

# 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 skyline is dominated by modern skyscrapers, including the Shard on the right. 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?**



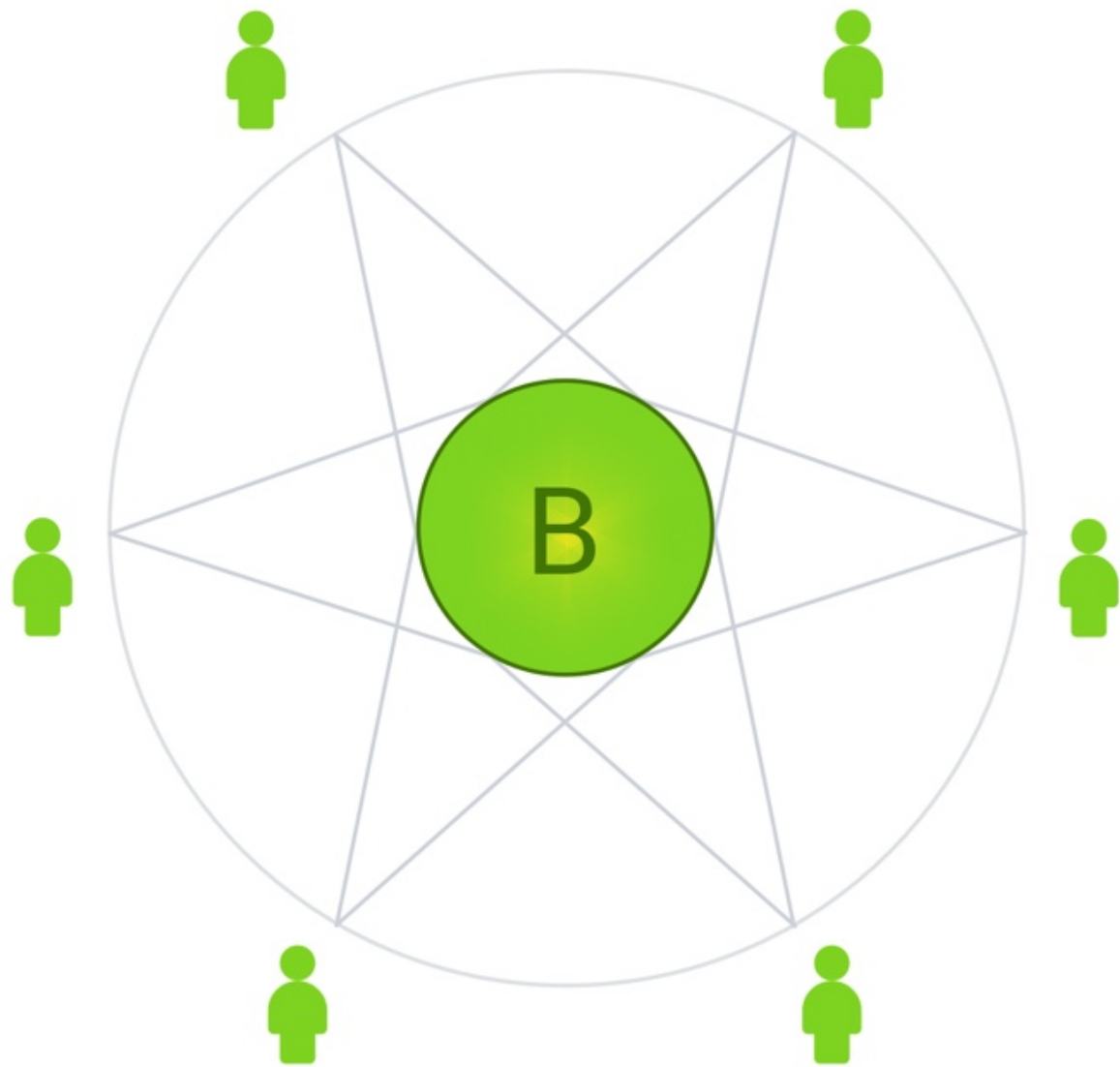


If I had an hour to solve a problem, I would spend the first 55 minutes **determining the proper question** to ask.

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

**Albert Einstein**

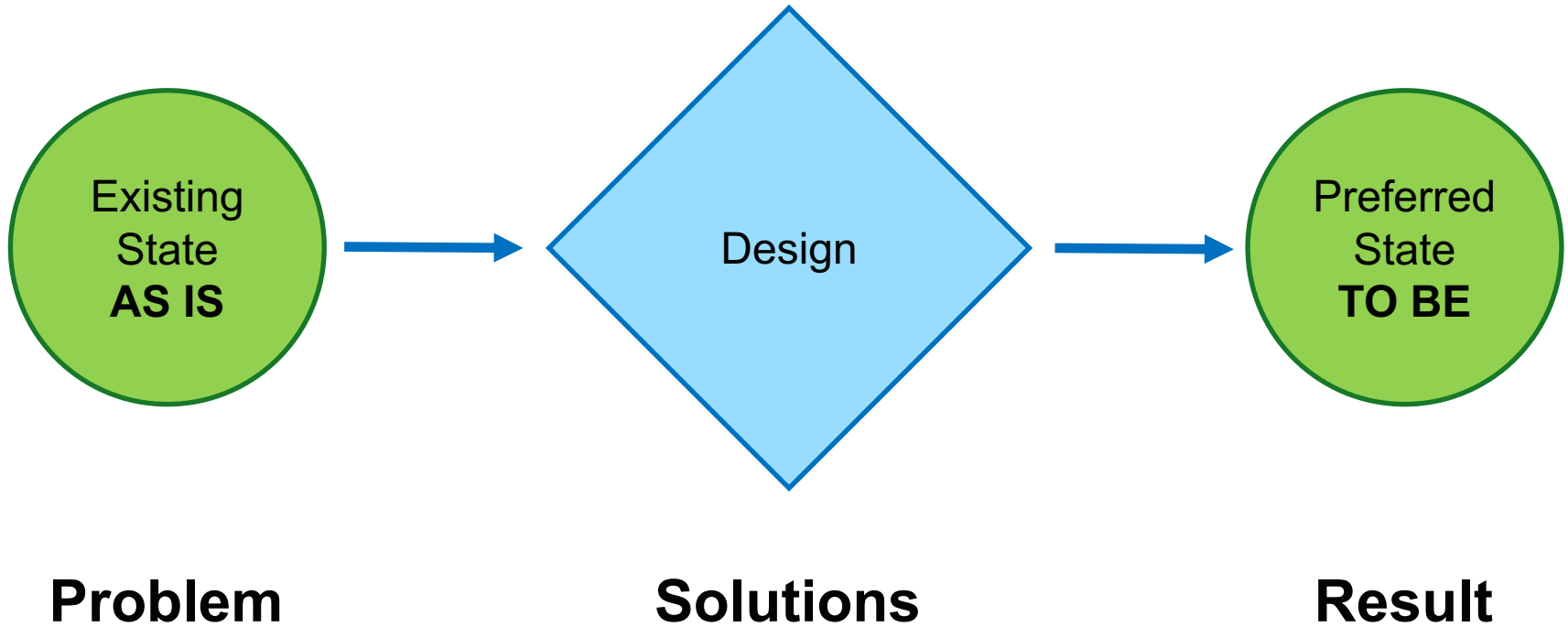
German-born theoretical physicist. He developed the general theory of relativity.



# 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?

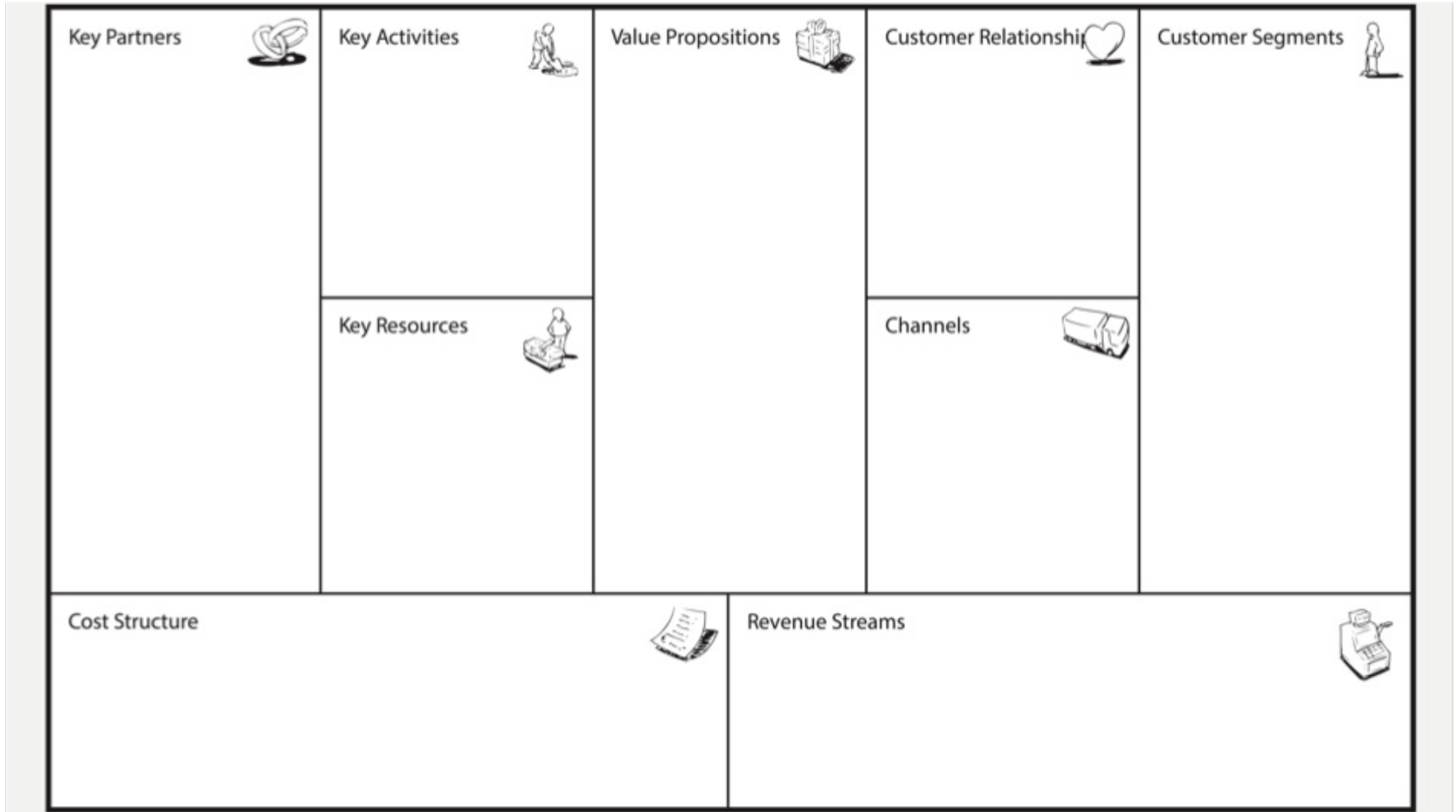
# Design Thinking



- 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**

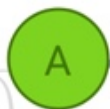
German-born theoretical physicist. He developed the general theory of relativity.

# Vision

Value and Effort







## **Vision**

Deliver good real estate quality

## **Mission**

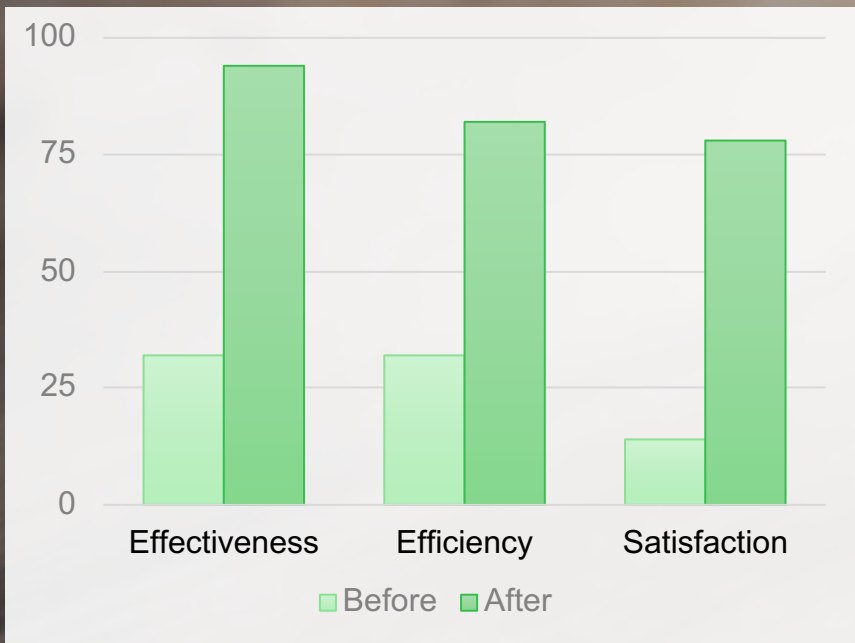
Secure comfortable way for Volvo employees to descriptively communicate real estate issues

## **Values**

Quality of request description

Speed of request processing

Employees engagement



An aerial night view of London, England, featuring the River Thames flowing through the city. The Shard skyscraper is prominent on the right side, and the London Eye is visible in the lower center. The city lights are illuminated against a dark sky.

# Design Thinking

“

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

**Linus Pauling**

American quantum chemist and biochemist

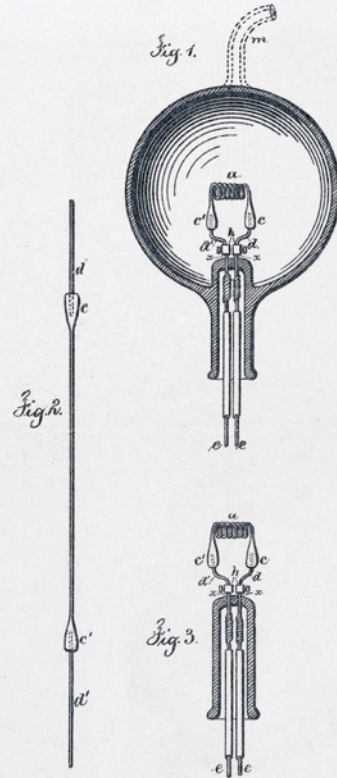
# Thomas Edison Approach



T. A. EDISON.  
Electric-Lamp.

No. 223,898.

Patented Jan. 27, 1880.



Witnesses

*Chas. H. Smith  
Geo. P. Prichard*

Inventor  
Thomas A. Edison

*for Lemuel W. Serrell*



# Prototyping





“

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

**Peter F. Drucker**

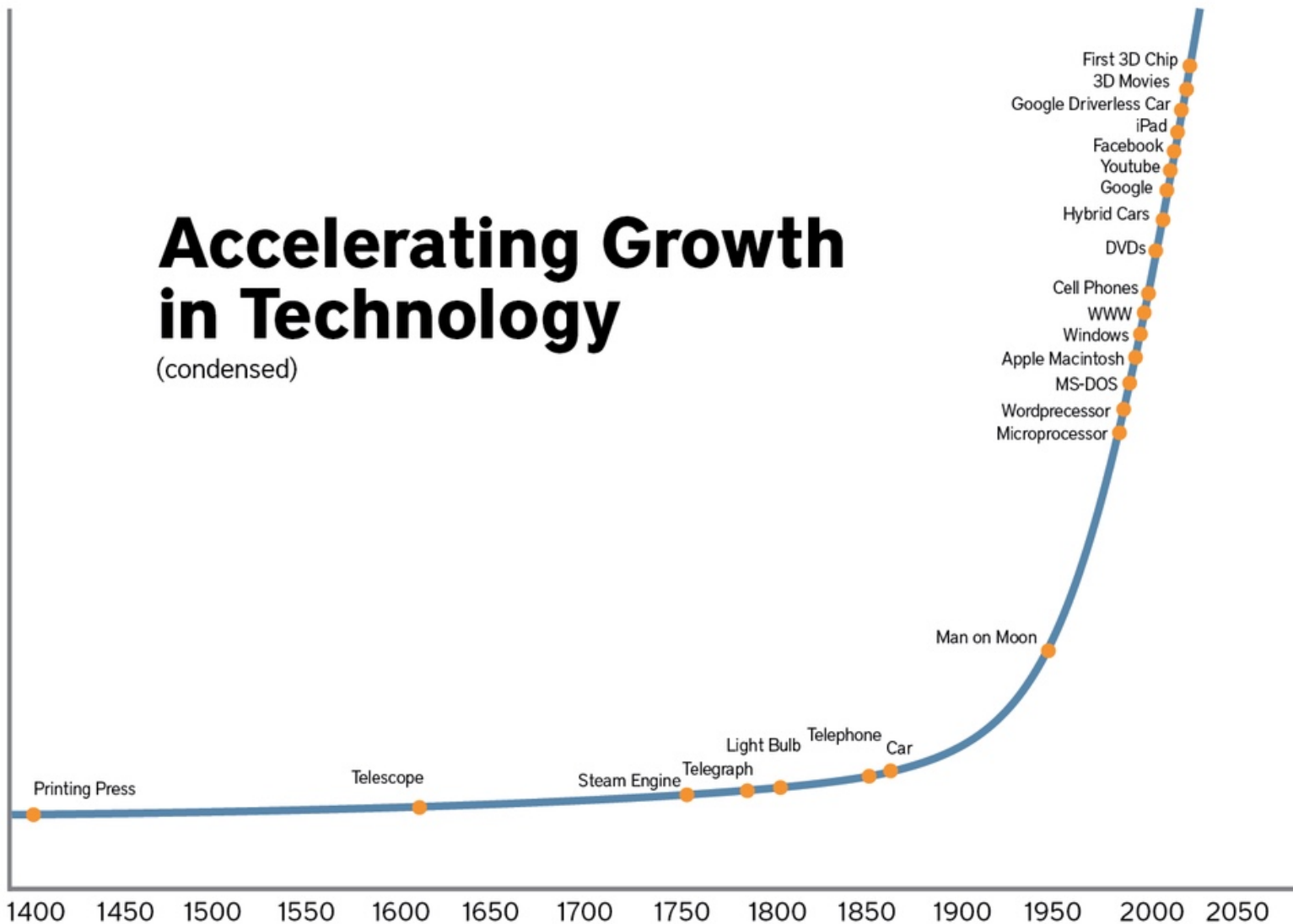
American management consultant, educator, and author



**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**

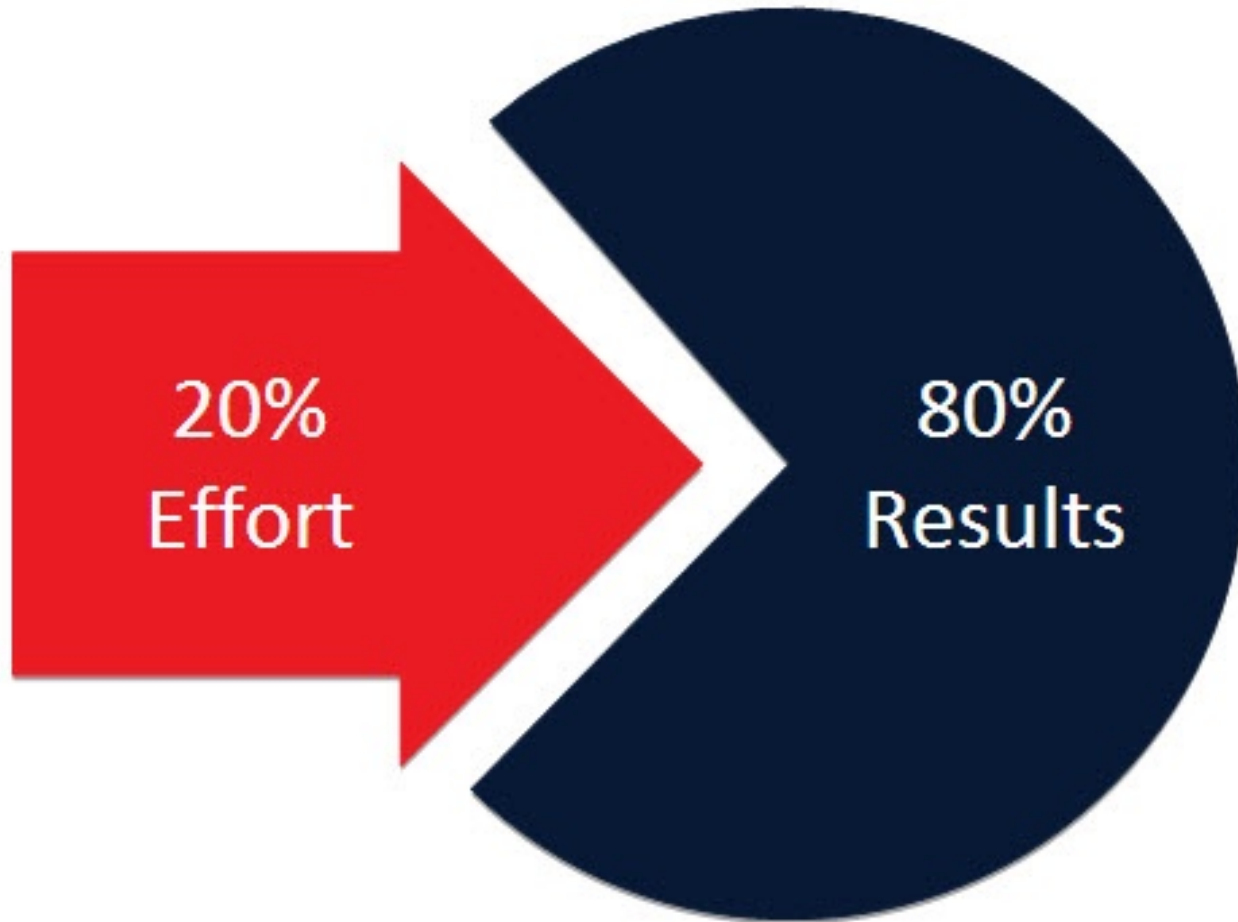
**Embrace discomfort**

**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



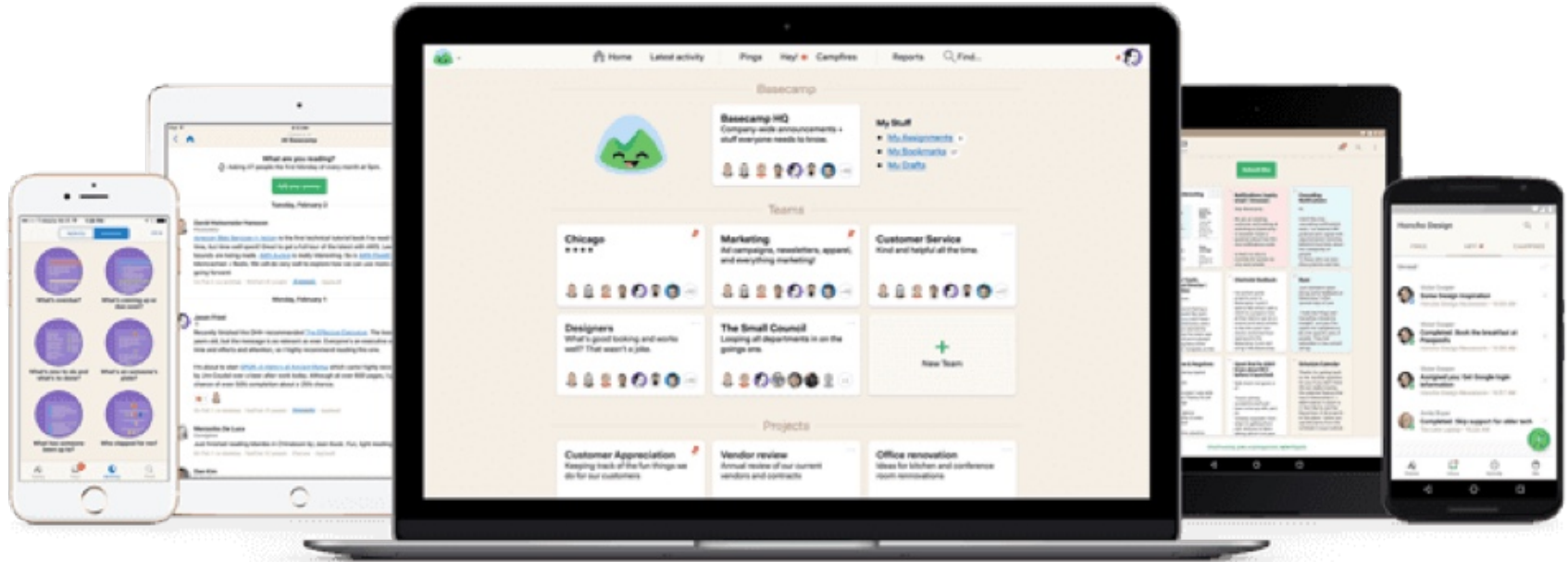
“

**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**

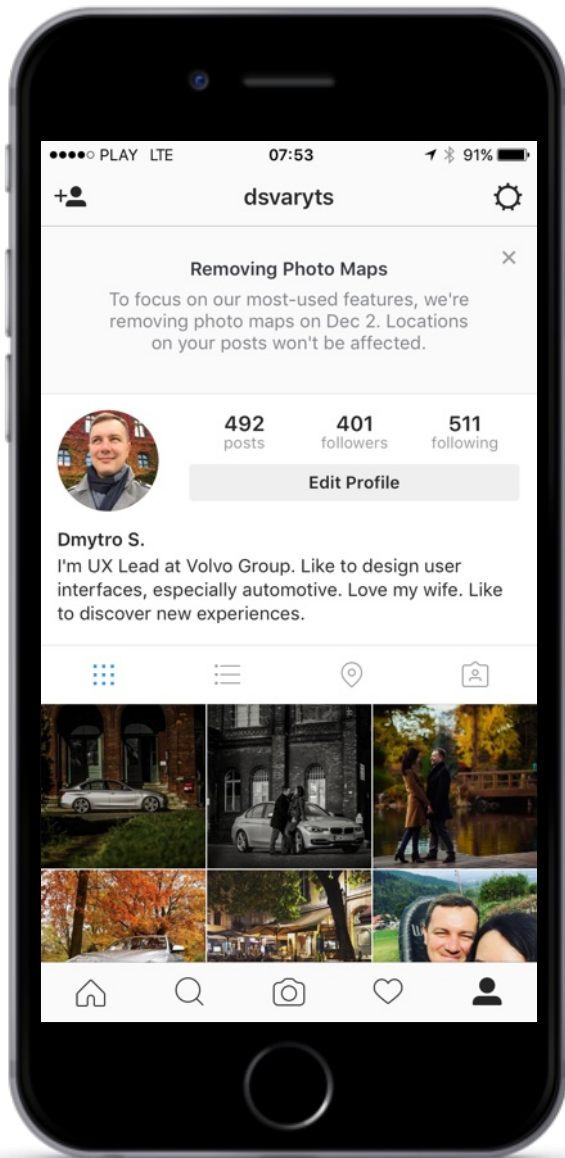
American psychologist. Author of “The Paradox of Choice: Why More is Less”





## 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		<b>Feature</b>	<b>Maggie</b>	<b>Ann</b>	<b>Katy</b>	<b>John</b>	<b>Brad</b>	<b>Rating</b>
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

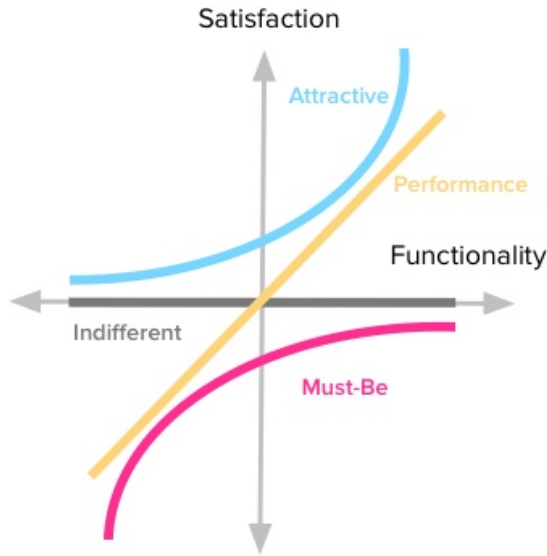
- Participant rates the value on a scale of 1 to 10 based on how much value the Participant believes he or she can add.
- Participant says “What I liked about the idea was X,” and proceeds to list the qualities.
- Participant offers the improvements required for it to be rated a 10 by saying “To make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

# Kano Model





# 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		<b>Feature</b>	<b>Track every spending</b>	<b>Care about money waste</b>	<b>Help to accumulate</b>	<b>Spending insights</b>	<b>Value</b>
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		<b>Feature</b>	<b>Track every spending</b>	<b>Care about money waste</b>	<b>Help to accumulate</b>	<b>Spending insights</b>	<b>Value</b>	<b>Effort</b>	<b>Result</b>
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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