

How to reinvent an established product...

Hamburg, 17.09.2021, Jan Schwitters

**... and shift tech,
mindset and
processes
accordingly.**



Agenda



Where do we come from?



What did we do?



What did we learn?

The biggest professional social network in DACH:

**XING and its
business model
has (unfortunately)
been very
successful for
many years**





**Double digit growth
on most KPI.**



2019 to 2020

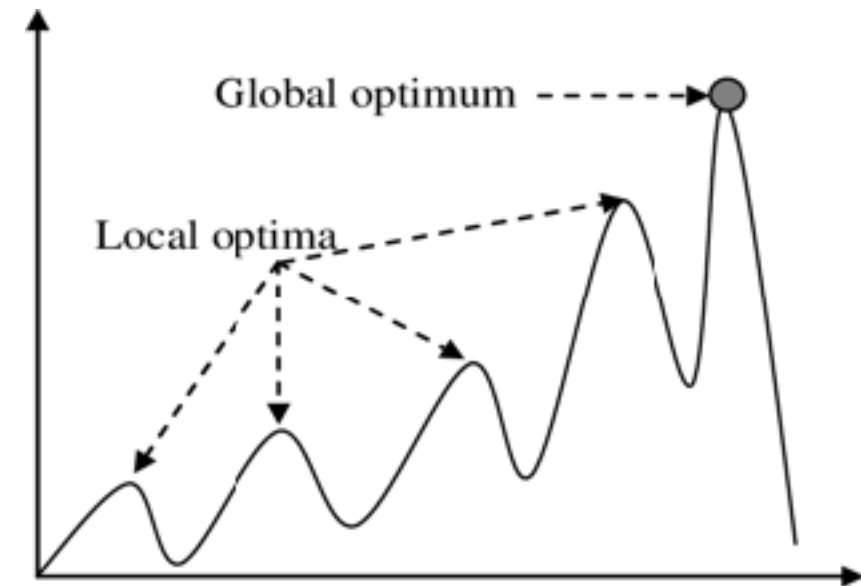
**But the need for
change became
obvious.**

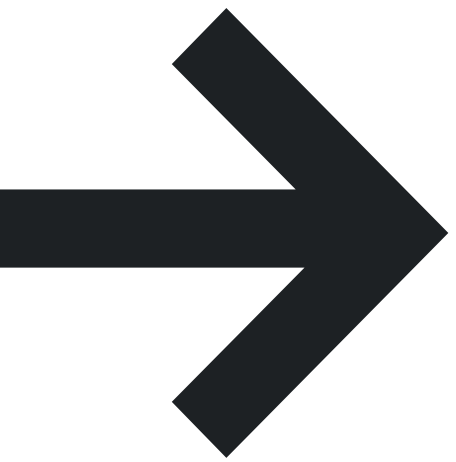




Action was driven by three observations:

1. International competition accelerated
2. User behavior changed
3. We optimized for local optima





**So this is
what we did**

User view



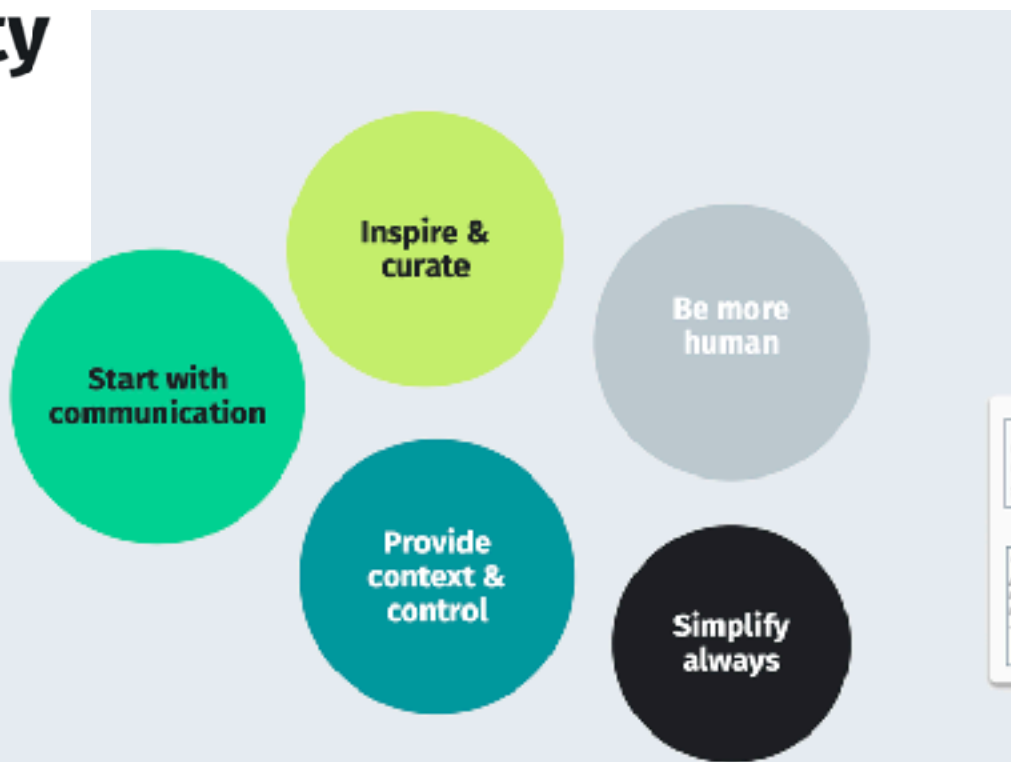
Company view





Authenticity

is what differentiates us from other social networks

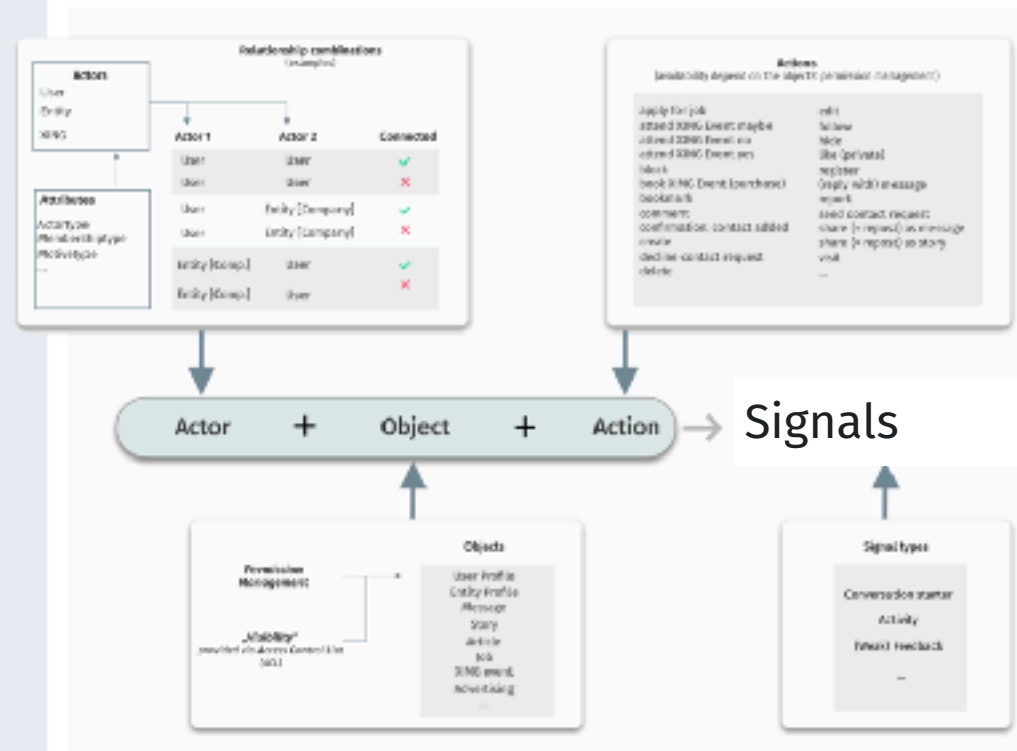


1 Product Principles

....are a set of deep beliefs and intentions that reflect the value and the **vision of the product.**

2 Concept Model

.....defines the **abstract system** behind





Authenticity

is what differentiates us from other social networks

1+2 inform Product Architecture

Product principles and concept model inform the **product architecture**. It also translates the product vision into **components**.

Information Architecture



User guidance & interactions



Look & Feel



Copy Concept





Authenticity

is what differentiates us from
other social networks

1

**New user journeys
across the product**

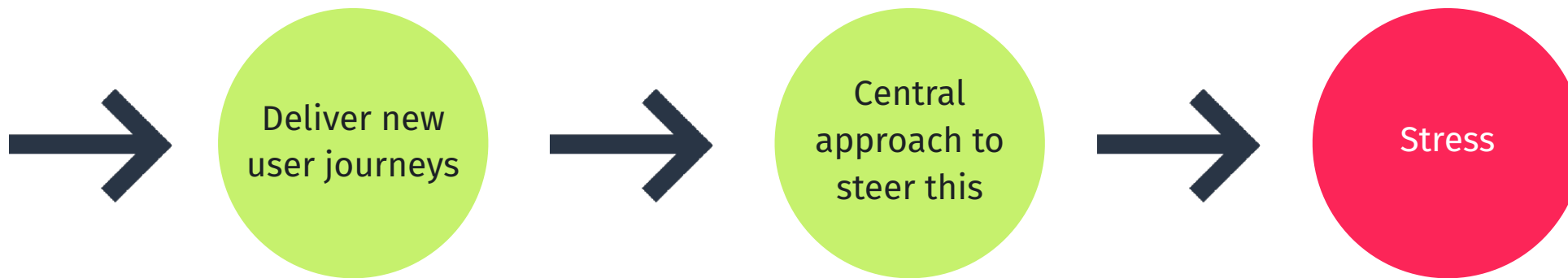
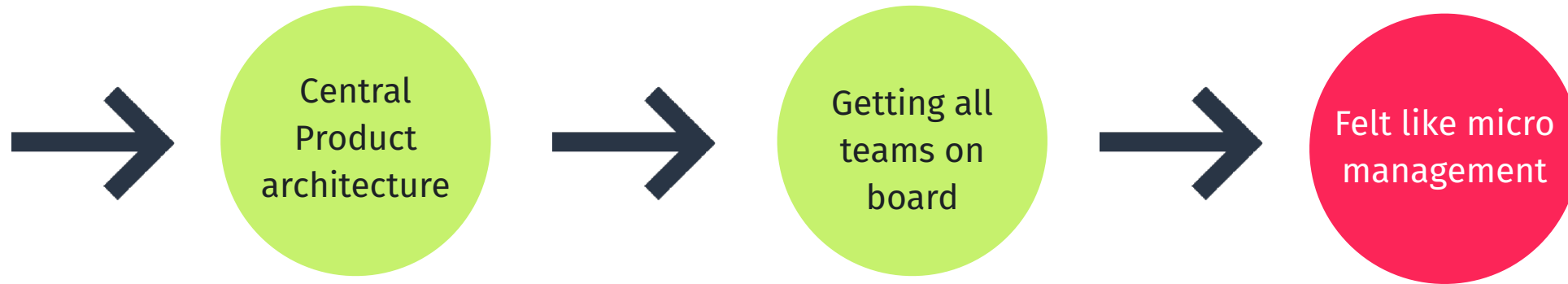
2

**Fully new messenger
pattern**

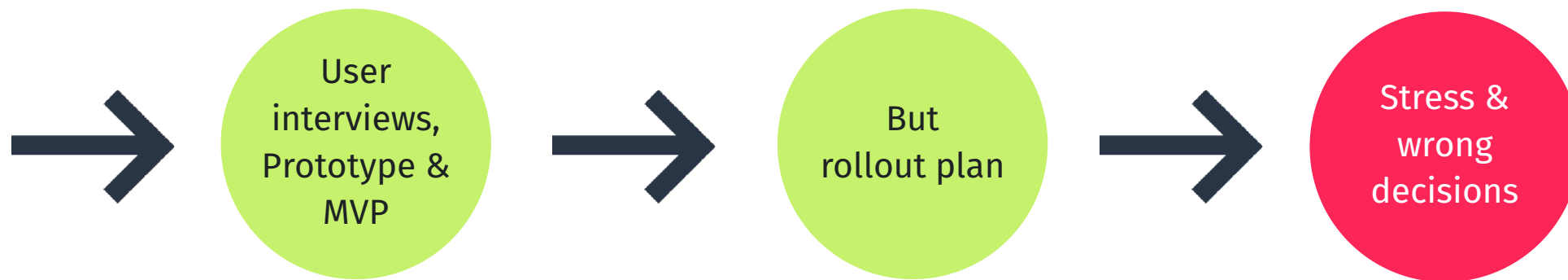
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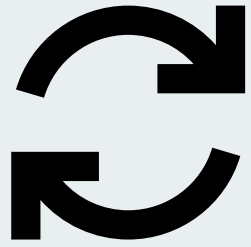
**User approved before
launch**

Good intent led to ...



Good intent led to ...





**Re-build &
re-use**

1

Central components

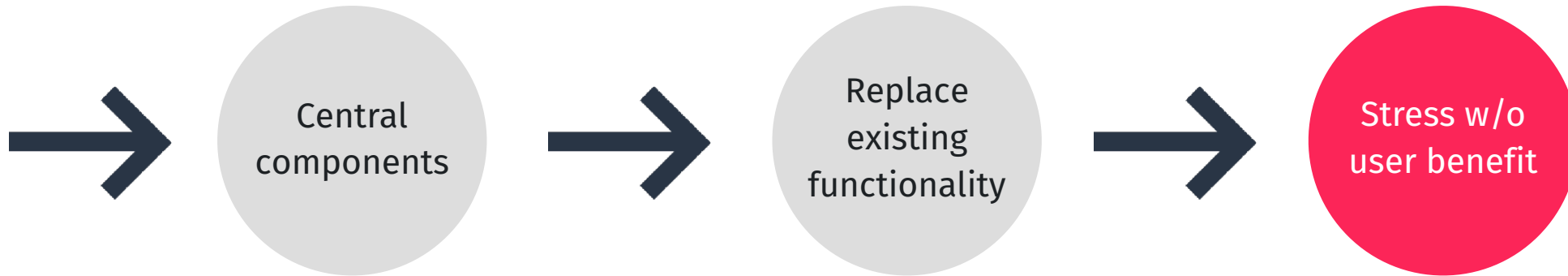
2

**Leading Design
system**

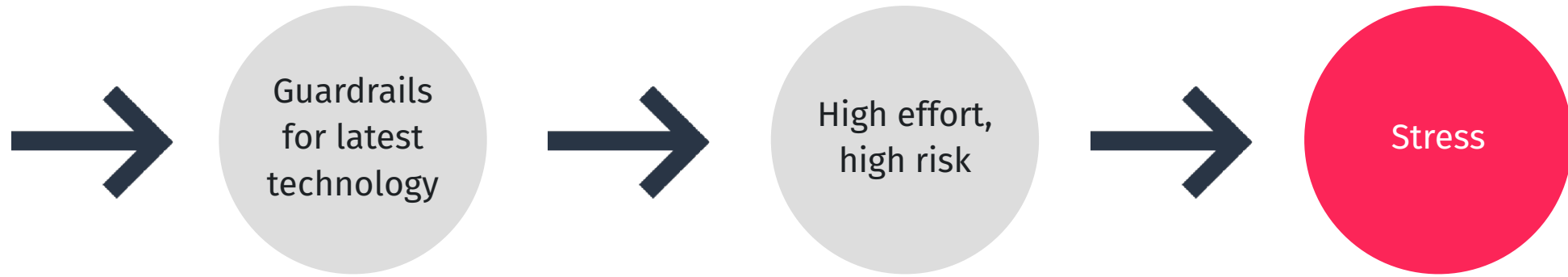
3

Tech guardrails

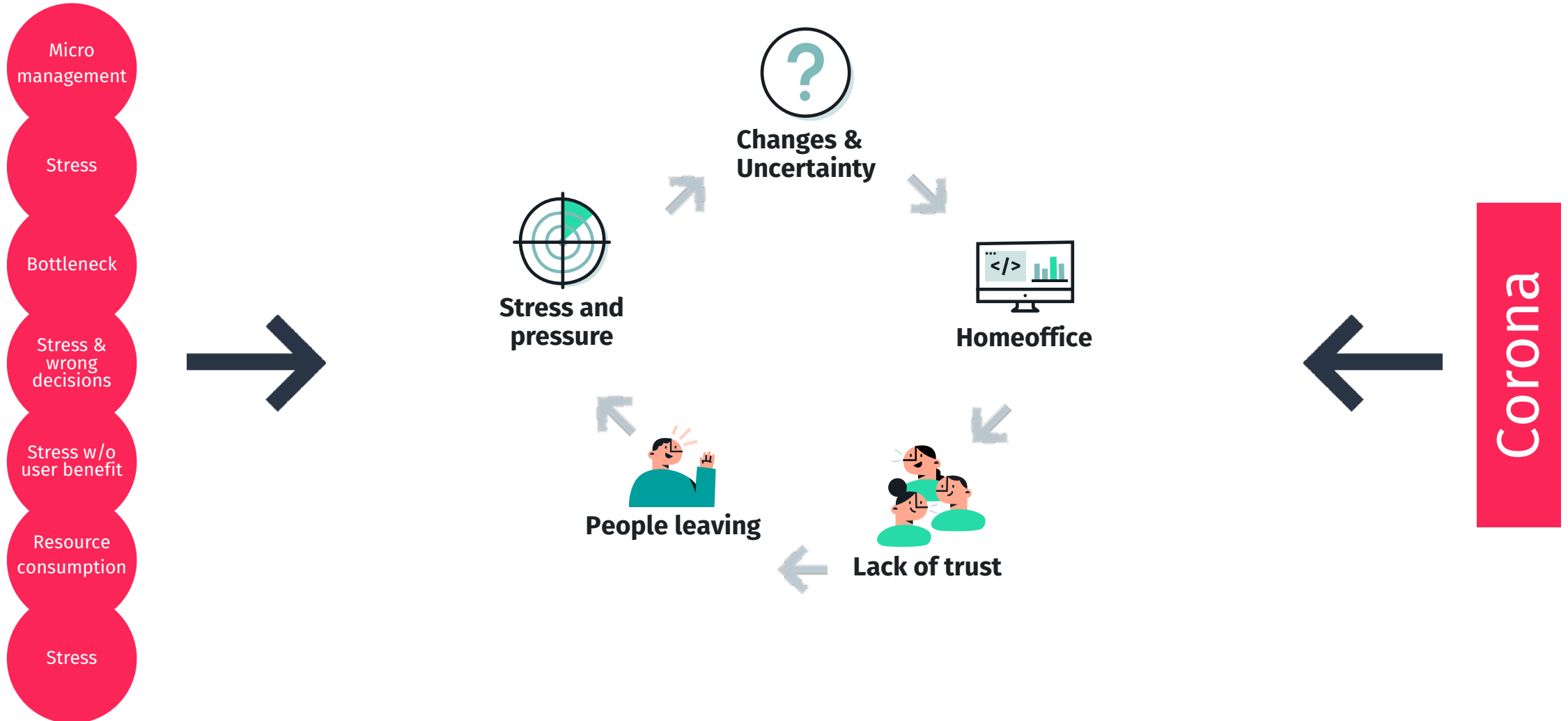
Good intent led to ...



Good intent led to ...



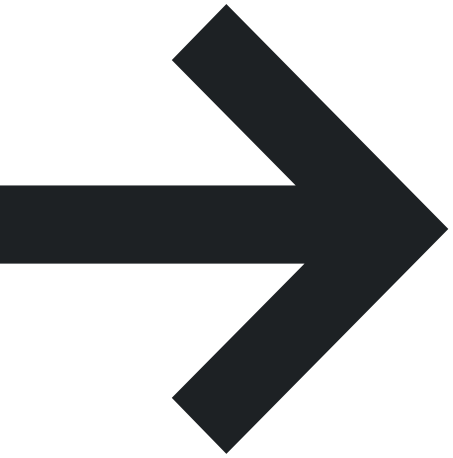
And then the situation got worse...



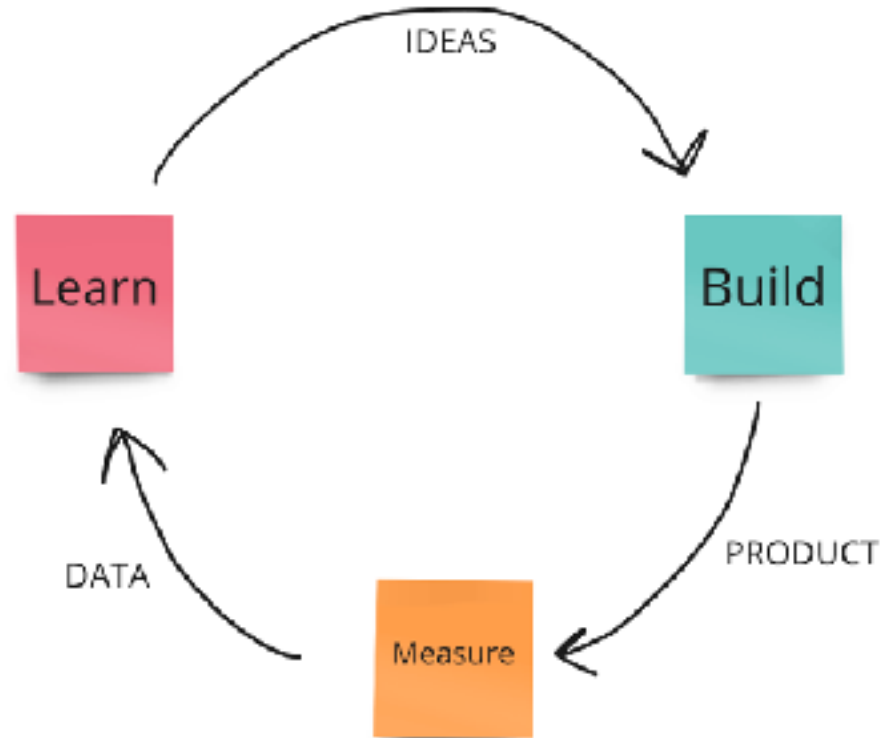
And then we launched the MVP with an ambitious rollout plan behind:

**Guess what - not every
user was impressed
with 50% of her use
cases not (yet) available**



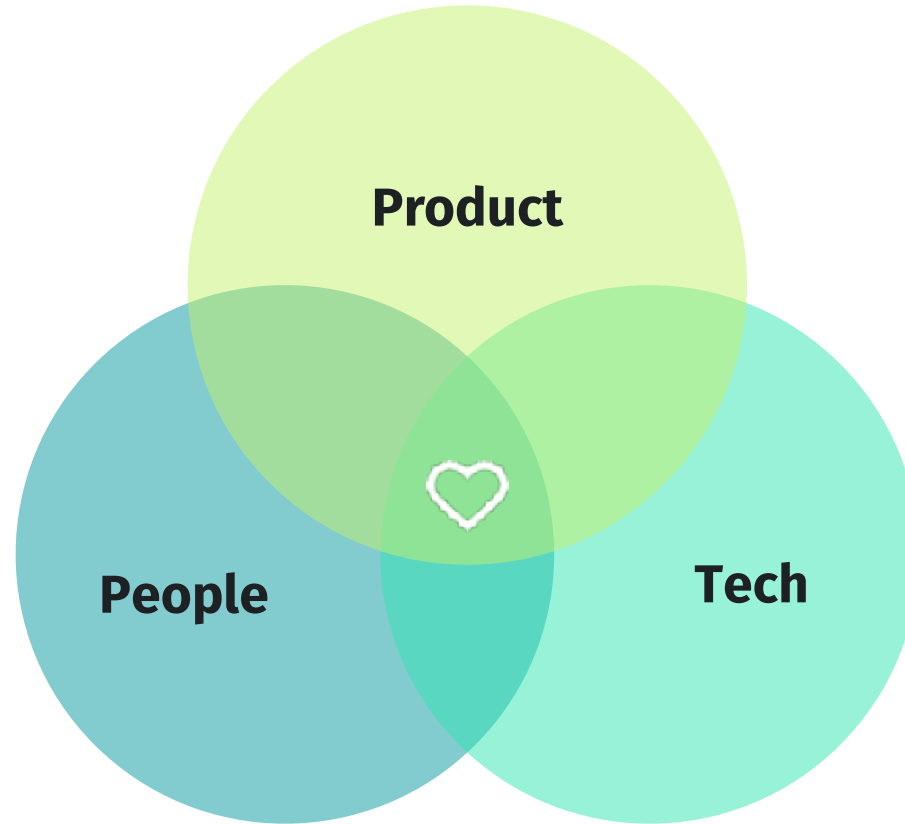


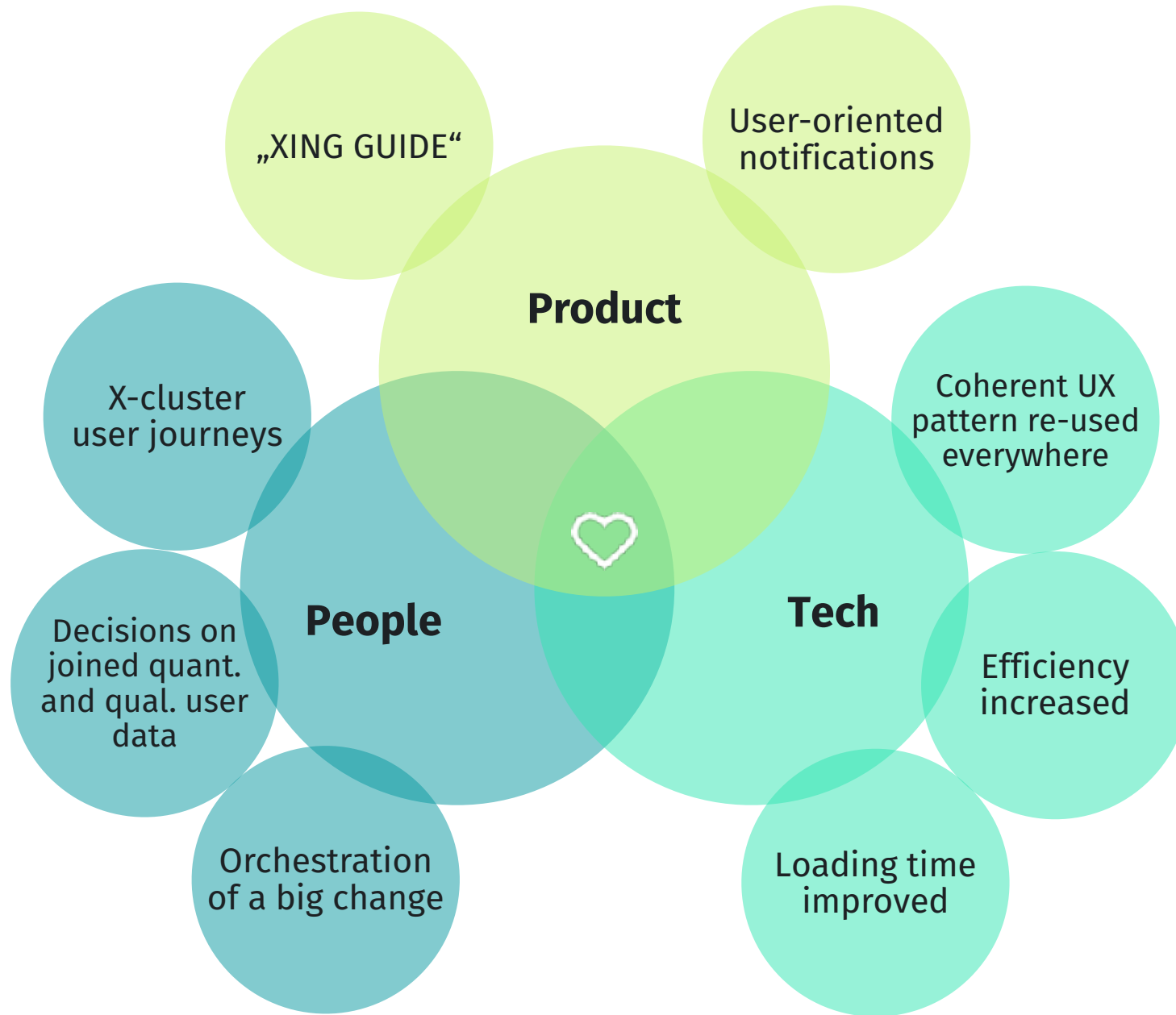
We turned back to:





This is what we achieved already:







**If you are reinventing
the product, you are
not only reinventing
the product.**



01

Push for best possible user experience!

But balance out all company changes.

02

Communicate a transparent plan!

While keeping the agile working mode.

03

Burn for your vision!

But keep validating hypothesis.

Ich freue mich auf die
Diskussion mit Euch!