

Is Design Metrically Opposed?

Jared Spool

Is Design Metrically Opposed?

Jared M. Spool
@jmspool



1 Are we
measuring the
right thing?

Performance Based Design

NEW BOOK COMING 2010

Yes, notify me ONCE when it's ready!

A web designer's guide
to kicking ass with:

Web analytics

User testing

A/B testing

Multivariate testing

Advanced CSS & CSS3

You'll never think about
web design the same
way again.

WHAT'S THE BOOK ABOUT?

Performance Based Design is about changing the way we think about web design. It's what comes next after web standards. It's about using data to find the *best* design — the best user experience, the best conversion rate, the best performing design. Web design is measurable and testable, and *Performance Based Design* will show you how to use that to become an objectively better designer.

WHO'S THE AUTHOR?

Luke Stevens (@lukestevens) has been professionally designing and building websites for the better part of a decade. For more:

- Follow @msrmt on Twitter for book updates.
- Read an [interview with Luke at SitePoint](#).
- See Luke's [slides \(with audio\)](#) from his Web Directions South 2009 presentation on performance based design.

WHEN WILL IT BE OUT?

The book is currently 80% complete, weighing in at 70,000 words across five major sections. It should be out around the middle of this year.

Be sure to sign up so you get a **once-only** email when the book is ready, or follow @msrmt to be notified that way.

Luke Stevens Design + Consulting | luke@lukestevensdesign.com | @lukestevens | © 2010

Hi! Are you a Designer?

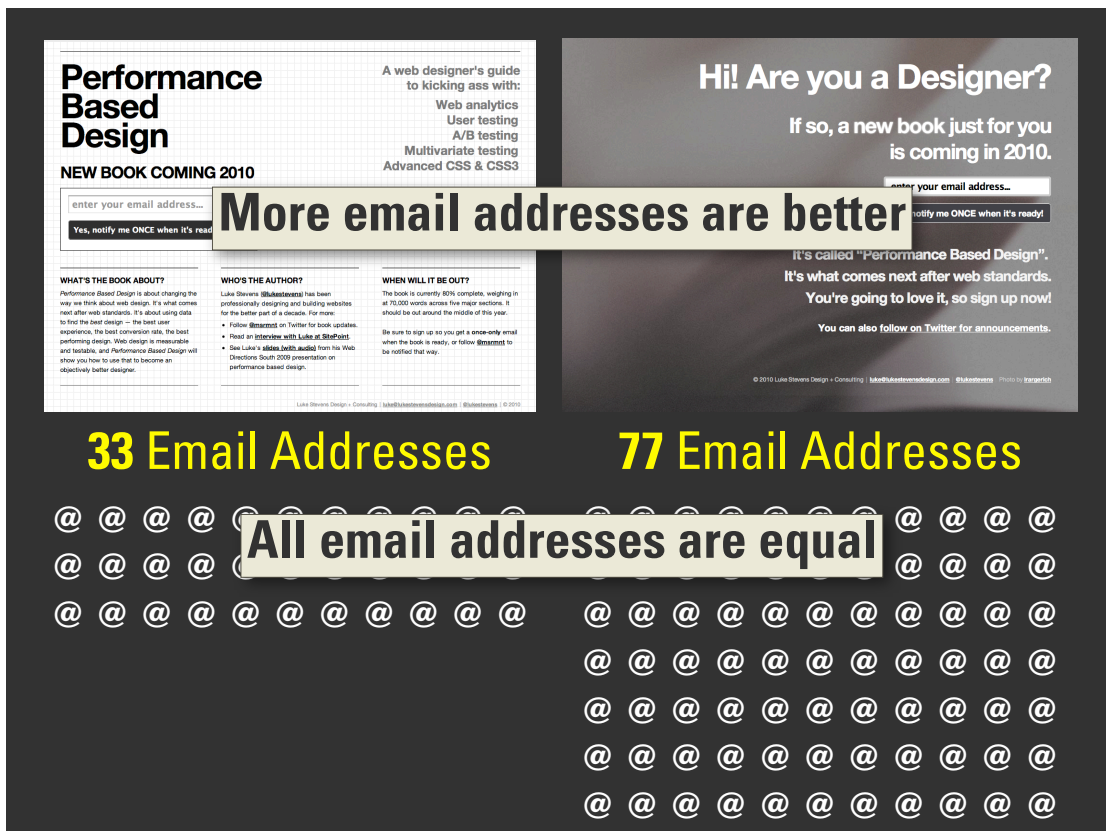
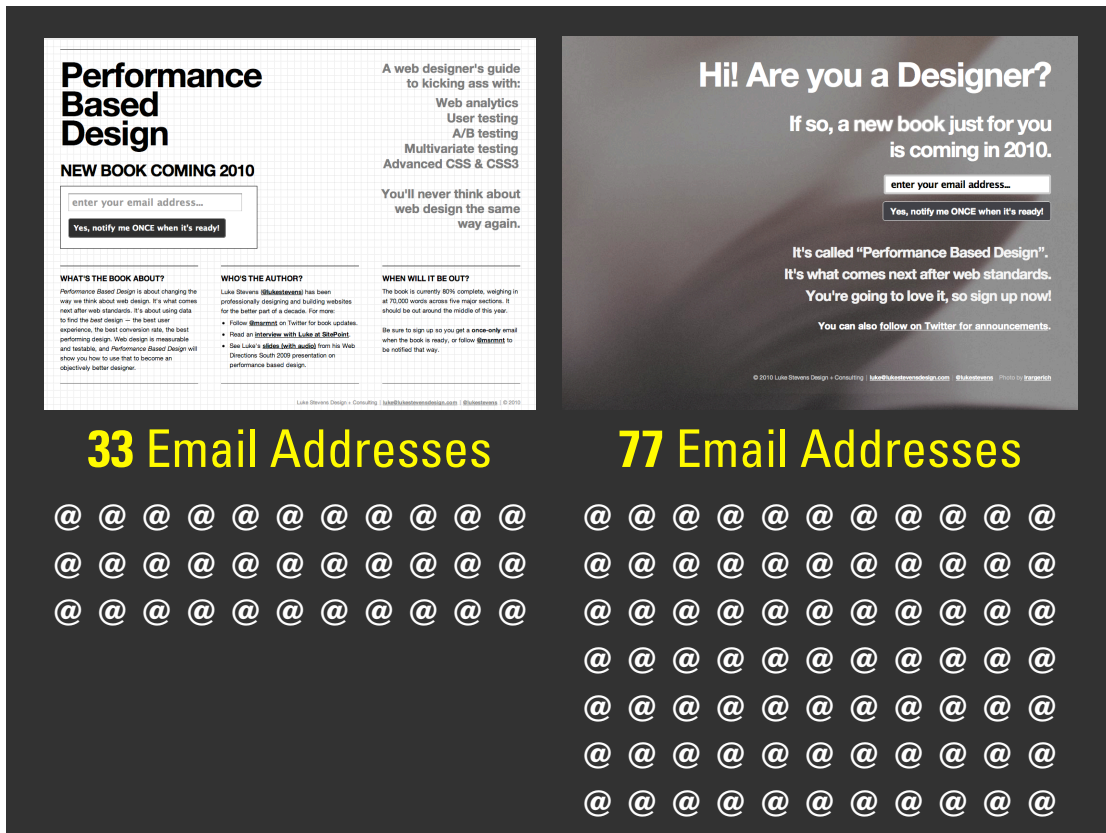
If so, a new book just for you
is coming in 2010.

Yes, notify me ONCE when it's ready!

It's called "Performance Based Design".
It's what comes next after web standards.
You're going to love it, so sign up now!

You can also [follow on Twitter](#) for announcements.

© 2010 Luke Stevens Design + Consulting | luke@lukestevensdesign.com | @lukestevens | Photo by [lrargerich](#)





Observations to inferences

Observations

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Inferences

More email addresses are better
All email addresses are equal

Observations



Inferences

Observations



Inferences



Design Decisions

Observations



Inferences



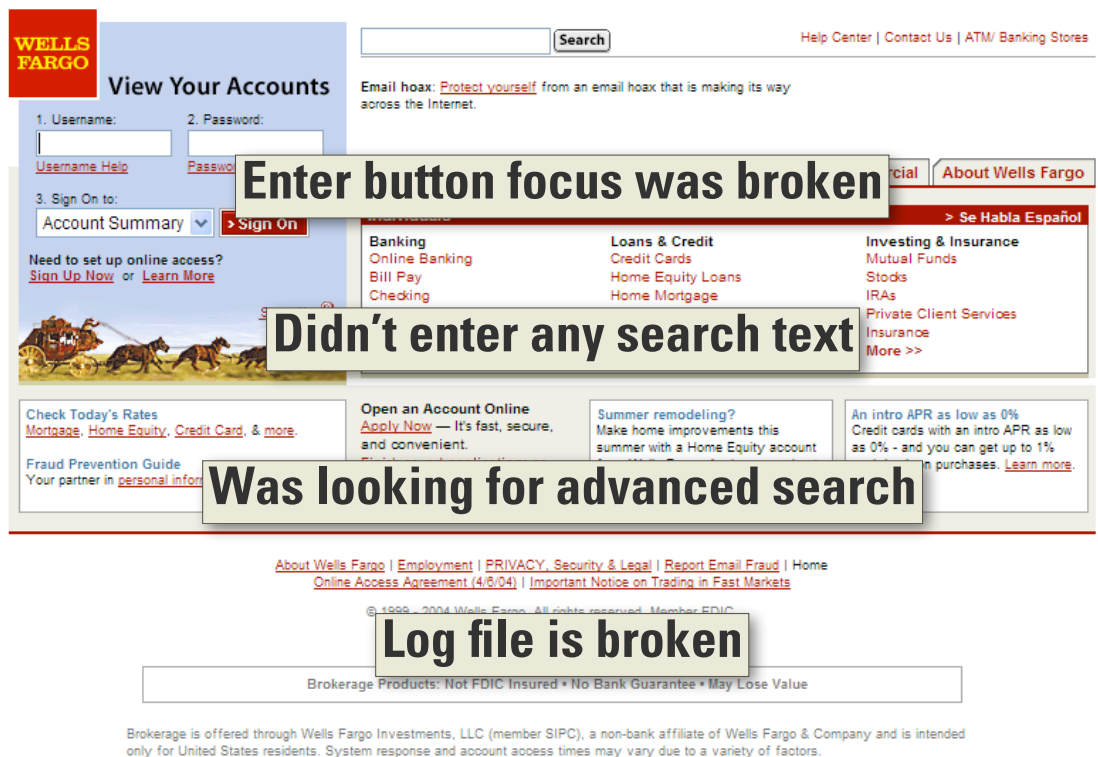
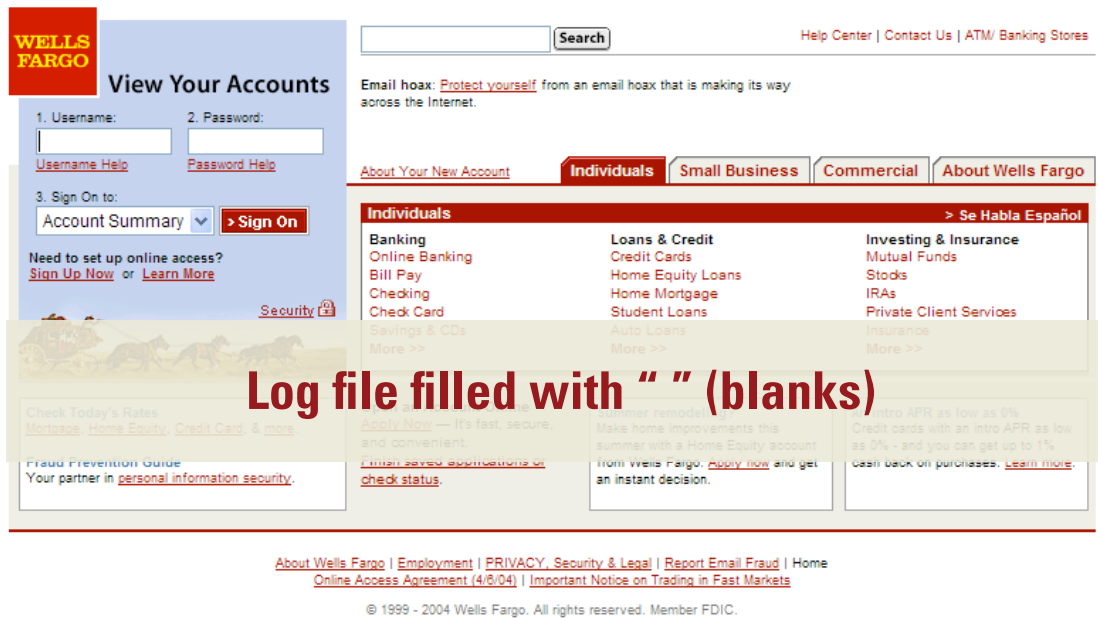
Design Decisions

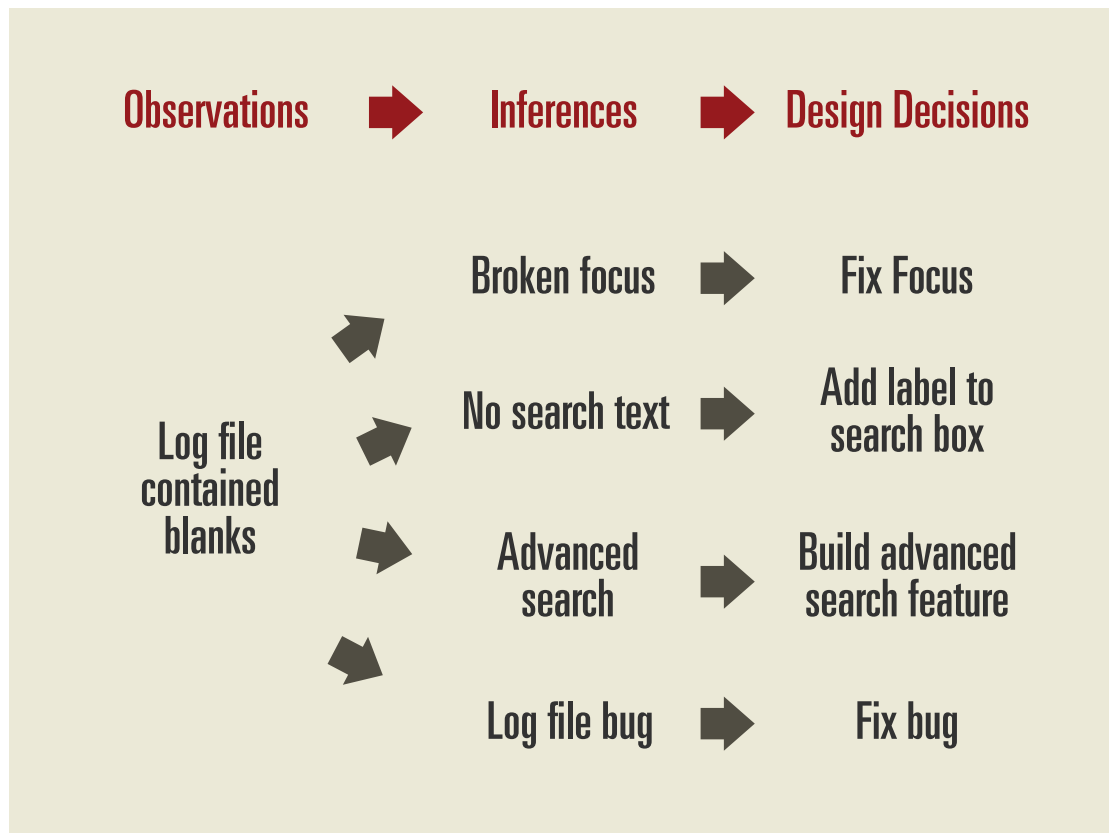
Observations ➡ **Inferences** ➡ **Design Decisions**

2nd variant had
more email
addresses ➡ More email
addresses are
better ➡ Use 2nd variant

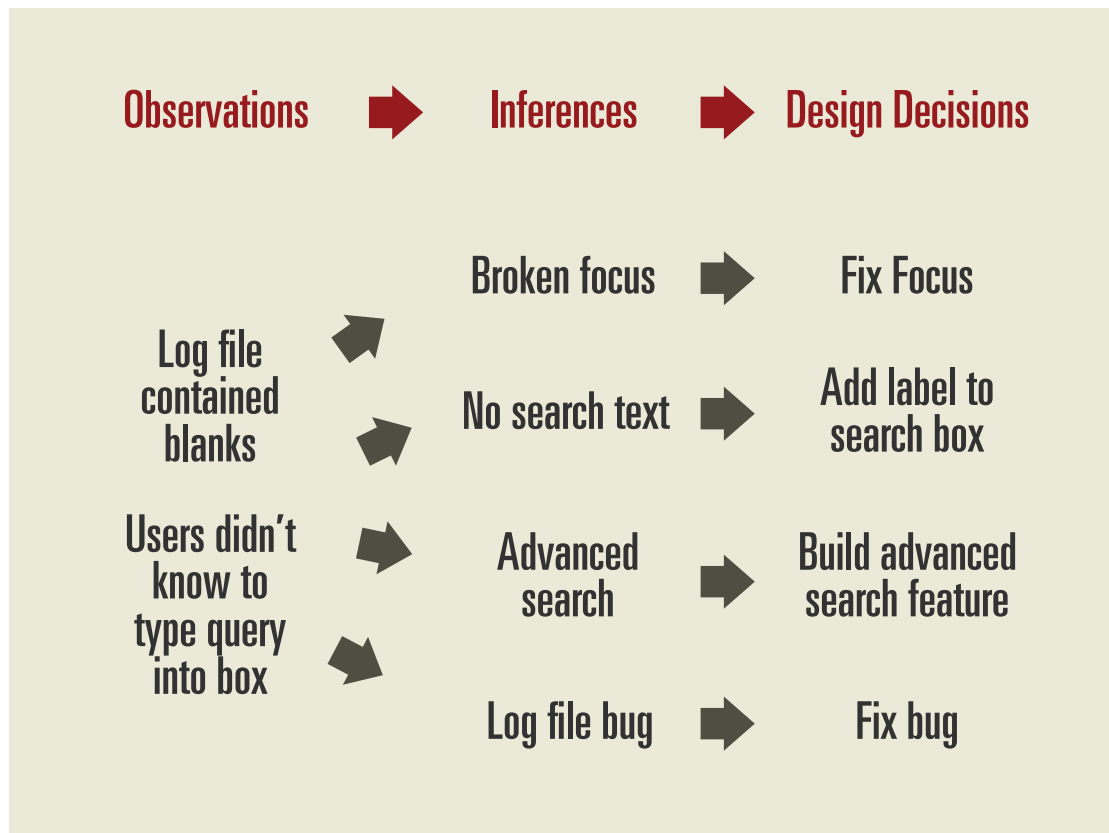
Observations ➡ **Inferences** ➡ **Design Decisions**

What did we
see? ➡ Why we think
it happened? ➡ How will we
improve the
design?





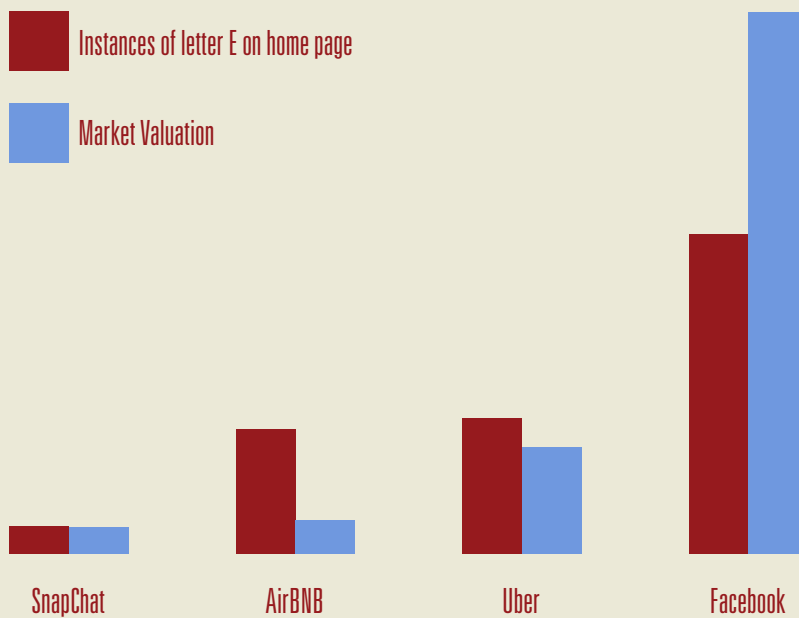
The best designers
never stop at the
first inference.

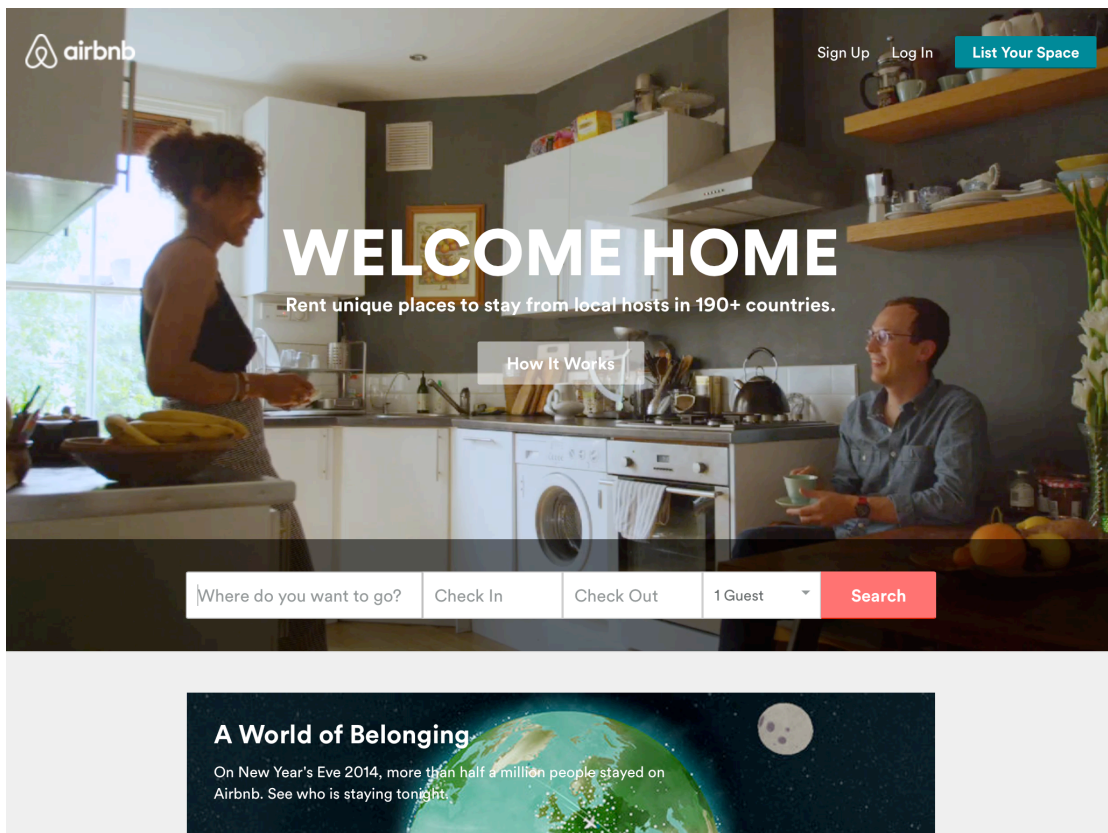


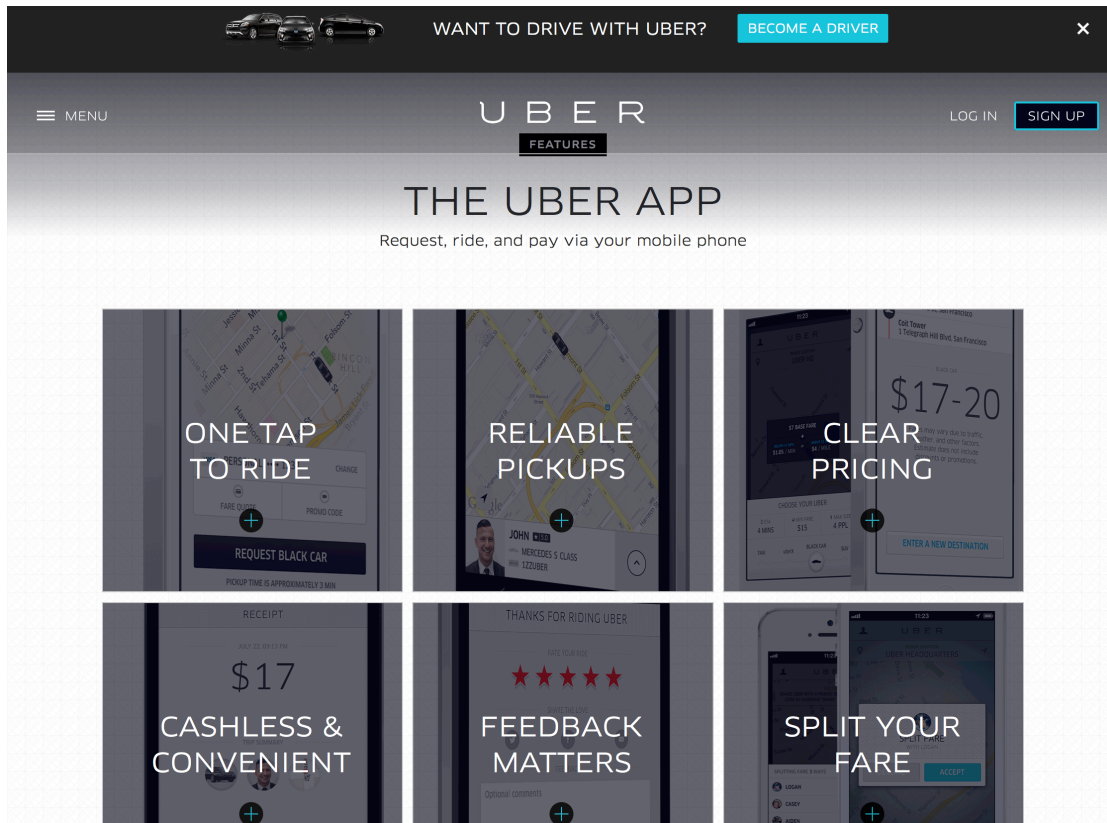
Research turns inferences into observations.

3

Useless measures & silly metrics







English (US) Español Français (France) 中文(简体) العربية Português (Brasil) Italiano 한국어 Deutsch हिन्दी

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Locations About Create Ad Create Page Developers Careers Privacy Cookies Terms
Help

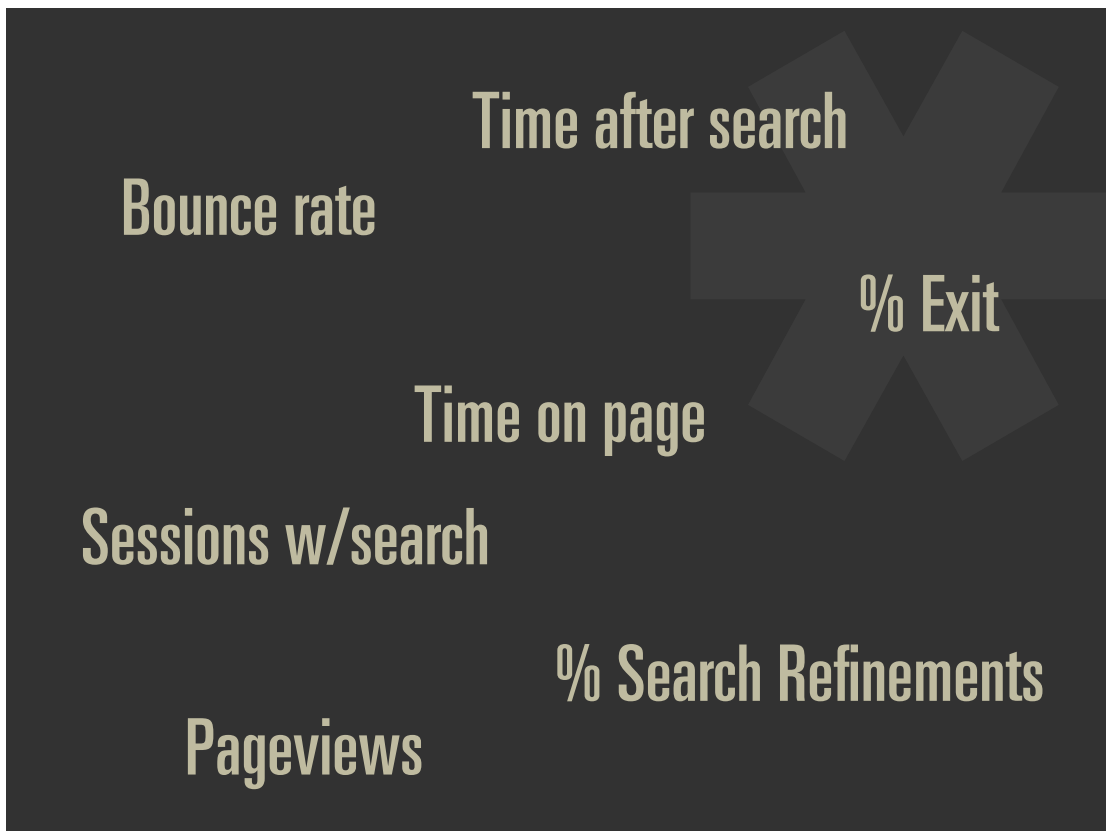
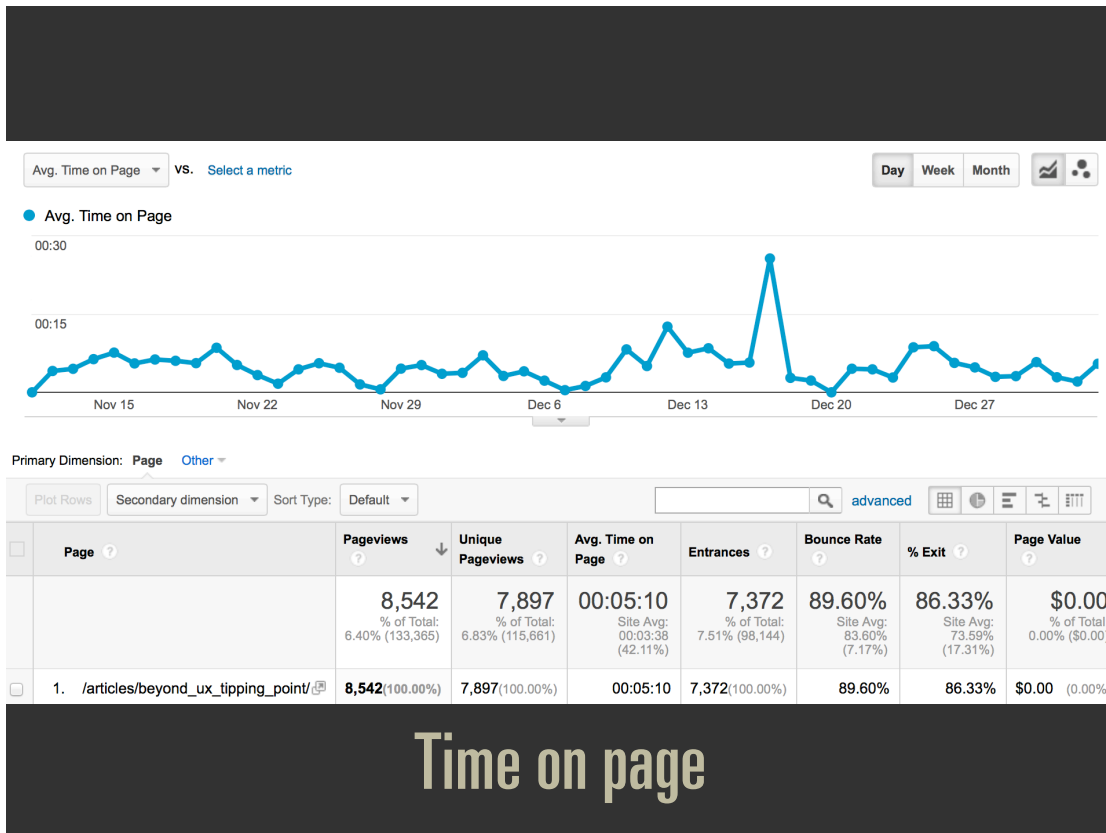
Facebook © 2015
English (US)

Counting Es is a stupid metric.

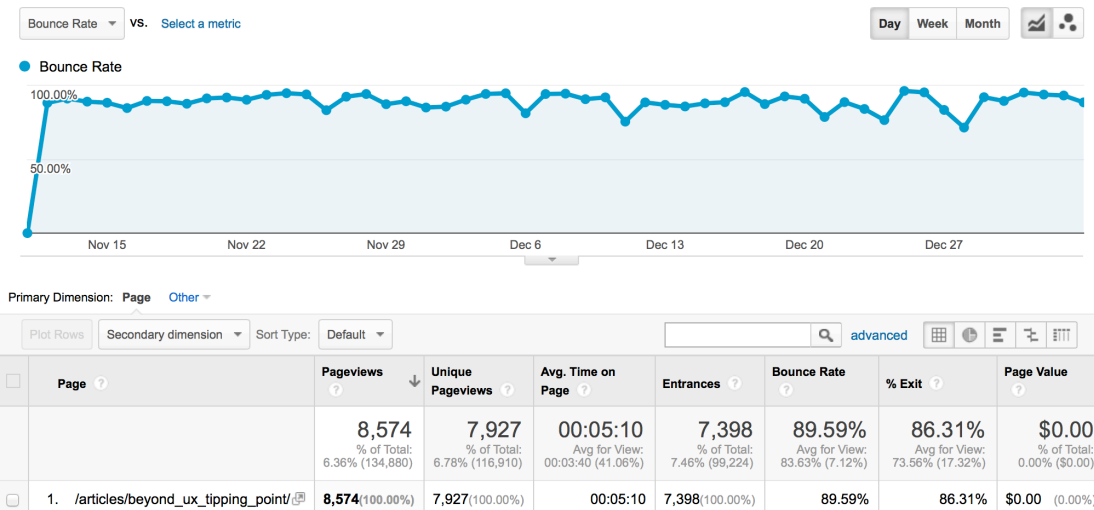
Measure: Something we can count.

Metric: A measure we track.

Analytic: A measure software tracks.



What should we do differently?



Bounce rate

What Google Analytics can't tell you:

- ▶ What content was useful?
- ▶ What people found confusing?
- ▶ Who is your site's biggest spender?
- ▶ What do big spenders do that others don't?
- ▶ What should you do to improve your content?
- ▶ Why did someone click?

What Google Analytics
can't tell you:

Why?

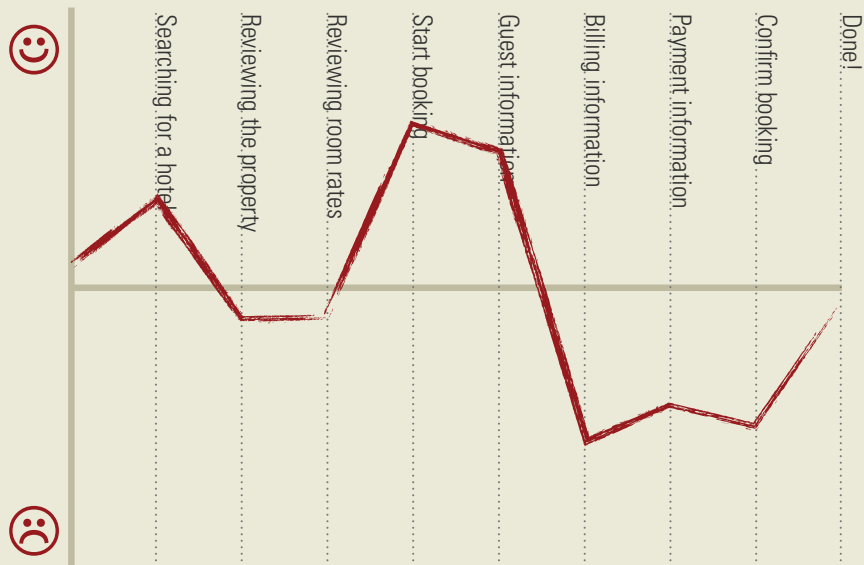
We don't need
analytics.

We need metrics that
help us improve our
users' experience.

4

A measured experience.

Customer journey map



Things that users find frustrating

- ☹ Content that is confusing
- ☹ Incomplete information
- ☹ Can't remember password
- ☹ Hidden features
- ☹ Hidden navigation
- ☹ Confusing navigation
- ☹ Error messages

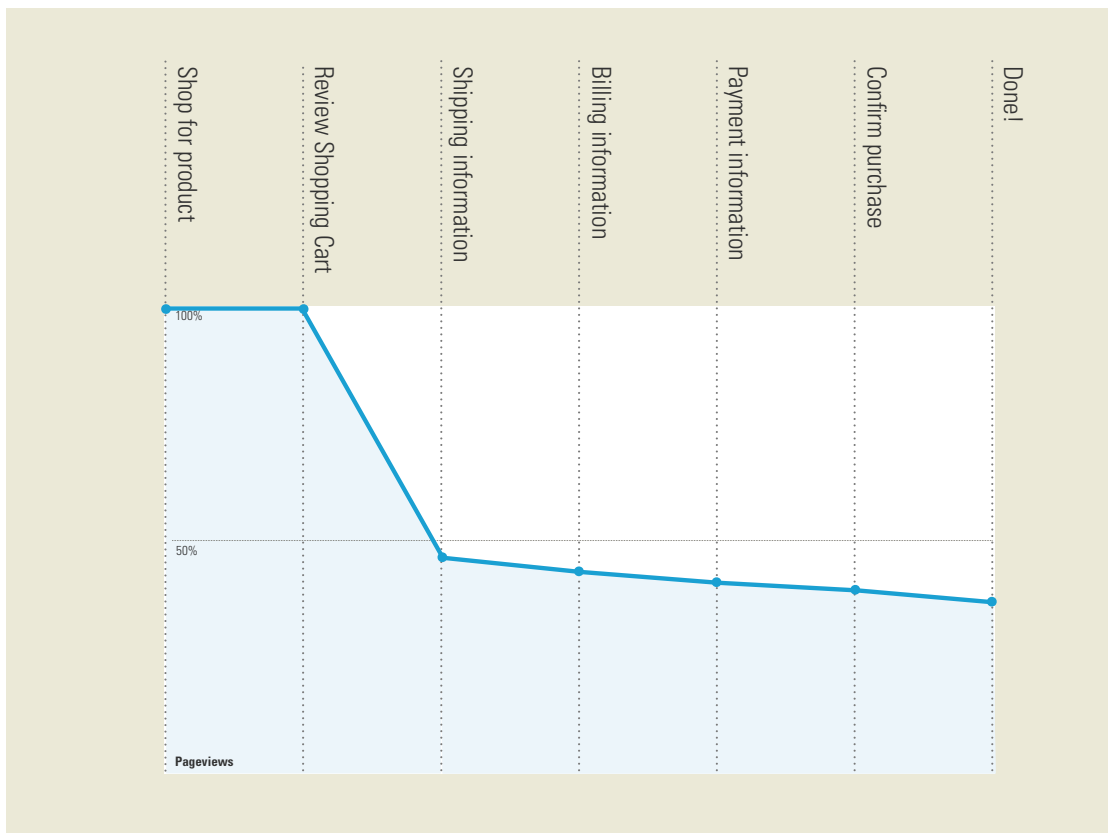
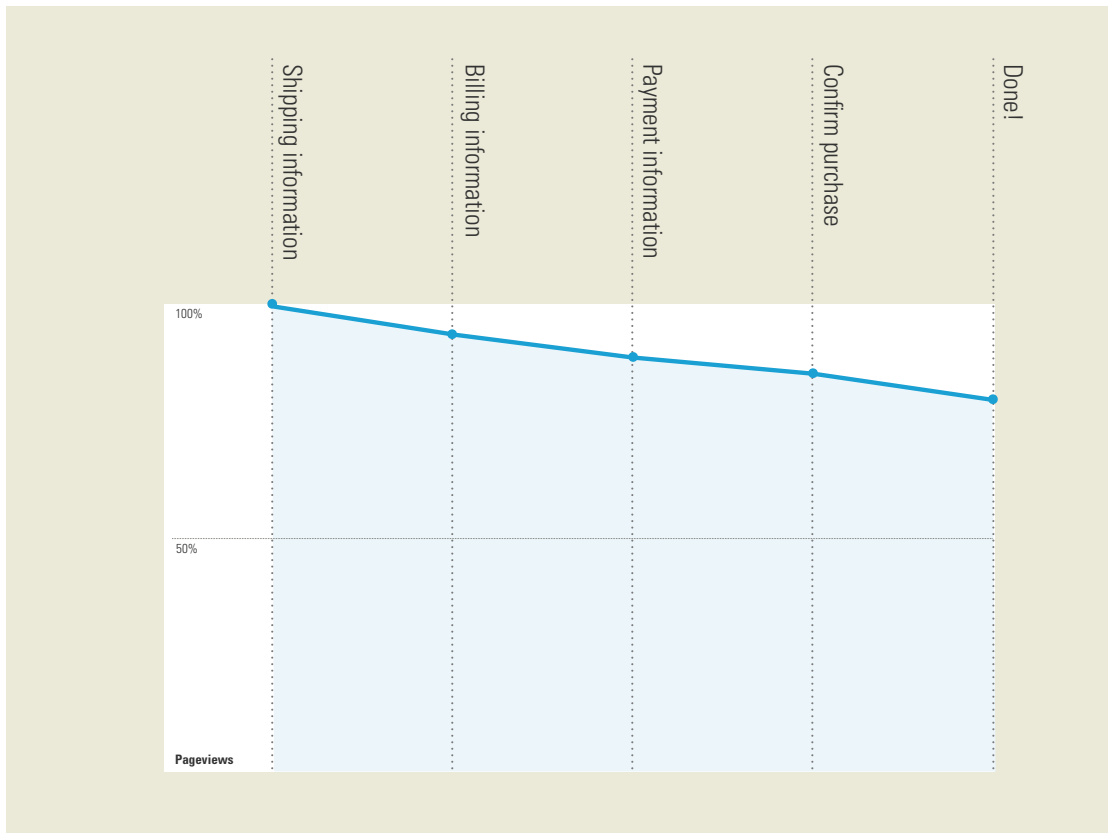
Things that users find frustrating

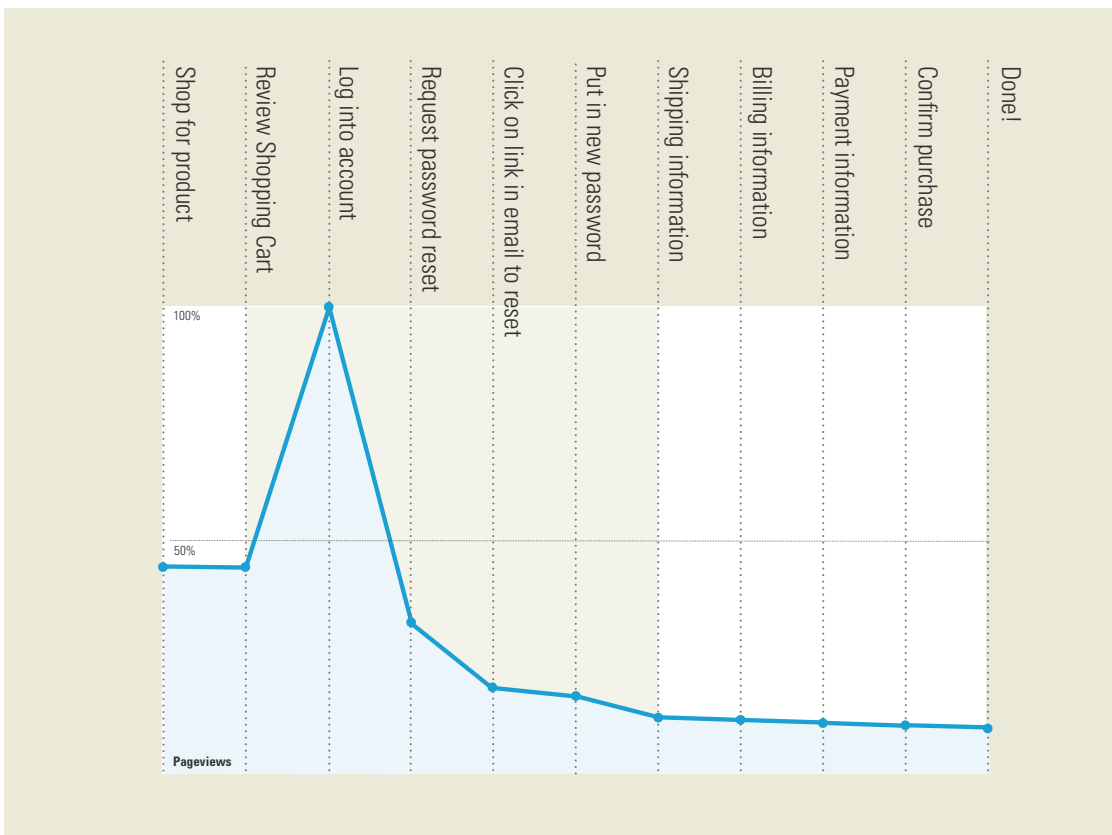
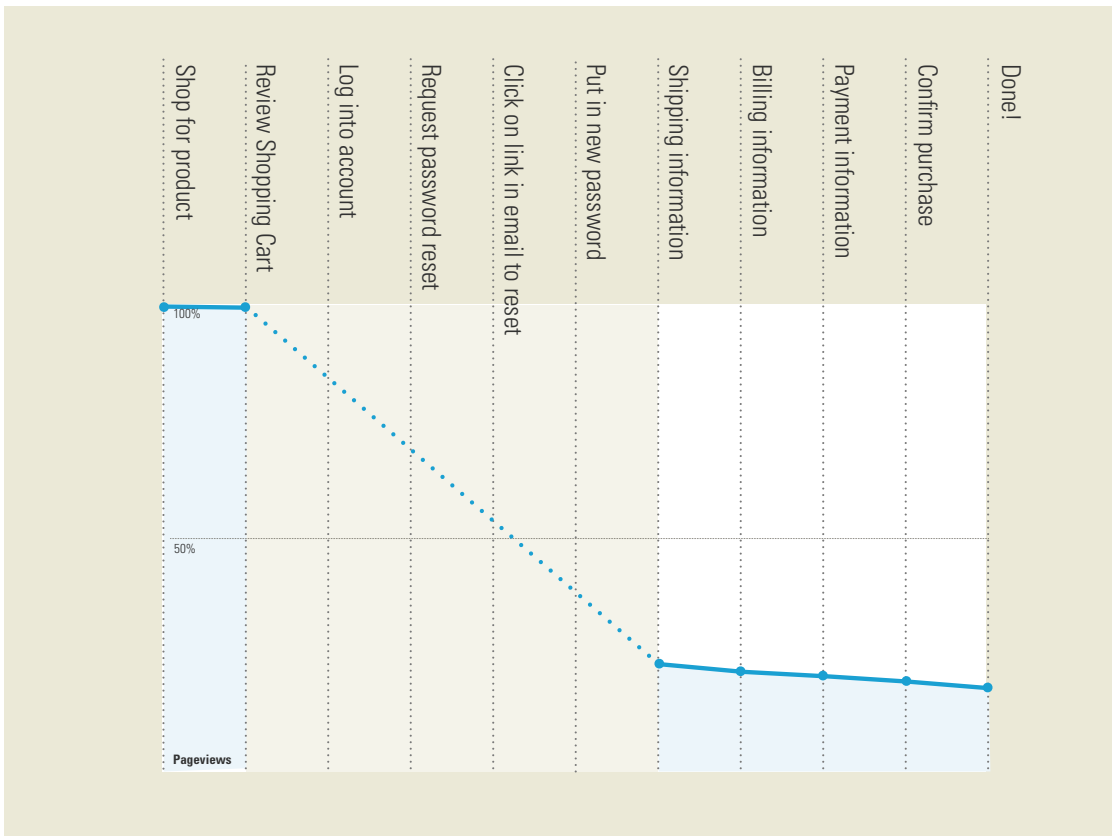
- ☹ Error messages

Phone numbers can't have dashes or spaces.

The credit card security code is required (again).

Username and password do not match.





Lost revenue from
account sign-in issues:

\$300,000,000
per year

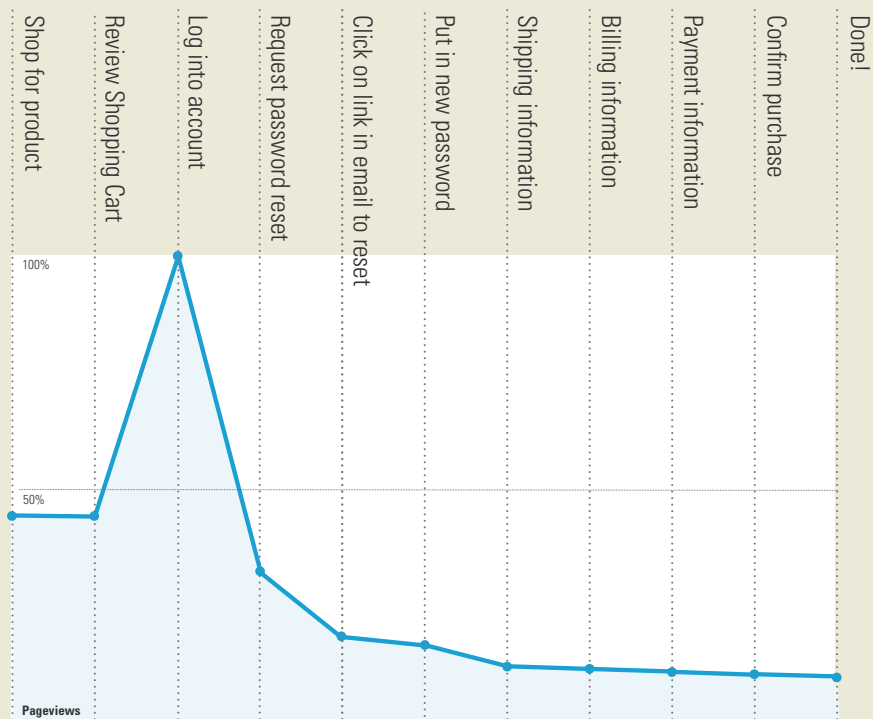


The team built a guest checkout (no sign-in required).
Recovered the \$300,000,000 within 1 year.

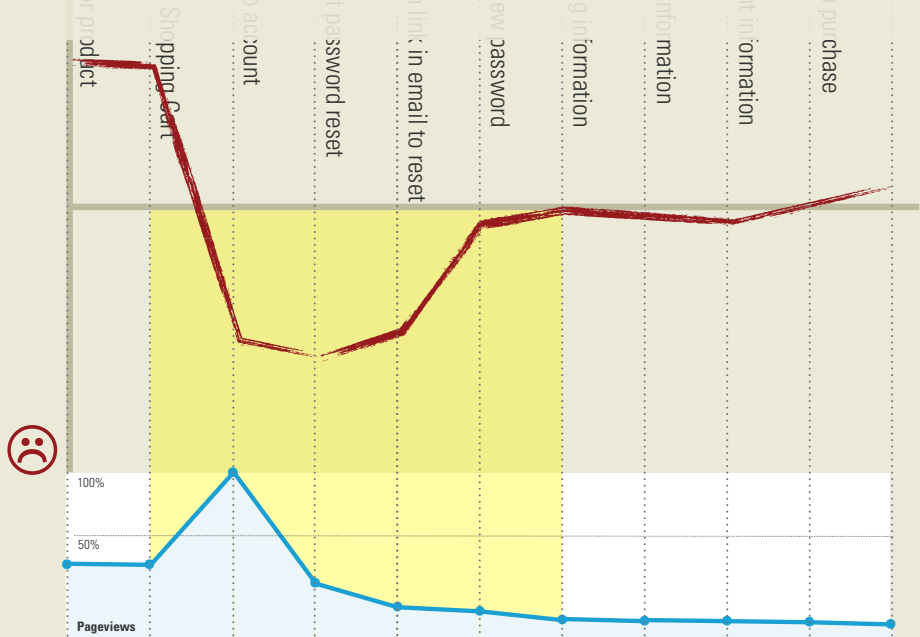
Qualitative findings
must drive our
quantitative research
agenda.

The team's initial inferences

- ▶ The checkout steps were where we'd find the biggest improvement.
- ▶ It was "normal" to lose customers before checkout.
- ▶ There were no additional steps between cart review and starting checkout.
- ▶ All of the screens were instrumented.

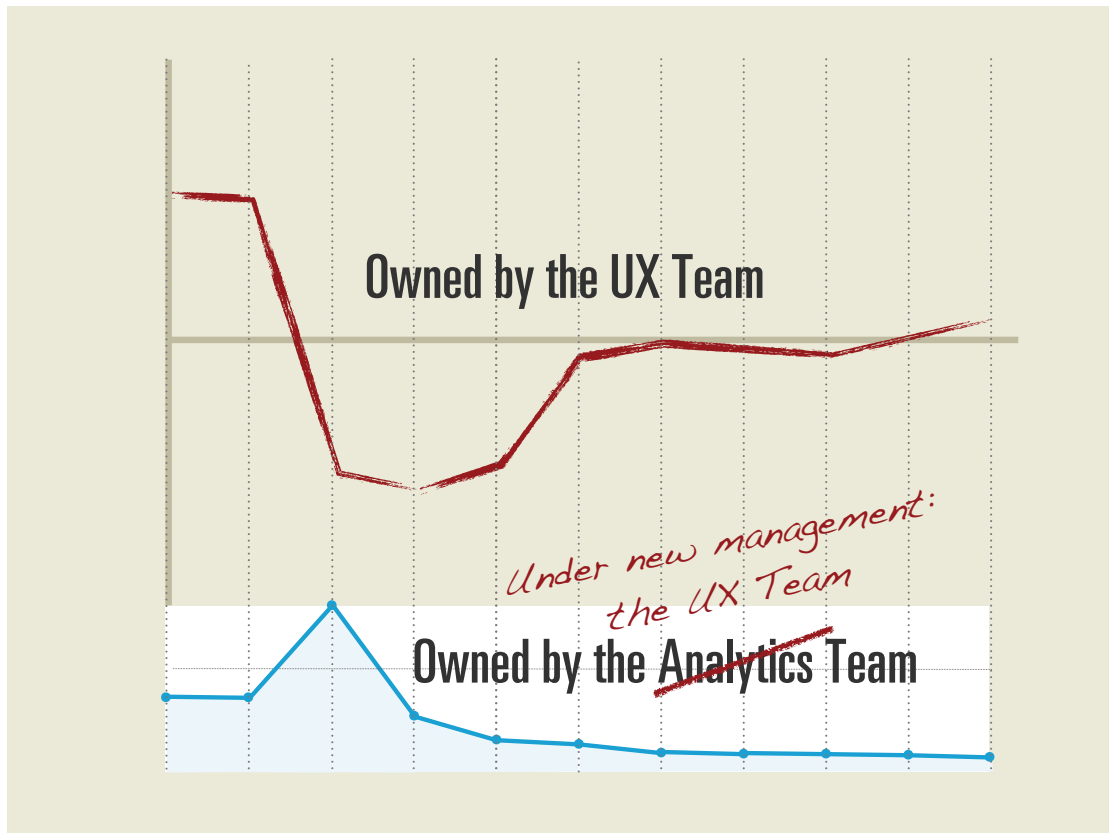


Focus quantitative research on frustration.



No longer acceptable:

"Analytics are controlled by a different group."



No longer acceptable:

“Analytics are controlled by a different group.”

Data science is now an essential skill for every UX team.

No longer acceptable:

“I don’t understand what the metrics mean.”

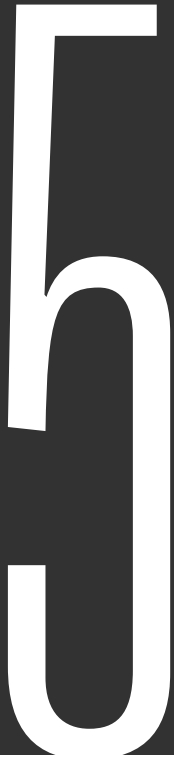
Continually question what the metric is trying to tell you.

No longer acceptable:

"I'm not good with numbers."

**Keep the numbers simple, so you
can focus on the behaviors.**

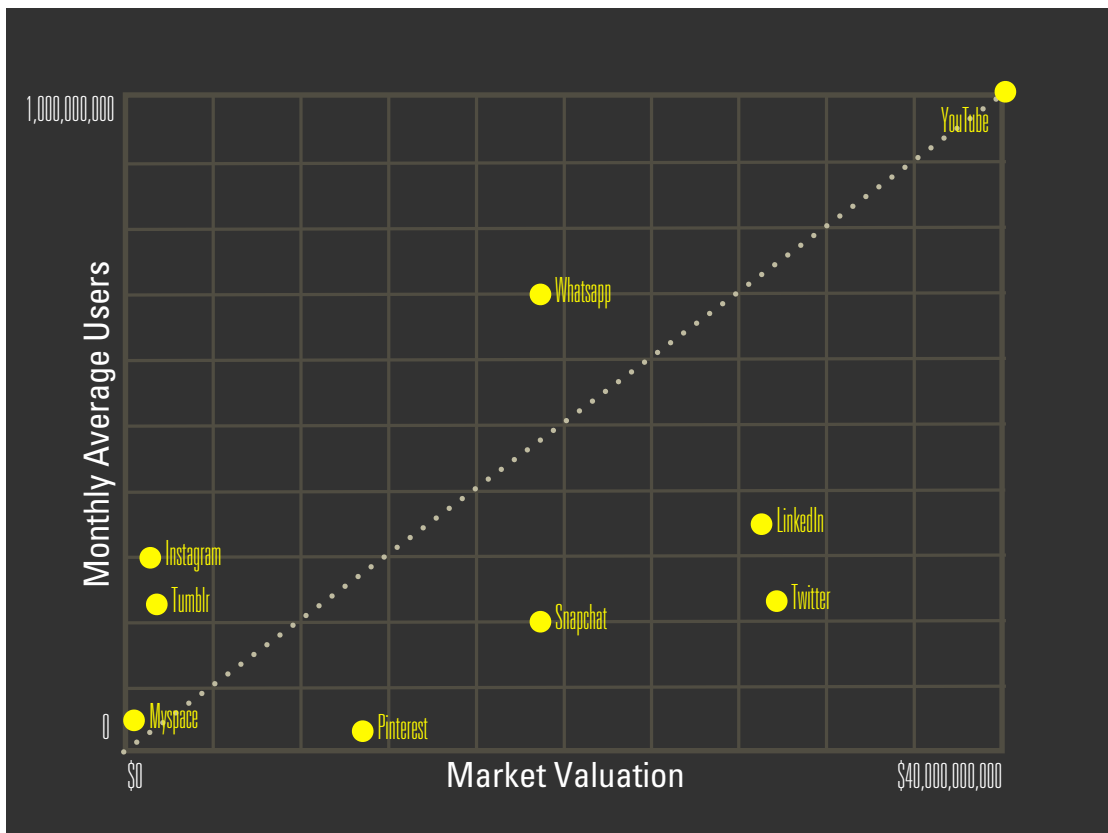
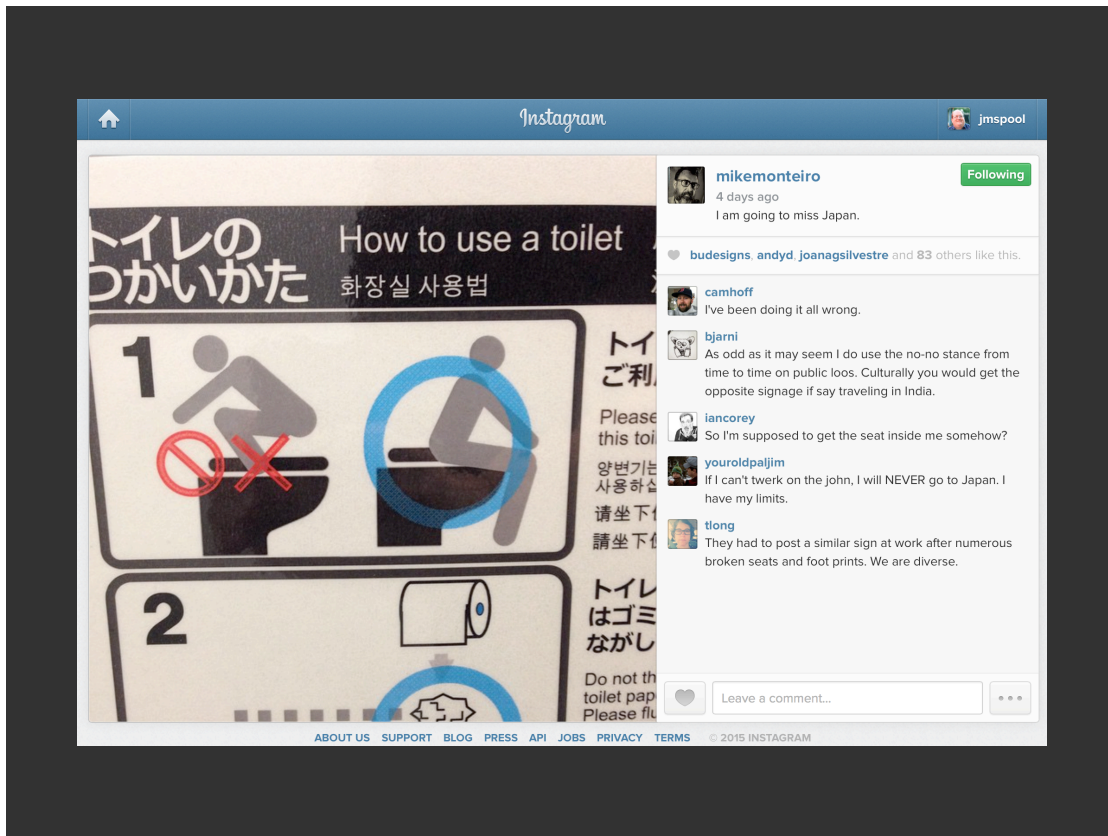
Applying targeted
metrics to qualitative
research: a powerful
addition to the UX
designer's toolkit.



Who collects
the metrics?

Design:
The Rendering
of Intent





Vince Frantz

December 31, 2014 4:09 PM

To: Jared Spool <jspool@uie.com>

[Hide Details](#)

[New comment] Dealing with out-of-scope training?

LinkedIn Groups



Vince Frantz just posted a comment in UX Consultancy Owners

Dealing with out-of-scope training?

When you encounter a client that needs training, but it isn't in your project's scope of work, what do you do?[see more](#)



I also like training but actually don't like re-training. ...
Vince Frantz, Founder, User Experience Lead at Sprokets

[Respond Now](#)

[Like](#)

Facebook

January 6, 2015 10:45 AM

To: Jared Spool <jspool@uie.com>

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Reply-To: Reply to Comment

Noreen Whysel commented on your post.

facebook



Noreen Whysel commented on your post.

Noreen wrote: "Call Ghostbusters."

Reply to this email to comment on this post.

[See Comment](#)



[See Your Notifications](#)

"The medium of design is behavior"

Robert Fabricant

9,482

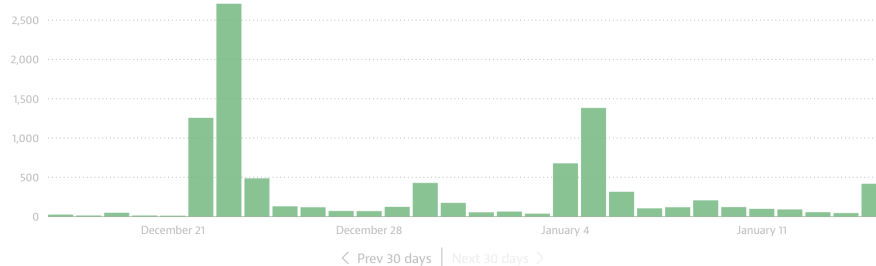
Views (30 days)

2,248

Reads (30 days)

109

Recs (30 days)



Stories

Views

Reads

Read ratio

Recommends



Beans and Noses

[View story](#) · [Referrers](#)

374

260

70%

18



Safe Conferences Are Deliberately Designed

[View story](#) · [Referrers](#)

8.3K

1.7K

21%

86



Developing a UX Practice of Practicing

[View story](#) · [Referrers](#)

6.8K

2.6K

39%

119



Hiring UX experts versus giving your team their own UX skills

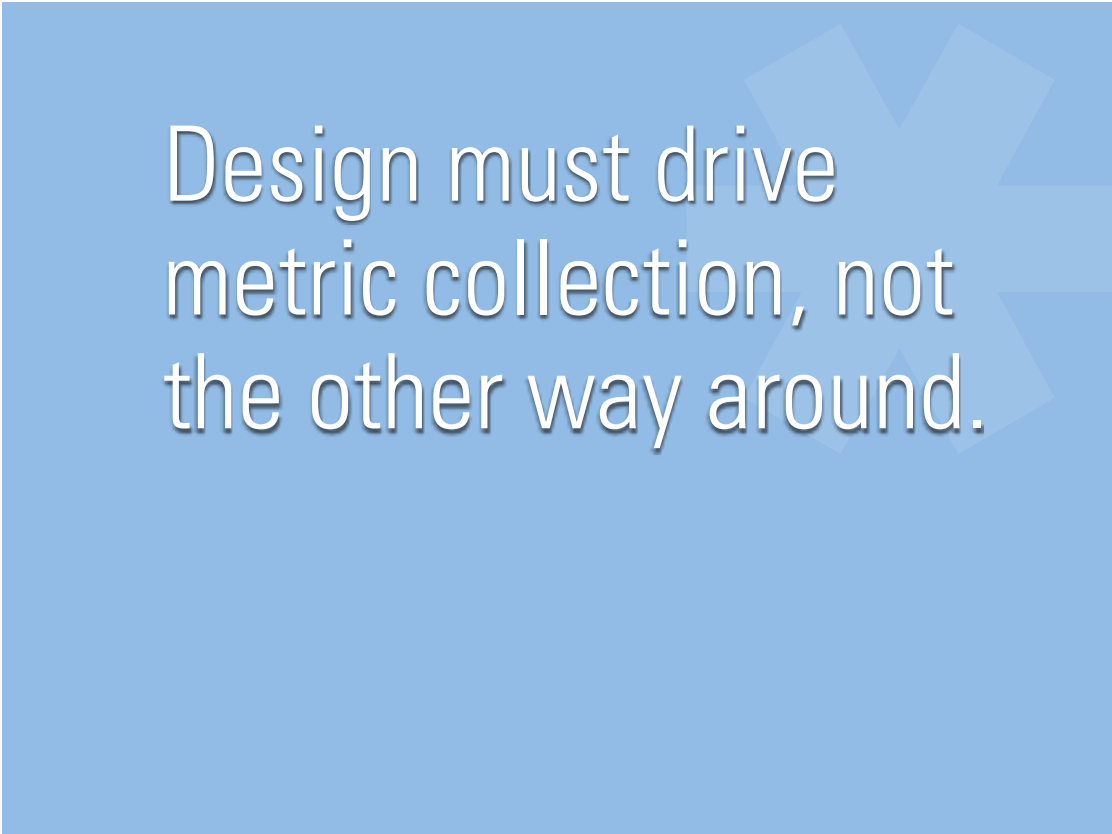
[View story](#) · [Referrers](#)

3.6K

1.9K

53%

95



Design must drive
metric collection, not
the other way around.



6 The neutrality of
satisfaction.

Delightful

Excellent

Amazing

Remarkable

Awesome

Incredible

Satisfactory

Satisfactory

Edible

Achieving satisfaction
is too low a bar to set
for our designs.

We can do better.

Satisfaction Survey Scale

Extremely **Satisfied**

Somewhat **Satisfied**

Neutral

Somewhat **Dissatisfied**

Extremely **Dissatisfied**

Delight/Frustration Survey Scale

Extremely **Delighted**
Somewhat **Delighted**
Satisfied
Somewhat **Frustrated**
Extremely **Frustrated**

	Poor									Excellent
	1	2	3	4	5	6	7	8	9	10
Stylish and up-to-date design/décor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintenance and upkeep of hotel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design of the public area/spaces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[Back](#) [Next](#)

Credit **Dan Rubin**

M

How likely are you to recommend
writing on Medium to a friend or
colleague?

0

1

2

3

4

5

6

7

8

9

10

Not likely

Very likely

[Unsubscribe](#)

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Alton Brown
@altonbrown



Follow

Hey @united, fifty bucks to sit on the floor?
Turns out there is a third class...your LA club!

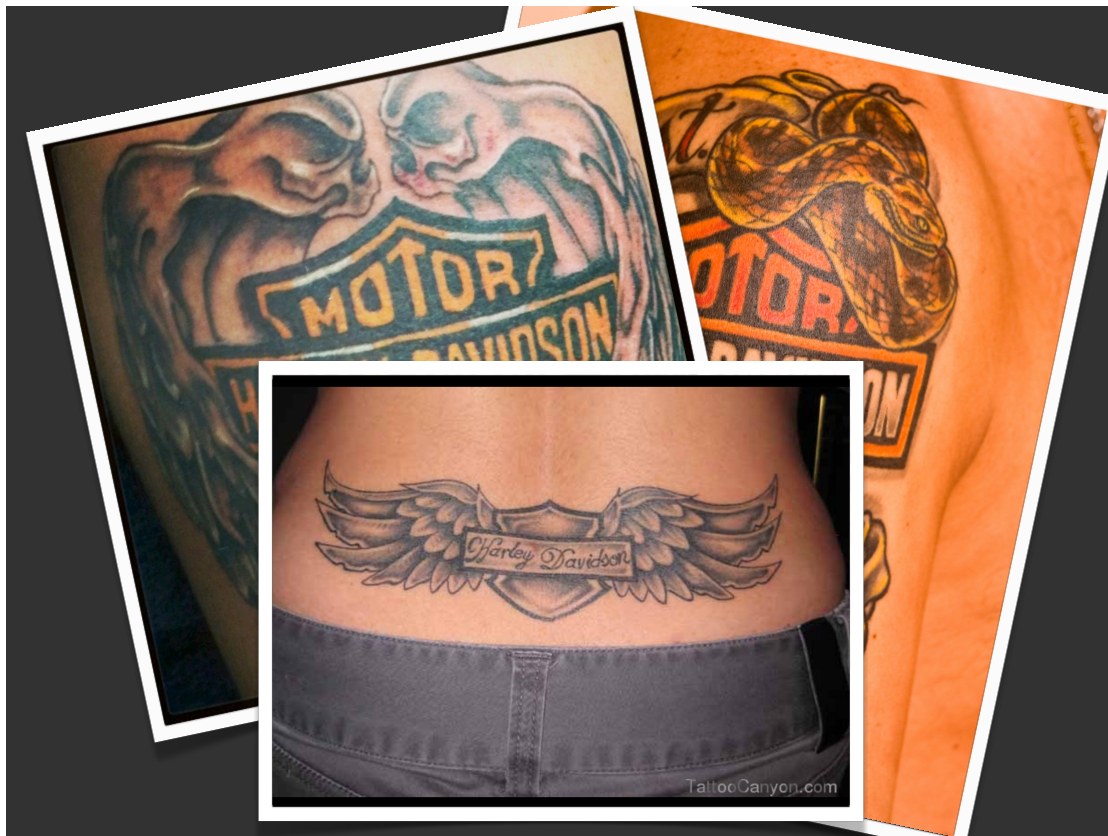


RETWEETS
152

FAVORITES
427



12:40 AM - 13 Apr 2015



M

How likely are you to recommend
writing on Medium to a friend or
colleague?

0 1 2 3 4 5 6 7 8 9 10

Not likely

Very likely

[Unsubscribe](#)

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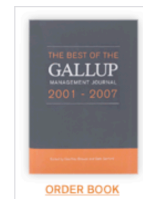
The Constant Customer

Holding onto a customer has never been harder -- or more important. Proprietary Gallup research shows that the key to wooing customers isn't price or even product. It's emotion. Here's how to win over fickle customers and make them love you for life.



Within a five-minute walk of my Greenwich village apartment, at least five restaurants serve strong coffee and excellent sandwiches at low prices. CEOs could learn a lot from the reasons I keep visiting my favorite -- even if it's overflowing with customers every weekend. (It's true that multinational corporations have more moving parts than coffee shops, but bear with me.) My favorite place doesn't advertise, offer membership cards, or dole out rewards for frequent visits. But the waitresses candidly suggest the best quesadilla fillings, the owner has bused our table, and a waitress once let my wife borrow a cell phone when I was out and she'd forgotten her keys. It's not just that I know I'll get good value and a pleasant experience every time I'm there. I trust the staff with my time, my money, and my friends. I'm beyond satisfied with this brand: I miss it when I go too long without it. I'm attached.

Corporations have spent billions of dollars trying to make customers as loyal to their products and services as I am to that coffee shop. Ever since consumers on market research panels began weighing in on everything from cereal crunchiness to shampoo viscosity, companies have tried to tailor products to meet shoppers' preferences. More recently, as the Internet and other channels of electronic commerce became common market-research tools in the mid-'90s, businesses have tracked what individual customers buy -- and don't buy. Now, with all that information at their fingertips, executives have been trying to figure out which business practices make faithful customers loyal. Yet an understanding of why customers stick with a brand is still evolving. Mainly, managers know what they don't know.



Today, the search for the ties that bind customers to brands has taken on fresh urgency. The equity markets are volatile and venture investors are chastened, so loyal customers represent a company's best prospects for pumping capital into a business. Unlike stock appreciation, which can fluctuate wildly over the short and medium term, loyal customers can be counted on to build a solid base of

Gallup CE11

Gallup CE11

Passion

Pride

Integrity

Confidence

Loyalty

Gallup CE11

Passion

Pride

Integrity

Confidence

Loyalty

**Overall, I am satisfied
with this product.**

**I am likely to use this
product again.**

**I am likely to
recommend this product
to a friend.**

Gallup CE11

Passion

Pride

Integrity

Confidence

Loyalty

This product's company
is a source I can trust.

This product's company
always delivers on
what they promise.

Gallup CE11

Passion

Pride

Integrity

Confidence

Loyalty

This product's company
always treats me fairly.

If a problem arises, I can
always count on this
product's company to
reach a fair resolution.

Gallup CE11

Passion

Pride

Integrity

Confidence

Loyalty

I am always proud to be a customer of this product's company.

This product's company always treat me with respect.

Gallup CE11

Passion

Pride

Integrity

Confidence

Loyalty

This product's company is perfect for people like me.

I can't imagine a world without this product's company.

Gallup CE11

Passion

I Agree +1

Pride

I'm Not Sure 0

Integrity

I Don't Agree -1

Confidence

Result scale: +11 to -11

Loyalty

Measuring Engagement While Buying Electronics



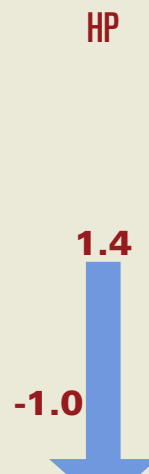
Amazon



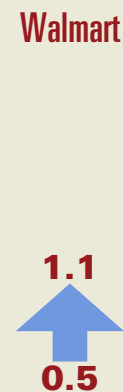
Best Buy



Dell



HP



Walmart

Gallup CE11

Passion

Pride

Integrity

Confidence

Loyalty

Gallup CE11

Guttman Scale

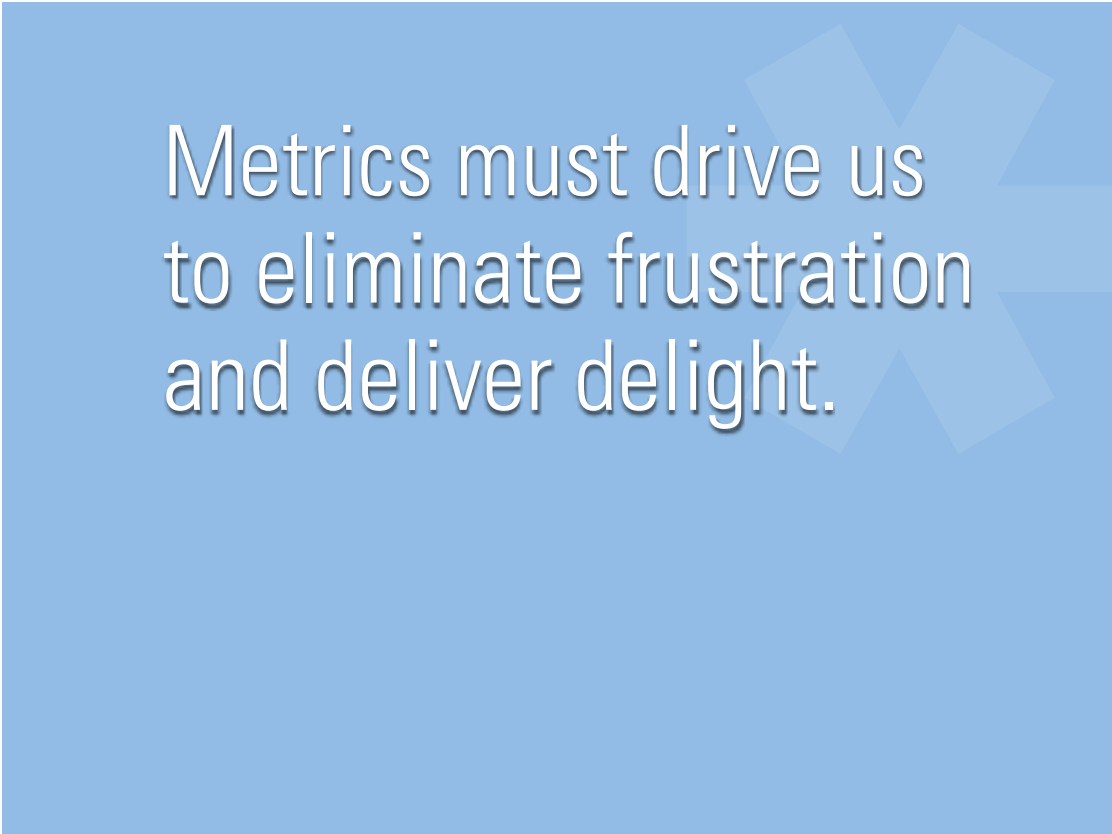
Passion

Pride

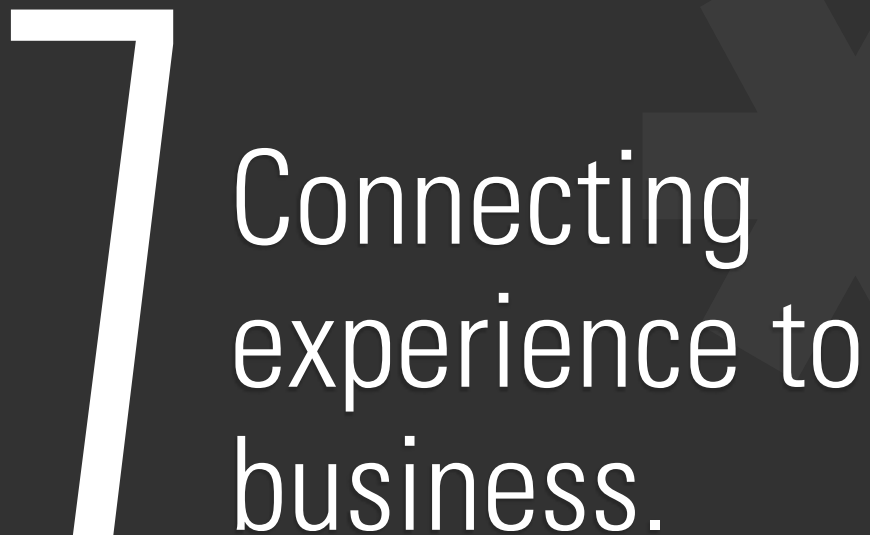
Integrity

Confidence

Loyalty



Metrics must drive us
to eliminate frustration
and deliver delight.



7 Connecting
experience to
business.

Conversion Rate

$$\text{Conversion Rate} = \frac{\text{\# of people who purchase}}{\text{\# of people who visited}}$$

$$1.0 \% = \frac{10,000}{1,000,000}$$

Conversion Rate

$$1.0 \% = \frac{10,000}{1,000,000}$$

$$2.0 \% = \frac{20,000}{1,000,000}$$

$$2.0 \% = \frac{10,000}{500,000}$$

Conversion Rate

$$1.0 \% = \frac{10,000}{1,000,000} = \frac{10,000 \times \$100}{\$1,000,000}$$

$$2.0 \% = \frac{20,000}{1,000,000} = \frac{20,000 \times \$100}{\$2,000,000}$$

$$2.0 \% = \frac{10,000}{500,000} = \frac{10,000 \times \$100}{\$1,000,000}$$

Conversion Rate

$$\text{Conversion Rate} = \frac{\text{\# of people who purchase}}{\text{\# of people who visited}}$$

Visit → Visit → Visit → Purchase

$$\text{Conversion Rate} = 25 \% ?$$

$$\text{Conversion Rate} = 100 \% ?$$

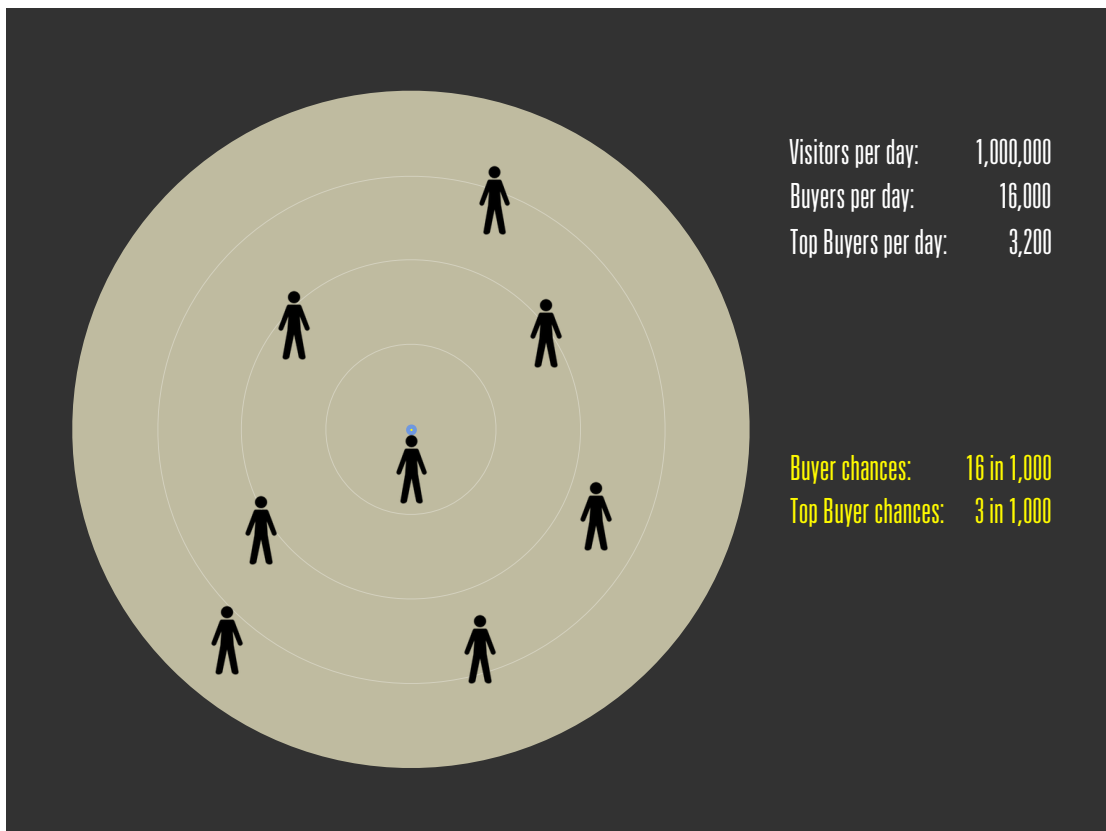
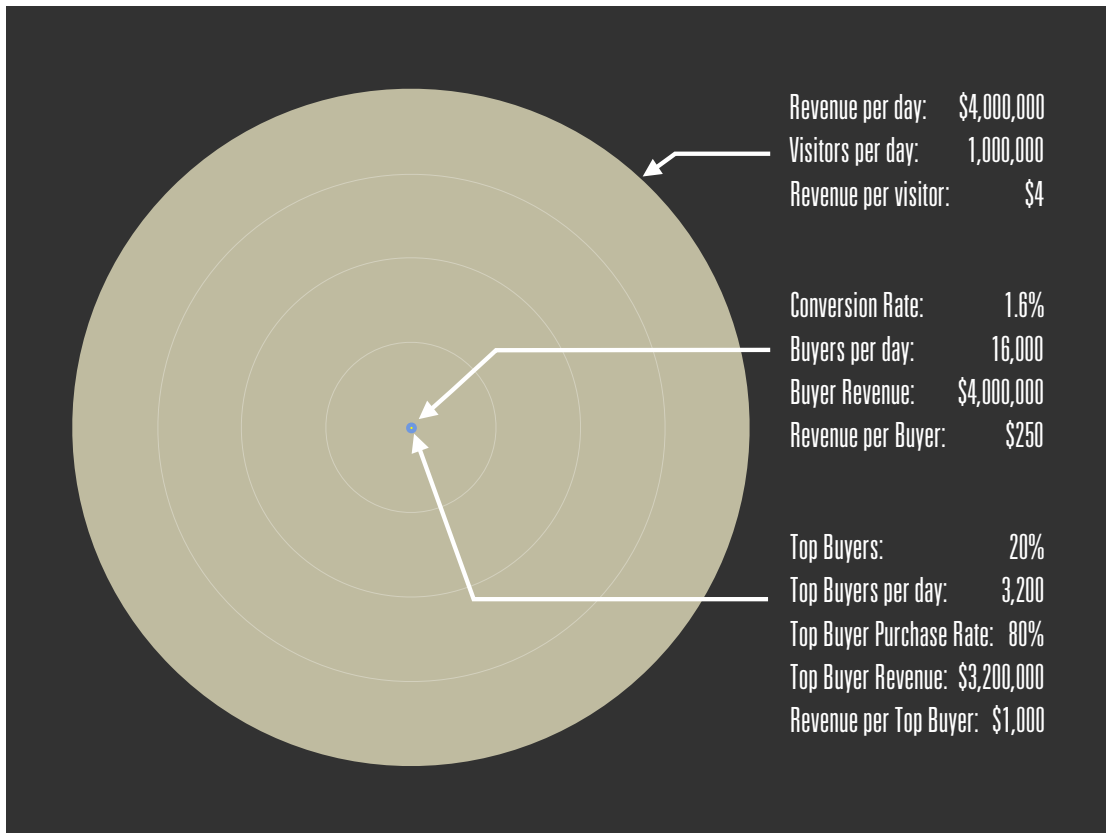
“If you torture data long enough, it will confess to anything you’d like.”

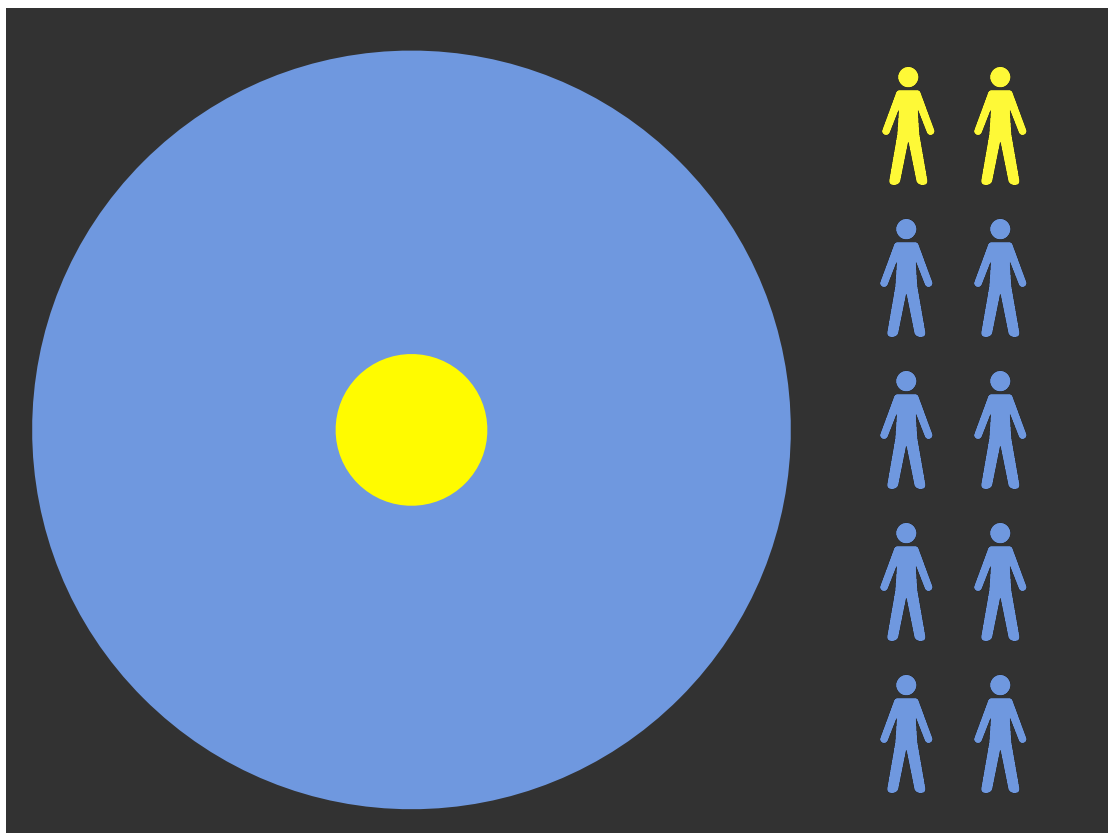
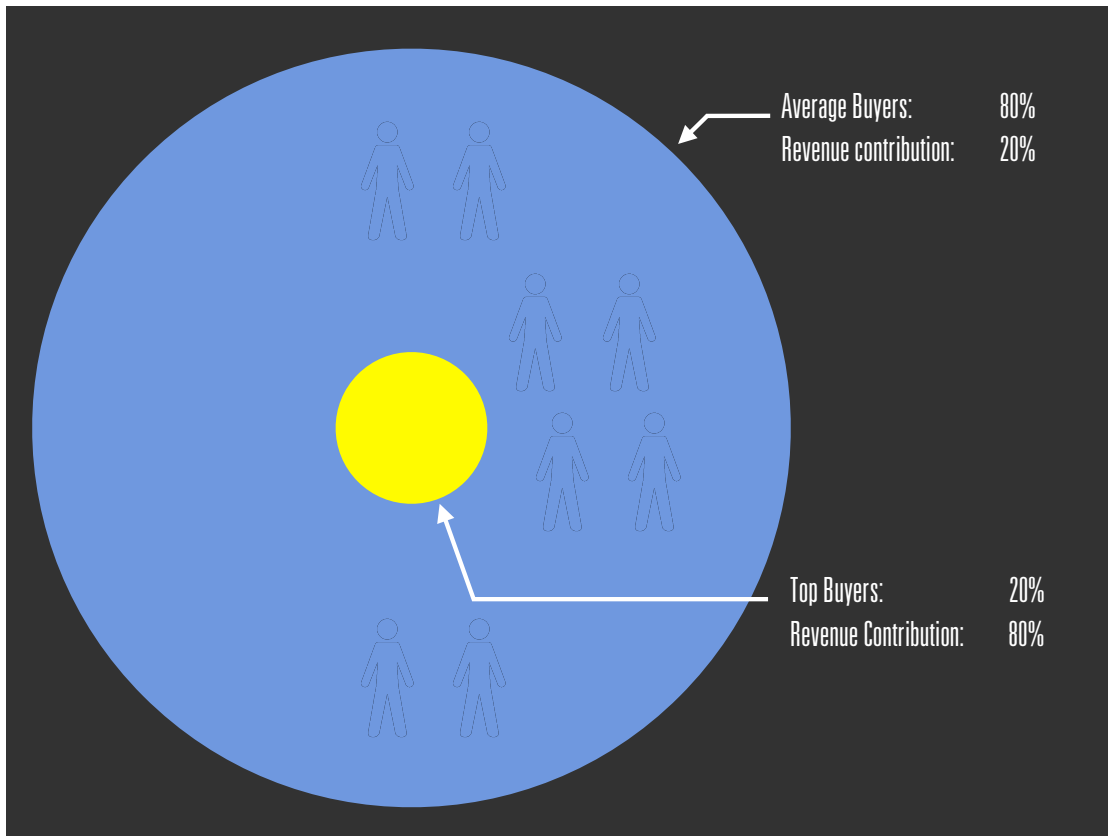
*R.H. Coase,
British economist*

No longer acceptable:

“I don’t understand what the metrics mean.”

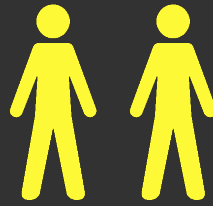
Continually question what the metric is trying to tell you.







Annual Value: \$1,168,000,000



Annual Value: \$292,000,000

