

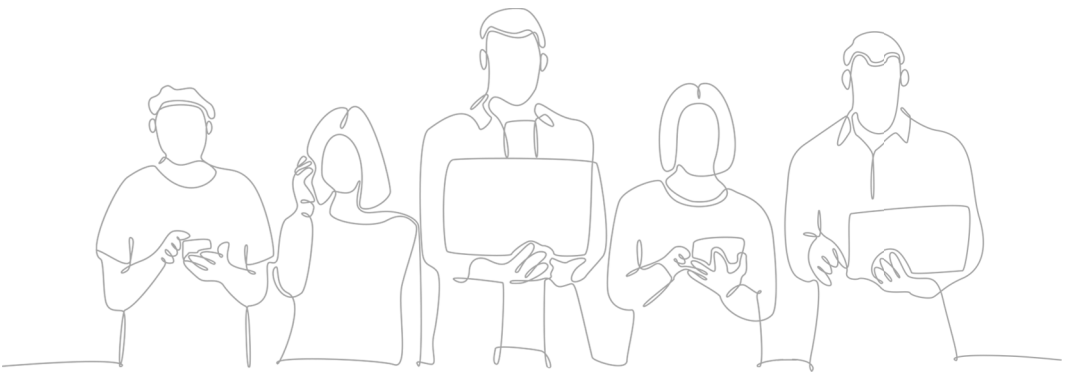


# The User Labs

# Handbook

Know your users.  
Grow your business.

How to reveal business opportunities  
based on what your users need



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# ABOUT THIS BOOK

On landing pages, users typically expect you to answer three questions within the first few seconds: What are you offering? Is it relevant to them? How will you solve their challenges?

Welcome to the landing page of this book!  
Here are our answers for you:

## What are we offering?

A step-by-step user-research methodology showing you how to obtain insights to fuel business growth that analytics data can't provide you – but that users can.

## Is it relevant to you?

If you're working in marketing, business, tech, product or design, or at an agency, this one's for you! You can run User Labs and learn from your users – your customers – regardless of whether or not you have any experience in user research.

## How will it solve your challenges?

With little effort and no previous knowledge, you and your team can follow the User Labs methodology to tap into the valuable secret power successful brands often use: understanding what their users need and what stops people from choosing their product. In a few simple steps, you can gain a clearer picture of your users and their motivations. Why do they drop off? Why do they fail to convert? What would attract them? Knowing the answers to these types of questions will allow you to focus your efforts on what matters most in driving faster business growth.

If we managed to convince you to listen so far, here are some more answers to questions you may have...

## What makes the User Labs methodology so effective?

Albert Einstein said, “If I had an hour to solve a problem, I would spend 55 minutes defining it.” We absolutely agree! Today, teams often define problems or goals solely through quantitative data such as analytics. While valuable, that alone can’t provide the whole picture. In many cases, faulty problem definition causes companies to allocate significant time and resources to building new features that users don’t necessarily need. Such misguided development can quickly become costly without contributing at all to growth.

In talking to C-level executives from large companies around the world, we discovered that many had never watched a user actually interacting with their product. In contrast, many CEOs of smaller hyper-growth startups have told us that they regularly conduct user research themselves. These growth-focused CEOs say that when they hear and see users’ experiences, they can extract crucial business insights that aren’t visible to anyone else. *Again and again, user research has proved to be the missing link in the data – the X factor that helps companies define problems and challenges in a more precise way.*

In recent years, user research has become a dominant tool within product and design teams. C-level executives, however, are usually exposed only to the insights derived by these teams rather than actual footage of the user’s voice. We want to help executives gain this exposure, because we believe that they – like many startup CEOs – possess the ability to extract business insights from user research like no one else in their company can. We find that a User Lab day is one of the most effective ways for teams to gain buy-in from upper management for user-centric improvements.

*The User Lab methodology brings user research techniques to executives in a structured and managed way, helping them get to the bottom of their business and product challenges and to identify opportunities that drive company growth.*

## What impact have businesses gained from User Labs?

To date, hundreds of companies around the world have used the User Labs methodology. They've come from every vertical you can think of – from retail to fintech to gaming to travel, including business-to-consumer and business-to-business companies. They've derived insights from their own users to initiate informed developments and boost their business growth. For instance, they've reported:

- **Conversion rate uplifts**

By identifying the gaps between what users expect and what their product delivers, companies have become able to alter their user experience to reduce friction points and increase conversion rates. Many companies conduct User Labs as an integral part of their product development cycle, in the first instance to understand users' overall needs and then subsequently to improve new features and refine messaging.

- **More effective USPs and campaigns**

By understanding what users really need, businesses have gained the ability to refine their unique selling points and translate them into targeted campaigns, more compelling microcopy and more relevant offers that speak directly to those needs.

- **Reduced development costs**

Companies have been able to frame their business challenges more accurately and therefore design experiments that address core issues. Rather than taking a shot in the dark, they've designed tests around real needs demonstrated by users.

- **Better alignment and faster decision making**

User Labs bring together a variety of decision makers from marketing, acquisition, growth, creative, product, design and R&D teams. Seeing users' experiences and analyzing them together has improved alignment between teams, while reducing the time and number of meetings needed to define roadmaps and priorities.

## What's in it for you?

The User Labs methodology is an incredibly effective way to help your business grow. As well as gaining recognition for introducing this growth mechanism to the company, you'll be providing incredible value to your colleagues.

While some companies are lucky enough to have user experience researchers in house, it's not a regular occurrence for C-level decision makers to witness user research in action with their own eyes and from their own unique perspectives. The User Labs methodology aims to bring decision makers closer to users and create a customer-centric culture within businesses.

*To date, hundreds of companies have conducted User Labs, from tiny startups to well-known brands like Calvin Klein, HelloFresh and Tommy Hilfiger.* Time and time again, we hear from stakeholders that User Lab days have produced transformative outcomes within their products and businesses.

## What CEOs say

For CEOs, User Lab days provide an effective tool to align the team around customer-centric challenges and define an action plan to solve them. It is also an unusual opportunity for them to hear the voice of the user and produce faster, more informed decisions.

“It’s a genuine way to connect to our customers. Every new employee that joins needs to watch the user videos. It saves us a month of internal meetings. Instead, we sit together at a User Lab, combine the quantitative data we have with what we learned from the users to define our roadmap for the upcoming week, month and quarter.”

Retail

“The first time we held a User Lab day I wasn’t sure what to expect, but after the first one I already knew how to use it as an incredibly effective managerial tool. User Labs are a great way to examine any new modules.”

Travel



## What CMOs say

The benefits reported by CMOs are wide-ranging: a clearer understanding of the value proposition that can be compelling to users, new segments and audiences to target, a deeper understanding of their users' experiences and the opportunity to collaborate efficiently with other teams.

"We're blind to our product's experience by now. The mobile User Lab gives us a fresh and unfiltered perspective on how our users are experiencing our site... I feel like going outside right now with my phone to ask people to do user testing on our site."

Travel

"It's highly engaging and fascinating for me. It shows us the huge potential with new audiences and segments that we can become a destination for. We keep holding User Labs because they constantly provide great insights and action items. The combination of departments that sit together is very meaningful and User Labs are one of the rare occasions in which it happens."

B2B

"Starting from watching the first user video I realized how wrong I was with my assumptions about our users so far. There's a huge value in seeing how your users use your product and extracting actions based on that. Another significant added value lies in the fact that we sit together and focus on the experience together – we don't get to do that often in our day-to-day."

Fintech

## What VPs of product say

We hear from VPs of product that User Labs provide a new and effective way to test product solutions throughout the product life cycle, to view their product in a new light and to easily access user insights and turn them into impactful actions.

“It’s enlightening to see and hear our customers experiencing our product in their natural environment. It emphasizes how much more we can do to make their experience even better. We used to fly around the world to see our users, but User Labs allow us to see them more often and include more people from different departments in the discussions.”

Gaming

“In every session there’s always something new I didn’t anticipate. When we manage to recruit relevant users we get more out of the process, especially if we find users who actually bought or are seriously thinking about purchasing.”

Retail

“User Labs changed the way we work on our product. We start with a User Lab before making new features and examine their effectiveness after we implement them. It helps us make sure that we’re answering the true needs of our users.”

B2B

## What CTOs say

CTOs who participate in User Lab days say they come away with a better view of their users' actual needs and the misconceptions the team holds about them. This helps them identify which features require more focus than others in order to address them in the best way.

"User Labs accelerate the understanding and the urge to fix the challenges the team identifies throughout the sessions. Managing to recruit relevant users is key to a User Lab's success."

Fintech

"It's incredible to see our users and their reaction to the product. User Labs provide a new perspective. For example, it helped us identify functionalities we were focusing on that weren't of much interest to our users, while other features – ones we didn't focus on – were in fact what they were looking for."

Travel

"We, like many others, are 'in love' with the solutions we create and we're sure that they're perfect. User Labs demonstrate to us how inherently wrong we are and what we can do about it. It's highly important to constantly run the labs and uncover these misconceptions."

Fintech

# INTRODUCTION

## What is the User Lab methodology and how can it help your business grow?

### How the User Lab methodology works

During a User Lab day, a cross-disciplinary team from your company will watch videos of users sharing their experiences of your product or service. The team will then analyze these user experiences and define an action plan.

The User Lab methodology synthesizes user research tools and techniques. It then draws together representatives from multiple areas, including the marketing, business, tech, product and design departments. This team gains unique and unfiltered access to users' needs and challenges in order to make smart decisions to drive business growth.

There are many ways to conduct user research. Ideally, a company would have user experience researchers conducting research. But in cases where this isn't possible, User Labs is a methodology that can also be practiced by people who don't come from the user research or design disciplines.

### Why the User Lab methodology works

Before you can solve any problem, it's critical to understand and define what the problem is. User Labs are very good at helping teams do just that.

Many companies – especially data-driven ones – look at analytics to learn about WHAT users are doing. But analytics data can't explain WHY users behave the way they do. If a company doesn't understand the reasons behind its users' behavior, challenges (such as drop-offs, lack of engagement or reluctance to click an ad) are difficult to solve. Understanding the root of these friction points allows companies to formulate solutions that address the “real” problem, the real needs that users have.

*The User Lab methodology allows companies to analyze user research to gain answers as to WHY users behave the way they do.*

## The first User Lab: Revealing growth opportunities since day one

*We held a User Lab for the first time in 2018.* The CEO, CMO, CTO and VP of product from a large company were sitting together in a lounge with a few of their team members. When we promised they would be able to see users experiencing their product, they were politely intrigued by this novel prospect. But just five minutes into our introduction, they were already checking their phones for texts and emails, wondering how they got themselves into a four-hour commitment when they already had so much on their plates?!?

“We'll be watching five users,” we said, “all from your target group.” We could already hear the thoughts of our C-level audience: “Our analytics data provides information about every movement that hundreds of thousands users make. So how can seeing only five users have any impact on our business growth?”

*The executives had a lot of questions.* “What’s the statistical value of the information we’ll be seeing?” (None.) “Aren’t users going to behave in an unnatural way because we’re talking to them?” (That’s right!) “Are we expected to change our whole product and marketing strategy based on what some user says?” (Absolutely not!) Surprisingly enough, we didn’t manage to increase their level of confidence in our new methodology during the introduction...

But then – like in any great story about a tried-and-tested methodology – there was a magical moment in which all of them stopped looking at their phones, stopped thinking about their to-do lists and simply watched and listened. They saw and heard a real person sharing his own story about his struggle to buy a gift for his wife. He discussed how he searched for it, how he found ideas for the previous gift he’d bought her and how incredibly difficult it was for him to find something unique for her.

And then they watched as he went to the company’s website. He had never heard of it before but was excited to see the offering, thinking it might just help him find the perfect gift. Three minutes later, his search had produced zero results (he’d spelled his search term wrong). He then looked at the menu, got confused by the options and went back to try his luck on the homepage. Choosing a category led him to over 200 results. He thought she might like the first ones he saw, but then the options confused him. Finally, he settled on one and went to the product page – the page that the team had been endlessly optimizing, experimenting on and failing to increase conversions from...

The tension in the room was high as everyone waited for him to finally tap the glorious “add to basket” button. He scrolled through the photos, through the options, through the details and then... went back to the search results. “I’m not sure about which size would fit my wife,” he said. Throughout his whole experience this user didn’t

add a single product to his basket, nor did any of the other users who had been excited about the product at first sight. They all described how unsure they were about what would suit their loved ones and what the quality would be.

Needless to say, this is a difficult situation to watch. We were worried about the reactions that would come from everyone in the room. The CEO took a big breath. Everyone was staring at him waiting to hear how he would probably reinforce the fact that these were just five users, that this wasn't statistically valid and therefore didn't mean anything. But in fact the CEO said, "Thank you. We see ourselves as a data-driven company. For the past three months we've been pulling all the numbers and the minds in the company to figure out why users don't add our products to the basket and finally – in one day – you managed to help us understand why."

There were only five users. But their experiences and voices were loud and clear. With their own eyes and ears, the team saw and heard users expressing their true needs and frustrations. And that was enough for the team to go out and tackle the opportunity that was now laid so clearly in front of them.

We thought that they would come out of the day disappointed. But from that day onward, they and all the hundreds of other companies that experienced one of our User Lab days emerged with a sense of opportunity. Even when users said out loud that they would never ever use the company's product, there was reason for optimism. Many told us that User Labs finally enabled them to realize why users were experiencing friction and what changes could be tested to help overcome their challenges.

## How User Labs can help your business grow

*This methodology has helped hundreds of companies to define product and marketing solutions to spark business growth.* And yes, that's because listening to users, together, from the point of view of multiple departments helps teams see what analytics data can't show them but users can. And this is why we wrote this book. We wanted to share how you can conduct User Labs in-house even if you've never talked to users before and have no clue how to do user research. It's about giving everyone the opportunity to harness user research techniques to hack business growth!

### *What we CAN'T promise you*

We can't unequivocally promise you that User Labs will grow your business. This book will set you up for success, but growth opportunities will depend on the curiosity and willingness of your team to listen to what users have to say. And while we can't promise that User Labs will be easy the first time, the methodology will get easier the more you do it. Regarding the solutions that you choose to test, we can't promise that they're the right ones to implement. But from our experience, if your experiments are based on a true need that you identified from users, they are very likely to bring you closer to the right solution.

### *What we CAN promise you*

Listening to users is always valuable. If they are from your target audience, if they are from the audience you're hoping to target or even if they're from an audience that you think is completely outside your target group, there's value in what they share with you. The first of our founding principles at Google is "Focus on the user and all else will follow." We invite you to do just that.





# The case of the global personalized gift shop

## **The company**

An online shop selling personalized gifts worldwide

## **The business challenge**

Increase conversions and average order value

## **Users' profile**

All genders ages 21 to 45 from all socio-economic backgrounds who are currently searching for a gift. Must have purchased something online at least three times in the last three months.

## **Observations that emerged in the User Lab**

- The company had been working to increase the volume of available gifts, but users revealed they were confused by the amount of options and found it difficult to select a specific product and proceed to customize it.
- Users were uncertain about the way the final personalized gift would look after making their customizations on the product page, so they were hesitant to continue with the order.
- Users closed the cross-sell pop-up very quickly without exploring the offering, explaining that they wanted to continue to checkout and learn about the delivery time and shipping options.
- In some cases, users expressed uncertainty about the quality and size of the gifts, so they weren't sure what would fit their loved ones.

## **The company's action plan**

- Introduce more filters for specific occasions and in relation to the user, for instance gifts for a birthday, gifts for mothers and so on.
- Incorporate these categories into the menu and create a dedicated landing page for each.
- Provide a preview of the user's customized text in the font they've selected. Create drop-down options that visualize customizations rather than only describing them.
- Provide a cross-sell offering and details about delivery times within product pages.
- To emphasize quality and size, introduce more photos for each gift type. Include images showing close-ups and products in context.

## **The impact**

Following the implementation of these changes, the company registered a 27% overall uplift in conversion rate. The new structure of the cross-sell increased the purchase of another product by 50% and the site's overall average order value increased by 5%. Encouraged by these results, the company initiated a second User Lab to investigate how to increase retention rates.

# CHAPTER 1

## Step 1: Define your study

### A. What are you aiming to solve?

*Are you open to discovery or are you tackling a specific business challenge? Curiosity is the main driver to discovery. To get started, identify the challenge you want to solve, a question that you want to answer. For example “How can we optimize our acquisition efforts?” or “Why do users drop off in this part of the funnel?”*

Some companies come to a User Lab with a very open question, such as “How can we increase conversion rates?” or “What are the needs of our target audience in relation to our offering?” These open questions allow the team to identify the most burning underlying friction points and opportunities for their product growth. For example, a new audience, a new revenue stream or a unique selling point. We recommend this type of open question for your first User Lab, with the learnings providing guidance for subsequent ones.

After your initial User Lab, you might continue by exploring more specific questions. For example, “Why do users choose one specific subscription plan over another?” or “What prevents users from making an in-app purchase?” These kinds of questions can help teams to increase conversion rates and improve the effectiveness of marketing and acquisition efforts.

We recommend formulating three questions and discussing them with your team to determine the most relevant one. Looking at data from analytics, heat maps, support tickets and previous research can be a good place to start.

## Examples of User Lab challenges:

### **Open discovery challenges:**

- How can we increase conversion rates?
- What are the needs of our target audience in relation to our offering?
- How can we attract THIS new audience?
- Which features or values are our users looking for?
- How can we increase retention rates?
- How can we improve acquisition efforts?

### **More specific business challenges:**

- Why do users choose one specific subscription plan over another?
- What prevents users from making an in-app purchase?
- How can we increase the average order value per user?
- How can we reduce friction in the onboarding stage?
- How can we optimize our landing page?
- Why do users drop off after adding to basket?

## B. What types of users are relevant to your study?

*Establishing user profiles and defining good screening questions sets you up for success. What kind of users do you want to study? For instance, you might define your user profile to represent the majority of your existing audience, or you might want to study a target audience you haven't managed to attract yet.*

Choosing the right users for the business challenge you want to solve is a crucial part of a successful User Lab. If a user is from the relevant demographic background and has the relevant experience and intent, they're likely to provide answers that will help you solve your challenge. Analytics data coupled with your team's experience can help you define the profiles.

To source users for your study, we recommend creating a screening questionnaire (sometimes called a 'screener'). This can help you assess whether or not a user is relevant to your study. While it's good practice to make your screener as short as possible, forgetting to address crucial elements may mean you end up recruiting users who aren't relevant to your brand. Here's where to begin.

### *New or existing users?*

If the challenge you're focusing on is "How do we increase our retention rate on day seven?" you'll need to identify users who have already experienced your product or service. If you're aiming to discover how a unique selling point could help you acquire new customers, you'll want to look for users who haven't heard of your brand before.

### *Users' demographics*

Analytics data can be a good starting point to identify demographic groups you may wish to study. For instance, looking at your data might reveal a distinct target group that doesn't convert well and may have significant potential.

The demographic data may cover *users' location, gender, language, age, socioeconomic status and family status*. Socioeconomic status can be important when dealing with expensive products or services, such as luxury goods or investment banking. Family status can be important in cases in which the product or service relates to kids, household solutions or romantic relationships.

Asking users about their demographic data can sometimes be sensitive, so it's important to frame the questions in an inclusive and considerate way. *We recommend only asking about elements that are required for your study and respecting people's privacy as much as possible.*

### Examples of **demographic** screener questions:

- Which country are you from?
- Which country do you currently live in?
- To which gender identity do you most identify? Woman / Man / Transgender / Non-binary / Prefer not to answer / Other
- How old are you? 18-24 / 25-34 / 35-44 / 45-54 / 55-64 / 65+
- What is your yearly household income? Up to 19k / 20k / 40k / 60k / 80k / 100k / 120k / 150k / 150k+
- Are you currently employed? Yes / No
- What is your parental status? I have kids living with me / I don't have kids living with me
- What is your relationship status? Single / In a relationship / Married / Other

### *Users' intent*

Users' intent is the driving force that leads them to search for or react online to something they feel would be relevant to them. An intent is what a user is aiming to accomplish, and when that intent is satisfied by your brand, it usually leads to conversion.

For a retail consumer, the intent might be to buy for themselves. Another intent might be to buy a gift for a loved one. These different intents may correspond to different demographics, but not always. Examining each intent separately can help understand how to provide an experience that addresses both of these two distinct intents. Or it could lead you to customize two funnels, each tailored to specific needs.

One thing is certain: if you recruit users whose intent aligns with the one you're looking to address, you're set up for a successful study. So how can you make sure that you recruit users with the right intent? User research can't always capture the spontaneous intent of a user, so it's important to include screening questions that indicate whether users' interests or inclinations match the intent you're interested in. For example, are they "currently looking to buy a gift for their loved one," do they "regularly use a competing product or service" or do they "have a life event coming up such as marriage, giving birth or buying a house"? These may indicate that they're in the market for what you offer.

#### Examples of **intent capturing** screener questions:

- Are you currently actively looking for \_\_\_\_\_ (a type of product / service / vacation / job)?
- Is your \_\_\_\_\_ (service plan / subscription / policy) about to end during the next month?
- Will you or a loved one have a \_\_\_\_\_ (type of event: birthday / wedding / anniversary) during the next month?



### *Tech savviness*

Tech savviness or experience in using similar digital products can sometimes be crucial to defining your users' profile. For example, if a user has never shopped online, they're likely to react to a retail website differently than someone who's used to shopping online regularly. It's therefore recommended that you insert a question in the screener that relates to your users' previous experience with the type of tech solution you're offering.

#### Examples of **tech savviness** screener questions:

- How often do you shop online? I never shop online / rarely / once every few months / once a month / a few times a month / a few times a week
- How often do you download apps? I never download apps / rarely / once every few months / once a month / a few times a month / a few times a week
- Are you subscribed to at least two online paid services?  
Yes / no
- How often do you post on social media? I never post on social media / rarely / once every few months / once a month / a few times a month / a few times a week / daily

### Unique requirements

Depending on the type of product, in most cases there are unique requirements that would make the profiles of your users more relevant. For example, an airline would be interested in users who fly regularly, a trading company would be interested in people who already trade stocks, a gaming company may be interested in people who regularly play hyper-casual games. In some cases, users who don't have a specific document (such as a passport, a driver's license or a social security number) won't be able to even complete sign-up.

While we sometimes take these considerations for granted, they're crucial when constructing the profiles. Ask yourself what type of experience, product, service or document is a must for users to use or seek our product?

### Examples of **unique requirements** screener questions:

- Do you regularly use \_\_\_\_\_ (a type of product / service)?
- In the past six months, did you \_\_\_\_\_ (get married / buy a house / have a baby / buy a car / trade stocks)?
- Do you work in \_\_\_\_\_ (a type of company)?
- Are you a \_\_\_\_\_ (type of role at a company)?
- Do you have a \_\_\_\_\_ (social security number / driving license / bank account)?
- Do you have a \_\_\_\_\_ (pet / house / car)?

While this handbook does not purport to provide such legal advice, we do however remind you to have users' explicit consent to participate in your study and ask them to sign an NDA if needed. You may wish to obtain legal advice regarding this stage (and others mentioned along this book). Depending on your legal advisors, in some cases a consent section can be inserted within the screener questionnaire.

## An example of a user profile for an online clothing shop

### **Relevant users for the company's study:**

- All genders
- Currently living in the US
- Fluent in English
- Ages 18-44
- Any socioeconomic status
- Has shopped for clothes online in the past three months
- Is currently looking to buy clothes for an upcoming event

### **Screener questions for recruiting relevant users:**

- Which country do you currently live in? (*valid answer: US*)
- How fluent are you in English? Not very fluent, fluent, very fluent (*valid answers: fluent or very fluent*)
- How old are you? 18-24 / 25-34 / 35-44 / 45-54 / 55-64 / 65+ (*valid answers: 18-44*)
- When was the last time you shopped for clothes online?  
Never, more than a year ago, more than six months ago, more than three months ago, less than three months ago.  
(*valid answer: less than three months ago*)
- Is there an upcoming event you're currently looking to buy clothes for? Yes / No (*valid answer: yes*)

## C. Which study format suits your needs?

*You can choose to either interview users or send them a list of tasks together with questions. Both are great ways to record users' perceptions. Which is better for you? This section will help you decide.*

There are many types of user research. The User Labs methodology utilizes two techniques: conducting interviews with users (moderated) or sending tasks to users who then complete questions in their own time (unmoderated). In both cases, users film themselves and share their screens so their actions while using the product or service are captured. In this way, we can learn about what they're seeing and observe their natural reactions as they provide feedback.

Each format has advantages and disadvantages. This table offers a basic comparison to help you decide which to use for your User Lab.

## Moderated vs. Unmoderated User Research

	<b>Moderated</b> (You interview)	<b>Unmoderated</b> (You send tasks)
<i>Skills needed</i>	User research interviewing skills.	You'll need to create a questionnaire, which can be done using a template. This is a good option if you're new to user research or don't want to spend time learning how to moderate interviews.
<i>Time constraints</i>	You will need to schedule specific times with users.	Users can participate in their own time and send the recording to you, so you don't have to commit your time to an interview.
<i>Common session length</i>	30–60 min	10–25 min
<i>Flexibility</i>	High. You can ask clarifying questions following users' responses.	Low. You set up predetermined tasks, so good questions are crucial.
<i>Value</i>	Usually higher than unmoderated as you can navigate the conversation to obtain more value.	Usually lower than moderated, but you can increase value by formulating good questions and follow-up questions. Also, the user may feel less closely observed and therefore more likely to act naturally.
<i>Video quality</i>	You can maintain video quality by working with the user to improve lighting, network connectivity and so on.	The quality of the videos varies greatly and there's no way to control it. It's helpful to write tech recommendations at the start of the tasks. (For example, avoid having a backlight, make sure that the connection speed is good, use earphones and so on.)

## D. What questions do you need to ask?

*After conducting hundreds of moderated and unmoderated studies, we have developed tried-and-tested templates that you can use or adapt.*

The User Labs methodology is more about understanding the context, motivations and needs of users than interface usability. We believe that success lies in unlocking users' needs and intents, and how the company provides direct value for these. We aim to see beyond how easy and understandable the product or service is for users (although this is no doubt important in later stages of your work). First and foremost, we want to establish whether they need your product or service – and if not, why not? What's preventing them? If we manage to pinpoint and understand these friction points, it becomes so much easier to eliminate them.

So what questions do we need to ask to discover these contextual needs and motivations, and find whether your product or service meets them? Asking up front what you want to uncover usually provides very little information or value, as it's often not the true core of the problem. We're looking for what users' aren't yet aware of – their tacit knowledge – so we need to use other hooks and questions.

To tap their tacit knowledge, we need to be open-minded and avoid leading users while providing just enough direction to gain relevant value. It's a fine balance.

Whether you wish to conduct moderated or unmoderated research, prepare the questions ahead of time. This framework of questions is often referred to as a script. After synthesizing best practices from the field of user research, running hundreds of User Labs and refining our questions to deliver maximum value, we'd like to share some guiding principles for formulating your questions, as well as some User Labs scripts you'll be able to use.

## User research best practices for formulating your questions

1. Ask one thing in every question. Then include a follow-up question to clarify (why, what, where, who or how).
2. Be as objective as possible and avoid assumptions in your questions. For example, asking “why do you need X?” assumes that a user needs it. It’s better to ask what the need is first and then ask why as a follow-up question. For every question you write, assess the underlying assumptions and whether they’re helping you uncover new things or blocking you from discovering them.
3. Avoid explaining anything about the product or service. Imagine that the users should get all information from what they see.
4. Avoid asking users what they want or what they wish to have, which is only speculative. Try to focus on users’ past and present actions, which are more indicative of what they’re inclined to do in the future. For example, “What do you expect to see now?” or “What features did you use in the past in similar services?”
5. Be clear and concise. Show your questions to your peers, adapt them and then share widely. It’s amazing to see how a question that may seem clear can be understood in so many other ways. This is especially critical for unmoderated studies, as you can’t clarify the question in a different way during a conversation.

When we set out to conduct our very first User Lab, we applied these best practices in writing the questions. As hundreds of companies subsequently participated in the User Labs methodology, we were able to optimize and refine our questions further. Today, User Labs scripts contain the questions and flow that we have found to be the most effective for extracting users' context, motivations, needs, perceptions and expectations.

### User Labs scripts typically follow five categories of questions:

1. Opening and getting to know the user
2. Previous experience
3. Brand and market awareness
4. A task
5. What to keep, what to change, value perception and closing

Below are questions that can be useful for each of the categories. There's no need to ask all of the questions, although we recommend asking at least a couple from every category. In Chapter 5 you'll find complete templates you can use for various types of product types, services and scenarios.

## General questions for new and existing users

### *Category 1. Opening and getting to know the user*

This part helps users understand what your study aims to accomplish and creates a comfortable environment for them to share. It also provides an initial context: name, age and what they do for a living.



## 1. Opening and getting to know the user

- Greeting. We're talking to users because we want to make our product or service better
- There are no right or wrong answers; your honest opinion is most valuable
- We'll ask questions and then ask you to share your thoughts
- Before we begin, please tell us about yourself: Where are you from? What do you do for a living? How old are you?

### *Category 2. Users' previous experience in trying to solve their need*

Previous experience is crucial in revealing what driving forces led users to complete specific actions. It's important to recognize that users may already be solving the need you are addressing in a different way. It could be an online or offline solution that they've adopted, which can be very telling. For instance, you may discover how they solved a similar need in the past, the first places they turned to address that need, how satisfied they were with that solution and what friction points they experienced.

## 2. Users' previous experience in solving their need

- When did you last buy / use / download X? Why?
- How did you do that? Why?
- Where did you do that? Why?
- What did you do exactly? Why?
- Do you feel it was valuable to you? Why?
- What was missing for you? Why?

### Category 3. Brand and market awareness

Some brands are a part of a well-known market, while others may be offering a disruption or innovative solution. In the latter cases, brands face an extra hurdle, which is to educate users about their need before explaining why the brand is the best solution for it. In any case, understanding users' awareness of the market your brand occupies, their perception of your competition and their awareness of your own brand can be very useful for your acquisition and retention efforts.

#### 3. Brand and market awareness

- Which websites have you used to buy / use / download X?
- Why did you choose these companies?
- Where else can you get this product or service?
- Have you heard of (YourBrandName)? If so, where?
- What have you heard about (YourBrandName)?
- Have you visited (YourBrandName) before? Why?
- What do you think about (YourBrandName)? Why?

## Category 4. A task

The aim of the task in the User Lab methodology is to let the user follow the journey they're interested in. When we design a flow, we sometimes perceive it as the journey the user will take. In reality though, users don't follow a linear or expected process. They can go in and out to other services, such as reviews, recommendations or how-to videos. Or they may return to the menu and choose to explore various pages. Following their non-linear paths helps reveal friction points, highlighting how your company could better serve your users' needs.

### 4.1 A task - for new users

- Please search for (YourBrandName) and express your thoughts about the ad or search result that you see out loud.
- Please go to (Link), explore the site as you wish and assess the relevance of the offering to you. As you go through the process please remember to describe out loud everything you're thinking about.
- If you haven't done \_\_\_\_\_ (e.g. added anything to the basket / chosen a subscription / played the game) please explain why?
- If you haven't done \_\_\_\_\_ (e.g. added anything to the basket / chosen a subscription / played the game) please do so now and continue describing out loud everything that you're thinking about.

## 4.2 A task - for existing users

- What brought you to use (YourBrandName) before?
- What did you expect to find there?
- How would you describe the experience you had with (YourBrandName)? Why?
- Please enter (Link) while you answer the next questions:
- What was positive in the experience you had? Why?
- What didn't you like about the experience you had? Why?
- For how long did you use it? Why?
- What brought you to do \_\_\_\_\_ (e.g. stop using feature X / use feature X / return to X)? Why?
- Have you discussed or recommended (YourBrandName) to anyone? Why?

## Possible prompts for moderated studies in case the user is quiet:

- What are your thoughts? Why?
- What are you looking for? Why?
- What did you expect here? Why?
- What do you believe will happen when you tap / click this button? Why?
- What do you imagine the rest of the process to be? Why?

### *Category 5. What to keep, what to change and value perception*

Final perceptions are very telling. What does a user take from the experience they just had? What do they feel was successful or challenging, and how would they describe the value your product or service provides?

## 5. What to keep, what to change and value perception

### **For new users:**

- How would you describe your overall experience on the site / app? Why?
- What do you think was good about it? Why?
- What do you think should be changed in it? Why?
- Was the site or app's offering relevant to you? Why?
- Any other thoughts?

### **For all users:**

- How would you describe (YourBrandName) to a friend or colleague?
- What, if anything, is unique about (YourBrandName)?
- Thank you very much for taking the time and sharing these great insights with us. You're helping us a lot. Have a wonderful day!

## Task suggestions for specific circumstances

### *Initial idea research*

If you have an idea, you don't necessarily have to build it in order to learn about its relevance to your target audience's needs. You can give users a task to visit a competitor's site and hear their thoughts, or share a text or display ad and ask what they think about it and expect to see.

### *Using a prototype*

You can use a prototype's URL in the task to see where users intend to click and ask what they expect to happen. It's possible to let users experience two different prototypes or mockups and ask for opinions on each.

### *Checkout testing*

If it's important to you to examine the checkout process, avoid asking users to insert their own credit card details, since you'll be seeing what they're doing on the screen. Some companies provide false credit card details, test credit card details or a 100% discount code. But unless you're specifically trying to learn about the usability of your checkout, try to avoid asking users to complete financial transactions altogether.

To learn about the experience itself, target users who recently made a purchase and ask them to describe their experience. You can also ask users to look at the checkout page and express their initial impression. What were they expecting to see? Do they have any concerns at this stage? In cases where users have to pass through the checkout to experience the service, provide them with active user accounts that you've already created.



# The case of the repair service booking platform

## **The company**

An online platform for booking home repair services

## **The business challenge**

Increase online bookings

## **Users' profile**

Homeowners ages 21 to 55 who are looking for home repair services.

## **Observations that emerged in the User Lab**

- While the company had been working hard on expanding the type of services offered on the site, the User Lab demonstrated that variety was less important to users than other needs that were currently not being served.
- Users said they weren't sure what the company offered. Would the site provide a directory of independent professionals or a list of services supplied by the company itself? The headline on the landing page didn't provide an answer.
- Most of the company's users were using mobile phones and the call-to-action button was located below the fold, so it failed to clarify what the site enabled them to do.
- Users said it wasn't clear whether services were available in their location, which kept them from progressing further in the funnel.



- The pricing of services was provided to users after they answered all relevant questions. However, users seemed to regard the company as an eCommerce site, expecting the price to be transparent throughout the steps and modified according to their selection.

### **The company's action plan**

- Update the messaging on the landing page and in campaigns to address the main needs and concerns of users.
- Create dynamic ad headlines to include the user's geographic region and reinforce the relevance of available services.
- Introduce a field on the landing page so users can insert their zip code and confirm that services are available at their address.
- Adapt the microcopy of the main title and call-to-action button to reflect the nature of the company's offer and move it above the fold.
- Introduce cost transparency and discounts throughout the funnel rather than solely at the checkout.

### **The impact**

Thanks to these measures, the conversion rate increased by more than 40% and revenue increased by over 20%. Bolstered by the successful outcomes of their first User Lab day, the company initiated a second User Lab to investigate how they might reduce booking cancellations.

# CHAPTER 2

## Step 2: Conduct sessions with users

### A. Recruit relevant users

*You only need five users for a User Lab, so it's important to get the right ones. This section explores services, tools and incentives that you can use to recruit them.*

A User Lab needs just five users. It's amazing but it works! Jakob Nielsen's famous research about the amount of users needed for testing, demonstrated that five people can reveal over 80% of the main perceptions for any given task. This means that the return on investment is better when you run many User Labs with five users (exploring a different task each time) than if you conduct fewer User Labs with more users.

Since you never know who your users will be and how the session will go, we recommend recruiting at least seven users for moderated studies and eight for an unmoderated study. You'll be able to choose the five best representative sessions to share on the day of your User Lab, and you can always share the rest following the lab. It's good to have a few user videos to choose from in case of tech challenges, sound issues or a user's mismatch with your target audience.

There are several ways to recruit users. If your challenge relates to upper-funnel acquisition – conversions in the early parts of the flow – it's usually best to recruit users using external platforms. If you're interested in the later stages of your users' journey, it may be better to recruit from your existing customer base. By avoiding the cost of external recruitment, you can use your resources to provide users with incentives for their participation.

### *What you should know about user research incentives*

For moderated and unmoderated studies, it's common practice to give users an incentive for their participation. The value can vary depending on the country and type of participation. Moderated studies (live interviews) usually take longer and demand more from the users, so these often require larger incentives than unmoderated studies.

In the US for example, a typical incentive for a one-hour moderated study runs between \$30 and \$200, depending on the type of users and how specialized they are. In comparison, an unmoderated study's incentive can start from around \$10. If you're looking for highly specialized people or those with high income, the incentive should be higher to ensure your study is worth their time.

The most common types of incentives are vouchers and payment via third party tools. We recommend avoiding discounts or vouchers for your own brand, since this may create bias in the recruitment process. People who aren't interested in your brand are more likely to pass up the opportunity to join your study if the incentive is for your brand – yet people who aren't interested in the brand are usually the ones that can teach you the most about friction points and frustrations. If you use a recruitment company or platform, they'll typically take care of incentives for you.

## Popular external user recruitment solutions

- *Recruitment companies.* If your company's users are a niche market, reaching your target audience is difficult. A recruitment company provides the most relevant users, but costs more than other solutions. You can contact recruitment companies and share your screener with them to get a quote. They'll recruit based on your screener and talk to users to make sure that they fit the criteria. Typically after a couple of weeks, you'll receive users' answers to the screening questions along with contact details. You can also task the recruitment company with giving users a link to your unmoderated study, or setting up a time for a moderated study with you. For best results, find recruitment companies that specialize in your field and have a large panel of users.
- *User research platforms.* If you want to recruit users and conduct moderated or unmoderated studies all in the same place, choose a user research platform. Usually subscription based, these are most cost-effective when you hold multiple user studies a year. User research and user testing platforms typically offer a large panel of users to choose from across several countries, as well as tools that allow you to manage and conduct your studies within the platform. It usually takes very little time to recruit and hold unmoderated studies using these platforms, sometimes just a few hours. Many offer a free trial so you can experience them before you subscribe.
- *Social networks.* If you want to save on recruitment costs while testing the water and have a wide social network and reach, this is a good option. Start by publishing a post inviting people to join your study. It should contain a link to the screening form and the incentive you're offering. The screening form can be created using any form or survey tool. Don't forget to collect participants' contact details so you can contact them via email and phone. You'll be able to view answers, contact users who you

think would be most suitable and send them a link to your study. There may be “no-shows” when you use this approach, so be sure to send reminders, set up a list of backup users and have enough time to recruit more users if needed.

## Popular internal user recruitment solutions

- *Recruit via email.* When you’re targeting users who have dropped off or when you don’t want to integrate another component or prompt into your product, you can use data to identify users who fit the profile you’re looking for. Send an email with a simple request and describe the incentive they’ll receive if chosen to participate and direct them to a screening form. It’s important to include a consent section in the form, which indicates that users agree to take part in the research. Indicate that if they’re chosen, you’ll either contact them to schedule an interview or send a link so they can complete the study online.
- *Recruit via product prompts.* This is a useful approach when you want to conduct multiple studies and need users’ participation often, or in cases where you want to capture users’ specific interactions and opinions at a specific part of the funnel. While it requires some development and doesn’t fit all cases, it’s a very efficient way to gain users’ feedback.

Trigger the prompt at the point you’re most interested to learn more about. For example, when they wish to exit, when they cancel a subscription or when they use a new feature. The prompt should be short and ask if they’re willing to participate in your study in exchange for an incentive. Add a “learn more” button to direct them to your form. The form should include some information at the top about the study’s aim (“We’d like to learn more about your experience” for instance) and what they’ll receive if they’re chosen. The rest of the process is similar to the recruitment via email or social networks. Once you’ve gathered

some volunteers, choose the users you want to contact, then schedule a time for an interview or send a link to an unmoderated study. Please bear in mind that in certain circumstances, reaching out to users may require some legal attention.

## B. Conduct and record the user sessions

*Use the tools you know or explore our suggested options.*

Record each user in an individual session, and make sure you can see users' faces and screens. To ensure good sound and video quality, before the session advise users to sit in a quiet room, limit backlight and use earphones.

For unmoderated studies (where you send tasks and questions to users), the easiest approach is a user research or user testing platform. If you prefer to do it on your own, compile tasks and questions in a form with one question per screen. Send the form to participants, along with instructions on how to operate the technology they'll be using. Ask them to record themselves and their screen using a video conferencing tool. You might ask them to send you an introductory video so you can catch any glitches before they begin the tasks and questions.

In moderated sessions (interviews), make sure that you're on time. You can use any video call platform you're already familiar with, then ask users to share their screen with you. Always do a test run with a colleague beforehand to make sure that everything is working and that you know how to record the sessions.

It may be difficult to get users to focus, so don't be afraid to cut them off gently when they go off on a tangent. For instance, you might say, "Thank you for your great input. We don't have much time left and I would be interested in learning more from you about (the next question) as well. Would that be OK with you?"

If a user asks you a question, try to avoid the temptation of answering back. You're examining your product's ability to answer their needs, and if they can't find the answer they're looking for then this tells you where there's room to improve the product. You can embody the type of person who (often much to our dislike) always answers back with an open question – in research settings it works surprisingly well!

For example:

User: "Is it possible to do X?"

You: "What do you think? Is it possible?" Or, "Where would you go to find an answer to that?"

Avoid talking about yourself or the product – keep the focus on the user. The natural inclination of some users is to avoid causing offense, which comes at the expense of their honesty, so it's important to reduce any feeling that they need to make you happy. If you talk about the product as your own, it may make it more difficult for them to tell you what they dislike – which is exactly what you want to learn so you can fix it. Be inviting and friendly without sharing your opinion. This may be the most difficult part to master, especially for people who are very friendly and empathetic.

As long as you're curious about what users have to say and open to accept what they can bring to the table, you'll be on the right path. Practice as much as you can and try to listen back to how you moderated the session to make sure that you keep improving and finding your style. Moderating is a brave and exciting process. Enjoy it!

## C. Edit each user session into a 10- to 15-minute video

*The more focused your videos, the easier it is for everyone to be engaged during the User Lab. In this section we share tips about how to edit your videos down while still staying true to what users shared.*

If you don't have professional editing skills, you can insert each video into a presentation deck and choose the start and end time for every segment you wish to show. If you've edited parts out, it's best to communicate to the team what happened before each segment to provide them with some context.

- *Authenticity is key.* Don't edit out important comments that users make. Just remove duplications or irrelevant content. You want to shorten the content to maintain focus, not manipulate it.
- *Stay true to the chronological order.* Avoid moving earlier parts of the video to appear later and vice versa.
- *Show the journey.* Context is important. As much as possible, include the steps that the user went through, even if they're not the main event you're examining. If you can't show the whole journey or user task, create short snippets or add 6-second text slides summarizing the question or the user's path to that point.
- *Show the friction points.* Friction points usually show up when users don't progress in the journey toward conversions. Friction points can be times when users pause to ponder, go back, go to the menu to find a different section or go out of the product altogether (for instance to find answers on a different site or conduct a comparison). Edit the friction points as little as possible. For example, if the user is waiting, it's important to see for how long, and if they're going back and forth, it's important



to see their struggles.

- *Let them explain.* Users' explanations as to why they behaved the way they did are priceless. As much as possible, include these in the final cut of the video.
- *Cater to all departments to understand the whole experience.* Questions about the context and previous experience are usually of prime importance for marketing and acquisition, while the journey within the product often matters more to product, design and R&D teams. With that said, the reason we include all these aspects in a User Lab is because all teams have much to learn by witnessing the entire context of the user experience. Don't give that up – much of the User Labs magic lies in giving departments visibility into areas they're rarely exposed to.
- *Respect and privacy.* It's incredibly generous of users to share their experiences with us. It's important that we always make sure that we respect them and avoid including any elements in the video that may harm them or their right to privacy. If any private information is shared, we recommend that you edit or blur it out (you may choose to seek legal advice for this stage).

# The case of the skill learning app

## **The company**

An educational app helping users acquire a new skill

## **The business challenge**

Increase subscription sales and average value per user

## **Users' profile**

All genders ages 18 to 55 who are actively looking to acquire a new skill and currently have paid subscriptions for at least two online services or apps.

## **Observations that emerged in the User Lab**

- The app's step-by-step gamified approach allowed users to complete each chapter to unlock the next one. While users viewed this positively in the first couple of chapters, they had questions as the process continued: what would each step comprise and what would be the outcome at the end of the course?
- Users had different proficiency levels entering the course, so some regarded the first chapters as too easy or boring and wanted to skip to later chapters.
- In the Play Store before downloading the app, the app's teaching methodology and unique real-time-feedback experience wasn't apparent to users.

## **The company's action plan**

- Include an intro video showing users what to expect from the course, demonstrating the tech and value they will receive from it.
- Introduce a final video before the paywall showing a snapshot of the next chapters to incentivize users to subscribe.
- Create onboarding questions that include an assessment of the user's existing proficiency in order to personalize the course for their capabilities.
- Provide a skip option to allow users to progress through to the content they're most interested in.
- Revise the text and images in the Play Store to include a clear visualization of the technology and feedback process to highlight the value proposition.

## **The impact**

After implementing the test plan, the company saw a 34% improvement in average revenue per user. They decided to use their next User Lab to investigate another of their educational apps and users from an untapped audience they hoped to acquire.

# CHAPTER 3

## Step 3: Facilitate your User Lab

*While the User Lab is a team effort, someone needs to facilitate the discussion, keep everyone aligned and make sure you achieve the aims of the day. This section covers the lab's structure and activities, and includes a deck template you can use to run it. The result of the day will be a complete deck that includes observations you gathered, the main friction points and opportunities the team identified and possible solutions to test.*

### The User Lab day

Although the timing is flexible, the structure of a User Lab day always remains the same. The User Lab is composed of four main elements.

1. *An intro and overview.*  
The team aligns around the agenda and challenge and reviews the user profiles.
2. *Viewing the user videos.*  
The team watches video footage from the study depicting users' experiences and perceptions of the brand and of the product or service.
3. *Processing sessions.*  
In structured discussions, the team raises the most important insights that come up following each user video.
4. *An action plan.*  
The team identifies the main friction points and possible solutions to test in order to solve them.

## A Recommended User Lab Day Agenda:

10:00 – 10:15

**Intro & Overview**

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10:15 – 10:25

**User Research Video: User 1**

10:25 – 10:40

**Processing Session: User 1**

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10:40 – 10:55

**User Research Video: User 2**

10:55 – 11:10

**Processing Session: User 2**

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11:10 – 11:20

**User Research Video: User 3**

11:20 – 11:35

**Processing Session: User 3**

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11:35 – 11:45

**Break**

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11:45 – 11:55

**User Research Video: User 4**

11:55 – 12:10

**Processing Session: User 4**

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12:10 – 12:20

**User Research Video: User 5**

12:20 – 12:35

**Processing Session: User 5**

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12:35 – 13:30

**Action Plan**

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### *Who should participate in the User Lab?*

In order to maximize the business impact of a User Lab, decision makers from at least the business, marketing, product and tech teams should be present. Be sure to include the people who are in charge of execution from each team, but limit participation to 15 to 20 people so that the discussions will be fruitful.

It's always preferable if the CEO can join. In our experience, companies that didn't have the CEO present initially ended up running another User Lab with the CEO later. That's because many of the insights and solutions that User Labs produce tend to be highly strategic with company-wide impact.

The team is the most valuable asset a company has. A spirit of experimentation and exploration allows participants to generate the best solutions without worry of criticism. User Labs create the greatest impact when participants bring their experience, open minds and varied perspectives to the table.

### *Who should facilitate the User Lab?*

The facilitator should be someone who's good at leading discussions and assertive enough to keep them moving forward. The facilitator can come from any department, and could even be an external advisor.

Each facilitator should have a co-facilitator to keep time and document the discussions. For remote sessions, this person should be a fast typist. In face-to-face settings, they'll need clear handwriting for whiteboarding. The co-facilitator should also be skilled in turning people's opinions into bottom-line references.

### *What are the takeaways from a User Lab day?*

Companies who hold User Labs tend to come out with a list of around 30 solutions to test. Some of these proposed experiments are tactical with potential for high return on investment, while others are more strategic. (These can take time to define and deploy, but their impact is often much wider.) The experiments usually relate to improvements in the marketing, acquisition efforts or product fronts. Some strategic solutions also include operations.

*In any event, the User Lab methodology helps you paint a picture of the opportunities you may have missed before. But more importantly, it gives you a structure to turn these opportunities into an action plan – in one day.*

## A. (1/4) Intro and overview

The aim of the intro and overview is to help everyone on the team get on the same page. The User Lab isn't about seeing what's wrong and blaming the people responsible, it's about identifying growth opportunities. Even still, some people may have worries. By explaining the agenda and what will happen at every stage of the process, the team can be ready to really listen to users and work together to devise a growth action plan.

## 1. Presenting the intro and overview

- Welcome everyone and do a round of introductions if needed.
- Present the challenge you're setting out to solve.
- Explain that you'll be seeing five users' experiences today.
- Share the profiles of the users you recruited for this User Lab (for example, demographics, previous experience and so on).
- Remind participants that user research is never 100% real, right and reflective of all target groups. It is, however, always valuable. What you're looking for today are new points of view, not statistical proof. It's about identifying what tests to do to help get to the right solutions. You'll be able to subsequently examine everything with analytics data to gain statistical clarity.
- Share the agenda; explain that you'll be discussing insights after each video in a processing session and that you'll be defining the action plan in the last part.
- Tell the team that while you watch the videos, everyone has an important job: to capture insights. If this is done in a face-to-face meeting, you can provide folders for all the participants so they'll be able to write down their impressions. If this is done remotely, we recommend asking everyone to type important quotes or observations in the chat box in the video conferencing tool you'll be using.
- Explain that you'll be showing edited portions of the user recordings, but participants can examine full recordings after if they wish.
- Ask if anyone has questions.
- Start the first video. If you're collaborating remotely, enter some text in the chat to get people started writing there.



## B. (2/4) Viewing the user videos

Each moment in a user video can be highly valuable for at least one part of the team. It's important to prepare everyone to be very quiet while watching the videos. They'll be able to discuss everything afterwards, and can use their notes or the chat function to capture quotes and observations during the video. Remember to respect the user and their privacy. Don't share any photos and videos from the User Lab containing user videos without users' permission. Talk about them respectfully when discussing the video. They have been generous in sharing with and helping your team, and it's important to acknowledge and be mindful of that, even if their reactions aren't what you were hoping to hear.

## C. (3/4) Processing sessions

After watching each video, it's time to turn the information into actionable insights. There are many ways to do this. We see that when people from different departments watch the same thing together, they produce these quickly and efficiently. We provide about 15 minutes for each processing session. This allows the team to surface the most surprising and meaningful topics that have the greatest potential for company-wide impact. Small usability issues or bugs should be noted only briefly to maintain the focus on newly discovered insights and major opportunities.

In order to run a successful processing session, we recommend that the facilitator present this template on a whiteboard or deck while the co-facilitator fills it out.

Processing session template		
Main Challenges	Strong Points	Possible Tests / Experiments

When you start a processing session, explain that in this short time the team's aim is to collect as many observations as possible, be it quotes, surprising findings or anything that they found interesting.

The co-facilitator should write every thought down, whether or not it was agreed upon and regardless of his or her own opinion. Each observation can be written under one of the relevant columns – is it a challenge, a strong point that the user remarked on or is someone proposing a possible solution to test? Clarifying questions are welcome and usually raise an interesting discussion. With that being said, the rhythm of the discussion should be maintained and it's important to keep moving through the topics. We're not defining an exact solution at this time; if someone suggests an idea for a solution, write down the direction a team or individual could take following the User Lab to define it properly. This allows you to cover more topics during this session.

## Possible discussion prompts for the processing session

- “What’s important to remember and note from this user?”
- “Did anything surprise you in this user’s experience?”
- “What did you find interesting?”
- “Do you think this user experienced any friction points?”
- “Does this user think about the product / service what we would have liked him or her to think?”
- “What challenges did the user experience?”
- “What did the user find interesting / relevant / useful?”
- “When was the user’s ‘aha’ moment? When did they understand the value we are providing and the relevance to them?”

As in any ideation session, it’s important to thank everyone for their contributions. All contributions should be included and there’s no need to share your opinion about what is said. (It’s actually preferable that the facilitator remain focused on facilitation rather than contributions.) The facilitator’s main role is to challenge everyone to share more and to expand on their thoughts if need be, and make sure that there are multiple observations that come up from each processing session. Usually, there are about 20 that come up in the first user video, with the number gradually reducing in subsequent videos as themes often repeat themselves.

## D. (4/4) An action plan

After finishing all the user videos and processing sessions, the team can identify repeating themes and interesting notions to address. The aim of formulating an action plan is to take all the divergent discussion, converge it into the main business challenge of the day and propose possible tests to solve it.

We're used to thinking that when an issue comes up frequently it's more important than others, but in a qualitative study of only five users, that's not always the case. Any issue or opportunity that seems relevant to the team can be a good avenue to explore, even if it was only raised one time by one user.

The team is in the best position to decide what's most important. Because the User Lab discussion involves people from different departments who are usually well versed in the relevant data points, they can collaboratively identify changes to test that they think will drive business improvements. The tests defined during the User Lab day will then help teams assess whether a need raised by a user in the study is relevant to a large proportion of users.

### *Initiating the action plan discussion*

Invite participants to take a couple of minutes to think of the three most crucial challenges they think should be addressed. Ask them to share these. The first team member can share and explain all three. After that, ask if anyone else has further challenges to share. Continue until all new challenges have been raised.

While everyone is sharing, the facilitator and co-facilitator should group the challenges into main themes. Usually by the end of this part, there are up to 10 main challenges. It's important to include everything that is said. There's no need for a consensus. Remember that after a User Lab, work groups will typically be assigned to tackle each challenge or test. If a challenge isn't considered important by

enough people at that point, it won't be actioned – and that's OK. It just means that it's not crucial at the moment.

It's also possible to ask the team to vote on the most pressing challenges, with each participant having three votes. Read each challenge out loud and ask people to either raise their hands or type a specific letter in the chat for each challenge that was collected. This can help the facilitators formulate the rest of the discussion around the most important challenges to address.

### *Generating potential solutions to test*

The next part of the action plan is to discuss what can be done to solve each burning challenge and how it can be tested. Deconstructing a large challenge into its sub-challenges can help you define it in a better way. By doing so, it becomes easier to devise solutions. As you solve each sub-challenge, you contribute to solving the main challenge.

Take the burning challenges and ask the team to think together about what possible tests they can conduct to solve each one. In some cases, such as when you identify bugs, there's no doubt about what needs to be done and therefore no need to test. Many other cases, however, can benefit greatly from testing. Testing allows your team to make small steps towards a solution and to learn and refine the solution during each of those steps. For example, conducting A/B testing can generate a higher certainty about a direction you can take. Understanding why a certain direction is better helps you get closer to understanding what could drive users forward in your funnel.

By going through the list of challenges you can also ask the team, "What do you think the best solution for this could be?" or "Is there a small test we can do to understand if this is the right direction?" You can also try to engage various departments about what they can do from their end. For example, "Is there a way to address this challenge by adding something to our marketing efforts?" or "Is there a way to solve this challenge by changing something on the landing page?"

## Examples of common tactical tests

- Changing microcopy in an ad, call-to-action button or landing page
- Adding a short explanation about why you ask for unique or uncommon info in a form
- Adding a progress bar in a form
- Sending users to a different landing page according to their search query
- Increasing the number of calls to action on a page
- Offering a guest checkout
- Changing the order of the flow, for example moving registration to a later stage
- Offering a free trial

During the facilitation of this discussion, it's important to keep in mind that these are initial thoughts and ideas, and they will need further investigation. As each one is raised, write it on the deck or whiteboard and assign ownership for further investigation. Try to avoid the urge to define the solution in depth, as it's more important to cover several possible directions in the User Lab than it is to come up with fewer solutions that are more defined.

For every suggestion for a long-term solution, we usually challenge the team to think of a quick and easy test that could indicate whether it could be a good direction. For example, if the solution is developing a feature, a test could be to add an opt-in box for users if they wish to be the first to use the feature. In this way, you get some sense of how many of your users are actually interested in it – potentially saving development time for a feature that may not be

of use. Finally, ask the team which five solutions they wish to start working on. For each solution, ask for a volunteer to be the project owner.

### *Explaining the next steps*

Let everyone know that you'll send them the deck with the videos, observations and action plan, as well as the unedited user videos. Set up two follow-up meetings – the first one within days (so that all project owners will be able to discuss their next steps) and the second in about one month (to present the progress of the tests and determine next steps). Ask everyone for quick feedback on the User Lab and thank them for their time and effort.

Congratulations! If you've managed to go through all the steps, you're officially a User Lab Lead and you have the knowledge to run more. You can now continue to the next exploration. Will it build on what you learned at your first User Lab? Will it be a whole new challenge your team would like to solve? What we can assure you is that once you've held your first User Lab, the next ones become even easier and more rewarding!

# The case of the online pharmacy app

## **The company**

An online shop offering pharmaceutical, care and beauty products

## **The business challenge**

Increase sales on mobile devices

## **Users' profile**

All genders ages 25 to 50 who have at least one child under the age of three and have conducted online grocery shopping within the past six months.

## **Observations that emerged in the User Lab**

- Although users were highly familiar with the brand, they were used to buying in their brick-and-mortar stores and weren't aware of their online presence.
- Some terminology in the banners confused users. For example, what are "express" products?
- Each category contained a large amount of products, and users had trouble finding filters.
- Pages took too long to load, so users refrained from navigating to product pages they weren't sure about in order to avoid extra waiting time.
- While searching for a product, some results opened up. Users perceived these to be the only options available for the search term they inserted, rather than a partial selection of promoted items.



- From pop-up product detail pages, users kept pressing the back button to return to their search results or category page instead of pressing the X at the top to close the pop-up. However, this sent users back to the homepage.

### **The company's action plan**

- Increase awareness of online presence in all of the brand's marketing channels.
- Adapt terminology and microcopy to make the process and options clearer.
- Increase size and color contrast of filters to make them more prominent.
- Optimize the site for a faster loading (especially for users in transit).
- In the initial search results, include a "View All Results" link at the top to remain visible to users regardless of their mobile screen size.
- In pop-ups, define the back-button functionality to close the pop-up instead of moving back to the previous page.

### **The impact**

Implementing the test plan produced a 33% conversion rate uplift on mobile devices. The company planned another User Lab to examine ways to increase average order value on mobile devices.

## CHAPTER 4

### How adventurous are you?

*Advanced User Lab adaptations for increased user insights.*

We've adapted User Labs to an array of business challenges that companies face, including two very common ones – brand positioning and retention. In this chapter we'll explore how the User Labs methodology can be adapted to tackle these.

#### The Brand Positioning User Lab

Many companies wonder how consumers perceive their brand and product or service in relation to competitors. There's a lot to learn about users' needs and perceptions of your offering compared to other companies in your space.

This User Lab adaptation retains the same structure and agenda as a standard User Lab, but the questions you ask and the task you set for users take a slightly different angle. This adaptation usually works better as a moderated study (where you conduct interviews with users) than as an unmoderated study.

In order for your users to visit not only your product but also those of your competitors, we recommend setting a task of searching for a particular popular keyword that will contain both your brand and similar ones on the first search results page. If this scenario isn't assured, you can create a mockup with search results leading to your and your competitors' websites. Upon showing users this mockup, ask them:

- Please share your thoughts based on what you are seeing now. Which search result would you like to explore first and why?

You can also send users directly to your competitors if it's easier for you. (However, you will lose the comparison of the brand promise that's portrayed in the search results.)

Next, ask users to enter the site of their choice and express their opinion about it. It's best to allow some time to let each user explore at least three different products (including yours) during the interview. We recommend letting the user explore the main landing page and then just the start of the funnel in each one. For example, you could ask:

- Please explore this as you wish to determine if you think this website / app is appealing to you or not. Please share everything you're thinking about as you go along.

Continue asking open questions to prompt the user to elaborate about what they're thinking and why. When the user is done, or when you feel it's time to move on, invite them to go back to the search results page to choose the next link they would like to explore and repeat the question above. If the user hasn't chosen your website by now, ask them why. Invite them to enter it and answer the same question in relation to your site.

Finally, ask the user to summarize their thoughts about the different products:

- Which option did you think was most relevant or appealing to you? Why?
- What, if anything, did you think was different about (BrandName) compared to the other products you visited?
- What did you think about (point of difference)?
- What did you like about (BrandName)?
- What didn't you like about (BrandName)?
- How would you describe (BrandName) to your friend?

The insights from this type of study are often invaluable for the marketing, acquisition, growth and product teams. Since these sessions are quite long, it's possible to make each video up to 20 minutes and extend the User Lab agenda accordingly.

## The User Journey Lab

How to increase retention is a burning question many businesses face. After working hard to acquire a user, it's unfortunate when they drop off and don't return. Each company may define and measure retention in a different way. For example, gaming companies tend to examine users' engagement on day 1, day 3 and day 7. Subscription-based companies often measure the engagement in the first week, the second week and after a month. Depending on what you're looking for in your data, the User Journey Lab aims to give you some possible explanations by presenting your users' point of view along specific points in time.

This type of user research is sometimes referred to as a diary study. We have adapted it slightly for User Labs. The idea is to contact the same users a few times to assess their experiences following their first visit. Did they visit the product or service again? Why? What were their experiences like? Did they share them with anyone else? Did they use competitors' offerings during this time? Why? These are a few examples of what we ask users during the User Journey Lab in trying to understand how a first experience can drive users to continue their engagement and increase conversion as well as retention rates.

The first tasks and questions in a User Journey Lab are the same as in a regular User Lab. What differs is that you approach the same users after the relevant period and ask them to do another interview or unmoderated study.

The second and third rounds of questions and tasks are usually along these lines:

- Please introduce yourself: Your name, age and what do you do for a living?
- Have you been \_\_\_\_\_ (e.g. buying / playing / using X) in the past few days? If so, where?
- Have you visited (YourBrandName) again since the last task we questioned you about it? Why?
- If you haven't visited (YourBrandName) again, can you explain more about why you didn't do so?
- If you have visited again, could you please describe what you did and share the experience you had? What did you do and what did you think about it?
- What did you like and what did you dislike about the experience you had?
- Did you \_\_\_\_\_ (a type of conversion e.g. buy, register etc.)? Why?
- If so, how would you describe that experience?
- If you were to describe (YourBrandName) to a friend now, what would you say?

We usually avoid telling users that we'll be approaching them again to make sure that their behavior is as natural as can be under the circumstances. Working with a recruitment company in this case makes it easier, as you can ask the company to approach the users after the set time to continue or complete the study.

Because we don't ask users to commit to three sessions at the start, we recommend recruiting a larger number of users for the

User Journey Lab. We find that having 15 participants is ideal to gain exposure to a wide variety of experiences in which some users return. This provides the chance to understand why users choose not to return and why they do, and analyze these drivers and friction points. At the User Journey Lab we usually focus on up to six users' experiences, sharing them one user at a time or in a video reel according to time.

For example, the first reel (25 minutes long) shows up to five minutes of the first encounter experience of every user, one after another. Similarly, the second and third reels (each 20 minutes long) show the impressions at one week and three weeks after. This gives the team an opportunity to extract the insights coming from every point in time after each reel and to look at the full picture in the final discussion.

For example, holding the User Journey Lab with eCommerce companies can provide insight into their users' unboxing experiences and how the first view of the product compares with users' expectations when they ordered it. If you feel your company can benefit from a User Journey Lab, think carefully about the users you recruit (we recommend starting with the user profile that converts best for you) and the points in time you wish to explore.

From our experience, a User Journey Lab is one of the most strategic and useful business meetings your team can have. Some companies have referred to it as watching a reality TV show about them, uncovering what they cannot see any other way. Others said it's an opportunity to see how all the work of all the teams comes together from the point of view of the user and brings a better understanding of how it can be aligned. In all cases, it helps provide a clear picture of what's most important to improve, not only for the sake of the conversions you have now, but also for the sake of the company's sustainable future.

# CHAPTER 5

## Templates and resources

*Templates you can use for various types of products, services and scenarios.*

- *An explainer video to help explain User Labs to your colleagues*
- *Sample screening questions (explanations available in chapter 1)*
- *Sample script/task templates*
- *Processing session template*
- *A website for more info and resources*

### Explaining User Labs to your colleagues

Beyond the explanations we have in the first chapters of this book, please feel free to share this User Labs Explainer video with your colleagues:

<https://www.youtube.com/watch?v=Ez979AqO-kY>



## Examples of **demographic** screener questions:

- Which country are you from?
- Which country do you currently live in?
- To which gender identity do you most identify? Woman / Man / Transgender / Non-binary / Prefer not to answer / Other
- How old are you? 18-24 / 25-34 / 35-44 / 45-54 / 55-64 / 65+
- What is your yearly household income? Up to 19k / 20k / 40k / 60k / 80k / 100k / 120k / 150k / 150k+
- Are you currently employed? Yes / No
- What is your parental status? I have kids living with me / I don't have kids living with me
- What is your relationship status? Single / In a relationship / Married / Other

## Examples of **intent capturing** screener questions:

- Are you currently actively looking for \_\_\_\_\_ (a type of product / service / vacation / job)?
- Is your \_\_\_\_\_ (service plan / subscription / policy) about to end during the next month?
- Will you or a loved one have a \_\_\_\_\_ (type of event: birthday / wedding / anniversary) during the next month?

## Examples of **tech savviness** screener questions:

- How often do you shop online? I never shop online / rarely / once every few months / once a month / a few times a month / a few times a week
- How often do you download apps? I never download apps / rarely / once every few months / once a month / a few times a month / a few times a week
- Are you subscribed to at least two online paid services? Yes / no
- How often do you post on social media? I never post on social media / rarely / once every few months / once a month / a few times a month / a few times a week / daily

## Examples of **unique requirements** screener questions:

- Do you regularly use \_\_\_\_\_ (a type of product / service)?
- In the past six months, did you \_\_\_\_\_ (get married / buy a house / have a baby / buy a car / trade stocks)?
- Do you work in \_\_\_\_\_ (a type of company)?
- Are you a \_\_\_\_\_ (type of role at a company)?
- Do you have a \_\_\_\_\_ (social security number / driving license / bank account)?
- Do you have a \_\_\_\_\_ (pet / house / car)?

## Sample Script/Task Templates:

### Websites - general template

---

1. Please introduce yourself: Your name, age and what you do for a living?
2. How often do you use *YourWebsite'sCategory* websites?
3. Can you please describe what led you to visit a *YourWebsite'sCategory* website the last time you did so?
4. How do you usually choose which website to go to in order to get *YourWebsite'sValue*?
5. How would you describe the experiences you usually have on *YourWebsite'sProductCategory* websites?
6. Please go to *WebsiteLink* and assess its relevance to you. Please share everything that goes in your mind as you go along.
7. If you haven't explored *SpecificFeature/Screen*, please do so now. Please continue to share your thoughts out loud.
8. What did you think about the experience on *YourBrandName*? Please share at least one thing you thought was good and one thing that could be improved.
9. How would you describe *YourBrandName* to a friend?
10. What would you describe as being different about *YourBrandName* compared to similar websites you visited in the past?

## Apps - general template

---

1. Please introduce yourself: Your name, age and what you do for a living?
2. Which types of apps do you use for *YourApp'sCategory*?
3. How did you find the main *YourApp'sCategory* apps that you use?
4. Did you ever perform an in-app purchase / buy a subscription in any *YourApp'sCategory* apps? Why?
5. Please go to this link *App'sPlayStoreLink* and share your thoughts about what you expect the app to be like.
6. Please download *YourApp'sName* and share your thoughts about your experience out loud as you're exploring it. You're welcome to explore as long as you wish. Please don't forget to speak your mind at every step of the way.
7. What did you think about the experience you had on *YourApp'sName*? Please share at least one thing you thought was good and one thing that could be improved.
8. How would you describe *YourApp'sName* to a friend?
9. What would you describe as being different about *YourApp'sName* compared to similar apps you visited in the past?

## eCommerce websites

---

1. Please introduce yourself: Your name, age and what you do for a living?
2. How often do you shop for *YourWebsite'sProductCategory* online?
3. How would you describe the experiences you usually have while shopping on *YourWebsite'sProductCategory* websites?
4. How do you choose where to shop for *YourWebsite'sProductCategory*?
5. Please go to *WebsiteLink* and see if you can find something that interests you. Please share everything that goes in your mind as you go along.
6. If you haven't proceeded to checkout with anything, please do so now until you reach the payment stage. Please continue to share your thoughts out loud.
7. What did you think about the experience on *YourBrandName*? Please share at least one thing you thought was good and one thing that could be improved.
8. How would you describe *YourBrandName* to a friend?
9. What would you describe as being different about *YourBrandName* compared to similar websites you visited in the past?

## Travel websites

---

1. Please introduce yourself: Your name, age and what you do for a living?
2. How often do you travel for business or personal reasons?
3. How do you choose where to book *YourWebsite'sOffering*?
4. Please describe the process you went through until you decided where to book your last *flight/vacation/hotel*?
5. Having your next travels in mind, please go to *WebsiteLink* and see if you can find something that's relevant to you. Please share all your thoughts aloud as you go along.
6. If you haven't proceeded to checkout, please do so now until you reach the payment stage. Please continue to share your thoughts out loud.
7. What did you think about the experience on *YourBrandName*? Please share at least one thing you thought was good and one thing that could be improved.
8. How would you describe *YourBrandName* to a friend?
9. What would you describe as being different about *YourBrandName* compared to similar websites you visited in the past?

## B2C Service

---

1. Please introduce yourself: Your name, age and what you do for a living?
2. What type of *YourService'sCategory* services have you used in the past?
3. How did you choose where and who to get the services from?
4. What was positive and what was challenging in the services you received? Why?
5. What is most important to you when choosing a *YourService'sCategory* service provider? Why?
6. Are you currently in need of *YourService'sCategory* services, why?
7. Please go to WebsiteLink and assess the relevance of the offering to you. Please remember to describe out loud everything you're thinking about as you go along. You're welcome to explore for as long as you wish.
8. What did you think about the experience you had?
9. Was the site's offering relevant to you? Why?
10. Please share at least one thing you thought was good and one thing that could be improved.
11. How would you describe this service to a friend?
12. What would you describe as being different about *YourBrandName* compared to similar websites you visited in the past?

## B2B Service

---

1. Please introduce yourself: Your name, age and what you do for a living?
2. What is the size of the company you work in and what is your role there?
3. What type of *YourService'sCategory* services are you currently using?
4. How did you choose where and who to get the services from?
5. Was this choice yours or someone else's at your organization? Please explain.
6. What was positive and what was challenging in the services you received? Why?
7. What is most important to you when choosing a *YourService'sCategory* service provider? Why?
8. Are you currently in need of *YourService'sCategory* services, why?
9. Please go to *WebsiteLink* and assess the relevance of the offering to you. Please remember to describe out loud everything you're thinking about as you go along. You're welcome to explore for as long as you wish.
10. What did you think about the experience you had?
11. Was the site's offering relevant to you? Why?
12. Please share at least one thing you thought was good and one thing that could be improved.
13. How would you describe this service to your colleague/manager?
14. What would you describe as being different about *YourBrandName* compared to similar websites you visited in the past?



## Gaming apps

---

1. Please introduce yourself: Your name, age and what you do for a living?
2. Which types of online games do you usually play?
3. How often do you play online games?
4. How do you usually find new games to play?
5. Did you ever perform an in-app purchase in a game before?
6. Can you please explain what led you to conduct in-app purchases in a game before or why you didn't conduct them?
7. Please go to this link [App'sPlayStoreLink](#) and share your thoughts about what you expect the game to be like.
8. Please download [AppName](#) and share your thoughts about your experience out loud as you're playing it. You're welcome to play as long as you wish. Please don't forget to speak your mind at every step of the way.
9. What did you think about the experience you had on [AppName](#)? Please share at least one thing you thought was good and one thing that could be improved.
10. How would you describe [AppName](#) to a friend?
11. What would you describe as being different about [YourBrandName](#) compared to similar apps you visited in the past?

Processing session template		
Main Challenges	Strong Points	Possible Tests / Experiments

## A website for more info and resources

For more info and resources please feel free to visit:  
<https://goo.gle/dmtil>



# CHAPTER 6

## FAQs

### **1. Do I need a background in user research to conduct a User Lab?**

This handbook is designed to offer complete beginners everything they need to gain impactful business insights from User Labs. By following the steps and using existing templates, you can enjoy the incredible potential value of user research without becoming a user researcher yourself. With that said, this methodology is also relevant to people who have experience in user research.

### **2. What is the difference between User Labs and user research?**

User research can be conducted in many ways. User Labs are a user research methodology that utilizes specific user research techniques. User Labs define a business-oriented approach to conducting the studies and to facilitating an action-oriented discussion intended for maximum impact.

### **3. What types of digital products are suited to the User Lab methodology?**

All digital products can benefit from this methodology. Learning about your users is always valuable. From early stages of conceptualizing your product to mature stages of refining your product and expanding it to new markets and features, User Labs help companies align around the most important areas of impact for their users and business. The User Labs methodology can also be used for physical products and services with minor technical adjustments.

#### **4. How many hours does it take to prepare a User Lab day?**

The amount of time that's needed varies depending on the type of User Lab you want to conduct. An unmoderated study using an online service to recruit and record your users can take about 10 hours of your time from the moment you define your challenge and user profiles to the User Lab day itself. On the other hand, if you're choosing to moderate and recruit users on your own you should expect around 20 hours of preparation. While the first User Lab may be more demanding, subsequent labs can be much faster and easier to prepare for.

#### **5. When should I plan to hold the User Lab Day?**

The content for a User Lab is dependent on your users' availability, so we recommend allowing at least one month from the time you start recruiting users to the time you hold the User Lab day with your colleagues. After conducting the first User Lab, you'll learn what timeline is realistic for your company. To a certain extent, this will depend on your operational and resource choices, such as whether you choose to conduct a moderated or unmoderated study and whether you use an external company to recruit users and conduct your research.

#### **6. Do I need video production skills to conduct a User Lab?**

It's always good to have someone who already knows how to edit video to be in charge of the editing phase and to make sure that the most important parts of the users' experience are being captured. However if you're not skilled in editing, you could instead simply play segments of your raw footage to show only the most relevant parts of each video during the User Lab day.

**7. I don't have experience facilitating workshops.  
Will I be able to conduct a User Lab day?**

The more experience in facilitation you have the better, as the User Lab setting is about making sure that the discussions are productive and effective. However, this is a great opportunity to practice and master these skills. In general, the person who facilitates the lab doesn't need to be the same person who conducts the research.

**8. Which decision makers should ideally attend a User Lab day?**

We recommend that decision makers from at least the product, marketing and R&D departments attend. In many cases, the CEO and the whole management team join in as well, recognizing it as a unique opportunity to gain a wide, customer-centric view and engage in a practical action-oriented discussion.

**9. How often should my company run User Labs days?**

A User Lab is a wonderful opportunity to test early stage concepts as well as more mature features and products. Some companies run User Lab days on a monthly basis and as an integral part of their product development. Some companies run one every few months to prepare the roadmap for their next quarter, and some run ad hoc User Lab days when they face a strategic business challenge. After your first User Lab, you'll develop an idea of how they can serve the needs of your company and how often to run them going forward.

**10. How do we make sure that the insights we produce in User Labs go on to generate new actions that contribute to our business growth?**

Make sure that you don't run tests that aren't directly related to your business needs. Look at your data to assess whether a perceived friction point is a common scenario. If it's affecting a wide proportion of your users and you manage to resolve it, the business impact is bound to be more meaningful. Weigh up the importance of each friction point. While one may be a minor inconvenience, another may cause drop-offs or a negative perception of your product.

**11. How do I ensure that our User Lab produces the maximum impact?**

Think deeply on the user screener and script in order to make sure that the content for the day is composed of relevant users and answers that relate to your business challenge. Also, your team's ability to work together and define concrete tasks for each team member following the User Lab day is crucial to moving from understanding your users into actioning impactful solutions.

**12. Where can I learn more about User Labs?**

You are welcome to visit <https://goo.gle/dmti1> and go to the User Labs Handbook section for more info.

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***“Why do our users fail to convert?”***

**”**

***“Why do they drop off?”***

***“What can we do to attract them more effectively?”***

Many companies – especially data-driven ones – look at analytics to learn about WHAT users are doing. But analytics data can’t explain WHY users behave the way they do. When a company can’t understand the reasons behind users’ behavior, many business challenges remain difficult – if not impossible – to solve.

On the other hand, understanding users’ needs and motivations allows you to focus on what matters most in driving faster business growth. So how can you gain a clearer view of the opportunities you’ve been missing before?

User Labs is a methodology for extracting insights that analytics data can’t provide you – but that users can. This step-by-step guide gives everyone – regardless of previous research experience – the opportunity to harness powerful user research techniques to hack business growth. What’s more, it gives companies a structure that can help turn user-perceptions into an effective action plan – in just one day!

### About the authors

As product experience specialists at Google, Refael Bitton and Ayelet Lazarovitch have helped hundreds of brands to increase their business growth based on their users' needs. Together they developed the User Labs methodology to enable businesses to gain a clearer picture of users and their motivations, and to produce transformative results within their products and businesses.

