PORTFOLIO

Stéphane Letisse

Design sprint master ° Service designer ° Lead UX designer

Stéphane Letisse

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I involve large and/or small organisations to set up a Human Centric Design process. I help to bridge **the gap between business/IT and user research**. Naturally focused on creativity, I redesign users experiences to deliver the best solutions in an UX Agile Project.

Translating Design thinking into an **innovative and a pragmatic approach: Design sprint.**

As a service designer, I help to in daily basis of a human being: reviewing organisation, defining product design, setting up services/ partenariat opportunities.

+15 years experience in UX/Digital Agency International experiences Innovation

Design sprint master/Service designer/Lead UX

LATEST PROFESSIONAL EXPERIENCE

+ **2017 - 2019: Lead UX/Service Designer @ AXA Belgium**: Set up UX Design process. Recruitment & management of 4 UX/UI Design consultants. Set up UX methodology/Sprints design according to UX maturity and cross-functional projects (Pension, Independent, claims, Public sector…): customer journey, card sorting, user interviews, observation, user testing, prototype.

+ **2016 - 2017: Senior UX Designer E-commerce Consultant @ PSA (Peugeot/Citroën/DS).** Selling online project.Recruitment UX/UI. Design Sprints, workshops, user research and user testing. User journeys. UX & UI production with agile teams.

+ **2016: Senior UX/UI Agile UX @ Startup Citizen Mobility** - Sprint design: research, customer journey, prototype & iterative testing products.

+ **2011 - 2017: Senior UX Consultant** MAIF, Aptus Health (Merck Laboratories), AXA France, Belgium Trade Unions, CEC Littafcar…

+ **2010 - 2011: Senior Designer @ Emakina** Concept, usability expert, UX architect for BNP Paribas Belgium/London, Proximus,…

More experiences on linkedin

MAIN SKILLS

+ Define frameworks of project/service development. Set up UX strategy and innovation process (Design Sprint)

+ Set up UX Scale & KPI. Audit, conduct iterative UX research.

+ Organise UX workshops and evangelize UX

+ Deliver product design including UX Architect. Service design

+ Agile UX: Create and translate customer journey to user stories

+ Conception prototype low/high definition, design system

ACADEMIC BACKGROUND

15 years of experience in digital agencies with strong UX research expertise in France, Spain, Switzerland, Belgium: AXANCE, LBI, WAX Interactive, EMAKINA

Design Sprint Master Certification (2019 - Le laptop I Paris)
Design Sprint (2018 - Board of innovation I Antwerpen)
Agile Scrum (2015 - Evoluris I Brussels)
HTML5/CSS3 (2014 - Evoluris I Brussels)
After Effect (2009 - Les Gobelins I Paris)

University of Evry (France)
Bachelor's degree Digital Communication and Media/Multimedia

CUSTOMERS

LANGUAGES

French	Mother tongue
English	Good (B2 level)
Dutch	Basic (A2 level)
German	Intermediate (B1 level)
Spanish	Very good (C2 level)

SUMMARY

01

AXA Belgium

02

PSA (Peugeot - Citroën - DS)

03

CityZen Mobility (Startup)

04

APTHUS HEALTH LAB
(Merck laboratories)

05

MAIF

01

AXA Belgium

Design thinking : conversational Bots & claim/recovery declaration

07/2017

01 - AXA Belgium
Design thinking @ AXA

Context:

Axa is a leading insurance group, part of the top 10 companies for innovation worldwide. AXA Belgium is one of the pilot countries which must implement Design thinking, pushing innovation thought a user/customer centric approach.

As a unique UX Expert recruiting in August 2017, I have to ensure and improve UX within a low UX maturity staging. Creation of Customer Journey owners team (x6) responsible respectively for pension, health, housing, mobility, the self-employed and the broker relationship.

Mission:

Define the management UX strategy by implementing design thinking process at AXA:

2017: Evangelization of UX process by creating Masterclasses at AXA and pragmatic workshop. Define Design Thinking tools with a team of marketing research and myself. From initial hostility to dedicated basic UX research budget and timing, I introduce usability heuristics review expertise and manage usability testing as well as design prototype.

2018: Set up Customer Journey, co-creation workshop and design sprint. Recruit and manage a team of 4 UX/UI consultants.

2019: Merge Marketing & UX/UI research in one department. Recruitment of internal UX/UI team. Create an UX Strategy and vision included iterative design for tracking the quality of user experience throughout design projects and across releases.

Results:

+ UX maturity is running and still growing: For 2 years AXA have been moving from a beginning UX stage to adopting stage. It is sill existing a wider gap between UX maturity among the projects or the teams. Using a wide UX research method according to the goals/context:
- Observation
- Interview/User test
- Usability test
- Card sorting
- Focus group for ideation

+ Set up first product design sprint and UX agile project including Marketing and UX KPi's (SUS/DEEP, Success task, A/B Testing).

+ Transformation and reorganization: embed & engage digital transformation. Creation of interdisciplinary team (IT, Legal, PO, etc.), guerilla UX testing and process. Introduce Lean UX canvas for VP team.

01 - AXA Belgium
Design thinking @ AXA

Finding the right problem   Finding the right solution

Iterate

Understand   Redesign

Iterate

CUSTOMER JOURNEY / CUSTOMER SE

User experience (UX) covers all aspects of end-users' experience
Thanks to interviews of users (iterative process)

USERS (≠ client)

Client   Partner   Brokers   Affiliates   Employee

Interaction Offline & Online with

Products
Does the product (still) meet the needs? Is it formatting behaviors and user habits?
E.g. Colocation product, blablacar (carsharing) a short term insurance for new mobility trend

Organisation
Is the organisation sufficiently responsive during a refund and in phase with user issues?
E.g. GAFAM (GOOGLE, Apple, AirB&B…) create an user centric organization: community users, agile project, etc.

Services
Does the service serve the users? What is user satisfaction ? Does the services is efficiency?
E.g. AXA Assistances Carglass, Seremines, etc.

PRE HOSPITALIZATION   DURING HOSPITALIZATI

Redesign the customer relationship which experiences a disaffection with Brokers and new trend of digitalization. Create a Bots ecosystem as a simple and emotional solution.

Organisation: creation of multidisciplinary teams 100% agile with the creation of the phygital and 100% digital path.

Services: new partnerships, collaborative strengthening with AXA Assistance.

Products: redesign and creation of rang new insurance products such as:
- Co-living,
- Mobility custom product,
- Student travel

+   **Create a specific AXA Design thinking tools: Marketing & UX research / Sprint design.**

+   **Build Personae (based on marketing research and UX research)**

01 - AXA Belgium
Design thinking : Service sprint design

Ideation
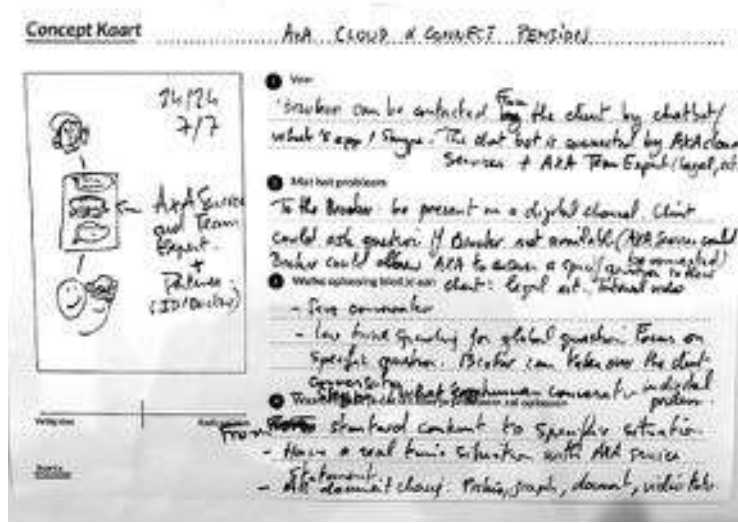
Card sorting

Service design sprint (Double diamond) E-Pension

Co-creation sessions with independents and brokers. Exploring and mapping the customer journey from purchasing to onboarding.

+ **Participate and/or conduct Creativity techniques (Concept card, 6 to 1) within Business, IT, Legal, PO**
+ **Manage Card sorting**
+ **Design User flow**
+ **Build Prototype Lo-fi and Hi-fi**
+ **Drive User test**

01 - AXA Belgium
Design thinking : Conversational bots ecosystem

Prototype tested : https://invis.io/T4SNBBGEQJW

AWARENESS   QUIZZ   SIMULATION   CONTACT/CHECK OUT

1

2

Insurance scan of Independent (cover)

Pension bot awareness

Prototype tested : https://invis.io/T4SNBBGEQJW

Product Sprint Design - Insurance scan for independent & Pension gap

1- **Insurance scan**, bot which summarises the insurance needs. Merging of the self-employed with a private / professional needs.

2 - **Gap pension**, bot which raises awareness of about the privatization of retirement in Belgium. Merge of retail and independent pension tool evaluation.

+ **Transversal Agile team (Business, PO, IT, Legal, UX Designer, UI Design)**
+ **Drove Iterative Usability test. UX KPI.**
+ **Contribute AXA Atomic Design**

01 - AXA Belgium
Design thinking : Conversational bots ecosystem

Test xN
Iteration

Product Sprint Design - Insurance scan for independent & Pension gap

1- **Insurance scan**, bot which summarises the insurance needs. Merging of the self-employed with a private / professional needs.

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+ **Transversal Agile team (Business, PO, IT, Legal, UX Designer, UI Design)**
+ **Iterative Usability test. UX KPI.**
+ **Contribute AXA Atomic Design**

Prototype tested: https://invis.io/W6XGT572ABS#/419371731_Proto-1-1

01 - AXA Belgium
Design thinking : Claim declaration & recovery

Participants

👤 134 active from Flanders

👤 77 active from Wallonia

Activity

🛡 7 topics

💬 5432 posts from active participants
of which 3401 in Flanders
of which 1901 in Wallonia

Method

· Deepdive week

· We started the week with a pre-test during which we asked participants about their attitudes and experiences with (online) claims.

· The participants were asked to evaluated 4 main flows though mock-ups of the app.

· In a post-questionnaire we evaluated their overall experience.

· Details can be found in the full research guide in the appendix.

When would they declare a claim?
Setting the scene

The situation in both regions are virtually the same. People would **declare their claim as soon as possible, preferably right after the accident.** A smaller group of people would declare it as soon as they are back home. These people typically like to take their time more and let everything sink in so they feel more clear headed when declaring their claim.

USER

CONTENT   **CONTEXT**

(Re)Design of the online claim declaration and recovery.

1 - Discover

Knowledge of users, behavior, pains/gains, motivation depending on the context and scenario (urgent / not urgent, insured / uninsured). Prioritization of needs and expectations

+ **User interview**

+ **User testing with a user community FR/NL**

01 - AXA Belgium
Design thinking : Claim declaration & recovery
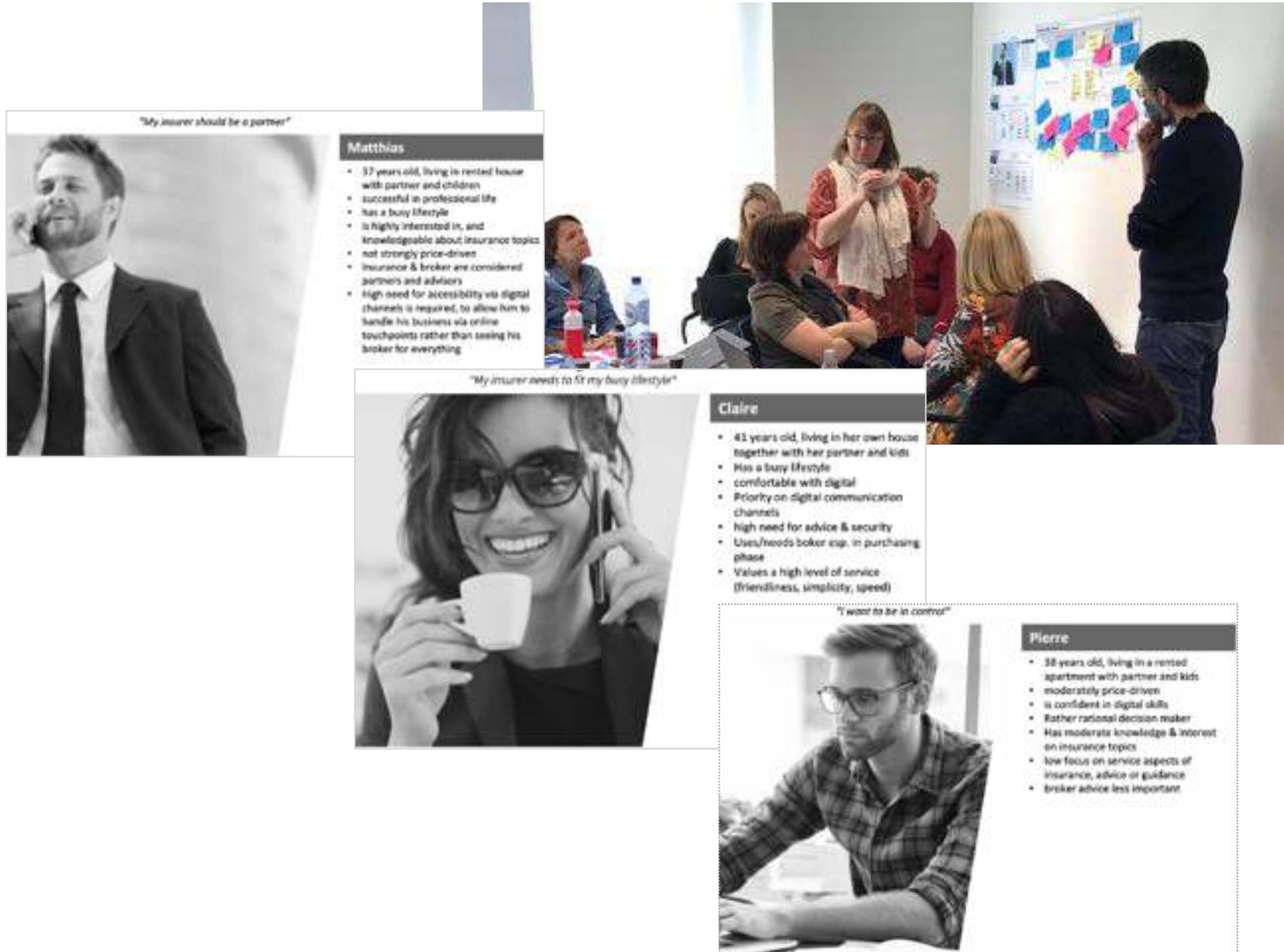
(Re)Design of the online claim declaration and recovery.

2 - Redesign & refine

Find innovative solutions to fit the user's needs. Set up premium disaster services for the end users of the solution to develop empathy.

+   **Personas**

+   **Empathy map**

+   **Job to be done**

01 - AXA Belgium
Design thinking : Claim declaration & recovery
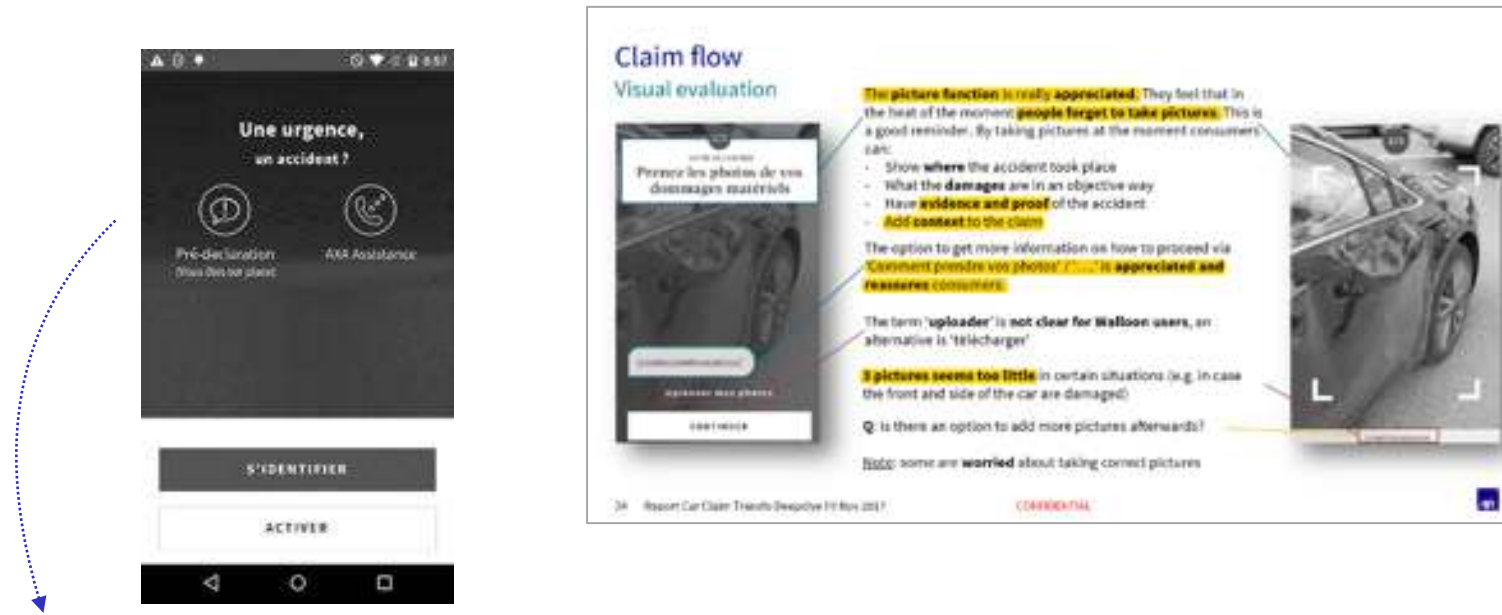
(Re)Design of the online claim declaration and recovery.

3 - Prototype

Mobile first conception. Discover user expectations & test the innovations integrated in agile mode. Iteratively reassess the design

+ **Prototype dynamic**

+ **Usability test**

Quick draft concept (unidentified) - weak cognitive effort - simple or automated actions

Prototype tested : https://invis.io/T5DLIYMB8

01 - AXA Belgium
Design thinking : Claim declaration & recovery

Translate user journey into user flow scenarios

Integration of geolocation of car manufacturers, voice/chat AXA Assistance in urgent cases, recognition of license plates to get information, OCR

- + **Idéation**
- + **Prototype dynamique**
- + **Usability test**

01 - AXA Belgium
Public Sector: observation

Define frameworks and methodology to get insight from Public sector: heuristic evaluation, internal stakeholder interview, observation, usability test

+ **Service design blueprint**

+ **Prototype dynamic**

+ **Usability test**

02

PSA (Peugeot - Citroën - DS)

E-commerce

10/2016

02 - PSA E-commerce payment
Sprint design: E-Commerce

Context:

In 2016, PSA, the French automotive group is going through a market crisis and needs to boost sales.

Business goals: How to sell more cars? Finding new business models to selling cars and reducing local dealership cost. The first attempt was to build and plug a single checkout on the three web stores (Peugeot, Citroën, DS) to accelerate sales online.

Moreover, it was the first agile project made by an internal team, maturity of UX was heterogeneous between inception and awareness stage depending on the organization.

Mission:

Introduce and evangelize UX at PSA. To convert business goals into a user centric design approach in a short time (less than one month); I pushed and organized a product sprint design (sprint 0) to (re)defined the scope of the project two months before launching the checkout development.

Design challenge:

How can we support our customers when they are buying a car online to facilitate their choice between the different options, services and financial plan to fit their needs?

Results:

+ **Set up User centric design -** discover new trends, use. Answer to a simple question: Are clients ready to buy a vehicle online? How and why? Coming out with a vision of business and new working methodology.

+ **Positive impact at PSA CEO level**: take strategic decisions on developing digital products, services and PSA organisation: what will be the (new) role of a dealership tomorrow? How to rethink online service Bank of PSA? Which are the relevant services to set up for the best customer experience?

+ **Implementation of design methods.** Set up design thinking by using design sprint at the digital factory. Discovery of the need / decision-making / purchase / post-purchase and associated services and translation into a global customer experience.

+ **Extension of the scope/vision of the project:** PSA Bank, startup services, etc.

02 - PSA E-commerce payment
Sprint design: E-Commerce

Product design sprint Master/UX

Convince stakeholders to adopt Sprint Design methodology and prepare frameworks with the lead PO. Organize a sprint team (PO's, Business owner, IT, PMO…) and prepare user interviews.

Collect marketing survey data provided by each brand (Peugeot, Citroën, DS) and conduct stakeholder interviews, UX research previously done, business expertise. Splitting the user interview into two parts: discovering usage and proof of concept/usability evaluation. Building a service map according to personae.

+ **Stakeholders interviews**
+ **User interviews**
+ **Personae**

02 - PSA E-commerce payment
Sprint design: E-Commerce
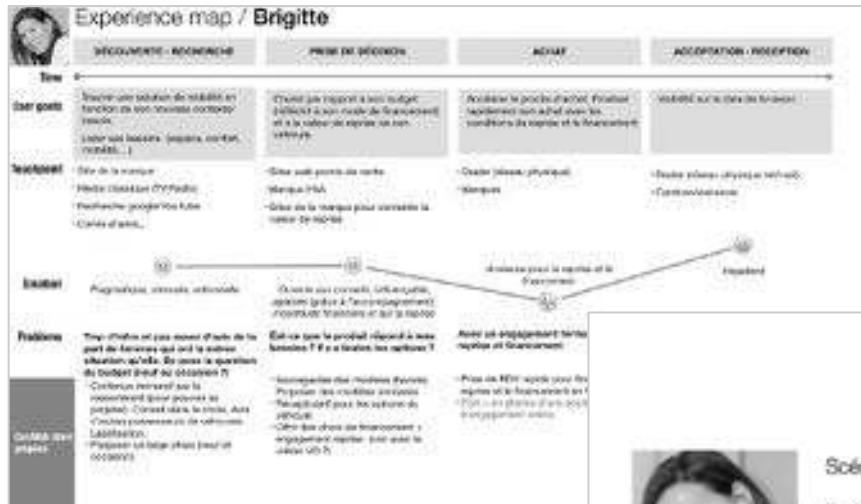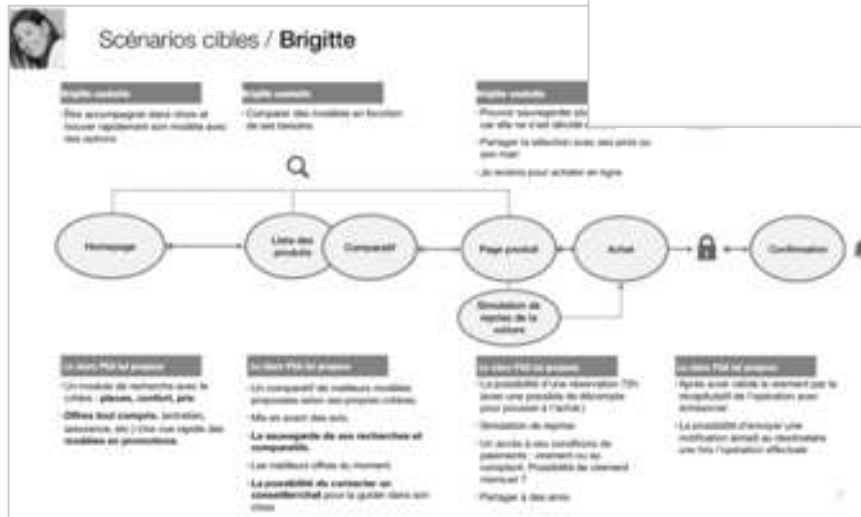
Product sprint design facilitator/UX

Running up: mapping out the problem and pick an important place to focus. Invite the experts. Diverge and converge ideas in. Convert Sprint design to an UX Agile project.

+ **Empathy map**
+ **Experience map**
+ **Job to be done/user flow**
+ **User stories**

02 - PSA E-commerce payment
Sprint design: E-Commerce
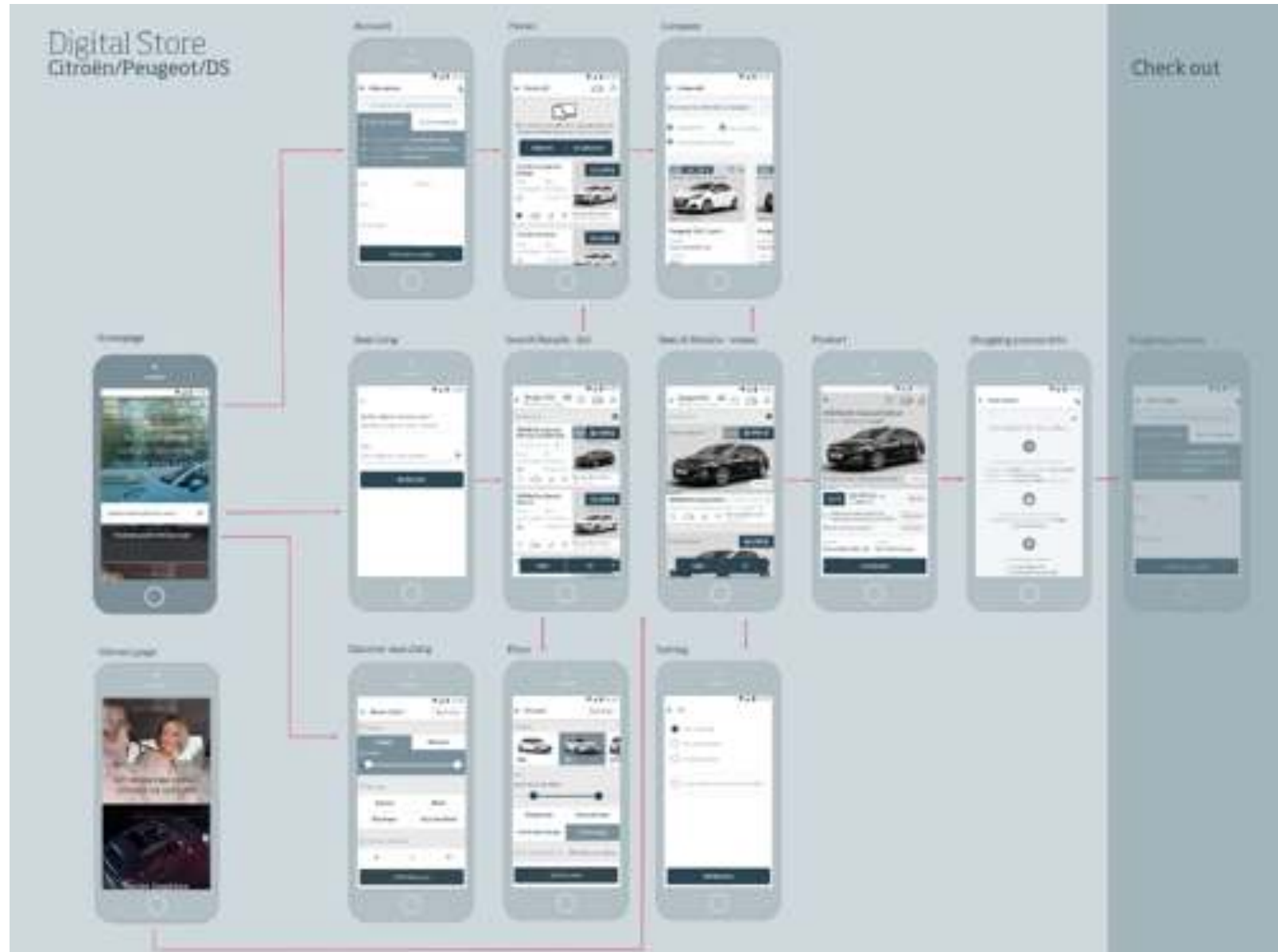
Product sprint design facilitator/UX
« Choose a car/compare/estimate/buy »

Design Lo-Hi level interactive prototype:
redesign entire website (from user needs to
product page), prior main furnitures, test new
services: finance solution, recovery vehicle,
partner services…

+ **Wireframes**
+ **Interactive Prototype**
+ **Iterative Usabily testing**

02 - PSA E-commerce payment
Sprint design: E-Commerce
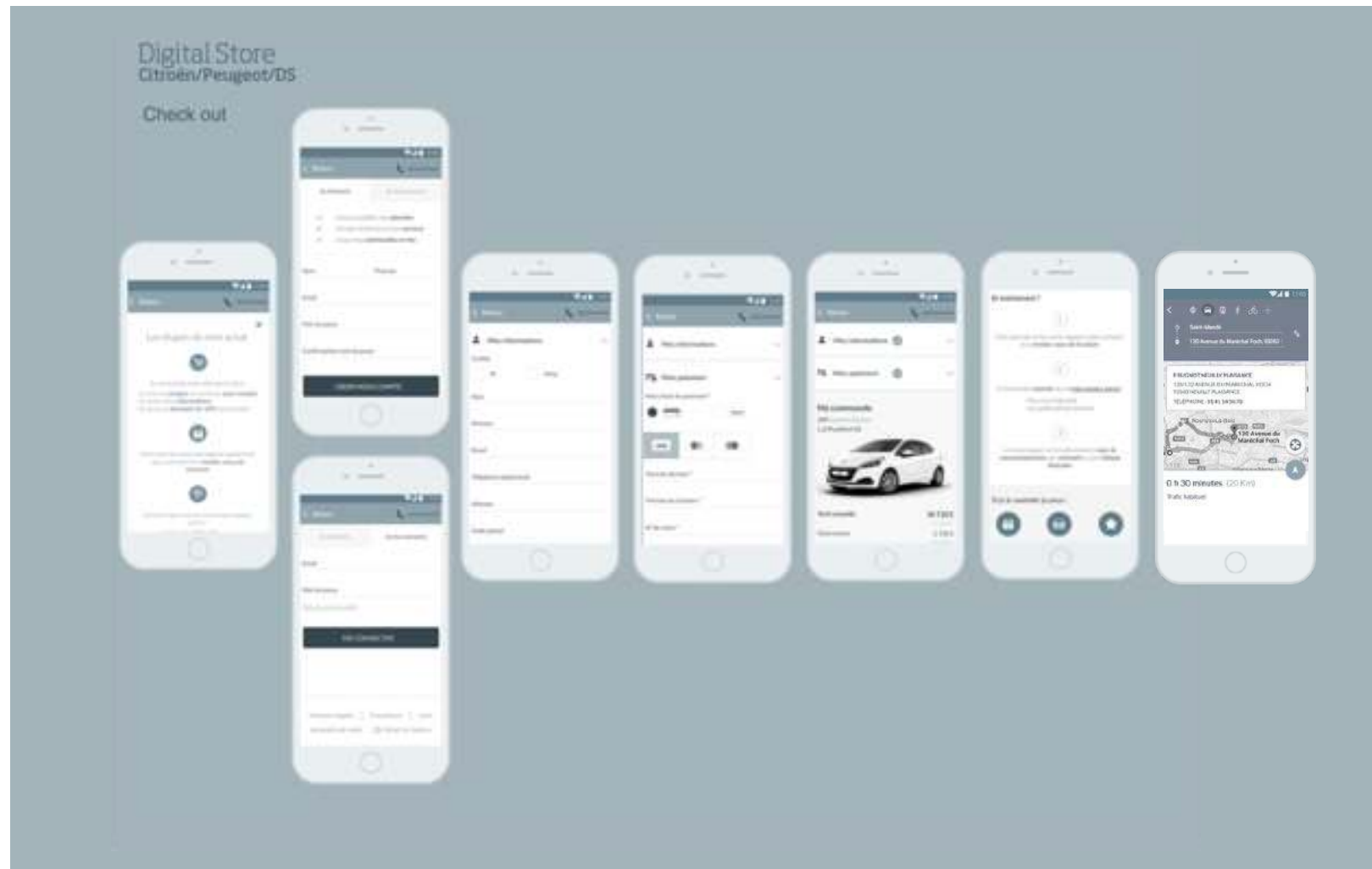
Product sprint design facilitator/UX
« Check out/Payment »

Design Lo-Hi level interactive prototype:
redesign entire web stores of Peugeot + Citroën
+ DS (from home page to product page), prior
main features, test new innovation services:
finance solution, recovery vehicle estimation,
partner services such as Drivy.

+ **Wireframes**

+ **Interactive Prototype**

+ **User test and usabily testing**

02 - PSA E-commerce payment
Sprint design: E-Commerce

UX Architect. Keep visual consistency.

UX Agile project. Sprints design. Enrichment visual design system. Merge three websites into template: home page, search page, product page… UX Architecture. Developing specific services according to brand position.

+ **UI**

+ **Design system**

CityZen Mobility (Startup), the « Uber » for senior

Creation of a digital ecosystem

10/2017

03 - CityZen Mobility
Creation of a digital ecosystem

Context:

CityZen Mobility offer to the seniors a special service mobility for a low price. The transport of seniors is important, with support being essential, CityZen Mobility offers « Companion Drivers » trained for specific physical and cognitive needs passengers.

As part of its fundraising, CitiZen Mobility wishes to acquire:
+ a driver application,
+ a dispatch system for hybrid bike races,
+ a client booking platform

The goal is to optimize and perpetuate the customer journey and also develop its portfolio.

Mission:

We were consulted in order to validate business hypotheses from a user's perspective, enrich their needs and behaviors, identify, lift their "pain points", and prioritize user functionalities in terms of MVP.

This service includes several areas of such as:
+ Lean UX Canvas/Kano model
+ Information architecture
+ personae
+ User scenarios / Experience map
+ User interviews / observation
+ recommendations
+ Application design.

Results:

+ Synthesis of user feedback and observation in the field to prioritize efforts and business objectives. Better knowledge of the environment and client context: NGO, retirement home, caregiver and

+ Implementation of UX Research / Design in agile rituals with developers and PO.

+ Practical solutions differentiating CityZen Mobility's offer from its competition: driver gamification system, removal of unnecessary functionality.

03 - CityZen Mobility
Creation of a digital ecosystem
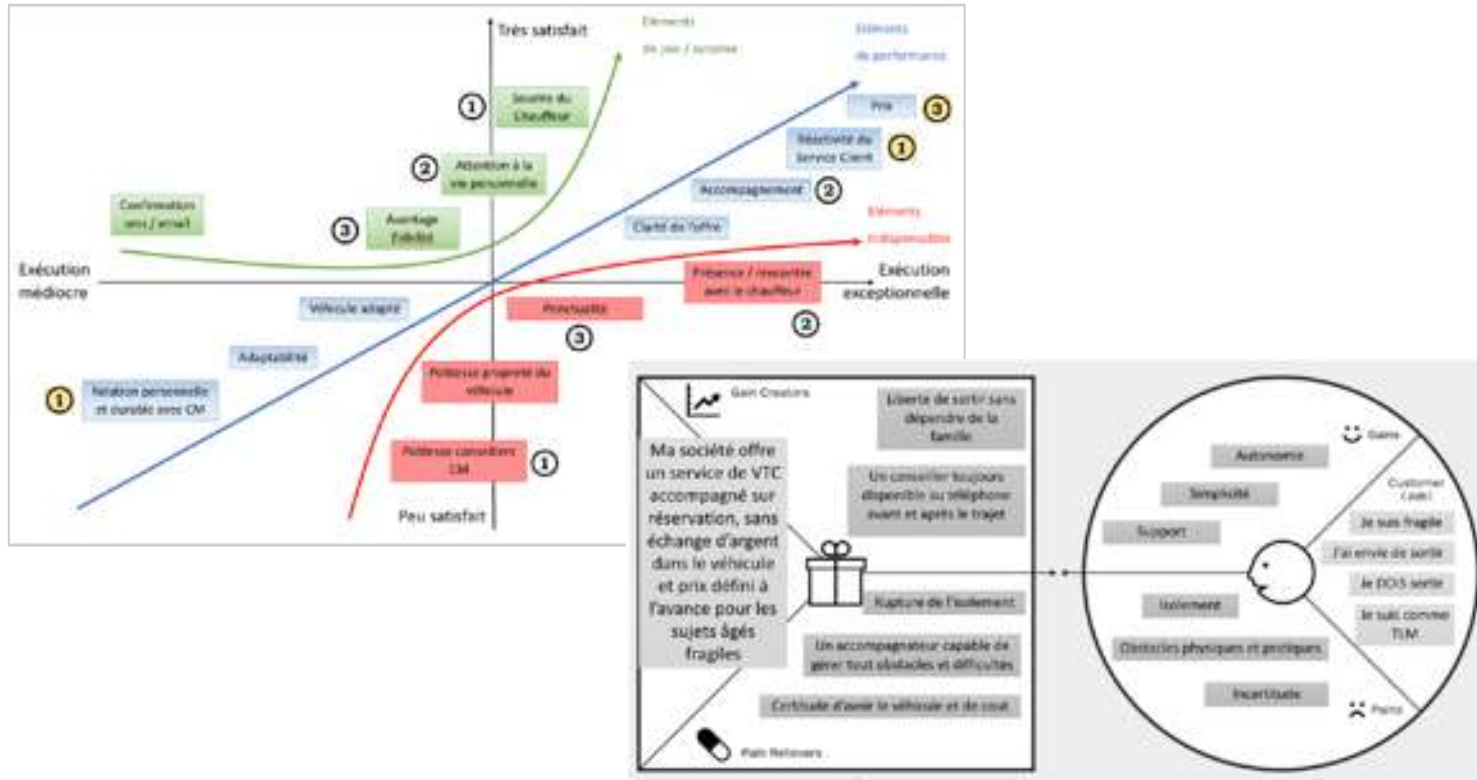
Identify performance indicators. Evaluate the impact of each indicator on the perceived quality of the client. Prioritize the indicators. Prioritize user expectations

+ **Kanno model**
+ **Formalization of user hypotheses**
+ **Interview/Observation**

03 - CityZen Mobility
Creation of a digital ecosystem

Representation of users and the challenges they bring to anticipate needs

+ **Personae**
+ **User journey**
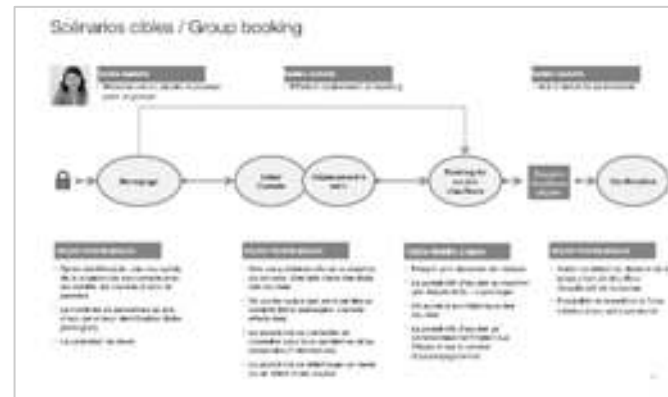
03 - CityZen Mobility
Creation of a digital ecosystem

Architecture de l'application:

Arborescence de la plateforme de reservation
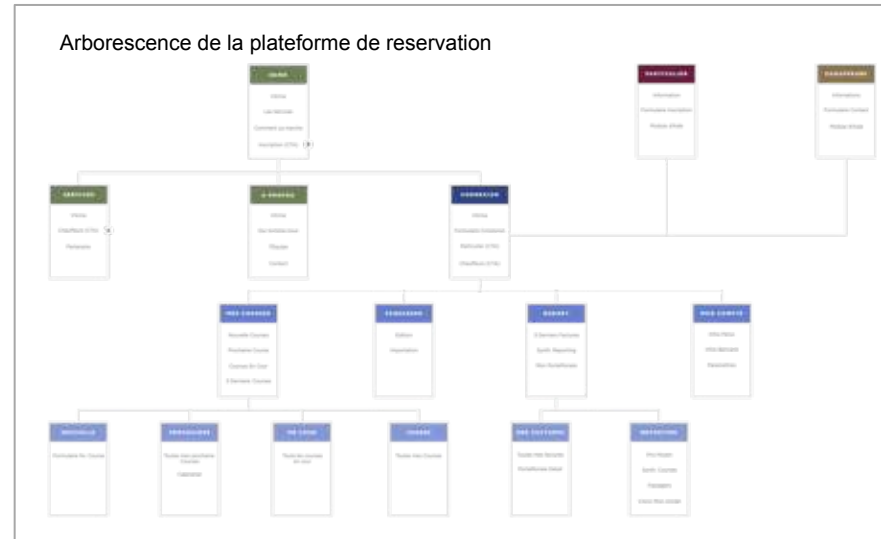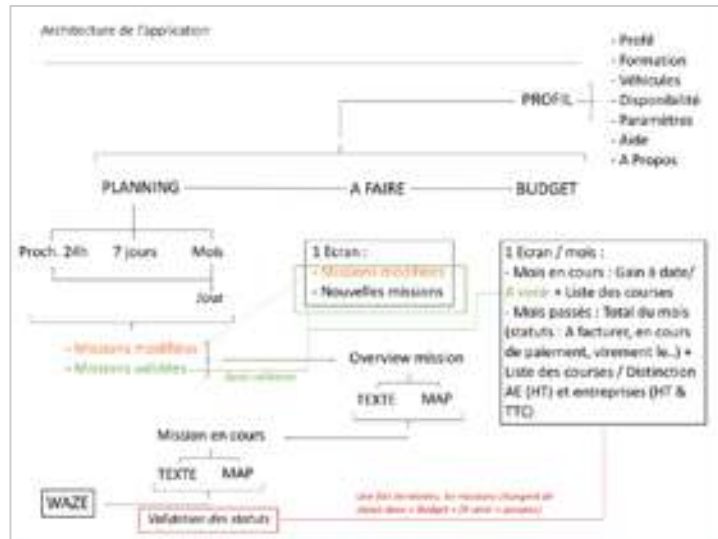
Architecture of the 3 platforms.
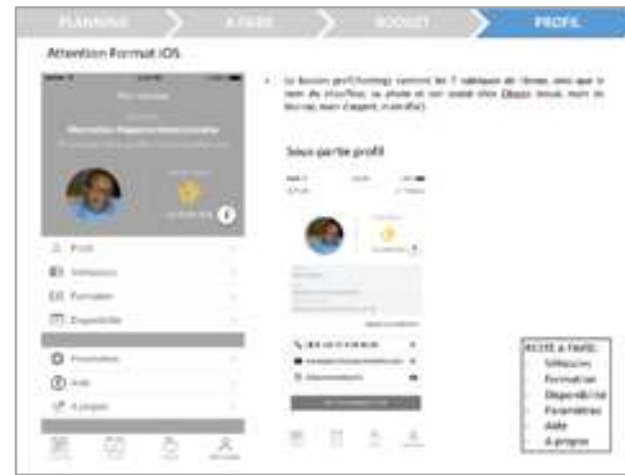Harmonization of functionality between platforms.

+ **Information architecture**

03 - CityZen Mobility
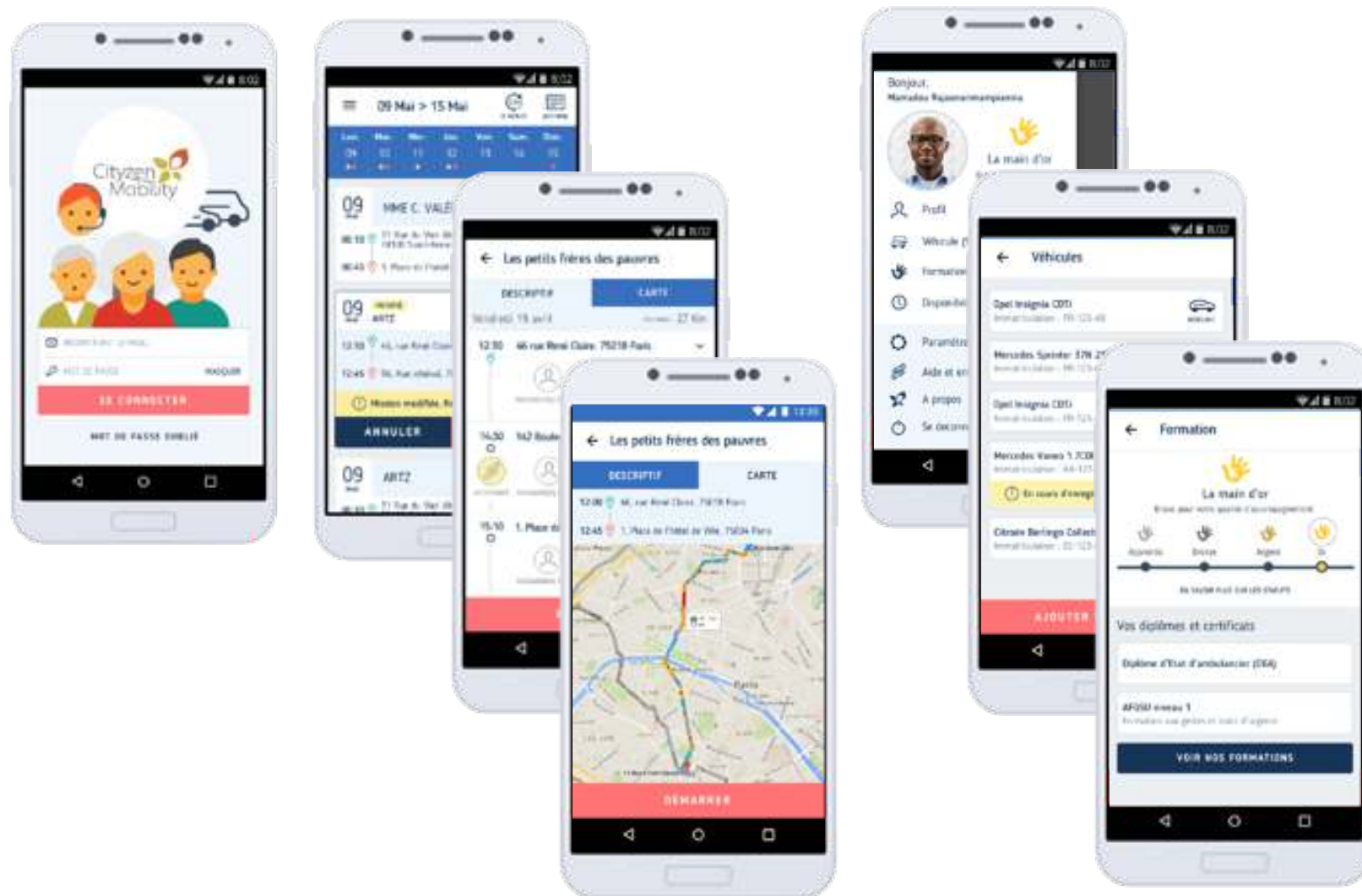# Creation of a digital ecosystem

Graphic proposal to redesign the key elements.

+ **User flow**
+ **Wireframes**
+ **Usability testing**

03 - CityZen Mobility
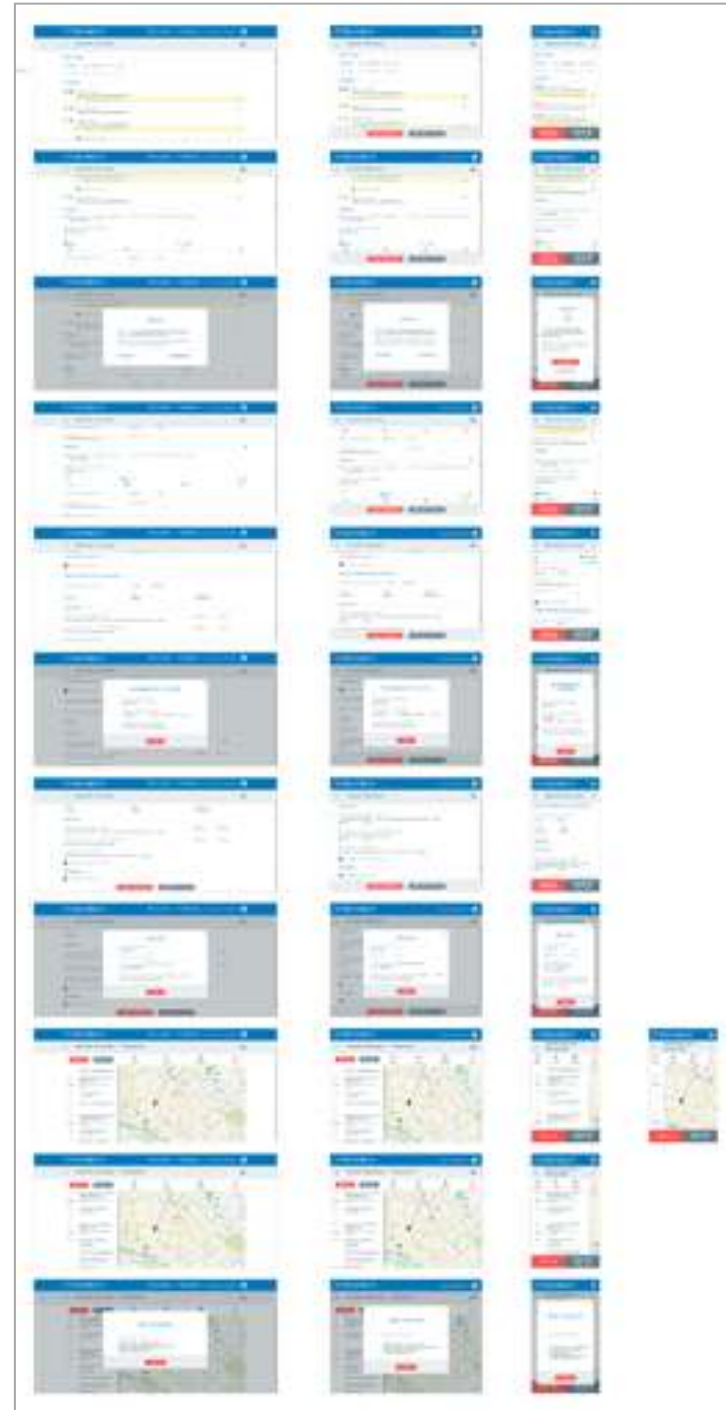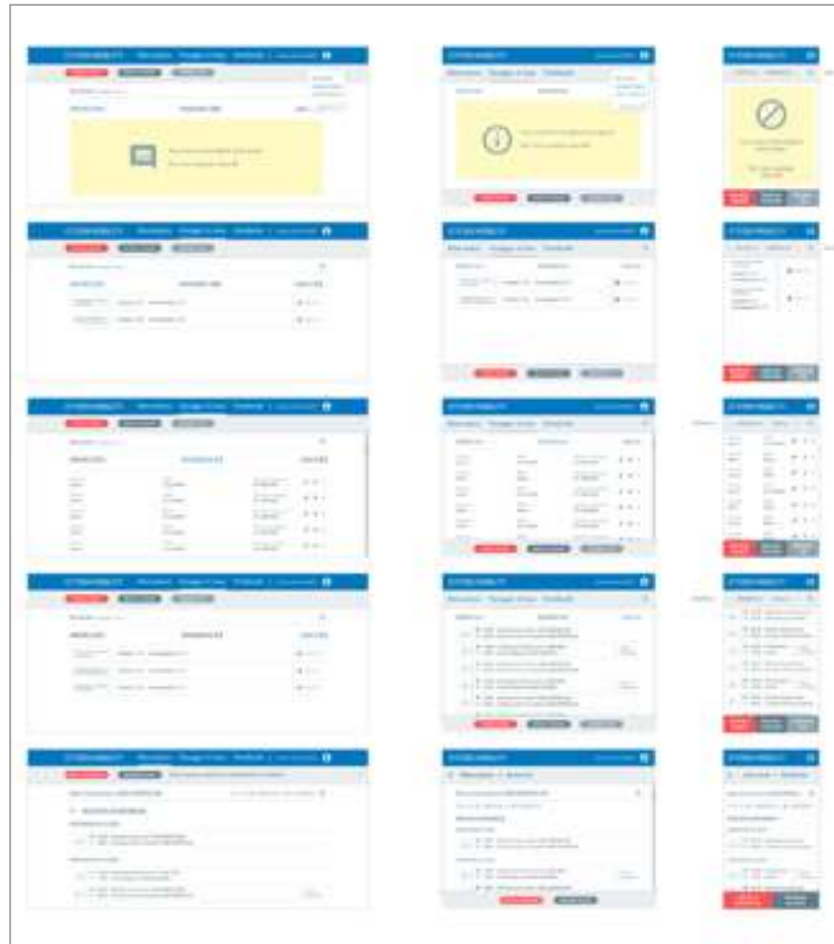# Creation of a digital ecosystem

App mobile Driver

Graphic proposal to redesign the key elements.

+ **Interactive prototype**
+ **Design system/UI**
+ **Usability testing**

App Driver: https://invis.io/UASNGX9D9JT#/189686768_Splash_screen

03 - CityZen Mobility
Creation of a digital ecosystem

Reservation tools

Graphic proposal to redesign the key elements.

+ **Interactive prototype**
+ **Design system/UI**
+ **Usability testing**

04

APTHUS LAB (Laboratoire Merck)

Sprint Design - Medical assistant

06/2017

04 - APTHUS LAB (Merck Laboratory)
Sprint Design - Medical assistant

Context:

The Merk laboratory creates Aptus Health Lab/Univadis, an innovation laboratory that offers new digital medical services to the target of HCP (Healthcare Providers).

Sprint scenography in an agile project: Assumptions and ideas (low resolution prototype), measurements (user test on the USA-Germany-France market), Scale (iteration prototype).

Joint Innovation Lab: "R&D Innovation" Approach

Mission:

Creating a Smart Companion: Get information and support healthcare professionals throughout the prescription process, including industry representatives, tools and third-party channels.

+ Benchmark
+ Ideation, construction of user flows. 2 solutions, 2 design sprints (Apps and API)
+ Prototype / wireframe
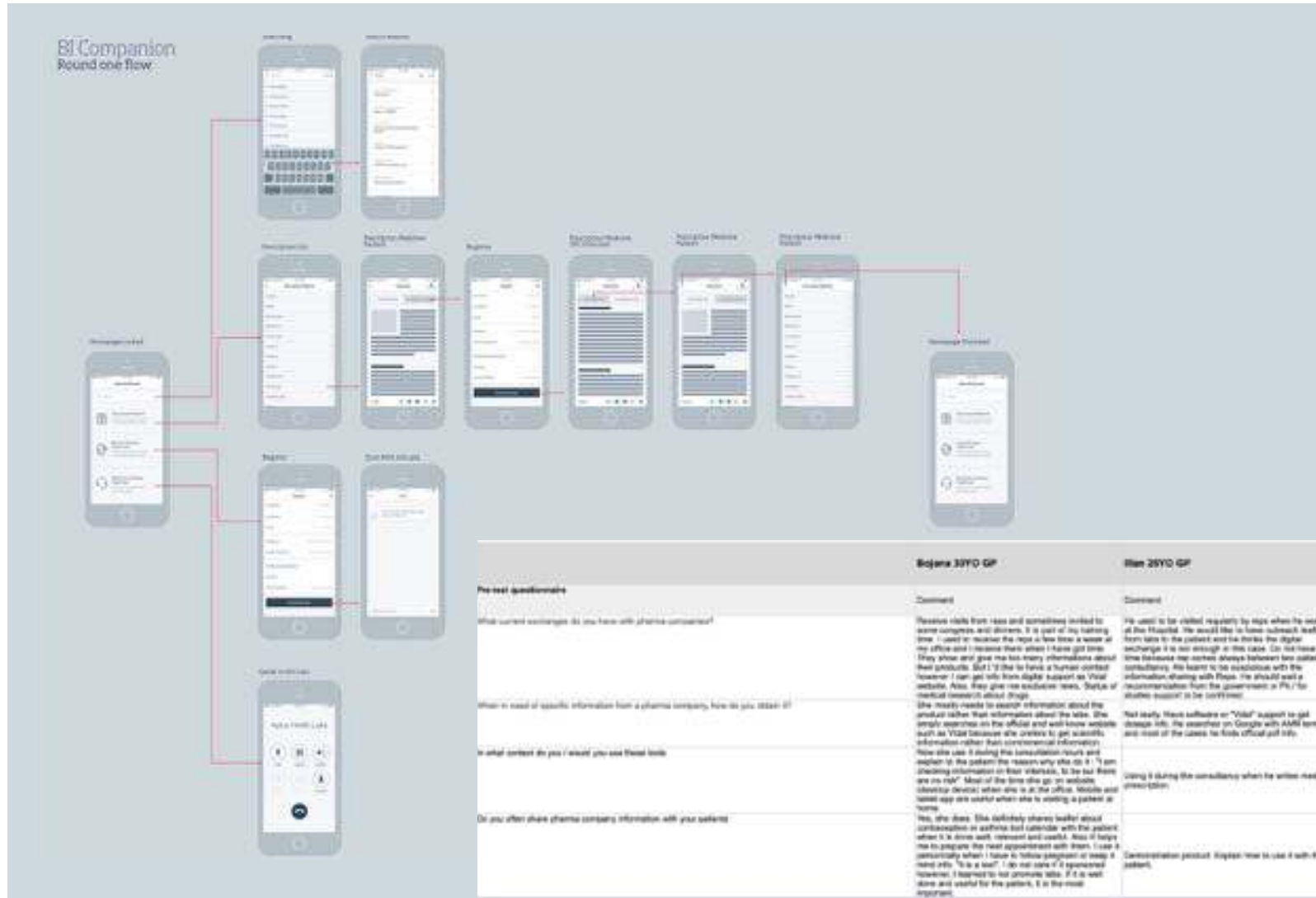+ Capture the reactions and behaviors of the HCP USA / Germany / France target.

Results:

+ **Iterative Design thinking:**
  Prototype tested and reviewed following the test results. Simplification and integration as an API to target websites.

+ Restitution of tests in FR / EN.

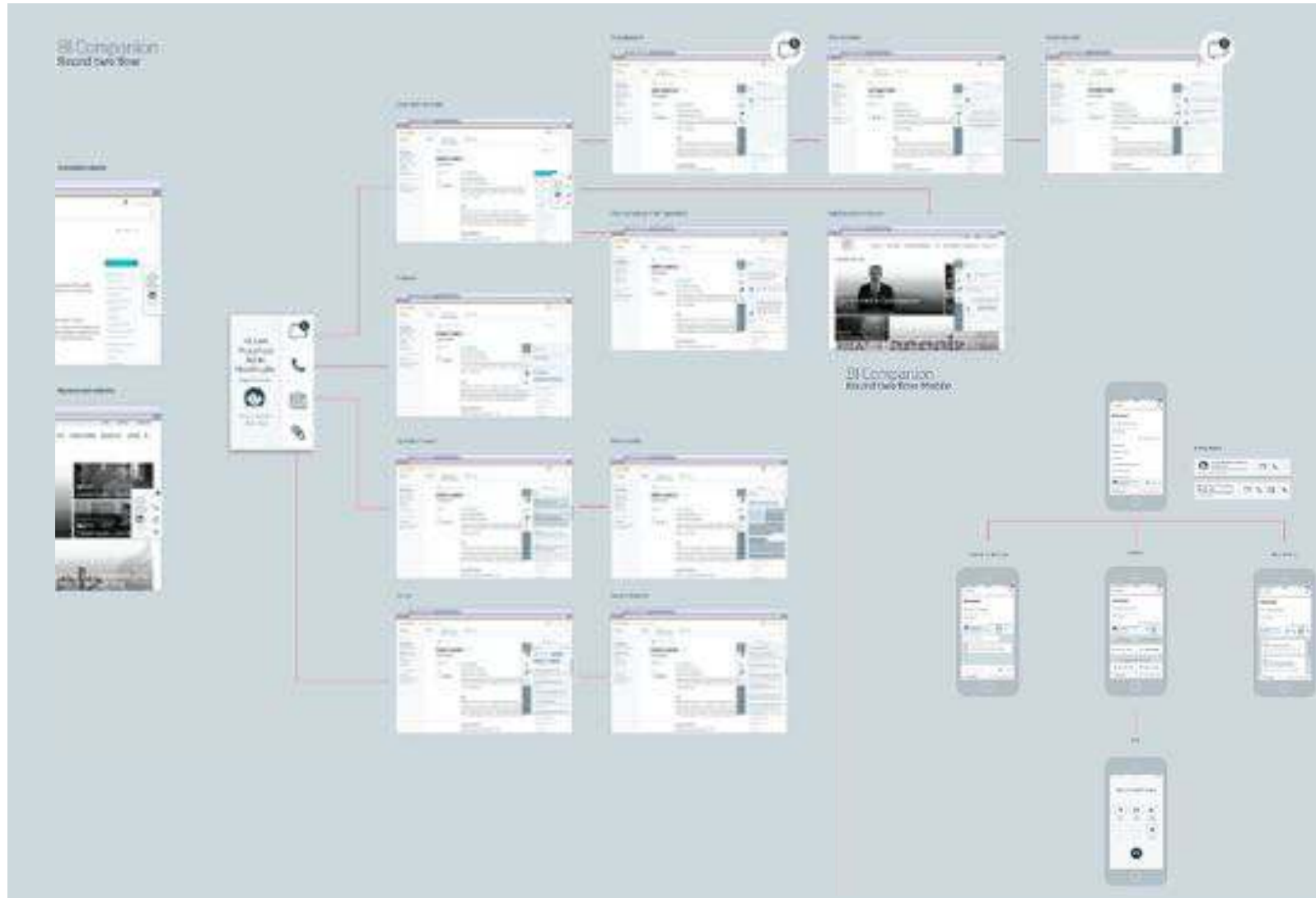04 - APTHUS LAB (Merck Laboratory)
Sprint Design - Medical assistant

Ideation v.1. UX Architect. Prototype Lo-fi and conduct/collect/analysis of user test in UK/France/Germany

+ **User flow round #1**

+ **User test #1**

34

08/2016

04 - APTHUS LAB (Merck Laboratory)
Sprint Design - Medical assistant

Ideation v.2. UX Architect according to v1 analysis. Prototype Lo-fi web and app. Conduct/collect/analysis of user test in UK/France/Germany

+   **User flow round #2**
+   **User test #2**

35

05

MAIF

Website redesign

02/2015

05 - MAIF
Website redesign

Context:

MAIF, the first mutual insurance company in France such as Ethias in Belgium. MAIF decided to redesign its website by making it accessible across all media.

Digital transformation: customer support and UX evangelist to improve user-centered design in a multidisciplinary approach (legal, IT, marketing)

Mission:

We were consulted in order to validate the business hypotheses from a user point of view, enrich their behavior and needs, identify, raise their "pain points", and prioritize user features in terms of MVP.

This service includes several supports such as:
+ UX design workshops with IT / trades / business / legal
+ User scenario. Optimization of conversion flows
+ Information architecture
+ Wireframe based on user testing
+ Dynamic prototype

Results:

+ **MAIF understands the added value of UX and the business challenges through it.** The project planned for a few months becomes a priority, it will have an impact on the transformation of the group and the vision of digital business.

+ Implementation of a **UX content strategy.** Redesign of conversion flows.

+ **Transformation:** Implementation of UX Research / Design in agile rituals with developers and PO.

05 - MAIF
Website redesign

Daily implementation of a UX approach with MAIF teams. Elimination, creation and prioritization of features and content impacting the user experience. Grouping of themes.

+ **Personae**

+ **User journey**

+ **Information architect**

05 - MAIF
Website redesign
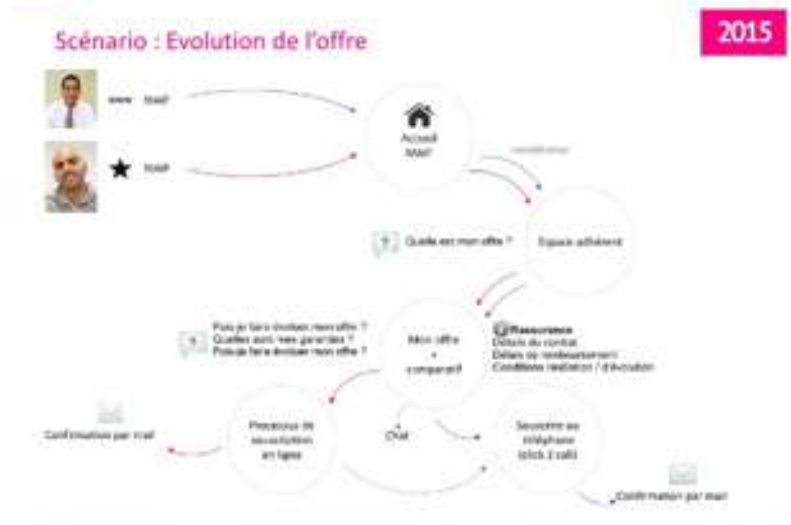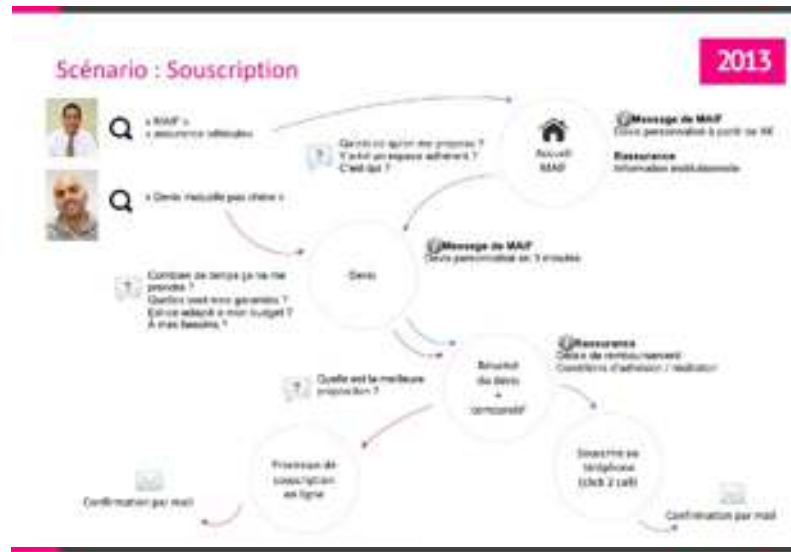
Exploration of uses, motivation and user brakes.
Evaluation of interface alternatives.

+ **Optimization of the customer journey**

+ **Information architecture**

+ **Wireframe**

+ **Creation of a design system (module)**

05 - MAIF
Website redesign

Exploration of uses, motivation and user brakes. Evaluation of interface alternatives.

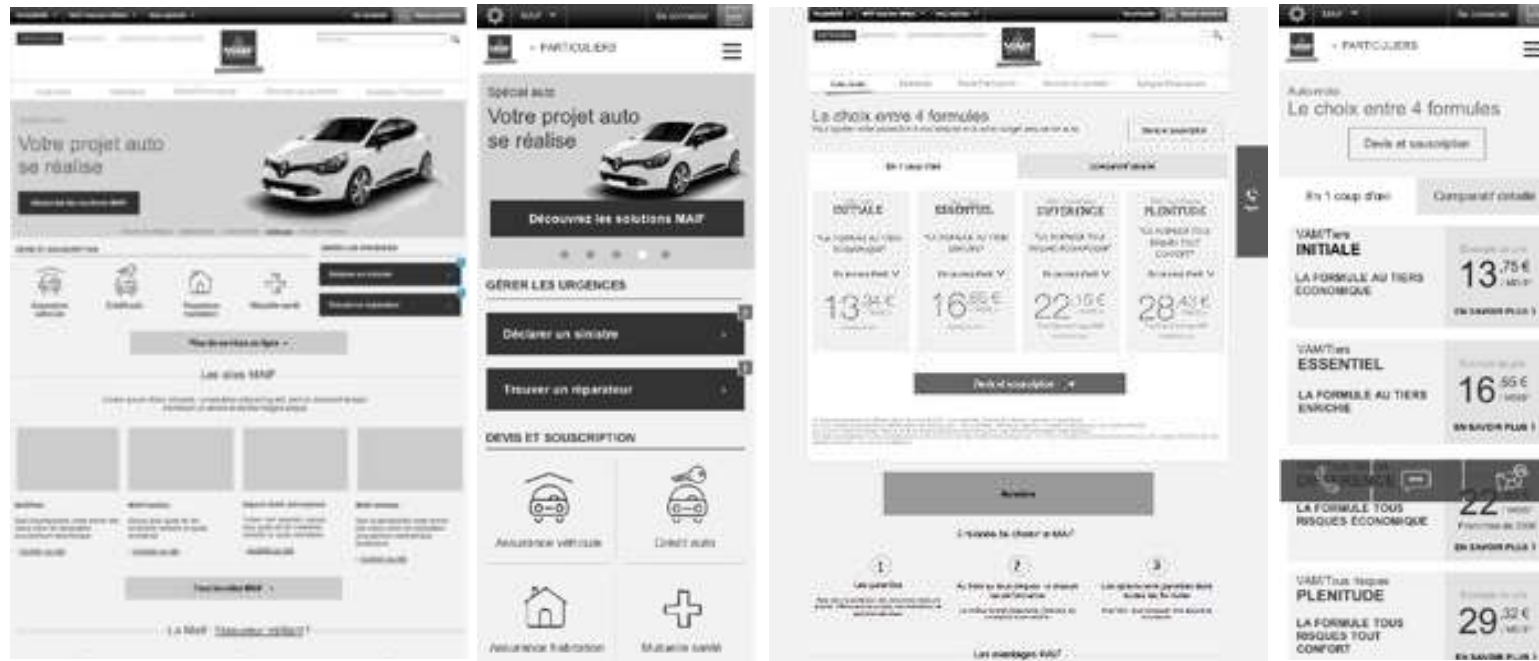+ **Interactive Prototype**
+ **User test/Usability test**

APPENDIX

06 - Proximus
TV All-in-one

Context:

Proximus (ex-Belgacom), the leading Telco operator in Belgium, redesign the TV interface. At the same time, he launched "TV over All", the first digital television on tablets and smartphones in Belgium.

How should we design the information architecture and the user interface on new devices according to new users?

Mission:

This service includes several supports such as:
+ UX Heuristic Audit / Benchmark
+ Information architecture
+ Interaction design

Results:

+ Rapid product launch (<1 month) Evolution of the functionalities after iterative launch.
+ Architecture lasting over time.
+ Welcome back from the Usability test.

07 - Raghunter
Lebanese startup: E-commerce

Context:

Raghunter, a Lebanese digital start-up, is launching online help to facilitate the in-store customer experience before purchase.

The business model is based on the generation of physical traffic in stores with a rather affluent and fashionable social class.

Online creation of a wishlist and preparation of orders before purchase.
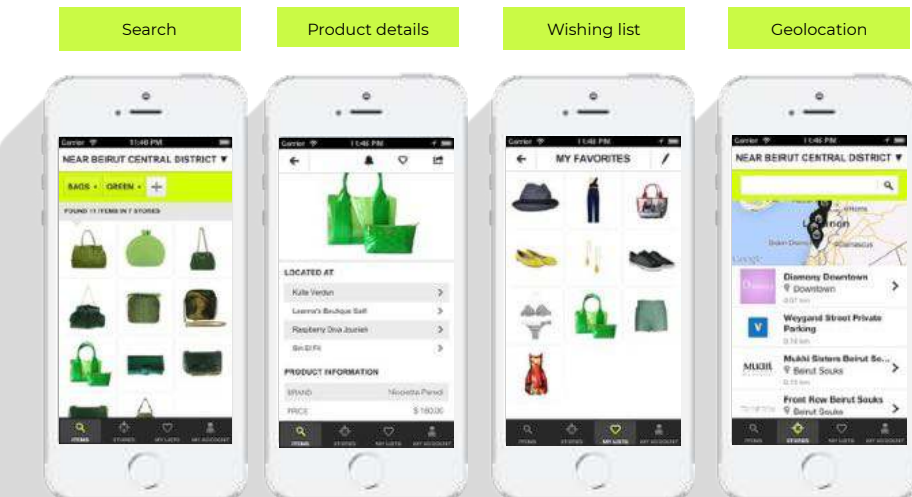
Mission:

During the performance we had the opportunity to set up various creative supports such as:

+ International benchmark
+ Observation in Lebanon.
+ High definition wireframes design
+ Digital communication: facebook, etc.
+ Design system
+ Guerrilla test
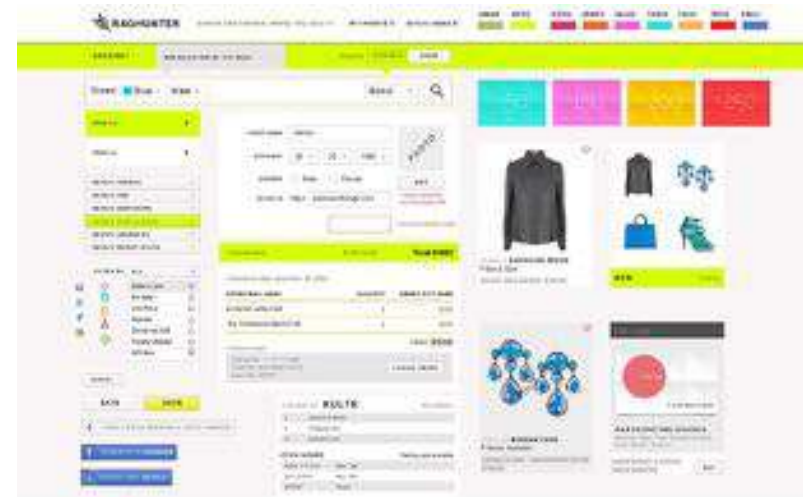
Results:

+ Positive assessments by the target despite sporadic use.

+ Reduced average booking time by 15 seconds

+ Good handover with technical teams for deployment.

08 - Belgium trade union
Online digital platform about diversity

Context:

The three unions in Belgium FGTB / CSC / CSGLB organize a transverse working group in order to fight against discrimination.

In order for the new law passed to be operational in companies, the group offers an inter-union platform to inform and train representatives in companies.
.

Mission:

During the performance we had the opportunity to set up various creative supports such as:
Internal stakeholder interview,
+ Workshop animation
+ User Interview + Personae
+ Information architect
+ High definition wireframes + UI design

Results:

+ Awareness of the UX approach, prioritization of UX actions and content. Knowledge of the business context.

+ Good handover with technical teams for deployment

09 - CEC Littafcar
NGO Promotion of French-speaking African and Caribbean literature

Context:

The CEC is a Belgian NGO located in Brussels which promotes French-speaking African and Caribbean literature to its readership, its writers and its diaspora.

As part of the creation of a physical network of cultural centers that share this mission around the world, the CEC would also like to create a digital channel to better reach its readership and its stakeholders.

Mission:

During the performance we had the opportunity to set up various creative supports such as:
+ Workshop facilitation
+ Heuristic analysis
+ Benchmark
+ UI Design interaction
+ Visual identity

Results:

+ Proposal for a responsive site, designed mobile first to meet the uses of its users.

+ Creation of a distance learning platform for young writers.

+ Good handover with technical teams for deployment

Thanks, any question?

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