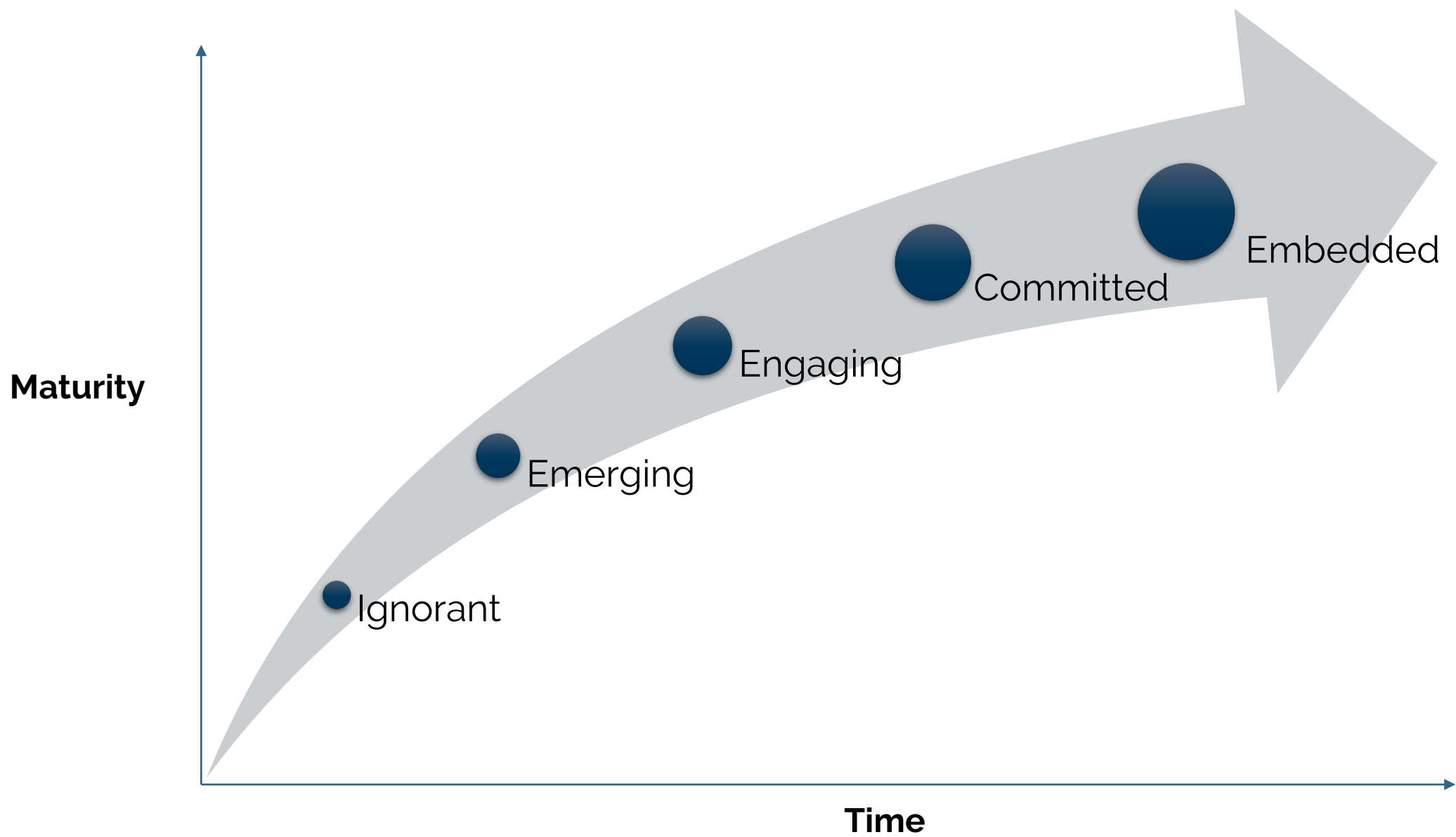


Maturity Model

Paul Blunden, Founder & CEO



Maturity Model

Stage/ Description	Ignorant	Emerging	Engaging	Committed	Embedded
Organisation culture					
UX Ownership					
How the user is viewed					
Tools and techniques					
Budget					

Stage of maturity	Organisation culture
Ignorant	Completely unaware of UX and how it fits in Caused by a number of factors including genuine ignorance (never heard of it), active ignorance (think it is fluffy nonsense) and ambivalence
Emerging	Aware of UX and starting to use in projects Someone, often a champion, believes in UX and manages to get someone to buy in to the idea and use it in a project
Engaging	The business says “it gets it” and is starting to engage with UX There is a ground swell based on some evidence it has added value, normally as a result of a successful and visible project. Can be the result of leadership change.
Committed	It has become a strategic imperative for the business The business is now committed to how an enhanced user experience can materially differentiate the business. The majority are in agreement but set backs can be caused by bad projects. The UX team is most vulnerable here and political issues are common.
Embedded	UX is embedded within the business processes and culture Responsibility for user experience is jointly owned by everyone and measured corporately. Specific capability exists in UX functions but these are part of the way products are developed and no one is solely responsible for the user experience.

Stage of maturity	User experience ownership
Ignorant	Un-owned and think it isn't of value No one owns UX nor is anyone likely to take ownership
Emerging	A specialist in a BU likely to be a champion Someone actively takes ownership of UX and puts their hand up. They are typically the champion or evangelist and will often be the major catalyst for change. Someone senior or influential will hear the rallying cry and become a sponsor or supporter.
Engaging	UX team is forming as part of design /dev/ product Within the context of the delivery teams a UX function is being established that has notional ownership of user experience. Often ownership comes with accountability but little authority and this can be the most frustrating period.
Committed	UX function exists in its own right with IA, interaction design and research At this stage UX is seen as a separate and core function. The business is demonstrating that it takes UX seriously and this team is the flagship. Ownership of UX is sometimes a stick to be beaten with.
Embedded	UX representation at senior level The business is so committed that UX ownership is now reporting at a senior level similar to marketing, HR or IT. UX is an important part of the business strategy conversation and leadership of UX will be commercially astute.

Stage of maturity	How the user is viewed
Ignorant	<p>The user is not actively considered</p> <p>No one cares about the user and there is a tendency to be product or trading focussed. The user is in the 'funnel' and measured at macro levels with experience never considered.</p>
Emerging	<p>The user is mentioned but believed to act "like we do"</p> <p>The conversation now includes the users but tends to begin with "I" and "we" rather than "they". There is a belief that if products are built "for us" that users will be able to use them just fine.</p>
Engaging	<p>The user is considered and brought in via research</p> <p>Research is starting to be carried out and not just usability testing but also as part of requirements gathering. Design is more powerful and so often the user research can be ignored in favour of a designers "experienced view".</p>
Committed	<p>The UX function clearly owns the user and is listened to</p> <p>There is company wide commitment to user experience and to ensure that it is done, the UX function has been established and given ownership. There is some authority with ownership particularly if there is a senior (board level) sponsor.</p>
Embedded	<p>The user is at the centre of the conversation</p> <p>Even the CEO will ask whether we understand what the users needs are and how we are supporting them. Everyone is expected to understand the user and is certainly aware of how the companies strategy is reflecting the users needs.</p>

Stage of maturity	Tools and techniques
Ignorant	None
Emerging	<p>Heuristic review, a little usability testing, some wire-framing</p> <p>This will often depend on the capability of an individual. Typically a UX designer has been hired and will bring in wire-framing (or rapid prototyping using Axure or similar) and if they have experienced good results will ask for some usability testing to be carried out.</p>
Engaging	<p>Partial suite of UX capability but not joined up</p> <p>The UX capabilities will consist of research, interaction design, wire-framing and usability but they won't always be used on every project. That will depend on the project owner and budget available.</p>
Committed	<p>Investment in technology alongside joined up capability</p> <p>At this stage an investment has been made not only in resource and capability but also in technology. Investment may not just be in research technology but could also be in development platform and prototyping tools. User Centred Design is being introduced.</p>
Embedded	<p>Technology available across the business and wide capability</p> <p>User experience measurement technology is in place and data is used for reporting business performance. Investment in tools and techniques is joined up across the business.</p>

Stage of maturity	Budget
Ignorant	No budget available or identified Work that is sent out to agencies for proposal is likely to have the UX elements removed as part of negotiation as they are seen as unnecessary padding.
Emerging	Ad hoc budget but limited UX is not budgeted within the project but small scale services, typically usability testing or a heuristic review are added on to the budget whilst the project is in motion. There is no measurement of return but perceptions will be an important factor when considering whether to do more.
Engaging	Budget available but has to be fought for It is known that budget can be made available for UX capabilities but it is hard fought for especially for the lower profile projects. Strategic projects will have budget allocated for UX but this will be the first place cuts are made if the project over runs.
Committed	Central budget available to projects resource constrained Budget is available often under a strategic imperative that projects must include appropriate UX resource but often that resource is stretched or unavailable because it is limited. Comprehensive project measurement is in place and attempts to calculate ROI are made.
Embedded	Distributed budget owned by BU's. ROI measured The ROI is measured fully and so resource shortages in UX are seen as not only project critical but also business critical. Budget is by no means open ended but the value of UX is clearly understood and it would have to be explained if not utilised.

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Stage/ Description	Ignorant	Emerging	Engaging	Committed	Embedded
Organisation culture	Completely unaware of UX and how it fits in	Aware of UX and starting to use in projects	The business says it gets it and is starting to engage with UX	It has become a strategic imperative for the business.	UX is embedded within business processes and culture
UX Ownership	Un-owned and think it isn't of value	A specialist in a BU likely to be a champion	UX team is forming as part of design /dev/ product	UX function exists in its own right with IA, interaction design and research	UX representation at senior level
How the user is viewed	The user is not actively considered	The user is mentioned but believed to act "like we do"	The user is considered and brought in via research	The UX function clearly owns the user and is listened to	The user is at the centre of the conversation
Tools and techniques	None	Heuristic review, a little usability testing, some wire-framing	Partial suite of UX capability but not joined up	Investment in technology alongside joined up capability	Technology available across the business and wide capability
Budget	No budget available or identified	Ad hoc budget but limited	Budget available but has to be fought for	Central budget available to projects resource constrained	Distributed budget owned by BU's. ROI measured

Thank You

Paul Blunden

CEO
UX 24/7

paul@ux247.com
+44 (0)7855823630

www.ux247.com

