

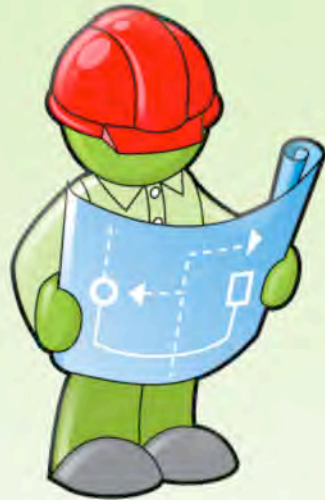
THE SHIFTING ROLE OF DESIGN

LUKE WROBLEWSKI
SHIFT, LISBON 2006

LUKEW
INTERFACE DESIGNS

YAHOO!

Luke Wroblewski



Yahoo! Inc.

- Principal Designer, Social Media

LukeW Interface Designs

- Principal & Founder
- Product design & strategy services

Author

- Site-Seeing: A Visual Approach to Web Usability (Wiley & Sons)
- Functioning Form: Web applications, product strategy, & interface design articles

Previously

- eBay Inc., Lead Designer
- University of Illinois, Instructor
- NCSA, Senior Designer

<http://www.lukew.com>



IN TODAY'S NETWORKED GLOBAL, DISRUPTIVE, DYNAMIC MARKETS



DESIGN SKILLS ARE INCREASINGLY IMPORTANT



DESIGN = STYLING



DESIGN = STYLING

“MAKE IT LOOK GOOD.”



DESIGN = STYLING



**RAYMOND LOWEY, FATHER OF
INDUSTRIAL DESIGN**



DESIGN = INNOVATION



DESIGN = INNOVATION

WANT TO INNOVATE?

**WANT TO FORGE
LASTING
CONNECTIONS WITH
CUSTOMERS?**

**WANT TO OUTFLANK
COMPETITORS?**

WANT TO GROW?



DESIGN = INNOVATION



BUSINESSWEEK, DAVOS,
FASTCOMPANY, ETC.



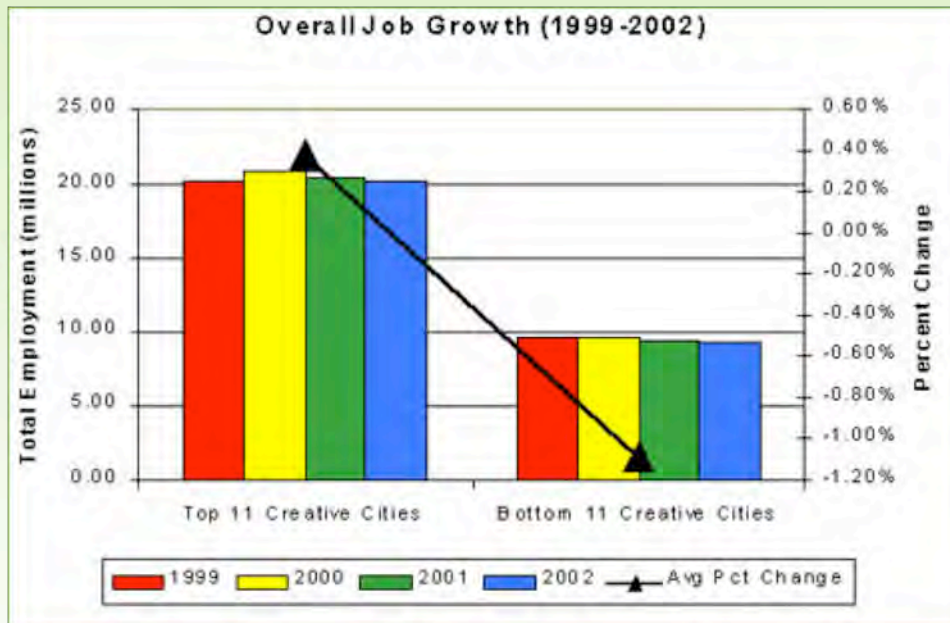
CREATIVE ECONOMY





CREATIVE ECONOMY

CREATIVITY HAS
BECOME THE
DECISIVE SOURCE
OF COMPETITIVE
ADVANTAGE FOR
VIRTUALLY EVERY
INDUSTRY.



CREATIVITY HAS
BECOME THE
DECISIVE SOURCE
OF COMPETITIVE
ADVANTAGE FOR
VIRTUALLY EVERY
INDUSTRY.



CONCEPTUAL AGE

A WHOLE NEW MIND

*Moving from the
Information Age to the
Conceptual Age*



DANIEL H. PINK

author of Free Agent Nation



CONCEPTUAL AGE

HOLISTIC, ARTISTIC
AND BIG-PICTURE
THINKING IS
BECOMING MORE
VALUABLE IN
TODAY'S ECONOMY.



WHY THE CHANGE?



WHY THE CHANGE?

MARKETS MATURE
FASTER

CONTINUOUS FLUX

INCREASED
COMPLEXITY



WHY THE CHANGE?

**MARKETS MATURE
FASTER**

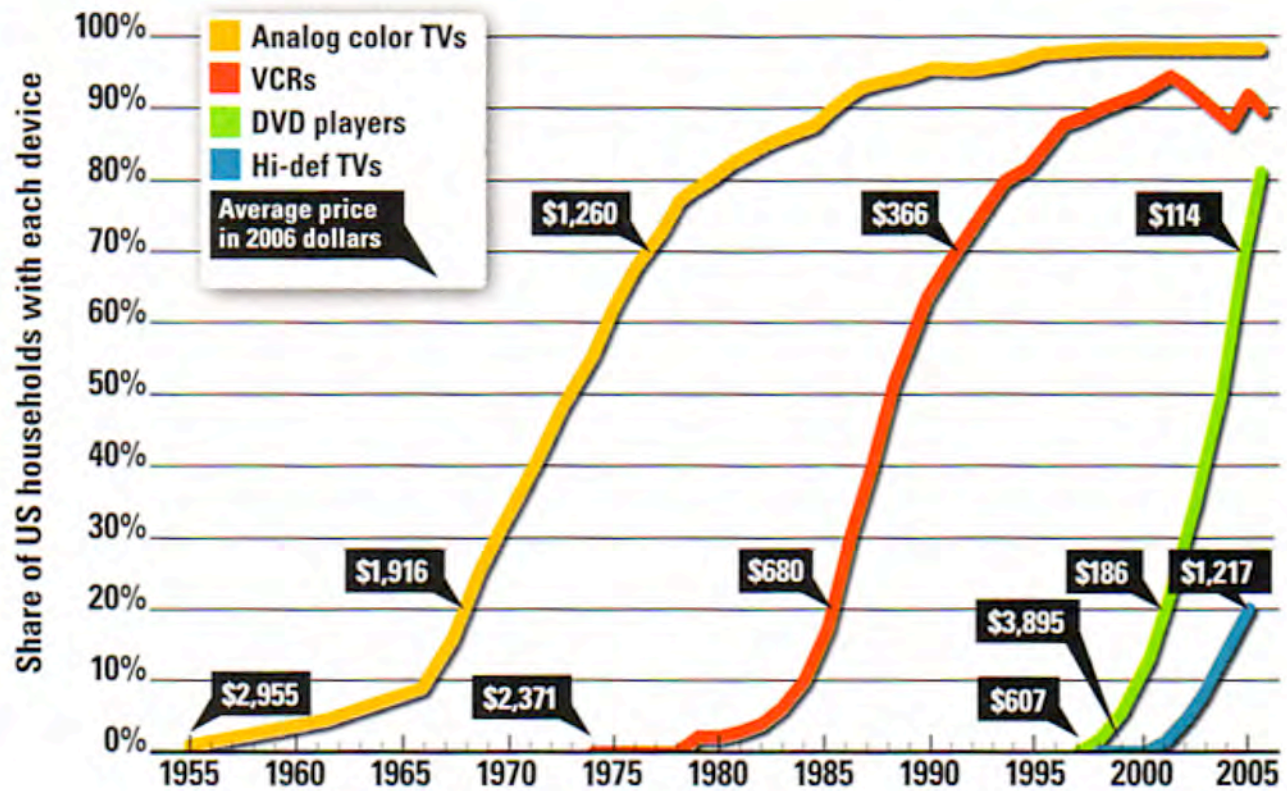
CONTINUOUS FLUX

INCREASED
COMPLEXITY

Faster Adoption

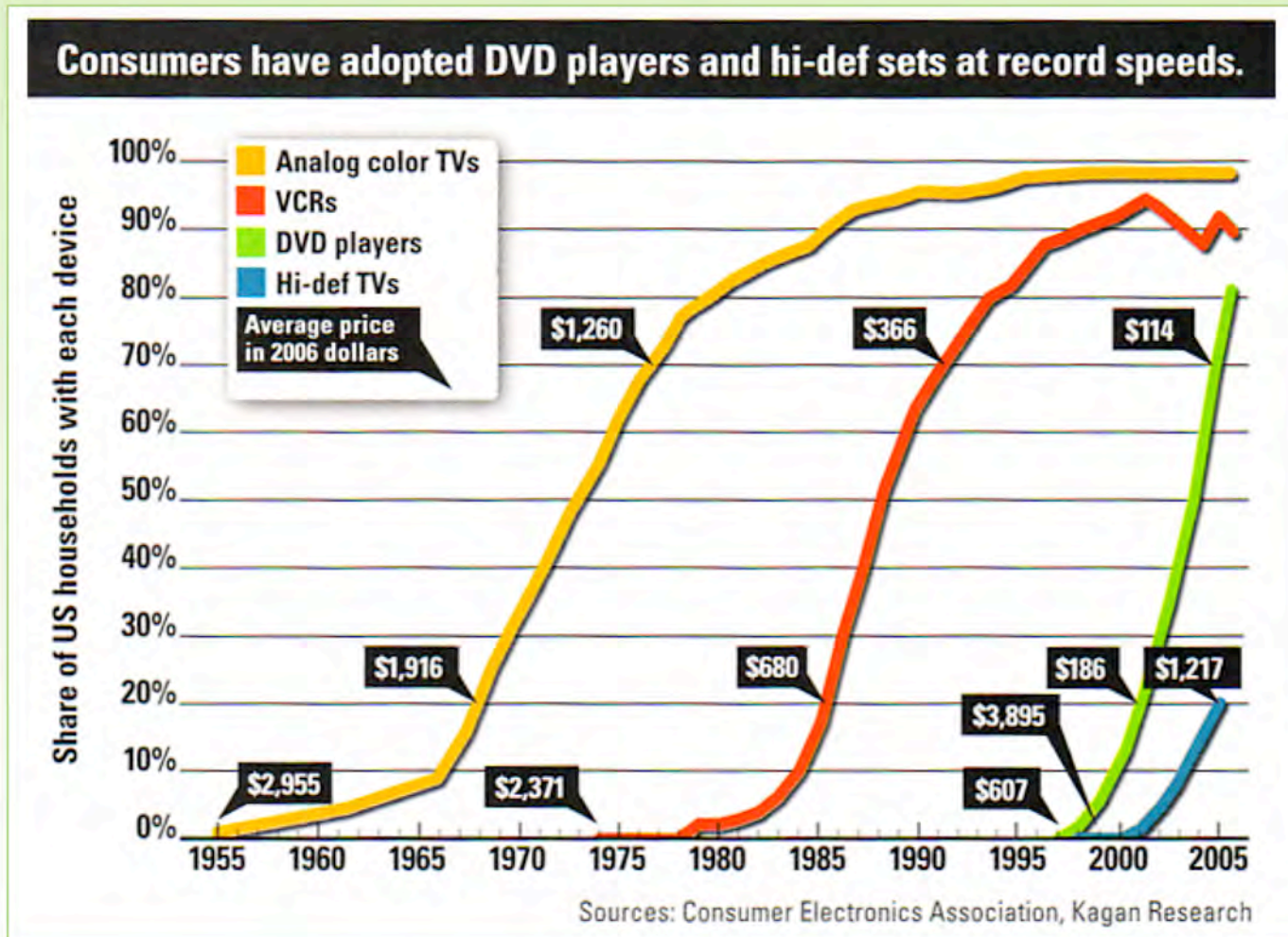


Consumers have adopted DVD players and hi-def sets at record speeds.



Sources: Consumer Electronics Association, Kagan Research

Faster Adoption

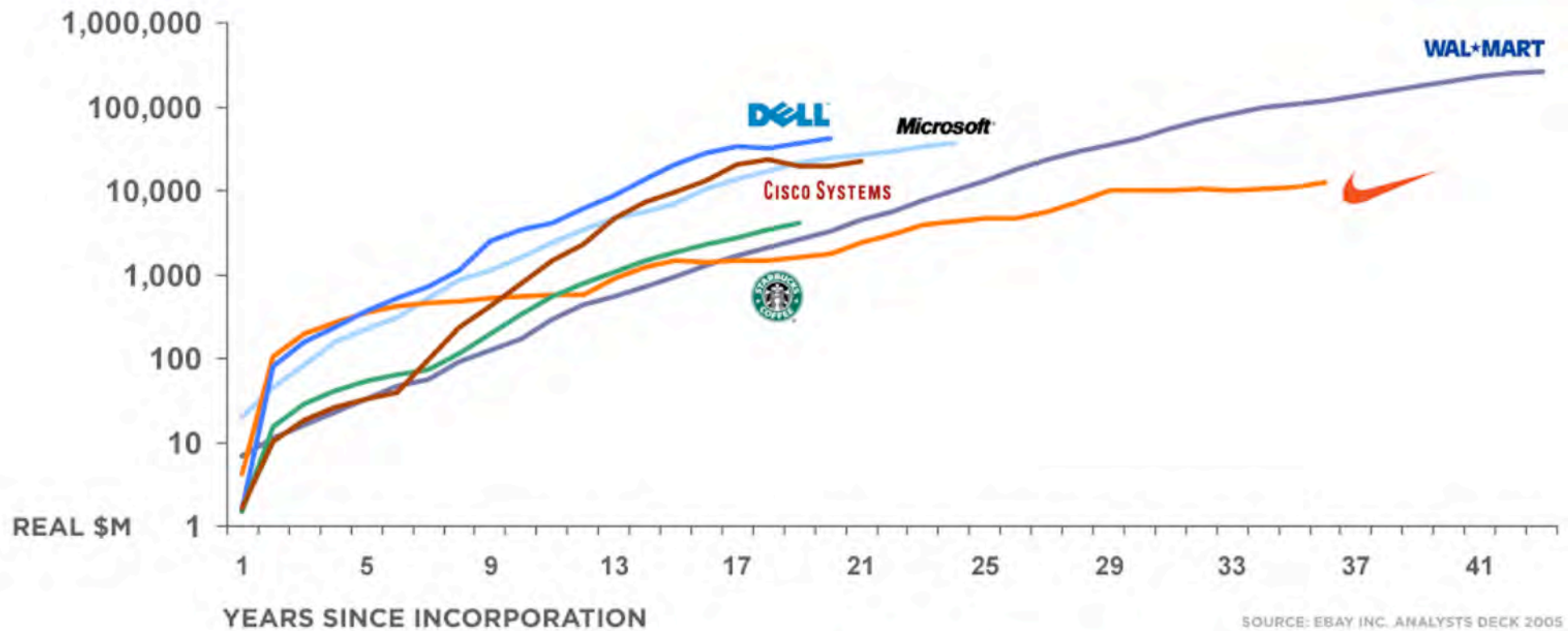


WIRED MAGAZINE INC. 2006

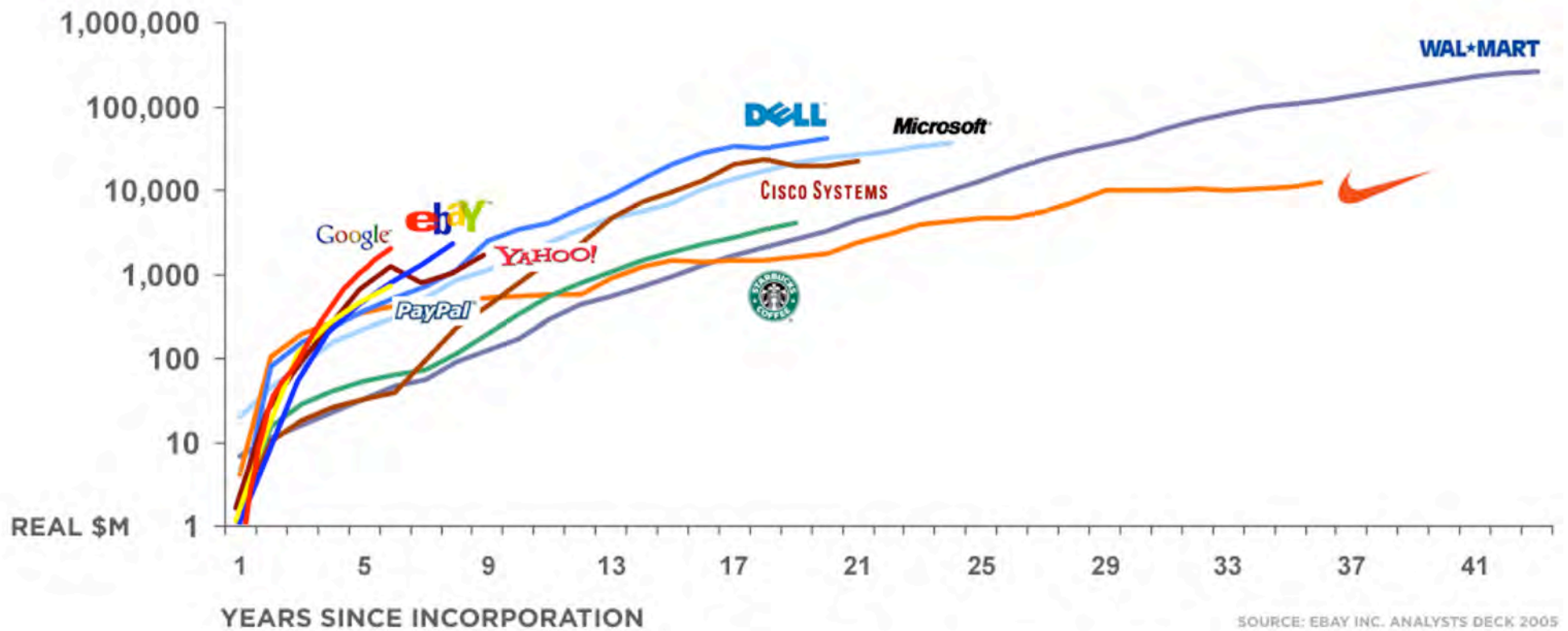
Faster Customer Acquisition



Faster Revenue Growth



Faster Revenue Growth



Faster Competition



LAUNCHED IN FEB 2005



Faster Competition

LAUNCHED IN FEB 2005



100+ DIRECT COMPETITORS

Dailymotion	30	30	30	30	Uses everything imaginable with uploaded videos. Doesn't have editing features yet, though.
VideoEgg	30	25	39	94	VideoEgg makes it so easy to push videos to other sites, and the videos look great when they arrive. By far, this was one of the most responsive services we tested.
Dailymotion	30	26	35	91	Responsive site and very easy to use. Distribution options were especially nice, too.
YouTube	27	28	35	90	YouTube is definitely the gold standard of video sharing sites. And, even though the site culture is excessive and a few features need tweaking, there's definitely a reason why they're the one to beat.
Veoh	27	30	30	87	Is this the P2P dream come true? Veoh's created a very solid, reliable video sharing experience sweetened by the lack of upload size restrictions. Bravo, Veoh!
Google Video	30	25	31	86	Typical Google. Easy on the eyes. Easy to use. Limited distribution options.
Grouper	19	28	40	85	A little confusing at first, but the service has lots and lots of functionality once you download the free software application.
Jumbox	30	10	40	80	The best online editing tools. Pity about the file size restrictions, though.
AOL	26	25	28	79	The VideoEgg technology makes uploading, trimming, and viewing easy. Distribution options are limited, and one set of embeddable links provided were full of HTML errors.
Eyespot	30	14	34	78	This site has some of the coolest editing features.
Fliz	30	15	30	75	Very user friendly and family friendly. Sparse sharing options. No editing. But the site was only launched in July, so it's got lots of room to grow.
Guba	20	27	28	75	Another site that's pretty good, but doesn't really stand out in a crowd.
Openvlog	30	20	25	75	Another nice site. "Record" feature allows users with webcams to make their own video on the spot.
Rever	25	15	35	75	Another nice overall site. Takes a while for video to show up, though.
MiniTV	30	15	28	73	Tom Green has a ManieTV show. Why don't you?
ClioShack	25	20	27	72	A nice site that's easy to use.
Motionbox	27	15	30	72	Motionbox offers an exceptional feature that allows you to highlight specific bits of videos and share just the good stuff! Blog support and other distribution options are coming along. This site will definitely climb in the ranks as it matures.
EzTV.com	25	30	15	70	What was all the hype about?
MySpace	30	15	25	70	Slim sharing options. No video editing. And, as usual, there's a file size limit.
Sharkle	25	20	25	70	It's called Sharkle, but it doesn't sparkle.
Vimeo	30	10	30	70	Another winner in the "ease of use" category. The lack of viral videos on the site is nice, too.
vMix	22	20	25	67	Slideshow tools are nice. But this site's video sharing experience is only a little above average.
Bolt	25	15	25	65	Supports RSS feeds, but other distribution options weren't apparent. Lots of contests that appeal to teens.
DropShots.com	25	10	30	65	Like Phantare and Fliz, this one's family friendly and easy to use, but probably more appealing for photo sharing.
GoFish	25	10	30	65	Not a bad starter site. But you should go fish for something better if you're serious about video.





WHEN MARKETS MATURE...



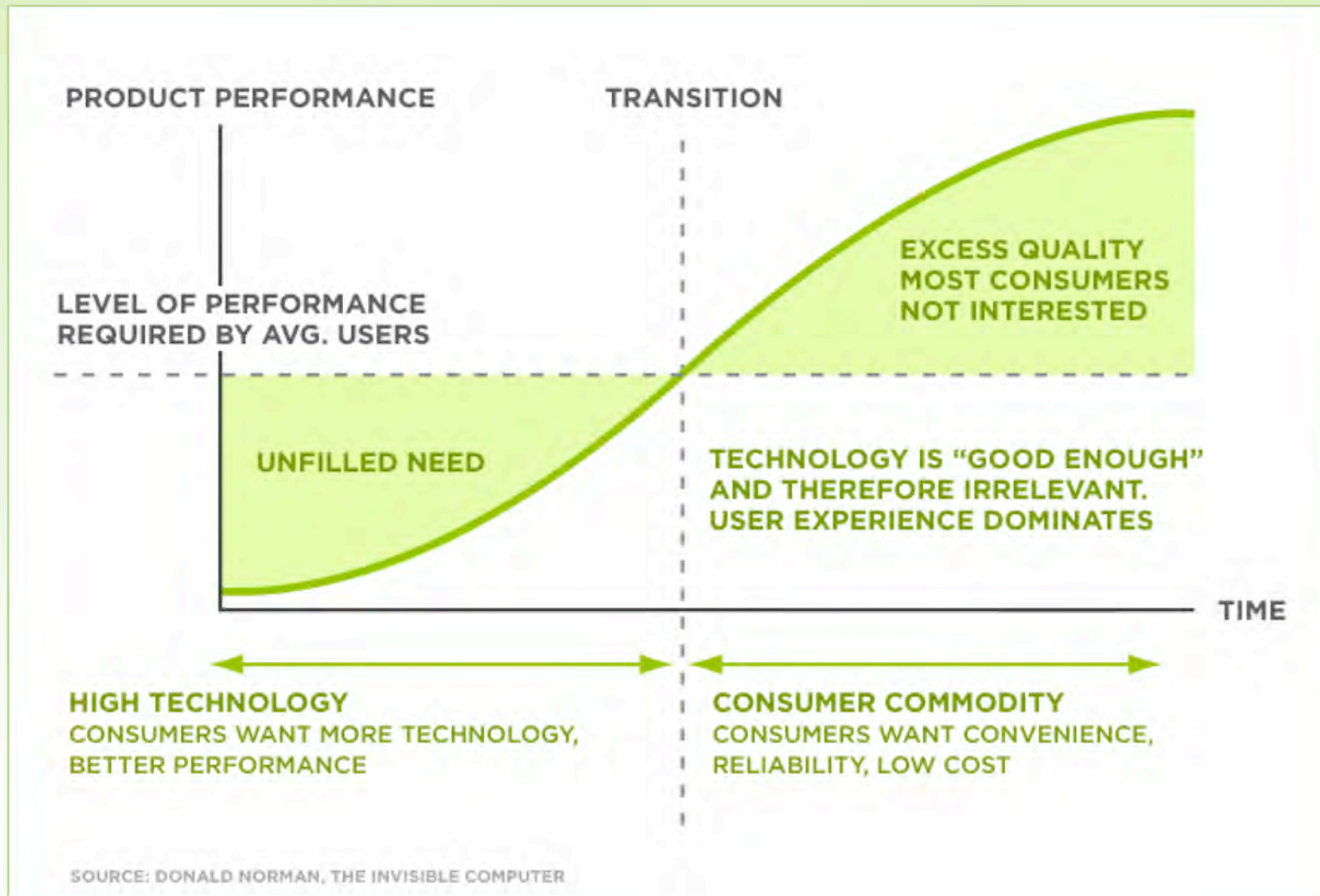
WHEN MARKETS MATURE...

**FUNCTION IS
INCREASINGLY
ASSUMED**

**AND NO LONGER A
DIFFERENTIATOR**

**DESIGN BECOMES
MORE IMPORTANT**

Technology Meets Basic Needs





**IN MARKETS
THAT MATURE
FAST...**



**IN MARKETS
THAT MATURE
FAST...**

**DESIGN BECOMES A
KEY DIFFERENTIATOR
SOONER**



IPOD, APPLE COMPUTER INC.

DESIGN BECOMES A
KEY DIFFERENTIATOR
SOONER

PRODUCT DESIGN,
THAT IS



Give designers complete freedom
and they tend to create cars that give it right back.

BMW 2008

The Ultimate Driving Machine

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Give designers complete freedom
and they tend to create cars that give it right back.

BMW USA
1-800-854-8338

The Ultimate Driving Machine

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BMW USA INC.



Infiniti FX45
Proven. By design.





INFINITI INC.

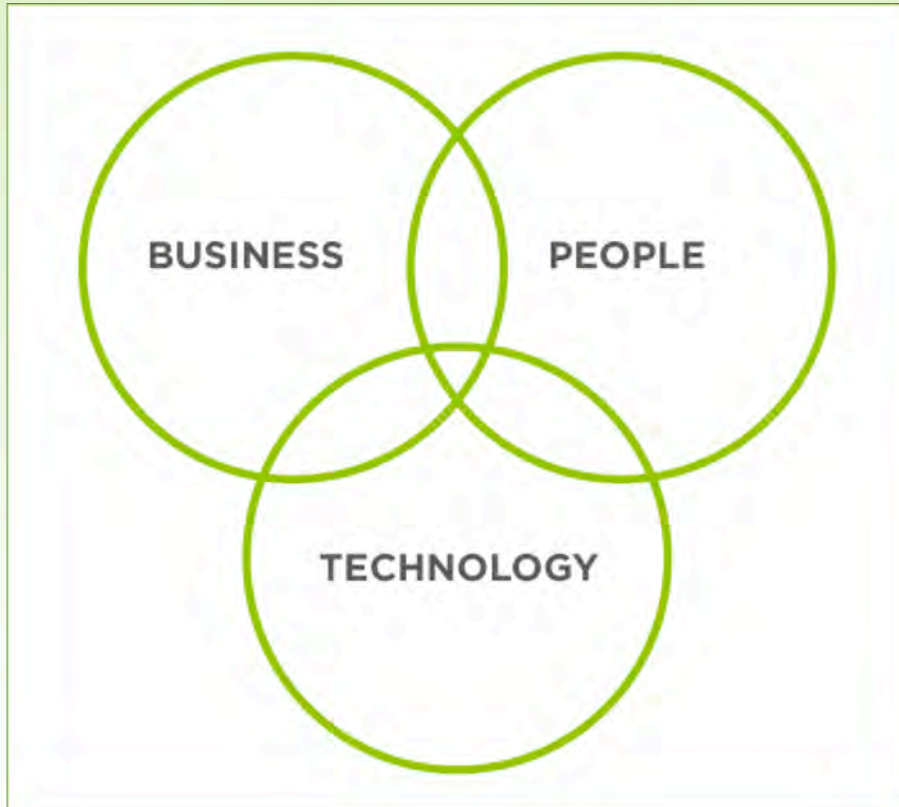


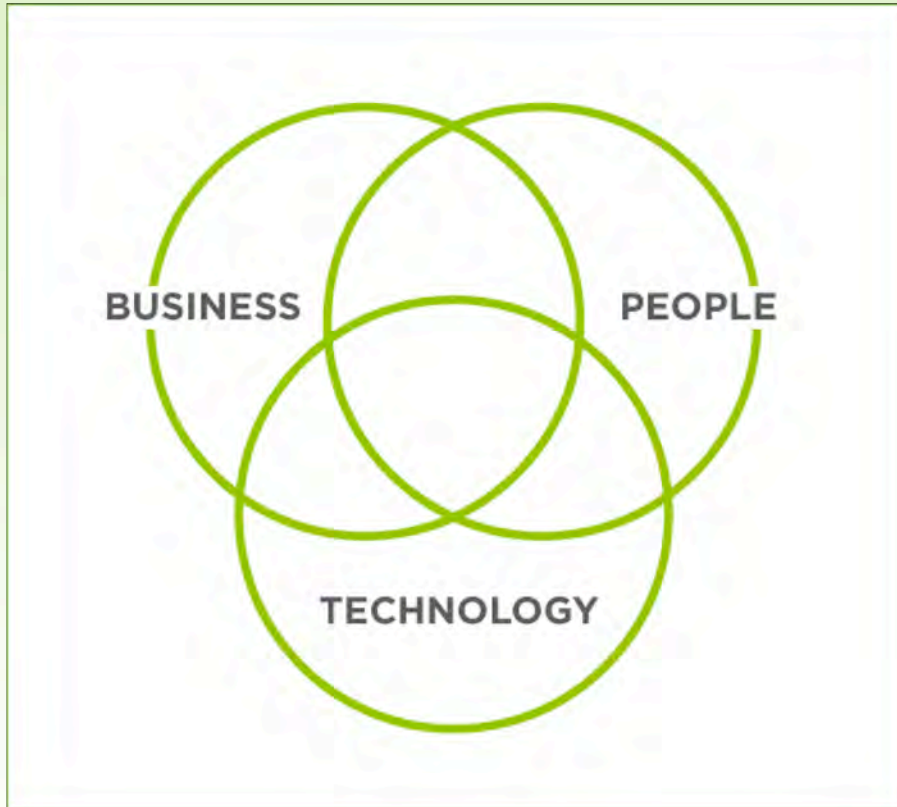
WHY THE CHANGE?

MARKETS MATURE
FASTER

CONTINUOUS FLUX

INCREASED
COMPLEXITY





**OVERLAPS BETWEEN
BUSINESS, PEOPLE, AND
TECHNOLOGY ARE
INCREASING**





**HALF THE WORLD'S
POPULATION WILL BE
USING A CELL PHONE
BY 2009**



“The new pool of cheap labor: everyday people using their spare cycles to create content, solve problems, even do corporate R & D.”

CROWDSOURCING



“...the potential to vastly expand the creative powers of tinkerers and usher in a revolution in do-it-yourself design and manufacturing that can empower even the smallest of communities.”

CROWDSOURCING FAB LABS

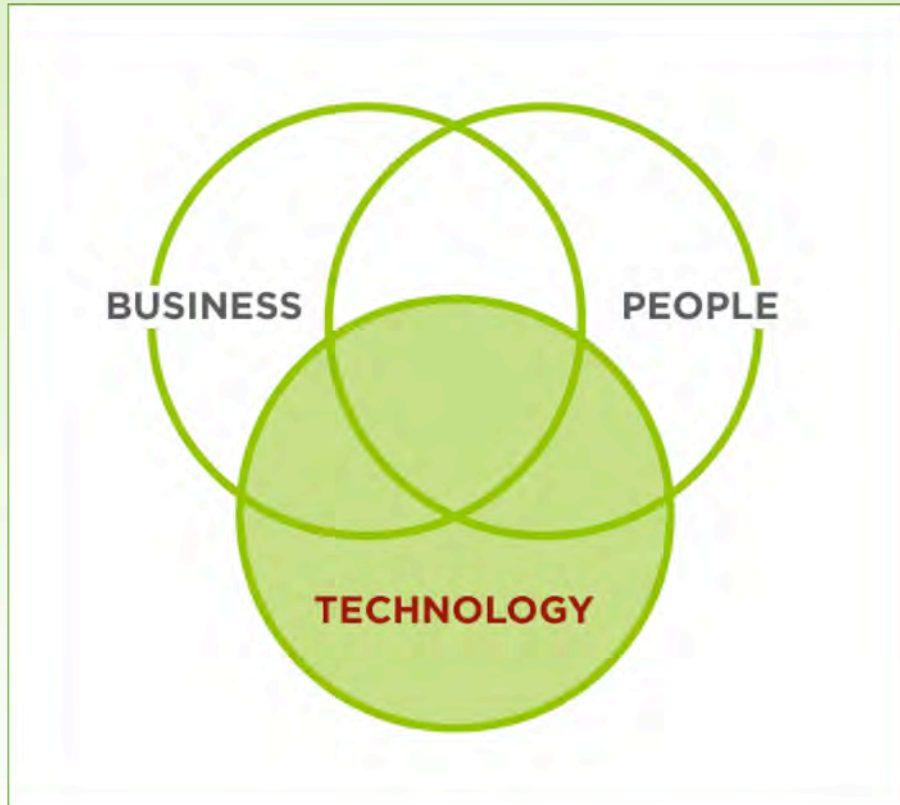


“Today, Lands’ End lets you create a virtual model to your measurements and cuts clothes to fit. Adidas offers shoes customized to your feet. The British bank Abbey will emblazon your doodles on a debit card.”

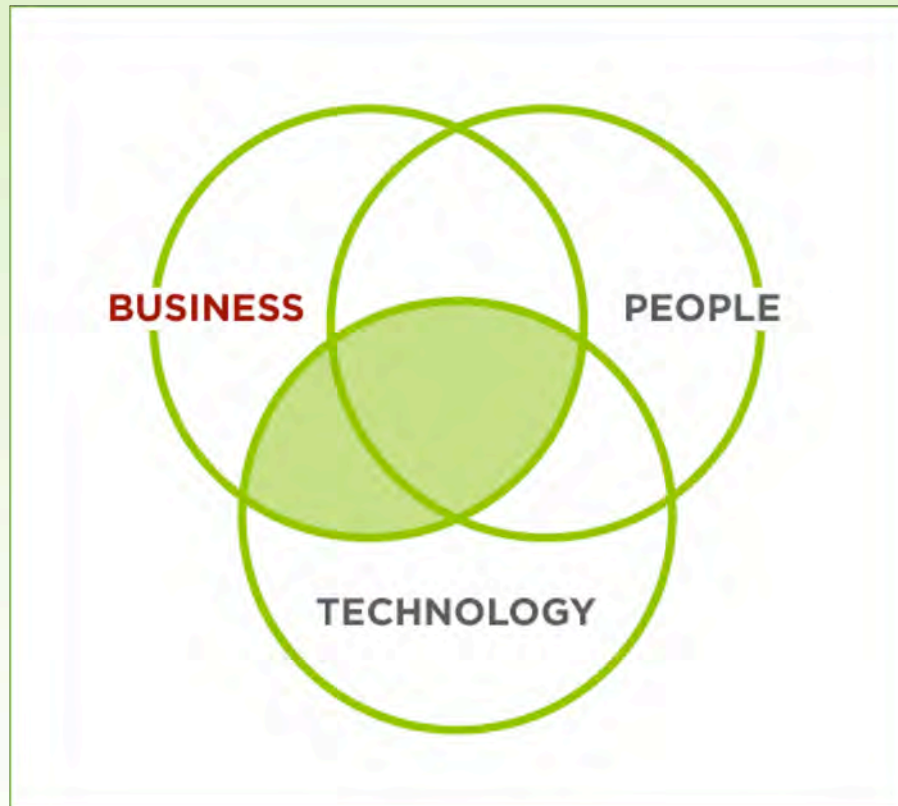
CROWDSOURCING

FAB LABS

PERSONALIZATION

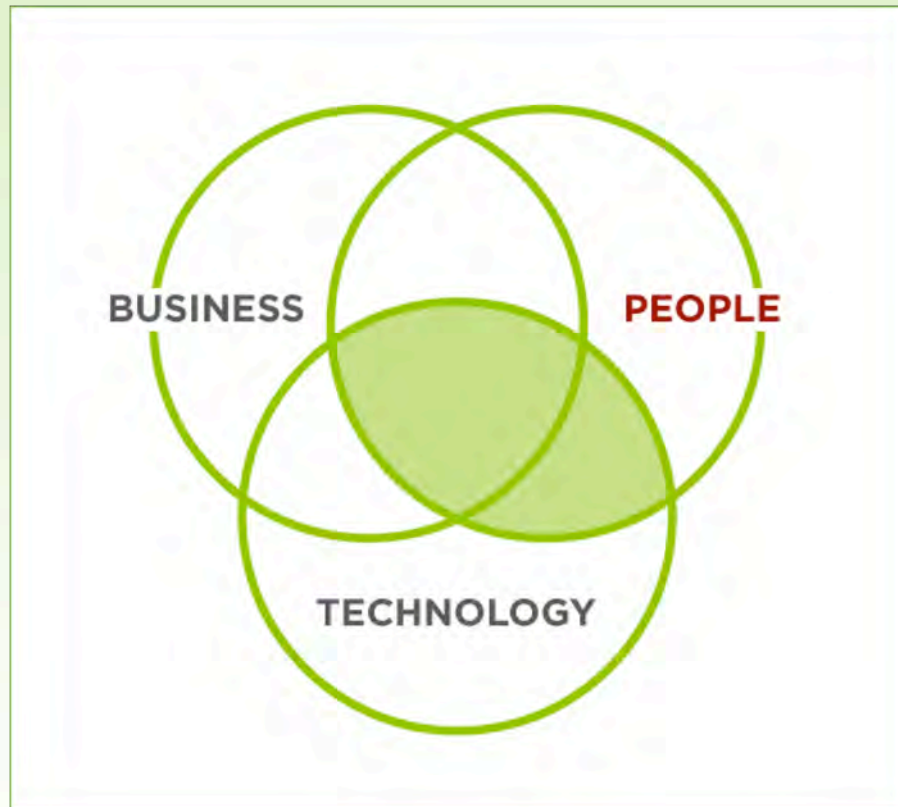


A CHANGE IN TECHNOLOGY



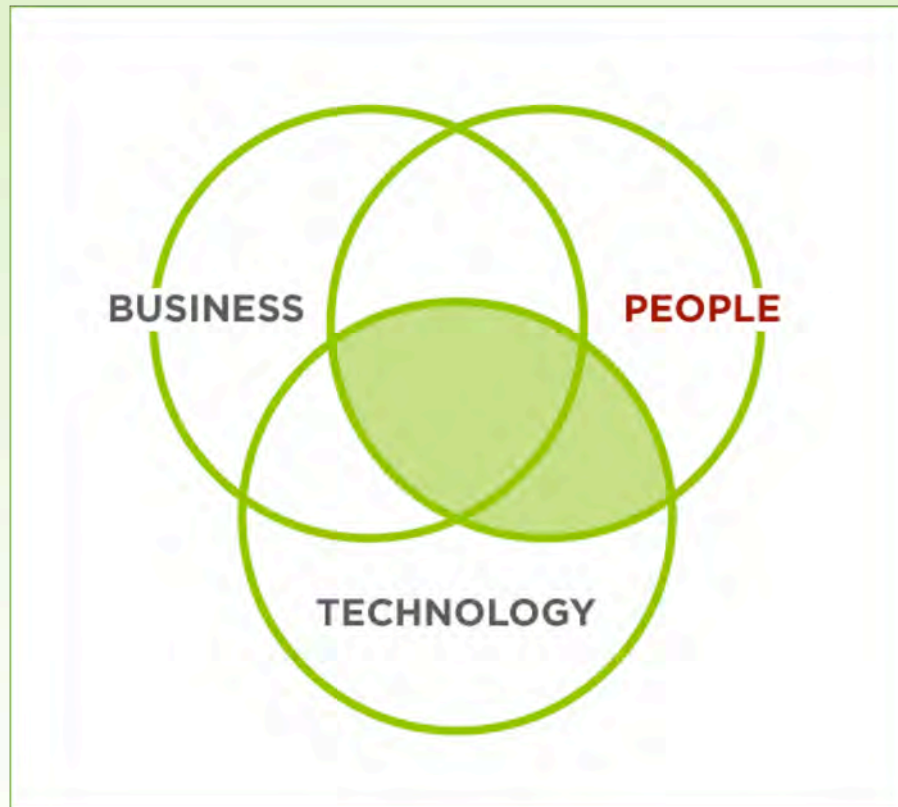
A CHANGE IN
TECHNOLOGY

HAS A BIGGER IMPACT
ON BUSINESS &
PEOPLE



A CHANGE IN
TECHNOLOGY

HAS A BIGGER IMPACT
ON BUSINESS &
PEOPLE



**A CHANGE IN
TECHNOLOGY**

**HAS A BIGGER IMPACT
ON BUSINESS &
PEOPLE**

& VICE VERSA



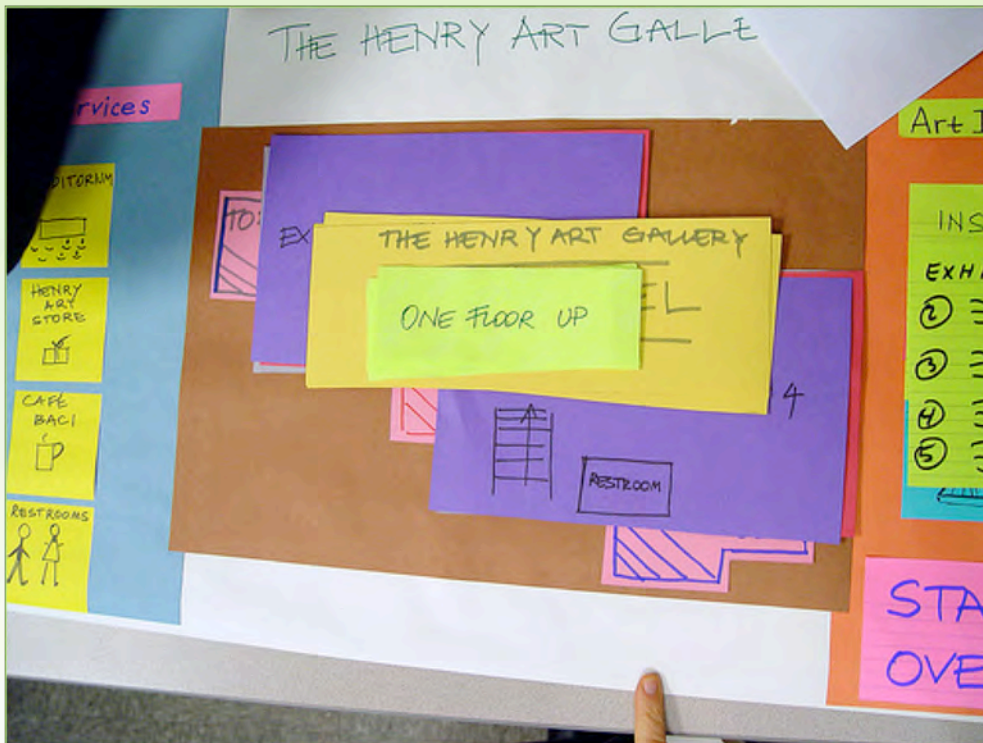
“I have thus been able to observe from first hand experience how the nature of strategy in the IT industry has changed over the last twenty five years. Most apparent is the increasing pace of change...

Everything is moving quite a bit faster.”
-Irving Wladawsky-Berger

**THESE CHANGES
HAPPEN RAPIDLY**



PROBLEM SOLVING WITH DESIGN



RAPID PROTOTYPING

[HTTP://WWW.FLICKR.COM/PHOTOS/KABLES/SETS/1483162/](http://www.flickr.com/photos/kables/sets/1483162/)



MOOVIE, PEUGEOT DESIGN COMPETITION WINNER

ABDUCTIVE THINKING

Types of Thinking



- **Deductive**
 - Reasoning from general principles to particular examples
 - If $5+4=9$ AND $6+3=9$ THEN $5+4=6+3$
- **Inductive**
 - Observing patterns and using those to make generalizations
 - See tire tracks in snow; a car was here
- **Abductive**
 - Reasoning based on what might be
 - Blueprint for a future state
 - Critical to creative process



[HTTP://WWW.FLICKR.COM/PHOTOS/KAVEHPD/88298049/](http://www.flickr.com/photos/kavehpd/88298049/)

PAINT A CLEAR PICTURE OF SUCCESS

KATHY SIERRA, CREATING PASSIONATE USERS



“Any 'solved problem' that involves human beings solves a problem whose parameters must change through time.” -Bruce Sterling

DESIGN IS NEVER DONE





iTunes

Su-Chou Prison
Elapsed Time: 1:03

Search Browse

Source

- Library
- Radio Tuner
- Twentieth Century Blu

Song	Time	Artist	Album	Genre
<input checked="" type="checkbox"/> Su-Chou Prison	5:00	Harry Gregson-Will...	Spy Game	SoundTrack
<input checked="" type="checkbox"/> Muir Races to Work	3:32	Harry Gregson-Will...	Spy Game	SoundTrack
<input checked="" type="checkbox"/> "...He's been arrested for espi...	1:23	Harry Gregson-Will...	Spy Game	SoundTrack
<input checked="" type="checkbox"/> Red Shirt	5:07	Harry Gregson-Will...	Spy Game	SoundTrack
<input checked="" type="checkbox"/> Training Montage	2:34	Harry Gregson-Will...	Spy Game	SoundTrack

iTunes

Apple logo

Search Browse

Source

- Library
- Radio
- Twentieth Century Blu
- 60's Music
- My Top Rated
- Recently Played
- Top 25 Most Played

Song Name	Time	Artist	Album	Genre	My Rating	Play Count
<input checked="" type="checkbox"/> I'll See You Again	2:40	Bryan Ferry	Twentieth Century ...	Rock	1
<input checked="" type="checkbox"/> London Pride	4:42	Damon Albarn w/ ...	Twentieth Century ...	Rock		
<input checked="" type="checkbox"/> I've Been To A Marvellous Party	3:39	The Divine Comedy	Twentieth Century ...	Rock		1
<input checked="" type="checkbox"/> Reasons For Living	4:33	Duncan Sheik	ER	Soundtrack		1
<input checked="" type="checkbox"/> Twentieth Century Blues	5:32	Elton John	Twentieth Century ...	Rock		
<input checked="" type="checkbox"/> Su-Chou Prison	5:00	Harry Gregson-Will...	Spy Game	Soundtrack		1
<input checked="" type="checkbox"/> Muir Races to Work	3:32	Harry Gregson-Will...	Spy Game	Soundtrack		1

iTunes

Apple logo

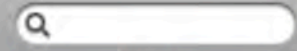
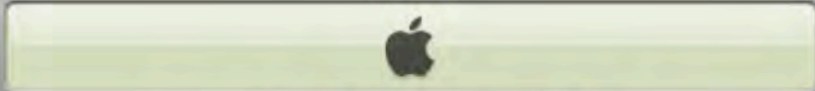
Search Browse

Source

- Library
- Radio
- Music Store
- Twentieth Century Blues:
- 60's Music
- My Top Rated
- Recently Played
- Top 25 Most Played
- Playlist

Song Name	Time	Artist	Album	Genre	My Rating	Play Co
<input checked="" type="checkbox"/> I'll See You Again	2:40	Bryan Ferry	Twentieth Century ...	Rock	
<input checked="" type="checkbox"/> London Pride	4:42	Damon Albarn w/ ...	Twentieth Century ...	Rock		
<input checked="" type="checkbox"/> I've Been To A Marvellous Party	3:39	The Divine Comedy	Twentieth Century ...	Rock		
<input checked="" type="checkbox"/> Reasons For Living	4:33	Duncan Sheik	ER	Soundtrack		
<input checked="" type="checkbox"/> Twentieth Century Blues	5:32	Elton John	Twentieth Century ...	Rock		
<input checked="" type="checkbox"/> Su-Chou Prison	5:00	Harry Gregson-Will...	Spy Game	Soundtrack		
<input checked="" type="checkbox"/> Muir Races to Work	3:32	Harry Gregson-Will...	Spy Game	Soundtrack		
<input checked="" type="checkbox"/> "...He's been arrested for espio...	1:23	Harry Gregson-Will...	Spy Game	Soundtrack		
<input checked="" type="checkbox"/> Red Shirt	5:07	Harry Gregson-Will...	Spy Game	Soundtrack		
<input checked="" type="checkbox"/> Training Montage	2:34	Harry Gregson-Will...	Spy Game	Soundtrack		

iTunes



Search



Browse

Source	Name	Time	Artist	Album	Genre	My Rating	Play Count	Last F
Library	<input checked="" type="checkbox"/> I'll See You Again	2:40	Bryan Ferry	Twentieth Centu...	Rock	- - - - -		
Podcasts	<input checked="" type="checkbox"/> London Pride	4:42	Damon Albarn w...	Twentieth Centu...	Rock			
Party Shuffle	<input checked="" type="checkbox"/> I've Been To A Marvellous P...	3:39	The Divine Com...	Twentieth Centu...	Rock			
Radio	<input checked="" type="checkbox"/> Reasons For Living	4:33	Duncan Sheik	ER	Soundtrack			
Music Store	<input checked="" type="checkbox"/> Twentieth Century Blues	5:32	Elton John	Twentieth Centu...	Rock			
Twentieth Century ...	<input checked="" type="checkbox"/> Su-Chou Prison	5:00	Harry Gregson-...	Spy Game	Soundtrack		1	10,
90's Music	<input checked="" type="checkbox"/> Muir Races to Work	3:32	Harry Gregson-...	Spy Game	Soundtrack			
My Top Rated	<input checked="" type="checkbox"/> "...He's been arrested for es...	1:23	Harry Gregson-...	Spy Game	Soundtrack			



iTunes

Search ⌕ Browse 👁

Source	Name	Time	Artist	Album	Genre	My Rating	Play Count	Last F
Library	<input checked="" type="checkbox"/> I'll See You Again	2:40	Bryan Ferry	Twentieth Centu...	Rock			
Podcasts	<input checked="" type="checkbox"/> London Pride	4:42	Damon Albarn w...	Twentieth Centu...	Rock			
Party Shuffle	<input checked="" type="checkbox"/> I've Been To A Marvellous P...	3:39	The Divine Com...	Twentieth Centu...	Rock			
Radio	<input checked="" type="checkbox"/> Reasons For Living	4:33	Duncan Sheik	ER	Soundtrack			
Music Store	<input checked="" type="checkbox"/> Twentieth Century Blues	5:32	Elton John	Twentieth Centu...	Rock			
	<input checked="" type="checkbox"/> ...	5:00			1 10

iTunes

Dead in the Water
A New Day at Midnight

0:13 ⏪ ⏩ 3:06

Search ⌕ david gray ✕ 🌀 Burn Disc

3 of 331

Source	All	Music	Audiobooks	Podcasts	Videos	Booklets	All	Artist	Album	Composer	Song
Name	Time	Artist	Album								
1 <input checked="" type="checkbox"/> Babylon	4:25	David Gray	White L								
2 <input checked="" type="checkbox"/> Dead in the Water	3:06	David Gray	A New D								
3 <input checked="" type="checkbox"/> My Oh My	4:37	David Gray	White L								

iTunes

Sapito

Time Signatures: A Career Retrospective (Disc 4)

0:28 ⏪ ⏩ -2:42

View ☰ 🔍 Search

LIBRARY	Name	My Rating	Artist	Album by Artist
Music	12 <input checked="" type="checkbox"/> Free Up	★★★★	Los Lobos	The Town And T
Movies	11 <input checked="" type="checkbox"/> No Puedo Mas		Los Lobos	The Town And T
TV Shows	13 <input checked="" type="checkbox"/> The Town		Los Lobos	The Town And T
Podcasts	10 <input checked="" type="checkbox"/> Don't Ask Why		Los Lobos	The Town And T
Radio	8 <input checked="" type="checkbox"/> Little Things		Los Lobos	The Town And T
	9 <input checked="" type="checkbox"/> The City		Los Lobos	The Town And T
STORE	5 <input checked="" type="checkbox"/> If You Were Only Here Tonight		Los Lobos	The Town And T
iTunes Store	6 <input checked="" type="checkbox"/> Luna		Los Lobos	The Town And T
Purchased	7 <input checked="" type="checkbox"/> Two Dogs And A Bone		Los Lobos	The Town And T
PLAYLISTS	4 <input checked="" type="checkbox"/> Chuco's Cumbia		Los Lobos	The Town And T
Party Shuffle	3 <input checked="" type="checkbox"/> The Road To Gila Bend		Los Lobos	The Town And T
1 to 3 Plays	2 <input checked="" type="checkbox"/> Hold On		Los Lobos	The Town And T
CFCFNWI	1 <input checked="" type="checkbox"/> The Valley		Los Lobos	The Town And T

The Town And The City
Los Lobos





**IN A STATE OF
FLUX...**



**IN A STATE OF
FLUX...**

DESIGN ENABLES
COMPANIES TO
ADAPT



HASSO PLATTNER

Institute of Design at Stanford

01 Our vision

“We believe great innovators and leaders need to be great design thinkers.”

d.SCHOOL, STANFORD

DESIGN ENABLES
COMPANIES TO
ADAPT

**DESIGN THINKING,
THAT IS**

Design Thinking



- **Tim Brown, IDEO**
 - Intensely Collaborative
 - Empathetic
 - Craft to make things real in the world
 - Pictorial
- **Diego Rodriguez, Stanford d school**
 - Optimism
 - The Mind of the Child
 - Attitude of Wisdom
 - Building to Think (prototyping)

Design Thinking



- **Jeanne Liedtka, Rottman**
 - Synthetic: coherent overall vision
 - Abductive: visualizing what might be
 - Opportunistic: new & emergent opportunities
 - Dialectical: intersection of conflicting demands
- **Victor Lombardi, Management Innovation Group**
 - Collaborative
 - Abductive
 - Experimental
 - Personal
 - Integrative
 - Interpretive

Design Thinking



- **Dan Saffer, Adaptive Path**
 - Focus on Customers/Users
 - Finding Alternatives
 - Ideation & Prototyping
 - Wicked Problems
 - A Wide Range of Influences
 - Emotion
- **Others**
 - Enlightened Trial & Error
 - Constructive: shapes reality
 - Subjective: participates from the inside



EMPATHY: ROOTED IN REAL WORLD

VISION: ABDUCTIVE, PICTORAL, CONSTRUCTIVE

ITERATIVE: TRIAL & ERROR, PROTOTYPING



WHY THE CHANGE?

MARKETS MATURE
FASTER

CONTINUOUS FLUX

**INCREASED
COMPLEXITY**



EVERY DAY...



EVERY DAY...

**MORE THAN 60 BILLION
EMAILS SENT**

**ESTIMATED ONE BILLION TEXT
MESSAGES (SMS) SENT**

**1.2 MILLION NEW BLOG POSTS,
ABOUT 50,000 PER HOUR**



EVERY DAY...



CNN INC.



INFORMATION OVERLOAD



“Design has gained in importance in direct proportion to information overload.” -Tom Mulhern

INFORMATION OVERLOAD

Multiple Data Sources



- **Usability Testing**

- Errors, issues, assists, completion rates, time spent per task, satisfaction scores



- **Customer Support**

- Top problems, number of incidents



- **Best Practices**

- Common solutions, unique approaches



- **Site Tracking**

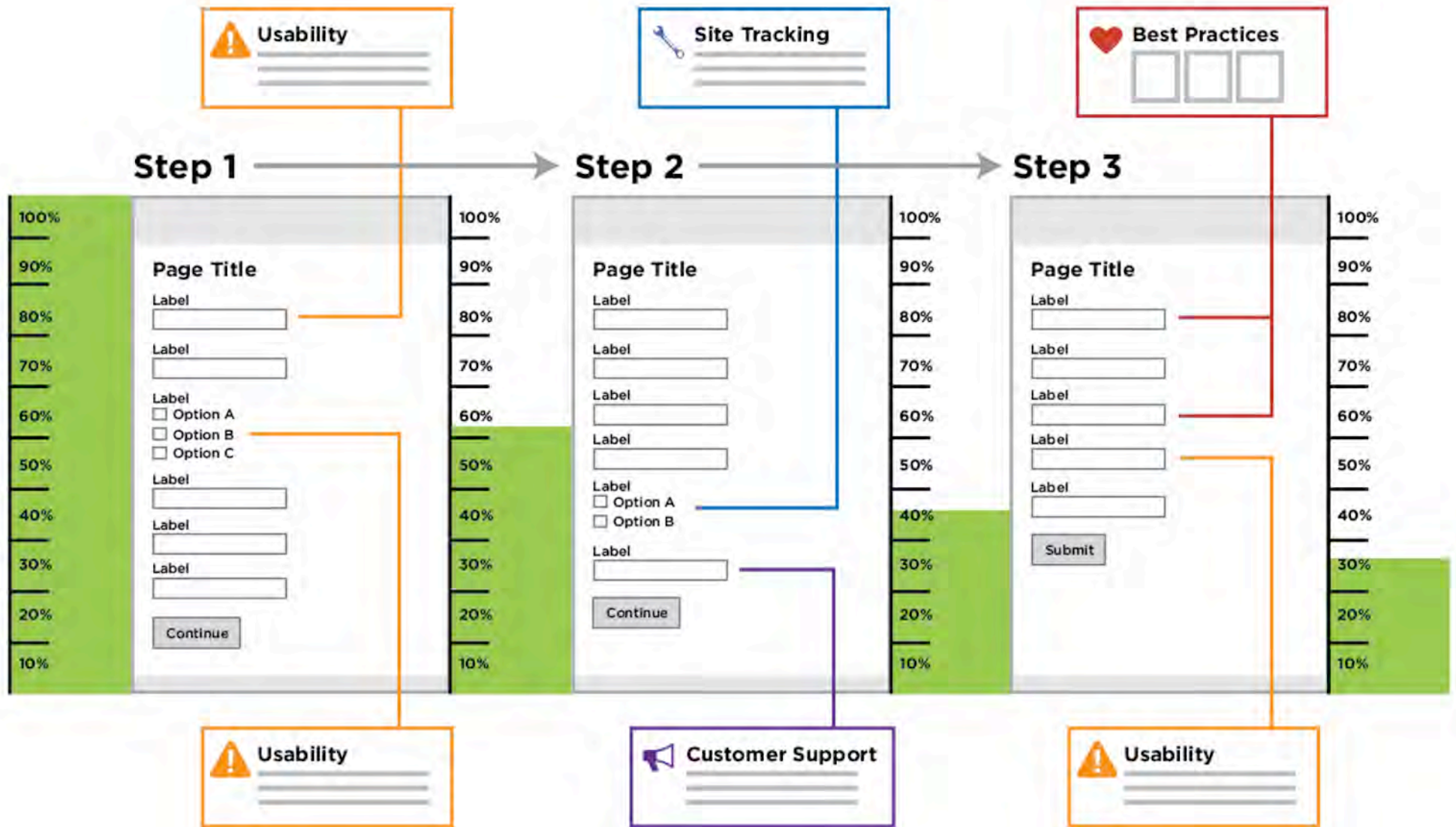
- Completion rates, entry points, exit points, elements utilized, data entered

BUSINESS OF DESIGN, EBAY INC. APRIL 2004

1	Site Design										
1.1	Brand	5.1	3.9	5.8	5.4	6.4	6.0	6.4	3.9	5.4	7.5
1.2	Navigation	7.2	5.7	7.6	5.7	6.1	5.3	7.6	5.3	6.3	8.1
1.3	Usability	6.0	5.4	7.4	5.9	7.2	5.0	7.4	5.0	6.2	7.9
	TOTAL WEIGHTED SITE DESIGN	6	5.4	7.4	5.9	7.2	5	7.4	5.0	6.2	7.9
	<i>Percent of Total Possible</i>	67%	60%	82%	66%	80%	56%	82%	56%	68%	88%
2	Site Functionality										
2.1	Search	4.0	2.0	3.0	0.0	5.0	5.7	5.7	0.0	3.3	6.0
2.2	Security	5.8	4.2	4.2	4.2	4.2	4.2	5.8	4.2	4.5	8.0
2.3	Accessibility	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	8.0
	TOTAL WEIGHTED FUNCTIONALITY	4.4	2.8	3.5	1.4	4.9	5.3	5.3	1.4	3.7	6.6
	<i>Percent of Total Possible</i>	49%	31%	39%	15%	54%	59%	59%	15%	41%	73%
3	Customer Value										
3.1	Content	6.0	6.0	6.0	6.3	6.9	5.9	6.9	5.9	6.2	7.4
3.2	Product or Service Information	5.4	3.3	4.3	4.5	4.0	4.8	5.4	3.3	4.4	5.9
3.3	Customer Service & Support	4.3	4.0	4.0	5.7	4.7	3.7	5.7	3.7	4.4	6.2
3.4	Contact Information	5.3	6.8	4.5	6.5	3.2	2.3	6.8	2.3	4.8	8.5
3.5	Investor Information	7.0	8.0	8.0	7.0	8.0	6.0	8.0	6.0	7.3	8.2
	TOTAL WEIGHTED CUSTOMER VALUE	5.3	4.9	4.9	5.8	5.2	4.5	5.8	4.5	5.1	6.8
	<i>Percent of Total Possible</i>	59%	55%	54%	64%	58%	50%	64%	50%	57%	76%
	GRAND TOTAL OF OVERALL CRITERIA	15.89524	16.0	12.8	15.4	12.8	16.5	16.5	12.8	14.9	19.5
	<i>Percent of Total Possible</i>	58%	59%	47%	57%	47%	61%	61%	47%	55%	72%
	WEIGHTED SITE TOTAL	5.2	5.3	4.4	5.1	4.6	5.4	5.4	4.4	5.0	6.5
	<i>Percent of Total Possible</i>	58%	59%	49%	56%	52%	60%	60%	49%	56%	72%

1	Site Design										
1.1	Brand	5.1	3.9	5.8	5.4	6.4	6.0	6.4	3.9	5.4	7.5
1.2	Navigation	7.2	5.7	7.6	5.7	6.1	5.3	7.6	5.3	6.3	8.1
1.3	Usability	6.0	5.4	7.4	5.9	7.2	5.0	7.4	5.0	6.2	7.9
	TOTAL WEIGHTED SITE DESIGN	6	5.4	7.4	5.9	7.2	5	7.4	5.0	6.2	7.9
	Percent of Total Possible	67%	60%	82%	66%	80%	56%	82%	56%	68%	88%
2	Site Functionality										
2.1	Search	4.0	2.0	3.0	0.0	5.0	5.7	5.7	0.0	3.3	6.0
2.2	Security	5.8	4.2	4.2	4.2	4.2	4.2	5.8	4.2	4.5	8.0
2.3	Accessibility	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	8.0
	TOTAL WEIGHTED FUNCTIONALITY	4.4	2.8	3.5	1.4	4.9	5.3	5.3	1.4	3.7	6.6
	Percent of Total Possible	49%	31%	39%	15%	54%	59%	59%	15%	41%	73%
3	Customer Value										
3.1	Content	6.0	6.0	6.0	6.3	6.9	5.9	6.9	5.9	6.2	7.4
3.2	Product or Service Information	5.4	3.3	4.3	4.5	4.0	4.8	5.4	3.3	4.4	5.9
3.3	Customer Service & Support	4.3	4.0	4.0	5.7	4.7	3.7	5.7	3.7	4.4	6.2
3.4	Contact Information	5.3	6.8	4.5	6.5	3.2	2.3	6.8	2.3	4.8	8.5
3.5	Investor Information	7.0	8.0	8.0	7.0	8.0	6.0	8.0	6.0	7.3	8.2
	TOTAL WEIGHTED CUSTOMER VALUE	5.3	4.9	4.9	5.8	5.2	4.5	5.8	4.5	5.1	6.8
	Percent of Total Possible	59%	55%	54%	64%	58%	50%	64%	50%	57%	76%
	GRAND TOTAL OF OVERALL CRITERIA	15.89524	16.0	12.8	15.4	12.8	16.5	16.5	12.8	14.9	19.5
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	WEIGHTED SITE TOTAL	5.2	5.3	4.4	5.1	4.6	5.4	5.4	4.4	5.0	6.5
	Percent of Total Possible	58%	59%	49%	56%	52%	60%	60%	49%	56%	72%

JOEL GROSSMAN, PIVOTAL CLICK



Tell a Story



- **Focus on the big idea**
 - Quickly communicate key concepts
- **Reveal the problem or opportunity**
 - Visualize the impact of data
 - Provide information in context
- **Use visual Hierarchy to communicate**
 - A prioritized narrative
- **Enable**
 - Faster consensus
 - Better decisions



ALERTLOGIC
INVISION

Welcome, Joao Prado Maia
[My Account](#) | [Logout](#)

Summary **My Dashboard** Monitor Management Reports

Total Events: 33,334,987

» Add Modules Customize Modules

Incidents List

Threat	Events	Date	Summary
75		11/18 10:17	Unicode attack resulted in a dir..
32	2,084	10/12 15:05	test
27	2	10/12 15:16	testing
0		10/12 14:59	REQUESTED: Defense action_source..
0		10/12 14:48	REQUESTED: Containment action..

Delta Index

	30 Days	12 Months
Incidents	0	1
Events	0	351,082
Hosts	0	0
Vulnerabilities	0	0
Hosts/Vulnerabilities	1 : 1	1 : 1

Incident Severity

318

Top 5 Vulnerabilities

Vulnerability	# of Exposures
CVE: CVE-2000-1200	81
CVE: CAN-1999-0521	67
CVE: CAN-1999-0562	51
CVE: CVE-2001-0414	39
CVE: CVE-2002-0070	38

Top 5 Hosts w/Vulnerabilities

Host	# of Vulnerabilities
208.0.124.52	32
192.168.128.43	30
192.168.128.160	30
208.0.124.55	30
208.0.124.54	30

Top 5 Attacked Hosts

Host	# of Events
10.0.0.11	25,682
10.0.0.5	20,143
172.16.0.5	16,042
127.0.0.1	8,364
10.0.0.10	5,560

Top 5 Talkers

Host	# of Events
57.68.50.33	11,443
172.16.0.55	8,686
172.16.0.240	5,812
170.57.129.130	5,365
127.0.0.1	5,322



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Summary **Monitor** My Dashboard Management Reports

Total Events: 33,334,987

Search:

Show Options

Events List

Viewing Events (1 - 10) (1538 total; 153 pages)

All	Date ↑	Name	Count	Source (Port)	Destination (Port)	Threat	Class	Sensor	SLA ↓
<input type="checkbox"/>	Today at 14:17:03	Q ICMP Destination Unreachable ..	1	57.68.50.195 (-)	10.0.0.151 (-)	23	misc-activity	alertlogic-colo-ids	12 hour
<input type="checkbox"/>	Today at 14:54:17	Q portscan: TCP Portsweep [8]	1	172.16.0.224 (-)	63.208.226.225 (-)	0	Preprocessor	alertlogic-office-ids	12 hour
<input type="checkbox"/>	01/25 10:04:58	Q SHELLCODE x86 inc ebx NOOP [3]	3	10.0.0.1 (21169)	10.0.0.30 (4137)	0	shellcode-detect	alertlogic-colo-ids	12 hour
<input type="checkbox"/>	01/24 23:45:09	Q Outgoing Mydoom Recon Attempt	12	172.45.123.1 (8778)	220.100.12.2 (1034)	15	trojan-activity	alertlogic-colo-ids	12 hour
<input type="checkbox"/>	01/24 16:01:01	Q edu DNS cache poison	1	172.16.0.222 (53)	172.16.0.61 (1054)	20	misc-attack	alertlogic-office-ids	12 hour
<input type="checkbox"/>	01/23 18:52:30	Q ICMP Echo Reply	1	10.0.0.240 (-)	10.0.0.1 (-)	23	misc-activity	alertlogic-colo-ids	12 hour
<input type="checkbox"/>	01/18 12:06:45	Q BLEEDING-EDGE Potential SSH Scan	1	172.20.2.254 (50456)	10.0.0.150 (22)	27	suspicious-login	alertlogic-colo-ids	12 hour
<input type="checkbox"/>	01/23 18:52:30	Q ICMP PING	1	10.0.0.1 (-)	10.0.0.255 (-)	23	misc-activity	alertlogic-colo-ids	12 hour
<input type="checkbox"/>	01/23 18:52:31	Q ICMP PING *NIX	1	10.0.0.1 (-)	10.0.0.255 (-)	23	misc-activity	alertlogic-colo-ids	12 hour
<input type="checkbox"/>	01/24 16:35:29	Q portscan: TCP Portsweep [27]	1	172.16.0.74 (-)	216.39.69.76 (-)	0	Preprocessor	alertlogic-office-ids	12 hour

All

<< < 1 Go > >>

Rows: 10

Invision Security Threat Manager Copyright © 2001-2006 AlertLogic, Inc.
U.S. and International Patents Pending.
This product includes data from the Open Source Vulnerability Database developed by CVEDB and its contributors.



Summary

Network:
LukeW Interface Designs

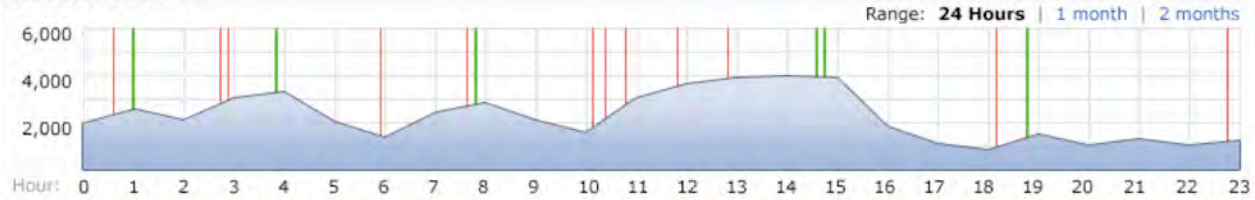
Hosts:
15 operational
[Manage](#)

[Recent Reports](#)
[Recent Configurations](#)

Did you know?
You can set the number of recon attempts per host?

[More Tips](#)

Recent Traffic



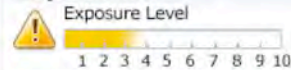
Threats



- 37 worm infections
[Manage](#) | [Prevent](#)
- 15 recon attempts
[Manage](#) | [Prevent](#)
- 0 successful break-ins
[Manage](#) | [Prevent](#)

[Threat Summary](#)

Exposures



- 15% hosts exposed
[Manage](#) | [Prevent](#)
- 45 critical exposures
[Manage](#) | [Prevent](#)

[Exposures Summary](#)

Defenses

15 active defenses
[Manage defense policies](#)

- 5 hosts contained
[Manage](#)
- 0 hosts blocked

[Defense Summary](#)



COMPLEXITY WITHIN PRODUCTS





COMPLEXITY WITHIN PRODUCTS



TREO, PALMONE INC.

TV: Plotlines



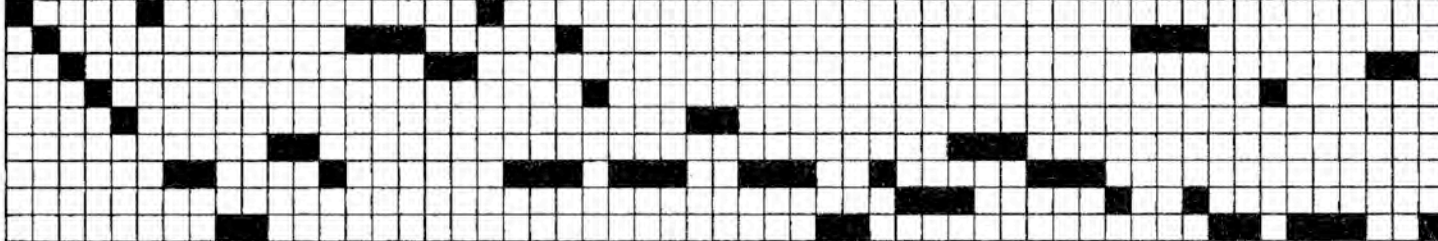
DRAGNET (ANY EPISODE)



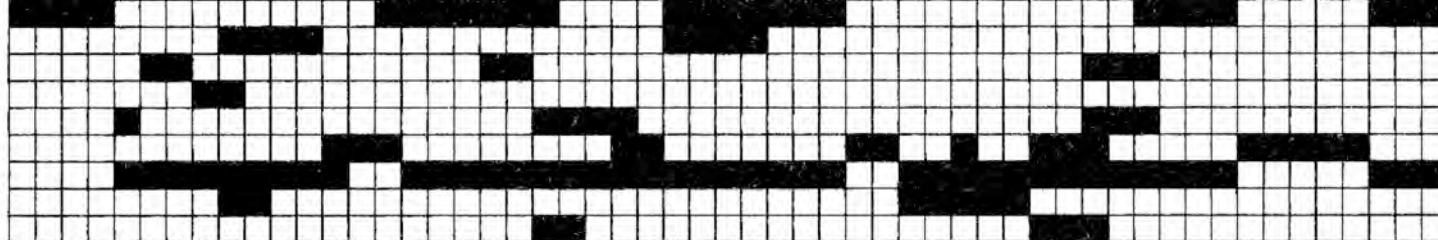
STARSKY AND HUTCH (ANY EPISODE)



HILL STREET BLUES (EPISODE 85)



THE SOPRANOS (EPISODE 8)



TV: Plotlines



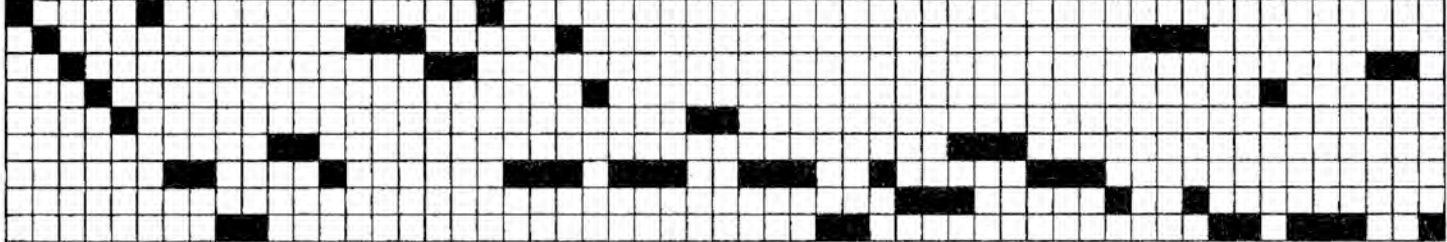
DRAGNET (ANY EPISODE)



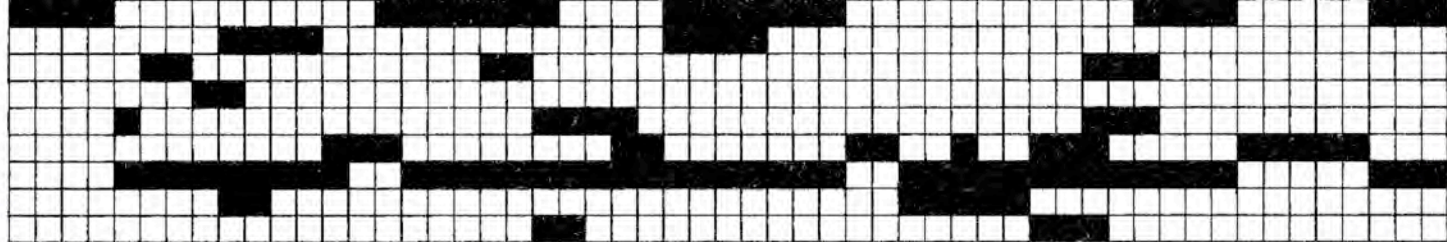
STARKY AND HUTCH (ANY EPISODE)



HILL STREET BLUES (EPISODE 85)

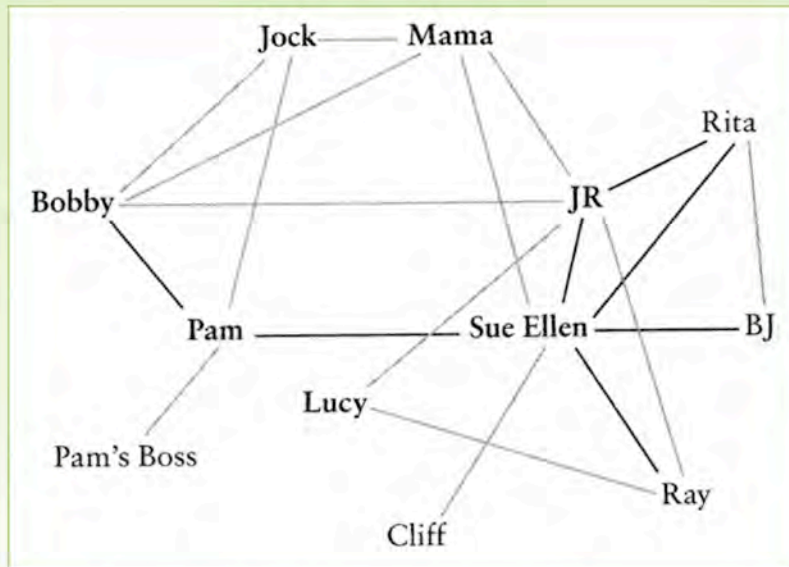


THE SOPRANOS (EPISODE 8)

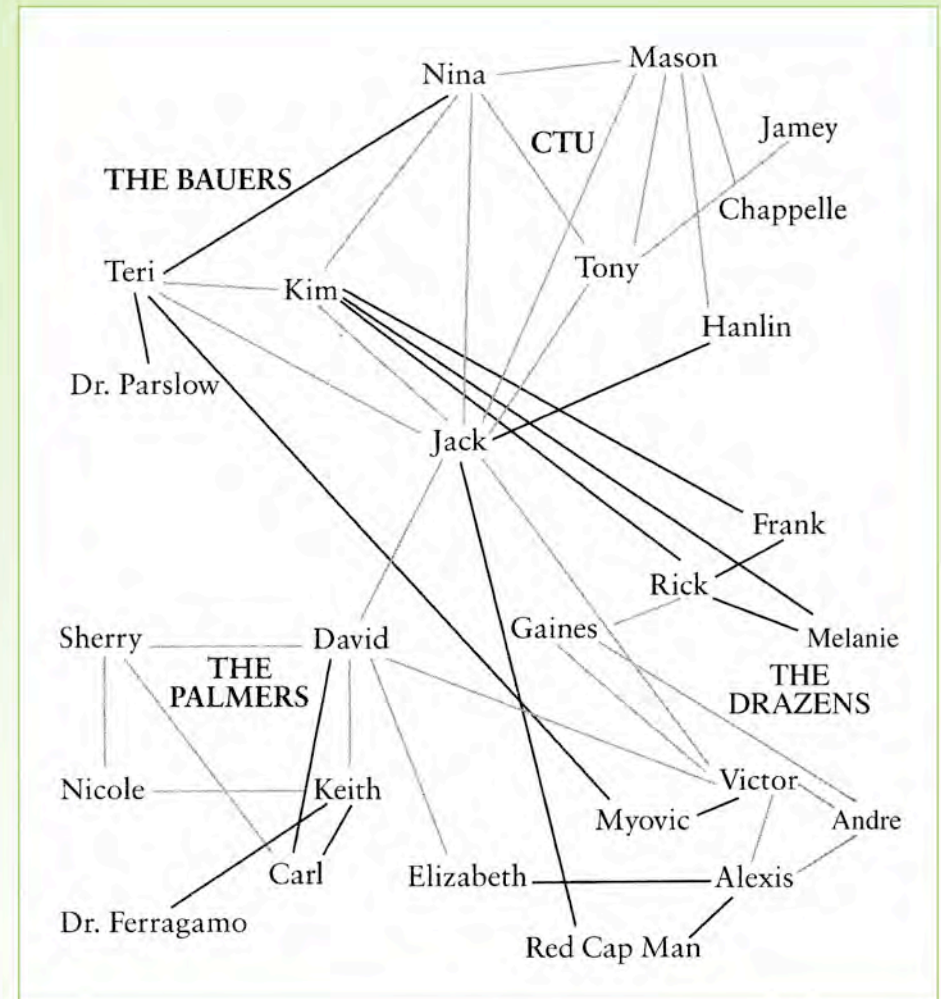


EVERYTHING BAD IS GOOD FOR YOU, STEVEN JOHNSON

TV: Social Networks

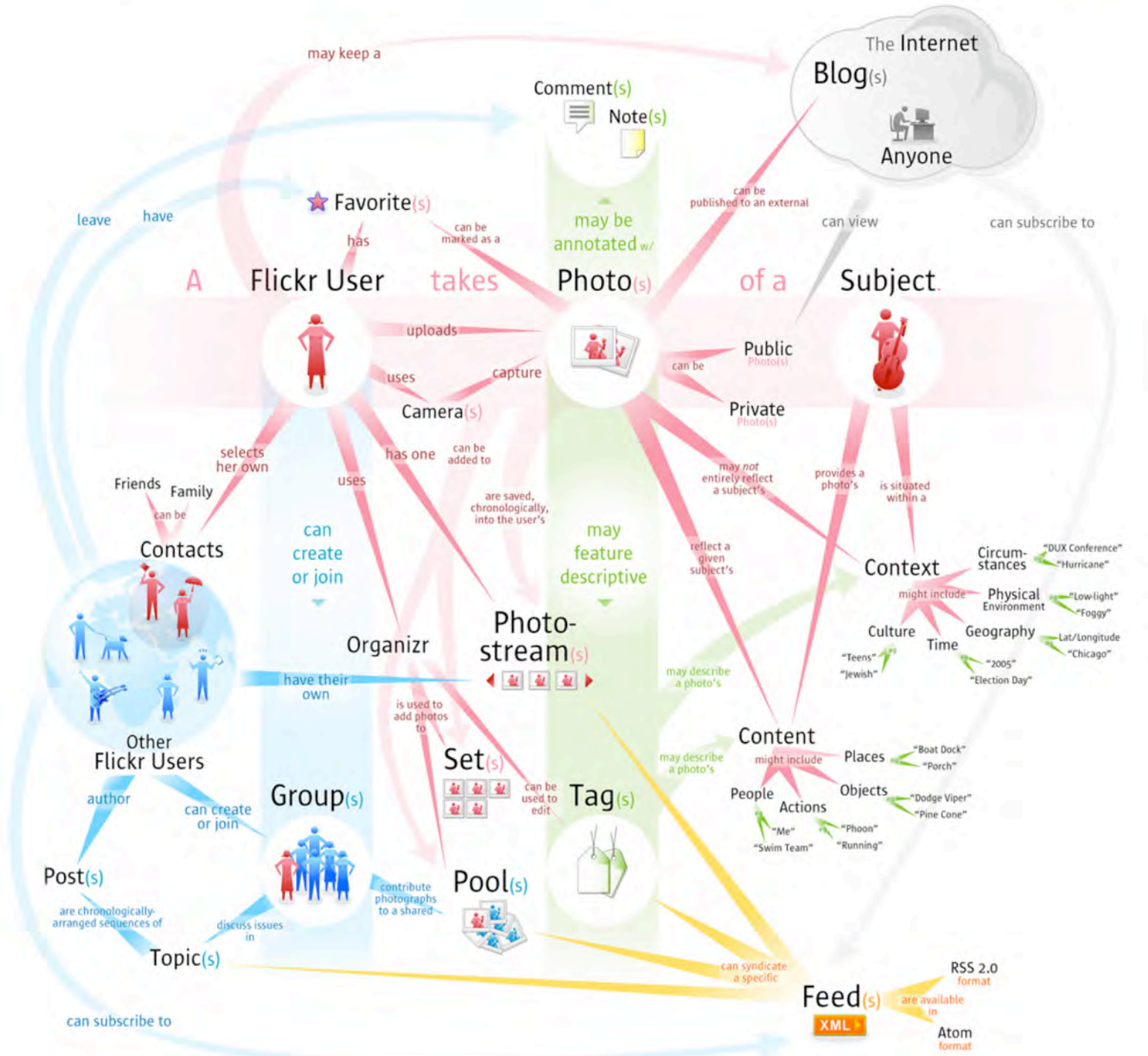


DALLAS, 1978 ORG. AIR DATE



24, 2001 ORG. AIR DATE

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Contributing



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comments tags **discussion boards** inline chat

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 **erin designr pro** says:
beautiful. hairy rocks are always fun to photograph because of their otherworldliness. you have captured that winter green in a great composition.
Posted 4 weeks ago | [permalink](#)

 **Kiki J pro** says:
what a gorgeous comb-over. ;)
Posted 4 weeks ago | [permalink](#)

Post a comment

Name

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URL


Comments (Basic HTML is allowed)


hoge hoge, i like chinese, indonesian, italian, japanese, **language learn**, learn chinese, learn german, learn spanish, lessons, **mandarin**, nightline, science, spanish, speak

Add Tags:

Separate each tag with a comma: arts, comedy, movies, politics. If you see a tag, it's ok to enter it again!

ks mythical. this is like something out

 **Ore-Ida Tator Tots, Frozen Potatoes**
Posted on 11.03.05 - Don't let the bulk price fool you!
\$3.29 at [Amazon.com](#) - [Buy It](#)
[Save to My Lists](#)

 **Tecnica Moon Boots**
Posted on 11.03.05 - So comfy, you will feel like you got candy in YOUR heels
\$129.00 at [Amazon.com](#) - [Buy It](#)
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★★★★★ **Hands Down, thee BEST Mexican Joint in San Jose!!!** December 13, 2005
By [hortha71](#) - [See hortha71's reviews](#) (1)

I just first started frequenting Taqueria Tlaquepaque #2 within the last six months and in that time it has proven over & over again that is the Champion of Mexican Restaurants not just here in San Jose, but pretty much the entire country.
[Full Review](#)

Visit date: December 2005

2 of 2 found this review helpful.
Was this review helpful to you? [Yes](#) - [No](#) [Report Abuse](#)

Jahova Witness so i could know... "OK, someone from the team needs something".

Chad Fowler Sean Johnson: are you in colorado?

DHH jahova: currently the title changes

hris Messina i want to be able to save this out w/ timestamps

Stephenson David Demaree: hey!

oovemonkey yeah, safari looks fine

hris Messina and hook it up with a video chat

David Murray and through a pretty bad connection too...

oão Antunes no private conversations on the side right?

Jahova Witness Maybe even a sound blip if no message has been sent in the last 3 minutes.

DHH if it's not active, it'll keep the number of messages in the title

Jahova Witness like an alert

Sean Johnson New York. From Colorado.
Going back.

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"I've had the privilege over the last month to engage in a spirited, often contentious, ultimately respectful dialogue on the topic of design vision and its role in business today - with some of the top digital product designers in the business"
- [Orbitstar Interactica: A Designers' Roundtable Discussion](#)
"This past month I was invited to participate in a most interesting and dynamic discussion project with four incredibly talented and experienced designers."

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<input type="text"/>	<input type="text"/>	<input type="text"/>

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“Complexity causes 50% of product returns.”



“Complexity causes 50% of product returns.”

**DESIGNERS MANAGE
COMPLEXITY**

No Clear Hierarchy



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On Sale Now 39.99
[Add to Cart!](#)


[Get it Now!](#)
Was \$3.79
On Sale Now 3.03
[Add to Cart!](#)


[Get it Now!](#)
Was \$14.99
On Sale Now 12.99
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Get Your Dream Car Today!
Great Financing Available on all 2002 models!
Click now to take advantage of this offer.

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Specialty Store

Spring Cleaning Sale
Chairs
Tables
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40% to 60% off everything
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Our New Home & Garden store just got better!

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- Rings
- Watches
- Bracelets
- Ovens
- Toasters
- Cereals

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The Sweet Tooth Sale!
Now until Feb 12th
Save on all your favorite candies!
Hurry offer ends soon.

Spotlight

- Madonna CD \$12.99
- Tire Wax \$5-\$6 off!
- Aprons for Mom \$4.99
- Chicken Breast \$2 /lb.
- Dental Floss \$1-\$5
- Hormones \$8-\$50

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Spring is Here!
Make sure you are ready by stocking up in our Lawn Care store!

- [Hoes](#) [Rakes](#) [Shovels](#)
- [Pots](#) [Shrubs](#) [Soil](#)

Current Specials!


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On Sale Now 39.99
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[Add to Cart!](#)


[Get it Now!](#)
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On Sale Now 12.99
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No Clear Hierarchy



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[go](#) Add to Cart!

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[Pots](#) [Shrubs](#) [Soil](#)

New Items

Our New Home & Garden store just got better!

Glasses
Purses
Lamps
Rings
Watches
Bracelets
Ovens
Toasters
Cereals

[Click to find out More!](#)

Effective Hierarchy



The screenshot shows the Apple website interface. At the top is a navigation bar with buttons for 'Store', 'iTools', 'iCards', 'QuickTime', 'Support', and 'Mac OS X'. Below these are secondary links: 'Hot News', 'Hardware', 'Software', 'Made4Mac', 'Education', 'Creative', 'SmallBiz', 'Developer', and 'Where to Buy'. The main content area features a large advertisement for the Power Mac G4 with the headline 'Pro create.' and the sub-headline 'At speeds of up to 11.8 gigaflops, it's the fastest Power Mac G4 ever.' To the right is an image of the G4 computer. Below the ad is a 'Hot News Headlines' section with the title 'Developers Show Mac OS X Products at Macworld.' and a date 'Friday August 3, 2001'. This section contains four article thumbnails: 'Your life. To go.' (with an iBook image), 'Faster iMac models.' (with iMac G4 images), 'New Version' (with a large 'X' and text about Mac OS X version 10.1), and 'The Megahertz Myth' (with a G4 image and a magnifying glass). At the bottom of the page is a search bar with a 'Search' button, links for 'Site Map', 'Search Tips', and 'Options', and text encouraging visitors to visit the Apple Store online or at retail locations, and to find job opportunities.

Effective Hierarchy




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Store iTools iCards QuickTime Support Mac OS X

Pro create.


At speeds of up to 11.8 gigaflops, it's the fastest Power Mac G4 ever.



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“The ability to simplify means to eliminate the unnecessary so that the necessary may speak.” -Hans Hofman

A Simple Table



General Statistics	
Current Caseload:	10
Number of Admissions Today:	5
Number of Admissions This Month:	35
Number of Admissions Last Month:	30
Number of Discharges Today:	3
Number of Discharges This Month:	22
Number of Discharges Last Month:	34

A Simple Table



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Number of Admissions Last Month:	30
Number of Discharges Today:	3
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Number of Admissions This Month:	35
Number of Admissions Last Month:	30
Number of Discharges Today:	3
Number of Discharges This Month:	22
Number of Discharges Last Month:	34

Statistics	
Current Caseload:	10
New Admissions:	5 today 35 this month 30 last month
Discharges:	3 today 22 this month 34 last month



GLOBALIZATION



GLOBALIZATION

CROSS-CULTURAL
COMPLEXITY &
OPPORTUNITY

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MARKETS

CULTURALLY AND
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DIVERSE COMPANIES



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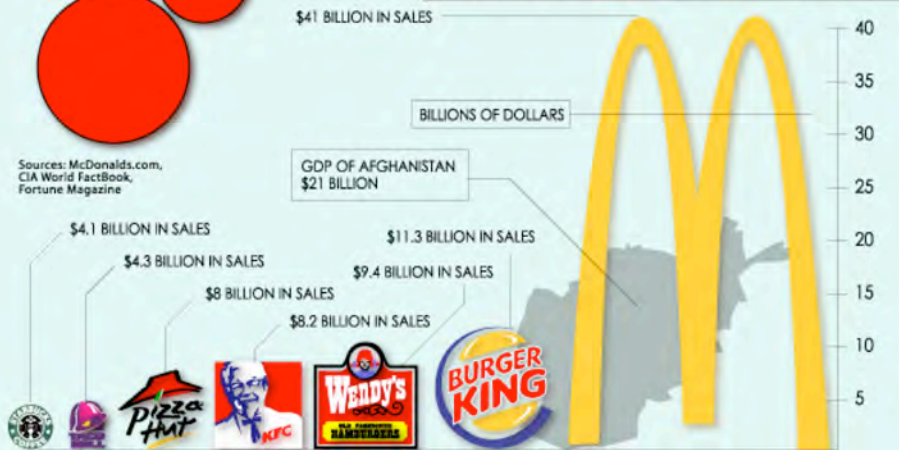


MCDONALD'S RESTAURANTS BY COUNTRY 2003



THE FRIES THAT BIND US

Probably the single most visible symbol of American influence worldwide, McDonald's has over 31,000 restaurants in 118 countries, employing more than 1.5 million people. Despite its 13,000 restaurants in the USA, McDonald's is slipping at home. Its customer satisfaction is worse than any other fast food chain, and ranks lower than all major airlines and the IRS.



Sources: McDonalds.com, CIA World FactBook, Fortune Magazine





THE MAGIC BEAN SHOP

A single cup of Starbucks coffee can depend upon as many as 19 different countries. Between the coffee beans, the milk, the sugar, and the paper cup, Starbucks coffee is a global hub that connects some of the poorest countries in the world with some of the wealthiest.



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“Design achieves its power because it can create situations, and a situation is more determining of what people will actually do than is personality, character, habit, genetics, unconscious motives or any other aspect of our individual makeup. Nobody smokes in church, no matter how addicted.”
-Richard Farson



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WHEN THERE'S COMPLEXITY...



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DESIGN ENABLES
COMMUNICATION



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DESIGN PRINCIPLES,
THAT IS



IN SUMMARY...



- In a networked, global, dynamic, & disruptive economy...



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- **Markets mature faster**
 - Product design matters earlier
 - Need distinction beyond functionality

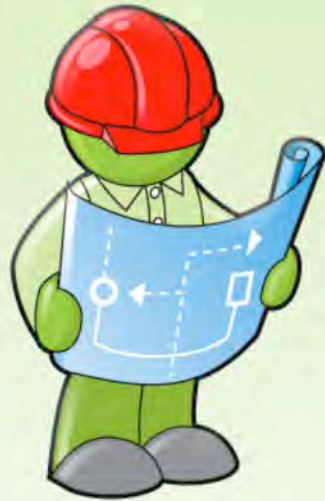


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 - Need distinction beyond functionality
- **We are in a state of continuous flux**
 - Design thinking helps companies adapt & stay relevant
 - Observe, Envision, Iterate
- **There's increased complexity**
 - Information overload
 - Interconnected product ecosystems
 - Globalization
 - Design principles create meaning

For more information...



- **Functioning Form**
 - www.lukew.com/ff/
- **Drop me a note**
 - luke@lukew.com