Like a phoenix

Becoming a more resilient designer

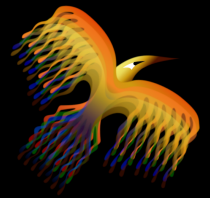
Catt Small · FITC Amsterdam 2020

Hi, I'm Catt!

- Product Designer at **Asana**
- Independent Game Developer
- Co-organizer of the 5th annual **Game Devs of Color Expo**

Today, we'll discuss:

- Taking the easy way out
- Staying for the long(er) haul
- Turning failure into success



Taking the easy way out

I spent my early career looking to make an impact.

PARKSBY
NATURE
NETWORK

💼💀 **9 months**

NASDAQ OMX

💼💀 **9 months**

NASDAQ OMX

💼💀 **9 months**

💼💀 **1 year, 5 months**

NASDAQ OMX

💼💀 9 months

💼💀 1 year, 5 months

BEDROCKET™

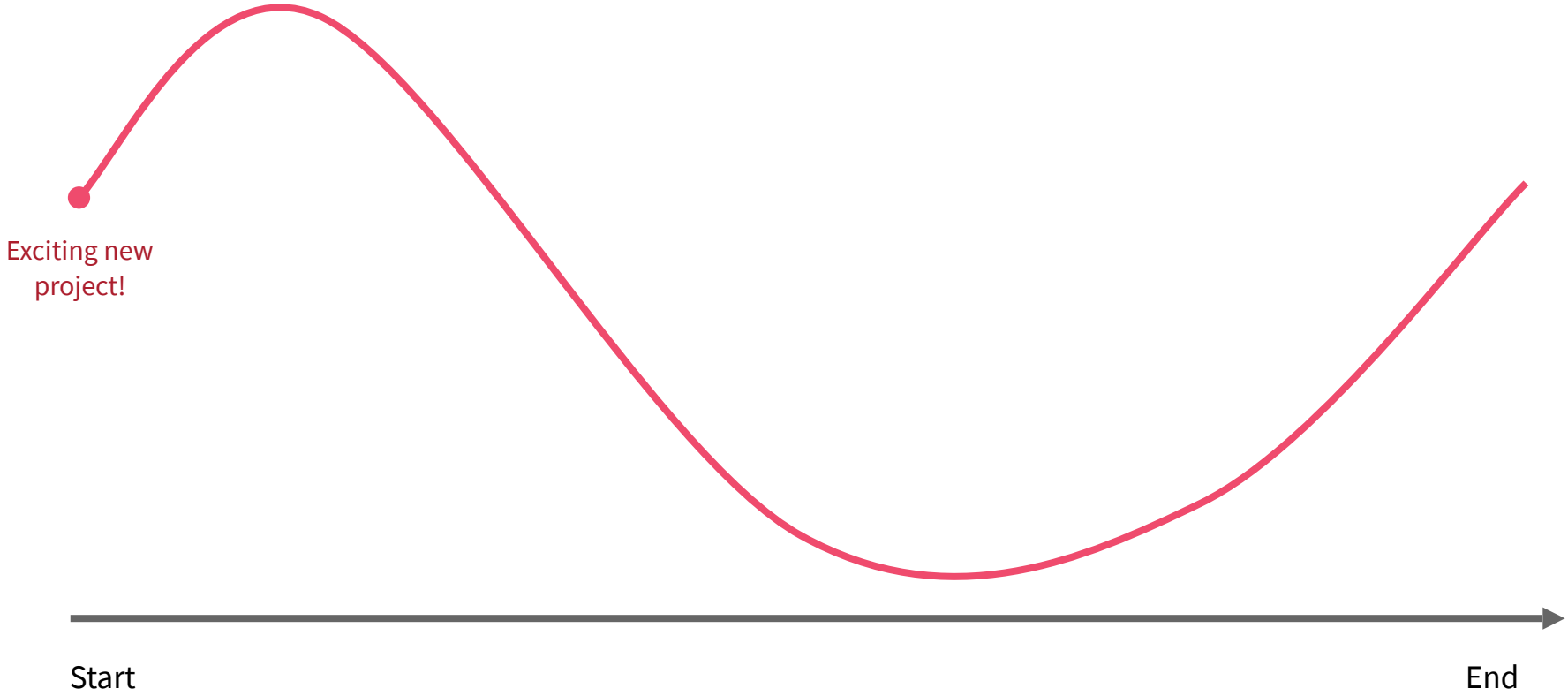
NASDAQ OMX

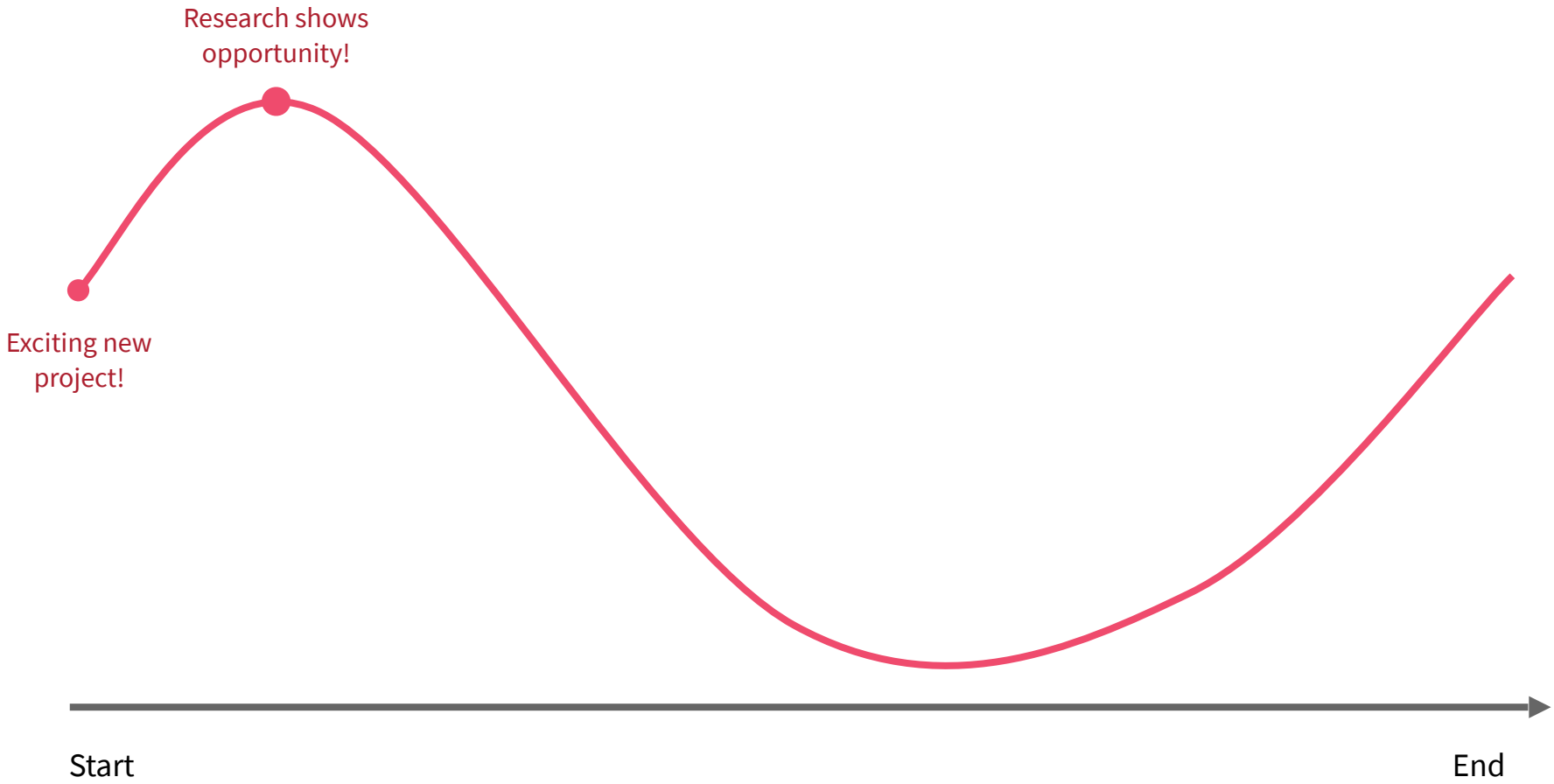
💼💀 9 months

💼💀 1 year, 5 months

BEDROCKET™

💼💀 11 months


Exciting new project!
Start
End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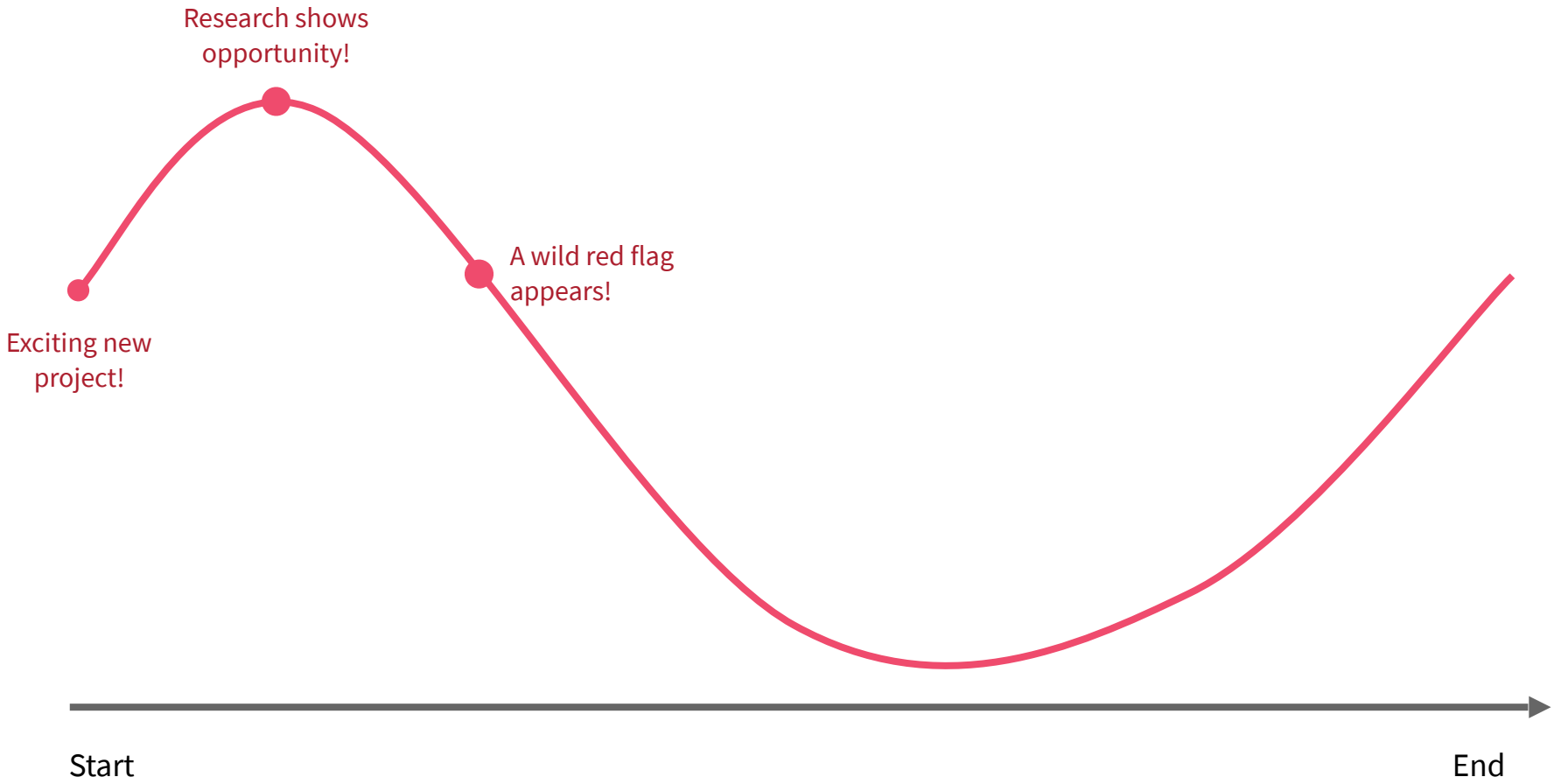
End


Research shows opportunity!
A wild red flag appears!
Exciting new project!
Start
End

Research shows opportunity!
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Exciting new project!
This place sucks
Start
End

Research shows opportunity!
A wild red flag appears!
Exciting new project!
This place sucks
Starts interviewing
Start
End

Research shows opportunity!
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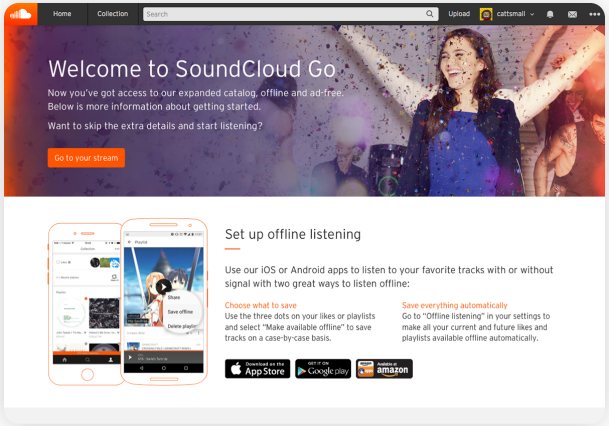
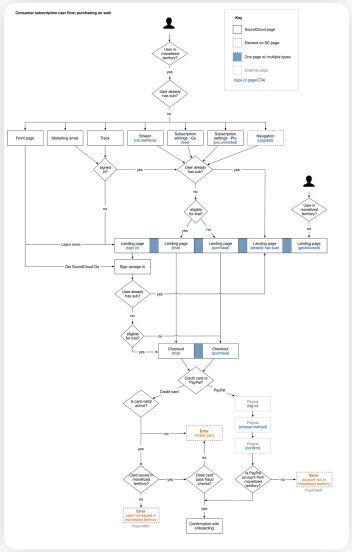
Exciting new project!
This place sucks
Starts interviewing
Hired!
Start
End

Research shows opportunity!
Exciting new project!
A wild red flag appears!
This place sucks
Starts interviewing
Hired!
Exciting new project!
Start
End

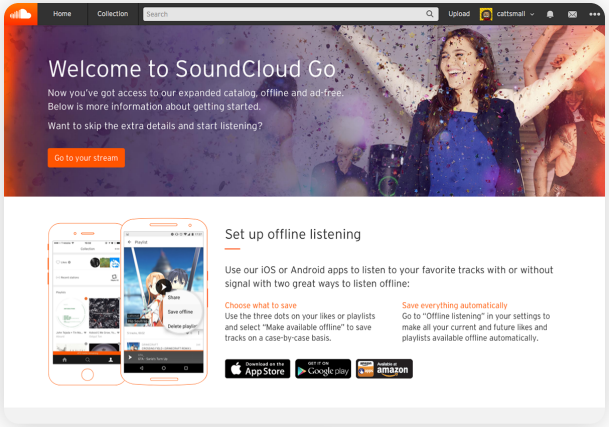
I wanted more longevity.

SOUNDCLOUD


Home
Collection
Search
Upload
cattsmall
Welcome to SoundCloud Go
Now you've got access to our expanded catalog, offline and ad-free.
Below is more information about getting started.
Want to skip the extra details and start listening?
Go to your stream
Set up offline listening
Use our iOS or Android apps to listen to your favorite tracks with or without signal with two great ways to listen offline:
Choose what to save
Use the three dots on your likes or playlists and select "Make available offline" to save tracks on a case-by-case basis.
Save everything automatically
Go to "Offline listening" in your settings to make all your current and future likes and playlists available offline automatically.
Download on the App Store
GET IT ON Google play
Available at amazon



SOUNDCLOUD


Home
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Search
Upload
cattsmall
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Download on the App Store
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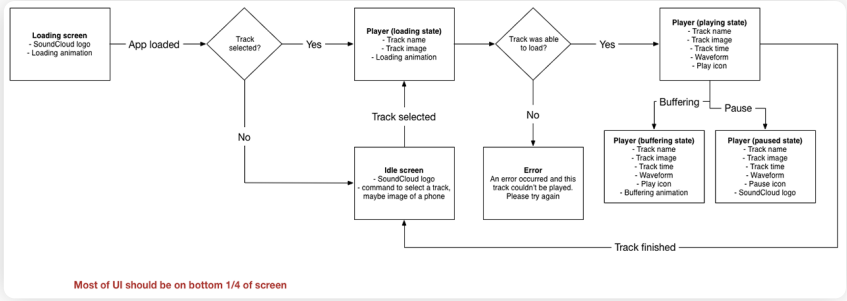
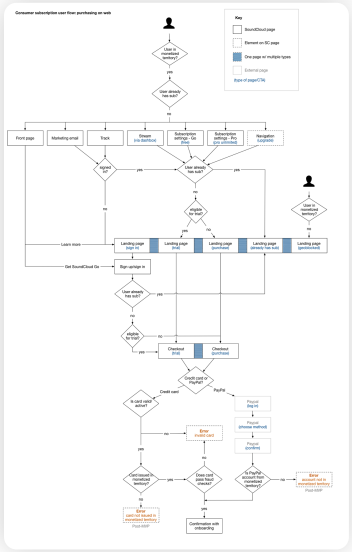
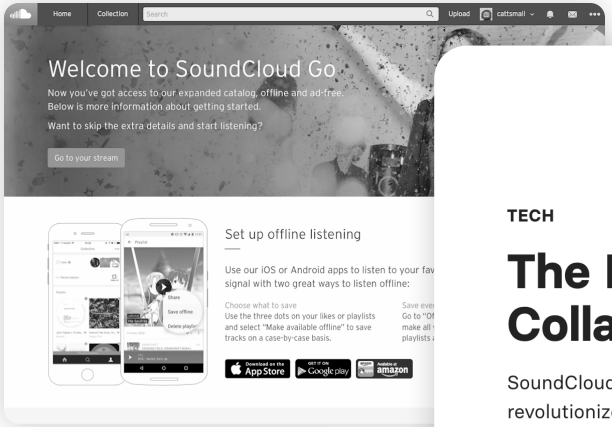
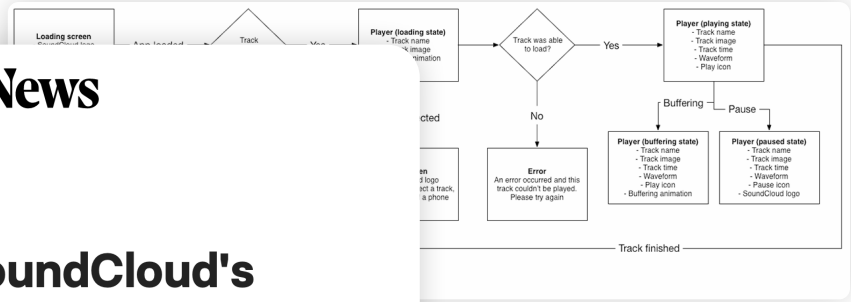

Loading screen
- SoundCloud logo
- Loading animation
App loaded
Track selected?
Yes
No
Player (loading state)
- Track name
- Track image
- Loading animation
Track selected
Idle screen
- SoundCloud logo
- command to select a track, maybe image of a phone
Track was able to load?
Yes
No
Error
An error occurred and this track couldn't be played. Please try again
Player (playing state)
- Track name
- Track image
- Track time
- Waveform
- Play icon
Buffering
Pause
Player (buffering state)
- Track name
- Track image
- Track time
- Waveform
- Play icon
- Buffering animation
Player (paused state)
- Track name
- Track image
- Track time
- Waveform
- Pause icon
- SoundCloud logo
Track finished
Most of UI should be on bottom 1/4 of screen

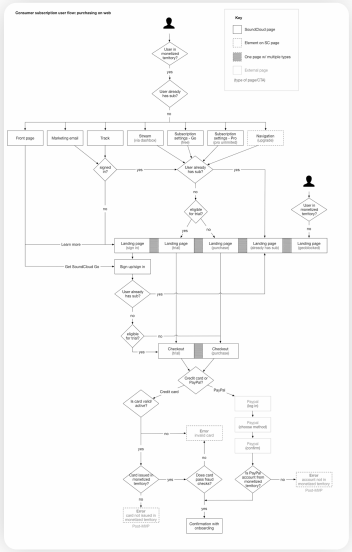


SOUNDCLOUD

SOUNDCLOUD
Surya Dub
Surya Dub Radio - Kush Arora And Maneesh The Twister Guest Mix By Dj NewLife 11.17
SOMEWHERE
DISASTERPEACE
0:20
4:43







BuzzFeed News

REPORTING TO YOU

TECH

The Inside Story Of SoundCloud's Collapse

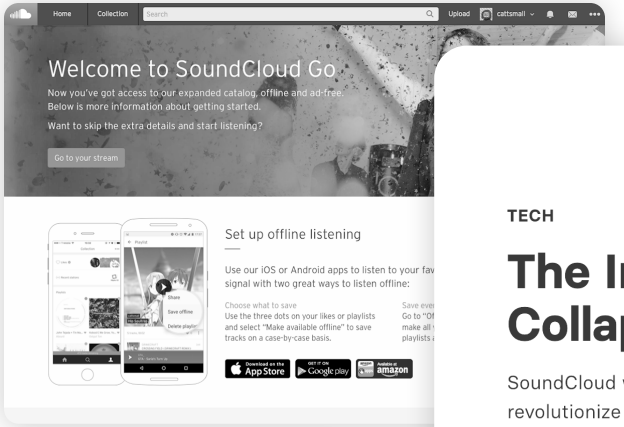
SoundCloud was once a platform beloved by listeners and creators, whose leaders hoped to revolutionize the music industry. Hamstrung by management mistakes and fierce competition, they never did. Here's the story of how it all came crashing down.

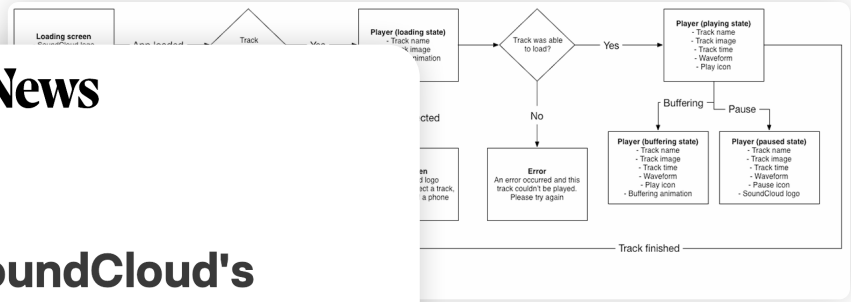
Ryan Mac
BuzzFeed News Reporter

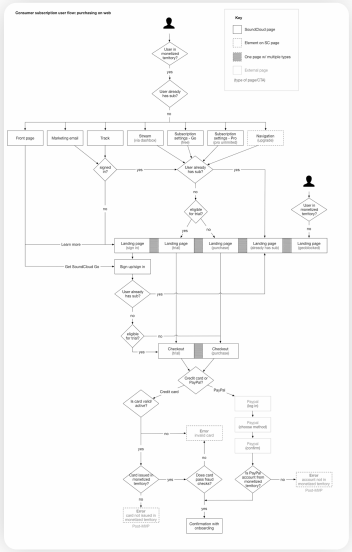
Posted on July 28, 2017, at 4:40 p.m. ET

Tweet Share Copy

@cattsmall







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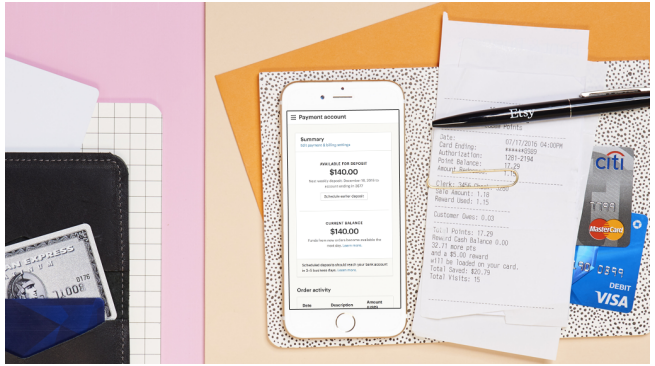
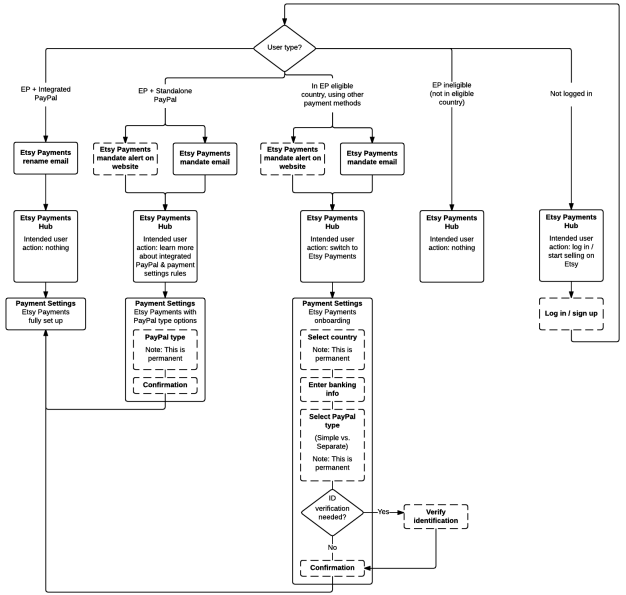
Staying for the long(er) haul

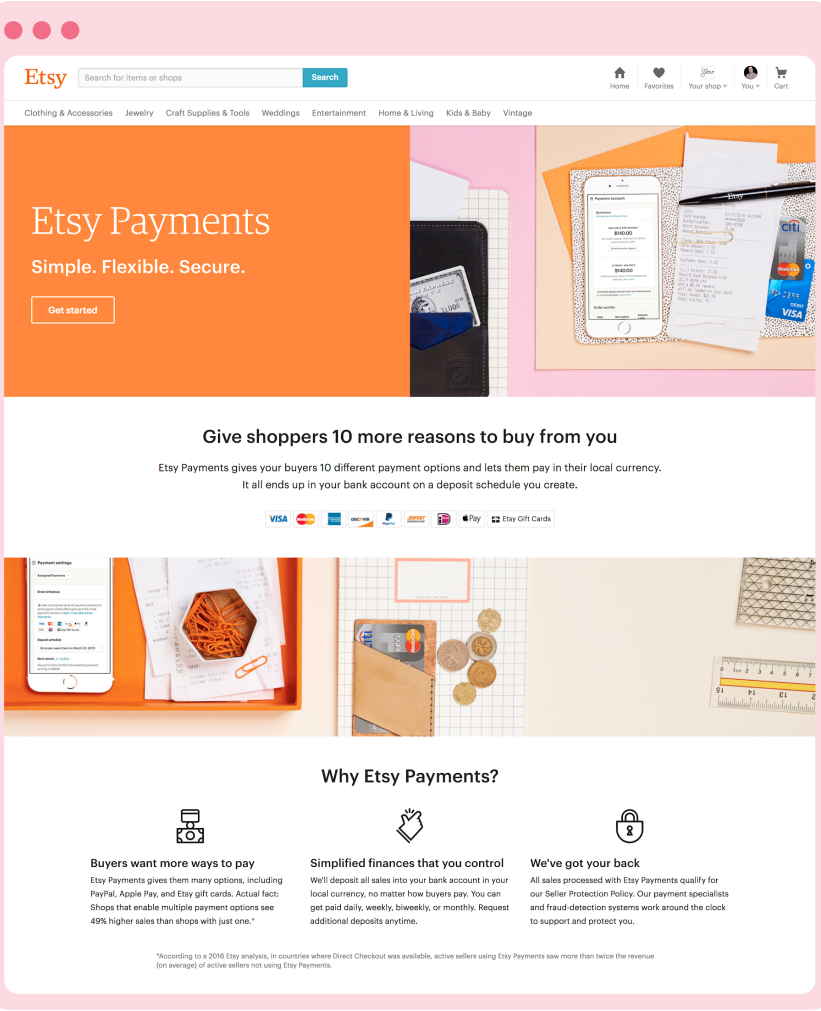
Etsy

SEP 2016

Payments




User type?
EP + Integrated PayPal
EP + Standalone PayPal
In EP eligible country, using other payment methods
EP ineligible (not in eligible country)
Not logged in
Etsy Payments rename email
Etsy Payments mandate alert on website
Etsy Payments mandate email
Etsy Payments mandate alert on website
Etsy Payments mandate email
Etsy Payments Hub
Intended user action: nothing
Etsy Payments Hub
Intended user action: learn more about integrated PayPal & payment settings rules
Etsy Payments Hub
Intended user action: switch to Etsy Payments
Etsy Payments Hub
Intended user action: nothing
Etsy Payments Hub
Intended user action: log in / start selling on Etsy
Payment Settings
Etsy Payments fully set up
Payment Settings
Etsy Payments with PayPal type options
PayPal type
Note: This is permanent
Confirmation
Payment Settings
Etsy Payments onboarding
Select country
Note: This is permanent
Enter banking info
Select PayPal type
(Simple vs. Separate)
Note: This is permanent
ID verification needed?
Yes
Verify identification
No
Confirmation
Log in / sign up


Etsy
Search for items or shops
Search
Home
Favorites
Your shop
You
Cart
Clothing & Accessories
Jewelry
Craft Supplies & Tools
Weddings
Entertainment
Home & Living
Kids & Baby
Vintage
Etsy Payments
Simple. Flexible. Secure.
Get started
Give shoppers 10 more reasons to buy from you
Etsy Payments gives your buyers 10 different payment options and lets them pay in their local currency.
It all ends up in your bank account on a deposit schedule you create.
Etsy Gift Cards
Why Etsy Payments?
Buyers want more ways to pay
Etsy Payments gives them many options, including PayPal, Apple Pay, and Etsy gift cards. Actual fact: Shops that enable multiple payment options see 49% higher sales than shops with just one.*
Simplified finances that you control
We'll deposit all sales into your bank account in your local currency, no matter how buyers pay. You can get paid daily, weekly, biweekly, or monthly. Request additional deposits anytime.
We've got your back
All sales processed with Etsy Payments qualify for our Seller Protection Policy. Our payment specialists and fraud-detection systems work around the clock to support and protect you.
*According to a 2016 Etsy analysis, in countries where Direct Checkout was available, active sellers using Etsy Payments saw more than twice the revenue (on average) of active sellers not using Etsy Payments.

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9 months in,
everything changed.

Etsy will cut 15 percent of its workforce in a new round of layoffs

Catherine Shu @catherineshu / 12:46 am EDT • June 22, 2017

Comment

Image Credits: Richard Levine

Etsy has announced its second round of layoffs in as many months. In a statement today, it said it will cut 140 positions, or about 15 percent of its current workforce. When combined with an earlier downsizing announced in early May, this round brings total eliminated positions to about 230, or about 22 percent of what Etsy's total workforce was at the end of 2016.

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Comment

Image Credits: Richa

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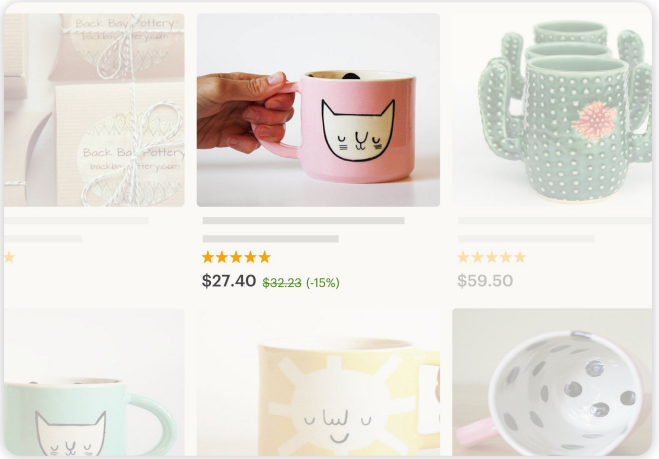
SEP 2016
Payments
MAY 2017
Marketing
Services

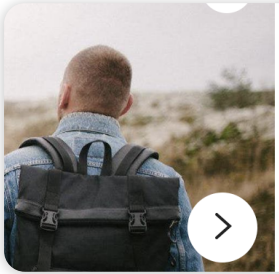
Sales and coupons:

A winning formula for smarter marketing

71% of Etsy shoppers look for the best deal on products they want to buy†. Sales and coupons can help you attract new buyers and keep them coming back to spend more.

Get started



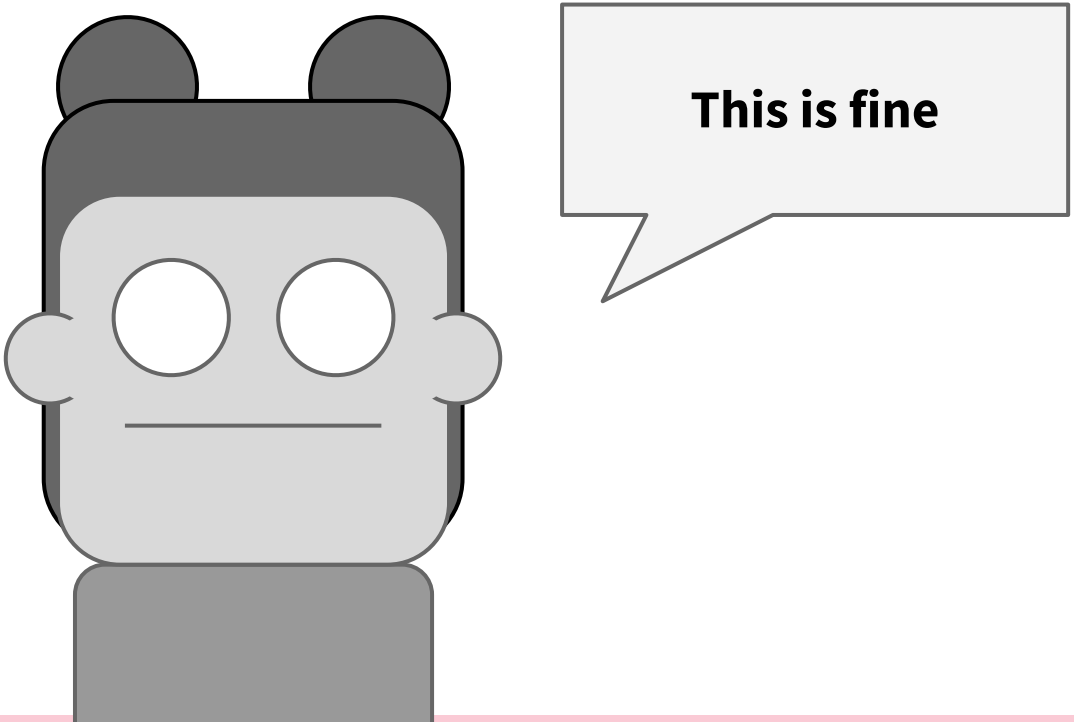


Rolltop Backpack, Men Roll Backpack, Waxed Canvas Backpack, Vegan Hipster Backpack HARVEST

$68.00+ ~~$75.56+~~

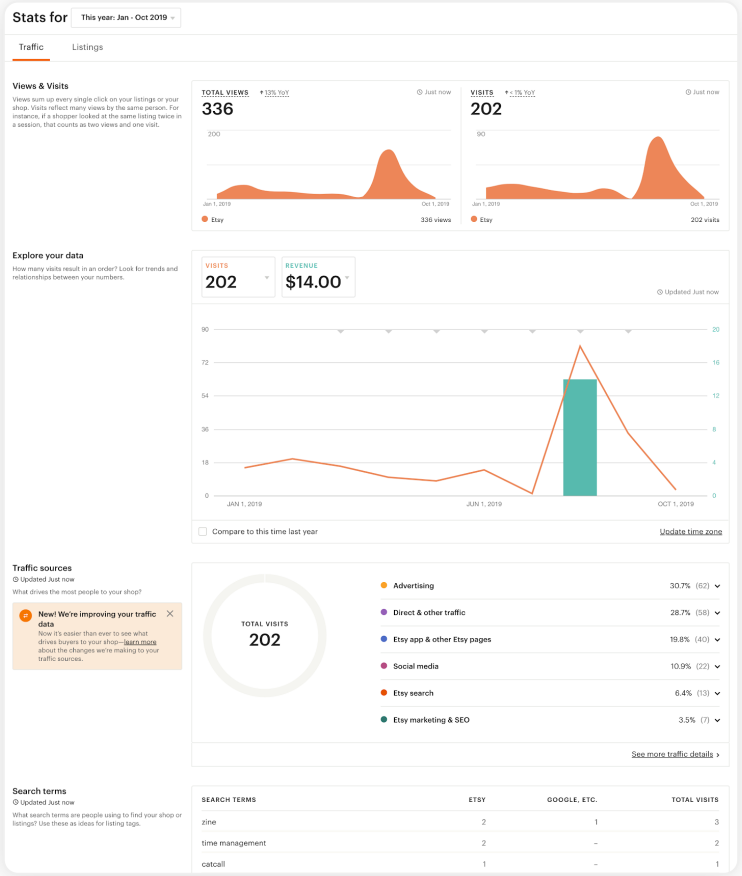
You save $7.56 (10%)

@cattsmall


This is fine

SEP 2016
Payments
MAY 2017
Marketing Services
NOV 2017
Seller Stats

Turning failure into success



2017 shop stats layout

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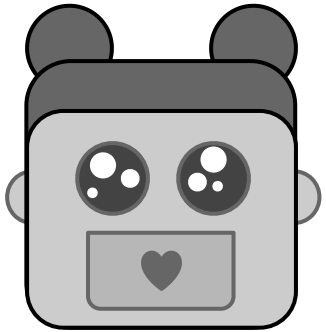
Not only do sellers say it is less helpful and less timely than the previous version - they say it's discouraging.

EcommerceBytes, 2017

Not set up for success



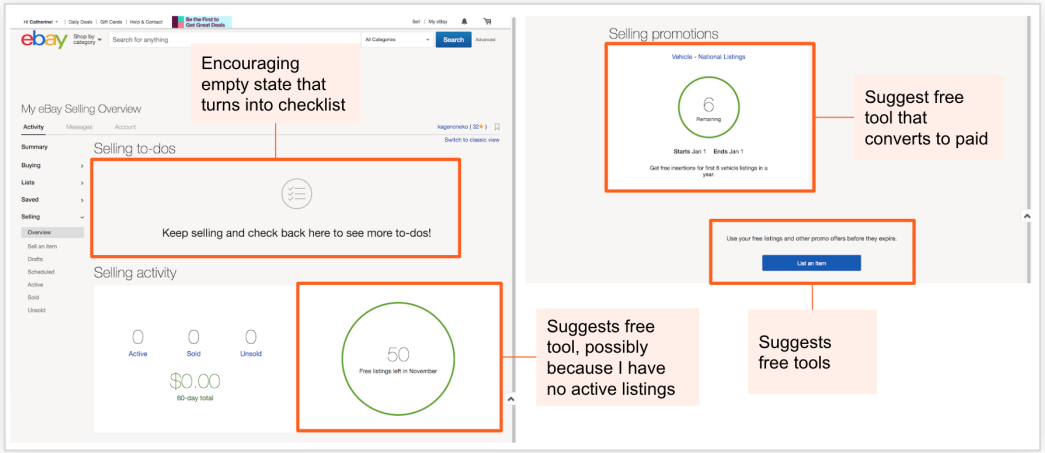
Lead Product Designer
(me)

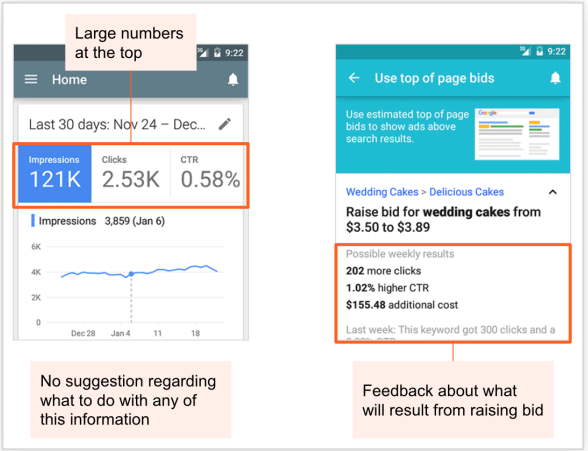
User Researcher

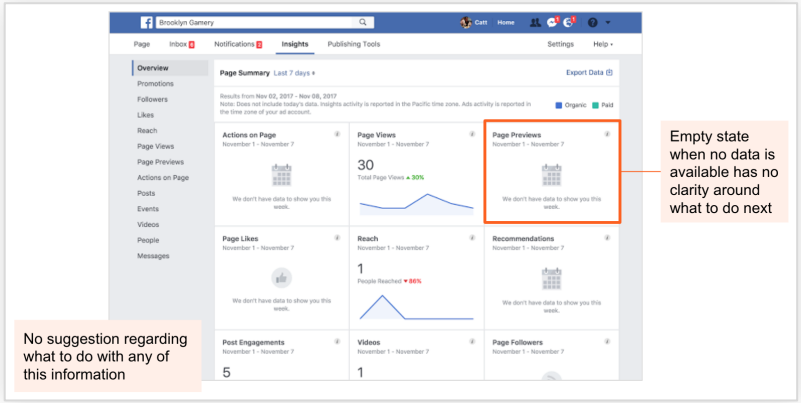
1/3 of a Product Manager

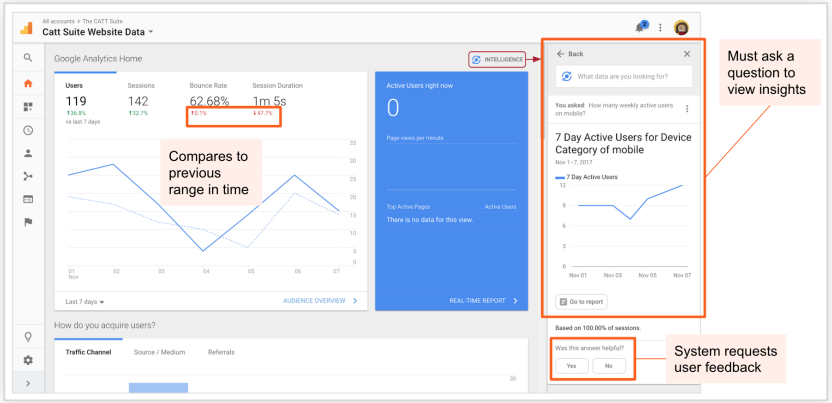
Engineering Manager

I tried to fill in the blanks









Competitive research examples

In the **past 30 days**, your shop had **2,588 visits**. **2.28% of those visitors bought something**, and the **average value of their orders was $30.20**. That all adds up to **$1,782 in revenue**.

IMAGINE THIS FEATURE:

Etsy suggests actions you can take to make your shop more successful. The suggestions are tailored for you, and based on your data (like revenue, views, and visits) and the average data of sellers like you.

EXAMPLE SUGGESTION:

Looking to get more visits? Sellers like you who use our free social media tool three times a week receive an average of 360 additional visits per month.

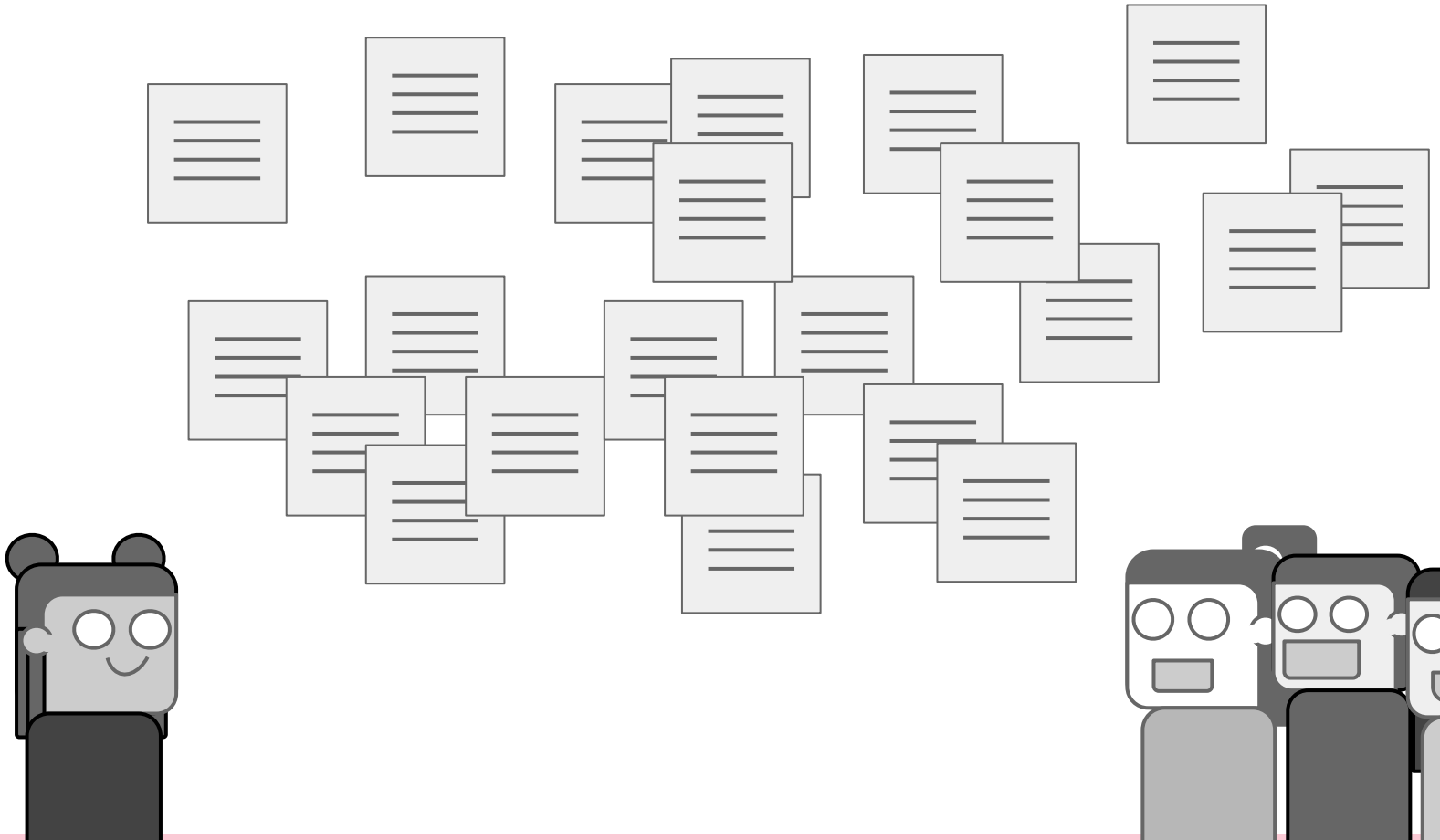
Share your shop >

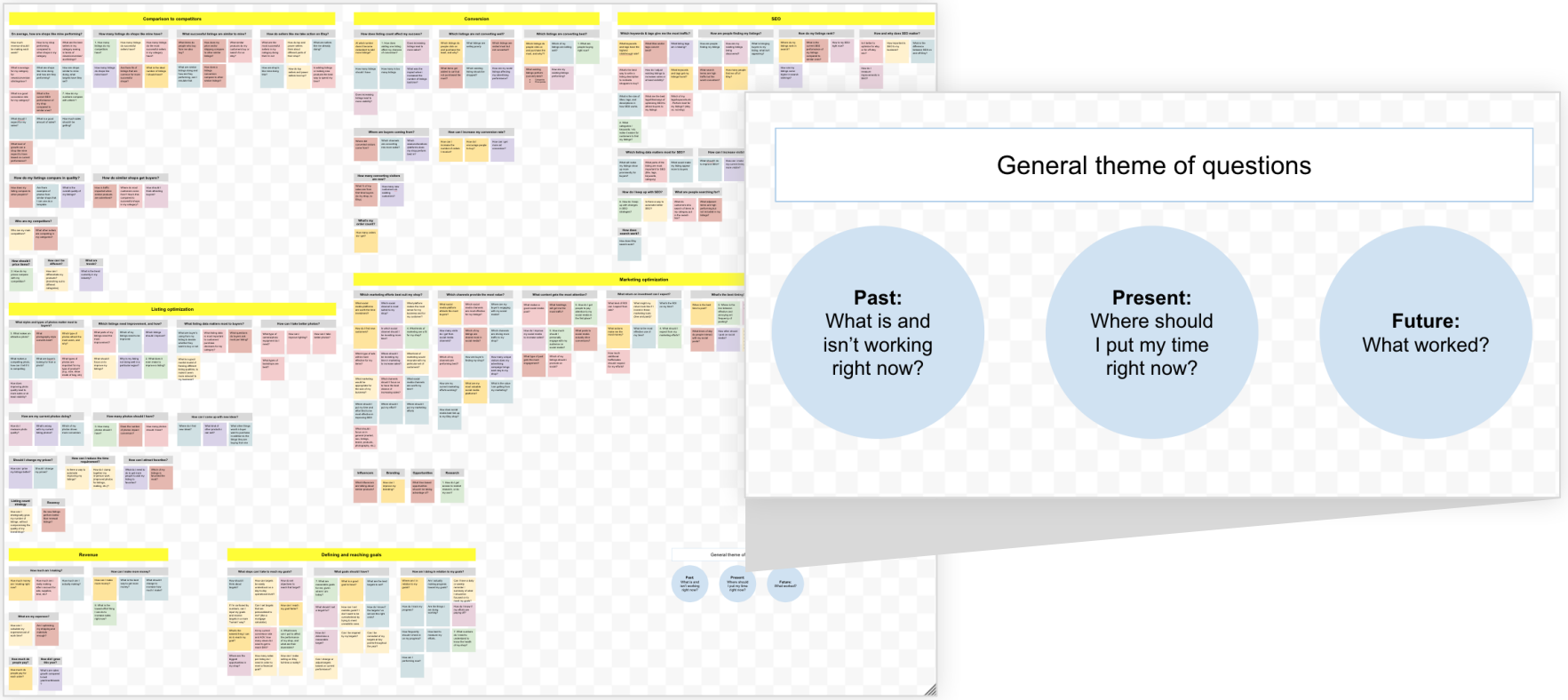
EXAMPLE SUGGESTION:

Shops similar to yours increased visits by 15% year over year. Dipping a toe into paid advertising could help get your visits growing even more.

Try Promoted Listings >

Concepts we showed to sellers in our initial interviews

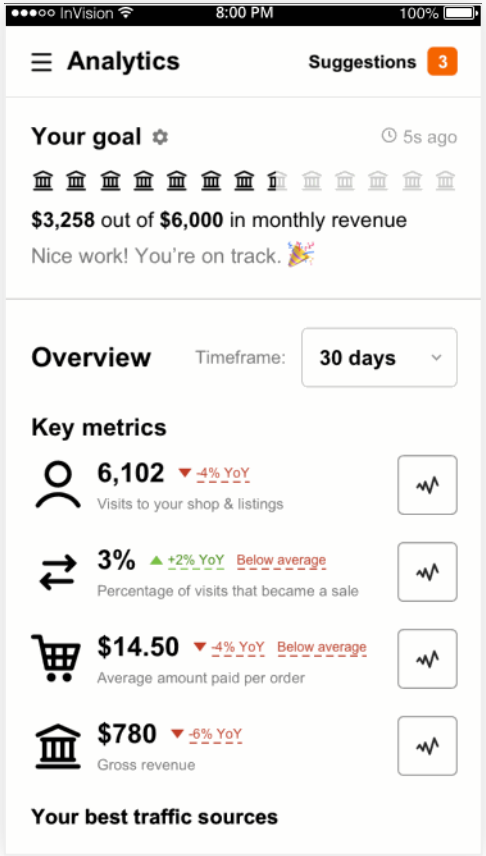


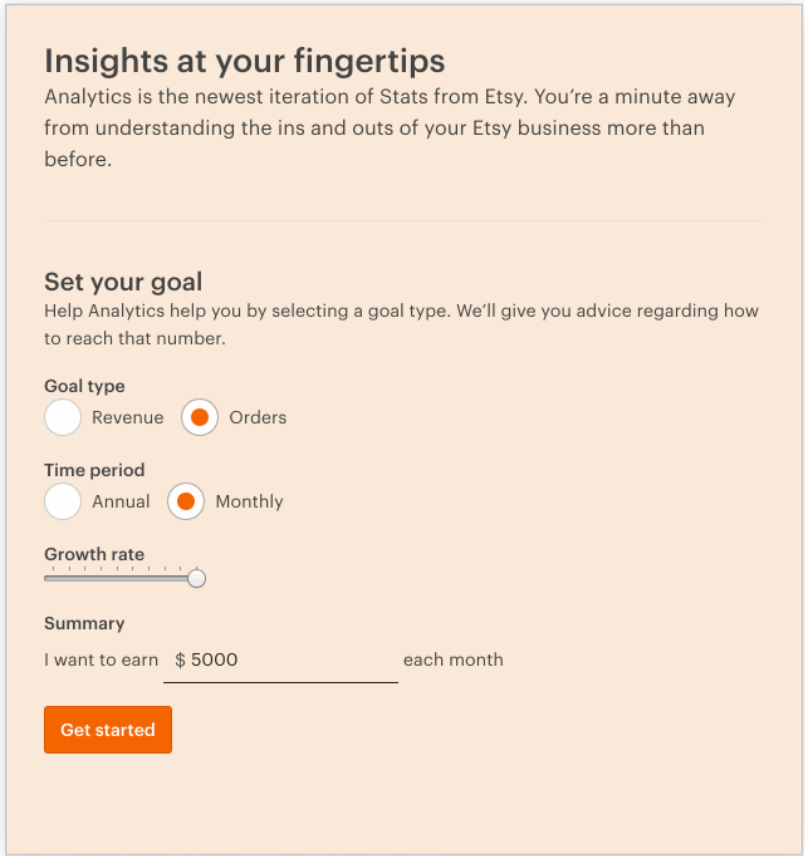


Post-its I organized after a team ideation exercise to assess seller needs.

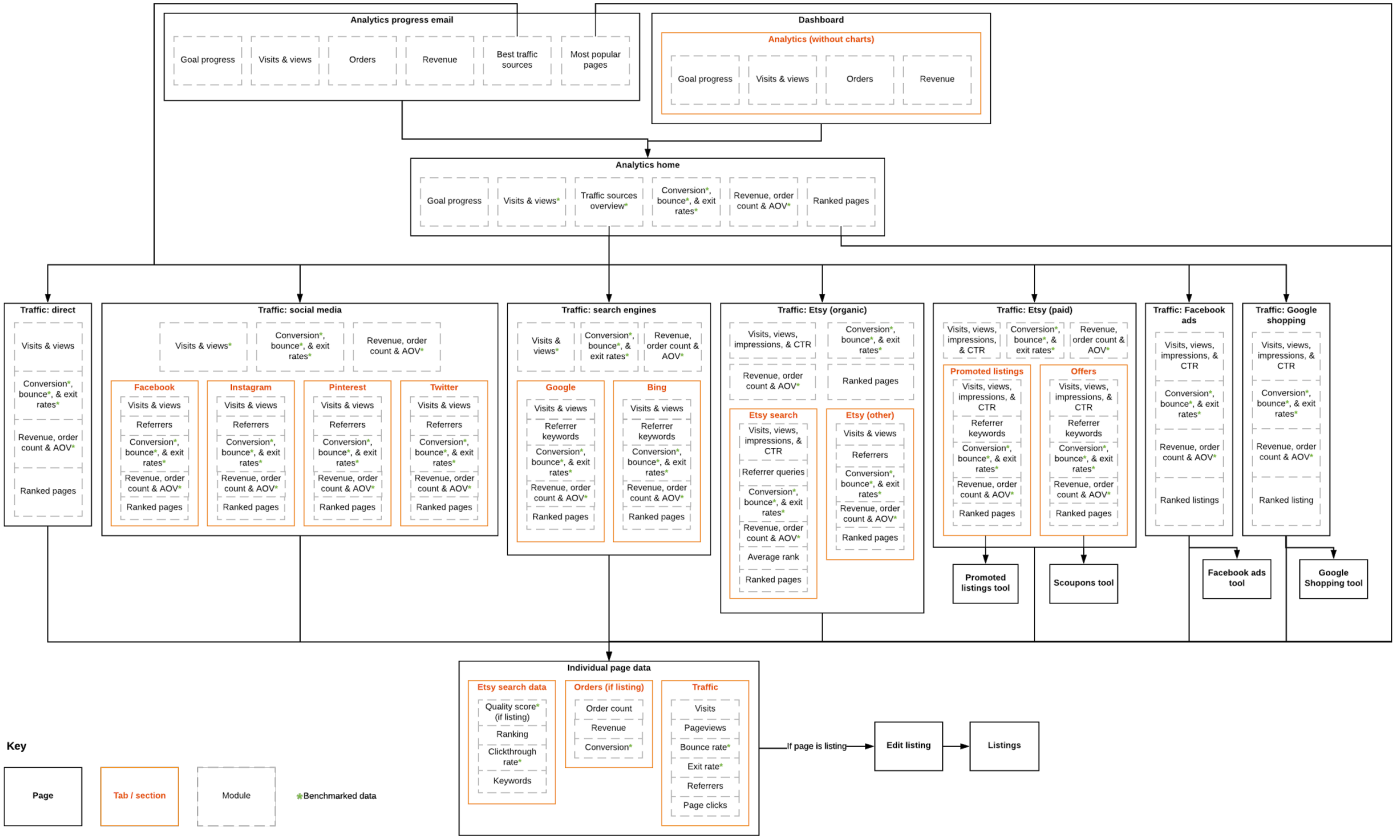
We decided to replace Etsy's shop stats.

This meant rewriting data.





Prototypes of long-term design vision.



Proposed new user flow

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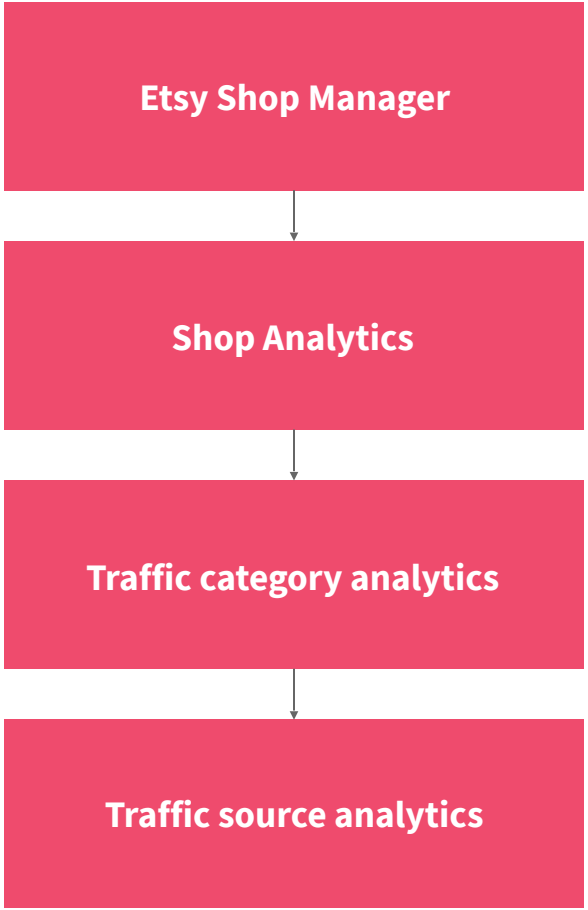
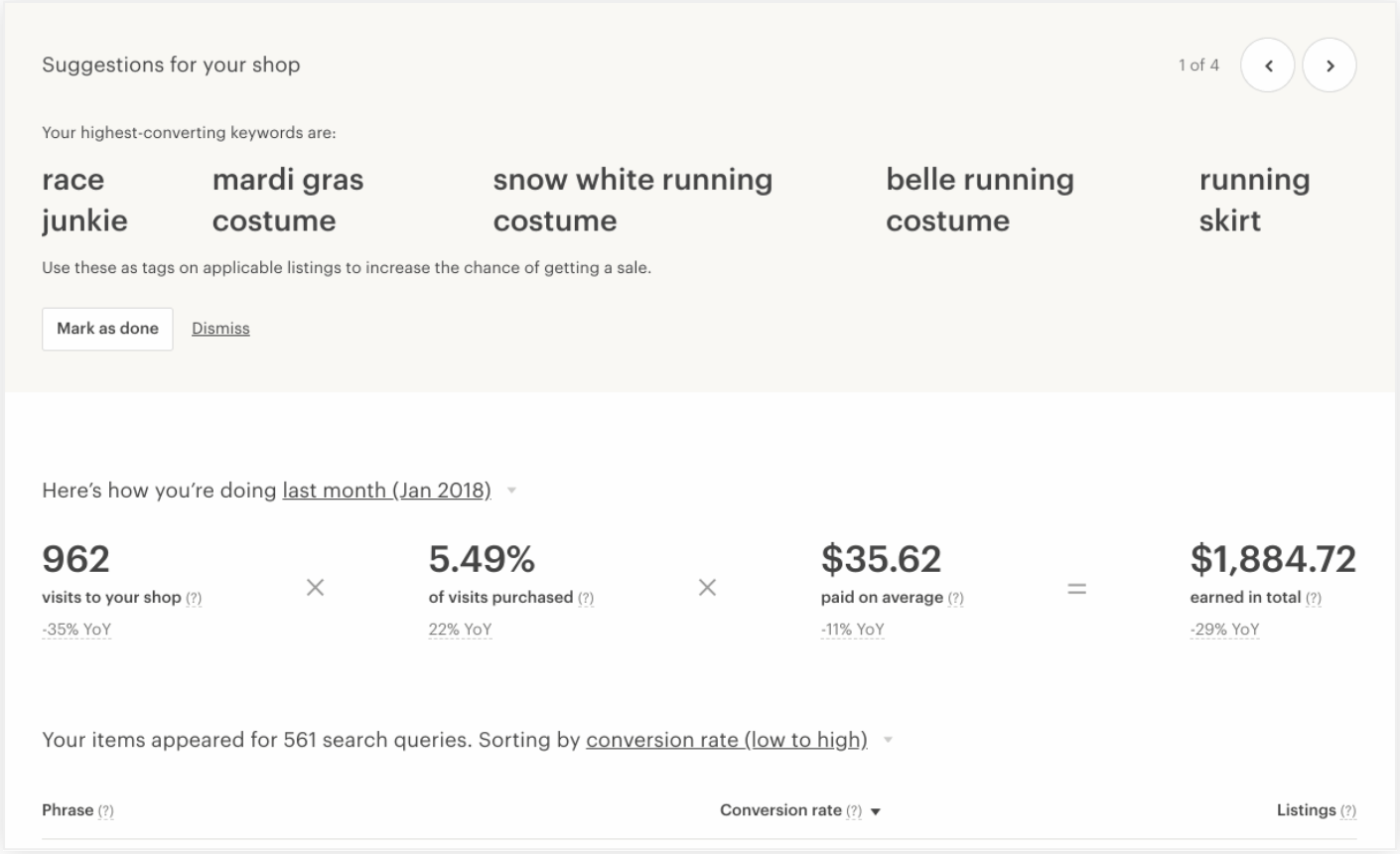

Etsy Shop Manager
Shop Analytics
Traffic category analytics
Traffic source analytics

Etsy Shop Manager
Shop Analytics
Traffic category analytics
Traffic source analytics

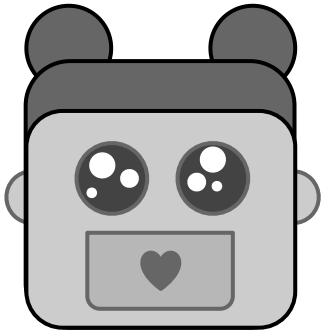
We started with Etsy search.



Second prototype

@cattsmall

6 months later, a full team



Lead Product Designer
(me)

User Researcher

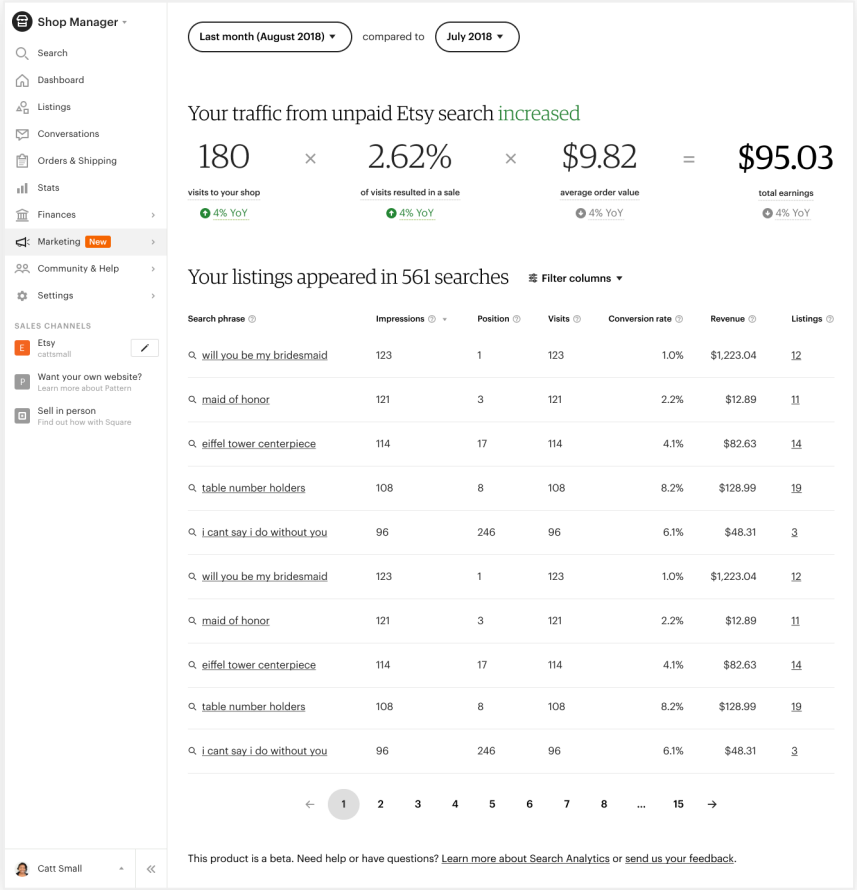
Product Manager

Engineering Manager

4 Engineers

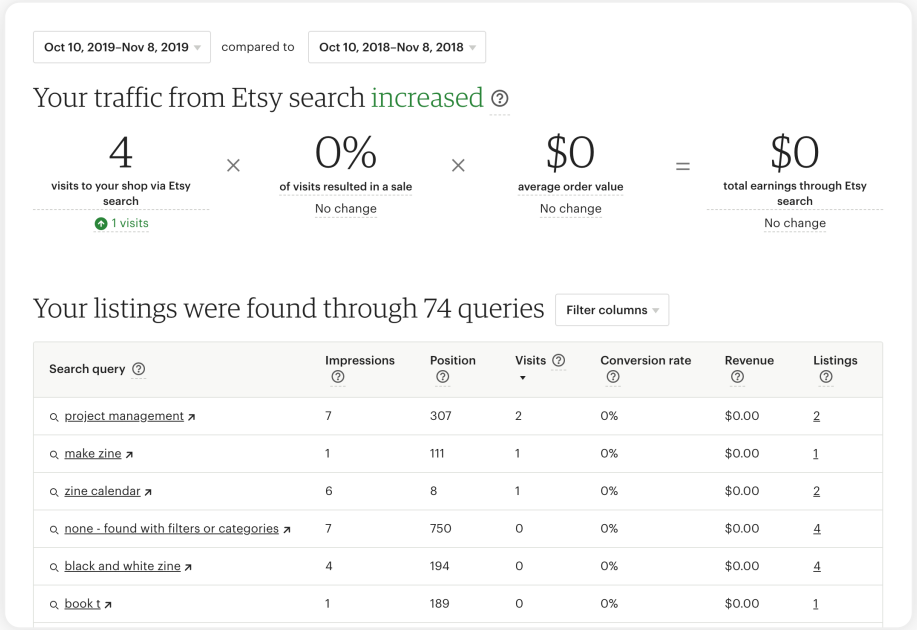
SEP 2016
Payments
MAY 2017
Marketing Services
NOV 2017
Seller Stats
MAY 2018
Etsy Search Analytics

We were told to launch by September.



Final mockup of design

Then came compromises.



Etsy's new design system wasn't code-complete.

The numbers didn't match.

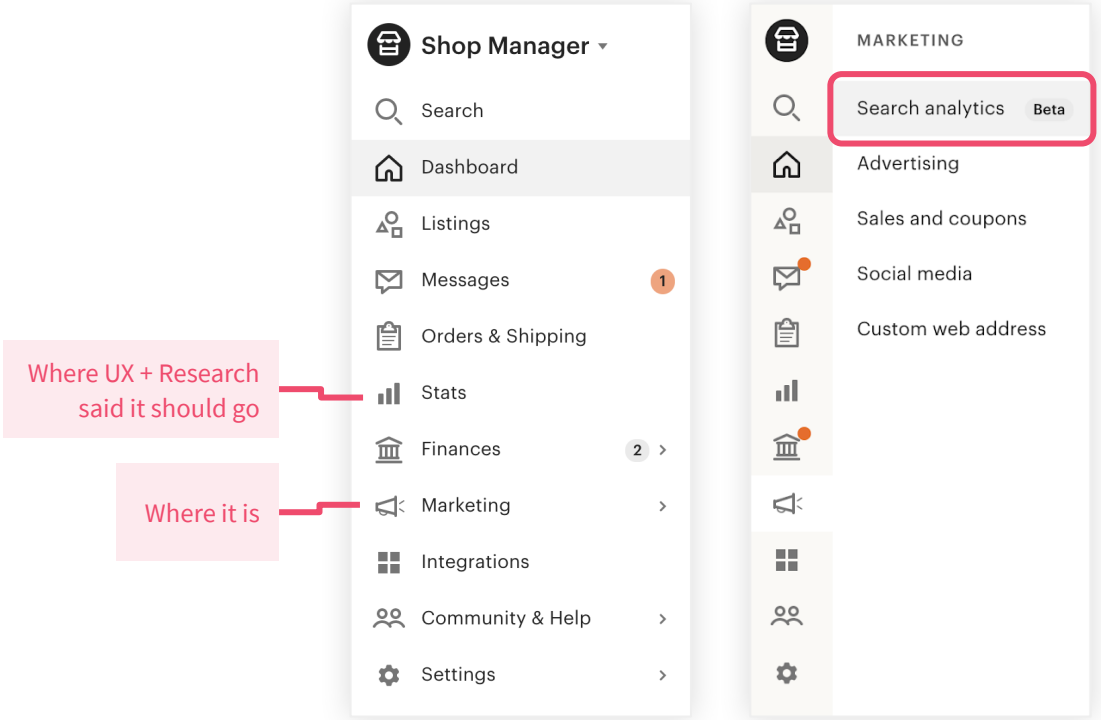
15

Stats search visits

4

Search analytics visits

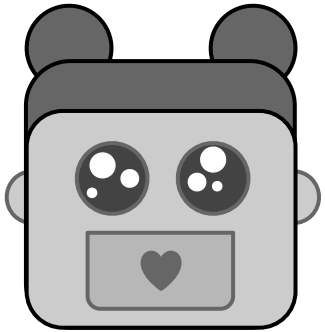
This led to IA problems



> I think we should roll this out slowly because we don't actually know how sellers will use it.

Me, in basically every meeting

But I wasn't the decider



Lead Product Designer

Recommend

User Researcher

Input

Product Manager

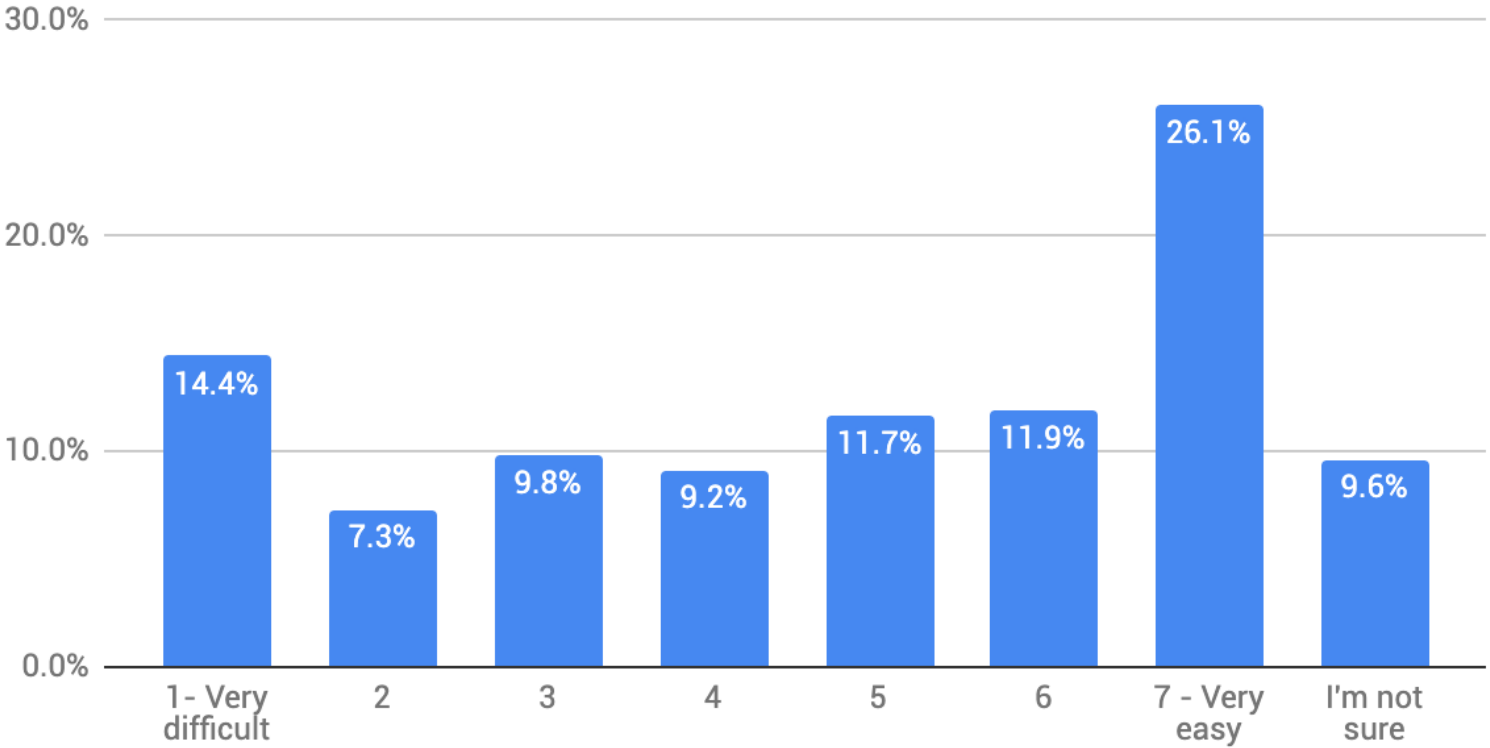
Decide

Group PM (former PM)

Agree

We did a loud public launch.
It was rocky.

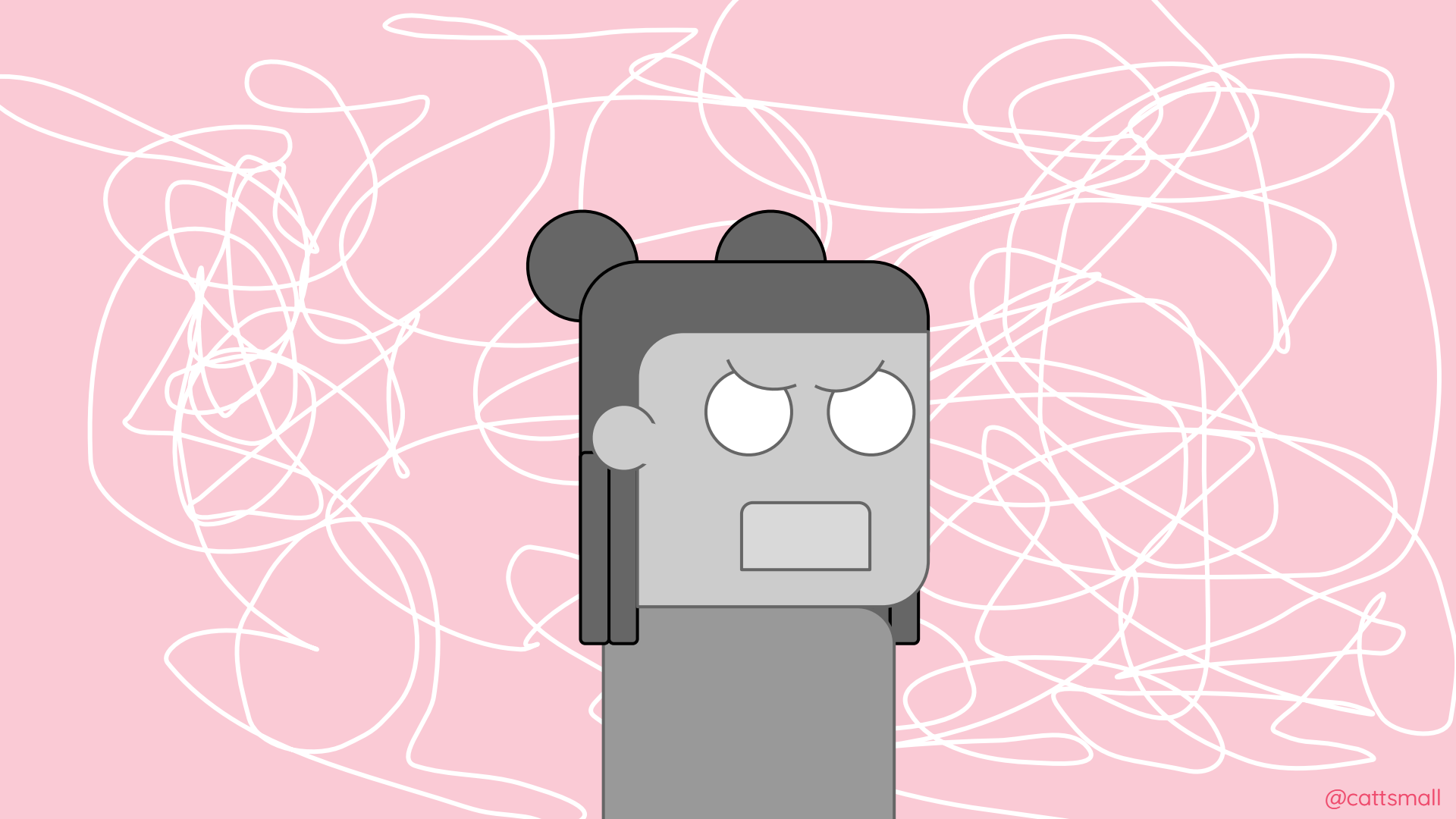
How easy or difficult is it to use this page to make decisions about your Etsy shop?



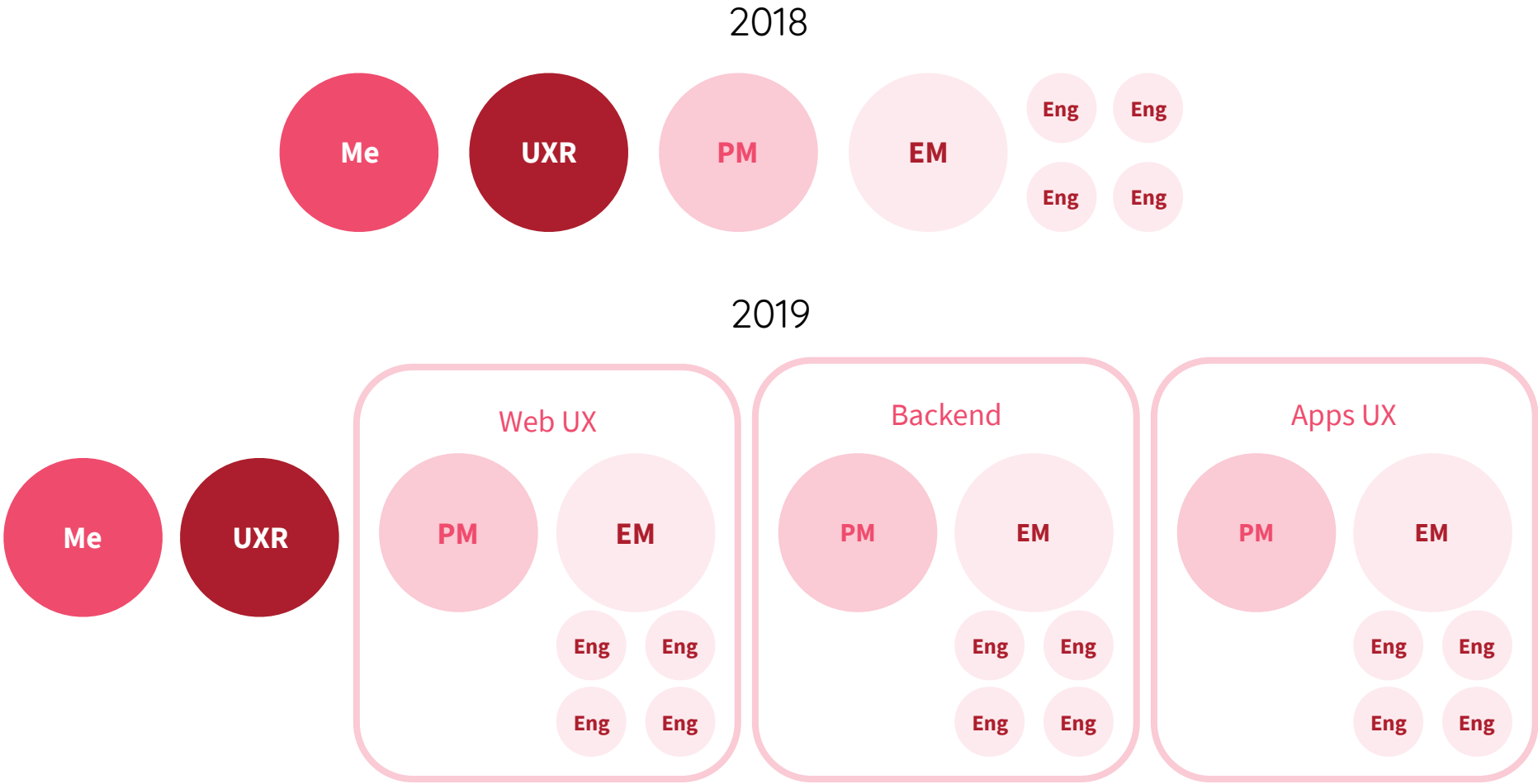
I don't understand this at all; the numbers don't tally with my results and I find it hard to believe ... **Seems like something's off.**

A seller who said using search analytics was very difficult

Peer feedback said I should have been more persuasive.

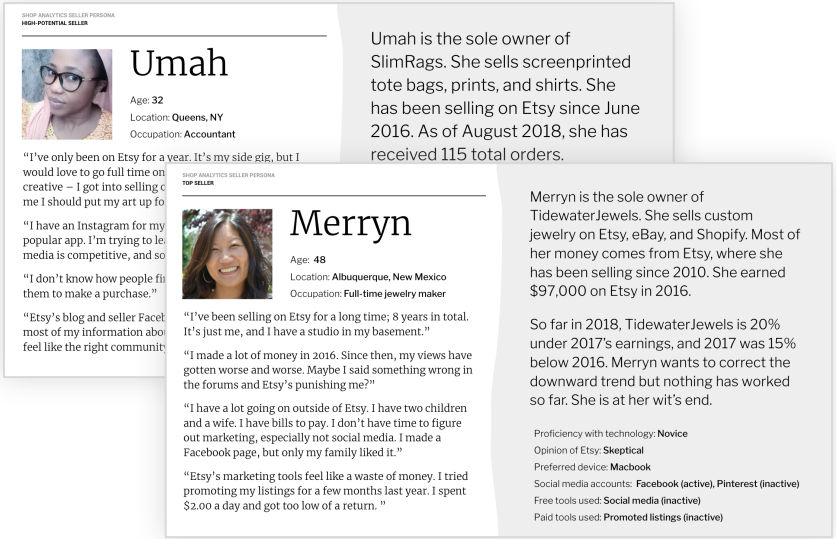

@cattsmall

But there was hope.


2018
Me
UXR
PM
EM
Eng
Eng
Eng
Eng
2019
Me
UXR
Web UX
PM
EM
Eng
Eng
Eng
Eng
Backend
PM
EM
Eng
Eng
Eng
Eng
Apps UX
PM
EM
Eng
Eng
Eng
Eng

SEP 2016
Payments
MAY 2017
Marketing Services
NOV 2017
Seller Stats
MAY 2018
Etsy Search Analytics
NOV 2018
Seller Stats... again

I documented everything



SHOP ANALYTICS SELLER PERSONA
HIGH-POTENTIAL SELLER

Umah

Age: **32**
Location: **Queens, NY**
Occupation: **Accountant**

"I've only been on Etsy for a year. It's my side gig, but I would love to go full time on
creative – I got into selling c
me I should put my art up fo

"I have an Instagram for my
popular app. I'm trying to le
media is competitive, and so

"I don't know how people fi
them to make a purchase."

"Etsy's blog and seller Facel
most of my information abo
feel like the right communit

Umah is the sole owner of SlimRags. She sells screenprinted tote bags, prints, and shirts. She has been selling on Etsy since June 2016. As of August 2018, she has received 115 total orders.

SHOP ANALYTICS SELLER PERSONA
TOP SELLER

Merryn

Age: **48**
Location: **Albuquerque, New Mexico**
Occupation: **Full-time jewelry maker**

"I've been selling on Etsy for a long time; 8 years in total. It's just me, and I have a studio in my basement."

"I made a lot of money in 2016. Since then, my views have gotten worse and worse. Maybe I said something wrong in the forums and Etsy's punishing me?"

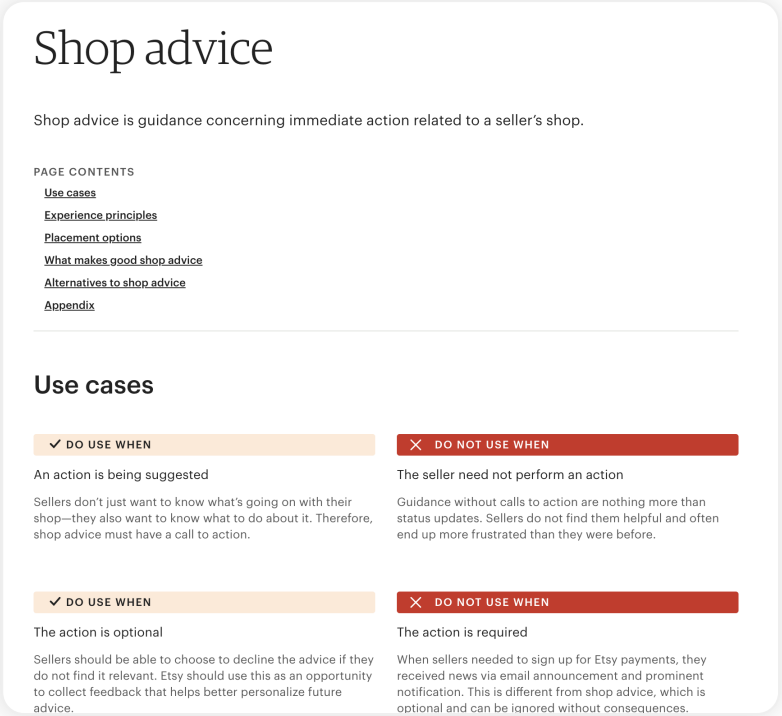
"I have a lot going on outside of Etsy. I have two children and a wife. I have bills to pay. I don't have time to figure out marketing, especially not social media. I made a Facebook page, but only my family liked it."

"Etsy's marketing tools feel like a waste of money. I tried promoting my listings for a few months last year. I spent $2.00 a day and got too low of a return. "

Merryn is the sole owner of TidewaterJewels. She sells custom jewelry on Etsy, eBay, and Shopify. Most of her money comes from Etsy, where she has been selling since 2010. She earned $97,000 on Etsy in 2016.

So far in 2018, TidewaterJewels is 20% under 2017's earnings, and 2017 was 15% below 2016. Merryn wants to correct the downward trend but nothing has worked so far. She is at her wit's end.

Proficiency with technology: **Novice**
Opinion of Etsy: **Skeptical**
Preferred device: **Macbook**
Social media accounts: **Facebook (active), Pinterest (inactive)**
Free tools used: **Social media (inactive)**
Paid tools used: **Promoted listings (inactive)**



Shop advice

Shop advice is guidance concerning immediate action related to a seller's shop.

PAGE CONTENTS

Use cases
Experience principles
Placement options
What makes good shop advice
Alternatives to shop advice
Appendix

Use cases

✓ DO USE WHEN

An action is being suggested

Sellers don't just want to know what's going on with their shop—they also want to know what to do about it. Therefore, shop advice must have a call to action.

✕ DO NOT USE WHEN

The seller need not perform an action

Guidance without calls to action are nothing more than status updates. Sellers do not find them helpful and often end up more frustrated than they were before.

✓ DO USE WHEN

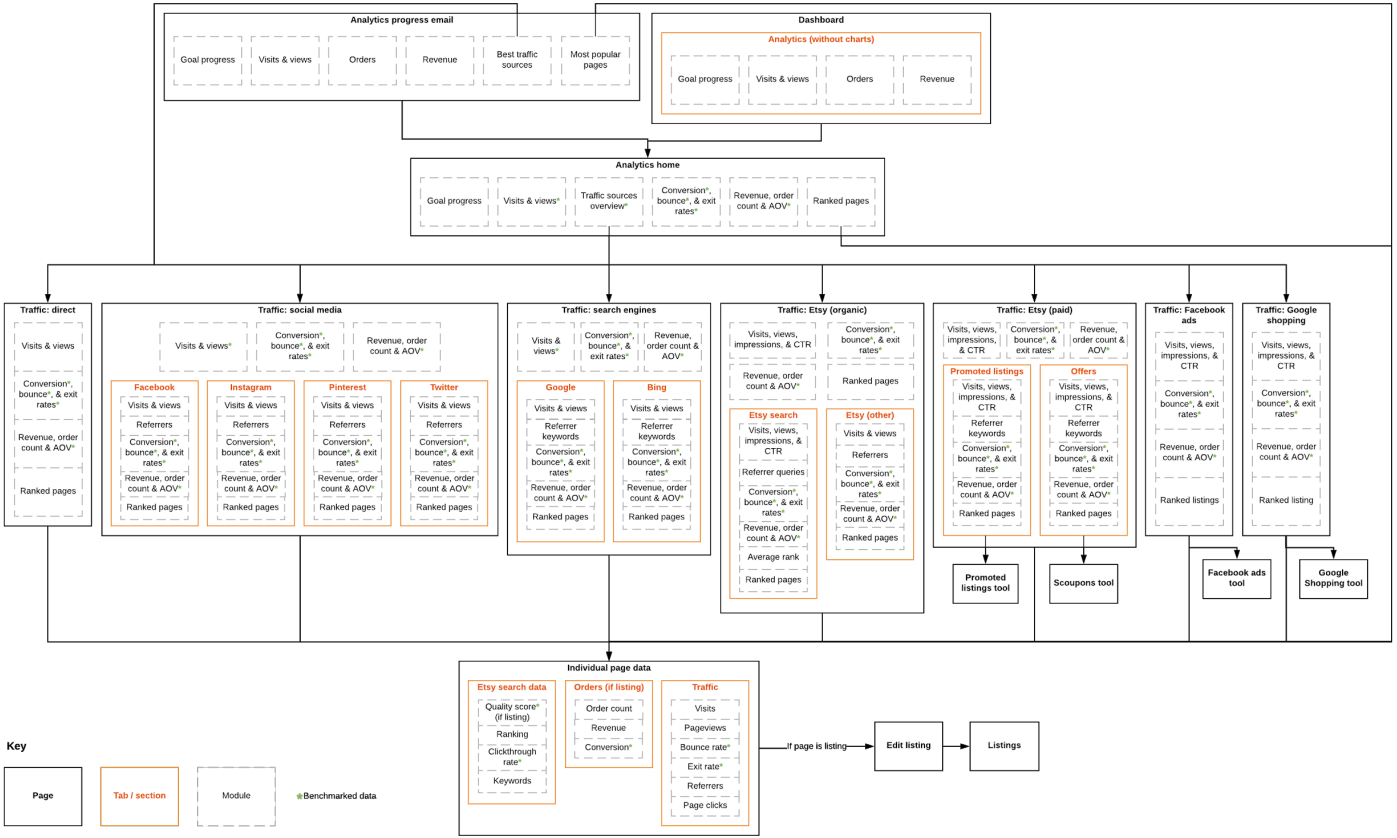
The action is optional

Sellers should be able to choose to decline the advice if they do not find it relevant. Etsy should use this as an opportunity to collect feedback that helps better personalize future advice.

✕ DO NOT USE WHEN

The action is required

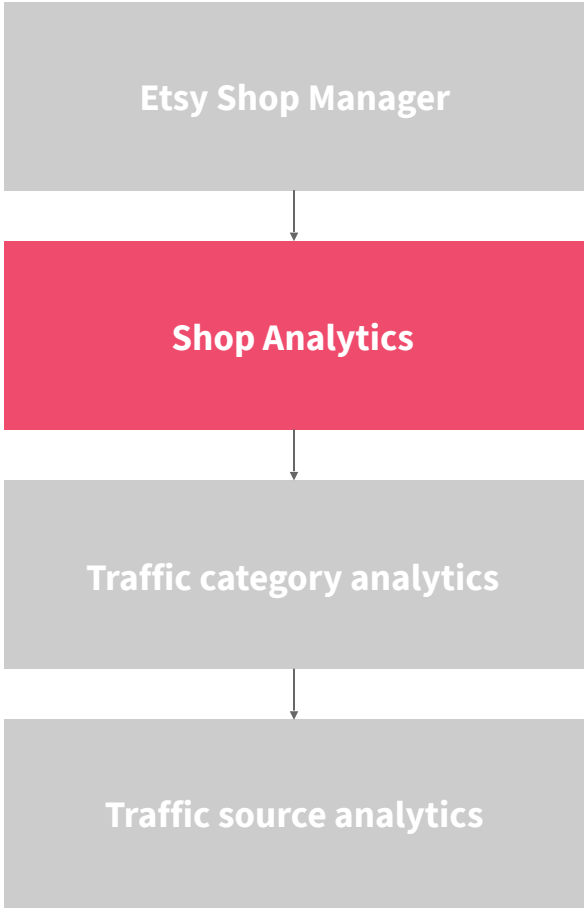
When sellers needed to sign up for Etsy payments, they received news via email announcement and prominent notification. This is different from shop advice, which is optional and can be ignored without consequences.



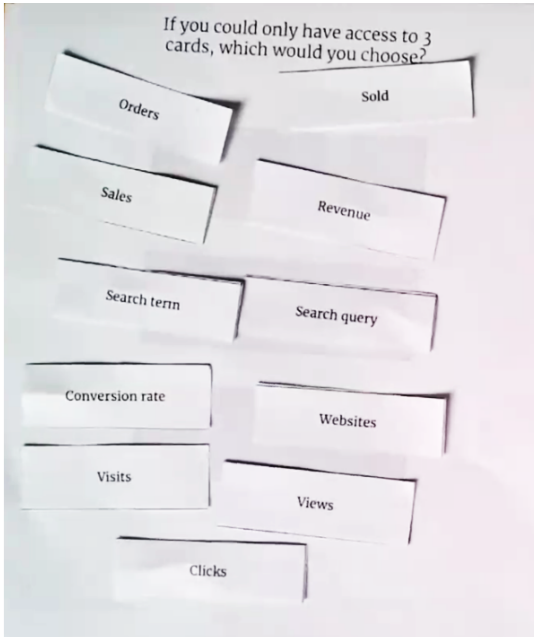
Proposed new user flow

@cattsmall

Etsy Shop Manager
Shop Analytics
Traffic category analytics
Traffic source analytics


Etsy Shop Manager
Shop Analytics
Traffic category analytics
Traffic source analytics

We started over.



You had 2 sales this month

$123.00	=	200	×	1.0%	×	$61.50
Revenue		**Visits**		**Conversion rate**		**Average order value**

Revenue breakdown

$0.00	$0.00	$0.00	$123.00
Etsy search	**Promoted listings**	**Google Shopping**	**Other**
8 visits	**32** visits	**0** visits	**160** visits
0% conversion rate	**0.0%** conversion rate	-- conversion rate	**1.3%** conversion rate
$0.00 AoV	**$0.00** AoV	**$0** AoV	**$61.50** AoV

Feb 1-28, 2019 compared to 2018

Your shop had 46 total orders 46 orders YoY

627	7.34%	$21.80	$1,003.01
visits to your shop	of visits resulted in a sale	average order value	total earnings
694% YoY	7.43% YoY	$21.80 YoY	$1,003.01 YoY

Data summary February 2019

Revenue

Etsy and social media work best for you

11% of this month's revenue came from Etsy search.

See more data

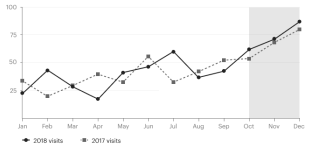
	Revenue	Visits	Conversion rate	Orders
Etsy (organic)	$965.00	567	7.8%	44
Marketing tools	$0.00	0	0.0%	0
Social media	$18.01	18	5.6%	1
Search engines	$0.00	12	0.8%	0
Other	$20.00	30	3.33%	1

Sales

Your strongest season is the end of the year

Be prepared to get 15% more orders during next holidays.

Details about seasonality



Search terms

'columbus road prints' brings the most traffic

17% of your Etsy search traffic came from this search term. 'ec monthly kit' and 'march monthly kit' also performed well.

See what's not working

Traffic

You don't have visits from targeted offers

Send a coupon directly to people who've added one of your items to their carts or favorited something in your shop.

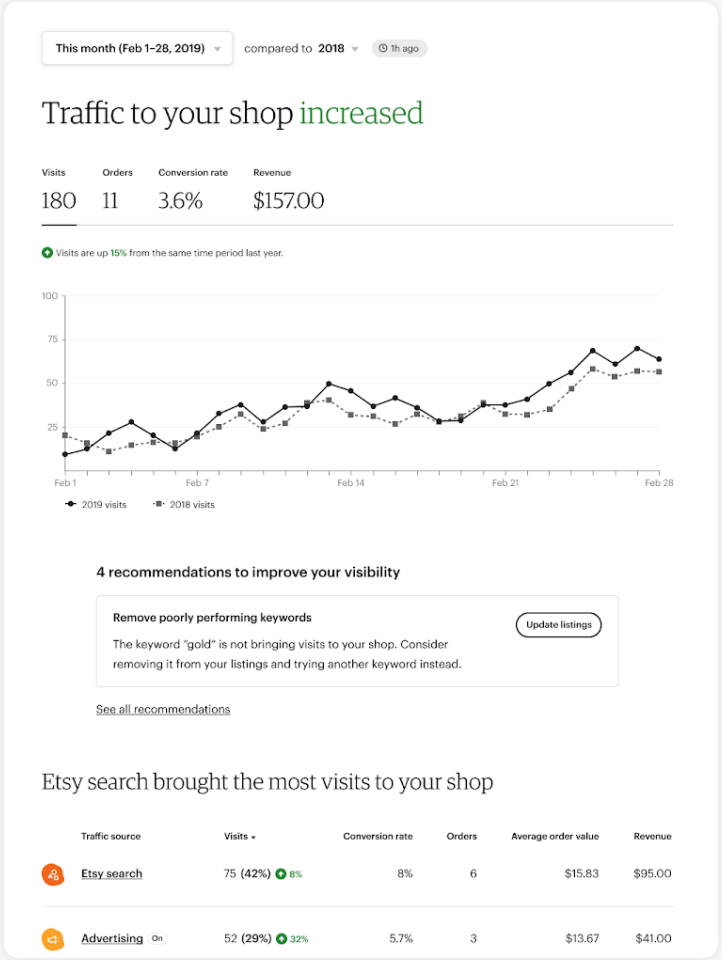
Try targeted offers

Listings

'VERTICAL -- Retro Fever -- weekly kit or a la carte, retro kitchen weekly..' sold the most

View all listing data

Card sorting, low-fidelity, and mid-fidelity research designs



Final north star design

@cattsmall

Once again, I proposed a beta test before launch.

> Can you write up a proposal we can consider?

My PM & EM

Stats to Analytics

Design notes

Jump to:

Hypothesis
- KPI
- Why go this route?
- Risks
- Long-term vision
  - Expected outcome
  - Customer requirements
- Research

Iterations
- 1: Make the background white
- 2: Reorganize traffic sources
  - Old version
  - New version
    - View with filled data
    - Empty view with default order
    - Edge case: old data
    - Traffic details
- 3: Remove sections with low usage and value
  - Views & Visits (optional)
    - Old version
    - New version
  - Websites
    - Old version
    - New version
  - Pages viewed
    - Old version

The transition plan

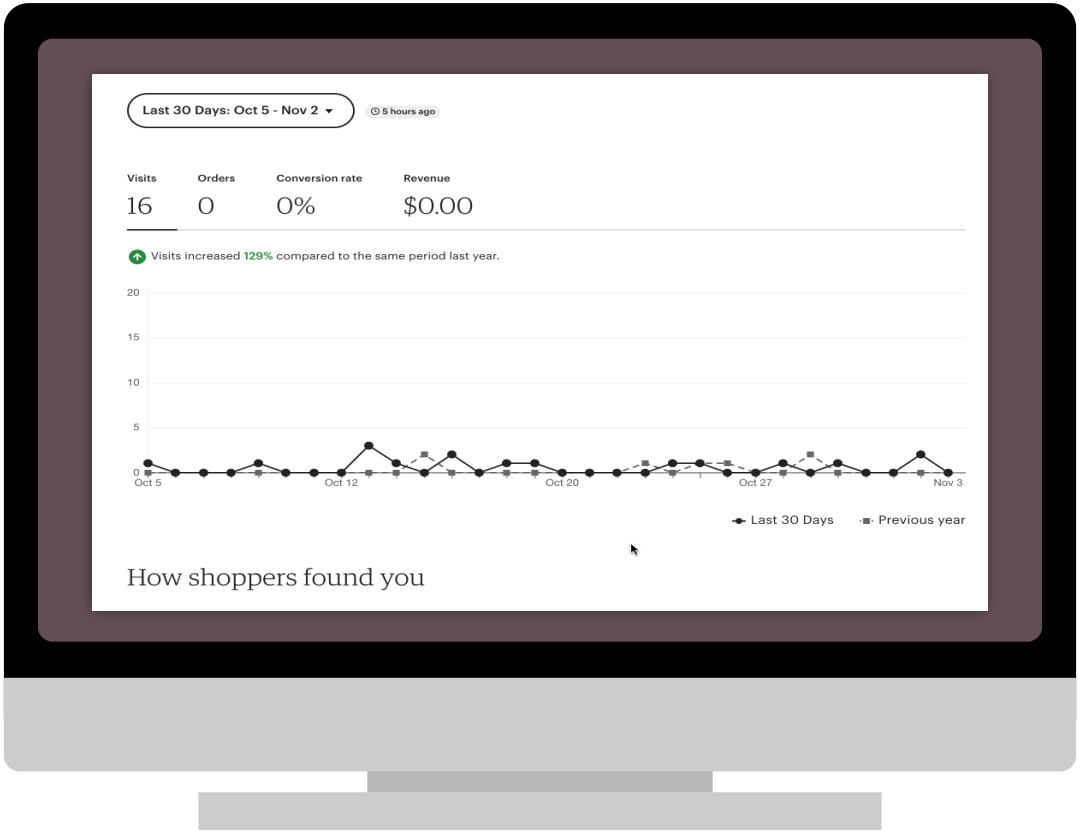
We released to a beta tester group in September 2019.

I like in new stats the line with " Visits, orders, conversion, revenue" but again I want to compare it with last months or last year.

5berries, Etsy seller

There needs to at least be a "custom" option so I can choose to get the specific data I am looking for.

ThePaintedHedge, Etsy seller

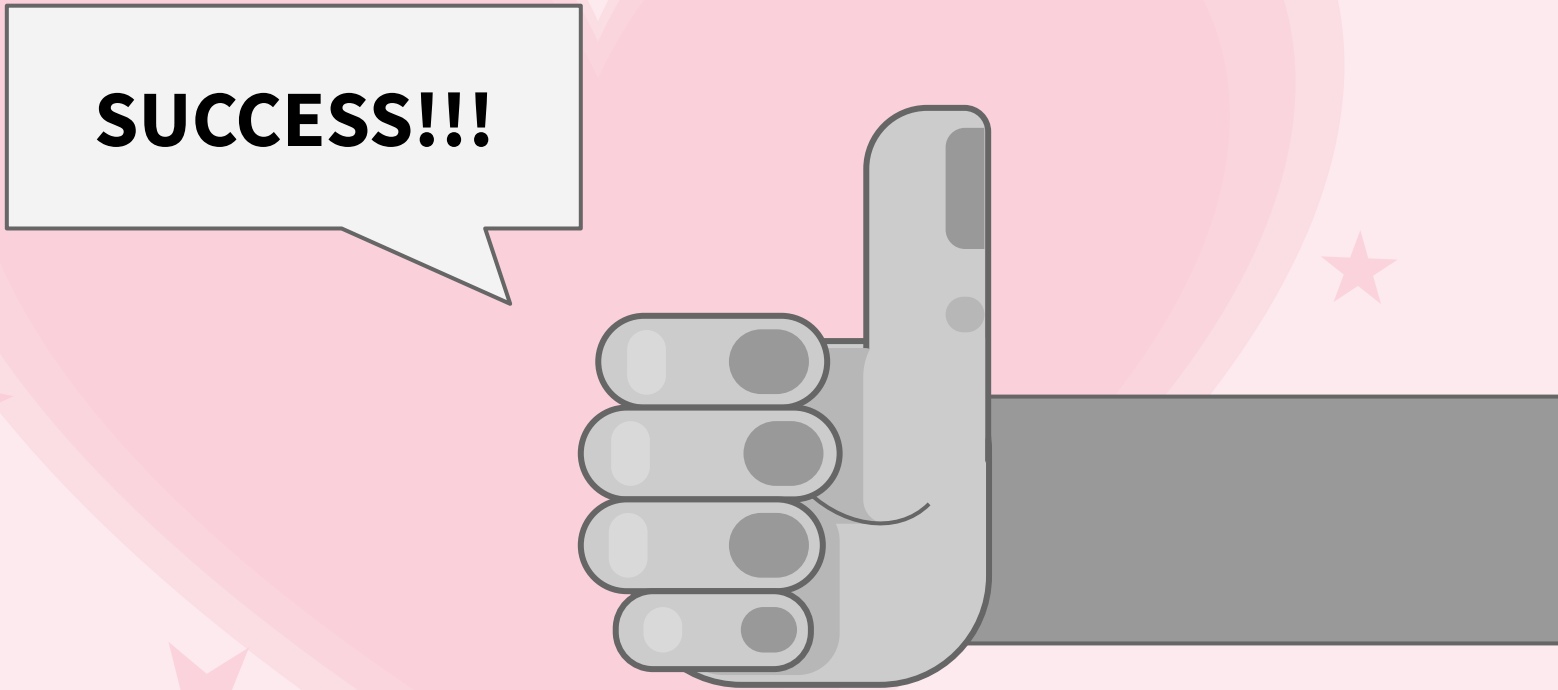


The final live experience

After a month, we rolled out the new stats to all sellers.

I **actually like the new stats page** much better than the one it replaced. It's closer to the original stats page (which worked just fine and didn't need "improvement") and gives more useful information than that horrible orange graph we've had for so long. **Now let's leave the stats page alone etsy, and fix the search function!**

CraftySueShop, Etsy seller


SUCCESS!!!

What I learned

Lesson 1

Check if you were set up to succeed

It’s probably not you.

Don’t blame yourself
if it’s not your fault.

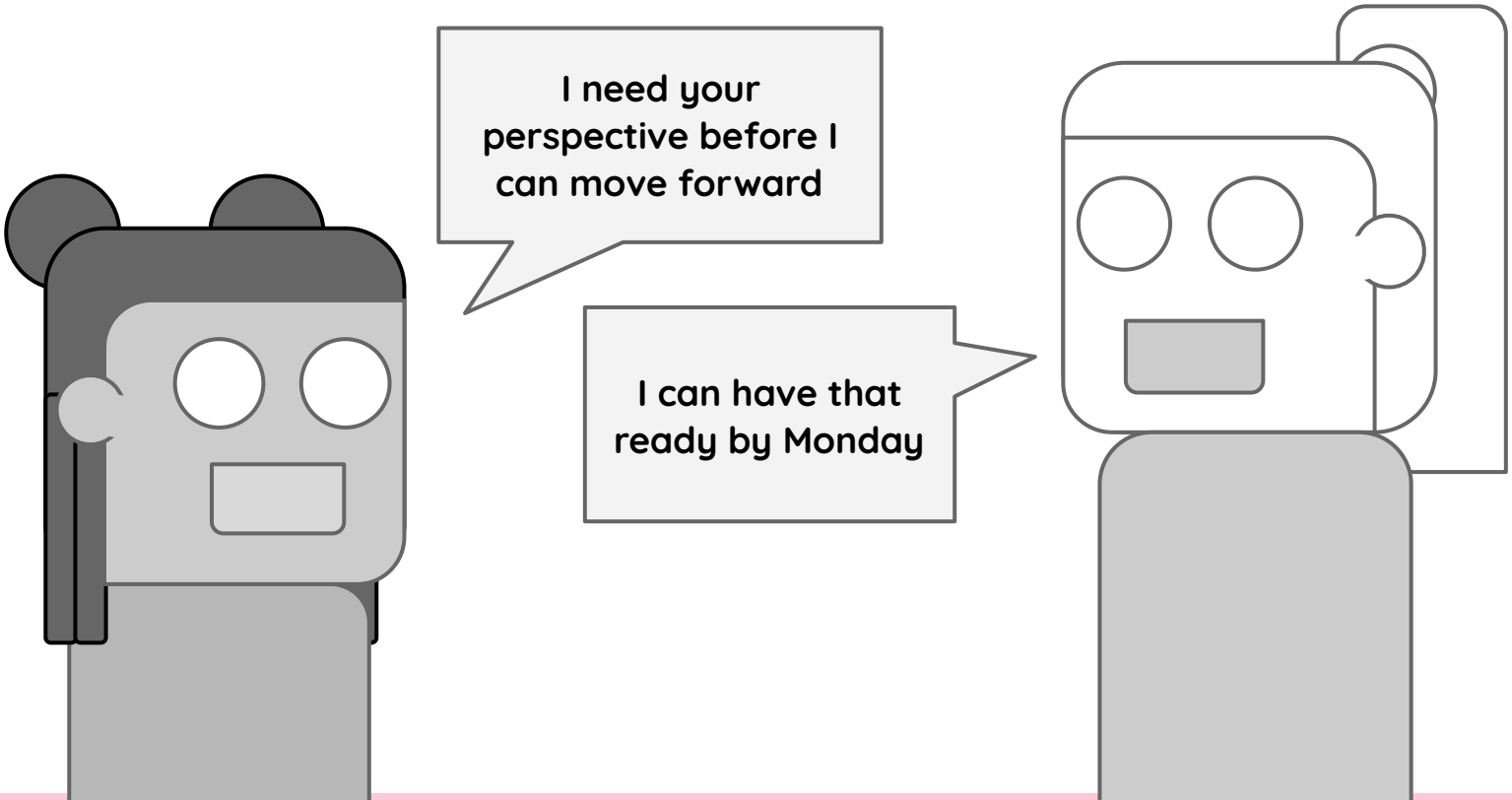
@cattsmall

Lesson 2

Don’t be a hero

Stop filling voids.

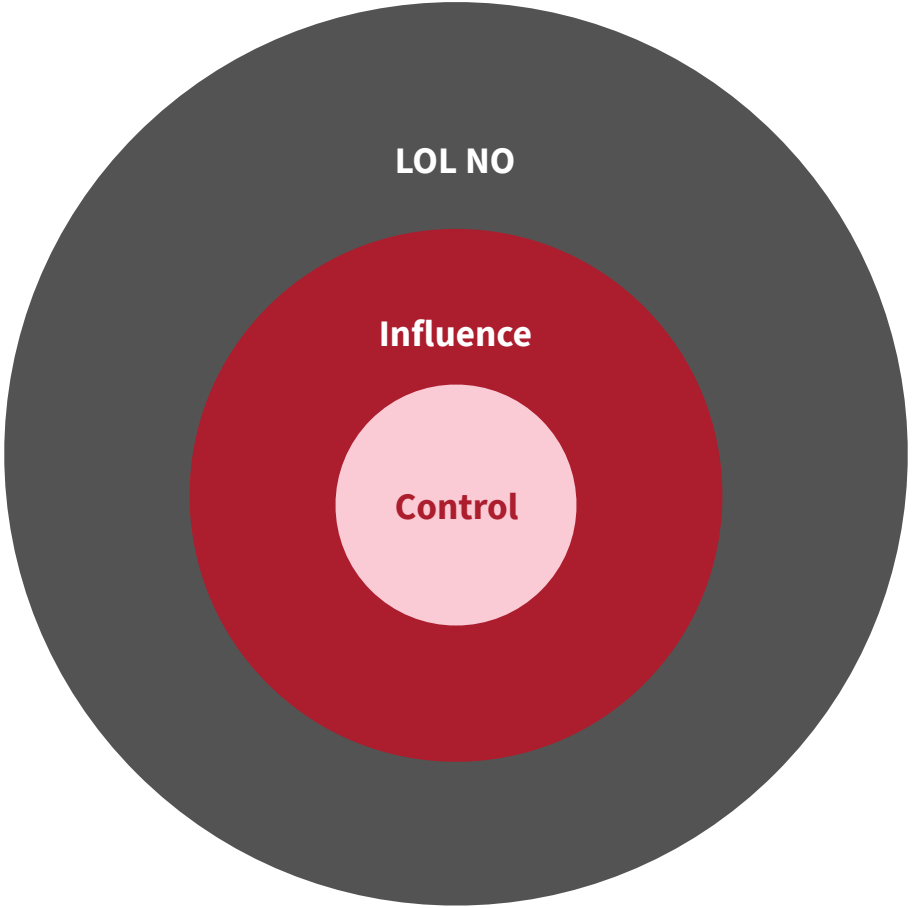
When you become the hero, you deprive others of learning opportunities.


I need your perspective before I can move forward
I can have that ready by Monday

@cattsmall

Lesson 3

Pick your battles



Locus of control, J.B. Rotter, 1966

How much do you care?

Meh

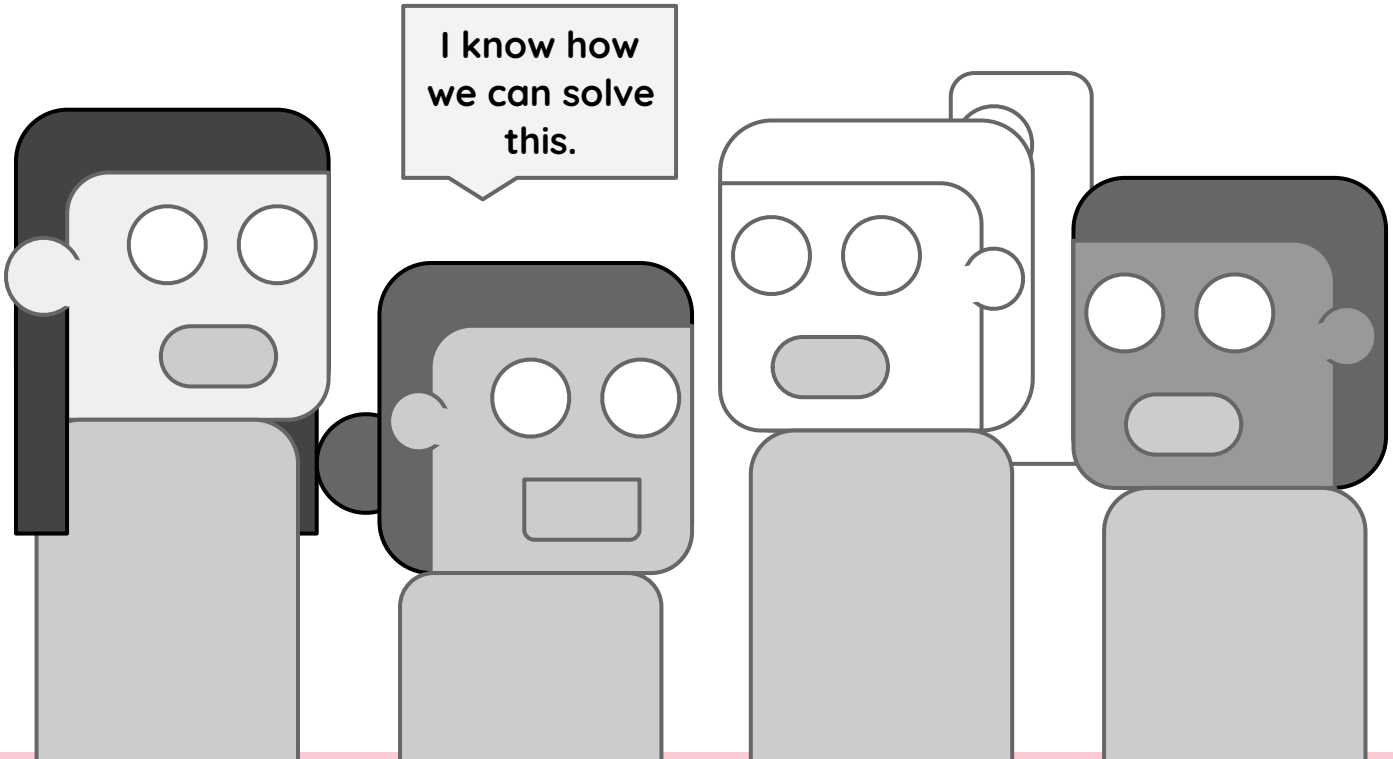
This is very important!

How much do you care?

Lesson 4

Try different angles

Make people understand



If you fail to influence,
you did your best.

Step back and
see what happens.

Lesson 5

Look for takeaways

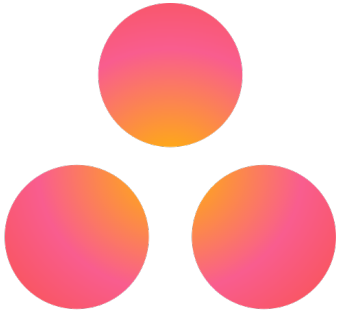
We learn from failure.

Where I am now

Post-launch, I felt fulfilled.

I was offered a great opportunity elsewhere.

MAY 2017
Marketing Services
NOV 2017
Seller Stats
MAY 2018
Etsy Search Analytics
NOV 2018
Seller Stats... again
DEC 2019
💼💀



asana

Thank you!

Tweet me with your questions ✨