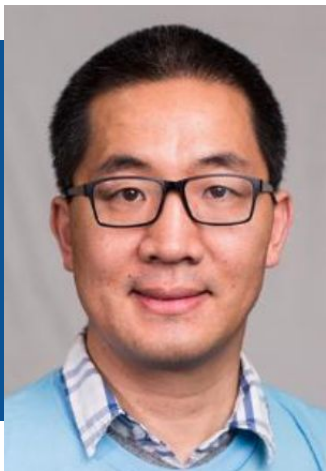

UX Research Excellence Framework



George Zhang
Director of User Research
Course Hero



Molly Stevens
Director of Research
Booking.com



Framework from our time at Uber

Our Framework

IMPACT

1

METHOD

2

COLLABORATION

3



Target Audience

Managers / Leads w/growing teams



Starter Framework

Let it Grow & Evolve

A base framework

Balance

At Uber, We Underwent Highs, Lows, & Edges



What kinds of major changes have you had to manage?

- Study design?
- Deliverables?
- Organizational changes?
- Global impacts?

The Stories We Heard

We asked people to share some situations when they had to make adjustments

Priority for me this year is meaningfully **scaling** the research team toward **strategic areas** with a **global lense**. But how?

Since the beginning of Covid, UXRs found it more difficult to **get buy-ins from stakeholders**. What can I do to support them?

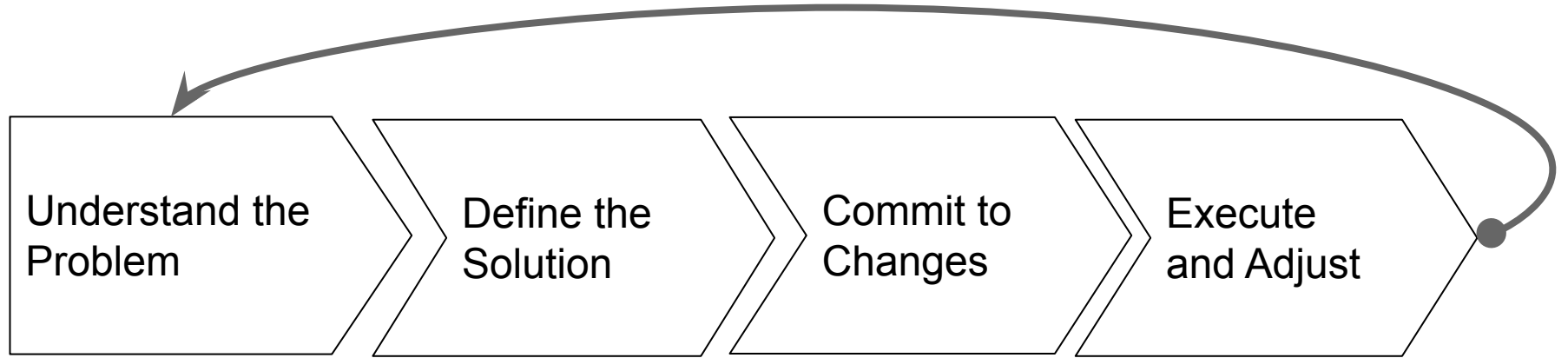
We got the headcount to add a **quantitative researcher** to the team. YAY! How do we set the researcher up for success?

I'm having the first meeting with our **new COO** next week. How do I talk about the UXR team, and showcase our impact?

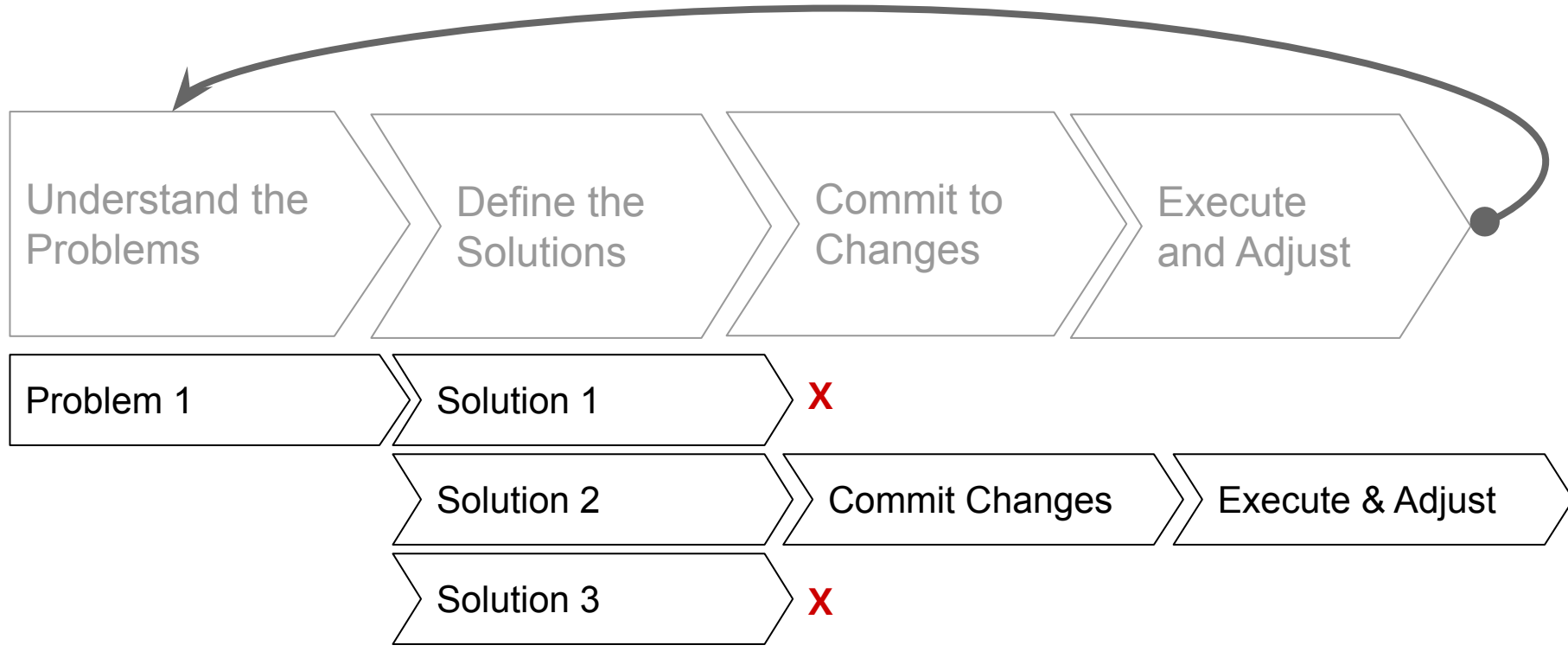
Stuck Moments



We Adopted an Active Process



We Adopted an Active Process



Our Framework

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Our Framework

IMPACT

1

Where, when

- Product roadmaps
- Features
- Experiments
- Organizations

METHOD

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Impact Examples

Experimentation

Products/Features

Roadmaps

One
Time

On-Going

Impact Examples

Experimentation

Products/Features

Roadmaps

One Time

- Design & content changes
- New features
- Stepwise improvements

- Usability studies
- Interviews
- Internal & External lit reviews
- Surveys
- Competitor analysis

- Research sprint
 - Field
 - Lab
- Market deep dive
- Literature review

On-Going

- Regular reviews of experimentation learnings
- Quarterly updates to information access
- Dashboards

- Quarterly benchmarking
- Secret shopper studies
- Top UX issues
- Customer support tickets

- Quarterly benchmarking
- Secret shopper studies
- C-SAT / brand

Example Project: Foundational

How can we better understand global perceptions of personal privacy when riding with Uber?

Example Project: Privacy Understanding

Jakarta

Berlin

São Paulo

Outcome: Privacy That You Can Feel

Experimentation

Products/Features

Roadmaps





One Time



On-Going



Outcome: Privacy That You Can Feel

	Experimentation	Products/Features	Roadmaps
One Time			
On-Going			

BONUS Organizational: The work merged engineering teams for safety & privacy

Prioritization Rubrics

A or B or C?

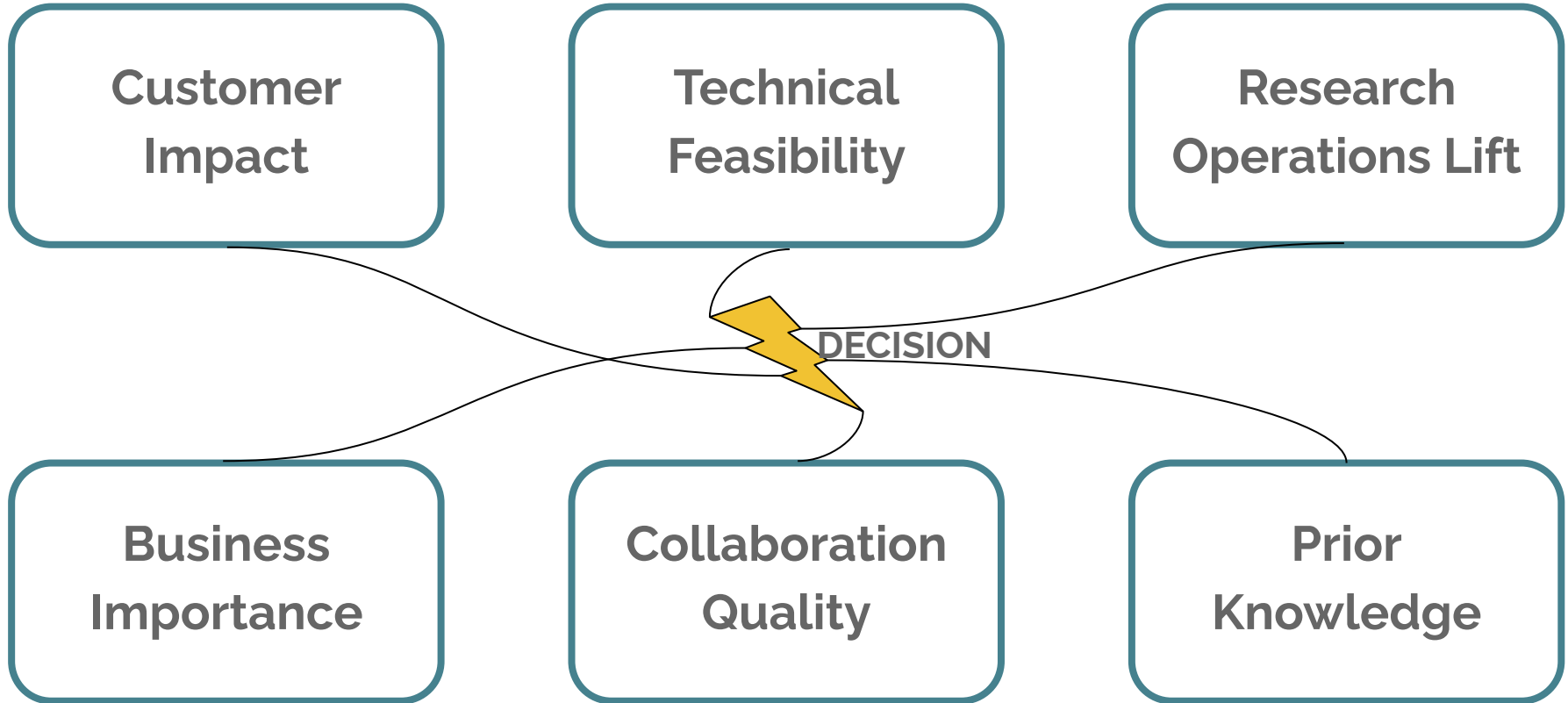


Prioritization Rubrics

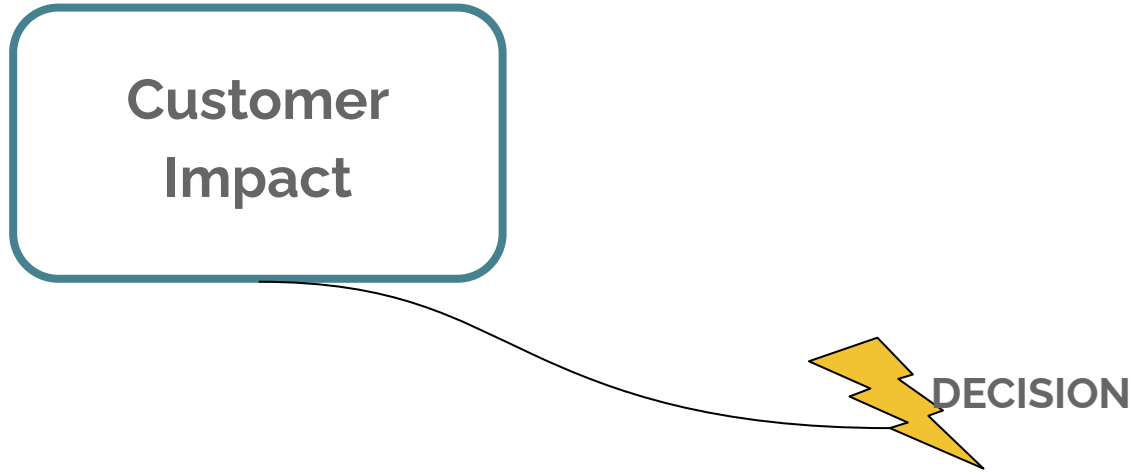
A or 3 or #?



Prioritization Rubrics



Prioritization Rubrics



Scale Example

1 = Little overall Customer Impact

5 = Fundamental change to Customer experience or mental models

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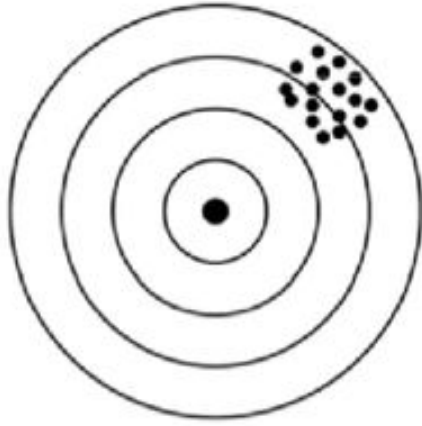
Apply rigor

- Reliable and valid
- Actionable insights
- Scalable & teachable

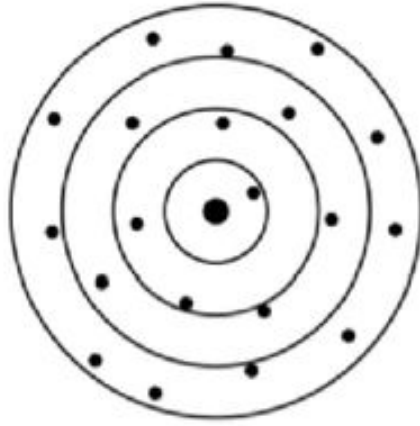
COLLABORATION

3

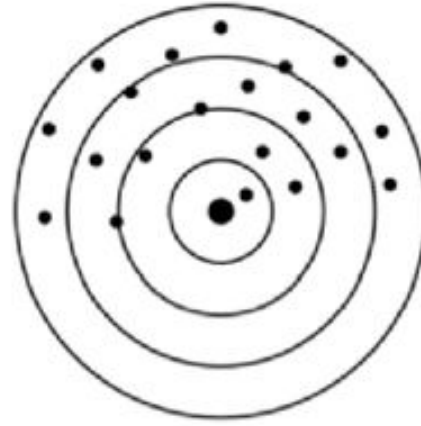
Reliable and Valid



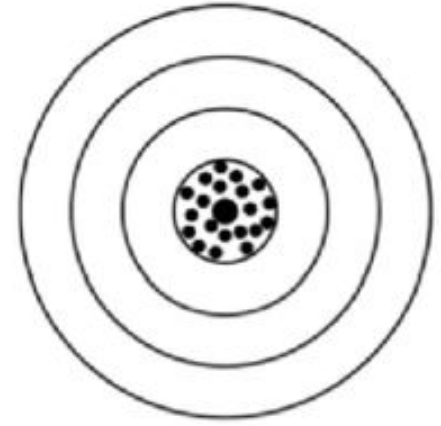
Reliable, not valid



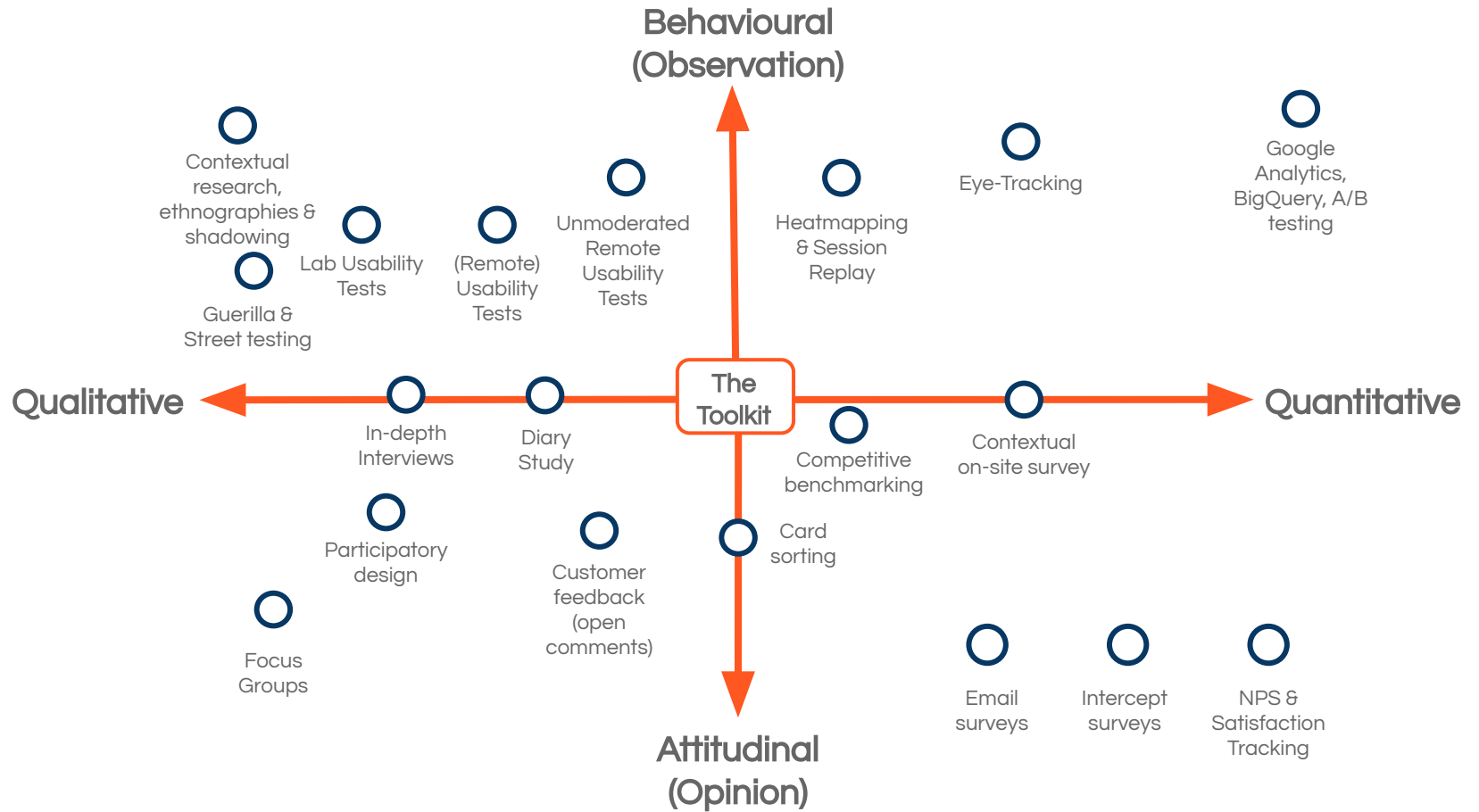
Valid, not reliable

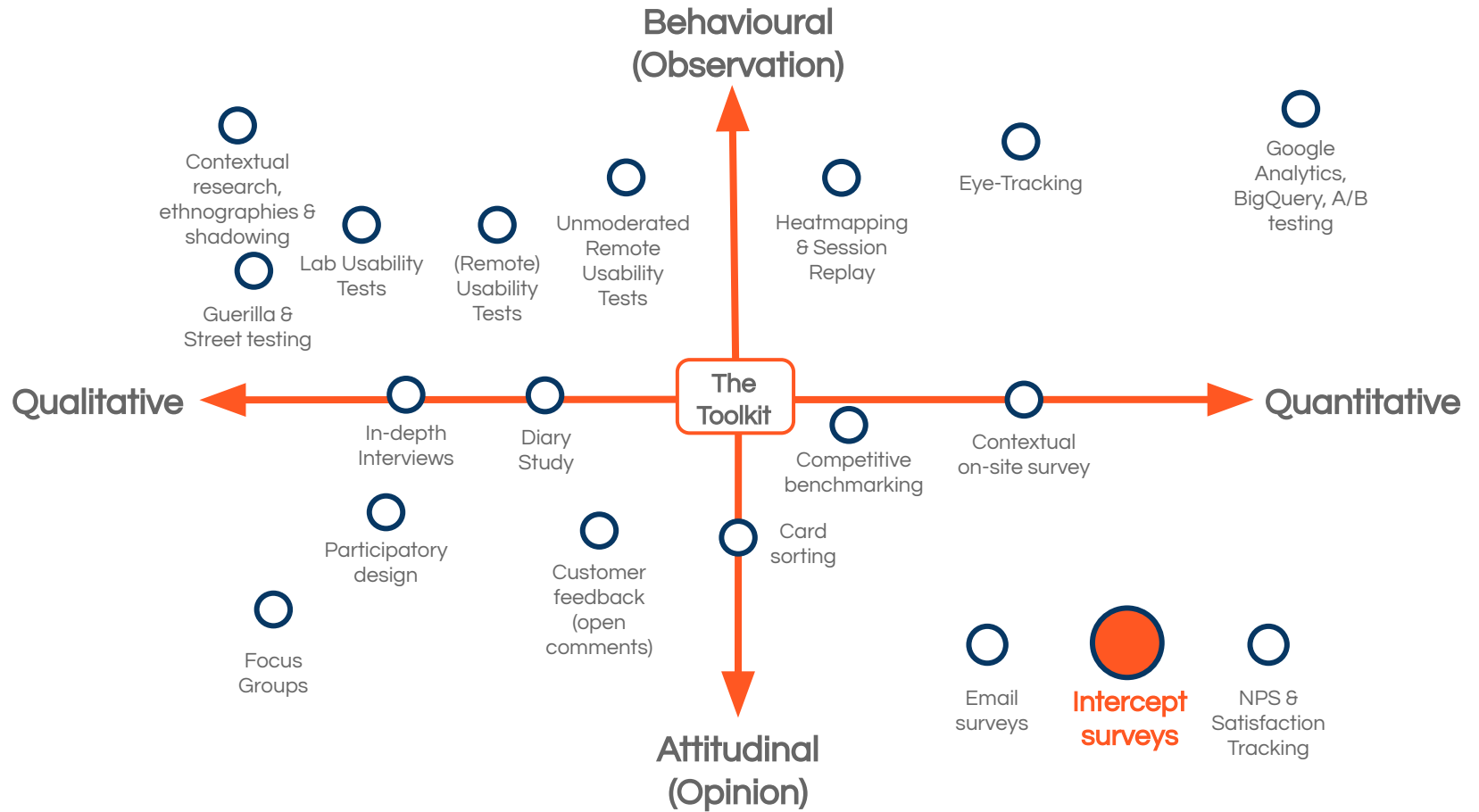


Not valid, not reliable

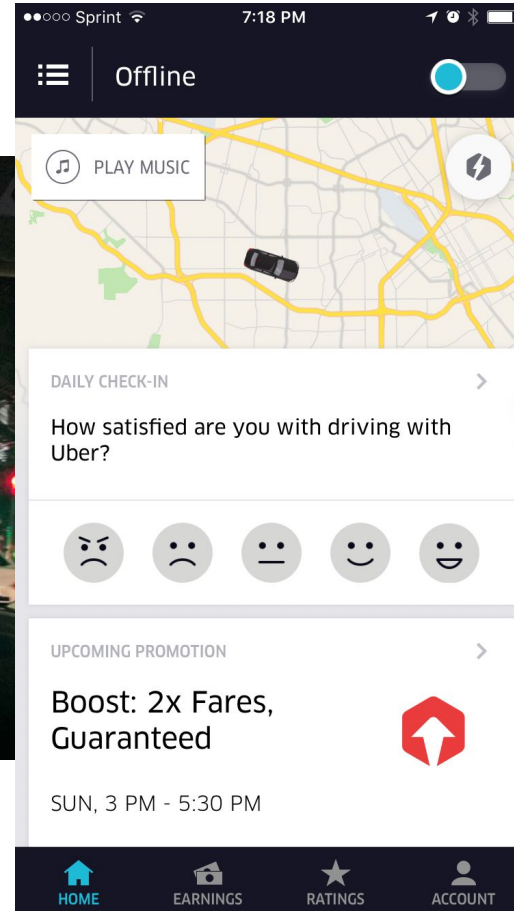


Valid & reliable





Example Project: Driver In-app Satisfaction Survey



Our Framework

IMPACT

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Apply rigor

- Reliable and valid
- Actionable insights
- Scalable & teachable

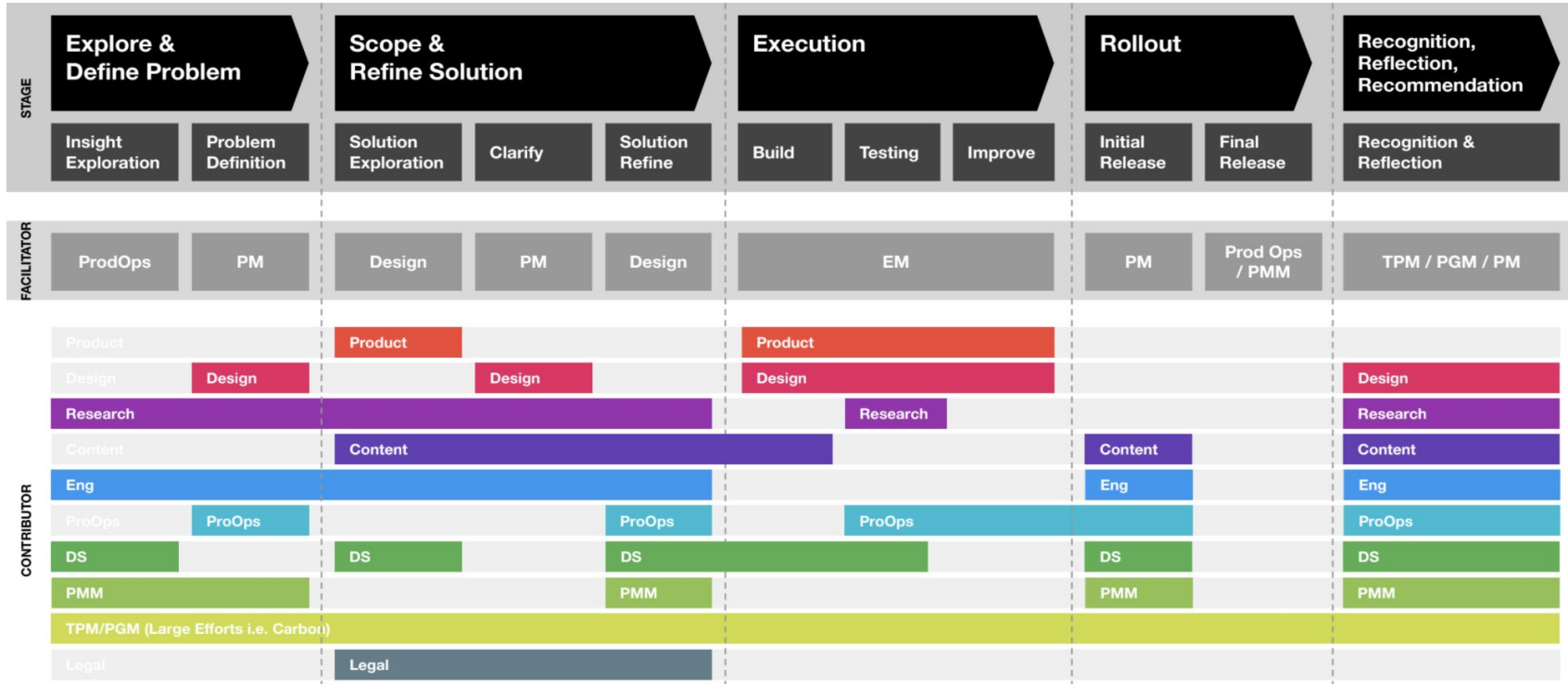
COLLABORATION

3

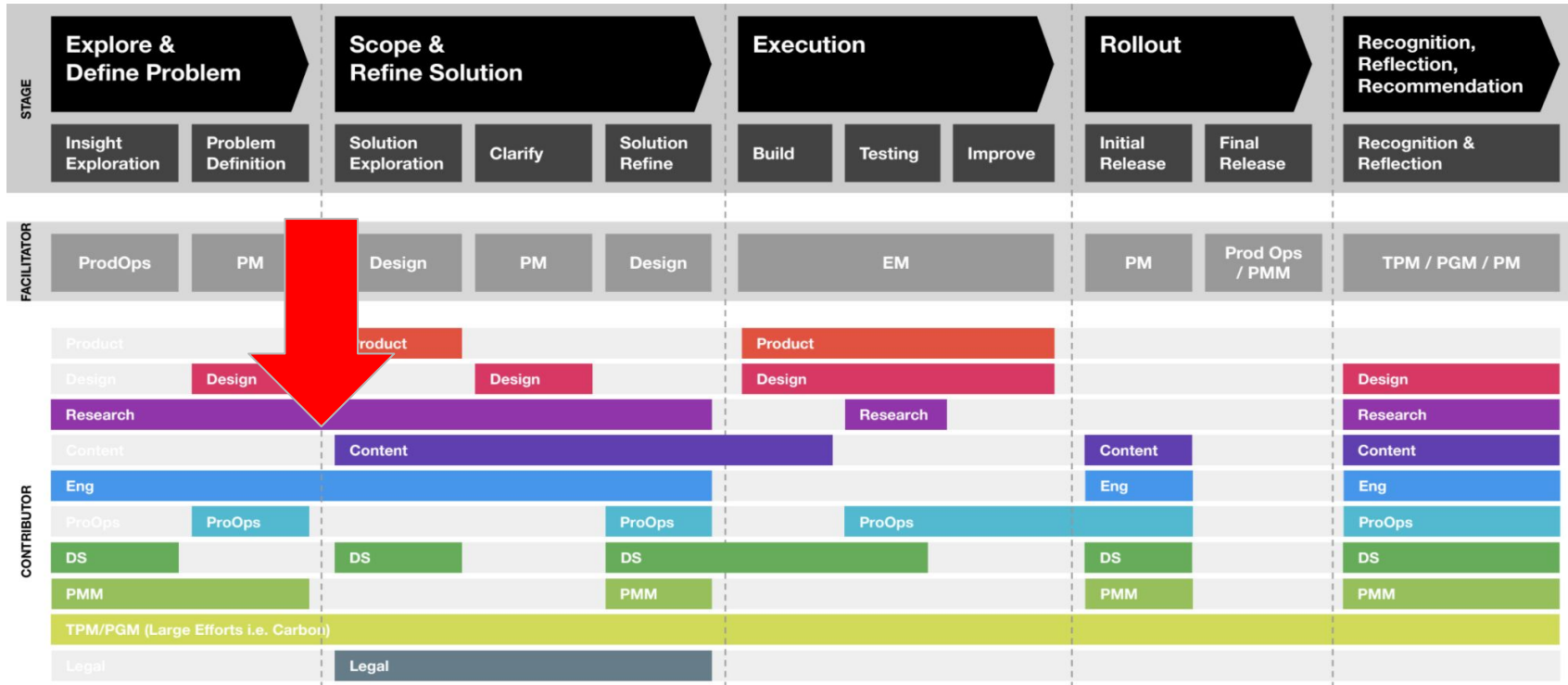
Work together

- Cross functions
- Cross business lines
- Insight network

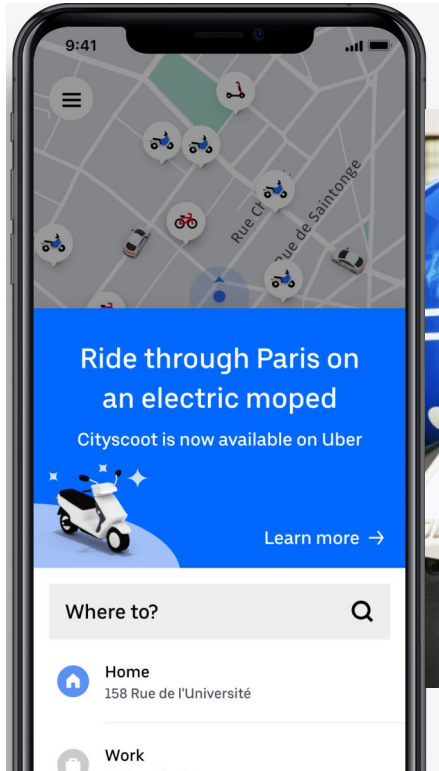
Collaboration Journey



Research Goes Upstream



Example: Third-Party vs First-Party Moped



Our Framework - Team Awards

IMPACT

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Where, when

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Apply rigor

- Reliable and valid
- Actionable insights
- Scalable & teachable

COLLABORATION

3

Work together

- Cross functions
- Cross business lines
- Insight network

Monthly award: Open nomination > Leadership voting > Team recognition

We can all evolve the base framework



1

2

3

We can all evolve the base framework

Molly
@ Booking.com

2

3

We can all evolve the base framework

Molly

@ Booking.com

George

@ Course Hero

3

We can all evolve the base framework

Molly

@ Booking.com

George

@ Course Hero

YOU!



Thank you for
your time!
Questions?
