

**DIGITAL MASTERCLASS**  
**STOP LOSING MONEY**



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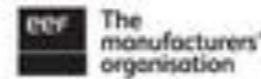


**Rob Curran**  
Head of UX at Rapp





MEGGITT  
smart engineering for  
extreme environments



Shelter



SONY  
make.believe



MEGGITT  
smart engineering for  
extreme environments



**We hear a lot of talks, and we hear lots of  
new information and research**

**but rarely do we hear about what's  
actually turned out to be truly effective –  
what really worked.**

**We all watch TED Talks.**

**We all read Malcolm Gladwell.**

**This isn't new, this is effective and proven.**

**There is no silver bullet, no catch-all. It's  
different for whatever you sell.**

**Progressive disclosure**  
**Constructive pessimism**  
**Keep it simple**  
**Observe don't ask**  
**Emotional: then rational**  
**Create a sense of urgency**  
**You don't have to be original**  
**Take dangerous risks**

# 1. Progressive Disclosure

**Progressive disclosure  
is your new best friend**



**This should come as no  
surprise, but people are  
insanely lazy online**

**No one wants to read anything  
(use that to your advantage)**

**Progressive disclosure is all about making a distinction between what people see by default, and what they see when they ask to see it.**

**“Progressive disclosure is a simple, yet powerful idea:**

**1. Initially, show users only a few of the most important options.**

**2. Offer a larger set of specialized options upon request. Disclose these secondary features only if a user asks for them, meaning that most users can proceed with their tasks without worrying about this added complexity.”**

**- Jakob Nielsen**

# Examples: Amazon


amazon.co.uk [Your Amazon.co.uk](#) [Today's Deals](#) [Gift Cards](#) [Sell](#) [Help](#)

Shop by Department - Search DVD & Blu-ray - [#1 Dad](#) [Give Dad a Gift Card](#) It's not too late [E-mail or print now](#)

Shop by Department - Search DVD & Blu-ray - [Hello, Sign in Your Account -](#) [Try Prime -](#) [Basket](#) [Wish List -](#)

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amazon Prime **Unlimited streaming of Movies & TV** [Start your 30-day free trial](#)



Roll over image to zoom in

### Frozen [DVD]

[Get £1 Off Amazon Instant Video\\*](#)

Chris Buck (Director), Jennifer Lee (Director) | Rated: Parental Guidance | Format: DVD

★★★★★ 5,417 customer reviews

Price: **£9.62** & **FREE Delivery** in the UK on orders over £20. [Details](#)

**In stock.**  
Dispatched from and sold by Amazon. Gift-wrap available.

Want it tomorrow, 22 June? Order it within **4 hrs 30 mins** and choose **One-Day Delivery** at checkout. [Details](#)

28 new from **£7.34** 19 used from **£4.97** 4 collectible from **£7.99**

amazon Instant video  
Watch [Frozen \[Plus Bonus Features\]](#) instantly from **£9.99** with Amazon Instant Video

Also available to [rent on DVD](#) from [LOVEFILM By Post](#)

**\*Buy Any DVD or Blu-ray and Get £1 Off Amazon Instant Video**  
Enjoy £1 credit to spend on movies or TV on Amazon Instant Video when you purchase a DVD or Blu-ray offered by Amazon.co.uk. A maximum of 1 credit per customer applies. UK customers only. Offer ends at 23:59 BST on Tues, June 30, 2015. [Learn more](#) (terms and conditions apply).

Share [Email](#) [Facebook](#) [Twitter](#) [Pinterest](#)

**Buy new:** **£9.62**

Quantity: 1

Yes, I want **FREE** One-Day Delivery with a free trial of [Amazon Prime](#)

[Add to Basket](#)

[Turn on 1-Click ordering](#)

**Buy used:** **£4.97**

[Add to Wish List](#)

**Other Sellers on Amazon**

**£9.50** [Add to Basket](#)  
& **FREE Delivery** in the UK on orders over £20.00. [Details](#)  
Sold by: Assai-uk

# Examples: Amazon

amazon.co.uk [Your Amazon.co.uk](#) [Today's Deals](#) [Gift Cards](#) [Sell](#) [Help](#)

#1 Dad Give Dad a Gift Card It's not too late > E-mail or print now

Shop by Department - Search DVD & Blu-ray

Hello, Sign in Your Account - Try Prime - Basket Wish List

DVD & Blu-ray Advanced Search Browse Genres New & Future Releases Blu-ray Best Sellers TV Box Sets Bargains LOVEFILM By Post Prime Instant Video Shop Instant Video

amazon Prime Unlimited streaming of Movies & TV > Start your 30-day free trial



Click to open expanded view



Share

Buy new: £9.62

Quantity: 1

Yes, I want FREE One-Day Delivery with a free trial of Amazon Prime

Add to Basket

Turn on 1-Click ordering

Buy used: £4.97

Add to Wish List

Other Sellers on Amazon

£9.50 & FREE Delivery in the UK on orders over £20.00. Details Sold by: Assal-uk

Add to Basket

# Examples: Amazon



Frozen [DVD]

**£9.62 & FREE Delivery** in the UK on orders over £20. [Details](#) | **In stock.** Dispatched from and sold by Amazon. Gift-wrap available.

(The music from the film available on CD)

Great viewing in both it's 3D and 2D versions, superb picture and sound quality throughout.

- \* 3D - Feature Film plus bonus:- Features-Disney Enhanced HD picture and sound.
- \* Original Theatrical short :- Get a Horse.
- \* Blu-ray Feature Film plus bonus:- Features-Disney enhanced HD picture and sound.
- \* The making of 'Frozen the Musical.
- \* D-frosted Disney's journey from 'Hans Christian Anderson' to 'Frozen'
- \* Deleted scenes with introduction from directors 'Chris Buck' and 'Jennifer Lee'
- \* 'Let it Go' Music Videos.

[Comment](#) [Comment](#) | [Permalink](#)

[Comment](#) | Was this review helpful to you?

75 of 86 people found the following review helpful

★★★★★ **Frozen melts your heart...**

By [Mrs J M Smith](#) on 29 Aug. 2014

Format: DVD | **Verified Purchase**

Finally watched this after all the fuss from all the addicted little girls I know who adore it. (including my 21yr old daughter!) I have to say it ticks all the boxes - excellent animation, wonderful story (an adaptation of the Hans Christian Anderson story - The Snow Queen) and excellent musical score too. I would put this on a par with 'Brave', perhaps even edging ahead slightly. Thoroughly entertaining with the feel-good factor of the Disney happy ending!

[Comment](#) | Was this review helpful to you?

[See all 5,417 customer reviews \(newest first\) on Amazon.co.uk](#)


[Write a customer review](#)


**Would you like to see more reviews about this item?**




› [Go to Amazon.com to see all 15,688 reviews](#) ★★★★★

Were these reviews helpful? [Let us know](#)


# Examples: EE

EE & ME | [SHOP](#) | [HELP](#) Log In >



 FREE UK delivery  Ready to join? Call 0800 956 6000  Ready to upgrade? Text UP to 150

[Shop >](#) iPhone 6 16GB Space Grey







★★★★★ 1,877 reviews >  
reevo\*

✓ Now in stock  
Available to order. Free delivery to you or an EE store

## iPhone 6 16GB Space Grey

Most popular plans :

Data	Monthly Cost	Plan Type	Minutes/ Texts	Plan Includes	Phone cost	
20GB	£54.99	4GEE EXTRA	Unlimited/ Unlimited	 	£9.99	<a href="#">CHOOSE</a>
<b>Best Seller</b>						
10GB	£49.99	4GEE EXTRA	Unlimited/ Unlimited	 	£9.99	<a href="#">CHOOSE</a>

[Looking to upgrade? >](#) [SEE ALL PLANS](#)



**If you work for massive  
organisations, this is a great  
weapon in your arsenal**

**It seems like a good idea to  
put everything on a website**

**But people, real people,  
don't actually want that**

**And Steve Krug said this in 1999**

**“Get rid of half the words on each page, then get rid of half of what’s left.”**

**- Steve Krug, Don't Make Me Think: A Common Sense Approach to Web Usability**

**I worked on a website for a major broadband and TV supplier. When we hid information about both of these products we found....**

**96% of people who bought broadband wanted no more information than bandwidth, speed and price.**

**90% of people who bought  
a TV subscription wanted  
no more information than  
the channels and price.**

**Selling things online is exactly like an F1 car. The more stuff you put on it, the greater the friction.**

**The more you take off, the lighter it becomes; the faster it goes.**



**So make people  
work less hard.**

**Because people  
are really lazy.**

# 2. Constructive Pessimism

**Assume people will do nothing, and start from there.**

**Optimism about usage and metrics breeds disappointment**

**User inertia**

**“A tendency to do nothing  
or to remain unchanged”**

**An object at rest stays at rest and an object in motion stays in motion with the same speed and in the same direction unless acted upon by an unbalanced force.**

**Digital experiences  
are forces acting in  
opposition to their users**

**The best sites reduce  
their opposing forces**

**Laziness is an  
evolutionary asset**



**Most animals face limited food supplies and thus have a finite amount of energy to spend on life activities. At some point, it might make sense for an animal to conserve energy by not moving instead of being active.**

**We too often think of  
digital experiences as  
invitations to the party...**

**It's helpful to think of what  
we're building as 'chore' –  
how can we make this easy**

**If you're planning...**

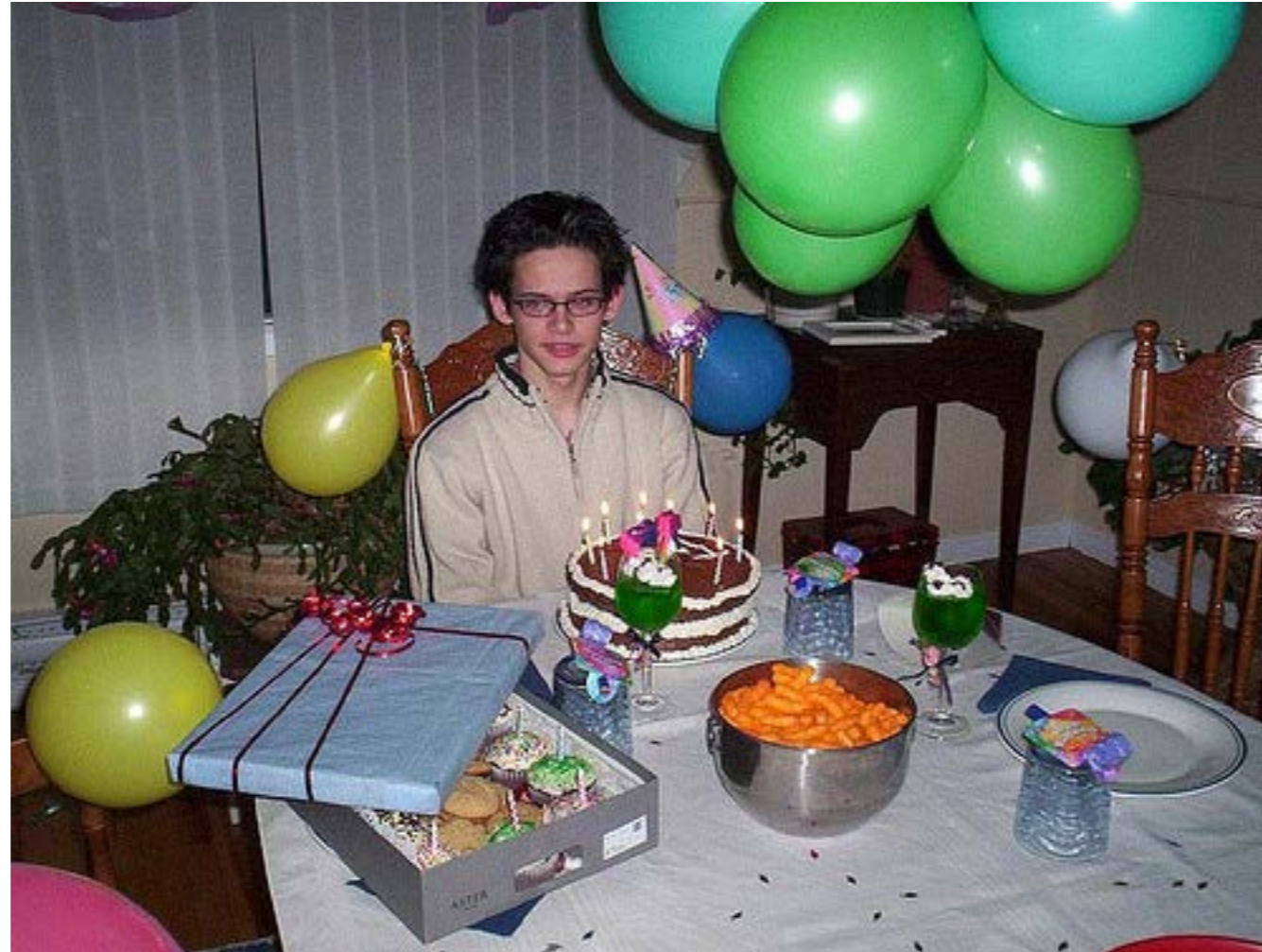
**a site...**

**a Twitter account...**

**an online community...**

**an app...**

**an event...**



**“Hi, my name is Rosalie and I’m a survivor of User Inertia. I design the world’s coolest websites, but the users refuse to use them. Initially I thought that I just sucked, and that my designs sucked. I went through all the normal phases - frustration, denial, anger, some more denial. But now I’ve come to realise that it’s not my fault. Sure, my designs aren’t perfect. No website ever is. But the problem is not the site. It’s User Inertia.”**

**Pessimistically designed  
systems breed  
exceptional results**



**3. Keep it simple**

**All designers say simplicity is important, but what does it really mean to make something simple?**



**Does it mean less, does it  
mean removing stuff?**

**No it doesn't.**

**Simple doesn't mean 'minimal',  
it means 'just enough'**

**Provide enough evidence  
to allow comprehension.  
Never overwhelm.**

# Source: BT

## Choose a Broadband package

Speed

Monthly usage limit

Inclusive UK\* landline calls

Special offers

Monthly cost

### Broadband and Evening & Weekend Calls



- FREE unlimited wi-fi
  - BT Home Hub
  - BT Family Protection
- See more features  
18 month contract

Up to  
**16Mb**  
download speed

**10GB**  
usage

Evening & Weekend  
Calls included

Add  
Unlimited  
Anytime Calls?

Plus  
Discounted  
International  
Calls



Connection  
included

**£13**

**FREE for 6 months<sup>o</sup>**

+ Line rental from £10.75

**Start your order**

Add TV from £5/mth

Online  
exclusive

# Source: BT

## BT Infinity 1 + Weekend Calls

12 month contract

FIBRE

Up to  
**38Mb** speed

Every month  
**20GB** usage

BT Sport Pack from  
**FREE**



**£13<sup>Δ</sup>** /mth for 12 mths

+ £16.99 /mth line rental  
+ £35 Infinity activation fee

Sainsbury's **£150 Gift Card** Offer ends **3d 12h 23m 50s**

Hurry! Deal ends **3d 12h 23m 50s**

Select & personalise >

Full details



**Much like a conversation that is refined over time, the right details in the right moments will give momentum to the process and increase the chances of it reaching a positive end.**

**Removing relevant, but inappropriate details, will keep people moving forward and reduce the chances of being distracted.**

**If you remove the unnecessary.  
And then you remove the obvious.**

**What you're left with, is just the meaningful.**



**Every investment of time or mental effort without a meaningful result will add to the perception of complexity.**

## **TWO THINGS**

**Progressive disclosure - be appropriate:  
put focus only those details that help  
with comprehension of the current task.**

**Obvious paths - always provide  
a clear transition to the next  
step or level of detail.**

**REMOVE FRICTION.  
BE SIMPLE.**

**4. Observe, don't ask**

**The worst way to design a website is to get five smart people in a room drinking lattes and posting post-it notes. The longer you leave them the worse the website becomes.**

**The next worst way is to get 10 customers in a room drinking lattes and giving their opinions on the new design.**

**Asking a user what they want is  
like asking a three-year-old to  
organise their own birthday party...**

**...everyone ends up dead.**

**Why?**

**Because what they think  
they want is insane.**

**“If I had asked people what they wanted, they would have said faster horses”**

**- Henry Ford**



**Three big problems with many  
user research projects**

**1. They do not measure what people think when making a purchase.  
They measure what people think when participating in a focus group.**

**People say they're watching  
documentaries about the  
environment, they're really watching  
Real Housewives of Atlanta**

**2. We really don't know  
what we want.**



**3. The act of explaining what we like, makes us change our opinions**

**Timothy Wilson, psychologist at the University of Virginia, had undergraduates taste test strawberry jam. The students overwhelmingly picked one brand – Knott’s Berry Farm.**

**But then Wilson redid the test with different students, this time having them fill out questionnaires while tasting each jam. Knott’s fell off the top, because instead of picking one “they just liked,” students were judging factors that they would not have otherwise considered.**

**Sometimes things make sense  
when you say them out loud.  
Sometimes those things are  
nonsensical in practice**



**360 degree house viewings –  
sounds great, performs atrociously**



**Watch what people do, and design  
for those observed behaviours**



U B E R



**Look at what people actually do.**

**(Sales and analytics: real data).**

**Not what they tell you they do.**

**5. Sell emotionally,  
then rationally**

**People don't make purely rational decisions based on careful analysis of cost and expected utility, despite what classical economics taught us.**

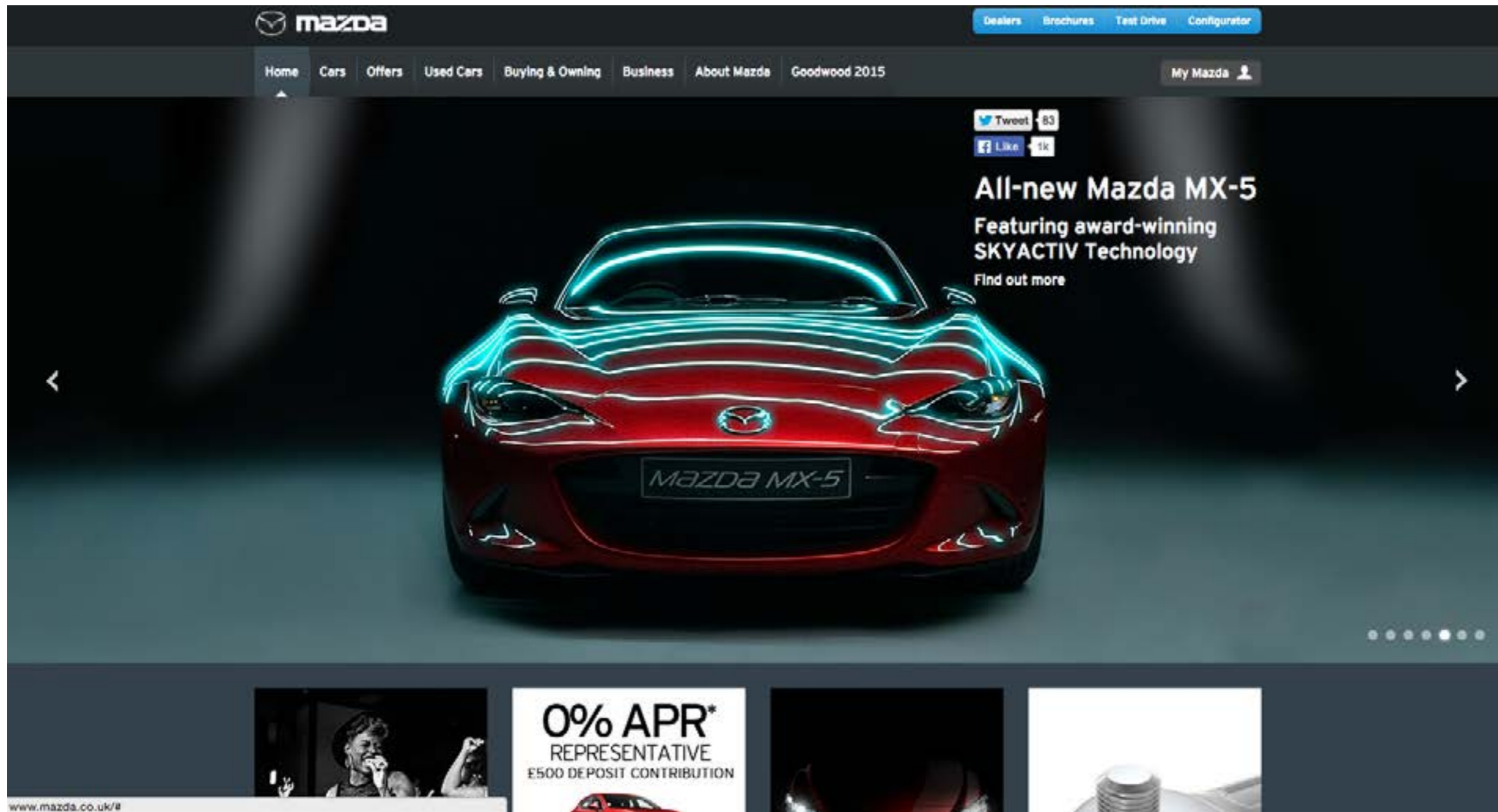
**Neuroscientist Jonah Lehrer argues that people are irrational because our logic is slow and our rational brain is still new and very limited in capacity. It is, as he puts it, “a computer operating system that was rushed to market.”**

**The emotional brain, on the other hand, is really powerful and makes good decisions.**



**Cars are a great example of this, picking up a car brochure will demonstrate this.**

# Source: Mazda



The image is a screenshot of the Mazda website's homepage. At the top left is the Mazda logo and the word "mazda" in lowercase. To the right are navigation links: "Dealers", "Brochures", "Test Drive", and "Configurator". Below this is a dark navigation bar with links for "Home", "Cars", "Offers", "Used Cars", "Buying & Owning", "Business", "About Mazda", and "Goodwood 2015". On the right side of this bar is a "My Mazda" link with a user icon. The main content area features a large image of a red Mazda MX-5 with glowing blue neon-like lines tracing its contours. To the right of the car, there is text: "All-new Mazda MX-5", "Featuring award-winning SKYACTIV Technology", and "Find out more". Above this text are social media buttons for "Tweet" (83) and "Like" (1k). Below the car image are left and right navigation arrows and a series of small white dots indicating a carousel. At the bottom of the page, there are four promotional banners: a black and white photo of a woman, a white banner with "0% APR\* REPRESENTATIVE £500 DEPOSIT CONTRIBUTION" and a small red car icon, a dark image of a car's interior, and a close-up of a car's engine component. The URL "www.mazda.co.uk/#" is visible in the bottom left corner.

mazda

Dealers Brochures Test Drive Configurator

Home Cars Offers Used Cars Buying & Owning Business About Mazda Goodwood 2015

My Mazda

Tweet 83

Like 1k

All-new Mazda MX-5

Featuring award-winning SKYACTIV Technology

Find out more

MAZDA MX-5

0% APR\* REPRESENTATIVE £500 DEPOSIT CONTRIBUTION

www.mazda.co.uk/#

# **People are bad at comparing things in an absolute way**

**In an experiment, participants were asked to choose from differently priced offers. The experimenters found that they can double the “sales” of an expensive offer by simply adding another similarly priced offer that was inferior in quality.**

**This offer was a so called decoy whose only purpose was to influence people to buy the original item.**

**Some TV providers employ this tactic.**

**The biggest, most expensive TV bundle is not necessarily expected to be sold.**

**But it has a big role to play in assisting sales of the next biggest bundle down.**

**Because people avoid extremes.**

**People prefer free offers to better bargains**

**People rather take a \$10 Amazon gift certificate for free than buy a \$20 gift certificate for seven dollars. When Amazon's French division moved from charging a negligible shipping fee of 20 cents to free shipping, their sales dramatically increased.**

# Source: Virgin Media

Enhanced by  
Google™

Web Video This website Shopping

Search virginmedia.com



Existing customer homepage >

## Big Bang

**£19.99 for 12 months**  
Then £32 a month. Virgin Phone line £16.99 a month  
[Learn more](#)



**130+**  
Channels



Up to  
**100Mb**  
Fibre Optic Broadband



**Unlimited**  
Weekend Calls



• FREE PURE JONGO S3X WIRELESS SPEAKER WORTH £129.99 • ENDS 25TH JUNE • FREE PURE JONGO S3X WIRELESS SPEAKER WORTH £129.99

Top entertainment with Sky – and more!  
Plus FREE wireless speaker

HD channels, Sky and more.  
Plus FREE wireless speaker!

Are you getting enough  
from your broadband?

Broadband plus phone  
now BETTER than half price

**Think about how you structure what you're selling; what you show them and in what context.**

**Show them the lifestyle of the product, then tell them why this decision makes rational sense.**

**People want free stuff more than a saving.**

**“Avoid the engineer’s and economist’s fallacy: don’t reason your way to a solution - observe real people. We have to take human behavior the way it is, not the way we would wish it to be.”**

**- Don Norman, Designing for people**



**SOMETIMES YOU HAVE TO DO  
THINGS THAT DON'T MAKE SENSE.**

**6. Create a sense  
of urgency**





**Create a sense of urgency  
if you want to sell more**

**Have a series of offers  
planned, that spike  
sales every week**

**Splash the expiry of  
these offers at every  
available opportunity**

# Source: Virgin Media



<h2>Big Easy</h2> 	<h2>Big Bang</h2> 	<h2>Big Kahuna</h2> 	<h2>Big Daddy</h2> 
<p><b>£12.99</b></p> <p>a month for 12 months then <b>£22 a month</b></p> <p>+ Virgin Phone line for £16.99 a month</p> <p><a href="#">Find out more</a></p> <p><a href="#">Buy now</a></p>	<p><b>£19.99</b></p> <p>a month for 12 months then <b>£32 a month</b></p> <p>+ Virgin Phone line for £16.99 a month</p> <p><a href="#">Find out more</a></p> <p><a href="#">Buy now</a></p>	<p><b>£32.99</b></p> <p>a month for 12 months then <b>£49 a month</b></p> <p>+ Virgin Phone line for £16.99 a month</p> <p><a href="#">Find out more</a></p> <p><a href="#">Buy now</a></p>	<p><b>£79.99</b></p> <p>a month for 12 months then <b>£101.50 a month</b></p> <p>+ Virgin Phone line for £16.99 a month</p> <p><a href="#">Find out more</a></p> <p><a href="#">Buy now</a></p>

**Nothing seems to spike sales  
like countdown clocks**

Source: Sky



## Sky TV

Great entertainment with award-winning dramas, must-see series and comedies.

New to Sky

TV bundles from

**£20** a month  
+ free 32" LG TV or £100 reward

[Compare TV bundles](#)

[More about Sky TV](#)

LG TV Offer extended:



[sky Broadband & talk](#)

[Terms & conditions](#)



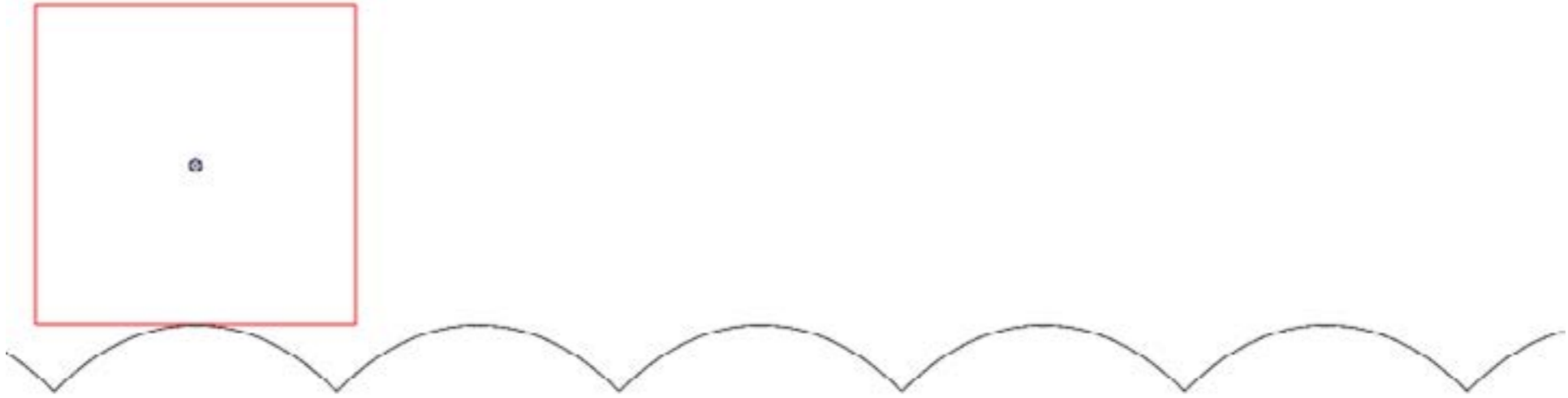
**People buy at an increased  
frequency if they  
think they only have a  
short window in which to  
get the best deal**

**7. Don't be 'original'**

**“Let’s think of something original”, is the death knell of digital experiences**

**Innovation, brilliance,  
excellence – they're all  
about building on pre-  
existing ingenuity**

**Unnecessarily engineering artifacts  
that provide functionality already  
provided by existing standard  
artifacts (reinventing the wheel) and  
ending up with a worse result than  
the standard (a square wheel)**



**Be new, be innovative, be creative,  
be imaginative, be astonishing, be  
the best the world has ever seen,**

**...but avoid at all costs the  
attempt to be 'original'**

KEY	
	EXPLORATION & PRODUCTION
	SAHARA TRADE
	OFFICES
	CRUDE OIL TRADING
	AVIATION SUPPLY
	PETROLEUM PRODUCT RETAIL
	STORAGE & WAREHOUSING





**iPhone was a combination of technologies that were improved upon to create an astonishing product.**

**It was 'new', it was innovative, it was the best ever, but it necessarily avoided being original for originality's sake.**

**Hamburger menu, pull to refresh, etc etc**

**Use the sum total of human  
endeavor as your base**

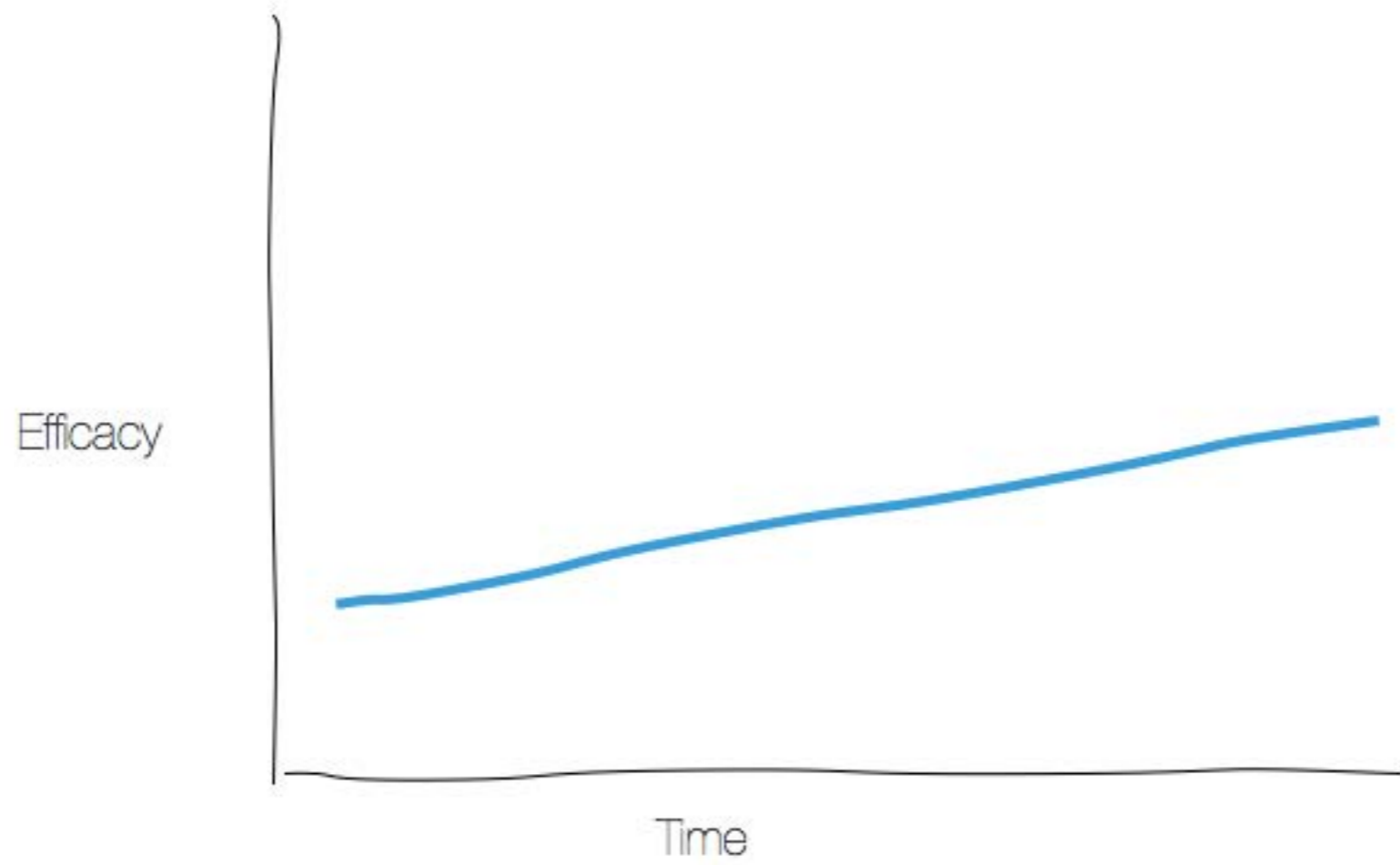
**Don't start from square one**

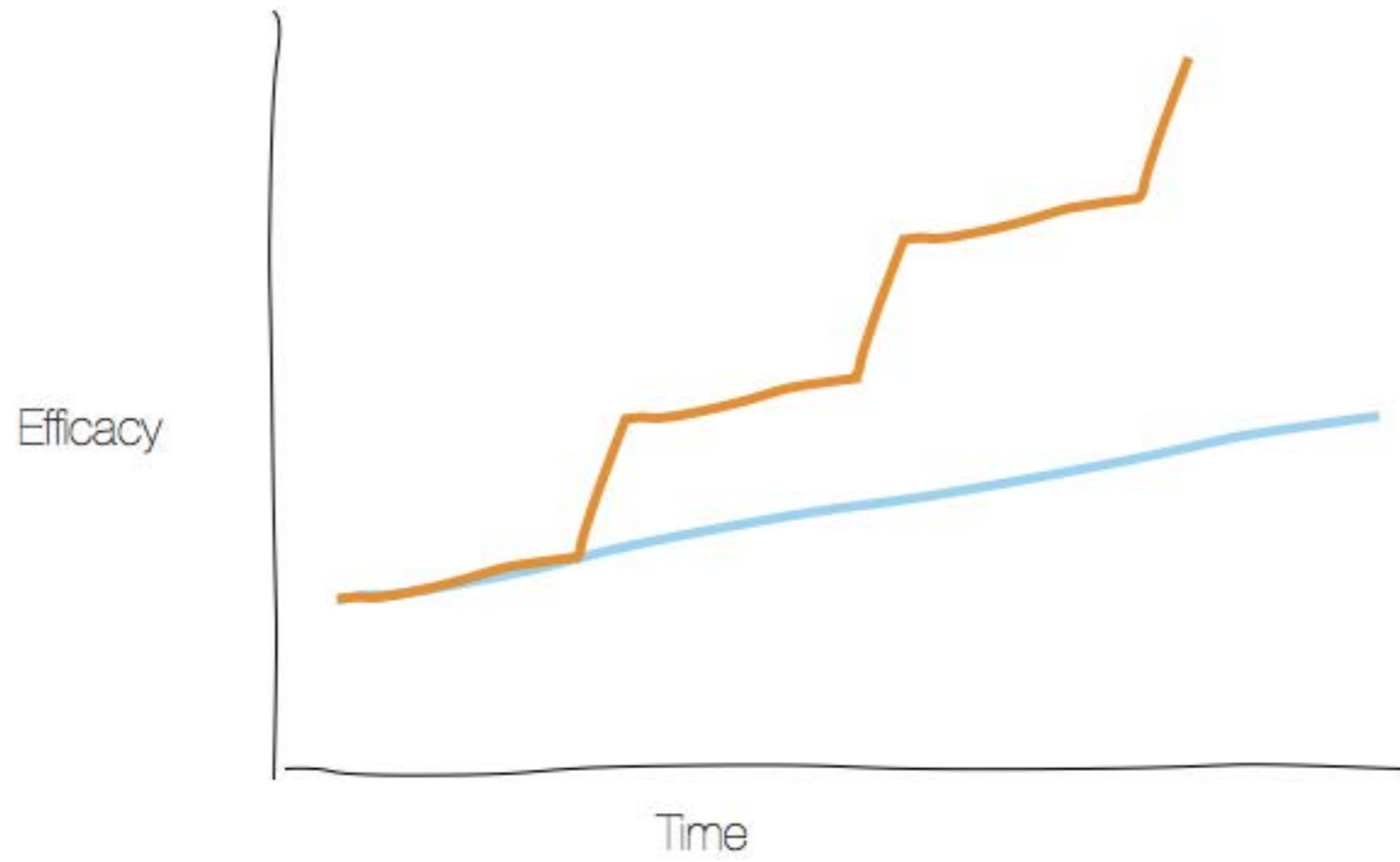
**8. Take dangerous risks**

**Regular optimization leads  
to feedback loops**

**The product goes further  
and further down an  
increasingly narrow path**

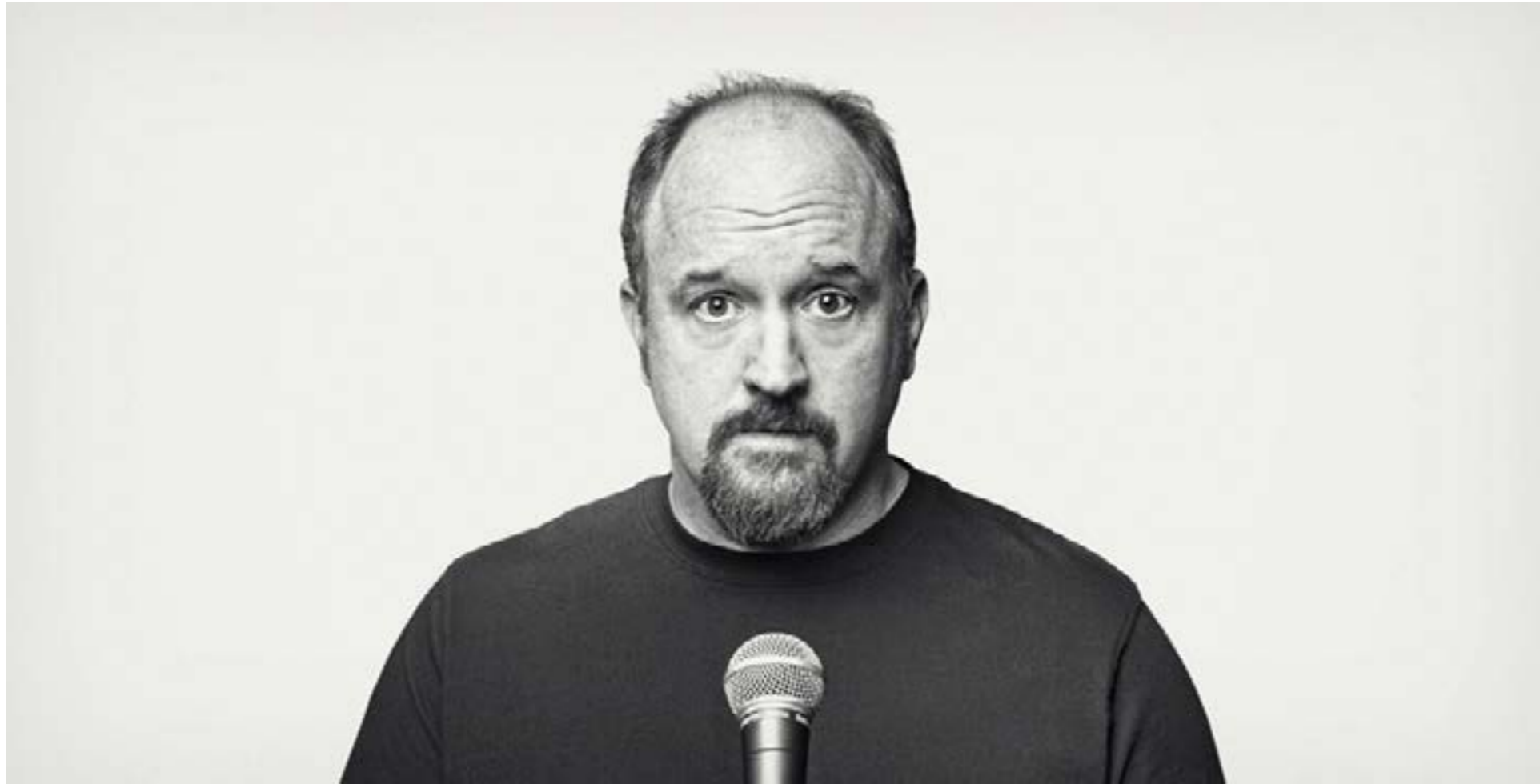
**NETFLIX**











**“When you throw away jokes about dogs and airplanes , well what do you do ? You dig deeper, you start talking about your feelings, about who you are , and then they are gone, and then you dig deeper, and then you start talking about your fears and your nightmares and then they are gone, and then you just get into weird shit, you eventually get to your balls”**

**Take incredibly dangerous  
risks, but in a  
de-risked environment**

**Lastly....**

# **A/B Test Everything**

**Check what you think is  
working, is working**

**The wins are in the basics**

**Your website shouldn't differentiate  
your products from the competition,  
your products should**

***Any* questions?**

**Twitter**

**Rob: @curranrob**

**Chris: @cjscull**