



# Valsplat

## Design by Insight maturity scale

Version 1.1



	Unrecognized	Ad-Hoc	Unmanaged	Managed	Integrated	Institutionalized
	<p><i>"We don't need user research."</i></p> <p>No research is done, and customer insights do not play any role in strategic and operational decisions.</p> <p>Unaware of the potential of using customer insights. Often thinking they know the customer well enough because 'we have been working in this business for 20 years'.</p>	<p><i>"We sometimes do a test, but this doesn't influence our product development."</i></p> <p>Sporadic market research and usability tests for inspiration, understanding striking successes or disappointing results and as go/no-go checks for newly developed solutions.</p> <p>Insights are surprising eye-openers. Due to their low frequency and limited scope, the impact of insights is still limited.</p>	<p><i>"There is no standard approach for using user insights. Every department does this differently. Some teams apply UCD, others don't."</i></p> <p>Research becomes more and more integrated into the design process, but each team does it in its own way.</p> <p>The value of customer insights for the design process is (often) recognized. However, there are not sufficient resources nor skills available yet to apply this structurally or to effectively link it to business goals.</p>	<p><i>"Our UX team is dedicated to research. We use insights to optimize and experiment."</i></p> <p>UX design and research responsibilities are clearly assigned, usually starting at the operational level and later on board level as well. Processes are becoming more and more standardized and UX KPIs become leading.</p> <p>Research and design are considered indispensable competencies. Work is done according to a custom UCD process. Customer insights get more and more impact on the product roadmap.</p>	<p><i>"The entire company uses the same UX process. We have clear methods, tools and dedicated resources."</i></p> <p>Research and design get a more central place in the organization and they reach other teams on all levels with their insights. Strategic decisions are fueled by deep customer insights.</p> <p>Customer insights are used for optimization and to grow current services. More attention is being paid to the fundamental customer needs that underlie the use of current products and services.</p>	<p><i>"Because we truly understand the market and our client we recognize opportunities and know how we can react to those opportunities."</i></p> <p>Shared opinion on unmet customer needs and a strong understanding of the purpose and added value of the brand nurtures strategy and operation. Everyone is focused on optimizing the customer's experience.</p> <p>Insights determine the course. The organization is agile and understands the customer and market so well that it can introduce new products and services even before people knew they needed them.</p>
<p><b>Vision</b></p> <p>The vision is convincing and inspiring and encourages action.</p> <p>Without vision: <b>Confusion</b></p>	<ul style="list-style-type: none"> <li>The vision focuses on expanding <b>current services</b>.</li> <li>Vision is formed top-down.</li> </ul>	<p>← See previous</p> <ul style="list-style-type: none"> <li>UX is not part of the vision for product and organization.</li> <li><b>Somebody or only a few are aware of the importance of UX.</b></li> </ul>	<p>← See previous</p> <ul style="list-style-type: none"> <li>A good <b>customer experience is considered a success factor.</b></li> </ul>	<p>← See previous</p> <ul style="list-style-type: none"> <li><b>Customer experience is a critical success factor.</b></li> <li>Customer insights are used to learn from internally and to experiment with.</li> </ul>	<ul style="list-style-type: none"> <li>Vision on current services and understanding/fulfilling <b>broader user needs</b>.</li> <li>Vision encourages <b>experimentation</b> and learning.</li> </ul>	<ul style="list-style-type: none"> <li><b>Vision describes a need</b> and does not necessarily relate to current services.</li> <li>Focus on long term value creation, the ultimate customer experience is the goal.</li> </ul>
<p><b>Strategic plan</b></p> <p>The strategic plan gives the organization a clear route for the next 3 to 5 years.</p> <p>Without an action plan: <b>Failed initiatives</b></p>	<ul style="list-style-type: none"> <li>Strategic focus on price, marketing and operation, with profit maximization as the goal.</li> <li>The end user is not a stakeholder in the plan.</li> <li>Design is used to make things beautiful.</li> </ul>	<p>← See previous</p> <ul style="list-style-type: none"> <li>Sporadic research focuses on live products and is used ad hoc.</li> </ul>	<ul style="list-style-type: none"> <li>In addition to growth, increasing <b>customer satisfaction</b> is part of the strategy.</li> <li>Testing new components with users is part of the plan, although not structurally organized.</li> </ul>	<ul style="list-style-type: none"> <li><b>Increasing customer satisfaction</b> is an important part of the strategy.</li> <li>UX KPIs are leading.</li> <li>UX becomes <b>cross-departmental and tools and processes are standardized</b>.</li> <li>Occasionally, insights that go beyond the current service are gained.</li> </ul>	<ul style="list-style-type: none"> <li><b>User value</b> is important for business cases and prioritization.</li> <li>The organization is organized around journeys, user stories or jobs to be done.</li> <li><b>Understanding the world of today and tomorrow plays a major role</b> in organizing your own organization.</li> </ul>	<ul style="list-style-type: none"> <li><b>User-centered culture</b> is a key principle of strategy.</li> <li>Strategy focuses on <b>fulfilling user needs</b>.</li> <li><b>Agile organization</b>: experimenting and rapid improvements are the standard.</li> </ul>
<p><b>Skills</b></p> <p>The skills and capabilities that organization and leadership need to operate.</p> <p>Without the right skills: <b>Fear, unrest</b></p>	<ul style="list-style-type: none"> <li>There is no design or research knowledge available.</li> <li>Sales &amp; Marketing determine the direction.</li> </ul>	<ul style="list-style-type: none"> <li><b>Quantitative optimization</b> as part of marketing or growth hacking.</li> <li>Research and design are usually outsourced.</li> <li>Little knowledge of user research.</li> <li>Occasional tests at the end of the process for validation.</li> </ul>	<ul style="list-style-type: none"> <li><b>Analytics and A/B testing</b> are widely used.</li> <li><b>Knowledge of UCD varies</b> greatly between teams and individuals.</li> <li>Design and research on an operational level.</li> <li>Periodic UCD support on a strategic level.</li> </ul>	<ul style="list-style-type: none"> <li>Operational design &amp; research skills are <b>present in all product lines</b>.</li> <li>There are some strategic research skills in-house.</li> <li>Skills to spread insights.</li> <li><b>Someone is responsible for consistent UX.</b></li> </ul>	<ul style="list-style-type: none"> <li>Design &amp; research skills across all departments.</li> <li><b>In-house strategic UCD skills.</b></li> <li><b>Consistency</b> across online and offline customer experience.</li> <li>Leadership that emphasizes <b>the importance of UX across the entire organization</b>.</li> </ul>	<ul style="list-style-type: none"> <li><b>Strategic UX to translate broad insights into viable business cases.</b></li> <li><b>Trend research</b> is present or is consulted on a regular basis.</li> <li>User Centered <b>Culture</b> ambassador.</li> </ul>
<p><b>Incentives</b></p> <p>What are internal success criteria? How are they measured? How are they measured?</p> <p>Without incentives: <b>Resistance</b></p>	<ul style="list-style-type: none"> <li>Mainly <b>financial incentives</b> such as increasing sales or reducing costs.</li> <li><i>First-to-market</i> as an important driver.</li> <li>Direction is <b>determined on quarterly figures</b>: income costs.</li> </ul>	<p>← See previous</p> <ul style="list-style-type: none"> <li>Direction is determined on <b>online marketing and conversion metrics</b>.</li> <li>Optimal use of marketing budgets as a driver.</li> <li><b>Qualitative research</b> to create internal support.</li> </ul>	<ul style="list-style-type: none"> <li>Financial metrics are supplemented with <b>customer-related metrics</b> such as CLV and NPS.</li> <li>Research to retrieve input on the metrics and to validate assumptions in time.</li> </ul>	<ul style="list-style-type: none"> <li>Teams have their <b>own UX KPIs</b> and targets.</li> <li><b>Consistent brand experience and more efficient spending of development budget</b> through coordination of research, design and development.</li> </ul>	<ul style="list-style-type: none"> <li>Ultimate customer experience <b>reinforces the organizations right to exist</b>.</li> <li><b>Shortening of the time-to-market</b> and fast payback times for new developments through validation and fast iterations.</li> </ul>	<ul style="list-style-type: none"> <li><b>Sharpened organization</b>: continuous insights sharpen daily practice and future vision.</li> <li><b>Shared truth</b> based on insights.</li> <li>Future thinking is facilitated in all layers of the organization.</li> <li>A <b>future-proof proposition</b>.</li> </ul>
<p><b>Resources</b></p> <p>Which resources (people, budget, tools) are available to realize the strategic vision?</p> <p>Without resources: <b>Frustration</b></p>	<ul style="list-style-type: none"> <li>There is no budget for UX design nor user research.</li> </ul>	<ul style="list-style-type: none"> <li>There is <b>no predetermined budget for user research</b>.</li> <li>Resources are arranged per project by one or a few precursors.</li> </ul>	<ul style="list-style-type: none"> <li>Teams use — often on their own initiative — <b>a part of their budget or resources on UX design/research</b>.</li> <li>Research and design are often <b>used on a temporary basis or as a hobby in addition to the usual tasks</b>.</li> </ul>	<ul style="list-style-type: none"> <li>An organization-wide <b>UX team is created</b>.</li> <li>UX manager has resources to distribute.</li> <li><b>Standard tools, processes and skills</b> for user research and UX design are in-house.</li> </ul>	<ul style="list-style-type: none"> <li>There is a <b>dedicated team</b> for UX design and user research.</li> <li>There are resources to <b>bridge the gap between this team and the others</b>.</li> <li>Business owners have their <b>own budgets for research and design</b>.</li> <li>Digital and UX are part of the <b>organization's senior management</b>.</li> </ul>	<ul style="list-style-type: none"> <li><b>Product-transcending customer insights</b> are regularly collected and there are means to follow up on these insights.</li> <li>Every employee has a certain <b>mandate to act in line with the ultimate customer experience</b>, within the framework of the identity of the organization.</li> </ul>