

# Design x Product Collaborating for success

Angel Jaime Ruiz

Product Lead @Hopper

Product Coach @Mento

Author [Substack.com/elproducto](https://substack.com/elproducto)



Booking.com



eada<sup>®</sup>  
business school  
barcelona

OVERVIEW

# Agenda

## Part 1

[How I got Booking.com to lose its best Designer >](#)

## Part 2

[How Revolut Designers Empower PMs >](#)

## Part 3

[How the best Designers I've met, "sell" >](#)



# How I made Booking.com lose its best designer

A story about terrible misunderstandings

**Booking.com**

# A new challenge for Booking: “non-hotels”

- \$ Non-hotel accommodations are not selling well**  
They don't engage with the Partner Portal. They don't use most of the features, which they don't need
- ! Airbnb is becoming a serious competitor**  
They are aggressively expanding in Booking's markets. Customers like cheaper options
- ↑ More non-hotels want to work with Booking**  
New business opportunity for home & apartment owners.



# What if...we make a b2b mobile app

## 1 On the go.

Homeowners usually have multiple jobs.

2 **Super simple.** Just the features they need.

3 Proactive communication. **Always connected.**

## Will they want it?

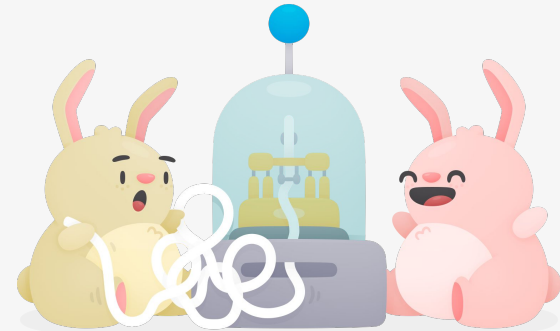
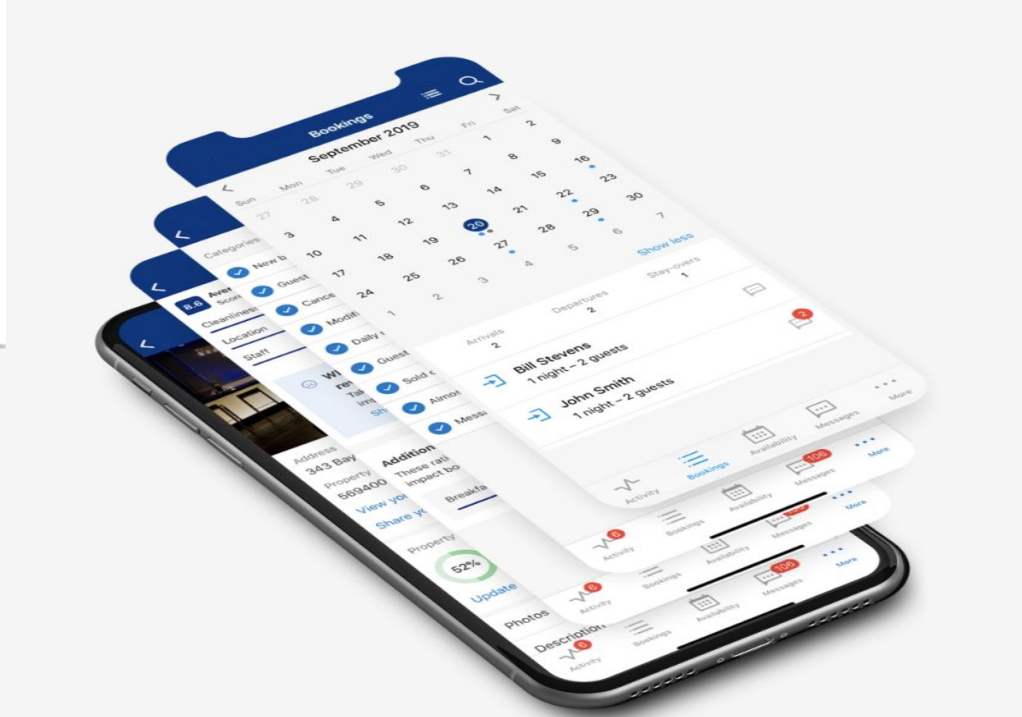


**Let's just give the problem  
to a bunch a people that  
don't know anything about  
the users**

**What could go wrong?**

OUR MOST SENIOR DESIGNER HAD A BRILLIANT IDEA

# Meet the super app that solves no problem for no one



**“ Building a product that no one will find useful is the largest source of waste in the startup ”**

Eric Ries



# We started wrong

Not like this....



1



2



3



4

Like this!



1



2



3



4



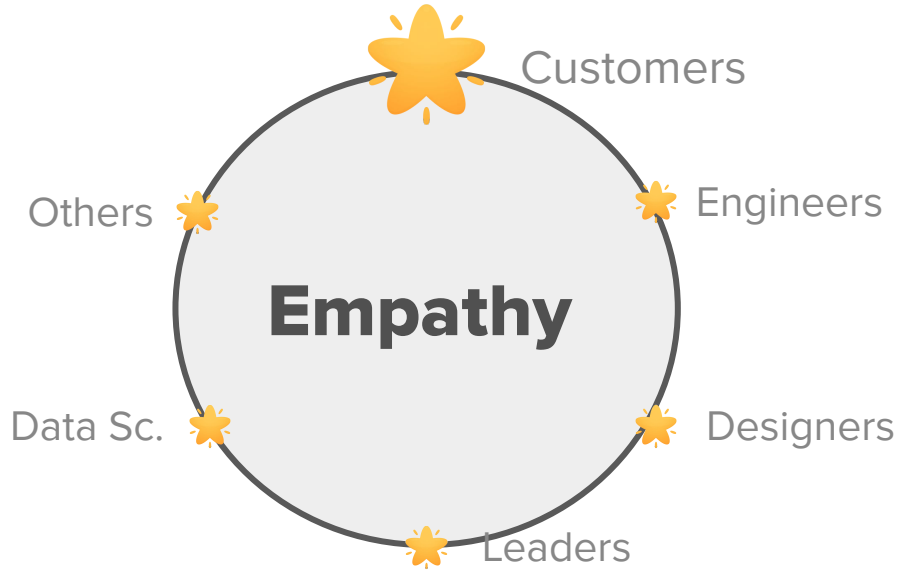
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# A bunch of things started wrong

- ✘ Nobody knew for sure what b2b customers needed
- ⌞ We didn't share expectations internally
- ! We overdesigned
- ✿ We ASSUMED



# Have you heard about...



# We took a small step back, and we talked

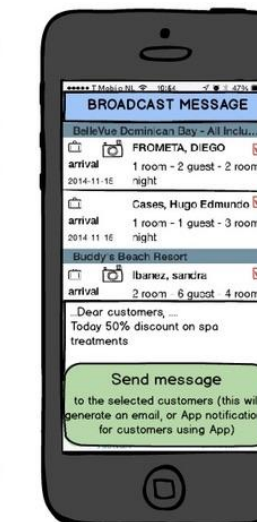
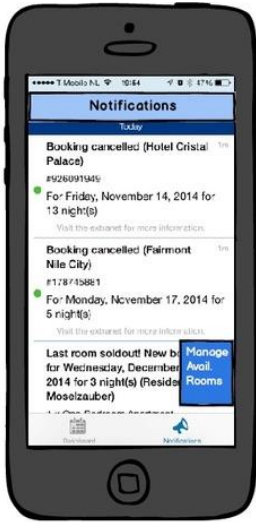


**“Hey...we need to talk”**

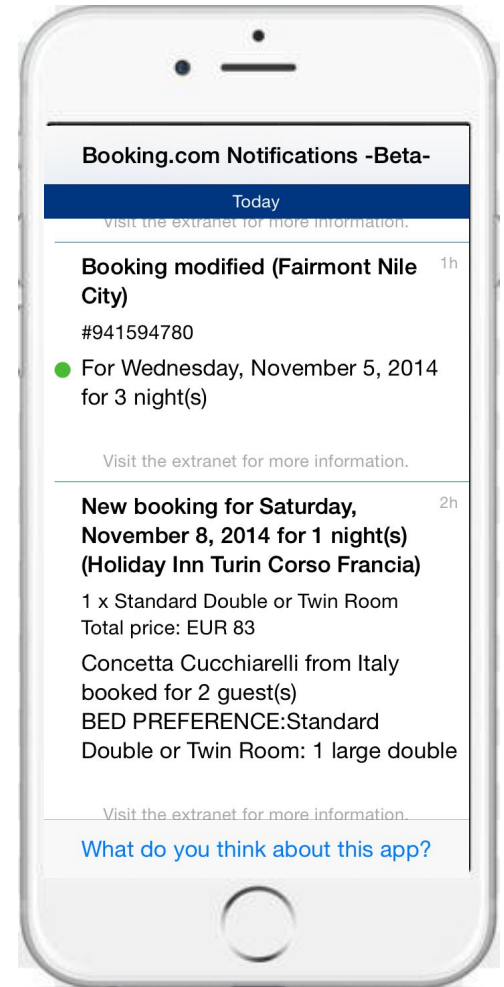
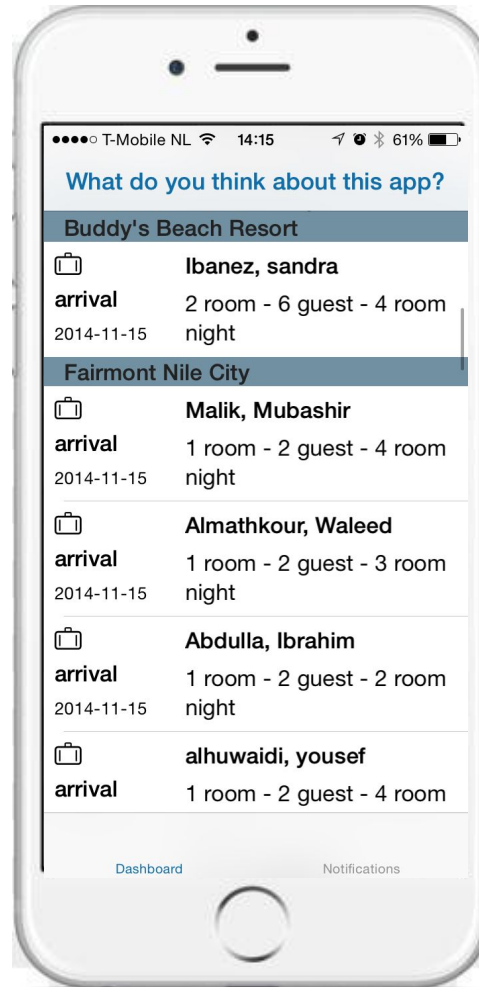
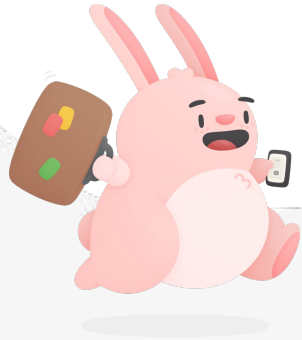
**Unfortunately it was too late to re-align  
with our Designer**



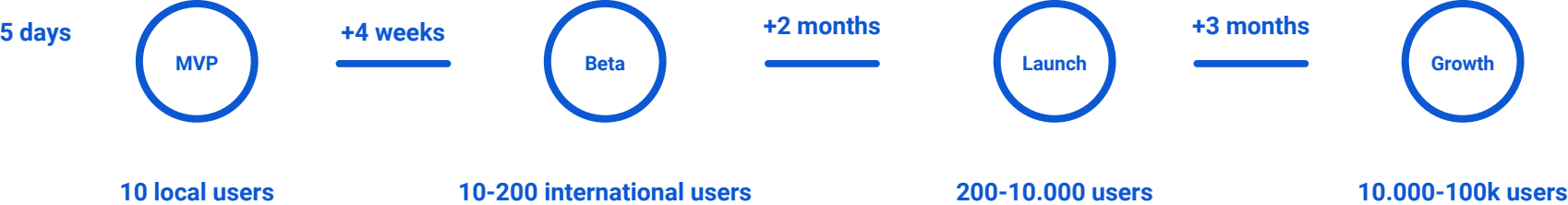
# A true MVP



# A week later...



# Few months later...



**Pulse for Bool**  
Booking.com

★★★★★ 4.6 • 11.4K Ratings



**Pulse fc**

Booking.com Hotels & Vac

4.6★ | 1M+  
85.6K reviews | Downloads



**“ A good plan, violently  
executed now, is better  
than a perfect plan next  
week ”**

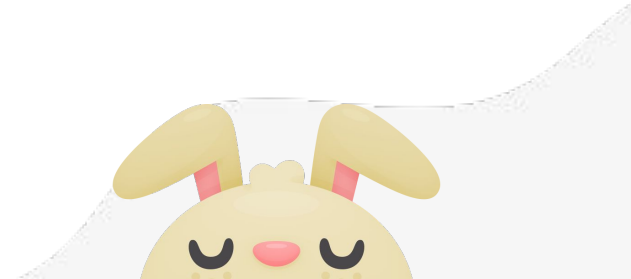
George S. Patton

Our mistake when we started:

**We weren't trying to build the right Product**

**We were trying to build something beautiful**

**And definitely not fast**



# So...we can pull in different directions

the right  
Product

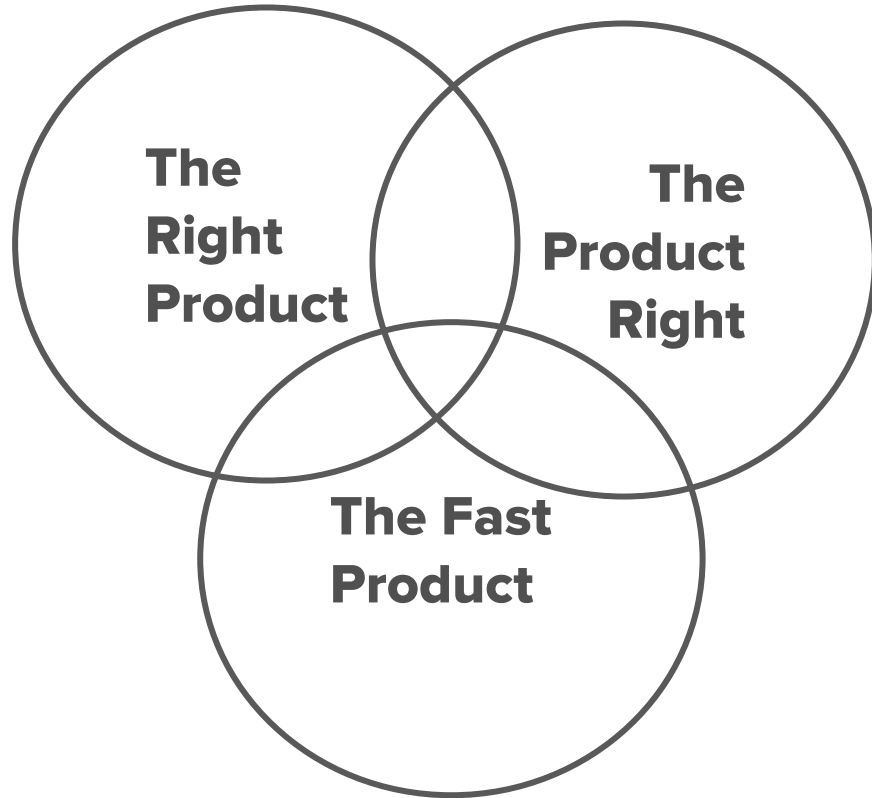


something  
beautiful

something  
fast



# Meet the 3 Forces of Product



# The 3 Forces of Product

Different stakeholders may expect different things



## The Right Product

Solve a customer problem  
the right way



## The Product Right

Build it right. Beautifully  
designed. No bugs.



## The Fast Product

Ship it fast. Learn fast. Get  
results fast



# Building the Right Product

- ✓ Solves **REAL** user problems
- 💰 Helps driving business results
- ⌄ We have evidence supporting it
- ★ It could be simple or complex



# Building the Product Right

- ✓ Well done
- ★ Easy to understand and to use
- ✓ It doesn't have bugs or issues
- ⌕ Likely scalable
- ★ It could be simple or complex



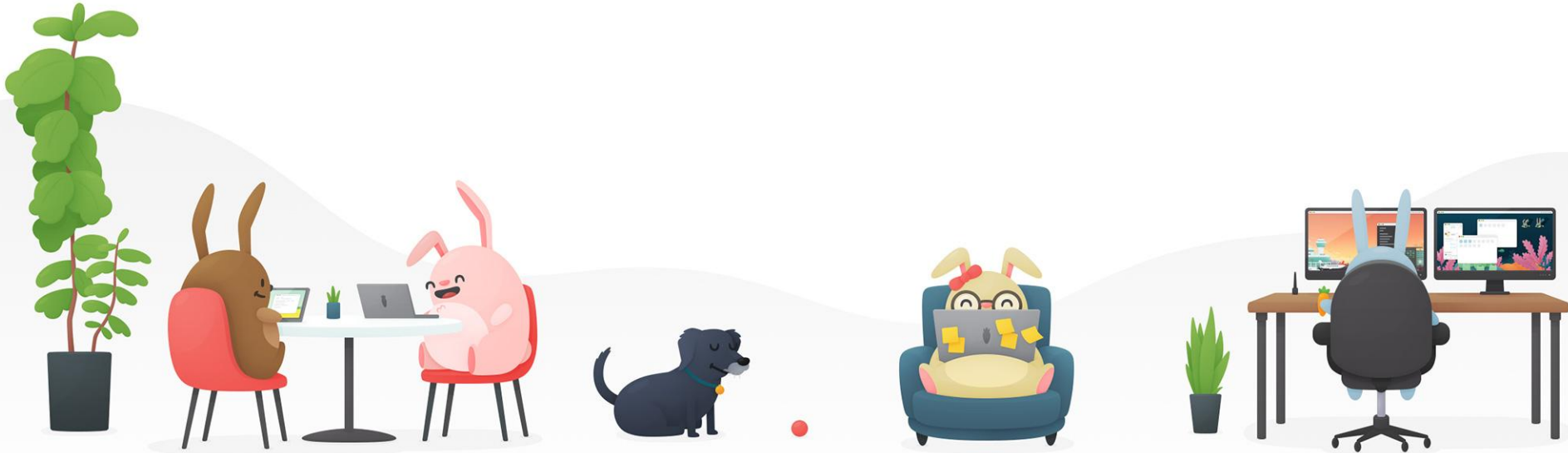
# Building the Product Fast

- ✓ Helps validate assumptions quickly
- \$ It's simple
- <> May or may not scale well
- ★ Fast GTM





# Let's see, who pushes for what?



# Let's take action

Next time you are involved in a complex multi-stakeholder project, use this template to understand interests, risks, and take action

**Example:** we are asked to build a very complex feature without any customer evidence

Stakeholder	Push	Influence	Risk	My Action
<i>Example 1:</i> PM	Build the Product Fast	High	Lack of customer evidence.	Awareness: Show lack of evidence. Encourage research
<i>Example 2:</i> B.E. Eng	Build the Product Right	Mid	Possibly redundant work.	Awareness: Explore ROI. Explore simpler solutions (even if they don't scale well).

# How Revolut Designers empower Product Managers

A story about collaboration



Revolut

# ***“We are all really busy here”***



## **Tight resources**

One Designer usually works with 2-3 teams and Products



## **Really fast. All the time**

Constantly creating new Products. Not just iterations



## **Get it done**

No hesitation. Just do it & learn



# How can we make design more accessible to Product teams?

I wish there was **a tool for that**

# How can we make design more accessible to Product teams?

MISSION STATEMENT OF  Figma



To make design  
accessible to all.



# We encouraged PMs to play around



## Training

A couple of Designers took care of giving Figma intro courses. Not only Figma features, but also Revolut's design system and guidelines



## Encourage

We encouraged Product Managers (also Engineers) to use Figma to convey their ideas.



## Share

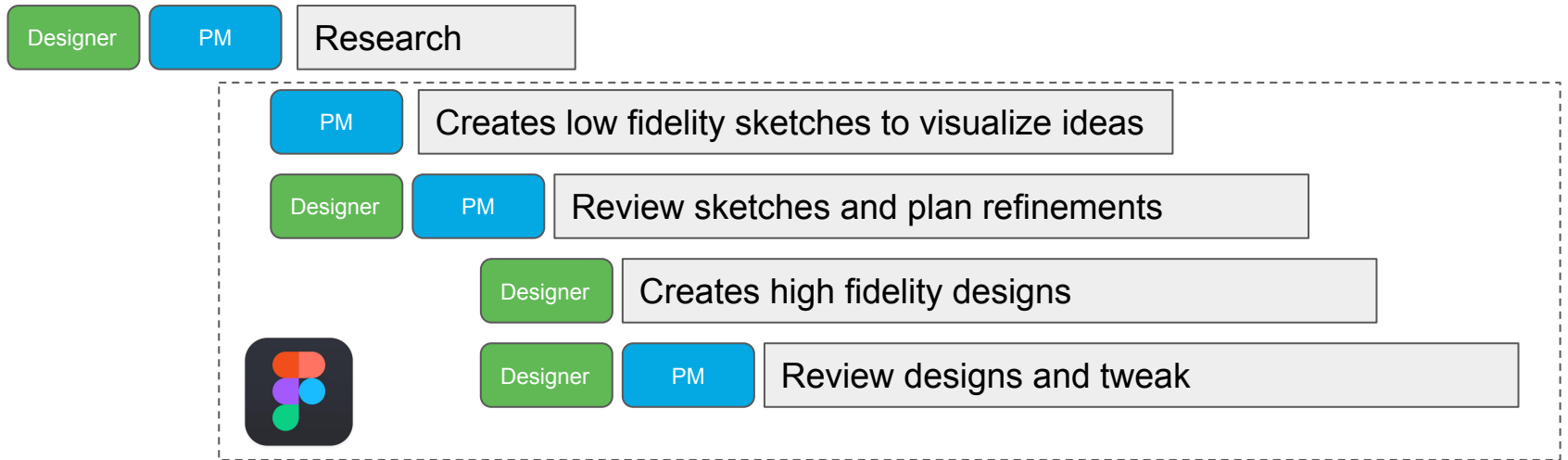
Everything that was created by non-designers would be reviewed by designers.

# Designers own design

but

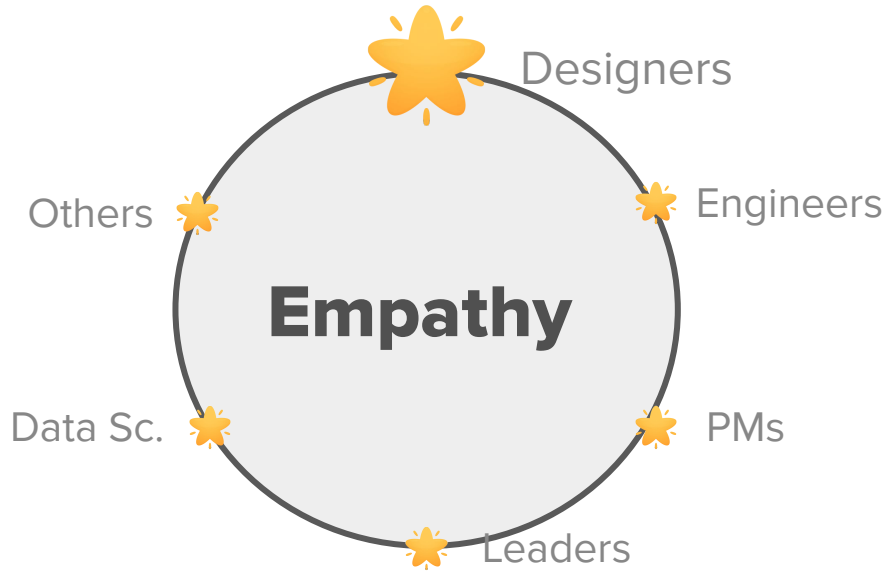
**we freed them up time so they could focus on generating true value**

Example:





# Remember?



This simple change made PMs and engineers to empathize much more with Designers.

The process became more collaborative, and productivity improved.



# Let's take action

What else can we do to **empathize more  
and facilitate collaboration?**

# Collaborating

**Engineers**

**PMs**

Create dashboards



Conduct user-testing sessions

Prototype

Create PRDs

**Designers**

Roles and responsibilities are important, but being loose about them can help promoting empathy and encourage a healthy collaboration



# Your wooclap poll will be displayed here

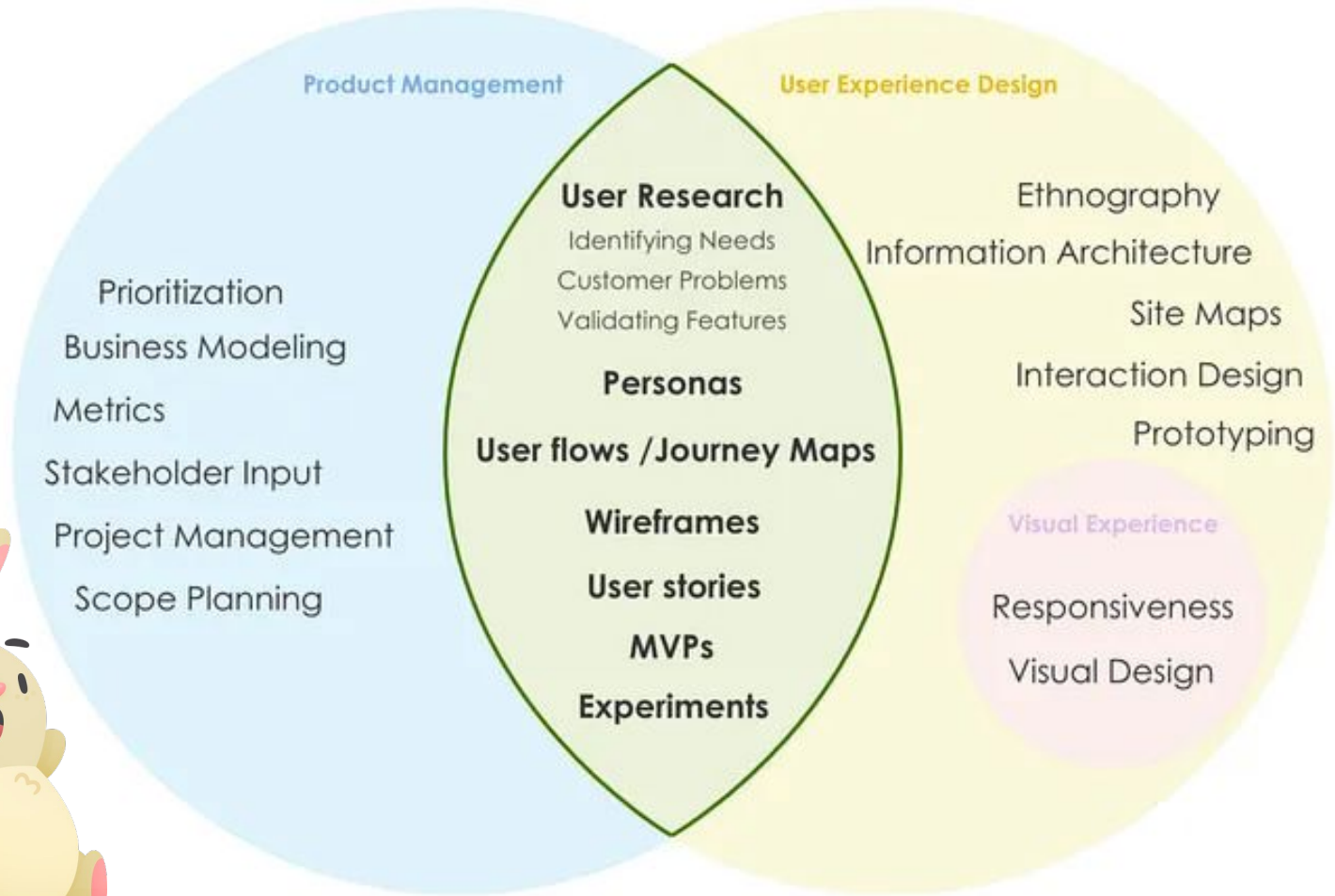


Install the **Chrome** or  
**Firefox extension**



Make sure you are in  
**presentation mode**

**wooclap**



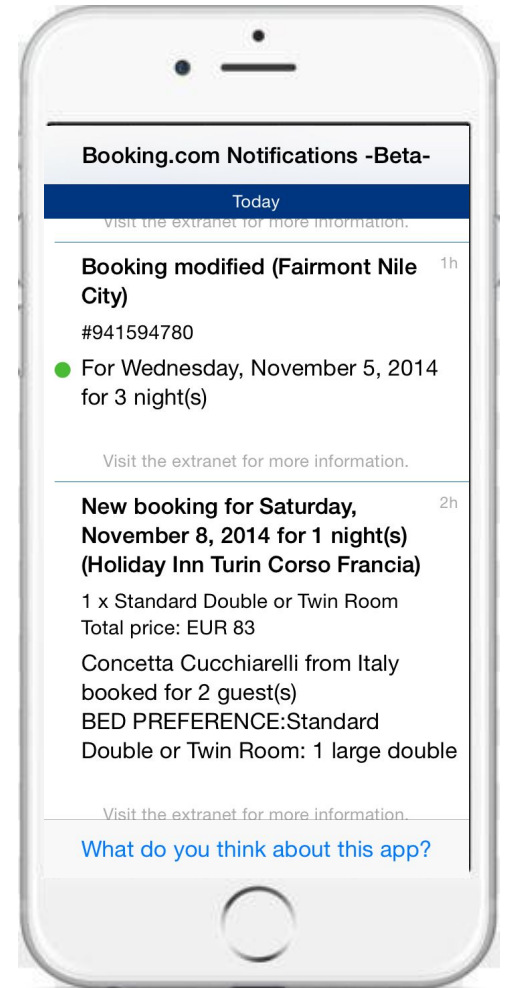
# How the best Designers I've met, "Sell"

A story about persuasion



# You can sell a design

*“New messages will have green dot, so users can recognize them”*



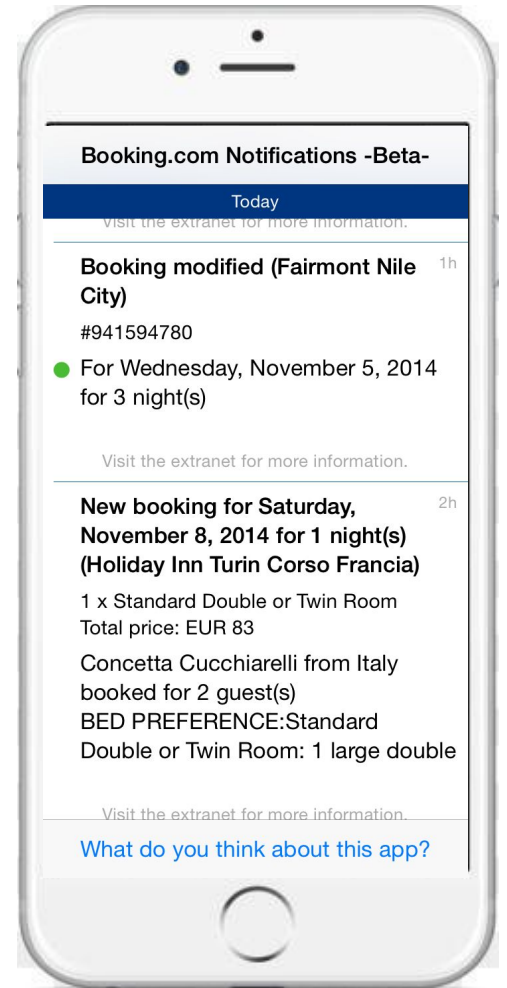
# Or you can sell the solution to a problem

*“We have observed that **users don’t notice when they have a new message.**”*

*This leads **users ignoring important messages.***

*We have added **a green dot that will disappear when users tap on the message.** That way users will notice and will want to get rid of the dot, acknowledging the message.*

*It’s a common and familiar UI pattern in many apps, like Instagram or Strava ”*



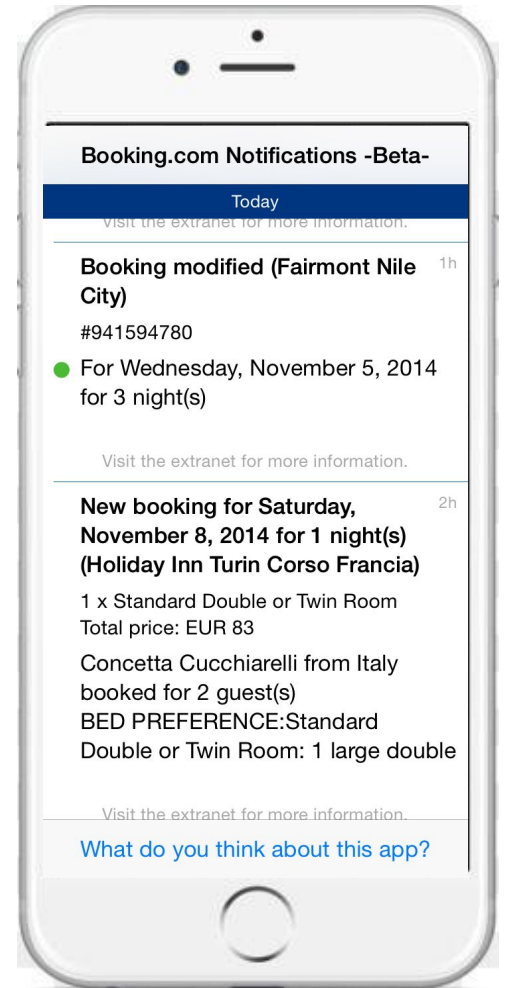


# You can quantify the problem to show the value of your solution

*“80% of users don’t notice when they have a new message...”*

*This leads users ignoring important messages.*

*We have added a green dot...”*



# Pro level: Tell a story (with data)

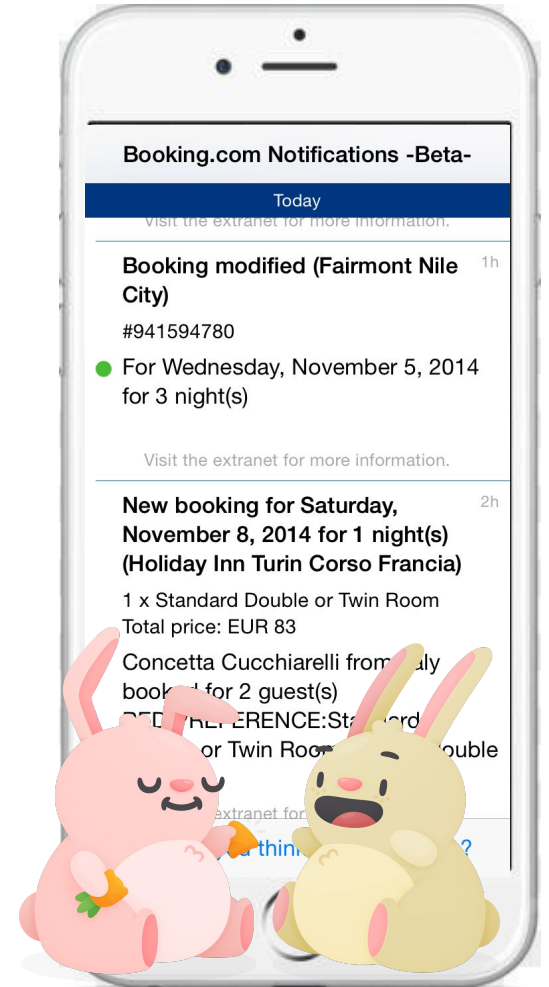
*“During my last trip, I arrived at a hotel and they didn’t have my booking.*

*I had changed the dates of my stay a week before, but they didn’t see the modification. They were fully booked, so I had to call customer service and ask for help.*

*Turns out this is not uncommon. Did you know that 20% of modifications end up in “no booking on arrival” complaints?*

*And did you know that 80% of hotel employees don’t notice when they have a new message?*

*This leads users ignoring important messages...”*



# The best designers I've worked with:

- ✓ Talk about solving user's problems
- \$ Talk about business value
- <> Quantify problems. Can talk data
- ★ Are great storytellers
- 🔥 Can work iteratively. *"We will get there, but we start here"*



# Next time you have to present a design

- 1 Identify the user **problems** you are solving



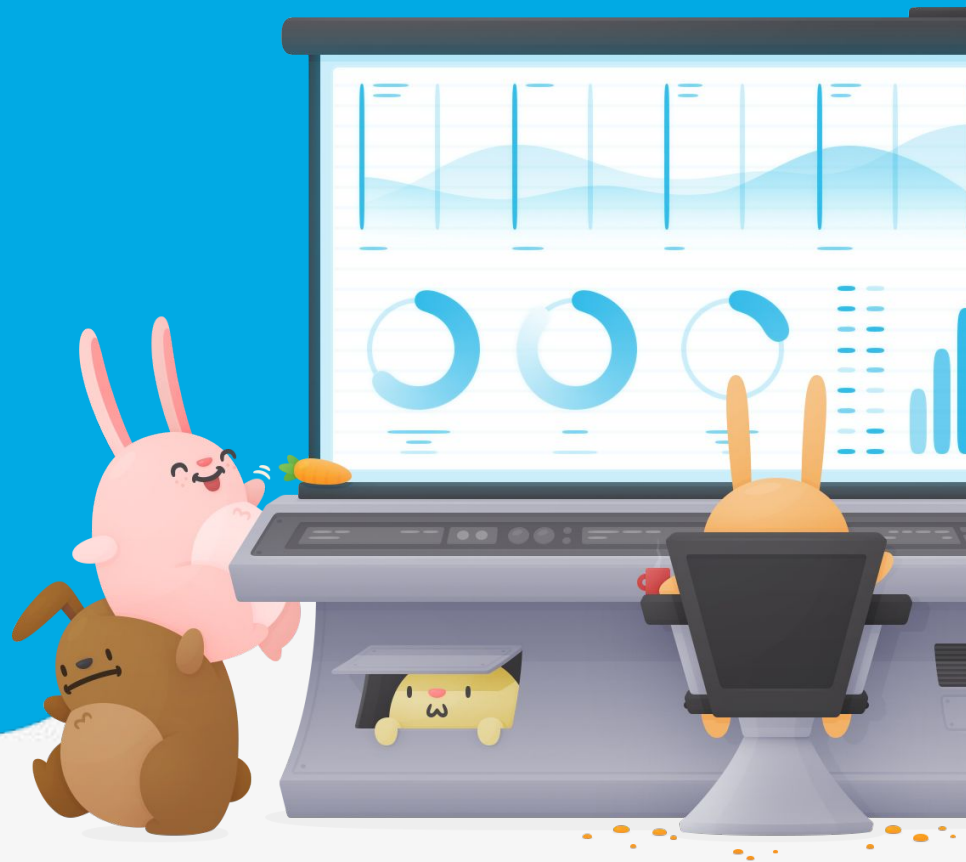
- 2 Try to **quantify them** as much as possible



- 3 Give context. **Tell a story**



# Questions



# Recommended reads ❤️

[The empathy gap](#) - Ness labs

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[5 ways Product and Design can collaborate effectively](#) - Mind the Product

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[How Designers can earn a sit at the table](#) - Phil King of Flickr

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[Watch] [Designing for emotion](#) - Aarron Walter of InVision and Mailchimp

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[Listen] [How Julie Zhuo uses data in Design](#) - ADPList podcast

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☀️ Díky! ☀️

