

Quirkos

Source Summary

Table 1. Source summary

Title	Length	Quotes #
Participatory design session	101721	331
Participant 1 - design	348	10
Participant 2 - design	427	11
Participant 3 - design	386	6
Participant 4 - design	470	13
Participant 5 - design	699	12
Participant 6 - design	1350	9
Participant 1 - marketing	220	3
Participant 2 - marketing sticky notes	201	2
Participant 3 - marketing sticky notes	303	2
Participant 4 - marketing sticky notes	267	2
Participant 5 - marketing sticky notes	375	4
Participant 6 - marketing sticky notes	485	5
Participant 1 - evaluation sticky notes	278	5
Participant 2 - evaluation sticky notes	303	5
Participant 3 - evaluation sticky notes	340	5
Participant 4 - evaluation sticky notes	384	7
Participant 5 - evaluation sticky notes	288	6
Participant 6 - evaluation sticky notes	672	9
Participant 1 - lead nurturing sticky notes	320	7
Participant 2 - lead nurturing sticky notes	351	6
Participant 3 - lead nurturing sticky notes	511	8
Participant 4 - lead nurturing sticky notes	558	10
Participant 5 - lead nurturing sticky notes	650	9
Participant 6 - lead nurturing sticky notes	934	7

Theme Summary

Table 2. Theme summary




Theme Title	Parent	Grandparent	Description	Total Codes
Error prevention	Design principles			3
Simplification	Design principles			10
Ease of use	Design principles			15
User control	Design principles			4
Information requirements	Design principles			23

Purpose and context	Design principles			10
Performance/ Efficiency	Design principles			7
Context awareness/ Accessibility	Design principles			9
User needs/goals	Design principles			6
Desired experience	UX			1
Easy	Marketing			3
Curiosity	Marketing			2
Market	Marketing		Understanding your target audience	8
Business maturity	Marketing			4
Reviews/Word of mouth	Marketing			5
A/B Testing	Evaluation			7
Functional testing	Evaluation			3
KPI's/objectives	Evaluation			3
Continuous alignment	Evaluation			5
Drop offs	Evaluation			4
Analysing	Evaluation			2
Heuristic eval	Evaluation			2
Ease	Evaluation			1
Holistic vs step	Evaluation			4
Repeatability	Evaluation			2
Understanding	Evaluation		Why users/systems act the way they do	9
Competitors	Evaluation			2
Relationship	Lead nurturing			10
Employee / Contact	Lead nurturing			11
Convincing	Lead nurturing			3
Resource allocation	Lead nurturing			3
Attention to dead leads	Lead nurturing			3
Concurrency	Lead nurturing			2
Process effectively	Lead nurturing			2
Personalisation / Personal touch	Lead nurturing			3
Business value				13
Supply chain				1
Lead generation form	Conversion			8
Marketing				8
Conversion			Lead conversion	9
Brand	Marketing			9
Lead nurturing				7
Online lead generation				10
UX				20











Digital transformation				6
Thought	UX			7
Process management	Design principles			4
Evaluation				1
Quality	Performance/ Efficiency	Design principles		2
Attention	Marketing			1
Value proposition	Business value			7
Sustainability	Marketing			5
Experience	Marketing			2
Mixed methods	Evaluation			4
Retest	Evaluation			1
Automate				2
Probability of success	Lead nurturing			2
Competitive advantage				3
Intent	Convincing	Lead nurturing		3
Friction	Design principles			3
Financial implications				4
Expert reviews	Evaluation			3
User testing	Evaluation			15
Consistency	Design principles			25
Data driven decision	Evaluation			11
Trust	Design principles			17
Lead qualification	Lead nurturing			14
Empathy	Marketing			4
Communication	Design principles		Includes communication tone, content, and information	17
Expectations/Perceivance	Marketing			10
Timing / Speed	Design principles			22
Feedback	Design principles			15
Funnel / live feed tracking	Evaluation			5
Design principles				2
Organisational culture				1
TOTAL NUMBER OF CODES	494			
TOTAL NUMBER OF THEMES	76			

Text Sorted by Theme

Error prevention

	Error Free	Source: <i>Participant 1 - design</i>
	Design for when things go wrong	Source: <i>Participant 3 - design</i>
	Reliability / Stability / Accuracy	Source: <i>Participant 4 - design</i>

Simplification

	Everyone also says it needs to be super simple	Source: <i>Participatory design session</i>
	Shortening the lead form doesn't mean that it's a better lead form	Source: <i>Participatory design session</i>
	you can't simplify down to the point where you're taking away from the quality	Source: <i>Participatory design session</i>
	Simplification	Source: <i>Participant 1 - design</i>
	Simple (not over complicated)	Source: <i>Participant 2 - design</i>
	Simplification	Source: <i>Participant 3 - design</i>
	Minimise effort	Source: <i>Participant 4 - design</i>
	Simplicity	Source: <i>Participant 5 - design</i>
	Allow the user to add as little information as possible while providing the same value (e.g. a preset list of vehicles, that's year, model, variant is entered when the user provides the model	Source: <i>Participant 5 - design</i>
	Making sure you aren't relying on working memory - Show the user what they need when they need it - Reduce cognitive load by providing context	Source: <i>Participant 6 - design</i>

Ease of use

Efficiency can be how a user navigates through; the tabs would make more of a difference than something else

Source: *Participatory design session*

If it's accessible and easy to use, then you do not have to be in 'the know' to know about it.

Source: *Participatory design session*

we need to make sure to remain competitive in the market, we are writing software that people can use

Source: *Participatory design session*

Something like excel is a very useful product, but very few people use it to its maximum capacity because it is difficult. It's not delightful to use or easy to understand.

Source: *Participatory design session*

people don't like using software that's not usable

Source: *Participatory design session*

Whether it's long or slow you want it to at least feel efficient and easy to do

Source: *Participatory design session*

and by doing that I can make it a little bit easier to use.

Source: *Participatory design session*

I think from a business perspective for example if you treat the employee like a customer, and the employees don't even have software that is easy to use, they get frustrated and they hand it over to the customer

Source: *Participatory design session*

Ease of Use

Source: *Participant 1 - design*

Coherent grouping

Source: *Participant 2 - design*

Easy to navigate

Source: *Participant 2 - design*

Familiar Pattern

Source: *Participant 4 - design*


Balance flexibility with ease of use

Source: *Participant 4 - design*

Allow the user to easily undo an action


Source: *Participant 5 - design*


Make sure main functions/important or difficult tasks follow what is expected - Either

 real-world or digital pattern


Source: *Participant 6 - design*

User control


 Autonomy, so people, even if they are in a very specific kind of flow, they have some feeling of autonomy, then they're less likely to leave that process.
Source: *Participatory design session*


 But then if there is need for further assistance you can go seek it out.
Source: *Participatory design session*


 User control
Source: *Participant 2 - design*


 Autonomy: **Being able to easily exit a flow - Not feeling trapped - Feeling like you have the power even while being guide**
Source: *Participant 6 - design*


Information requirements


 what is the minimum amount of information to make it a quality lead
Source: *Participatory design session*


 you should ask for their correct data at the correct time. Aggressive disclosure – not saying that asking for ID documents on the first page
Source: *Participatory design session*

 I think you can also do it like what's the standard out there, like what are all your competitors doing, and if you like, ask for one or two things less then you can still be more efficient than anyone else, but still get everything you asked for
Source: *Participatory design session*

 If the form is collecting data about the vehicle and the quality of the vehicle then you can better estimate the price than if you just know the make and the mode
Source: *Participatory design session*

 Anything they have to print out might cost me that lead and it's not because they're not committed, it's just too much of a mission to go and find it and then submit it
Source: *Participatory design session*

 what is the correct amount of data or information you ask from the customer to make it a quality lead
Source: *Participatory design session*

 And then you ask certain questions, more information that we didn't want to ask for in the buyer lead form
Source: *Participatory design session*

	Because they don't have an existing subscription with you or an existing relationship per se, if you take too long, and you're too slow and ask for too much commitment too early then they will go away because you need too much very fast	Source: <i>Participatory design session</i>
	Shortening the lead form doesn't mean that it's a better lead form	Source: <i>Participatory design session</i>
	Informing the user, by asking the right question at the right time and telling them why	Source: <i>Participatory design session</i>
	We talked about good friction. So you want to avoid destructive/ disruptive friction so asking for proof of address is for example we generally just easily, we need to think what people have readily available	Source: <i>Participatory design session</i>
	Certain number of information amounts of information on the buyer form	Source: <i>Participatory design session</i>
	Just for that specific point if the customer doesn't want to give his address there is no trust established yet. We know about the brand, but you get to the website now you must give your address on the first site – you don't want to give your address you just want to get a price	Source: <i>Participatory design session</i>
	Another one I added, was asking for the same data once	Source: <i>Participatory design session</i>
	minimum necessary information that allows you to qualify the lead	Source: <i>Participatory design session</i>
	Form length	Source: <i>Participant 1 - design</i>
	Ask just as much as is 100% require	Source: <i>Participant 2 - design</i>
	Asking for the same data once	Source: <i>Participant 3 - design</i>
	Context	Source: <i>Participant 4 - design</i>
	Purpose (explain why	Source: <i>Participant 4 - design</i>
	Prevent the user from making error	Source: <i>Participant 5 - design</i>

Automate as much as possible

Source: *Participant 5 - design*

Automating processes as much as possible - Do as much for the user as possible -
Reduce amount of tasks/click

Source: *Participant 6 - design*

Purpose and context

What does it do

Source: *Participatory design session*

If the form is collecting data about the vehicle and the quality of the vehicle then you can better estimate the price than if you just know the make and the mode

Source: *Participatory design session*

We know about the brand, but you get to the website now you must give your address on the first site – you don't want to give your address you just want to get a price

Source: *Participatory design session*

PURPOSE. If you're new to the process and you're asking for personal information, you need to first and foremost you need to remind people of the ultimate value proposition of what you can get out of doing this - so by reminding people remember you stand to win out of doing this

Source: *Participatory design session*

Informing the user, by asking the right question at the right time and telling them why

Source: *Participatory design session*

This is a very important principle because it's still early on in your relationship with the use

Source: *Participatory design session*

, if they understand why they are making the decision, then we can allow them to go about it

Source: *Participatory design session*

, also what's important for each solution, it can also change

Source: *Participatory design session*

Informing the users of why they need to provide information

Source: *Participant 5 - design*

Mapping to real world so that the user understands the process

Source: *Participant 5 - design*

Performance/ Efficiency

to me one of the biggest ones is efficiency and speed

Source: *Participatory design session*

How effective is it

Source: *Participatory design session*

Efficiency helps to ... make the process feel smooth

Source: *Participatory design session*

Whether it's long or slow you want it to at least feel efficient and easy to do

Source: *Participatory design session*

e if you can allow something complete a single activity in the most effective way possible, it will not only improve the process flow itself it will also improve the experience of using software that the client uses to complete work / activities with.

Source: *Participatory design session*

Performance

Source: *Participant 1 - design*

Facilitating the entire process well (UCD)

Source: *Participant 3 - design*

Context awareness/ Accessibility

Also altering the way you interact with your user base on the reason they approach you

Source: *Participatory design session*

what mindset the user would be in at the moment

Source: *Participatory design session*

If it's accessible and easy to use, then you do not have to be in 'the know' to know about it.

Source: *Participatory design session*

environmentally we have to consider in what environment does your user live and how do they interact with the world and that is how they will interact with the system


Source: *Participatory design session*

So for instance a lot of the colour scheme in We Buy Cars is not accessible for persons who are colour blind (OTI), for example the dark grey with the light grey font– so that's if your target audience includes people with visibility issues that immediately becomes a problem, we need to cater for those needs.

Source: *Participatory design session*

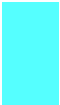
. if you know your target market is very specific and doesn't have any education, you know who it is because you know who your target market is

Source: *Participatory design session*



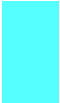
Awareness

Source: *Participant 4 - design*



Using visual design principles (E.g.: Contrast, spacing, hierarch) to ensure the next steps/CTAs are clear & easily understood


Source: *Participant 6 - design*



Accessibility: Making sure it is usable by everyone - Or making sure your target market is accommodated for


Source: *Participant 6 - design*

User needs/goals




We need to understand their reason for approaching the lead generation process, and their motivation through the process

Source: *Participatory design session*




UX is shifting the focus from the business itself and focusing more on reaching a solution to solve the problem

Source: *Participatory design session*




It's about that customer and the business and his customers. And how do you solve problems for the business and its customers.

Source: *Participatory design session*




Also altering the way you interact with your user base on the reason they approach you

Source: *Participatory design session*



- So for instance a lot of the colour scheme in We Buy Cars is not accessible for persons who are colour blind (OTI), for example the dark grey with the light grey font—so that's if your target audience includes people with visibility issues that immediately becomes a problem, we need to cater for those needs.


Source: *Participatory design session*



Goal/purpose alignment

Source: *Participant 2 - design*


Desired experience



Identification of desired experience

Source: *Participant 2 - design*

Easy



make the whole process seem very easy

Source: *Participatory design session*

Easy

Source: *Participant 1 - marketing*

Once a customer decides to use your service it should be easy to find and use your service

Source: *Participant 3 - marketing sticky notes*

Curiosity

I think for new businesses, you want that curiosity

Source: *Participatory design session*

Curiosity

Source: *Participant 2 - marketing sticky notes*

Market

if you could understand their exact expectation, then you would be able to make sure that you obviously just exceed the expectation a little bit, and if you do that every time then you win

Source: *Participatory design session*

. if you know your target market is very specific and doesn't have any education, you know who it is because you know who your target market is

Source: *Participatory design session*

The point I was trying to make also is about understanding your market with data, and so to create trust and for a customer to identify with that business the language you use, they need to relate to that, and that's very difficult to do, especially like in South Africa where there are so many different people

Source: *Participatory design session*

. Understanding your customer and your target audience - it's really important for me to understand their expectation

Source: *Participatory design session*

So understanding of the market is difficult

Source: *Participatory design session*

Understand your market with data

Source: *Participant 3 - marketing sticky notes*

Understand your customer base

Source: *Participant 5 - marketing sticky notes*

Know where the user is coming from - Where did they hear about you & why did they come to you

Source: *Participant 6 - marketing sticky notes*

Business maturity

You're marketing really has to speak to the maturity of your business

Source: *Participatory design session*

we want to show that you have extreme maturity and have been around for this amount of time which creates trust

Source: *Participatory design session*

I think for new businesses, you want that curiosity

Source: *Participatory design session*

Adjust your interaction with the customer based on the maturity of your business

Source: *Participant 5 - marketing sticky notes*

Reviews/Word of mouth

That co-experience of going to your friends and saying 'they offered me this, but eventually I got this

Source: *Participatory design session*

the co-experience meaning like I'm selling my car and you're telling me you want to sell your car (inaudible) I will tell you I had a great experience with We Buy Cars, it's hassle-free or I don't like this company – it affects – you found the experience so enlightening you want to share it with people, that is word of mouth advertising

Source: *Participatory design session*

It also comes back down to the reviews that people write

Source: *Participatory design session*

Your marketing can be as good as you want but you shouldn't underestimate word of mouth or reviews.

Source: *Participatory design session*

Don't underestimate word of mouth & review

Source: *Participant 6 - marketing sticky notes*

A/B Testing

To me you have to do live feed tracking including AB testing

Source: *Participatory design session*

- I think AB testing should be continuously done. I think you should always run experiments on your online form

Source: *Participatory design session*

“you've got an opinion that this is gonna have an impact be it a negative or positive impact and you can AB test this, then it creates trust

Source: *Participatory design session*

It's easy to prove. You can quickly see the results with AB Testing

Source: *Participatory design session*

We've seen A/B (OTI) Testing works very well with the online lead generation form. Effective

Source: *Participatory design session*

A/B Testing

Source: *Participant 1 - evaluation sticky notes*

A/B testing

Source: *Participant 2 - evaluation sticky notes*

Functional testing

- Functional testing

Source: *Participatory design session*

Functional Testing

Source: *Participant 1 - evaluation sticky notes*

Usability testing - IRL or Online tests with follow up questions - On previous and then new solution

Source: *Participant 6 - evaluation sticky notes*

KPI's/objectives

Another one that is important (Inaudible)... Clear objective

Source: *Participatory design session*

Identify KPI'

Source: *Participant 2 - evaluation sticky notes*

Clear Research Objective

Source: *Participant 4 - evaluation sticky notes*

Continuous alignment

But having an understanding of how the different parts work and can benefit you to evaluate your whole process

Source: *Participatory design session*

Consistently asking how is this contributing to the desired experience

	Source: <i>Participant 2 - evaluation sticky notes</i>
Knowing that everything is always working	Source: <i>Participant 3 - evaluation sticky notes</i>
Sanity Check	Source: <i>Participant 5 - evaluation sticky notes</i>
Repeated Heuristic evaluation	Source: <i>Participant 6 - evaluation sticky notes</i>

Drop offs

every step of the process to measure where drop offs happens in your form	Source: <i>Participatory design session</i>
. You have to do funnel tracking in your online generation. If you don't understand where the drop off is, you can't do anything about it	Source: <i>Participatory design session</i>
So you if you drop off is high, what actually happens is, you are just wasting money on this side and you're not converting leads or potential leads or potential buys on your website or your digital interface.	Source: <i>Participatory design session</i>
Clicks vs time spent - Where people fall off and other live analytics on the sit	Source: <i>Participant 6 - evaluation sticky notes</i>

Analysing

Last point that I wanted to make is how you manage the findings within team	Source: <i>Participatory design session</i>
Collecting and visualising a lot of data	Source: <i>Participant 3 - evaluation sticky notes</i>

Heuristic eval

Heuristic evaluation as hypothesis	Source: <i>Participant 3 - evaluation sticky notes</i>
Heuristic evaluation	Source: <i>Participant 5 - evaluation sticky notes</i>

Ease

Easy ways to test

Source: *Participant 3 - evaluation sticky notes*

Holistic vs step

. If you're not doing AB testing on every given step, you're still tracking live feed, which buttons are clicked the most, where is the most activity on the page

Source: *Participatory design session*

Another thing I believe is looking at the whole experience, but also single steps

Source: *Participatory design session*

every step of the process to measure where drop offs happens in your form

Source: *Participatory design session*

Holistic experience vs Single step (Zoom In + Out

Source: *Participant 4 - evaluation sticky notes*

Repeatability

The lessons we have learnt in the past are embedded in the same process (gives) repeatability

Source: *Participatory design session*

Repeatable Procedure

Source: *Participant 4 - evaluation sticky notes*

Understanding

If you don't understand where the drop off is, you can't do anything about it

Source: *Participatory design session*

We need to understand their reason for approaching the lead generation process, and their motivation through the process

Source: *Participatory design session*

Then when the more qualitative type of research comes in because all of this evaluation comes down to research into understanding the User and their behaviour

Source: *Participatory design session*

You as a professional with your knowledge interact with the process in a way that the customer would, you can see where the process can be optimised in that sense.

Source: *Participatory design session*

hold one-on-one interviews, user testing to understand why it is the way it is.

Source: *Participatory design session*

But having an understanding of how the different parts work and can benefit you to evaluate your whole process

Source: *Participatory design session*

By bringing in the qualitative side you actually understand why the numbers look the way they do

Source: *Participatory design session*

Hermeneutic study

Source: *Participant 5 - evaluation sticky notes*

Contextual enquiry

Source: *Participant 6 - evaluation sticky notes*

Competitors

I think you can also do it like what's the standard out there, like what are all your competitors doing, and if you like, ask for one or two things less then you can still be more efficient than anyone else, but still get everything you asked for

Source: *Participatory design session*

Competitor analyses

Source: *Participant 6 - evaluation sticky notes*

Relationship

, if you have a high-volume business then you fast track everything, it becomes an actional kind of relationship that you have once every year or every two year

Source: *Participatory design session*

Because they don't have an existing subscription with you or an existing relationship per se, if you take too long, and you're too slow and ask for too much commitment too early then they will go away because you need too much very fast

Source: *Participatory design session*

d the relationship that we create with that person.

Source: *Participatory design session*

You get that trust in the relationship,

Source: *Participatory design session*

So, I understand it that at lead nurturing you foster the relationship created by the two preceding steps in the lead generation process.

Source: *Participatory design session*

I've listed here building a relationship. Now for me, it needs nurturing

Source: *Participatory design session*

This is a very important principle because it's still early on in your relationship with the use

Source: *Participatory design session*

Maintain Relationship

Source: *Participant 1 - lead nurturing sticky notes*

Building a relationship

Source: *Participant 3 - lead nurturing sticky notes*

Build on the relationship with the customer

Source: *Participant 5 - lead nurturing sticky notes*

Employee / Contact

There are places where you need that level of trust where there is someone that can help you

Source: *Participatory design session*

and then it's always important to provide that help and assistance in some way

Source: *Participatory design session*

I think from a business perspective for example if you treat the employee like a customer, and the employees don't even have software that is easy to use, they get frustrated and they hand it over to the customer

Source: *Participatory design session*

Employee attitude

Source: *Participant 2 - lead nurturing sticky notes*

Employee experience

Source: *Participant 3 - lead nurturing sticky notes*

Ensuring there is a place for a customer to address their concern

Source: *Participant 3 - lead nurturing sticky notes*

Availability of assistance at any point

Source: *Participant 4 - lead nurturing sticky notes*

Making it easy for the customer to stay in contact with the business

Source: *Participant 5 - lead nurturing sticky notes*

Understand what the customer values. Is it the trust of interacting with the same employee or the speed at which the process is completed

Source: *Participant 5 - lead nurturing sticky notes*

Have a "way of work" or a SOP for how your employees interact with the customer at all stages of the process

Source: *Participant 5 - lead nurturing sticky notes*

Provide help / assistance every step of the way - They shouldn't ever feel alone or like there is no way to find answer

Source: *Participant 6 - lead nurturing sticky notes*

Convincing

Because of the fact that you now have this value proposition that you kind of convinced them that 'oh you can get this'

Source: *Participatory design session*

How do you make sure that people have the perception that you are giving a good price for the vehicle?

Source: *Participatory design session*

Further convincing the user/customer of the value the product can ad

Source: *Participant 2 - lead nurturing sticky notes*

Resource allocation

That also has big impact on how other customers perceive your service because your resources are so invested in managing the useless lead, that they don't a chance.

Source: *Participatory design session*

on the technical side of the lead nurturing is just smart allocation of resources

Source: *Participatory design session*

Smart allocation of resources to appropriate step

Source: *Participant 4 - lead nurturing sticky notes*

Attention to dead leads

. So just understanding how old the lead is, and that almost ... You've got the state of the lead, but they almost have the, uh, I don't know if it is the momentum of the lead, some leads are decelerated or slowed down and there might need to do some intention to revive it

Source: *Participatory design session*


the re-entering is important. Interesting studies have been done. More than twenty percent of the cars we buy was in a 'no deal' at one stage. It means the customer, said: 'No thank you' - that he went to some different offering, and then came back

Source: *Participatory design session*

Revive decelerated lead

Source: *Participant 4 - lead nurturing sticky notes*

Concurrency


 , you could have the person communicating, but they have a lot of people doing a lot of work behind the scenes

Source: *Participatory design session*


 Concurrency

Source: *Participant 4 - lead nurturing sticky notes*

Process effectively


 Use digital means to ensure that the process is going well

Source: *Participant 3 - lead nurturing sticky notes*


 Automate the in-house processes to mitigate human error and allow employees to spend time on the client & not on admin

Source: *Participant 6 - lead nurturing sticky notes*


Personalisation / Personal touch

 It can't be just a digital process. It's a combination of and a fine line between the two.

Source: *Participatory design session*


 This does not mean that everything should be robotic, you can still choose key points where you have that personal touch

Source: *Participatory design session*


 Personalisation - Knowing why the user is here can help to make the process more efficient and enjoyable - Using existing knowledge about the user also helps with this

Source: *Participant 6 - lead nurturing sticky notes*


Business value

 I think we all now also agree that lead generation, online lead generation, to create a business value


Source: *Participatory design session*

 It's how to create business value

Source: *Participatory design session*


 I think the big value lies there and if we can unlock that value and build software for those companies to really digitally transform or get into that process and to unlock new revenue streams

Source: *Participatory design session*



 If you want to increase business value, we can do it through lead generation, which can be broken up into, lead identification, lead conversion and lead nurturing

-  Source: *Participatory design session*
-  we want to get to an online lead generation framework that creates business value
Source: *Participatory design session*
-  how to maximize business value through lead generation and UX
Source: *Participatory design session*
-  make sure that the energy that you put into something actually gets maximum value out of it
Source: *Participatory design session*
-  the first version of this framework that contains for example ways to best increase business value through different touchpoints and different aspects, and fields within a business/domains within a business
Source: *Participatory design session*
-  Everything after that is driven, is adding value to the business
Source: *Participatory design session*
-  how the value gets created by what you're doing on this side
Source: *Participatory design session*
-  It's not just about lead conversion on the form itself. But it's in the bigger picture of creating business values
Source: *Participatory design session*
-  if you want to create business value you can't just focus on that form, you have to focus on the entire process
Source: *Participatory design session*
-  Yes, obviously you need a good product or yes you need to have some form of value
Source: *Participatory design session*

Supply chain

-  The problem, if you think about any business supply chain, and supply chain is difficult to manage
Source: *Participatory design session*

Lead generation form

-  t the buy lead form is the start and the end of the business. Not just for We Buy Cars. And that's not just for We Buy Cars but for many businesses, not just in South Africa, but worldwide
Source: *Participatory design session*
-  if you want to create business value you can't just focus on that form, you have to

focus on the entire process

Source: *Participatory design session*

From the start with the customer, from brand awareness to where the customer thinks he wants to buy. It's your brand awareness marketing, direct marketing, to specific lead generation marketing or your call to action

Source: *Participatory design session*

Look at design principles, and how should I best design this form to get maximum conversion

Source: *Participatory design session*

Shortening the lead form doesn't mean that it's a better lead form

Source: *Participatory design session*

Certain number of information amounts of information on the buyer for

Source: *Participatory design session*

And then you ask certain questions, more information that we didn't want to ask for in the buyer lead for

Source: *Participatory design session*

But, if the number of fields you have is fine, then maybe it's the tone you communicate in

Source: *Participatory design session*

Marketing

So it's your marketing

Source: *Participatory design session*

If you want to increase business value, we can do it through lead generation, which can be broken up into, lead identification, lead conversion and lead nurturing

Source: *Participatory design session*

It starts with marketing

Source: *Participatory design session*

there's a direct correlation between your marketing funnel and the traffic that gets to your website, for example.

Source: *Participatory design session*

h lead identification you do spend, social and content marketing and brand awareness

Source: *Participatory design session*

if you don't have consistent marketing talking to the for

Source: *Participatory design session*

From the start with the customer, from brand awareness to where the customer thinks

he wants to buy. It's your brand awareness marketing, direct marketing, to specific lead generation marketing or your call to action

Source: *Participatory design session*

The problem that we had is, you can spend more and more money on the marketing side, but if you don't convert the traffic that gets to your website, you've got a problem

Source: *Participatory design session*

Conversion

Collect the right data and use that information on the lead capturing side with your historic data, to make an informed decision of your price or your service that you offer to a client to have sustainability over time, and build trust

Source: *Participatory design session*

It's not just about lead conversion on the form itself. But it's in the bigger picture of creating business values

Source: *Participatory design session*

How are we going to get this guy or lead from actually filling in the form to the selling of his vehicle

Source: *Participatory design session*

If you want to increase business value, we can do it through lead generation, which can be broken up into, lead identification, lead conversion and lead nurturing

Source: *Participatory design session*

lead conversion is all your touchpoints

Source: *Participatory design session*

So you if you drop off is high, what actually happens is, you are just wasting money on this side and you're not converting leads or potential leads or potential buys on your website or your digital interface

Source: *Participatory design session*

Then you can see that lead conversion is broken down into customer experience, user experience, then the actual conversion of the lead and then specifically online lead generation

Source: *Participatory design session*

The problem that we had is, you can spend more and more money on the marketing side, but if you don't convert the traffic that gets to your website, you've got a problem

Source: *Participatory design session*

how should I best design this form to get maximum conversion

Source: *Participatory design session*

Brand

But that's their brand persona

Source: *Participatory design session*

h lead identification you do spend, social and content marketing and brand awareness

Source: *Participatory design session*

We know about the brand, but you get to the website now you must give your address on the first site – you don't want to give your address you just want to get a price

Source: *Participatory design session*

From the start with the customer, from brand awareness to where the customer thinks he wants to buy. It's your brand awareness marketing, direct marketing, to specific lead generation marketing or your call to action

Source: *Participatory design session*

So how you do that after-care and are you a trusted brand that if I have a problem afterwards with my product or service, can I come back to the brand, and does the brand tell me that

Source: *Participatory design session*

s how creating brand awareness and everything to do with marketing, and how that affects how your user will perceive you and your interface at the end

Source: *Participatory design session*

Experience to me is the perceptions you form, if we talk about business level, about the business or the brand but it could also form a perception about the product or a perception of your experience

Source: *Participatory design session*

Often in Marketing, where you obviously have your brand awareness

Source: *Participatory design session*

And then the system can't deliver, or deliver very inefficiently, or delivers it in a completely different personality, for example your billboard can be very playful and the language you use on your system sounds like 'I think you're a criminal.' I am not sure I want to do business with you.

Source: *Participatory design session*

Lead nurturing

So how you do that after-care and are you a trusted brand that if I have a problem afterwards with my product or service, can I come back to the brand, and does the brand tell me that

Source: *Participatory design session*

d you don't have the lead nurturing afterwards. You basically have nothing

Source: *Participatory design session*

I've listed here building a relationship. Now for me, it needs nurturing

Source: *Participatory design session*

If you want to increase business value, we can do it through lead generation, which can be broken up into, lead identification, lead conversion and lead nurturing

Source: *Participatory design session*

retention is nurturing the lead after they become a customer, to retain that specific customer

Source: *Participatory design session*

You can see that at lead nurturing there isn't much, I feel like that phase is very dependent on the type of business you are in and the field you are in. So, like for instance, in the automotive field, the retention isn't that important as it's hard, like the life cycle doesn't realize or doesn't become a thing until 10 years down the line.

Source: *Participatory design session*

it's also design principles to think about what happens after that lead is generated

Source: *Participatory design session*

Online lead generation

it's also design principles to think about what happens after that lead is generated

Source: *Participatory design session*

Before you can do online lead generation, it is vital for your business to go through digital transformation and create digital business strategies to guide your online lead generation process

Source: *Participatory design session*

Collect the right data and use that information on the lead capturing side with your historic data, to make an informed decision of your price or your service that you offer to a client to have sustainability over time, and build trust

Source: *Participatory design session*

You have to do funnel tracking in your online generation

Source: *Participatory design session*

we want to get to an online lead generation framework that creates business value

Source: *Participatory design session*

how to maximize business value through lead generation and U

Source: *Participatory design session*

Then you can see that lead conversion is broken down into customer experience, user experience, then the actual conversion of the lead and then specifically online lead generation

Source: *Participatory design session*

If you want to increase business value, we can do it through lead generation, which can be broken up into, lead identification, lead conversion and lead nurturing

Source: *Participatory design session*

While we're typing I think one very important online generation is funnel tracking

Source: *Participatory design session*

if you want to create business value you can't just focus on that form, you have to focus on the entire process

Source: *Participatory design session*

UX

Things are just stuck together really randomly, and that's valuable. But I feel like there's a lot of waste, you know wasted potential, and I feel like UX helps with process optimisation, and thinking things through, from a human perspective tries to reduce that waste, and make sure that the energy that you put into something actually gets maximum value out of it

Source: *Participatory design session*

You can only do that with proper UX designed software

Source: *Participatory design session*

if you can allow something complete a single activity in the most effective way possible, it will not only improve the process flow itself it will also improve the experience of using software that the client uses to complete work / activities with.

Source: *Participatory design session*

People don't realise how much (inaudible) a good experience can be the best marketing

Source: *Participatory design session*

And that's the initial part of creating the user experience, because the rest of the experience is living up to or delivering on the expectations

Source: *Participatory design session*

The experience your customer has with the business must be consistent throughout

Source: *Participatory design session*

Experience to me is the perceptions you form, if we talk about business level, about the business or the brand but it could also form a perception about the product or a perception of your experience

Source: *Participatory design session*

- I think that's one of the biggest things that people underestimate, is the customer experience or the user experience or whatever you want to call it.

Source: *Participatory design session*

how to maximize business value through lead generation and U

Source: *Participatory design session*

But the big ... is in that experience that you give

Source: *Participatory design session*

Then you can see that lead conversion is broken down into customer experience, user experience, then the actual conversion of the lead and then specifically online lead generation

Source: *Participatory design session*

UX to me if you look at ERP, or the off the chart systems they are trying to sell as many as they can to as many businesses as they can, whereas UX is a lot about cutting out a lot of that stuff

Source: *Participatory design session*

if we have a bad experience on an application that you have on your phone or your laptop, then you quickly jump to another one, and like, if you don't like Miro go to fig-jam and or whatever

Source: *Participatory design session*

Every application that we've done there was design, and thought put into this, and you can see the success of that

Source: *Participatory design session*

but the customer's experience and interaction with business at all stages. It affects how they interact with this view, for instance if they do not trust how the business will handle their data for instance their address with respect and security, they will enter a different location

Source: *Participatory design session*

, just for the purpose of everybody understanding what high-level encapsulation is, what we found in the data is that high level encapsulation is usefulness, meaningfulness, and emotional impact

Source: *Participatory design session*

UX is shifting the focus from the business itself and focusing more on reaching a solution to solve the problem

Source: *Participatory design session*

we are trying to orchestrate a holistic experience, from end to end

Source: *Participatory design session*

The promise and the experience that we want to create for the user to be consistent throughout every touchpoint because otherwise

Source: *Participatory design session*

If you can actually help a business to get a better experience, it will be better for both the users and the business.

Source: *Participatory design session*

Digital transformation

The problem with digital transformation is that people think, if they buy some system they have digitally transformed, and that's a huge problem

Source: *Participatory design session*

It can't be just a digital process. It's a combination of and a fine line between the two.

Source: *Participatory design session*

Before you can do online lead generation, it is vital for your business to go through digital transformation and create digital business strategies to guide your online lead generation process

Source: *Participatory design session*

I think the big value lies there and if we can unlock that value and build software for those companies to really digitally transform or get into that process and to unlock new revenue streams

Source: *Participatory design session*

Yes, we did transformation, and it is important to scale and, in my mind, it makes it more controllable because of technology

Source: *Participatory design session*

Another point I would like to make, we live in a software driven world. Any business is driven by software now. Now it's very difficult to run a business without software

Source: *Participatory design session*

Thought

Its thinking about when you have to do things quickly and when do you have to do things slowly

Source: *Participatory design session*

To me, the act of designing is basically pausing a little bit and thinking critically about what you're doing, why you're doing it, what's the best possible way of doing it, and yes maybe you then decide to follow the world or not to follow the world, but at least its conscious, and deliberate in doing it and I think a world without that would go to bad scenario

Source: *Participatory design session*

We must think very deliberately about time because there are certain aspects like when a buyer is with a customer you don't want to go rushing that

Source: *Participatory design session*

You need designers and critical thinkers to just stop and think.

Source: *Participatory design session*

you're actually thinking and considering as many possible factors when you put that together and by doing that, I think less goes to waste

Source: *Participatory design session*

I feel like UX helps with process optimisation, and thinking things through, from a human perspective tries to reduce that waste, and make sure that the energy that you put into something actually gets maximum value out of it.

Source: *Participatory design session*

Every application that we've done there was design, and thought put into this, and you can see the success of that

Source: *Participatory design session*

Process management

You might have the prettiest form on the website, but if you don't think about the entire process then something might happen somewhere else, and it's a lost lead

Source: *Participatory design session*

And you have to manage that cost

Source: *Participatory design session*

if you want to create business value you can't just focus on that form, you have to focus on the entire process

Source: *Participatory design session*

the design principles is facilitating the entire process well

Source: *Participatory design session*

Evaluation

sometimes it goes wrong because we don't test the thing continuously

Source: *Participatory design session*

Quality

you can't simplify down to the point where you're taking away from the quality

Source: *Participatory design session*

Sometimes having friction is good, especially from a business side, where you need to get quality lead

Source: *Participatory design session*

Attention

and I think how hard they have to try keep the attention because of the fact that they are

not using a value proposition

Source: *Participatory design session*

Value proposition

But also your promises, your value proposition, whereas the software then, the digital part that comes with the system where you now ask them for data is where you start delivering that value

Source: *Participatory design session*

I think how hard they have to try keep the attention because of the fact that they are not using a value proposition

Source: *Participatory design session*

. That's the only reason a user will use your service. You're solving a problem they can't do for themselves

Source: *Participatory design session*

PURPOSE. If you're new to the process and you're asking for personal information, you need to first and foremost you need to remind people of the ultimate value proposition of what you can get out of doing this - so by reminding people remember you stand to win out of doing this

Source: *Participatory design session*

The marketing part is where you create your expectations, and obviously invite people to come and experience the process with us as opposed to what's out there

Source: *Participatory design session*

The promise and the experience that we want to create for the user to be consistent throughout every touchpoint because otherwise

Source: *Participatory design session*

Because of the fact that you now have this value proposition that you kind of convinced them that 'oh you can get this'

Source: *Participatory design session*

Sustainability

sustainability is a huge concern

Source: *Participatory design session*

, but sustainability is a problem. Are they able to sustain it

Source: *Participatory design session*

Collect the right data and use that information on the lead capturing side with your historic data, to make an informed decision of your price or your service that you offer to a client to have sustainability over time, and build trust

Source: *Participatory design session*

The problem is sustainability

Source: *Participatory design session*

if we have a bad experience on an application that you have on your phone or your laptop, then you quickly jump to another one, and like, if you don't like Miro go to fig-jam and or whatever

Source: *Participatory design session*

Experience

People don't realise how much (inaudible) a good experience can be the best marketing

Source: *Participatory design session*

If you think about it no experience happens in an isolated environment.

Source: *Participatory design session*

Mixed methods

That's why I say, if you don't do the qualitative testing you'll get to the answer, but it's going to take you much longer to get there

Source: *Participatory design session*

I believe in mixed method evaluation

Source: *Participatory design session*

Mixed methods evaluation

Source: *Participant 4 - evaluation sticky notes*

Test multiple option

Source: *Participant 4 - evaluation sticky notes*

Retest

. But to retry all the solutions I think there has to be a reason for that instead of I think there should be a re-evaluation.

Source: *Participatory design session*

Automate

It can't be just a digital process. It's a combination of and a fine line between the two

Source: *Participatory design session*

This does not mean that everything should be robotic, you can still choose key points where you have that personal touch



Source: *Participatory design session*

Probability of success



constantly review the success probability of a lead

Source: *Participatory design session*



You can take that data, and you get a probability that the customer will sell after they completed those questions

Source: *Participatory design session*

Competitive advantage



But in terms of absolute time as in how many days to get from having that intention of 'I think I want to sell my car' to actually selling my car, that needs to be in absolute terms faster than all of your competitor

Source: *Participatory design session*



And we want to make the other businesses also competitive in that market

Source: *Participatory design session*



we need to make sure to remain competitive in the market, we are writing software that people can use

Source: *Participatory design session*

Intent



you need to get someone who is actively trying to sell their car

Source: *Participatory design session*



There's a form of intent as well in my mind in online lead generation.

Source: *Participatory design session*



But in terms of absolute time as in how many days to get from having that intention of 'I think I want to sell my car' to actually selling my car, that needs to be in absolute terms faster than all of your competitor

Source: *Participatory design session*

Friction



some people underestimate good friction in UI

Source: *Participatory design session*



Sometimes having friction is good, especially from a business side, where you need to get quality lead

Source: *Participatory design session*

We talked about good friction. So you want to avoid destructive/ disruptive friction so asking for proof of address is for example we generally just easily, we need to think what people have readily available

Source: *Participatory design session*

Financial implications

What does it cost to manage a lead

Source: *Participatory design session*

And you have to manage that cost

Source: *Participatory design session*

So you if you drop off is high, what actually happens is, you are just wasting money on this side and you're not converting leads or potential leads or potential buys on your website or your digital interface

Source: *Participatory design session*

The problem that we had is, you can spend more and more money on the marketing side, but if you don't convert the traffic that gets to your website, you've got a problem

Source: *Participatory design session*

Expert reviews

I was working with the bank – and there was no backward navigation. I was working in personal loans. In the beginning of the year I said there is no backward navigation here and customers would drop off and we will lose leads like that. And it was ignored because it was just one expert saying this. Later they got data that they were losing a lot of leads because people couldn't go bac

Source: *Participatory design session*

that can come from like experts, but also user centred design to get those hypothesis from

Source: *Participatory design session*

have an expert review with you for the risk evaluation

Source: *Participatory design session*

User testing

Then when the more qualitative type of research comes in because all of this evaluation comes down to research into understanding the User and their behaviour

Source: *Participatory design session*

That's also where you might get some of the ideas for the user test

Source: *Participatory design session*

	hold one-on-one interviews, user testing to understand why it is the way it is. Source: <i>Participatory design session</i>
	that can come from like experts, but also user centred design to get those hypothesis from Source: <i>Participatory design session</i>
	User interview Source: <i>Participant 2 - evaluation sticky notes</i>
	Survey Source: <i>Participant 2 - evaluation sticky notes</i>
	Targeted user testing Source: <i>Participant 3 - evaluation sticky notes</i>
	Live user tracking Source: <i>Participant 4 - evaluation sticky notes</i>
	User interaction analysis Source: <i>Participant 5 - evaluation sticky notes</i>
	Interview Source: <i>Participant 5 - evaluation sticky notes</i>
	Opinion testing Source: <i>Participant 5 - evaluation sticky notes</i>
	Exit interview Source: <i>Participant 6 - evaluation sticky notes</i>
	Add-ons like Hotjar to ask questions during the process Source: <i>Participant 6 - evaluation sticky notes</i>
	Interviews & user tests with a database of user Source: <i>Participant 6 - evaluation sticky notes</i>
	Talking with customer care - Looking at reviews & feedback & issues logged Source: <i>Participant 6 - evaluation sticky notes</i>

Consistency

	is it specifically that design principles like consistency Source: <i>Participatory design session</i>
	your number one standard is consistency and consistency with industry standards. Source: <i>Participatory design session</i>

if you don't have consistent marketing talking to the for

Source: *Participatory design session*

It's your branding on your website, the consistency between the two

Source: *Participatory design session*

The experience your customer has with the business must be consistent throughout

Source: *Participatory design session*

Everything that could possibly be in contact with a user or a customer, consistency with all of the principles there is very important

Source: *Participatory design session*

– so just on that, the tone should be the same across all parts

Source: *Participatory design session*

It's about all the touch points um in the flow of this journey of the user and marketing plays a huge role to create that trust with a consistent language to your interface

Source: *Participatory design session*

Consistency really comes in for me if you get that real prices as close as, I think it's about eighty percent of the time we pay the price that we put the first price we offered

Source: *Participatory design session*

the consistency

Source: *Participatory design session*

And then the system can't deliver, or deliver very inefficiently, or delivers it in a completely different personality, for example your billboard can be very playful and the language you use on your system sounds like 'I think you're a criminal.' I am not sure I want to do business with you.

Source: *Participatory design session*

The language needs to be the same, it needs to be consistent across the plane for this whole user-journey and then the lead-nurturing afterwards

Source: *Participatory design session*

Consistency

Source: *Participant 1 - design*

Consistency

Source: *Participant 2 - design*

keeping up with the way things are done at that time

Source: *Participant 3 - design*

Consistency

Source: *Participant 4 - design*

Consistency

	Source: <i>Participant 5 - design</i>
Consistent Language	Source: <i>Participant 1 - marketing</i>
Consistency	Source: <i>Participant 2 - marketing sticky notes</i>
Keep a consistent tone/experience throughout the process	Source: <i>Participant 5 - marketing sticky notes</i>
Tone needs to be the same throughout process	Source: <i>Participant 6 - marketing sticky notes</i>
Marketing and product design needs to use the same persona	Source: <i>Participant 6 - marketing sticky notes</i>
Consistent Language	Source: <i>Participant 1 - lead nurturing sticky notes</i>
Consistent conversation ton	Source: <i>Participant 2 - lead nurturing sticky notes</i>
Consistency in tone continue	Source: <i>Participant 6 - lead nurturing sticky notes</i>

Data driven decision

You can have one person doing AB testing, going to a senior manager saying, “look what we found” and then they action something but it wasn’t communicated with the rest of the team then you are not sharing those lessons and then we keep making the same mistakes. So, if we can actually have some way to communicate findings even having a depository, or look at the principle to follow because of what we’ve don	Source: <i>Participatory design session</i>
- Data driven decision making. So instead of someone decide we do data driven decision making.	Source: <i>Participatory design session</i>
you get data driven detail	Source: <i>Participatory design session</i>
understanding your market with data	Source: <i>Participatory design session</i>
You can take that data, and you get a probability that the customer will sell after they completed those question	Source: <i>Participatory design session</i>

where you could by using data, show your customer that the price we are giving is fair based on the condition, make, model and year model, of your vehicle

Source: *Participatory design session*

I was working with the bank – and there was no backward navigation. I was working in personal loans. In the beginning of the year I said there is no backward navigation here and customers would drop off and we will lose leads like that. And it was ignored because it was just one expert saying this. Later they got data that they were losing a lot of leads because people couldn't go back

Source: *Participatory design session*

Communicate finding

Source: *Participant 1 - evaluation sticky notes*

Data Driven Decision making

Source: *Participant 1 - evaluation sticky notes*

Communicate and manage the finding

Source: *Participant 4 - evaluation sticky notes*

Data Drive

Source: *Participant 1 - lead nurturing sticky notes*

Trust

So how you do that after-care and are you a trusted brand that if I have a problem afterwards with my product or service, can I come back to the brand, and does the brand tell me that

Source: *Participatory design session*

we want to show that you have extreme maturity and have been around for this amount of time which creates trust

Source: *Participatory design session*

but the customer's experience and interaction with business at all stages. It affects how they interact with this view, for instance if they do not trust how the business will handle their data for instance their address with respect and security, they will enter a different location

Source: *Participatory design session*

And that builds trust over time

Source: *Participatory design session*

then it creates trust

Source: *Participatory design session*

You get that trust in the relationship,

Source: *Participatory design session*

Just for that specific point if the customer doesn't want to give his address there is no trust established yet

Source: *Participatory design session*

There are places where you need that level of trust where there is someone that can help you

Source: *Participatory design session*

you can have a person now to prioritize all the time to build a relationships. Before lead nurturing I don't think you have enough time to be doing it

Source: *Participatory design session*

. You have to have that trust in the market for after care service as well

Source: *Participatory design session*

The point I was trying to make also is about understanding your market with data, and so to create trust and for a customer to identify with that business the language you use, they need to relate to that, and that's very difficult to do, especially like in South Africa where there are so many different people

Source: *Participatory design session*

. So you still need to build that trust.

Source: *Participatory design session*

It's about all the touch points um in the flow of this journey of the user and marketing plays a huge role to create that trust with a consistent language to your interface

Source: *Participatory design session*

Create Trust

Source: *Participant 1 - design*

Creating trust

Source: *Participant 1 - marketing*

Maintain trust

Source: *Participant 5 - lead nurturing sticky notes*

Create trust with communication - Give prompt feedback, let them know where they are in the process and what the next steps are and why things are needed

Source: *Participant 6 - lead nurturing sticky notes*

Lead qualification

The further the lead gets along in the funnel, the more resources you are willing to spend on that lead, because the more qualified the lead is.

Source: *Participatory design session*

what is the correct amount of data or information you ask from the customer to make it a quality lead

		Source: <i>Participatory design session</i>
	You can qualify your lead just based on that already, and that can be assigned to a buyer	Source: <i>Participatory design session</i>
	If you buy right and your quality of your lead is in a specific state, and you get to buy those vehicles you sell right.	Source: <i>Participatory design session</i>
	I also said prioritizing of leads, knowing which are quick leads and which leads you have a bit more time for	Source: <i>Participatory design session</i>
	Sometimes having friction is good, especially from a business side, where you need to get quality lead	Source: <i>Participatory design session</i>
	minimum necessary information that allows you to qualify the lead	Source: <i>Participatory design session</i>
	in that lead qualification step is where we make contact with the customer	Source: <i>Participatory design session</i>
	. So just understanding how old the lead is, and that almost ... You've got the state of the lead, but they almost have the, uh, I don't know if it is the momentum of the lead, some leads are decelerated or slowed down and there might need to do some intention to revive it	Source: <i>Participatory design session</i>
	what is the minimum amount of information to make it a quality lead	Source: <i>Participatory design session</i>
	Lead Qualification on each step	Source: <i>Participant 1 - lead nurturing sticky notes</i>
	Knowing how to prioritise lead	Source: <i>Participant 3 - lead nurturing sticky notes</i>
	Constantly reevaluate lead success probability (understand off-ramps	Source: <i>Participant 4 - lead nurturing sticky notes</i>
	Age tracking with throughput target	Source: <i>Participant 4 - lead nurturing sticky notes</i>

Empathy

	d if you said 'to manage deceased estate' they would first say (on a message) 'our condolences for you going through a stressful time, we acknowledge that we will
--	--

	handle this matter with care and we will be with you as soon as possible'	Source: <i>Participatory design session</i>
	Empathising with the use	Source: <i>Participant 5 - marketing sticky notes</i>
	Empathy	Source: <i>Participant 2 - lead nurturing sticky notes</i>
	Empathise with the users' experience	Source: <i>Participant 5 - lead nurturing sticky notes</i>

Communication

	But, if the number of fields you have is fine, then maybe it's the tone you communicate in	Source: <i>Participatory design session</i>
	How's the communication to the customer	Source: <i>Participatory design session</i>
	so just on that, the tone should be the same across all parts	Source: <i>Participatory design session</i>
	extremely casual language so you immediately feel at ease	Source: <i>Participatory design session</i>
	like the salesperson might take a few days but even if he does, just keeping the customer informed every time something changes, even if it is chaos in the background, letting them know that it's going to be okay, that immediately reassures them that something has happened	Source: <i>Participatory design session</i>
	Clear call to action / Communication	Source: <i>Participant 1 - design</i>
	Content	Source: <i>Participant 2 - design</i>
	Accommodative Tone	Source: <i>Participant 4 - design</i>
	Clear and concise communication	Source: <i>Participant 4 - design</i>
	Keep the user informed on the status of their lead	Source: <i>Participant 5 - design</i>
	Being human & accommodating humans - IE Using a human tone, using plain	

language, bringing in moments of delight (So not being too serious/formal/robotic), allowing for error

Source: *Participant 6 - design*

Clear and concise copy so the user knows where they are, what they are doing and the actions they will take

Source: *Participant 6 - design*

Communication

Source: *Participant 1 - lead nurturing sticky notes*

Effective communication

Source: *Participant 2 - lead nurturing sticky notes*

Lead State Communication

Source: *Participant 4 - lead nurturing sticky notes*

Create trust with communication - Give prompt feedback, let them know where they are in the process and what the next steps are and why things are needed

Source: *Participant 6 - lead nurturing sticky notes*

For high-volume: Have a knock-out process with clear communication along the way & easy ways to re-enter the process

Source: *Participant 6 - lead nurturing sticky notes*

Expectations/Perceivance

if you could understand their exact expectation, then you would be able to make sure that you obviously just exceed the expectation a little bit, and if you do that every time then you win

Source: *Participatory design session*

The marketing part is where you create your expectations, and obviously invite people to come and experience the process with us as opposed to what's out there.

Source: *Participatory design session*

And that's the initial part of creating the user experience, because the rest of the experience is living up to or delivering on the expectations

Source: *Participatory design session*

Experience to me is the perceptions you form, if we talk about business level, about the business or the brand but it could also form a perception about the product or a perception of your experience

Source: *Participatory design session*

That's pull and push between creating expectation and making it attractive enough, but not overselling and then not being able to fulfil those expectations. Understanding your customer and your target audience - it's really important for me to understand their expectation

- Source: *Participatory design session*
- How do you make sure that people have the perception that you are giving a good price for the vehicle?

Source: *Participatory design session*
- Establish Attractive but Achievable Expectation

Source: *Participant 4 - marketing sticky notes*
- Don't oversell / undersell - Have alignment in the business

Source: *Participant 6 - marketing sticky notes*
- Manage expectations and report unforeseen change

Source: *Participant 4 - lead nurturing sticky notes*
- Manage interaction expectation

Source: *Participant 5 - lead nurturing sticky notes*

Timing / Speed

- e the loading times take forever, like I have 5min on the Gautrain on the way home, so you need to do it really quick

Source: *Participatory design session*
- I also said prioritizing of leads, knowing which are quick leads and which leads you have a bit more time for

Source: *Participatory design session*
- Because they don't have an existing subscription with you or an existing relationship per se, if you take too long, and you're too slow and ask for too much commitment too early then they will go away because you need too much very fast

Source: *Participatory design session*
- We must think very deliberately about time because there are certain aspects like when a buyer is with a customer you don't want to go rushing that

Source: *Participatory design session*
- How quickly going is he going to get you?

Source: *Participatory design session*
- you can have a person now to prioritize all the time to build a relationships. Before lead nurturing I don't think you have enough time to be doing it

Source: *Participatory design session*
- to me one of the biggest ones is efficiency and speed

Source: *Participatory design session*
- I think that will also, even if it takes long, like the salesperson might take a few days but even if he does, just keeping the customer informed every time something changes,

even if it is chaos in the background, letting them know that it's going to be okay, that immediately reassures them that something has happened.

Source: *Participatory design session*

But in terms of absolute time as in how many days to get from having that intention of 'I think I want to sell my car' to actually selling my car, that needs to be in absolute terms faster than all of your competitors

Source: *Participatory design session*

you should ask for their correct data at the correct time. Aggressive disclosure – not saying that asking for ID documents on the first page

Source: *Participatory design session*

Its thinking about when you have to do things quickly and when do you have to do things slowly.

Source: *Participatory design session*

In the customer experience the main factor for me is that it's quick, until we get to lead nurturing. Now we actually have a little time with the customer to facilitate the process

Source: *Participatory design session*

Time to complete

Source: *Participant 1 - design*

Speed of interface

Source: *Participant 2 - design*

Deliberately think about time

Source: *Participant 3 - design*

Reactive / Response Efficiency

Source: *Participant 4 - design*

Allow the user to add as little information as possible while providing the same value (e.g. a preset list of vehicles, that's year, model, variant is entered when the user provides the model

Source: *Participant 5 - design*

Correct call to action at correct time

Source: *Participant 4 - marketing sticky notes*

Time to interaction

Source: *Participant 1 - lead nurturing sticky notes*

Speed of follow up

Source: *Participant 2 - lead nurturing sticky notes*

Small step

Source: *Participant 4 - lead nurturing sticky notes*

Understand what the customer values. Is it the trust of interacting with the same employee or the speed at which the process is completed
Source: *Participant 5 - lead nurturing sticky notes*

Feedback

, like the salesperson might take a few days but even if he does, just keeping the customer informed every time something changes, even if it is chaos in the background, letting them know that it's going to be okay, that immediately reassures them that something has happened.

Source: *Participatory design session*

it's important for a customer to know how long it will take, that I will be able to sell my car in day or two. And not having to wait without knowing what is going on

Source: *Participatory design session*

Feedback, having adequate feedback is important, mentioning when you have taken action

Source: *Participatory design session*

Informative Feedback

Source: *Participant 1 - design*

Feedback tone and timing

Source: *Participant 2 - design*

System and process status always visible

Source: *Participant 4 - design*

Reactive / Response Efficiency

Source: *Participant 4 - design*

Keep the user informed on the status of their lead

Source: *Participant 5 - design*

Informative feedback

Source: *Participant 5 - design*

Providing the user with adequate/helpful feedback whenever they take an action

Source: *Participant 6 - design*

Progressive disclosure



Source: *Participant 3 - lead nurturing sticky notes*

The customer should know how long things will take






Source: *Participant 3 - lead nurturing sticky notes*

The customer should know the status of their lead



Source: *Participant 3 - lead nurturing sticky notes*

-  Visibility of entire process (outstanding steps
Source: *Participant 4 - lead nurturing sticky notes*
-  Informative Feedback
Source: *Participant 5 - lead nurturing sticky notes*


Funnel / live feed tracking

-  While we're typing I think one very important online generation is funnel tracking
Source: *Participatory design session*
-  I call it time to interaction, funnel tracking.
Source: *Participatory design session*
-  . You have to do funnel tracking in your online generation. If you don't understand where the drop off is, you can't do anything about it
Source: *Participatory design session*
-  Funnel Tracking
Source: *Participant 1 - evaluation sticky notes*
-  Funnel Tracking
Source: *Participant 1 - lead nurturing sticky notes*

Design principles

-  Look at design principles, and how should I best design this form to get maximum conversion
Source: *Participatory design session*
-  it's also design principles to think about what happens after that lead is generated
Source: *Participatory design session*

Organisational culture

-  I've also read about AB testing and how it can improve the cooperation within the company that does it.
Source: *Participatory design session*

Sticky Notes

The following section shows the sticky notes each participant added to Miro during the participatory design session that took place on the 22nd of November 2022. The heading for each topic was created by the main researcher to allow for the participants to group their sticky notes at the correct place in the Miro board. Participant one had the light-yellow sticky notes, participant two had the mustard yellow, participant three had the orange, participant four had the green, participant five had the pink and finally participant 6 made use of the purple sticky notes during the entire session.

During the marketing discussion participant added the image that can be seen in figure 53.

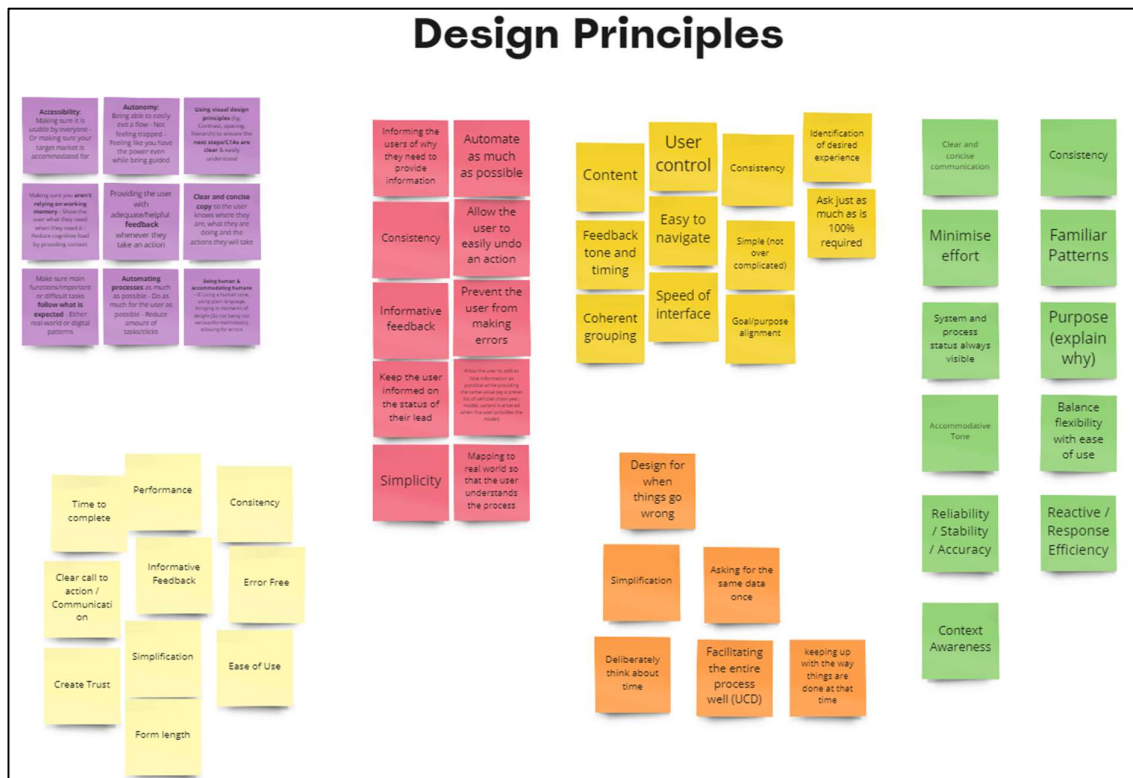


Figure 1. Design principles sticky notes

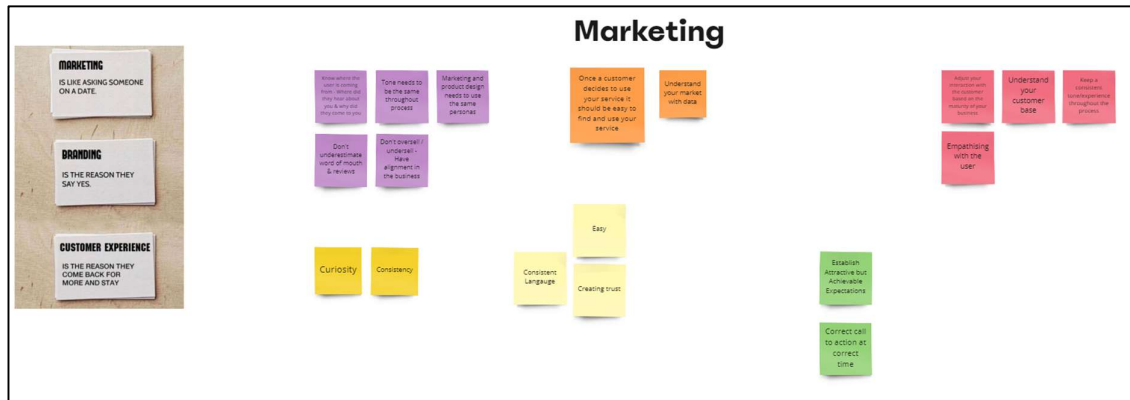


Figure 2. Marketing sticky notes

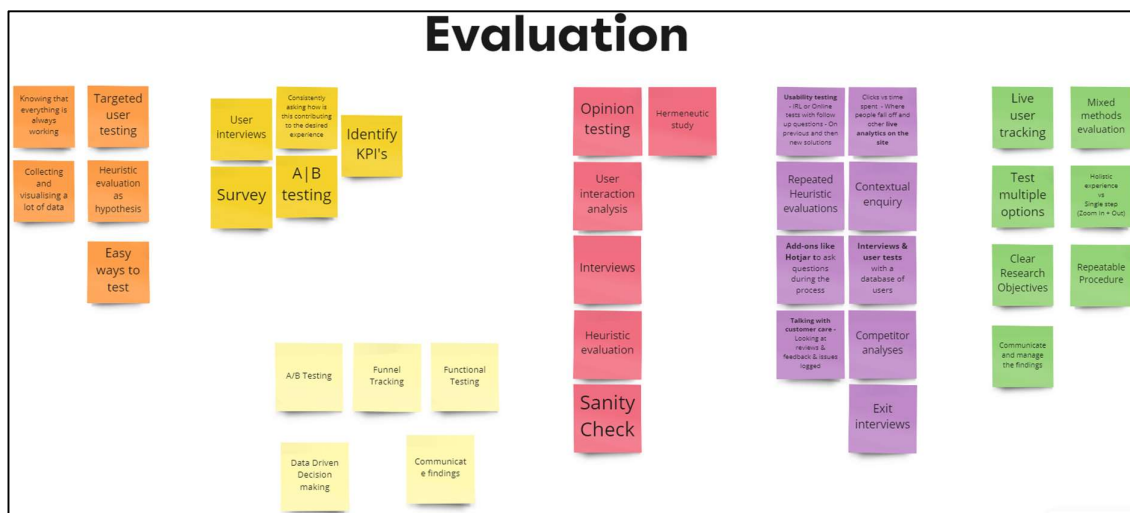


Figure 3. Evaluation sticky notes

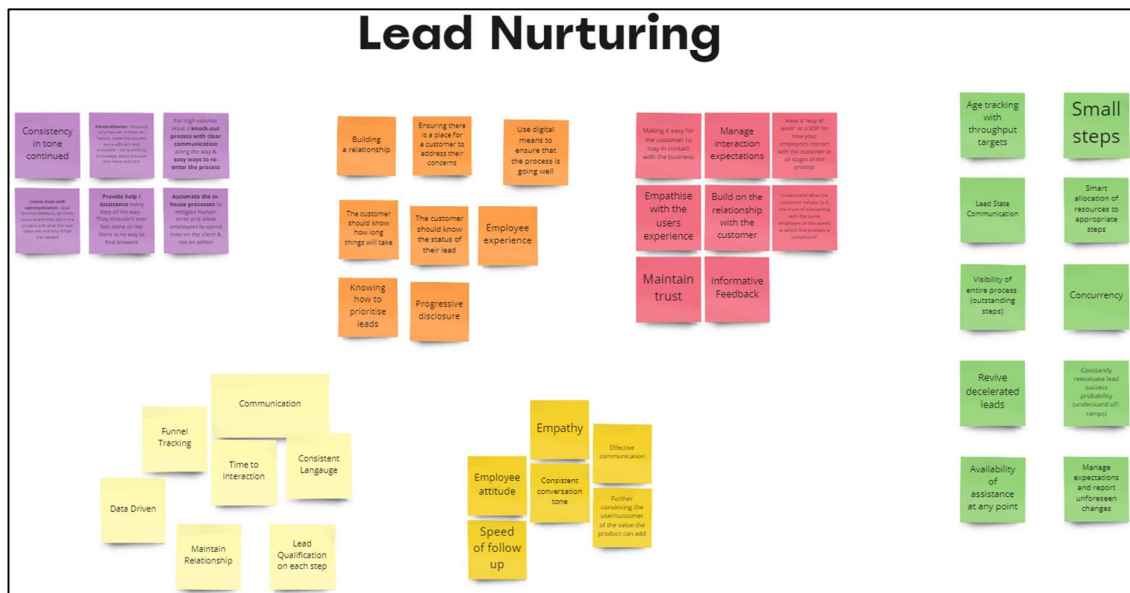


Figure 4. Lead Nurturing sticky notes

Figure 56 shows the first version of the UXOLF that was created by all the participants during the session

TRANSCRIPTION OF THE WE BUY CARS WORKSHOP ON ON-LINE LEAD GENERATION AND ASSOCIATED BUSINESS PROCEESS HELD ON 22 NOVEMBER AND RECORDED ON ZOOM

FACILITATED BY WYNAND BEUKES

Participant 4 - Do you want us to record the whole session?

Participant 1 - No, not video. Just sound.

Participant 1 – **Introduction to the session:**

If you look back at the We Buy Cars buy lead form. This has been coming for a while. So if you think about why we're here. Participant 6, just for your sake

When we started at We Buy Cars about five years ago, 2018.

The first thing that we've done is I've contacted Participant 4 and Participant 3 to help with the website. To redesign, because that's stage it was real chaos.

And we just started. There was basically nothing. It was a manually driven system and the website that was there, was a huge problem. But the core of the business of We Buy Cars is buying cars, and it starts with the buy lead form.

Essentially, We Buy Cars is a buy lead generation business. That's it. It's a lead generation business, online lead generation. That's all of it. The whole business starts and ends with that form, and nothing else. Everything after that is driven, is adding value to the business. The We Buy Cars model is quite easy. If you buy right and your quality of your lead is in a specific state, and you get to buy those vehicles you sell right.

The problem, if you think about any business supply chain, and supply chain is difficult to manage. If you don't have control of your supply chain, your offset becomes difficult. This is now from a business perspective, but we need to understand it.

In the new vehicle market, it's actually easier because you've got control of your supply chain. You can order a number of specific vehicles, you can order a Toyota Cross and you can order a hundred that you want for this specific month. In the secondhand vehicle market it is difficult because you don't have control over your supply chain. You can only buy the leads that you get

So in 2018 when we started with, We Buy Cars, one of the first things we did is we've redesigned the buy lead form. I think we've done it really well in 2018 already,

and I've got that book, I think you drew it. I think Helene drew with pencil. At that stage we all understood that the buy lead form is the start and the end of the business. Not just for We Buy Cars. And that's not just for We Buy Cars but for many businesses, not just in South Africa, but worldwide

As time as time went on, we started talking about where we're going to go. Are we going to study? Do a PhD? What we're going to do? And then the more I got involved in the business side, because I was actually always just involved in the IT side of companies, but in We Buy Cars we got more and more involved in the business side, and It was actually to see the linkage between the business side, and how the value gets created by what you're doing on this side, and how these two worlds actually link to each other. It actually became more apparent of how important it is what we are doing on the first side,

About two years ago, on one side I was running marketing at We Buy Cars as well, and every time we looked at the marketing budget and we're looking at the people who are looking what we're going to do for the marketing side. And it became even more apparent, how big a role marketing plays in the online lead generation. And this, there's a direct correlation between your marketing funnel and the traffic that gets to your website, for example.

The problem that we had is, you can spend more and more money on the marketing side, but if you don't convert the traffic that gets to your website, you've got a problem. Okay. So you if you drop off is high, what actually happens is, you are just wasting money on this side and you're not converting leads or

potential leads or potential buys on your website or your digital interface. That even became more apparent. It was like the whole world got linked. The more I dug into this deeper. I got into this. It is all very much related. From the start with the customer, from brand awareness to where the customer thinks he wants to buy. It's your brand awareness marketing, direct marketing, to specific lead generation marketing or your call to action. How are we going to get this guy or lead from actually filling in the form to the selling of his vehicle? Then when the customer gets to your website. What does it do? How quickly going is he going to get you? How effective is it? How's the communication to the customer?

So it's your marketing. It's your branding on your website, the consistency between the two. Then once you're on the website, you're going from at lead conversion to lead nurturing, you're buying process, and then it starts the selling process. But all these worlds are connected.

So when I started thinking of my topic for my PhD, how can we link all these worlds? And if we think about just online lead generation, it was the crux of Web Buy Cars.

My focus is, I want to narrow it down to this specific online lead generation form.

The first thing would have been easy to say would be. "If you look at this form. Look at design principles, and how should I best designed this form to get maximum conversion. If you take two steps back and you think about it, it is not just the form. It's much more than just the form. It starts with marketing. It's how to create business value. You can have the best form, but if you don't have consistent marketing talking to the form, and you don't have the form / then it's a form and you don't have the lead nurturing afterwards. You basically have nothing. So all these components work together in a bigger concept or framework that we are working towards of lead generation or online lead generation in the business.

Yeah, so the form is just one aspect of a bigger area. That's how I see it from the business perspective. So this how this whole thing started, and that's where we are today.

So today is about how do we connect all these worlds? So that's why, if you look at this room and why we are here; here, we've got business input, we've got research input, we've got design input and you're also on board from the business perspective so you understand that side, from a design input for We Buy Cars from the beginning. So it's a wide variety of inputs to get to where we are now.

I'm going to talk about this this flow we're going to do now, but we're going to talk about all the aspects surrounding online lead generation. So what we're trying to do is, we want to get to an online lead generation framework that creates business value.

It's not just about lead conversion on the form itself. But it's in the bigger picture of creating business values. How do we get that right? So that's the concept. And that's the background of where this all started. And I think if we could do this right, and I know topics that you guys are busy with as well. I think if we can do this right,

I think it can have a huge impact on any business that uses online lead generation as stated. It is not just about that one aspect, but it's about a wider

number of aspects, you need to take into account when you do this for any for any business. That's the background.

07:44

Just a little icebreaker before we start. I don't have to introduce anybody. Everybody knows each other.

The first question I want to do. I just want to propose it. . It's going to be a very interactive session. I'm not going to talk alone. It's going to be interactive. We're going to design. We're going to go through flow. We'll talk about myself and Participant 2. We'll talk about that now.

08:10

Participant 2 - I just want to before we start, before anyone says anything, I want to please request that you complete the indemnity form for this session.

08:32

Participant 2 - This session is being recorded as Participant 1 said, so that we can transcribe it. I just want to explain how we want to use your contribution for. What we want to do today is we are going to having open discussions and we are going to be working towards designing and conceptualizing the framework on how to maximize business value through lead generation and UX. SO your contribution, we are going to discuss the components that constitutes this framework, we want to leave here today with the first version of this framework that contains for example ways to best increase business value through different touchpoints and different aspects, and fields within a business/domains within a business. (OTI)

09:18

Participant 1 - While you're doing that, just a couple of ground rules before we do the icebreaker. I think the reason why we chose this group is, it's very important to get all and everybody's input into this.

Everybody's voice matters today. Please, if you feel you're not saying enough, step up, and if you're saying too much, step back a bit. To allow everybody else to get a chance.

So one mic, just the concept of one mic. It's just one person at a time, and we don't talk anybody dead. And if you say something, just explain why. We need to understand the way we're thinking today. If we specifically say consistency is one of the topics we discuss let's say 'why' we think is necessary to have consistency as a design principle, for example.

So 'why' is important? We'll have a parking lot if we steer off on the topics,

and it leads to a different discussion. I will be the facilitator to decide if it's relevant or not. But let's park it. Let's write it on the whiteboard, or make a space on Miro. Let's park that topic, and maybe come back to it at a later stage, but we are going to try and stay on topic as far as possible.

Let us not waste time and sit here all day. Everybody's busy, so we want to finish as soon as possible as well. We will use Miro. I've sent invites to everybody. If anybody can't log in, just let me know.

We are recording the session via Zoom. There's some snacks on the table, so please help yourselves. And there are handouts. The handouts, Participant 2 explained the informed consent.

The handouts will be collected after the session again. But you're free to make notes. Scribble, write on the handouts, please, so use it as a scribble paper as well. What we've also done is to printed out, the buy lead form, in its current state, and when we get to that topic we'll discuss it, and we can make notes on this as well. (11:17)

In the handouts is a document analysis theme summary, that mail sent to you about two weeks ago, just from the team side of the document analysis done and the number of themes that was coded for that. And then the last section of the document is the source summary

with the overlays. There's a Word cloud in it, and then it's overlays for each of the topics. So, for example, if you look at the first page,

you will see marketing, and then you will see the number, the outer ring

there are no overlays, and then each inner ring will have a number of overlays with that specific topic.

Right? If you think about this, If we get to that specific topic in the flow diagram you will see on Miro, which we're going to get you now, and we look at

digital transformation, For example, you will see an overlay of UX to digital transformation, and in what sources it was evident. Okay.

12:16

Participant 1 - So this is from an academic document analysis perspective. But what we want to do is we want to use as a base, as an input to the framework, - the document analysis. But all your expertise as well. Okay, from experience we know what works and what doesn't work and we can use We Buy Cars as the basis for that

Over the last five years we've seen what works and what doesn't. What we don't want to do is just use this as the input and don't get your expertise input. So that's why we are here. So, we don't have to agree with everything here. We can agree or we don't have to but we definitely need to get input from everybody.

(Miro linking)

13:08

Participant 2 - I just want to make sure that everybody understands that the overlapping views doesn't mean that if it shows no overlaps for things, you think should overlap it does not mean it is not related, it just means that within the data of the document analysis it does not appear in the same source. So, it doesn't mean that it does not overlap or that it does not correlate with each other, it just means that it is not discussed together in the sources.

13:54

Participant 1 - If you just scroll to the far left-hand side, you will see a little flow diagram.

We are going to talk about this flow diagram. Participant 2, I'm probably going to ask you just to explain why we're going to do that. And on the right-hand side of the flow diagram are sticky notes. We've added names on top of the sticky notes with each colour.

This session is anonymous. You can change your name on that top heading to a coded name. We'll use whatever you want to, but afterwards we'll change it to away from that. So everything will be anonymous.

I just wanna ask one question. This is a little ice breaker, and that is um.

If you think about what you do every day, why do you do it and what do you do?

It's just an informal discussion. And why do you love UX:

Participant 4 - (Response/discussion/not very clear) This is my view is that the world is quite messy. A lot of things happen. Things are just stuck together really randomly, and that's valuable.

But I feel like there's a lot of waste, you know wasted potential, and I feel like UX helps with process optimisation, and thinking things through, from a human perspective tries to reduce that waste, and make sure that the energy that you put into something actually gets maximum value out of it. So, you're not just doing something for the sake of doing it, like taking a piece of tech and putting it down for the sake of it, you're actually thinking and considering as many possible factors when you put that together and by doing that I think less goes to waste, and by doing that I can make it a little bit easier to use.

15:58

Participant 5 - It's much easier to sell a product or have a useful product (unable to interpret)

Something like excel is a very useful product, but very few people use it to its maximum capacity because it is difficult. It's not delightful to use or easy to understand.

16:23

Participant 3 - Yeah, I agree with everyone. I have this fear. There's these big organizations like Google and Amazon, and they have these big budgets and can employ the whole world and they can take over all of the business that we do on a day-to-day basis. And we want to make the other businesses also competitive in that market

So when we put things in the cloud, like on Amazon, I'm sure that they have AI snooping the code and everything. I have that fear. How do we make other businesses compete without the resources that (these big companies have) they have like Amazon and Google.

00:17:03

Participant 6 - I think that's one of the biggest things that people underestimate, is the customer experience or the user experience or whatever you want to call it. Yes, obviously you need a good product or yes you need to have some form of value. But the big ... is in that experience that you give.

17:26

If you can actually help a business to get a better experience, it will be better for both the users and the business.

00:17:36

Participant 5 - The one thing that's actually quite scary is that you keep pointing out is something like marketing and cookies, we follow standards like Google, because everybody uses it. But Google is also now shaping how people function in society – there's now no creativity to try anything new because your number one standard is consistency and consistency with industry standards.

18:21

Participant 4 - To me, the act of designing is basically pausing a little bit and thinking critically about what you're doing, why you're doing it, what's the best possible way of doing it, and yes maybe you then decide to follow the world or not to follow the world, but at least its conscious, and deliberate in doing it and I think a world without that would go to bad scenarios. It would be a bad world. You need designers and critical thinkers to just stop and think.

00:19:16

Participant 5 - A lot of people that are not technologically savvy, don't even realise that they're being led in a direction.

00:19:23

Participant 6- having a better experience in doing the work, making it easier and making it way more accessible to everybody, any tech, or getting access to the product. If it's accessible and easy to use, then you do not have to be in 'the know' to know about it.

(OTI)

Inaudible

00:19:55

Participant 2 - For me personally, UX is shifting the focus from the business itself and focusing more on reaching a solution to solve the problem. Yes, maybe it will solve the problem of you're getting more income into your business but further than that, if you provide a solution for users, it's not going to add that much value to your business, other than the value that you add to your customers and what value they then give back to you.

00:20:26

Participant 5 - Someone wrote the article about moving away from processes design and moving more toward activity-based design or activity centred design. Because if you can allow something complete a single activity in the most effective way possible, it will not only improve the process flow itself it will also improve the experience of using software that the client uses to complete work / activities with.

00:20:54

Participant 3 - Another point I would like to make, we live in a software driven world. Any business is driven by software now. Now it's very difficult to run a business without software. And if we think about our own behaviors... (Interrupted)

21:11

It's possible, but it's difficult to scale that business.

Continues 00:21:12

You can sell one hundred tomatoes, but to sell a hundred thousand tomatoes is very difficult without software. Now, if we have a bad experience on an application that you have on your phone or your laptop, then you quickly jump to another one, and like, if you don't like Miro go to fig-jam and or whatever. So if

Uh you've got those/ built (21:38) software for a business, then it isn't competitive because it's driven by Software and then people don't like using software that's not usable. So uh, we need to make sure to remain competitive in the market, we are writing software that people can use.

21:56

Participant 1 - Yeah, I agree, I think from a business perspective for example if you treat the employee like a customer, and the employees don't even have software that is easy to use, they get frustrated and they hand it over to the customer. So it is actually a very bad situation to be in for any business.

The problem with digital transformation is that people think, if they buy some system they have digitally transformed, and that's a huge problem, not just in South Africa, but worldwide.

and these smaller SME's the enterprises they go to have these big ERP systems, which is fine, but I don't think, I think the value, if you think about the number of enterprises that's in the world and a number of medium enterprise that's in the world. I think the big value lies there and if we can unlock that value and build software for those companies to really digitally transform or get into that process and to unlock new revenue streams.

You can only do that with proper UX designed software. It's not just the fact that you can (23:08) just drop software today. And you think everything is going to work. There's a huge change management in the business, and if everything is so much easier, if it was properly designed. I think that's one of the things that we've done right - if you look at We Buy Cars from the beginning, was that you guys were involved from the start of We Buy Cars. Every application that we've done there was design, and thought put into this, and you can see the success of that.

So it's a great case study just from that perspective of why an outside-in perspective of UX. I will never go in any business ever again wherever I get to in my life, and not consider UX as part of the design process from the start. It's now been proven to be a success, it's a huge success story. If you don't do that, you can only see problems afterwards.

24:00

Participant 4 - UX to me if you look at ERP, or the off the chart systems they are trying to sell as many as they can to as many businesses as they can, whereas UX is a lot about cutting out a lot of that stuff.

24:19

It's about that customer and the business and his customers. And how do you solve problems for the business and its customers.

Okay, Good.

24:36

Participant 1 - Participant 2, Can you talk us through a flow diagram, what is the process?

24:41

Participant 2 - Flow diagram: If you want to increase business value, we can do it through lead generation, which can be broken up into, lead identification, lead conversion and lead nurturing. With lead identification you do spend, social and content marketing and brand awareness. Then lead conversion is all your touchpoints, and then retention is nurturing the lead after they become a customer, to retain that specific customer. I am not going to go to everything as everything is rather self-explanatory. But you can see that there are things that are very important. You can see that at lead nurturing there isn't much, I feel like that phase is very dependent on the type of business you are in and the field you are in. So, like for instance, in the automotive field, the retention isn't that important as it's hard, like the life cycle doesn't realize or doesn't become a thing until 10 years down the line.

Then you can see that lead conversion is broken down into customer experience, user experience, then the actual conversion of the lead and then specifically online lead generation, you can still do lead conversions in person, but specifically online lead generation is what we want to focus on.

Then with UX we want to talk about the different principles, how to apply them and then the high-level encapsulation thereof, just for the purpose of everybody understanding what high-level encapsulation is, what we found in the data is that high level encapsulation is usefulness, meaningfulness, and emotional impact.

Before you can do online lead generation, it is vital for your business to go through digital transformation and create digital business strategies to guide your online lead generation process.

So, what we to start with today is having a discussion about which principles you think are the most important to create an interface for UX. SO there are a lot of principles out there, but the ones that you have found through your experience to be the most effective in bringing positive change.

So on Miro we'll be using sticky notes and if you don't know how to use a new sticky note, it is the fourth button from the top on the left-hand tool bar, please chose your colour just to make is easier to know who added what, you can add it anywhere on the board. If you use single words on your sticky notes, please remember the rule of explaining why. It is important because if you don't explain what you meant we can't correlate the sticky notes with what you meant during the analysis.

28:02

Participant 3 – so what do we put on the sticky note, a key word?

28:05

Participant 2 – You can decide what you want to put on the sticky note, just remember to explain why.

28:24

Participant 1 - So you'll see on the right side of the sticky notes I added a heading there it's called design principles, so you can take your sticky notes and group your sticky notes.

So the first question is, what do you think is the most common design principles that will have the biggest impact on an online lead generation form, from your experience? If you think about Shneiderman, Norman, there is so many.

Group your design principles, and we'll have different sections. This is now the first one.

Participant 3 - Okay? And then, uh, specifically to do with lead generation?...

Participant 1 - And so yes, yeah. So we this is now narrowed down to online lead generation. So if you think about the *buy lead from* (?) what we've done uh over the years, so I know your topic is more broader. Yeah, this is just a bit more specific, but with decent overlap.

00:29:14

Yeah. And

00:29:17

Participant 1 - So let's take five minutes, and everybody can in groups, just that sticky's, just copy and paste , just duplicate the sticky notes and add a couple.

00:29:30 -

Informal chat between participants as they create their sticky notes on Miro (Inaudible).

29:59 - SILENCE

00:32:43

Participant 1 - Just move your stickies to under the heading for design principles. More discussion about sticky note colors.

33:58

Participant 3 - So should it be the process principles as well? Or is it specifically that design principles like consistency, what I want to say is, uh something that goes wrong because we don't test the thing continuously.

34:09

Participant 2 - So whatever you found throughout your experience to be the most important that could be viewed as a principle for designing an interface.

34:18

Participant 3 - What I want to say is, sometimes it goes wrong because we don't test the thing continuously (interrupted)

34:30

Participant 1 - We're not there yet. We are going to get to that now. This is just for design. If you think about that form and what design principles did we apply here, and what worked and what didn't work in your experience. This is now the first design. Let's start with a blank form, what principles will you apply to design a new form?

35:02

Participant 1 - There's many design principles documented.

So there's many design principles documented, the simple one or the most well-known one is the Shneiderman 8 golden rules, but if you think about that, we want your input, what worked for you over the years in your design lifespan. What worked well that's maybe not on that list.

35:24

(Inaudible) – what mindset the user would be in at the moment.

Silence

39:15

Participants speaking amongst each other (Inaudible).

39:48

What makes this so great is,

40:07

Participant 1 - There's gonna be obviously a lot of overlap, but that's just emphasizing how important that factor is, if you see something else you want to copy you are definitely welcome to do that. It just strengthens the argument.

00:40:27

Participants talking amongst each other – inaudible.

00:41:11

Just say what you think

41:38

Inaudible

Many participants join in – inaudible discussion between participants

41:52

Inaudible

41:56

Triangle

41:58

Inaudible

42:02

Inaudible

Multiple Participants

Inaudible

42:29

Inaudible

42:38

Participant 6 - It's difficult because, also what's important for each solution, it can also change.

So there's obviously the overarching principles, but then there is sometimes when the solution becomes the ultimate ... if you know your target market is very specific and doesn't have any education, you know who it is because you know who your target market is - Inaudible. (OTI)

43:09

Participant 5 - So for instance a lot of the colours scheme in We Buy Cars is not accessible for persons who are colour blind (OTI), for example the dark grey with the light grey font– so that's if your target audience includes people with visibility issues that immediately becomes a problem, we need to cater for those needs.

43:09

Participant 3- I said one of the important ones that I think is never explicitly said in the design principles is facilitating the entire process well, so if we think about the sales brief problem, there was a time where the sales leads were logged but the customer was never called back, and those are our lost leads. We thought that a little bit about how to generate sales leads on an interface level, but then it's also design principles to think about what happens after that lead is generated.

44:07

Participant 1 - That's the lead nurturing

44:08

Participant 3 - Yes. You might have the prettiest form on the website, but if you don't think about the entire process then something might happen somewhere else, and it's a lost lead

44:18

Participant 1 - And then it's kind of back to the beginning statements of, if you want to create business value you can't just focus on that form, you have to focus on the entire process. From where the customer thinks about selling his vehicle, in this context now, Until he actually goes to the website, completes the form, lead nurturing, manages a lead, contact with the customer, customer experience, and the to completing the process.

44:48

Participant 2 - I think the principles that we say here / mention here, should be applied at every point of the business, the marketing part the lead generation and the lead nurturing. All of these principles that we consistently apply to all facets of the business. Everything that could possibly be in contact with a user or a customer, consistency with all of the principles there is very important.

45:14

Participant 5 - It's good to have the main focus of the discussion around lead generation, but the customer's experience and interaction with business at all stages. It affects how they interact with this view, for instance if they do not trust how the business will handle their data for instance their address with respect and security, they will enter a different location. Remember when we did that google test no one wanted to give their location because they were like 'oh wait someone is going to come to my house.'

Also, environmentally we have to consider in what environment does your user live and how do they interact with the world and that is how they will interact with the system.

46:10

Participant 4 - So one thing, there's a lot of principles in UX. The parts that stand out, that I try to think about "what are the specific principles that almost need to be emphasized, where we need to lean more into them for like lead generation and conversion process, is to me one of the biggest ones is efficiency and speed. Because of the fact that you now have this value proposition that you kind of convinced them that 'oh you can get this'.

Because they don't have an existing subscription with you or an existing relationship per se, if you take too long, and you're too slow and ask for too much commitment too early then they will go away because you need to very fast. This goes in terms of Tech too, And process, like the loading times take forever, like I have 5min on the Gautrain on the way home, so you need to do it really quick.

47:24

Participant 3 - We must think very deliberately about time because there are certain aspects like when a buyer is with a customer you don't want to go rushing that. It would be nice for the buyer to have a cup of coffee and take time to facilitate that process. Its thinking about when do you have to do things quickly and when do you have to do things slowly.

47:54

Participant 4 - I guess it depends on when we think of relative time. So that is relative to that interaction e.g. take your time and don't rush.

But in terms of absolute time as in how many days to get from having that intention of 'I think I want to sell my car' to actually selling my car, that needs to be in absolute terms faster than all of your competitors. Speed is very important – absolute speed.

48:22

Participant 5 - Like you mentioned as well, if you leave the room or you take a while, buyer regret or even like the fact that I provided my cell phone number, at least (inaudible).

48:44

Participant 6 – I think overall the efficiencies that will happen, *Whether it's long or slow you want it to at least feel efficient and easy to do (inaudible)*, so there are a lot of businesses where time is the luxury side of things, whereas you don't want anything to feel too rushed you want to feel at ease, and smooth. Efficiency helps to ... make the process feel smooth. (Inaudible)

49:21

Participant 5 - I think that will also, even if it takes long, like the salesperson might take a few days but even if he does, just keeping the customer informed every time something changes, even if it is chaos in the background, letting them know that it's going to be okay, that immediately reassures them that something has happened.

49:45

Participant 6 – Feedback, having adequate feedback is important, mentioning when you have taken action.
Entire process – moving forward (OTI – inaudible)

50:05

Participant 3 - Another one I added, was asking for the same data once, and we can possibly add that somewhere else. It's very annoying when, from a customer's perspective when you ask them the same thing twice. That's very difficult sometimes to do in a business environment. From a business perspective at We Buy Cars for example, when you put out the buy lead form and you give your address, now there's a FICA process form for sales and you need to ask that address again - how do you facilitate to make sure that you only ask the customer for their data once.

50:42

ID Document

50:43

Inaudible

50:52

Participant 1 - Just to add to Participant 4's point, what is the correct amount of data or information you ask from the customer to make it a quality lead. We don't ask address, we just ask area. Just for that specific point if the customer doesn't want to give his address there is no trust established yet. We know about the brand, but you get to the website now you must give your address on the first site – you don't want to give your address you just want to get a price. The study that might come out of this – and all of our studies; what is the minimum amount of information to make it a quality lead? For example if we can go to the website, and ask only for the cell phone number. Sell your car? Give us your cell phone number.

We create so much work on the back office that you need to phone. You'll get 200 000 leads a month. But you move all the work to the business and then your cost sits here versus having that form asking some personal information, information about your car, and moving some of that offset work to the customer that has intent to sell his car. There's a form of intent as well in my mind in online lead generation.

52:19

Participant 3 - A different example as well – we were looking for a marketing provider recently and there was one with a nice lead form. And it was nice for me to give that information on that form because I know that data that if I didn't give it on that form, they would ask me later on email or via phone. Then I would have to repeat info to complete further in email communication. I would rather just type it in. Shortening the lead form doesn't mean that it's a better lead form.

Participant 4 - that allows you to, uh, you know, and I think you can also do it like once that you know, uh minimum necessary information that allows you to qualify the lead, and I think you can also do it like

what's the standard out there, like what are all your competitors doing, and if you like, ask for one or two things less then you can still be more efficient than anyone else, but still get everything you asked for . Even if you go from 10 fields to 1 field, you can still be far more efficient than what's out there, by just optimising it a little bit.

Participant 4 - I just wanted to mention that one thing that you can do to counteract this thing of asking for information or asking for commitment, I put a principle down saying PURPOSE. If you're new to the process and you're asking for personal information, you need to first and foremost you need d to remind people of the ultimate value proposition of what you can get out of doing this - so by reminding people remember you stand to win out of doing this. And therefore, on a field level – why do we need this? Why are you doing this? We are not doing this to spam you or bother you later. That's why a lot of the time we put those little info / question mark icons if someone is not sure why they need to fill this is in – we explain that by explaining the purpose. This is a very important principle because it's still early on in your relationship with the user. So you still need to build that trust.

54:58

Participant 6 – Autonomy, so people, even if they are in a very specific kind of flow, they have some feeling of autonomy, then their less likely to leave that process. Rather, have that, if they understand why they are making the decision, then we can allow them to go about it.

Ultimately it will come down to that purpose and it will come down to the feeling, if what your competitors are doing wrong is asking for too much then it would be better to reduce the number of fields. But, if the number of fields you have is fine, then maybe it's the tone you communicate in.

Efficiency can be how a user navigates through; the tabs would make more of a difference than something else

Oh, yes, some people underestimate good friction in UI. Everyone also says it needs to be super simple, the least number of options, the fewest word possible, which can be good. But sometimes it is also a principle, you can't simplify down to the point where you're taking away from the quality. Sometimes having friction is good, especially from a business side, where you need to get quality leads – you need to get someone who is actively trying to sell their car rather than someone that thinks, okay I'm bored let me see how much I could make off my car.

56:57

Participant 1 - I think a business needs to properly understand - What does it cost to manage a lead?

There's a fine line between um just getting that basic information like 'I'm on board I want to sell my car' and intent.

And you have to manage that cost.

57:15

Participant 5 – It's like if we take a sales lead, The fact that we're trying to use less expensive resources just to show a person the car. People just want to go and look to see the car. And then they wasted 3 minutes of the salespersons time while there's three other customers that actually want to purchase a vehicle.

That also has big impact on how other customers perceive your service because your resources are so invested in managing the useless lead, that they don't a chance.

57:50

Participant 3 - So maybe a way also to say a bit of a summary is that you should ask for their correct data at the correct time. Aggressive disclosure – not saying that asking for ID documents on the first page.

58:09

Inaudible (Pokus / Poker?) Last step. I understand.

00:58:22

Participant 4 - We talked about good friction. So you want to avoid destructive/ disruptive friction so asking for proof of address is for example we generally just easily, we need to think what people have readily available. Anything they have to print out might cost me that lead and it's not because they're not committed, it's just too much of a mission to go and find it and then submit it.

00:58:48

Participant 5 - They really don't want to go and find it. Go home and (inaudible – Participant 1 interrupts)

59:00

Then it's gone.

This is very valuable, thank you.

59:06

Participant 2 - So then, now that we have a variety of basic principles that at least one other person agreed with. I think there are still more – if you feel like there is anything pressing that you think is important to discuss you are welcome to talk about it now. Unless there's something very important, let's move on.

59:23

Participant 1 - We can always come back to you if you think about something, or we'll just add a sticky note to that section.

59:31

Participant 2 - Maximise UX and increase Conversion rate on online lead generation Forms.

Now I think it is important that we talk a bit about Marketing – we all keep coming back to the marketing part, so how you identify your leads and marketing.

So, the Three things we found, there's spend, specifically with online lead generation

Discuss how creating brand awareness and everything to do with marketing, and how that affects how your user will perceive you and your interface at the end and the relationship that we create with that person.

01:00:45

Participant 5 - I would just like to make an example within the finance / insurance industry, they say nothing about what their service is on their adverts, but it's extremely casual language so you immediately feel at ease. But that's their brand persona.

Their entire ad is a short sentence, and then their logo (OTI). That's their entire ad.

01:01:16

Participant 4 - It attracts your attention, but then I think how hard they have to try keep the attention because of the fact that they are not using a value proposition. It's insurance. It's similar to what Naked is doing, they're just saying 'Get naked on your Landy' but that's slightly more timeless than Pineapple. So in the moment I really like what Pineapple is doing, but sustainability is a problem. Are they able to sustain it?

01:01:54

Participant 5 - You're marketing really has to speak to the maturity of your business. For a brand (OTI) we want to show that you have extreme maturity and have been around for this amount of time which creates trust. I think for new businesses, you want that curiosity, so for instance We Buy Cars in that sense everyone knows what your value proposition is already. So they (inaudible)... you want to prompt their mind to say okay 'we have this service you need this new car / cars.' You find the reason for interactions – I think we did very well.

01:03:00

Participant 1 - What problem are you solving for the customer?

01:03:01

Participant 5 - Exactly. That's the only reason a user will use your service. You're solving a problem they can't do for themselves. I can go through the trouble of finding Convenience.

01:03:23

Participant 4 - So what I've always thought is really challenging, but fundamentally important in how marketing ties in with the rest of the business and including then the online lead generation and nurturing

that lead – because it is typically different departments and people with different skillsets that take care of different portals there's often a disconnect.

Often in Marketing, where you obviously have your brand awareness. But also your promises, your value proposition, whereas the software then, the digital part that comes with the system where you now ask them for data is where you start delivering that value. And if there is a disconnect there, either an under promise out there and they actually deliver way more than what is being promised, or what often happens is that they very much over-promise, And then the system can't deliver, or deliver very inefficiently, or delivers it in a completely different personality, for example your billboard can be very playful and the language you use on your system sounds like 'I think you're a criminal.' I am not sure I want to do business with you.

01:04:46

There's a lot of those examples, yes.

01:04:49

Participant 5 - The experience your customer has with the business must be consistent throughout.

Participant 2 - So you can see on the flow diagram. Consistency in all 3 parts of lead generation, in marketing, generation and nurturing part.

01:05:06

The promise and the experience that we want to create for the user to be consistent throughout every touchpoint because otherwise (Inaudible)

01:05:28

Participant 3 - The point I was trying to make also is about understanding your market with data, and so to create trust and for a customer to identify with that business the language you use, they need to relate to that, and that's very difficult to do, especially like in South Africa where there are so many different people – so now to say okay your target market is Afrikaans people so we'll use Afrikaans language or are we doing this in Zulu now, that's the biggest portion of the market. And, uh, how do we, what language do we use for Zulu people to make sure that they relate with the business.

So understanding of the market is difficult.

01:06:09

Participant 1 - Very difficult. We sit with that challenge.

So as we talk, there's a marketing section. You can just add sticky notes to the Marketing section as we talk as well.

01:06:23

Participant 6 – so just on that, the tone should be the same across all parts

01:06:38 (Same participant continues)

Your marketing can be as good as you want but you shouldn't underestimate word of mouth or reviews.

You can have fantastic marketing but if you go on the apps store and you see an app has a two-star rating, or you see the comments of the app you are not going to do it. Or if I'm going to download an app and my friends say that it's really cool.

People don't realise how much (inaudible) a good experience can be the best marketing.

01:07:22

Participant 5 - The thing is if someone goes to that effort to go and look at reviews, well that's what I do, the first thing I go look at is the 1-star reviews, I want to know what was it that you struggled with. And then I'll go read the 5-star reviews to see if this person is Susan from marketing pretending to like the app or is it actually (inaudible, other participants join in and overlap in conversation) to actually understand how the product works.

01:07:50

Participant 2 - From the data that I read I found co-experience, so even if you create an experience for one individual, because it's not an entire family selling one car, but the co-experience meaning like I'm selling my car and you're telling me you want to sell your car (inaudible) I will tell you I had a great experience with We Buy Cars, it's hassle-free or I don't like this company – it affects – you found the experience so enlightening you want to share it with people, that is word of mouth advertising. That can make or break your business. If you think about it no experience happens in an isolated environment.

01:08:36

Participant 3 - Especially with uh the Internet Now, it's not like you could put an ad on a TV, and nobody can say anything back. But when you put an ad on the Internet (Interrupted)

01:08:45

It gets a lot of comments.

01:08:46

(Inaudible)

01:09:08

Participant 5 - Also altering the way you interact with your user base on the reason they approach you (OTI). I wrote a story about, there was a lawyer firm that had a lead form, that upon the user completing it, they asked the reason for contacting them, and if you said 'to manage deceased estate' they would first say (on a message) 'our condolences for you going through a stressful time, we acknowledge that we will handle this matter with care and we will be with you as soon as possible'. Just the fact that you acknowledge matters. Because we sell many deceased estate vehicles. So simply acknowledging the fact

that you're going through a bad time, and we will handle your with x amount of care. Empathising with the user, changing the way that you approach the client. Is it a student buying their first car; saying 'ah nice tjom, nice wheels'

01:10:10

Inaudible

Participant 6 - That can also make (inaudible)

If it's your first time buying a car, you can't just know what you're looking for or what you need to know about a car. For me buying my first car was extremely stressful and I was glad that my dad was there (interrupted by participant).

01:10:33 Yes

Participant 6 (Continues)

01:10:35

Inaudible

But if I didn't have him there what would I be doing? I would've probably taken 6 months longer to find a car just because of the stress.

01:10:44

Participant 1 - So just coming back to the marketing aspect and summarizing, and we all agree - It's about all the touch points um in the flow of this journey of the user and marketing plays a huge role to create that trust with a consistent language to your interface, whatever it might be, mobile app or desktop, that the trust flows through that.

You look like a professional company. Because you've got many examples, it's like you said you've got this big brand, but when you get to that website it is almost hands-up. (OTI, inaudible). Those two definitely need to be consistent. The language needs to be the same, it needs to be consistent across the plane for this whole user-journey and then the lead-nurturing afterwards. The difficult thing with second-hand vehicles is a person buying his first-time vehicle; he thinks it's a brand-new vehicle. You've got an example of a person buying a 1998 Mercedes S5 for R40 000.

That thing is definitely going to break, so the problem is the perception of that user, is that it is his brand-new vehicle. So, when he drives that for two weeks, and something goes wrong, it's difficult. So how you do that after-care and are you a trusted brand that if I have a problem afterwards with my product or service, can I come back to the brand, and does the brand tell me that. It's also important because we have to do that. We don't have a choice. Otherwise, we will be dead in the water. You have to have that trust in the market for after care service as well.

01:12:35

Participant 4 - That's pull and push between creating expectation and making it attractive enough, but not overselling and then not being able to fulfil those expectations. Understanding your customer and your target audience - it's really important for me to understand their expectation, and with We Buy Cars we obviously have a wide variety of people, all with different expectations, and almost every instance you want to understand, or if you could understand their exact expectation, then you would be able to make sure that you obviously just exceed the expectation a little bit, and if you do that every time then you win (Interrupted by Participant).

01:13:25

Participant 1 - If you take a knife and you cut We Buy Cars in two, and you say this is the buying side, and this is the selling side then we're not talking about the selling side we'll only be talking about the We Buy Cars buying side is where you as a customer want to sell your car, how important do you think the marketing in that journey is in the selling of your car? If you just think about that for a second.

01:13:50

Participant 6 - It's still very important either way. Um, I think probably maybe a little less competitive than the buyer side (inaudible).

01:14:25

Participant 4 - In hindsight I feel like there's still a lot of competition. It's fewer players, but there is a couple of high-volume people who buy a lot, or has become a lot, and have become competitive over time. But I think one thing that I wanted to mentioned earlier is what We Buy Cars have done really well at least almost just like, make the whole process seem very easy. Although it's like a 50-step process for us, all you see is the technician on the billboard saying, 'do you want to sell your car fast just go to the website'. And it's not like we've got 5 options e.g. maybe Call us, maybe email us, no just 'go to the website' and fill in the form. That's all you need to do. That's step 1. Do that. (Participant Interrupts)

01:15:14

Participant 1 - We will do the rest.

01:15:22

Participant 3 - So the other form message when specifically selling your car, you inherently have the fear that you could be getting a better price somewhere else. How do you make sure that people have the perception that you are giving a good price for the vehicle? It also comes back down to the reviews that people write. If people are saying that We Buy Cars is underpaying for cars, that message is going to spread very quickly.

01:15:54

Participant 5 - I think we did a good job in (inaudible) when we show the customer, because we have market related values and stock related values, history, (inaudible) ... where you could by using data, show your customer that the price we are giving is fair based on the condition, make, model and year model, of your vehicle. It's not that were saying no this is what we will offer for your car because this is what we want to pay.

01:16:30

Participant 1 - So I think just adding to that point – one of the success factors of We Buy Cars at this stage is the first-time price you offer. So what I mean by that is, if you, if you submit your vehicle online, we do a lot of homework as you mentioned. But what we're trying to do is the first time we give you an offer we try to get it as close as possible as what we're going to pay for that vehicle. Meaning we've done our homework on that vehicle, although we haven't evaluated the vehicle. This is now subject to the evaluation.

If you get to the vehicle, and it really isn't as the customer explained the vehicle. It was in an accident, the tires are worn, the windscreen is cracked. Then your price comes down.

The problem with some of our competitors is what they do is they fish for leads so what they will do.

The problem is sustainability. They will fish for leads, they will give you a high price, their first offer will be a high price. Then the customer thinks and, will go back to We Buy Cars and say, 'listen you are mad, your price is way too low I'm being offered this price' And we will say 'okay Go to the competitor.'

When they come to that competitor, then they do the evaluation, then they start chipping. They call it chipping the price. The experience for that customer is that you will get offered an initial price. Then you almost get into this disappointed stage where the price that you get and the price you got offered the first time is way different. It's way less than the first price.

Consistency really comes in for me if you get that real prices as close as, I think it's about eighty percent of the time we pay the price that we put the first price we offered. Um! And that builds trust over time.

That co-experience of going to your friends and saying 'they offered me this, but eventually I got this' that is, sustainability is a huge concern. So, you also need to communicate that message of how you communicate.

01:18:25

(Inaudible)

Participant 3 - Correct time.

If the form is collecting data about the vehicle and the quality of the vehicle then you can better estimate the price than if you just know the make and the model.

01:18:37

Participant 1 - So actually, what we saying there is, you need to collect the data.

So, in online lead generation it's very important to collect the data at the right time. Collect the right data and use that information on the lead capturing side with your historic data, to make an informed decision of your price or your service that you offer to a client to have sustainability over time, and build trust.

01:19:05

Participant 5 - Informing the user, by asking the right question at the right time and telling them why (we need the information) for example in the image area we could say 'depending on the images you send us, we can give you a more accurate price for your vehicle.' It will then be the reason why I would go out and take a picture of my car.

01:19:39

(Inaudible)

Participant 3 - The price is different at the end, because they didn't send pictures in the beginning.

01:19:45

Participant 1 - Anyone else want to add anything to marketing?

01:19:53

Participant 2 - To be honest I think we got it all down. (Inaudible)

We're constantly wanting to get back to principles, and how to make it better. How we can improve your user experience. (Inaudible) The structure, the functionality of the business, how everything goes with the flow, helping create the ultimate experience.

Participant 5 - Yes. So I think we did go a little bit off topic but I think we said marketing is important for this and how it affects your experience in this way.

01:20:52

Participant 4 - Experience to me is the perceptions you form, if we talk about business level, about the business or the brand but it could also form a perception about the product or a perception of your experience, as we're talking about it here – we are trying to orchestrate a holistic experience, from end to end. The marketing part is where you create your expectations, and obviously invite people to come and experience the process with us as opposed to what's out there.

And that's the initial part of creating the user experience because the rest of the experience is living up to or delivering on the expectations.

01:21:43

Participant 1 - So that's the customer experience.

That encapsulates experience as a subsection for that.

So customer experience is your broader experience with every touch point with the brand, even if it's the feeling you get driving past that billboard What do you think you see and think when you see an apple billboard or a coke billboard or a We Buy Cars billboard. What is your initial... (interrupted by Participant)

01:22:12

(Inaudible)

01:22:16

Participant 1 - There is no escape, ja.

01:22:20

Participant 2 Now we move on to the evaluation half,

There's two evaluation parts, there's A/B testing for the UX principles and stuff and then there setting KPI's to evaluate your lead generation process.

(Inaudible)

Very important to evaluate the evaluation effectiveness.

01:23:05

Participant 1 - I've added the evaluation section so you can just add there (OTI)

We've seen AB (OTI) Testing works very well with the online lead generation form. Effective. But there's obviously other ways that like risk evaluations (Inaudible) that you've used over time.

01:23:38

Participant 5 - Are you evaluating effectiveness? Absolutely. (OTI)

01:16:30

Participant 3 - Which user testing, opinions, and ...

There's like a basic testing that I want to suggest, but (inaudible) you have to use our process and you have to make sure that everything is working. It's not user testing or anything like that. But if something is broken, then quality assurance.

01:24:07

Participant 5 - It's almost like a logic testing, but it's not the word.

01:24:12

Participant 1 - Functional testing.

Multiple Speaker

01:24:14

(Inaudible) Standard Check

01:24:26

Participant 1 - I think after this section let's take a comfort break for five minutes or so, and then we'll carry on.

01:16:30

Participant 1 - While we're typing I think one very important online generation is funnel tracking. Um every step of the process to measure where drop offs happens in your form. Immediately that for me is part of the full framework. You have to do funnel tracking in your online generation. If you don't understand where the drop off is, you can't do anything about it.

01:25:15

Participant 4 - That's what we did really. Well initially with the online buy leads form. I remember it was one big form we broke into steps so that we could track/ create (OTI) the funnel.

01:25:31

Participant 1 - What we did with We Buy Cars as well is – we didn't use the Google API tracking. We built a tracking API to customly track the funnel as well, - Which is important.

01:25:40

(Inaudible)

01:25:15

Participant 1 - So Guys, I assume you read the email, but you can use this (document analysis) information to overlay and get some of the concepts.

But this is great input.

01:26:14

Participant 3 - I was also thinking the next project on the set-up (OTI) list is for appointments. Which to me couples with sales leads (OTI)

It's a big contribution to me , the buy lead from looks nice and we evaluate it so much of the time (OTI) But for a new person that wants to buy a car, after they click 'reserve a vehicle' the first thing they will see is a log in screen. That's how it is now. So there's a lot of work there.

01:26:44

Participant 1 - Yes, definitely.

But coming back to the buying side, the buy lead form, I think when we talk about lead nurturing it's the tracking side of things for the customer, to see the process of where he is. And then appointments can be used on that side as well to write the appointment. We come and view / evaluate the vehicle. We need to digitalize that process.

01:27:29

Participant 4 - These are evaluation principles?

01:27:29

Yes.

01:27:32

Participant 1 - What you've seen worked over the years.

01:27:36

(Inaudible)

Multiple participants speaking – inaudible.

Anonymous. TV show about it.

Participant 3 - There are buyers who don't know who you are (OTI) Then they pretend to be a customer to see what happens. So when I wrote those reports for (inaudible)...

01:28:34

Participant 5 - You as a professional with your knowledge interact with the process in a way that the customer would, you can see where the process can be optimised in that sense.

01:29:10

Multiple participants speaking – (inaudible)

Inaudible continues...

01:30:33

Participant 3 - With the evaluation part this is difficult. Sometimes you... have an expert review with you for the risk evaluation, like I was working with the bank – and there was no backward navigation. I was working in personal loans. In the beginning of the year I said there is no backward navigation here and customers would drop off and we will lose leads like that. And it was ignored because it was just one expert saying this. Later they got data that they were losing a lot of leads because people couldn't go back. With evaluation – you need to back your statement somehow.

01:31:24

Participant 1 - But I think if you back your statement with AB testing. It's easy to prove. You can quickly see the results with AB Testing.

If it was properly implemented. And you say, okay, "you've got an opinion that this is gonna have an impact be it a negative or positive impact and you can AB test this, then it creates trust. So if you've done it two or three times and every time it works,

01:31:56

Participant 3 - An expert would use a hypothesis.

01:31:56

Participant 1 - Yes, it's a hypothesis. But you have to test it... That's why, my mind, AB testing is almost the most important thing. Because if you don't test hypothesis on your buy lead form,

01:32:14

Participant 4 - To me, I believe in mixed method evaluation. To me you have to do live feed tracking including AB testing. If you're not doing AB testing on every given step, you're still tracking live feed, which buttons are clicked the most, where is the most activity on the page. That's where you collect a lot of quantitative data but then a lot of the times you look at quantitative data and say, 'oh that's doing the best.' Then when the more qualitative type of research comes in because all of this evaluation comes down to research into understanding the User and their behaviour. By bringing in the qualitative side you actually understand why the numbers look the way they do. And then when you design in future you almost start learning the lessons. So by having the two sides / worlds I think they complement each other to get a lot of data and to understand the data, and then you try stuff again and you AB Test, get a lot of data, hold one-on-one interviews, user testing to understand why it is the way it is.

01:33:31

Participant 1 - With that way you will get to the answer much quicker than just AB testing – that will take you way longer because you just test, test, test. It definitely needs hypothesis.

01:33:43

Participant 3 And that can come from like experts, but also user centred design to get those hypothesis from

01:33:54

Participant 2 – I've also read about AB testing and how it can improve the cooperation within the company that does it. You Open up to all of your employees, put their input in and actually test it. Then if you have this amazing idea and no one is buying into it because they assume it is too risky.

(Inaudible)... Uplift culture. The people that have very good creative ideas can contribute. (OTI)

01:34:31

Participant 3 - Data driven decision making. So instead of someone decide we do data driven decision making.

01:34:41

Participant 4 - Another one that is important (Inaudible)... Clear objectives

Every time you do any type of evaluation you need to understand why and what you are evaluating because every type of test has its own set of advantages and disadvantages. And you probably can't do everything. But having an understanding of how the different parts work and can benefit you to evaluate your whole process... (Inaudible, OTI) Another thing I believe is looking at the whole experience, but also single steps.

I mean both the narrow view and the holistic view if you have time and the resources to do that is important because, you know that the single step might explain the problems on the larger experience, but you only focus on single steps you might lose like if that step is even necessary.

Last point that I wanted to make is how you manage the findings within teams. You can have one person doing AB testing, going to a senior manager saying, "look what we found" and then they action something but it wasn't communicated with the rest of the team then you are not sharing those lessons and then we keep making the same mistakes. So, if we can actually have some way to communicate findings even having a depository, or look at the principle to follow because of what we've done (Inaudible) ...

01:36:30

Participant 3 - A question that I wanted to answer on frequency of evaluation was, do you do AB testing once and then say okay this is how it, it's done now, or do you do the same testing on a regular basis to make sure it's still the way it was when it was tested in the first place.

01:36:50

Participant 6 - In that case you retest. But with all testing you need a reason, some context to have change, cause otherwise it would almost be 'I think you should...' (Inaudible). But to retry all the solutions I think there has to be a reason for that instead of I think there should be a re-evaluation.

01:37:27

Participant 1 - So an example on that specific point is on the buy lead form there was a field which we named or Step 4 was expected price. And when we completed the initial designing in 2018 and we started with this form, we've asked the customer, and it was almost like a qualification of the lead was "what do you expect to get for your vehicle?"

We never really deeply thought about that before about that question, and about a couple of months ago it hit me like a ton of bricks, it's the problem, and I overheard a conversation

where two people spoke about, he filled in a form and he got to the expected price and the initial fault, and I think you mentioned it was that We Buy Cars are the experts. You don't ask the customer for a price, but how we got to that conversation was that the Guy said,

but he will go to Autotrader. He will search for his vehicle. He will get his vehicle.

but that's the retail price. Then he will take that price. He'll put it in the expected price, and We Buy Cars offer a trade price. And then there's a mismatch between the two.

01:38:36

Participant 3 - I remember we had this conversation, and we did it in the beginning.

01:38:44

Participant 1 - But I really didn't understand anything, because we had a base, we worked from... I never really deeply thought about that specific field on the buy lead form.

01:38:54

Inaudible (Participants speaking over each other.)

01:38:44

Participant 1 - But that's the retail price. If you privately sell it that's probably the price you will get.

But We Buy Cars can't pay the retail price; they'll pay trade price that you'll get from any dealer...

It's a percentage of trade, so that created a huge problem from a customer, trust and expectation, perspective.

And we've only changed this recently. So, coming back to this example, then we've tested that in AB test, we've said, let's take a percentage of the traffic remove that asking price. And what's the conversion of the lead and of the buy on that specific form.

We'll probably never go back to re-test that. That is one example we won't go back and test because we know it's got a negative effect on the business... But that's just an example.

01:39:48

Participant 6 – Well what you could test is something along the lines of ...

Well, you could go back and test (Inaudible) ...

lead form. (Inaudible)

Is this something that you would be willing to take? (Inaudible)

01:40:06

Participant 3 - There's also validity in re-testing. You can look at the way the test was done.

01:40:19

Participant 1 - I think AB testing should be continuously done. I think you should always run experiments on your online form. I don't think there should be a time that you don't run AB tests in my, hypothesis even if you engage employees in coming up with ideas, if there's hypotheses that probably will get qualified by somebody and if there's meaning to that hypotheses it should be tested. I think AB testing, and I agree with you, with a risk evaluation, with the qualitative evaluations as well...

01:40:50

Participant 4 - That's also where you might get some of the ideas for the user tests. You see them getting excited at the expected price, okay maybe we should test this without that field. (OTI)

01:41:05

Participant 1 - If we've done that earlier, we probably would have gotten to that answer way earlier. That's why I say, if you don't do the qualitative testing you'll get to the answer, but it's going to take you much longer to get there.

Okay. Let's take a ten - minute comfort break and then we can start at ten again.

01:41:30

Participant 1 - So, what we're gonna do Now, there's two sections left.

We going to do just the same. We did marketing now, we did evaluation, and we're going to do lead nurturing.

So, the same concept in lead nurturing we're going to make a couple of notes, and then we'll start discussing the first draft of a potential framework.

So I've made a section lead nurturing, so we can make notes there and just discuss that as well.

01:42:08

Participant 3 - Maybe it's good to start with what is the perception with the beginning and end of lead nurturing? And what phase of the process is that?

01:42:13

Participant 1 - I think, from a from a form perspective, lead conversion is completing the form.

I think this is more towards the end like you said on the sales, the customer communication, the consistency with the client. We've logged the lead – now what?

01:42:53

Inaudible – participants speaking amongst selves.

Inaudible

Silence.

01:44:00

Participant 2 - I just want to clarify, we want to focus on obviously on lead nurturing in general, not just in nurturing at We Buy Cars leads, but how you should nurture a lead in any business domain.

01:44:46

Participant 3 - It's always funny when I type We Buy Cars the R is very close to the T so I always type We Buy Cats.

01:45:13

Participants speaking amongst each other.

Its form the year-end function, we were doing a quiz and we had to name cat breeds. So we didn't know cat breeds so we said Lion.

Participant speaking amongst each other. - Inaudible

Silence

01:47:43

Participants speaking amongst each other – Inaudible.

Um.

01:47:56

Participant 1 - Are there any comments anyone wants to make about digital transformation?

Participant 3 - Like we said it's about scale. Some attempt to make this easy without digital interface and you can employ thousands of people to sell the tomatoes that you have.

It becomes difficult to facilitate a good experience that's the best way for me is a digital way of doing things. So, for example, I've listed here building a relationship. Now for me, it needs nurturing, for example, we're doing an evaluation of the new Buyer's app, and then the buyer that's helped the customer the previous time to sell a car I was helping the customer again, and now, and we already have this relationship when it's on "hi", and "how are you"... we get the personal touch. And that was only possible, because that lead was re-allocated to the same buyer again. So it's facilitating a good experience.

Participant 4 - And you, it's good digital means if you have transformed the post transformation and ... conservation. in my mind I believe it becomes a lot easier to then improve the experience. And experiment on the process and optimise the process. Yes, we did transformation, and it is important to scale and in my mind it makes it more controllable because of technology. You always need to work with the people, but it's a whole process, highly dependent on people. And then you get a lot less consistent execution of process, but that to me helps digital transformation and helps a whole lot with improving.

1:50:22

Participant 3 - I think I'm good for this. We have learnt a lot of lessons on how to do things. There's lots and lots of things and things that work. And if you use the digital means to facilitate process, and you can embed the lessons we learned for example, buying ten thousand cars to make sure that every time I get what was bought. The lessons we have learnt in the past are embedded in the same process (gives) repeatability.

1:50:55

Participant 6 - It's almost the same. That's why you design a system for users ...there are a lot of activities we take every day and we really don't need to do the same things over and over again if we automate the process it give you more time to spend on those experiment. This does not mean that everything should be robotic, you can still choose key points where you have that personal touch. It's more time with person...if you automate the process where you have that personal touch...

In the transaction... (Inaudible)

1:51:35

Participant 1 - I think that we at We Buy Cars does it well. There is definitely an element of personal touch needed in the transaction when buying and selling. I can't be just a digital process. It's a combination of and a fine line between the two.

Participant 6 – That depends on the business as well, there are some businesses where you can get away with everything being digital.

1:52:05

Participant 1 - That isn't what they are thinking about in insurance. Probably they like this journey to digitalize the full growth. They want to get away from brokers and broker fees.

I'm not on that journey, we all want to talk to somebody.

1:52:16

Participant 6 - If you don't know much about a subject that is when you want somebody to help you. There is some people who are very knowledge able about the subject and do not want to have to speak to someone about it. There are places where you need that level of trust where there is someone that can help you.

1:52:56

Participant 5 - So in Europe, they don't have shop assistants walking around asking if you need assistance, they are always in a central location, and you have to specifically seek out more information. If they can complete the process on their own from entering the shop, finding the isle to the self-checkout line – all

the power to you, because you save on resources. But then if there is need for further assistance you can go seek it out.

1:53:53

Participant 2 – I just want to clarify what you said about building a relationship, in my mind the relationship starts the moment you put out marketing for your business and specific products. So, I understand it that at lead nurturing you foster the relationship created by the two preceding steps in the lead generation process.

1:53:56

Participant 4 – It is dependent on the nature of your business, if you have a high-volume business then you fast track everything, it becomes an actional kind of relationship that you have once every year or every two years. So, if we're talking retail, then all these attributes of the lead nurturing I feel depending on what your offering is you emphasize some type of ... more than the relationship. Other times you emphasize more of a luxurious feel that they get with contact or the relationship with a person over the speediness, it is a more important customer experience.

1:54:47

Participant 3 - In the customer experience the main factor for me is that it's quick, until we get to lead nurturing. Now we actually have a little time with the customer to facilitate the process.

So my wedding dress example or we can do we buy cars, you can have a person now to prioritize all the time to build a relationships. Before lead nurturing I don't think you have enough time to be doing it. Yes, you're already building it is with a billboard and you are identifying with the billboard. But, the core of We buy cars is my friend happens when lead nurturing happens.

1:55:52

Participant 4 - The further the lead gets along in the funnel, the more resources you are willing to spend on that lead, because the more qualified the lead is.

1:56:08

Participant 3 - What I've said about queue management is, it's important for a customer to know how long it will take, that I will be able to sell my car in day or two. And not having to wait without knowing what is going on.

01:57:35

Participant 6 - Um. One thing I just think about is, uh, for, especially in higher volume cases is, if you have a look at process, where you have a lot of leads but not all of them are actually going to come to

something, so you need a very clear knockout process so that, um, even if they do more for some, for whatever reason, it's for the business case that they learn and also to allow for a very easy to come back to process.

But knowing that knockout happened and the communication, ...

1:58:39

Participant 1 - the re-entering is important. Interesting studies have been done. More than twenty percent of the cars we buy was in a 'no deal' at one stage. It means the customer, said: 'No thank you' - that he went to some different offering, and then came back.

1:58:56

Participant 6 - and then its' always important to provide that help and assistance in some way. Like having FAQ or something in an easy to reach place.

1:59:33

Participant 4 - that you know it to me is um more on the technical side of the lead nurturing is just smart allocation of resources.

Participant 1 - you get data driven detail.

Participant 4 – obviously at the end you get pro's and con's on both side, if you have the same person running the lead and having a relationship with the customer throughout the process, You get that trust in the relationship, but at the same time, you could have in my mind, like one point of contact essentially, but there could be multiple points of not to make friends but to sell cars.

With the wedding shop, for example, you could have the person communicating, but they have a lot of people doing a lot of work behind the scenes. ...So to the customer because they've got one contact point. But if that person is unavailable or sick, or you know, you can't get work from that person, then that doesn't mean that the lead can't progress.

definitely. Yeah,

yeah, (Inaudible)

2:01:05

Participant 3 - ...there's not space, for it's not someone's opinion, it's an algorithm that decided that this is what is going to happen, if a person wants to speak to K & K you are not getting that info and I giving it to someone else...

2:01:30

Participant 4 - I had age tracking with two people. So just understanding how old the lead is, and that almost ... You've got the state of the lead, but they almost have the, uh, I don't know if it is the momentum

of the lead, some leads are decelerated or slowed down and there might need to do some intention to revive it

um, and it's just you can't do that the without tracking and understanding oh this lead has now been parked for a certain amount of time.

2:02:09

Participant 1 – I call it time to interaction, funnel tracking.

2:02:12

Participant 3 – I also said prioritizing of leads, knowing which are quick leads and which leads you have a bit more time for.

2:02:23

Participant 5 - The process of selling a car to an individual customer with finance can be ten steps, that follows...if you have a small complication like ... inaudible.

2:03:03

Yeah. So, I just added process complexity, constant lead, the need to constantly re-evaluate the success probability of a lead. With more information you can almost reassess where the lead will end up and figure out the best way to deal with it. Obviously, that is very abstract, so it is providing a business with constantly having a way to predict where this lead is going. The next step is to gather some more information ...put it in buyer context of the buyer form and constantly review the success probability of a lead.

and I, else you don't understand what, how we should... (Inaudible) Probably it should. It might be like. Oh, it's a business ...not the highest priority.

2:03:51

Participant 1 – But put it in context of the buyer lead form. If you think what we do, we just ask a certain part, Certain number of information amounts of information on the buyer form, then there's a first Level that we call level zero to qualify the lead a little bit more, uh, which is called level zero. Yeah, in that lead qualification step is where we make contact with the customer. And then you ask certain questions, more information that we didn't want to ask for in the buyer lead form. But in that step. You can take that data, and you get a probability that the customer will sell after they completed those questions. You can qualify your lead just based on that already, and that can be assigned to a buyer. Yeah, it's a good point there.

2:04:36

Participant 1 - Okay, Okay, Thanks. I think. Um,

We want to finish by eleven, so we've got a half-hour left. I think. What we want to do now on the whiteboard, is start conceptualizing, with everything in mind, you summarize it. We know that we're not

just going to focus on the design principles of the form, although we all understand that it's very important. But I think we all now also agree that lead generation, online lead generation, to create a business value, that word is a much wider topic than just the form itself and starts with your messaging to the customer.

Um! Your interfaces, the design of your interfaces to lead to the nurturing, the consistency. There's a lot of things that's that plays around to do on online lead generation actively and effectively.

If we start conceptualizing even evaluation. Even if we start conceptualizing. Now, this is the framework.

Um, just a conceptual model. We don't have to finalize it today. It's just that. Start dropping ideas of what we think such a framework might look like. I think we're gonna spend an hour that drawing that's on the on the whiteboard, then we can close off.

The following section is where the participants had an hour-long discussion conceptualizing the framework, due to the distance away from the recording device the audio quality of this section was diminished, this along with the fact that participants talk over one another frequently in this part led to the omission of some discussions between participants as it was inaudible. The framework created on the whiteboard of this section can be seen at figure 56

2:05:051

Participant 5- I think from my perspective there are two main personas that this type of framework will effect. You have from the perspective of the customer and what information you are going to receive and give, and from the business side what information immediately give.

2:06:19

Participant 4 - These are the concepts

02:06:29

Participant 1 - I think, in the middle there's two are both the same concept. Let's put down information um given, and let's call it simple, simple things, so we can go to information sharing.

Participant 6 - I think it, the difference is, information sharing is as difficult as communication.

Participant 4 - Frameworks have Core concepts, and every core concept has its important the principles...

02:07:27

Participant 1 – Marketing will definitely play a huge role in the framework.

02:07:31

Participant 1 - So next replace information sharing with communication, and that's throughout the whole process, since the inception of the thought of dealing with a company to seeing some marketing content until finishing of the transaction. So, communication is a concept that is throughout the whole process.

Participant 5 - We need to understand their reason for approaching the lead generation process, and their motivation through the process.

Participant 4 - So, what immediately comes to mind with the sort of blocks of marketing and the identification and lead generation, and then at last lead nurturing and that sort gives your business value. And then the question is, what it enables that. So, I like this, let's say UX, but what enables that communication and digital transformation? And then sort of I wanted to evaluation. So, I you track all of this throughout, and maybe you've got some formal evaluation, tracking, which leads some form of continuous improvement. And that sort of reinforms this, like continues evaluation and feedback

Uh

That's right.

Yeah, (Inaudible) it's... (Inaudible)

2:10:34

Participant 1 - So the first block horizontally is obviously marketing, then lead generation, then Lead nurturing.

Participant 2 - Sorry. Here ... (Inaudible)

we will. (Inaudible)

02:11:28

Okay.

02:11:29

Participant 1 - Just put it in brackets there CX/UX.

2:11:44

Participant 3 - Employee experience forms part of that, can we call it total experience?

2:11:53

Participant 1 - Well it's customer experience...it's encapsulating the whole list, customer experience plus UX, plus EX

Uh: So

so I

02:12:35

Participant 4 - Yeah, there's communication, but we are now missing information sharing

2:13:21

Participant 4 – then that is probability business process.

2:13:40

Participant 6 – I would almost say digital transformation is more

02:13:50

Participant 1 - That's where.... Digital transformation strategy is actually your business strategy, it encapsulated that.

2:14:10

Participant 4 - that kind of encapsulates people process technology...

2:15:02

Participant 2 – so after digital transformation?

2:15:22

Participant 1 - the biggest what I've seen at We Buy Cars, the biggest influence on digital transformation is management buy in...

Participant 3 - It's a big experience. They're like. Oh, uh business leaders, not knowing why, why are we doing this? Right?

Yeah. Um. You don't think that.

2:16:09

Participant 4 - Obviously, we talk about buying in as an important part of the leadership, that in the freedom to actually like not trying to micromanage.

Yeah,

Participant 1 - I call it digital transformation vision and not leadership

(Indistinct discussion with echo)

on the

So I think.

And then Um,

yeah,

Yeah,

right?

That was under the design.

Yes,

the X.

Um:

Yeah.

So

2:18:06

Participant 4 – I think you can never evaluate too much, but the business value requires more of a summative evaluation. So you evaluate the marketing, evaluate the lead gen, evaluate the lead nurturing, and then the communication and info sharing. That then feeds back into improvements.

2:18:45

Participant 4 – So, you could label the up arrows as evaluation and the down arrows as improvements – that is quite important.

Should we? If you look at this framework, should we have the thickness of the of the bars emphasize almost the weight of the specific unit. If you think of design principles, you can almost make it a bit thicker. To visually see.

What I think can happen to this framework going forward is that you can divide the ...to address specifically marketing lead generation and lead nurture.

The same goes for information sharing. How do you address information sharing?

So you know everything is important but the emphasis should be what business you are, what your objectives are that will define your vision and strategy.

What business you are uh like your objectives, or by you more like um.

You just want me with the design principles?

We addressed that already.

Okay?

Um,

I think that design principles needs to be fleshed out, and I think we need to go look at design principles, and that will become a, uh, maybe a block with eight or nine or ten sections in that, so that that will expand a bit. We need to continue to expand on the design principles

in the context of online lead generation. Form is important to expand on this, so we can't just block design principles. Otherwise it's too broad. (Inaudible)

(Indistinct discussion)

You can elaborate on a section or a chapter if it results in a summative framework.

For this we actually build evaluation behind everything...

You should actually evaluate. It should be a block around, not the triangle, but around the block in complete.

(Indistinct discussion)

Maybe more than on the key principle. But it is like your values. If your company has values,

And we see. So It's communication, and above that the design principles, the vision.

Your principles, and then on that everything you know. And so that implies that the consistency which is part of everything else.

You can look at that if you can just read this theme song... Because if you look at the literature we've got, UX...digital transformation, experience, business values, digital business trusts...

Um, just make a note that trusts, that emotional impact response is important as well. That also impacts on the business value.

Lead generation. We've got brand. We've got marketing, loyalty. That's part of your brand loyalty.

Then we've got relationships.

We've got financial education, ROI, That's from the business value.

We've got competitive advantage, business value.

We've got information content, information sharing, and we've got usability. That's one of the design principles. We've got co-experience. It's part of the CX.

We've got meaningfulness, that's part of business value.

What is this business? How is it formed? Meaningfulness, lead generations... (Inaudible) Closed state and visibility. That is UX

That's what it is. Excellent relationship value, that's business value, and keeps users as a control principle. Sustainability that's the competitive part of business value. The user needs goals (CX).

So I say again... (Inaudible)

They are all principles of evaluation. But

so you know, evaluating all of these elements and their impact on sustainability. To make it more sustainable process.

Okay, Um,

Classification Um, lead generation, customer value, business value, social marketing, classification, demographics as part of the UX, the overarching thing, part of the evaluation. Evaluation, here, we have as a main concept. Aesthetics is part of design principles. Analysis is part of evaluation. Attention is desire and action. That is part of the full cycle.

02:32:35

You know evaluation. We've got as a main concept, aesthetics as part of design principles...

02:32:41

Um design principles,

analysis,

part of the evaluation. Um. The teaching is just desire, an action. That's part of the full cycle.

That is all marketing lead generation.

So that's part of the funnel

Shall we say evaluation, is monitoring the right word? Is evaluating encapsulating? It's evaluation in that it's also funnel tracking. We've talked a lot about evaluation.

So we'll talk about that, evaluation.

Yeah, that is a good term. Or is there a better one? That we can identify and measure everything.

Okay, retention is um lead(Inaudible)

Oh, is that? Oh, Okay, that's what it was about, like uh

user customer expectations....

That's colour, complexity, dynamic.

This UX. Um. Informative feedback is design principle. Reviews, design principle, and pleasure is on principle and customer experience. Pleasure is customer experience...

um external influences of UX that's fine...

uh it's the

long...(?) (Inaudible)

I don't know that, I will think to understand the environment, you drive the vision, then you're in a country where nobody uses a phone. Then you might be

like making apps, that this happens in an environment

uh me, too.... (Inaudible)

Uh, that's fine. That's a bullied life cycle.

I think that's evident across the board.

Vulnerabilities principle.

We can skip choices, employees actually, the export importance. That's UX. That's the evaluation influences

Environment.

Uh yeah, that's a good one that we've added. Now, um timing, it's part of your valuation degree. That is a good one that we added now. Design. Dialogue still closer. That's principle management. That's part of the vision, uh, logic.

The logic is part of the vision.

Lead generation business to business. That's fine, and experience it's the CX/EX um, planes. That's part of the UX. You use a business of actions UX (Inaudible) ...usefulness. UX shared co-creation value...

I agree it. It should be not just on this, the interphase, so it should be in the process. How we deal with customers as well.

I mean,

I like that.

I think we we've been through this

literature. It's amazing what you can do in three hours if you put your mind to it.

That America is going to. All the concepts... (Inaudible)

will overlay

all the

the overlays with this framework.

,

I think this is a very good first version.

02:39:13

Okay. So what drives a person through the funnel, customer experience? The value proposition? Digital transformation? You've got the whole flow and you've got business value from selling some business proposition and that pulls people through the funnel.

02:39:35

Business that I, that you, by sending some value proposition. And I add cool people to me like that. It seems to me that the EX vision or digital transformation,

the DX part, is part of your value proposition.

Yeah....That should almost be one block. This creates business values.

So you...sell the value proposition through the market and then you get means to manage the retailer.

it could be...

it's all if I draw it like this.

So the value proposition is the input and the output is your business.

02:41:40

An environment is a cross value proposition as well. Which is input through this.

02:41:45

Yes, so environment will affect your value proposition. Yes. Which is input to this, which output is a business value across your environment.

And then we.... (Inaudible)...relationship values that add to your business, values, customer values.

It's called customer experience. And we put it in the business funnel, and because we can successfully put it through this, we get business from it.

For me. It's that's customer experience. You show the customer that you understand. It's like an example of the insurance that was used to the deceased estate.

Um. If you understand that can be, that it emphasises the principle, because that's empathy. Um, it can be designed in. But as the experience, the customer has, it's a positive experience that the customer has with that business.

Um: yeah, I.

And then in designing the principles. And you've got methodology, which is how you actually do your design and development. So it's your actual execution that sits in that block.

So you got a vision and a strategy.

You have the thing. The need is your funnel. The need will persist no matter what. The business output, the feeling or the value perceived from satisfying this

I mean, if you put the value proposition in front of the business and take out all of this and put them on this side...you have the business value

So, if you can manage why you satisfy this. Your customer will retain the intention of consuming your service. If you fumble they will satisfy their need somewhere else.

I agree with you. That feeds into the value proposition, is understanding the customers' needs and how old they are to do business.

Um.... (Inaudible)

Just another question that the VX vision. Should that not be one block? You could argue that the past of a VX strategy is a vision.

Yeah, that's right. I don't know. Maybe vision is very specific. It is. I like this is strategy...

So your environment will affect your business, which will affect your digital strategy, which will affect your business strategy.

If you do this very well. Um, that will be your competitive advantage.

It must be...

So, we should actually just design principles. I think we should rename that design principle to UX.

So I...

The.... (Inaudible)

But I think from a from a business perspective. I think the term UX. It's more known as design principles.

If I go to a businessperson in We Buy Cars and I say (Inaudible)

Yes, yes,

yes, yeah. And I mean, there's a... (Inaudible)

No, I don't think for this content.

I think that should be known as user experience.

Yeah, because of the...

It's an experience of the....

Uh, but then that would be CXX UX. UX is an enabler because we said we work from the bottom up.

But the academic definition of UX is the perception that someone gets a story....

the product of the business. So it's some. It's, it is not the....you have to. You have a process. So UX design is the process to get the product out there....

Yeah.

Because the experience design doesn't give you the experience. It gives you... It's almost to me like communication. It gives you layer, and experience wants to swap it around.

Okay,

I don't know. I'll do that.

That. Experience design comes actually to that whole section we had on design principles.

Um, just gentlemen, practically so. Um do call it experience design? It's just a probing question when it relates to marketing as well to say, then, when we design a...

It's just not the terminology that a marketing company would use. I think you know. But I don't know in my mind. This is not focus on the marketing.

Yeah. So the fact that we call that experience design means that it's not only a design principle which is a big portion....

Uh

uh, was it like?

I don't know what you all know. But if you've got my friends, I'll ...

Yeah,

uh,

okay.

But there's a Maybe I don't know if there's something you want to say about this. But another element to this is like the team, uh the experts, that you get to do all of this and managing collaboration and sharing of knowledge, all that stuff.

That is the VX section?

If you don't have the right person there, nothing is going to happen. It must be on a management level.

Like the

Yeah,

Okay.

Any final thoughts.

02:56:58

Okay, this is fine.

02:57:01

This is one. This is maybe...

yeah, I'm looking at my Uh: friend. And to see if the legs in the... (Inaudible)

02:57:20

I'll put change management on mine. Making sure that all the stuff that the... (Inaudible)

02:57:39

Yeah, this is very narrow, focused on on-line lead generation right now, because you can very quickly like the area. You know we want to take science. Change management doesn't affect the we, if we do a change on a buy-lead form, then don't communicate with the customer...

But then there's change management in the business, because if you add another field, it might be that the lead qualification changes. Yes, it might be work, more work, in the back end it might be less leads. It's so. It's true. No I hear what you are saying...

Okay... (Inaudible)

Fantastic. Baie dankie... Thank you. Everybody. This is a very, very valuable session.

Yeah, we will.

We will write this up. And

what about some feedback,

Thank you I'm going to stop the recording now

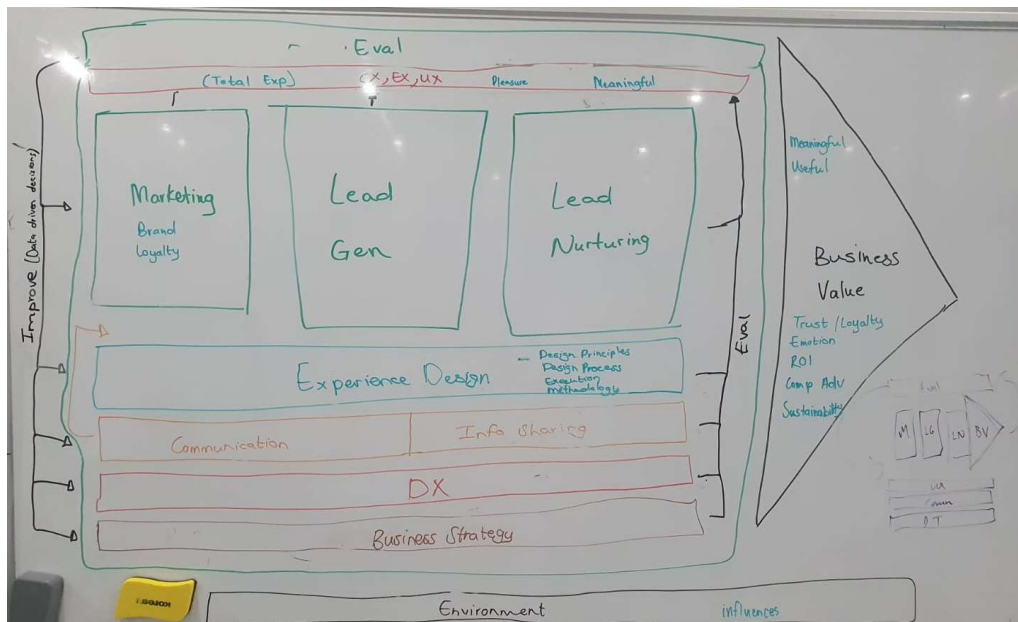


Figure 5. UXOLF v1