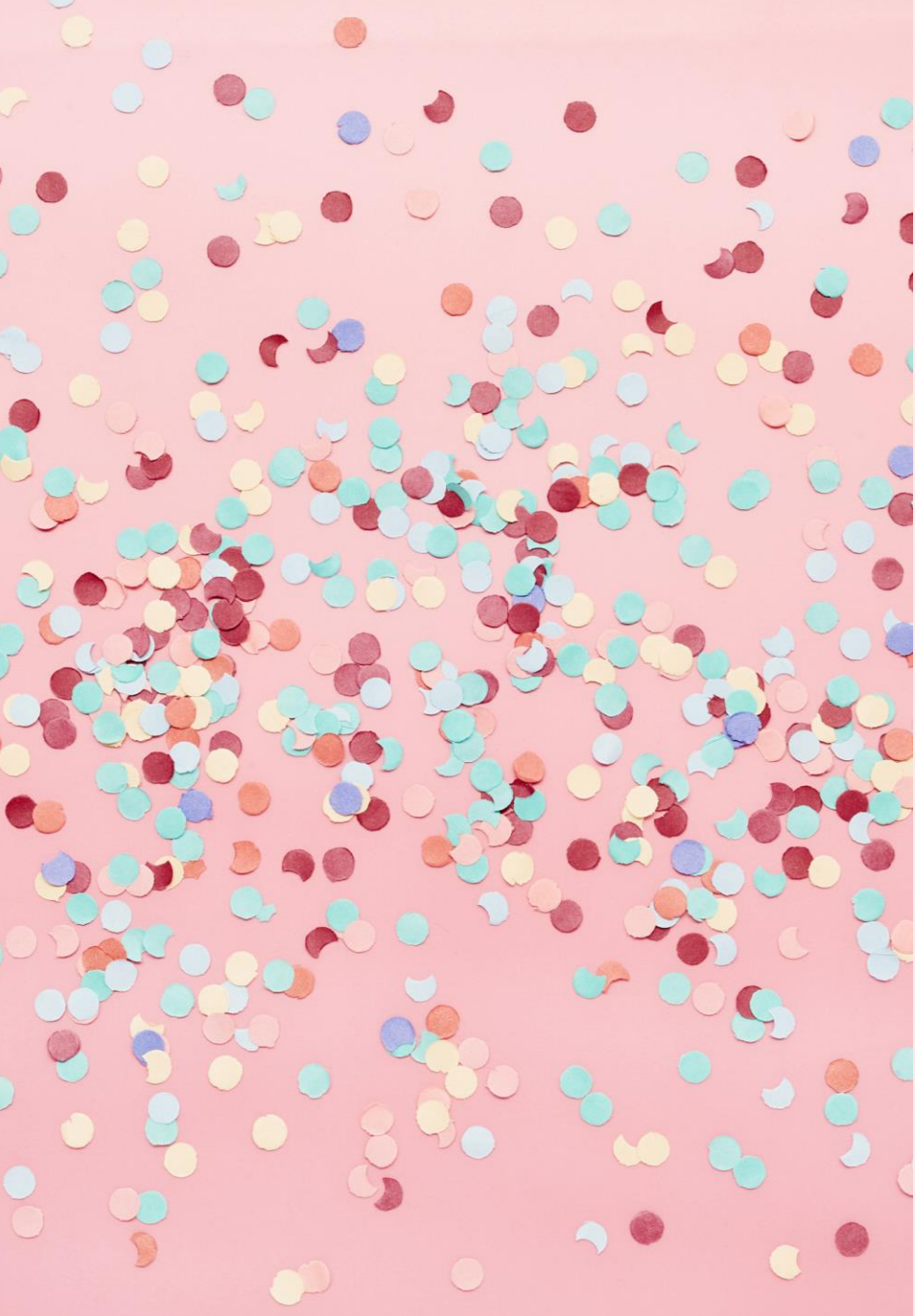


INTRODUCING DIGITAL PRODUCT EQUITY

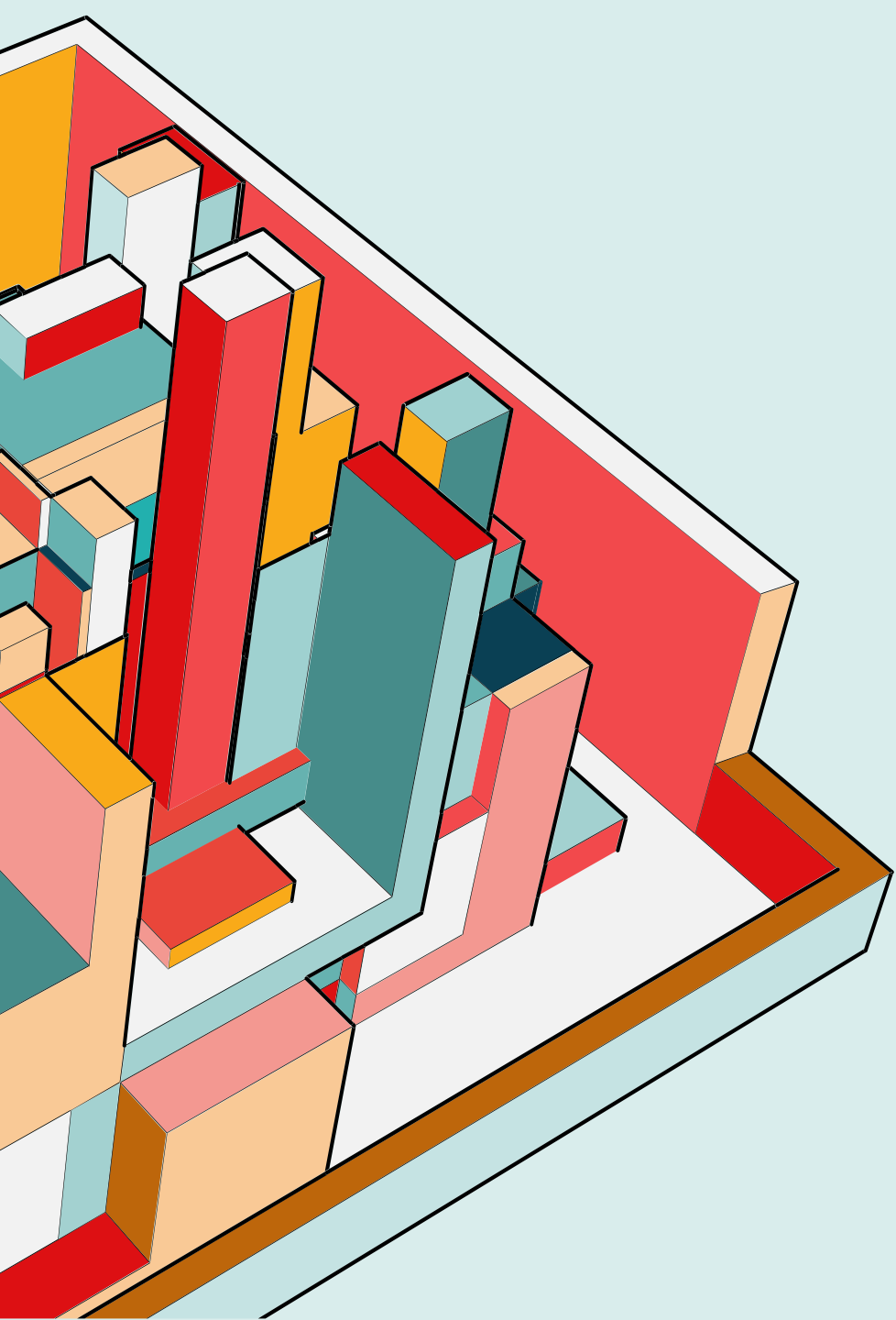
Prepared by Christina Scriven for
presentation to the Boye & Co
members group on March 12, 2024



ABOUT ME

CHRISTINA SCRIVEN

Research | Strategy | Design



AGENDA

1. Unpack definitions
2. Review common themes
3. Share best practices

DEFINING THE PRACTICE

"Product inclusion and equity is the ongoing work of building belonging through our products, by centering the most marginalized voices at every phase of product creation."

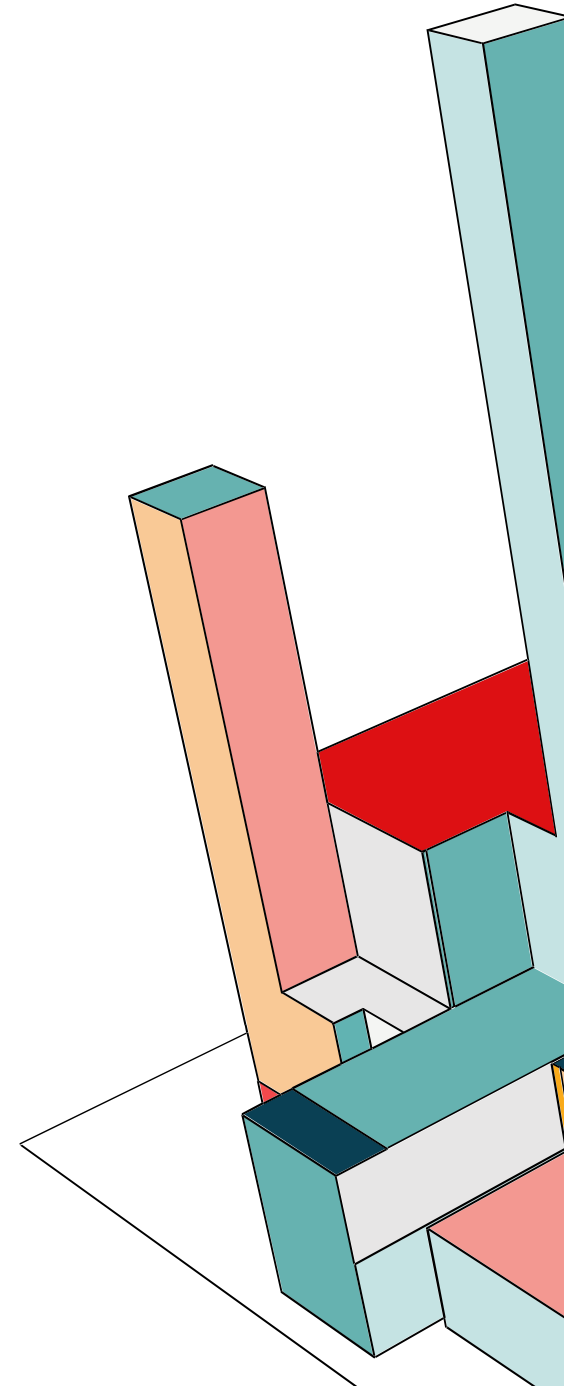
- Google on Product Inclusion

"Product equity is the state in which every person, regardless of human difference, can access and harness the full power of our digital products, without bias, harm, or limitation."

- Adobe on Product Equity

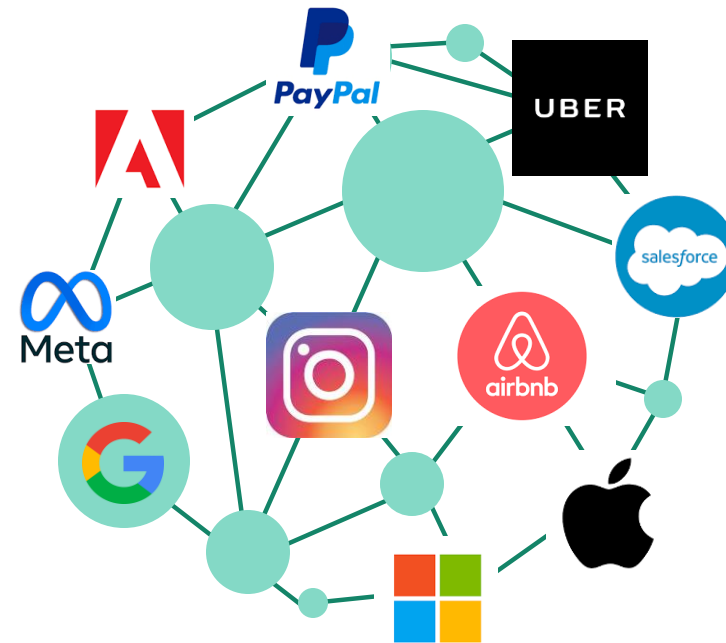
"One of the ways we build better, more usable products is through inclusive design. We aspire to drive innovation by including individuals with disabilities throughout the development process, highlighting voices that are often excluded in traditional design processes."

- Salesforce on Product Inclusion



PURPOSE OF INDUSTRY SCAN

To consolidate key themes and learnings to better inform CX leaders on industry approaches to product equity and inclusion across the tech industry.



APPROACH TO SCAN

Reviewed technology companies identified as industry leaders in the product equity and inclusion space.

1 Pulled out vision and mission statements

Shows their stance on inclusion

2 Listed guiding principles

Highlights business priorities and scope of work

3 Bookmarked toolkits frameworks

Provides references and guidance

4 Noted integrations into organization

Offers framing points to level of maturity and integration of inclusion into product design practice

6

15 leading tech companies and 3 research organizations were reviewed, including:

Meta	Instagram	Amazon	Apple	Airbnb	Netflix
Google	Microsoft	Adobe	Uber	Salesforce	PayPal
Manulife	Hootsuite	Equity Army	IDRC	IDI	UNICEF



NAMING CONVENTIONS DIFFERED

Product inclusion and product equity are often used synonymously



Microsoft / Inclusive Design
Google / Product Inclusion & Equity
Alphabet / Equity & Inclusion Strategy
Adobe / Product Equity
Meta / Product, Equity; Design, Equity
Instagram / Equity Team
Apple / Inclusive Product Design
Airbnb / Platform Equity
Uber / Product Equity
Salesforce / Product Accessibility and Inclusive Design
PayPal / Product Inclusion



”

Building equitable products isn't simply about altruism—albeit there are endless socioeconomic reasons as to why it's important—it also drives innovation by solving unique people-centric problems, deepens market penetration, and builds brand trust by focusing on previously ignored communities.

ADOBE ON PRODUCT EQUITY



WHY PRODUCT EQUITY AND INCLUSION MATTERS

All major tech companies highlighted the business value

1

Strategic growth

- Opportunity to capture market share and untapped opportunities on typically underserved groups.

2

Customer belonging

- Intentional step to improving customer acquisition, engagement, and loyalty across segments.

3

Values alignment

- Responds to generational shifts calling on companies to align their actions with their values.

” We design for all human experiences and needs. So, we strive to gather, listen to, and include as many perspectives as possible, with the goal of discovering how to bring out the best in each other, and everyone who uses what we create.

MICROSOFT, INCLUSIVE DESIGN





ACCESSIBILITY CHALLENGE

A digital customer experience can be fully accessible, yet it can be fully irrelevant to the customer's needs.

Standards and regulations exist for adherence and adoption.



DIGITAL PRODUCT EQUITY INCLUDES ACCESSIBILITY

Product Equity Teams consider whether the product meets the physical, emotional and tactical needs of the customer.

Maturity of product inclusion is when it meets the needs of our customers with disabilities and addresses how they are using the product.



Designing for the global diversity of human needs requires us to deeply understand the behaviors of the people behind them.
– Meta, Design Equity



Designing for and alongside users with disabilities to unleash innovation for everyone.
– Salesforce, Product Accessibility and Inclusive Design



COMMON APPROACH TAKEN BY ALL



Adopting a multidimensional view of the user

- Blending targeted universalism and intersectionality, key industry leaders have broadened the scope of their typical customer base.



Enhancing capabilities through principles and frameworks

- Industry leaders developed guidelines, frameworks and resources to amplify the practice and guided organizational strategy to enhance product inclusion efforts.



Connecting with diversity through community partnerships

- Co-creation starts with who is involved in building and thinking about equity and inclusion. This can include diversity on product teams, leaning on ERGs for product testing or extending reach to community groups with deep experiential knowledge.

MULTIDIMENSIONAL VIEW



Google resources offered a thirteen dimension view of potential users. Expanding beyond typical demographic and segmentation strategies to attempt to add layers that are often unseen.

How might we stretch our understanding of our current users?

Consider all dimensions of identity

Keep this (non-exhaustive) list in mind as you build, to ensure you're considering all identities and how they intersect.

[Show all definitions](#) ↕

Age	▼	Geography and global relevance	▼	Religion	▼
Culture	▼	Gender	▼	Sexual orientation	▼
Disability	▼	Physical attributes	▼	Socioeconomic status	▼
Education and literacy	▼	Race	▼	Technology proficiency	▼
Ethnicity	▼				

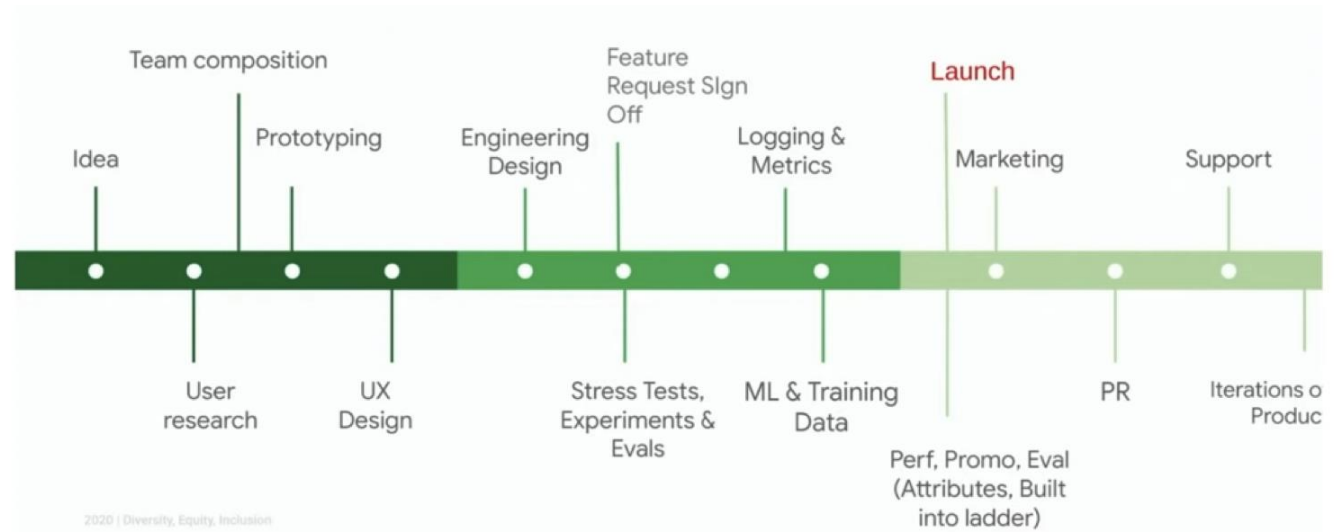
PRINCIPLES AND FRAMEWORKS



Key inflection points along the product design lifecycle.

Google researchers identified and highlighted four as the most impactful: ideation, UX, user testing and marketing.

How might we infuse inclusion into our product lifecycle?

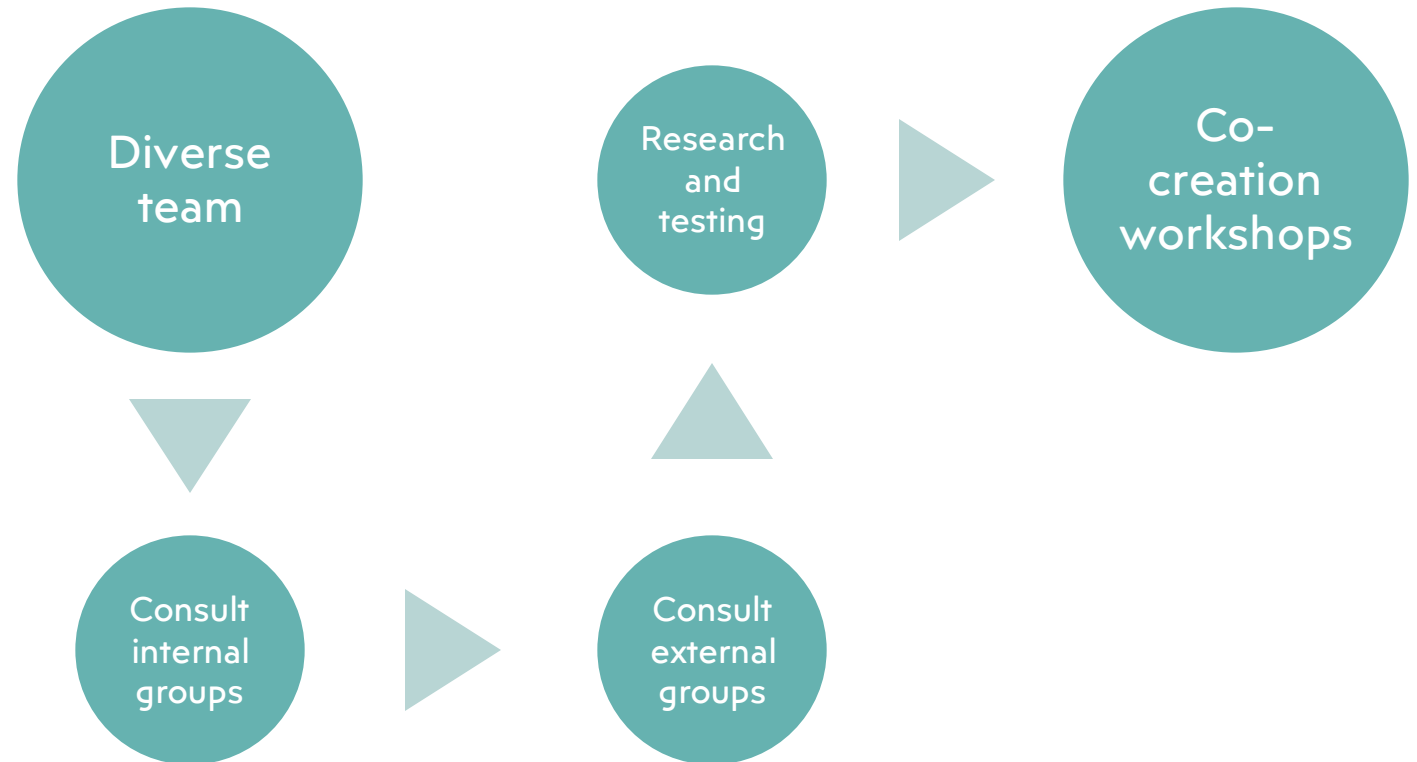


COMMUNITY PARTNERSHIPS



Leveraging community partnerships can happen at a variety of levels from inclusion of cross-functional team members, to consulting internal groups, to wide research and testing, to co-creation workshops.

How might we use community resources to support more wholistic views into our products?



INTEGRATIONS THAT DIFFERENTIATE



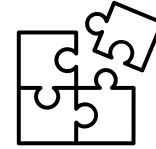
Use of ERGs and internal resources

- Notably Google and Airbnb highlighted the internal powerhouse of their diverse employees and how they leveraged their ERGs and empowered their internal employees to speak up.



Commitment to responsible AI as an equity effort

- Instagram, Apple, Airbnb and Salesforce highlighted that their product equity teams were also tackling responsible AI to reflect future-orientation and commitment to their mission.



Innovation and future-orientation via inclusion

- More than half of the companies and all research centres reviewed connected inclusivity efforts with innovation for the future: Microsoft, Google, Alphabet, Adobe, Airbnb, Meta, Apple, and Equity Army, IDI and IDRC.

PRACTICE LEADERS OFFERED

Educational videos, toolkits and resources to support others in elevating product inclusion



Guiding principles

All of the companies and organizations reviewed shared guiding principles used to foster alignment within their teams.



Toolkits and resources

Seven organizations offered toolkits and resources used successfully on their teams to advance inclusion. Notably the seven are: Microsoft, Google, Adobe, Salesforce, PayPal and Equity Army and IDRC.



Educational content

Many of the companies offered content in the form of guidebooks, frameworks, course access, and definitions to support product equity and inclusion.



Case studies

Microsoft, Google and Airbnb showcase incredible stories of inclusion.

SAMPLING OF GUIDING PRINCIPLES



Solve for one,
extend to many



Start with Equity



Take the long-
term view



Diversity is the
core of innovation



Targeted
universalism



People first



Inclusivity at
every step



Constantly
improving



Prioritize your
impact over your
intentions



Prevent harms
and misuse

EXAMPLE TOOLS AND RESOURCES



Adopting a multidimensional view of the user

Broader view of target customer

Google has identified 13 dimensions of identity to support a multi-dimensional view of the customer.

Consider all dimensions of identity

Keep this (non-exhaustive) list in mind as you build, to ensure you're considering all identities and how they intersect.

Show all dimensions 13		
Age	Geography and global relevance	Religion
Culture	Gender	Sexual orientation
Disability	Physical attributes	Socioeconomic status
Education and literacy	Race	Technology proficiency
Ethnicity		

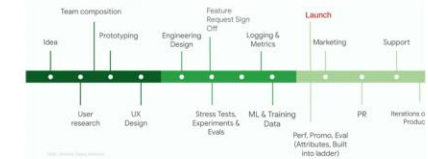


Enhancing capabilities through principles and frameworks

Infusion into product lifecycle

Google researchers identified key inflection points and highlighted four as the most impactful: ideation, UX, user testing and marketing.

Key inflection points along product lifecycle



Connecting with diversity through community partnerships

Empowering ERG integration

Airbnb partners with leading diversity and equity experts in order to improve fairness, inclusivity, and knowledge sharing in our program and team.

Create a Roadmap

<p>Principles</p> <p>The process of defining the strategy for your ERG must begin by clarifying the guiding principles for your team. This is useful for establishing a clear set of expectations that you are looking for a "high-impact" team. Carefully consider the role of your initiatives, but also be sure to align your initiatives, but ways of working.</p> <p>An example of guiding principles may include:</p> <ul style="list-style-type: none"> • Consistency • Connectedness • Collaboration • Character • Communicate respectfully, visibly and candidly • Challenge the status quo <p>These principles help define the approach for selection of strategic priorities, objectives and key results (OKRs), and guide the ways of working to ensure members' priority initiatives.</p>	<p>Strategy</p> <p>While the strategic priorities may evolve with guidance from the organization, the following strategic themes often closely align with OKRs:</p> <ul style="list-style-type: none"> • Recruitment • Professional development • Sustainable culture and heritage • Business impact • Employee engagement <p>Once the strategic priorities have been defined along with the OKRs, it is recommended that ERG lead workshops to define and understand that if identified OKRs are not achieved, what are the consequences for our members and what initiatives should be prioritized.</p>	<p>Roadmap</p> <p>The purpose of a roadmap is to lay out what's necessary to transform your ERG vision into reality. Your roadmap can be as detailed or as high-level as you need to be. However, a successful roadmap is one that starts with a focus on the most important OKRs and a clear, specific, and measurable goal. It should include a business plan, your roadmap (focus on strategic results), goals, initiatives, milestones, and dependencies.</p> <p>As you think through your roadmap, consider creating a list of metrics for success. Identify each initiative and emphasize what is most important to your members and partners.</p>	<p>Projects & Initiatives</p> <p>The projects and initiatives that appear on your roadmap should be grouped under each of the strategic priorities that your ERG has defined. Some examples may include:</p> <ul style="list-style-type: none"> • Recruitment (ERG on-campus recruiting events) • Retention (inform employee onboarding program) • Professional development (mentorship program) • Sustainable culture and heritage (Black History Month event) • Business impact (Collaboration on a marketing campaign) • Employee engagement (Host monthly ERG lunches)
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HIGHLIGHTS OF EDUCATIONAL CONTENT



Apple University created **Technology for All of Us**, an inclusivity course that uses case studies from inside and outside Apple to examine how to weigh the right considerations — including potential trade-offs — and ultimately make informed choices.



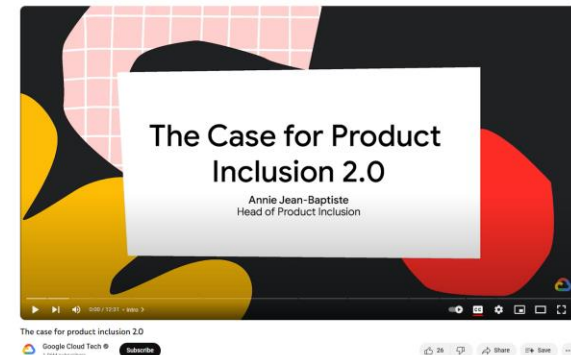
PayPal created **Conscious Design Canvas** to challenge you and your team’s biases and build more inclusive products.



Salesforce created e-book entitled **Build with Intention** that outlines a workshop on how to “Consequence Scan”



Google offers a host of educational content. An example below is an entire YouTube channel called Google Tech Cloud.



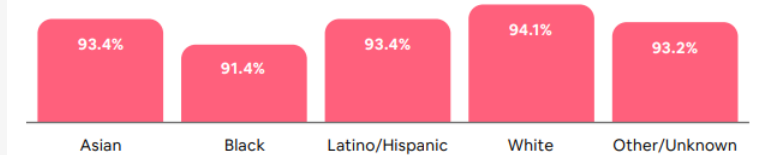
NOTABLE CASE STUDIES



Project Lighthouse

Project Lighthouse helps uncover and address disparities in how people of colour experience Airbnb. The initiative was developed with community partners, civil rights and privacy organizations.

Booking Success Rate by Perceived Race in 2021

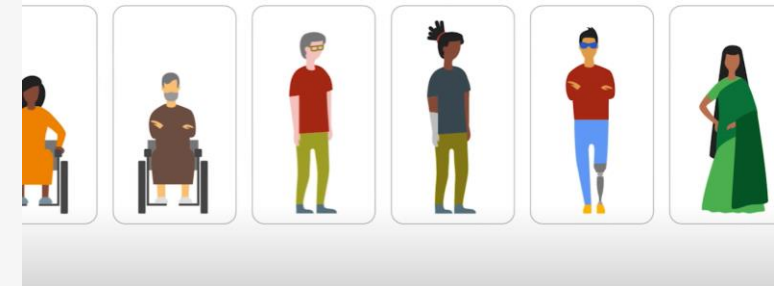


The Booking Success Rate is the rate at which guests from different perceived racial backgrounds successfully book an Airbnb listing. The rate is created with a combination of reservations completed through Instant Book and Request to Book. The majority of reservations are made through Instant Book. These rates are based on a random sample of 750,000 reservations requests—including Instant Book and Request to Book—over the course of 2021.



Google Assistant

How internal resource groups helped ensure that "the voice of Google" speaks for everyone.



NEXT STEPS FOR BUILDING THE PRACTICE

- Product equity is an extension to inclusive design.
- It involves intentional measures to formalize and embed inclusion.
- This is accomplished by uncovering areas of exclusion, developing shared principles, frameworks and organizational goals, and partnering with diverse partners to co-create solutions.

Seek feedback

Reflect on performance

Explore new techniques

Set goals

Iterate and adapt



NEXT STEPS FOR BUILDING THE PRACTICE

Product Inclusion is about bringing the human and the business case together to create products and services that truly serve your customers.

- Annie Jean-Baptiste,
Head of Product Inclusion and Equity at Google

Seek feedback

Reflect on performance

Explore new techniques

Set goals

Iterate and adapt



NEXT STEPS FOR BUILDING THE PRACTICE

- Consider your user base
 - How can you strengthen your exclusion awareness and seek out edge cases?
- Refine your practices
 - Where can you implement inclusion along the product lifecycle?
- Practice co-creation
 - Which community groups could you involve to provide feedback?

Seek feedback

Reflect on performance

Explore new techniques

Set goals

Iterate and adapt



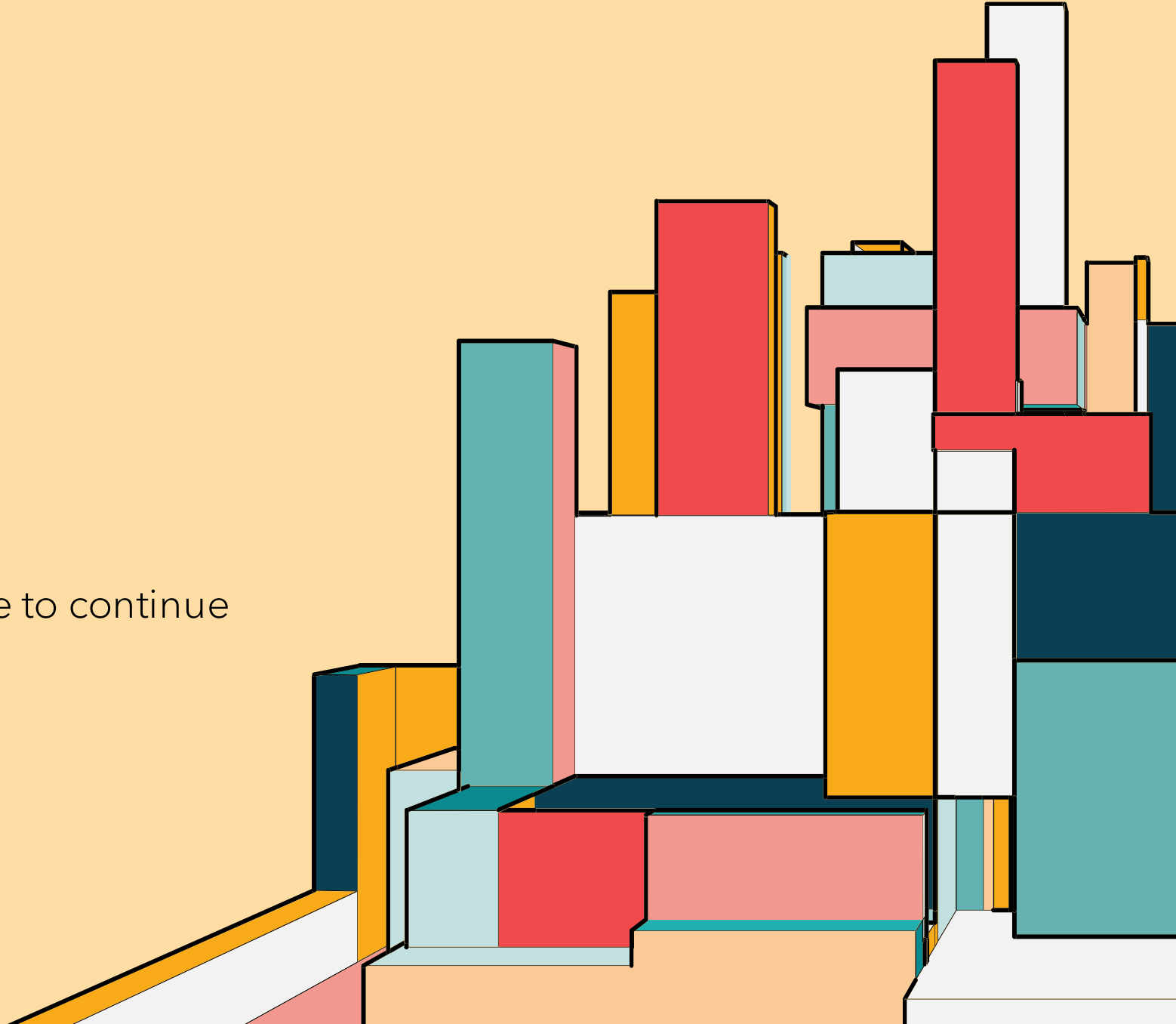
THANK YOU

Feel welcome to connect with me to continue the conversation.

Christina Scriven

[LinkedIn](#)

christinascriven@gmail.com



RECOMMENDED RESOURCES

Book recommendations

- [Mismatch by Kat Homes](#)
How Inclusion Shapes Design
- [Building for Everyone by Annie Jean-Babtiste](#)
Expand your market with design practices from Google's product inclusion team
- [Deceptive Patterns by Harry Brignull](#)
Exposing the tricks tech companies use to control you
- [How to Future by Scott Smith with Madeline Ashby](#)
Leading and Sense-making in Age of Hyperchange
- [Inspired by Marty Cagan](#)
How to create tech products customers love

Website recommendations

- [Annie Jean-Babtiste](#)
- [Equity Army](#)
- [Microsoft Inclusive Design](#)
- [Airbnb Against Discrimination](#)
- [Adobe Charting the Course](#)
- [Google Product Equity and Inclusion](#)
- [Salesforce Intentional Inclusion Resources](#)