



Leading the experience  
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### Speaking points (not visible in original slide show):

I am proud to point out that Cisco's new tag line for its fiscal year that started in August 2007 is "Lead the Experience." I am truly proud to work at Cisco today, where senior management now supports UXD. I have to say though that this was not always the case-- converting Cisco from a technology-led to an experience-led organization has been difficult to achieve, and I'm proud to have helped drive this evolution.

One of the key elements of this success was leveraging generative user research to inform innovation, which in turn drove geometric increases in revenue. I'm going to talk about how user researchers-- as part of an integrated a cross-functional UXD organization helped convert Cisco from a technology-led company to an experience- and user-led company.

# What is our goal as UX Designers?

I want to design  
the next killer app!!



UX Designer

## Speaking points (not visible in original slide show):

- Most of us as designers want to make our mark on history by creating great designs that people will remember.
- At the same time, I think we would all agree with the following statement: The first goal of HCI and HF practitioners is to understand our user's needs and design products that support their requirements, even if unstated.
- Certainly, our end-users of our products are one audience. I believe that there is another audience we need to consider-- the senior leaders who hire us.

# Why does senior management like UXD?

I need new  
Advanced Technologies  
that grow the business  
by \$2 Billion

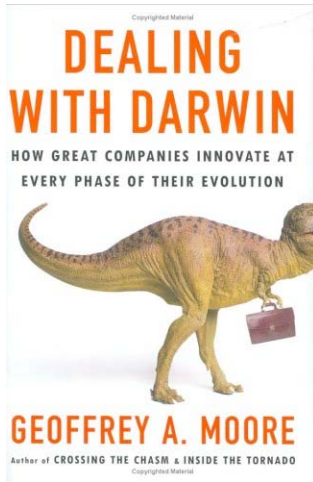


Senior VP

## Speaking points:

- In industry, executives pay a lot of money, so their companies can make a lot more money. Executives today are held responsible for hitting strict revenue targets. They're in search of profitable top-line growth.
- Now, I speak with a vice president every couple of days. And money is the language they use.
- I want to submit that the language we speak may not be the language of this most important audience-- the senior management who decides to buy our product.
- I believe that the goals of HF Designers and executives can be the same. If we as design teams can introduce products that change the way people think about and interact in a domain and result in billions of dollars in new revenue, then we've met our goals, and those of our senior leaders. But we have to bridge that gap and we have to think big.
- The purpose-- then-- and this is my premise-- of UXD researchers is to identify the big opportunities that change human experience and result in such disruptive innovation that makes a lot of money.

# Who says innovation is important?



Disruptive innovation is critical for revenue growth, stock price, and the long-term success of any company.

The top 25 most innovative companies show a ~10x increase in margin growth, higher revenue, and higher stock prices



## Speaking points:

The way you achieve innovation in a volume operations company like Yahoo! or Intuit is different from the way you achieve innovation in a complex systems company like Cisco:

- Driving disruptive innovation is difficult enough in a company like Intuit or Yahoo! It takes tremendous skill. But in a complex systems company like Cisco, one that's technology led, it's almost a task worthy of Sisyphus.
- Now, we did it, and I'm proud of it. We got the rock to the top of the hill, and here's how. To a large extent, it has to do with the user research function being integrated into a UXD team to identify those strategic opportunities.
- It's important to realize that Cisco was only interested in investing in new "advanced technologies," which would drive new disruption into the market. Like VoIP, which we developed. The impact my team initially made was in the \$50M/yr range. And that wasn't enough to get the attention of Sr. Leaders.

# Examples of disruptive innovation



iPod + iTunes



Ubiquitous routing and networking equipment

## Speaking points:

Take the iPod + iTunes and ubiquitous networking solutions:

- The iPod with iTunes changed the way millions of people interact with music and other forms of entertainment, and opened a market worth billions of dollars. This innovation delivered significant differentiation, which increased Apple's competitive advantage period for shareholders. That changed the human experience, and made a lot of money. Thus, disruptive innovations are those things others build on in the future.
- Another example is the ubiquitous deployment of networking equipment– routers, switches, voice over IP, and wireless are another example of disruptive innovation. The fact is that without the ubiquity of networking products in every business, and most homes, the WWW would very likely not exist as it does today. This ubiquitous networking revolution resulted in hundreds of billions of dollars in revenue and enabled all of us to communicate in much more powerful ways.
- The question then is what we, as researchers can do to drive such disruptive innovation.

# Cisco UXD team responsible for \$2.5 Billion

## Integrated SMB voice solution

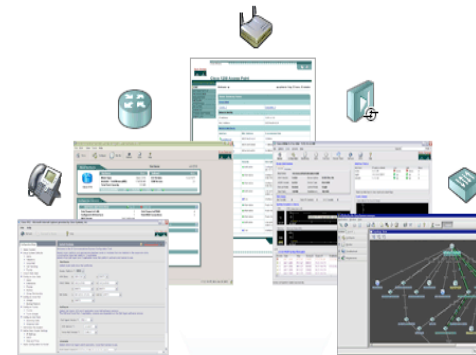


Before: Multiple tools, 9 hours to deploy

After: 45 minutes to deploy, increased revenue \$100M over goal

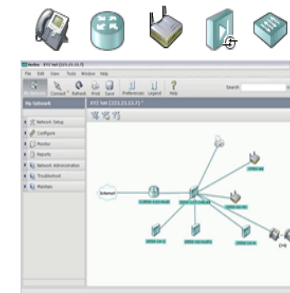


## Solution-level network management



From Individual Device Management

To Centralized Network Management



## Speaking points:

To gain strategic relevance within Cisco, we conducted user research to identify opportunities for disruptive innovation, and ultimately executives inside Cisco trace over \$2.5 Billion in revenue back to our efforts.

# The experience is our next advanced technology

The screenshot shows the Cisco website homepage with the following elements:

- Header:** Cisco logo, navigation links (Worldwide [change], Log In, Register, About Cisco), and a search bar.
- Navigation Menu:** Solutions, Products & Services, Ordering, Support, Training & Events, Partner Central.
- Main Banner:** "Welcome to the human network." with a sub-headline: "When we're all connected, great things happen. People collaborate in new ways. Web applications mash together to create new experiences. On the human network, wonderful things are happening everywhere." and a link: "→ Explore what is possible on the human network." The banner includes an image of a man sitting on a bench with a dog.
- Information for:** Small & Medium Business, Large Enterprise, Service Provider, Home & Home Office.
- Quick Links:** Partner Locator, Find a Service Provider, Documentation, Job Opportunities, RSS Feeds, Investor Relations, Discussion Forums, Annual Report.
- Latest News:** "Transforming Cisco.com. Learn more about the improvements we're making", "Dublin, Ohio Goes Wireless with Cisco Mesh Network - 06 Oct 2006", "New Fujitsu-Cisco High-End Router - 04 Oct 2006", and a "View All News" link.
- Featured Product:** "Cisco 3845 Integrated Services Router" with a description: "Concurrent T3/E3 wire-speed data, security, voice, video, and wireless. Learn more" and a "View All Products" link.
- Software Downloads:** "All Software Downloads" link.
- Take Cisco Mobile with you:** "Learn More" link and an image of a hand holding a mobile phone.

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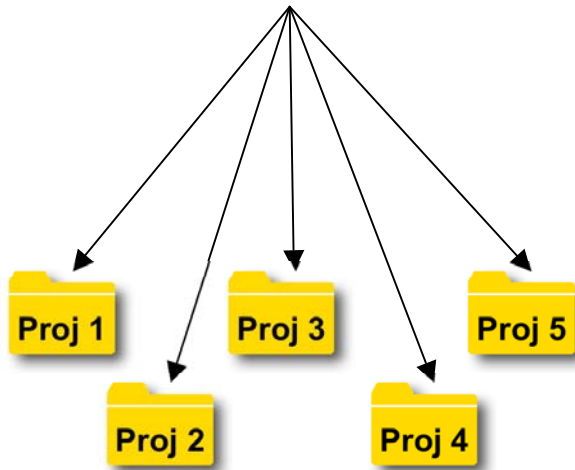
## Speaking points:

My team showed the value of UXD through example, and demonstrated that the experience itself is Cisco's next AT!

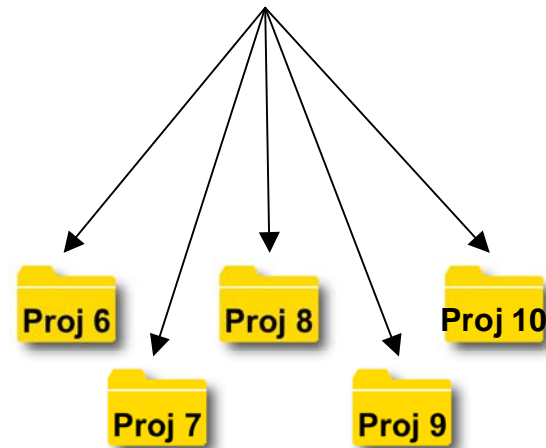
# Organizational Transformation– before



UX Designers



Design Projects



## Speaking points:

- I decided that if we were going to search for that treasure—impact and strategic relevance—then having a traditional UXD team structure, where each of my UX Designers worked on several projects at one time was like digging 40 1-foot deep holes looking for the treasure. If we were going to find treasure, we needed to dig one 40-foot hole.
- When Willie Horton, the famous bank robber from the 1930's was asked "Hey Willie, why do you rob banks," he answered, "because that's where the money is."
- I decided that to find the treasure, we would focus only on the highest priority projects, those where the biggest strategic opportunities lie, and leverage generative user research to drive disruption.

# Organizational transformation after– digging deep



## Speaking points:

- We took a page from Tom Kelley’s book, “The Art of Innovation,” and decided that instead of having each UX Designer focus on 5 projects, we would assemble highly focused teams of cross-functional experts on 1 project. Our Focus Team engagements combine user researchers to identify opportunities, along with others in the above picture.
- This structure enabled us to deliver world-class solutions to move from a technology-led to an experience-led company.
- Today, user research informs product design on a significant number of projects.
- The upshot? I don’t want to just **suggest** that user research can **possibly** drive innovation. My goal has been to demonstrate how we leveraged user research to drive disruption, and therefore converted a technology company into an experience-led company. I believe the purpose of usability researchers is to think big, to think about and solve the entire experience, so we can increase revenue for the people who hire us, and at the same time, leave our marks on history!