



# Recent projects: UCD Portfolio sample, Oct 2022

Hello, I'm an experience architect who thinks like a generalist and delivers like a specialist. For the past 8½ years I've been using art, psychology and technology to make more moments matter.

Product & Service • Design Direction • Transformation

Get in touch! [hello@tylensthilaire.com](mailto:hello@tylensthilaire.com) / +44 7742 339 205 / [tylensthilaire.com](http://tylensthilaire.com)

# Case reports

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IA, UX	

# Other projects

**New Style Job Seeker's Allowance service (2022)**  
Service design, UX, UI

**Shawbrook Bank transformation accelerator (2022)**  
CX strategy, Service design, UX, UI, Research

**Schroders Personal Wealth SaaS tools and website (2021)**  
Service design, UX, UI, Research

**Taylor Wimpey flagship website (2019-20)**  
Design direction, UX, UI

**NHS Business Services Authority (2019)**  
Campaign creative, UI

**Bupa Global lead gen website (2019)**  
UX, UI

**Intu Shopping Centres websites and online shop (2018-19)**  
Art direction, Research, UX, UI, IA

**Intu Shopping Centres native loyalty apps (2018-19)**  
New product development, Research, UX, UI, IA

**Intu Shopping Centres Campaigns and BAU (2017-19)**  
Campaign creative, UX, UI

**Airbus Defence & Space microsite and graphics (2016)**  
Art direction, UX, UI, Graphic design

**INEOS digital and print artworks (2015-17)**  
UX, UI, Graphic design

**Braemar Shipping family of websites and graphics (2014)**  
UX, UI, Graphic design







# Going a *greener mile*

A consultation on the consumer experience at  
public chargepoints

on behalf of the  
**Office for Zero Emission Vehicles**

a story about  
CX strategy      Policy intent

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Transportation is the UK's largest producer of greenhouse gas. Cars and vans alone emit one in every five tonnes of CO<sub>2</sub>. The scales are drastic. In response, the Government's Office for Zero Emission Vehicles (OZEV) is greasing the wheels of the UK's transition to electric vehicles (EVs) before petrol and diesel car sales are banned in 2030. Unfortunately, a successful revolution needs supporters and - like fears of early automobiles making women hysterical - negative attitudes are slowing uptake. **To win over the public, we must make EV charging forgettable.**

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**SUMMARY & RESULTS**

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In 8 weeks, I, among a medley of experts on social research, user-centred design, strategy and technology, investigated the value of a public charging experience powered by open data and applied a design process to determine how the UK Government should use its powers under the Automated and Electric Vehicles Act 2018

**33**  
Findings

**12**  
Opportunity  
Areas

**4**  
Solutions





# How should the government use its powers to improve the consumer experience at public chargepoints?

The crux of the problem is that locating and using EV chargepoints is hard. Information silos in commercial companies is creating barriers to innovation, artificially inflating costs, and diminishing the importance of a good consumer experience through a lack of choice.

To improve on this experience, government and the market must share a commitment to meeting consumer needs, perhaps even above some of their own. This is about the climate crisis after all.

The situation, however, is complex, spanning transport, energy and government. Many actors are several steps from the end user. It's hard to know what a thread pulled in one area will do in another... and there are many to pull.

In a novel approach to meeting policy intent, we looked at the ask as a design problem. Humans are storytellers, so we would need to explain the problem through memorable, relatable stories. Similarly, humans are resistant to change, so EV ownership must become as easy petrol or diesel internal combustion engine (ICE) alternatives. These two outcomes lend themselves to a user-centred design process.

In return, we would deliver:

- A robust sample of consumer and industry needs
- An assessment of 'prior art' that might meet those needs
- Descriptions of the solution space and recommendations on a potential solution to test

This complexity, and the lack of established behaviours in a nascent industry, has driven fragmentation in a rapidly evolving ecosystem.

# We applied user-centred practices to a policy problem...

Empathise.  
Synthesise.  
Solutionise.  
Iterate.

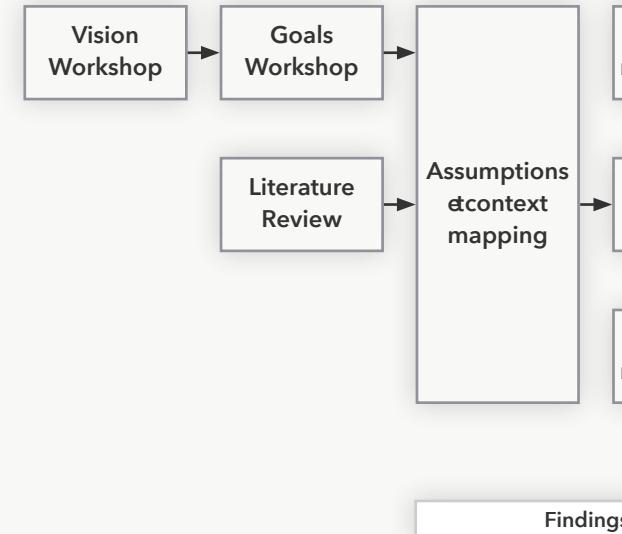
Before bidding for the work, we shored up our proposition by bringing in two social researchers from TRL - the Government's own former road research body. Typical 'user research' is not rigorous enough for this kind of problem, so our partnership gave us the requisite domain knowledge to hit the ground running on a brief timescale.

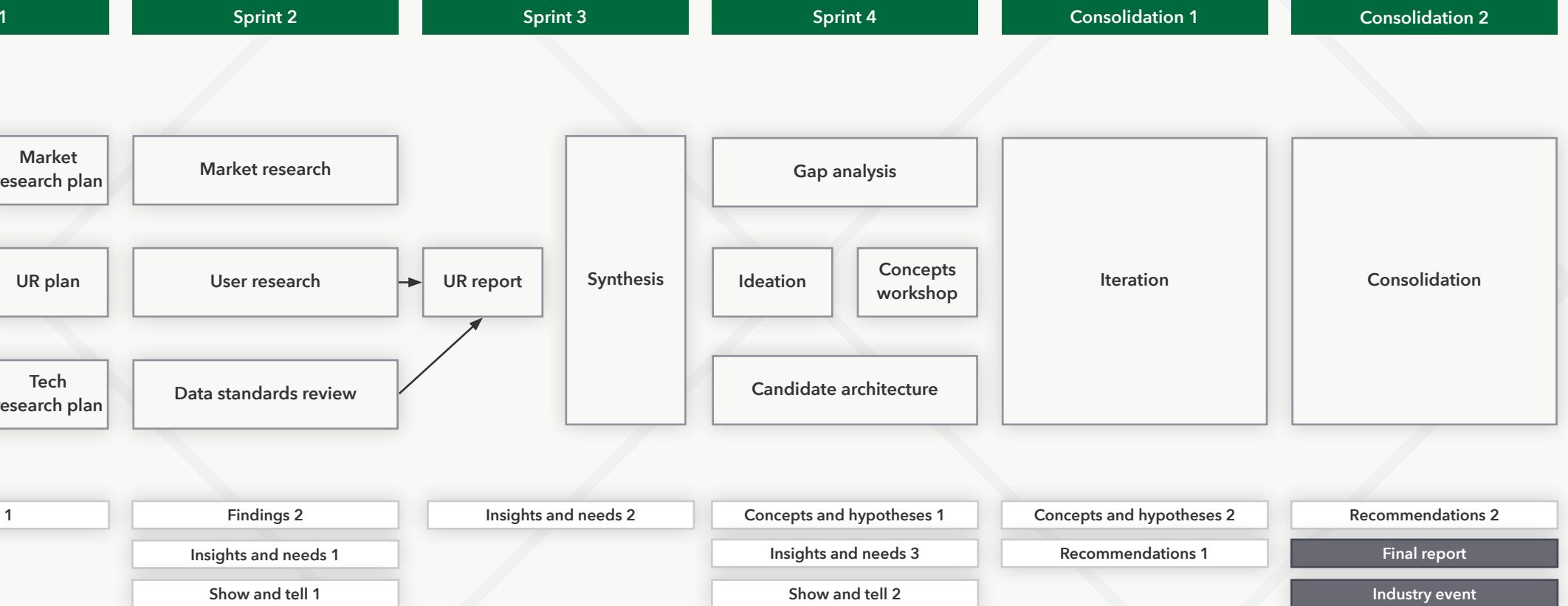
Our plan was to visualise the problem through a customer experience map and connect that back to the facilitating stakeholders to tell the whole story. At the same time, we'd examine the industry forces and the technologies running our existing charging charger network to inform our solutions. These visualisations demonstrate the complex relationships between the needs of the population and the needs of the actors who meet those needs.

Knowing what we wanted to deliver, we were able create 'living documents' that would transparently share progress and reduce the time spent repackaging content for broadcast/presentation.

Initiation

Sprint





I ran 3 studies  
with over 50  
participants from  
8 audiences,  
then our team  
affinity sorted the  
findings to form  
33 new insights

To start off the project we ran a literature review of 12 existing pieces of research to extract existing findings and assess their reliability. From these I was able to create a research plan for what else we needed to discover.

Our first study was a qualitative interview of 27 members of the public from diverse backgrounds, including those with disabilities. I created the screening surveys, discussion guides and consent forms, then recruited participants with the help of an EV owners association. The researchers and I then conducted the interviews in researcher-observer pairs.

I planned to run a complementary survey to for some quantified-qualitative results, however this clashed with a survey OZEV was already running, so this was repurposed to reach participants we couldn't interview.

Likewise, we ran a similar study with industry representatives, contacting 26 organisations across 7 sectors, with tweaked discussion guides per segment.

Informally one member of the project team who owned an EV would keep a diary of usage over the project, and I tested out a few chargepoint operator apps and rented an EV to experience charging first-hand. At the same time, the tech lead reviewed 8 technical sources and 12 data protocols

Audience	Segment	Organisation	Who	Why	
Local Authority	Transport Authority	Transport for London	Authority for travel in Greater London	<ul style="list-style-type: none"> <li>• Overview of their touchpoints in the EV Charging experience</li> <li>• Understand what data they'd like, and how it would be used.</li> <li>• Understand partner relationships</li> <li>• Understand blockers to adoption (e.g. ability to use data)</li> <li>• Overview of future plans</li> </ul>	
	Passenger Transport Executive	Transport for Greater Manchester	Authority for travel in Greater Manchester		
	Metropolitan District	Newcastle Council	Authority for passenger transport, transport planning, highways and environmental health in Newcastle		
	Metropolitan District	Nottingham Council	Authority for passenger transport, transport planning, highways and environmental health in Nottingham		
	Unitary District	Coventry Council	Authority for passenger transport, transport planning, highways and environmental health in Coventry		
<b>Discussion Guide: RS02 SME Interviews</b>					
Data Provider	CPO	Shell	Open shell box	<p><b>Introduction</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Thanks</li> <li>• We're investigating</li> <li>• We have data</li> <li>• If there's anything you can't/don't want to talk about, let us know and we'll move on.</li> <li>• If no pre-consent, take through consent</li> </ul>	
	CPO	Tesla	Large black keyboard		
	CPO	Pod Point	2		
	CPO	Source London	5		
	CP OEM	ZapTec	C		
<b>Discussion Guide: RS01 User Interviews</b>					
Consumer Body	Advocate	RAC Foundation	Telephone handset	<p><b>Introduction</b></p> <ul style="list-style-type: none"> <li>• Introductions (responsibility not history, indicate comfort level for jargon)</li> <li>• Thanks for sparing the time... will last about x mins...</li> <li>• We're investigating the need for open EVCP data and how best to open it...</li> <li>• We have topics to shape the discussion... but this is a conversation not a Q&amp;A...</li> <li>• If there's anything you can't/don't want to talk about, let us know and we'll move on.</li> <li>• If no pre-consent, take through consent</li> </ul>	
	Advisory	Citizens Advice	Interviewee chair		
	Advisory	Which?	Interviewee chair		
<b>Topics / prompts</b>					
<p><i>Remember: Ask why, make them think. 'What/how' is the framing device, 'why' is the insight.</i></p> <ol style="list-style-type: none"> <li>1. Their current stake in the charge-point experience <ul style="list-style-type: none"> <li>• What type of EV they have?</li> <li>• Home charging, work charging, public charging?</li> </ul> </li> <li>2. Behaviour shifts <ul style="list-style-type: none"> <li>• What journeys do they use EV for? (Probe for step-by-step scenarios, thinking/feeling at each step)</li> <li>• What brands/touchpoints? (Probe for opinions on convenience, reliability, trustworthiness etc)</li> <li>• Effect on if/how they plan journeys?</li> </ul> </li> <li>3. Wants and needs <ul style="list-style-type: none"> <li>• Best and worst parts?</li> <li>• Thinking about stories told, is there anything that would make it easier? (Probe for scenarios)</li> </ul> </li> </ol>					
Infrastructure	Transport	British Parking Association	Telephone handset	<p><b>Outro</b></p> <ul style="list-style-type: none"> <li>• Constituency</li> <li>• Their constituency</li> </ul>	



Our research gave us a holistic picture of the EV experience as part of a whole journey. Pivotaly, this taught us that consumers don't consider charging an 'experience' in and of itself, rather, it is part of a whole 'journey' experience.

It wouldn't be possible to address all aspects in one discovery, fortunately an earlier consultation established four critical areas for improvement: making chargepoints easy to find, making it easy to pay, making pricing understandable and creating a reliable network. The latter three would be addressed in other projects, so we could focus on 'finding a chargepoint'.

Of our 33 insights, three themes stood out:

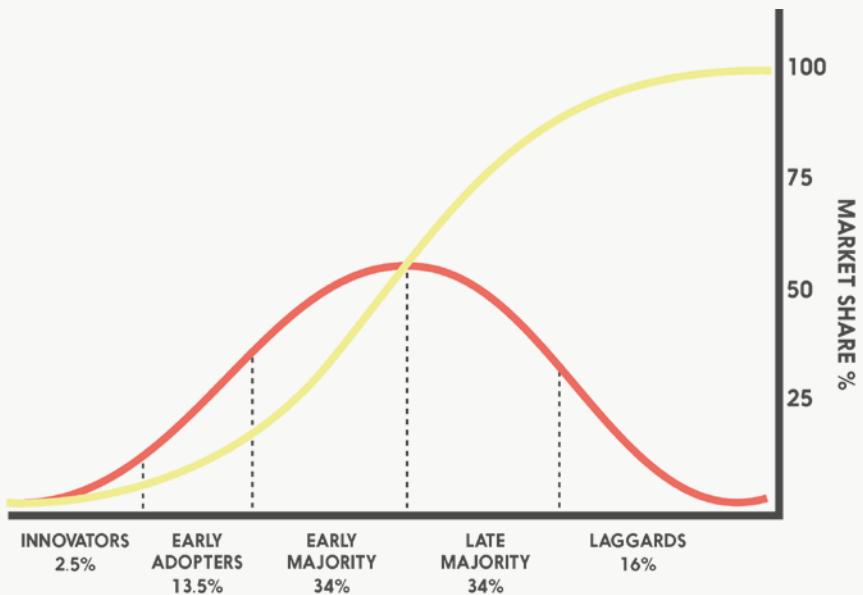
1. EV drivers still have range anxiety, but their needs can be met with availability data, or just more chargers
2. Open data can indirectly fix other problems, for example by informing city planning
3. Consumers with access needs or disabilities struggle to find chargers they can use

Referring back to our user and market needs, the team was able to extract five opportunity areas through an affinity clustering workshop. These opportunity areas defined the solution spaces for us to generate concepts in.

*I kept a rough copy of the experience map on Miro, where everyone could contribute and I could track changes. This living document visualises our findings in a more digestible and empathetic way than the findings table alone could.*

# Public EV Chargepoint Consumer Experience Map

Phase	01. PREPARE										02. TRAVEL										04. ON...				
Stages	AT HOME					PLANNING					TRAVEL					PARK					CHARGE				
JTBD	Charge	Destination and mode	Plan route	Leave		Drive to destination		Approach destination		Find somewhere to park		Find an open spot		Register with CPO		Plug In		Resolve issues		Wait		Leave & Pay			
Doing	<ul style="list-style-type: none"> <li>Resting</li> <li>Setting up smart charging</li> <li>Waiting for kerbside parking</li> <li>Preparing to move car</li> </ul>	<ul style="list-style-type: none"> <li>Choosing where to go</li> <li>Deciding what mode of transport to take</li> <li>Mentally planning route</li> <li>Checking for potential charging locations</li> <li>Signing up for GPO app</li> </ul>	<ul style="list-style-type: none"> <li>Checking mapping apps</li> <li>Checking battery</li> <li>Looking for keys</li> <li>Dealing with passengers and children</li> </ul>	<ul style="list-style-type: none"> <li>Collecting belongings</li> <li>Checking battery</li> <li>Following directions</li> <li>Dealing with passengers and children</li> </ul>	<ul style="list-style-type: none"> <li>Focussing on the road</li> <li>Checking street signs</li> <li>Following directions</li> <li>Looking for the right type and speed of charger</li> </ul>	<ul style="list-style-type: none"> <li>Checking chargepoint maps</li> <li>Comparing prices for parking and charging</li> <li>Looking for an empty spot</li> </ul>	<ul style="list-style-type: none"> <li>Locating the EV parking spaces</li> <li>Looking for help/guides</li> <li>Calling the chargepoint operator</li> <li>Moving the car</li> </ul>	<ul style="list-style-type: none"> <li>Downloading the app</li> <li>Registering with CPO</li> <li>Plug in</li> <li>Activate charging</li> </ul>	<ul style="list-style-type: none"> <li>Troubleshooting the chargepoint</li> <li>Checking the time in case the car needs to be moved</li> <li>Return to car</li> <li>Unplug</li> <li>Pay with contactless or in app</li> <li>Drive away</li> </ul>	<ul style="list-style-type: none"> <li>Repeat return</li> </ul>															
Thinking	<ul style="list-style-type: none"> <li>I'll start the car charging when the electricity is cheapest</li> <li>I need to keep an eye on that chargepoint to grab it when that person moves</li> <li>Is the car fully charged?</li> <li>Can I make it without charging?</li> </ul>	<ul style="list-style-type: none"> <li>Is there somewhere I can go with chargepoints?</li> <li>Should I take the EV or the normal car?</li> <li>Is there a road sign for charges?</li> <li>I hope I can pay with my card and don't have to sign up for a new chargepoint system</li> </ul>	<ul style="list-style-type: none"> <li>Will I need to charge while I'm out?</li> <li>What's the best way to get there?</li> <li>Should I book a charging slot?</li> <li>I hope I can pay with my card and don't have to sign up for a new chargepoint system</li> </ul>	<ul style="list-style-type: none"> <li>Do I have my RFID card(s)?</li> <li>Better make sure my phone is charged</li> <li>Have I forgotten anything?</li> <li>Am I late?</li> </ul>	<ul style="list-style-type: none"> <li>How much battery do I have?</li> <li>I can't drive and check for chargepoints at the same time.</li> <li>Is there a road sign for charges?</li> <li>This traffic better not use up all my charge.</li> </ul>	<ul style="list-style-type: none"> <li>I've been in the car a while. I need to eat / use the bathroom / take a break.</li> <li>Where's the best place to park right now?</li> <li>The kids are getting antsy, better stop for a while.</li> <li>Is there enough free parking spaces?</li> </ul>	<ul style="list-style-type: none"> <li>These streets are a hassle.</li> <li>Are there any chargepoints there?</li> <li>Are these the right chargepoint type?</li> <li>Is this a safe place to leave my car?</li> </ul>	<ul style="list-style-type: none"> <li>I need a fast charger to get me charged in time</li> <li>I'm going to be here all day, can I park that long?</li> <li>Which is the cheapest parking/electricity?</li> <li>How do I pay for that?</li> </ul>	<ul style="list-style-type: none"> <li>I wonder if I can ask this person if I can unplug this car to charge mine instead?</li> <li>I bet they're already on 80%. They're wasting everyone's time by hogging that spot.</li> <li>I can't find the chargepoints. They're always in such strange places.</li> <li>Okay, I've found a space, great.</li> </ul>	<ul style="list-style-type: none"> <li>It's annoying that each operator has a different system.</li> <li>I don't have any signal, now what?</li> <li>Am I charging?</li> </ul>	<ul style="list-style-type: none"> <li>I haven't used this chargepoint brand before. I don't know how to work it.</li> <li>If this takes too long I'm going to move.</li> </ul>	<ul style="list-style-type: none"> <li>Something's wrong. I don't know what to do.</li> <li>Can I talk to the charge point owner?</li> <li>If this takes too long I'm going to move.</li> <li>This is boring. What can I do while I wait?</li> <li>How much battery do I need to get going? I wonder how long it takes to charge that.</li> </ul>	<ul style="list-style-type: none"> <li>How long have I been parked? I don't want to exceed the limit.</li> <li>I hope nobody has unplugged my car.</li> <li>Is this boring. What can I do while I wait?</li> <li>How much did that cost?</li> <li>I hope I have signal here.</li> </ul>												
Feeling	<ul style="list-style-type: none"> <li>Relaxed</li> </ul>	<ul style="list-style-type: none"> <li>Indecisive</li> </ul>	<ul style="list-style-type: none"> <li>Uncertainty</li> </ul>	<ul style="list-style-type: none"> <li>Distracted</li> </ul>	<ul style="list-style-type: none"> <li>Fatigued</li> </ul>	<ul style="list-style-type: none"> <li>Anticipatory</li> </ul>	<ul style="list-style-type: none"> <li>Impatient</li> </ul>	<ul style="list-style-type: none"> <li>Stressed</li> </ul>	<ul style="list-style-type: none"> <li>Relieved</li> </ul>	<ul style="list-style-type: none"> <li>Annoyed</li> </ul>	<ul style="list-style-type: none"> <li>Confused</li> </ul>	<ul style="list-style-type: none"> <li>Relaxed</li> </ul>													
Data need		<ul style="list-style-type: none"> <li>Location (Address)</li> <li>Booking information</li> <li>On-site services</li> <li>What's nearby</li> <li>Payment methods</li> </ul>					<ul style="list-style-type: none"> <li>Location (Address)</li> </ul>	<ul style="list-style-type: none"> <li>Charge type</li> <li>Charging speed</li> <li>Number of chargers</li> <li>Availability</li> <li>Payment methods</li> </ul>	<ul style="list-style-type: none"> <li>Disabled access</li> <li>Vehicle restrictions</li> <li>Payment methods</li> <li>Tariff</li> </ul>	<ul style="list-style-type: none"> <li>CPO Details</li> <li>Photograph</li> </ul>	<ul style="list-style-type: none"> <li>CPO Details</li> </ul>	<ul style="list-style-type: none"> <li>Chargepoint ID</li> <li>CPO Details</li> </ul>	<ul style="list-style-type: none"> <li>On-site services</li> <li>What's nearby</li> </ul>												
Line of interaction																									
Touchpoint	 Home charger	 Mobile app	 Web	 Mobile app	 Web		 Mobile app	 In-car system	 Mobile app	 In-car system	 Mobile app	 In-car system		 Mobile app	 In-car system	 Mobile app	 Website	 Mobile app	 Website	 Mobile app	 Website	 Mobile app	 Website		
Line of visibility																									
Facilitators	 Energy Supplier	 DNO	 National Grid	 Ofgem	 Car OEM	 Charger OEM	 Mapping Provider	 Car OEM	 CPO	 Mapping Provider	 Car OEM	 Chargepoint Data Aggregator	 CPO	 CPO			 CPO	 CPO	 Chargepoint	 Chargepoint	 Phonedesk	 Chargepoint			



# I noticed a glaring research omission and altered the plan to respond to delays

Unfortunately talking to industry representatives on schedule proved challenging given the speed of the project. Fortunately, the 'living document' method and a contingency week meant we could spread the research out and append or update our findings and insights as needed.

However not all problems were so easily resolved.

It dawned on me that almost all research we'd run or referenced considered only EV owners, introducing a massive sample bias. Worse still, EV ownership numbers and the Technology Adoption Lifecycle indicated our sample only represented 'innovators'. This segment is more likely to forgive 'growing pains' and not give a full

picture of the scale of issues. This would need to be rectified in Alpha.

A few industry players were reticent, considering their data commercially sensitive or, in one case, concerned of a risk to the quality of services in their vertically integrated 'walled garden'. To continue the research I assured them that their concerns would be acknowledged in our report and that it was important to tell their stories too.

# Through ideation and workshops, we shaped four recommendations to meet user needs, with example solutions, hypotheses and success metrics

With our findings and synthesis laid out, we proved that availability of data all the way up the value chain would lead to benefits for the end user. We also had evidence that the Open Chargepoint Interface (OCPI) specification is already the de-facto standard worldwide, and that the operators of most of the UK's charging network have at least partial compliance with the specification.

Given we'd seen direct correlation between mandatory OCPI adoption and increased EV usage in Europe, we were confident we could confirm the viability of opening up chargepoint data as a positive influence on the chargepoint experience.

To create our recommendations I turned again to my design methods toolkit; this

time using 'How might we...', 'Concept scenario' and 'Yes, and...' exercises.

I began the session by gathering the team and stakeholders, then following the experience map – drawing attention to key opportunities. Afterwards I invited the team to create 'how might we...' statements to frame different ways of resolving pain points, then encouraged them to sketch, describe or otherwise conceptualise solutions for each. As a fun twist to end the session, we voted on our top three pain points and generated a new solution for each – each improvising ("yes, and...") one aspect of the solution in turn.

I took each concept, clustered similar ideas and recommended a set of solution spaces, each with one example solution.

To improve consumers ability to find and use public chargepoints, the government should mandate OCPI as a data standard and:

- 1. Data Collection:** test a service to collect data, including quality rules to guarantee integrity
- 2. Data Access:** test a service to publish data, e.g. for local authorities to use for planning
- 3. Roadmap:** iterate an implementation roadmap with top chargepoint operators
- 4. Knowledgebase:** publish a knowledgebase and use it to support the creation of a new OCPI accessibility module

# We presented our report to a receptive audience of over 200 industry players

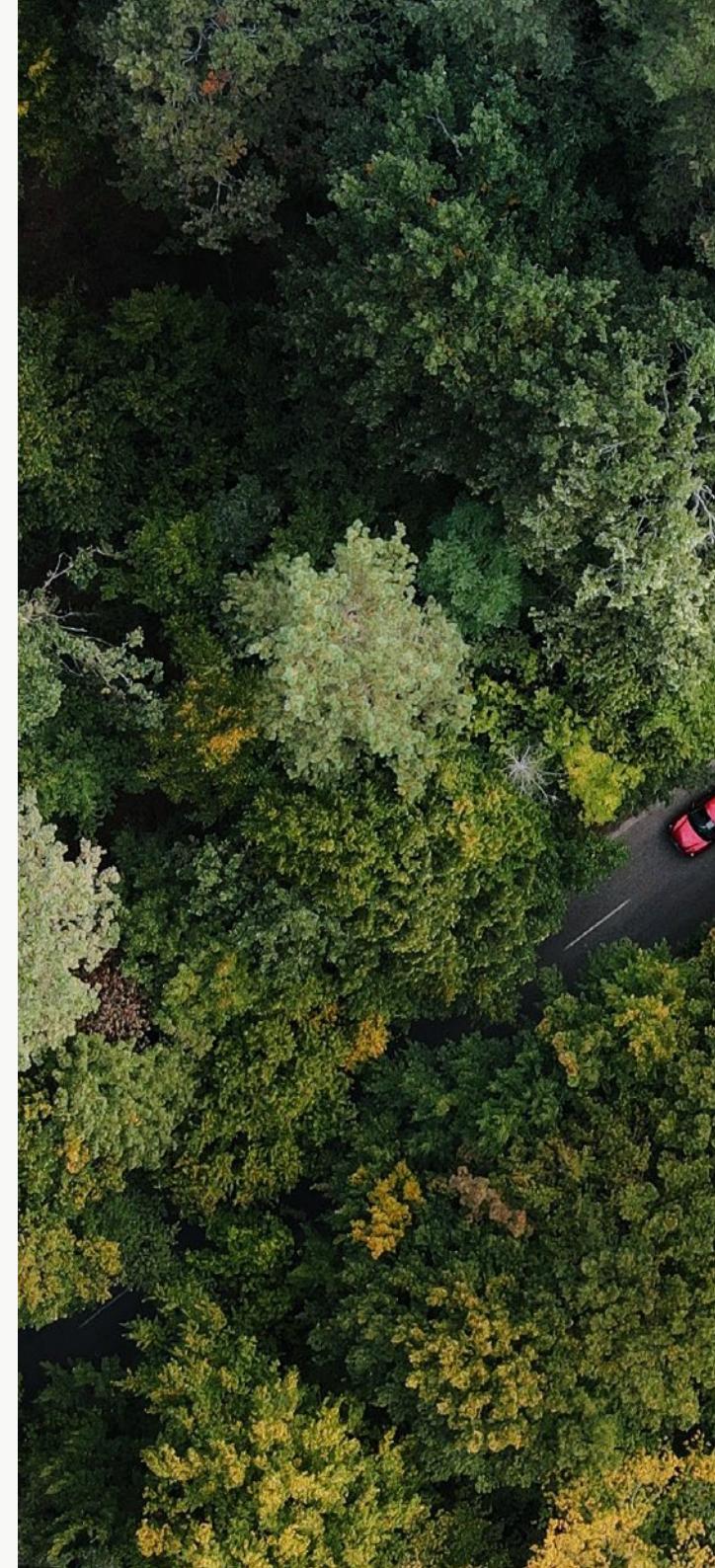
It's self evident that charging EVs is not as easy as jumping on public transport, checking the weather or filling up at a petrol station – all non-experiences thanks to open data or legislation. A successful transformation will see EV charging become that forgettable.

Although market players would likely, eventually, rationalise, time is a factor. Guardrails, sticks and carrots are critical to making EVs everyone's most viable 'next car' and minimise further climate change.

The message is this; users care about the destination, not the journey. Reducing data availability is anti-competitive and harms the travel experience.

To wrap up the project and share our message, we hosted an industry event laying bare the key findings and recommendations, followed by a Q&A. With over 200 representatives in attendance, we were able to broadcast our story to a breadth of stakeholders with diverse motivations.

The project will now go to Alpha to test solutions to the needs identified in the Discovery. Through robust evidence, pivotal insights and careful application of CX transformation methods, we have mapped the route ahead for one of the UK's largest Net Zero initiatives.





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## Credit

Year: 2021

Client: Office of Zero Emission Vehicles

Completed At: Valtech

My Role: UCD Lead

Strategy: Shay Khomami

Technology: Krister Bone

Research: Amy Blunden, Emma Delmonte





# Practice made perfect

Establishing a product capability and proposition

on behalf of the  
**Valtech UK**

a story about  
*Leadership*

Like many consultancies Valtech has a great engineering and delivery management heritage. Like many consultancies Valtech has bolstered their proposition with a design practice. And, like many consultancies, Valtech has failed to realise a unique selling point. Agile and lean are not a competitive advantage, nor elegant code, nor exquisite mock-ups. It's expected. It's blasé. They needed something different, because the herd is keeping pace. **I founded the product practice to deliver different.**

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**SUMMARY & RESULTS**

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Over two years I grew a product community to seed product culture at Valtech. Befitting their only cross-discipline craft, I created a programme of open- and closed-door sessions suitable for novices and experts respectively, then, with the craft's inner-circle, created Valtech's product proposition. We've since sold Product Managers on projects, turning our community of interest into a community of practice – and a viable department.

**+14**

**Total  
members**

c. 9.5% of total headcount

**+2**

**Billable  
consultants**

**13/18**

**Maturity  
criteria met**





# So... how does a product capability make you different?

It doesn't. In fact Valtech are, at best, fast followers with regards to product. The truth is, no capability is unique because any sufficiently large organisation can buy capability through acquisitions.

But you can't buy *culture*. Consultancies sell *people*, so only their *people* can be the differentiator. The true goal of the product practice was instil a product culture – to be a value multiplier, not another addition. Though, of course, we would need to sell product management, design, innovation, strategy, et al along the way.

# I started with workshops to gauge the need, gather evidence and create a space for my audience to become a community.

I'd had water-cooler conversations indicating an interest - a need - for product thinking. Inter-discipline clashes, indecisive clients, features over results, the usual problems. I took the opportunity to at an unconference-style 'Company Day' to drum up interest with a workshop on product maturity and invited the audience to a kick-off session for the burgeoning practice.

My observations from the workshop indicated interest from a range of experience levels, and I hypothesised I would need to align perspectives and personalities so the first sessions I ran prioritised, cross-discipline meet-ups, a shared definition of product and discussing our learning journeys on the subject.

These sessions gave me the evidence I needed to decide what guidance and standards to prioritise. I asked two experienced colleagues to join me as the first 'core' members of our practice and set about writing our vision, mission, master plan and OKRs - transparently, on Confluence.

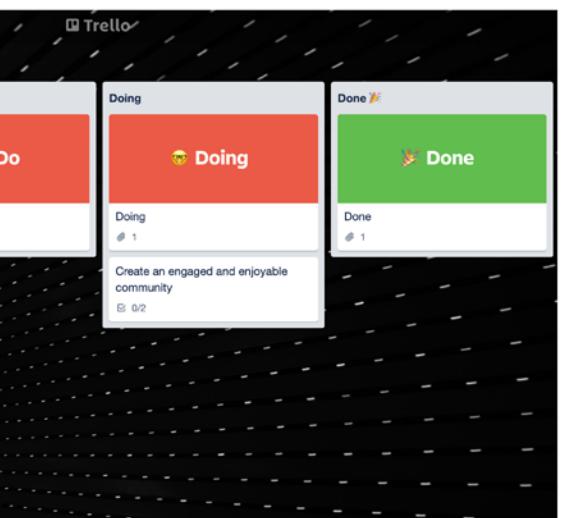
Given the lack of practitioners, the master plan was to create a self-sustaining community of interest first and descope practice needs until later. This was unconventional as all other practices had practitioners, so approval from the Heads of Experience and Delivery was no guarantee. Fortunately we got the go ahead with only a cursory discussion.

The Master Plan

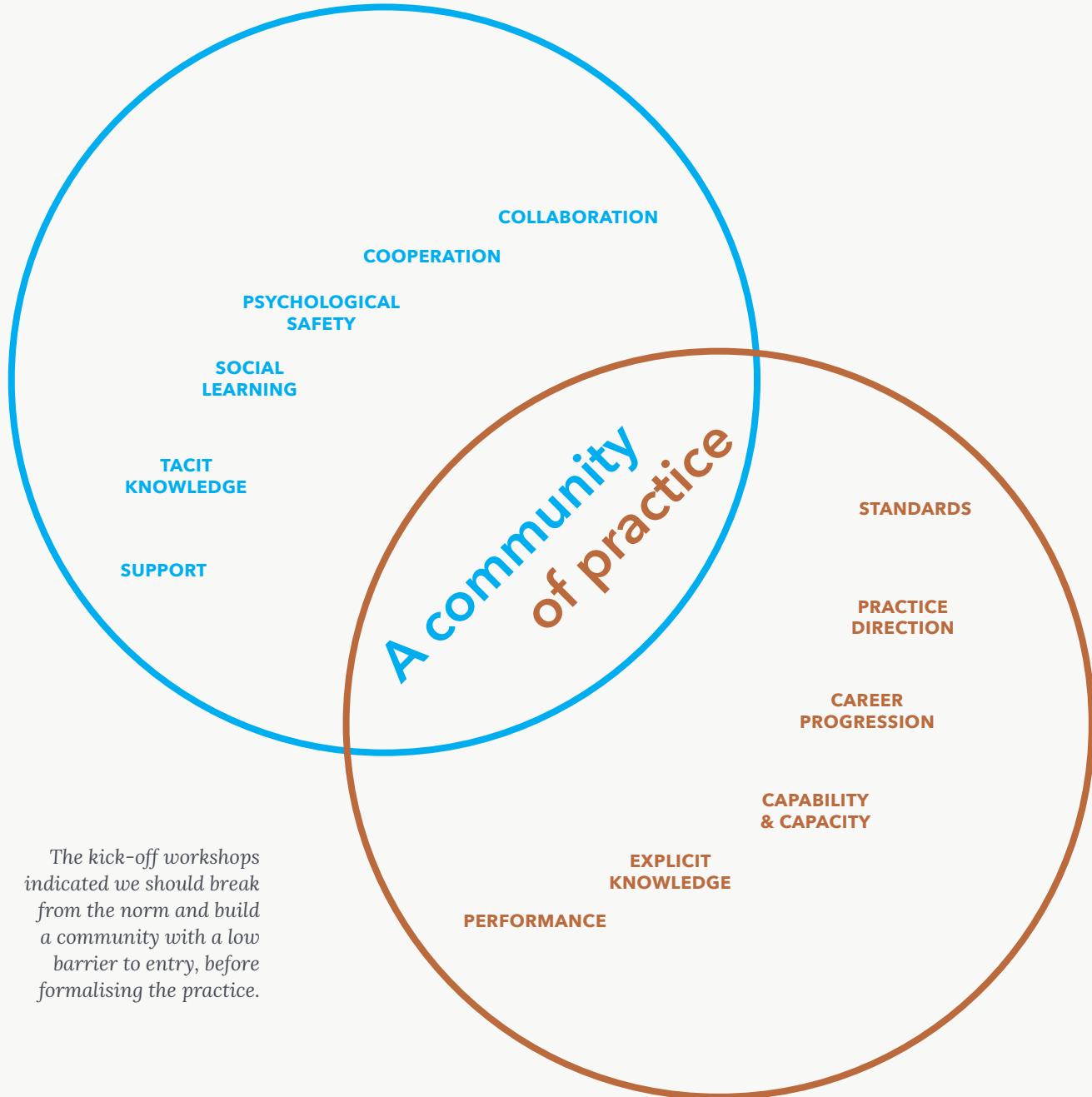
- Form a core community
- Use those people to attract a larger, active community
- Use those people to attract an even larger, extended community
- While doing that, provide expertise to solve problems on existing accounts
- Create part 2 of the master plan

	Score
a 'Maturing' CoP by April 2022 (per v3.4 of Emily Webber's CoP Maturity Model)	13/18 Attributes
at least one representative from each discipline, client circle and each project with a	6/8 Disciplines (including Accounts)
or 2022	6/6 Circles
	0/X Projects

to progress our vision and mission. We have a backlog of potential future objectives ready to work on, may also review and update our Vision and Mission.



The kick-off workshops indicated we should break from the norm and build a community with a low barrier to entry, before formalising the practice.



20

# We created a 'safe to fail learn' environment through regular contact, communal leadership, social learning, initiatives and an inclusive content programme

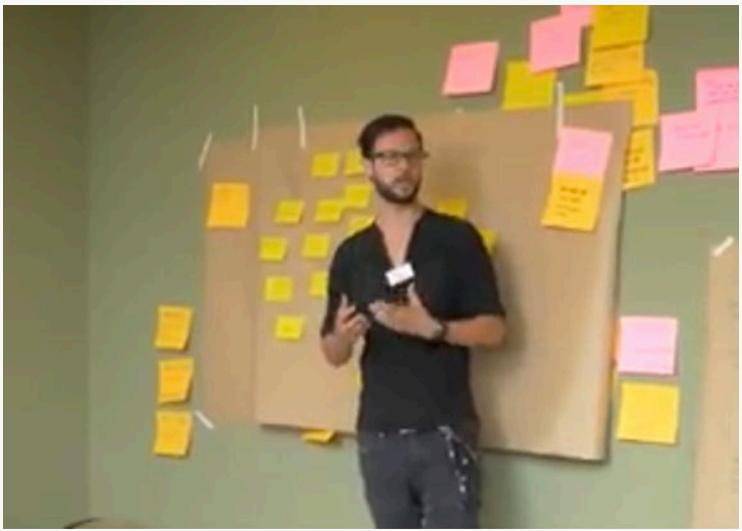
To digest the needs of the burgeoning community, I returned to the expectations each person shared in the kick-off sessions. Through affinity sorting I distilled five basic needs: mastery, purpose, autonomy, belonging and safety and proposed five imperatives to bake those needs into our culture:

1. **Belonging:** the community must meet frequently.
2. **Autonomy:** The community must own its own content programme.
3. **Mastery:** The community must teach each other.
4. **Purpose:** The community must have an actionable mission.
5. **Safety:** The community must have space for beginners and experts.

Next I introduced four session types that would cater for directed, private, mentored and social learning as well as carving out spaces where beginners could be comfortable and where experts could let loose:

1. **Open door:** accessible sessions for non-practitioners, open to all colleagues
2. **Closed door:** advanced sessions for professionals working in product, open to all circle members
3. **Working group:** practice sessions for working on craft initiatives, invitation only
4. **Office hours:** drop-in session with the practice lead, one-on-one.

Once sanity checked with the inner-circle and with the information published to our shared Confluence, we had a stable bed on which to grow the community.



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CULTURAL IMPERATIVES

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1. **Belonging:** the community must meet frequently
2. **Autonomy:** the community must own its own content programme
3. **Mastery:** the community must teach each other
4. **Purpose:** the community must have a mission
5. **Safety:** the community must have space for beginners and experts



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SESSION TYPES

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1. **Open door:** accessible sessions for non-practitioners, open to all colleagues
2. **Closed door:** advanced sessions for professionals working in or with product, open to all circle members
3. **Working group:** practice sessions for working on craft initiatives, invitation only
4. **Office hours:** drop-in session with the practice lead, one-on-one.



# Design methods paved the path the maturity and prevented complacency

Throughout the first year, the community came into its own. Some craft members were called on to advise on live projects. The engineering practice requested an owner for two internal products. Finally we were speaking in outcomes and behaviours instead of story points and features. Half, maybe three-fifths of Valtech's accounts had someone with our voice involved.

Soon we sold two business analysts as product managers. I knew then it was time to revisit what we descoped - we needed to formalise the practice. Also, the head of delivery was insisting on it.

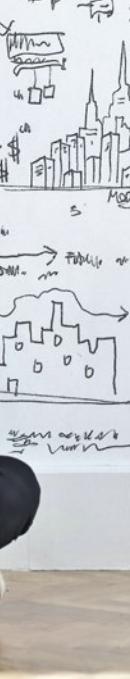
One question that had popped up time and again was, "How can you product manage as a consultant?" Often paired with: "surely you need to be an expert in the client's business?" This question was our white whale.

I posed the problem at our next session and the core team drew out a fishbone diagram with "clients won't buy an external product manager" at the head and expanded out the potential causes. Instinctively we scoped down to what we considered the biggest hurdles, then, realising what we were doing, diverged and converged again to complete the double-diamond and arrive at our first experiment - a three-step critical path culminating in a saleable proposition:

1. Describe the value of consultant product managers
2. Finalise our Product Maturity Model and communicate its applications
3. Create sales and marketing collateral

We added these initiatives to the backlog and got to work.





# Time constraints tried to snuff out the community...

Eventually cracks appeared. Atop the strains of adjusting to remote working, there was a social pressure to be billable, disincentivising professional development. We had approval, but the system did not empower us.

Also, the fact that product was a secondary community to our members meant that when they struggled to find time for their primary practice, our attendance withered doubly. Deprived of frequent meetings and a safe space to self-improve, we risked suffocation.

I convened with the other practice leads, and found we shared scheduling issues. Ad-hoc community activities hadn't empowered us to pick a time when everyone was free as we expected, such a time didn't exist. So, with the capability directors, we aligned on Fridays as our regular community day and on a half day per sprint minimum commitment to community activities. New projects would be sold with the downtime accounted for and account managers would manage the expectations of existing clients. Though this alleviated the issue for the practicing communities, it only redirected the issue for product as, being a multi-discipline community, we now had scheduling conflicts with other disciplines.

# but embracing distributed working and going asynchronous helped us survive

To combat conflicts the community elected to make the craft as asynchronous as possible. As my session debrief emails were well received we trialled fortnightly, then, after feedback, monthly round-ups promoting past and *upcoming* sessions to help members plan. We also created extra guidance for Miro boards - so workshops would be easier to follow after the fact. Finally we saved our session recordings to confluence so prevent them being lost to time. Ultimately this stabilised the community, though hybrid and distributed working continues to challenge co-working norms.



# Towards a Community of Action?

There continues to be opportunity in the product discipline at Valtech and its viability is well established. Surpassing all expectation, in Valtech's 2021 annual survey more colleagues self-reported as a member of the product community than business analysis. And this after just 18 months. Tellingly, other communities have also adopted similar asynchronous techniques to us, open door sessions and newsletters in particular.

The practice will continue to progress. Training, hiring and a capability progression framework are all on the docks, though the shape of the practice may yet evolve in unforeseen ways. Recently discussions between the design, product and strategy practices have floated an 'innovation' proposition, a community of 'action'. A novel idea in the workplace but perhaps a truer realisation of 'outcomes over outputs' than I ever dared imagine.





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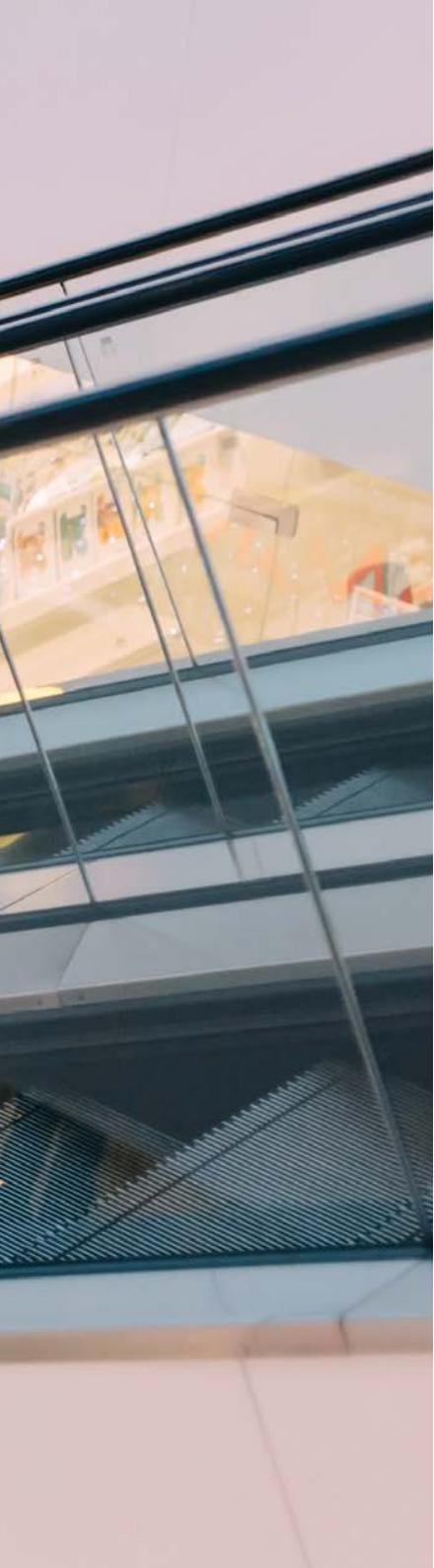
## Credit

Year: 2021–

On behalf of: Valtech

My Role: Product Practice Lead





# Great deal better

intu Digital —  
Discount code portal

With 9 of the top 20 shopping centres in the UK, when it comes to retail intu has you covered. Retail has become a challenging space; Mom and Pop stores are all but gone, the Death of the High Street is next, eCommerce and Delivery on Demand reign supreme. To stay afloat, the physical experience needs to be reimagined and embrace the technologies that changed the space. Tasked by intu's digital innovation lab to design a service to aggregate offers from their retailers and share them publicly for redemption as part of an affiliate marketing system, I created a simple discounts portal, moulded around the new ways people think about shopping.

User Experience Design  
Visual UI Design

Content Strategy

---

## HOW DO WE SHOP ONLINE?

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There are a few simple principles to consider about shopping online. The first is that while touch devices can increase conversions (as ‘touching’ an item makes a shopper more likely to buy), the vast majority of online shopping is done on the desktop, where it’s easier to see more information, bigger pictures and alternatives all at once. Shopping sat with a computer is also much safer and more comfortable than whipping out a credit card and tapping in numbers on-the-go. Online shopping platforms must allow for that device switchover.

The second principle is that it’s much easier to check the competition, whether they be brands or products so all information needs to be visible and easy to compare and you must out-compete on service or price.

The third principle is the lead time – it can be much longer online. It’s often better to monitor multiple stores and wait as long as possible to make a purchase. Knowing something is in stock reduces the risk in waiting for a sale or saving up for a purchase. This lead time should be used to seal the deal against competitors.

The final principle is about discounts. Online shopping changes the way people look for discounts, which can impact when someone shops and who with, even stealing a sale at the checkout.

- 1) People look for offers at the checkout, using search engines to find voucher codes serendipitously
- 2) People browse for one or more suitable products, then search for offers to help make the final decision.
- 3) People actively seek voucher codes using aggregators, and make a purchase decision after seeing the coupon.
- 4) People use newsletters or an app to be passively notified about codes and make a purchase decision after the fact.

## THE AGGREGATION SERVICE

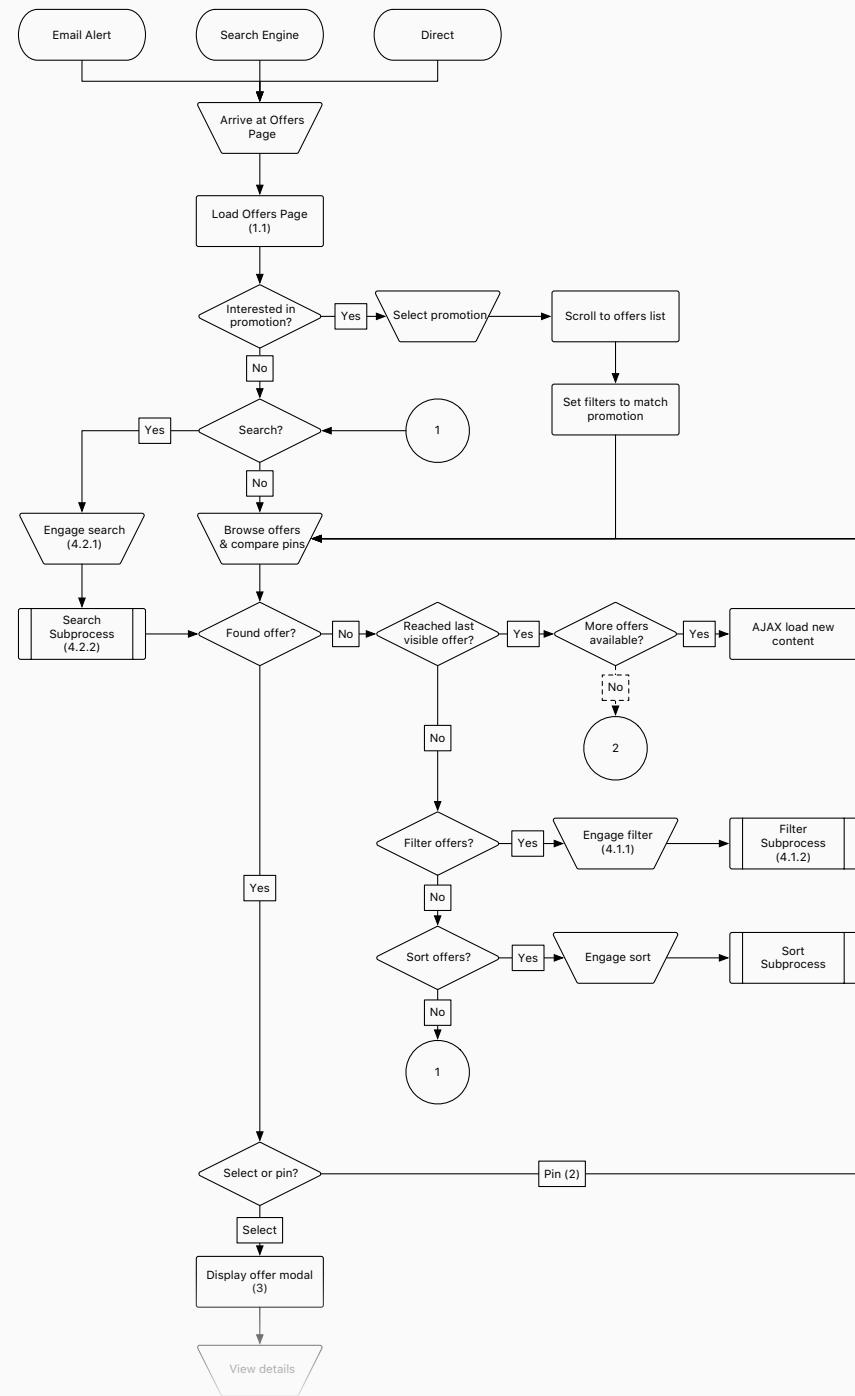
In it's current state, the aggregation service was just a dumb feed from all the retailers, however with the hard work of getting the feed working I came up with some UX elegance to make it user and editor friendly.

First, the feed is read into the CMS and each new item is imported into a database, this simple change gives the site a local copy of the data to play with and reduces the number of external calls on page load. Each item from the feed uses it's discount code as an ID, so that data can be overwritten and redacted on the fly by retailers.

Second, the database is used to create both a page for each deal and a card for the aggregated list page and populate that content. The number of database calls can be reduced at this point by caching the pages and only pulling from the database once ever 24 hours.

Turning the feed into local content and pages in this way provides a lot of SEO value and hits 3 of the 4 main methods people search for discounts. This is a huge signal boost to the retailers involved and creates more affiliate marketing opportunities for intu.

To assist comparison shopping (either between retailers or products) and to create persistence when switching devices I created a pinning/hiding system (tied to either a personal account or cookies). This way shoppers can keep track of the things they are interested in and remove the ones that they aren't, a valuable USP compared to competing services.



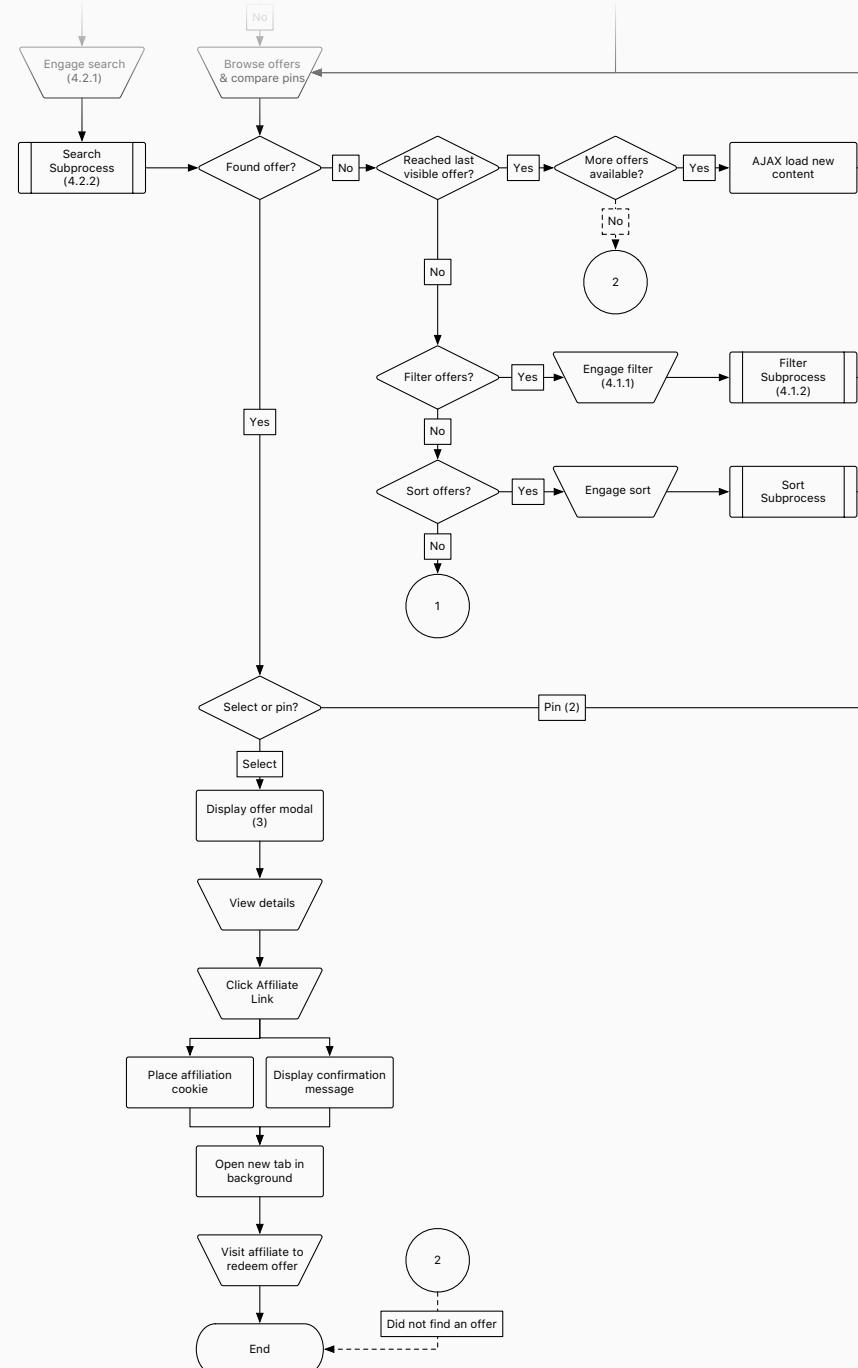
## THE REDEMPTION SYSTEM

The redemption system is very simple. Clicking a card (or visiting the offer page) reveals the discount code and the details of the offer and clicking the affiliate link takes you to the site where you can complete your purchase.

The affiliate link also places a time-limited cookie on the shoppers browser, which will be checked for by the affiliate to track the purchase back to intu. This could also be preferably achieved (along with auto inputting codes and adding items to baskets) with query strings, however this would be difficult to set up and maintain with third-parties.

On older browsers the offer card would link directly to the offer page, but on modern browser the click is intercepted with JavaScript to reveal the modal for seamless browsing. When this happens the URL is updated to match that of the relevant offer page using `window.history.pushState()` for easy link sharing.

Once an offer is expired its URL redirects to a page stating as such, with a link back to the aggregated list (perhaps with an option to pre-filter the list with relevant offers). This maintains the SEO value, while allowing seasonal offers to be revived at the same location.



**intu**

≡ MENU

X 10 You have 7 new deals waiting for you

## OFFERS & DISCOUNTS

PROMOTIONS | CREDIT CARD

Don't forget  
VALENTINE'S DAY 2017  
That very special day is closing in fast, claim a Valentine's deal while they last!

ZARA Free shipping on all orders over £50

RELIGION 50% off selected items online

ALLSAINTS January sale ext discount! 10% off all sale prices

Boden 20% off your faves

PRETTYLITTLETHING Free next day delivery

IWOOT 10% off Jamie Oliver's NEW Tefal line

zavvi Free Lego Minifig with any Disney Steelbook

Saks Fifth Avenue \$275 off when you spent £1000 or more

lookfantastic Free Foreo Magenta Brush set when you spend £80 on Foreo products

BEAUTY EXPERT £10 off when you spend £55

MOSS BROS. £79 suits

TOPMAN Free converse hat with any order over £75

GANT Save up to 50% off jumpers & sweaters

Bonmarché Save 20% on all full priced knitwear

Exclusive discounts on Michael Kors' women's watches.

LOADING MORE DEALS

ABOUT FAQ HELP CONTACT LEGAL GROUP →

**Saks Fifth Avenue**  
\$275 off when you spent £1000 or more

**lookfantastic**  
Free Foreo Magenta Brush set when you spend £80 on Foreo products

**BEAUTY EXPERT**  
£10 off when you spend £55

**MOSS BROS.**  
£79 suits

Don't forget  
VALENTINE'S DAY 2017  
That very special day is closing in fast, claim a Valentine's deal while they last!

**ZARA**  
Free shipping on all orders over £50

50% off

Always 10% off your purchases

**SPECIAL GIFTS**

**EXPLORE DEALS**

**RECEIVE ALERT**

Top offers and seasonal promotions are listed at the top of the page to increase conversions with topical content.

Below that, shoppers can sign up for notifications about deals, hitting acquisition method number 4.

By using a local database, I was able to add more filters than provided by the feed itself, such as brands and product categories. Looking for keywords in the offer text helps us categorise the offers on our end (without additional effort from the retailer), because we know, for instance that Topman falls under 'men's fashion' or that 'Apple' is a popular enough brand to be searched for and mentioned by name.

The datable also allows us to create our top offers and add a label to new or hot deals because we can add metadata to the cards whenever we need to.

Sponsored offers and intu exclusives are differentiated by colour and image. Sponsored offers can appear anywhere in the list of offers as they respect the sort order and filters, this is atypical behaviour for sponsors but less irritating for users. As a caveat, sponsored offers can not be hidden.

≡ MENU

SEARCH

## FILTER OFFERS BY...

Retailers | Brands | Offers | Categories | Seasonal

All retailers	Argento	Blossoming Gifts	Brook Tavern
Accessorize	Asda	Buyagift	Charles Tyrwhitt
AGA Cookshop	Autossessive	Blue Vanilla	Chatham
Allbeauty	MORI	Bobble Brown	Chemist Direct
AllSole	Baukjen	Bonmarché	Chocolate
Amanda Wakeley	Beauty Expert	Boohoo	Claire's
Appleyard Flowers	Ben Sherman	Boots	Cosmetics

ABOUT FAQ HELP CONTACT LEGAL GROUP →

**AVAILABLE OFFERS**

FILTERED BY: ALL OFFERS, ALL RETAILERS, ALL BRANDS, ALL CATEGORIES

BEAUTY EXPERT £10 off when you spend £55

IWOOT Free Foreo Magenta Brush set when you spend £80 on Foreo products

PRETTYLITTLETHING 10% off Jamie Oliver's NEW Tefal line

IWOOT 20% off your faves

Boden Free next day delivery

Jamie Oliver's NEW Tefal line 10% off

Saks Fifth Avenue \$275 off when you spent £1000 or more

TOPMAN Pinned!

GANT Pinned!

Bonmarché Pinned!

LOADING MORE DEALS

intu

ABOUT FAQ HELP CONTACT

1.1

I SEASONAL

- Blossoming Gifts
- Blue Inc
- Blue Vanilla
- Bobbi Brown
- Bonmarché
- Boohoo
- Boots
- Brastop
- Brook Tavern
- Buyagift
- Charles Ty
- Chatham
- Chemist Direct
- Chocolate
- Claire's
- Clarins

Boden

20% off your faves

3 days to avoid paying more!

4 days until you pay more!

ENDING SOONEST :

PRE

F

That very special day is closing in fast, claim a Valentine's deal while they last!

SPECIAL GIFTS

4 days 'til it's gone!

Last day!

7 days left, don't pay more!

EXPLORE DEALS

RECEIVE ALERTS

■ MENU

intu

MODERN RENAISSANCE MAKEUP PALETTE

100 RESULTS FOUND

BEAUTY EXPERT\*

lookfantastic

Superdrug

BB BEAUTY

£10 off when you spend £55

Free Foreo Magenta Brush set when you spend £80 on Foreo products

Free next day delivery to your local store with all orders over £10

Up to 30% off

4 days until you pay more!

4 days until full price shipping

4 days until you pay more!

4 days until full price shipping

■ CATEGORIES

ENDING SOONEST :

zavvi

Free Lego Minifig with any Disney Steelbook

5 days before they're gone!

1.1B

You have 7 new deals waiting for you

OFFERS & DISCOUNTS

PROMOTIONS | CREDIT CARD

Don't forget

VALENTINE'S DAY 2017

That very special day is closing in fast, claim a Valentine's deal while they last!

AVAILABLE OFFERS

FILTERED BY: ALL OFFERS, ALL RETAILERS, ALL BRANDS, ALL CATEGORIES ENDING SOONEST :

Boden

6T2C

20% off your faves

For three days in January, Boden is giving you 20% off all your favourite shoes, clothes and accessories.

Use code 6T2C for 20% off all dresses on the 24th, all knitwear & outerwear on the 25th, all trousers, skirts, shoes & accessories on the 26th and all tops & tees on the 27th.

Standard T&Cs apply, see Boden.co.uk for details.

VISIT BODEN

PAGE WILL OPEN IN A NEW TAB. Clicking this link will place a cookie in your browser to tell Boden we sent you. It does not contain any personally identifiable information. ([read our cookie policy](#) to find out more)

TOPMAN

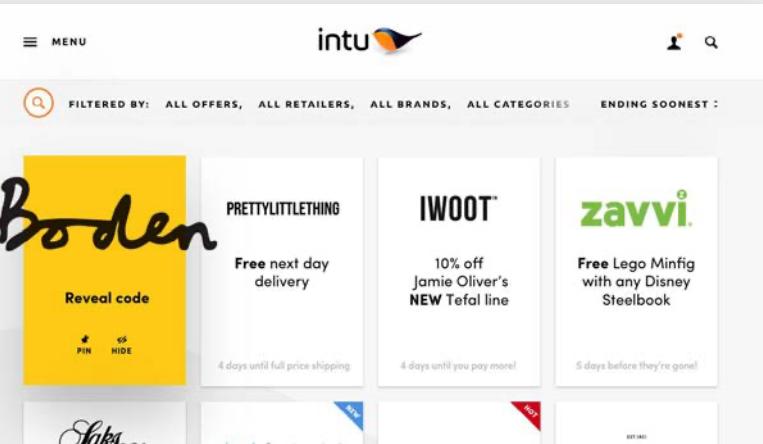
GANT

Bonmarché

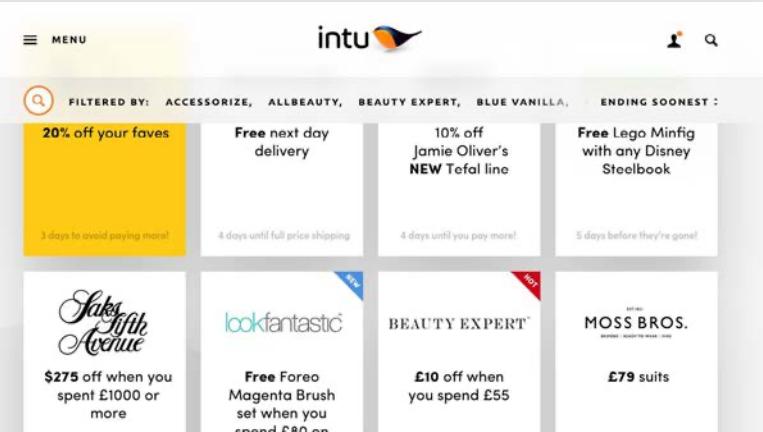
intu

Exclusive discounts on Michael Kors women's watches.

LOADING MORE DEALS



## Credit



Year: 2017

Client: intu Group

My Roles: Concept & Solution, UX, Visual Design







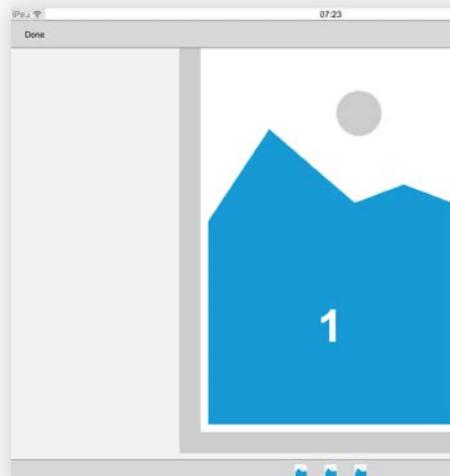
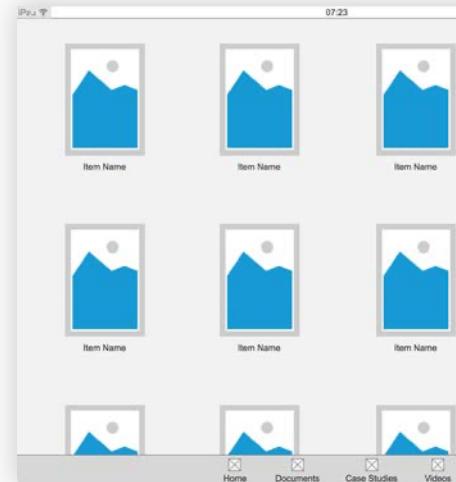
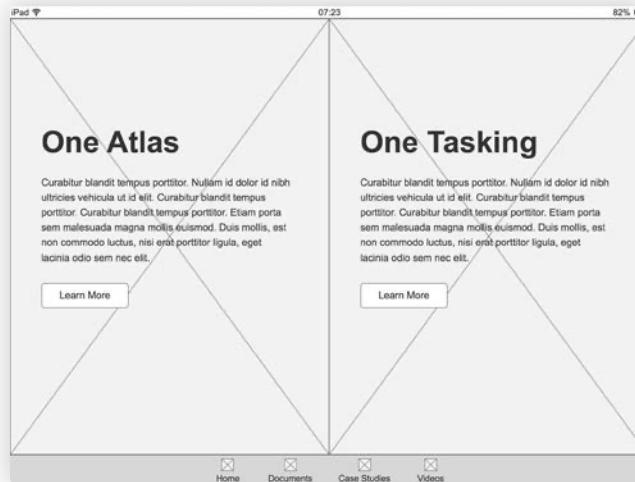
# Pitch perfectly

The MTM Agency —  
iOS communications support tool

————— Whether B2B or B2C it's important to have the right tools to communicate with your audience. On a number of occasions MTM's clients requested native apps and we would either make the case for alternative solutions or shift the build to an outside source. Over time I noticed that these briefs all had, in principle, the same requirements and came up with the idea for a white-label product that we could use to tackle these briefs more efficiently. In 2016 I had the opportunity to bring this product to life, creating a hand-held content library for the iPad to support one-on-one conversations and pitches on the road.

Project Management  
User Experience Design

Visual UI Design

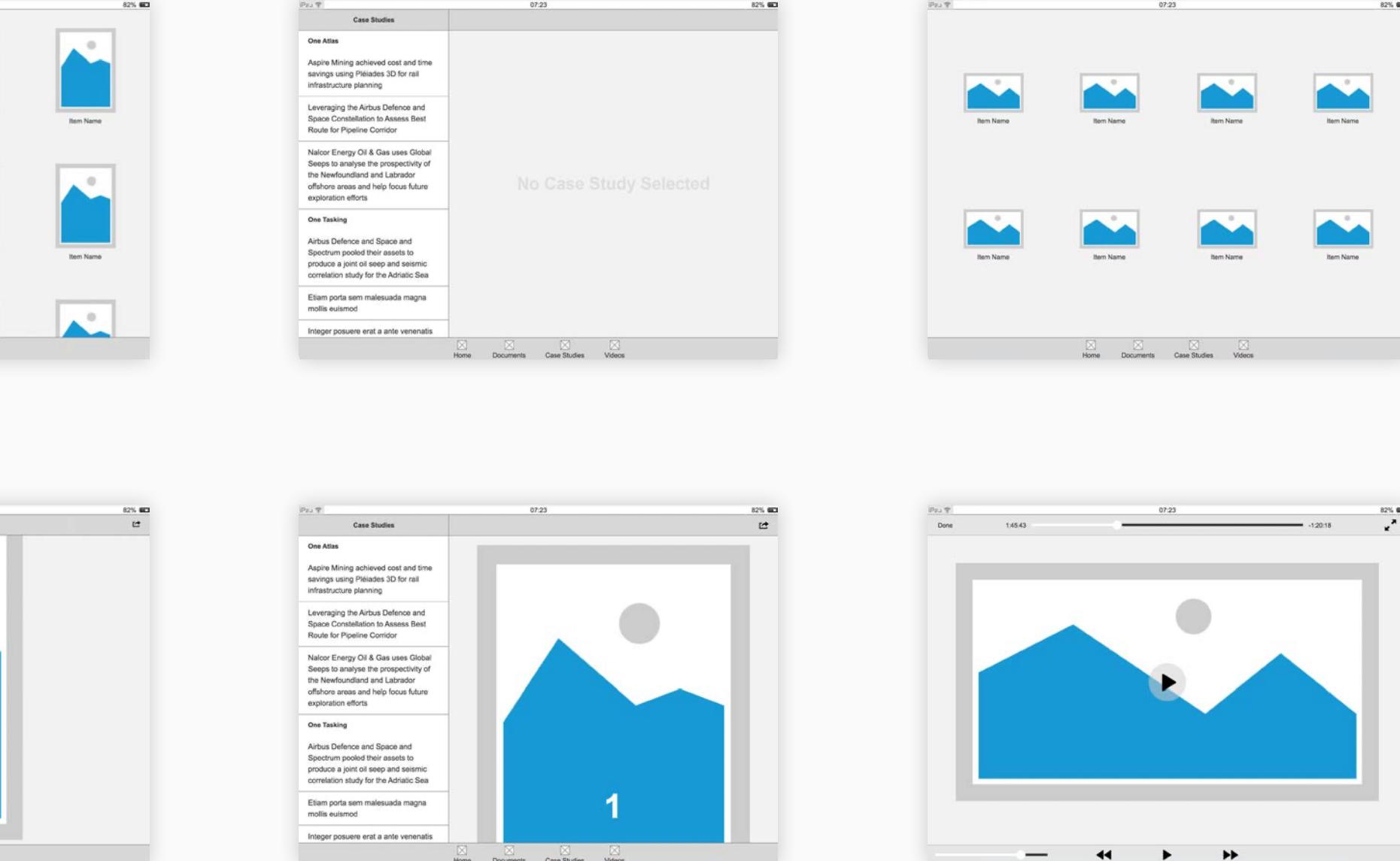


## THE SOLUTION

The driving principle of the app is that there are only 4 types of content you really need to support any conversation; videos, images, documents and multimedia presentations. It works by downloading a .json file on launch which then tells the app what other files to download, where to store them, what UI to use and what menu items to place on the tab bar. These are saved locally for offline use. New media is added and old media removed every time the app is launched while connected to the internet. This implementation allows the content and even the IA to be redefined on the fly by a simple file-system based CMS on the back-end. The app can be quickly cloned and reskinned with a new icons and the correct typefaces and colours for any given brand ready to be distributed on the B2B app store.

The app opens at a dashboard with the key 'stories' to tell displayed as large panels. Each panel can be tapped to begin that 'story'. 'Stories' are the multimedia, interactive experiences or presentations. They're created with web technologies (but stored locally) and displayed in a UIWebView. This approach allows for seamless, rich experiences to be developed quickly and reused on the web or across other platforms. The tab bar is used to navigate to other libraries, with the various content types represented by .pdf, .mp4 and .jpeg files. The different libraries were based on iOS system UIs as seen in the Mail app and iBooks. This made the learning curve practically nil, so almost anyone can pick up the app and run with it.

Axure prototype →



7:23 AM 42%

Illustration Principles  
Joint Branding Principles  
Exhibition Design  
OGM Product Brochure

One Atlas Brochure  
Monitoring Services  
Instant Tasking Services  
Mine Monitoring Solutions

ImagineGEO I  
ImagineGEO II  
ImagineGEO III  
ImagineGEO IV

Dashboard  
Documents  
Case Studies  
Videos

7:23 AM 42%

INEOS Upstream

# INEOS UPSTREAM: A NEW OIL AND GAS EXPLORATION AND PRODUCTION BUSINESS

Find out the exact scale and impact of a shale pad, at any point in its lifetime.

LIFECYCLE OF A SHALE PAD

How does it work?

Follow the extraction process to find out what's going on and download fact sheets on our safety, environment and waste management commitments.

Why shale gas?

Dashboard Literature FAQs Video

7:23 AM 42%

AIRBUS DEFENCE & SPACE

Every stage of a project needs planning and monitoring to be successful. Discover how our satellites and expertise make us your ideal partner from beginning to end.

BEGIN PROJECT

7:23 AM 42%

Monitoring Solutions

Sea Intelligence  
Mine Monitoring Solutions

Dashboard Documents Case Studies Videos

7:23 AM 42%

AIRBUS DEFENCE & SPACE

Out of this World  
**INTELLIGENCE**  
OIL • GAS • MINING

EXPLORE

Dashboard Documents Case Studies Videos

7:23 AM 42%

FAQs

There are concerns that shale gas wells will industrialise the countryside. How will INEOS avoid that happening?

Fracking is seen as controversial, should we believe what we hear?

Does fracking cause earthquakes?

What about water contamination?

Will fracking cause air pollution?

Why should the public trust you?

How big does INEOS want to be in shale gas in the UK?

Why does the UK need shale gas?

Will UK shale gas reduce the cost of UK energy and gas?

How many jobs could be created by INEOS Upstream?

PICK A QUESTION

Dashboard Literature FAQs Video

7:23 AM 42%

The tracking facts  
water contamination  
The tracking facts  
air quality  
The tracking facts  
earthquakes  
The tracking facts  
what is tracking

7:23 AM 42%

Case Studies

ONE ATLAS

Aspire Mining achieved cost and time savings using Pleiades 3D for rail infrastructure planning

Leveraging the Airbus Defence and Space Constellation to Assess Best Route for Pipeline Corridor

ImagineGEO August 2016

Instant Tasking Providing Critical Emergency Response Information of Fire Damage at Libya Oil Facility

Post & Systems Instant Tasking Stats

4h 58 minutes faster than previous year

7:23 AM 42%

ONE TASKING

81/89 Airbus Defence and Space

Intelligence

ONE TASKING

Discover One Tasking



## Credit

A screenshot of a mobile application titled "NE ATLAS". The top bar shows the time as 7:23 AM and battery level at 42%. The application features a sidebar with navigation links: "Explore" (with an arrow icon), "Dashboard", "Documents", "Case Studies", and "Videos". The main content area has two sections: "ONE TASKING" and "Discover". The "ONE TASKING" section contains text about refractor and reflector telescopes. The "Discover" section contains a button labeled "Discover" with an arrow icon. At the bottom of the main content area, there is a footer with icons for "Dashboard", "Documents", "Case Studies", and "Videos".

Year: 2016

Clients: INEOS Group, Airbus Oil & Gas, Airbus Defence & Space

Completed At: Merchant Technology Marketing

My Roles: Project Management, UX, Visual Design

Development: Nick Ager, Constantin Anca

Thanks: Hasan Nawaz (DevOps)



eggs retrieved  
from ovary



5 fertilized eggs transferred  
into uterus

stimulation  
therapy





# Creating a family

Fertility Network UK —  
Flagship information website

[Fertility Network Website →](#)

As the leading patient-focused fertility charity in the UK, the Fertility Network provides support, advice and understanding to anyone affected by fertility issues. Infertility is one of the few remaining taboo subjects in our culture, so communicating with the 3.5 million affected people across Britain is vital. To accompany a rebrand in 2016, I worked on a new website that would combine the Infertility Network, ACeBabes and More To Life portals into a single, unified experience. Driven by the concept of a community-based hub for fertility support, the website delivers a sympathetic health information service designed to comfort the affected and alleviate feelings of isolation.

User Research  
Information Architecture  
User Experience Design

Visual UI Design  
Content Strategy

ivf support group	35
ivf forum	29
babes	28
www.pregnacare.com	26
clomid and fibroids	23
baseline scan	20
ivf forum uk	19
infertilitynetworkuk.com	18
involuntary childlessness	18
www.fertilitynetworkuk	18
acebabes	17
coping with childlessness	17
infertility support groups	17
ivf charity	17
fertility uk	16
infertility network ni	16
infertilitynetworkuk	16
ivf nhs scotland	15
ivf wales nhs	15
infertility network uk	14

## REQUIREMENTS GATHERING

I began the design process with an audit of the site as it stood, compiling a list of pages, templates and functionality. The site was a mess of outdated and duplicate content, with broken links and hard to find pages from years of updates.

Next I tackled analytics, recording the top performing keywords, keyword landing pages, most frequently visited pages, pages with the longest read times and common visitor flows.

Afterwards I ran a friendly interview with a few current service users about their experience with the charity and their observations on the current site, which I recorded into a set of personas for future reference.

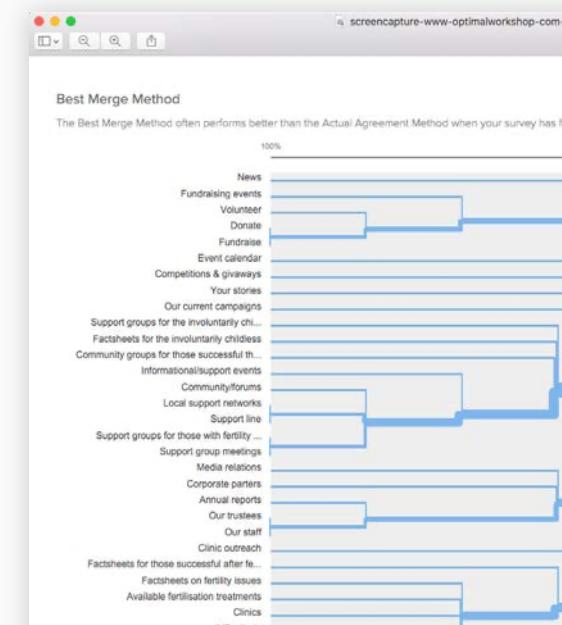
With all that data I was able to make recommendations on which parts of the site to strip and which to keep, as well as get insight into the key topics of the site.

Armed with my insights, I re-recruited my interviewees and others who fit the personas to take part in some card-sorting workshops. I included extra topics suited to those supporting someone else with fertility issues as I identified this as an audience segment that had been overlooked by the client.

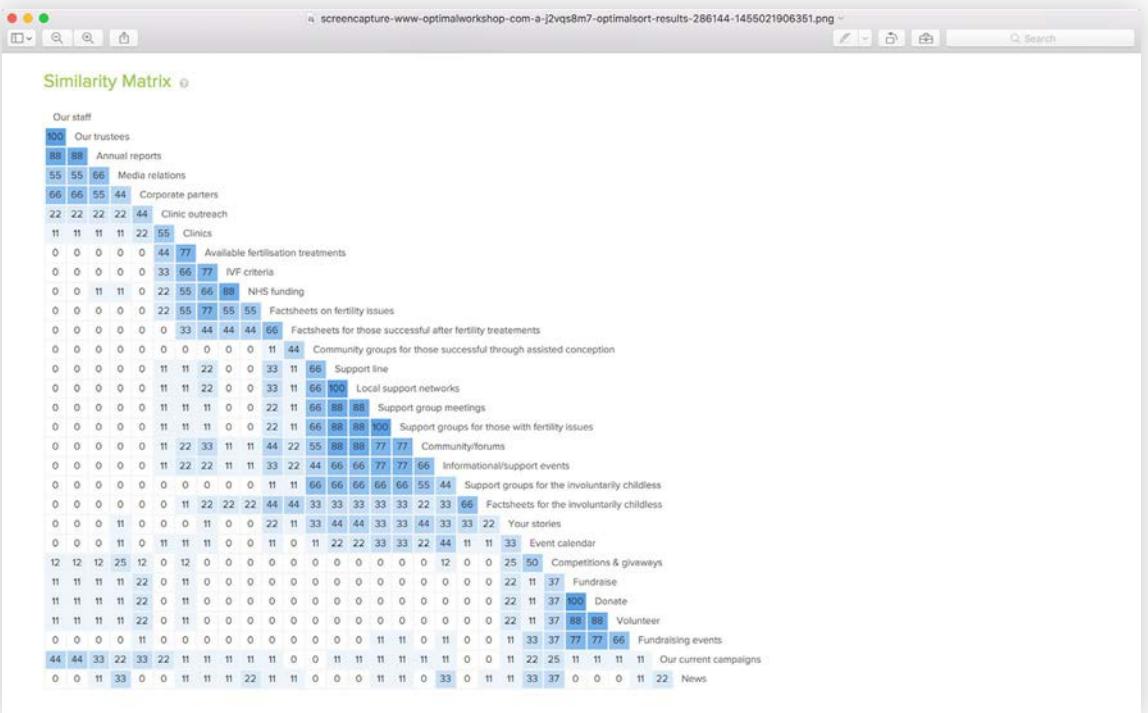
Using the results of the card-sorting with the user flows I was able to begin pulling together an architecture for the new site.

Keyword-Destination 20150101-20151231

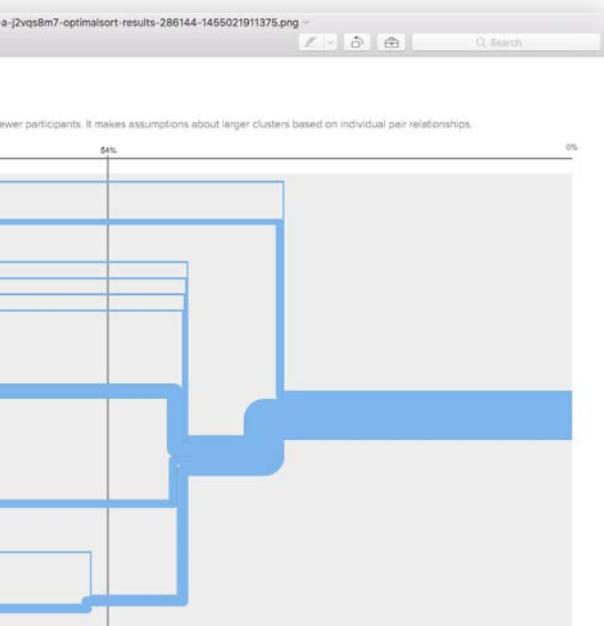
Keyword	Destination Page	Sessions	% New Sessions: New Users	Bounce Rate	Pages / Session
infertility network uk	/	671	42.77%	287	19.82%
infertility network	/	225	57.78%	130	12.44%
moretolife	/moretolife/	178	1.69%	3	2.25%
more to life	/moretolife/	167	49.10%	82	11.98%
infertility	/	139	83.45%	116	32.37%
beat with a shovel the weak google spots	/	101	0.00%	0	80.20%
infertility uk	/	71	70.42%	50	11.27%
ivf scotland	/nia_2/nhs_funding_in_scotland	70	92.86%	65	74.29%
http://www.infertilitynetworkuk.com/	/	46	71.74%	33	60.87%
sexyali.com	/	46	0.00%	0	71.74%
ghost spam is free from the politcs, we da/	/	45	0.00%	0	86.67%
forum.topic37913779.darodar.com	/	43	0.00%	0	72.09%
proxeed	/forums/topic/7974/Proxeed - Supplement for Speri	41	82.93%	34	95.12%
fertility network	/	40	55.00%	22	25.00%
infertility network uk	/support	40	45.00%	18	7.50%
inuk	/	39	58.97%	23	20.51%
infertility network scotland	/regional_network_2/infertility_network_scotland_2	38	78.95%	30	5.26%
infertility network uk	/connect	37	0.00%	0	81.08%
google officially recommends iloverevitality.c/	/	34	0.00%	0	76.47%
more to life infertility	/moretolife/	33	84.85%	28	6.06%
www.infertilitynetworkuk.com	/	30	76.67%	23	13.33%
www.pregnacare.com	/information/pregnacare	28	71.43%	20	71.43%
ivf support group	/support/support_groups_6	25	40.00%	10	72.00%
sanjosesstartups.com	/	24	0.00%	0	70.83%
infertility network uk	/information/factsheets	23	39.13%	9	43.48%
clomid and fibroids	/forums/topic/18035/fibroids and conception	21	90.48%	19	95.24%
infertility network uk	/nhs_funding_2	21	47.62%	10	33.33%
baseline scan	/forums/topic/18564/Baseline scan, only 3 maybe 4	20	90.00%	18	100.00%
infertility support	/support	19	52.63%	10	47.37%
babes	/ace_babes	18	55.56%	10	94.44%
непрервимая рф	/	18	0.00%	0	83.33%
erot.co	/	17	0.00%	0	76.47%
infertility network	/nhs_funding_2	17	35.29%	6	64.71%
infertility uk	/	16	75.00%	12	6.25%
infertility support	/	16	87.50%	14	6.25%
infertility network uk	/information	15	12.22%	2	96.67%



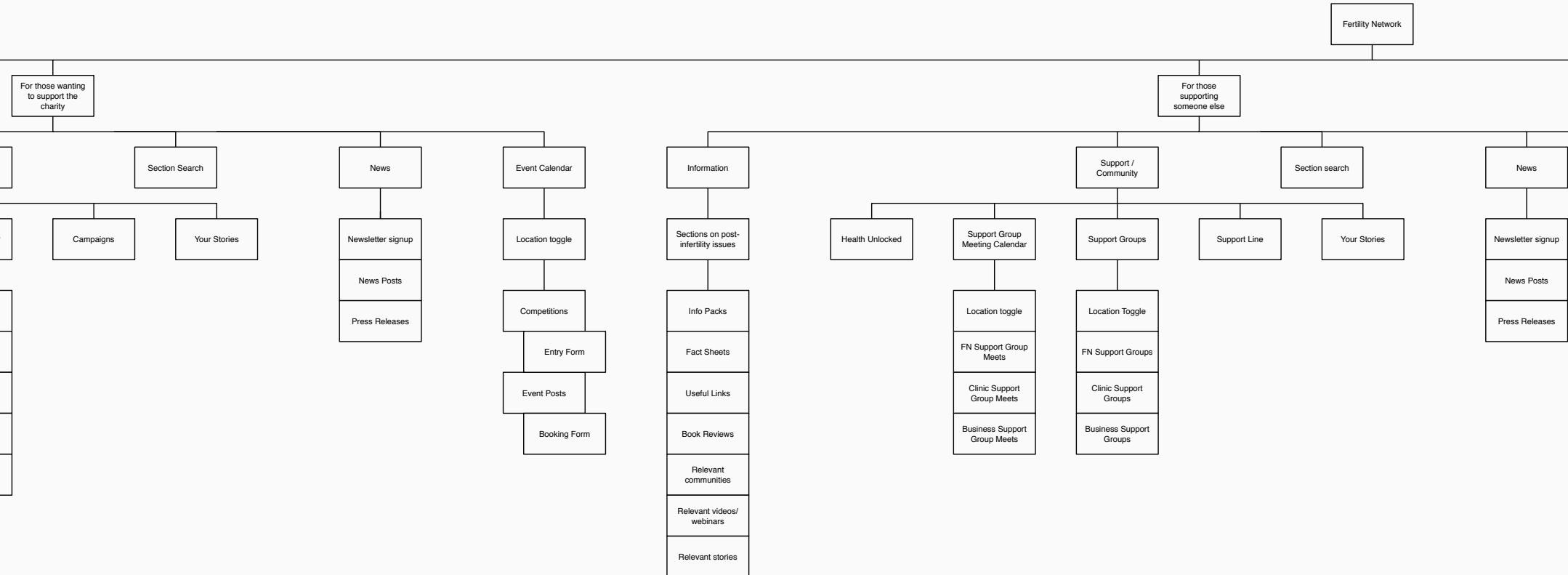
# I identified a crucial overlooked audience group, the loved ones of those with issues.



	Landing Page	Sessions	% New Sessions	New Users
/	88751	74.72%	66	
/404	7884	84.27%	6	
/niam_2/nhs_funding_in_scotland	6610	81.07%	5	
/nhs_funding_2	5972	54.12%	3	
/moretolife/	4631	65.30%	3	
/more_to_life	3893	68.79%	2	
/forums/topic/1816/All the things clinics recommend for success	3839	74.08%	2	
/information/pregnacare_conception_2015_sample	3311	88.79%	2	
/forums/topic/18532/Learning From a Failed IVF Cycle	3124	75.83%	2	
/niam_2/nhs_funding_in_wales	3021	74.78%	2	
/support/support_groups_6	2711	70.93%	1	
/niam_2/nhs_funding_in_northern_ireland	2605	73.63%	1	
/information/factsheets	2367	21.38%		
/support	1830	50.87%		
/connect/forums	1445	64.29%		
/forums/topic/18086/2WW after 1st cycle	1400	73.43%	1	
/regional_network_2/inertility_network_scotland_2	1378	76.85%	1	
/fundingforfertility/?id=5398	1357	85.85%	1	
/forums/topic/18086/	1281	74.94%		
/support/support_groups_6/england_wales	1264	52.77%		
/forums/topic/18529/suprecurr	1247	76.82%		
/ace_babes	1064	75.38%		
/forums/topic/10440/BMI TOO HIGH FOR IVF	971	84.24%		
/moretolife	957	76.28%		
/forums/topic/1618/Gonal F vs Menopur - any differences	949	82.51%		
/forums/topic/12042/day 5 of menopur -what is normal	916	74.13%		
/forums/topic/7974/Proceed - Supplement for Sperm Quality	892	84.19%		
/forums/topic/17456/Spotting during my whole luteal phase every month	883	88.67%		
/nhs_funding_2/nhs_funding_in_england	874	17.16%		
/fundingforfertility	841	80.98%		
/information	806	20.60%		
/forums/topic/18035/fibroids and conception	805	88.94%		
/information/factsheets/living_with_involuntary_childlessness	762	77.17%		
/forums/topic/1292/FSH levels	760	81.84%		
/forums/topic/18564/Baseline scan, only 3 maybe 4 follicles	678	77.88%		
/support/helplines	650	69.69%		
/forums/topic/14881/2 failed ICSI attempts	647	73.26%		



Page	Pageviews	Unique Pageviews	Avg. Time or Entrances	Bounce Rate	Exit
/forums/topic/1816/All the things clinics recommend for success	4022	3851	458.35	3842	95.76% 95.20%
/forums/topic/18532/Learning From a Failed IVF Cycle	3301	3151	343.19	3123	94.56% 93.49%
/forums/topic/18086/2WW after 1st cycle	1440	1382	441.80	1380	95.80% 95.49%
/forums/topic/18086/	1351	1294	416.16	1291	95.04% 94.82%
/forums/topic/10440/BMI TOO HIGH FOR IVF	1019	987	325.75	972	95.06% 93.62%
/forums/topic/12042/day 5 of menopur -what is normal	960	926	509.65	918	95.86% 95.21%
/forums/topic/1618/Gonal F vs Menopur - any differences	956	941	390.86	939	97.76% 97.80%
/forums/topic/7974/Proceed - Supplement for Sperm Quality	945	896	320.16	895	94.41% 92.91%
/forums/topic/17456/Spotting during my whole luteal phase every month	908	887	441.33	885	97.06% 97.03%
/forums/topic/18035/fibroids and conception	845	801	307.14	800	93.88% 93.96%
/more_to_life/information/mnf_blog/166/I'm Childless and that's okay	756	710	281.67	52	63.46% 33.99%
/forums/topic/18564/Baseline scan, only 3 maybe 4 follicles	702	682	292.58	676	95.86% 95.30%
/forums/topic/14881/2 failed ICSI attempts	669	648	432.17	646	94.74% 94.62%
/forums/topic/7150/day 6 2ww	497	483	282.24	482	96.68% 96.58%
/forums/topic/16276/day 11 post day 3 transfer and anxiously waiting	405	388	319.96	386	94.56% 94.07%
/forums/topic/18063/	383	364	333.38	363	92.56% 91.64%
/forums/topic/18212/Sperm analysis	362	333	345.24	325	91.38% 88.67%
/forums/topic/17738/Dealing with other people's pregnancies	336	314	325.38	281	87.54% 78.57%
/forums/topic/12326/Adoption alongside IVF	331	313	305.46	311	92.60% 91.54%
/forums/topic/18063/Newbie with short luteal phase	311	296	341.54	295	91.53% 91.00%
/forums/topic/12360/Can anyone help - no period yet in down regulation	293	279	368.18	279	94.62% 94.20%
/forums/topic/1166/Questions for review meeting	286	272	428.00	262	93.13% 89.51%
/forums/topic/17738/	267	258	306.57	255	90.59% 89.51%
/forums/topic/18910/Prostap	235	229	453.43	223	96.41% 94.04%
/forums/topic/16008/Fourth Time Lucky	222	216	586.27	214	93.93% 93.24%
/forums/topic/1956/Alex's Story Update	184	178	404.11	174	96.55% 95.11%
/forums/topic/5346/follicle reduction	181	172	569.00	172	94.19% 94.48%
/forums/topic/1018/Change of drugs	162	152	290.00	149	93.29% 91.98%
/forums/topic/18459/IVF treatment in India	149	129	325.18	108	81.48% 67.11%
/forums/topic/16044/Amethyst's Story	129	125	352.63	120	95.83% 93.80%
/forums/topic/18983/	128	117	389.14	114	87.72% 82.81%



## A ROBUST ARCHITECTURE

Using the results of the card-sorting workshops and the visitor flows I was able to organise the pages into a simple conceptual model that would be easy to navigate. This approach made more sense than a traditional sitemap because of the huge reorganisation of content that was involved as instead of instructing where to place content it would provide guidance on how to work out where content should go.

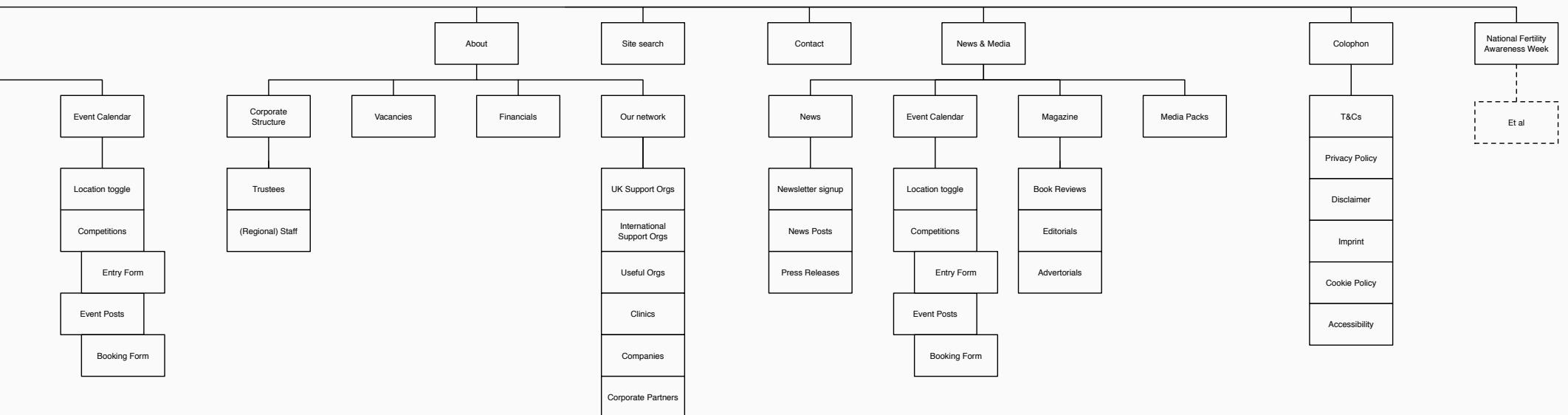
The architecture allows for the 'model' to be repeated multiple times, to target each audience segment. This modularity not only fulfils the need to share or isolate

content between audiences but gives room for the site to change over a longer lifespan than a typical website. Each segment acts as a 'chapter' of the Fertility Network, which is necessary given the sensitive nature of the subject matter – for instance many of those who are unable to have children do not want to ever see any content aimed at those still trying.

After sharing and agreeing the conceptual model with

the client and some of the target audience I moved on to content modelling, creating a list of content types and their respective domain models and taxonomies. These formed the basis of my content pattern library.

**Sensitive topics required clever channelling of content to avoid distressing visitors.**



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FNUK_Content Patterns — Edited								
	A	B	C	D	E	F	G	
	ID	Page Title	URL	Purpose	Existing Patterns	Type/Template	Category	Notes
7827	0.23.2	-	<a href="http://www.infertilitynetworkuk.com/get_involved_3/become_a_volunteer_3">http://www.infertilitynetworkuk.com/get_involved_3/become_a_volunteer_3</a>	-	-	-	-	ace_b Duplic
7828	0.23.3	-	<a href="http://www.infertilitynetworkuk.com/get_involved_3/help_us_fundraise_3">http://www.infertilitynetworkuk.com/get_involved_3/help_us_fundraise_3</a>	-	-	-	-	ace_b Duplic
7829	0.23.4	-	<a href="http://www.infertilitynetworkuk.com/get_involved_3/special_families_campaign">http://www.infertilitynetworkuk.com/get_involved_3/special_families_campaign</a>	-	-	-	-	ace_b Duplic
7830	0.24	Information where you need it, when yo	<a href="http://www.infertilitynetworkuk.com/information">http://www.infertilitynetworkuk.com/information</a>	Information section landing page	Masthead, sidebar (section nav, promoted links), main content, footer	Generic	-	
7831	0.24.1	Infertility Network UK Factsheets A - Z	<a href="http://www.infertilitynetworkuk.com/information/factsheets">http://www.infertilitynetworkuk.com/information/factsheets</a>	List of factsheets	Masthead, sidebar (section nav, promoted links), feature image, main content, footer	Generic	-	Facts pages
7832	0.24.2	e-Patient Information Pack, Making Info	<a href="http://www.infertilitynetworkuk.com/information/e-patient_information_pack">http://www.infertilitynetworkuk.com/information/e-patient_information_pack</a>	Information about the e-patient info pack	Masthead, sidebar (section nav, promoted links), main content, footer	Generic	-	
7833	0.24.3	Access to external resources	<a href="http://www.infertilitynetworkuk.com/information/useful_links">http://www.infertilitynetworkuk.com/information/useful_links</a>	Landing page for the useful links	Masthead, sidebar (section nav, promoted links), feature image, main content, footer	Generic	-	
7834	0.24.3.1	International Support Organisations' Su	<a href="http://www.infertilitynetworkuk.com/information/useful_links/international_support_organisations">http://www.infertilitynetworkuk.com/information/useful_links/international_support_organisations</a>	List of international support links	Masthead, sidebar (section nav, promoted links), main content (links), footer	Generic	-	Page I out an than c
7835	0.24.3.2	Links to UK Support Organisations	<a href="http://www.infertilitynetworkuk.com/information/useful_links/uk_support_organisations">http://www.infertilitynetworkuk.com/information/useful_links/uk_support_organisations</a>	List of UK support links	Masthead, sidebar (section nav, promoted links), main content (links), footer	Generic	-	
7836	0.24.3.3	Useful Organisations	<a href="http://www.infertilitynetworkuk.com/information/useful_links/useful_organisations">http://www.infertilitynetworkuk.com/information/useful_links/useful_organisations</a>	List of useful organisations	Masthead, sidebar (section nav, promoted links), main content (links), footer	Generic	-	
7837	0.24.3.4	Useful Websites	<a href="http://www.infertilitynetworkuk.com/information/useful_links/useful_websites">http://www.infertilitynetworkuk.com/information/useful_links/useful_websites</a>	List of useful websites	Masthead, sidebar (section nav, promoted links), main content (links), footer	Generic	-	
7838	0.24.4	Events	<a href="http://www.infertilitynetworkuk.com/information/events">http://www.infertilitynetworkuk.com/information/events</a>	List of upcoming events	Masthead, sidebar (section nav, promoted links), main content, footer	Post index	-	Turn ir
7839	0.24.4.x	*	<a href="http://www.infertilitynetworkuk.com/information/164/Wessex_Fertility_Inf">http://www.infertilitynetworkuk.com/information/164/Wessex_Fertility_Inf</a>	Event post	Masthead, sidebar (section nav, promoted links), title, date, main content, footer	Post	Infertility Network E Events	
7840			<a href="http://www.infertilitynetworkuk.com/information/172/Bath_Fertility_Centre">http://www.infertilitynetworkuk.com/information/172/Bath_Fertility_Centre</a>					

## PROTOTYPING

With the structure and content planned I moved on to wireframing. Using the list of features I collated at the beginning I sketched out and linked up lo-fi versions of the required templates in Axure, simultaneously filling out the pattern library with documentation on the use cases, functionality and back-end requirements for each feature.

By sticking to a mobile-first layout system I had used in the past I was able to create testable wireframes quickly, safe in the knowledge that the patterns were touch friendly and would scale up and down suitably for any size viewport.

The first round of wireframes tested well with the audience but were deemed too complex by Fertility Network's stakeholders (who would be the editors ongoing), so I was required to simplify the content structure in a round of revisions.

**Axure prototype →**

**Position statement/tagline**

We're here for anyone who has ever experienced in fertility problems

← Previous
1 2 3
Next →

### Feature group

The feature group will be a set of reusable patterns with different size options for generic use, eg page links, CTA, advertising, quotes, pictures. Pages can have multiple groups and groups can have multiple rows. The title and description are optional.

[Read more](#)

[Read more](#)

[Read more](#)

**Workhorse Layout**

The workhorse layout includes content areas for an image (of fixed dimensions), title, text and a button label. Each content area is optional so multiple layouts can be created by combining the different optional content areas

**Workhorse Layout**

The height of each row will be rationalised to the tallest box to keep a harmonious vertical rhythm and regularly spaced grid

**Workhorse Layout**

Donec ullamcorper nulla non metus auctor fringilla. Cras justo odio, dapibus ac facilisis in, egestas eget quam. Nullam quis risus eget urna mollis ornare vel eu leo. Donec id elit non mi porta gravida at eget metus.

**CTA text lorem ipsum dolor sit met**

**Unshortened position statement lorem ipsum dolor**

Phone number: XXXXX XXX XXX

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**Adoption From Abroad**

Adopting a child from overseas is a positive, life enhancing experience for both you and the child.

[Read more](#)

**Adoption in the UK**

Adopting a child from overseas is a positive, life enhancing experience for both you and the child.

[Read more](#)

**Alternative Medicine**

Adopting a child from overseas is a positive, life enhancing experience for both you and the child.

[Read more](#)

**Artificial Insemination & IUI**

Adopting a child from overseas is a positive, life enhancing experience for both you and the child.

[Read more](#)

**Asherman's Syndrome**

Adopting a child from overseas is a positive, life enhancing experience for both you and the child.

[Read more](#)

**Chlamydia**

Adopting a child from overseas is a positive, life enhancing experience for both you and the child.

[Read more](#)

**fertilitynetworkuk**

**SUPPORT LINE: 01213 235 025**

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## The page title should have fewer than 70 characters where possible

The standfirst should be filled on all pages. It gives an overview of page content so visitors know they're on the right page at a glance.

The first few lines will be pulled in by search engines to create the page snippet (unless a custom SEO description has been set) so it is important to concisely include any keywords or value propositions in as few characters as possible while still prioritising readability and usefulness for site visitors. Page snippets typically cut off at around 140 characters so it is best to keep your first paragraph or SEO description below that length.

Enter keyword(s)

### Discover Your Path To Success Part 3

Our story started like most infertility stories, we got married, we started trying for a baby and nothing happened! 5 years of tests, drugs, treatments, a conclusion of 'unexplained infertility' and 2 goes at IVF and then came the news that anyone in our situation vivamus sagittis lacus vel augue laoreet rutrum faucibus dolor auctor...

Last updated: 09/26/2016 Category [www.url.com/subpage](#)

### What is homeopathic medicine

Our story started like most infertility stories, we got married, we started trying for a baby and nothing happened! 5 years of tests, drugs, treatments, a conclusion of 'unexplained infertility' and 2 goes at IVF and then came the news that anyone in our situation vivamus sagittis lacus vel augue laoreet rutrum faucibus dolor auctor...

Last updated: 09/26/2016 Category [www.url.com/subpage](#)

### Always Look On The Bright Side Of Life

Our story started like most infertility stories, we got married, we started trying for a baby and nothing happened! 5 years of tests, drugs, treatments, a conclusion of 'unexplained infertility' and 2 goes at IVF and then came the news that anyone in our situation vivamus sagittis lacus vel augue laoreet rutrum faucibus dolor auctor...

Last updated: 09/26/2016 Category [www.url.com/subpage](#)

### Cutting Prescription Drug Costs

Our story started like most infertility stories, we got married, we started trying for a baby and nothing happened! 5 years of tests, drugs, treatments, a conclusion of 'unexplained infertility' and 2 goes at IVF and then came the news that anyone in our situation vivamus sagittis lacus vel augue laoreet rutrum faucibus dolor auctor...

Last updated: 09/26/2016 Category [www.url.com/subpage](#)

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**Search Articles**

Nullam id dolor id nibh ultricies vehicula ut id elit.

SEARCH

Search term:  YEAR:  MONTH:  September 1991

Search

### Nullam quis risus eget urna mollis ornare vel eu leo

09/26/2016 – 09/26/2016 Mary Elliott 540 Kris Circles Suite 611



#Tag #Tag #Tag

### Discover Your Path To Success Part 3

09/26/2016 – 09/26/2016 Mary Elliott 540 Kris Circles Suite 611

#Tag #Tag #Tag

### What Is Homeopathic Medicine

09/26/2016 – 09/26/2016 Mary Elliott 540 Kris Circles Suite 611

#Tag #Tag #Tag

### Always Look On The Bright Side Of Life

09/26/2016 – 09/26/2016 Mary Elliott 540 Kris Circles Suite 611

#Tag #Tag #Tag

### Cutting Prescription Drug Costs

09/26/2016 – 09/26/2016

#Tag #Tag #Tag

### Motivation In Life

09/26/2016 – 09/26/2016

#Tag #Tag #Tag

[Previous page](#) 1/100 [Next page](#)

• Feature groups will have optional headings.



### Help us by donating today

The Fertility Network receives no statutory funding, instead we rely on generous voluntary funding, requests and grants. The easiest way for you to support us is to donate online.



### Free Pregncare Supplement

The UK's #1 pregnancy supplement brand is offering the opportunity to receive a Pregncare Conception 7 day trial pack, absolutely free!



### Our magazine is now online!

Our quarterly magazine shares knowledge and stories from our entire network in one place. Now it's available online, nobody ever need to feel like they're struggling alone.

We're here for anyone who has ever experienced fertility problems

DONATE



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to keep your first paragraph or SEO description below that length.

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ed like most infertility stories, we got married, we started trying for a baby and nothing  
years of tests, drugs, treatments, a conclusion of 'unexplained infertility' and 2 goes at IVF  
the news that anyone in our situation vivamus sagittis lacus vel augue laoreet rutrum  
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free IVF if they persuade friend to donate sperm

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r auctor...



Help us by donating today

The Fertility Network receives no  
statutory funding, instead we rely on  
generous voluntary funding, requests  
and grants. The easiest way for you to  
support us is to donate online.

## Credit

Year: 2016

Client: Fertility Network UK

Completed At: Merchant Technology Marketing

My Roles: Research, IA, UX, Visual Design, Content Strategy

Project Manager, Editor: Alice Berry

Development: David Janning

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# Good chemistry

INEOS Group Limited —  
Flagship corporate website

Of the top ten chemicals producers in the world, INEOS is the only company still privately held. Run with a fiercely entrepreneurial culture, INEOS is comprised of a fluctuating number of independent business units each with their own product range. Due to the group's dynamic structure and autonomous management, a flexible and reusable website is key to uniting the units under one easily navigable hub. In support of a step into the oil and gas industry in 2015 that put INEOS and fracking in the public eye, I worked on a new information architecture that would restructure INEOS' 5000-page strong web presence to better represent and support its changing structure and the sudden public interest in their dealings.

Information Architecture

User Experience Design

[INEOS Group Website →](#)

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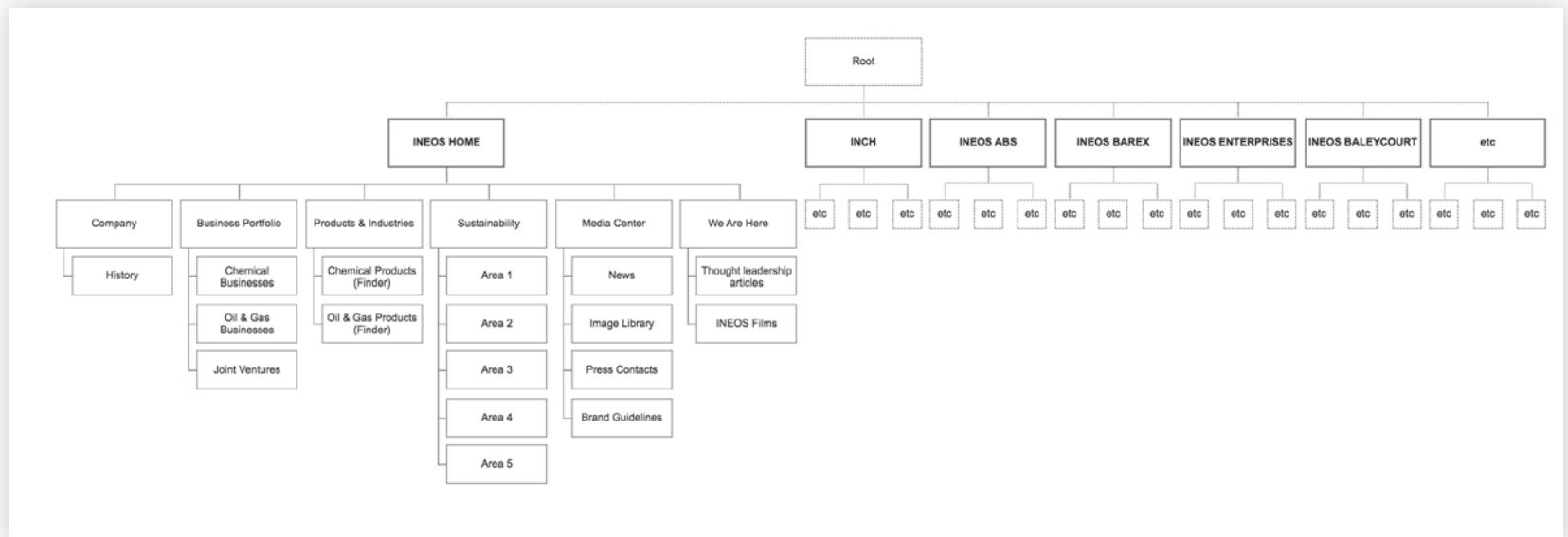
## THE ARCHITECTURE

My first problem to tackle was how to place the new oil & gas businesses, would they sit alongside the chemicals businesses or somewhere else? Complicating matters was INEOS Enterprises and its own set of sub-businesses.

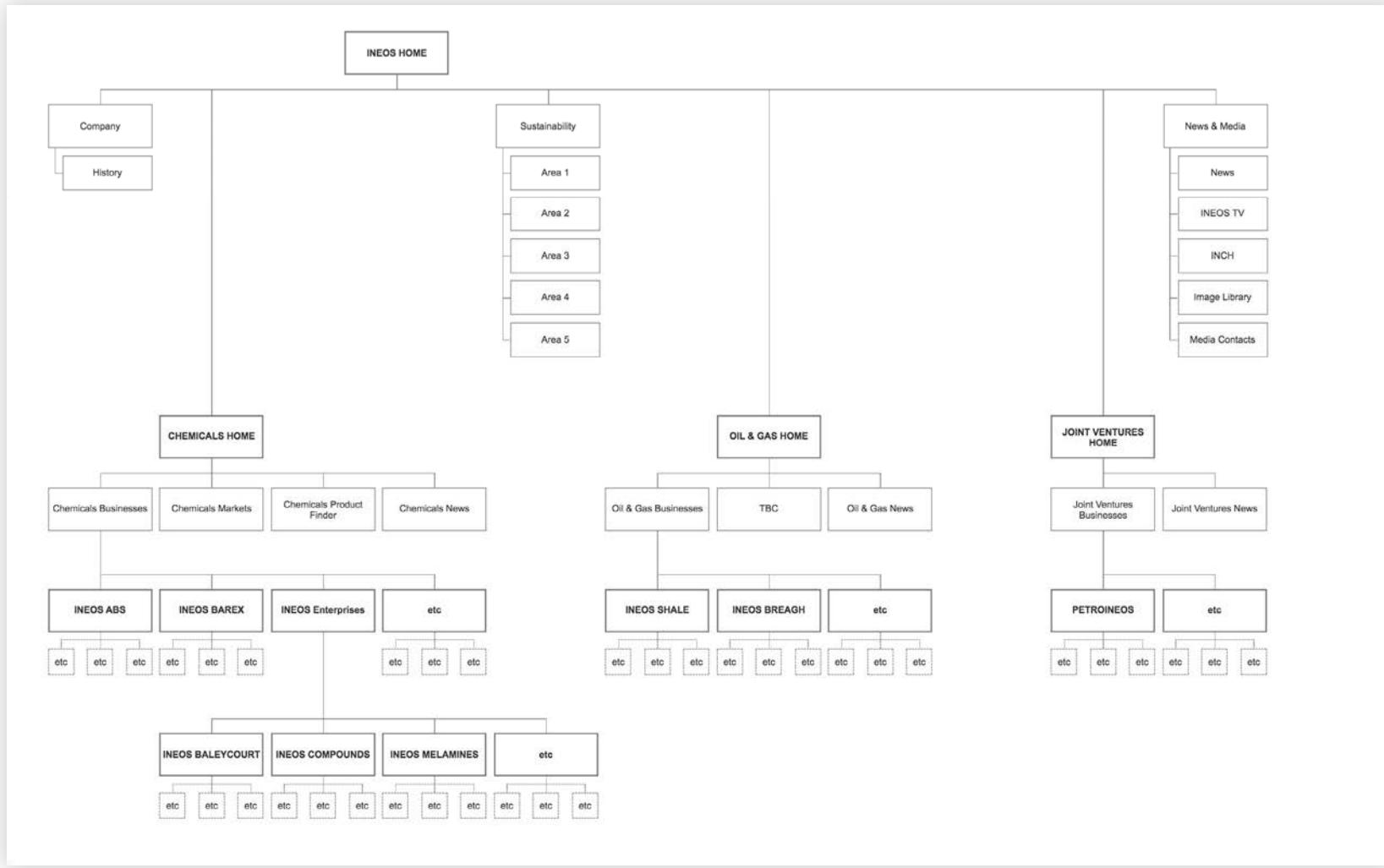
In total I tested out 5 different architectures at varying degrees of resolution, before settling on the idea that the business units didn't need to be nested like Russian dolls.

As each business has equal standing regardless of the corporate structure, I would place them all as siblings in the architecture. The intricacies of the corporate hierarchy could then be explained explicitly in content rather than implied from the breadcrumb bar or URL scheme.

As a back-up plan I prepared a second architecture that more closely matched the corporate structure, just in case.



Architecture Prototype →



Structuring the site according to corporate hierachic formalities was a mistake. The structure ought match the way the businesses were perceived.

## THE NAVIGATION

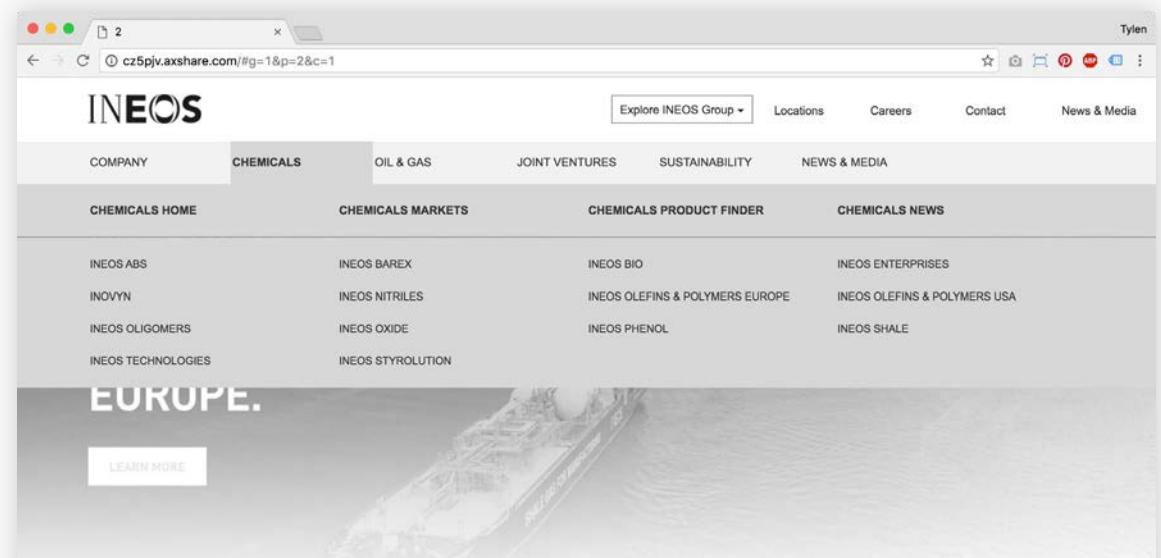
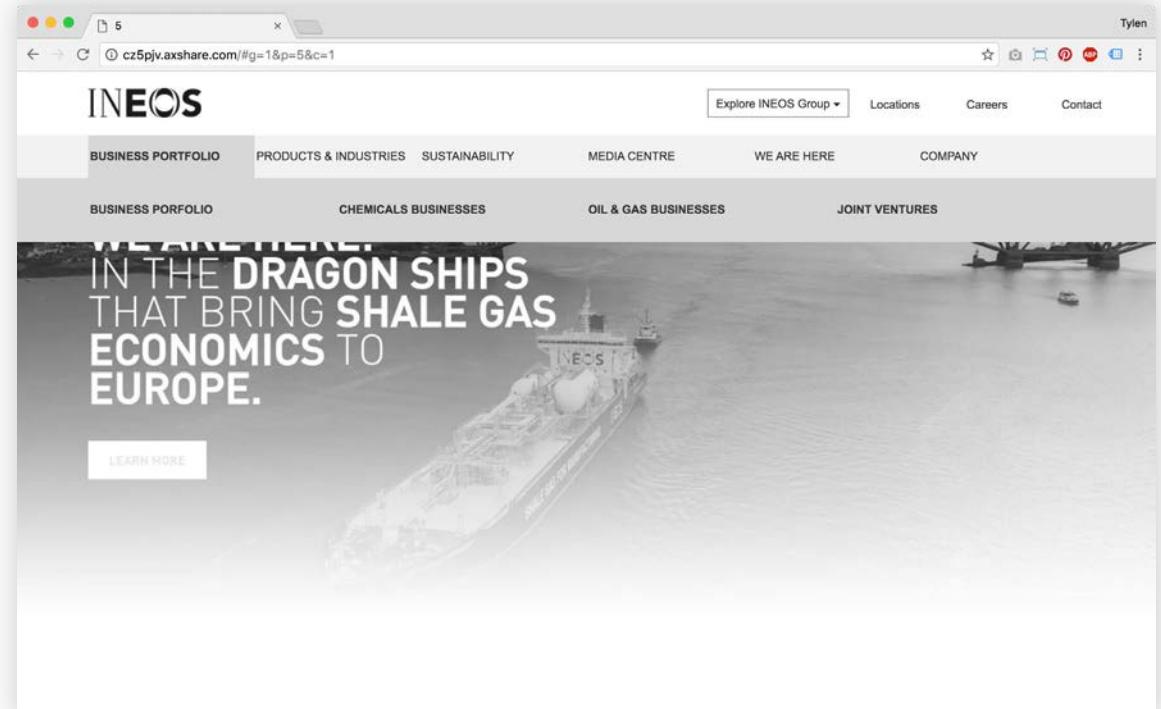
The next challenge was figuring out how to structure the navigation, as I was essentially telling INEOS how to present itself.

I looked at other chemical giants and umbrella companies to learn how they structured themselves and why, then I cherry-picked the best features, including:

- Business Portfolio, to showcase businesses the way Unilever showcases products and satisfy the need to show corporate structure.
- Products & Industries, to show what INEOS makes and how it can be used, similar to Dow's Products & Solutions section. This area also helps to cross-pollinate between businesses and makes it easy for customers to find product details.
- Top-level media centre, for highlighting recent news and updates, and signposted for journalists.
- Top-level spaces for sustainability and PR campaigns, such as the "We Are Here" promotion, to garner goodwill and assuage the worries of the public.

I was also able to remove redundant navigational elements, leaving only the business explorer as the point of interaction to switch to another business.

I presented my architecture directly to the Group Communications Manager at INEOS, who responded favourably to my proposal.



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## OTHER PRODUCTS

In addition to the IA, I have also worked on and/or led a number of other features on the INEOS website that are in the product pipeline, as well as creating a number of brochures, exhibition graphics and other PR materials.

MILE MEDIA C

ENGLISH  
DEUTSCH  
FRANÇAIS  
SVENSKA  
NORSK

Multilanguage functionality →

LOCATIONS

INEOS Belgium  
Heldringstraat 21  
Antwerpen  
B-2000  
Belgium

Locations →

INEOS ENGINEERING ROLES

Manufacturing and testing Research, analysis and science R&D Software and mobile apps

Electronics Industrial power systems Lighting Compliance and approvals Project support

Global quality and reliability Mechanical and product design

What we stand for & our safety policy INEOS GAP SAFETY POLICY SAFETY VIDEO ZERO PELLET LOSS

More info about paper USEFUL DOCUMENTS

Polymers CUSTOMER FOCUS ACA REQUIREMENTS CODES OF PRACTICE

**LIGHTING**

Careers (Archived)

ANNOUNCEMENTS

What we stand for & our safety policy

INEOS GAP SAFETY POLICY SAFETY VIDEO ZERO PELLET LOSS

More info about paper USEFUL DOCUMENTS

Polymers CUSTOMER FOCUS ACA REQUIREMENTS CODES OF PRACTICE

**Logistics Matters (Archived)**

WELCOME TO INEOS TV

INEOS has its own digital TV channel airing a spotlight on company news, topical industry issues and the exciting innovation taking place across our site in the world. Here you can find all the videos and programmes we've produced over the years, many of which can still be found on our YouTube channel.

PLAYLISTS

TOPICAL PLAYLISTS CURATED BY INEOS

Our playlists are full of inspiring and thought provoking videos, from both INEOS and across the web, about different subjects related to our industry and activities.

**INEOS TV** →

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**Investor Relations (Archived)**

EXCELLENCE IN SAFETY, HEALTH & ENVIRONMENTAL PERFORMANCE

EXCELLENCE IN S&H is a top priority for INEOS. We are to lead or exceed all legislative requirements in the areas. We set annual performance targets and are committed to continuous improvement of all aspects of our operations.

At INEOS we create a culture that reinforces our E&H performance. We aim to minimize the impact our facilities have on local environments and especially our neighbors. This means working in close partnership with community groups and key stakeholders to ensure that we are a responsible neighbor and partner.

Ethics is absolutely central to our business. As producers of commodity chemicals the efficiency of our processes has a significant impact on our profitability. We have a clear focus on reducing energy consumption and a clear priority in reducing waste. This means that we can increase sales as well as reduce environmental impacts.

INEOS GAP USA - LEADING CHEMICAL & PROCESS SAFETY

**Sustainability (Archived)**

INEOS at Antwerp

PERSONNEL PRODUCTS CAPACITY LOGISTICS

180+ Phenol, Acetone

ABOUT THIS SITE

INEOS had diam angel mout vandaag dit sien nie magt. Interger posse erat a ante veterum obliquus posse velit aliquip. Cum solis matique nesciatur. Individuus matis.

The Coal site in the northern area of Antwerp, Belgium, was constructed in 1992 with its first product ammonia in 1993. INEOS assumed the Coal site in 1993. The

**Site pages (Archived)**

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## Credit

Year: 2016

Client: INEOS Group

Completed At: Merchant Technology Marketing

My Roles: IA, UX, Visual Design

Project Management: Gordon Hawes & Richard Broughton

Development: Constantin Anca, Anup Zaver

Thanks: Pete Luffman (Visual Design), Mounir Boudouda (.net)

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Tylen St Hilaire