

The background of the slide is a grayscale image of a circuit board. It features various traces, pads, and circular components. A prominent dark horizontal band runs across the middle of the image, serving as a background for the text.

I have an e-dea...

eBiz 2020 International Summer School
Assist. Prof. Dimitris Drossos
July 6, 2020

eBiz topics

No.	Topic
1	Idea generation & screening / Building habit-forming e-products
2	Educational e-visit
3	Start the start-up: a legal guide
4	E-commerce logistics
5	UX design
6	Digital prototyping

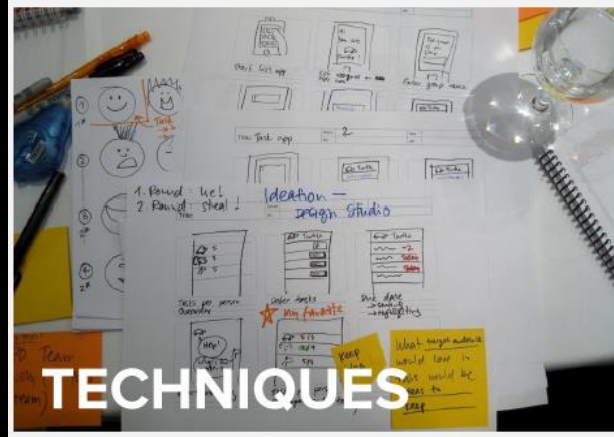
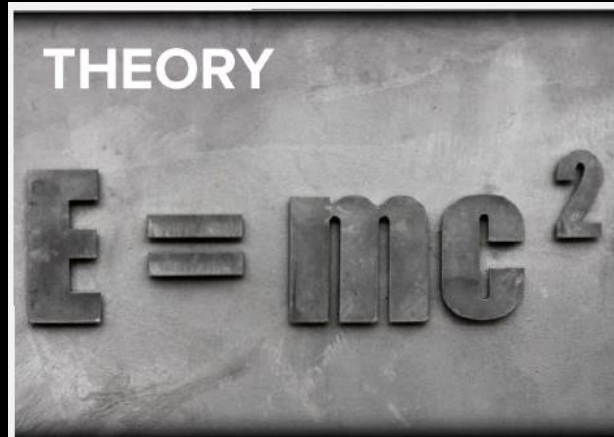
eBiz assignment

- Participants can earn **3 ECTS** by participating in eBiz2019 Summer School. In order to earn this ECTS certificate, the participant needs to (i) do the required preparations for the School, (ii) participate in all **vis-a-vis sessions** of the School, (iii) complete the **final assignment** after the School.
- **Submission deadline:** August 15, 2020.
- The assignment should be **no more than 15 pages** (excluding appendices) 1.5pt spaced. The base font should be set to Times New Roman 11, with the appropriate adjustments for section headings.
- **Submission** is electronic via email. All deliverables (**pdf**) should be sent at ddrosos@aegean.gr
- Coursework is undertaken in a **team**. Teams may have at most **3 members**. Only the team leader should submit the assignment. (check eclass)

Today's topics

- IDEA == e-DEA
 - How you can generate ideas and evaluate against each other
 - Learn e-techniques for validating ideas (work on a product that has a place in the market)
 - Getting hooked
- Business Model Canvas & MVP
- User eXperience (UX) and User Interaction (UI)
 - Personas
- Web and app design
 - Persuasive Design
- Grow your Business - Key Metrics
 - How to improve the product and grow the business

Goals



10 things about me...

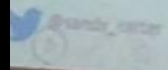
1. Assistant Professor of Digital Marketing at the Athens University of Economics & Business (AUEB)
2. Tutor at the Greek Open University (module e-Business)
3. Visiting Professor at Univ. of the Aegean & International Hellenic University
4. PhD in Digital Marketing from the AUEB
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Let's meet!

Why we need to think about new e-products?

The Digital Disruption Has Already Happened

- World's largest taxi company owns no taxis (Uber)
- Largest accommodation provider owns no real estate (Airbnb)
- Largest phone companies own no telco infra (Skype, WeChat)
- World's most valuable retailer has no inventory (Alibaba)
- Most popular media owner creates no content (Facebook)
- Fastest growing banks have no actual money (SocietyOne)
- World's largest movie house owns no cinemas (Netflix)
- Largest software vendors don't write the apps (Apple & Google)



www.ibmforentrepreneurs.com | [@ibmge](https://twitter.com/ibmge)



Types of ideas in the online space

- **Simplify:** Make a process or a task much more easier for your user (e.g. **Layout app** by Instagram – combine photos from your camera phone into customized layouts)
- **Me too idea:** you take a current idea and you bring it to a new market (Shopzilla.com – Skrutz.gr or Amazon.com – Flipkart in India)
- **Virtualize:** Move an activity to the online space
 - Important: Leverage on existing technologies (**Beat-everyone** has a mobile phone and every cell phone now has GPS tech) or build upon new technologies
- **Remix / combine 2 or more ideas:** Cortana in Windows 10 - manage your calendar, find files, chat with you ... or Slack <https://slack.com/features>
- **Mission (almost) impossible:** Types of ideas that seem impossible (Project Loon and balloon-powered Internet for all <https://youtu.be/HOndhtfIXSY>) or check

Exercise

- Curofy <https://curofy.com/> (check all that apply)
 - Simplify
 - Me too idea
 - Virtualize
 - Remix
 - Mission impossible

Correct Answer

- Curofy is a "simplify" idea since it connects doctors directly to one another and simplifies coordinating care for patients across multiple doctors or providers.
- It's a "me too" idea since it's bringing the ideas of profiles, social networking, and search to a new market of medical doctors.
- It's certainly a "virtualize" idea since doctors can discuss and refer cases over the app.
- And finally, it's a "remix" idea since it combines social and professional networking with the coordination of patient care.

Now it's time to think about a product idea

- For today's lecture → Product = website/app (e.g. a digital service)
- You will use this idea throughout the rest of this lecture (better throughout eBiz...)
- At the heart of any successful business is a **great idea**
- If you don't have an idea already **think about problems in your life that you want to solve**
- The best problems to address are the ones that you have **personal experiences with**
- *“Dropbox founder Houston developed the Dropbox concept after repeatedly forgetting his USB flash drive while he was a student at MIT”*. Indeed, It was a crazy way to carry files around in a world where we have the Internet and cloud storage.
- **Don't worry if your idea exists already**. There are over 1.2 million apps on the App Store. The chances of creating a totally novel app are incredibly slim. Even if a similar app exists, any idea can be improved upon. Plus, existing apps in the genre just means there's a market!

Which idea should I choose? (I)

- Is your idea ...

- ❑ A painkiller or a vitamin?

- ✓ Painkillers address an obvious and functional need for users (**quantifiable market – need to have – immediately ‘monetizable’**)
 - ✓ **Toothbrush test** → is this something people use once or twice a day and does it solve a problem?
 - ✓ Vitamins address users emotional needs and are really “**nice to have**” (**but unknown market**)
 - ✓ Better to build something a few people love ❤️ (initial core of passionate users that will mention your product and win market apathy) than a lot of people kind of like (use it a couple of times and then go away)!
 - ✓ For vitamins you will need to figure out how to get your users to be “sticky”, so they continue to come back and use your product over time. (habit-forming technologies).

- ❑ Easy to monetize (€ € €)?

- ✓ Understanding how to make money out of the service or product is essential to building a sustainable business

- ❑ Simple?

- ✓ Can you explain your idea in just a couple of sentences? Users should be able to describe the product and its benefits to other potential users easily.

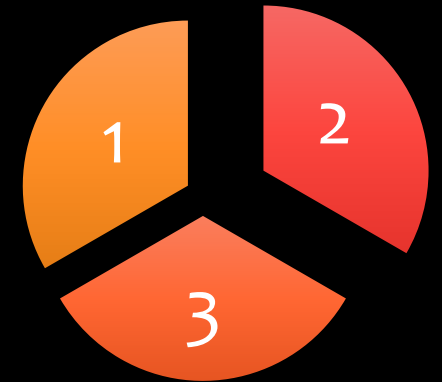
Which idea should I choose? (II)

❑ Follow through? (the act of continuing a plan, a project)

- ✓ Think about your ability to organize a small team to execute on that idea.

❑ A big market? (see next slide)

- ✓ Do you have a large enough size of the market? A really big slice of the pie
- ✓ A market refers to your number of potential customers
 - ✓ Be able to calculate a lower as well as an upper estimate for your market size.



❑ Secret sauce?

- ✓ Does your idea leverage technology (e.g. Google PageRank) or patents in a unique way? Do you have talent or capital that no one else would ever have?

So, is your product a
painkiller???

The hook model

<https://www.youtube.com/watch?v=hVDN2mjJpb8>

Validate your idea - user research

- One way to validate your idea is to do **user research**.
- **Evaluate Market Demand For Your New Product Idea**
 - Conduct research on the internet using free tools. You are trying to answer the question, "What's currently going on in the world?". To answer that question, here are four exercises you can do to better understand trends around your idea and competition for similar ideas.
 - **Keyword Evaluation** (Google AdWords) What are people searching for? What do you notice after filtering the high-volume keywords?
 - **Content Competition** (Google Search) What type of content appears in your searches? (articles or companies) Is this consistent for other keyword searches related to your idea?
 - **Social Media Validation** (http://www.csc.ncsu.edu/faculty/healey/tweet_viz/tweet_app/) What volume of people use keywords related to your idea? How are users talking about related ideas? Handy for communicating your idea and for marketing materials later.
 - Read the article, How to evaluate market demand for coconut oil? (or any new product idea), to walk through similar research and validation for coconut oil. As you read the article think about how you can use the same tools to validate your **product**.
- (Source: <https://www.shopify.com/blog/13444793-how-to-evaluate-market-demand-for-your-new-product-idea>)

So far in the lecture we have learned:

how to identify a problem or need
in a certain user group

ways to expand on ideas or
solutions for this problem or need.

Entrepreneurs and Businesses will often summarize these two
points into what is known as a value proposition.

Value propositions serve to inform a customer what **problem** they
are addressing and how the product is a **solution** to that problem.
It is quite common for value propositions to specifically define a
pain point present in the customer's life.

Value Proposition

Write your own VP

Value Proposition Framework

Moore's Template

For target customers segment or persona

Who what is their main problem? problem or need

Our product or service is describe the product or solution categorize it generally
↳ Not differentiation

That provides Primary benefit to customer solution/capability

Unlike reference competition real alternative to your business

Our product/solution state primary differentiation Key point of competitive differentiation

- Here are a few great links to Google's value propositions for several of its products as well as some resources to define and write a value proposition for your idea:
 - <http://informationstation600.weebly.com/value-propositions.html>
 - <http://www.forbes.com/sites/michaelskok/2013/06/14/4-steps-to-building-a-compelling-value-proposition/>
 - <http://infinityconcepts.net/2012/08/expressing-a-strategic-value-proposition-with-google-adwords/>

Competitor analysis – an additional tool to validate your idea

- First you need to know who your competitors are
- **Content Competition** (google search engine)
 - Use keywords that customers would use to describe your product
- **Collect basic info on the companies** using
 - whois.net or Facebook (check e.g. creation dates)
 - <http://www.similarweb.com/> (for sites or apps) or <http://www.semrush.com/> or www.alexa.com (traffic sources, engagement, competitors...)
- Look at the **competitors social media interactions**. What are they writing about, how are customers talking about the brand or the product? (Topsy, monitor sidebar)
- Look at competitors **home pages** and **landing pages** for specific products

Exercise – get more clarity on your idea



Twitter description: how you would announce your product in 140 characters?

Get key user value and product market fit

Twitter description

Define User Brand/Value

THE FIRST TWEET

How would you announce your product in a 140 characters or less? The word count of this exercise focuses the team on the key user value and market fit.

Twitter in +2 years

"First deep dish pizza delivered in 2 hours from Chicago to London. The first suborbital flight launched today."

MVP

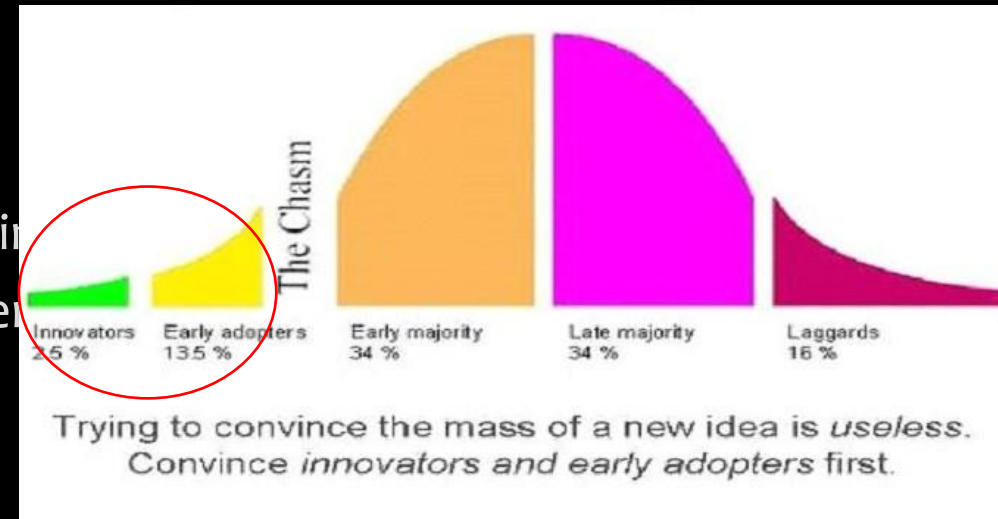
- “A minimum viable product (MVP) is a development technique in which a new product or website is developed with sufficient features to satisfy early adopters. The final, complete set of features is only designed and developed after considering feedback from the product's initial users.”

- An MVP has three key characteristics:

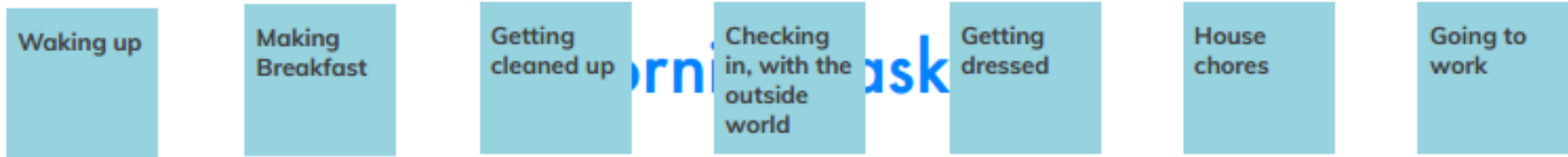
- It has enough value that people are willing to use it or buy it in the present.
- It demonstrates enough future benefit to retain early adopters.
- It provides a feedback loop to guide future development.

- **Exercise:** Close your eyes, and think back to the moment you woke up this morning... Describe in post-its what tasks you usually do to get ready to go to class every morning...

Innovation Adoption Curve



Narrative flow



Startups are a ~~Smaller~~
Version of a Large Company

Startups search while large companies execute



? What is a **STARTUP?**

A **TEMPORARY** organization...



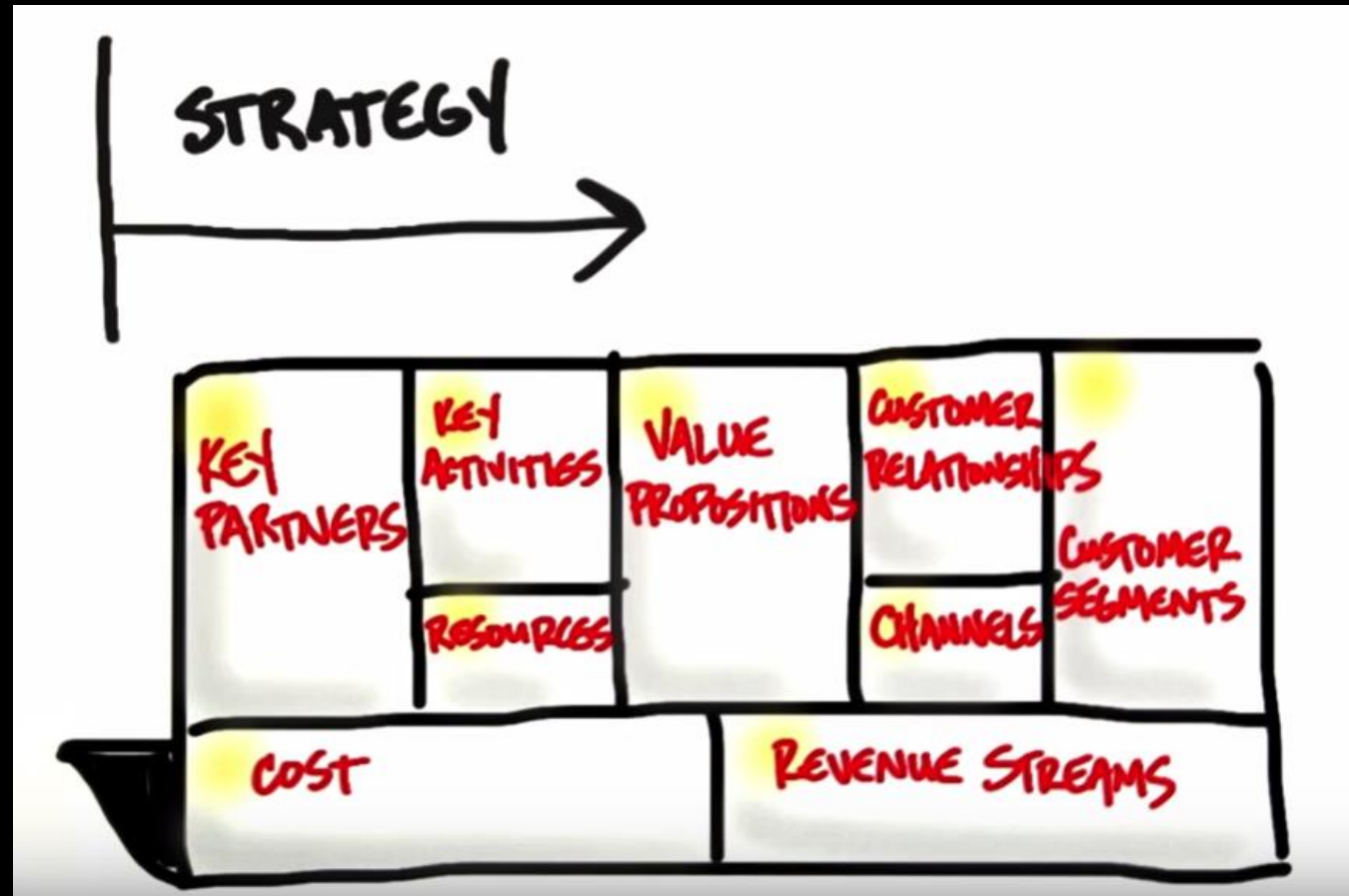
Designed to **SEARCH...**
For a **REPEATABLE**
and **SCALABLE...**
BUSINESS MODEL.



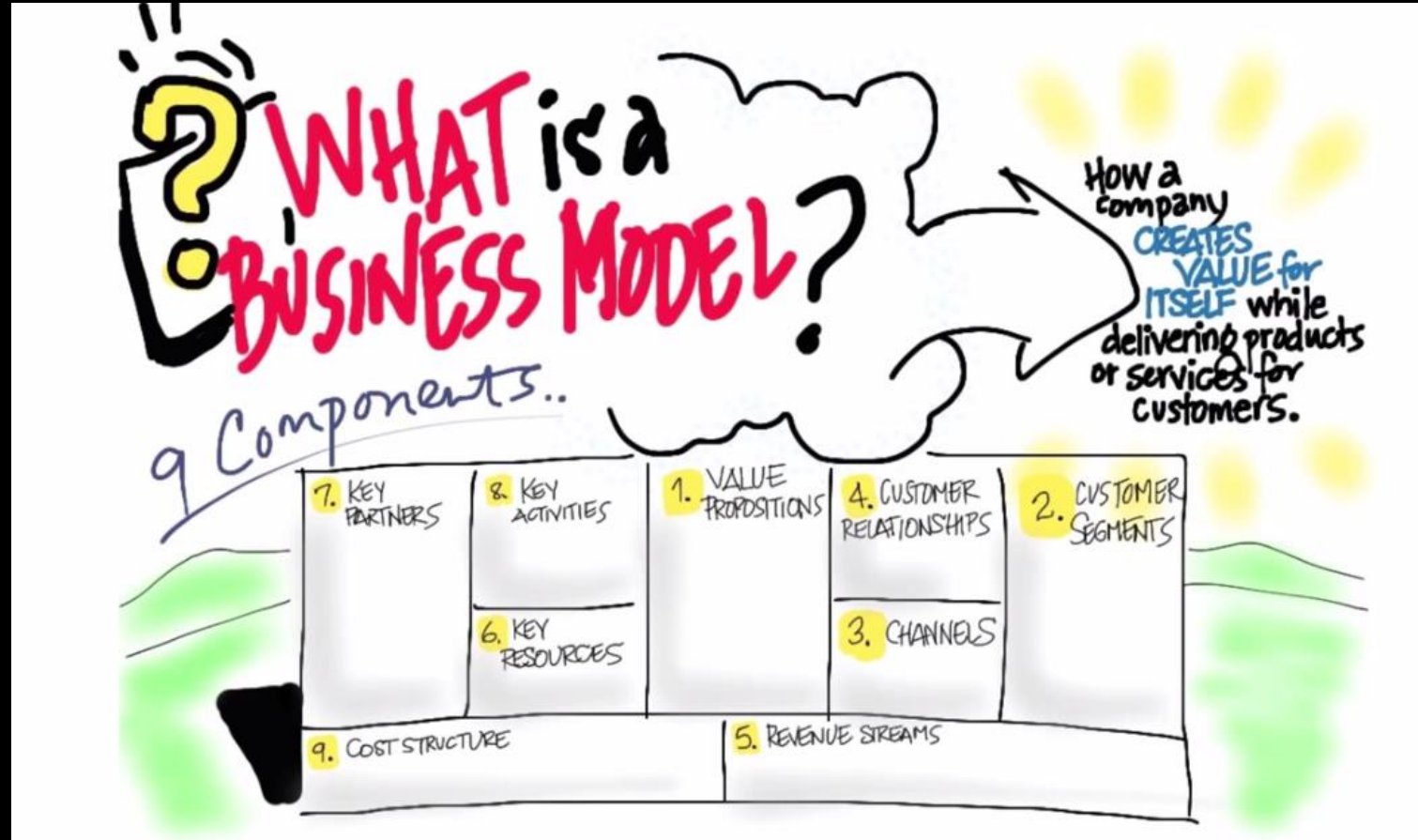
Plan before the business plan



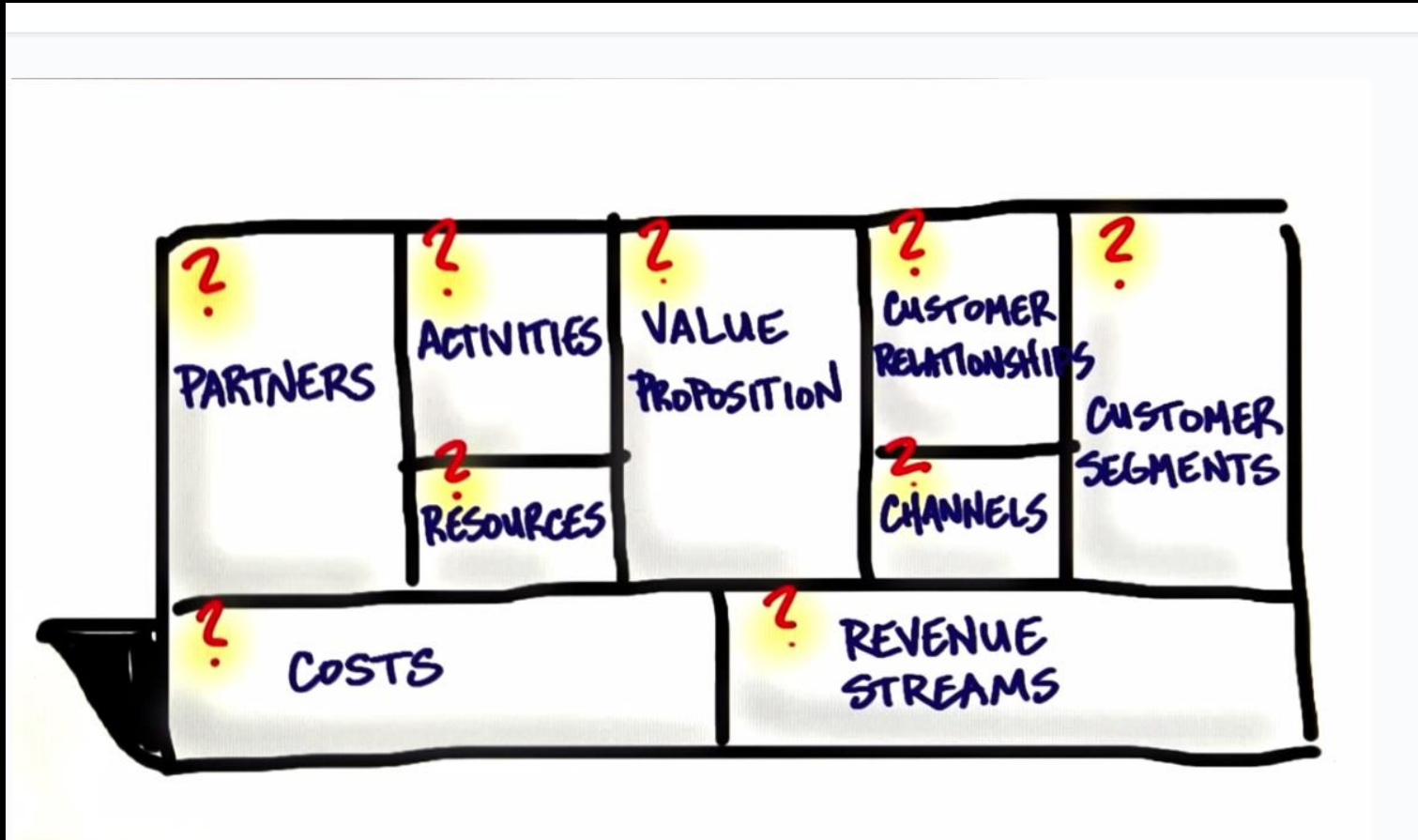
Organize our thinking



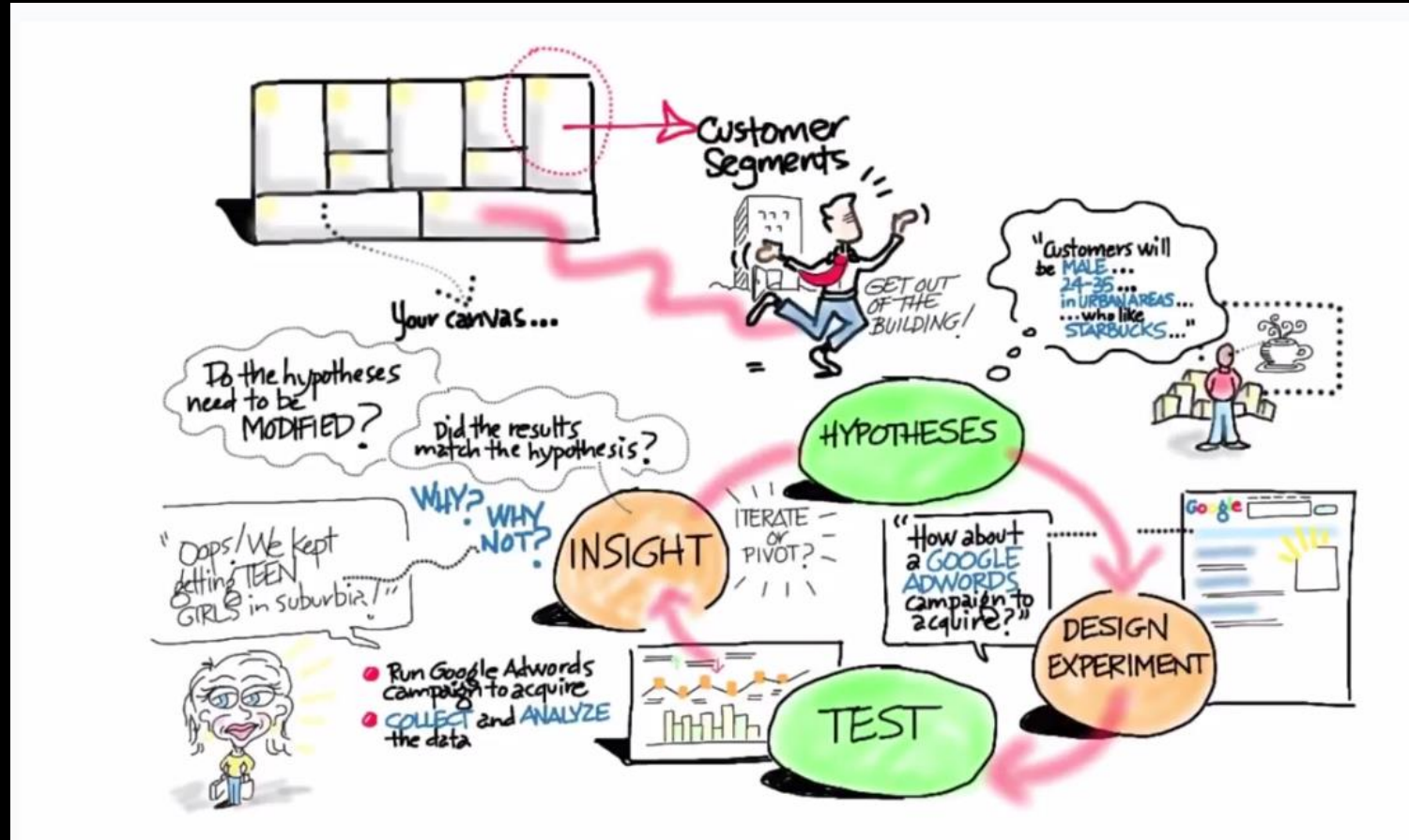
So what are we searching for? For a BM...



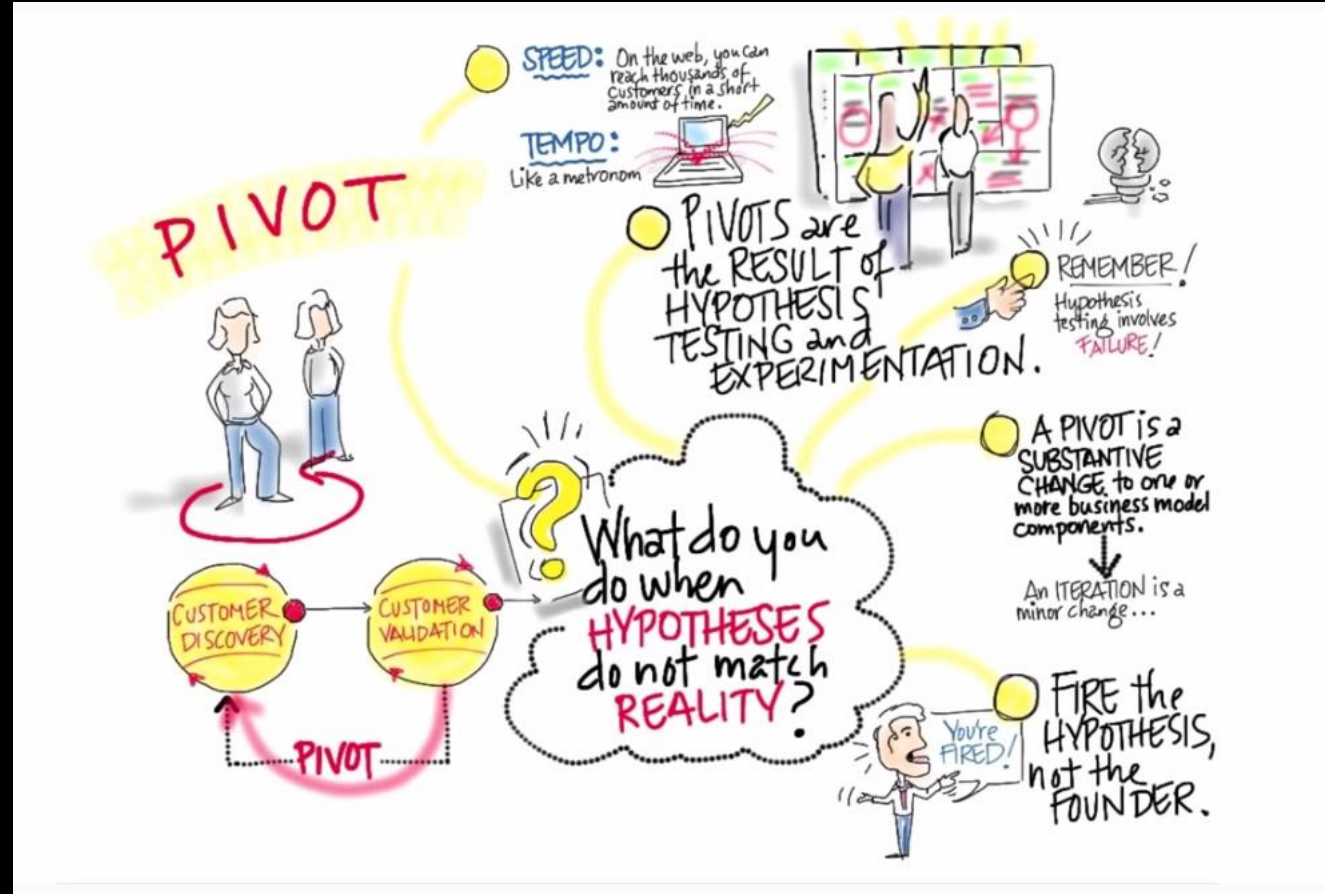
Hypotheses are the starting points, but how we can change hypotheses to facts?



Hypothesis testing



Pivot



Sports jerseys case study

JerseySquare
"The Netflix of Licensed Sports Jerseys"

As of: 8/31/12



Bryan Gitler Elmer Moore Jay Naik Michael Melmed

JerseySquare is a rental service for professional sports jerseys

Total Interviews: 169
Total Website Visits: 190
TOTAL SUBSCRIPTIONS SOLD: 2

Day 1 Canvas

As of: 8/27/12

Key Partners (7) <small>Who are our key partners/ suppliers</small>	Key Activities (5) <small>Which key activities does the biz model require</small>	Value Proposition (1) <small>What value do we deliver to the customer</small>	Customer Relationships (4) <small>What type of relationship does each segment require of us</small>	Customer Segments (2) <small>For whom are we creating value</small>
Professional Sports Leagues Jersey Suppliers Dry Cleaners Stadium Shop/ Vendors Pre-paid Envelope Suppliers USPS/Fedex/UPS	<ul style="list-style-type: none"> - Rental Tracking - Shipping - Dry cleaning - Marketing - Customer Service <hr/> Key Resources (6) <small>Which key resources does the biz model require</small> <ul style="list-style-type: none"> Jersey Inventory Warehouse Logistics system 	<p>A cheaper way to wear Officially Licensed sports jerseys to a game</p> <p>Eliminate risk of owning a player jersey who is traded</p> <p>Provide alternative to purchasing counterfeit jerseys</p>	<ul style="list-style-type: none"> Search ads Social Media At Stadium Promotions <hr/> Channels (3) <small>Through which channel does each segment want to be reached</small> <ul style="list-style-type: none"> Website Stadium Shops/ Vendors Ticket Websites Direct Mail 	<p>Professional Sports Game Attendees</p> <ul style="list-style-type: none"> - Male - Adult - <\$100k income - Attend 10+ games per yr
Cost Structure (9) <small>What are our cost drivers</small>		Revenue Streams (8) <small>How much is each segment willing to pay and how would they like to pay us this amount</small>		
<p>Warehouse, shipping, cleaning, logistics tracking, website development/maintenance</p>		<p>Annual Subscription Model</p>		

Day 2 Canvas

As of: 8/28/12

Key Partners (7) <i>Who are our key partners/ suppliers</i>	Key Activities (5) <i>Which key activities does the biz model require</i>	Value Proposition (1) <i>What value do we deliver to the customer</i>	Customer Relationships (4) <i>What type of relationship does each segment require of us</i>	Customer Segments (2) <i>For whom are we creating value</i>
Professional Sports Leagues Jersey Suppliers Dry Cleaners Stadium Shop/ Vendors Pre-paid Envelope Suppliers USPS/Fedex/UPS	<ul style="list-style-type: none"> - Rental Tracking - Shipping - Dry cleaning - Marketing - Customer Service <hr/> Key Resources (6) <i>Which key resources does the biz model require</i> <ul style="list-style-type: none"> Jersey Inventory Warehouse Logistics system 	<p>A cheaper way to wear Officially Licensed sports jerseys to a game</p> <p>Eliminate risk of owning a player jersey who is traded</p> <p>Provide alternative to purchasing counterfeit jerseys</p>	<p>GET - Search Ads, Partnerships, At stadium promotion</p> <p>KEEP - Customer Service</p> <p>GROW - Referral Program</p> <hr/> Channels (3) <i>Through which channel does each segment want to be reached</i> <ul style="list-style-type: none"> Website Stadium Shops/ Vendors Ticket Websites Direct Mail 	<p>Professional Sports Game Attendees</p> <ul style="list-style-type: none"> - Male and Female - Young Adult 18-30 - <\$100k income - Attend ->10% of home games per yr - Casual sports fans
Cost Structure (9) <i>What are our cost drivers</i>		Revenue Streams (8) <i>How much is each segment willing to pay and how would they like to pay us this amount</i>		
<p>Jerseys, warehouse, shipping, cleaning, logistics tracking, website development/maintenance, customer service employees</p>		<p>Annual Subscription Model</p> <p>Pay per Rental</p>		

Day 3 Canvas

As of: 8/29/12

Key Partners (7) <i>Who are our key partners/ suppliers</i>	Key Activities (5) <i>Which key activities does the biz model require</i>	Value Proposition (1) <i>What value do we deliver to the customer</i>	Customer Relationships (4) <i>What type of relationship does each segment require of us</i>	Customer Segments (2) <i>For whom are we creating value</i>
<p>Jersey Suppliers</p> <p>Dry Cleaners</p> <p>Pre-paid Envelope Suppliers</p> <p>USPS/Fedex/UPS</p>	<p>Rental Tracking</p> <p>Shipping</p> <p>Dry cleaning</p> <p>Marketing</p> <p>Customer Service</p>	<p>SPORTS JERSEY OWNERS</p> <p>- Flexibility to change jersey</p> <p>- Eliminate risk of owning jersey who is traded</p>	<p>GET - Search Ads, Partnerships, At stadium promotion</p> <p>KEEP - Customer Service</p> <p>GROW - Referral/Reward Program</p>	<p>Professional Sports Fans</p> <p>SPORTS JERSEY OWNERS</p> <p>- Male</p> <p>- Kid to Young Adult 13-35</p>
	<p>Key Resources (6) <i>Which key resources does the biz model require</i></p> <p>Jersey Inventory</p> <p>Warehouse</p> <p>Logistics system</p>	<p>SINGLE GAME ATTENDEES</p> <p>- Cheaper way to wear jersey to a game</p>	<p>Channels (3) <i>Through which channel does each segment want to be reached</i></p> <p>Website</p> <p>Stadium Shops/Vendors</p> <p>Ticket Websites</p> <p>Direct-Mail</p>	<p>SINGLE GAME ATTENDEES</p> <p>- Male and Female</p> <p>- Young Adult 18-30</p> <p>- Casual fan</p>
<p>Cost Structure (9) <i>What are our cost drivers</i></p>		<p>Revenue Streams (8) <i>How much is each segment willing to pay and how would they like to pay us this amount</i></p>		
<p>Jerseys, warehouse, shipping, cleaning, logistics tracking, website development/maintenance, customer service employees</p>		<p>SINGLE GAME ATTENDEES</p> <p>- Pay per Rental</p> <p>SPORTS JERSEY OWNERS</p> <p>- Annual Subscription</p>		

Day 4 Canvas

As of: 8/30/12

Key Partners (7) <small>Who are our key partners/ suppliers</small>	Key Activities (5) <small>Which key activities does the biz model require</small>	Value Proposition (1) <small>What value do we deliver to the customer</small>	Customer Relationships (4) <small>What type of relationship does each segment require of us</small>	Customer Segments (2) <small>For whom are we creating value</small>
Jersey Suppliers Dry Cleaners Pre-paid Envelope Suppliers USPS/Fedex/UPS	Rental Tracking Shipping Dry cleaning Marketing Customer Service	SPORTS JERSEY OWNERS - Flexibility to change jersey - Eliminate risk of owning jersey who is traded	GET - Search Ads, Partnerships, Social Media, At stadium promotion KEEP - Customer Service GROW - Referral/Reward Program	Professional Sports Fans SPORTS JERSEY OWNERS - Male - Kids to Young Adult 13-35
	Key Resources (6) <small>Which key resources does the biz model require</small> Jersey Inventory Warehouse Logistics system	SINGLE GAME ATTENDEES - Cheaper way to wear jersey to a game	Channels (3) <small>Through which channel does each segment want to be reached</small> Website Ticket Websites	SINGLE GAME ATTENDEES - Male and Female - Young Adult 18-30 - Casual fan
Cost Structure (9) <small>What are our cost drivers</small>		Revenue Streams (8) <small>How much is each segment willing to pay and how would they like to pay us this amount</small>		
Jerseys, warehouse, shipping, cleaning, logistics tracking, website development/maintenance, customer service employees		SINGLE GAME ATTENDEES - Pay per Rental	SPORTS JERSEY OWNERS - Annual Subscription \$200	

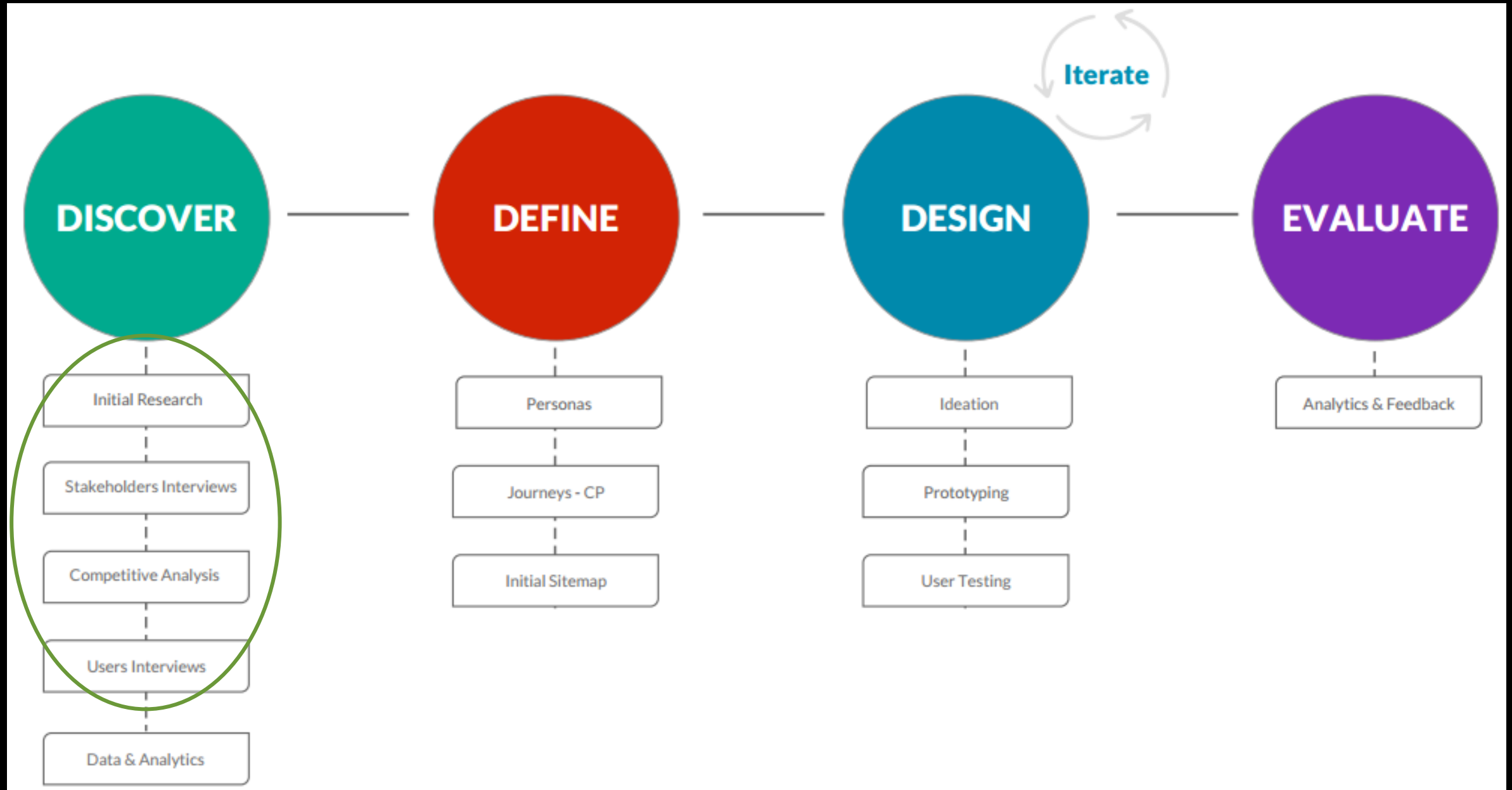
Day 5 Canvas

As of: 8/31/12

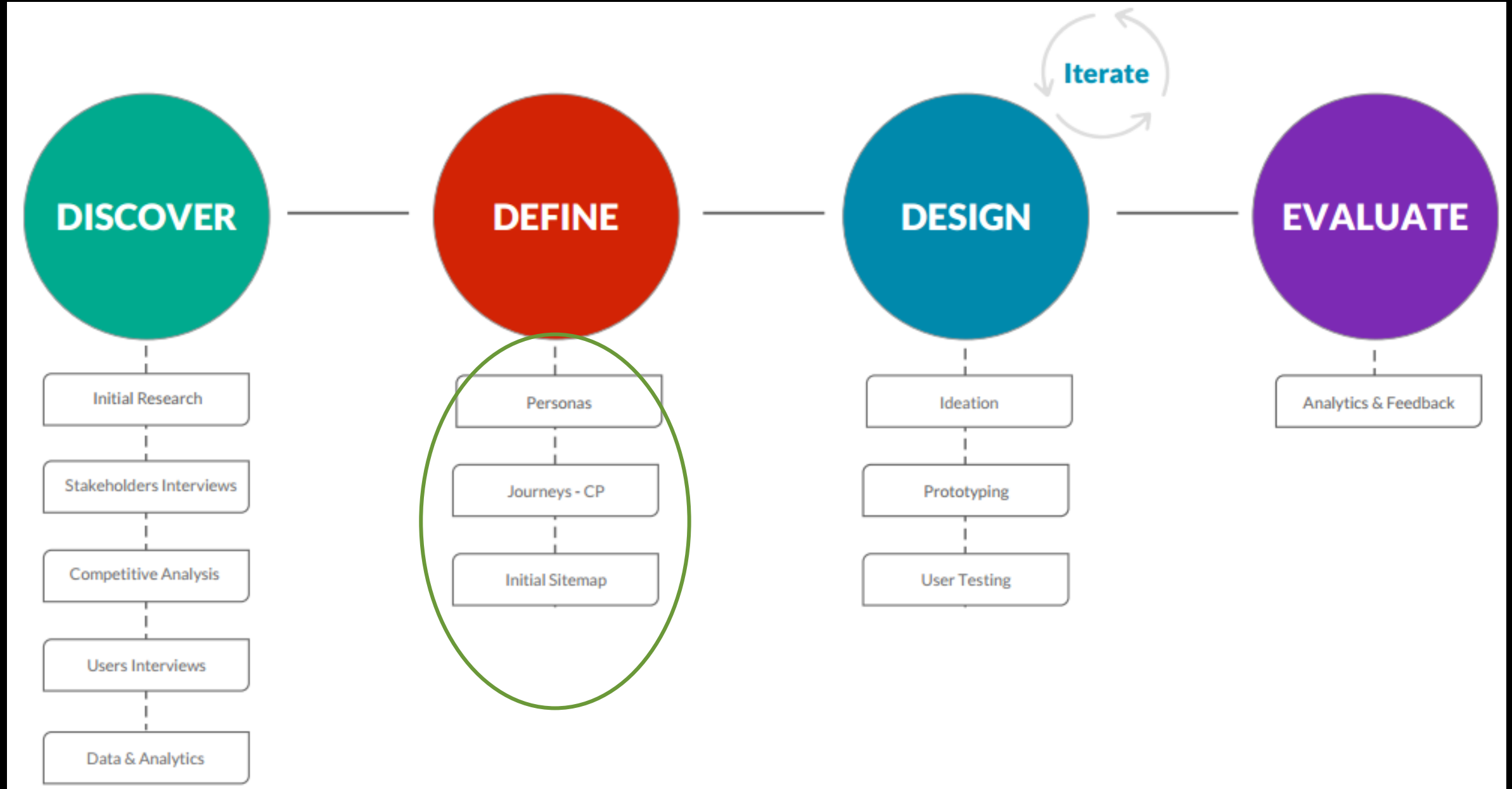
Key Partners (7) <i>Who are our key partners/ suppliers</i>	Key Activities (5) <i>Which key activities does the biz model require</i>	Value Proposition (1) <i>What value do we deliver to the customer</i>	Customer Relationships (4) <i>What type of relationship does each segment require of us</i>	Customer Segments (2) <i>For whom are we creating value</i>
<p>Jersey Suppliers</p> <p>Dry Cleaners</p> <p>Pre-paid Envelope Suppliers</p> <p>USPS</p>	<p>Rental Tracking</p> <p>Shipping</p> <p>Dry cleaning</p> <p>Marketing</p> <p>Customer Service</p>	<p>SPORTS JERSEY OWNERS</p> <p>- Flexibility to change jersey</p> <p>- Eliminate risk of owning jersey who is traded</p>	<p>GET - Search Ads, Partnerships, Social Media, At stadium promotion</p> <p>KEEP - Seniority, loyalty program</p> <p>GROW - Premium subs, Family plan</p>	<p>Professional Sports Fans</p> <p>SPORTS JERSEY OWNERS</p> <p>- Male</p> <p>- Kids to Young Adult 13-35</p>
	<p>Key Resources (6) <i>Which key resources does the biz model require</i></p>	<p>SINGLE GAME ATTENDEES</p> <p>- Cheaper way to wear jersey to a game</p>	<p>Channels (3) <i>Through which channel does each segment want to be reached</i></p>	<p>SINGLE GAME ATTENDEES</p> <p>- Male and Female</p> <p>- Young Adult 18-30</p> <p>- Casual fan</p>
<p>Jersey Inventory</p> <p>Warehouse</p> <p>Logistics system</p>			<p>Website</p>	
<p>Cost Structure (9) <i>What are our cost drivers</i></p>		<p>Revenue Streams (8) <i>How much is each segment willing to pay and how would they like to pay us this amount</i></p>		
<p>Jerseys, warehouse, shipping, cleaning, logistics tracking, website development/maintenance, customer service employees</p>		<p>SINGLE GAME ATTENDEES</p> <p>- Pay per Rental</p>	<p>SPORTS JERSEY OWNERS</p> <p>- Annual Subscription, Monthly Subscription, One-Time</p>	

Let's recap: The Design Process

UX PROCESS – what we have learnt so far...



UX PROCESS –next steps of the Sprint



++ + WHY

You gain insights of what the users do when they visit the website.

You understand how the website is structured.

++ + HOW

Personas, start point, end point, steps, flows definition

Customer journey & user flow

Personas & use cases

- **Persona** = A proxy for group of actual users of a product, for whom the UX is going to be optimized.
 - Personas must answer three basic questions: what are the user needs, wants and limitations.
 - How do you determine which **features** to include in the **first version** of an application?
- **Use case**= is the scenario of how, when and where a persona will use your product to accomplish a task. (steps to accomplish a task)
- <http://www.ux-lady.com/introduction-to-user-personas/>

Personas

Sketch

Name

Pain Points

Needs

Demographic Info

Behaviors

Solutions

Example

Maria



Demographic Information

- Age Range: 25-29
- Profession: Marketing Director
- Location: City Dweller
- Marital Status: Married
- Children: 1

Pain Points and Needs

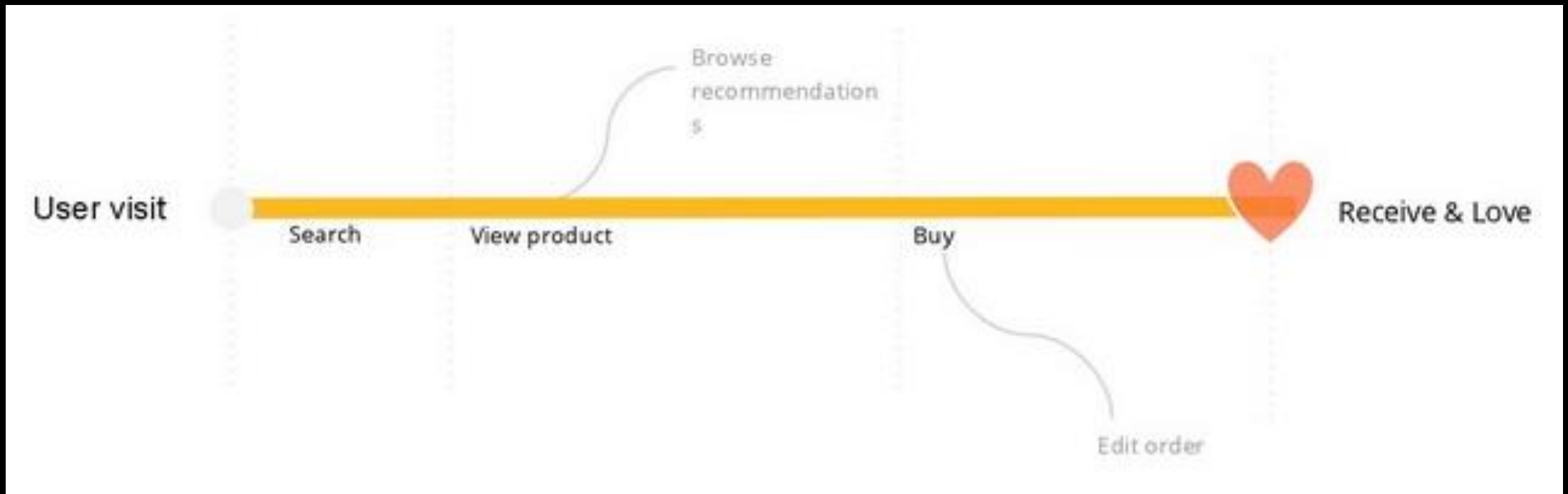
- Works ~50 hours / week.
- "I'm over-reliant on my smart phone."
- Buys groceries 1 / week.
- Buys similar items most trips.
- Comfort with Technology: 10 / 10
- Price focused: 6 / 10

Solutions

- Grocery list (save and edit)
- Delivery options
- Voice commands and shortcuts in UX
- Save preferences over time
- Offer promotions (bulk items)

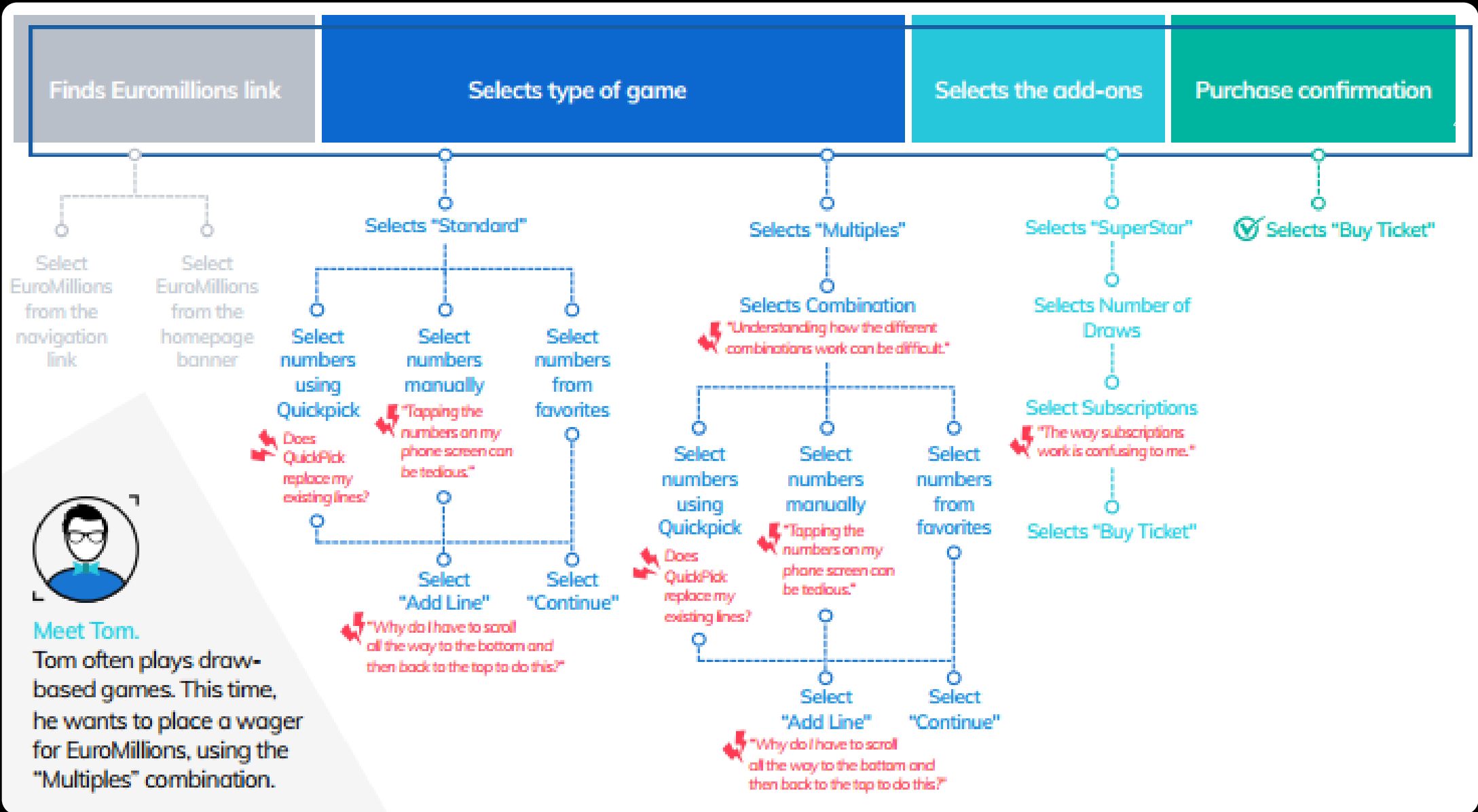
Golden path & user flow

- The Golden Path are the key steps that a user takes to find the value they came to find in the first place. **Don't think** in terms of **web pages** or screens; **think** in terms of **stories**. **Prioritize the central flow versus secondary flows or paths.**



Designing flows

- Now we understand TASKS what comes next?
- Start **drawing screens** (pen, whiteboard marker, mouse). Go back to tasks and figure out the pieces of **information** the user needs to **see** and what he needs to **provide**. How do all these fit together on the screen to support the task?
- Have a sense of what things are **important**, less important or **frequently used**. Stress the important things.
- Look for **connections** between screens (**interactions**)



Meet Tom.
 Tom often plays draw-based games. This time, he wants to place a wager for EuroMillions, using the "Multiples" combination.

Another example

User-centered design: very important to build persuasive and effective apps



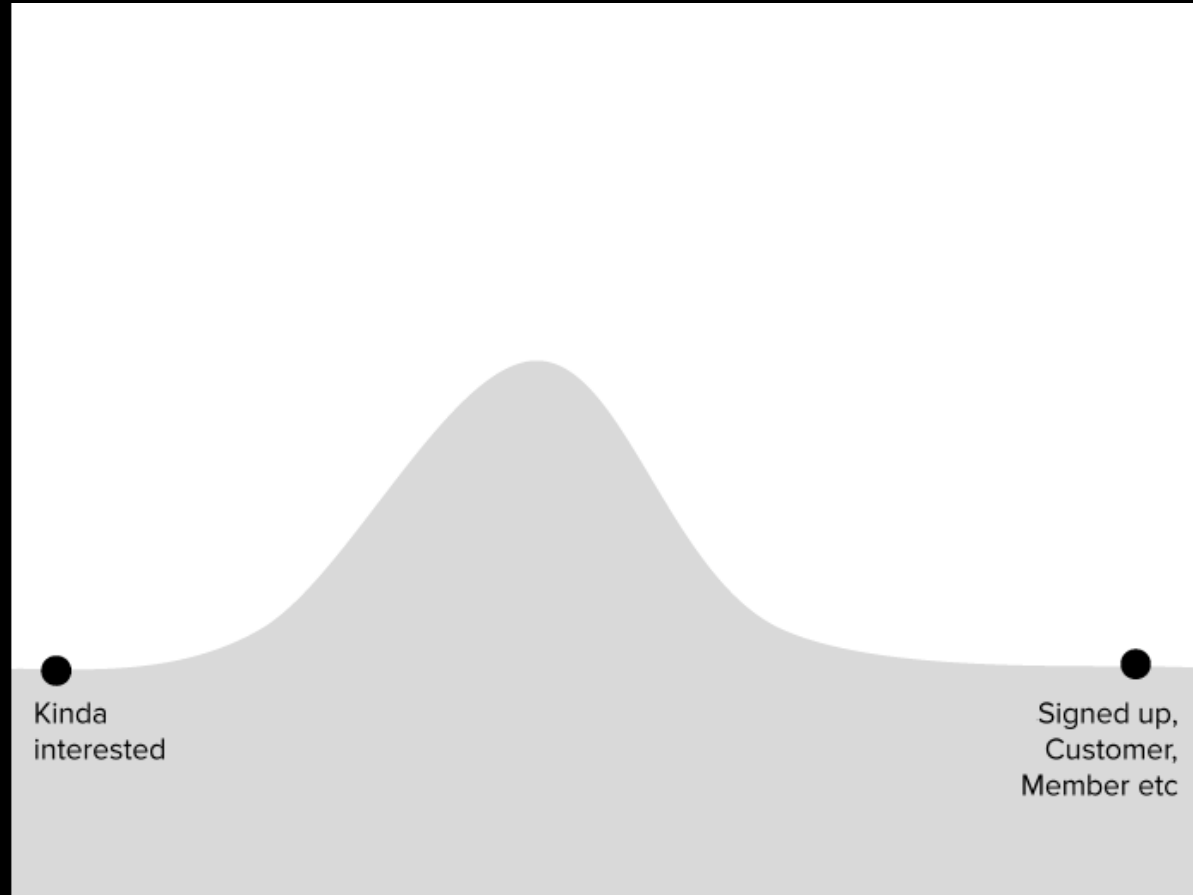
“THERE GRANDMA, I FIXED IT!”

Coffeepot for masochists



- Remember: “Good design means that beauty and usability are in balance”

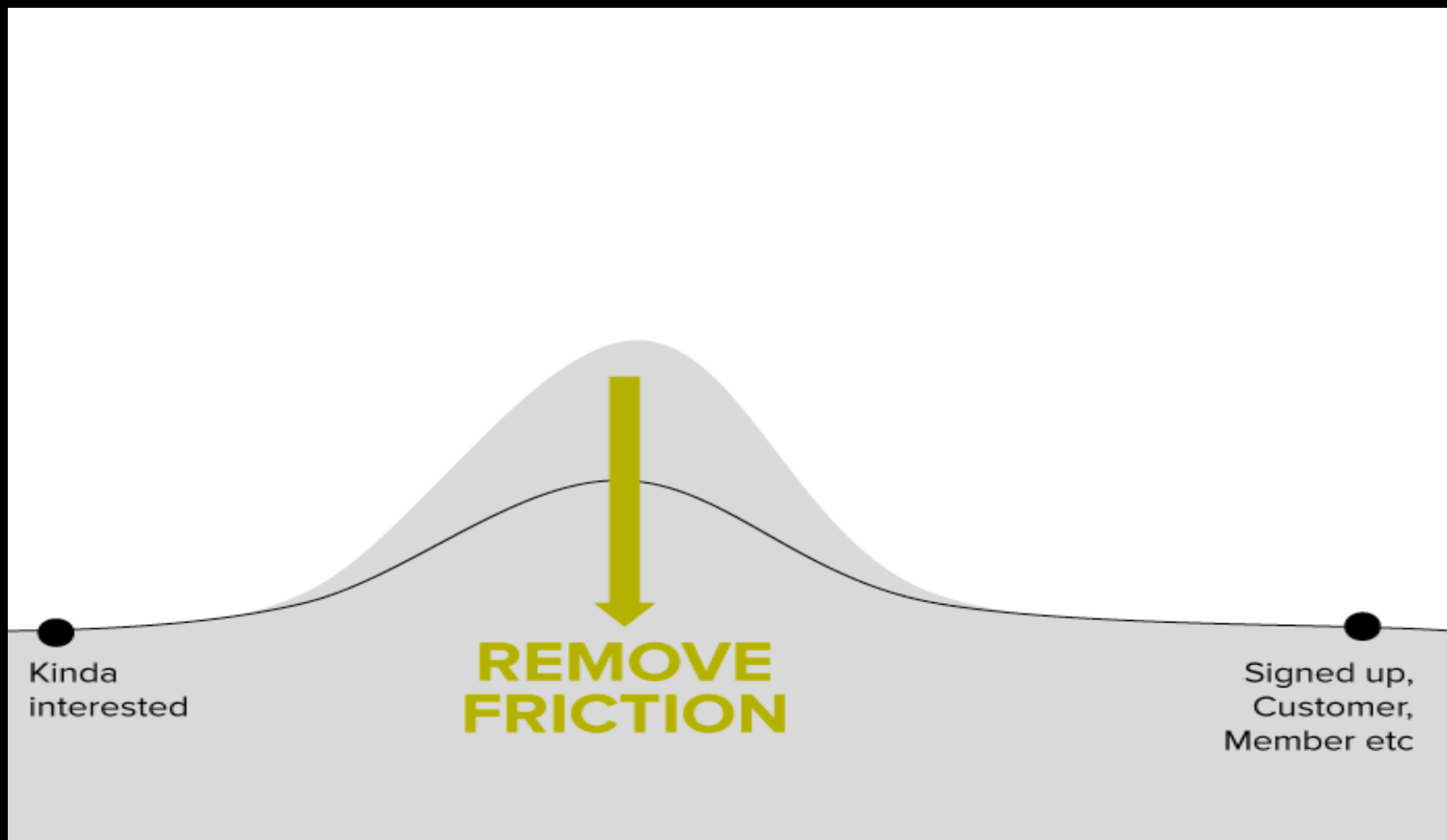
Persuasive design: before prototyping...



Sign up form,
Checkout process,
Request a quote
etc

Kinda
interested

Signed up,
Customer,
Member etc





INCREASE MOTIVATION

*Behavioral Economics
Persuasive Patterns
Emotional Design*



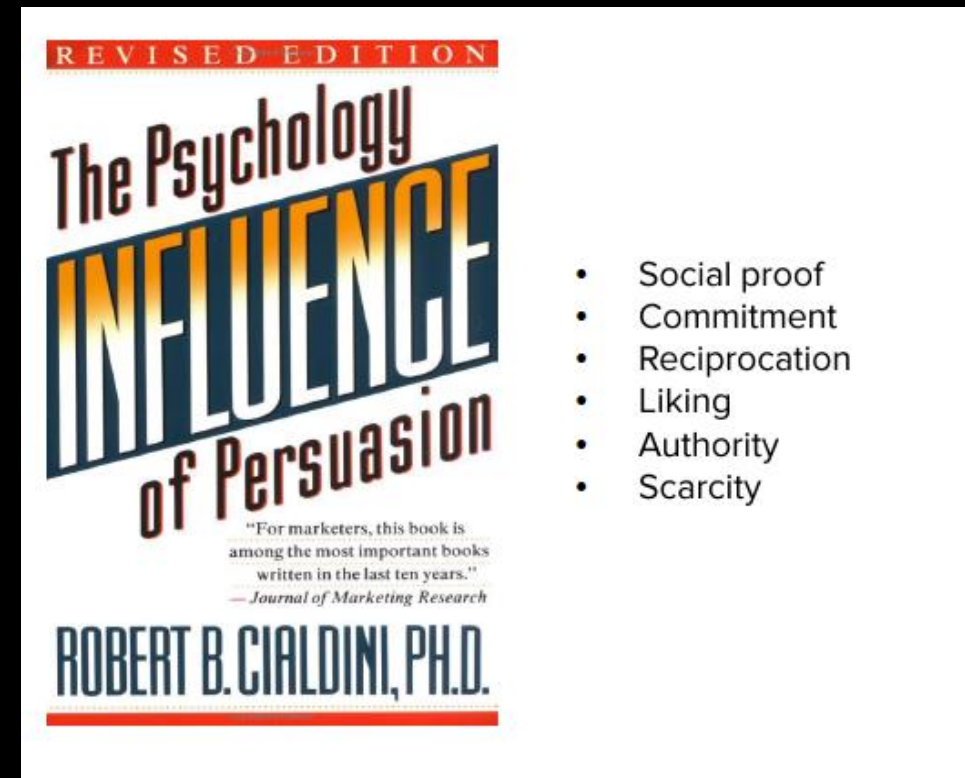
**REMOVE
FRICTION**
Usability & UX

Kinda
interested

Signed up,
Customer,
Member etc

Science of Persuasion

1. **Reciprocity** – obligation to give when you receive (personalized & unexpected)
 2. **Scarcity** – people want more of these things they are less of (benefits, unique, what u r going to lose)
 3. **Authority** – people will follow the credible and knowledgeable experts
 4. **Consistency** - activated by looking for and asking for small initial commitments that can be made
 5. **Liking** – people prefer to say yes to those that they like (we like people who are similar to us, compliments before business)
 6. **Consensus** – especially in situations of uncertainty people will look to the actions of others to determine their own
- <https://www.youtube.com/watch?v=cFdCzN7RYbw>



Persuasive Design (Let's play: Persuasive Pattern Cards)



Scarcity

If something is promoted as being scarce, it is perceived as more desirable and of more value to us

Rewards

Use rewards to encourage continuation of wanted behavior

Tunneling

Guiding users through a process or experience provides opportunities to persuade along the way

Scarcity example

Condo Hotel **Oaks WRAP on Southbank** ●●●●●

Southbank, Melbourne

In high demand! Booked 19 times in the last 24 hours

Indoor Pool WiFi

Apartment 2 people – 54 m²
There are only 2 like it!

Excellent 8.8
Value for money 8.4
1,904 reviews

Price for 4 Nights
€ 605

See all 3 available apartments >

-20% TODAY!

ibis Melbourne Hotel and Apartments ●●●●●

Melbourne

In high demand! Booked 31 times in the last 24 hours

Best Choice for 4 Nights 1 Restaurant On Site WiFi

Apartment 2 people
Only 7 rooms left!

Very Good 8.3
Value for money 8.0
2,790 reviews

Price for 4 Nights
~~€ 593~~ **€ 511**

See our last available rooms >

Scarcity

If something is promoted as being scarce, it is perceived as more desirable and of more value to us

Useful papers

A Behavior Model for Persuasive Design

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Abstract

This paper presents a new model for understanding human behavior. In this model (FBM), behavior is a product of three factors: motivation, ability, and triggers, each of which has subcomponents. The FBM asserts that for a person to perform a target behavior, he or she must (1) be sufficiently motivated, (2) have the ability to perform the behavior, and (3) be triggered to perform the behavior. These three factors must occur at the same moment, else the behavior will not happen. The FBM is useful in analysis and design of persuasive technologies. The FBM also helps teams work together efficiently because this model gives people a shared way of thinking about behavior change.

General Terms

Design, Measurement, Experimentation, Human Factors.

Keywords

Persuasion, behavior change, simplicity, motivation, persuasive technology, captology, triggers, persuasive design

The Need to Understand Behavior Change

The tools for creating persuasive products are getting easier to use, with innovations in online video, social networks, and metrics, among others. As a result, more individuals and organizations can design experiences they hope will influence people's behaviors via technology channels. However, many attempts at persuasive design fail because people don't understand what factors lead to behavior change.

This paper shares a new way to understand the drivers of human behavior, a model referred to in this document as the Fogg Behavior Model, or "FBM" for brevity. This psychological model identifies and defines three factors that control whether a behavior is performed. (Note: In this paper and in this model, "persuasion" refers to attempts to influence people's behaviors, not attitudes.)

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Copyright © 2009 ACM ISBN 978-1-60138-376-1/09/04...\$5.00

The FBM can give insight to behavior-change professionals in many domains, from health to education to sales. This framework has special relevance to those of us who study and design persuasive technology. As I see it, persuasive technology is fundamentally about learning to automate behavior change. To effectively encode experiences that change behaviors, we need a rich yet practical understanding of human psychology, specifically insights into the factors that drive human behavior. Without this understanding, designers of persuasive experiences are mostly guessing at a solution (or imitating techniques that work without understanding why those techniques work). The FBM provides designers and researchers with a systematic way to think about the factors underlying behavior change.

Because the FBM is new, insights continue to emerge. This paper is an early way to share these ideas and seek feedback. Certainly, a static document like this paper is not well suited for conveying emerging content and related work. I encourage readers to see www.BehaviorModel.org for the most current explanation of the FBM, as well as citations to and discussions of related theories and models. That website also solicits feedback on the FBM.

Three Factors in the Behavior Model

The FBM has three principal factors that I refer to as *motivation*, *ability*, and *triggers*. In brief, the model asserts that for a target behavior to happen, a person must have sufficient motivation, sufficient ability, and an effective trigger. All three factors must be present at the same instant for the behavior to occur. In the sections that follow I explain more about how these factors work together. I then define the subcomponents of each factor, followed by description of how the FBM is useful in research and design.

Visualizing the Behavior Model

Figure 1 shows one way to visualize the FBM. The paragraphs below describe the figure.

As the Figure 1 shows, the FBM has two axes. The vertical axis is for motivation. A person who is low on motivation to perform the target behavior would register low on the vertical axis. High on the axis means high motivation. There are no units on this axis, as the framework is conceptual, showing relationships of the components rather than precise values for each.

The second axis is horizontal, as shown in Figure 1. This axis is for ability. A person who has low ability to perform a target behavior would be marked toward the left side of the axis. The right side is for high ability.

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An examination of retail website design and conversion rate

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ABSTRACT

Retailers and manufacturers widely use Internet retailing as part of a multi-channel promotion and distribution strategy. The rate at which site visitors convert to customers is low for online retail, resulting in high customer acquisition costs. Almost 96% of website visits end with no consumer purchase. This study examines empirical associations between website features and online conversion rates through regression analysis. Results indicate that certain website design features do explain a sizeable portion of the variance converting e-commerce visitors to purchasers. Features that promote flow, a psychological state of immersion into an activity, positively associate with conversion.

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1. Introduction

Retailers commit substantial resources to developing online brands and e-commerce sales channels. In 2014, global online retail sales reached \$1.3 trillion annually, representing over 5% of total global retail sales (EMarketer, 2014). Although record levels of activity underscore sales opportunities, 96% of all visits to a website do not end with product purchases (Nielsen NetRatings, 2005; Statista, Inc., 2015). This low conversion rate worsens when consumers switch to mobile devices (1.2%) (Statista, Inc., 2015). Thus, firms wishing to decrease their cost-per-conversion rate require knowledge of consumer behavior that occurs between the time points a user enters and exits a website.

Consumers linger in a company's website longer if they feel immersed, without mental interruption, in the content of that space. Prior research identifies this psychological state of deep immersion into an activity, called flow, as a potential influence on consumer behavior and e-commerce consumption (Richard & Chandra, 2005; Rosen & Purinton, 2004; Sicilia, Ruiz, & Munuera, 2005; Smith & Sivakumar, 2004). It proposes that website design has a considerable effect on the immersion a consumer feels, and thus increases the likelihood that the user stays through conversion (Visnitscu, Sidorova, Jones, & Pyshtuk, 2015). This research examines whether website design features are associated with conversion rates. It examines websites of leading online retailers for specific design features and tests for association between these features and the site's conversion rate.

2. Analytical framework

2.1. Web design

Internet retailing is part of a multichannel promotion and distribution strategy among retailers and manufacturers (Grewal, Gopalkrishnan, & Levy, 2004). The applicability of the Internet to a firm's business model imposes some constants. For example, high-risk, high-priced products do not easily sell over the Internet (Grewal et al., 2004). Some consumers are hesitant to purchase due to the risk of a security breach of their personal information (Koufaris & Hampton-Sosa, 2004; Tarafdar & Zhang, 2007/8). Because of these and other reasons, the rate at which shopping visitors convert to customers is low for online retail, resulting in high customer acquisition costs (Grewal et al., 2004; Hoffman & Novak, 2000; Sohrabi, Mahmoudian, & Raess, 2012).

Research indicates that website design is an important factor that converts visitors to customers. Experts conceptualize the site's content and design to influence consumers' willingness to buy (Smith & Sivakumar, 2004; Sohrabi et al., 2012; Shobeiri, Mazaheri, & Laroché, 2015), and these features apparently alter the attitude of the viewer (Hausman & Siekpe, 2008; Sicilia et al., 2005). Pleasurable Visitor Greeting stages of consumer website experiences are associated with positive attitudes (Richard & Chandra, 2005). Entertaining content such as film, music, and games also boost positive attitudes and intention to purchase (Lu & Su, 2009; Hausman & Siekpe, 2008). Positive attitudes toward a well-designed website are positively associated with further site exploration (Menon & Kahn, 2002) and purchase behavior (Bruner, Stevenson, & Kumar, 2000; Jayawardhena, 2004; Lynch, Kent, & Srinivasan, 2001).

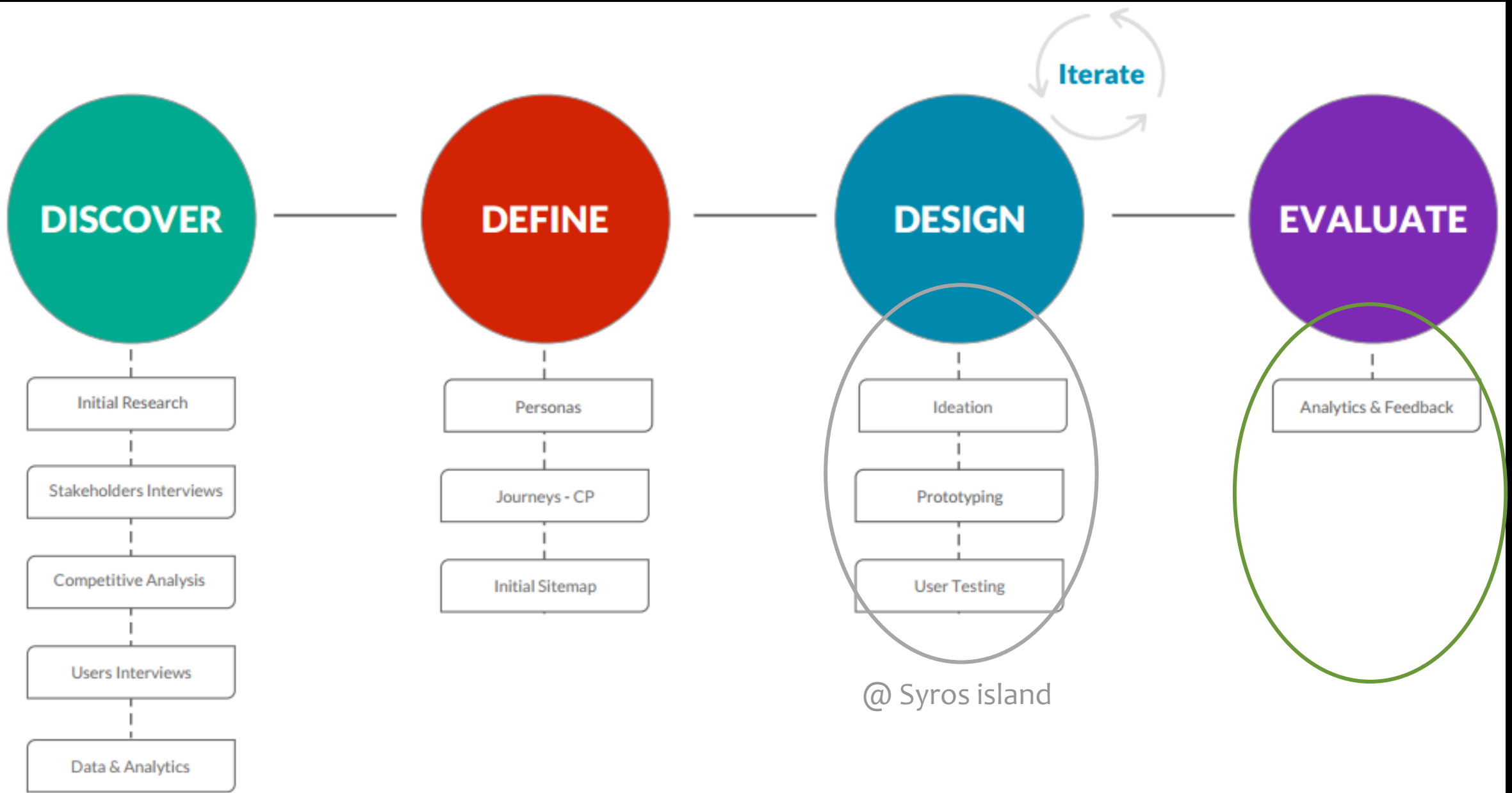
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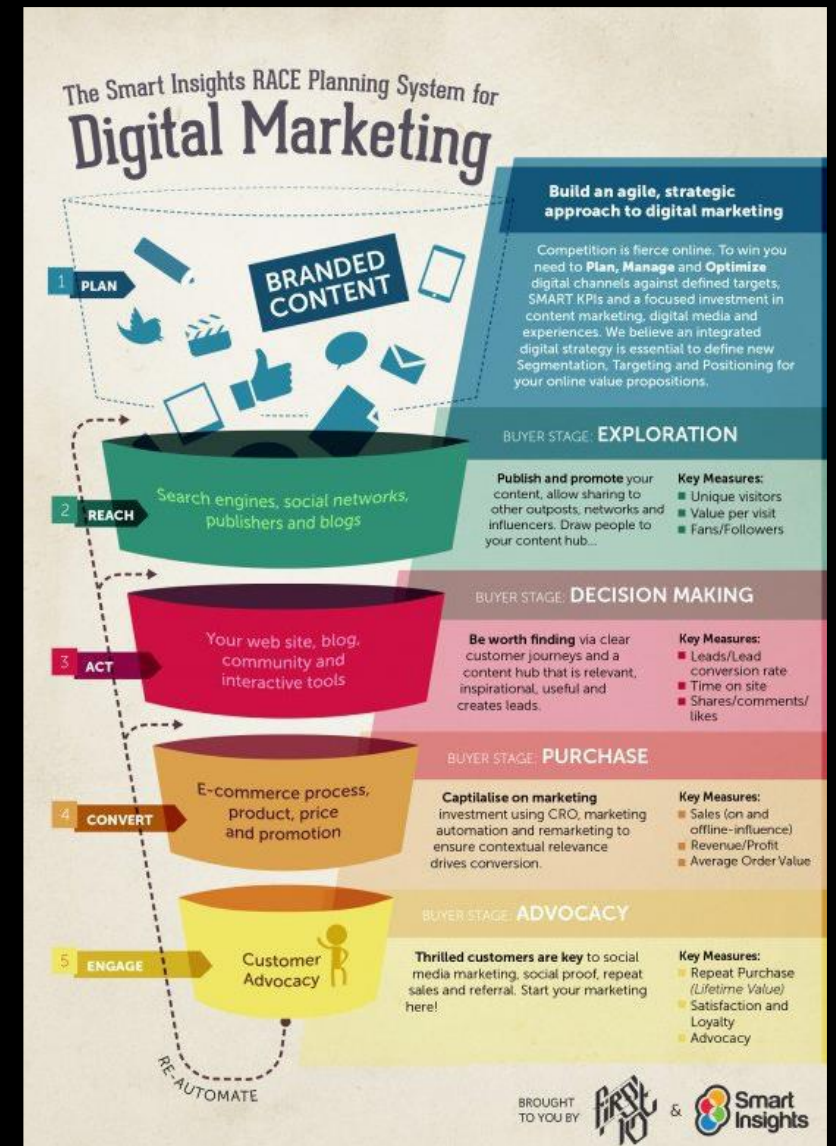
UX PROCESS –next steps of the Sprint



UX Metrics

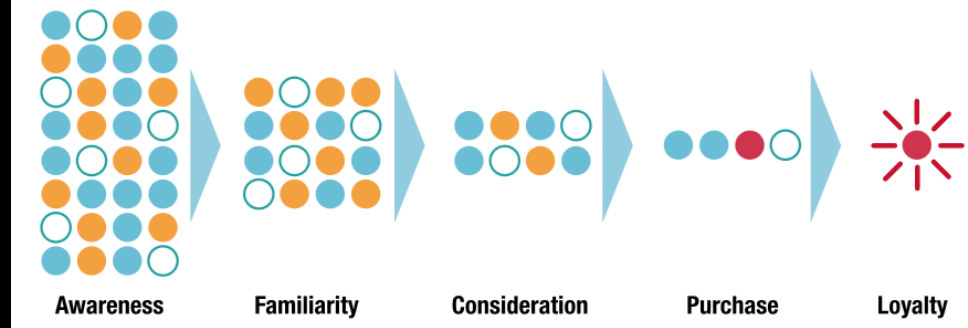
Happiness	(satisfaction, NPS)
Engagement	(user activity)
Adoption	(new users, usage)
Retention	(% active/unit of time)
Task Success	(time, completed tasks, errors)

A framework to improve your e-product



The consumer's purchase journey

In the traditional funnel metaphor, consumers start with a set of potential brands and methodically reduce that number to make a purchase.



Understand the impact of advertising at these moments

Goals & KPIs

- A clothing e-retailer
KPI==net revenue
- News portal==traffic
- Think the **stage** in the **funnel** you want to improve

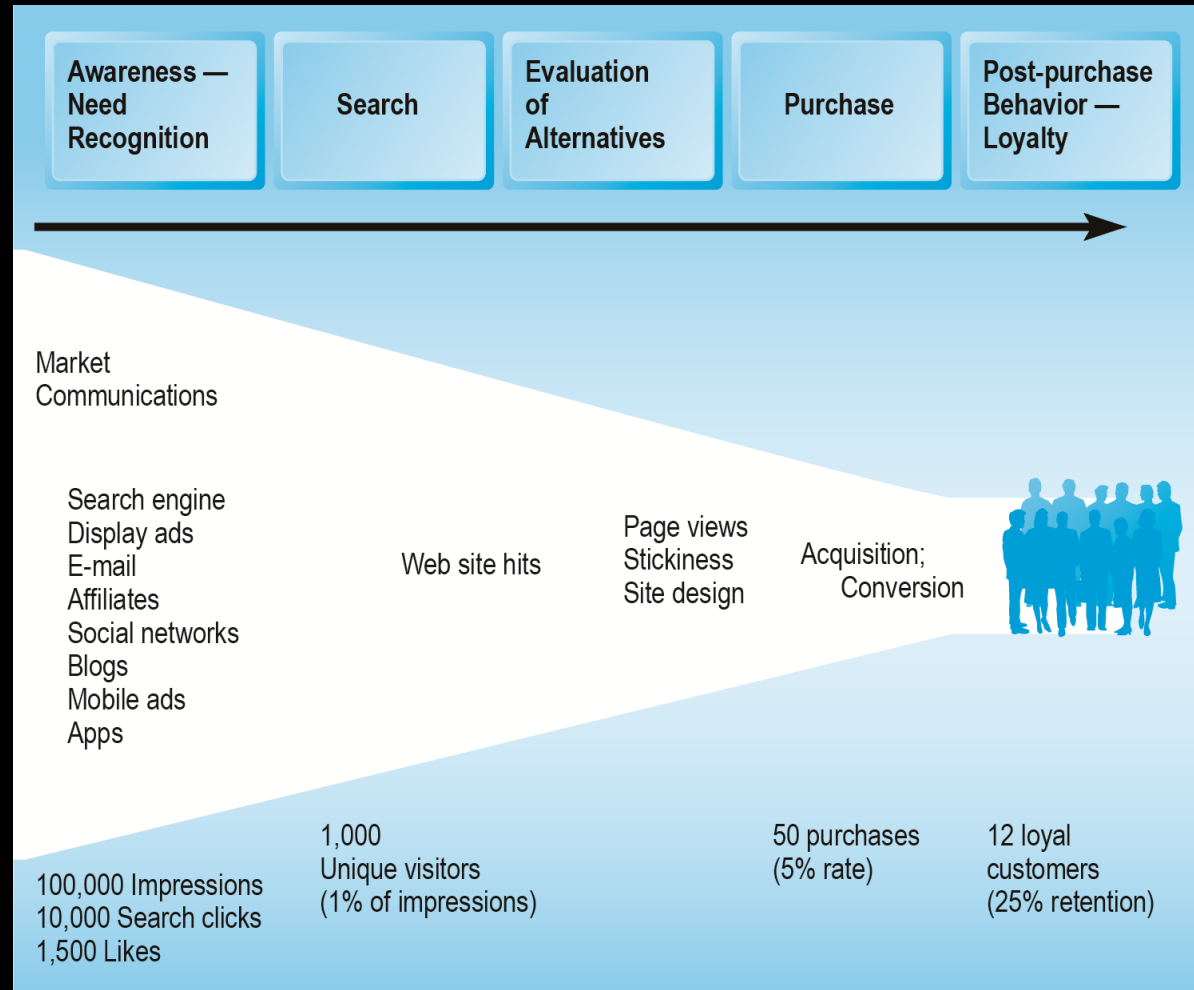
Measurable Marketing Goals

Goals = specific ^{numbers} _{deadlines} downloads 5% in 30 days

Goals = KPI's (Key performance indicators)

↳ business metric used to evaluate factors important to success

Another view: An Online Consumer Purchasing Model



Web analytics tools

- [Google analytics demo](#)
- Clicktale (<http://www.clicktale.com/overlay-video/455?width=695&height=370&iframe=true>)
- Userfeel.com
- Optimizely
(<https://fast.wistia.net/embed/iframe/gxttknv8aa?autoplay=true&controlsVisibleOnLoad=true&version=v1&volumeControl=true>)
- Fivesecondtest
- Crazyegg (<http://www.crazyegg.com/>)
- Qualaroo
- Social mention(www.socialmention.com)
- Chartbeat (for publishers)

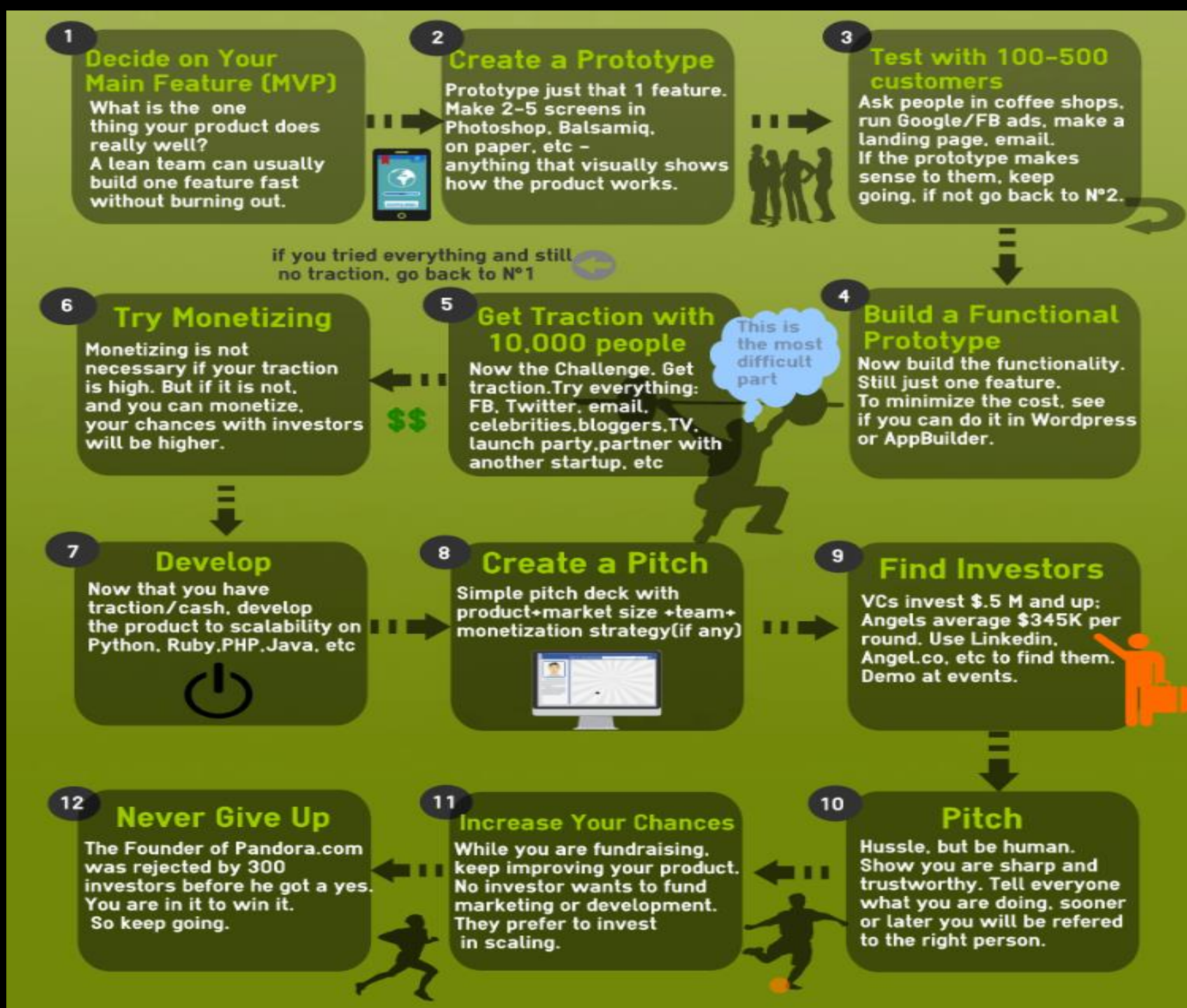
Now its time to get serious..

- You did your planning and designed your app and now...



How to raise money for your startup

- When it comes to funding, there is 1 thing that can increase your chance of getting funded astronomically – **traction**
- How much traction? Compare yourself to your competitors at the moment they got funding and use that as a benchmark.



Intro to figma

- Check eclass pdf for guidelines

Next lectures:

a) e-Commerce logistics

b) Start the Start-Up: A Legal guide

- *CU tomorrow*

