



ExperienceLab

Integrating UX into Product Strategy

Simon Herd

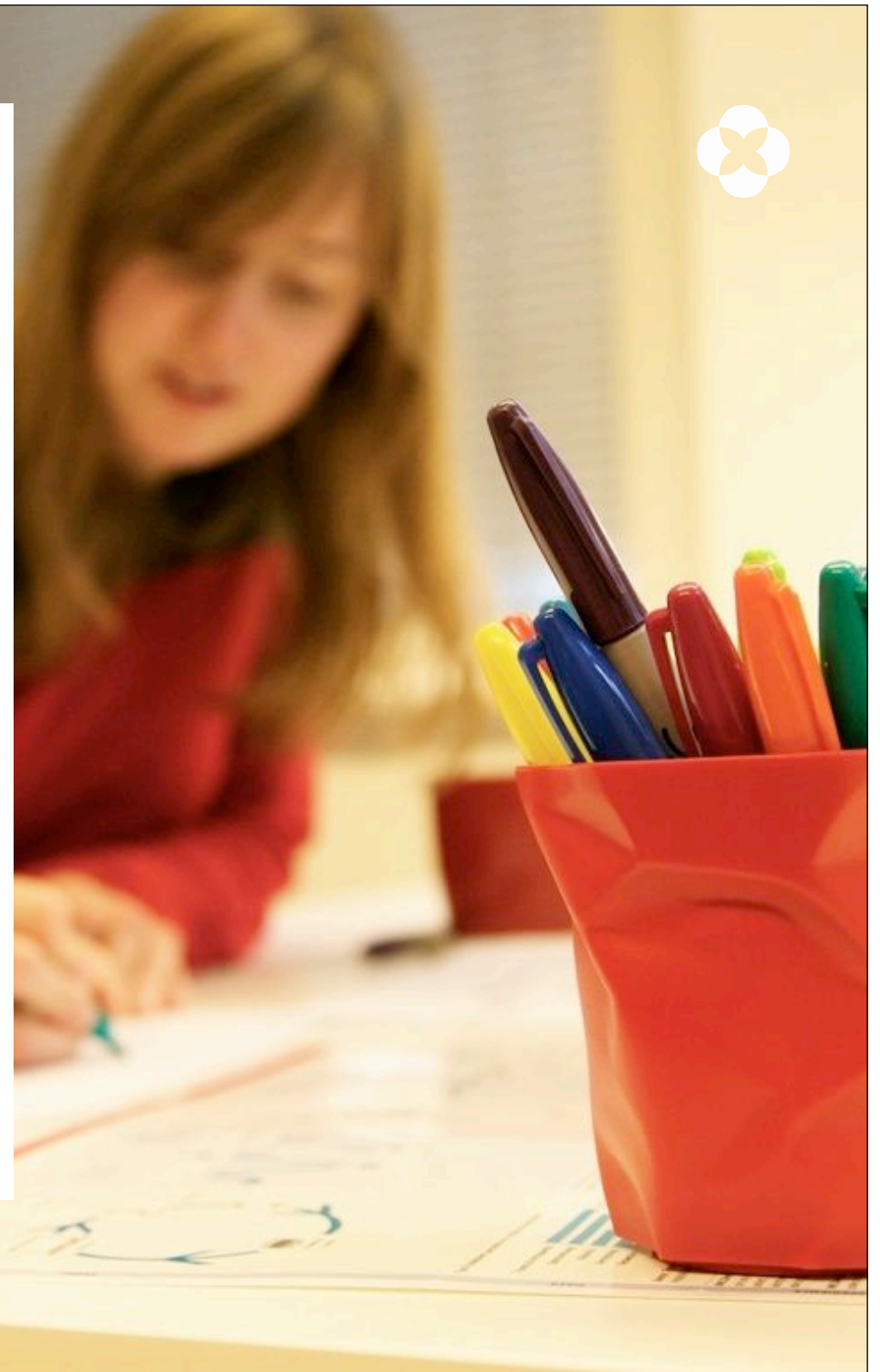
Research Director, ExperienceLab, UK





About us

- 40 years experience, based in London
- Recognised by Forrester as Europe's most experienced UX consultancy
- 3 state-of-the-art research studios
- Working with a wide variety of clients in the UK and globally
- Part of the FTSE 250 Serco Group
- A UXalliance founding partner





About me

- MSc in IT and Human Sciences a long time ago
- Internal roles at NatWest Bank and ntl
- Research Director at ExperienceLab



UX is becoming mainstream business practice internationally

- The notion is appealing
- Implementation is variable
- Maturity levels are variable
- But there are clear trends and an overall direction towards increased uptake of UX
- And some lessons about how you can become more central to product strategy



Frankfurt

Hong Kong

Tokyo



“

"There is a gap between the intention of companies to offer a great user experience and the use of best practice"

"Lack of budget is the primary reason behind companies not conducting testing and improving user experience"

- E-Consultancy User Experience Survey Report, 2013



UX Maturity

Usability Maturity Model

Institutionalised

UX is co-ordinated and managed at a strategic level and UX is embedded across the organisation

Integrated

UX activities are integrated into product development and appropriately resourced

Implemented

UX activities are conducted by appropriately skilled staff and producing good results

Considered

UX is considered desirable and awareness/training does happen

Unrecognised

The value of UX within the organisation isn't recognised

General tips on becoming more central to strategy





Celebrate your wins!

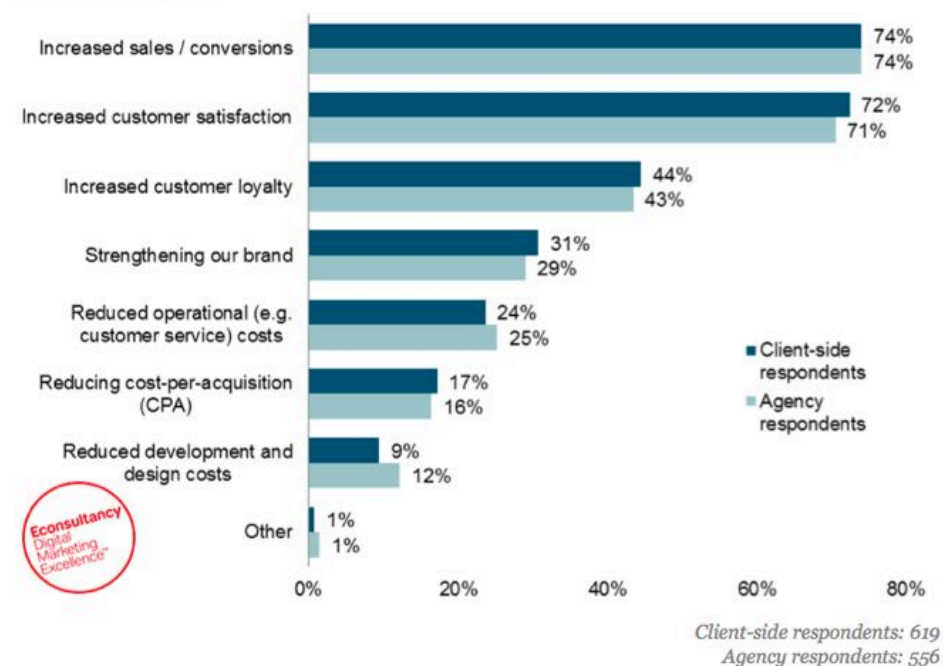
- Start small, you may need to
- Focus on projects where you can have the most impact
 - Where do budgets sit - Marketing, Online?
- Build trust in you and your capabilities within the organisation



Measure the benefit of what you do and show bottom line improvement

- Understand what's most important to your organisation (usually money..)
- Align your measures to this
- But think imaginatively
 - If you're building an app, look at app store ratings/ number of downloads too

Figure 2: What do you view as the most important business benefits of improved user experience?

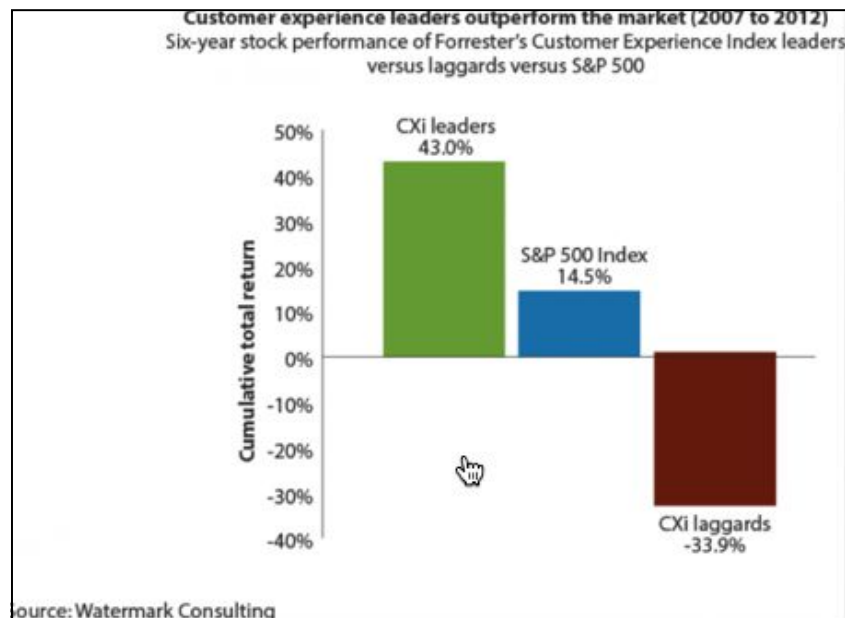




Show other organisations using UX techniques

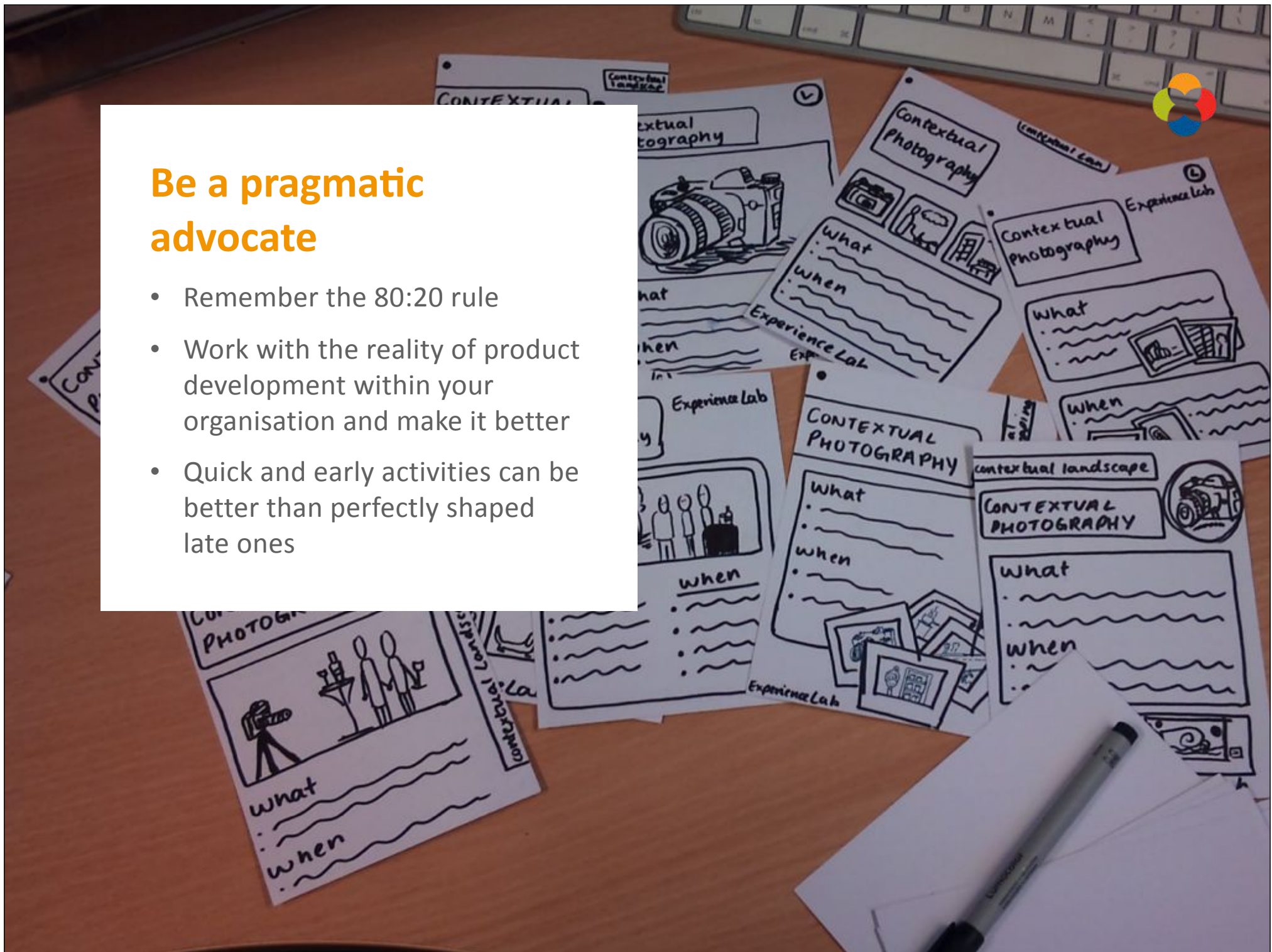
- Competitor examples can be particularly powerful
- Look for examples in parallel activities in other industries

“ P&G spends more time *living* with people in their homes, *shopping* with them in stores, and being part of their *lives*. This total immersion leads to richer consumer insights, which helps identify innovation opportunities that are often missed by traditional research. ”



Be a pragmatic advocate

- Remember the 80:20 rule
- Work with the reality of product development within your organisation and make it better
- Quick and early activities can be better than perfectly shaped late ones



Treat awareness raising as an ongoing activity

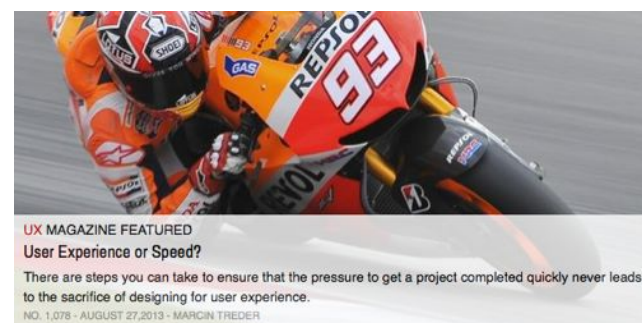
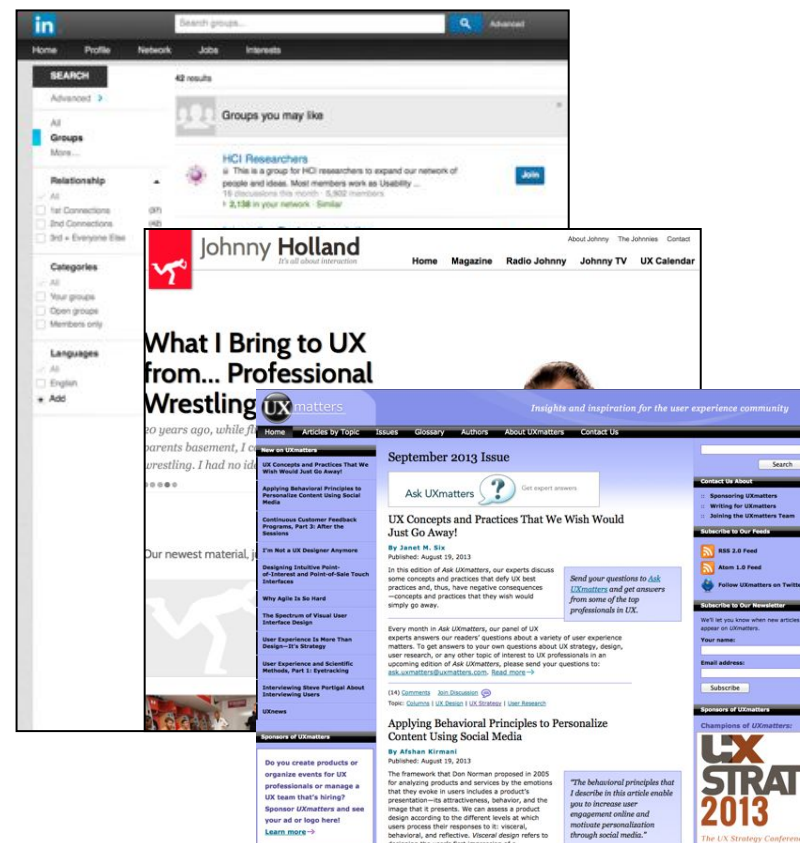
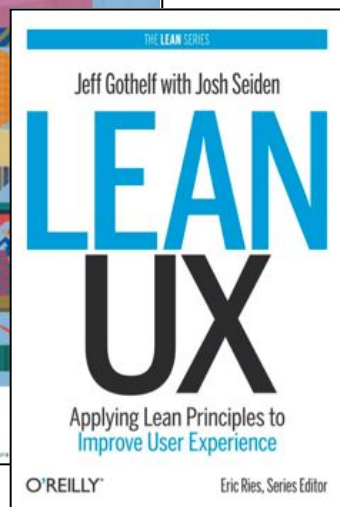
- Organisations change, it won't stop
- Invite observers
- Think about research activities in public spaces to showcase what you're doing
- Board level buy-in is particularly helpful, but isn't enough by itself
- Be well integrated with the rest of the organisation





Continue to build your UX skills

- Its dynamic (that's what makes it so interesting)
- Look for mentors
- Sources include courses, webinars, books and blogs, LinkedIn groups
- Don't be afraid to contact UX professionals directly!





**Going
quickly,
going
lightweight**

Institutionalised

Integrated

Implemented

Considered

Unrecognised



Going Agile

- Development is increasingly Agile
 - Greater integration of UX into product teams
 - More early agile style exploratory research
- Challenges
 - Communications
 - Being pulled in multiple directions
 - Changing mindsets
 - Staying lean



Developers/
Creative



User
Experience



Deliver



Testing v1



Deliver



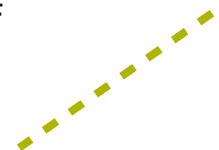
Testing v2



Deliver



Testing v3



Agile example

- Aligning with sprints by establishing regular testing slots
- Research planning finalised the day before testing
- Collaborative analysis during sessions and directly afterwards
 - Involves researchers, designers and product owners
- Reporting as confirmation only





Going early

Institutionalised

Integrated

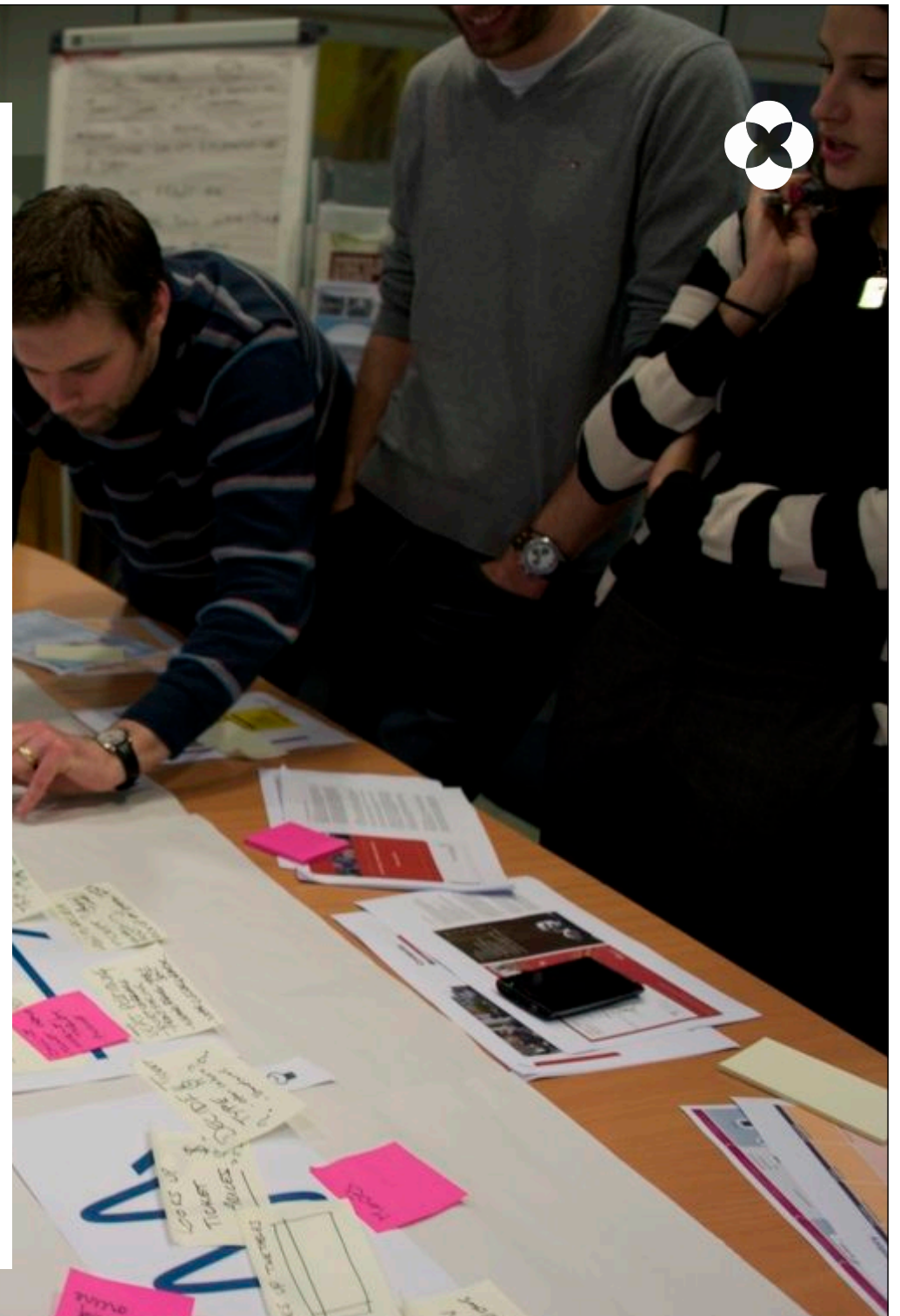
Implemented

Considered

Unrecognised

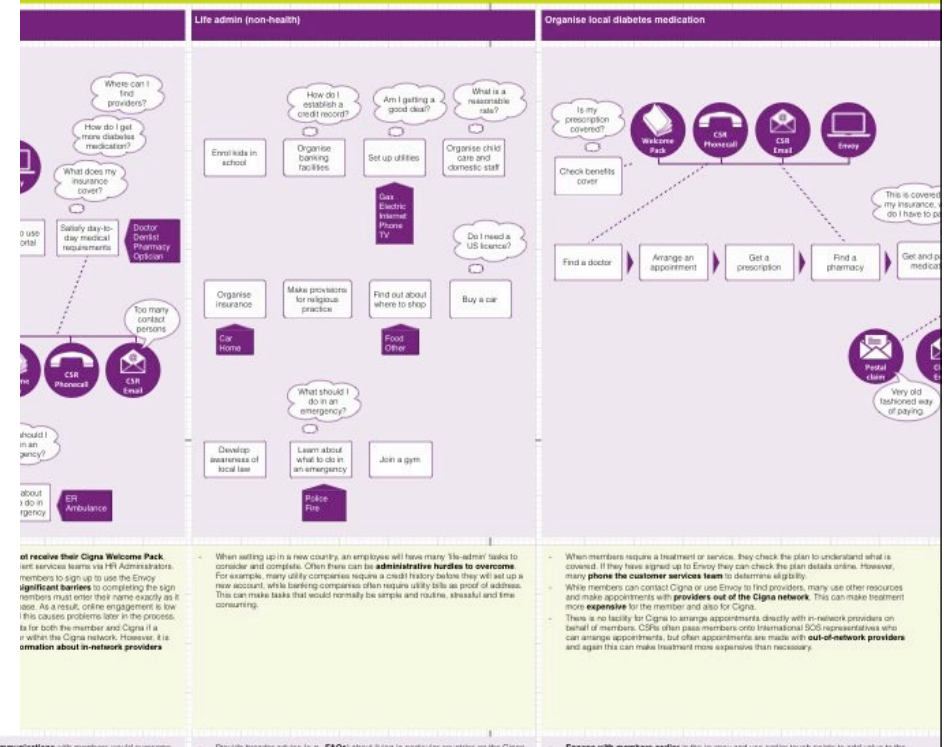
UX to shape products

- UX to shape products not refine them
- Research users in their own environments
- Looking across touchpoints and design the product around the user
- Validation of early concepts
- Challenges
 - Co-ordination
 - Making the creative leap
 - Not expecting users to be designers
 - Ambiguity in the relationship with the product manager



Example of UX to shape products

- Project to define development priorities for the following year
- Looking across touchpoints and designing the product around the user
- Ethnographic research/internal workshops
- Journey maps used by multi-disciplinary teams to identify pain points, competitor challenges and opportunities
- Ideas quickly scoped and prioritised
- Project promotion through the company newsletter/magazine



Experience map workshop





Going strategic

Institutionalised

Integrated

Implemented

Considered

Unrecognised

Strategic UX

The age of the customer

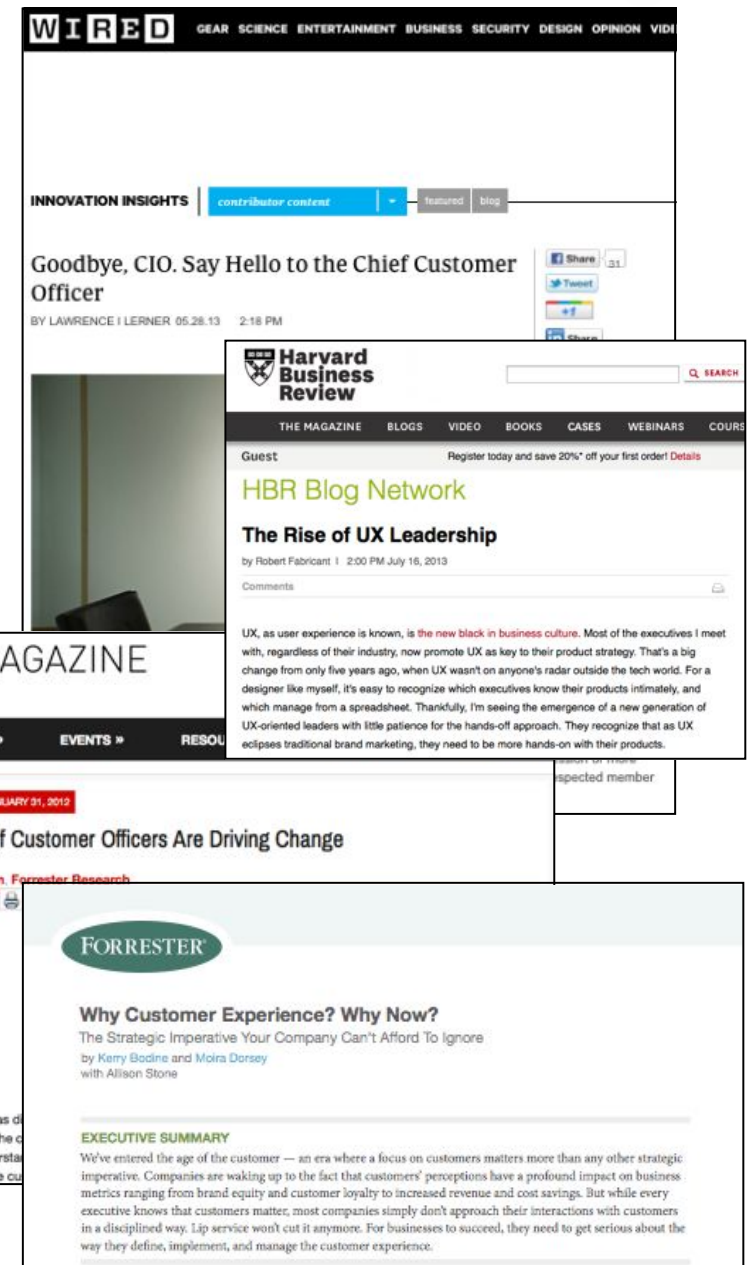
Co-ordination across the organisation
- the Chief Customer Office (CCO)

Big data and service design

Interaction principles feed the whole organisation

Challenges

- Influence
- Integrating with other disciplines and touchpoints
- Integrating with wider company measures and KPI's
- Culture change



Strategic UX

Single point of responsibility for customer experience

Experience maps to understand the current product experience

Customer segmentation based on user needs

Define principles for a great customer experience (regardless of channel)

Define an experience roadmap and clarify roles

Programme of culture change and roadshows amongst customer facing staff



Tips on becoming more integrated

Build credibility and show your value in projects first

Don't expect to skip levels on the way to maturity

Don't expect a smooth path, but you can get real breakthroughs

Effective communication and building good relationships with others in the organisation is crucial

Something is always better than nothing

Don't be lonely - get involved in the global UX community

Keep on promoting UX internally - it never stops





“

"Phone a firm that has appointed a chief customer officer and see if you can reach a human being.

If not, that CCO might as well be tossed from an executive-floor window, no doubt clutching his collection of "journey maps" and "customer archetypes"

Further reading



UX online

www.measuringusability.com

Interesting on quantitative usability and stats

johnnyholland.org

Good thought provoking articles from practitioners

www.uxmatters.com

Lots of articles on a wide range of UX related topics

interactions.acm.org

The magazine of ACM, extensive archive, although subscription required

littlebigdetails.com

Your daily dose of UI Inspiration

boxesandarrows.com

IA and design community site, lots of articles

www.uxbooth.com

An experience design community site

uxmag.com

Lots of UX articles, in magazine style format

UX books

Service Design: From Insight to Implementation –

Polaine, Lovile, Reason

A good general introduction to service design

The Handbook of Global User Experience Research –

Schumacher et al

Your first port of call for international UX research!

Sketching the User Experience

Bill Buxton

Good book on design process and how sketching

Rocket Surgery Made Easy – The Do It Yourself Guide to Finding and Fixing Usability Problems - S Krug

A practical guide to getting started in user research

Eye Tracking and the User Experience – A Practical Guide – A Bojko

A step by step guide on running eye tracking research p

Smashing UX Design: Foundations for Designing

Online User Experiences – J Allen and J Chudley

Good comprehensive guide to all that you should do in UX

Measuring User Experience – T Tullis and B Albert

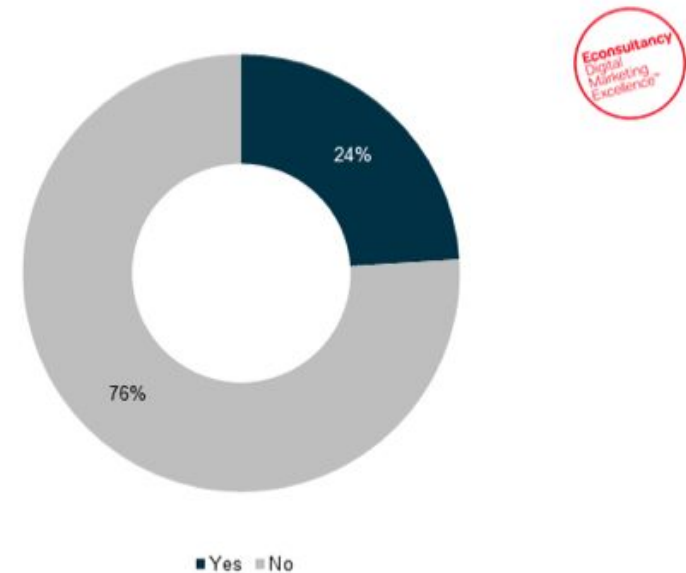
A good guide to measuring user experience

Going strategic



Company respondents

Figure 9: Is user experience represented at board level in your organisation?



Respondents: 592