

# WIAD 2017

LOCAL CONNECTIONS. GLOBAL IMPACT.

## BARCELONA, SPAIN

# Informing Decision-Making

Lessons learned from  
planning regional digital solutions  
with multicultural teams

Jorge Sneij | @jsneij

WORLD IA DAY 2017 | BARCELONA



Strategic Design firm



Design  
Thinking



Innovation  
Strategy



Collaboration



Digital  
Sense-making



People  
Empowerment

# Lessons learned about IA Strategy



Western Africa



Washington D.C.



Egypt





# ~~Why~~ Which Strategy?

*Our world is changing dramatically...*



Digital  
Transformation

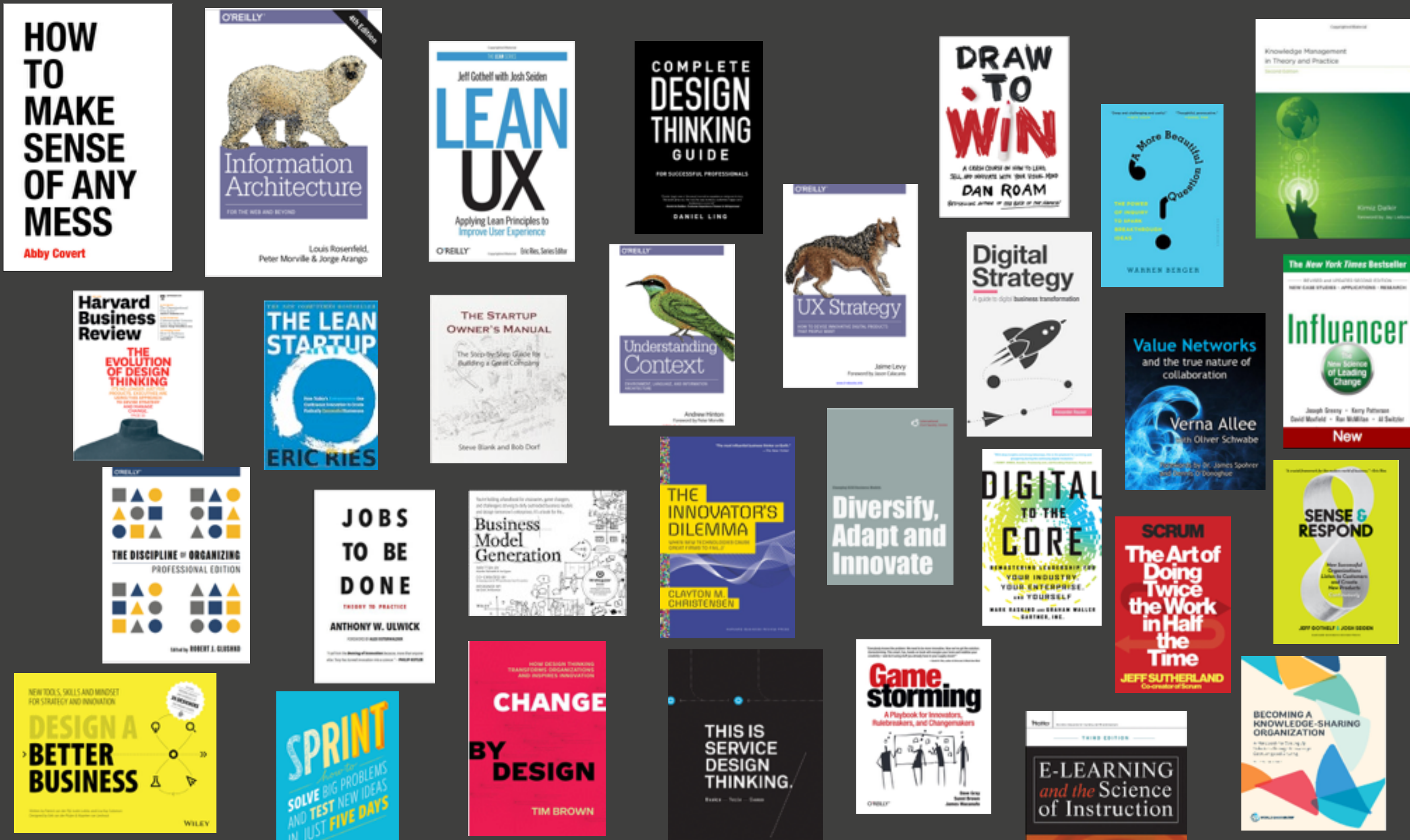


Sophistication and  
Interdependency



Decision-Making  
has become crucial

# Strategy is interdisciplinary



# IA strategy determines STRUCTURE and MEANING

Inspiring  
books  
here

“When we architect information, we determine the **structures we need to communicate** our message”. (Covert, 2014)



**HOW  
TO  
MAKE  
SENSE  
OF ANY  
MESS**

Abby Covert





# Build shared understanding among your teammates



The **lack of vocabulary** makes difficult to turn ideas into plans.



The **senseless overuse of technical words** doesn't help to build understanding.

# What is information?



## DATA

Facts and statistics collected together for reference or analysis (Oxford Dictionary, 2010).



## CONTENT

Things that are being arranged or sequenced (Covert, 2014).



## INFORMATION

**Facts that have been organized in order to impart meaning** (Dalkir, 2011).



## KNOWLEDGE

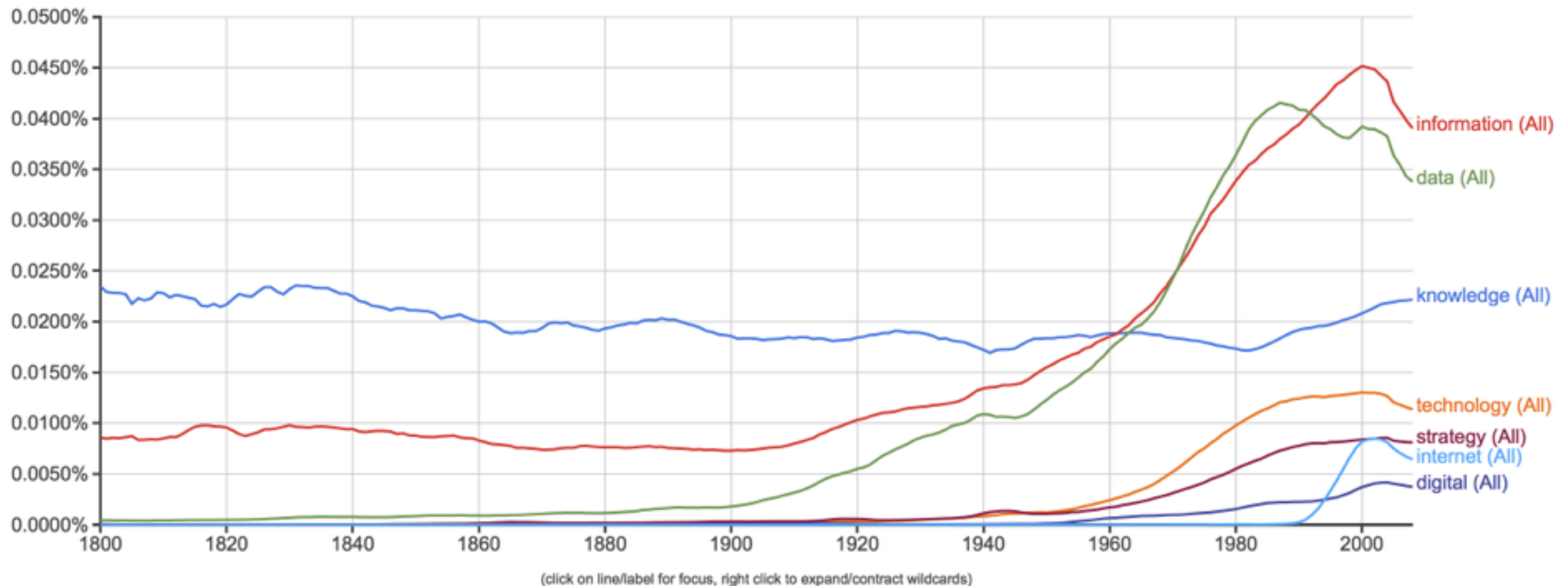
Understanding gained through experience and study (Covert, 2014).

# Definitions are necessary, more than ever

## Google Books Ngram Viewer

Graph these comma-separated phrases:  ☒ case-insensitive

between  and  from the corpus  with smoothing of  [Search lots of books](#)



# To say or not to say...



Abby Covert

<http://abbytheia.com/lexicon/> (Covert, 2014)

## LEXICON

This is the controlled vocabulary for my book, **How to Make Sense of Any Mess**. It is not meant to be exhaustive. Instead it focuses on capturing the ontological decisions that went into my writing.

### Words I Say

#### M

- **Map** (n.): A diagram that shows how places are arranged within a defined area.
- **Matrix Diagram** (n.): A diagram outlining differentiated areas for sorting, presentation, discussion, or definition of ideas.
- **Meaning** (n.): The perceived significance, understanding, or importance of something.
- **Mental Model** (n.): The internal belief structure and thought process we use to make sense of the world.
- **Mess** (n.): A situation where the interactions between people and information are confusing or full of difficulties.
- **Mind Map** (n.): A diagram depicting connections between concepts, objects, ideas, channels, people, and places within a particular context that don't necessarily live under an established hierarchy or sequence.

### Words I Don't Say

In my experience, a list of things you don't say can be even more powerful than a list of things you do. A controlled vocabulary doesn't have to end with terms you intend to use. Go deeper by defining terms and concepts that misalign with your intent.

I've avoided using these terms and concepts:

1. Doing/Do the IA (commonly misstated)
2. IA (as an abbreviation)
3. Information Architecture (as a proper noun)
4. Information Architect (exceptions in my dedication and bio pages)
5. App as an abbreviation (too trendy)
6. Very (the laziest word ever)
7. User experience (too specific to design)
8. Metadata (too technical)
9. Semantic (too academic)
10. Semiotic (too academic)

I have reasons why these words aren't good in the context of this book. That doesn't mean I never use them; I do in some contexts.

For all inquiries:

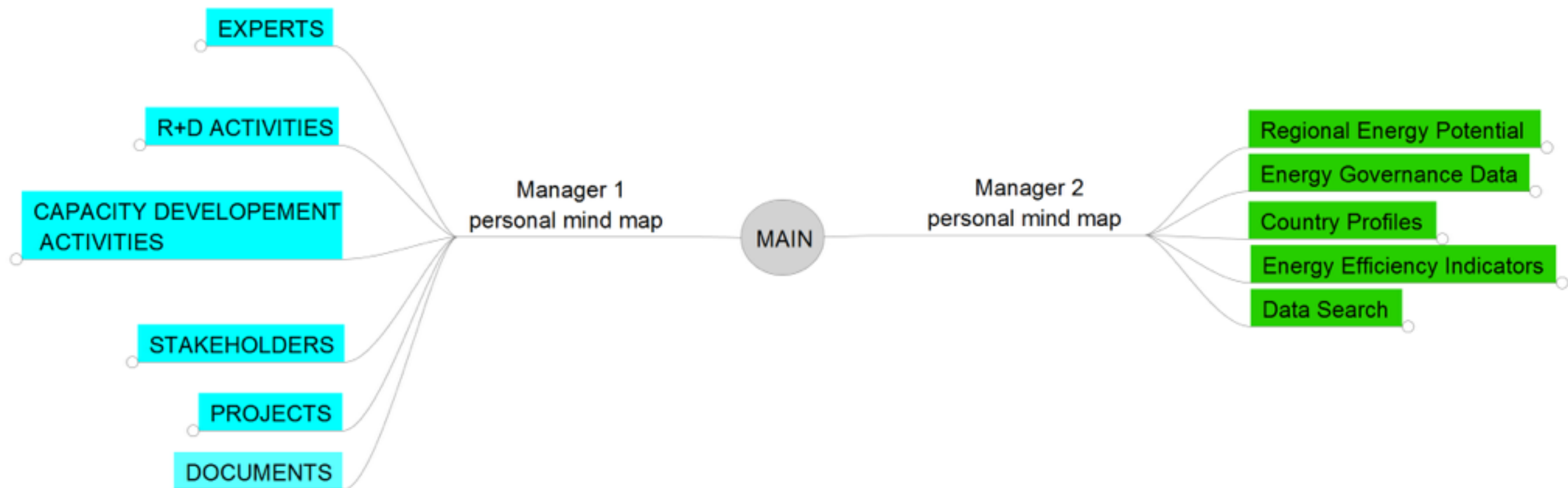
[abbycovert@gmail.com](mailto:abbycovert@gmail.com) | [@Abby the IA](#)



# Support discussions with maps, review meaning and structure

Mental model: catalogue

Mental model: thematic



# Decisions about graphical design are challenging



# Decisions about taxonomies are also challenging crazy

<http://databases.unesco.org/thesaurus/>

## UNESCO Thesaurus

### 2 Science

#### 2.65 Natural Resources

Electric power [133]

Nonrenewable energy sources [17]

- .....NT2 Fuel resources [59]
- .....NT3 Coal resources [31]
- .....NT3 Gas resources [36]
- .....NT2 Nuclear energy [276]
- .....NT2 Petroleum resources [63]

Renewable energy sources [295]

- .....NT2 Biogas [34]
- .....NT2 Biomass energy [59]
- .....NT2 Hydroelectric power [96]
- .....NT3 Tidal energy [51]
- .....NT2 Solar energy [336]
- .....NT2 Steam power [5]
- .....NT2 Thermal energy [51]
- .....NT3 Geothermal energy [111]
- .....NT2 Wind power [119]

<http://eurovoc.europa.eu/drupal/>

## EURO VOC Thesaurus

### 6626 soft energy

NT1 bioenergy

NT1 biogas

NT1 geothermal energy

NT1 hydraulic energy

NT1 renewable energy

NT1 solar energy

- NT2 photovoltaic cell
- NT2 solar architecture
- NT2 solar collector
- NT2 solar energy end-use applications

NT1 thermal energy

NT1 tidal energy

NT1 wave energy

NT1 wind energy

<http://www.ecowrex.org/indicators>

## ECREEE

### REEE Category

REEE in general

- Policy and Strategy
- Capacity Building
- Financing Mechanisms

Photovoltaic

- Decentralized Photovoltaic Systems
- Photovoltaic Power Plants Grid-Connected

Concentrated Solar Power

- Decentralized Photovoltaic Systems
- Photovoltaic Power Plants Grid-Connected

Solar Thermal (non electrical)

- Solar Thermal Warm Water and Space Heating
- Solar Thermal Industrial Heat Process
- Solar Thermal Cooling
- Solar drying
- Solar Cooking

Wind Power

- Windpower small-scale decentralized
- Windpower grid-connected (on and off-shore)

Bioenergy

- Biofuels
- Biomass for cooking
- Biomass for electricity and heating
- Biogas
- Waste to Energy

Hydropower

- Large Hydropower (including dam, pump and storage)
- Small Hydropower
- Micro and Pico Hydropower systems

Geothermal

- Geothermal for heating
- Geothermal for Electricity Generation

Hybrid Systems

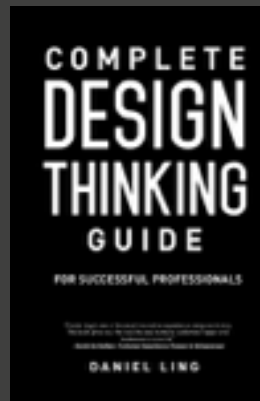
- Mini-Grid Systems
- Storage Systems
- Wave, ocean and tidal energy
- Energy Efficiency

- Sustainable transport and mobility
- Efficient Appliances
- Cleaner Production and Industry
- Building Efficiency
- Distribution and Transmission Network
- Efficient Cooking
- Energy Conservation
- Energy Management
- Efficient Lighting

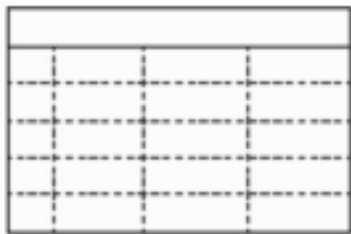
Other Energy Expertise



# Expand your tools for sensemaking



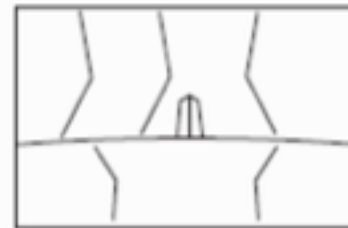
**SCREENPLAYS**



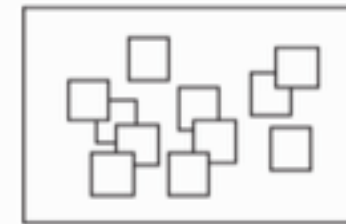
**DESIGN CRITERIA**



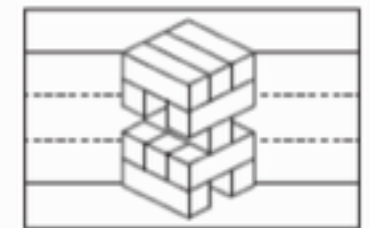
**CONTEXT CANVAS®**



**WALL OF IDEAS**



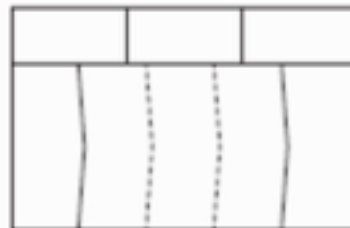
**RISKIEST ASSUMPTION**



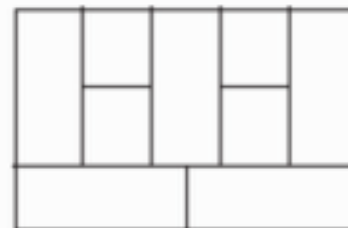
**TEAM CHARTER**



**STORYTELLING CANVAS**



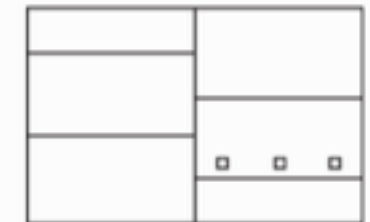
**BUSINESS MODEL CANVAS**



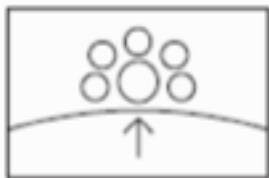
**INNOVATION MATRIX**



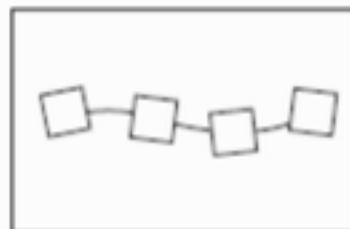
**EXPERIMENT CANVAS**



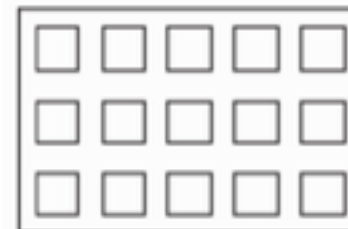
**5 BOLD STEPS VISION®**



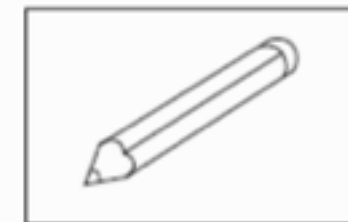
**CUSTOMER JOURNEY**



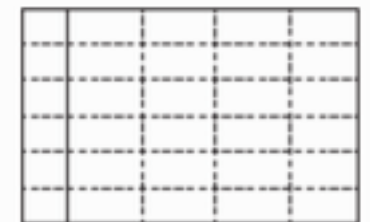
**CREATIVE MATRIX**



**SKETCHING**



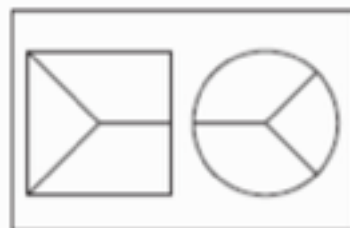
**VALIDATION CANVAS**



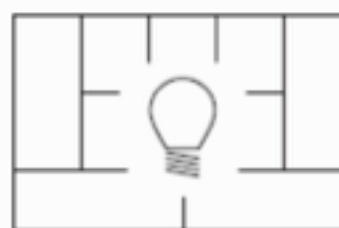
**COVER STORY VISION®**



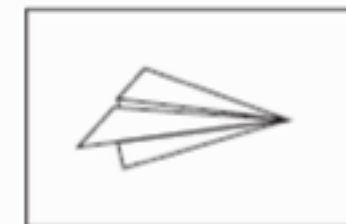
**VALUE PROPOSITION**



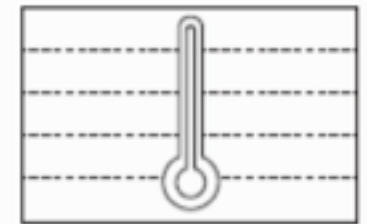
**BUSINESS MODEL IDEATION**



**PAPER PROTOTYPE**



**INVESTMENT READINESS**



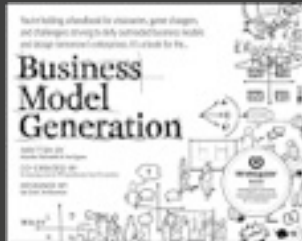
**JOBS  
TO BE  
DONE**

**THEORY IN PRACTICE**

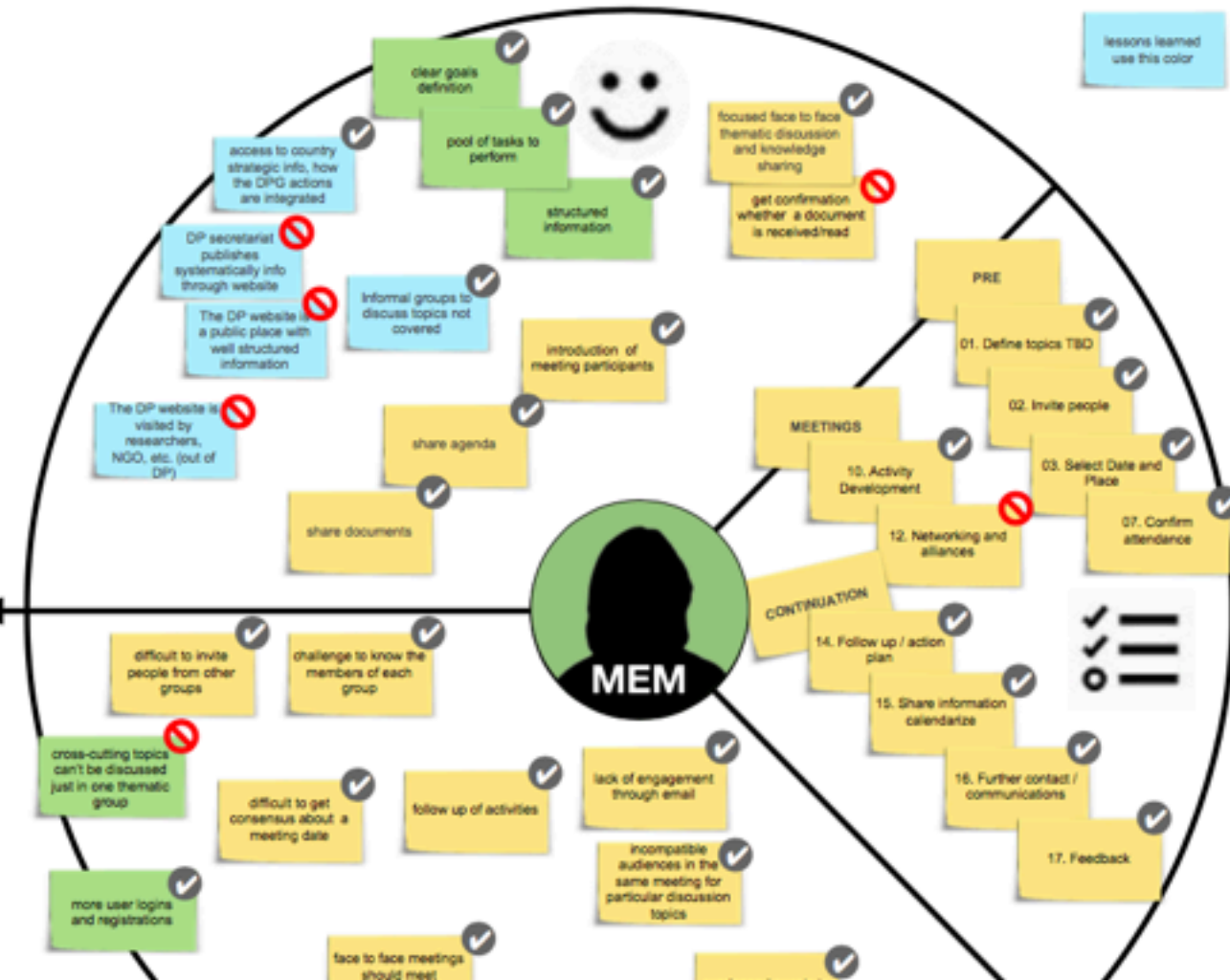
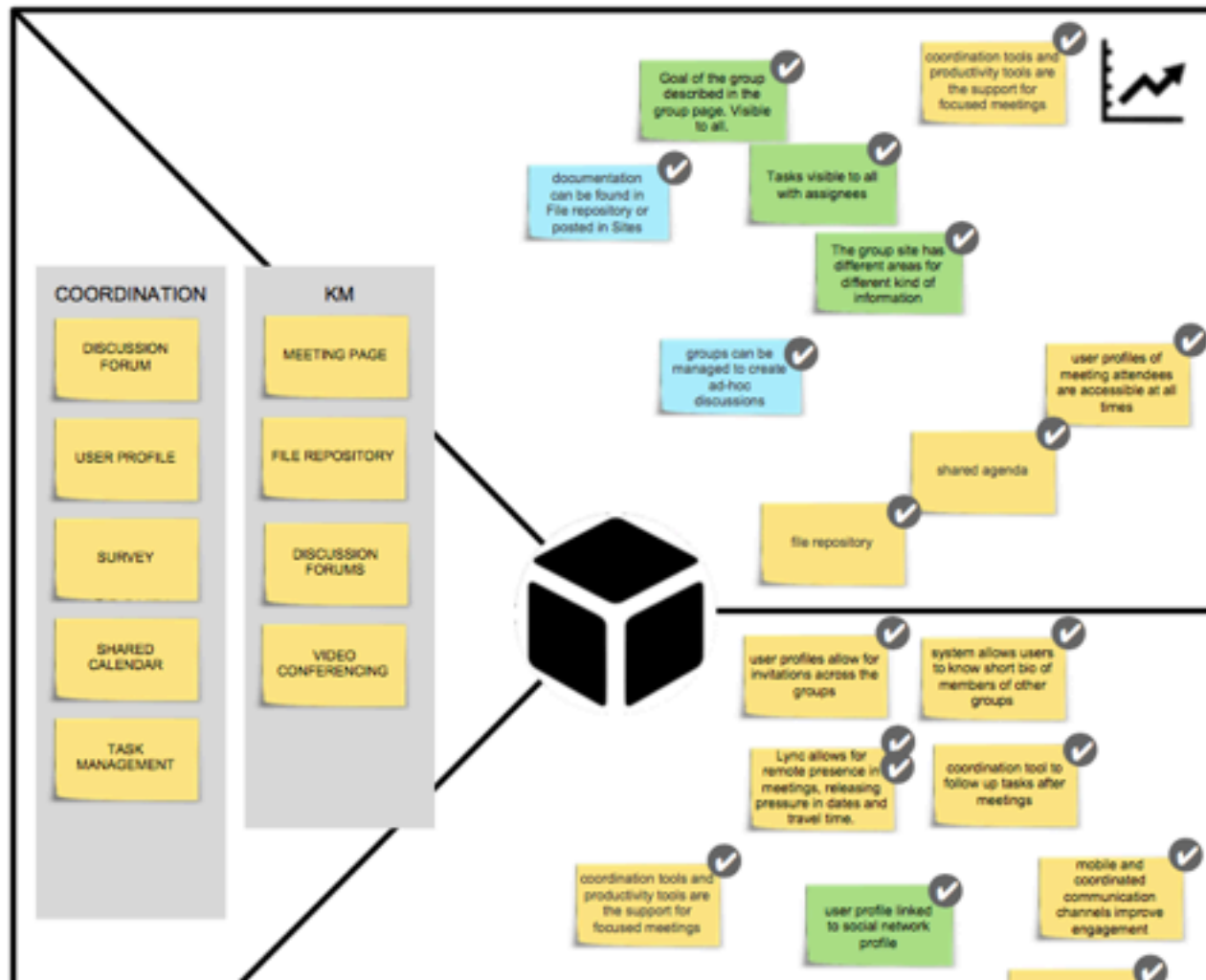
**ANTHONY W. ULWICK**

FOREWORD BY MARK HENNINGSEN

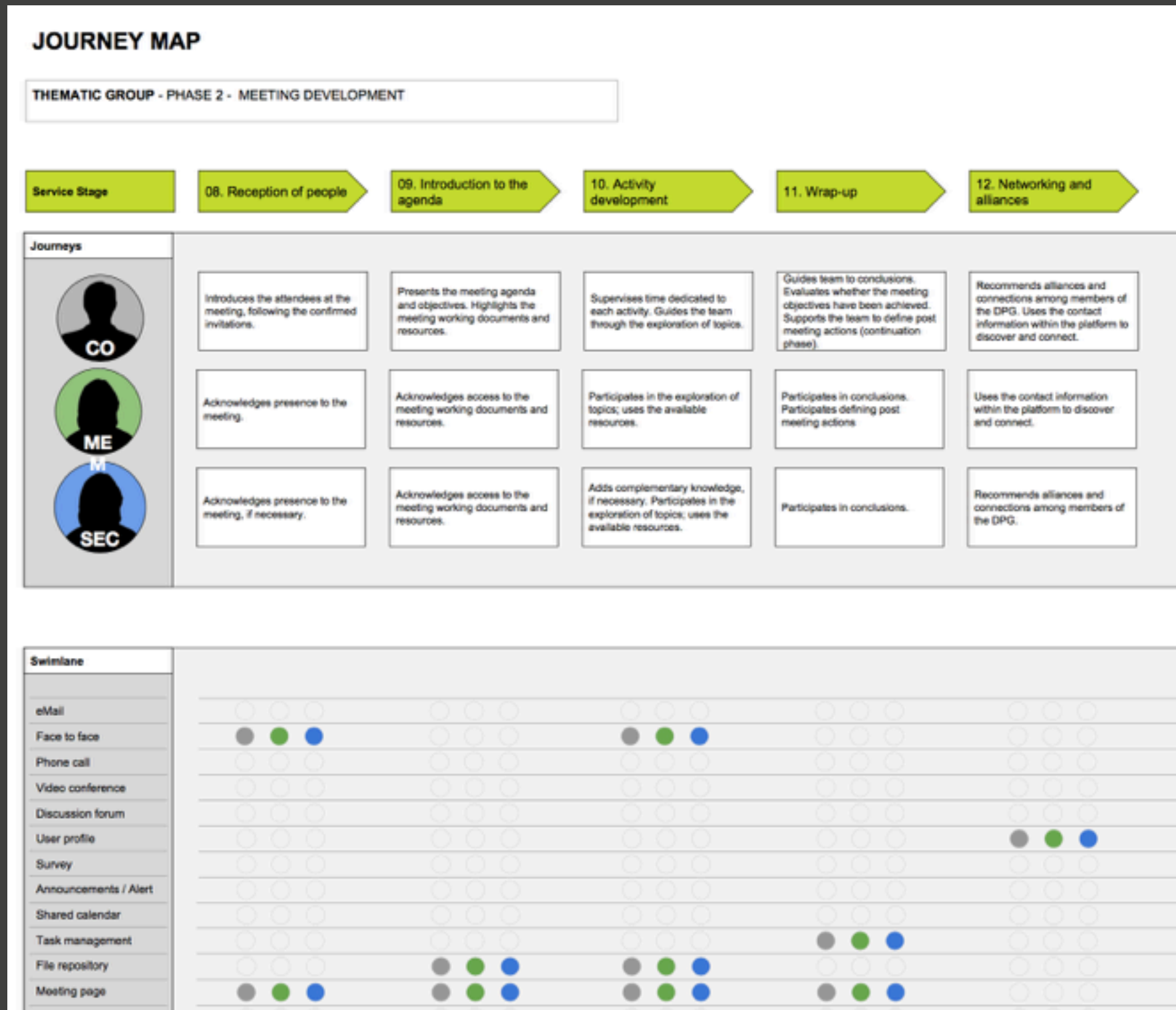
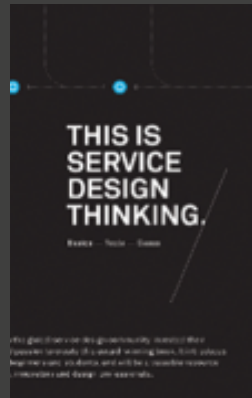
“To find the *meaning of innovation* doesn't come from inside after. You first invent innovation into a culture.” —**BRUCE KATZ**



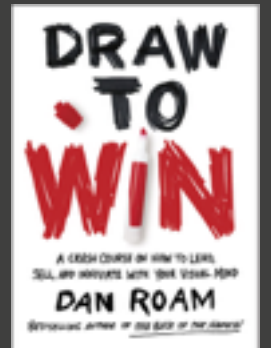
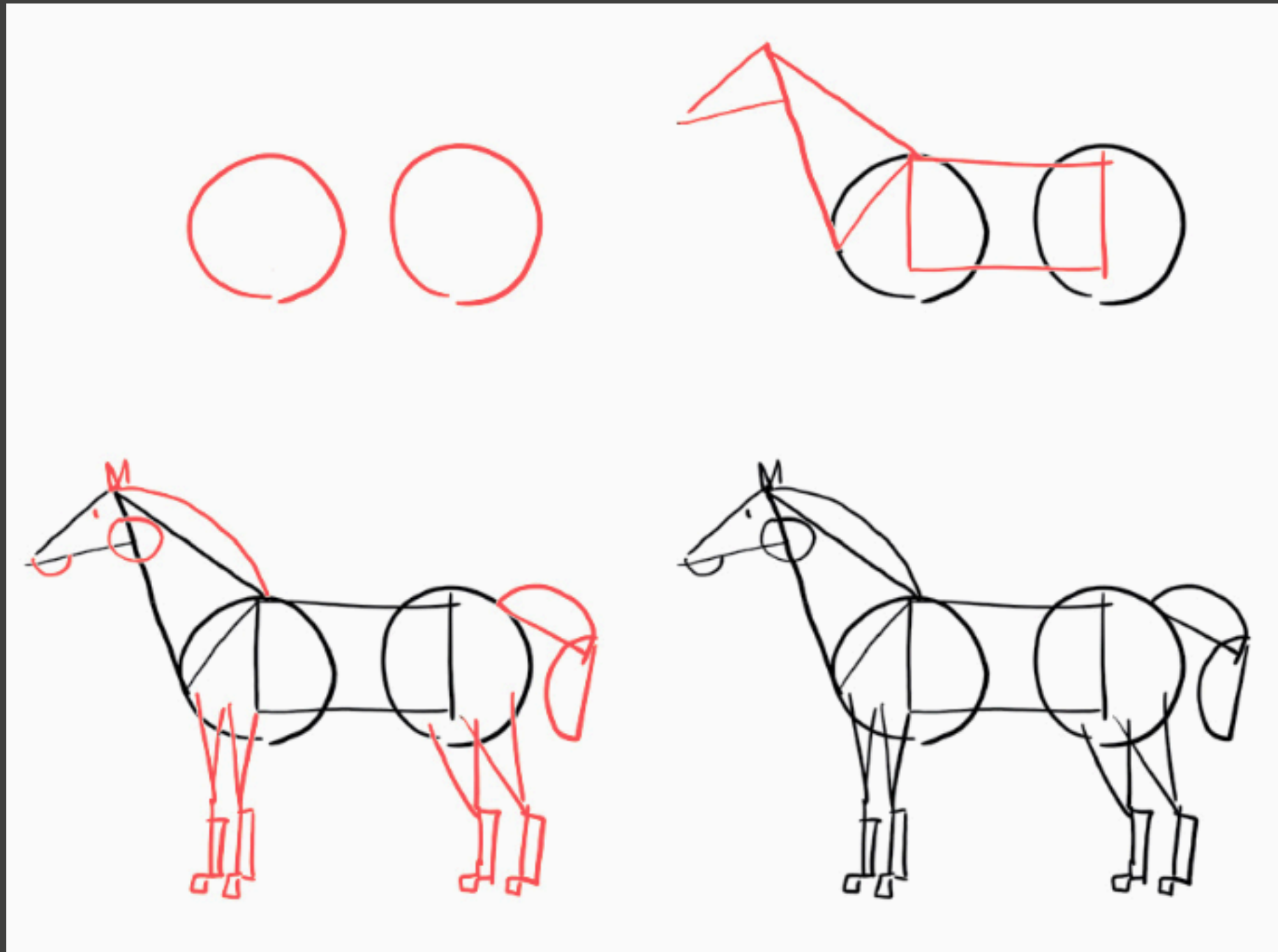
## Thematic Group MEMBER



# Drawing helps to lead the mind in the abstract world



# Make it simple, yet effective





# Simplify models...

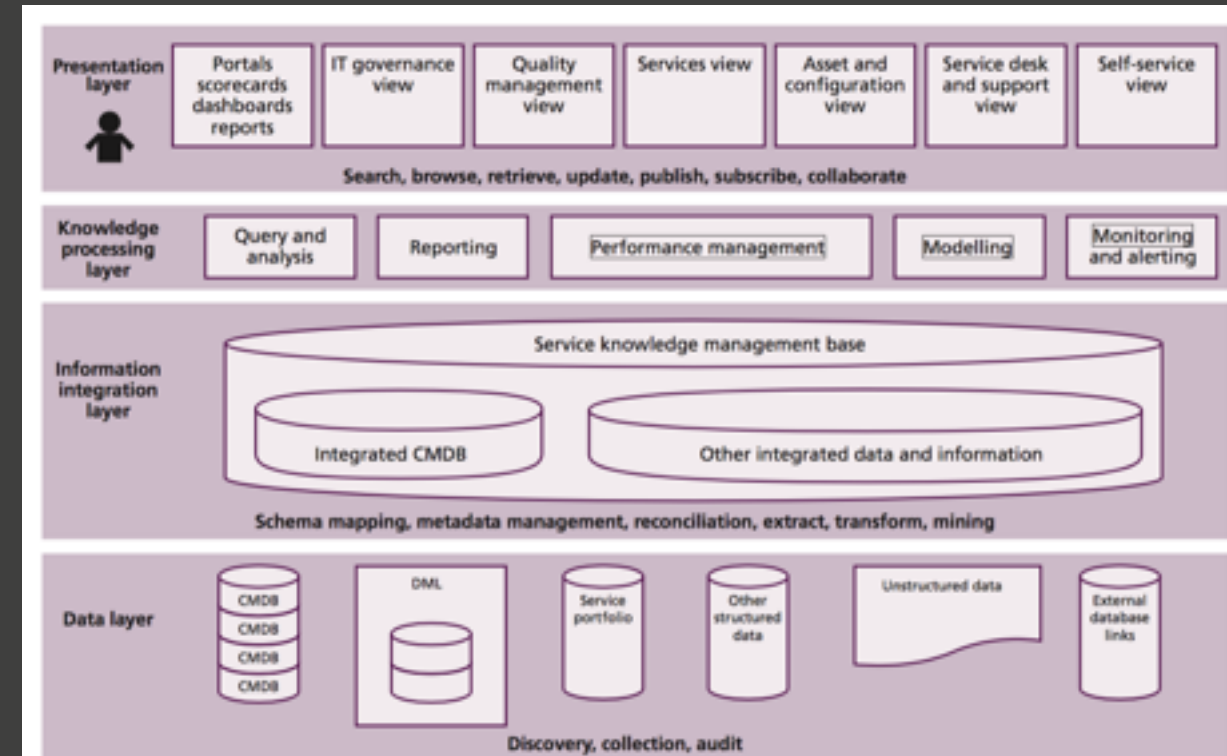
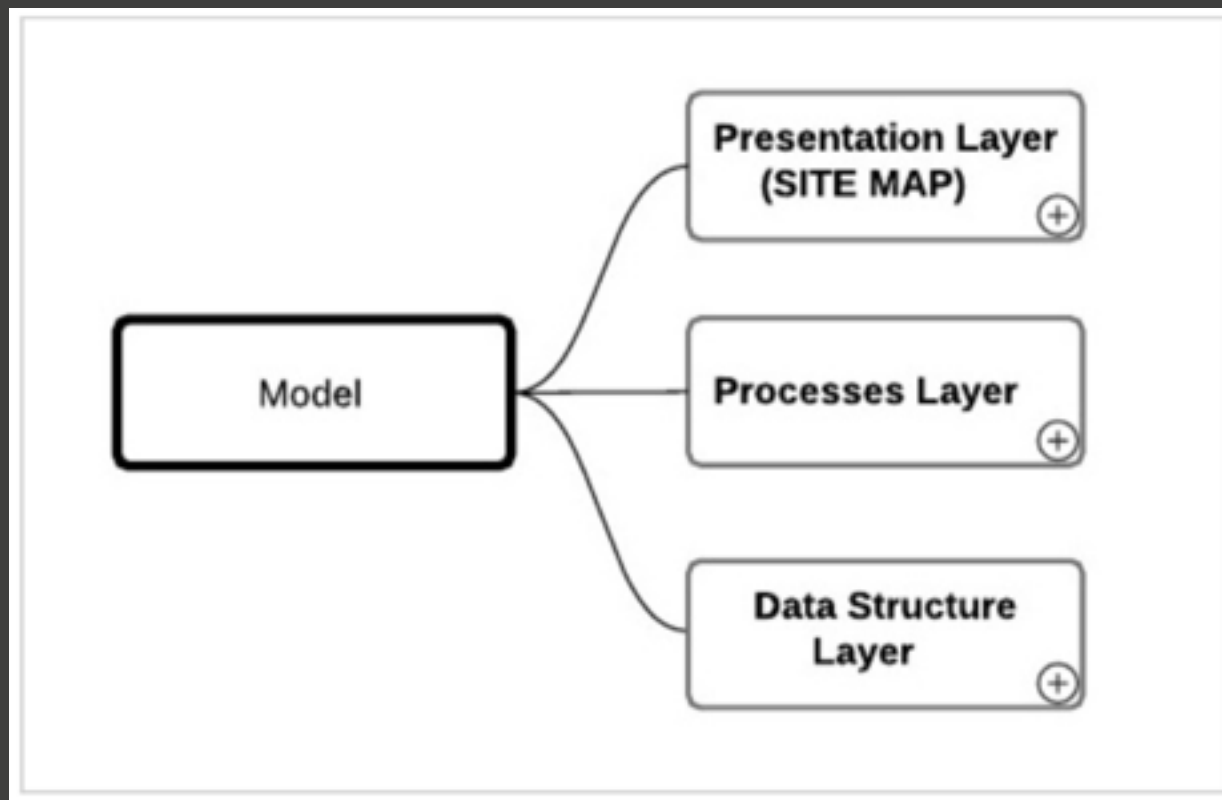
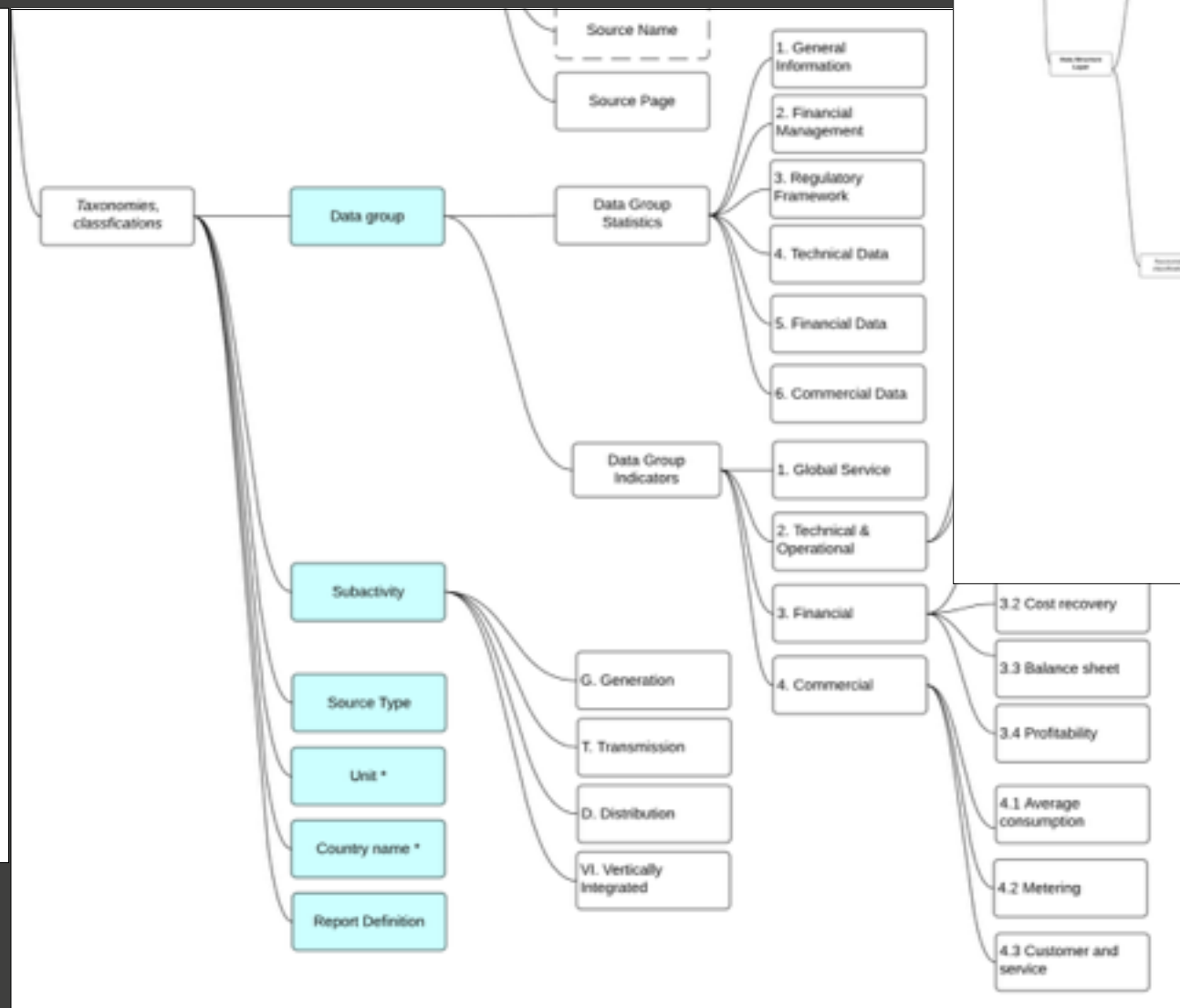
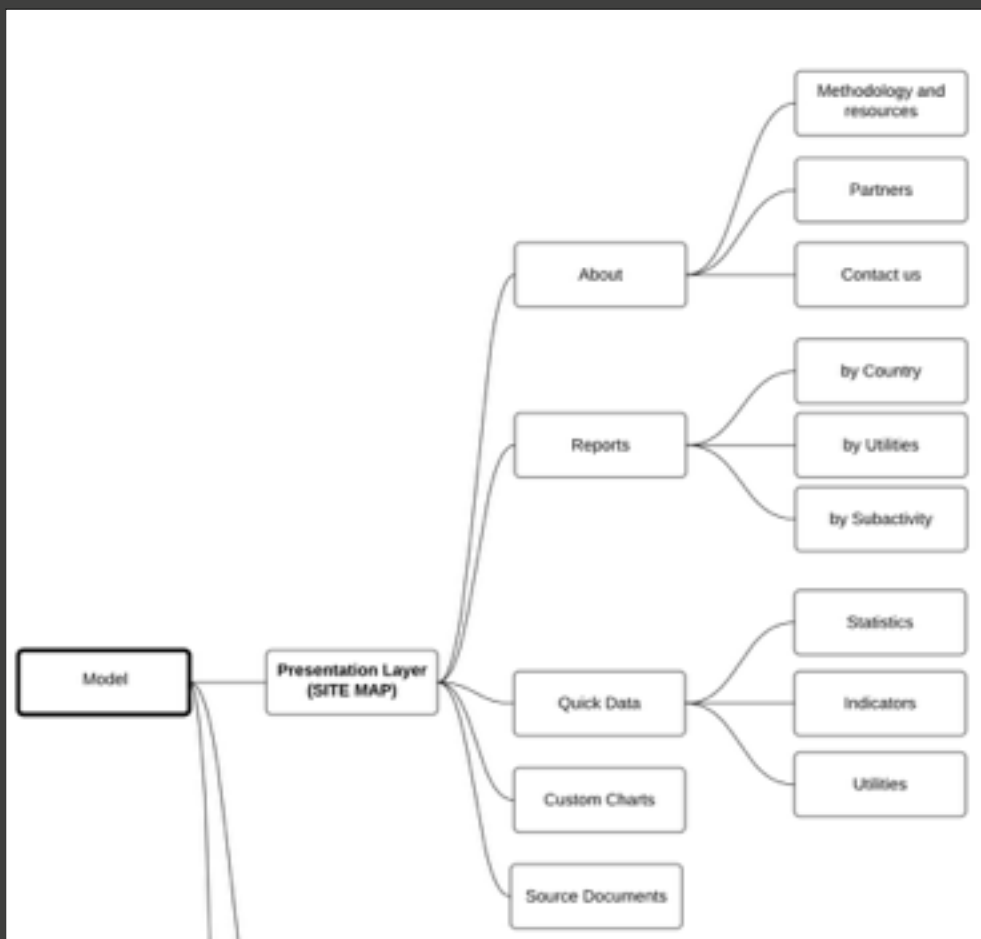


Figure 2.7 Architectural layers of an SKMS

(Source: Canon et al., 2011)

... and expand them  
upon agreement



# Examples of developments based on (Rosenfeld's) IA process

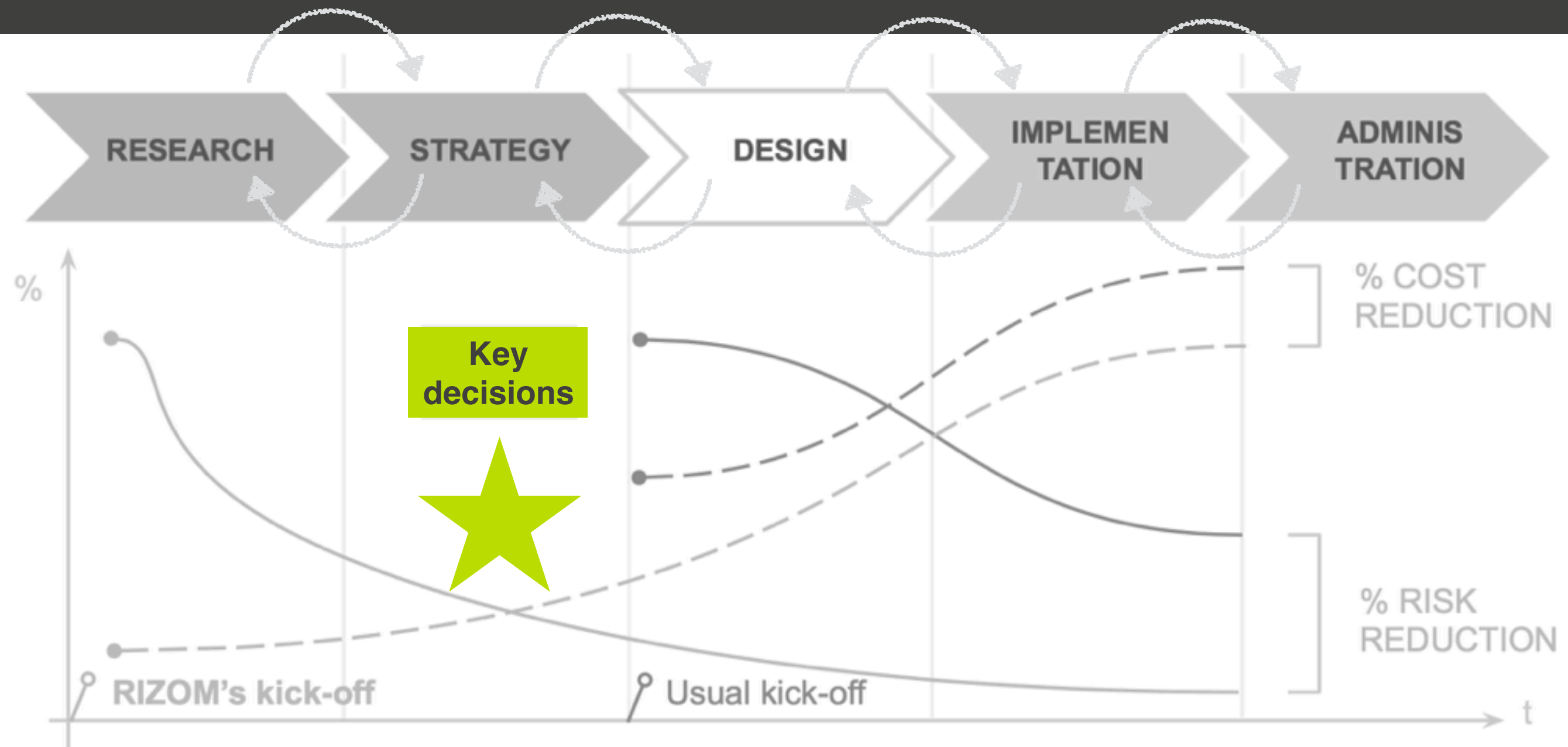


2006



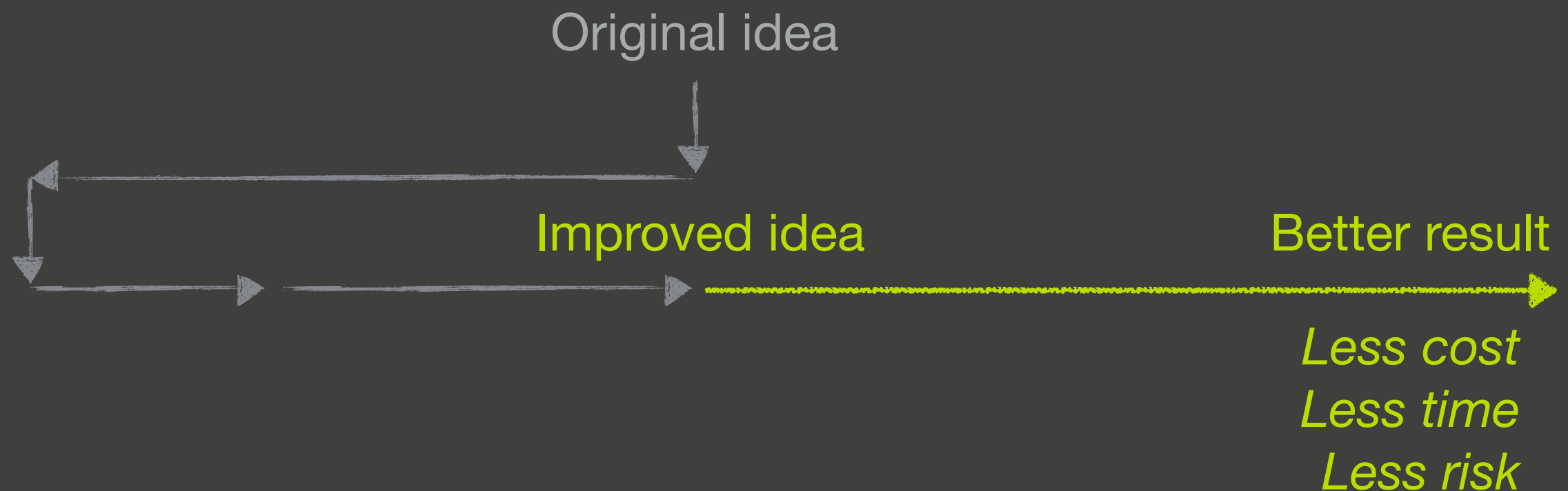
2015

# The process of Information Architecture



(Source: based on Rosenfeld et al., 2014)

# CASE A: Improve Solutions



# CASE A: Improve Solutions

## ECOWAS OBSERVATORY FOR RENEWABLE ENERGY AND ENERGY EFFICIENCY



General details	
Owner	Economic Community Of West African States (ECOWAS)
Countries involved	15
Web Link	<a href="http://www.ecowrex.org">http://www.ecowrex.org</a>
Strategic field	Sustainable Energy
Region	Western Africa
Status	Implemented
Version	1.0 (stable) - 2.0 (developing)
Commissioning Year	2012
Statistics and Indicators	~ 300
Data values	~ 10,000
Complementary tools	Geographic Information System



# ECOWAS OBSERVATORY FOR RENEWABLE ENERGY AND ENERGY EFFICIENCY



CHANGE LANGUAGE

EN FR PT

Login

ABOUT ECOWREX

COUNTRY PROFILES

MAPS

ANALYSIS & TRENDS

EXPLORE

## ECOWAS RENEWABLE ENERGY AND ENERGY EFFICIENCY STATUS REPORT 2014

### STATUS REPORT



ECOWAS RE and EE Status Report

COUNTRY PROFILES



MAPS VIEWER



ANALYSIS & TRENDS



# ECOWAS OBSERVATORY FOR RENEWABLE ENERGY AND ENERGY EFFICIENCY

Accurate knowledge on existing and planned resources are vital for strategic planning and development. The non-availability of reliable and updated energy information poses a major constraint for policy makers, investors and project developers in the ECOWAS region.



## COUNTRY PROFILES



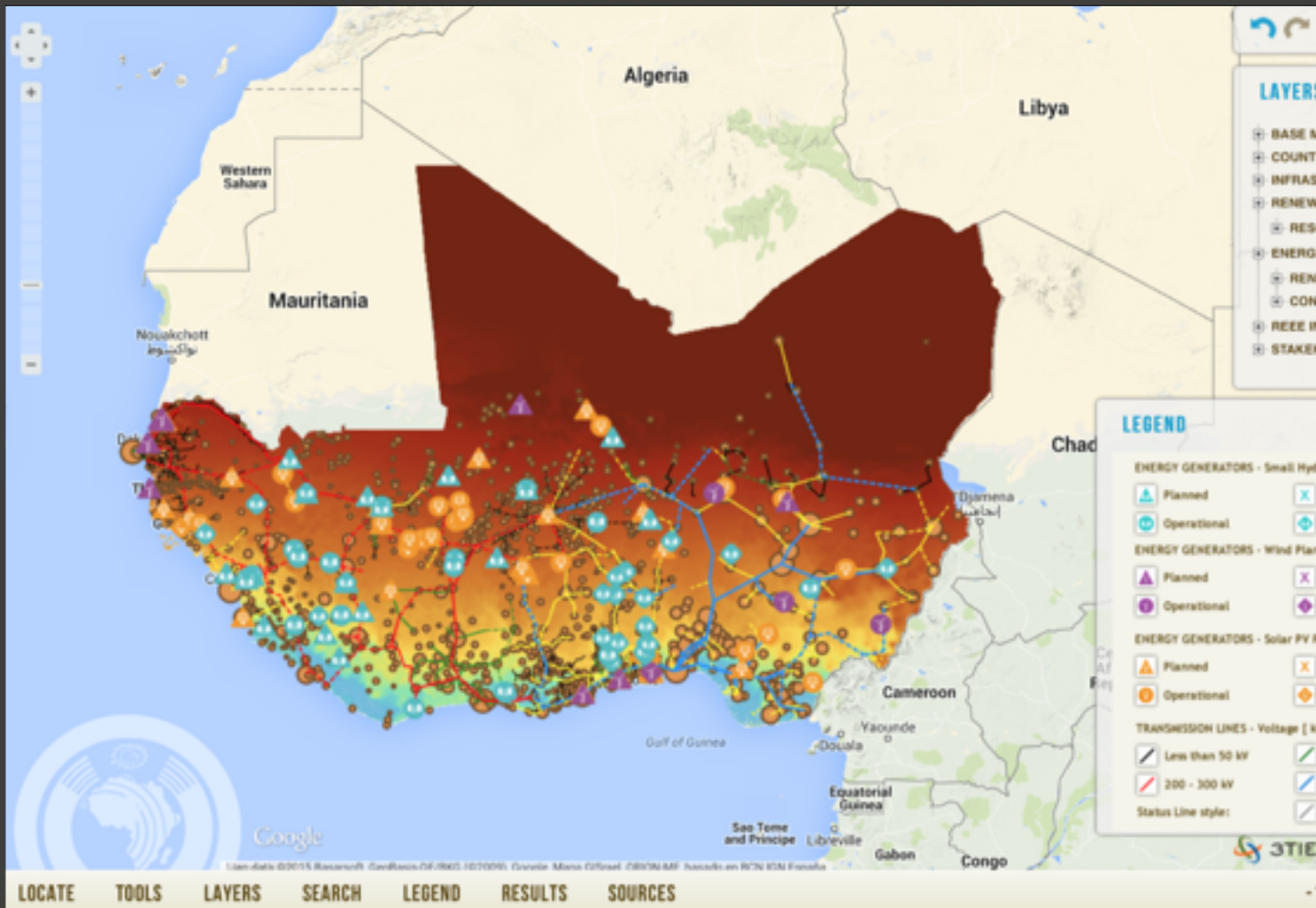
## LEARN MORE ABOUT ECOWREX

### ECOWREX

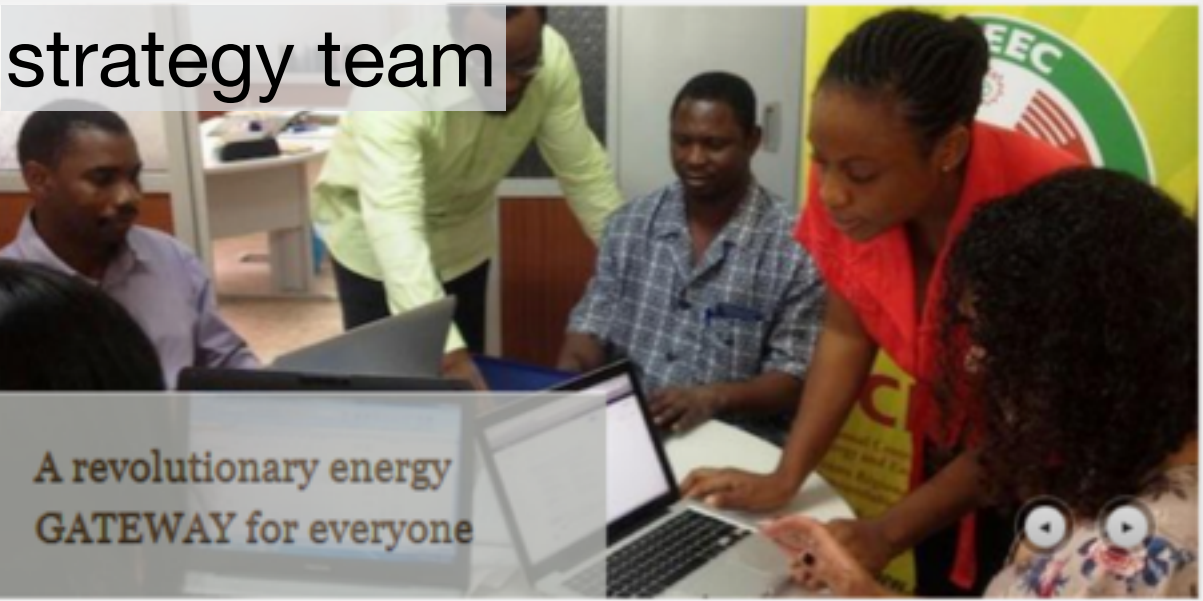


**ECOWREX 2**  
Implementing a complete Spatial Data Infrastructure and improved Renewable Energy resources maps for supporting sustainable energy development

[Click here for more information!](#)

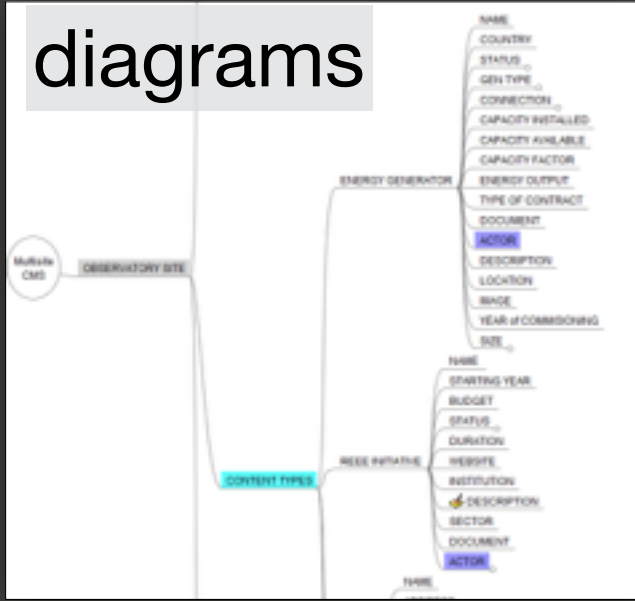


strategy team



A revolutionary energy GATEWAY for everyone

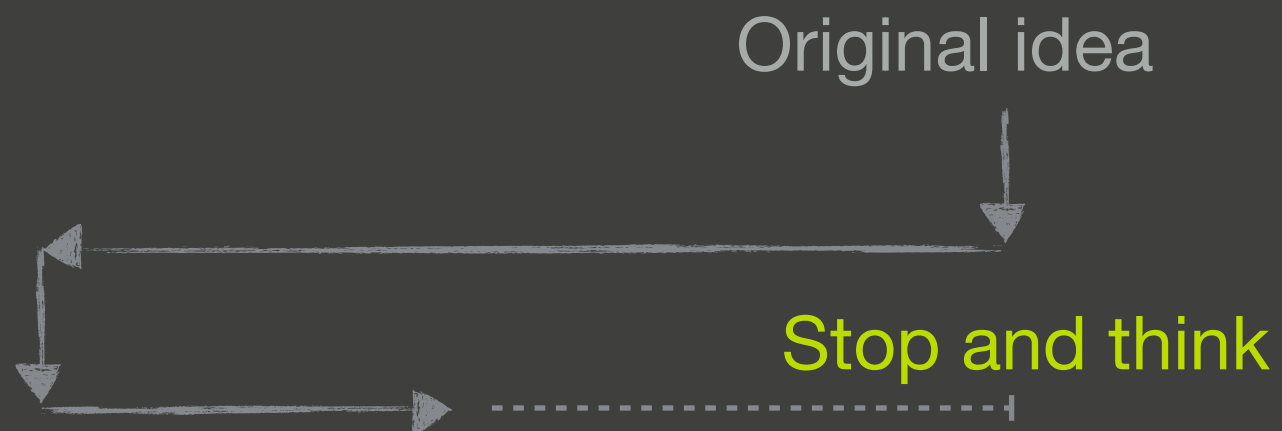
diagrams



Rapid prototype shared with stakeholders



# CASE B: Stop and Think



*Informed decisions*  
*Avoid risks*

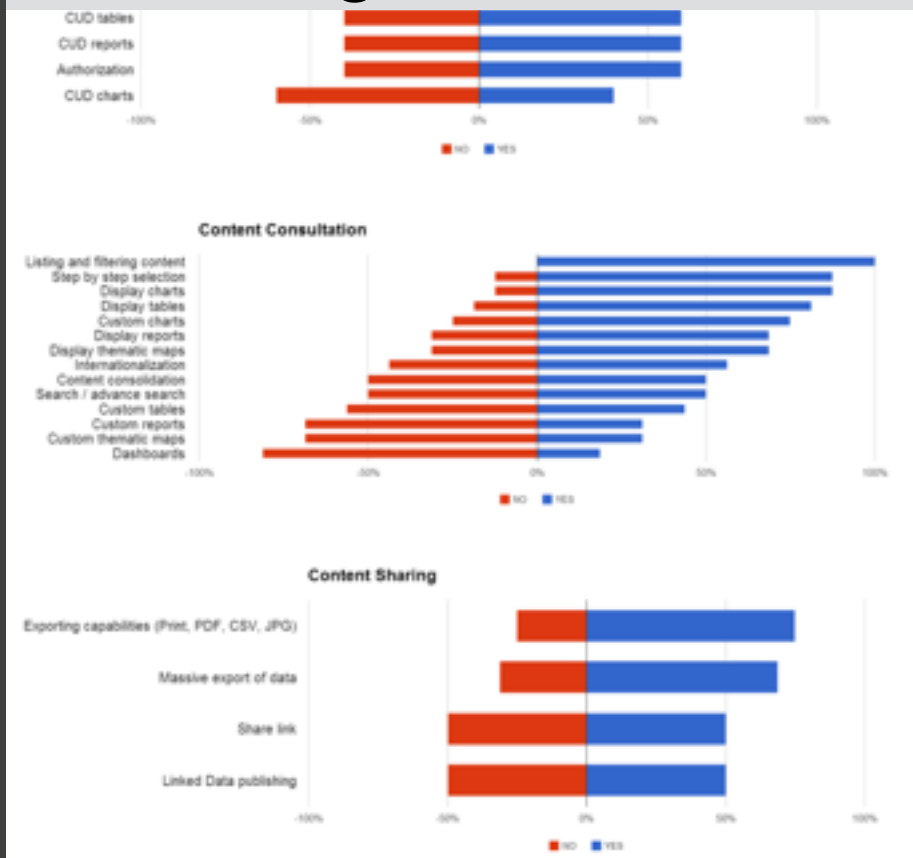
# CASE B: Stop and Think

## ELECTRICITY UTILITIES GLOBAL BENCHMARKING INFORMATION SYSTEM

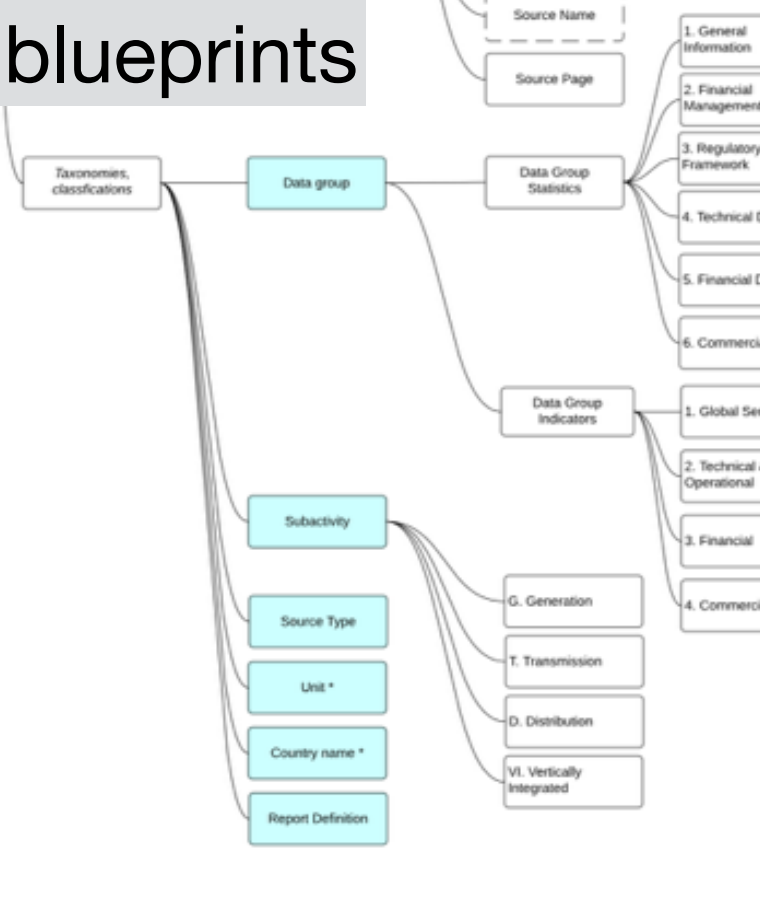


Owner	The World Bank
Strategic field	Benchmarking, KPI, Electricity Utilities
Region	Worldwide
Status	Planned
Statistics and Indicators	~ 100
Current Data values	~ 55,000 (current data of pilot project in the MENA region)

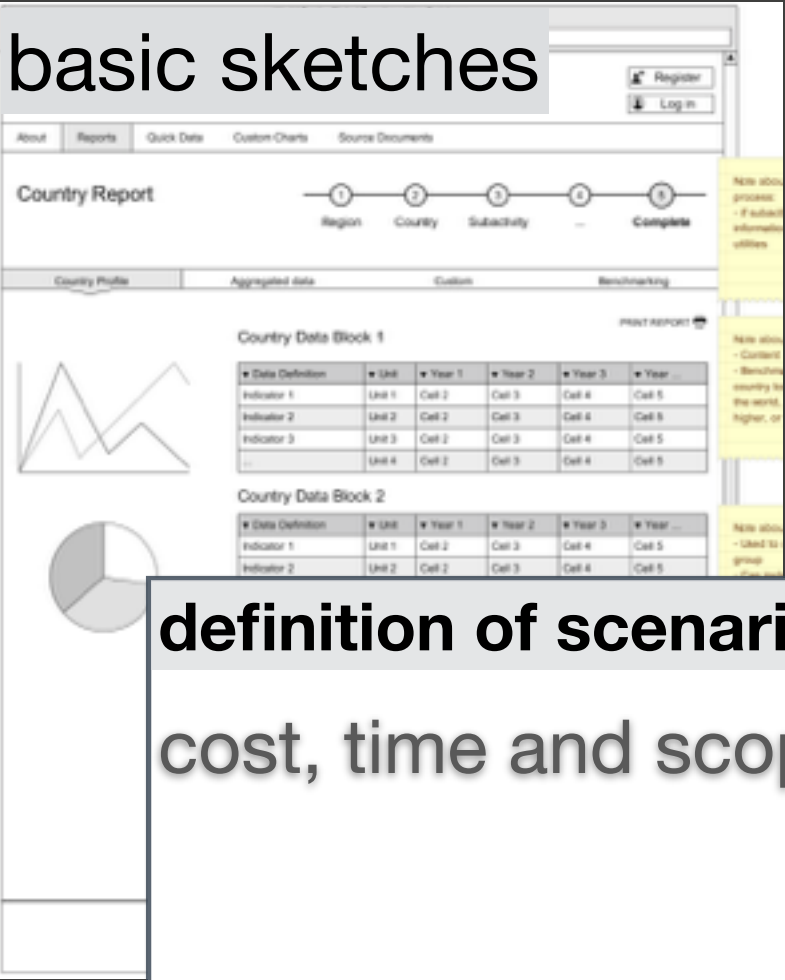
# comparison analysis of existing solutions



# blueprints



# basic sketches



# definition of scenarios

cost, time and scope

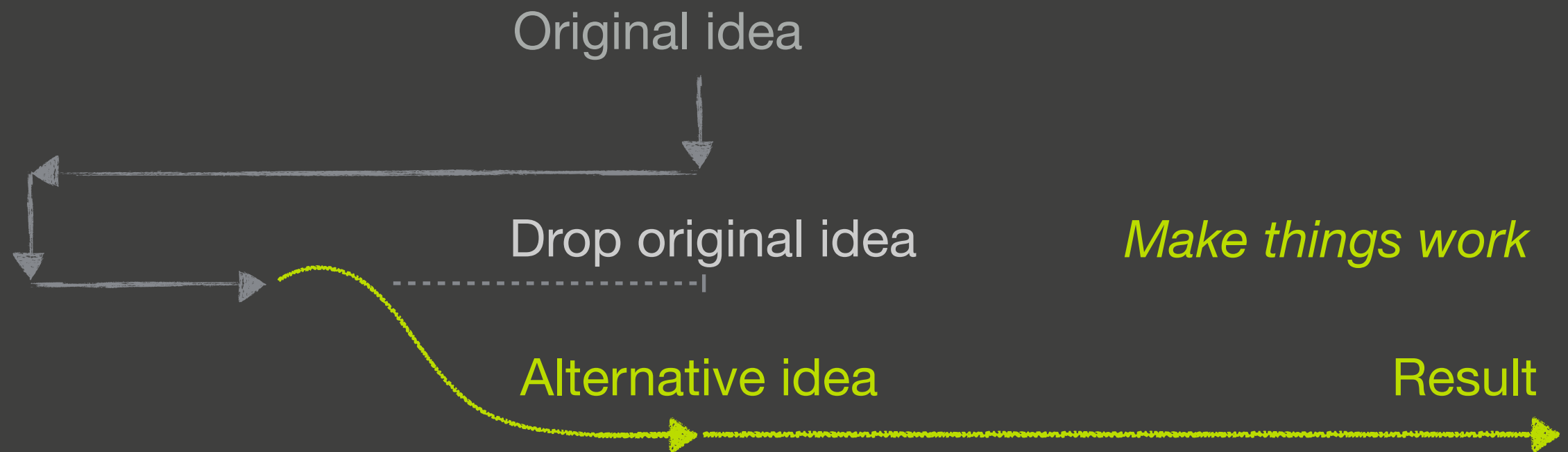
SCENARIO A

SCENARIO B

Stop and think:

- World Bank's decision on the scope of the system
- Detailed definition of users' needs and match the type of dashboards/reports
- Currently using a data analytics tool on a pilot region for data mining and evaluation of results

# CASE C: Alternative Solution



# CASE C: Alternative Solution

## KNOWLEDGE MANAGEMENT PLATFORM for DEVELOPMENT PARTNERS GROUP - EGYPT



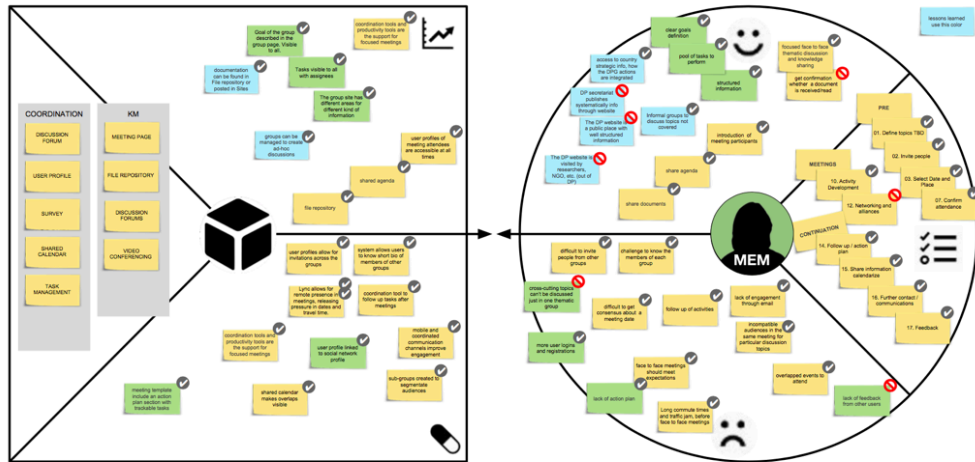
General details	
Owner	United Nations - Egypt
Organizations involved	+50
Strategic field	Sustainable Development
Region	Egypt
Status	Implemented
Commissioning year	2016
Users	+400

# Survey and interviews



# tools for sensemaking

## value proposition



## mindmapping



## user journey



# alternative solution based on existing technology within the UN

Office 365

AGRICULTURE

AGRICULTURE AND RURAL DEVELOPMENT

Thematic Groups HOME

AGR Dashboard

AGR Discussions

AGR Calendar

Create public event

My AGR Meetings

AGR Tasks

AGR Documents

AGR Next Meeting

AGR My Alerts

Recycle Bin

EDIT LINKS

Welcome to the Agriculture Thematic Group.

Objectives of the Agriculture Thematic Group

Objective 1: This is the objective S1 for the group Agriculture

Objective 2: This is the objective S2 for the group Agriculture

AGRICULTURE DISCUSSIONS

+ new discussion

Recent My discussions Unanswered questions

Next meeting 25 April

These are the topics to be discussed: Land and developmentFood Security/productive use...

by Ignasi Salvador Latest reply by Ignasi Salvador May 11

AGRICULTURE EVENTS

May 2016

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21

AGRICULTURE TASKS

June 2016 July 2016 August 2016

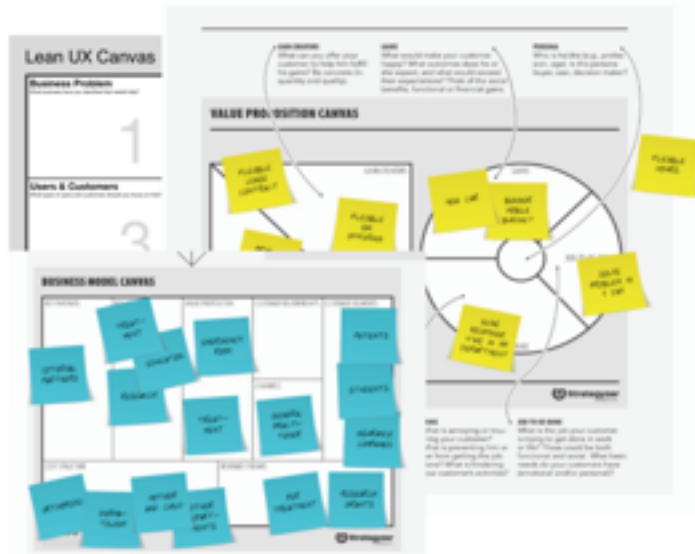
Add tasks with dates to the timeline

+ new task or edit this list

Task Name	Due Date	Assigned To
Send report to Ministry	April 29	dpgmember1@gmail.com



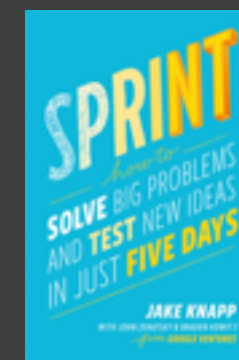
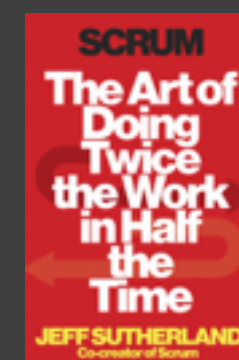
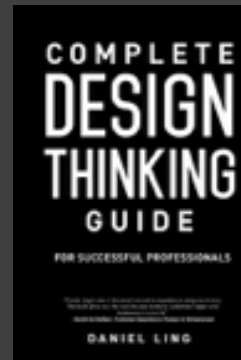
# Our approach



DESIGN TOOLS  
FOR ANALYSIS

PROTOTYPING  
& TEST LOOPS

CREATIVE  
COLLABORATION





# Strategy: manage digital projects for outcomes, not outputs

value!



deliverables,  
things



56%

**deficit in expected value**  
on an average project

17%

**mismanagement** threatening  
the organization's existence



*Performance statistics across various industries over the last 5 years (Source: McKinsey and Project Management Institute)*

@rizoming

thank you!

rizom



YES, WE SHARE

Helping you transform ideas into digital success.

#StrategicDesign  
#DigitalTransformation  
#KnowledgeSharing  
#DigitalEmpowerment

RIZOM.org