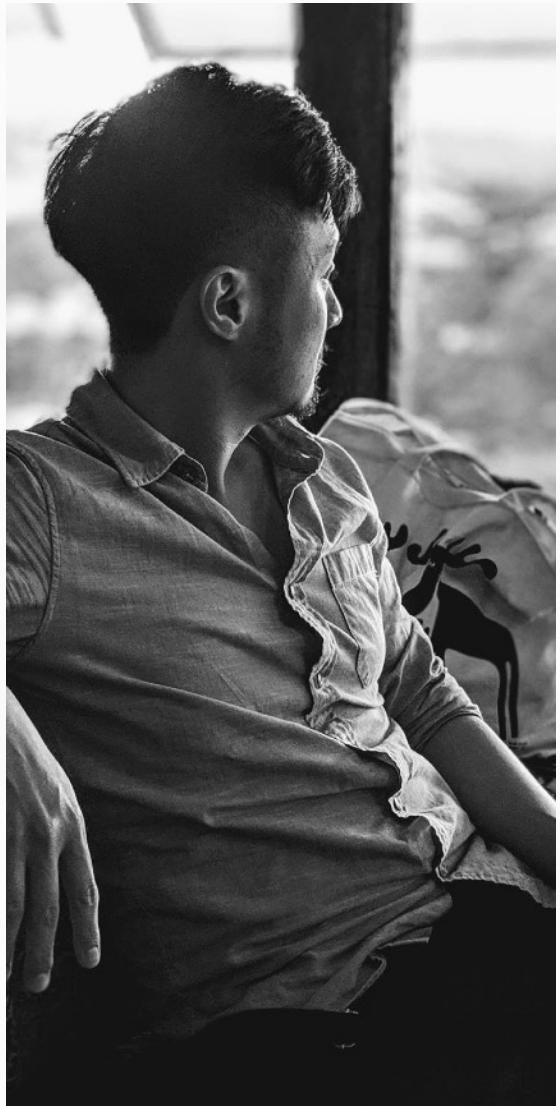




# Google Design

Organization & Management



# Henry Chen

## Product Design Lead & manager

User Centric & Innovative

### A brief introduction of my experience and skills

- Has over 12 years of design experience with broad aspects.
- Experienced in helping the organization with digital transformation.
- Good at transforming high-level business strategies into a practical action plan.
- Excellent in organizing design workflow to coordinate the cross-function operation.



# Advanced Design Journey

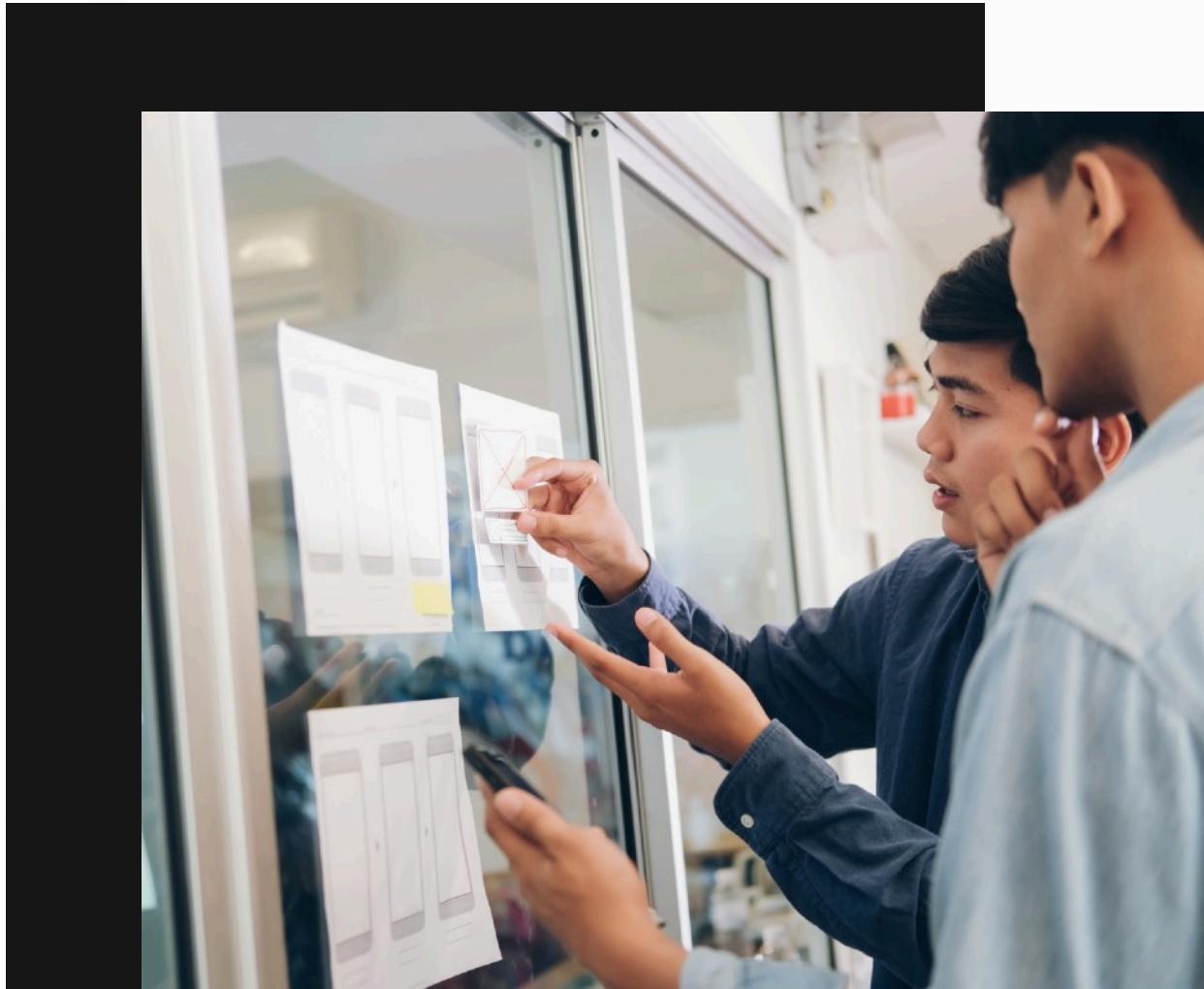
—— Advanced Design Development

## 01. Career Development

Three different design roles shape my product design experience, leadership, and collaboration skills.

## 02. SAP

As a UX consultant, to help client's organization with digital transformation.



A photograph showing two people, likely designers, working on mobile application wireframes. One person, wearing a blue denim shirt, holds a yellow sticky note. Another person, wearing a light blue shirt, has their hand near their chin in a thoughtful pose. They are looking at a table covered with various wireframe prototypes for different devices.

# Advanced Design Journey

Advanced Design Development

## 03. AsiaYo.com

As a Design team lead, build up a design discipline in the organization from scratch.

## 04. Gogoro

As a Design Program manager, to running design operations to help the team grow and more organized.

# 01. Career Development

Three different design roles shape my product design experience, leadership and skills.

Company	Role	Responsible	Collaboration
SAP (3000+)	UX Consultant	<ol style="list-style-type: none"><li>1. Conduct interviews with users to assess requirements, and utilize wireframe and prototype to transfer high-level business strategy into a practical solution.</li><li>2. Coordinate cross-functional stakeholders to align business requirements and feasible evaluation upfront.</li></ol>	<ul style="list-style-type: none"><li>• <b>External(client):</b> Product owner、End user、MIS</li><li>• <b>Internal:</b> UX Manager/designer、Developer、PMO、Business analyst</li></ul>
AsiaYo (100+)	UIUX Designer/Design manager	<ol style="list-style-type: none"><li>1. Create a foundation for design development workflow.</li><li>2. Build up /manage design team members.</li><li>3. Implement user-centric design on iterating products/services to make an impact on business.</li></ol>	<ul style="list-style-type: none"><li>• CEO、PM/IT Head、UI/UX designer、F2E/BE developer、QA、Marketing、BD、Customer service</li></ul>
Gogoro (1000+)	Design Producer/ Program manager	<ol style="list-style-type: none"><li>1. Manage design project across 4 subsidiaries and cooperate with cross-function including business, marketing and administration.(Gogoro scooter, Gogoro Network, GoShare and Eeyo)</li><li>2. Coordinating internal and external design resources to meet project schedule and deliverables.</li><li>3. Manage team budget to leverage the vendor for the extra bandwidth when in need.</li></ol>	<ul style="list-style-type: none"><li>• <b>External:</b> Creative agency</li><li>• <b>Internal:</b> CEO, CPO, CMO, Marketing, Industry Design, Retail store, HR, FA, IT, MF etc.,</li></ul>

## 02. SAP

As a UX consultant, to help client's organization with digital transformation.



### Responsible :

Insurance agent portal/Desktop/Tablet)

- Manage customer sales pipeline
- Customer relationship management
- Apply/issue/maintain insurance contract online

### Role :

UX Consultant

### Collaboration :

- **External(client):** Product owner、End user、IT
- **Internal:** UX Manager/designer、Developer、PMO、

Business analyst

### Challenge :

- Without any domain knowledge training before joining the project.
- Need to deliver over 100 user stories in the CRM portal within a tight schedule.
- Inconsistency staffing leads to the difficulty of collaboration.



### Propose Method :

- Design Sprint model
- Design wiki



## 02. SAP

As a UX consultant, to help client's organization with digital transformation.



Design Sprint	Mon	Tue	Wed	Thu	Fri
Stage	Sprint planning	Assessment, Development	Development 1st Refinement	Review, 2nd Refinement	Sign-off
Action	User story prioritization POC allocation Desktop research	User interview Requirement assess Business analyse	Wireframe flow Prototyping	Design Critic	Presentation, Retrospective, (Refinement)
Stakeholder	Design Team, PMO, CRM Architect	Insurance Manager, Business Owner, Insurance Agent	Insurance Manager, IT/MIS, Business Owner	Design Team	IT/MIS, Insurance Manager, Insurance Agent, Business Owner

## 02. SAP

As a UX consultant, to help client's organization with digital transformation.



### Understand Client Language

Different departments have their own domain knowledge, designer should learn their language, and utilize it to communicate in reports.



### Manage Client Expectation

From the project beginning; it should keep the design plan well structured, from setting the scope, communicate, review, sign off to record.

### Ask Question when Doubt

It's a big mistake to put a question on hold, the longer it stays, the deeper misunderstanding, it should keep the conversation open and clear to internal and external parties.

### Provide Feedback to Give Sense of Security

For those who never involved in design work, reveal some of the project statuses, conclusions, even invite them to accompany an interview is a very good source of feedback.

### 03. AsiaYo.com

As a Design team lead, build up a design discipline in the organization from scratch.



#### Responsible :

Consumer Product

- Website/Desktop/mobile)
- App(iOS/Android)

Host Product

- Website/Desktop/mobile)
- App(iOS/Android)

#### Role :

UI/UX Designer

Design Team Lead

#### Challenge :

- Have no design discipline or related foundation in the organization before.
- The silo effect drags down the product development and collaboration between divisions.
- The product's design is not user-friendly, and the style is also outdated.

#### Collaboration :

- CEO、PM/IT Head、UI/UX designer、F2E/BE developer、QA、Marketing、BD、Customer service

#### Propose Method :

- Design tool and collaboration model.
- Style guideline and Design System.
- User research(interview, survey, usability test)
- Design thinking workshop

## 03. AsiaYo.com

As a Design team lead, build up a design discipline in the organization from scratch.



Phase	I (Exploration)	II (Foundation)	III (Collaboration)	IV (Iteration)
Project	Host Product 2.0 (Responsive Web design)	Consumer Product (iOS), Design Foundation	User Research Design thinking workshop	Strengthen Engagement
Goal & Purpose	<ul style="list-style-type: none"> <li>Establish collaboration model</li> <li>Resolve users' needs and business requirements</li> </ul>	<ul style="list-style-type: none"> <li>Build up Design Ops</li> <li>Improve Product Usability &amp; User experience</li> <li>Extend Sales channel</li> </ul>	<ul style="list-style-type: none"> <li>Align product team consensus</li> <li>Create User-centric Product roadmap</li> </ul>	<ul style="list-style-type: none"> <li>Implement User-centric Design to impact Business</li> <li>Accelerate product iteration development</li> </ul>
Approach	<ul style="list-style-type: none"> <li>User interview</li> <li>Persona</li> <li>Affinity map</li> <li>Sprint collaborative model</li> </ul>	<ul style="list-style-type: none"> <li>Design tool</li> <li>Style Guideline</li> <li>Design System &amp; Operation</li> </ul>	<ul style="list-style-type: none"> <li>User interview</li> <li>Persona</li> <li>Customer Journey Map</li> <li>Workshop</li> </ul>	<ul style="list-style-type: none"> <li>User interview</li> <li>Persona</li> <li>Customer Journey Map</li> <li>Usability Test</li> <li>Scrum Development</li> </ul>
Role	UX/UI Designer x 2	UX/UI Designer, Design Lead x 3	UX Designer, Design Lead x 4	UX Designer, Design Lead x 4
Collaborate with	Product Manager, Front-end/Back-end Developer, UI Designer	Product Manager, Front-end/Back-end Developer, UI Designer	Product/Project Manager, Front-end/Back-end Developer, UI Designer, QA Engineer, Marketing, Operation, Executive	Product/Project Manager, Front-end/Back-end Developer, UX & UI Designer, QA Engineer, Marketing, Operation, Executive

## 03. AsiaYo.com - Strengthen Engagement

As a Design team lead, build up a design discipline in the organization from scratch.



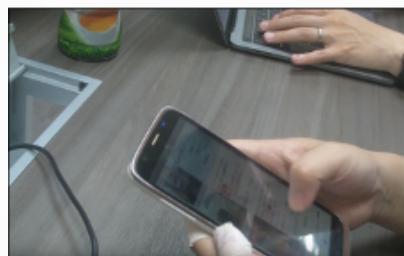
### Goal :

1. Strengthen Engagement with customer
2. Understand what customers need



### Purpose :

1. Learn user behavior and decision process.
2. Understand the difficulty user faced and the alternative they used.
3. Discover how competitors engage and what user like about them.
4. Find any potentially improved the opportunity for our product.



## 03. AsiaYo.com - Strengthen Engagement

As a Design team lead, build up a design discipline in the organization from scratch.



### Purpose :

Building Foundation of Customer cognition

### Attribute :

- Scenario
- Occupation
- User's quote
- Motivations
- Wants
- Evaluations
- Favorite brands

A detailed persona card for 'ANGELA' (26岁·上班族). The card features a photo of a young woman with long brown hair in a blue off-the-shoulder top. The background is a blurred travel scene. The card includes several quotes in Chinese about travel motivations and needs, such as "被朋友推薦因而拿到住房優惠" (Recommended by friends and got housing discounts), "喜歡有專屬會員的優惠折扣" (Like exclusive member discounts), "常上比價網站比價" (Often compare prices on price comparison websites), "會因折扣數大而考慮提高原本預算" (Will consider increasing the original budget due to large discounts), and "喜歡精打細算比較各種房型價格，希望找到心目中物超所值的物件" (Likes to calculate and compare various room types' prices to find value-for-money items). The card also lists 'MOTIVATIONS', 'WANTS', 'EVALUATIONS', and 'FAVORITE BRANDS' with corresponding bullet points. Three other persona cards for 'ROLA' and 'STELLA' are partially visible on the right.

**PERSONA · 情侶出遊 ANGELA**  
26 歲 · 上班族

MOTIVATIONS

“好不容易和男友一起排到的特休，我想要盡可能的把想去的景點、交通給安排好，飯店最好是離行程交通方便的地方，C/P值高的房間是我的首選。”

WANTS

- 地點要離捷運近
- 房間要乾淨
- 要有獨立衛浴
- 床的尺寸不能太小
- 希望是景觀高樓層房間
- 禁菸房

EVALUATIONS

- 價格
- 評價分數/內容
- 飯店星級
- 照片
- 交通
- 廁所衛浴

FAVORITE BRANDS

Booking.com tripadvisor Ctrip  
trivago Hotels.com

**PERSONA · 情侶出遊 ANGELA**  
26 歲 · 上班族

**PERSONA · 情侶出遊 ROLA**  
26 歲 · 上班族

**PERSONA · 情侶出遊 STELLA**  
26 歲 · 上班族

## 03. AsiaYo.com - Strengthen Engagement

As a Design team lead, build up a design discipline in the organization from scratch.



Online Booking USER JOURNEY MAP		STAGE	EXPLORE OPTIONS	PLAN & IMMERSE	TAKE ACTION	CONFIRMATION
GOAL	Searching		List-page -> View-page		Check-page	OK-page
DOING						
ANGELA 26歲・上班族 情侣出游	逐步建立對目標的理解 找尋理想目的地及規劃行程	研究調查目的地  旅遊部落格 朋友推薦 社群媒體 電視廣告 和親友討論 旅遊官方網站 查詢機票 手抄、Excel、Map 規劃行程	找尋理想物件  上比價網站比較相同物件 在地圖上找尋大眾交通 在地圖上找尋離車站較近的物件 參考物件不同渠道的評論並評估其中虛實、優劣 從照片觀察物件是否符合期待 比較各方案折扣是否真的有划算 找尋物件的優點設施、服務 評估是否具有彈性的付款方式	依各自的需求在不同選擇之間作比較  在各大OTA網站上搜尋不同物件與價格，分析並與他人討論	確認訂單細節資訊  下訂房間與付款	確認旅宿地址與聯絡方式  接收訂房確認信或通知
ROLA 23歲・行銷企劃 背包客	我想知道大家正在討論的熱門景點是哪裡？機票便宜嗎？  我在找一個適合全家大小出遊的地方，也希望行程能讓每個人盡興。	· 現在去哪裡適合？ · 機票便宜嗎？ · 要安排幾天行程呢？ · 當地人推薦的美食景點？ · 當地正在舉辦慶典活動嗎？  · 現在有機加酒優惠嗎？ · 是不是當地旺季呢？ · 多點進出是否方便？	· 車站有置物櫃嗎？ · 廁所有浴缸、免治馬桶嗎？ · 這個價格真的是最便宜了嗎？ · 走路到最近的車站要多久呢？ · 旅宿裡面是怎麼配置房間的呢？  · 評論有沒有提到我在意的點呢？ · 照片是否有完整呈現房間內的樣子呢？ · 是否有延後付款或免費取消讓我有調整行程的彈性呢？ · 怎麼和對方溝通聯繫呢？	· 我想找離行程交通串起來方便的物件，同時也希望它乾淨又舒適，C/P值最高吸引我！  我喜歡自由隨性的安排行程，希望能有多樣彈性的付款方式讓我安排行程更便利無壓力。	確認、下訂  · 確認最終詳細費用 · 確認入住資訊、人數、房型 · 留下聯絡資訊 · 選擇付款方式  我想知道會有其他額外費用，或是取消訂單會扣手續費或是懲罰嗎？  因為包含了全家的訂單，我想確認房型和房價的詳細資訊，以防行前最後才發現訂錯或是漏訂了。	行前確認、溝通  · 查詢詳細地址與車站 · 距離 · 查看訂單入住資訊、 房屋規則 · 查詢旅宿絡方式以備不時之需 · 再次確認訂單日期、內容是否正確  我想知道車站是否有交通接駁車或是附近可以停的停車場，如果提早Check-in，有沒有提供行李寄放的服務呢？
STELLA 28歲・實習醫師 家庭出遊	提供用戶目的地靈感、資訊來規劃行程 增加多國城市最新旅遊資訊 增進用戶搜尋、獲取資訊的體驗 增加和用戶互動溝通的渠道 提高旅宿和用戶行程之間的關聯性 提供各式消費優惠資訊（信用卡、滿額禮、早鳥票...）	· 增加更多當地交通及旅人友善資訊 · 添加更多用戶和對方間接、直接聯絡的方式 · 增加用戶對價格的確認感 · 提供用戶更多更彈性、延後付款的方式 · 提升用戶理解物件細節資訊的體驗 · 增加更多相關的評論來加強用戶對物件的理解和信任感		· 提供前後一致的價格資訊體驗給用戶 · 增強用戶對訂單資訊的理解 · 降低用戶對於交易後的不明確感 · 增強用戶對此筆訂單的信任感 · 提升用戶完成輸入表單的信心	· 加強呈現給用戶的關鍵訂單資訊 · 提升用戶對於旅宿位置交通的信心 · 增加用戶對於當地地理知識的理解 · 降低用戶對於語言不通的不安感 · 提供用戶一個安心的聯絡管道	

## 03. AsiaYo.com - Strengthen Engagement

As a Design team lead, build up a design discipline in the organization from scratch.

### Background :

Most of the accommodation on Asia.com was not famous even some of them are B&B run by the landlord.

### Pain point :

The user is not familiar with the context and can't tell the property's selling point. And they couldn't understand the relevance of the limited information.

### List page :



**格調花寓**  
花蓮縣花蓮市  
距離 東大門夜市約0.9...

很棒 5/5

目前 3 人瀏覽中  
最低起價TWD 2770

**格調花寓**  
花蓮縣花蓮市  
距離 東大門夜市約0.9...

### Effect :

1. The user spending too much time on the listing page leads to a low conversion rate.
2. The jump rate is high when the search result amount is low.

### Limitation :

1. Recruit well-known property is hard and slow.
2. Cutting price is not a long-term solution.
3. Property landlord's willingness is low for the cooperative campaign since the order from AsiaYo is also low.

## 03. AsiaYo.com - Strengthen Engagement

As a Design team lead, build up a design discipline in the organization from scratch.



### Objectives :

Guide Users to find their idea stay

### Insights :

1. The user usually chooses accommodation based on the purpose of the trip.
2. The user would love to see search result which is highly relevant to them.
3. The user would like a more efficient way to find accommodation listings quickly.

### Impact scope :

- Internal operation platform
- Host product (Responsive web)
- Consumer product (Desktop/Mobile web/ iOS/Android)

### Stakeholders :

- Business development
- Operation
- Host/Consumer Product manager
- UI designer
- Front-end/Back-end developer
- QA Engineer

### Measurement :

- A/B Testing
  - CVR (>15%)
  - CTR (>15%)
- Usability Testing (> 68)

### Tagging system

A screenshot of the AsiaYo website's search interface. At the top, it shows "Taipei City, Taiwan" and "2019/10/15 - 2019/10/17 2 guests". Below this is a "Filter by" section with a dropdown set to "Popularity". There are three buttons highlighted with a red border: "Family And Group Friendly", "Hot Spring", and "Pets Fri". Below these filters, the text "Search result: 321" is displayed. A banner below the filters says "ONLY 3 Seconds Find your dream accommodations Click 'Filter & Feature room'" with a cartoon bird icon. At the bottom, there is a promotional message about same-day booking in Taiwan, followed by the "HOTEL FORESEEN" logo and "Taipei City Wanhua District".

Taipei City, Taiwan  
2019/10/15 - 2019/10/17 2 guests  
Filter by Popularity  
Family And Group Friendly Hot Spring Pets Fri  
Search result: 321  
ONLY 3 Seconds  
Find your dream accommodations  
Click "Filter & Feature room"  
Filter by TW Citizen Subsidy Facilities For Kids Pets Friendly  
Same-day booking is now available in Taiwan. Get the booking confirmation before 23:00 (UTC+8) and you can check in today!  
HOTEL FORESEEN Taipei City Wanhua District

## 04. Gogoro

As a Design team lead, build up a design discipline in the organization from scratch.



### Responsible :

Design project management with subsidiaries :

- Gogoro
- Gogoro Network
- GoShare
- Eeyo

Design Team Operation :

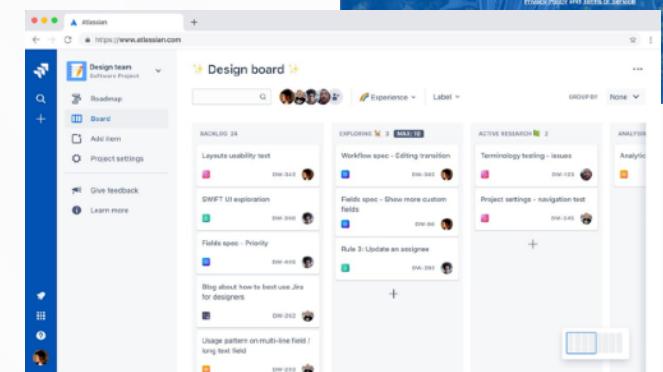
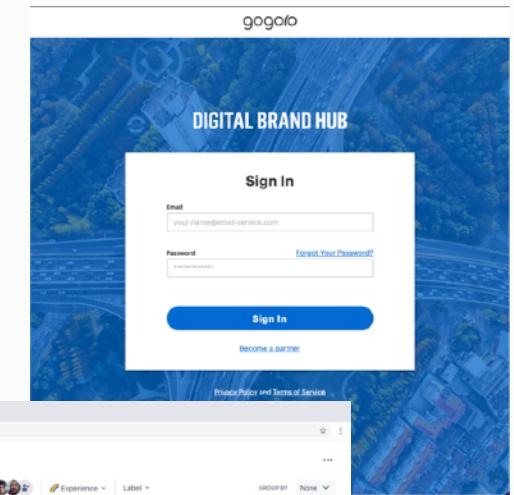
- Tooling and System
- Project management
- Budgeting

### Collaboration :

- **External:** Creative agency
- **Internal:** CEO, CPO, CMO, Marketing, Industry Design, Retail store, HR, FA, IT, MF etc.,

### Challenge :

- Redundant operations decrease designer's productivity.
- Project Manage Tool inconsistency to lead a low visibility of all project.
- Brief format is not standardize to cause more communication cost.
- Operation and process knowledge didn't pass along to new members.
- Designer workload and schedule is not transparent and clear.



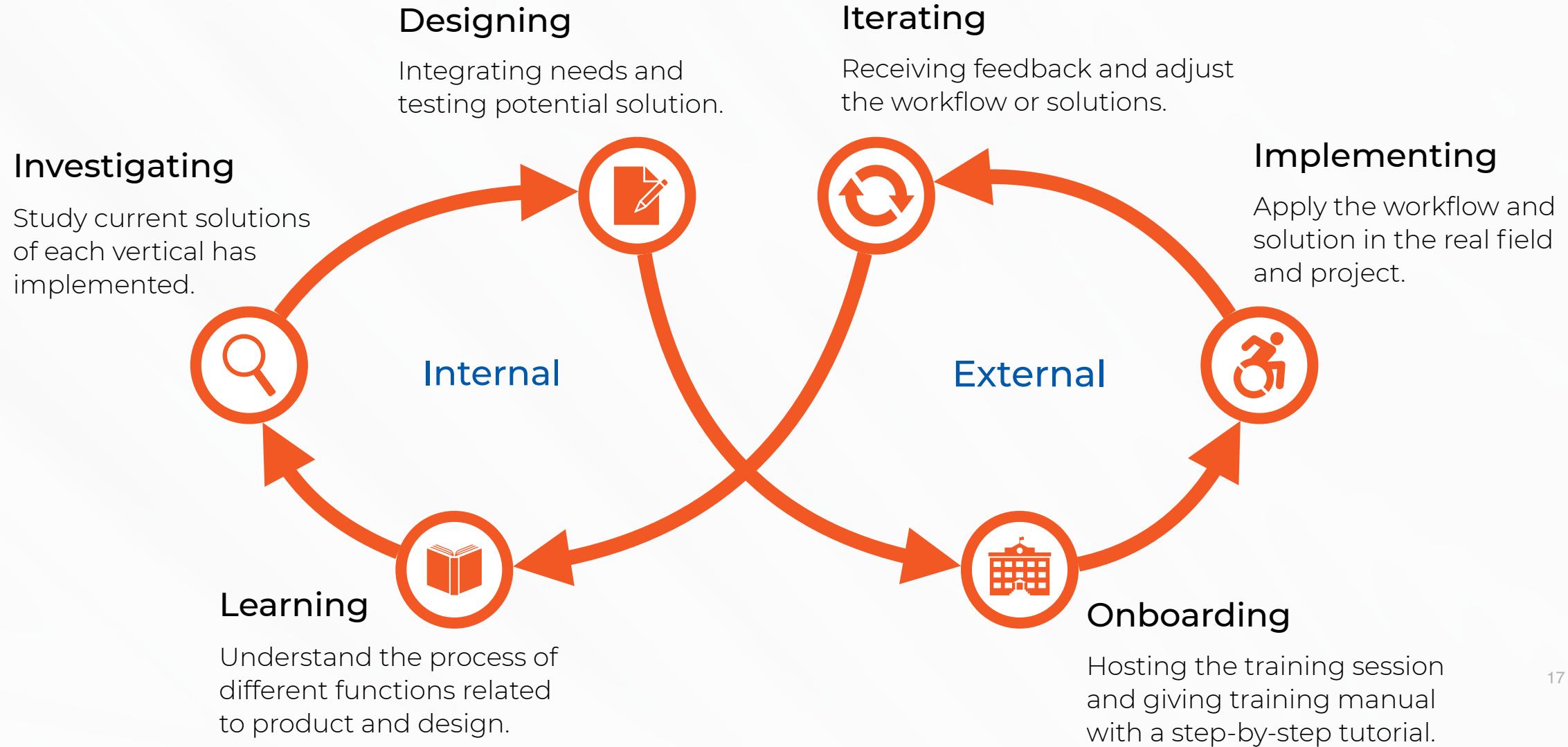
### Propose Method :

- Design Brand Hub
  - Assets Center
  - Brand guideline
- Cross subsidiaries Ticket systems

## 04. Gogoro



As a Design team lead, build up a design discipline in the organization from scratch.





# Thank you

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