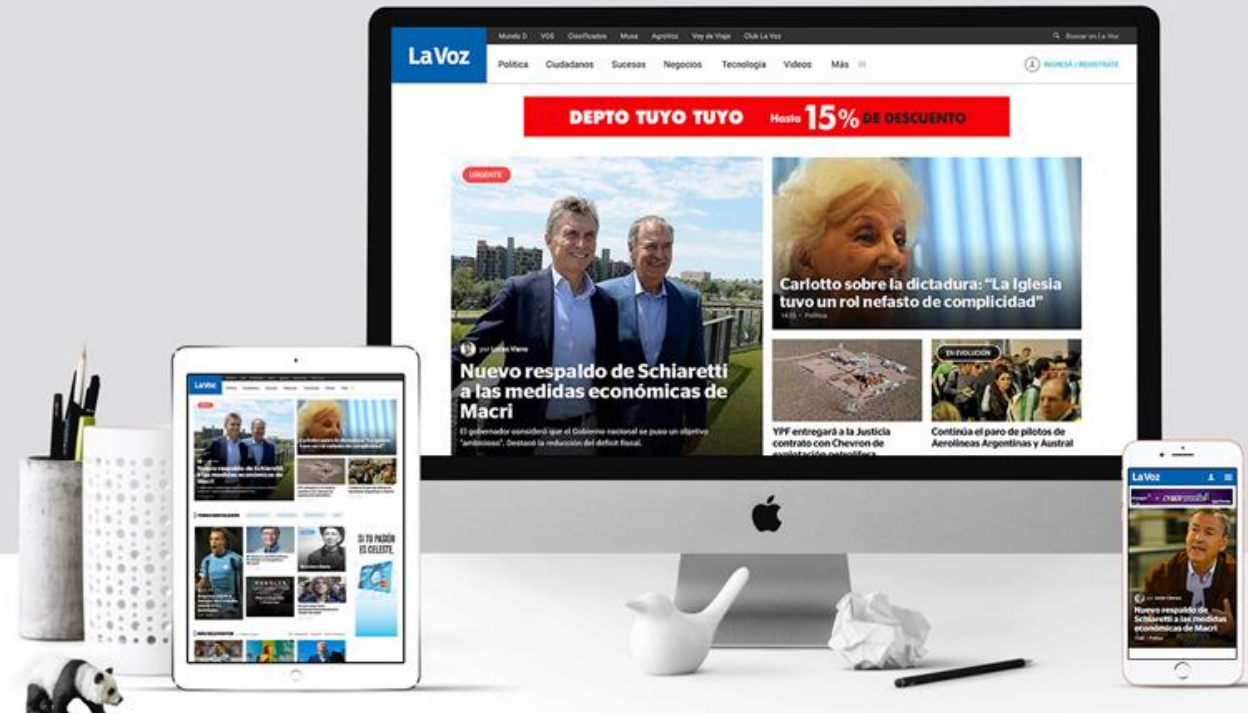
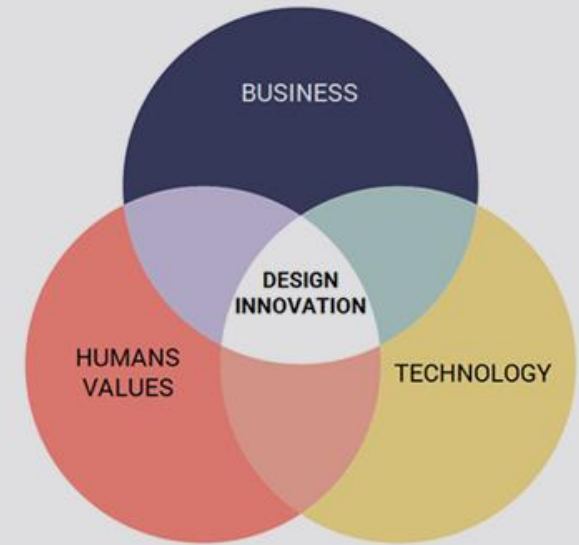


LaVoz^{DEL INTERIOR}

Shifting to innovation

The beginning

In 2016 we had the task of redesigning our main website, LaVoz.com.ar. Our company was already immersed in a process of cultural change, that made us rethink the way of facing new challenges. For this reason, we shifted to the Design Thinking methodology to work in the project, as a way to face a complex task in a holistic, collaborative and systematic approach, combining creativity and rationality to achieve user centered innovation.

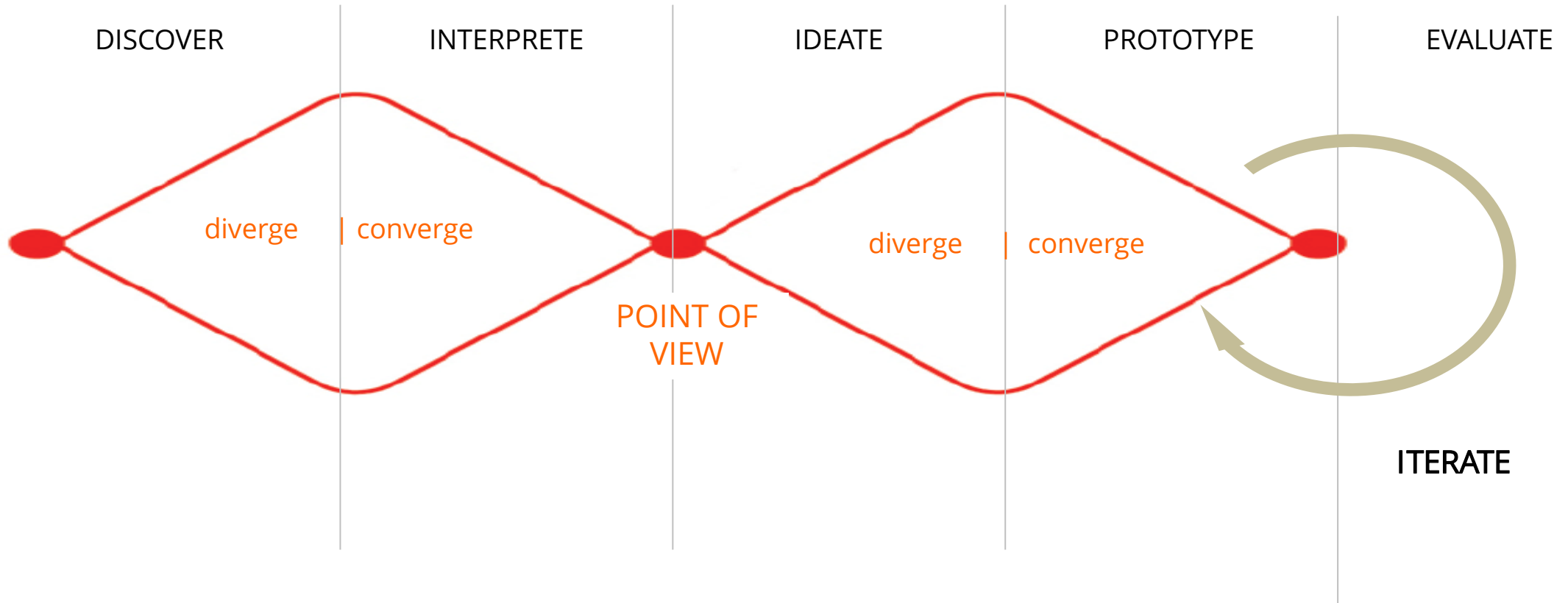


Product development

Applying design thinking approach consisted in understanding users needs, refine and prototype ideas and test them with real end users. This systematic process moves constantly from divergence on ideas and convergence in solutions. The Iteration DNA enhanced the way we face everyday problems. Empathy is the key to interact with co-workers and users. This approach can be applied to any type of challenges.



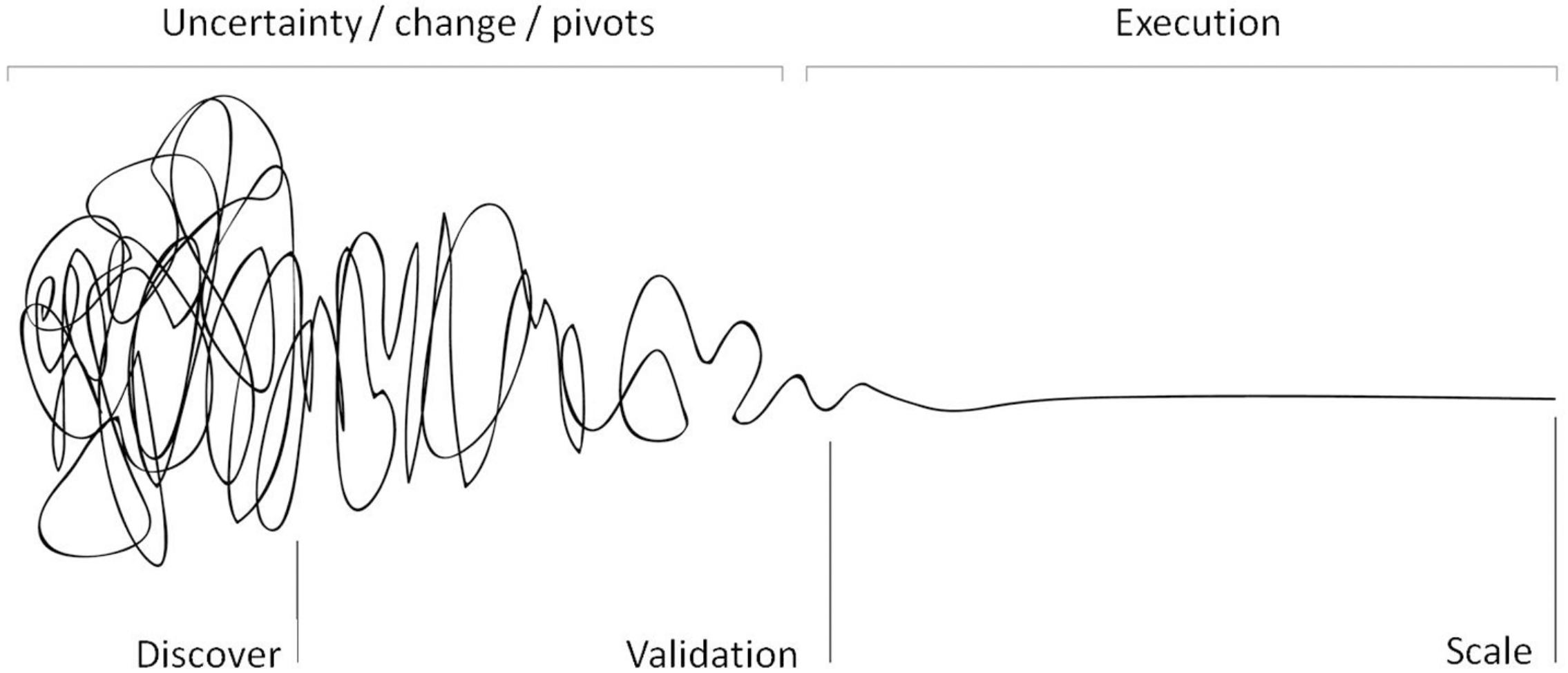
Design thinking process



About the challenge

The work approach was transversal and multidisciplinary, with people from multiple areas contributing with their knowledge and points of view. This approach was very enriching and motivating for the members of the project, both personally and professionally. Through this work methodology not only the desired end product was achieved, but also it was possible to strengthen working ties and create spaces of collaboration that previously did not exist between employees and areas of the company.

Process evolution



The shift in team building

Web redesign projects were the exclusive responsibility of the web development team, with one or two members of the editorial team involved.



The new web redesign project involved employees from multiple areas of the company. The team was continuously renewed, incorporating other members in different stages of the project. This approach of transversality and multidisciplinary also aimed to extend the work methodology used in the project throughout the company.



Kick-off workshop and benchmarking sessions

The shift in knowledge building

None of the previous web redesign projects had relied on product prototypes tested by real users, nor had ethnographic research been conducted to find out what users expected or needed when navigating throughout our websites.



We left our comfort zone: we abandoned prejudices to get to know the needs of our users. We conducted an ethnographic research and direct observations: we went out into the streets to observe how our audiences consumed news, to empathize with our readers and with those who were not. This approach was very valuable to the project and allowed us to make important discoveries to ideate new features.

Empathizing with users



People make the difference

As news media, our product is built every day and we have the social purpose to inform, entertain and educate. The redesign project aimed not only at changing the look and feel of the website, but also to make a shift in the way we tell stories and produce content for our users.

We had a clear goal in mind: changing the user interface was not enough. For this reason we developed an internal campaign to create awareness and include every area of the company in the shift.



#SeamosReflejo

In english, #BeReflective consisted on building interventions, video walls, selfie areas, meetings and other activities with the purpose of motivating and involving employees. The idea was to boost a change in people's mindset and implicate them in a product and processes that were, up to this point, exclusively of a digital area of the company.

Part of the cultural change that was propelled by this project aimed to end the notion of print vs digital: we are all building a brand that has multiple outputs.



Restroom mirror intervention for selfies

A photograph of a modern building with a glass facade. The building has white columns and a white overhang. The glass reflects the surrounding landscape, which includes green grass, tall grasses, and a stone wall. The text "#Seamos Reflejo" and "lavo.com.ar" is printed on the glass.

#Seamos Reflejo
lavo.com.ar

Main building intervention



EL USUARIO BUSCA VERSE Y ENCONTRARSE
SEAMOS UNA NUEVA FORMA DE COMUNICAR
SEAMOS PERIODISMO EN CADA INSTANTE

#SeamosReflexivo

Entrance installation. Translation: The user seeks to look and meet. Let's be a new way of communicating. Let's be journalism at every moment. Let's be reflective

Milestones 1/2

- 1200 hours of training
- More than 30 people from different areas of the company directly involved in the project.
- Members of the project showed high degree of commitment and predisposition to collaborate.
- All employees of the company were invited to collaborate in different instances to add their ideas and points of view.
- Collective construction of a “ideation space”, a meeting room exclusively reserved to work on the project and collaborate. The Design Thinking methodology requires visual aids to conduct the process, and it was the first time that a project had an exclusive working area reserved in the company. All employees were informed about the project and knew what the people on that room were working on.

Milestones 2/2

- Constant communication between members, through direct conversation and through the use of traditional channels.
- Involvement of the management team in several stages of the project and exercises with them to incorporate the methodology to their daily work and to their way of thinking the company
- KPI's were defined to measure the project's success.
- Iteration culture: this project was the base to replicate in two other network websites (vos.com.ar and mundod.com.ar) in minimum time.
- Each member of the original team is applying some aspects of the methodology in their everyday tasks and with their teams to improve processes and results.

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14.05 - Política



YPF entregará a la Justicia...



Continúa el paro de pilotos de Aerolíneas Argentinas y Austral

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Thank you.