

Customers Transform Your Tomorrow

Kevin Budelmann

Peopledesign

ental
Stamina

Misunderstandings (A)

Energy (E)

Meditation (Me)

EEG (M)

"Clear your mind." (M)

Quiet (A)

Occasion-based (M)
+ Christmas shopping
+ Car repair

Calm (A)

ental
Toughness

Achieve More (A)

Potential (A)

Focus (E)

Focus (Me)

Emotional Intelligence (A)

Productivity (M)

Brain Fitness (M)

Calm-Focus

who I believe I/he is (A)

Restful Sleep (B)

Do More (E)

Calmness/ Stay calm (M)

Composure (A)

Manage Stress (M)

Relaxation (M)

Brain Heal

EVERY TWO DAYS,
WE CREATE AS MUCH
INFORMATION AS WE DID
FROM THE DAWN OF
CIVILIZATION UNTIL 2003.

Eric Schmidt, Google

Change



Choice





Craft Era

Scarcity
Craftspeople
Access



Industrial Era

Scale
Factories
Optimization



Knowledge Era

Choice
Networks
Connections

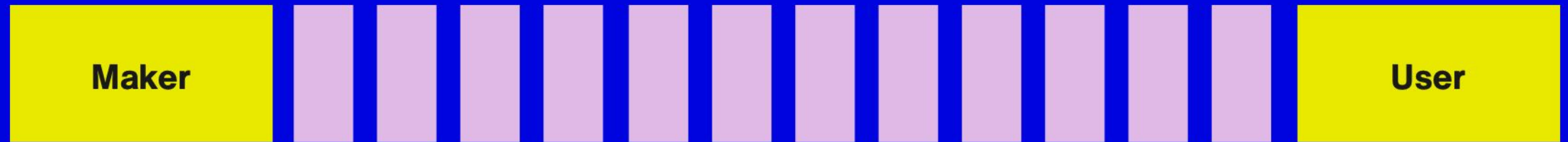
Craft era – access

Maker

User

**Do I know
anyone who
makes shoes?**

Industrial era – Scale



**Can I get
shoes?**

Knowledge Era – Choice

Meaningful Experiences

User

**Make it
easy!**

People chose
meaningful
experiences.



Meaning

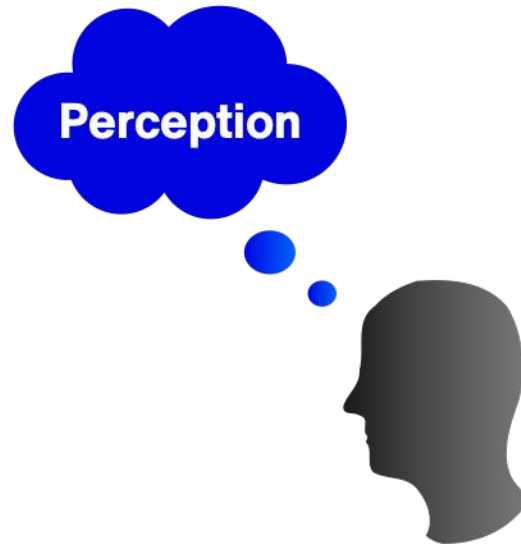


Goals

Think?

Feel?

Do?

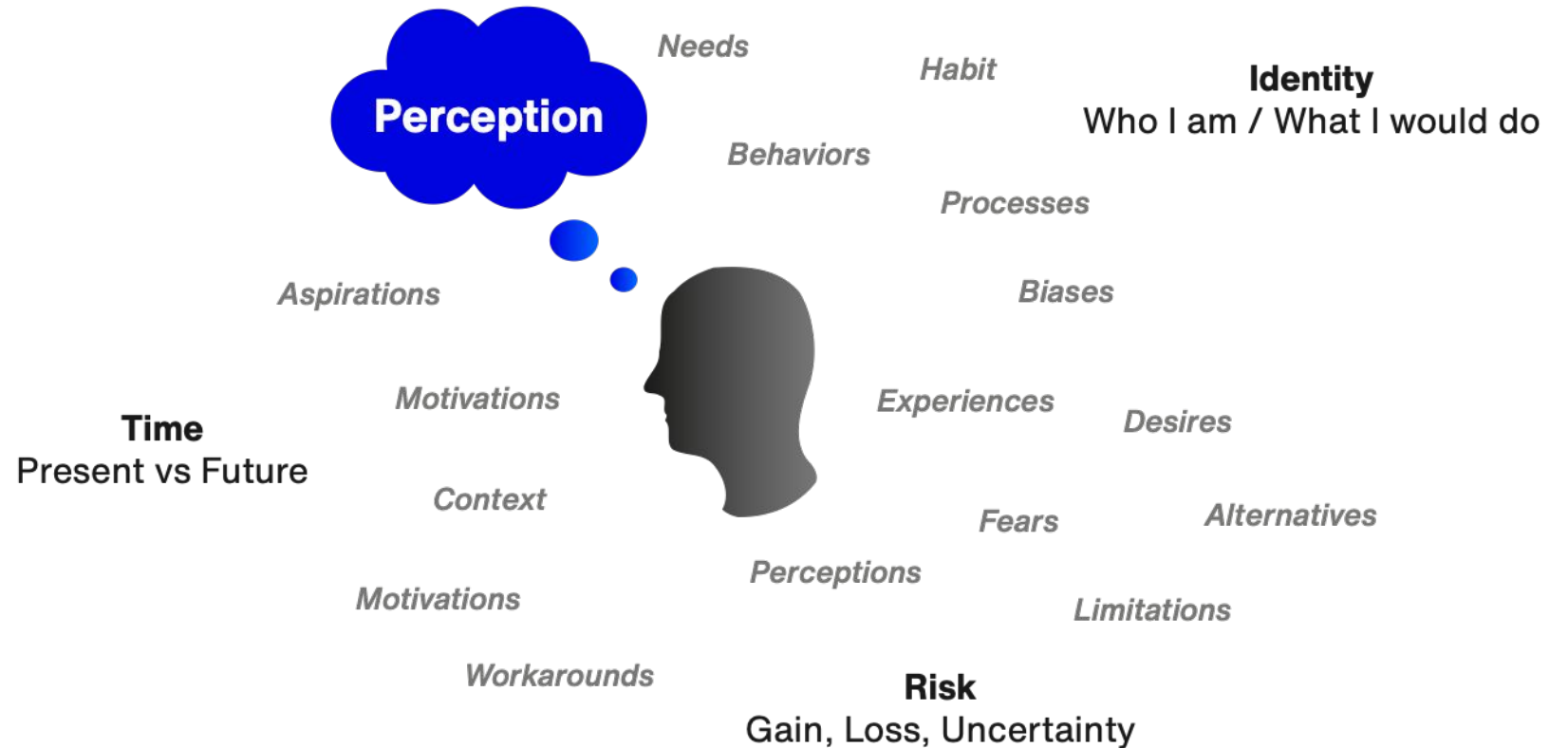


People

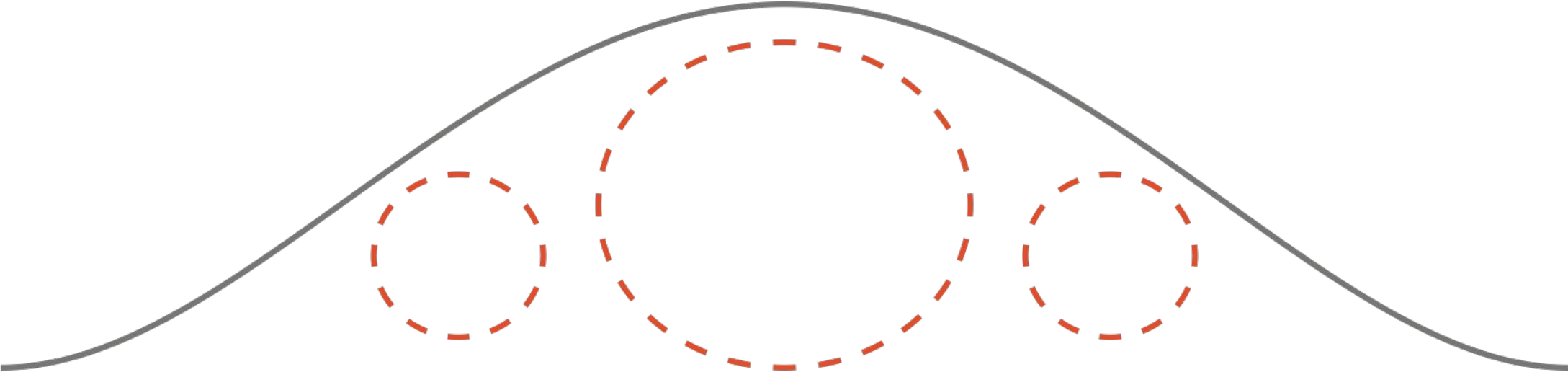


Context

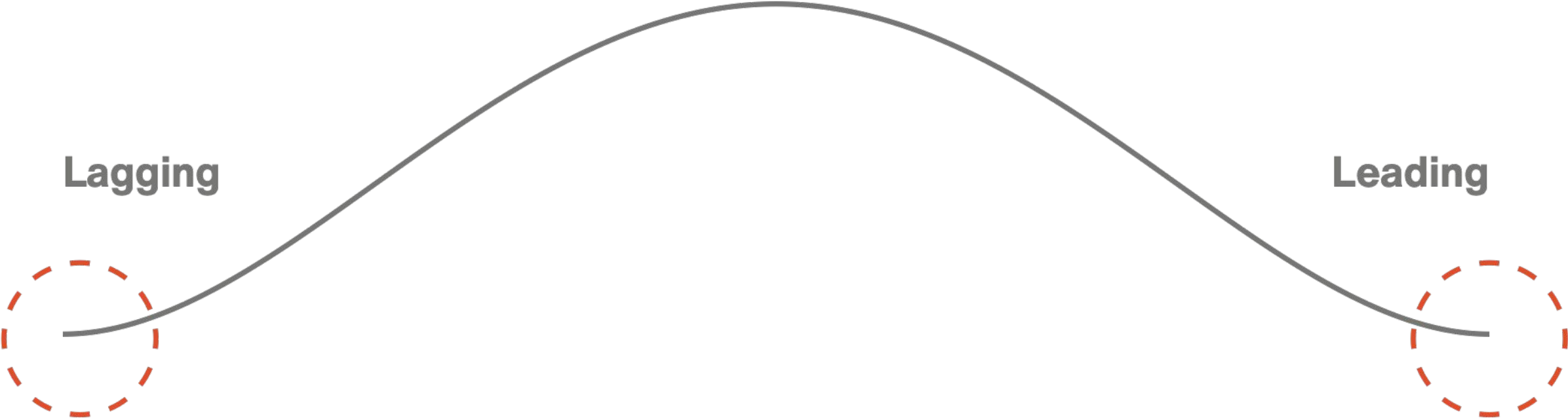
Knowledge
Beliefs
Habits
Trends
Identity
Risk
Time



Markets



Fringe cases



Research

Qualitative
Deep and narrow
Words

Possible data set

Quantitative
Wide and shallow
Numbers



Marketing



DO



SAY

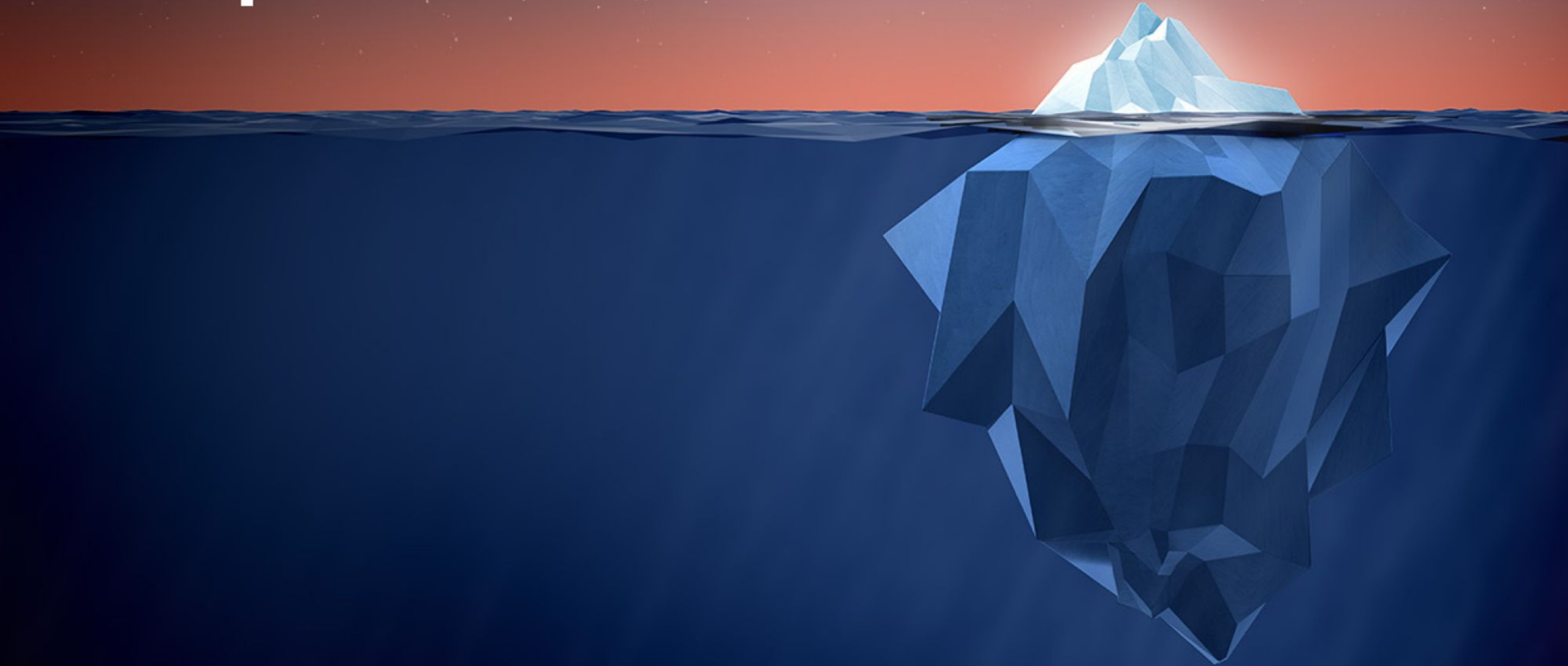
New focus



“The purpose of business is to **create a customer.”**

– Peter Drucker

Experience



Google

Search Google or type a URL





Emergent practices

Customer Experience (CX)

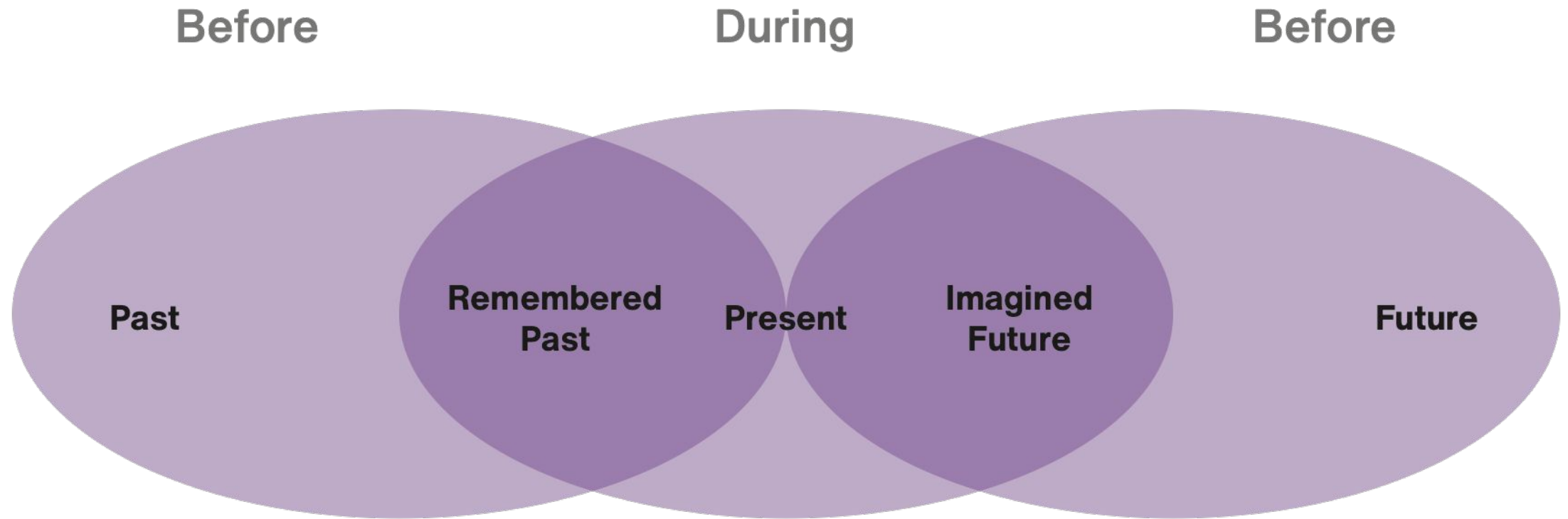
User Experience (UX)

Interaction Design (IxD)

Journey Maps

Service Design

Time

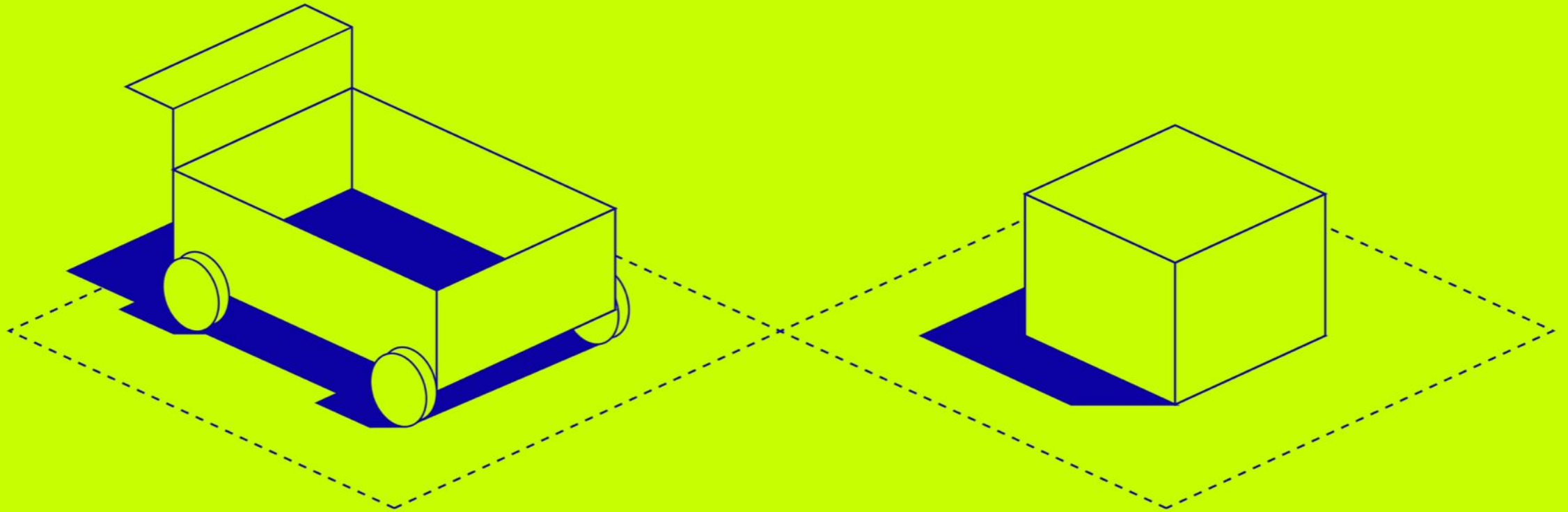


Touchpoints

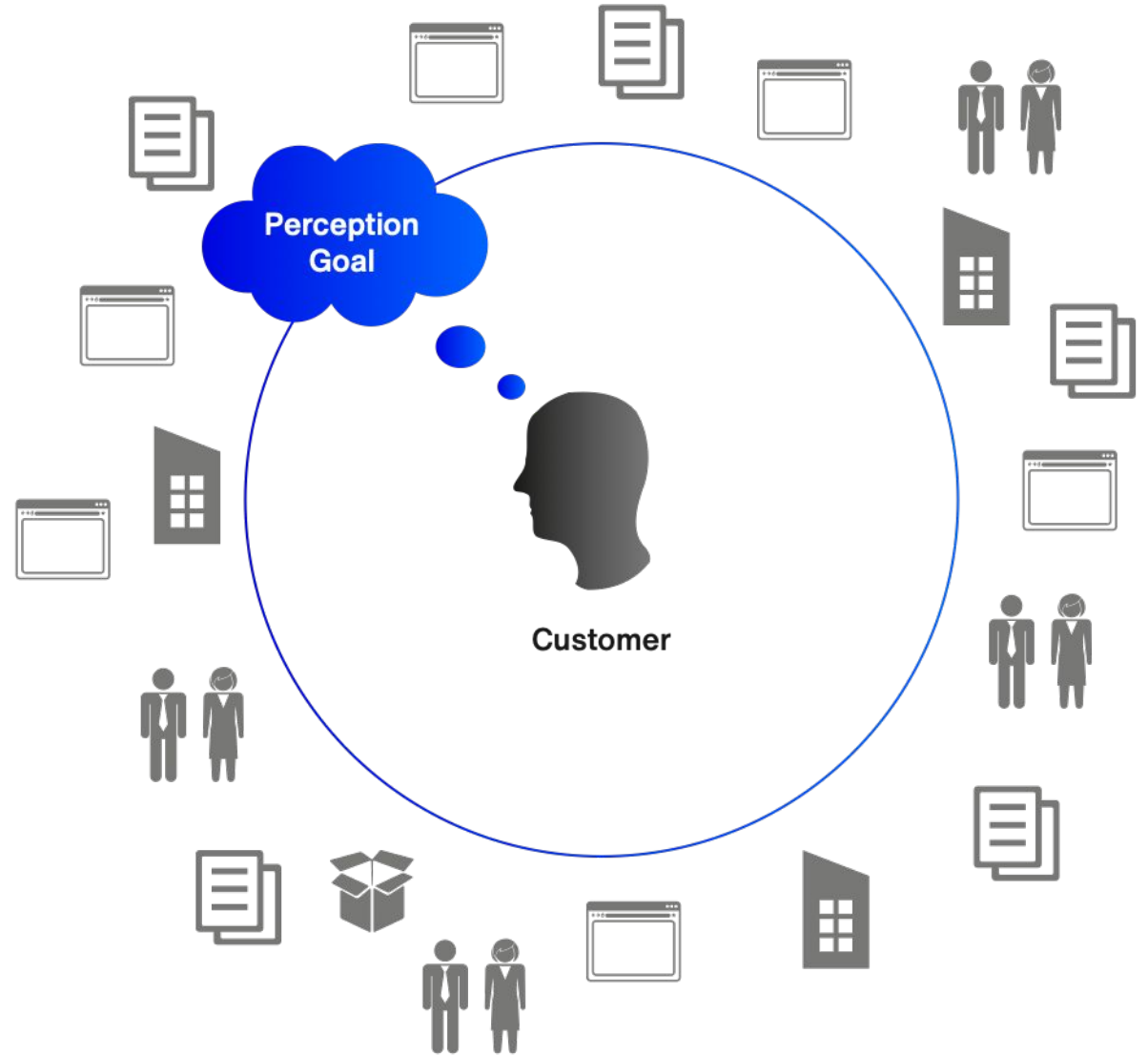
Physical
Digital
Personal



Product? Service?



Alignment

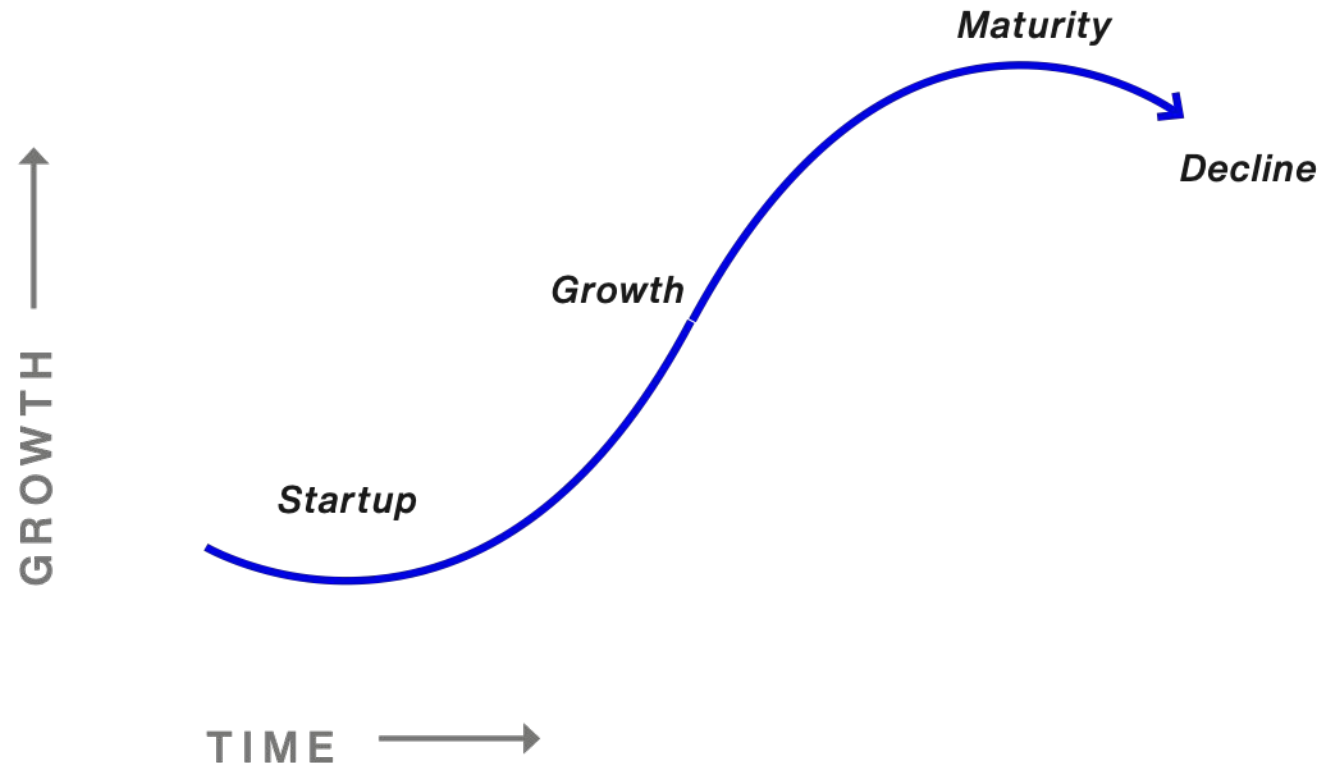


Below the surface

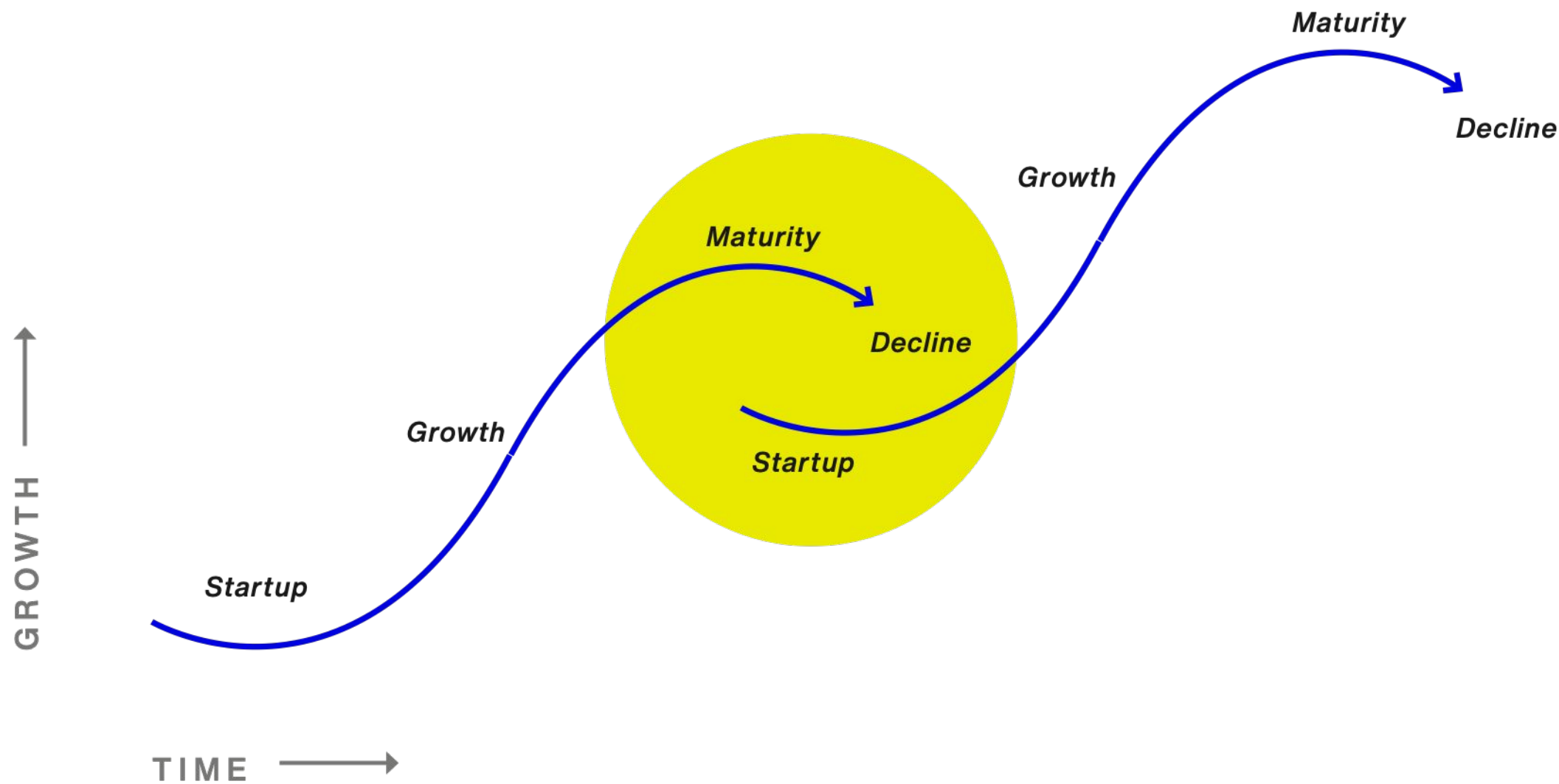
Teams
Tools
Processes



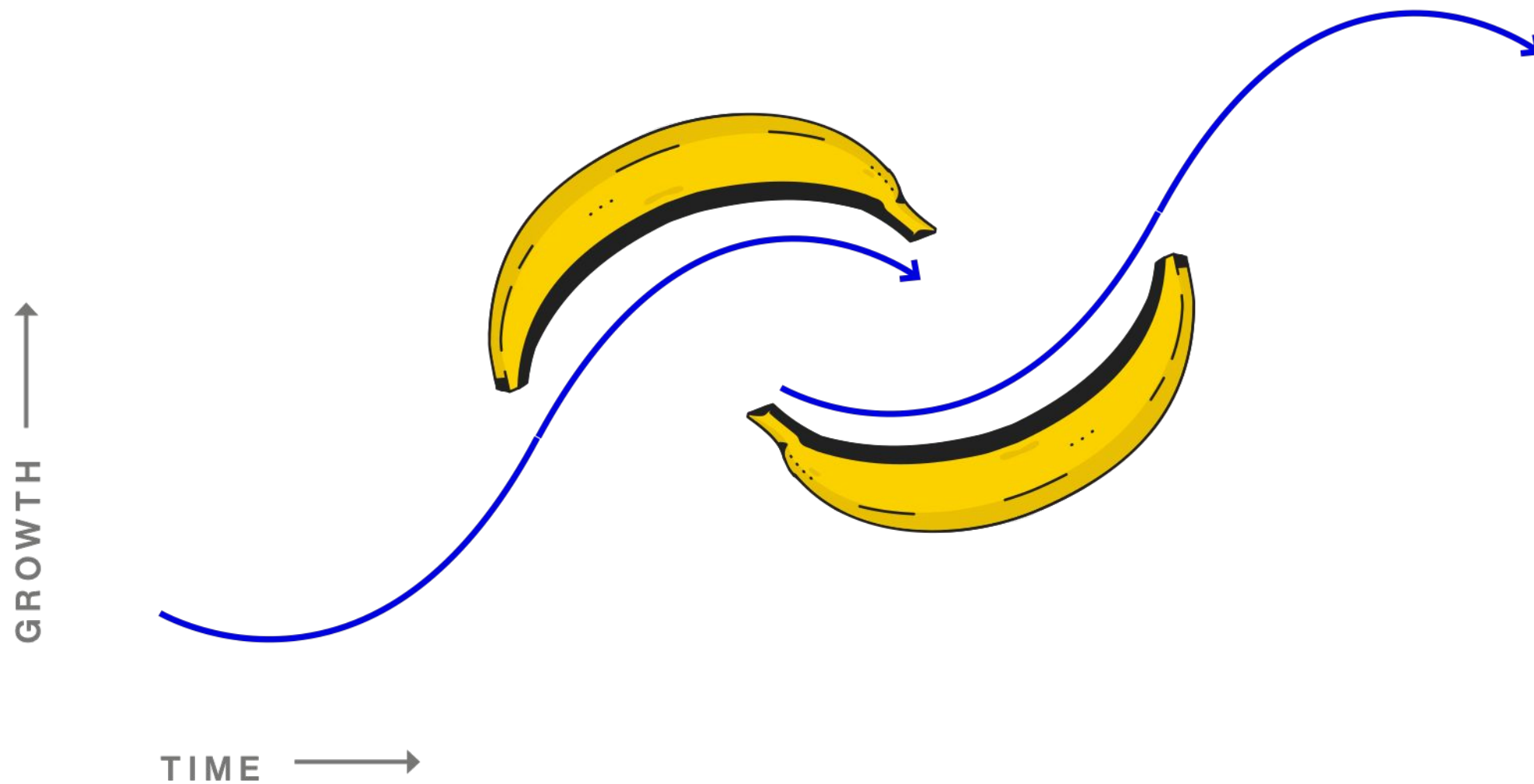
Life cycles



Jumping the S-Curve



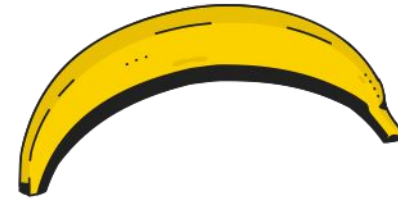
Happy banana? Sad banana?



Sad Bananas

Higher cost of sales
Revenue has flat-lined
Eroding market share
Market confusion/change
All things to all people
Frequent changes to vision
Stakeholder alignment
Hard to know where to invest

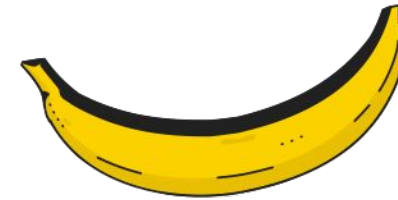
Too many products/tactics
Tyranny of the urgent
Reinventing the wheel
Too many brands/products
Brand/message confusion
Bad customer experiences



Happy bananas

Service economy
Platform company dynamics
Scaling fast enough
Design operations
Internal alignment
Finding/keeping talent
New team dynamics

Training and investment
Big data
Ethics
New metrics
Lack of standards
Unintended consequences
Design for outcomes



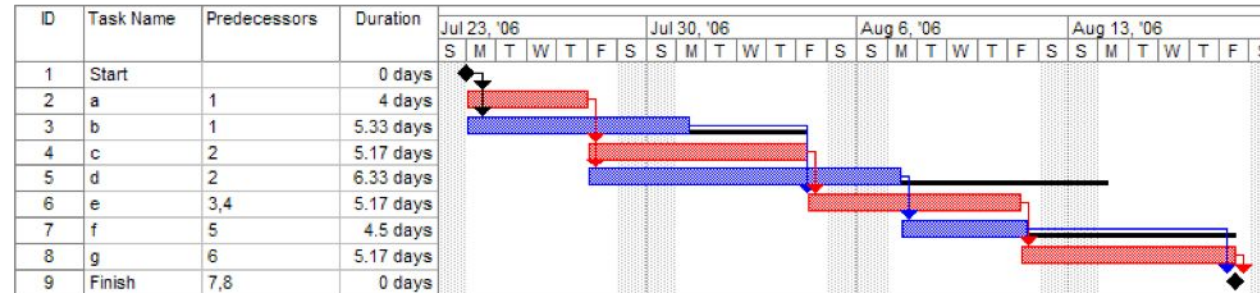
A perfect plan

Perfect Plan

Perfect Product



Instructions
Specifications
Roadmaps





Craft Era

Scarcity
Craftspeople
Access



Industrial Era

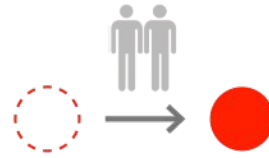
Scale
Factories
Optimization



Knowledge Era

Choice
Networks
Connections

One to one



Craft Era: Scarcity, Craftspeople, Access

Craftsperson and Customer

One-to-one relationship

User is very close to the designer and maker

Industrial planning



Industrial Era: Scale, Factories, Optimization

Gantt Chart, 1910s

MBA, 1910s

Product design, 1920s

Faster connections



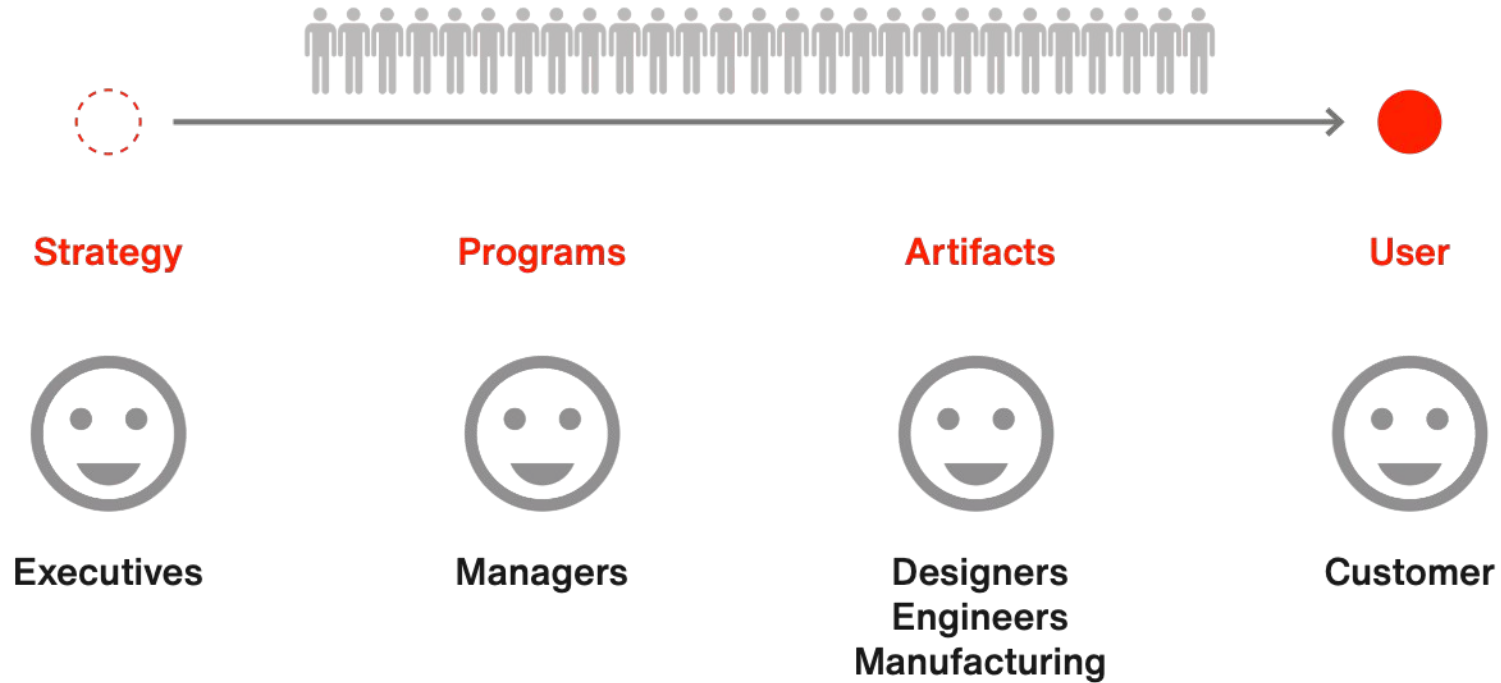
Knowledge Era: Choice, Networks, Connections

Innovation as a discipline

Agile software development

Strategic design

System of people



Risks of moving fast

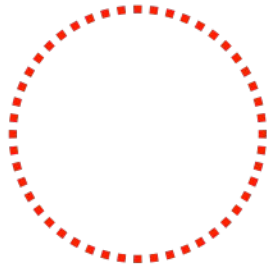


Quick answers vs good questions

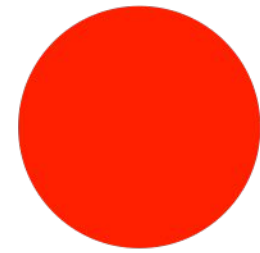
- Industry precedents and “best practices”
- Narrow problems vs holistic solutions
- Quick wins vs long term vision
- Devaluing human factors
- Forgetting the user

Forgetting the business

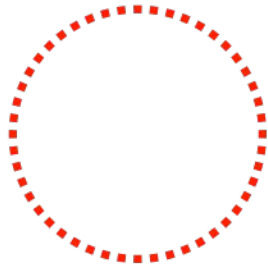
- Forgetting the user
- Overly fixating on form over function
- Following the market/competitors
- Process over results
- Poor information, lack of autonomy



Think



Make



Think

Get Real

Outside your own bubble; seek new reference points. Should you be worried about competitors – or Google?

Get Abstract

Think holistically. See the larger problem – but also connect it to the smaller ones.

Find Good Problems

Art of problem framing.
Thinking in systems.
Going slow to go fast.

See People

People are not easy to understand.
What people do vs what they say they do.
Paradox of choice, memory, perception, logic.
How customers make decisions...

See People

User context, behaviors, goals

Needs vs wants

Usability, desirability

Fail Fast

Start early and plan to iterate

Manage prototype resolution, pace, scale

Collaborate

Work outside of your discipline

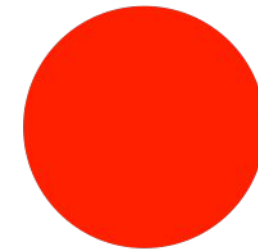
Seek diverse opinions

Demand Craft

Seek domain expertise

Value quality and beauty

Celebrate constraints



Make

Our approach



Garbage in, garbage out

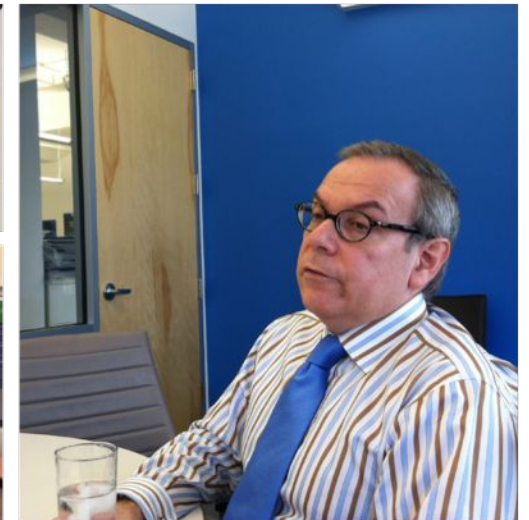
Think

Make



Start with new information

- Deeper understanding of user needs/goals
- Market dynamics, category blur
- Determining a clear strategic focus
- Aligning resources
- Look for patterns and metrics



Making shapes thinking

Think

Make



Start making immediately

Words are abstract

Work fast and low res

Models count

Whiteboard, post-its

Inter-disciplinary collaboration



Enhance understanding

Think

Make



Collaborate with others not like you

How do others think?

Use models and sketches to socialize learning

Discuss to enhance understanding

Goal is progress, not perfection



Fail fast

Think

Make



Prototype solutions

Make it more real

Keep it rough

Leverage technology and tools

Generate options

Functional/user testing



Opportunities for improvement

Think

Make



Gut check

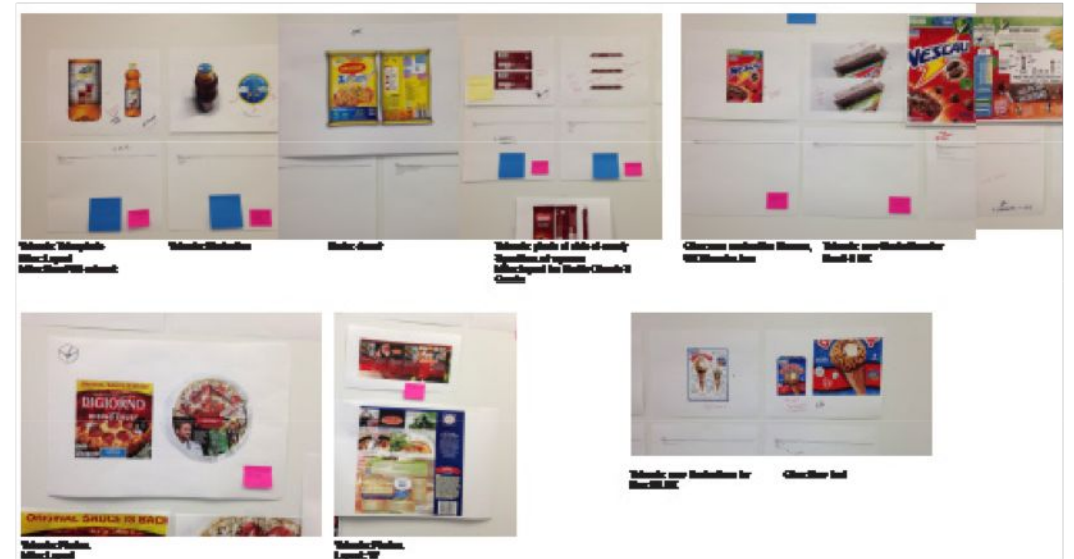
Does this solve the problem?

What new questions does it raise?

How can it be better?

Consider patterns and standards

Consider versioning



Craft

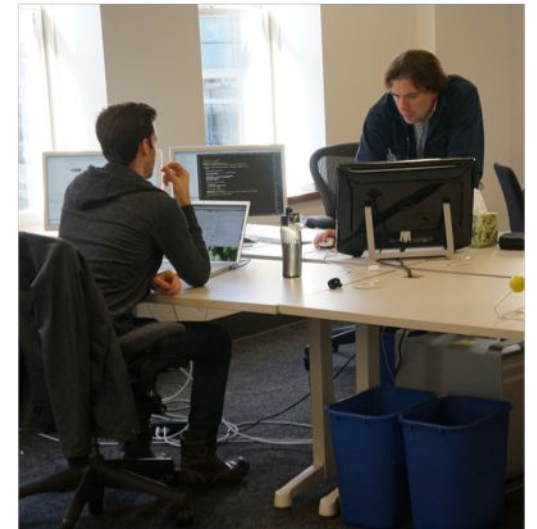
Think

Make

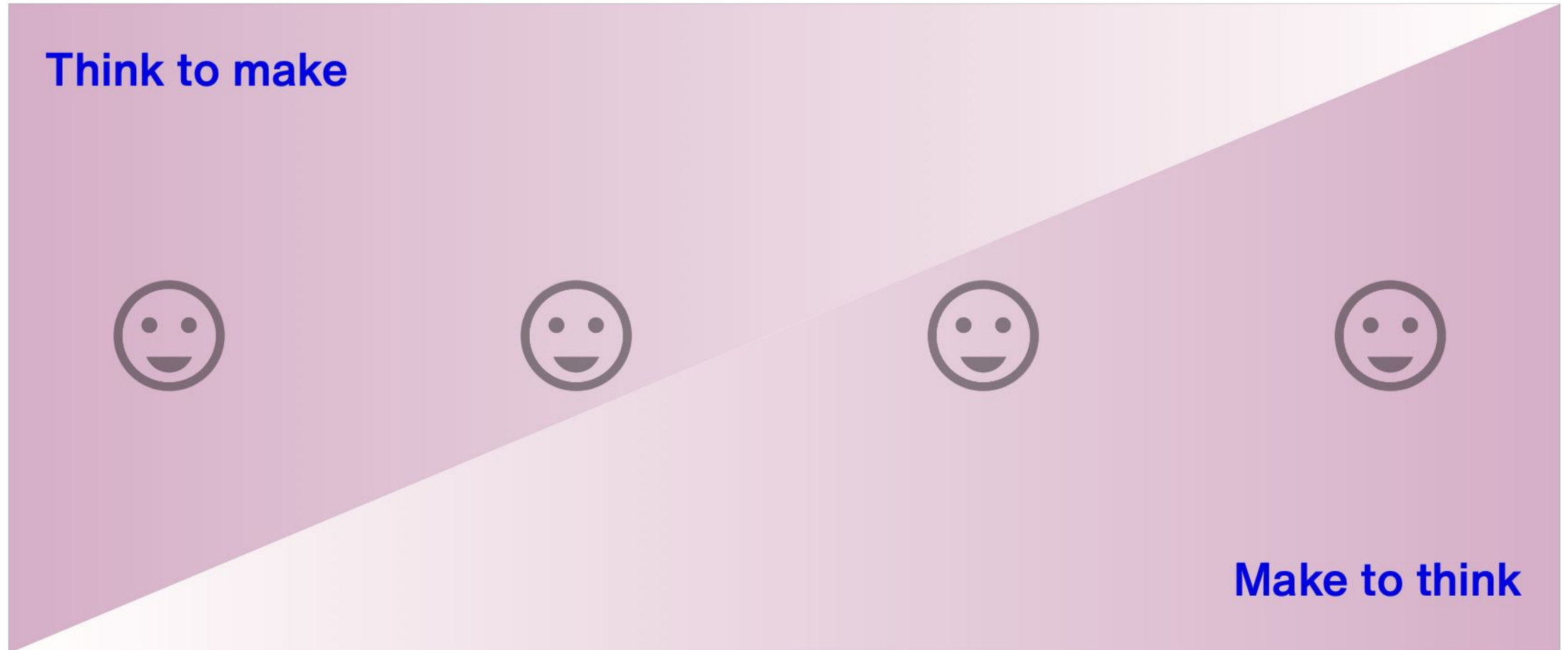


Build and launch

Rely on experts
Media, materials, production
Craft and refinements
Tradeoffs and constraints
Quality assurance



Skills and roles



Customers Can (and Should) Transform Your Tomorrow



Thank you!

Questions/Feedback
kevin@peopledesign.com

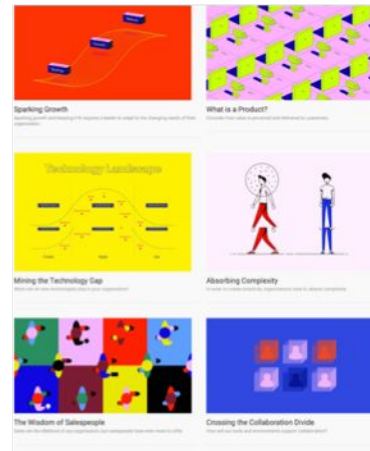
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