



# DESIGN AT THE EXTREMES

**Fortifying Digital Transformation:  
A Strategic Blueprint for Future-Proofing Projects**

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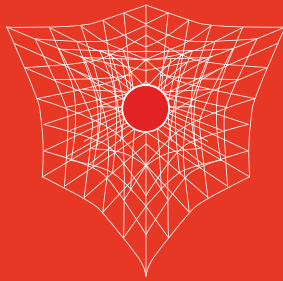




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**Digital transformation fails  
70% of the time.<sup>1</sup> In the energy sector,  
that number rises to 89-96%.  
It's clear that what we're doing now is  
not delivering business results.  
And it may be a tragedy  
waiting to happen.**



## Enterprise Innovation is in a Crisis

For enterprise transformation to work, the products and experiences you develop must fulfill the needs of end users. If you're not designing software that helps people do their jobs better, then one of two things will happen. Either the product will fail to deliver the productivity, process or profitability improvements you expect, or it won't get used at all. In both scenarios, the return on investment will be at or close to zero.

Designing with users in mind is a crucial goal — and thus a crucial part of digital transformation.

At the same time, “user experience” has become a mess of an expression. One big mistake is companies thinking that user experience is something that you add in late in the development process — “sprinkling some UX on it” is a very problematic (and costly) notion. Additionally, the conflation of UX design with visual design, as if adding a few fonts and buttons is equally problematic.

A related mistake is simply not understanding what user-centered design is or that there are different roles involved in the process. It would be fantastic if a single designer could do everything, but it's an unrealistic expectation. Just as you wouldn't substitute a gastroenterologist if you needed an ophthalmologist, yet enterprise innovation methodologies are geared up to try and make that happen.

How did we get here? There are a few reasons, which we'll explore in this book. But before we jump into the details, it's worth asking...

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<sup>1</sup>McKinsey, [Why Do Most Transformations Fail?](#)





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**Bad solutions in Nuclear  
can make a zip code go BOOM.**



## How bad can it get?

For consumers, a bad user experience is like having an annoying fly in the room. Frustrating and distracting, yes, but no big deal. People are not generally harmed by a shoddy subscription service or a messy hotel booking app. Failing at basic usability, and the worst that happens is that the product fails.

However, in the industrial world, it's a different story. Here, the quality of the design process is not just the difference between product success and disaster. It can literally mean the difference between life and death.

In 2005, a horrendous explosion at a BP refinery in Texas City killed 15 people, injured 180 others, and caused billions of dollars in economic losses. While industrial plant processes cannot be simplified to one tool or one click like an Amazon purchase, what accident investigators uncovered was a textbook example of how to create a bad user experience. The plant's workflows were said to be so complex and non-intuitive that workers ignored the risk and tolerated non-compliance.

In 2019, a massive explosion at a Texas chemical plant became the latest in a string of industrial incidents in the region. Here, gauges were so poorly designed that workers didn't trust what they perceived as "abnormal" readings even though they turned out to be accurate.

Then there's Three Mile Island. For those who are not aware, a cooling malfunction caused part of the core to melt in Reactor 2 of this Pennsylvania nuclear power plant. A whole chain of events led to the disaster. But post-accident, investigators noted that the control room — which is one of the key components of any plant — was designed as an afterthought and catastrophically bad. In the same control panel, there were fourteen different meanings for red and eleven different meanings for green. With no clear logic in the layout, operators were unable to understand what was going wrong. They continued making bad choices until hell broke loose.



continued – How bad can it get?

There are dozens more examples like this. The USS Vincennes shot down a civilian plane because of bad cursors. Air Inter Flight 148 crashed because the display screen was too small. Cell phone users in Hawaii received an emergency alert: “Ballistic missile threat inbound to Hawaii. Seek immediate shelter. This is not a drill” because a confusing on-screen menu of many choices made it easy to click the wrong button.

These examples are “just” the headline hitters. For every bad design that kills people, there are literally thousands more that are killing projects, killing profits and putting energy transformation projects at risk.

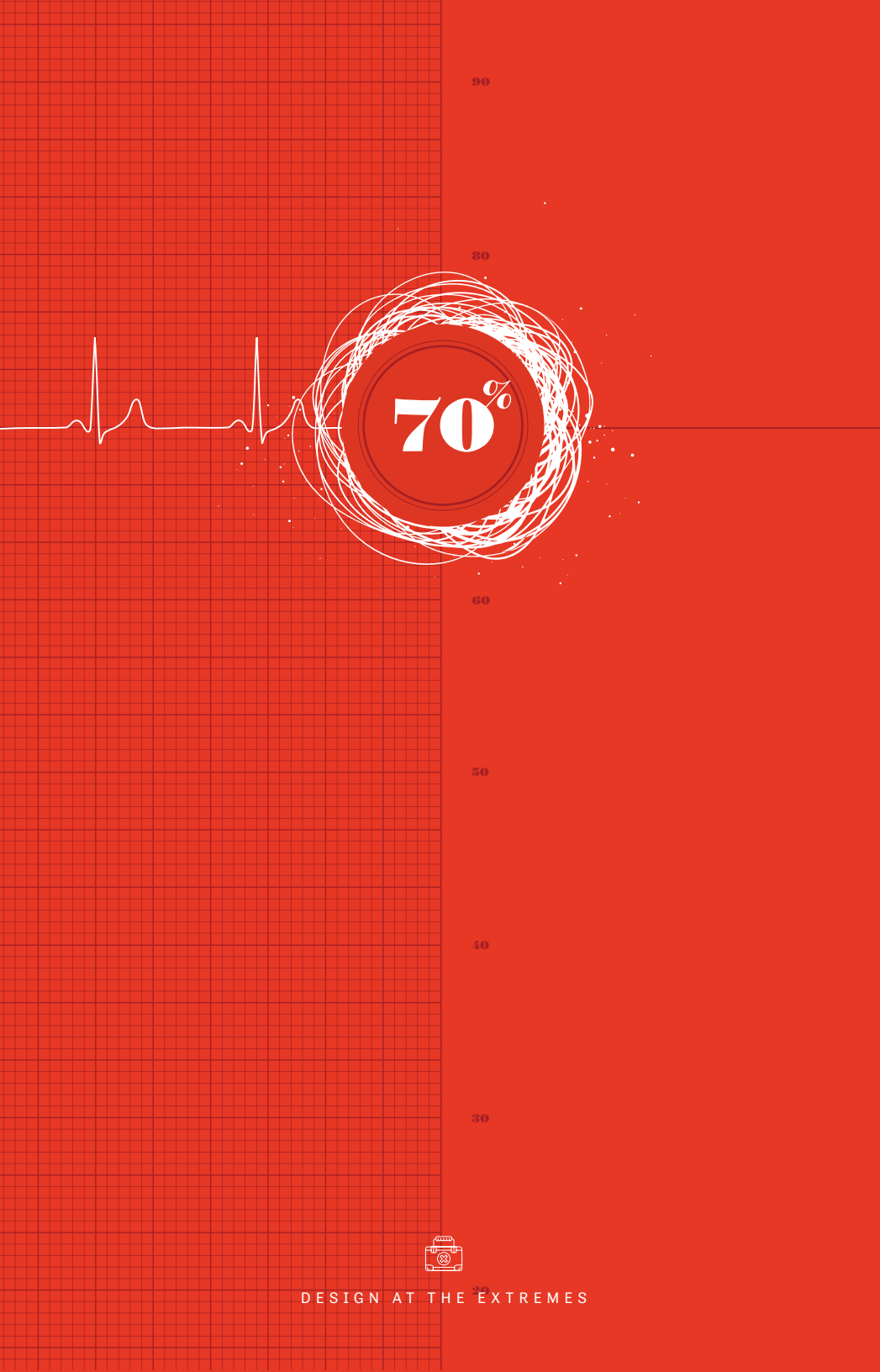
**70% of digital transformations fail.  
Don't be one of them.**

Besides the fact that these examples ended tragically, the single most important thread that ties them together is this: an impressive lack of consideration for those who actually use the product and the context in which they use it.

Simply, it all comes down to neglecting or de-prioritizing the user experience. Even the phrase itself is insufficient. Over the years, “user experience” has morphed into a lightweight or generic concept to describe what the human factors world has been perfecting for decades. Given the amount of business that is run inside a digital framework, human factors is a vastly underappreciated practice area for applying a user-centered digital transformation approach – as this book will make clear.

Being a designer who is very passionate about what I do, this is painful. In all honesty, I feel angry and sick when I look at outcomes like these.

Yet there is another side to this coin: if bad design costs lives and projects then good design can save them. Tweaking your enterprise innovation methodology in a way that not only considers the user experience



continued – 70% of digital transformations fail. Don't be one them.

but makes it a part of the foundational scaffolding that's needed to avoid disaster and achieve the business outcomes you require.

That's what this book is about: value added methodology. Specifically, it's about the holes that exist in our current Agile-based methodologies and all the good things that happen when you plug those gaps. I'm not talking about throwing everything out, either. The methodology I'm proposing is not that different from what most enterprises are doing now. It's a five-degree course correction at most. Your framework retains the similar shape, roles and language. The methodological adaptations I'm talking about add a maximum of 16 weeks to your timelines.

By implementing the approach I'm about to unveil, you'll not only optimize resource allocation but also guarantee success across all innovation metrics. Each project will be carefully curated for its high-value potential, ensuring zero waste on low-ROI features. Users will not just adopt but champion your solutions, culminating in a portfolio where every project consistently meets its innovation goals—no exceptions.





**Why are methodologies  
that prioritize speed of development  
over user needs emphasized?**



## Move Fast and Break Things or Move Deliberately and Fix Things?

Today, most enterprise innovation projects are built around Agile, a software development framework that's steeped in Silicon Valley and Mark Zuckerberg's now-famous motto: "Move fast and break things." Agile is all about small teams, two-week sprints, constant iteration and quick progress. The idea is that you keep shaping the product through the development process and stay ahead of a rapidly changing world.

Most people agree that Agile is better than Waterfall, which used to be how long IT projects were done. Waterfall relies heavily on initial requirements that, once set in motion, cannot be changed or adjusted. For projects lasting several months or years, there's a strong risk of obsolescence in those initial requirements. The whole world may have changed by the time the product is shipped.

Agile offers two things waterfall doesn't: speed and adaptability. It's see-as-you-go with a focus on iterative and incremental development, so that work is sliced into pieces and each piece builds on top of what has gone before. This is good stuff when it comes to speeding up development times and getting products to market faster.

But Agile is far from a silver bullet. Simply adopting Agile methods without understanding what it means to be an Agile organization, and correctly addressing its issues, will inevitably lead to another failed transformation.





## Skip the victory lap, the trophy isn't yours yet.

The problem with Agile-based frameworks is they can move too fast for your project, business or industry. Agile's ethos is rooted in Silicon Valley, a culture that is characterized by tech-based disruption and funded by VC money. Everything is set up to create a valuation quickly; build it, blow it up and flip it as fast as you can.

As a result, Silicon Valley's technology products — as well as the way they think about them — privilege disruption over sustainability. You can see this play out in Agile's emphasis on velocity and time-to-market. The system is set up to ship code quickly; there's little incentive to invest in thought-out user experience discovery early in the game because it slows things down and is perceived as throwing money down the drain.

That's pretty much the opposite of what's needed in a large enterprise. By definition, these environments privilege long-term sustainability over disruption; they are not in business to get rich quick and move on to the next big thing. For these companies, investments in user experience produce a greater cumulative return over time. If enterprise software is easy to use and solves all the users' pain points, it improves employee productivity, which leads to higher revenues for an organization. In these industries, companies have to justify the return on their innovation expenditures and are chasing longer-term business value. It isn't short-term payoffs on the line, it's lives and futures, as we have seen.

What we have, then, is a methodology designed to “move fast and break things” in low-risk consumer and B2B environments being deployed in ultra-high-risk, safety-critical environments where you have to “move deliberately and fix things” since even a small mistake could be fatal. It's astonishing how little we think about this disconnect. Yet it is blindingly obvious that a cat hotel reservation system requires a completely different level of process rigor than a nuclear operations system.



continued – Skip the victory lap, the trophy isn't yours yet.

Get the requirements wrong in the first scenario and someone has to make their reservation with a call, not a click. Get them wrong in the second scenario, and the reactor shuts down at the cost of a million dollars a day — or a whole region experiences a major incident.

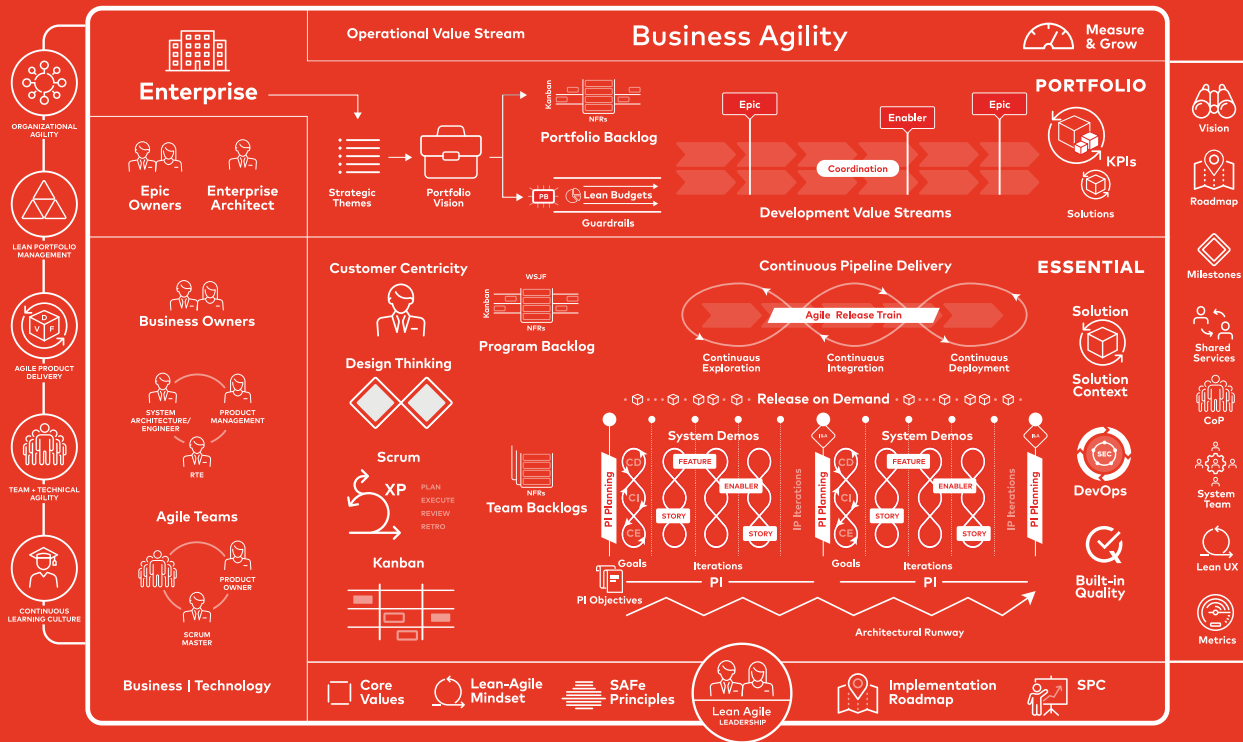
For successful enterprise innovation, context must steer the boat.

### Safe for engineers, not for users

All of this is easy to say but tough to wrap your head around. So let's put it into context by examining the problem through the lens of the [Scaled Agile Framework for Enterprise, SAFe](#). I've chosen SAFe as our example because, if you work in product at a large company, there's a pretty good chance that SAFe or some variation of it is the Agile framework you're following. There's no other reason for singling it out.

SAFe is best described as the ground floor for large organizations that want to leverage lean-Agile principles in their software development without requiring a total overhaul of their business structures. If you're managing 10 different projects at 10 stages of completion with 10 different teams, priorities, budgets and timelines, for example, SAFe is an effective way to get everyone organized, aligned and handing off properly from concept to delivery.

For people who use SAFe, the idea that there's anything wrong with it may be completely novel. But look at it with a critical eye and you'll see that SAFe, while a strong foundation to play on, cannot guarantee successful project outcomes because it mostly ignores the human factors of design.



Source: Leffingwell, et al. © Scaled Agile, Inc.

\* The above based on SAFe 5.0, more information on page 32

User experience, the human part of the design, is represented by SAFe’s double diamond. Despite having a critical impact on the application’s success and adoption, it comprises less than 2% of the overall process flow.

## Where’s the user ?

A lot is going on inside the SAFe roadmap as the graphic shows. There are roles (business owner, product, system architect, release train engineer etc), events (PI planning, sprint reviews), artifacts (features, stories) and more.

But where’s the user?

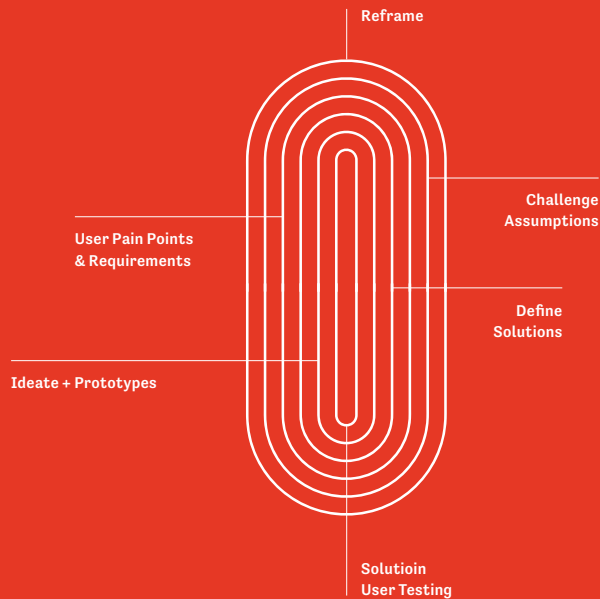
Consider this a high-stakes game of ‘Find the Needle in the Haystack.’

The human part of the design — the user experience — is represented by the “double diamond” icon in the center-left of the chart. You’d be forgiven for missing it because it takes up only a tiny fraction of the overall process flow. Furthermore, the label doesn’t mention users: it refers to “Design Thinking.”

In my world, innovation is not innovation unless it creates value for end-users. Nine times out of 10, improving the workflows (and thus the productivity) of users is the entire reason for doing the project. Users are almost entirely responsible for ensuring the product is adopted and the ROI of an innovation project is realized. Ignore them, and you’re going to wind up as another failure statistic.

So it’s staggering that in SAFe — the most commonly used enterprise Agile framework in the world — users warrant only one tiny icon on the process chart.





## Design Thinking ≠ Design

For two full decades now, we've been living in the golden era of Design Thinking. It's a hazy term of amorphous meaning that loosely translates to "give some thought to the user's experience so you can figure out what they want and need from the end product." If the purpose of Agile is to build solutions to solve problems, then Design Thinking is the art of identifying the right problems to solve in the first place.



What's great about Design Thinking is that it provides a common language for non-designers to share in the design process. Also, there's a good shape to it. Design Thinking is built around the application of empathy to understand user pain points, challenge assumptions, redefine problems and create innovative solutions to prototype and test. These are all good steps for any creative process to go through.

What's not so great is that a lot of companies that do not have a mature design practice have started to do Design Thinking on their own. This ends up corrupting the design process. When Design Thinking is run by IT managers, engineers and product owners, absent a trained designer, it ends up being too low resolution and not rigorous enough to support the needs of large-scale digital innovation projects.

The world is waking up to these limitations. Among the many criticisms: Design Thinking is a poorly defined "bundle of mindsets and philosophies all wrapped up in one term, which obviously has the potential to lead to ambiguity and misunderstanding"<sup>2</sup>; the process is nothing more than "innovation theater"— checking a series of boxes without implementing meaningful shifts"<sup>3</sup>; that it's "superficially applied as a sort of one-size-fits-all formula for problem solving."<sup>4</sup>

Harvard Business Review goes so far as to say that Design Thinking is "a knock-off" of a true design model; "a stylized — some say "dumbed down" — version of the methods designers use."<sup>5</sup>

As these criticisms suggest, The main problem with Design Thinking is that we expect too much from it. Frameworks like SAFe position it as the cutting-edge of creative, human-centered design research. But Design Thinking is not cutting edge. It is not human-centered. And it definitely is not design. Here's why.

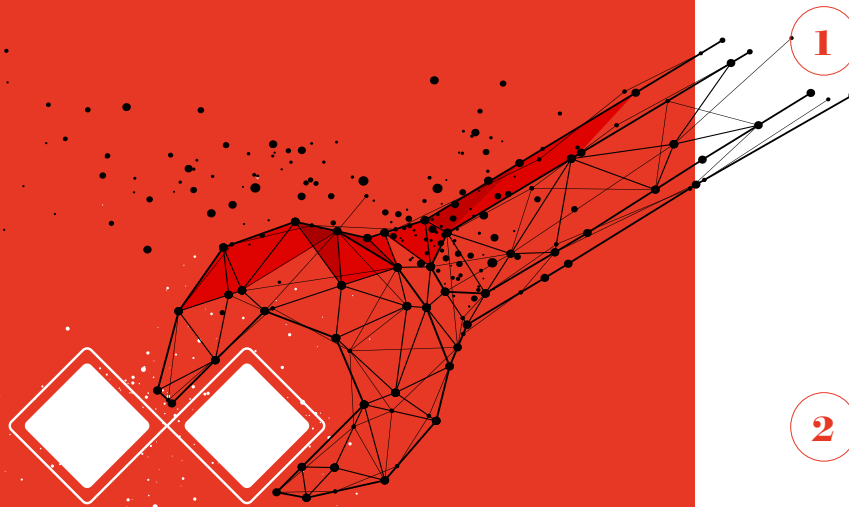
<sup>2</sup> The Atlantic, "[How Design Thinking Became a Buzzword at School](#) "

<sup>3</sup> MIT Technology Review "[Design thinking was supposed to fix the world. Where did it go wrong?](#) "

<sup>4</sup> DeZeen "[We have lost sight of what design thinking actually is](#) "

<sup>5</sup> Harvard Business Review "[Design Thinking Is Fundamentally Conservative and Preserves the Status Quo](#) "





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**Design Thinking,  
the double diamond of SAFe,  
is officially 20 years old. After existing  
for five internet lifetimes, the process  
remains undefined and unoptimized;  
begging for standardization  
and improvement.**



### **1 There are no users in sight.**

Design Thinking at its core is just another type of “blue sky” business ideation. To check the “Design Thinking” box, all that’s needed is for a bunch of dewy-eyed dreamers to grab their Sharpies, put on their empathy hats and brainstorm design ideas, often without ever speaking to a user. The process is more focused on generating novel and possibly naive ideas than understanding the operational context and constraints of users on the ground — which is where the genuinely transformational stuff is probably hiding.

### **2 It is riddled with bias.**

According to George Land’s famous NASA study,<sup>6</sup> only 2% of adults have retained the level of “creative genius” we had as little kids, which is pretty close to none of us. Looking for a Design Thinking silver bullet? You may end up firing blanks. What you will uncover is a bunch of biases muddling any reliable view of the world. What is the Design Thinking Dream Team basing its product assumptions on? What are their preconceived ideas?

Absent real evidence-driven insights from real user data, you’ll end up designing for the HIPPO (Highest Paid Person’s Opinion). Is their solution going to be a help or an obstacle? It’s quite obvious when you understand they are not and never will be a user.

### **3 It undermines the value of design.**

Design Thinking has the noble goal of democratizing the design process. It is built on the idea that if you bring together a cross-functional team of engineers, business people, scientists, technologists etc, everyone will work in a divergent and convergent mindset to come up with new and interesting ideas.

<sup>6</sup> Dream Humanity, [NASA Finds That Schools Bring Down The Creative Genius In the US](#)

Continued – 3: It undermines the value of design.

While that point has merit, the push for democratization inadvertently cheapens design's value, perpetuating the myth that it's a cake walk anyone can master. In this world view, UX designers are relegated to mere extras in the Agile ensemble, rather than star performers. Moreover, key aspects that elevate design—like targeted user requirements and rigorous usability studies conducted by certified experts—are conspicuously absent from the democratization playbook.

The reality is that design is hard. Like other serious professions, it's a discipline that requires study and decades of experience to master. We wouldn't dream of letting someone who hasn't undergone a multi-year surgical residency and obtained state licensure perform surgery on us. We would laugh at the idea of "democratizing" a life-saving craniotomy so that everyone, from the hospital porter to the head of HR, gets an opinion on how it's done.

So how come, when it comes to something as important as the design of industrial products where safety is paramount, we accept that anyone can contribute to the design process with a little Design Thinking? Especially when you consider that industrial user experience designers may be handling huge budgets with great ROI potential, are assuming risk and responsibility for the safety of thousands of people, and are tasked with transforming industries and societies and entire futures in ways that your average doctor never will.

When you follow SAFe, you're giving highly trained designers very little freedom to contribute and are woefully underusing their skills. It's a big problem.

## Where do we go from here ?

When I look at SAFe I see an orchestra, filled with world-class musicians, all tuned up and sitting in their sections, expertly conducted, and playing the symphony of their lives — while completely ignoring the experience of the audience that paid good money to hear them.

Yet as every theater knows, the audience experience must come first if you want to get ticket sales and keep the theater open for business. The audience experience drives the business case.

This tells us that user experience professionals have untapped potential to contribute to enterprise innovation, and they must be given a bigger role than we're currently allowing them to fulfill.

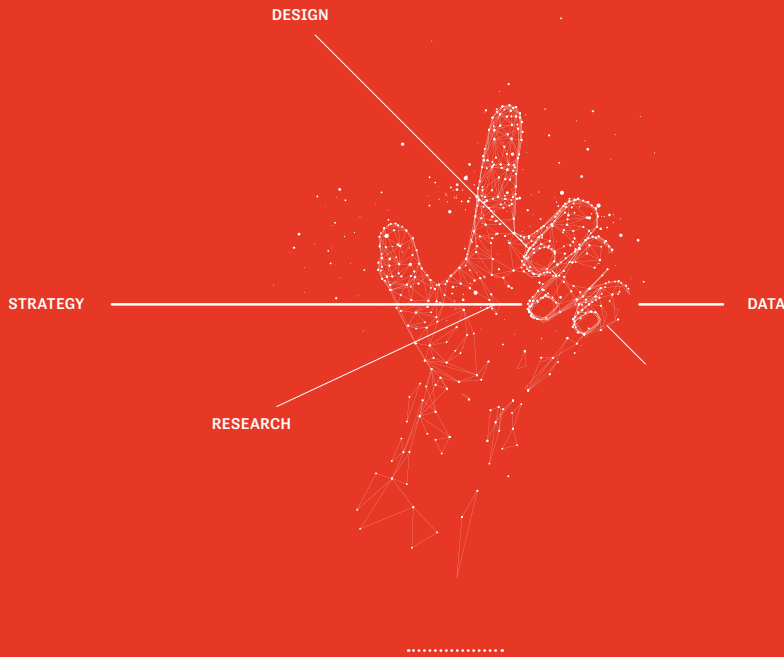
What follows is a methodology that does exactly that. Using SAFe as support beams but with improvements, this methodology can help organizations deliver value efficiently, continuously and predictably. It's an end-to-end process that looks at projects holistically. It puts the right people in the right places and establishes a continuous feedback loop between researchers, designers and other stakeholders to ensure the needs of users are properly discovered and inform design decisions throughout the project lifecycle.

For ease, I'm going to break it into three sections: **Strategy**, **Research**, and **Design**.





**DESIGN**  
**AT THE EXTREMES**



**Having user experience designers work alongside strategists at the highest level of decision-making massively expands the potency of your projects. Designer-strategists can uncover profitable new opportunities and ensure that finite resources are allocated effectively.**



## User Experience is more than Design. It's Strategy, and Data is the Differentiator.

When faced with a range of opportunities, which ones do you pursue?

For innovation portfolio managers, figuring out how to allocate finite resources into potentially infinite opportunity arenas, and then into specific projects to deliver strategic innovation goals, is one of the toughest things they have to do. Pipeline projects invariably will include a range of risks, resource intensity, and revenue potential. The challenge is prioritizing the highest-value opportunities.

The challenge becomes easier when you center the user experience as part of your decision-making process. Remember, users are the reason you're innovating in the first place. It makes sense to link their success to your business's key performance indicators as the critical basis for strategic decision-making.

This is a long way of saying, great things happen when you give user experience designers a seat at the strategy table.



## What should we build?

Strategy answers the question, “What should we build?” It looks at the big idea that needs to be addressed, defines the business objectives, and makes sure the project is stacking up financially.

SAFe falls short by trying to connect the business need to a technology without involving the user. Glance at the framework, and right away you can see a split between the “thinking” and “doing” parts of a project. Role division is deliberately baked into Agile so that teams can go off and do their own thing as little islands to minimize dependencies and speed up delivery.

The result is that enterprise strategists and visionaries create the business case. From the start, the work of designers is circumscribed to a set of predetermined business goals, product roadmaps, lists of required features and so on, all of which have been decided by those strategists without a user experience professional present. Already, there is a massive disconnect between the business case, the technology and the human factors of design, when really there should be a continuous feedback loop between the three.

In this improved methodology, designer-strategists are involved from the start. Sitting within the strategic themes/portfolio vision part of SAFe, designer-strategists work alongside enterprise strategists to assess all of the different opportunities, put a value on them, and map them to what the company's program should be. It's a wide lens that takes a portfolio view to assess how digital transformation opportunities could translate into clear business results.

How do they do this? Simply, by spending a few weeks with users on-site. The aim is to objectively assess the many different pipeline opportunities to see how they hold up in reality against workflows and user behavior on the ground.

The research data that's uncovered allows the strategy team to put a value on each opportunity. Then they can quantify the financial return against the risk. For example, if your business goal or key performance indicator is to save the company \$10 million, will the project actually save that much money? How much money will it save? What elements of it are likely to have the biggest impact?

The output is a [Strategic Innovation Assessment](#), which looks something like the chart below ([page 36](#)). Here, you can see the relative risk and NPV of every opportunity. Armed with this information, it is much easier for portfolio managers to ensure that the most important projects get prioritized and funded. If you can prove (and not merely assume) that an opportunity will deliver \$20 million a year in savings, for example, it would be foolish or even negligent to pass it up.

## What's lurking beneath ?

Aligning user research with the high-level business strategy ensures that everything is anchored to business outcomes from the start and that only the highest-value actions are prioritized. But something else happens when designer-strategists go on-site to measure the ethnography and dynamics of these different project areas — they almost always discover new opportunities to innovate that were not even on the company's radar. These are opportunities that could only ever be discovered through strategic insights into users and their behavior.

For example, we recently uncovered dozens of different optimization opportunities totaling millions of dollars in potential savings and tens of thousands of hours of repetitive work that could be automated. For our partner, this was a real a-ha! moment, and it allowed them to make things better and faster in ways they hadn't thought about before.



Fully revised for **SAFe 6.0**, this updated edition takes a discerning look at the evolution from SAFe 5.0, spotlighting the critical UX gaps that persist despite new enhancements. While SAFe has broadened its customer-centric approach, this book doesn't shy from a rigorous critique, asserting that deep, ethnographic user research often remains on the periphery due to the framework's fast-paced delivery focus. It provides actionable strategies for enterprises to weave dedicated UX research phases into their Agile workflows, pushing for user understanding that transcends sprint timelines.

We confront the reality that, although iterative development is a hallmark of SAFe, the flexibility for iterative design as per UCD principles is still not fully realized. The book champions a culture of continuous UX integration, advocating for iterative design based on user feedback to be a mainstay across development cycles. This edition serves as a blueprint for fostering true cross-functional collaboration, breaking down silos and ensuring UX is an omnipresent force in strategy and execution.

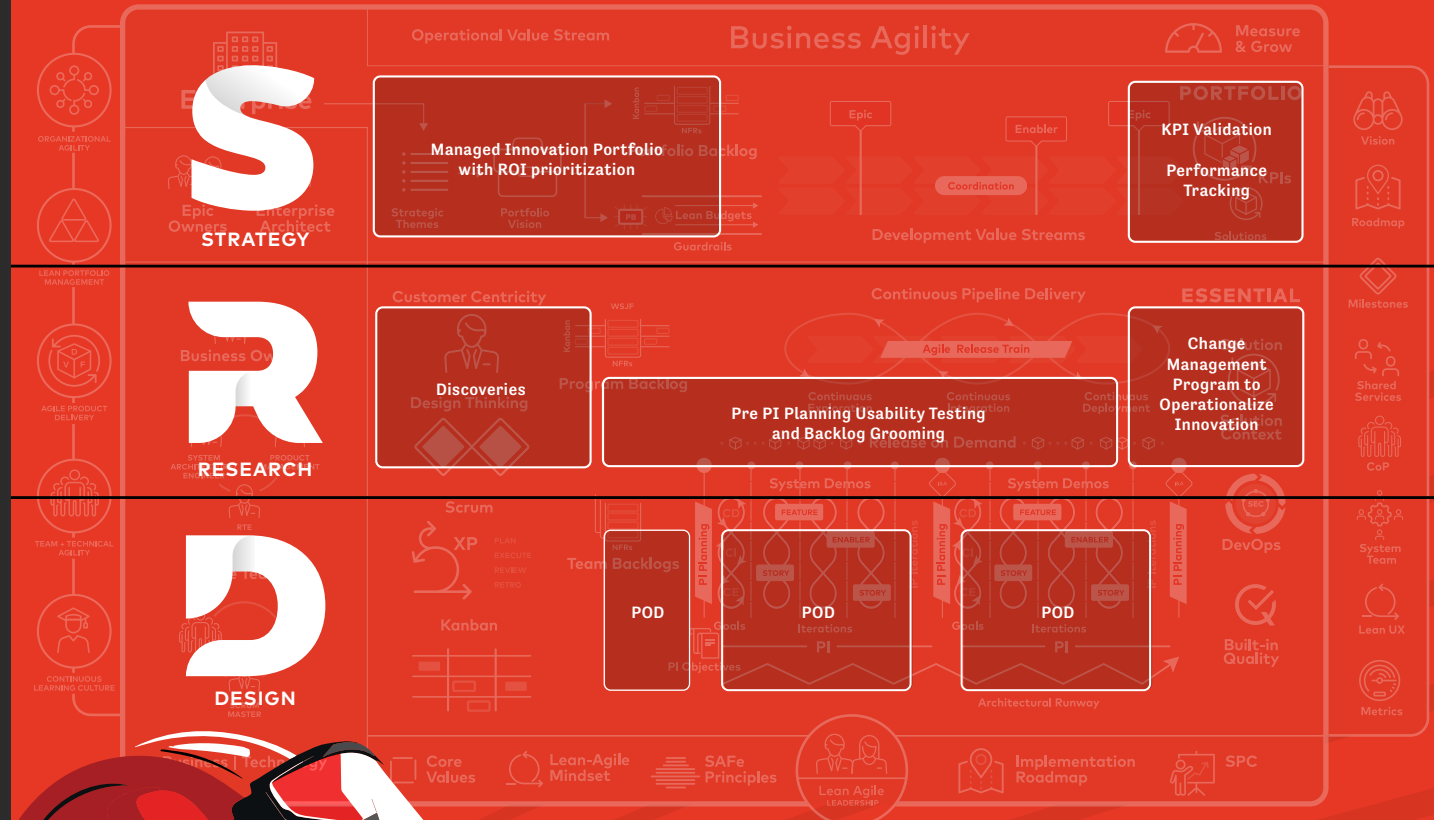
Critically, we call out the need for defining UX metrics—measures of user satisfaction, adoption, and task success rates—that SAFe often overlooks. Our approach emphasizes the importance of UX validation as an early and ongoing process, rather than a concluding step, aligning with the 'test early, test often' ethos.

Additionally, we stress the significance of design systems, highlighting this as a gap in SAFe where more emphasis could support consistent and scalable user experiences across products. The book encourages organizations to invest in robust design systems, enabling efficiency without sacrificing UX quality.

In synthesizing these insights, this edition is an indispensable guide for those looking to not just implement SAFe, but to elevate it with a robust user experience focus, ensuring that the relentless pace of Agile delivery is matched by an unwavering commitment to the user at every step.

## SAFe® for Lean Enterprise

Portfolio provides Strategy and Investment funding, Agile Portfolio Operations, and Lean Governance.



In our enhanced approach to SAFe, we meticulously overlay our expertise to amplify value where it counts. By strategically honing in on specific areas within the framework, we ensure that every cycle of user feedback becomes a potent catalyst for growth. Our method integrates a dynamic duo of generative and evaluative research, empowering us to navigate the nuanced user landscape with precision. This isn't just about making adjustments; it's about sculpting an experience where each iteration is informed, intentional, and impactful. With design that's not just responsive but anticipatory, we transform user insights into tangible results that resonate. Adopt our approach, and witness how a tailored SAFe methodology can elevate your outcomes to new heights of excellence.

## **Often, it boils down to the 80/20 rule!**

When projects fail, it's often because teams are putting huge amounts of effort into features that have minimal impact instead of focusing their attention on the less-sexy features that directly feed into the bottom line. The [Pareto Principle](#) applies to design decisions as much as to anything else. According to Pareto, 80% of success comes from 20% of the effort.

The exact numbers aren't important. What is important is the observation that outcomes are not evenly distributed. Twenty cool features may cost hundreds of thousands of dollars to develop but contribute little to the desired outcome. Four boring features could deliver 80% of your KPIs.

To discover the relative impact of features, a designer-strategist can take any bubble in the Strategic Innovation Assessment and unpack it as a Pareto chart. This shows the cumulative increase in value by requirement set. The bars are ordered in impact from highest to lowest so you can clearly see the relative importance of features. In the example below, the first two requirements yield almost 40% of the project's value; add another four and you're at 75%.

Quantifying the relative importance of features allows for hyper-focus on impactful elements. This empowers portfolio managers to shift resources towards those areas that will have the most impact on the bottom line.

## **Evidence-based proof of concept, not cobbled together with wishful thinking and duct tape.**

As Abraham Lincoln once said: "Give me six hours to chop down a tree and I will spend the first four sharpening the axe." The methodology I'm describing sharpens the ax through a multi-week discovery process. The UX discovery process is a systematic approach to understanding user needs, business objectives, and technical constraints. It involves research, stakeholder interviews, and user testing to inform a data-driven design strategy. The result is a proof of concept (POC) that makes all the business goals possible and ensures that enough value is being created for users to offset the pain of change.

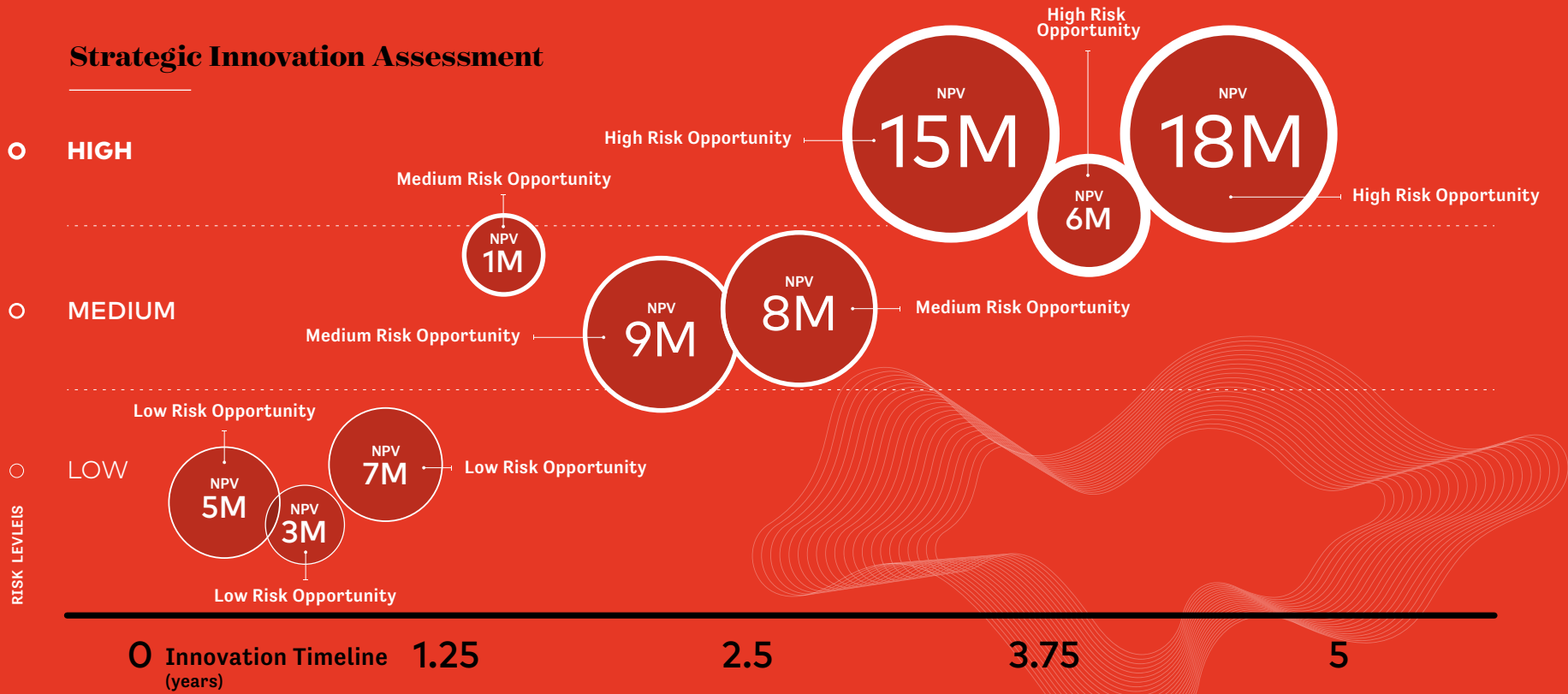
A POC should be based on quantifiable evidence, not mere conjecture or assumptions. Hence, the full data package with all the KPI validation goes into the POC engine. Engineers know exactly who the users are, what they're working on, the required operational impact (productivity improvements, scale, operational efficiencies), required time to market and cost impact. The technology can be tied to these key performance indicators, mitigating most of the innovation risk and elevating project success rates.

## **More investment = Less project risks**

A lot is going on in the strategy layer, but we're only talking about eight weeks of discovery and eight weeks of POC. After that, you can jump into developing the software that potentially is going to be deployed for five or 10 years. It's a tiny rounding error in terms of the effort involved. But it means that innovation managers can point at a budget line item they are going to scratch off against the exact savings or returns that investment will achieve, and teams can be held accountable for doing the right thing against the KPIs for the project.

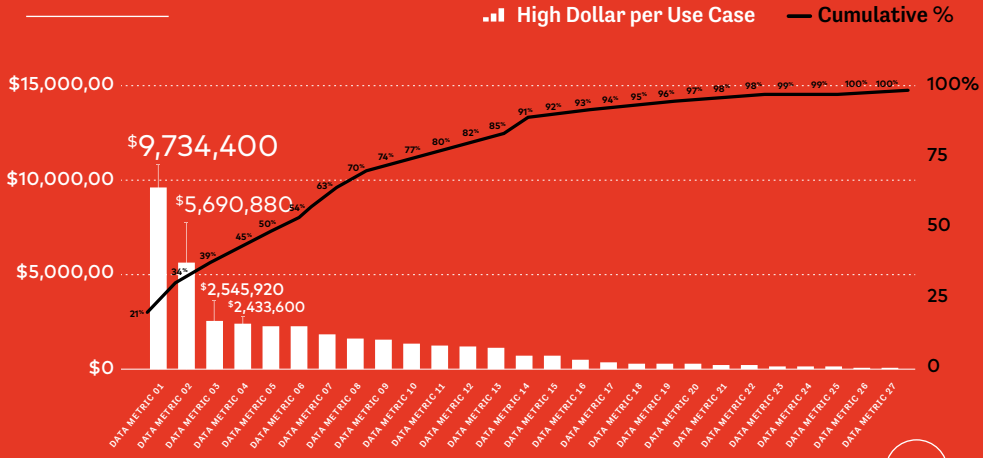


### Strategic Innovation Assessment



Companies have fiduciary duties to act in the interests of beneficiaries, rather than serving their own interests. As part of these duties, companies must incorporate all value drivers, including environmental, social and governance factors, in decision making. In other words, innovation managers have a moral imperative to ensure that innovation projects deliver actual innovation value. If you can prove (and not merely assume) that an opportunity will deliver \$20 million a year in savings, it would be foolish or even negligent to pass it up.

### Pareto Principle



## Strategy in Action: There are unintended consequences with every new innovation



With every innovation, there are unintended consequences. We know of one enterprise that wanted to streamline its expense management by eliminating paper receipts. The solution they landed on was an app that allowed employees to snap pictures of their receipts and have them drop automatically into the admin assistant's SharePoint. Everything sounded great on paper. Only, the app made it so easy to snap and go for every cup of coffee and every stick of gum that expense claims increased 500%!

Know the importance of measurements as a tool to help businesses get results. As Peter Drucker said: "What gets measured gets managed." But this actually is a truncated version of a much more powerful quote: "What gets measured gets managed — even when it's pointless to measure and manage it, and even if it harms the purpose of the organization to do so." Simply — there's risks in incentivizing the wrong behavior through measuring the wrong metric, as this example shows.

Unintended consequences can be very costly mistakes. But you can reduce and potentially avoid. Conducting user-centered research before you commit to a solution. Had this company hired a designer-strategist to go on-site, observe users, and quantify the risks and impact of this opportunity, they could have saved hundreds of thousands of cumulative dollars and uncovered a smarter way to move forward that saved both paper and money.

continued – More investment = Less project risks

There's another benefit to having all this data — it ensures project survival.

One of the biggest challenges with enterprise innovation is just how often people switch jobs. Big projects may take six months to get started and two years to make progress. However, by the time your efforts have started to bear fruit, the key players have moved on. The political will for the project is lost so it's abandoned, along with the money spent on it.

In this approach, everything is quantified, measured, and tracked. You know exactly what the project's KPIs and ROI goals are. You have a costed, data-backed business case for what you plan to do and how you plan to do it.

Data takes the politics out of managed innovation. It makes sure that important projects live beyond any one person or team.





# DESIGN AT THE EXTREMES

## No Research, No Results

### Imagine this scenario.

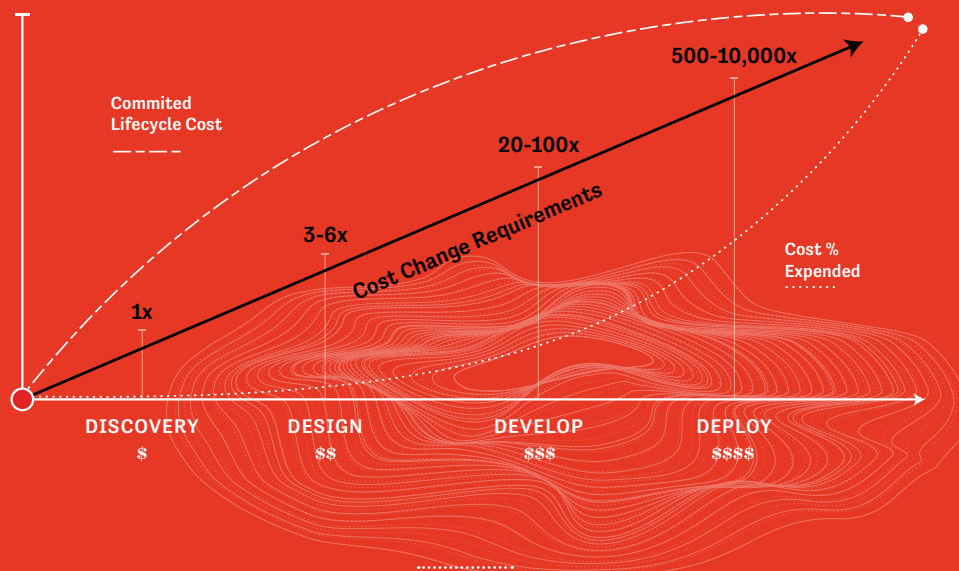
Tom wants a kitchen redesign. He hires a carpenter, Camila, to make bespoke cabinets. Camila starts cutting wood, to see if it will fit in the spaces required. If it doesn't, she hacks a bit more to try and make it fit.

This is obviously ridiculous. No carpenter would ever do this. There's a reason why carpenters "measure twice and cut once" — imagine the waste of time and materials if you cut the wood first, then measure to see if it fits!

But unbelievably, many teams following Agile methodologies do exactly this. They code the software THEN they measure the results. If the requirements are off, the features are wrong, or the product doesn't cover the nuts-and-bolts of what users need, the team will have to go back, measure what's needed, cut again, measure again, cut again ... and so, the vicious cycle continues.

Research is the part of the methodology where we "measure twice and cut once." With just a little upfront effort, we can save developers from coding blind and making very expensive mistakes.

## Cost of Change Requirements



**According to NASA, companies that skip the research at the beginning of a project could end up investing 10,000x the amount in fixing things later.**



## Get it right, early

To keep banging this drum, 70% of transformation projects fail.<sup>7</sup>

Of the many reasons why, a big one is that too many important discoveries are made after a beta is built and deployed to the market. The above chart, which is based on NASA research, shows how the cost of changing requirements increases logarithmically as the product moves towards deployment. Once you're into coding, it costs anywhere between 100 and 10,000 times more to learn the same things that you could have learned with proper research before the design ideation.

If you had a choice between learning something for \$1 or \$10,000, which would you choose?

**Get things right, or as close to right as you can the first time and your ROI will love you. Discovery research is the way you “measure twice and cut once.”**

In terms of workflow, tactical research has to sit beneath strategy and above design. The goal is to discover what is possible with the design, what the business goals for the project could and should be, and to establish the requirements the eventual design will be measured against while incurring the smallest amount of direct costs. And, more importantly, doing so when the project's committed lifecycle costs are at their smallest.

<sup>7</sup> McKinsey, [Why Do Most Transformations Fail?](#)



.....

**Each project receives a customized research plan, tailored to its unique needs. Our average approach spans 8 weeks and includes everything from site visits to data synthesis and client workshops. This comprehensive method ensures actionable insights and fosters client understanding.**



## **Who should research? NOT DESIGNERS.**

Here's another drum I'm going to keep banging: the best results happen when designers design and when researchers research. They are two completely different job roles.

User research is the act of defining user requirements objectively in a perfect world. Same team, same site and same project — but with different activities and different outputs. Quantitative data is key to this analysis. Yes, our researchers will capture and document the emotional experience of users to get a handle on the appetite for a particular improvement or feature, just like any type of user experience research. But it's within the context of behavior on the ground as users move through their task flows.

We measure what users are doing in hard numbers — steps, clicks, movements, time spent on a task, delays, errors and so on to objectively measure human performance. Given the environments we're working in, these are extremely complicated workflows. User researchers must be able to look at everything, both holistically and bifurcated into smaller pieces, because ultimately, they're defining the business case for a successful product.

Getting to that objectivity requires training in the sciences, not design.

We've found that practitioners from anthropology, cognitive psychology, behavioral sciences and human factors disciplines are by far the best at scientifically measuring what's going on. Designers are great at empathizing but they are not trained in the scientific method. That's because they have their own design traps to fall into and thus create the bias we're trying so hard to eliminate.

The discovery outputs will be the same no matter who does it. An outside observer might even be wondering what all the fuss is about.



## Research in Action: Death by Field of Dreams Syndrome

Field of Dreams Syndrome is the idea that “If you build it, they will come.” But user adoption is not a training event that takes place after the product is built. Users have all the power when deciding what products or features will succeed, and their mindset matters from day one.

When our researchers venture into the field, they uncover intricate psychological patterns and micronetworks around how people self-organize. They often encounter individuals like “Margaret.” Margaret isn’t a manager, business leader, or anyone with formal influence according to the company’s org chart. She most certainly wouldn’t have been part of the Design Thinking group’s jaunt to Brainstorm Island. Yet, due to her 25 years of experience, she is the go-to person for guidance among users. Figures like Margaret are pivotal for user adoption. If Margaret doesn’t endorse the application, it’s unlikely anyone else will. As the senior practice lead, understanding these dynamics early on allows for proactive planning. Fail to recognize them in time, and there’s a substantial risk that your meticulously crafted project will be derailed by the real-world human inclination to follow Margaret’s lead.

continued – Who should research? NOT DESIGNERS.

But someone with a PhD in a cognitive science is going to write a less-biased survey and be able to contextualize the research into objective and justifiable business-value calculations. Getting out of their own way is what separates science from art, and experience shows that designers yield much more performant designs when research is executed by highly trained individuals.

This is one junction point where the qualitative difference is tangible and crucial; multiply that across the many junction points in the lifespan of a project, and you see why this methodology is so divergent in terms of outcomes.

### “But I only have a designer...”

I hear this a lot. Many teams have one designer to 5 or 10 engineers on the team. That one designer is responsible for everything — sampling users, workshoping, ideating with the product teams, doing initial testing, defining wireframes, defining UIs, doing usability testing and sometimes even front end coding! This isn’t one job, it’s five. Each has its own skill sets and even the most multi-talented designer could not deliver the best outcomes when they are spread so thin. Do you want a jack of all trades or a master involved in your business-critical, safety-critical transformation projects?

As for the direction of travel, my prediction is that user experience will soon look a lot like QA. Back in the day, few companies had an independent quality assurance department because that was too expensive. Now, every good or performant product team has an independent QA group. User research will go the same way because the results are simply too great to ignore.



## Key Process Opportunities

# 1,904

Potential Hours Saved Per Year

- Reduced Labor Time
- Remaining Labor Time



EFFICIENCY INCREASE

**Tech | Saves .85 hrs per week**

See work execution status of teams to know when to enter the plant and begin work, or be ready for verifications, PMT etc



EFFICIENCY INCREASE

**Planner | Saves .08 hrs per week**

Reject work and send to planning while bundling all prior to give planning a head start



EFFICIENCY INCREASE

**Tech | SAVES .50 hrs per week**

See work execution status of teams to know when to enter the plant and begin work, or be ready for verifications, PMT etc



EFFICIENCY INCREASE

**Tech | SAVES 1 hr per week**

See work execution status of teams to know when to enter the plant and begin work, or be ready for verifications, PMT etc



EFFICIENCY INCREASE

**Tech | Saves .85 hrs per week**

Use [ other application ] to get early estimate before investing time in a walkdown



COMPLIANCE INCREASE

**Tech**

Automatically close out IR data base when complete



## From “ ROI ” to “ RO-Why ”

A crucial output of tactical research is to not only identify the business case (ROI) for the project but also to show why the recommended optimization works for every specific workflow we’re assessing.

Let’s view this through the lens of goal oriented task analysis and journey mapping. This is the process of looking at the user’s ultimate goal, for example, keeping uptime at 99%, then tracking it back through all the steps and decisions that are needed to accomplish that goal.

All those task flow activities we measure? They end up looking something like the workflow diagram ([page 50](#)).

After mapping every task in the workflow, researchers set about calculating the cost associated with each and identifying areas that can be improved and/or automated.

**Validate first, design later:  
tactical discovery shields you  
from costly mistakes with data,  
not assumptions.**

## Measure twice for a cut above the rest

Measuring twice is relatively cheap — the cost mounts as you move forward through the program. Tactical research, done early and done right, ensures that transformation projects are more methodological and have a predictable set of outcomes and requirements before they are even designed.

Anything else is likely to fall victim to what Bent Flyvbjerg<sup>8</sup> calls the Iron Law of Megaprojects, “over time, over budget and under benefit, over and over again.”

<sup>8</sup> Bent Flyvbjerg, “ [What You Should Know About Megaprojects](#) “

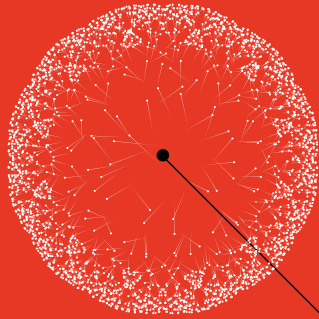
# The human-centric goal remains the same, but now we've...

... identified ways to shorten the time, increase efficiency, reduce errors when delivering that goal.



... broken down all of the possible optimizations against their measurable cost potential impacts—how many hours can we save in each of these areas? In total?

... made it possible to calculate a Net Present Value (NPV) for the project that is grounded in real objective data. And isn't just guessing.



.....

**When people think about design, they imagine a furious process of artistic explosion. There's an element of that, but the real purpose is to shape the research and technology into a usable product that ultimately can become a successful business.**



## Design: The Art of Turning Great Research into Great Products

### **All innovation has an overriding structure.**

Every human endeavor, from EV charging to genetic engineering to SpaceX, has followed this cycle.

Why is this important? Because companies may think they know the tenets of user-centered design, things like heuristic evaluations, prototyping, wireframing, testing and so on — but they don't. To truly understand the purpose and scope of design, you have to step back to understand the contextual foundations of the innovation lifecycle. Few do this, and that goes a long way to explaining the mismatch of expectations about what design is, and what design does.

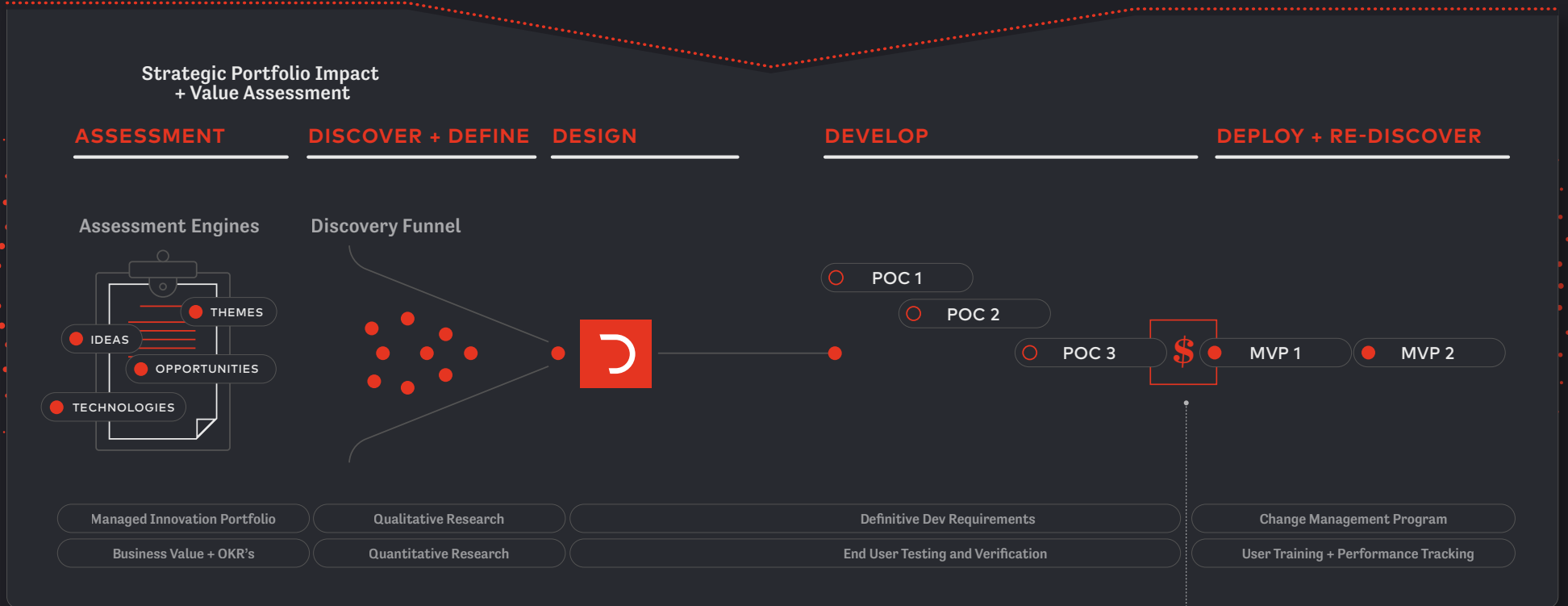
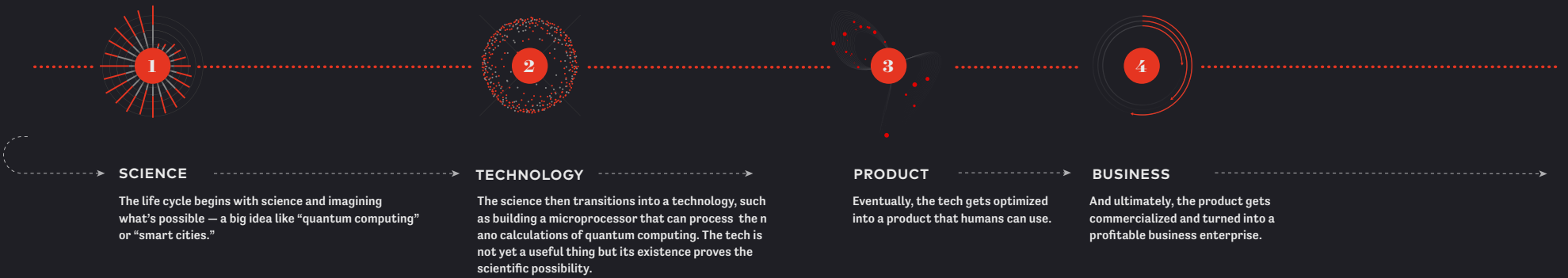
### **Innovation is complex and context is everything**

In the context of the [innovation lifecycle](#), designers do not do “the science” and they do not define “the technology.”

Where design adds value is at the intersection of technology and product. Specifically, it is the process of figuring out how to craft the technology into a product that humans can use. So often with enterprise



# Innovation Lifecycle



Bottom Up from The Field Observations



continued – Innovation is complex and context is everything

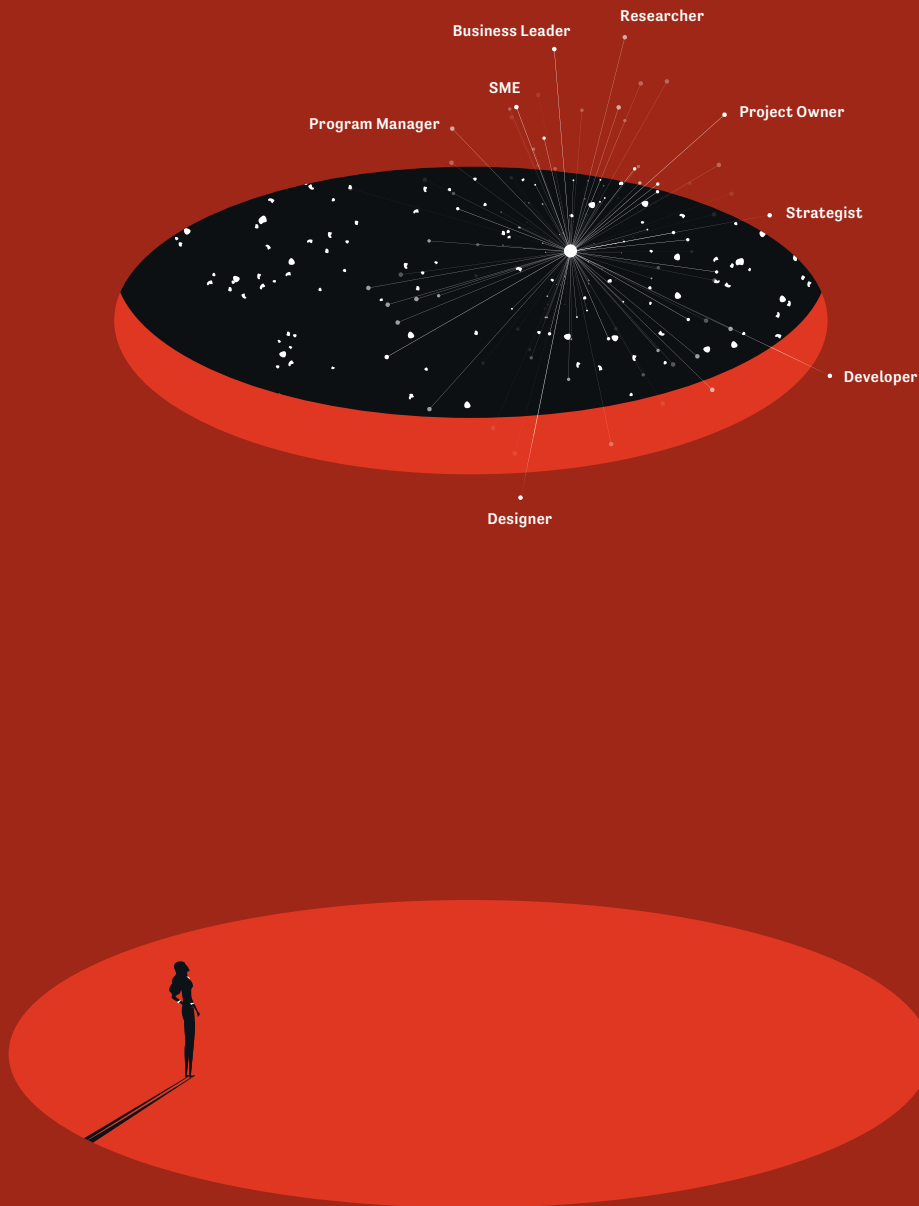
innovation, people get excited about and fixated on the technology. Yet the technology itself just “is.” It’s an enabler of products and businesses, not a tool in itself. This often comes as a shock to companies that lean on Agile methodologies like SAFe. The Scaled Agile Framework, by focusing on fast-moving product development, prioritizes the role of technology (and the engineers that develop it) above everything else.

When SAFe is followed prescriptively, there’s an expectation that design will take place within a development sprint, where all design elements (exploring, gathering insights, testing, refining yada yada) conveniently fit into a two-week cycle. It’s time-boxed. And that asks designers to do things that designers are not supposed to do.

## Stay in your lane

Imagine that you’re several months into a project when someone changes the requirements. This is a relatively common phenomenon. It’s usually the result of a new decision maker coming on board or the company didn’t know exactly what it wanted at the very beginning and has come up with a better idea. Realistically, is this a “design adjustment” that can be fixed in the context of a two week sprint? Of course it isn’t. Trying to adjust an existing design to fit a whole new set of requirements would be like putting a Band-aid on a gaping wound.

What should now take place is to reset the design clock and send everything back to discovery because the objectives have now shifted. Fresh discovery research is needed to validate and prioritize the new requirements and give the engineers a clear spec to build against. Researchers are responsible for those discoveries, not designers. It is completely unreasonable to expect this to happen in the context of a two-week sprint.



continued – Stay in your lane

Daito's methodology recognizes this with separate lanes for strategy, research and design. The difference is night and day in terms of your outcomes and is best imagined in two scenarios.

Recently, we were called in to carry out research on a multi-million platform that failed. "Failed" is actually an understatement. The platform crashed so spectacularly that it achieved a SUS score in the mid 50s, which essentially is a violent rebellion from users. People were boiling with anger when we asked about the product because it was so disliked. Both the financial losses and the hostility could have been avoided had the company invested in a few weeks of methodical user-centered research to solidify requirements before development started — not after the users had revolted.

What's the opposite of rebellion? Joyful acceptance. We've also had projects where users grab the prototype and run down the hall to show their colleagues, shouting, "look how we're going to be able to work! Please, please, get this to me before I retire. I just want one day where it works like this!"

Not acknowledging that design and design production need to be two different things is another reason why innovation projects fail and organizations are not able to find efficiencies in their design operations.

Bottom line? Explore and shape up before you develop and iterate. Only then can we visualize an initial concept design that slots into the SAFe program's continuous delivery pipeline.

## Moving back into the SAFe area

As we enter the production side of things, design can start to follow the familiar methodologies of SAFe. At this point, we have a minimal viable product that can be field tested in a way where we can measure value. The design team can embed with the Agile team; typically, with the design team working a few sprints ahead. So, if you are running two-week sprints with a backlog of features or adjustments to features that designers need to work on, then having one design sprint, one testing sprint and one redesign sprint is a good cadence for making sure designers have time to prototype their work and can hand off proven designs to engineering.

Designers have lots of tools in their toolkits and will employ different testing methodologies at various points in the design sprint. Selecting the right ones depends on many factors such as the product, delivery model, time to market, technology, etc.

In the first half of the usability test, there's a focus on evaluating the design as it stands without the bias of new ideas. The second half should be generative; discovering new features, opportunities, priorities, changes in business needs, changes in user behavior, or tech changes. The generative part is to figure out what comes next and make sure that the product is getting better with each iteration with no sagging of user experience over time.

All of this is familiar territory inside the SAFe framework. I would only stress that having time to double-check and test things is important. Simply hoping that something works is not an option when budgets are on the line.

## The new era of accreditation is coming

User experience design is like the Wild West right now. Anyone with a few YouTube videos under their belts can sell themselves as a “UX professional” and the closest we get to certification is an online boot camp that promises to get students job-ready in six months.

Fortunately, that’s changing. In 2023, the design industry is taking its first forthright steps towards professionalization with the launch of a new Global UX Accreditation Standard. The program is anchored to a set of international standards relevant to UX and is being launched in collaboration with the UX Professionals Association, the world’s largest membership association for UX professionals with members in more than 60 countries. UXPA already operates a set of voluntary guidelines for how to conduct ethical user research, among other things. That combination is really powerful. It sends a strong signal that the profession is starting to get serious about what it means to be a competent, qualified user experience professional. It takes rigorous schooling and years of experience to be able to understand humanity and translate the real needs of users, through tech, into a viable product; accreditation separates the wheat from the chaff and elevates the craft of user experience design.

Much like board certification for physicians, going forward accreditation is going to be a way for organizations to identify professionals who have the experience of actually launching products and applying user experience research techniques rigorously in the field. It’s another piece of the jigsaw that ultimately will add rigor, process and accountability to your projects.



## Design adds value, not just buttons

The design phase is the bridge between technology and product. It’s an efficient process when done right, but it has to be integrated with all of the other pieces of our methodology. This mixture of ROI-focused strategy, objective user research, classic user experience design methods and modern Agile methodologies ensures our products always deliver — on time, on process efficiency, on user adoption, and on business returns.

## SAFer for users, SAFer for the bottom line

There’s a lot at stake in today’s digitally-infused times. More so in highly regulated environments where radiation, fires, explosions and chemical exposures are everyday risks. Light-touch Silicon Valley approaches don’t work when you’re innovating in these extreme environments. Agile frameworks are foundationally wrong for these contexts, and that’s why 70% of projects fail.

However, there is a better way forward. A new methodology that is not so different from what you’re doing now. It’s SAFe minus the bad behaviors; a five-degree course correction at most that will keep you on course as you move through the innovation lifecycle. The time commitment is nominal; just eight weeks of research and eight weeks in proof of concept, for dramatically different results on the other side.

For innovation managers balancing multiple projects and budgets, choosing the right methodology can skyrocket your success rate from a shaky 30% to a solid 100%. With stakes this high, you can’t afford to ignore such game-changing odds.







S O  
W H A T

## To the Business Leaders: Stop Guessing, Start Knowing

Alright, leaders, let's have a heart-to-heart. You might think you're the Sherlock Holmes of customer understanding, adeptly piecing together the puzzle of what users want. But let's face it, without direct user observation, you're more like a detective that refuses to leave the office. All the clues you need are out there, but you're choosing to ignore them.

Ever hear the mantra, "You are not your users"? Memorize it, print it, make it your desktop wallpaper. The point is, making assumptions about your customers without actually engaging with them is like building a house on quicksand. It might look stable for a moment, but it's bound to sink sooner or later.

Imagine you're a chef who never tastes the food while cooking. You mix, you stir, you season—but you never sample. Then you're surprised when the dish doesn't meet your diners' expectations. That's you when you rely solely on internal opinions and not on user research.

"So, what should we do?" you may ask. Well, the answer's simpler than you might think: Make user insights the cornerstone of your decision-making process. Replace assumptions and hearsay with hard facts gathered from real-world observations and user feedback.

In essence, if you're not actively involving users in your decision-making process, you're navigating through fog without a compass. So clear the air, get out there, and actually engage with the people you're aiming to serve.

By deeply understanding your users—beyond just the metrics—you're not just avoiding pitfalls; you're discovering opportunities for success that you didn't even know existed.

Let's put the guesswork aside and get serious about building something extraordinary. Onward!



## To Development Teams, Product Owners, and Program Managers: Slower is the New Fast

Alright, engineers and code warriors, listen up. We often think speed is the name of the game, right? Wrong. Velocity in agile isn't the prize; it's merely the scoreboard. Sure, we're all familiar with the sprint-to-sprint rush, the applause for shipping on time. But have you ever heard the saying, "We're lost, but making good time"? You don't want to be that person.

Now, hear me out: "Slow is smooth, smooth is fast." This isn't some cryptic riddle; it's the essence of building something that won't just launch, but last. Slow down enough to make sure you're on the right track. No amount of clean, efficient code can save a project that's fundamentally flawed because it was too hurriedly pushed through the pipeline.

This is where your user-centered comrades come into play. Your UX designers and user researchers aren't just the people who argue over font choices or color palettes. They're your navigators, your cartographers, charting the course through the user's world. Listen to them. They're not trying to slow you down; they're trying to ensure you're speeding in the right direction.

However, don't just take their word as gospel. Demand data, because "trust, but verify" should be your mantra here. A designer's hunch is not your safety net. They should be backing up their recommendations with user data, the same way you'd defend your technical choices.

So when your UX team comes to you with insights, ask them for the "why" behind the "what." Make sure their advice is data-backed so that you're not coding in the dark, only to throw it all away later.

By marrying solid engineering with validated user insights, you're not just going faster; you're also going farther. Let's not just make good time; let's make sure we're also not lost. Ready? Set. Go smart!

## To Designers, Researchers, and Advocates: Mastery Over Generalism, Proof Over Passion

Listen up, the choir of the user-centered gospel. You have in your hands the blueprint to revolutionize how your organization thinks and operates. But to wield this power effectively, you've got to go deep, not wide.

First off, generalists are good, but specialists are golden. Space flight wasn't achieved by people who were "pretty good" at rocket science. It was the work of masters in their respective fields. While it's tempting to be a jack-of-all-trades, the landscape is shifting towards deep expertise. Sure, a designer can conduct user research, but nothing replaces the nuanced understanding of a cognitive psychologist with years of experience in data calibration.

Absolutely, let's delve deeper into the specialization spectrum. Gone are the days when a 'UX Designer' was a catch-all title expected to span a multitude of functions. The field has matured, bringing forth an array of hyper-focused roles like Experience Analysts, Conversational UI Specialists, User Onboarding Experts, Motion Designers, and Accessibility Specialists, among others.

These specialized roles aren't a splintering of the discipline; they're the signs of a robust, mature field ready to tackle nuanced challenges. When you have a Conversational UI Specialist on your team, you're not just getting basic chatbot design; you're getting an expert in human-machine conversation dynamics. The value this brings to a project is immense and often measurable in user engagement and conversion rates.

Here's where the concept of "T-shaped people" comes into play. In any given team, you want individuals who have deep expertise in a specific area—forming the vertical line of the 'T'—but also possess a broad understanding of other related domains—forming the horizontal line. This enables both in-depth problem-solving and cross-disciplinary collaboration. It's not about generalists being phased out; it's about generalists evolving into T-shaped specialists.



# DESIGN AT THE EXTREMES

continued – To Designers, Researchers, and Advocates: Mastery Over Generalism, Proof Over Passion

They bring breadth to their depth, making them not only valuable individual contributors but also glue that binds different specializations together.

So if you're eyeing that roadmap filled with complex user scenarios and emerging technologies, you'll find that specialists bring the rigor and depth, while their T-shaped qualities ensure that the jigsaw puzzle forms a coherent, user-centered masterpiece. It's not just about filling seats; it's about curating a diverse palette of expertise.

Now, let's talk ROI, because that's your lifeline. A UX team can't subsist on positive sentiment or "fewer clicks" alone. Eventually, someone in a suit is going to ask, "How much money have you made us?" And trust me, you better have an answer, and it better be in dollar signs.

Don't be the team that gets disbanded because you couldn't articulate your value in the language that matters: revenue. Yes, beanbags and espresso machines are nice, but they'll vanish in a heartbeat if you can't demonstrate a financial upside to your efforts. You see, the death knell for any UX team isn't lack of creativity; it's lack of quantifiable impact.

If you follow the guidelines laid out in this book, you'll not just survive that inevitable question; you'll thrive. So, master your domain, focus on delivering excellence, and always—always—be prepared to show the numbers. Excellence without evidence is just exuberance, and that's a luxury you can't afford.

Gear up, get specialized, and go show them that you're not an expense; you're an investment. You got this!

That's the spirit; you're geared up and ready to lead the UX revolution! But remember, if someone challenges your value, the most compelling argument is a list of UX victories, measured in cold, hard cash. Ready to hit them with some facts? Check out the ROI examples that follow. These aren't just stories; they're your armor and artillery in the battle to prove your worth. Charge forth, champions of user experience!

## The List of UX Triumphs for Convincing Stakeholders:

1. **IBM:** One of the most famous examples, IBM reported that for every dollar invested in ease of use, they earned \$10-\$100 back.
2. **Bank of America:** By redesigning its online banking system, the bank increased its online banking user base by 45%.
3. **Walmart:** A UX redesign led to a 200% increase in visitors, which had a significant impact on their revenue.
4. **Cisco:** Through user-centered design, Cisco saved \$8 million per year in customer support costs.
5. **Maersk Line:** A shipping company that increased conversions by 200% by implementing user research into their design process.
6. **Autodesk:** Reduced the number of support calls by improving their software's UX, thus saving around \$10 million per year.
7. **Google:** Google AdSense increased its CTR by 200% after applying UX improvements.
8. **General Electric (GE):** A well-known enterprise company that has invested heavily in UX for its software products, reporting increased user engagement and reduced development time.
9. **SAP:** Known for complex enterprise software, investing in UX led to a decrease in training costs and an increase in user productivity.
10. **Oracle:** Reported a 20% increase in productivity after investing in UX design for their suite of enterprise applications.
11. **Amazon:** While not exactly enterprise software, the company has always been a big advocate for UX, and its investment in UX has been linked to its tremendous growth.
12. **Salesforce:** Credited with making enterprise software more user-friendly, they've consistently reported better customer engagement and reduced training costs.
13. **Honeywell:** Implemented UX designs in their industrial control systems, leading to improved efficiency and safety metrics.
14. **Thermo Fisher Scientific:** Reduced the steps required to complete tasks in their software, resulting in significant time-savings per user, per day.
15. **Boeing:** Implemented user-friendly interfaces for their internal systems, resulting in increased productivity and reduced training time for employees.
16. **AstraZeneca:** By investing in UX for their internal systems, they managed to cut data entry time by 50%.
17. **DuPont:** Reduced errors by 50% in their intranet applications by implementing user-centered design practices.
18. **Ford:** Improved their internal systems' user interfaces, leading to a 300% increase in user satisfaction.
19. **Lockheed Martin:** Saved an estimated \$20 million by investing in UX during the development phase of their software projects.
20. **Dell:** Increased sales by 30% by redesigning the checkout process of their website.
21. **TurboTax:** Improved user experience led to a significant increase in tax return filings through their platform.
22. **Mailchimp:** Simplifying their email campaign process led to a 47% increase in user activity.
23. **Adobe:** Implemented AI-based UX enhancements in their Creative Cloud, resulting in a 30% increase in customer retention.
24. **Salesforce:** Their Lightning interface, designed based on extensive user feedback, reported a 41% increase in productivity.
25. **Spotify:** Ongoing A/B tests contribute to user retention, a key metric for their revenue model.
26. **Skype:** Improved user satisfaction by 42% after redesigning their mobile application.
27. **SAP:** Reported a 300% ROI after implementing extensive user research and usability testing.
28. **Coca-Cola:** Freestyle vending machines, designed based on customer preferences, dramatically increased sales.
29. **LinkedIn:** Increased sign-ups by 30% after optimizing the sign-up process through A/B testing.
30. **Zillow:** Gained a 12% increase in property inquiries by redesigning their property information layout.
31. **Uber:** Reduced rider cancellations by 5% after implementing real-time location tracking.
32. **Dell:** Increased online sales by \$25 million by optimizing their checkout process.
33. **Hulu:** Improved content discoverability, resulting in a 20% increase in user engagement.
34. **Kayak:** Increased sales by 5% through a redesign that simplified the booking experience.
35. **Duolingo:** Achieved 30% more daily active users after refining their lesson structure based on user feedback.
36. **GoPro:** Reduced website bounce rate by 50% through UX improvements.

STRATEGY

RESEARCH

DESIGN



#### ACKNOWLEDGEMENTS

**Special Thanks:** Niels van Melick + Jayne Thompson (Leadwave), Anthony Hoang + Shawn Reilly + Andrea August + Joe Santori (Daito Design), Randon Taylor, and all the amazing people I have had the pleasure to work with and learn.

**Book Design:** Damon Daood

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#### continued – The List of UX Triumphs for Convincing Stakeholders

37. **Samsung:** Increased customer satisfaction ratings by 30% after revamping their Smart TV interface.
38. **BBC:** Gained a 10% increase in page views after redesigning their news platform.
39. **Starbucks:** Mobile orders spiked 20% after refining their mobile app's user interface.
40. **PayPal:** Reduced checkout abandonment rates by 2% after a UX redesign.
41. **Target:** Increased mobile conversion rates by 20% after optimizing their mobile site.
42. **General Electric:** Saved an estimated \$30 million after integrating user research into their development process.
43. **Mint.com:** Credited intuitive design for its rapid user base growth to over 1.5 million users in two years.
44. **Sony:** Increased online sales by 20% by simplifying the online shopping experience.
45. **Shopify:** Reduced customer service calls by 30% after implementing a self-service help desk designed through user research.
46. **Tesla:** Improved customer satisfaction by 15% after redesigning their in-car interface based on user feedback.
47. **Fitbit:** Increased daily user engagement by 25% through improved UX design.
48. **Alibaba:** Increased sales by 27% after a mobile UX redesign.
49. **American Airlines:** Saved an estimated \$1.2 million annually through usability improvements in their crew scheduling software.
50. **eBay:** Increased search-to-buy conversion rates by 3% through search algorithm and UI enhancements.
51. **Reddit:** A redesign and usability enhancements led to a 30% increase in time spent on the platform.
52. **Sephora:** Increased mobile revenue by 35% after optimizing their mobile UX.
53. **Lego:** Gained a 25% increase in customer engagement after optimizing their online community platform.
54. **Groupon:** Improved customer satisfaction by 15% after implementing user feedback into their mobile app design.
55. **Best Buy:** Reduced cart abandonment by 25% after streamlining their checkout process.





DESIGN AT THE EXTREMES





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ISBN 979-8-218-31710-2



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