First month evaluation
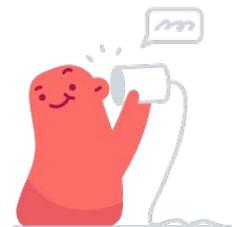
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This document is summarizing my first 30 days observations and a plan for the next 30 days.

I will be applying the theory of the book "The first 90 days" where the first 30 days focus on learning and understanding. I'll combine this with the Design Leadership Framework.

During this first month I've been actively getting to know (and interviewing) 18 stakeholders and getting up to speed with the (business) strategy. My observations will inform planning of the next 30 days.

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Stakeholder Interviews & survey

During my onboarding chats I've been interviewing 18 stakeholders to get a better understanding of the PROS & Wallapop situation - as well as to identify priorities and next steps. The questions asked:

1. *What are the biggest challenges the company is being confronted with (now or near future)?*

2. *What is the root cause of these challenges?*

3. *What are the most promising, untapped opportunities?*

4. *What has to be done to empower the organisation to tap into these opportunities?*

5. *If you had a magic wand and could change one thing; what would that be?*

6. *If you were in my shoes; Where would you put your focus on at this moment?*

Reflection

At the same time I have been using the Design Leadership Framework to reflect on my role, the current situation of product design in PROS and the areas of improvement that present themself.

"We Are Empowering a More Conscious and Human Way of Consumption"

As I feel the word empower (give power to someone, delegative, to make more confident) is a buzzword used for tons of marketing purposes I choose to rewrite this statement to a more fitting one (imho): **We promote and provide a more conscious and caring way of consumption.**

This purpose personally makes me proud to say and repeat as I feel it adds value to my life, my principles and what I believe in. After spending time in consultancy (for tobacco), banking and healthcare it was time to work for a company of which I truly feel connected with the purpose. Wallapop's purpose is one I can live by proudly.

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Interview observations

OBSERVATION **#STRATEGY**

Stakeholders find Wallapop's strategy unclear, which leads to a lack of focus and lack of prioritisation of key aspects.

TARGET: #PRODUCT

QUOTES

"We need to keep our focus - we need a #clearerstrategy"

"Main challenge at the moment is #thevision for PROs. It's a bit unclear where we want to get."

"The biggest challenge is how the organisation works & syncs to make strategy happen."

"From a product perspective, I think we are not preparing enough or prioritising some key aspects to be competitive (on a global scale)"

"Quite a lot of users still don't know how to ship items, or how to manage our service. I would consider this a #higherpriority than developing new features."

BELIEFS / HYPOTHESES

"We need to make **strong bets on our core areas of our product**; shipping; payments - all these services around transactions - make them so easy that we rather go buy on wallapop than go to a store."

"It's better to **be good at some things than to do a lot**."

"Acknowledge that solutions have to be maintained and give maintenance and "last-mile" improvement enough priority. **Things can't stay MVP if you want them to be perceived as good.** "

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OBSERVATION **#COLLABORATION**

Stakeholders find communication siloed and spread across many touchpoints, which impacts efforts to collaborate, align & scale.

TARGET: **#ALL**

QUOTES

"Our biggest obstacle is around sharing changes and #taking teams along: From feature changes to marketing campaigns - everything that impacts multiple stakeholders/tribes"

"We need to collaborate & inform better and start looking at #end-to-end journeys"

"We need better #involvement of the brand and ux in the overall product process"

"I would do something so that everyone in the company could improve the #collaboration level - - Its our main challenge"

BELIEFS / HYPOTHESES

"There is a preference to **have a close connection/loop from business to design.**"

"There are so many tools that are static and live in silo's, **we need a tool that #empowers collaboration** better end to end."

"We're at a breaking point; it used to be great to manage <300 people. We now **need to learn how to #scale and work together.**"

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OBSERVATION #WAY OF WORKING

Several stakeholders find the current way of working conservative and lacking focus, blocking innovation & continuous improvement.

TARGET: #ALL

QUOTES

"We are losing the innovative #disruptivemindset"

"Someday a startup will beat us with the newest standards, interface and code" #speed

"Mindset of daring has been lost; We are too #conservative"

BELIEFS / HYPOTHESES

Acknowledge that solutions have to be maintained and **give maintenance and "last-mile" improvement enough priority.**

Things **can't stay MVP** if you want them to be perceived as good.

User experience matters. Wallapop is not good user experience. People come because everyone is here, but their experience suffers. We get to 80% of the thing but doesn't seem that we go further

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OBSERVATION **#VALUE PROPOSITIONS**

Several stakeholders are not clear on Wallapop PRO's value proposition

TARGET: **#PROS**

QUOTES

"Wallapop was born as a flea market in internet, aiming for growth before having a clear profitability model. And it carries this legacy today. No one knows what #thebalance is between paid and free."

"Our buyers prefer not to buy from pro sellers atm so we need to #understand not only how to decrease the churn for pro sellers but also how to improve our offerings"

BELIEFS / HYPOTHESES

We need to create **a stronger offer for small businesses,** becoming international, **positioning through sustainability values.**

"We need to **diversify our offer to cater it to more granulated user groups;** We need to look into charges for commision for instance;

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OBSERVATION **#C-LEVEL INVOLVEMENT**

Some stakeholders address the relation between business & product as not ideal, causing problems with authority and impact.

TARGET: **#PRODUCT**

QUOTES

"Leadership is trusting teams with autonomy, but then you need people that are willing to take that autonomy.

Leadership style isn't a close match with high performing teams atm"

"The relation between business & product is #unbalanced; The relation between Pedro & Rodolphe"

"No one knows what the #balance is between paid and free. Or the weight of business on product."

BELIEFS / HYPOTHESES

"I would merge the chief product officer and chief marketing officer roles into a single one: chief product and marketing officer.

That role would have **authority over the user experience across channels.** Marketing and product would be one experience."

"We need design to have a C seat to **represent the user** on that level"

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OBSERVATION **#UXMETRICS**

Some stakeholders express the need to have the right user metrics in place to practice advocacy or demonstrate success.

TARGET: **#PRODUCTDESIGN**

QUOTES

#Measure and demonstrate that success it's not about how many millions of people open the app, but **how many have the proper knowledge to use it**

We need to inspire everyone of what we need to do, C level, managers; we as , cs agents and designers, are key in inspiring and knowing what the users know - Therefore we need to measure the right #uxmetrics to show impact.

The functional mindset of the C level - Are conservative, don't understand the magnitude of a well designed brand - calls for metrics #to convince them

BELIEFS / HYPOTHESES

There's a running UX Metrics topic (HEART Framework) that could potentially tackle these needs

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Design Leadership Framework

About the Design Leadership Framework

This is a framework for leading design teams and building the design capability.

The Design Leadership Framework offers a concise overview of the most important aspects to look into when leading and managing a design team.

It serves as a practical compass for design leaders in a digital era when design needs to be both a driver of innovation as well as efficient support for product development.

After reflecting and interviewing I managed to asses the framework and upcoming needs.

THE DESIGN LEADERSHIP FRAMEWORK OVERVIEW

STRATEGY
Develop a vision and strategy for the design team and the design work. Implement and manage the necessary initiatives to execute your strategy. Measure and improve continuously.

EXPERIENCE
Influence and support the innovation of products, services and experiences with a human-centred angle and a design-led approach. Envision and define what great design means for the enterprise and what it looks like. Provide creative leadership and input for relevant design decisions.

ENTERPRISE
Align the design team with other business functions and stakeholders and establish a design-led culture. Promote the capabilities of the design team and support enterprise challenges. Re-present the design team both internally and externally.

OPERATIONS
Define the organizational structures, processes, tools and work environment to support and manage the delivery of day-to-day design work. Enable creativity and ensure the health and stability of the team by letting designers focus on their craft.

TEAM
Manage and build the design team so that everyone stays motivated and can grow. Foster an inspiring team culture and be a supportive leader that your team can trust. Make smart hiring decisions, ensure a smooth onboarding and define clear career paths.

THE DESIGN LEADERSHIP FRAMEWORK QUICK ASSESSMENT

Step 1: Position your design team on the scale from left to right

- Where do you see your design team in the different areas? Position each area.

- Alternative Question: How do you assess your overall skills in the different areas of design leadership?

	Bad	Okay	Good	Great	Excellent
STRATEGY	◉				
EXPERIENCE			◎		
OPERATIONS	◉				
ENTERPRISE		◉			
TEAM		◉			

Wallapop: First month evaluation | **DLF Assessment**

THE DESIGN LEADERSHIP FRAMEWORK PRIORITIZE TOPICS

Step 2: Select the most important aspects where you need improvement. Which aspects should you work on next?

OPERATIONS	EXPERIENCE	STRATEGY	ENTERPRISE	TEAM
☐ Define Organizational Structure	☐ Develop Design Principles	☐ Define Vision & Goals	☐ Align with Business Strategy	☐ Develop Team Culture
☐ Define Design Workflow	☐ Define Design Language	☐ Develop Strategy & Roadmap	☐ Build Stakeholder Alliances	☐ Provide Feedback & Guidance
☐ Manage Work Streams	☐ Advocate User Perspective	☐ Manage Program Initiatives	☐ Develop Design Culture	☐ Plan and Scale Staffing Demand
☐ Facilitate Collaborative Design	☐ Promote End-to-End Experience	☐ Drive Change	☐ Promote Design Capabilities	☐ Manage Recruiting & Onboarding
☐ Define Work Environment	☐ Drive Innovation	☐ Measure Practice & Performance	☐ Support Enterprise Challenges	☐ Foster Talent Growth
☐ Ensure Design Coherence	☐ Provide Creative Guidance		☐ Build Design Reputation	☐ Reflect Leadership Skills
☐ Enable Knowledge Exchange				☐ Manage External Partners
☐ Assure Quality and Compliance				

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The focus for the coming 30 days

The portfolio inherited is a mix of a startup & accelerated growth .

In a startup, you are charged with **assembling the capabilities** (people, funding, and technology) **to get a new business, product, project, or relationship off the ground.**

In **an accelerated-growth situation**, the organization has begun to hit its stride, and the hard work of scaling up has begun. This typically means **you're putting in the structures, processes, and systems necessary to rapidly expand the business.**

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Securing early wins

The first 30 days focussed on understanding. The next 30 will focus on **securing early wins & aligning strategies**

An impactful early win will be focussing on a clear Way of Working between Product & Design. There a signs of disconnect between the teams as well as lack of a proper way of involvement of UX in discovery. Coming

The coming month will be focussing **"Operations" by improving this WoW by collaboratively get to a new definition of it.**

Achieve alignment

A lot of observations deal with the fact that there's **a lack of vision/strategy/focus/prioritization.** This trickles down to the topic teams that lack focus and direction, and therefor focussing on too many different initiatives that seem to not fully develop.

The coming period will focus on initiatives that will **collaboratively start forming a strategy**, aligning teams to objectives and to set the base for a UX vision/strategy.

Gracias!

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