



PRODUCT EXCELLENCE PRINCIPLES

LUKE WROBLEWSKI
ZURB SOAPBOX MARCH 2009



Luke Wroblewski

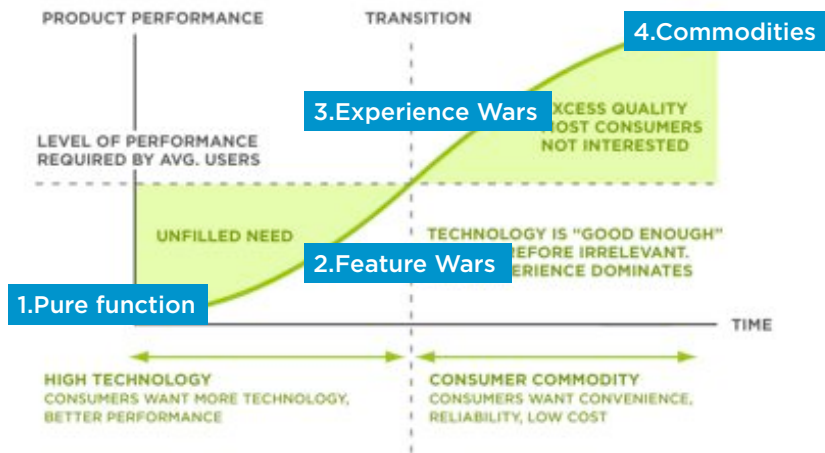




WHAT IS PRODUCT EXCELLENCE?

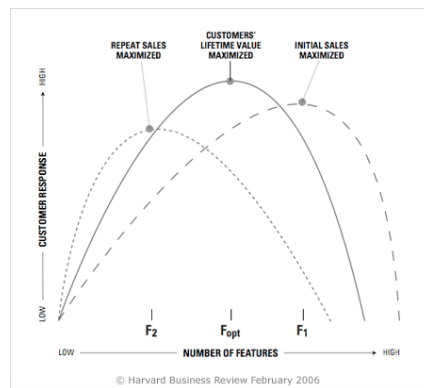
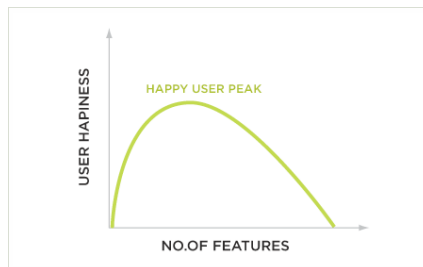
Technology Lifecycle

At each stage, "excellence" is defined differently



SOURCE: DONALD NORMAN, THE INVISIBLE COMPUTER

Feature Wars

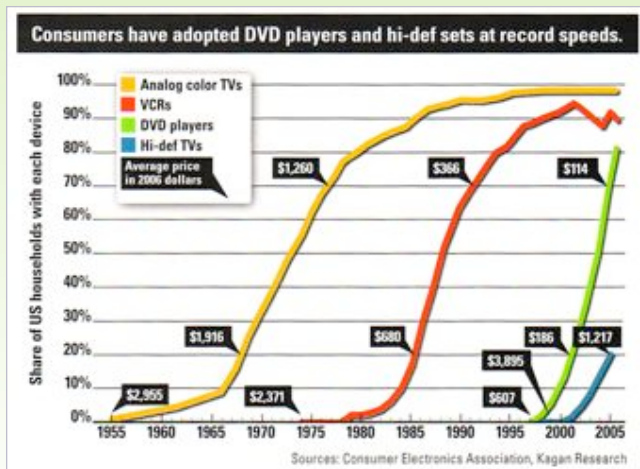


© Harvard Business Review February 2006



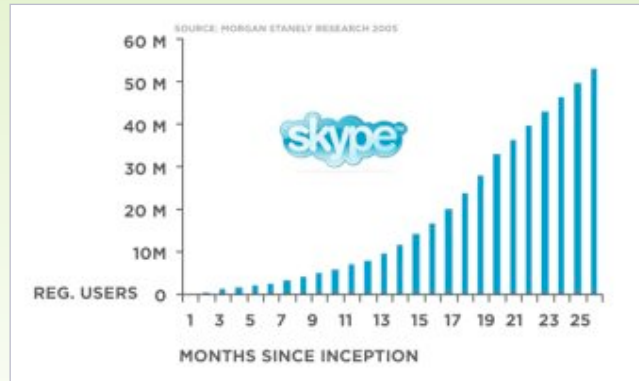
WE ARE INCREASINGLY COMPETING IN EXPERIENCE WARS

Faster Adoption

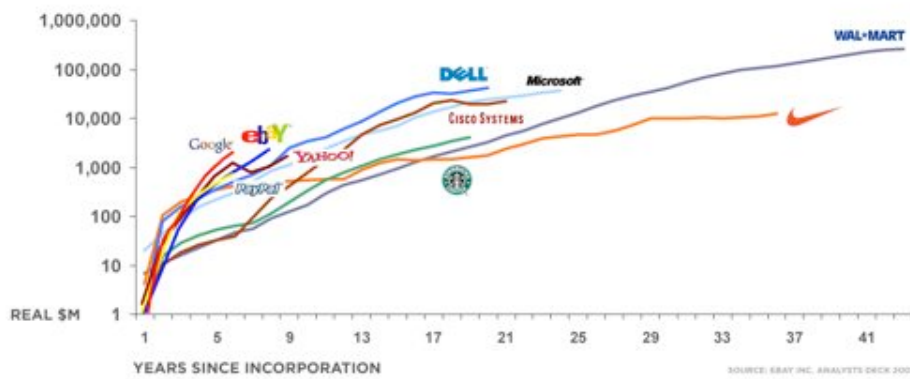


WIRED MAGAZINE INC. 2006

Faster Customer Acquisition



Faster Revenue Growth




Faster Competition

LAUNCHED IN FEB 2005

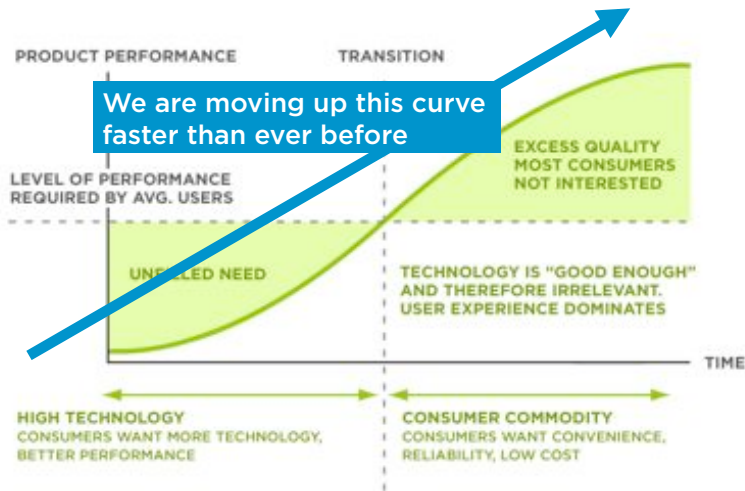


100+ DIRECT COMPETITORS



Company	2004	2005	2006	2007	2008	2009	2010
Amazon	100	150	200	250	300	350	400
Google	100	150	200	250	300	350	400
Apple	100	150	200	250	300	350	400
Microsoft	100	150	200	250	300	350	400
Facebook	100	150	200	250	300	350	400
Twitter	100	150	200	250	300	350	400
LinkedIn	100	150	200	250	300	350	400
Dropbox	100	150	200	250	300	350	400
Slack	100	150	200	250	300	350	400
Asana	100	150	200	250	300	350	400
Trello	100	150	200	250	300	350	400
Buffer	100	150	200	250	300	350	400
Hootsuite	100	150	200	250	300	350	400
Evernote	100	150	200	250	300	350	400
OneDrive	100	150	200	250	300	350	400
Office 365	100	150	200	250	300	350	400
Google Drive	100	150	200	250	300	350	400
Dropbox	100	150	200	250	300	350	400
OneDrive	100	150	200	250	300	350	400
Office 365	100	150	200	250	300	350	400
Google Drive	100	150	200	250	300	350	400
Dropbox	100	150	200	250	300	350	400
OneDrive	100	150	200	250	300	350	400
Office 365	100	150	200	250	300	350	400
Google Drive	100	150	200	250	300	350	400

Technology Lifecycle



SOURCE: DONALD NORMAN, THE INVISIBLE COMPUTER

Web Applications

- Hosting costs per month are minor
- Free open source platforms
- Development toolkits increasingly available
- Instant global audience: 1.9B people use the Internet (Dec 2008)



EVERY DAY...

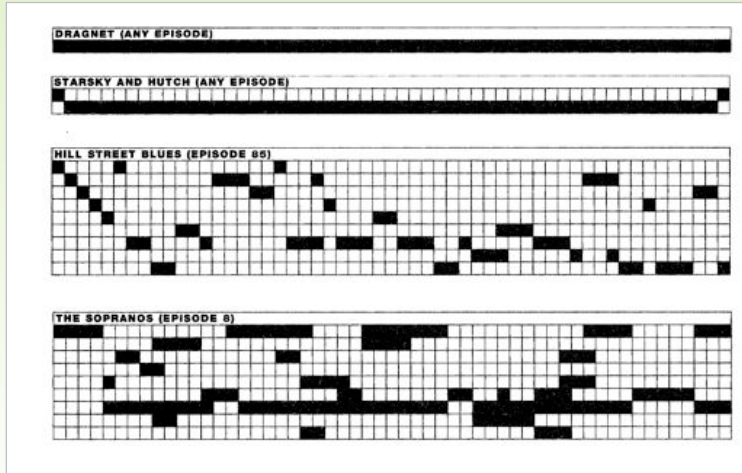
MORE THAN 60 BILLION EMAILS SENT

ESTIMATED ONE BILLION TEXT MESSAGES (SMS) SENT

1.2 MILLION NEW BLOG POSTS, ABOUT 50,000 PER HOUR

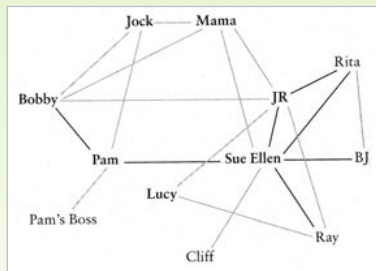

14

TV: Plotlines

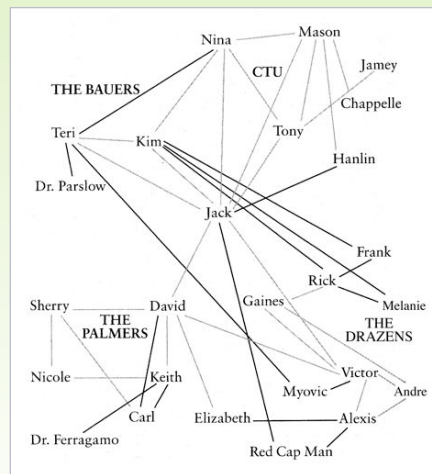


EVERYTHING BAD IS GOOD FOR YOU, STEVEN JOHNSON

TV: Social Networks



DALLAS, 1978 ORG. AIR DATE



24, 2001 ORG. AIR DATE

EVERYTHING BAD IS GOOD FOR YOU, STEVEN JOHNSON

flag Ratings reviews favorites wikis calendars
 comments tags discussion boards inline chat

Rate it:
 Write a Review

Rate this item: Not interested I own it

Write a Review | Write a So You'd Like To... Guide | Tell a Friend About This Item

Post a comment
 Name: _____
 Email: _____
 URL: _____
 Comments (Show HTML, is allowed)

hogehege, i like chinese, indonesian, italian, japanese language learn learn chinese, is mythical. this is like something out
 learn german, learn spanish, lessons, mandarin, rightline, science, spanish, speak
 Add Tags: _____ (Save) (Cancel)
Separate each tag with a comma. art, comedy, movies, politics. If you want a tag, it's OK to enter it again!

★★★★★ Hands Down, these BEST Mexican Joint in San Jose!!!
 By hertha71 · See hertha71's reviews (1)
 I just first started frequenting Taperia Tlapaqueque #2 within the last six months and in that time it has proven over & over again that it is the Champion of Mexican Restaurants not just here in San Jose, but pretty much the entire country.
 Visit date: December 2005
 2 of 2 found this review helpful.
 Was this review helpful to you? Yes · No · Report Abuse

One-ida Tator Tots... Frozen!
 Posted on 11.03.05 - Don't let the bu
 \$3.29 at Amazon.com · Buy it
 Save to My Lists

Technica Moon Boots
 Posted on 11.03.05 - So comfy, you will feel like you got candy in YOUR heels
 \$129.00 at Amazon.com · Buy it
 Save to My Lists

etc..._daisy says:
 beautiful hairy rocks are always fun to photograph because of their otherworldliness. you have captured that winter green in a great composition.
 Posted 4 weeks ago · permalink

KR... says:
 what a gorgeous comb-over...
 Posted 4 weeks ago · permalink

lova Witness: so i could know... "OK, someone from the team needs something"
 Chad Fowler: Sean Johnson: are you in colorado?
 DHH: jahova: currently the site changes
 iris Messina: i want to be able to save this out w/ messages
 Stephenson: David Demaree: hey!
 jowernmonkey: yeah, safari looks fine
 iris Messina: and hook it up with a video chat
 David Murray: and through a great bad connection too...
 jobo Amames: no private conversations on the side right?
 lova Witness: Maybe even a sound bfp if no message has been sent in the last 3 minutes.
 DHH: if it's not active, it'll keep the number of messages in the site
 jahova Witness: like an alert
 Sean Johnson: New York, from Colorado.
 Going back.

Email to friend save to list send via IM add to
 my site download trackbacks add to blog playlists
 subscribe invite

Listen Subscribe

It's free!

Download for Windows/Mac

Send link Put on site

Copy and paste the HTML below to embed this video onto a web page.

Embed style="width: 400px; height: 320px;" id="VideoPlayback" align="middle" type="application/x-
 Embeddable Player: <object width="425" height="350"><param name="m (Put the video on your website. Works on Friendster, eBay, Blogger, MySpace)

TrackBack URL for this entry
 http://www.lukew.com/fff/ff_fb.asp?7266

Trackbacks
 • Encourator.com: A unique and illuminating conversation
 "I've had the privilege over the last month to engage in a spirited, often contentious, ultimately respectful dialogue on the topics of design, vision and its role in business today - with some of the top digital product designers in the business"
 • OnPolar Interactica: A Designer's Roundtable Discussion
 "This past month, I was invited to participate in a most interesting project with four incredibly talented and experienced designers."

Sites linking to this video:
 = 4 clicks from http://www.myspace.com/
 = 3 clicks from http://profile.myspace.com/index.cfm?id=reactionuser,

Add this Pick List to your personalized My Yahoo! page (About My Yahoo! and Site)
 MY YAHOO! RSS

Invite
 Choose up to 6 colleagues or friends to invite:
 First Name Last Name Email

Save to My Lists Set an Alert

Available sizes: Square (75 x 75) Thumbnail (100 x 54) Small (240 x 130) Medium (500 x 271) Original (1002 x 543)
 Download the Original size

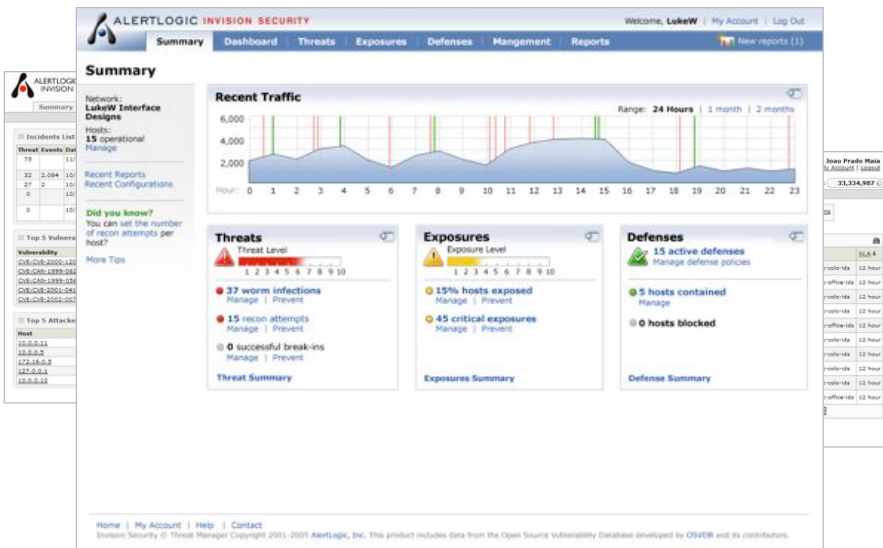
Send to Phone Send to Friend

New Save to My Web Send to Phone Add to Address Book Email to Friend



“Complexity causes 50% of product returns.” -TUE Study, March 2006

DESIGN MANAGES COMPLEXITY





WHAT MAKES IT **EXCELLENT**?



**PRODUCT
EXCELLENCE**

THINK OUTSIDE IN

KNOW YOUR CORE

**COMMIT TO
GREATNESS**



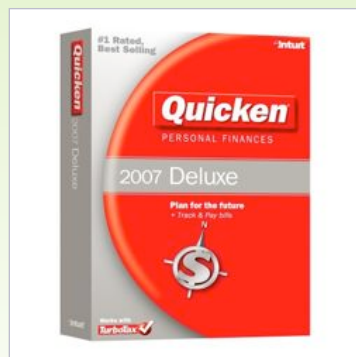
THINK OUTSIDE IN

INSIGHTS

**CUSTOMER
INNOVATION**

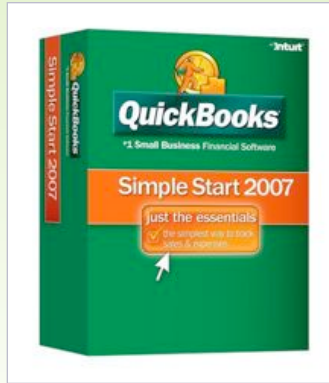
ONE VOICE

Intuit: Quicken



- **Tripled growth in each of first three years**
- **Each year, surveys indicated people were using Quicken in office**
- **Intuit was convinced Quicken was a home product**

Intuit: Quickbooks



- Ran “follow-me home” studies & saw how people were using Quicken
- Launched QuickBooks at twice the price & half the features
- Surpassed market leader 3-fold in first year
- Now 95% of Intuit revenue form QuickBooks

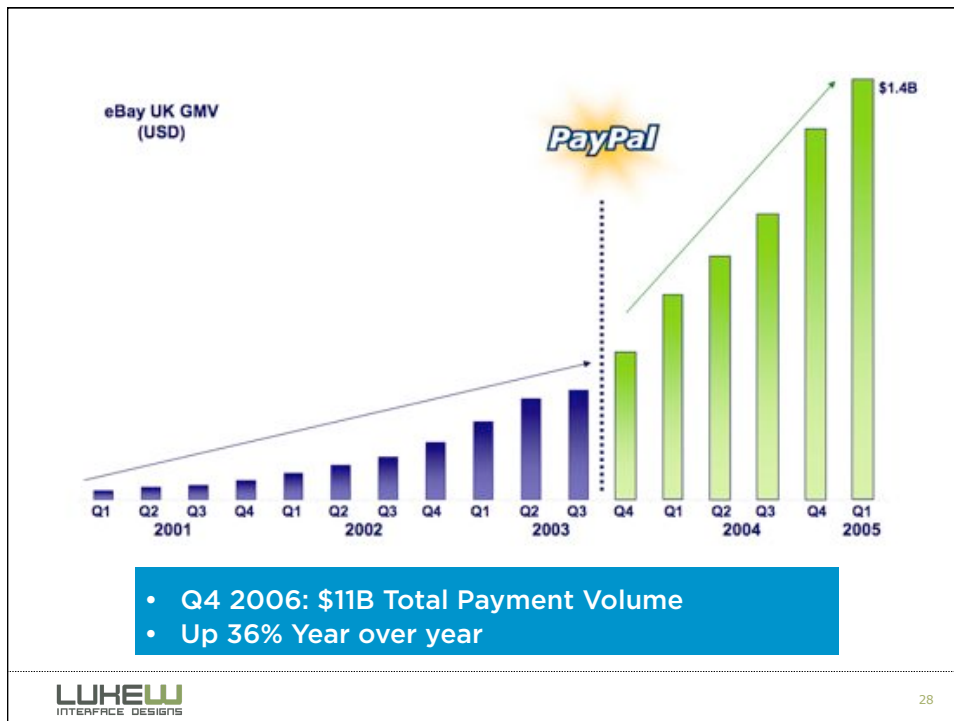
Insights



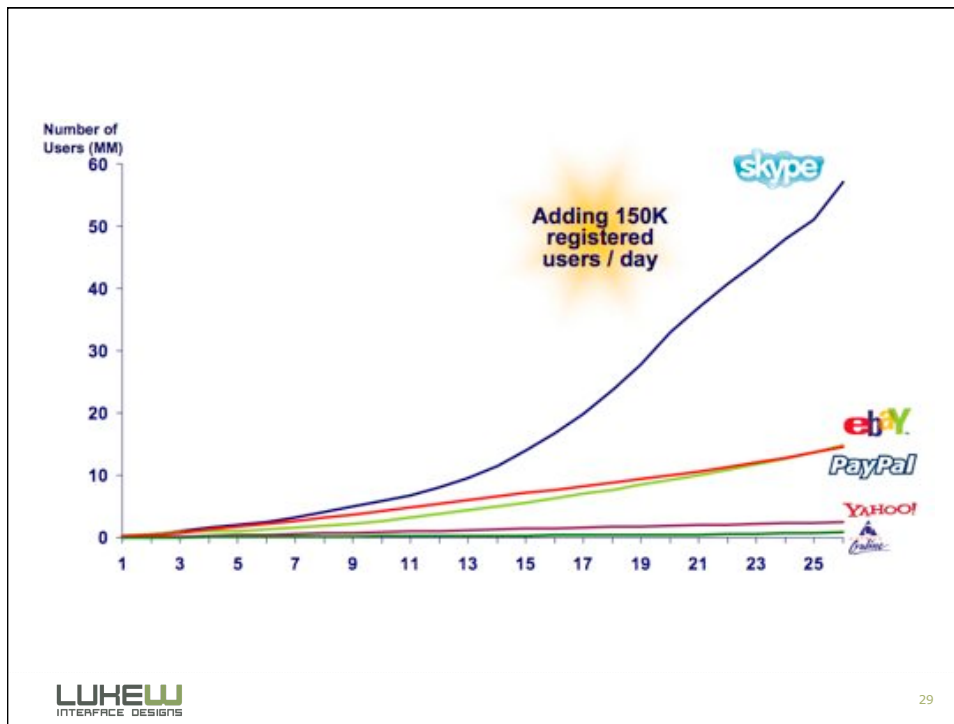
- Saw first hand how people did accounting
- Product met needs in ways people could understand
- Competing software used accounting terms & practices know to experts not small business owners



- In 1999, eBay added Billpoint to allow online payment for listings
- In Feb 2000, 200k listings used PayPal, 4k used Billpoint (beta)
- In April 2000, 1M auctions used Paypal
- In Oct 2002, 50% of auctions used PayPal
- eBay bought PayPal for \$1.5B



- Q4 2006: \$11B Total Payment Volume
- Up 36% Year over year



2002 Audi | A4 A4 QUATTRO

Current bid: \$112,800.25 @estorx.out.us@

Buy it Now: \$151,999.00

Contact: E-mail: c1ecomark@h@hotmail.com

Firstclassauto - currently online!

- Q3 2007: \$1.43B Write-off for Skype
- \$936M Net Loss

LUHEW
INTERFACE DESIGNS



30

- User Experience
- Sales
- Engineering
- Marketing
- Legal

Outbreak blog 07 31

SITE SEEING, 2002

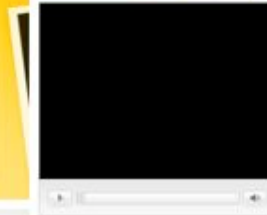


Video sharing over easy.   

The easiest way to get your video online.

Share with the world (or just whomever you want) your vacation, wedding, birthdays. Make your own video mashups. Broadcast your band playing original music. Demo your cooking prowess. Use video to show off your eBay auctions. [Try it out.](#)

[Try it out!](#)



A Quick How-To

Read our blog.

Hardboil'd

GOT A SITE? WE'RE ALSO THE EASIEST WAY TO OFFER VIDEO TO YOUR USERS.



SITES ALREADY POWERED BY VIDEOEGG

The VideoEgg platform powers sites with hundreds to millions of users. Simply drop a few lines of code into your site and your users are able to upload and share video with the easiest video tool on the net. Learn more about partnering with us [here](#).

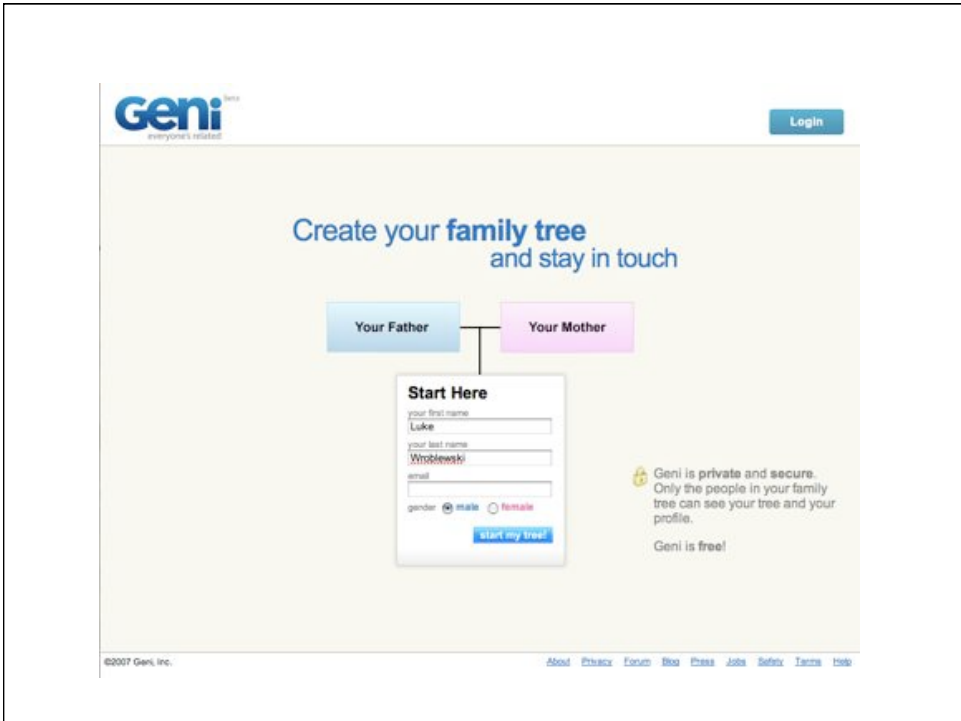
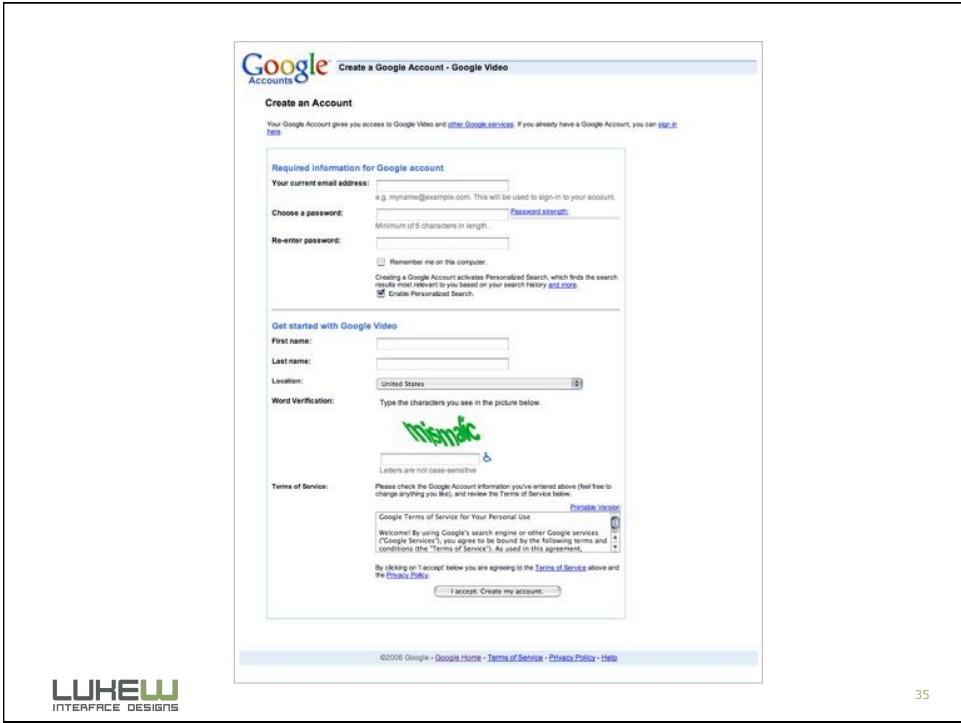
Interested in advertising with VideoEgg? [Check out the Eggletbook.](#)
[About Us](#) | [Jobs](#) | [Press](#) | [Partners](#) | [FAQ](#) | [Contact](#)

[Terms of Service](#) | [Privacy Policy](#)
Copyright © 2006 VideoEgg, Inc. All Rights Reserved



UNPACKING EXPERIENCE





Think Outside In



- **Insights**
 - See through your customer's eyes
 - If you don't understand something, that's the market speaking to you -dig deeper
- **Customer Innovation**
 - Trust behaviors, not words
 - Don't fight the tide
- **One Voice**
 - To our customers, we are one entity
 - When everyone is talking no one gets heard

**PRODUCT
EXCELLENCE**

THINK OUTSIDE IN

KNOW YOUR CORE

**COMMIT TO
GREATNESS**



KNOW YOUR CORE

DEFINE YOURSELF

FOCUS ON THE CORE

BUILD OUTWARD



“eBay’s original vision was to create the
world’s first global economic democracy”
-Pierre Omidyar

eBay

- 30th largest economy in the world (38 markets)
- 700k Full time sellers in US
- \$1,800 worth of goods sold every second
- 520K Stores hosted worldwide

LUHEW
INTERFACE DESIGNS

41

Feedback Profile

global_eshop8 (2878 ★) Power Seller

Member since Jan-10-07 in Hong Kong

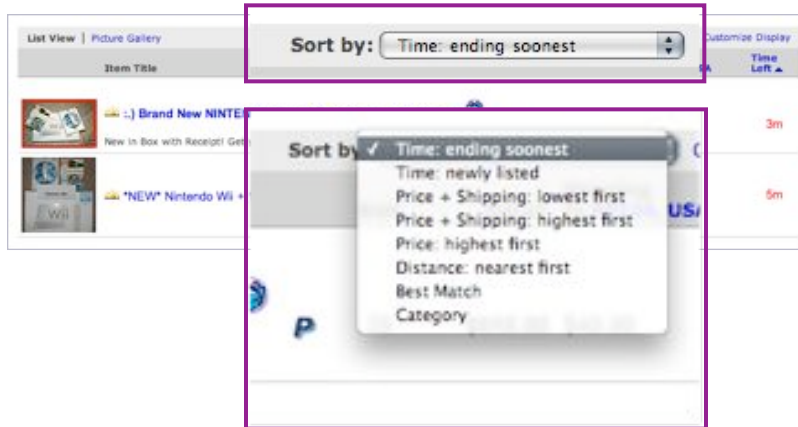
Feedback Score:	2878	Recent Feedback Ratings (last 12 months)			
Positive Feedback:	99.8%	1 month	6 months	12 months	
Members who left a positive:	2884	Positive	454	2427	3047
Members who left a negative:	6	Neutral	6	29	40
All positive Feedback:	3047	Negative	1	4	6

[Find out what these numbers mean](#)

LUHEW
INTERFACE DESIGNS

42

Level playing field



When we made the move to the one-click Digg, activity went through the roof. It was just insane! Just the ease of the one-click and you're done made all the difference in the world."-Kevin Rose



282
diggs

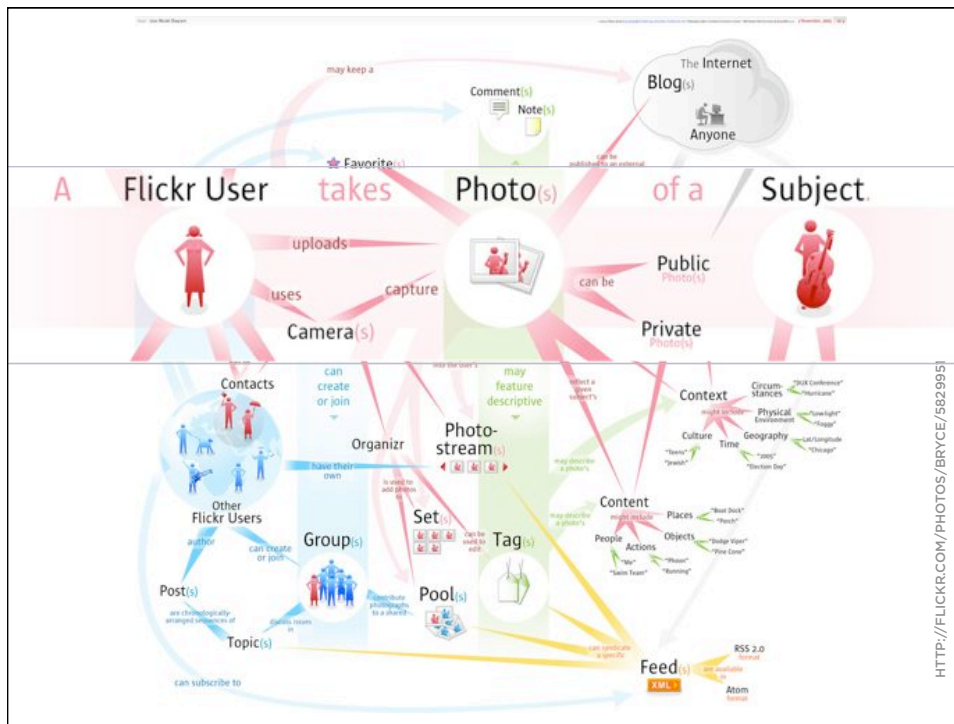
[digg it](#)

[Fixing the Mighty Mouse](#)

submitted by [usedmac](#) 1 day 1 hour ago (via [http://mac](#))

The Apple Mighty Mouse brings a slew of great feat with most new Mac systems it is becoming a comm one for close to a year now, I have found that the us Scroll Ball far outweigh its quirks.

[60 comments](#) | [blog this](#) | [email this](#) | category: [apple](#)



Know Your Core



- **Define yourself**
 - Be concise
 - Make sure people “get it”
- **Focus on the Core**
 - Build what defines you first
 - Hold it sacred
- **Build outward**
 - Grow from your core
 - Not over it, around it, next to it, etc.



**PRODUCT
EXCELLENCE**

THINK OUTSIDE IN
KNOW YOUR CORE
**COMMIT TO
GREATNESS**



**COMMIT TO
GREATNESS**

BE BOLD
MAKE THE TIME
DRIVE & PUTT



“Change everything except your wife and family” -
Samsung chairman, Kun-Hee Lee



- Bonfire at Gumi burned \$15M worth of phones (1995)
- Nine years later, Samsung was the world's most profitable tech company
- \$10.3B in earnings, \$55.3B in sales (2004)
- Designers are required to take year-long course in mechanical engineering to defend ideas
- Engineers & managers take design training

X

Mac OS X

- During OS8 offsite, design team showed OS concepts
- Everyone laughed -had enough to do without UI changes
- Met with Jobs (he had no title nor badge!)
- Worked day & night on demo, spent whole afternoon with Steve
- For next 1.5 years met weekly with Steve for hours



- 2M copies of Leopard sold in first weekend
- In Japan, OS X sales overtook sales of Windows in Oct 2007

Driving: Vision



iTunes Music Store

Fill iPod with media Buy music, movies, and games.



iPod

Simple, beautiful experience for playing, browsing, rating audio



iTunes Jukebox

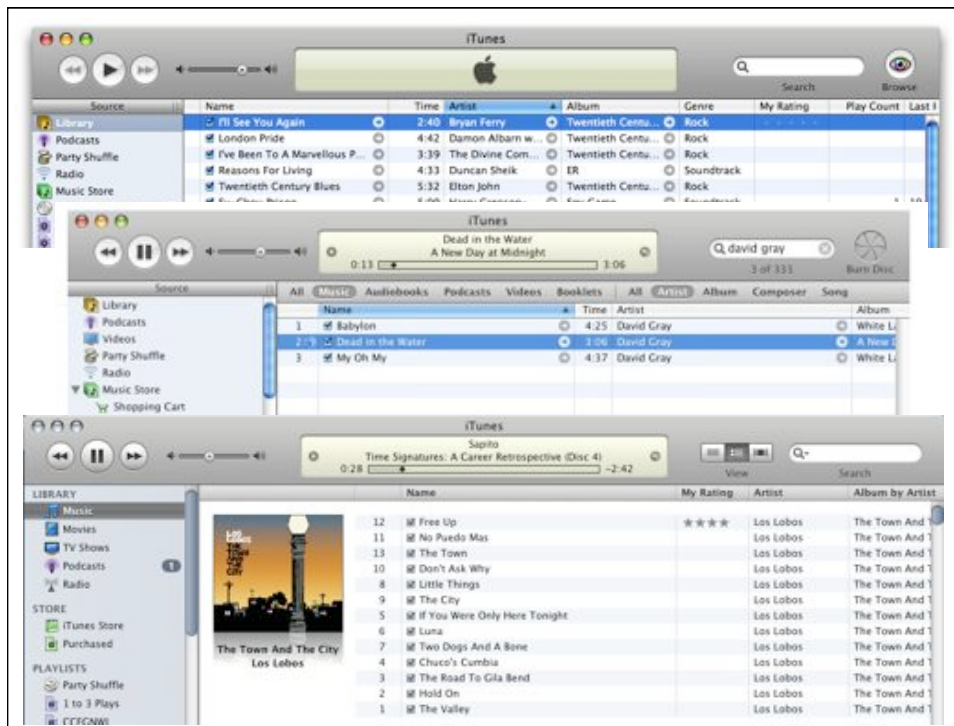
Absorbs complexity found in other MP3 players (rate, alter, add, delete, playlists, play, browse, radio, etc.)

LUHEW
INTERFACE DESIGNS

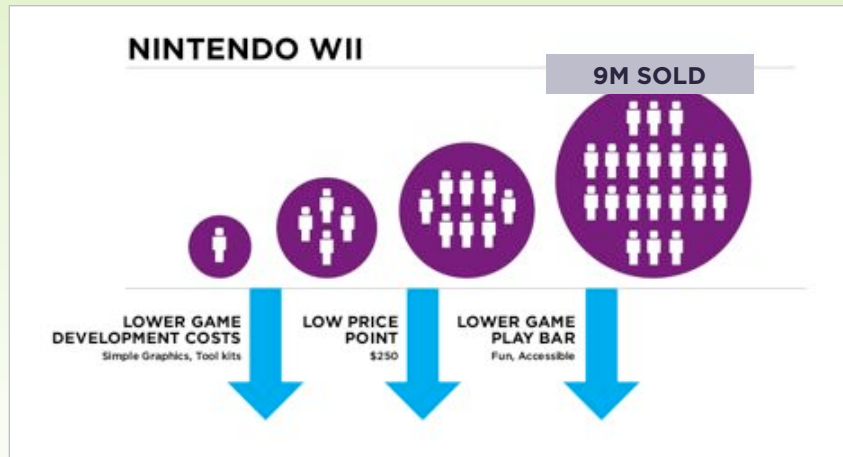
Peter Merholz, Stop Designing Products, 2006

53





Putting



Nintendo Wii



- Wii sales hit 9 million worldwide in under 9 months
- Fastest-selling home console of all time
- Wii stands a good chance of hitting 15 million sold by the end of the year
- **In Japan, Wii outsells PS3 6 to 1**



NINTENDO WII

Commit to Greatness



- **Be Bold**
 - Partial commitments = partial greatness
 - Need a culture of excellence
- **Make the Time**
 - What you put in...
- **Drive & Putt**
 - Hole-in-ones are rare
 - Need follow through to get the ball in the hole

IN SUMMARY...



Summary



- **Product Excellence differs on lifecycle**
- **Increasingly facing experience wars**
 - Need distinction beyond functionality
 - Product design manages complexity
- **Product Excellence Principles**
 - Think Outside In
 - Know Your Core
 - Commit to Greatness

Thanks!



- **Functioning Form**
 - www.lukew.com/ff/
- **Drop me a note**
 - luke@lukew.com