Why and when **should you think** DesignOps?



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Hello!

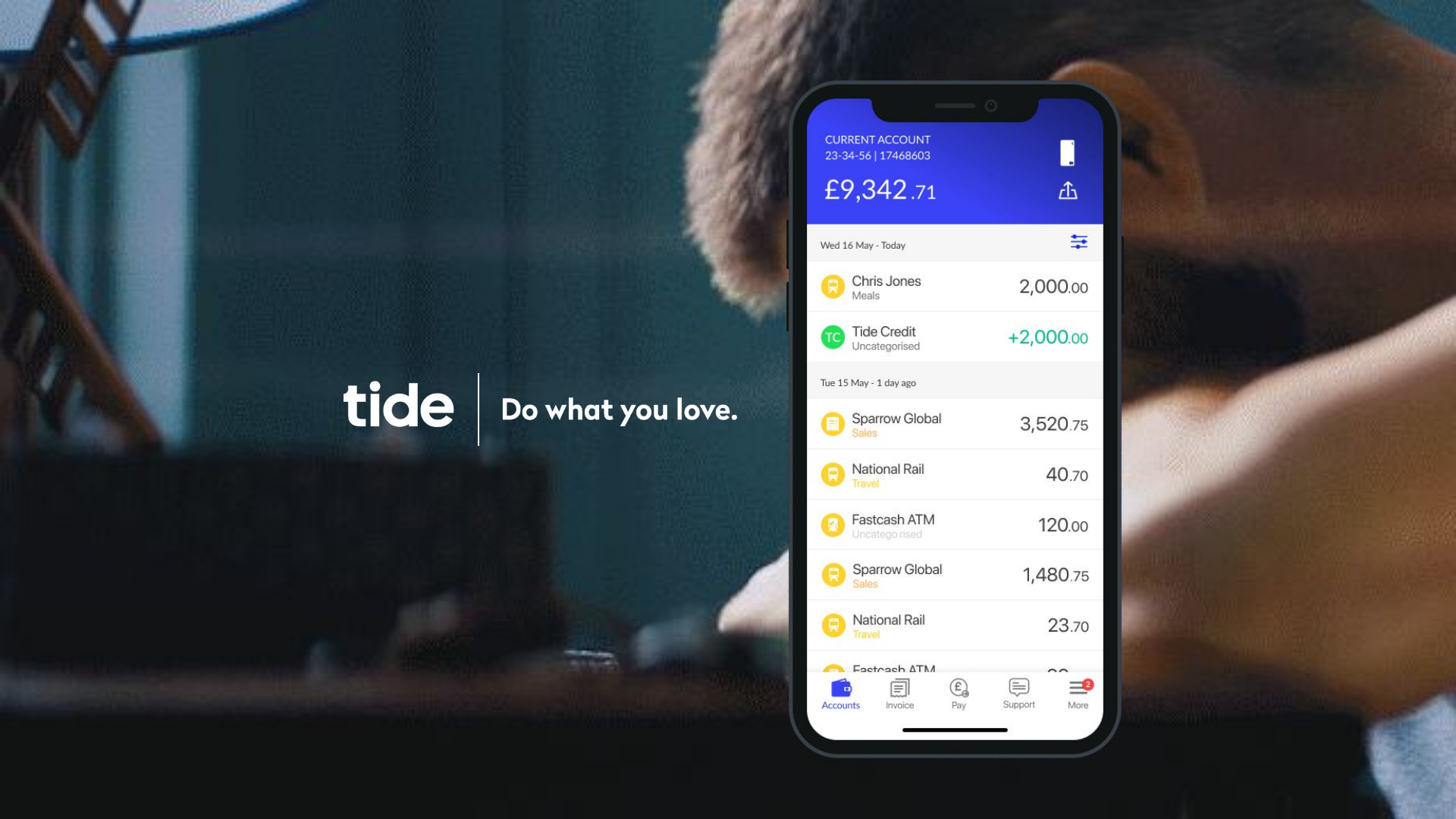
I am Pat.
I am an experimenter.
And I am a DesignOps enthusiast.

Fun fact: 4 years ago i did not know what DesignOps was.

But I have been doing DesignOps for decades!



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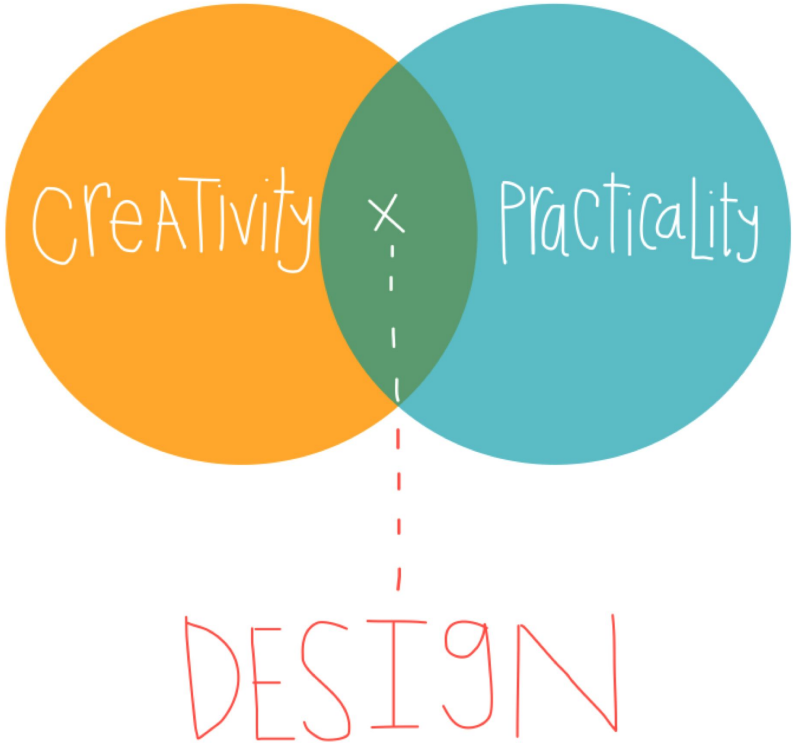

tide
Do what you love.
CURRENT ACCOUNT
23-34-56 | 17468603
£9,342.71
Wed 16 May - Today
Chris Jones
Meals
2,000.00
TC
Tide Credit
Uncategorised
+2,000.00
Tue 15 May - 1 day ago
Sparrow Global
Sales
3,520.75
National Rail
Travel
40.70
Fastcash ATM
Uncatego rised
120.00
Sparrow Global
Sales
1,480.75
National Rail
Travel
23.70
Accounts
Invoice
Pay
Support
More

What is DesignOps?

Question #1



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“Design is not just what it looks like and feels like, design is how it works.”

Steve Jobs, Apple

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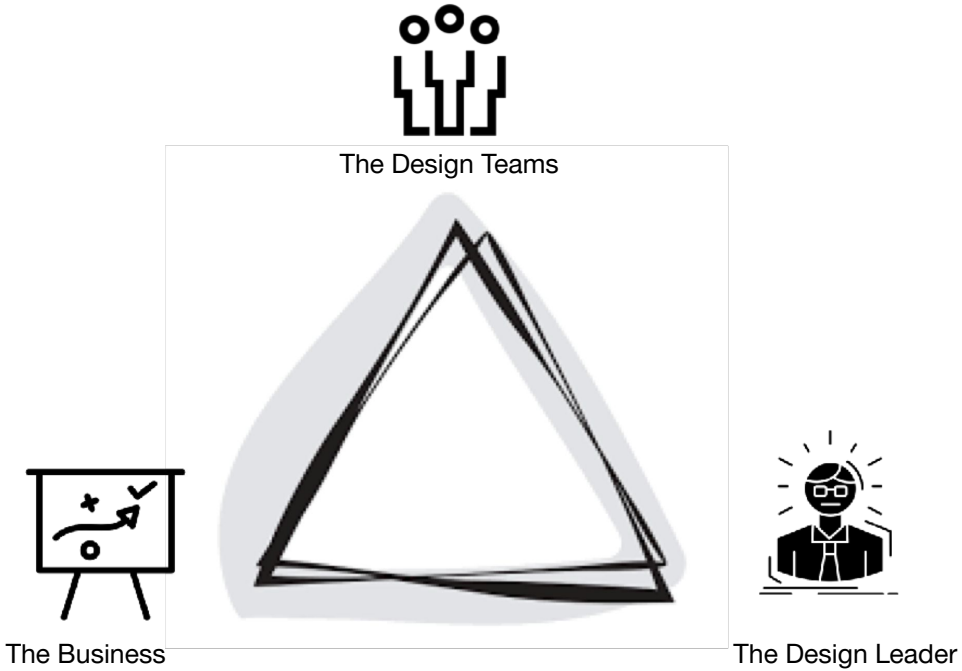
Operations **transform** resource or data inputs into desired goods, services, or results, and create and deliver **value** to the **customers**.

[**Source**: BusinessDictionary]

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What are DesignOps' customers or beneficiaries?



Every and each DesignOps action is a **balancing act to deliver value** one or multiple stakeholders.

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DesignOps' is a **transformational function** within the organisation that operates **to maximise the value of Design**.

DesignOps' goal is to generate **quantifiable value** to all the key stakeholders through the **transformation** and optimisation of the E2E design processes.

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What does DesignOps do?

Question #2



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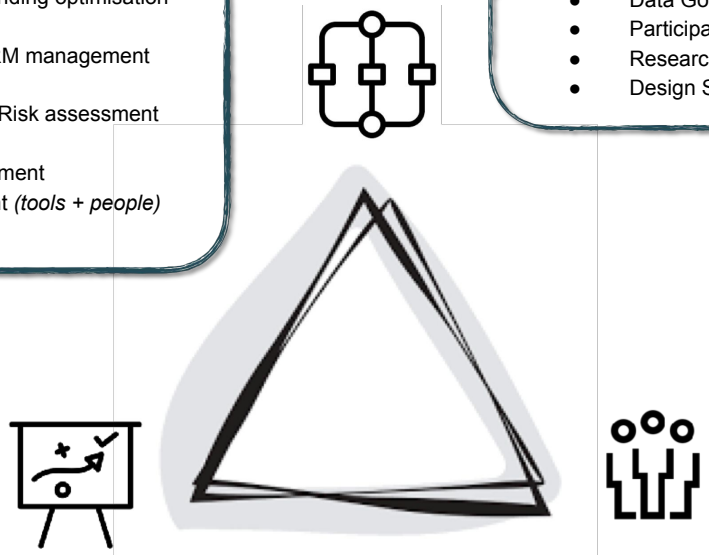
What are DesignOps' pillars?

Business Operation:

- Budget management / spending optimisation
- Spending policy overview
- E2E procurement and 3PRM management
- Contract negotiations
- Vendors' onboarding + 3P Risk assessment
- Spending ROI calculation
- Tools' ROI / impact assessment
- Resource asks assessment *(tools + people)*
- CW/FTE sequencing

Workflow Operation:

- E2E Design process optimisationTools' ecosystem management
- Tools' onboarding / off-boarding
- X-functional collaboration optimisation
- Design System management
- Data Governance
- Participant sourcing process management
- Research & Design asset management
- Design Standards



People Operation:

- Career path definition
- Skill Matrix / Team composition assessment
- Development programmes and team trainings
- Teams culture
- Knowledge & experience sharing
- Streamline ubiquitous x-functional collaboration
- Onboarding/off-boarding
- Internal communication
- Change Management
- Engagement models

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Is DesignOps the same as a Design leader, CDO Head of Design?



Question #3

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Why do we need a DesignOps

Strategic approach

Inward looking / process oriented

Outward looking / product oriented

DesignOps leader

Mission: the ***How*** / the performance
Focus: E2E Design process + **Teams**
KPIs: Team health, spending + Performance metrics
Deliverables: Ops roadmap + strategy
Skills: Change Management

Design leader

Mission: the ***What*** / the product
Focus: Product / Service vision + individuals
KPIs: Product + Experience metrics
Deliverables: Product + Design strategy
Skills: Influence + negotiate

Design Programme Manager

Mission: execute Ops roadmap
Focus: Align processes to execution
KPIs: Programme metrics
Deliverables: blueprints, project status
Skills: Process + project management

Design Manager

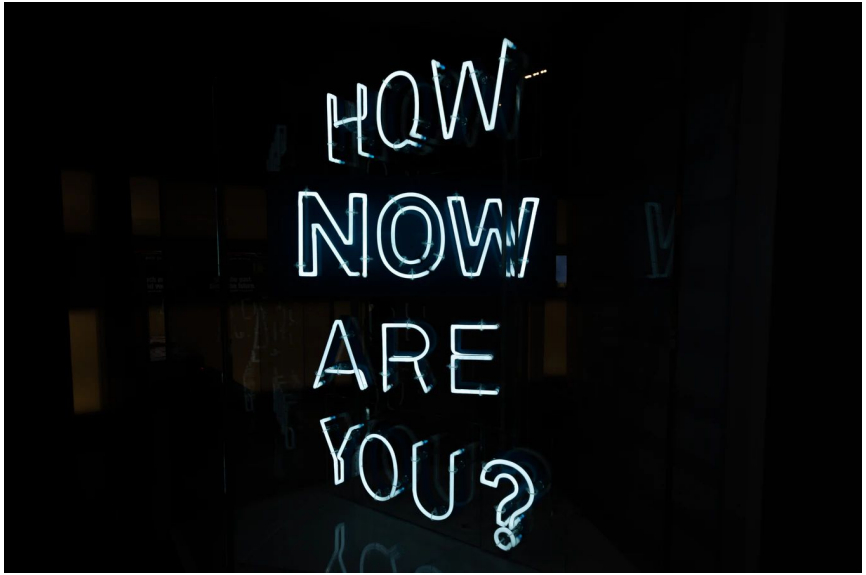
Mission: Implement design strategy
Focus: Coordinate and execute design
KPIs: Project tracking metrics
Deliverables: Project Status
Skills: Team + Project management

Tactical approach

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There is a moment in every organisation when the *HOW* becomes as important as the *WHAT*

It’s not about the designer's numbers,
it’s about the delivery capacity



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Design leaders have great product and strategy visions

But designing and optimising processes and ways of working requires a different skill-set to deliver **measurable** business outcomes.



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DesignOps' focus is efficiency

Efficiency is not a qualitative and subjective estimate and it is not measured by adjectives or any verbal descriptors.

Efficiency is measured by numbers, percentages, and ratios that provide an objective measurement of the impact and results though percent *variations* and relative *delta*.



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What are efficiency dimensions?

Efficiency

- **Do things in the right way**
- **Focus on processes and ways of working**

Example metrics:

- Tools' ROI (Cost)
- Testing and prototyping lead time (Time)
- Number and type of quality reviews (Quality)
- Team productivity (Resources)
- E2E delivery time (Time)

Efficacy

- **Do the right things**
- **Focus on behaviours**

Example metrics:

- Empathy and ongoing user engagement
- Tools' engagement and utilisation metrics
- Ideation and experimentation cycle times
- Composition of teams' skills and skills' distribution
- Perceived value of design teams by cross-functional partners
- Employee satisfaction and retention

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Tide's journey to DesignOps



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Tide Today: a recognised global business banking challenger





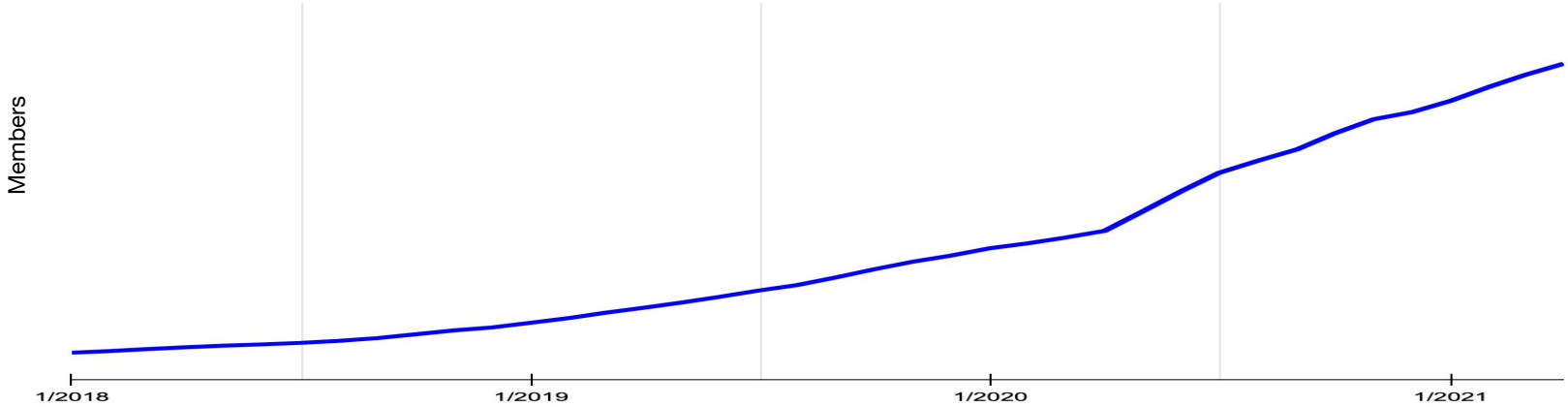




2021	**Leading UK *digital* business banking challenger**	**5.5% market penetration**	**UK only** with early plans for **India**	**Market leading Business Financial platform** but only at 20% of our aspirations
2023	**Leading UK *overall* business banking challenger**	**10%+ market penetration**	**5 countries live,** UK fully established, top accessible country entry started	**Recognised gold standard in business banking**

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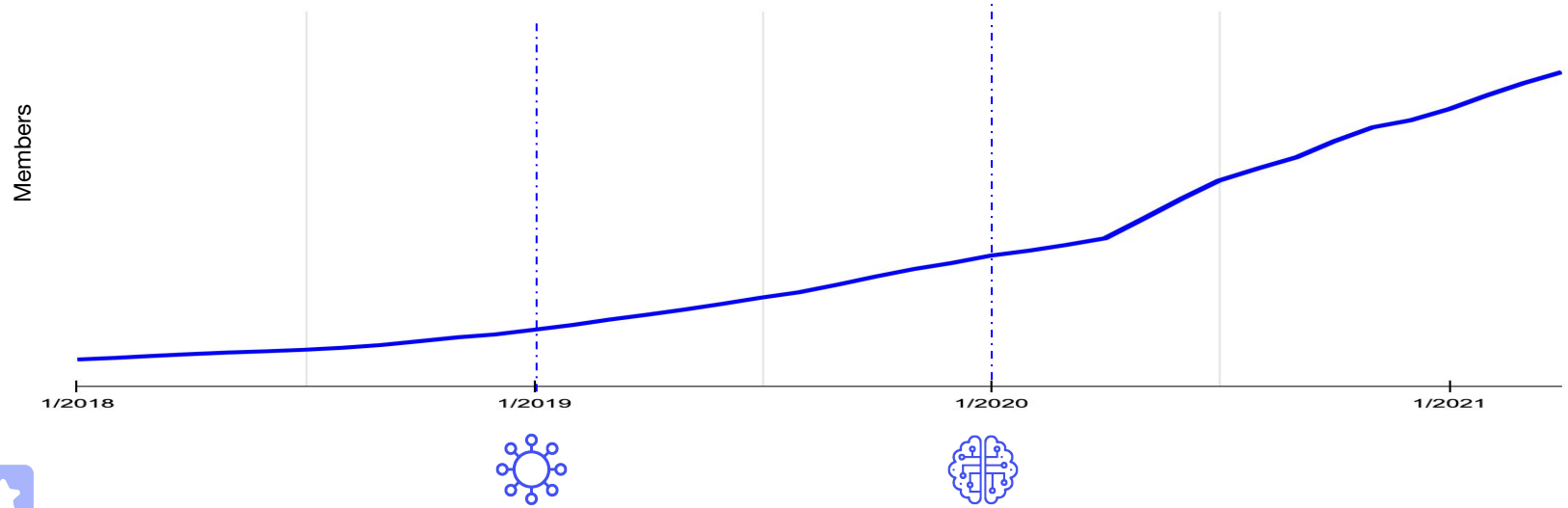
When the business scales up.. Design scales up!



2016: First product designer hired!

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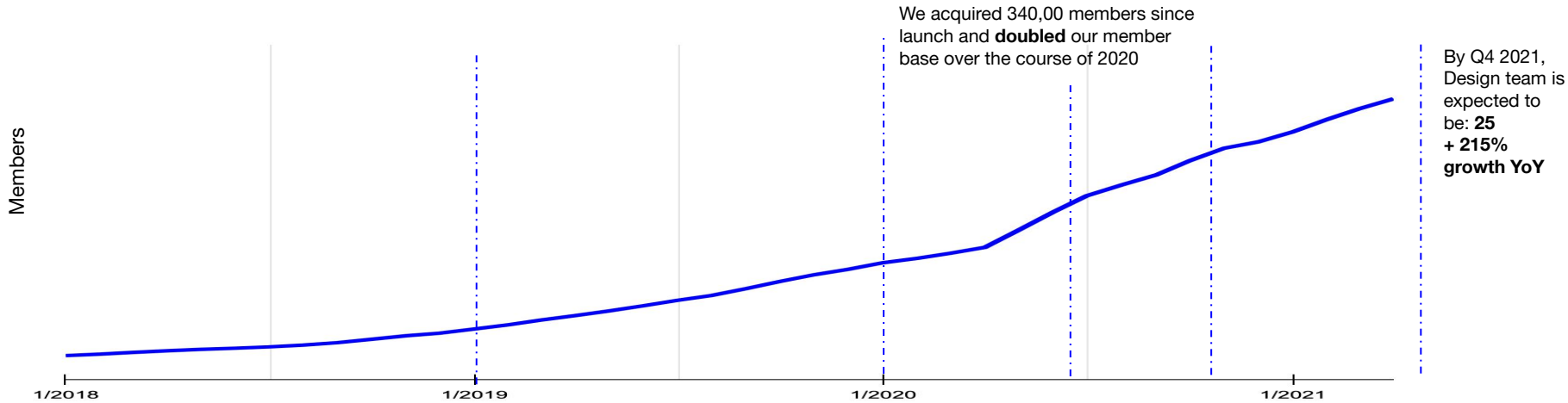
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x1 UX Writer
x1 Marketing designer

Design leader
hired across product, brand and marketing

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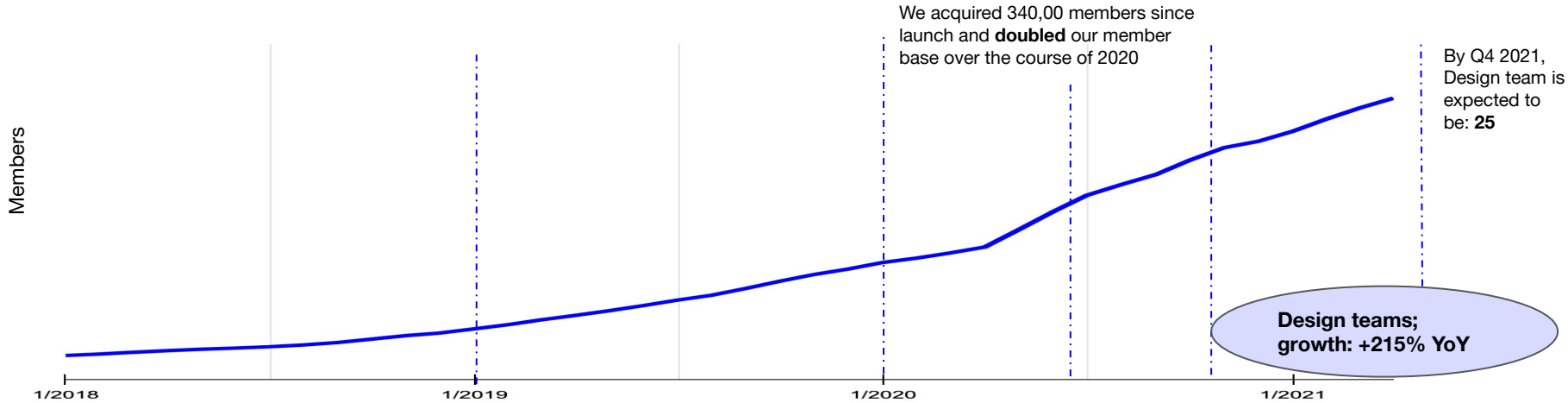
Team grows by 50% in 18 months
From 5 to 8

Leads
Hired and team scales out in India
+
Team of 17
+112% growth

Design Management team
Hired across all design disciplines

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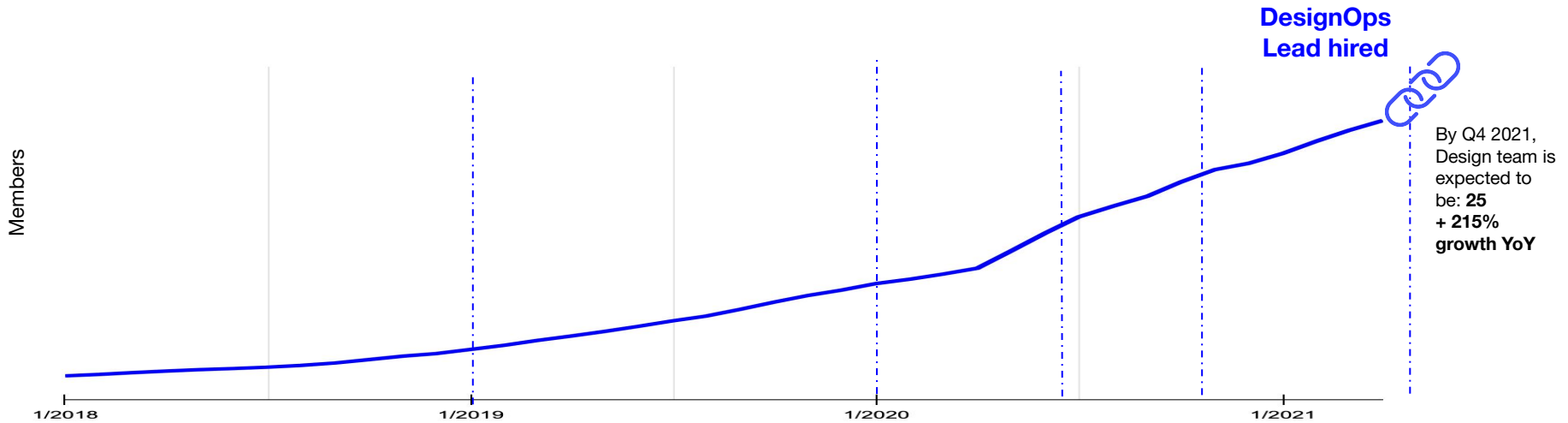
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+
Team of 17
+112% growth (6 Months)

Design Management team
Hired across all design disciplines

So when did DesignOps enter in the picture?

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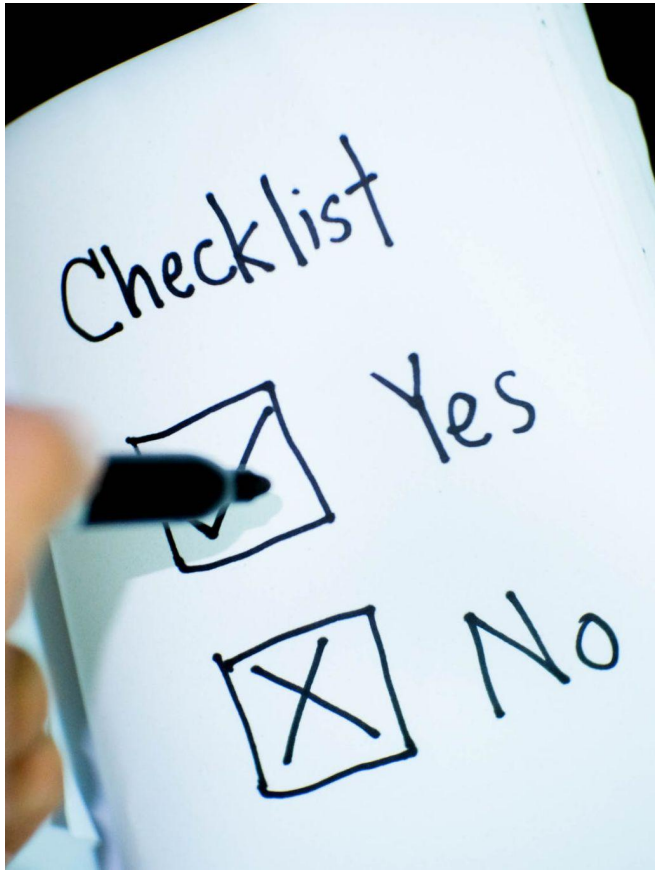
Tide Introduced DesignOps to support the business global expansion through operational solutions that support efficiencies at scale

Expanding Design team

DesignOps is a **scaling** function: it is easier to define efficient E2E design processes at the beginning of the growth stage.

Preparing for global expansion

Tide's global expansion means a global design team working as a **OneTeam** to deliver a global product.



Getting DesignOps at the right time

increases Design ROI and Design's capacity to create business value

Design impacts a number of Product experience metrics and creating efficiencies in the design product impacts both product KPIs and business efficiencies.

By creating operational excellence through optimised processes and spending enhancements DesignOps enables Design teams to be effective and efficient value generating business unit.



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When do you need DesignOps?



Question #4

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Takeaways



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The signs that tells you may need to think DesignOps

Business expansion

- Expansion in new markets
- New product lines
- Rapid business growth

Increased Design demands

- Increase in design demands
- Increased rigour in Design Thinking and best practices

Design teams' growth rate

- Growth rates above 35/50% YoY
- Voluntary designers turnover above 15%

Team specialisation

- Increase in specialised designers
- Designers are organised in practices, such as IXD, Visual design, Content Design, and UX research.

Number & location of teams

- 1+ design teams
- 2+ Design practices
- Teams are geographically distributed

Teams resources

- Each team / designers uses different tools
- No harmonised E2E process
- Lack of transparency and visibility over design teams work
- High volume of rework

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A Big thank you to Tide's Design team and William Barraclough!

Without them, this presentation would not exist!



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Thank *you!*

Questions ?

You can tweet me @Legoviews
Or email at Patrizia.Bertini@Tide.co

Patrizia Bertini, DesignOps Lead @Tidebanking

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