

Upgrade your offer

Drupal Business Days, Vienna

May 4th 2012

Jakob Persson, NodeOne

Introducing me



Web Strategist and CKO

Co-Founder of NodeOne

Worked with Drupal since 2005

jakob@nodeone.se

<http://www.twitter.com/realsolipsist>

<http://drupal.org/user/37564>

Introducing nodeone

Some of NodeOne's team and clients



Scandinavia's largest
Drupal services
provider

Employs 60 people

Offices in Sweden
and Denmark

**What we do at NodeOne,
apart from...**

card games...



Hi, I'm
Dries!*

* No he's not really Dries,
but you knew that already.

www.drupalcardgame.com

Druplicons wielding nun-chuks...



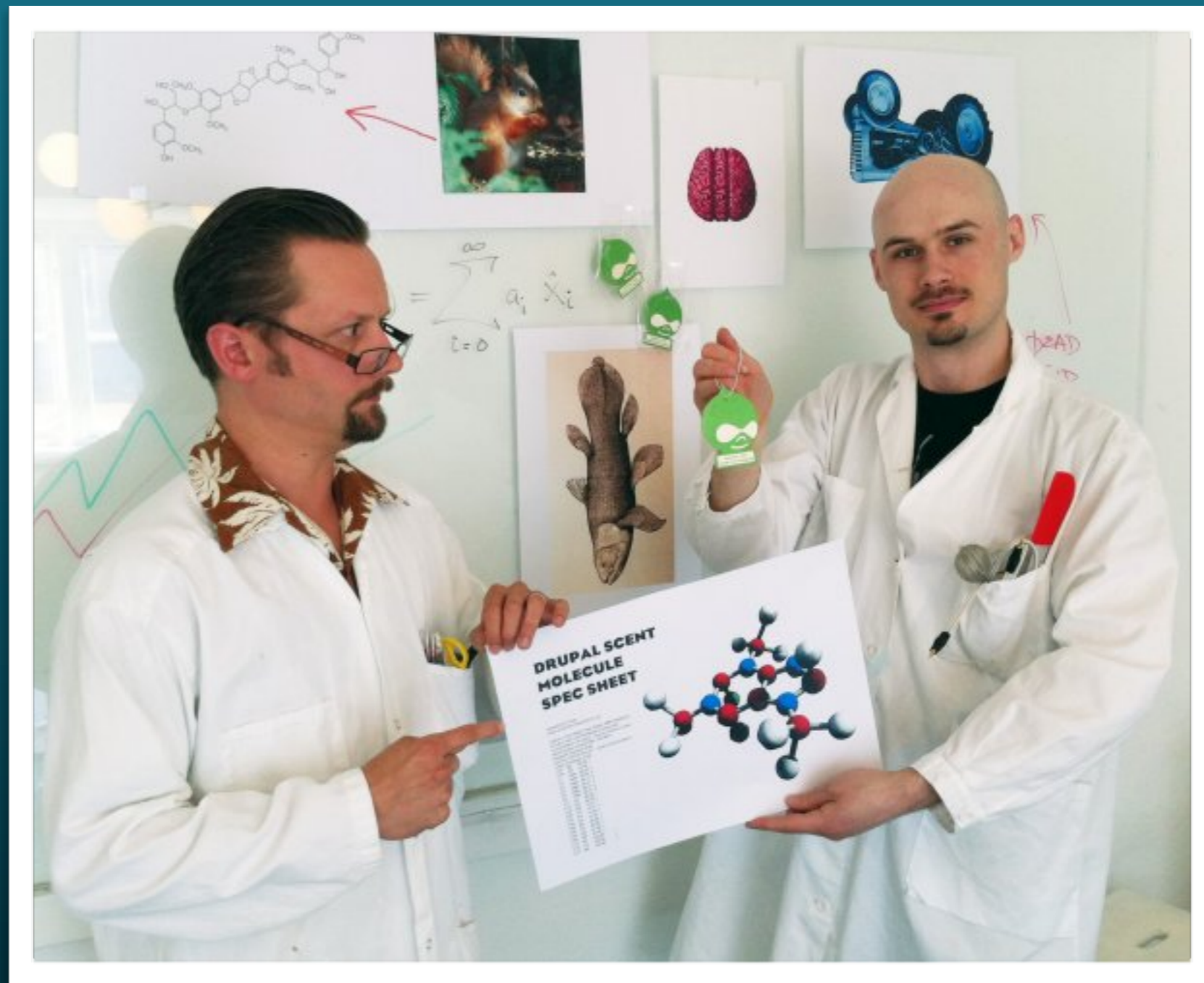
Druplicon Road Trip – “Showdown in Paris” (YouTube)

Drupal rock stars...



“The Kitten Killers” Live at DrupalCon Copenhagen (photo by Dries)

Drupal air fresheners...



Drupal air fresheners revealed to the world

Druplicon cookie cutters



Strategy and Usability



Web strategy, usability studies and effect mapping

Design and UX



User experience, GUI and graphic design

Development



Modules, themes, distributions and install profiles

Hosting and scalability



Hosting, optimization and monitoring

Training



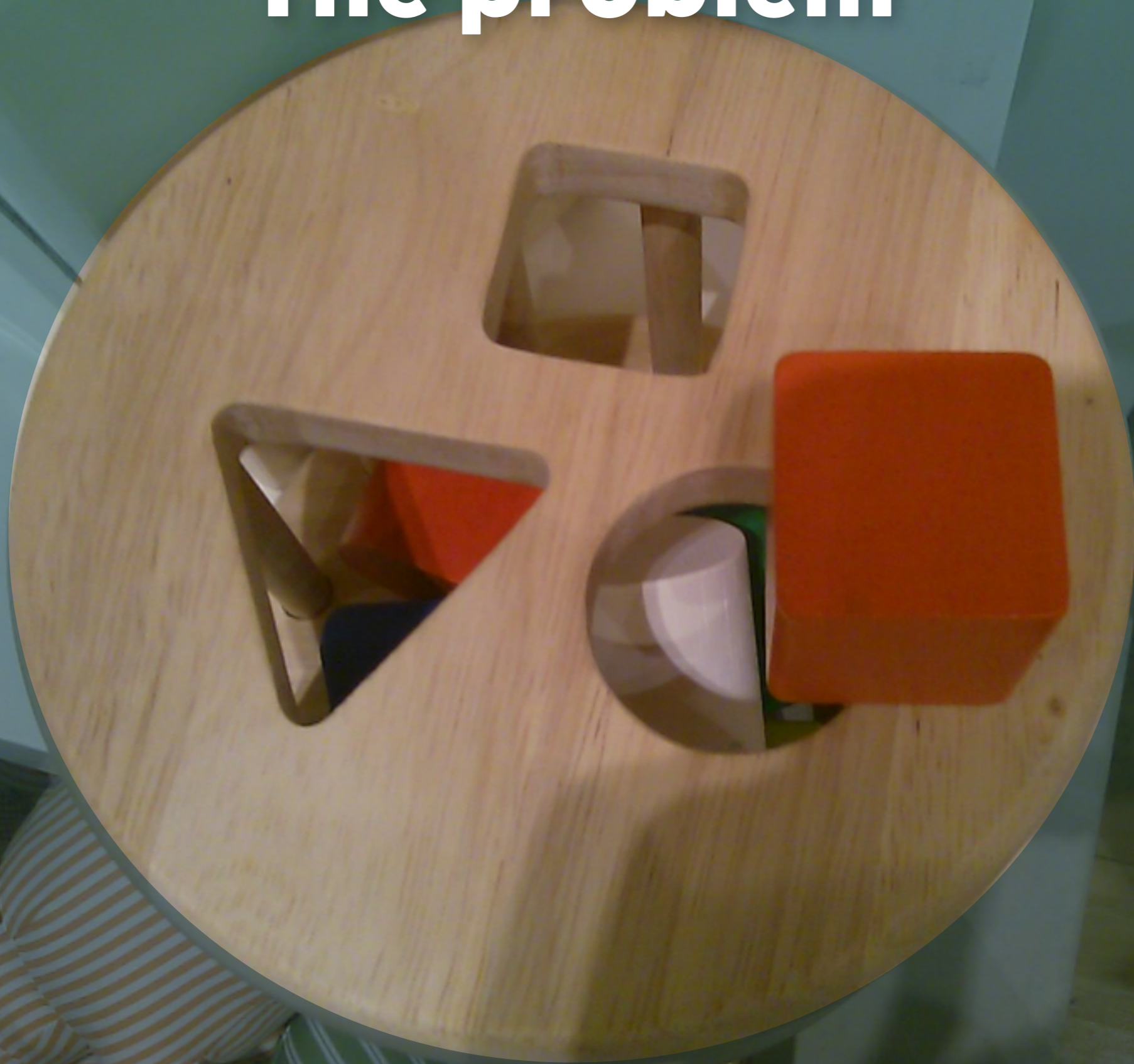
Courses, books, screencasts and learning library

Consulting



Technical consulting and solution architecture

The problem



What the Buyer **says**



What the
Buyer **says**

What the
Design Agency **hears**



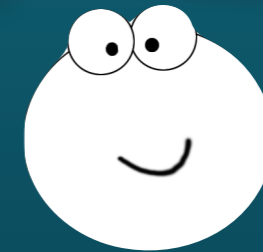
What the
Buyer **says**



What the
Design Agency **hears**



What
you are **told**



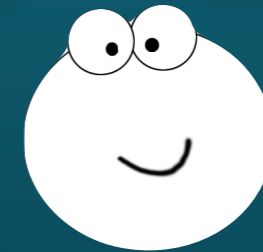
What the
Buyer **says**



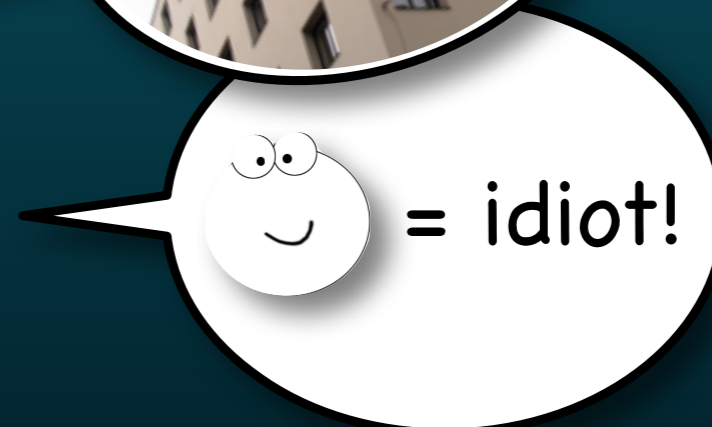
What the
Design Agency **hears**



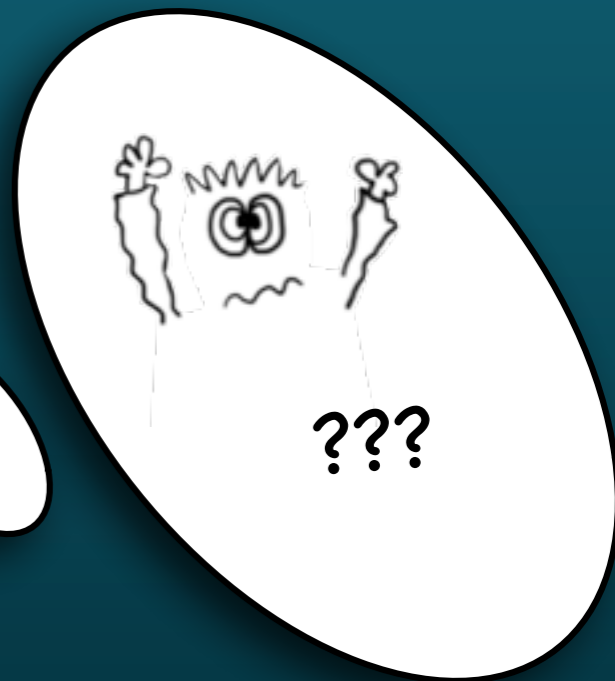
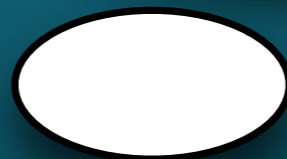
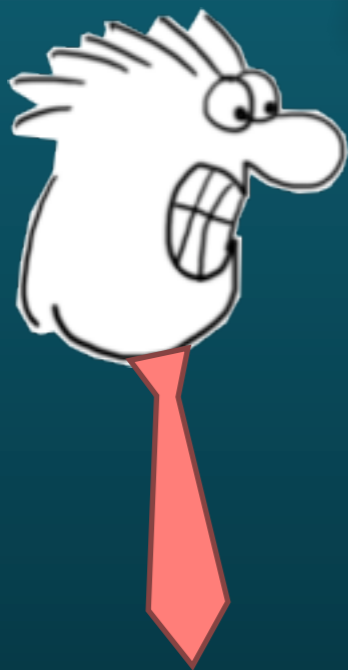
What
you are **told**



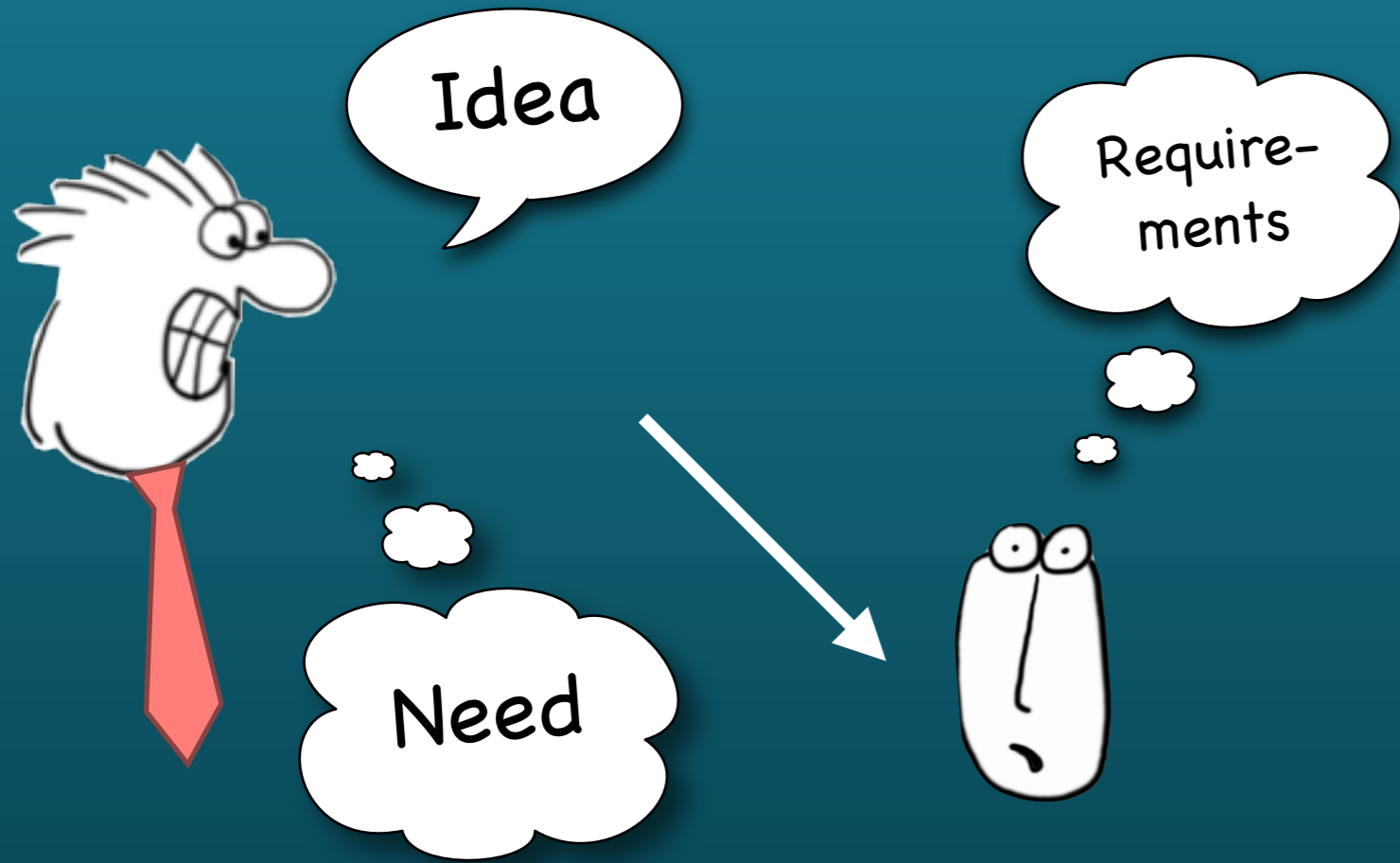
What the
stakeholder **needs**

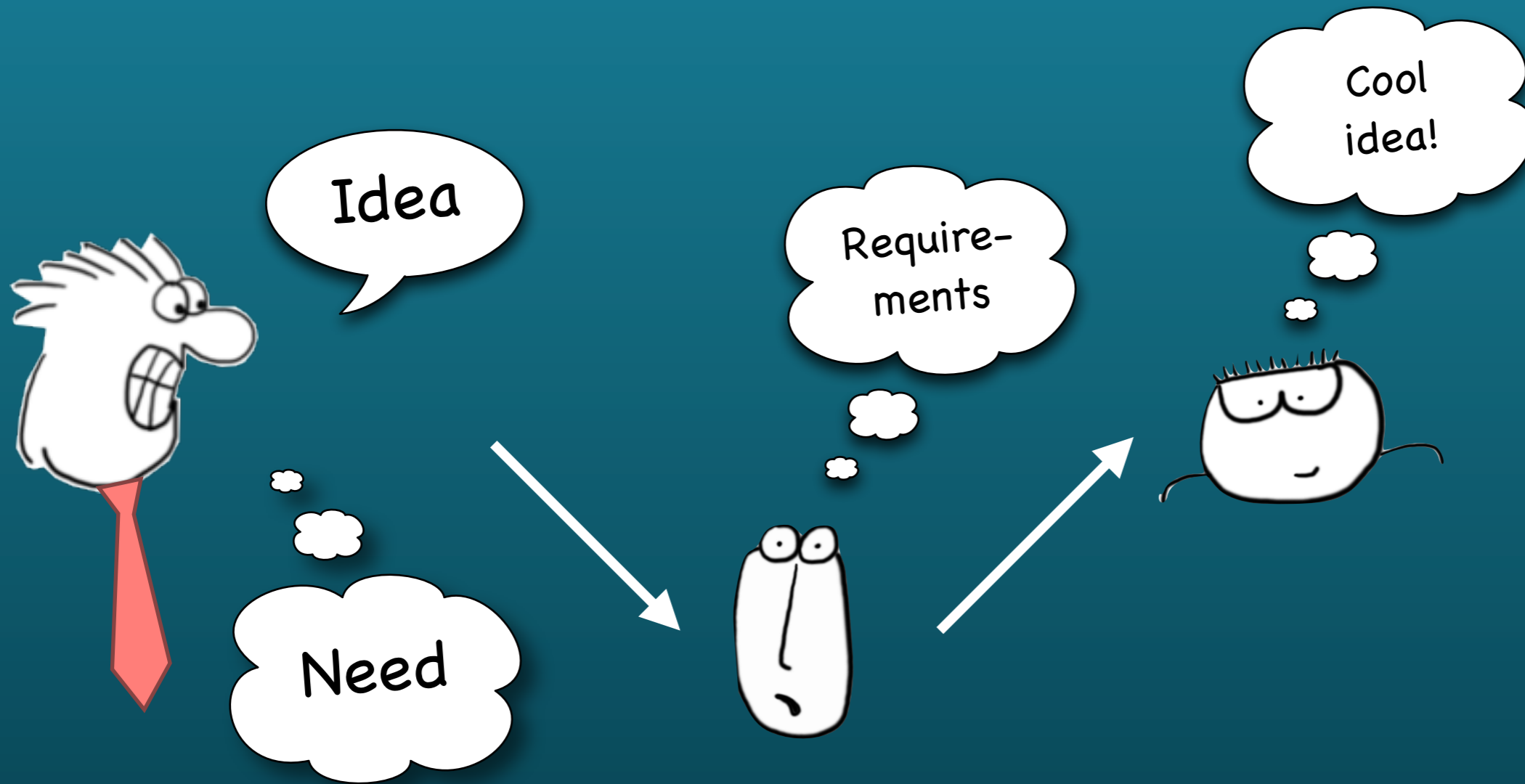


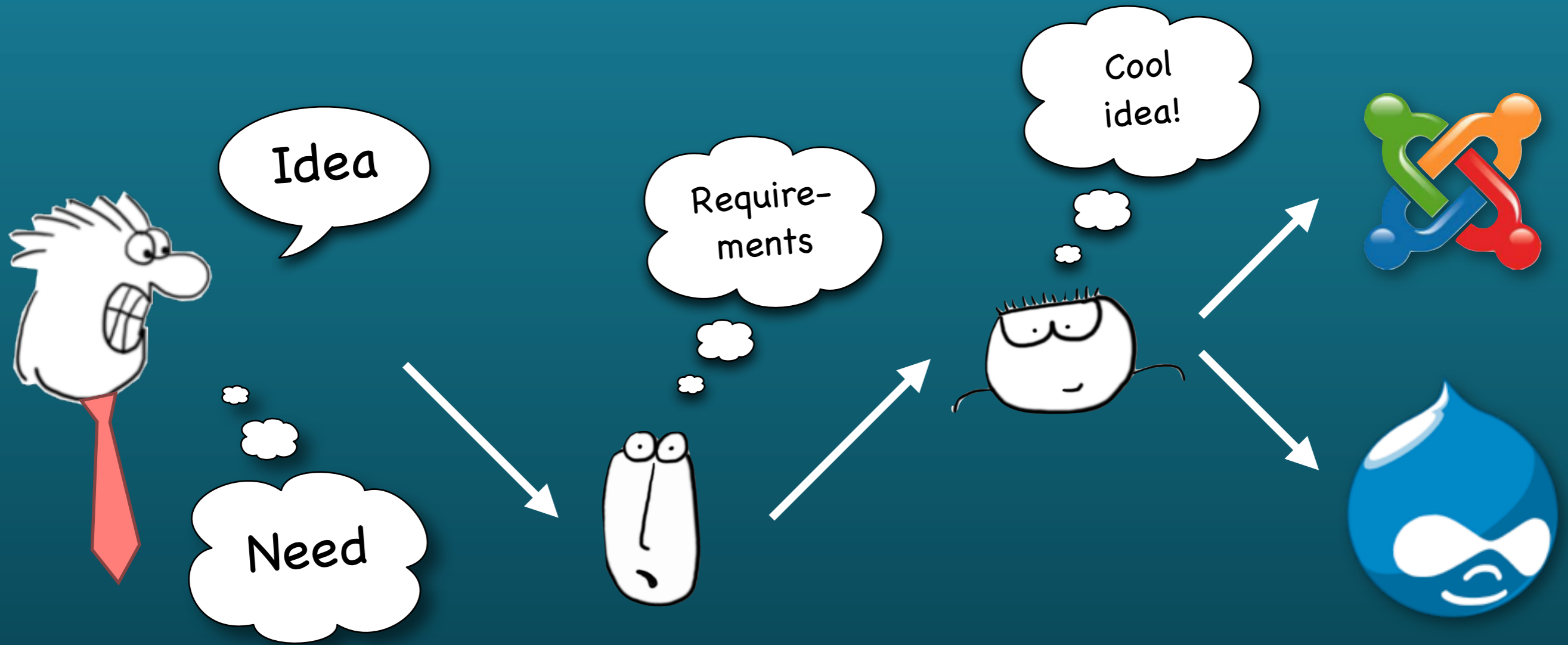
How did this happen?

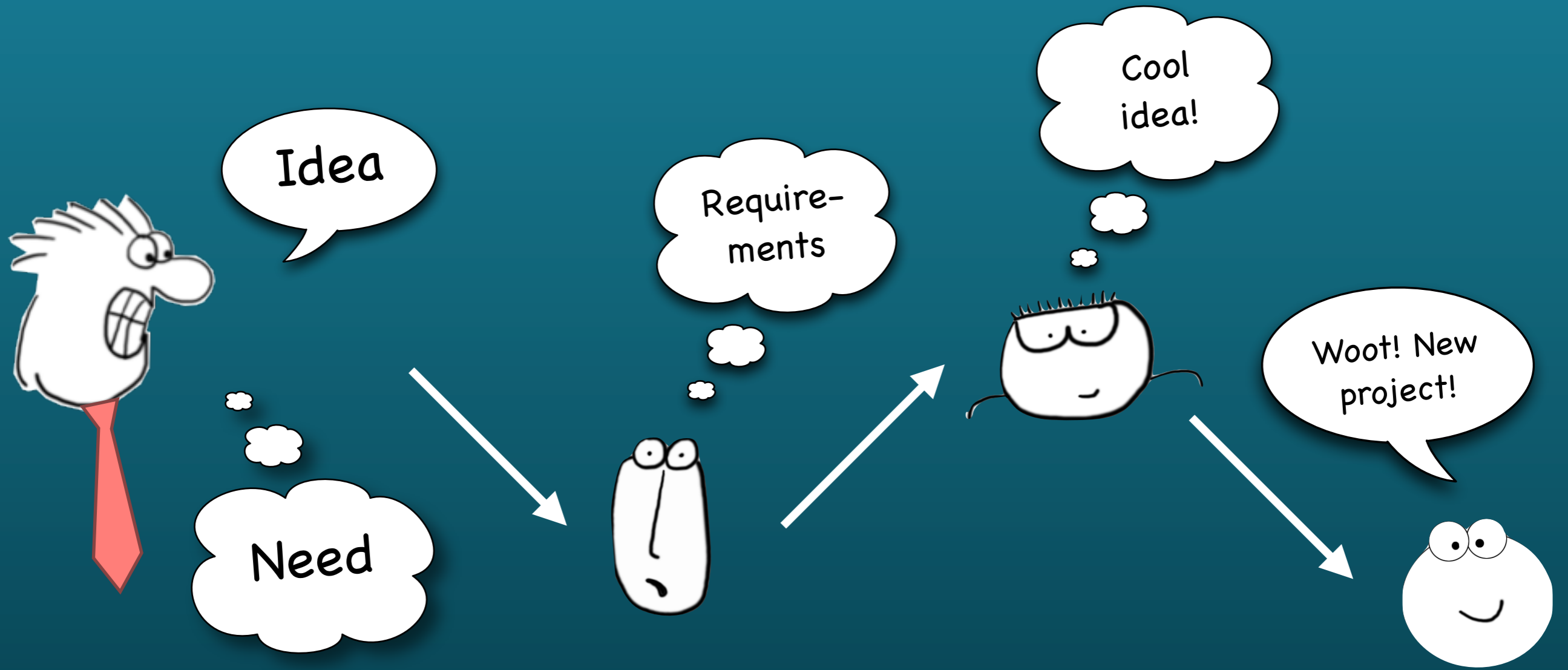


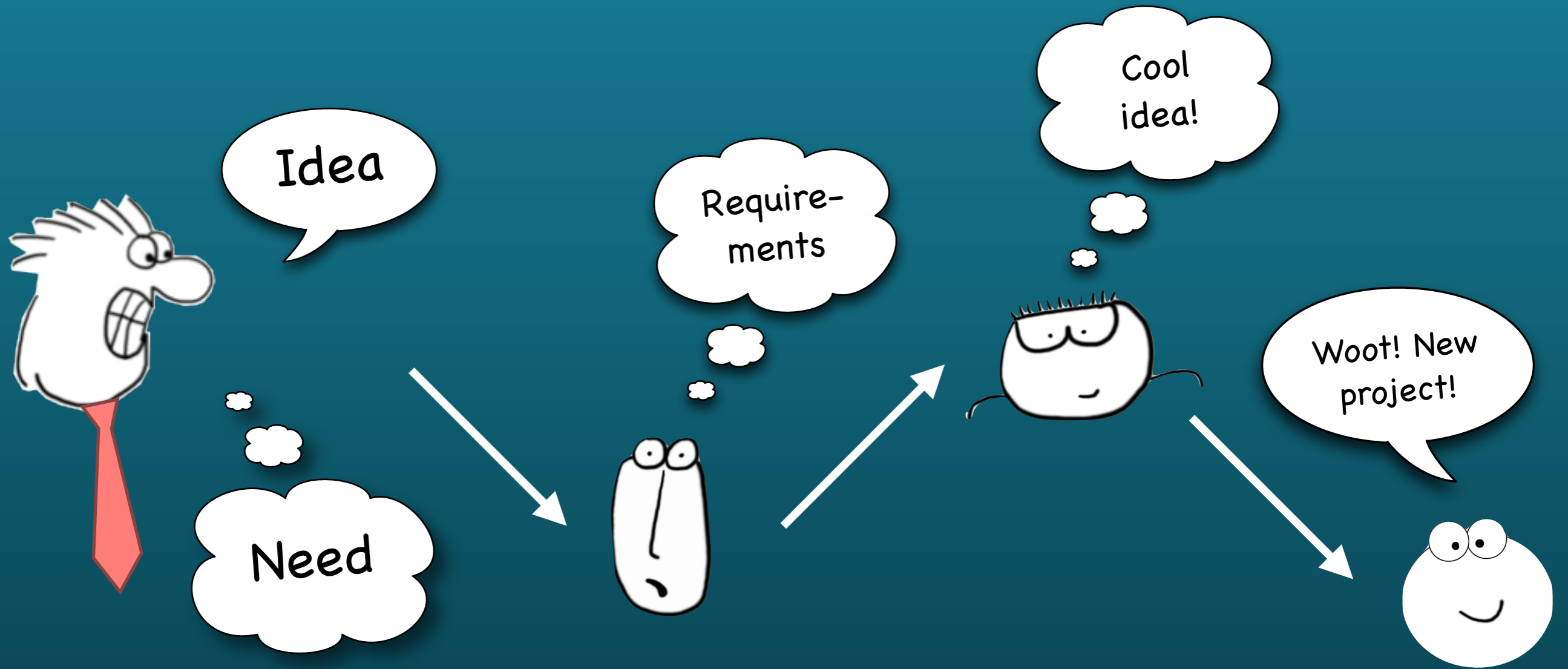












the end result often being



WTF!

Project DNA

Project DNA

 Why?  Whom?  What?  How?

Project DNA

Assumptive

Explorative

 Why?

 Whom?

 What?

 How?

Project DNA

Assumptive



Explorative



Project DNA

Assumptive



Explorative



■ Why? ■ Whom? ■ What? ■ How?

Talk to RIGHT person



The actual buyer about
the main goal and return

Talk to RIGHT person



The actual buyer about the main goal and return

Talk to the RIGHT person about the RIGHT things



The stakeholder about his/her needs and goals in realizing the main goal

Talk to RIGHT person



The actual buyer about the main goal and return

Talk to the RIGHT person about the RIGHT things

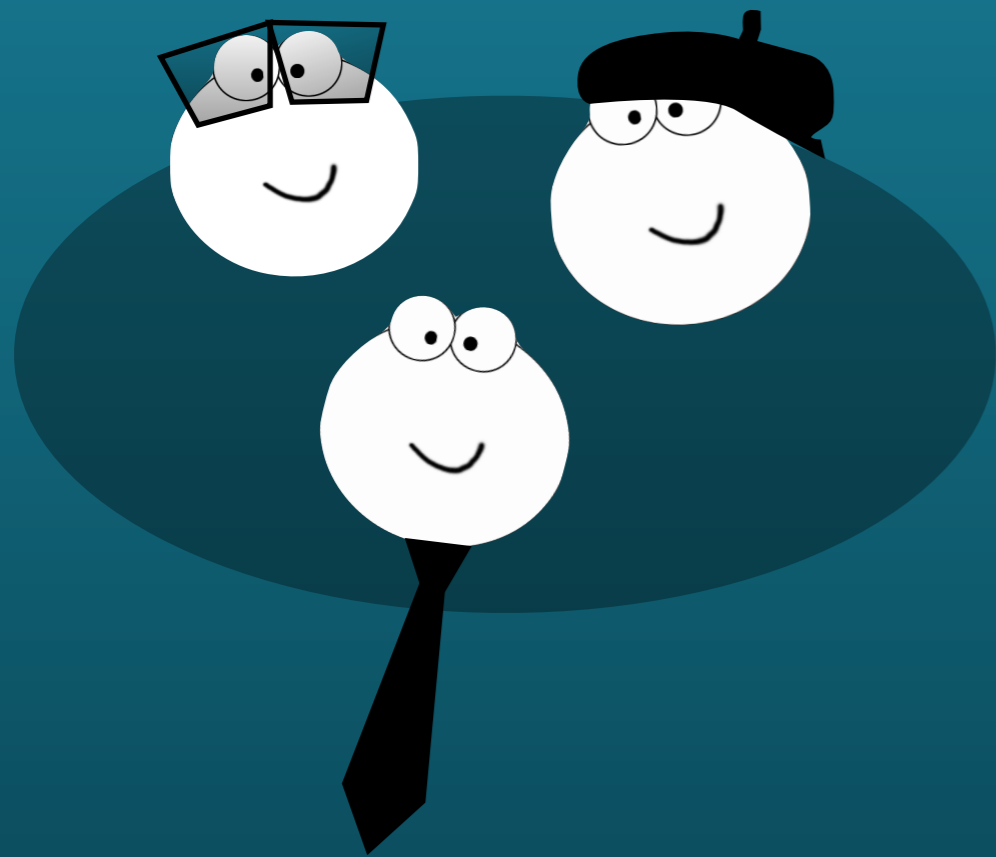


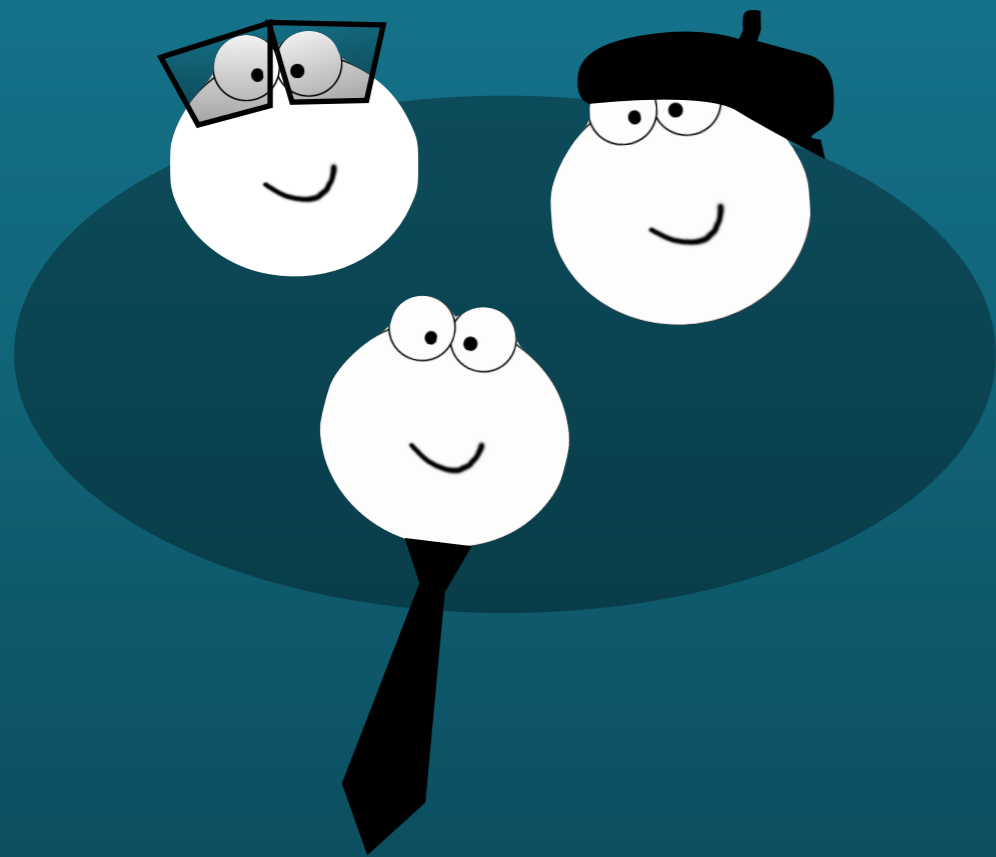
The stakeholder about his/her needs and goals in realizing the main goal

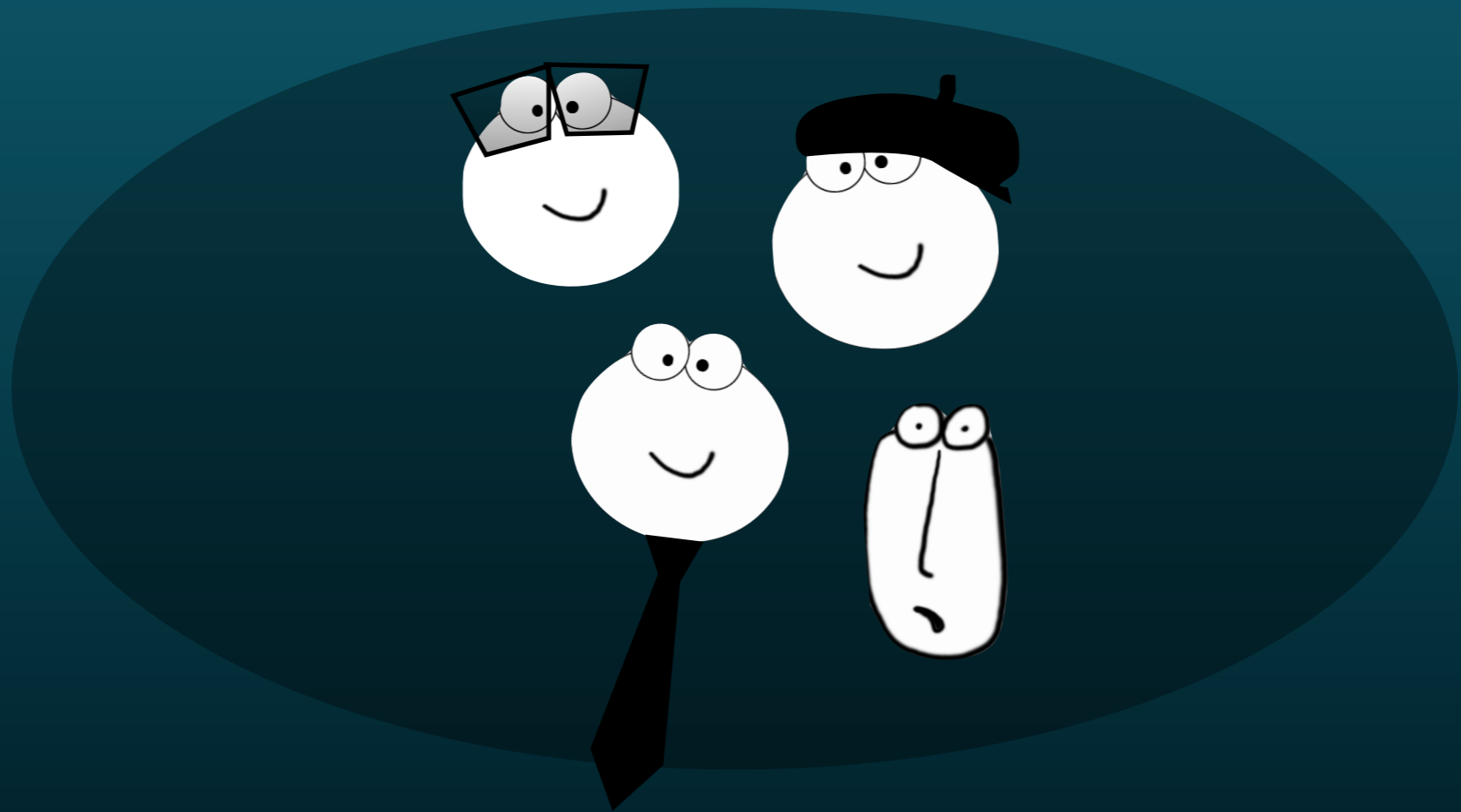
Talk to the RIGHT person about the RIGHT things in the RIGHT context

The stakeholder about how to best support said needs and goals

Building the right team

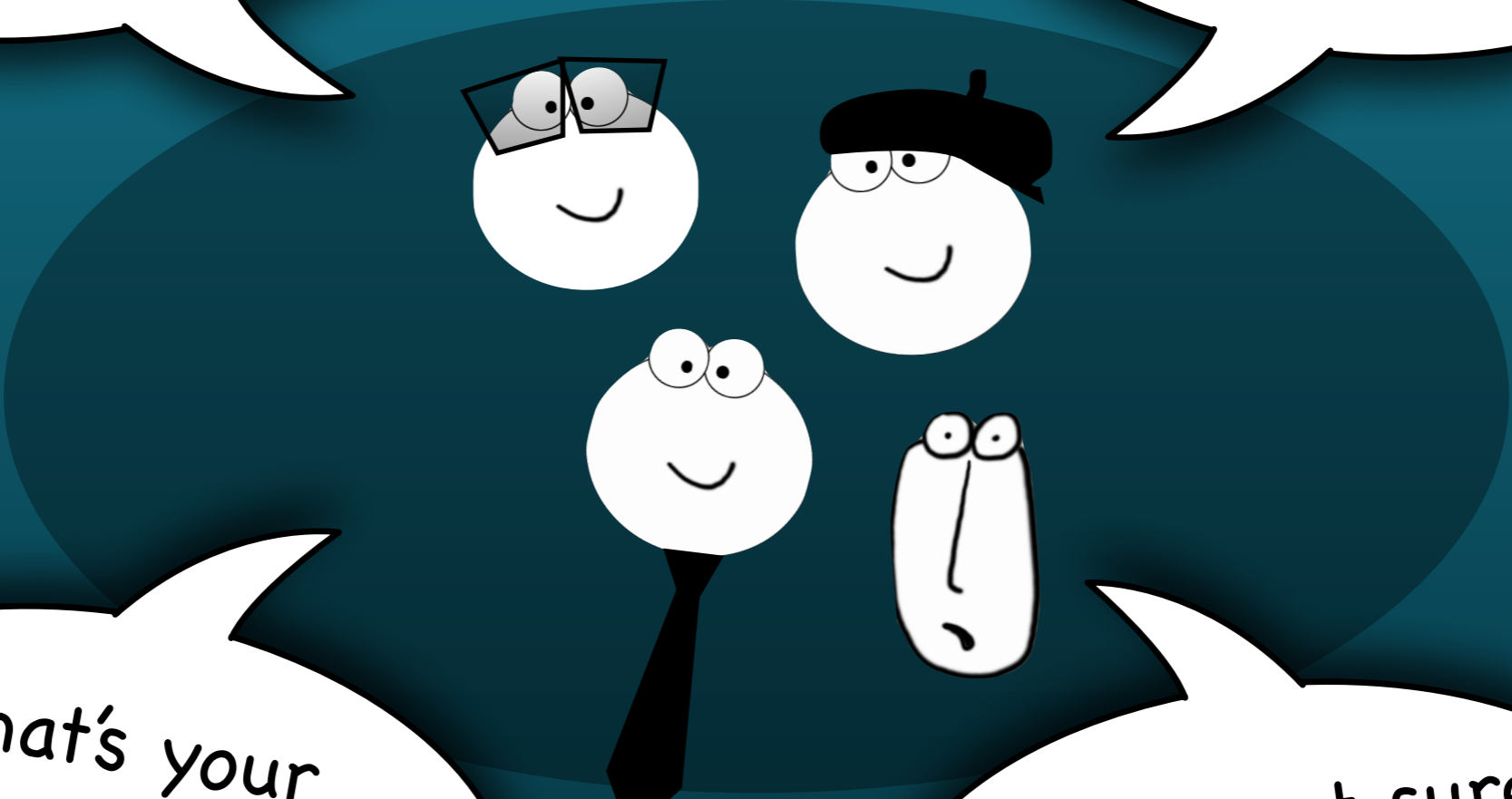






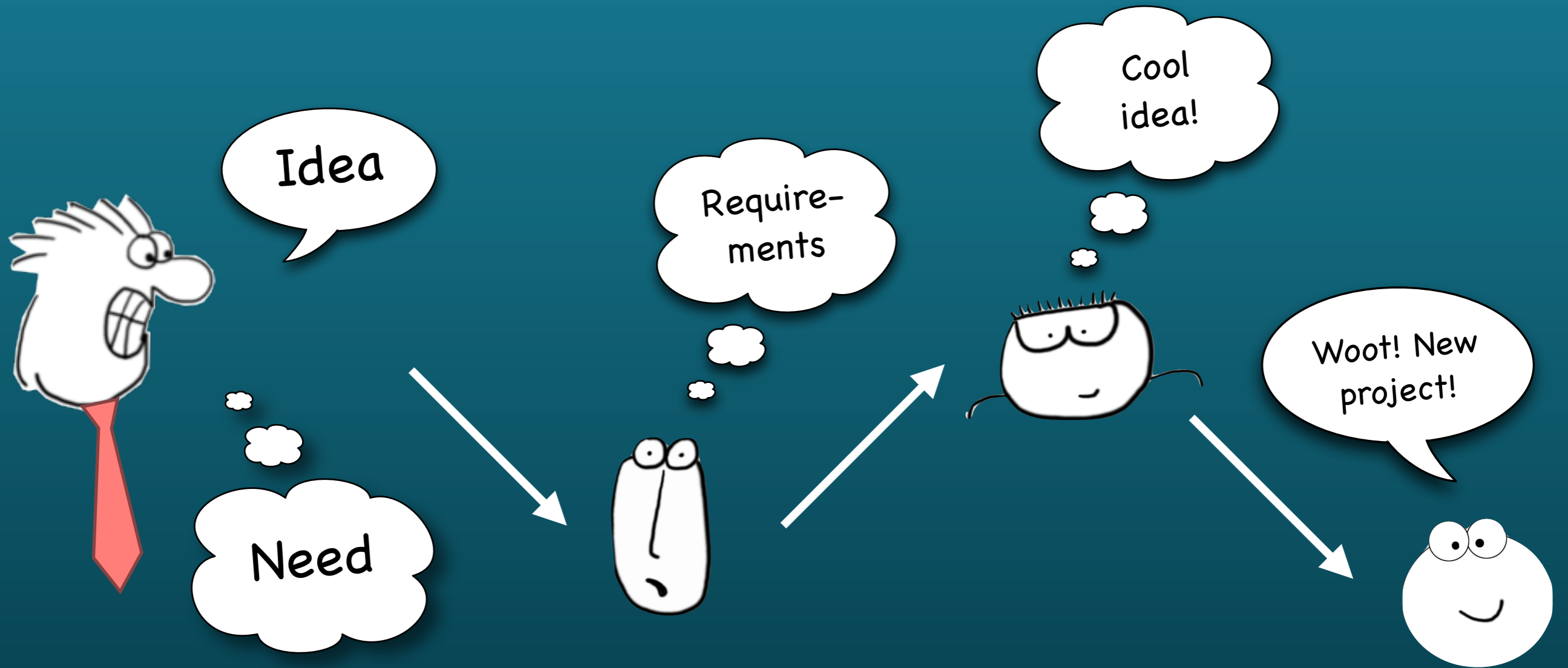
I hear you need a website.

Who are we designing for?

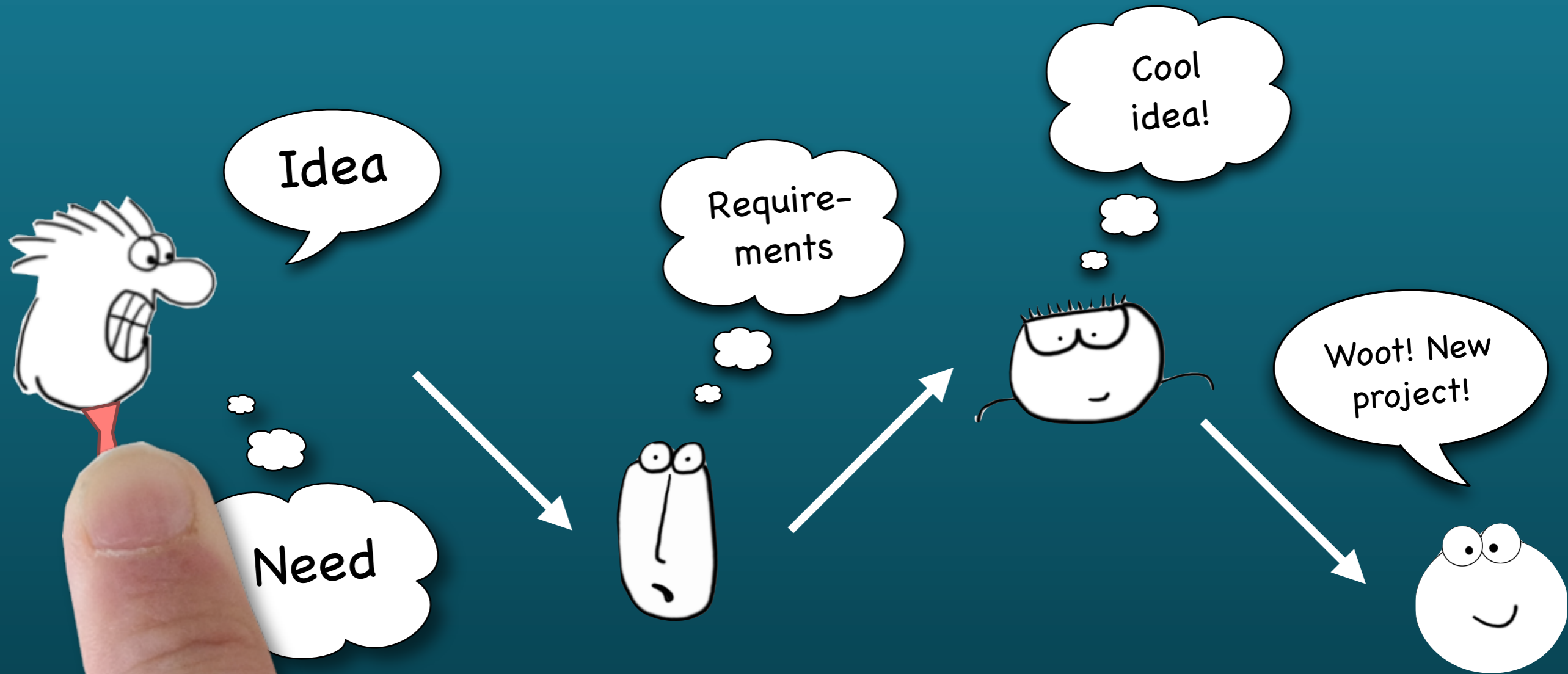


What's your business reason for doing this?

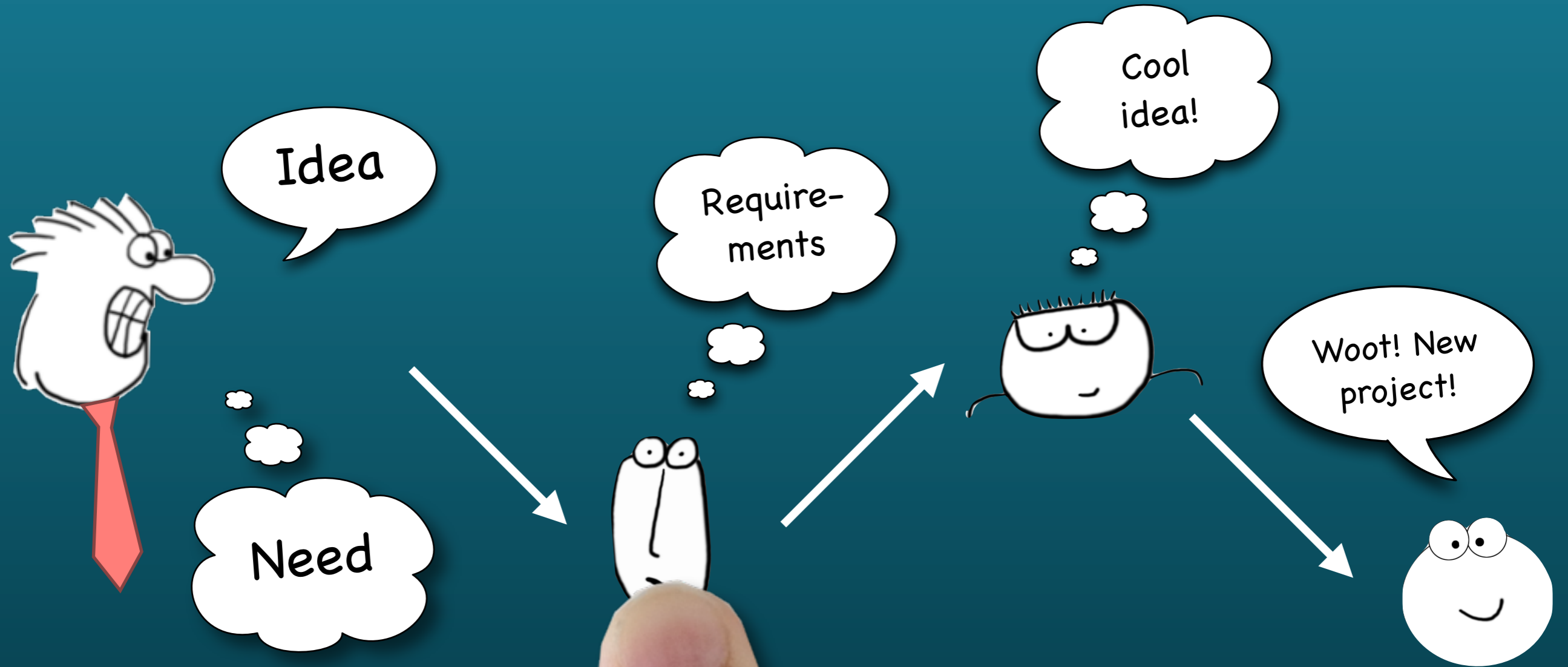
Errr... not sure. But here are the requirements!

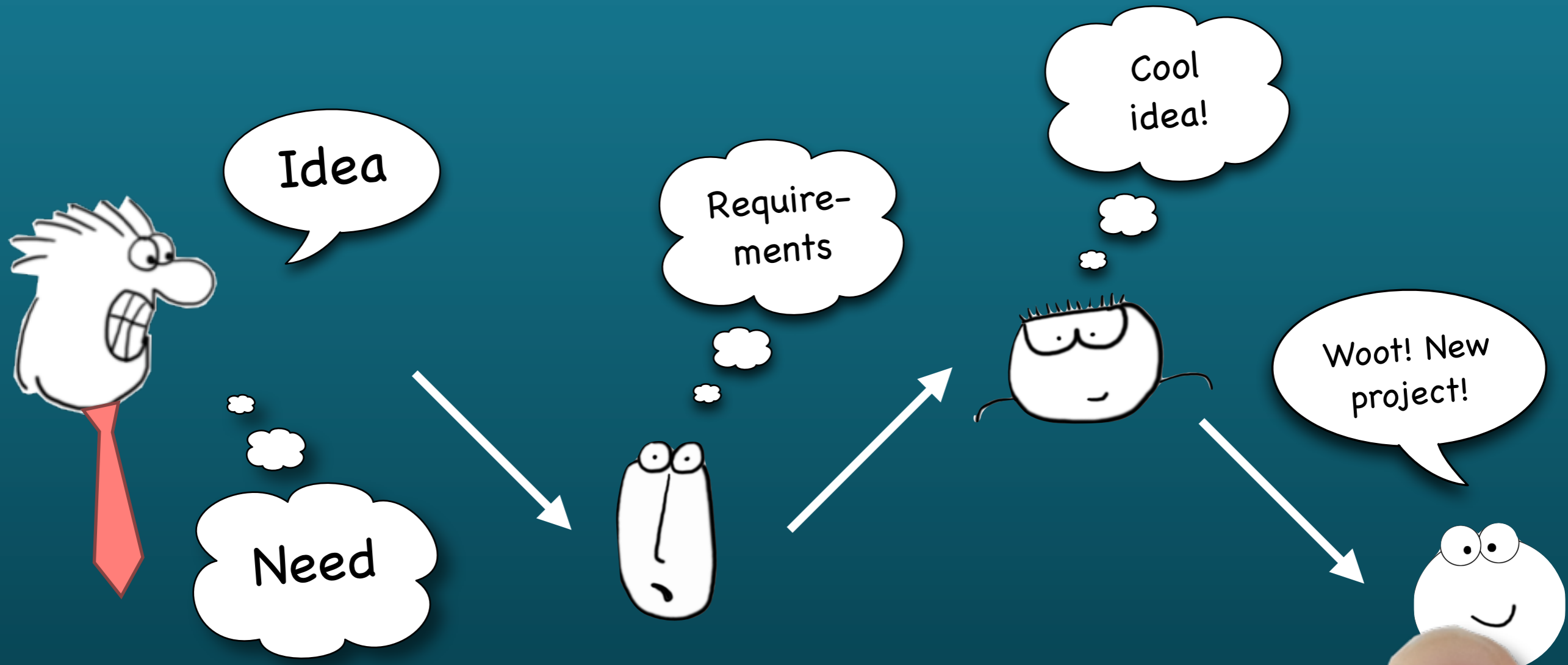


WTF!



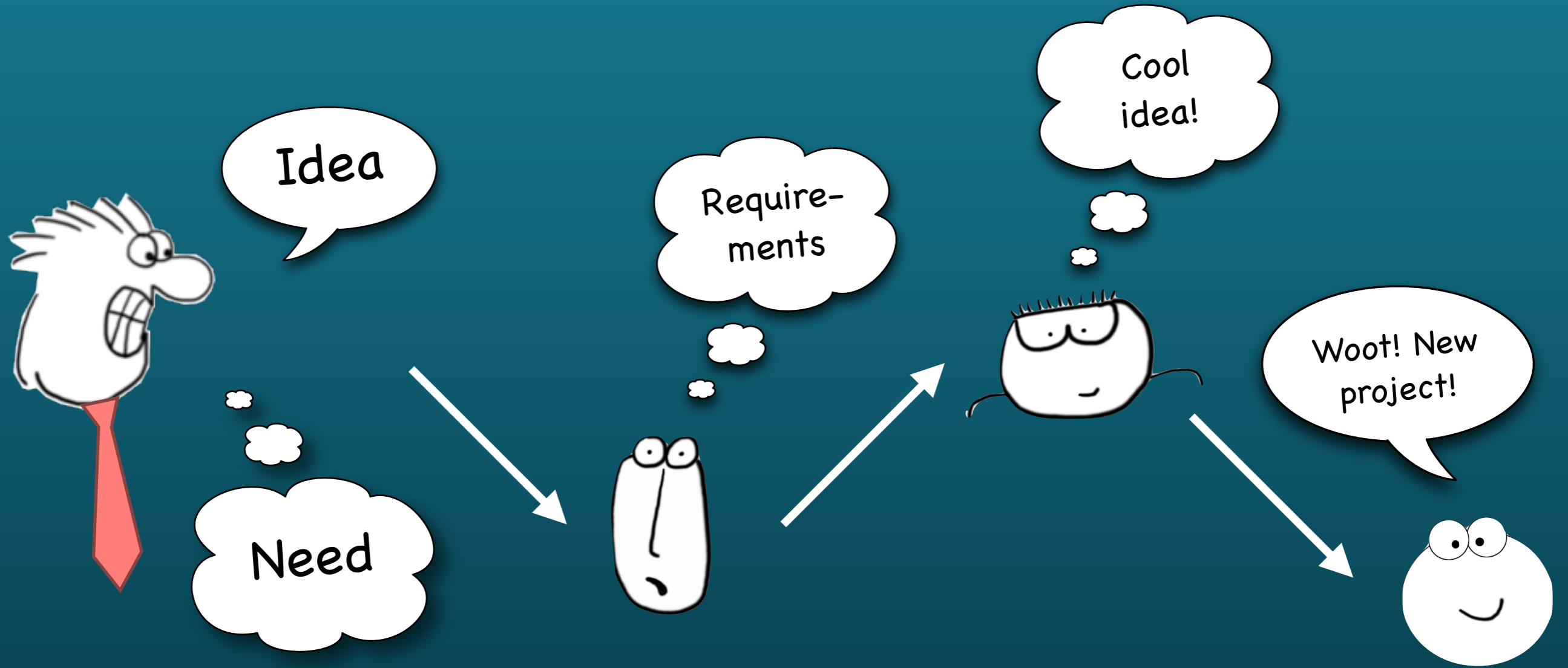
WTF!





WTF!





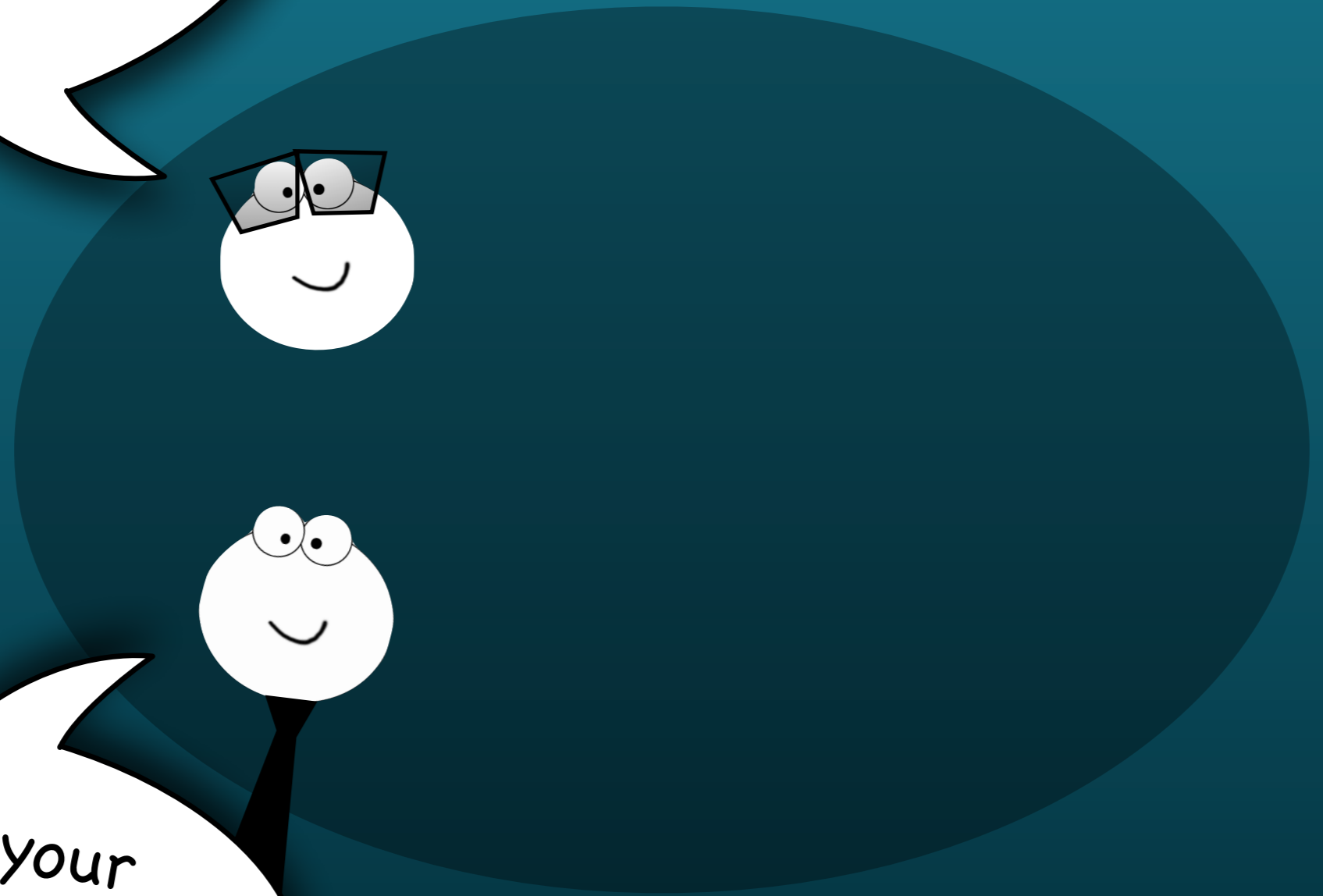
I hear you need
a website.



I hear you need a website.



What's your business reason for doing this?



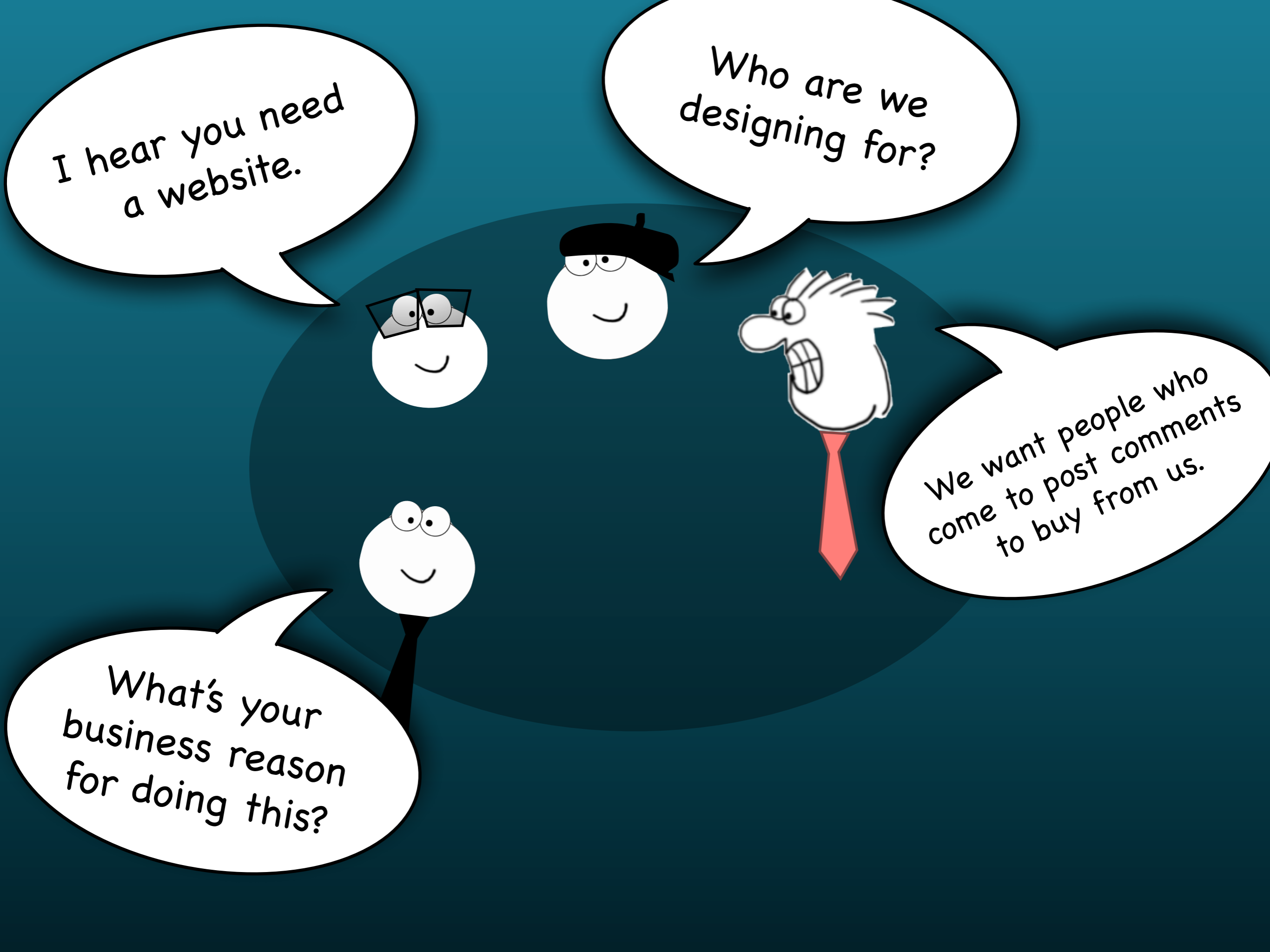
I hear you need a website.



We want people who come to post comments to buy from us.

What's your business reason for doing this?





I hear you need a website.

Who are we designing for?

We want people who come to post comments to buy from us.

What's your business reason for doing this?



I hear you need a website.

Who are we designing for?

We want people who come to post comments to buy from us.

What's your business reason for doing this?

I'll be using it. I hate computers. Please don't make it suck.



I hear you need a website.

Who are we designing for?

We want people who come to post comments to buy from us.

What's your business reason for doing this?

I can tell you how to integrate with our CRM system!

I'll be using it. I hate computers. Please don't make it suck.

Is there someone who...

- knows and understands the expected return of this project and how it fits with other efforts?
- knows the technical infrastructure?
- can learn the needs and goals of the stakeholders and end users?
- can design something that fits those needs?
- can build the functionality designed?

re·quire·ment [*ri-kwahyuh-r-muhnt*] noun. In engineering, a requirement is a singular documented physical and functional need that a particular product or service must be or perform...

**Why are the requirements
what they are?**

But why?



Talk to me.
I might know
why.



Why indeed?
What do we want to achieve?

Define it as an 'effect'

Define it as an 'effect'

{...}

Concise

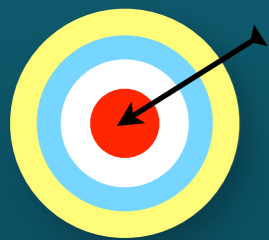
Not more than a few sentences

Define it as an 'effect'



Concise

Not more than a few sentences



Measurable

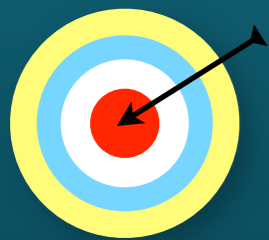
You need to be able to evaluate whether the website achieves the effect using metrics and KPI's

Define it as an 'effect'



Concise

Not more than a few sentences



Measurable

You need to be able to evaluate whether the website achieves the effect using metrics and KPI's



Long-term

The effect should reflect change over long time and be strategic, not tactical

Making it happen...



**No, contrary to popular belief,
nerds can't do it.
Gear or no gear.**



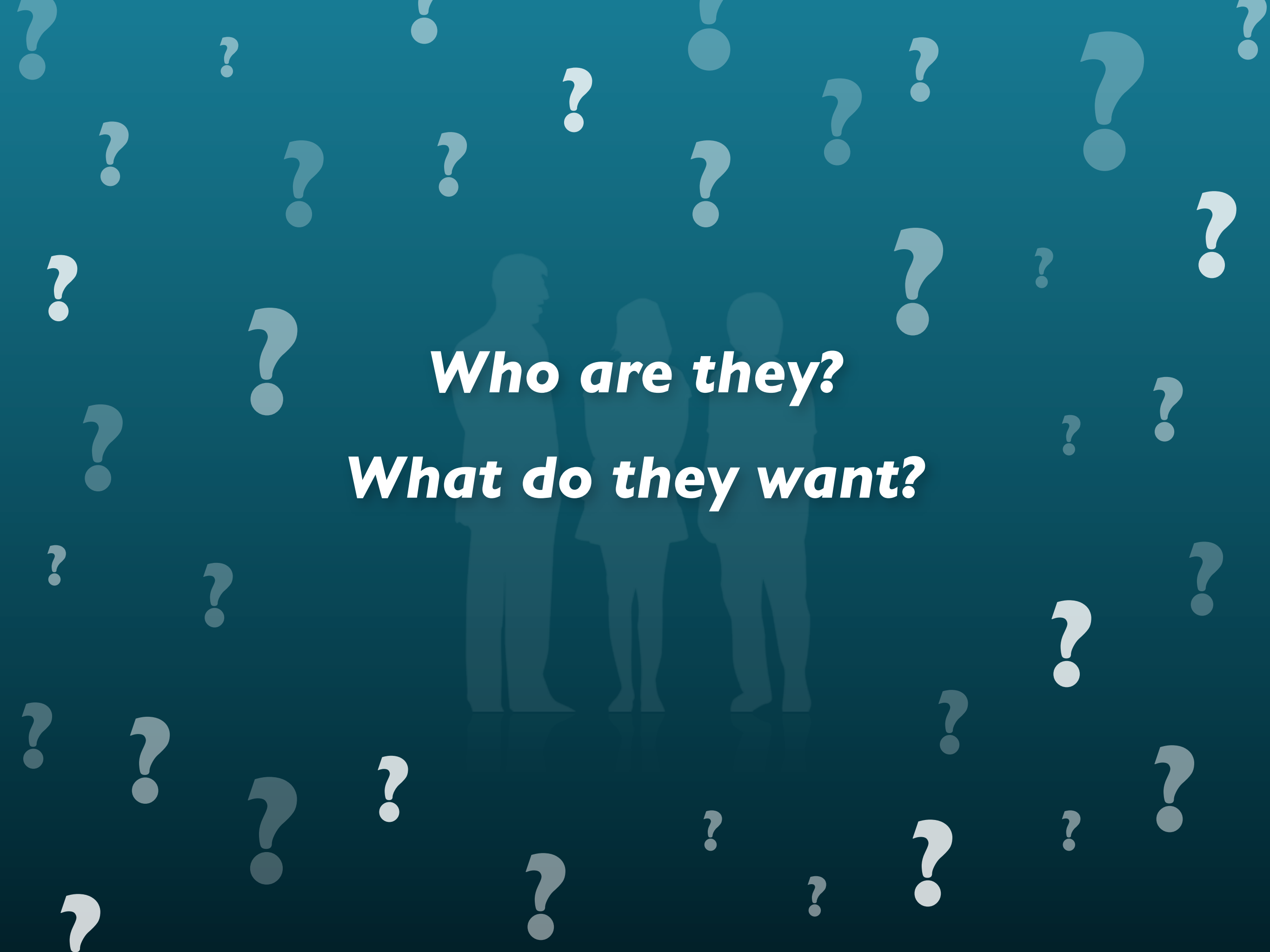
These guys can
do it!



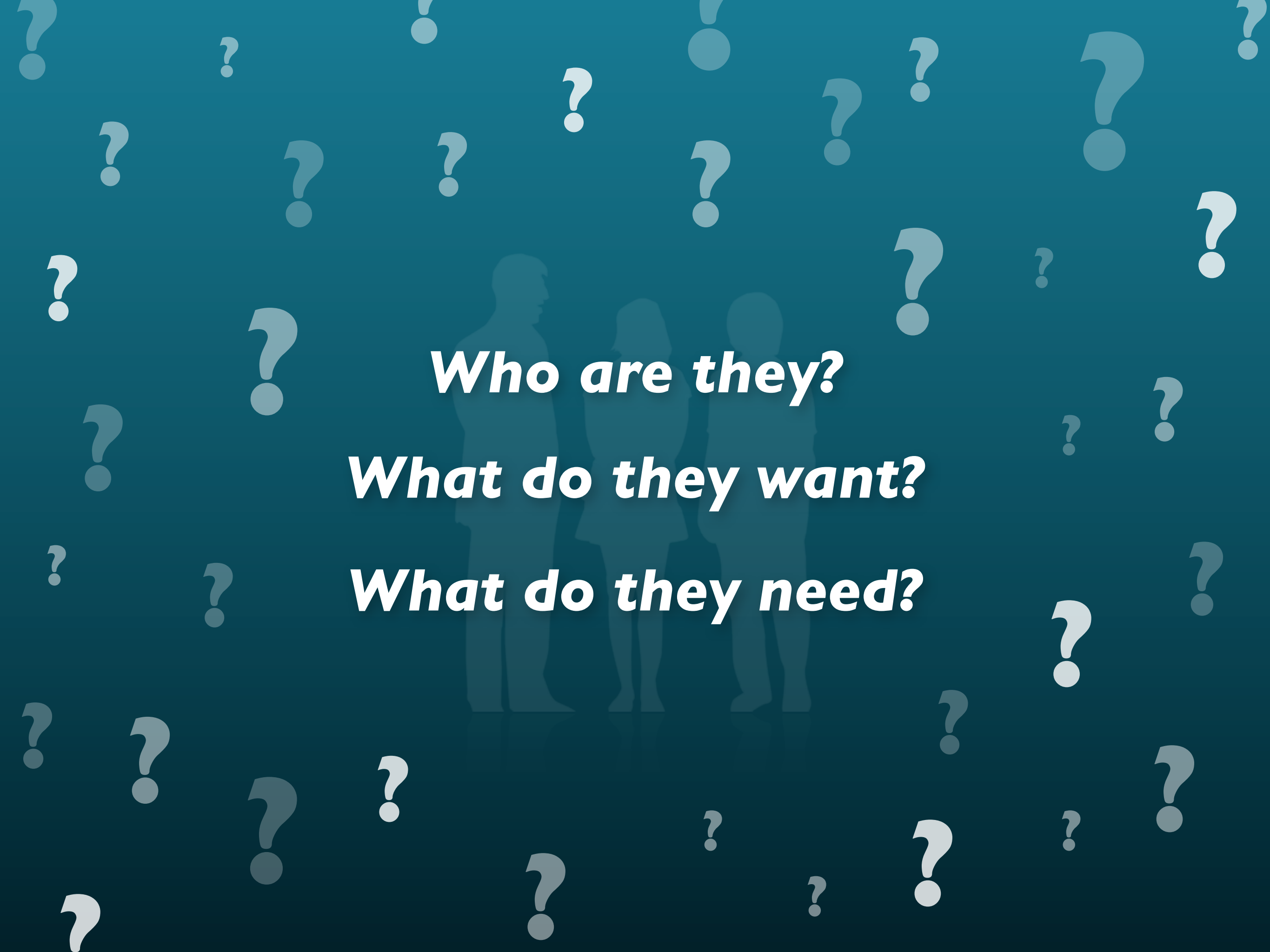


Who are they?



The background is a dark teal color with numerous white question marks scattered throughout. In the center, there is a faint, light-colored silhouette of three people standing side-by-side. The text is centered over this silhouette.

Who are they?
What do they want?

The background is a dark teal color with a pattern of white question marks of various sizes scattered throughout. In the center, there is a faint, light-colored silhouette of three people standing side-by-side, facing right. The text is centered over this silhouette.

Who are they?
What do they want?
What do they need?

Who are they?

Who are they?

Job title

Age

Department

Who are they?

~~Job title~~

~~Age~~

~~Department~~

Who are they?

~~Job title~~

~~Age~~

~~Department~~



Who are they?

~~Job title~~

~~Age~~

~~Department~~

*People with common needs,
expectations or similar behavior
when using the website*

*“Offer a low threshold to interaction
and convert interactions into sales.”*





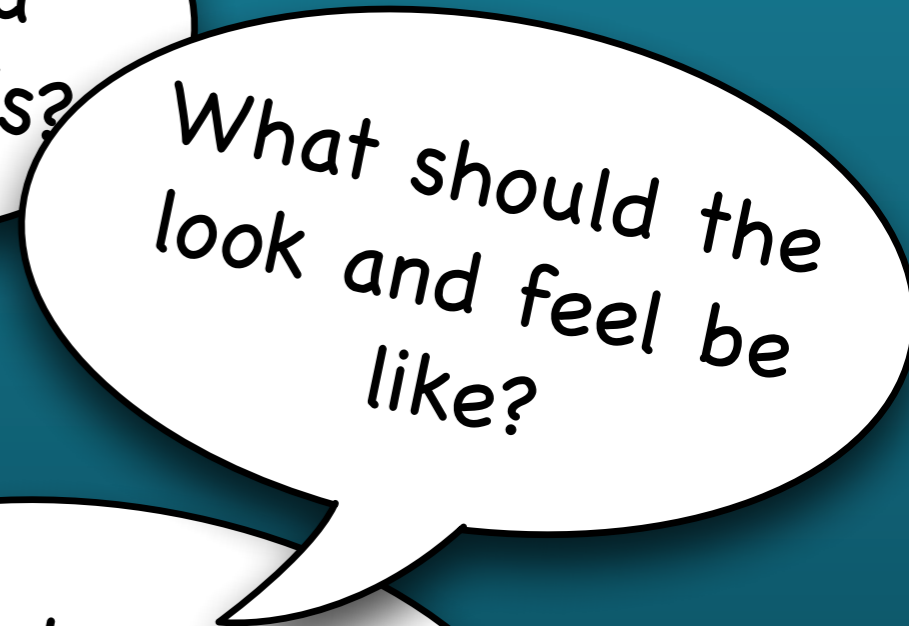
Interviews

Focus groups



Observation

Brainstorming



Personas

Task analysis

User goals



Want to replace paper forms with online forms

Need to avoid a lot of emails and phone calls just to forward documents and applications

Want to be able to answer administrative queries on the intranet

Administrators



Turning user goals into *actions*

Goals

Actions

Want to replace paper forms with online forms

- Be able to create forms for common applications and requests
- Make it possible for users to digitally sign forms

Need to avoid a lot of emails and phone calls just to forward documents and applications

- Be able to create administrative workflows
- Being able to notify others about pending tickets/forms/issues

Want to be able to answer administrative queries on the intranet

- Receive messages sent from a contact form



Administrators

Actions and user stories

Users, their goals and actions form user stories

Goal

Action

User Story

Want to replace paper forms with online forms

Be able to create forms for common applications and requests

As an administrator I'd like to be able to create forms for common applications and requests so that I can replace paper forms with online forms

These are the features we need



And I've prioritized them.



Are we
there yet?



“Offer a low threshold to interaction and convert interactions into sales.”

What to measure

How to measure

When to evaluate

What percentage of visitors comment, share and like content on the site.

Review search logs and use tracking.

Every six months

What percentage of users who interact end up buying something.

Track users and use funnels to track conversions.

Every six months

The percentage of visitors who interact more than once.

Track interaction using Google Analytics.

Every six months



Administrators

Measuring users' success in achieving their goals

Want to replace paper forms with
online forms



*50% of forms
should be on the
intranet*

Need to avoid a lot of emails and
phone calls just to forward documents
and applications



*Survey to users that
asks about reduced
use of email*

Want to be able to answer
administrative queries on the intranet



*90% of
administrative
questions are made
through the intranet*

Effect map for an intranet

Easy access the tools and information you need in your daily work

70% of staff should log in to the intranet at least once every day

Employees report being more effective as a result of using the intranet

Employees prefer to use intranet than paper-based manuals or email

Employees

Want to collaborate with others

- 50% of users post in a discussion group at least twice a week
- Be able to create forums or discussion groups
- Be able to share files
- Be able to chat realtime
- Receive updates on what colleagues are doing right now
- Be able to post comments on content

Need to find information

- 80% of searches result in relevant matching search results
- Search text, keywords, tags or facets
- Browse content by category or tag
- Be able to favorite/bookmark content

Need to be sure information is accurate and up to date

- All content has an editor assigned
- Be able to see when something was last updated and by whom
- Be able to easily contact the content author

Administrators

Want to replace paper forms with online forms

- 50% of forms should be on the intranet
- Be able to create forms for common applications and requests
- Make it possible for users to digitally sign forms

Need to avoid a lot of emails and phone calls just to forward documents and applications

- Survey to users that asks about reduced use of email
- Be able to create administrative workflows
- Being able to notify others about pending tickets/forms/issues

Want to be able to answer administrative queries on the intranet

- 90% of administrative questions are made through the intranet
- Receive messages sent from a contact form

Editors

Need to ensure that content is up to date

- No more than 5% of pages have been reported to contain out of date content
- Be able to set publication and unpublication or expiration dates
- Be alerted when content "expires"
- Be alerted when dead links are detected (happens automatically)
- Be able to list the pages he/she edits by age, oldest first

Want feedback on the quality of content

- 20% of users have rated content
- Be able to see how users rate content (1-10)
- Be able to receive comments from users on the quality of content

Need to reach users effectively

- Directly targeted content is seen by 80% of targeted users
- Be able to direct content to specific groups through forums and categories
- Be able to post news that everyone sees
- Be able to post high priority content that is highly visible

Effect

Easy access the tools and information you need in your daily work

the intranet

ore effective
anet

ntranet than
email

Administrators

Want

Need

Want

Need to ensu

Metrics

🚩 70% of staff should log in to the intranet at least once every day

🚩 Employees report being more effective as a result of using the intranet

🚩 Employees prefer to use intranet than paper-based manuals or email

Easy access to
information you
daily w

Users

Easy access the tools and information you need in your daily work

Employees

Need to find information

Need to be sure information is accurate and up to date

- 80% of searches result in relevant search results
- Be able to post comments
- Search text, keywords, tags or face
- Browse content by category or tag
- Be able to favorite/bookmark content
- All content
- Be able to s
- updated and
- Be able to e

Administrators

Want to replace paper forms with online forms

Need to avoid a lot of emails and phone calls just to forward

Want to be able to answer administrative queries on the intranet

- 50% of f
- Be able t
- Make it p

Editors

Need to ensure that content is up to date

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Directly targeted content is seen targeted users

0% of staff should log in to the intranet at least once every day

Employees report being more effective as a result of using the intranet

Employees prefer to use intranet than paper-based manuals or email

User Goals

Administrators

Want to replace paper forms with online forms

50% of forms should be on the intranet

Be able to create forms for common applications

Make it possible for users to digitally sign forms

Need to avoid a lot of emails and phone calls just to forward documents and applications

50% of forms should be on the intranet

Be able to create forms for common applications

Make it possible for users to digitally sign forms

Want to be able to answer administrative queries on the intranet

90% of administrative queries should be answered on the intranet

Receive messages sent from users

Need to ensure that content is up to date

No more than 5% of pages have been reported to contain out of date content

Be able to set publication and unpublication or expiration dates

Be alerted when content "expires"

Be alerted when dead links are detected

Actions

es

Need to find information

🚩 80% of searches result in relevant matching search results

- ⚡ Search text, keywords, tags or
- ⚡ Browse content by category or tag
- ⚡ Be able to favorite/bookmark content

⚡ Be able to post comments on content

Need to be sure information is accurate and up to date

🚩 All content has an editor assigned

- ⚡ Be able to see when something was last updated and by whom
- ⚡ Be able to easily contact the content author

rators

Want to replace paper forms with online forms

🚩 50% of forms should be on the intranet

- ⚡ Be able to create forms for common applications and requests
- ⚡ Make it possible for users to digitally sign forms

Need to avoid a lot of emails and phone calls just to forward documents and applications

🚩 Survey to users that asks about reduced use of email

- ⚡ Be able to create administrative workflows
- ⚡ Being able to notify others about pending tickets/forms/issues

Want to be able to answer administrative queries on the intranet

🚩 90% of administrative questions are made through the intranet

- ⚡ Receive messages sent from a contact form

Need to ensure that content is up to date

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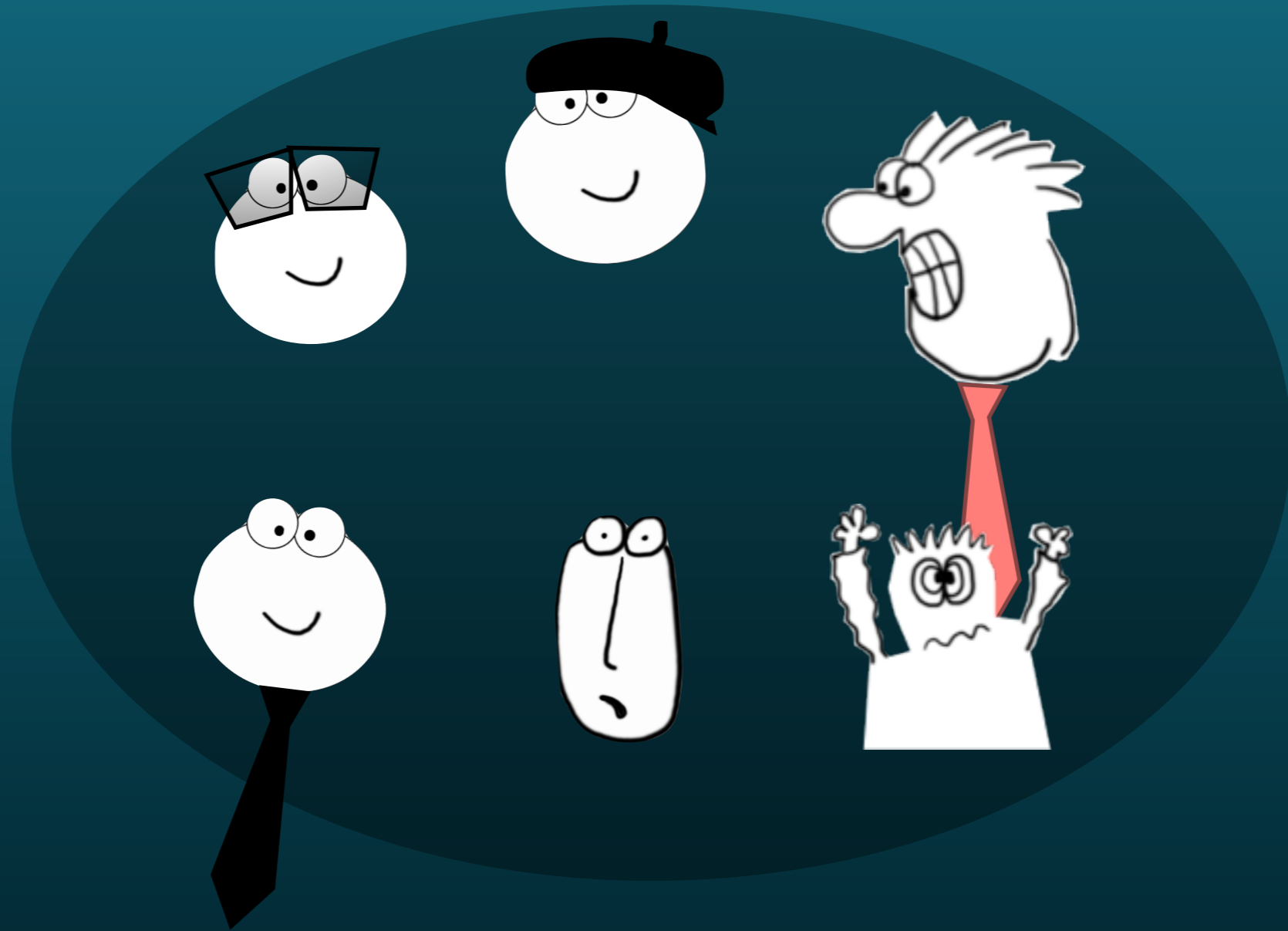
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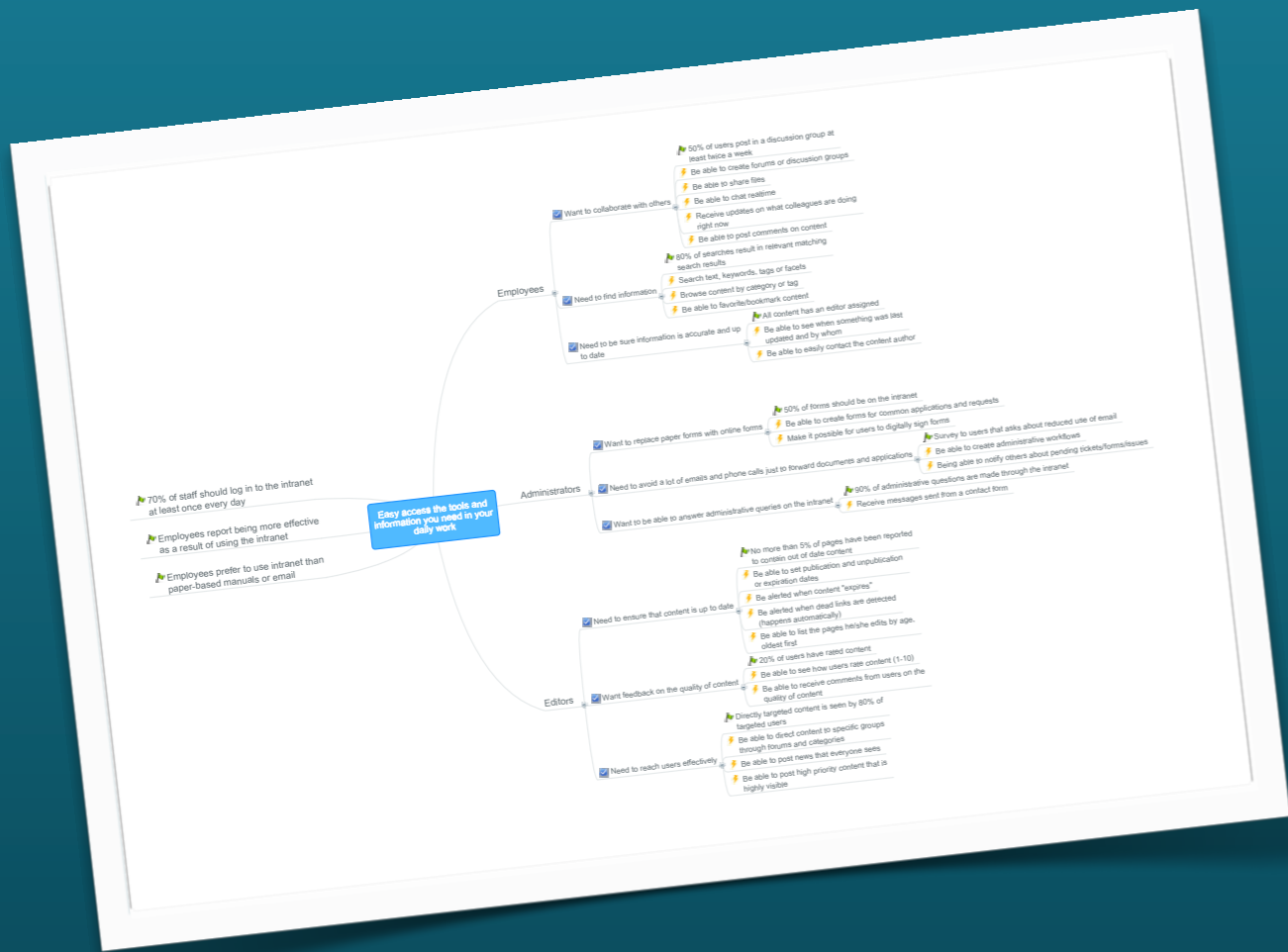
Want feedback on the quality of content

🚩 20% of users have rated content

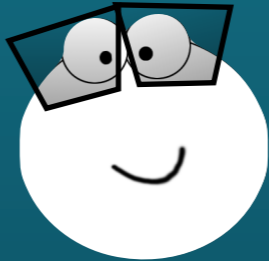
- ⚡ Be able to see how users rate content (1-10)
- ⚡ Be able to receive comments from users on the quality of content

Recall the team?

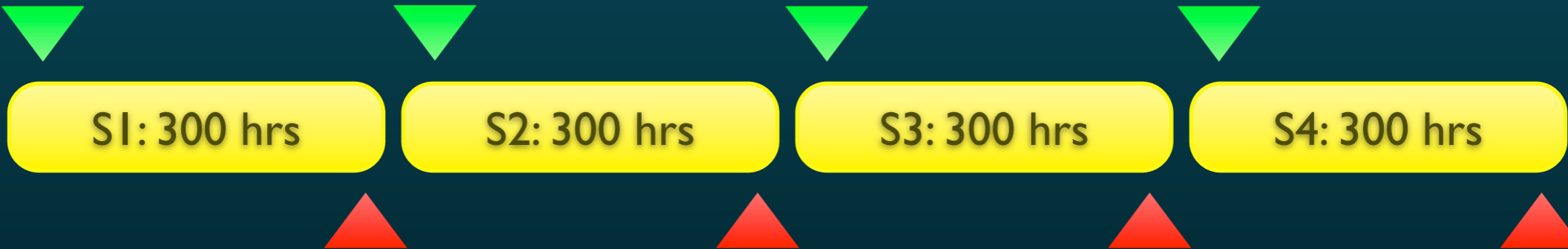




Roughly 1200 hours.



Sprint plan



Sprint demo

TODO

Feature K

50 story points

Sprint plan

SI: 300 hrs

TODO

Feature K

50 story points

Sprint plan

300 hrs

Feature B

50 story points

Feature D

20 story points

Feature E

50 story points



SI: 300 hrs

Feature B

50 story points

Feature D

20 story points

Feature E

50 story points



SI: 300 hrs

Feature B
50 story points

Feature D
20 story points

Feature E
50 story points

SI: 300 hrs



Sprint demo

Feature B

50 story points

Feature D

20 story points

Feature E

50 story points

SI: 300 hrs

Sprint demo

Feature B ✓

50 story points

Feature D ✓

20 story points

Feature E

50 story points

TODO

Feature K

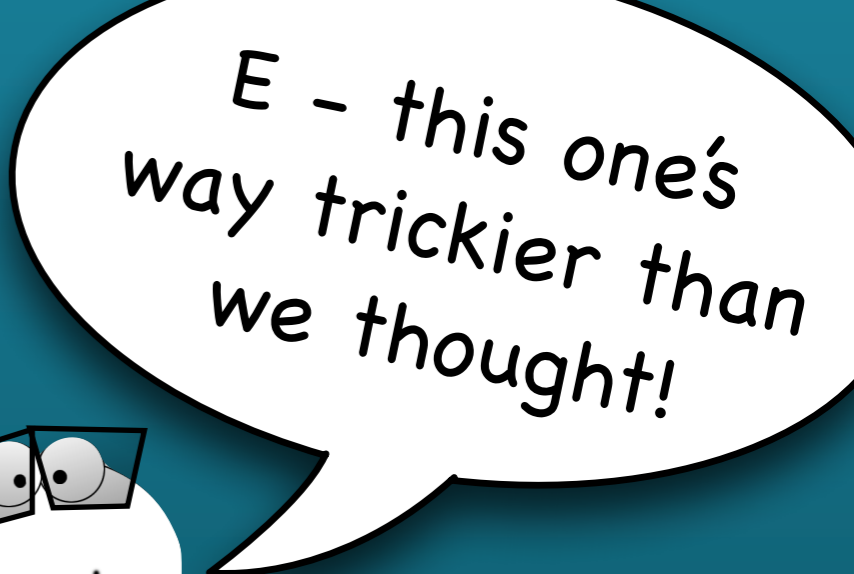
50 story points

Sprint plan

S2: 300 hrs

Feature E

50 story points



E - this one's way trickier than we thought!



No wonder with those legacy drivers... o-o



OK, leave it - it's low priority anyway.

TODO

Feature K

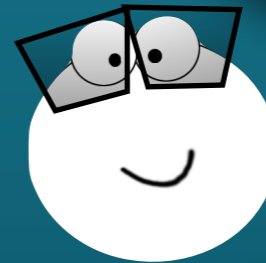
50 story points

Sprint plan

S2: 300 hrs

Save for later

E - this one's way trickier than we thought!



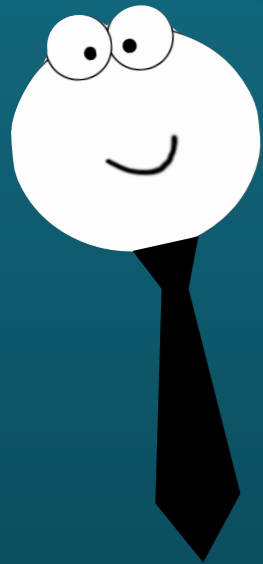
No wonder with those legacy drivers... 0-0



OK, leave it - it's low priority anyway.



Sorry we didn't have time for it all.



We got the stuff most important for our effect!



DONE



S1: 300 hrs

S2: 300 hrs

S3: 300 hrs

S4: 300 hrs

Save for later

▲
Sprint demo

All the good stuff

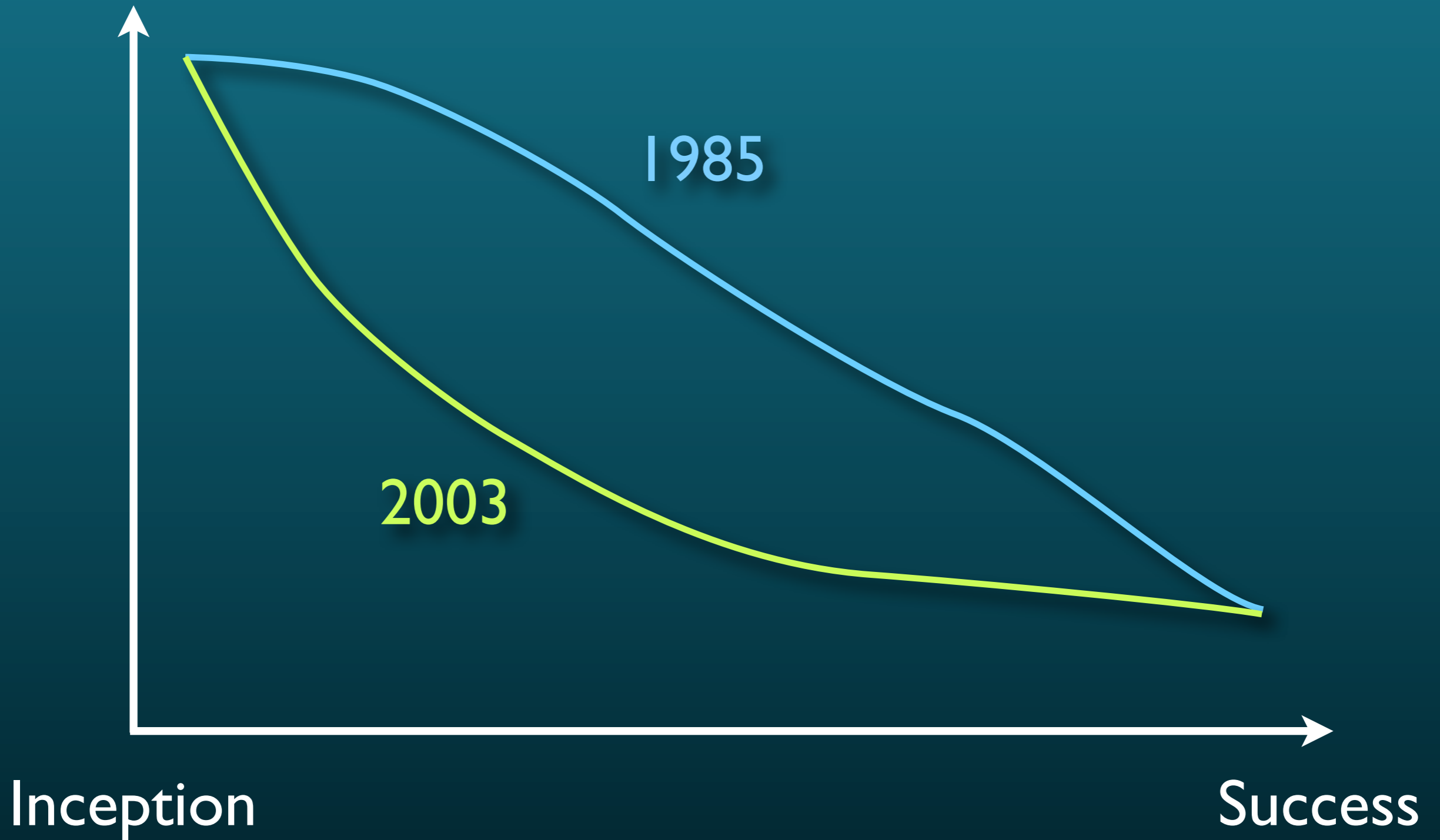
- Embrace the fact that things are *unknown*
- A shared commitment to delivering the *return*
- Employees get to *meet* the customer
- No estimates based on *hope* and ‘best case’
- Promotes *transparency*

Software development is innovation

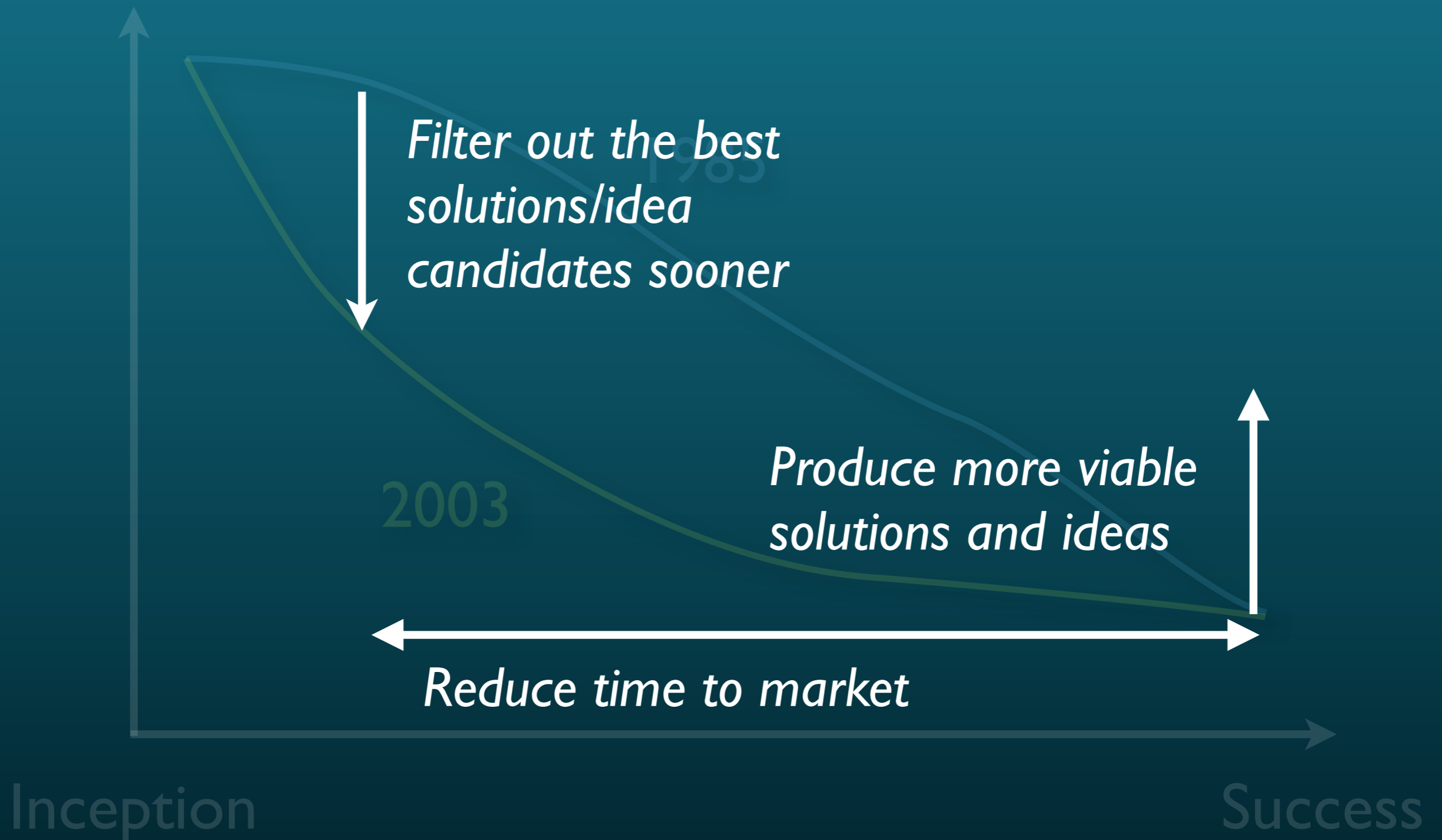
“Build a fighter jet, these are the performance specs, this is the budget and we want it done in five years.”



Innovation in businesses



Improved innovation management



How **agile** deals with innovation



Project DNA

Assumptive



Explorative



■ Why? ■ Whom? ■ What? ■ How?

Delivering the project to a strict specification, on a set budget and within a set time frame

BAD IDEA

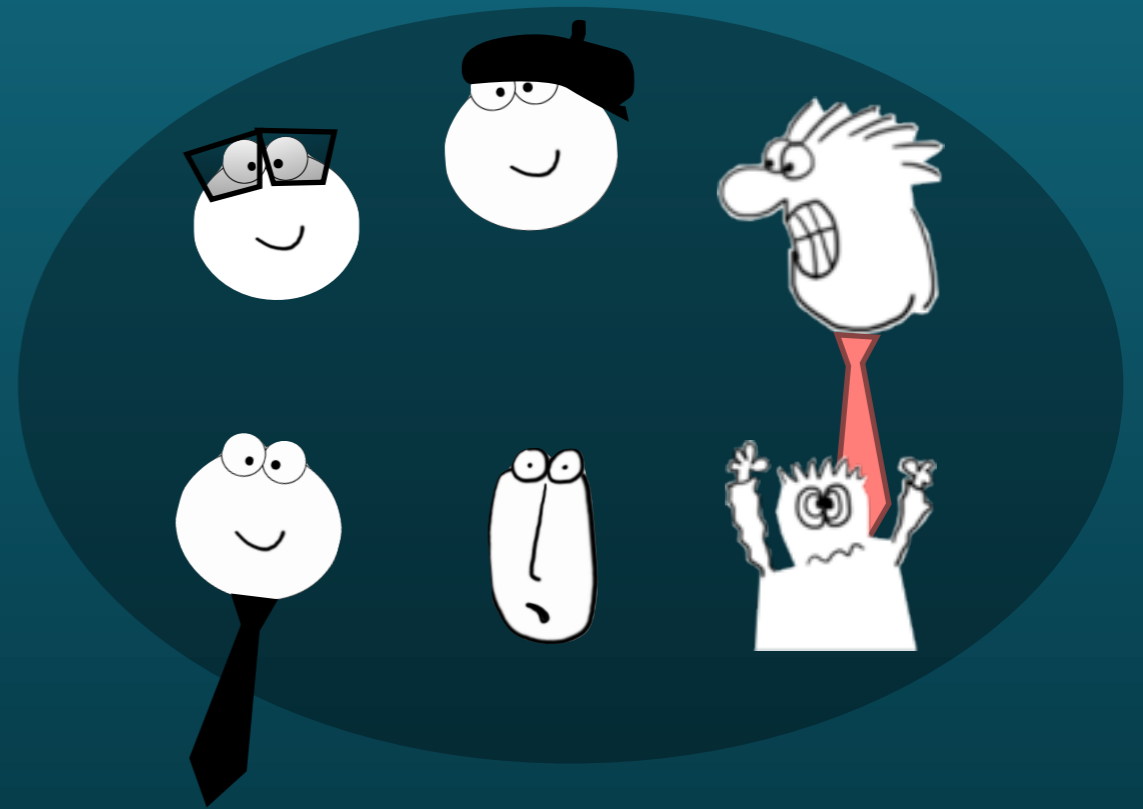
Delivering the project to a strict specification, on a set budget and within a set time frame

Delivering the project within the agreed upon time frame in such a way that it delivers the expected business value

GOOD IDEA

Delivering the project within the agreed upon time frame in such a way that it delivers the expected business value

The shift



"We'll manage and build your web project"

The business-oriented agency

"We'll help you achieve your business goals on the web"

The project managing agency

"We'll build your site in 500 hours"

The 'nuts and bolts' agency

Summary

- ✓ Involve your team and customer early and shift focus to business goals.
- ✓ Reduce dependence on guesswork estimates and details – focus on the actual **case**.
- ✓ This contributes to projects being more fun and you do not need to pay the price for early over-commitment
- ✓ UX is key to translating business needs to user stories in the backlog.

Thank you for listening!

We're hiring! UX'ers,
developers, product owners
and more! Talk to me.

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