What’s brand got to do with it?

David Rollert
February 2010
Goals for the session

• Question some basic assumptions
• Provide techniques for doing (even) better UI design
• Provoke you to think in new ways
• Have some fun
Agenda

• What does brand have to do with UX design?
• Assessing and mapping customer goals
• Clarifying business objectives
• Understanding the brand
• Forming an integrated picture
• Design exercise
• Research issues
• Helping clients to focus on what matters
A note on frameworks

- A framework helps to organize thinking and analysis of information
- There is no one true framework for anything (at least in design)
- Valid frameworks are indispensable
  - Disciplined data collection
  - Organized analysis
  - Shared view of how to proceed
## Valid vs. questionable frameworks

<table>
<thead>
<tr>
<th></th>
<th>Valid</th>
<th>Questionable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is it comprehensive?</td>
<td>Addresses all issues</td>
<td>Focuses on part of the problem</td>
</tr>
<tr>
<td>Is it reasonable?</td>
<td>Rational, makes common sense</td>
<td>Arbitrary, fanciful</td>
</tr>
<tr>
<td>Is it straightforward?</td>
<td>Easy to grasp and remember</td>
<td>Requires black magic, or dense process</td>
</tr>
<tr>
<td>Does it lead to action?</td>
<td>What to do is clear</td>
<td>Analysis paralysis</td>
</tr>
</tbody>
</table>
What is User Experience design?

a) Science
b) Art form
c) Plain ol’ common sense
d) All of the above
What is User Experience design?

• My partial definition:

  Meeting customer needs
  in a way that
  makes money or saves money

• What’s missing?
What is User Experience design?

• My full definition:

  *Meeting customer needs in a **unique** way that makes money or saves money*

• Brand makes the difference

**Great solution**
Assessing and mapping customer goals
Identifying customers:
Being comprehensive

- Customer groups
  - What are the key dimensions?
  - Map the groups
  - How many groups are in the target audience?
- Customer personas
  - Useful for selling concept of real people…
  - …but easy to get carried away with made-up details
  - What are the real-work task models?
    - Avoid tautologies: “‘Maureen’ needs to see all of MegaCorps financial products and services with one click”
    - Say it in first-person: “I want to feel confident about making a financial decision”
Demographic dimensions:
Dating service

Diagram showing dimensions like gender (Female to Male), age (Younger to Older), sexual orientation (Gay to Straight), education level (Less to More), attractiveness (Truly unattractive to Certified hot), personal values (Don’t care to Obsessed with looks, money, etc.), and cultural type (Liberal to Conservative).
Psychographic dimensions: Dating service

- Shy
- Hates to be shot down
- Prey
- Hopeful
- Serendipity
- Lark
- Joke
- Serious relationship
- Voyeur
- Looker
- Gregarious
- Sport
- Hunter
- Results
- Proof
- Goal
- Serious
- Sex
- Seeking contact
Mapping target customers: Dating service

- What does each group need?
- Who is focus?

<table>
<thead>
<tr>
<th>Preferred role</th>
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## Mapping target customers: American car company

- **What does each group need?**
- **Who is focus?**

<table>
<thead>
<tr>
<th>Interest in cars</th>
<th>Loyalty to brand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumer Reporter</td>
<td>Show me</td>
</tr>
<tr>
<td>Cynic</td>
<td>Skeptic</td>
</tr>
<tr>
<td>Consumer Reporter</td>
<td>Traders</td>
</tr>
<tr>
<td>Snob</td>
<td>Enthusiast</td>
</tr>
<tr>
<td>Cynic</td>
<td>Skeptic</td>
</tr>
<tr>
<td>Family Member</td>
<td></td>
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Personas in first person
(preferably verbatim)

• “E-mail isn’t the way we should be receiving our work. Anyone can send me an e-mail, even a disgruntled former employee.”
• “I like the way the paperwork comes in. I know it’s valid. That process works for me.”
• “It’s the updating that’s broken. The initial submission is okay. But with updates, there are lots of people at the hotel… Everyone’s trying to get the job done, and many people can submit the same request.”
• “When a hotel wants to change a room type, they should be reminded what to they need to do. They forget little things, like that if a room type is in a group, then the whole group needs to get changed… So, it often takes 3 weeks to delete a room type, when the task itself takes 3 minutes.”
• “Lots of hotels, especially new ones, want everything immediately, which obviously is not possible. Sometimes hotels are disappointed they can’t get everything the same day.
• “There are so many rules in System X, they can’t know it all. They’ll say, ‘Thanks, I didn’t know that.’
• “They want to understand how to do it, pretty much fill in the blanks, then we can make it pretty.”
• “I firmly believe we should standardize all requests.”
Clarifying business objectives
What are the key business goals?

• Why in the world is the client spending money to do this?
• How does the organization plan to…
  – Make money?
  – Save money?
• Can success be measured? How?
  – Quantitative vs. qualitative
  – Measure the right thing, and measure it appropriately
Identifying business goals

• An understanding of a business effort has four main components:
  1. Situation
     • What’s going on? What is the problem to solve? What are competitors doing? What’s going well? Not so well?
  2. Goals
     • What are we trying to accomplish?
  3. Strategy
     • How will we go about meeting the goals?
  4. Tactics
     • What are the steps we will take to realize the strategy?
What are the business goals?

<table>
<thead>
<tr>
<th>Introduce exciting new Web 2.0 social networking features</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a scalable platform for future enhancements</td>
</tr>
<tr>
<td>Sales have leveled off</td>
</tr>
<tr>
<td>Make sure I get my bonus</td>
</tr>
<tr>
<td>Reduce customer support costs</td>
</tr>
<tr>
<td>Better address customer requests for the ability to do x</td>
</tr>
<tr>
<td>Create a steady revenue stream</td>
</tr>
<tr>
<td>The head of the division had this idea in the shower</td>
</tr>
<tr>
<td>Reuse existing components</td>
</tr>
<tr>
<td>To deliver this feature</td>
</tr>
<tr>
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<tr>
<td>Meet a competitive threat</td>
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</table>
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<th>Business Goal</th>
<th>Status</th>
</tr>
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<td>Meet a competitive threat</td>
<td>✓</td>
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Understanding the brand
What is a brand? Some definitions

Merriam Webster

3 a  (1): a mark made by burning with a hot iron to attest manufacture or quality or to designate ownership  (2): a printed mark made for similar purposes : trademark b  (1): a mark put on criminals with a hot iron  (2): a mark of disgrace : stigma <the brand of poverty>

4 a: a class of goods identified by name as the product of a single firm or manufacturer : make b: a characteristic or distinctive kind <a lively brand of theater> c: brand name
What is a brand? Some definitions
Cambridge Dictionary

1. a type of product made by a particular company:
   This isn't my usual brand of deodorant.

2. brand of something; a particular type of something, or way of doing something:
   a team that plays a distinctive brand of football
   Do you like his brand of humour?

branding: the act of giving a company a particular design or symbol in order to advertise its products and services:
   The successful branding and marketing of the new beer has already boosted sales and increased profits.
What is a brand? Some definitions

Webster’s Dictionary

1. A name given to a product or service.

2. A recognizable kind; "there's a new brand of hero in the movies now"; "what make of car is that?".

3. Identification mark on skin, made by burning.
What is a brand? Some definitions

Wikipedia

A brand is an identifying mark, image, name or concept which distinguishes a product or service. A brand is a symbol created by a marketer to represent a collection of information about a product or group of products. When a brand has accumulated a mass of positive sentiment among consumers, the company is said to have acquired brand equity. A brand name is that part of a brand consisting of words or letters that can be verbalized. A brand name that has been given legal protection is referred to as a trademark.

Originally the word meant anything that was hot or burning; by the European Middle Ages it was commonly used to identify the process of burning a mark into a stock animal so as to identify ownership. Animal branding in the American west has evolved into a complex marking system still in use today.

By the more contemporary definition, a brand means the immaterial attributes attached to a product or a service. Without the brand, Coca-Cola is little more than sugared water; Tide is just another detergent, and Chiquita is a banana just like another.

Brands are central to the debates on intellectual property law, intellectual capital, consumerism and moral purchasing.
What is a brand?
A working definition

• The meaning or intention of an organization or product
• Composed of
  – Promise
    What the brand offers
  – Expression
    The attributes of its personality
  – Values
    What it strives to do or to be
Why worry about brand?

- Brand is what uniquely identifies
  - The company or organization
  - The product
- Helps customers choose
- Sets customer expectations
- Customer experience strengthens or weakens the brand
What is User Experience design?

• My full definition:

  Meeting customer needs in a **unique** way that makes money or saves money

• Brand makes the difference

**Great solution**
Promise: What the brand offers

• *Frames the customer experience*
• Self-evident to everyone
• Must be credible *and* memorable
• Not necessarily a tag line
• Examples:
  – *Vorsprung durch Technik* (Progress through technology)
  – Art & Science
  – Drivers wanted
  – The ultimate driving machine
  – The Dodge rebellion
  – Think different
  – We try harder
  – All the news that’s fit to print
  – Quality is Job #1
Expression: Personality

- *Conveys the customer experience*
- What people often think of when they hear the word “brand”
- The tone
  - Language
    - Familiar? Dignified? Casual? Sophisticated?
- The appearance
  - Logo
  - Fonts
  - Color palettes
Values: What to live up to

• *Should drive the customer experience*
• The *most* distinguishing part of the brand
• As a set, describes a unique individual
• Sometimes called “brand pillars”
Values: Typical values

- Community
- Nurturing
- Innovation
- Value
- Diversity
- Reliability
- Trust
- Positive outlook
- Irreverence
- Underpromise, overdeliver
- Teamwork
- Family
- Competitiveness
- Entertainment
- Connection
- Authenticity
- Commitment
- Disclosure
- Fun
- Performance
- Simplicity
- Comfort
- The Golden Rule
- Health
- Responsiveness
- Education
- Pragmatism
- Sense of urgency
- People
- Precision
- Safety
- Affordability
- Integrity
- Knowledge
- Quality
- Cleanliness
- Fairness
- Security
- Honesty
- Advanced technology
- Growth
- Customer focus
- Creativity
- But: The most powerful brand values are unexpected and unique

Source: Harvard Business Review, 2003; excerpt from United We Brand: How to Create a Cohesive Brand That’s Seen, Heard, and Remembered by Mike Moser
Denoting the brand

- Can be thought of as building blocks
- Values are the foundation
Brand values: Who is this?

make.believe

[We are] a company devoted to the CELEBRATION of life. We create things for every kind of IMAGINATION. Products that stimulate the SENSES and refresh the spirit. Ideas that always surprise and never disappoint. INNOVATIONS that are easy to love, and EFFORTLESS to use, things that are not essential, yet hard to live without.

Denoting the brand: SONY

• What does this mean for their products?

Promise: make.believe

(Expression…)

Celebration of Life  Imagination  Stimulate the Senses  Innovations easy to love  Effortless to use
What are the brand values?

Source: Panasonic corporate web site (http://panasonic.net/brand/)

As a company, and as individuals, we value integrity, honesty, openness, personal excellence, constructive self-criticism, continual self-improvement, and mutual respect. We are committed to our customers and partners and have a passion for technology. We take on big challenges, and pride ourselves on seeing them through. We hold ourselves accountable to our customers, shareholders, partners, and employees by honoring our commitments, providing results, and striving for the highest quality.
Who is this? Now can you tell?

Your potential. Our passion.

As a company, and as individuals, we value integrity, honesty, openness, personal excellence, constructive self-criticism, continual self-improvement, and mutual respect. We are committed to our customers and partners and have a passion for technology. We take on big challenges, and pride ourselves on seeing them through. We hold ourselves accountable to our customers, shareholders, partners, and employees by honoring our commitments, providing results, and striving for the highest quality.

Source: Microsoft corporate web site (http://www.microsoft.com/about/default.mspx)
What if there is no explicit brand?

• It’s time to figure it out
• Two approaches
  1. Interview the client
     • In healthy organizations, they know (or its in the DNA)
  2. Reverse-engineer the brand
     • Many organizations have strong, undocumented brands
Denoting the brand: One framework

<table>
<thead>
<tr>
<th>Positive</th>
<th>Rational</th>
<th>Objective strengths?</th>
<th>Emotional</th>
<th>Subjective strengths?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Negative</td>
<td>Objective challenges?</td>
<td></td>
<td>Subjective challenges?</td>
<td></td>
</tr>
</tbody>
</table>
# Denoting the brand: Dating site

<table>
<thead>
<tr>
<th>Rational</th>
<th>Emotional</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Positive</strong></td>
<td><strong>Minimal requirements</strong>&lt;br&gt;Low barrier to entry&lt;br&gt;Pretty easy to use</td>
</tr>
<tr>
<td><strong>Negative</strong></td>
<td><strong>Low barrier to entry</strong>&lt;br&gt;Full of scammers&lt;br&gt;Confusing billing structure&lt;br&gt;Mismatch between male and female members (e.g. lewd men vs. conservative women)&lt;br&gt;Members come from all over (e.g. men from porn sites)&lt;br&gt;More men than women&lt;br&gt;Attractive women tend to be nefarious&lt;br&gt;Search problems</td>
</tr>
</tbody>
</table>
## Denoting the brand: Dating site with aspirations

<table>
<thead>
<tr>
<th>Positive</th>
<th>Negative</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rational</strong></td>
<td><strong>Emotional</strong></td>
</tr>
<tr>
<td>Minimal requirements</td>
<td>Very open / liberal</td>
</tr>
<tr>
<td>Low barrier to entry</td>
<td>Easy to talk about sex</td>
</tr>
<tr>
<td>Pretty easy to use</td>
<td>Easier venue</td>
</tr>
<tr>
<td>What you want PLUS what is good for you</td>
<td>Feels adult</td>
</tr>
<tr>
<td>Easy to figure out what you can do</td>
<td>Lots of activity</td>
</tr>
<tr>
<td>Get guidance</td>
<td>For people who think they’re above online dating</td>
</tr>
<tr>
<td>Specific to you</td>
<td>Don’t need to lie about meeting someone</td>
</tr>
<tr>
<td>Meet realistic expectations</td>
<td>How do you date outside your social circle?</td>
</tr>
<tr>
<td>No unnecessary disappointments</td>
<td>Cooler than getting drunk in a bar</td>
</tr>
<tr>
<td>Good recommendations</td>
<td>Like joining a club</td>
</tr>
<tr>
<td>Safety</td>
<td>Taking control of falling in love</td>
</tr>
<tr>
<td></td>
<td>Go out and get what you want</td>
</tr>
<tr>
<td></td>
<td>Would you just wait for someone to offer you a job?</td>
</tr>
<tr>
<td></td>
<td>Feel confident</td>
</tr>
<tr>
<td></td>
<td>Doesn’t inspire self-recrimination</td>
</tr>
<tr>
<td></td>
<td>Realistic expectations</td>
</tr>
<tr>
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<td>Privacy</td>
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<tr>
<td>Brand-shifting</td>
</tr>
<tr>
<td>Unclear expectations</td>
</tr>
<tr>
<td>Disappointing for serious users</td>
</tr>
<tr>
<td>Attractive to bad women</td>
</tr>
<tr>
<td>Confusing / opaque</td>
</tr>
<tr>
<td>Can seem to be less than it is</td>
</tr>
<tr>
<td>Value proposition is unclear</td>
</tr>
<tr>
<td>Self-serve</td>
</tr>
</tbody>
</table>
Selecting the key values

Promise: Take control of falling in love

(Expression…)

Lots of activity | Helpful feedback | Steady confidence | Simple to use | A great party
How’s this?

- Take control of falling in love?
- Lots of activity?
- Helpful feedback?
- Steady confidence?
- Simple to use?
- A great party?
Forming an integrated picture

• Our goal

  Meeting customer needs in a unique way that makes money or saves money

• Brand values make the difference

Great experience based on brand values
eDate Business Goals

- Break through ceiling Mate1 is limited by
- Stronger brand
- Virtuous cycle of growth (word of mouth)
- Change people’s thinking about online dating
- Appeal to younger, smarter, more sophisticated audience…without losing mass audience
- Charge for female membership
- Get more than \( \frac{1}{2} \) to come back after sign-up,
- Just following the rules / Doing what we tell you = success
- Retain members as long as possible
eDate Customer Goals

- Has to work for shy people looking for a life partner…
- …aggressive people looking for a one-night stand…
- …and every other combination

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<tr>
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</tr>
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eDate Brand

Promise: Take control of falling in love

Expression: The product design

Lots of activity
Helpful feedback
Steady confidence
Simple to use
A great party
eDate Value proposition

eDate lets you take control of falling in love. Whether you want to find a date for tonight or find a life partner, it’s easy to try different strategies for finding the right person – and immediately see how well they work. It’s like going to a great party.

*The focus is on the people, not on the interface.*
eDate: Recommended Approach

• Keep it simple.
  – Impossible to get lost.
  – *Members want dates, not features.*

• One-page feeling
  – More like an application; the content space swaps viewers and contents.
  – No sense of a hierarchy to navigate.

• One and only one place for everything.
  – One and only one expandable Search tool.
  – One and only one way to see people (just different views).
  – Things don’t jump around.

• **Simplicity + Focus**
How it works

• IA is simple and flat
  – Find dates
  – You
  – Messages
  – Community

• A limited number of viewers are combined to display all content:
  • Search
  • Search results
  • Profile
  • Account preferences
  • Bulletin Board
  • Map
  • Chat
  • Message list (variation of Search results)
  • Message
Structural model
High-level wireframes

• Sketches to show how the service might be organized
• “Napkin” format
  – No suggestion of graphics
  – No attention to layout
• Text is to show tone and content
  – Rough and unedited
- First drop-down contains personal and standard lists
- City or Zip dropdown saves last n search locations, defaults to the original distance/city you entered, then defaults to whatever you searched last.
- Need to set defaults.
- Tabs at bottom of search panel should be clearly designed – so it’s obvious what they do
- Ticker is scrolling; “See What’s New” stays fixed in place. Clicking there opens the What’s New panel if it didn’t default to being open.
- ▼ CHAT needs to be reinforced by graphic design (e.g., strip across top of page). Clicking will open panel.
- Search based on... checkbox turns profile settings on and off as search methods. Your Profile link opens complete Profile, switches TOC to Your Profile.
### Main page – Expanding search panel

**About You**

<table>
<thead>
<tr>
<th>Gender</th>
<th></th>
<th>Gender</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td></td>
<td>Male</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td></td>
<td>Female</td>
<td></td>
</tr>
</tbody>
</table>

**Location**

<table>
<thead>
<tr>
<th>Location</th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>City, Zip or Postal Code</td>
<td></td>
<td>City, Zip or Postal Code</td>
<td></td>
</tr>
</tbody>
</table>

**Age**

<table>
<thead>
<tr>
<th>Age</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Your birth year</td>
<td></td>
</tr>
</tbody>
</table>

**Body Type**

<table>
<thead>
<tr>
<th>Body Type</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Please choose</td>
<td></td>
</tr>
</tbody>
</table>

**Height**

<table>
<thead>
<tr>
<th>Height</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>5 ft 5 in</td>
<td>5 ft 5 in</td>
</tr>
</tbody>
</table>

**Eye Color**

<table>
<thead>
<tr>
<th>Eye Color</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Please choose</td>
<td></td>
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</table>

**Hair Color**

<table>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Please choose</td>
<td></td>
</tr>
</tbody>
</table>

**Who You’re Looking for**

<table>
<thead>
<tr>
<th>Gender</th>
<th></th>
<th>Gender</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td></td>
<td>Male</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td></td>
<td>Female</td>
<td></td>
</tr>
</tbody>
</table>

**Location**

<table>
<thead>
<tr>
<th>Location</th>
<th></th>
<th>Location</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>within</td>
<td></td>
<td>within</td>
<td></td>
</tr>
</tbody>
</table>

**Age**

<table>
<thead>
<tr>
<th>Age</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>18 to 36</td>
<td></td>
</tr>
</tbody>
</table>

**Body Type**

<table>
<thead>
<tr>
<th>Body Type</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Any</td>
<td>Specify</td>
</tr>
</tbody>
</table>

**Height**

<table>
<thead>
<tr>
<th>Height</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Any height</td>
<td>5 ft 5 in</td>
</tr>
</tbody>
</table>

**Eye Color**

<table>
<thead>
<tr>
<th>Eye Color</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Any</td>
<td>Specify</td>
</tr>
</tbody>
</table>

**Hair Color**

<table>
<thead>
<tr>
<th>Hair Color</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Any</td>
<td>Specify</td>
</tr>
</tbody>
</table>

- Clicking on a tab at the bottom of Search panel opens the Profile to that section.
- Search button changes to “Save & Search”.
- Close box closes up profile and returns to previous search results without running new search.
- Do we need option to search but not save? Save but not search? Recommendation: No, keep it simple.
- Criteria with long multiple-choice lists are first presented in collapsed form (as with eye and hair color in this example).
- Clicking “specify” radio button expands panel to reveal attributes (as with body type).
- Certain values (e.g., income) can be marked as private – i.e., don’t show in public profile.
Priorities | Likes/Dislikes
---|---
Get even better matches with eDate’s unique Priorities sliders. You can change them as often as you want, and see immediate impact in your Search results. Be honest: no one else will see what you set!

How important are these things in a relationship?

<table>
<thead>
<tr>
<th>How important are these things in a relationship?</th>
<th>When appropriate</th>
<th>Constantly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humor &amp; laughter</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Discussing deepest feelings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Culture (art, film, music)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adventures &amp; taking risks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time with our families</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Socializing with friends</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Physical affection</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sex</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

What’s important to you in your partner?

<table>
<thead>
<tr>
<th>What’s important to you in your partner?</th>
<th>Not important</th>
<th>At least equal to me</th>
</tr>
</thead>
<tbody>
<tr>
<td>His education level</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sharing religion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outdoors &amp; athletics</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sliders have short labels.

You can expand the search panel and see the results right away.

These are based on Liz’s update as of 23 October, edited for space and format.

Sub-tabs have to be clearly indicated in graphic design.
How brands relate:
Sub-brands and/or product brands as expression of brand
First, do no harm
Business Week “Top Global Brands”
Image, but also performance (i.e., customer experience)

<table>
<thead>
<tr>
<th>BRAND</th>
<th>BRAND VALUE $BILLIONS</th>
<th>CHANGE SINCE 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Google</td>
<td>25.6</td>
<td>43%</td>
</tr>
<tr>
<td>Apple</td>
<td>13.7</td>
<td>24</td>
</tr>
<tr>
<td>Amazon</td>
<td>6.4</td>
<td>19</td>
</tr>
<tr>
<td>Zara</td>
<td>6.0</td>
<td>15</td>
</tr>
<tr>
<td>Nintendo</td>
<td>8.8</td>
<td>13</td>
</tr>
</tbody>
</table>

Data: Interbrand

<table>
<thead>
<tr>
<th>BRAND</th>
<th>BRAND VALUE $BILLIONS</th>
<th>CHANGE SINCE 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Merrill Lynch</td>
<td>11.4</td>
<td>-21%</td>
</tr>
<tr>
<td>Gap</td>
<td>4.4</td>
<td>-21</td>
</tr>
<tr>
<td>Morgan Stanley</td>
<td>8.7</td>
<td>-16</td>
</tr>
<tr>
<td>Citi</td>
<td>20.2</td>
<td>-14</td>
</tr>
<tr>
<td>Ford</td>
<td>7.9</td>
<td>-12</td>
</tr>
</tbody>
</table>

Data: Interbrand
Promise:
What was an MP3 player?
Promise:
What was an MP3 player?

- A portable hard drive that enables you to store and manage digital files, and listen to MP3 files.
- The best are feature-rich and give you the ability to manage files.
What was an iPod?

- **1000 songs in your pocket**
- Why do others have so much trouble catching up?
The Apple brand and the iPod brand drive the UI design

• “1000 songs in your pocket” means
  – Ease of use trumps “features”
  – Liberates the designers to design something elegant

• Provides foundation for iPhone design
  – “Your world in your pocket”
  – No features you don’t need
    • Cut and paste
    • Skins
    • Configurability in general
    • Enables a truly usable (and compelling) UI
  – Obvious, if you get it
A clear, powerful brand drives a rich experience

500 million apps downloaded. And counting.

There are more than 15,000 apps on the App Store, and so far iPhone users have downloaded an incredible 500 million, in every category from games to business.
What are the brand messages?
How do they influence product design?
What are the brand messages?
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How do they influence product design?
What are the brand messages? How do they influence product design?
What are the brand messages?
How do they influence product design?
Not everybody agrees…

Apple IPod Success or Marketing?
by SuperReviewer - 8/10/06 9:51 AM

Although all the ipod users stand by their IPods like soldiers defending their castle i believe that this mp3 player has as many flaws as any of the others out there.

The only difference is that Apple has done what nobody else has done with thier mp3 players. If your wondering what im talking about its simple, Apple markets their product, and they need to or else they would be bankrupt. They cant sell computers so they need to make money some how, and the only reason they sell anything is b/c USA citizens are mindless drones who will buy anything flashy that has a "hip" comercial to go along with it.

Time to get technical, Fact the ipod has a low signal to noise ratio = lower sound output to your headphones. Fact ipods only last 1 - 2 yrs on their supplied battery and then u ship it to Apple to get someone else's Re-ferbished player. Also the interface that Apple is famous for isn't theirs its patented by creative so Apple copied them, and they werent the first on the mp3 player market so the Ipod isnt revolutionary. As far as ITunes goes its the worst software i've ever seen for music management, its too inefficient and installs quicktime on your PC (i rather use codecs). Yeah for someone who has used their Ipod for a yr it is a simple process, but for many others the ITunes program is a far cry from intuitive. Musicmatch and Windows Media Player is way more intuitive to use.

As for you "true blue" ipod owners stand by ur purchase, but realize that u probably got it b/c you saw everyone else with it and didnt know any better.

Design exercise

• Denoting the brand
• Using brand values to do a wireframe design…
Defining the brand expression:
What does each brand value require?

Promise: The value proposition

Values: What does the brand mean?
Maine tourist site  http://www.visitmaine.com/
Québec tourist site

http://www.bonjourquebec.com/qc-en/accueil0.html
Research implications

- It’s straightforward to validate how well a design embodies brand values
- In usability testing...
  - Include free-form question about perceptions of brand prior to experience
  - After experience, asks respondents to pick from list of brand attributes (or open-ended listing of adjectives or feelings)
Helping clients to focus on what matters

• Most valuable:
  – Establishing a framework prior to beginning work sets expectations
  – Explicitly incorporating the brand reflects the complete range of UX design issues:
    • Common sense
    • Science
    • And the art
  – Take (at least some) of the arbitrariness and personal taste out of the equation
  – Helps provide standards for success
## Sample Decision Matrix

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Alternative 1</th>
<th>Alternative 2</th>
<th>Alternative 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appeal to core base (and men, too)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reflect brand mission: <em>Here to help</em></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>High-quality</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Authentic</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Easy to relate to</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Really good, time-tested advice [no fads]</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Timely and relevant</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support important current activities (TV, books, licensing)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Be scalable without overwhelming time demands on Jean</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concentrate on a web presence that can build over time</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In time for the publication of <em>The Difference</em></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>“Build an annuity”</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>