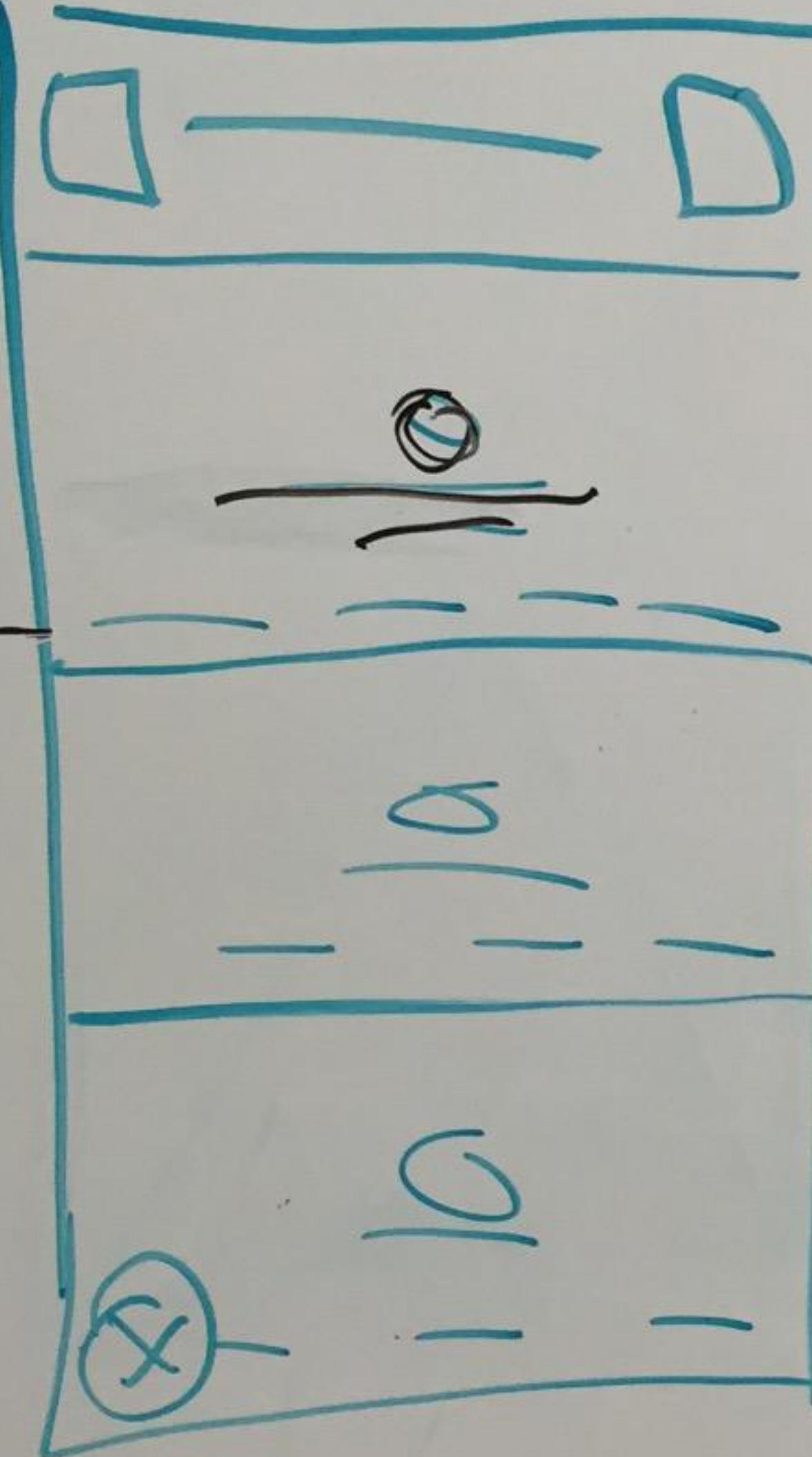
La Altagracia province's pristine golden beaches, the heart of the Punta Cana region, are tailor-made for lounging, and the aquamarine waters invite you to enjoy world-class reef snorkeling. Along with myriad beach and water sports diversions, some of the best golf courses curve along this dazzling coastal region, including courses designed by Nicklaus, Fazio, Dye and Faldo. An array of top-tier restaurants and open-air dining venues are sprinkled throughout the region. Punta Cana also has a bustling nightlife scene. You'll find that Punta Cana is the perfect destination for those who like to stay on-resort, with everything at your fingertips.

OVERVIEW FLOORPLAN GETTING AROUND

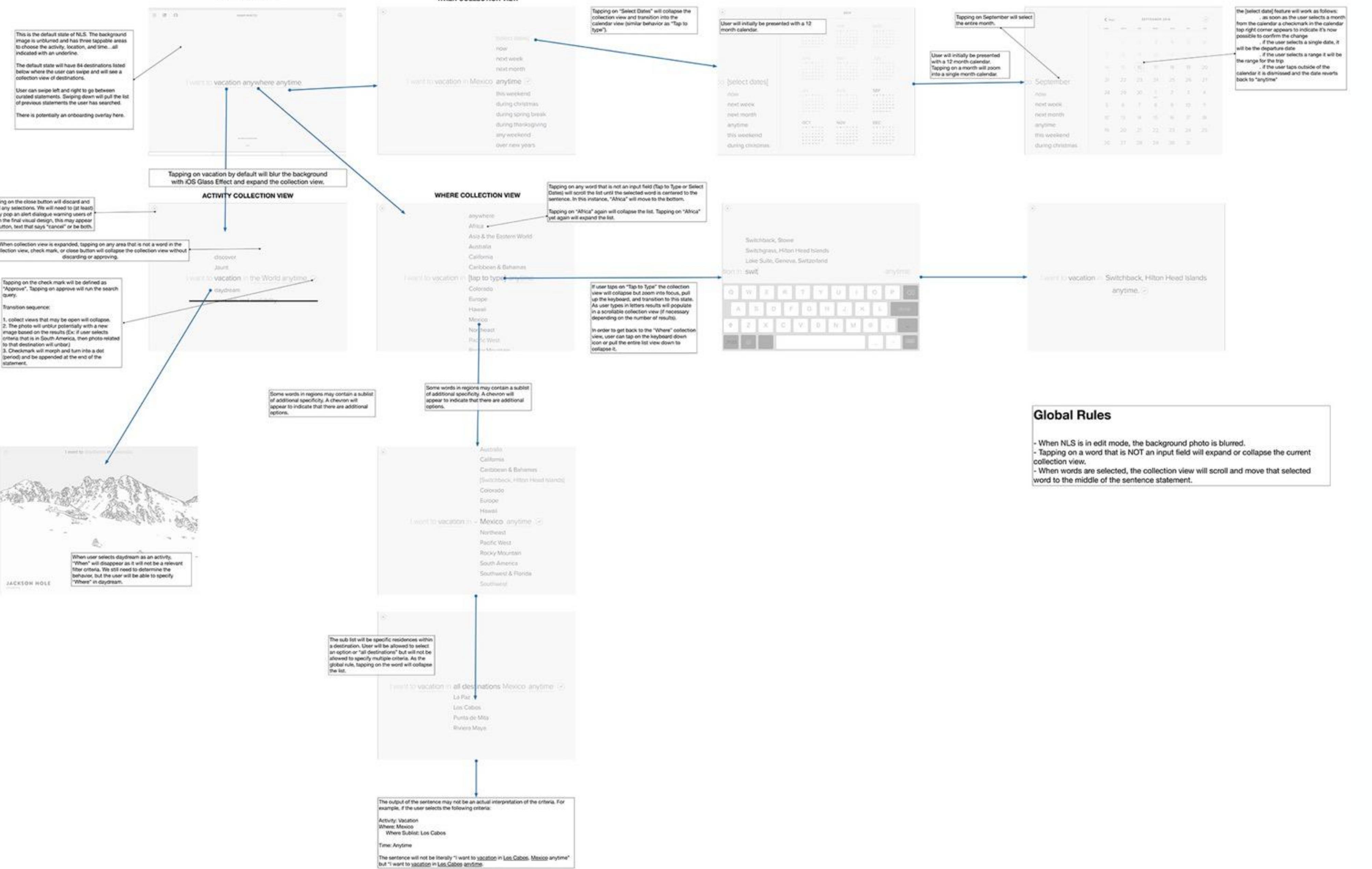
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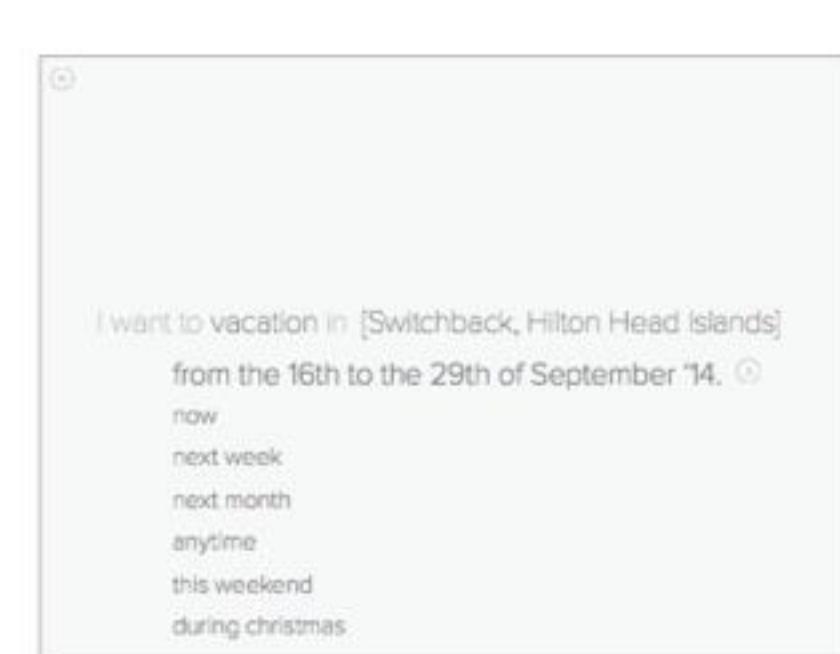
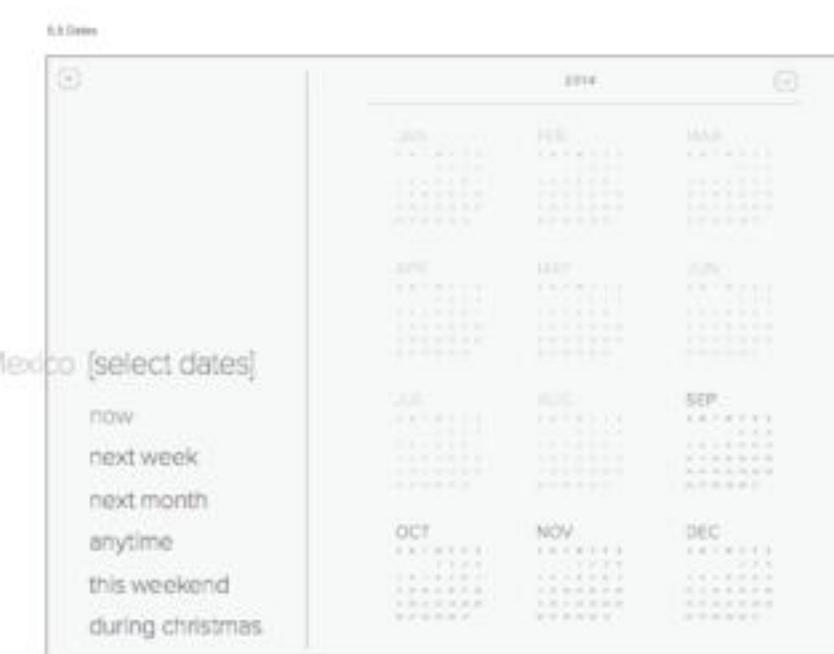
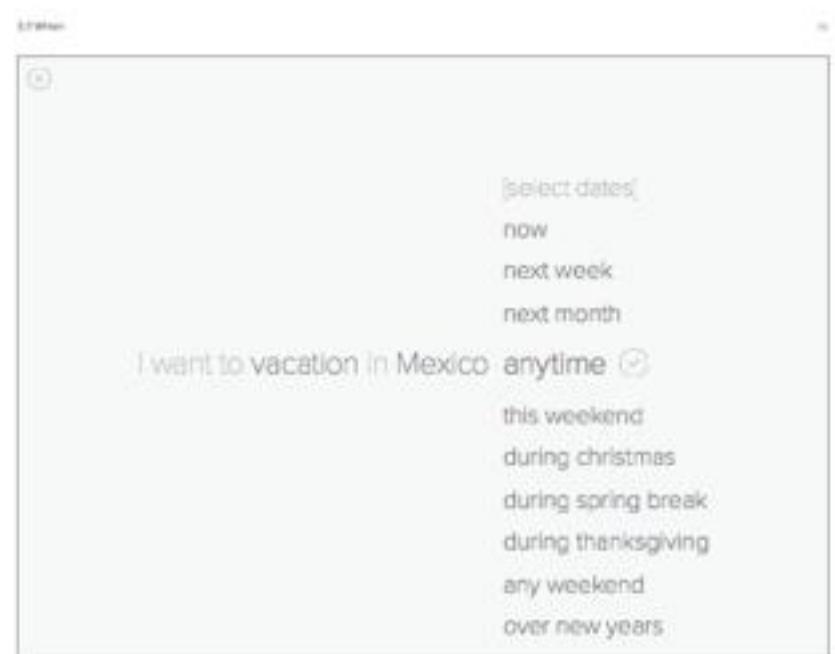
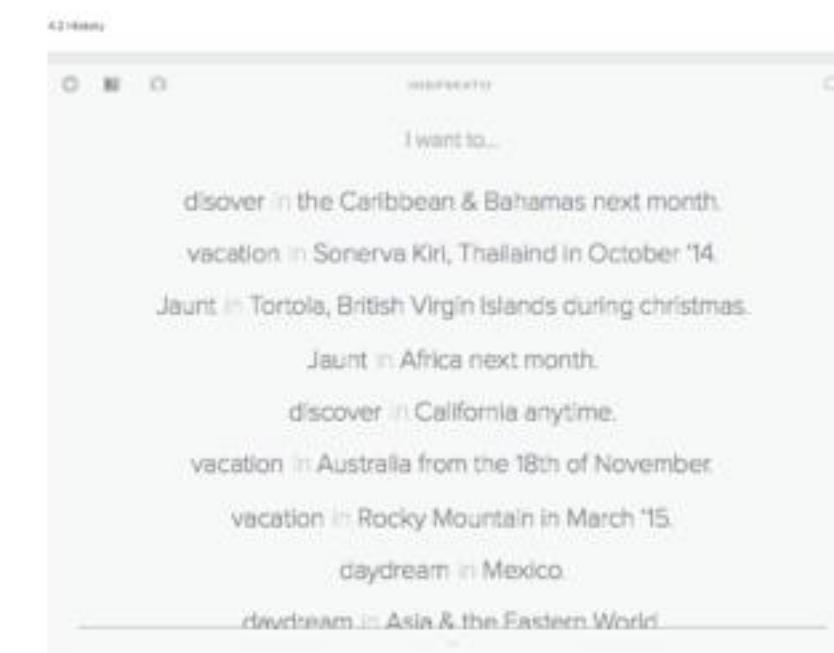
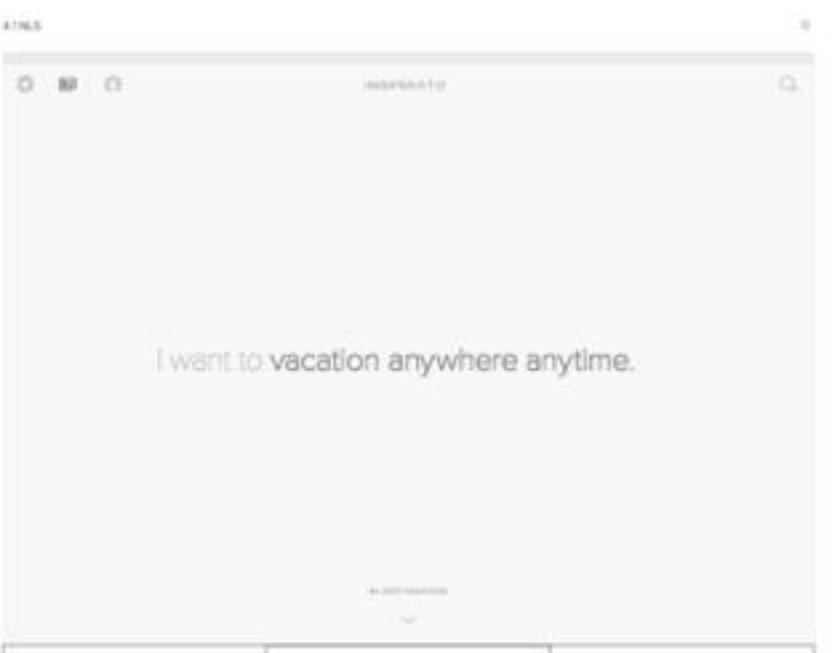
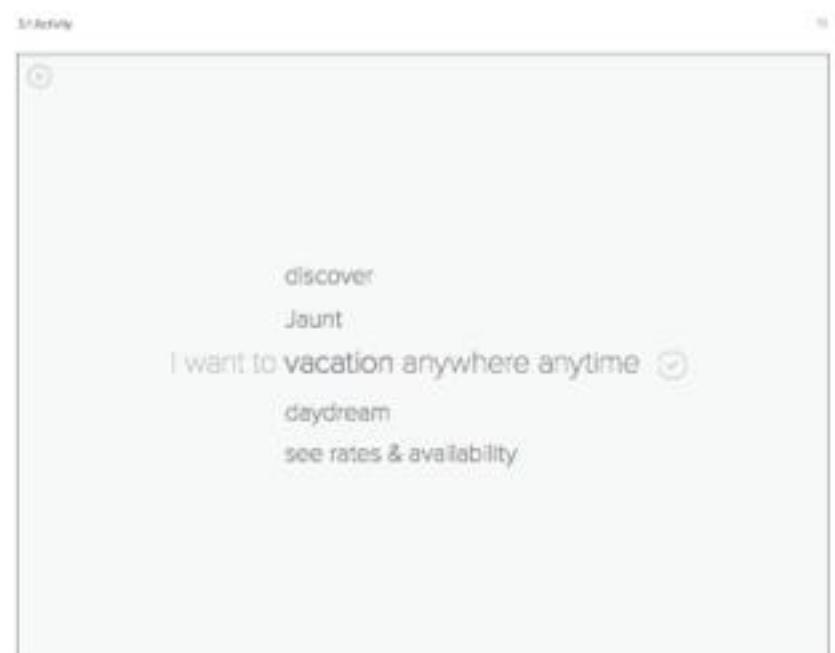
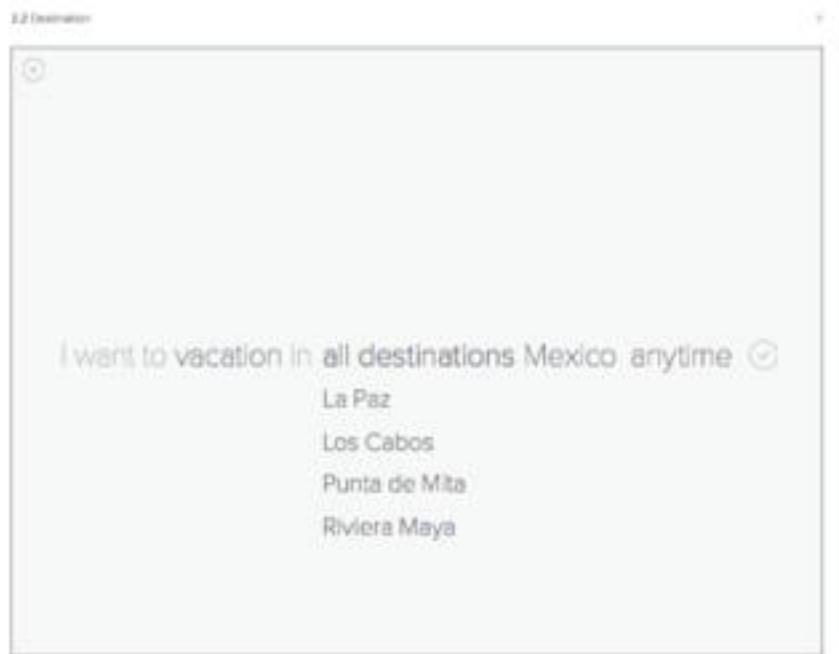
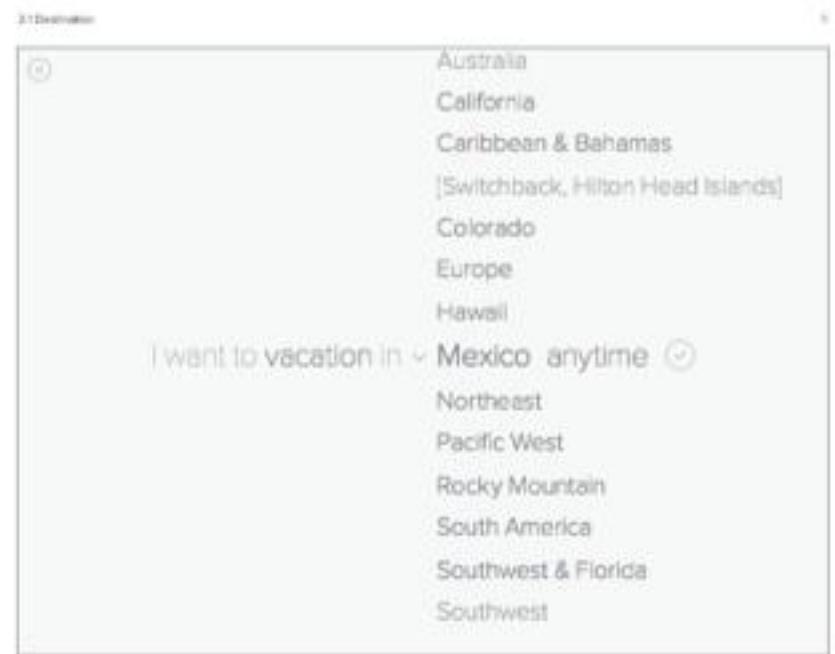
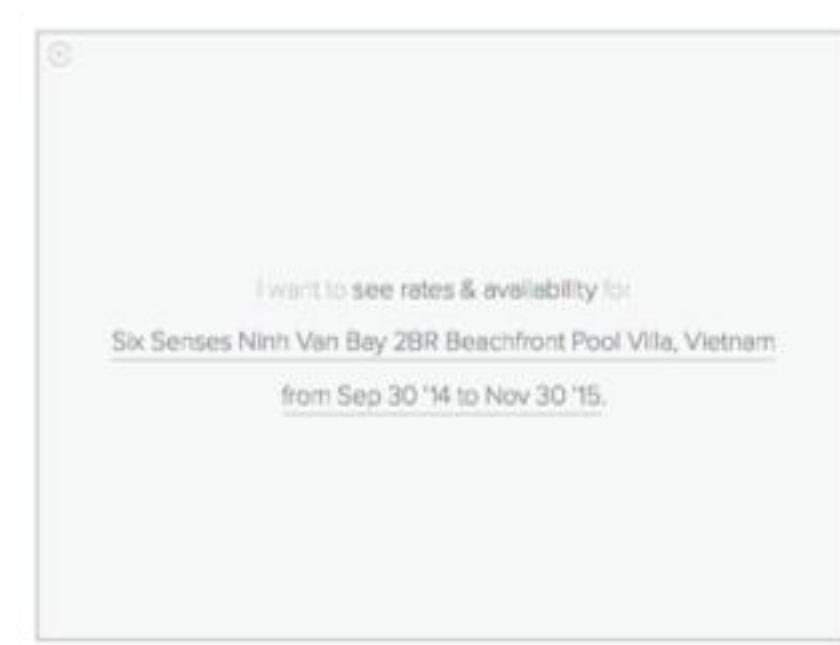
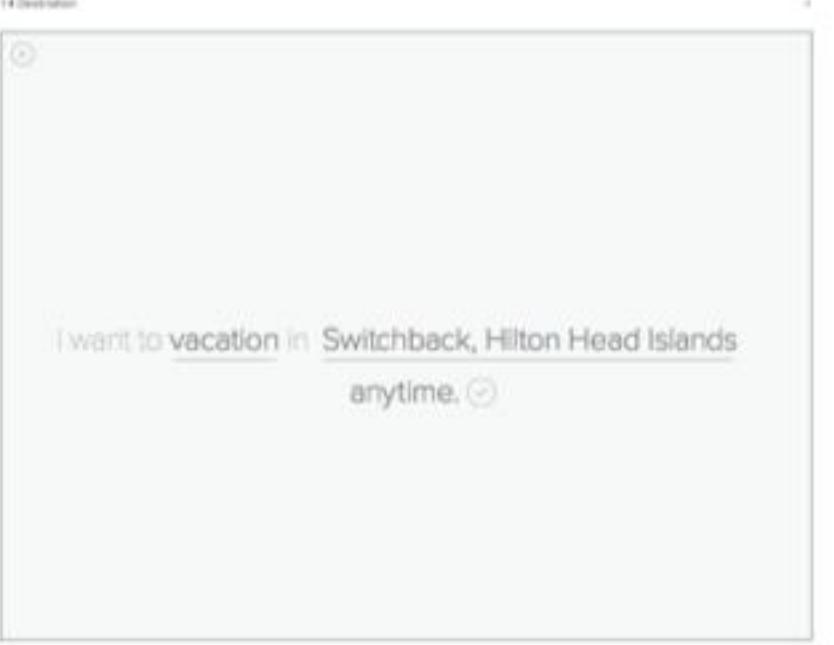
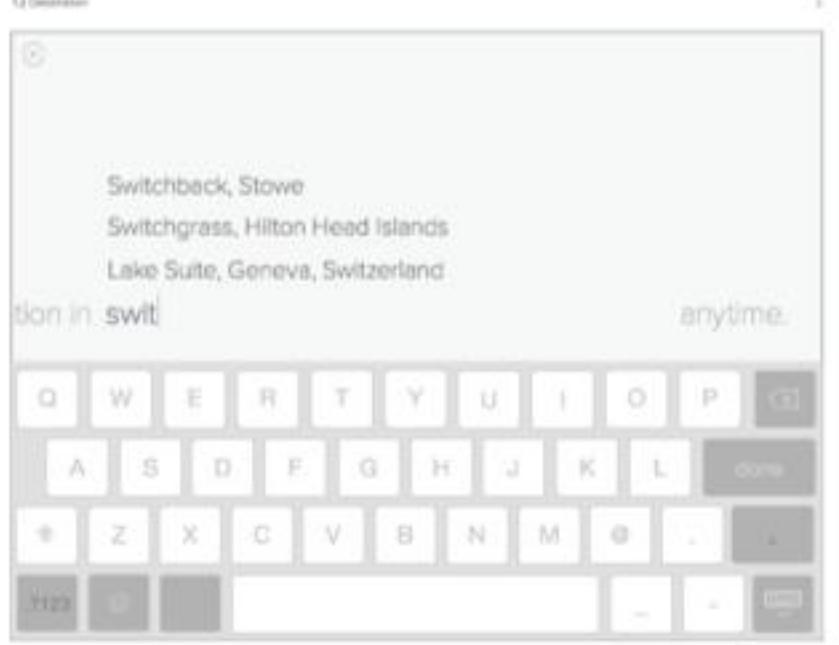
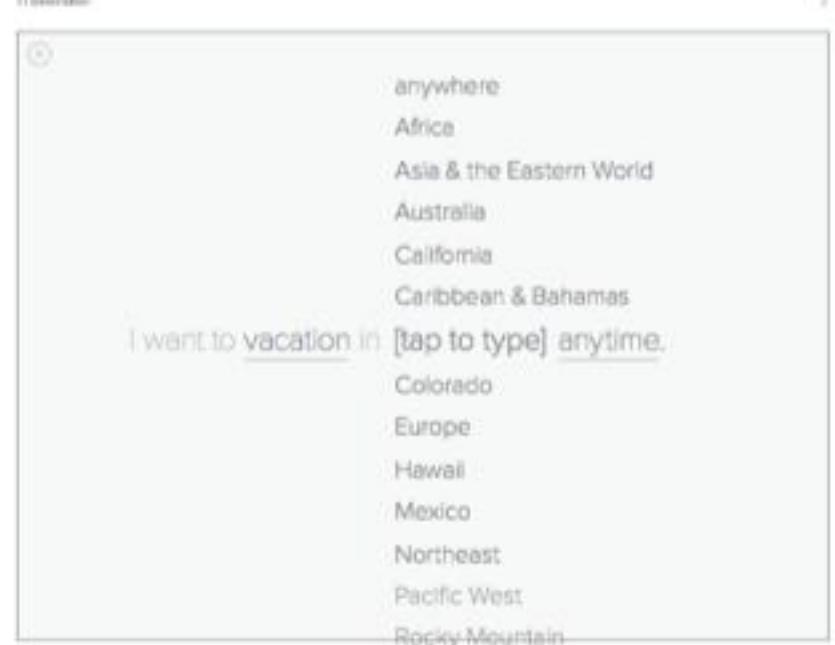
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2	Food	1	Box	200.00	200.00
3	Champagne	1	Box	300.00	300.00
4	Water	1	Box	50.00	50.00
5	Coffee	1	Box	75.00	75.00
6	Sugar	1	Box	25.00	25.00
7	Milk	1	Box	40.00	40.00
8	Tea	1	Box	35.00	35.00
9	Flour	1	Box	55.00	55.00
10	Oil	1	Box	60.00	60.00
11	Butter	1	Box	80.00	80.00
12	Meat	1	Box	150.00	150.00
13	Vegetables	1	Box	100.00	100.00
14	Fruit	1	Box	120.00	120.00
15	Drinks	1	Box	90.00	90.00
16	Snacks	1	Box	70.00	70.00
17	Chocolate	1	Box	65.00	65.00
18	Chips	1	Box	55.00	55.00
19	Popcorn	1	Box	45.00	45.00
20	Crackers	1	Box	35.00	35.00
21	Candy	1	Box	25.00	25.00
22	Chocolates	1	Box	15.00	15.00
23	Chips	1	Box	10.00	10.00
24	Popcorn	1	Box	8.00	8.00
25	Crackers	1	Box	6.00	6.00
26	Candy	1	Box	4.00	4.00
27	Chocolates	1	Box	2.00	2.00
28	Chips	1	Box	1.00	1.00
29	Popcorn	1	Box	0.80	0.80
30	Crackers	1	Box	0.60	0.60
31	Candy	1	Box	0.40	0.40
32	Chocolates	1	Box	0.20	0.20
33	Chips	1	Box	0.10	0.10
34	Popcorn	1	Box	0.08	0.08
35	Crackers	1	Box	0.06	0.06
36	Candy	1	Box	0.04	0.04
37	Chocolates	1	Box	0.02	0.02
38	Chips	1	Box	0.01	0.01
39	Popcorn	1	Box	0.00	0.00
40	Crackers	1	Box	0.00	0.00
41	Candy	1	Box	0.00	0.00
42	Chocolates	1	Box	0.00	0.00
43	Chips	1	Box	0.00	0.00
44	Popcorn	1	Box	0.00	0.00
45	Crackers	1	Box	0.00	0.00
46	Candy	1	Box	0.00	0.00
47	Chocolates	1	Box	0.00	0.00
48	Chips	1	Box	0.00	0.00
49	Popcorn	1	Box	0.00	0.00
50	Crackers	1	Box	0.00	0.00
51	Candy	1	Box	0.00	0.00
52	Chocolates	1	Box	0.00	0.00
53	Chips	1	Box	0.00	0.00
54	Popcorn	1	Box	0.00	0.00
55	Crackers	1	Box	0.00	0.00
56	Candy	1	Box	0.00	0.00
57	Chocolates	1	Box	0.00	0.00
58	Chips	1	Box	0.00	0.00
59	Popcorn	1	Box	0.00	0.00
60	Crackers	1	Box	0.00	0.00
61	Candy	1	Box	0.00	0.00
62	Chocolates	1	Box	0.00	0.00
63	Chips	1	Box	0.00	0.00
64	Popcorn	1	Box	0.00	0.00
65	Crackers	1	Box	0.00	0.00
66	Candy	1	Box	0.00	0.00
67	Chocolates	1	Box	0.00	0.00
68	Chips	1	Box	0.00	0.00
69	Popcorn	1	Box	0.00	0.00
70	Crackers	1	Box	0.00	0.00
71	Candy	1	Box	0.00	0.00
72	Chocolates	1	Box	0.00	0.00
73	Chips	1	Box	0.00	0.00
74	Popcorn	1	Box	0.00	0.00
75	Crackers	1	Box	0.00	0.00
76	Candy	1	Box	0.00	0.00
77	Chocolates	1	Box	0.00	0.00
78	Chips	1	Box	0.00	0.00
79	Popcorn	1	Box	0.00	0.00
80	Crackers	1	Box	0.00	0.00
81	Candy	1	Box	0.00	0.00
82	Chocolates	1	Box	0.00	0.00
83	Chips	1	Box	0.00	0.00
84	Popcorn	1	Box	0.00	0.00
85	Crackers	1	Box	0.00	0.00
86	Candy	1	Box	0.00	0.00
87	Chocolates	1	Box	0.00	0.00
88	Chips	1	Box	0.00	0.00
89	Popcorn	1	Box	0.00	0.00
90	Crackers	1	Box	0.00	0.00
91	Candy	1	Box	0.00	0.00
92	Chocolates	1	Box	0.00	0.00
93	Chips	1	Box	0.00	0.00
94	Popcorn	1	Box	0.00	0.00
95	Crackers	1	Box	0.00	0.00
96	Candy	1	Box	0.00	0.00
97	Chocolates	1	Box	0.00	0.00
98	Chips	1	Box	0.00	0.00
99	Popcorn	1	Box	0.00	0.00
100	Crackers	1	Box	0.00	0.00
101	Candy	1	Box	0.00	0.00
102	Chocolates	1	Box	0.00	0.00
103	Chips	1	Box	0.00	0.00
104	Popcorn	1	Box	0.00	0.00
105	Crackers	1	Box	0.00	0.00
106	Candy	1	Box	0.00	0.00
107	Chocolates	1	Box	0.00	0.00
108	Chips	1	Box	0.00	0.00
109	Popcorn	1	Box	0.00	0.00
110	Crackers	1	Box	0.00	0.00
111	Candy	1	Box	0.00	0.00
112	Chocolates	1	Box	0.00	0.00
113	Chips	1	Box	0.00	0.00
114	Popcorn	1	Box	0.00	0.00
115	Crackers	1	Box	0.00	0.00
116	Candy	1	Box	0.00	0.00
117	Chocolates	1	Box	0.00	0.00
118	Chips	1	Box	0.00	0.00
119	Popcorn	1	Box	0.00	0.00
120	Crackers	1	Box	0.00	0.00
121	Candy	1	Box	0.00	0.00
122	Chocolates	1	Box	0.00	0.00
123	Chips	1	Box	0.00	0.00
124	Popcorn	1	Box	0.00	0.00
125	Crackers	1	Box	0.00	0.00
126	Candy	1	Box	0.00	0.00
127	Chocolates	1	Box	0.00	0.00
128	Chips	1	Box	0.00	0.00
129	Popcorn	1	Box	0.00	0.00
130	Crackers	1	Box	0.00	0.00
131	Candy	1	Box	0.00	0.00
132	Chocolates	1	Box	0.00	0.00
133	Chips	1	Box	0.00	0.00
134	Popcorn	1	Box	0.00	0.00
135	Crackers	1	Box	0.00	0.00
136	Candy	1	Box	0.00	0.00
137	Chocolates	1	Box	0.00	0.00
138	Chips	1	Box	0.00	0.00
139	Popcorn	1	Box	0.00	0.00
140	Crackers	1	Box	0.00	0.00
141	Candy	1	Box	0.00	0.00
142	Chocolates	1	Box	0.00	0.00
143	Chips	1	Box	0.00	0.00
144	Popcorn	1	Box	0.00	0.00
145	Crackers	1	Box	0.00	0.00
146	Candy	1	Box	0.00	0.00
147	Chocolates	1	Box	0.00	0.00
148	Chips	1	Box	0.00	0.00
149	Popcorn	1	Box	0.00	0.00
150	Crackers	1	Box	0.00	0.00
151	Candy	1	Box	0.00	0.00
152	Chocolates	1	Box	0.00	0.00
153	Chips	1	Box	0.00	0.00
154	Popcorn	1	Box	0.00	0.00
155	Crackers	1	Box	0.00	0.00
156	Candy	1	Box	0.00	0.00
157	Chocolates	1	Box	0.00	0.00
158	Chips	1	Box	0.00	0.00</td

I want to...



DEFAULT SCREEN (Start Here)





Add Word

Delete Word

Europe

the mountain

the beach

I want

my region

the city

Asia



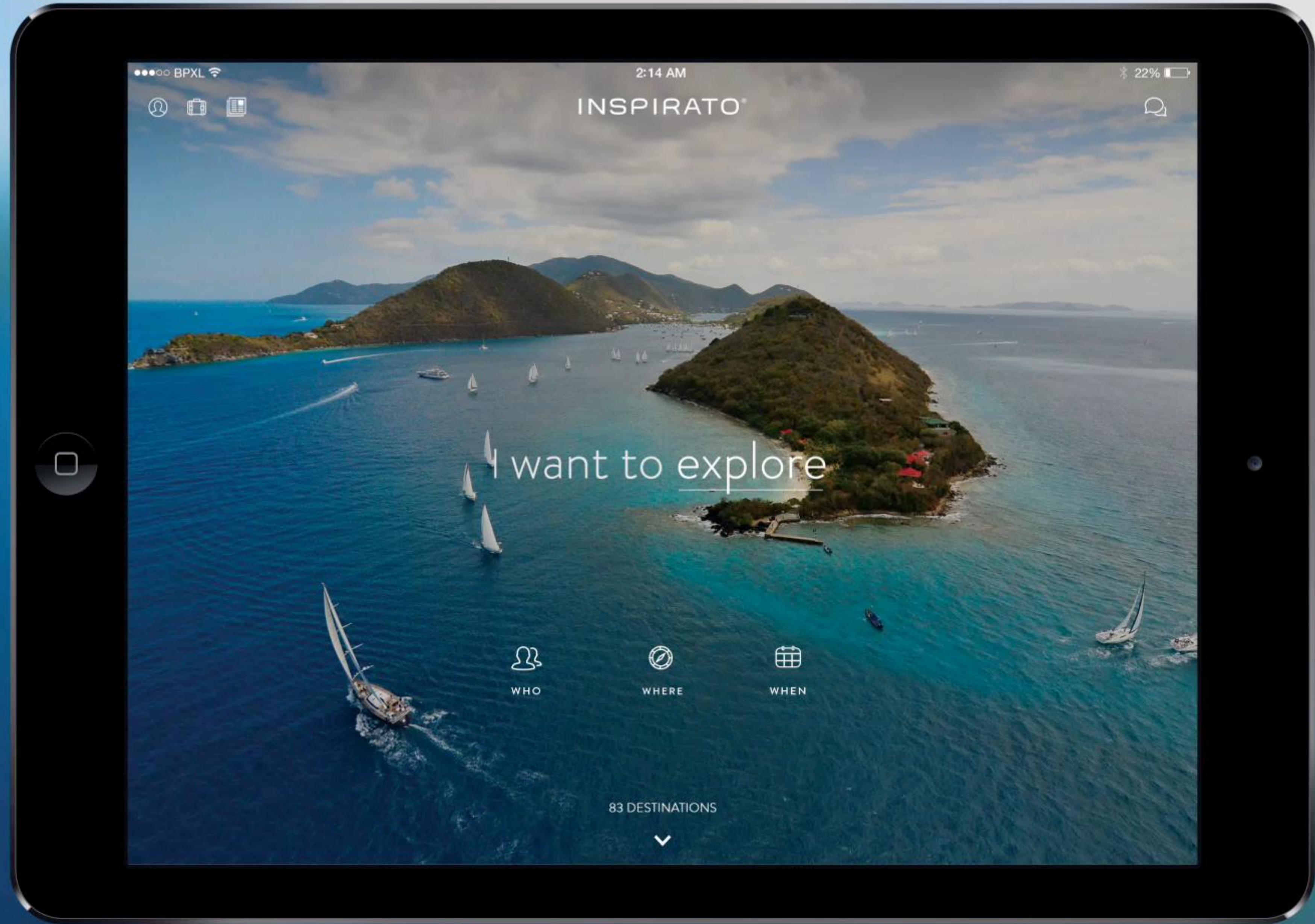
Button

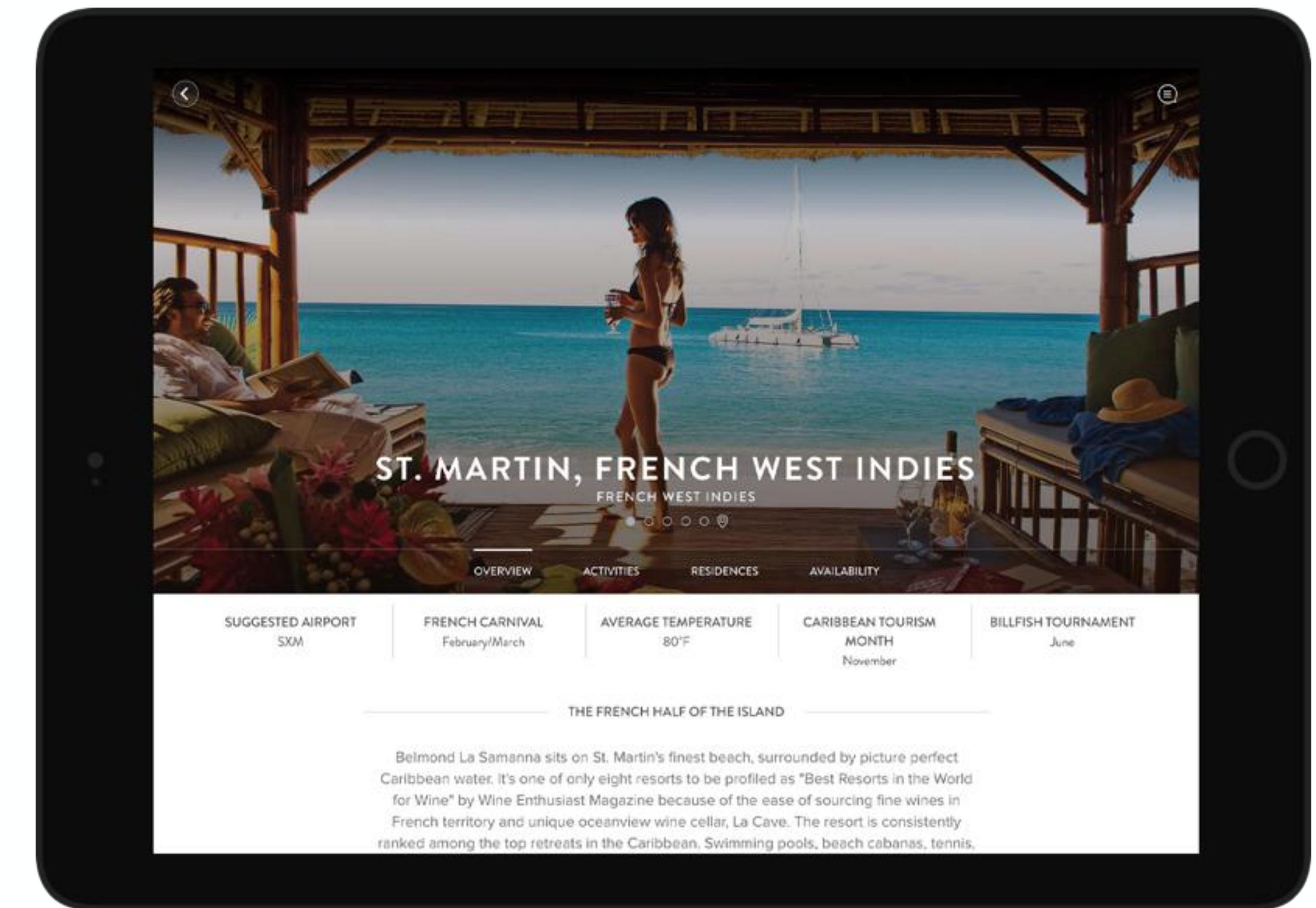
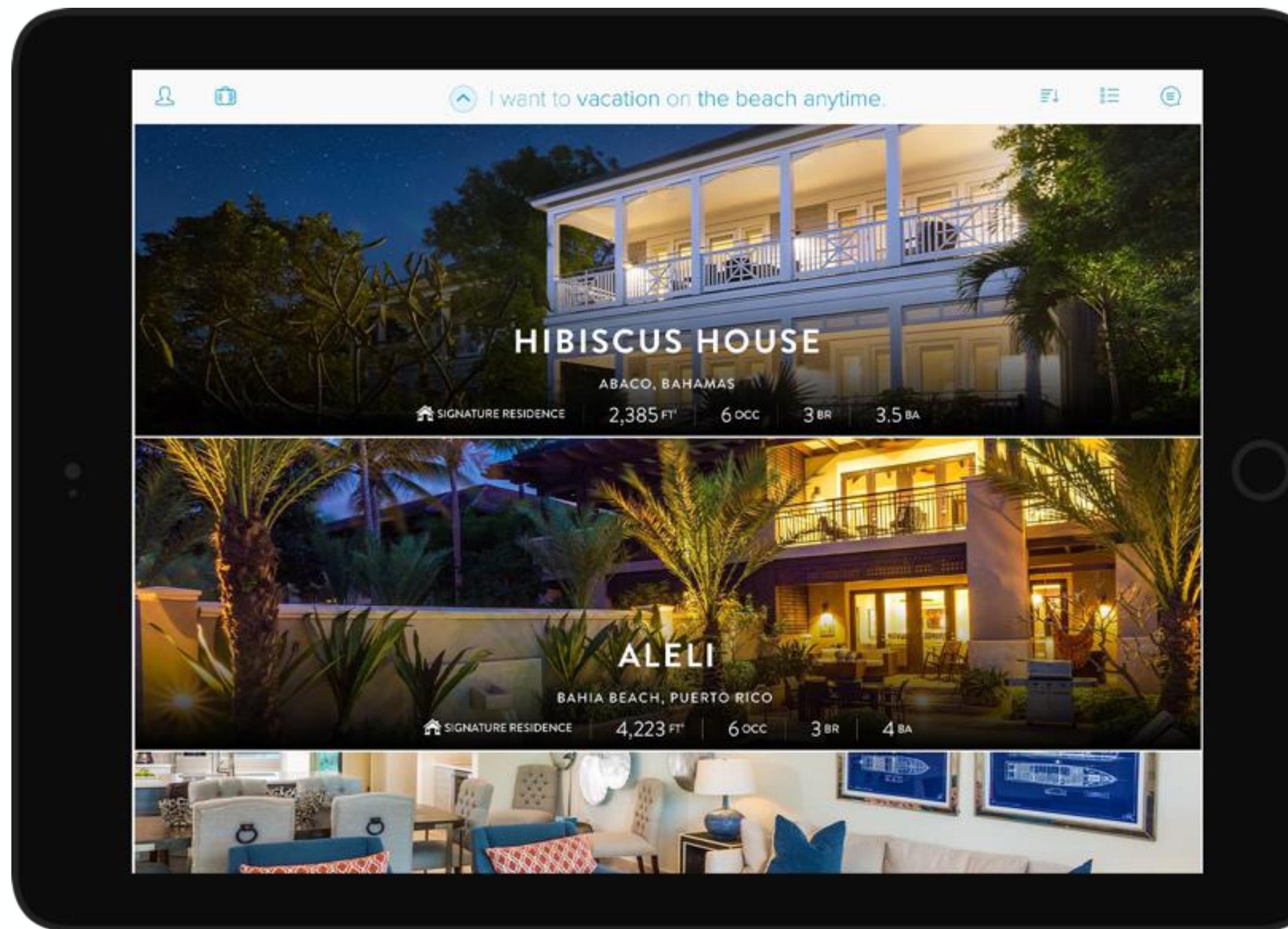
DEER VALLEY, UTAH

STARGAZER

3.137 SQ FT 8 OCCUPANCY 4 BEDROOMS 3.5 BATHROOMS

OVERVIEW FLOORPLAN GETTING AROUND

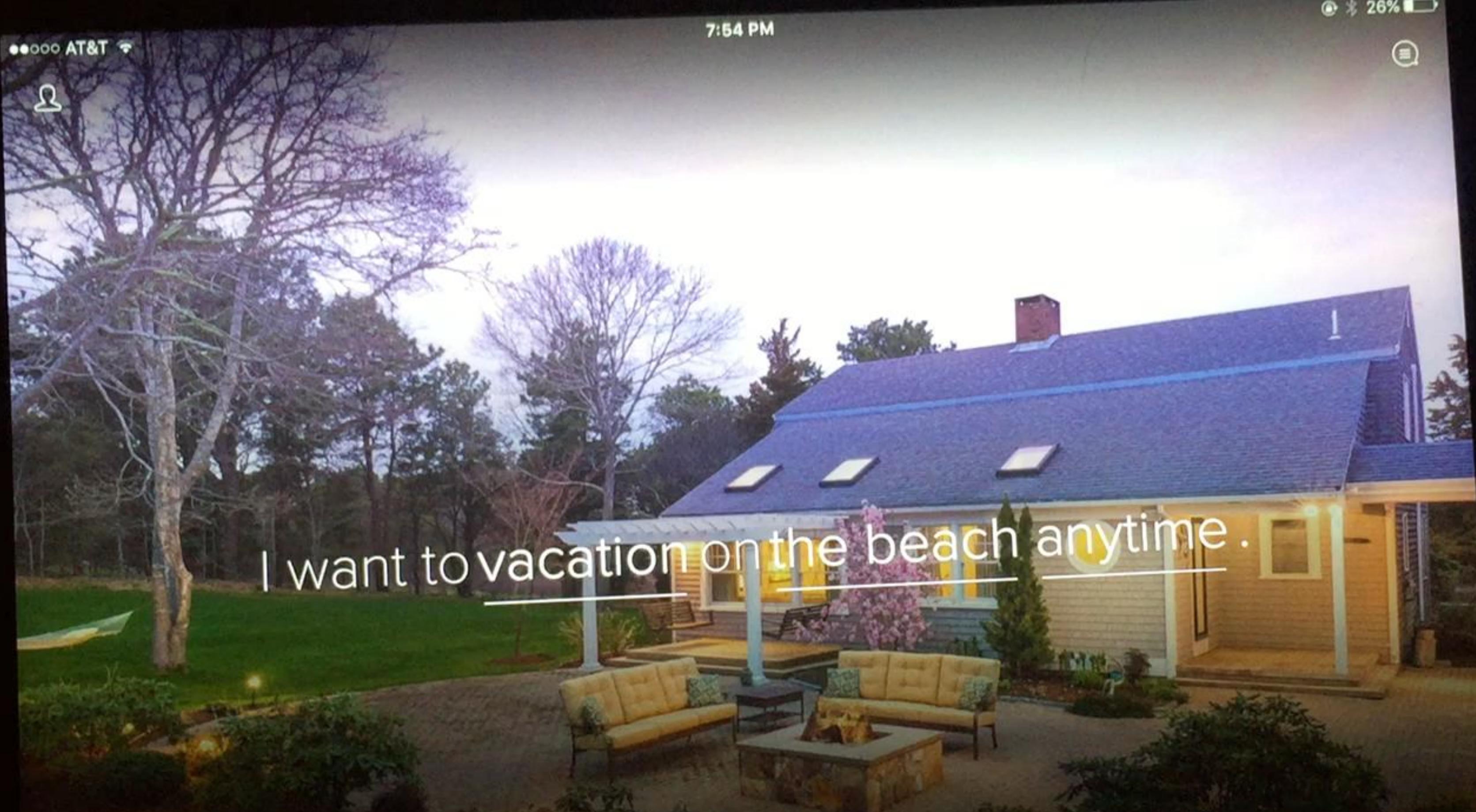




••••• AT&T

7:54 PM

26%



I want to vacation on the beach anytime.

192 residences



Size	Freeform
Orientation	Inferred
Status Bar	Inferred
Top Bar	Inferred
Bottom Bar	Inferred

View Controller

Title **Michelle Melo, MD**

Is Initial View Controller

Layout Adjust Scroll View Insets

Hide Bottom Bar on Push

Resize View From NIB

Use Full Screen (Deprecated)

Extend Edges Under Top Bars

Under Bottom Bars

Under Opaque Bars

Transition Style **Cover Vertical**

Presentation **Full Screen**

Defines Context

Provides Context

Content Size Use Preferred Explicit Size

600 1,200

Width Height

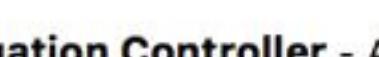
Key Commands



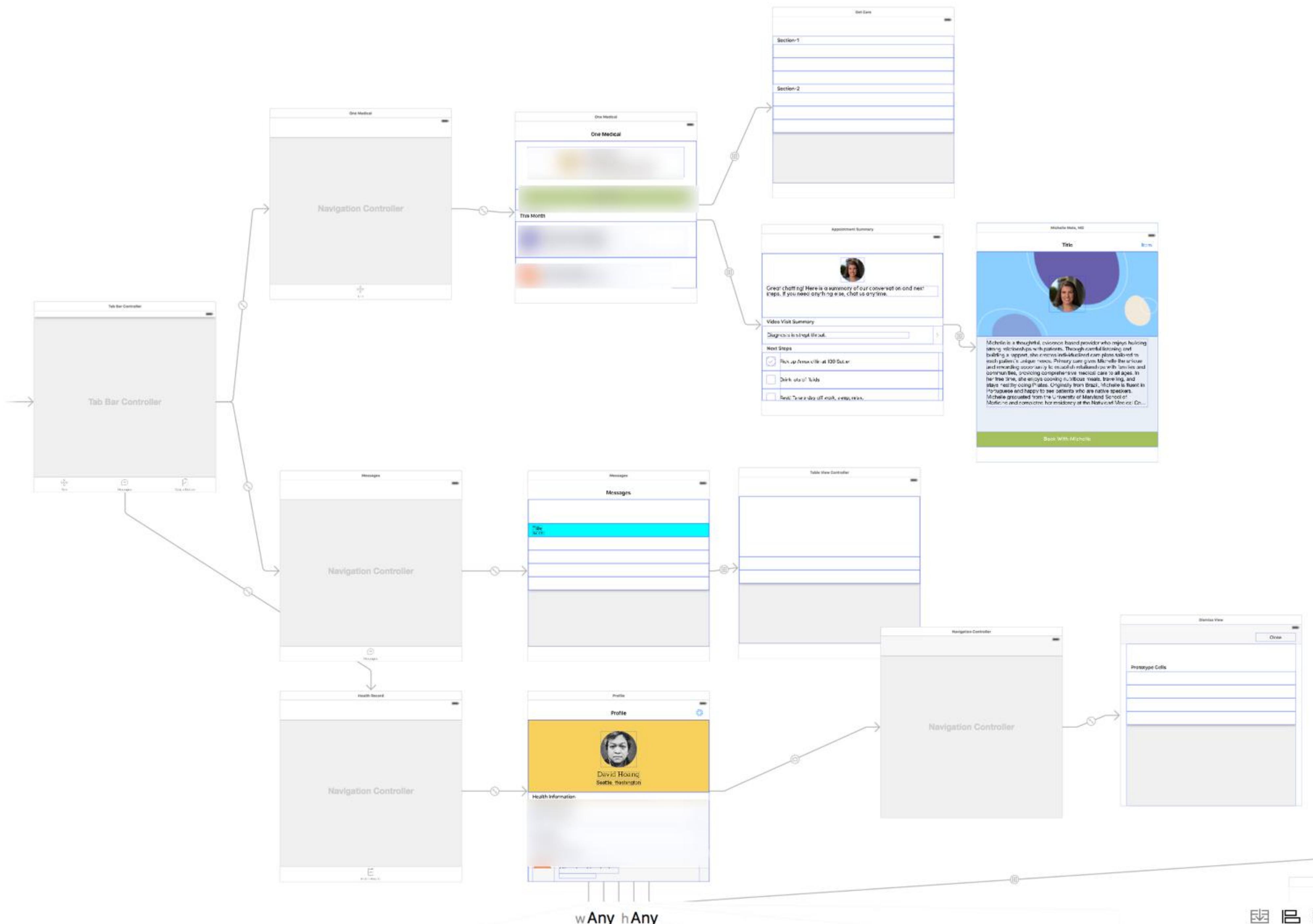
View Controller - A controller that manages a view.

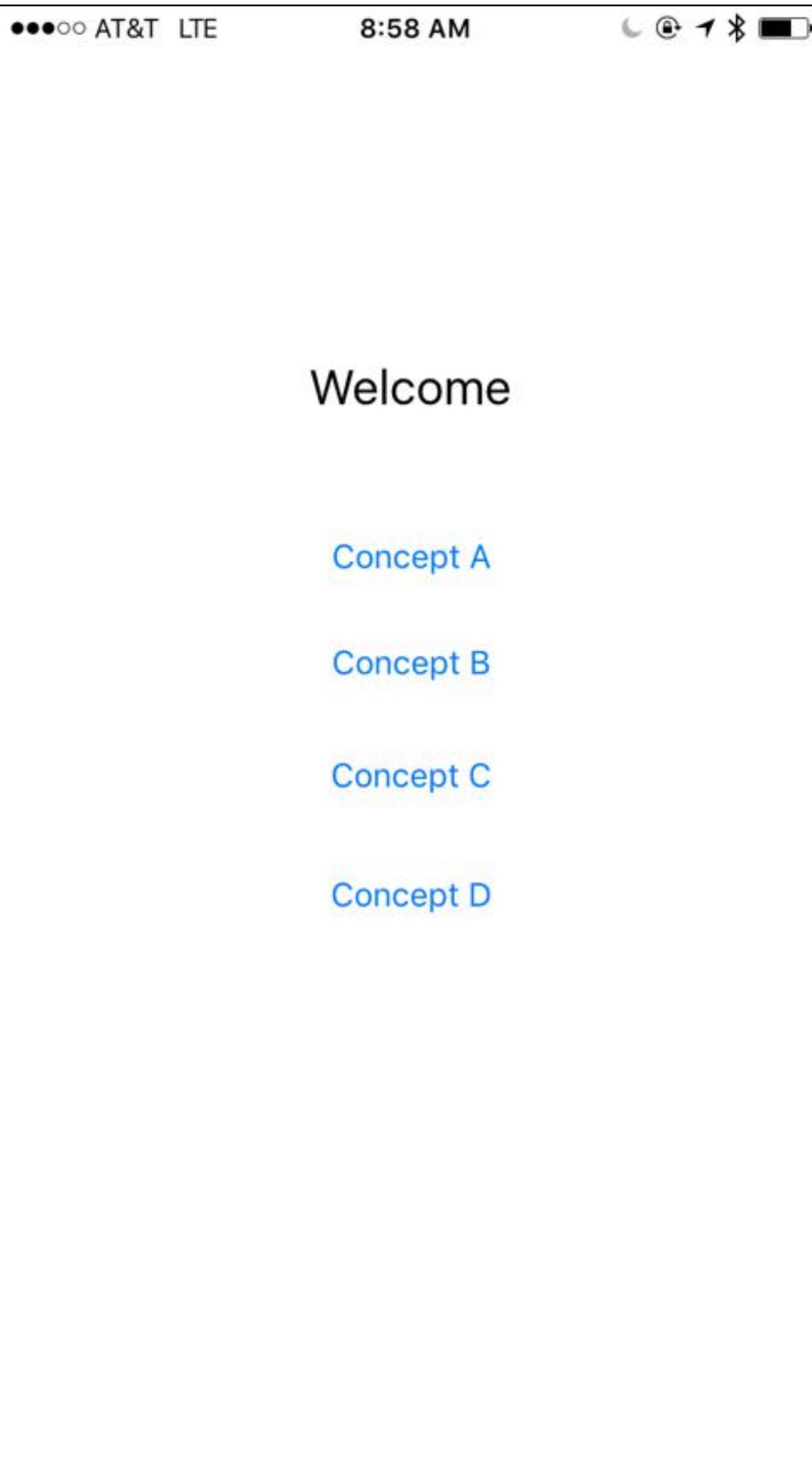


Storyboard Reference - Provides a placeholder for a view controller in an external storyboard.

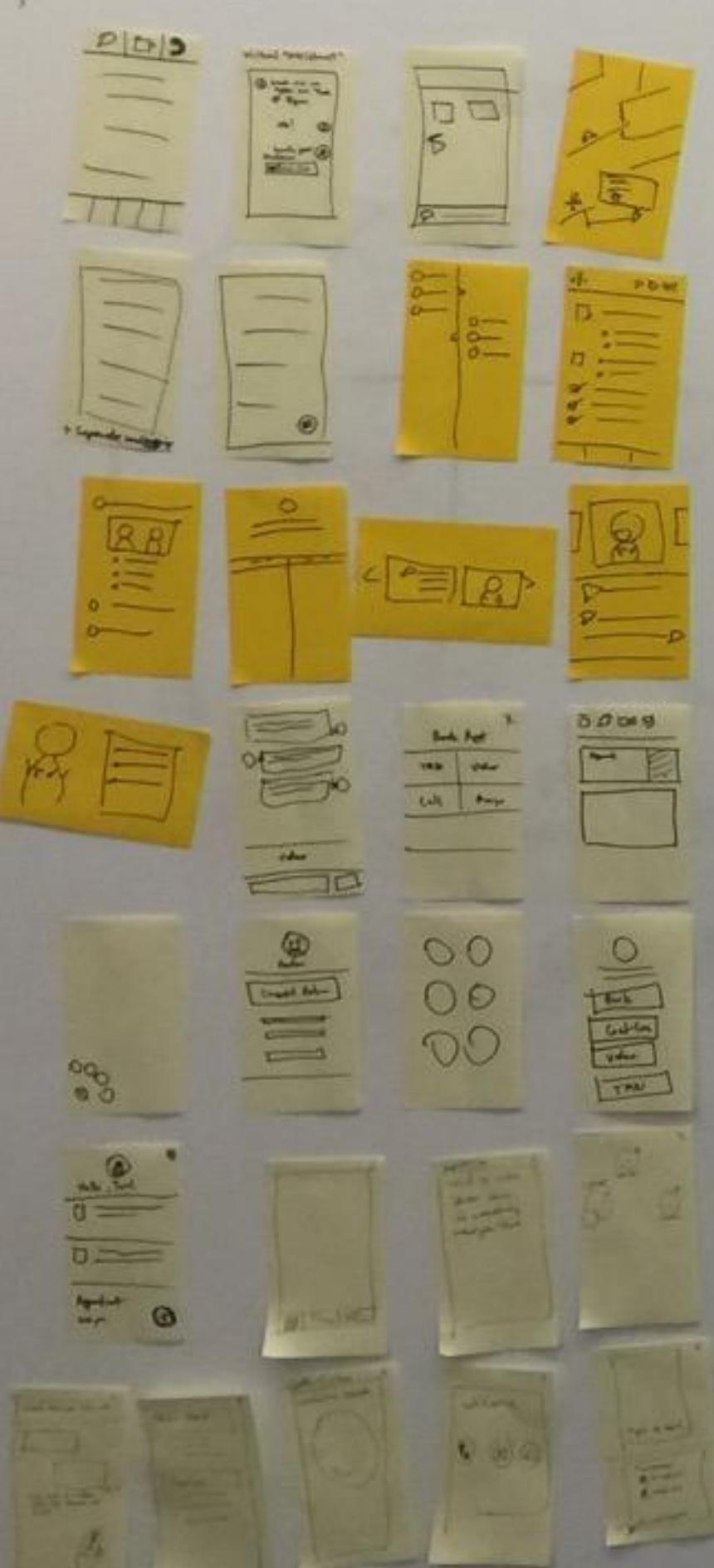


Navigation Controller - A controller that manages navigation through a hierarchy of views.





Cams App



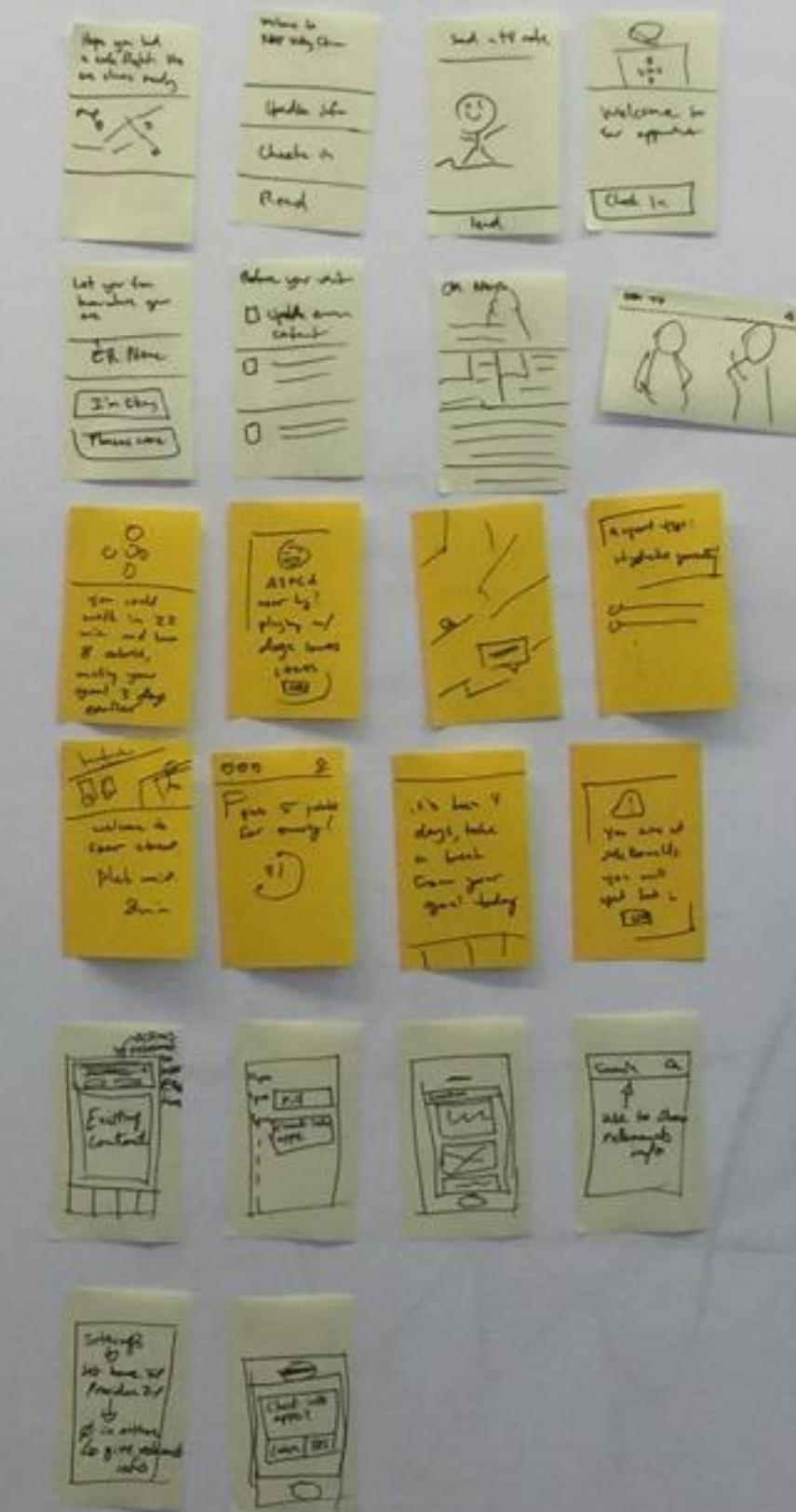
Timeline



Logging first



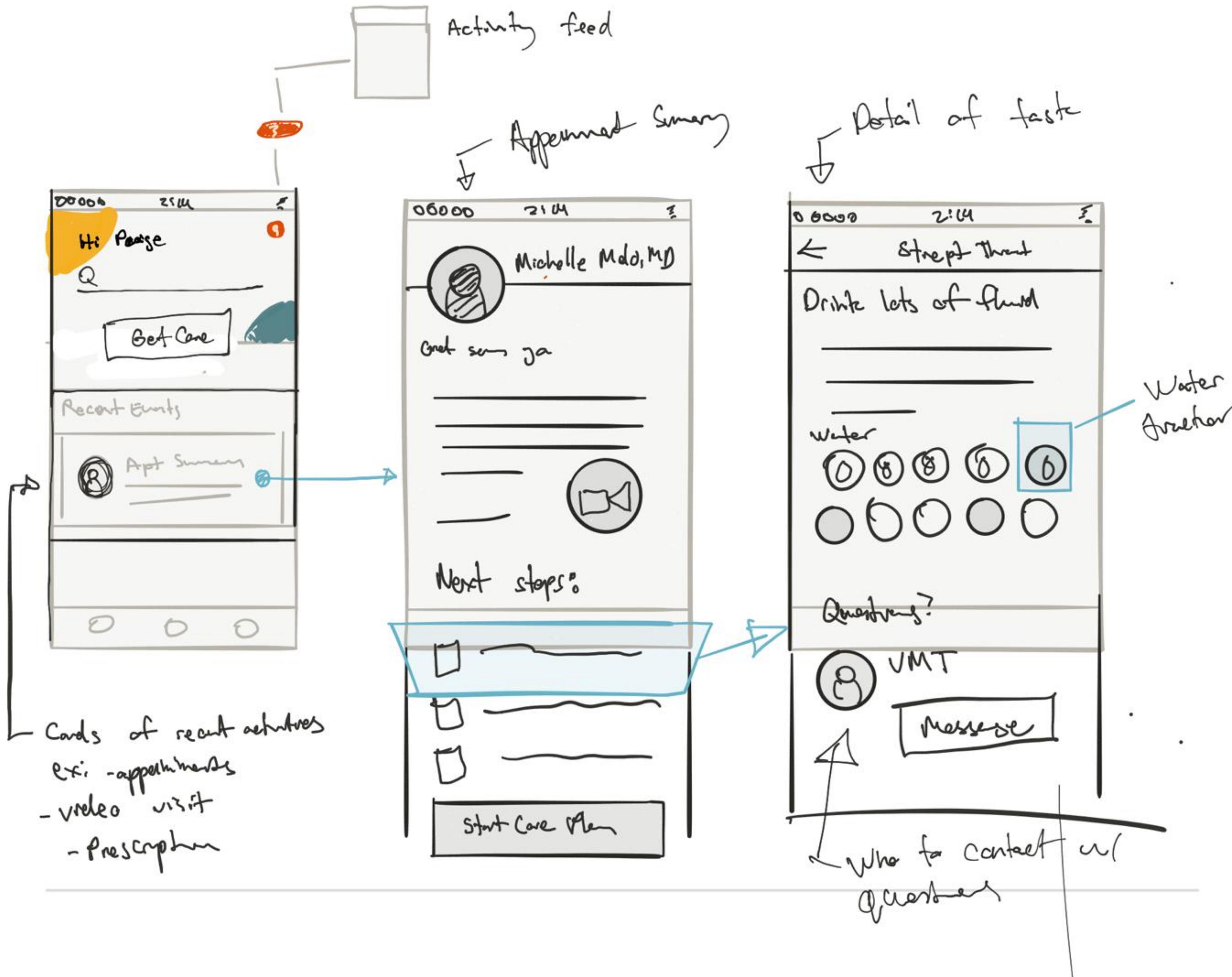
Content Specific Views

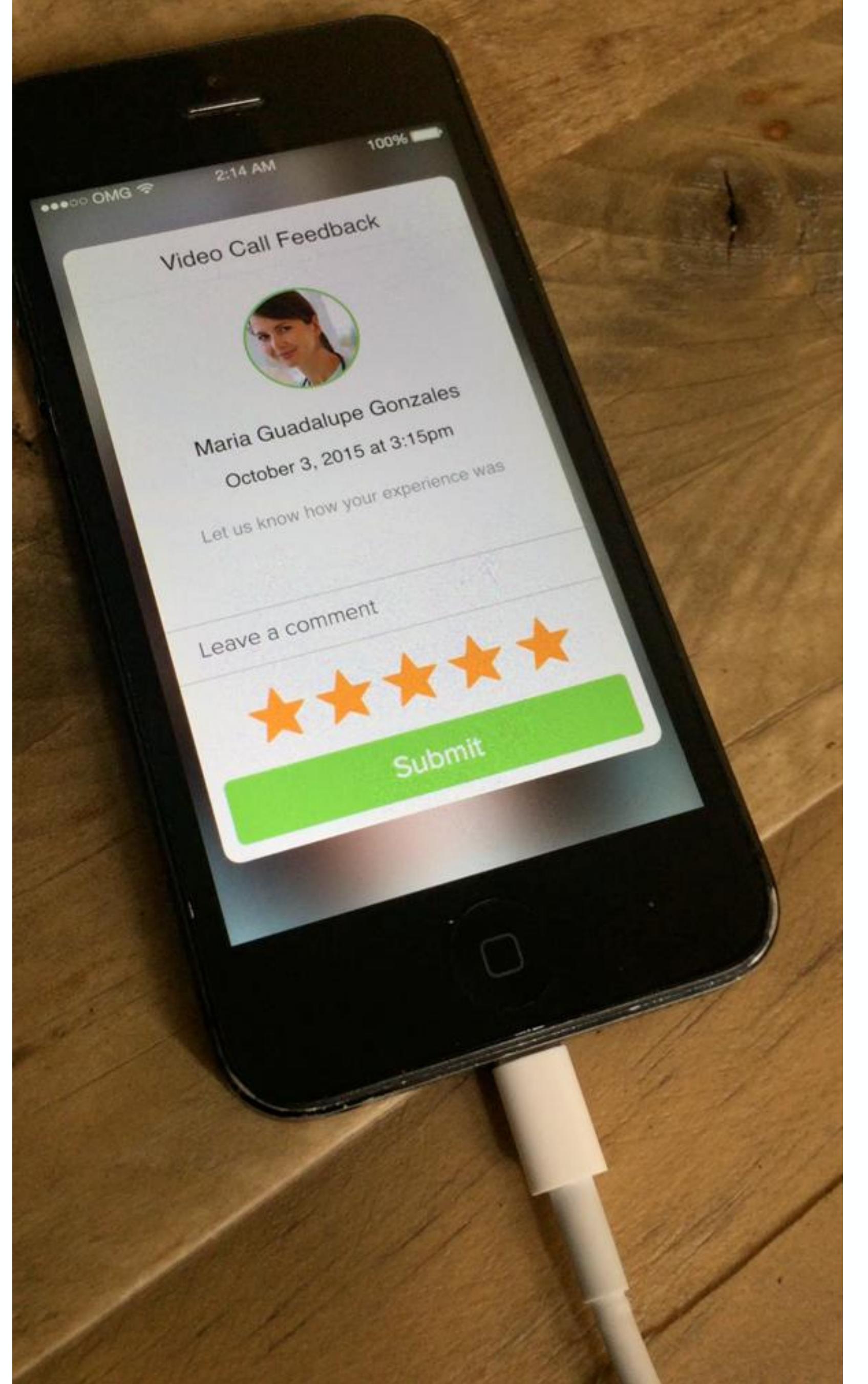


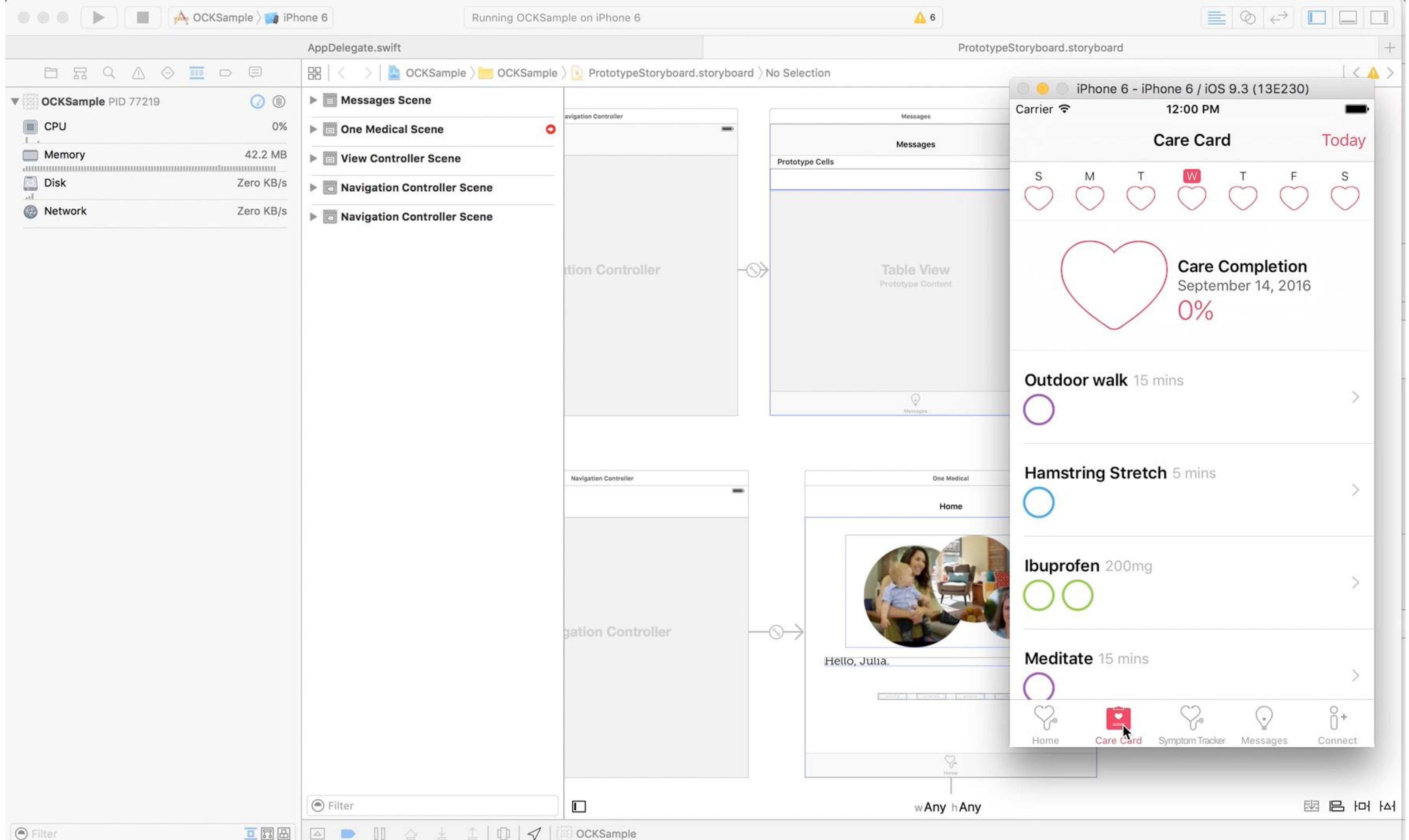
Health Content











A prototype is finished
when you get what you need from it

Learn

"If Ernest Hemingway, James Mitchener, Neil Simon, Frank Lloyd Wright, and Pablo Picasso could not get it right the first time, what makes you think that you will?"

*—Paul Heckel, author of *The Elements of Friendly Software Design**

Concept C:

Try to type the message at the bottom
 Sees it as a support message
 Likes to see when the other person is typing
 He expects the initial message would go to the doctor but after thinking he would presume it would be a receptionist or a nurse. He thinks the doctor wouldn't have time to message people so it would be someone who could at least schedule something
 Saw this as a forum type experience when popping the modal. "Anyone" isn't specific
 Thought Jeremy as a receptionist or operator who will connect him to the right people
 Expects to be connected soon



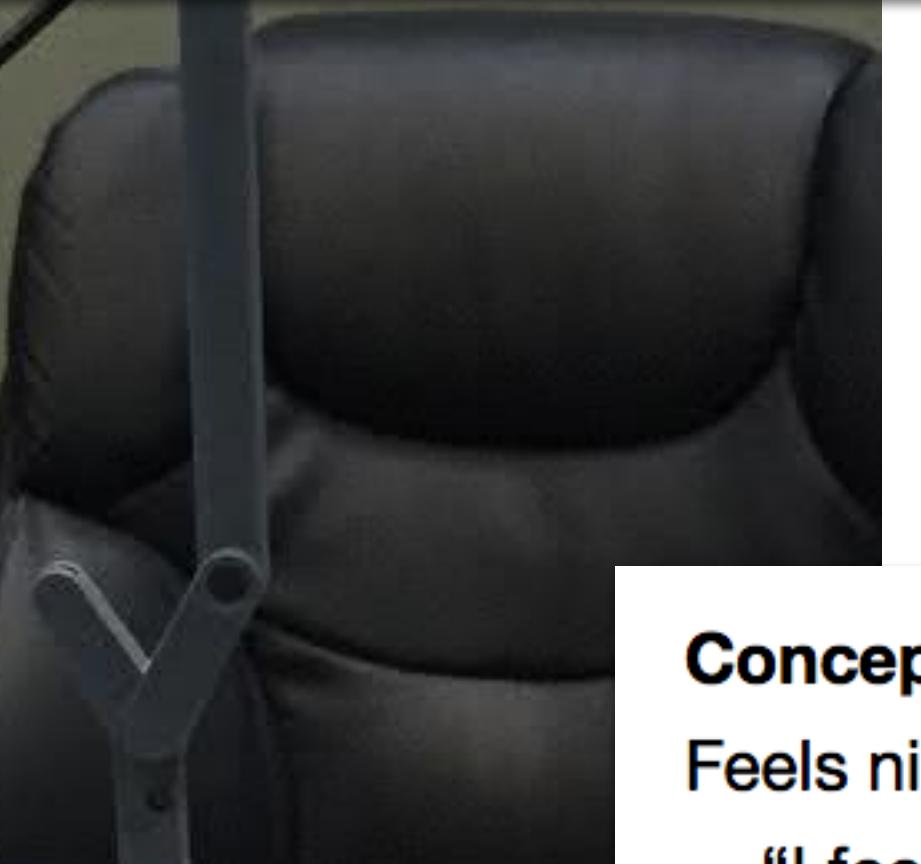
-Would like to see doctor's background information (also wanted to know if their primary care provider was available first. Since value prop is immediate care rather than seeing primary care provider, we should communicate this better)
 -Option 3: would like to see a button for start appointment instead of text
 -Text size could be too small for mobile - use an app where I can do screen mirroring
 -Everyone likes the image of the provider - it gives it a human touch
 -As a patient, they want to hear more about the value prop of being able to do a video appointment from anywhere
 -Daniel recommended that I look at Helpouts and see what worked and didn't work there

with video appointments. One concern is that they don't want to waste their own time for a video appointment
 I look at how Kaiser handles appointments on hotline because they do a good job not.
 Cancel conveys that there's an action they have taken that they can cancel on. been taken. Instead of Cancel, have a way to go back.

instead. Alternatively, have "New!" in bright red next to "Video appointments" for

Concept B

He thought you had to go into Twitter to go
 Prefers the picture of the person
 Wants to save files to reference it
 Wants to give all the details vs.. brief messages
 He actually likes to be able to email.
 In email he can say everything he needs to say
 He would expect a response message and an email notification that they got a response
 Seeing people enter the room makes them more comfortable with the advice
 Likes not having to go into the Doctor's office all the time



the first 3 times a user views that screen.
 -Headlines need improvement in copy.
 -Examples of what video appointments can be used for on intro page
 -Appointment has a very different connotation. It has the connotation that user needs to wait for a doctor. Appointment = scheduled meeting. Appointment sounds like it's planned and scheduled...so, user thinks they are scheduling to be seen via video
 -User wants information on how long an appointment is or can be
 -For image, they'd like to see a provider in a doctor's office as backdrop to alleviate concerns about security
 -Call Video Appointments something else. (what if we called it video visits? Doesn't have the connotation that the word appointments does).
 -Maybe instead of "Start Appointment" we do, "Check availability" and then convey to user that how many providers are available to take their visit.
 -Need more information about the process of doing a video appointment...sort of unclear
 -Consider a page with information and scrolling down (people are used to scrolling). But keep the button to start an appointment stick at the bottom.
 -Alternative to above suggestion is a screen with info to swipe through

Notes:

- We need to settle on personas to not confuse ourselves and users
- We really need to see the fidelity of the sequence: Need to see the layers of interaction
- Data fidelity is crucial. The user will only take this as serious as how they see it
- Skip if they aren't getting it.
- Increase contrast on designs for the purpose of user testing
- Should have Read Receipts
- Concept C with the empty state confuses people

Illian**Concept A**

Not sure what he should be looking at in Concept A
 We'll need to see a sequence of the events
 Had no idea what a PCP is

Expecting

What can we help with you today sounds like a FB update.

Would want to show a sense of urgency based on the message.
 He doesn't find it important who is responding to his message. Prefers a faster response vs. response from a specific person.
 One part he uses OMG is that everyone is the expert.

Concept B

Feels like FB messenger, emoji and all
 Does not see any immediate CTA
 Hashtag was confusing to him
 He doesn't care about faces but who they are and what they do







Make Decisions and Ship

Capture every idea explored



"Have no fear of perfection - you'll never reach it."

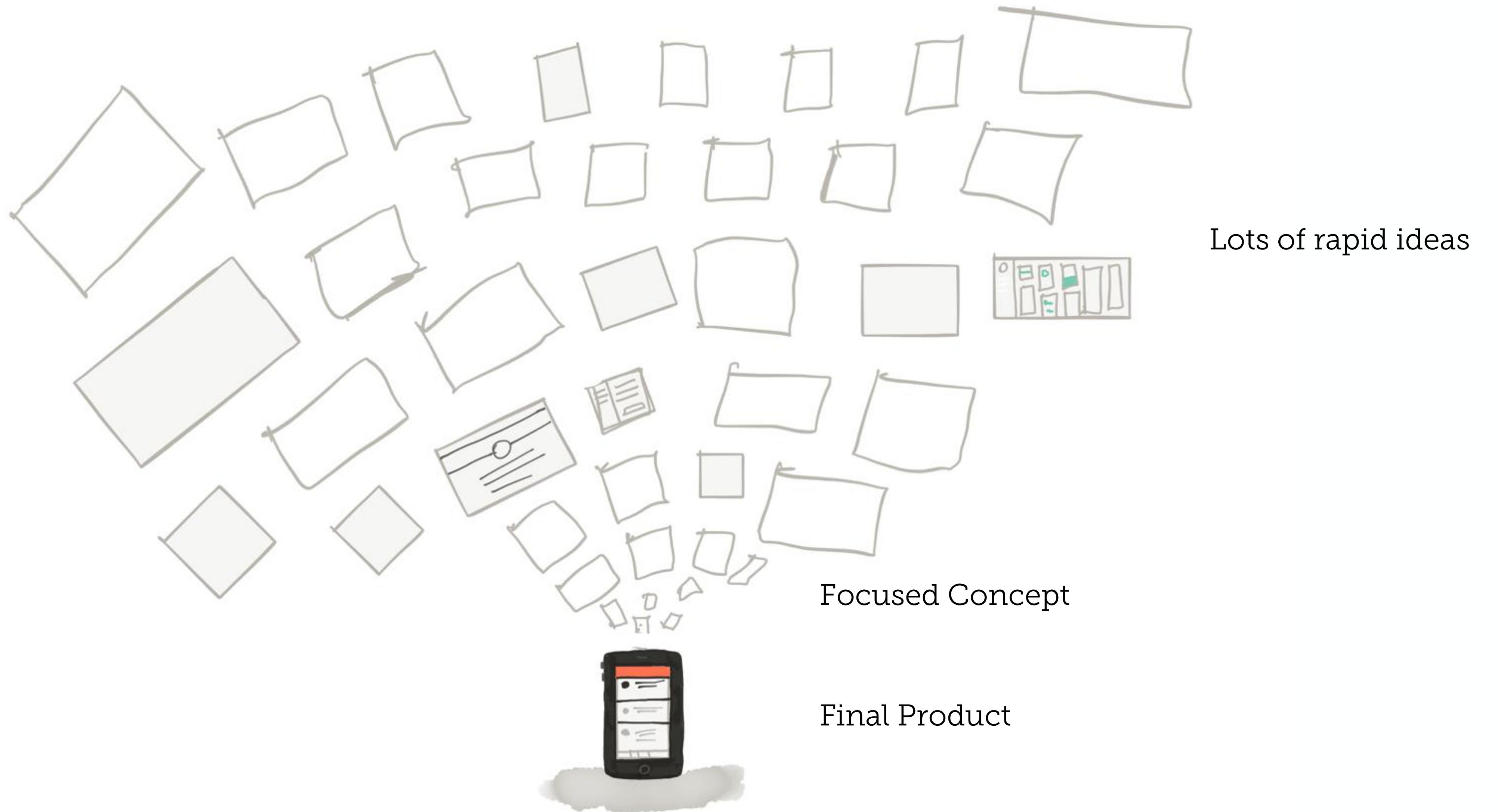
—Salvador Dali

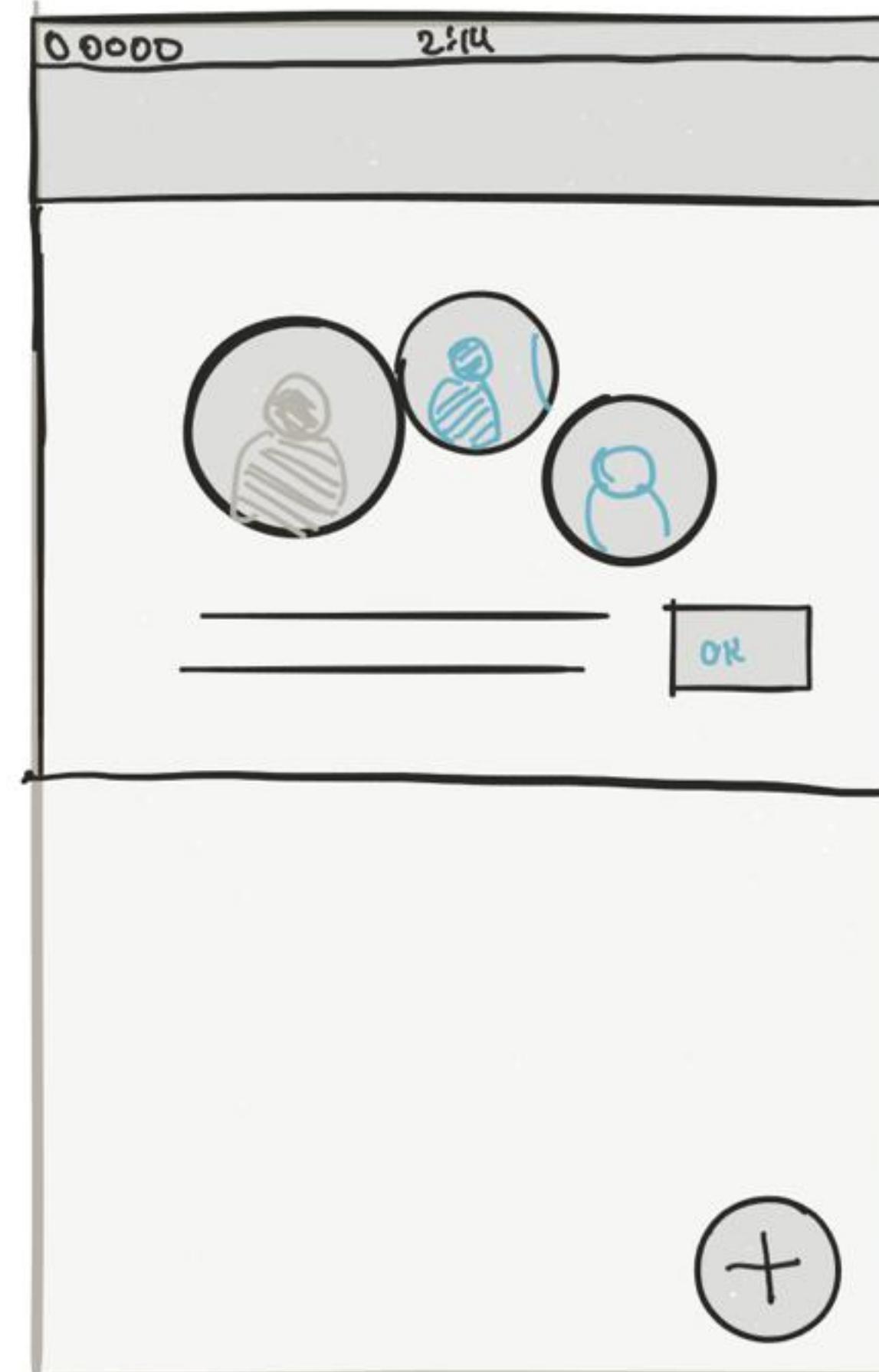
Connect

“Creativity is just having enough dots to connect.”

—Steve Jobs

Bring it all together





Taking all the isolated studies and deciding on the final pieces



Concept 1



Concept 2



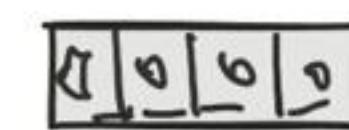
Concept 3



0 0 0
0 0 0
X



concept 1



concept 2



concept 3



Prospective Roadmap



Product Discovery is Continuous

There and back again

Empathize

Hypothesize

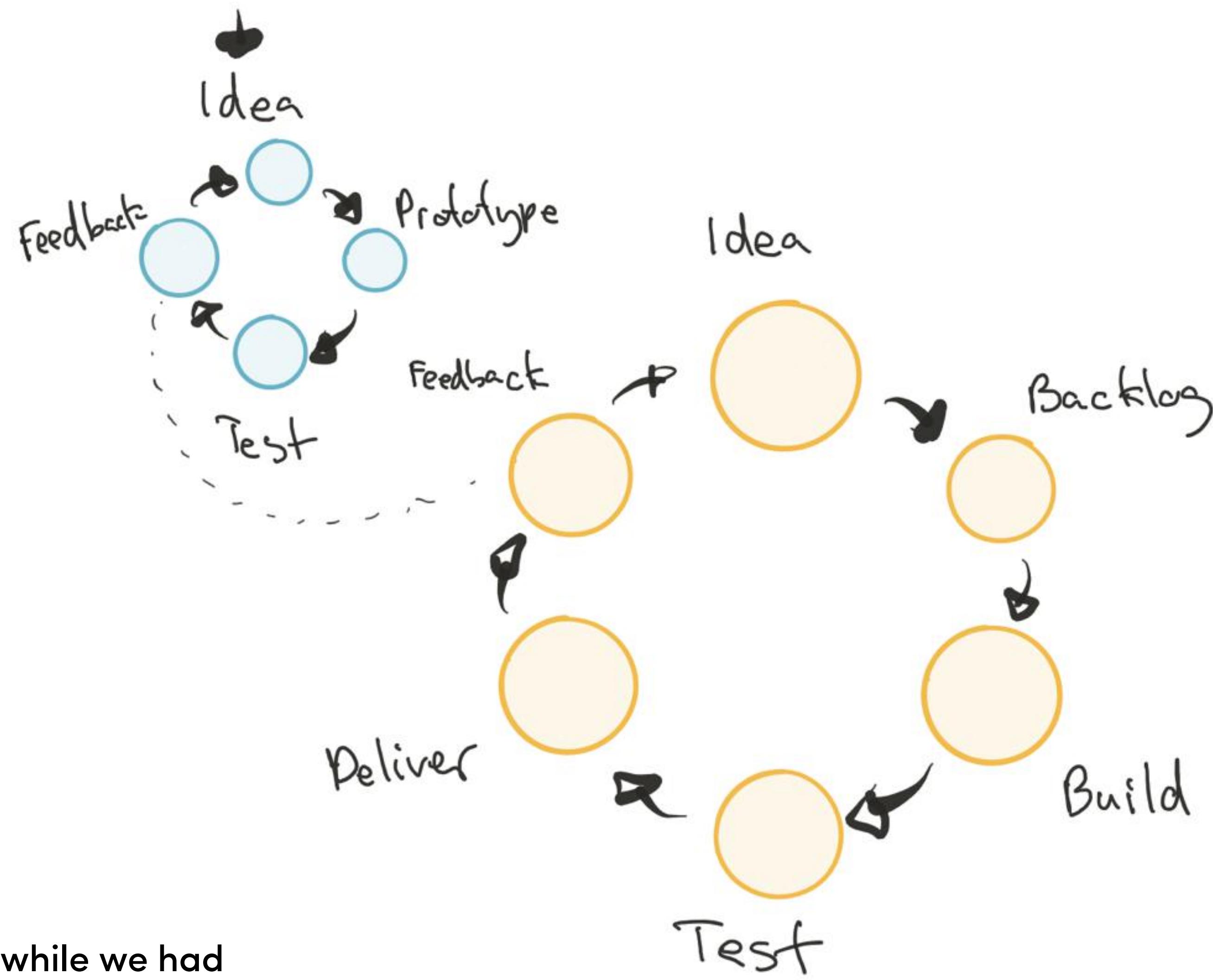
Build

Evaluate

Decide

Final Product

Dual Track



Drawn by Dylan Wilbanks (@dylanw) while we had coffee in Seattle.

"The only true voyage of discovery is not to go to new places, but to have other eyes."

—Marcel Proust

Thank You!



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github.com/davidhoang/there-and-back