Digital Learning Hub_

Meaningful Technology for Humans:
How Strategy Helps to Deliver Real Value for People

Björn Rohles

Technology is all around us,
and we are actively creating **technology products** every day.

new business models

data-driven decisions

increased innovation

increased efficiency

What makes technology **meaningful** for humans?

Consumers **do not buy products**.
They buy **product benefits**.

They buy solutions
to their **needs**.

David Ogilvy
Advertiser

Photo: Fotocollectie Anefo, Wikimedia Commons

... but is having a quarter-inch hole meaningful?

People do not want a quarter-inch drill, they want a **quarter-inch hole**.

Theodore Levitt
Professor

Photo by charlesdeluvio on Unsplash

The **hole** is **not** the **goal**.

Digging deeper to
find the **real value**
why people use a product.

Technology needs to fulfil **meaningful human needs** to provide real value for people.

How Strategy Helps to Deliver Real Value for People
Mission, Vision, Strategy

Photo by Maxim Hopman on Unsplash

How Strategy Helps to Deliver Real Value for People

Aligning Mission and Human Needs

Strategy serves a **purpose**.

→ Strategy aligns all areas with **business mission**.

Spotify's mission is to **unlock the potential of human creativity** by giving a million creative artists the opportunity to live off their art and billions of fans the **opportunity to enjoy and be inspired by it**.
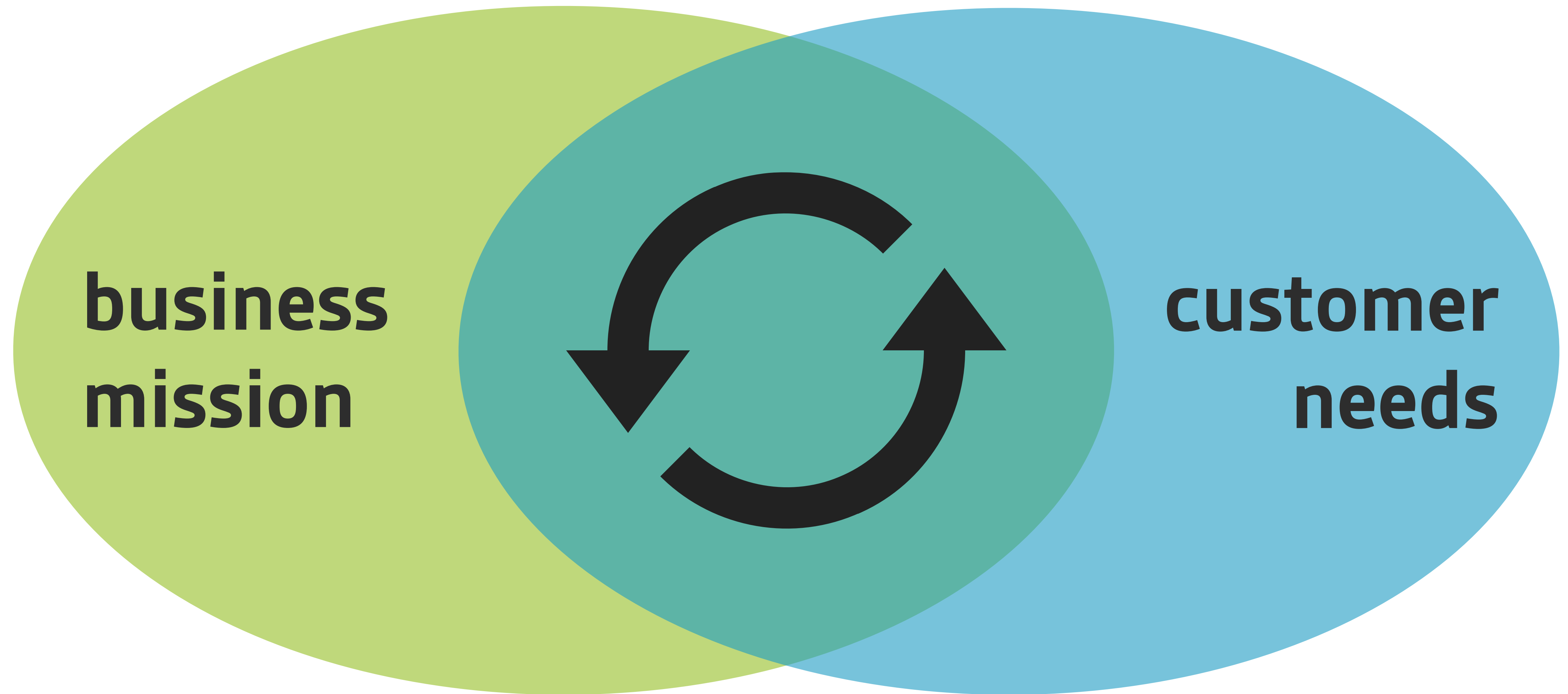
WHY an organisation exists

Inspiring Customers

Spotify

112.090
112.090
112.090
112.090
112.090
112.090
112.090

Du hast 2022 insgesamt **112.090** Minuten gestreamt. Das ist mehr als **99 %** der anderen Hörer*innen in **Deutschland**.

Diese Story teilen

Deine Top-Songs 2021

Deine absoluten Lieblingssongs des Jahres, alle in einer Playlist.

Zusammengestellt für Björn Rohles

8 Std. 52 Min.

... Slice Jam - Live in Paris
● Apparat

Rather Be
● Wired Sky

Rather Be - Extended Mix
● Wired Sky

Small Town Girl
● Young Ejecta

Bibliothek

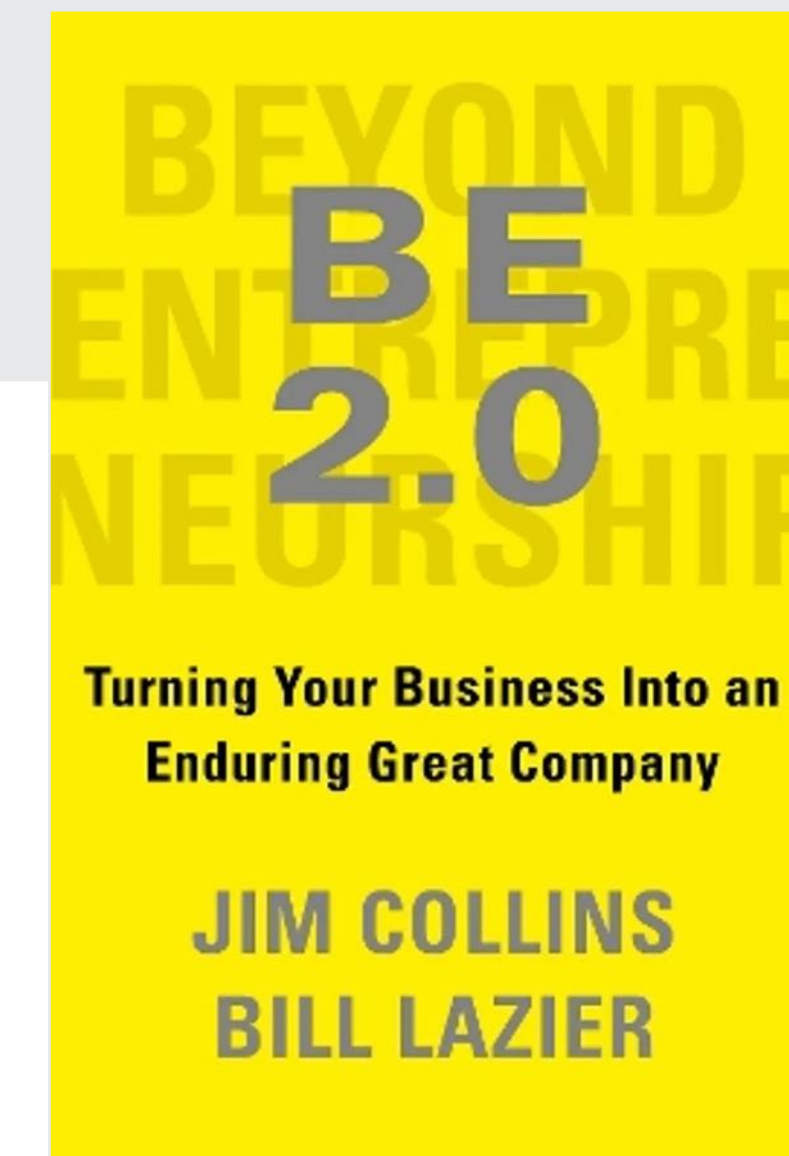business
mission

customer
needs

→ Strategy builds a **value loop**.

Sound strategy is impossible without **clear vision**. [...] If you want to have a good strategy, you need to first understand with piercing clarity what you are trying to achieve.

James C. Collins & Bill Lazier
BE 2.0 (Beyond Entrepreneurship 2.0): Turning Your Business into an Enduring Great Company

How Strategy Helps to Deliver Real Value for People

Inspiring Visions

Strategy creates a **vivid description** of what we want to achieve.

→ Strategy is **aspirational** and **inspirational**.

Rohles 2023

What really defines an organisation

- essential, timeless *core values* driving behaviour
- *core purpose* defining an organisation

Preserving
the core

Collins & Porras 1996

What really defines an organisation

- essential, timeless *core values* driving behaviour
- *core purpose* defining an organisation

Preserving the core

Stimulating progress

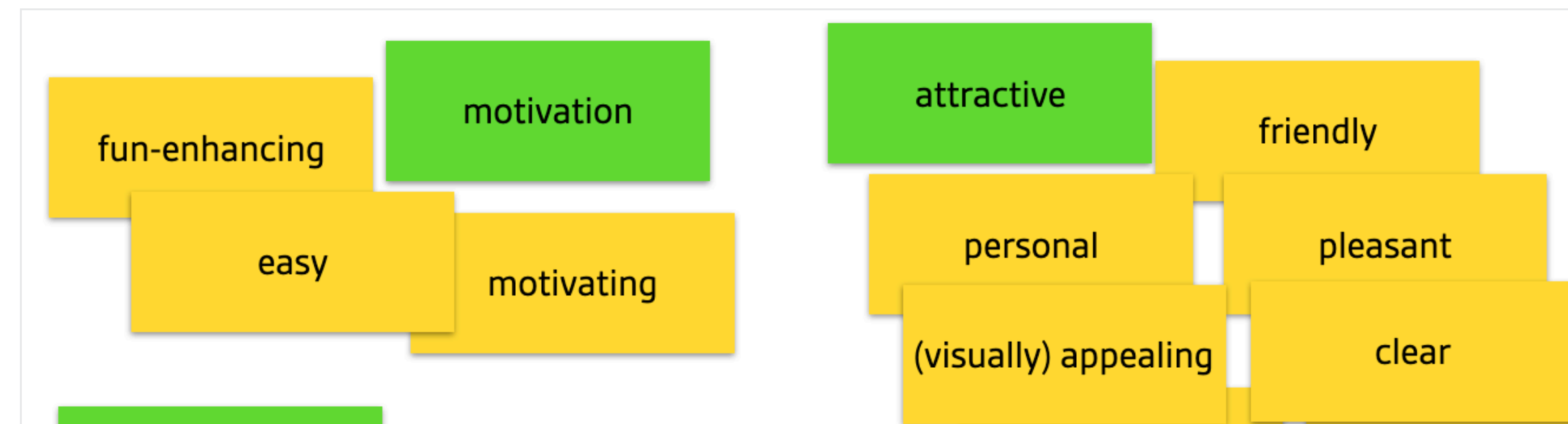**What an organisation aspires to achieve**

- bold long-term *goals*
- *vivid descriptions* to inspire people

Collins & Porras 1996

Using adjectives to define how technology should feel

(1) Collecting adjectives

fun-enhancing	friendly
modern	useful
easy to understand	intuitive
fast	smooth
supporting	reliable

Winter et al. 2023; Rohles 2023

(2) Discussing & clustering adjectives

fun-enhancing
motivation
easy
motivating

attractive
friendly
personal
pleasant
(visually) appealing
clear

(3) Prioritising & aligning with mission

fun-enhancing
motivation
easy
motivating
transparency

attractive
friendly
personal
pleasant
(visually) appealing
clear
open
modern
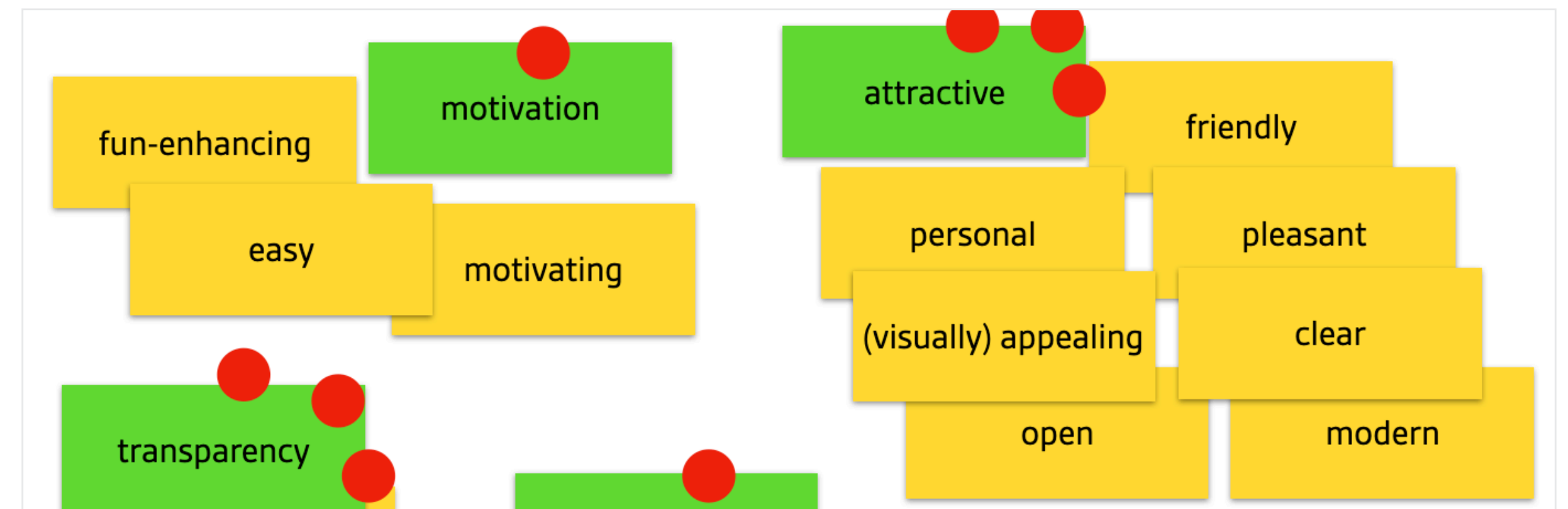
Visions for meaningful technology

Using adjectives to describe how technology should feel to humans:

- valuable
- useful
- trustworthy

Vision statement

Our products feel so *valuable*, *useful* and *trustworthy* to customers that they become enthusiastic. Over time, customers become fans who actively recommend our products to others.

Winter et al. 2023; Rohles 2023

Photo by Johannes Plenio on Unsplash
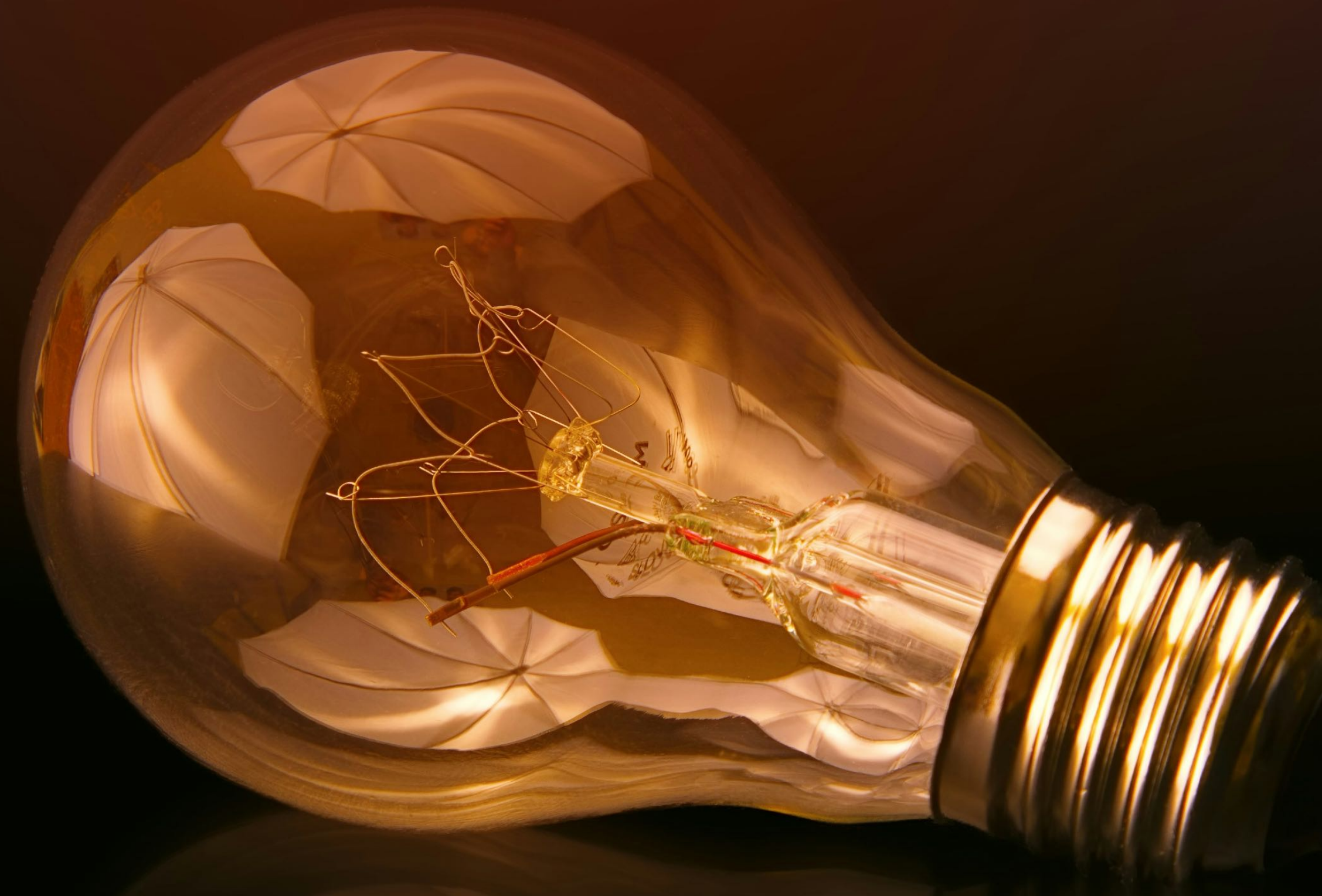
Vision
= our long-term goal

GAP

Daily Work
= concrete activities

Vision

Rohles et al. 2023
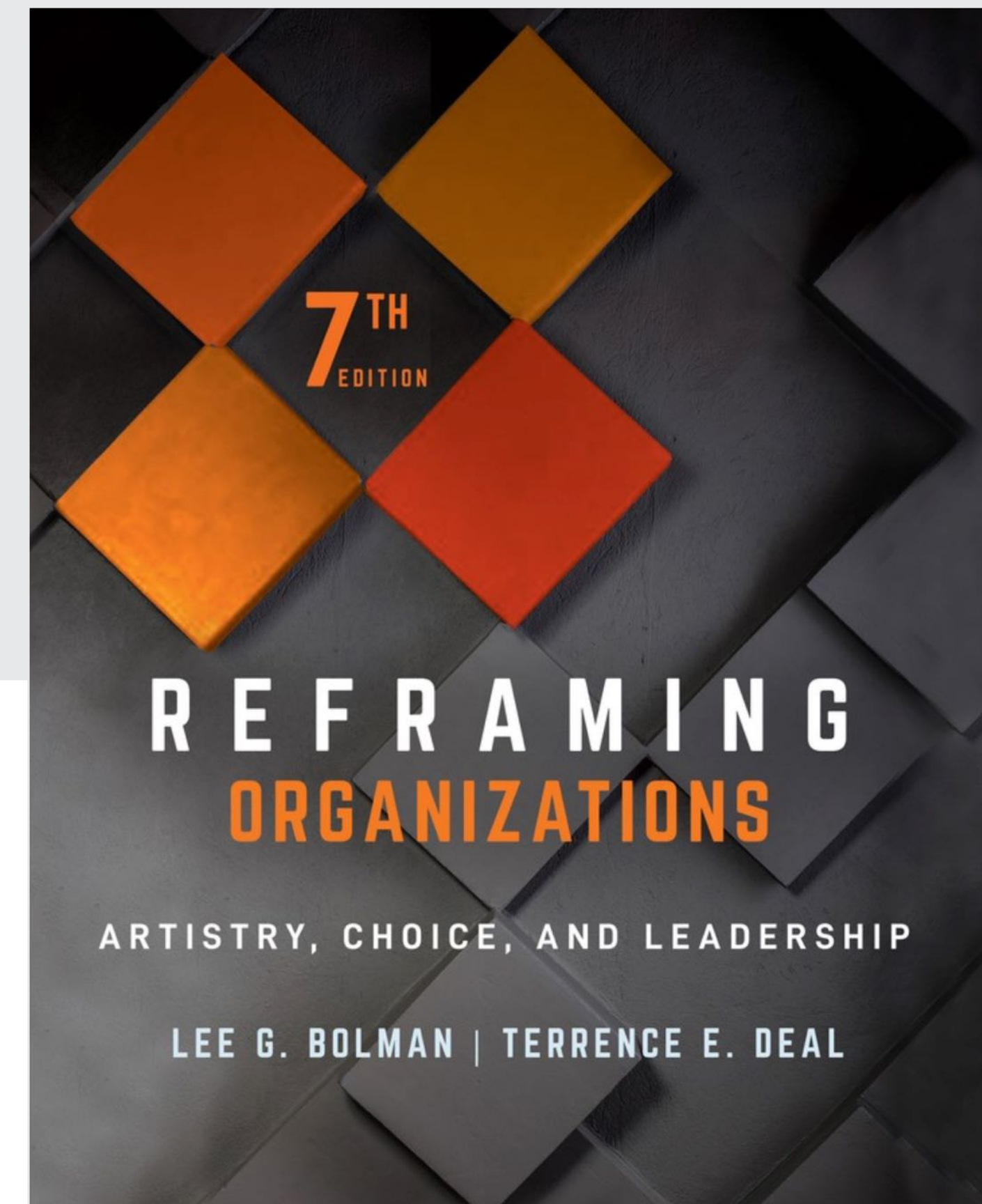
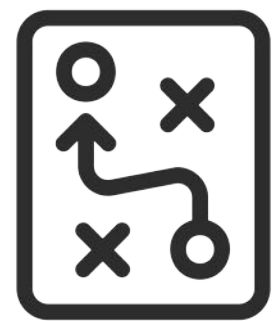# A vision without a strategy remains an **illusion**.

Lee G. Bolman & Terrence E. Deal
Reframing Organizations: Artistry, Choise, and Leadership (Chapter 10)

Vision
= our long-term goal

↕

Strategy
= approach to realise a vision

↕

Daily Work
= concrete activities

Vision

Strategy
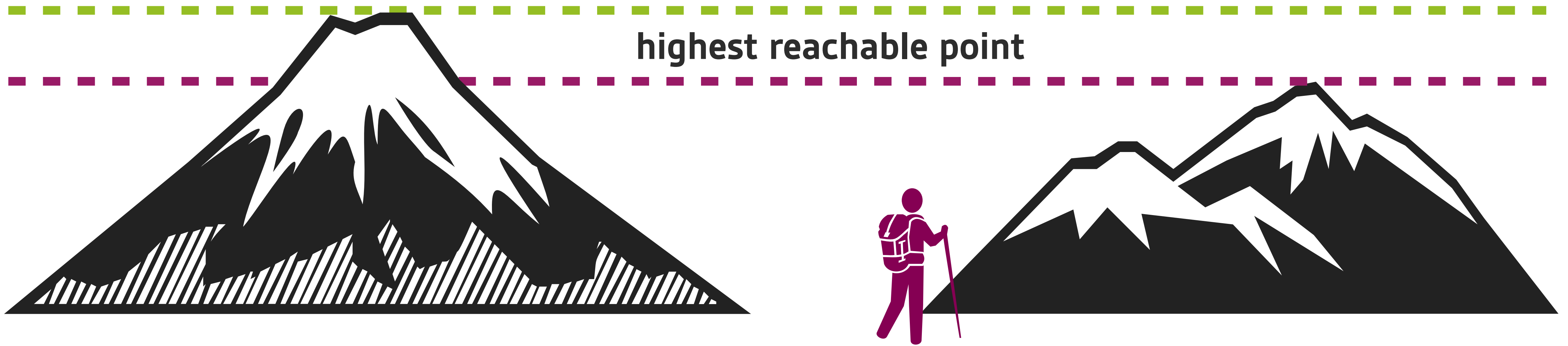
How Strategy Helps to Deliver Real Value for People

Defining the Path Through Strategy

Strategy builds on the **vision**,
but defines the **challenge**.

→ Strategy focuses on the **problem** first.

Rumelt 2017

Photo by Samantha Sophia on Unsplash

highest reachable point

What we are not focusing on

What we are focusing on

→ Strategy uses **research** to provide unique value.

Strategy identifies
what is **critical**...

... depending on
context & **change**.

→ Strategy **simplifies** complexity.

Key Facts
- languages: EN
- interest: reskilling to change ca
- motivation: high

How Sabine is learning
- prefers on-site courses for the
  and direct contact to instructo
- takes time off or uses over-tim
- prefers courses on weekends i
- is PMP certified and has intere

Quotes & Pain Points
- "I want to get into the blockch
  the next years. I want to get t
  industry and see where it gets
- "It is amazing to have such qu
  prices, but there are too few c
- "I moved to Luxembourg a ye
  French, but I do not speak it v

Sabine Pereira Matos, the Project Manager
28, Luxembourg, works in Luxembourg

Sabine is a **project manager** in an agency in Luxembourg. She would like to better understand **digital technologies**, but also the human design-related side.

Sabine is highly interested in **Blockchain** as an emerging technology. She would love to contribute to Luxembourg taking a leading role in Blockchain industry.

Sabine appreciates **personal contact** with the teachers. She did not take any course at DLH yet, but a friend has recommended DLH to her.

Photo: Christina @ wocintechchat.com: https://unsplash.com/photos/0Zx1bDv5BNY

Point of View Statement

Sabine needs to
upskill in Blockchain technology

because she
wants to push technological

progress forward in her community.
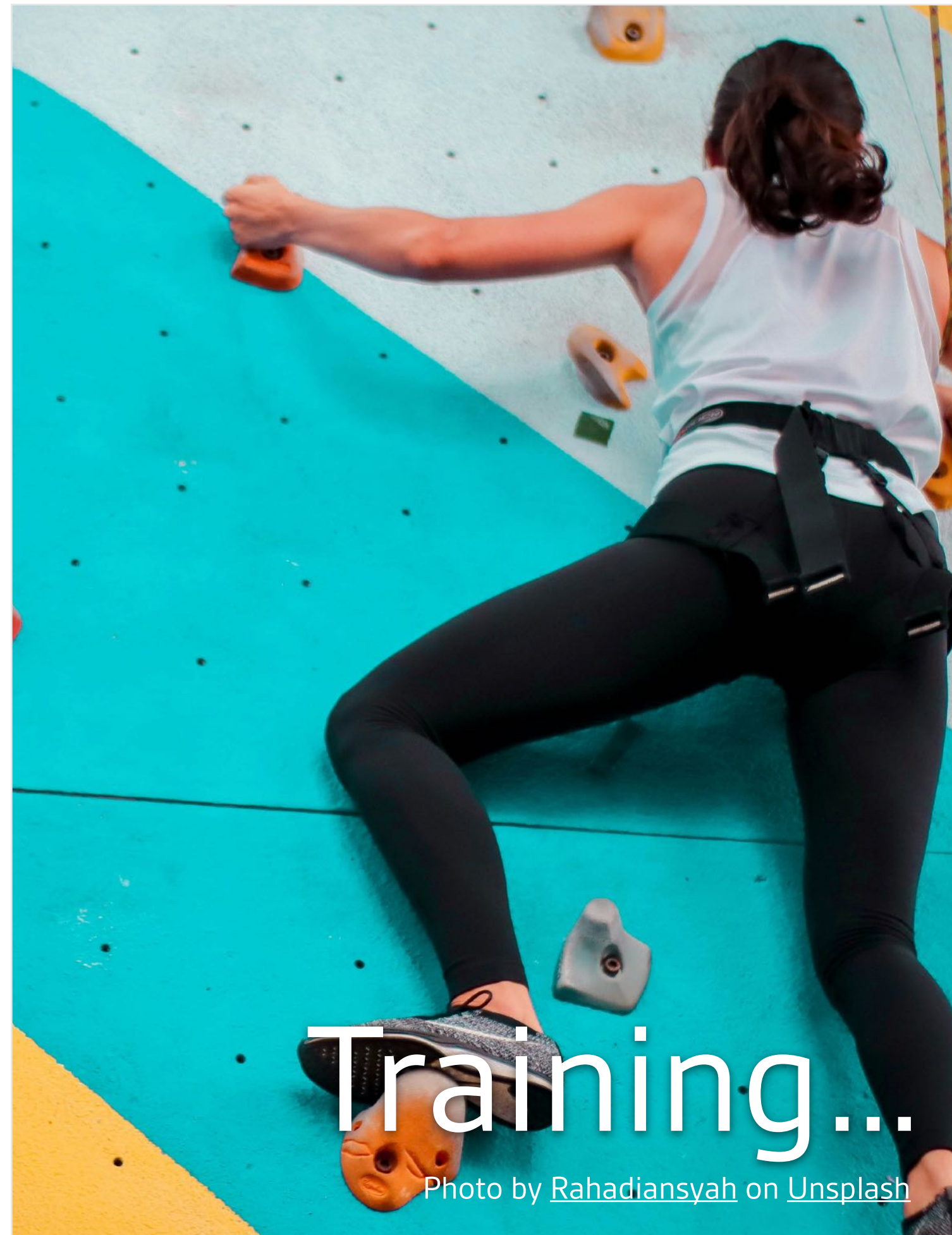
Empathy with customers
"Would this feature or decision serve this purpose? Would it create a *valuable*, *useful* and *trustworthy* experience for Sabine?"
→ creates **orientation** and facilitates
decision-taking

Porter 2011

Strategy identifies how to **deal** with the challenge.

→ Strategy defines a set of **relevant activities**.

Teams...

Photo by Getty Images, Unsplash+

Training...

Photo by Rahadiansyah on Unsplash

Processes...

Photo by Elahe Motamedi on Unsplash

→ Strategy creates **consistency** in all actions.

Rumelt 2017

Creativity as a Key Requirement

You can **NOT analyze** your way to strategy; instead, it is a **creative exercise** to **figure out how to win**.

Jim Kalbach

https://experiencinginformation.com/2009/06/06/experience-strategy-johnny-holland/
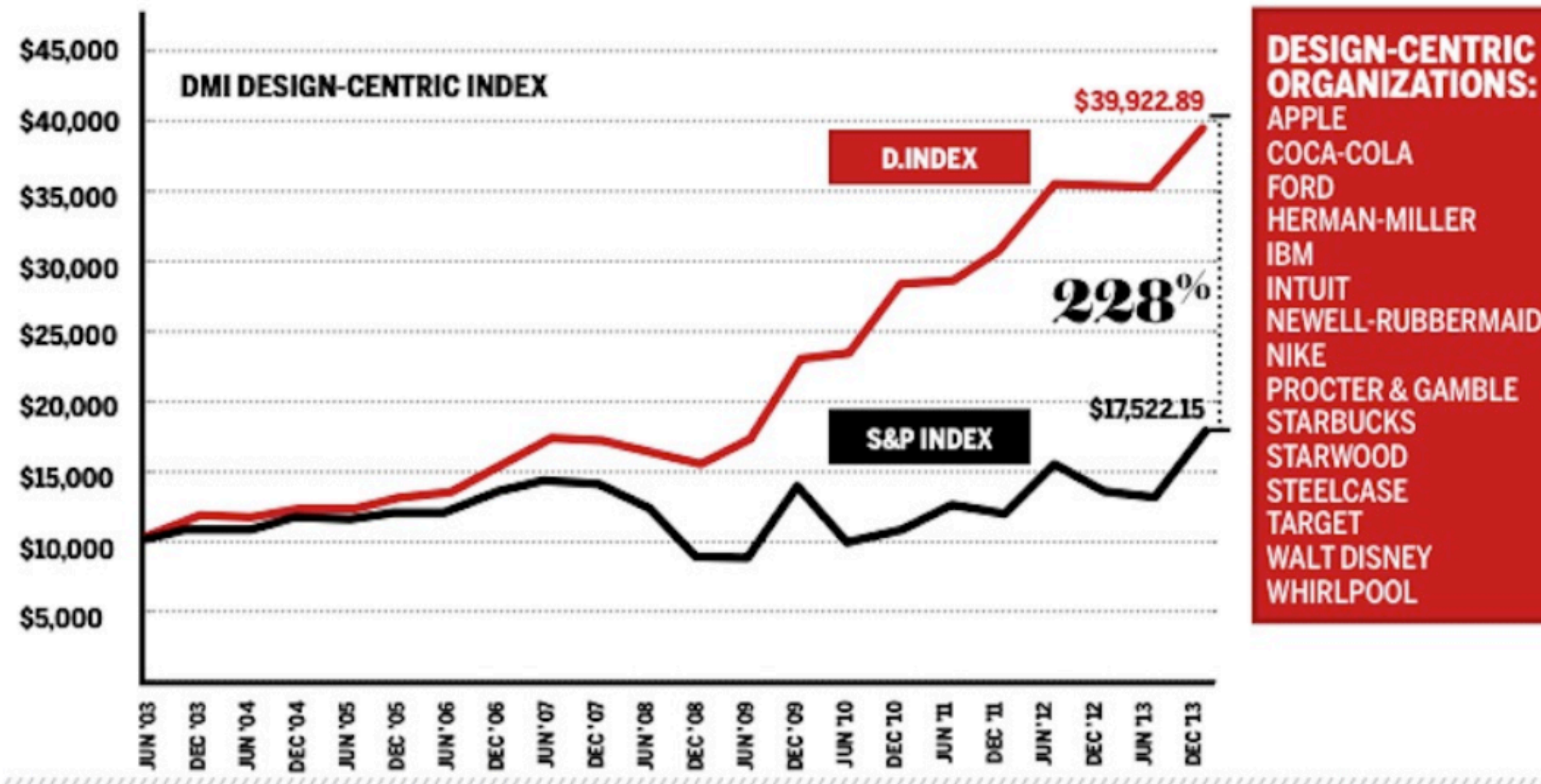
DESIGN-DRIVEN COMPANIES OUTPERFORM S&P BY 228% OVER TEN YEARS - THE 'DMI DESIGN VALUE INDEX'

Posted By **Michael Westcott**, Monday, March 10, 2014
Updated: Monday, March 10, 2014

Studies on the value of creativity and design: Baars 2023, DMI, McKinsey

Strategy anticipates & mitigates **risks**.

→ Strategy asks "What could go **wrong**?".

Schubert n.d.

Strategy is
adapted in real-time.

→ Strategy is based on **constant data**.

Photo by Brook Anderson on Unsplash

Evaluating Strategy

Define metrics for selected adjectives:
- valuable – use survey-based benchmarks with customers
- useful – test key tasks
- trustworthy – assess reliability

How can we find out whether we achieve the intended outcome?

→ Constant evaluation and adaptation of strategy

→ Data-driven decisions rather than intuition

https://ueqplus.ueq-research.org/

Please only check one circle in each line.

1   2   3   4   5   6   7

Attractiveness

...rtant

inefficient	○	○	○	○	○	○	○	efficient
impractical	○	○	○	○	○	○	○	practical
cluttered	○	○	○	○	○	○	○	organized

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Conclusion

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Real Value for People

Strategy…

… aligns all areas with the **business mission**.

… builds a **value loop** between business and customers.

… is aspirational and inspirational by defining a **vision**.

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Strategy...

... focuses on the **problem** first.

... requires **research** to provide unique value.

... simplifies **complexity** by defining what is critical.

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Strategy...
… defines a set of **relevant activities**.
… creates **consistency** in all actions.
… asks "What could go **wrong**?".
… is based on **constant data**.

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