Adaptable Org Design for Resilient Times

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Nitor

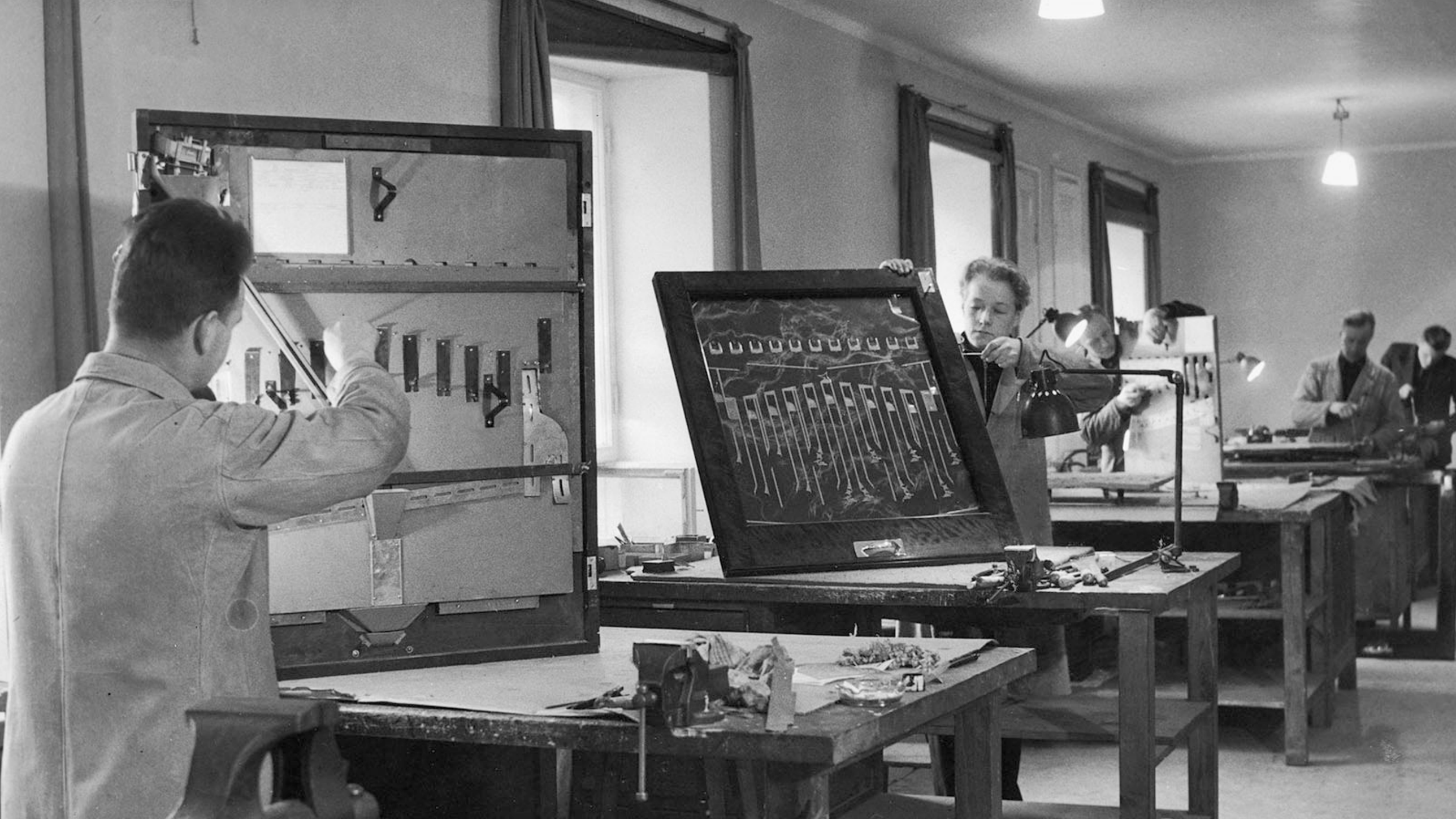
Our journey began in 2019

VEI

KOMEETTA
0,10€
KOMEETTA
0,20€
PELI-
VALIKKO
0,10 €

TOTO
PITKÄVETO
VAKIO
VEIKKAUS
PITKÄVETO
VEIKKAUS

Thanks for not choosing red.



Vision

{
- Transparency
- Simplicity
- Adaptivity
- Continuous learning

}

Resilience

Outcomes

The 5 Big Lessons

Vision

Public discussion heated🔥

Yle MOT
@yle_mot

Tiesitkö, että #Veikkaus jaka
tappioista miljoonia ulkomais
Tuotoniakokumppanit toimiva
Kyp
kan

UUTISET Tuoreimmat Koronavirus Paikallisuutiset Sää K

Yle MOT @yle_mot · Feb 20, 2020
Omistajaohjausministeri Tytti Tuppurainen reagoi MOT:n palja
Veikkauksen hankinnasta teetetään ulkopuolinen juridinen arv
#veikkaus

Kilpailuvi
valtion b

Uutiset

Ylen MOT-
rahapelitu
Kyseenala

UUTISET

Uutiset | Kotimaa

MOT: Veikkauksen peliautomaattien liikevaihto todellisuudessa hurjat 11 miljardia euroa – "Ei me sitä piiloteta"

21.10.2019 klo 12:38

Ylen:n MOT-ohjelma kertoo tänään, miten Veikkaus pimittää kolikkopelien ja ongelmapelaajien valtavaa rahavirtaa.

Viekkaus
@Viekkaus_

UUTISET Tuore

Omistajaohja
selvitystä Ylen

"Tämä on jäätävä tilanne" – Veikkauksen heiluva asema huolettaa edunvalv

UUTISET

Uutiset | Politiikka

Tuhansia peliautom mainontaa vähenne kaikki Veikkauksess muuttuu

05.09.2019 klo 14:46

Kohun keskelle joutunut Veikkaus aikoo tehdä joukon m parantaakseen vastuullisuuttaan.

ILTA-SANOMAT KESKIVIIKKONA 23. 9. 2020

URHEILU

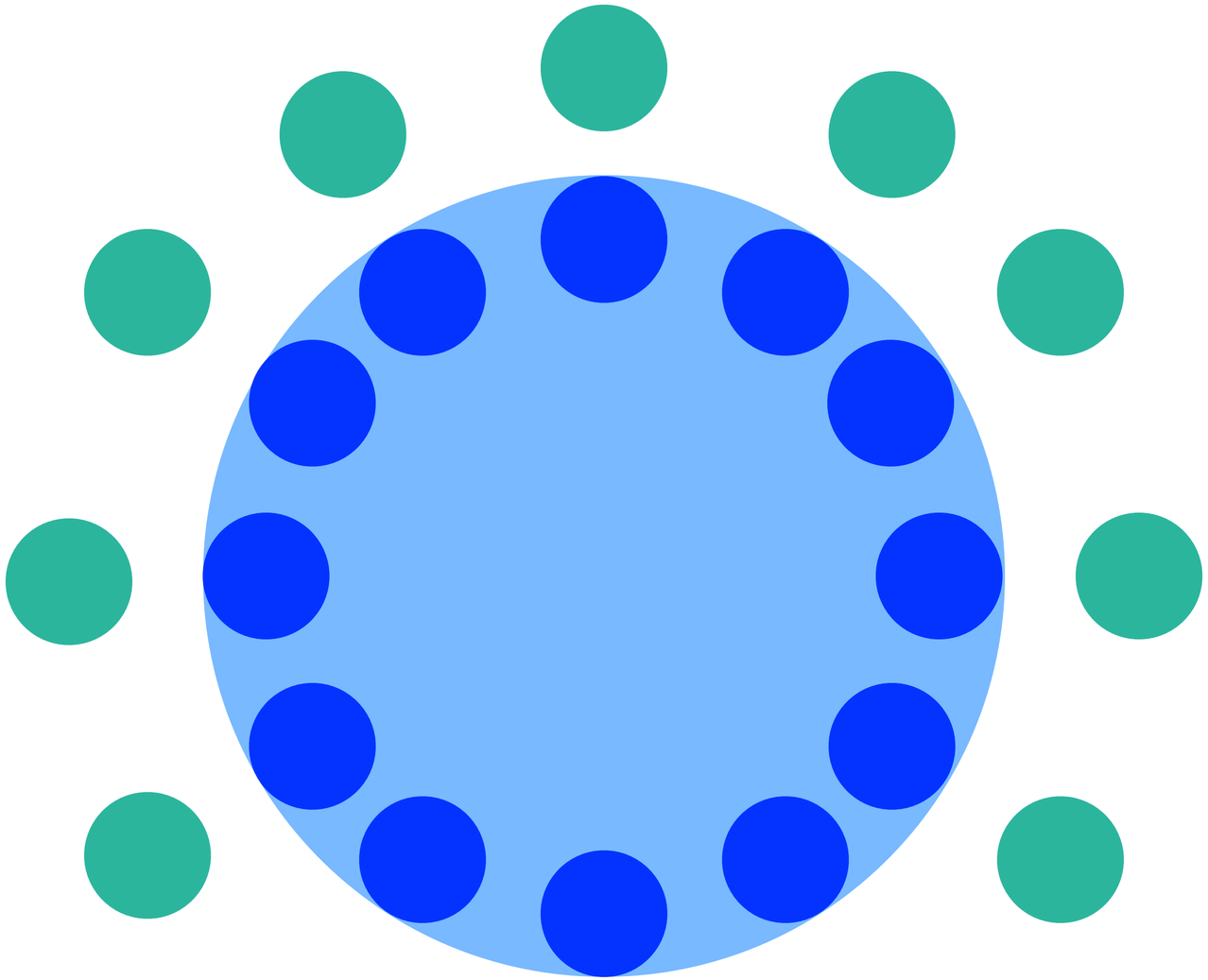
"VALTAVA ONGELMA

URHEILULEHTI: Suomen Urheiluliiton puheenjohtaja Sami Itani ei hyväksy sitä, että urheilu saa rahaa peliongelmista kärsiviltä.

Politiikka

Kommentti: Ministeri Paateron out lausunto todistaa: Veikkaus ajaa Suomen politiikkaa moraaliseen vararikkoon

Nettiajan Suomessa ruokakauppojen auloissa järjestöjen



Design was free to operate in a bubble.
This was reducing the impact of design.

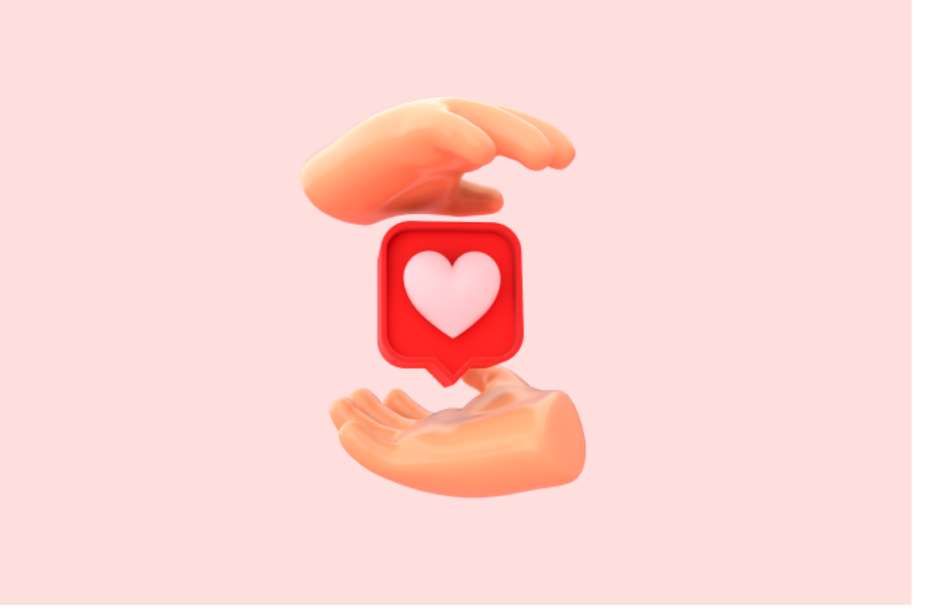
	Product-driven	Outcome-driven
Goal	Improve the product	Improve the user experience
Project model	Fixed time and budget	Continuous value streams
Focus	Deliverables	Customers
Discovery	Limited	Strategic
Data use	Optimize the product	Augment decision making
Success metric	Monetary & tech performance	OKR aligned UX metrics
Productivity	Based on product performance	Based on validation cadence
	The product could get scrapped 😨	Continuous enhancement delivery 😊

Major concerns identified..

Continuous customer dialog through multiple channels

Serving emergent customer needs just-in-time

Capability to independently innovate new business



Full-scale transformation
VS
Natural transition

1. Get to know the organization, don’t assume

2. Build discussion around things that waste resources

3. Introduce people to small practices that could solve a pain point

4. Communicate that change is eminent,
   it’s more important to acknowledge how that change will happen

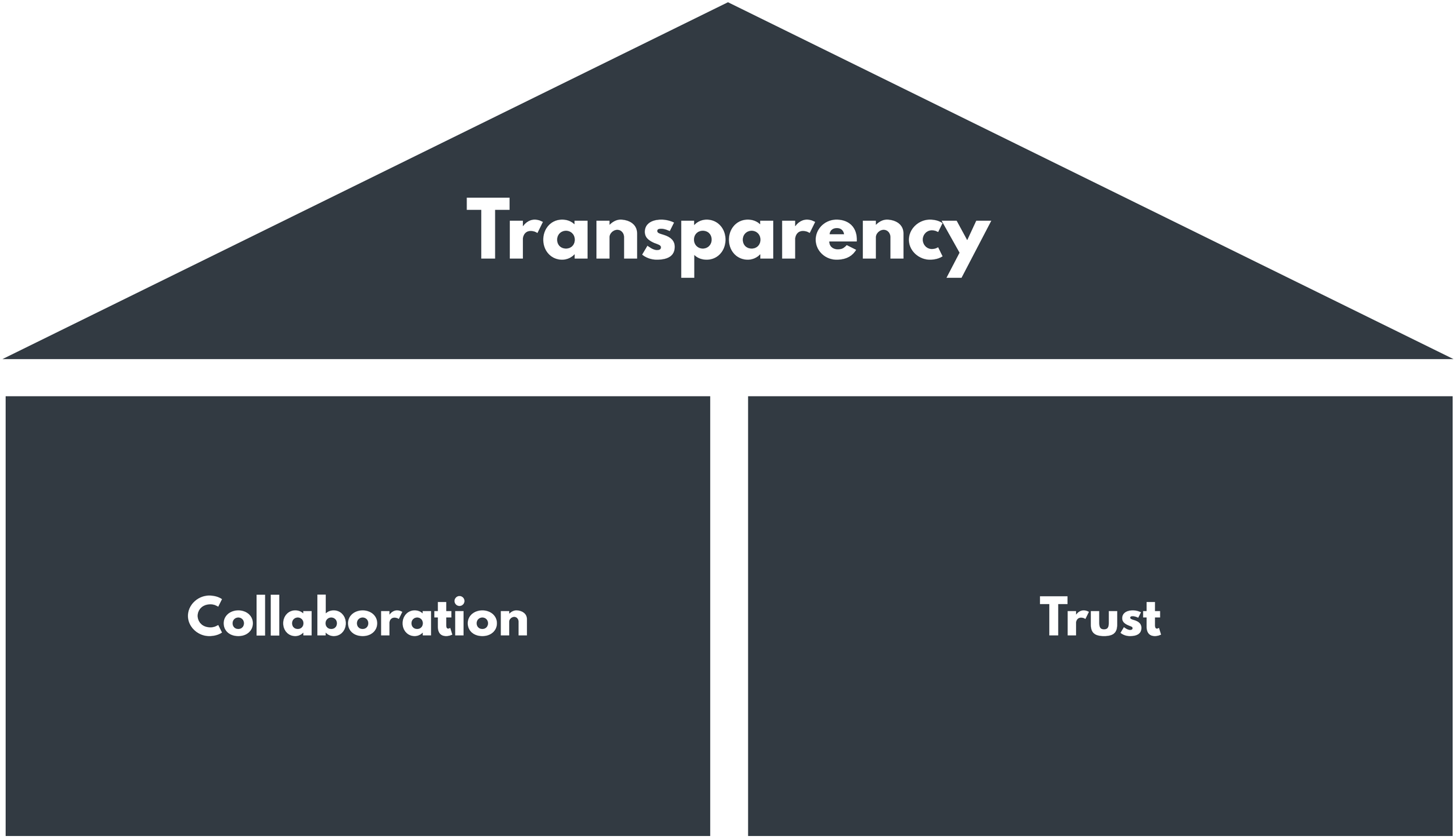
AMAA Product Development Matrix

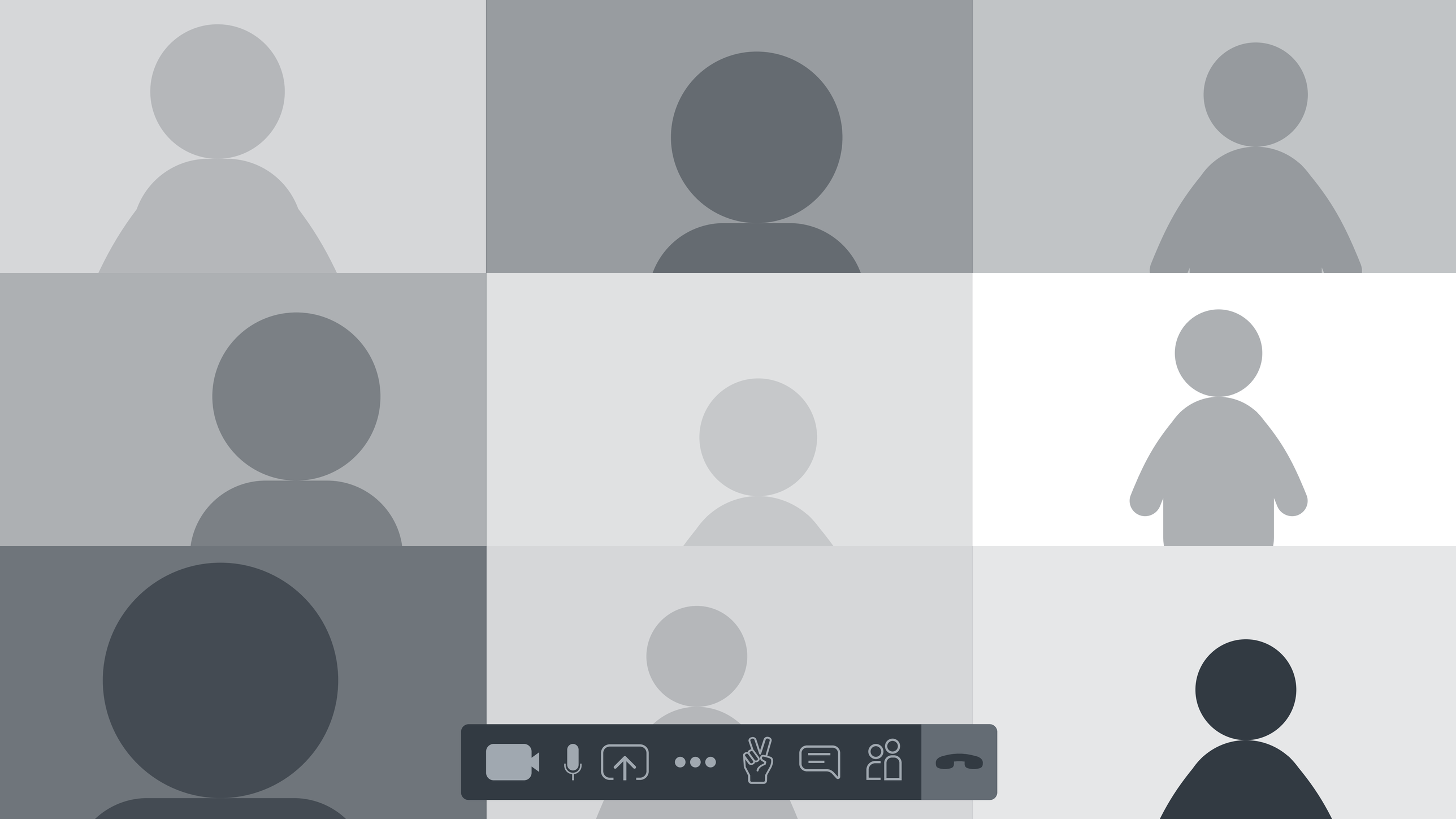
Alignment	Vision	Goals (OKRs)	Objectives (KPIs)	Metrics	Outcomes
Mission	Business Model	Research	Solutions	Experimentation	Opportunities
Awareness	Assumptions	Issues	Hypothesis	Insights	Use cases
Artifact	Vision statement(s)	Concept brief	Design draft	Prototype	Product or Service

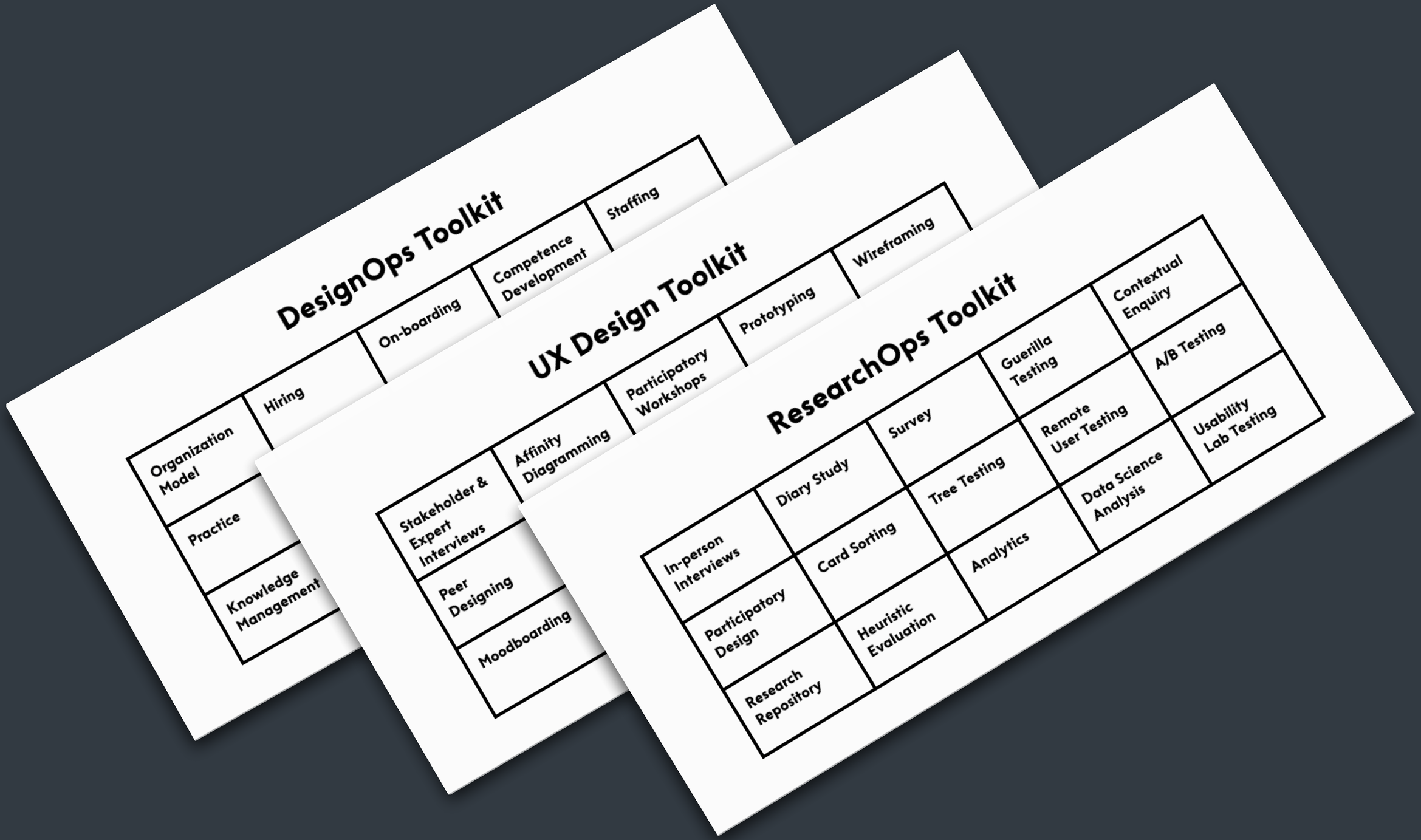
I M P A C T

{
  Transparency
  Simplicity
  Adaptivity
  Continuous learning
}

Vision
Culture
Strategy
Tactics
Operations


Transparency
Collaboration
Trust




DesignOps Toolkit
Organization Model
Hiring
On-boarding
Competence Development
Staffing
Practice
Knowledge Management
UX Design Toolkit
Stakeholder & Expert Interviews
Affinity Diagramming
Participatory Workshops
Prototyping
Wireframing
Peer Designing
Moodboarding
ResearchOps Toolkit
In-person Interviews
Diary Study
Survey
Guerilla Testing
Contextual Enquiry
Participatory Design
Card Sorting
Tree Testing
Remote User Testing
A/B Testing
Research Repository
Heuristic Evaluation
Analytics
Data Science Analysis
Usability Lab Testing

Resilience

Self-determination theory

Autonomy

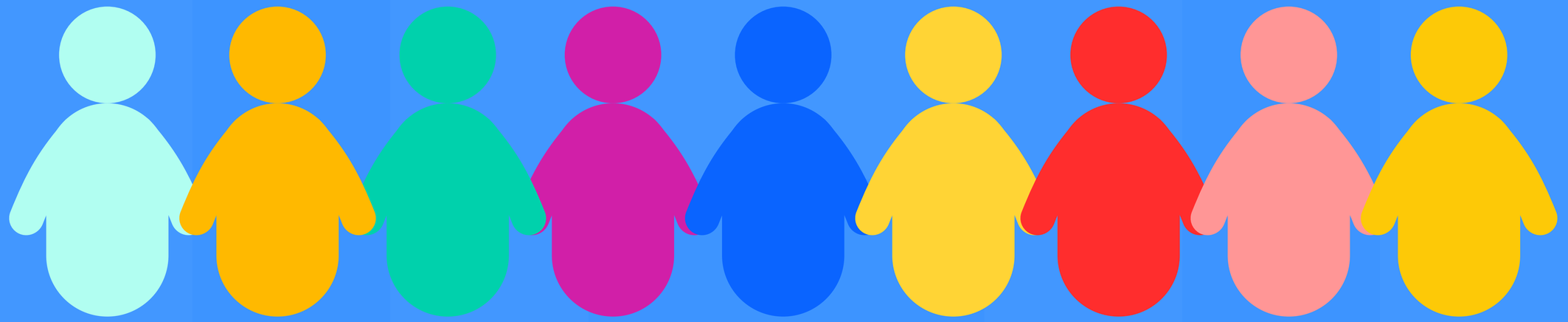
Competence

Relatedness

Outcomes

Strategy focus to customer

Cross-company collaboration



Growing while customer-centric

The 5 Big Lessons

1. Vision

Spread business model awareness

2. Transparency

Open up, from the ground up

3. Simplicity

Identify your design doing

4. Adaptivity

Only build to evolve

5. Continuous learning

Learning together, valuable forever

Thank you!