

# Vision vs Iteration

@Brendan\_Kearns

**Nine women can't make  
a baby in one month**



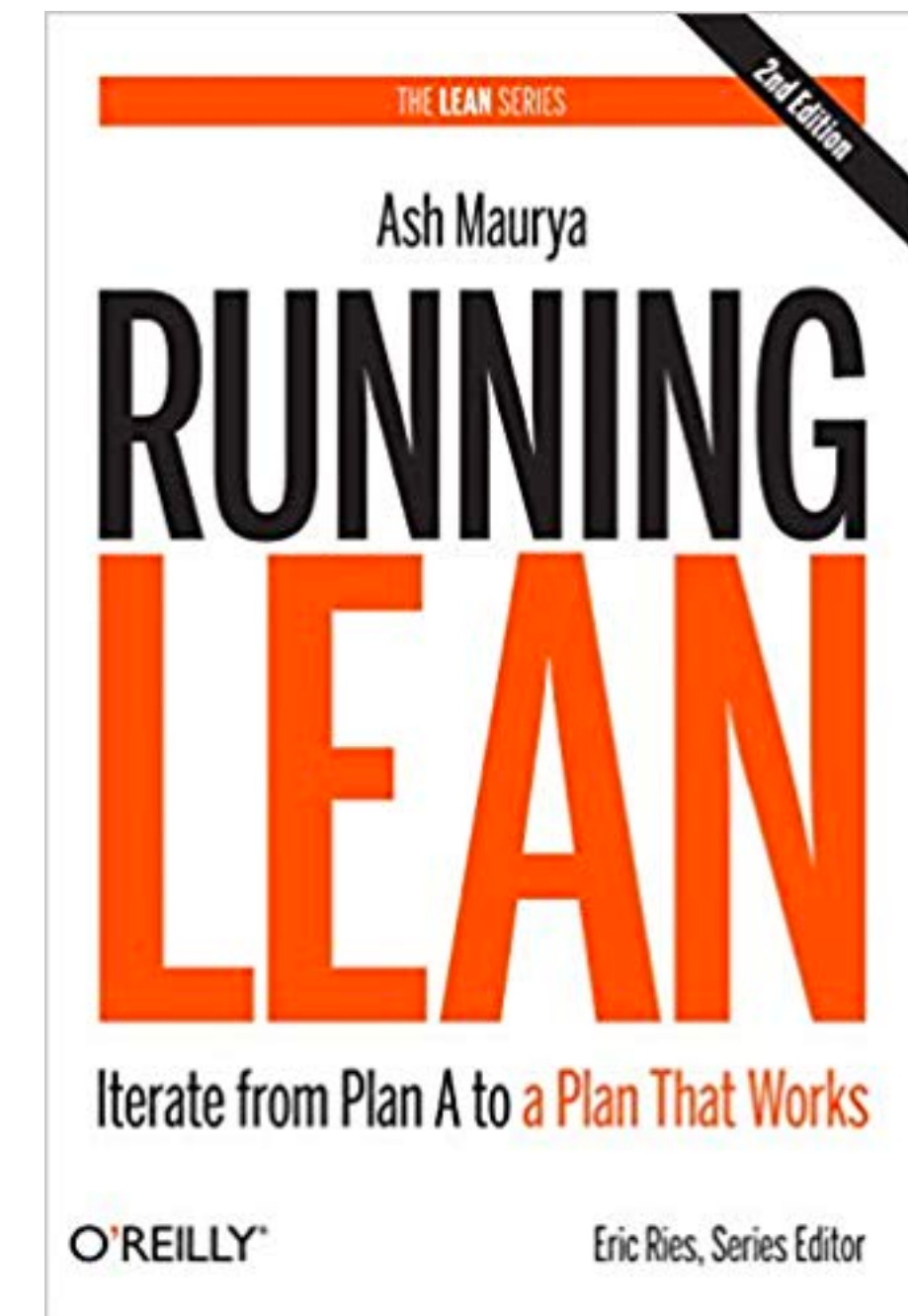
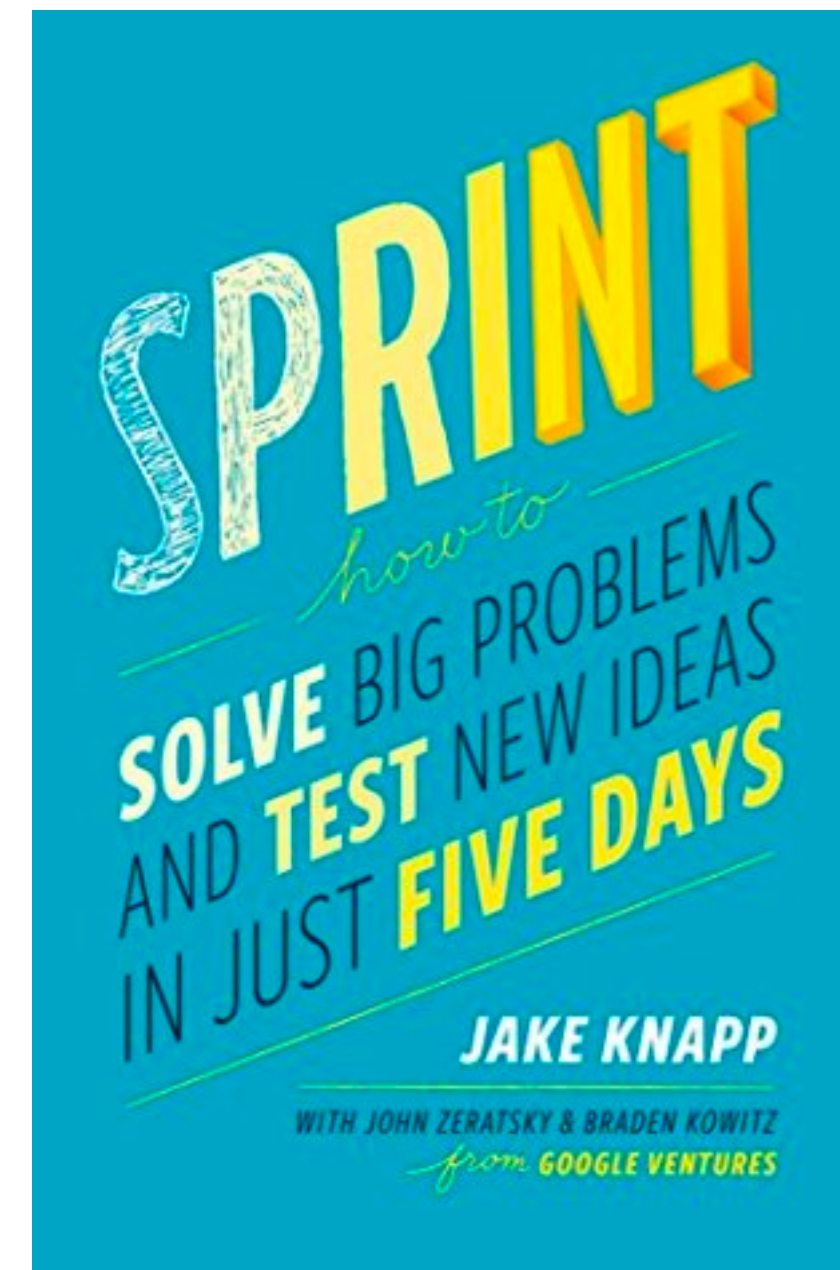
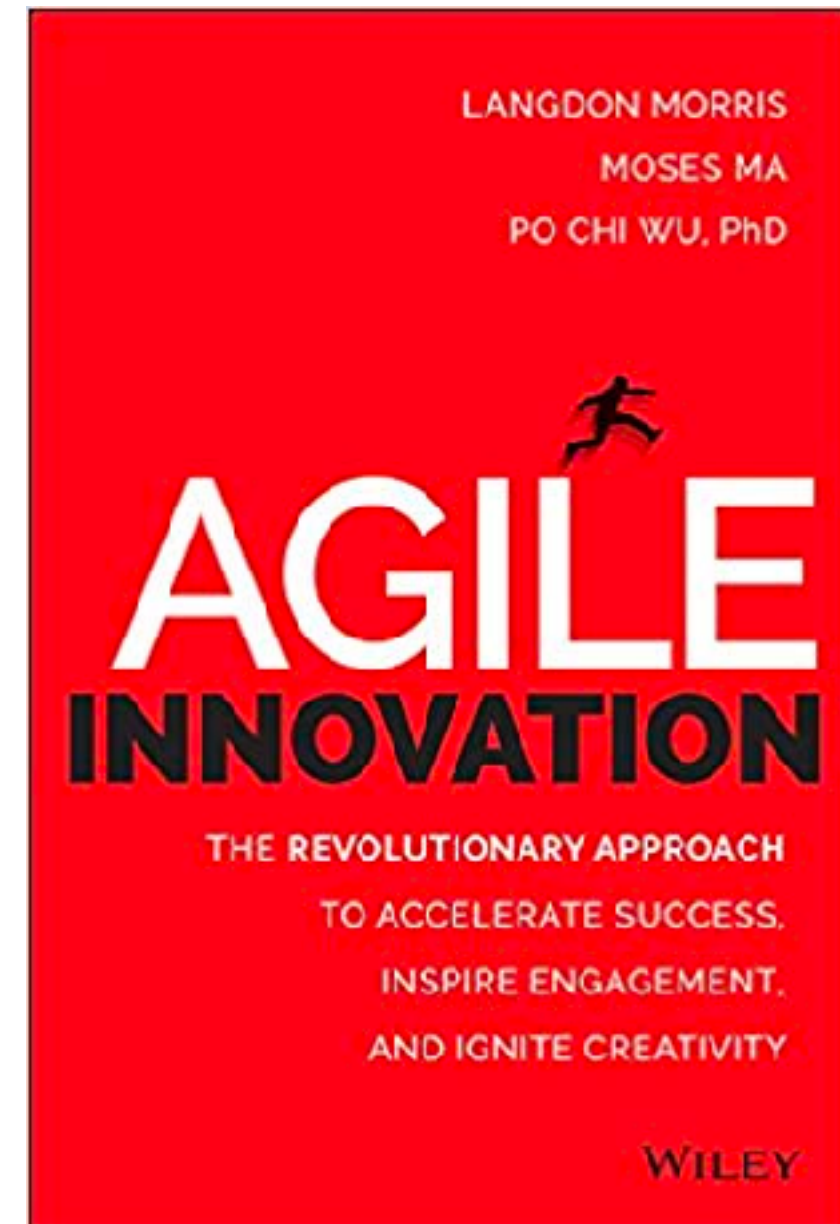
**Complex problems**

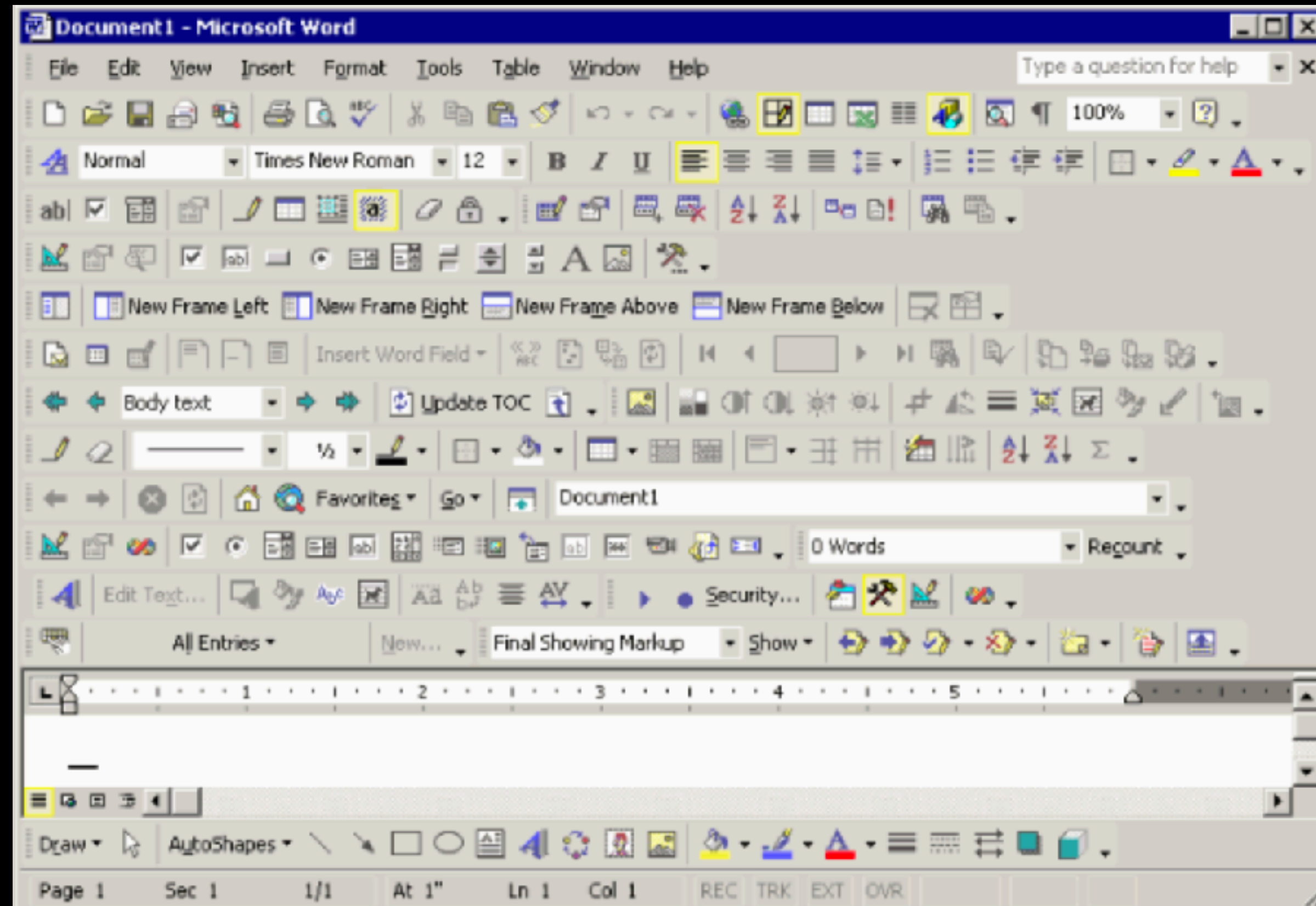


**Short time frames**



**Limited resources**







**Blind Iteration**

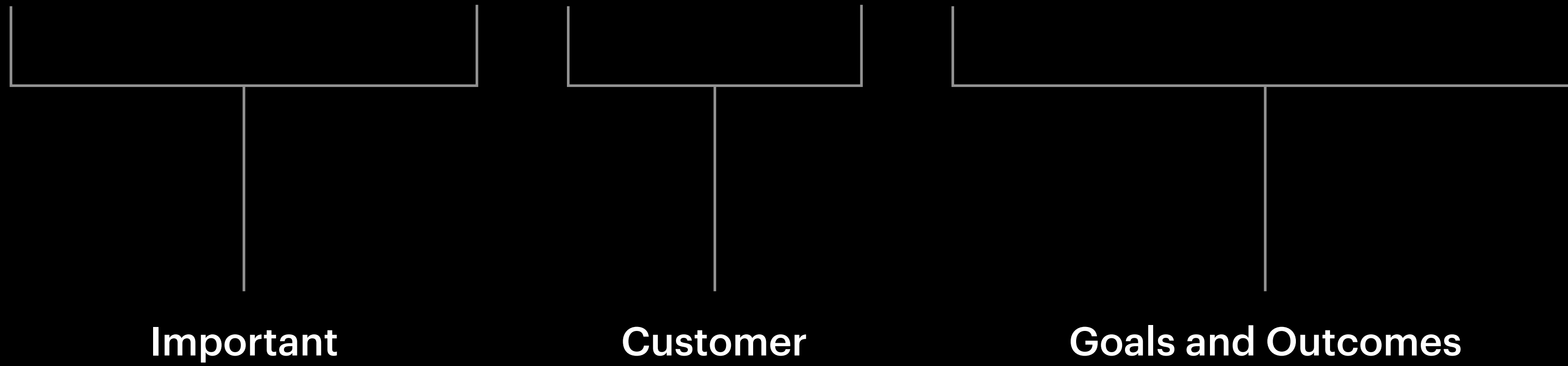


**Concept Fatigue**

Great visions start with

# Critical User Journeys

# Critical User Journeys







**“Navigate and find things to do in the world around me”**

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**“My regular train is cancelled. I need to find a new way home”**

# “My regular train is cancelled. I need to find a new way home”

Notifications of delays

Automatically suggest alternate routes

Find the cheapest ride-sharing option to get home

Bundle two or more modes of transport

Suggest things to do to pass waiting times

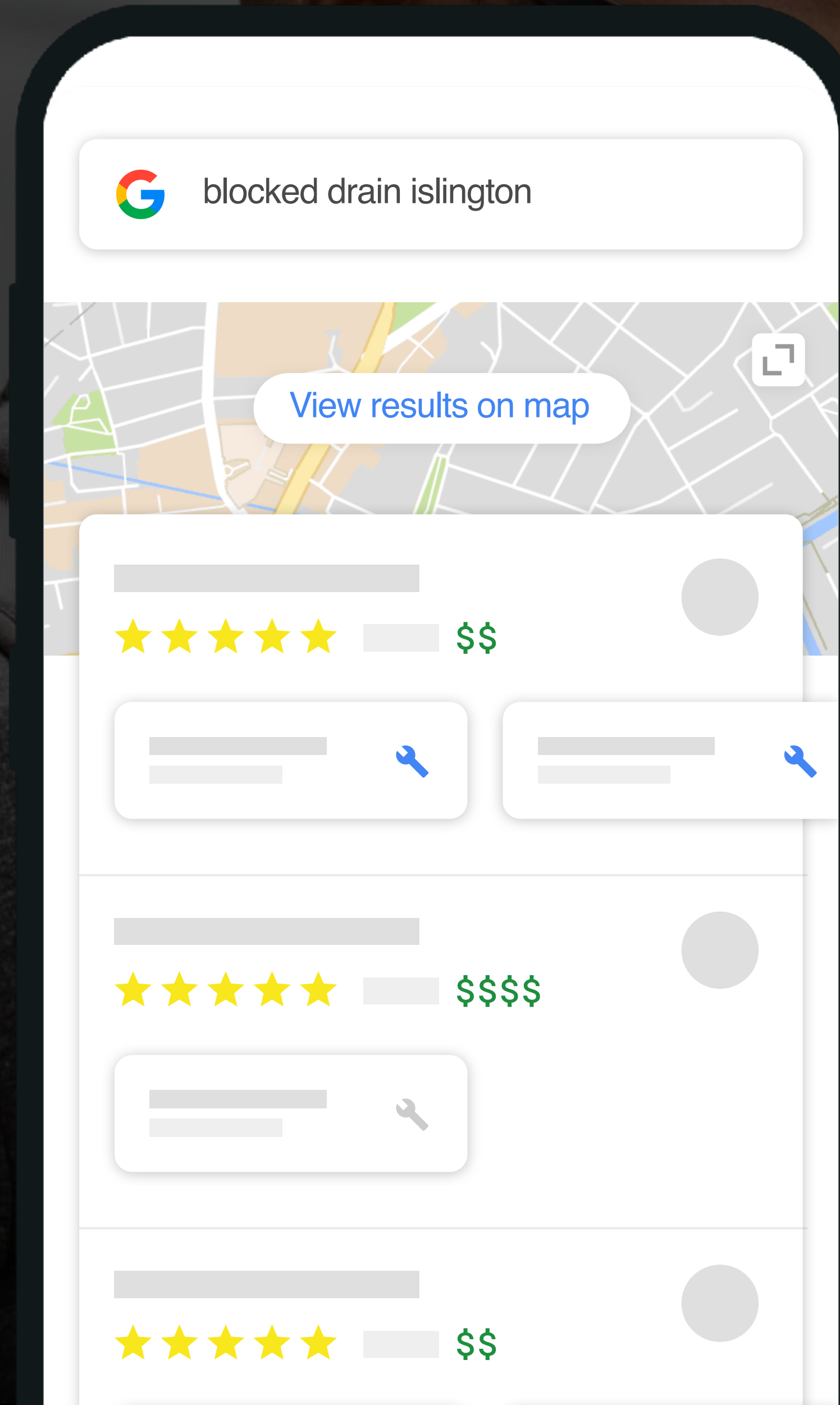
Predict cancellations using historical signals

# How are they different from regular journeys?

- E2E experiences, not single moments
- Focus on high-impact customer goals



# Google Services Lab



A man with glasses and a backpack is looking at his phone. The image is dimmed with a dark overlay. The text "My car won't start" is overlaid in white.

**“My car won't start”**

A man with glasses and a backpack is looking at his smartphone. The image is dimly lit with a dark overlay. The text "My power is out" is overlaid on the image.

**“My power is out”**

A man with glasses and a backpack is looking at his phone. The image is dimmed and has a dark overlay. The text "I need help moving furniture" is overlaid in white.

**“I need help moving furniture”**



A man with glasses and a backpack is looking at his smartphone. The image is dimly lit with a dark overlay. The text "My drain is blocked" is overlaid in white.

**“My drain is blocked”**



ALL

IMAGES



Sign in

Google

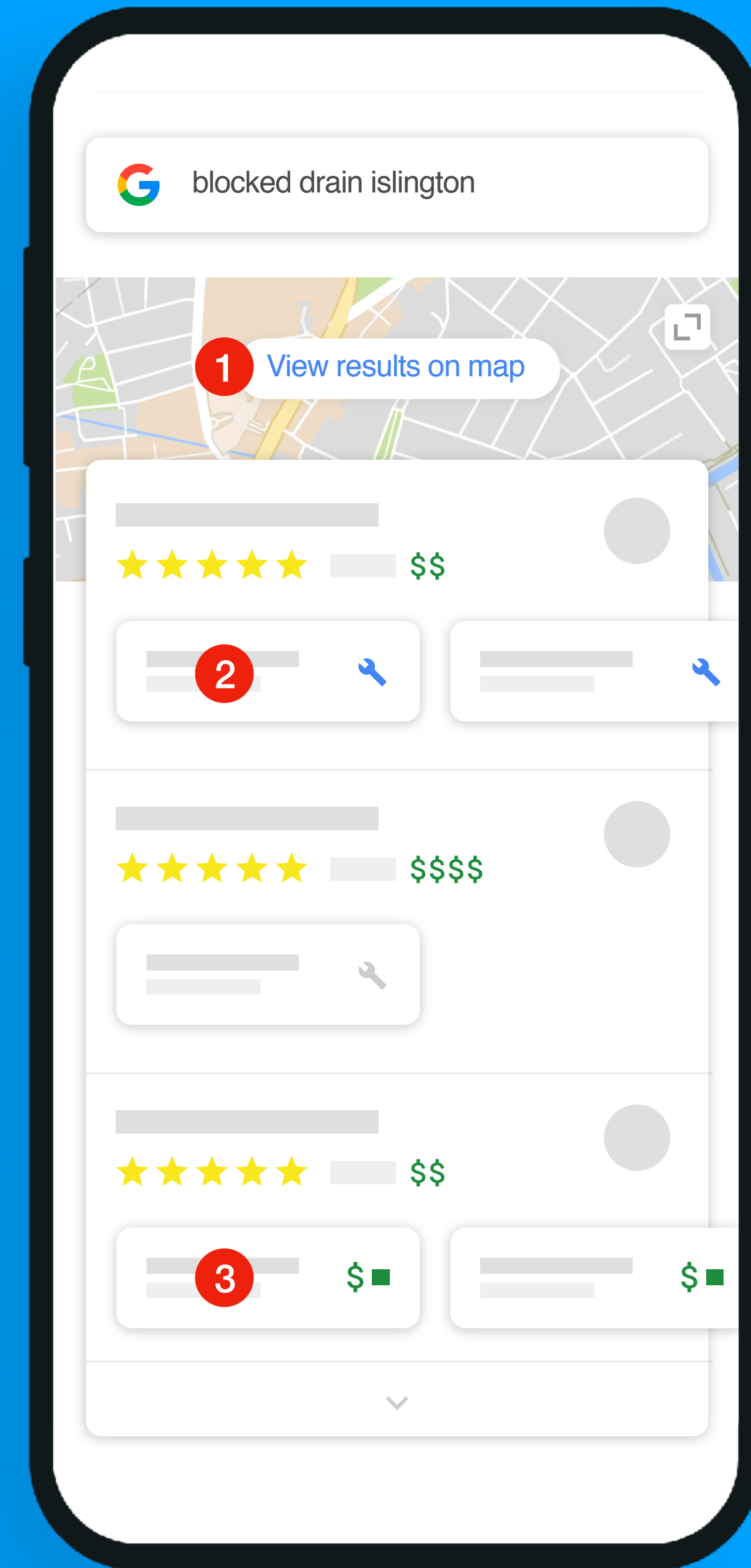
A large, rounded rectangular search bar with a light gray border. On the right side, there is a microphone icon and a magnifying glass icon.

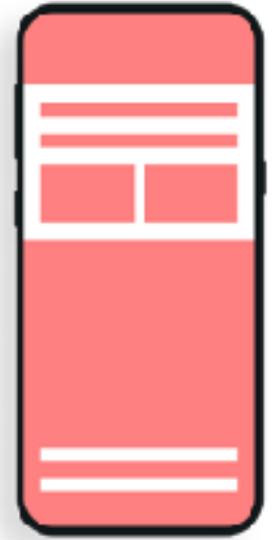
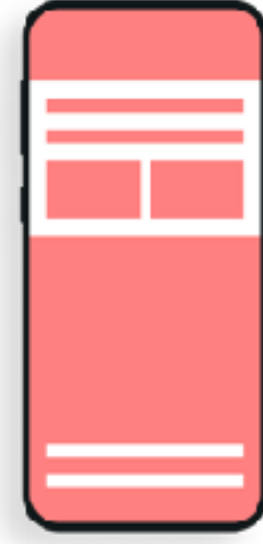
**HMW create a better way for people to solve these problems on Google?**

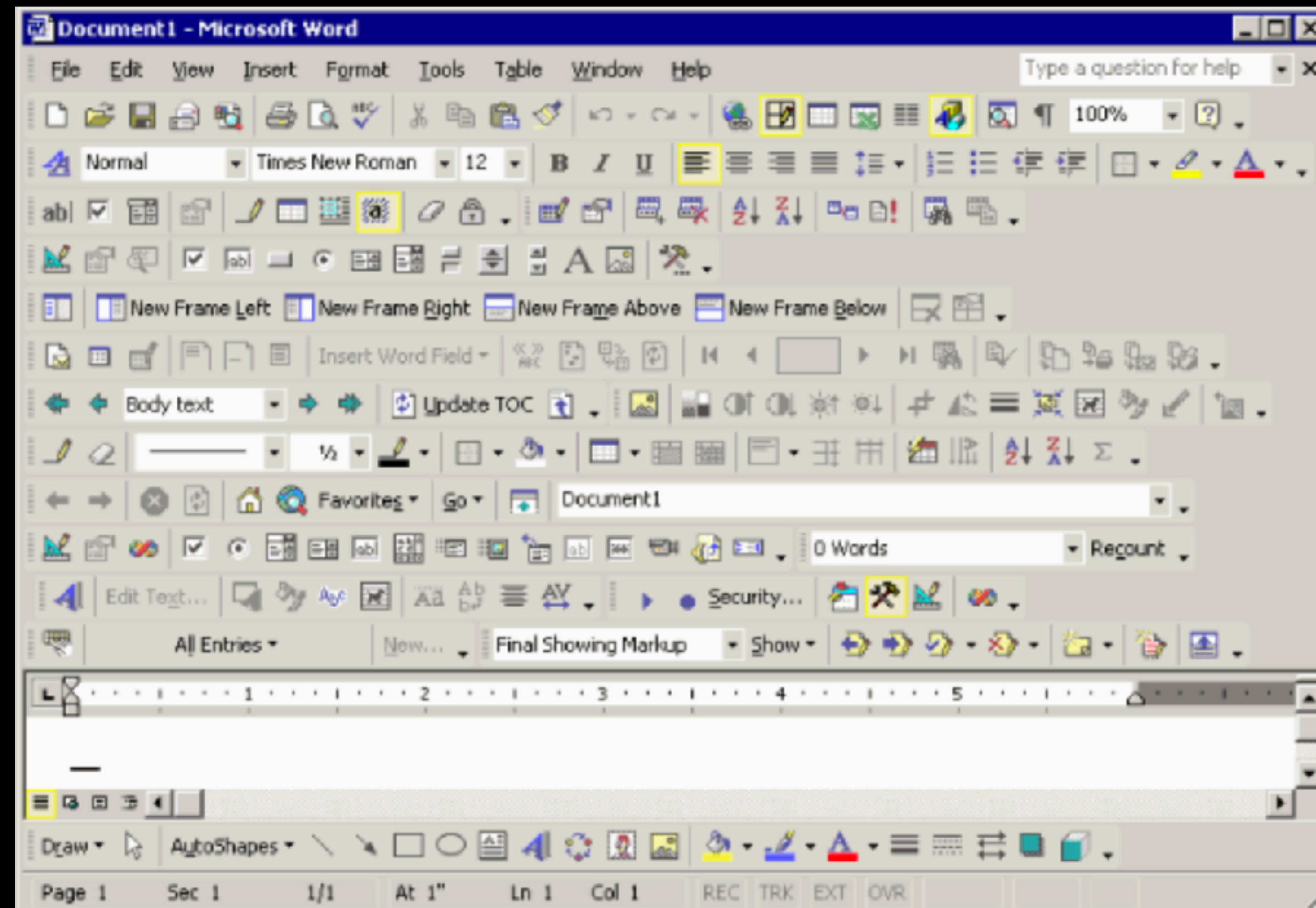


# Iterative method

- 1 Map experiment
- 2 Skillset experiment
- 3 Price experiment







A user task

**I need to contact a plumber  
about a leaky drain**

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Measures of success:

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Translated into a 'Critical User Journey'

**I need to find the right service  
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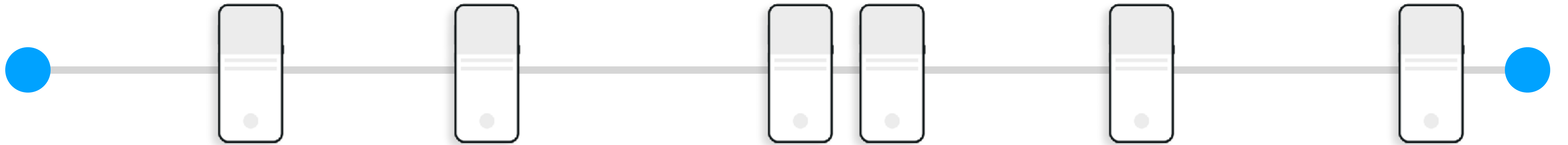
**I need to find the right service  
provider as fast as possible**

Measures of success:

- No. of successful matches
- Time it takes to find the right provider

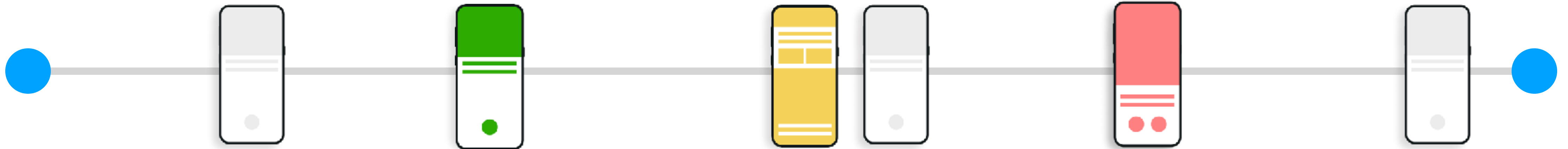
## Critical User Journey

**I need to find a service provider as fast as possible**



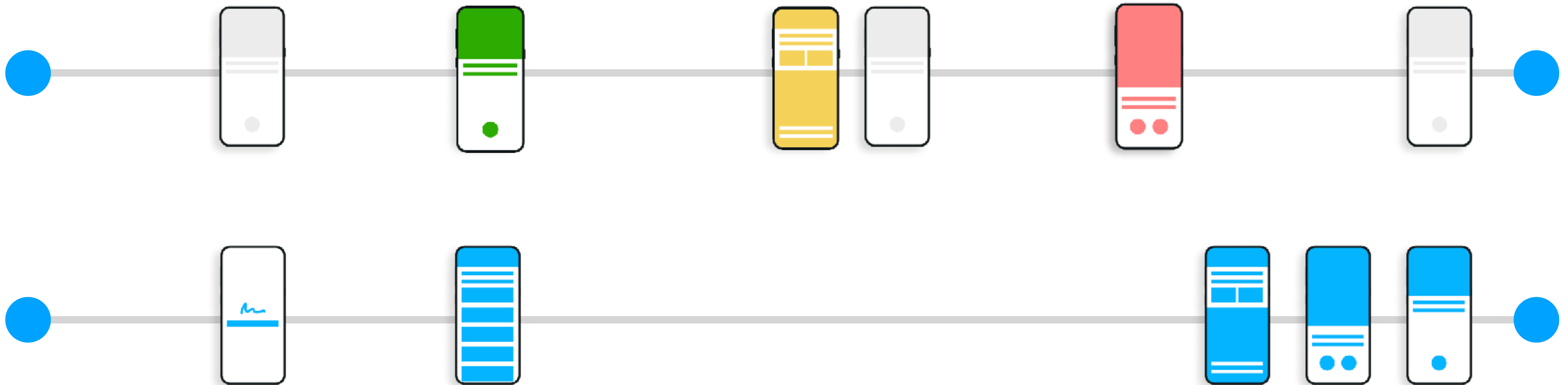
## Critical User Journey

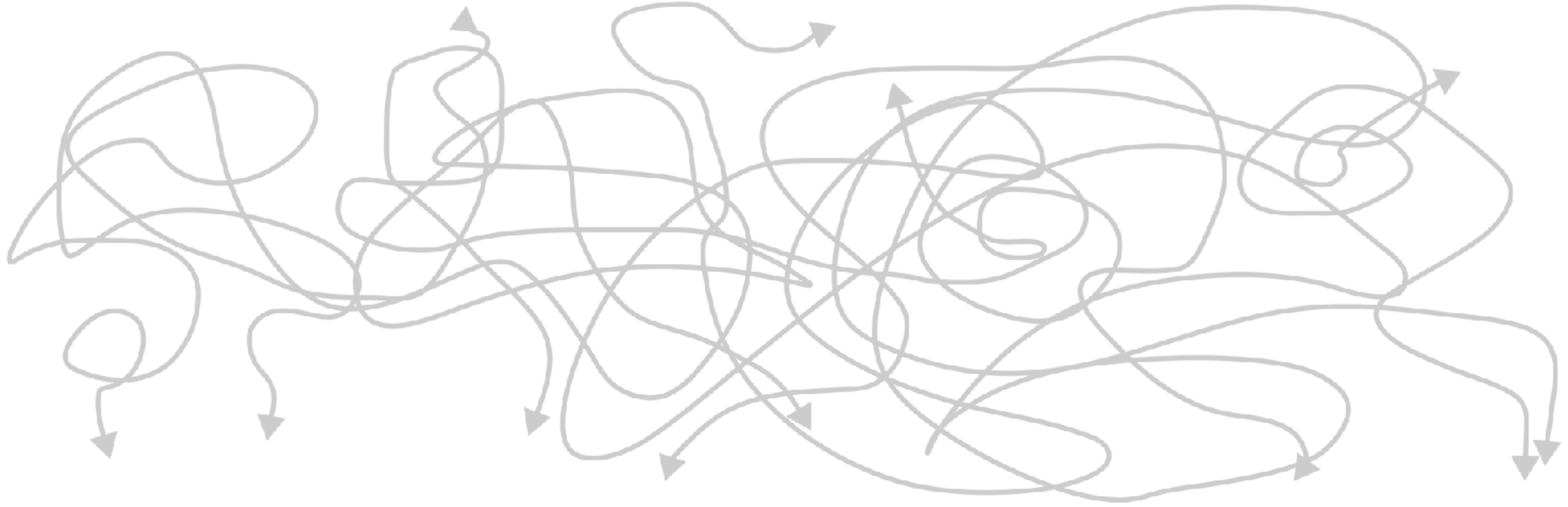
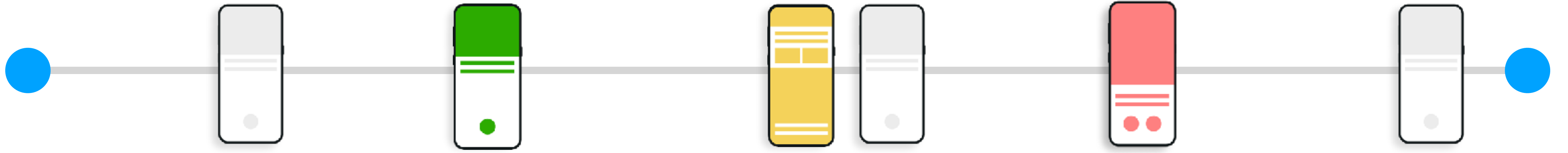
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## Critical User Journey

I need to find a service provider as fast as possible







1

Tested with  
real people

2

Actionable  
insights

3

Vision-building  
over time



Services Lab

# Vision Testing Cycle

Services Lab

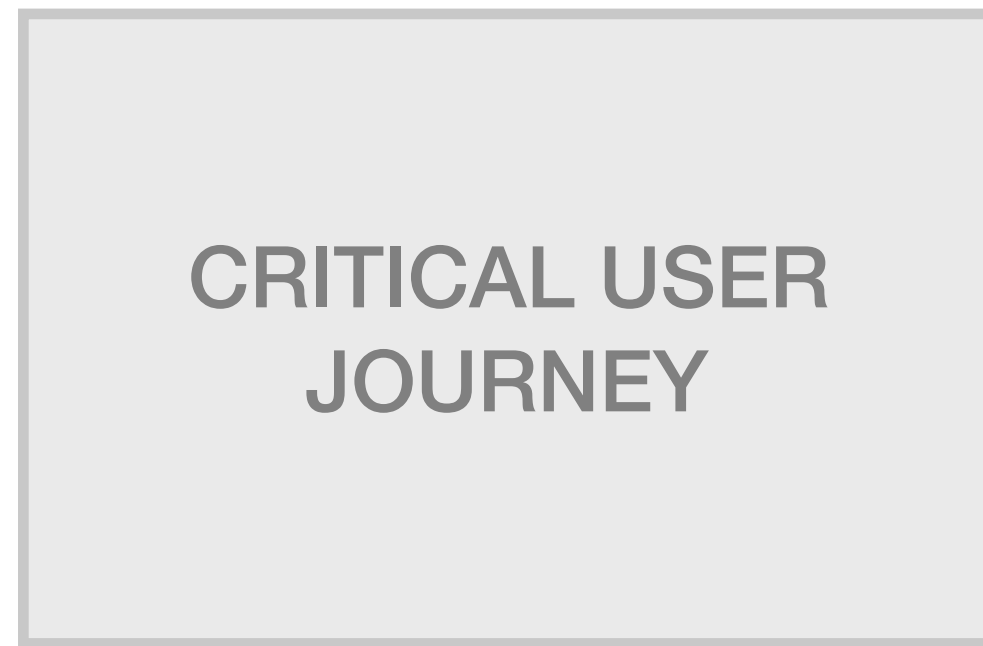
## Vision Testing Cycle

CRITICAL USER  
JOURNEY



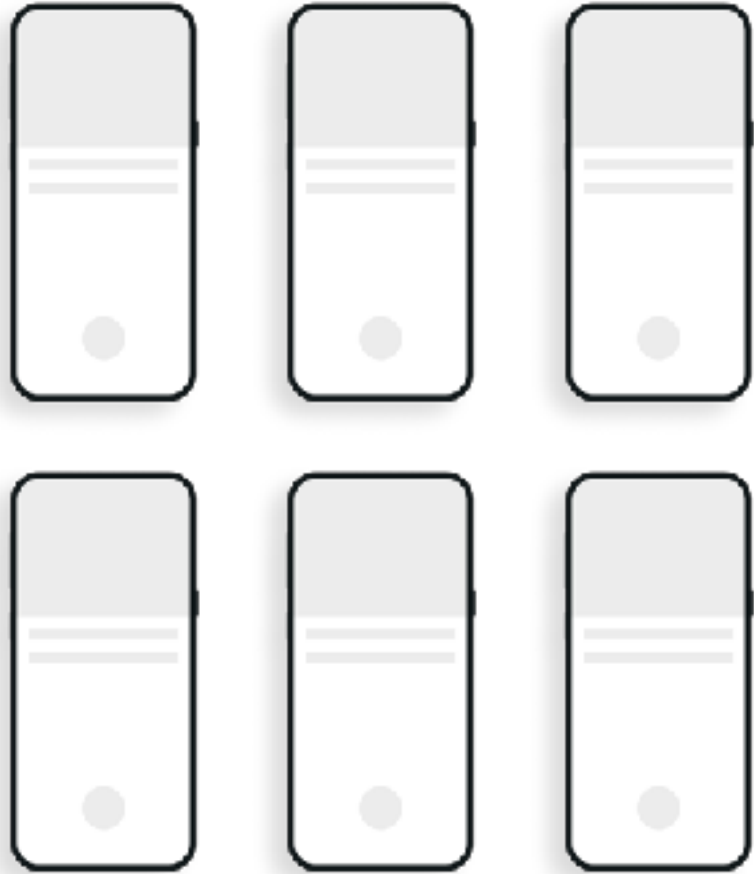
Services Lab

## Vision Testing Cycle



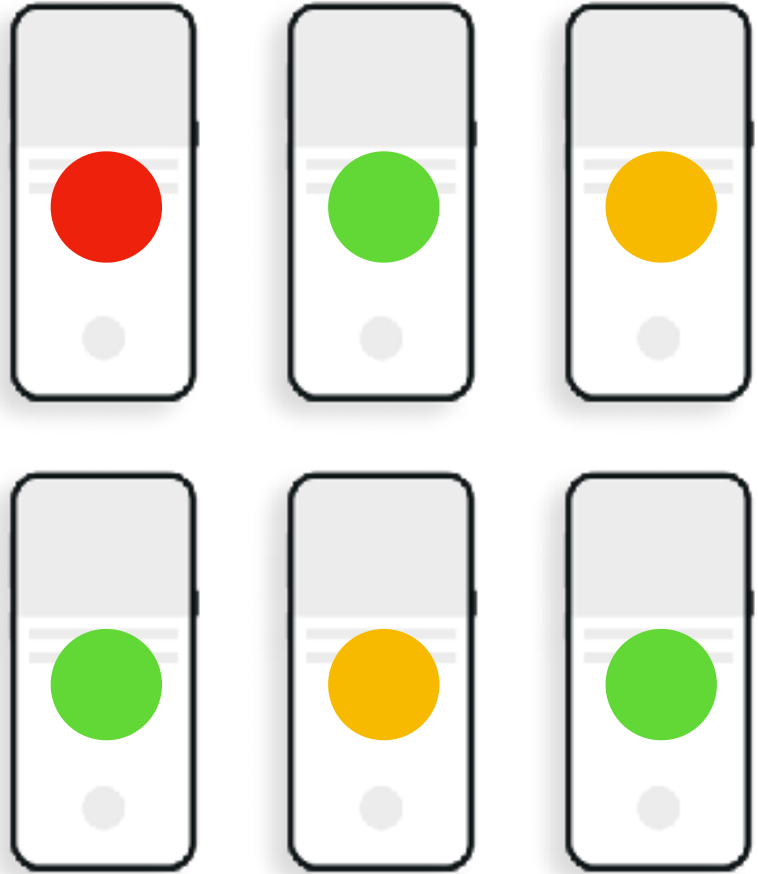
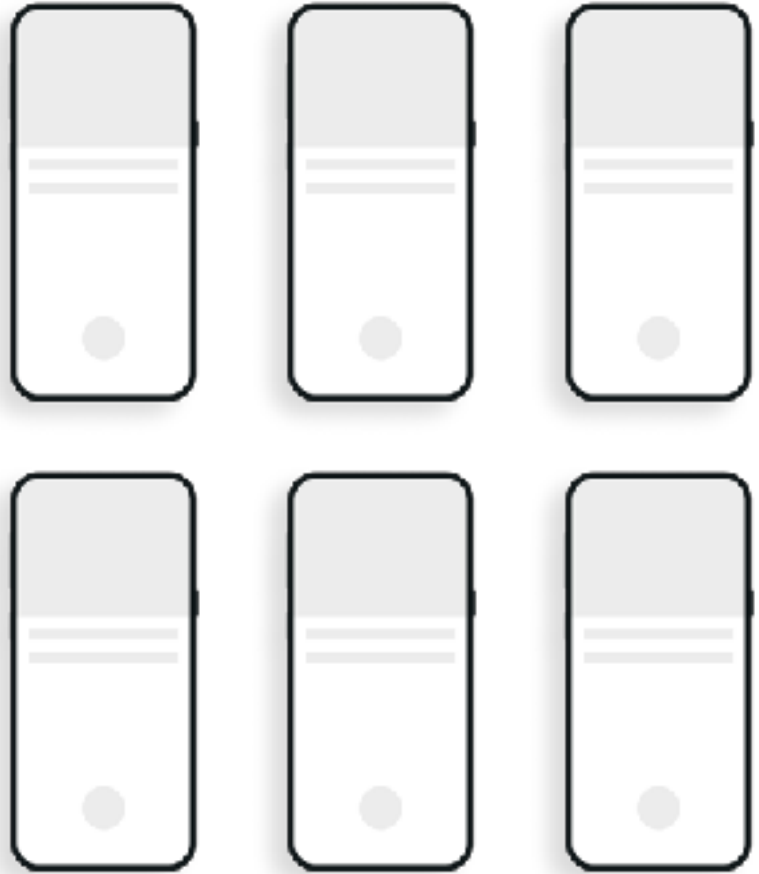
Services Lab  
Vision Testing Cycle

CRITICAL USER  
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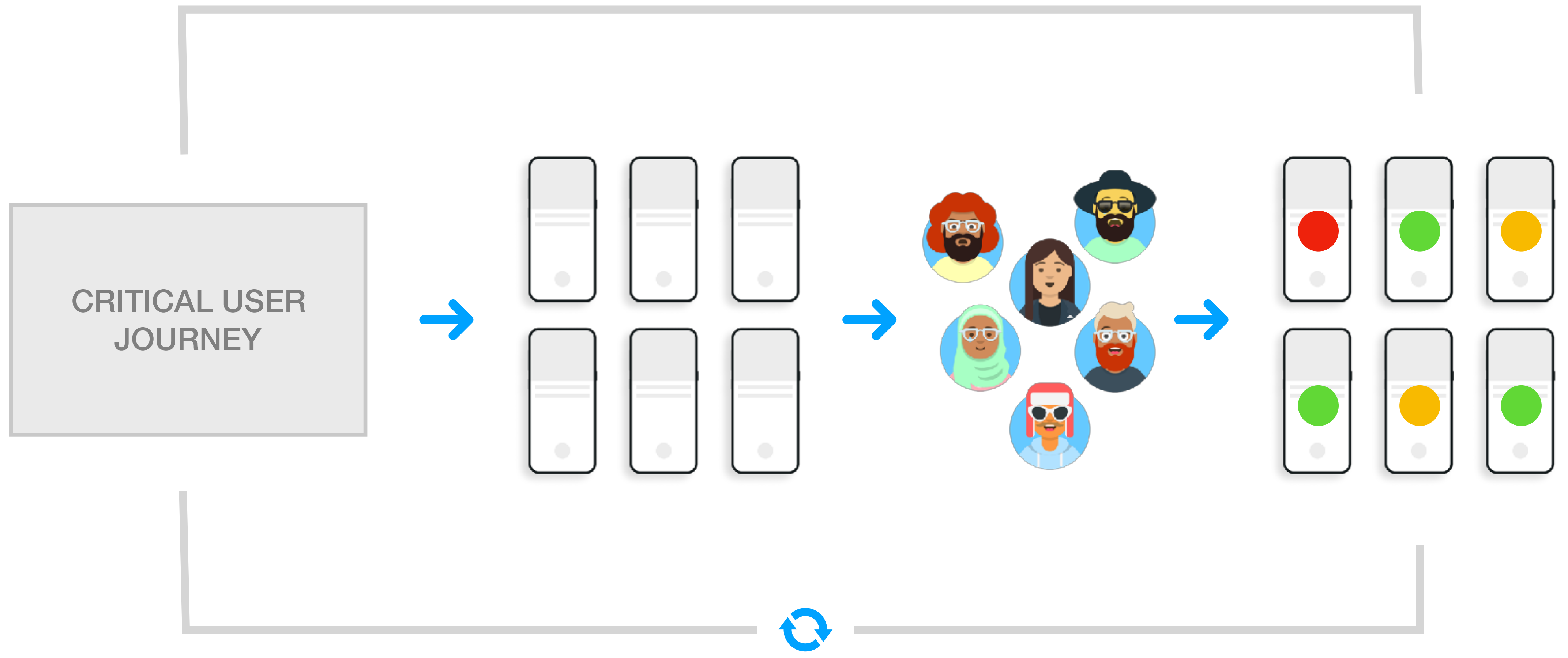


Services Lab  
Vision Testing Cycle

CRITICAL USER  
JOURNEY




Services Lab  
Vision Testing Cycle



 blocked drain islington

Plumbers  
Islington, London

★★★★★

★★★★★ 

★★★★★

★★★★★ 

★★★★★

★★★★★


 blocked drain islington

★★★★★

★★★★★

★★★★★



 blocked drain islington

Plumbers  
Islington, London

★★★★★

 Trusted by people in Islington, UK

 Booked by 8 people this week

★★★★★

# Which problem is the most important?

Use the analogy of roads, potholes, and reconstruction



# Which problem is the most important?

Use the analogy of roads, potholes, and reconstruction



**Iteration on its own  
isn't a blank cheque**



# Thanks

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