



The tale of two companies:
Building a successful UX practice
in a century-old enterprise

The CN Story

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User
Experience



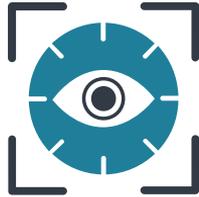
Business Process
Optimization



Phases of the IT Operating Model



Discover



Focus



Plan



Build



Deploy



Run

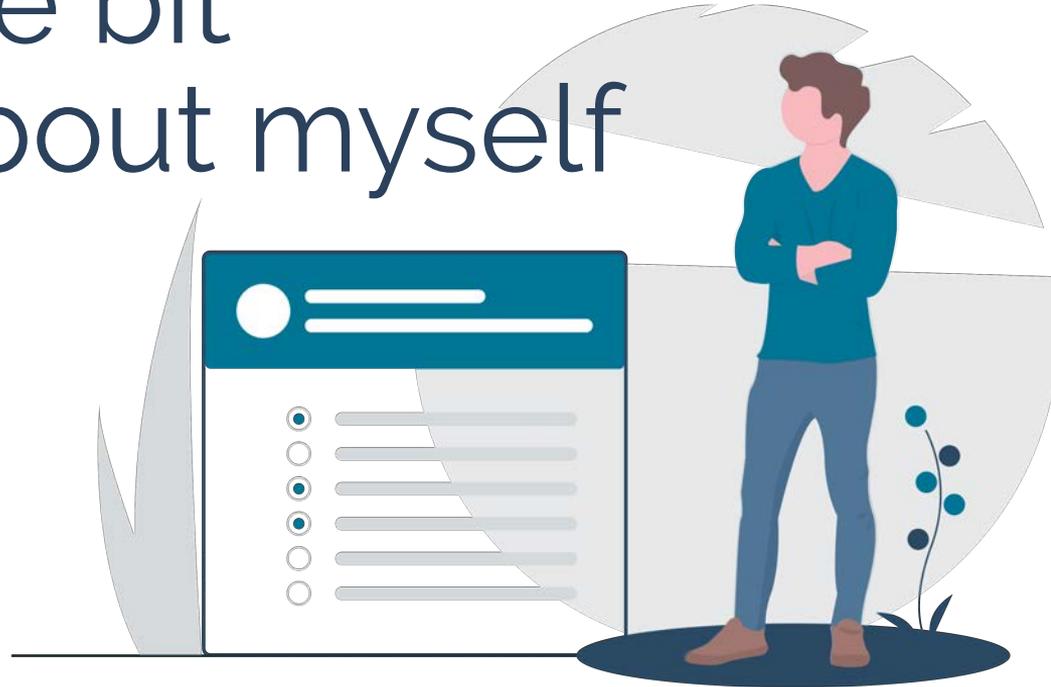
Beyond the Pixels



UX Team Journey



A little bit about myself



CN by the Numbers

100

Year old
in 2019

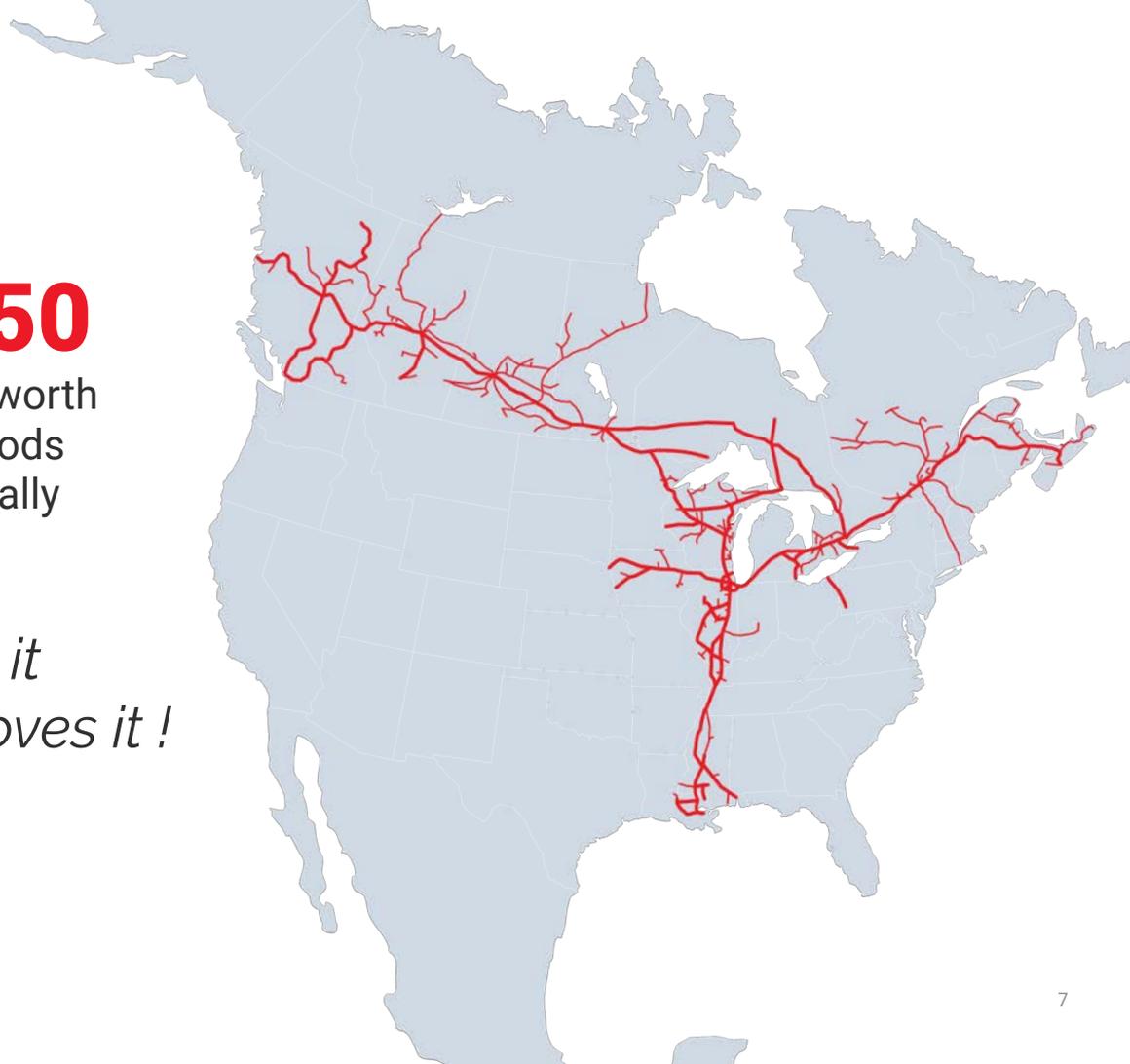
24

Thousand
railroaders

\$250

Billion worth
of goods
annually

*If you eat it, drive it, or use it
chances are CN moves it !*



The Starting Point

- First CN UX manager
- Dual Transformation context (CN and IT)
- From Waterfall to Agile



THEN

NOW

2 permanent designers,
consultants

13 permanent designers
& researchers

Reporting into Design

Reporting into CDO

Remote from the Business

Close to the Business

Highly pixel focused

End-to-end UX process

UX



It all started with a Vision

The Challenge

- CN, large old-school company
 - Eager to modernize and transform
- UX was invited at the table

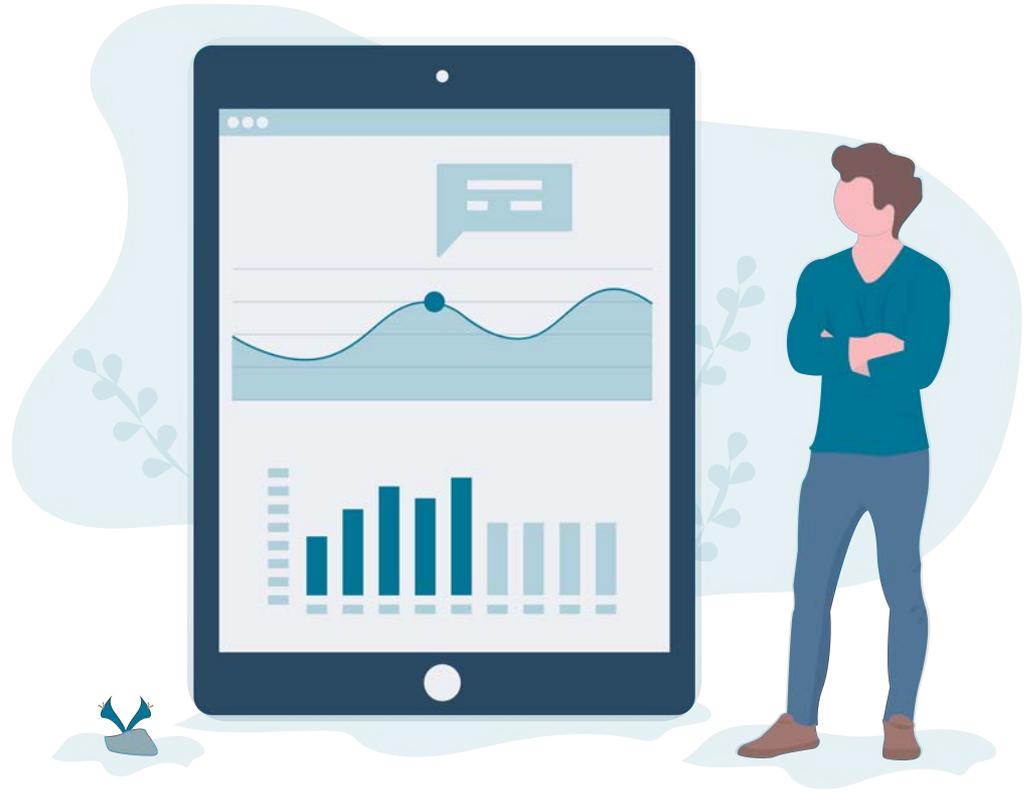




The UX practice
to have an impact
beyond the pixel

Selling the Vision

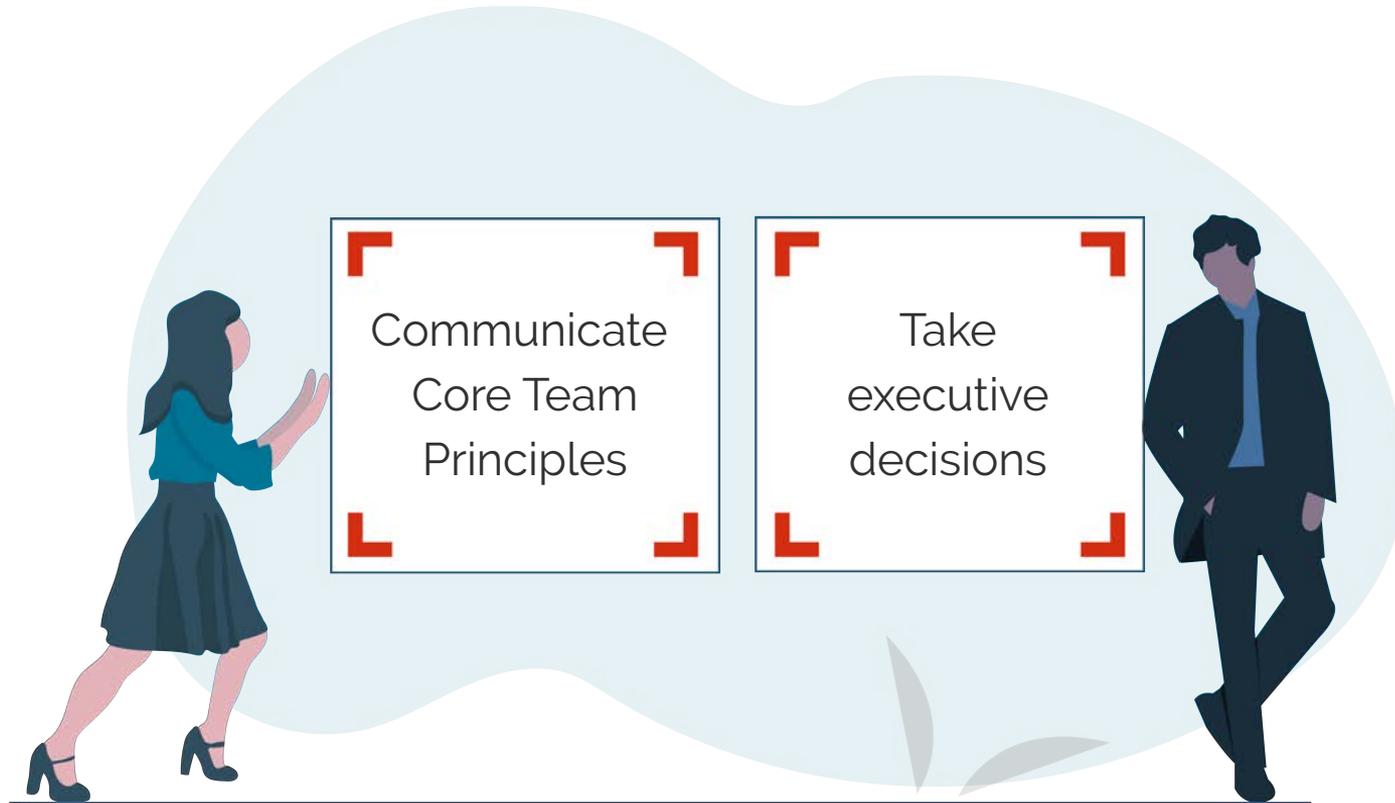
- To your team
- To the inner circle





Show, Don't Tell

Two Ways to Implement the Vision



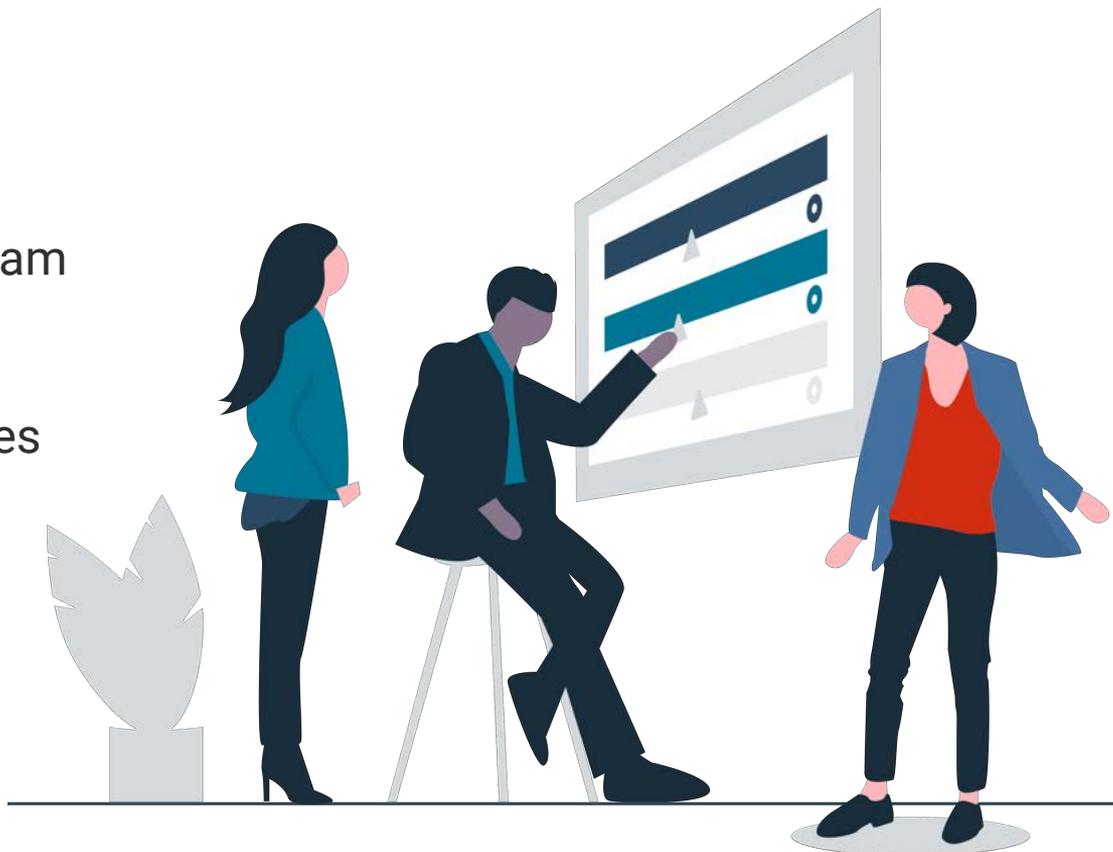
Core Team Principles

1. Be an expert but act as a collaborator
2. Be an ambassador to the UX practice
3. Compromise



Take executive decisions

- Let go of UI styling
- Plan transition to FE dev team
- Two main results
 - Focus on core activities
 - Asserted UX position in the value-chain



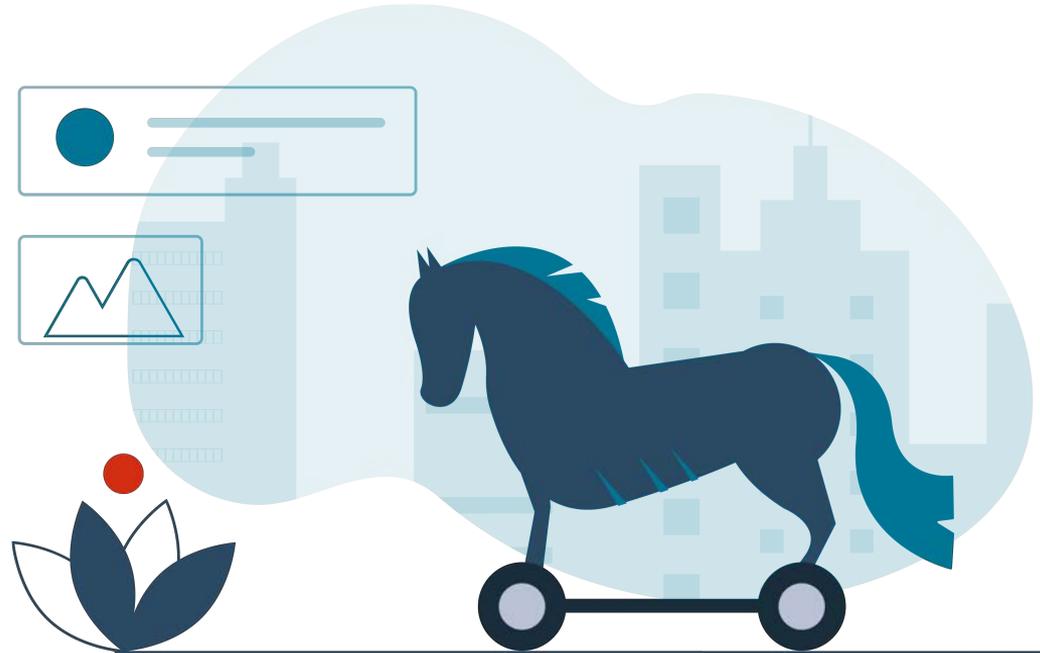
Manage Across and Up

- Enable team and get out of the way
- Build your network
- Be on the lookout for stretch opportunities
 - Stretch your reach
 - Stretch your depth



A Trojan horse into UXR

- From requirements to user stories
- Hacked our way through
- Structure, Clarity, Fresh Perspective
- Planted the seed for the future



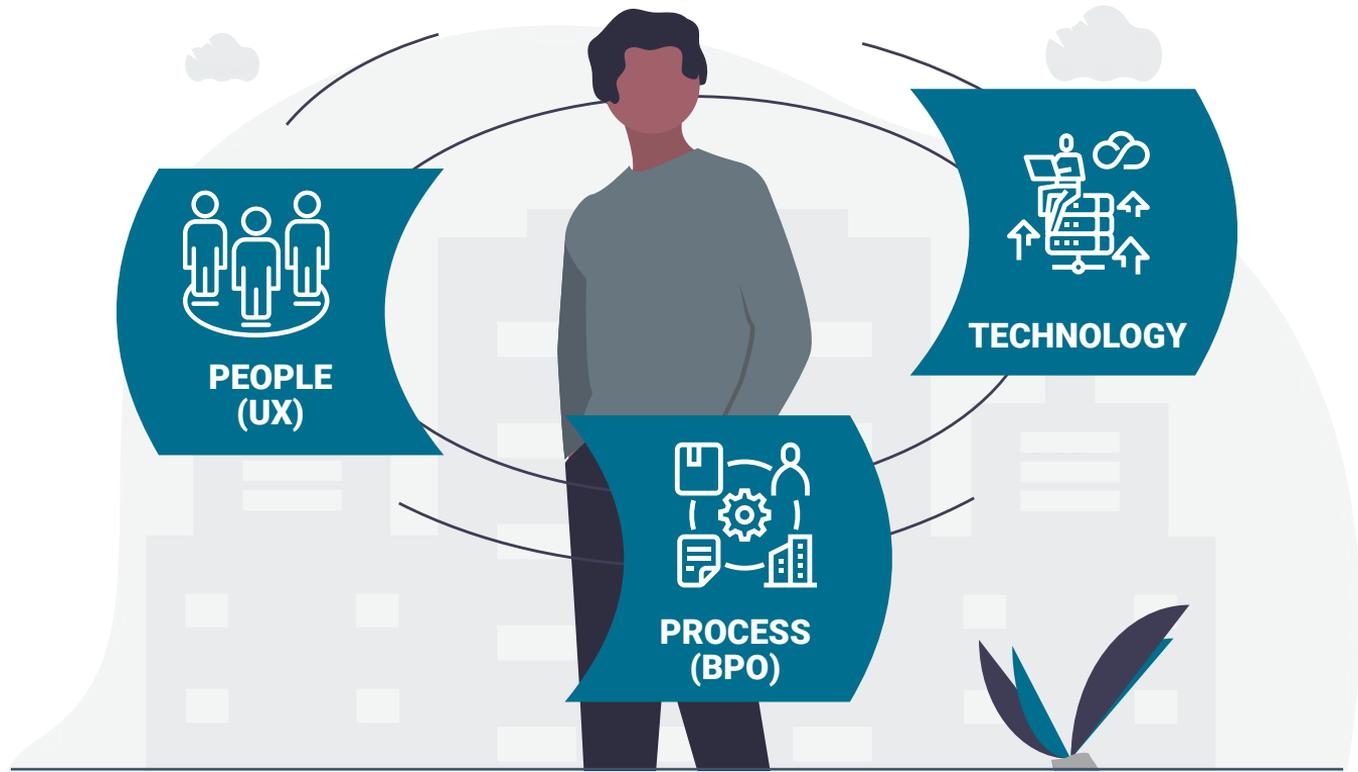
The Ripple Effect

- UX is more than designing screens
- UXR can contribute to shape initiatives
- UX moves under the CDO





A growth opportunity...
but what about the vision?



People-Process-Technology



Last words...

Thank you!

