

EMD DIGITAL

UXDX 2026

Stop the Meetings, Start Building: Product-Led Transformation

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Things I had to learn the hard way



Too late.

Too niche.

Too far.



Your car **might** be locked

Tuesday, May 12, 02:07 pm

Too late



Too niche

62,000 Employees

Too far

Healthcare

Life Science

Electronics

Group Functions



I'm here



The Product Mindset



Agency



Startup



Corporate

Product Driven Environments

Project Driven Environment



When is the product actually done?

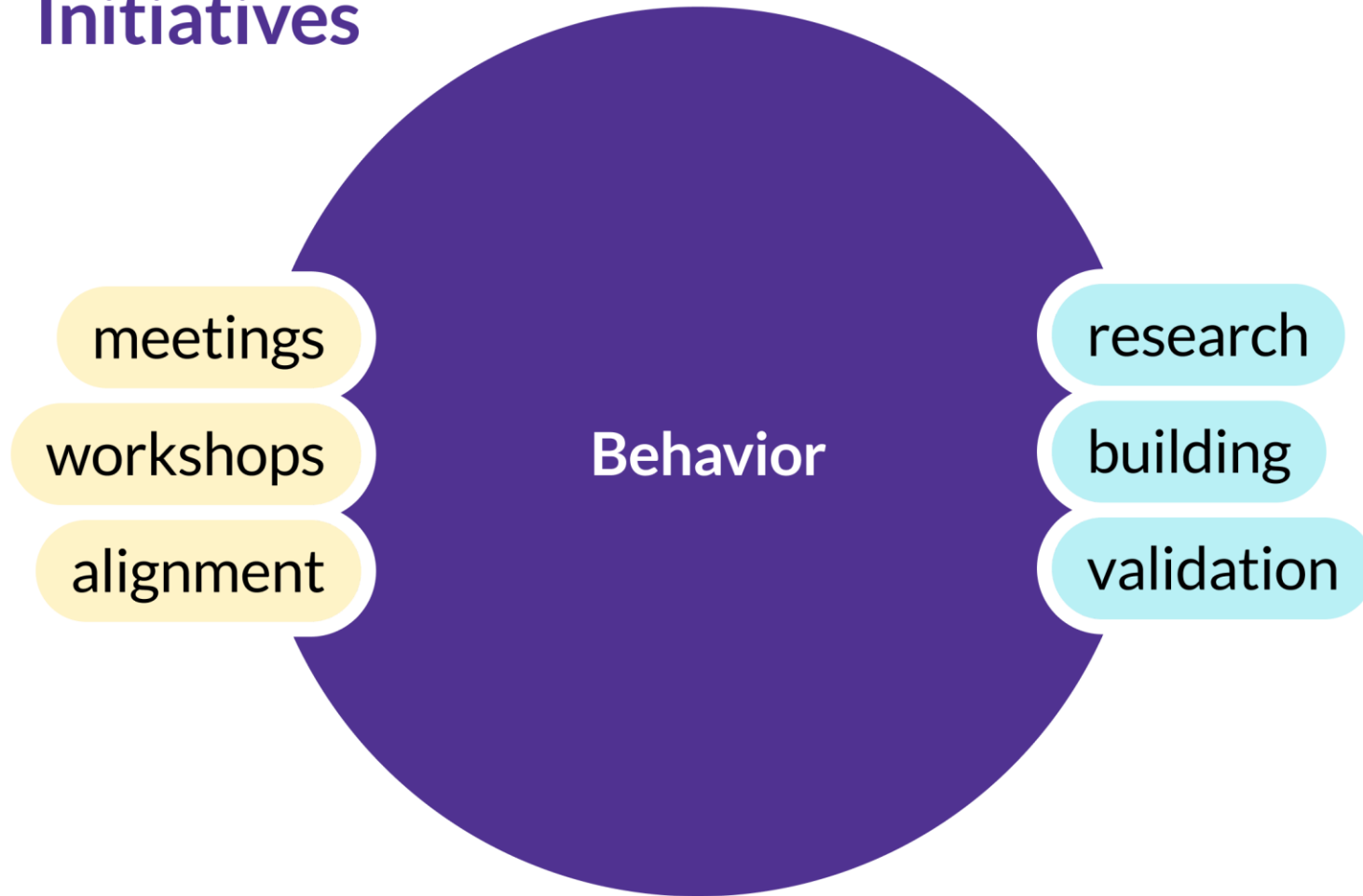
Do you have a mandate?

Who is going to present this?

What's the change management plan?

**Projects /
Initiatives**

Product

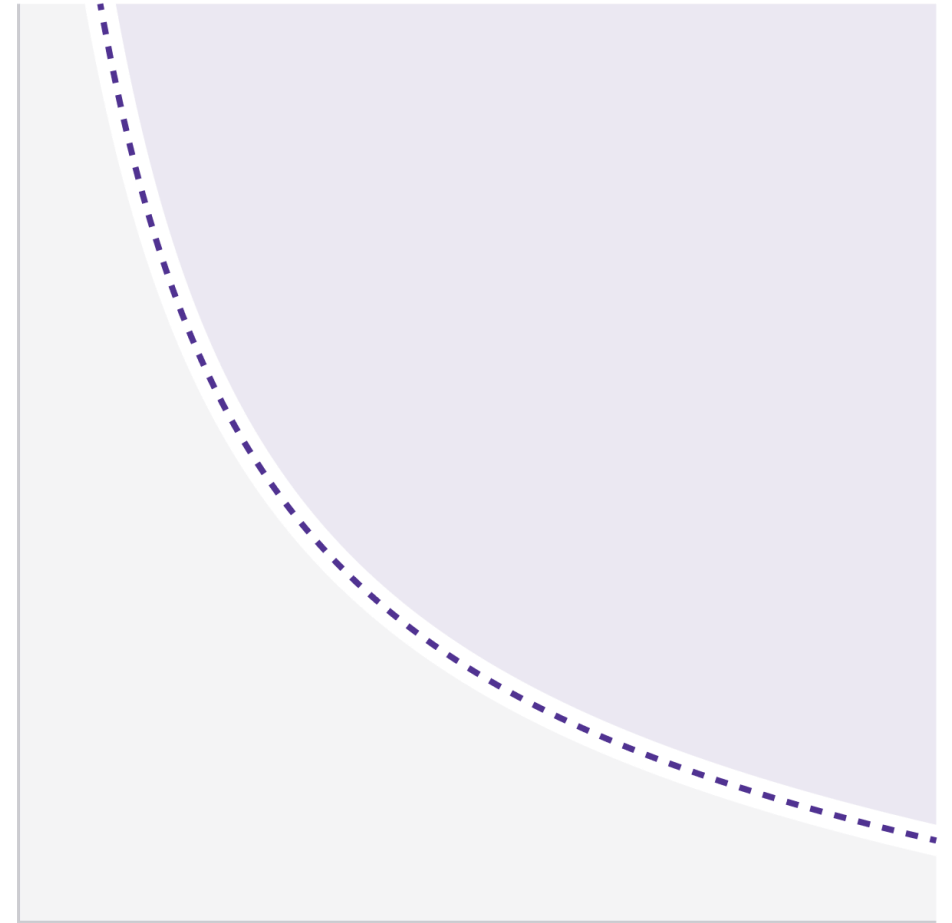


***But how can a product
change behavior?***

HOW CAN A PRODUCT CHANGE BEHAVIOR?

The Fogg Behavior Model

Behavior =



HOW CAN A PRODUCT CHANGE BEHAVIOR?

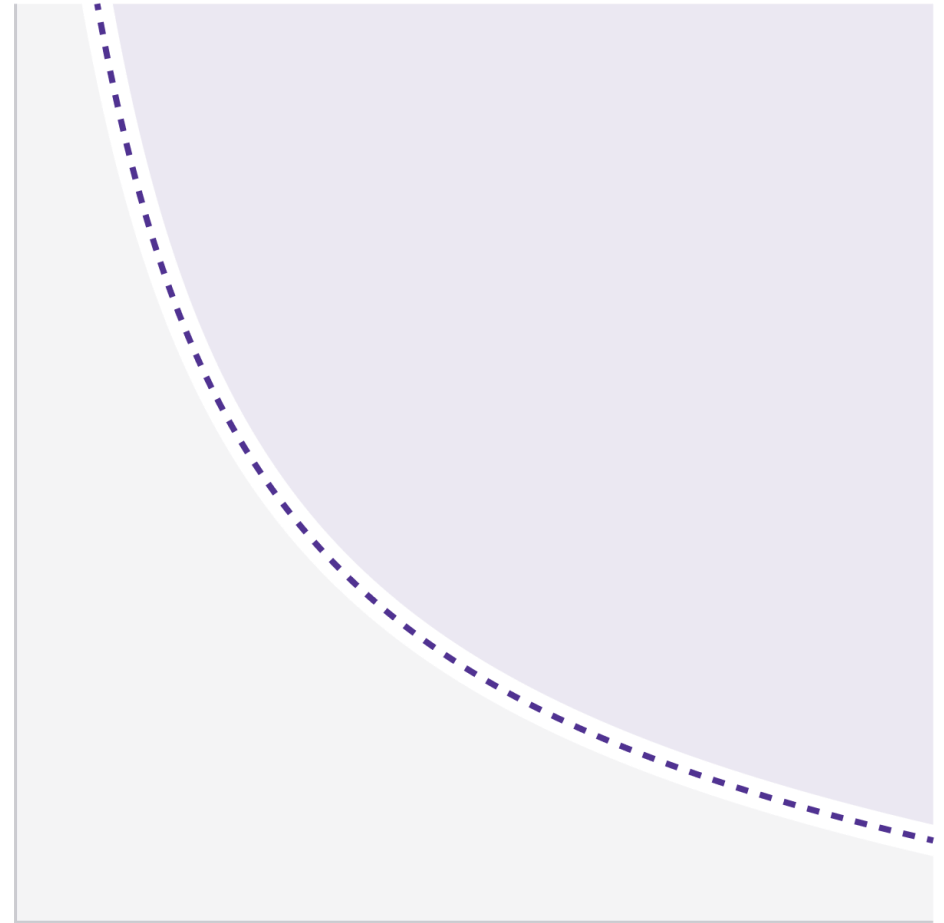
The Fogg Behavior Model

Behavior = Motivation ×

Motivation

high

low



HOW CAN A PRODUCT CHANGE BEHAVIOR?

The Fogg Behavior Model

Behavior = Motivation × Ability ×

Motivation

high

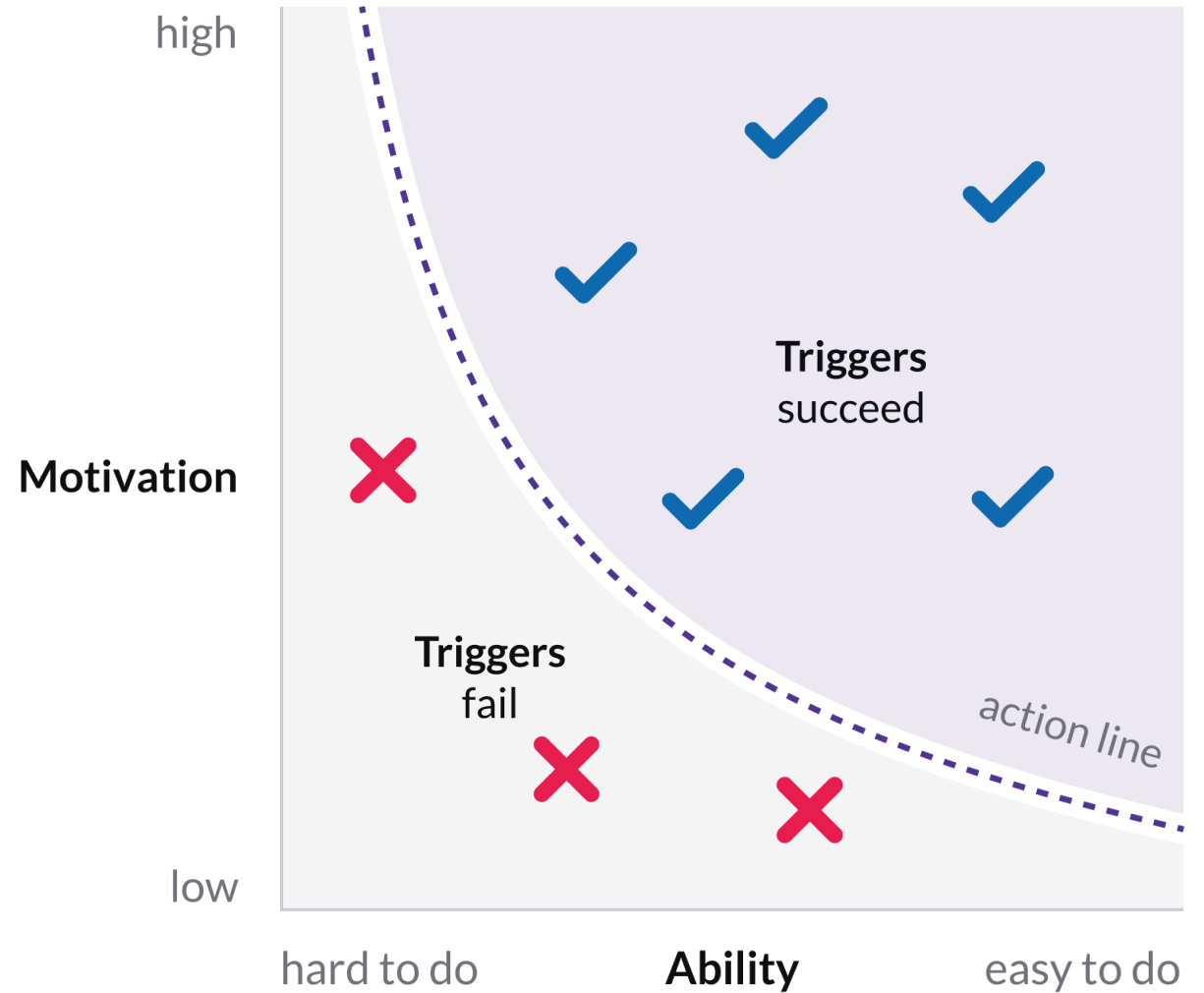
low



HOW CAN A PRODUCT CHANGE BEHAVIOR?

The Fogg Behavior Model

$$\text{Behavior} = \text{Motivation} \times \text{Ability} \times \text{Trigger}$$



HOW CAN A PRODUCT CHANGE BEHAVIOR?

Behavior

*change
through*

Liquid

LIQUID PORTFOLIO

AI ENABLEMENT

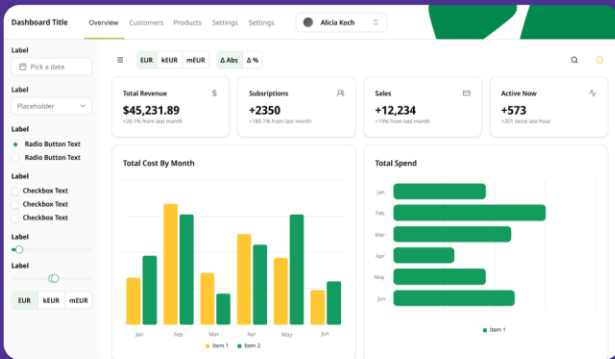


Liquid Agents

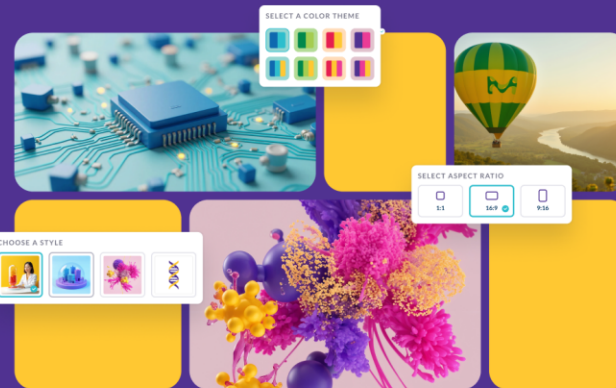


Liquid Research

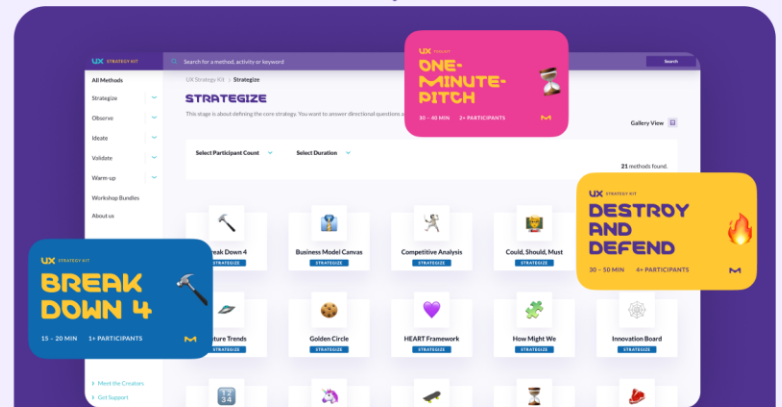
LIQUID TOOLS



Liquid Design (Carbon)



Liquid Images



Liquid Strategy

LIQUID DESIGN THEN AND NOW

Liquid Design

Button

The image shows a dashboard interface with a white alert dialog box overlaid on top. The dashboard has a green header with navigation links: Dashboard Title, Overview, Customers, Products, Settings, Settings, and a user profile for Alicia Koch. Below the header, there are several data cards: Total Revenue, Subscriptions (+2350, +180.1% from last month), Sales (+12,234, +19% from last month), and Active Now (+573, +201 since last hour). A bar chart titled 'Total Spend' shows data for months from Jan to Jun. The alert dialog box has a title 'Title Text' and a description 'This is an alert dialog description.' with 'Cancel' and 'Continue' buttons.

Dashboard Title Overview Customers Products Settings Settings Alicia Koch

Label Pick a date EUR kEUR mEUR Δ Abs Δ %

Label Total Revenue \$ Subscriptions +2350 +180.1% from last month Sales +12,234 +19% from last month Active Now +573 +201 since last hour

Title Text
This is an alert dialog description.

Cancel Continue

Label Checkbox Text

Label

Label

EUR kEUR mEUR

Total Spend

Month	Total Spend
Jan	Medium
Feb	High
Mar	Medium-High
Apr	Low
May	Medium
Jun	Medium-High



What behavior needs to be changed.

 Discourage

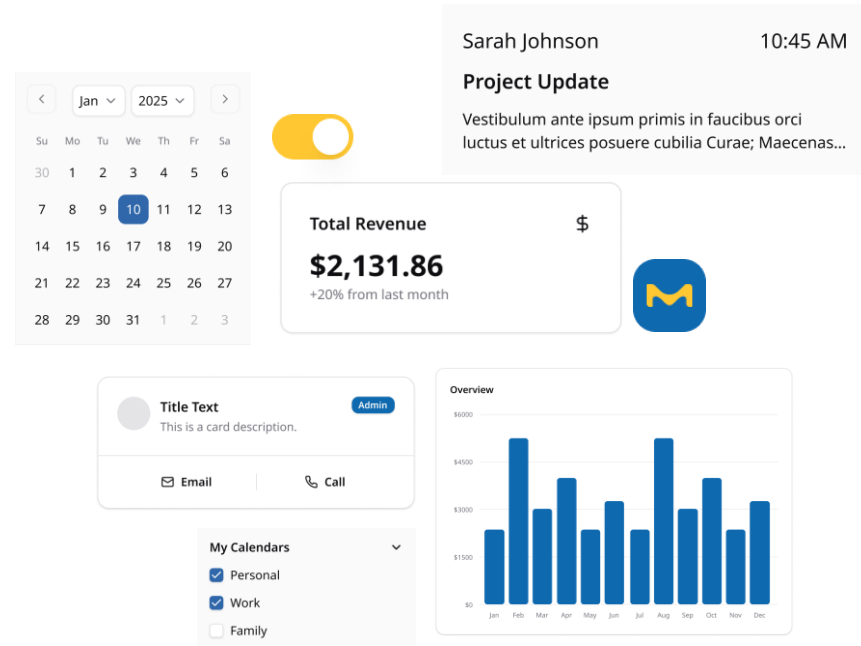
Creating duplicate or ad-hoc components that fragment the customer experience and cost us time and money every time we develop them.

 Encourage

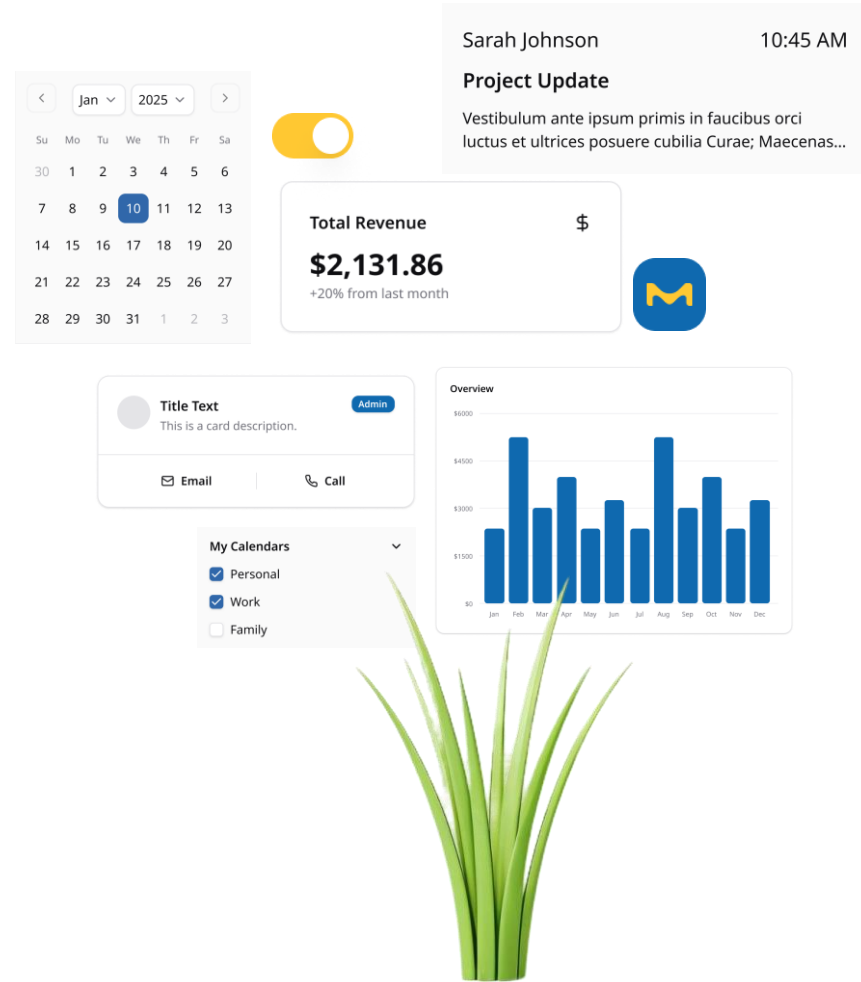
Using the shared component library to deliver a consistent, brand-compliant experience across all products.

We didn't ask for permission 2018

Liquid the design system



*Kept
growing*



Change of the tech stack

2021

Liquid Oxygen

Rising star



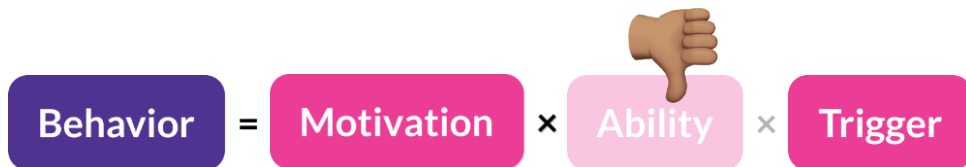
<web-components/>



*I violated my
own rules*



I violated my own rules



User intimacy and AI-first thinking

2025

Liquid Carbon



LIQUID CARBON

Motivation

Teams feel heard again. We listened, they have a voice in what gets built

Ability

Back to familiar tech stacks, with more prebuilt templates and components

Trigger

Built and launched with our Life Science business, embedded in all guidelines



LIQUID DESIGN THEN AND NOW

Liquid Strategy

The screenshot shows the UX Strategy Kit interface. On the left is a navigation menu with categories: All Methods, Strategize, Observe, Ideate, Validate, Warm-up, Workshop Bundles, and About us. The main content area has a search bar at the top with the text 'Search for a method, activity or keyword'. Below the search bar, the breadcrumb 'UX Strategy Kit > Strategize' is visible, followed by the heading 'STRATEGIZE'. A descriptive sentence reads: 'This stage is about defining the core strategy. You want to answer directional questions a...'. There are two filters: 'Select Participant Count' and 'Select Duration'. Below the filters, it says '21 methods found.' and displays a grid of method cards. Each card includes an icon, a title, and a 'STRATEGIZE' button. The visible cards are: Break Down 4 (hammer icon), Business Model Canvas (briefcase icon), Competitive Analysis (astronaut icon), Could, Should, Must (person with glasses icon), Future Trends (leaf icon), Golden Circle (cookie icon), HEART Framework (heart icon), How Might We (puzzle pieces icon), and Innovation Board (spiderweb icon).

UX TOOLKIT
ONE-MINUTE-PITCH
30 - 40 MIN 2+ PARTICIPANTS



UX STRATEGY KIT
DESTROY AND DEFEND
30 - 50 MIN 4+ PARTICIPANTS



UX STRATEGY KIT
BREAK DOWN 4
15 - 20 MIN 1+ PARTICIPANTS



What behavior needs to be changed?

 Discourage

Making product decisions based on assumptions or internal opinions without validating them through user research.

 Encourage

Using proven research and ideation methods — like Six Thinking Hats, Product Love Letters, or Innovation Boards — to ground product decisions in real customer needs.

LIQUID STRATEGY

 Motivation

Build the right product for the right people

 Ability

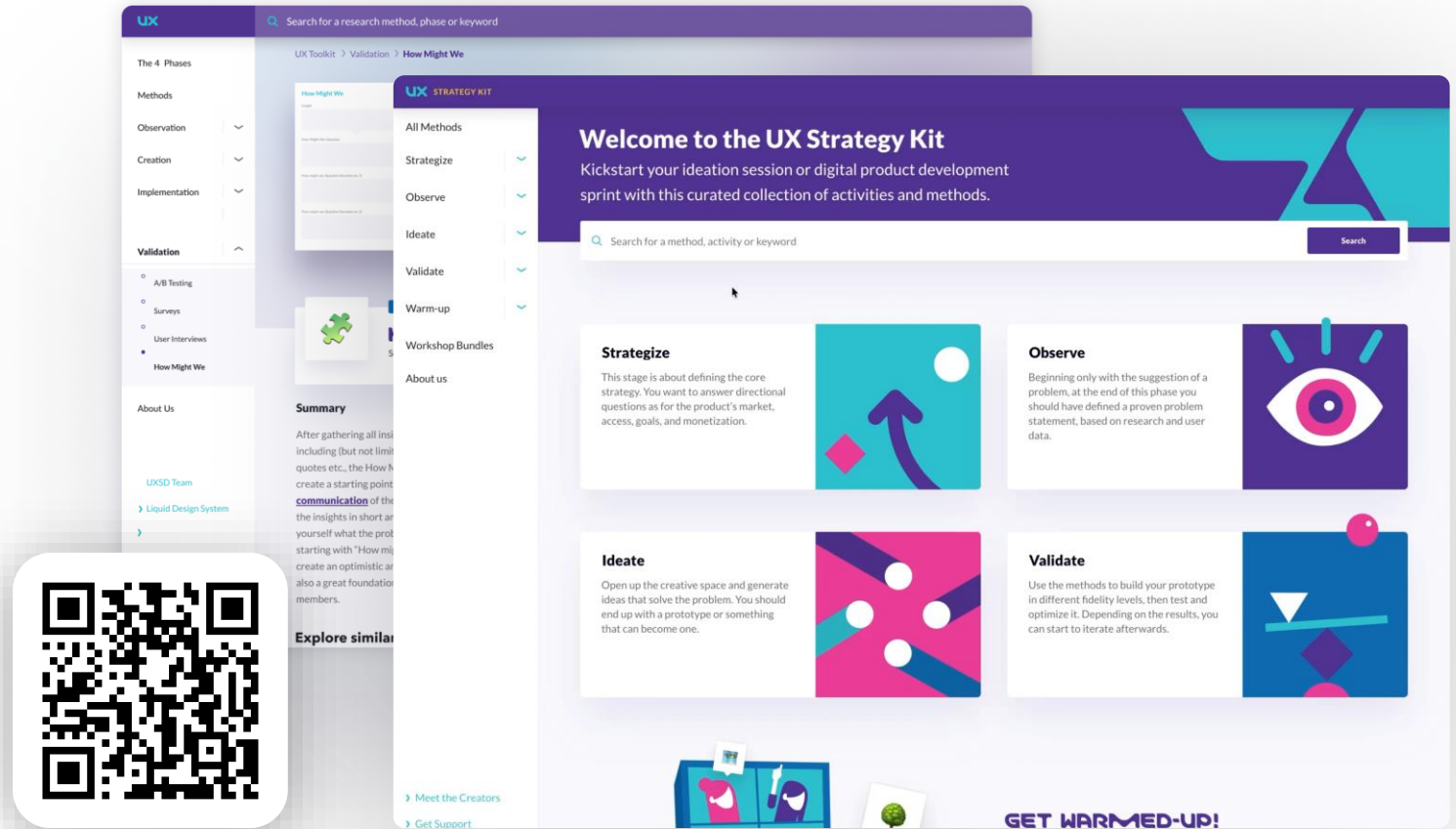
Easy to find, ready to use with templates and instructions

 Trigger

Shared through communities like the Agile Pioneering Group



www.strategykit.liquid.emd.design



1.3k
FigJam likes

1.1k
FigJam followers

56k
Users since launch in 2021
(31% organic search)

LIQUID DESIGN THEN AND NOW

Liquid Images



SELECT A COLOR THEME



SELECT ASPECT RATIO



CHOOSE A STYLE



What behavior needs to be changed?

 Discourage

Relying on external agencies, generic stock images, or unbranded AI-generated visuals that dilute our brand identity and slow down content production.

 Encourage

Using Liquid Images to generate on-brand visuals quickly and consistently, without the cost and turnaround time of agency work or the risk of off-brand stock imagery.

LIQUID IMAGES

Motivation

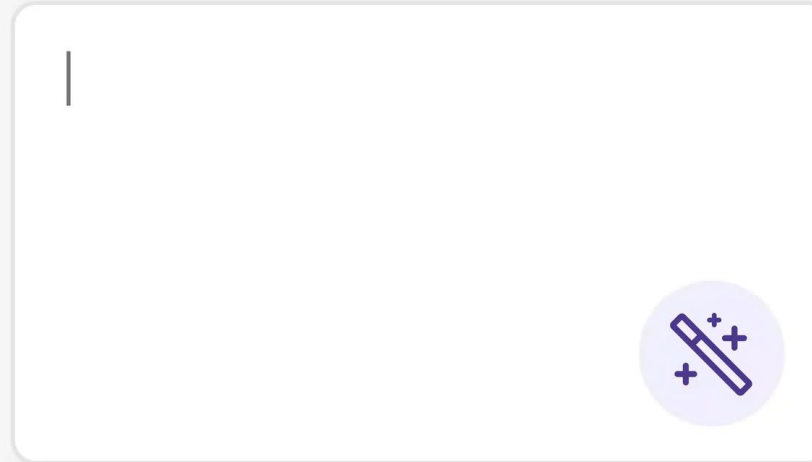
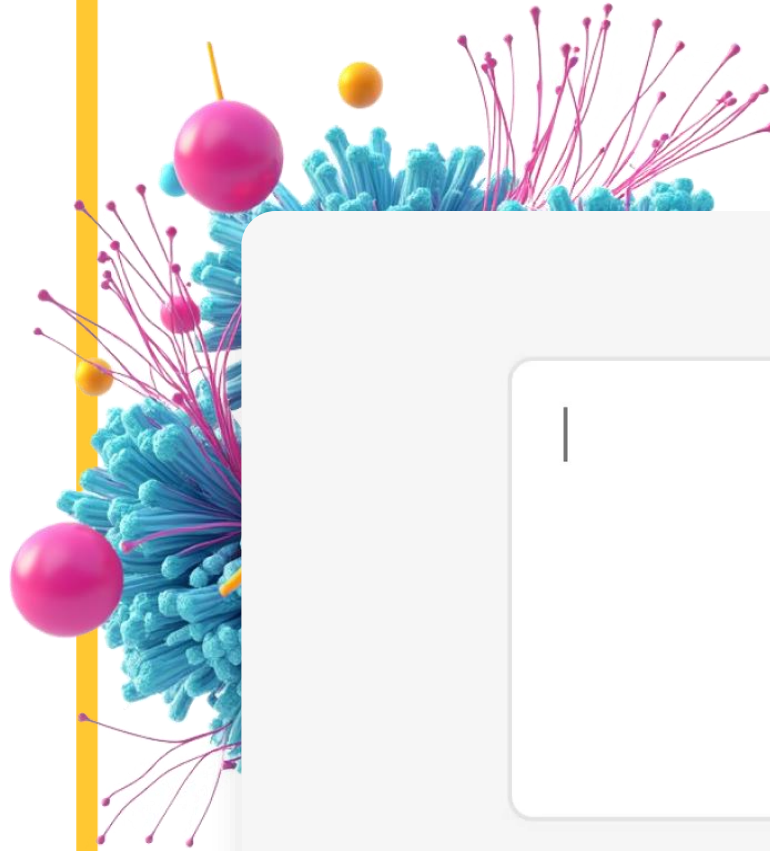
High-quality visual content that meets real creative needs

Ability

Automated quality pipeline ensures brand compliance and user intent

Trigger

Word of mouth – teams see the elevated quality in other products



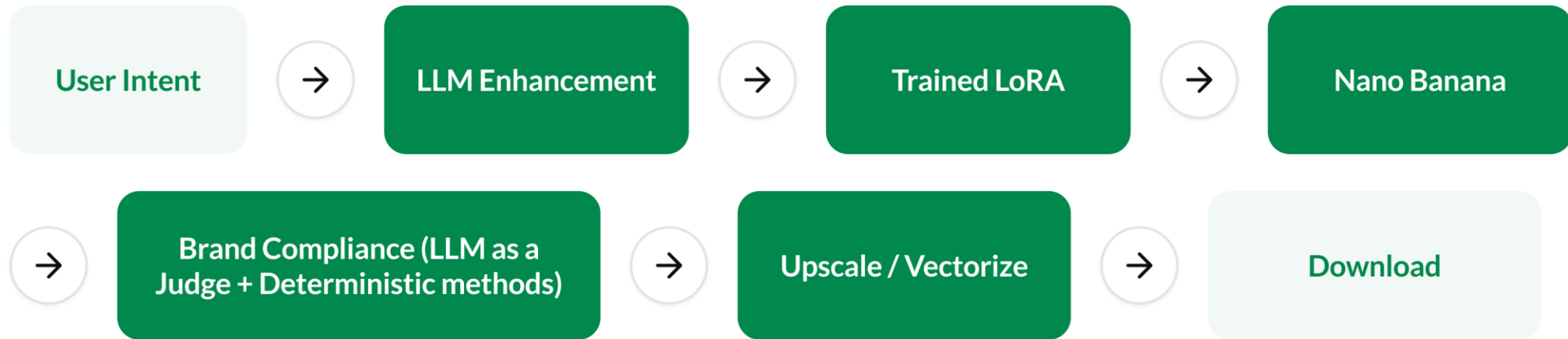
7%
power users

184
Active users

287
Pending users





Agentic Workflows



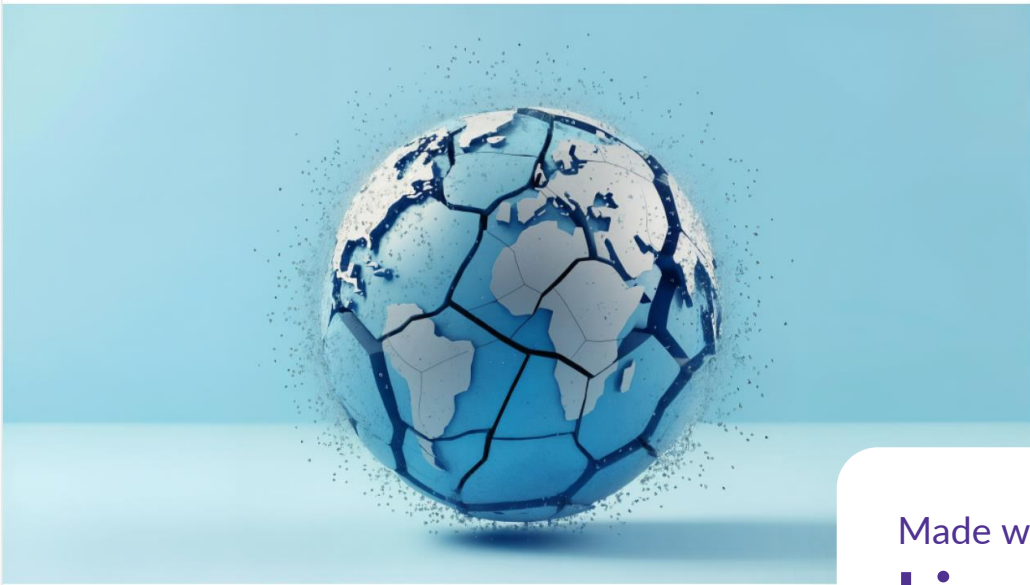
our new CEO



Kai Beckmann  · Follower:in
Stellvertretender Vorsitzender der Geschäftsleitung Merck KGaA
1 Monat · 

For decades, efficiency has been the recipe for success in the global economy. But in a multiplex world, efficiency alone is no longer ... mehr

Übersetzung anzeigen



A new era: why efficiency alone is no longer enough

Kai Beckmann

   136

4 Kommentare · 3 Reposts


Gefällt mir

 Kommentieren

 Reposten

 Senden

Made with
Liquid Images



Three Plays for Shipping Inside the Walls

#1 The first version needs to exist before anyone says yes.

#2 The people who'll defend it have to help build it.

#3 Somewhere in the org, someone is already waiting for this.

*The time to build is now.
AI has made it faster and
cheaper than ever.*

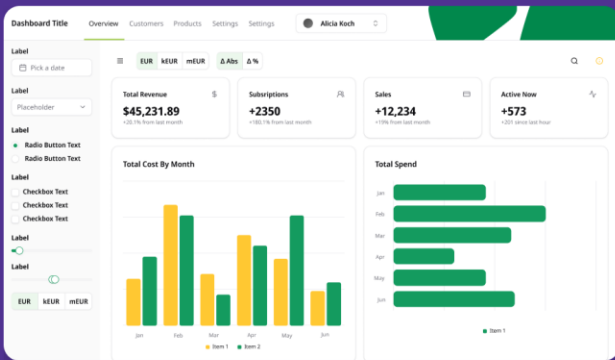
HOW WE ACCELERATE OUR WORKING MODEL

The Liquid Outcome Engine

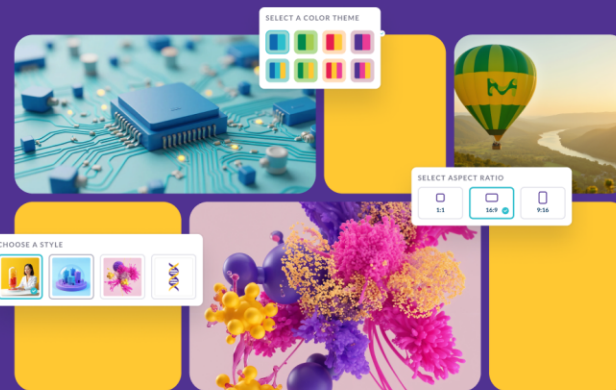


THE OUTCOME ENGINE

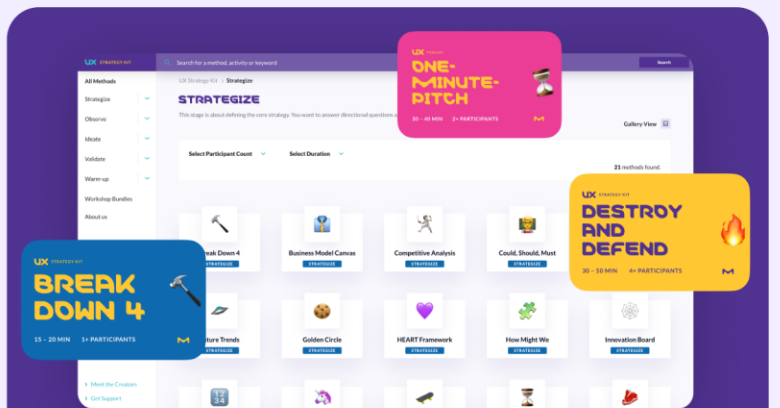
LIQUID TOOLS



Liquid Design (Carbon)



Liquid Images



Liquid Strategy

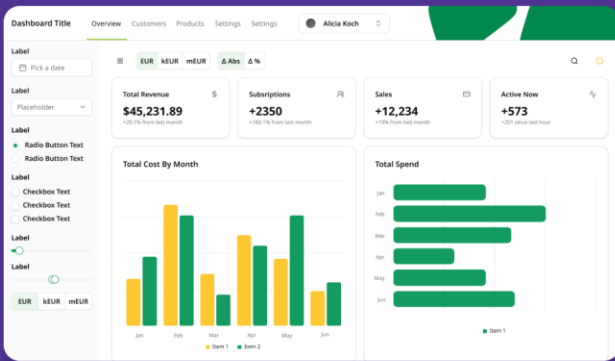
THE OUTCOME ENGINE

AI ENABLEMENT

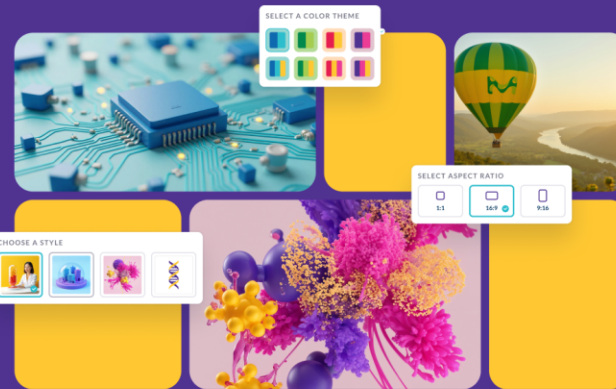


Liquid Agents

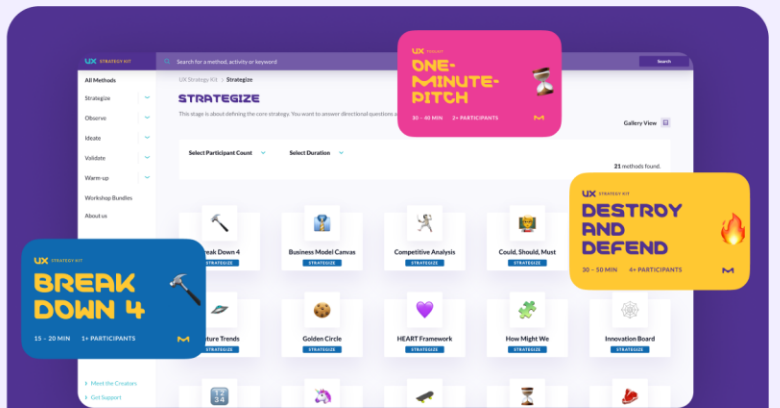
LIQUID TOOLS



Liquid Design (Carbon)



Liquid Images



Liquid Strategy

LIQUID AGENT KIT



Create Structured Outcomes

Turn problem statements into GitHub Issues with outcome, stakeholder, and value



Commit and Track Work

Claim ownership, move issues across the project board (Ready, In Progress, Done)



Plan Before Building

Generate implementation plans through guided dialogue and attach them to issues



Delegate Tasks to AI Agents

Fan out plan steps to independent subagents that execute and report back



Review, Ship, and Close

Create PRs, run code review, verify completeness, and close issues



Runs on Claude Code and Open Code

Full skill set available in both Anthropic's CLI and the OpenCode editor

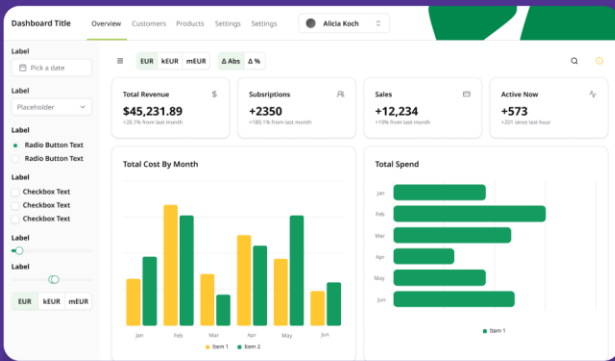
THE OUTCOME ENGINE

AI ENABLEMENT

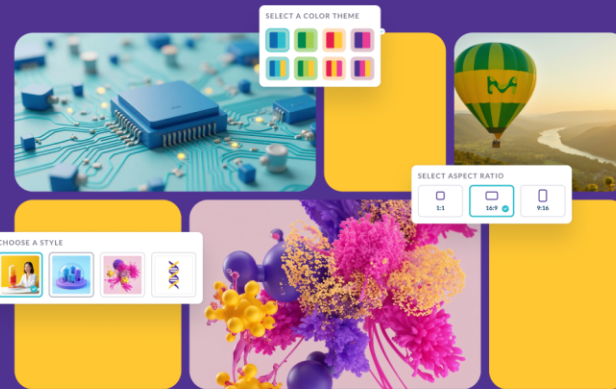


Liquid Agents

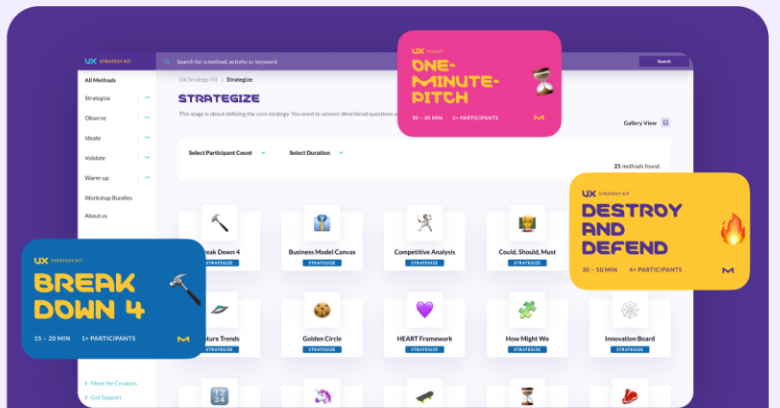
LIQUID TOOLS



Liquid Design (Carbon)



Liquid Images



Liquid Strategy

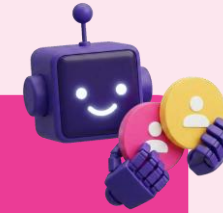
THE OUTCOME ENGINE

AI ENABLEMENT

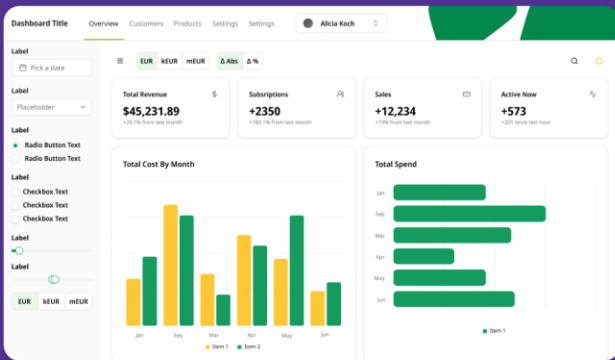


Liquid Agents

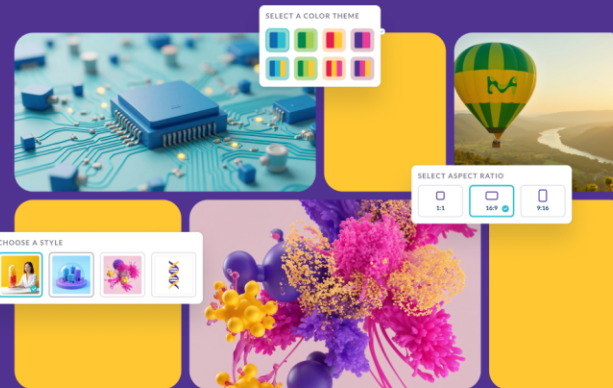
Liquid Research



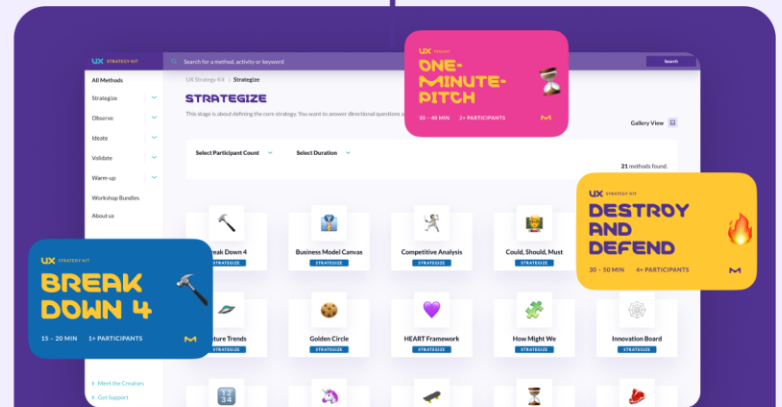
LIQUID TOOLS



Liquid Design (Carbon)



Liquid Images



Liquid Strategy

AI Customer Insights

Qualitative User Research

- 👍 Full Picture
- 👍 Personal
- 👍 Rich insights
- 👎 Limited quantification
- 👎 Resource-intensive



Quantitative User Research

- 👍 Statistically valid
- 👍 Objective
- 👍 Efficient scaling options
- 👎 No deep-dives
- 👎 Difficult for prototypes



AI Customer Insights

AI-Powered User Research

- 👍 Faster setup
- 👍 High scalability
- 👍 Quantification of all data
- 👍 Real-time analysis and measurement
- 👍 Dynamic questionnaires
- 👍 Automatic insights/ development cycles



The image shows two overlapping screenshots of the ResearchHub interface. The top screenshot is the 'Dashboard' for 'ResearchHub', which includes a sidebar with 'New Project', 'Dashboard', and 'Projects' options. The main area displays four key metrics: Total Projects (5, with 3 currently active), Active Projects (3, representing 60% of all projects), Total Questions (16, with an average of 3.2 per project), and Total Replies (19, across 3 projects). The bottom screenshot shows a project view for 'Sleep Behavior Study', which is active and has 4 questions and a 6-minute duration. It displays 9 total responses (0 pending, 9 synced) and a list of four sessions from 11/03/2026, each with 4 answers and a 'Sent to Dovetail' status. A question is visible: 'Think about a recent night when you slept really well. What do you think contributed to that good night's sleep?'. Below the question, there are two text responses. The first response describes a good night's sleep due to a routine of no screens, a warm shower, reading, and caffeine. The second response is a follow-up question: 'Follow-up: Can you walk me through the exact sequence of that evening from the moment you started winding down to when you woke up, highlighting any small choices or interruptions you encountered (like a text, a sound, a change in temperature, or a moment you noticed you were drifting off), and tell me which of those felt most impactful and why?'. The user 'Max Administrator' is logged in.

THE OUTCOME ENGINE

AI ENABLEMENT

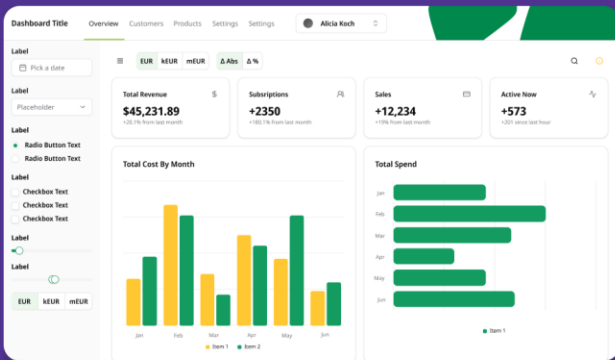


Liquid Agents

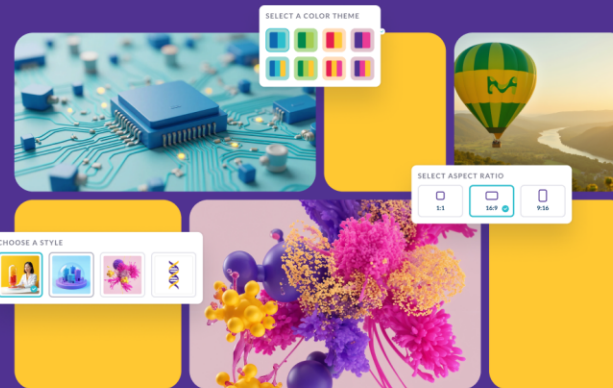


Liquid Research

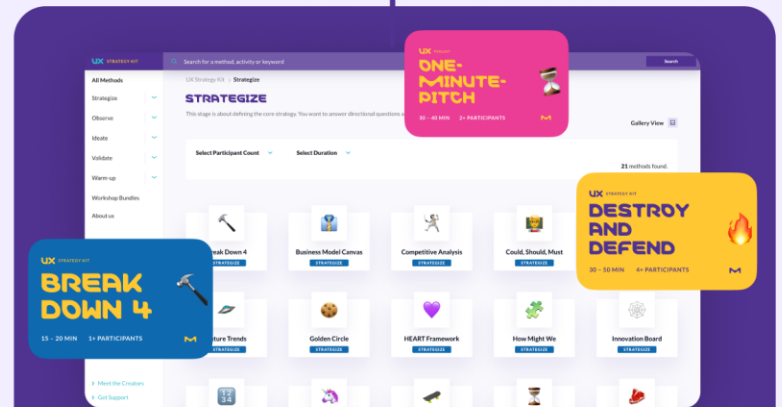
LIQUID TOOLS



Liquid Design (Carbon)



Liquid Images



Liquid Strategy

That's how a small team inside a 350-year-old company changes behavior.

*That's how a small team inside a 350-year-old company changes behavior. **Through products***

*Stop the Meetings,
Start Building!*

THANKS!

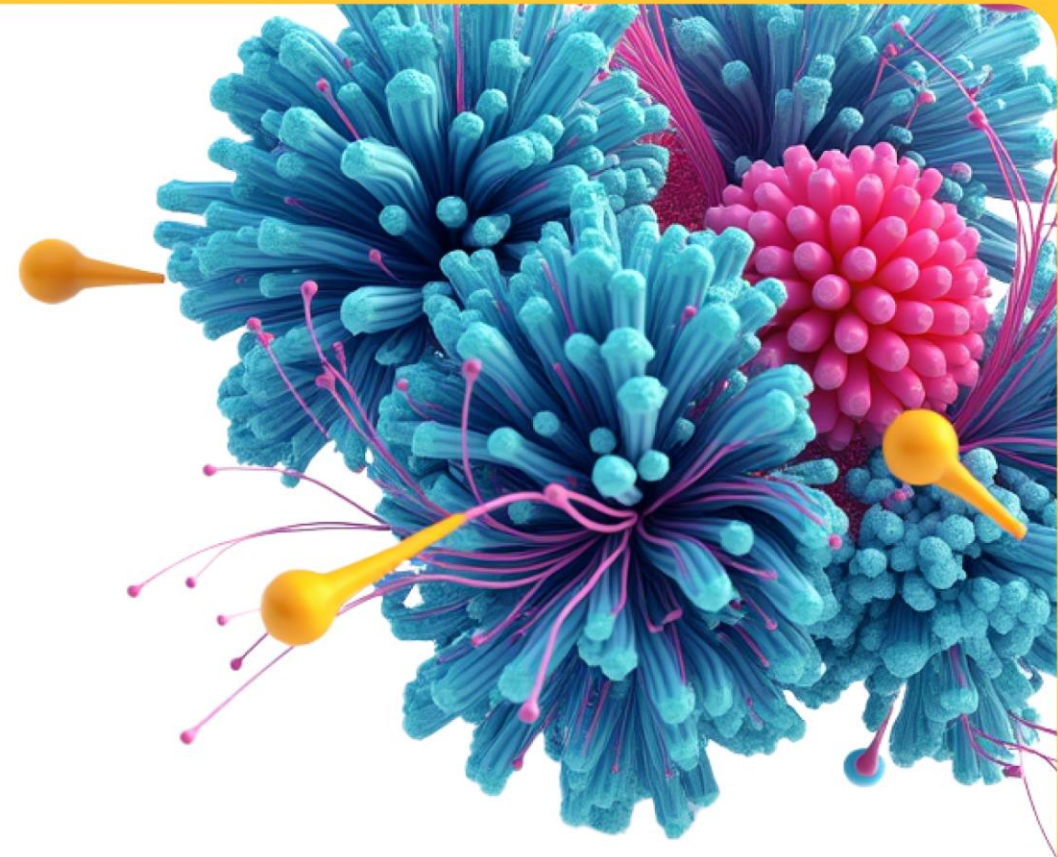


Let's change behavior together

✉ hellopaulsvoboda@gmail.com

🌐 [linkedin.com/in/paulsvo/](https://www.linkedin.com/in/paulsvo/)

🌐 www.paulsvoboda.de



Other threads I'm pulling

Trust in scientific AI
Where good enough is
not an option

The Outcome Engine
How AI-first teams
actually work

Generative AI
Guaranteeing quality at
scale

Cyberphysical trust
Can the object prove
what it claims to be?