

WELCOME TO

# ARTICULATING THE VALUE OF DESIGN



HELLO!

I'M  
**STEPHEN  
GATES**

SVP, OMNI-CHANNEL PRODUCT DESIGN, WW  
HOST OF THE CRAZY ONE PODCAST





# THE crazy one

[TheCrazy1.com](https://TheCrazy1.com)

GLOBAL MASTERCLASS

# ARTICULATING THE VALUE OF DESIGN

## DISCLAIMER

This ISN'T going to be  
a talk about KPI's or  
measurements to articulate  
the value of design.



**KEY TO SUCCESS**

We have to learn and  
teach our companies to  
**focus on outcomes  
instead of outputs.**

## **TODAY'S AGENDA**

Understanding our value

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Creating demand

---

Showing the value

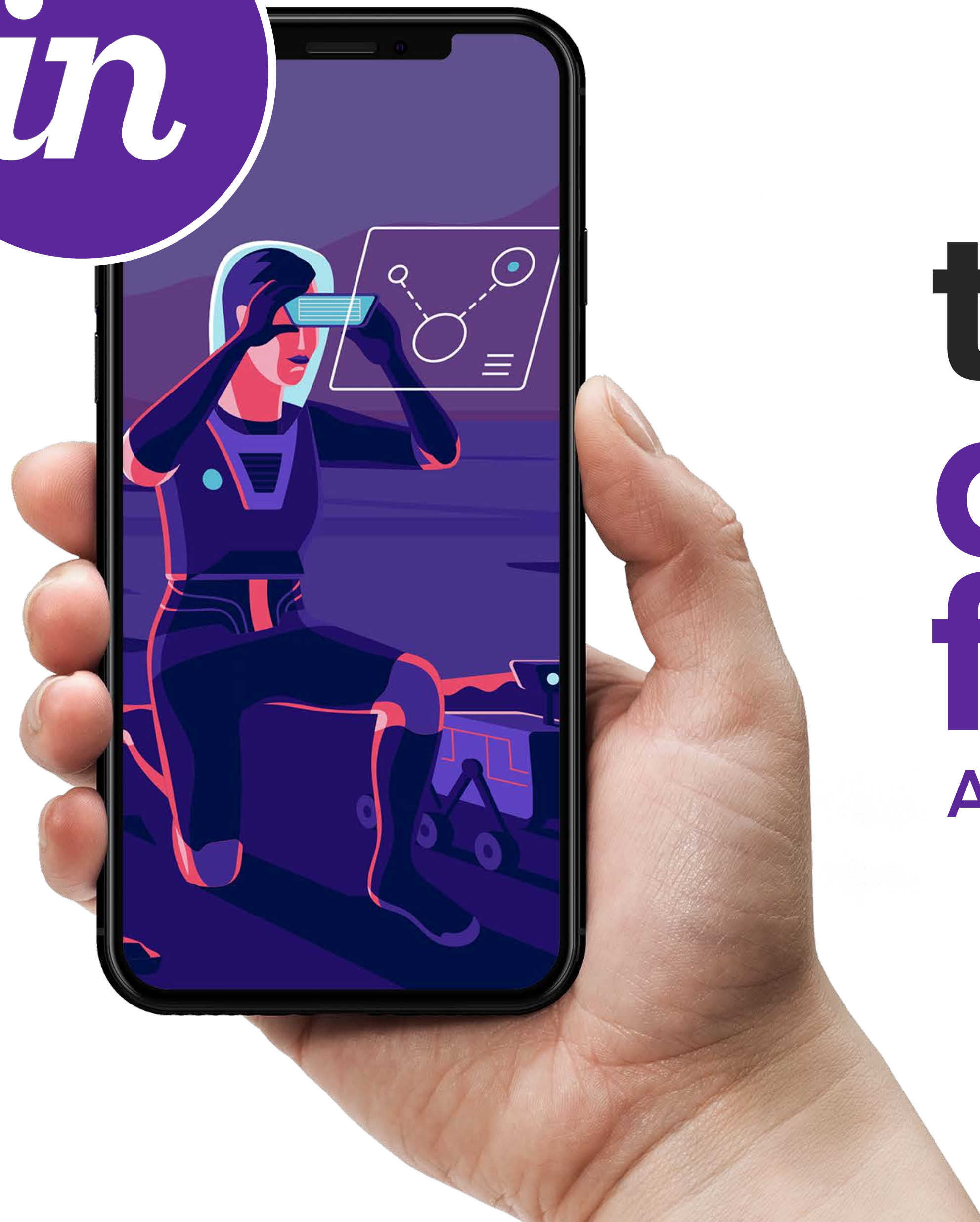
**WHERE DO WE START?**

# UNDERSTANDING OUR VALUE



## WHAT IS YOUR VALUE?

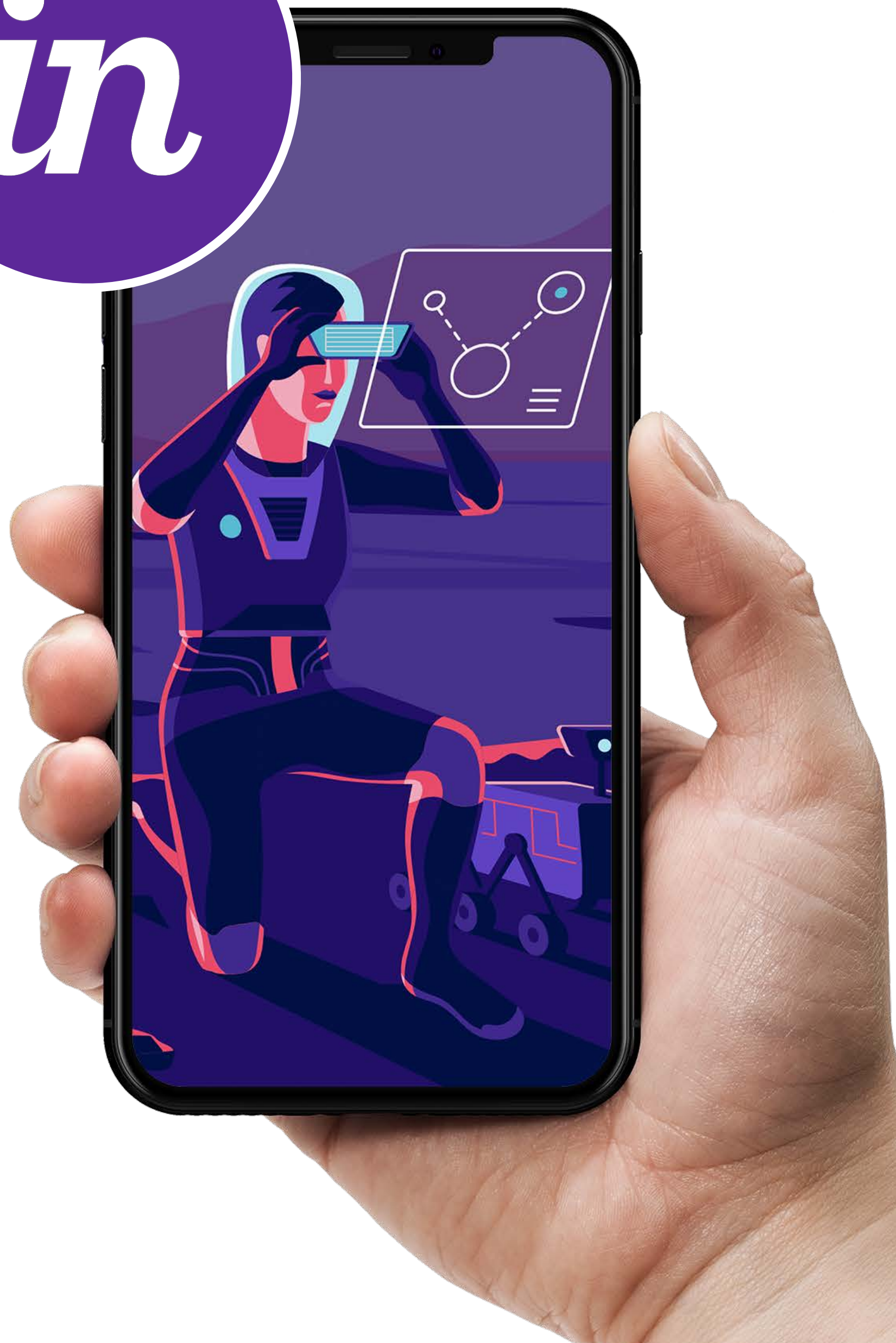
Many teams struggle to articulate the value of design because **they do not understand what that value is.**



# the new design frontier

A study from InVision





WE STUDIED:

**2,200 companies**

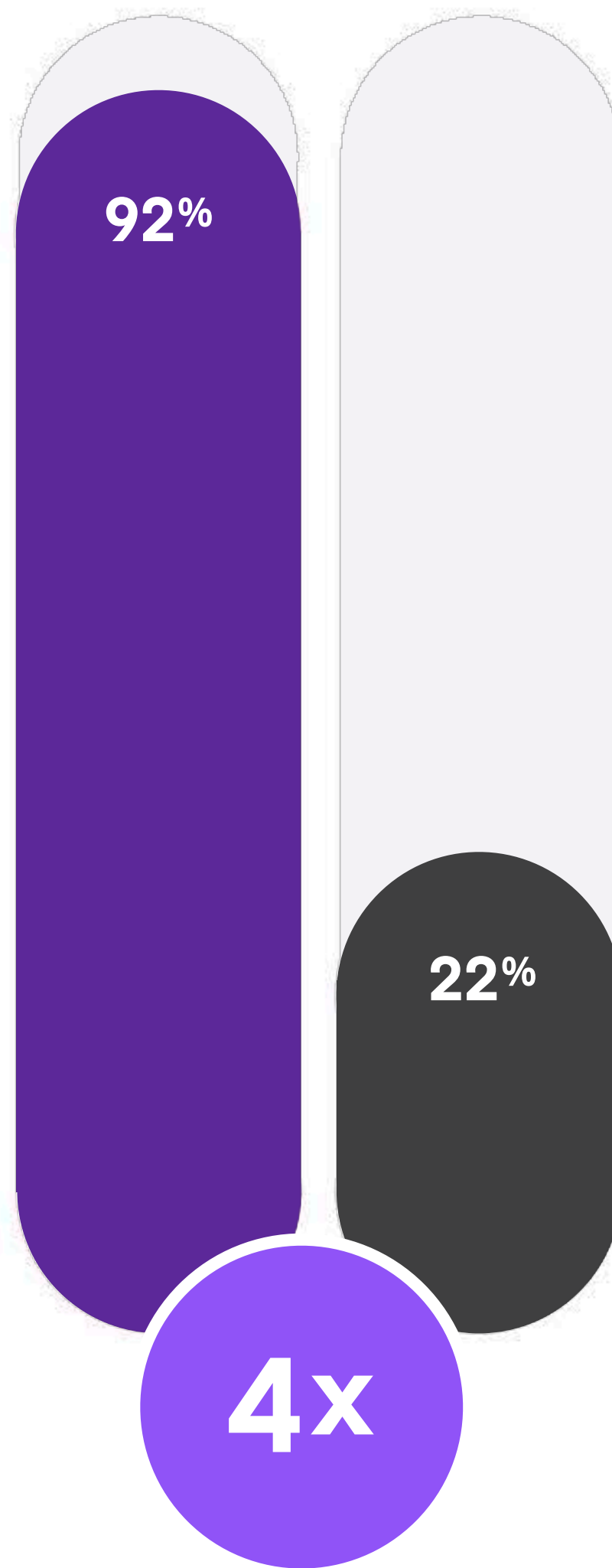
ACROSS

**23 industries**

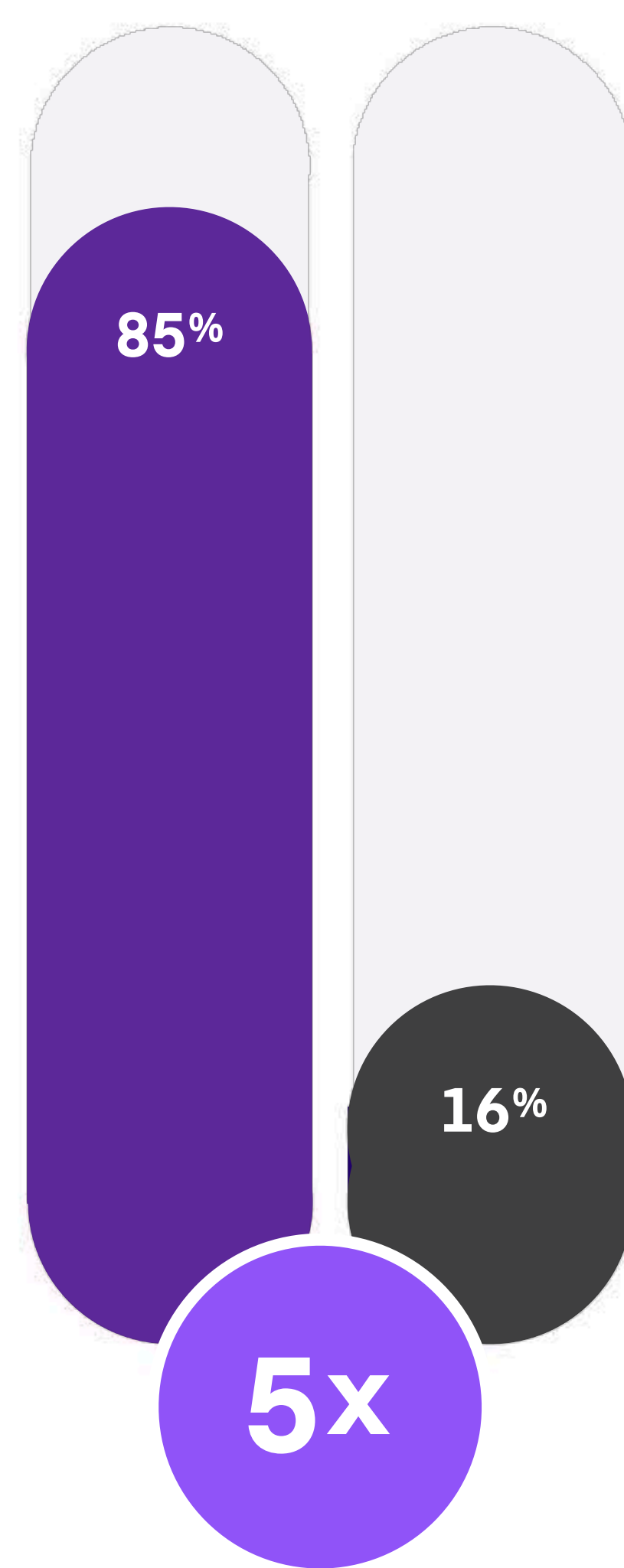
IN

**77 countries**

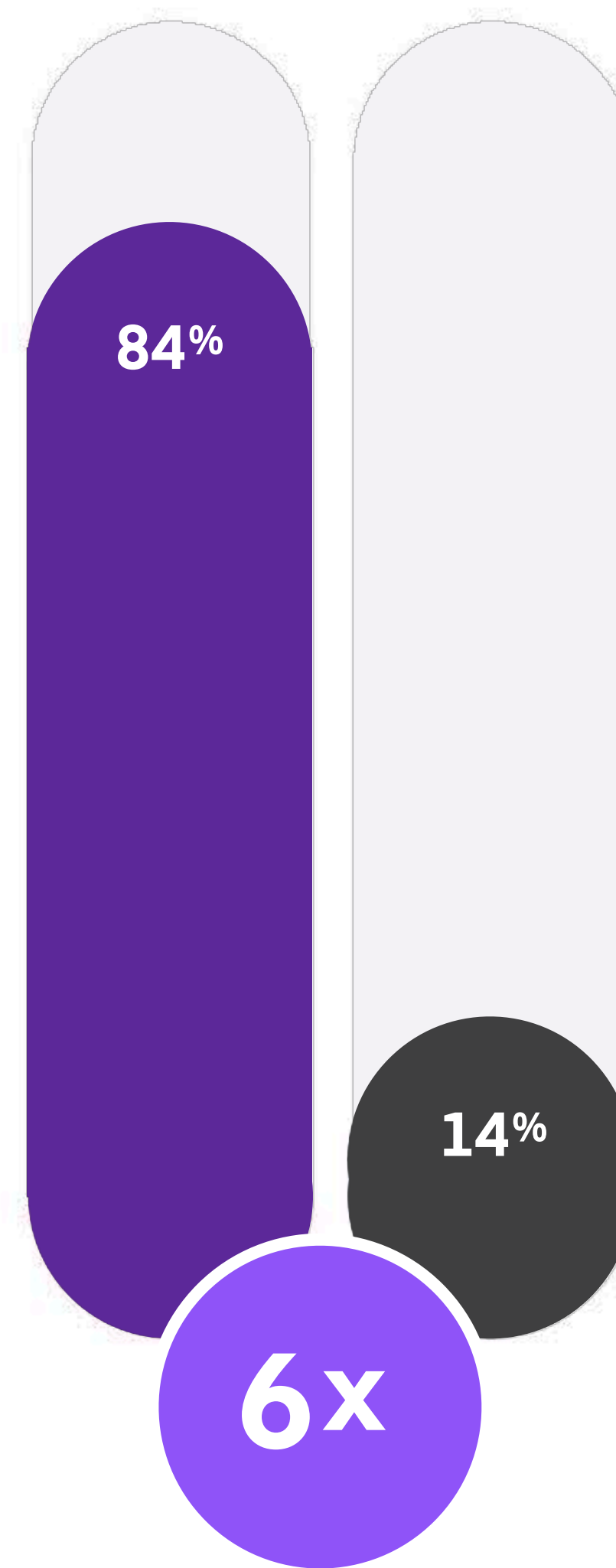




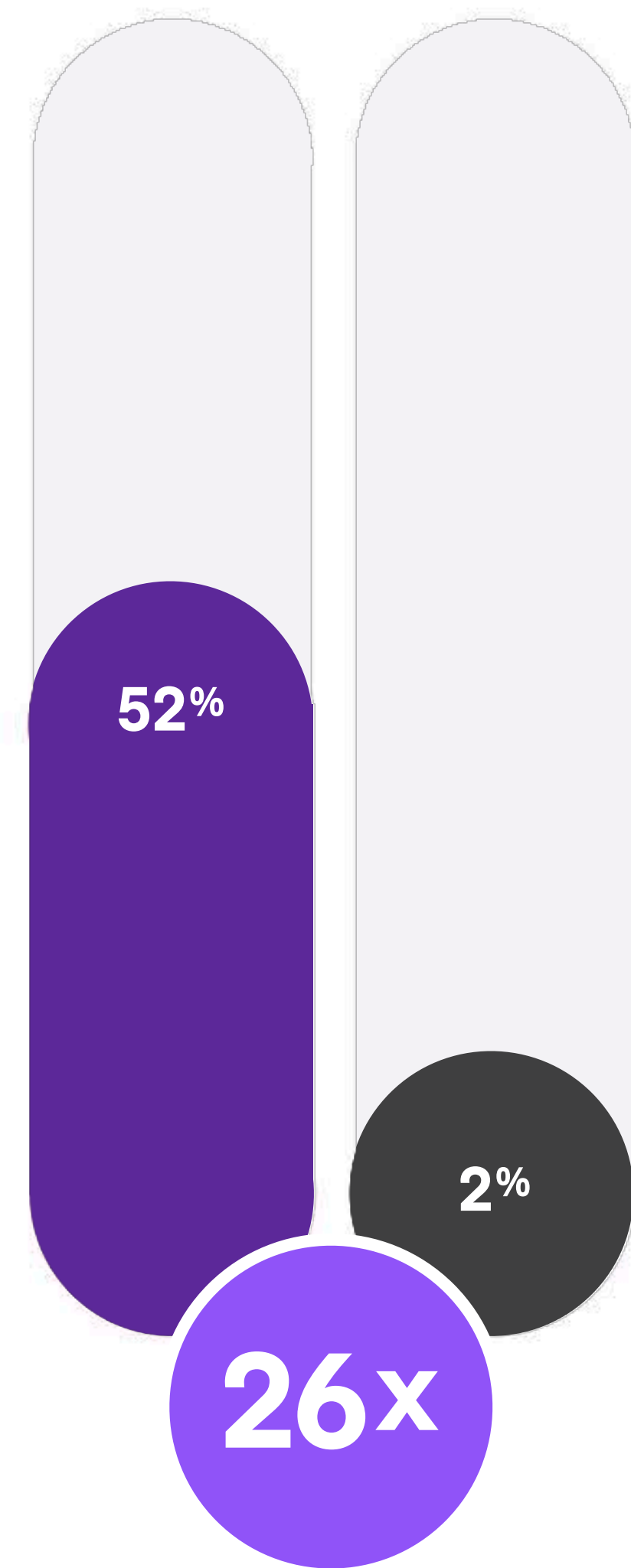
**REVENUE**



**COST SAVINGS**



**TIME TO MARKET**



**VALUATION**

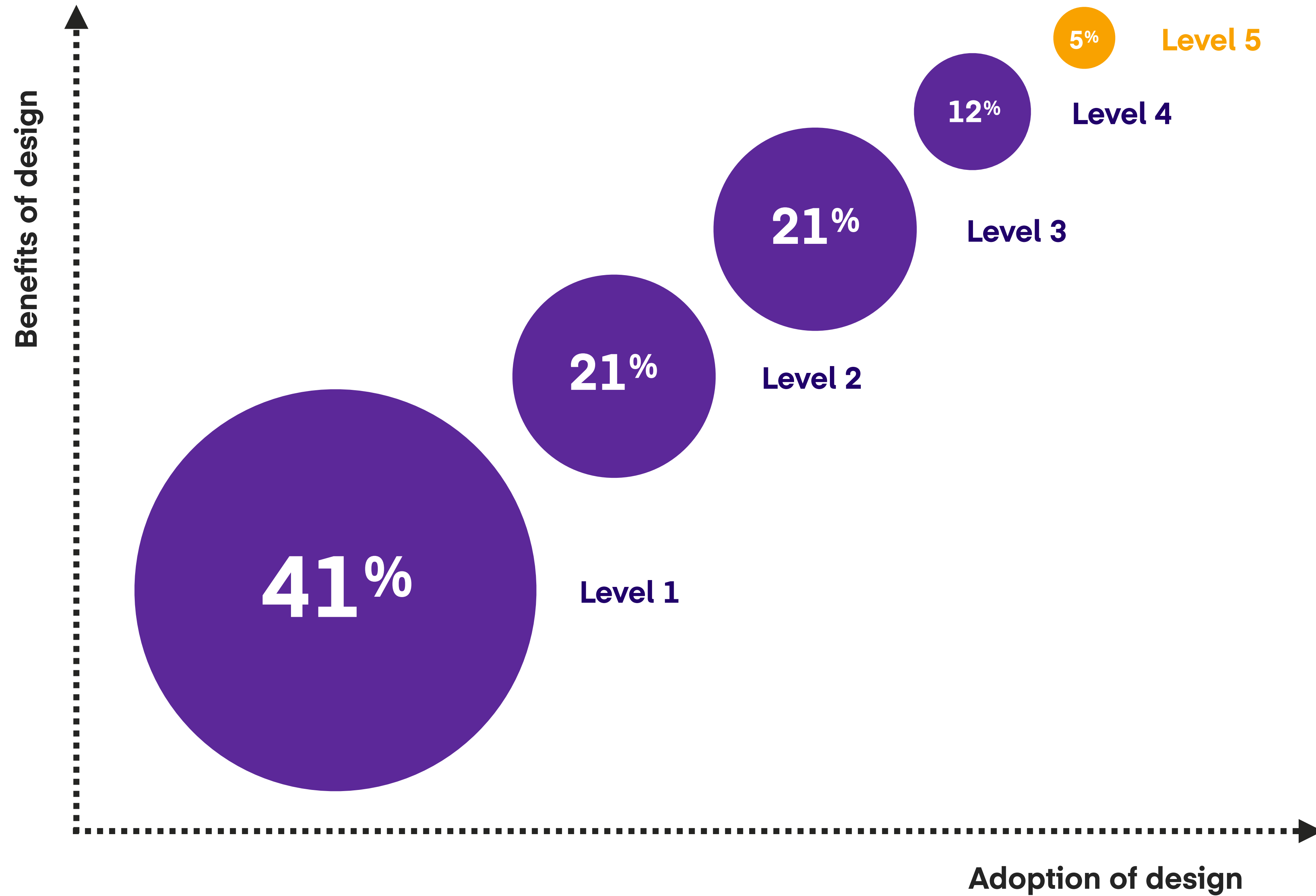
**Level 5 : Visionaries**

**Level 4 : Scientists**

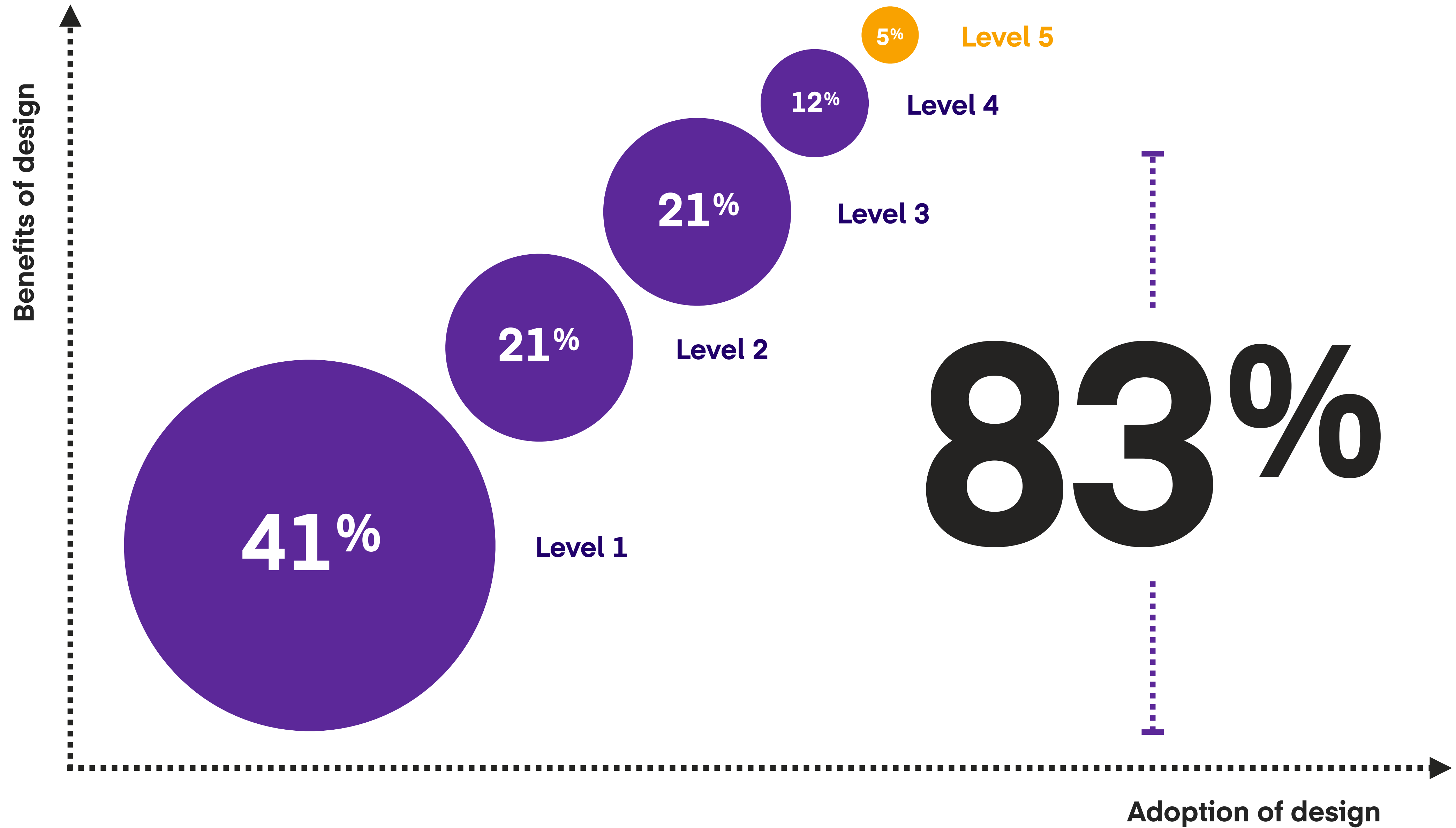
**Level 3 : Architects**

**Level 2 : Connectors**

**Level 1 : Producers**







## THE CHALLENGE

We have to start by  
**defining the word  
“design”.**

A large, solid orange circle.

**Creativity**

**vs.**

A large, solid purple circle.

**Design**

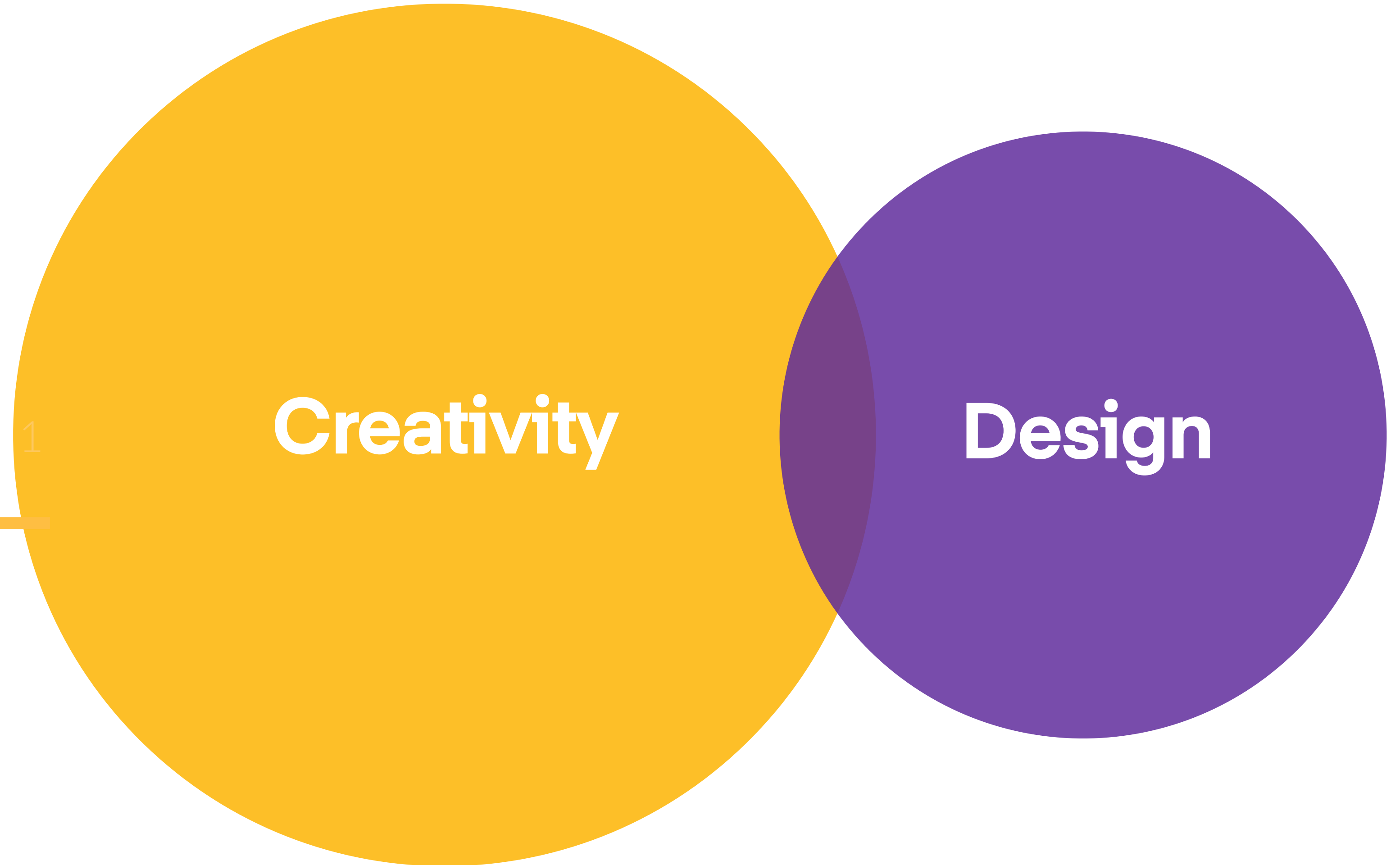


**Creativity  
+  
Design**

**Problem solving  
and new ideas**



1

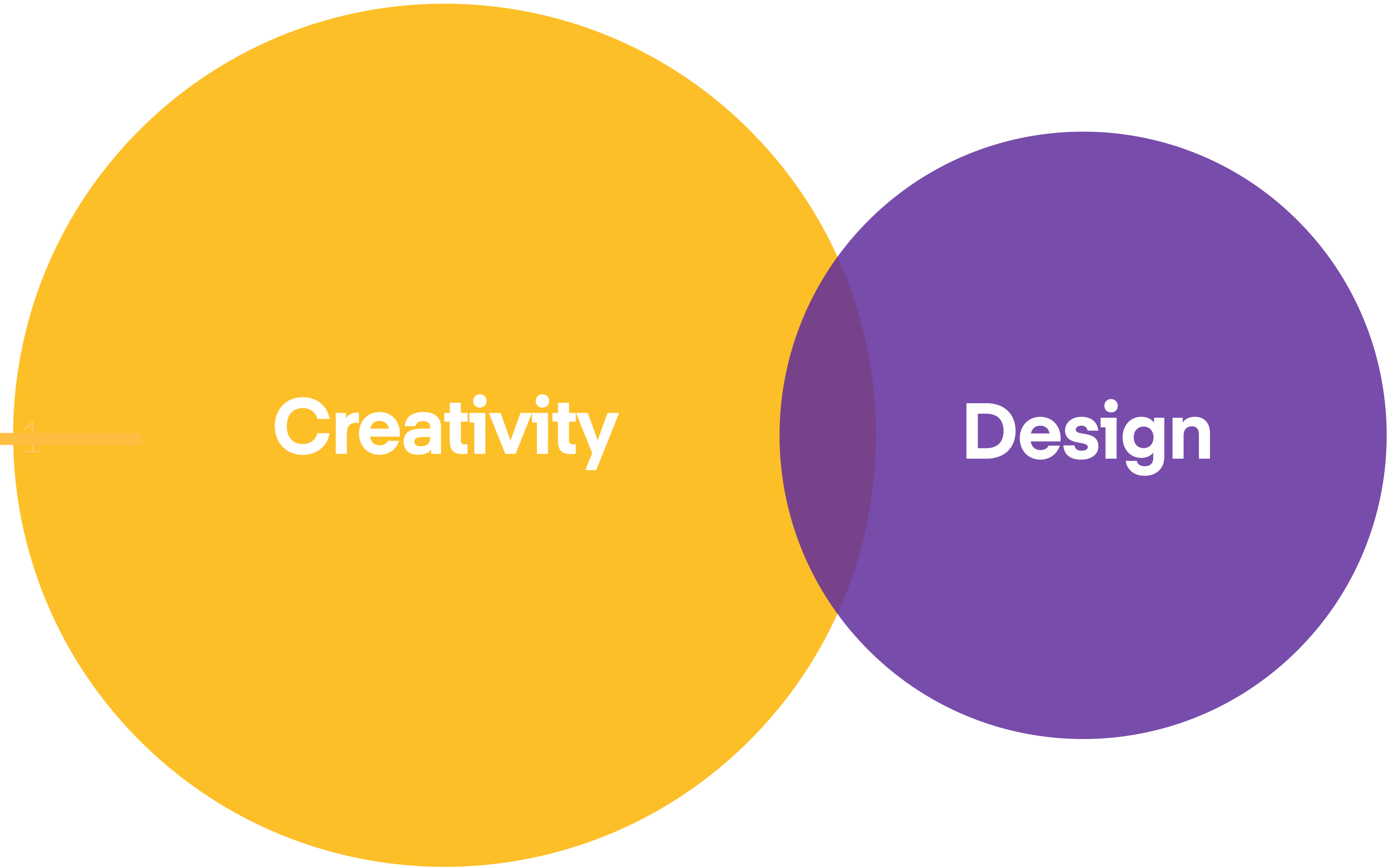


**OUTCOME**

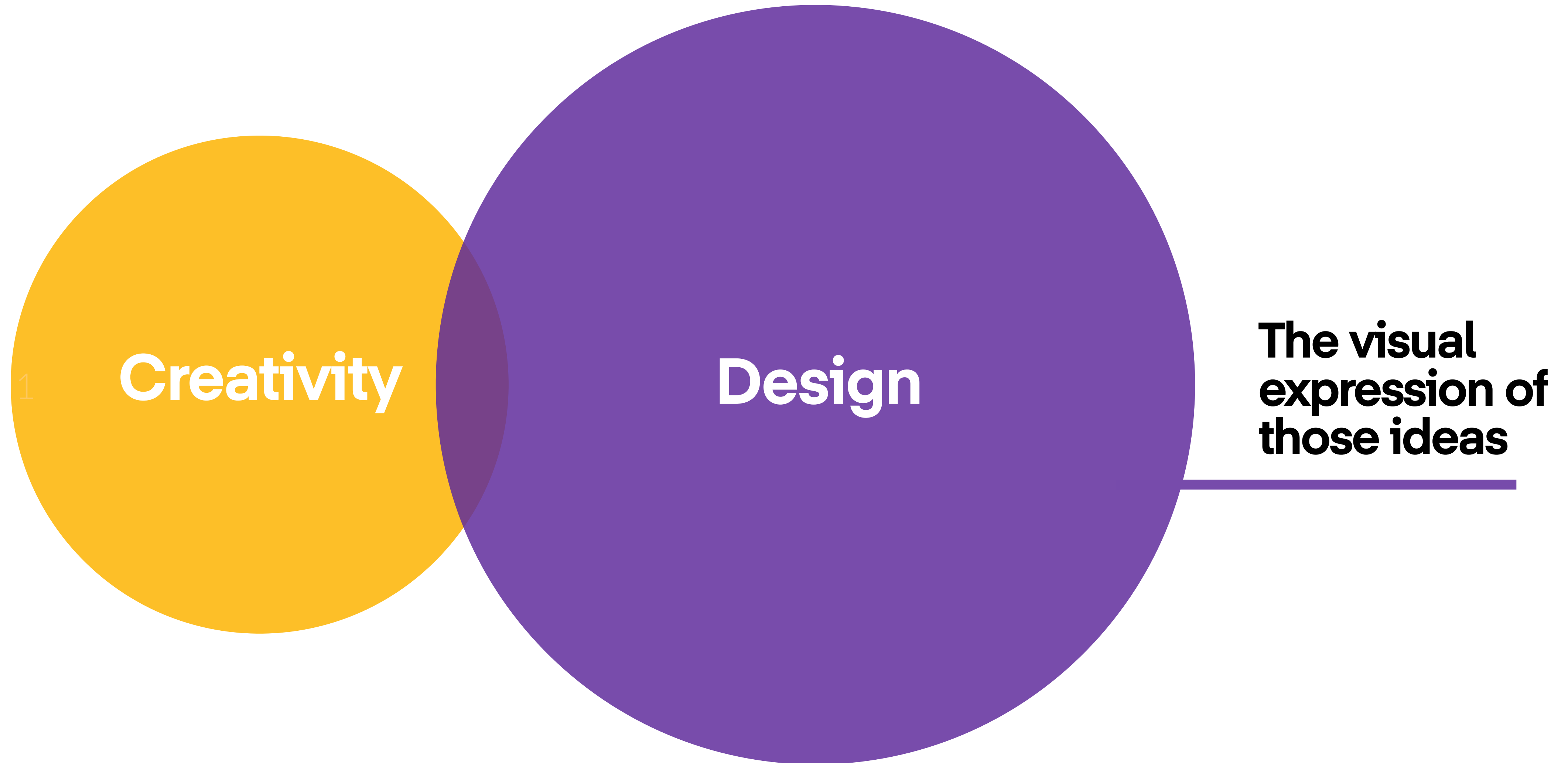


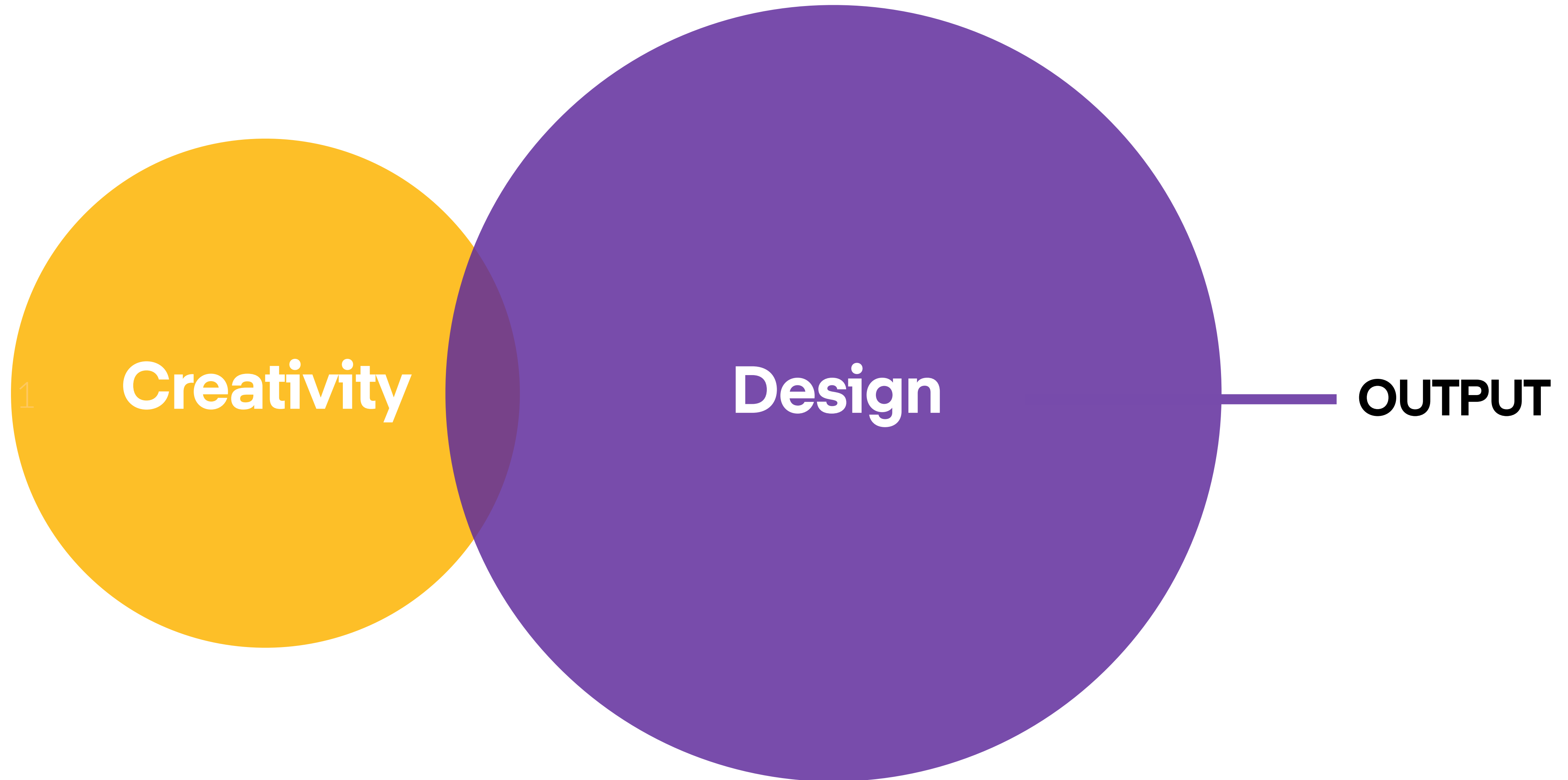
**Creativity**

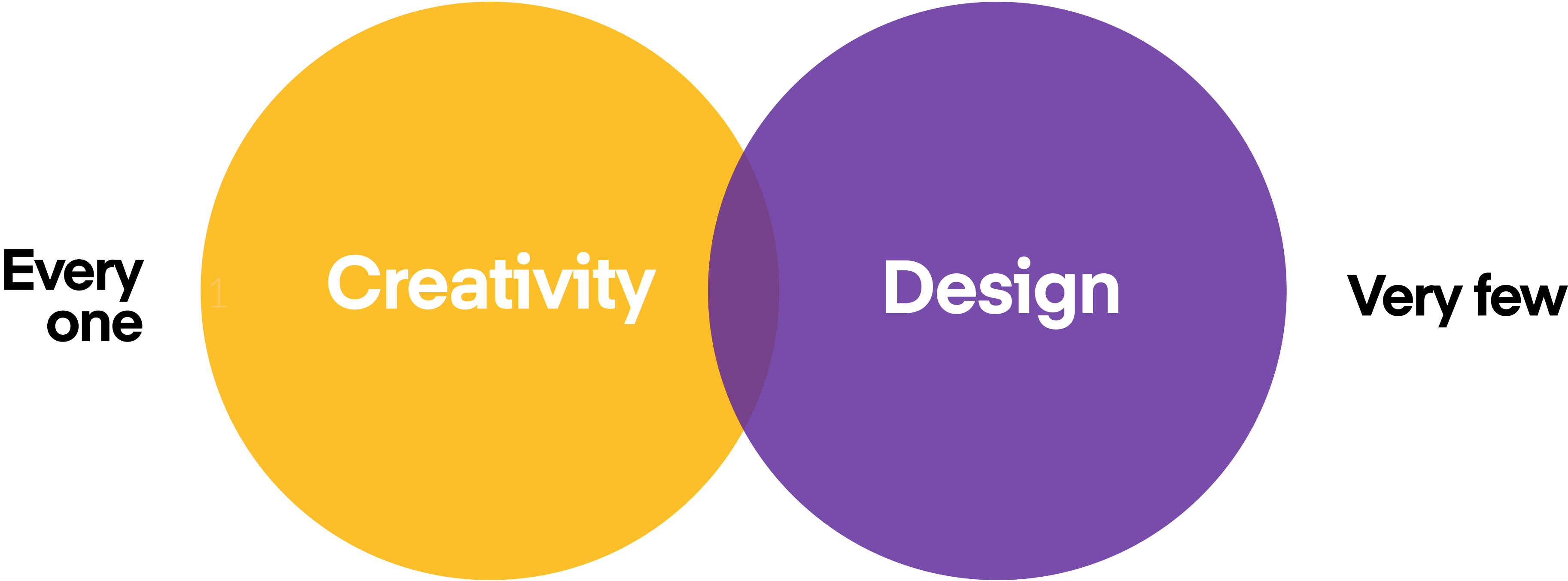
**Design**



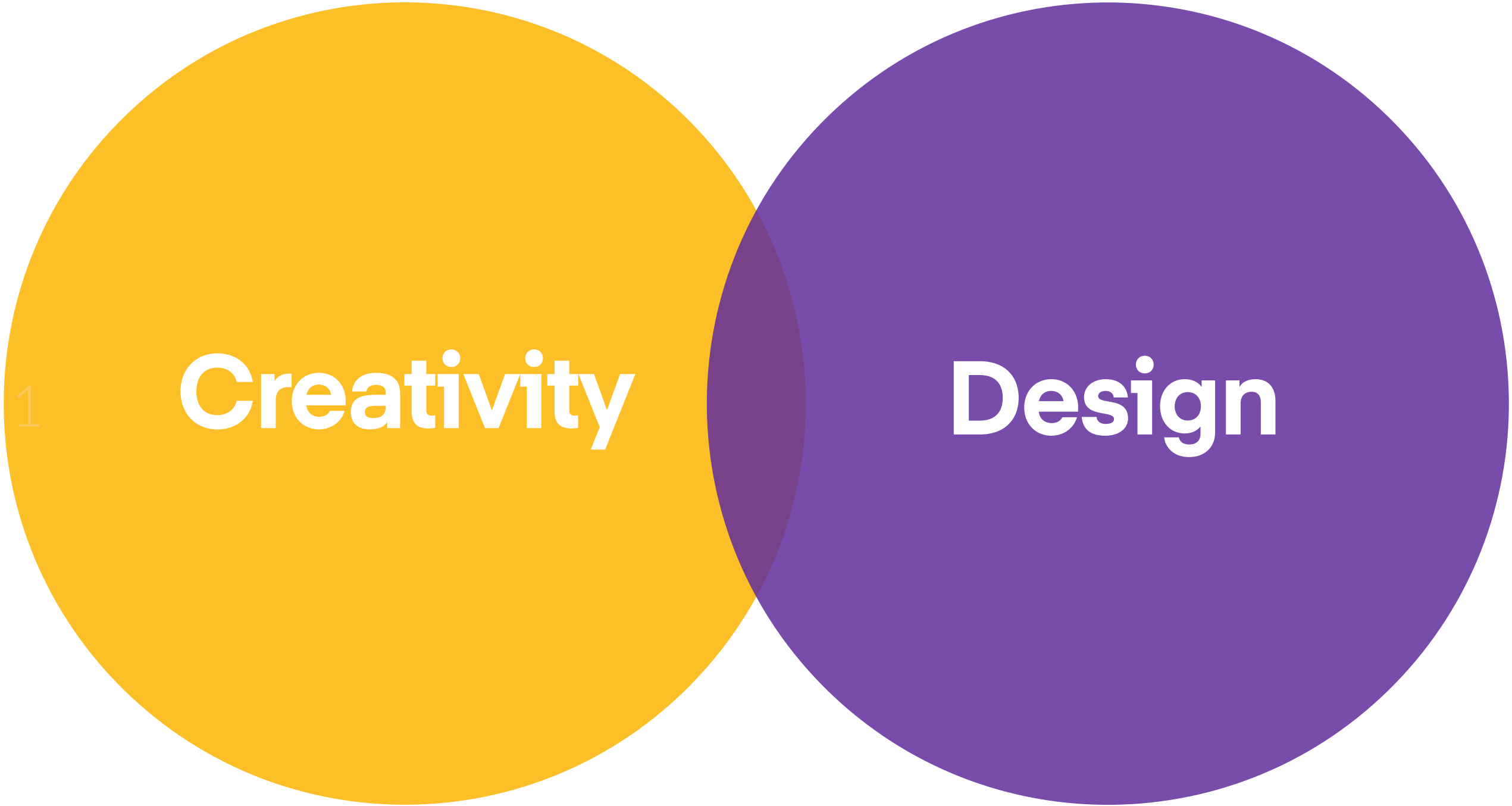






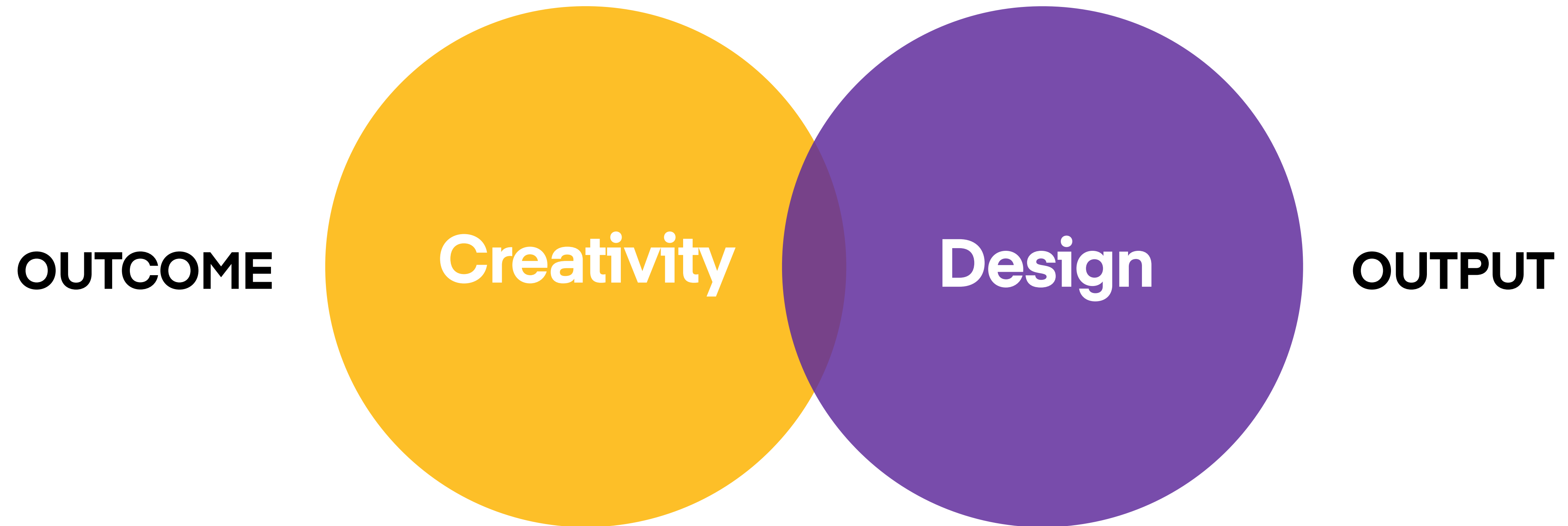


**Every  
company  
SEES VALUE**



**Very few  
companies  
SEE VALUE**

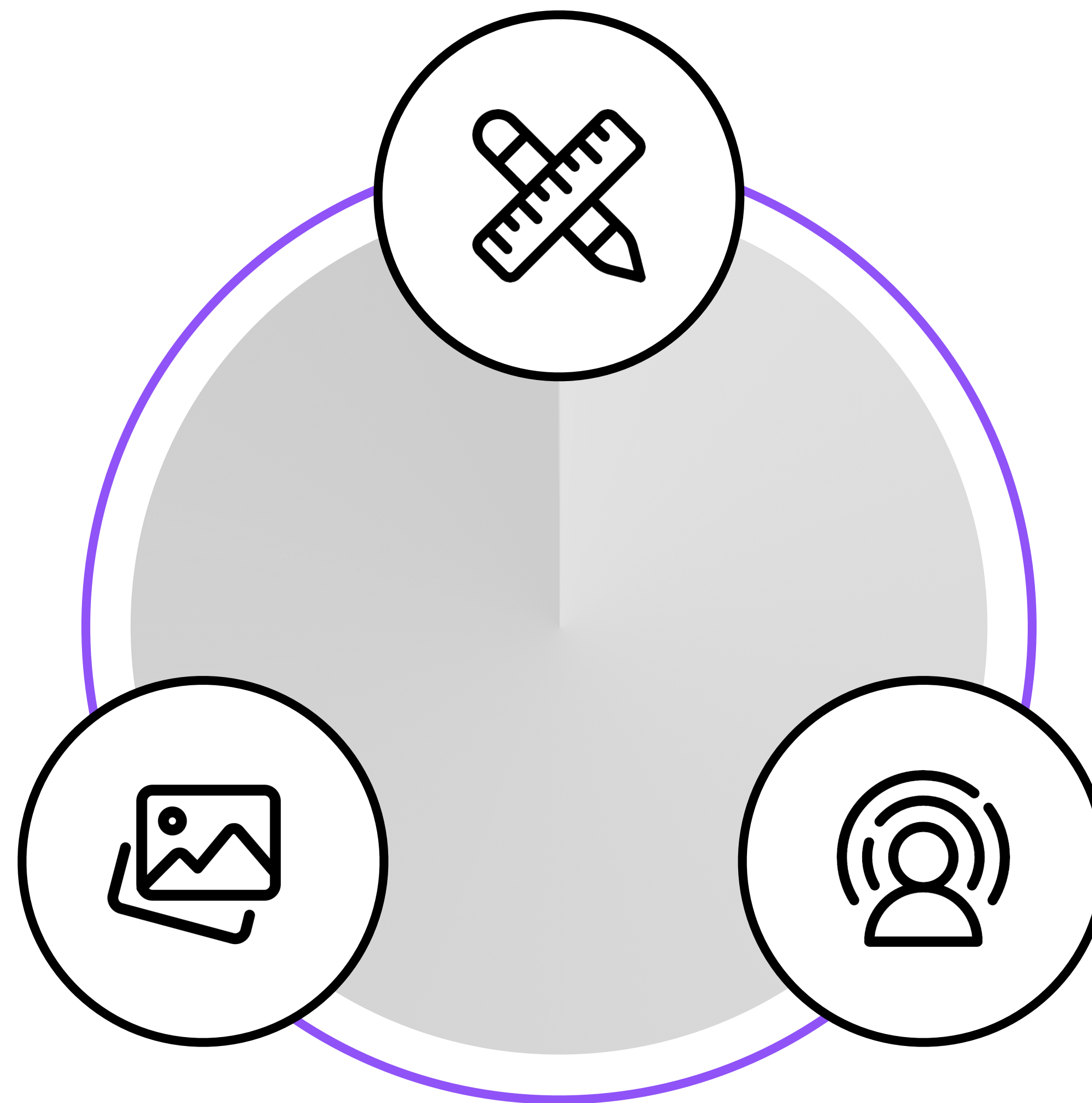




**MAKE THEM SEE THE VALUE**  
**CREATING**  
**DEMAND**

You need a plan for  
how you will build  
demand for and show  
the value of design  
**as a strategic partner.**

To create  
value you  
**will need**  
**3 things.**







# Design methodology

**You need a data  
informed, human  
centered design  
methodology to get  
consistent results.**

## DESIGN METHODOLOGY



Design  
thinking



Design  
sprints

DESIGN METHODOLOGY

**It creates teamwork,  
empathy and perspective**

You can't create value on your own so  
you need a methodology that creates  
teamwork, empathy for the customer  
and perspective to find new ideas.

DESIGN METHODOLOGY

# It stops opinion battles

Your design work has to stop being debatable and has to be based in data and research with your customers as the source of truth.

DESIGN METHODOLOGY

# It's empowering

Design methodologies empower the entire design team to help lead and guide the creative process with all your partners.



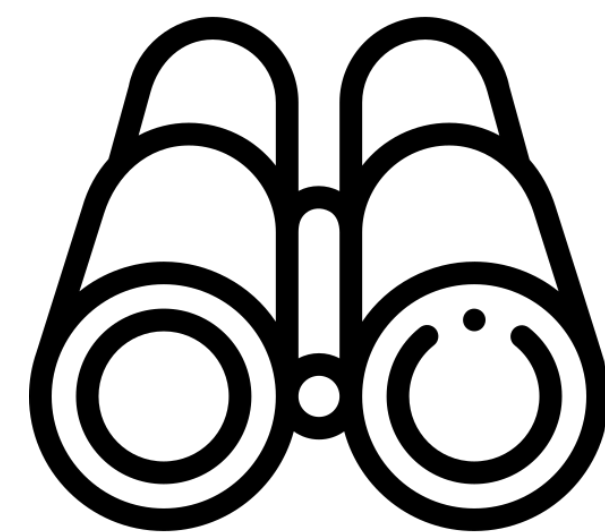


**Don't skip steps or just  
use the easy parts of the  
methodology.**

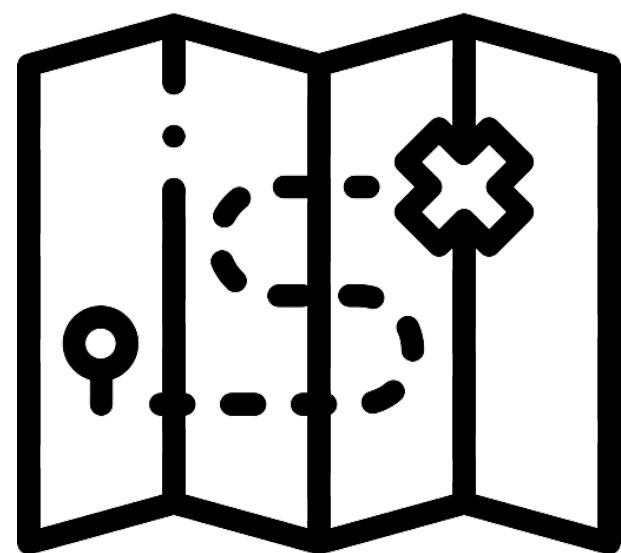


# Single source of truth

**An image, document  
or concept that  
aligns everyone on  
the problems to be  
solved.**

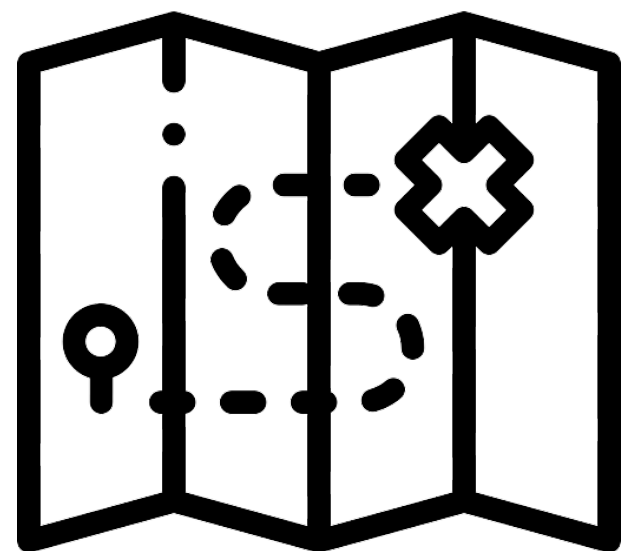


You can't build demand if  
**everyone isn't clear on what  
problems you need to solve.**



# Customer journey map





**A journey map lets you have  
a real, data informed  
conversation about the  
state of your experience.**



## STARWOOD CURRENT STATE TOUCHPOINTS MAP

Last updated: November, April 2015, 2011

AWARENESS

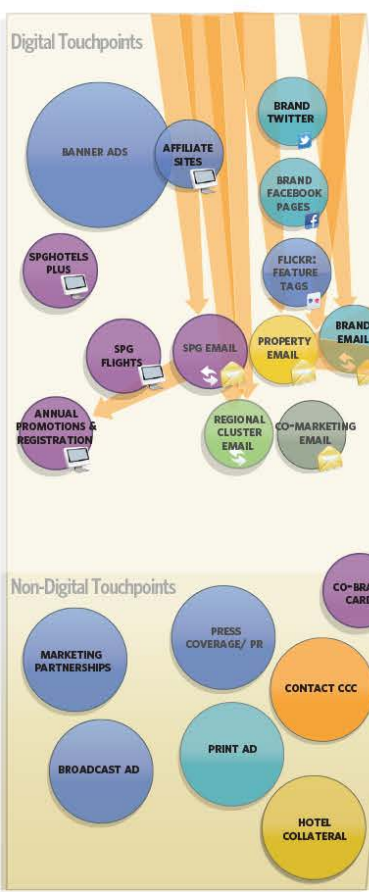
SEARCH & BOOK

PRE-STAY

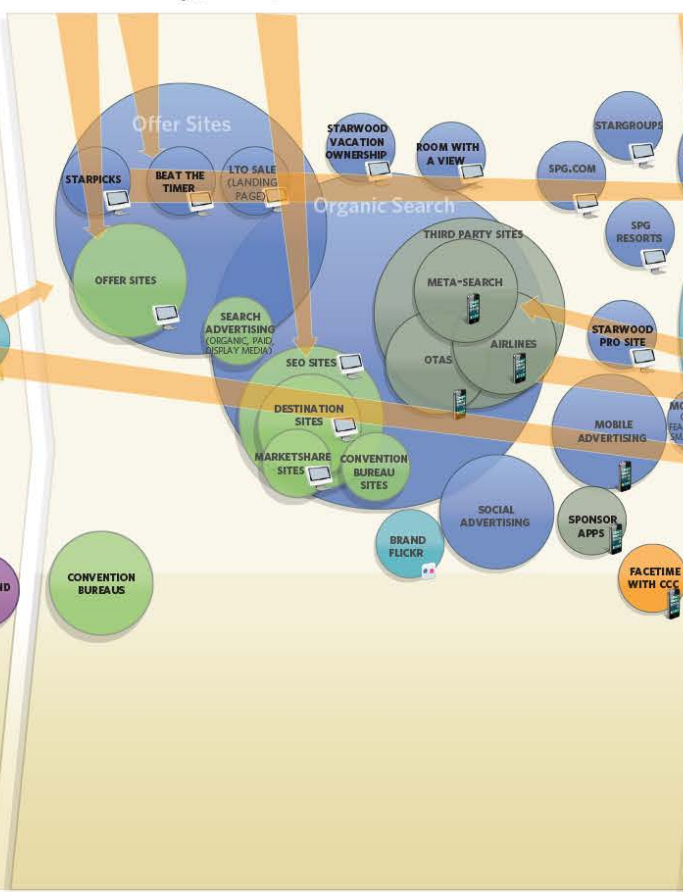
IN-STAY

POST-STAY/LOYALTY

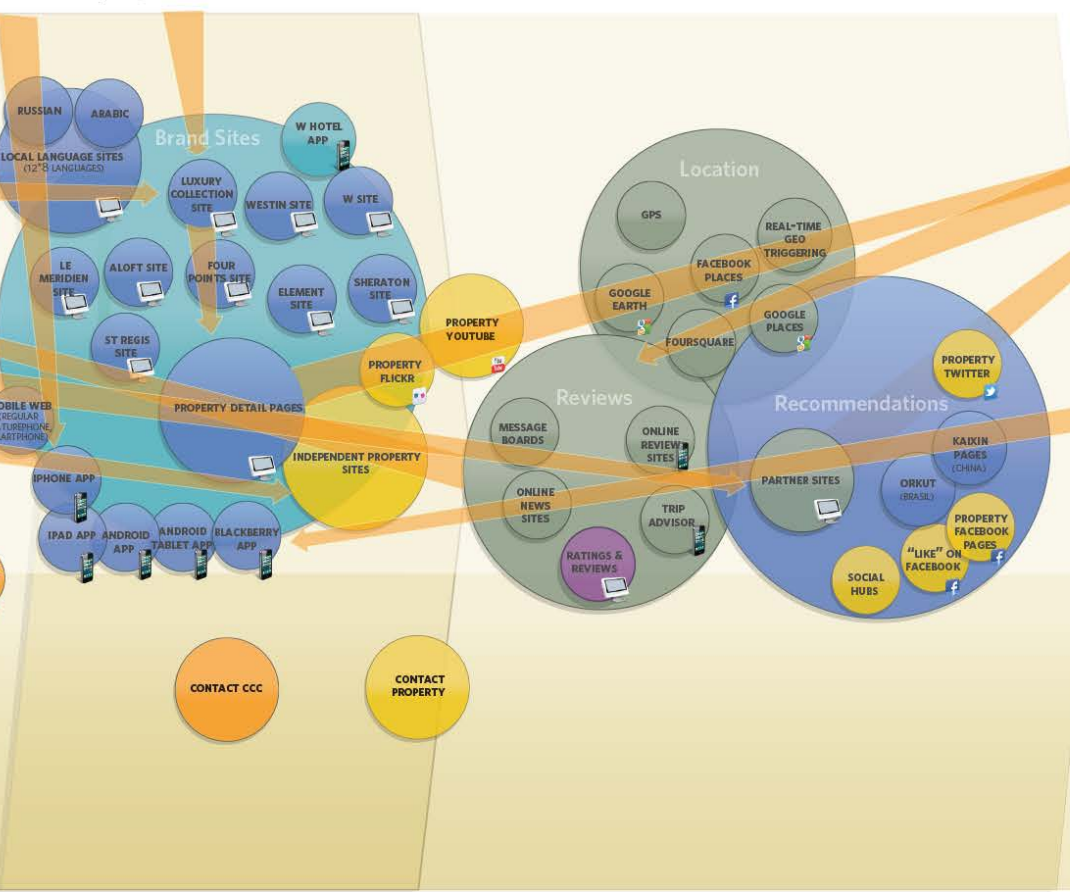
### Where Should I Go?



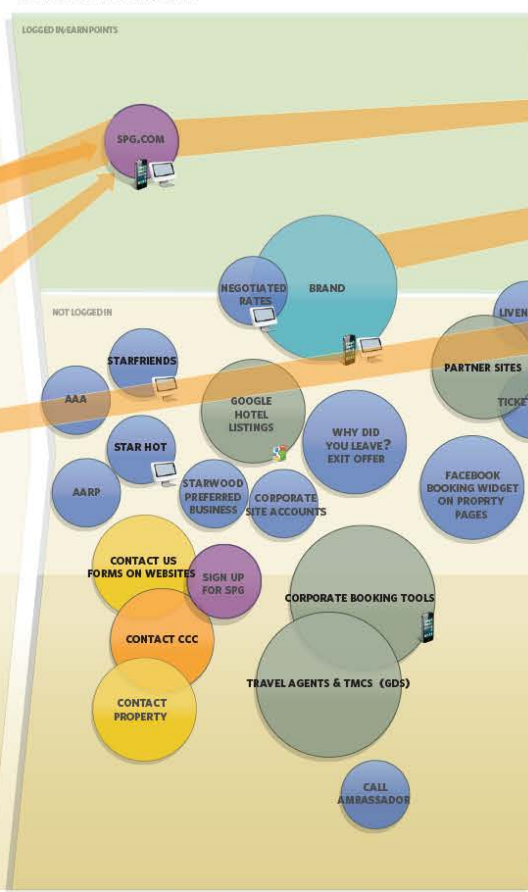
### Where Should I Stay (General)?



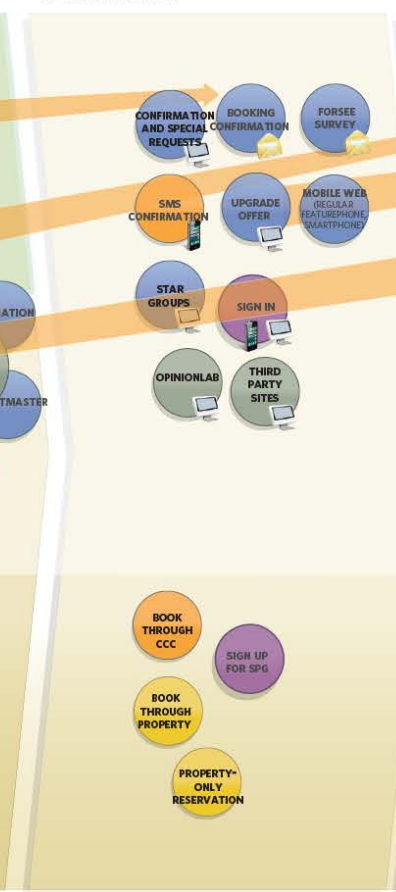
### Which Property?



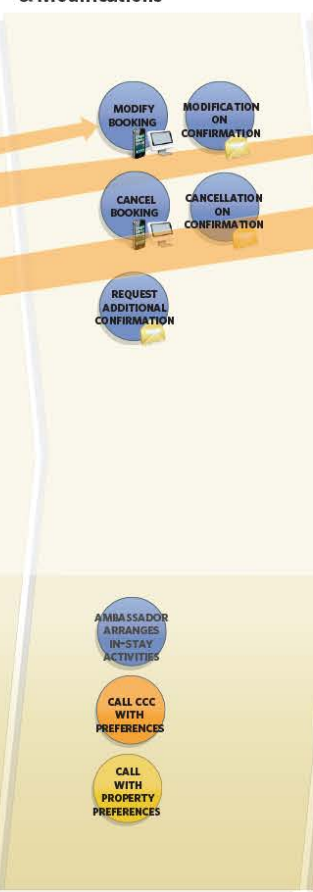
### Find Rates & Rooms



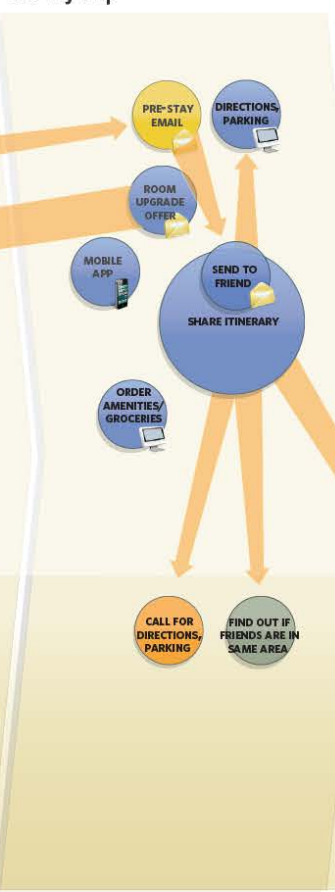
### Booking & Confirmation



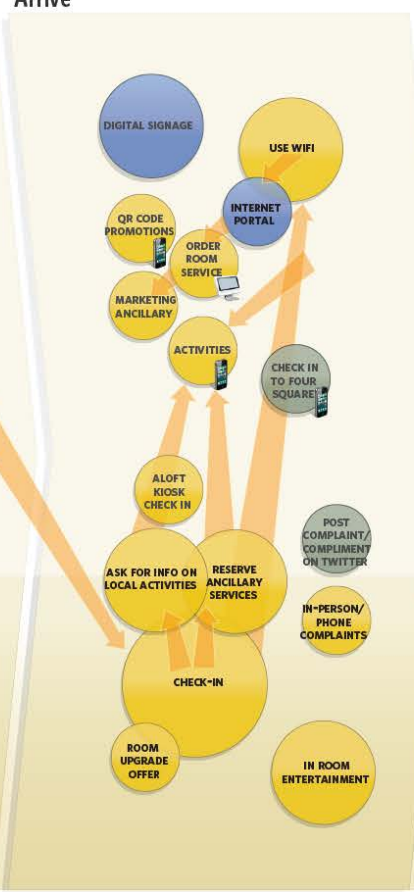
### Preferences & Modifications



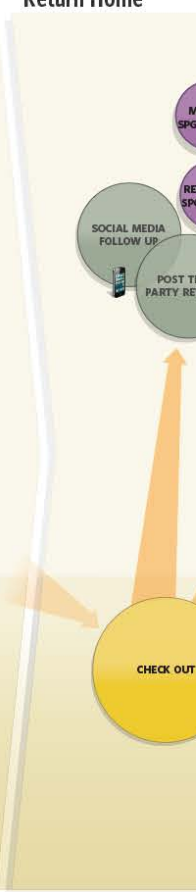
### Prepare For My Trip



### Arrive



### Return Home



### Retention



#### KEY WHERE SHOULD I GO OPPORTUNITIES

**CREATE A MANAGED EMAIL COMMUNICATION STRATEGY FOR THE GUEST**  
The guest potentially receives multiple emails from properties, SPG, brands, etc. Create a process or person to evaluate which email make the most sense at each stage of the guest's touchpoints, and ensure coordination between email servers. These emails could take other touchpoints into account and use preference data or segmentation to further personalize these communications.

**EXPLORE WAYS FOR DIFFERENT SITES TO BE MORE CLOSELY TIED TOGETHER**  
The guest thinks of Starwood/SPG as one entity and the username of Starwood sites can seamlessly connect to one another in order to optimize a guest's flow between multiple sites.

**FOCUS ON PERSONALIZATION**  
While the communications that bring users to some of these sites/ads have some degree of targeting, there are many opportunities to either use data that Starwood already has to better personalize communications, or gather data that can be used for future personalization and data.

**FACEBOOK PRESENCE COULD EXPAND TO INCLUDE MORE ACTIONABLE CONTENT**  
The brand Facebook pages are a great start, but could use more daily around why something is being added to the news feed, and what function each photo album is serving. The content is not very actionable yet and the transition from the Facebook pages to the Web could be an interesting focus.

#### KEY WHERE SHOULD I STAY (GENERAL) OPPORTUNITIES

**A LOT OF THIRD-PARTY SITES GUEST GUEST DECISIONS**  
OTA's, Metasearch sites, etc. all have their own way of displaying hotel content. These sites do not usually provide a great brand experience and do not foster the emotional side of booking. Starwood doesn't have any information about these guests until they arrive.

**THE EXPERIENCE ON SEO SITES WITH OVERALL BRAND AND PROPERTY SITE FLOW**  
Due to brand site structure there are many SEO sites being maintained and updated. In addition to the large effort this requires, it adds to the impression that Starwood is a set of many small sites and web pages, not a unified brand and experience.

**IDENTIFY MOBILE AND SOCIAL OPPORTUNITIES ACROSS THE ENTIRE STAY CYCLE**  
Are there opportunities to drive awareness and loyalty earlier in the stay-cycle?

**FACILITATE INFORMAL GROUP BOOKING**  
If several people are traveling together it is difficult to coordinate the planning and booking process. Starwood has a formal Group Booking Sales department but more ad-hoc or informal groups could be a way to add value to a lot of guests.

**INJECT MORE EMOTION INTO THE OFFER SITES**  
Offer sites showcase a lot of offers but aren't as focused on providing an engaging emotional decision-making process for guests. Help the guests compare all the offers and choose the best package for them.

#### KEY WHICH PROPERTY OPPORTUNITIES

**INDEPENDENT PROPERTY SITES**  
With so many independent property sites, Facebook pages, etc., an ecosystem of content and template development might be worth exploring.

**USE A MOBILE-FIRST DESIGN APPROACH**  
Mobile applications are often adapted off of the web booking and browsing processes. Consider the different guest states and mindsets when using mobile vs. Web.

**BRAND EXPERIENCES BENEFIT FROM PERSONALIZATION**  
Having better data about guest mental model when searching will help reduce options that also need to present and also demonstrate the benefits of registering/logging in.

**HIGH SIGNAL TO NOISE**  
Sites attempt to communicate a lot of varying information for different guest mental states at once. Focusing for the right property and hotel room is not easy.

#### KEY FIND RATES & ROOMS OPPORTUNITIES

**RATES ARE COMPLEX**  
There are many rate types and rate options that guests have to choose from. Guests have the impression that sometimes they are able to get a lower rate on an OTA.

**A LA CARTE SHOPPING CART MODEL COULD REDUCE THE PARADOX OF CHOICE**  
Guests expect to add upgrades and options once the base room is selected.

**THE MORE ENGAGING AND EMOTIONAL THE ROOM CONTENT, THE BETTER**  
Develop ways for property content that is across many social media sites (Facebook, YouTube, Flickr, etc.) to be exposed throughout the booking process. Explore new ways for properties without a lot of room content to augment their existing room content.

#### KEY BOOKING & CONFIRMATION OPPORTUNITIES

**THE MORE PERSONALIZATION, THE BETTER**  
Guests can enter preferences in a free form manner but there is no guarantee this is acted upon by the property. A more structured personalization/preference capture can provide ways for Starwood and properties to analyze data and create programs to leverage that data.

#### KEY PREFERENCES & MODIFICATION OPPORTUNITIES

**SAVE ONLINE PREFERENCES**  
Expand beyond budget, one-time preference collection in order to let the guest indicate their preference and build their online profile.

**SHARE IN-STAY PREFERENCES**  
Preferences from a previous stay at a property are not accessible to other properties or during booking. The guest must request the same preference over and over again.

#### KEY PREPARE FOR MY TRIP OPPORTUNITIES

**HELP GUESTS DRIVE ACTIVITY SCHEDULING**  
It is left up to the guest to initiate the activity scheduling and research process, both on the property and outside of the property. Digital can help guests understand what's available during their stay.

**IDENTIFY WAYS FOR DIGITAL TO HELP WITH PRE-STAY**  
Once the guest has booked their room their digital experience with Starwood begins off - are there key links that Starwood can help with at this time? The emotion/anticipation for the guest's trip are at a height and Starwood may be able to alleviate anxiety or capitalize on emotion.

#### KEY ARRIVE OPPORTUNITIES

**DIGITAL CHECK IN**  
Check-in still requires waiting in line to talk to a person. Even with kiosks guests want to be sure they can ask for upgrades, add-ons, etc. and feel like a person is needed.

**WIFI IS OFTEN SLOW AND EXPENSIVE**  
If a request from guests is faster, cheaper (free) will. They have many devices and want to use their own devices with their own content.

**PROCESS TO BOOK SERVICES, ETC. DIFFERS AT EACH PROPERTY**  
Different POS systems make it difficult to have a consistent experience. Up-selling across properties or locations is difficult.

**KNOWING WHAT A GUEST IS DOING DURING THEIR STAY HELPS PROPERTIES PERSONALIZE**  
Explore methods of capturing what a guest is doing during their stay, when they're going, etc. Properties have asked for this type of information to help understand their guest experience and further personalize the service.

**FINDING/COORDINATING WITH FRIENDS**  
One difficult part of travel is always finding people you know in an unfamiliar place or coordinating with other people away from home.

**SPG BECOMES LESS DOMINANT VS. THE PROPERTY**  
SPG begins to drop out of the touchpoints and the property is dominant.

#### KEY RETURN HOME OPPORTUNITIES

**NO DIGITAL FOLIO**  
Guests would like to be able to view, print, and correct their folio online. Currently they have to call CCC or be dependent on the property's working hours, which may be in a very different time zone.

**POSTER POST-STAY STORYTELLING & LOYALTY**  
Capitalize on opportunities to guide the stories and experiences that guests are going to share during and after their stay.

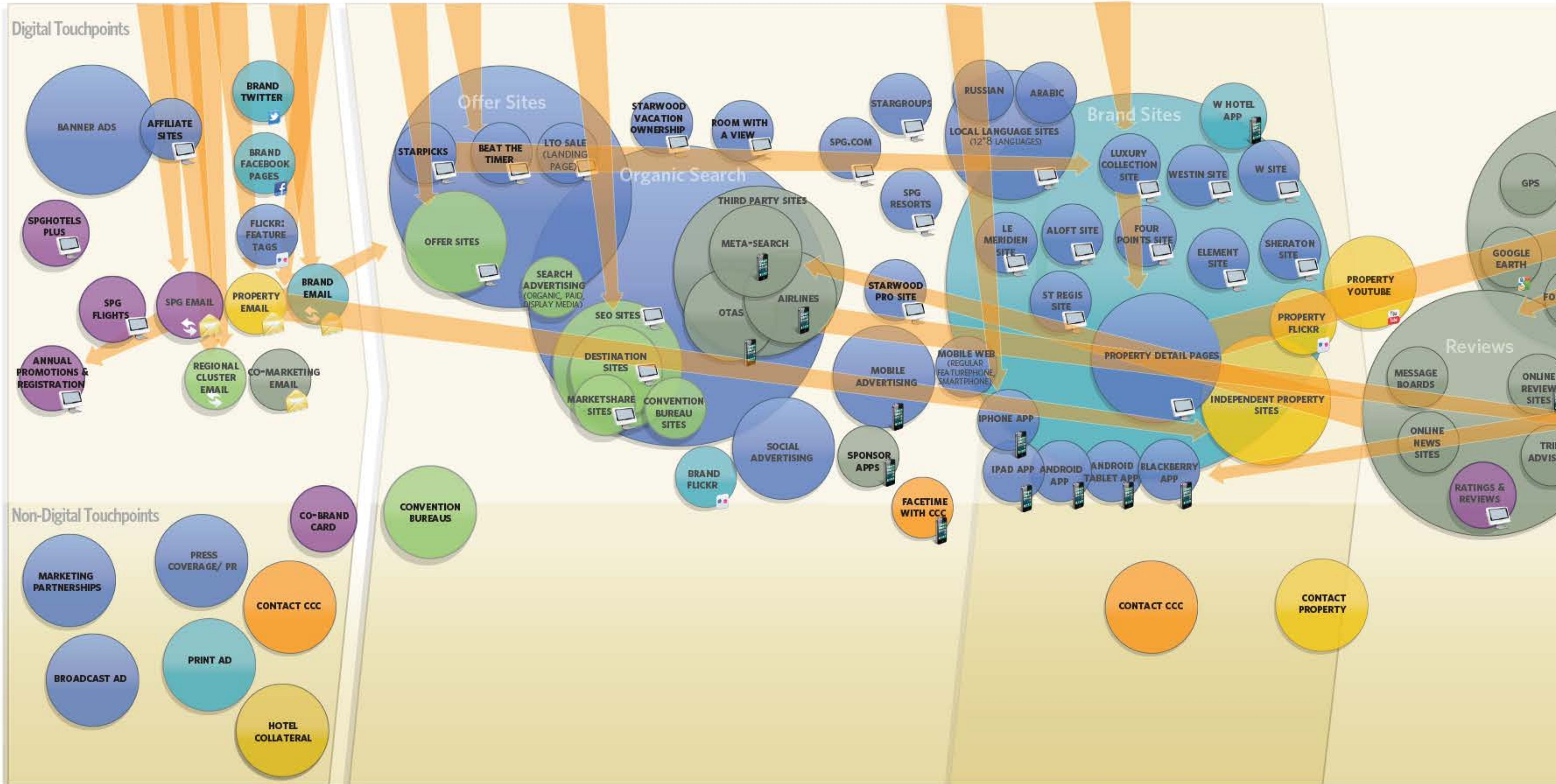




## Where Should I Go?

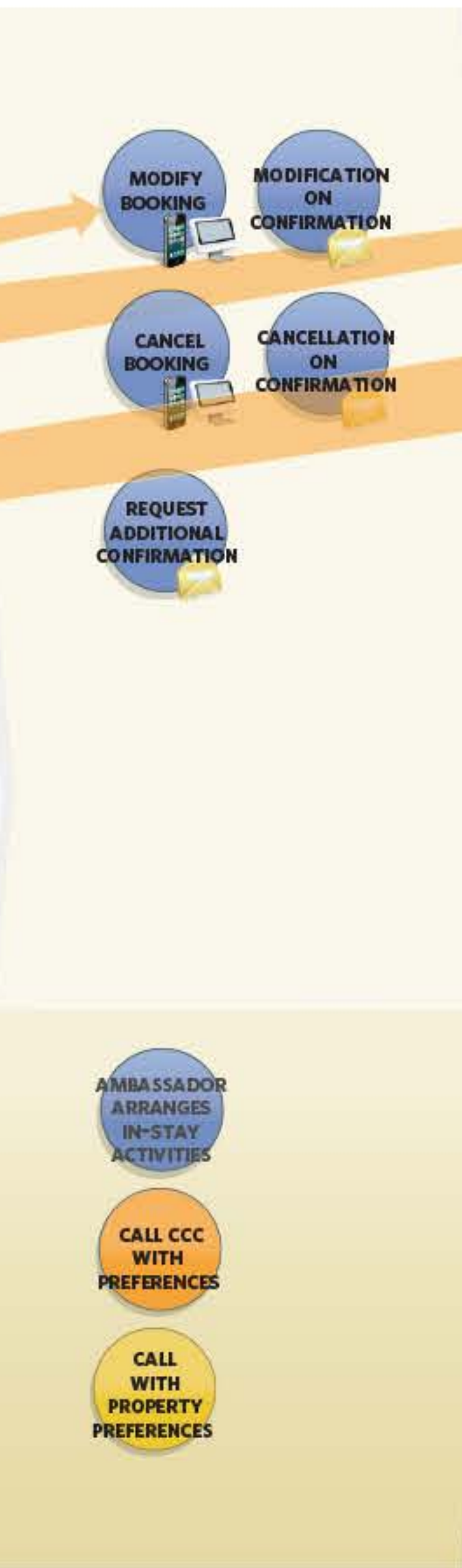
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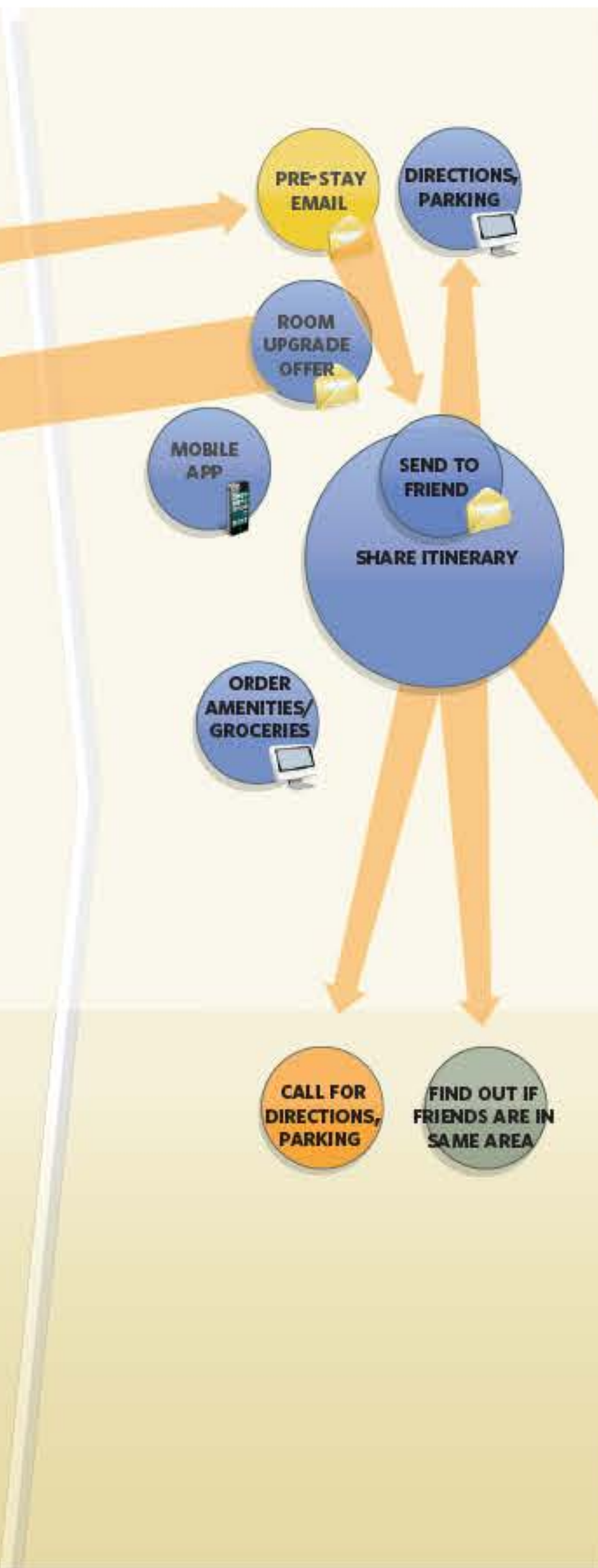




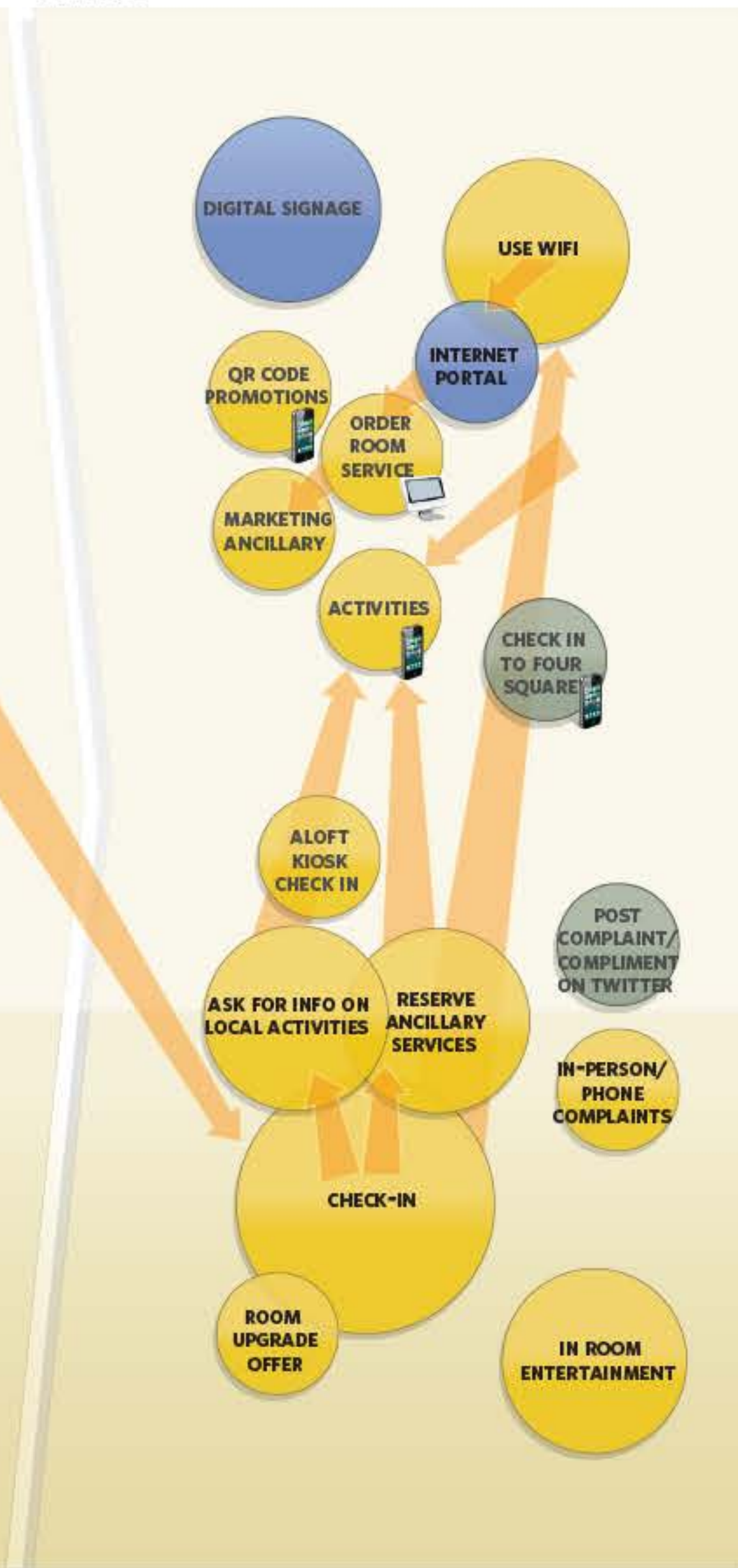
## Preferences Modifications



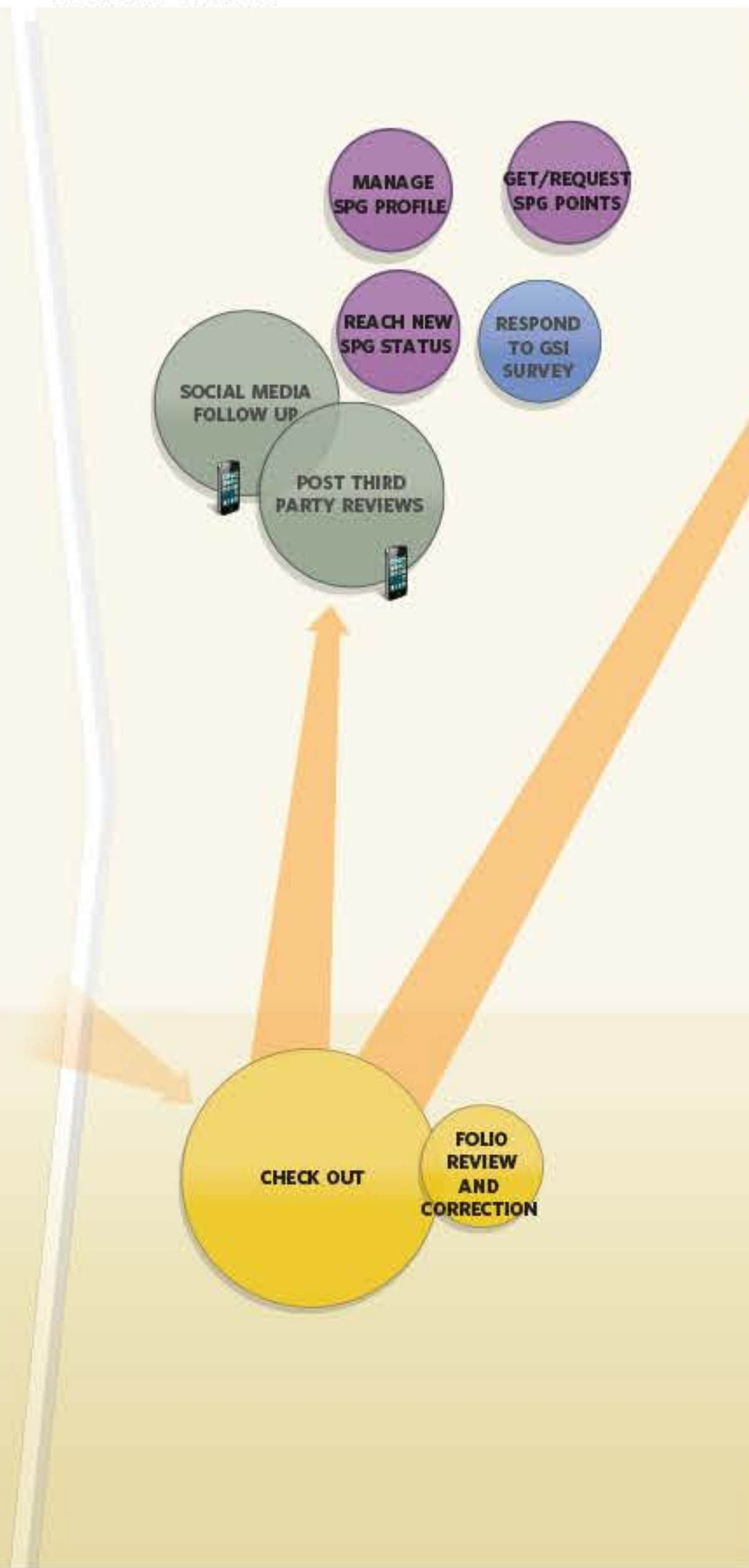
## Prepare For My Trip



## Arrive

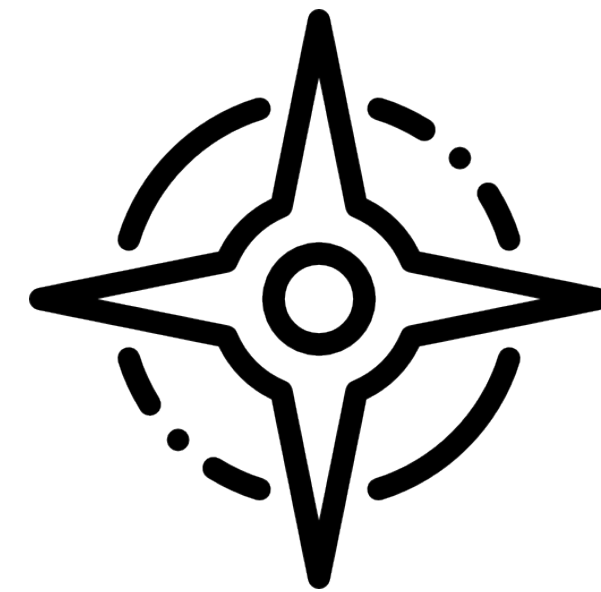


## Return Home



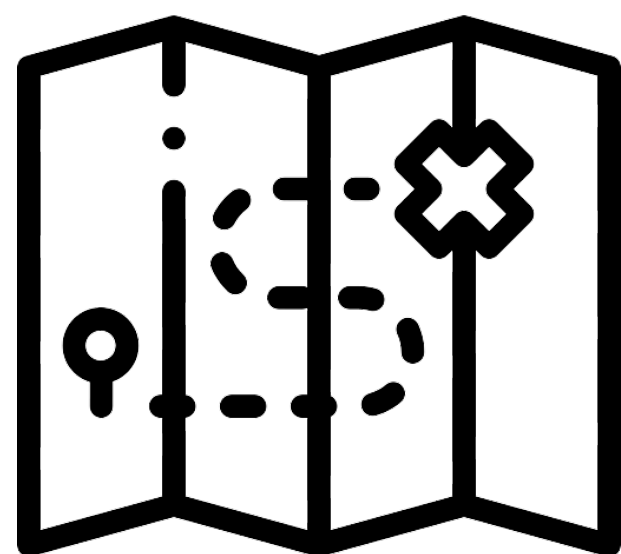
## Retention





# Northstar concepts





**A north star lets you see the  
future while working back  
to your current work.**



February 25, 1791

Citibank

Statement of Account



Page 1 of 8



000057 / 794

James Tan  
Highland Park  
Singapore 333444

YOUR BILL SUMMARY

Statement Date	June 02, 2009
Credit Limit	\$39,100.00
Total Outstanding Balance	\$14,225.09
Total Amount Past Due <small>Please pay immediately</small>	\$187.00
Total Minimum Payment	\$586.00
Payment Due Date	June 29, 2009

YOUR CITIBANK CARDS	TOTAL OUTSTANDING BALANCE	AMOUNT PAST DUE	MINIMUM PAYMENT	REWARD PROGRAM	TOTAL POINTS AVAILABLE
CITI PREMIERMILES CARD	10,848.97	87.00	386.00	CITI MILES	153,308.80
CITI DIVIDEND VISA SIGNATURE	2,272.15	50.00	100.00	DIVIDEND DOLLARS	19.10
CITI PARAGON PLAT MASTERCARD	1,103.97	50.00	100.00	STYLES	30.41

PAYMENT SLIP

0599307012-F 0599307012-L

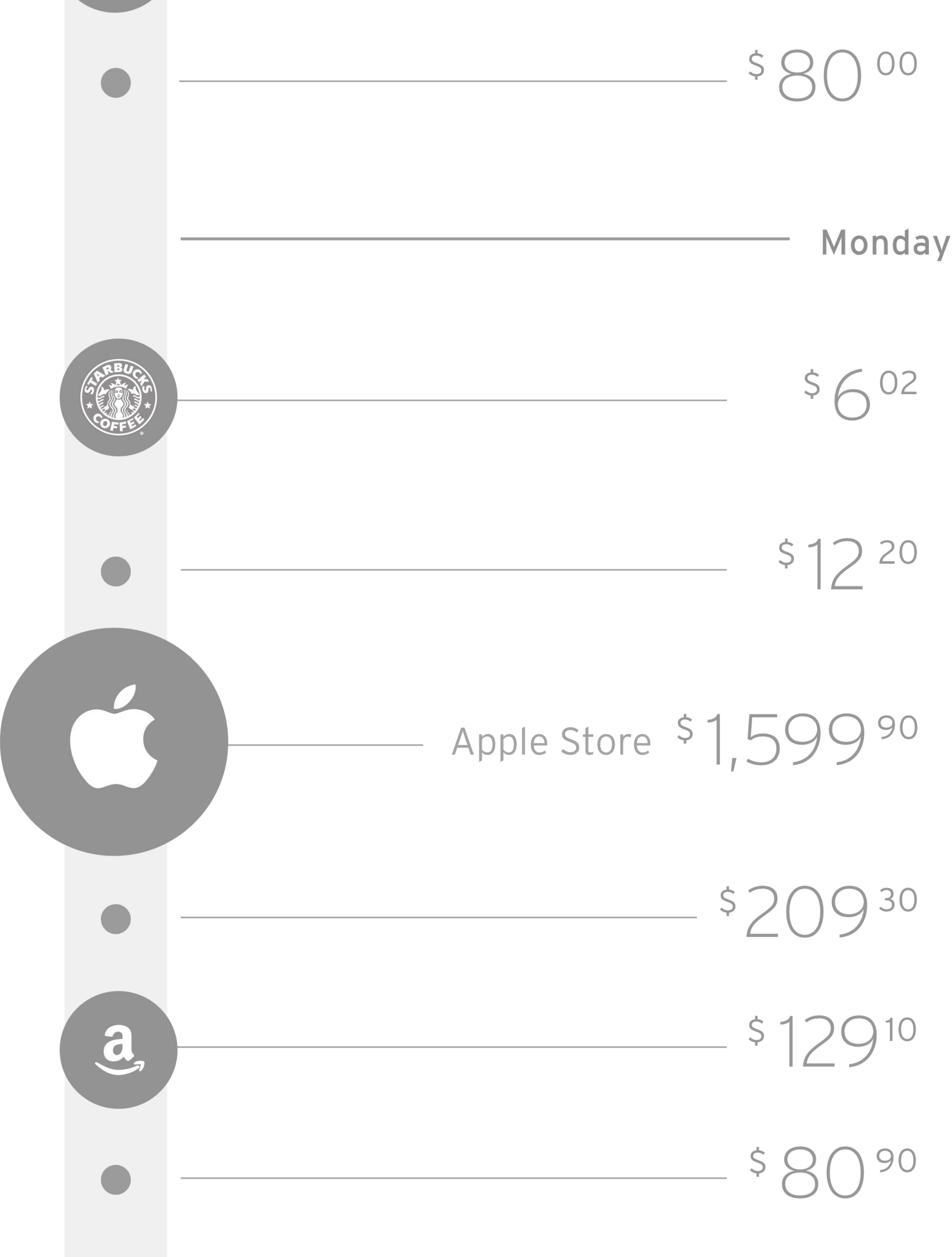
Statement Date: June 02, 2009  
Payment Due Date: June 29, 2009

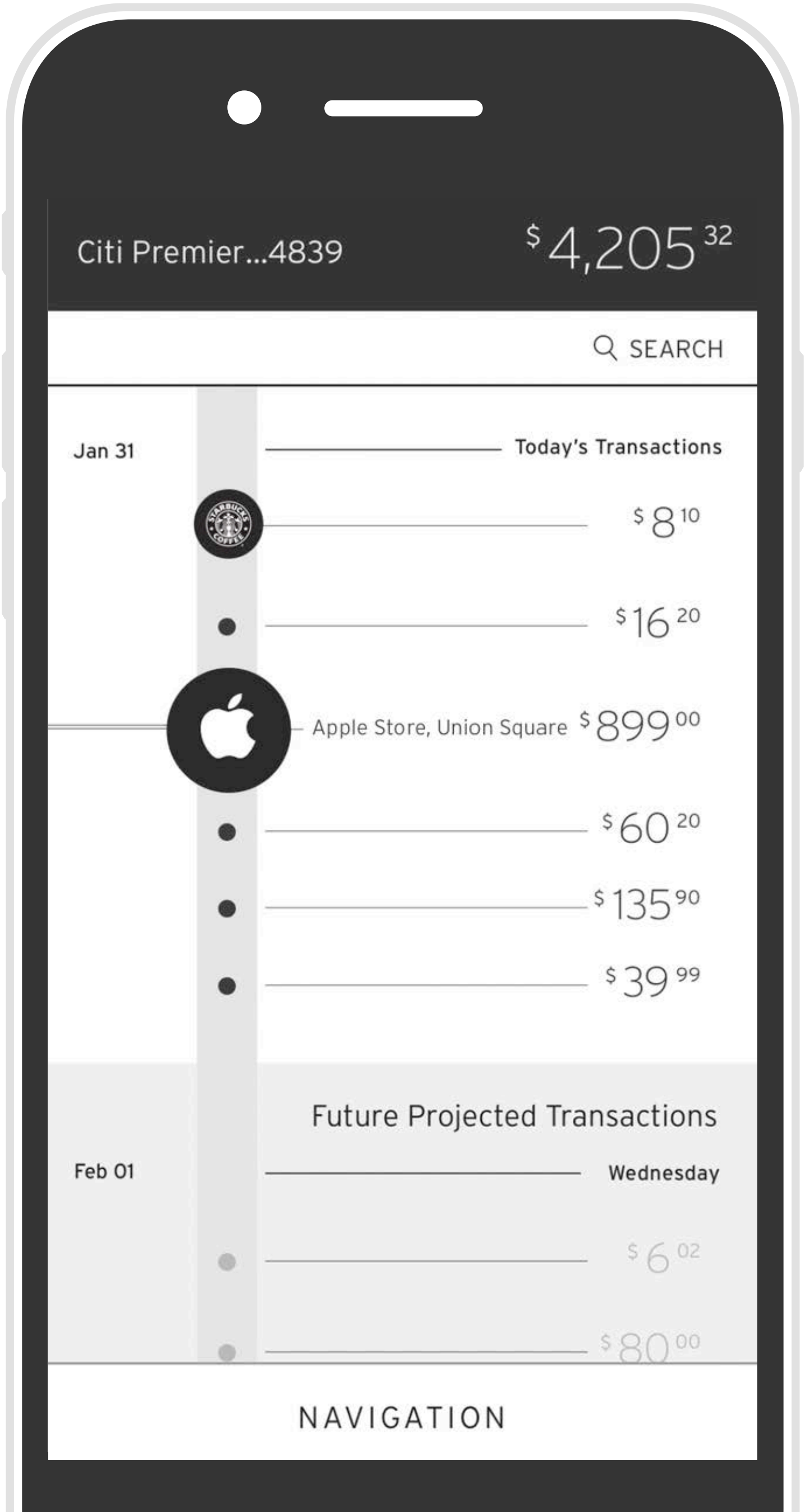
CREDIT CARD TYPE	ACCOUNT NUMBER	TOTAL OUTSTANDING BALANCE \$	MINIMUM PAYMENT \$	PAYMENT AMOUNT \$
CITI PREMIERMILES CARD	4147463000000000	10848.97	386.00	
CITI DIVIDEND VISA SIGNATURE	4147464000000000	2272.15	100.00	
CITI PARAGON PLAT MASTERCARD	5222747000000000	1103.97	100.00	

CONCEPT

Completely rethinking bank statements to create a clear, interactive, and holistic view of your accounts and navigate with only your thumb.

Jan 30







# Create the north star in 3 phases

**1**

**Foundational**

Build the basics

**2**

**Transitional**

Leverage the foundation

**3**

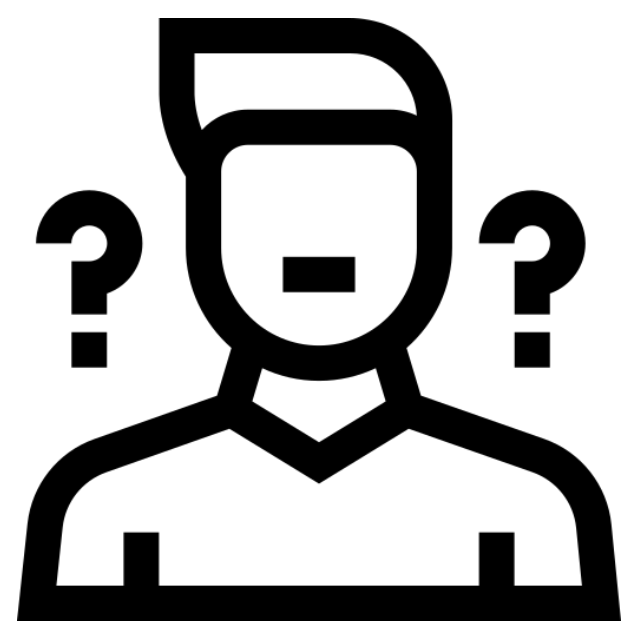
**Optimal**

Northstar experience



# Shared mindset

**Create trust,  
transparency and  
honesty in your team  
so they can do their  
best work.**



Most teams address  
their problems  
**retroactively and reactively.**



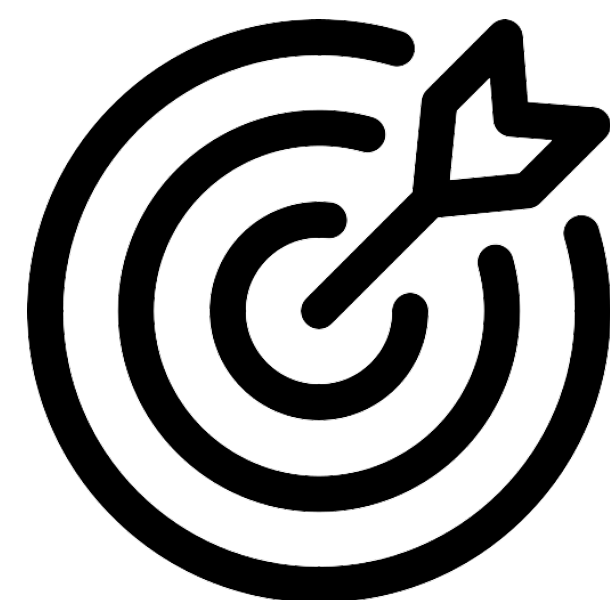
We need to define the  
mentality **for the work we  
are about to do to  
empower the team.**



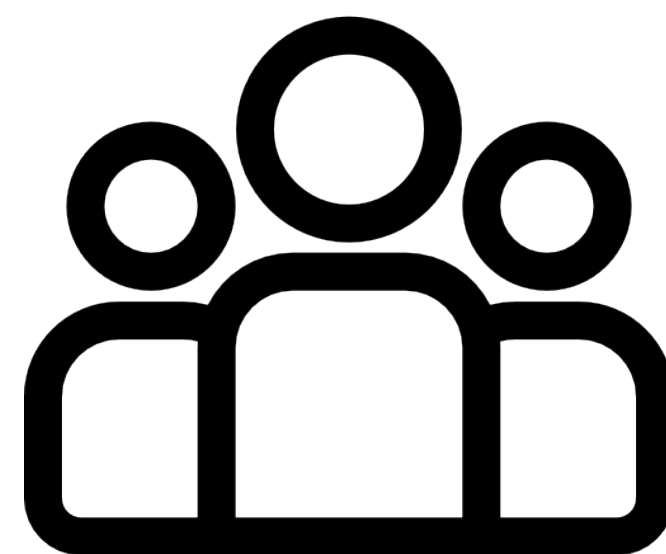
I RECOMMEND

**Define behaviors**

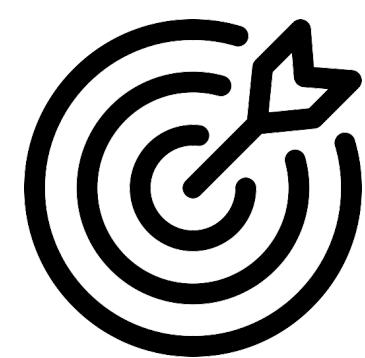




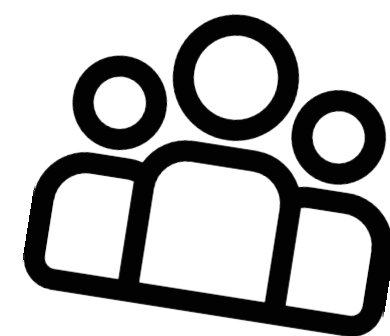
**Put our customers at the  
center of everything.**



**Invite diverse perspectives  
to the table.**



**Put our  
customers at  
the center**



**Invite diverse  
perspectives  
to the table**

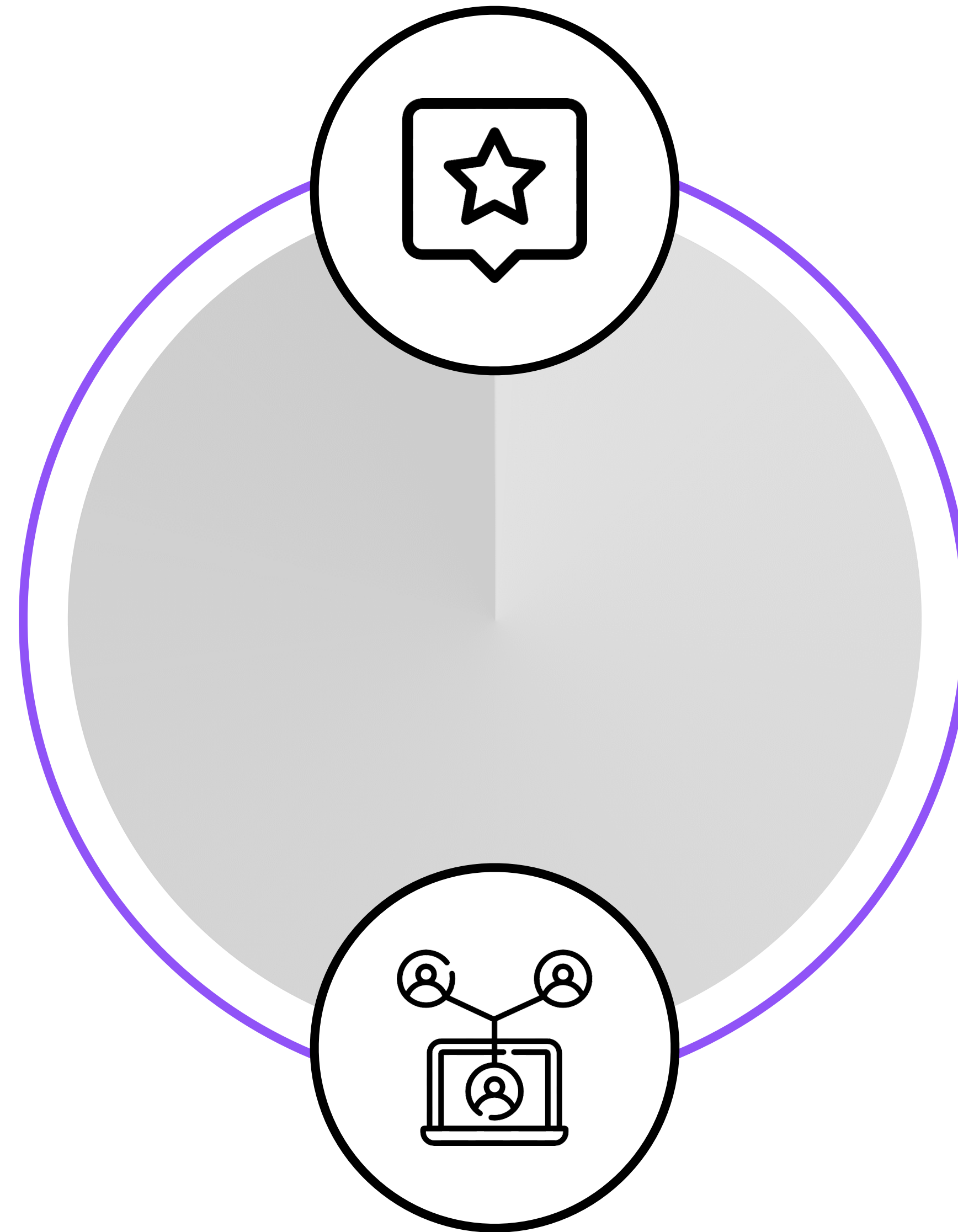
**BRING IT TO LIFE**  
**culture cards**

**TELL YOUR STORY**

# SHOWING THE VALUE

You need to learn  
**to constantly tell your  
story and show  
everyone your value.**

To show  
value  
**try these  
2 things.**

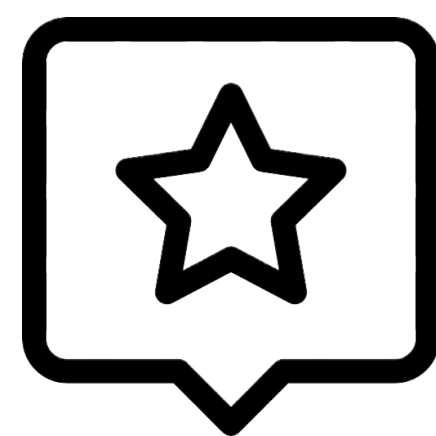




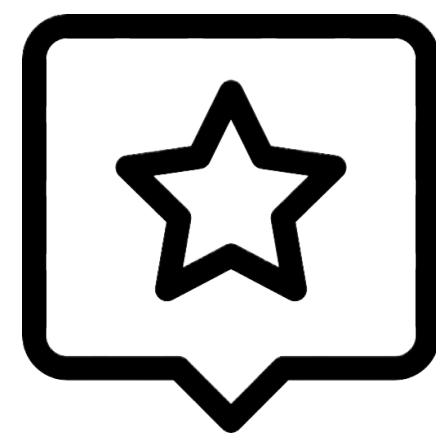


# Design reviews

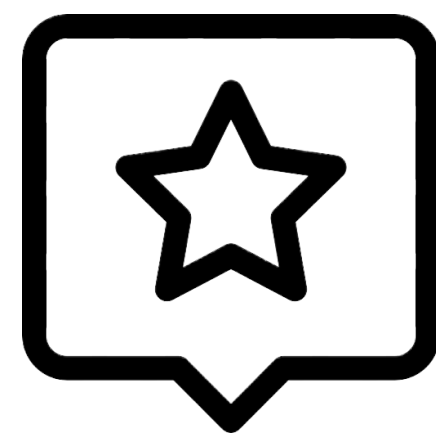
**Weekly meetings to  
review work in  
progress with teams  
and leadership for  
feedback and  
alignment.**



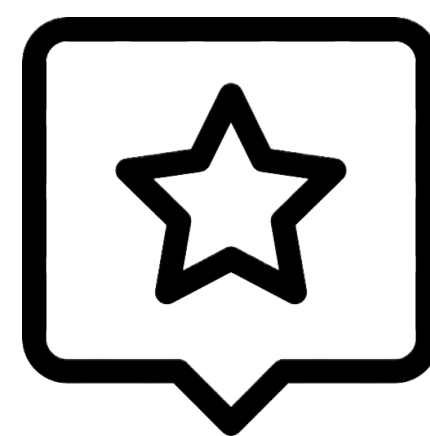
Design review is a weekly  
meeting to show work in  
progress, **not decks.**



The meeting is to  
**show work, fix misalignments  
and remove blockers.**



Each team gets  
**15-20 minutes to present and  
get feedback.**



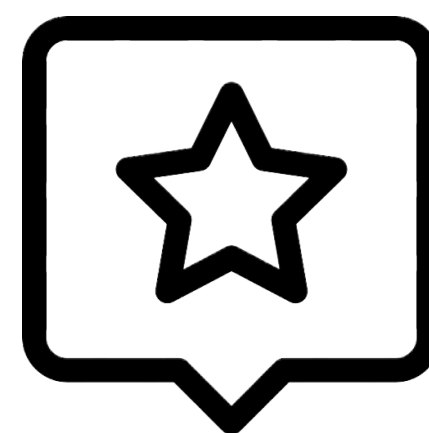
Leadership from every team  
and partner **has to attend or  
send a delegate.**



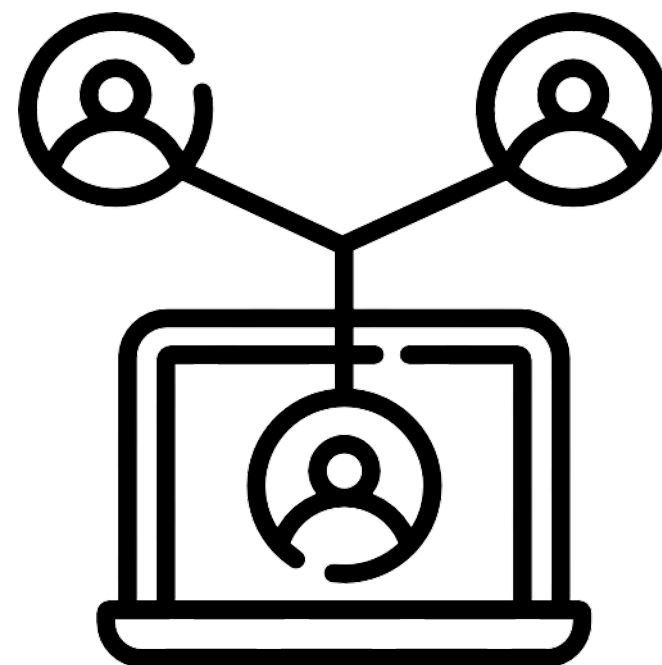
# Focus on feedback

**People more easily  
see the value of  
design when it is  
something they are a  
part of.**





Feedback creates inclusion  
**but also creates healthy  
boundaries.**



**You will need general  
feedback guidelines**

# General guidelines

## **It's about getting it right, not being right.**

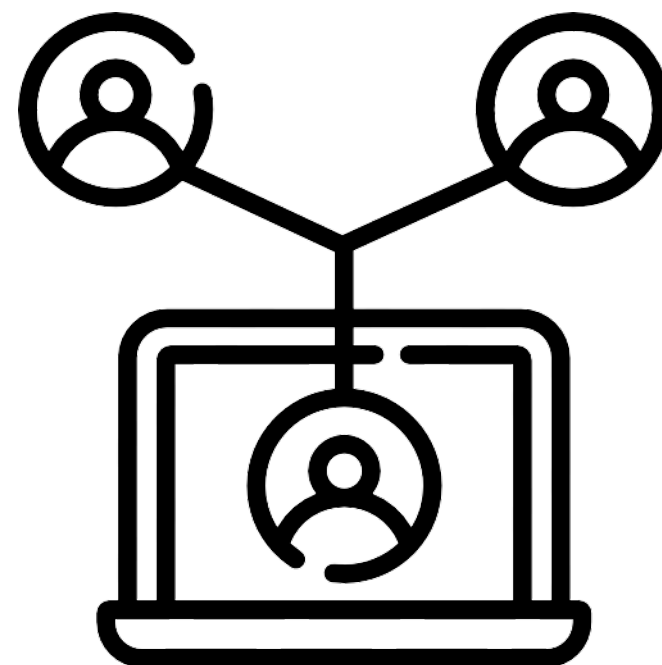
You can focus on needing to be right, or you can focus on how we together find the right answers. Bring positive intent to the discussion, and assume it of others. Rarely do you get to be right AND get things done.

## **There's a million ways to say the same thing, they do not all get the same result.**

Think before you speak. Everyone is working hard and wants to have a positive impact, so consider how to frame your feedback in a way that appreciates the work, is direct, and can be heard.

## **Everyone is inherently reasonable. If they appear unreasonable, chances are they know something you don't.**

If someone appears unreasonable, take a moment to ask them what they know that you don't. And ask yourself what you might know that they don't. Chances are there is a disconnect, and instead of getting frustrated, take a moment to be curious and try to find it.



**You need to teach people  
how to give feedback**



# 3 steps to give useful feedback

## 1. Identify

Identify the issue you think needs to be solved or improved.

## 2. Understand

Ask questions to understand the team's thinking, decisions and researching findings instead of making statements.

## 3. Propose

Be specific about the problems you want to solve, knowing you'll foster more learning by asking well framed questions that stimulate thinking, and coach people into exploration and experimentation.

**BUT WAIT THERE'S**  
**ONE MORE**  
**THING**

## DECODE TRUST

**Trust is the key to  
everything - remote  
and in person.**

# Types of trust





**practical**



**emotional**

# practical

Practical trust is earned by being a worker who does the basics.



emotional

# practical

- processes
- tools and applications
- foundational



emotional

# practical

People come to  
work to collect a  
paycheck.



# emotional

**practical**



**emotional**

Emotional trust is earned when people trust that you are on their side.



**practical**



**emotional**

- culture
- leadership
- transformational

**practical**



**emotional**

People come to  
work for each other  
and the team.

**practical**  
**We invest in  
these skills**



**emotional**  
**but demand  
these results**

## **HIGH-TRUST TEAMS ARE HIGH PERFORMING TEAMS**

**106% more energy at work**

**74% less stress**

**50% higher productivity**

**76% more engagement**

**40% less burnout**

**29% more satisfaction with their lives**

**13% fewer sick days**

# How do you start building trust?







**NEW SKILLS**

**Teach people to  
listen, not talk.**



**NEW SKILLS**

**Train people to  
practice empathy.**



**NEW SKILLS**

**Make people more  
comfortable with  
feedback.**



**NEW SKILLS**

**Teach people to  
lead and follow.**



**NEW SKILLS**

**Train people to  
have win-win  
interactions.**



THANKS!