## **Getting buy-in** for building a design system (and team of 10 behind it)

Design Systems Meetup, July 2019





## Jan Toman

Design System Lead at Kiwi.com

Twitter: @HonzaTmn

### Making travel better at



#### Previously working for

&



**Czech News Center** 

iSport.cz BLESK.CZ REFLEX



## A bit of CCO

## **context**

### August 2017

Hired as 5th designer.





Prepare UI kit for growing design team.



## The plan

To grow to 15 designers in the next 12 months.

## **Time frame**

3 – 6 months long project.





My very first challenge

"How might I prove that design system is worth a full-time investment?"

# The first three months









• •





### "Peak into other design systems"





## Talking with people







#### Designing Kiwi.com

## Our internal research for a new design system & tips on how to do it

When we were defining a design system project, our goal was the usual one—to increase the speed and efficiency of our teams by improving consistency across our products.



**Jan Toman** Mar 9, 2018 · 8 min read





# Top insights from research

(and how they affected future communication)



## **Existing styleguide**



No one used it, though.









### Support from devs

They just hate coding something repeatedly.





### Fear for creativity

Fear that the design system will limit them and will lead to worse UX

### A looot of tools

Our design files were everywhere and nowhere.



## **Listen carefully.** Even small details matter.



## Lunch takes matter too

a.k.a using "silent persuasion strategy"





















## Priming

#### Mentioning keywords like "goals", "roadmap" or "accessibility" now and then.



## It's here to help

It's not about limiting anyone creativity, it's the opposite.



## **Building a case for coding**

#### Setting the expectation that all components will be codified eventually.



## **Curator, not creator**

Keeping designers in charge of decisions, be more a curator than creator.





## Keeping designers in charge?

What does it mean in practice?





## "We already have colors and text styles."

?

?



#### Typography

Make sure you have the right font installed. You should not be able to see any of the cyan guides. Please download the latest Roboto at

#### Roboto

#### Display Display:Light

http://www.google.com/design/spec/resources/roboto-font.html

#### Headline Headline Headline:Higlighted

#### Title Title:Center Title:Success Title: Highlighted Title: Link

 Body
 Body: Link
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 Body: 2nd: Center
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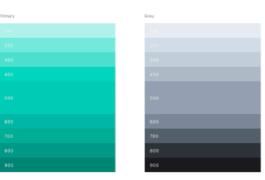
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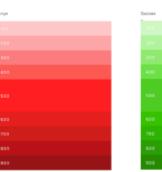
Note (Graphs and data) Note: Deactivated Note: Hover Note: Selecte

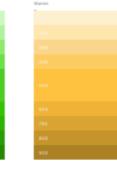
#### **Display** Display:Light Headline Headline Title Body Body: 2nd Body: Bold Body: 2nd: Center Body: Bold: Center Caption: 2nd: Center Caption: Right Caption: Bol Light theme default type #30363D 100% Primary color Secondary #79818A 100% Default light bg: #EDEFF2 #79818A Dark theme default type Primary #FFFFFF 100% Secondary #FFFFF Default dark bg: nically it's photo or #30

#### Basic Colors

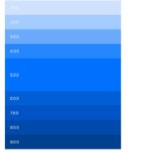


#### System Colors





#### Additional Multicity Colors

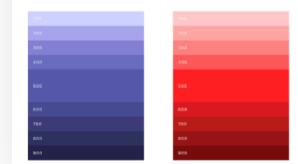












White



## Task: Clear typography and colors.





#### **Text 36px bold for main headers**

Text 32 px for price summary in price box **in bold** 

#### Text 28px bold for main modal headers

#### Text 20px bold for secondary headers

#### Text 18px bold for other secondary headers

Text 14px as primary style for text in medium weight in bold weight

Text 12px as secondary style for text

in medium weight

in bold weight

IN BOLD WITH UPPERCASE

in italic style

Text 11px as addition style for text

in medium weight

in bold weight

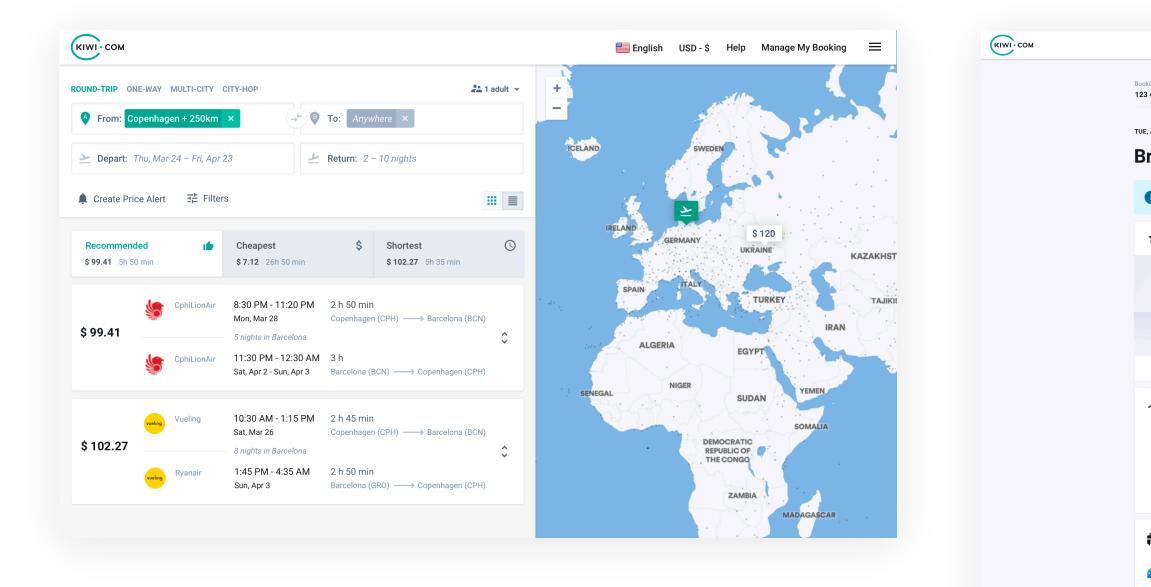
in italic style



loud		Teal		Green		Red	
Cloud Light	#171b1e	Teal Light	#9CDAD3	Green Light	#e7f3e8	Red Light	#fae
Cloud	#e8edf1	Teal	#00a991	Green	#127F22	Red	#d21
ık		Teal Dark	#00826F	Green Dark	#065d12	Red Dark	#6508
nk Lighter	#bac7d5			Blue		Orange	
k Light	#7f91a8			Blue Light	#E0F6FF	Orange Light	
k	#46515e			Blue	#10709f	Orange	#
nk Dark	#171b1e			Blue Dark	#07405c	Orange Dark	#:

#### "This is work-in-progress."





## "You decide if it's enough."

If not? Iterate, improve, let them check again.

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Contact details jakub.sobotka@kiwi.com		÷			
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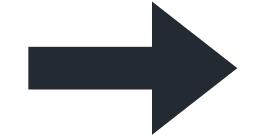
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2h 35m layover 🔹 Kiwi.com Guarantee	1h 5m 4h 5m layover • Trans	fer covered by airline				
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Kiwi.com Guarantee Protects you from cancellations, c refund the affected part of your jo	delays, and rescheduling. We'll get you to you ourney. Learn more 🗹	ur final destination or				
<b>e</b> 1. Passenger						
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Baggage						
Cabin baggage	35 × 20 × 20 cm, 10 kg	FREE				
Add cabin baggage	35 × 20 × 20 cm, 10 kg	+\$8				
Add checked baggage	85 × 30 × 40 cm, 15 kg	+ \$19.58				
Travel insurance from AXA		Comparison and Terms of Use				
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## Palette after a year of iterations

Main color palette (without some shades)

loud		Teal		Green	
Cloud Light	#171b1e	Teal Light	#9CDAD3	Green Light	#e7f3e8
Cloud	#e8edf1	Teal	#00a991	Green	#127F22
Ink		Teal Dark	#00826F	Green Dark	#065d12
Ink Lighter	#bac7d5			Blue	
Ink Light	#7f91a8			Blue Light	#E0F6FF
Ink	#46515e			Blue	#10709f
Ink Dark	#171b1e			Blue Dark	#07405c



Product Light	<b>Product Light :hover</b>	<b>Product Light :active</b>
#ECF8F7	#D6F0EE	#C0E8E4
Product Normal	Product Normal :hover	<b>Product Normal :active</b>
#00A991	#009882	#008F7B
Product Dark	<b>Product Dark :hover</b>	<b>Product Dark :active</b>
#007F6D	#007060	#006657
Product Darker #005C4E		
White	White :hover	White :active
#FFFFFF	#F1F4F7	#E7ECF1
Cloud Light	<b>Cloud Light :hover</b>	Cloud Light :active
#F5F7F9	#E5EAEF	#D6DEE6
Cloud Normal	Cloud Normal :hover	Cloud Normal :active
#E8EDF1	#D9E1E8	#CAD5DF
	#D/LLO	*******
Ink Lighter	<b>Ink Lighter :hover</b>	Ink Ligter :active
#BAC7D5	#A6B6C8	#94A8BE
Ink Light	Ink Light :hover	Ink Light :active
#5F738C	#52647A	#465567
Ink Normal	Ink Normal :hover	Ink Normal :active
#252A31	#181B20	#0B0C0F
Green Light	Green Light :hover	Green Light :active
#EBF4EC	#D7EAD9	#C3DFC7
Green Normal	Green Normal :hover	Green Normal :active
#28A138	#238B31	#1D7228
Green Dark	Green Dark :hover	Green Dark :active
#235C28	#184621	#123016
Orange Light	Orange Light :hover	Orange Light :active
#FDF0E3	#FAE2C7	#F8D3AB
Orange Normal	<b>Orange Normal :hover</b>	Orange Normal :active
#F9971E	#F38906	#D67906
Orange Dark	Orange Dark :hover	Orange Dark :active
#8E2A06	#712105	#531904
Red Light	<b>Red Light :hover</b>	Red Light :active
#FAEAEA	#F4D2D2	#EEB9B9
Red Normal	<b>Red Normal :hover</b>	<b>Red Normal :active</b>
#D21C1C	#B91919	#9D1515
<b>Red Dark</b>	Red Dark :hover	<b>Red Dark :active</b>
#760909	#5A0707	#3E0505
<b>Blue Light</b>	<b>Blue Light :hover</b>	<b>Blue Light :active</b>
#E5F7FF	#C7EEFF	#A8E5FF
<b>Blue Normal</b>	<b>Blue Normal :hover</b>	<b>Blue Normal :active</b>
#0172CB	#0161AC	#01508E
<b>Blue Dark</b>	<b>Blue Dark :hover</b>	Blue Dark :active
#004680	#003561	#002442
Facebook	<b>Facebook :hover</b> #385490	Facebook :active #354F88
#3B5998		



## Small iterations. Often.

It doesn't need to be perfect. It never will be anyway.



The effect of this strategy

## People believed in styleguide, so they started to use it.

**#ikeaEffect** 









### **# orbit-design-system**

You created this channel on November 14th, 2017. This is the very beginning of the # orbit-design-system channel. Purpose: Info channel for design system updates and global announcements. (edit)

+ Add an app <u>& Add people to this channel</u>





#### **honza** 19:36

@product\_designers \* Kiwi Kit for Sketch version 0.1 \* It's a first step and very small but it's a start of something awesome. Now I need your **cooperation** - try to use colors from the palette below and components from the Kiwi Kit and if anything is limiting or not usable, just report it to me. The goal of these first iterations is to re-create most used components from our UI so you can work with them easily in Sketch and focus on more complicated things.

#### How to install Kiwi Kit?

Just work with Abstract, as you are used to. Kiwi Kit was linked to all your projects so it should be accessible in your Sketch right now. Open "Symbol" drop-down, hover over "Kiwi Kit (Master @ ...)" and all mentioned symbols are already there.

#### Current components in Kit

- title
- Few form elements (checkboxes, radio buttons)
- Few basic icons (alert, info, ...)

#### Sketch palette with 16 unified colors:

we can discuss it and possibly update the palette if needed.

- 4 types of system messages (error, danger, success, info), w/ and w/o icons, w/ and w/o

- 3 types of buttons (Large, Normal, Small), w/ and w/o icons + disabled state

- Download palette here: https://www.dropbox.com/s/19q0ere8jm6dxcr/kiwikit.sketchpalette?dl=0 (if you need help to install it to your Sketch just catch me and I'll help) - Basic guidelines for colors are here: https://marvelapp.com/79c0g9e/screen/36355252 (it's work in progress, your feedback from using these colors will be priceless) - These colors should be enough to create anything you need, maybe expect the most complicated components (eg. calendar). If you'll find out that it's not possible, just ping me,
- I am currently testing Design System Manager for sharing palette and text & layer styles.





#### Next version

- Set of most used icons in our product UI
- Form components (inputs, select boxes, etc.)
- Your suggestions!

Let's try to use Kit and colors from sketch palette Find the limits, report everything you find and we can think how to solve it 🙂 (edited)



ll etc.)



## A lot of small changes. Often.





**honza** 14:42

@product\_designers \* Kiwi Kit for Sketch - version 0.1.1 \*

- FIXED color for text in secondary buttons
- FIXED artboard height for small buttons
- ADDED normal buttons with icon
- ADDED normal buttons in disabled state

Thanks @henne for reporting!

It should update in your Sketches automagically. 🐳



## Giving them control. Again.



#### What should be next? Vote below the post!

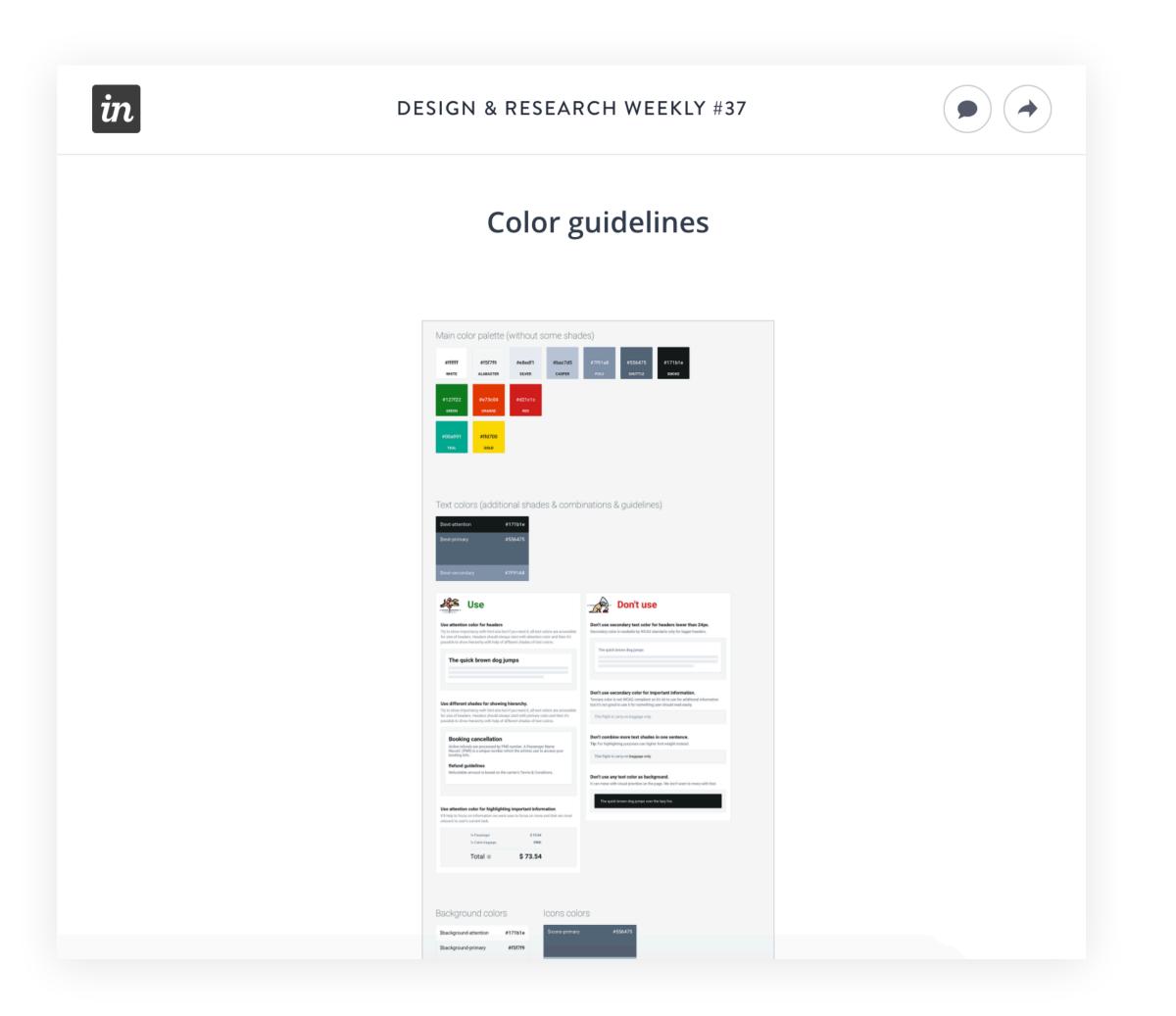
- 1 Form inputs
- 2 Modal wrapper
- 3 Cards (edited)





## Silent weekly updates To management.





## It's all about gaining trust.



## December 2017 ... more & more requests coming.



## December 2017

## Me switching full-time on improving UI kit Goal: support 9 designers

"Team": 1 UX Designer





## January 2018

## Junior developer is joining our design team However, not for coding UI kit...



## "How might I get someone to code our UI components?"

#### **Current challenge**



## Using research insights





## They just hate coding something repeatedly.





They just hate coding something repeatedly.

## Meeting with lead engineer to discuss options



### **Support from devs**





## Our remote team will code UI components "They need it anyway for their new project."

"Team": 1 UX Designer





Remote team coding UI kit



## March/April 2018 – Retrospective

### No time

Team's priority was to deliver their project, not a library of reusable components.

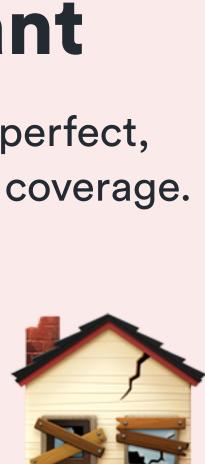


### Partial coverage

Not every variation was done, so it was basically unusable by other teams.

### Not compliant

Component's weren't pixel perfect, bad browser support, no test coverage.





### No time

Team's priority was to deliver their project, not a library of reusable components.



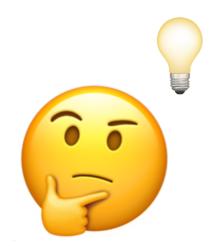
Not every variation was done, so it was basically unusable by other teams.

## Meeting with lead engineer again

### Partial coverage

### Not compliant

Component's weren't pixel perfect, bad browser support, no test coverage.







# Our new junior developer will code UI components + that coder from design team will help too.

┿

"Team": 1 UX Designer

1,5 junior (but dedicated!) developers

# What else was happening?

How did we ensure that our design system won't be forgotten?



### Improving UI kit

New components, new variations, a lot of UI kit improvements.





### **Orbit.Kiwi**

Creating a single source of truth for everything design systems related.



### Boosting the product feeling of our design system by giving it a unique name.

### Improving visibility

Presenting design system on "AllDevs" (company platform for sharing knowledge)



# Creating name



**honza** 19:29

After few discussion here, we selected three possible names. Now it's time to vote! 🎉

- O Kiwi Kit
- Orbit
- 2 Atlas
- 3 Telescope

Deadline for voting is on Thursday at 10am. (edited)







Charizard 🕔 13:23 joined #orbit-announcements.



Charizard 🕔 13:24 simon | Our new logo 🔻



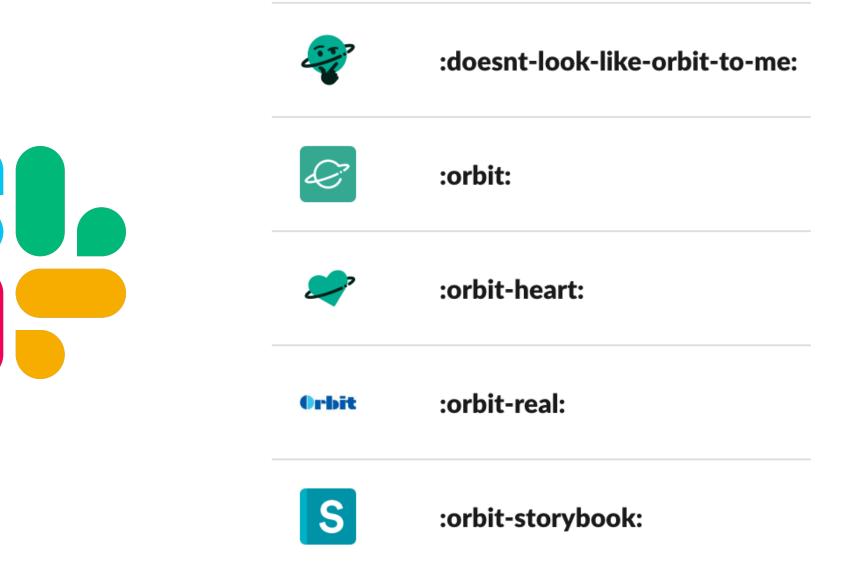


Charizard 🕔 13:24 left #orbit-announcements.

# Creating identity

## R B I T **Connecting the unconnected**









GETTI

GUIDE

VISUA

COMP

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CH

RADIO BUTTON

DESIGN TOKENS

SUPPORT

Roadmap Component status 💋

# Orbit. Kiwi Single source of truth.

### **C**RBIT

CONNECTING THE UNCONNECTED

ING STARTED	>
ELINES	>
AL STYLE	>
PONENTS	>
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EXT INPUT	
НЕСКВОХ	

FEEDBACK MESSAGE

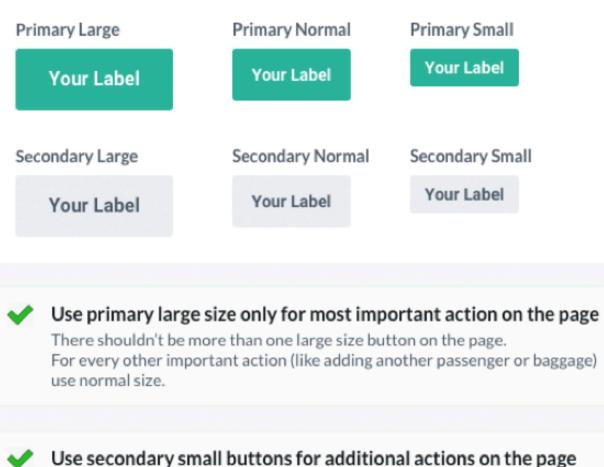
CONTRIBUTING

#### **Button**

Button is simple component when we need to show what actions users can do on the page.

#### **1**. Basic button types

We have two basic attributes for buttons: size & importance. We have 3 sizes (large, normal and small) and 2 importance levels (primary and secondary). With combination of these attributes, we have 6 basic button types:



The secondary small button is great for actions like "Edit passengers" in the Manage my booking section because it stands out from interface but don't take so much attention.

#### Don't use any small button as button for sending a form $\mathbf{x}$

Sending a form is main action of the form, it should grab user's attention. Use primary large button instead.

- 2.3 Link button

 Basic button types 1.1 Basic combinations 1.2 Buttons with icon 1.3 Disabled state

2. Special button types 2.1 Social buttons 2.2 Destructive buttons

### **Orbit.Kiwi**

#### What's next?

Last update: 1st July 2019

#### **Current term**

We are focusing on this in the current quarter.

We have all common components ready, we're improving their accessibility and tokens coverage and then we will be able to release version 1.0.0.

We are extending Orbit to React Native and React Native Web. That means not just prepare tokens, but also prepare components. This is just another step to support multi-platform components with Orbit. We will be directly supporting components from Account.

Based on a lot of feedback we've got on Orbit documentation, we plan to add some new features to help people to navigate through docs better and add examples of component usage.

## Roadmap Public for everyone

#### **Release stable version of Orbit components**

Estimation: Q3/2019

#### **Account in React Native**

Estimation: Q3/2019

#### Improve Orbit.Kiwi documentation

Estimation: Q3/2019

#### Support accessibility adoption

We have all basic stuff for a11y baked in Orbit, now we focus on passing all that into our production.

#### atimentiane 02 02/2010

#### Near term

We will focus on this in 1-2 quarters from now.

#### Add calendar to Orbit

It should support all travel related features – single date, range, drag&drop.

Estimation: Q3/2019

#### **Extend Orbit to emails**

Emails have their own set of components and Orbit should approach them in the same way as we are preparing components to React for front-end teams.

Estimation: Q3/2019

#### Create guidelines for Sketch & Abstract

The main goal of Abstract was to easily find design when needed – but we have a bit of chaos in branches. commits and Sketch structure, so we need to clean it up.

Estimation: Q3/2019

#### Create content style guide

Create a content style guide and voice & tone recommendations for Orbit texts.

Estimation: Q3-Q4/2019

### **Orbit.Kiwi**

# **Component status** Public for everyone

#### Components

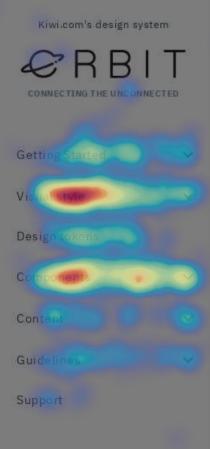
Last update: 30th June 2019 (**Week 26**)

Legend:

✓ (done), Ĭ (in progress), ◊(skipped, as is not needed for Account)

ETA: Estimated release week

Component	Design	Specification	React	<b>React Native</b>
Text				∑ ETA: ?
Heading				∑ ETA: ?
Icon				∑ ETA: ?
TextLink				∑ ETA: ?
Alert message				I
Button				X
ButtonLink				I
Card				∑ ETA: ?
Card expandable section				∑ ETA: ?
Carrier Logo				$\otimes$
Checkbox				$\otimes$
Radio button				$\otimes$
Select				I
InputField				X
InputFile				$\otimes$
Textarea				$\otimes$
Modal				I
Tile				$\otimes$
TileExpandable				$\otimes$
Loading				∑ ETA: ?



Orbît.Kîwî

#### **Blast off**

Welcome to the Orbit design system, an internal shared repository for design patterns and guidelines at Kiwi.com. Orbit aims to bring order and consistency to all of our products and processes. We elevate user experience and increase the speed and efficiency of how we design and build products.

Orbit.Kiwi is still a work in progress. There's still a lot to do.

Any feedback and help is highly appreciated.

Outick links

Orbit UI for Sketch

Orbit UI for Sketch

#### **Orbit Principles**

With Orbit we maintain the following principles:



#### Push forward

When working on something, we want to assess all the solutions already in use across our products, synthesize them, and build solutions that fit best.

Changelog Component starus Roadmap

Request enhancement
 Report bug (on Github)



#### Build for users

Investing time into reusable components gives us the opportunity to improve the accessibility and usability of our products.



#### Use established patterns

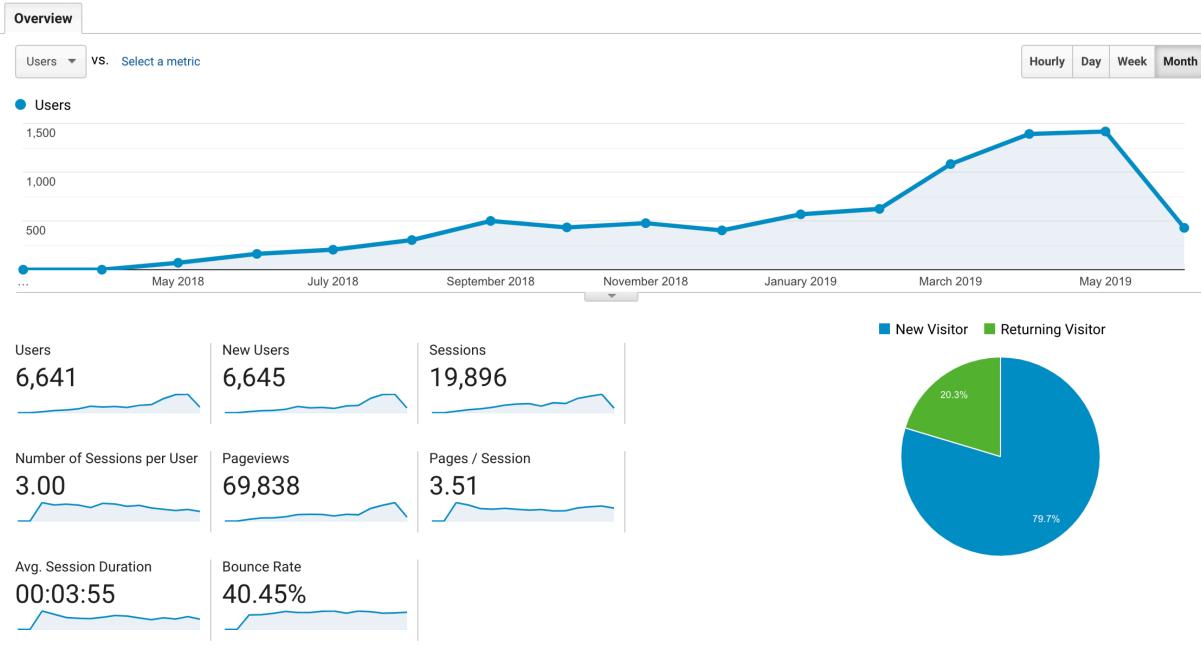
We encourage experimentation. We welcome new solutions. But, our focus is on using patterns and vocabulary that are familiar to our users.

#### Peer review



Orbit is an evolving project, as such we're always looking for better, more efficient ways to build our products. Peer review is a necessary part of Orbit's continued growth.

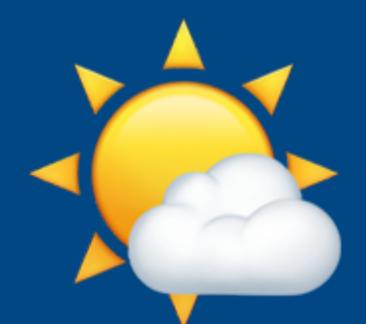




Pageviews % Pageviews	Page Title	
13,018 18.64%	Orbit.Kiwi – Connecting the unconnected	1.
5,090 7.29%	Colors – Orbit.Kiwi	2.
4,260 6.10%	Icons – Orbit.Kiwi	3.
4,194 6.01%	Design tokens – Orbit.Kiwi	4.
4,061 5.81%	Button – Orbit.Kiwi	5.
2,817 4.03%	Brand Kiwi.com – Orbit.Kiwi	6.
2,676 3.83%	Alert message – Orbit.Kiwi	7.
2,014 2.88%	For designers – Orbit.Kiwi	8.
1,985 2.84%	Typography – Orbit.Kiwi	9.
1,780 2.55%	). Badge – Orbit.Kiwi	10
4,194       6.01%         4,061       5.81%         2,817       4.03%         2,676       3.83%         2,014       2.88%         1,985       2.84%	Design tokens – Orbit.Kiwi Button – Orbit.Kiwi Brand Kiwi.com – Orbit.Kiwi Alert message – Orbit.Kiwi For designers – Orbit.Kiwi	4. 5. 6. 7. 8. 9.



# JUJ 2018 Almost one year after my start





# Company sees us as "Orbit team"

### 1 Product / UX

+

2 React Developers



#### **1 UI Engineer** ÷

# Full-time focus. A few months later.

### 40 components ready

In Sketch & coded in React, all tested and maintained.





### New users

New internal "clients": business development, marketing, community & event team

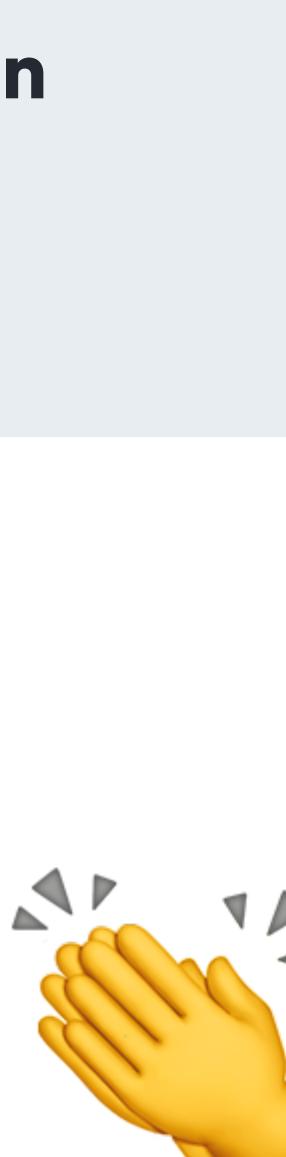


### Improving adoption

Product teams started replacing old components in code.

### Good feedback

Getting a lot of good feedback from all over the company.



# **Notivation** to continue is high

From team and also the company.



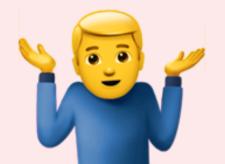
### No accessibility

And it's starting to be a problem.



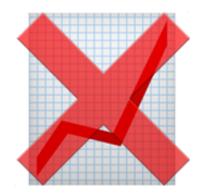
### Missing design docs

However, we have bigger issues.



### **Slowing down delivery**

There is just too many people using it and we don't have time to cover all requests



### No strong metrics

And company is starting with OKRs, so we need to figure out metrics too.



### No accessibility

And it's starting to be a problem.





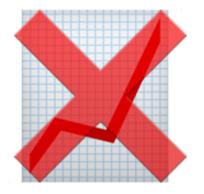
### **Slowing down delivery**

There is just too many people using it and we don't have time to cover all requests





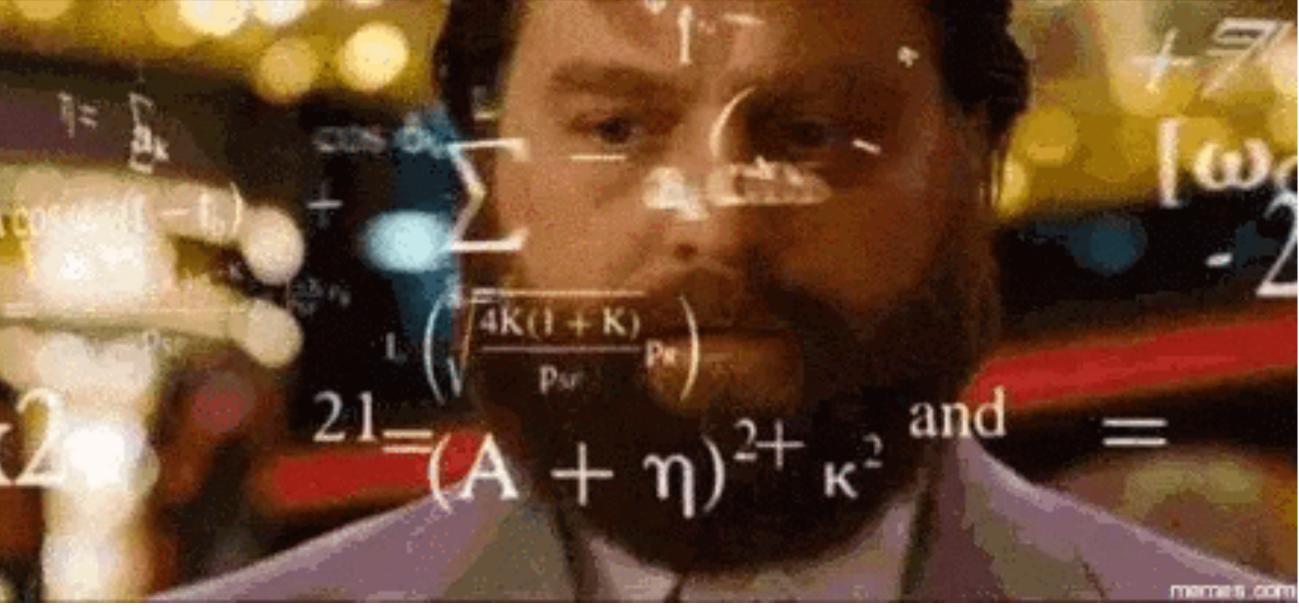


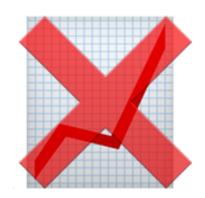


### No strong metrics

And company is starting with OKRs, so we need to figure out our metrics too.







### No strong metrics

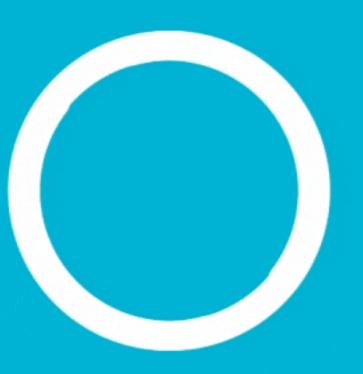
And company is starting with OKRs, so we need to figure out our metrics too.

# At least OKRs are defined.

Company objective	Company Key Results (Company Sub-Objectives)	Company KR owner	Team Objective (Company sub-key result)	Team objective owner	Team Key results	Team Key result Owners	initial value (Q2)	targets (C	
	KR22 Deliver on time all projects and features planned	Petra	Make design and development faster	Honza Toman	Deliver UI components to cover at least 80% of Account feature	Honza Toman	0	80%	
					Deliver reusable Calendar component	Luděk Vepřek	FALSE	TRUE	
					Design modular components that covers 80% of transactional email templates	Will Kolmačka	0	80%	
Increase Efficiency					Launch Global Hackathon websites that are covered 100% by Orbit	Filip Daniško	0	100%	
					Convert 30% of main components to plain HTML/CSS to support future Kiwi Lite	Tom Hapl	0	30%	
					Release all planned features of Orbit Components 1.0.0	Luděk Vepřek	0	100%	
			Improve quality of Orbit documentation	Honza Toman	Improve overall satisfaction with documentation by 10%	Honza Toman	69,7%	76,67%	
					Document error validation flow	Will Kolmačka	0 FALSE	90% TRUE	
					Document 100% of new components API on Orbit.Kiwi	Luděk Vepřek	0	100%	
					Have 90% API consistency between RN and React components	Luděk Vepřek	0	90%	
Increase Efficiency	KR7 Decrease the ratio of "technical debt in days" and "net revenue (without force majeure costs)"	Stanley	Improve maintainability of Orbit packages	Honza Toman	Merge 3 main Orbit repositories into monorepo	Tom Hapl	0	3	
					Implement Orbit code linter for improving Orbit code compliance	Tom Hapl	0	?	
					Launch Orbit Dashboard for monitoring adoption & breaking changes with all planned features for first version	Filip Daniško	0	100%	
Scalability	KR13 Retain talent in the company Katka		Improve Orbit open source visibility	Honza Toman	Have 400 stars on Github for Orbit components	Honza Toman	148	400	
					Open source 2 more tools used in Orbit team	Tom Hapl	FALSE FALSE	TRU	
		Katka			Write 3 articles on code.kiwi.com (or design.kiwi.com)	Honza Toman	0	3	
					Launch Orbit Themer 1.0 with 3 predefined themes	Will Kolmačka	FALSE FALSE 0	TRU	
							FALSE	3 TRU	
				Honza Toman Orga	A	Add SkipNavigation with the main actions to 3 main views in flows	Filip Daniško	FALSE	TRU
Company Growth	KR1 Transportation vertical net revenue Oli increase	Olix I	Improve accessibility of Kiwi.com				FALSE	TRU	
					Support keyboard navigation in main steps of booking flow	Filip Daniško	?	?	
					Organize internal 1-day educational workshop (Orbit in general, covering also a11y development)	Filip Daniško	0	1	
					Prepare 1 usability testing with blind users	Filip Daniško	0	1	



### "Nothing is invented and perfected at the same time."



### **Think**

- John Ray

# **Fast-forward to**





### **Current situation**



#### **React Native implementation of our** components

Publishing new documentation page with live examples & more features (working with data we've collected)

Internal one-day edu conference (trainings, accessibility, how to's, ...)

#### Getting started Visual style Orbit K UI components Open source design system Utility components for your next travel project. Tokens & theming Accessibility Content 🚀 Rocket-start with Orbit 🗢 Quick links Favorited by you Guides Find everything you may need for the React Component COMPONENTS successful start of your next project. Alert message S React Storybook Support <u>Designer guidelines</u> Button Developer guidelines UI kit for Sketch Modal <u>Writer guidelines</u> • <u>Tooltip</u> Design tokens **OTHER CONTENT** Media Queries 👮 Powerful theming 🚀 Visual guidelines Preparing carrier logos Build your own visual style. We provide accessible and tested components intertwined with design tokens and you can easily adjust it to the needs Aa Engage with others of your own product. Colors Typograph We aim to provide the best possible Launch Orbit Themer support to any designer or developer using Orbit. That's why we have Orbit Discourse - open discussion platform for any of you. Icons Illustrations 🍨 Connect it all with Tequila **Open Discourse**

кіш.сом

Brand assets

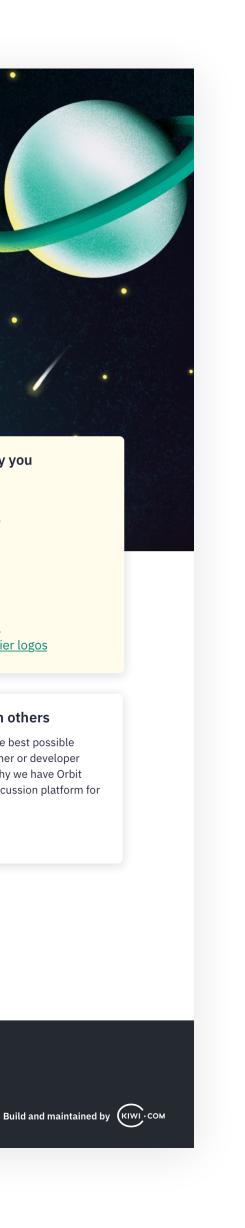
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services.

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### Current team

- **3 React developers**
- **3 React Native developers**
- **1 UI Engineer**
- 1 Product Manager / UX Designer

### + we are looking for

- **1 Content Writer**
- **1 Project Manager**



# Change doesn't happen overnights



hones

+ reach out to me on Twitter: @HonzaTmn

### Thank you

