

DEMAT
SIGNERS
'24MEXICO

How to transform a bank with over 130 years of history into a **design-led organization?**

Let's talk about the development of our specialists and their career maps

About us



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Senior Design Manager at
BCP

CHAPTER 1

A bit of context .

Let's go to 2015



- 2015





We grew

From
+3

To
+100

We strategically positioned ourselves within
the most crucial units of the organization

Are we truly making an impact
on the customer experience?

But...

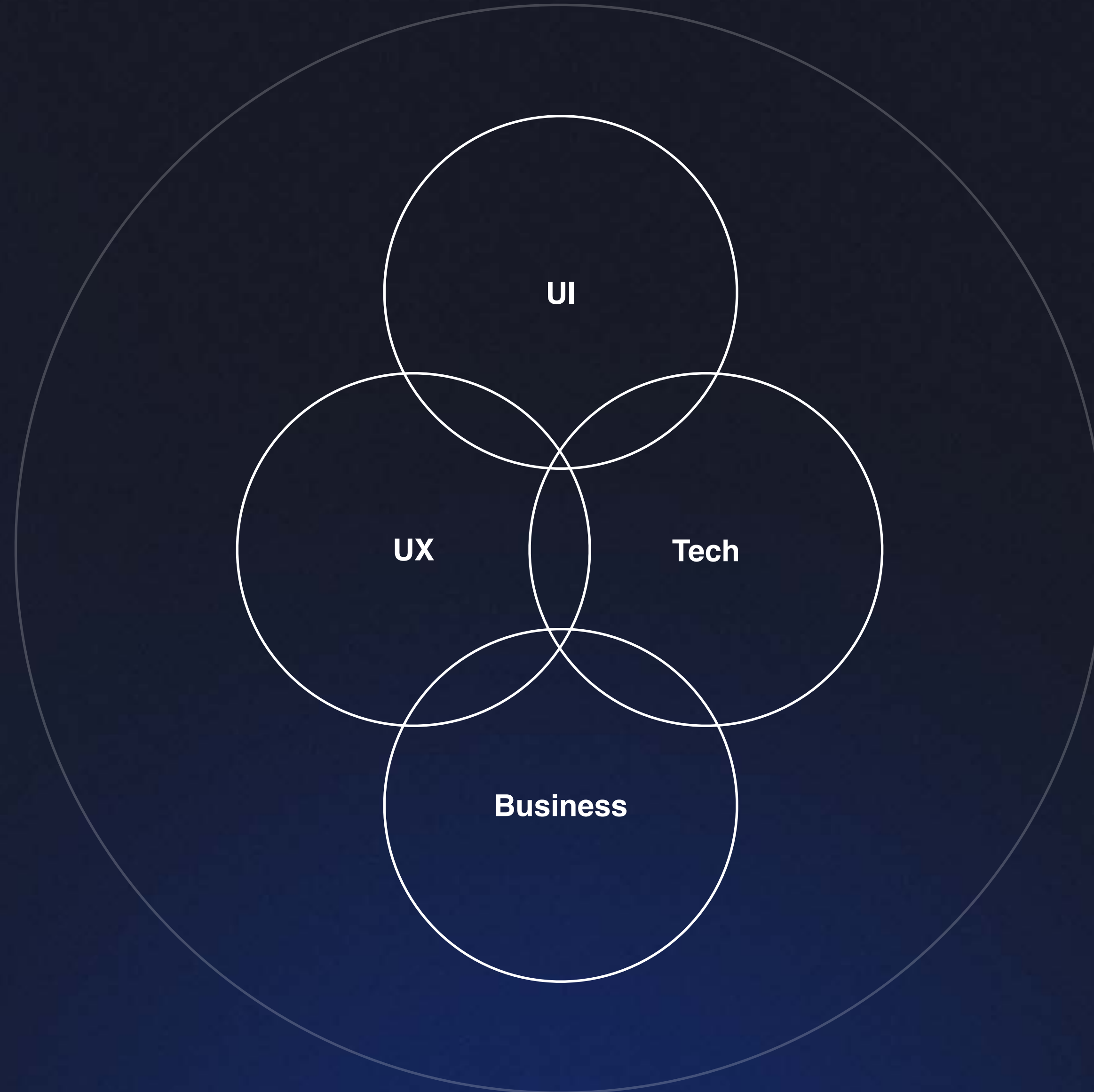
Are we successfully
integrating our specialists
on this journey?

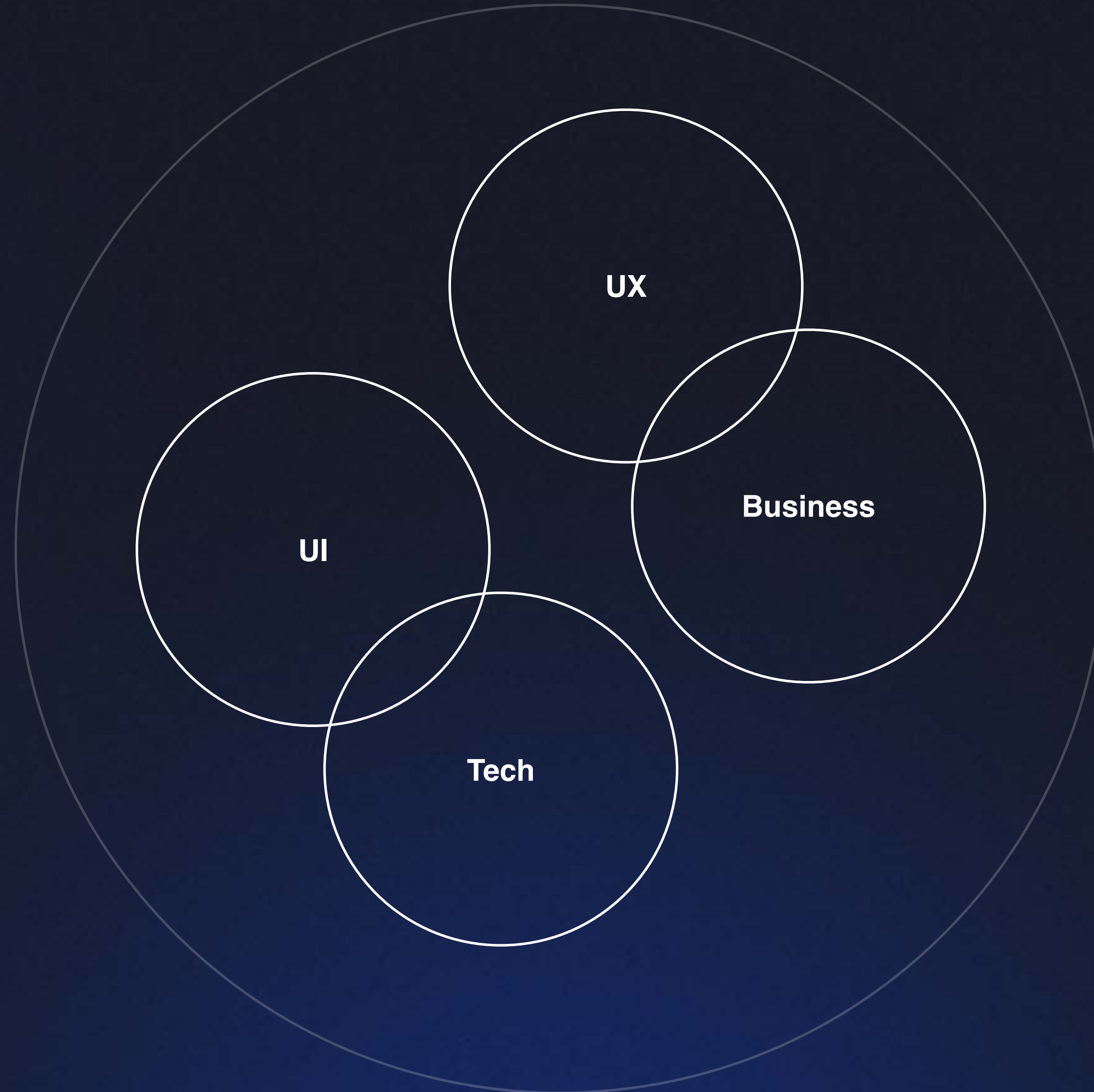
Is there an space for
improvement?

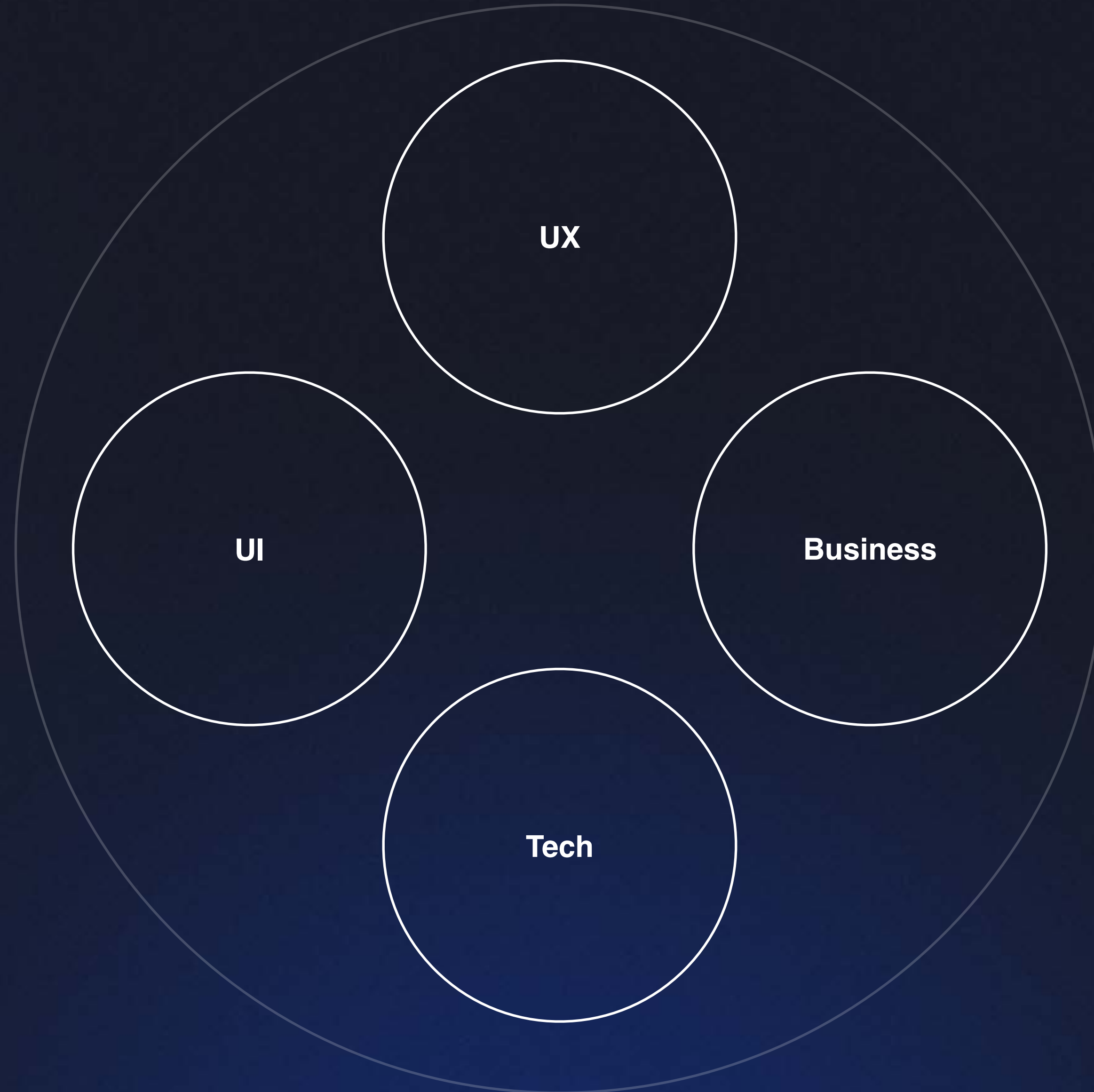


“Métele más diseño”

“Make it look pretty!”









We utilized various approaches, yet cohesion remains a challenge.



We utilized various approaches, yet cohesion remains a challenge.

We needed to build **a system**
that could allow us to break
these barriers from day one

Earn our “seat at the table”

Let's go to 2019

Let' here a little story about...

A young and motivated **designer**
entered **BCP's** Center of Innovation





The next morning

**He had to design the MVP and gain
management approval before development
started that same week**

That product, to this day, generates **millions of annual revenues** in addition to saving customers thousands of hours.





In Peru (maybe also in Latin America),
we know this learning process
as “**jumping into the pool**”

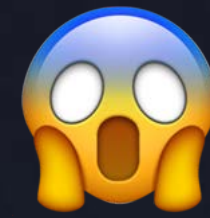


For years – or decades – we have
normalized this way of working as **the**
best way of learning

But this is not *sustainable*

It is not a system that, in the long term, helps the designer to be **in the right place at the right time**

Now, let's go to 2023



+160 designers and counting...

UX Designers, UI Designers, Service Experience Designers,
Physical Experience Designers and Conversational Designers

We grew a lot! (again)
Now what?



The team's development
and learning evolved at a
sluggish pace



We were not being able to
prepare leaders, at least not in
the best possible way

How do we prepare each of our team members and leaders to grow intentionally, and also as a design organization?

So...

How are we going
to get up there?



~~How are we going
to get up there?~~



How can we demonstrate the impact that design can bring to BCP as we develop our specialists?

By giving our designers the path and resources to get there



So, we revisited our foundations and asked key questions

What is our current route? What are our current resources?



CHAPTER 2

What happened?

Core specialties



SX

Service Experience Design
Service Design + Design Research



UX

User Experience Design



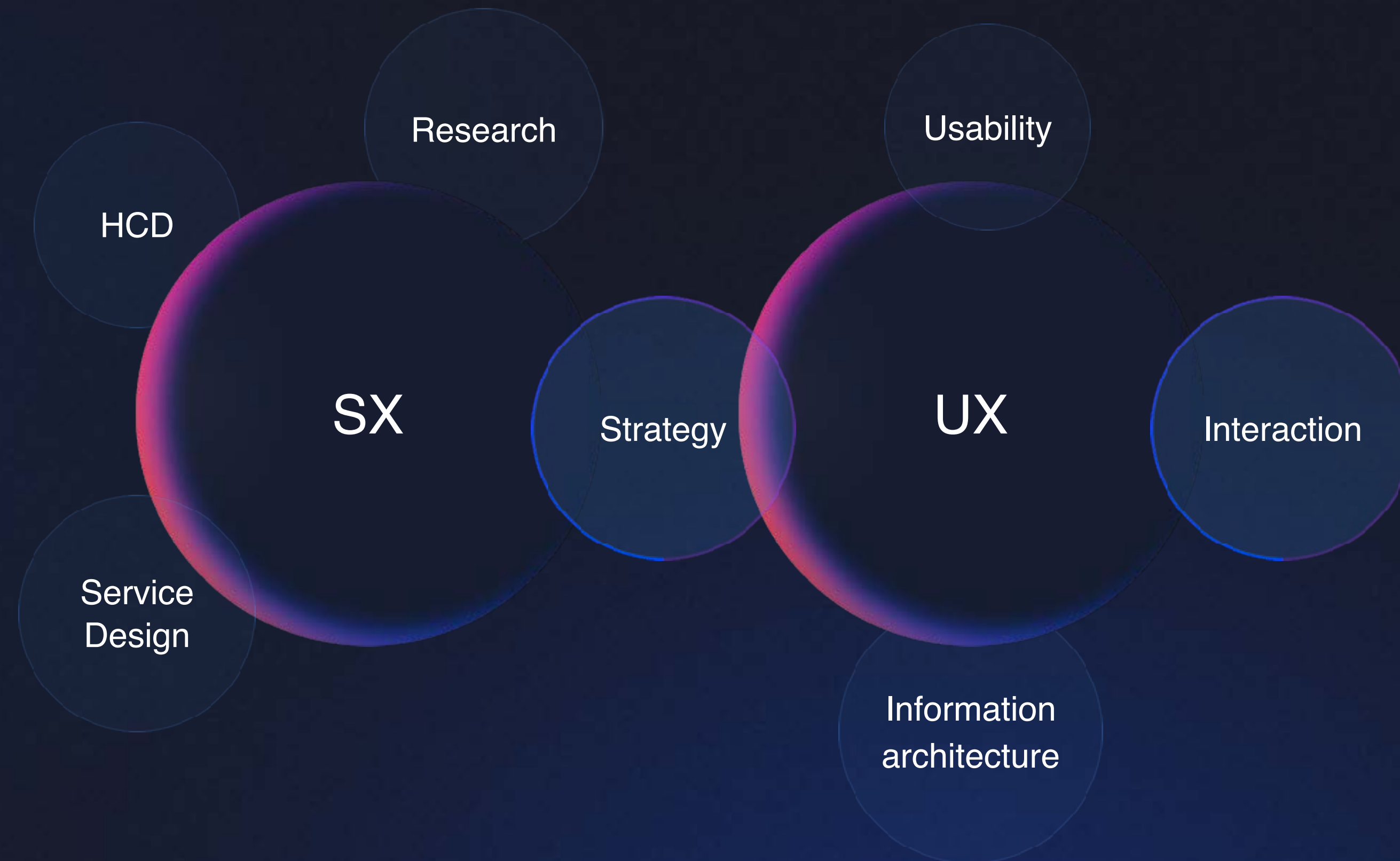
UI

User Interface Design

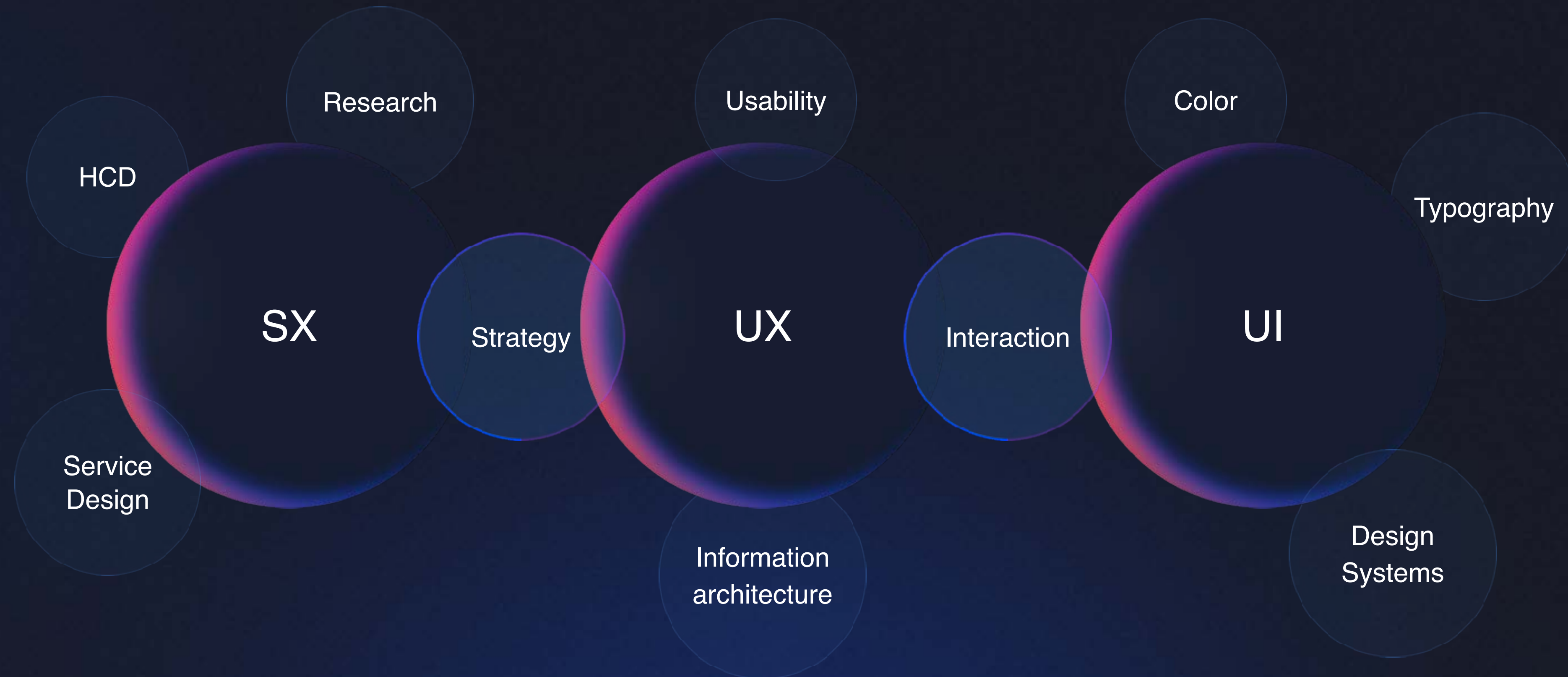
Capabilities for each specialty



Capabilities for each specialty



Capabilities for each specialty



Did you see it?

We were mostly working on silos



AH-HA!

While we operated as a team, our
shared *skill set was limited*

AH-HA!

We aimed to address the bank's
challenges, yet lacked proficiency
in *business-related skills*

AH-HA!

We solely concentrated on our daily tasks within our specialty, overlooking the opportunity to showcase *our value*

CHAPTER 3

Solving the right problem

We looked at the top career ladders

BuzzFeed

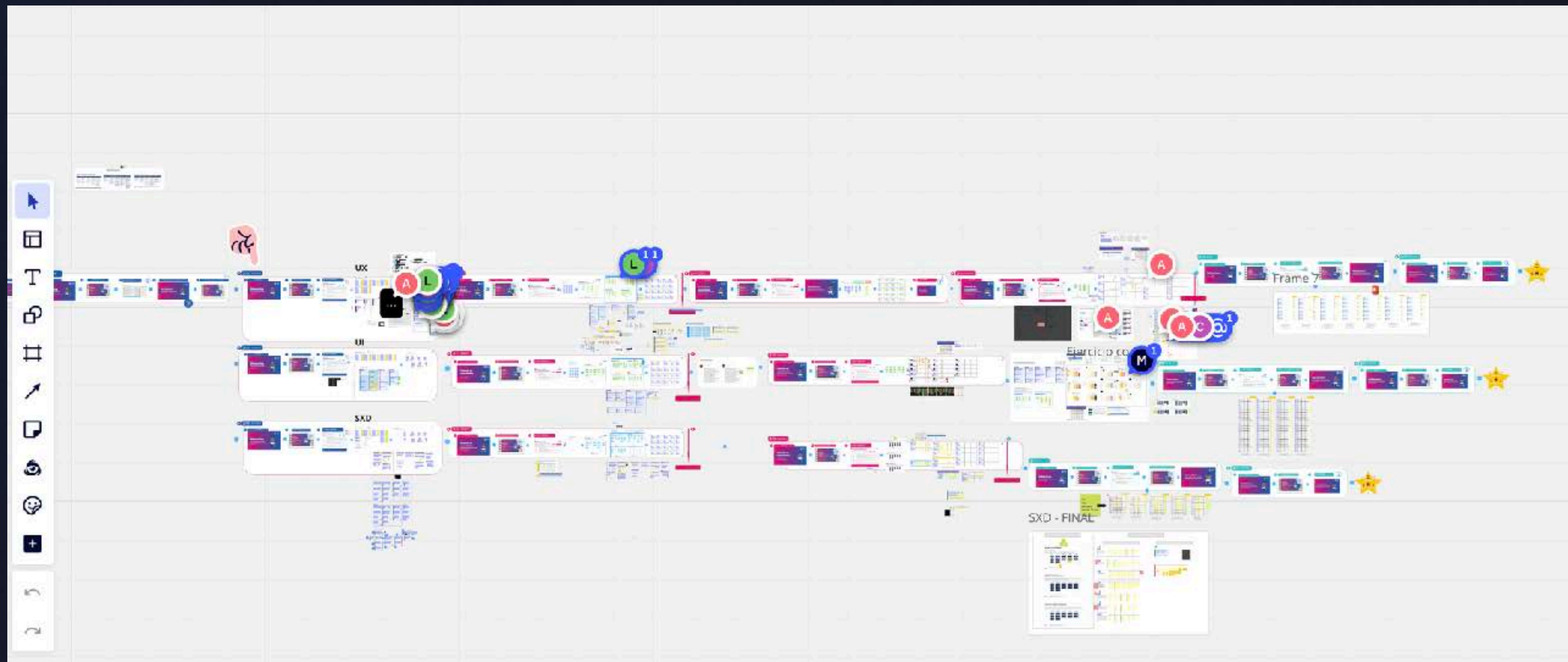


GitLab



INTERCOM

After that, we brainstormed our new career path



And, like true designers, we collected feedback from our users

The image displays a comprehensive set of competency matrices for five design disciplines: Trends & Future Design, Knowledge Management, Value Proposition Design, Service & System Design, and Experimental Design. Each discipline is evaluated across five proficiency levels: Novato, Principiante avanzado, Competente, Proficiente, and Master. The matrices are populated with detailed descriptions of skills and behaviors, accompanied by green checkmarks indicating the current proficiency level. A sticky note on the right side of the grid asks "Hay algo de behavioral?".

Discipline	Novato	Principiante avanzado	Competente	Proficiente	Master
Trends & Future Design
Knowledge Management
Value Proposition Design
Service & System Design
Experimental Design

→ **And we ended in the same place**



→ And we ended in the same place



“It’s still ambiguous”

→ And we ended in the same place



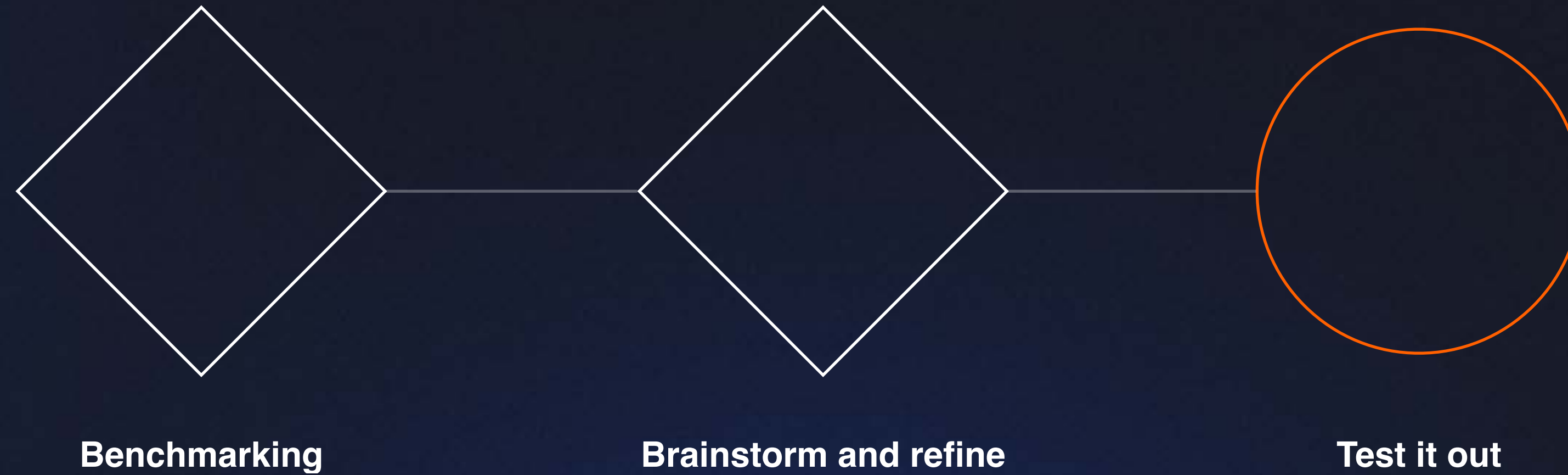
“Is it a redesign or an iteration?”

→ And we ended in the same place



“How is this going to help us develop further?”

We learned that the magic *is not only in the process*



8 months of work

We were not solving the right problem

We were no longer trying to improve our
current design specialties



So we searched for help to
find the real problem that we
needed to solve



And for 2 months, we searched and found an amazing amount of talented professionals, top leaders, that could help us

We talked with +20 of them

And we finally found a
perfect match that became
our partners



Wayne Robins

Founder @ Pave
Ex Design Director @ Google



Chloe Gottlieb

Founder @ DesignMe
Ex Design Director @ Google

CHAPTER 4

Designing *from* within and
for within

The initial and most difficult step was acknowledging that *our specialties were no longer effective* in addressing our organization's current challenges

So we stoped talking about UX, UI and SX



Service Experience Design
Service Design + Design Research



User Experience Design



User Interface Design

And embrace our new specialties

Product
Design

Research

Service
Design

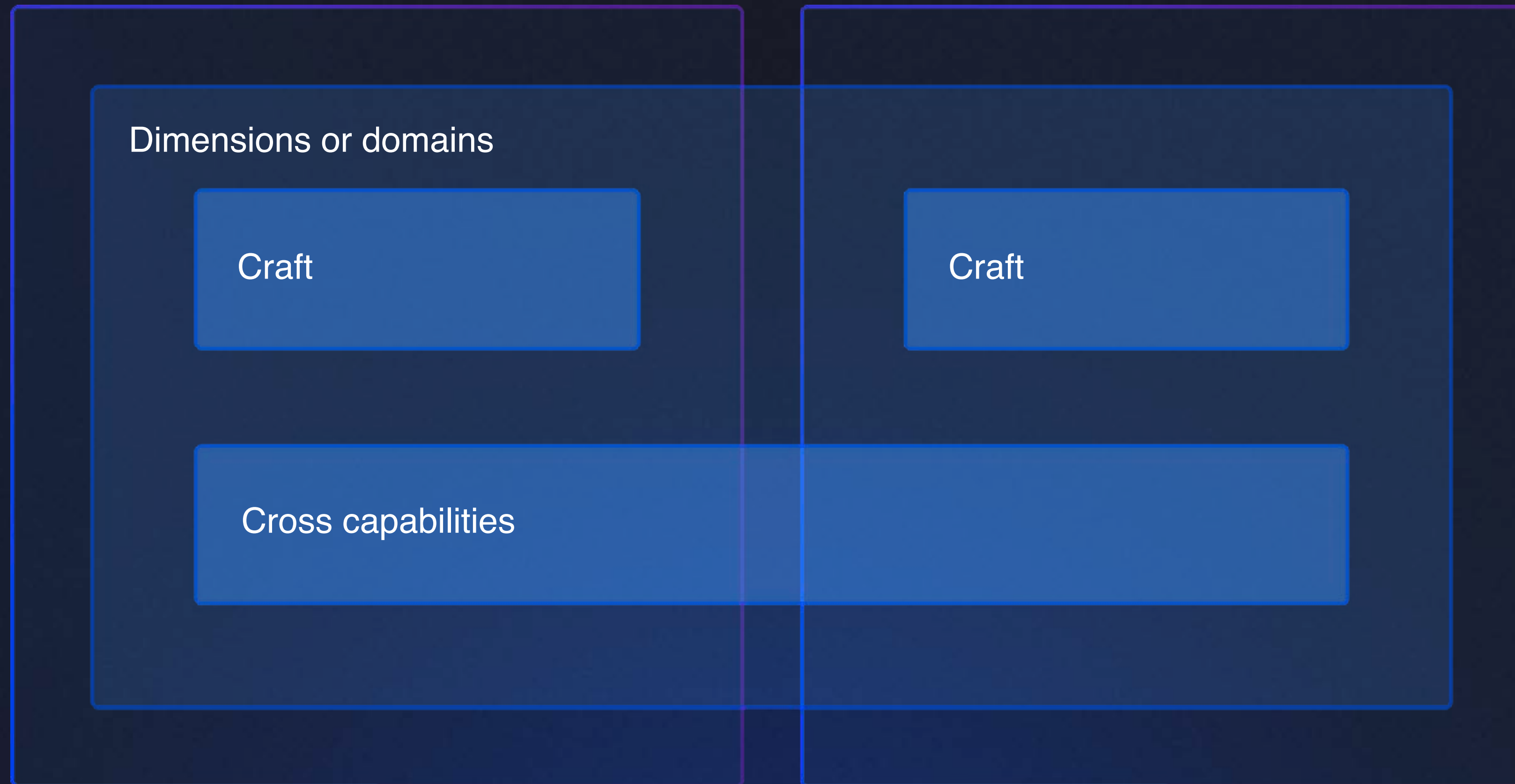
*3 core specialties that will aid us to face
the challenges we encountered*

How do we address challenges in scaling our design systems and design research practice? What's the optimal strategy for a consistent design practice?

The system we defined had to *be flexible enough* to recognize each role throughout the design team

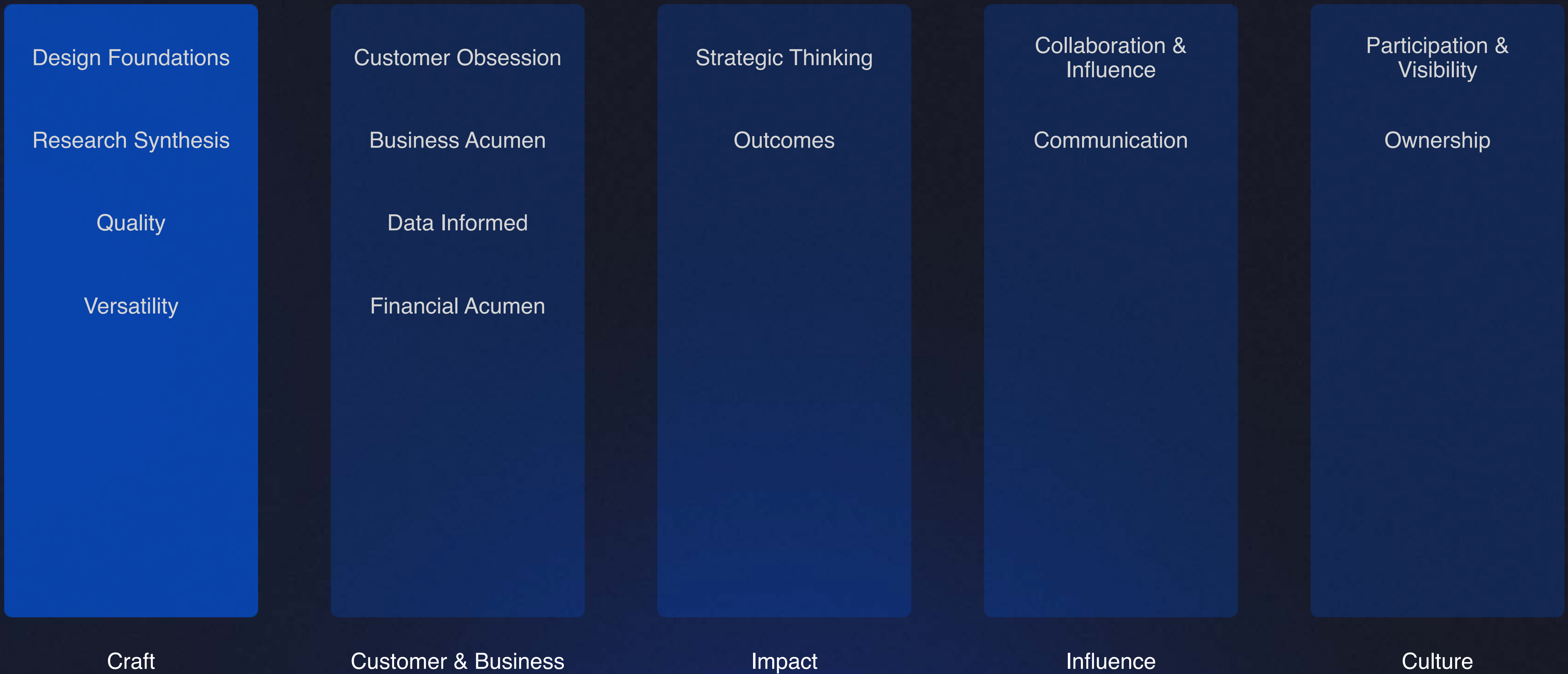
Specialty 1

Specialty 2





Product Design's configuration



Research's configuration



Service Design's configuration

This implies that we possessed the necessary tools to establish and identify *each role* within the design team *accurately*.



Craft

Customer & Business

Impact

Influence

Culture

Product Designer @ Design Systems





Craft

Customer & Business

Impact

Influence

Culture

Product Designer @ Growth





Craft

Customer & Business

Impact

Influence

Culture

Service Designer



Craft

Customer & Business

Impact

Influence

Culture

We comprehend the pivotal factor for achieving success

Ensuring uniform capabilities across all specialties, tailored to varying extents and proficiency levels.

And recognizing and designing **8 roles**, with **18 capabilities** and more than **90 behaviors** for each specialty.

Research

Service Design

Business Design

Product Designer

Product Designer @ Growth

Product Designer @ Design Systems

Product Designer @ Salesforce

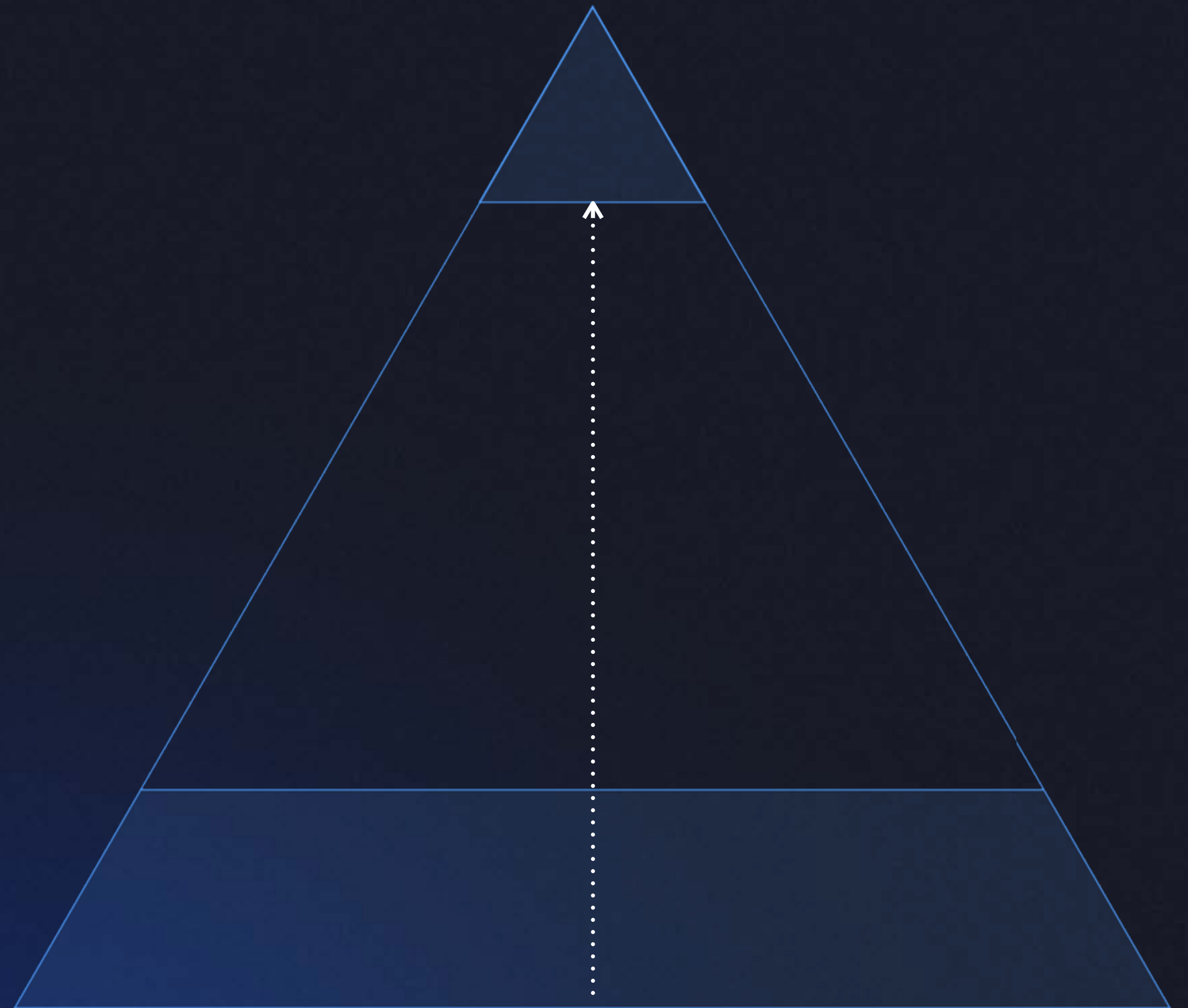
Product Designer @ Conversational

A sustainable system that takes into account talent development and the changing challenges of the organization.

Specialized design professionals involvement in the product design process



Now with a defined path,
every designer can
navigate and access
resources to reach the
peak of their potential



But this is only the first step
Following this, we must
consolidate the system to
ensure its enduring
effectiveness over time.



CHAPTER 5

Our final lessons

LESSON #1

You will *never* be the user.

Even when you're a designer
designing for designers.

Yes, we wrote that.

LESSON #2

There's no recipe.
And maybe they'll never be one.

Every org has they own problems and goals, so
every design team need to have their own
solutions too.

LESSON #3

To lead in design, craft isn't enough;
business savvy is essential for shaping
strategic decisions

A career map that highlights designing goes beyond art,
integrating business vision and strategic skills, enhancing each
designer's influence and success.

LESSON #4

Know your true value and impact.
Identify and engage every stakeholder,
Remember it's not just a Design Project, *It's
an Organizational Initiative*

LESSON #5

What it helped you get here, it
won't help you get there.



To be continue...

Thanks to all of you, design team!

Andrea Rivas Plata

Eliangel Acosta

Marianne Torres

Eduardo Ortega

Juan Carlos Dávila

Carlos Hernández

José Yaya

José Bernaola

Miguel Huatuco

Luz Quintana

Carmen Trigoso

Mónica Santamaría

Daniela Guevara

Silvia Tejada

Sergio Del Águila

Melissa Velarde

Luigui Ávila

Giorgio Perales

Andrea Vásquez de Velasco

Eduardo Ocampo

Mauricio Wong

Pablo Bardales

Milagros Leiva

Dayan Novoa

Karla Lavini

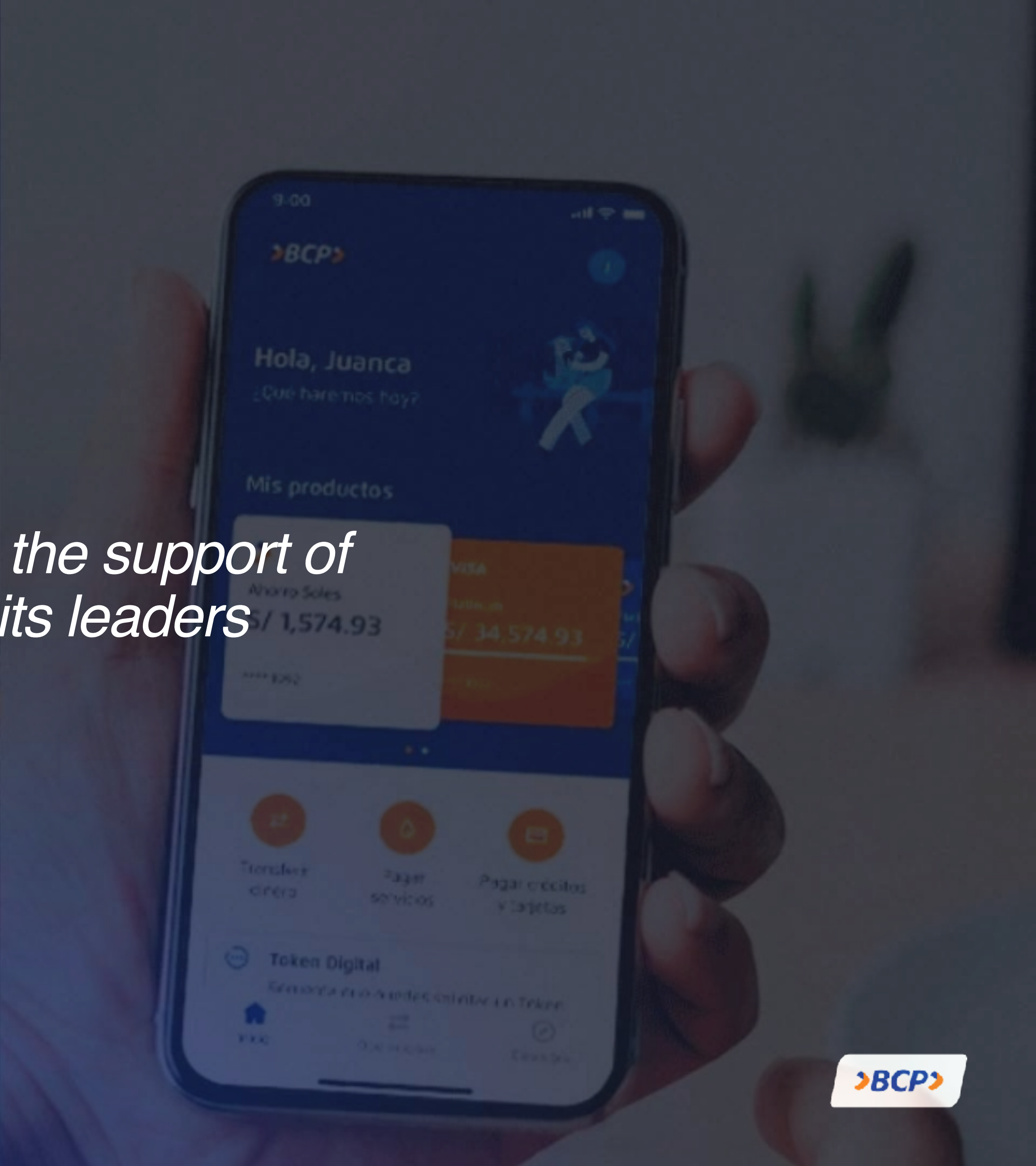
Jack Huamán

Human Resources Team

Agility Team



*And thanks to the support of
BCP and its leaders*



Thanks!