ThoughtWorks®

价值驱动的产品创新
VALUE DRIVEN PRODUCT INNOVATION

Karlen Chang

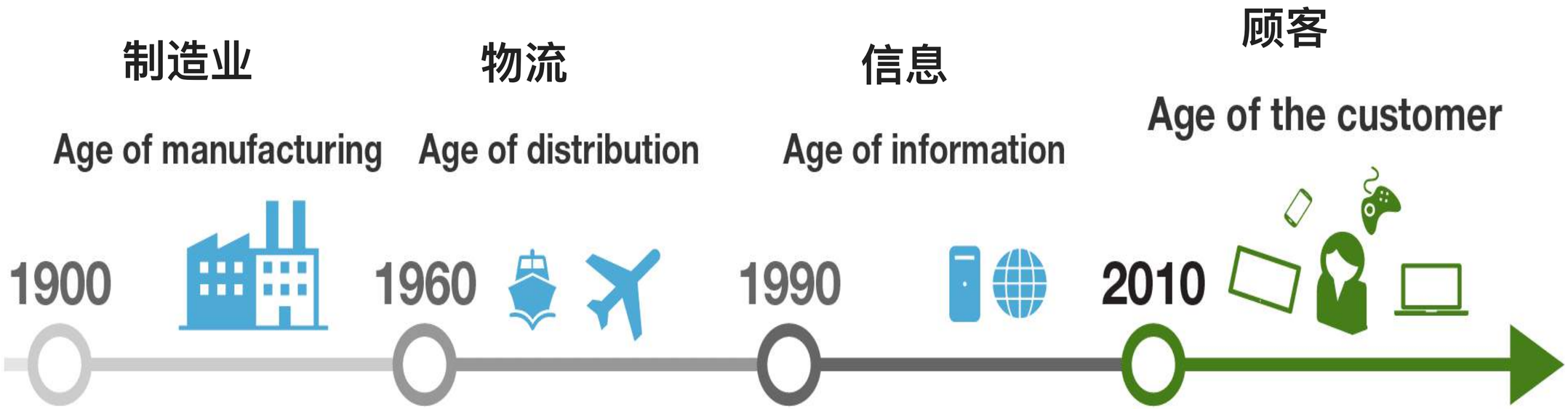
“最重要的是，技术将为星巴克的创新变革铺平道路。 未来几年，星巴克的大部分创新将以技术为重点”

Howard Schultz是星巴克前首席执行官

“More than anything else, technology will pave the way for innovative change at Starbucks. The bulk of Starbucks' innovation over the next several years will be technology-focused.”

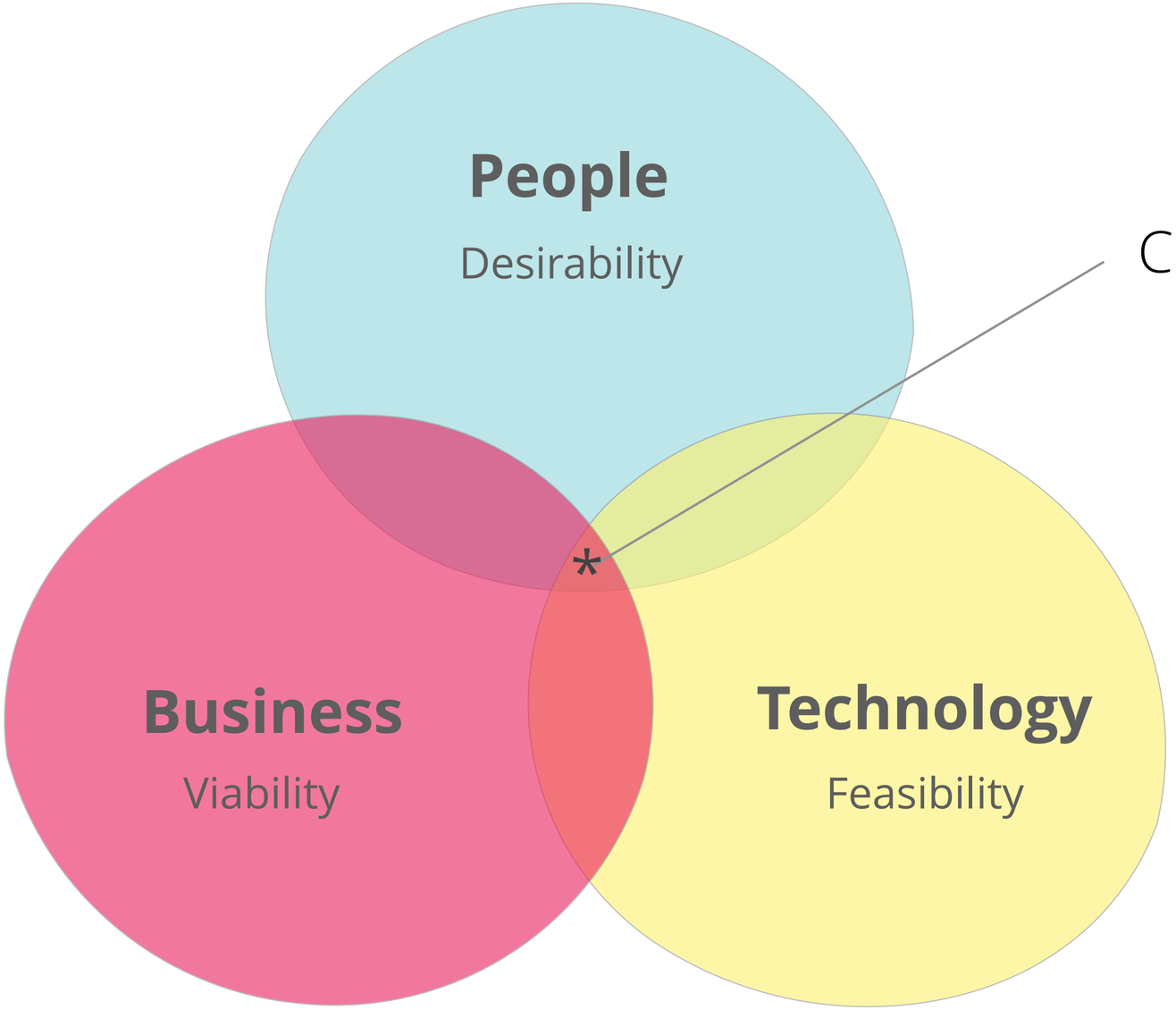
Howard Shultz former CEO of Starbucks

Innovation Leaders 创新领袖



Forester Research

Innovation 创新



mint

wesabe

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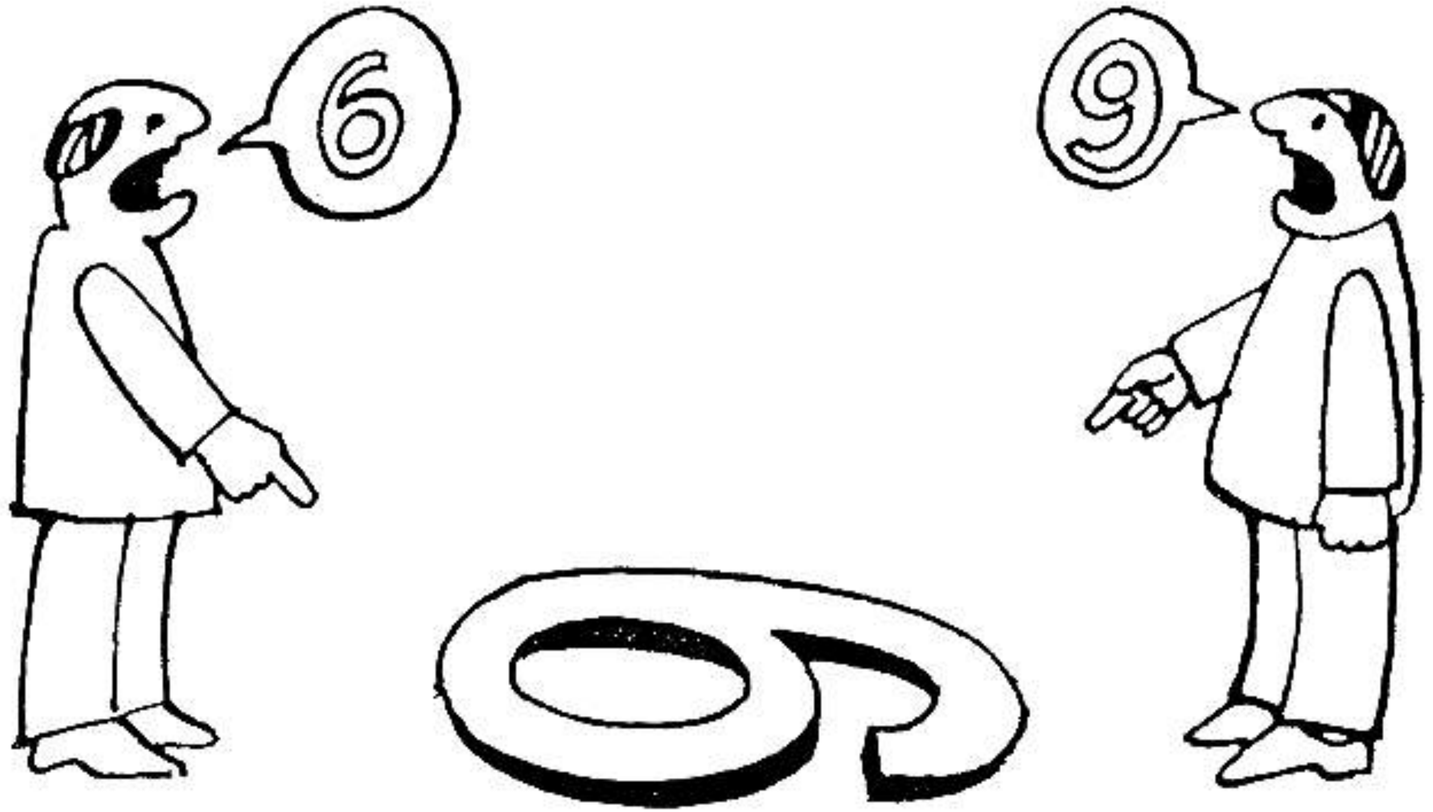
Manage Personal Finance

管理个人财务

mint



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Problem & **Solution**

问题　　方案

People hate doing financials

人们讨厌做财务

Problem

Organising financial data is hard

组织财务数据很难

No need to edit data
Automatically organised

无需编辑数据，数据将会自动组织

Solution

Make editing of data easy

轻松编辑数据

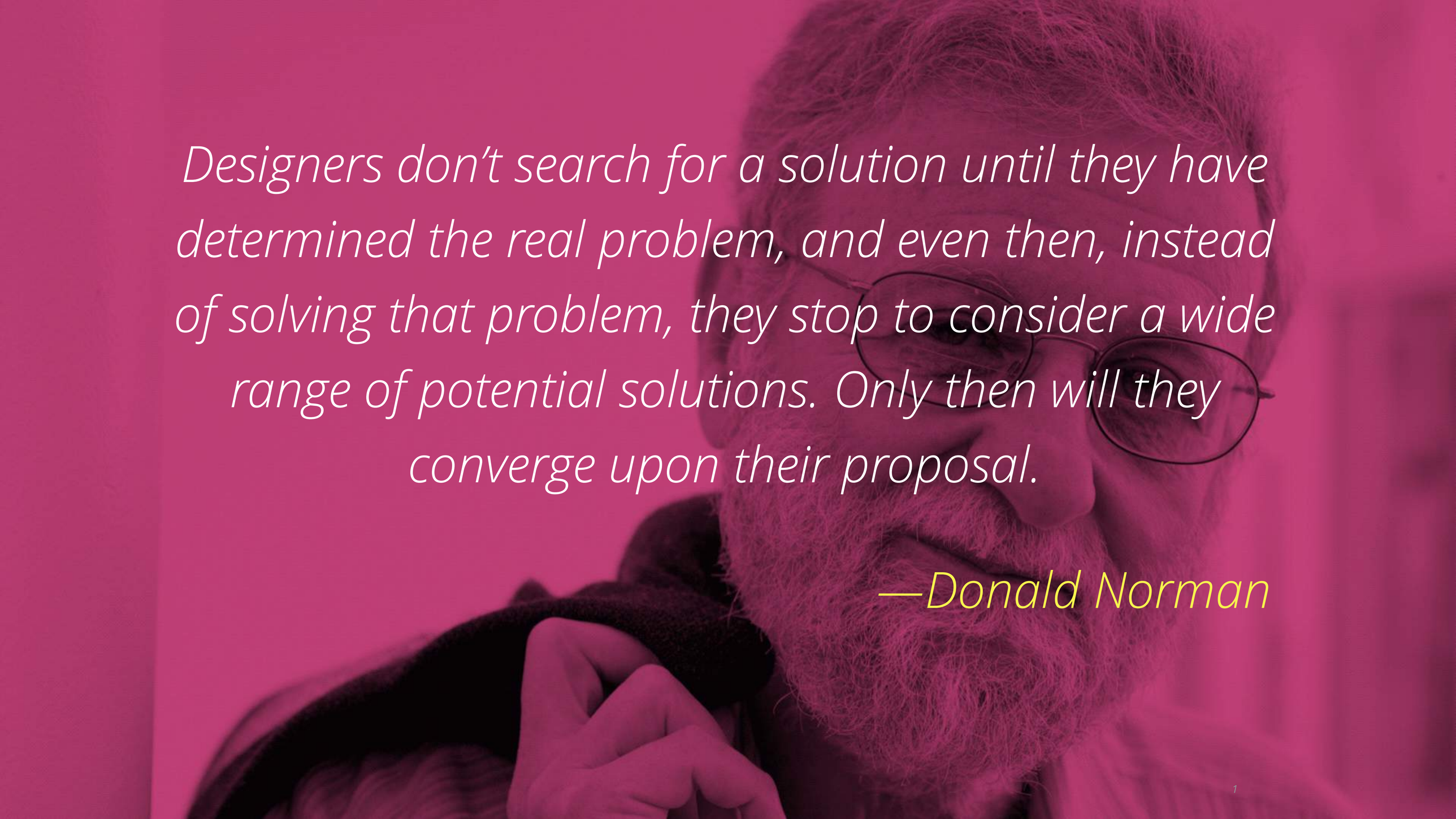
“I was focused on trying to make the **usability of editing data** as easy and functional as it could be.

Mint was focused on making it so you **never had to do that at all**.

Their approach completely kicked our approach’s ass.”

We Know 我们知道	=	**We Believe** 我们相信
Requirements 要求	=	**Assumptions** 假设
Can we? 我们可以吗	=	**Should We?** 我们应该吗
Lets Build It 让我们建立它	=	**Lets Test It** 让我们测试一下

credit to Jeff Gothelf

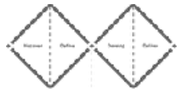


Designers don't search for a solution until they have determined the real problem, and even then, instead of solving that problem, they stop to consider a wide range of potential solutions. Only then will they converge upon their proposal.

—Donald Norman

Innovation 创新

Design Thinking



设计思维

People

desirability

*

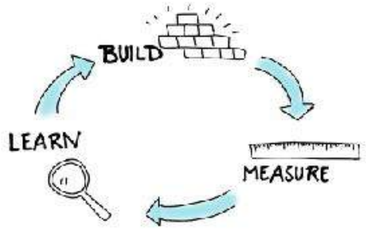
Business

viability

Technology

feasibility

Lean



精益

Agile

敏捷开发

Innovation 创新

Explore the problem

探索这个问题

Build the right things

创造正确的事物

Build the thing right

正确地创造事物

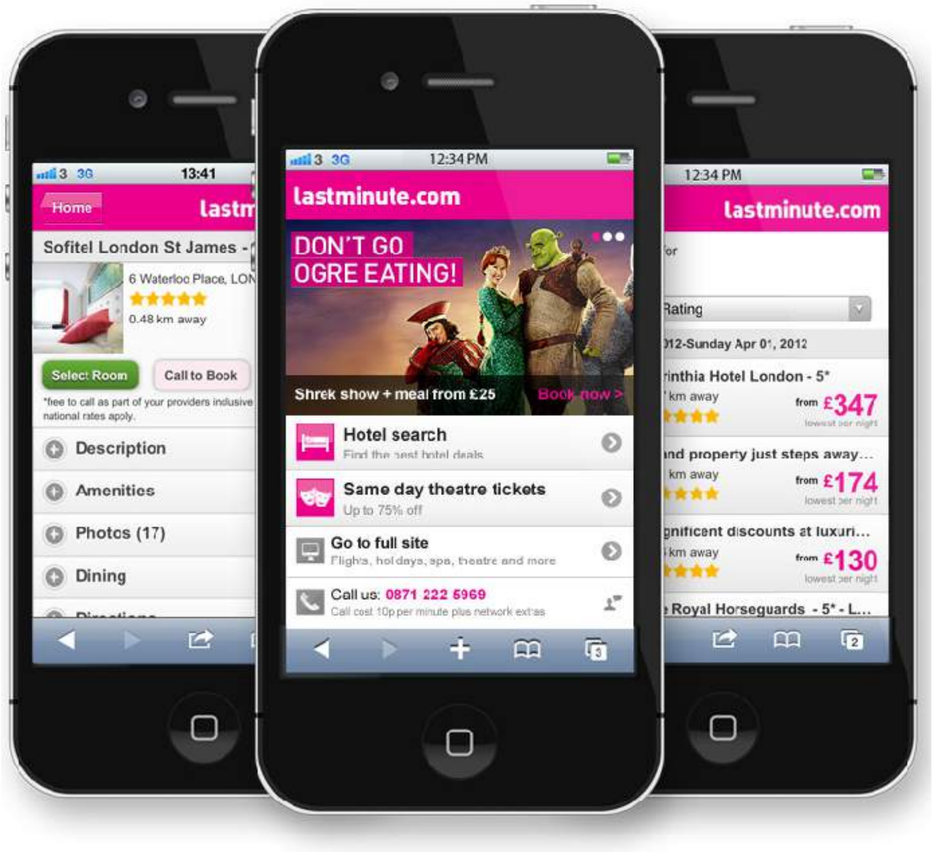
CASE STUDY

lastminute.com 案例分析

- Re-create their mobile experience
  重新创造他们的移动体验

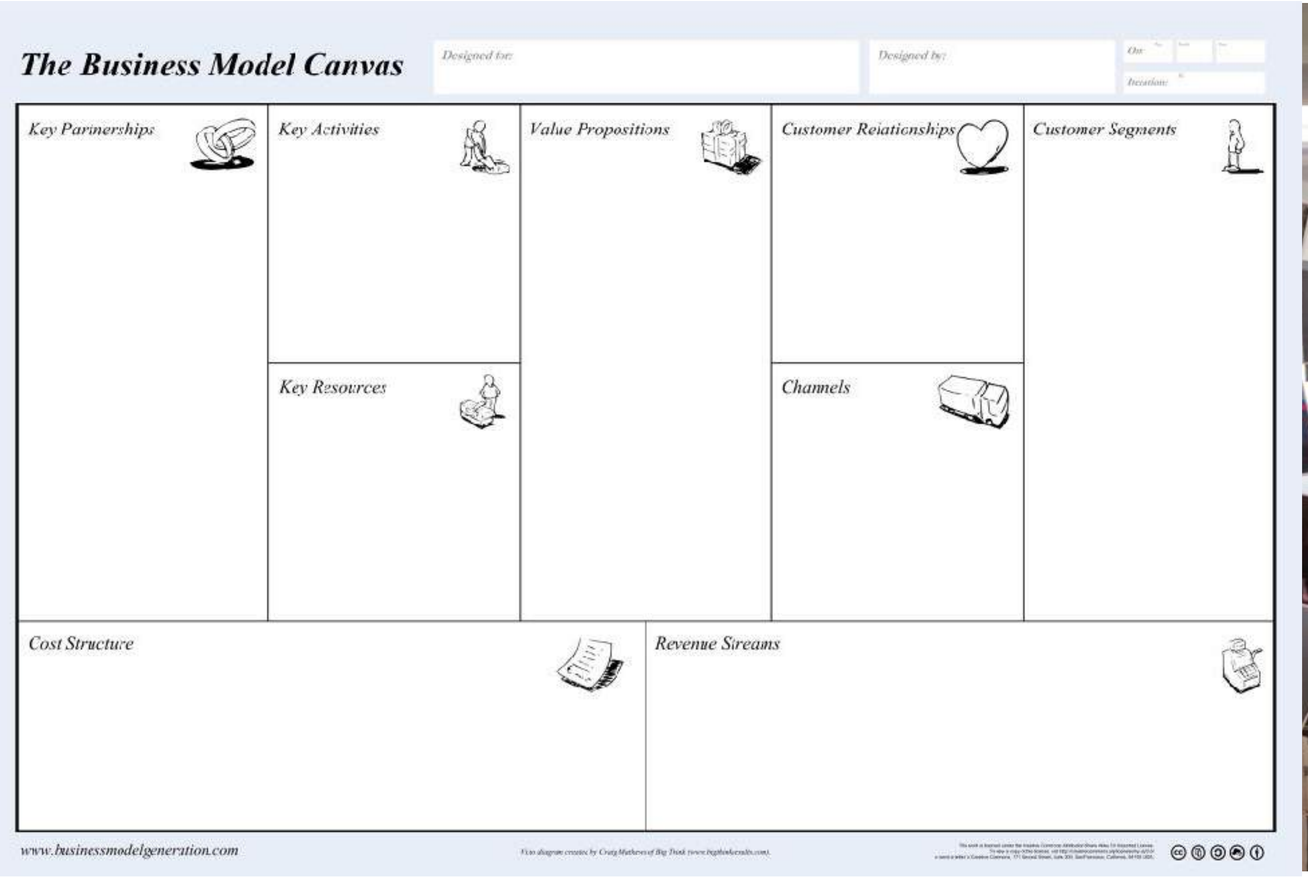
- Brought product management and software development in-house
  在内部进行产品管理和软件开发

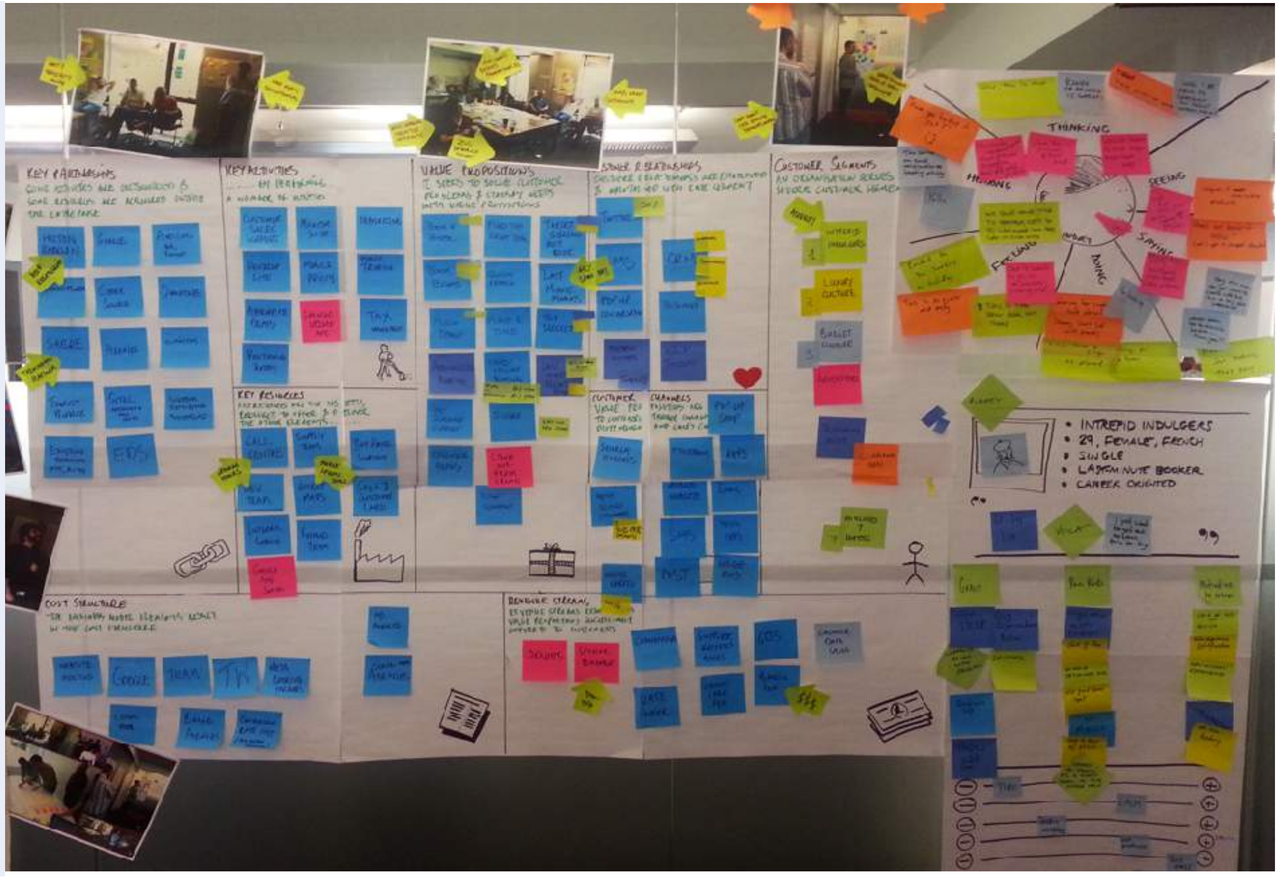
- ThoughtWorks as partner to plan & implement organisational, process and technology changes.
  ThoughtWorks是计划和实施组织，流程和技术变更的合作伙伴。



PROCESS

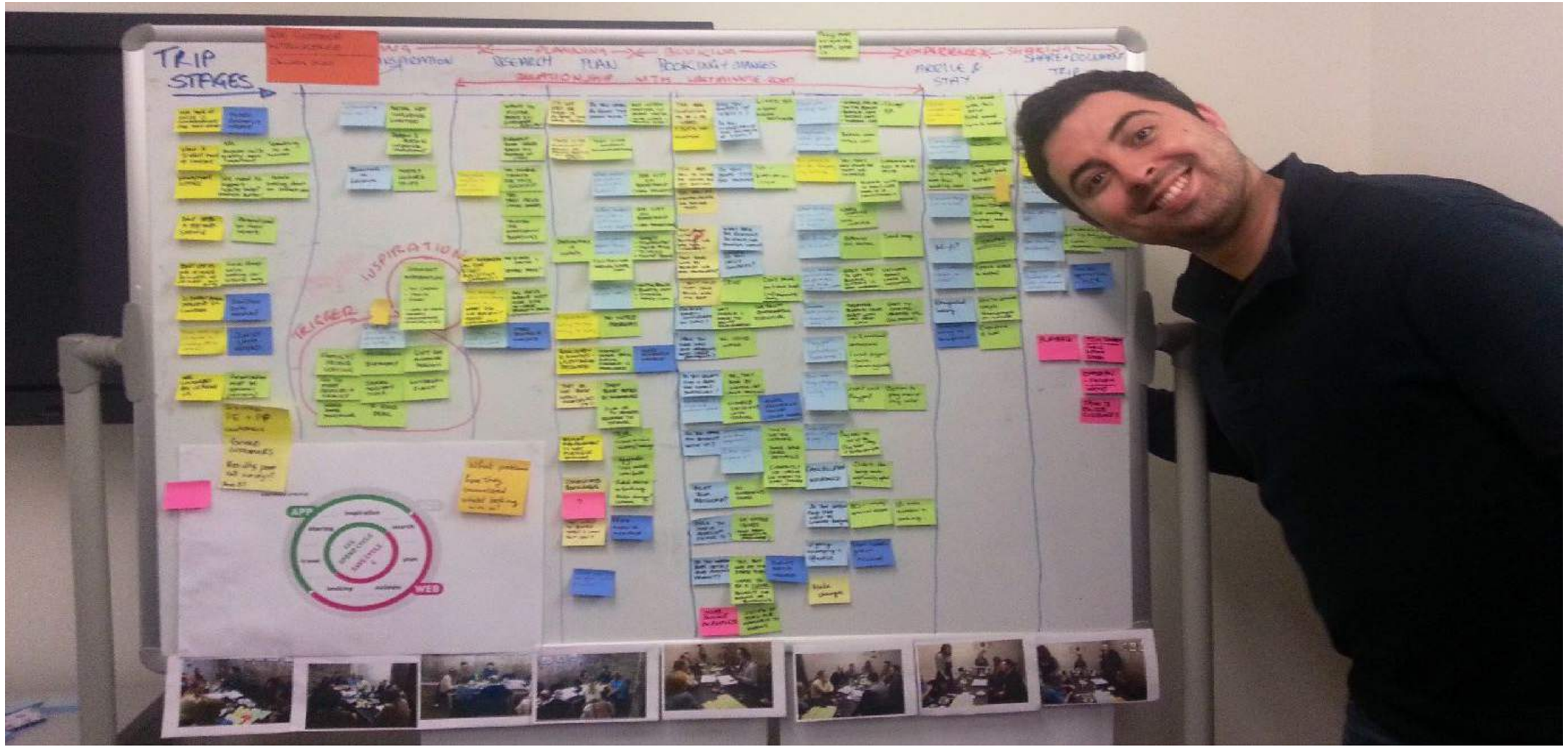
Business Priorities - Business Model Canvas
业务优先级 - 业务模型画布





PROCESS

User Journey Map 用户旅程地图



PROCESS

Ideas + Design Concepts 想法+设计概念

RANKING

Rating - Design Concepts 评级 - 设计概念

CUSTOMER VALUE: How it helps persona achieve their goals.

Not relevant to persona's goals at all.

Greatly facilitate persona to achieve their goals.

EMOTIONAL DESIGN: Fulfils personas emotional desires.

Persona won't be emotionally affect by the feature at all.

Persona feel more excited, positive about the brand or product.

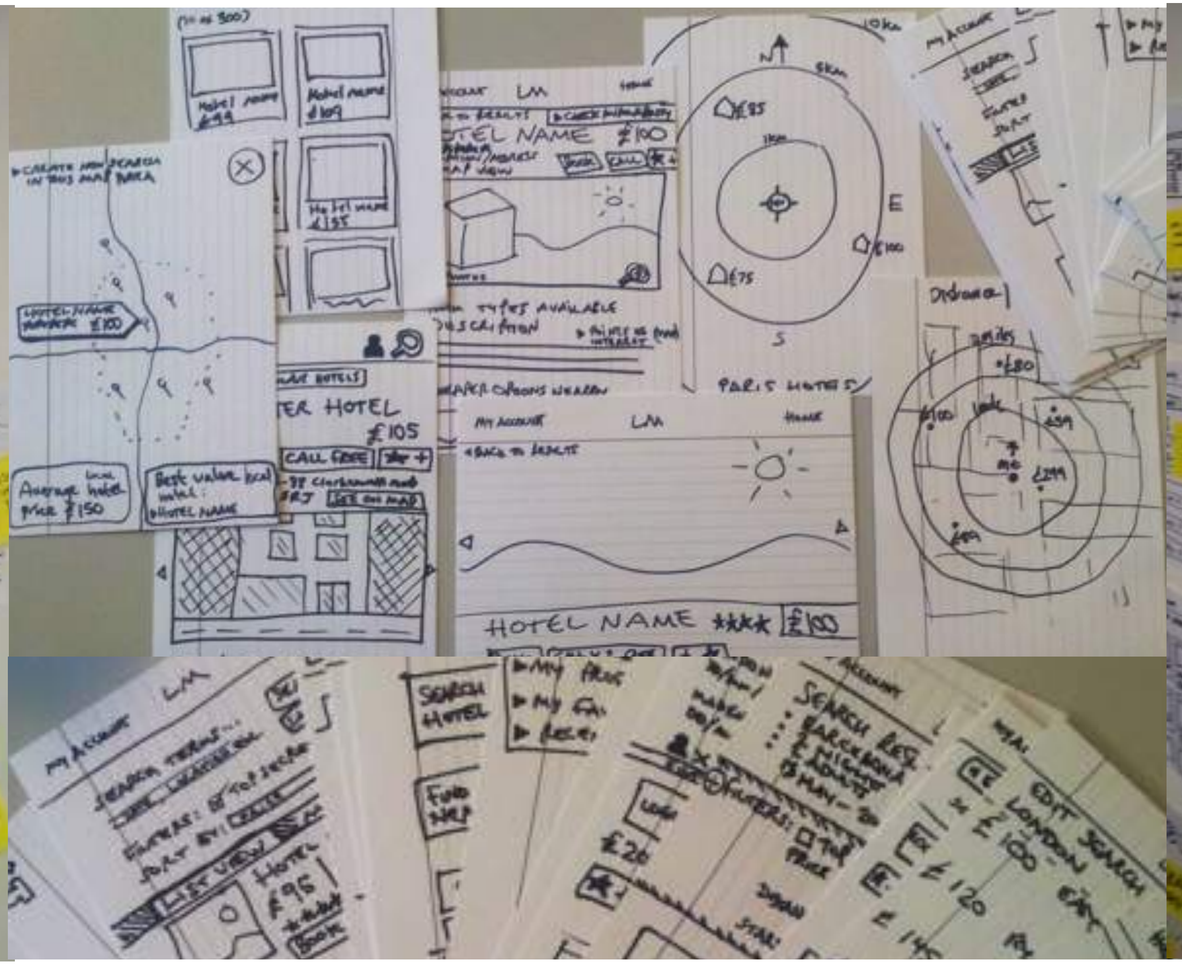
BUSINESS VALUE: How valuable to different business sides.

Business partners show no interests.

Business partners are eager to participate in.

PROTOTYPING

Wireframe Sketching 线框素描



RANKING

Rating - Wireframes - 评级 - 线框

USER JOURNEY: Personas current user journey.

Significant amounts of current page flow need to be changed.

The new design can be seamlessly fit into current page flow.

TECHNICAL FEASIBILITY: How incorporated in application delivery.

No available technical solution.

Existing code can be easily modified to implement new design.

BUSINESS FEASIBILITY: How business resources and operations can support the new design implementation.

No available resources to support this idea.

Operational resources are ready.

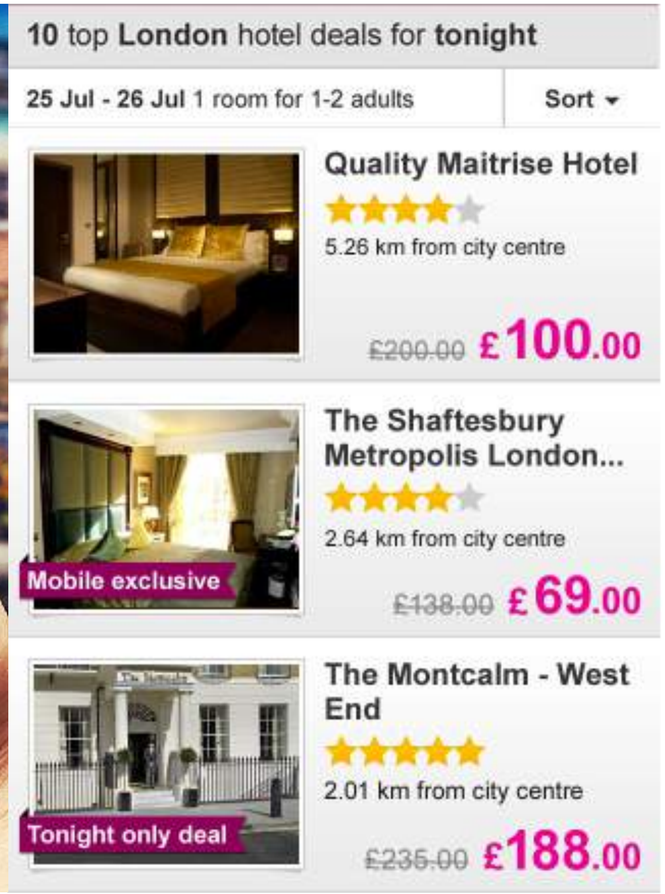
VALIDATION

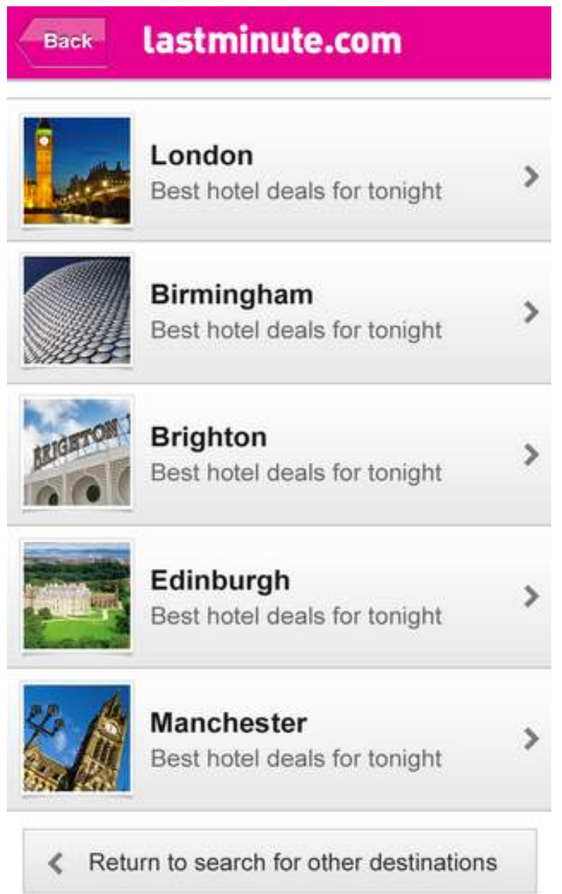
Decision Matrix 决策矩阵

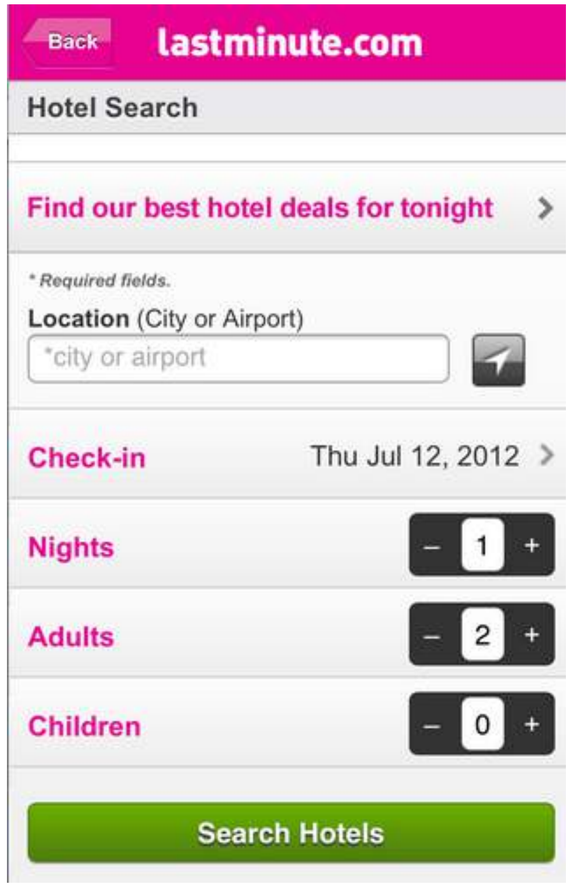
BUSINESS REQUIREMENT / INNOVATION IDEA	CONCEPT			WIREFRAME			TOTAL SCORE
	Customer Value	Emotional Design	Business Value	User Journey	Technical Feasibility	Business Feasibility	
Business Requirement A	1	3	4	3	2	2	15
Idea B	2	4	2	1	5	1	15
Idea C	2	5	4	2	1	4	18
Business Requirement D	4	3	5	4	4	5	25

TESTING

Fast Prototypes 快速原型







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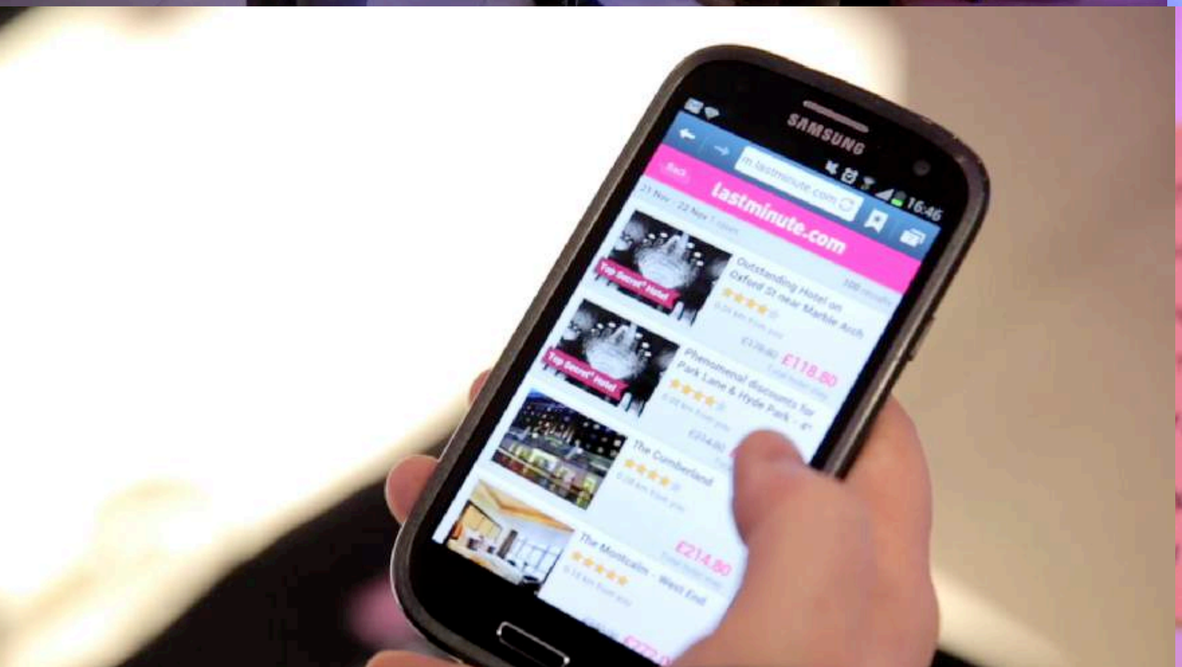
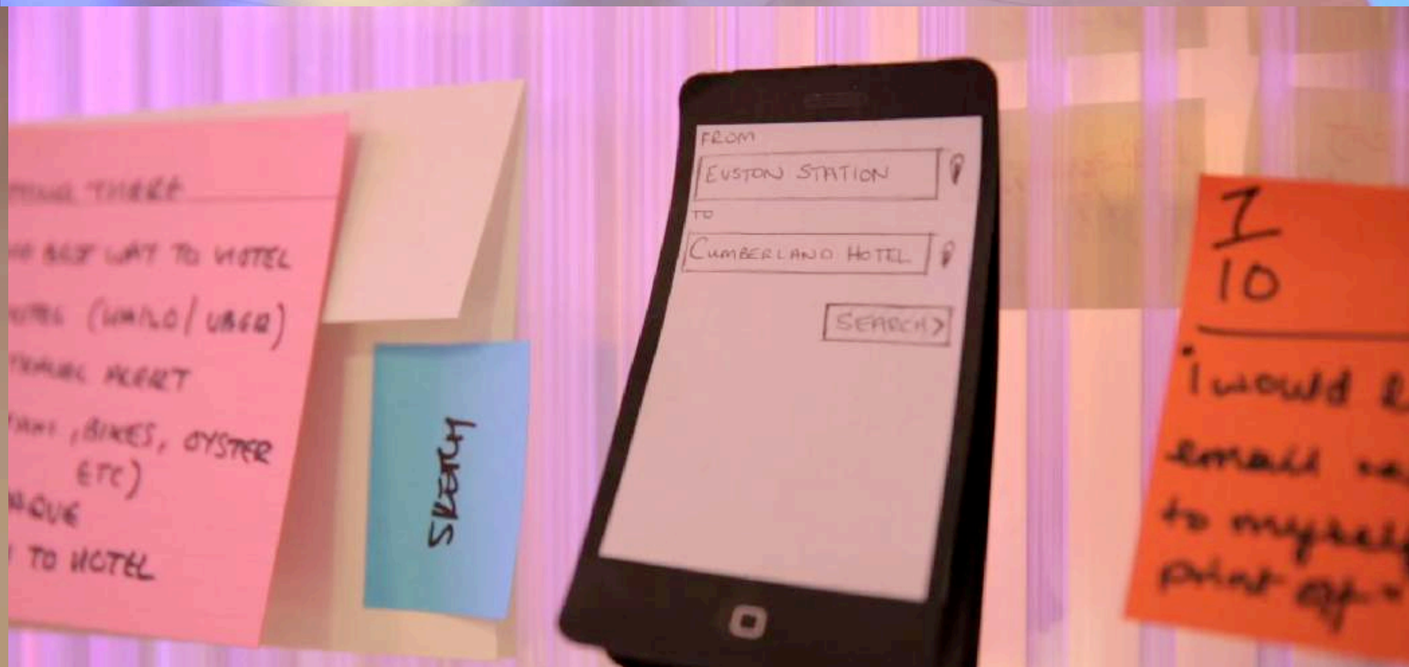

SAMSUNG
Lastminute.com


FROM
EUSTON STATION
TO
CUMBERLAND HOTEL
SEARCH
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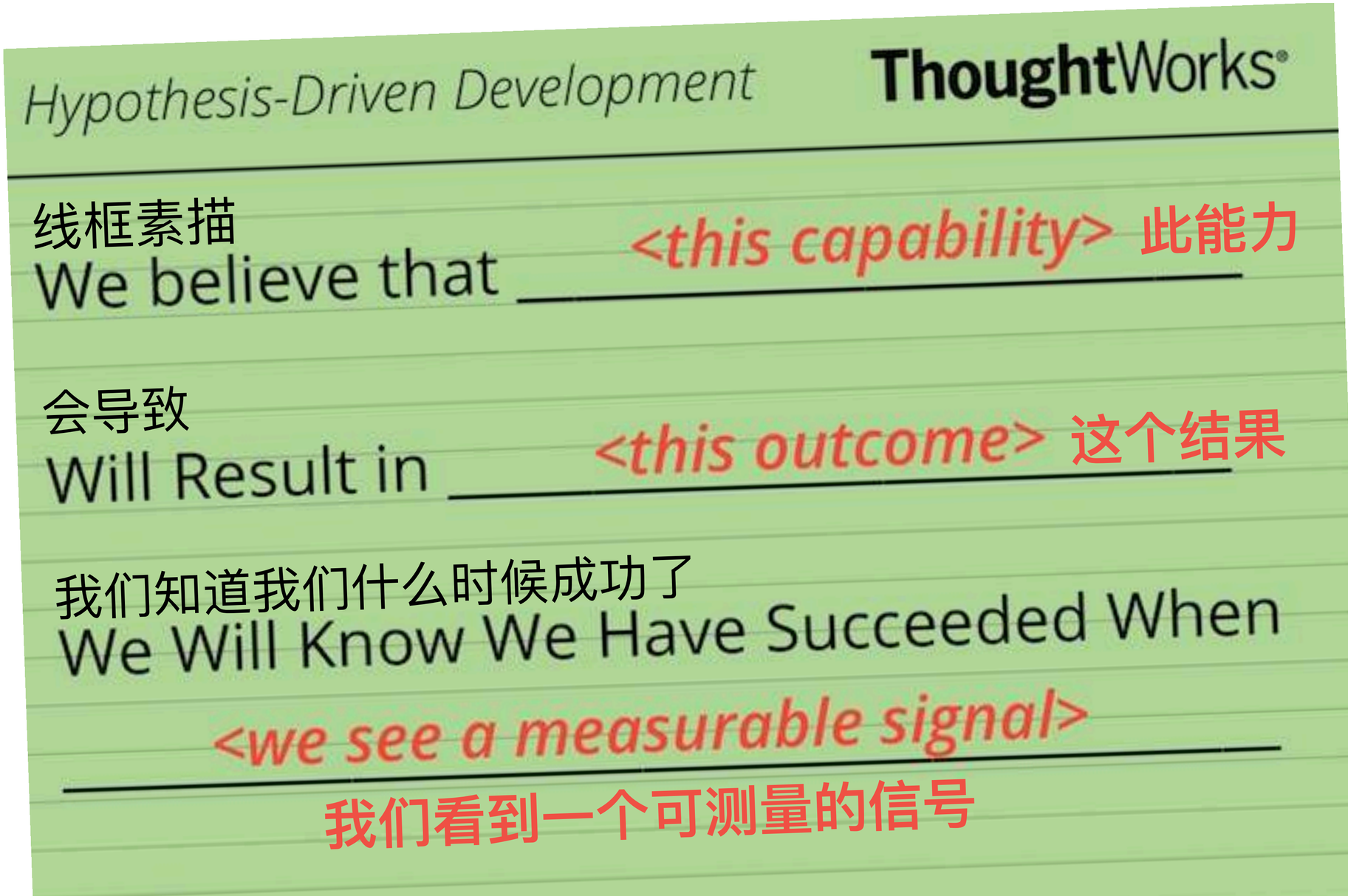
假设驱动交付


Hypothesis-Driven Development
ThoughtWorks®
线框素描
We believe that
<this capability> 此能力
会导致
Will Result in
<this outcome> 这个结果
我们知道我们什么时候成功了
We Will Know We Have Succeeded When
<we see a measurable signal>
我们看到一个可测量的信号

VALIDATION

Project Wall 项目墙

OUR APPROACH TO DELIVERY 我们的交付方式

DISCOVERY	DEFINE & DESIGN	DELIVERY

DISCOVERY AND RESEARCH

USER-DRIVEN CUSTOMER IDEAS

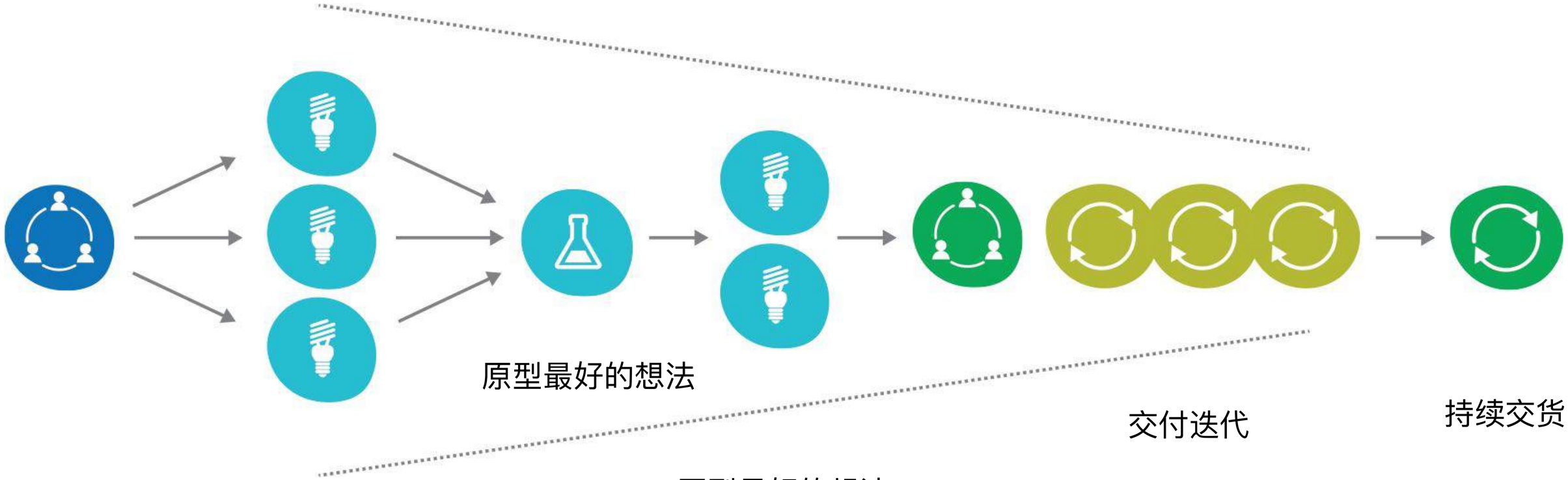
VISIONING WORKSHOP

PROTOTYPE BEST IDEAS

INCEPTION WORKSHOP

DELIVERY ITERATIONS

CONTINUOUS DELIVERY



原型最好的想法

交付迭代

持续交货

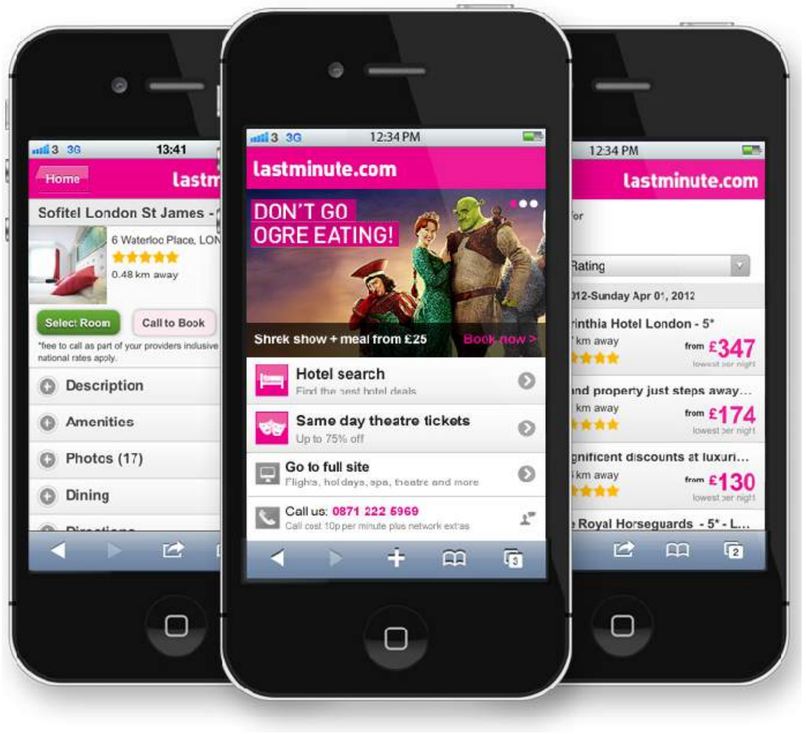
发现与研究

用户驱动的客户想法

原型最好的想法

LAUNCH

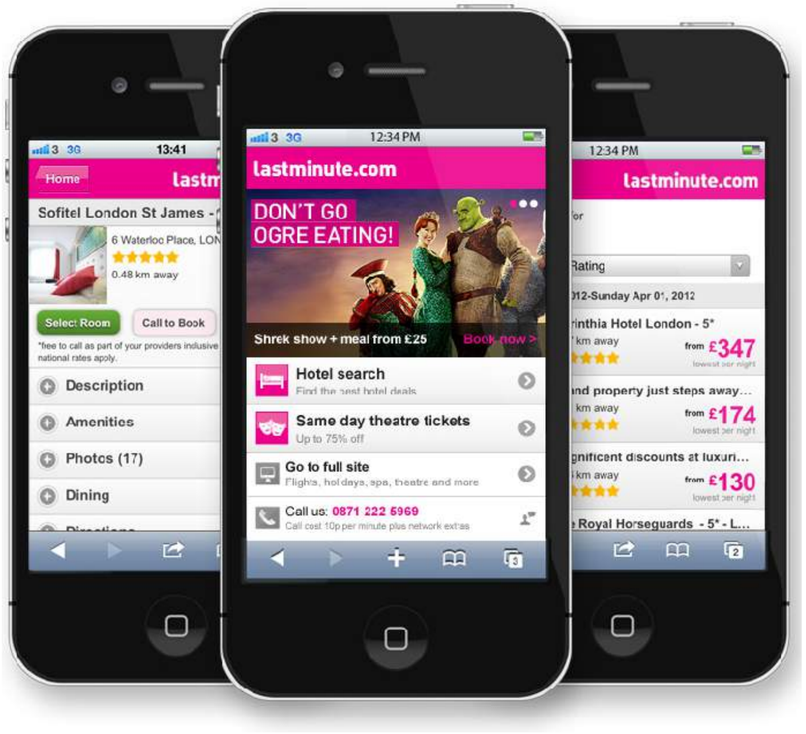
Product Launched 产品发布



- New Platform in 3 Months
- High Confidence
- Validated Learning
- Informed Decisions

RESULTS

Results 结果



- **Orders** *increased* **98%**
- **Conversion** *increased* **143%**
- **Total Order Value** *increased* **148%**
- **Total Transaction Value** *increased* **145%**

Key Takeaways 关键要点

- Be **customer centric**, focus on the **questions not the answers**
  以客户为中心，专注于问题而不是答案
- **Team focused decision making** - not just managers
  做决定的时候，专注于团队而不仅仅是经理
- **Test early, Test often**
  早期测试，经常测试
- **Change culture** by **changing behaviour**
  通过改变行为改变文化

THANK YOU

ThoughtWorks®

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