

Less is More

How to understand what is really needed

VOLVO



Experience

Age of Customers

1900 - 1960

1960 - 1990

1990 - 2010

2010 - now

Manufacturing

Mass manufacturing makes industrial powerhouses successful



Distribution

Global connections and transportation systems make distribution key



Information

Connected PCs and supply chains mean those who control information flow dominate



Customers

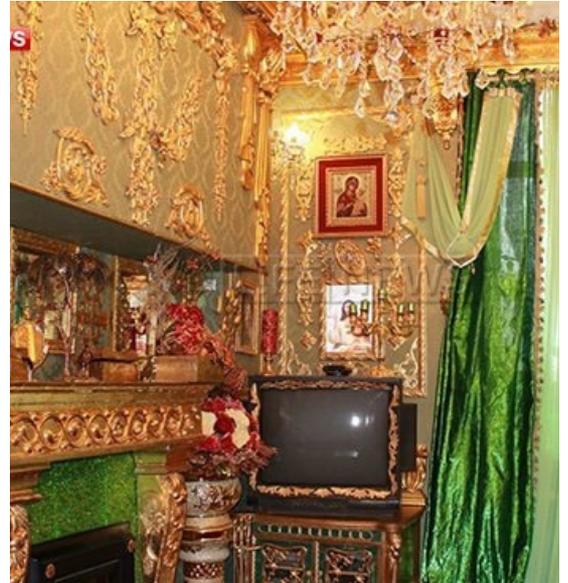
Power comes from engaging with empowered users



Design

What is it?







Homer Lusk Collyer and Langley Wakeman Collyer, known as the Collyer brothers, were two American brothers who became infamous for their bizarre natures and compulsive hoarding. For decades, the two lived in seclusion in their Harlem brownstone at 2078 Fifth Avenue where **they obsessively collected books, furniture, musical instruments, and myriad other items, with booby traps set up in corridors and doorways to ensnare intruders.** In March 1947 there were over 140 tons of collected items that they had amassed over several decades.



Creeping **featurism is a disease**, fatal if not treated promptly. There are some cures, but, as usual, the best approach is to practice preventative medicine.

Don Norman

An aerial photograph of London, England, taken at dusk or dawn. The River Thames flows through the center of the city, with several bridges visible. The Shard skyscraper is prominent on the right side. The city lights are beginning to glow, and the sky is a mix of dark blue and orange. The text "What's the Problem?" is overlaid in the center in a large, white, sans-serif font.

What's the Problem?

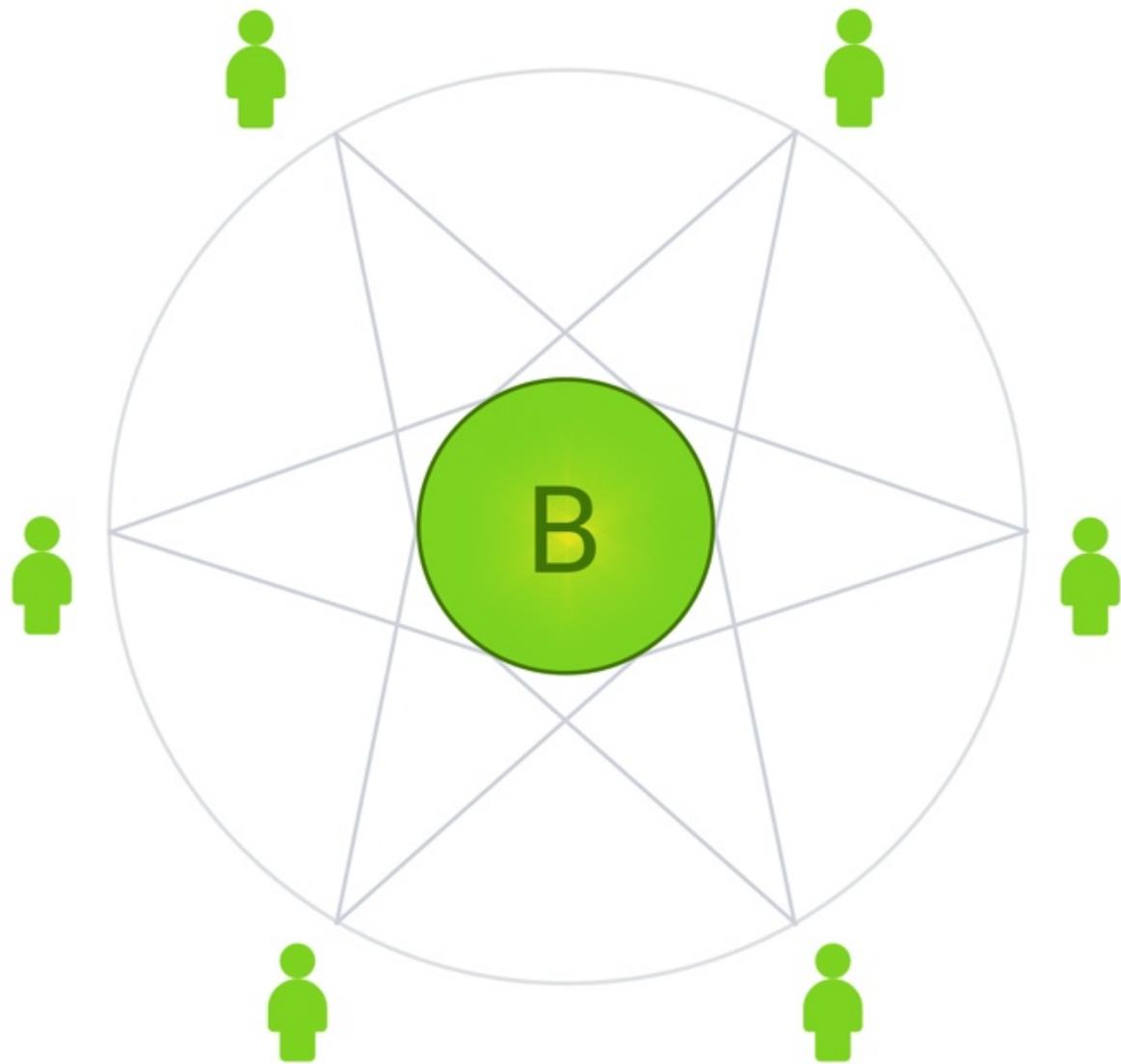


If I had an hour to solve a problem, I would spend the first 55 minutes **determining the proper question** to ask.

Once I know the question, I could solve problem in less than 5 minutes.”

Albert Einstein

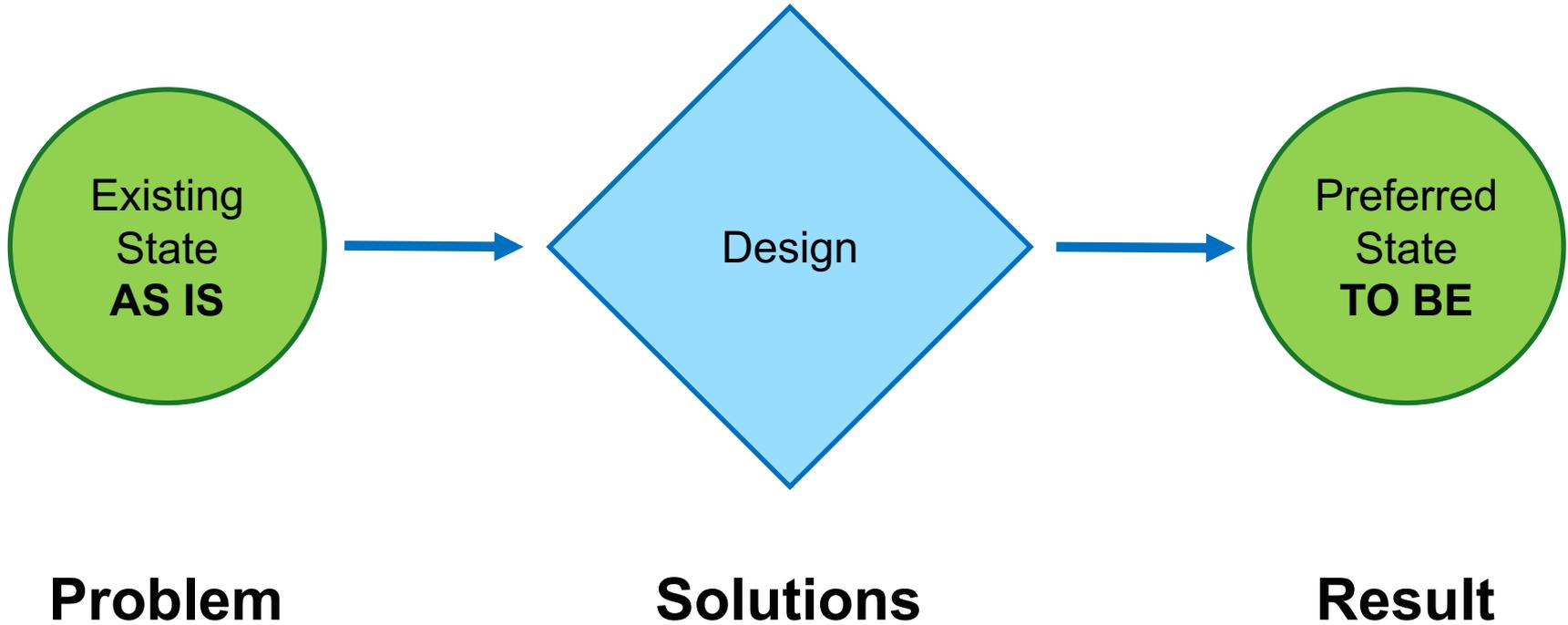
German-born theoretical physicist. He developed the general theory of relativity.



Define objectives

- What triggered this project?
- What is the root 'cause?
- What's the problem we want to solve?
- What are we trying to improve?
- What do we want to happen after release?
- How will we know if we've succeeded?

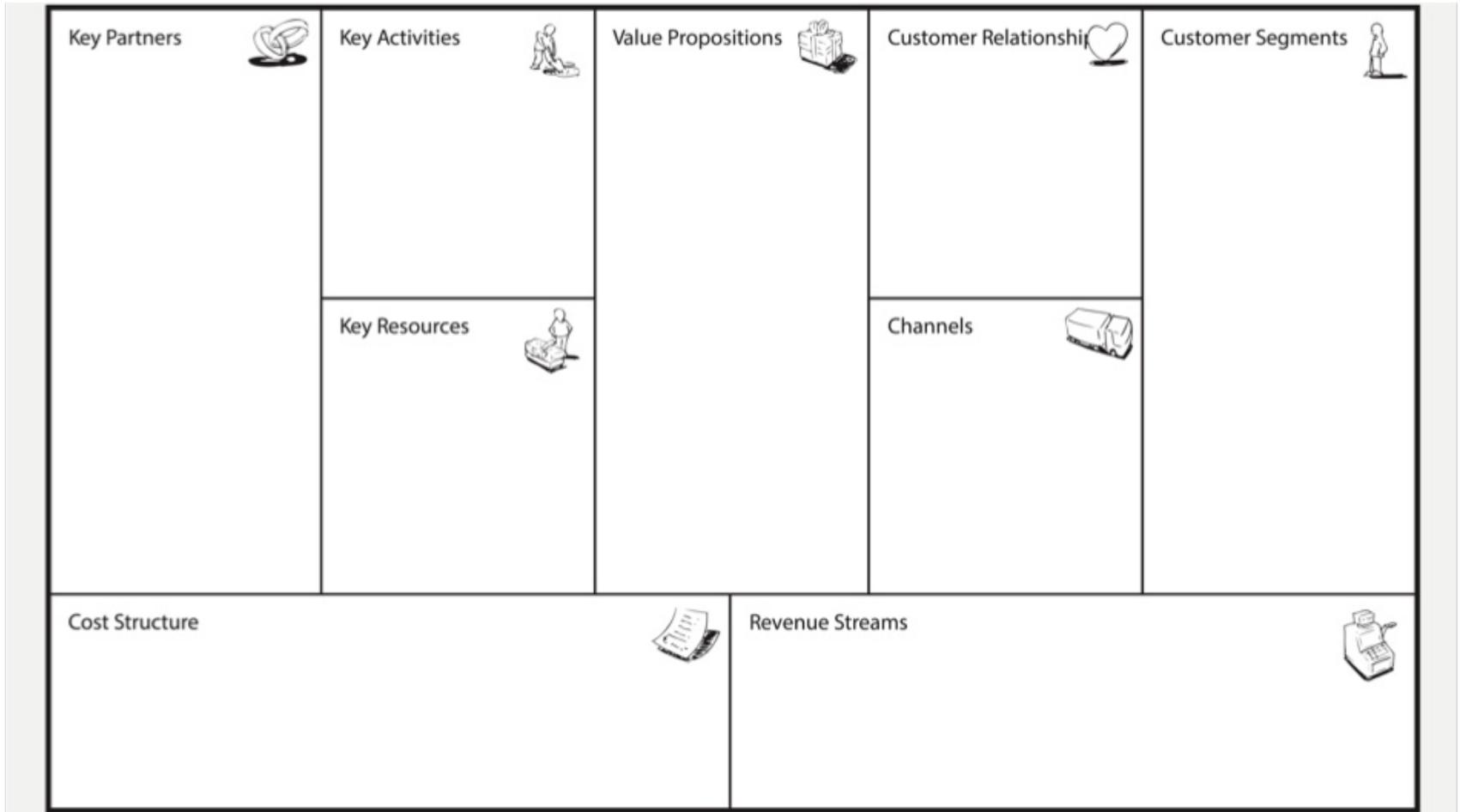
Design Thinking



- What value do we deliver?
- What problems are we going to solve?
- What information and resources do we operate with?
- Who are the user groups?
- Who is the mass user group and who is the niche one?
- What are the relationships to users?
- Why we decided to do this project?
- What are the typical, most popular cases?
- Why user will choose and use this application?
- What is the environment of use of this application?
- What are the communication channels?
- When user will use the application?
- How urgent the user problem is?
- How user knows about application?
- How other applications are different?
- How will we know we did great job?



Business Model Canvas



“

**If you can't explain it simply,
you don't understand it well
enough.”**

Albert Einstein

German-born theoretical physicist. He developed the general theory of relativity.

Vision

Value and Effort





Vision

Deliver good real estate quality

Mission

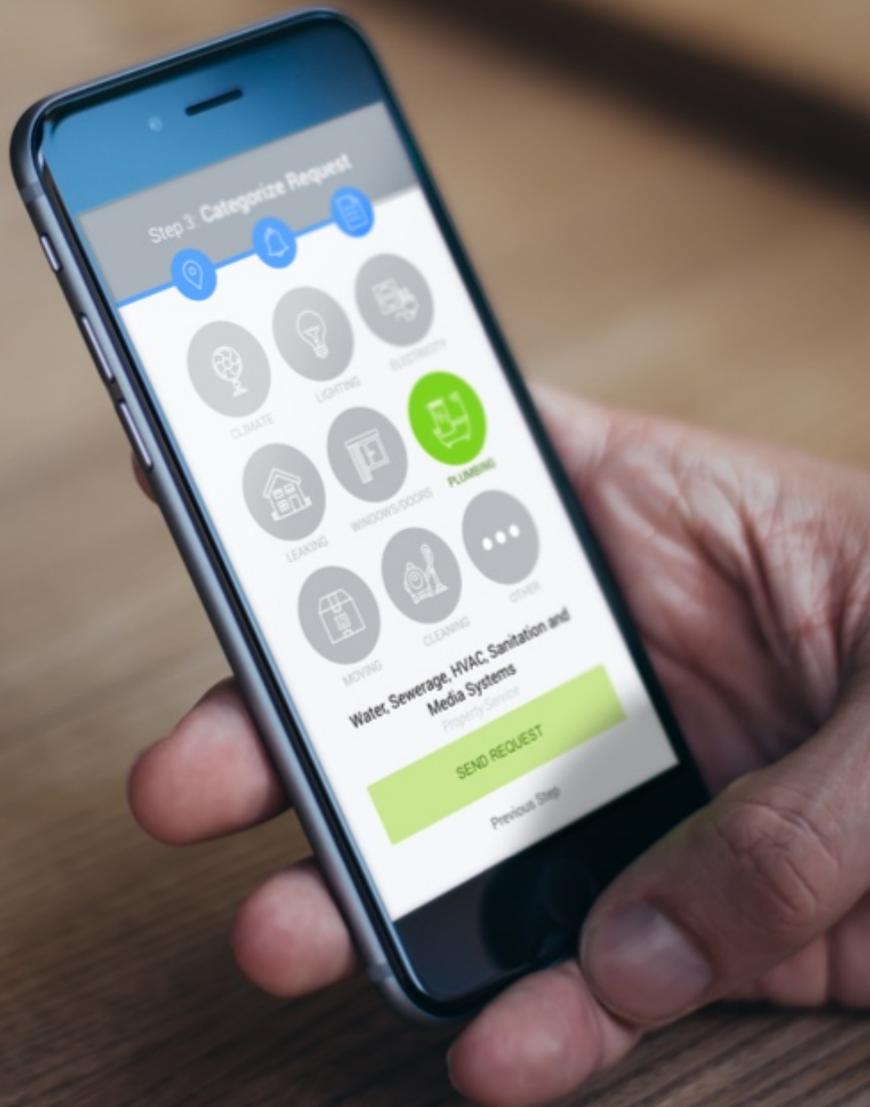
Secure comfortable way for Volvo employees to descriptively communicate real estate issues

Values

Quality of request description

Speed of request processing

Employees engagement



An aerial photograph of London, England, taken at dusk or dawn. The River Thames flows through the center of the city, with several bridges visible. The Shard, a prominent skyscraper, stands on the right side of the image. The city is densely packed with buildings, many of which are illuminated with warm lights, creating a contrast with the cool tones of the twilight sky. The overall atmosphere is serene and urban.

Design Thinking

“

The best way
to have **a good idea**
is to have a lot of ideas”

Linus Pauling

American quantum chemist and biochemist

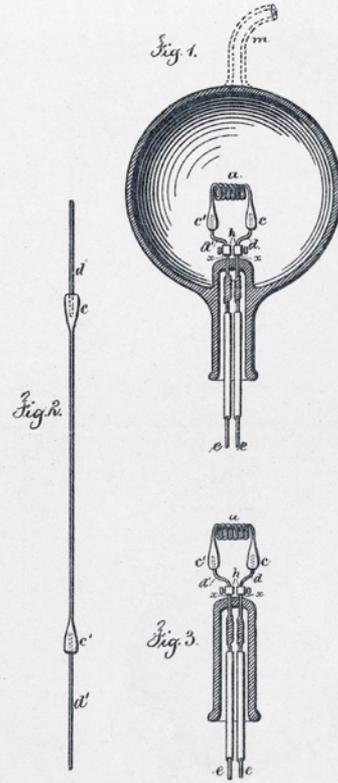
Thomas Edison Approach



T. A. EDISON.
Electric-Lamp.

No. 223,898.

Patented Jan. 27, 1880.



Witnesses
Chas. H. Smith
Geo. P. Pinckney

Inventor
Thomas A. Edison
for Lemuel W. Perrell



Prototyping



“

**If you want something new,
you have to stop
doing something old”**

Peter F. Drucker

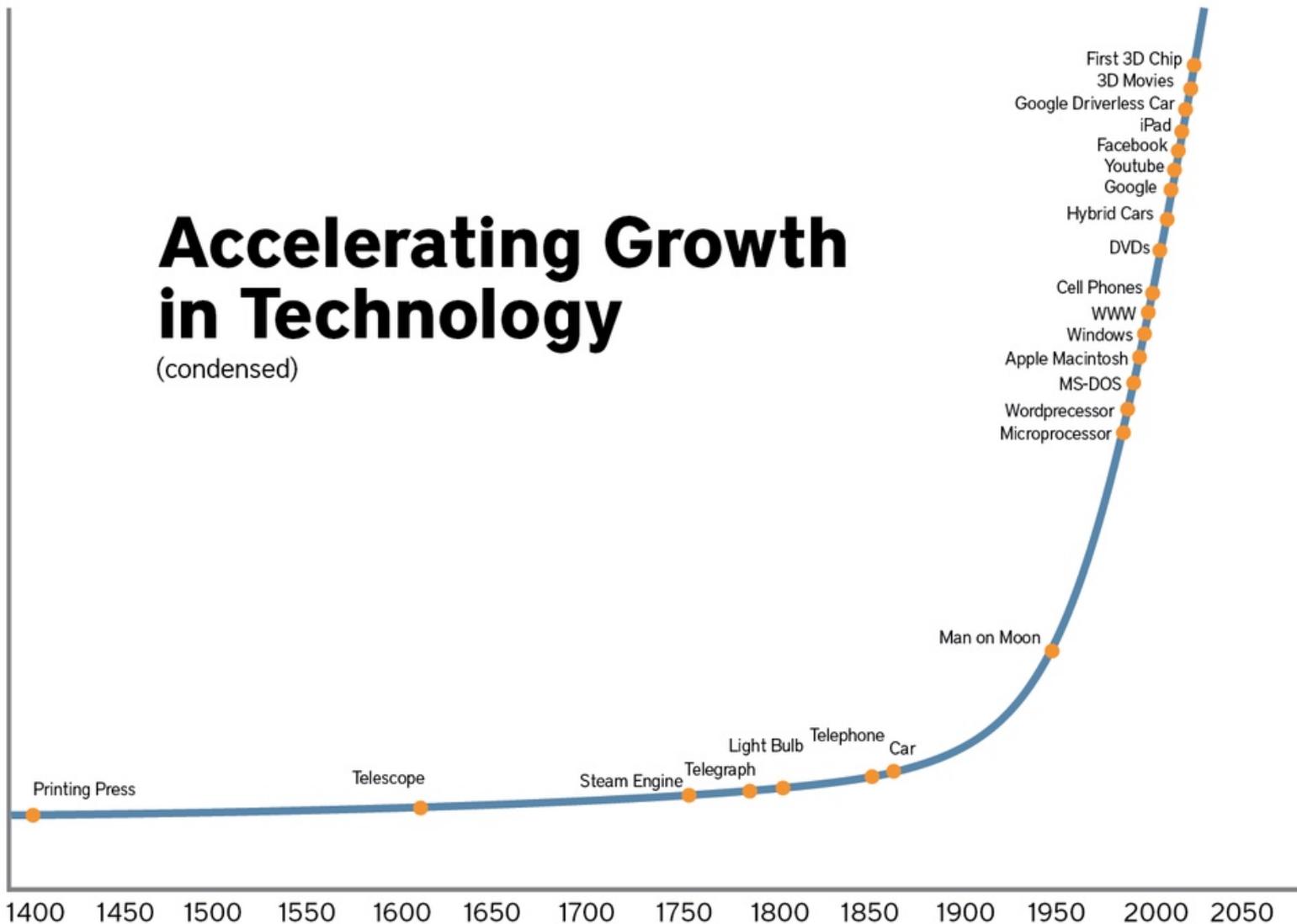
American management consultant, educator, and author

A woman with short grey hair and glasses, wearing a blue blazer over a white top, sits at a dark wooden desk. She is surrounded by a massive, chaotic pile of papers, documents, and forms that reach up to the ceiling. The papers are scattered everywhere, covering the desk, the floor, and the walls. The scene is dimly lit, with a dark background, emphasizing the overwhelming amount of paper. The word "Less" is written in large, white, sans-serif font on the left side of the image.

Less

Accelerating Growth in Technology

(condensed)



Mindsets

Less talking, more doing

Show, don't tell

Quality over quantity

Fail early, learn fast

Fake it until you make it

Process, not deliverables

What would you do if you weren't afraid

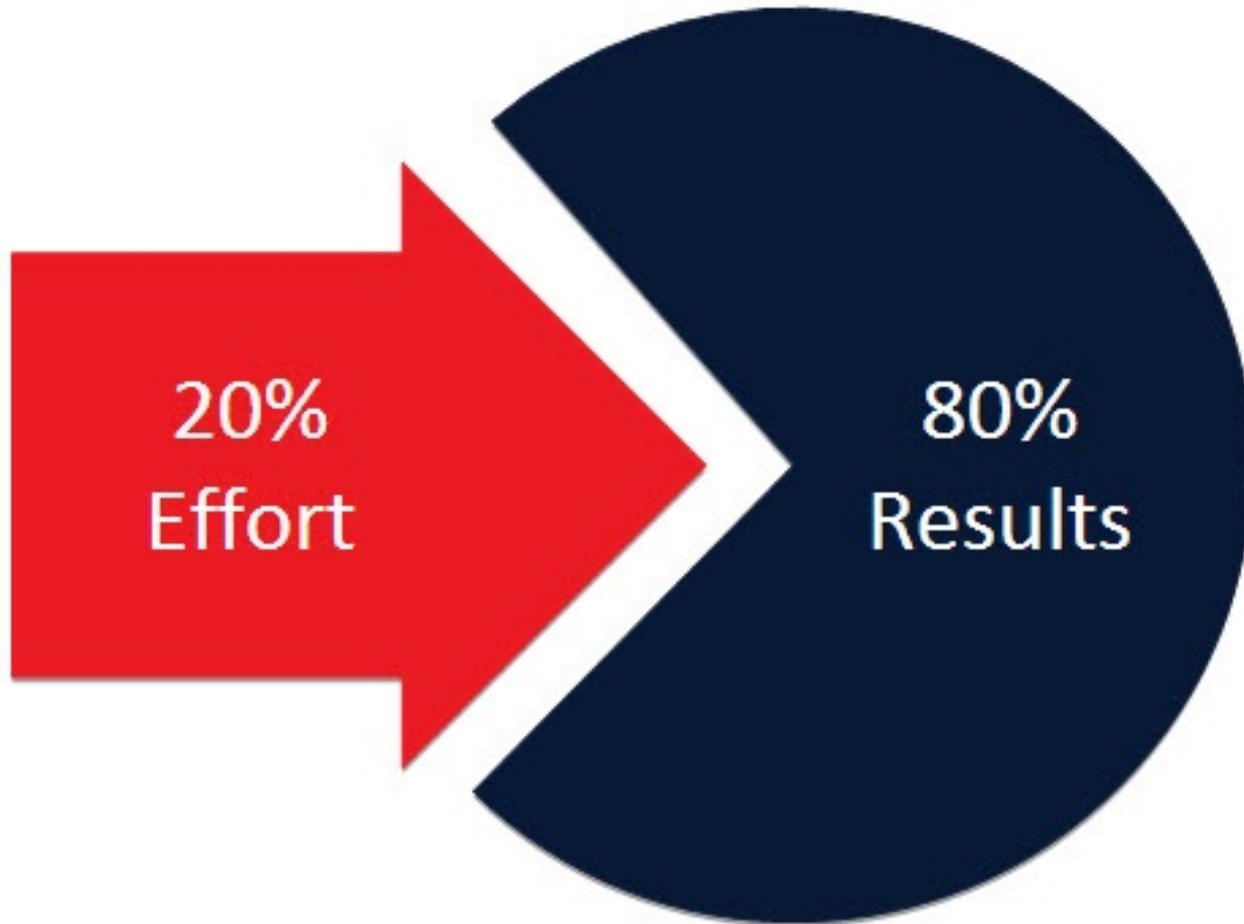
Embrace discomfort

Encourage the absurd

Done is better than perfect

If No One Sees It, It Doesn't Exist

Pareto Principle





Things we could do are limitless

But the things we can do are finite

“ Over-analyzing (or over-thinking) a situation so that a decision or action is never taken”

Wikipedia

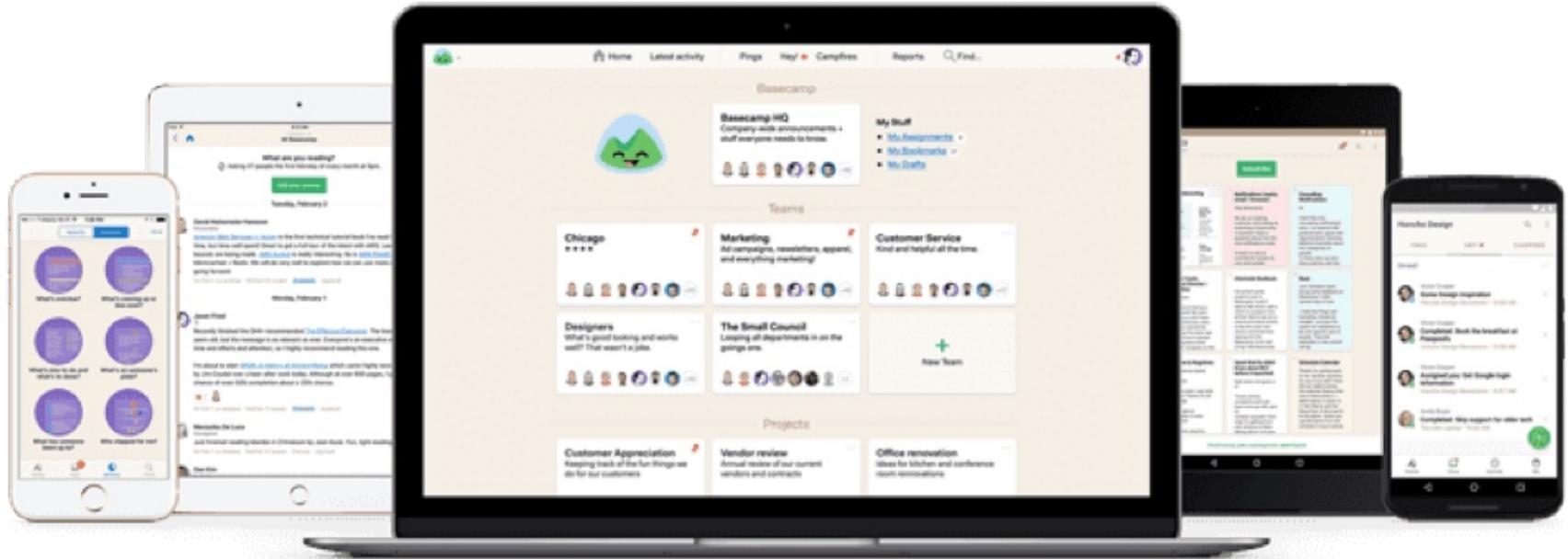


“

**Learning to choose is hard.
Learning to choose well is
harder. And learning to
choose well in a world of
unlimited possibilities is
harder still, perhaps too hard”**

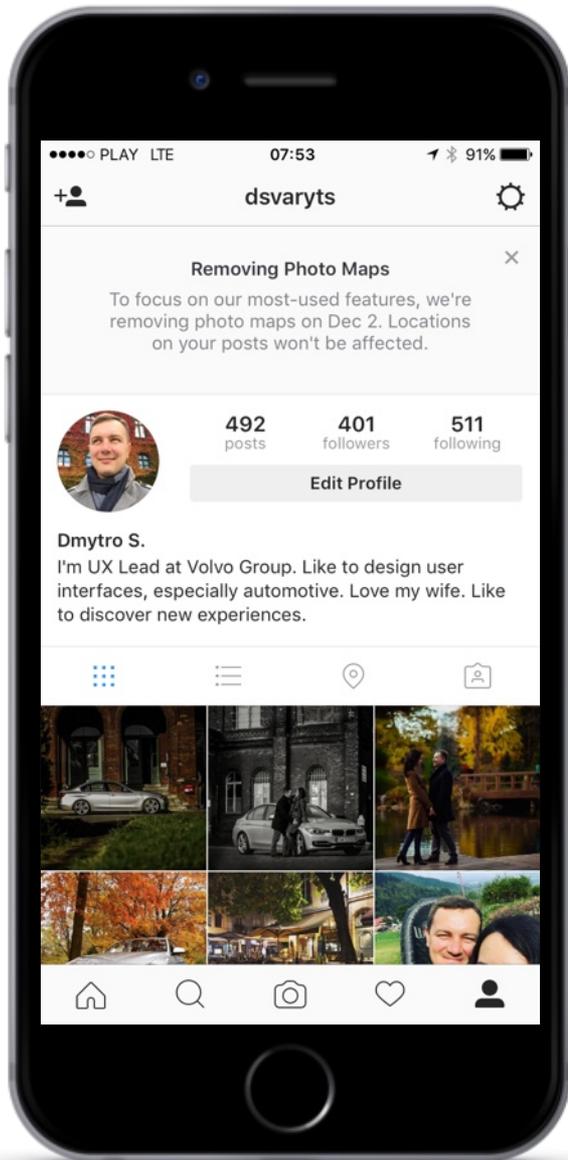
Barry Schwartz

American psychologist. Author of “The Paradox of Choice: Why More is Less”



Basecamp

Project management is communication



Instagram

To focus on our most-used features, we're removing photo maps on Dec 2. Locations on your posts won't be affected.

“

Innovation is not about saying YES to everything. It's about saying NO to all but the most crucial features”

Steve Jobs

Co-founder, Chairman, and CEO of Apple Inc.



Vote

	A	B	C	D	E	F	G	H
1								
2		Feature	Maggie	Ann	Katy	John	Brad	Rating
3		Monthly report and chart	✓	✓	✓	✓	✓	5
4		Reminder to enter spending's	✓	✓	✓	✓		4
5		Import from bank	✓		✓	✓	✓	4
6		Currency converter	✓		✓		✓	3
7		GPS based input		✓		✓	✓	3
8		Collaborate with family	✓	✓	✓			3
9		Categories Icons		✓	✓			2
10		Planned payments	✓			✓		2
11		Password protection				✓	✓	2
12		Backup records					✓	1
13		Few bank accounts				✓		1
14		Search expenses				✓		1
15		Database encryption					✓	1
16		Today widget						0

Votes is the simplest way to prioritize list

But not always correlates to product



Perfection Game

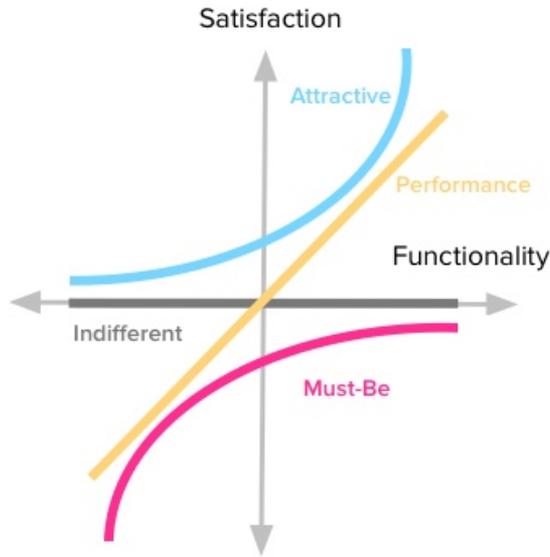
Perfection Game

- Participant rates the value on a scale of 1 to 10 based on how much value the Participant believes he or she can add.
- Participant says “What I liked about the idea was X,” and proceeds to list the qualities.
- Participant offers the improvements required for it to be rated a 10 by saying “To make it a ten, you would have to add X.”

Kano Model

A woman with reddish-brown hair in a ponytail, wearing a white short-sleeved shirt and a watch, is standing in profile facing a large whiteboard. She is holding a white marker and appears to be writing or pointing at the board. The whiteboard is densely covered with numerous yellow sticky notes, some of which are arranged in columns, suggesting a structured process like the Kano Model. The background shows a blurred office environment with a yellow wall and a door.

Kano Model



- Customers' **Satisfaction** with our product's features depends on the **level of Functionality** that is provided (how much or how well they're implemented);
- **Features can be classified** into four categories;
- You can determine how **customers feel** about a feature through a questionnaire.

Dysfunctional (feature absent)

Functional
(feature present)

	Like it	Expect it	Don't Care	Live With	Dislike
Like it	Q	A	A	A	P
Expect it	R	Q	I	I	M
Don't Care	R	I	I	I	M
Live With	R	I	I	Q	M
Dislike	R	R	R	R	Q

Kano Evaluation table

Ask users about their attitude to the proposed features

Vision

Value and Effort



	A	B	C	D	E	F	G
1							
2		Feature	Track every spending	Care about money waste	Help to accumulate	Spending insights	Value
3		Weight	35%	25%	25%	15%	100%
4		Today widget	5	4	4	2	4.05
5		Monthly report and chart	3	4	4	5	3.80
6		Collaborate with family	4	3	3	5	3.65
7		Import from bank	5	3	2	4	3.60
8		Reminder to enter spending's	5	3	3	2	3.55
9		GPS based input	5	2	2	5	3.50
10		Planned payments	4	3	4	2	3.45
11		Few bank accounts	2	2	4	4	2.80
12		Currency converter	3	2	2	4	2.65
13		Categories Icons	3	2	2	3	2.50
14		Search expenses	2	3	2	3	2.40
15		Backup records	2	2	2	2	2.00
16		Database encryption	2	2	2	2	2.00
17		Password protection	1	2	2	2	1.65
18							

Criteria's have different weight

It depends on your product vision and mission

	A	B	C	D	E	F	G	H	I
1									
2		Feature	Track every spending	Care about money waste	Help to accumulate	Spending insights	Value	Effort	Result
3		Weight	35%	25%	25%	15%	100%		Result
4		Today widget	5	4	4	2	4.05	3.00	1.35
5		Monthly report and chart	3	4	4	5	3.80	3.00	1.27
6		Categories Icons	3	2	2	3	2.50	2.00	1.25
7		Collaborate with family	4	3	3	5	3.65	3.00	1.22
8		Search expenses	2	3	2	3	2.40	2.00	1.20
9		Reminder to enter spending's	5	3	3	2	3.55	3.00	1.18
10		Planned payments	4	3	4	2	3.45	3.00	1.15
11		Backup records	2	2	2	2	2.00	2.00	1.00
12		Few bank accounts	2	2	4	4	2.80	3.00	0.93
13		Currency converter	3	2	2	4	2.65	3.00	0.88
14		GPS based input	5	2	2	5	3.50	4.00	0.88
15		Password protection	1	2	2	2	1.65	2.00	0.83
16		Import from bank	5	3	2	4	3.60	5.00	0.72
17		Database encryption	2	2	2	2	2.00	3.00	0.67

Take efforts into account

It slightly changes the priorities

Conclusions

- Concentrate on product vision
- Listen to the users
- Be honest and objective
- Think of as much ideas as possible
- Don't be afraid to exclude ideas
- Make it simple





**But out of limitations
comes creativity”**

Debbie Allen

American actress, dancer, choreographer, television director and producer

Summer Internship Programs

July – September



Internships are paid and addressed to students of III, IV and V year of computer science, economics or related IT area. Good knowledge of English is a must.

Internships areas:

- Microsoft .NET and SharePoint
- Java
- IBM iSeries
- SAP
- Business Intelligence
- Mobile applications (iOS, Android)
- Testing
- Customer Support

<http://volvogroup.pl/kariera>

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