ABOUT ME

KYUNGHEE LEE

UX and product strategy leader with 15+ years of experience.

Skilled in driving the full product design lifecycle - from 0 to 1 initiatives to large-scale implementation - across diverse digital platforms including mobile, web, TV, and streaming devices.

Sling TV Experience Overhaul

Product-level redesign across TV, Mobile, and Web

Role: Lead Design Architect

Core Team : Myself, Lead PM, Lead Eng Architect

4 Cross Journey Team: Designer, PM, Researcher

We shipped a Product-level redesign that improved speed-to-content, retention, and conversion.

18mo

18 Month Rollout

Roku TV(year 1) to all TV/mobile/ web

↓51%

Time to Video

45s → 22s

↓33.3%

Browsing Time

165s → 110s

↑27.1%

Daily Viewing Time

85min → 108min

c|net

Spotlighted by

CNET, The Verge, Techcrunch

# I set product goals, built the foundation, and aligned multiple teams to ship consistently at scale.

Product direction

- I proposed and initiated the redesign program to senior leadership

- I defined design goals, priorities, success metrics, and guardrails across all platforms

Foundation

- I defined the foundation blueprint: IA map + UI layers + interaction model + core surface visuals

- I distributed the kit to all cross-journey teams as the design source of truth
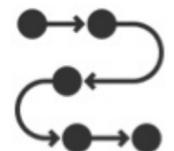
Parallel Shipping at Scale

- I established review cadence and governance across 4 teams / 8+ platforms

- Result: reduced cross-platform variance and rework

Winning on UX to Drive Engagement, Retention, and Monetization

Context

- As the streaming wars heat up, Sling's content/price differentiation is weakening while competitors scale faster on brand, existing user bases, and strong UX.

- Our product has evolved through years of layered additions on a legacy design, creating inconsistency and falling behind today's expectations—making a redesign necessary.

Why Overhaul

- Why now: Better Product Experience → Higher Engagement → Lower Churn.

- What: Full UX/UI redesign across TV, mobile, and web with a modern visual paradigm.

- Impact: Increase watch time and improve DAI (ad) revenue, enabled by a future-ready foundation beyond tech-debt constraints.
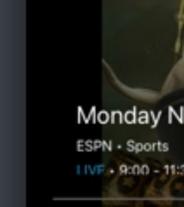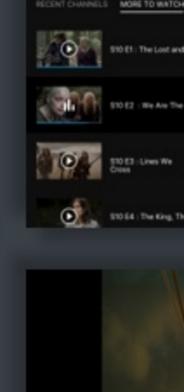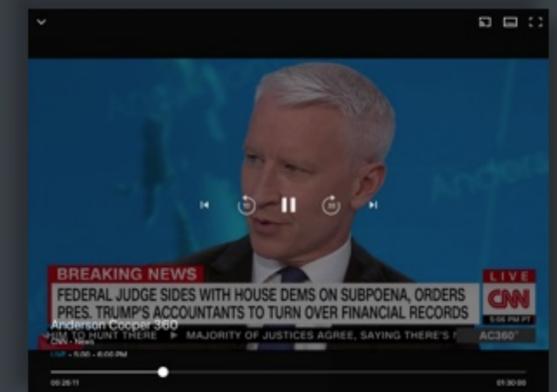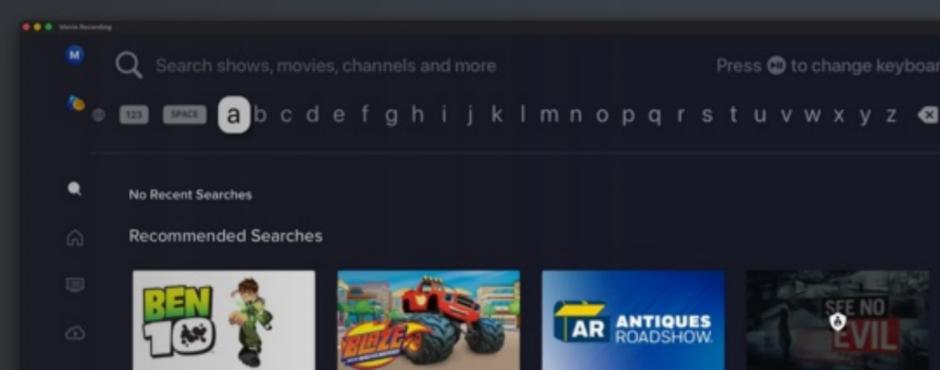
Before

- Inconsistent nav patterns across platforms

- Dated visual paradigm on legacy architecture

- Users reported

  - "Too many clicks to video"

  - "UX gets in the way of finding content"
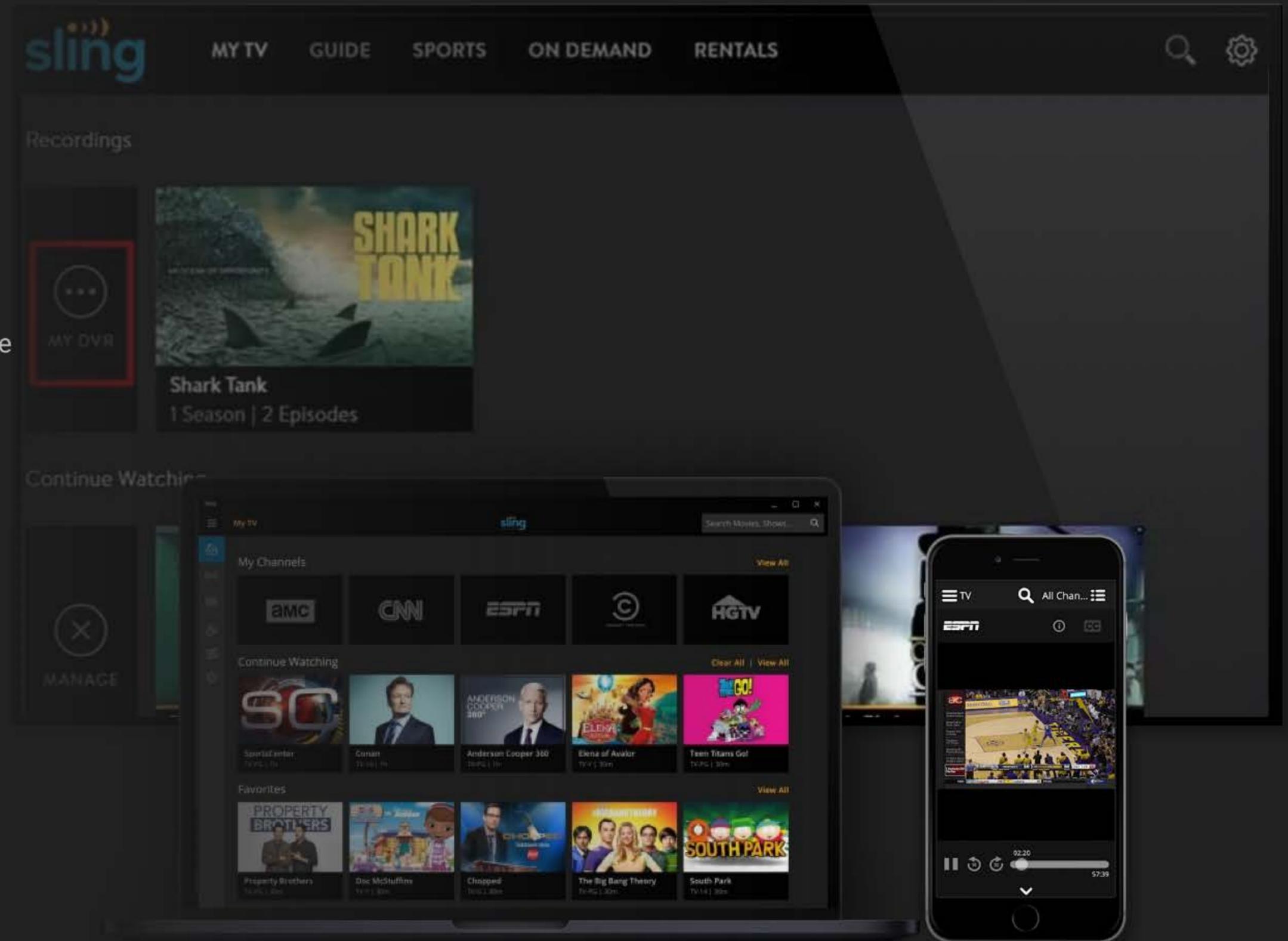
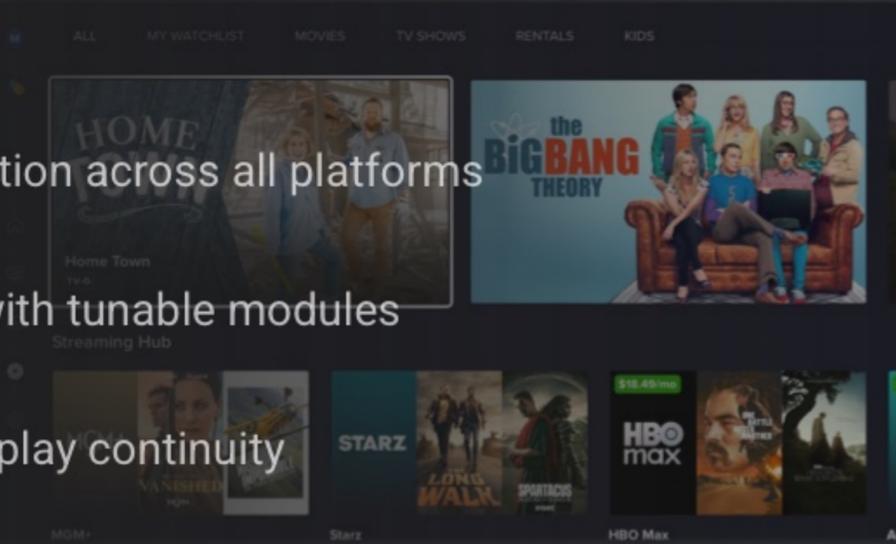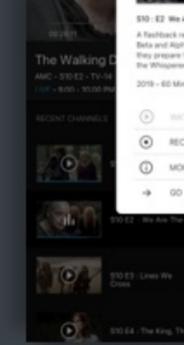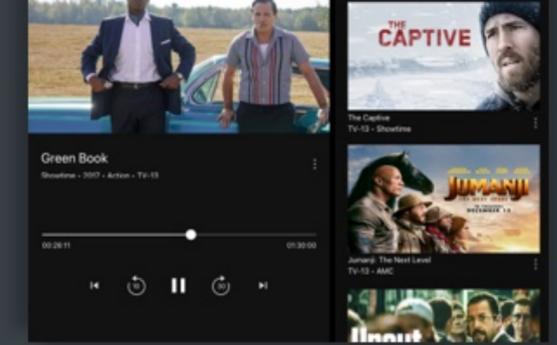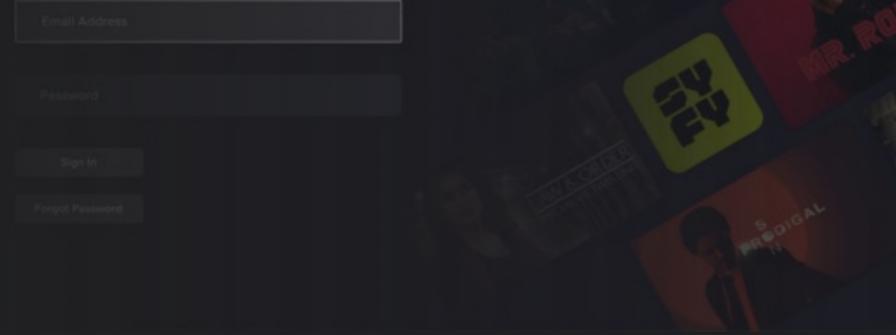# After

- Unified IA and navigation across all platforms

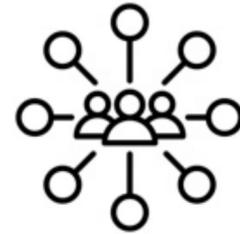- Personalized home with tunable modules

- Seamless browse-to-play continuity
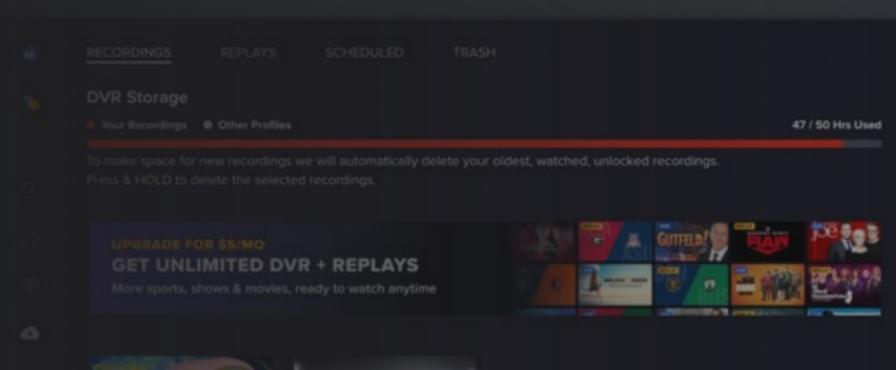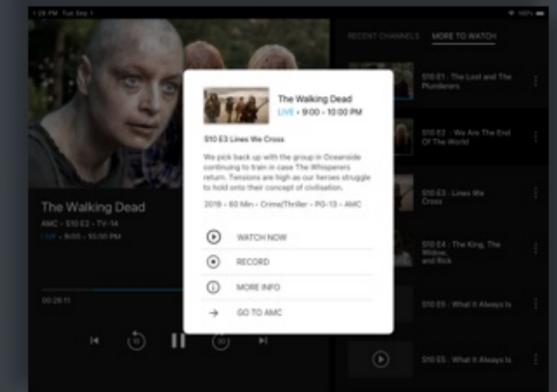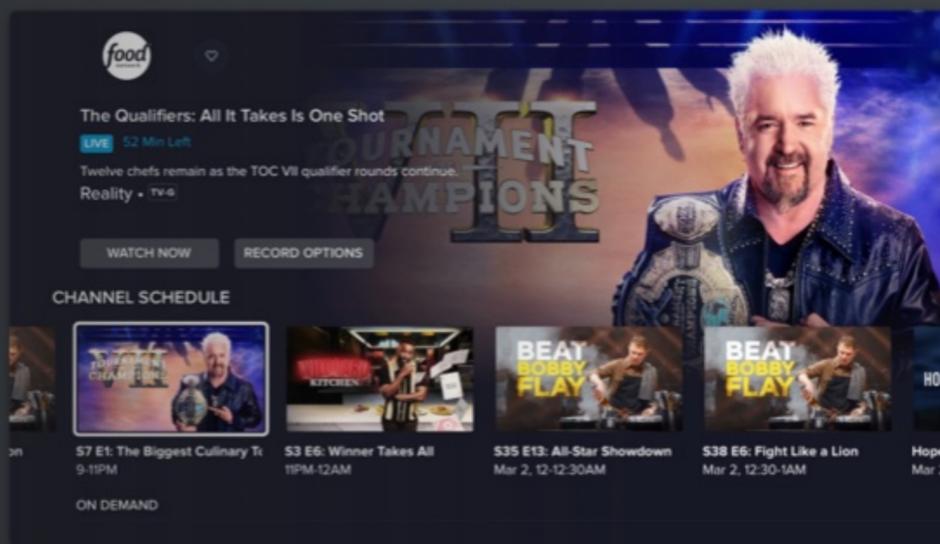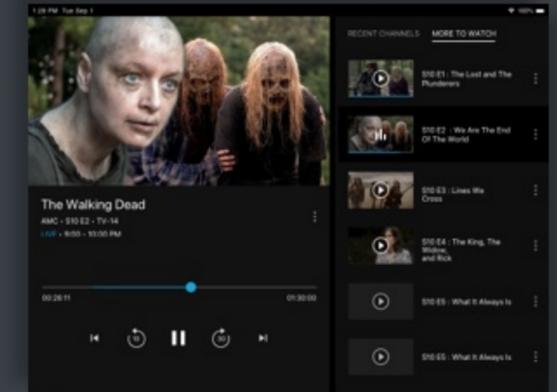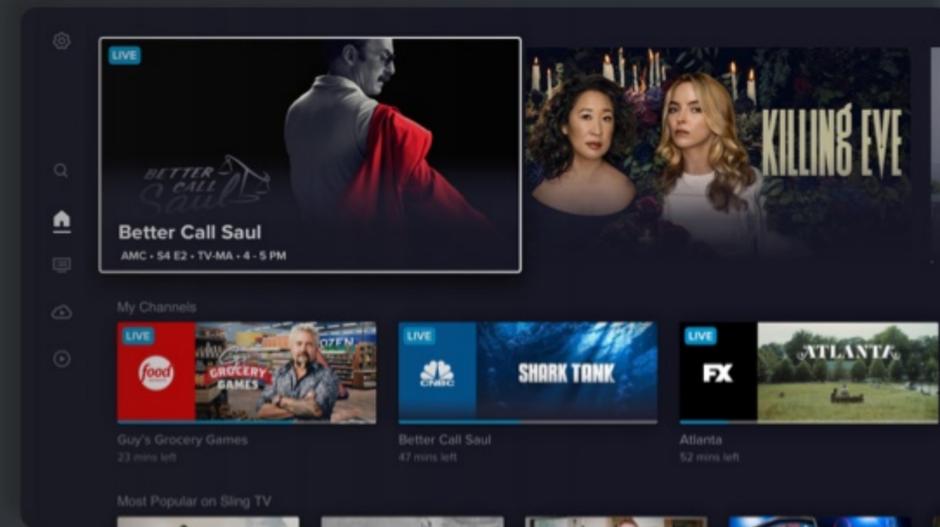
Create a better product experience that drives engagement

Better product experience

Unified, intuitive experience across TV, mobile, and web

Higher Engagement

More time spent watching — less time spent searching

Lower churn

~40% of activations come from former customers — churn is the problem worth solving

Make navigation effortless first—then make discovery smarter and viewing seamless

- Trade-off: Remove core friction first (wayfinding + decision fatigue) before adding new features

- Sequence: Foundation → Personalized Discovery → Seamless Viewing

- Proof: Validate with measurable behavior change (pre/post + guardrails)

- Leading indicators: Time to Video ↓, Browsing Time ↓

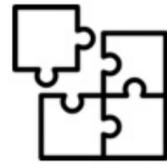- Outcomes: Hours Watched ↑, Retention ↑ (Churn ↓)

Design Principles

Clarity over More

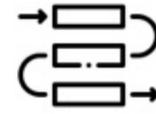Reduce decision fatigue with fewer, clearer choices.

Make navigation and wayfinding predictable across surfaces.

Relevant by Default

Surface the right content first with smart defaults.

Increase confidence and reduce browsing effort.

Keep the Flow

Protect continuity from browse → play → continue watching.

Minimize interruptions and context loss during playback.

Consistency at Scale

Use shared patterns and interaction rules across TV, mobile, and web.

Reduce variance and rework while shipping faster as the system grows.

Where does engagement break down today?

Evidence from Cross-team insights • 30+ interviews • 600+ surveys • 15+ competitive reviews • analytics/backlog

Wayfinding breaks down

Navigation feels bloated and inconsistent across surfaces.

Users spend extra time just figuring out where to go next.

Choice overload slows discovery

Too many menus/rows create decision fatigue.

Browsing gets longer, and users lose confidence in what to pick.

Relevance isn't the default

Recommendations don't feel tailored or explainable enough.

Users work harder to find something that fits "right now."

Exploration interrupts viewing

To browse, users often have to stop watching and lose context.

The journey from browse → play lacks continuity.

Key Findings

	Wayfinding breaks down	Choice overload slows discovery	Relevance isn't the default	Exploration interrupts viewing
Interview	Users were unsure where to go next and noticed platform inconsistencies	Users felt fatigued before choosing	Users said recommendations often felt off-target	Users wanted to browse without interrupting playback
Survey	42% reported cross-platform confusion	46% reported choice overload	39% said recommendations felt irrelevant	47% said browsing disrupted viewing
Analytics	Long time to first play, high backtracking	Deep browse, low play starts	Engagement dropped sharply beyond the first rows	40% drop in return-to-play after detail view
Competitive Review	Competitors had clearer IA and more predictable navigation	Competitors reduced decision load with better prioritization	Competitors used smarter defaults and relevance cues	Competitors preserved playback during exploration

Three program decisions we made to fix it

☑

☑

☑

Decision 1 — Foundation

- Way finding we broken

- Unify IA, navigation, and interaction rules across TV/mobile/web.

- Moves: Time to Video ↓

Decision 2 — Personalized Discovery

- Choice overload + poor relevance

- Make the home experience relevant by default with smart modules and defaults.

- Moves: Browsing Time ↓

Decision 3 — Seamless Viewing

- Exploration interrupts viewing

- Protect continuity from browse → play (keep playback alive during exploration).

- Moves: Viewing Time / Hours Watched ↑

Foundation — unify IA, navigation, and interaction rules

- Simplified the primary destinations to match core user goals

- Standardized navigation + interaction rules to reduce cross-platform variance

- Established a foundation kit (IA map + UI layers + interaction model) and distributed it across journey teams

- Trade-off: reduced surface area → mitigated with Home personalization + Search

- Impact (leading KPIs): Time to Video ↓; Browse time ↓
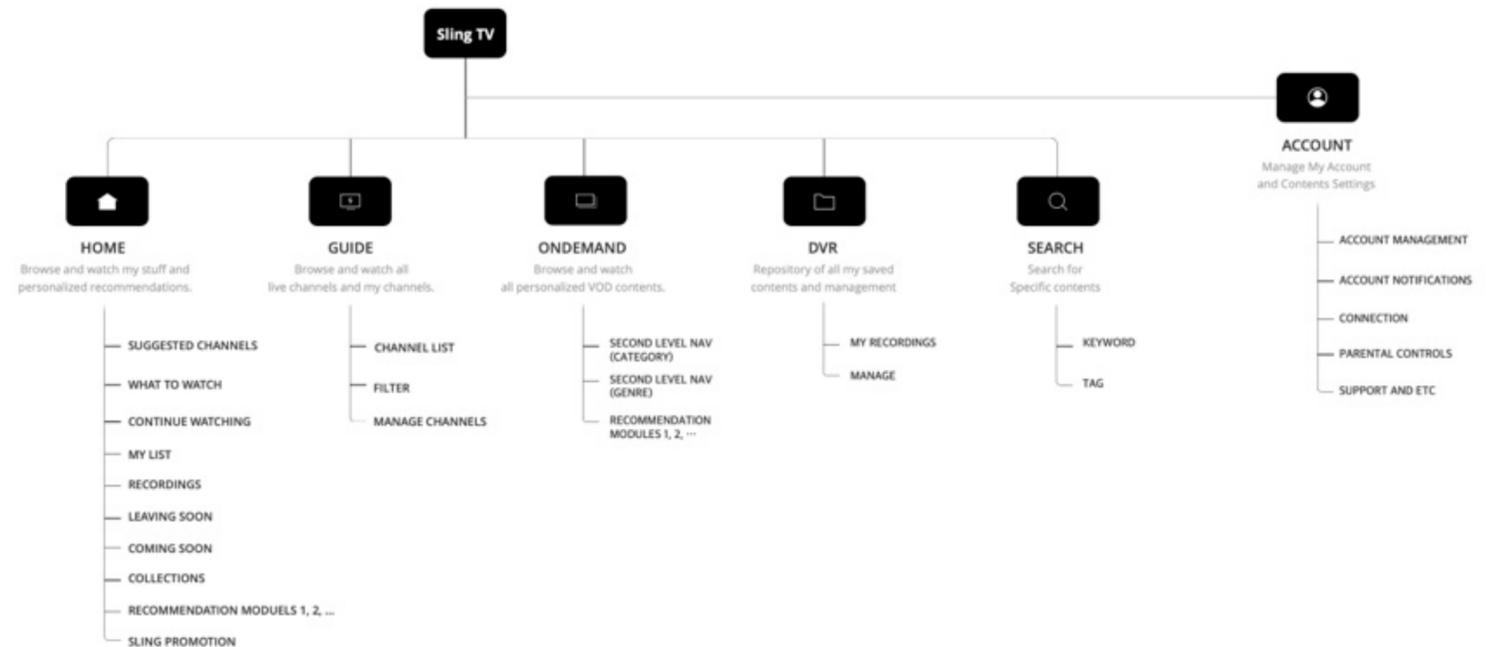
Guideline

- Information architecture

- UI guideline

- Navigation model

- Device specific Interaction guideline

- Responsive UI guideline

- and more

Personalized Discovery — make Home tunable, trusted, and efficient

- Tunable Home system: configurable module order + ribbon strategy to adapt discovery by surface and context

- Spotlight: blend curated + personalized (curated cap with personalized fallback)

- Build trust: "Why this" explanations + remove duplicate content across modules

- Enable relevance: improved content metadata pipeline (Gracenote → TiVo) to strengthen targeting

- Trade-off: more curation can reduce freshness → manage with freshness & diversity guardrails (prevent viewer fatigue)

- KPIs: Browsing Time ↓ + Session Length ↑
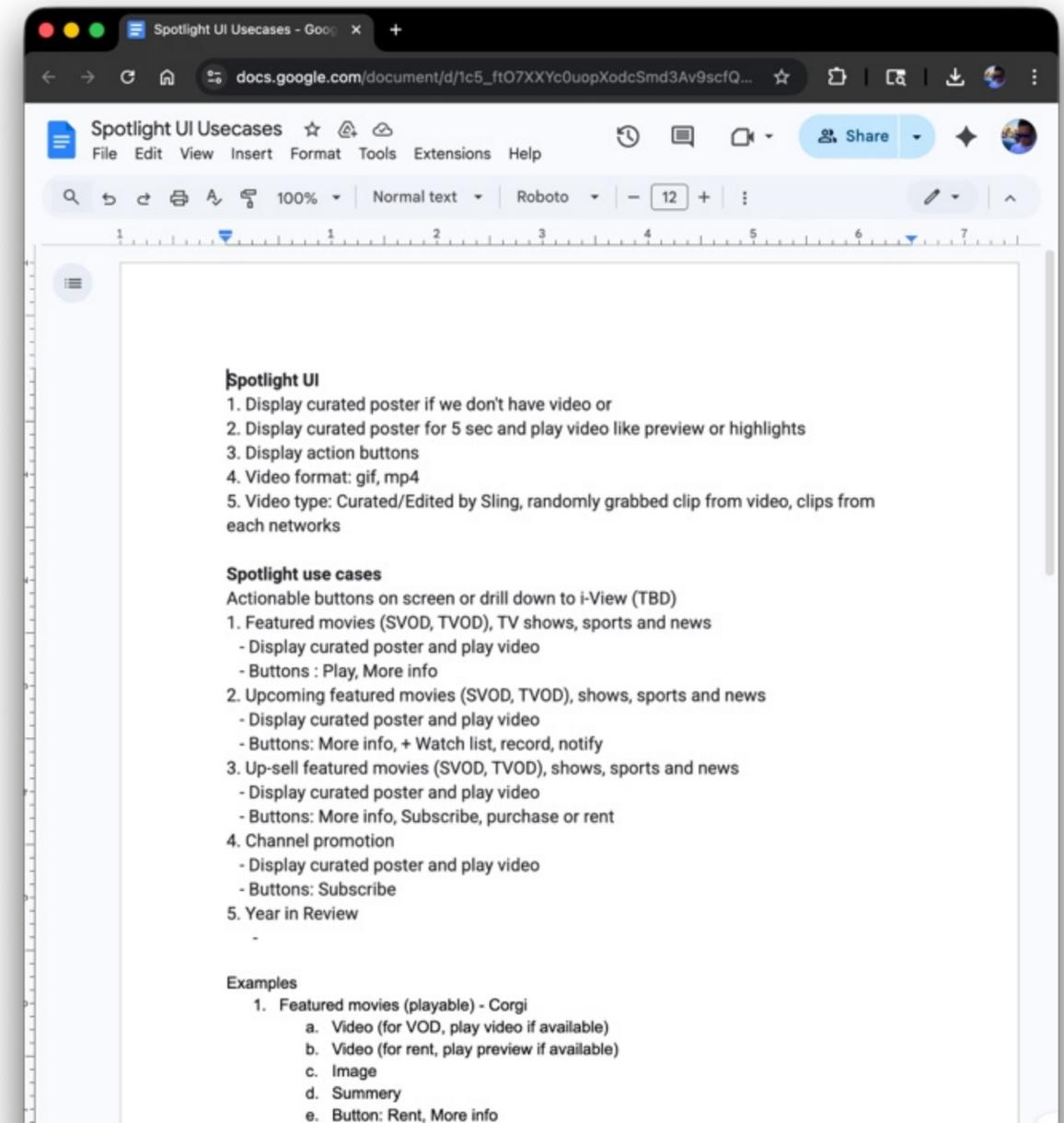
Modules

- Spotlight: curated cap (max 2) + personalized fallback — always relevant, never empty

- Top Picks For You: prediction + "Why this?" label — builds trust by showing reasoning

- Module order: configurable by surface — optimized for viewership signal, not editorial preference

Sling TV Redesign HomeScreen

AMC : Snowpiercer

Home Screen Spotlight Module

THE CHI

PLAY FIRST EPISODE

MORE INFO

From Emmy® winner Lena Waithe, The Chi is a timely coming-of-age drama series centered on a group of residents who become linked by coincidence but bonded by the need for connection and redemption.

WHAT TO WATCH

1. Spotlight Module
- Blended module (recommendations+curation) that is content first and highlights the best of what's live and the best of "don't miss" type of featured content
- Rich background image, with CTAs and explanation on image that vary based on content type and playback availability
- Contents: Live, VOD, Future airing, Rentals, etc

2. Spotlight Tile Indicator

3. Content information
- Display title, metadata, rating, short description, channel logo

4. CTA
- CTA on image depending on content availability
- Live = Watch
- Playable SVOD = Watch
- Upcoming = Record
- TVOD = Rent / Order
- There will be a common CTA on the tile no matter the content type above called "More Info"

5. Explanation
- Why I'm seeing a Spotlighted asset, so I can decide whether I want to watch

1. Main Menu
- Home / Guide / On Demand
- Search / My Account

2. Live Channels View
- Show poster for # second
- And play the selected chan

3. Live Channels List
- Users can scroll and select
- Depands on the product p channels, my channels or su

4. Full Screen Indicator
- When user press up button and dismiss from the screen
- And show full video playing

5. Next Level Categories
- When select a next level ca down to next level page and VOD contents.

6. What to watch module
- Display top recommended user pattern.
  - Trending
  - Recorded
  - Continue watching
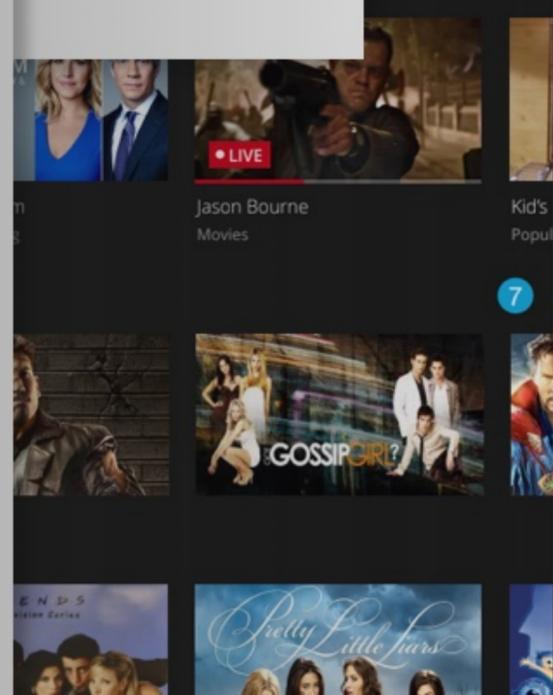 - Recently added
  - etc

7. Personalized Modules
- Dislay contents that user s

8. Sling's Recommendation
- Dislay contents that Sling r
- Personalized, promotional

9. Next Level Categories M
- Display top recommendation level categories.

Top Picks for You Module

Top Picks for You

S5 E2: Medrigal
Last Watched Channel

Alone
Picked for You

1917
Popular Now

American Soul
Recently Recorded

S2 E13:
Conti

1. Top Picks for You
- Predict what users will watch next (personalized and predictive in nature)
- Filter out recommendations already displayed in Spotlight
- Tell users why content is being recommended
- Press "OK" on live, DVR and continue watching tiles, play video
- Press "OK" on VOD tiles, display i-View
- Contents: Live, VOD, Future airing, Rentals, etc

2. Explanation
- Why I'm seeing a Top Picks for You asset, so I can decide whether I want to watch
- Display two lines of metadata both non-focused and focused state

3. Focused State
- Check "Sling TV- Metadata & Tiles.sketch" for more details

4.Metadata
- For episode, display season and episode number and title
- For Movies, display movie title

Top Picks for You

Jason Bourne
Movies

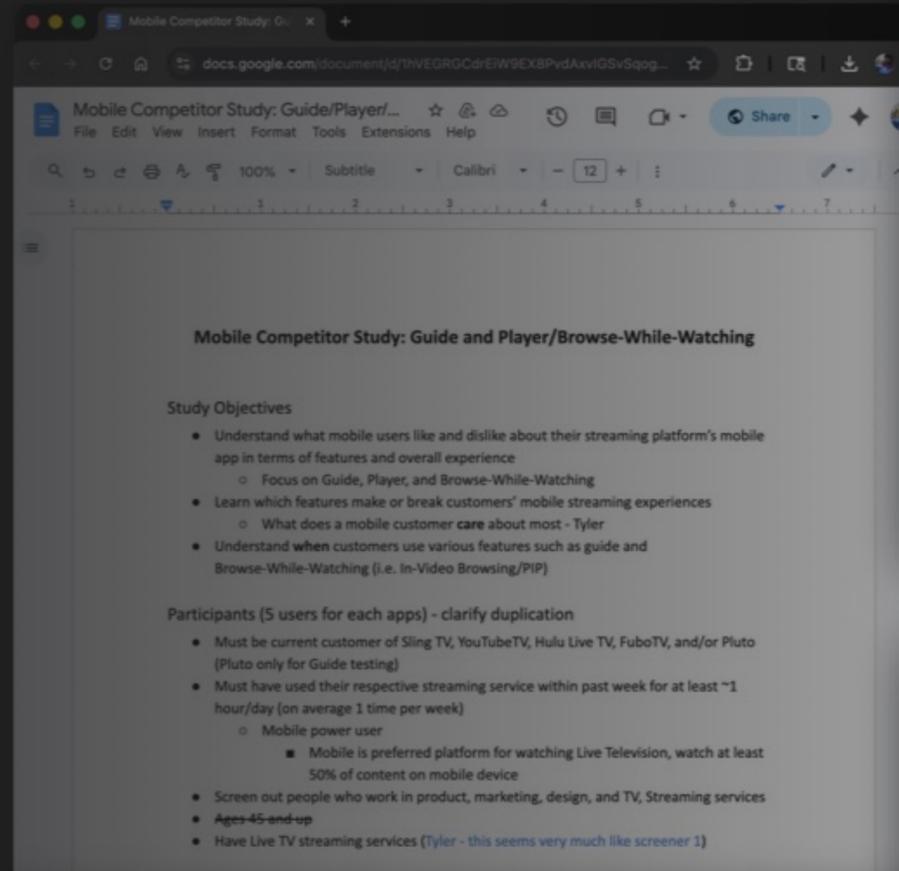# Seamless Viewing — protect continuity from browse to play

- Interactive previews: PiP + muted previews + channel zapping to browse without stopping playback

- Auto-fullscreen tuning: de-risked with A/B tests (preview start 1.0s vs 1.2s; fullscreen trigger 5s vs 10s)

- Audio defaults: Muted by default + Captions ON to keep previews informative without being disruptive

- Fatigue protection: max 3 preview loops, then freeze to avoid viewer fatigue

- Guardrails: opt-out/exit behavior + playback stability (latency/ interruptions)
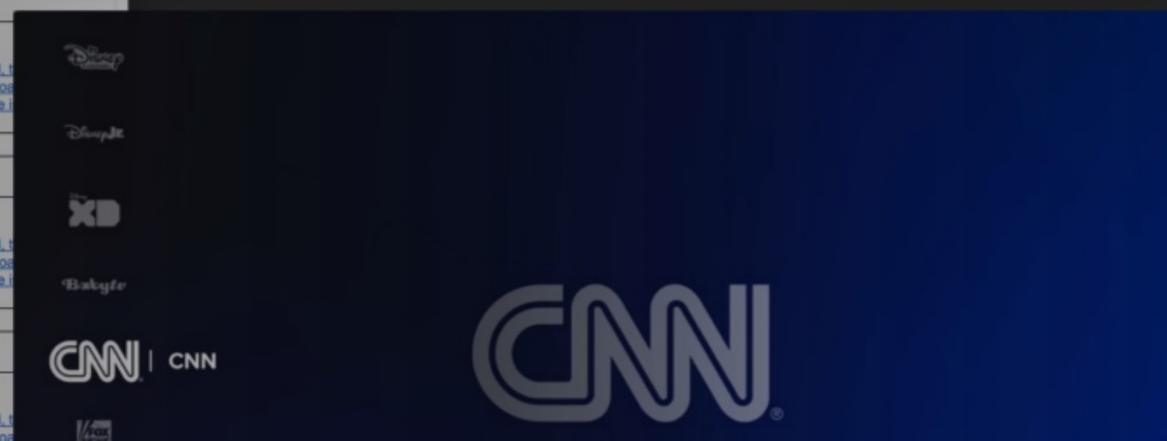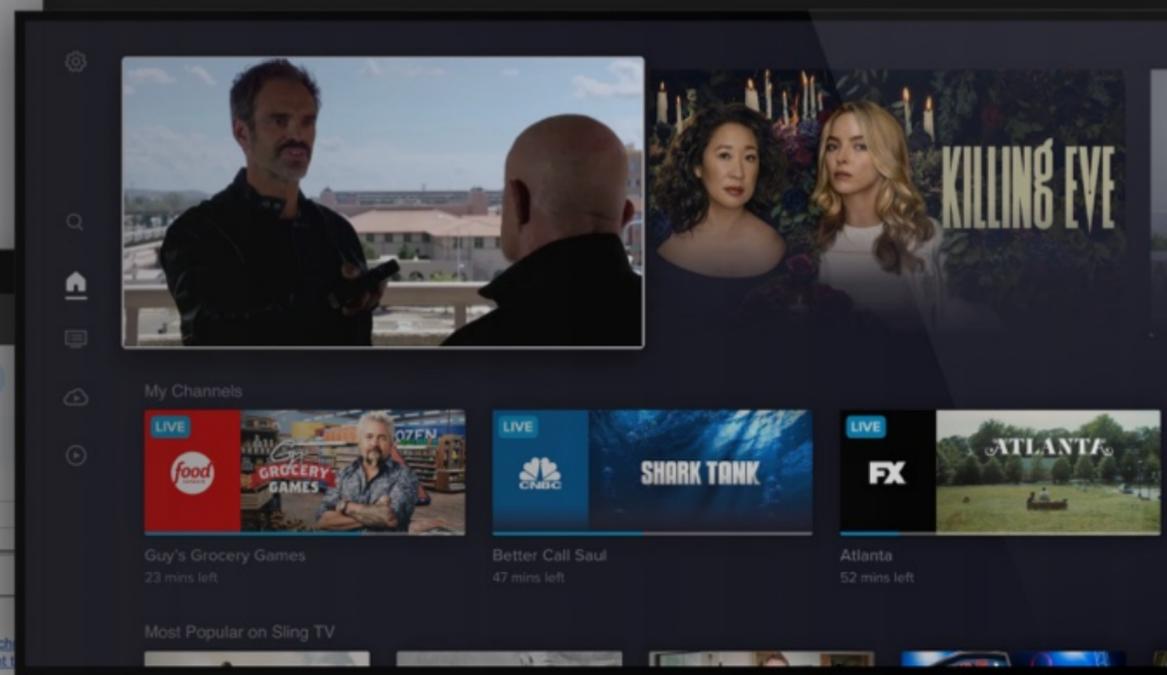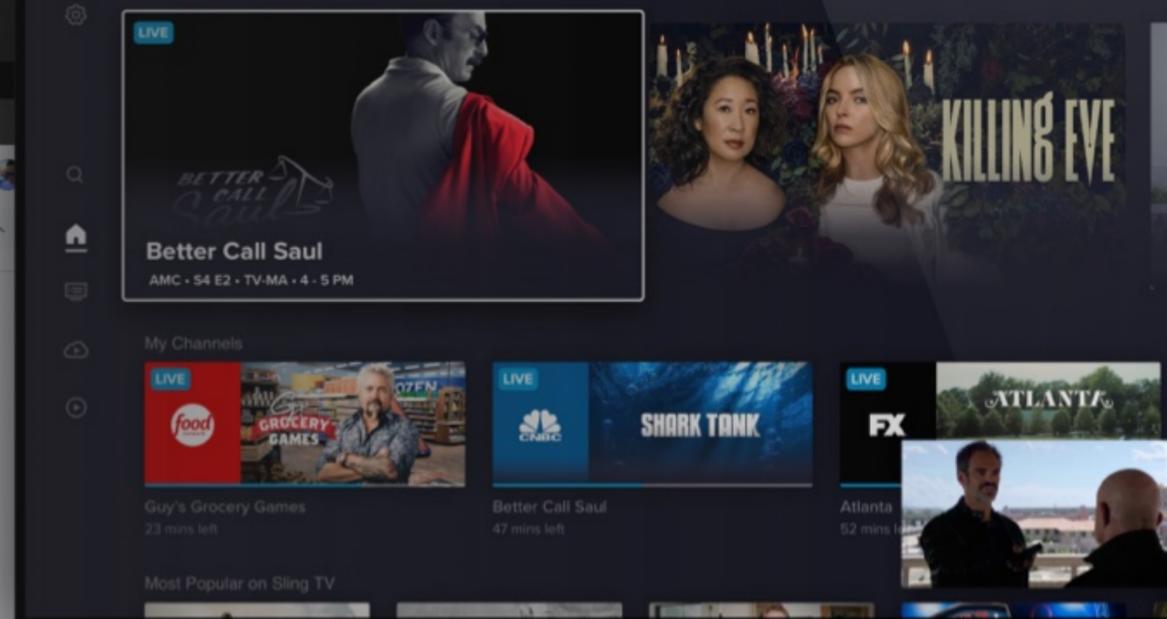
- KPIs: Play Start Rate ↑ and Hours Watched ↑
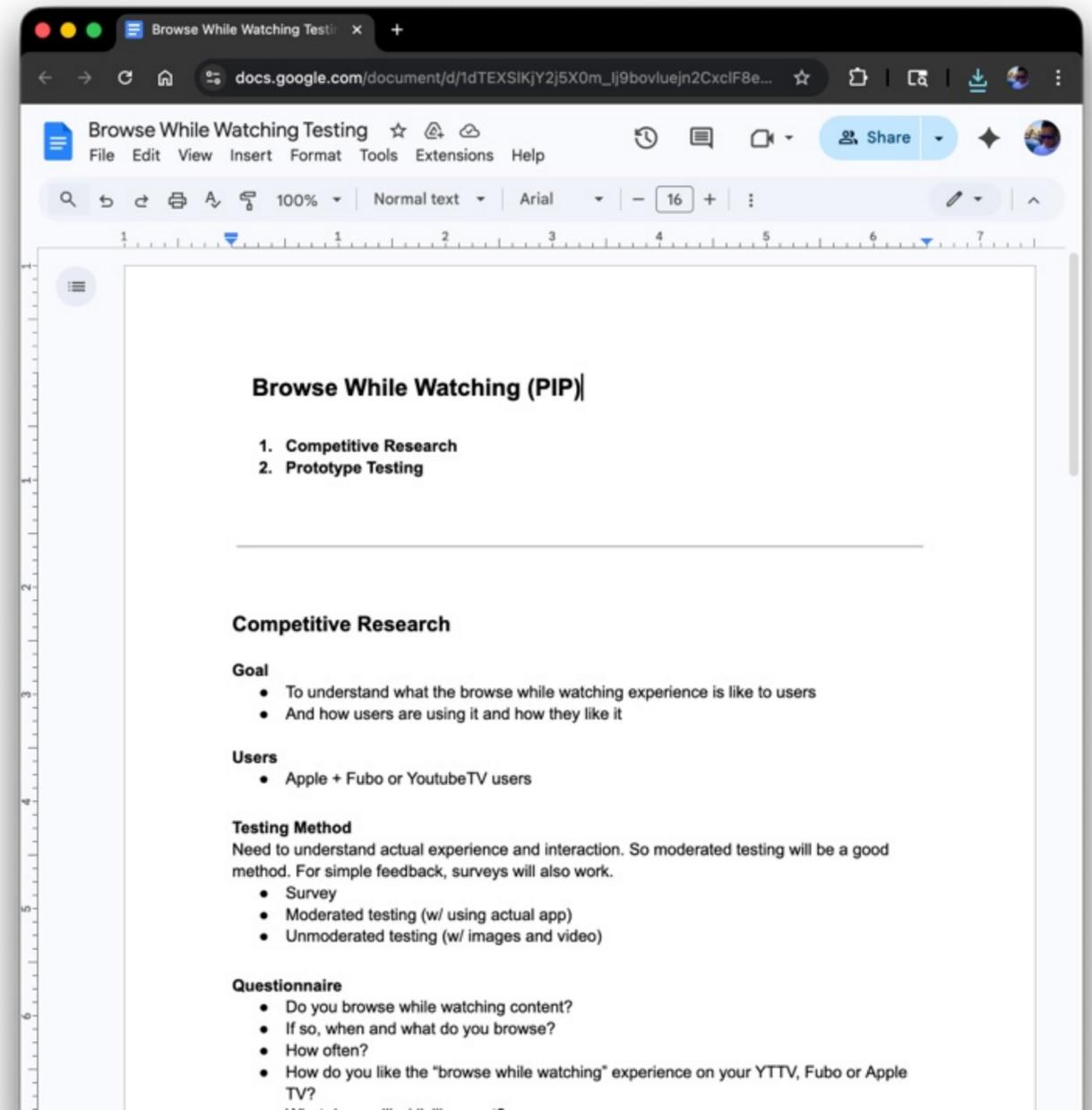
PIP
Previews
Channel zapping

Design response:

- PiP: persistent video layer — playback never stops

- Muted preview: auto-play on focus, muted by default

- Channel zapping: next channel without returning to guide

Kept multiple teams aligned and reduced cross-platform variance through governance

- Established a review cadence + clear quality bar across journey teams

- Documented principles + foundation rules + decision rationale; distributed updates

- Release readiness: pattern reviews + handoff checkpoints → lower rework

- Outcome: Less variance/rework → faster, more consistent shipping

Team and
Design Process

01 ●

DISCOVERY AND IDEATION

Gather data and Ideation (CORE)

02 ●

BUILD IA AND HIGH LEVEL DESIGN

IA and High level concept design (CORE)

03 ●

HIGH LEVEL DESIGN TEST

Concept test and learn/validate (CORE)

04 ●

GUIDELINE HAND OVER

Create high level screes and hand over to CJTs (CORE)

05 ●○

BUILD DETAILED UX

Six CJT's develop each detailed UX (CJT & CORE)

06 ●○

VALIDATE

Detaild feature and UX test and validate and iterate (CJT & CORE)

07 ●○

DEV HAND OFF

Hand over to engineering (CJT & CORE)

08 ●○

BUILD TEST

Build test Bug fix (CJT & CORE)

09 ●○

FEEDBACK LOOP

Build test w/ users and get feedback Iterate forUX/feature improvement (CJT & CORE)

Discovery

Delivery

Discover

"Know thy user"
Competitive research
User research
Heuristic
Analytics

Define

Goals/problem
Requirements/user stories
Ideation
Strategy

Design

IA
User flows
Wireframe
Prototyping
Visual Language

Evaluate

Prototype testing.
Are we right?

Develop

Product testing.
Are we right?
Implementation/UX QA
Release sign-off

Release

Product testing.
Release review
User comments
Analytics

Cross Journey Team

Core Team

Stakeholder alignment & prioritization

- I proposed overhaul and secured direction with senior leadership

- I aligned foundation decisions with Head PM + engineering architecture

- I coordinated priorities and execution with each journey team's designers and PMs

- I made explicit trade-offs and set guardrails: complexity↔discoverability, relevance↔diversity, preview↔fatigue

Meaningful gains across efficiency, engagement, retention, and conversion.

Program-level pre/post based on a combined cross-platform rollout (not per feature).

Leading KPIs	↓**51**% **Time to Video** 45s → 22s	↓**33.3**% **Browsing Time** 165s → 110s	↑**27.1**% **Avg Daily Viewing Time** 85min → 108min
Downstream (Product)	↑**26.7**% **Monthly Viewing Days** 15days → 19days	+**7**pp **12 Month Retention** 48% → 55%	+**1.1**pp **Paid Conversion** 3.5% → 4.6%

Meaningful gains across efficiency, engagement, retention, and conversion.

- I led the program end-to-end: strategy → decisions → foundation → measurement → scale

- Improved team alignment: faster decisions, fewer conflicts, clearer ownership

- Drove impact through behavior change: efficiency → engagement → retention → conversion

- Next: deeper personalization → continuity → experimentation at scale