

UX Strategy

Using Design
To Solve
Business Problems

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Agenda

- 1:30 **What Is Strategy?**
- 2:00 **Identifying the Elements of Strategy**
- 3:00 **Building UX Strategy**
- 3:45 *Break*
- 4:00 **Building UX Strategy (cont.)**
- 4:45 **Communicating Strategy & Planning**
- 5:30 **End**

What is strategy?



“A strategy is a set of **hypotheses**
about cause and effect....
and can be expressed by a
sequence of **if-then statements**.“

ROBERT KAPLAN & DAVID NORTON,
"Linking the Balanced Scorecard to Strategy," 1996



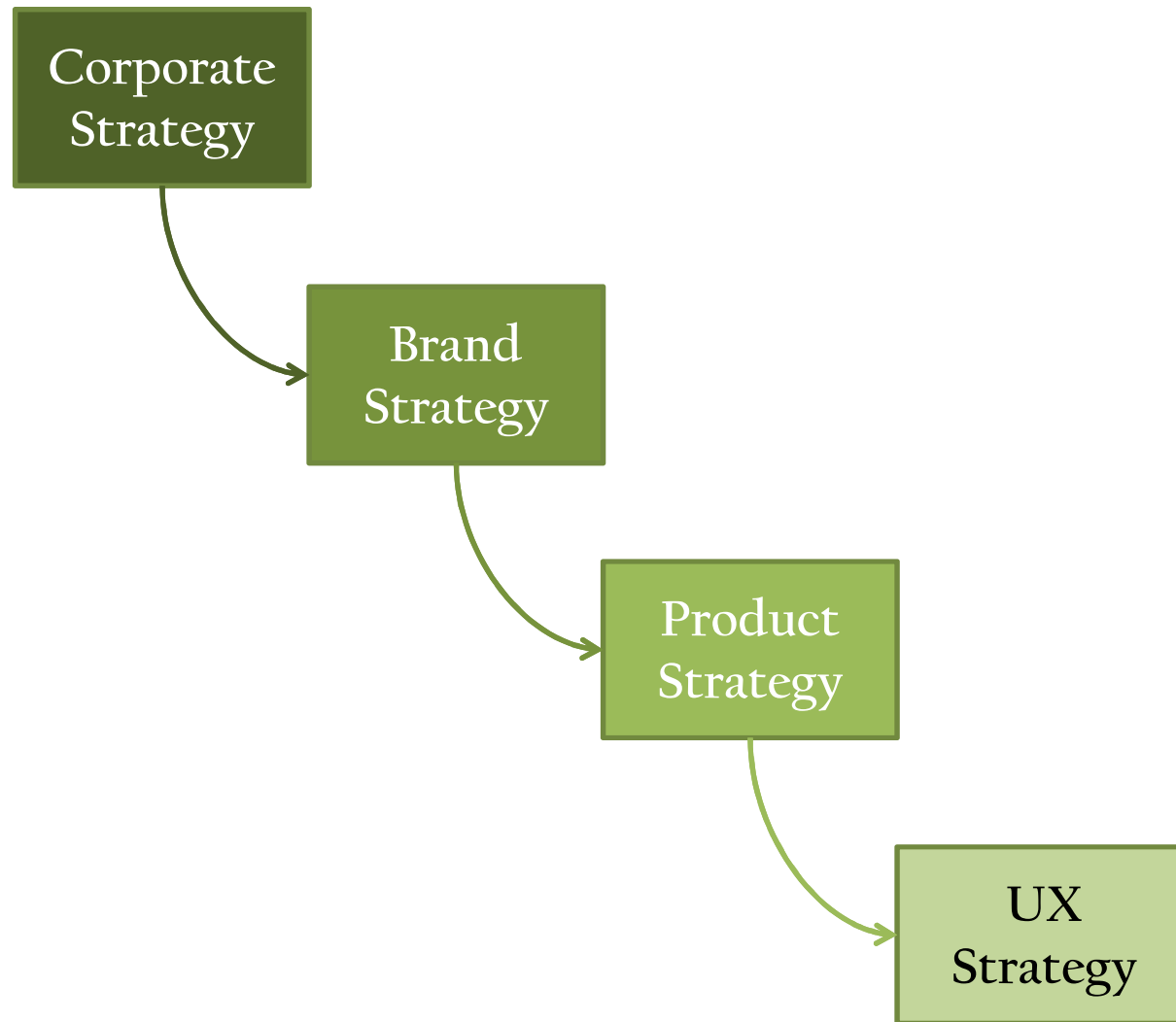
At general management's core is strategy: defining a company's position, making **trade-offs**, and forging fit among activities
...Strategy renders **choices** about what not to do as important as the choice about what to do.



MICHAEL PORTER

“What is strategy,” Harvard Business Review, 1996.

Hierarchy of Strategy



Strategy is...

... a hypothesis: IF › THEN

... about choice and trade-offs

... hierarchical

What isn't strategy?

What Strategy Isn't

Analysis

Budgeting


Resourcing

Project Planning

To make strategy more interesting — and different from a budget — we need to break free of this obsession with planning. Strategy is not planning — it is the making of an integrated set of choices.

Don't Let Strategy Become Planning

by Roger Martin | 8:00 AM February 5, 2013

Comments (138)      

I must have heard the words "we need to create a strategic plan" at least an order of magnitude more times than I have heard "we need to create a strategy." This is because most people see strategy as an exercise in producing a planning document. In this conception, strategy is manifested as a long list of initiatives with timeframes associated and resources assigned.

Somewhat intriguingly, at least to me, the initiatives are themselves often called "strategies." That is, each different initiative is a strategy and the plan is an organized list of the strategies.

But how does a strategic plan of this sort differ from a budget? Many people with whom I work find it hard to distinguish between the two and wonder why a company needs to have both. And I think they are right to wonder. **The vast majority of strategic plans that I have seen over 30 years of working in the strategy realm are simply budgets with lots of explanatory words attached.**

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A Playbook for Strategy: The Five Essential Questions at the Heart of Any Winning Strategy
by A.G. Lafley, Jennifer Riel, Roger Martin
\$6.95
[Buy it now >](#)



Manage Your Energy, Not Your Time
by Catherine McCarthy, Tony Schwartz
\$6.95
[Buy it now >](#)

Strategy is...

... a hypothesis: IF › THEN

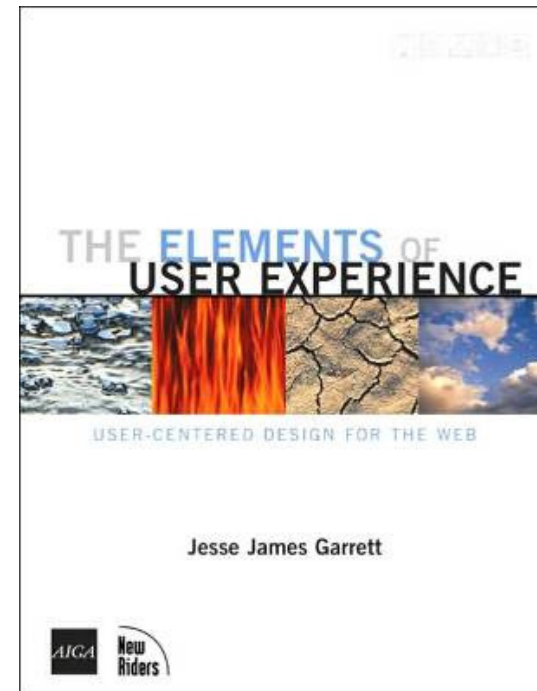
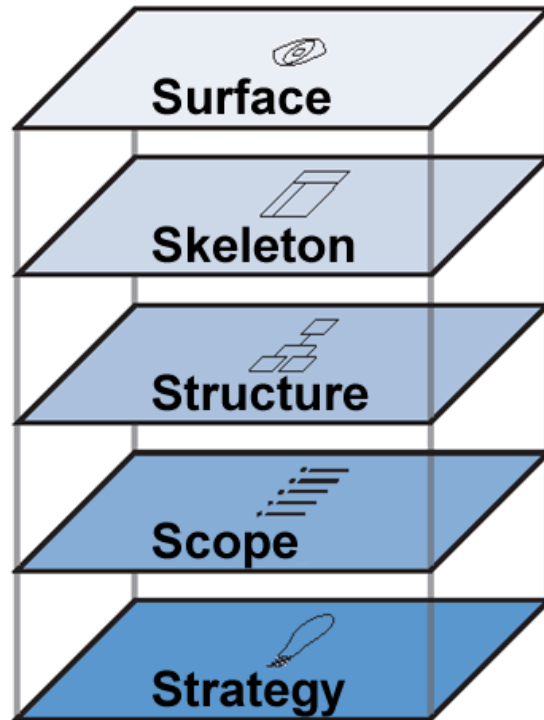
... about choice and trade-offs

... hierarchical

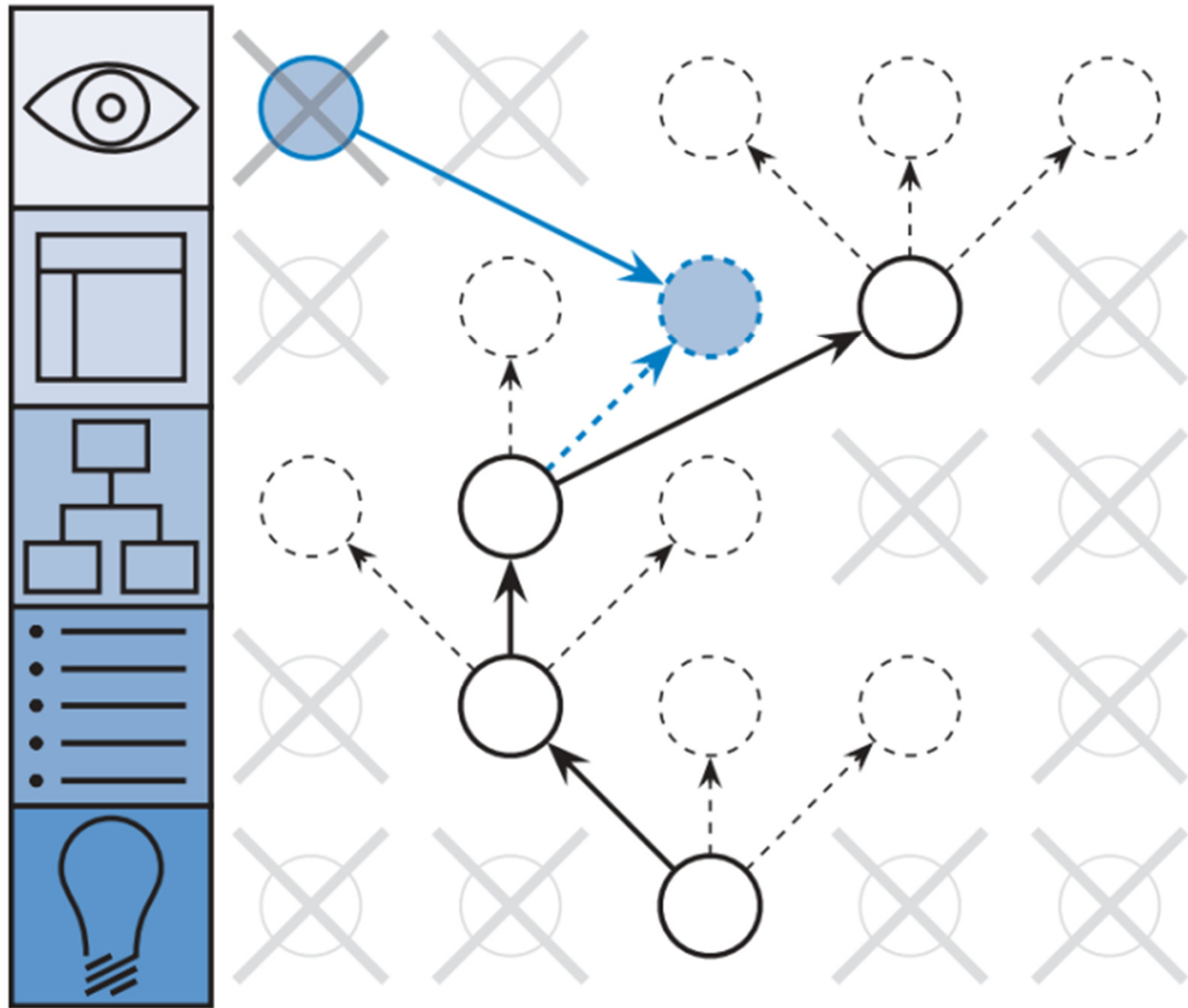
... not analysis, budgeting, resourcing, or project planning

Strategy is a creative exercise to figure out how to win over time.

What is UX strategy?

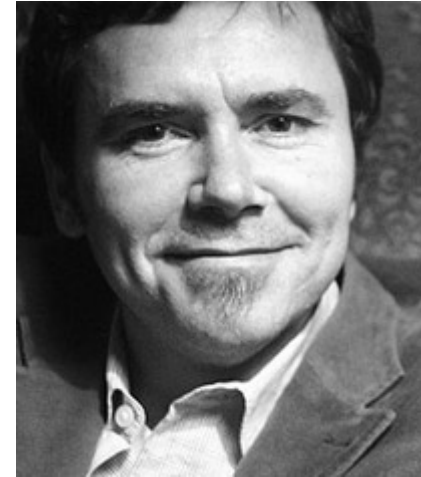


Ripple Effect



UX Strategy Definition

An experience strategy is that collection of activities that an organization chooses to undertake to deliver a series of (positive, exceptional) interactions which, when taken together, constitute an (product or service) offering that is superior in some meaningful, hard-to-replicate way; that is unique, distinct & distinguishable from that available from a competitor.



STEVE BATY

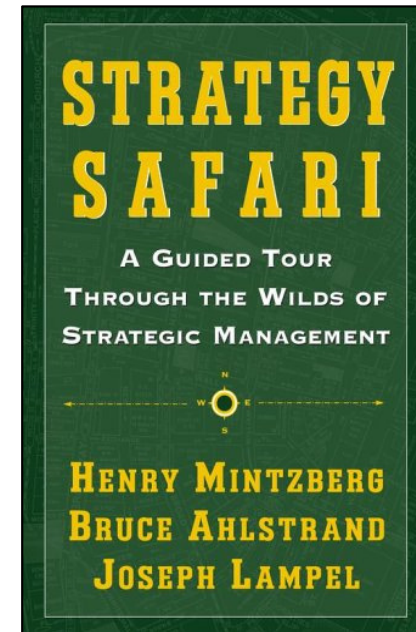
Summary

- UX strategy is the **set of choices** to reach a desired position over time.
- Strategy is **hierarchical**, and UX strategy aligns upward.
- UX strategy is **not** budgeting, resourcing or project planning.
- You can **NOT** analyze your way to strategy; instead, it is a **creative exercise** to figure out how to win.
- UX strategy is about how design will **help the business** win in its strategy by providing value to customers in a uniquely meaningful way.

Elements of Strategy

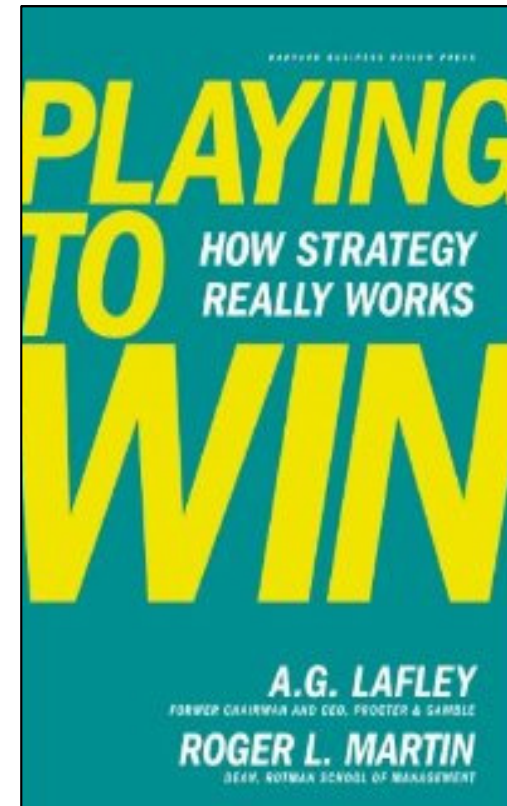
Strategy Safari - 5 Ps

1. **Pattern** – Trends from the past
2. **Position** – Desired outcome
3. **Perspective** – Philosophy of working
4. **Ploy** – Out-manuever opposing forces
5. **Plan** – Course of action



5 Strategy Questions – Roger Martin

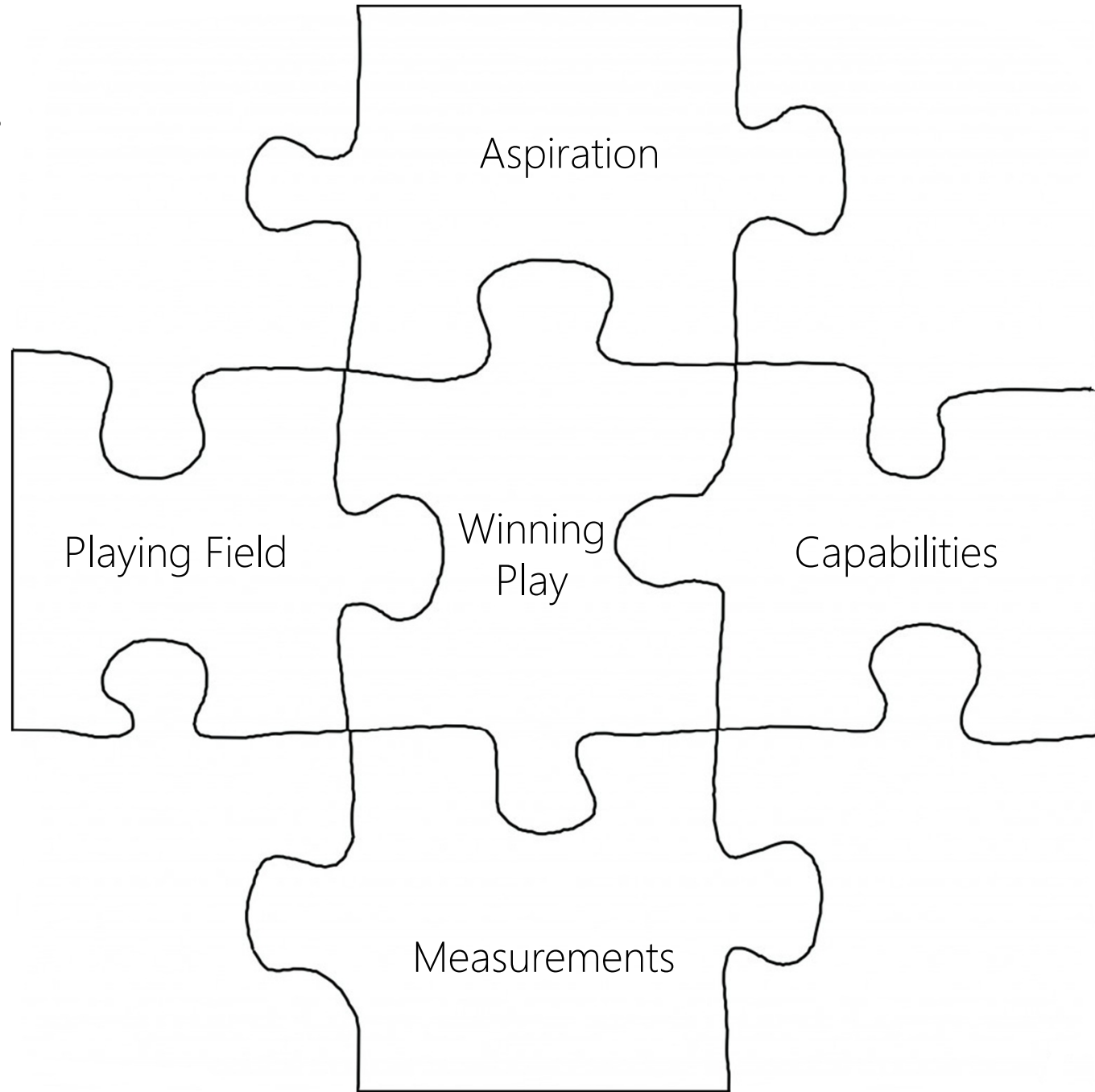
1. **What's your winning aspiration?**
The objective of your business
2. **Where will you play?**
Where you do business: geographies, products, segments, channels, business models
3. **How will you win?**
The value proposition and unique advantage
4. **What capabilities must be in place?**
The activities & knowledge to reach objectives
5. **What management systems are needed?**
How you know you have succeeded



Elements of Strategy

	LAFLEY & MARTIN	MINTZBERG	KEY STRATEGY QUESTIONS
IF		Pattern	1. What trends motivate action?
	Aspiration	Position	2. What are your winning aspirations?
THEN	Playing field	Perspective	3. Where will you play? Market, Customers, Region Products, Platforms, Business Model
	How to win	Ploy	4. How will you win?
	Capabilities	Plan	5. What capabilities are needed?
	Management		6. How will you measure success?

Trends



Exercise 1 – Identifying the Elements of Strategy

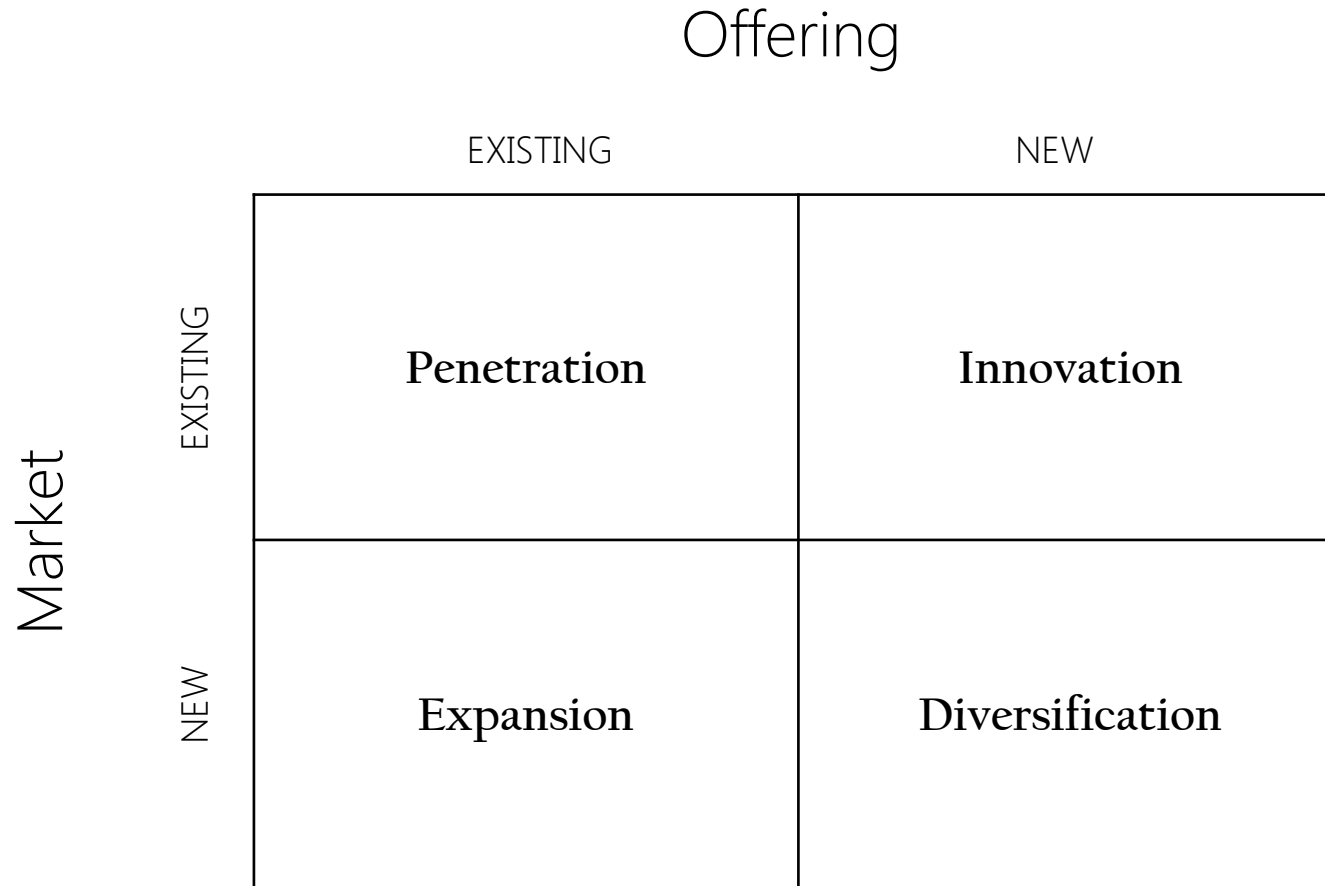
In groups

1. Take five minutes and read your scenario individually. Highlight elements that appear strategically relevant.
2. In a group, read your scenario aloud
3. Respond to each of the strategic questions on the worksheet based on the scenario.

Write down a few keywords for each that reflect a viable answer.

4. Skip elements that are unknown or make assumptions as needed.

Types of Business Growth



Ansoff Matrix

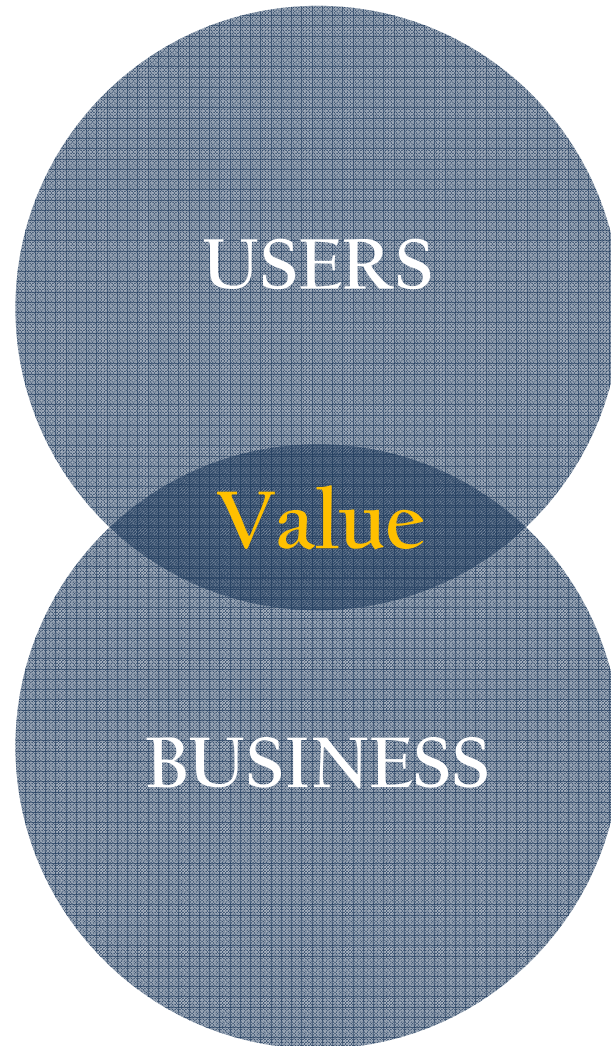
Building UX Strategy

Elements of UX Strategy

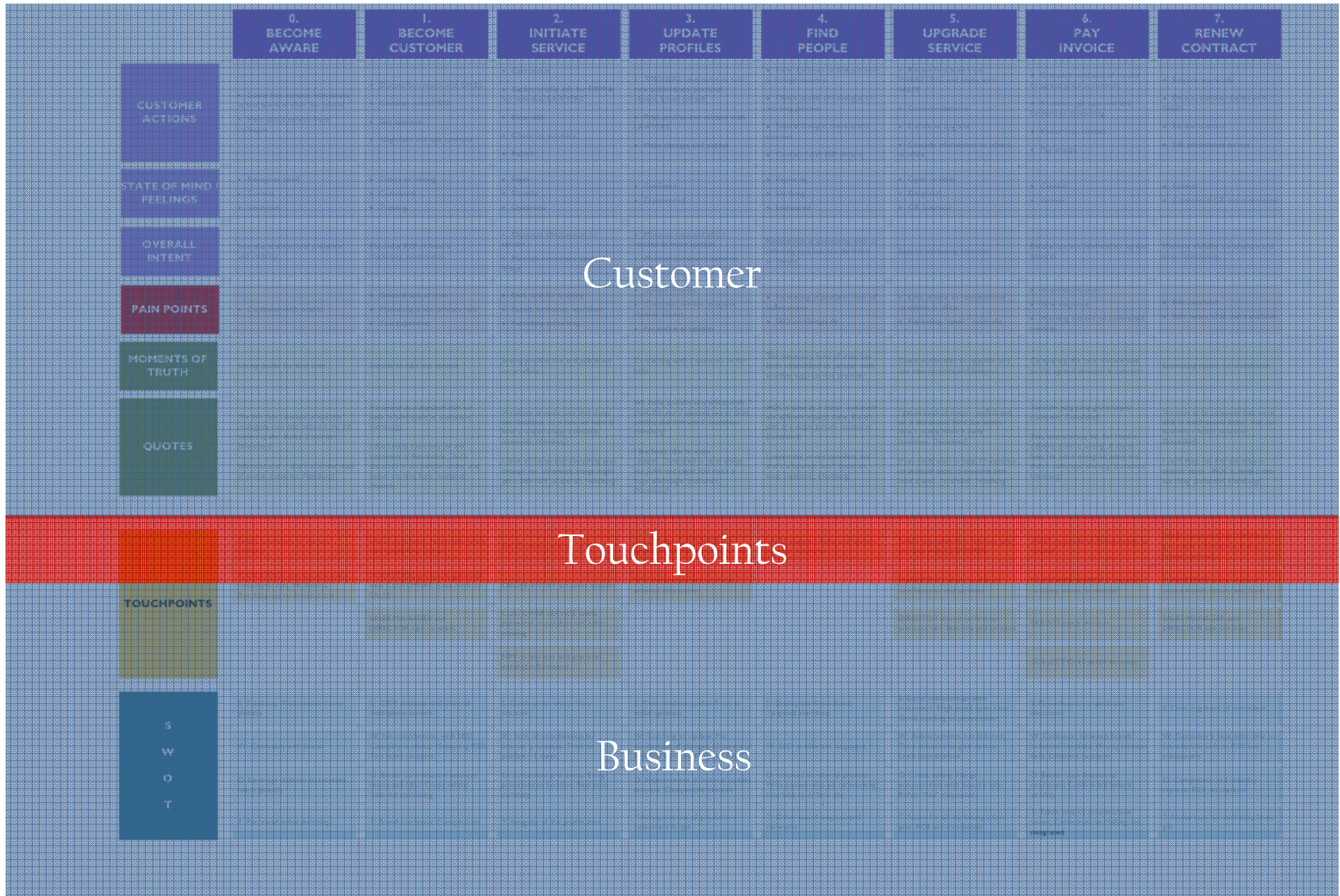
	LAFLEY & MARTIN	MINTZBERG	KEY STRATEGY QUESTIONS	UX STRATEGY (KALBACH)
IF		Pattern	What trends motivate action?	1. Challenges
	Aspiration	Position	What are your winning aspirations?	2a. Objectives 2b. Desired UX
THEN	Playing field	Perspective	Where will you play? Market, Customers, Region Products, Platforms, Business Model	3. Focus Areas Users, Products, Geography, Areas of UX, Aspects of Usability
	How to win	Ploy	How will you win?	4. Approach
	Capabilities	Plan	What capabilities are needed?	5. Activities
	Management		How do you measure success?	6. Measurements

1. Challenges

Business & UX Alignment Activities



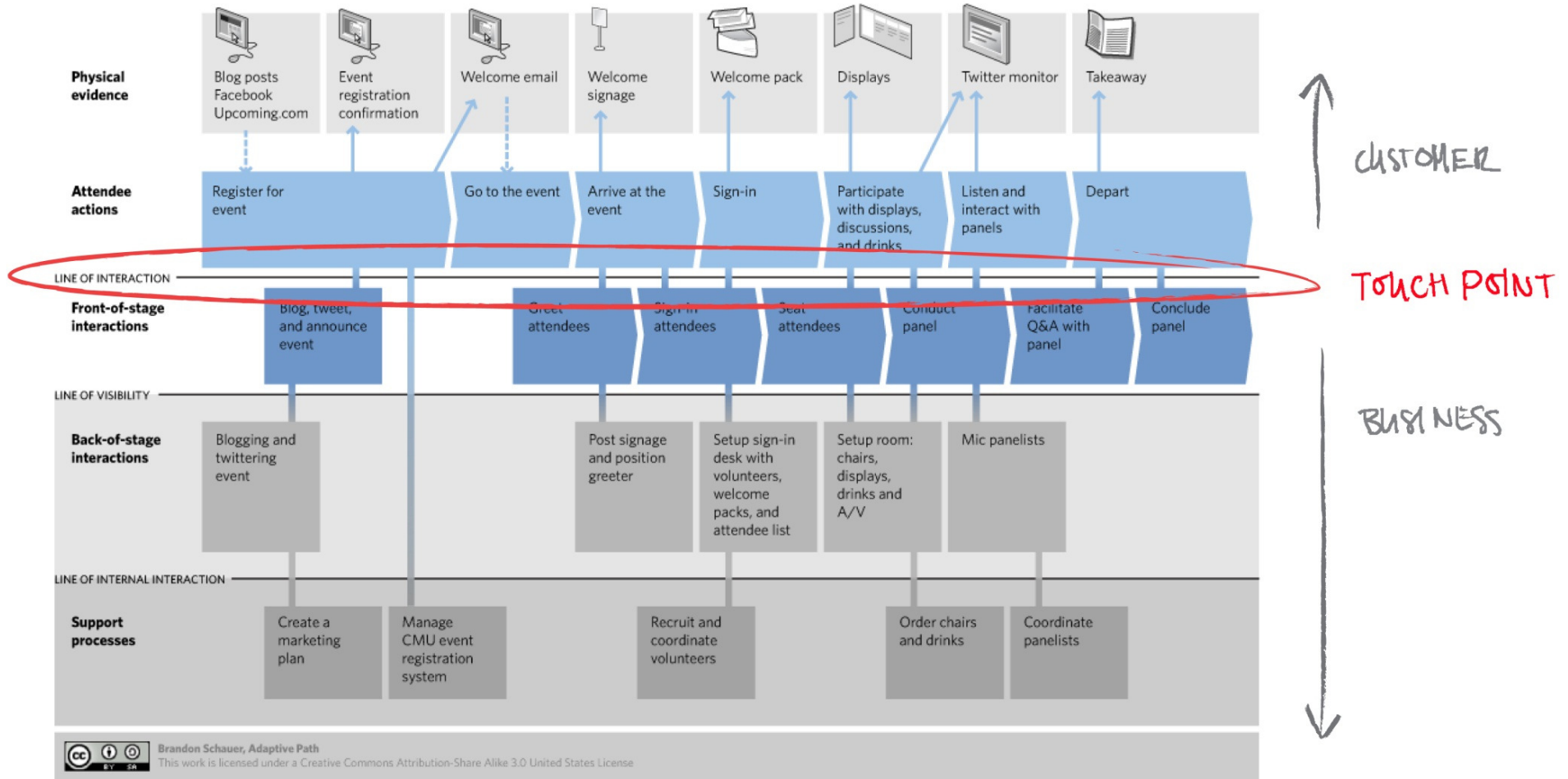
Alignment Diagram: Experience Map



Service Blueprint

Service Blueprint for Seeing Tomorrow's Services Panel

find out more: <http://upcoming.yahoo.com/event/1768041>



Brandon Schauer, Adaptive Path
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Mental Model Diagram



Challenges: Typical Patterns From Alignment Diagrams

Look for opportunities...

- 1. Efficiencies - “lean consumption”**
- 2. Redundancies**
- 3. Gaps**
- 4. Barriers to consumption**
- 5. User behaviors to impact or influence**
- 6. Competition and disruption**

Example: "Author Experience Map"

	0. IDENTIFY NEW OPPORTUNITY	1. MAKE AGREEMENT	2. DRAFT MANUSCRIPT	3. EDIT TEXT	4. PUBLISH TITLE	5. PROMOTE WORK	6. MAINTAIN RELATIONSHIP	7. REVISE & UPDATE	
AUTHOR ACTIONS	<ul style="list-style-type: none"> Propose new writing effort Collaborate (editing either or author asks author) Publisher approaches author (via recommendation) Author approaches publisher Also define topic, audience 	<ul style="list-style-type: none"> Agree title, scope, format Synch with registration and other external schedules Have proposal reviewed Get timeline, roles 			<ul style="list-style-type: none"> Communicate with editor and request to acquire Check facts, accuracy Review or others' input Make updates 	<ul style="list-style-type: none"> Review proofs Confirm styles Get text edition changes Get proof 	<ul style="list-style-type: none"> Promote work and self Speak, make appearances Give talks/panels Attend events, sign books 	<ul style="list-style-type: none"> Attend IN events, functions Contact relevant royalties Answer enquiries from IN Note updates 	<ul style="list-style-type: none"> Discuss possibilities of reviews with EDITORS Rebate text, scope changes that are necessary
GOALS / MOTIVATIONS	<ul style="list-style-type: none"> Write unique work that makes a sig. contribution Planned to be asked by US 	<ul style="list-style-type: none"> Focus on new writing effort Set up register, discipline 			<ul style="list-style-type: none"> Enjoy satisfaction of completing a work 	<ul style="list-style-type: none"> Maximize penetration Build personal reputation 	<ul style="list-style-type: none"> Maintain & expand network Keep relationship w/ IN 		
MOMENTS OF TRUTH	Finding an interesting, viable topic that has an audience				Seeing finished, published work	Appearing as "author of [book]" in public	Recognizable amount on reputation and/or business (e.g., direct enquiries)		
PAIN POINTS	<ul style="list-style-type: none"> Finding right topic 				<ul style="list-style-type: none"> Delays in schedule Lack of legal into index Text omitted / revised 	<ul style="list-style-type: none"> Lack support, coordination, coaching from IN Cost, pricing decisions 	<ul style="list-style-type: none"> Lack of usage, sales stats Lack of reader feedback 		
QUOTES				<p>You set your name on the spine the first time and you think, "whoop! (C/C, A/B)"</p> <p>It comes out and it's out of</p>	<p>If I make some suggestions about ways in which it could be marketed, I expect I might be listened to, but not necessarily</p>	<p>I'd be very interested to know the numbers of [my work] as</p>			
YOUR PAIN POINTS	<p>CONTENT acquisition reviews unsolicited proposals or creates new proposal</p> <p>CONTENT acquisition identifies AUTHOR (via lists, recommendation, pitching, direct asks, online)</p> <p>CONTENT acquisition approaches author, time, interest, desire to write?</p> <p>CONTENT acquisition discusses commercial aspects w/ AUTHOR. Is there a market? Who is the audience?</p>	<p>CONTENT acquisition negotiates contract (written) with AUTHOR for existing works</p> <p>PUB OR aligns contracts after going through NPP review</p>	<p>CONTENT acquisition or EDITOR sends regular feedback, check progress, esp. for new authors</p> <p>CONTENT acquisition or EDITOR gives regular feedback, check progress, esp. for new authors</p>	<p>CONTENT acquisition or AUTHOR sends manuscript to EDITOR</p> <p>EDITOR comments on text and interacts with AUTHOR as needed, revises with appropriate</p> <p>EDITOR queries author on case and details (after bulk of cases is created)</p> <p>EDITOR creates text and back matter, checks with AUTHOR on preference</p>	<p>EDITOR coordinates proofs, including cover, blurbs, other</p> <p>MARKETING plans campaigns and synchs with AUTHOR activities (e.g., speaking)</p> <p>CONTENT acquisition checks with progress, timing, marketing, if needed</p> <p>EDITOR communicates dates and progress to AUTHOR</p>	<p>MARKETING handles ads and PR pitches, coordinates necessary</p> <p>CONTENT acquisition organises launch party for new works, and webinars, events</p> <p>CONTENT acquisition combats and helps AUTHOR to remember</p> <p>CONTENT acquisition gets bulk orders for film</p>	<p>MARKETING organises all author event, as well as ambulatory parties</p> <p>EDITOR organises, hold author meetings and working meeting around a title</p> <p>IN (various people) contact AUTHOR for input, feedback and advice, as needed</p>	<p>CONTENT acquisition or EDITOR discusses new or film internally, consider figures</p> <p>CONTENT acquisition commissions a supplement or update online</p> <p>CONTENT acquisition or EDITOR approach author with revised contract and terms</p> <p>NPP reviews proposal for revisions</p>	
S W O T	<p>S: Regarded a leading publisher; Brand recognition</p> <p>W: Lack of monograph apps; Don't define audience well</p> <p>O: Innovate print formats; Manage author expectations; Keep authors in loop</p> <p>T: Competitors have more monograph apps</p>	<p>S: Well-defined contract templates</p> <p>W: Lack of expectation setting early on</p> <p>O: Better value prop. to attract authors; New author relationships; Synergies across wider business</p> <p>T: Standard contract no agreeable for some</p>	<p>S: Editorial and content are precise well-defined; liked publishing model v/ internal experts</p> <p>W: Unclear policies about what resources we can provide authors</p> <p>O: Provide authors more resources; Better content assessment processes; Better author management</p> <p>T: Author time management issues, struggle to write and meet deadline</p>	<p>S: Internal editorial expertise across the board</p> <p>W: Perception of slow creation process</p> <p>O: Responding quickly to change; involve authors in index</p> <p>T: Legal landscape changes; Competitor beats us to market</p>	<p>S: Quality of finished product</p> <p>W: Delays are conspicuous; Perception we are out-of-date</p> <p>O: Communicate process better, keep authors in loop; Synch with online pain</p> <p>T: PLC differentiation</p>	<p>S: Promotion done well; Author parties; Brand traditions</p> <p>W: Can't do everything at once; low-set expectations; Brand confusion online; Lack of joined up marketing</p> <p>O: Help authors self promote; Cross promotion; Help authors increase ED from writing</p> <p>T: Market/landscape can shift since NPP process</p>	<p>S: Existing activities, events</p> <p>W: Lack of internal coordination across authors</p> <p>O: Increase and fine author profiles; CRM for authors; Extend author party to "contributor party"</p> <p>T: Branding confusion from editors, content acq</p>	<p>S: In-house professional and expertise</p> <p>W: Strict publishing schedules</p> <p>O: E-books with updates</p> <p>T: Inconsistency</p>	

Author Involvement Levels

2a. Objectives

How does UX support the business goals?

- Increase revenue
- Decrease costs
- Strengthen brand image
- Improve customer loyalty
- Reach new customers
- Maximize visitor conversion
- Raise average order value
- Broaden market share
- Increase social responsibility
- Increase usage
- Save user's time
- Reduce chance of errors

Examples

From Gerry McGovern (<http://www.customercarewords.com/strategy-and-online.html>):

- Reduce phone and face-to-face support costs by 15% by increasing customers' ability to complete their support tasks using online channels.
- Increase the conversion ratio from 30:1 to 28:1 by improving the ability of airline customers to see the costs of flights on days close to their preferred dates.
- Reduce repetitive, simple questions to doctors by 50% by allowing citizens to answer these questions themselves online.
- Increase the number of sales leads by 25% by asking the customer for as little personal information as possible when they seek to contact or otherwise engage with us.
- Make the purchasing process as convenient as possible for the customer by asking them for as little personal information as possible and asking for that information at the last possible point in the purchase process.
- Improve customer satisfaction and loyalty 5% by being the most transparent organization in the industry by using online channels, particularly social media ones.
- Increase your customer base by 10% every year by being the simplest to use and most convenient online service.
- Reduce time to market by six months for new products by actively engaging customers in the product development process.
- Reduce checkout times by allowing customers to scan products with their mobile phones as they do their shopping.
- Allow customers to save more money by using their mobile phone to scan an item and find out if there are any special coupons or discounts available to them.
- Allow customers to use their mobile phones as a shopping list that checks off as they scan and then reminds them if they have forgotten something.
- Allow customers to use their mobile phones as a budget planner, informing them how much they have spent so far this month as they shop.
- Allow customers to use their mobile phone to plan a healthy diet by reminding them to purchase a range of health products.
- Combine offline stores with the online shop to allow for faster and more convenient delivery of purchases.

2a. Objectives

Example:

- Deliver a *high quality* user experience that:
 - Improves customer satisfaction by 25%
 - Increases active usage by a factor of 2
 - Drives preference: 90% of users select new solution
- Maintain UI consistency across products and services
 - 80% of designs pass a “consistency check“
- Optimize and modernize our design processes
 - Shorten design time by 25%

Don't forget: Tie the objectives to the measurements.

2b. Desired UX -- Example

Key Principles – Familiar, Natural, Delightful



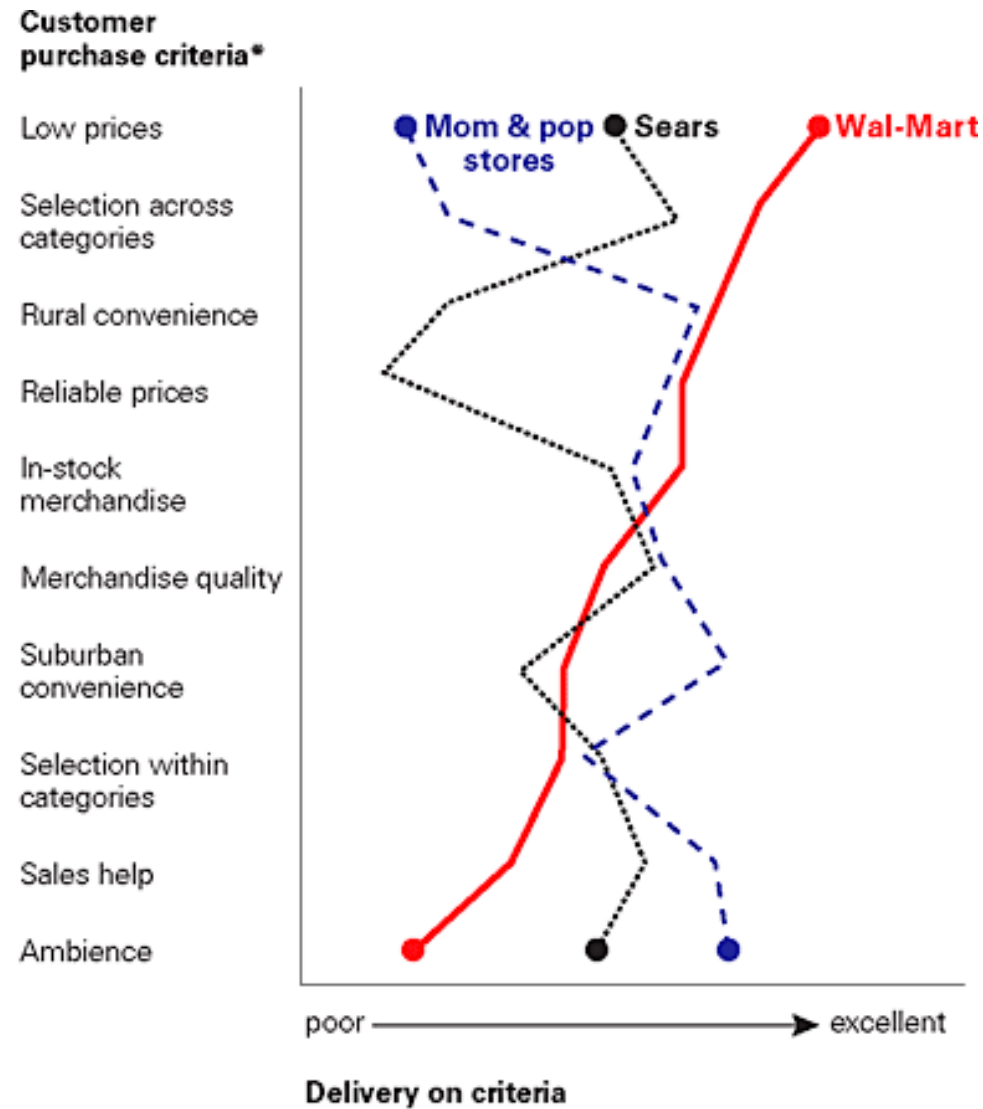
Tie the desired UX to the measurements.

3. Focus Areas – Types

1. USERS	Segments Needs, behaviors Workflows Skill levels: average vs extreme users
2. GEOGRAPHY	Countries Languages Cultures
3. PRODUCTS	Websites, Software Devices, Hardware Types of UI
4. AREAS OF UX	IA IxD Visual Design Content ...
5. ASPECTS OF USABILITY	Effectiveness, efficiency, control, learnability, memorability <i>Also:</i> Interruptibility, shareability, glanceability, findability, ...

Picking focus areas is about making decisions on trade-offs in advance.

Strategy Canvas

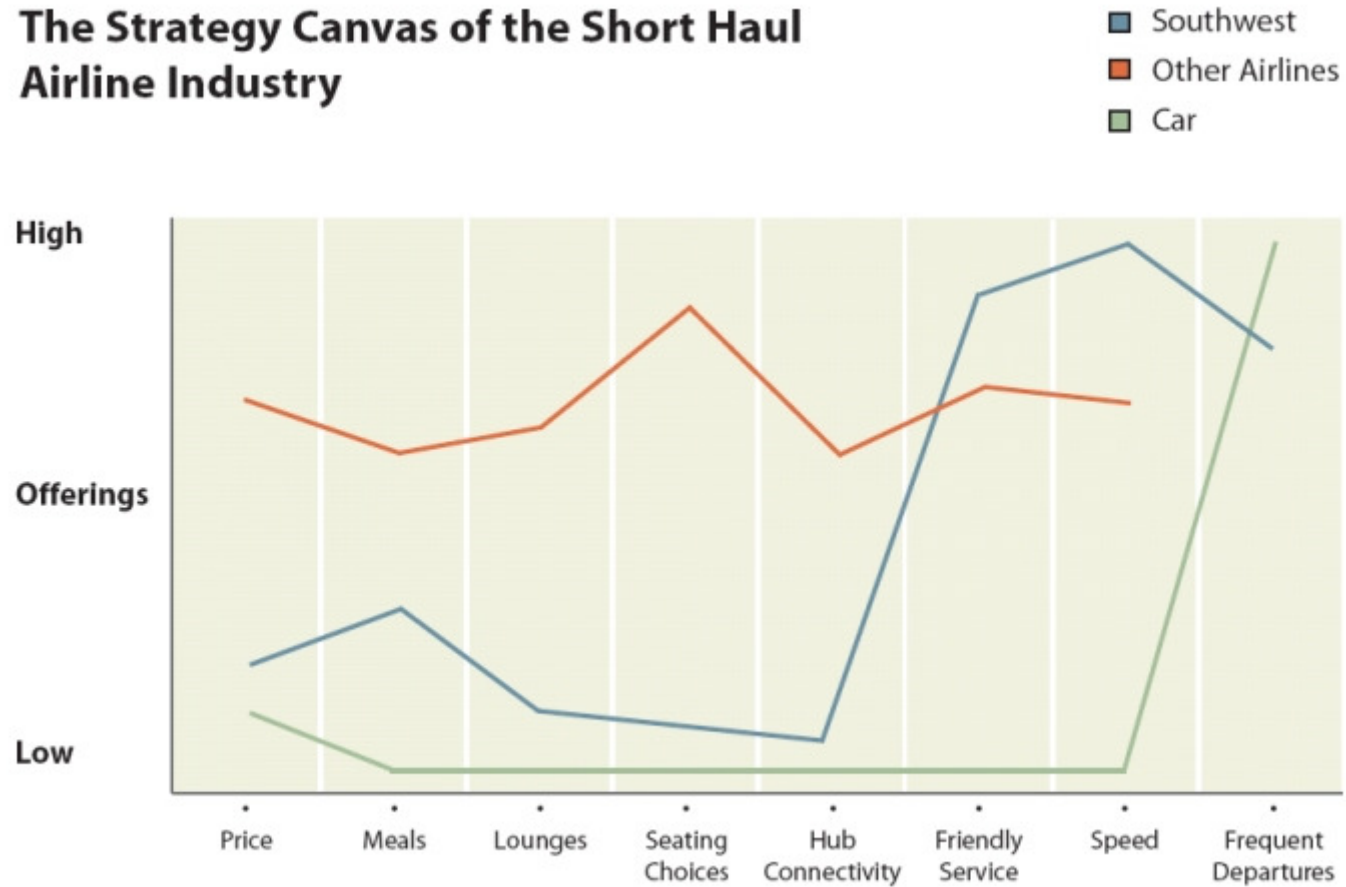


*in approximate order of importance to Wal-Mart's target customer group

Source: Jan Rivkin, Harvard Business School

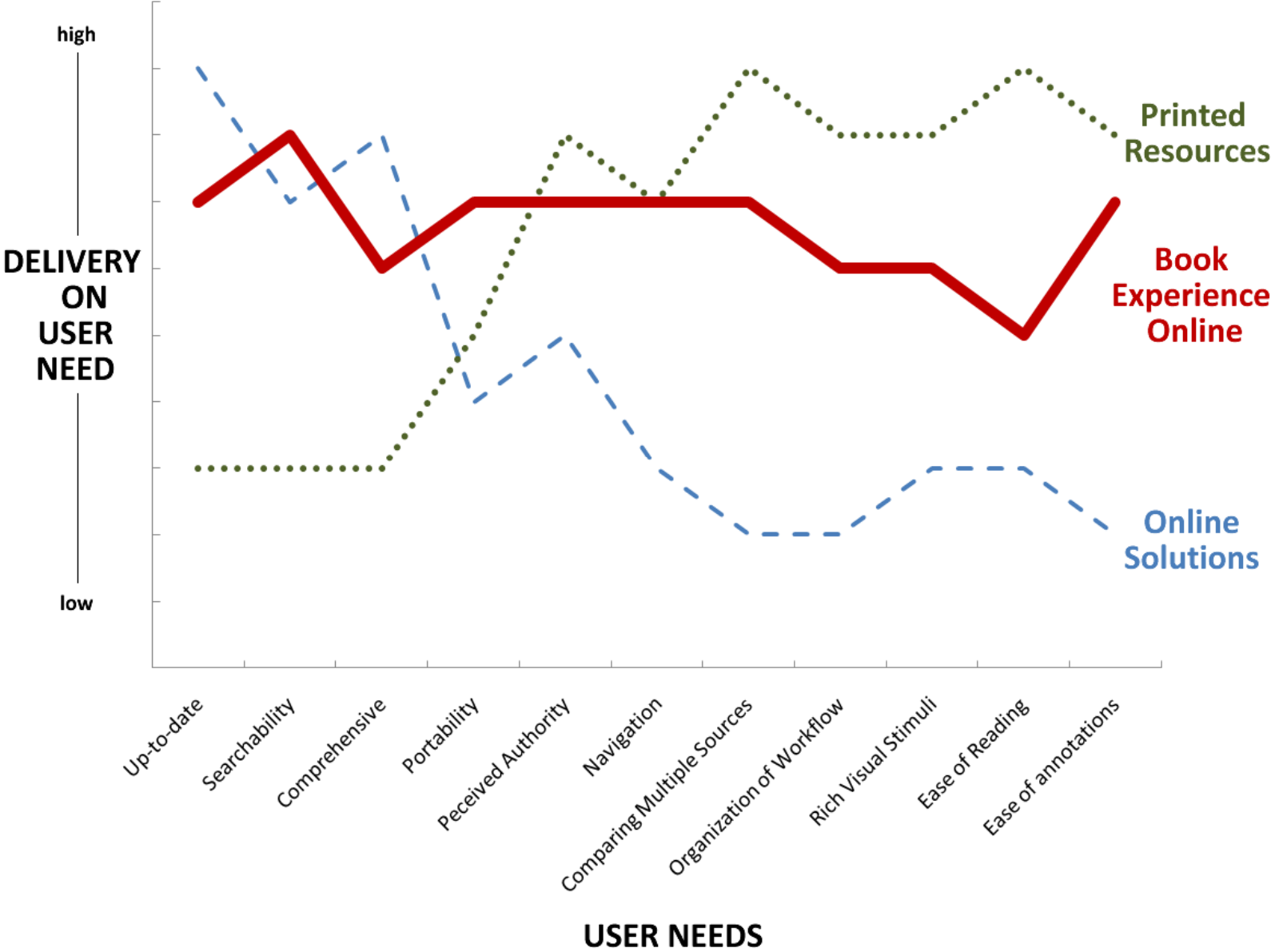
Strategy Canvas

The Strategy Canvas of the Short Haul Airline Industry



W. CHAN KIM & RENEE MAUBORGNE *Blue Ocean Strategy* (2005)

Example UX Strategy Canvas



4. Approach

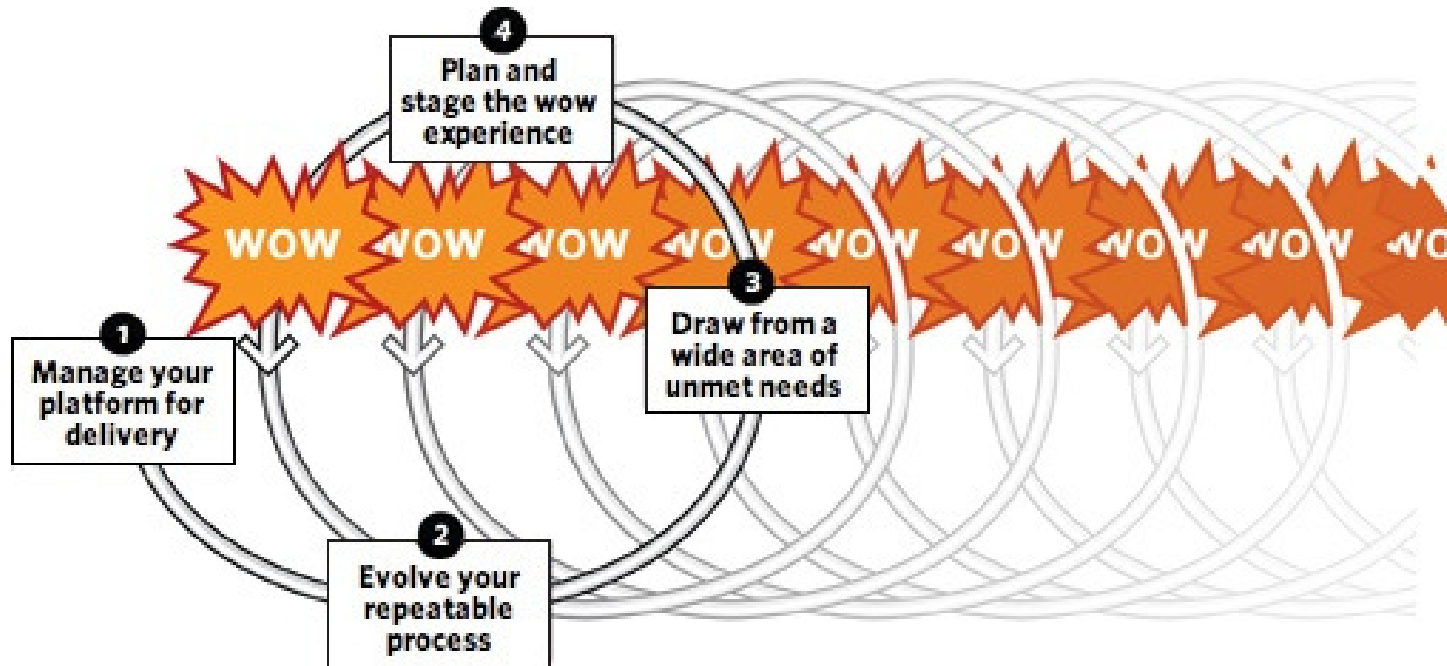
What approaches, processes and/or principles will overcome the challenges to reach the desired outcome?

Examples:






- Mobile First
- Persuasive design
- Skeuomorphism
- The Long Wow
- ...
- Lean Startup
- “3-in-a-box” Development
- Paired Design
- ...

4. Approach

The Long Wow



4 Example Design Approach (Migration Strategy)

	 "Speed Bump"	 "Guard Rail"	 "Safety Net"
PURPOSE	Interrupt users and grab their attention to communicate PI changes	Remind users of PI behavioral changes, as well as support them in their tasks on the site	Catch users who miss  and  and support deeper understanding of PI
WHEN	Upfront, immediate; At the beginning of key flows for both buyers and sellers.	Constantly visible throughout flows; Associated with payment information and options	Constant, but in background; This communication call also appear contextually at relevant moments
HOW	Loud and clear, full page messages (or a majority of the page width), interstitials	Consistent, repetitive and embedded near call to action, in particular near payment information and interaction	Varies; examples include "Learn more" hubs and tips in M2M
WHAT	Announcement of a change, instructions as to actions to take, and the benefits of PI	Direct instructions to the user and confirmation of correct actions, as well as some benefits	Detailed descriptions of the PI process or specific aspects of it; Can also include contextual instructions and FAQs

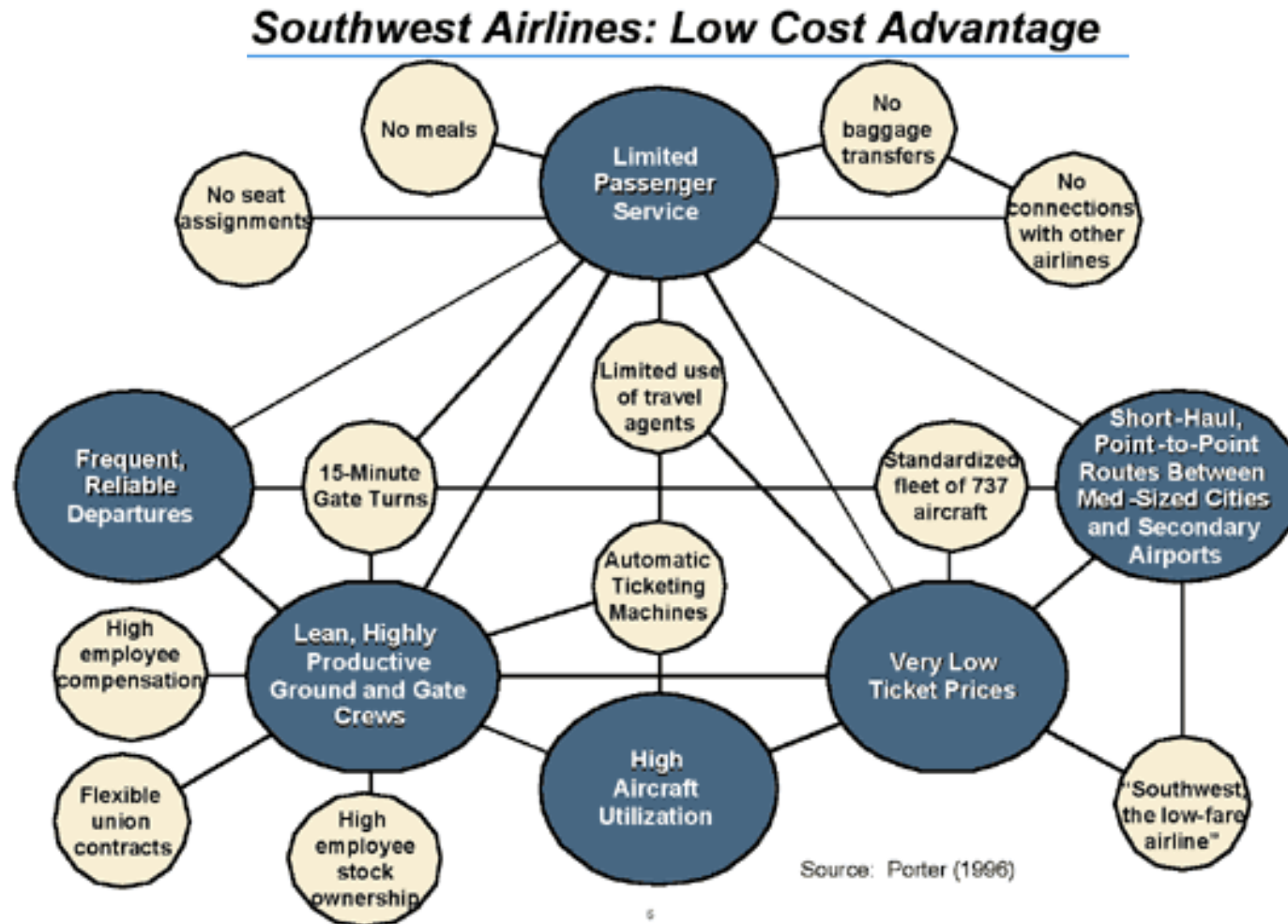
5. Activities

Examples

- Competitor benchmarking
- User Research
- Card sorting
- Personas
- Design exploration
- Wireframing
- Prototyping
- Beta testing
- RITE testing
- Kano analysis
- Build › Measure › Learn
- Surveys
- Web Analytics

5. Activities

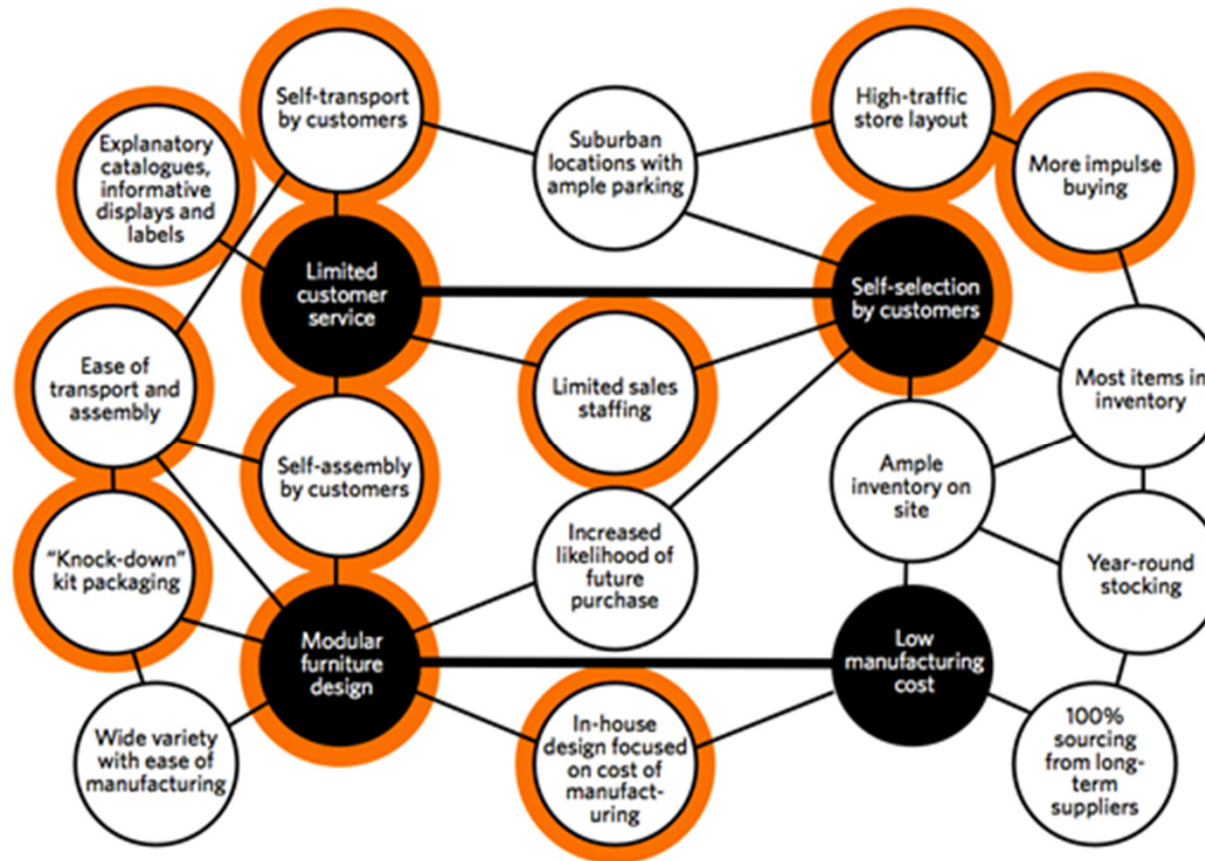
Activity Map



MICHAEL PORTER "What Is Strategy" *Harvard Business Review* (1996)

5. Activities

IKEA Activity Map: UX Overlay



6. Measurements

How do you know the UX design was successful?

Qualitative

- User Research (tests, interviews, etc.)
- Inspection (heuristic review, checklist review, etc.)

Quantitative

- Surveys (questionnaire, SUMI, SUS, etc.)
- Metrics (conversion, funnels, analytics, etc.)

Benchmarking – Before-and-after comparisons

Triangulation – Combine measurement types

Tie measurements to the objectives and desired UX.

Exercise 2 – Building UX Strategy

In groups

1. Refer to the previous scenario and analysis of the business strategy
2. On the worksheet, record key points for each element of the UX strategy.

Write down a few keywords or phrase for each that reflect a viable approach.

3. Skip elements that are unknown or make assumptions as needed.

Types of UX Strategy

User Experience

		User Experience	
		EXISTING	NEW
Target Users	EXISTING	Optimization (penetration)	Migration (innovation)
	NEW	Adaptation (expansion)	Introduction (diversification)

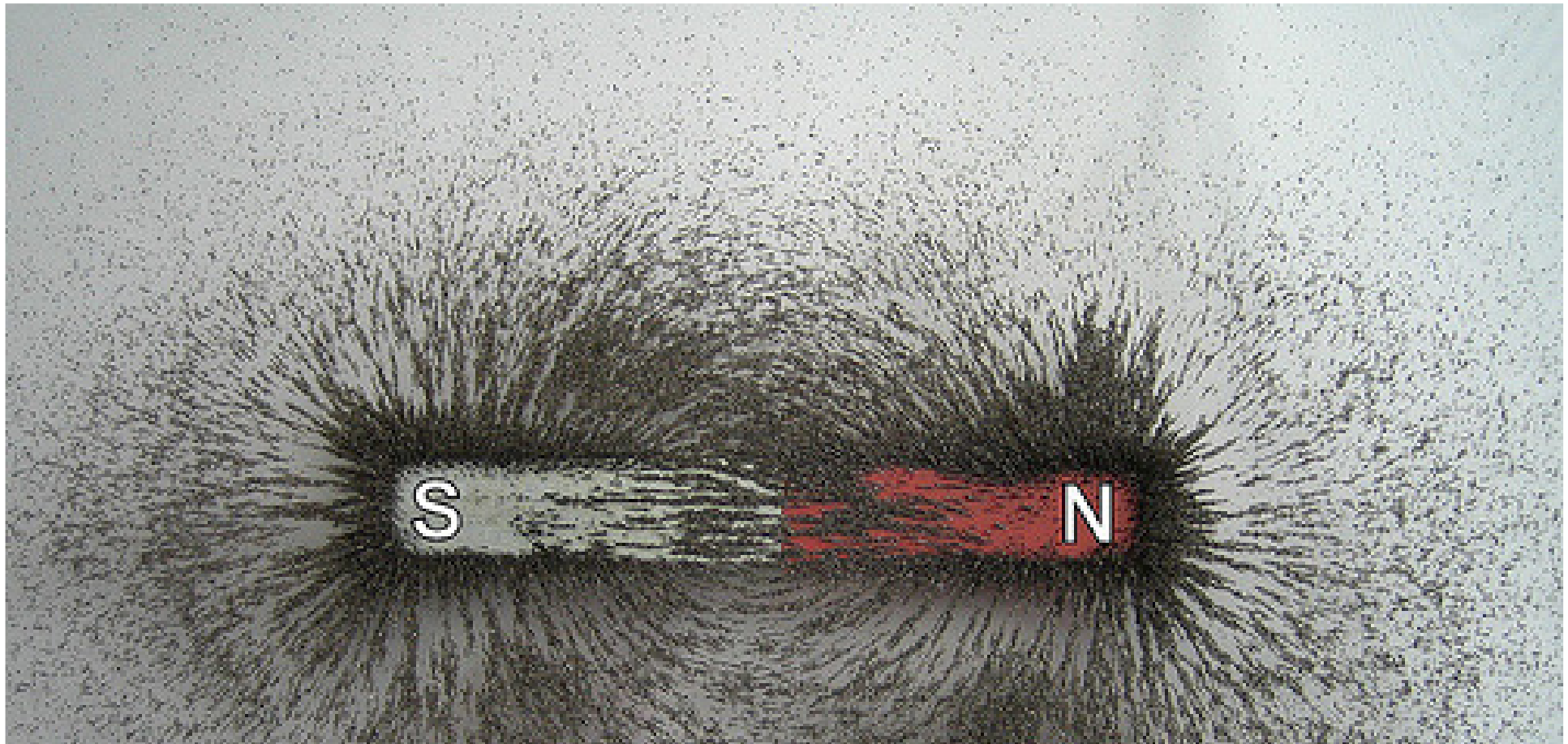
Communicating Strategy



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It's a dirty little secret: Most executives cannot articulate the objective, scope, and advantage of their business in a simple statement. If they can't, neither can anyone else.

Communicating Strategy

1. Documents
2. Diagrams
3. Strategic Conversations

Multiple forms and repetition are essential

1. Document Strategy

Start with a Strategy Statement in three sentences:

1. Change: What's motivating you to change?
2. Gap: What's missing?
3. Resolution: What's the strategic solution? How will you overcome the opposition.

Strategy Statement -- Business

Business Example

Although ChemCo is well positioned in custom silicon, lower market prices from direct channels for non-custom products threaten our market share.

ChemCo's current capabilities do not allow for direct sales and competing at lower prices.

To prevent disruption from smaller players, ChemCo will launch an online service under a new brand name, leveraging our deep technical knowledge to differentiate ourselves in a rapidly changing field.

Strategy Statement

UX Design Example

After completing the new technical platform, the next challenge for The Opal Project is creating differentiated value for existing customers through a new user experience.

The current user interface for the core product, as well as customer support, however, both need significant overhauling to meet the expectations of the current consumer market.

To deliver a world-class user experience and to integrate services in a way that drives customer retention, the UX design team will create a program of incremental improvements to the product and service for ongoing customer delight.

Exercise 3 – Strategy Statement

In groups

1. Refer to the previous scenarios
2. In three sentences, form a mission statement following the scheme:
 1. Change
 2. Gap
 3. Resolution

UX Strategy Document

Document your strategy:

- Strategy statement
- Elements of Strategy
- High-level Roadmap
- Team members, roles and responsibilities

2. Diagram

UX Strategy Canvas

UX Strategy Canvas

FOR:

<p>Business Objectives <i>What does the business want to accomplish? How will we measure progress towards the goals?</i></p>	<p>Scope <i>What is the breadth of the solution space? What is not in scope?</i></p>	<p>Value Propositions <i>What benefits does the solution offer users? How does the solution help the user?</i></p>	<p>Users <i>What are the primary user segments? What types of people will use the solution?</i></p>	<p>User Goals <i>What are the jobs users are trying to get done? What are users ultimately trying to accomplish?</i></p>
<p>Revenue Channels <i>How will the business make money? What channels will money come from?</i></p>	<p>Competitors <i>Who are the main competitors? What types of experiences does the design compete with?</i></p>	<p>Differentiators <i>What distinguishes this solution from others? How will the solution create unique value for customers?</i></p>	<p>Usage Barriers <i>What might keep users from adopting the new solution? What will make using a new or different product difficult?</i></p>	<p>Pain Points <i>What problems do users have getting their tasks done? What issues stand in their way?</i></p>

INPUTS

UX Strategy Canvas

FOR: _____

Challenges
*What are the opposing forces to overcome?
What opportunities exist for UX design to provide value?*

Goals
*How will design meet the business objectives?
What problems will the designs solve?*

Desired UX
*What is the intended user experience?
What do we want users to say about the solution?*

Focus Areas
*What areas of the user experience bring the most value?
What are the overarching principles that guide design?*

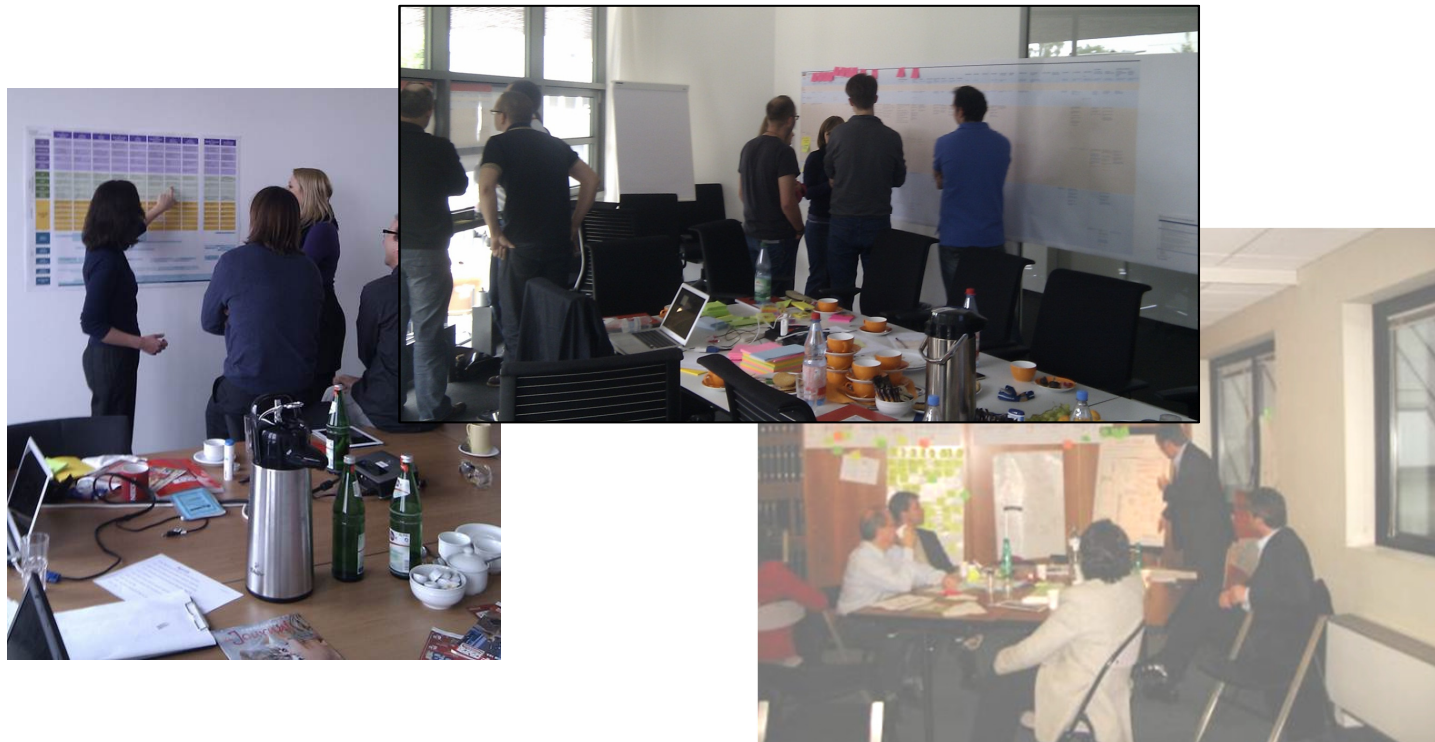
Approach
*What design techniques will be employed?
How will design operate within the initiative?*

Activities
*How will the design team organize for success?
What types of tasks will be carried out?*

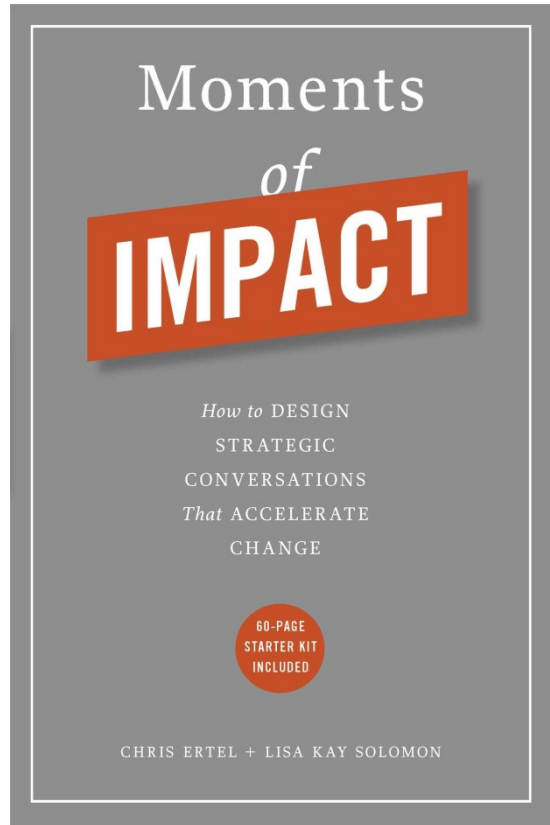
Measurements
*What types of measurements will be employed?
What metrics will be used to gauge design success?*

3. Strategic Conversations

- Mix of stakeholders
- Planned exercises and activities
- Discussions and decisions



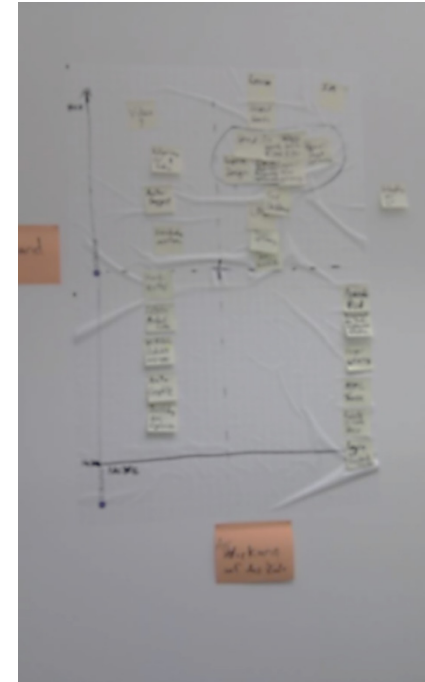
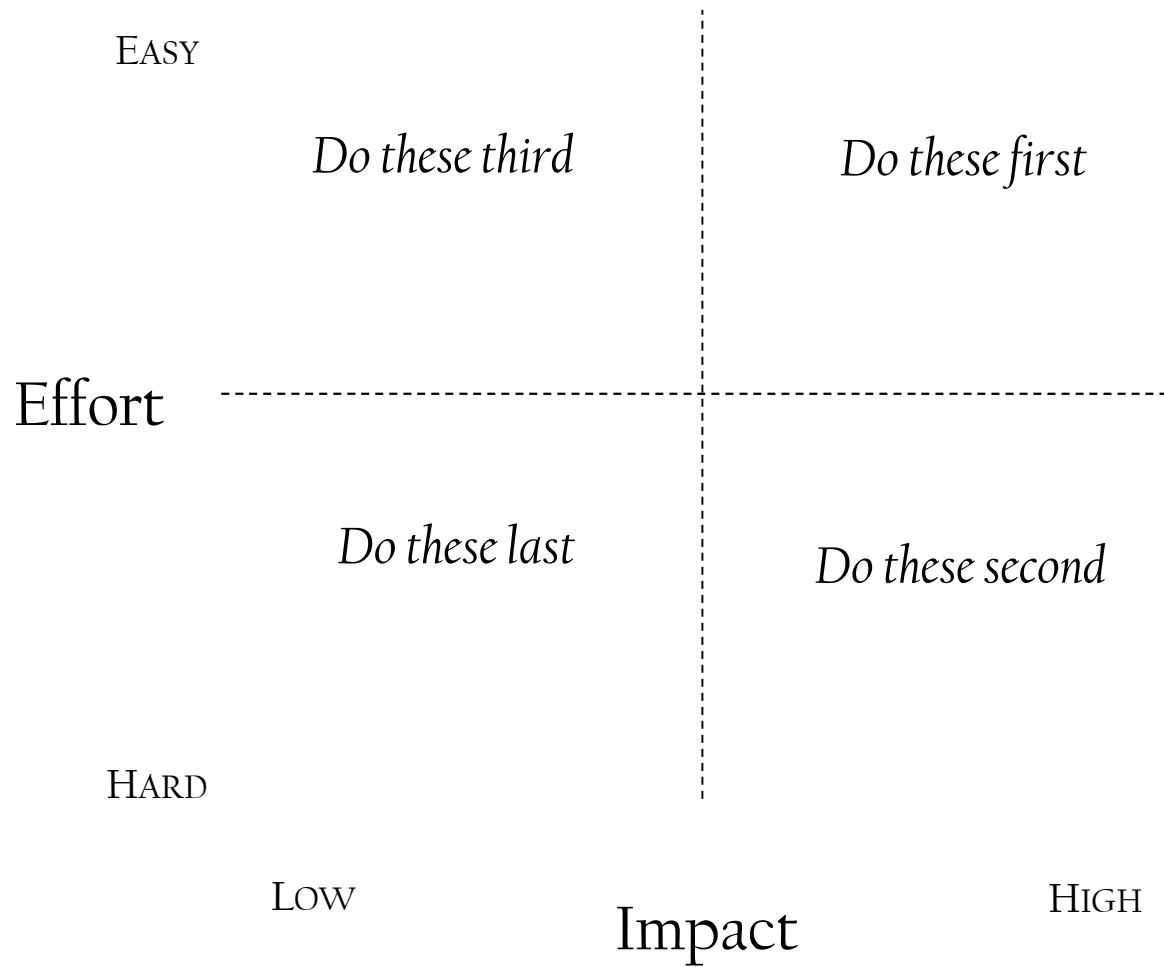
3. Strategic Conversations



- Define the purpose
- Engage multiple perspectives
- Frame the issues & choices
- Set the physical environment
- Make it an experience

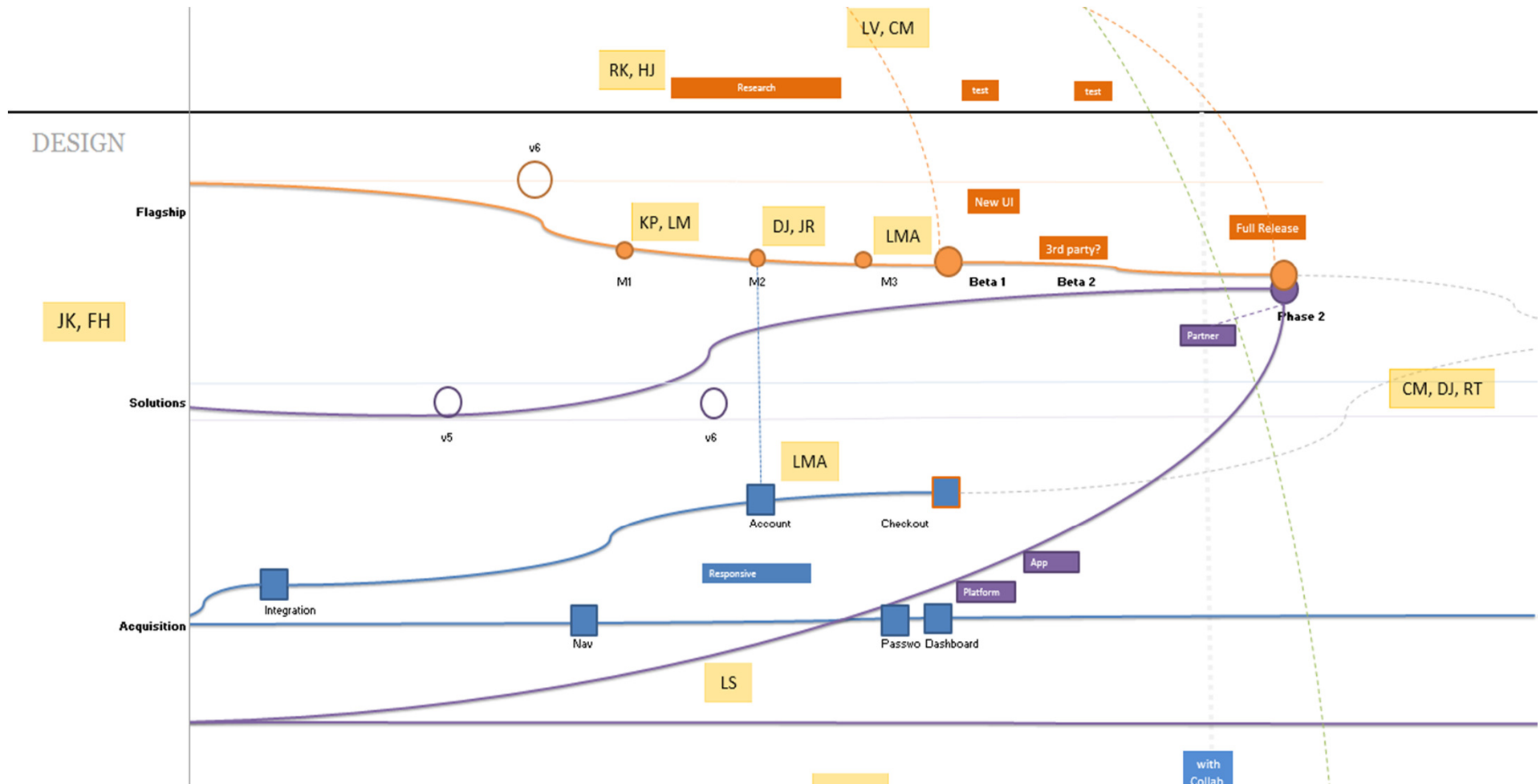
Planning

Prioritization



River Diagram

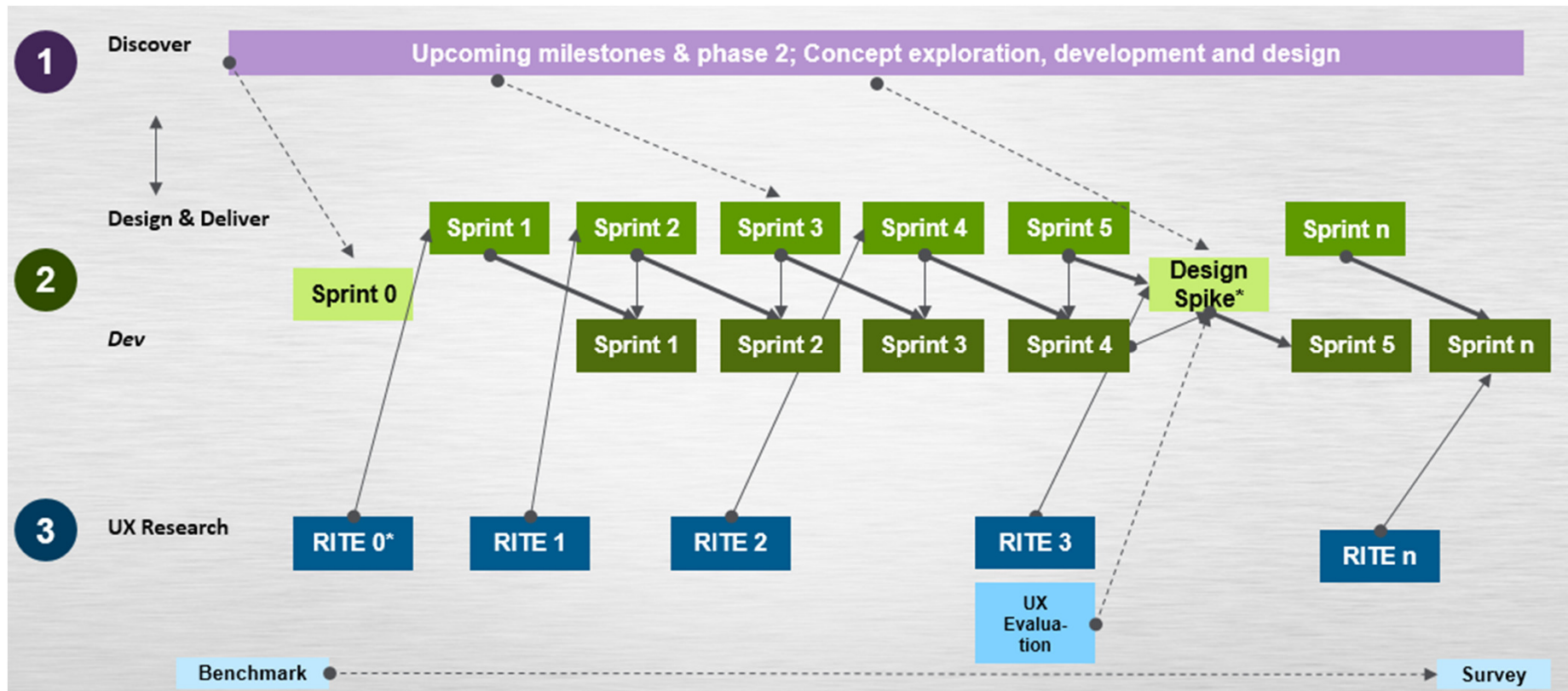
What is sequence of events that has to happen?



Not a project plan (yet)

Process

Swimlanes: How do the multiple dimensions of activity come together



Not a project plan (yet)

Project Canvas

Project

Motivation

PROJECT CANVAS

<p>Participants</p> <p>List the team members, stakeholders and third parties involved in the project. Indicate their names, titles and role on the project. You can also show dependencies.</p>	<p>Goals</p> <p>Indicate the primary objectives of the project, including success metrics. Distinguish between program goals and project goals in separate lists, if necessary</p>	<p>Users</p> <p>List the users of the product or service as target groups or segments. Also indicate more specific information about users, such as persona names, if available.</p>	<p>Activities</p> <p>List the concrete tasks and actions the team will take to reach the project goals.</p>	<p>Deliverables</p> <p>Indicate the outcomes and documents that will be shown to stakeholders or to customers. This does not include working documents, project plans and similar.</p>
<p>Risks</p> <p>Identify possible future events that could have a negative impact on the project.</p>	<p>Milestones</p> <p>List the key dates and events that frame the overall timeline of the project.</p>	<p>User Benefits</p> <p>Show the overall value proposition and benefits users will get after the project is successfully completed.</p>	<p>Constraints</p> <p>Identify the limits and conditional requirements that directly affect the deliverables, activities or project as a whole.</p>	<p>Scope</p> <p>Indicate the breadth of the product or service to be included for consideration for this project, including what is out of scope.</p>


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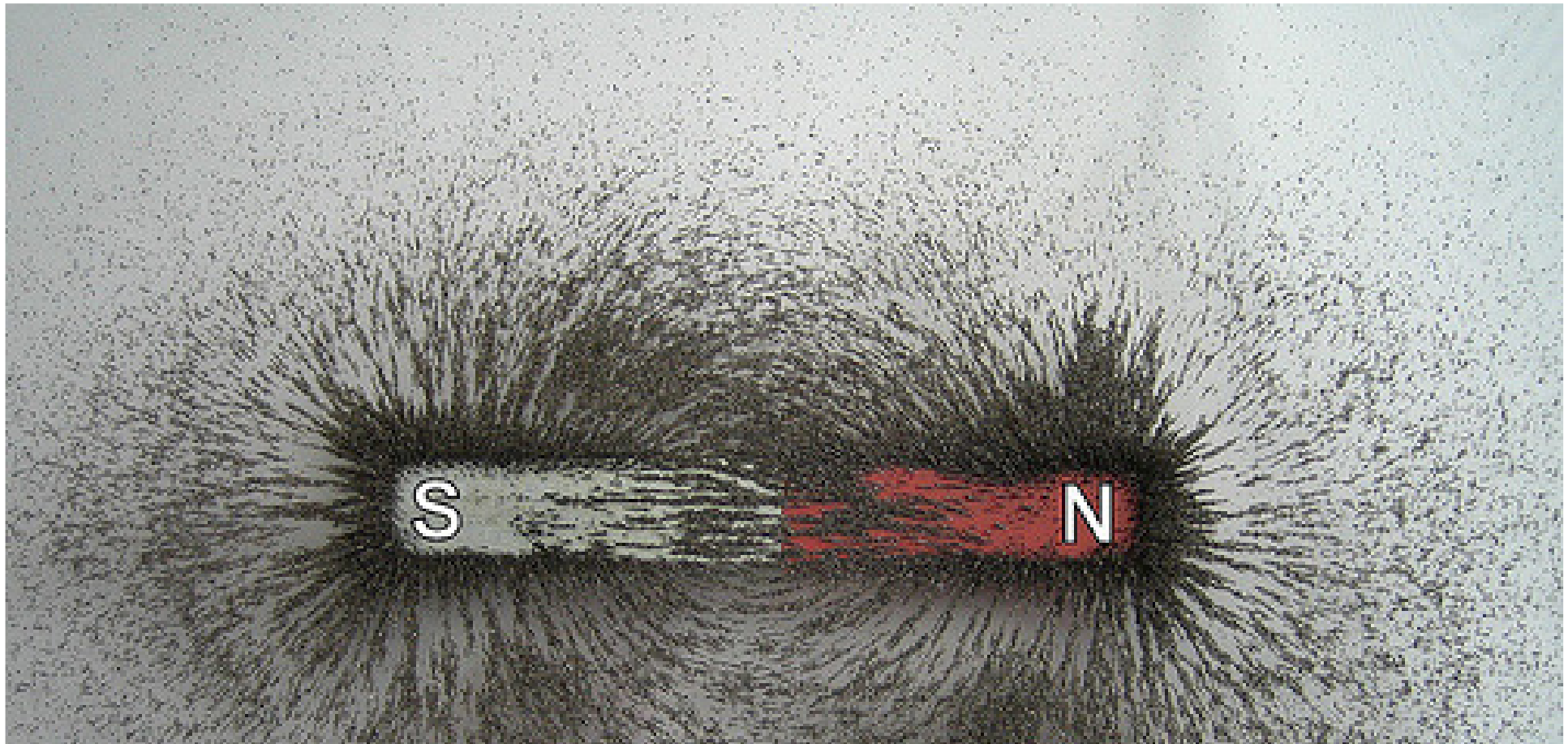
www.experiencinginformation.com

Why do we need UX strategy?

A close-up photograph of Steve Jobs holding an open laptop. The laptop is held horizontally, and the internal components, including the keyboard mechanism and various electronic parts, are visible. Steve Jobs is partially visible on the right side of the frame, wearing his signature round glasses and looking towards the camera. The background is dark and out of focus.

“You’ve got to start with the customer experience and work backwards to the technology.”

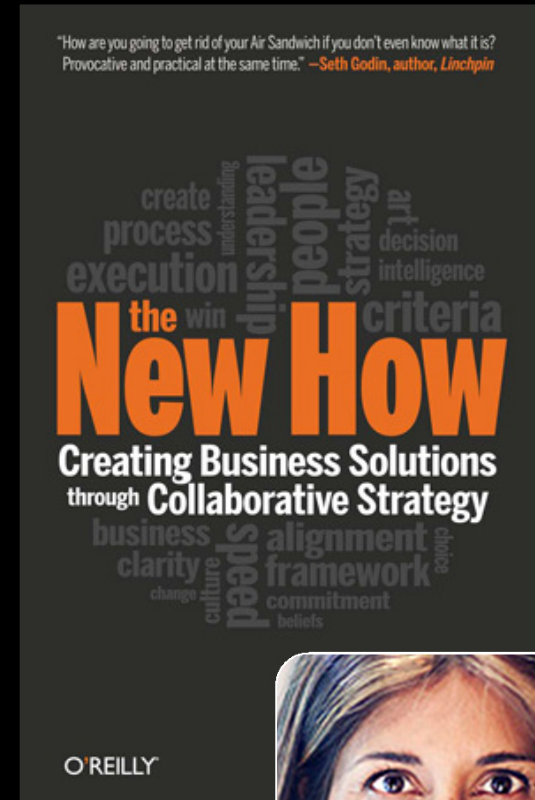
STEVE JOBS (1997)



It's a dirty little secret: Most executives cannot articulate the objective, scope, and advantage of their business in a simple statement. If they can't, neither can anyone else.

DAVID J. COLLIS AND MICHAEL G. RUKSTAD "Can You Say What Your Strategy Is?" (*Harvard Business Review*, 2008)

“An Air Sandwich is a strategy that has a clear vision and future direction on the **top layer**, day-to-day action on the **bottom**, and virtually nothing in the middle—no meaty key decisions that connect the two layers.”



NILOFER MERCHANT

UX Strategy Now

1. Fundamental shift in business
2. Companies not doing strategy anyway
3. You need to fight the “air sandwich“