



**BODACIOUS
DHARMA
WARRIORS**

@ZNEROLD

**IAC
BDW
DISNEY
EVB
ADOBE
MADE
SKIPPER**



HAROLD

1 OF 8

**MAKING
PEOPLE
WANT
PRODUCTS**

**MAKING
PRODUCTS
PEOPLE
WANT**

**RESEARCH
& IDEATE**

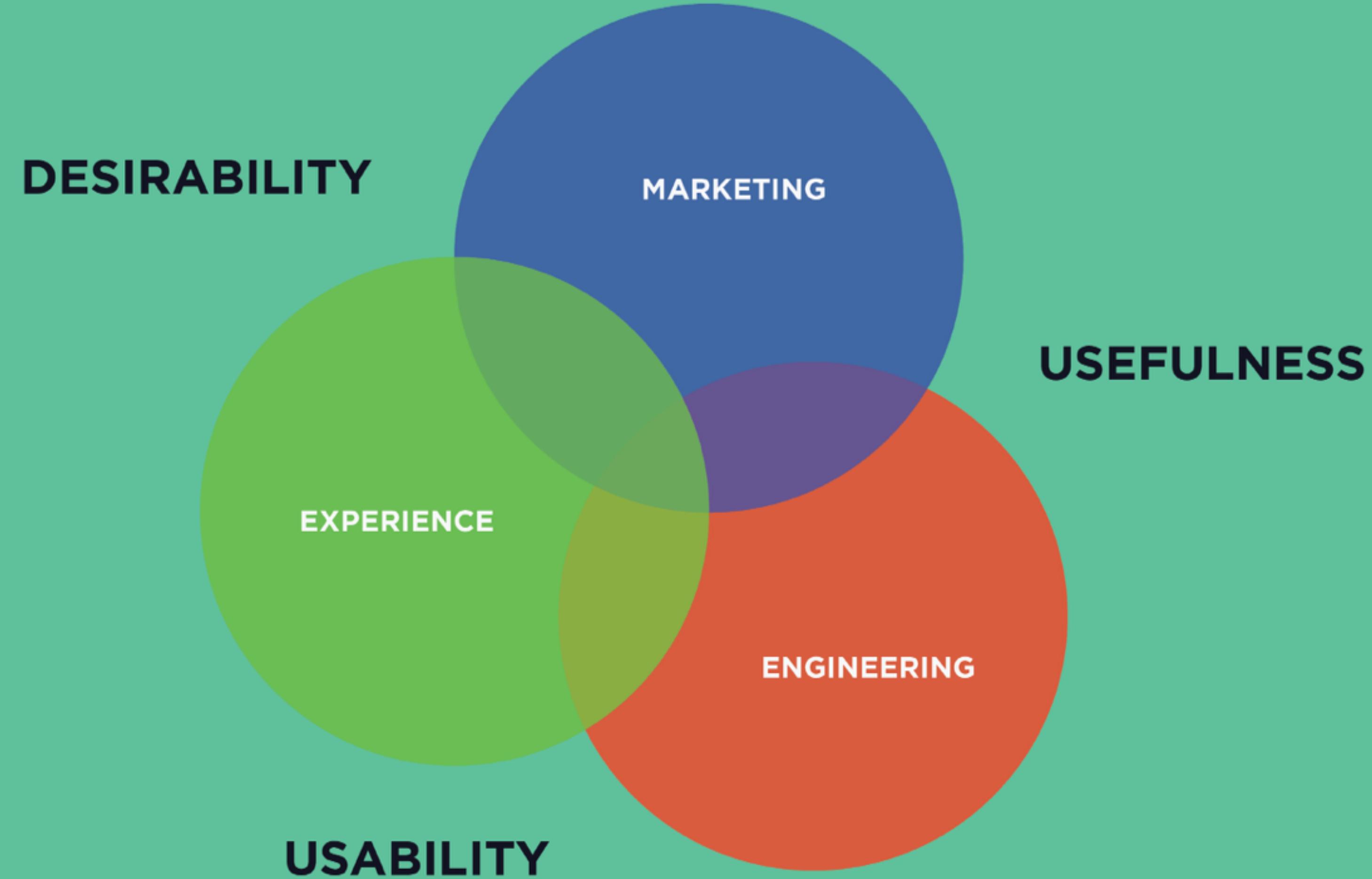
DESIGN & PROTOTYPE

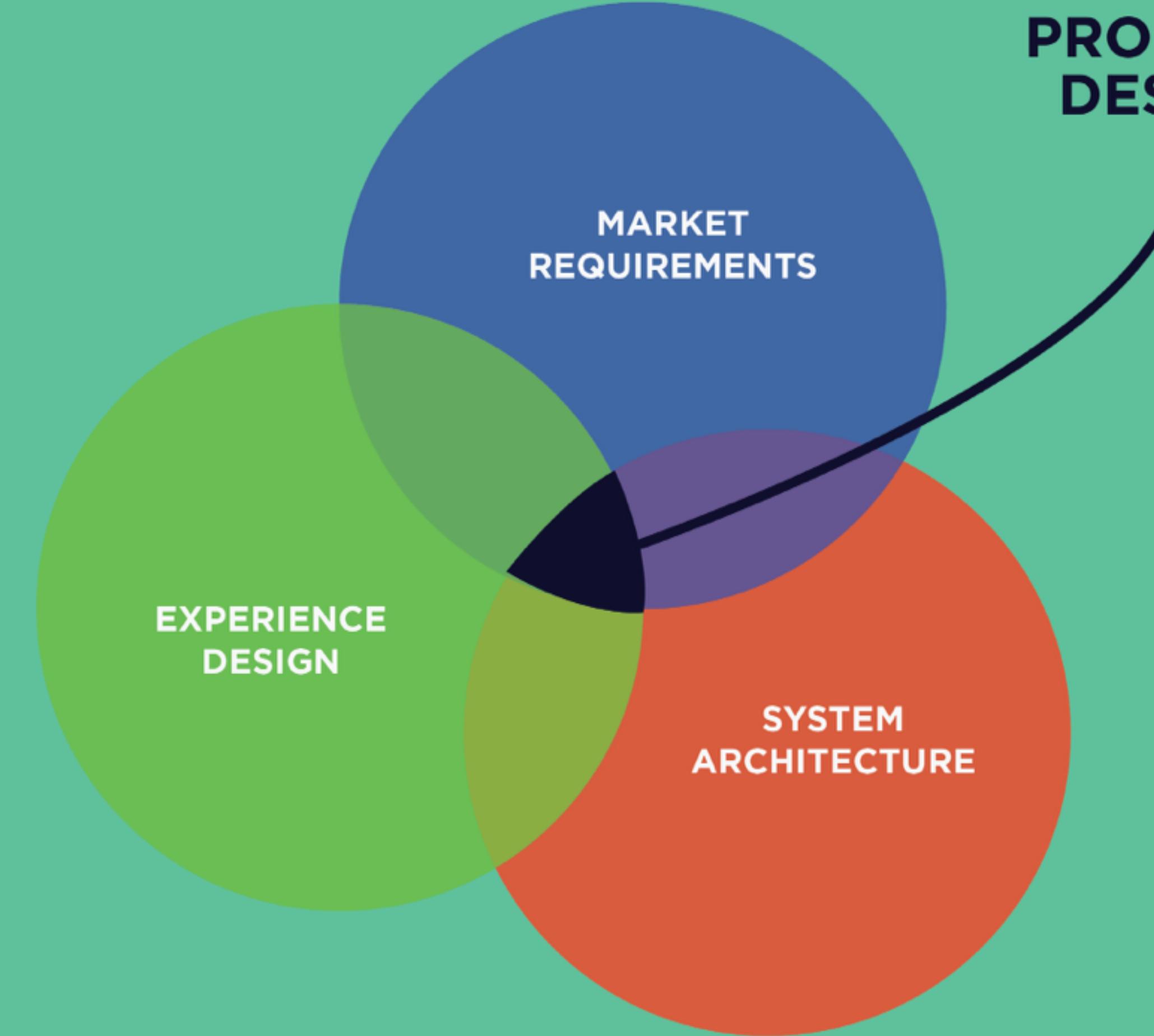
**TEST &
ITERATE**



HAROLD
2 OF 8

PRODUCT DESIGN





**PRODUCT
DESIGN**

MARKET
REQUIREMENTS

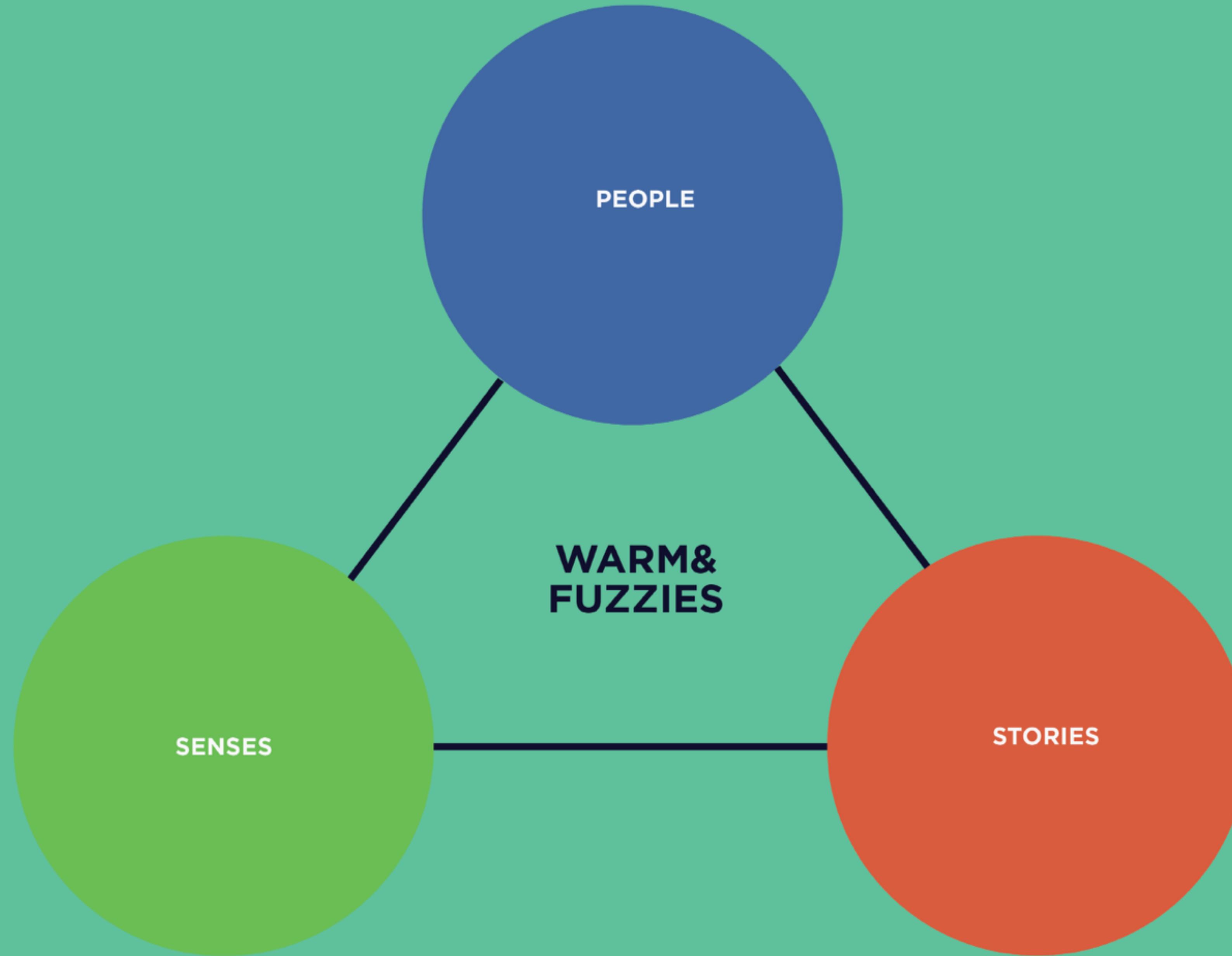
EXPERIENCE
DESIGN

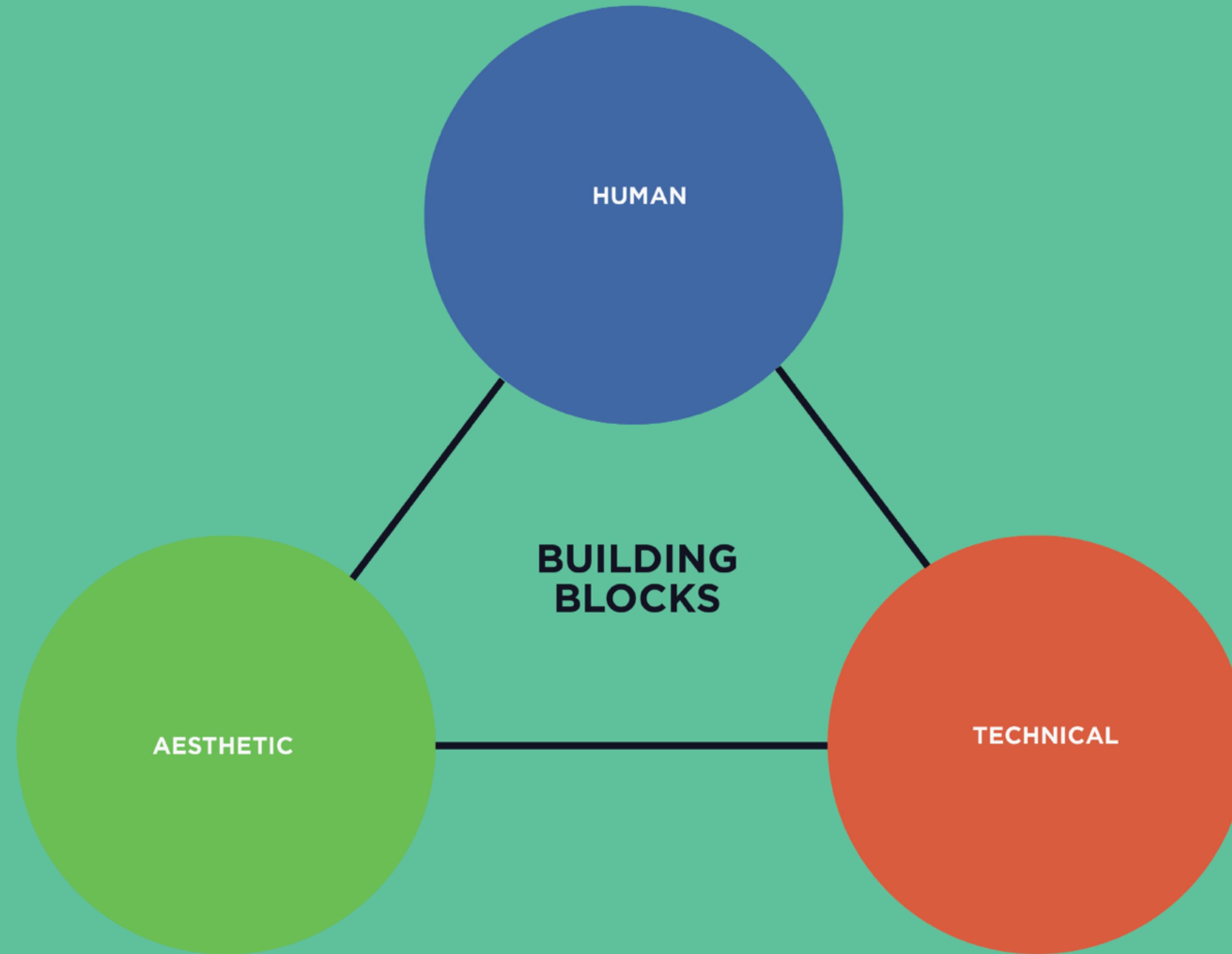
SYSTEM
ARCHITECTURE

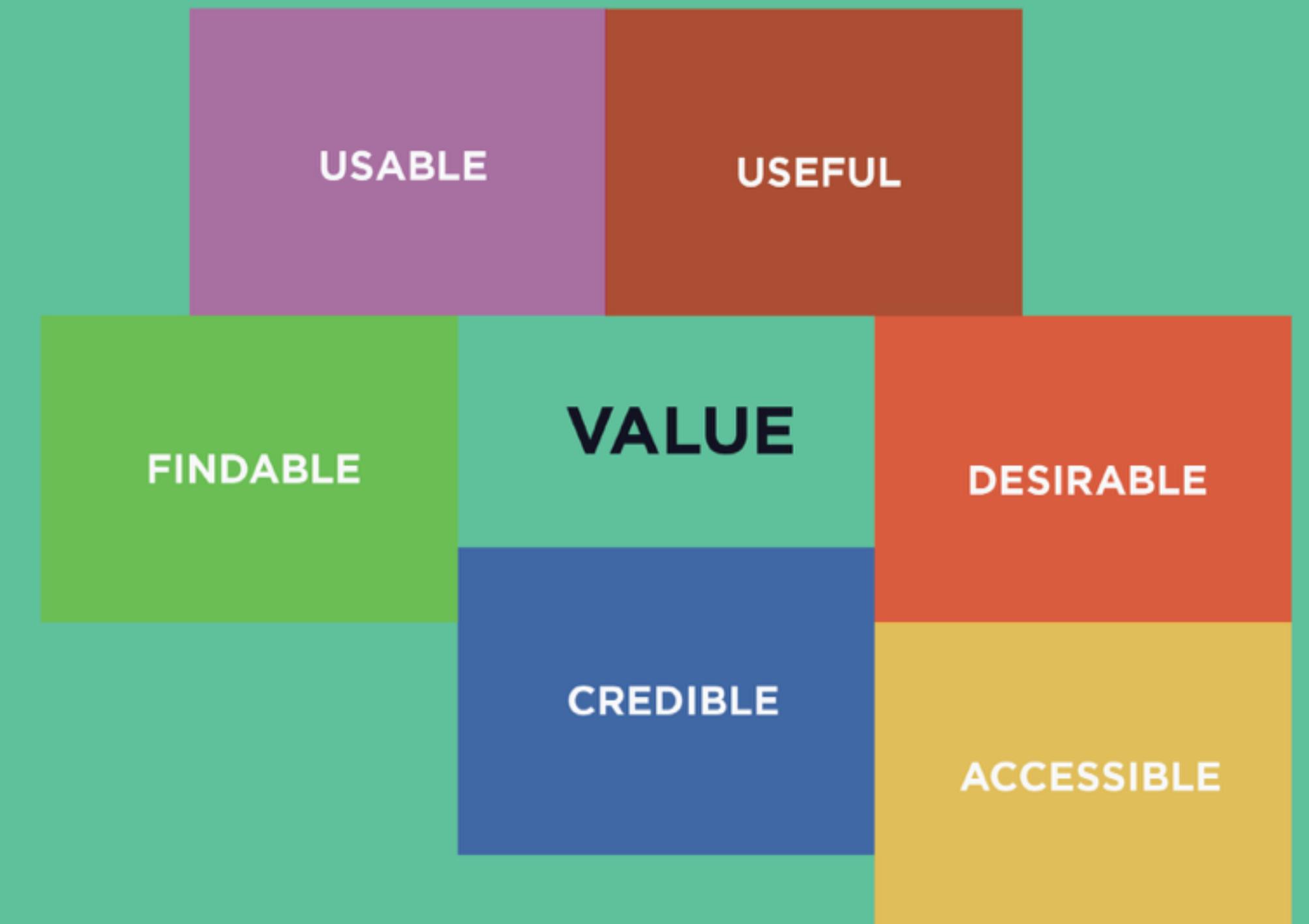
VISCERAL:
LOOK, APPEARANCE

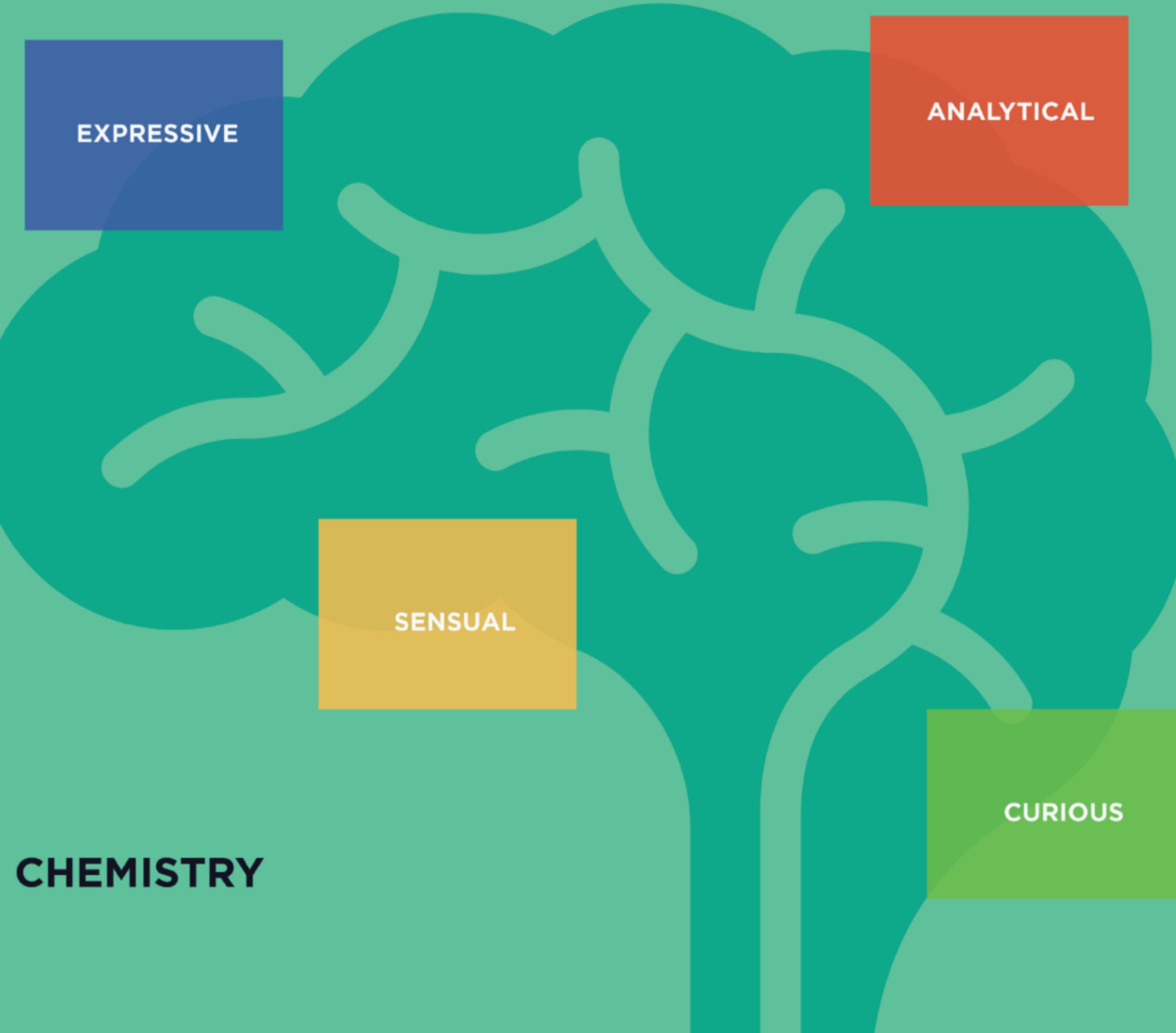
BEHAVIORAL:
USE, PRACTICALITY

REFLECTIVE:
IMAGE, CONTEXT



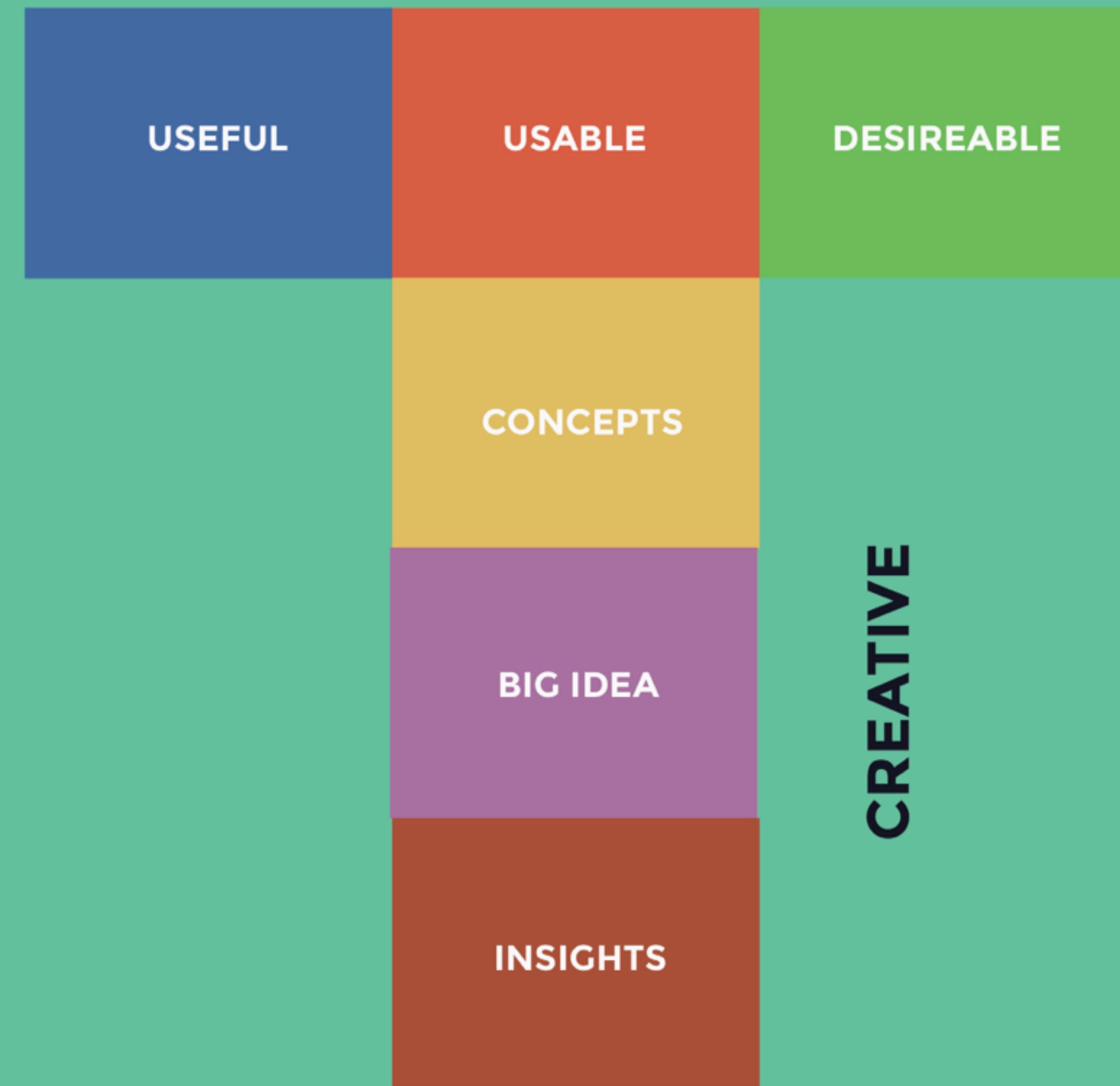






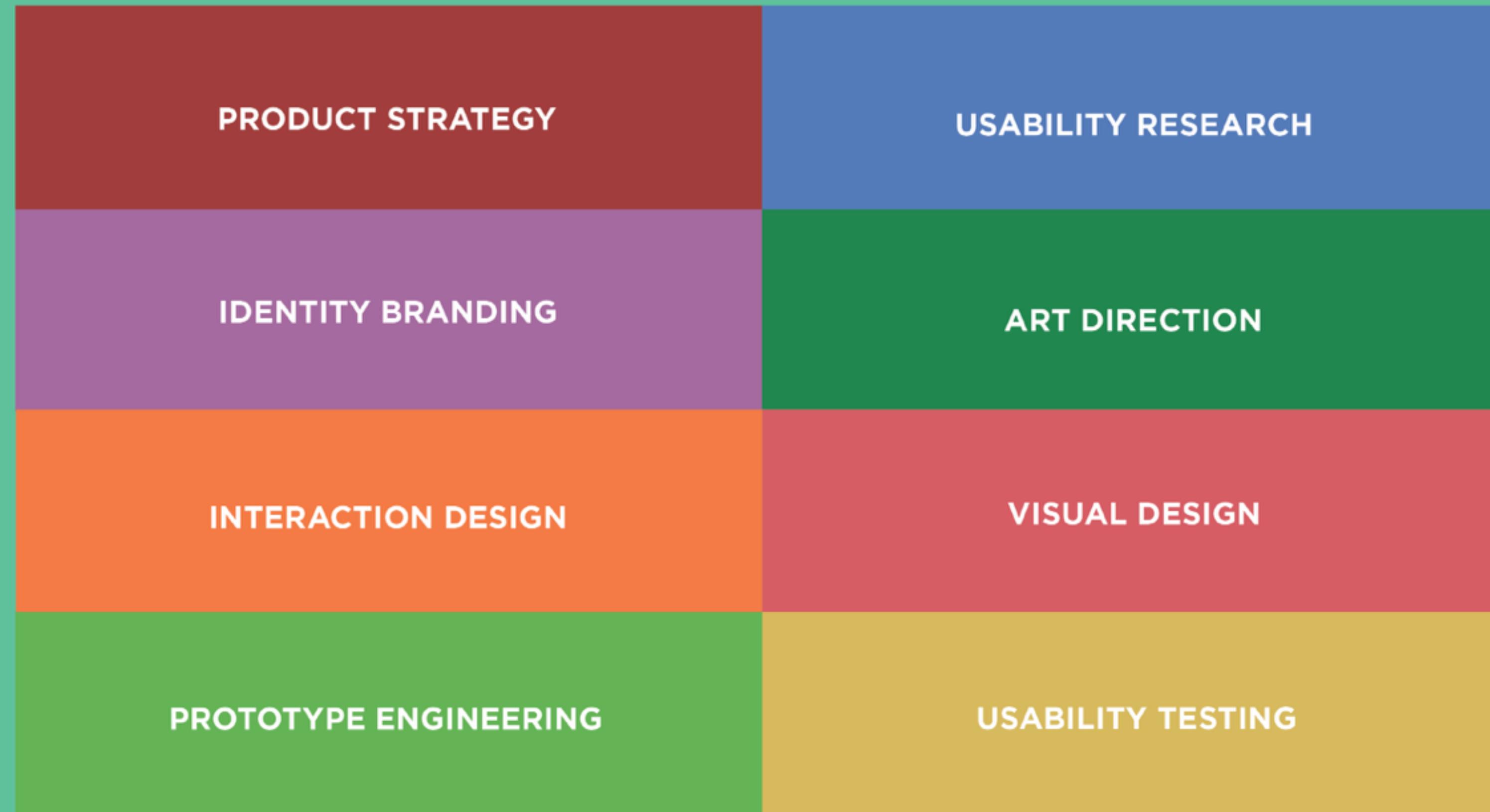
**“ YOU ARE
NOT CHANGING
CAREER, YOUR
CAREER IS
CHANGING.”**

EXPERIENCE



TIM BROWN, IDEO

“PEOPLE WHO ARE SO INQUISITIVE ABOUT THE WORLD THAT THEY’RE WILLING TO DO WHAT YOU DO. WE CALL THEM T-SHAPED PEOPLE. THEY HAVE A PRINCIPAL SKILL THAT DESCRIBES THE VERTICAL LEG OF THE T. ENGINEERS OR DESIGNERS. BUT THEY ARE SO EMPATHETIC THAT THEY CAN BRANCH OUT INTO OTHER SKILLS, SUCH AS ANTHROPOLOGY, AND DO THEM AS WELL. THEY ARE ABLE TO EXPLORE INSIGHTS FROM MANY DIFFERENT PERSPECTIVES AND RECOGNIZE PATTERNS OF BEHAVIOR THAT POINT TO A UNIVERSAL HUMAN NEED.”



TOOL SET

**YESTERDAY:
DESIGN WAS DESKTOP**

**TODAY:
DESIGN IS MOBILE**

**TOMORROW:
DESIGN IS PHYSICAL**



HAROLD
3 OF 8

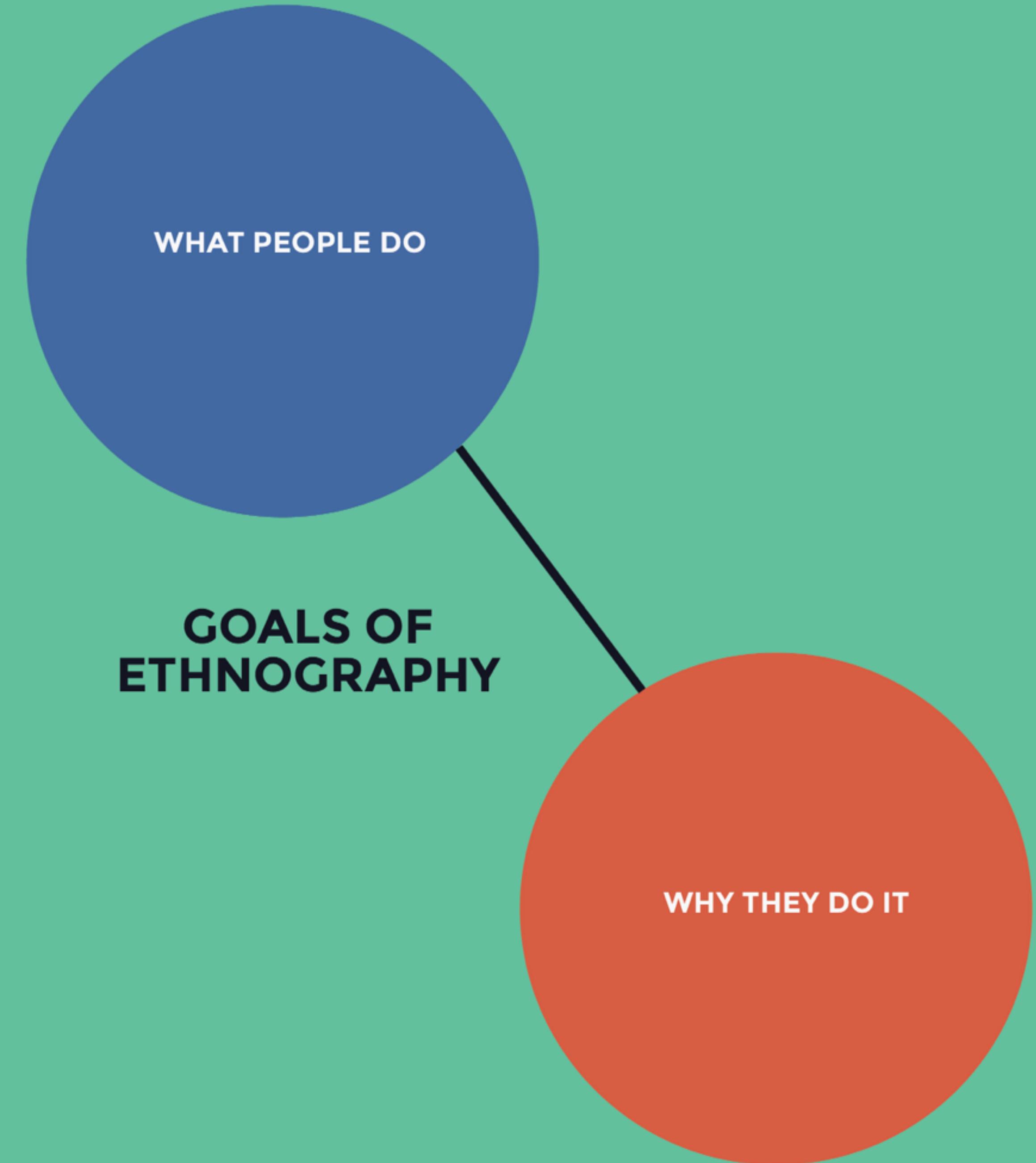
RESEARCH

ETHNOGRAPHY

**A QUALITATIVE DESCRIPTION
OF THE HUMAN SOCIAL
CONDITION, BASED ON
FIELDWORK AND OBSERVATION.**

ETHNOGRAPHY

**IMMERSION IN THE CULTURAL
CONTEXT OF THE PROBLEM.**



FRAMEWORK

CONTEXT:

THE INTERRELATED CONDITIONS WITHIN WHICH SOMETHING OCCURS OR EXISTS.

PARTNERSHIP:

A RELATIONSHIP CHARACTERIZED BY CLOSE COOPERATION

INTERPRETATION:

THE ASSIGNMENT OF MEANING TO OBSERVATIONS

FOCUS:

THE POINT OF VIEW AN INTERVIEWER TAKES WHILE STUDYING THE WORK

????

TASKS

CAN YOU SHOW ME HOW YOU WOULD MAKE
A BIRTHDAY CAKE?

PARTICIPATION:

CAN YOU SHOW ME HOW I SHOULD MAKE A BIRTHDAY CAKE?

COMPARISON:

DO OTHER BANKERS DO IT THAT WAY?

LOOK BACK:

HOW IS IT DIFFERENT NOW THAN IT WAS IN THE PAST?



HAROLD

4 OF 8

IDEATE

BREAK ALL THE RULES
RATHER THAN IGNORE PROJECT
CONSTRAINTS, WRITE THEM ALL
DOWN AND FIND WAYS TO
BREAK THEM.

OPPOSITES ATTRACT

DISTILL THE PROBLEM DOWN TO TWO WORDS THAT ARE IN OPPOSITION, THEN PUT THEM TOGETHER IN A PHRASE. “INTENSE PEACE”, FOR EXAMPLE. RUMINATE ON WHAT IN THE WORLD EMBODIES THAT PHRASE, AND APPLY IT TO THE PROJECT FOR INSPIRATION.

LONGFELLOWS

**REDUCE THE PROBLEM DOWN
TO A HAIKU OR BENTO POEM.**

QUESTIONING

**START WITH A VERY GENERAL
CONCEPT AND KEEP ASKING
TWO QUESTIONS: HOW AND WHY.**

SWIPIING

**STEAL THE BEST IDEAS FROM
ANOTHER FIELD OR DOMAIN.**

BIZARRO WORLD

**PRETEND YOU WANTED TO
MAKE THE OPPOSITE PRODUCT
FOR THE OPPOSITE OUTCOME.
INVERT EVERYTHING**

CLUSTER

**GATHER SIMILAR IDEAS
AROUND ACTIVITIES,
CHARACTERISTICS, AND
METAPHORS.**



HAROLD

5 OF 8

DESIGN

IMAGINE

**I ASKED YOU TO DESIGN
A PRODUCT.**

**FOR THE BLIND.
AND THE DEAF.**

**COULD YOU DO IT?
WHERE WOULD YOU START?**

**FOCUS ON
BEHAVIOR**

HOW DOES THE PRODUCT ACT?

**THE TASKS IT ALLOWS USERS TO DO
THE MAXIMIZING CAPABILITIES
THE ACTIONS IT ENGENDERS**

WHAT CONTROLS BEHAVIOR?

PHYSICAL FORM.
UI ELEMENTS.
GESTURES IN SPACE.

SENSORY DEVICES

PHONES

NETWORK
CONNECTIVITY
CONTEXT AWARE
DATA
SENSORS
UPDATABILITY
MULTIPURPOSE

PEOPLE

TOUCH

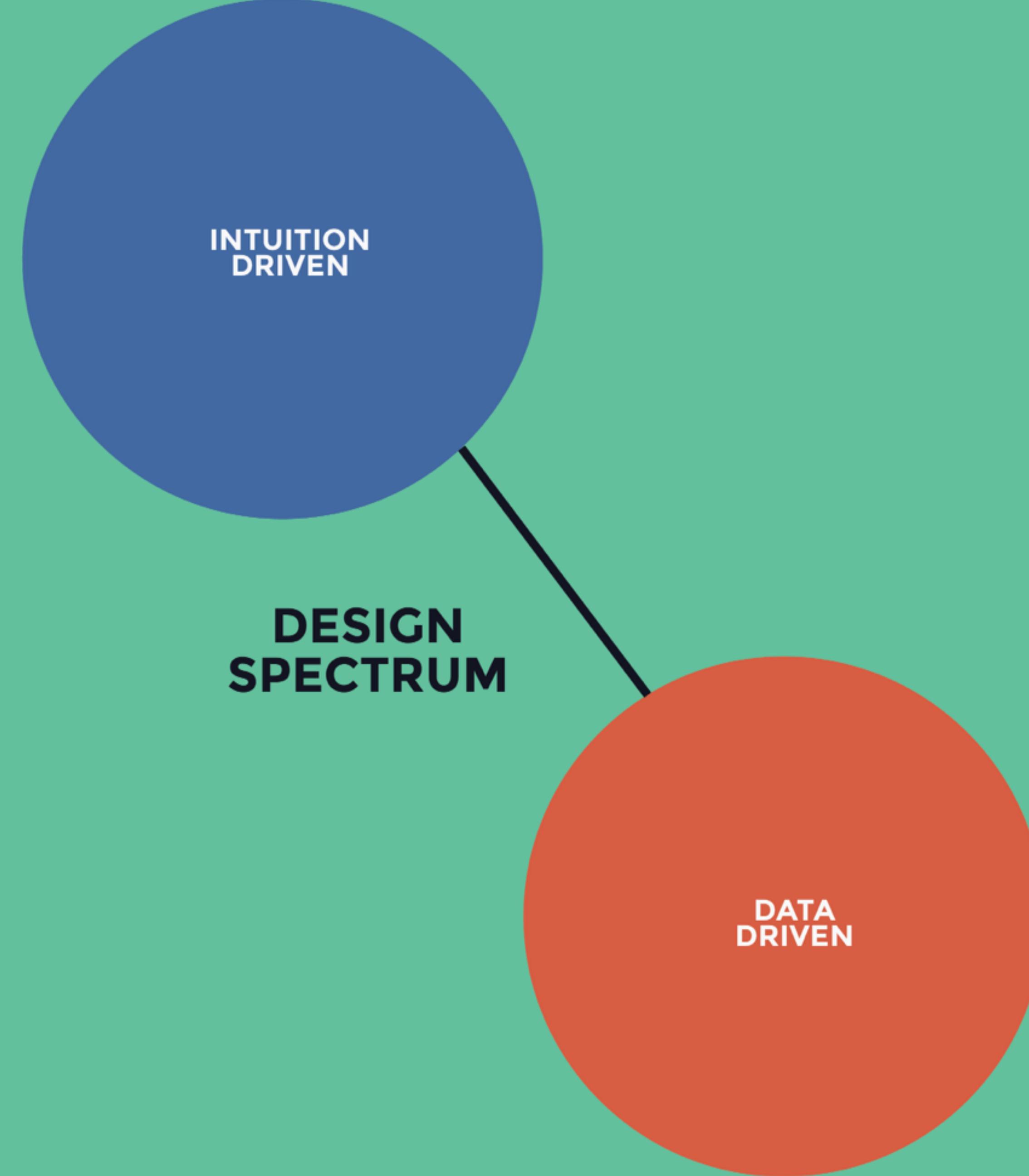
SIGHT

SOUND

HEARING

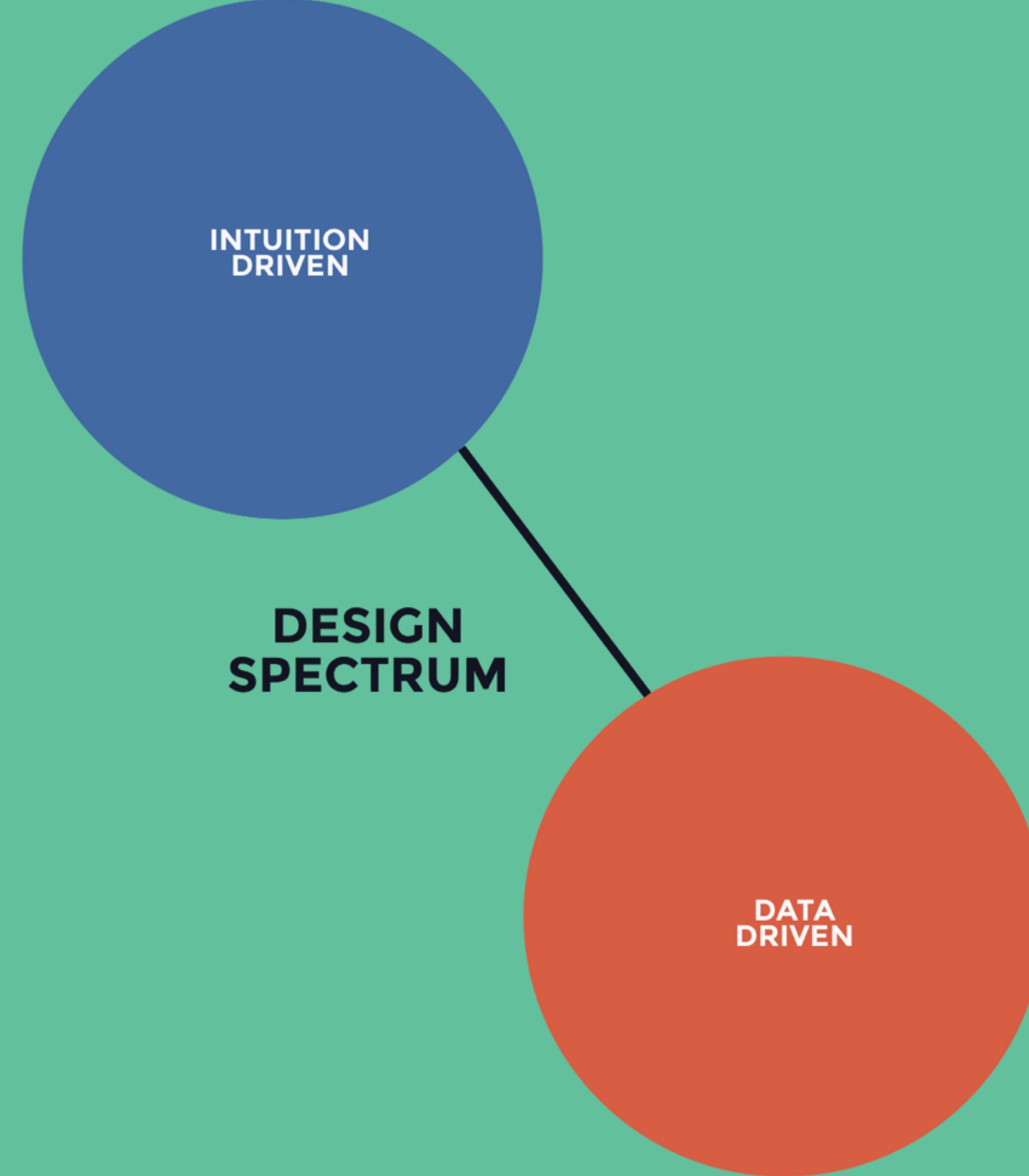
TEMPERATURE

KINESTHETICS



INTUITION
DRIVEN

DESIGN
SPECTRUM



DATA
DRIVEN

FUCNTIONAL CARTOGRAPHY

**SHOULD CONTROLS BE
PHYSICAL, DIGITAL, OR BOTH?**

WHEN AND WHERE WILL THE FEATURE BE USED?

**WHAT'S THE FEATURES
PRIORITY?**

DOES IT NEED TO BE AVAILABLE ALL THE TIME?

**HOW TANGIBLE SHOULD A
FEATURE BE?**

DOES A FEATURE NEED A VISIBLE PRESENCE?



HAROLD

6 OF 8

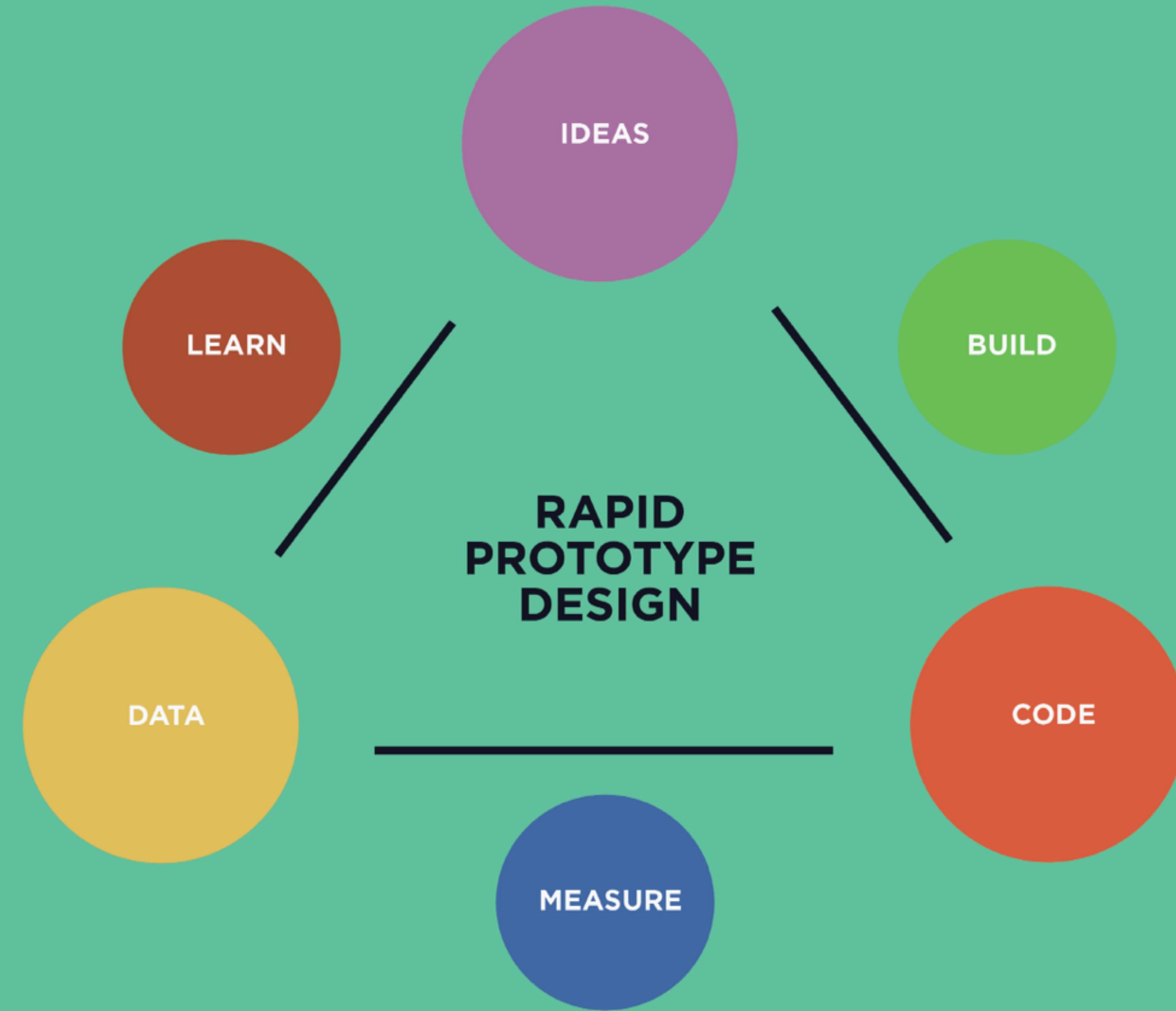
PROTOTYPE

**“HOW WOULD IT WORK
IF IT WAS MAGIC?”**

ALAN COOPER

**“OBJECTS AND THEIR MANUFACTURE
ARE INSEPARABLE. YOU
UNDERSTAND A PRODUCT IF YOU
UNDERSTAND HOW IT’S MADE.”**

JONY IVE



CONSIDERATIONS

COULD IT WORK?

WHAT ARE THE PROBLEMS?

WHAT'S NEEDED?

HOW MUCH TO BUILD?

HOW TO BUILD IT?

TOOLS

SKETCH, FRAMER

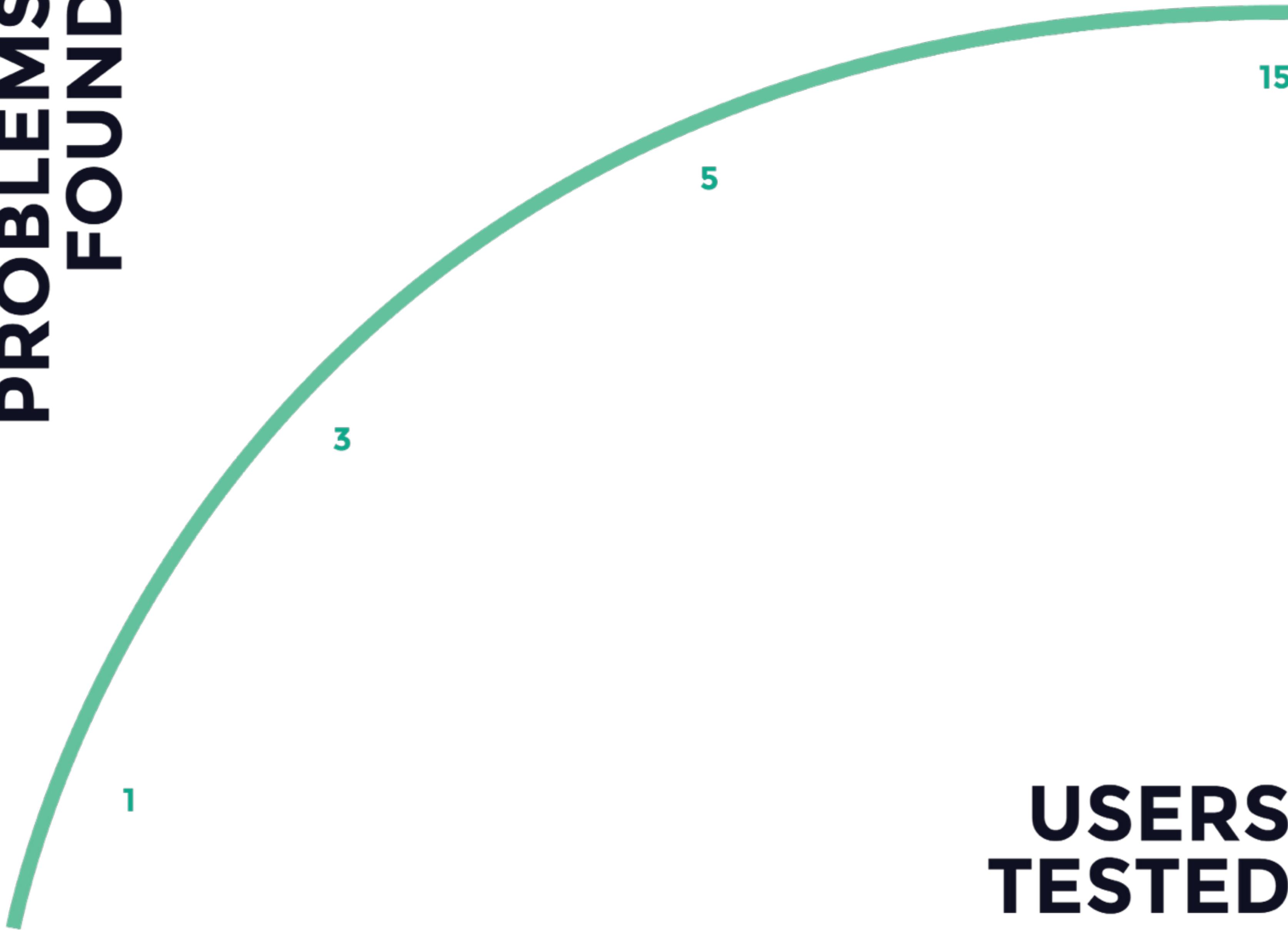


HAROLD

7 OF 8

TEST

**PROBLEMS
FOUND**



**USERS
TESTED**

**TESTING WITH 5
USERS FINDS 80% OF
USABILITY PROBLEMS.**

JAKOB NIELSEN

PRINCIPLES

NO DESIGN SURVIVES CONTACT WITH THE USER.

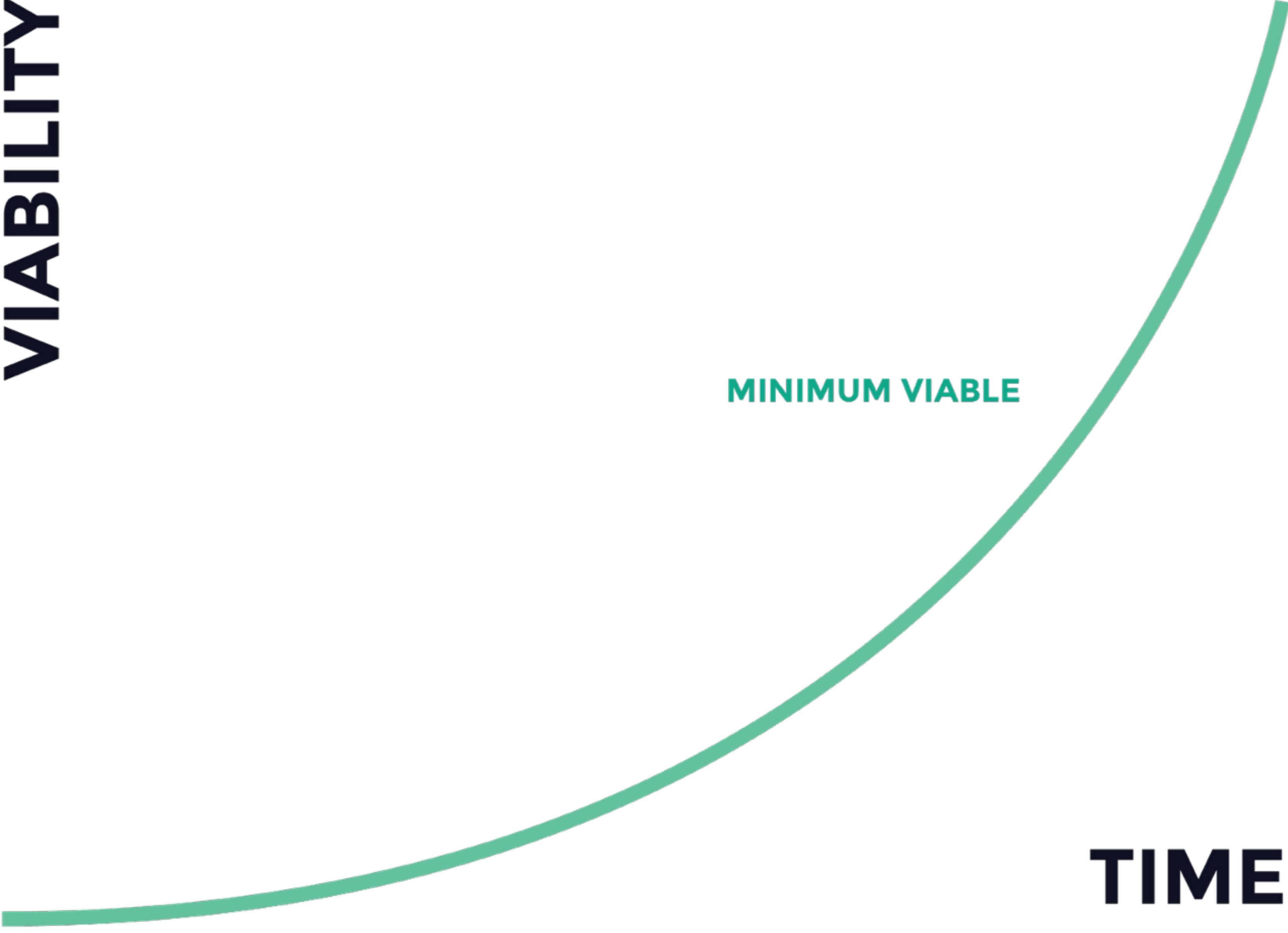
SMALL IMPROVEMENTS, TAKEN TOGETHER, YIELD
HUGE RESULTS.

OPTIMIZE IN SMALL STEPS, INNOVATE IN
DARING LEAPS.

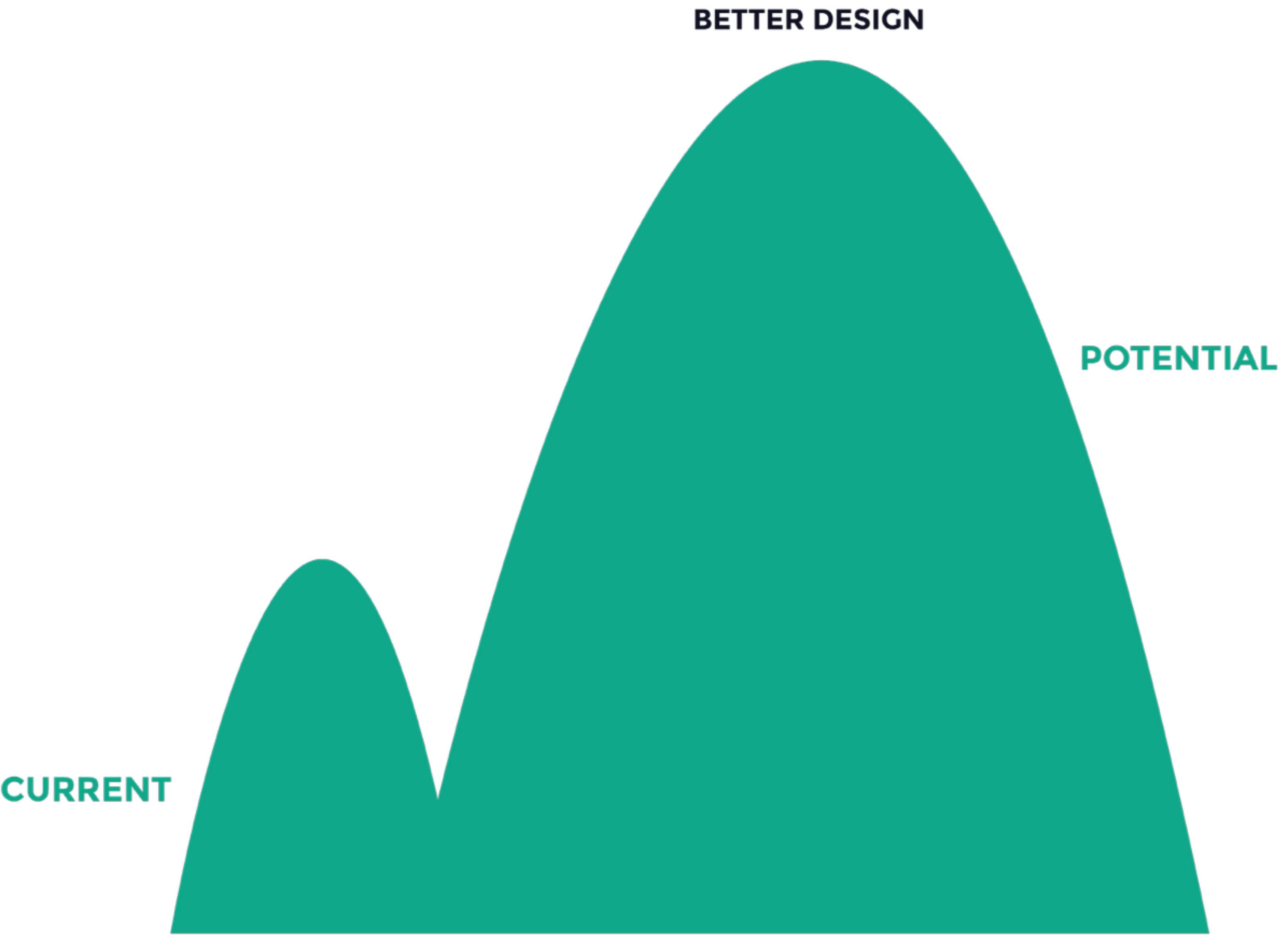
TESTING IS EMPOWERING, REVERSION
IS CLEANSING.

INACTIONABLE METRICS ARE USELESS.

VIABILITY



TIME



BETTER DESIGN

POTENTIAL

CURRENT

**RELEASE EARLY,
RELEASE OFTEN.**

FAIL EARLY, FAIL OFTEN.



HAROLD

8 OF 8

SCHEDULE

FRIDAY

10-11 / EXPERIENCE RESEARCH

11-1 / INFO ARCHITECTURE

1-3 / INTERACTION DESIGN

3-5 / VISUAL DESIGN

MONDAY

9-10 / VISUAL DESIGN

10-2 / PROTOTYPE

2-3 / PRESENTATION

THANKS!
QUESTIONS OR COMMENTS?

PRODUCT PORTFOLIO

UTILITY:

COMMUNICATION



Adobe Marketing Cloud

Marketing.Adobe

http://marketing.adobe.com/ Google

Marketing Cloud

David's Feed

Page Views

- Home Page
- Womens Shoes
- Mens Shoes

Visitors

- Home Page
- Womens Shoes
- Mens Shoes

Revenue

- Home Page
- Womens Shoes
- Mens Shoes

SITE REPORT
Geometrix Winter Promotion

Searches
20,128
▲6.4%

INTERNAL SITE SEARCH
Geometrix Outdoors

Audience Size

Conversion Rate / Average Order Value

GO AHEAD,
MAKE YOUR DAY.
Train like a pro with ActionX

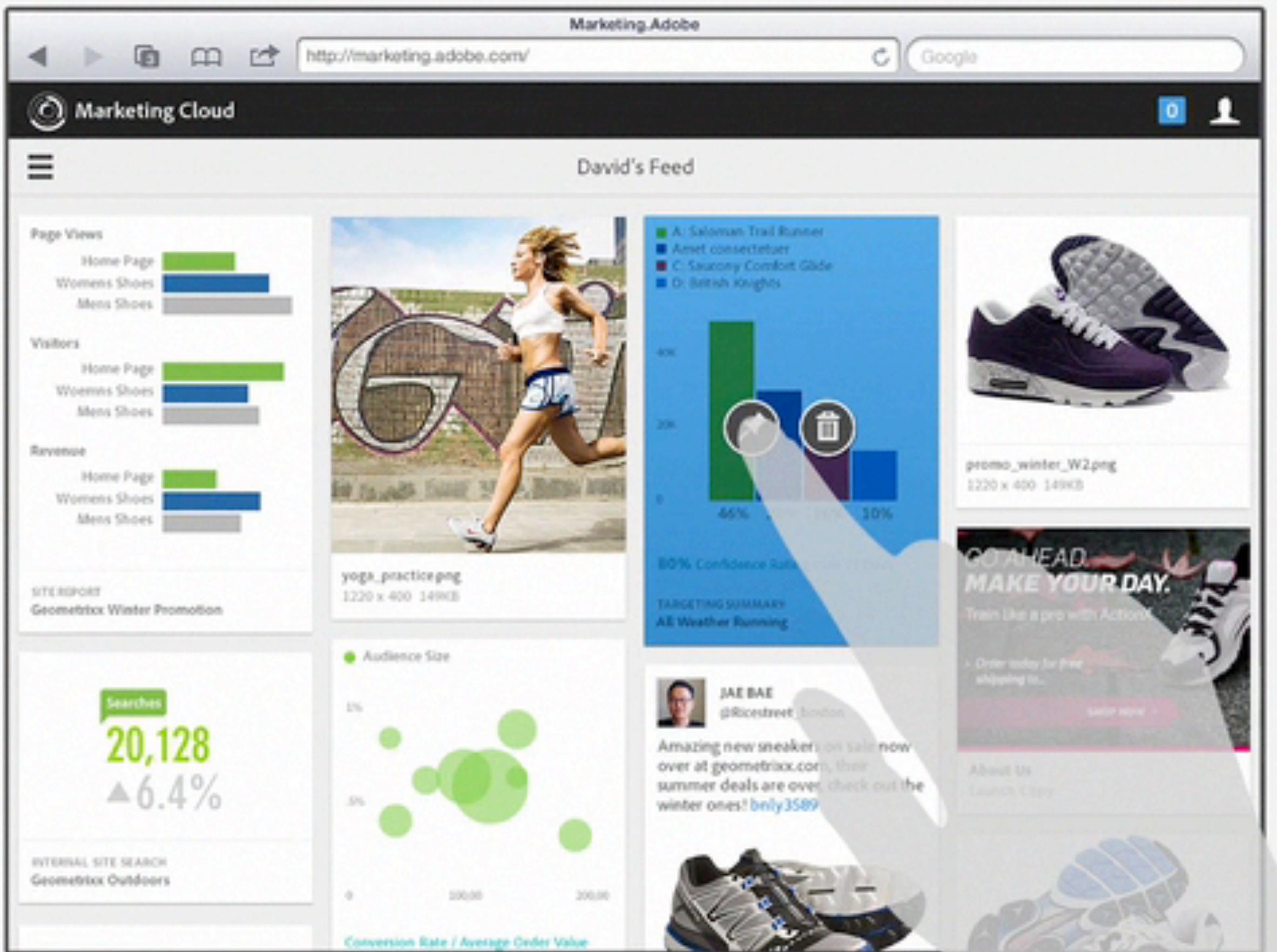
JAE BAE
@Ricestreet, Boston
Amazing new sneakers on sale now over at geometrix.com, their summer deals are over, check out the winter ones! bnlly3589

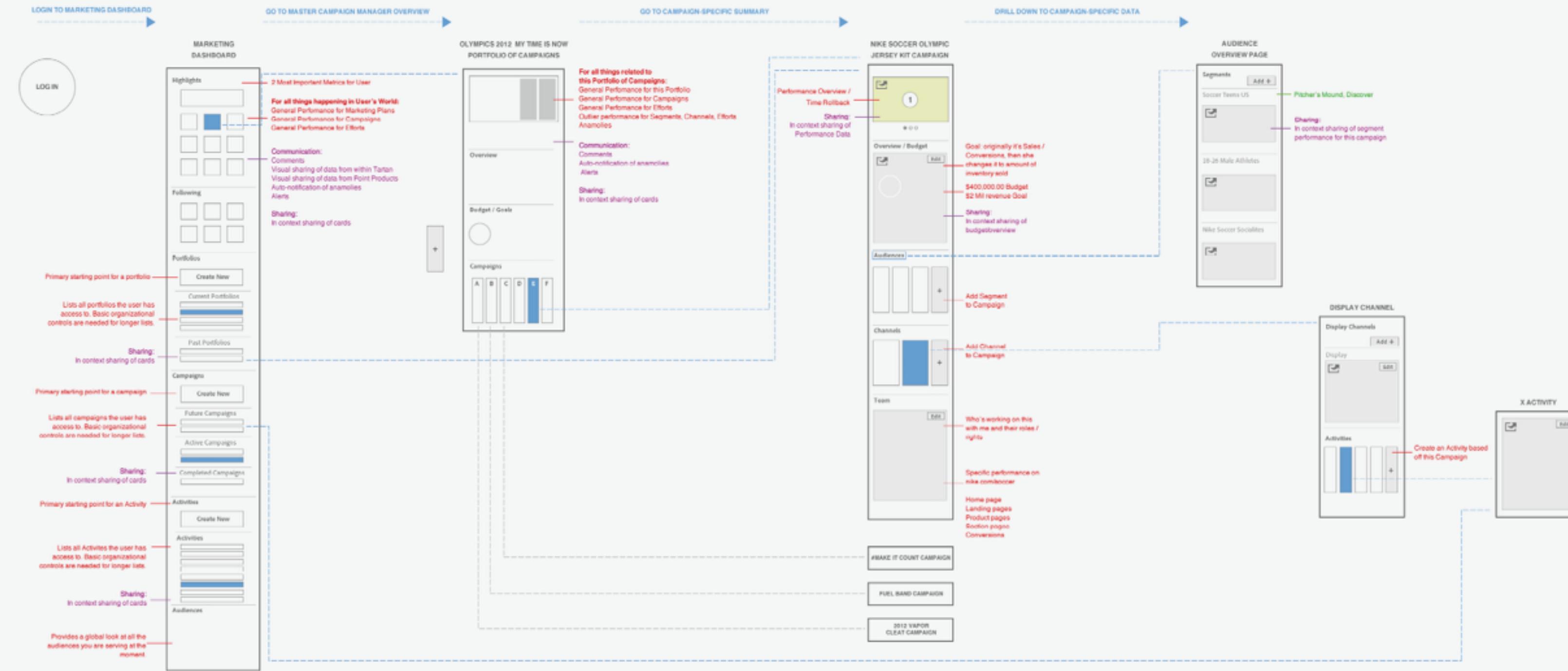
A: Salomon Trail Runner
B: Asics convevizer
C: Saucony Comfort Glide
D: British Knights

80% Confidence Rate

TARGETING SUMMARY
All Weather Running

promo_winter_W2.png
1220 x 400 149KB





USER PERSONAS



Matt, Marketing Executive / CMO

"I need to speak in aggregate, but still understand the full story."

Every morning, Matt wakes up at 5am. He maximizes his time on the treadmill to skim email and his RSS feed on his iPad before heading into the office for a 7am meeting. In fact, he spends 85-90% of his time in meetings which leaves just a few hours a day to return phone calls, email, review documents, and produce deliverables.

Matt conducts weekly meetings with his 10 direct reports (campaign managers, brand managers, PR, analytics managers) to get direct updates on all of the campaigns in progress as well as high level testing results from content optimization initiatives. He regularly interacts with his peers in the C-suite to align with Sales, IT, Business Units, and Finance but it can be challenging since each organization has different goals. For the quarterly board meetings, Matt needs to take data from campaign reports to present to the executive leadership team and show interesting trends in the data/performance.

Marketing ROI is top of mind but he's also concerned with competitive analysis, company positioning, identifying new business opportunities, defining new segments, extending the company's product portfolio and entering new markets.

Demographics
52 years old, MBA with 25 years of experience managing brands for Fortune 500 companies.

Responsibilities
Drives the overall marketing vision for the company. Shaping and managing overall sales and marketing strategy, tactics, and programs.

Key Tasks
Brand Messaging, Marketing Calendar, Identifying segment opportunities, Approve budgets, approve campaigns.

Tools
MS Office, iPad, Smartphone

Metrics
Changes in sales by channel or distribution, New product launches, Campaign ROI, Leads, Customer Satisfaction, Audience Reach, Key Audience Segments, Brand Recognition

★★★★★
Research Confidence

MOTIVATIONS & GOALS

Show the value of marketing strategies to the C-suite under increased scrutiny and accountability.

Hit revenue targets and show annualized lift for each campaign.

With the shift towards social and digital, excited with the opportunity to deepen relationships with customers and extract greater value and profitability over their lifetime interaction with the brand.

CHALLENGES

Wishes he had more data at his fingertips on how customers respond and engage with ever increasing channels.

Needs to become more knowledgeable himself in digital marketing and hire the right people.

Negotiating corporate alignment across Sales, IT, and Finance.



Kerry, Campaign Manager

"I approach campaign strategy like a game of chess."

Kerry is in the midst of planning the campaign strategy for next year's fall product launch. Building the overall campaign and communication strategy involves defining the key message for a specific customer segment. What do they really care about and what is the best way to reach this audience?

Kerry works with various marketing teams on their specific campaign plans to make sure there is consistency in the language and message and that their individual campaigns mesh well with the overall strategy. She needs to make sure everyone is aligned. During planning, she sometimes finds it useful to review past campaigns to inform the plan and model out different variations of the media mix before submitting her campaign budget for approval with the CMO.

Before heading home, Kerry takes a look at the rollup of this month's open campaigns. She's happy to see that they are getting a surge of Likes for their Facebook page from the latest contest. She also notices that website revenue is within range of the KPI goal, but is not performing as well as predicted – she wants to understand what this really means and why this is happening. If they need to, it is still early enough for the Site Marketer to test out different content options or to even adjust other channel levers.

★★★★★
Research Confidence

MOTIVATIONS & GOALS

Approaches strategy like a game of chess; needs to understand the impact of adjustments and maximize the efficiency of changes.

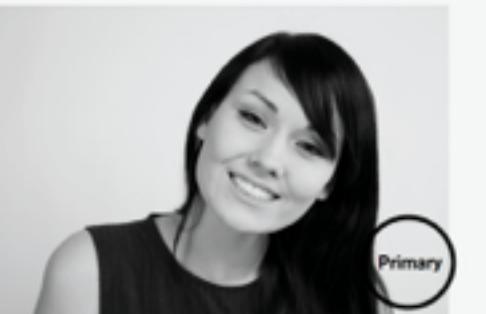
Nurture and encourage team's energy to orchestrate alignment.

Looking for the highest ROI and needs to be vigilant and understand why any numbers are off.

CHALLENGES
Easier way to explore how much revenue to expect from each channel. Takes weeks to figure out budget mix, best practices, and benchmarks.

Often, it just takes too much time to get a campaign off the ground.

Locating marketing data from various sources.



Sally, Social Marketer

"It's 24/7 and I'm working 60, 70, 80 hour weeks. There is no downtime. It's a carousel."

After tweeting her favorite customer idea from this month's contest on Facebook, Sally can focus her attention on a summer promotion to increase awareness for an upcoming product. The creative agency is iterating on concepts for a Facebook app and a video. She is happy with what they have done so far, but needs to loop in Kerry, the Campaign Manager on the direction and timing.

Sometimes, Sally looks to Kerry to resolve or escalate broader issues (social feed showing users with a customer service complaint – might need to have the Search team take a look at whether they need to optimize or create new content.)

If all goes well, she'll be able to share the increased brand sentiment, spike in views of the video, or Facebook page likes from the contest.

Demographics
27 years old with a BA in Communication. 4 years of prior work experience in corporate PR.

Responsibilities
Create a growing, engaged community that drives sales.

Key Tasks
Post new content 6x a day, respond to posts within 2 hours. Curate and moderate communities.

Tools
Radian6, Twitter, Facebook, SiteCatalyst, Audience Manager, MS Office, iPad, Smartphone

Metrics
Sentiment, Engagement, Retweets, Likes, Comments, Reach, Referred Traffic, Channel Revenue, Influence of Social Activity, Conversion, Brand Awareness

★★★★★
Research Confidence

MOTIVATIONS & GOALS

Not just awareness, but now accountable for measuring the value of a post or social ad.

Starting conversations. Being connected with people.

CHALLENGES

Unplugging. Always on - 24/7.

Having to respond more and more to customer service issues.

Organizational maturity for social media; having to take on policy guidance and training for the entire company.



Scott, Search Marketer

"I'm tasked with bringing traffic to the site, so I have a lot of stakeholders who are interested in what I'm doing and what it means."

Every day, Scott reviews search analytics for the site to identify new areas for optimization and see what competitors are doing on competing keywords. Scott's search campaigns are based on the integration of organic search and SEM; he is constantly looking for new ways to pilot and test keywords for promotions or events.

He sometimes researches Google Ads and trends to see where the demand is and understand user intent, goals, and identify speech patterns. Whether it is a cross-company or initiative or focused on a particular business or product, he'll collaborate with teams on creating new content or updating pages based on the intent of the keyword. Do they need to provide an image? video? informational content? How useful is the existing content?

Scott then creates internal and external links to the page and after linking to the content, works with PR and the social team to generate press releases or leverage social media.

Once a campaign is active, he gets to work on the fun part – measuring and analyzing the results of the search campaign: who came to the site, what path did they take, when and where did they leave?

★★★★★
Research Confidence

MOTIVATIONS & GOALS

"The moment when the light switches on." When communicating insights, witnessing the impact of data.

Being able to fix problems quickly when reports identify negative search experiences for customers.

Anticipating and serving up the right content to users when they look for it.

CHALLENGES
Educating other marketers and the rest of the company about SEO.

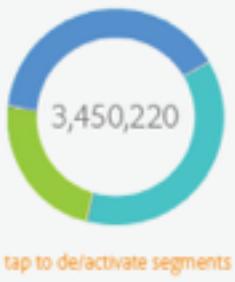
Keeping up with industry trends, changes in Search Engines and maintain an informed opinion.

Access to the most current, accurate data from various sources.



MOOD BOARD

Audience across segments



Location

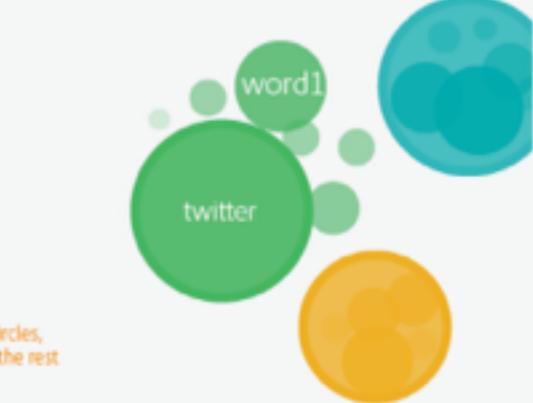
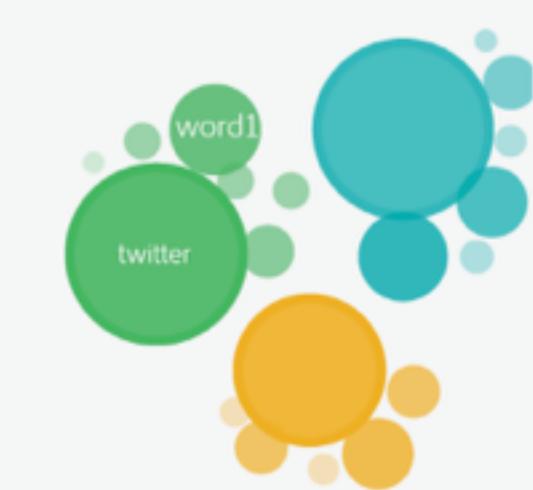
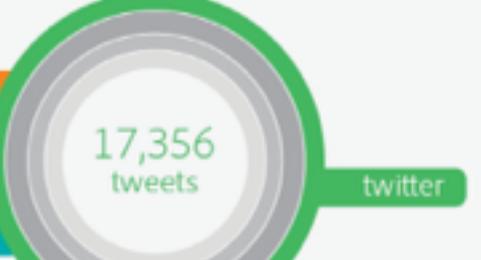
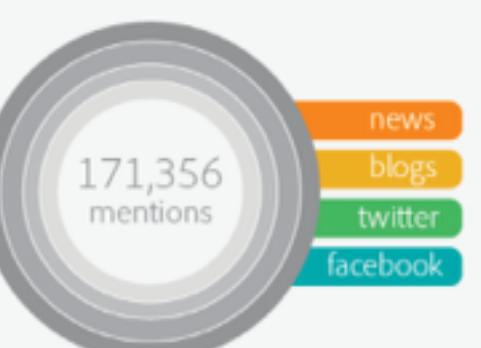
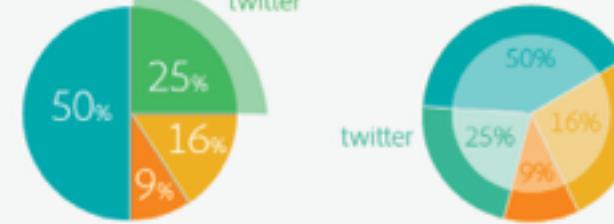
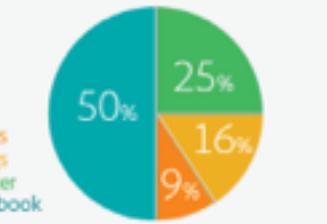


Channel distribution

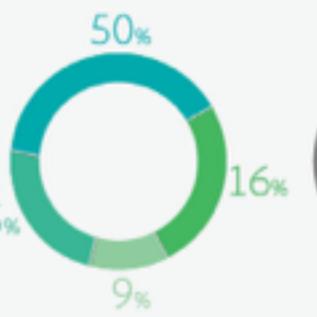
social	25%	35%	40%
search	43%	30%	27%
video	41%	41%	18%
display	47%	15%	37%
target	31%	40%	29%

campaign 2 campaign 3 campaign 1

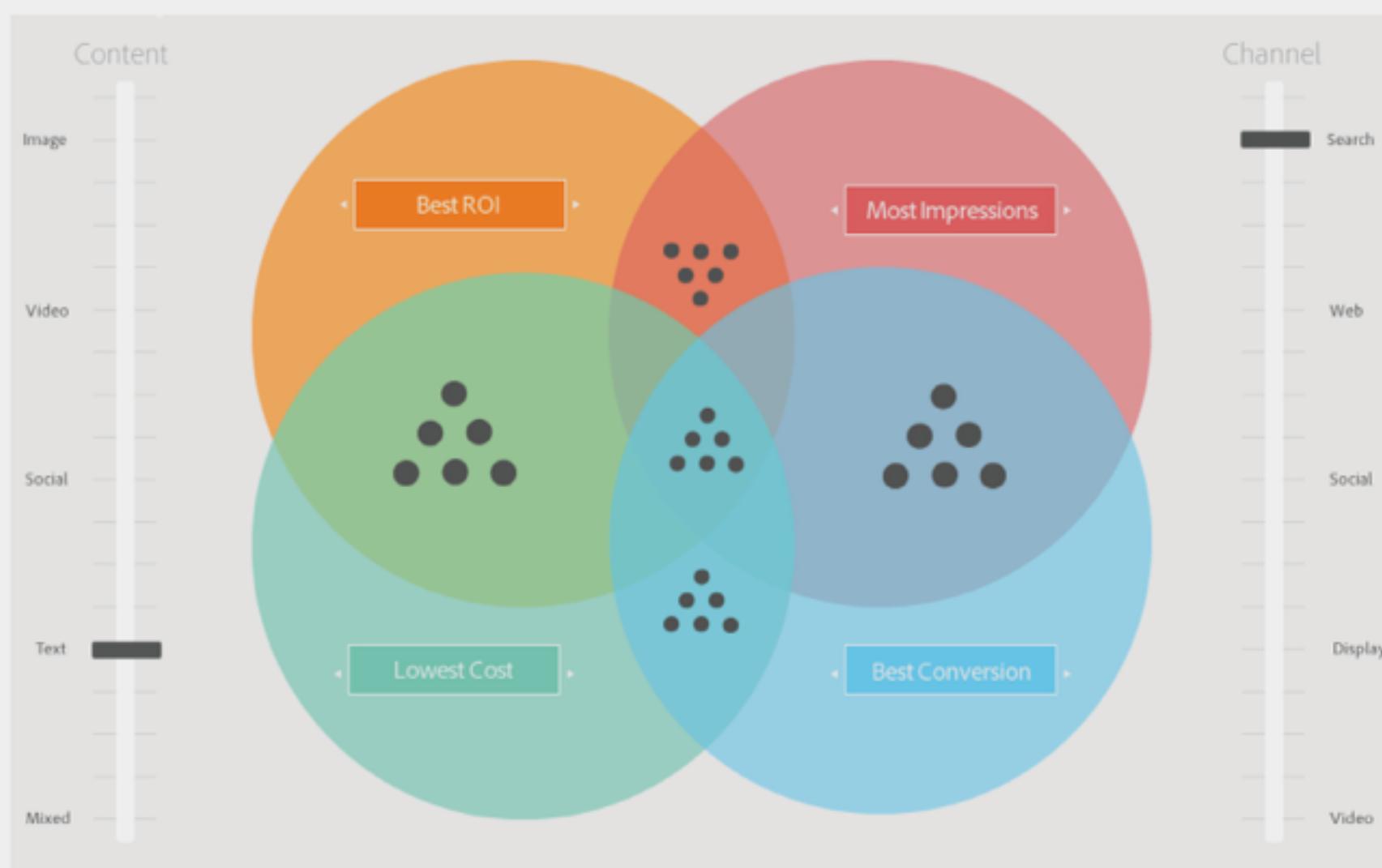
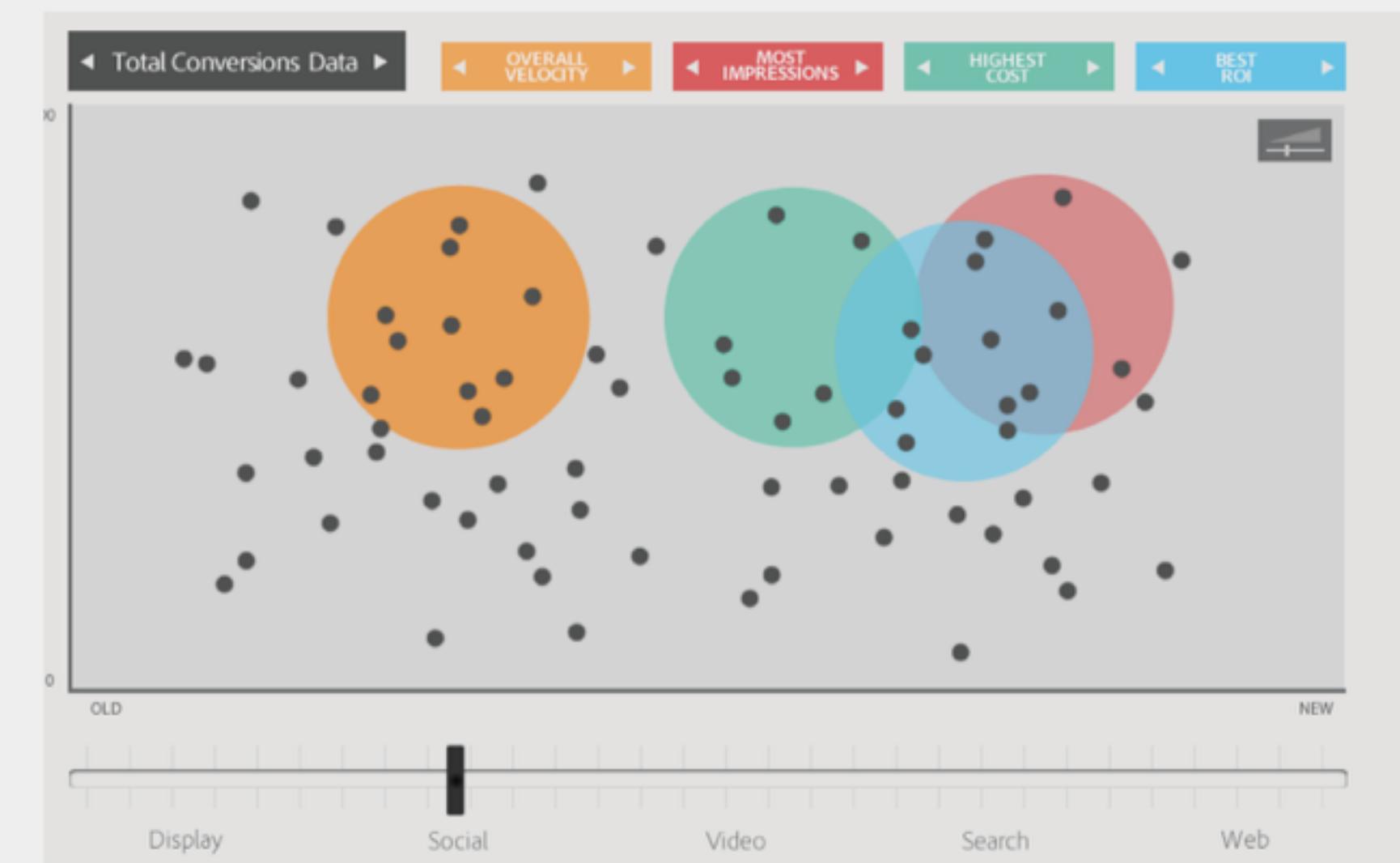
Social



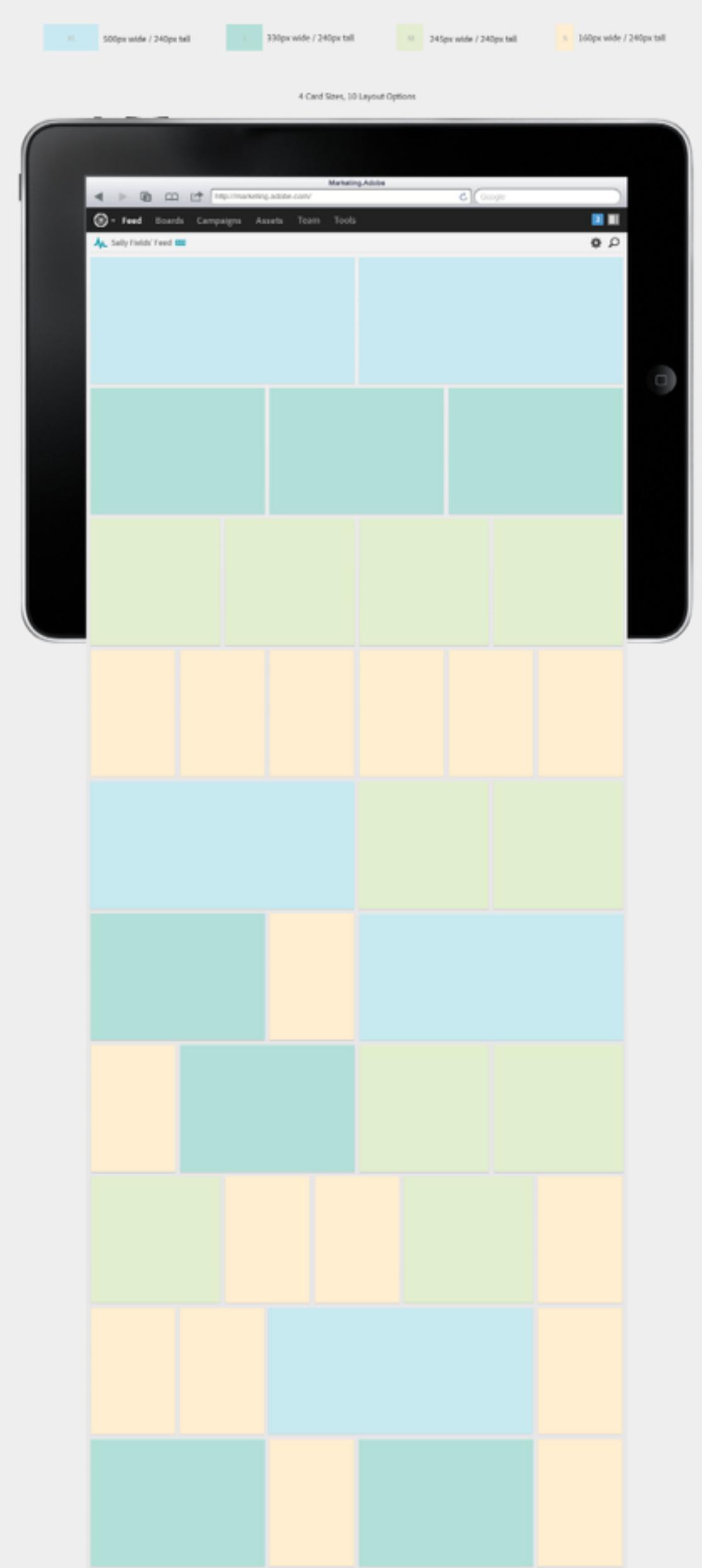
Other variations



VISUALIZATION SKETCHES



UI SKETCHES



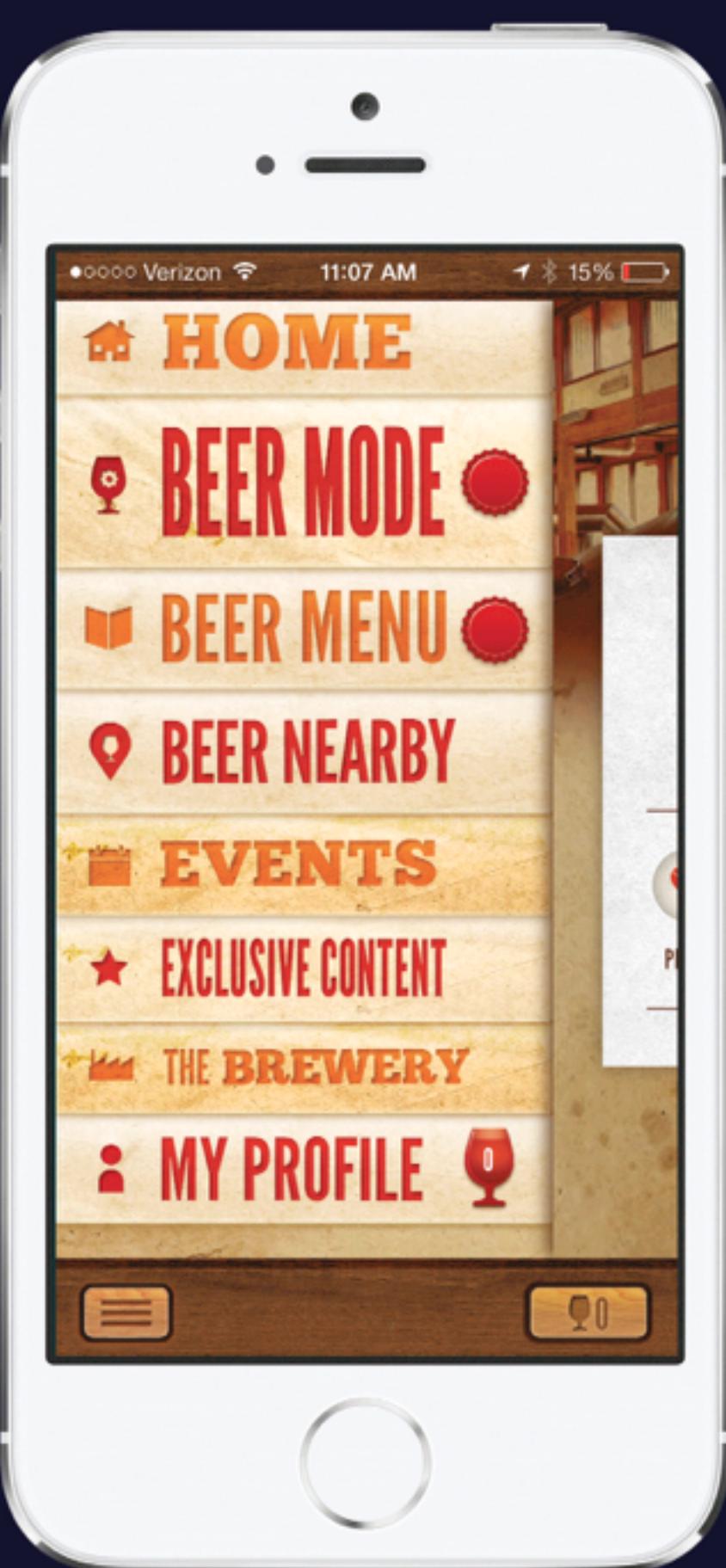
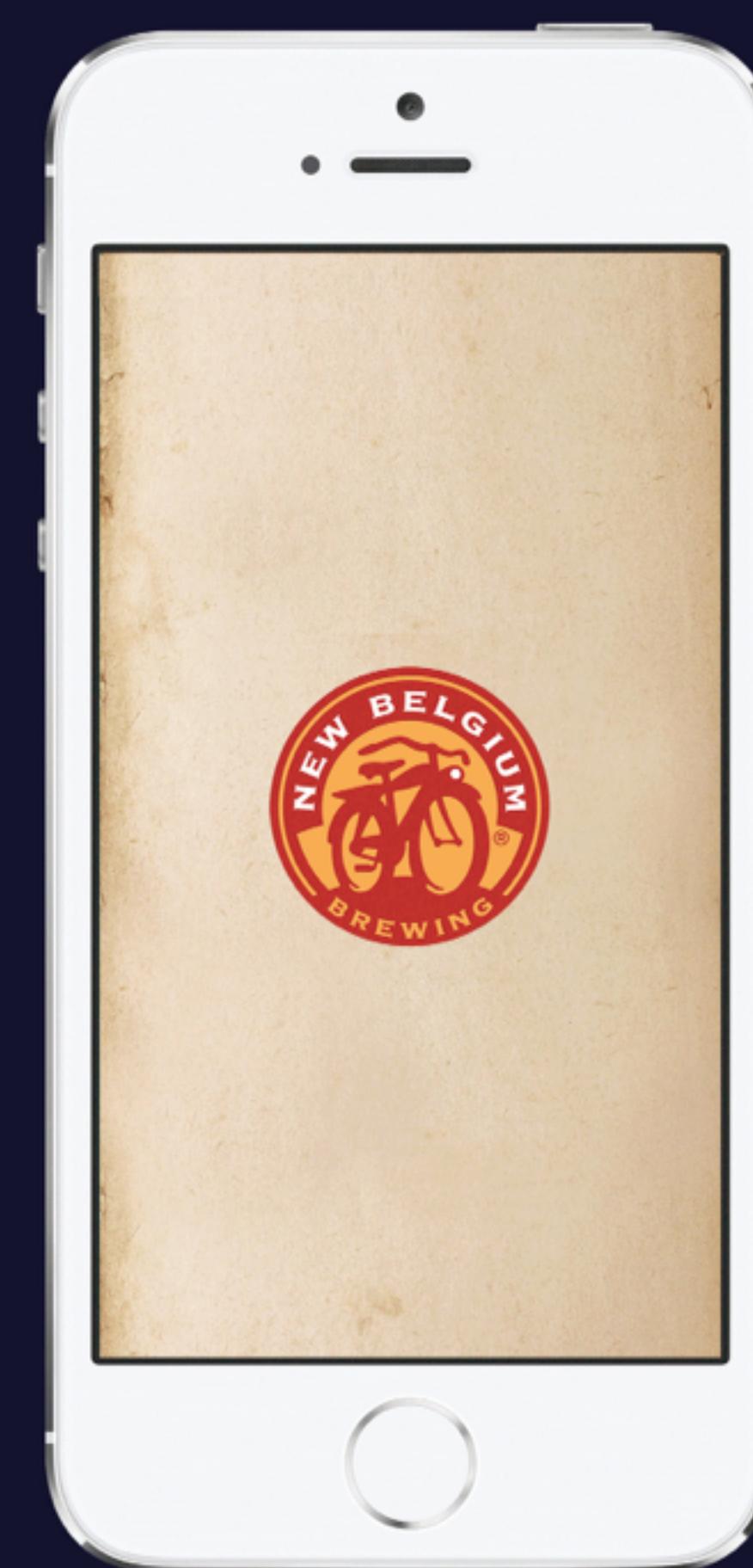
FEED ARTIFACTS

WHIMSY:

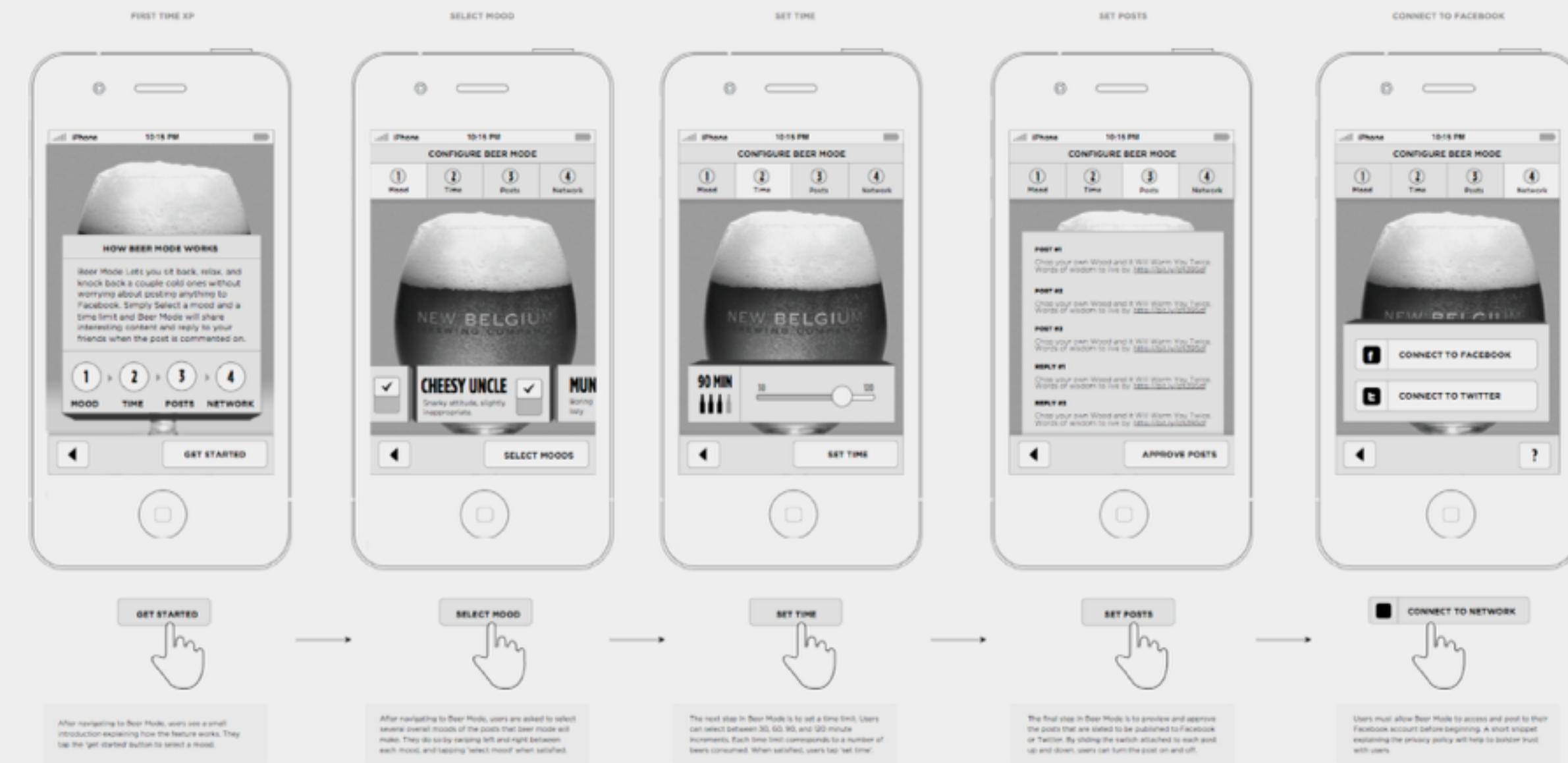
AUTOMATION

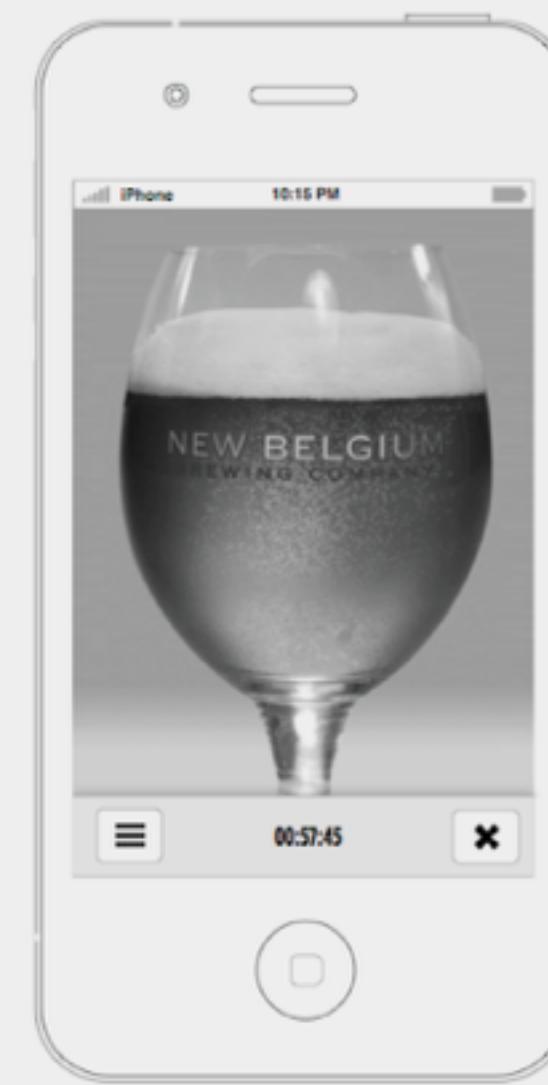
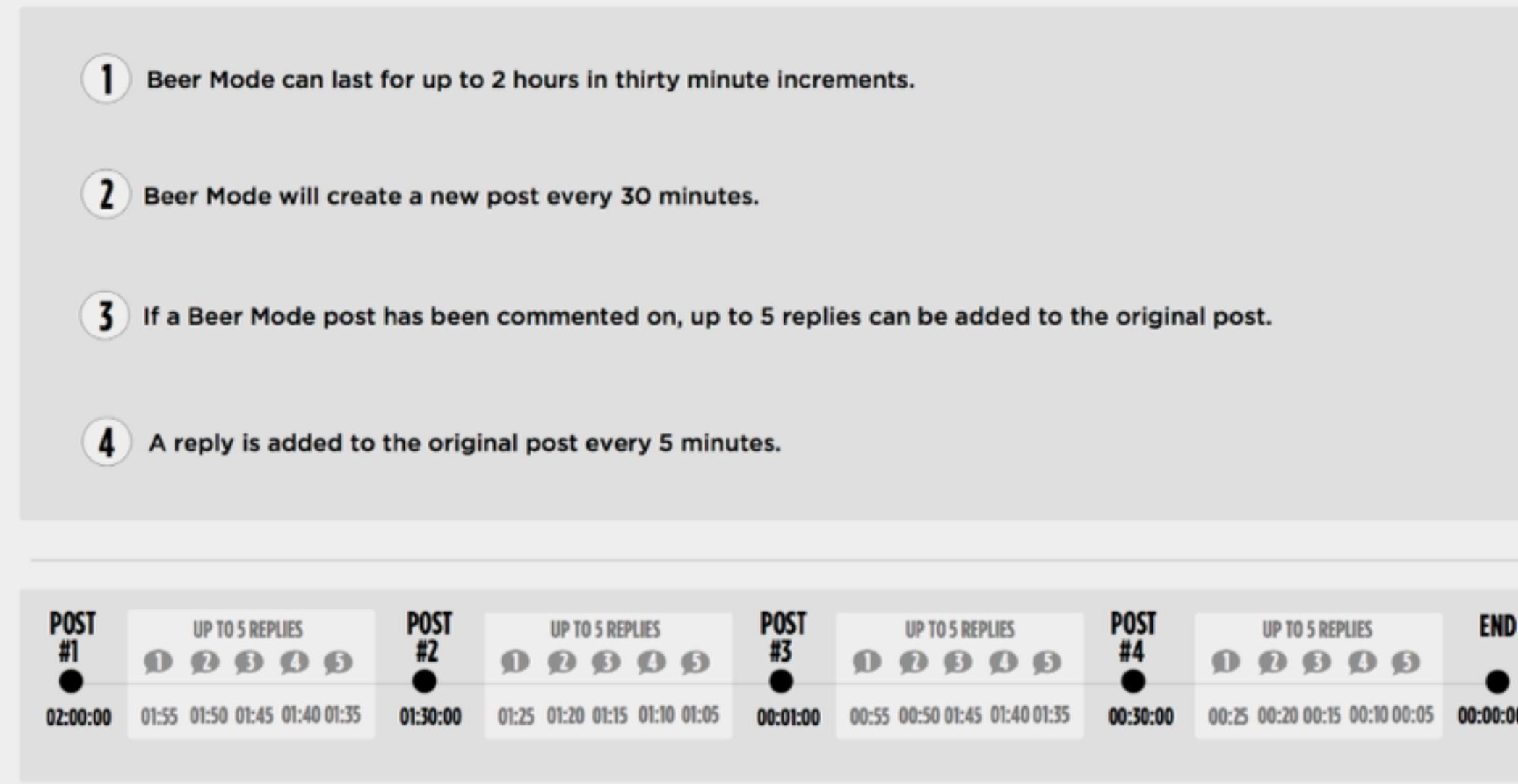


New Belgium Beer Mode

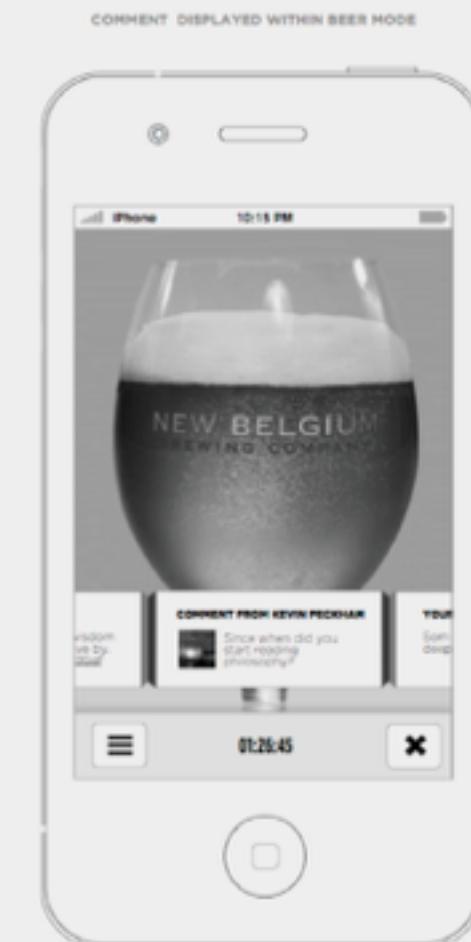


WIREFRAMES





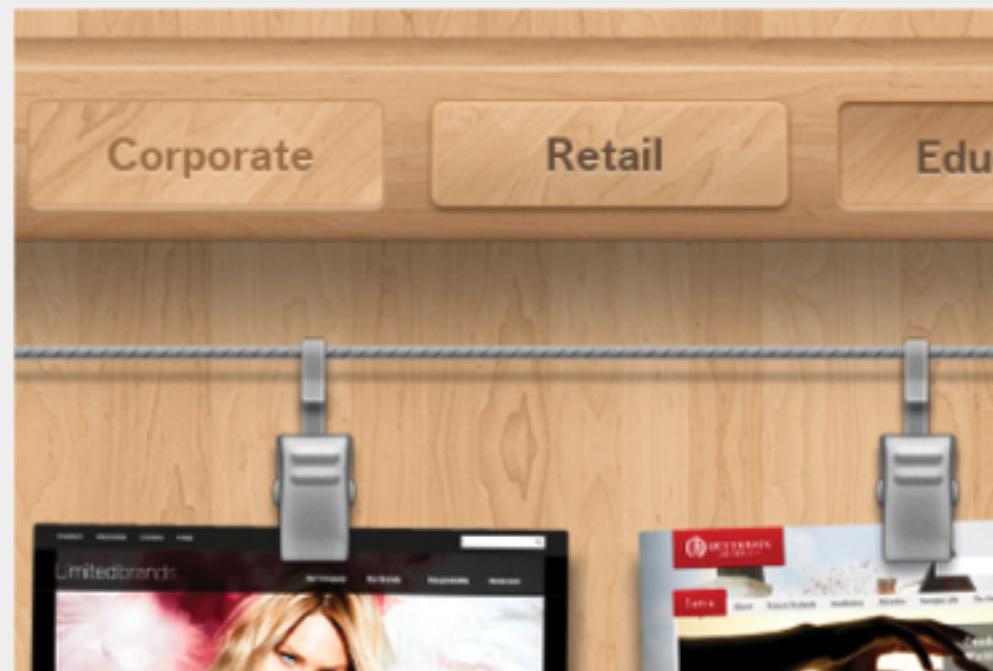
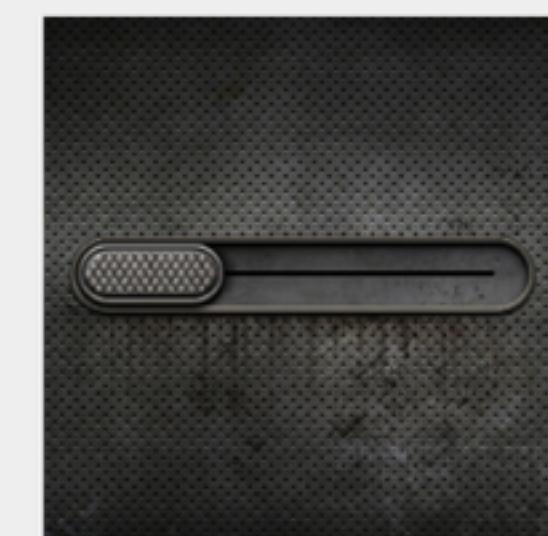
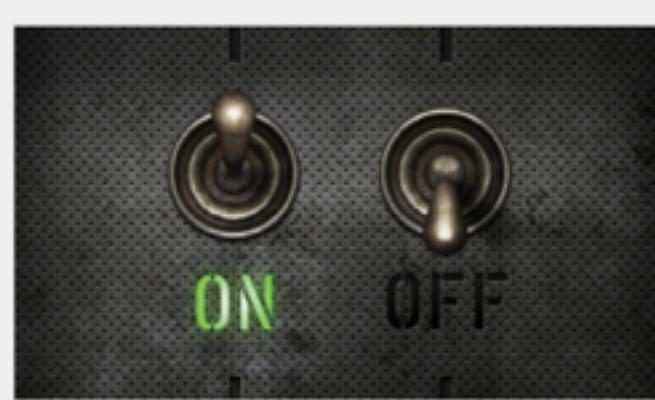
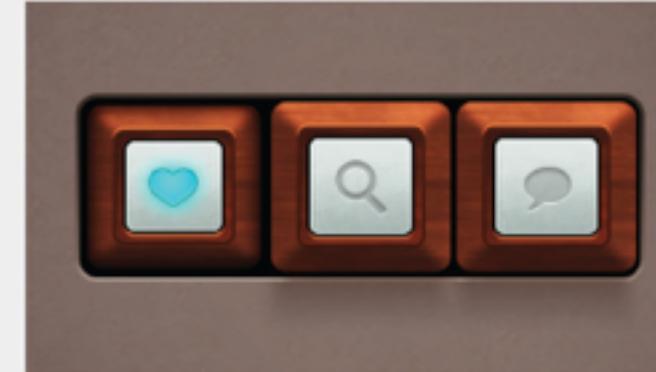
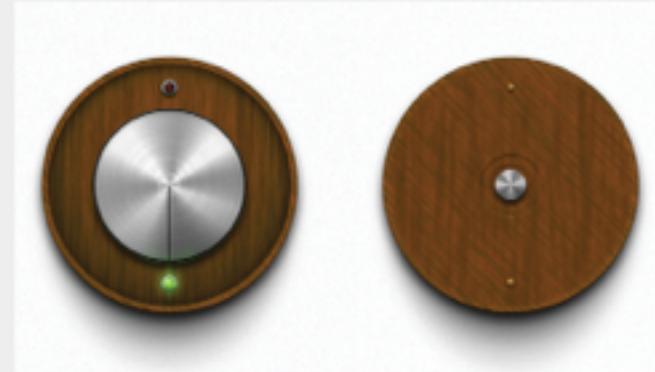
POST + COMMENTS + REPLY WITHIN FACEBOOK



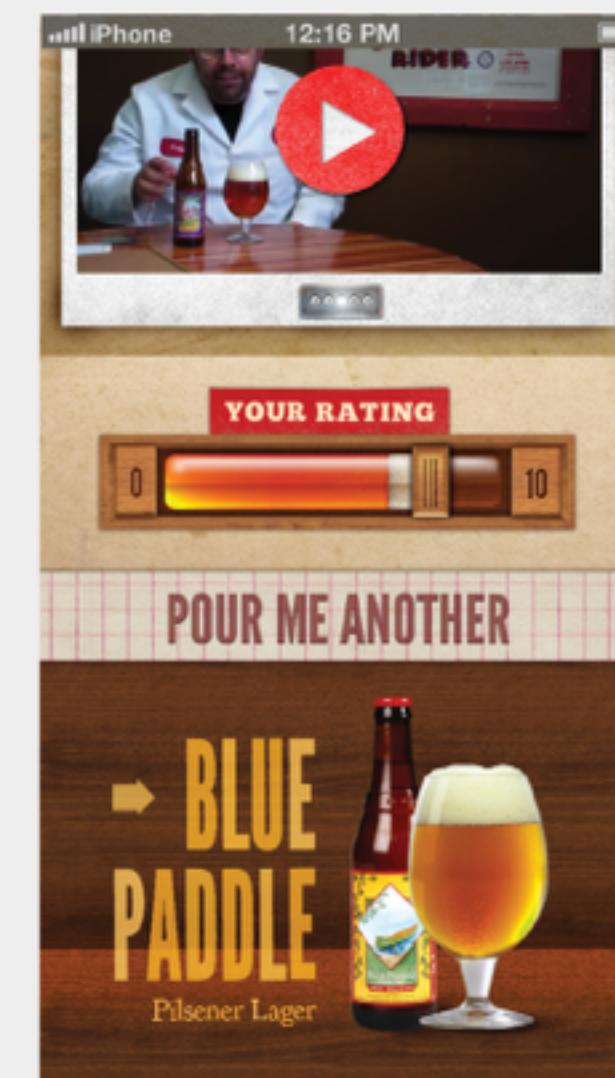
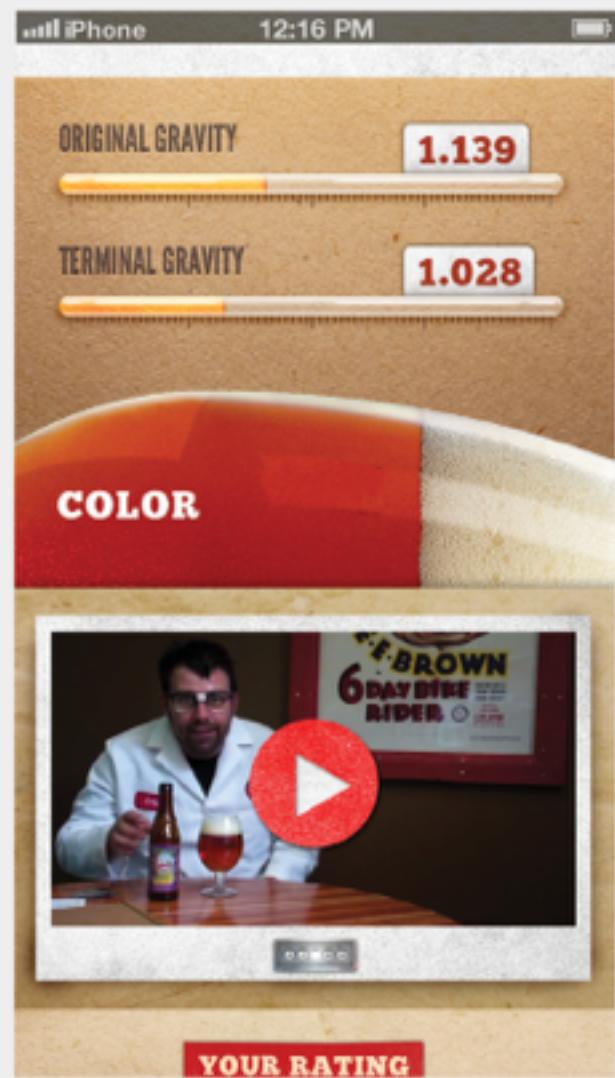
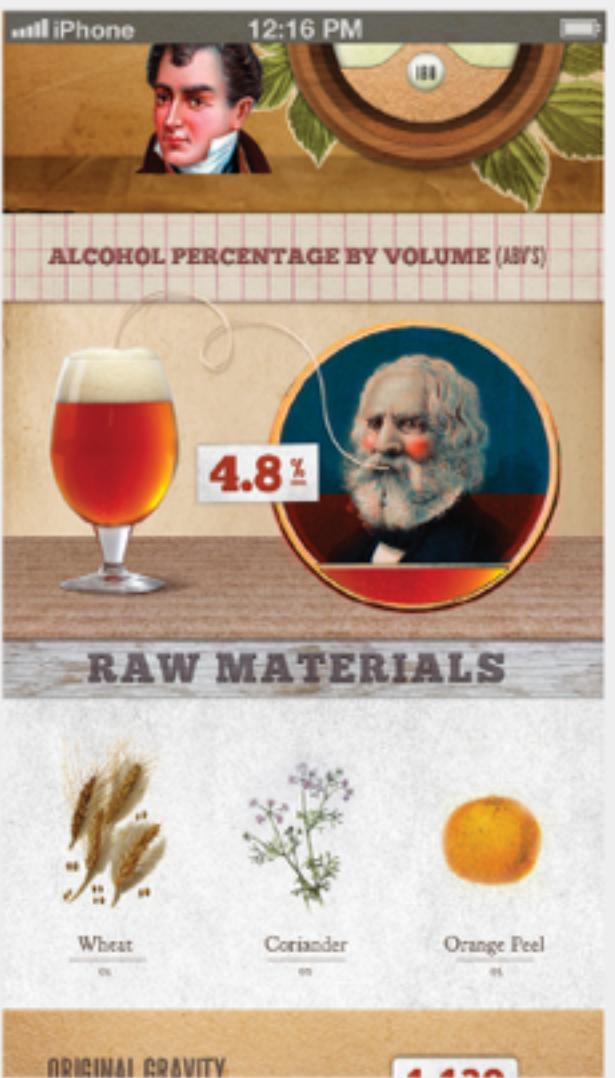
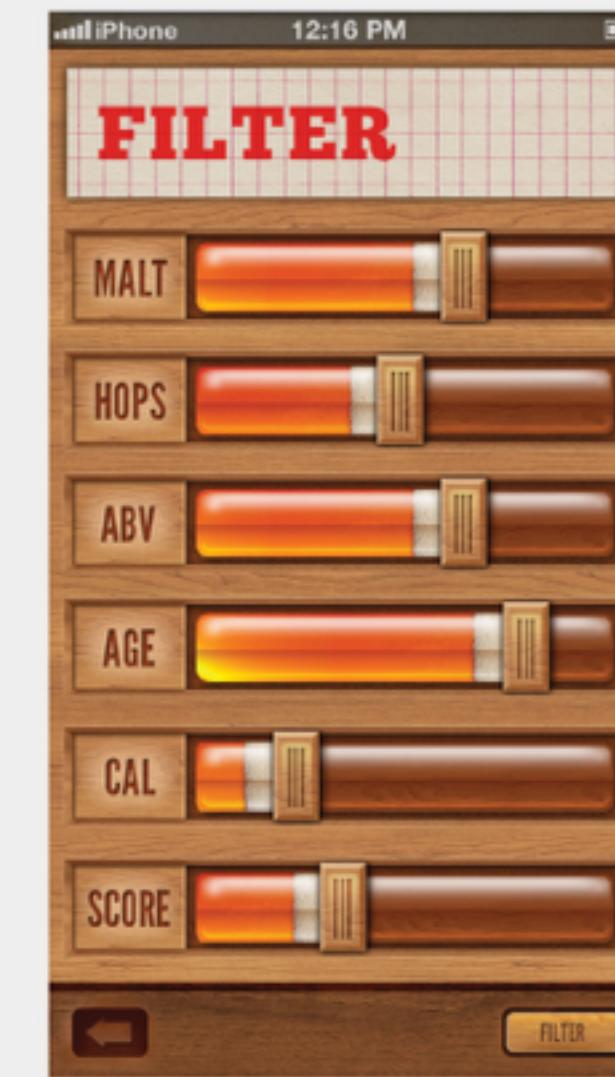
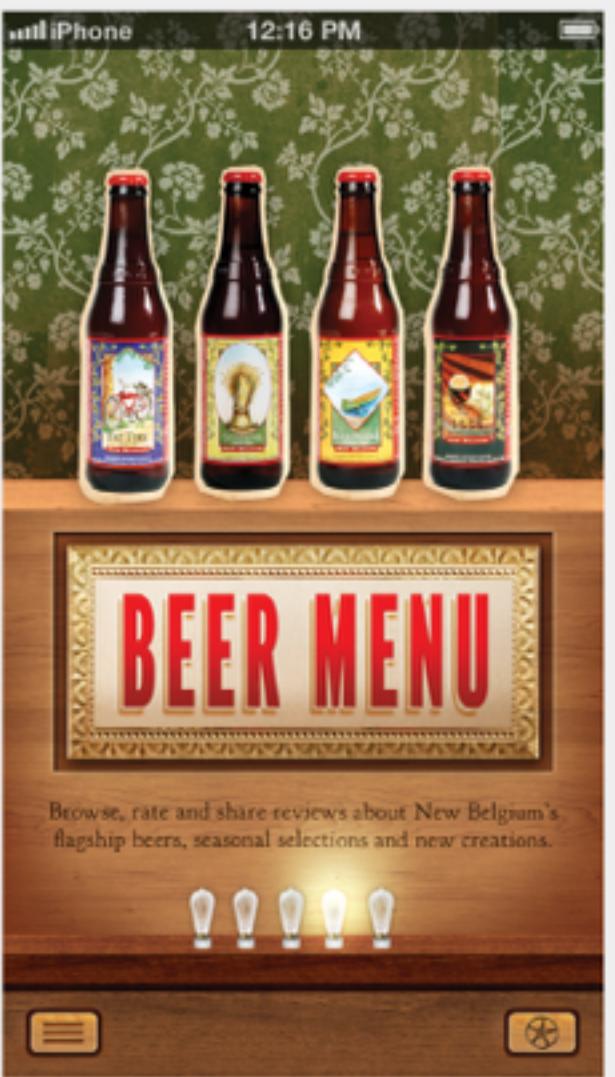
SYSTEM SPECS



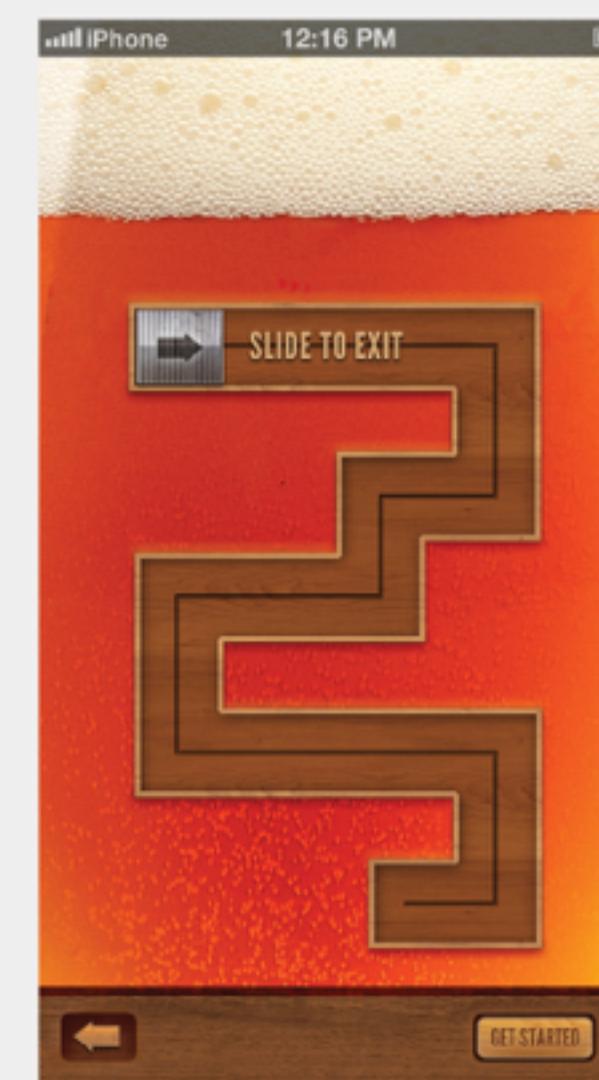
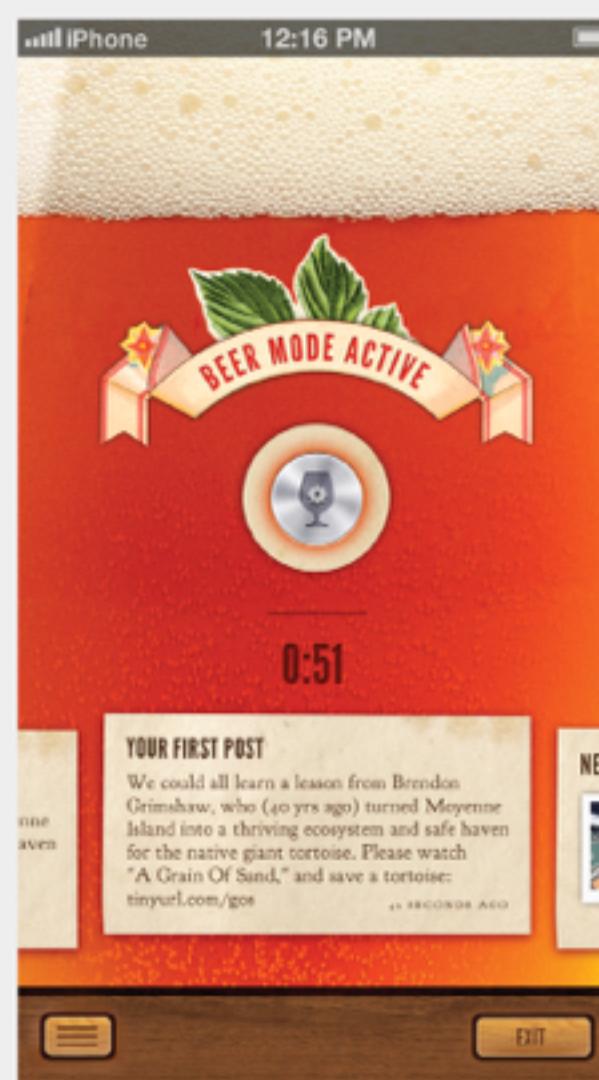
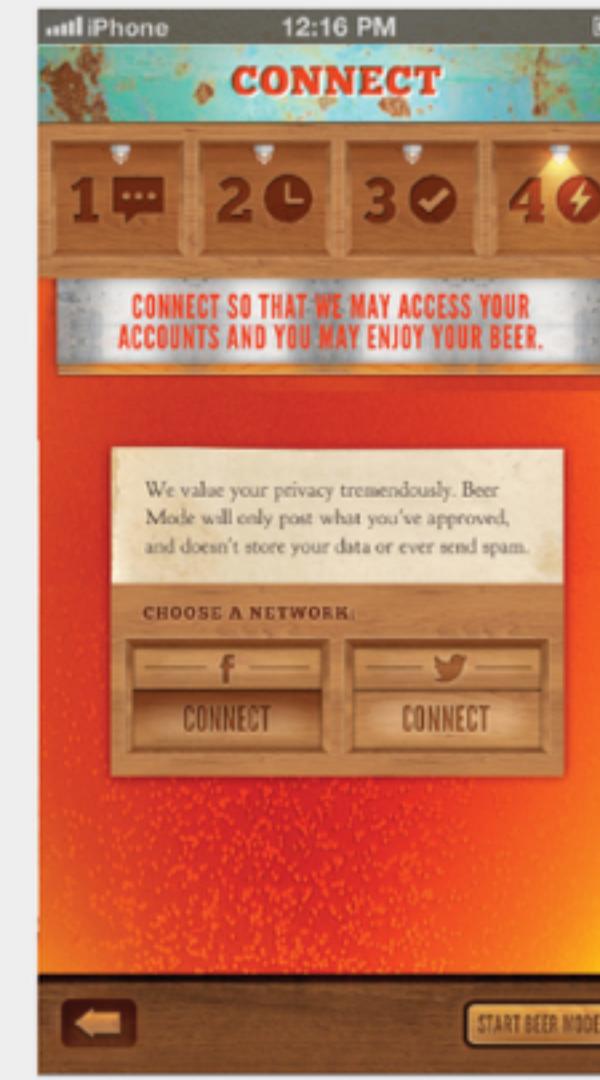
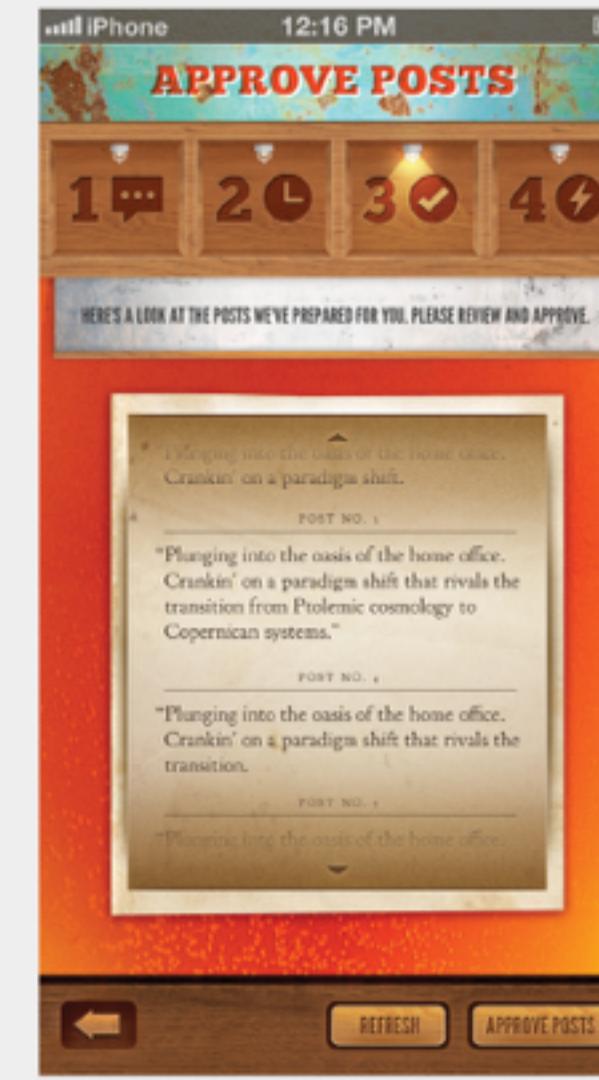
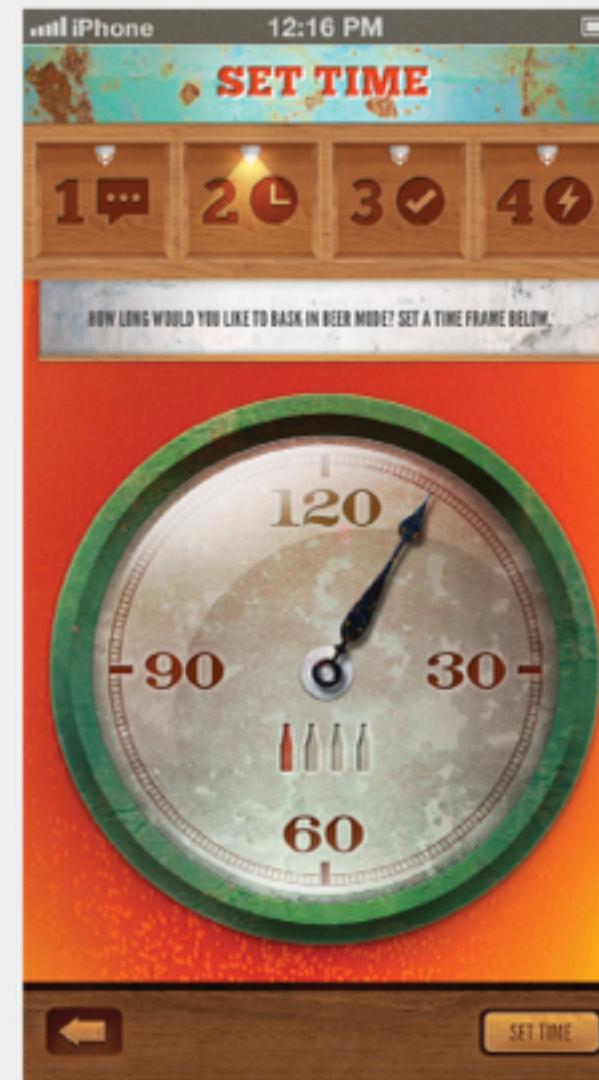
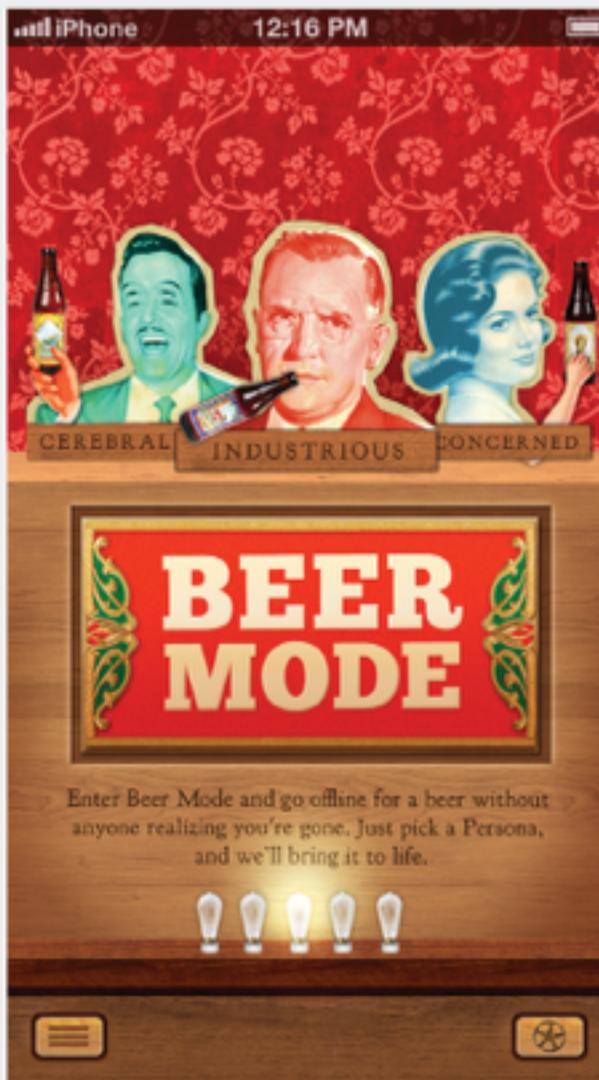
WIREFRAME



MOOD BOARD



UI SKETCHES

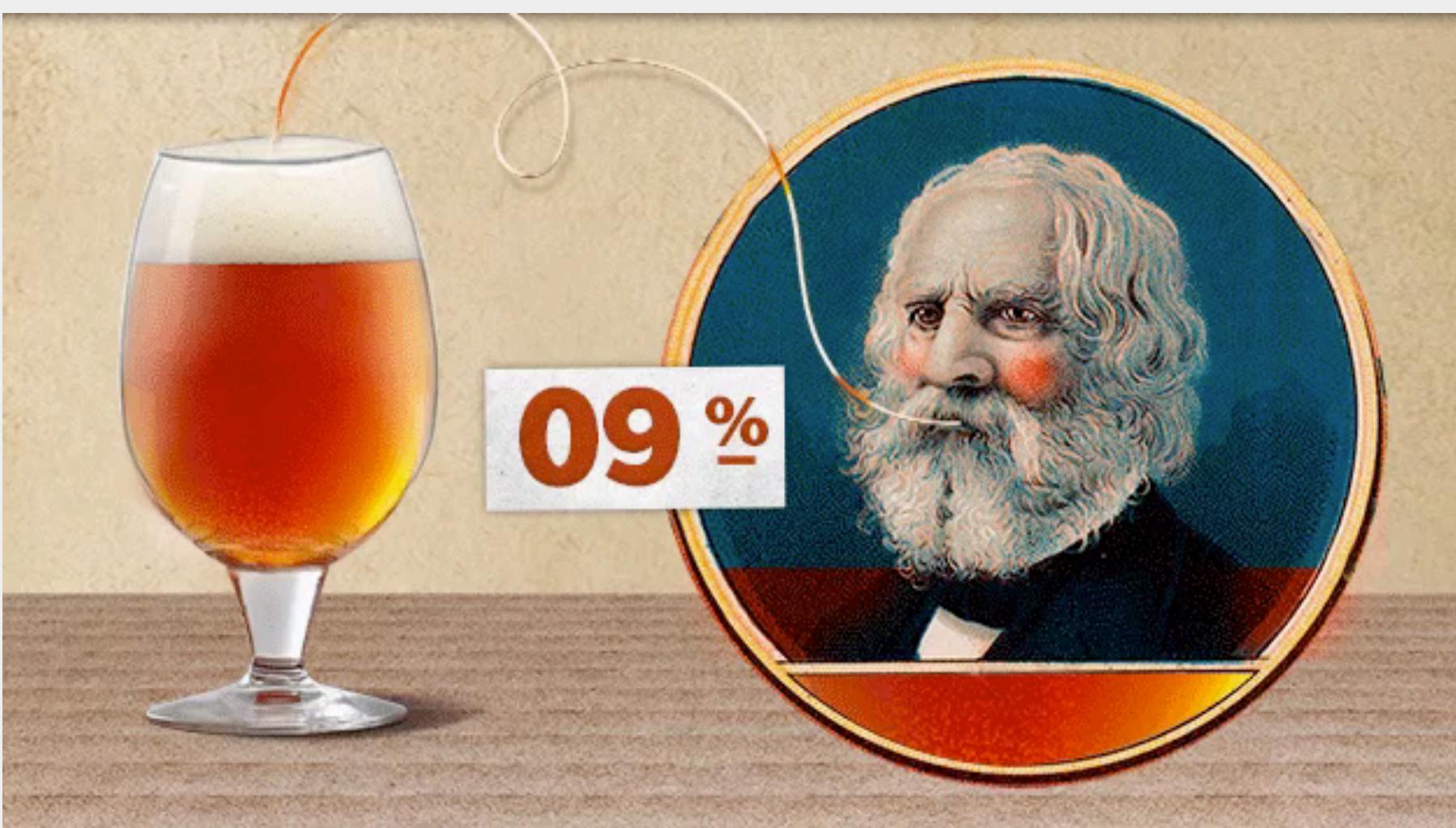


UI SKETCHES

IBU GIF



ABV GIF



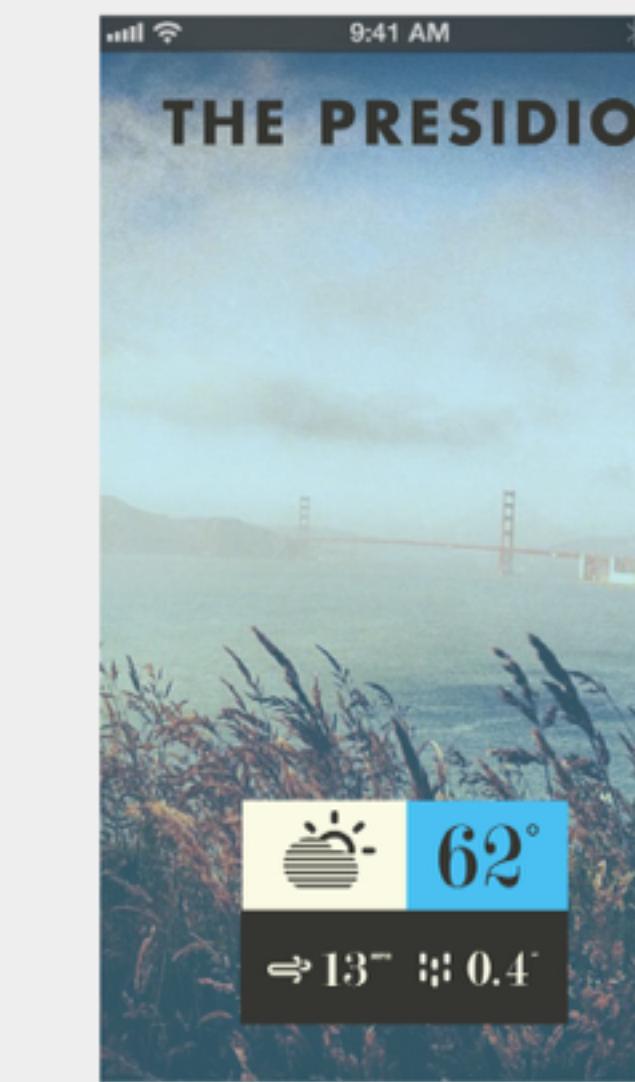
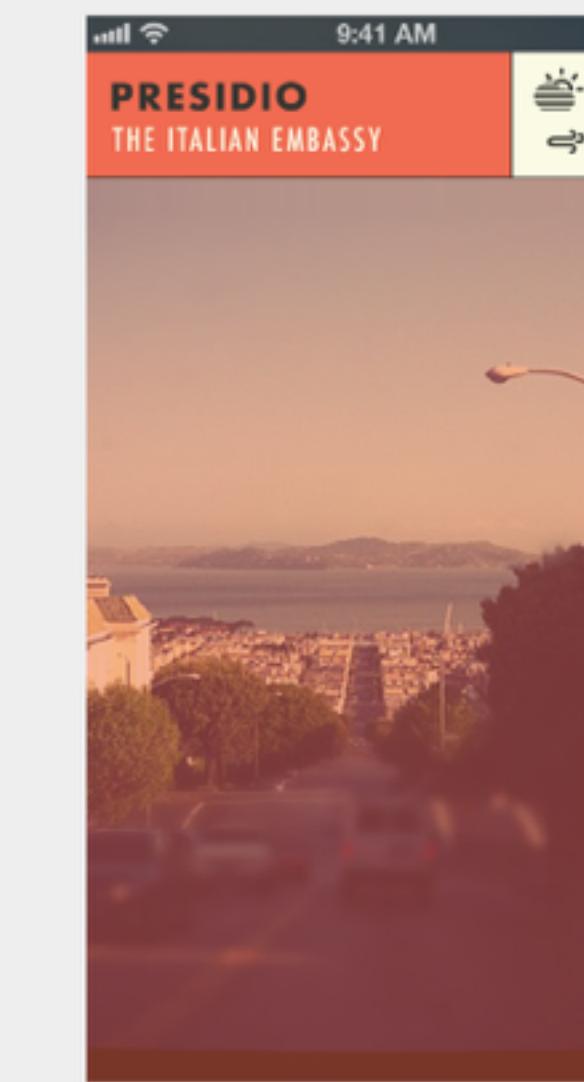
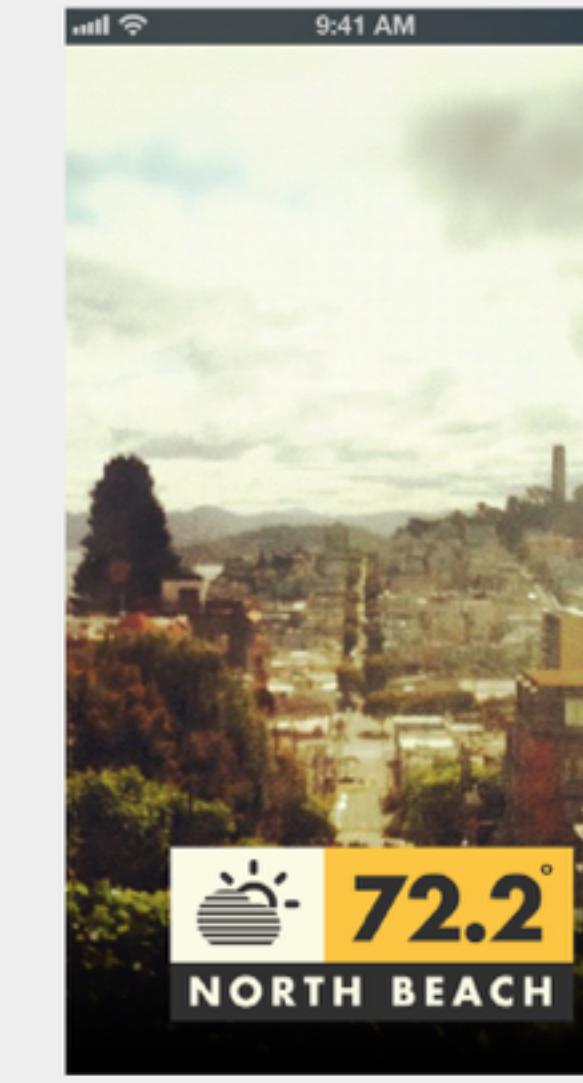
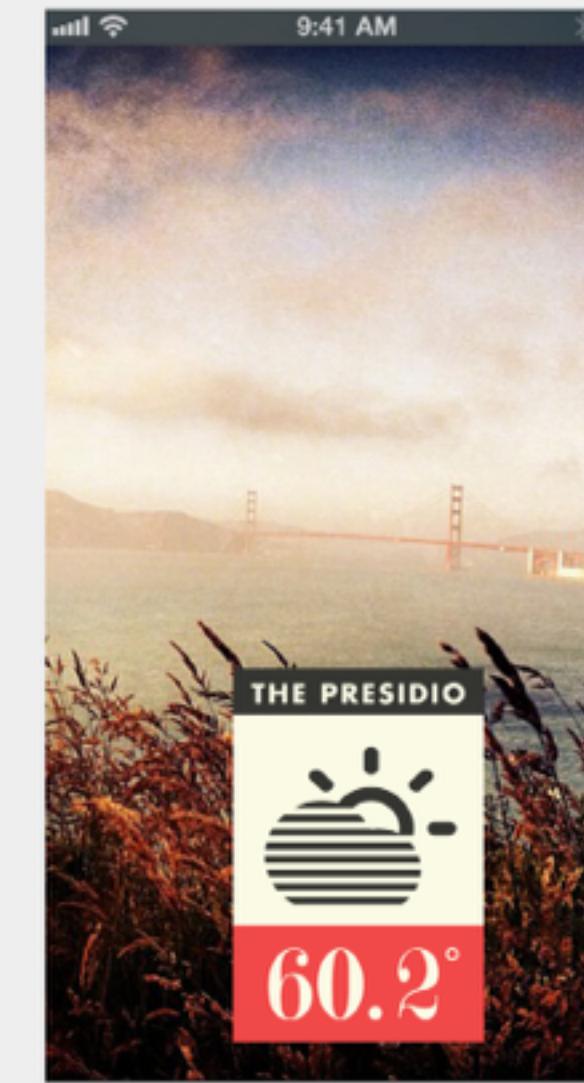
UTILITY:

EXPLORATION

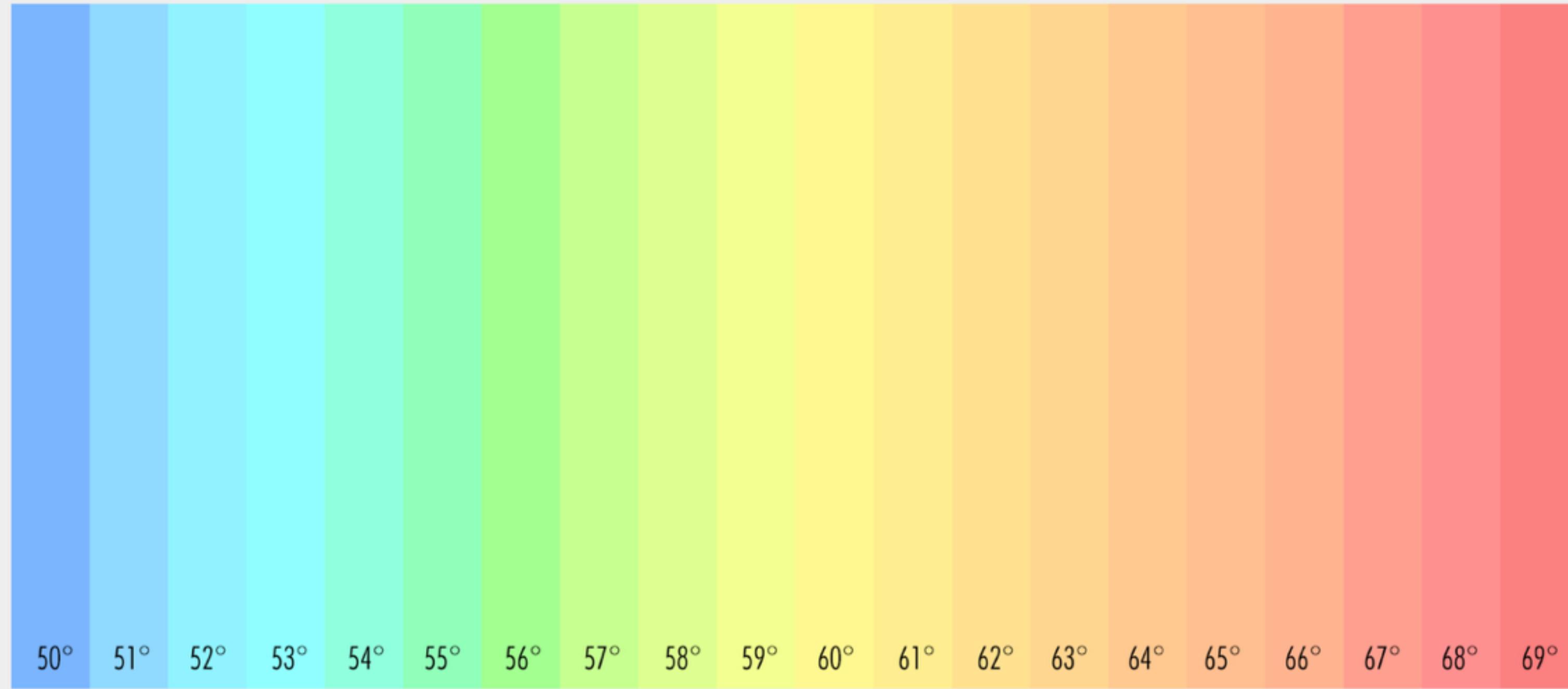


Nimbus Social Weather App





UI SKETCHES



SPECTRUM DESIGN



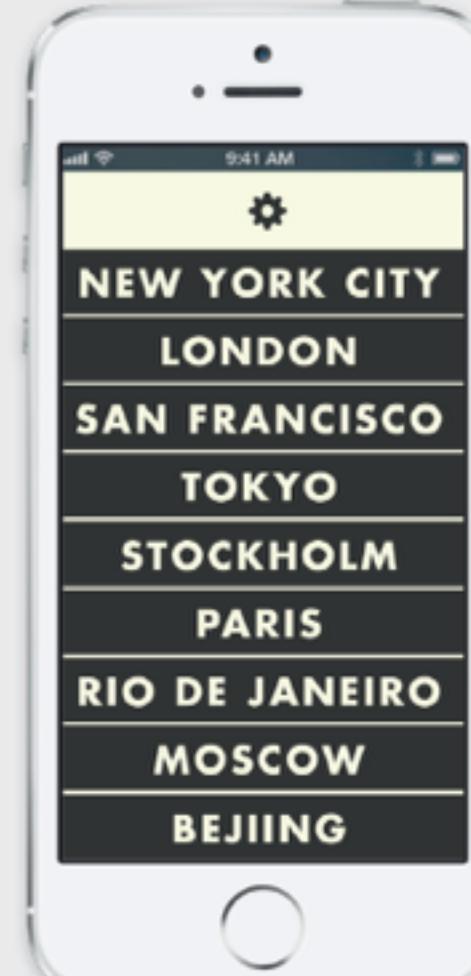
User waits
while
application
loads



User Scrolls
Screen
Vertically



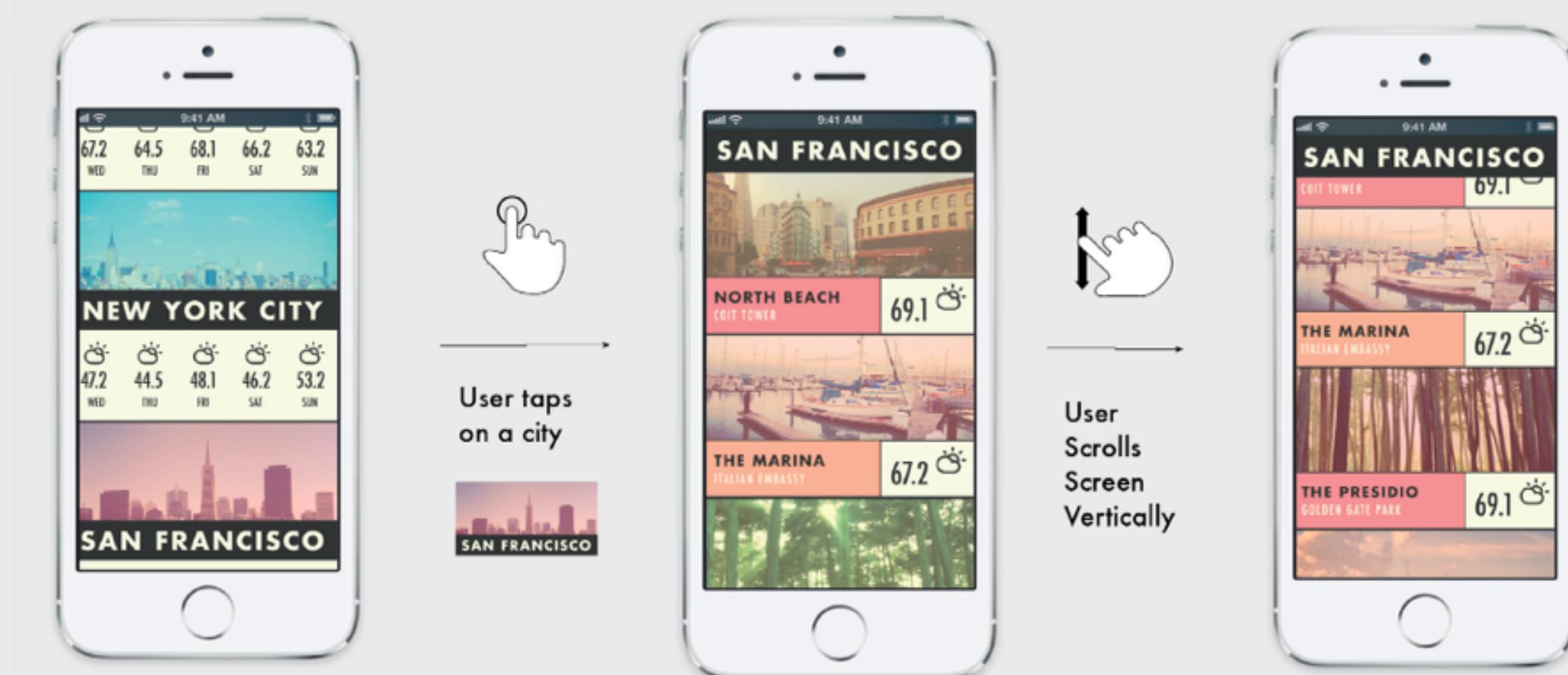
User
pinches
screen



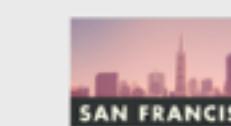
User
spreads
screen



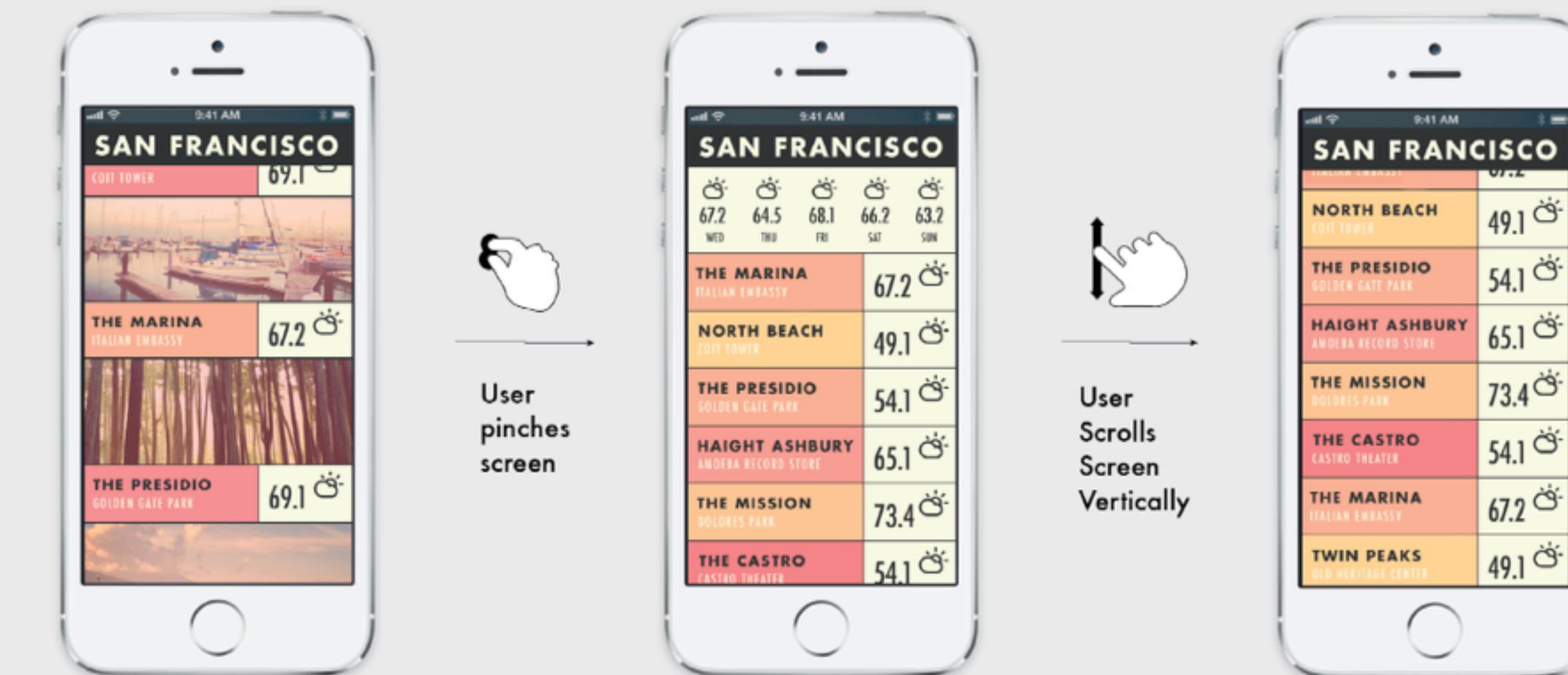
GLOBAL VIEW



User taps
on a city



User
Scrolls
Screen
Vertically

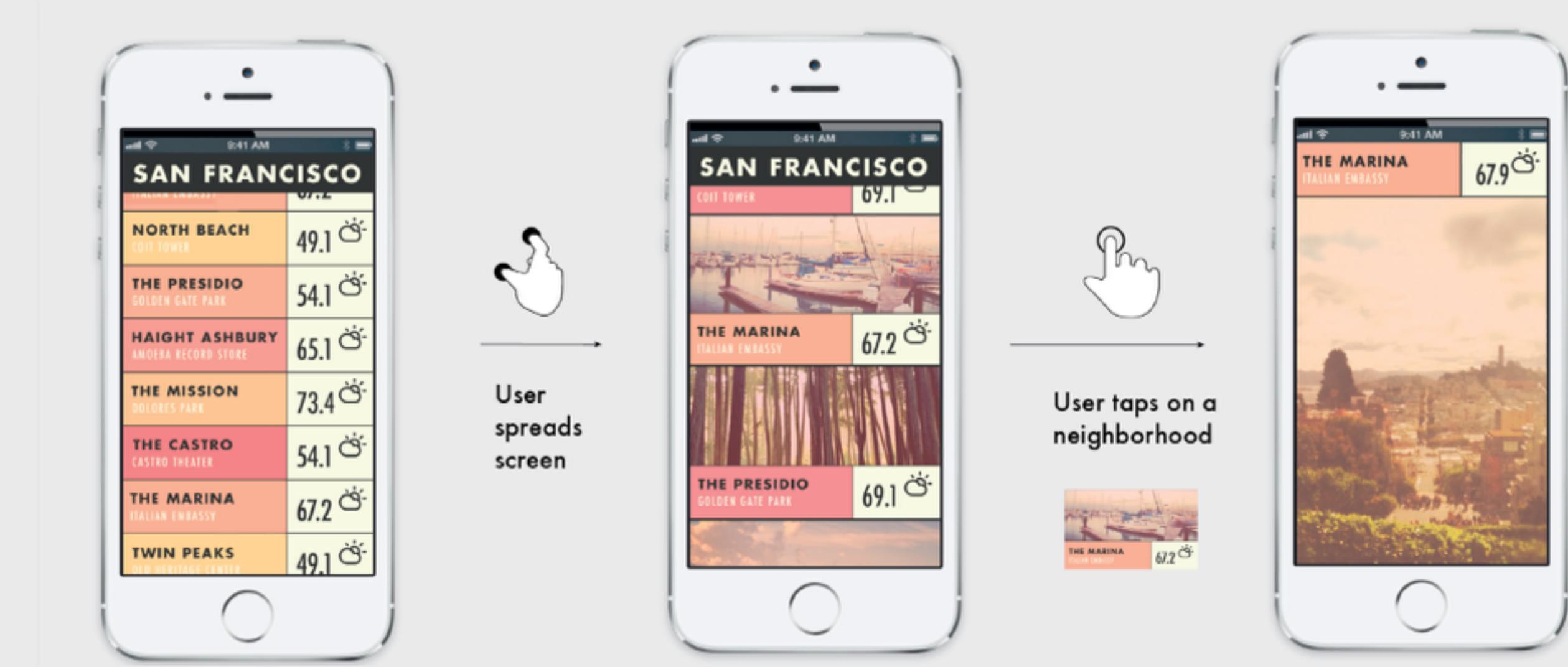


User
pinches
screen



User
Scrolls
Screen
Vertically

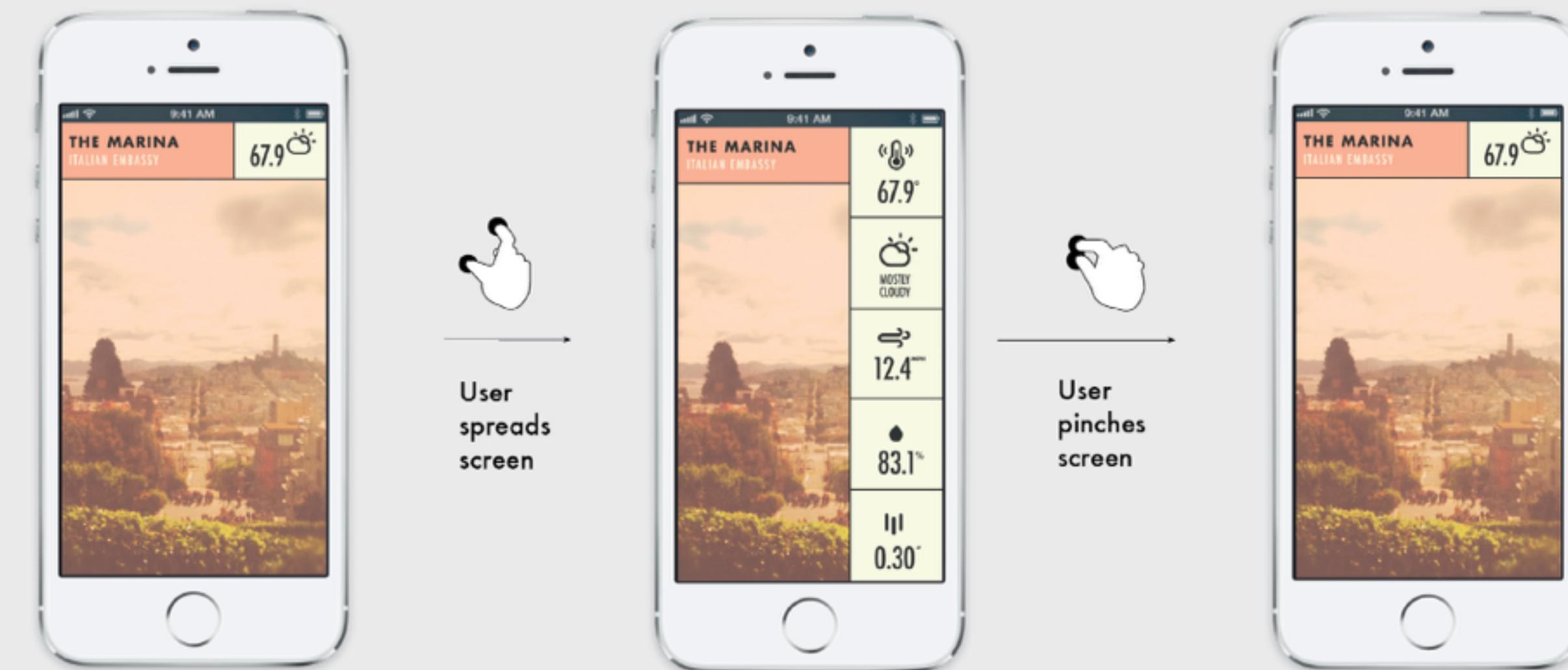
CITY VIEW



User spreads screen



User taps on a neighborhood

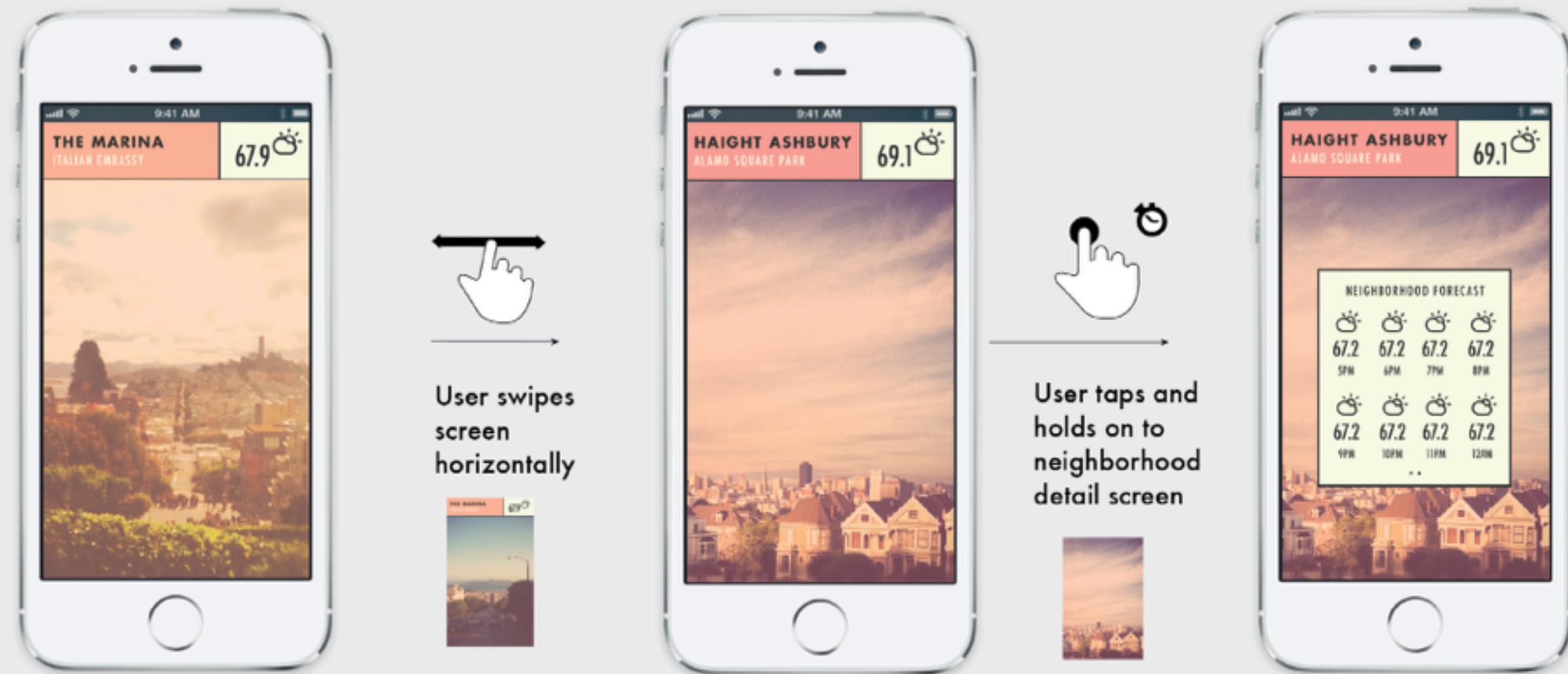
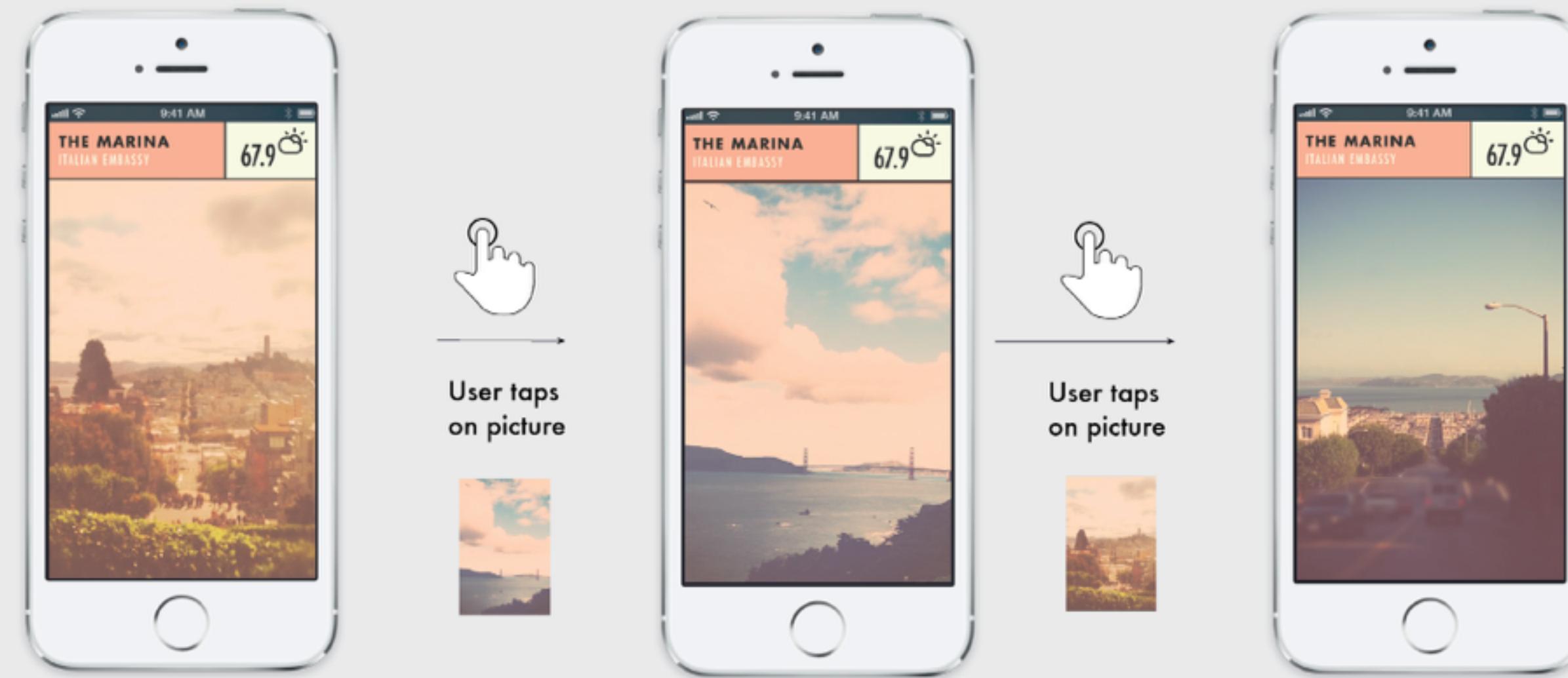


User spreads screen



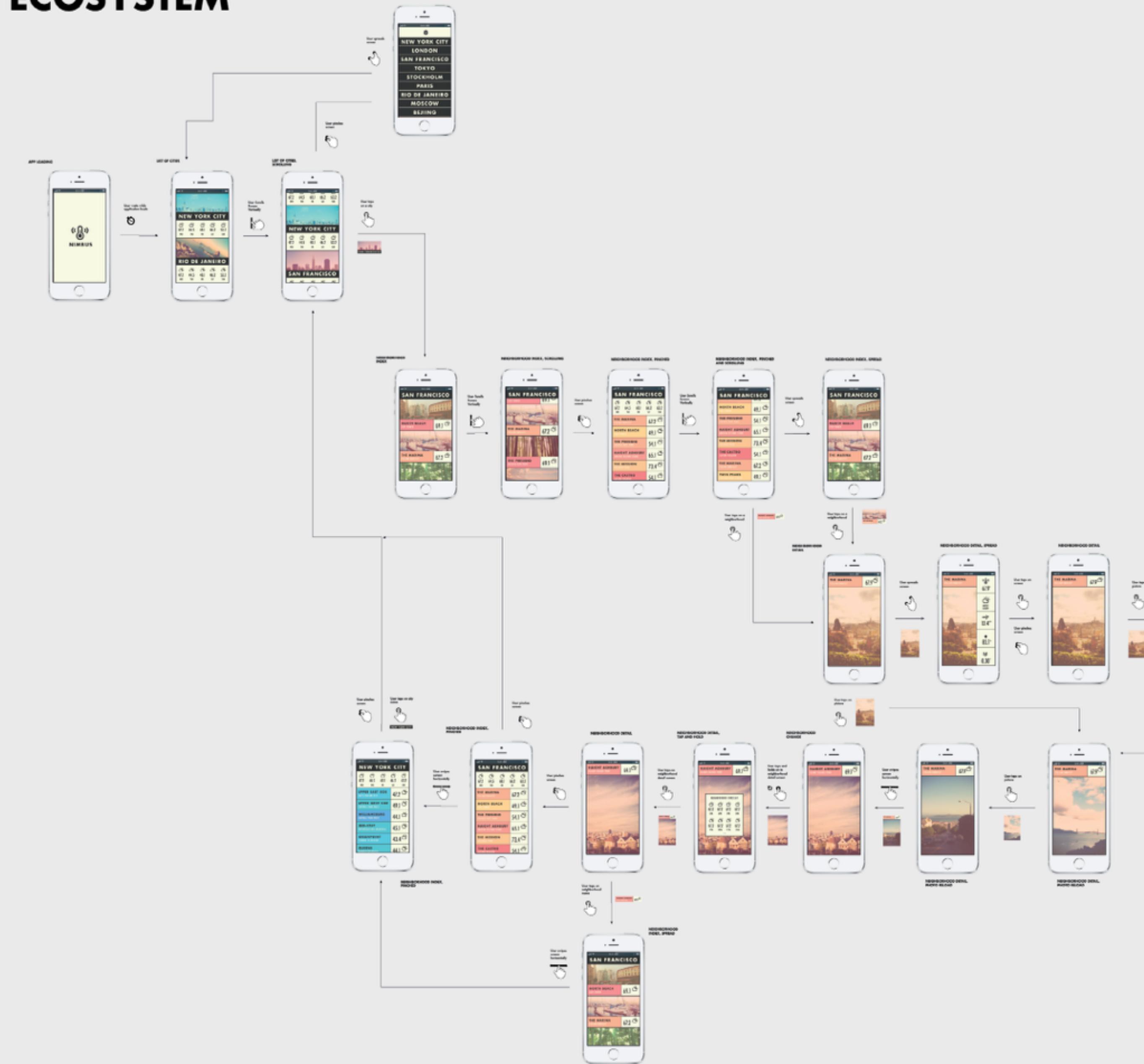
User pinches screen

NEIGHBORHOOD VIEW



NEIGHBORHOOD VIEW

ECOSYSTEM



WHIMSY:

SIMULATION



Jimmy John's Sandwich Cannon

