



DesignOps + KPIs = Measure your impact

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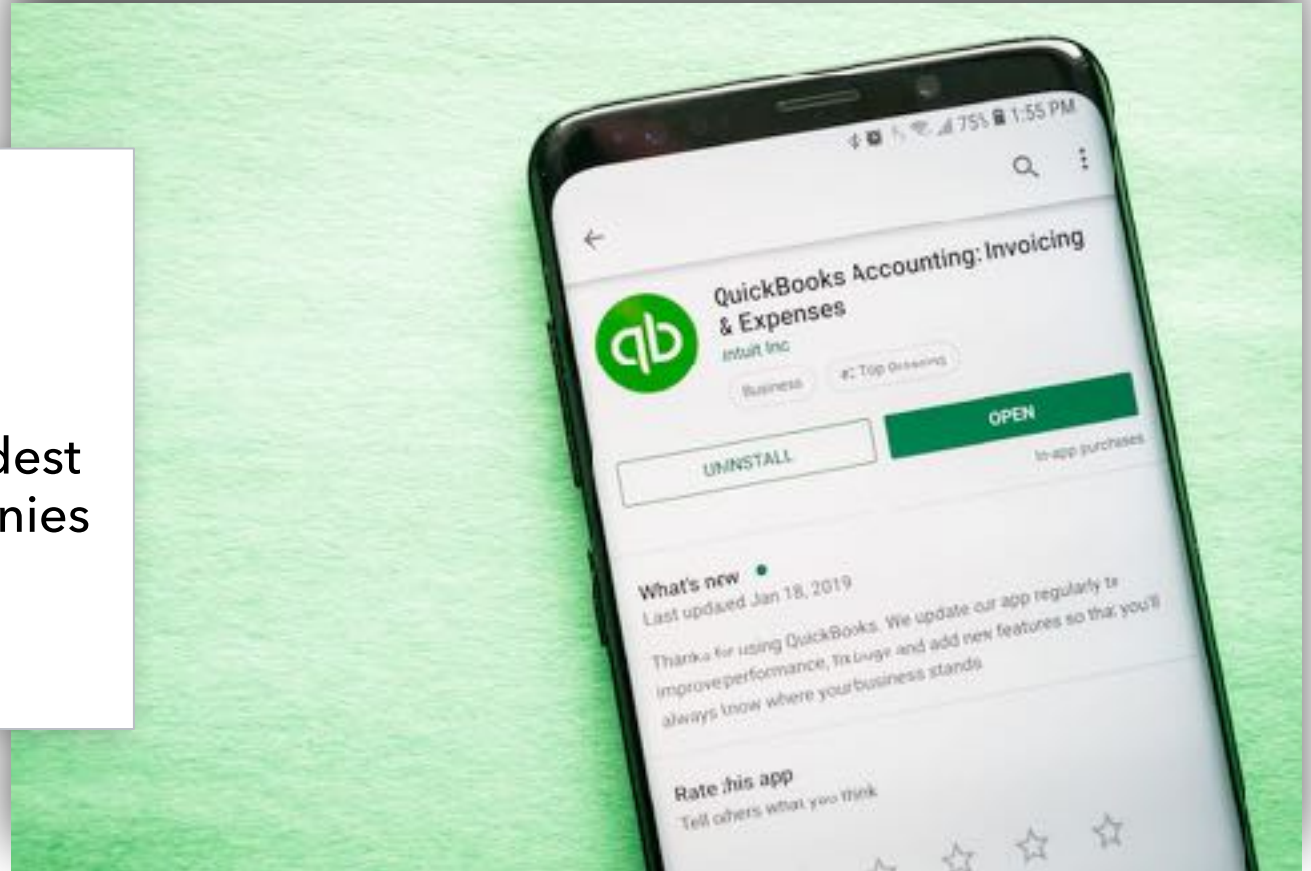
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*Me in a sentence:
Keep Experimenting!*

Intuit

One of the oldest
fintech companies





Have you ever asked
yourself one question:

What is your Impact?

What is your
DesignOps' footprint?





- Let's do a step back...

What is
DesignOps?



Operations
transform
resource or data inputs
into desired goods, services, or
results,
and *create and deliver* **value**
to the **customers.**

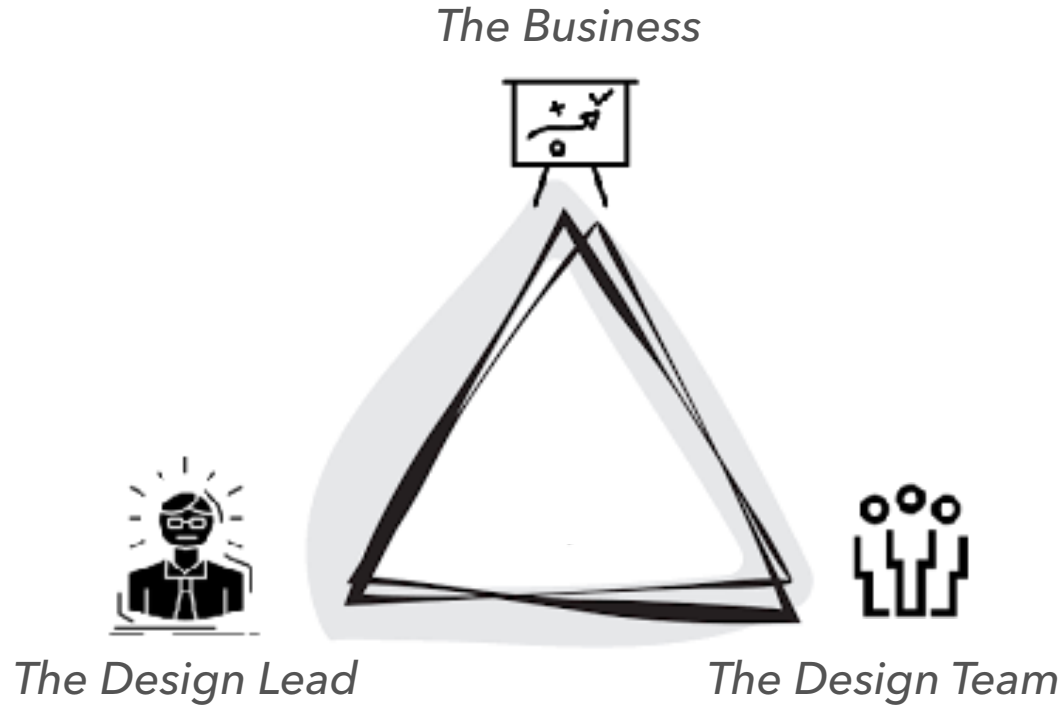
[Source: BusinessDictionary]



Who is getting the
benefits and the
value generated by
DesignOps'
transformations?



Who are DesignOps' customers?



What does
Value mean?

Is
value = worth?



Value is "how much"
people perceive
something's *worth*.

Because *Value* is a *Quality*.





The Quality which creates the world emerges as a **relationship** between man and his experience. He is a participant in the creation of all things. The measure of all things...

Robert Pirsig

The zen and art of motorcycle maintenance

Value is not
universal:
it depends on the
context.



What is the context?

Context is what determines priorities and strategies



The Ebbinghaus illusion

The circumstantial variables influence sense-making and influence strategies, priorities, and actions.

These circumstantial variables determine what is *Valuable* for each business, each design leader, and every design team.



*If value is
relational,
if the context
determines the
priorities...*

*What can we
measure?*

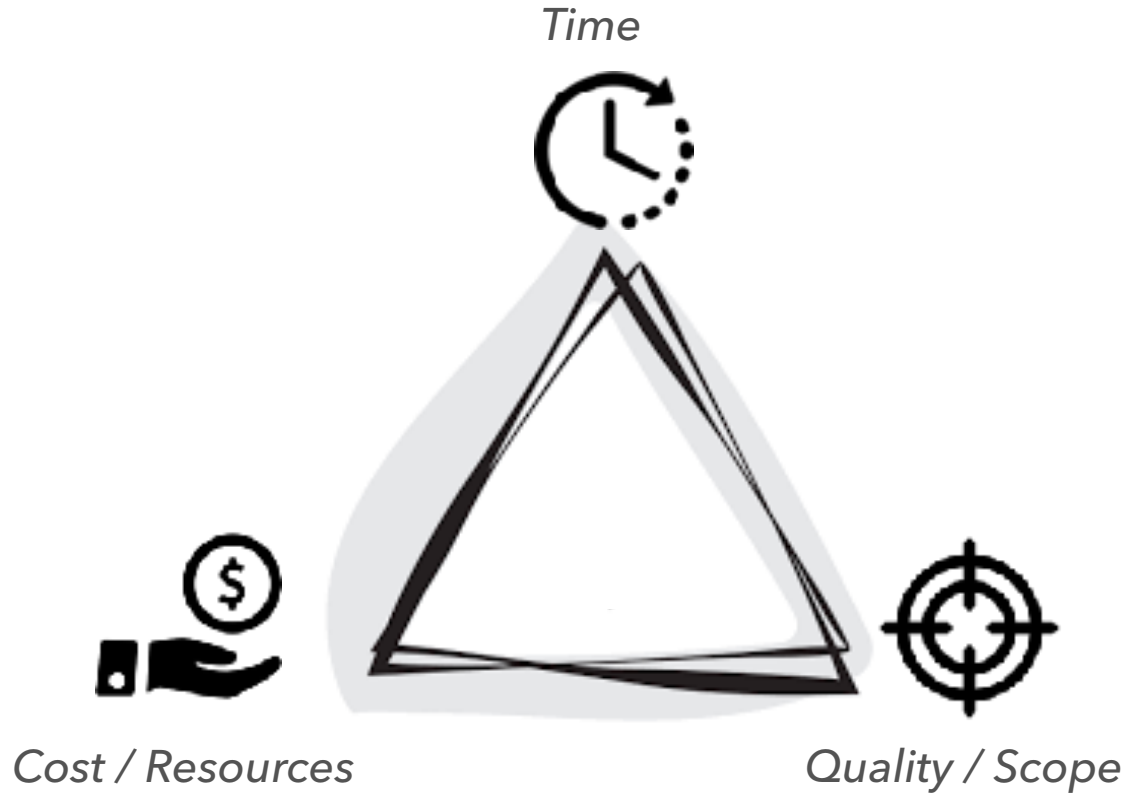
Efficiency is measurable.

Efficiency identifies a peak level of *performance*

***Performance =
Input - Output***



What are DesignOps' efficiency dimensions?

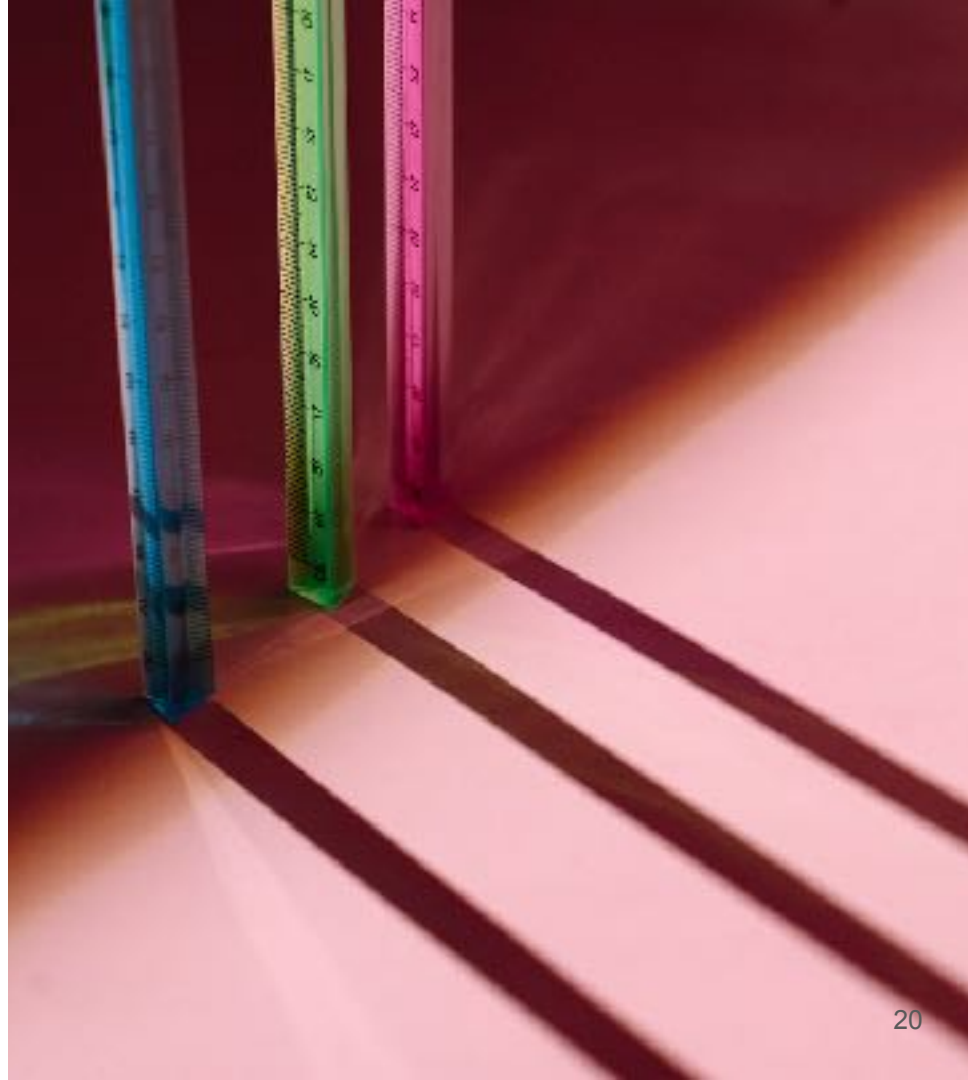


How do we
measure
efficiencies?



KPIs are used to evaluate **performances** against strategic objectives.

DesignOps' uses KPIs to **quantify** efficiencies and the impact created through the transformation of processes that generate value.





Assessing DesignOps' impact

Know your strategic goals

If you don't know where you are going, any road will get you there.

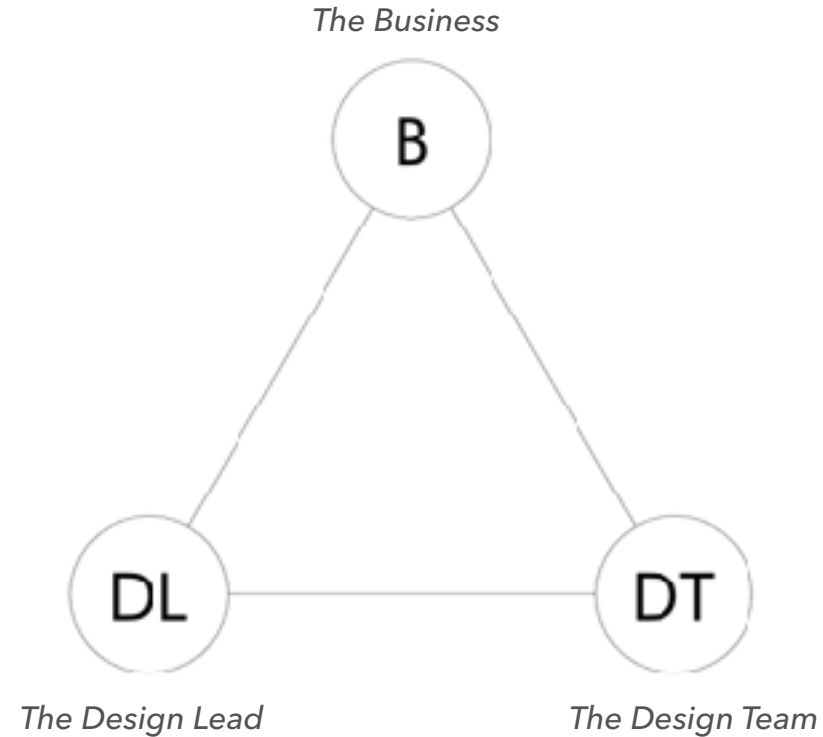
L. Carroll



Know and define your customers

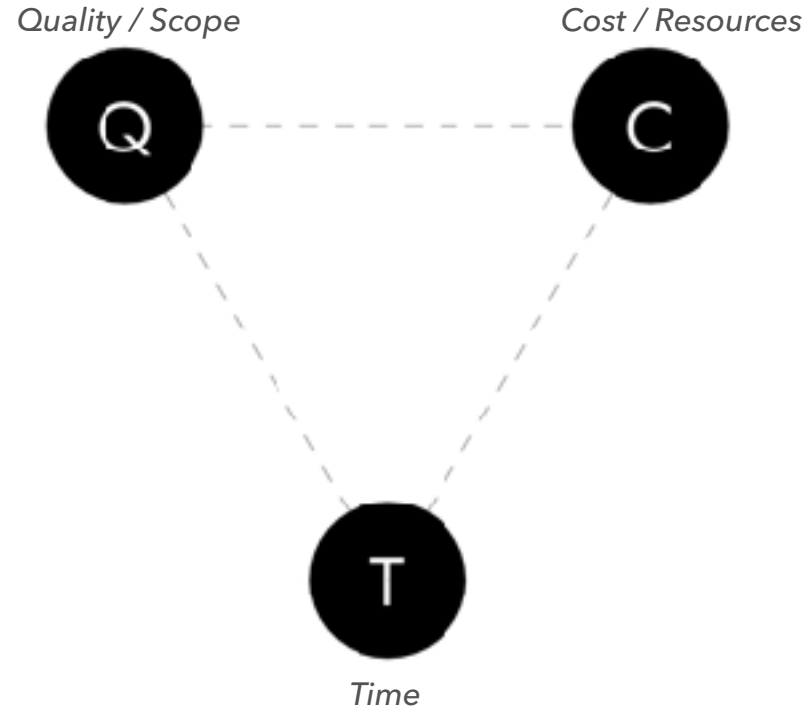
*Who in the organisation is having
the biggest pain?*

*Who is mostly affected by
inefficiencies?*



Define the dimensions that matter

What aspects can you improve to affect efficiencies and improve performance?

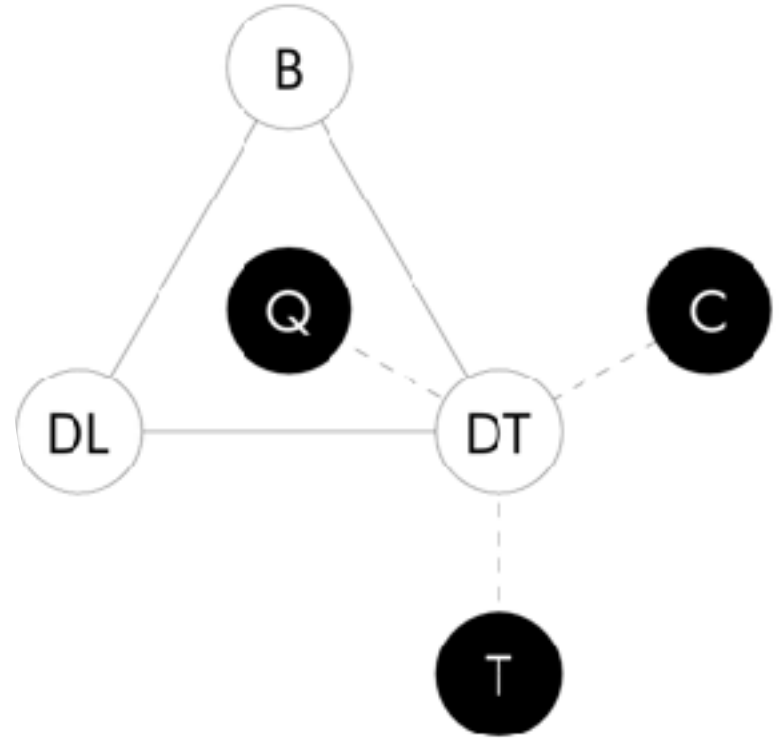


The 2 triangles form
a system:

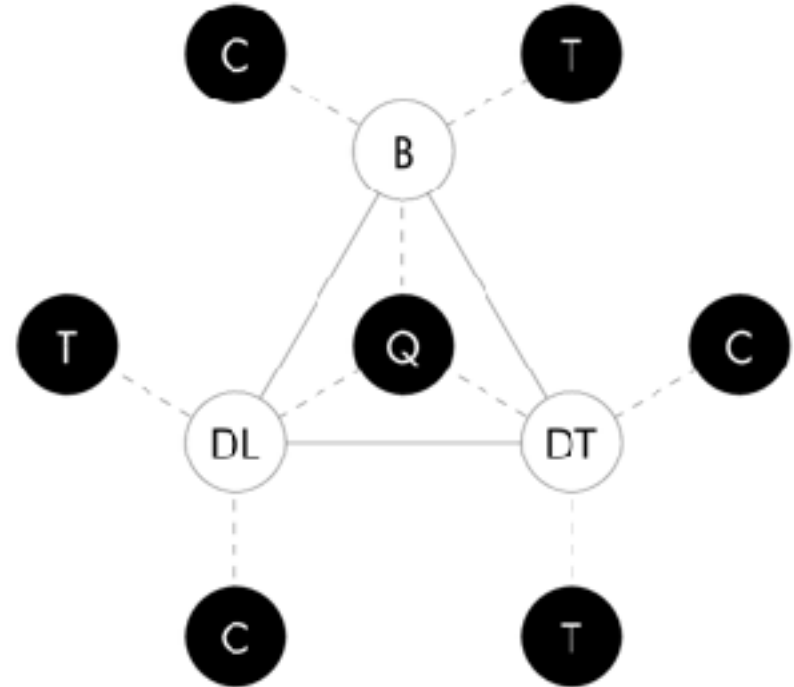
a change to a part
causes the system
to change.



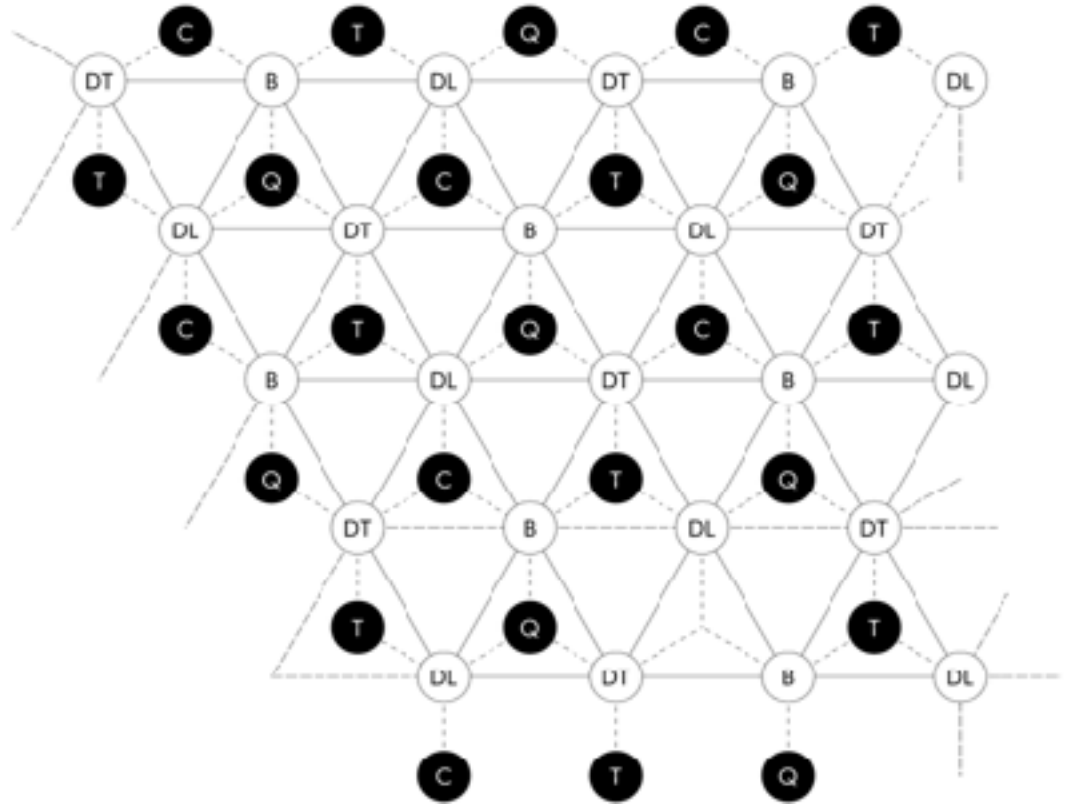
For each customer there are three possible areas of intervention and focus to increase efficiencies and performance.

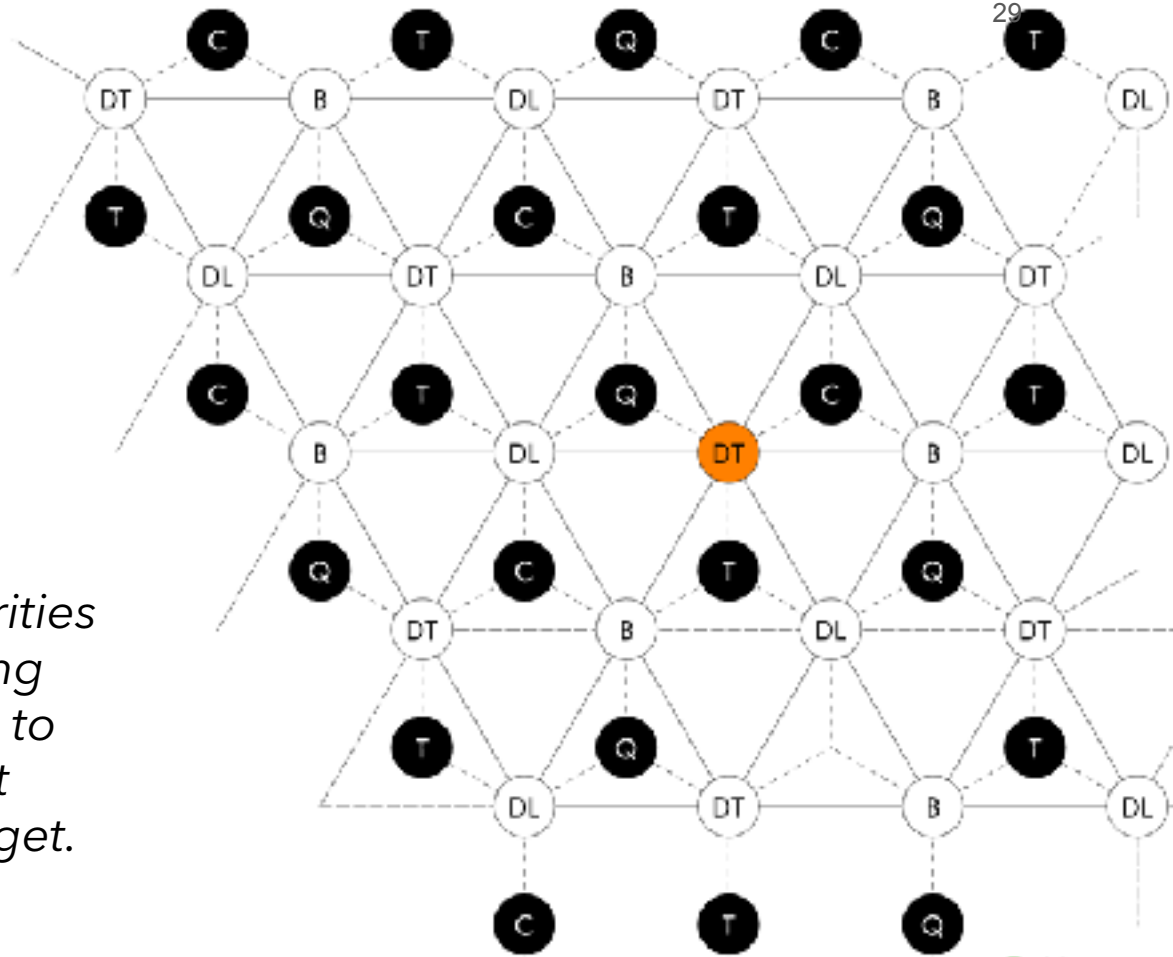


This creates a complex system made of relationships that are context based and value driven.

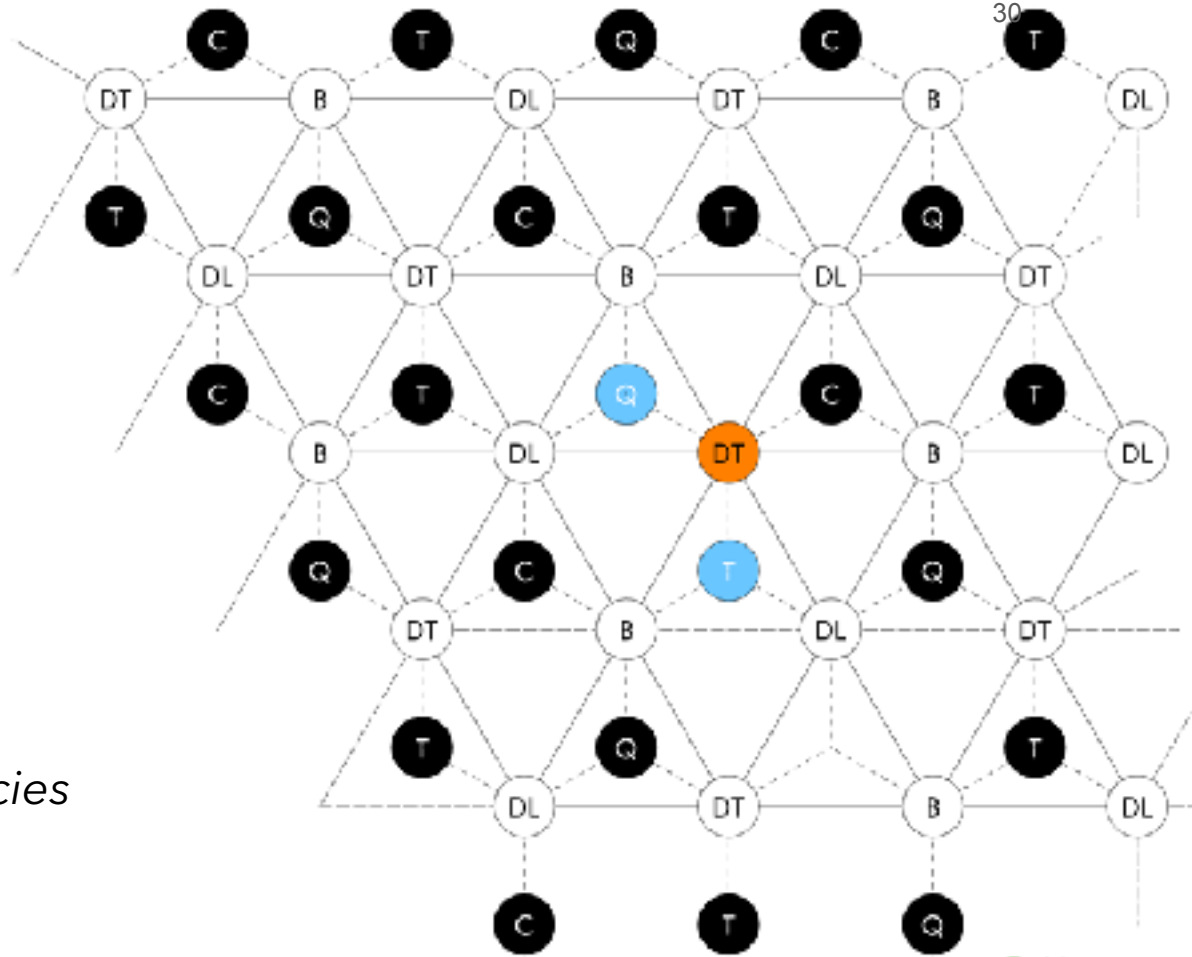


...and it ends into a complex system.

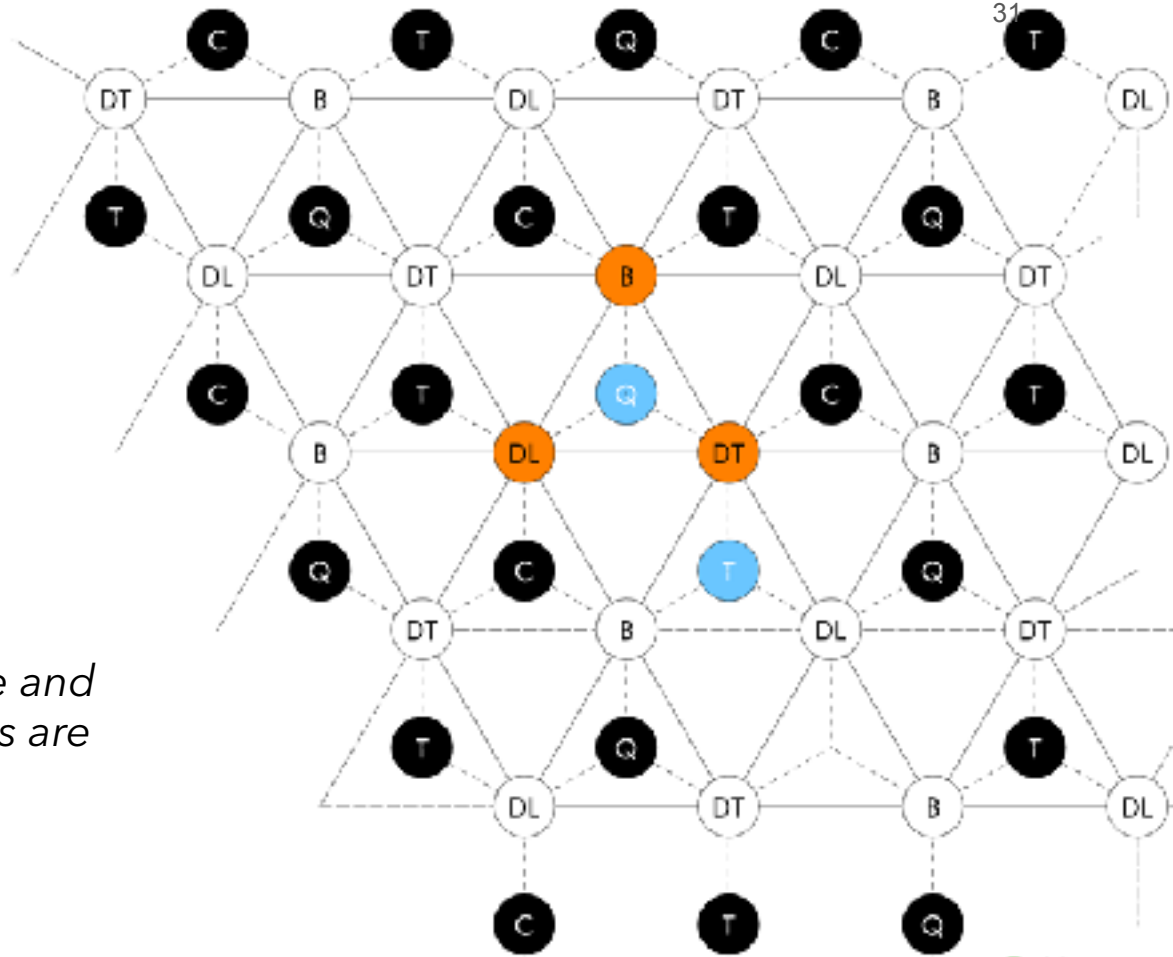




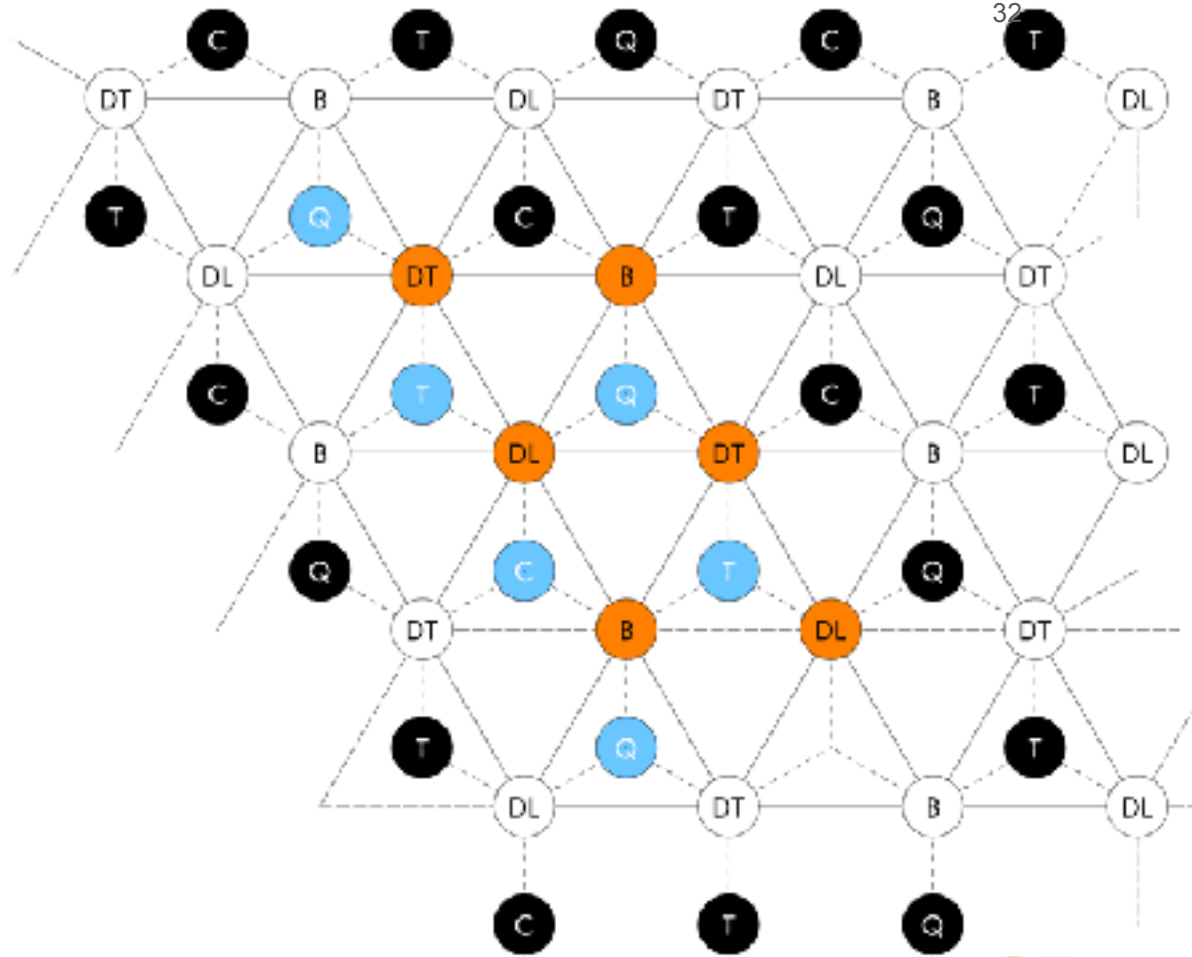
...once the strategic priorities determine the overarching goals, is designOps' role to identify the starting point and the customers to target.



*In a relational system all values are in a mutually influencing relationship:
By focusing on one dimension, other efficiencies are being influenced.*



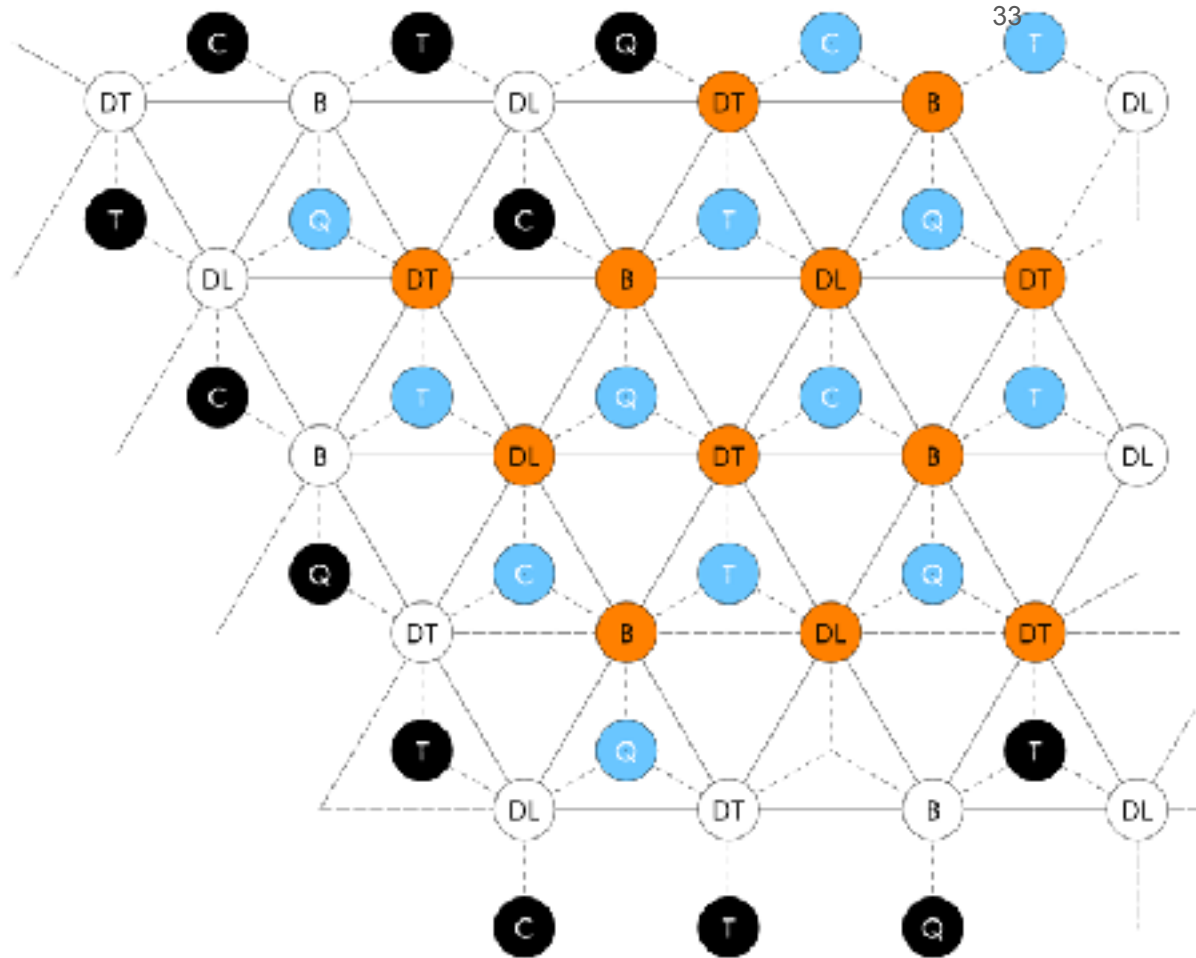
And by creating more value and efficiencies, more customers are being impacted...




...Over and over...

And this systemic changes creates a footprint that defines DesignOps' efficiencies.

And this footprint is unique to every organisation.





KPIs in the making. A practical example

The Context: Designers were working hard, but not smart

The E2E process was basically... Non existent.



Designers' job was tough:

- Each iteration and testing session caused designers to work long hours
- User testing was painful
- All designers were struggling to find and engage participants for testing and research purposes
- There were no clear and consistent E2E processes
- Designers felt they had too much work

But what was the **real** problem causing the pains there?

Designers were doing non-design work.



Identify and *quantify* your problems

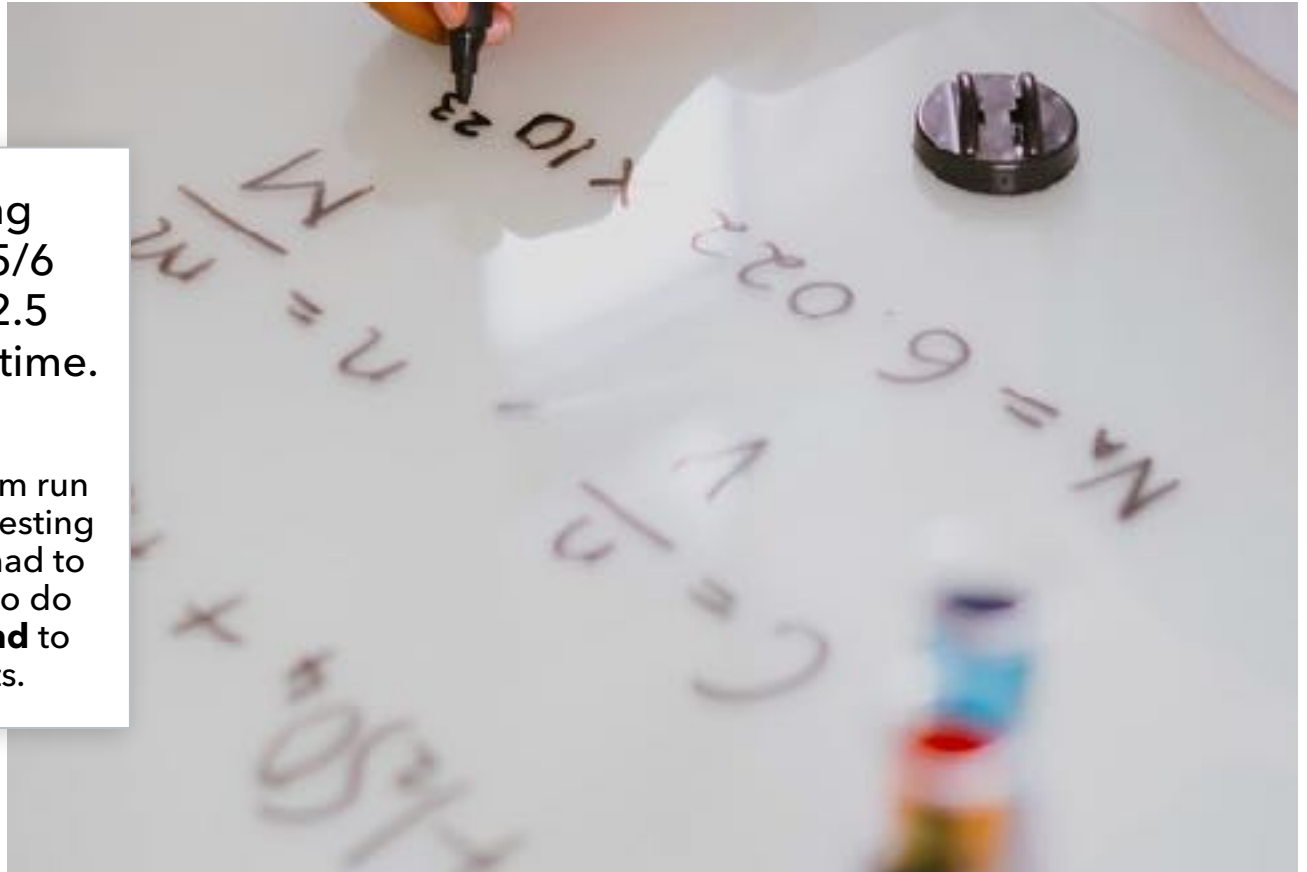
*Without data, you're just
another person with an
opinion.*

W. E. Deming

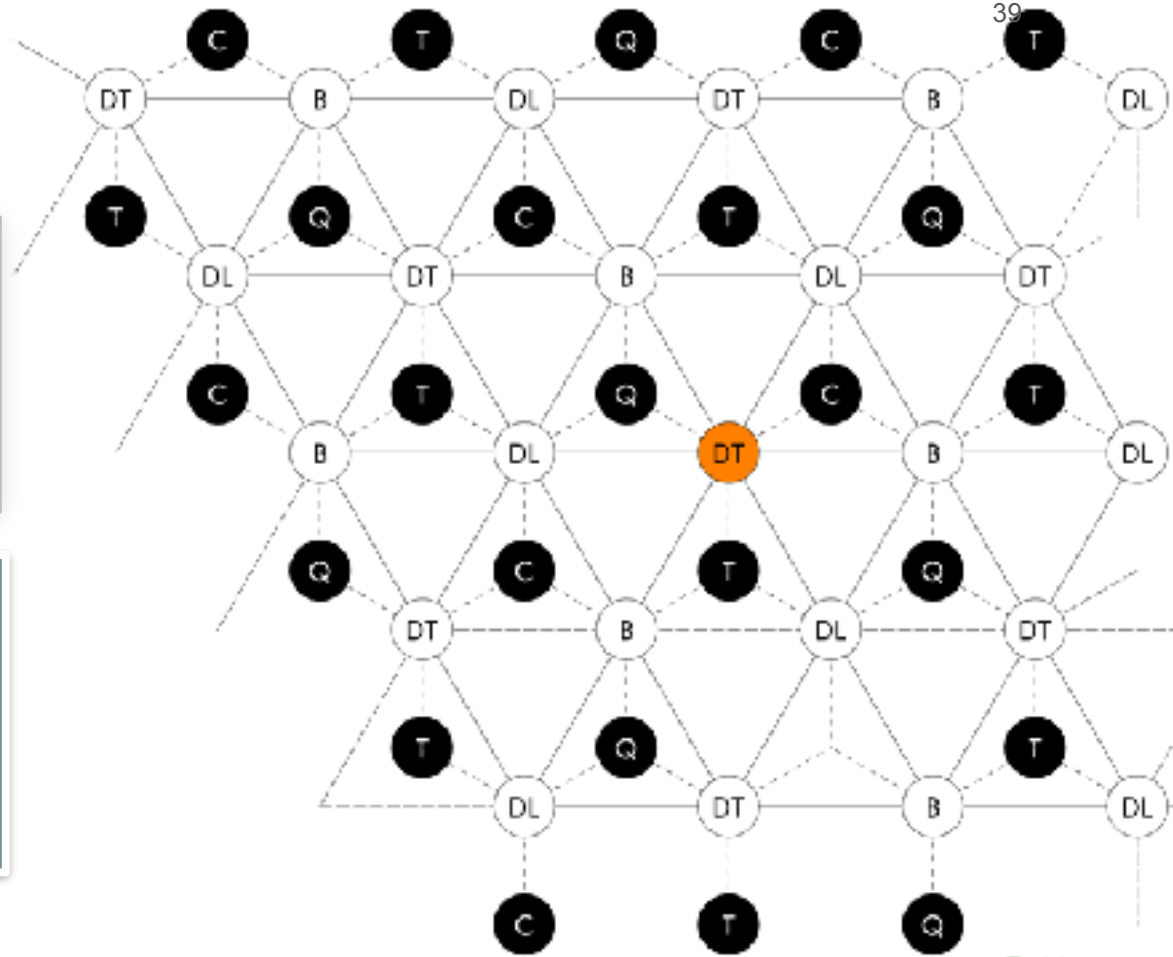


The E2E recruiting process to get 5/6 users costed ± 2.5 days of Designer time.

Every month a scrum team run 2x rapid prototyping testing sessions, a designer had to work an extra week to do their designer job **and** to recruit participants.



Start with the problem and the Who.



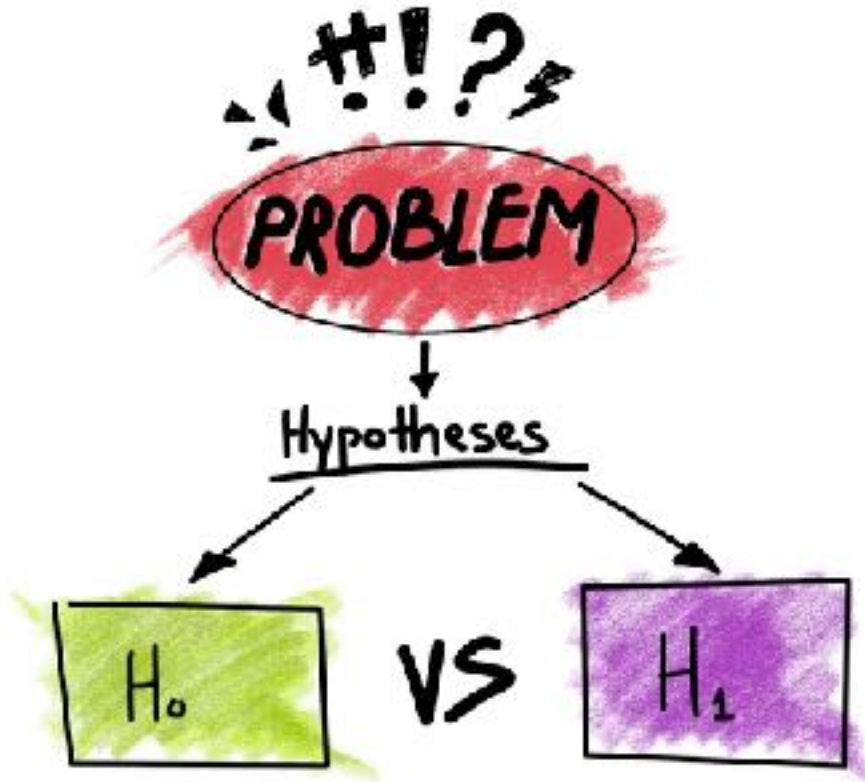
How are design teams affected?
What are the biggest inefficiencies that they face?

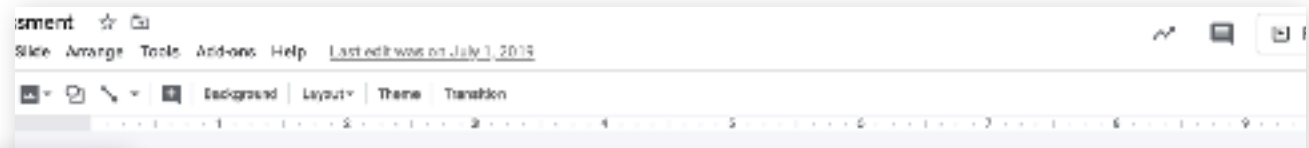
- The situation:
- Designers are spending time in non-design task
 - They work long hours
 - They have not enough time for analysis & synthesis
 - They focus on wrong priorities
 - They are frustrated

A hypothesis driven
system thinking
approach

is key to find the
patterns for change

that will determine the
DesignOps' footprint
and the impact.





The hypothesis in
May 2019 looked
like this

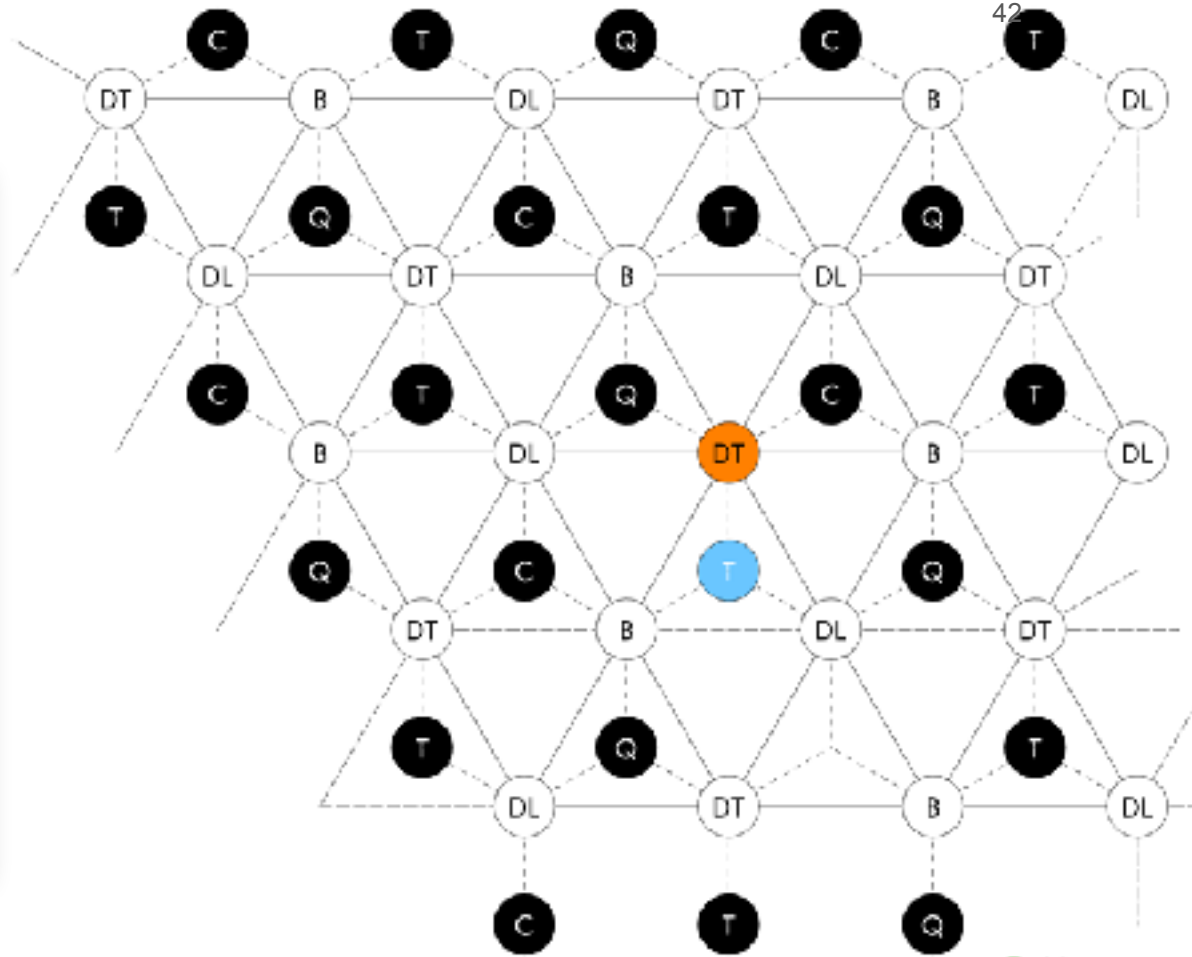
Increase Quantity
& Quality of user
research,
decreasing lead
time

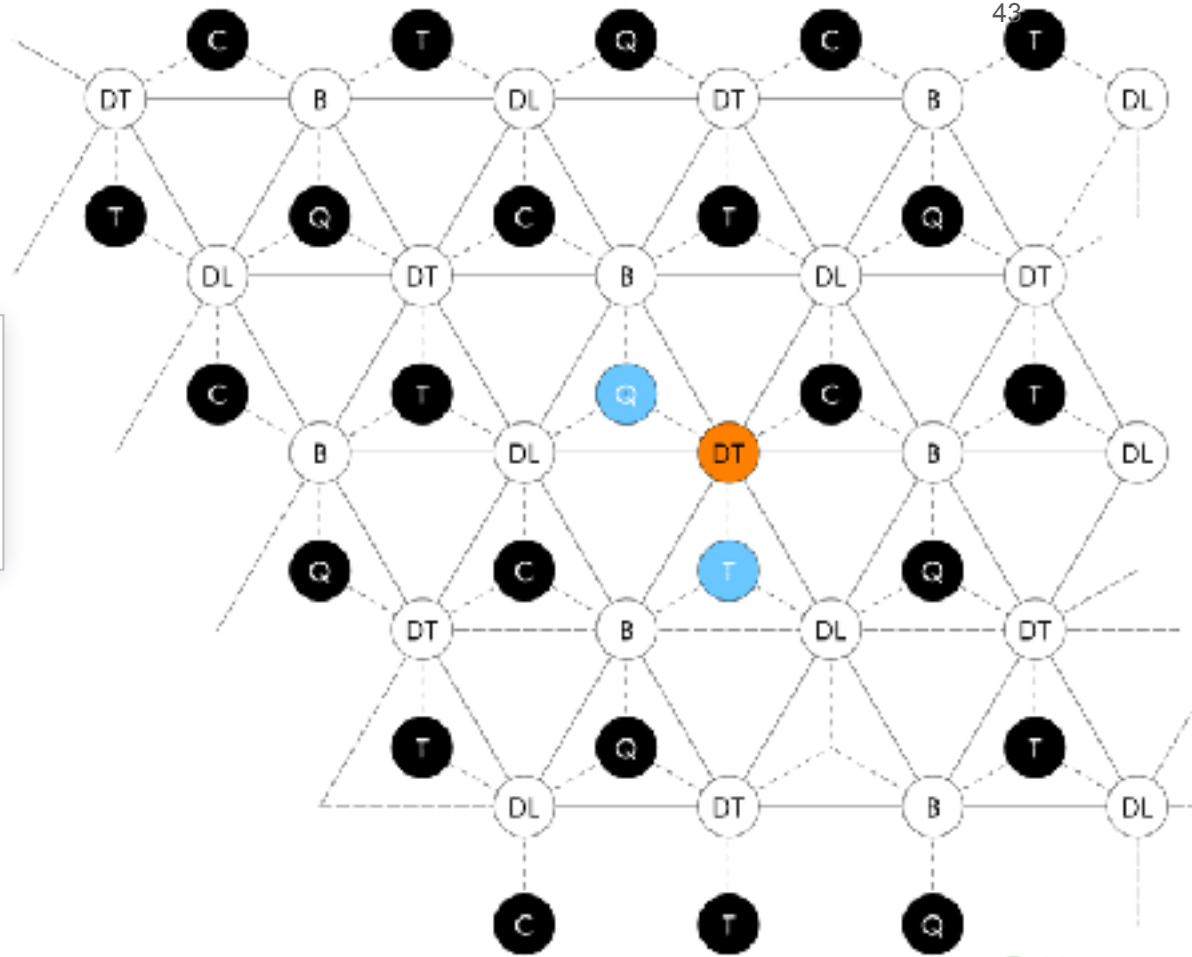
Hypothesis

By increasing research operational efficiency we can streamline rapid experiments across all iXD teams, increase research by 25%, save 20% of iXD time and reduce research lead time by 30%.

What are the inefficiencies that we need to transform?

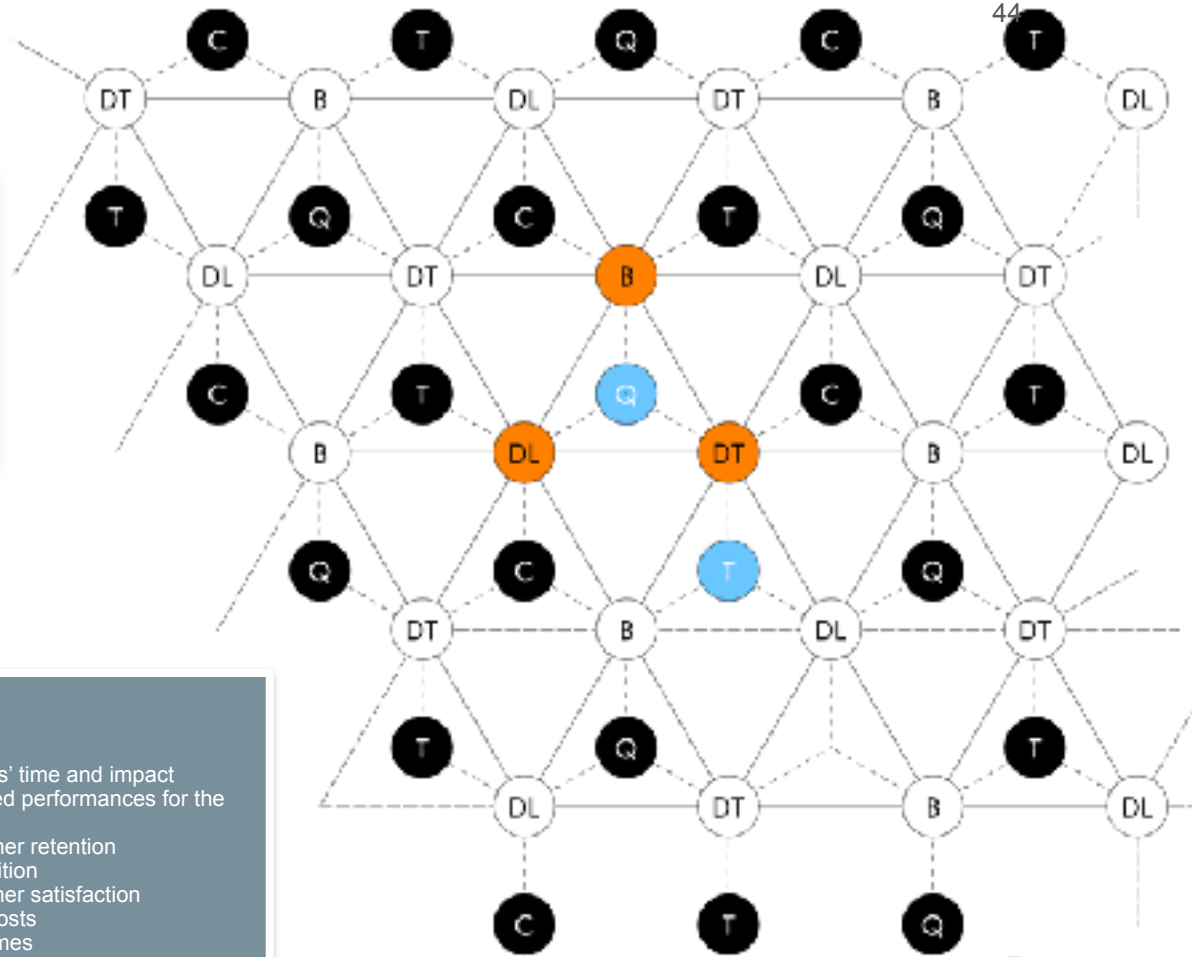
Hypothesis define the direction and the value that would trigger the broader footprint.





An impact on time will also produce an impact on *quality*.

And quality of output causes impacts Design Leaders and the business. Because it's a system.



Hypothesis:

if we save designers' time, the increased efficiencies for the Design Leader are:

- Increased design quality
- Reduced delivery time
- Reduced team churn
- Improved product experience
- Increased speed to innovation

Hypothesis:

if we save designers' time and impact quality, the increased performances for the Business are:

- Increased customer retention
- Increased acquisition
- Increased customer satisfaction
- Reduced hiring costs
- Reduced GTM times

The results 12 months later proved impact not only on time, but on resources (spending efficiencies), and quality overall.

**+ 430
Working days
gained**

Thanks to Customer Connect's official roll out.

**4,000+
customers
engaged in
research / test**

An increase of 4x compared to FY'19

**90+ customers
involved every
month**

Through Customer connect and user testing platforms

**60% saving on
user testing
spending**

The validate + PlayBook UX solution serves conveniently all 7 markets

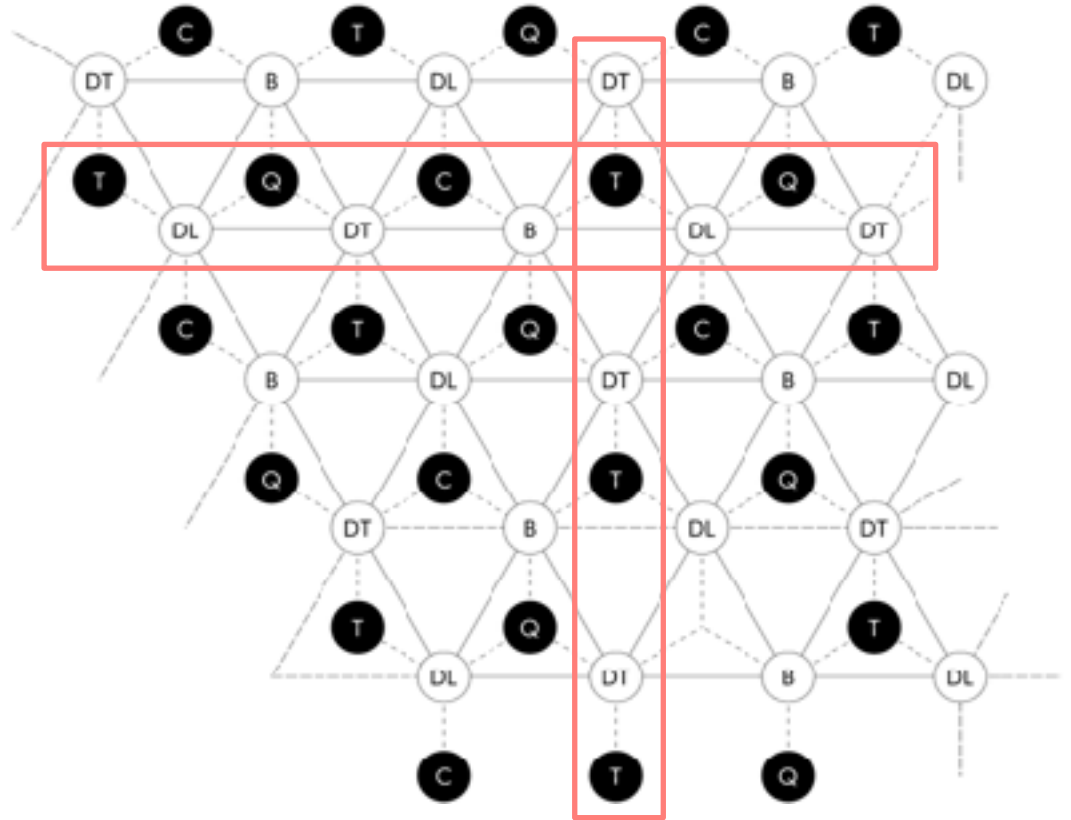
**Research lead
time reduced
by 65%**

By improving Opmechs

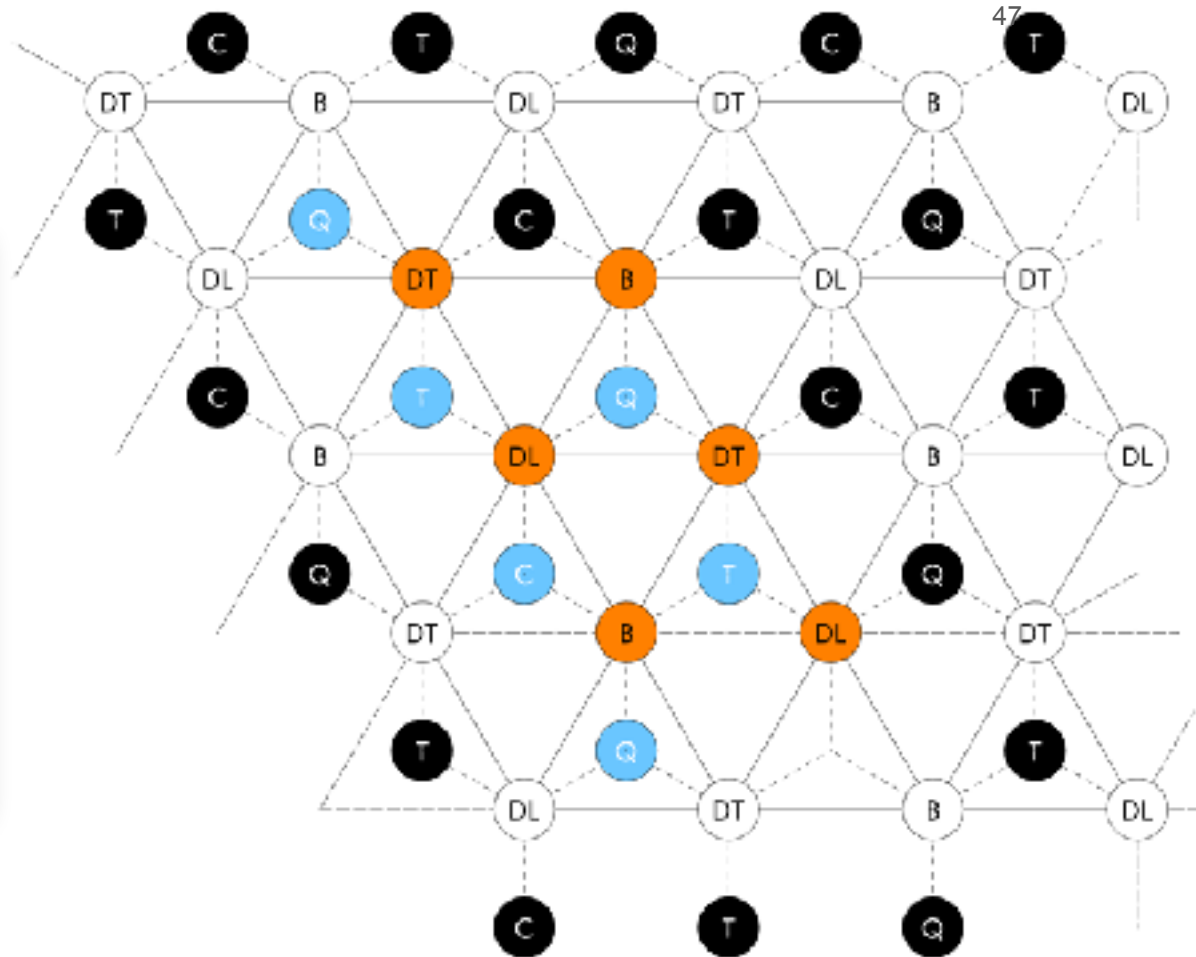
**610+ Studies
run, 34/month**

Through improved OpMechs and availability of tools across all 7 regions. An average of 5 per region.

Focusing on snapshots of isolated parts of the system will not lead to a solution because it will overlook the context and the relationship between the parts and how they influence each other.



A linear approach limits DesignOps ability to deliver systematic and systemic efficiencies across the organisation.



Bringing in efficiencies to solve the biggest pain leads to a spiralling of efficiencies and opportunities that touch all parts of the system and scale up DesignOps' impact.



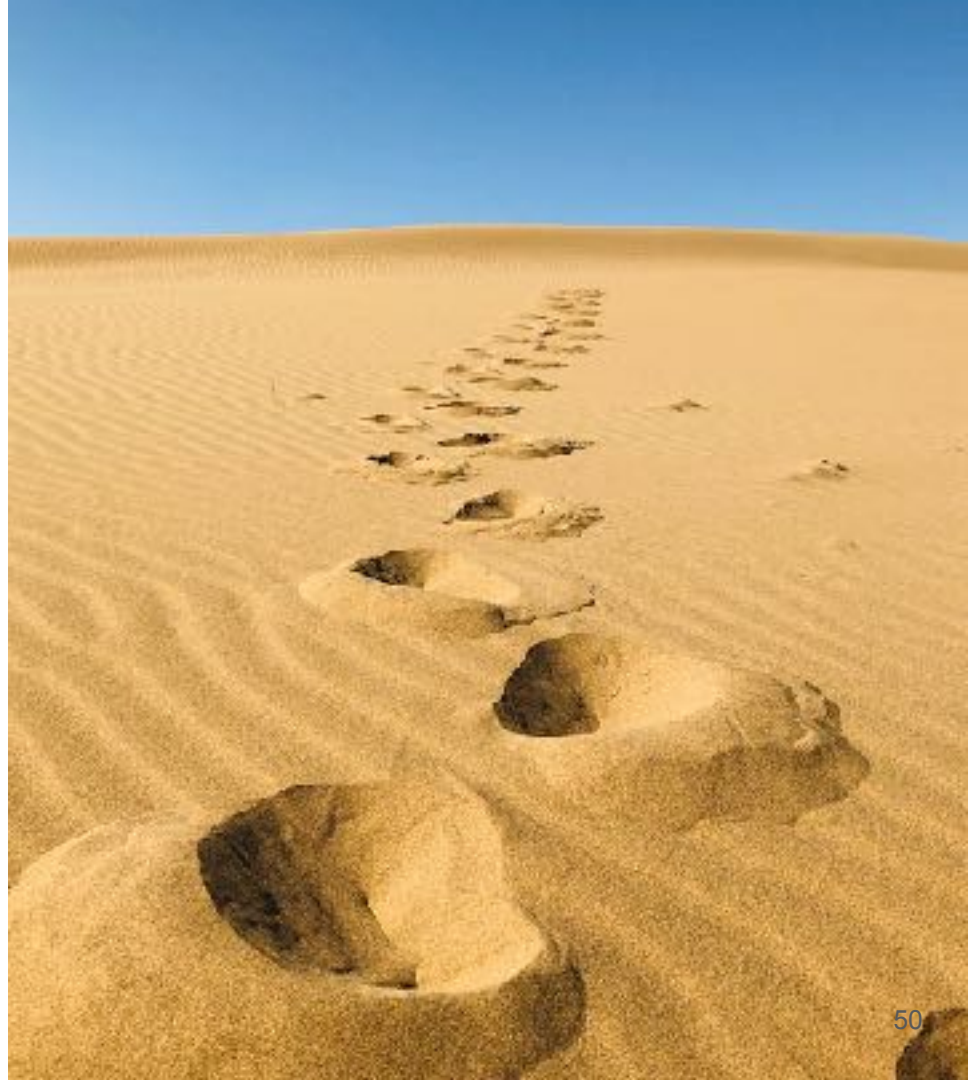


Final thoughts

Understanding what are the right KPIs for your teams and your organisation is a **systemic process**, *unique* to every teams and organisation.

KPIs depend on the deep **relationships** between the customers and the efficiencies that affect performances at all levels.

Hypothesis driven approaches create and shape the DesignOps' footprint and are key to define the action plan.



Questions?

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or email patrizia_bertini@intuit.com

