

GETTING YOUR BUY IN

by
**KEVIN
HAWKINS**



Instagram: @KevinHawkinsDesign

X/Twitter: @KevinHawkinsDC

GUILD OF WORKING DESIGNERS





SO... WHO'S THIS GUY?!



PERSONAL

- Washington, DC, USA native
- World traveler (64 countries)
- Lives in Barcelona (prev Sydney & Amsterdam)

PROFESSIONAL

- Product Design & Research Leader
- Former professor for UX, Design Thinking, and Data Viz
- 17+ years in product design & UX (5yrs in Mgmt)
- 20MM in combined budgets under management
- Experience with NGOs, startups, consulting firms, and big public companies
- Helped raise 40MM+ in VC funding for startups

MY EXPERIENCE

amenitiz

Glovo^o



Booking.com



UBER

GEORGETOWN
UNIVERSITY



spg Starwood Preferred Guest

THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON, DC

VOGUE

BROOKINGS

BILL & MELINDA
GATES foundation



GAP



J.P.Morgan







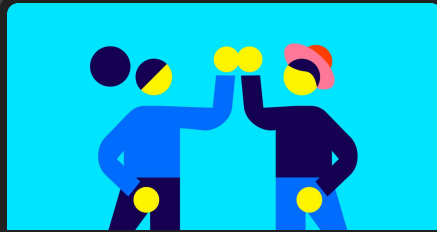




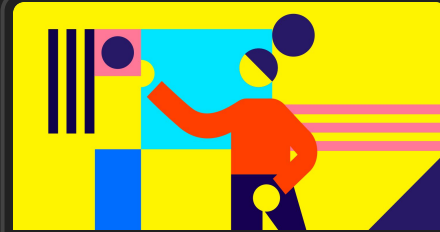
Stakeholders are Humans



They want more and more value from you



Show how you can increase business/KPIs



Show that you care about what they care for

00

What's the environment?

Properly identify stakeholders

USER Needs to **Need** Because **INSIGHT**

Beyond Basic
Brainstorm

Alex Os

Before

YOUR CREATIVE
POWER
1948



I **Lead** the session
& **Track Time**



the
Facilitator

Prepare
SPACE

Collaborative
MINDSET

improv
techniques



SOUND
BALL

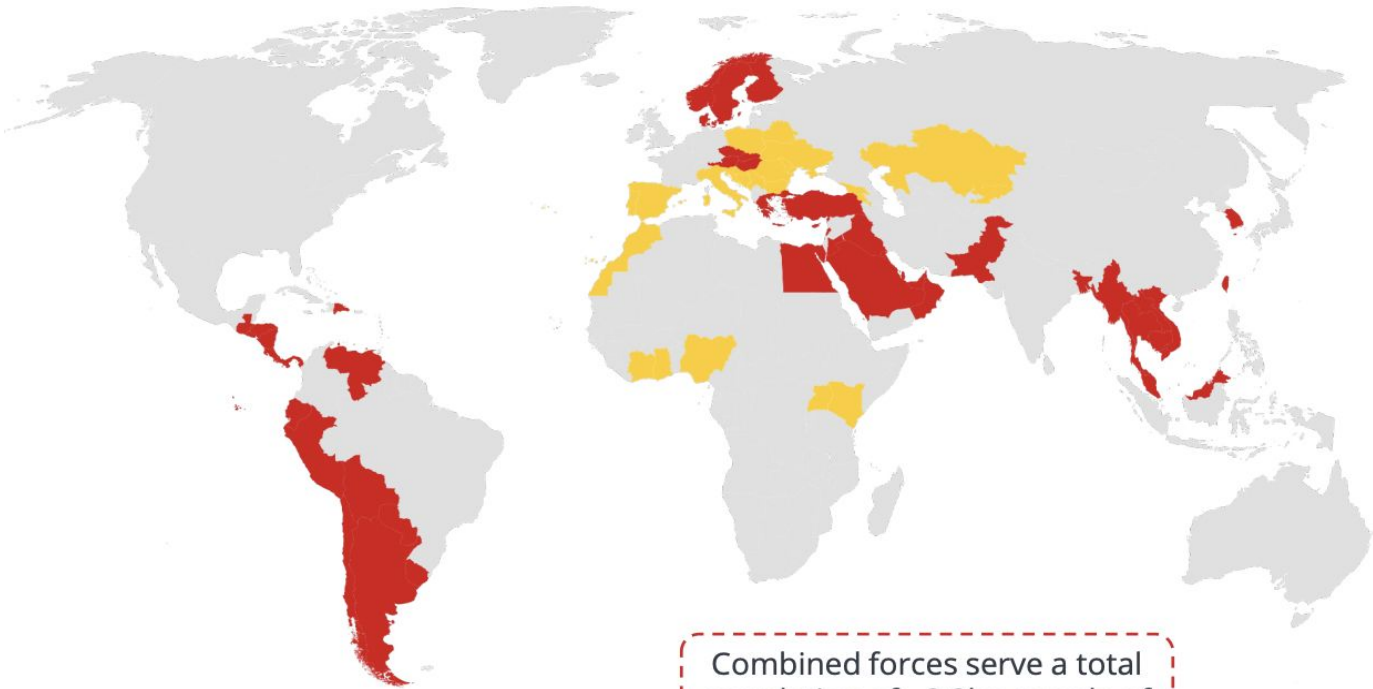
ideas ideas ideas
ideas ideas ideas
Quick ideas

Real
STRENGTHS

I



**Our vision is to give
everyone easy access to
anything in their city.**



Combined forces serve a total population of ~2.2bn people of which Glovo adds 700m

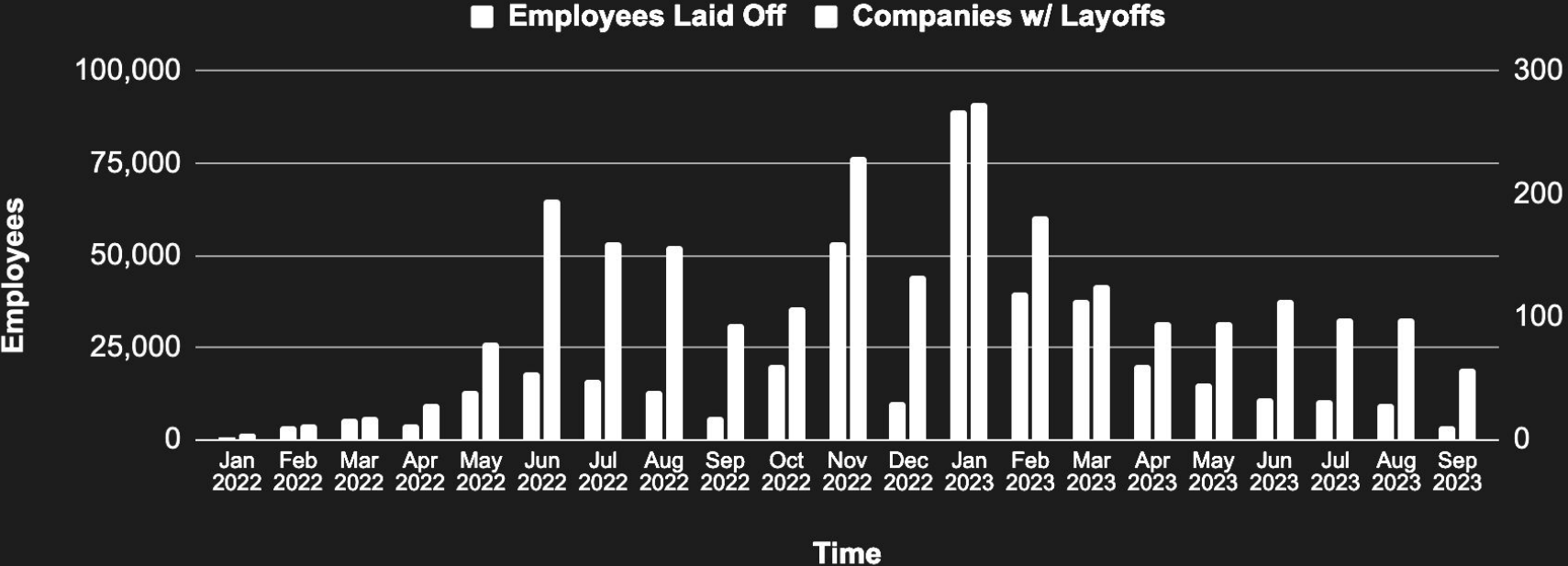


Glovo[®]

**Give everyone easy access to
anything in their city**

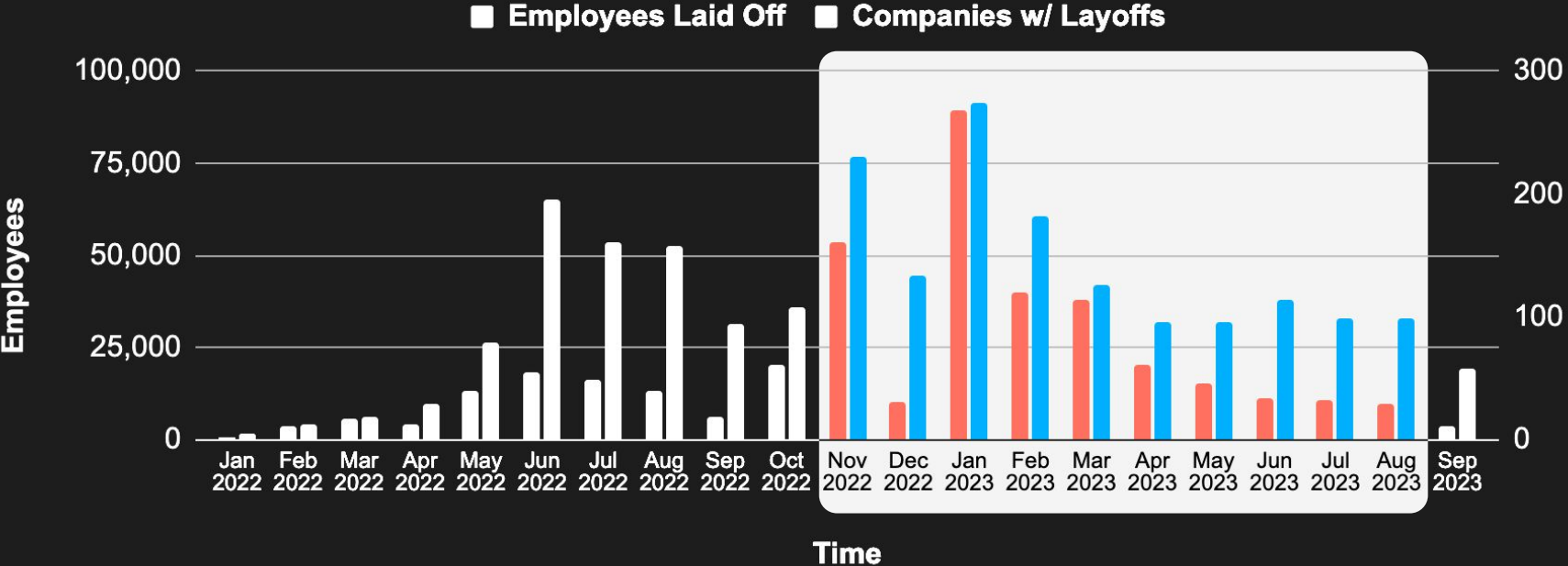
TIMES ARE TOUGH

Source: <https://layoffs.fyi>



TIMES ARE TOUGH

Source: <https://layoffs.fyi>



Delivery Hero's Glovo to lay off 250 employees worldwide

Delivery Hero cuts 550 jobs, mostly in UK, after fall in online orders

Getir laying off thousands of workers, cutting expansion plans

view

DoorDash cuts 1,000 employees in operating expenses

Berlin's Gorillas lays off 300, explores 'strategic options' in 4 countries as funds dry up for its \$3B instant grocery play

5 job cuts at

Berlin HQ

IT GETS BETTER WITH TIME



© marketoonist.com

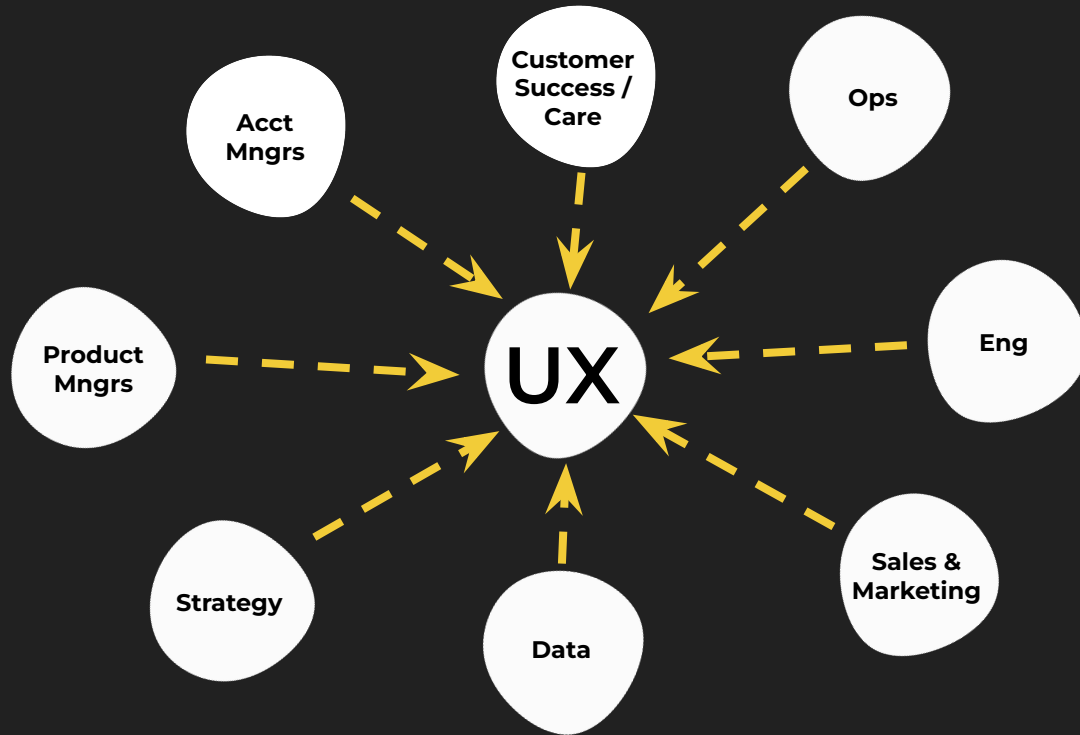




NOW WHAT?



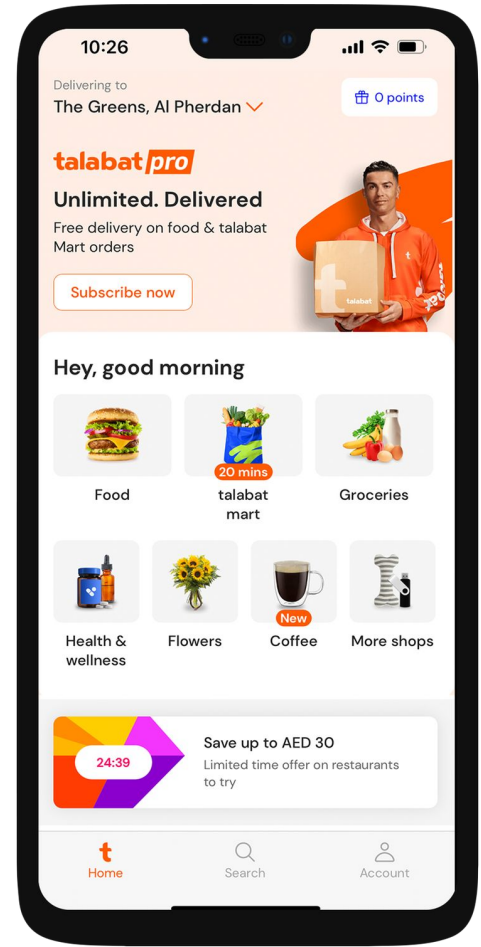
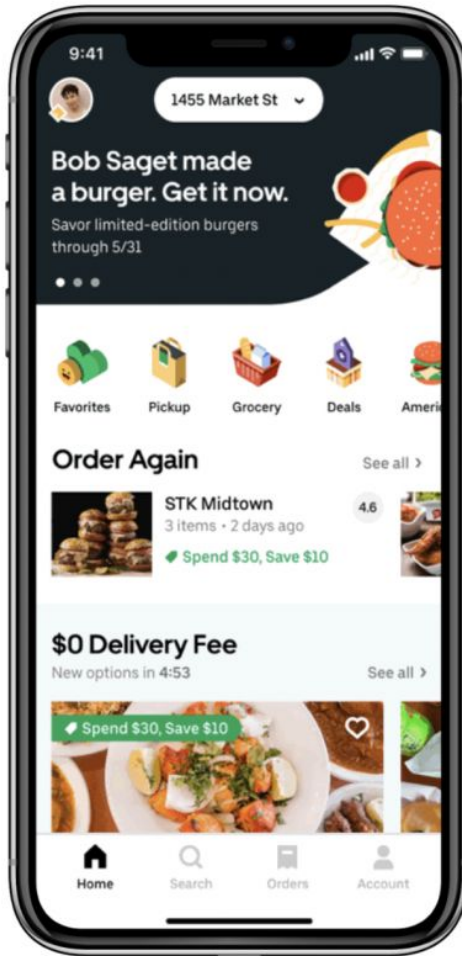
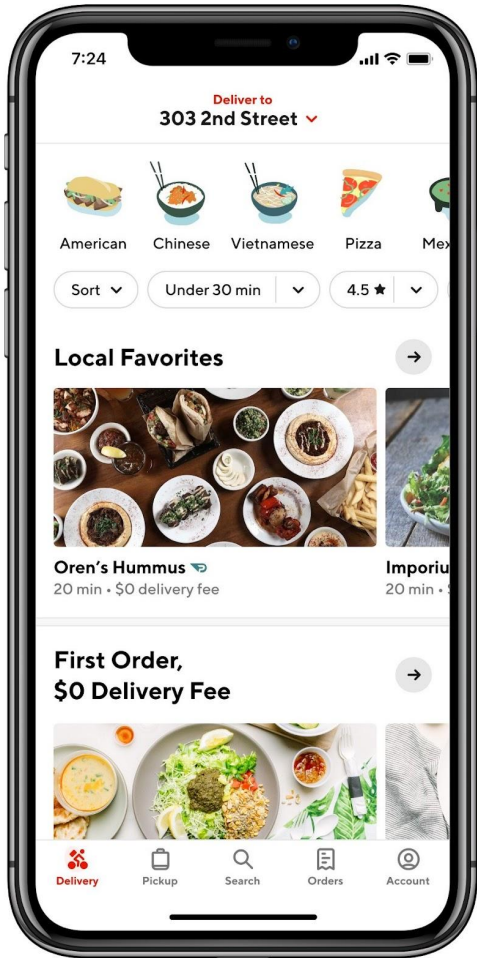
COLLABORATION IS MORE IMPORTANT THAN EVER

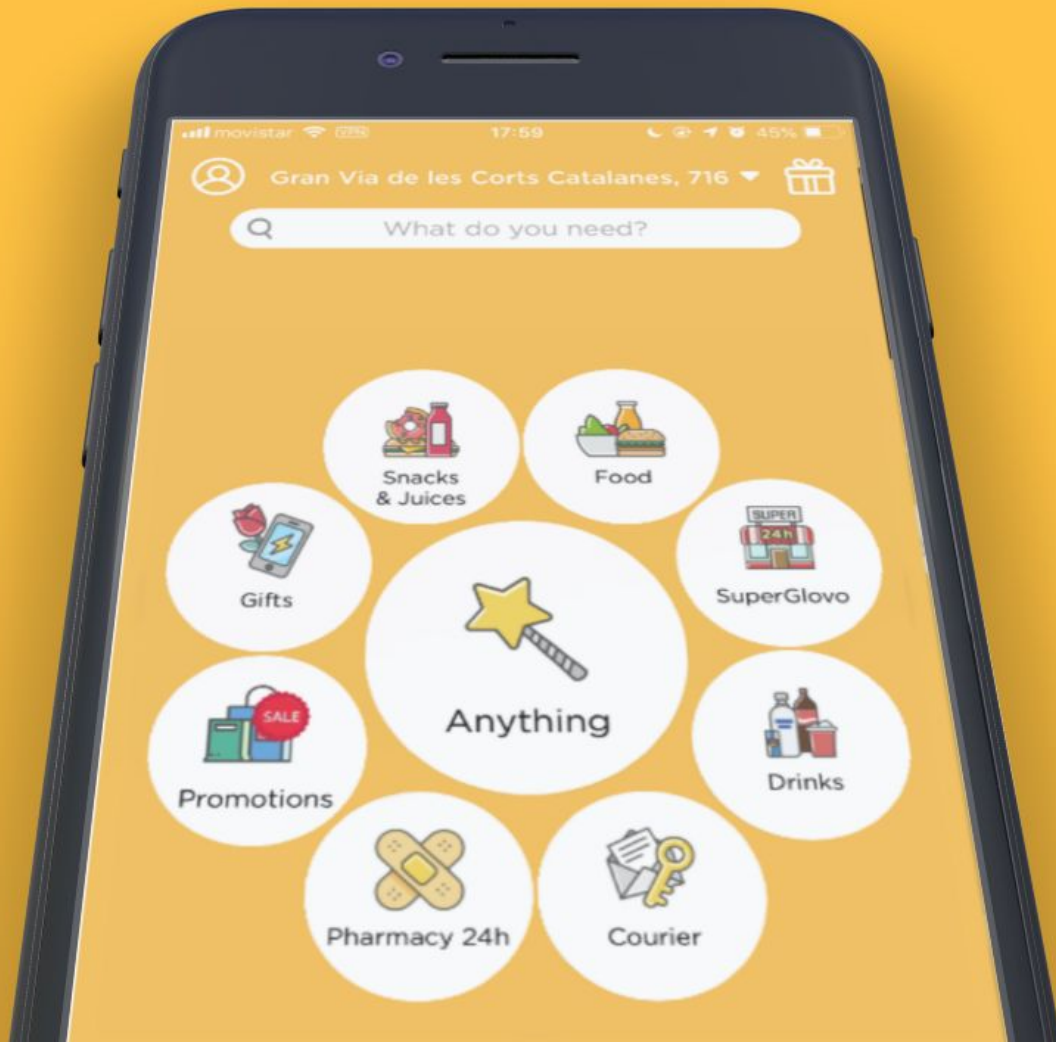


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Success Stories

+ the lessons applied





Gran Via de les Corts Catalanes, 716



What do you need?



Snacks & Juices



Food



Gifts



SuperGlovo



Anything



Promotions



Drinks



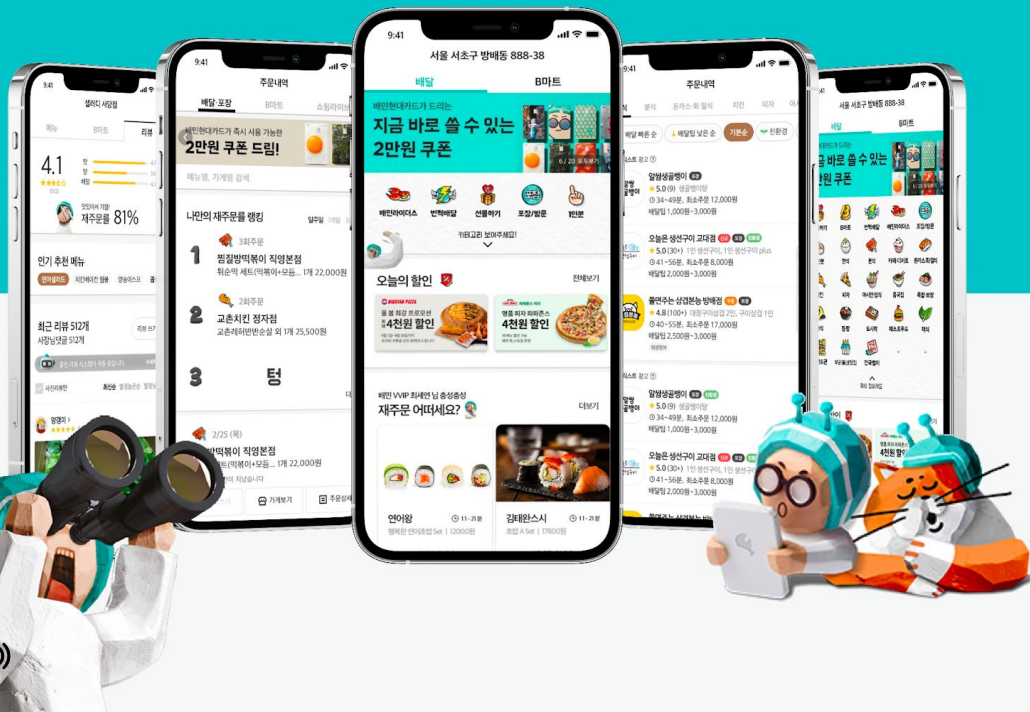
Pharmacy 24h

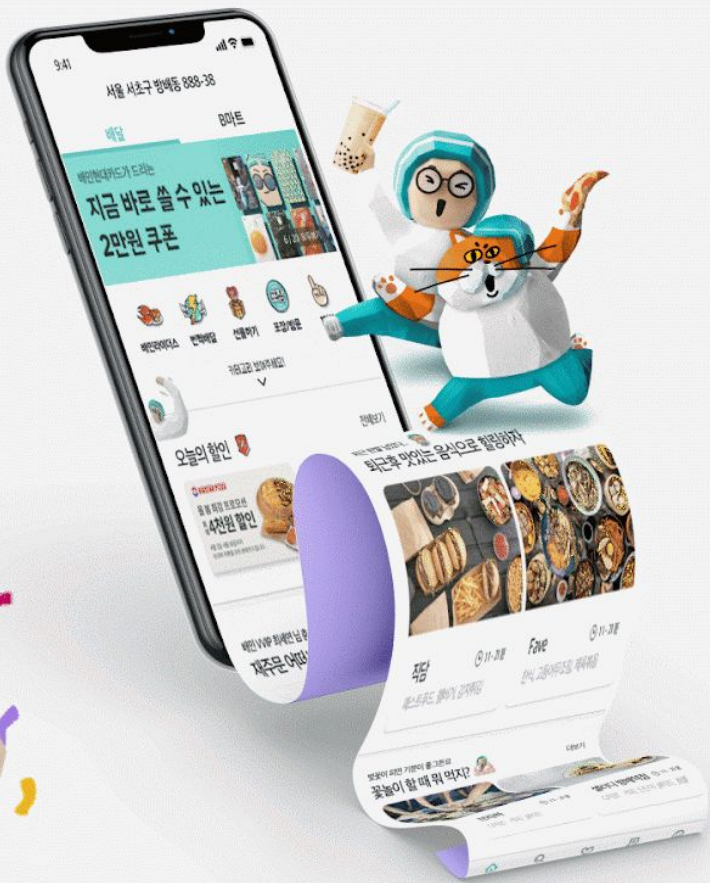


Courier

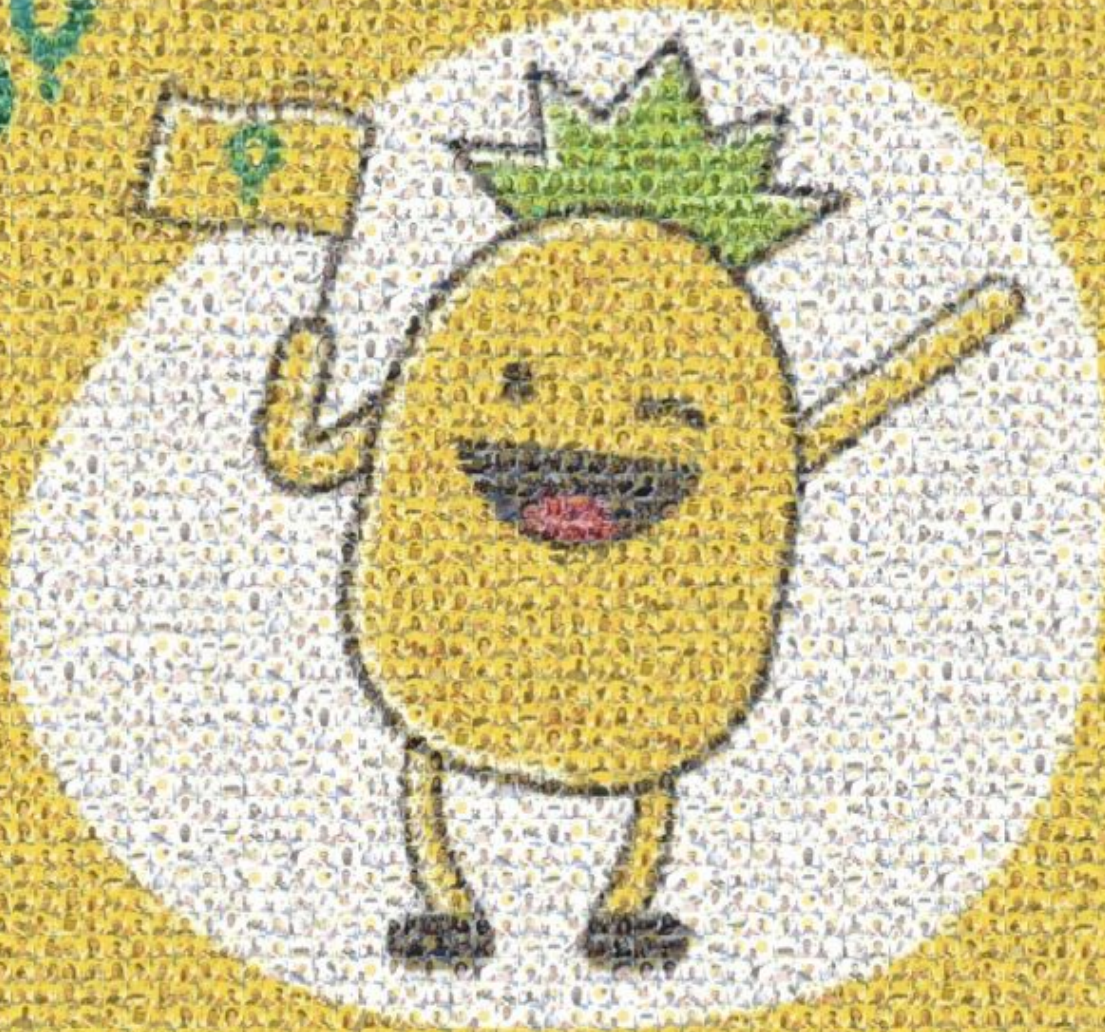
Glovo!

BAE MIN

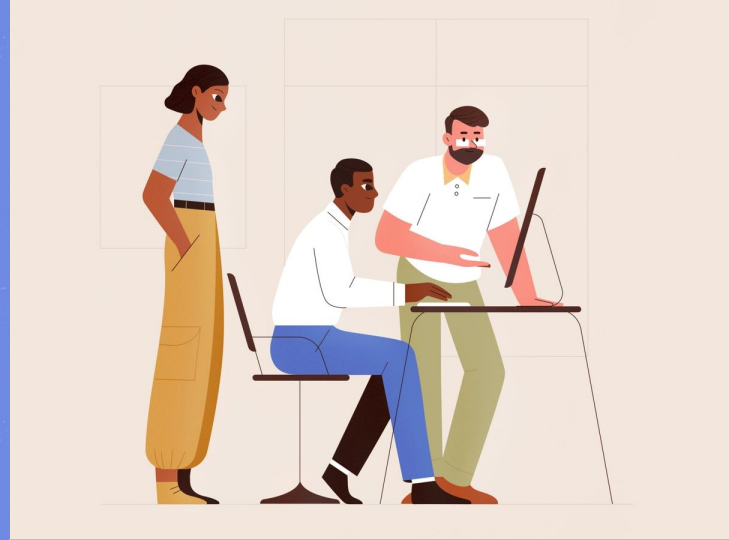




Glovo®



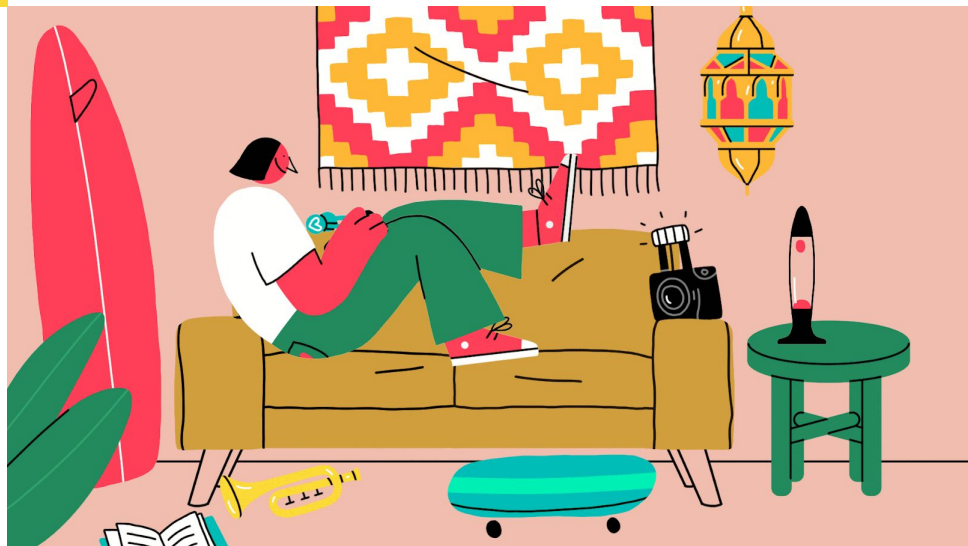
Color surfaces + Subtle outlines





Color Palette

**Color surfaces
+ Subtle outlines**



Tools, illustration style

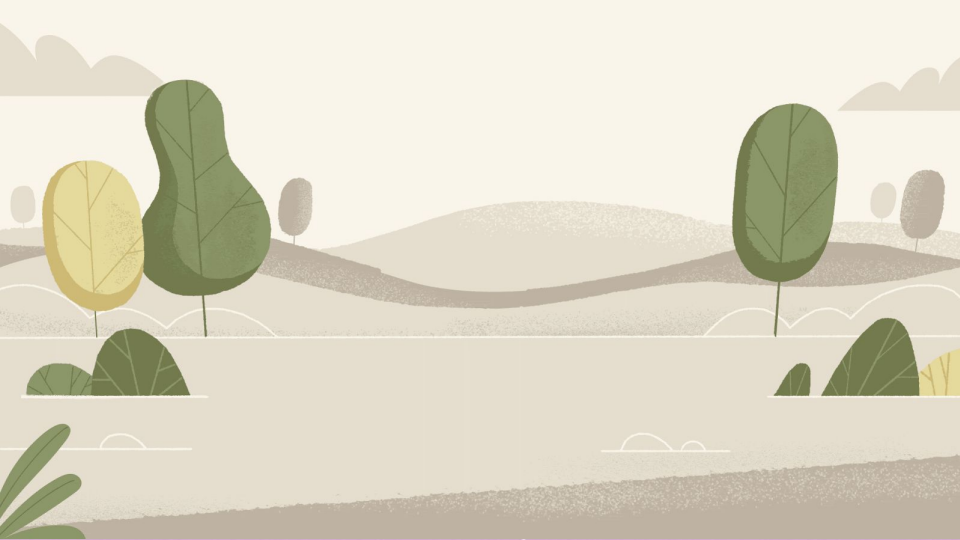


A collection of restaurant-related icons: a sign for '24 HOUR PIZZA', a hand, a hot pot, a pizza slice, and a burrito. The burrito is labeled 'BURRITO BROS. THE BEST IN TOWN'.

**Curated Restaurants
Now on Airbnb**

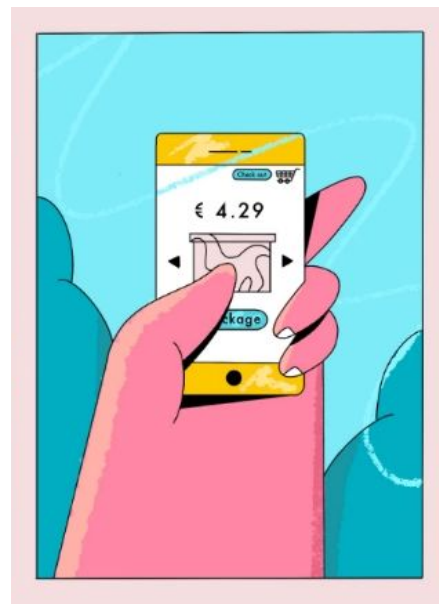
*Dad's
Diner*





Stay Connected.

Hands



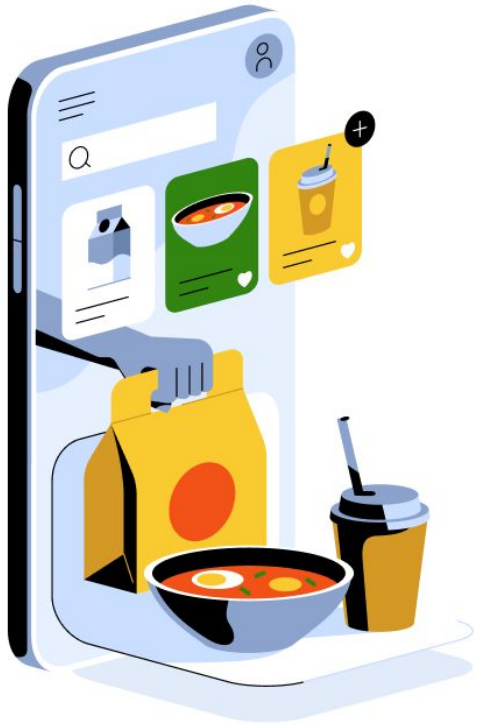
Glovo!

Hands

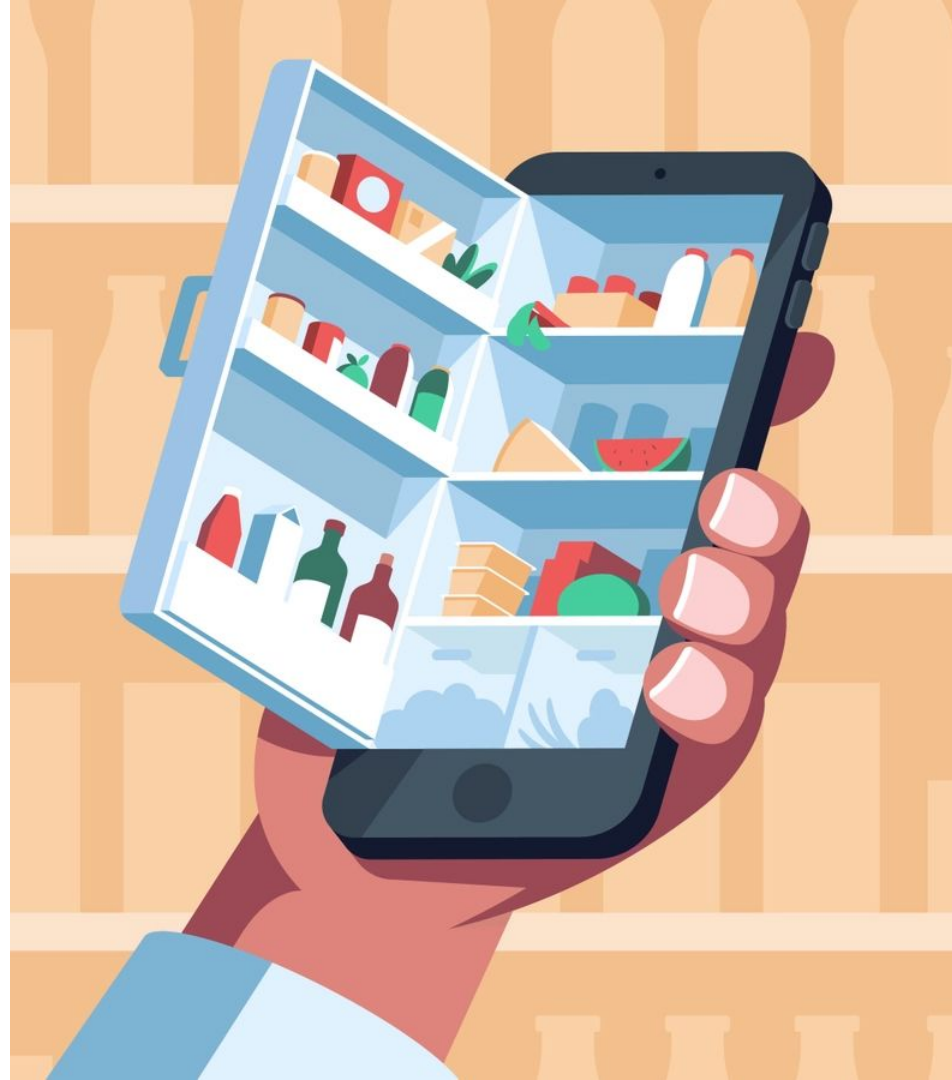




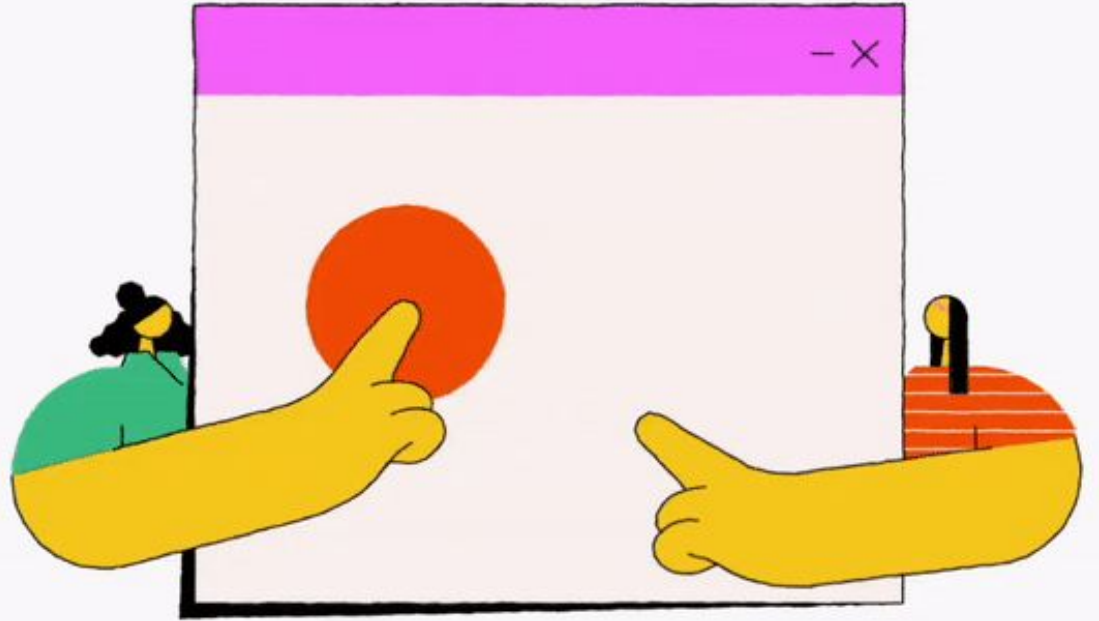
**Collaboration
Diversity**



Phone / Screen Universe



Hands playing inside screens



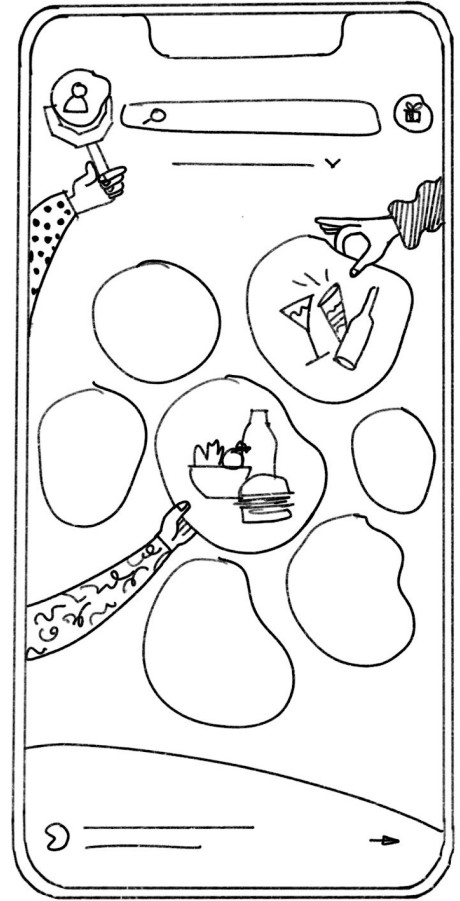
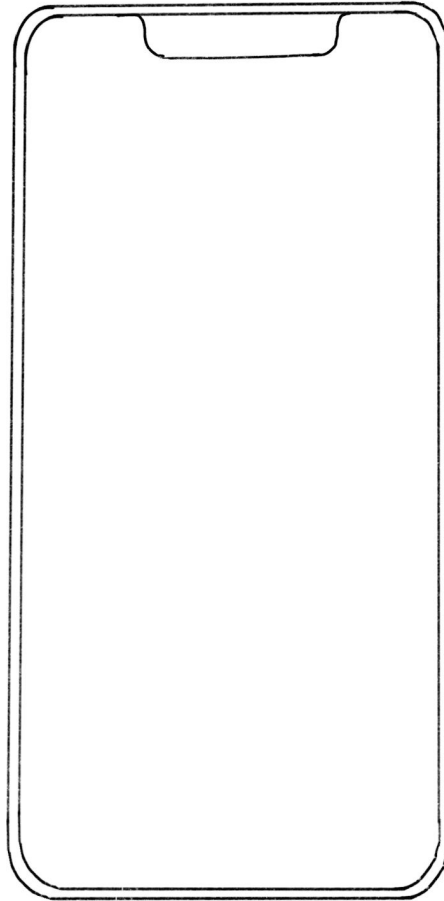
Idea

**Hands collaborating
to build the app like a family dinner.**

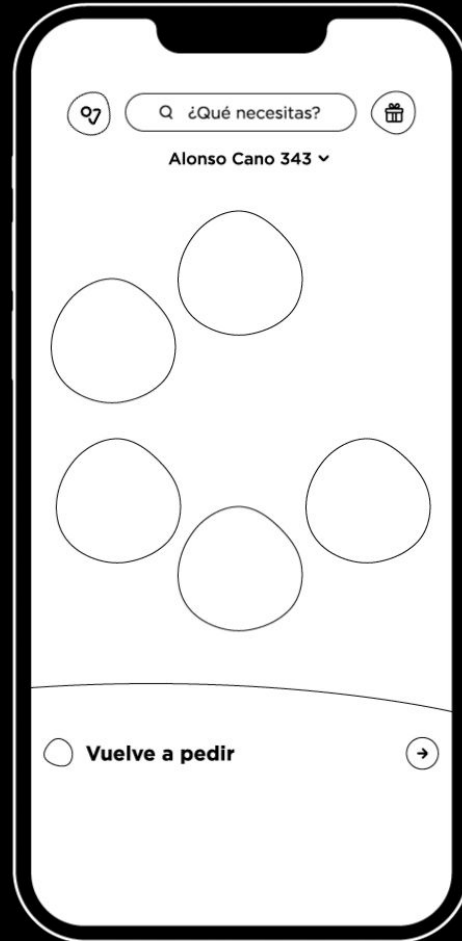
**Coming in/out using the phone as
workspace like a kitchen or table.**

Firsts Drafts

Static Draft



Motion Draft

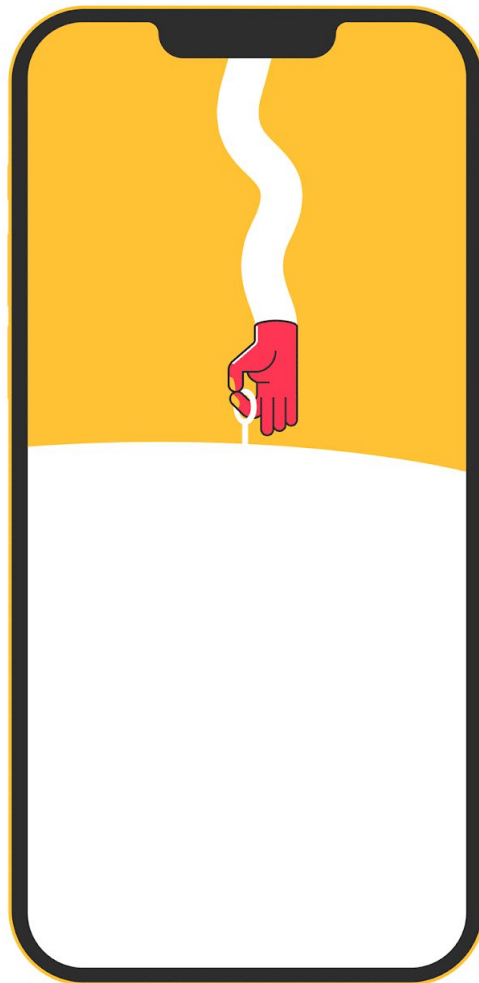


Illustrations

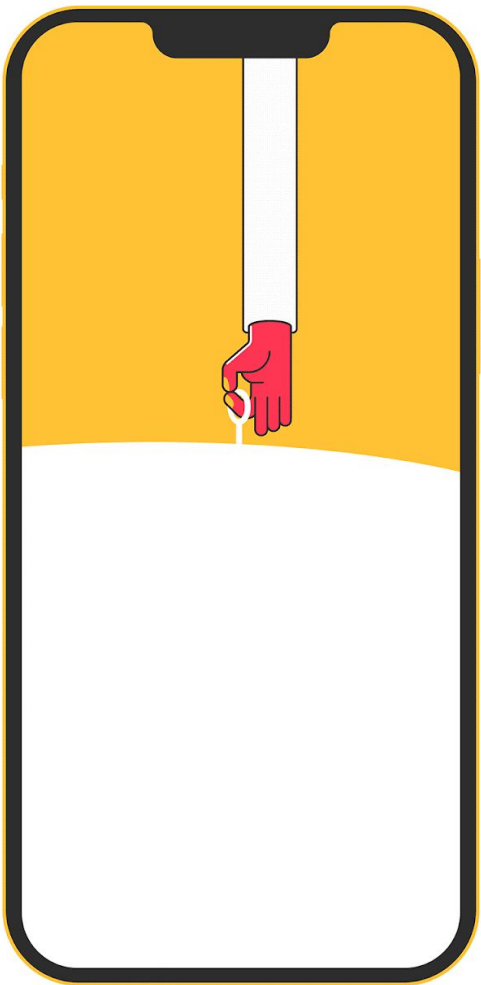
Hands



V1

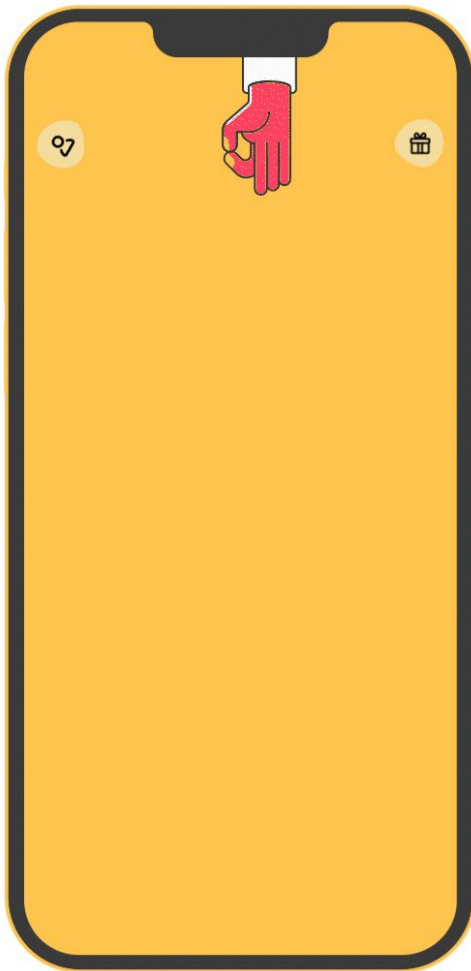


V2



Animations

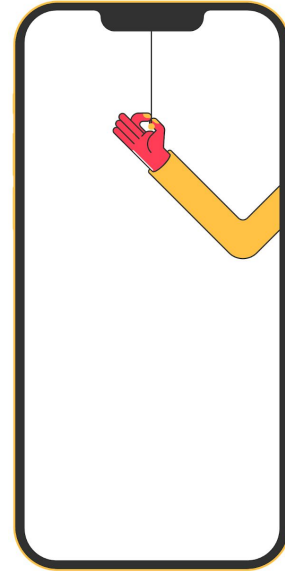
V1



- 12'5 seconds duration
- 7 hands actions

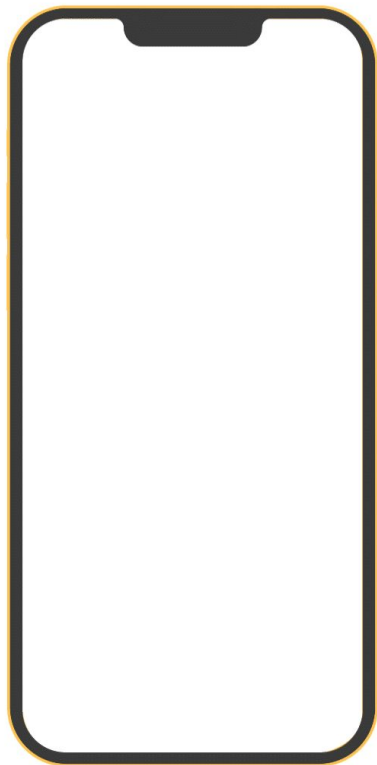
V2

We just came with a new idea of starting the animation.
Today you'll see.



Glovo!

Final animation



Secondary Illustrations





Fill the sign up
form **here**

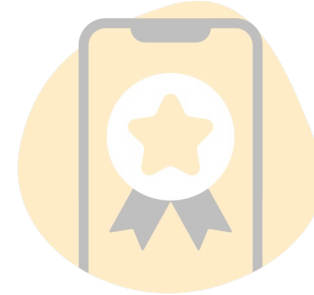


You will get invited
to **research studies**
that match
your experience



Get a Glovo
Reward

ANIMATED ICONS?



ANIMATED ICONS

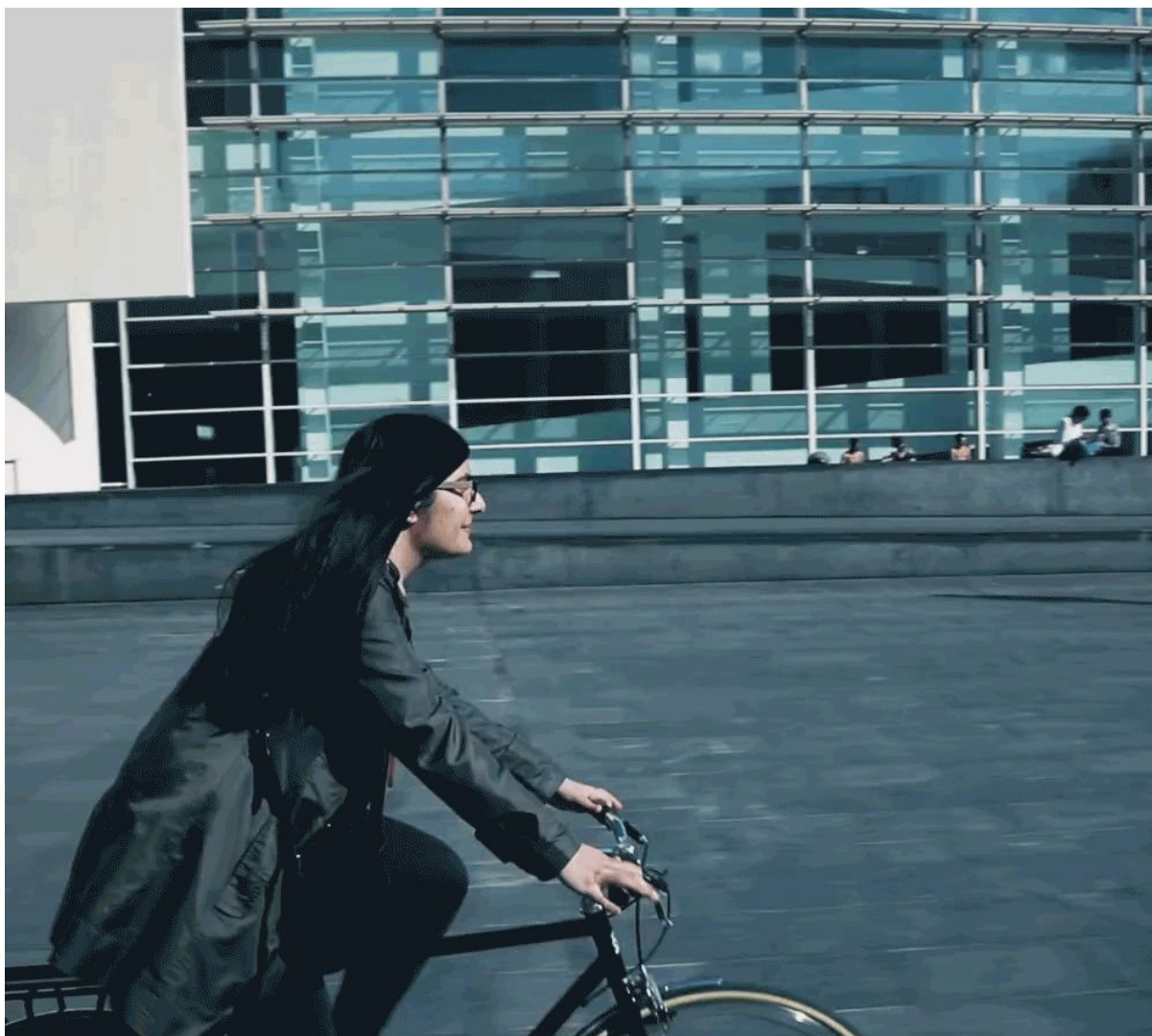


IN OUR WORDS

This is how the world looks to us, in our words.

These are our truths. We hope it helps people understand why we do what we do.

#GlovoManifesto



Companies succeed
when they have
a **positive impact**

SOCIAL IMPACT

People need
to **know the**
algorithms that
impact their lives

ALGORITHMS

The future
of local
businesses
is digital

DIGITAL GROWTH

The right
workplace
welcomes **social**
equality

DIVERSITY, INCLUSION & BELONGING

The on-demand economy should guarantee freedom and social rights

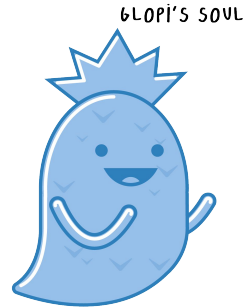
ON-DEMAND PLATFORM ECONOMY

Being local has the biggest impact

LOCAL CARE

Relationships are the heartbeat of our culture

FUTURE OF WORK



02

What's the environment?

Influence others to gather support

DESIGN?

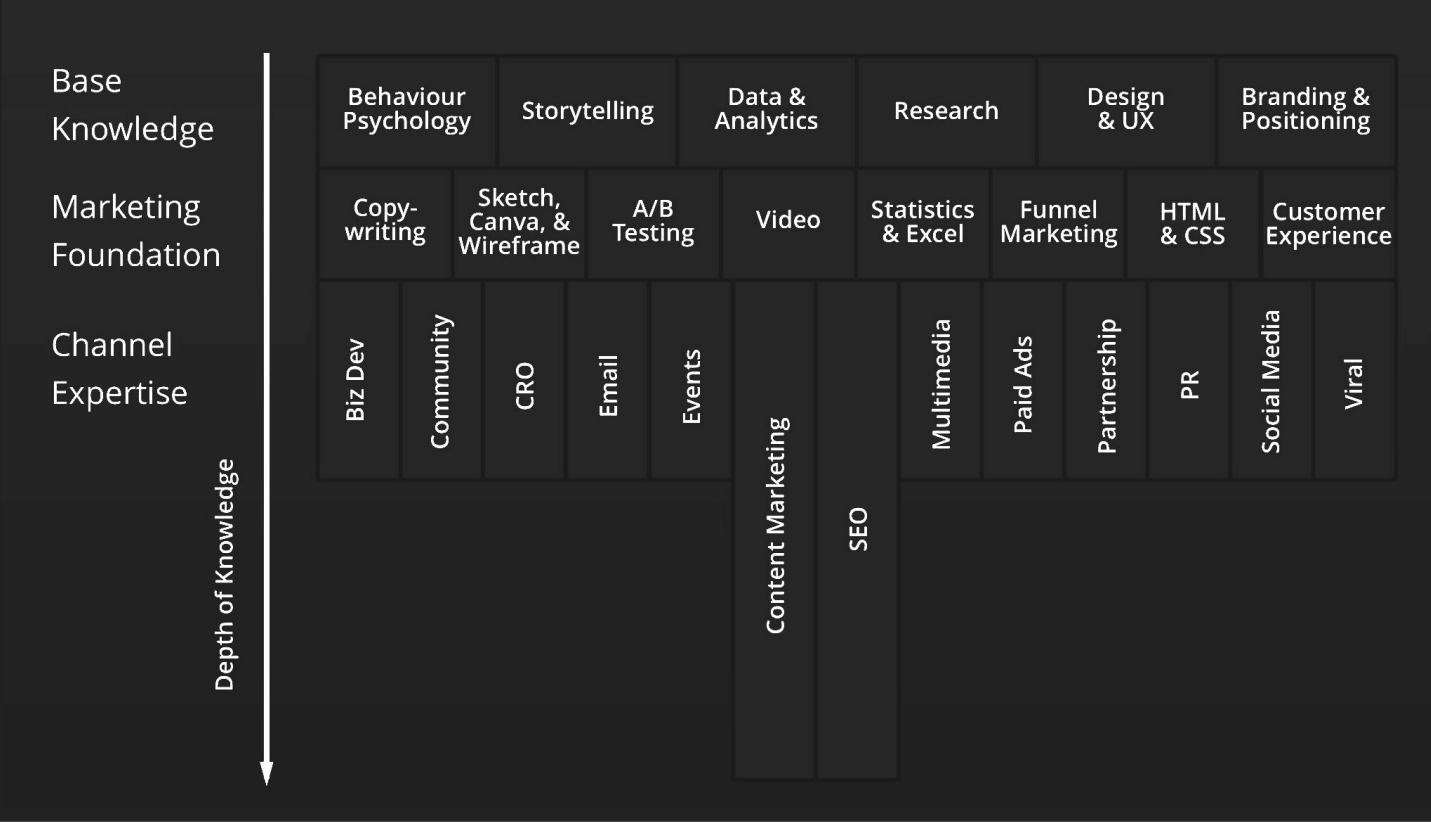
“Design should be a co-creation between design, engineering, and the business.”

“A collaborative process makes decision-making much more fun and fulfilling.”

“The most innovative companies today put design leaders at the table early on.”

“Design flourishes when you tell a compelling story around human and business impact.”

BUFFER'S T-SHAPED MARKETER SKILLS MAPPING



A meme featuring a scene from the movie 'Venom: Let There Be Carnage'. The image shows a crowd of people at a party or event, with a man in a black mask and a woman in a red dress in the center. The background is filled with colorful lights and a sign that reads '#VENOM: LET THERE BE CARNAGE'. The text 'PARTNERSHIPS' is overlaid in white, bold, sans-serif font at the top center.

PARTNERSHIPS

MY TYPE OF PEOPLE

PERSUASION 101



HEART

Emotion

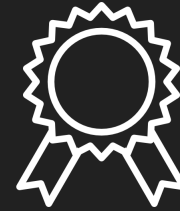
Empathy,
Principles, Values,
Inspiration



HEAD

Logic

Money, Proof,
Reason, Statistics,
Metaphors



CRED

Ethics

Credibility,
Experience, Trust,
Past Insights

03

Prime your audience

Present your ideas in-context



Bill Carr

Colin Bryar

- Entrepreneurship
- ✓ Marketing
- Finance
- Globalization
- Strategy
- Innovation
- Compliance
- Analytics
- ✓ Operations
- Outsourcing
- Networking
- Sustainability

'Essential
for any leader
in any industry.'
Kim Scott,
bestselling author
of *Radical Candor*

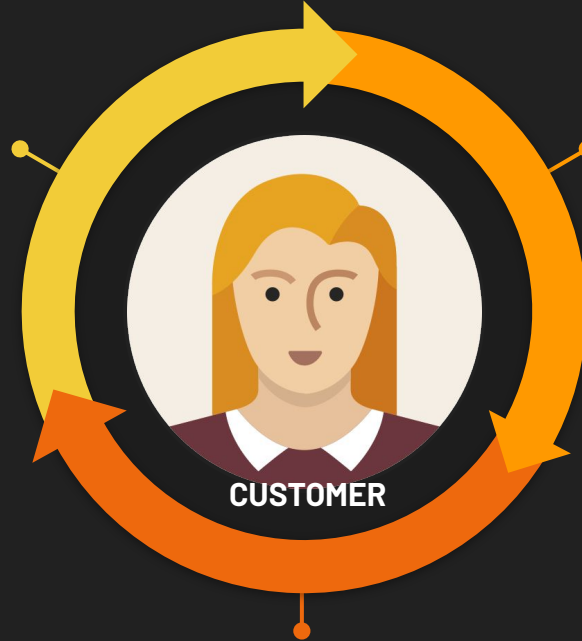
working backwards



Insights, Stories,
and Secrets from Inside
Amazon

Colin Bryar and Bill Carr

PRESS
RELEASE



FAQ

CUSTOMER

VISUALS

START FROM THE CUSTOMER EXPERIENCE



PRESS RELEASE

Description of success and customer benefits. (1pg)



FAQ

Detailed risks, feasibility, and issues. (5pgs or less)



VISUALS

Optional mock-ups of end to end journey.

EVALUATE & PRIORITISE



LEADERSHIP MEETINGS

*Analyse, challenge and iterate.
Go or no go decision.*

BUILD



DELIVER ON PROMISE



**WHOLE
FOODS**
MARKET

LISTEN

1

INVENT

3

**TEST &
ITERATE**

5

2

DEFINE

4

REFINE

STAGE 1: LISTEN

What do I know about my *audience*?
Whose voices might be missing or excluded?

STAGE 2: DEFINE

What ~~customer~~ opportunity am I trying to solve? (What data led to this conclusion?)

STAGE 3: INVENT

What is the proposed solution? Why is this the right solution versus other options?

STAGE 4: REFINE

What does the ~~customer~~ experience look like? How would you explain the primary benefit to your customer?

STAGE 5: TEST & ITERATE

What does success look like for your idea?

What is the intended impact of your solution?

What is the possible unintended impact?

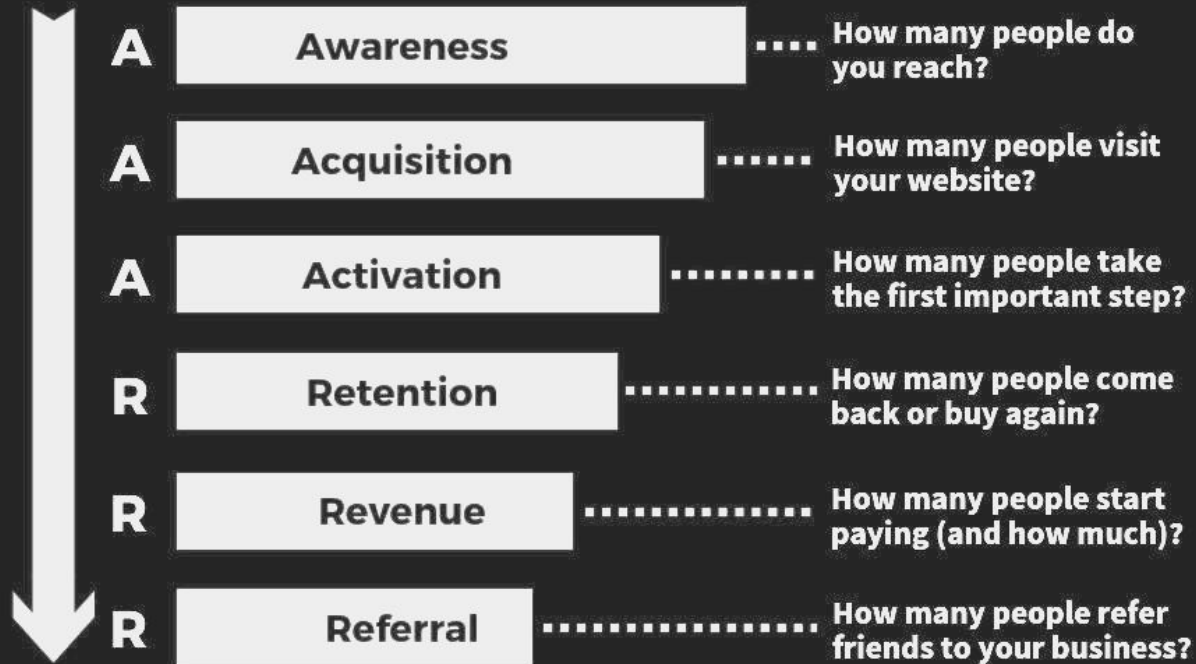


“Clearer experiences make it easier for users to act quickly, which gets experiments to statistical significance faster. You might think you’re ‘saving time’ by trimming design details, but it can add weeks to the process.”

Angel Steger, Former Director of Design @ Dropbox & Meta

Definition of Pirate Funnel

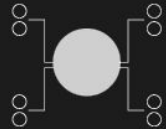
By Ward van Gasteren





Siloes?

COMPANY STRUCTURE (& CULTURE)

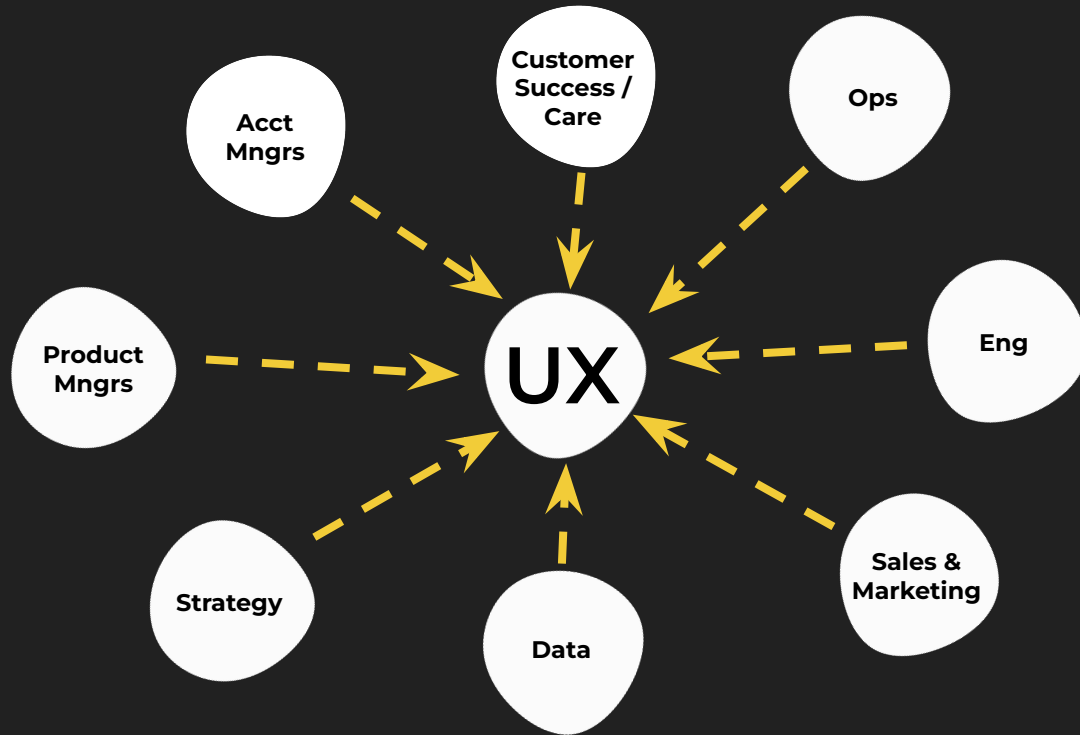


**Centralized
UX Team**



**Decentralized
UX Team**

COLLABORATION IS MORE IMPORTANT THAN EVER



Awareness
Learn of your company, product, or solution

Acquisition
Register for, find, or consume a service/product/feature

Activation
Experience the value for the first time

Retention
Continued usage or payment

Revenue
Pricing, cross-sell, upsell

Referral
Inviting others to our service

} **Strongly Linked**

User Xperience Design (7)

UD1	UD2	UD3	UD4	UD4	UD5
Associate UX Designer	UX Designer (Mid-Level)	Senior UX Designer	Staff UX Designer	UX Design Manager	Principal UX Designer

Human

Communication

The ability to communicate well with those around you with sensitivity to timeliness, medium, brevity and tone

Communicates effectively with immediate peers and manager.	Communicates and establishes closer relationships with wider teams contributing to more productive conversations	Communicates effectively across the organisation, managing the different expectations of stakeholders accordingly.	Communicates effectively across the organisation, managing the different expectations of stakeholders accordingly.	Communicates effectively across the organisation, managing the different expectations of stakeholders accordingly.	Communicates with the wider business, including change affecting the work of other teams, helps teams around them communicate better.

Initiative

The ability to use your judgment to make decisions and do things without needing to be told what to do

Doesn't wait to be asked. Open minded about their own skillset.	Relentlessly positive in pursuing new ways to solve a problem.	Refuses to believe that anything is unachievable. Infectious desire to activate and progress. Like a rocket: just light the fuse.	Asks a lot, expects the impossible. Drives others to create their best work. Sees opportunities in everything.	Asks a lot, expects the impossible. Drives others to create their best work. Sees opportunities in everything.	Asks a lot, expects the impossible. Drives others to create their best work. Sees opportunities in everything.

Objectivity & Adaptability

The ability to deal with problems based on conditions that really exist, rather than following fixed theories, ideas, or rules, and to adapt to suit different conditions

Able to be objective in evaluating their own work and comfortable and accepting of new contexts and roles.	Is able to change their mind over strongly-held beliefs and pursue a new path with no loss of velocity.	Can take problems outside their skillset and quickly adapt to solve them. Helps other peers to do the same.	Leads others in looking for ways to better serve business or user needs. Willing to lead mundane but important tasks and help whole teams to mov...	Leads others in looking for ways to better serve business or user needs. Willing to lead mundane but important tasks and help whole teams to mov...	Not defined by any one skill or title, often critical to the company's success in a number of areas. Utilises teams creatively to accomplish tasks.

Empathy & Humility

The ability to share someone else's feelings or experiences by imagining what it would be like to be in that person's situation

Able to, on a basic level, understand and build on the viewpoints of others	Constantly pushes for a better understanding of the needs and perspectives of those outside their own viewpoint.	A great person to have in any room. Trusted by peers and team, can take any problem and help them drive in the	Often found advocating for and representing others in conversations they can not be in. You act as a strategic bridge	Often found advocating for and representing others in conversations they can not be in. You act as a strategic bridge	Organisation, to the very highest level. Knows pe

Build your own framework for free Share

progression

Engineering Live Positions Framework Skills

Mary Jones →

- Feed Add +
- Actions 3
- Feedback 3
- Position Senior Product Des...
- Team Design
- Growth
- Compare positions
- Check-ins 1
 - You - Your self Check-in
 - Start new

Acme, Inc →

- Wins 11
- Teams & Frameworks
 - Design - Your Team Design
 - Engineering Design
 - Customer Success Design
 - + 2 more
- Skills
- People invite +
- Check-ins

Library >

- Product feedback Product
- Product updates 2

Individual Contributor

SW1 · 6 skills ... SW2 · 8 skills

Associate Software Engineer **Software Engineer**

Human

Communication ...

The ability to communicate well with those around you with sensitivity to timeliness, medium, brevity and tone.

- Communicates effectively with immediate peers
- Communicates with feedback on others.

Ownership ...

The ability to consistently act in the company's best interest over your own - to act like an owner of the...

- Is demonstrating care over their work and time across basic tasks, with support
- Is thinking comparatively across broad aspects of the work, and opportunities to grow

+ Add a skill

Craft

Resilience ...

The ability to bounce back from difficult events. This includes maintaining a positive outlook on life...

- Faces challenges with a positive attitude.
- Has a strong sense of awareness. Demonstrates resilience by understanding

+ Add a skill

+ Add a skill category

Mary Jones Senior Product Designer Exceeding You - Your self Check-in

All time Senior Product Designer (you) All skills All Updates

Check-ins and skills

Senior Product Designer Staff Product Designer

Required skills

Req. Level	Senior Product Desi...	Updates	Actions
Communication L2 ★	L1 Exceeding	100	3/3 >
Breaking down complexity L2 ★	L1 Exceeding	100	3/3 v

Latest updates View all

05 Aug 2022

Crushing it! Keep going.

★ Initiative · Delivery

1 1 1

05 Aug 2022

I thought you were composed and handled a really difficult situation...

★ Initiative · Delivery

1 1 1

05 Aug 2022

Received some really good comments today about that proj...

★ Initiative · Delivery

1 1 1

QUESTIONS?

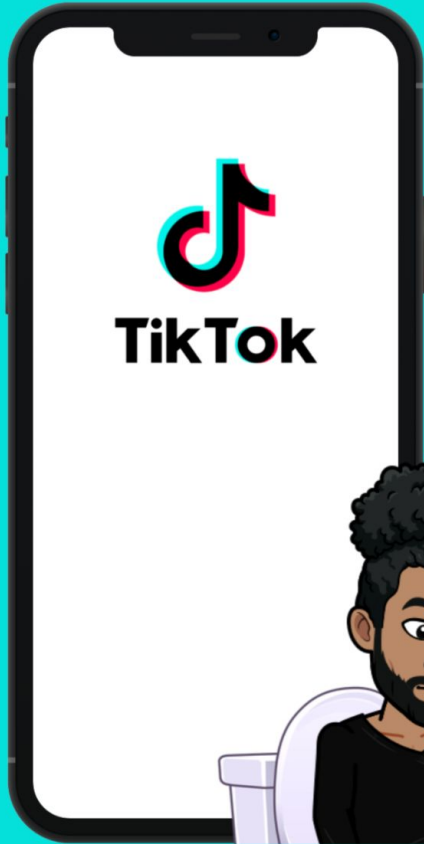


Instagram: @KevinHawkinsDesign

X/Twitter: @KevinHawkinsDC

05

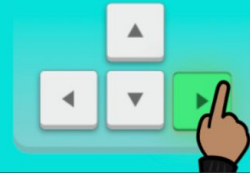
Extra Examples



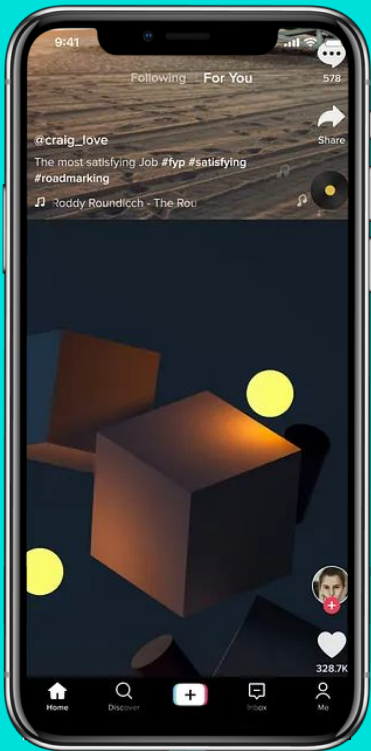
The Psychology Behind TikTok's Addictive Feed

Growth.Design Case Study #023

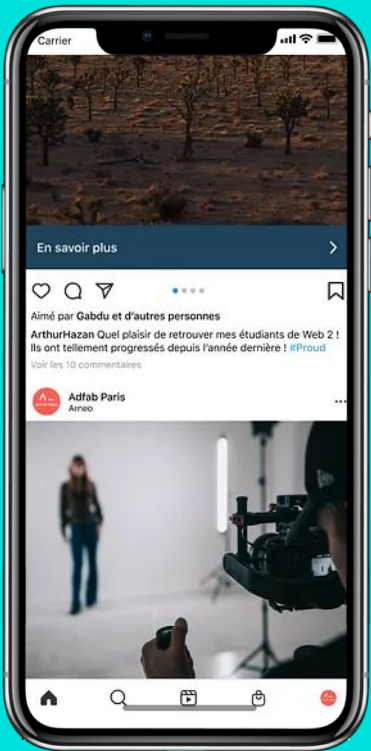
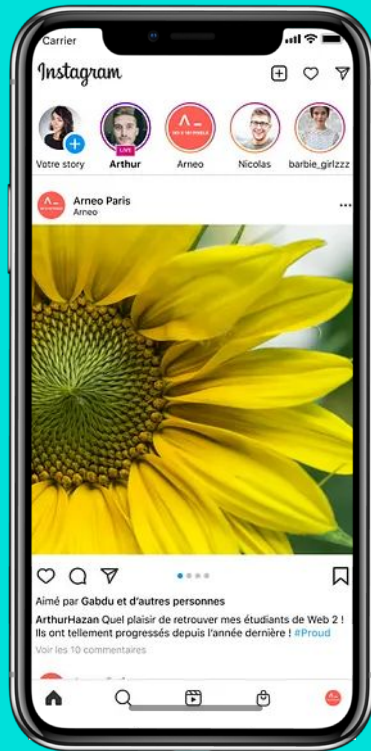
Story Duration: 4 min

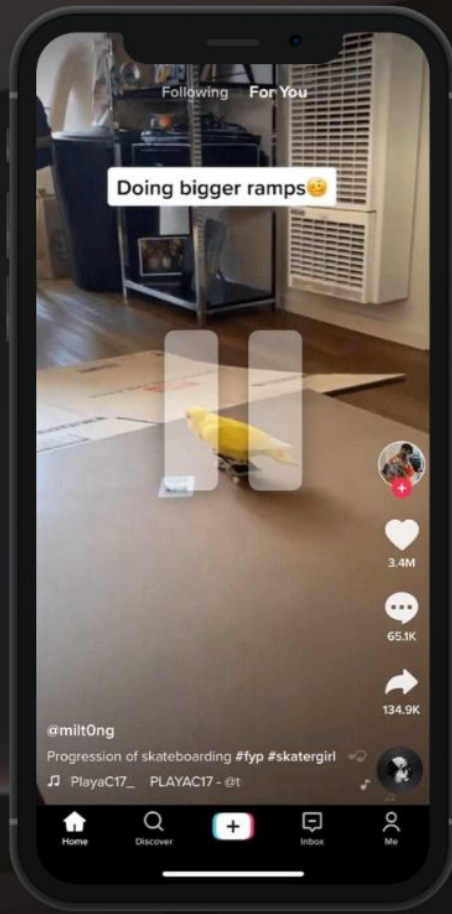


*Use your
keyboard arrows
to view the story!*



VS





#UX PRO TIP

Immersive Experiences

Distraction-free interfaces can greatly increase your user engagement.

Whether that's for **surveys** (*Typeform*), **productivity apps** (*Notion*), and even **content** (this case study immersed you enough to read until here 😊).

For example, we saw a **280% increase**¹ in user engagement for our case studies when we defaulted them to fullscreen.

We reveal the exact psychology behind this in our [Product Psychology Course](#).

¹ *Growth.Design*, Private experiment (2020)



Flights and holidays

Book

Holidays by BA

Explore

Inspire

Extras

Online check-in

Find my booking

Arrivals and departures

Customer service

Partners and alliances

The BA experience

Manage my booking

Information

Executive club

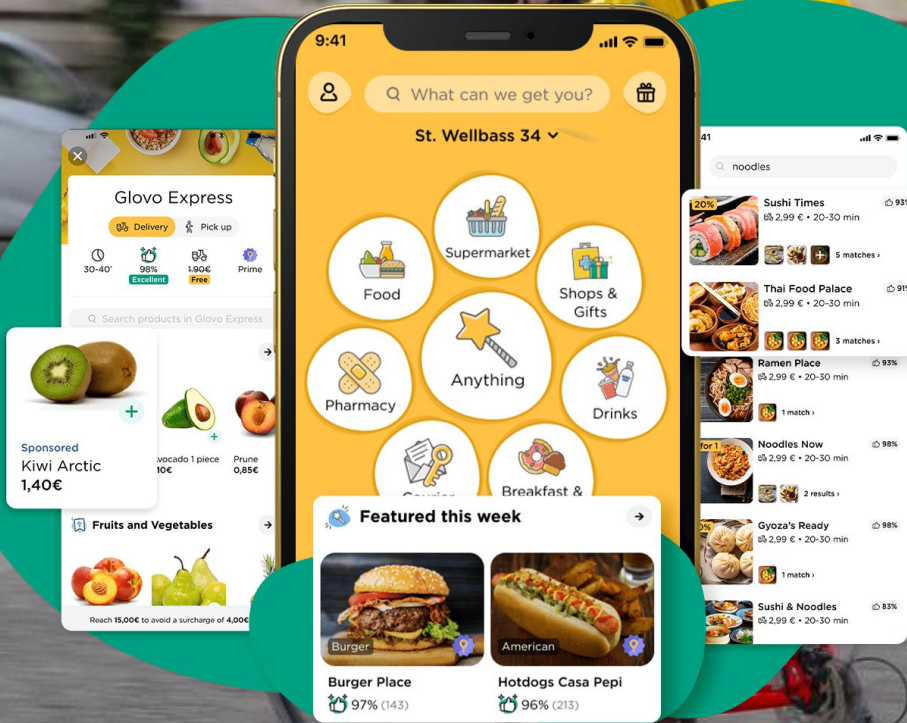
Business travel

Discover

Book

Manage

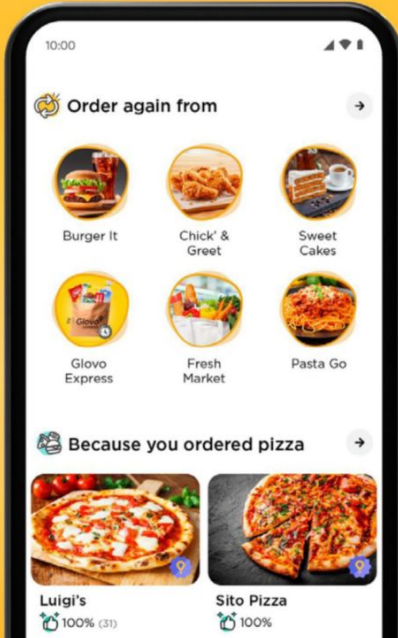
Glovo



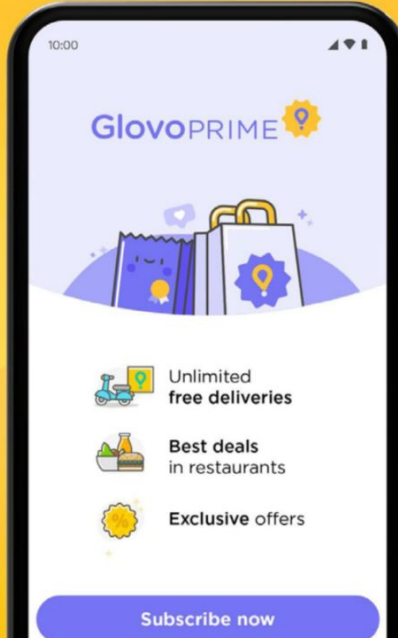
Letterjuice



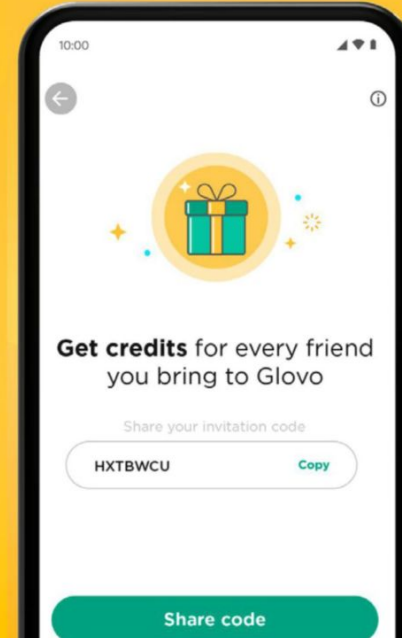
Reorder your favorites



Get free deliveries with Glovo Prime



Invite your friends and **earn credit**



Glovo!

¿Te apetece un wok?
Pide un glovo y... ¡ñam!

Envío gratis

Código: **PRIMERO**



Pide un
Glovo!

GlovoPRIME



ALGUÉM AÍ FALOU
EM ENTREGAS
GRÁTIS ILIMITADAS?

Sim!!!! Chegou **Glovo Prime**, o serviço de assinatura mensal que dá acesso a entregas grátis ilimitadas!



Valor da assinatura:
R\$ 16,90 por mês.



Válido para pedidos
acima de **R\$ 30,00**.



Aplicado a **todas as categorias** do app, com exceção de 'Enviar/Buscar' e 'Qualquer Coisa'. Ou seja, não faltam opções para você escolher!

Glovo!

¿Te apetece un helado?

Pide un glovo y...

mmm...



8€



Glovo Express



GRATUIT
ACTIMEL

Supermarket



TYDZIEŃ ZESTAWÓW z Coca-Cola!

GlovoPrime

**UNLIMITED
FREE DELIVERY**

SUBWAY

a tu casa

Pídelo por **Glovo!**

Glovo[®]
associated with McDonald's

بنقدر الفن

The Son of Man

fnac | Glovo[®]

TE FALTA FNAC | FNAC.ES

Recibe tu libro
en 30 minutos!

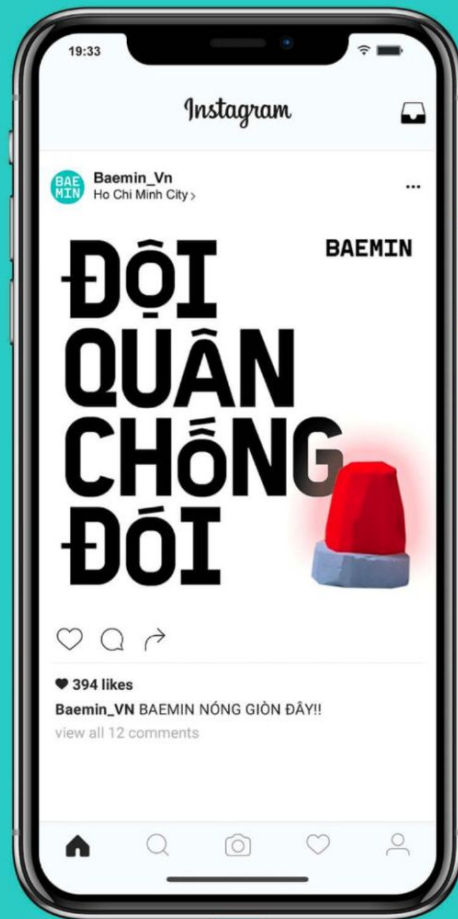
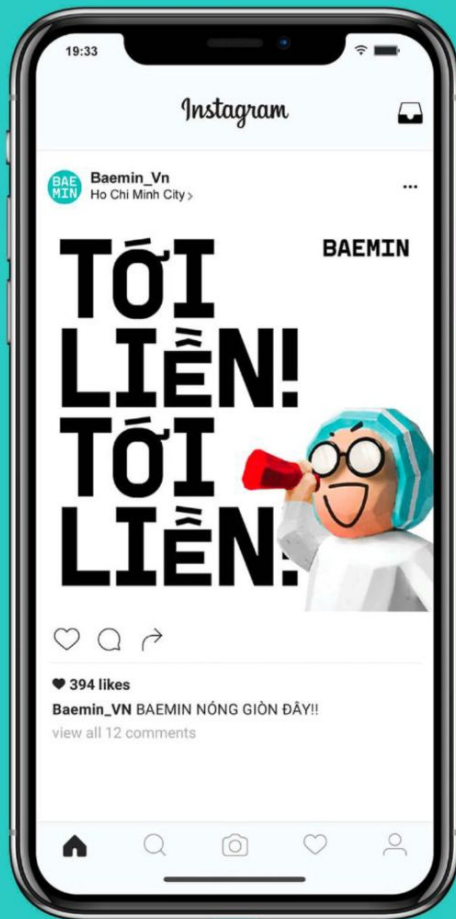
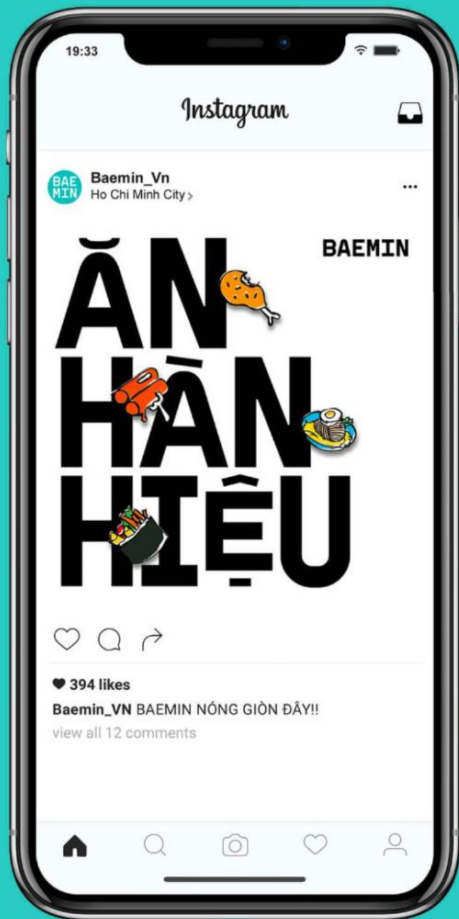
LLEGARÁ
A CASA
ANTES
QUE TÚ

LO QUE EL VERANO TE PIDA,
NOSOTROS TE LO LLEVAMOS



talabat

**Your fruits
in 30 minutes**





fontfabric

CLIENT



SILVERSTONE

CUSTOM TYPE SYSTEM

The iconic Silverstone Circuit flashes into an exciting future with a new visual identity and an entirely custom type system. Guided by the traditions of British motorsports and graphic excellence, we have designed a strong typographic outlet to aid communication for millions of people both on-site and online. Hold your breath as Silverstone launches new ventures and reveals what's beyond F1 for generations to come.

€250k Yearly Savings = 1% YOY Profit Increase!



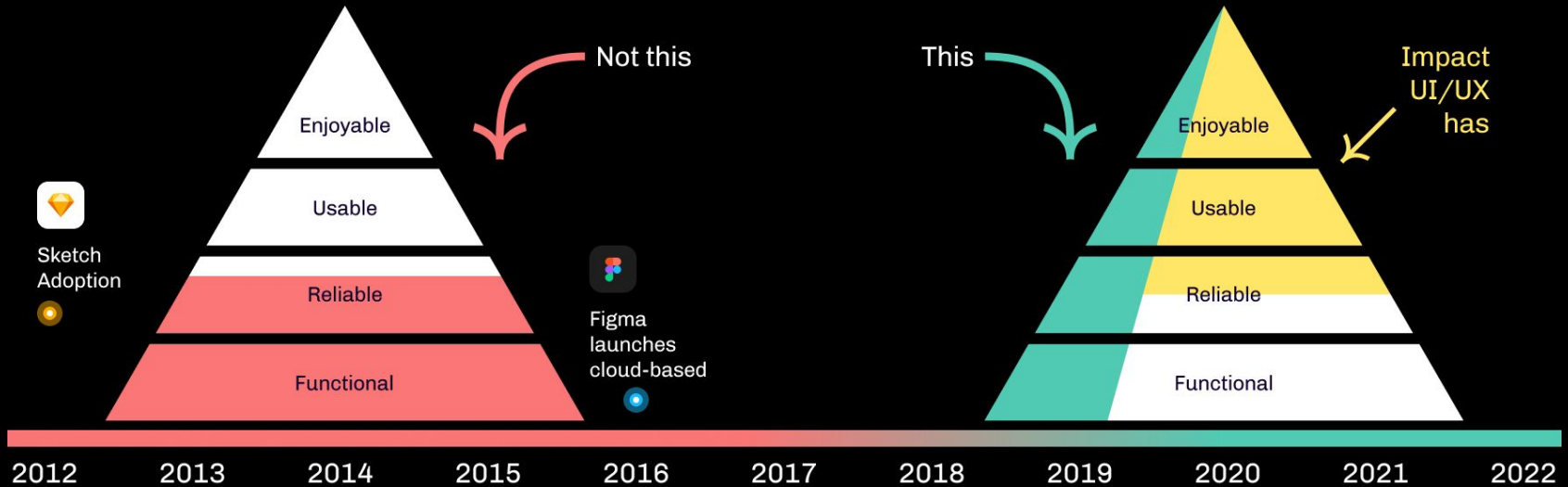
So what?



Re-evolution of the MVP

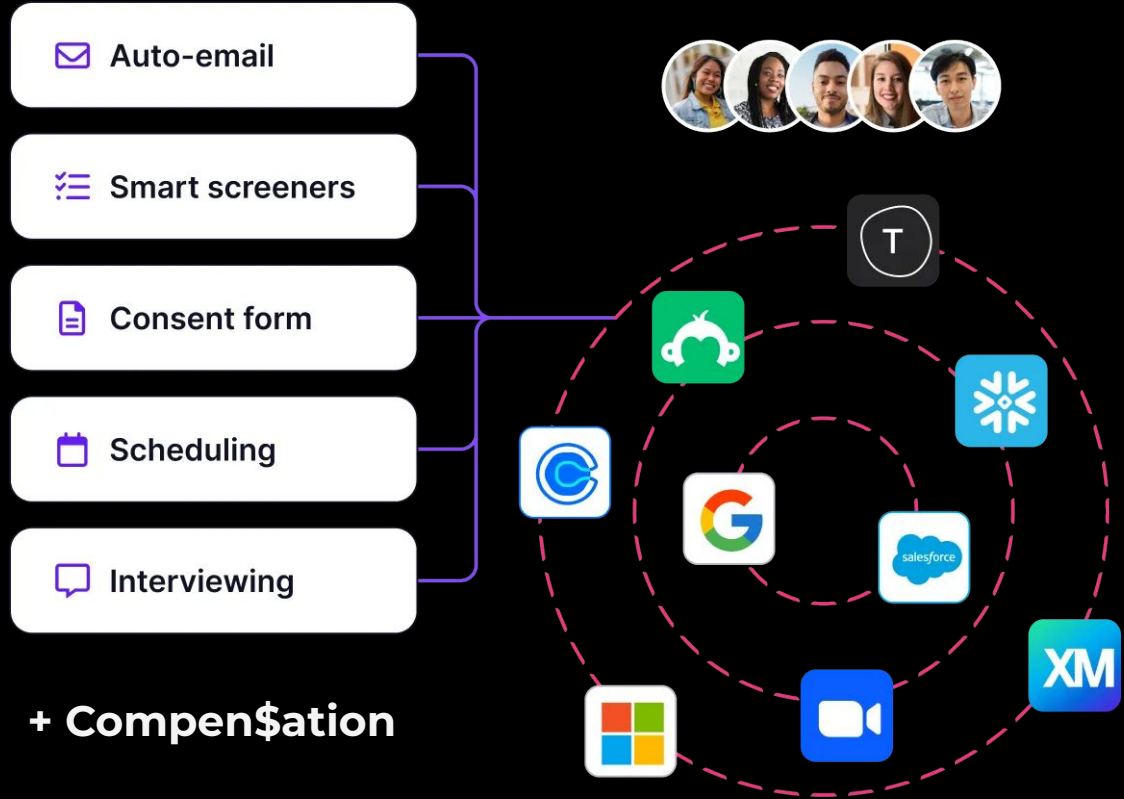
Streamlining of PIDs and RFCs

Source: Andrey Gargul



New ReOps Tooling

Rally



Self-Service Tool for democratizing basic research



James
03:20pm-04:00pm
Available Time
04:15pm-06:00pm

Country: United States
State: California, Nevada
Age: From: 21 To: 50
Gender: Female
Household Income: \$40,000 - \$49,999

00:49 That's really good feedback and I'll come back to that. I'll wait until your done though because I've got
Copy Add note Create clip

01:02 The **schedulina** feature is super slick and **flexibility** to choose how each session, and it out in enough **spants** I need.

There should be a question here?
 All the time
 Some of the time
 Never

07 How was your recent e-shopping experience?
1 - Difficult Easy - 11

6X increased growth
-15% lower cost of acquisition
3M+ new users

Tree Test

Click test

UserZoom UserZoom R&D PRO (AWS USA) 111 Expanded BLD Advanced [New 20 minutes](#) Support & Education Edward Parker

Study Details Recruitment **Study Builder** Monitor Results

+ New Task
Task Options
Recording Options

The whole study will be recorded

Task 1: Timeout
Questionnaires

Task 2: Questionnaire
Questionnaires

Task 3: <https://www.google...>
Questionnaires

Task 4: Open CS
Questionnaires

Task 5: Quiz
Questionnaires

Task 6: Click Test
Questionnaires

Task 3: Navigation - Task Settings & Validation

Settings Validation

Starting URL

None - Entire screen recording is enabled. Make sure to clearly indicate the starting point in the Task Description.

URL:

Continue at the same page where participant left off in previous task

Task Description

Task Title (optional): (internal use only. Task word)

Task Description Page Preview

Show Task Description Page when starting the task

Taskbar

Card sort

Questionnaire



Localization Quality Testing

Though we operate in 25 countries, we will focus on 5 key markets (IT, ES, PT, PL, RO) for user research recruitment and on-site visits and Product Trips.



Direct User Interactions

We can learn more about product opportunities directly by talking to and observing *Customers, Partners, & Couriers*:

- Early tester communities
- Inviting focus groups to our offices for feedback & research
- On-site Partner visits & dogfooding partner products
- Courier Days and GlovoCares

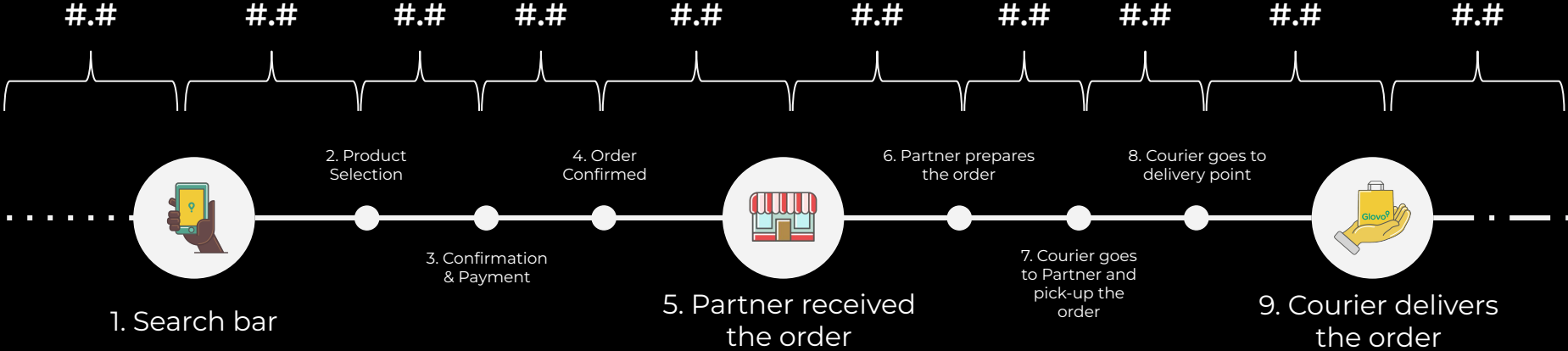


Shadowing Internal Users

We can learn more about key pain points directly by talking to and observing internal users. We should also step into their shoes from time to time.

- Partner AMs - Churn reasons & complaints about product
- Sales - Complaints/desires of prospects & churned partners
- LiveOps Agents - Issue reasons & resolution details
- RTO Agents - Logistics and Courier issues

Scoring of us & all competitor apps every 4 months



Scoring of us & all competitor apps every 4 months



QXscore

Behavior

What they do

- Task 1 Success %
- Task 2 Success %
- Task 3 Success %
- Task N Success %

Attitude

What they say, feel

- Appearance
- Ease of Use
- Loyalty NPS
- Trust





Winner

Walmart 



With the QXscore we can also drill down to deeper insight, including:

- Highest NPS score
- Highest task success on 3 out of 4 tasks
- Highest ease of use ratings across all tasks
- The fewest number of problems & frustrations



Winner


ASDA



With the QXscore we can also drill down to deeper insight, including:



- Highest NPS score
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Launching Bettermode advisory boards

Uber Eats | 

**Uber Eats
Advisory
Forums →**



Host Advisory Board

The Host Advisory Board gives Hosts a seat at the table to represent the voice of the community in shaping the future with Airbnb.

Why do we have a Restaurant Advisory Committee?



Guide product updates
Provide feedback on DoorDash functionality.



Advise policy initiatives
Weigh in on issues that affect the restaurant community.



Build community
Share advice and best practices across the industry.

Prioritization Framework

Gold

Lead

UX Researchers
(PM/Design optional incognito)

Type of projects

Foundational research, complex research questions, or high-priority problem validation.

UXR role

We drive project management, execution and completion of most tasks. We can ask for support from Product and Design.

Silver

Lead

PMs+Designers

Type of projects

Medium to low-priority problem validation or high-complexity solution validation.

UXR role

While Product and Design drive project management and execution of most tasks, we take specific tasks and advice on the rest.

Bronze

Lead

PMs+Designers

Type of projects

Medium to low-complexity problem and solution validation.

UXR role

While Product and Design drive project management and execution of most tasks, we are only consulted on specific aspects of the study.

Team Comms & Ceremonies

1:1s

Bi-weekly (+UXR Manager)

General feedback, career development

Project based - weekly recommended (Lead+IC)

Status, blockers, feedback and next steps

Team Meetings

Bi-weekly (all UXRs)

Sharing learnings, asking for feedback, team activities

Knowledge Sharing

Weekly updates (all PMs)

Through email: status about the projects and highlights of the week

UXR Open Presentations (all Stakeholders)

Meeting to go through the findings and their relationship with other insights. Next steps and roadmap sharing

Rebuilt Dashboards to include UX KPIs

GlovoLab[!]
RESEARCH

 Amplitude

 hotjar

GLASSBOX