Advancing Research 2021
by Rosenfeld

@advancingresrch #AR2021
11 March 2021

THEME 2: Research as Applied and Evolving Practice led by Jamika Burge

UX Research Excellence Framework

GEORGE ZHANG
Director of UX Research
Course Hero

MOLLY STEVENS
Director of UX Research
Booking.com

George and I have worked together - at several companies - over the past 14 years...

[Our thanks to the extended Uber team where this started esp. Michael Kronthal who helped us roll it out]

TARGET AUDIENCE

Managers / Leads with growing teams

It's a starter structure

BASE FRAMEWORK
Let it grow and evolve
~ seeking balance ~

@ Uber FAST-PACED ENVIRONMENT
Highs, lows (extremes)

WHAT KINDS OF MAJOR CHANGES HAVE YOU HAD TO MANAGE?

- study design?
- Org changes?
- Deliverables?
- Global impacts?

SCALING RESEARCH in other markets

GETTING STAKEHOLDER BUY-IN

HEADCOUNT set people up for success

SHOWCASING IMPACT

Stories we heard

How we got here...

STUCK MOMENTS

WE ADOPTED AN ACTIVE PROCESS

Understand the problem → Define the Solution → Commit to changes → Execute and Adjust

PROBLEM → SOLUTION ✕
SOLUTION → COMMIT → EXECUTE
SOLUTION ✕

(oo) of course, things don't move this cleanly.

IMPACT

where, when

- PRIORITIZING WORK
- IMPACT MATRIX

Prioritization Rubrics

A, B, C
1, 2, 3
#, &, %

A, 3, or #?

- RESEARCH OPS LIFT
- BUSINESS IMPORTANCE

many factors → DECISION

- CUSTOMER IMPACT
- TECHNICAL FEASIBILITY
- COLLABORATION QUALITY
- PRIOR KNOWLEDGE

CREATE NUMERIC SCALE for EACH ASPECT

yes, subjective

IMPACT MATRIX

	Experimentation	Products/ Features	Roadmaps
ONE TIME	★	★	★
ONGOING		★	

See Slides/Recording for specifics [EXAMPLES in EACH CELL]

Example: International study we completed could be mapped on matrix above to show outcome ★ value collected.

METHOD

Apply rigor

- RELIABLE and VALID
- SIMPLE and SCALABLE

Simple and Scalable

there are many choices

INTERCEPT SURVEYS

Example: Driver In-app Satisfaction Survey

GIVEN AT CONCLUSION OF WORKDAY

Easy, convenient scalable, used emotions on Likert Scale - engaging

IMPACTFUL!

helped mend driver relations

IN OUR CASE, ORG VALUE WAS AN OUTCOME TOO: Teams were merged to focus on safety and privacy

*SO USEFUL TO HAVE CONVERSATIONS... WITH RESEARCHERS & BUSINESS

PARTNERSHIP

Work together

- CROSS FUNCTIONS
- EARLY in PROCESS

Cross-Functional Partnership JOURNEY [chart]

Research too often called in after problem space EXPLORED & DEFINED

WE MOVED THIS UPSTREAM

Example: Third-party vs. Uber moped [in PARIS]

Let the Framework Work

to support the researchers we created a MONTHLY EXCELLENCE Award

WE CAN ALL Evolve the base Framework!

WORK with the other CUSTOMER-FACING FUNCTIONS at your company

We use this now at Booking.com with GREAT RESULTS

SKETCHNOTES by @mjbroadbent