

# DOGMA FREE DESIGN

Kelly Goto  
Joel Grossman  
Dirk Knemeyer  
Luke Wroblewski



To design is to communicate clearly by whatever means you can control or master.

—Milton Glaser

Design is directed toward human beings. To design is to solve human problems by identifying them and executing the best solution.

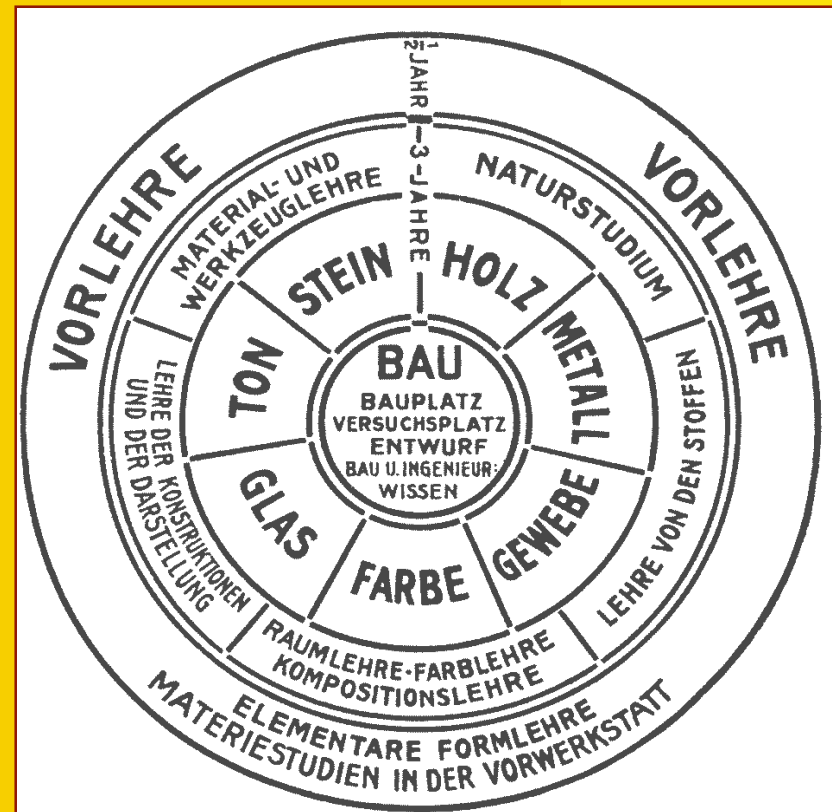
—Ivan Chermayeff

When people talk about innovation in this decade, they really mean design.

—Bruce Nussbaum

Design can be art. Design can be aesthetics. Design is so simple, that's why it is so complicated.

—Paul Rand



Bauhaus Curriculum

CORPORATE DESIGN<sup>®</sup>  
MADE ME MEDIOCRE

## I: Golden Age - The Technocrat Era

"We make stuff for ourselves. Whee!"



Programmer has a technical need



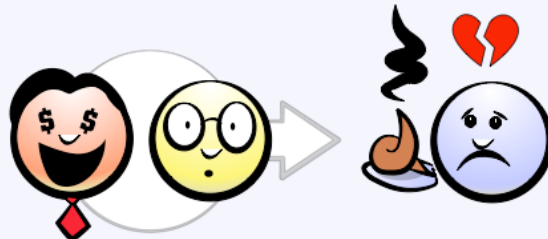
Programmer creates product that fullfills the need  
The other Programmer is happy!

## II: The Early Business Era

"Holy crap, we can make money!"



Biz guy notices that a customer has a non-technical need



A team of programmers is assembled to create a product.  
They produce a **pile of poo\*** for the Customer

\*The product is technically correct, but doesn't address non-technical needs

**guidelines** checklists  
performance **metrics**  
usability scores **templates**  
download rates **file sizes**  
**99% bad UML tasks**  
components  
**standards**

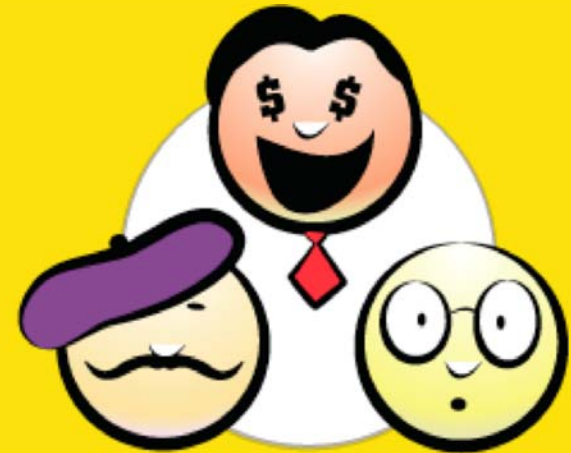
increase metrics **CTR**  
productivity gains **ROI of**  
**design** PPC optimize  
click-through rate **reduce**  
**risk** design for return on  
investment **cost-per-click**  
increase **NPV** usability



Engineering-Driven



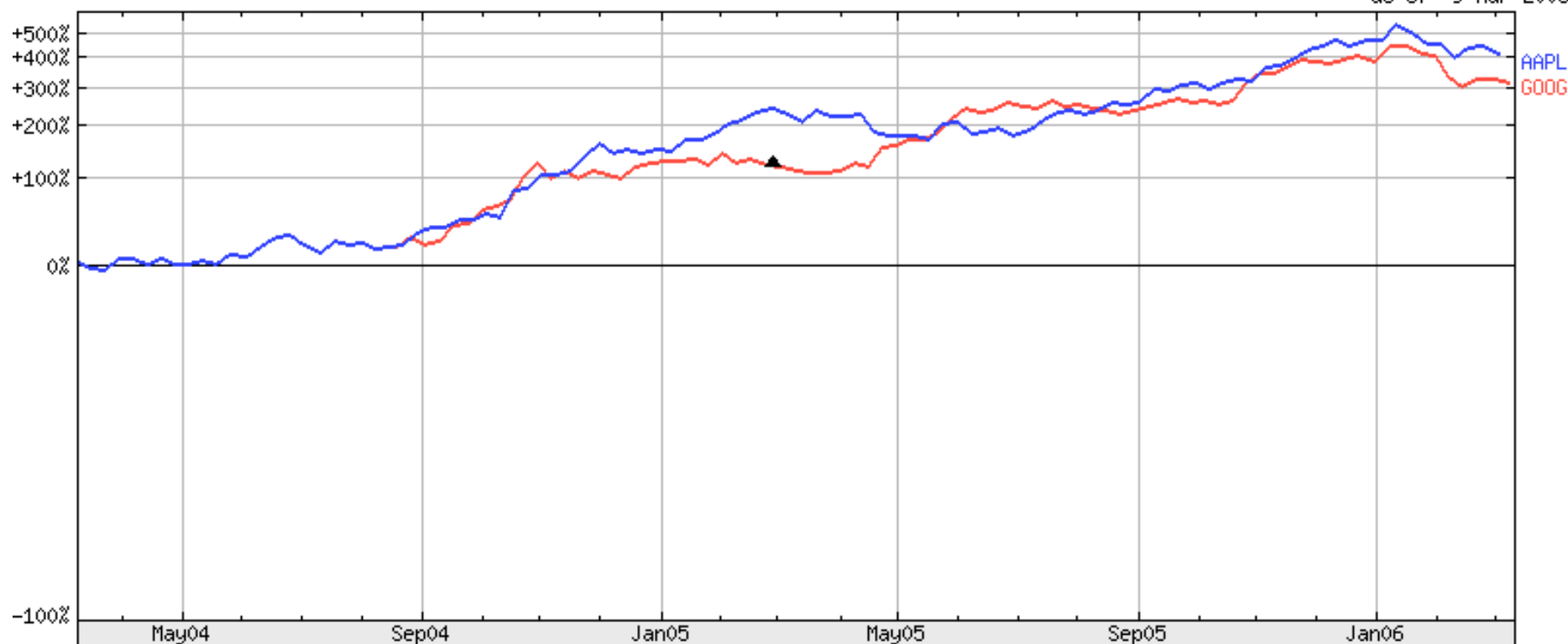
Business-Driven



Where are we now?

APPLE COMPUTER

Splits: ▼  
as of 9-Mar-2006



Copyright 2006 Yahoo! Inc.

<http://finance.yahoo.com/>

## Savant

Design is the fundamental soul of a human-made creation that ends up expressing itself in successive outer layers of the product or service.

**-Steve Jobs, Apple**

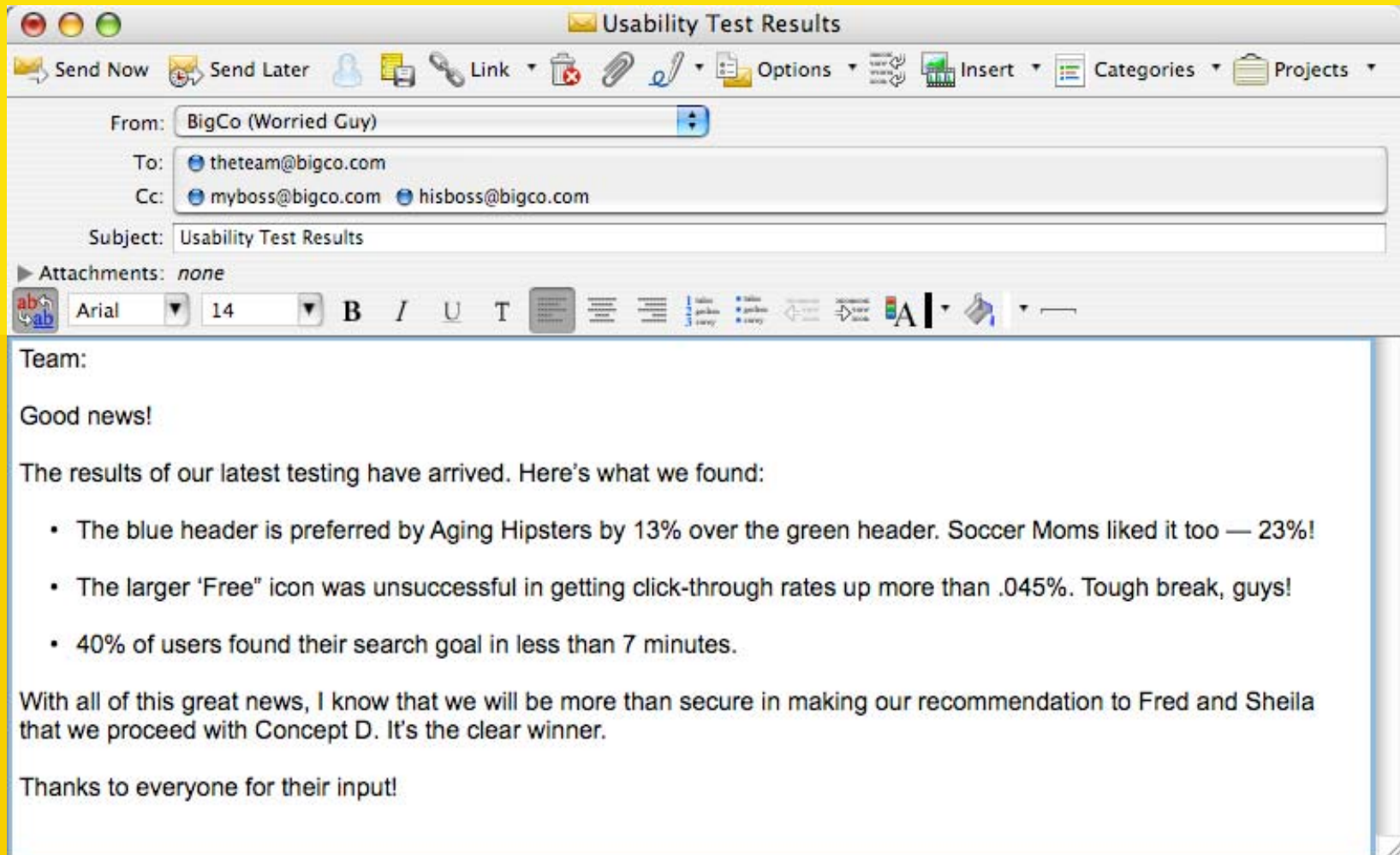
## Scientific Method

Introduce cautious, well-measured changes and introductions of new features and products. [...] UI is a science not an art.

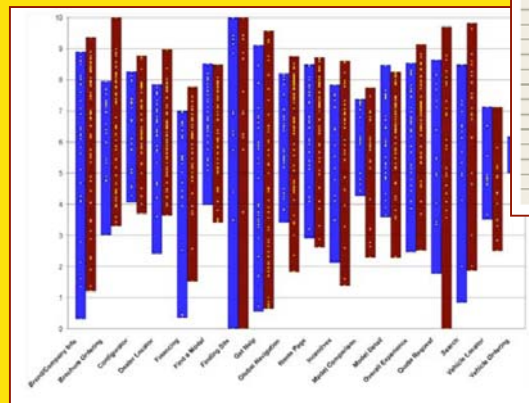
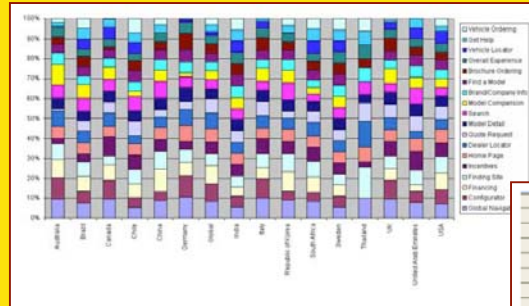
**-Marissa Mayer, VP Product, Google**

<b>1</b>	<b>Site Design</b>										
1.1	Brand	5.1	3.9	5.8	5.4	6.4	6.0	6.4	3.9	5.4	7.5
1.2	Navigation	7.2	5.7	7.6	5.7	6.1	5.3	7.6	5.3	6.3	8.1
1.3	Usability	6.0	5.4	7.4	5.9	7.2	5.0	7.4	5.0	6.2	7.9
<b>TOTAL WEIGHTED SITE DESIGN</b>		<b>6</b>	<b>5.4</b>	<b>7.4</b>	<b>5.9</b>	<b>7.2</b>	<b>5</b>	<b>7.4</b>	<b>5.0</b>	<b>6.2</b>	<b>7.9</b>
<i>Percent of Total Possible</i>		<i>67%</i>	<i>60%</i>	<i>82%</i>	<i>66%</i>	<i>80%</i>	<i>56%</i>	<i>82%</i>	<i>56%</i>	<i>68%</i>	<i>88%</i>
<b>2</b>	<b>Site Functionality</b>										
2.1	Search	4.0	2.0	3.0	0.0	5.0	5.7	5.7	0.0	3.3	6.0
2.2	Security	5.8	4.2	4.2	4.2	4.2	4.2	5.8	4.2	4.5	8.0
2.3	Accessibility	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	8.0
<b>TOTAL WEIGHTED FUNCTIONALITY</b>		<b>4.4</b>	<b>2.8</b>	<b>3.5</b>	<b>1.4</b>	<b>4.9</b>	<b>5.3</b>	<b>5.3</b>	<b>1.4</b>	<b>3.7</b>	<b>6.6</b>
<i>Percent of Total Possible</i>		<i>49%</i>	<i>31%</i>	<i>39%</i>	<i>15%</i>	<i>54%</i>	<i>59%</i>	<i>59%</i>	<i>15%</i>	<i>41%</i>	<i>73%</i>
<b>3</b>	<b>Customer Value</b>										
3.1	Content	6.0	6.0	6.0	6.3	6.9	5.9	6.9	5.9	6.2	7.4
3.2	Product or Service Information	5.4	3.3	4.3	4.5	4.0	4.8	5.4	3.3	4.4	5.9
3.3	Customer Service & Support	4.3	4.0	4.0	5.7	4.7	3.7	5.7	3.7	4.4	6.2
3.4	Contact Information	5.3	6.8	4.5	6.5	3.2	2.3	6.8	2.3	4.8	8.5
3.5	Investor Information	7.0	8.0	8.0	7.0	8.0	6.0	8.0	6.0	7.3	8.2
<b>TOTAL WEIGHTED CUSTOMER VALUE</b>		<b>5.3</b>	<b>4.9</b>	<b>4.9</b>	<b>5.8</b>	<b>5.2</b>	<b>4.5</b>	<b>5.8</b>	<b>4.5</b>	<b>5.1</b>	<b>6.8</b>
<i>Percent of Total Possible</i>		<i>59%</i>	<i>55%</i>	<i>54%</i>	<i>64%</i>	<i>58%</i>	<i>50%</i>	<i>64%</i>	<i>50%</i>	<i>57%</i>	<i>76%</i>
<b>GRAND TOTAL OF OVERALL CRITERIA</b>		<b>15.69524</b>	<b>16.0</b>	<b>12.8</b>	<b>15.4</b>	<b>12.8</b>	<b>16.5</b>	<b>16.5</b>	<b>12.8</b>	<b>14.9</b>	<b>19.5</b>
<i>Percent of Total Possible</i>		<i>58%</i>	<i>59%</i>	<i>47%</i>	<i>57%</i>	<i>47%</i>	<i>61%</i>	<i>61%</i>	<i>47%</i>	<i>55%</i>	<i>72%</i>
<b>WEIGHTED SITE TOTAL</b>		<b>5.2</b>	<b>5.3</b>	<b>4.4</b>	<b>5.1</b>	<b>4.6</b>	<b>5.4</b>	<b>5.4</b>	<b>4.4</b>	<b>5.0</b>	<b>6.5</b>
<i>Percent of Total Possible</i>		<i>58%</i>	<i>59%</i>	<i>49%</i>	<i>56%</i>	<i>52%</i>	<i>60%</i>	<i>60%</i>	<i>49%</i>	<i>56%</i>	<i>72%</i>



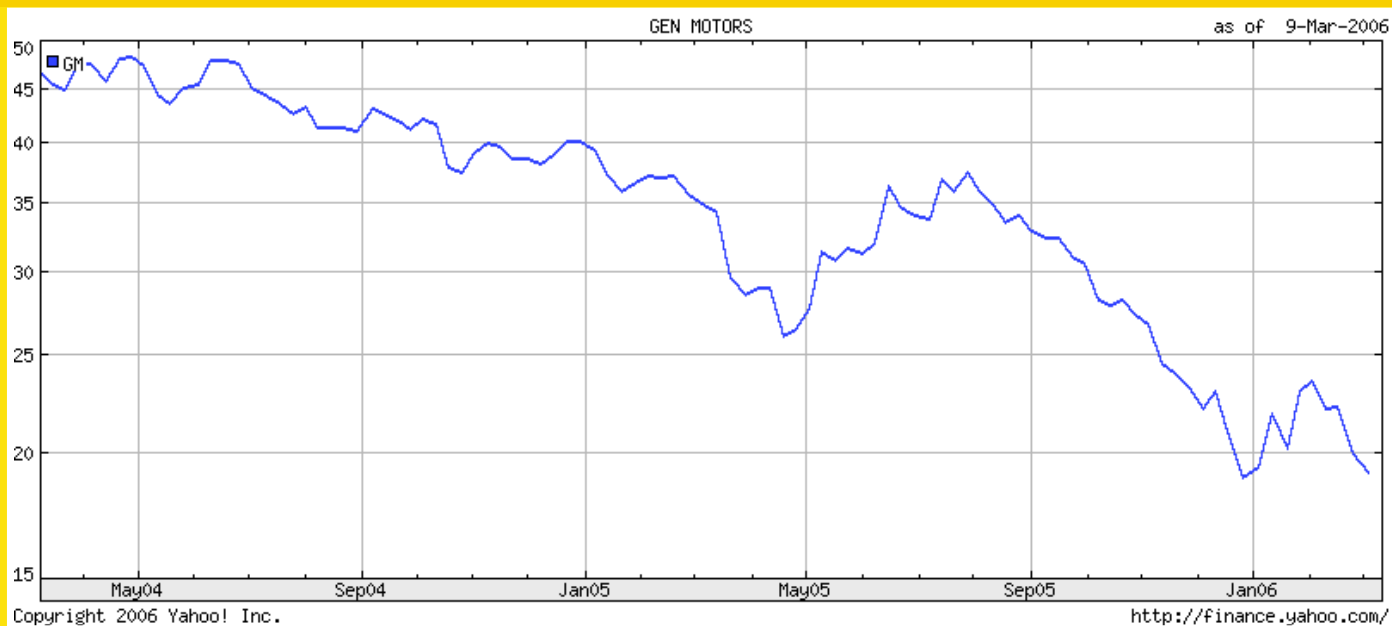


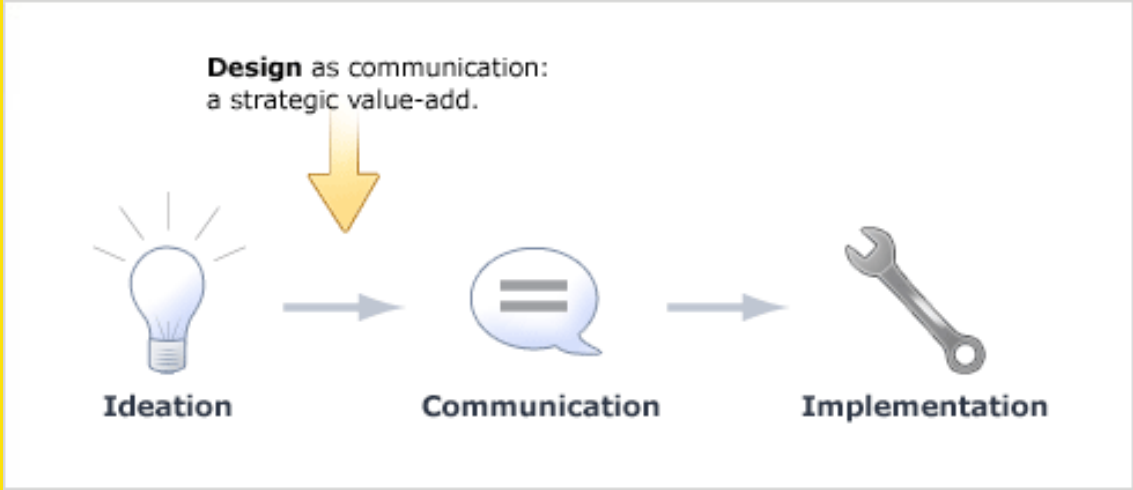
# Moving GM to #1 in Online Customer Satisfaction: Techniques for Conducting Quantitative Benchmarking Across Hundreds of Web Sites and for Prioritizing Functionality Based on User Needs in Differing Geographies and Markets



	A	B	C	D	E	F
1 Region	GM Europe					
2 Site Type	Buyer					
3 Capability Tag	Configurator					
4 Competitor	(All)					
5						
6 Weighted Avg	Country					
7 Brand	UK	Italy	Germany	Sweden	Grand Total	
8 Daeewoo	-0.74	--	--	--	-0.74	
9 Mercedes	-5.00	--	0.91	--	-0.13	
10 Toyota	0.27	--	--	--	0.27	
11 Honda	0.79	-0.51	--	--	0.38	
12 Fiat	-0.78	2.53	--	--	0.53	
13 Renault	0.68	1.77	--	--	0.94	
14 Volkswagen	-5.00	--	2.23	2.31	1.39	
15 Bmw	1.36	--	2.15	--	1.68	
16 Vauxhall	1.70	--	--	--	1.70	
17 Opel	--	-1.42	--	--	-1.42	
18 Audi	--	--	2.33	--	2.04	
19 Ford	--	--	2.14	--	2.14	
20 Saab	2.36	--	--	1.71	2.20	
21 Volvo	--	--	--	2.50	2.48	
22 Grand Total	0.50	1.16	1.87	2.34	1.30	
23						

**Moving GM to #1 in Online Customer Satisfaction:  
Techniques for Conducting Quantitative Benchmarking  
Across Hundreds of Web Sites and for Prioritizing  
Functionality Based on User Needs in Differing  
Geographies and Markets**





Iterative design process - lifestyle focus

