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what I

wanna talk to you today about is value orchestration

this is a framework um but more than a framework

it's a way of working it's a way of thinking

it's a mindset um that focuses on

uh predicting measuring and

and quantifying the ROI of a digital product

and a digital products roadmap

now um

I think this is uh as I mentioned in the beginning

this is applicable for all industries uh

one of the most recent um

places where we've uh

applied the value orchestration was a large snakes

manufacturer but I'm not allowed to mention their name

so instead uh

we will talk about Willy Wonka

I'm sure most of you remember great movie

supposedly great chocolate so we're gonna help

uh Willy move his sales online and create a uh

successful online store um

so you'll see kind of a little um

um this example

coming back throughout the rest of the story

so now there's four actions

at the core of any value orchestration

or ROI type of thinking activity

that is listening to your stakeholders

listening to your users

having a sharp vision and then preparing to measure

knowing what you're going to measure and of course

doing the measurement itself

um and I've selected four topics or for tools

if you will out of this value orchestration tool kit

that I wanna talk you through today

um that is the Value Tree or the Value Cascade

the Pain Point scorecard

value based roadmap and the Experience Tracker

I think the beauty of these tools is that

they're fairly simple at least to get started with

and they are really universally applicable

so whether you know

you work for a company that sells chocolate or shoes

or insurance or entertainment

it does not matter this is something that you know

you can just pick up and you know

get your team together and work um

work through this and I think that's
that's the beauty of the model
um so the first step is listening to your stakeholders
shareholders business owners
really depends on the size of their organization that
you're working in um
and the tool that I want
to talk about here is the value tree
or the cascade it's called a cascade
because it cascades down from business objectives
to value levers to key metrics and the data points
the intention of cascading it down is what you'll see
quite often product teams
um while they do have clearly defined objectives
there are
they are so disconnected from the wider organization
that somebody at the highest level
like the Sea Sweet
will kind of not really identify their own objectives
or or or criteria in the product's vision right
so it's really about starting from the top
and then kind of naturally coming down
all the way to the data
elements that you're actually going to be collecting
so level 1 is the strategic objectives
what we also call the value drivers
the question here is what
does the organization perceive
as the overall value driver or
you know could be
what do they put out of their focus
in their shareholder reports
for those of you working in larger organizations in um
you will definitely find these objectives
in the annual reports of the company
so for our uh uh
chocolate store of Willy Wonka probably
you know some some very likely um
strategic objectives we're looking at are revenue
costs and brand equity
um there's you know
you will I'm sure you will identify this
identify with these objectives quite a lot as well
so level 2 the value levers um
what are the levers
that will be contributing to the strategic objectives
you identified before
and essentially what are the business benefits or
you know why are we reaching those
strategic elements were discussed up front

so taking the revenue from the from level 1
we could be looking at increasing sales
or supporting new business models
like subscriptions are a big thing in
in the consumer industry today
then we move on uh
to the third level which are the key metrics um
here we look at how do we measure those value levels
we've identified and how will we know essentially
if the value is achieved
um so looking at the increasing sales um lever
um we are likely looking at again
and this is the Willy Wonka example right
so what is the revenue per customer
but also what is the number of new customers
that we bring into the funnel
level 4 maybe the kind of the more
you know the more pragmatic part is
what are the data points that we need to collect
and how will we actually calculate those key metrics
so if you look at the revenue per customer uh
dimension we probably are looking at ARPC right
or the average revenue per customer
is a financial metric
and what is the percentage from upsell or crosssell
what if we're looking at new customers
certainly we wanna know
what is the number of new visitors to the site um
but obviously also the percentage
or the conversion rate of new visitors
so this is kind of how you start from the top
and you drill all the way down
obviously this is a very simplified format right
so the reality will look a little bit messier than that
um
but you know
if we were to then complete this
uh this exercise
uh for Willy Wonka
then we would uh
end up potentially with something like this right
so then for each of the revenue cost
brand equity it's sort of broken down
you know we're looking at reducing cost to serve
uh reducing cost to launch and of course
um uh
customer satisfaction or building customer loyalty
the the
the value of this exercise is in linking everything
together and we will always

when you start mapping this
it will always you know
we look extremely chaotic
you'll get a lot of input and as you prioritize
as you connect it together
you will start identifying
you know you'll start aligning the team
and then ultimately
this becomes your kind of North Star
from a business value perspective
so that was step No. 1 listening to your stakeholder
step No. 2 is listening to your users
now the importance of user research is
I think no secret for this audience
you know I know
we talked quite a lot about this yesterday as well um
so you know
that's I
I think that's
that's a given certainly for this audience
but the question that I wanna pose is
how do you quantify
and how do you prioritize your user pain points
because the truth is
not all pain points are equally important
and this can be painful to say for a uh
experience design professional right
we're here to make the world a better place
we wanna solve all the problems in the world
if we could but we can't um
so that means that we have to start prioritizing
and the kind of
the biggest business lens of doing that
is quite important as well um
so a very easy way of thinking about this um
is uh
defining the impact score of a pain point
as a combination of two
dimensions one is how frequent is that pain point
does it address that it
does it impact 80% of the audience or of our user base
or does it impact 5%
the second dimension is the level of pain
there are pain points that are really
very likely to drive a user out of the funnel
you just drop out
you never wanna see this product again
there's a lot of pain points that
you know nice to have um
so that's you know

obviously the level of the pain point is quite uh quite important here as well that was point No. 2 so we've looked at stakeholders we've looked at users um third step is to make sure we have a very sharp vision and here I'd like to introduce the concept of a value based roadmap this is about bringing it all together right essentially yes we want to make sure that our users you know get to buy and enjoy the chocolate the eating and the buying process but we also want to make sure that we you know we help our organization last in the long term and that means having revenue and that means delivering on stakeholder promises so typically you know after you've done the mapping of pain points and business goals you will have you know you'll go through a solutioning you'll go through brainstorming together with your team the part that I want to talk about here is how do you go what happens after the brainstorming so how do you go about selecting the right areas to focus on and then the last but not least preparing to measure and measuring the experience tracker uh is a great tool here so I remember this example about our automated upfront uh reorder reminders and eco friendly delivery options so let's have a look at what what is the business value or how would we calculate the business value of that so very simple set of steps very simplified but you know very powerful and you know um enough uh to bring stakeholders or to align stakeholders let's say we're looking at 1 million uh customers today on the on the online store we know that or we estimate from our research the 30% of the customers share the pain point of wanting the product earlier finding the shipping to expensive etcetera so that gives us 300,000 customers base uh we estimate uh perhaps from kind of our early testing the 30% of those will end up opting for the eco

friendly delivery option
if served correctly
that gives us a customer base of 100,000 users
um now let's say for each sustainable delivery
we save \$2 per delivery um
and the average customer orders three times a year
so that's \$6 per customer
so all in all we have 100,000 customers
\$6 saving per year
that brings us to \$600,000 savings per year
now this is kind of let's say the realistic scenario
right
based on in this case would be benchmark and testing
etc the reality is this is just an estimate
so we will never know 100% upfront
this is not gonna be a hard number
so we want to look at a pessimistic scenario as well
and an optimistic scenario
what happens
if our conversion rate is twice lower than we thought
or what happens if it twice higher than we thought
right so this gives you the range
the potential value from
from this particular feature is between 270 and 900 k
right so then suddenly you have a number to work with
another great way to keep the big picture in mind
and track the progress is the experience tracker um
so here you wanna again look at on one side
you wanna look at the user pain points
and the observations
so map the ones that have been already addressed
linked to a specific epic or feature
map the ones that are still on the backlog
um and then on the other side
you wanna map your backlog itself or the roadmap right
so
you wanna look at what are the features linked to that
epic that have been deployed
or that are still on the uh backlog
so then from here on this picture
you'd immediately see
we've addressed a lot of features on the gift options
uh but maybe disproportionate amount of features
because the user pain points
linked to that are actually quite
much smaller than
than those linked to automated order reminders
so then when you have this picture
this big um
big picture all the time and

you know maybe every two weeks or every month
you come back to this
it helps you avoid getting bugged down in the details
and and missing out the
you know the important elements of it
so that was you know
we talked about the four elements of value
orchestration and the four artifacts
I wanna give you three quick pro tips of
you know things to keep in mind as you
as you go through this
if you hopefully try to apply this in your own work
the first one is that none of us knows everything
individually but together we do right
so it's really important
that you tap into the collective knowledge
that you co create with your own team
and that you build an environment of trust
this means
this exercise is not just for the UX professionals
is not just for the designers or the design strategies
it's only successful if you bring in your stakeholders
if you bring in your your tech people
you know everyone that has a say in the product
bring them together and do not hesitate uh
do not hesitate to to
to work together with them on that
tip No. 2 estimates
and assumptions
will be more frequent than hard numbers
and you've seen a lot of this today right
you work with benchmark numbers
you work with assumptions with
you know best guesses and that's okay
if you're gonna look for hard numbers
you're never gonna get it done
so start with what you know to the best of your ability
and you'll see this quite quickly improving with uh
with time
tip No. 3 the true value of this
framework is really about aligning the organization
and that means
you'll have a very diverse set of people to talk to
and that also means that you need to over simplify
sometimes right
it's a complicated topic you could
you know go all the way in depth um
but there's no value in going in depth
unless everyone is stands behind you
so you'll often have to start very simple

and sort of build up from there
so that was the value or orchestration framework uh
I know there's a lot to go through very
very nerdy at at times I
I realise that
so I just wanna leave you with kind of three uh
key things to remember from kind of all the
all the tools that we discussed about first one
business and user need to go hand in hand
you know whatever tool you use
look from the user and from the business perspective
it's all about them coming together um
second one is quantification is easier than it sounds
um so a lot of the examples that I've showed you here
and a lot of the work that I've actually done in this
uh
was based on common sense maybe some you know business
uh strategy 1:01 and some uh
publicly available benchmarking exercises
so it sounds only get first
but give it a go and you'll be surprised how um
how easy it actually is at least to get started
and last one silos don't create heroes right
so kind of the I think
the golden thread showed that the value is always
and I mean
always and the intersection between experience and
and tech and strategy and everything coming together
so the more you can bring it all together
and use artifacts like the golden thread or
you know maybe invent your own artifact um
as long as it's all together
you really will get the value out of this
so with that
I'd like to invite you to start thinking about
how do you build value
how do you elevate yourself and your team
from building experiences to
to really building value across the board thank you