chapter 3
the interaction
(extract)
managing value

Managing value

people use something
ONLY IF
it has perceived value
AND
value exceeds cost

BUT NOTE
• exceptions (e.g. habit)
• value NOT necessarily personal gain or money

Weighing up value

value
• helps me get my work done
• fun
• good for others

cost
• download time
• money £, $, €
• learning effort

General lesson ...

if you want someone to do something ...

• make it easy for them!

• understand their values

Value and organisational design

• coercion
  • tell people what to do!
  • value = keep your job

• enculturation
  • explain corporate values
  • establish support (e.g. share options)

• emergence
  • design process so that
    individuals value → organisational value

Discounted future

• in economics Net Present Value:
  – discount by \((1 + \text{rate})^{\text{years}}\) to wait

• in life people heavily discount
  – future value and future cost
  – hence resistance to learning
  – need low barriers
    and high perceived present value
for groups

- network effects
  - value of PowerPoint for ME is higher if YOU have it too

- critical mass
  - reduce initial cost
  - increase initial value
  - find cliques

![critical mass diagram]

lattice of value

- two groups (example):
  - developers
  - users
- each need value on their own
- otherwise initial use
- need more value for both
- to encourage growth

![lattice diagram]

example - HCI book search

- value for people who have the book helps you to look up things
  - chapter and page number

- value for those who don’t ...
  - sort of online mini-encyclopaedia
  - full paragraph of context

... but also says “buy me”!!