

BIGMOTIVE

How to design a startup

DAMIAN CRANNEY, BIG MOTIVE

FRAMEWORKS FOR CATALYST – 07 NOV 2019

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Good morning!

Think about a time recently when you experienced or encountered a thing (product, service or environment) and noticed the impact or value of design

- Introduce yourself
- What's your name?
- What do you do?
- What was the thing you noticed?
- How did design make a difference?



5 minutes





Big Motive is a **design + innovation** studio.
We collaborate with progressive teams to create **digital products** and **services** that **transform businesses**.

Increasingly, we also help our clients to boost their **creative culture** and build **innovation capability**.

Our Clients

We've had the pleasure to work with a wide range of global brands and visionary businesses in many sectors, including:



Inspire:

Fill (someone) with the urge or ability to do or feel something, especially to do something creative





BELFAST DESIGN WEEK

Power...



FRAMEWORKS



Design and startups are symbiotic

I think that **design and startups can learn from one another.**

I think design and startups complement one another and I think design teams that think like startups are awesome!

startups



design



How to design a startup



How to (think about) design
(when building) a/your startup...



Inspire:

Fill (someone) with the urge or ability to do or feel something, especially to **do something creative**



Who's in the room?

- How many people are in a startup / have been in a startup / thinking about joining / launching a startup in future?
- How many of you have received formal education in design?
- How many of you identify design as a primary job function?
- How many haven't yet put your hand up?



1. Design is...
2. Design is... *valuable*
3. Design is... *evolving*
4. Design is... *essential*



CHAPTER 01

Design is...





Design is... wut?

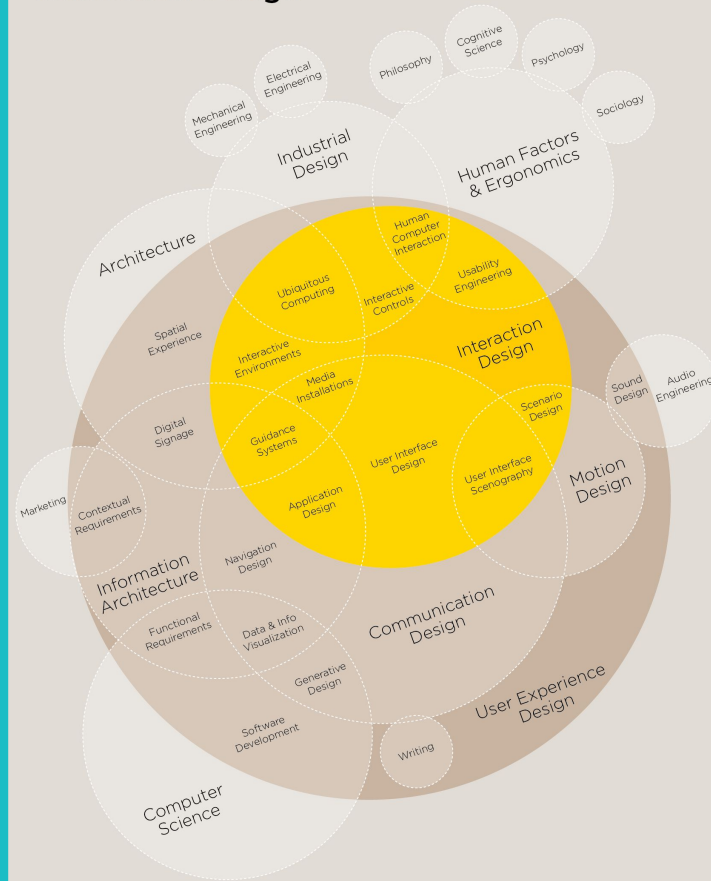


DESIGN

INDUSTRIAL | PRODUCT | DESIGN FOR MANUFACTURING | UNIVERSAL |
PRODUCT DESIGN INNOVATION | MEDICAL DEVICE | CRAFT | JEWELLERY | ARCHITECTURE |
ENGINEERING | TEXTILE | FASHION | ACCESSORIES | ARCHITECTURE TECHNOLOGY |
FURNITURE | PROCESS | COSTUME | STAGE & SCREEN | INTERIOR ARCHITECTURE |
INTERIOR DESIGN | SUSTAINABLE | GRAPHIC | DESIGN EDUCATION | LANDSCAPE DESIGN |
URBAN PLANNING | ANIMATION | DIGITAL | MULTI MEDIA | VISUAL COMMUNICATION |
DESIGN INFORMATION | STRATEGIC DESIGN | HUMAN CENTRED | DIGITAL MEDIA |
DESIGN INNOVATION | USER EXPERIENCE | UX | CO-DESIGN | DESIGN THINKING |
INTERACTIVE MEDIA | DESIGN MANAGEMENT | SERVICE | INTERACTION | UI | WEB |
SERVICE | COMPUTER GAMES DEVELOPMENT | USER CENTRED



The Disciplines of Interaction Design

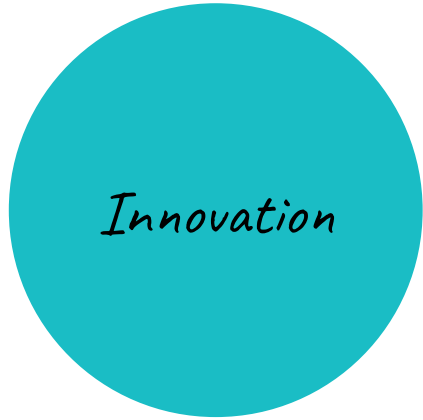
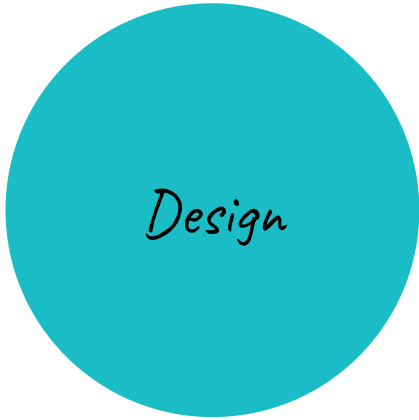
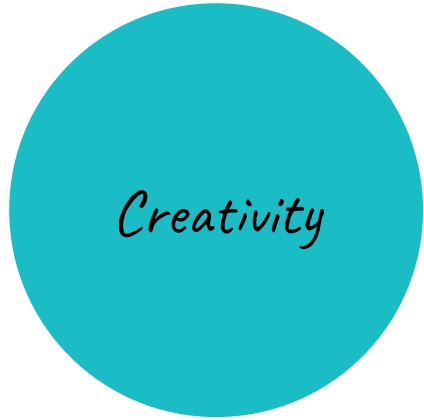


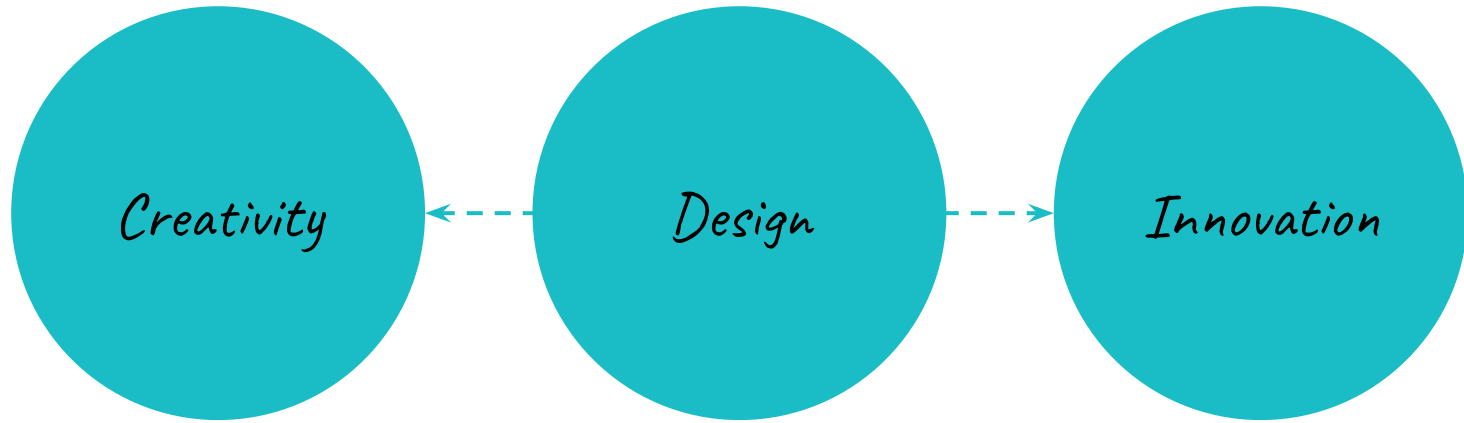
Source: envis-precisely.com,
inspired by Dan Saffer, Founding
Director of Interaction Design
Association (IXDA)



Design is confusing to designers
and non-designers...







Generation of new ideas

Linking creativity and innovation, design shapes ideas into practical / attractive propositions for customers. Design is creativity deployed to a specific end

Successful exploitation of new ideas and process that carries them through to new products, new services, new ways of running the business or new ways of doing business





Design is and forever will be associated with capitalism. It's an economic principle that creates value for businesses that do it well.

JOHN MAEDA

GLOBAL HEAD, COMPUTATIONAL DESIGN
AND INCLUSION AT AUTOMATTIC

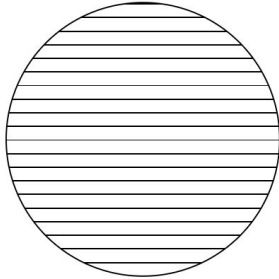


There are three kinds of design.

01

There's a right way to make what is perfect, crafted, and complete.

Classical Design

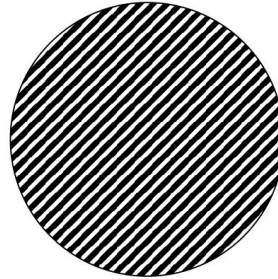


Driver/ the Industrial Revolution, and prior to that at least a few millennia of ferment.

02

Because execution has outpaced innovation, and experience matters.

Design Thinking

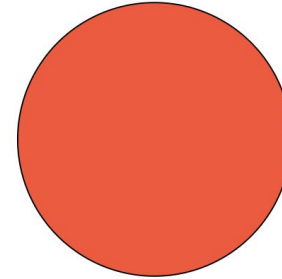


Driver/ the need to innovate in relation to individual customer needs requires empathy.

03

Design for billions of individual people and in real time, is at scale and TBD.

Computational Design



Driver/ the impact of Moore's Law, mobile computing, and the latest tech paradigms.



The scientific method

1. Make an observation
2. Ask a question
3. Form a hypothesis, or testable explanation
4. Make a prediction based on the hypothesis
5. Test the prediction
6. Iterate: use the results to make new hypotheses or predictions



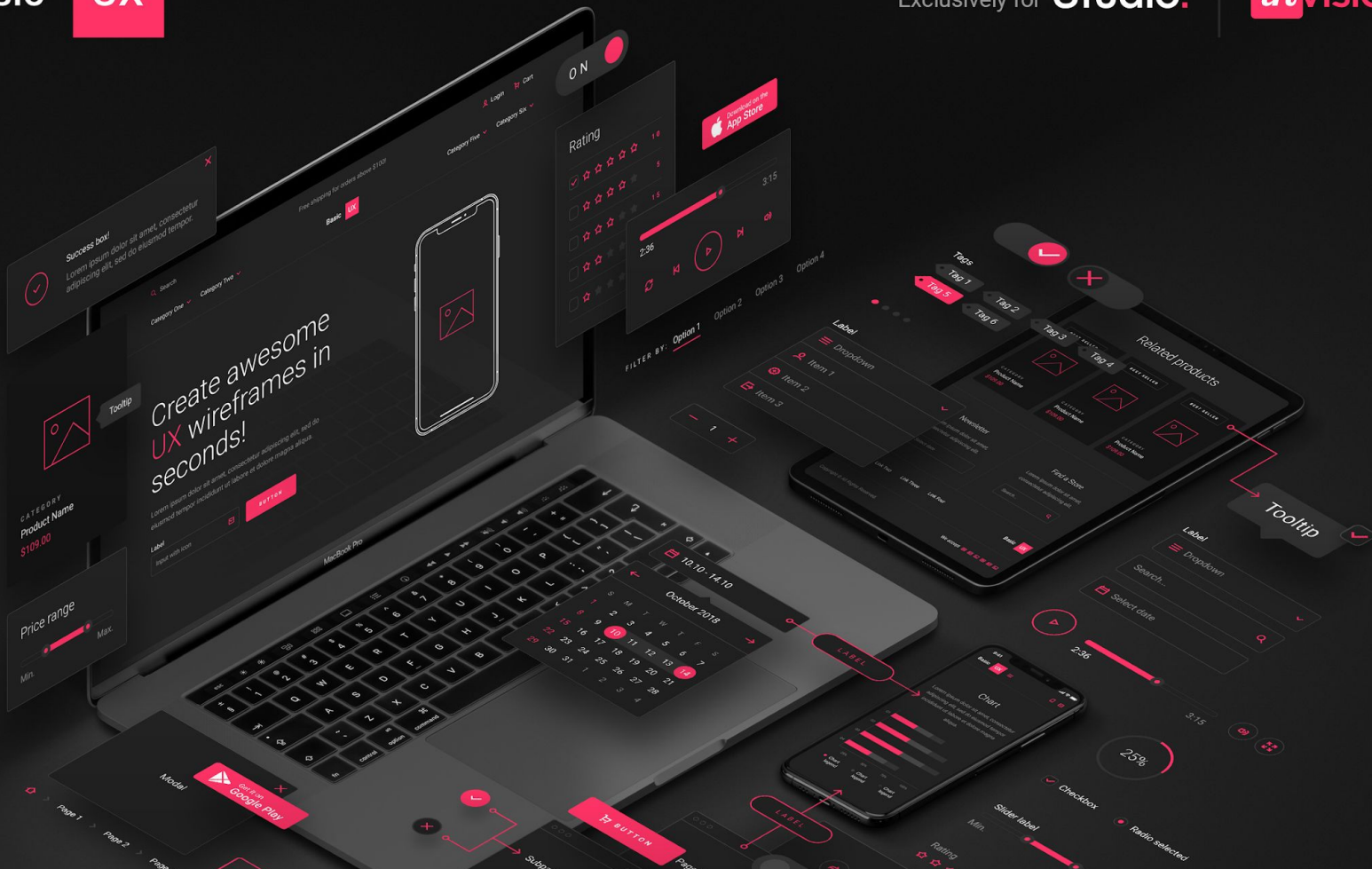
The origin of modern scientific method occurred in Europe in the 1600s: involving (1) a chain of research events from Copernicus to Newton, which resulted (2) in the gravitational model of the solar system, and (3) the theory of Newtonian physics to express the model



Basic

UX

Exclusively for Studio.



The New Design Frontier

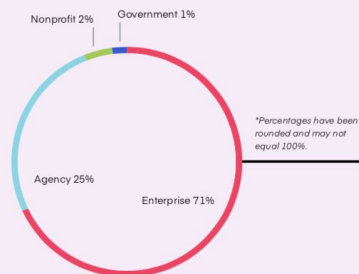
InVision surveyed thousands of companies to explore the relationship between design practices and business performance. The report found that those dominating their industries are the ones treating the screen like the most important place on Earth.

Source: **The New Design Frontier**
InVision, 2018

The largest design maturity study

2,200 companies

Thousands of companies, including large enterprises, small businesses, agencies, and even government and non-profit organizations, shared how design makes an impact.



24 industries

Every industry under the sun reported on the impact of design to their organizations. There's a view for aerospace, advertising, insurance, education, and everything in between.

77 countries

Those surveyed included businesses spanning the globe, from North America to Latin America, Europe to Asia.



Which of these statements do you most agree with?

Design is what happens on screens

Design is what happens in a workshop

Design is a standardised scalable process

Design is a hypothesis and an experiment

Design is business strategy

- Think about each of these statements (1 min)
- Add numbers 1 through 5 to 5x post-its
- Place a numbered post-it next to the statements that correspond to the numbers
- ... 1 for the statement you agree with the most, 5 for the statement you agree with the least
- Do you all agree? Did anyone place more than three 1s on the same statement?



5 minutes



The Design Maturity Model

We identified five natural levels of design maturity, with Level 1 being the least mature and Level 5 employing the most mature design practices: Producers, Connectors, Architects, Scientists, and Visionaries

1. Design is what happens on screens – PRODUCERS
2. Design is what happens in a workshop – CONNECTORS
3. Design is a standardized scalable process – ARCHITECTS
4. Design is a hypothesis and an experiment – SCIENTISTS
5. Design is business strategy – VISIONARIES



Level 1: PRODUCERS

Design just makes it look good

Level 1 companies are focused only on the most visible aspects of design—the pixels on the screen. At this level, organizations make early attempts to create efficiency and consistent story through visual identity guidelines but neglect processes, collaboration, and advanced tools.

41%
of companies surveyed



The workplace becomes a workshop

Design teams at Level 2 organizations have developed more collaborative processes, incorporating joint working sessions and integrated tooling with non-design peers. User research, user stories, usability testing, and personas are also more prevalent. Overall, there's more talk of design in the air—from executives who espouse its importance to employees who express more interest and empathy for customers.

21%

of companies surveyed



Design is a scalable operation

Formalizing design as a scalable function is a marquee trait for Level 3 businesses. They have moved beyond basic participatory design processes and have shared ownership, role clarity, joint accountability, and more documentation of their now more substantial design practices. This enables design to support more complex product ecosystems while integrating itself into equally complex internal operating structures.

21%

of companies surveyed



Level 4: SCIENTISTS

Hypotheses and experimentation power design

Organizations at this level are masters of data-driven design. They have sophisticated practices for analytics, experimentation, recruiting for user research, and monitoring and measuring the success of specific efforts. They also have the beginnings of a design strategy practice, engaging in market research and vision development. In these companies, the design team is empowered to pursue opportunities it deems important. Executives are all in, publicly declaring the importance of design, as well as measuring and monitoring its impact on the business. To support all of this, design operations are fully formalized.

12%
of companies surveyed



Level 5: VISIONARIES

Design means business

Level 5 companies are robust in all dimensions of maturity, but what really separates them from others is design's involvement in strategy. Design brings a unique lens to strategy through exploratory user research techniques, trends and foresight research that assess product market fit, and the delivery of unified cross-platform strategies. As a result, Level 5 companies report that design has impact on the widest range of benefits, from employee productivity to growth in market share to the development of new intellectual property.

5%

of companies surveyed





Good design is good business

THOMAS J. WATSON JR.

CEO AND PRESIDENT, IBM 1956–1971



CHAPTER 02

Design is... *valuable*





Most popular

- ▶ Job search
- ▶ Cold Weather Payment
- ▶ Student finance
- ▶ SORN
- ▶ Income Support
- ▶ Car tax
- ▶ Driving theory test
- ▶ Attendance allowance
- ▶ Jobseeker's Allowance
- ▶ Passports
- ▶ More online services

Scam emails to students



Have you received a suspicious email that claims to be from Student Finance England?

- ▶ Student finance: online security

Straight to...

- ▶ **Motoring**
Car tax, Learners, Driving licence...
- ▶ **Education and learning**
Student finance, University, 14-19s...
- ▶ **Money, tax and benefits**
Benefits, Taxes, Benefits adviser...
- ▶ **Home and community**
Housing, Council Tax, Flooding...
- ▶ **Travel and transport**
Journey planner, Passports...
- ▶ **Caring for someone**
Carer's Allowance. Support services...
- ▶ **Parents**
Preschool, Schools, Childcare...
- ▶ **Employment**
Jobs, Redundancy, Holidays, Pay...
- ▶ **Young people**
Money, Work and careers, Leisure...
- ▶ **Disabled people**
Financial support, Housing, Rights...
- ▶ **Pensions & retirement planning**
State Pension, Plan for retirement...
- ▶ **Crime and justice**
Types of crime. Victims. Prevention...



Money healthcheck



Take 5-10 minutes on



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Independent report

Directgov 2010 and beyond: revolution not evolution, a report by Martha Lane Fox

A report from the Digital Champion Martha Lane Fox with recommendations for the future of Directgov.

Published 23 November 2010

From: [Cabinet Office](#), [Efficiency and Reform Group](#), and [Government Digital Service](#)



Bad design costs a lot

In the first ten years of this century, around **\$3 trillion** was spent globally on IT projects by businesses.

Around 60-80% of those projects failed.

In the UK government alone, it's estimated that we've wasted £50 billion on IT since then, resulting from a very similar failure rate.

Janet Hughes, former Director at Government Digital Service!

**£30-40 billion
wasted on
failed digital
projects**

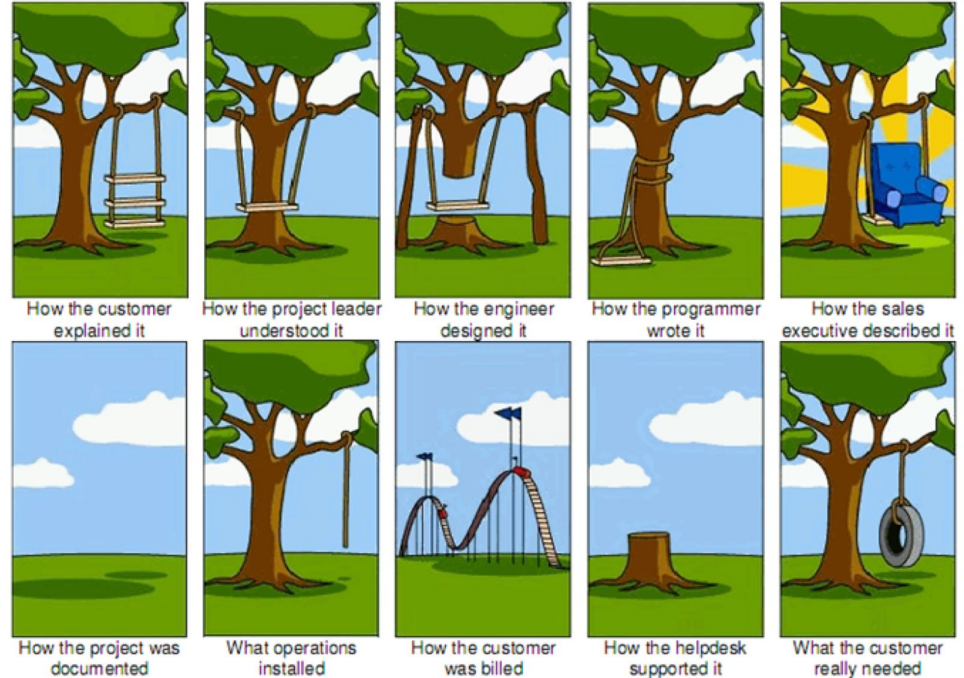


Why do digital projects fail?



Why does technology fail?

1. **Inaccurate requirements**
2. Uninvolved project sponsors
3. Shifting project objectives
4. Inaccurate estimates
5. Unexpected risks
6. Dependency delays
7. Not enough resources
8. Poor project management
9. Team member procrastination



[Home](#)

Guidance

Government Design Principles

The UK government's design principles and examples of how they've been used.

Published 3 April 2012

Last updated 10 September 2019 — [see all updates](#)

From: [Government Digital Service](#)

Contents

- [1. Start with user needs](#)
- [2. Do less](#)
- [3. Design with data](#)
- [4. Do the hard work to make it simple](#)
- [5. Iterate. Then iterate again](#)
- [6. This is for everyone](#)
- [7. Understand context](#)
- [8. Build digital services, not websites](#)
- [9. Be consistent, not uniform](#)
- [10. Make things open: it makes things better](#)

Related content

[Social media playbook](#)[Support for government publishers](#)[How to publish on GOV.UK](#)[Procurement Policy Note 01/17: Update to Transparency Principles](#)[Sample accessible document policy](#)

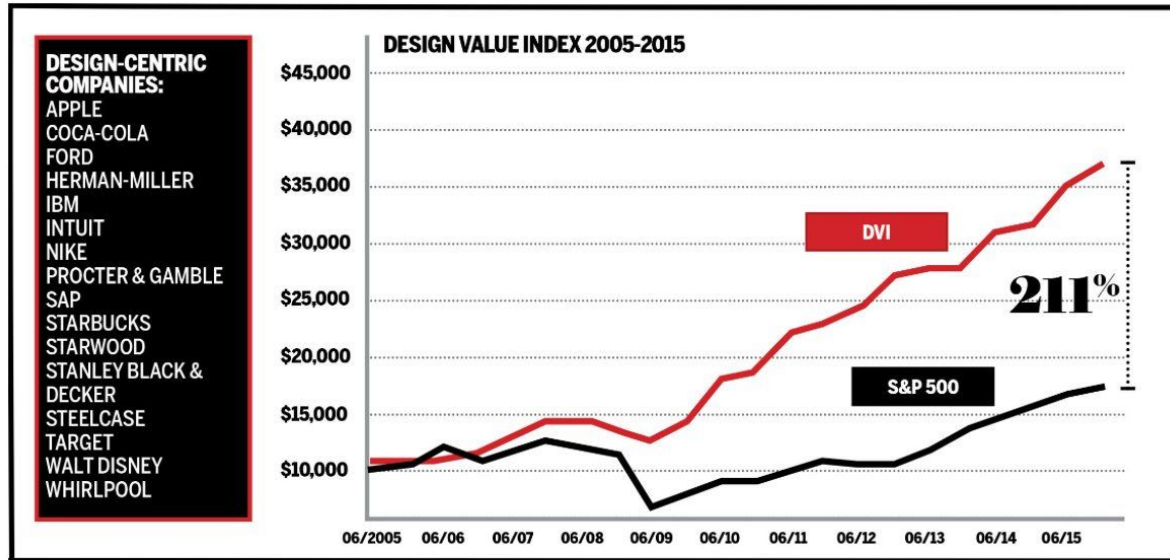
Design Value index (DVI)

Design Value Index Criteria

- ✓ **10+ years** publicly traded
- ✓ **Scale** of design
- ✓ **Investment**
- ✓ **Org. Structure**
- ✓ Design **Leadership**
- ✓ Senior-level **commitment**



Design Value index (DVI)



The Power & Value of Design Continues to Grow Across the S&P 500

Design Value Index Exemplars Outperform the S&P 500 Index (Again) and a New Crop of Design Leaders Emerge

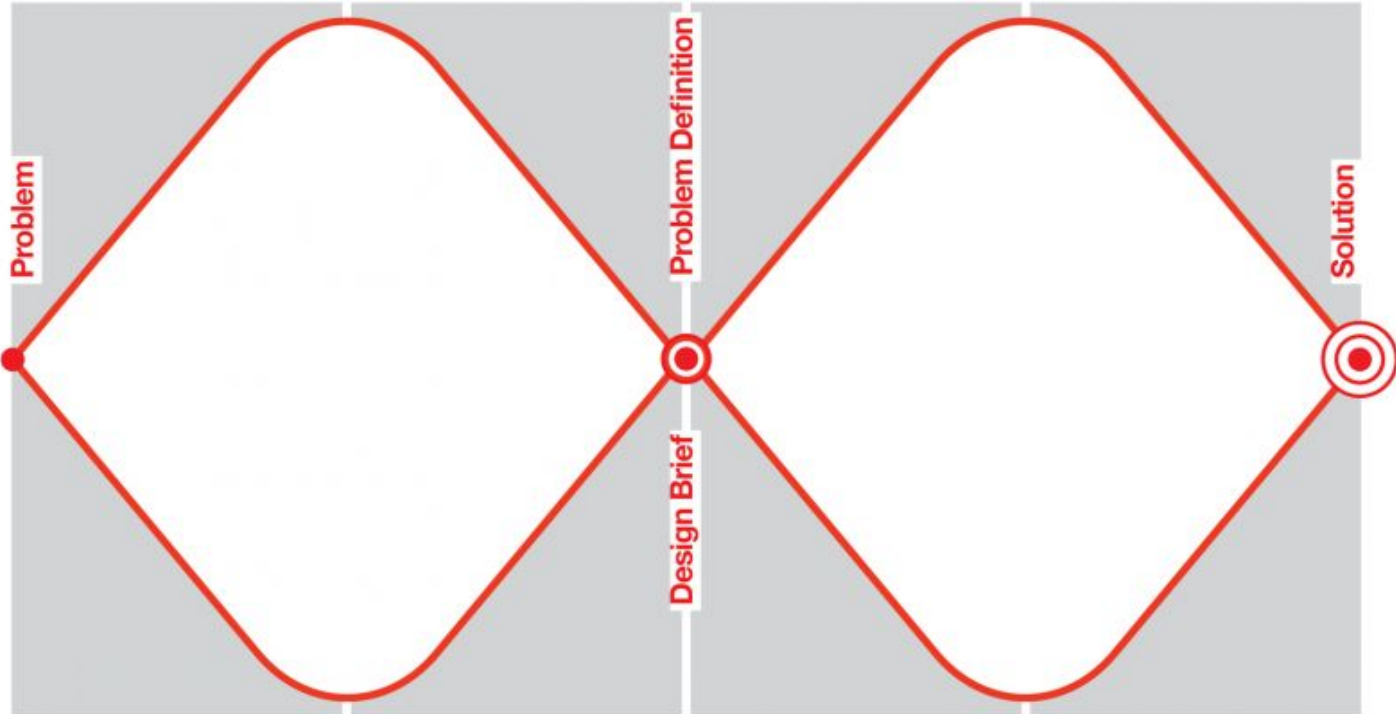


Discover
insight into the problem

Define
the area to focus upon

Develop
potential solutions

Deliver
solutions that work





2004

Customer Journey Map

Luke goes to the LEGO store feeling excited accompanied by his parents, Chris and Mary.



Luke, followed by Chris and Mary goes around in the store looking for what he wants to buy.

Luke Finds 'Build a Mini-you-figure' and running eagerly towards the section.



Luke scans himself and gets a personalised minifigure head with his face printed on it together with the rest of the minifigure parts. Chris and Mary curiously watch from behind and also want to try to build their mini-you-figure.

Three of them get their mini-you-figure, and Luke get to browse around in the store to see if there is anything else he wants as Chris and Mary wait at the cashier ready to pay.



They head out of the LEGO store feeling satisfied and happy as everybody get something.

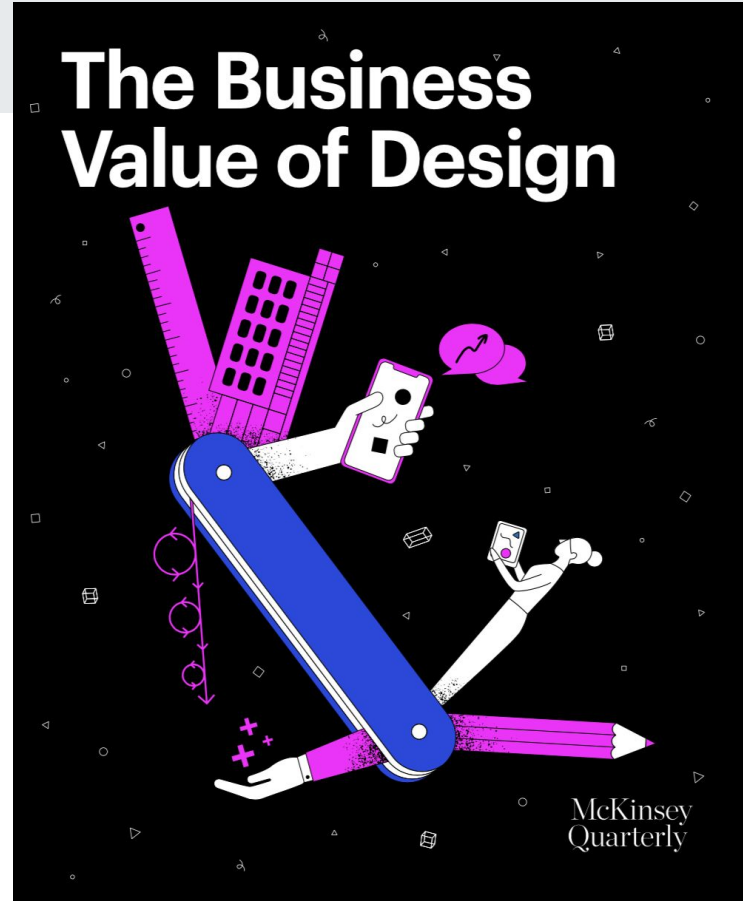


Design value baby...



We tracked the design practices of 300 publicly listed companies over a five-year period in multiple countries and industries. Their senior business and design leaders were interviewed or surveyed. Our team collected more than two million pieces of financial data and recorded more than 100,000 design actions.

THE BUSINESS VALUE OF DESIGN, McKinsey, 2019



"The most extensive and rigorous research undertaken anywhere to study the design actions that leaders can make to unlock business value."

Our research yielded several striking findings:

1. We found a strong correlation between high MDI scores and superior business performance. Top-quartile MDI scorers increased their revenues and total returns to shareholders (TRS) substantially faster than their industry counterparts did over a five-year period—32 percentage points higher revenue growth and 56 percentage points higher TRS growth for the period as a whole.
2. The results held true in all three of the industries we looked at: medical technology, consumer goods, and retail banking. This suggests that good design matters whether your company focuses on physical goods, digital products, services, or some combination of these.
3. TRS and revenue differences between the fourth, third, and second quartiles were marginal. In other words, the market disproportionately rewarded companies that truly stood out from the crowd (Exhibit 2).

5
year period.

300
publicly listed companies tracked.

>100k
design actions recorded.

>2m
pieces of financial data collected.



...the best design performers increase their revenues and shareholder returns at nearly twice the rate of their industry counterparts!

2x



The Business Value of Design

The four clusters of design actions that showed the most correlation with improved financial performance:

- **Measuring** and driving design performance with the same rigor as revenues and costs
- Breaking down internal walls between **physical, digital, and service design**
- Making user-centric design **everyone's responsibility**
- De-risking development by continually **listening, testing, and iterating** with end-users



Exhibit 4a / 5



Analytical leadership

Measure and drive design performance with the same rigor as revenues and costs.



Cross-functional talent

Make user-centric design everyone's responsibility, not a siloed function.



Continuous iteration

De-risk development by continually listening, testing, and iterating with end-users.



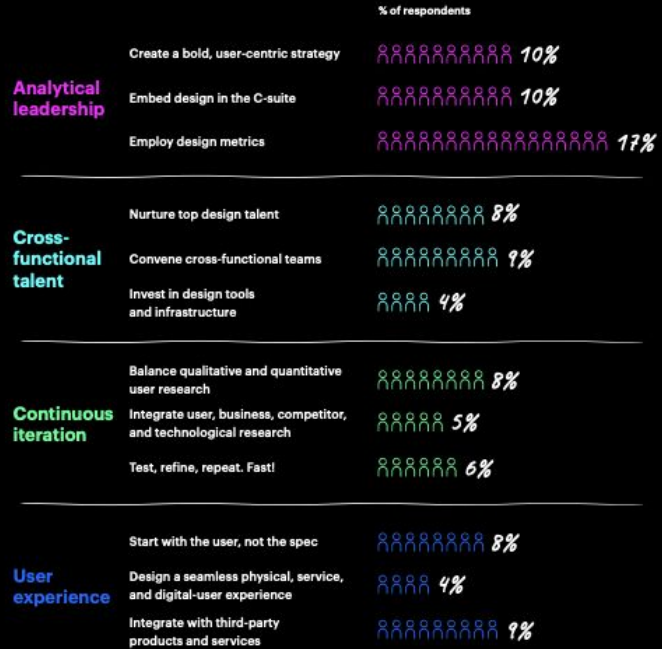
User experience

Break down internal walls between physical, digital, and service design.

The Business Value of Design

Exhibit 4b / 5

When senior executives were asked to name their organizations' single greatest design weakness, their unprompted responses indicated an implicit understanding of the four themes.



Note: The 2% of leaders who provided answers outside the MDI four themes are not shown. Source: McKinsey Value of Design survey of 300 global companies, July 2018.



McKinsey Design Index - 4x themes

The McKinsey Design Index highlights four key areas of action companies must take to join the top quartile of design performers.

Companies that tackle these four priorities boost their odds of becoming more creative organizations that consistently design great products and services.

First, at the top of the organization, **adopt an analytical approach to design by measuring and leading your company's performance** in this area with the same rigor the company devotes to revenues and costs.

Second, put the **user experience front and center in the company's culture** by softening internal boundaries (between physical products, services, and digital interactions, for example) that don't exist for customers.

Third, **nurture your top design people and empower them in cross-functional teams** that take collective accountability for improving the user experience while retaining the functional connections of their members.

Finally, **iterate, test, and learn rapidly**, incorporating user insights from the first idea until long after the final launch.



Does design create economic value?





The Design Economy generated £85.2 billion (GVA) to the UK in 2016, almost three quarters of the value of UK financial services and insurance.

Design
Council

This is equivalent to 7% of total UK gross value added (GVA) and equivalent to the size of the distribution, transport, accommodation and food sectors.

Source: **The Design Economy 2018**,
Design Council, 2018



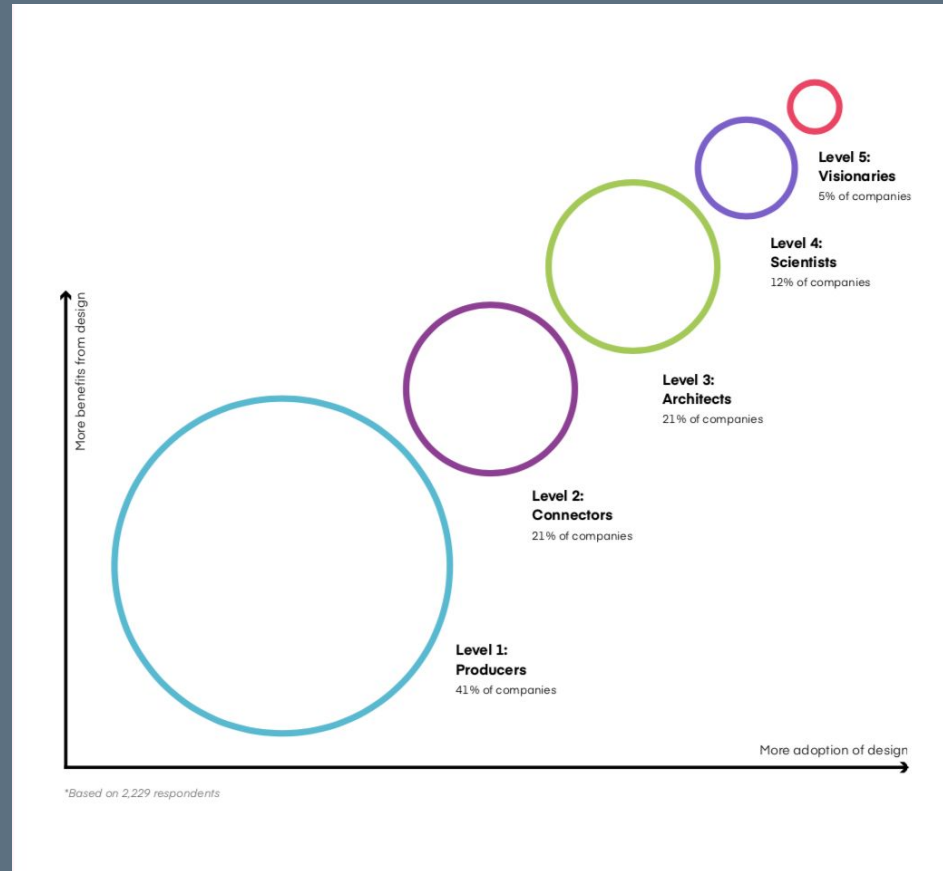
Design is... *valuable*



The New Design Frontier

...only a select group of companies are receiving the most business value from design.

Although 80% of companies include design on projects almost always... **just 5% are empowering design for the greatest benefits** and 41% have significant room to grow



Source: **The New Design Frontier**
Invision, 2018



CHAPTER 03

Design is... *evolving*





Startups have the Tipping Point Advantage. When founders understand design will give them a competitive advantage, they build it in from the beginning.

Cirque du Soleil, Uber, and Nest jumped into creating great experiences from their very first day and kept running with it. Their competitors suddenly found themselves in a game of catch-up, trying to rush through the phases to pass through the tipping point.

JARED SPPOOL,
BEYOND THE UX TIPPING POINT





Following

Steve Vassallo

@vassallo

Fellow Traveler [TheWaytoDesign.com](https://www.thewaytodesign.com) + Partner [@FoundationCap](https://www.foundationcapital.com) + Builder [@IDEO](https://www.ideo.com)
+ Investor [@Sunrun](https://www.sunrun.com) [@BoltThreads](https://www.boltthreads.com) [@Pocket](https://www.pocket.com) [@DesignerFund](https://www.designerfund.com) [@CerebrasSystems](https://www.cerebrasystems.com)
+...

Palo Alto, CA [foundationcapital.com/people/steve-v...](https://www.foundationcapital.com/people/steve-vassallo)

Joined March 2007





The most fundamental software infrastructure has become commoditized to the point where most of the innovation is now created at the interface with end users.

In the consumer internet world in particular, the marginal cost of software is zero — and design is now the differentiator.

STEVE VASSALO
THE WAY TO DESIGN





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Extra Crunch

Newsletters

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Crunchbase

More

Apple

Enterprise

Transportation

Facebook privacy

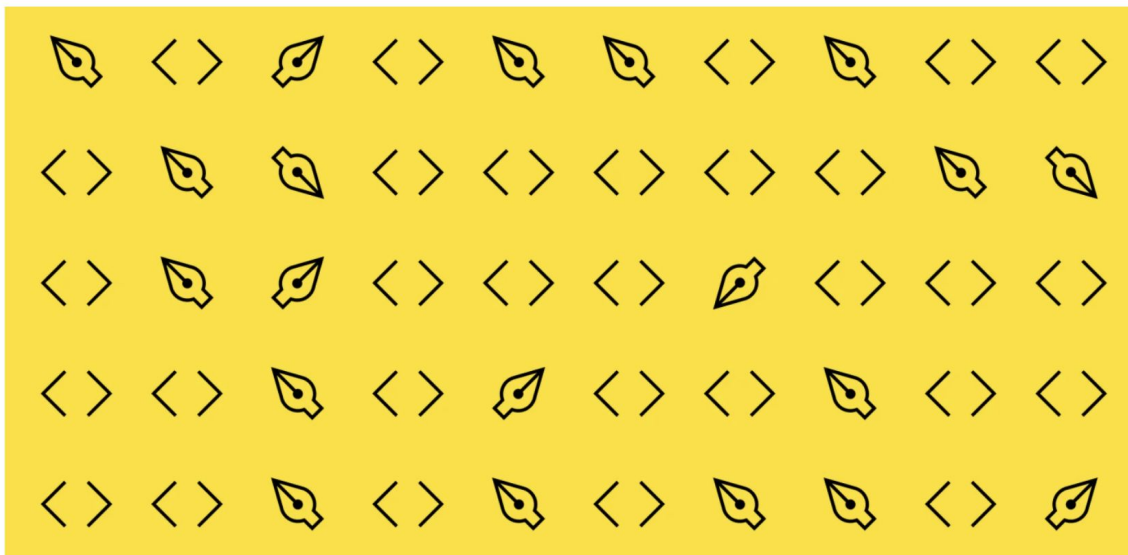
6 major tech companies have doubled their design hiring goals in last half decade



Dylan Field @dylanjfield / 7:30 pm BST • May 31, 2017



Comment



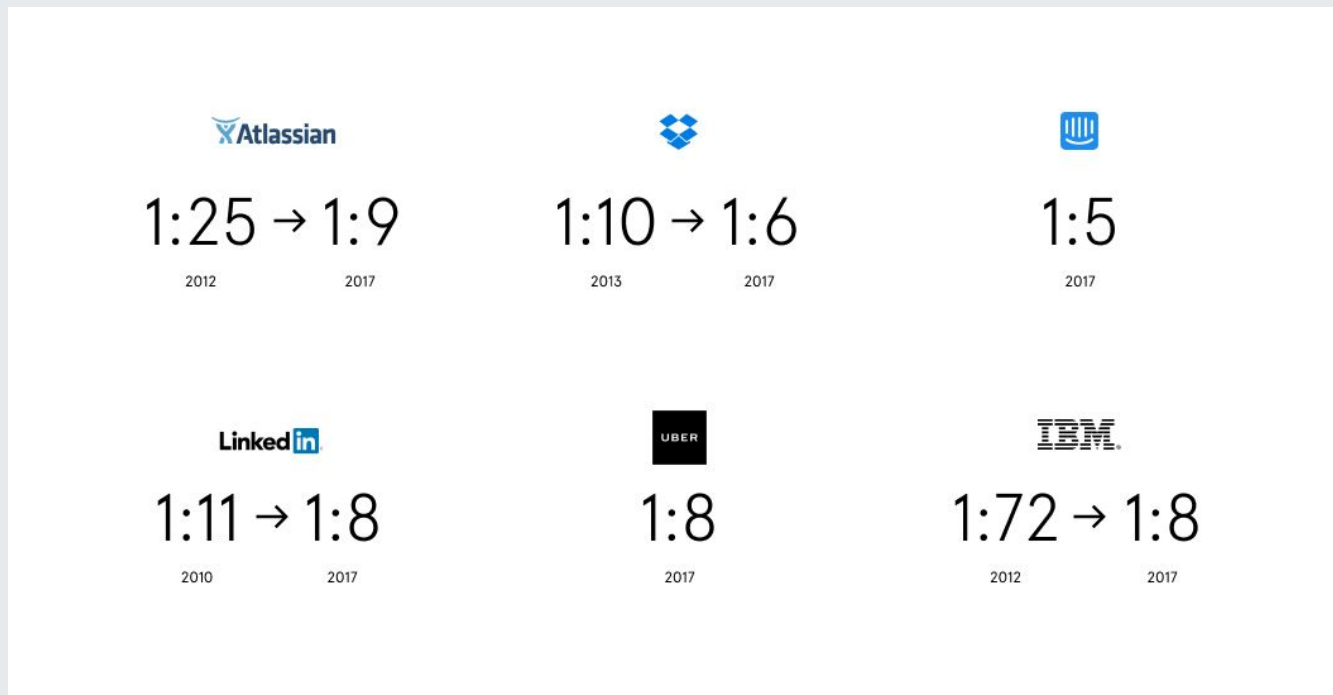
You know design is having its moment when **IBM**,

dad of the tech industry, gets in

Dylan Field
Contributor



Companies like Atlassian have gone from 1 designer : 25 engineers in 2012 to 1 designer : 9 developers in 2017. Uber's design team has grown 70x since 2012, and they're now targeting 1 designer: 8 engineers



The World's Biggest Design Companies

Apple

The gold standard for human interface design

IBM

IBM Studios & 'enterprise design thinking'

Google

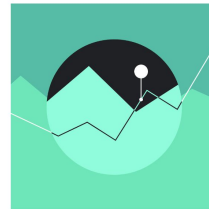
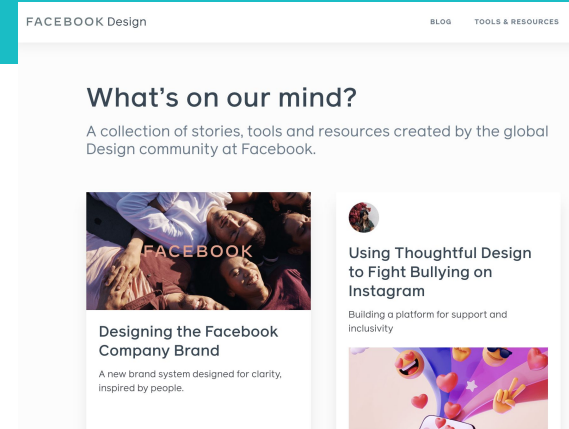
'Material is a design multiverse!'

Microsoft

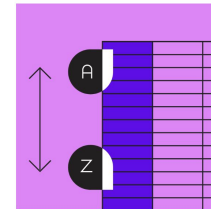
Leading the world in inclusive design

Facebook

A global design community
(solving problems of their own making)

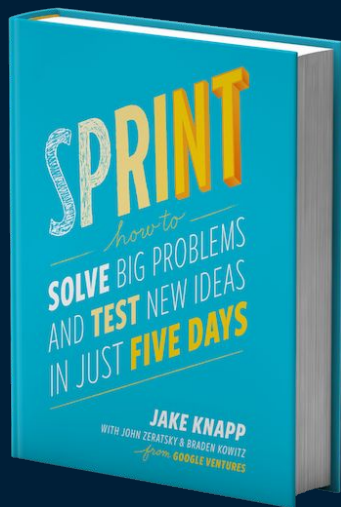


Learn how to communicate complex information with our [data vis guidelines](#). Want a quick intro? Get started with our [six principles for designing any chart](#).

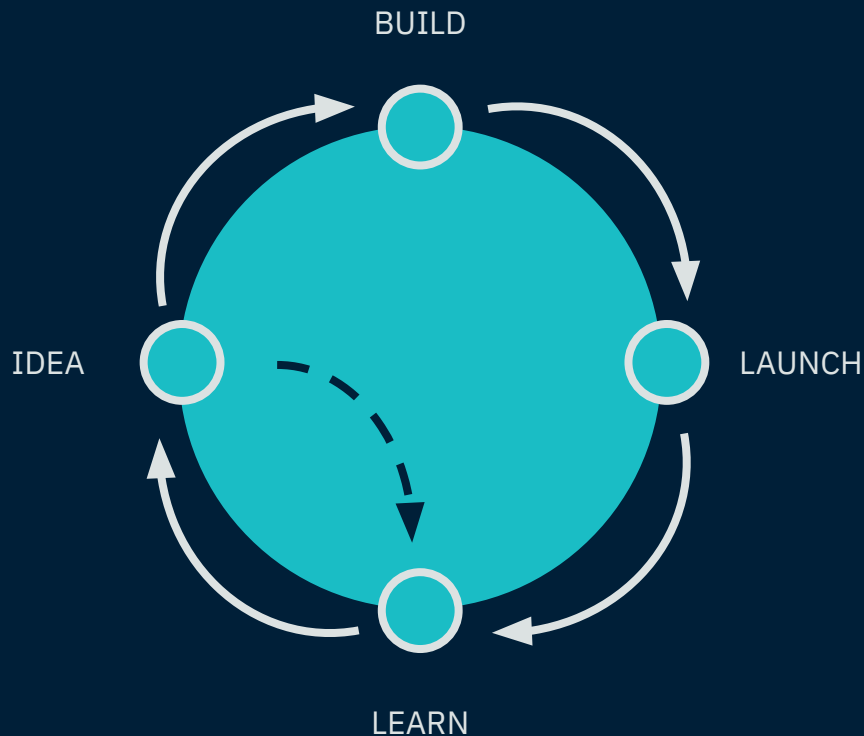


Material [data tables](#) are now more accessible than ever, and come with code for [Flutter](#) and [the web](#). Read all about the new improvements and how they're tailored for [workplace needs](#).





A design sprint is a framework for answering critical business questions through design, prototyping and testing ideas with users.



Design-led startups



About Portfolio **Team** History News Contact Login f



Albert Lee

Design Partner, New York

Bio Writing Speaking News

for both consumer and enterprise products

Albert has a deep background at the intersection of design and business. Prior to NEA he was the Managing Director of the New York office, where he brought more than 15 years of experience in digital product, communication, and venture capital. He is specialized in developing new offerings and scaling existing clients based on consumer insights in a variety of industries including retail, financial services, consumer goods, and technology.

NEA 2017 Survey Results 2016 Results

Future of Design in Start-Ups: 2017 Results

We launched the *Future of Design in Start-Ups* survey last year to set a baseline for how design operates in the tech ecosystem and also to begin to track what value is created by design in fast growing companies that are venture backed.

This year, we asked some of the same questions from 2016 to create a trailing data set. We also wanted to dig into the nitty gritty of start-up design



KEY VC CATALYSTS



Kleiner Perkins Caufield & Byers
Michael Abbott
2012 created KPCB Design Council



New Enterprise Associates
Dayna Grayson
2013 created NEA Design Studio



True Ventures
Om Malik
2011 created GigaOm Roadmap Conference



Accel Partners
Vas Natarajan
2014 created Accel Design Conference



Andrew Braccia
2014 created Accel Design Conference



500 Startups
Dave McClure
early advocate for design in startups



Bloomberg Beta
James Cham
early advocate for design in startups



Y-Combinator
Paul Graham
early advocate for design in startups



Jessica Livingston
early advocate for design in startups



Khosla Ventures
Vinod Khosla
early advocate for design in startups

Where do Designers Live in the VENTURE CAPITAL ECOSYSTEM?

Designers are working at VC firms in a variety of capacities: from operating support roles to investing roles to founding their own venture capital funds. A key factor in their growth has been GPs who understand the need for design.

2009



Bessemer Ventures
Jason Putorti
1st designer in residence



Slow Ventures
Dave Morin
co-founders of fund



Aaron Sittig
co-founders of fund

2010



Google Ventures
Braden Kowitz
1st design partner



Michael Margolis
1st researcher



Y-Combinator
Garry Tan
1st YC partner as designer

2011



Google Ventures
John Zeratsky

2012



Designer Fund
Enrique Allen
co-founders of fund



Ben Blumenfeld
co-founders of fund



Google Ventures
Jake Knapp



Daniel Burka



Andreessen Horowitz
Elizabeth Weil
co-founders of fund



Felicis Ventures
Nick Baum
2nd designer in residence

2013



Y-Combinator
Kevin Hale

2014



KPCB
John Maeda



Khosla Ventures
Irene Au
pioneering UX leader



Google Ventures
Tom Hulme
first GP in marquee fund



Sequoia Capital
James Buckhouse



Greylock
Bobby Goodlatte



Sutter Hill Ventures
Andrei Herasimchuk



Expa
Bruno Bergher



Kyle Doherty

2015



Rivet Ventures
Christina Brodbeck
co-founder of fund



Accel Partners
Jason Mayden



True Ventures
Jeffrey Veen



Expa
Anshu Agarwal



New Enterprise Associates
Albert Lee

2016



Benchmark
Scott Belsky
GP



Google Ventures
Jake Knapp
New book "Sprint"
with John Zeratsky and
Braden Kowitz

Note that some of these folks have left to join companies, or to start them.

KPCB Design Council



Your design and venture partner

We back exceptional founders and empower them with design to improve the world.

We invest between \$350k - \$1M in early stage startups and help them succeed with design support and our network of design experts.



Caleb Elston

Designer Founder Guild

Alexandre P...

Get Involved



Mark Kawano



Charles Adler



Joey Flynn



Dave Morin



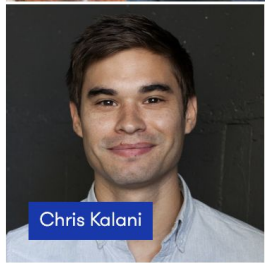
Adrian James



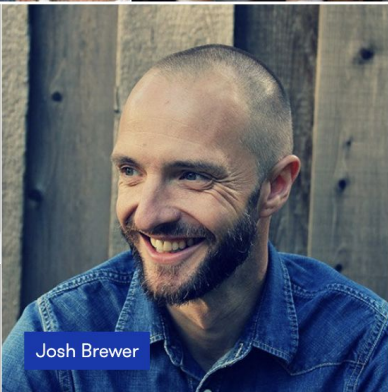
Gentry Underwood



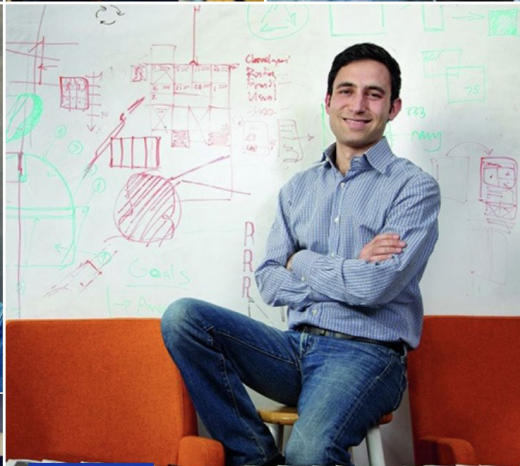
Willem Van Lancker



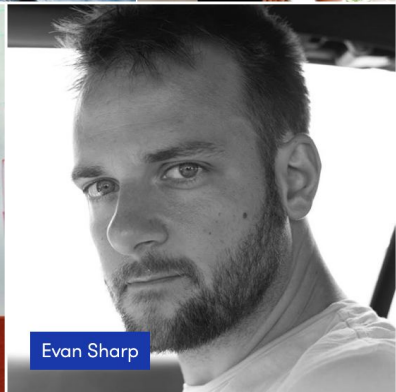
Chris Kalani



Josh Brewer



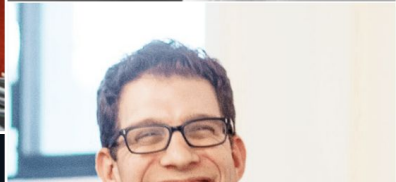
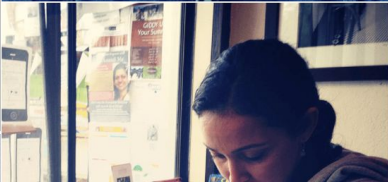
Scott Belsky



Evan Sharp



Jesse Genet

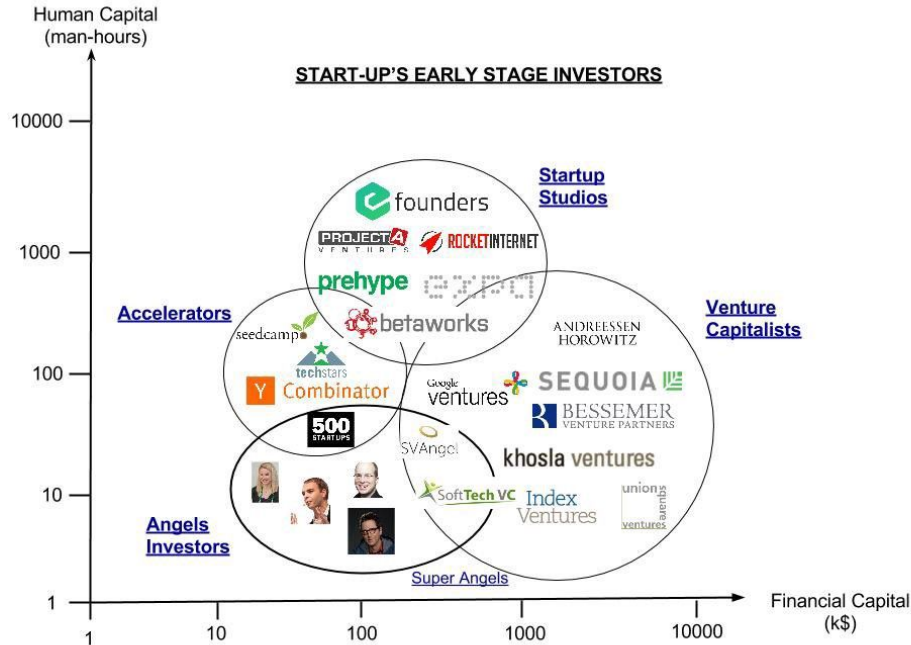


Design in VC

- 27 startups that were co-founded by designers were acquired since 2010 by companies like Intuit, Google, Facebook, Adobe, LinkedIn, and Yahoo (2015)
- Five (20%) of the top cumulative-funded VC-backed ventures that have raised additional capital since 2013 noted to have designer co-founders (2015)
- Designers in VC have increased. More designers entered VC in the last two years than the previous 4 years combined (2016)



Ventures x Design

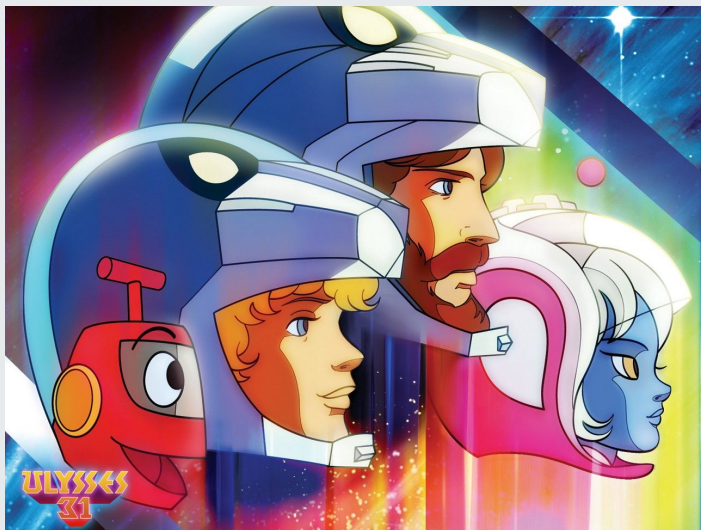


A startup studio deploys its expertise, resources and infrastructure under a platform approach to generate and validate startup ideas, then build and launch them into the market.

The studio assigns a founding CEO to grow the companies into independent entities with the studio owning the lion's share of the equity.

The expertise and nest they provide allow them to increase a startup's odds of survival and success over those of a startup, naked out in the wilderness. They are markedly different to accelerators and incubators, well at least they used to be.





Upgrade



The Startup 

TOP STORY

MEDIUM THINGS

SUBMIT

State of the Digital Nation™

State of the Digital Nation 2020: Venture Road



Jules Ehrhardt Following

May 14, 2018 · 71 min read

In 2016, we assessed the State of the Digital Nation, exploring industry, agency, and future perspectives in the midst of turbulent change. Two years later in 2018, many of the identified key trends continue to play out and exacerbate. These headwinds have put further pressure on the traditional consultancy model and driven even greater urgency to explore new avenues for the creative class. In this follow up to [State of the Digital Nation \(State\)](#) we go down the venture rabbit hole. Also, [there's music...](#)*



CHAPTER 04

Design is... *essential*



Design and startups are symbiotic

I think that **design and startups can learn from one another.**

I think design and startups complement one another and I think design teams that think like startups are awesome!

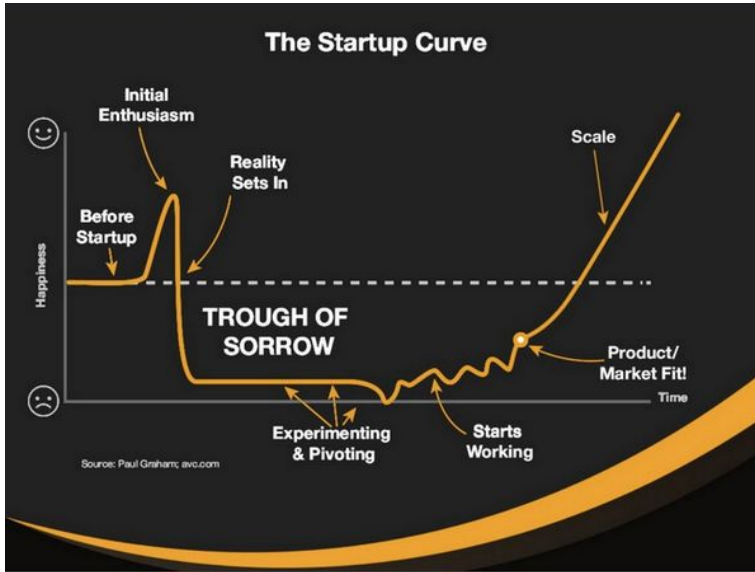
startups



design



Use design to tackle startup challenges



- Think about the startup curve
- **What are the major challenges you face on the journey to product-market fit?**
- Write your top 3 and place them on the curve (below the line)

- Now consider each problem...
- What design tools, techniques or methods could you use to tackle the major challenges?
- Write the tools and place them below the line



5 minutes





Three reasons why design is now essential for startup success

1. Technology is increasingly becoming a commodity. Not long ago, entrepreneurs needed a lot of capital to start a technology company. But not anymore...
2. The rise of the iPhone demonstrated to leaders how design innovation can propel a company toward capturing the market and people's hearts. Startups want to emulate this success by investing in design
3. As computing technology becomes smaller, cheaper, and faster, and the end of Moore's Law becomes imminent, human factors become the impediment to superior user performance, not the technology.



01. Invest in design capability

The top 8 skills that designers need to understand in business

1. Product Roadmap Strategy
2. Company Strategy
3. Retention/ Engagement Metrics
4. Conversion Metrics
5. Funnel Acquisition Metrics
6. Revenue Model
7. Financial Metrics (i.e. Revenue, Margin etc.)
8. Resource Allocation

The top 10 skills needed near-term for designers in start-ups

1. Business
2. Communication
3. People Skills / Emotional Intelligence
4. Writing - Copywriting
5. AR Design
6. Data Science
7. Empathy for End User
8. Facilitation Skills
9. Management Skills
10. Service Design

The top 10 skills needed further out for designers in start-ups

1. Writing
2. AI / ML
3. Data Science
4. Empathy for End User
5. Storytelling
6. Sound Design
7. Scenario Design / Service Design
8. Ethics / Bias
9. Psychology
10. Systems Design



02. Make design everyone's job

Design is too important to be left to designers...

Tim Brown, (Former) CEO, Ideo

Authentic experiences in this technology driven world requires working **with** rather than **for** people. Planning, facilitation and research take on greater significance as essential design skills under these conditions

Meredith Davis, Design Futures for AIGA, 2018



03. Apply McKinsey's priorities

The McKinsey Design Index highlights four key areas of action companies must take to join the top quartile of design performers.

Companies that tackle these four priorities boost their odds of becoming more creative organizations that consistently design great products and services.

First, at the top of the organization, **adopt an analytical approach to design by measuring and leading your company's performance** in this area with the same rigor the company devotes to revenues and costs.

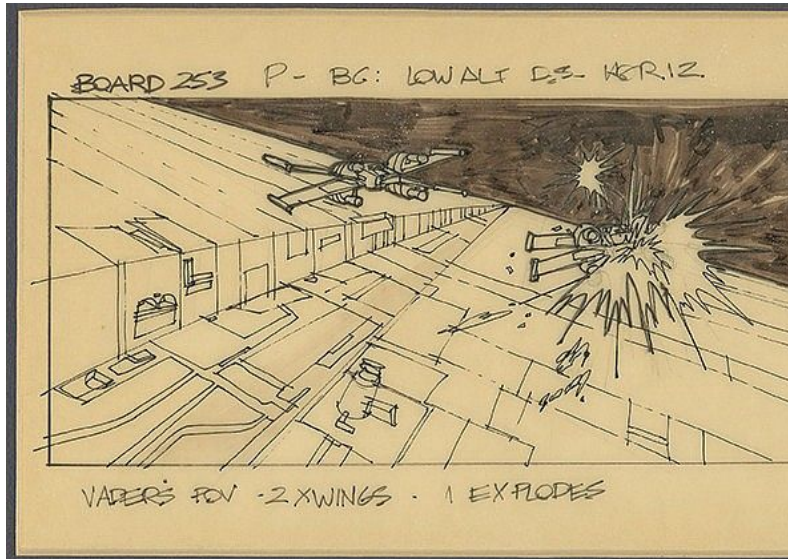
Second, put the **user experience front and center in the company's culture** by softening internal boundaries (between physical products, services, and digital interactions, for example) that don't exist for customers.

Third, **nurture your top design people and empower them in cross-functional teams** that take collective accountability for improving the user experience while retaining the functional connections of their members.

Finally, **iterate, test, and learn rapidly**, incorporating user insights from the first idea until long after the final launch.



04. Use Design to Design



Joe Johnston, Star Wars storyboard art, 1977
Nick Sung, 'The guest process' storyboard for Airbnb



05. Start with people



1943-2012

If there's a simple, easy design principle that binds everything together, it's probably about starting with the people.

—Bill Moggridge

Bill Moggridge, co-founder of IDEO and director of the Smithsonian's Cooper-Hewitt National Design Museum, died September 8th, 2012, following a battle with cancer. An outspoken advocate for the value of design in everyday life, Bill pioneered interaction design and integrated human factors into the design of computer software and hardware.



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