

Like a phoenix

Becoming a more resilient designer

Catt Small · Design Matters 2020

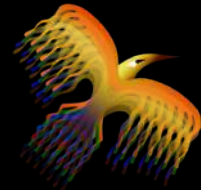


Hi, I'm Catt!


I design the future of work
at **Asana**.

Today, we'll discuss:

How to navigate situations in which
you aren't set up to succeed.



September 2016



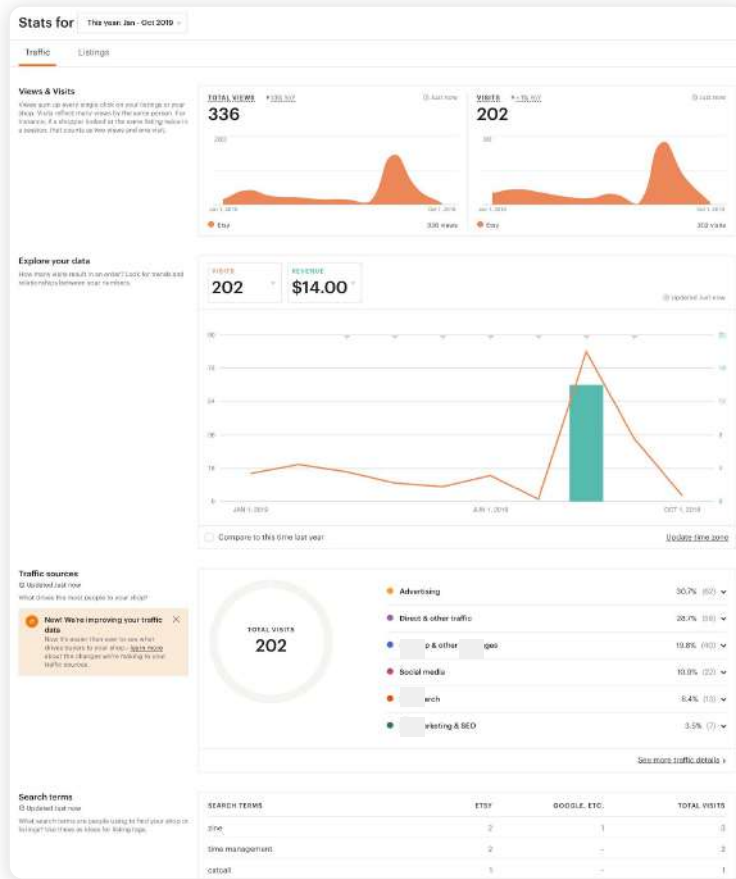
~22% of the staff
was let go in 2017.



~ 2% of the staff
wanted to go in 2017.



NOV 2017
Seller Stats



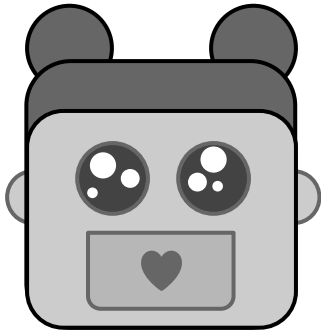
2017 shop stats layout



Not only do sellers say it is less helpful and less timely than the previous version - they say it's discouraging.

EcommerceBytes, 2017

Not set up for success



**Lead Product
Designer**
(me)



**User
Researcher**



**1/3 of a
Product
Manager**



**Engineering
Manager**



I tried to fill in the blanks

Encouraging empty state that turns into checklist

Selling to-dos

Keep selling and check back here to see more to-dos!

Selling activity

Active: 0, Sold: 0, Unsold: 0, \$0.00 (30-day total)

50 Free listings left in November

Selling promotions

Website - National Savings

Starts Jan 1 - Ends Jan 1

Define members to bid if you're looking to sell

Use your free listings and other promo offers before they expire.

Use as tool

Suggest free tool, possibly because I have no active listings

Suggests free tools

Suggest free tool that converts to paid

Large numbers at the top

Home

Last 30 days: Nov 24 - Dec...

Impressions	121K	Clicks	2.53K	CTR	0.58%
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Impressions 3,859 (Jan 6)

No suggestion regarding what to do with any of this information

Use top of page bids

Use estimated top of page bids to show ads above search results.

Wedding Cakes > Delicious Cakes

Raise bid for wedding cakes from \$3.50 to \$3.89

Possible weekly results

- 202 more clicks
- 1.02% higher CTR
- \$155.48 additional cost

Last week: This keyword got 300 clicks and a

Feedback about what will result from raising bid

Facebook Insights

Page Summary Last 7 days

Page Views: 30 (Total Page Views +30%)

Page Previews: 0

Page Likes: 1 (Profile Previews +30%)

Post Engagements: 5

Empty state when no data is available has no clarity around what to do next

No suggestion regarding what to do with any of this information

Google Analytics Home

Users	119	Sessions	142	Bounced Rate	62.68%	Session Duration	1m 5s
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Compares to previous range in time

Must ask a question to view insights


7 Day Active Users for Device Category of mobile

System requests user feedback

Competitive research examples

In the **past 30 days**, your shop had **2,588 visits**. **2.28% of those visitors bought something**, and the **average value of their orders was \$30.20**. That all adds up to **\$1,782 in revenue**.

IMAGINE THIS FEATURE:

 suggests actions you can take to make your shop more successful. The suggestions are tailored for you, and based on your data (like revenue, views, and visits) and the average data of sellers like you.

EXAMPLE SUGGESTION:

Looking to get more visits? Sellers like you who use our free social media tool three times a week receive an average of 360 additional visits per month.

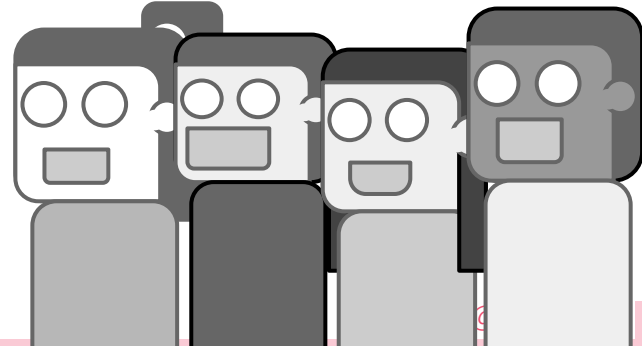
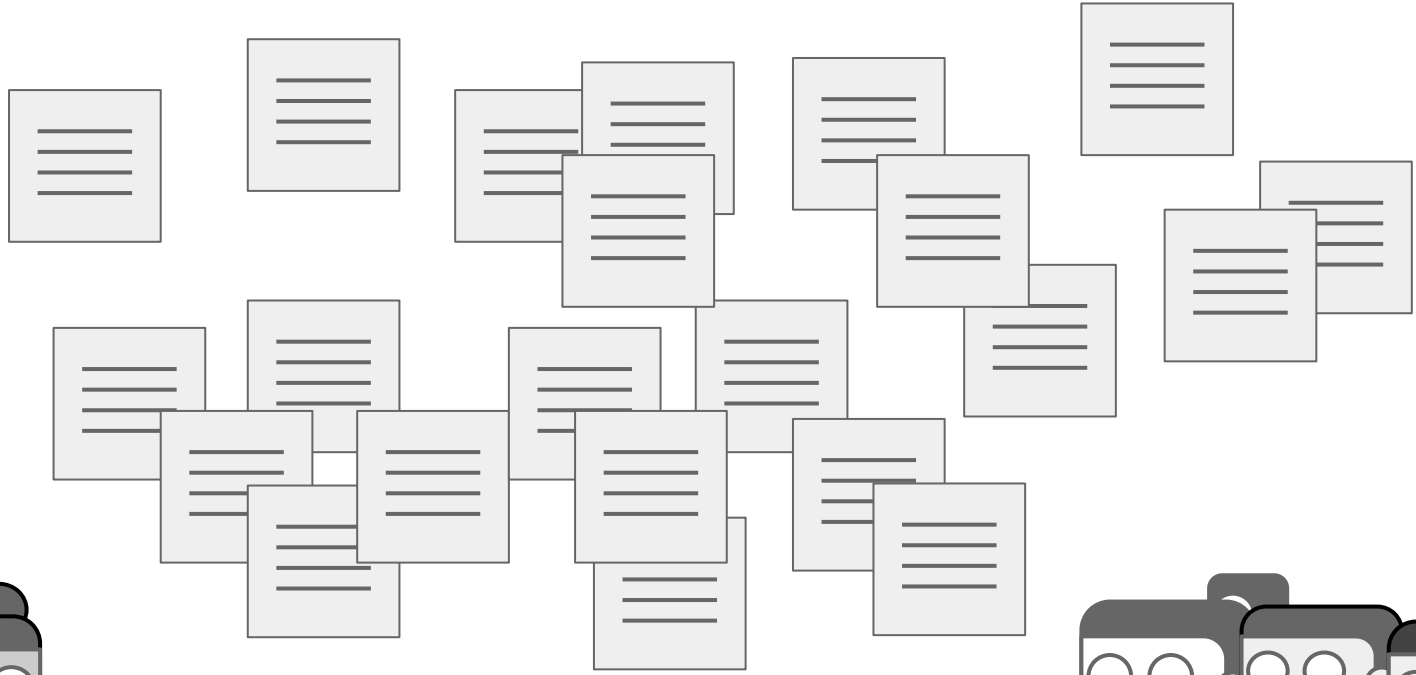
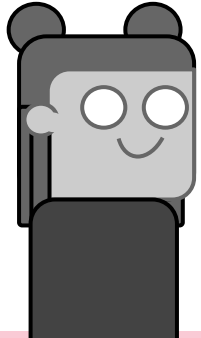
[Share your shop >](#)

EXAMPLE SUGGESTION:

Shops similar to yours increased visits by 15% year over year. Dipping a toe into paid advertising could help get your visits growing even more.

[Try Promoted Listings >](#)

Concepts we showed to sellers in our initial interviews

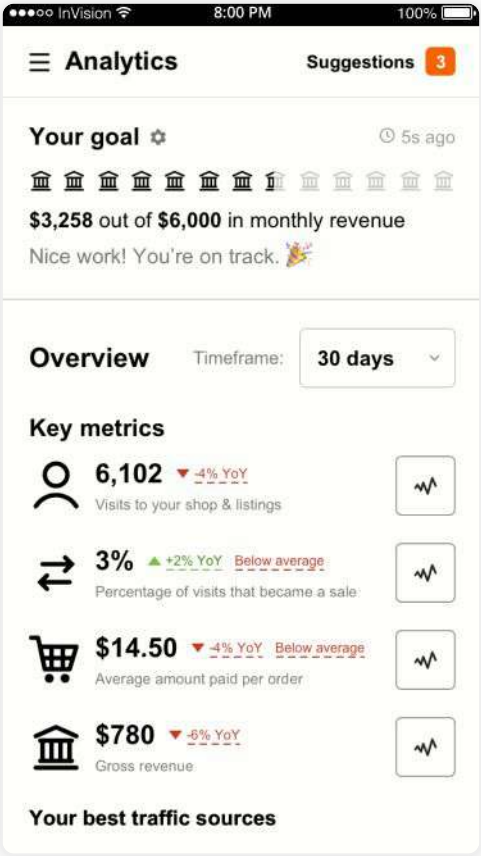




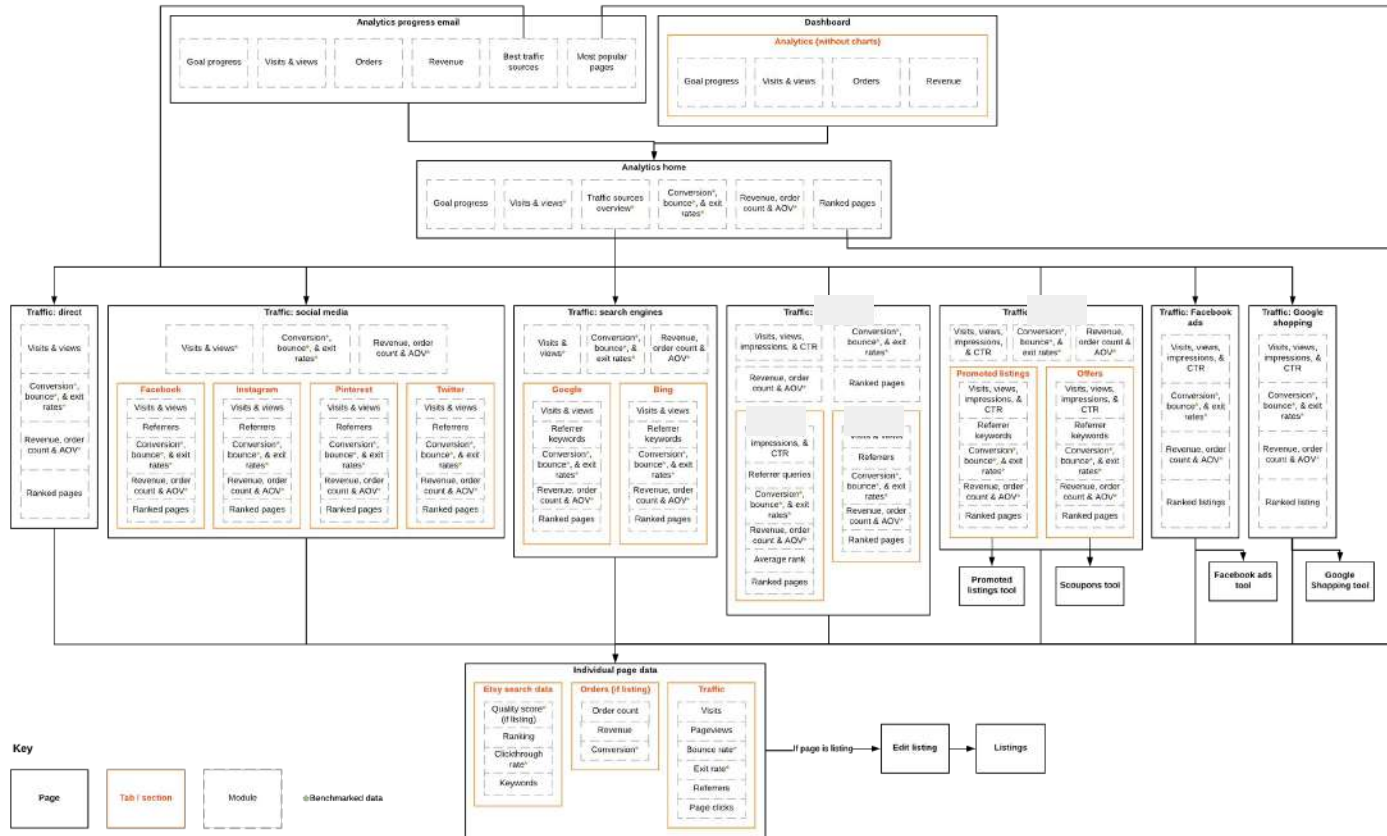
We decided to
replace shop stats.



This meant rewriting data.



Prototype of long-term design vision.



Proposed new user flow

Shop Manager



Shop Analytics



Traffic category analytics



Traffic source analytics

Shop Manager



Shop Analytics



Traffic category analytics



Traffic source analytics



We started with
marketplace search.

Suggestions for your shop

1 of 4



Your highest-converting keywords are:

**race
junkie**

**mardi gras
costume**

**snow white running
costume**

**belle running
costume**

**running
skirt**

Use these as tags on applicable listings to increase the chance of getting a sale.

Mark as done

[Dismiss](#)

Here's how you're doing last month (Jan 2018)

962

visits to your shop (?)

-35% YoY

×

5.49%

of visits purchased (?)

22% YoY

×

\$35.62

paid on average (?)

-11% YoY

=

\$1,884.72

earned in total (?)

-29% YoY

Your items appeared for 561 search queries. Sorting by conversion rate (low to high)

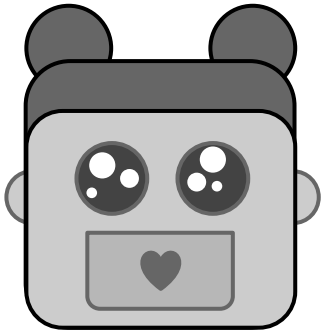
Phrase (?)

Conversion rate (?) ▼

Listings (?)

Second prototype

6 months later, a full team



**Lead Product
Designer**
(me)



**User
Researcher**




**Product
Manager**



**Engineering
Manager**



4 Engineers

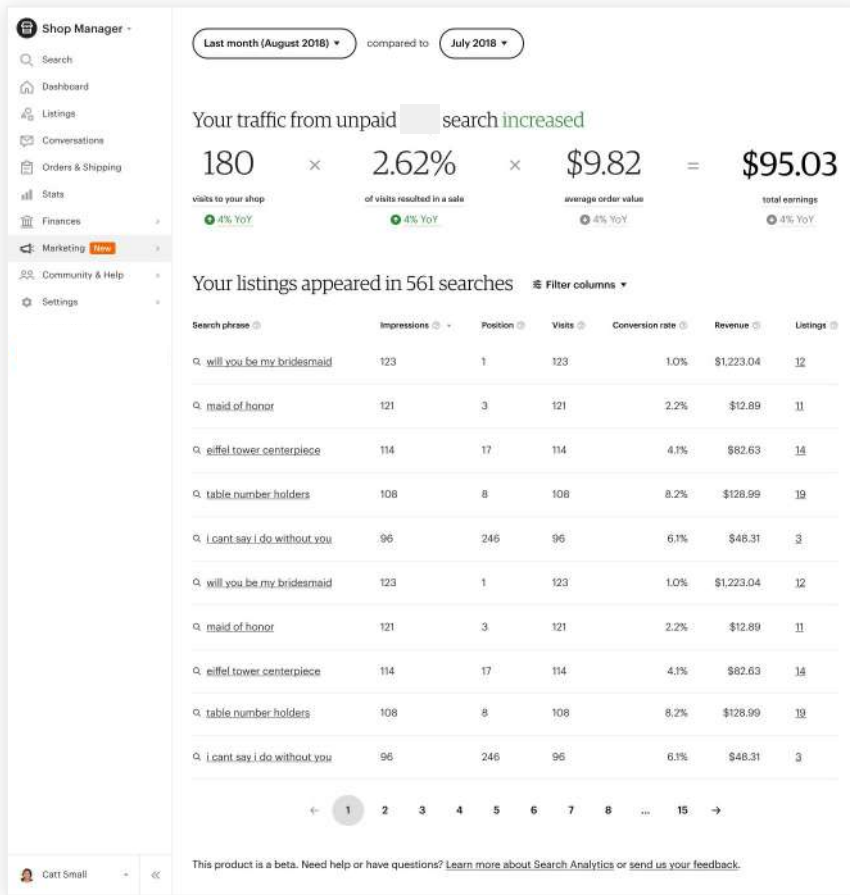


NOV 2017
Seller Stats

MAY 2018
Search
Analytics



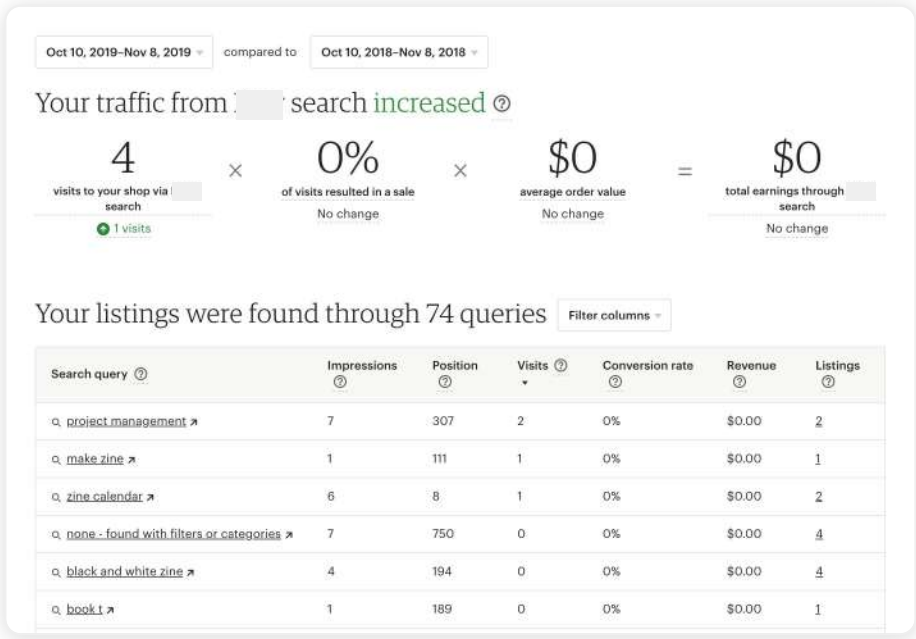
We were told to
launch in 4 months.



Final mockup of design



Then came compromises.



The new design system wasn't code-complete.

The numbers didn't match.

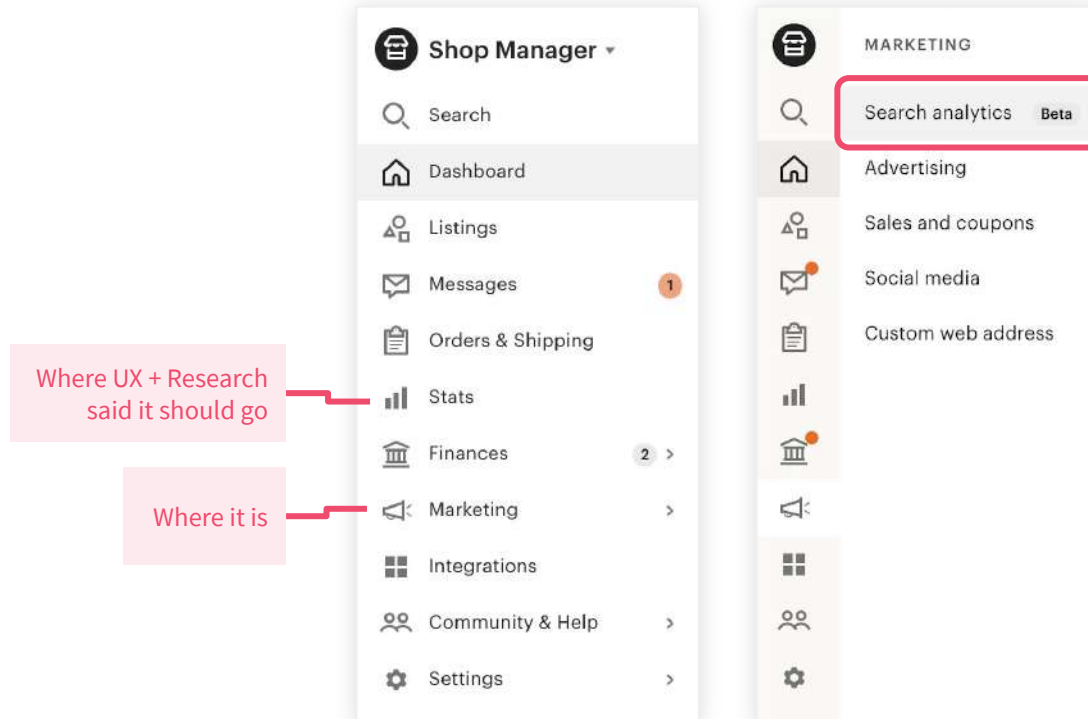
15

Stats search visits

4

Search analytics visits

This led to IA problems



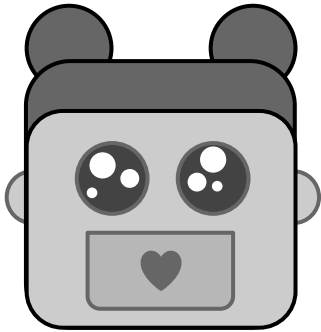
“

I think we should roll this out slowly because we don't actually know how sellers will use it.

”

Me, in basically every meeting

But I wasn't the decider



**Lead Product
Designer**
Recommend



**User
Researcher**
Input



**Product
Manager**
Decide



**Group PM
(former PM)**
Agree

We did a loud public launch.
It was rocky.

62%

of users didn't find it easy to use

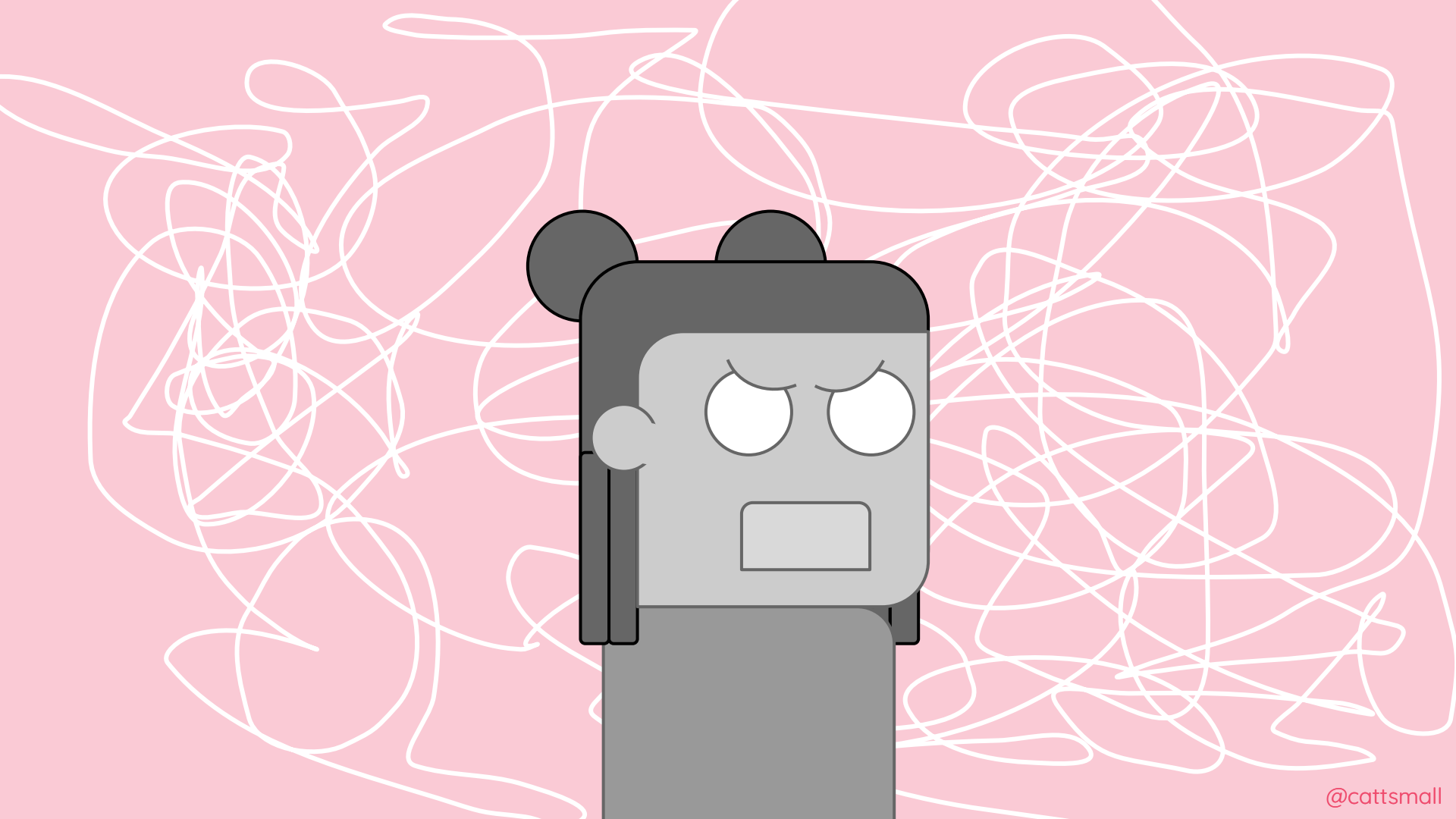
LL

I don't understand this at all; the numbers don't tally with my results and I find it hard to believe ... **Seems like something's off.**

A seller who said using search analytics was very difficult



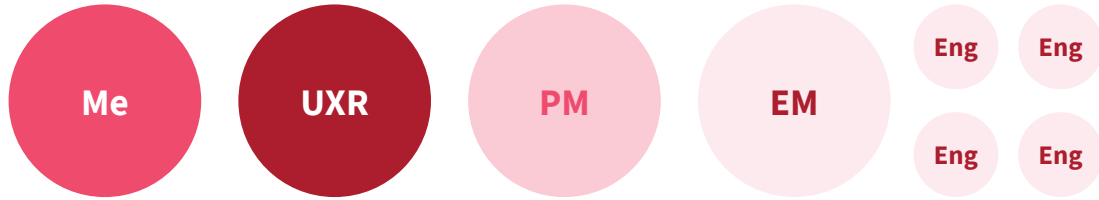
Peer feedback said I should
have been more persuasive.



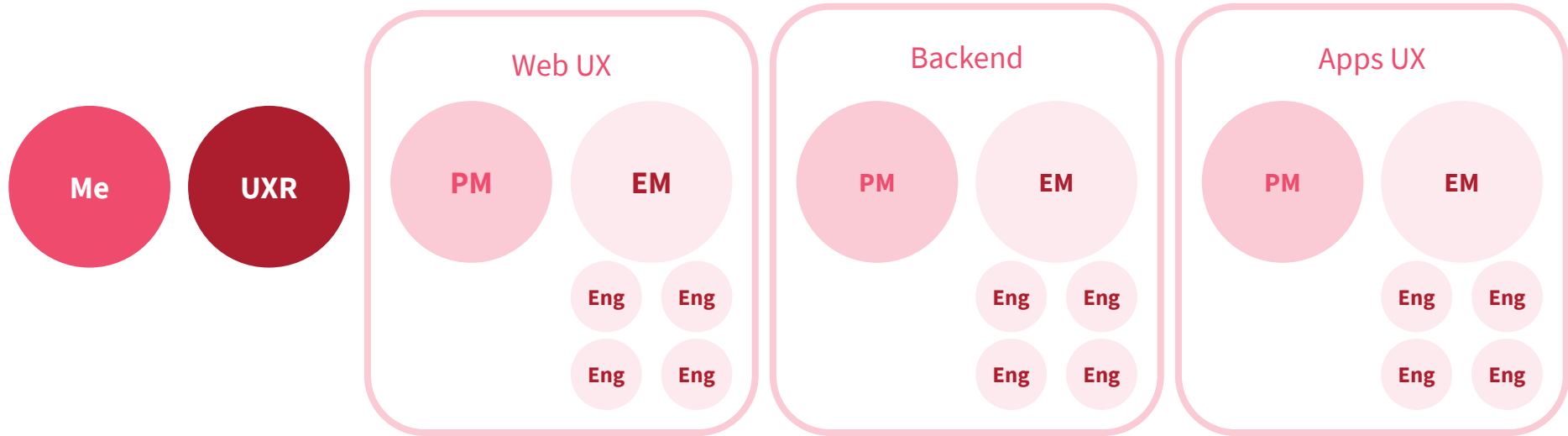



But there was hope.

2018



2019






NOV 2017
Seller Stats

MAY 2018
Search
Analytics

NOV 2018
Seller Stats...
again

I documented everything

DATE ADVERTISED: 08/01/2018
ITEM: RINGS, SLIMS



Umah

Age: 32
Location: Queens, NY
Occupation: Accountant

Umah is the sole owner of SlimRags. She sells screenprinted tote bags, prints, and shirts. She has been selling on since June 2016. As of August 2018, she has received 115 total orders.

"I've only been on for a year. It's my side gig, but I would love to go full time if I could. I got into selling because I should put my art up for sale."

"I have an Instagram for my popular app. I'm trying to let the media be competitive, and so I don't know how people feel when they make a purchase."

's blog and seller Facelet most of my information about feel like the right community.


"I've been selling on for a long time; 8 years in total. It's just me, and I have a studio in my basement."

"I made a lot of money in 2016. Since then, my views have gotten worse and worse. Maybe I said something wrong in the forums and I'm punishing me?"

"I have a lot going on outside of I have two children and a wife. I have bills to pay. I don't have time to figure out marketing, especially not social media. I made a Facebook page, but only my family liked it."

's marketing tools feel like a waste of money. I tried promoting my listings for a few months last year. I spent \$2.00 a day and got too low of a return."

DATE ADVERTISED: 08/01/2018
ITEM: RINGS



Merryn

Age: 48
Location: Albuquerque, New Mexico
Occupation: Full-time jewelry maker

Merryn is the sole owner of Tidewater Jewels. She sells custom jewelry on eBay, and Shopify. Most of her money comes from , where she has been selling since 2010. She earned \$97,000 on in 2016.

So far in 2018, Tidewater Jewels is 20% under 2017's earnings, and 2017 was 15% below 2016. Merryn wants to correct the downward trend but nothing has worked so far. She is at her wit's end.

Proficiency with technology: Novice
Opinion of Etsy: Skeptical
Preferred device: MacBook
Social media accounts: Facebook (active), Pinterest (inactive)
Free tools used: Social media (inactive)
Paid tools used: Promoted Listings (inactive)

Shop advice

Shop advice is guidance concerning immediate action related to a seller's shop.

PAGE CONTENTS

- [Use cases](#)
- [Experience principles](#)
- [Placement options](#)
- [What makes good shop advice](#)
- [Alternatives to shop advice](#)
- [Appendix](#)

Use cases

✓ DO USE WHEN

An action is being suggested

Sellers don't just want to know what's going on with their shop—they also want to know what to do about it. Therefore, shop advice must have a call to action.

✓ DO USE WHEN

The action is optional

Sellers should be able to choose to decline the advice if they do not find it relevant. Etsy should use this as an opportunity to collect feedback that helps better personalize future advice.

✗ DO NOT USE WHEN

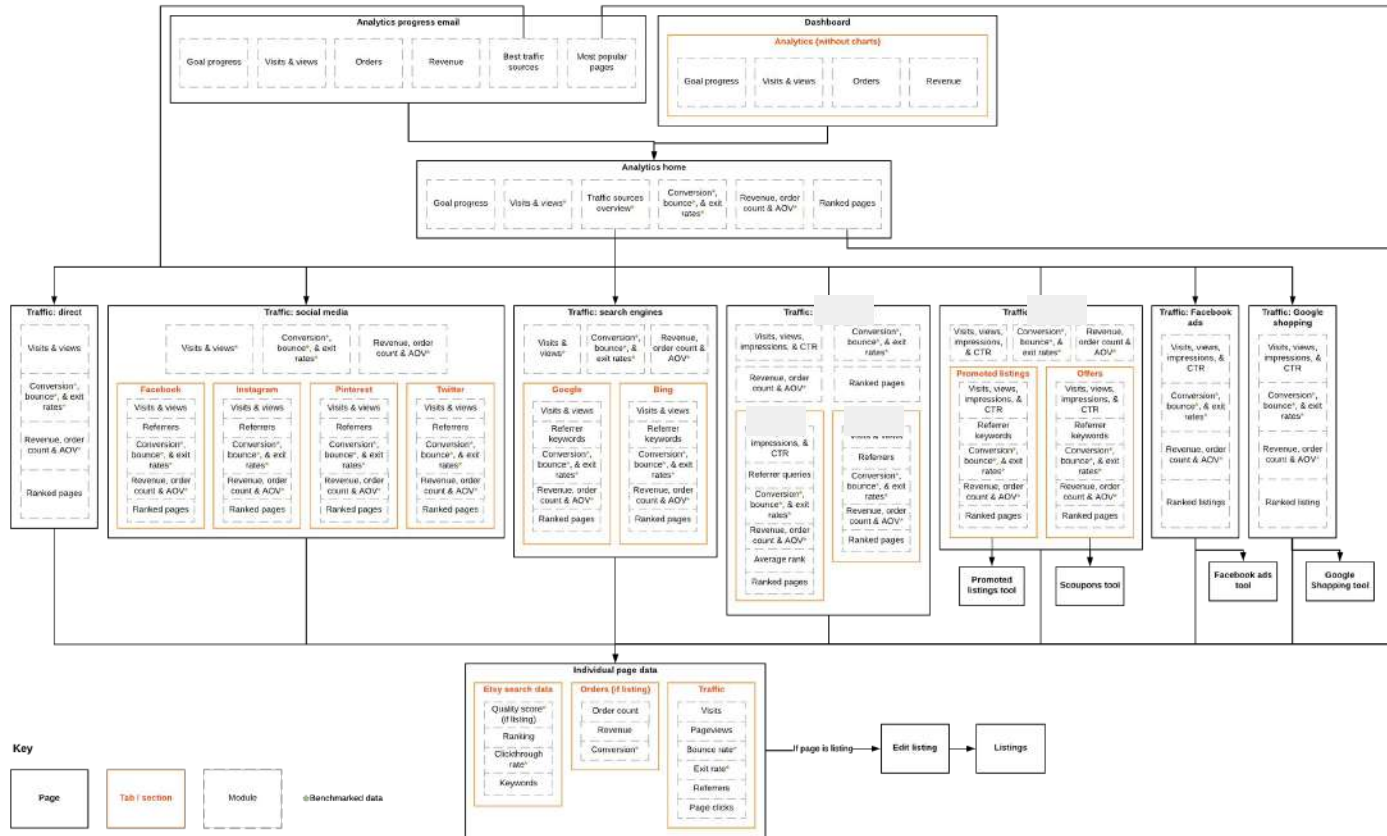
The seller need not perform an action

Guidance without calls to action are nothing more than status updates. Sellers do not find them helpful and often end up more frustrated than they were before.

✗ DO NOT USE WHEN

The action is required

When sellers needed to sign up for Etsy payments, they received news via email announcement and prominent notification. This is different from shop advice, which is optional and can be ignored without consequences.



Proposed new user flow

Shop Manager



Shop Analytics



Traffic category analytics



Traffic source analytics

Shop Manager



Shop Analytics



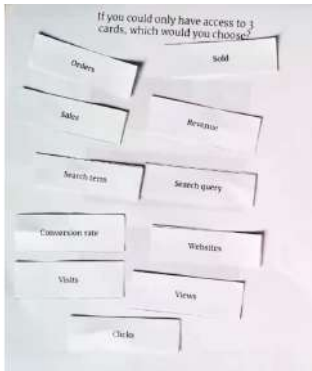
Traffic category analytics



Traffic source analytics



We started over.



If you could only have access to 3 cards, which would you choose?

You had 2 sales **this month**

\$123.00 = 200 × 1.0% × **\$61.50**

Revenue Visits Conversion rate Average order value

Revenue breakdown

\$0.00	\$0.00	\$0.00	\$123.00
search	Promoted listings	Google Shopping	Other
8 visits	32 visits	0 visits	160 visits
0% conversion rate	0.0% conversion rate	— conversion rate	1.3% conversion rate
\$0.00 AoV	\$0.00 AoV	\$0 AoV	\$61.50 AoV

Feb 1-28, 2019 compared to 2018

Your shop had 46 total orders on orders only

627 **7.34%** **\$21.80** **\$1,003.01**

visits to your shop of visits resulted in sales average order value total earnings

Data summary **February 2019**

Revenue and social media work best for you

	Revenue	Visits	Conversion rate	Orders
organic	\$803.00	507	7.0%	44
Marketing tools	\$0.00	0	0.0%	0
Social media	\$15.00	16	5.0%	1
Search engines	\$0.00	12	0.8%	0
Other	\$20.00	35	0.2%	1

This month (Feb 1-28, 2019) compared to 2018

Traffic to your shop **increased**

Visits **180** Orders **11** Conversion rate **3.6%** Revenue **\$157.00**

Visits are up 13% from the same time period last year

4 recommendations to improve your visibility

Remove poorly performing keywords

The keyword "gold" is not bringing visits to your shop. Consider removing it from your listings and trying another keyword instead.

search brought the most visits to your shop

Traffic source	Visits	Conversion rate	Orders	Average order value	Revenue
search	75 (42%)	3%	8	\$18.83	\$150.60
Advertising	52 (29%)	3%	3	\$13.67	\$41.00
External search	25 (14%)	0%	1	\$21.00	\$21.00
Social media	17 (9%)	0%	0	\$0.00	\$0.00
Other pages on	10 (6%)	0%	0	\$0.00	\$0.00
Miscellaneous	1 (<1%)	0%	0	\$0.00	\$0.00

Card sorting, low-fidelity, mid-fidelity, and north star designs



Once again, I proposed a
beta test before launch.

LL

Can you write a proposal?

77

My PM & EM

Stats to Analytics

Design notes

Jump to:

[Hypothesis](#)

[KPI](#)

[Why go this route?](#)

[Risks](#)

[Long-term vision](#)

[Expected outcome](#)

[Customer requirements](#)

[Research](#)

[Iterations](#)

[1: Make the background white](#)

[2: Reorganize traffic sources](#)

[Old version](#)

[New version](#)

[View with filled data](#)

[Empty view with default order](#)

[Edge case: old data](#)

[Traffic details](#)

[3: Remove sections with low usage and value](#)

[Views & Visits \(optional\)](#)

[Old version](#)

[New version](#)

[Websites](#)

[Old version](#)

[New version](#)

[Pages viewed](#)

[Old version](#)

The transition plan

NOV 2017
Seller Stats

MAY 2018
Search
Analytics

NOV 2018
Seller Stats...
again

SEP 2019
Beta test

LL

I like in new stats the line with " Visits, orders, conversion, revenue" but again I want to compare it with last months or last year.



5berries, seller



There needs to at least be a "custom" option so I can choose to get the specific data I am looking for.



ThePaintedHedge, seller

NOV 2017
Seller Stats

MAY 2018
Search
Analytics

NOV 2018
Seller Stats...
again

SEP 2019
Beta test

OCT 2019
Launch!

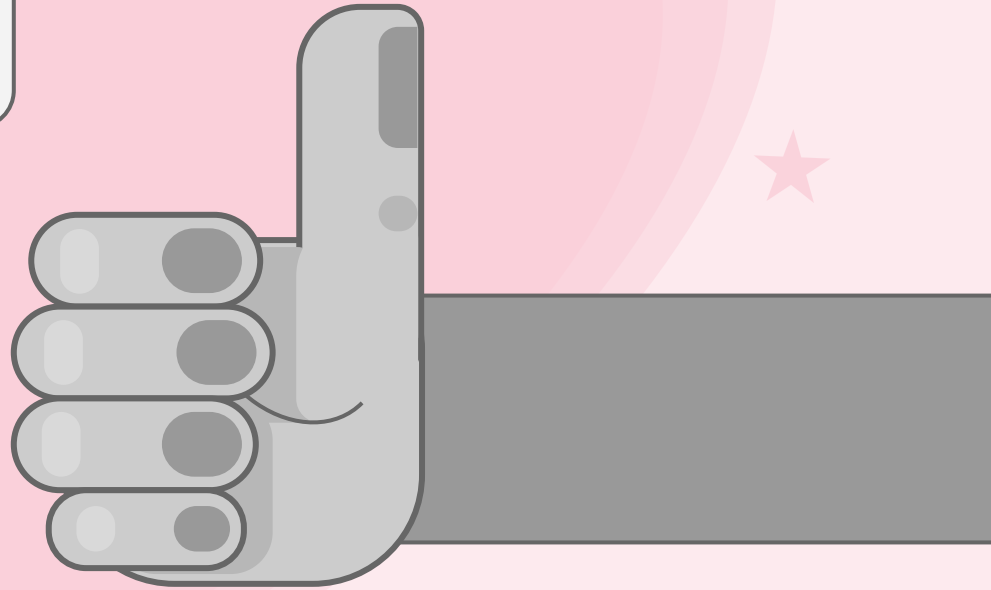
LL

I actually like the new stats page much better than the one it replaced. It's closer to the original stats page (which worked just fine and didn't need "improvement") and gives more useful information than that horrible orange graph we've had for so long. **Now let's leave the stats page alone... and fix the search function!**



CraftySueShop, seller

SUCCESS!!!



What I learned

Lesson 1

Check if you were set
up to succeed



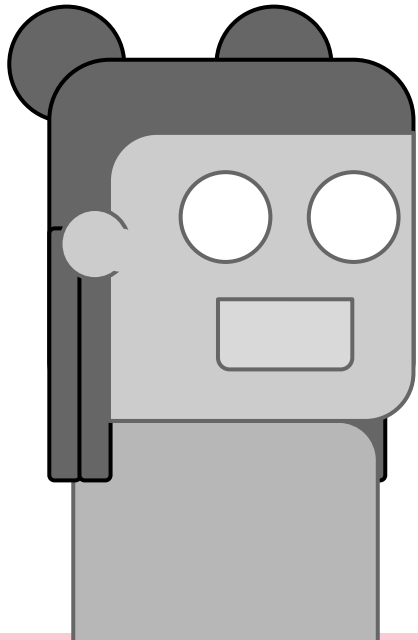
It's probably not you.

Don't blame yourself
if it's not your fault.

Lesson 2

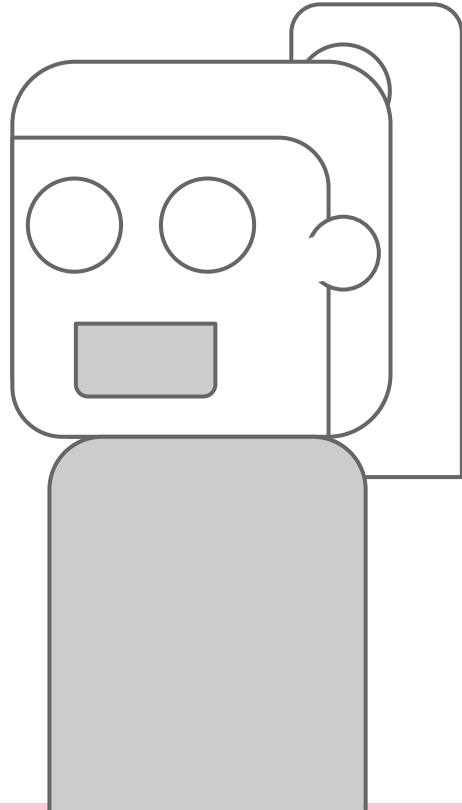
Don't be a hero

When you become the hero,
you deprive others
of learning opportunities.



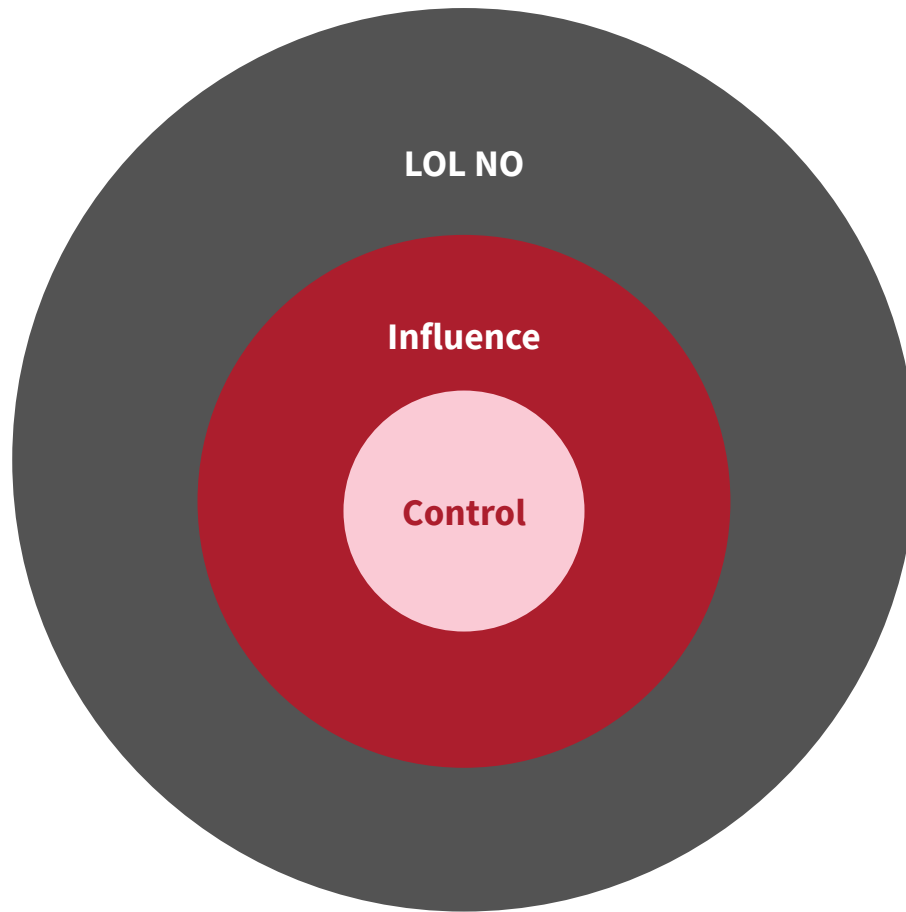
I need your perspective before I can move forward

I can have that ready by Monday



Lesson 3

Pick your battles



Locus of control, J.B. Rotter, 1966

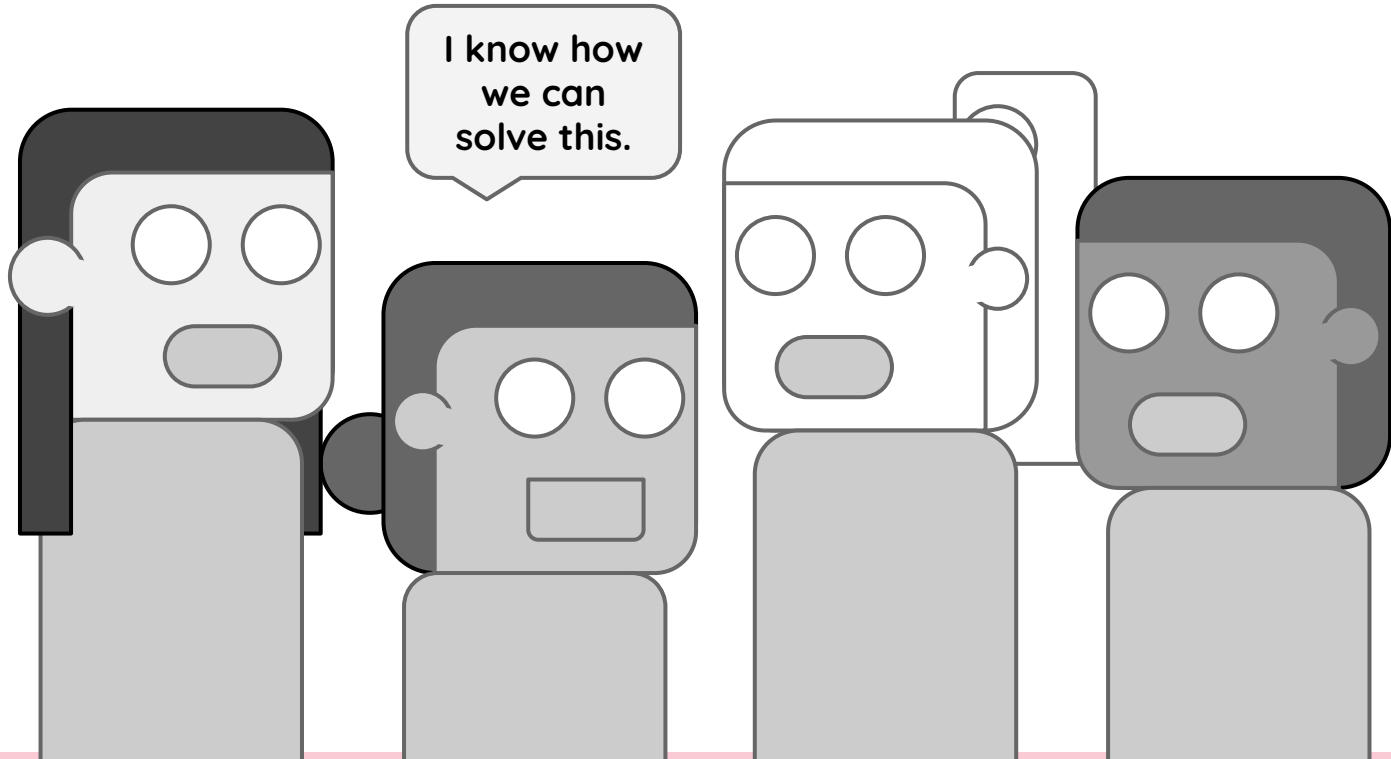
How much do you care?




Lesson 4

Try different angles

Make people understand





If you fail to influence,
you did your best.

Step back and
see what happens.

Lesson 5

Look for takeaways



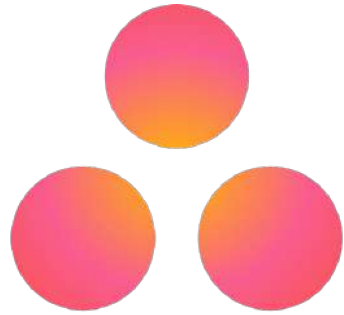
We learn from failure.

Where I am now

Post-launch, I felt fulfilled.



So I left.



asana

Wrap-up

In summary...

- ◇ Teams often aren't set up to succeed.
- ◇ Mistakes got made under pressure.
- ◇ Filling in the blanks didn't work.
- ◇ The only way to succeed was to learn from our mistakes and try again.

How to be resilient

- ◇ Stop unnecessary self-blame.
- ◇ Hold people accountable for their jobs.
- ◇ Know what you can control and influence.
- ◇ Try different ways to convey your idea.
- ◇ Consider what you can learn from mistakes and failure.

Thank you!

Tweet me @cattsmall with questions

