

Designing Process Improvement PNSQC 2011

John Ruberto

Thank You!

▶ Reviewers

▶ Moss Drake

▶ Roslyn Lindquist



Now, a word from my sponsor...

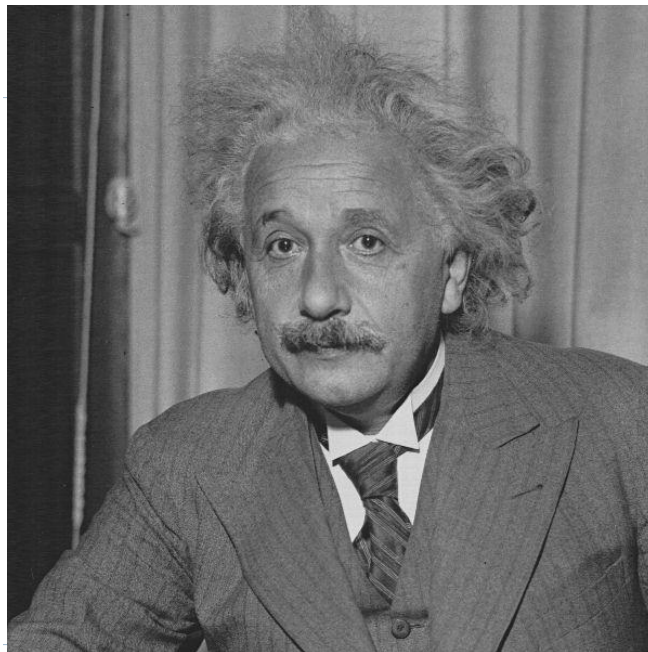
Creating Innovative Products and Services

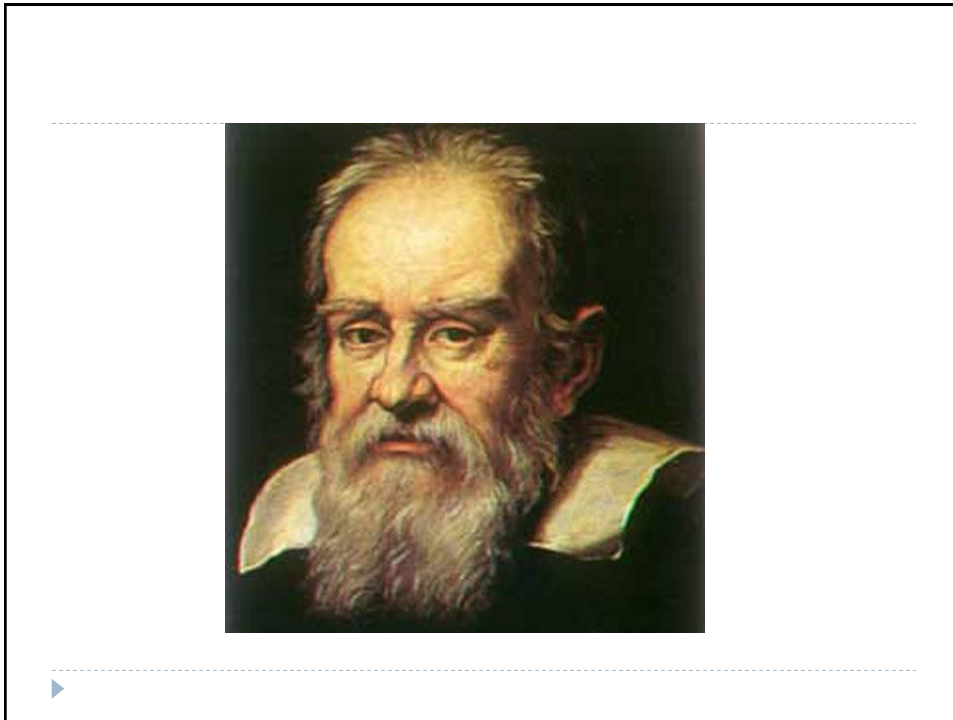


A Leading Provider of Business and Financial Management Solutions

- ▶ **Founded in 1983**
- ▶ **FY 2011 revenue of \$3.8 billion**
- ▶ **Traded on the Nasdaq: INTU**
- ▶ **Employs more than 7,800 people**
- ▶ **Offices across the U.S., Canada, India and U.K.**
- ▶ **50 million customers**

Fortune's 100
Best Companies to
Work For
10 years running





Tale of Two Meetings

- ▶ Come up with a Freemium solution for payroll

- ▶ High-Velocity Organization Training

What is Design?

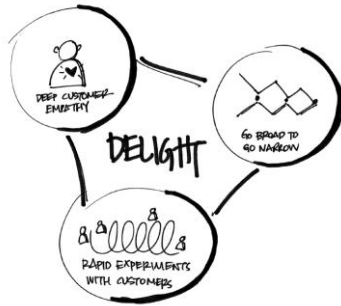


- ▶ Product Design is an art
- ▶ Product Design is a science
- ▶ [See how its done at IDEO](#)

Video Insights

- ▶ **Methodology**
 - ▶ Definite life-cycle
 - ▶ Periods of going broad, periods of narrowing down
 - ▶ Managed Chaos
 - ▶ Time-bound
- ▶ **People**
 - ▶ “Adults in the room” (Innovation Catalysts)
 - ▶ Lots of people
 - ▶ Different backgrounds / mindsets

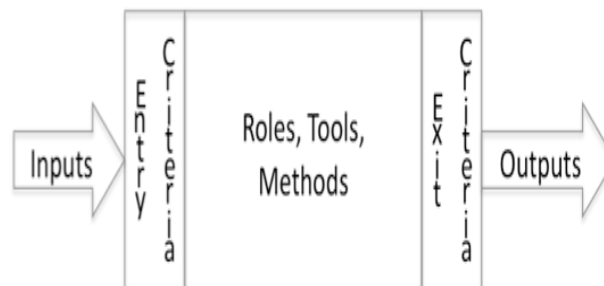
Design for Delight



- ▶ Intuit's methodology for product design
- ▶ Deep Customer Empathy
- ▶ Go Broad to go Narrow
- ▶ Rapid Experiments with Customers

D4D Case Study

- ▶ What is a process?

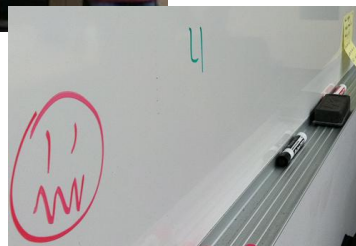


- ▶ Who is the customer?

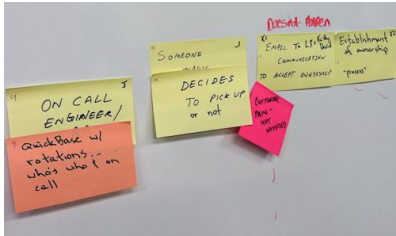
Process Mapping (Customer Empathy)



Process Mapping



Pain Point Identification



- ▶ Customer identifies the pain points in the process
- ▶ Choose one to fix
 - ▶ Voting
 - ▶ Business oriented criteria

Let's talk about emotions



Brainstorming Solutions (Go Broad to go Narrow)



"To have a good idea, you must first have lots of ideas."

-Linus Pauling



Share ideas



"In fact, in every session, there should be several ideas so bizarre that they make the group laugh."

- Stephen Bryant, Innovation Catalyst



Build on Ideas



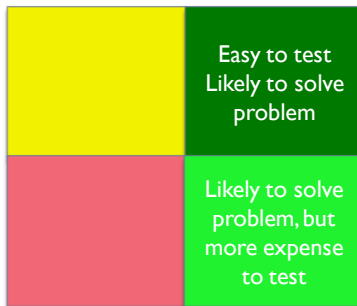
“Remember that practical ideas very often come from silly, impractical, impossible ones.”

- Stephen Bryant, Innovation Catalyst



Down Select (Go Narrow)

Easy to Implement



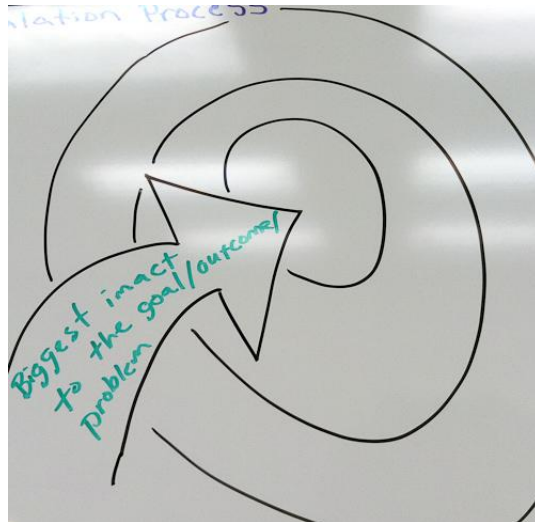
High Impact to solving problem



Hard to Implement



Down select (go narrow)



Rapid Experimentation

Congratulations on your success!

Your Payroll Guide for California CA

Everything you need

Hourly Rate
 OT Rate
 Exemptions from tax
 Hours worked

Your Payroll	\$450.00
Gross Pay	25.50
Federal Withholding	17.32
FICA	2.4
Retiree	6.47
California Withholding	0
Unemployment Insurance	2.25
Net Pay	\$397.43

"I have not failed 700 times. I have succeeded in proving those 700 ways will not work. When I have eliminated the ways that will not work, I will find the way that will work"

--Thomas Edison

Rapid Experimentation



- ▶ Tell a story about your solution, engage your customer
 - ▶ Story boards
 - ▶ Paper Prototypes
 - ▶ Wireframe
- ▶ This is just the beginning...
- ▶ Continuous Improvement is a virtuous cycle

Observations

- ▶ Most participants would recommend D4D as a method for identifying process improvements
 - ▶ They appreciated the collaboration
 - ▶ Several “ah-ha” moments when engaging with customers
- ▶ Care should be taken in selecting customers
 - ▶ Results are highly dependent on customer empathy
 - ▶ Make sure the customers are representative
- ▶ Care should be taken in selecting ideas to test
 - ▶ Judging ideas on ease to implement and bias towards rapid experimentation may lead to evolutionary improvements rather than revolutionary

Thank You

- ▶ **Reference keywords**

- ▶ IDEO Method cards
- ▶ Stanford Design School Bootstrap Bootcamp
- ▶ Youtube: Nightline Deep Dive IDEO

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