

# Creating a Satisfying Global Corporate Web Experience

Mike Spang

Business Research Director  
Document Imaging  
Corporate Business Research

Eastman Kodak Company

November 2006

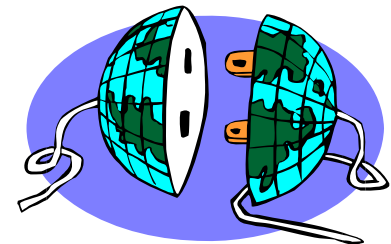
# Key Topics

## Globalization of a corporate site-

- In this session you will learn about issues involved, research conducted, and methods utilized for measuring visitor experience.
- The session will provide you with some potentially new ideas on how to incorporate global users' input into your web experience and measure your success.

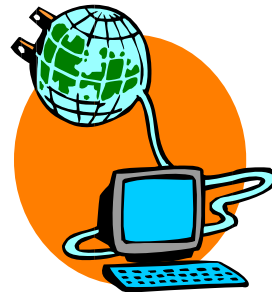
# Global Site Satisfaction

- Introduction – kodak.com background
- Market Research Principles – User Center Design
- Research tool kit
  - Open ended site survey
  - Web site usability testing
  - Web visitor satisfaction
- Summary of key experiences - findings
- Conclusion
- Questions



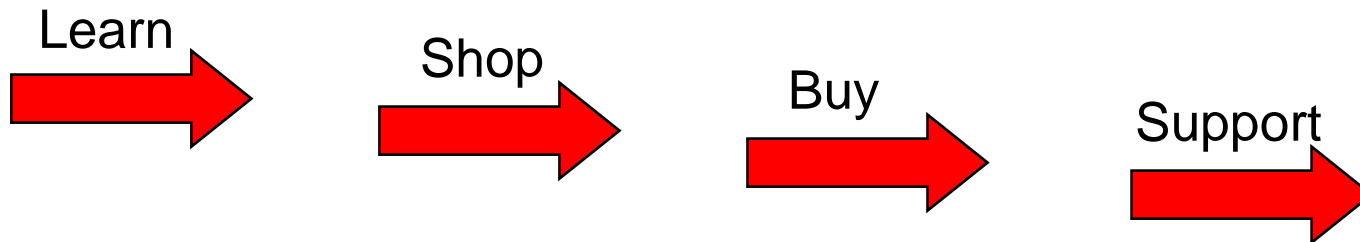
# Guiding Principles

- One global “kodak” web presence
- Vehicle to deliver the corporate brand message
- Portal for photography and imaging
- Interesting, fresh, easy to use
- Increase revenue – decrease cost



# What is kodak.com today?

- 50+ country sites
- Information, commerce and interaction
- Heavy interest in digital photography
- Serving both B2B and B2C oriented business groups + corporate functions
- Service & Support



[Consumer Photography](#) ▶

[Graphic Communications](#) ▶

[Medical & Dental Imaging](#) ▶

### Kodak Online Shop



**Free Standard Delivery** for all orders over £50.

[Start Shopping](#) ▶

### Clearance Centre



**Get great deals** on a wide range of Kodak digital cameras & more!

[Get the best prices](#) ▶

### New Products



See the EASYSHARE **C875, C743 & C433** zoom digital cameras and **G600** printer dock.

[Support Center](#) | [Contact Us](#)

2:25pm  
...and still so much more of Paris to see.



**NEW!** Mini Photo Books  
small Books, BIG smiles

**NOW 50%**  
discount

**Kodak EasyShare Gallery**  
Create your own Mini Photo Book >

- Digital Cameras
- Software
- Printers
- Online Printing Services
- Accessories
- Inkjet Paper
- KODAK Picture Kiosk
- Picture CD
- Film
- One-Time-Use Cameras
- Support Center
- Promotions

## KodakOnlineShop

Free standard delivery for all orders over £50



[Start shopping >>](#)

Buy a KODAK V610 Dual Lens Camera and **save up to £100** on one of two great value bundles



[Buy now >>](#)

[See details >>](#)

## Kodak EasyShare system



### ► Choose a camera & more

Compare digital cameras  
Digital photo solutions  
Accessories



### ► FREE EASYSHARE Software

Download for WINDOWS  
Download for Mac



### ► Print your pictures

At home  
Online  
At a Store



## Kodak EasyShare Gallery

### ► Prints delivered to your door

Join the Gallery, get 30 FREE prints & share online

### ► Find your nearest in store demo



### ► Support Center



[Downloads & Drivers](#)  
[FAQs](#)  
[Manuals](#)

### ► KODAK Online Shop



Save 10% when you buy 2 accessory items or 15% when you buy 3 accessory items or more. [See all accessories >>](#)

### ► KODAK EXPRESS Stores



Your assurance of quality.

[Consumer-Fotografie](#)

[Graphic Communications](#)

[Health Imaging](#)

## Kodak Online Shop



**Kostenlose Standardlieferung** bei allen Bestellungen ab €80.

[Jetzt einkaufen](#)

## KODAK EASYSHARE V705



7 MP, die weltweit kleinste digitale Zoomkamera mit 23mm Ultraweitwinkel.

[Vorbestellung](#)

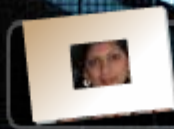
## Neue Produkte



Informieren Sie sich über EASYSHARE **C875**, **C743**, **C433** digitalen Zoomkameras und die **G600** Druckerstation.

[Support-Center](#) | [Kontakt](#)

14:25 Uhr  
...und es gibt noch  
so viel in Paris  
anzusehen.



**NEU!** Mini Fotobücher  
kleine Bücher, GROßER Spaß

**JETZT**  
50%  
Rabatt!

**Kodak EasyShare Gallery**  
Gestalten Sie Ihr eigenes Minibuch >



[Photographie grand public](#) ▶

[Graphic Communications](#) ▶

[Imagerie médicale et dentaire](#) ▶

### Kodak Online Shop



**Livraison standard gratuite** pour tout achat supérieur à €80.

[Commencer les achats](#) ▶

### Visitez Paris autrement !



Une video tournée avec l'appareil photo KODAK EASYSHARE V610.

[Découvrez l'avenir](#) ▶

### Nouveaux produits

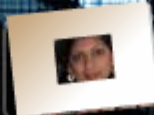


Voir les appareils photo EASYSHARE **C875**, **C743** et **C433** Zoom et la station d'impression **G600**.

[Centre d'assistance](#) | [Contact](#)



14h25  
...et encore  
beaucoup plus à voir  
de Paris.



**NOUVEAU!**  
Les Mini Livres Photos  
petits Livres, GRANDS sourires!

Maintenant  
50% de  
réduction

**Kodak EasyShare Gallery**  
Créez votre propre  
Mini Livre Photos >

## 产品

- 数码相机
- 一次性相机
- 传统相机
- 胶卷
- 附件
- 软件
- 多功能底座打印机
- 喷墨打印纸

## 服务

- 柯达影像网络
- 数码冲印
- 手机影像冲印
- Print@Kodak网上冲印
- 胶卷冲印

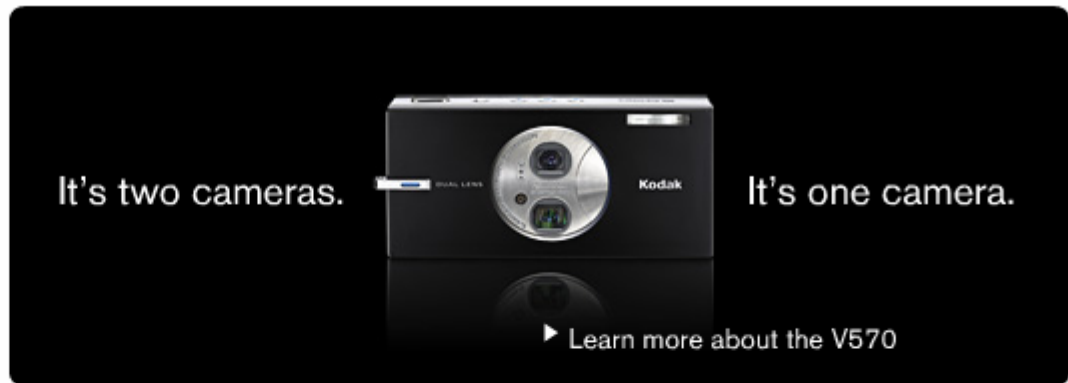
## 店家支持

- 柯达优质检定在线

## 柯达动态

**EASYSHARE P880 变焦数码相机**, 让您“大开眼界”。专业级广角镜头, 更能发挥您的创意。高速 f2.8-f4.1, 24 毫米广角镜头 5.8 倍光学变焦, 具有手动变焦和变焦环的专业级等性能

[详细信息](#)



■ 使用Kodak Mobile服务, 您可以在任何时间地点, 浏览和共享您的照片。



■ 开始很简单, 现在加入

## 柯达影像网络

柯达影像网络, 您身边的冲印专家。无论是传统胶卷冲印还是最尖端科技的数码冲印, 我们的服务悉心贴合您的需求。

## 完善服务

- 数码冲印
- 手机冲印
- 加盟柯达



## 让您的数码相片活起来!



Print@Kodak

创建您自己的网上相册, 分享相片, 冲印相片, 简单有趣, 让您随心所欲。

- 加入print@kodak

## “兴业银行开卡有礼”免费4D冲印券活动



即日起, 凡成功申请兴业银行的信用卡后, 就有机会获取优惠券, 可以免费冲印数码相片 35张!

- 更多

# Market Research Principles

- Visitor advocate
- Use all tool available to understand visitor behaviour
- Moderate opposing forces:
  - Design versus Usability
  - Search engine optimization versus Usability
  - Marketing “push” versus visitor “pull”



# User Centered Design

- In broad terms, **user-centered design (UCD)** is a design philosophy and a process in which the needs, wants, and limitations of the end user of an interface or document are given extensive attention at each stage of the design process.
- User-centered design can be characterized as a multi-stage problem solving process that not only requires designers to analyze and foresee how users are likely to use an interface, but to test the validity of their assumptions with regards to user behaviour in real world tests with actual users.
- Such testing is necessary as it is often very difficult for the designers of an interface to understand intuitively what a first-time user of their design experiences, and what each user's learning curve may look like.

Wikipedia - [http://en.wikipedia.org/wiki/User-centered\\_design](http://en.wikipedia.org/wiki/User-centered_design)

***You must develop an intimate knowledge of the your user – your visitor***

# User Centered Design Research

## Research "tool kit":

- Open ended site surveys
- Heuristic Evaluation
- Focus groups
- Cognitive walkthrough
- Card Sort
- Usability
  - In lab
  - Remote
  - Web based usability tools
- Visitor Satisfaction
- Multivariate Design Test
- Web Traffic

Qualitative

Quantitative

## Geographic Coverage:

- United Kingdom
- Germany
- France
- China
- South Korea
- United States
  - Plus country team interaction

# User Centered Design Research

## Research "tool kit":

- Open ended site surveys
- Heuristic Evaluation
- Focus groups
- Cognitive walkthrough
- Card Sort
- Usability
  - In lab
  - Remote
  - Web based usability tools
- Visitor Satisfaction
- Multivariate Design Test
- Web Traffic

Qualitative

Quantitative

## Geographic Coverage:

- United Kingdom
- Germany
- France
- China
- South Korea
- United States
  - Plus country team interaction

# Open-ended Site Survey

*You have goals and objectives for your site...but are those the same goals that your visitors have in mind when they visit?*

*How do you find out – “Site Qualitative Probe”*

- Three simple questions –
  - Why did you come to your web site today?
  - Were you able to accomplish your visit objective?
  - Tell us about your experience

*With this information about your visitors' goals you can design and test use cases or visitor activities.*

# Open-ended Site Survey

- Each response is open ended and needs to be classified. (300 to 1,000 responses collected)
  - Visitor activity (e.g. buy, support, info)
  - Specific product area (e.g. digital camera, photo service, etc.)
  - Business unit
- Once these data are analyzed you will have a good understanding of the goals of the visitor and some of the challenges that your site presents.
  - Self identified success rate
  - Key site activities
  - Key content areas utilized, missing or difficult to find



# Usability Testing

Usability is defined in the standard as:

*The effectiveness, efficiency and satisfaction with which specified users achieve specified goals in particular environments.*

We follow the approach to usability recommended in the International Standard ISO 9241-11 'Guidance on usability measures and specification'. In this standard, usability is a **quality measure** and includes measures of **effectiveness** (achieving task goals), **efficiency** (effort and resources required) and **satisfaction** of the participants. The process involves specifying the users and tasks, setting appropriate benchmarks for effectiveness, efficiency and satisfaction and then conducting tests with user representatives against these benchmarks.

# Usability Testing

**Usability testing** is a means for measuring how well people can use some human-made object (such as a web page, a computer interface, a document, or a device) for its intended purpose, i.e. usability testing measures the **usability** of the object. Usability testing focuses on a particular object or a small set of objects, whereas general human-computer interaction studies attempt to formulate universal principles.

*[http://en.wikipedia.org/wiki/Usability\\_testing](http://en.wikipedia.org/wiki/Usability_testing)*

## In lab testing facility

- market research facility, agency, etc.

## Remote – web based tool

- WebEx, NetMeeting, UserView, Ethnio, etc.

## Web based survey / usability tools

- KeyNote, RelevantView, UserZoom, etc.



# Testing Facilities



Mike Spang  
Eastman Kodak Company

# How many participants?

- In the early 1990's Jacob Nielsen stated "Elaborate usability tests are a waste of resources. The best results come from testing no more than 5 users and running as many small tests as you can afford."
- Virzi, R.A., Refining the Test Phase of Usability Evaluation: How Many Subjects is Enough? Human Factors, 1992, showed through mathematical modeling that problems continue to be uncovered beyond the 5<sup>th</sup> participant. (see Appendix slide 39)
- Bruce Tognazzini advocates *close-coupled testing*: "Run a test subject through the product, figure out what's wrong, change it, and repeat until everything works. Using this technique, I've gone through seven design iterations in three-and-a-half days, testing in the morning, changing the prototype at noon, testing in the afternoon, and making more elaborate changes at night."
- We typically have 8-12 participants in our studies

# What is an Activity?

- An usability activity is a scenario that represents a web visitor's goal for coming to your site.
- There are typically a variety of user goals so your usability test needs to represent a variety of activities.
- The design and wording of the activity is important to test the desired aspects of the visitor experience and while not biasing the participant

An example of an activity: *You attended a trade show and saw a new product from Kodak called the ScanStation 100. Go to the Kodak website and find out how many pages per minute the ScanStation 100 is capable of running.*

*Possible path – Home Page – What's Inside Kodak.com – DI Page – SS100 - Specifications*

# Usability Testing

## Metrics

- Completion rates – successful, unsuccessful, successful with a hint
- First click
- Time to completion
- Post test questionnaire

## Other Data

- Click stream
- Verbal responses during the activity



# Post-Test Questionnaire

On completion of the final task users are asked to complete a questionnaire derived from A. Lund's USE Questionnaire (USE stands for Usefulness, Satisfaction, and Ease of use). The questionnaire aims to measure the most important dimensions of usability for users, and to measure those dimensions across domains. The questionnaire has been tested across software, hardware, services, and user support materials. It allows meaningful comparisons of products in different domains. The items in the questionnaire have a certain amount of face validity for both users and practitioners.

"Most people will find this website does everything they expect."

Strongly Disagree 1---2---3---4---5 Strongly Agree NA

"Most people will find that it takes a lot of steps to complete common tasks with this website."

Strongly Disagree 1---2---3---4---5 Strongly Agree NA

[USE Questionnaire Link](#)

(see [Appendix](#) for Post-Test Questions)

# Results of Usability Testing

- Allow you to identify key barriers to navigation.
- Barriers could involve the structure of the site, failure of the search engine, poor or inconsistent terminology ... to name a few.
- Execution → Document a corrective action plan. This plan must be put in place to ensure the research is acted upon.



# Key Experiences

- To design a satisfying web experience You must develop an intimate knowledge of the “voice of the visitor”
- It is easier to operate “at home”
- Local facilities – allows you to bring your local team
- Regional facilities – broader recruiting for full in lab studies
- International work – utilized contacts with local experience – test your prototype
- Maintain research flexibility
- Based on the results develop an action plan to improve the visitor experience

# Web Site Satisfaction

- the internet is not a product
- the internet is not a service
- the internet is a technology that enables customer relations such as advertising, brand building, and online sales and services. **The user evaluates web site satisfaction differently than satisfaction with products or services.**



# Satisfaction is in the “eye of the beholder”

- A satisfying site experience is based on the perceptions of the visitor
- Visitors are looking for “easy”
  - Ease finding what your looking for
  - Ease making a purchase
  - Ease in servicing a product



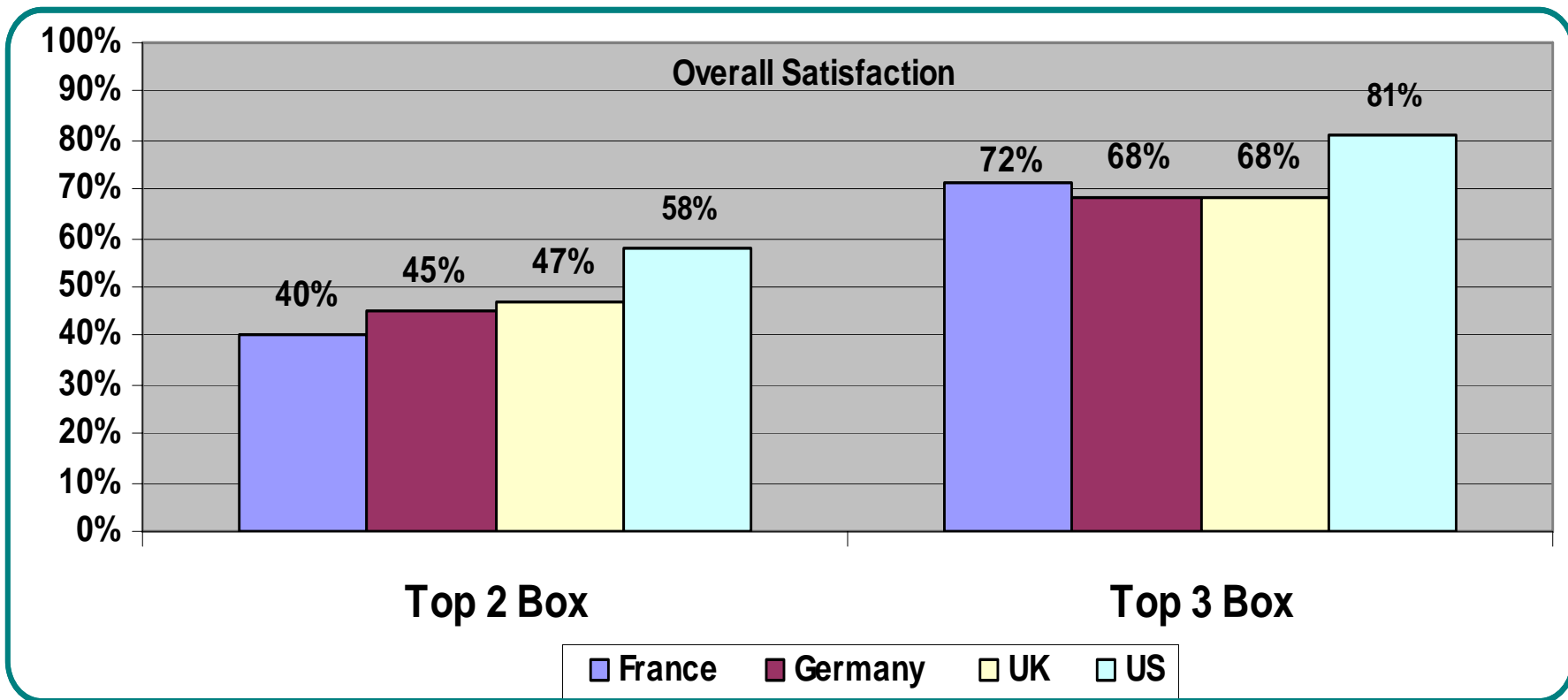
Not knowing where to look = frustration

## Kodak Site Satisfaction

Remote survey / usability tool used to conduct this study

- Email invites sent to consumer panel for each country
- Participants screened to match demographics, quotas filled
- Incentive for those who complete, approx. time – 25 min.
- N = 200 participants per country
- Activities start on home page, each participant completes two, then responded to:
  - Successful completion
  - Verification question
  - Difficulties/frustrations with activity (list provided)
  - Experience rating for each activity
  - 'Information where expected' rating for each activity
  - Comments on experience / why successful or not
- Final questions after completion of activities:
  - Rate overall satisfaction with Kodak.com
  - Rate (8) performance attributes of the site
  - Optional comments about Kodak website

**Top 2 box\* and top 3 box\* satisfaction was significantly higher in the US.**



\* Top 2 Box = 6 or 7 on a 7 point scale of Completely Dissatisfied > Completely Satisfied  
\* Top 3 Box = 5,6 or 7 rating

**Differences of 9 ppt or greater are significant at .05**

# Satisfaction is lower in Europe than the US

Possible reasons:

- Cultural sensitivities to web design
- Potentially Kodak approaches the web from a US perspective
- Cultural sensitivities to Likert scale
- Specific issues sited:
  - Consistency
  - Unclear terms and labels
  - Information hard to find

*“Sweat the small stuff”*

## Inconsistent use of terminology and labeling of links causes confusion.

- Participants click on Downloads & Drivers link, but when they get to the Support Center page, there is no mention of drivers.

### Example from UK:

#### Support Center

Get help with your KODAK products. Visit the [Support Center](#).

#### Popular Topics

- [Downloads & Drivers](#)
- [Product Manuals](#)
- [FAQ](#)

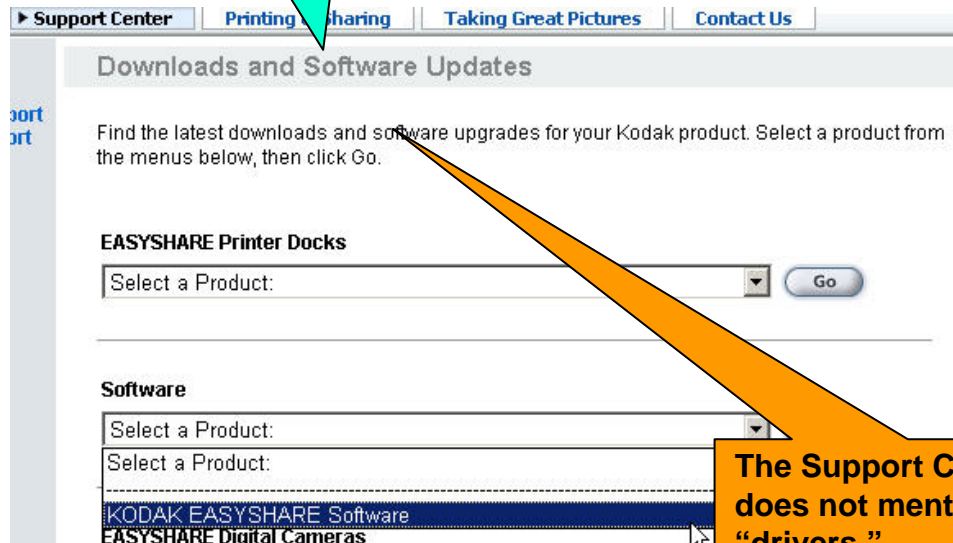


Kodak UK home page

The Kodak UK home page has a link for Drivers, but when the customer clicks on this link, the resulting page doesn't mention drivers.

*"The link to 'drivers' took me to a page with no reference to drivers listed in the options." (participant quote).*

#### Support Center page



The Support Center page does not mention the word "drivers."

## Inconsistencies across Kiosk pages negatively impact visitor experience and success.

### Example from Germany:

Participants may have been confused by the inconsistency in naming (Kodak Kiosk and Picture Maker).

Also, unlike the Kodak UK and Kodak France websites, Kodak Germany's website has two different types of Kodak Kiosks under Store Locator.

#### Erstellen Sie Bilder am KODAK Picture Maker



Sie können Ihre Fotos von der Speicherkarte der Kamera oder einer CD auf den KODAK Picture Maker übertragen und erhalten KODAK Bilder und Vergrößerungen sofort zum Mitnehmen.

#### Jetzt können Sie

- KODAK Bilder von der Digitalkamera erstellen
- KODAK Bilder von Bildvorlagen erstellen
- KODAK Bilder von Ihren digitalen Fotos auf CD erstellen
- KODAK Bilder vom Foto-Handy erstellen

▪ [Weitere Informationen zum KODAK Kiosk](#)

#### KODAK Kiosk: Händlersuche



- KODAK Kiosk**
- Abzüge von der Digitalkamera
  - Abzüge vom Kamerahandy
  - Abzüge von Abzügen
  - Vergrößerungen

Händler in Ihrer Nähe Stadt:  Postleitzahl:



- KODAK Kiosk**
- Abzüge von Abzügen
  - Vergrößerungen

Händler in Ihrer Nähe Stadt:  Postleitzahl:

#### Kodak Kiosk Store Locator

#### Kodak Kiosk home page

**Issue: inconsistent naming of Kodak Kiosk. The title and text refer to Kodak Picture Maker, and the link refers to Kodak Kiosk.**

**Issue: The Kodak Germany website's Store Locator offers two different choices for Kodak Kiosks.\***



## Inconsistent labels and technical terms cause confusion in 'Find Compatible Dock Activity.'

- Camera model numbers used on Digital camera main page, but Compatibility Chart uses camera series term
- Difference between Camera dock and Printer dock not clear to many; no definitions provided
- Having Printer Dock and Camera Dock charts on same page causes some confusion.

### Example from UK:

#### Compatibility of KODAK EASYSHARE Docks [Print](#) [E-mail](#)



KODAK EASYSHARE Printer Docks make printing, sharing, and charging your camera battery one-touch simple.

Use the charts below to determine which camera or dock works with your existing KODAK EASYSHARE product.

▪ [How do I know which dock I have?](#)

#### Printer Dock Compatibility Chart

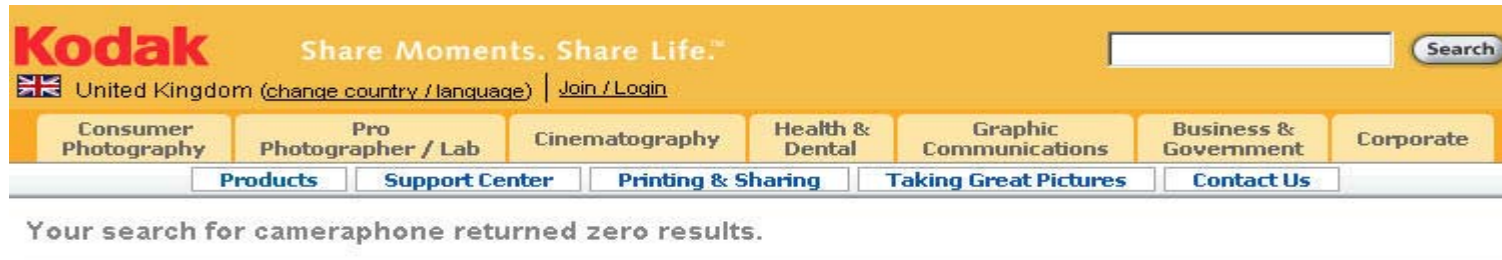
| EASYSHARE Products   | <a href="#">Printer Dock Series 3*</a> | <a href="#">Printer Dock Plus*</a><br><a href="#">Printer Dock*</a><br><a href="#">Printer Dock 6000</a> | Printer Dock 4000 |
|--|--|--|-------------------|
| EASYSHARE-ONE<br>C Series<br>V Series<br>Z Series<br>Picture Viewer<br>LS755       | <b>Compatible, No Adapter Required</b> | <b>D-22 Adapter Required</b>   | Not Compatible    |
| CX7000 Series<br>DX7000 Series<br>CX6000 Series<br>DX6000 Series<br>LS753<br>LS743 | <b>D-26 Adapter Required</b>           | <b>Compatible, No Adapter Required</b>   | Not Compatible    |

#### Printer Dock Compatibility Chart

**Search works well in simple cases, but is not responsive to variations in spelling or for searching on multiple items.**

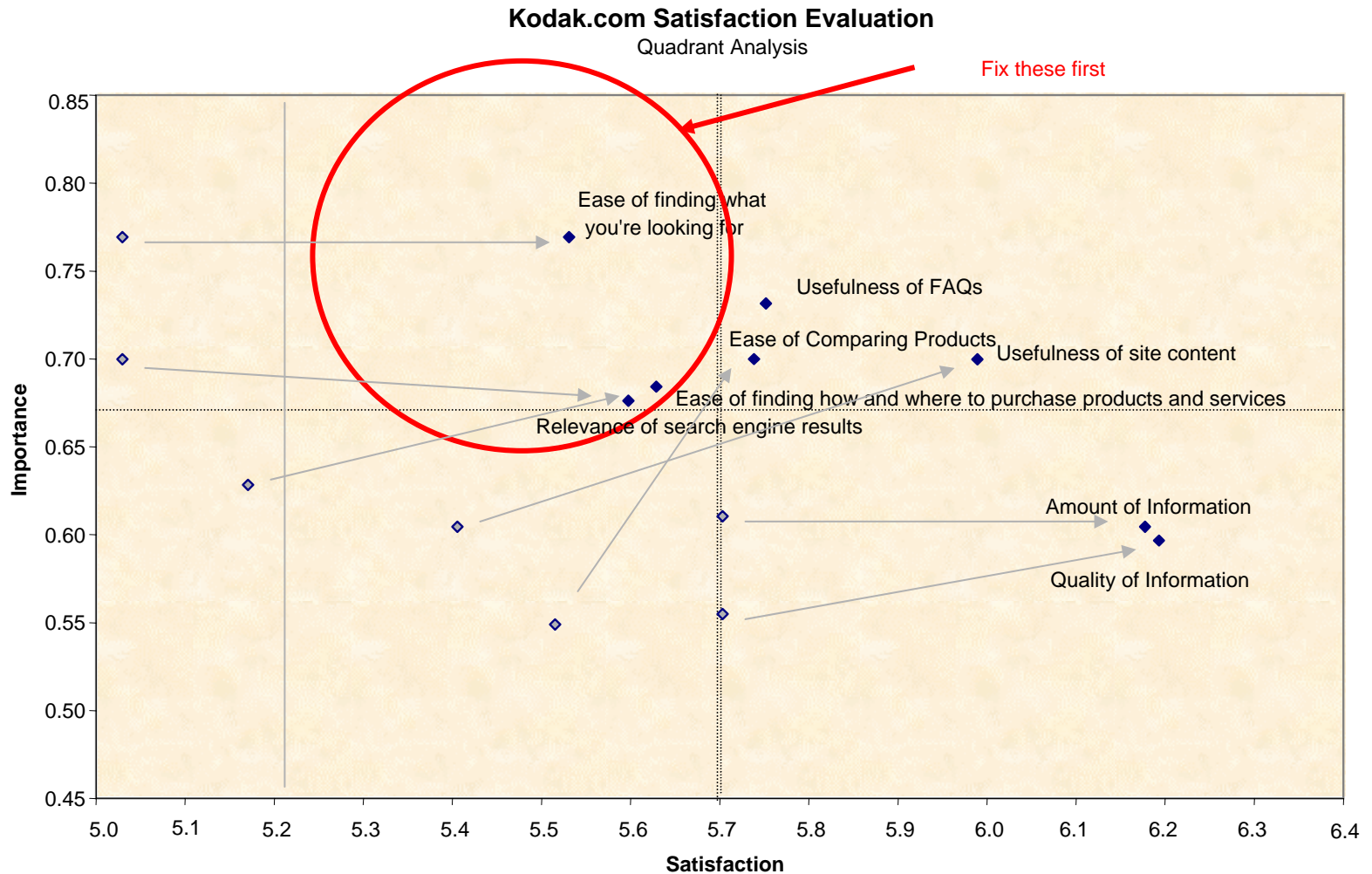
- Activities most impacted: Camera Phone Tips and Compare Cameras (visitors tried to use search for multiple features.)

### Example from UK:



Currently, when customers enter “cameraphone” into the Search field, it returns zero results, and doesn’t suggest alternate spellings.

*“Ease of finding what you are looking”* for has consistently been a key driver of site satisfaction and a key improvement opportunity

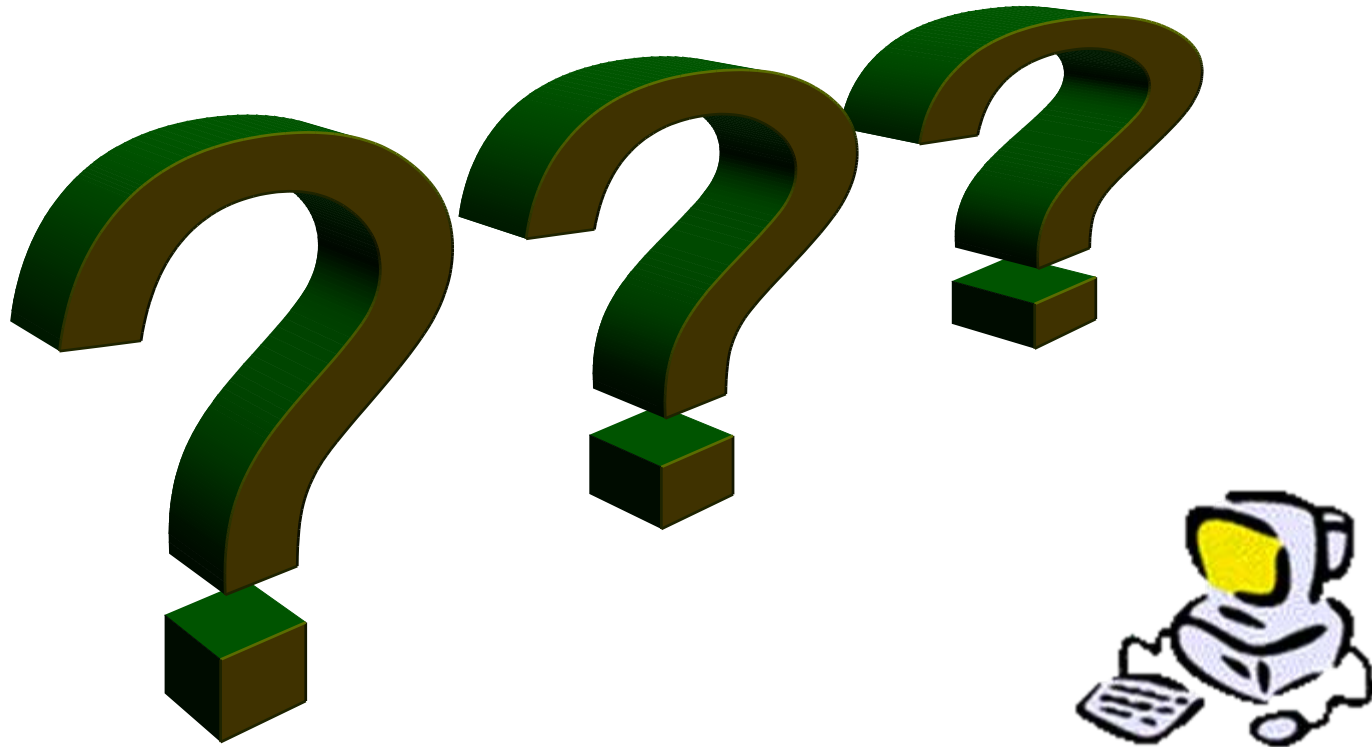


# Conclusion

- Test your web site with actual site visitors
  - Test your marketing assumptions against visitor goals
  - Test your content
  - Test your navigation
  - Test your site visitors satisfaction
  - Continuously improve your site
  - Benchmark your progress

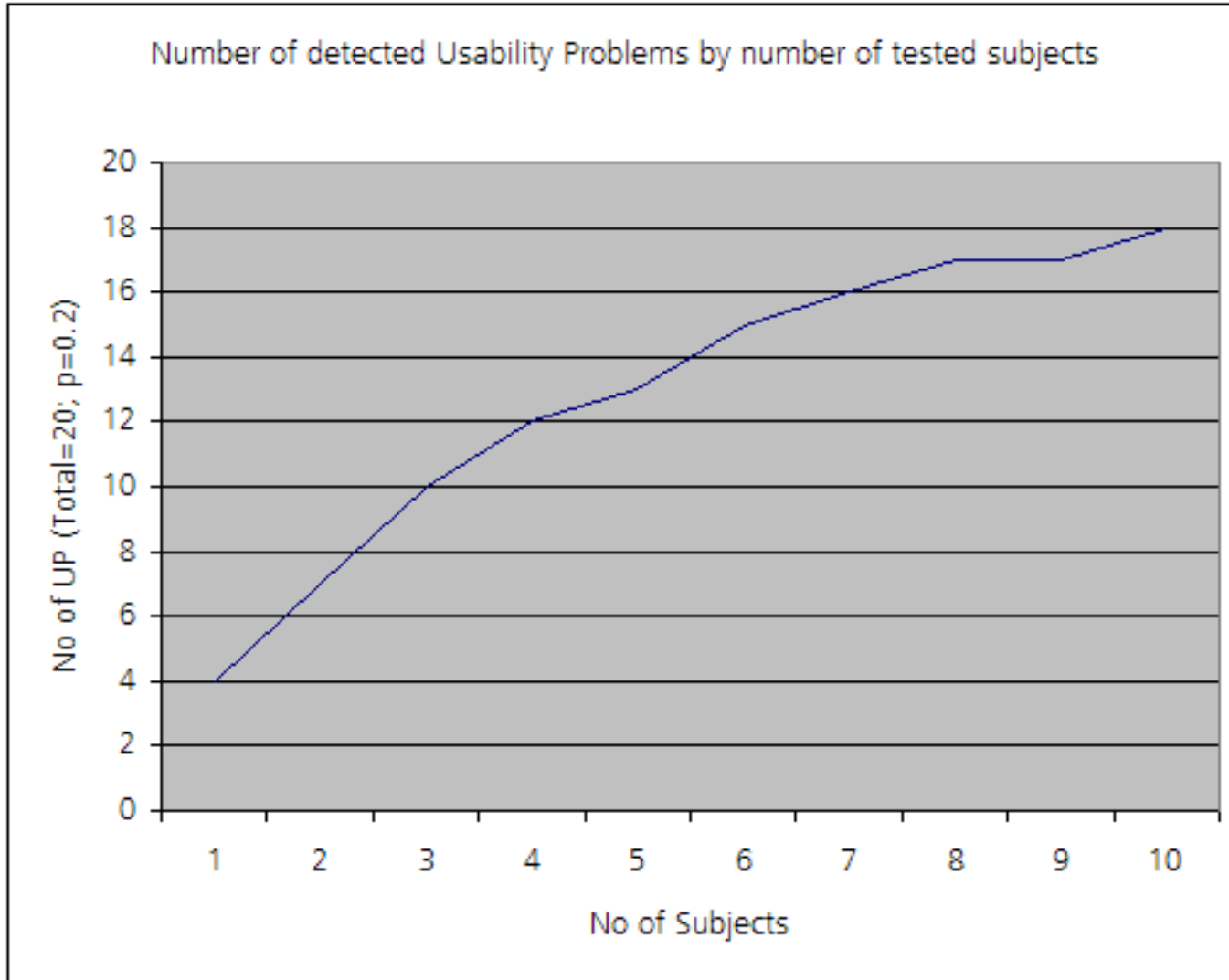


# Questions ???



# Appendix

# Virzis Formula



# Appendix C: Post-Test Questions

Imagine that a photography magazine reviewed this website and made the following comments about it.

Indicate your degree of agreement or disagreement with the critic's comments.

1. "Most people will find this website does everything they expect."  
Strongly Disagree 1---2---3---4---5 Strongly Agree NA
2. "Most people will find that it takes a lot of steps to complete common tasks with this website."  
Strongly Disagree 1---2---3---4---5 Strongly Agree NA
3. "Most people will think this website looks difficult to use."  
Strongly Disagree 1---2---3---4---5 Strongly Agree NA
4. "Most people will learn how to use this website quickly."  
Strongly Disagree 1---2---3---4---5 Strongly Agree NA
5. "Most people will need to read the on-line help to use this website."  
Strongly Disagree 1---2---3---4---5 Strongly Agree NA
6. "Most people will think that this website works the way they expect."  
Strongly Disagree 1---2---3---4---5 Strongly Agree NA
7. "Most people will need to take time to become skilful with this website."  
Strongly Disagree 1---2---3---4---5 Strongly Agree NA
8. "Most people will find this website pleasant to use."  
Strongly Disagree 1---2---3---4---5 Strongly Agree NA
9. "Most people will recommend this website to their friends."  
Strongly Disagree 1---2---3---4---5 Strongly Agree NA
10. "Most people will find that this website doesn't meet their needs."  
Strongly Disagree 1---2---3---4---5 Strongly Agree NA
11. "Most people will discover that this website helps them to be more productive."  
Strongly Disagree 1---2---3---4---5 Strongly Agree NA
12. "Most people will forget how to use this website."  
Strongly Disagree 1---2---3---4---5 Strongly Agree NA



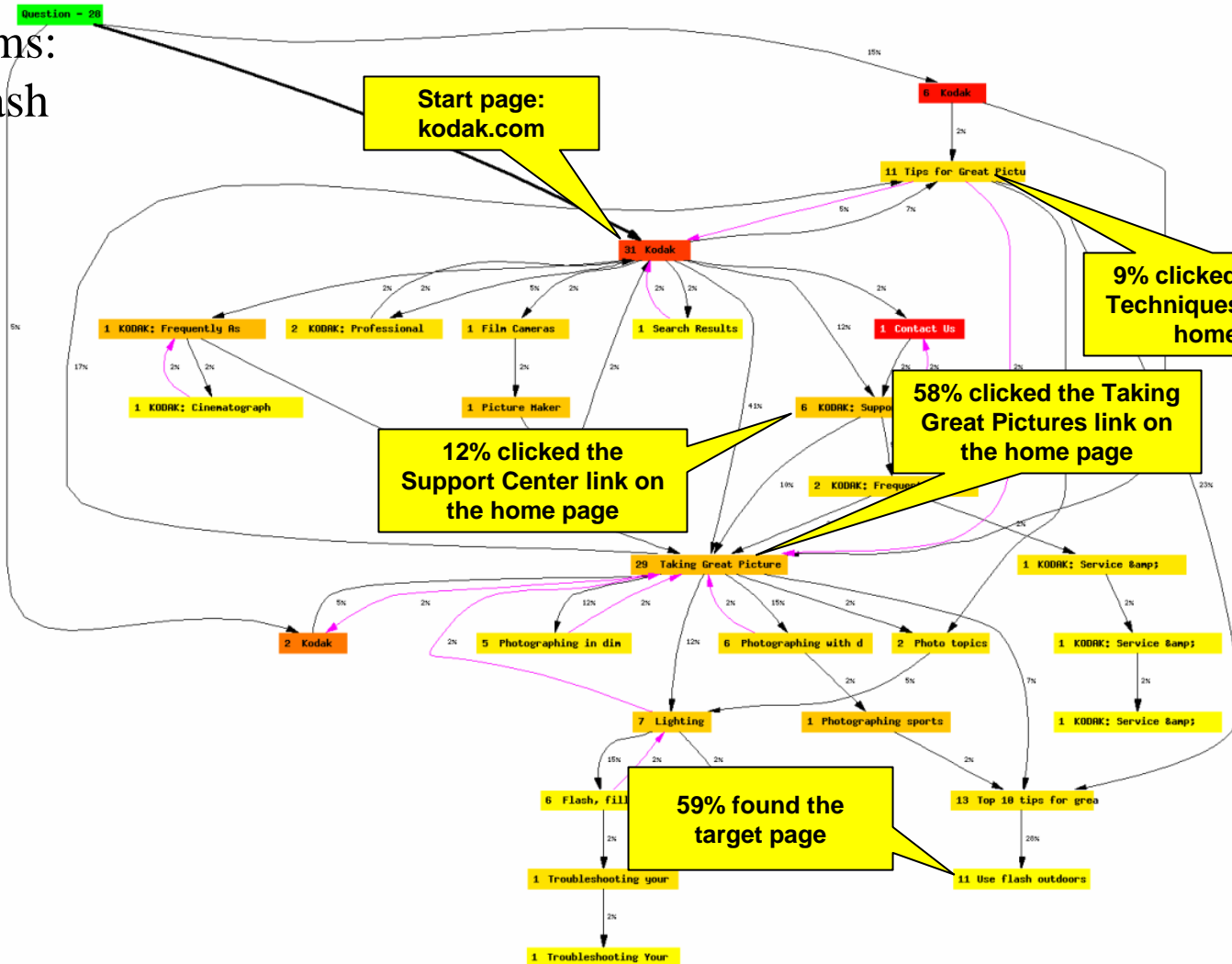
# Key Driver Analysis Methodology

- Importance of attributes to overall satisfaction can be garnered in two ways:
  - Ask respondents (stated importance)
  - Use a statistical calculation (derived importance)
- Preferred method: derived importance
- Why?
  - Saves time on survey
  - Respondents tend to rank/rate everything “important”
- Pearson product-moment correlations were developed for each variable to derive the relative importance of each variable to overall satisfaction
  - Attribute ratings were correlated to the overall satisfaction question for Total Homepage sample and by segments

# Key Driver Analysis Methodology (continued)

- All of the correlation coefficients showed a statistically significant correlation with overall satisfaction, suggesting that all variables were considered “important” by respondents
- For example, the correlation coefficient for “usefulness of site content” is .816, the highest correlation, indicating the most important variable, while the correlation coefficient for “ease of comparing products” is .671, indicating it was somewhat less important

## Clickstreams: Locate Flash Tips

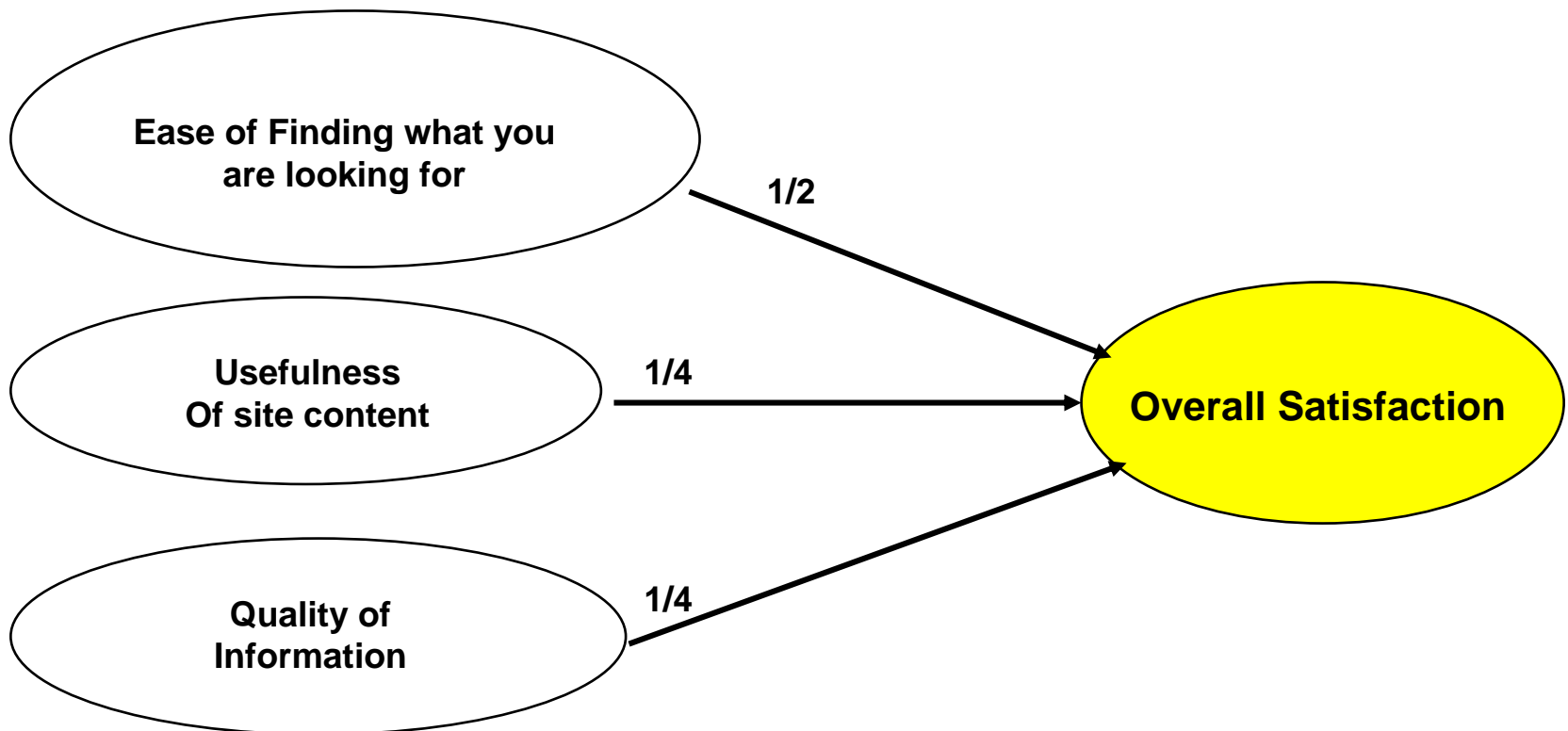


# Recommendations grid

| Ranking | Recommendation                                       | Impact Assessment<br>1=most impact<br>3=least impact |                       | Technical Difficulty<br>1=least difficult<br>3=most difficult | NOTE: See Legend at bottom of column | Priority             |                       |   | Resources |       |                  |                      |     | Dates & Times |       | Complete? (Yes OR No) |                      |                           |
|---------|--|--|-----------------------|---|--------------------------------------|----------------------|-----------------------|---|-----------|-------|------------------|----------------------|-----|---------------|-------|-----------------------|----------------------|---------------------------|
|         |  | Marketing OR Support                                 | Customer Satisfaction |   |                                      | Technical Difficulty | Technical Assumptions | H | M         | L     | Leadership Owner | IA - UID - Usability | VID | Technical     | Other |                       | Estimated Start Date | Projected Completion Date |
|         |  |  |                       |   |                                      |                      |                       |   |           |       |                  |                      |     |               |       |                       |                      |                           |
|         | Miscellaneous  |  |                       |   |                                      |                      |                       |   |           |       |                  |                      |     |               |       |                       |                      |                           |
|         | clean up Email a Friend interface                    | 3  | 2                     | 3   |                                      |                      |                       | X | Gail      | Corey | Mike             |                      |     |               |       |                       |                      |                           |
|         | create a visual cue which distinguishes the homepage | 3  | 1                     | TBD   | C                                    |                      | X                     |   | Peter     | Corey | Peter            |                      |     |               |       |                       |                      |                           |

| Assumptions Legend                             |
|--|
| A=leverage existing formatters & functionality |
| B=no new schemas                               |
| C=requires design requirements                 |
| D=tedious & laborious                          |
| E=no new assets (content or graphics)          |

Ease of Finding what you are looking for, Useful of site content and Quality of Information are the main predictors of overall satisfaction with Kodak.com, with 'Ease of finding what you are looking for' having nearly twice the influence on satisfaction as the other key drivers.



**Note: Amount of Information and Ease of Comparing Products dropped out of model, indicating they have minimal influence on Overall Satisfaction.**