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# **Design Management & Leadership MasterClass**

DESB43

5. března 2024, Matěj Káninský

# Co nás dnes čeká

1. Otázky k organizaci předmětu a ukončení (5 min)
2. Přednáška (55 min)
  - Stav UX 2024
  - Org design maturity prakticky
  - Design business case
3. Diskuze (30 min)

# Otázky k organizaci předmětu a ukončení

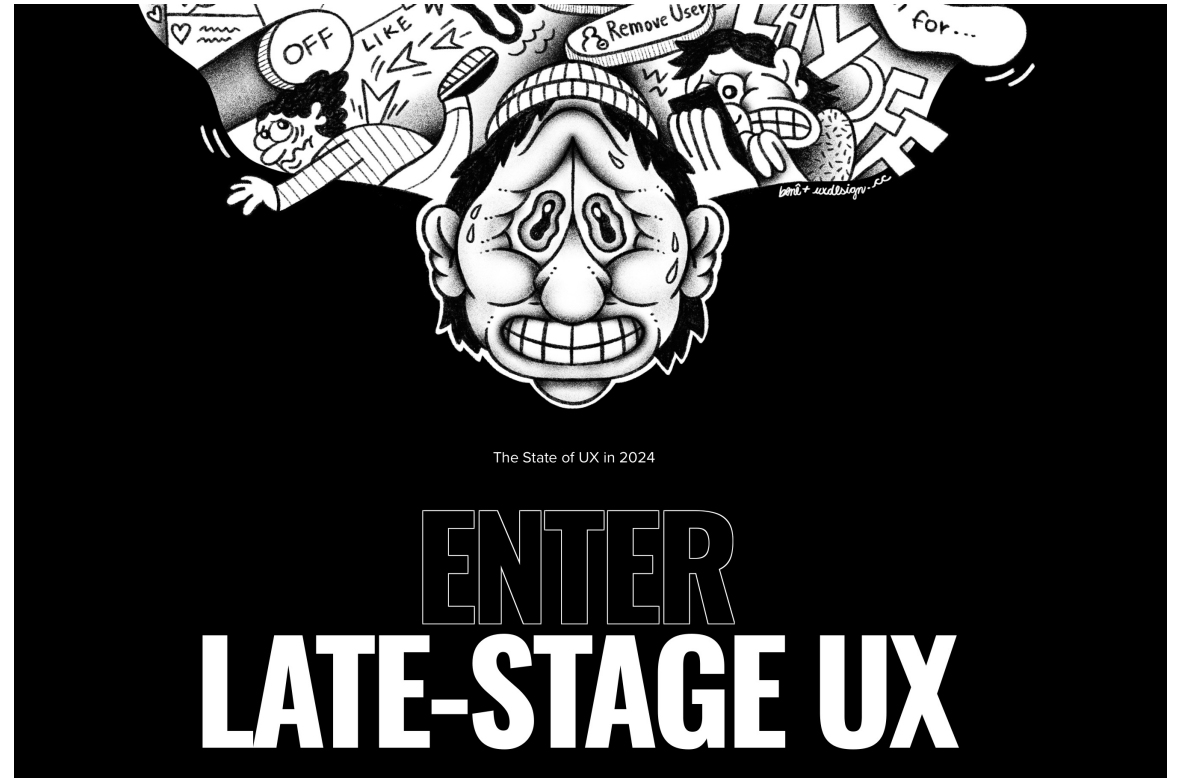
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# Stav UX 2024



# Stav UX 2024

”Much like late-stage capitalism, late-stage UX is characterized by its **market saturation**, **heavy focus on financial growth**, **commoditization**, **automation**, and **increased financialization**.”



Source: <https://trends.uxdesign.cc>

# Charakteristiky Late-stage UX

**01**

**AUTOMATION**

AI automates an increasing part of our jobs and reduces demand for designers in certain markets.

**02**

**SATURATION**

Supply of designers outstrips demand.  
Market is still uncertain.

**03**

**COMMODITIZATION**

Focus on scalability and standardization over differentiation and delight.

**04**

**FINANCIALIZATION**

Greater influence of financial health, shareholders interests, and business metrics in design decisions.

**05**

**DISINTEGRATION**

Lack of trust in digital products makes users either skeptical, complacent, or susceptible to exploitation.

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# Budoucnost design leadershipu

FASTCOMPANY

02-15-24

## The big design freak-out: A generation of design leaders grapple with their future

Did business really break up with design, or did it just break up with a generation of design leadership?

Jakob Nielsen on UX

## Fewer UX Firms and Teams, More UX Jobs

Sources:

<https://uxdesign.cc/are-shareholders-the-real-users-5f53339963ae>

<https://uxdesign.cc/ux-leadership-is-failing-and-what-we-can-do-about-it-03f570f89bcb>

<https://www.fastcompany.com/91027996/the-big-design-freak-out-a-generation-of-design-leaders-grapple-with-their-future>

<https://jakobnielsenphd.substack.com/p/ux-roundup-20240226#§fewer-ux-firms-and-teams-more-ux-jobs>

Member-only story

## UX leadership is failing (and what we can do about it)

Design spent years trying to get a seat at the leadership table. But in too many cases, the inability to drive real impact is resulting in resources being cut and influence diminished.



Mike Kuechenmeister · Follow

Published in UX Collective · 6 min read · Feb 22, 2024



776



8



Member-only story

## Are shareholders the real users?

Waves of layoffs in the tech sector are revealing the ultimate end user. And it might be you.



T. Robert Roeth · Follow

Published in UX Collective · 7 min read · Apr 3, 2023



555



5



Jeff Gothelf · 1st

Author, speaker, trainer and board advisor helping orgs...

2w · 🌐

The latest tech layoffs have disproportionately affected designers and researchers. That's a problem...

...because setting goals the right way in organizations explicitly demands a robust research and design practice.

# Co si z toho vzít?

## 1. Musím chápat, jak v dané firmě uspět

Kde je v org design maturity modelu a umět s danou fází pracovat.

## 2. Musím firmě přinášet hodnotu

Moje práce musí přispívat k cílům, být vidět a musím ji umět prodat.

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# Org design maturity prakticky

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**Jak jste se  
s tímto tématem  
už setkali?**



# Připomenutí - designová vyspělost

“UX maturity measures an organization’s desire and ability to successfully deliver user-centered design.”

<https://www.nngroup.com/articles/ux-maturity-model/>

“The Service Design Maturity Model is a five-stage model that shows the process of embedding service design into an organisation and structures the transformation towards a service design-led company.”

<https://koos servicedesign.com/blog/the-service-design-maturity-model-an-introduction/>

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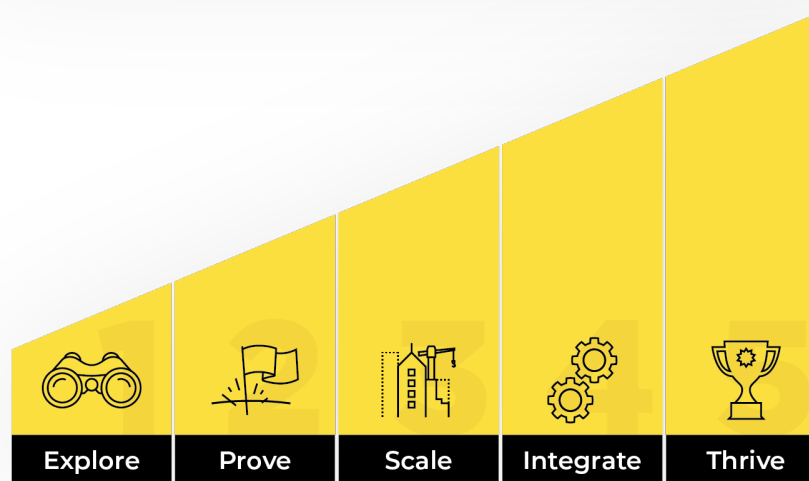
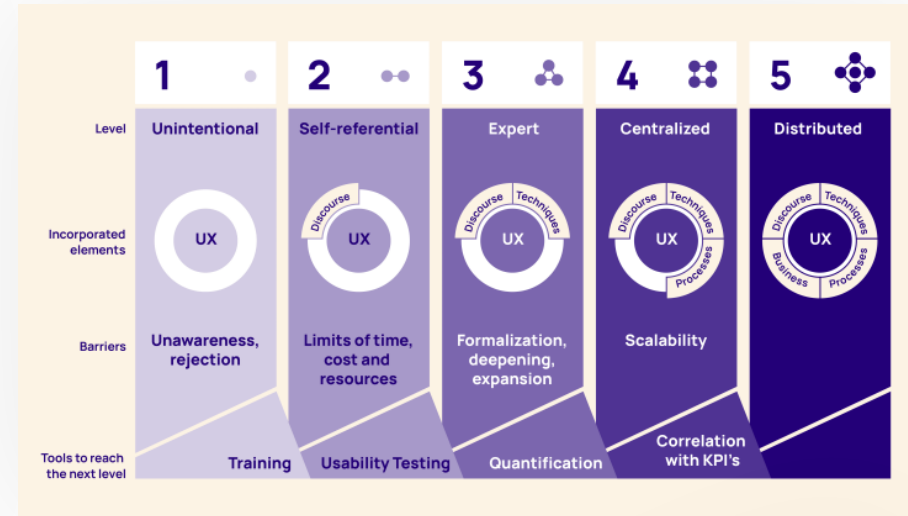
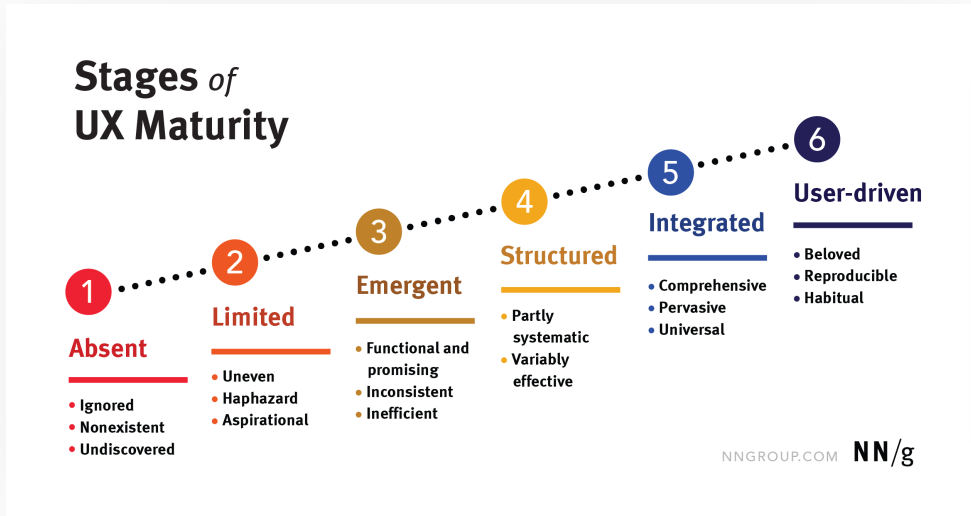
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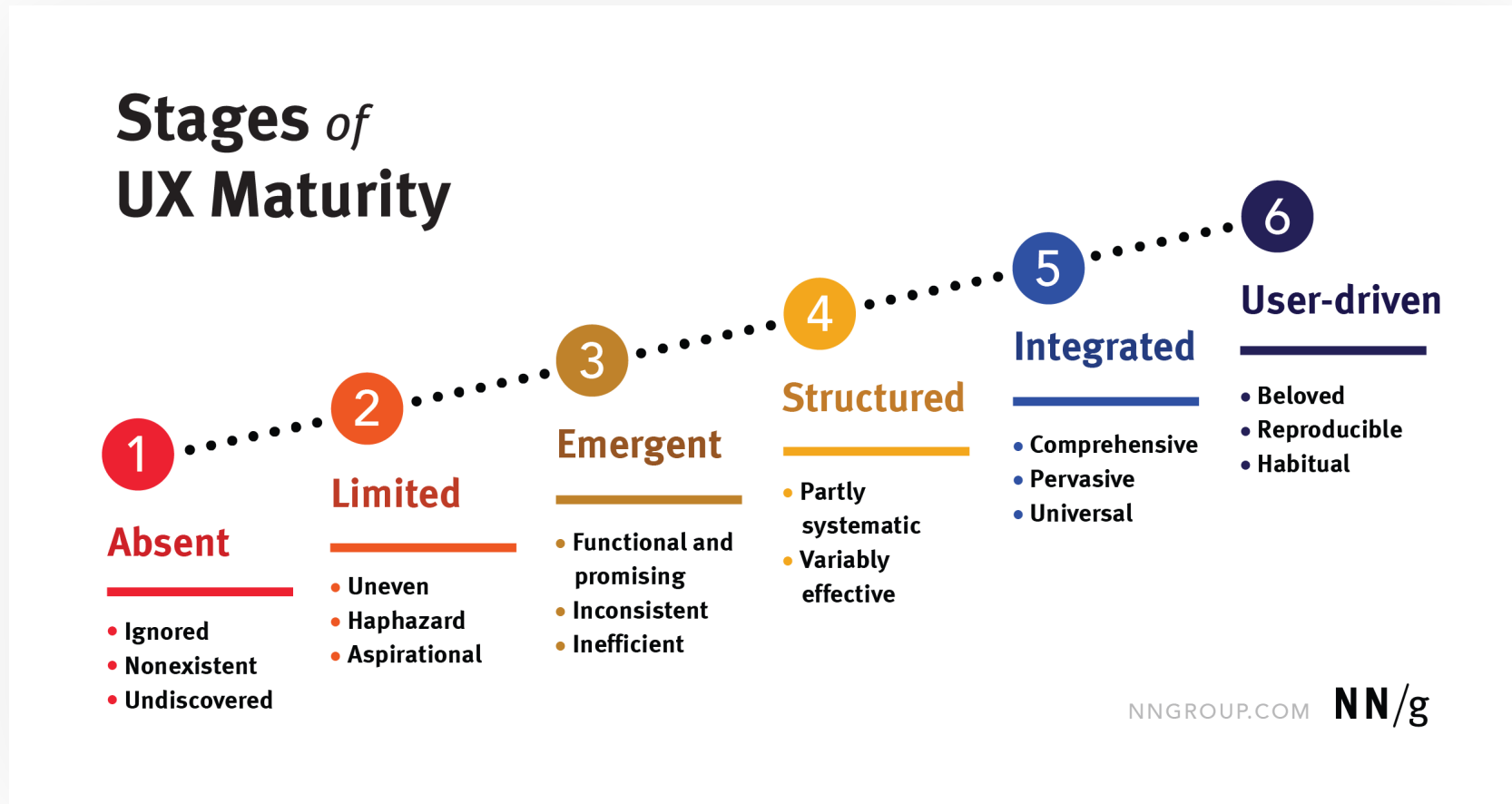


# K hodnocení vyspělosti je hodně přístupů



Sources:  
<https://dovetail.com/blog/uxr-maturity/>  
<https://www.nngroup.com/articles/ux-maturity-model/>  
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# Jeden z nejvíce používaných = NN/g



# Hodnocení vyspělosti nějaké kompetence

Klíčové proto, abyste ji mohli rozvíjet a zlepšovat se

1. Definujte kompetenci
2. Stanovte kritéria hodnocení  
“You can’t manage what you can’t measure.”
3. Nasbírejte data
4. Ohodnoťte podle kritérií
5. Identifikujte silné a slabé stránky nebo rozdíl mezi současným a cílovým stavem
6. Nastavte plán rozvoje
7. Kontrolujte progres

**Proč je dobré vědět, jak  
vyspělá moje organizace je?**

# Jakou informací mi dává design vyspělost

- Chci tam pracovat? Na jaký typ problémů se chci soustředit?
- Jaké metody mají větší pravděpodobnost přijetí?
- Jaké projekty mají větší pravděpodobnost podpory?
- Jak můžu organizaci pomoci s rozvojem této kompetence?



# Designová vyspělost organizace prakticky

## 1. Kde jsem (As Is)

- Dává mi návod, jak s organizací pracovat, jaké aktivity mají největší šanci na úspěch

## 2. Kde chci být (vize, To Be)

- Dává mi směr, popis cílového stavu - napojení na business cíle, vizi a misi společnosti

## 3. Kde mám největší mezery (Gap analýza)

- Rozpory mezi tím, kde jsem teď a kde chci být

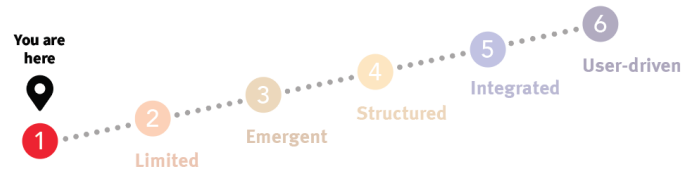
## 4. Jak mezery překonat (Strategie)

- Návrh konkrétních opatření a co je na jejich realizaci třeba (Design business case)

# 1. Kde jsem (As Is)

Většina popisů, co najdete online jsou příliš high-level.

## Stage 1: Absent



### Absent

- Ignored
- Nonexistent
- Undiscovered

### Strategy

**Vision:** UX is not included in missions  
**Planning & prioritization:** UX is not included in objectives or priorities  
**Budget:** no UX budget

### Culture

**Awareness:** problematic misunderstanding of UX  
**Appreciation & support:** no respect for UX and its value  
**Competency:** no UX mindset  
**Adaptability:** rigid processes

### Process

**Methods:** No design or research methods used  
**Collaboration:** UX not included, even at the end of the development cycle  
**Consistency:** UX activities are one-off and not reproducible

### Outcomes

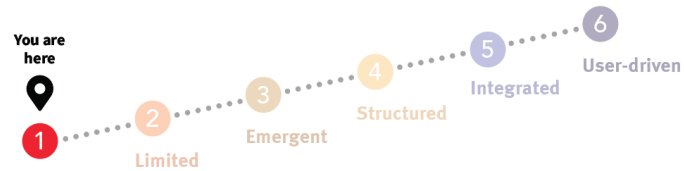
**Impact of the design:** Poor-quality design based on features, rather than usability  
**Measurement:** success metrics that are unrelated to UX

		People and Resources	Tools and Capabilities	Organisational structure	Metrics and Deliverables
	Explore	Individual service design enthusiasts are scattered across the organisation, in which no budget, time and facilities are dedicated to service design	Service design knowledge and expertise is self-retrieved (through books / articles / trainings), but scattered across the organisation.	Traditional siloed structure, with no assigned responsibilities on service design or customer experience.	Customer-centric metrics and deliverables are non-existent.
	Prove	First project team is formed by enthusiasts and / or design agency. There is missing budget and management buy-in for service design initiatives.	Existing (adjacent) capabilities are brought together from different people. Organisations tend to buy capabilities through hiring a design agency.	The first multidisciplinary team is being formed and the first service design initiatives are taking place regardless of structure	Deliverables of first project being created, like a customer journey map. First measurable results are often lacking.
	Scale	More people get involved and incidental budgets are created for service design projects. Rooms and facilities are getting hijacked for service design.	Capabilities are spreading outside of the initial team. First employees start to specialise and CX / SD departments are being formed.	Interference with the existing way of working is felt. Silos starts to suffer under the demands of multidisciplinary teams.	Project results are becoming increasingly apparent. First customer-centric KPIs are set specifically for the CX department.
	Integrate	The majority of people is engaged with service design. Dedicated service design budgets are now in place.	Unified capabilities, methodology and language around service design, as capabilities are being decentralised within each team.	The siloed structure is broken down and design-led foundation is being laid. New roles emerge and being assigned in each team.	C-suite is committed to CX and SD and may even assign a Chief Design Officer. Customer-centric KPIs go company wide.
	Thrive	The entire organisation is involved in service design. Everyone is aware that all decisions may impact customer experience.	Strict methodology is let loose and experimentation is stimulated, as the design mindset is ingrained in the company culture.	Organisational structure allows for close co-creation of service experiences in multidisciplinary teams.	Each initiative is tied to customer-centric metrics and deliverables. Customer centricity has become an important KPI for the entire C-suite.

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More people get involved and incidental budgets are created for service design projects. Rooms and facilities are getting hijacked for service design.

# 1. Kde jsem (As Is)

Užitečnější zpracování.

	Laggard	Early	Progressing	Mature
<b>Exec Attitude</b>	Unconvinced	Cautious	Enabling	Expecting
<b>Scope</b> What does research cover? What are the methods being used? How far does research reach?	Limited to user feedback Market research	Ad-hoc Late-stage testing existing products w/ clients User/advisory groups Log analysis Limited to one business or product	Discovery research w/ client base Consistent, iterative usability testing Monitored Beta & Pilot programs Comprehensive analytics and data collection Participatory design w/ clients, users, etc	Discovery research w/ clients, non-clients Consistent evaluation of current products Explores new markets, audiences Spans across organization Not limited to functionality
<b>Purpose</b> Why is the organization investing in design research?	Find what customers don't like	Usability test to predict the future (CYA)	Confirm current product decisions are sound Establish shared understanding of customers and markets by product team	Prioritize where to focus new innovations Inform customer/market segmentation Learn where to adjust product strategy Identify unmet needs
<b>Staffing</b> Who makes up the research team in the organization?	No dedicated research team Product management or marketing interacts with clients May hire perception/ market research firm	Designers lead guerrilla usability tests May outsource research to agency	Dedicated research person or team within organization Product management and design support the research team	Management level position to lead alongside product, marketing, commercial etc Resources available for non-research teams to conduct research, report findings
<b>Audience</b> Who uses the findings?	Individual product team	Product management Marketing	Product management Marketing Design Engineering	C-suite (CEO, CMO, etc) Commercial leaders Corporate Strategy External partners
<b>Governance</b> What are the policies to how research will be conducted and consistently?	None	Little pre-research planning Reports are emailed to stakeholders Little awareness of best practices	Research processes are managed, consistent Follow best-practices Findings are available for wider teams	Decisions are made consulting existing design research or create need for more research Strategy, tactics, findings are consistently applied across projects, orgs, businesses



# 1. Kde jsem (As Is)

Actionable zpracování.

Stanovte si, jaká kritéria jsou pro vás důležitá.

Bud'te konkrétní – jak přesně by se daný level vyspělosti projevoval v kontextu vaší organizace?

Customer Experience Maturity Matrix France		Green is the current level beginning 2019					Red is the target level for end of 2019											
January 2019		FEW CX ACTIVITIES		AWARENESS		CX IN THE HEAD: UNDERSTANDING		CX IN THE HEART: BUY IN & COMMITTED		CX IN DNA: ADVOCACY & OWNERSHIP		TOTALS			TOTALS			
CUSTOMER NEEDS/ELEMENTS	Owner's status	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	Start 2018	Target 2018	Start 2019	Target 2019	Start 2019	Target 2019	Start 2019	Target 2019	Start 2019	Target 2019	Start 2019	Target 2019
<b>CX General</b> The Customer Experience & Brand Strategy "Customer" vs "Stakeholder" Role of CX in the overall business strategy CX as a differentiator CX as a business strategy CX as a business strategy CX as a business strategy CX as a business strategy																		
<b>Core Effort</b> CX Strategy CX as a business strategy CX as a business strategy CX as a business strategy CX as a business strategy																		
<b>Brand</b> Brand Strategy Brand as a business strategy Brand as a business strategy Brand as a business strategy Brand as a business strategy																		
<b>Human Approach</b> CX as a business strategy CX as a business strategy CX as a business strategy CX as a business strategy																		
<b>Team Way</b> CX as a business strategy CX as a business strategy CX as a business strategy CX as a business strategy																		
<b>Consistent Brand Experience</b> CX as a business strategy CX as a business strategy CX as a business strategy CX as a business strategy																		
<b>Processes</b> CX as a business strategy CX as a business strategy CX as a business strategy CX as a business strategy																		
<b>Quality in every Service Touchpoint</b> CX as a business strategy CX as a business strategy CX as a business strategy CX as a business strategy																		
<b>Scalability Performance</b> CX as a business strategy CX as a business strategy CX as a business strategy CX as a business strategy																		

# 1. Kde jsem (As Is)

## Sběr dat a hodnocení

### Nejčastější metody

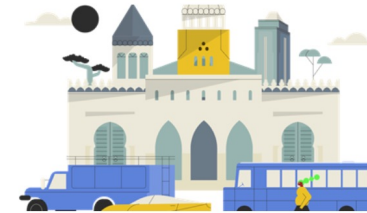
- Rozhovory
- Dotazník
- Pozorování



POZNAVÁNÍ

#### 13/ Stínování

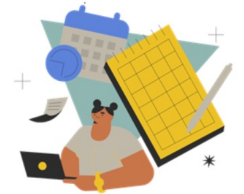
Doprovázejte uživatele v běžných situacích.



POZNAVÁNÍ

#### 14/ Etnograf v terénu

Poznejte komunitu zevnitř.



POZNAVÁNÍ

#### 18/ Dotazník

Sesbírejte efektivně velké množství dat.



POZNAVÁNÍ

#### 7/ Hlubkový rozhovor

Zeptejte se na to, čemu chcete porozumět.



POZNAVÁNÍ

#### 8/ Kontextový rozhovor

Ptejte se uživatelů přímo na místě.



POZNAVÁNÍ

#### 9/ Expertní rozhovor

Obrat'te se s otázkami na odborníka.

# 1. Kde jsem (As Is)



Zhodnoťte, na jakém levelu se v rámci dané oblasti nacházíte.

V obrázku zeleně.

Customer Experience Maturity Matrix France		Green is the current level beginning 2019				Red is the target level for end of 2019				TOTALS			TOTALS		
January 2019		LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 5	LEVEL 5	LEVEL 5	Start 2018	Target 2018	MoY Status	Start 2019	Target 2019	MoY
CX General	Customer Experience & Brand Strategy	Green	Green	Green	Green	Green	Green	Green	Green	2	2	2	2	2	2
	Customer Service & Marketing	Green	Green	Green	Green	Green	Green	Green	Green	3	4	3.5	4	4	4
	Customer Feedback & Improvement	Green	Green	Green	Green	Green	Green	Green	Green	3	4	4	4	4	4
User Effort	Discoverability	Green	Green	Green	Green	Green	Green	Green	Green	3	3.6	3.5	3.6	3.8	3.8
	Effort to Complete Key Tasks	Green	Green	Green	Green	Green	Green	Green	Green	2	2.5	2.5	2.5	2.5	2.5
	Effort to Resolve Issues	Green	Green	Green	Green	Green	Green	Green	Green	2	3	3	2	3	2
Speed	Time to Market	Green	Green	Green	Green	Green	Green	Green	Green	2.5	2.875	2.875	3	3	3
	Response & Issue Resolution	Green	Green	Green	Green	Green	Green	Green	Green	4	4	4.5	4	4	4
	Resolution Time	Green	Green	Green	Green	Green	Green	Green	Green	3	3	3	3	3	3
Human Approach	Service Team Interactions	Green	Green	Green	Green	Green	Green	Green	Green	2	4	4	4	4	4
	Service Team Interactions - Field	Green	Green	Green	Green	Green	Green	Green	Green	2	3	3	2	3	2
	Service Team Interactions - Call	Green	Green	Green	Green	Green	Green	Green	Green	2	3	3	3	3	3
Your Way	Service Channels & Options	Green	Green	Green	Green	Green	Green	Green	Green	2.67	3.33	3.17	2.67	3.67	3.67
	Service Channels - Digital	Green	Green	Green	Green	Green	Green	Green	Green	2	3	2	3	4	4
	Service Channels - In-Person	Green	Green	Green	Green	Green	Green	Green	Green	1	3	3	2	3	3
Consistent Brand Experience	Brand Communication & Touchpoints	Green	Green	Green	Green	Green	Green	Green	Green	2	2	2	2	3	4
	Brand Communication - Digital	Green	Green	Green	Green	Green	Green	Green	Green	4	4	4	4	4	4
	Brand Communication - In-Person	Green	Green	Green	Green	Green	Green	Green	Green	4	4	4	4	4	4
Proactive	Proactive - Planned Maintenance	Green	Green	Green	Green	Green	Green	Green	Green	3.00	3.00	3.00	3.33	4.00	4.00
	Proactive - Proactive	Green	Green	Green	Green	Green	Green	Green	Green	2	2	2.5	2	2	2
	Proactive - Support & Behavior	Green	Green	Green	Green	Green	Green	Green	Green	4	4	4	4	4	4
Quality in every Service Touchpoint	Customer Service	Green	Green	Green	Green	Green	Green	Green	Green	2.67	3.00	2.83	3.00	3.00	3.00
	Customer Service - Digital	Green	Green	Green	Green	Green	Green	Green	Green	2	3	3	2	3	3
	Customer Service - In-Person	Green	Green	Green	Green	Green	Green	Green	Green	4	4.5	4	4	4.5	4.5
Sustainability Performance	Service Excellence & Innovation	Green	Green	Green	Green	Green	Green	Green	Green	3.00	3.83	3.53	2.87	3.50	3.50
	Service Excellence - Digital	Green	Green	Green	Green	Green	Green	Green	Green	2	3	3	2	3	3
	Service Excellence - In-Person	Green	Green	Green	Green	Green	Green	Green	Green	2	3	3	2	3	3
CXM Customer Experience Sustainable way of working	Customer Experience Strategy	Green	Green	Green	Green	Green	Green	Green	Green	2	3	2.5	2	3	3
	Customer Experience - Digital	Green	Green	Green	Green	Green	Green	Green	Green	2	3	3	2	3	3
	Customer Experience - In-Person	Green	Green	Green	Green	Green	Green	Green	Green	2	3	3	2	3	3

## 2. Kde chci být (To Be)

- Jaká je vize společnosti?
- Jakou roli hraje / může hrát Experience design v jejím naplnění?
- Jaký level je pro naplnění této vize **optimální**?
- Jaké si nastavit průběžné cíle?
- Vyznačte si, kam se chcete dostat.



# 2. Kde chci být (To Be)



Na jakém levelu se v rámci dané oblasti chcete nacházet?

Co to společnosti přinese? (business case)

V obrázku žlutě.

Customer Experience Maturity Matrix France		Green is the current level beginning 2019				Red is the target level for end of 2019				TOTALS			TOTALS		
January 2019		LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 5	LEVEL 5	LEVEL 5	Start 2018	Target 2018	MidY 2018	Start 2019	Target 2019	MidY 2019
Customer Needs	Customer Needs	...	...	...	...	...	...	...	...	2	2	2	2	2	2
	Customer Needs	...	...	...	...	...	...	...	...	3	4	3.5	4	4	4
	Customer Needs	...	...	...	...	...	...	...	...	3	4	4	4	4	4
User Effort	User Effort	...	...	...	...	...	...	...	...	3	3.6	3.5	3.6	3.8	3.8
	User Effort	...	...	...	...	...	...	...	...	2	2.5	2.5	4	5	5
	User Effort	...	...	...	...	...	...	...	...	2	3	3	2	3	3
Speed	Speed	...	...	...	...	...	...	...	...	2.5	2.875	2.875	3	4	4
	Speed	...	...	...	...	...	...	...	...	4	4	4.5	4	5	5
	Speed	...	...	...	...	...	...	...	...	3	3	3	3	3	3
Human Approach	Human Approach	...	...	...	...	...	...	...	...	2	4	4	4	5	5
	Human Approach	...	...	...	...	...	...	...	...	4	4	3.5	4	4	4
	Human Approach	...	...	...	...	...	...	...	...	2	3	3	2	3	3
Your Way	Your Way	...	...	...	...	...	...	...	...	2	3	3	3	4	4
	Your Way	...	...	...	...	...	...	...	...	2.67	3.33	3.17	2.67	3.67	3.67
	Your Way	...	...	...	...	...	...	...	...	2	3	2	3	4	4
Consistent Brand Experience	Consistent Brand Experience	...	...	...	...	...	...	...	...	2	2	2	3	4	4
	Consistent Brand Experience	...	...	...	...	...	...	...	...	4	4	4	4	5	5
	Consistent Brand Experience	...	...	...	...	...	...	...	...	3	3	3	4	4	4
Proactive	Proactive	...	...	...	...	...	...	...	...	3.00	3.00	3.00	3.33	4.00	4.00
	Proactive	...	...	...	...	...	...	...	...	2	2	2.5	2	2	2
	Proactive	...	...	...	...	...	...	...	...	4	4	4	4	4	4
Quality in every Service Touchpoint	Quality in every Service Touchpoint	...	...	...	...	...	...	...	...	2	3	3	2	3	3
	Quality in every Service Touchpoint	...	...	...	...	...	...	...	...	4	4.5	4	4	4.5	4.5
	Quality in every Service Touchpoint	...	...	...	...	...	...	...	...	3	4	3	2	3	3
Sustainability Performance	Sustainability Performance	...	...	...	...	...	...	...	...	3.00	3.83	3.51	2.87	3.50	3.50
	Sustainability Performance	...	...	...	...	...	...	...	...	2	3	3	2	3	3
	Sustainability Performance	...	...	...	...	...	...	...	...	2	3	3	2	3	3

# 2. Kde chci být (To Be)

Všimněte si, že ne všechny řádky mají cíl pro zlepšení.

Proč?

Customer Experience Maturity Matrix France		Green is the current level beginning 2019				Red is the target level for end of 2019				TOTALS			TOTALS				
January 2019		LEVEL 1		LEVEL 2		LEVEL 3		LEVEL 4		LEVEL 5		Start 2018	Target 2018	MidY 2018 Status	Start 2019	Target 2019	MidY 2019
OK General	Customer Experience & Brand	...	...	...	...	...	...	...	...	...	...	2	2	2	2	2	2
	Customer Service	...	...	...	...	...	...	...	...	...	...	3	4	4	4	4	4
	Customer Feedback	...	...	...	...	...	...	...	...	...	...	3	4	4	4	4	4
User Effort	Discoverability	...	...	...	...	...	...	...	...	...	...	3	3,6	3,5	3,6	3,8	3,8
	Customer Service	...	...	...	...	...	...	...	...	...	...	2	3	3	2	3	2
	Self-Service	...	...	...	...	...	...	...	...	...	...	4	4	4	4	4	4
Speed	First Time Right	...	...	...	...	...	...	...	...	...	...	2,5	2,875	2,875	3	4	4
	Resolution & First resolution of contact	...	...	...	...	...	...	...	...	...	...	4	4	4,5	4	5	5
	Resolution Time	...	...	...	...	...	...	...	...	...	...	3	3	3	3	3	3
Human Approach	Service Taking Information	...	...	...	...	...	...	...	...	...	...	3,25	3,75	3,75	3,75	4,25	4,25
	Service Taking Information - Field	...	...	...	...	...	...	...	...	...	...	4	4	3,5	3	4	4
	Service Taking Information - Call	...	...	...	...	...	...	...	...	...	...	2	3	3	2	3	3
Your Way	Service Channels	...	...	...	...	...	...	...	...	...	...	2,67	3,33	3,17	2,67	3,67	3,67
	Service Channels - Digital	...	...	...	...	...	...	...	...	...	...	2	3	2	3	4	4
	Service Channels - Physical	...	...	...	...	...	...	...	...	...	...	1	3	3	2	3	3
Consistent Brand Experience	Brand Communication	...	...	...	...	...	...	...	...	...	...	1,67	2,67	2,67	2,33	3,33	3,33
	Brand Communication - Digital	...	...	...	...	...	...	...	...	...	...	2	2	2	3	4	4
	Brand Communication - Physical	...	...	...	...	...	...	...	...	...	...	4	4	4	4	4	4
Proactive	Proactive - Planned Maintenance	...	...	...	...	...	...	...	...	...	...	3,00	3,00	3,00	3,33	4,00	4,00
	Proactive - Proactive	...	...	...	...	...	...	...	...	...	...	2	2	2,5	2	2	2
	Proactive - Reactive	...	...	...	...	...	...	...	...	...	...	4	4	4	4	4	4
Quality in every Service Touchpoint	Customer Service	...	...	...	...	...	...	...	...	...	...	2	3	3	2	3	3
	Customer Service - Digital	...	...	...	...	...	...	...	...	...	...	4	4,5	4	4	4,5	4,5
	Customer Service - Physical	...	...	...	...	...	...	...	...	...	...	3	4	3	2	3	3
Sustainability Performance	Service Experience	...	...	...	...	...	...	...	...	...	...	3,00	3,83	3,53	2,87	3,50	3,50
	Service Experience - Digital	...	...	...	...	...	...	...	...	...	...	2	3	3	2	3	3
	Service Experience - Physical	...	...	...	...	...	...	...	...	...	...	2	3	3	2	3	3



# 3. Kde mám největší mezery (Gap analýza)

Co to ve skutečnosti znamená dostat se z Level 2 do Levelu 3?

Jaký je rozdíl mezi cílovým stavem a současností?

Customer Experience Maturity Matrix France		Green is the current level beginning 2018	Yellow is the target level for end of 2018	TOTALS	TOTALS							
January 2019		FEW CX ACTIVITIES	AWARENESS	CX in the HEAD: UNDERSTANDING	CX in the HEART: BUY IN & COMMITTED	CX in DNA: ADVOCACY & OWNERSHIP	Start 2018	Target 2018	MidY Status	Start 2019	Target 2019	MidY 2019
CX General	Customer Experience & Brand Change	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	2	2	2	2	2	2
	Customer Service & Support	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	3	4	4	4	4	4
	Customer Feedback	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	3	4	3.5	4	4	4
Low Effort	Availability	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	3	3.5	3.5	3.5	3.5	3.5
	Customer Service Self-Service	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	2	2.5	2.5	4	4	3
	Service Service	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	2	3	3	2	3	2
Speed	First Time Right	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	4	4	4	4	4	5
	Resolution Time & Cost of Customer Support	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	2	2	2	2	2	2
	Resolution Time	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	2.5	2.875	2.875	3	4	3
Human Approach	Customer Service & Support	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	4	4	4.5	4	5	4
	Customer Service Self-Service	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	3	3	3	3	3	3
	Customer Service Self-Service	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	2	4	4	4	5	4
Your Way	Customer Service & Support	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	2	3	3	3	4	3
	Customer Service Self-Service	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	2.67	3.33	3.17	2.67	3.67	3.67
	Customer Service Self-Service	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	2	3	3	2	3	3
Consistent Brand Experience	Customer Service & Support	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	2	2	2	2	3	4
	Customer Service Self-Service	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	4	4	4	4	4	4
	Customer Service Self-Service	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	3	3	3	4	4	4
Available	Customer Service & Support	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	3.00	3.00	3.00	3.33	4.00	4.00
	Customer Service Self-Service	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	2	2	2.5	2	2	2
	Customer Service Self-Service	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	2	3	2	3	3	3
Quality in every Service Touchpoint	Customer Service & Support	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	2.67	3.00	2.83	3.00	3.00	3.00
	Customer Service Self-Service	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	2	3	3	2	3	3
	Customer Service Self-Service	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	4	4.5	4	4	4.5	4.5
Sustainability	Customer Service & Support	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	3	4	3	2	3	3
	Customer Service Self-Service	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	3.00	3.83	3.53	2.87	3.50	3.50
	Customer Service Self-Service	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	2	3	3	2	3	3
							2.00	3.00	2.83	2.00	3.00	3.00



# 4. Jak mezery překonat?

Design business case

# Design business case

Pro zvyšování vspělosti i pro další strategická témata

## 04

### FINANCIALIZATION

Greater influence of financial health, shareholders interests, and business metrics in design decisions.

**WHAT IF I TOLD YOU**

**A GOOD USER EXPERIENCE CAN  
ACTUALLY MAKE YOU MORE MONEY**

<https://formester.com/blog/7-types-of-website-usability-survey-questions-to-ask-in-2023/>

# Jak většinou vypadá prezentace strategické designové potřeby (např. Design system)

## 1. Co je design system (v detailu)

- Ukázky komponent ve Figmě, ukázky dokumentace, atd.

## 2. Jak nám to designerům pomáhá

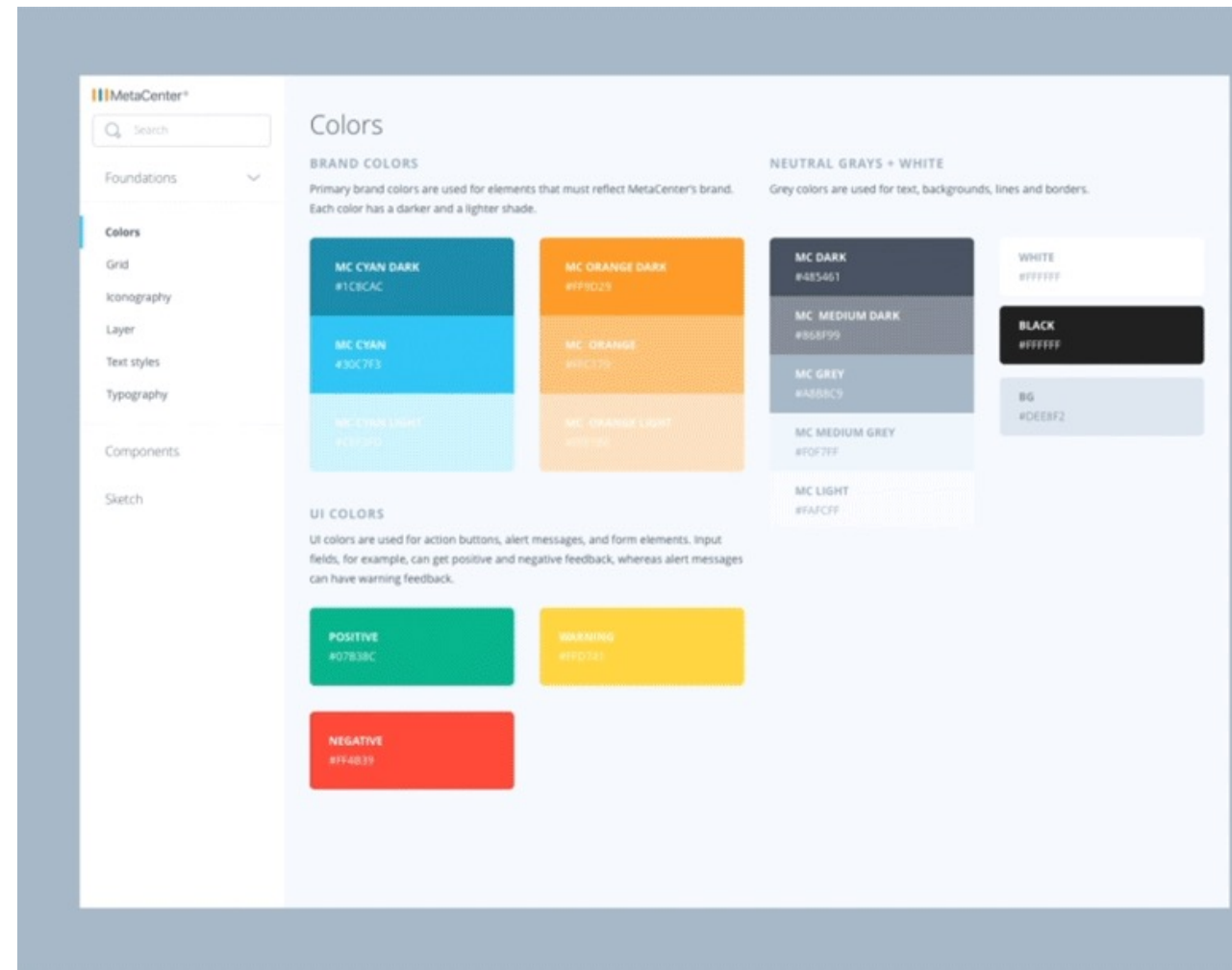
- Ukázky jak se rychle poskládá interface, atd.

## 3. Benefit (Optional) – že nám to šetří čas a jsme efektivnější

- 2x rychleji dáme dohromady UI

## 4. Co potřebujeme

- X milionů budget a ideálně dedikovaný tým o alespoň pěti lidech





# Jak většinou vypadá prezentace struktury designové potřeby (např. Design system)

Co na to říkáte?

## 1. Co je design system (v detailu)

- Ukázky komponent ve Figmě, ukázky dokumentace, atd.

## 2. Jak nám to designerům pomáhá

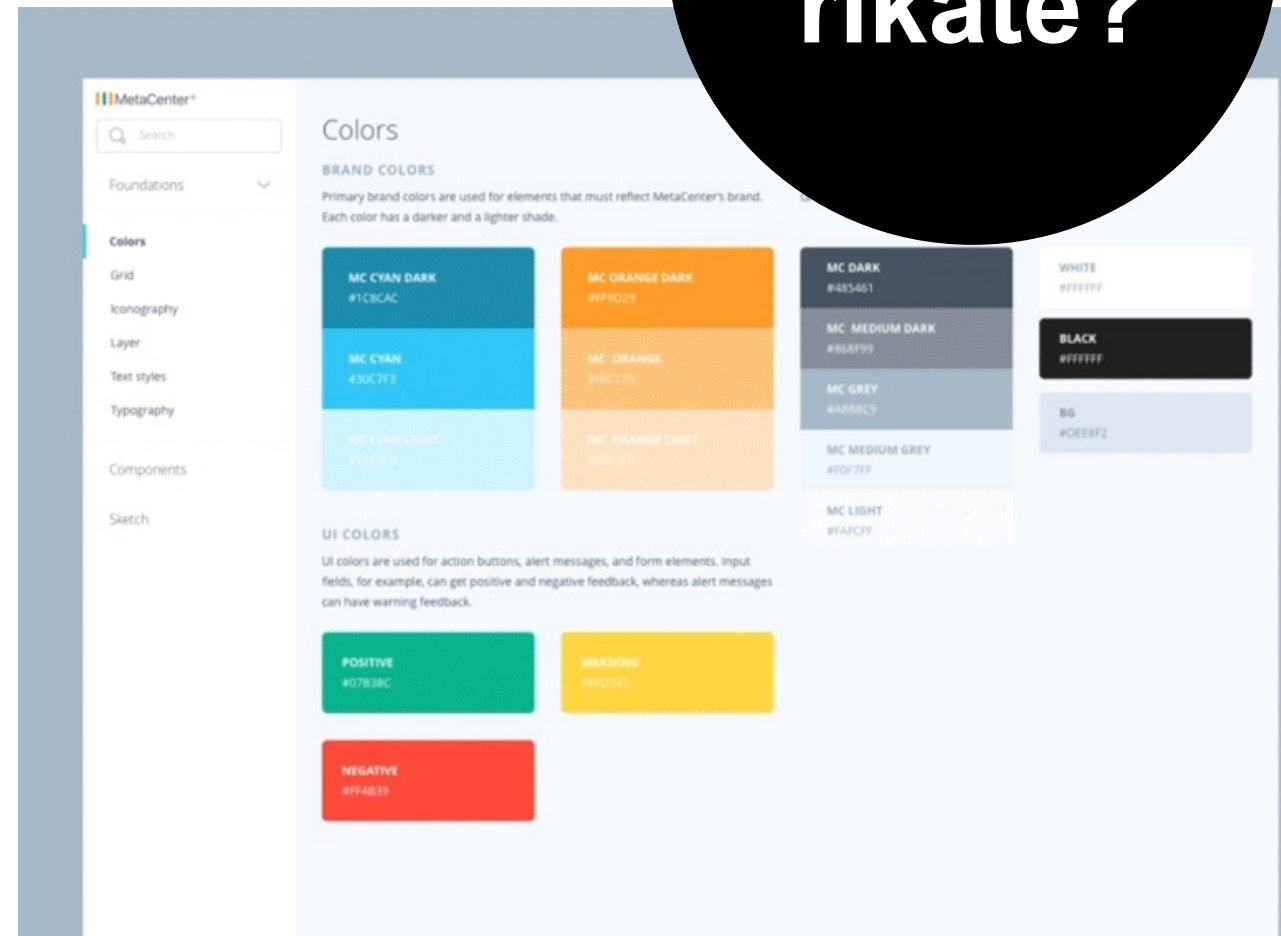
- Ukázky jak se rychle poskládá interface, atd.

## 3. Benefit (Optional) – že nám to šetří čas a jsme efektivnější

- 2x rychleji dáme dohromady UI

## 4. Co potřebujeme

- X milionů budget a ideálně dedikovaný tým o alespoň pěti lidech

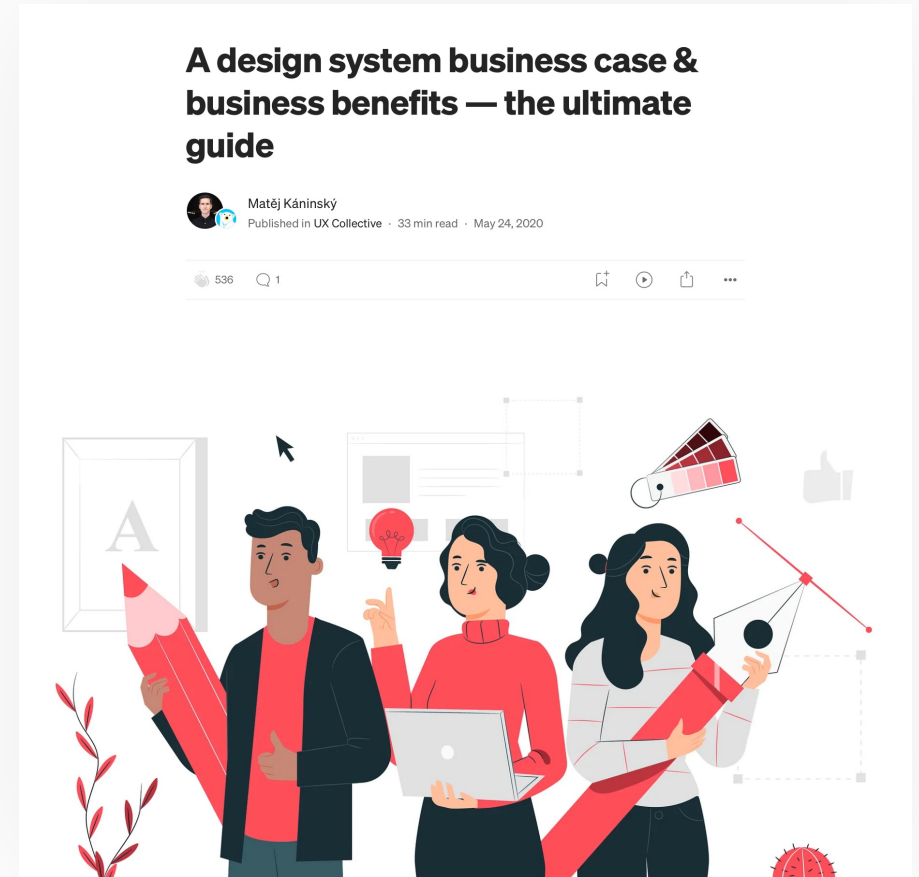




# Struktura business casu

1. Executive summary
2. Definujte strategickou potřebu nebo příležitost
3. Představte svůj přístup k projektu a cíle
4. Představte business benefity vašeho projektu
5. Odhadněte náklady
6. Představte možná rizika
7. Odhadněte ROI
8. Představte možnosti rozhodnutí a dejte doporučení

<https://uxdesign.cc/a-design-system-business-case-business-benefits-the-ultimate-guide-cc2e09715ab>



# Struktura business casu

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## Vztáhněte se k cílům a vizi organizace

- Konkrétní OKR nebo KPI

## Příklady

- Time-to-market musí být 2x kratší
- Sjednocení brandu na všech platformách
- Zvýšení produktivity o 30 %

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## Design system – analogie (dům, auto)

### Alternativní řešení

- Statická styleguide
- Současné nevyhovující řešení

### High-level project plan

- Jaké oddělení musí spolupracovat?
- Jak dlouho to bude trvat?
- Jaké změny týmů jsou třeba?
- High-level roadmapa (zvažte fáze)

### Konkrétní cíle

- Např. 2x rychlejší time-to-market

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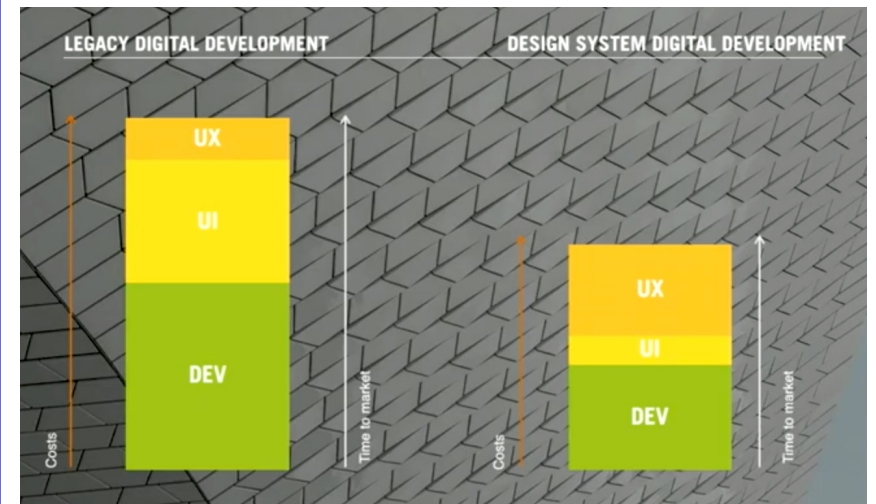
## Dva základní typy business benefitů

1. Zvýšení tržeb
2. Snížení nákladů

Design system primárně snižuje náklady, Nepřímo může ovlivnit i zvýšení tržeb.

**Ukažte konkrétní benefity**, které jsou důležité pro vaši organizaci.

- Konkurenční výhoda – až 20x rychlejší release
- Snížení nákladů na tvorbu řešení – až o 30 %
- ...



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## **Nemusí to být rocket science, zvažte:**

- Platy / head count
- Náklady na externisty
- Náklady na vybavení, např. nové počítače, licence softwaru, místnost

## Ukažte náklady

- Co potřebujeme, abychom mohli začít
- Kolik to bude stát v průběhu (jak dlouho bude projekt trvat, případně roční odhad nákladů)

<https://uxdesign.cc/a-design-system-business-case-business-benefits-the-ultimate-guide-cc2e09715ab>

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7. Odhadněte ROI
8. Představte možnosti rozhodnutí a dejte doporučení

**Co když věci nepůjdou podle plánu?**  
Mějte připravené odpovědi na základní otázky

- Nemůžeme sehnat lidi
- Technologické řešení není ideální
- Bude to trvat déle, než jsme čekali

**Co když se projekt neuskuteční?**

- Jak vypadá náš business, když tohle neuděláme? Jakým rizikům se vystavujeme? (většinou opak benefitů)

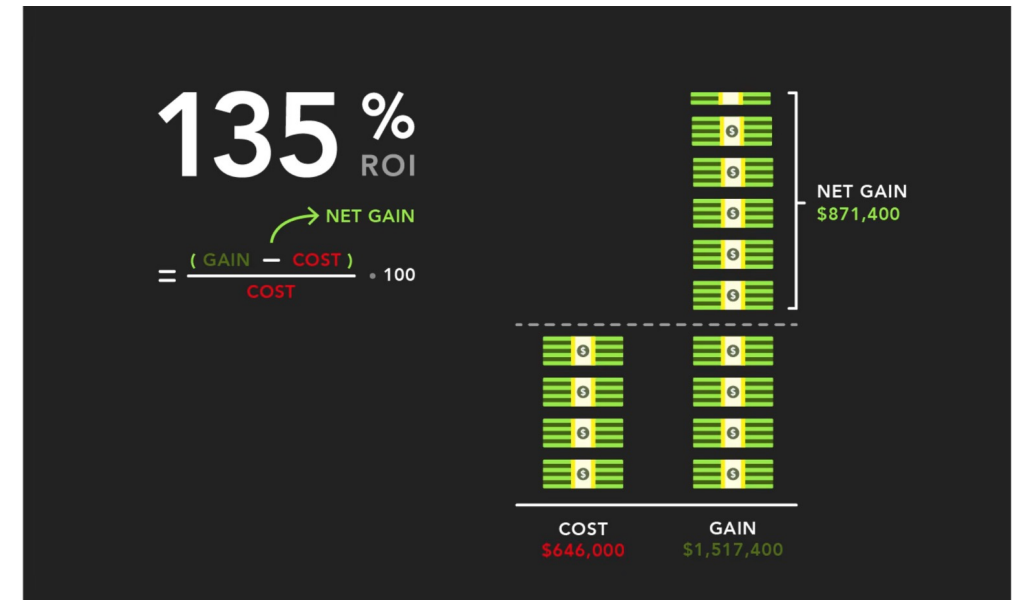
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7. **Odhadněte ROI**
8. Představte možnosti rozhodnutí a dejte doporučení

<https://uxdesign.cc/a-design-system-business-case-business-benefits-the-ultimate-guide-cc2e09715ab>  
<https://www.smashingmagazine.com/2022/09/formula-roi-design-system/>

## Opět, nemusí být rocket science



📷 Overall costs, gains, net gains, and ROI from our Acme, Inc. example. ([Large preview](#))

Designéři a designérky se často bojí odhadovat finance. Důležité ale je být transparentní co se týče předpokladů a zjednodušení.

(pozn. více v materiálech v ISu)



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7. Odhadněte ROI
8. **Představte možnosti rozhodnutí a dejte doporučení**

**Nedávejte jen jednu možnost co s tím.**

**Typické jsou scénáře nebo varianty, např.:**

1. Ideální varianta
  2. Konzervativní varianta
  3. Neuděláme nic
- 
1. Interní projekt
  2. Externí projekt
  3. Mix

# Struktura business casu

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**Co říkáte na  
tohle?**

<https://uxdesign.cc/a-design-system-business-case-business-benefits-the-ultimate-guide-cc2e09715ab>

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ARTS

# Závěr

# Co si z dneška odnést

1. Pochopení designové vyspělosti organizace, se kterou pracuji mi zvýší pravděpodobnost úspěchu mých strategických návrhů.
2. Při zvyšování organizační vyspělosti musíme být konkrétní a stanovit si měřitelné cíle.
3. Business case nemusí být složitý, ani nudný a netýká se jen „byznys lidí“. Umět prodávat design a strategické iniciativy je klíčová kompetence design leadera.

# Další zdroje

MUNI

is > Záznamník učitele > Interaktivní osnovy > Design Management & Leadership MasterClass ✕

## Interaktivní osnova

Normální B I U S A ↻ ↺ ⌨ ⌂ ⌕

### Téma 1: Design business case a organizační vyspělost prakticky 🔒


#### Klíčové a doplňkové zdroje k probíraným tématům

📌 = povinné  
🌟 = doplňkové / pro zájemce

#### 1. Proč a jak prodávat design

Velmi slavná přednáška Mika Monteiro, ve které osobitým způsobem konfrontuje designery s jejich přínosem organizaci/agentuře.

📌 Keynote - You have been lied to  
Mike Monteiro  
IXD2015 conference



Mike Monteiro: Keynote from Interaction Design Association on Vimeo.

#### 2. Základy business casu v designu

📌 A design system business case & business benefits – the ultimate guide  
2020, Matěj Káninský

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# Diskuze

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Díky 🌟