2018

SUCCESS FACTORS

Deep Dive Training

IT | HUE

Honeywell

THE POWER OF CONNECTED

Agenda

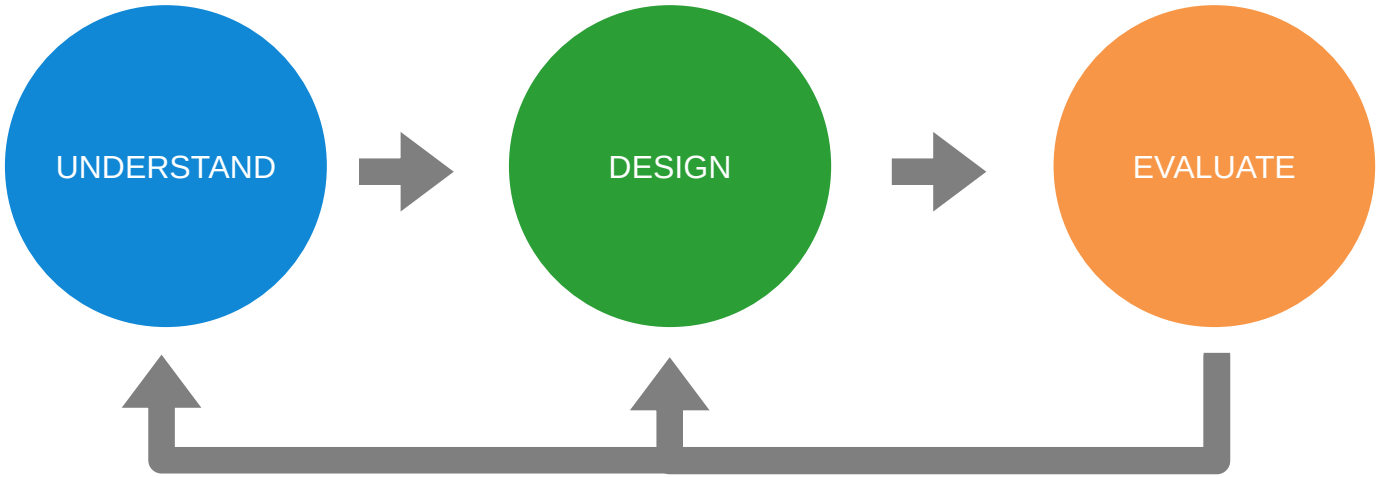
- Introduction: Purpose and Goals
- Case Study 1: Textbook Approach
- Case Study 2: New Application
- Case Study 3: Service Design
- Case Study 4: Rigid Constraints
- Case Study 5: Third Party Application
- Discussion: Questions, Answers & Feedback

Introduction

Purpose and Goals

THE QUESTION TO ANSWER

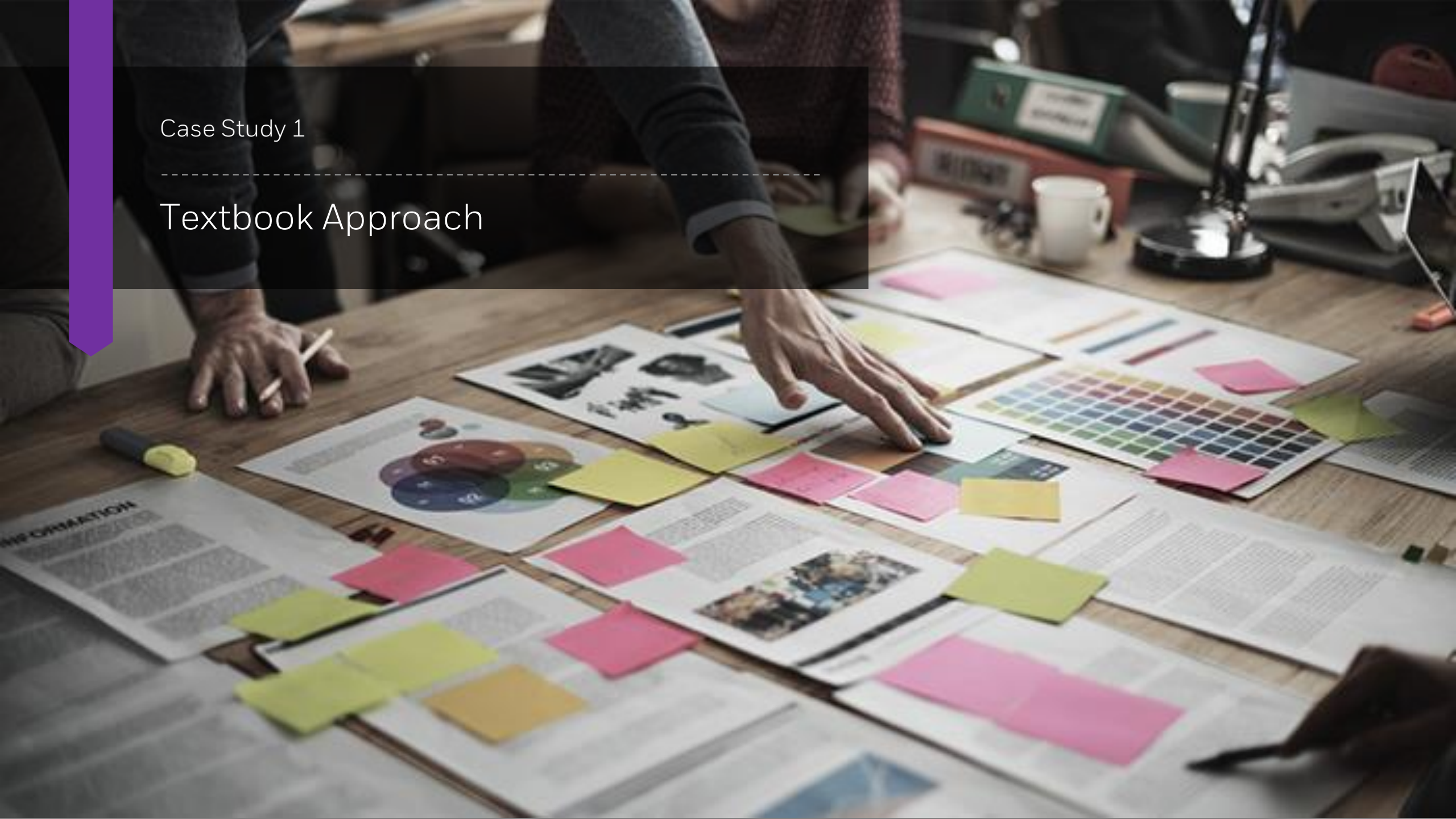
“How do I incorporate HUE into my Honeywell projects to make them successful?”



The HUE Process

To answer this question, success needs to be examined and quantified

- What is success?
- How is success measured?
- Identifying success and risk factors
- Acting on success and risk factors
- Making successes repeatable



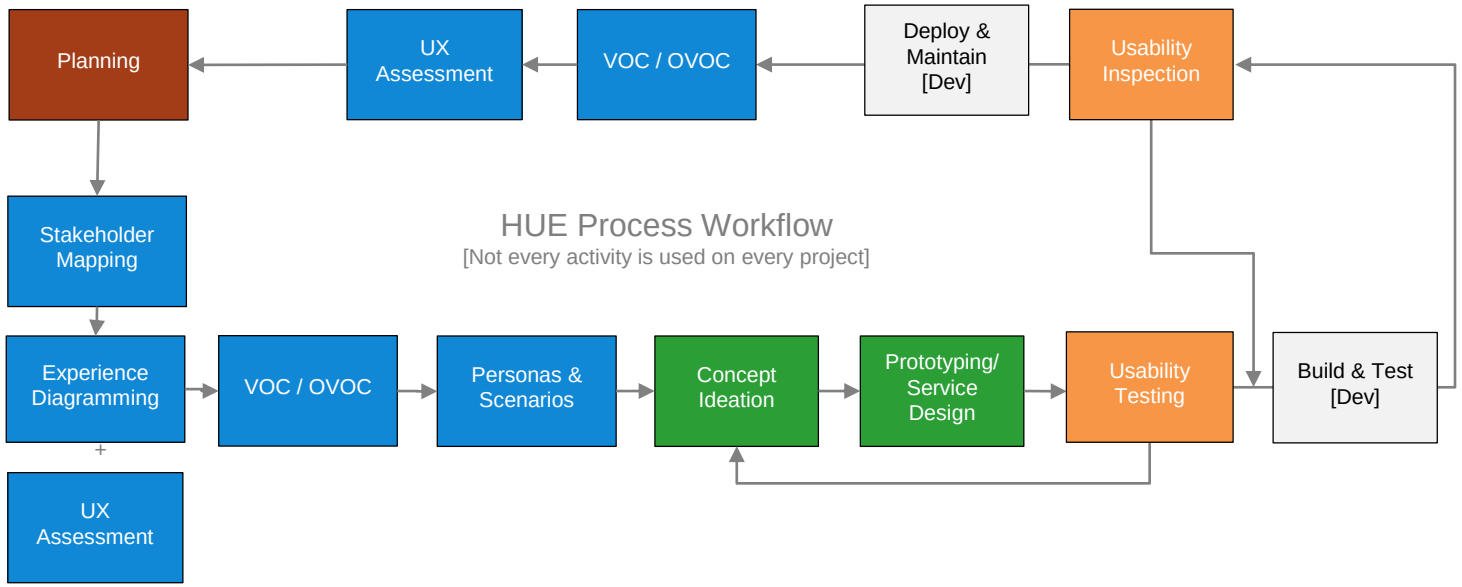
Case Study 1

Textbook Approach

CASE STUDY PARAMETERS: Textbook Approach

The **Textbook Approach Case Study** is a scenario in which the HUE Team is engaged and planned for at the inception of the project.

- **Understand**: Activities that inform the strategy through user requirements data
- **Design**: The answer to the user's needs and the solution to the issues raised during the **Understand** phase
- **Evaluate**: Testing to determine whether or not the design concept really satisfies the user's needs. Results may require a return to **Understand** or **Design** phases for further iterations.



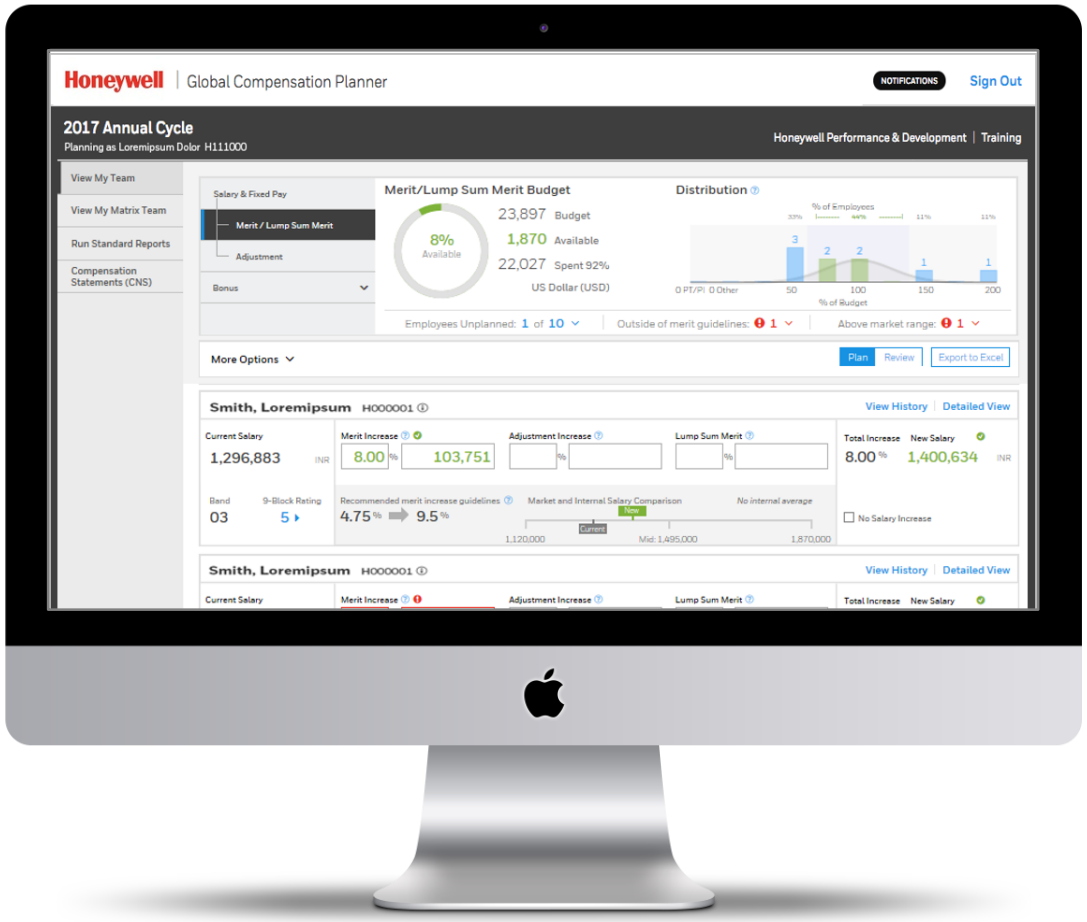
PROJECT OVERVIEW: Global Compensation Planner (GCP)

Project Brief:

Redesign of the GCP which is a HON tool, used by more than 16,000 managers globally, to plan compensation for their employees.

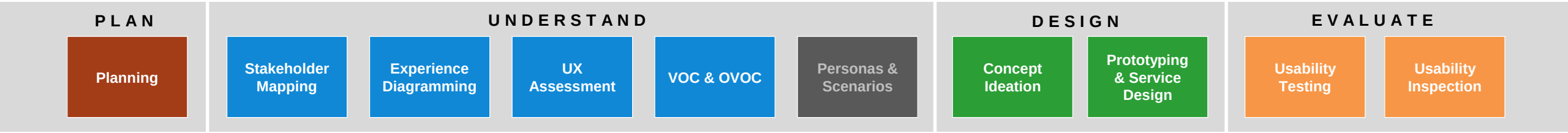
Project Goals:

- **Speed**: Reduce task completion time
- **Productivity**: Reduce complexity to achieve goals
- **Satisfaction**: Increase satisfaction and enhance self-service functionality



HUE APPROACH: Global Compensation Planner (GCP)

HUE Process Building Blocks Used on this Project:



Understand:

- **UX Assessment:** Established the baseline metrics
- **Stakeholder Mapping:** Identified the audience
- **OVOCs**: Gathered user-centered requirements
- **OVOC Analysis**: Identified pros, cons and improvement opportunities

Design:

- **Concept Ideation/Prototypes**: Increased efficiency with visualizations
- **Progressive Disclosure**: Reduced system complexity

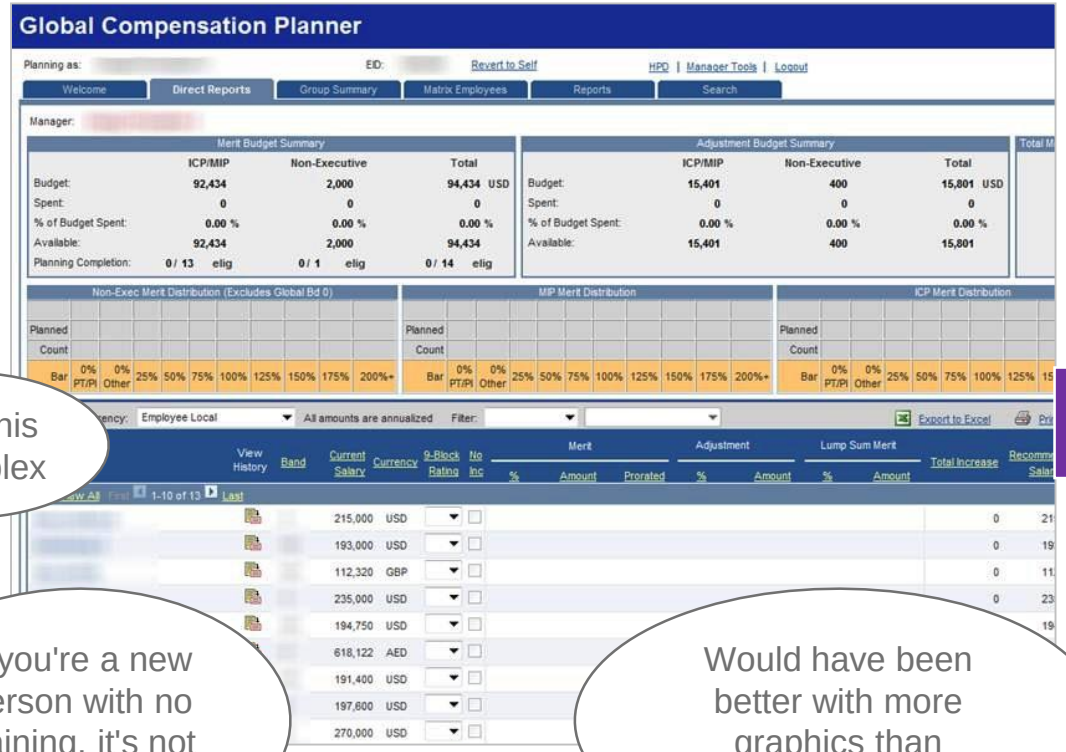
Evaluate:

- **Usability Testing**: Validated the improvements against the user needs

PROJECT RESULTS: Global Compensation Planner (GCP)

- The team received the **1Q2017 HUE Award** from Darius Adamczyk. This was a UFE first.
- User planning time was **reduced by 48%**
- Navigation was noticeably easier to use (**customer effort decreased by 0.4**)
- Usability **improved by 32%**

Before

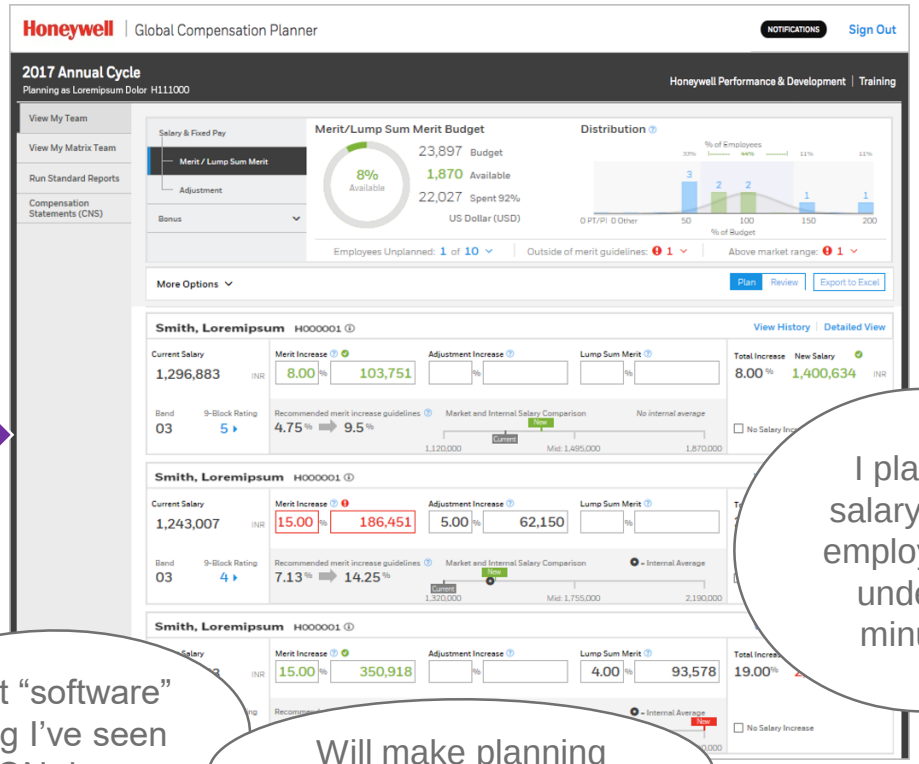


Wow, this is complex

If you're a new person with no training, it's not intuitive at all.

Would have been better with more graphics than numbers.

After



Best "software" thing I've seen HON do…

Will make planning decisions easier.

I planned salary for 12 employees in under 10 minutes.

Case Study 2

New Application

CASE STUDY PARAMETERS: New Application

The **New Application Case Study** scenario positions a HUE focal to support the agile development of new software / applications.

HUE Subject Matter Expert (SME):

- HUE activities are executed to the backlog
- Participation in sprint planning / retrospectives
- Iterative design
- Parallel research during sprints

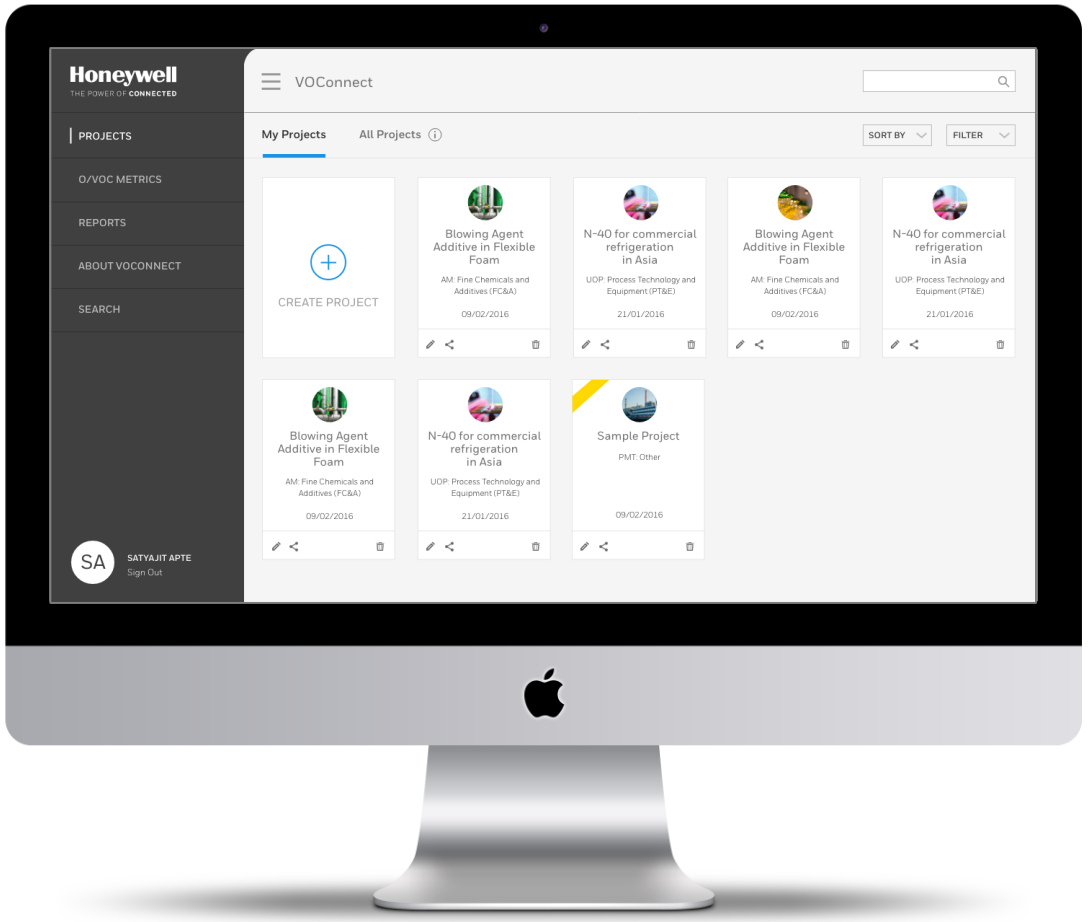
PROJECT OVERVIEW: VOConnect

Project Brief:

Redesign of the PMT beta O/VOC tool to improve UX and add functionality.

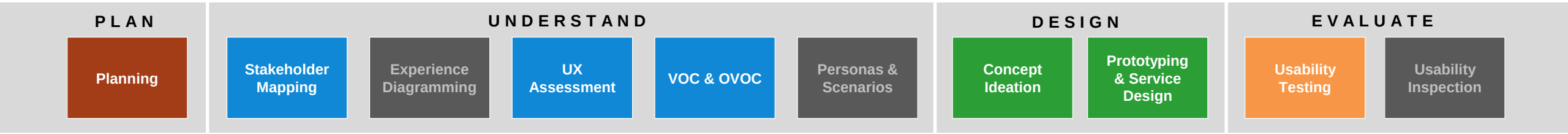
Project Goals:

- **Centralize**: Create a centralized space to store O/VOC data that is accessible and searchable
- **Standardize**: Standardize the data structure to improve data quality, integrity and shareability
- **Visibility**: Provide clear visibility of the quantity and quality of O/VOCs to executive leadership



HUE APPROACH: VOConnect

HUE Process Building Blocks Used on this Project:



Understand:

- **UX Assessment**: Compared functionality and UX against project goals
- **VOCs**: Collected user requirements and pain points

Design:

- **Concept Ideation**: Determined integration points
- **Wireframes**: Integrated user experience improvements
- **Prototype**: Iterated with users and stakeholders

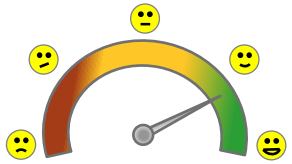
Evaluate:

- **Usability Testing**: Validated the design against user requirements
- **Development Support:** Provided oversight during the development phase

PROJECT RESULTS: VOConnect

Right and Fast

100% CSat LOS



4.17 CSat Average

NPS

Passive

Usability Improvements:

- **Easy-to-use interface** for sales and marketing teams
- Standardized data format **reduced the cost** associated with incorrect templates and analysis of unstructured data
- Intuitive design **enabled users to capture structured data**

Flexibility Improvements:

- **Enable Enterprise Workflow**
- Supports **the 6 P's**
- **Custom questionnaire creation**

Functionality Upgrades:

- **Integrated two new modules**: Search and O/VOC Metrics
- Insight and Metrics **Report generation on demand**

Case Study 3

Service Design

CASE STUDY PARAMETERS: Service Design

The **Service Design Case Study** is a scenario in which a service is examined from the user's viewpoint, rather than the businesses internal needs and offerings.

- Gather a thorough understanding of the service; capabilities and limitations
- Identify efficiencies through user input
- Incorporate efficiencies through prototyping and testing
- Validate user needs with measurable value in order to determine success

PROJECT OVERVIEW: Intelligrated IT Systems Migration

Project Brief:

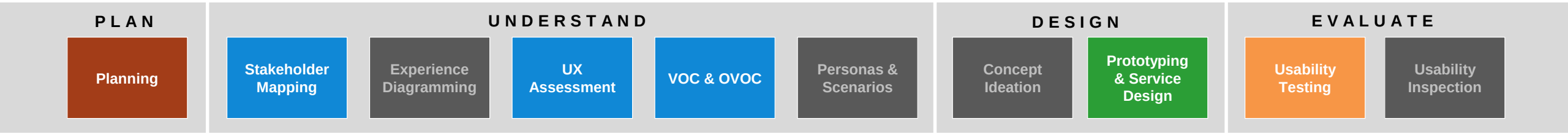
Honeywell completed its $1.5B acquisition of Intelligrated in 3Q16. An immediate step towards the integration into Honeywell required all Intelligrated employees to have their IT systems migrated into the Honeywell environment.

Project Goals:

- **Unify**: Consolidate and streamline multiple instruction documents into a single DLS compliant document
- **Integration**: Migrate the Intelligrated IT systems for 3,000+ employees into the Honeywell environment
- **Timely**: 100% of the Intelligrated employees needed to be fully migrated by December 31, 2017

HUE APPROACH: Intelligrated IT Systems Migration

HUE Process Building Blocks Used on this Project:



Understand:

- **OVOCs**: To understand user characteristics, goals, needs, feelings, & concerns
- **Stakeholder Mapping**: Documented & prioritize the users
- **UX Assessment**: Evaluated the original documentation for improvement opportunities

Design:

- **Iterative Prototyping**: End-users piloted the migration process
- **Iterative Prototyping**: Aligned visual design with the Design Language System (DLS)

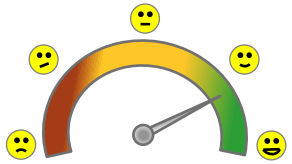
Evaluate:

- **Usability Testing**: Validated the final documentation
- **KPI**s: Measured success with Key Performance Indicators (KPIs)

PROJECT RESULTS: Intelligrated IT Systems Migration

Go Beyond

100% CSat LOS



4.0 CSat Average

NPS

Promoter

Unification:

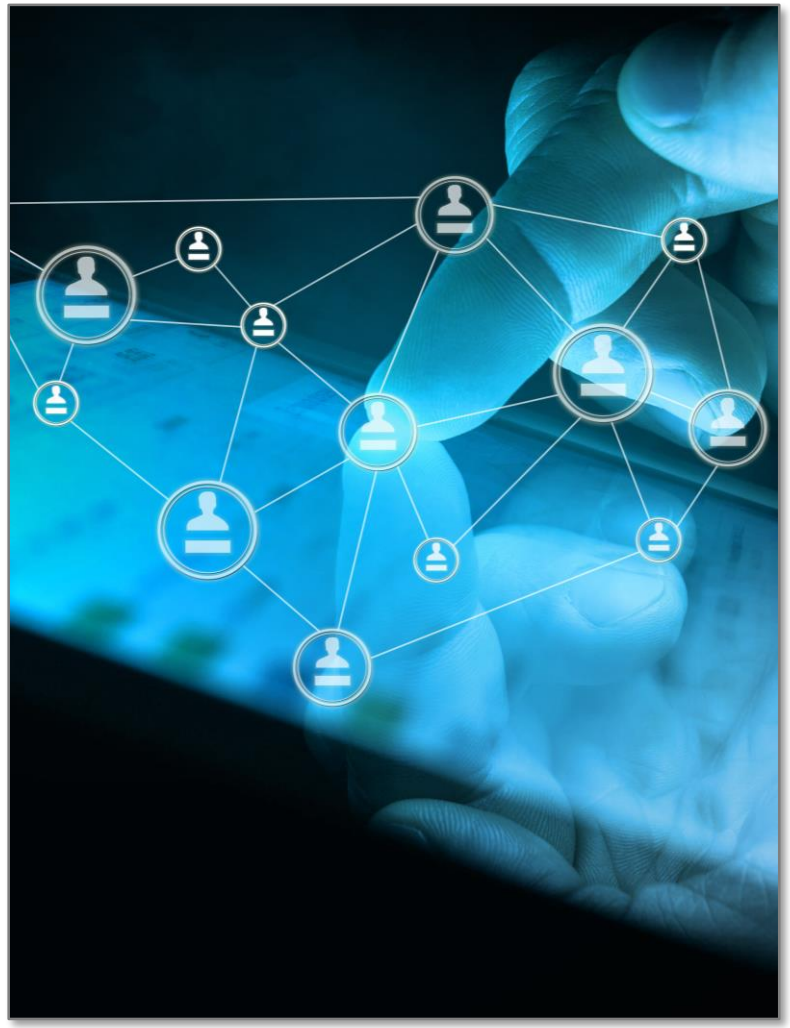
- **Unified disparate documents** into a single (DLS) compliant document of ~50 pages
- **Improved** Flesch-Kincaid **Readability Metrics**

Integration:

- **Over-achieved** on KPIs (**Time & Ease-of-Use**)
- **Less than 1%** of Intelligrated Employees **contacted the Service Desk** during migration

Timeliness:

- 100% of Intelligrated Employees **migrated by ~1 month ahead of schedule**



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Case Study 4

Rigid Constraints

CASE STUDY PARAMETERS: Rigid Constraints

The **Rigid Constraints Case Study** scenario is a project restricted by constraints that the HUE designer must plan and execute work within. Typically, rigid constraint projects are the result of a late engagement with the HUE Team, which diminishes the value of **Understand** activities.

Examples:

- Truncated deadlines
- Low resources pools
- Inflated scopes
- Geolocation / Co-location
- Technology dependencies

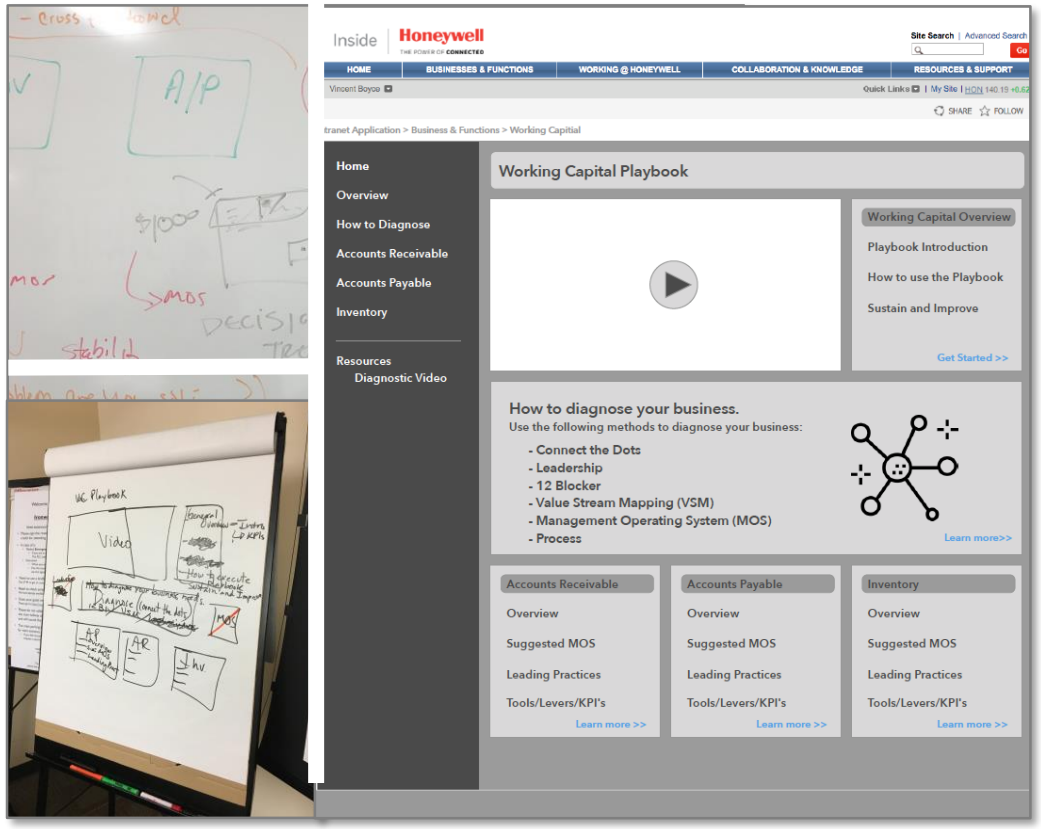
PROJECT OVERVIEW: Working Capital Playbook Website

Project Brief:

Identified as one of the most important initiatives for 2018 by Darius Adamczyk. Working Capital is the combination of Inventory, Accounts Payable and Accounts Receivable assets to create a website and playbook.

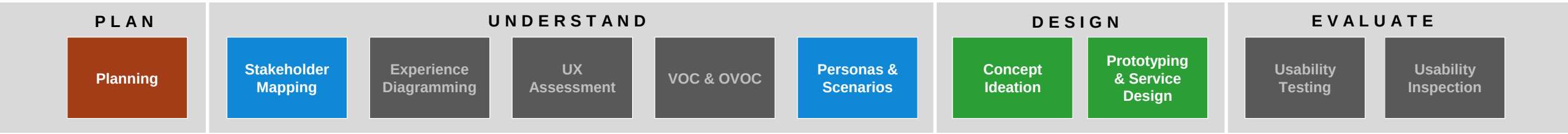
Project Goals:

- **Analyze**: Assess and compile a set of tools and processes from across Honeywell
- **Unify**: Categorize and operationalize the tools and processes into a complete website
- **Improve**: Identify gaps to produce components that satisfy the requirements, needs or content



HUE APPROACH: Working Capital Playbook Website

HUE Process Building Blocks Used on this Project:



Understand:

- **Stakeholder Mapping**: Identified the target audience and key stakeholders
- **HOS Personas**: Leveraged Honeywell Employee and HOS Personas

Design:

- **Concept Ideation**: Unified disparate Honeywell assets
- **Iterative Prototyping**: Provided clear asset integration for all stakeholders

Evaluate:

- **Workshops**: Conducted two HUE stakeholder workshops to maintain consensus and focus

PROJECT RESULTS: Working Capital Playbook Website

Analyzation:

- **Lean approach** produced a focused and efficient team
- **Leveraged existing assets** to reduce waste
- Empowered team members **rapidly analyzed disparate data** and made decisions to maintain the critical path

Unification:

- **Strategic coordination** successfully launched the website and playbook within 10 weeks
- Ensured compliance by **adhering to Digital Workplace** standards and guidelines

Improvements:

- Created efficiencies by **unifying disparate Honeywell assets**
- Gap analysis revealed various **improvement opportunities** that were addressed during development

Case Study 5

Third Party Application

CASE STUDY PARAMETERS: Third Party Application

The **Third Party Application Case Study** scenario is centered on a third party, retail software application. This automatically imposes several rigid constraints affected by **customization cost** versus **configuration cost**.

Regardless of the configure / customize decision, there are some basic user experience activities that can improve the integration of a third party retail application.

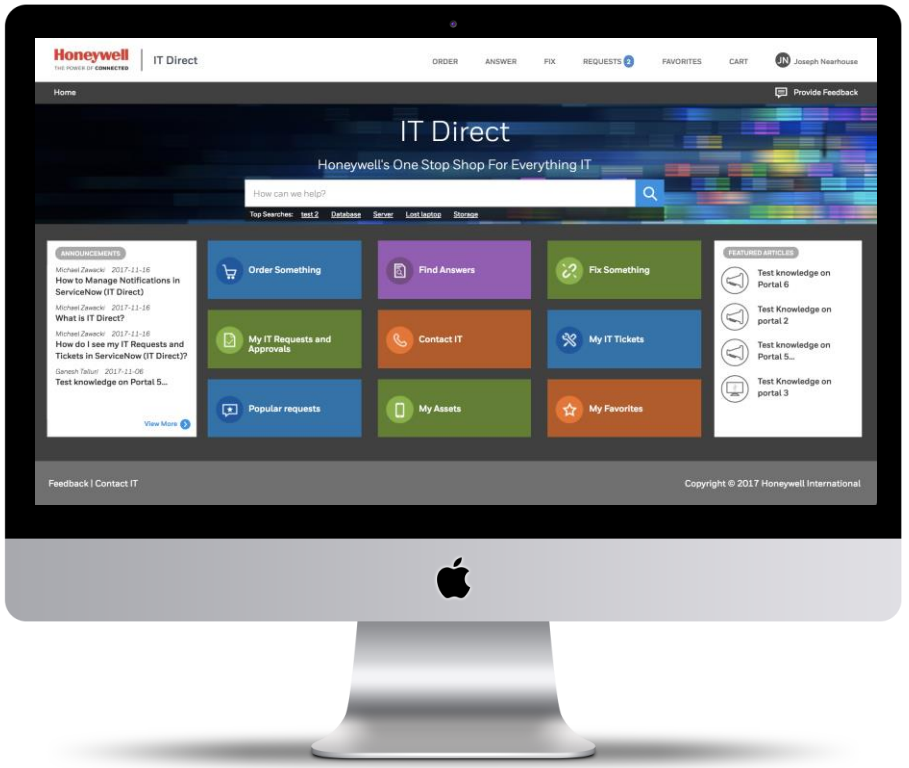
PROJECT OVERVIEW: IT Direct ServiceNow

Project Brief:

ServiceNow is a 3rd party, cloud-based application for IT infrastructure. HUE was engaged to customize the application, apply Digital Workplace (DWP) structure and focus on IT Direct – the customer facing portal .

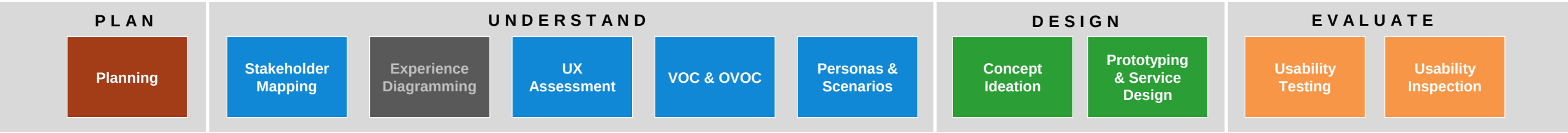
Project Goals:

- **Brand**: Apply the Honeywell Design Language System (DLS) and Digital Workplace (DWP) structure
- **Configure**: Change the default workflow to match the Experience Diagramming needs for all of Honeywell
- **Optimize**: Create efficiencies within the UX, UI and workflow to increase productivity, improve usability and decrease complexity



HUE APPROACH: IT Direct ServiceNow

HUE Process Building Blocks Used on this Project:



Understand:

- **OVOCs**: Interviews to understand customer's needs
- **Stakeholder Mapping**: Identified, mapped and prioritized 15 stakeholder groups
- **UX Assessment**: Created a baseline to inform the wireframes
- **IT Personas:** Leveraged existing IT personas

Design:

- **Prototyping**: Produced UX, UI documentation for 3rd party developers
- **Concept Ideation**: Conducted card sorting to optimize the information architecture
- **DLS**: Maintained Honeywell Branding standards with the DLS and DWP assets

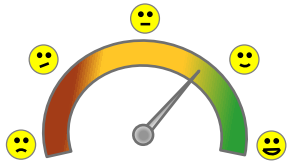
Evaluate:

- **System Usability Score (SUS)**: Established the baseline usability metrics (pre and post)
- **Usability Inspection**: Validated DLS and DWP compliance
- **Usability Testing**: Validated project against user needs

PROJECT RESULTS: IT Direct ServiceNow

Think Big...TMIH

66.7% CSat LOS



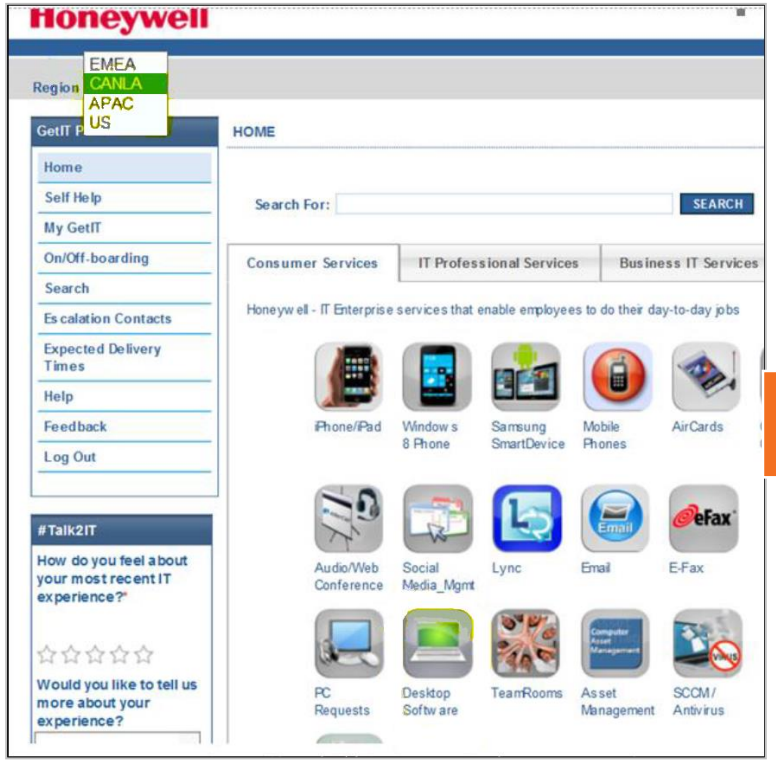
3.83 CSat Average

NPS

Promoter

- Launched to **140,000 customers with minimal escalations**
- **Integrated Digital Workplace (DWP)** structure and guidelines into the application
- **Simplified the complexity** of the UI in order to make it more intuitive
- **Consolidated disparate IT systems** into a single platform (ACT IT, GET IT, Remedy, IT HelpNow)

Before



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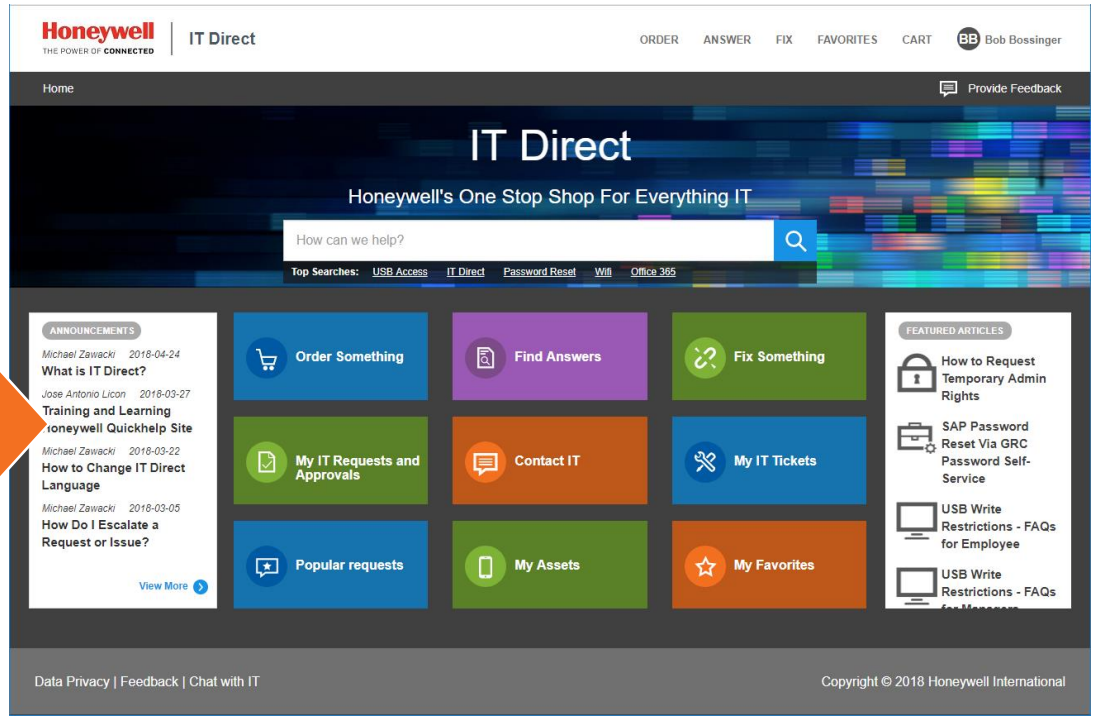

Discussion

Questions, Answers and Feedback

FACTORS THAT CONTRIBUTE TO REPEATABLE SUCCESSES

Summary: **HUE integration contributes to success but does not guarantee it** alone. Program success requires an organized approach, with a firm understanding of User Experience (UX) principles, to drive success in your overall program.

Common UX Success Factors

- HUE Integration during requirements gathering
- UX saves time by uncovering issues early
- Speak directly to the users for requirements
- At least 2 – 3 Users per Persona for quality data
- Developers working *with*, not *after* HUE Designer
- Product validation with Users, after development
- Leverage existing, relevant assets
- UX is collaborative, not an external factor
- Proper Testing cycles
- Empathy goes a long way with users
- Established success criteria

Common UX Risk Factors

- Assumption of User needs
- Late HUE involvement limits UX value
- Vendor involvement without HON management
- Unclear expectations for UX deliverables
- Equating UX Design to Visual Design
- Program disorganization severely limits HUE effectiveness
- Rote execution of HUE processes without understanding

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For More Information, Please visit below link :

https://in.honeywell.com/BusinessFunction/IT/ITHUEPortal/Contents/Home.html

APPENDIX I: HOW IS SUCCESS MEASURED?

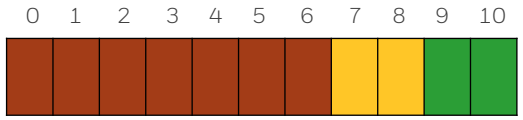
In order to determine success, there must be a means by which to measure the expected outcome.

Net Promoter Score (NPS) ®

"How likely is it that you would recommend <project> to a friend or colleague?"

Responses produce these metrics:

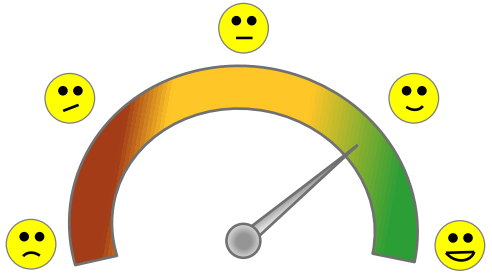
- **Promoters** (score 9-10)
  Loyal advocates
- **Passives** (score 7-8)
  Satisfied customers
- **Detractors** (score 0-6)
  Actively dissuade others



Customer Satisfaction (CSat)

How services or products meet or surpass the intended customer's expectations.

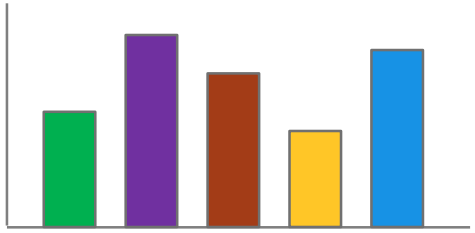
Captured with a survey that represents complete dissatisfaction (1) through complete satisfaction (5)



Return on Investment (ROI)

Loss of Productivity Formula reveals ROI of User Experience

[(user hours figuring out UI) **x**
(# of users trying blocked sites) **x**
(average user hourly salary)] **+**
[(hours per support ticket) **x**
(# of times users submit tickets) **x**
(average support hourly salary)]
= **$$ ROI $$**



Recognition

Recognition takes many forms:

- Informal Verbal (**Thank you**)
- Informal Written (**Email**)
- Formal Verbal (**Town Hall**)
- Formal Written (**Certificate**)
- Awards (**Bravo**)
- Bonuses (**HPD 9 block**)