

# Why and How to Invest in User Experience

**Creating a compelling experience for your customers and employees alike**



Always On – Mobile First

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*A positive user experience is one of the key measures of digital maturity, which when reached brings considerable and measurable business benefits ”*

# How many apps do you have on your smartphone or tablet that you have only used once?

Not all digital experiences are equal. Only a minority of sites or apps combine design and function in a way that makes them truly indispensable.

What all good digital experiences have in common is intuitive concept and design that enables end-users to quickly and simply fulfill a specific need – whether that is working more productively, or shopping and socializing more easily. Successful user experience (UX) delivers exactly what is required, quickly and easily across multiple touch points and channels.

The bottom line is that users have a multitude of choices, and making sure that a product or service is available wherever the customer wants it, is a key success factor.

Fortunately, great UX is within your grasp. Approaches such as Responsive Web Design (RWD), for example, now make it simpler for enterprises to deliver transactions, however complex, in one or two simple clicks across multiple devices and networks. The user experience can also be optimized to make use of mobile features such as geolocation and gesture-based navigation, making complex processes more intuitive and streamlined than ever before.

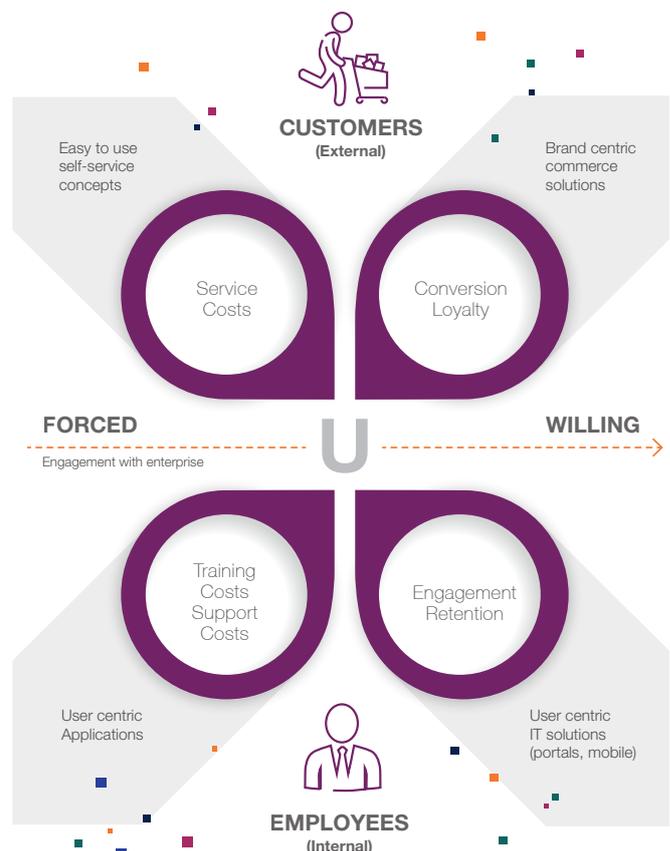
Get the User Experience (UX) right and the benefits to consumers and enterprises are clear (see Figure 1):

- Increased engagement with end-users, in turn improving customer loyalty and brand strength.
- Increased adoption of self-service solutions resulting in cost savings
- Enhanced productivity and engagement through employee connectivity

A better connected enterprise can lead to increased revenues and lower support costs. Failure to create user-centric apps and web sites, on the other hand, will result in missed opportunities for engagement and wasted investment.

Take app usage, for example. On average US smartphone owners devote three-quarters of their app usage time to their top four applications<sup>1</sup>, and their favorite app grabs a full 42% of their attention. Lesser apps—if they are downloaded at all—lie forgotten on phones and desktops until users get around to deleting them.

Figure 1: The business benefits of delighted customers and employees whether they be forced or willing to use enterprise mobile apps



<sup>1</sup> Source: comScore, The U.S. Mobile App Report, August 2014, Website: <http://www.comscore.com/Insights/Presentations-and-Whitepapers/2014/The-US-Mobile-App-Report>

## YOU EXPERIENCE



Enterprises gain enormously from focusing on user experience, even when users are forced to adopt software or systems. Employees, for example, may have no choice but to enter data into a specific enterprise program, such as with time reporting. However, an intuitive interface will result in better engagement leading to lower training costs and fewer

calls to the IT help desk—as well as greater productivity. The fact is, well-designed UX is crucial to meet the expectations of today’s employees and customers. An always-connected digital experience is an integral part of people’s lives, helping them to spend increasing amounts of time with the apps and websites that fulfill their personal and working requirements.

A major retailer that Capgemini worked with invested in creating a user experience to engage all employees at every level of the organization. The resulting interactive app met with rapid, widespread take-up and provided an immediate return on investment through significantly reduced administration costs and greater employee interaction.

In the fourth quarter of 2013 the average American adult spent just over 30 hours per month using apps, up 65% from two years ago, according to recent research from Nielsen. But despite a growing array of available apps, the total number a person uses has changed little: 26.8 apps per month on average in Q4 2013 in the US, compared to 26.5 apps at the end of 2012, says Nielsen<sup>2</sup>.

Given such stiff competition for engagement with digital services, enterprises need to remove barriers to take-up. To do so means putting user experience and user interface at the center of every digital program from the outset. And in a context where mobile device usage continues to rise, and where the user demands an appropriate response across all platforms and operating systems when accessing data and services, that user experience must be consistent as well as engaging.

### Engaging the End User

So what can you do to ensure that you engage the end user? Firstly, it’s important to understand that UX is much more than just performance and functionality. It’s primarily about relevant concepts. With today’s digital solutions, context is a fundamental factor that drives concept relevancy. For example, apps that change user interface depending on the user’s location (whether they are far away from a store or inside), or omnichannel solutions that use big data analytics to determine when it’s relevant to proactively suggest a route or new type of service.

An idea, which Forrester Research calls “mobile moments”, is helpful in determining what features need to be available to the user, when (time in the context of the mobile moment), and how (what channel and design). The “mobile moments” model puts a focus on mobile scenarios, but highlights how other channels are affected and what processes, platforms and

<sup>2</sup> Source: Nielsen, Increased Mobile App Use, September 2014, Website: <http://www.nielsen.com/us/en/insights/news/2014/increased-mobile-app-use-what-your-brand-needs-to-know-about-apps.html>

internal roles need to interoperate. It's all about focusing on outside-in aspects, starting with the end-user.

So user experience and user interface design is about creating that which is relevant and engaging. For a customer moving around in a connected world, context is what drives relevancy. Context is defined by a number of things: location, proximity to places and sensors, preferences, past behavior, interactions with social networks and so on. Digital touchpoints need to demonstrate immediate value, prioritize core functionality, and dynamically organize content so it's relevant to the user's



One government organization wanted to centralize its information systems and create a user interface that would provide an instant 360-degree view of data on any device.

We helped them create a UX solution that greatly reduced the time taken by employees to find and access vital information, wherever they were located and whichever device they were using.

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*Once end-users' circumstances and requirements are understood, it is important they integrate into, and direct, the overall digital and mobility strategy.* ”

context. In a You Experience, it's all about meeting immediate and personalized needs.

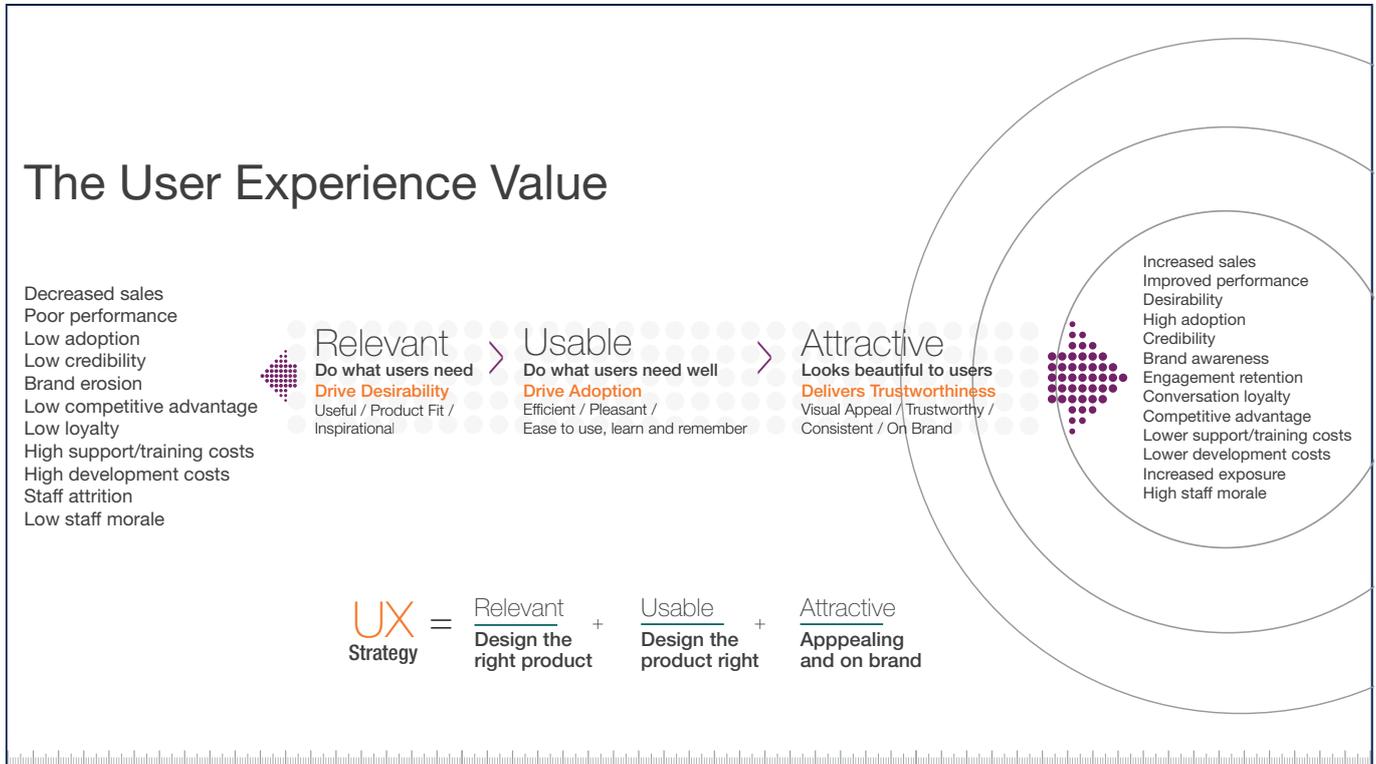
Yet it's not common software development practice to start with the end-user in mind; most enterprise software is developed to fit internal strategies, and requirements gathering usually starts with what the business wants to achieve. It's all too easy, then, for organizations to lose sight of the end-user when developing solutions that otherwise look functionally sound. A clear understanding of just how, when and why employees and customers will use a service is needed if it is going to be fit for purpose.

That can be achieved by using personas – a collective image created to represent various user types that might interact with a brand in a similar way. After personas are created, subsequent user research activities help to precisely identify a typical customer journey, complete with user needs and behaviors that will provide information about architecture and design implications. Sound design must be defined iteratively based on real end-user testing insights. When user insights are included in the design, it results in high user acceptance.

Once end-users' circumstances and requirements are understood, it is important they are integrated into, and direct, the overall digital and mobility strategy. Design teams should not be led astray by the demands of individual business managers or departments. Good user experience design should be at the heart of an overall enterprise digital strategy that puts in place the right policies, processes and technologies to deliver competitive advantage throughout the organization.

The UX business value can then be readily achieved with a focus on three critical success factors (CSFs): relevance, usability and attractiveness. These CSFs apply equally, whether you are a user inside a company or a customer of

Figure 2 : The Critical Success Factors to Realizing the Benefits of Good UX



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that enterprise. The sliding benefits of applied UX can be seen in Figure 2.

It might seem a given, but enterprises also need to test solutions with the people who will use them, and across the myriad fixed and mobile devices they are likely to use—creating a robust omnichannel experience. A key feature of good design is ensuring rapid access to the content or functions a user is looking for: nobody expects to tap repeatedly through menus, with three to four taps likely to be the most anyone will bear. In addition, you need to be ready to make changes to functional prototypes based on feedback from these crucial end-user tests.

Capgemini’s 2014-15 World Quality Report<sup>3</sup> shows that the percentage of organizations conducting mobile testing has grown since 2012. Functionality, security and performance continue to be the central focus of organizations for mobile testing. The trend for emphasis on application usability, however, has risen sharply from 36 percent in 2013 to 45 percent in 2014. So almost 700 senior IT executives over the 1,543 surveyed across 25 countries say end-user testing and feedback is crucial.

<sup>3</sup> Capgemini, Sogeti and HP Software, World Quality Report 2014-2015, October 2014. Website: <http://www.capgemini.com/resources/world-quality-report-2013-14>

On top of this, many digital services typically draw on information from multiple areas of an organization. As a result, enterprises need to be confident that their innovative apps and services are also tightly integrated with their customer relationship management (CRM), enterprise resource planning (ERP), and other back-office systems—particularly when driving a wider digital transformation that can lead to competitive advantage. Moreover, enterprises need to ensure that security is an integral part of overall design. Challenges include designing secure B2E and B2C apps in highly regulated industries, as well as security in the context of the spread of mobile devices and Bring Your Own Device (BYOD) strategies<sup>4</sup>. Security features should be intuitive and built into the user interface to ensure safe data transfer. For example, it should be clear whether users can or cannot copy data, forward work emails, and how to add digital signatures where required. Failure to make security functions an intuitive feature of the user experience will mean they are likely to be ignored.

### Approaching UX Systematically

An effective approach to UX must focus on the unique needs of your end-users and enterprise while keeping to timeframes and budgets. With this in mind, certain practices are crucial to a systematic approach.

Best practice implementations should include:

- Methodologies that enable a structured and holistic approach to innovative UX-centered omnichannel projects, whatever their size, and based on specific business requirements. For effective governance and helpful management, dashboards provide a framework for quantitative as well as qualitative measures of customer experience across channels. They should be based on industry best practices, heuristics, field research, and extensive domain experience. Many enterprises benefit from external support in setting this up, or choose to outsource tasks to reduce overheads. Whichever way you resource the project management, you should consider working with an external party for an expert assessment. This will provide you with an objective evaluation and recommendations for channel-specific and omnichannel improvements benchmarked by industry best practice.



### Digital Maturity Leads to Competitive Advantage

*A good user experience is one of the key measures of digital maturity, which when reached brings considerable and measurable business benefits. “Digitally mature” companies significantly outperform their peers in key performance indicators, according to a two-year study of more than 400 large firms across multiple sectors by MIT and Capgemini Consulting.*

*The 25% of firms that are most mature in harnessing digital usage and transformation—the Digirati—are on average*

**26% more profitable**

*than their industry competitors, according to the study. They are also more productive and generate*

**9% more revenues**

*through their employees and physical assets. All of which is good news for shareholders: the most digitally mature also produce*

**12% higher market valuation ratios.**



<sup>4</sup> To read more on our mobile security perspective see: <http://www.capgemini.com/resources/taking-mobile-security-to-the-next-level>

## *Failure to make security functions an intuitive feature of the user experience will mean they are likely to be ignored.*

- Industrialized processes, including rapid prototyping and testing, to minimize costly risk and enable you to create solutions that are functional and easy to use. This is where many enterprises choose to retain the intimacy with their end-users but recruit experts to help them with the prototyping, testing and app development. Efficiencies can be readily gained here through access to talented mobile design studios and mobile app factories.
- End-user participation and buy-in are crucial to ensure adoption. We have seen that when employees are directly engaged in shaping digital change they embrace it more readily and often identify new uses and simpler approaches. Enterprises that consult end-users are more likely to successfully implement digital transformation across all channels. End-user workshops conducted in a collaborative fashion are useful ways of securing this buy-in.
- Integration expertise to ensure that UX projects readily serve an enterprise's wider digital strategy and resulting applications tie into back-end IT systems. Beware of UX experts that cannot demonstrate how they will address the end-to-end solution. Insist that while important factors such as 'stickiness' and 'customer delight' are measured, it's the impact across the entire value chain that must be captured in the overall business process.

Implementations should work in an agile way, following short, iterative cycles:

- For this to be effective you must work closely with all stakeholders. Involve end-users and customers to identify their needs and behaviors, and assess how these will impact usage and business strategy. From there, identify design solutions and attach tangible business value to them.
- When you then create a prototype of a user experience ensure it is highly functional and intuitive, easy to navigate, multi-channel and adapted to business needs. With the right methodologies in place you will not lose sight of this at any given stage in the cycle.
- It also follows that you should test the prototype in real-life situations and implement feedback from working groups, making improvements where necessary.

### **Capgemini Group's Experience & Design Services**

Capgemini Group brings together proven digital UX design capabilities and global, industrialized technology and testing resources to ensure impactful experience and design implementations.

Our Experience & Design offering provides end-to-end mobile strategy and services that aim to help you optimize your end-user experience and maximize business value. As part of a wider portfolio of related mobile solutions, you can take advantage of these services to suit your specific UX initiative and wider enterprise mobility transformation.

Capgemini design teams use "You Experience" – a value-added mobile UX technique that takes projects from conception through to realization. We master structured creativity and provide the "You Experience" so that ultimately your enterprise can be "Always On – Mobile First".

Find out more at [www.capgemini.com/mobility](http://www.capgemini.com/mobility)

OBJECT OF  
**Desire**



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## About Backelite

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Backelite is a major player in the mobile application and mobile web services development market in Europe. We create, adapt, develop and publish multimedia services for smartphones, tablets and desktops. Our team of more than 100 designers, engineers, consultants and project managers are known for their strong and unique grasp of today's digital marketplace. Our customers are leading companies in sectors such as m-commerce, media, transport and banking and include Voyages-SNCF.com, Accor Hotels, Air France, France Televisions, SFR, Air Liquide as well as the largest European banks. We pride ourselves on our 360° agency approach, allowing us to provide services from user experience conception through realization and fully meeting the specific needs of each of our customers.

Backelite is a company of Prosodie-Capgemini ([www.prosodie.fr](http://www.prosodie.fr)), Capgemini Group

## About Capgemini and Sogeti

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With almost 140,000 people in over 40 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2013 global revenues of EUR 10.1 billion. Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™ and draws on Rightshore®, its worldwide delivery model.

Sogeti is a leading provider of technology and software testing, specializing in Application, Infrastructure and Engineering Services. Sogeti offers cutting-edge solutions around Testing, Business Intelligence & Analytics, Mobile, Cloud and Cyber Security. Sogeti brings together more than 20,000 professionals in 15 countries and has a strong local presence in over 100 locations in Europe, USA and India. Sogeti is a wholly-owned subsidiary of Cap Gemini S.A., listed on the Paris Stock Exchange.

Capgemini and Sogeti offer end-to-end Mobile Solutions for mobile strategy and services as an Enterprise Mobility Orchestrator. Deploying a framework of harmonized methods, accelerators and industrialized services, the Enterprise Mobility Orchestrator services can help create, implement and support an organization's mobile strategy. To address all areas of a business going mobile, the service portfolio covers: Strategy; Experience & Design; Development; Testing; Security; and Managed Mobility. Together, Capgemini and Sogeti have combined their extensive capabilities in strategic consulting, technology excellence, industry solutions and global delivery to help organizations optimize their mobile business potential.

Always On – Mobile First

Learn more about us at

[www.capgemini.com/mobility](http://www.capgemini.com/mobility)  
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