

lipstick *on a pig*



Clive Grinyer

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⇒ Talk by Clive Grinyer, Director of Design, FT/Orange ExploCentre, Paris



⇒ I am a designer, with a specific background that will explain my point of view and my prejudices.

*who
am I?*



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⇒ I have been a design consultant, starting my own company with college friends, my sister as the PA and a young designer from Newcastle called Jonathan Ive. We were chosen by Apple to provide new blood. One day Jonathan didn't come back from California and he's still there, a lot more successful than me, as VP of design at Apple.

*who
am I?*



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I've designed many esoteric objects such as this hi-fi range for TAG McLaren, the Formula 1 constructor who had an audience of 300 million every other Sunday but nothing more than a baseball cap to sell them. It was my job to turn the reputation of technical innovation, excellence and precision into products that looked like they would bleed engine oil if you cut them.

*who
am I?*

Brand



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⇒ At the other end of the scale Samsung had great products but, at that time, a not well known brand. It was my job to improve the perception of the brand through the product design and the way they worked.

*who
am I?*



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⇒ I was paid to evangelise about design by the UK Government, preaching and teaching how design is a vital tool for business and public services, setting up demonstration projects with manufacturing and technology companies to demonstrate the rewards of better designed products and services.

*who
am I?*



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⇒ And then I swapped the red square for an orange one and joined the legendary Orange mobile brand where I....

*who
am I?*



⇒ ...develop user interfaces on handsets, mobile portals and web services, based in Paris, creating the next generation of communication services.

what is design?

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⇒ So why am I talking about design, what does this have to do with innovation? Because I believe it is a vital tool for increasing the success of innovation and product development that is often ignored, badly managed or simply applied too late.

⇒ So what do I mean by design?

*what
is design?*

Designers



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- ⇒ Defining design is difficult - it means many things to many people.
- ⇒ For many design is associated with individuals, like Philippe Stark - magicians who sprinkle magic design dust on products - creative, individual, makers of objects of beauty

*what
is design?*

Designers

Decorators



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⇒ In the UK this TV presenter makes a living decorating peoples houses, Rococo living rooms and Gothic bedrooms. Most of the public think design is purely decorative, something you do to your house or garden.

*what
is design?*

Designers

Decorators

Engineering



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⇒ James Dyson is an example of many people's idea of designer - an innovator, entrepreneur, marketer. Many identify design with innovation and invention and Dyson follows a grand tradition of maverick leaders

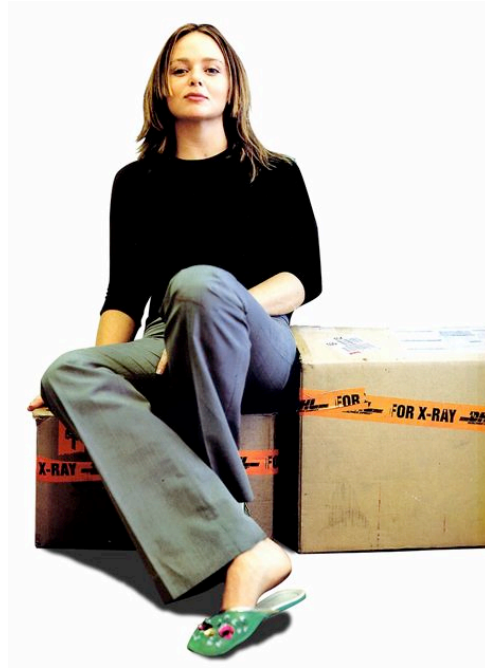
*what
is design?*

Designers

Decorators

Engineering

Fashion



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⇒ For many design is fashion, with enormous commercial implications based on individual designers....

*what
is design?*

Designers

Decorators

Engineering

Fashion

Products



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⇒ And sometimes fashion becomes function - Jonathan Ive at Apple - the driver of highly innovative, unique design that makes technology friendly.

*what
is design?*

Designers

Decorators

Engineering

Fashion

Products

Strategic



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⇒ But Steve Jobs is just as much the designer, defining the values, creating the environment for Jon and his team to deliver, and using design strategically to design not just great products but a complete service experience – design across every touchpoint.

lipstick
on a pig

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⇒ I first heard this expression when I joined Orange and wondered what it meant – until I began to understand how mobile telcos and others were developing products and how they were using design.

lipstick
on a pig

*The attempt to
render
something
attractive th
is, underneath,*

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⇒ For me the definition is this..

lipstick
on a pig

*no matter how
much lipstick
you apply to a
pig, it is still a*

18

⇒ You can't just apply the lipstick to something that isn't right underneath, but in many cases this is what happens. Let me give some examples...

*lipstick
on a pig*



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⇒ The Sinclair C5 was designed to revolutionise how we get around. Powered by a washing machine motor, with Hoover doing the servicing contract, (really), the driver steers by the handle bars underneath your legs (such an intuitive position I feel) and trundles through the urban traffic at 15 mph. The machine is quite nicely styled, for its day. But it was a disaster for obvious reasons, dangerous, horrible to drive, completely inappropriate.

*lipstick
on a pig*

Technical innovation



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- ⇒ There is a link between technological innovation and design, as the Segway shows.
- ⇒ The Segway is a technical miracle, the sophistication of the computerised gyroscopic mechanism that stops you landing flat in your face is incredible. It is, however, completely useless.
- ⇒ Nobody knows what to use it for. They gave it to Posties in Boston who gave it back because they got so cold, now they weren't walking. Excuse me, but only in America could they invent something to stop people having to walk.
- ⇒ This is the danger of technology only led innovation, you can spend a lot of effort making things of no customer value.

*lipstick
on a pig*

Innovation



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⇒ Innovation needs design

⇒ Compact. All in one computer is a good innovation, reduced materials, no cables, easy to move. You can do it like this.....

*lipstick
on a pig*

Innovation



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⇒or like this.

lipstick
on a pig

Brand experience



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⇒ Brands use design to reinforce their values. This airline has used materials, shape and colour to express it's service...

*lipstick
on a pig*

Brand experience



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⇒ But this one has developed a real service advantage. (Very expensive) research told BA that Business Class passengers wanted to sleep on long haul flights. Brilliant! It was easy to develop a flat bed, but not for the same number of passengers. The designers got eight across the cabin by reversing half the seats to ensure the same number of travellers could benefit, and scored a major win for the airline. It was a while though before they started to apply the same thinking to the end to end experience and serve meals on the ground before and after, rather than keep passengers awake on the plane.

⇒ Here the brand experience has real value, and the product, the seat, is just an enabler to the service.

*lipstick
on a pig*

Trying too hard



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⇒ There was time when French cars used to look French. Then they became homogenised through wind tunnels and Japanese competition. When companies tried to rediscover that cultural difference, on the surface it wasn't very successful... (whereas the Scenic small MPV was).

*lipstick
on a pig*

Lipstick



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⇒ And the once great Nokia, whose success was surely built on having great looking phones, have succumbed to superficial fashion statements.

⇒ There is not much science in what I'm saying but I think you'll agree.

people *and* *technology*

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⇒ But there are more important issues which suffer from lipstick on a pig, which we see when we look at how we develop technology and services.....

people *and technology*

Humans

- individual
- group
- age
- values
- needs
- emotions
- approach to technology



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⇒ Because when we develop technical products have to deal with humans.

⇒ These humans are not like the people who develop technology, they behave differently on their own or in groups, at different times of the day or week, are old and young, have different values and different levels of comfort with technology....

people
and technology

Technology

- Can we use it?



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⇒ And many people can't use even simple technology. The video recorder will pass into history as an innovation that was invented and then removed without anyone being able to use it.

people
and technology

Usability

- What is simple?



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⇒ Many people think simple is easy. Here's one bad example of a London Tube ticket machine with a button for every station – a usability nightmare! This poor guy will be there forever.

⇒ Everyone thinks they know what simple is, or expect people to overcome the “challenge” of technology - they're wrong and it's an expensive mistake!

people
and technology

Usability

- A barrier to business



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⇒ This phone has more computing power than the Apollo moon mission – but it was completely unusable. Microsoft and Orange learnt a lot!

people
and technology

Context

- in technical context..... hardware, software, system



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⇒ Not only is software difficult to use, it has the added complication of context, physical input device, type of services and networks (2G, 3G, Edge, tariffs etc....)

molecules *of experience*

33

The result of any service is an experience. How are they created?

*molecules
of experience*

The promise



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⇒ Here is the promise - of delivering huge technological innovation simply, economically and with the promise of our brands.

⇒ This slide shows the simplicity of the idea – if only it worked as easily as promised! In developing these types of services the format is usually....

molecules
of experience

The implementation...

“This technology/product, service/ will help people do things they always wanted to do and will now do everyday. We have made the important decisions, worked out how it will work, chosen the vendors and built a very expensive prototype. You have two weeks to design the screens/user experience, or we will be late and it will be your fault.

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⇒ ...this is the usual situation in new product development and one I see in many companies and industries

molecules
of experience

The result...

Technology rarely works

Poor usability, uncovered too late in the process to correct.

Slow or no customer uptake

Reduced revenue, system failure

Random customer experience, inconsistent brand delivery

Exactly the same thing next time....

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⇒ ...technology simply rarely works (it may work technically, but is not usable), the wrong people are making assumptions and user experience damaging decisions from the get go, and they never learn!

molecules
of experience

The customer experience is:

The sum of many parts

Hygiene, plus differentiation (it must work, and then work beautifully).

Tried to set up email on a phone?

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What the customer gets is an experience across many parts.

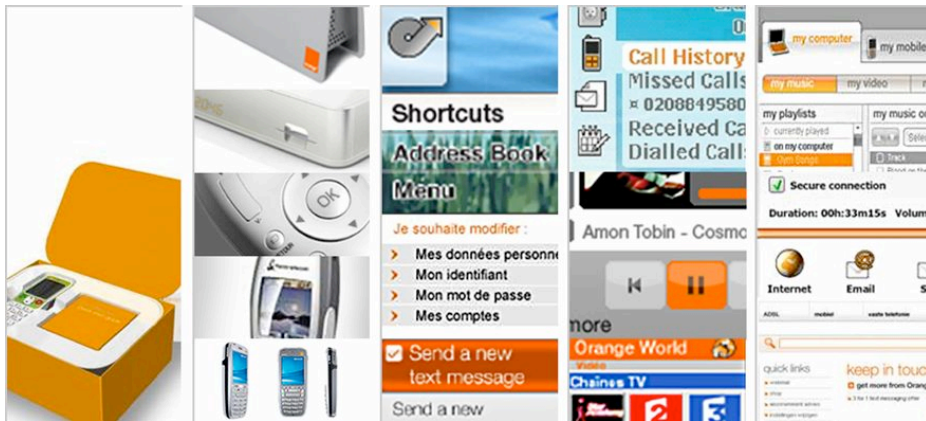
But most organisations are institutionally unable to develop products in a horizontal, customer seeing way. It's all vertical, with individual managers incentivised and not able or willing to share and see the big picture or help some other part of the experience work.

Web 2.0 seems to imply that it's OK to launch technology and let the user tell us how they want to use it – don't be fooled, the user is more likely to reject than start telling you how to design it. Would Flickr, be successful if it wasn't so easy to use.....?

That's why, even the phone says you can get your email, it's impossible to set up. A friend of mine was so pleased to get an email home for Christmas, she was so disillusioned when she couldn't set it up.

atoms
of experience

The full journey, the full experience



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- ⇒ The experience of the customer goes across many touchpoints:
- ⇒ Out of box
- ⇒ Physical
- ⇒ Terminology (a big part of the Orange brand, never using technical terms)
- ⇒ Applications across different platforms,
- ⇒ Web and customer services

atoms *of design*

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- ⇒ So if the experience is broken, how can design make this any better?
- ⇒ Design has 4 or 5 key ideas that help:

atoms
of design

Why design...

Helps you find out:

- How your customer really is
- What they really do,
- What they want to do,
- Shows them what's possible
- Shows them what's next

- And makes them want to do it!

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⇒ Design helps you find stuff out and take action on that knowledge.

*atoms
of design*

Customers tell the truth..

- But not in the way you think..



41

- ⇒ Market research is great, but be careful...
- ⇒ Philips developed the Portable sound system in the 80's and wanted to know whether it should look technical, or fashionable and colourful.
- ⇒ Everyone in the focus group said they wanted the multicoloured radio...but when given one for free at the end of the session, they all took the black one!
- ⇒ They didn't mean to mislead, it's just the context wasn't real.

*atoms
of design*

Customers tell the truth..

- What's really going on?



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⇒ Even insight research doesn't always tell the truth –

⇒ London Heathrow Airport Terminal 5 forecast that future travellers would be older. Research into older travellers showed they often go into the toilet, so many new toilets were planned.

⇒ However, deeper investigation discovered they were going into the toilets...to hear the announcements. It was the only place they could find where they could clearly hear the flight calls! So now the airport is putting new audio areas where you can clearly hear your flight call....

*atoms
of design*

Customers tell the truth..

- When you watch them
- Its always more complex



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⇒ Looking at young and old use of mobile phone shows you many unexpected things, each of which can stimulate a new idea or innovation...

*atoms
of design*

Experimentation

- Try everything



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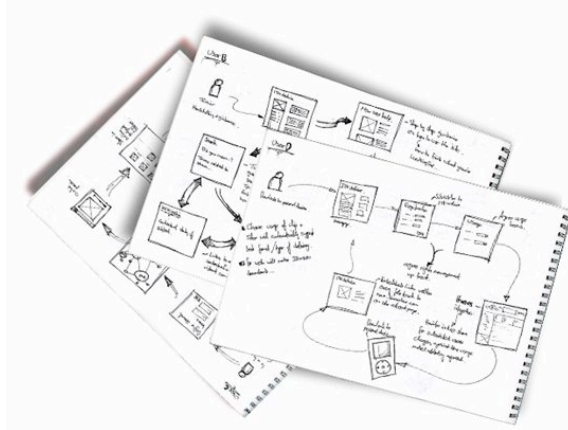
⇒ Orange built a whole house where everything was controllable by the mobile (including running the bath).

⇒ They discovered that none of it was useful – but that was a valuable discovery!

*atoms
of design*

Design...

Has more than one idea



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- ⇒ Designers can fill blank paper, and have more than one idea.
- ⇒ Politicians and senior executives have one idea, and run with it regardless. This is dangerous!
- ⇒ You should have lots of ideas and then synthesise and analyse to make the right decision.

*atoms
of design*

Design...

40 engineers = 1 solution?

No optimal solution



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⇒ Engineers and technical people always think they know what the solution should be. I ran an experiment with 40 engineers at Cambridge to design an alarm clock. Before the exercise they felt their solutions would be quite close to each others, as their logic would work in the same way. Of course there were 40 completely different solutions, type of face, shape, materials, buttons etc....

*atoms
of design*

Design...

Test with real people



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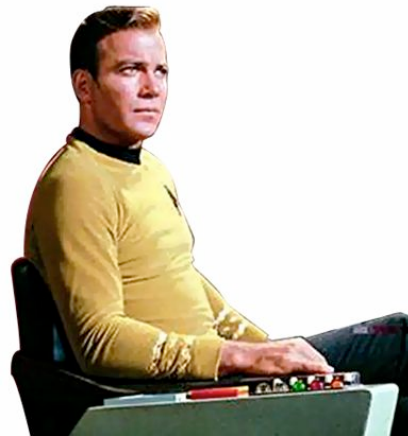
⇒ Testing design early with real people is vital and a great source of design improvement – before you go and build expensive prototypes!

⇒ This guy is playing with a bit of foam with stuck on paper buttons. These people are responding to web page designs, well before they are “real”.

outside
in

Design & exploration

- Design the future...



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- ⇒ There is one more aspect to design... by its nature it's about the future. What we design today is rarely launched in less than a year.
- ⇒ It delivers strategies, and is, by definition, ahead of sometimes long development processes....

outside
in

Design & exploration

- Design the future...



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⇒ But this is washing machine. It's a washing machine that uses photosynthetic plants to clean the water and clothes. It takes a week....but research showed that most peoples clothes sit in their laundry baskets for a week, so it's not so crazy.

⇒ Whirlpool did this to start a dialogue with the public to make them think what environmentally sustainable washing might be like, and how behaviour would change. It's not a serious technical solution, but it is a "model" of the future that allows us to start a conversation to understand how the future can be, by designing it now....

*atoms
of design*

Design...

*Has a scientific side,
usability, ergonomics,
provide the physical and
cognitive knowledge*

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⇒BUT..... ergonomics, usability, cognitive studies are great and the foundation of a good design solution, but they are not the whole story because design there is an extra context.....

atoms
of design

Beauty & emotion

*But design provides emotion.
It delivers attraction, delight,
comfort, safety, enjoyment,
pride, clarity, wow, awe....*

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⇒ Emotion

atoms
of design

Beauty & emotion

...beauty
Design makes things
work

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⇒ Design pulls it all together and makes it "work".

design

the experience

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Design is about the outside, and setting the vision that drives everything on the inside....

design
the experience

Start at the end

- What will people want to do?
- What will it look like?
- Write the user manual first
- Design the surface, it's what we touch
- Get it wrong early
- Don't build prototypes
- Design it first, not last!

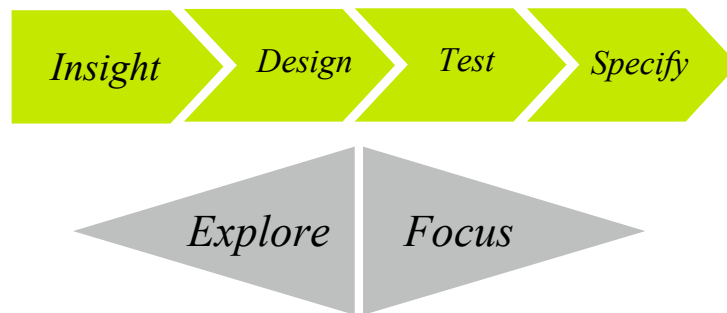
54

⇒ ...because the outside is what we touch and all the effort to create the inside, the business of business, is at risk if the outside is simply applied, and does not create the core value of the product. Design increases the chance of success and reduces the risk of failure.

design
the experience

Design & exploration

- Explore before you define...



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⇒ I have a simple diagram to explain the design process:

⇒ Go wide at the first, focus, and then specify very well. I have seen wonderful designs go wrong and not work for what was not specified.

design
the experience

hold the vision...



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⇒ Once you do this, you then need to hold the vision.

⇒ This hysterical movie can be found on the internet and shows what would happen if Microsoft repackaged the iPod.

Starting with the virgin purity of the iPod, the assorted MS marketing managers emphasis, rename and interfere to reduce the concept to the I-pod Pro 2005 XP..... And so on.

design
the experience

Design the technology

- For a Social context
- Is the desire for technology, or to communicate?



⇒ People love to communicate. We can give them video phones! But nobody wants them.

design
the experience

Design the technology

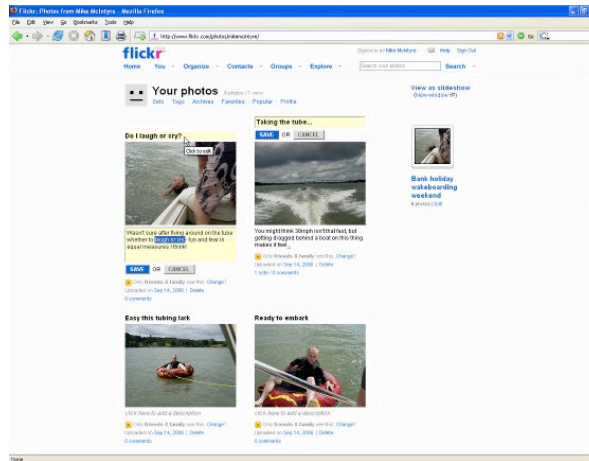


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⇒ Apple understand how to provide everything. The products are portals to the services which work end to end with a single vision and creates both objects and services of desire, the software sharing the same values as the physical products.

design
the experience

Design the technology



59

⇒ Successful services deliver across the whole experience, even the drivers are nice.

design
the experience

Design the technology

*Technology and innovation
only offers the potential for a
better experience*

60

⇒ Only the potential...

design
the experience

Design the technology

*They are not the creator of
better experiences and most
often are the barrier to
better experiences*

61

⇒ But is often the barrier.

design
the experience

Design the technology

*Innovation needs insight,
ideas, to look over
horizons, make usable,
make beautiful....*

62

⇒ It needs what design can bring..

design
the experience

Design the technology

..no more lipsticks on pigs

63

⇒ If you don't mind.

thanks

64

⇒Thanks