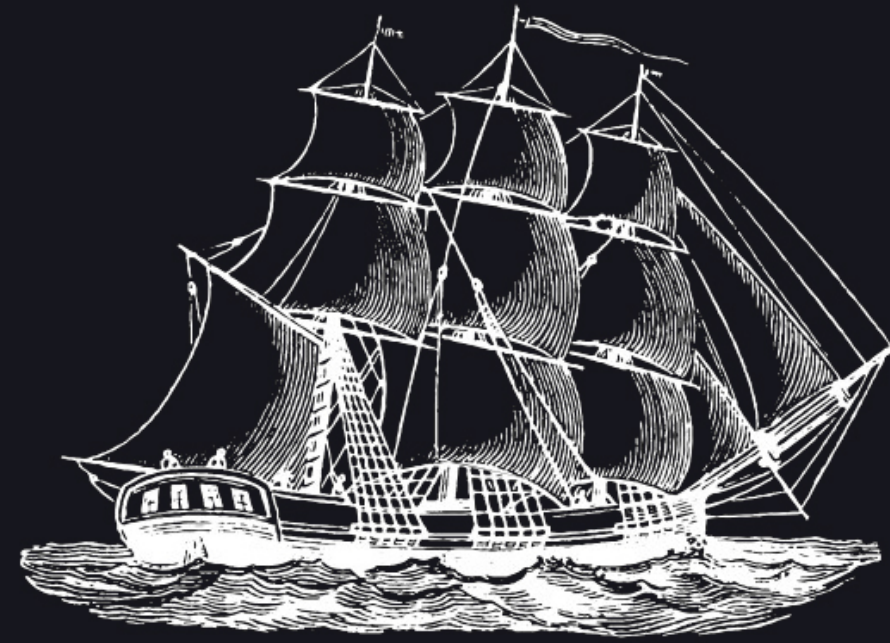


Designing Change

Front · June 6th, 2019 · Salt Lake City, Utah

Matt Ström · @ilikescience



The Ship of Theseus

Change is hard to see



My Ship of Theseus bitly.com

Challenge 1

The Institutional Immune System

Q: Where do I start?

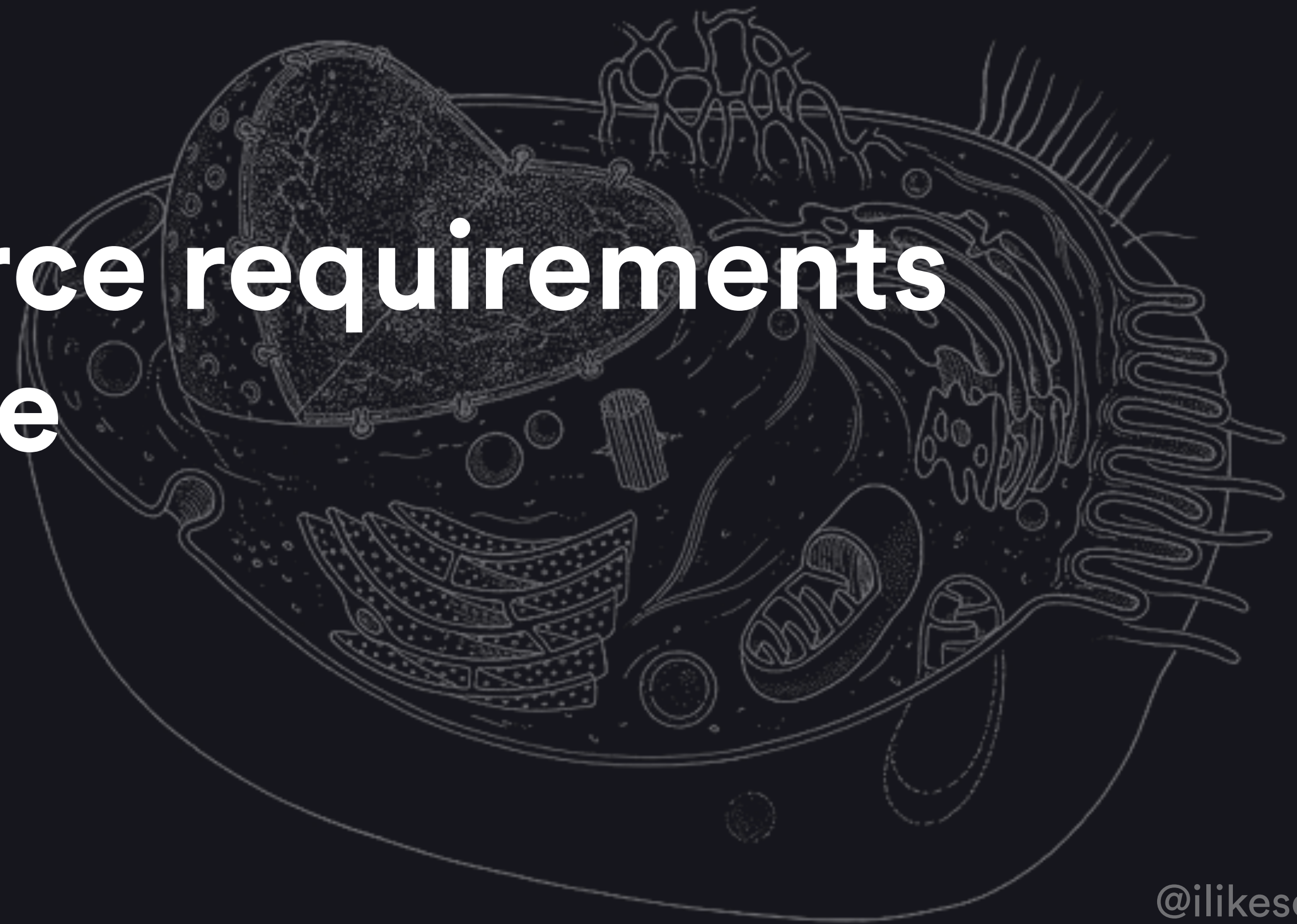


A: The First Plank

Start small, build trust

How to beat the institutional immune system

- 1. Find an edge**
- 2. Minimize resource requirements**
- 3. Be ready to scale**



Enterprise Update

We continue to experience an effect, despite a factor, driven  in large part by a cause

	Q1 2018	Q2 2018	Q3 2018
Budget Goal for Month	\$000	\$000	\$000
ACV Closed	\$000	\$000	\$000
Close Rate on Pipeline	0%	0%	0%
Pipeline Coverage (Overall Qualified)	\$000	\$000	\$000
Coverage Ratio	0	0	0
Pipeline Created in Month (for Month)	\$000	\$000	\$000
% of Total	0%	0%	0%
Pipeline Carrover (for Month)	\$000	\$000	\$000
% of Total	0%	0%	0%
Pipeline Created in Month (for All Months)	\$000	\$000	\$000
Pipeline Coverage (Proposal & Funding)	\$000	\$000	\$000
Dropoff from Previous Stage	0%	0%	0%
Pipeline Coverage (SLIP)	\$000	\$000	\$000
Dropoff from Previous Stage	0%	0%	0%
Pipeline Coverage (Verbal/ Signature Pending)	\$000	\$000	\$000
Dropoff from Previous Stage	0%	0%	0%

Key Points

- Our **number increased by x%**, but coverage ratio decreased to x% due to **reasons**
- We saw this **due to processes** in a particular area
- We **expect that outcomes will be different** if a factor was or was not present or will continue to be present
- **Our important indicator** remains important as we implement new ideas

Outbound Direct NB Funnel

Funnel	1Q19	2Q19	3Q19	4Q19	FY2019
AE					
Reps	00	00	00	00	00
SQOs	00	00	00	00	00
Deals	00	00	00	00	00
ACV (\$K)	\$000	\$000	\$000	\$000	\$000
SDR					
Reps	00	00	00	00	00
SQOs	00	00	00	00	00
Deals	00	00	00	00	00
ACV (\$K)	\$000	\$000	\$000	\$000	\$000
Total					
ACV (\$K)	\$000	\$000	\$000	\$000	\$000

Key Points

- 1. **Certain numbers** in certain areas changed from 0% to 0% between two quarters
- 2. **An important number** increased from 0% to 0% year-over-year
- 3. Effects produced by **cause one**, **cause two**, **cause three**, cause four, **cause five**, and cause six.



Challenge 2

Infinite possibilities

Q: How do I align?

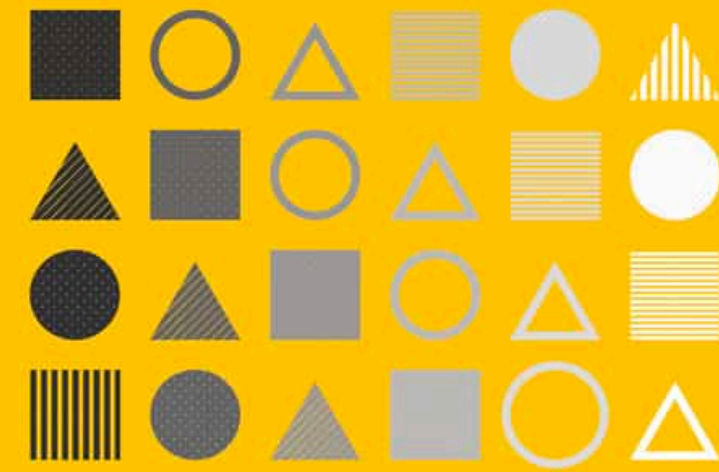


A: The North Star

Follow a compass, not a map

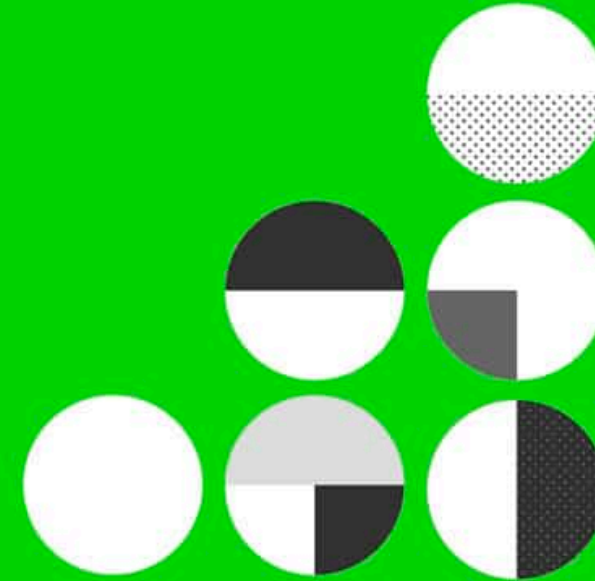
01 /

Build with patterns



02 /

Launch to learn



03 /

Accessibility over aesthetics



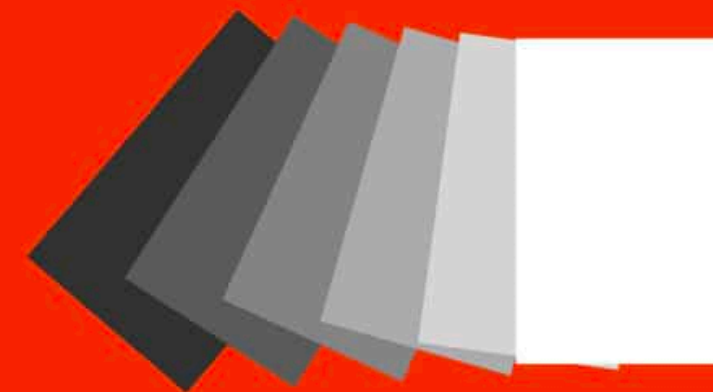
04 /

Positive feedback loops



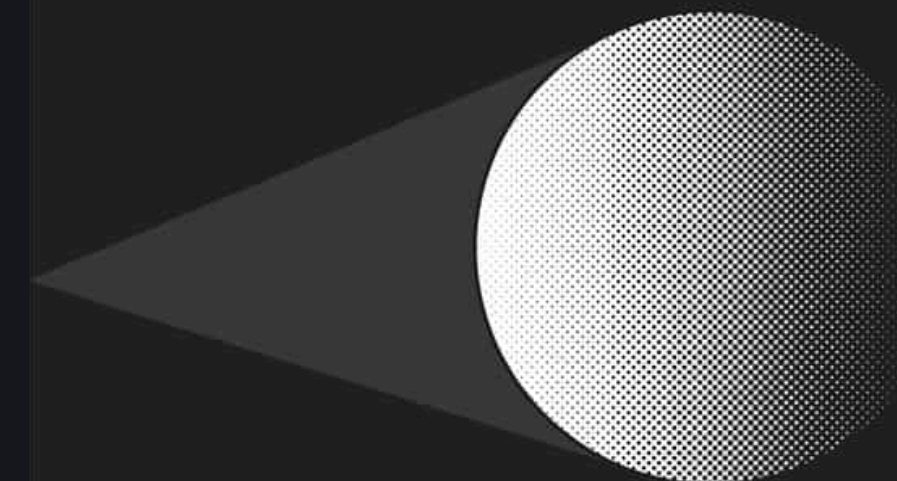
05 /

Simplify



06 /

Always be guiding



Rules for good design principles:

Good design principles **are memorable.**

Good design principles **help you say no.**

Good design principles **aren't truisms.**

Good design principles **are easy to use.**



mstrom.co/design-principles

Bitly's design principles:

1. **Design for trust.**

Design needs ethics. Strive to be transparent, clear, and consistent at all times. Build with intention, and earn our users' trust.

2. **Start with accessibility.**

Accessibility and usability aren't optional. The more people can use our product, the more successful we will be.

3. **Write to include.**

Always write short and smart. Use active voice, avoid slang and jargon, and write positively. Be helpful, honest, and human.

4. **Listen to users.**

Challenge your assumptions by listening to user feedback. Understand what users need and why, then design experiences that serve those needs.

5. **Make a meaningful connection.**

Build positive experiences with kindness, whimsy, richness, wit. Inspire passion, engage users.

6. **Be obvious.**

Good design and architecture should be invisible. Build useful software and get out of the way.

Challenge 3
Doubt

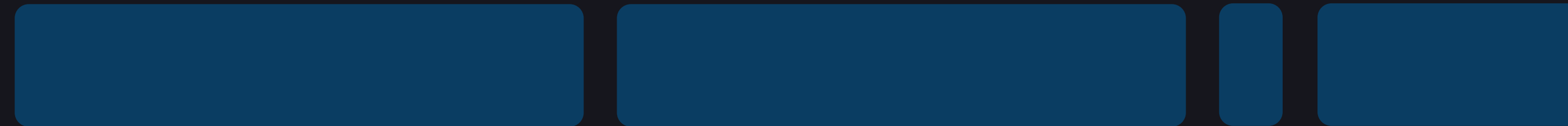
Q: What's the plan?



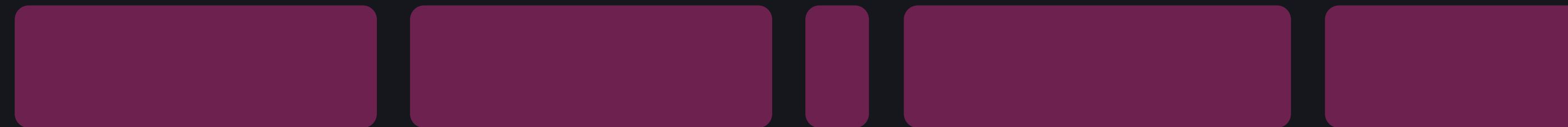
A: The Responsive Roadmap

The map is not the territory

Team 1



Team 2



Team3



Team4



Crank Handles		Order Number	January														February														March													
	Quantity		14	17	21	24	28	31	4	7	11	14	18	21	25	28	3	6	10	13	17	20																						
No. 14-F-Spec.	90	59031			1	2	3			4	5	6	7																															
No. 12-F-Spec.	60	59032			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15																									
No. 14-F	100	59043			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15																									
No. 8-F-Spec	10	59063			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15																									
No. 10-F-Spec.	10	59064			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15																									
No. 8-F-Spec.	100	59066			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15																									
No. 14-F-Spec.	100	59067			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15																									

Complicated \neq **Complex**

Many known parts

Lots of unknowns

Why?

Ambitious objectives

which are guided by

What?

Measurable key results

which are impacted by

When?

Concrete targets

which are accomplished by

How?

Current projects

Why?

A 4-year leap for bitly.com

guided by

What?

+20% daily new signups

impacted by

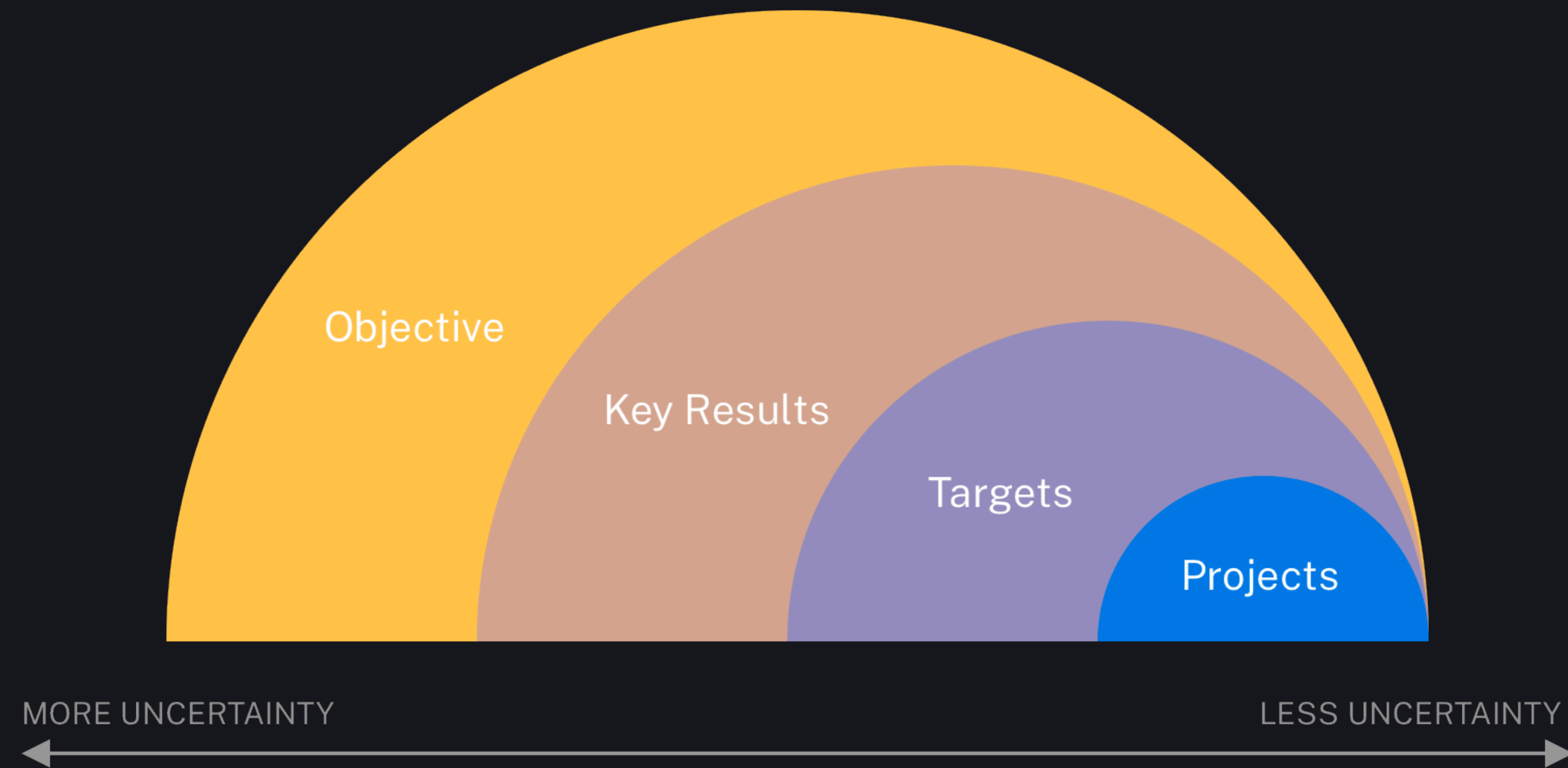
When?

A new hero component

accomplished by

How?

Type + illustration choices



mstrom.co/responsive-roadmaps

Challenge 4

Diminishing Returns

Q: How do I keep going?

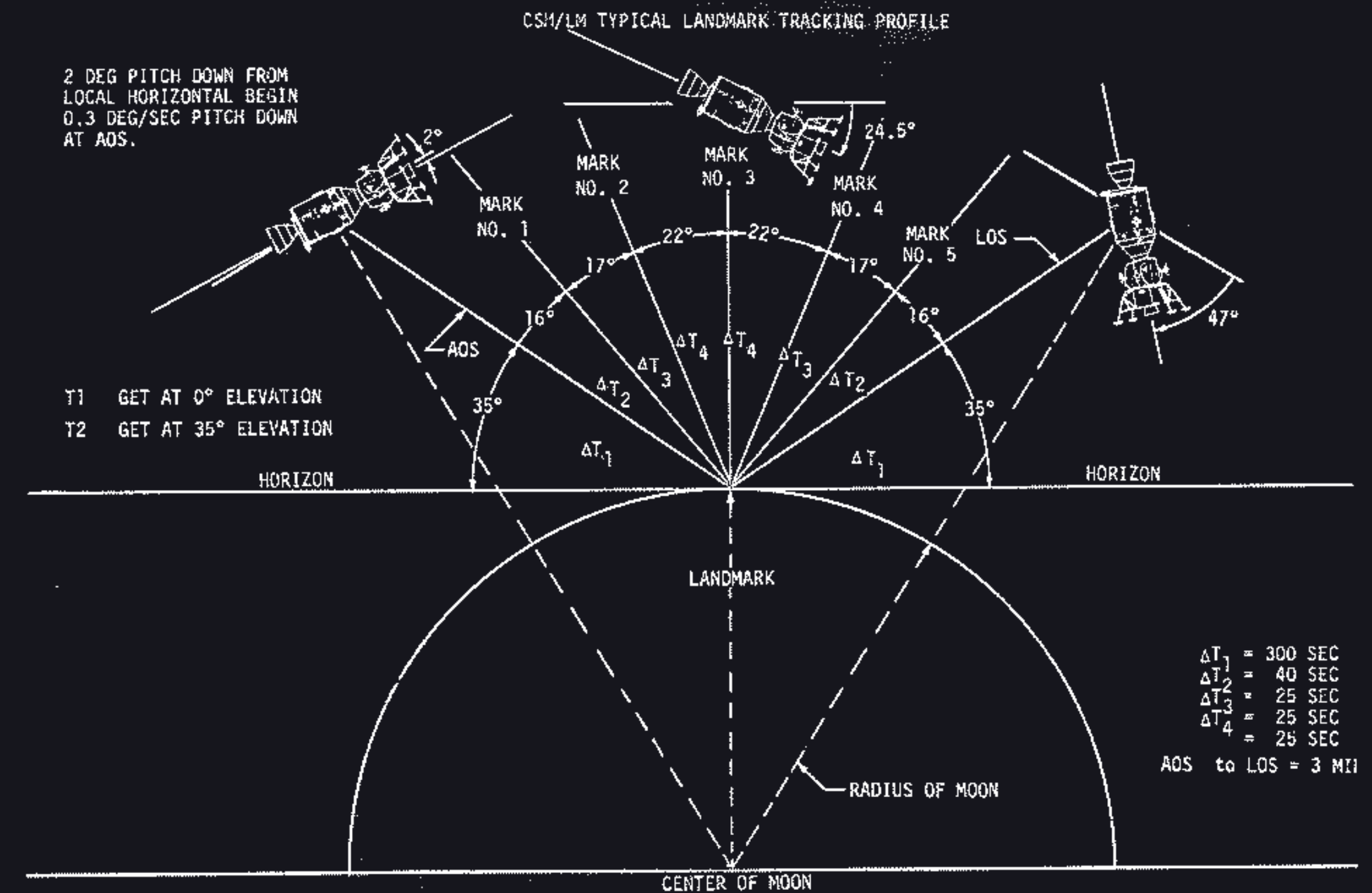


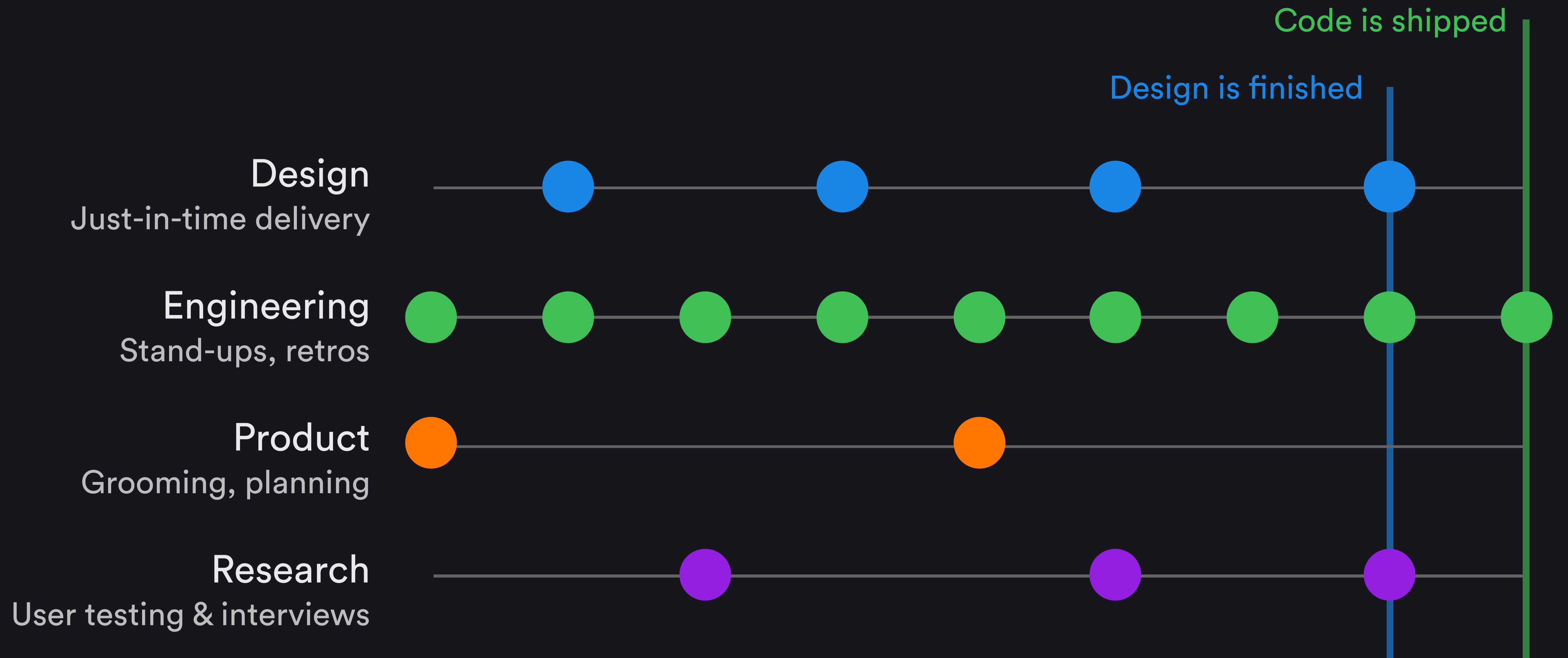
A: The Feedback Loop

Constantly refine the process

Kalman Filtering:

1. Predict
2. Measure
3. Update
4. Repeat





mstrom.co/just-in-time-design

Just-in-time-design:

- 1. Invest in a design system.**
- 2. Ship in the smallest increment possible.**
- 3. Get embedded in the team.**
- 4. Don't create a backlog of designs.**

The Result

Proof that it works

[LINK MANAGEMENT](#)[ENTERPRISE](#)[RESOURCES](#)[BLOG](#)[LOGIN](#)[SIGN UP](#)[GET ENTERPRISE](#)

HARNESS EVERY CLICK, TAP AND SWIPE.

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[SHORTEN](#)[GET STARTED FOR FREE](#)[or Go Beyond the Basics →](#)

UNLEASH THE POWER OF THE LINK

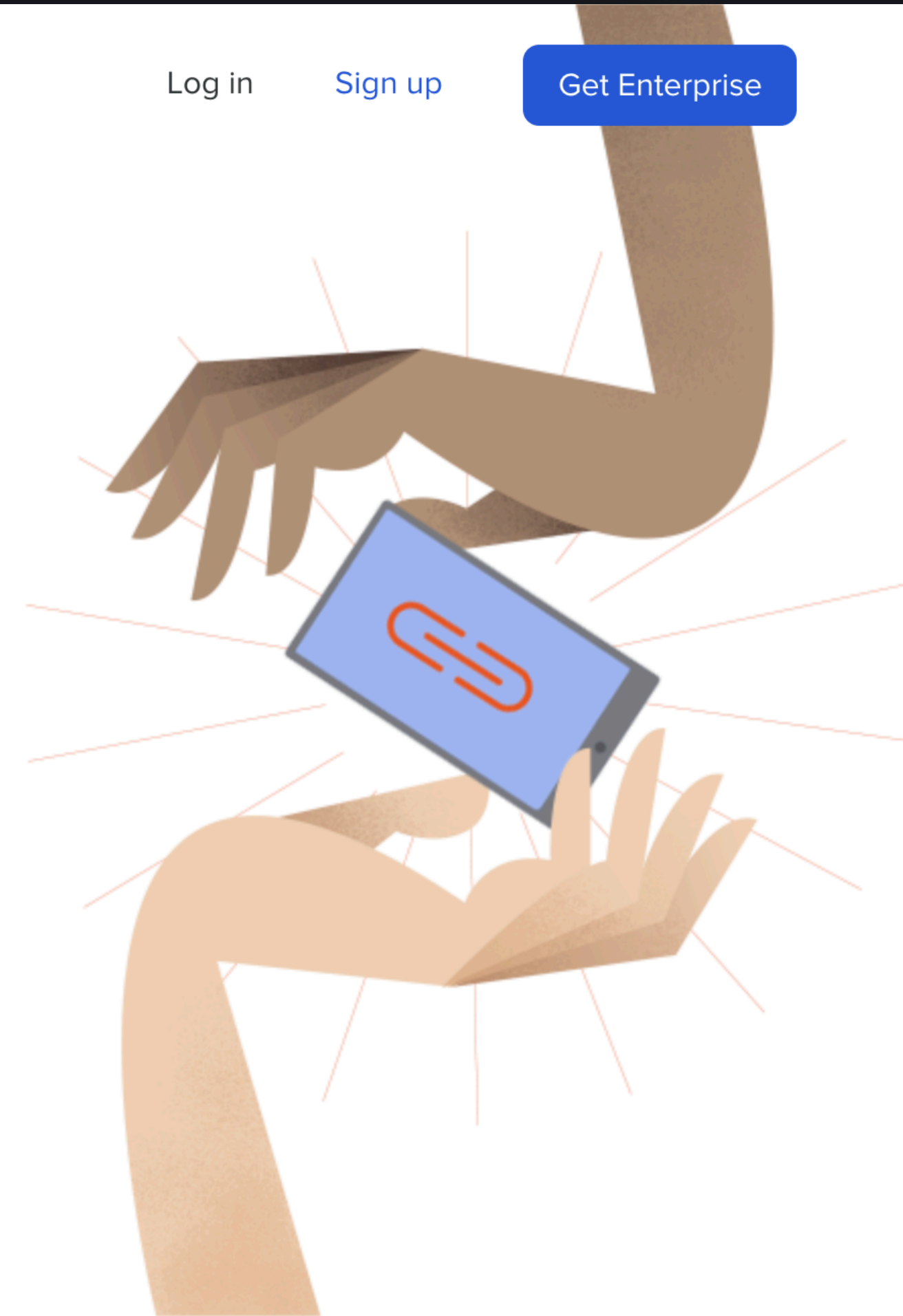
The link is the invisible thread that connects every customer interaction to tell a greater story. Drive seamless experiences across every channel and every device with Bitly Enterprise.



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Links that mean business

Create and share trusted, powerful short links

[Get Enterprise](#)[Or sign up for free](#)[Shorten](#)

By clicking SHORTEN, you are agreeing to Bitly's [Terms of Service](#) and [Privacy Policy](#).

Is it innovative?

No.

Did it accomplish the objectives?

YES.

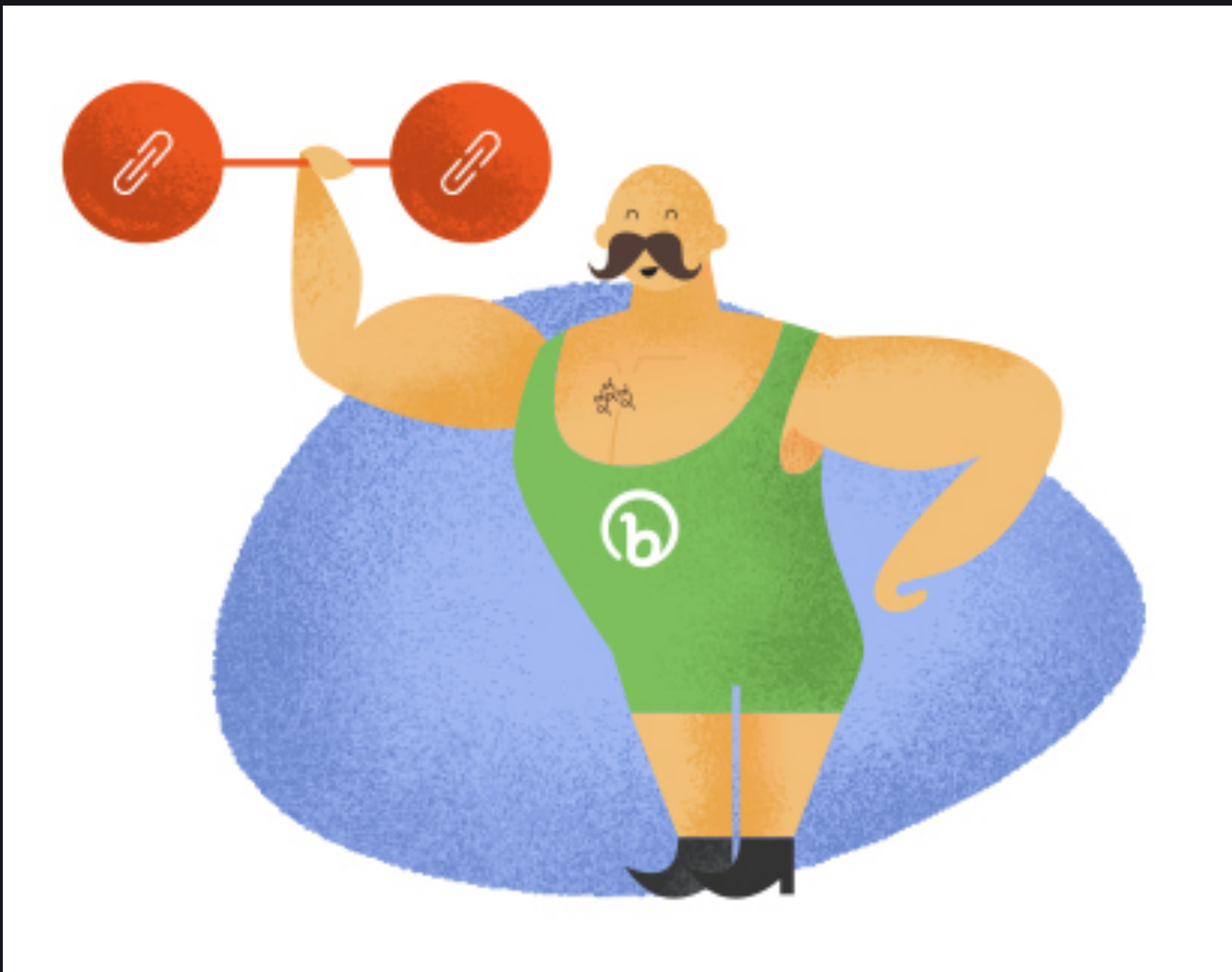
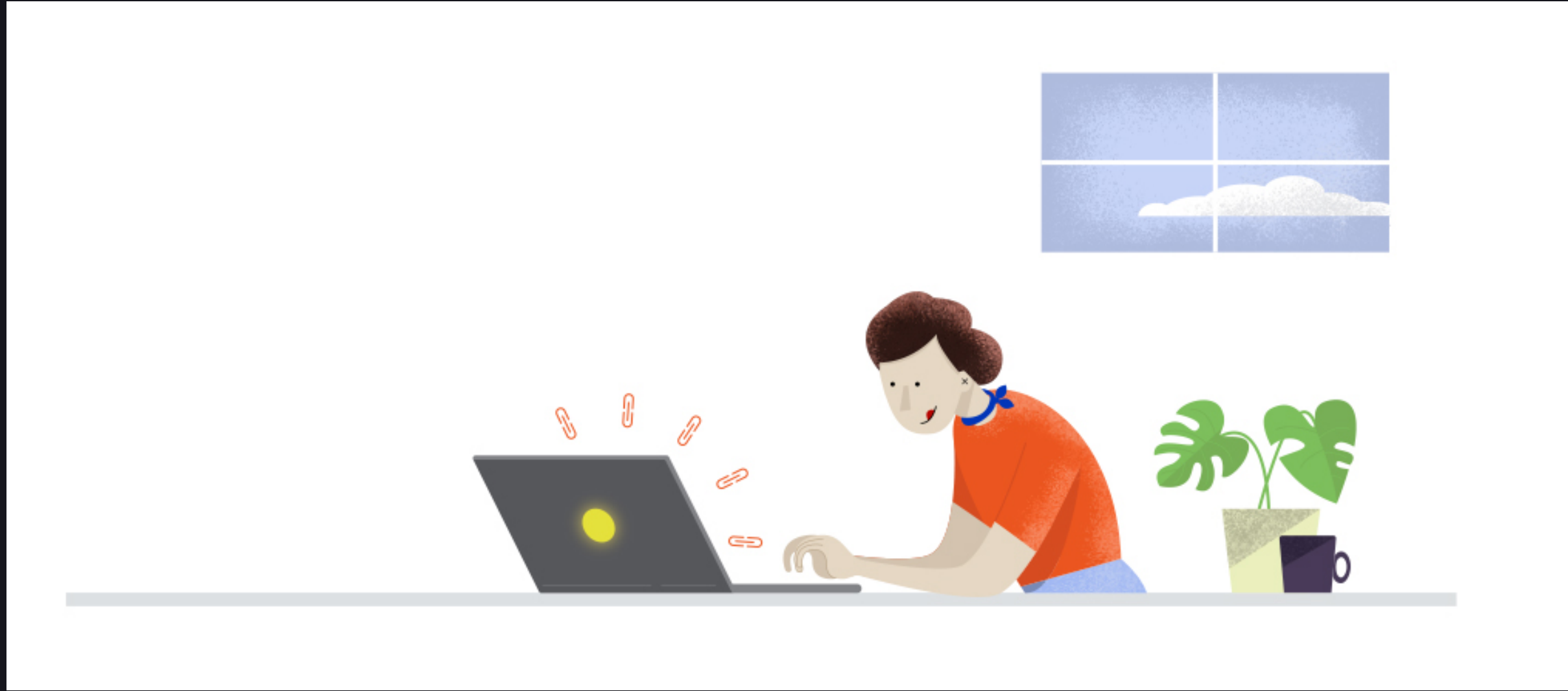
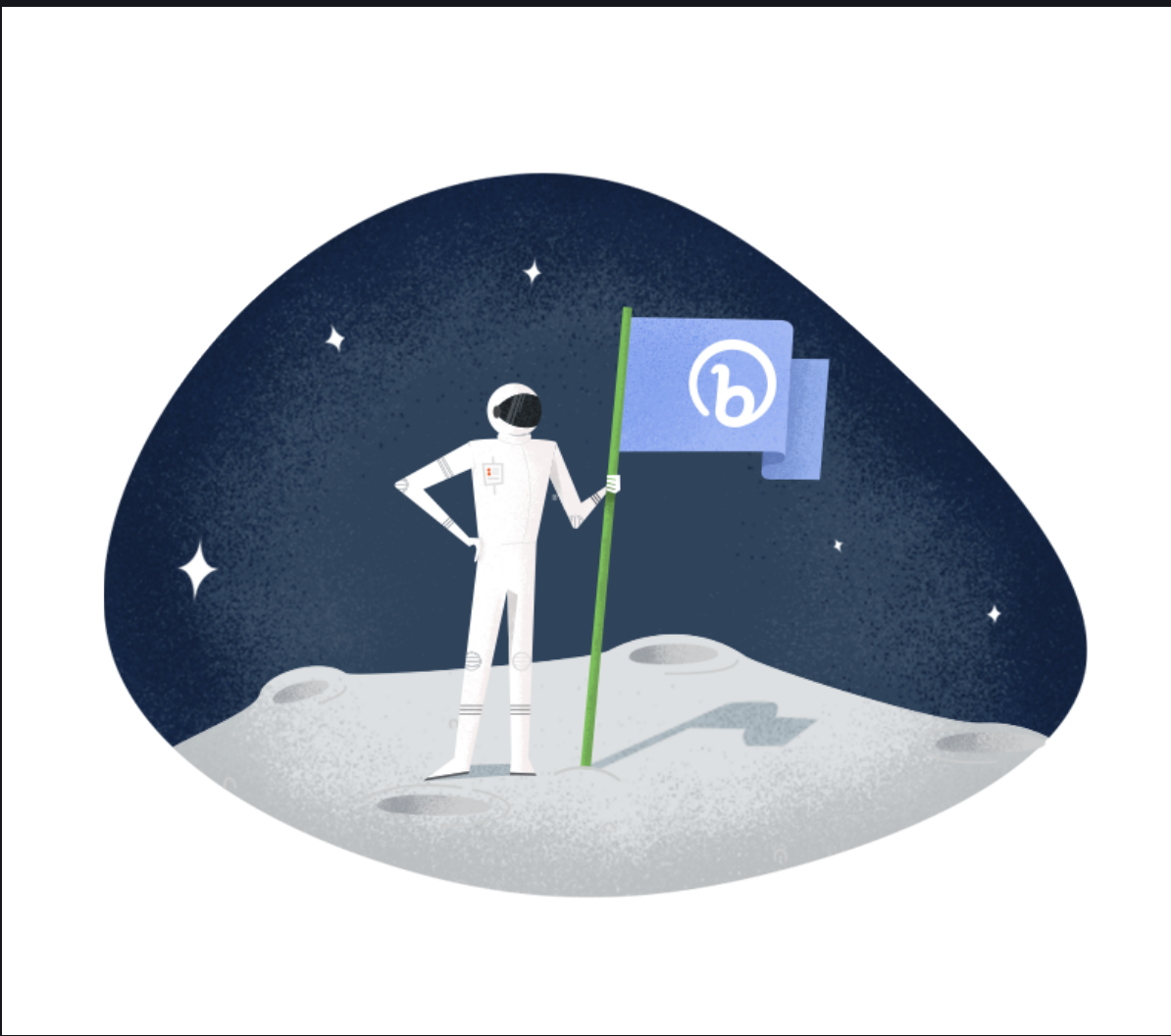
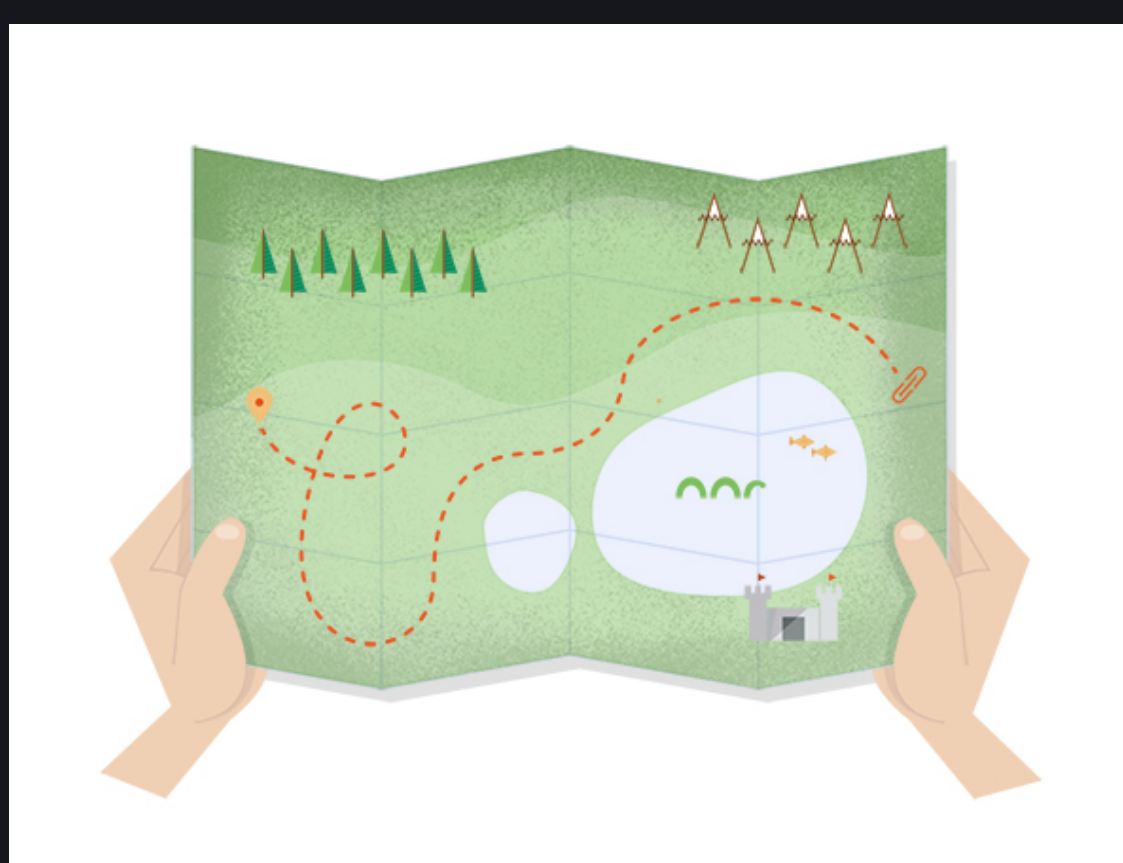
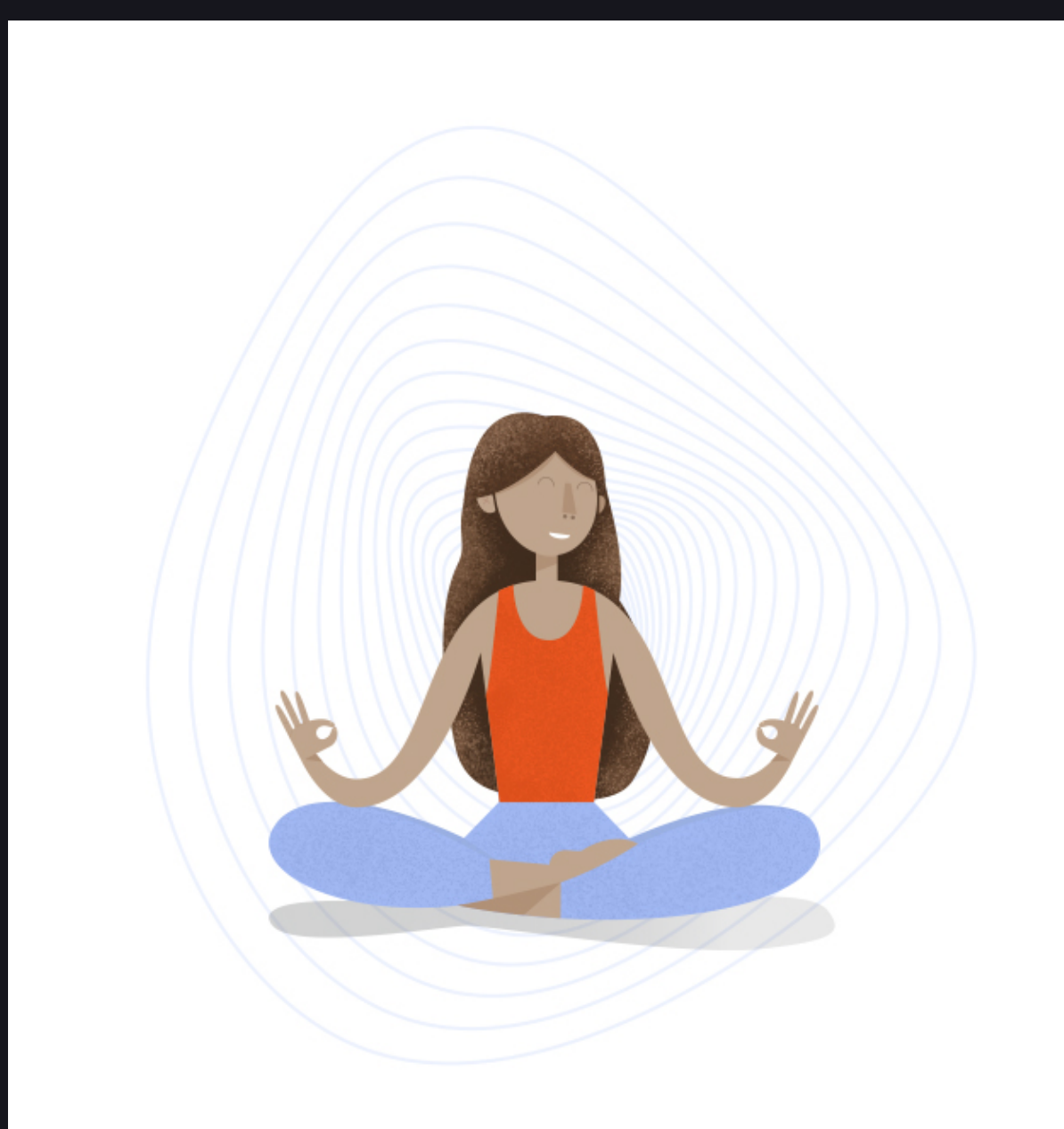
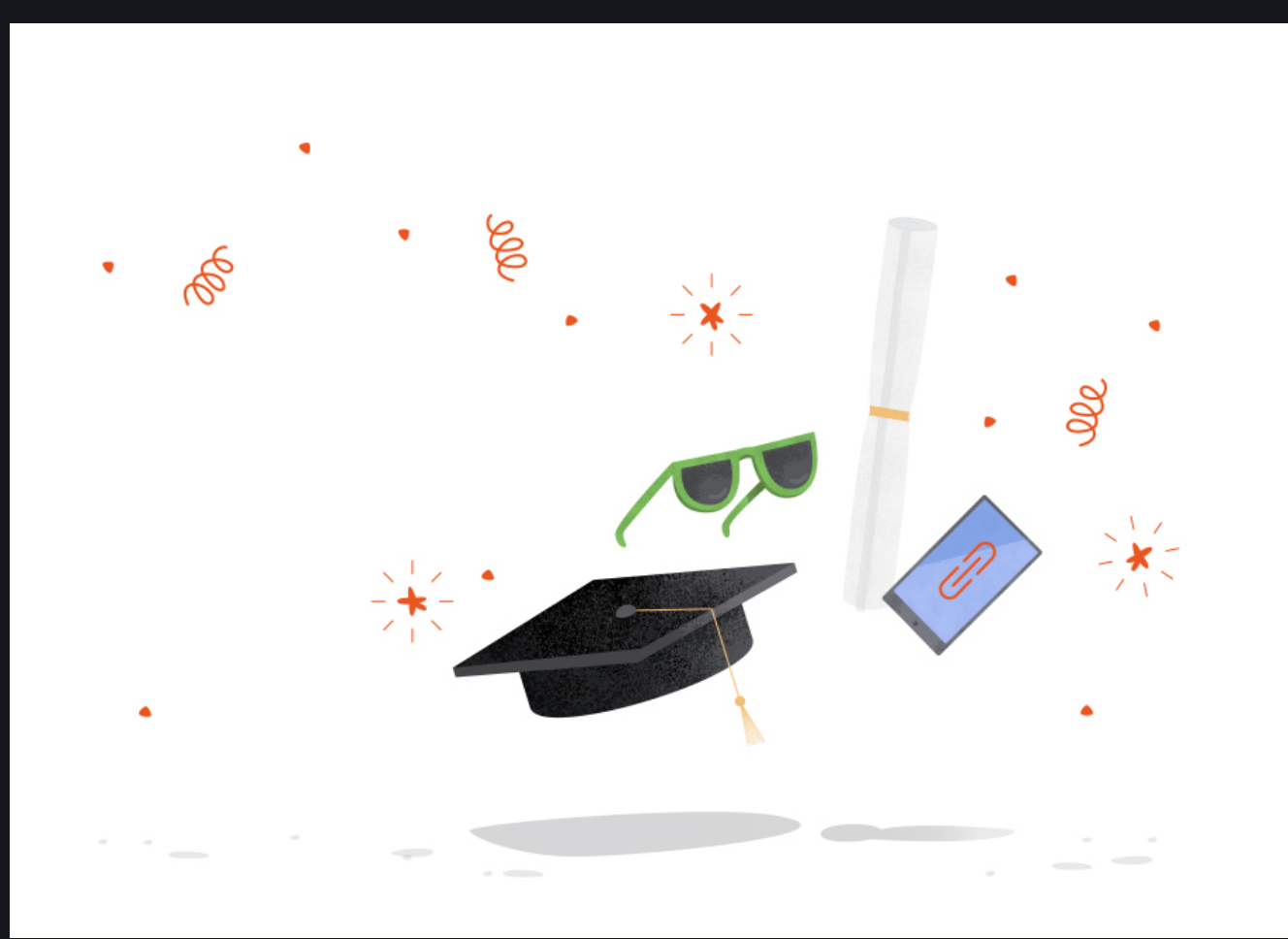
+50%

Daily new signups

+20

Accessibility score

Designed 100% in-house
Cross-company collaboration
Shipped in 4 months



The end

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