



User Experience Directory 2010

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A lasting conversation

» Welcome to the 2010 User Experience Directory, published by **new media age** to celebrate World Usability Day. This guide is designed to communicate current trends in the user experience industry both to user experience practitioners and purchasers of user-centred design services.

World Usability Day was founded six years ago to highlight a need to ensure services and products are easier to access and simpler to use. The Usability Professionals' Association (UPA) co-ordinates more than 36 hours of activities in 44 countries around the world for the day. The UK UPA hosts one of these events and you can find details of the event which explored the future of communication on page 6.

The theme for this year's World Usability Day was communication. For user experience professionals, this covers a huge and diverse variety of activities, from communicating the benefit of user-centred design to clients, to making our designs speak for themselves. However, the focus of our profession is on ensuring users' needs are communicated effectively in final products. In this guide you will find features exploring the challenges user experience professionals face in addressing these communication activities.

Communication is a part of our everyday lives. As usability professionals we need to be able to interpret user needs and communicate them clearly to our clients. We then need to work with clients to help them design the solution that strikes the balance between users' needs and business needs. Communicating the proposition of the product in terms the user understands and which translates into business success is vital.

Usability professionals need to be able to interpret user needs and communicate them clearly to their clients



Dr Chandra Harrison

President of the UK Usability Professionals' Association and a principal consultant at Systems Concepts

<http://ukupa.org.uk>
worldusabilityday.org

This year has seen continued financial uncertainty in many industries. However, this has also meant there is strong demand for user experience services as many in industry realise a need to differentiate themselves from their competitors by improving the user experience of their products and services. The strong demand for user experience means that agencies and companies are finding it a challenge to recruit suitably experienced and qualified candidates.

User experience is a relatively young industry with few practitioners with more than ten years' experience. It is also a discipline that attracts people from related disciplines who rebrand themselves as user experience practitioners. It is very important to understand what you are buying when you engage user experience services. Asking for recommendations and references, checking experience and qualifications are a good starting point.

A summary of our seventh annual salary survey compiled in October/November 2010 on pages 4-5 reveals the landscape of our profession. It provides insight into the level of experience, salary and day rates, as well as related information for professionals across the usability/HCI/Human Factors/UX industry. The survey allows comparisons to be made with previous UK and international surveys to reveal trends in our field. Usability professionals can then use the results to help in salary negotiations, and UX purchasers can use it as a guide to pay rates.

Beginning on page 22 is the main directory listing agencies that offer user experience consultancy as their core business or part of their wider offering. We hope you will find the information in the guide useful.

USER EXPERIENCE DIRECTORY 2010 is produced by **new media age** on behalf of the UK Chapter of the Usability Professionals' Association for World Usability Day

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Salary survey 2010

Results from the UPA's annual survey of user experience professionals' salary levels

» The survey tracks salary levels and related data for professionals across the usability/HCI/human factors/UX industry. Overall there has been a slight increase in mean salary since last year, a little over 2% from £43,500 to £44,539, which isn't quite in line with inflation. There's much less variation in respondents' day rates from last year, probably due to the settling of the profession after a couple of years of uncertainty.

Salary by seniority

As in previous years, the spread of salaries within each level is wide and seems to be growing. But salaries based on job level increase predictably, making your seniority and experience the best indicators of the salary you should earn.

Salary by experience

There's a clear increase in mean salaries relating to experience. However, there's great diversity within the segments. In general the mean has slightly increased from previous years in accordance with the overall salary increase.

Salary by age

There's a slight shift in the age of respondents but in general salary by age has remained the same as previous years. Increasing salaries aren't necessarily related to age. This is likely to be because years of experience in the profession often aren't related to age.

Salary by education

On average salaries are similar for different levels of education, with slight peaks for people with PhDs and, surprisingly, for those with A-levels as their highest qualification. This is likely to be because of the diverse educational backgrounds of our profession.

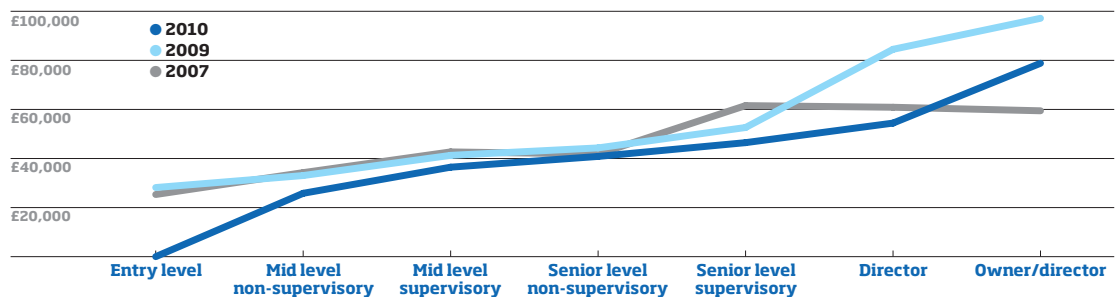
Salary satisfaction

As always, contractors are more often satisfied with their compensation than salaried staff. This is possibly because they have more power to negotiate what they get paid. Salaried staff are still equally split on whether they're underpaid or fairly compensated.

Salary by seniority

| | Entry level | Mid level non-super | Mid level supervisory | Senior level non-super | Senior level supervisory | Director | Owner/director |
|-------------|-------------|---------------------|-----------------------|------------------------|--------------------------|----------|----------------|
| Min | -- | £18,000 | £16,411 | £25,000 | £24,000 | £32,000 | £50,000 |
| Max | -- | £41,000 | £67,000 | £66,000 | £80,000 | £85,000 | £120,000 |
| Med | -- | £25,000 | £36,000 | £36,000 | £42,500 | £54,000 | £76,000 |
| Mean | -- | £28,882 | £36,464 | £40,846 | £46,462 | £54,433 | £78,818 |
| Base | 0 | 17 | 55 | 13 | 29 | 33 | 11 |

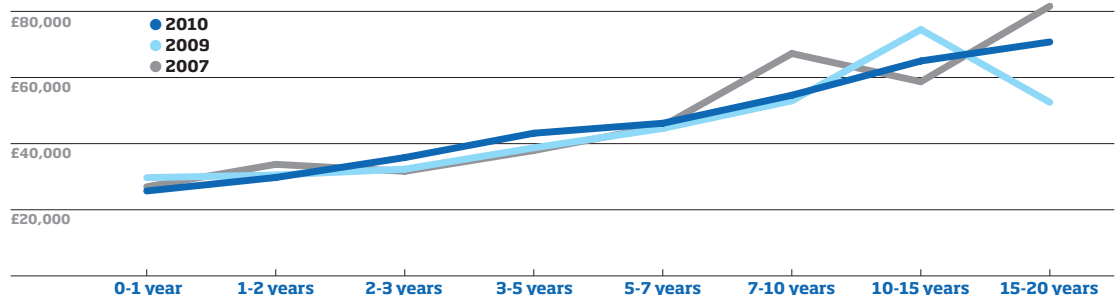
Mean salary levels by seniority



Salary by experience

| | 0-1 yr | 1-2 yrs | 2-3 yrs | 3-5 yrs | 5-7 yrs | 7-10 yrs | 10-15 yrs | 15+ yrs |
|-------------|---------|---------|---------|---------|---------|----------|-----------|---------|
| Min | £18,000 | £18,000 | £16,411 | £24,000 | £32,000 | £31,250 | £39,000 | £58,000 |
| Max | £40,000 | £37,000 | £60,000 | £91,000 | £70,000 | £85,000 | £120,000 | £95,000 |
| Med | £25,000 | £31,000 | £36,000 | £40,000 | £43,000 | £54,000 | £55,000 | £70,000 |
| Mean | £25,692 | £29,751 | £35,785 | £43,151 | £46,159 | £54,630 | £64,997 | £73,833 |
| Base | 13 | 22 | 19 | 38 | 21 | 25 | 16 | 6 |

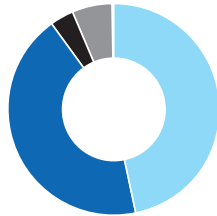
Mean salary levels by experience



Salary satisfaction

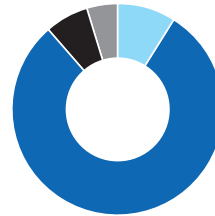
Salaried

| | |
|-------------|-------|
| Underpaid | 46.9% |
| Fairly paid | 43.1% |
| Overpaid | 3.7% |
| Not sure | 6.3% |



Freelance

| | |
|-------------|-------|
| Underpaid | 9.1% |
| Fairly paid | 79.6% |
| Overpaid | 6.8% |
| Not sure | 4.5% |



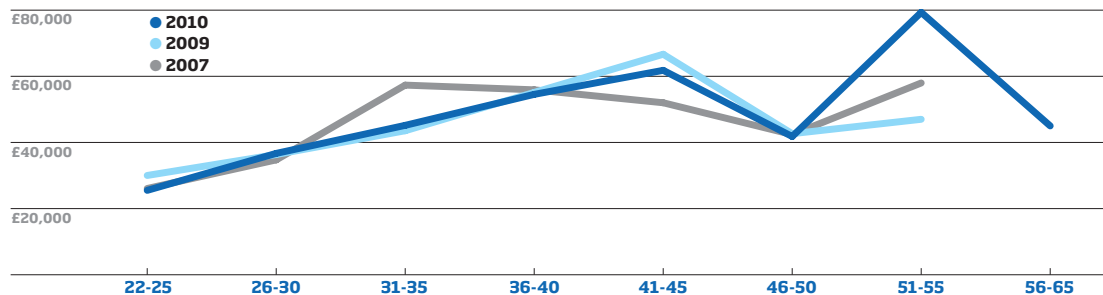
Freelance daily rates

| | 2010 | 2009 |
|------|------|--------|
| Min | £150 | £120 |
| Max | £600 | £1,300 |
| Med | £400 | £375 |
| Mean | £400 | £400 |
| Base | 44 | 39 |

Salary by age

| | 22-25 | 26-30 | 31-35 | 36-40 | 41-45 | 46-50 | 51-55 | 56-65 |
|------|---------|---------|---------|----------|---------|---------|---------|---------|
| Min | £16,411 | £19,000 | £18,000 | £28,000 | £30,900 | £35,000 | £78,000 | £45,000 |
| Max | £41,000 | £70,000 | £90,000 | £120,000 | £95,000 | £55,000 | £80,000 | £45,000 |
| Med | £25,500 | £35,000 | £42,500 | £50,000 | £55,000 | £40,000 | £80,000 | £45,000 |
| Mean | £25,516 | £36,694 | £45,171 | £54,538 | £61,803 | £41,800 | £79,333 | £45,000 |
| Base | 13 | 52 | 44 | 26 | 16 | 5 | 3 | 1 |

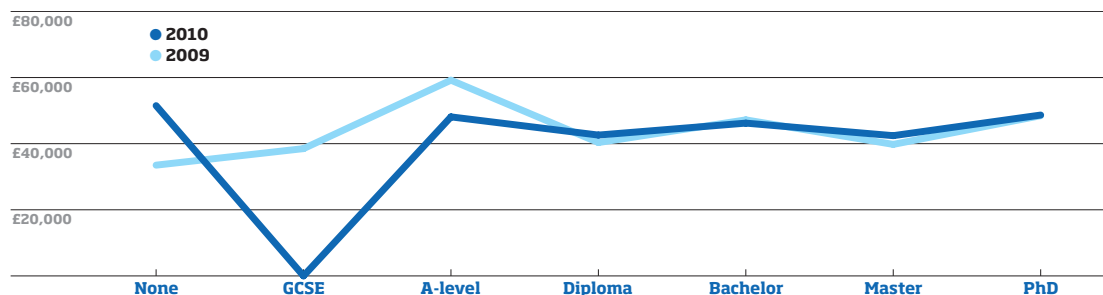
Mean salary levels by age



Salary by education

| | None | GCSE | A-level | Diploma | Bachelor | Master | PhD |
|------|---------|------|---------|---------|----------|----------|---------|
| Min | £36,000 | -- | £25,000 | £37,000 | £23,000 | £16,411 | £30,000 |
| Max | £67,000 | -- | £91,000 | £48,000 | £100,000 | £120,000 | £95,000 |
| Med | £51,500 | -- | £47,000 | £42,000 | £40,000 | £30,000 | £52,000 |
| Mean | £51,500 | -- | £48,100 | £42,600 | £46,212 | £42,418 | £48,655 |
| Base | 2 | 0 | 10 | 5 | 53 | 80 | 10 |

Mean salary levels by education



Demographic overview

Levels of seniority

| | |
|---------------------------|-------|
| Entry level | 0.0% |
| Mid-level, non-super | 10.8% |
| Mid-level, supervisory | 34.8% |
| Senior-level, non-super | 8.2% |
| Senior-level, supervisory | 18.3% |
| Director | 20.9% |
| Owner/director | 7.0% |

Most common education levels

| | |
|-------------------|-------|
| Master's degree | 51.4% |
| Bachelor's degree | 30.8% |
| PhD | 6.3% |

Most common qualifications

| | |
|--------------------|----|
| HCI | 67 |
| Computer science | 18 |
| Interaction design | 18 |
| Visual design | 15 |

Level of experience

| | |
|-------------|-------|
| 0-1 year | 7.7% |
| 1-2 years | 12.0% |
| 2-3 years | 11.5% |
| 3-5 years | 22.1% |
| 5-7 years | 13.9% |
| 7-10 years | 17.3% |
| 10-15 years | 11.1% |
| 15+ years | 4.3% |

Most common age groups

| | |
|-------|-------|
| 26-30 | 29.3% |
| 31-35 | 26.0% |
| 36-40 | 20.7% |
| 41-45 | 10.6% |
| 22-25 | 7.2% |

Locations of work

| | |
|---------------------|-------|
| London | 74.0% |
| South East England | 5.8% |
| Southern England | 5.3% |
| South West England | 2.9% |
| Outside UK | 2.9% |
| North West England | 1.9% |
| Republic of Ireland | 1.9% |
| East Anglia | 1.4% |
| Scotland | 1.4% |
| Wales | 1.4% |
| Midlands | 1.0% |
| North East England | 0.0% |

A complete report of the results can be found on the UK UPA website at www.ukupa.org.uk

The future of communication

Chandra Harrison highlights some of the activities at the 2010 World Usability Day event at The Cumberland Hotel in London, hosted by the UK UPA and sponsored by UX London

» The way we communicate has changed drastically in the past few decades, especially with the advent of social networking tools, mobile devices and improvement in high-speed broadband. Video communication has finally come into its own after 40 years, opening up international communication further.

The public is also actively involved in providing and commenting on media content, changing the face of journalism. We now tweet about aspects of our business and personal lives with more proliferation than ever before, often to people we've never met. Ensuring these future communication channels are designed in a user-centred way poses interesting challenges for UX professionals.

The theme for this year's World Usability Day was communication, providing a focus for creating greater awareness for designs, products and services that improve and facilitate communication around the world. On 11 November, almost 200 practitioners and students explored the challenges of future communication.

Keynote speaker Martin Belam, information architect at Guardian News & Media and contributing editor for *FUMSI* magazine, explained how nearly two decades of the web have revolutionised the way traditional media companies communicate with their audience, and there are several ways that Guardian News & Media has dealt with this transformation. Belam explained that by using more active digital communication channels, The Guardian has instigated conversations with readers, introduced the concept of 'mutualised' journalism, and improved machine-to-machine communication with linked data.

The change in the way we read news and how it's presented to us has been greatly influenced by the inclusion of comments by readers. As a result, journalism has changed, with reporters having to deal with more active involvement of the masses. They now need to be certain that they are authoritative as the masses are more likely to hold them to account if they make mistakes.

Designer, creative thinker and entrepreneur Giulia Piu explored the value of harnessing collective knowledge to design a better and more equal society in her keynote speech. She is currently working on her first startup, BuddyBounce, using user-centred design techniques. This is a social tool that employs the video-enabled web to help people build more immediate and authentic relationships online. Since Piu first presented the idea at Startup Weekend London in June, the project has evolved into a new social engagement platform that uses online face-to-face interaction as the main means of

One thing that hasn't changed in UX is that we still need to communicate ourselves to employers

communication, and aims to set itself apart from other online communication tools.

For example, YouTube offers a means of communicating to others but is an asynchronous tool that is impersonal. Skype is used to talk to people you already know but is a desktop application that requires installation. ChatRoulette for many comes with several drawbacks, such as the chance of being exposed to undesirable content. BuddyBounce wants to make the most of the technology that is available to encourage synchronous, personal communication with an element of discovery and playfulness.

One thing that hasn't changed in UX is that we still need to communicate ourselves to potential employers. Nick Cochrane of Zebra People provided insight into how to maximise the impact of a CV. He stressed the importance of ensuring that you have both physical and digital portfolios to communicate your expertise.

This year the UPA also

welcomed representatives from the Institute for Ergonomics and Human Factors. Ansgar Kupper, principal consultant at System Concepts, discussed the impact of the use of graphics and how this can enhance or hinder international and intercultural communication. He explored key principles in the use of graphics (icons, symbols, illustrations) to cross cultural boundaries and how they can be applied to international markets.

As we become more mobile and international, computer-supported collaborative work is another area where user-centred design of communication tools is needed. Raj Arjan, interaction lab manager at City University Interaction Lab, and Meirion Williams, creator of The Mezatop, demonstrated how modern communication in the physical world can be facilitated with digital technology. The Mezatop is an interactive touchscreen tabletop computer built by Williams. The cabinet-mounted screen enables several people to interact and communicate using fingertips and hand gestures and attracted a lot of attention from delegates.

The evening offered a fantastic opportunity to discuss the challenges of designing better communication solutions. It was also an opportunity for professionals and students to mix and share knowledge. In addition to the main event, many agencies throughout the UK held World Usability Day events. With the growth of Twitter and other communication tools, more discussion and hype was created than in previous years.

Finally, on behalf of the UK UPA committee, I'd like to thank everyone who participated in making our World Usability Day celebrations on 11 November so successful. I hope you will be inspired to apply user-centred design to all your communications in the coming months.

More information on this and similar events on a variety of topics can be found on the UK UPA website, ukupa.org.uk. Follow the UK UPA and contribute to discussions at twitter.com/ukupa



Silvia Zimmermann

Global president of the Usability Professionals' Association

World Usability Day was founded in 2005 as a strategic initiative of the Usability Professionals' Association to ensure that services and products important to human life are easier to access and simpler to use. Each year, on the second Thursday of November, over 200 events are organised in more than 44 countries to raise awareness for the general public, and train professionals in the tools and issues central to good usability research, development and practice.

This year's World Usability Day events and forums focused on how products and services impact communication. They highlighted how we as a society and profession can help make them easier to use so that everyone from around the world is empowered by new communication technologies. Dedicated World Usability Day programmes examined all products and services used in the communication process, including mobile devices, social media, email, video and perhaps other exciting technologies that may not have hit the mainstream.



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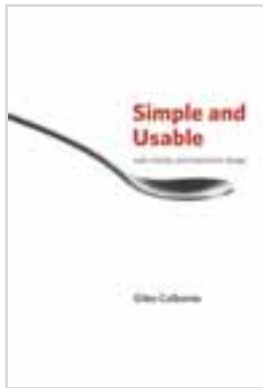
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~ Brandon Hays, *The Daily Flux*



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Communicating thoughts

Following the theme of this year's World Usability Day, usability experts share their thoughts on how user experience design can aid good communication and shape the way we interact in the future

CHRIS AVERILL

**Founder and MD,
We Are London**

Usability has come of age as a central plank for communications planning across more than just traditional techy and online domains. Media channel switching and integration, and the increased penetration of hand-held devices in different formats and accelerated capability, have thrown UX architects, ad agency planners and strategists together. They've discovered common ground, developed a positive mutual appreciation and this has created more opportunity for cross-fertilisation.

Usability is now recognised much more widely as the *de facto* strategic tool it has always been argued to be, rather than an instrument used to sharpen and improve other people's ideas. Experience architects are working increasingly further along the strategic path and across the whole customer journey, looking into the overall relationship from outdoor to direct to point of sale.

Through simple necessity, a recognition that signal is better than noise, efficiency is better than waste, offering utility is better than being useless and frustrating people, doors are opening further and this is no longer what felt like a niche domain even until a year ago.

PETE BROADBENT

**Head of user experience,
Webcredible**

Website usability has been creeping further up the corporate agenda over the past few years and is now a key concern in most design and build projects. However, although an easy-to-use website is important, it doesn't necessarily bring an excellent customer experience. For that you must focus on the end-to-end communications journey.

There are four key stages of the customer lifecycle that must be considered with any customer experience online or offline: acquisition, conversion, retention and loyalty. It's no longer sufficient to offer an aesthetically pleasing and easy-to-use website, as there are now a vast number of

touchpoints with the user. Every phase in the user journey has decision-making points which, when fulfilled, take them closer to being a customer or regular user.

The advantages of good usability are well known, but what about after a purchase has been made? User experience focuses on the big picture, widening the scope of focus beyond the website to everything that surrounds it.

All further points of contact can add to (or detract from) this experience of interacting with your brand, so every touchpoint may ruin or reinforce hard-won trust. Touchpoints from email communications to packing slips continue to influence customers' perceptions of the brand. These are crucial to consider as part of a user-centred design approach that encompasses not just your website but the whole end-to-end communications experience.

ANDY BUDD

**Founding partner
and MD, Clearleft**

Since the days of the printing press, communication has been intrinsically linked to the interfaces and technology that enable it. Be it vacuum tubes, the telegraph or the telephone, their design has dramatically affected the way we communicate.

The Qwerty keyboard was designed to slow down typing speed to prevent mechanical jamming. As usability professionals, however, we understand that efficiency, effectiveness and accuracy are important measures of an interface. So early telegraphic printers used piano keyboards due to an abundance of piano players, the speed of input and the fact that jamming wasn't a problem.

As well as shaping interfaces, technology has shaped the messages themselves, whether it's inserting 'stop' at the end of each sentence in a telegraph message to save on the costly grammar characters, or the creation of txt spk to get around the character limitations of the early text messaging. Even the word 'hello' is a hangover from the early days of telephonic communication.

We've moved away from interfaces that require years of

training and have seen the mass democratisation of communication. We've also moved beyond the mouse and keyboard towards natural user interfaces that even a six-month-old can use.

Interaction design has always been a part of communication and is becoming increasingly important with the proliferation of devices and technologies. If the interface really does shape the message, then we need to realise that the design choices we make today will have a fundamental affect on the way we communicate tomorrow.

DR JON DODD

Co-founder and MD, Bunnyfoot

Good communication, through words, pictures, sound, video, touch and any of the other ways we can contrive to assault each other's senses, is the bedrock of driving appropriate interactions and relationships. If you communicate well through your desired medium, then you'll enhance the triplet of efficiency, effectiveness and satisfaction for interactions with your audience. This triplet defines good usability, so it's highly appropriate that communication was this year's World Usability Day theme.

It's interesting to see what those who are participating in World Usability Day focused on. We at Bunnyfoot focused on what we can learn by looking at the communication wants, needs and

expectations of people who are different from most of us. We chose two angles: learning from ten-year-old kids performing user-centred design activities to design their own tools for communication, and the experience of a blind screen-reader user when using online content in general, and social media in particular.

In the sessions, the kids had some great ideas about how they want to communicate in schools, not just about the way they learn but also with key issues such as their diets and environment. They've grown up in a mobile and internet world and assume connectedness as a default, but they're just starting to experience it and interact this way. The differences arising from both their age and experience make us question our assumptions about general communication and inspire new ideas. We anticipate learning a whole heap more from both them and our screen-reader user.

CATRIONA CAMPBELL

Founder, Foviance

British companies are only now beginning to realise the importance of joined-up customer experience amid higher customer expectations and the growing number of touchpoints in people's communication with a brand.

According to the new E-Consultancy Multi-Channel Customer Experience Report, 69% of brands are only now beginning to develop a customer experience strategy to improve this communication with customers. It's definitely in its nascency, but it will evolve very quickly.

The same was said ten years ago of digital user experience research, when we founded our business in this field. Foviance completed a survey of UK brands in 2003 which highlighted the fact that less than 25% had staff responsible for usability. Yet within three years most brands did and had a usability strategy of some kind in place.

At Foviance, where we work for 43 of the FTSE 100, we've evolved our business as the brands and their customers have evolved, to become a cross-channel specialist. The whole UC industry has to evolve along these lines too.

Interaction design has always been a part of communication and is more important with the proliferation of devices and technologies

Fix up and look sharp

Be Kaler Blake looks at recruitment trends in the UX sector over the previous year and what skills clients are seeking

» Has it really been just a year since we all turned on the telly to the recession that engulfed the nation? It feels like much longer than that and I am pleased to say that user experience is finally taking centre stage – like I was absolutely certain it would.

Having worked in the digital and user experience space for 15 years, in the last year alone our client base has shifted from 80% agencies to 50% agencies and 50% client-side. Clients and businesses have realised that some of this knowledge has to be kept in-house so teams within companies are evolving, supported by agencies.

These clients are building internal teams across industries to ensure that their digital products and services are protected by long-term resources and that business ideas are developed in-house in the first instance. This doesn't mean that there is less work for agencies out there; it just means that it will be critiqued by a web-savvy team that helps shape and direct a digital project in partnership.

Publishing, retail/ecommerce and financial services are some of the sectors recognising the importance of the digital products and service that are a central part of their business. It's encouraging that clients say they are already "doing" iPhone, Android and iPad apps. Those that haven't already made this move are now making this a priority as they know that to stay ahead of the curve they have to provide richer brand experiences – the idea is central but it needs to be delivered in the way the consumer wants to explore it.

There seems to be less of a tussle in the boardroom about user experience. During the recession, focusing on the small iterations, amendments and tweaks that UX can achieve delivered the ROI that clients were asking for and meant boards noticed that good UX equals an increase in value and reward.

So user experience is being taken off the page into other experiences. Whether it's a customer who

touches a brand, or a member of staff who makes a decision with a CRM, CMS or internal application, the UX community is much in demand. From creating an "in store" feel for a retailer to helping them find their favourite product or personalisation and gaming techniques, all projects start with an idea that has to be delivered with a slick UX and navigation across multiple platforms.

High street banks were quick to use secure online systems to offer the ability to spend money from the personal computer, but the corporate and investment banking industry has also taken a huge interest in UX. Budgets for data visualisation and products and services that sit behind a firewall are bigger than before. If traders can see accurate data that can help them make accurate decisions as a result of increased involvement of UX, that's a good thing.

User experience teams and consultants are winning hugely significant and in-depth projects to help clients understand their business requirements. This phase was often seen as a luxury, but these days it's risky ignoring such requirements – something few would recommend. Usually, the whole team has bought into user experience, and there is a more cohesive approach to projects.

What does this mean for the skills out there? There has been a steady appetite for consultancy skills. You need to be able to work with your client on a level to understand what the key drivers for the project are before laying down any wireframes. You need to be able to work a boardroom and stakeholders, gather all their individual thoughts and boil them down into proper requirements and present them back. You need to be a strong presenter and stand by your recommendations and back them up with research and insights. Good visualisation skills are essential, sometimes some statistics, nearly always rough scamps but often video and audio

to highlight how users behave in their environment.

Contextual and ethnographic research with subject matter experts and users is not a luxury, it's a part of the process. And while the initial few weeks may be tough, there is a tipping point when users see that you can make their life easier. Working with users means a two-way conversation and more fluidity in how an idea unfolds. The number of pure wireframing roles has decreased dramatically.

Getting your pen to paper and scamping out visualisations through a discovery or implementation phase is essential. There are good signs of a joined-up des/tec/ux process. This means that UX starts at the beginning and runs through the middle to the end of a project. The UX person is the guardian of the user and business principles behind the project, and can ensure that it's kept on track and not sidelined by inappropriate design or technology.

Having presented to students at UCL, City, Ravensbourne and St Martins this year, I am also seeing more commercial awareness in the assignments set. People are often going back to school to do a Masters in Interaction Design to add to a work history in design, editorial, account management and technology, which means they can start to contribute to projects quicker. I recommend growing your own staff in an employees' marketplace. I see graduate hires have the longest tenure within this space – they are stayers and grafters, so it's worth developing them and keeping them longer.

Overall, clients are asking for more consultancy skills, more idea generation, more concept development, good overall knowledge of technical platforms, more exposure to agile and waterfall blended approaches. There's a huge pile of exciting job briefs on my desk that need filling.

Be Kaler is director of Futureheads Recruitment and director at BIMA

There has been a steady appetite for consultancy skills. You need to be able to work with your client on a level to understand what the key drivers for the project are before laying down any wireframes



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As the No.1 rated Technical Agency in the *NMA's Top 100 Interactive Agencies* ranking for the last two years running, our track record speaks for itself. We are the User Experience division of ioko. As a team, we are a body of highly skilled Information Architects, Creative Designers and Developers, User Experience Designers, Strategic Planners and SEO specialists who are passionate about creating great customer experiences. We work closely with our clients to get to the heart of their business and their customers.

Our user-centred approach to design, combined with our technical expertise solidify an impressive end-to-end digital offering. To get in touch, please call us on 01904 438 000 (Ext. 2) or email info@iokointeractive.com.



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Everyone deserves a rewarding experience.

We know if we listen to you & your customers, we can help make a success of your digital product.

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User Experience Portfolio

essays and insights on
the usability sector
from leading players

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We specialise in:

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- Sales process optimisation
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Unlock competitive advantage **online**

Foolproof is the leading user experience agency in the UK and every day we help some of the world's biggest brands get more business value out of their digital channels.

We find the most valuable commercial solution between what clients want and what consumers want from digital experiences: the win-win.

For further information call Saul Annett on +44 (0)20 7539 3840

How customer-centred is your organisation?

Foolproof

Nearly every company in the world wants to be more customer-focused. Many pay lip service to the idea, but few engage in the kind of structured user experience activity which actually delivers business value.

Nearly every company in the world wants to be more customer-focused. Many pay lip service to the idea, but few engage in the kind of structured user experience activity which delivers business value.

Those that do are unlocking competitive advantage online, winning new sales and maximising the lifetime value of their customers.

Foolproof is the leading user experience agency in the UK and every day we help some of the world's biggest brands get more business value out of their digital channels. We have the team, methodology and experience to help you develop your brand experience online. We specialise in three disciplines:

1. Customer-driven innovation

We bring together customers, clients and their agency teams to co-create interaction ideas and new experiences.

Our rapid innovation process turns these ideas into pragmatic concepts that can be validated with customers and developed commercially.

The beauty of this process is that traditional 'blue sky' thinking can be turned into practical applications in just a few short weeks, and all ideas are firmly rooted in real customer needs.

2. User-centred design (UCD)

The benefits of UCD are well documented, but few companies actually do it.

The risks and costs of developing new tools, functions and content are minimised by validating the site architecture, customer journeys and main areas of interaction with real customers at regular points in the design and build process. We make this process quick and cheap to bring customer perspective into your design process.

3. Sales process optimisation

You'd be surprised just how many companies think that once a new part of their site is 'live' their work is done.

More sophisticated companies adopt a programme of regular review on their most important sales processes.

They employ user experience testing, multivariate testing and customer experience competitor benchmarking to ensure that site processes are fine-tuned and in doing so ensure no sales opportunities are lost.

User research

To support these methodologies we have an extensive tool-kit of techniques to get you closer to your customers:

- Depth interviews
- Eye tracking
- Focus groups
- Ethnography
- Research in social media
- Experience benchmarks
- Online surveys
- International research
- Personas & scenarios
- Experience design workshops
- Information architecture
- Copy
- Multivariate testing

"Foolproof is the leading user experience agency in the UK and every day we help some of the world's biggest brands get more business value out of their digital channels."



PETER BALLARD

Founding Partner, Foolproof

Prior to Foolproof, Peter was the Marketing Director at Virgin Money and worked on many of Virgin's earliest online initiatives. Peter has an extensive background in e-commerce strategy, consultancy and user-centred design. He has successfully headed up projects at Foolproof for many of the UK's leading consumer and B2B brands.

CASE STUDY: HSBC Mortgages

This case study was 'Highly Commended' in the NMA Effectiveness Awards 2010, and has won a Global Business Excellence award.

Foolproof has been HSBC's only contracted worldwide user experience and user-centred design agency since 2006. The Mortgages project was initiated in the summer of 2009 with an initial review of the existing process.

The project drew on insights from an ethnographic study of mortgages shoppers conducted by Foolproof (OSS Mortgages), data analytics, and other extant user research we had conducted for the client. This established the need for a thorough re-

evaluation of the mortgage sales process online.

The interaction concepts were developed into wireframes and then a lo-fi prototype for rapid testing. The findings from this were then used to iterate design into detailed user journeys for branded design and build.

Rosie Seldon, HSBC said:
"The results so far have been very good and we exceeded the project's targets. Foolproof helped us deliver a truly customer-driven experience for our customers."

HSBC 
The world's local bank



CONTACT INFORMATION

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www.foolproof.co.uk

" I hear and I forget.
I see and I remember.
I do and I understand."

– CONFUCIUS 479 BC



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Beyond the website



For most businesses their customer's experience doesn't just take place on their website. The experience is built from an interconnected set of moments that are experienced through a myriad of different channels. Websites, mobile, social media and search must all support real world interactions to create a successful customer experience. This means we have to think holistically about how people interact with a business across touchpoints. Great experiences deepen relationships with customers, increase sales and encourage customer loyalty but can only be created by considering the whole experience.

At Head we take a human-centred approach to helping our clients invent and grow. This approach enables us to identify new ways to serve and support customers by uncovering latent needs, understanding behaviour and satisfying desires. We use this approach to design digital products, services and experiences that are compelling and deliver real return on investment.

Understand.

To invent captivating and persuasive multichannel experiences you need to understand people and their behaviour. This cannot come from within a sterile lab and it takes more than focus groups to discover real opportunities for innovation. Customers can't design the solution for us so we need to get inside their heads by understanding how they see the world and uncovering their goals and motivations. At Head we talk to people, go where they go, do what they do and observe them in their own environment. Our contextual research techniques enable us to create compelling new experiences. For example, for Electrolux we shadowed people shopping for major kitchen appliances and asked them to keep diaries. This highlighted the iterative nature of customers' decision making and identified key decisions at each stage.

Invent.

Inspiration has to be the ultimate goal of qualitative contextual research. Quick, economical studies can provide a springboard to invent captivating new experiences. We realise you can't run a business on intuition and inspiration alone but it's just as dangerous to rely solely on the analytical because this can stifle opportunities for inventiveness. Our design-based problem-solving methods provide an integrated alternative.

At Head, sketching, prototyping and acting out experiences are the ways we explore, communicate and validate our ideas. Only by visualising ideas at the earliest stages can we filter them by their fit with a business's aspirations and validate them with real customers. New products, solutions and experiences have to resonate with real people to be successful. The human-centred approach that Head uses ensures that the final experience is compelling and rewarding for both customers and the business that delivers them. For example, we created publishing technology that increased the speed and efficiency of publishing new learning content whilst minimising the cost of production. It now enables teachers all over the world to bring their lessons to life.

Validate.

Designing multichannel experiences is inevitably complicated. There are existing solutions to take into account. There are a plethora of channels and touchpoints to successfully combine into an experience. Usability really just provides a baseline that ensures that the experience is understandable, interesting and useful. For any business to compete they have to differentiate their customer experience by creating something captivating.

Usability testing is too little, too late. By the time a solution is developed enough to be usability tested a significant amount of time and effort has been invested into it. That investment means that it's usually too late for companies to make significant changes. At Head we involve users throughout the process to reduce project risk and ensure adoption.

Together.

Of course our human-centred design process does include usability testing. Out in the real world, not in a lab. More importantly though, real people should be involved throughout the design process. We conduct design research for inspiration at the beginning of a project, involve customers in filtering and developing ideas and we test the final specification of the product, service or experience thoroughly. Real people, involved throughout the process.

To design realistic solutions that solve business challenges we have to accept that our expertise in a client's industry is never as deep as theirs is. When a major bank approached us about designing a new service for their customers we had to work closely together throughout the design process. They brought deep understanding of retail banking and we introduced them to completely new insights about their customers. At Head, we believe that the most successful teams are those that are diverse in approach, thinking and experience. Especially if you're going to solve complicated business problems and deliver successful multichannel experiences.

Good multichannel customer experiences create deeper customer relationships, increase sales and encourage loyalty but need to be created for real people living in the real world. Head's human-centred design approach creates innovative and captivating multichannel experiences for your products and services that deliver business results.

Your website is only one of the touchpoints your customers use to interact with your business. Websites, mobile, social media and search need to work coherently with real world interactions to create a successful customer experience.



PAUL-JERVIS HEATH

Director

Paul-Jervis Heath is a design leader and strategist with a long career of solving business problems with design thinking and building successful design teams for global clients. He is Director of User Experience at Head London. Head are a digital product and service design agency with a reputation for delivering inventive and captivating experiences that realise clients' business aspirations.

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It was a very moving experience for Countrywide

When Countrywide wanted to improve the user experience of their website, they wanted a measure of confidence and reassurance.

Using our own unique brand of customer research, we were able to help improve user interaction with their website. And, more importantly, deliver a 44% conversion improvement, and an impressive 100% uplift in leads.

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Paul McCarthy
Webcredible



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User Experience: Beyond Usability



“As a wide variety of online business sectors have become increasingly competitive over recent years, website usability has become a bigger concern for companies. However, a highly usable website doesn’t necessarily lead to an excellent customer experience.”



PETE BROADBENT

Head of User Experience

User experience expert Pete Broadbent leads the company’s user experience team, as it continues to demonstrate success and growth in the competitive user experience market place.

Prior to joining Webcredible, Pete specialised in the user-centred design of websites, intranets applications and services for over nine years.

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Online revenues have grown significantly over recent years as Internet connections have become faster, websites have developed their functionality and interaction options, and users have become more confident in the security of websites. The world of ecommerce is a prime example. The IMRG’s Capgemini e-Retail Sales Index showed that British shoppers spent a total of £4.4 billion online during August 2010 alone (increasing 15 per cent on August 2009) and as Internet users increasingly shop online, so they demand more engagement and functionality options.

THE IMPORTANCE OF EXPERIENCE

A good experience is essential for a customer to return to your website. Happy customers recommend your site/brand/company to others, and people are much more likely to make purchases from somewhere that has been recommended by a friend. Happy customers are walking, talking billboards, which are a great way to drum up business.

However, it is no longer sufficient just to offer an aesthetically pleasing and easy-to-use website, as there are now a vast number of touch-points with the user, where the experience must be considered. Every phase in the user journey has decision making points which, when fulfilled, take the site visitor closer towards being a customer or regular user. It can’t be taken for granted that the user will come to the website at a particular point, so the website must fulfil the user need at whatever point in the lifecycle they are at.

LIFECYCLE STAGES

There are four key stages of the customer lifecycle that must be considered with any website, which must give a consistent user experience:

- **Acquisition** - You must ensure you are reaching your customers through the right channels. Whether it is Search Engine Optimisation (SEO), Pay-Per-Click advertising (PPC), or even social media, you must ensure that you are connecting with users through the channels they want and then optimising website entry-points
- **Loyalty** - As we have seen with supermarkets, loyalty programmes can be a great success, and online is another area where it can pay to reward loyal customers. It also pays to develop customer advocates online and one way of helping to do this is to reward existing customers who refer new customers.

- **Conversion** - Once you have attracted users to your website, you must ensure that the user journey is as smooth as possible. For example, if your site is an ecommerce site, you must ensure that from landing page to purchase confirmation, the process is as succinct and intuitive as possible, allowing a user to make a purchase in minimal time with minimal effort

- **Retention** - It’s much more cost effective to develop repeat customers than it is to win new ones, so when the purchase has been made, that shouldn’t be considered the end of the customer relationship. Following a purchase, you must look to exceed customers expectations, continuing to communicate with them through a channel of their choosing and offering them incentives to make another purchase

DESIGNING AROUND YOUR USERS

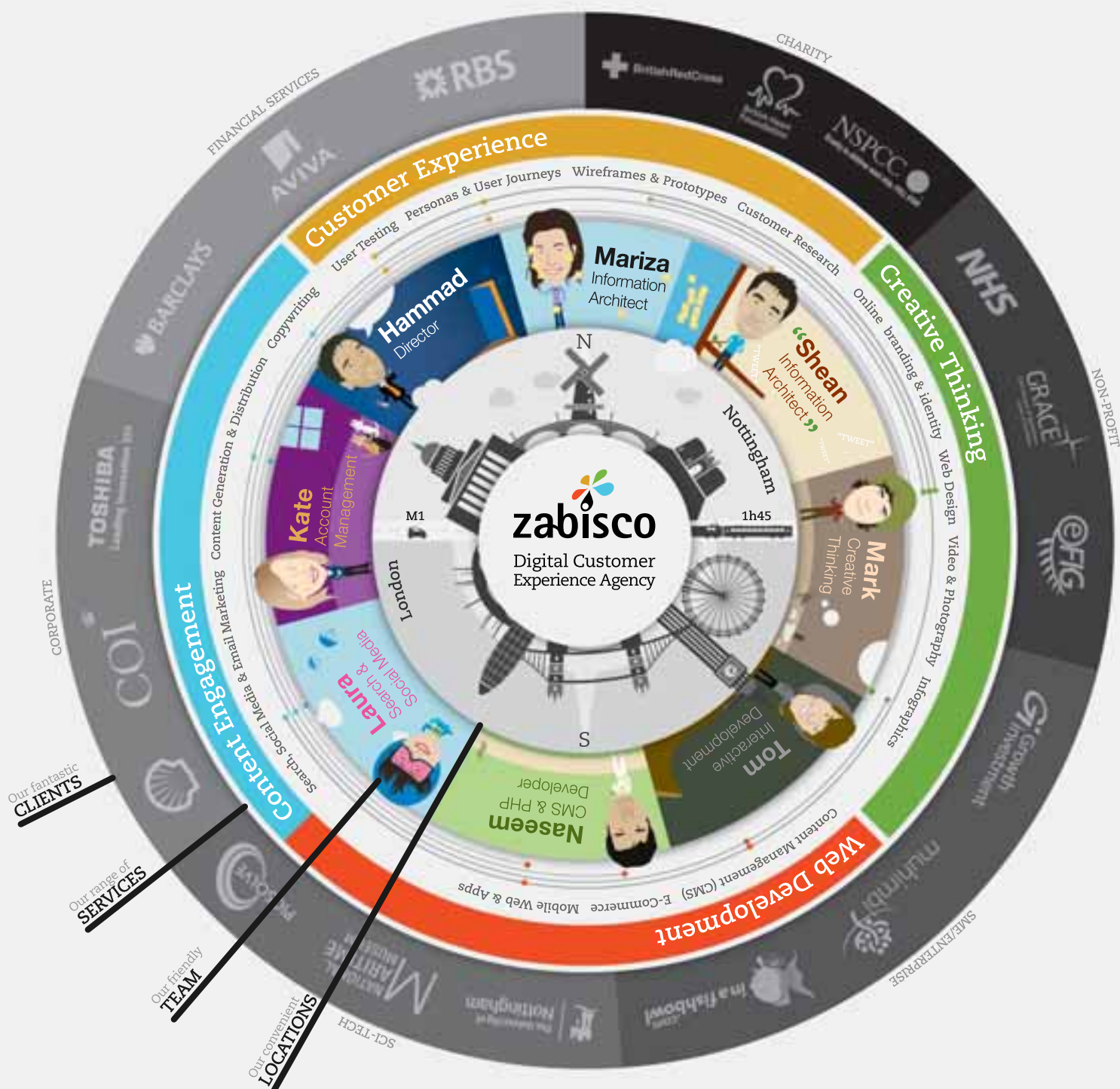
So, let’s look at the difference in focus between usability and user experience. Good site usability has several advantages. It ensures people are able to use the site - making purchases, signing up to subscriptions, etc. It also reduces points where people get stuck or frustrated. After people finish using the site they walk away with a positive perception of the brand.

But how about after they’ve turned off the computer? User experience focuses on the big picture. It looks beyond the site at the whole experience. It widens the scope of focus beyond the website to everything that surrounds it.

All further points of contact can add to (or detract from) this experience of interacting with your brand. This means every touch point may ruin or reinforce your hard won trust. Touch points such as email communications, packing slips, how phone calls and emails are handled, all continue to influence your customers perceptions of the brand. It is these touch points that are crucial for the retention and loyalty stages of the customer lifecycle.

User-centred design will help you to ensure a good experience throughout. By researching your user needs, you will be able to design your website around these, providing the best experience possible. However, user-centred design should not just be limited to the website, but should encompass the whole experience including your contact processes and content.

The Complete Digital Experience*



* Experiences vary depending on the user. All work undertaken by Zabisco is customer-centric and underwritten by ISO 13407 (user centred design). Services available include customer research, focus groups, usability testing, information architecture, web design, development, online marketing, copywriting and content creation. This service is available to organisations of all shapes, sizes and sectors throughout the UK. For more information visit www.zabisco.com/nma

Return of the (content) king



Nearly every company in the world wants to be more customer-focused. Many pay lip service to the idea, but few engage in the kind of structured user experience activity which actually delivers business value.

How much of a role does a website's navigation play in the user experiences? For sure, it is vital I hear you cry and indeed I agree, but when you pull together the various usability mantras and guidelines for best practice it's not surprising that familiarity carries more weight than UI or UX innovation. Project after project we see IA's, designers and developers agonise over the form and function of a navigation system and its various subparts, which in the end are not reflective of the energy spent fine tuning them. If we are being honest with ourselves, it would be hard to argue that a large proportion of UXD tends to focus either exclusively on the navigation and UI or is biased too far that way.

Most people would agree with the age old statement of content being king, but cutting back on the creating, development and innovation of content has become worryingly widespread. It only takes trip on the agency circuit to see clients and project managers prioritising other more pressing parts of a production schedule over the most engaging part of the experience – content!

For a while, I, like many UX practitioners, thought the cutting back of user testing was the cardinal sin of website development (as it's so easy to just 'drop' without any obvious consequence). The times do change (as is the nature of the Internet itself) and we're witnessing increasing amounts of clients protecting the user research and testing parts of projects as they move towards a wider customer centric culture – happy days indeed. This is why I feel we in UXD should continue to push for the same degree of adoption in the content spaces.

It is not without hardship though; technical innovations (like JQuery, HTML5, CSS3 etc) that allow more interactive experiences are often limited to menu systems and could be further exploited for users' benefit at the content level. However, this demands more time to think, plan and do and therefore difficult to make a business case for – especially if dealing with sceptical personalities.

CMS editing tools are still a bottleneck too – some are better than others, but publishers are held back by both the technology and the skills of editors themselves. Clients are often unable to say what they want/need, because of a lack of content resource. If production budgets for UI design and functional development actually came DOWN in line with technology efficiencies then more could be invested in content and user testing.

The plethora of SEO techniques has all but hijacked copywriting for the web, but as the phenomenon is so large, we seem to be creating a societal acceptance to this bot-friendly way to using text. So what can we do to push content forward?

At Zabisco, we're increasingly using Infographics and we're getting fantastic responses from them too. Visuals that go beyond placeholders, heros and banners are making a big comeback and the skills of a true illustrator (and copywriter) are being used in interesting new ways – with or without Flash. Infographics lend themselves to being interactive too, but even if static, they can play a hugely valuable role to attract, engage and inspire website visitors – plus it's an energising process seeing your thoughts come to life in this form. Well worth commissioning one if you haven't done so before.

I predict this is just the start and hopefully we'll continue to see established and emerging IA's, Designers and Developers use their skills to add more meat and less fat to websites; instead of continuing the daily grind of chewing just the bones.

“At Zabisco, we're increasingly using infographics and we're getting fantastic responses from them too.”



HAMMAD KHAN

Director @zabisco

Hammad is a specialist broker of compromise, between business requirements and customer needs. Through insight, innovation & impartiality, he spends as much as time talking about user experience design than he does doing it (and he talks a LOT). Just ask the BHF, Barclays and the growing number of clients/agencies who continue to consult with him and his agency Zabisco.

CASE STUDY: British Heart Foundation

The new BHF website is a major part of the long term commitment the charity has made to customer centricity. This top-to-bottom culture change is indicative of the direction many organisations are choosing to take in order to create stronger customer bonds. However, unlike many website projects, the BHF and Zabisco wanted to address all aspects of the experience for audiences including heart patients and BHF supporters; not just an overhaul of the UI and navigation.

In true UCD fashion, we started with stakeholder workshops; internal and public. It became evident that the diversity of their audiences (along with their critical needs) demanded

innovative thinking in order to be effective. We focused on motivations instead of individual needs to streamline the site journeys; an approach which refined over 20 user groups to just four core experiences to build around.

This vision was then translated into an architecture that would support content scale and diversity. The key was that the BHF would also boost their capability to produce the right content to address their audiences; both proactively and in response to needs. This needed to include high quality video and a more broadcaster style to communication.

As a result of user-consultation and testing, we all had the confidence



to push ahead with our ambitions. This allowed the design stage to focus on producing visually appealing styles and layouts that editors could work with to author consistent, inspiring and immersive content – maximising internal resource as well as communication opportunities.

The website is due to be launched in time for the Charity's 50th year anniversary at www.bhf.org.uk

A further case study is available at www.zabisco.com/portfolio

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Twitter: @zabisco

User Experience Directory 2010

About the directory

This directory lists UK companies active in the field of user experience, either as their sole business or as part of a broader offering. The information has been supplied by the companies themselves. While every effort has been made to include as many companies as possible, there may be others offering similar services.

ABILITYNET

abilitynet.org.uk

PROVIDING UE SINCE 2004

CORE SKILLS Usability testing with disabled users, accessibility auditing, guidelines and training, strategic consultation, information architecture

KEY CLIENTS AXA, BBC, BSKyB, BT, Bupa, Barclaycard, Citizen's Advice, Defra, FA, HSBC, HSE, Microsoft, TfL

DEDICATED USABILITY STAFF 7/40

MEMBER OF UPA no

As the UK's leading ICT disability charity, AbilityNet has a uniquely pan-disability perspective and insight. We equip clients with an understanding of their accessibility issues and deliver cost-effective solutions through tried and tested methodologies. Our Global Accessibility Strategies and Governance Programmes are setting new standards in best practice as well as making digital inclusion a reality.

AMBERLIGHT PARTNERS

amber-light.co.uk

PROVIDING UE SINCE 2000

CORE SKILLS Qualitative research, usability testing, contextual inquiry, ethnography, focus groups, expert reviews, accessibility, benchmarking, requirements gathering, concept testing, ideation, co-creation, workshop facilitation, prototyping, service design, IA, wireframing, visual brainstorming, quantitative research

KEY SECTORS Telecoms, mobile, retail, travel, digital media, financial services, government, gaming, software

DEDICATED USABILITY STAFF 17/21

MEMBER OF UPA yes

We are an independent interaction design company based in London. All our staff are qualified at masters level or above. We offer research and design consultancy driven by understanding of the underlying problems.

AVVIO

avvio.co.uk

PROVIDING UE SINCE 1997

CORE SKILLS Competitor and best-in-class analysis, usability testing, information architecture, user-centred design and development

KEY SECTORS Telecoms, IT, retail, finance, travel

DEDICATED USABILITY STAFF 16/45

MEMBER OF UPA no

We are an award-winning agency with a team of highly experienced art directors, designers, developers and producers who have all worked in the industry for many years. We create digital solutions that engage with the lives of people in the real world. These can take the form of online campaigns, SharePoint intranets, complex extranets, websites, carbon calculators, video, mobile communications, and many more.

BLUHALO/GYROHSR

bluhalo.com

PROVIDING UE SINCE 1999

CORE SKILLS Information architecture, user experience planning, interactive design, digital development, accessibility testing

KEY CLIENTS Virgin Atlantic, Cancer Research UK, BlackBerry RIM, Tottenham Hotspur

DEDICATED USABILITY STAFF 25/120

MEMBER OF UPA no

Bluhalo/GyroHSR is a full service global digital agency and part of the GyroHSR integrated agency network. With offices in 19 cities worldwide, Bluhalo/GyroHSR provides a seamless digital offering that delivers impressive results for its clients. Clients include Virgin Atlantic Airways, BlackBerry RIM, Cancer Research UK and Tottenham Hotspur Football Club.

CACI

caci.co.uk

PROVIDING UE SINCE 1997

CORE SKILLS Usability consultancy, user experience strategy, user-centred IA and graphic design, user research, heuristic evaluation, expert analysis

KEY SECTORS Public sector, finance, transactional systems, travel, retail

DEDICATED USABILITY STAFF 12/140

MEMBER OF UPA no

CACI provides a wide range of digital services, including analytics, usability, design and build of e-business systems, hosting and managed services, digital consulting, emarketing services and digital data for a range of industry sectors. Underpinning everything we do is the need to understand the customer and provide outstanding experiences that lead not only to immediate business value but also repeat interactions and purchases.

CITRON

citron.uk.com

PROVIDING UE SINCE 2001

CORE SKILLS User experience strategy and design, usability

KEY SECTORS Automotive, creative, publishing, charity, broadcast, telecoms

DEDICATED USABILITY STAFF 1/1

MEMBER OF UPA yes

Citron focuses on finding the harmony between business, usability and design to create solutions that increase efficiency and profitability through ease of use and appropriate content and functionality. Working with a wide range of clients from a number of industries, including automotive, creative, publishing, charity, broadcast and telecoms, helping them improve their customers' experience of their business.

CLEARLEFT

clearleft.com

PROVIDING UE SINCE 2005

CORE SKILLS Depth of knowledge and experience, attention to detail

KEY CLIENTS Channel 4, NBC Universal, Riverford Organic, WWF, Gumtree

DEDICATED USABILITY STAFF 3/10

MEMBER OF UPA yes

We design user-centred websites that give organisations a competitive edge. By understanding your business and listening to your customers, we create beautiful interactive experiences that deliver. We run two world-class conferences, UX London and dConstruct, organise and run regular workshops like our most recent, UX Fundamentals. We also speak at conferences and write books, including Undercover User Experience Design. We also won the .net Design Agency of the Year Award in 2009.

COGAPP

cogapp.com

PROVIDING UE SINCE 1985

CORE SKILLS Information architecture, interaction design, usability testing, user research, visual design, branding

KEY CLIENTS London 2012, Home Office, TfL, British Museum, Tate, British Film Institute, Metropolitan Museum of Art, New York, Arts Council England

DEDICATED USABILITY STAFF 4/34

MEMBER OF UPA no

Cogapp is a multiple award-winning digital media and user experience company. We produce websites, interactive installations and next-generation mobile applications for a range of high-profile clients. Our experience integrating user testing, ethnographic research, information architecture and interaction design ensures clients get the results to deliver measurably better experiences.

CRAYON**crayonlondon.com****PROVIDING UE SINCE** 2005**CORE SKILLS** User research, user testing, ethnography, expert review, analytics, information architecture, prototyping, user-centred design, optimisation**KEY CLIENTS** AXA, British Gas, BT, Deutsche Bank, Honda, Sony, Diageo, Hiscox, Lloyds Banking Group, Rated People, Sainsbury's Finance**DEDICATED USABILITY STAFF** 15/140
MEMBER OF UPA no

Crayon is a data-driven digital agency which has an absolute focus on results. We're 140 people strong, still independent and have offices in Oxford Circus, London, and Basingstoke, Hants. Our digital and direct heritage means we're obsessed with measurement and proving the value of what we do, preferring to get paid on results.

E3**e3.co.uk****PROVIDING UE SINCE** 2005**CORE SKILLS** Digital strategy, research, user-centred design, user testing, conversion optimisation**KEY CLIENTS** Kia, AXA, Land Rover, Orange, Canon, Principality Building Society, National Trust**DEDICATED USABILITY STAFF** 5/45
MEMBER OF UPA no

E3 is one of the UK's leading independent digital agencies. Our work covers major websites, digital campaigns and social media. We deliver impactful and innovative digital experiences for our clients, with great customer journeys and commercial results. Within this our work ranges from large websites and ecommerce to helping clients visualise offline products in the online world.

FOOLPROOF**foolproof.co.uk****PROVIDING UE SINCE** 2002**CORE SKILLS** User experience, user-centred design, customer-driven innovation, sales process optimisation**KEY SECTORS** Mobile, financial services, travel, gaming, retail**KEY CLIENTS** Autoglass, AVG, Aviva, BT, Bupa, Direct Line, easyJet, First Direct, Homeserve, HSBC, ITV, National Express, Nationwide Building Society
DEDICATED USABILITY STAFF 33/40
MEMBER OF UPA yes

Foolproof is an experience design agency specialising in UCD and customer-driven innovation, using user research to help businesses collaborate with customers to produce valuable digital experiences. We find the most valuable commercial solution between what clients and consumers want from digital experiences.

CSCAPE**cscope.com****PROVIDING UE SINCE** 2005**CORE SKILLS** Creative services, design consultancy, customer engagement, digital marketing, analytics**KEY SECTORS** B2B, financial services, third sector**DEDICATED USABILITY STAFF** 8/70
MEMBER OF UPA no

cScope is a digital agency that delivers highly successful solutions for clients, from strategy and creative through to implementation. We foster long-term partnerships with clients and respond to their business challenges with intelligent digital solutions. Our work focuses on audiences, developing web communications that are engaging and effective.

ELECTRONIC INK**electronicink.com****PROVIDING UE SINCE** 1990**CORE SKILLS** Design strategy, user experience design, usability testing, business systems assessments, enterprise systems**KEY CLIENTS** National Grid, EDF Energy, Novartis Pharmaceuticals, Thames Water, Easynet Global Services**DEDICATED USABILITY STAFF** 10/12
MEMBER OF UPA no

Electronic Ink is an international design consultancy dedicated to improving the way people interact. We're retained by some of the best-known organisations in the world, which understand that the design of their systems, software and experiences to consider the human context first and foremost can deliver exponential return and improve the lives of everyone their business touches.

FORTUNE COOKIE**fortunecookie.co.uk****PROVIDING UE SINCE** 1997**CORE SKILLS** User experience design, user research, usability testing, service design, digital strategy, continuous optimisation programmes**KEY SECTORS** Financial services, travel and leisure, sport, retail, government**KEY CLIENTS** Legal & General, American Express, Experian, Comparethemarket, Domestic & General, TUI, National Rail Enquiries, Butlins, Ebookers, UEFA
DEDICATED USABILITY STAFF 10/85
MEMBER OF UPA no

Fortune Cookie is one of the UK's best-respected digital agencies with a list of global clients. We are famous for delivering usable digital experiences that deliver stunning returns. We do this by rooting our creative process in user insights, and obsessing about return on investment.

CXPARTNERS**cxpartners.co.uk****PROVIDING UE SINCE** 2004**CORE SKILLS** User-centred design, user testing, customer journey mapping, ecommerce, information architecture, design for SEO**KEY CLIENTS** Ebay, Moneysupermarket, Marriott, Nokia, Unum, Environment Agency, Virgin Trains, Charles Tyrwhitt, Kelkoo, Phones4u, AXA**DEDICATED USABILITY STAFF** 17/20
MEMBER OF UPA yes

We've increased client revenues by £327m over the past two years. Our strategic insights help you focus on customer needs, innovate and set you apart from the competition. We're experts at designing the pages on your website that do the real work: product descriptions, forms and search results. And we interpret analytics to make it clear how to improve site performance.

EMC CONSULTING**emc.co.uk/consulting****PROVIDING UE SINCE** 1991**CORE SKILLS** Experience planning, user insight and research, information architecture, information/experience design, interaction design**KEY SECTORS** Retail, financial services, telecoms, media, entertainment, life sciences, energy, utilities**DEDICATED USABILITY STAFF** 12/250
MEMBER OF UPA no

EMC Consulting is number two in the **nma** Top 100 Interactive Agencies 2010. We create rich, user-friendly online experiences, delivering sites that bring brands to life and implement strategies that push their online presence towards a brighter future. Our consulting methodology is akin to service design, covering digital and non-digital channels and is predicated on value creation.

FOVIANCE**foviance.com****PROVIDING UE SINCE** 2001**CORE SKILLS** Customer experience strategy, usability, accessibility, experience testing, analytics, client knowledge development**KEY CLIENTS** Barclays, BSKyB, William Hill, Camelot, BBC, Dell, Nokia**DEDICATED USABILITY STAFF** 40/50
MEMBER OF UPA yes

One of the most experienced and reliable specialists in its field. We help clients improve their customers' experience, be it online, on TV, in print, on mobile or in call centres. We believe that customer experience is business critical and have evolved a suite of services to provide clients with the information they need to make clear decisions. Our clients are our partners in our work, and we are delighted to work with over half of the FTSE 100.

DESIGN UK**designuk.com****PROVIDING UE SINCE** 1997**CORE SKILLS** Information architecture, visual design, eyetracking, web analytics, accessibility audit/testing**KEY CLIENTS** Hobbs, Jaeger, Berwin Leighton Paisner, Odeon, Rail Europe, New Look, Virgin Media Business**DEDICATED USABILITY STAFF** 25/28**MEMBER OF UPA** no

We focus on maximising customer engagement because the more a user engages with your brand and product, the greater the propensity for them to act on the call to action. Usability is therefore core to everything we do because it facilitates that engagement. We understand how people use a site in both rational and emotional ways and build customer journeys that satisfy their needs and drive higher conversion rates as a result.

FLUENT INTERACTION**fluent-interaction.co.uk****PROVIDING UE SINCE** 2003**CORE SKILLS** User research, qualitative behavioural analysis, user-centred design, accessibility, wireframing and prototype development**KEY SECTORS** Government, not-for-profit, ecommerce, banking and finance, media, social media**KEY CLIENTS** Department for Education, RNID, LloydsTSB, Telegraph
DEDICATED USABILITY STAFF 10/10
MEMBER OF UPA no

Fluent is a user experience and web design agency. We combine behavioural research with creative innovation to deliver user-centric online experiences. Public or private sector, websites or applications, all our clients have one thing in common: they value their customers and want to give them the best online experience.

FUSIONWORKSHOP**fusionworkshop.co.uk****PROVIDING UE SINCE** 1999**CORE SKILLS** IA, wireframing and prototyping, accessibility testing, CMS and mobile usability**KEY SECTORS** Health, law, NFP, finance, housing, membership, heritage, performing arts**DEDICATED USABILITY STAFF** 4/22
MEMBER OF UPA no

Fusionworkshop works with organisations across the UK that see the web as business-critical. By understanding the business objectives of our customers, we offer them compliant CMS solutions to give more to their customers and members. Proven requirements-gathering processes and rigorous testing ensure web and mobile experiences that are secure, scalable and offer true return on investment.



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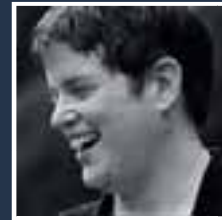
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We believe user experience can transform the quality of your products, the happiness of your customers and the success of your business. That's why top digital brands such as **Channel 4, BBC, Mozilla** and **Gumtree** come to us for industry-leading expertise. If you share our passion for quality, why not see what Clearleft can do for you?

Find out more at clearleft.com

GRAND UNION**thegrandunion.com****PROVIDING UE SINCE 2007****CORE SKILLS** Business consultancy, multi-channel customer experience strategy, multi-platform interface design, content architecture, multi-variant testing**KEY CLIENTS** Boots, Waitrose, Best Buy, Carphone Warehouse, Digital UK, Freeview**DEDICATED USABILITY STAFF** 6/90**MEMBER OF UPA** no

Grand Union is a global network dedicated to delivering multi-channel, multi-platform solutions for its clients. Core to this service is a consumer-centric approach delivered through a number of agency disciplines including business consultancy, strategic planning, user experience and design.

HEAD**headlondon.com****PROVIDING UE SINCE 2000****CORE SKILLS** User experience strategy, human-centred design, contextual design research, interaction design, information architecture**KEY CLIENTS** British Gas, Electrolux, HTC, Royal Bank of Scotland, Lloyds TSB, Humanic, Oxford University Press**DEDICATED USABILITY STAFF** 18/32**MEMBER OF UPA** no

Head takes a holistic, human-centred approach to design. This enables its clients to identify new ways to serve and support their customers by uncovering latent needs, understanding behaviour and satisfying desires. Head has a reputation for creating digital products, services and experiences that are compelling, engaging and which deliver real return on investment.

MICROSOFT**microsoft.com/uk****PROVIDING UE SINCE 1994****CORE SKILLS** Envisioning future user experiences, user experience skills transfer, user experience process improvement, UX design and development best practices, user experience reviews**DEDICATED USABILITY STAFF** 10/2,250**MEMBER OF UPA** yes

The mission of user experience design at Microsoft is to create services and products that people love to experience. We are supported by a network of specialist UX partners and work closely with our product development teams. Our focus is on helping our customers realise their potential through the use of our technology.

GRASS ROOTS**grassroots.uk.com****PROVIDING UE SINCE 2001****CORE SKILLS** Design, information architecture, focus groups, user testing, accessibility**KEY CLIENTS** RIM, Barclays, Tesco Mobile, BMW**DEDICATED USABILITY STAFF** 2/300**MEMBER OF UPA** no

Grass Roots provides digital expertise in a wide range of sectors. In a tough economic climate, our clients have benefited from our ability to provide out-of-the-box development combined with bespoke visuals, resulting in great-looking websites at competitive prices. User experience lies at the heart of our solutions, including mobile, social media and all aspects of multimedia communications and loyalty strategy for consumers, channel partners and employees.

HEATHWALLACE**heathwallace.com****PROVIDING UE SINCE 2001****CORE SKILLS** User research, digital strategy and planning, information architecture, user testing and eyetracking, content strategy**KEY SECTORS** Major global financial services organisations, public sector and government**DEDICATED USABILITY STAFF** 9**MEMBER OF UPA** no

We are a dedicated digital agency, skilled in creating delightful customer journeys and effective digital experiences. Our processes and methodologies are best-in-class and through smart and flexible application of UX methods and techniques, our projects are always cost-effective. Our biggest accounts have lasted nearly ten years and over 95% of our work is repeat business.

NEW EXPERIENCE**new-experience.com****PROVIDING UE SINCE 2003****CORE SKILLS** Ethnographic research, participatory design, information architecture, usability testing, service trials**KEY SECTORS** Technology, telecoms, media, entertainment, not-for-profit key clients: Orange, Vodafone, Hutchison Whampoa, Microsoft, Metro, Sky, Sony Ericsson, BBC, vinspired**DEDICATED USABILITY STAFF** 6/8**MEMBER OF UPA** no

We are a London-based consultancy that creates innovative, compelling and usable products and services. We support our clients through all stages of the innovation process, bridging the gap between customer insight and user experience. We are committed to helping our clients create effective services that generate ROI.

HARVEST DIGITAL**harvestdigital.com****PROVIDING UE SINCE 2007****CORE SKILLS** Audience research and insight, user journey and persona development, interaction design, conversion and customer acquisition optimisation, usability testing**KEY CLIENTS** Tesco, RBS, Experian, Go Compare, LV, Sage**DEDICATED USABILITY STAFF** 5/50**MEMBER OF UPA** no

We're a full-service digital agency dedicated to improving the efficiency of the digital channel for our clients. We offer an end-to-end service from drive to web via search marketing, display media and social. User experience sits at the heart of our work. We use a common user persona across media, search and web development to help us deliver a fully integrated experience to the customer.

KEYNOTE SYSTEMS**keynote.com****PROVIDING UE SINCE 1995****CORE SKILLS** Customer experience research, technology for remote unmoderated usability research, large sample-sizes, capturing attitudes and behaviour, competitive benchmarking**KEY CLIENTS** Ebay, IBM, Barclays, Yahoo**DEDICATED USABILITY STAFF** 5/5**MEMBER OF UPA** no

Keynote has run over a million user tests using our remote unmoderated research technology WebEffective. This provides much of the richness of traditional usability research with the benefit of large sample sizes and the ability to run research in 130 countries in 28 languages. Studies include competitive benchmarking, international research, prototype tests and mobile. WebEffective is also available in self service mode.

NICE AGENCY**niceagency.co.uk****PROVIDING UE SINCE 2009****CORE SKILLS** Interaction design, task analysis, user journeys, personas, interactive prototyping, flash catalyst**KEY SECTORS** Financial services, media and entertainment, advertising, FMCG, healthcare**DEDICATED USABILITY STAFF** 4/14**MEMBER OF UPA** no

We design and build innovative web, desktop and mobile applications using our user experience design-led process and deep expertise of technologies such as Adobe Flex and AIR, Microsoft Silverlight and WPF, iPhone, iPad and Android. We deliver solutions ranging from campaign-led mobile apps to enterprise financial trading systems. We focus on creative technology while having a keen eye for usability. The result is rich, engaging experiences.

HAYGARTH**haygarth.co.uk****PROVIDING UE SINCE 1999****CORE SKILLS** Digital and direct, retail and promotional, trade marketing, events and experiential, design and branding, PR, planning**KEY CLIENTS** Walt Disney Home Studios, Procter & Gamble, Signet, Heinz, SCA, Majestic, Dairy Crest, BBC, Rachel's, B&Q, Three, Organic UK, Monaghan Mushrooms, Harrison Catering, Lego, O2, Southern Comfort, Nando's**DEDICATED USABILITY STAFF** 2/20**MEMBER OF UPA** no

Haygarth has been a leading UK independent marketing agency for 26 years and is solely owned by the senior management. Truly integrated, our digital teams deliver online campaigns while also creating interactive solutions across promotional, experiential, PR and DM initiatives.

LBI**lbi.co.uk****PROVIDING UE SINCE 1998****CORE SKILLS** User experience strategy, user research and insights, interaction design, information architecture, cross-platform experience design**KEY SECTORS** Financial services, travel, telecoms, energy, entertainment, mobile, experiential**DEDICATED USABILITY STAFF** 47/493**MEMBER OF UPA** yes

LBI is a leading European marketing and technology agency with a global reach. It helps brands engage with their customers through digital channels from initial awareness of the brand, through direct interaction to ongoing relationships. This full service offering combines analytical, direct marketing and digital competences, which means LBI can develop big creative ideas in the digital space.

NOMENSA**nomensa.com****PROVIDING UE SINCE 2001****CORE SKILLS** Usability testing, user research, usability analysis, user-centred design, accessibility**KEY CLIENTS** BBC, P&G, Sky, WHSmith, Austin Reed, NHS, Directgov, BIS, Department of Education, London Business School, Middlesex University, The National Turst, Big Lottery Fund**DEDICATED USABILITY STAFF** 16/30**MEMBER OF UPA** no

Nomensa is an independent user-experience design agency that creates engaging and customer-focused websites. As experts in web strategy, usability, accessibility and design, we blend these services to deliver spectacular results for our clients. We place users at the centre of our web development process using proven research methodologies.

ONE TO ONE INSIGHTS

otoinsights.com

PROVIDING UE SINCE 2002

CORE SKILLS Usability testing, user-centred design, accessibility audits, ethnographic studies, benchmarking, focus groups, neuromarketing
KEY CLIENTS Samsung, O2, Deutsche Bank, AXA, BAA, Hotels.com, PayPal, Reed Business Information, HBOS
DEDICATED USABILITY STAFF 22/26
MEMBER OF UPA no

One To One Insights (formerly Fhios) is a leading, international customer experience research consultancy with offices in the UK, US, Asia and South America. We help clients to understand their customers' wants and needs across any touchpoint. We are redefining customer experience with our neuromarketing tool Quantemo, which takes a scientific approach to measuring customer engagement.

PROXIMITY LONDON

proximitylondon.com

PROVIDING UE SINCE 2004

CORE SKILLS User segmentation, needs analysis, competitor review, information architecture, experience design, lo-fi prototyping, rapid/agile/iterative methodologies
KEY CLIENTS Royal Mail, Orange, Post Office, Procter & Gamble, Shell, Capital One, TV Licensing, ATOC, RNLI, VW
DEDICATED USABILITY STAFF 4/220
MEMBER OF UPA no

Proximity London is a direct and digital agency with data at its heart. We create work that increases customer value in ways that can be measured. We deliver customers communications through personal media which can be tested and refined. Last year Proximity London won a total of 29 awards and was the most awarded DM agency at the DMA Awards.

REDWEB

redweb.com

PROVIDING UE SINCE 2004

CORE SKILLS Experience strategy, user research, interaction design, analytics and optimisation, usability testing
KEY CLIENTS AXA Insurance, Training & Development Agency, Electoral Commission, Scottish Parliament
DEDICATED USABILITY STAFF 6/115
MEMBER OF UPA no

Redweb is one of the UK's fastest growing digital agencies specialising in designing and building intelligent, award-winning websites. This year we opened our new UX and Creativity labs in the heart of London. Organisations trust us to deliver exceptional results to demanding service levels. We are committed to excellence and to adding value for our customers. As a result, we manage some of the UK's leading and business critical digital platforms.

PANCENTRIC DIGITAL

pancentric.com

PROVIDING UE SINCE 2003

CORE SKILLS User-centred design, persona creation, information architecture, usability testing, heuristic analysis, card sorting
KEY CLIENTS BBC, Channel 4, Disney, Burger King, Clipper Teas, Hennessy, RSA, AXA, Petplan
DEDICATED USABILITY STAFF 3/44
MEMBER OF UPA no

Pancentric Digital is a specialist digital agency that combines creativity, marketing, multimedia and technical expertise under one roof. We work with some of the best-known global brands and place great emphasis on client collaboration. Our end-to-end solutions are grounded in customer insight. We have extensive experience in media and entertainment, FMCG and insurance.

R/GA

rga.com

PROVIDING UE SINCE 1998

KEY SECTORS Systematic design, application design, mobile app design, retail design, digital commerce, m-commerce, digital product design
KEY CLIENTS Nike, Walmart, Verizon Wireless, Mastercard
DEDICATED USABILITY STAFF 10/65
MEMBER OF UPA no

R/GA helps clients solve their business problems through the application of design and technology. Interaction design and user experience are central to our way of working, and ensure the experience for the consumer is seamless and branded, whether that be a website, app, retail installation or e-commerce solution. R/GA turns insights into innovations that result in meaningful engagements for consumers.

RMA CONSULTING

rma-consulting.com

PROVIDING UE SINCE 2006

CORE SKILLS Interaction design, experience strategy, application design, user experience design, rich interactive information visualisation
KEY CLIENTS Morgan Stanley, Lloyds TSB, BBC, Met Office, RBS, Adobe
DEDICATED USABILITY STAFF 21/55
MEMBER OF UPA no

We believe in using design to transform organisations and their services, where design strategy informs what we need to do, design craft (from interaction design to information visualisation) executes breathtakingly elegant solutions that work for end users, and design process applies rigour to deliver again and again. We specialise in innovative working solutions for enterprise software and rich internet applications.

PIXEL THREAD

pixelthread.co.uk

PROVIDING UE SINCE 2008

CORE SKILLS Design of prototypes and information architecture, research, analysis, business requirements
KEY CLIENTS Aardman Animation, BBC, Bristol University, E-Skills
DEDICATED USABILITY STAFF 1/1
MEMBER OF UPA yes

Pixel Thread specialises in designing simple and smart prototypes of digital products and services based on customer, product and business research. Typically these prototypes include site architectures, user taskflows and interactive wireframes of key areas of functionality or content. Prototypes are tested with users, revised and then used as a specification for the full design and build phase of a project.

READING ROOM

readingroom.com

PROVIDING UE SINCE 1996

CORE SKILLS User experience, user-centred design, usability, accessibility, international market differentiation, brand experience strategy, content strategy and architecture
KEY CLIENTS Philips Healthcare, UNHCR, Serco, G4S, Euromoney
DEDICATED USABILITY STAFF 55/140
MEMBER OF UPA no

We believe our holistic approach to user experience is unique. Our team is research driven and consists not only of IA, UX and ergonomic experts, but also content, technical and brand strategists. And don't take our word for it: Forrester states Reading Room was a strong performer in its latest interactive agencies review. Our offices in Asia Pacific allow us to help brands take their sites global.

RUFUS LEONARD

rufusleonard.com

PROVIDING UE SINCE 1996

CORE SKILLS User testing, information architecture, UI design, interaction design, copywriting, accessibility
KEY CLIENTS British Gas, Lloyds TSB, O2
DEDICATED USABILITY STAFF 13/107
MEMBER OF UPA no

Rufus Leonard is an expert in bringing brands to life and managing consumer interaction both online and offline. We are an award-winning, independent agency based in London and Dubai. We work with leading UK brands that include the biggest retail bank in the UK, Lloyds TSB, the most widely admired telecoms brand, O2, and the market-leading utility company, British Gas. We also advise government agencies including Whitehall's premier department and one of its most entrepreneurial business partners.

PROFERO

profero.com

PROVIDING UE SINCE 2008

CORE SKILLS strategic consultancy, user experience design, business analysis, information architecture, interaction design, rapid prototyping, user testing, web development, ecommerce build, CMS build, application development
KEY SECTORS FMCG, finance, retail, government
KEY CLIENTS PepsiCo, Mars, HSBC, RBS, Macquarie, ASOS, All Saints, M&S, COI
DEDICATED USABILITY STAFF 10/120
MEMBER OF UPA no

We create ideas people belong to. This means Profero is a full service digital agency focused on creating compelling ideas and delivering outcomes for clients. In our world, user-centred design and world-class planning combine to establish 'belonging' as the cornerstone of any proposition.

REDEYE OPTIMUM.WEB

redeye.com

PROVIDING UE SINCE 2000

CORE SKILLS User testing, conversion optimisation, user experience, multi-variate testing, analytics, information architecture, user needs research, accessibility auditing and user testing
KEY CLIENTS Abbey, Esure, HSBC, Nationwide, Macdonald Hotels, Monarch Airlines, Marks & Spencer, ASOS, River Island, Ted Baker, COI
DEDICATED USABILITY STAFF 16/16
MEMBER OF UPA no

RedEye Optimum.web helps clients improve digital engagement by optimising their online propositions. Uniquely we combine usability and analytics expertise with behavioural email to create deeper customer insight and increased conversion and retention, allowing clients to improve their online presence.

SAPIENTNITRO

sapientnitro.com

PROVIDING UE SINCE 1998

CORE SKILLS Usability, accessibility, persona development, visual design, editorial content, information architecture, site development
KEY CLIENTS Auto Trader, British Council, BSkyB, BP, Coca-Cola, Disney, Foot Locker, Epson Europe, Mars, MTV, News International, Nokia, Samsung
DEDICATED USABILITY STAFF 51/320
MEMBER OF UPA yes

SapientNitro is an integrated marketing and technology services company. By combining multi-channel marketing and commerce with the technology that binds them, we influence customer behaviour across content, communication and commerce channels, resulting in more meaningful relationships between customers and brands.

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or follow http://twitter.com/jones_will

SEQUENCE**sequence.co.uk**

PROVIDING UE SINCE 1995

CORE SKILLS User experience strategy, user-centred design, digital strategy, website design and development, mobile design and development
KEY CLIENTS BBC, Welsh Assembly, Eversheds, SA Brains, Rachel's Organic
DEDICATED USABILITY STAFF 8/55
MEMBER OF UPA no

A digital marketing agency with a rich history in website design and build, we work across a multitude of digital platforms and styles of execution for clients of all shapes and sizes, from websites through to viral campaigns and mobile apps. User experience is at the centre of everything we do. Our core principle of creating "beautiful, clever things" ensures we produce high-quality creative and technically excellent solutions.

SYSTEM CONCEPTS**system-concepts.com**

PROVIDING UE SINCE 1981

CORE SKILLS Accessibility audit/testing, competitor review, ergonomics, expert analysis, eyetracking, information architecture, interaction design, mobile, product usability, training, user research, user segmentation
KEY CLIENTS Microsoft, LV, Mobile Industry Crime Action Forum, BBC, Department for Transport, Samsung, O2, Sainsbury's, Directgov, Vodafone
DEDICATED USABILITY STAFF 16/32
MEMBER OF UPA yes

Our usability consultants are dedicated to helping you understand your users and so deliver efficient, effective design solutions. We offer a full range of consultancy, testing and training services to provide practical, actionable advice which will help you improve sales and reduce costs.

THEALLOY**thealloy.com**

PROVIDING UE SINCE 1999

CORE SKILLS User research, proposition creation, concept creation, product design, interface design, system and service design
KEY SECTORS Telecoms, healthcare, consumer electronics, structural packaging
DEDICATED USABILITY STAFF 22/22
MEMBER OF UPA no

TheAlloy is a design consultancy which creates platforms that deliver better user experiences to drive improved organisational effectiveness. It has created thousands of improved experiences that have delivered real business benefits to its clients and partners.

SIMPLEUSABILITY**simpleusability.com**

PROVIDING UE SINCE 2001

CORE SKILLS Eyetracking, retail, usability testing, market research
KEY CLIENTS Asda, Republic, Oli, HSBC, Stockport Council, Hoseasons, Irwin Mitchell
DEDICATED USABILITY STAFF 4/7
MEMBER OF UPA no

Experts in usability, market research and eyetracking, working with B2C, B2B and public bodies. Our specialist eyetracking methodologies allow our clients to open a window into the minds of the people who use their products/services so they can be changed for the better, whether on websites (through usability testing), in-store (using retail insight), print and packaging or email and advertisement.

SYZYGY UK**syzygy.co.uk**

PROVIDING UE SINCE 2000

CORE SKILLS User journey analysis, prototyping and usability testing, information architecture and content strategy, interaction design, cross-platform experience design
KEY CLIENTS Mazda, De Beers, HSBC, Toshiba, QFinance, Mercedes
DEDICATED USABILITY STAFF 5/72
MEMBER OF UPA no

Syzygy is a leading pan-European, full service, digital agency, part of WPP. We create engaging and rewarding interactive experiences for major businesses, helping to grow brands' market share and profitability. We pride ourselves on delivering large-scale integrated digital strategies for brands, built on a culture of ideas, innovation and accountability.

THE LONG DOG**thelongdog.co.uk**

PROVIDING UE SINCE 2003

CORE SKILLS User experience design, usability testing, audience segmentation, information architecture
KEY CLIENTS HSBC, B&Q, Barclays, Directgov, Rolls-Royce, Skandia
DEDICATED USABILITY STAFF 2
MEMBER OF UPA no

Organisations increasingly want to understand how a new site or app will help their business. The Long Dog helps them decipher the process from a user's perspective from design to delivery. We excel in user experience design and with our expertise to refine and define structure, rapidly iterate and test these designs on your customers, we bring about change through a user centred design process.

SPOTLESS INTERACTIVE**spotlessinteractive.com**

PROVIDING UE SINCE 2004

CORE SKILLS Usability and concept testing, accessibility audits, training, creating and using personas, wireframes and workflows
KEY CLIENTS Virgin Games, Paddy Power, Dare Digital, Fasthosts, Skype, National Strategies
DEDICATED USABILITY STAFF 4/4
MEMBER OF UPA yes

We are a London-based user experience consultancy that offers a range of services including usability testing, training, user research and user experience design. We research users, build interfaces and offer training courses to support user requirements and business goals across websites, intranets, CD/DVD and mobile devices.

TECHNOPHOBIA**technophobia.com**

PROVIDING UE SINCE 1995

CORE SKILLS Requirements gathering and analysis, information architecture, interaction design, functional prototyping, usability testing, visual design and front-end development
KEY CLIENTS Co-operative Bank, Alfa Romeo, Planning Portal, Technology Strategy Board, Buying Solutions, Pizza Express, Best Western, Becta
DEDICATED USABILITY STAFF 5/67
MEMBER OF UPA no

We consult, design and build at the cutting edge of the web, creating applications and dynamic sites with spot-on user experience that solve real-world problems. We don't believe technology is the answer to business problems, but that user experience-led creative solution design is, and that technology is merely the enabler.

THE TEAM**theteam.co.uk**

PROVIDING UE SINCE 2008

CORE SKILLS Interaction design, information architecture, experience strategy, user research, service design
key clients Cisco, Vodafone, BP, NHS, Universal Music, Logica, GSK
DEDICATED USABILITY STAFF 7/100
MEMBER OF UPA n/s

A Loewy Group brand communications consultancy making a difference through communications. Our clients cross every boundary and include commercial, public sector and not-for-profit organisations. We have a high-calibre digital team and a broad portfolio of delighted clients. We believe in making a positive difference to the user experience of all our engagements through a strong synergy of messaging, visual design, brand strategy and user-centred design.

SYNTAGM**syntagm.co.uk/design**

PROVIDING UE SINCE 1985

CORE SKILLS User-centred design consultancy and training, web and intranet usability, user experience benchmarking, agile user experience
KEY SECTORS Intranets, ecommerce, public body websites
DEDICATED USABILITY STAFF 1/2
MEMBER OF UPA no

We provide world-class user-centred design, user experience, usability services and training. Our clients range from startups to global enterprises in the UK, Europe and North America. We can help with a range of problems from simple usability evaluations to user experience benchmarking and training. We are happy to act as advisors on large UX projects, help technology teams work together or to provide pure user experience strategy advice.

TENCX**tencx.com**

PROVIDING UE SINCE 2010

CORE SKILLS Research and strategy, information architecture, optimised user journeys, taxonomy, wireframing, information and graphic design, content and copy, user testing
KEY SECTORS Financial services, retail, publishing, media and entertainment
DEDICATED USABILITY STAFF n/s
MEMBER OF UPA no

We're work alongside clients to design and deliver digital experiences that are user-centred and achieve commercial objectives. We're discipline-neutral, discussing with clients how to blend in-house resources with our skills and experience. And we're channel-neutral, developing seamless solutions allowing users to interact with a brand using whichever channel they choose.

TH_NK**think.eu**

PROVIDING UE SINCE 2004

CORE SKILLS Design research, strategy and documentation, facilitation, information architecture, interaction design, experience prototyping
KEY CLIENTS BBC, Sony, Bupa, Northern Rock, BlackBerry
DEDICATED USABILITY STAFF 15/65
MEMBER OF UPA no

We transform some of the world's most successful businesses and the way they communicate through digital by creating long-term partnerships where we explore exciting opportunities, develop award-winning ideas and define successful strategies. This collaboration is underpinned by a solid foundation of research, insight and iterative design methods, which helps us to deliver the most engaging customer experiences.

THOUGHTWORKS

thoughtworks.com

PROVIDING UE SINCE 2004

CORE SKILLS Agile experience design, rapid proposition development, information architecture, systems and service design, design and build

KEY CLIENTS TheTrainline.com, Trader Publishing, The Guardian, Channel 4, Lonely Planet, Unicef, Traffic Broker

DEDICATED USABILITY STAFF 9/180

MEMBER OF UPA no

ThoughtWorks is an IT consultancy providing agile-based software development and transformation services to Global 1000 companies. We have pioneered agile experience design, delivering customer experience-based end-to-end solutions. ThoughtWorks helps clients maximise investment and performance across a portfolio of complex, business-critical applications, while reducing time and risk

TMG

tmg.co.uk

PROVIDING UE SINCE 1996

CORE SKILLS Accessibility, analytics and conversion optimisation, creative design, user experience testing and design, technical development

KEY CLIENTS COI, HMRC, Directgov, IPS GRO, CQC, Reed Smith, Caravan Club, DST, Healthcare Connections

DEDICATED USABILITY STAFF 5/25

MEMBER OF UPA no

We help clients use creativity and technology to transform the way they communicate and do business. Our team blends insight, content, interaction, design and technology to produce solutions that solve business problems, leverage opportunities and improve business returns.

TOBIAS & TOBIAS

tobias.tv

PROVIDING UE SINCE 2001

CORE SKILLS Digital strategy and planning, user experience and interaction design, visual design, content strategy, interface and application development

KEY SECTORS Financial services, publishing, retail

DEDICATED USABILITY STAFF 20/30

MEMBER OF UPA no

Tobias & Tobias is a leading digital design consultancy with a strong delivery arm and a team of specialists in digital strategy, user experience, design, development, and full service delivery. Our client portfolio includes a growing number of blue-chip brands, and we have significant domain knowledge in the financial services sector, where we enjoy a reputation for delivering user-led solutions.

TRICKY BUSINESS

trickybusiness.co.uk

PROVIDING UE SINCE 2006

CORE SKILLS Sketching, prototyping and realising UI designs across multiple platforms

KEY CLIENTS Microsoft, Audi, RBS, Capita, Sky News, The British Library

DEDICATED USABILITY STAFF 4/6

MEMBER OF UPA no

Tricky Business is uniquely positioned to offer purely design and UX services to development partners and solutions providers. As brand guardians we consistently consider the customer's perspective – we believe that what you make people feel is as important as what you make. Bringing design-led thinking to the development mix and partnering with some of the top UK developers, we take an iterative approach involving the designers, developers and clients throughout.

THE USABILITY LAB

usabilitylab.co.uk

PROVIDING UE SINCE 2006

CORE SKILLS User experience design, wireframing, prototyping, information architecture, user research, usability testing, accessibility

KEY CLIENTS Tesco, Post Office, Lloyds TSB, JPMorgan, Friends Provident, British Red Cross, Scottish Government

DEDICATED USABILITY STAFF 5/6

MEMBER OF UPA yes

We design user experiences with a keen eye for effectiveness. Our focus is on creating useful and engaging experiences. Research and usability testing underpins our work because you can't predict user behaviour. We have created wireframes and prototypes for trading platforms, online banks, supermarket checkouts, air traffic control systems and libraries.

WE ARE LONDON

wearelondon.com

PROVIDING UE SINCE 2003

CORE SKILLS Interaction and interface design, information architecture, rapid prototyping, quantitative and qualitative customer research

KEY CLIENTS O2, Giffgaff, NSPCC, Chiltern Railways, Ogilvy, Deloitte, Barclays, National Express, Zurich

DEDICATED USABILITY STAFF 15/15

MEMBER OF UPA yes

We Are London was established to meet the challenges faced by clients that knew they needed more specific skills in user-centred design than full services agencies could offer. Our business has evolved from a niche usability agency to become one of the leading user experience design and digital research businesses, pioneering the use of rapid prototyping across mobile, web and TV.

WEB USABILITY PARTNERSHIP

wupltd.co.uk

PROVIDING UE SINCE 2002

CORE SKILLS Usability testing, mobile testing, user research, information architecture, wireframing, accessibility

KEY CLIENTS Boots, Jet2, British Library, Orange, Environment Agency, Dyson, Superbreak Holidays

DEDICATED USABILITY STAFF 6/8

MEMBER OF UPA no

We combine rigorous user-focused research with a process to generate agreed and actionable results quickly and cost effectively. WUP has a unique approach to user testing, involving real-time research. This has three key advantages: a shared understanding of the problems; solutions fit your organisation because you are part of the process; and it's quick as you agree the issues and solutions in a single day.

WHAT PEOPLE WANT

whatpeoplewant.com

PROVIDING UE SINCE 2002

CORE SKILLS Ethnography/behavioural research, natural usability testing, mobile, emerging TV platforms, web, product strategy, service design

KEY CLIENTS BBC, Intel, Nokia, Yahoo, Virgin Atlantic

DEDICATED USABILITY STAFF 10/10

MEMBER OF UPA yes

We see the wood for the trees and uncover the insights that show you exactly what your customers want. Whether it's a business idea on an envelope or an established global service, we have the expertise to meet your needs. We offer all qualitative research techniques and have invented cutting-edge new ones, giving our clients a competitive edge. We have offices in London and Manchester.

WHATUSERSDO

whatusersdo.com

PROVIDING UE SINCE 2009

CORE SKILLS Remote usability testing

KEY CLIENTS Top-tier brands, SMEs, agencies, public sector organisations

DEDICATED USABILITY STAFF 2/5

MEMBER OF UPA no

WhatUsersDo is an online user experience research service with a large panel of UK internet users. We have made usability testing so fast, easy and affordable that there's now no excuse not to do it. It takes five minutes to order usability tests online and within 48 hours you'll be watching online videos of real people using your website and hearing their spoken thoughts.

WUNDERMAN

wunderman.co.uk

PROVIDING UE SINCE 2000

CORE SKILLS Interaction design, information architecture, accessibility, design and build, competitor analysis, heuristic benchmarking

KEY CLIENTS Land Rover, Ford, Nokia, Triumph, Best Buy, Lufthansa, Telefónica, P&G, Microsoft, Jaguar

DEDICATED USABILITY STAFF 5/380

MEMBER OF UPA no

Wunderman is the UK's largest agency specialising in direct and digital to build campaigns that deliver profitable relationships. We create behaviour-changing strategies, user experiences and creative work that deliver results you can count on. We do this by creating experiences that are integrated and iterative, leveraging the skills of direct marketing while exploiting the ways consumers want to talk to brands.

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