Human-Centered Design

Marketing Usability
Seven Ps
Of how big importance is the seven Ps, when dealing with internal groups? Do you really need to consider all of the seven Ps, and if so, how?

(Group 5)

- Extended to 7 Ps
- Consider all 7 Ps

- People - People
- Client base/contact - Product and promotion
- Facilities - Place and Physical evidence
- Equipments - Processes
- Finances - Price
The seven Ps are fundamental for the Marketing 101. How would you apply these seven Ps when marketing Facebook, a website with such a broad usability group? (Group 5)

Web 2.0 Four Ps:

- **Personalization**
  Solutions fully catered to their specific needs

- **Participation**
  Allowing consumers to fully participate in the development of a brand, what it offers, and what it stands for

- **Peer-to-Peer**
  Also known as Social Computing, the P2P phenomenon pushes customer participation even further

- **Predictive Modeling**
  Predictive algorithms, such as neural network, that are being successfully applied in marketing problems

Seven Ps:

- **Product:** The set of services the usability organization offers to its customers.

- **Physical evidence:** The tangible clues that provide an image of the quality of the service received

- **People:** The individuals who comprise the usability group

- **Place:** The physical location where the usability organization delivers the service

- **Promotion:** Those activities that communicate the benefits of the service with the goal of persuading the customer to purchase it.

- **Processes:** The methods used by the usability group to deliver services
References


Pricing Model
How to guarantee the performance and quality to the company while using time-and-materials pricing model?

(Group 9)

Consider the features of the time-and-materials pricing model which make sure the performance of the team and the quality of the product

- Analysis is involved
- More client involvement
- High degree flexibility to alter specifications, accommodate unplanned activities rapidly
- Adjust project resources based upon the evolving requirements throughout the software development process
- More control over implementation
- Payment is done as per use of the hourly development efforts
- Dedicated team
- Flexibility to balance the team size and workload
There are couple of pricing models. When you have chosen pricing model is there any methods to estimate the time and cost of the project? (Group 13)

- **Delphi Method**
- **Analogy Method**: Comparing proposed project to previously completed similar project
- **Macro (top-down) methods**: Overall cost estimation for the project is derived from the global properties of the software project
  - Consensus method
  - Ratio method; Apportion method using WBS
  - Learning curves
- **Micro (bottom-up) methods**: The cost of each software components is estimated and then combine the results
  - Template method
  - Parametric procedures
  - Phase estimating method
  - Estimation of WBS work packages
- **Algorithmic Model**: mathematical equations to perform software estimation
  - COCOMO method
  - Putnam method
  - Function point method;
The text says that a fixed price model is risky since it always has a winner and loser. Could it be risky for the consultant to use the time-and-material pricing model? (Group 15)

Compared to other pricing models there are very few risks in time-and-material pricing model, specially for consultants:

- Flexibility in changing specification and requirements counted as risk as it will extend the time
- Budget depends on how well the teams are managed
- Only standard SDLC projects
- Projects are quite complex and are pron to design changes midstream
- Time involvement on clients side
- Open-ended and there is no link between the work consultant . benefits for the company and the fees paid to consultant
References

- http://www.gatewaymultimedia.net/services_offshore_business_models.htm'
- http://www.compapp.dcu.ie/~renaat/ca421/LWu1.html
IG, LC, EG
Considering an internal group (IG) willing to apply a marketing strategy to promote their usability services, is this IG as free and objective as a LC or an EG to market, considering global strategies coming from top management and their own hindsight? (Group2)

**Internal restrictions** make it difficult to maintain high standards in usability and user experience
- timescales
- budget
- lack of resources, technology/equipment,
- internal process/system restriction

Results can be influenced by internal processes.
“It is definitely not a good idea to mark your own homework.”

**Established relationships** with employees and groups within the company

In-house testing helps to ...
... increase the general understanding of usability
... understand how usability fits into their business model

„Usability can help the organization to achieve its key business goals.“
When and why should IG, LC or EG be used (imagine companies of different sizes that creates very varied types of product, what is suitable and why)?

(Group4 + Group 8 + Group 12)

1. Expertise and resources of IG, LC or EG
   - No in-house testing without having relevant resources and understanding
   - Specialised agencies focused on a particular area of consultation

2. Scope of usability/user-testing
   Example: field studies can have a huge impact on a project's resources
   (scheduling visits, taking team members out of the office for several days, etc.)

3. Business field
   Specific industries, products and services need different rates of testing, from seasonal through to regular

4. Company culture
   - Consultants work closely but independently,
   - Consultants just for brief coaching
   - Consultants who do all the work with in-house staff
What are the most critical things in market plans for a starting-up groups of usability consultants who have no reputation and experience yet in providing good quality of service but are only with good knowledge and skills.
(GroupName 6 + Group 8)

1. Promotion
   - identifying and finding potential clients → getting to the right people in an organization
   - talking with potential clients, preparing proposals, doing preliminary work, etc.
   - time and effort that doesn't result in paid work

2. Pricing
   - estimating what a project will require in terms of time and cost based on experience and knowledge
   - choosing a model which easily allows discounts to bid competitively
   - choosing a fee-setting tactic when you don't have a trusting or long-term relationship with the client
With what kind of promotion tactics, you can efficiently help a young company that without enough reputation could take advantage in competitions, example? (Group 6)

1. Web-promotion
   - description of services
   - contact information
   - a list of clients
   - some work samples

   → good user interface design
   → meaningful content updated on a regular basis
   → highly ranked by search engines.

2. Involvement in local and national community activities
   → supports networking among usability professionals

3. Provide training courses
   → making contact with potential clients

4. Showcase projects in workshop/seminars (small-scale)
   demonstrate the feasibility and value of usability work
   → more effective than brochures, direct mail, or cold calls
Why front-line management and development team are so important into the usability groups when senior management is already there in IG; What are their roles? What are the impacts? (Group 13)

**Senior managers** usually fund development, including usability. Decisions are about business, not design.

**Front-line management** includes **product managers** and **engineering directors**.

The product development process is in charge of the **product managers**.
- Product managers are rewarded for on-time and under-budget delivery.
- Bring focus to usability across the development, engineering and marketing teams.

**Engineering directors** lead a team of technical experts (engineers and scientists).

**Development team**
Conduct user-centered design techniques.
(technical experts, interaction designers, visual designers, usability practitioners, etc.)


Bias, R. G., Mayhew, D. J. (2005), *Cost-justifying usability: an update for an Internet age*, Amsterdam: Morgan Kaufmann

Internal & External factors
While discussing external factors that will shape a market plan, it is mentioned that the bursting of the technology "bubble" in 2000-2001 changed the market considerably for usability consultancies. How did it do this? What effects did it have? (Group 2)

- Dot-com bubble
  - Investing in ideas
  - Unrealistic high values
- "Staff were paid unrealistically high salaries during the bubble, when dot-com companies were desperate to hire any warm body that walked in the door."
- Dot-com bubble bursted
- Sharp fall in demand for IT services
- Usability more dependent on IT than contrary
In the paper they mention that the usability industry has a hard time marketing themselves because that people don't realise that they have a usability problem. Can you find other industries that had or have the same problems? Perhaps some industry that usability can draw lessons from. (Group 12)

- Things that when they first introduced it was not thought that it could be useful but which we today can not live without
  - Mobile phone
  - Car
- Couldn't understand why I should use it?
- Problem with good usability is that it is not visible. Hard to promote something that is not visible.
Break

Coffee & tea, no free sandwich.
Group 2

Martin Dujol
Christian Holth Osterlund
Jessica Simone-Wingren
Promotion & Marketing Tactics/Strategies
When discussing internal promotion, it is mentioned that one author (Siegel) suggests that taking a conservative approach to analyzing the cost-benefit tradeoff can make usability promotion more effective. How can it do this? (Group 2)
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What did Siegel mean by "a conservative approach":

- Be liberal in estimating the costs of UCD activities
- Be conservative in estimating the gains of UCD activities

How can this approach make internal usability promotion more effective?

- Demonstrates to management that you have a cautious attitude towards new/different approaches
- Gives management the impression that your estimates are reasonable.
- Increases the chance of success once project is supported - may even be able to exceed expectations
Compare the promotional tactics "Seminars (small-scale)" and "Video brochures". Why is the first one more effective than the last one? (Group 4)
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List of promotional tactics was compiled by David Maister...

Review - what were his guiding principles?
1. "The raspberry jam rule"
2. *Show* don't *State*
3. "In-person" works best

The tactic should aim to:
→ move away from broadcasting a general message to a large audience
→ move towards face-to-face dialogues that get you talking about individual company problems
Compare the promotional tactics "Seminars (small-scale)" and "Video brochures". Why is the first one more effective than the last one? (Group 4)

Seminars (small scale)

A good seminar:
- Is small in size
- Has researched attendees
- Is short in length
- Has one-on-one opportunities

What it does:
- Demonstrates firm's usefulness
- Shows that company is disciplined, organized & enterprising.
- Shows willingness to invest in relationships
- Gives chance to show personal interest in potential clients
- Can lead to follow up contact
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**Video Brochures**

Break all of Maister’s guidelines!
- Generally not targeted well.
- Make assertions without demonstrating competence.
- Not in person!

Not only that - but they are very often **BORING**.

Ways to make them worthwhile:
- Try to target them as specifically as possible
- Make it interesting by:
  - presenting case histories
  - including client interviews where company was able find a great solution
Regarding finding your market, some respondents of the survey said they didn’t segment the market and did anything they got paid for. Do you think as the usability business matures, will usability companies be forced to specialize to keep competitive? (Group 6)
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It is certainly possible to succeed without defining a target market. BUT...

Why segment your market:

- Segmentation forces the business to learn more about customers
  - What are their needs?
  - Do different segments require different versions of the same product?
  - How is the segment growing/changing?
  - Are different segments willing to pay different prices?
  - Can they be reached by different media?

  This knowledge keeps business closer to customer
  → can understand and satisfy customers' needs now and in the future.

- Segmentation leads to better utilization of resources
For the company, how to qualify the usability consulting organization (except the experience)? (Group 9)
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Factors to consider when selecting a usability consulting organization:

- Staffing
- Completeness of solution
- Domain expertise
- Methodology
- Tools and templates
- Size and stability
- Corporate cultural match
- Specializations
- Organizational structure
- Change management ability
- Quality control and feedback
- Ongoing training for consultant's staff
When demonstrating what you can do for a customer, how extensive should the work, i.e. a usability test, be? How can you give the customer incentive to employ you for further work?

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(Group 7)

• Keep it simple, stupid: focus on business benefits ($€££).
• “The prospective customer is always right” Jacob Nielsen.
• Know & understand marketing strategy for end-users.
• Use previous work similar to the customer's business.
• Error: let him think you can reuse an existing solution. Fail.
• Your usability expertness + customer knowledge = Success.
The internet chapter emphasizes that the url is important when it comes to name and rank on search engines. Some products' logos are more memorable than a brand name (in form of pictures). What importance would you say a logo has for an online product? (Group 5)
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- URL’s and logos have different marketing ranges.

- **URL**
  - May contain product and/or company name.
  - Early & direct vector to your website.

- **Logo**
  - Part of a branding strategy (logo ≠ brand).
  - Vector of brand memorization.

- **URL is more important than logo**
  - URL means direct access.
  - Logo needs synchronization between logo content and website.
How to determine how much of the product should be handed/distributed for free in order to create a market demand for the product (e.g. Quicktime is free meanwhile you have to pay for Quicktime Pro that have more)?

(Group 3)
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(Group 3)

- Creed: don't break the user experience

- Free?
  - Trial or lite version
  - Free ≠ Low-cost

- Paid version
  - Appealed with the free version
  - Added value goes beyond the free version value

- Change: Web 2.0 era and OpenSource spreading
  - Individual: Gimme grOovy stuff for fr33 Baby
  - Business: $$$ thanks to usability? Deal.

- “Advertising is failing on Internet ” (TechCrunch)
Should there be a global program propagating the importance of usability among end-users who don’t know about the need of usability? Are there some existing? (Group 7)
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- Yes … but no: bad target.

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- End-users want a solution to work. Don’t care about the basis of a product.
- Don’t highlight usability inside a marketing speech.

- End-users more aware?
  - Higher demand
  - Investment to be done by (lazy) companies
  - Issues
    - Question of Group 1
    - Management of change

- Success if dedicated to developers/designers

- Still, problem of evangelization disparity
  - Each company has its own program
  - Apple & Microsoft in the same program, do you believe that?
How do you convince a company who say they are not in need of usability engineering that they could do better?

(Group 1 & Group 11)
How do you convince a company who say they are not in need of usability engineering that they could do better?

(Group 1 & Group 11)

- **Start Testing Right Away**
  - Great way to convince your fellow co-workers
- **Debunk the Myth that Usability Testing Is a Big Production**
  - Start small, 3-4 persons is better than none
- **Start Testing Early in the Process**
  - Stakeholders very often see that the technique saves valuable time in the long run.
- **Involve Management and Stakeholders**
  - Involve them in a debriefing right after the testing; involve them in helping to find good solutions to the problems.
- **Identify Your Organization’s Champions and Address Their Needs**
  - Try to win them over
Is there any relationship between the size of company and the usability marketing approach?
(Zone 10)
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(Group 10)

• Big-Size Companies
  o Don't have to advertise as much as small-size companies
  o Customers recognize the brand

• Small-Size Companies
  o Have to advertise more
  o Specialize in a specific area
Evaluation feels important to get a good result. How come that external group spends so much more percentage of their budget on evaluation? (Group 13)
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Lone consultant have a more even distribution of time across research, design, and evaluation. This could be because, once established, an LCs becomes viewed as a "trusted adviser" who can perform a range of tasks for the client organization.

The EGs appear to spend more time performing evaluation activities. External usability groups noted that their strategy was to "get in the door" by offering a relatively inexpensive heuristic evaluation of an application and then expanding this initial activity into high-valued design activities.


End

You can go buy a sandwich.