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# Effective Web Design

## Best Practice Guide

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# Effective Web Design



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**Econsultancy London**

4th Floor, 91-93 Farringdon Rd  
London EC1M 3LN  
United Kingdom

Telephone:  
+44 (0) 20 7269 1450

<http://econsultancy.com>  
[help@econsultancy.com](mailto:help@econsultancy.com)

**Econsultancy New York**

41 East 11th St., 11th Floor  
New York, NY 10003  
United States

Telephone:  
+1 212 699 3626

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# 1. About Econsultancy

Econsultancy is the leading source of independent advice and insight on digital marketing and ecommerce.

Our reports, events, online resources and training programs help a community of over 75,000 registered marketers make better decisions, build business cases, find the best suppliers, look smart in meetings and accelerate their careers.

Econsultancy is an [award-winning online publisher of reports](#) covering best practice, user experience benchmarking, market data and supplier selection aimed at internet professionals that want practical advice on all aspects of e-business.

Econsultancy also operates a highly popular [training](#) division, used by some of the world's most prominent brands for staff education, both in-house and via public courses. We provide training across all areas of digital marketing and at all levels from one day courses to diplomas to Masters in Digital Marketing.

In addition, we host more than 100 events a year, such as The Online Marketing Masterclass, regular Supplier Showcases and Roundtables, an annual Future of Digital Marketing event, Digital Cream and a range of social events.

The [Econsultancy](#) site now attracts over 175,000 unique users per month where they access research, read the blog and take part in discussions in the forums. And as a portal to the digital marketing community, Econsultancy members can also link up with other members and digital suppliers through our directories, as well as find a new job or new digital talent using the job listings.

Some of Econsultancy's client-side members include: Google, Yahoo, MSN, MySpace, BBC, BT, Shell, Vodafone, Yell.com, Dell, Oxfam, Virgin Atlantic, TUI, Barclays, Carphone Warehouse, IPC Media, Deloitte, T-Mobile and Estée Lauder.

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## 2. Introduction: why a best practice guide on website design?

There are many books and blogs on different aspects of web design, but these sources date quickly, typically refer to only one aspect of web design and it can take a lot of time to find the quality guidance you need.

Our aim in creating this guide is to provide a regularly updated, single point of reference covering best practice approaches for all the topics that anyone involved with website design needs to do an effective job.

These key topics needed for an effective web design include:

- Accessibility
- User-centred design and usability
- Internet marketing planning and improvement process
- Information architecture and findability
- Search engine optimization (SEO)
- Web standards
- Persuasion to deliver business results
- Web analytics
- Landing page and customer journey testing and optimization
- Meets legal, security and performance requirements

We don't include guidance on technical aspects of site design coding using web standards like XHTML, CSS and Javascript although we do cover the importance of agreeing web standards support at the start of a design project and reference relevant sources.

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## 2.1. Who is this guide for?

We have created this guide for everyone who is involved with commissioning, designing and managing websites.

It incorporates our collective experience of designing results-based websites so that you can avoid the time and expense of developing sub-optimal designs and features that fail to deliver the best results.

If you are **commissioning** a website, this guide will give you:

- **Templates for developing a brief** for a new website
- Full details on all the **business requirements** a website must deliver
- **What to look for in an agency** when selecting the core competencies such as visual design, usability, accessibility, information architecture, persuasion and search engine optimization.

If you are involved in **designing** a website, this guide will give you:

- **Best practice guidelines** for all key aspects of website design including: visual design, usability, accessibility, information architecture, persuasion and search engine optimization. Benchmark your agency's capabilities against best practice.
- A detailed **reference for implementation** of practical features of websites including home page design, page template layout, navigation, on-site search, search engine optimization.
- **Inspiration on different design approaches** for a range of different sites and features.
- A **review of your capabilities** against what businesses are looking for, so helping you pitch more effectively and design better quality sites

If you are **managing** a website, this guide will give you:

- A **framework to benchmark your site** design against competitors.
- **Practical tips** on improvements for different aspects of your site like the home page, page templates, navigation and search functionality.
- **Best practice in persuasion** through refining your key marketing messages and how they are communicated.

In this first edition of the guide, we focus on commercial websites, although we have included examples of not-for-profit and public-sector sites. Many of the best practice principles we describe are relevant to all websites.

The examples in this guide acknowledge that radically different design approaches are often required by different types of site. A transactional e-commerce site (e.g. [www.amazon.com](http://www.amazon.com)) will be quite different in design from a B2B services-oriented relationship-building website (e.g. [www.accenture.com](http://www.accenture.com)), as will a brand building site (e.g. [www.heinz.com](http://www.heinz.com)), or a portal or media site (e.g. [www.bbc.co.uk](http://www.bbc.co.uk)). We will look at all of these different types of website to see what works, and what doesn't.

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## 2.2. Why a best practice guide on website design?

How can we make best practice recommendations for website design when the aims of different sites are so diverse? Surely best practices vary for different business types, different creative styles, and different technologies? Then there are the different types of site, from blogs to complex transactional e-commerce sites and campaign sites from simple landing pages to rich, Flash-based brand experiences.

But all sites share certain features if they are to be successful:

- They must engage their audiences with relevant content and interactive experiences;
- They must be easy to use; they must be accessible through different devices and to users with visual impairment or other disabilities including motor control, learning difficulties and deaf users;
- They must ultimately deliver returns on the time and money their owners have invested in them;
- In a nutshell, they must deliver a **compelling experience** for their visitors.

That's why nearly everyone involved in web design is passionate about it – it's the challenge of balancing all of these factors which are constantly evolving due to changes in technologies, creative design styles and competition.

In this best practice report we will acknowledge these differences but explain how best practice should be followed for different sites. It will allow you to benchmark yourself against the common web design principles, patterns and processes used by some of the best practitioners in the digital industry.

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## 2.3. How is this guide structured?

This guide is designed so you can apply it both to creating new sites and improving existing sites through re-designs and “quick-win” enhancements.

We have structured the guide around all the design aspects necessary to create a balanced design.

There are 14 key aspects of web design implementation which need to be managed for a successful project. These key aspects have been broken down in this guide. We have summarised the success factors in *Figure 1* Success map for effective web design.

Here is an overview, a flavour of what we cover in the different sections:

- 1. Strategy and Planning**
- 2. User-centred design and usability**
- 3. Accessibility and Web standards**
- 4. Information Architecture**
- 5. Persuasive Design, copywriting and web analytics**
- 6. Implementation and management**

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### 3.3.1 Aligning website design with internet marketing strategy or campaign objectives

Business Requirement	<b>Key Business Requirement 1</b> Align website design with Internet marketing strategy or campaign objectives
What is it?	The website won't generate returns for its owner if it doesn't support the business's Internet marketing strategy.
Business case	<p>We will illustrate the business case by looking at what we have often seen can go wrong without a sound plan:</p> <ul style="list-style-type: none"> <li>No specific objectives are set for the website. Without success criteria such as clearly defined site outcomes, the value the site is contributing compared to other marketing channels cannot be assessed.</li> <li>The needs of different audiences of a website are not adequately researched and the website does not meet the needs of the users, it delivers a bad experience, so it may never be used again</li> </ul>
Example(s):	<p>EasyJet have a well established e-marketing plan going back 10 years. Although it wasn't always that way.</p> <p>Stelios Haji-loannou of easyJet reputedly used to 'hate the Internet'. In the mid 1990s Haji-loannou reportedly denounced the Internet as something 'for nerds', and swore that it wouldn't do anything for his business.</p> <p>However, he decided to experiment with a prototype site, and sat up and took notice when sales started to flow from the site. To help achieve implement their strategy easyJet set an initial target of 30% online sales of seats by the year 2000.</p> <p>By August 2000, the site accounted for 38% of ticket sales and by 2001 over 90% of seats. Today, phone sales are down to just single digit percentages.</p> <p><i>Figure 1 Example of site design with clear online value proposition</i></p>
Best practice:	<p>Key techniques for alignment between a website design and online marketing objectives are:</p> <ol style="list-style-type: none"> <li>1. Definition of online strategy, objectives and longer-term roadmap in an internet marketing plan.</li> <li>2. Framework for defining strategy and updating it – details on each stage are given in the best practice boxes below:</li> <li>3. Completing a marketplace analysis including benchmarking competitors and reviewing links with partner intermediaries.</li> <li>4. Detailed analysis of prospect and customer needs from a website.</li> <li>5. Clear website objectives with a summary of how they will be delivered through the design</li> </ol>
What to watch for?	<ol style="list-style-type: none"> <li>1. Often website design companies will be faced with delivering solutions for a company without a clearly defined E-marketing strategy. Consequently, they need and many have a sound process for identifying the aims of the site and understanding customer needs and marketing strategies.</li> <li>2. The process described in this section is developed for the main site of a company. However, similar steps and process are equally important in development of campaign microsites.</li> </ol>

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## 3.5 Internet marketing strategy definition

The activities involved at this stage are:

- Define E-marketing Strategy
- Define customer value proposition (CVP)
- Define E-communications strategy

### 3.5.1 Define E-marketing Strategy

This involves selecting appropriate strategies to achieve the objectives set at stage 1.

Business Requirement	Key Business Requirement 2
What is it?	Define strategic approach for web channel  For most businesses, the web strategy is a multi-channel strategy. So the strategy defines how an organisation should use the channel to support existing marketing strategies; how to exploit its strengths and manage its weaknesses and to use it in conjunction with other channels.  Key elements of the strategy are: <ol style="list-style-type: none"><li>1. Market and product development strategy</li><li>2. Audience targeting strategy</li><li>3. Proposition development strategy</li><li>4. Communications strategy</li></ol>
What to watch for?	A major issue in agreeing and implementing these strategies in larger organisations is achieving buy-in from across the company and developing new organisational structures, roles and operational processes to support the e-channel.
Resources:	<b>Books</b> The outline and figures in this section are taken from: Chaffey, D., Mayer, R., Johnson, K. and Ellis-Chadwick, F. (2006) <i>Internet Marketing: Strategy, Implementation and Practice</i> . Financial Times, Prentice-Hall, Harlow, UK. 3rd edition.

### 3.5.3 Define customer value value proposition (CVP)

#### Key Business Recommendation 1

Define and clearly communicate the core customer value proposition and online value proposition for your web presence.

Value propositions are fundamental to marketing since they encapsulate what you are offering different target audiences. In website design, it is vital that they are agreed between client and site developer so they can be clearly communicated.

People usually expect more from a business that operates online. They expect detailed content and reviews, they expect community. So we think it also vital to define an **online value proposition** which explains the differential benefits of using online channels and, in particular, the website compared to other channels and competitor's sites.

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# 3. User-centred web design & usability

User-centred design (UCD) is an established, proven approach to design or range of products. It has been embraced by web design and usability agencies as a sound approach to delivering customer-centric websites that deliver value for a business. It should be a key business requirement to appoint an agency which has a sound UCD process and the right skill set and experience to execute it.

## User-centred design process

- User design process
- Audience research including
  - audience types
  - audience motivation and behavior

## Web usability technique

- Usability overview
- Expert reviews
- Questionnaires or survey

## Visual Design

- Layout or page design
- Wireframes
- Page template designs

## 3.1 User-centred web design process

### 3.3.1 Introduction

Remember that user-centred does not simply mean that the design is based on understanding of user-needs, characteristics and behaviors, but it means that users are involved throughout the design process.

1. Focus on people – their lives, their work, their dreams.
2. Every millisecond counts.
3. Simplicity is powerful.
4. Engage beginners and attract experts.
5. Dare to innovate.

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## Key Business Recommendation 2

Ensure that a user-centred web design process is followed in your web re-design projects. Select an agency or internal staff who has the right skill set and experience to manage this process.

### Business Requirement

### Key Business Requirement 3

User-centred design process (Human-centred design process)

What is it?

**User-centred design** does what it says on the tin. It is an approach that puts the target user at the centre of the design process throughout the **web design lifecycle**.

The elements of this design process have defined in the standard: *ISO 13407: Human centred design processes for interactive systems*. This was published in 1999 and also covers software and hardware systems, so it is not the last word in web design processes. However it does articulate sound principles, so we won't reinvent the wheel here!

An illustration of the typical relationship between ISO 13407 and web site design phases is summarised in *Figure 2*.

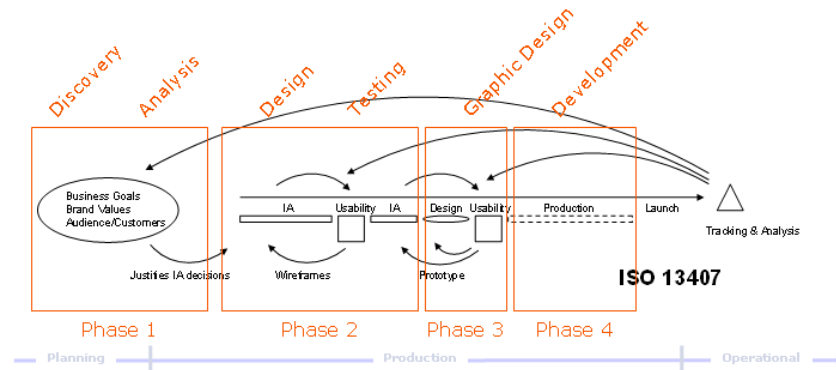


Figure 2 Typical relationship between ISO 13407 and web site design phases. Source: Foviance ([www.foviance.com](http://www.foviance.com))

The standard is based on four principles of human-centred design:

- Active involvement of users and a clear understanding of user and task requirements
- Appropriate allocation of function between users and technology
- Iteration of design solutions through prototyping and user review
- Multi-disciplinary design meaning the design team should have skills across all design aspects that affect the customer experience and the business results

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## 3.4 User or audience types

A key aspect of user-centred design for the web is to develop an understanding of differences in site visitors. These include difference in their characteristics, intents and behaviors.

To practically accommodate the range of behaviors, web designers need to identify groups of visitors with similar characteristics and their relative importance to accommodate these groups.

### Key Business Recommendation 3

Ensure the site has a clear prioritisation of visitor types and a mapping of content and persuasion techniques to appeal to these visitor types.

A powerful technique for understanding your audiences and developing content for them is web design personas. We have a separate section on these and different behavior types.

### Business Requirement

### Key Business Requirement 4

Site must meet needs of different audience types

What is it?

User-centred design for web requires understanding and designing for different site visitors including their:

- Characteristics
- Intents
- Behaviors

From an organisation point of view, pre-existing marketing segmentation and the value of different visitors will also influence the balance of content.

To practically accommodate the range of behaviors, web designers need to identify groups of visitors with similar characteristics and their relative importance to accommodate these groups.

Business case

To practically accommodate the range of site visitors, web designers need to identify groups of visitors with similar characteristics and their relative importance to accommodate these groups.

Best practice:

1. Analyse the range of potential site visitor types using the different approaches suggested in *Table 5*.
2. Prioritise audiences according to their volume of visits and importance to the business.
3. Take different audiences into account through the website development lifecycle, e.g. content analysis and usability stages should include
4. Once visitors can be grouped into different audiences, options for applying this segmentation included:
  - Understand their content preference and clickstream behavior – filters can be created in more advanced web analytics packages such as Webtrends.
  - Assess conversion rates for different segments.
  - Assess how their demographic profile differs.
  - Assign cookies or registered visitors to different segments.
  - Assign visitors to different segments in real time and target messages and offers to individuals when they arrive and return.
  - Creating content and messaging to appeal to particular audiences.
  - Personalization and mass customisation – if an individual visitor can be categorised as belonging to a particular group then specific messages and content can be provided for them.

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## 4. Web accessibility and web standards

*"For me being online is everything. It's my hi-fi, it's my source of income, it's my supermarket, it's my telephone. It's my way in."*

*- Lynn Holdsworth, screen reader user, Web Developer and Programmer. Source: RNIB.*

This quote shows the importance of web accessibility to a visually impaired user who uses a screen reader. There are many other types of disabled web users who can benefit from an accessible web site, indeed we will see that all web users will benefit.

The main topics covered in Web accessibility and standards are:

- Web accessibility – introduction
- Web accessibility features
  - Accessibility help page or statement
  - Persistent, site-wide accessibility options
- Accessibility code implementation
- Supporting different web access platforms
- Screen resolution and dimension support
- Liquid layouts and adaptive layouts
- Web browser support
- Web standards including:
  - Presentation support using Cascading Style Sheets (CSS)
  - Scripting support using ECMAScript and Javascript
  - Interactivity support through plug-ins (Flash and PDFs)
  - Microformats
- Web accessibility and web standards validation

### 4.3 Web accessibility features

In this section we define best practice for creating an accessible website by building in different features to support disabled users. It is also about providing support for users with varying access platforms and browsers.

The web accessibility features we will cover are:

- Web accessibility help page or statement
- Persistent site-wide accessibility options Accessibility help page or statement

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## 4.3.1 Accessibility help pages or statements

1. Provide a summary of accessibility features such as changing text size for Access Keys for users requiring these features.
2. Provide a place for setting persistent site wide accessibility preferences such as font-size, contrast and use of images.
3. Show that the site has been created with accessibility in mind and the standards which it has been designed to support.

### Key Business Recommendation 4

Include an accessibility page or statement on a site

Design Approach	Web Design Approach 1
	Accessibility help page or statement
What is it?	A page explaining to users the accessibility support available to them and additionally describing the accessibility guidelines or standards supported.
Design goal:	<ol style="list-style-type: none"><li>1. To provide help for the visually impaired and other disabled users.</li><li>2. Provide a place for setting persistent site wide accessibility preferences such as font-size, contrast and use of images. See <a href="http://www.fortunecookie.co.uk/accessibility.asp">http://www.fortunecookie.co.uk/accessibility.asp</a> for an example.</li><li>3. To indicate that the site owner recognises the importance of accessibility and the steps they have taken to make the site accessible reference different standards as appropriate.</li></ol>
What to watch for?	<ol style="list-style-type: none"><li>1. These 10 “Quick Tips” are based on WCAG 1.0 which as we said in the introduction to Accessibility section will be superseded by WCAG 2.0. We have marked where these are no longer relevant.</li><li>2. Following some of these guidelines is dependent not only on page developers who code pages but also on content owners who may add images and need to add alternative text for images.</li></ol>
Resources	<a href="#">Accessify forums</a> The place to go to ask your practical questions about accessibility.

## 2.4. Supporting different web access platforms

By different web access platforms we meant the combination of hardware device, screen and browser used to access a website. In particular designers need to allow for different screen dimensions, screen resolutions, browser types and versions.

But today, the vast majority of web users have screen resolutions of 1024 by 768 pixels or more, yet at the same time new small format handhelds are becoming more important.

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## Key Business Recommendation 5

Define a primary target screen resolution the site design should be optimized for. But also ensure the design is also graceful for other common screen resolutions.

Best practice is to design more flexible layouts. We will look at a range of approaches including:

- **Fixed layouts** – A traditional approach where the same width is deployed at different screen resolutions.
- **Fluid layouts** – A more flexible approach where above a minimum fixed width, the design expands horizontally to support larger monitors.
- **Adaptive layouts** – A more sophisticated version of fluid layouts where the coding of the design enables different number of columns to be displayed at different screen resolutions.
- **User-selectable layouts** – the user can select their preference, possibly in combination with an adaptive layout. The Kelkoo site used this approach, but it is now less widespread...

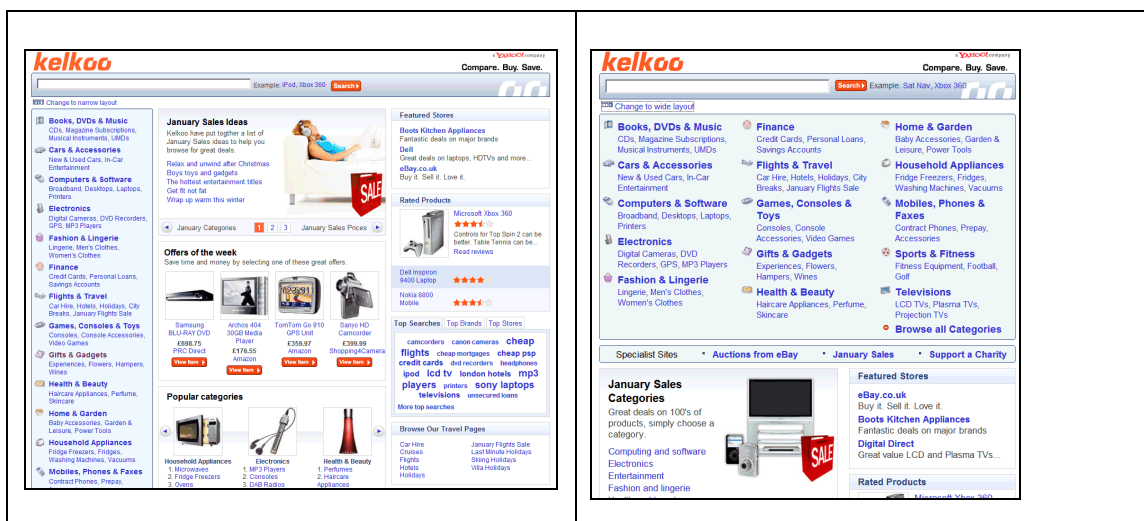


Figure 3 Example of user selectable layout options

### Design Approach

## Web Design Approach 2

### Screen resolution and dimension support

What is it?	The number of pixels supported horizontally and vertically by a display device.
Design goal:	To maximise the amount of content and relevant <b>calls-to-action</b> displayed <b>above the fold</b> . To achieve an aesthetically pleasing design for the majority of users.
Example(s):	Screen resolution popularity. Note that: <ol style="list-style-type: none"> <li>1. Standard screen resolution worldwide is clearly 1024 X 768 which should be the target platform.</li> <li>2. The previous standard of 800 X 600 is only used by 4% of users so this should no longer be the default minimum.</li> <li>3. Widescreen usage has become more popular with the advent of laptops, so 1280 X 800 and 1440 X 900 screen resolutions should be tested for.</li> </ol>

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## 7.7 Basket and checkout page persuasion

### Web Design Approach 3

Retail checkout persuasion

#### Persuasion Technique 1

Minimise distractions

It is best practice to limit to the top navigation as with this shopping basket and checkout process. After registration all top navigation is removed and a single cancel option is the only option.

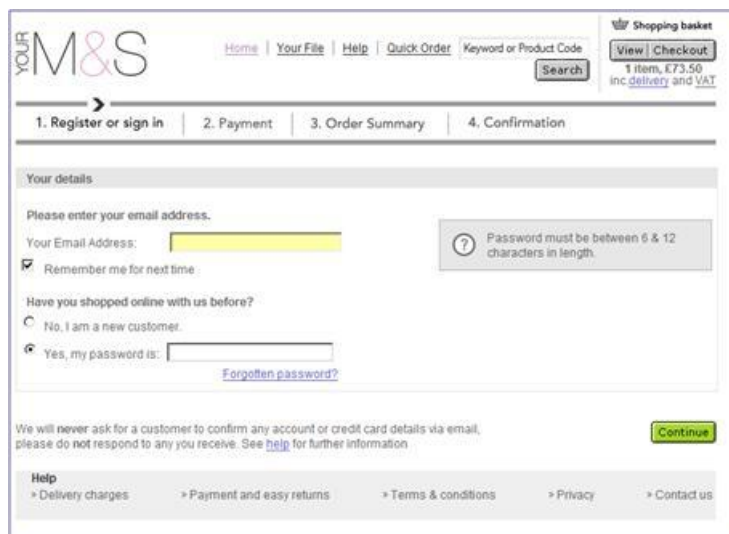
The screenshot shows the M&S website's checkout process. At the top, there is a navigation bar with links for Home, Your File, Help, Quick Order, and a search bar. A shopping basket icon in the top right corner shows '1 item, £73.50 inc delivery and VAT'. Below the navigation is a progress indicator with four steps: 1. Register or sign in (current step), 2. Payment, 3. Order Summary, and 4. Confirmation. The main content area is titled 'Your details' and contains a form with the following elements: a text input for 'Your Email Address', a checked checkbox for 'Remember me for next time', a radio button for 'No, I am a new customer', and a text input for 'Yes, my password is:'. A password strength indicator shows a question mark and the text 'Password must be between 6 & 12 characters in length.' Below the form is a 'Continue' button and a small disclaimer: 'We will never ask for a customer to confirm any account or credit card details via email, please do not respond to any you receive. See help for further information.' At the bottom, there is a 'Help' section with links for Delivery charges, Payment and easy returns, Terms & conditions, Privacy, and Contact us.

Figure 4 Persuasion technique – example shopping basket page

#### Persuasion Technique 2

Be upfront on pricing, delivery and returns options

It is easy to see and find the delivery and pricing options.

In the checkout process, objections are answered with the 4 messages to reassure.

These are provided in a new window to avoid disrupting the flow.

#### Persuasion Technique 3

Minimise the number of steps and make current step clear

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## Persuasion Technique 4

Reassure about privacy and security.

Privacy and security are still a concern of many shoppers, so clear messages are needed. There is a 'Safe, secure checkout' on this but many sites which are less trusted brands find it worthwhile to have more proof on this. Tests show that even adding padlock logos can make a positive difference.

## Persuasion Technique 5

Use the post transaction page to inform about the brand

In this particular case, it is a straight confirmation of order and delivery.

However, this page offers opportunities to:

- Educate about the brand
- Explain about offers to be delivered by emails
- Showcase forthcoming promotions
- Encourage further purchase



Figure 5 Persuasion technique – example order confirmation page

Virgin Wines ([www.virginwines.com](http://www.virginwines.com)) have always been good at getting customers to think about their next order. Here is their post transaction page.

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Figure 6 Persuasion technique – example post transaction page

## Web Design Approach 4

### Forms-based persuasion

#### 'Relevance'

That is, relevance of your content and/or message to your target audience(s). The next most important word is timing, as poor timing can negate the effectiveness of the most appropriate information.

Think of what Steve Krug, author of the classic 'Don't Make Me Think' said:

*'...When I look at a web page it should be self-evident. Obvious. Self-explanatory.*


*I should be able to "get it" without expending any effort thinking about it.*

*'When you're creating a site, your job is to get rid of the question marks.'*

#### How to create a "scent" trail

Using the right words to label links and pages is important to create a scent trail. Research suggests that users respond best to **trigger words** – they will scan, or if you prefer, "sniff" for terms they associate with the content they're seeking"

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## 8.5 Selecting agencies to support web design

We have seen that results-led web design is dependent on many success factors. This makes finding the best agencies for you is challenging.

In this section, we look at some of the types of agencies and issues to consider and we give a briefing checklist of issues to consider.

- 1. Assemble a list of prospective designers** (5-10) from full service or specialist web agencies.
- 2. Always view the designer's work online.** Reputable designers should have links from their site to their portfolio. Does the agency have experience of your type of market?
- 3. Design a questionnaire** asking, for example; how long the designer has been in business, which web services are on offer (graphic design/page layout, copywriting, HTML programming, CGI script, Java/Shockwave, database programming, search other programmes, site updates), banner ad design, site update policy, site performance testing (which browsers, versions and platforms), site verification (links, codes, spelling etc.), promotional services such as search engine optimization (fees, included in the cost), contact details, working processes (reviews, testing), availability, hosting arrangements, pricing and estimates and, if relevant, multimedia, special features, transaction experience

## 8.6 Web design agency selection checklist

### Web design agency selection checklist

This checklist summarises the key issues to consider when choosing an agency to deliver digital marketing services. The first three parts of the checklist refer to website design capabilities, section 4 summarises e-communications issues to consider and section 5 is overall budgeting.

#### 1. Meeting the organisation's objectives.

To meet the organisation's objectives, the agency will need to demonstrate:

- |                                                                                                 |                          |
|-------------------------------------------------------------------------------------------------|--------------------------|
| <b>Understanding of objectives and marketing outcomes</b> to be achieved through web marketing. | <input type="checkbox"/> |
| <b>Creative and communications strategies</b> proposed will be effective in meeting objectives. | <input type="checkbox"/> |
| <b>Agency responsive</b> to managing changes during the project.                                | <input type="checkbox"/> |
| <b>Previous relevant experience</b> in market or design approaches.                             | <input type="checkbox"/> |

#### 2. Agency website design expertise

These are the main design capabilities for an effective user-centric site:

- |                                                                                                                                                                                         |                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| <b>Clear process for engineering</b> design which facilitates evaluation and revision                                                                                                   | <input type="checkbox"/> |
| <b>Information architecture</b> (quality of site structure maps, search engine optimization (SEO))                                                                                      | <input type="checkbox"/> |
| <b>Usability</b> (quality of prototype wireframes and navigation systems provided, expert review of existing and prototype designs, ability to work with specialist usability partners) | <input type="checkbox"/> |
| <b>Accessibility</b> (recognition of importance of accessibility in proposal)                                                                                                           | <input type="checkbox"/> |

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# About the lead author

Dr Dave Chaffey ([www.davechaffey.com](http://www.davechaffey.com)) is a specialist Internet marketing author, trainer and consultant. Dave works as an online marketing consultant for the Customer Engagement Unit at cScape ([www.cscape.com](http://www.cscape.com)). Dave is proud to have been recognised by the Chartered Institute of Marketing as one of 50 marketing "gurus" worldwide who "have shaped the future of Marketing".



Dave also works for Econsultancy as an analyst. His previous reports include:

- *Managing an E-commerce team: Integrating Digital Marketing into your Organization*  
<http://econsultancy.com/reports/managing-an-e-commerce-team-integrating-digital-marketing-into-your-organisation>
- *Search Engine Optimization (SEO) Best Practice Guide*  
<http://econsultancy.com/reports/search-engine-optimization-seo-best-practice-guide>
- *Paid Search marketing Best Practice Guide*  
<http://econsultancy.com/reports/paid-search-marketing-ppc-best-practice-guide>

Dave was first involved with user-centred design, pre-web, in the 1980s when he worked for a range of software companies as an analyst/designer and project manager. He is actively involved in site design practice through consulting and training for a range of companies to improve their results from online channels.

Over the last 10 years, Dave has trained or consulted on the full-range of online marketing approaches with a range of B2C and B2B companies from well-known brands to smaller businesses. Companies he has worked with include 3M, Actel, Bank of Scotland Corporate, BP, The Carbon Trust, CIPD, CMP Information, Eurooffice, HSBC, i-to-i, MessageLabs, NCH and Tektronix.

He is a prolific E-business author whose books include *Internet marketing: Strategy, Implementation and Practice, E-marketing Excellence, Total Email Marketing*, and *E-business and E-commerce Management*.

Internet marketing pioneer, Jim Sterne, chairman of the Web Analytics Association ([www.webanalyticsassociation.org](http://www.webanalyticsassociation.org)) and organiser of the annual E-metrics summits ([www.emetrics.org](http://www.emetrics.org)) comments:

*'Dave layers a keen understanding of marketing with in-depth technical and heuristic knowledge about doing business on the Internet. Top down or bottom up, Dave has an astonishing grasp of strategy as well as tactics'.*

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# The Expert Reviewers

Dave compiled this report with the aid of an expert team of contributors and reviewers ranging from clients, search agencies, consultants and digital marketing agencies to ensure the recommendations reflect current best practice.

Dave and the Econsultancy team are very grateful to the reviewers for their expertise and time in helping to shape and improve this guide. In particular, we would like to thank Adam Powers at the BBC, Jon Dodd of Bunnyfoot, Paul Rourke of PRWD and Richard Sedley of cScape who provided detailed case studies and insights.

The expert reviewers were:

Name	Company	Role
Lis Angle	Foviance <a href="http://www.foviance.com">www.foviance.com</a>	Accessibility consultant
Robin Christopherson	AbilityNet <a href="http://www.abilitynet.org.uk">www.abilitynet.org.uk</a>	Head of Accessibility Services
Jon Dodd	Bunnyfoot <a href="http://www.bunnyfoot.com">www.bunnyfoot.com</a>	Director and co-founder
Adam Powers	BBC Future Media & Technology <a href="http://www.bbc.co.uk">www.bbc.co.uk</a>	Head of Design, Vision (Factual & Learning)
Lucy Carruthers	Foviance <a href="http://www.foviance.com">www.foviance.com</a>	Usability Consultant
Michelle C Reeves	Lloyds TSB <a href="http://www.lloydstsb.com">www.lloydstsb.com</a>	Senior Manager, Customer Experience, Internet Channel, Consumer Banking
Paul Rourke	PRWD Professional Website Design <a href="http://www.prwd.co.uk">www.prwd.co.uk</a>	Director, formerly lead user experience designer at Littlewoods Shop Direct
Richard Sedley	cScape <a href="http://www.cscape.com">www.cscape.com</a>	Director, Customer Engagement Unit
David Travis	User Focus <a href="http://www.userfocus.co.uk">www.userfocus.co.uk</a>	Dr David Travis, Managing Director, Userfocus It
Colin Watson	Watson Hall Ltd website and application information security specialists <a href="http://www.watsonhall.com">www.watsonhall.com</a>	Colin Watson, Technical Director

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