Design Insights from Apple's iPod

Draft Version A

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"Almost every song and CD is made on a Mac, it's recorded on a Mac, it's mixed on a Mac, the artwork's done on a Mac.

Almost every artist I've met has an iPods, and most of the music executives now have iPods.

And one of the reasons Apple was able to do what we did [iTunes Music Store] was because we were perceived by the [music industry] as the most creative technology company."

– Jobs

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Design Insights from Apple's iPod

core design team

start with an idea for an unmet customer need

drive innovation from imagining user's experience
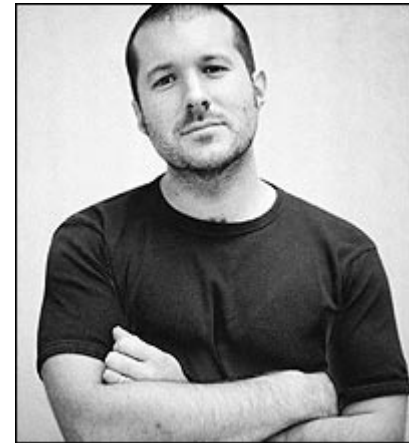
define essentials for "insanely great"

simplify to great lengths to hide complexity

grow user involvement through evolution

cm

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Core Design Team

Keeping the core team small and investing significantly in tools and process, we can work with a level of collaboration that seems particularly rare.

– Jonathan Ive Apple Design Guru

Start with an idea for an unmet consumer need

[Digital Music] is a large target market. It knows no boundaries. And there is no market leader. No one has really found the recipe yet for digital music. And not only will we find the recipe; we think the Apple brand is great for this.

– Jobs

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Apple Brand:
Individuality & personal space

The iPod has little to do with togetherness, it has little to do with community spirit

"When there is nothing on the plane's selection that I want to listen to or when in a hotel before falling to sleep so that it doesn't feel like I am missing out on my life completely."

- iPod study participant

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Apple Ad brief to Chiat/Day: "Empower the Individual"

Chiat/Day's ads revolved @iPod world:

a place that only you could visit bright, pop-colored backgrounds

silhouettes (as so not to alienate the consumer)

little telltale white headphones, the signifiers of a secret society

"to reinforce the idea that Apple was selling an idea rather than a product, the ads appeared on flyers, bus stops; and billboards, as though they were advertising a movie or a band"

-Dylan Thomas British GQ

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When you see an Apple product, your first reaction is often these people really get me"
- Paul Bennet IDEO

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Start with an idea for an unmet consumer need

"for the original iPod it was it could hold and easily manage your entire music collection"

– Donald Norman, Experience Guru

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Start with an idea for an unmet consumer need

Recent availability of tiny hard drives from Japan

In order to develop it fast enough Apple hired a consultant Folsman and gave him a brief to design the original iPod

Apple used hardware and software developed by other companies

Apple couldn't deliver their own UI on time, so they used Pixo's

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"By concentrating on consumer experience, Apple goes from simply selling devices... to selling the sensation of

freedom control wonder beauty

– Diller, Shedroff, Rhea. Consultants

Drive innovation from imagining user's experience

"nobody ever went out and asked users, "Would you like to keep paying every month for music [subscription music service model] that you thought you already bought?' "

- Jobs

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freedom wonder beauty

The sense of living without unwanted constraints.	**Awe in the presence of a creation beyond one's understanding.**	**Beauty is the appreciation of qualities that give pleasure to the senses or spirit.**
"It's got all my music in it. Random play mode lets me discover stuff I didn't even know I owned." "I've missed the opportunity of listening to my favorite music while traveling, this makes it so simple and has actually increased the amount of time I spend listening to music so that I almost feel young again." iPod study participants	I've compiled quite a library, and I take my music everywhere now. It's wonderful to have music sorted into playlist categories and to be able to listen to a particular type of music to fit a particular type of mood. I had forgotten how much I enjoy music. Thanks, Apple." http://macosx.com/forums/showthread.php?t=266635	"I have to admit that my iPod gives me some kind of cool satisfaction" "Fabulous to touch" iPod study participants

Drive innovation from imagining user's experience

Apple's UI is superior to the competitions because it is easy to use, and it focuses on what is essential

"The vertical integration between iTunes and the iPod has been key to Apple's success.

Because it owns all of it, Apple can control the user-experience from beginning to end"

Apple has created a seamless user experience from opening the iPod box to purchasing songs

Apple always launches products with content. The content is easy to find, load and play back.

Complexity is hidden, optimizing flow, integration of key use cases so a seamless user experience happens across applications while user performs user tasks
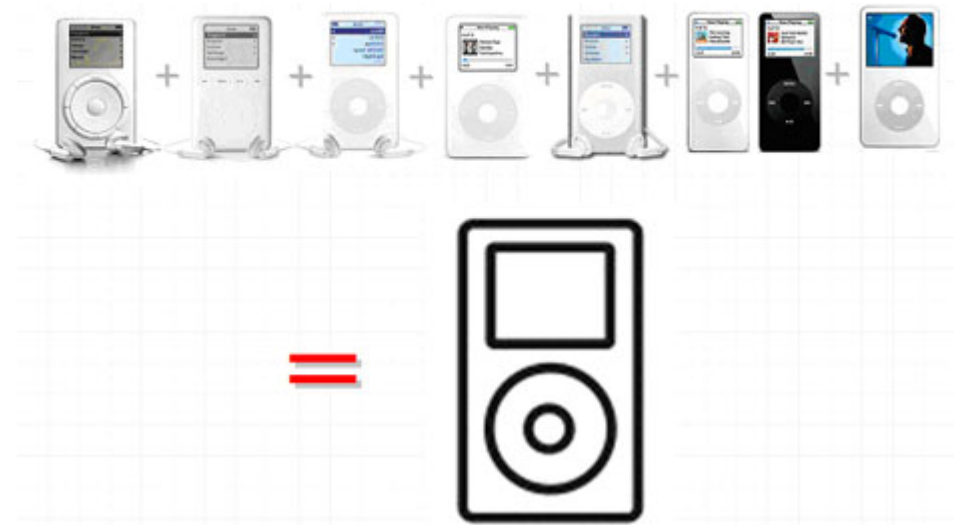
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Drive innovation from imagining user's experience

The aesthetics of the iPod add real meaning and convey powerful messages in the user experience.

"Apple's iPod has proven that minimalism and strong silhouette can resonate well with consumers. The iPods circle-in-a-square is so iconic."

– Eric Chan ECCO Design Principle

Core77. Trademarks, Not Patents: The real competitive advantage of the Apple Ipod. James Conley. http://www.core77.com/reactor/12.05_ipod_trademark.asp

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"We made the iPod as simple as we possibly could, especially on the inside. It really annoys me when people say simplicity is a style, because it's not; it's not a veneer. Simplification is one of the most difficult things to do... the iPod just navigates and retrieves data."

– Jonathan Ive

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Define Essentials:
Simplify the User Complexity

It is not possible to do everything as it would provide too much complexity for the user

By prioritizing design drivers it is possible to focus on what is the most important components for the use cases within the total offer, across the consumer touch points and considering the whole consumer lifecycle

Apple choose to implement most of the features on iTunes to simplify iPod usage

Paul, lay off about the marketing!
- Steve J.

Your mock-ups SUCK!
Love,
Jonathan

iPod

Enjoy, handsome!
- Danika

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Define essentials:
drive experiences into design

Everything piece is coordinated into a **beautiful** identifiably Apple look and feel I am proud to be seen with
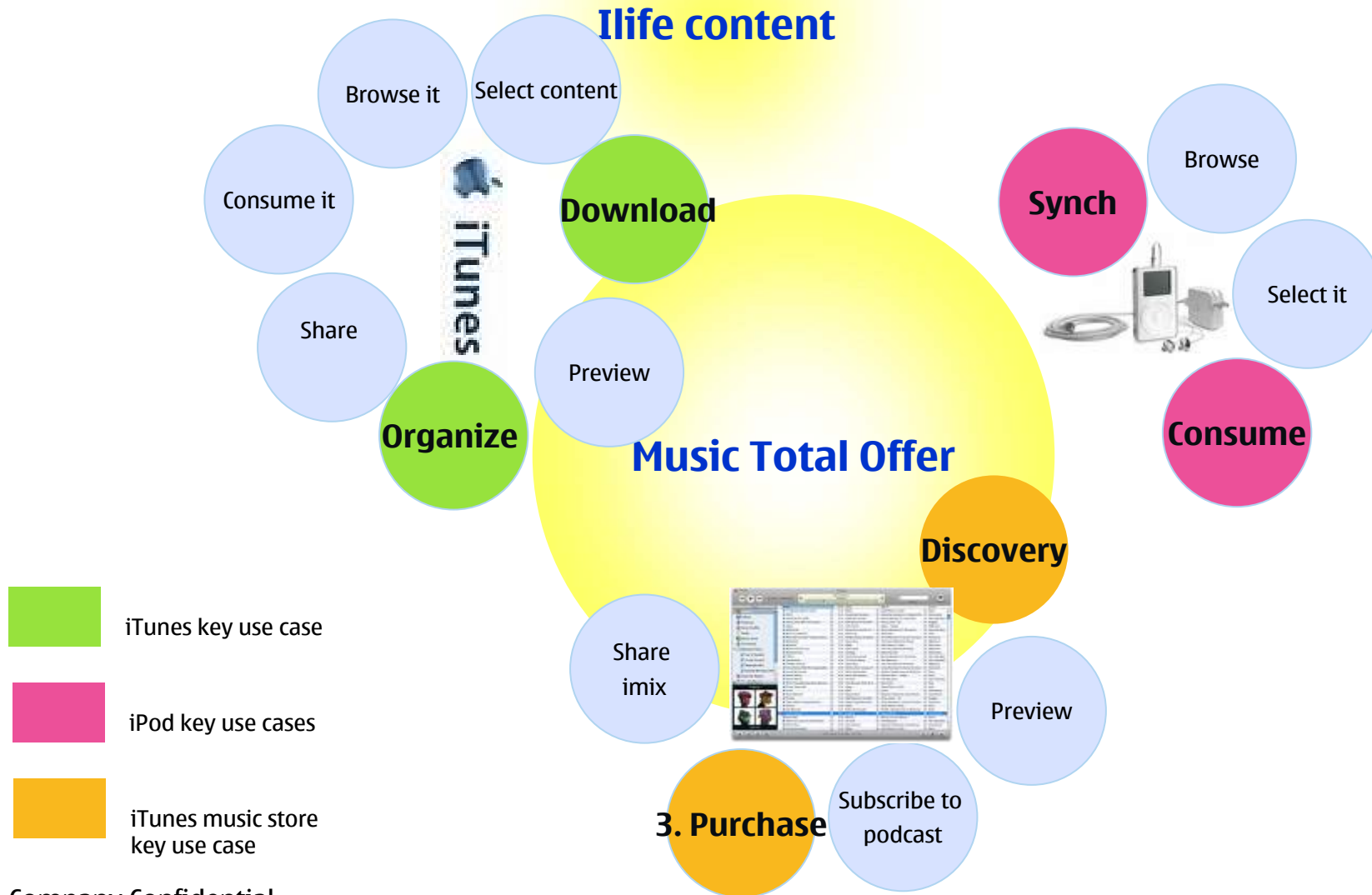
Simply, the most important parts are easy to locate and use and offer outstanding small device audio performance

I am in **control** of my content, how it is formatted and I can organize anyway I want for my own consumption pleasure

I have the **freedom** to discover, store and use my content on any of my devices anywhere

It is **wonderful** as the more I use it, the more is revealed to me, so I can do increasingly more complicated things including managing my content in multiple devices in multiple environments.
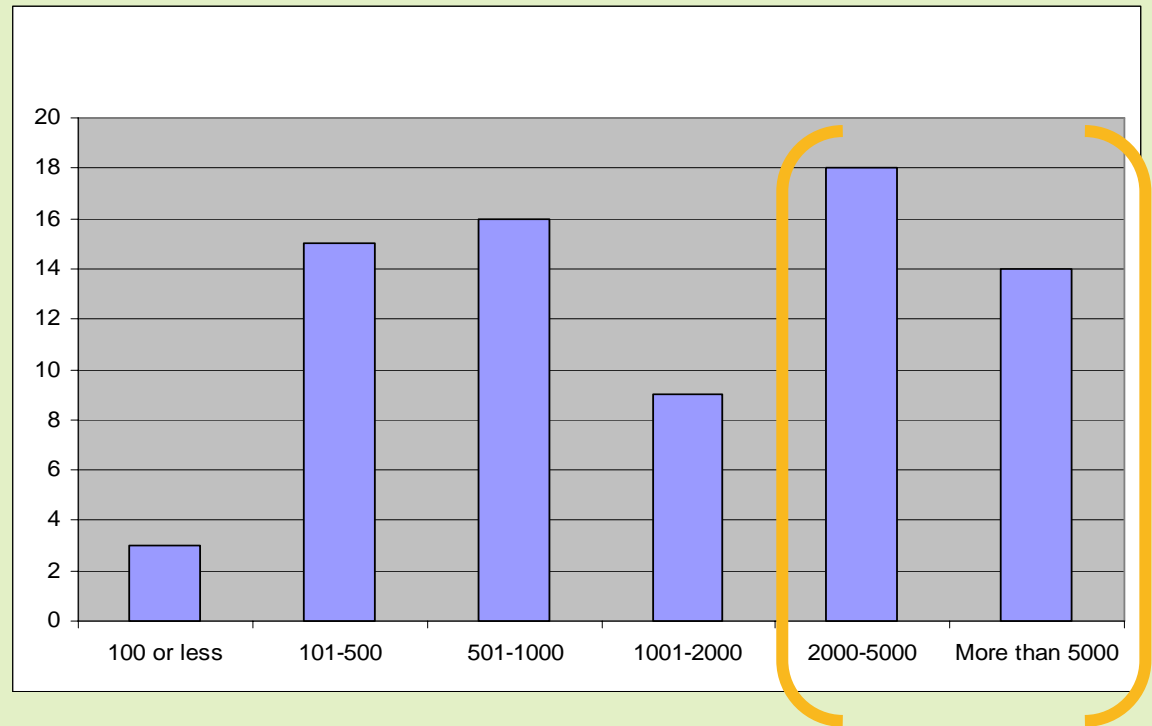
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Simplify
Key Use Cases

Ilife content

Browse it

Select content

Consume it

Download

Share

Preview

Organize

iTunes

Synch

Browse

Select it

Consume

Music Total Offer

Discovery

Share imix

Preview

3. Purchase

Subscribe to podcast

- iTunes key use case
- iPod key use cases
- iTunes music store key use case

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iTunes downloading

Main source of music is CD's
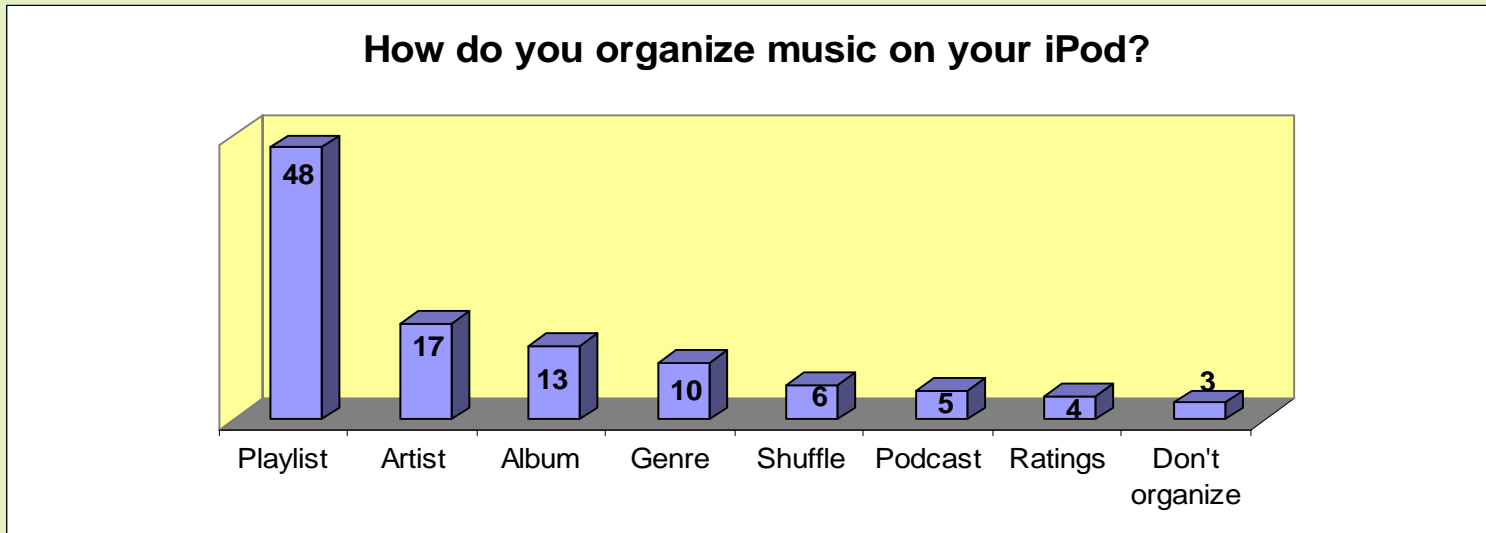
Most had ripped more than 2000 songs

"Downloading music is also simple and I like the features like creating my own lists, which can be done very quickly and is very valuable to me"

Control

iTunes organizing

How do you organize music on your iPod?

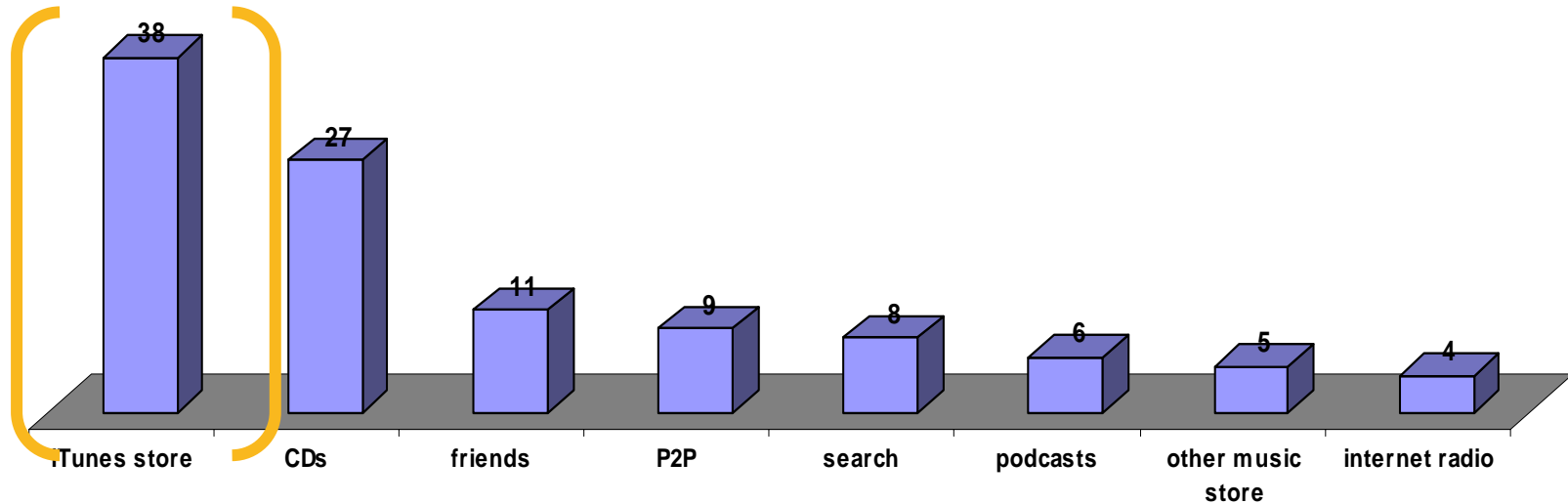| Playlist	Artist	Album	Genre	Shuffle	Podcast	Ratings	Don't organize
48	17	13	10	6	5	4	3

People expect some degree of control over their experiences to feel more secure. A customer exerts control by selecting options they want to use.

Most of the iPod study participants exert control over their playlists, while a few choose the freedom of having their iPod shuffle it for them.

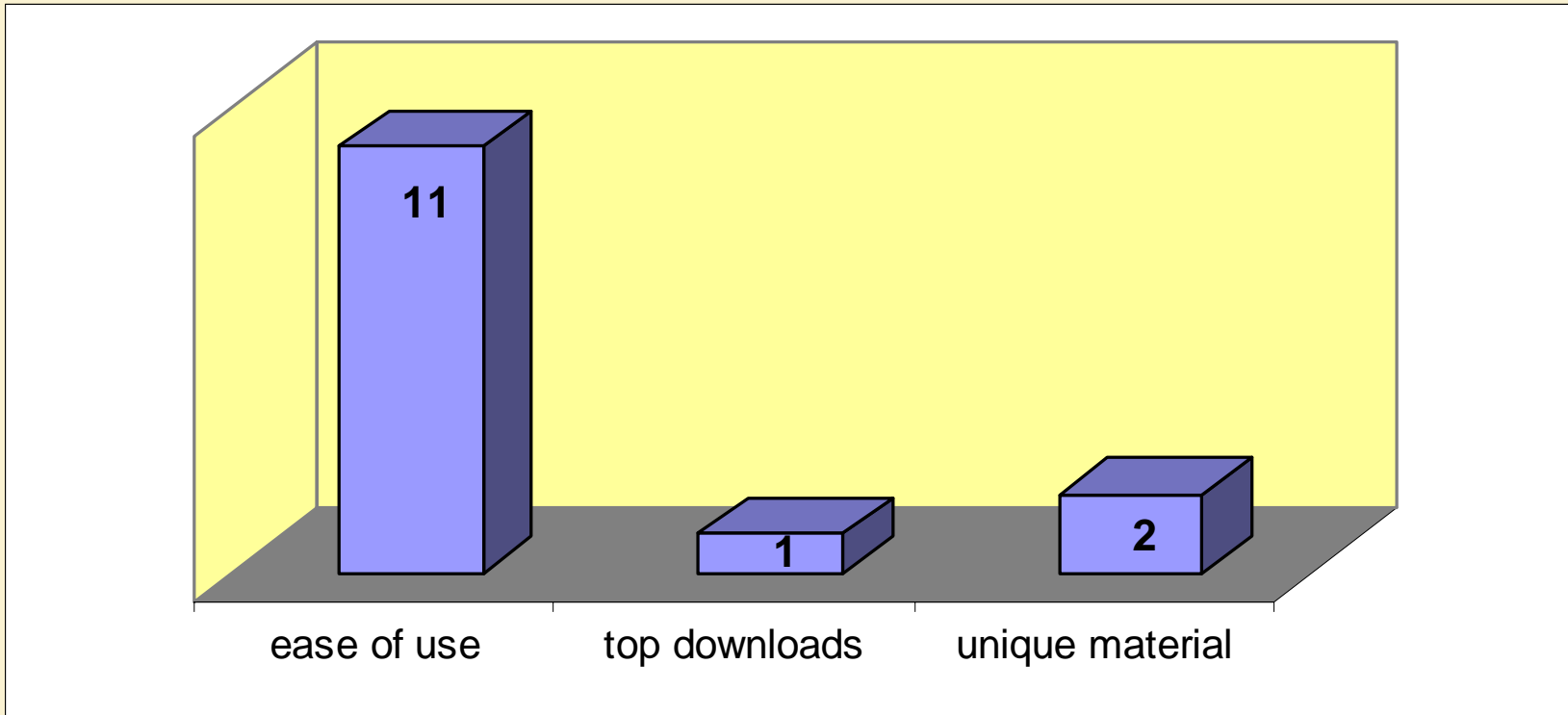"I have my music organized by star-rating, genre, etc. I have created a number of smart playlists."

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iTunes Music Store discovery

[iTunes Store] "**fun** and easy to discover new music. Also a great selection and easy subscription to podcasts"

Wonder

iTunes Music Store purchasing

Bar chart:
- ease of use: 11
- top downloads: 1
- unique material: 2

"It provides me songs that I cannot find anywhere else... I can find songs that I liked way-back-when and have lost since"

Wonder

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iPod Consuming
play only the good stuff

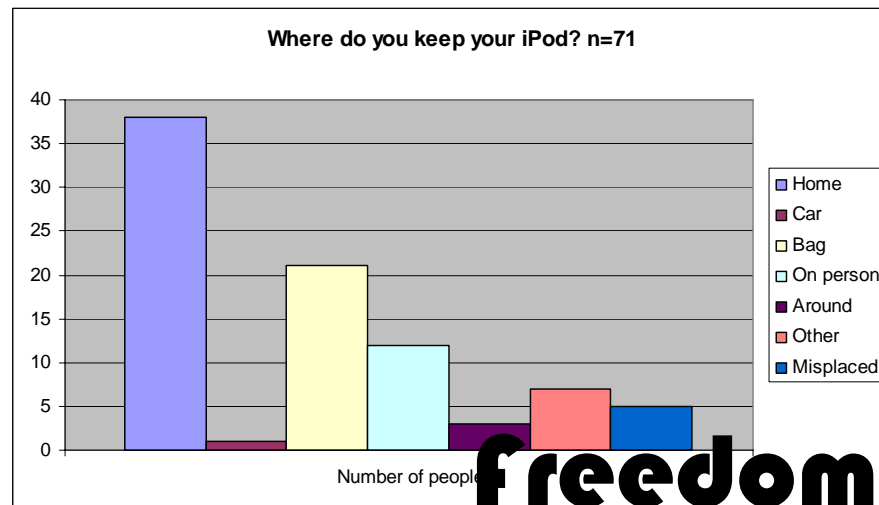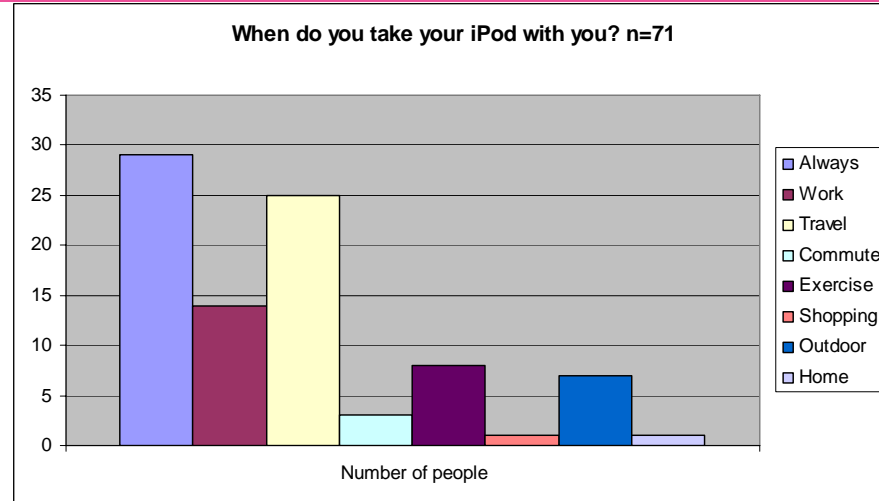iPod can store an entire lifetime's worth of music

People want to carry their music anywhere to be used anytime

"The iPod is kept close and carried everywhere. It used everyday, but not for work or to enslave you by persistent contact"

- Leander Kahney

"the iPod has totally rejuvenated my interest in music"

- Dylan Thomas

When do you take your iPod with you? n=71

Legend: Always, Work, Travel, Commute, Exercise, Shopping, Outdoor, Home

Number of people

Where do you keep your iPod? n=71

Legend: Home, Car, Bag, On person, Around, Other, Misplaced

Number of people

freedom

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Grow user involvement through evolution

Something for everyone

Involvement grows user emotional attachment

Our iPod study participants revealed the more they use their device(s) in multiple environments the more savvy they get

Some of these participants moved from using automatic synchronization to developing their own methods that work with the way they think or want to – contrast this with Nokia users who will try new features but typically return to only using a few COIN

"It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change." Jobs quoted Darwin when developing iPod

While some people might not be with me now, the records we listened to together are all here in my [iPod], all lovingly compiled and curated, just waiting for that time when I might need them again."

- Dylan Thomas

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About this Study

Invitations sent to 3500 people inside Nokia, of which 140 iPod owners participated Finland (45), UK (14), Singapore (14), Spain (1), Germany (2), France (1), Poland (2), Canada (7), USA (5)

Owners of iPod are defined as people who had bought or got their iPods through someone
51 male/15 female
10 out of 68 are .mac members
21-30 yrs > 19
31-41 yrs > 36
41-50 yrs > 13

The data for the
pre-questionnaire received 68 responses
Probe 1 received 68
Probe 2 received 68
Probe 3 received 19
End questionnaire (TBD)

The data is not weighted. Some bias towards technically experienced people exists as well as some bias in amount of respondents from Finland. This was evident in the pre-questionnaire and was balanced in the probes 1-3. End-questionnaire will also balance this.

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Example of revenue share iTunes vs. CD-sale

After Apple pays the music labels and covers its costs, it is left with just pennies a song.

	iTunes - online	CD - physical
Album price	$ 11.88	$ 14.98
Retail (Apple)	(35%) $ 11.46	$ 11.83
Record Company	(65%)	
Artist	0.44 (~4%)	$ 3.15 (~21%)

Source: http://digitalmusic.weblogsinc.com/2006/06/14/weird-al-yankovic-says-digital-is-a-raw-deal-for-some-artists/

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