Ends.

100% **Dead**

By Anonymous (http://www.wittgenstein.org.uk/gallery.htm) [Public domain], via Wikimedia Commons

Absent ends

2/3

on-boarding usage

2/3

on-boarding   usage   ridiculed threatened exposed criticised blamed   the last 3rd

Modern endings

Printer Ink Cartridge

On-Boarding

Usage

Off-Boarding

Hidden ending.

Splitting the consumer experience

Understandable

Circle of consumption

Visible · Actionable
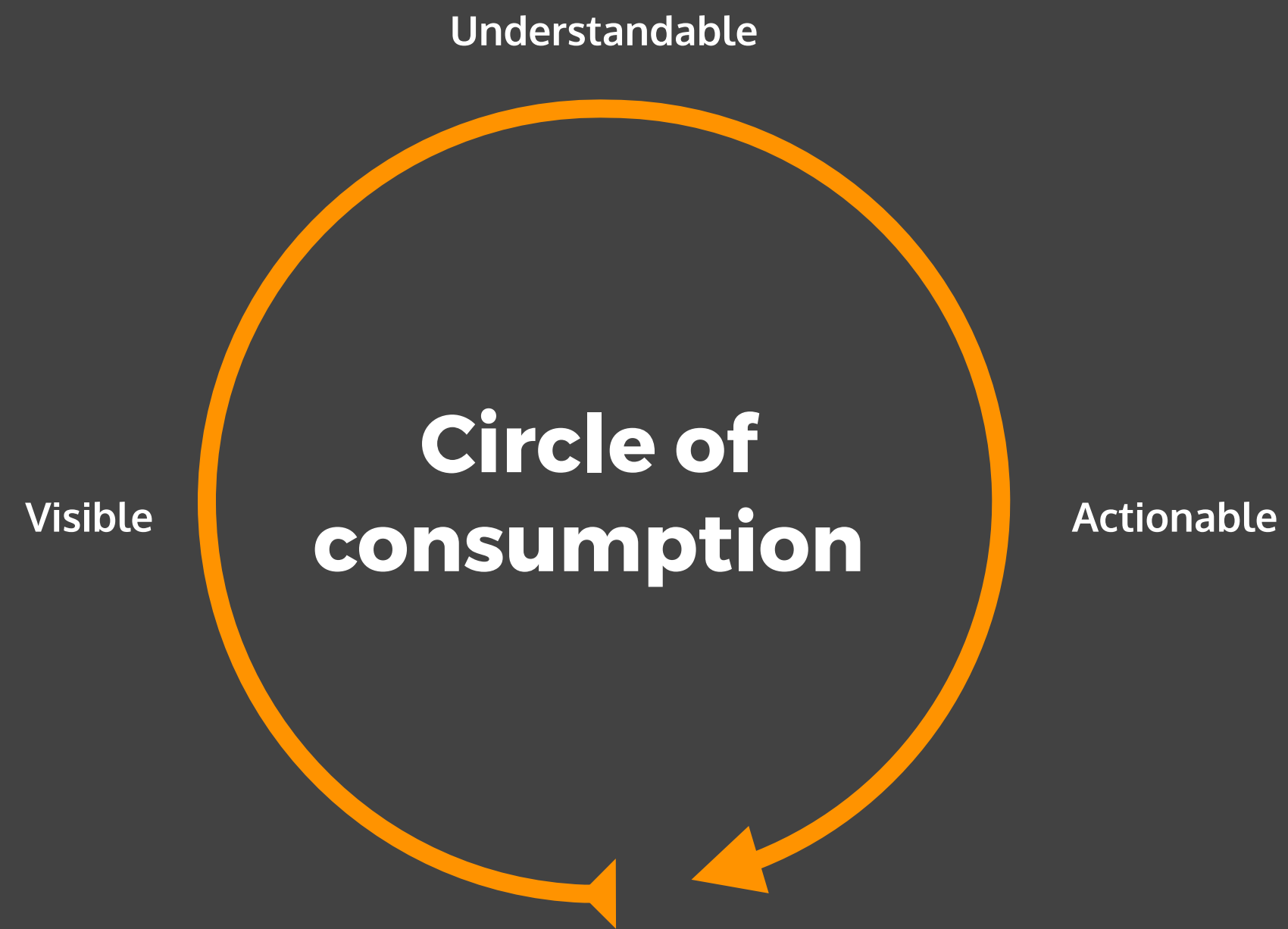
Pre-Industrial Revolution

Linear narrative

Beginning · Middle · End

Industrial Revolution

use

life — death
rebirth
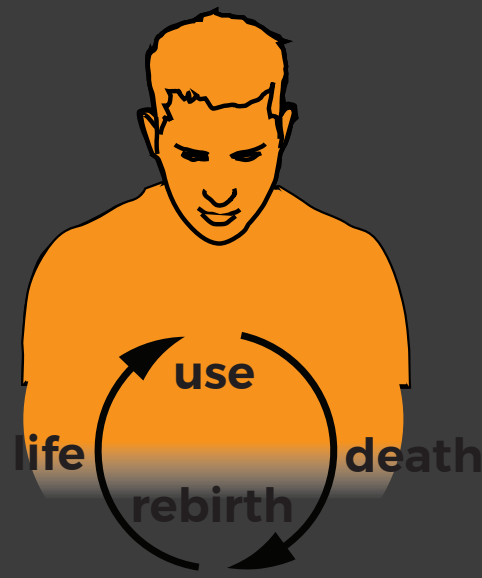
Industrial Revolution

On-Boarding ⟩ ⟨ Off-Boarding

1760
Department Stores ← **Convenience**
1796

1850
Perception of waste → Invisible Waste (Germs)
John Snow. 1854.

1900
Selling Dreams ← **Self actualisation**
Modern Advertising 1850

1910
Disposable → The Dixie Cup. 1907

1920
Distancing of waste → Waste Disposal
1927

1930
Progressive Obsolescence ← **You deserve it**
1929

1940
Value in waste removed → Last Rag and Bone man
1950

1950
Identity tethered ← **Savings not necessary**
Credit Cards. Americard
by Bank of America. 1958

1960
Invisible waste impacts generations → Silent Spring. Rachel Carson. 1962

1970
Modern Green movement emerges → Apollo 8. Earth Rise photo. 1968

1980
Human activity heating planet → Intergovernmental Panel
on Climate Change
1988

2000
1-click shopping. Amazon. 1999 ← **Digitisation of consumer id**

2010
Personal endorsements
Instagram, 3.5b likes a day ← **Emotional digital consumption**
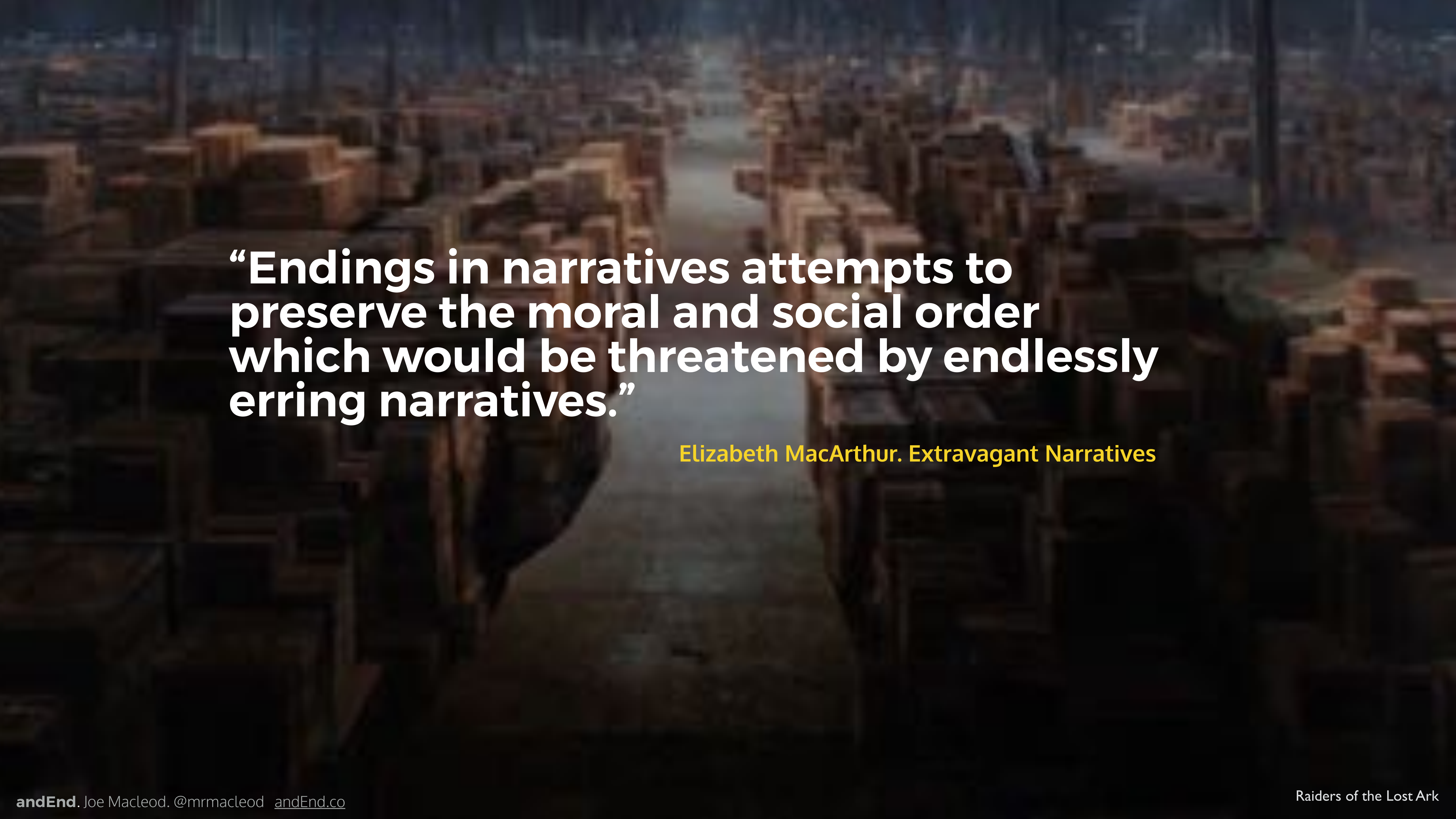
present

← **consumer self** **civil self** →

Why do emotional endings

"Endings in narratives attempts to preserve the moral and social order which would be threatened by endlessly erring narratives."

Elizabeth MacArthur. Extravagant Narratives

Raiders of the Lost Ark

"Solid closure in conventional narratives and histories satisfies individual and social desire for moral authority, a purposeful interpretation of life, and genuine stability"
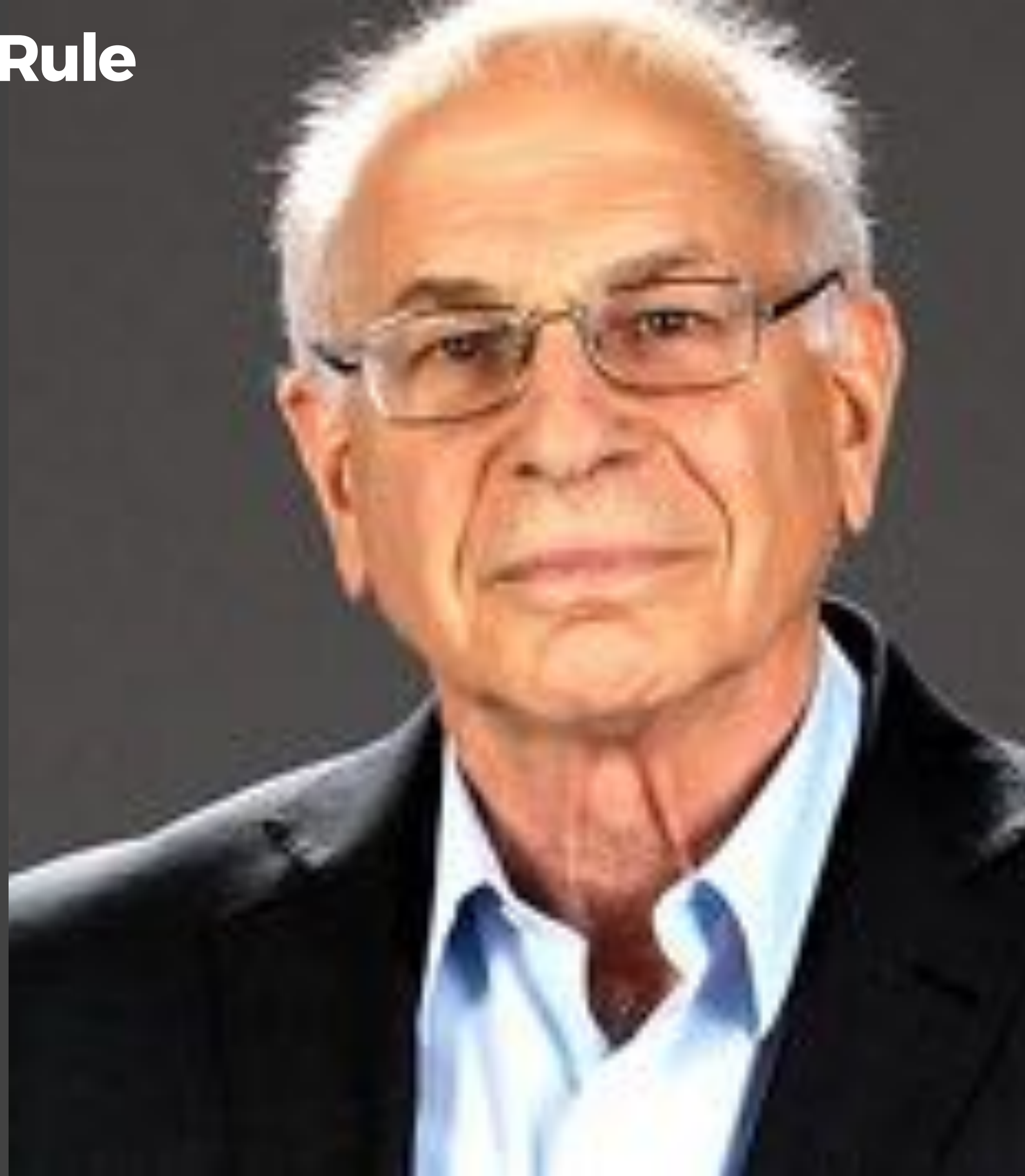
Richard Neupert. The End, Narration and Closure in Film

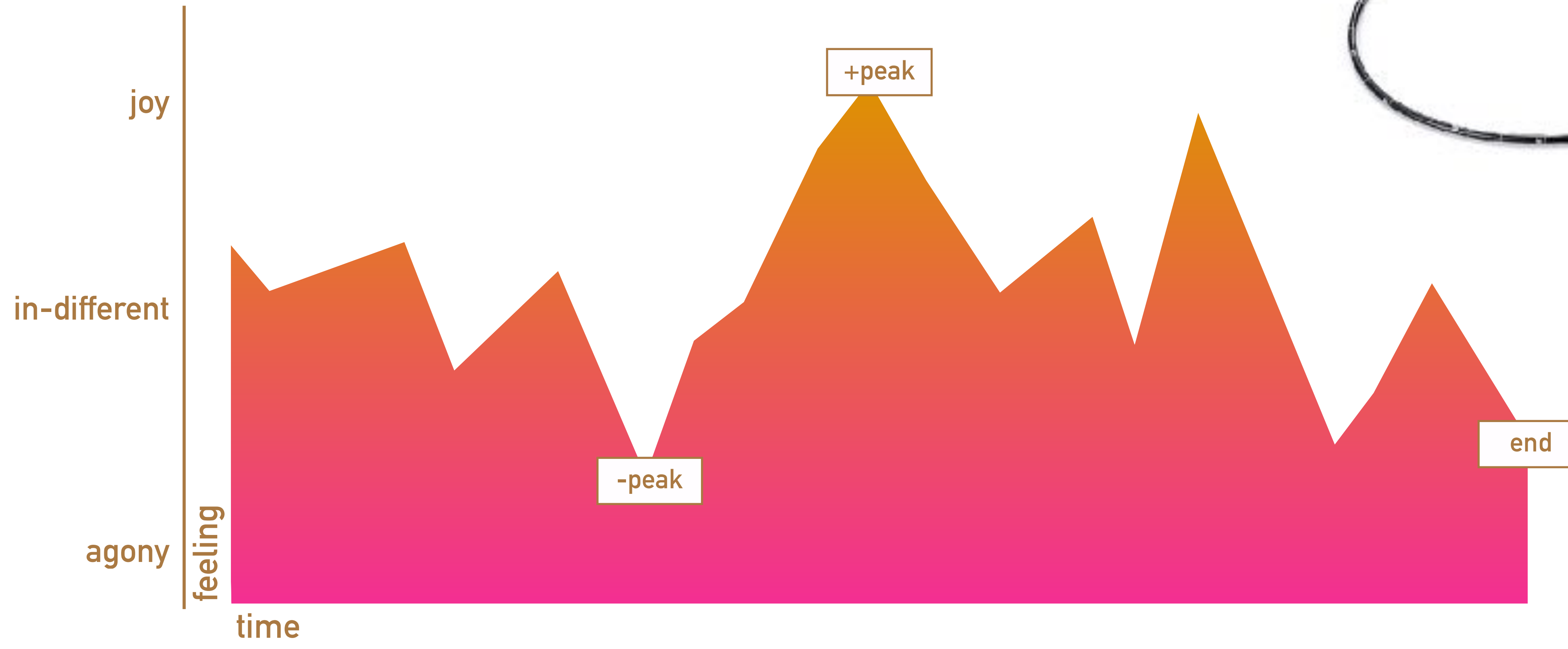andEnd. Joe Macleod. @mrmacleod   andEnd.co

Raging Bull

Psychology of Endings

Thinking fast and slow

"people judge experiences based on their Peak (an intense moment of the experience) and at their End"

Daniel Kahneman.

Psychology of Endings. Peek End Rule

joy

in-different

agony

feeling

time

+peak

-peak

end

Daniel Kaheman.

Psychology of Endings.
Peek End Rule

Ends in Data

**with Markus Buhmann
and Ana Lopez Niharra**

Ends in Data.

The internet doesn't like data endings.
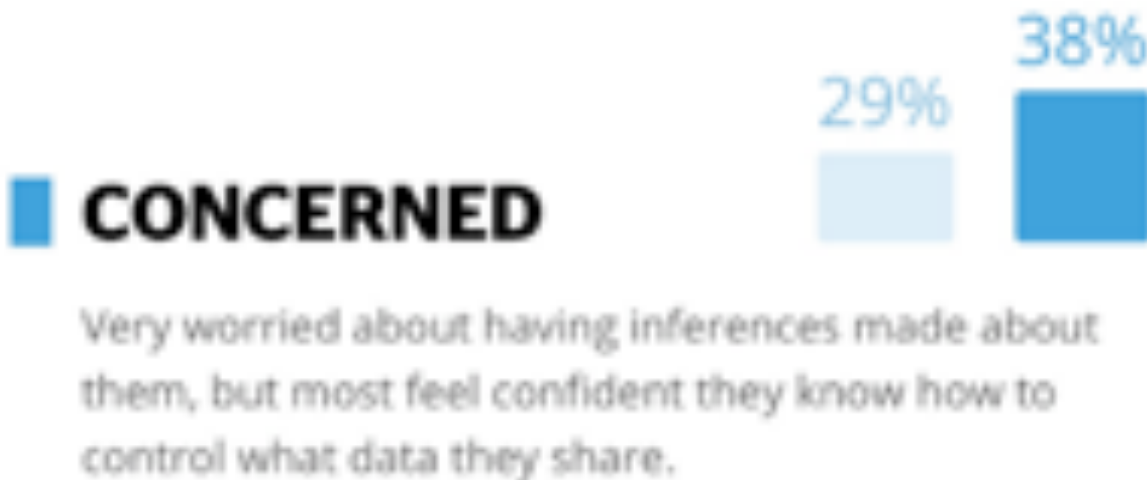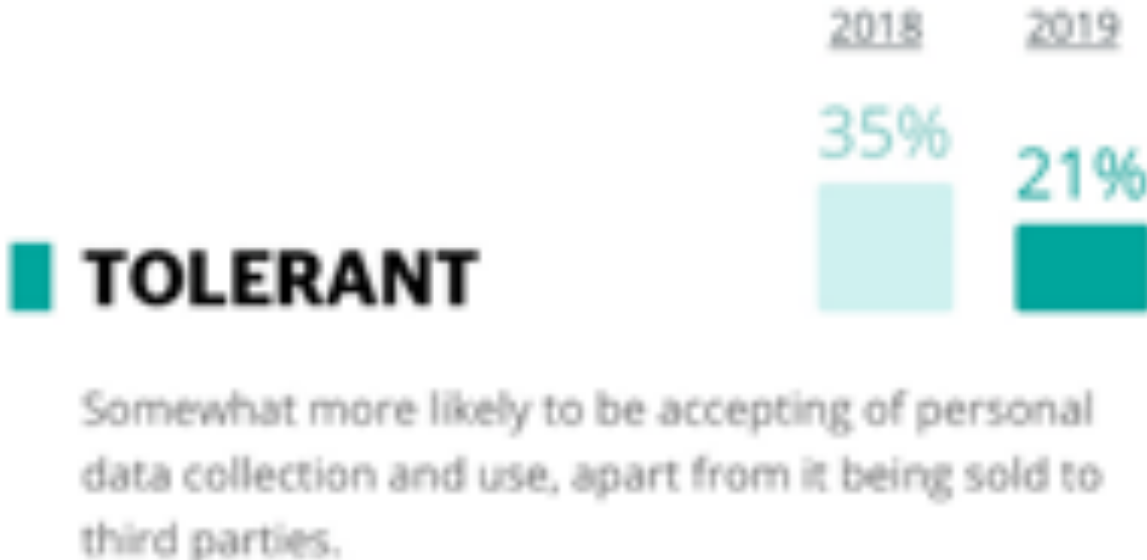
We are failing to conceive endings in data?

And it is threatening the
- consumer relationships
- businesses
- and the technology they rely on.

Ends in Data

The Consumer Case.

Ends in Data. Consumer Argument

2018 2019

35% **21%**

■ TOLERANT

Somewhat more likely to be accepting of personal data collection and use, apart from it being sold to third parties.

23% **33%**

■ ANXIOUS

Worried about what organisations collect and do with data about them, and less likely to feel confident that they know how to control what they share.

29% **38%**

■ CONCERNED

Very worried about having inferences made about them, but most feel confident they know how to control what data they share.

13% **8%**

■ LIBERAL

Not worried about data collection and use, including third party selling of data. They are most likely to say they don't care what organisations do with their data as long as they get what they want.

Source: Which? Data Dozen.

Ends in Data. Consumer Argument

Consumers shouting on Twitter...

Every product owner ever...

"Why is it so hard to leave *(insert any company)* **"**

"If customers can leave easily. More of them will leave. So we have to make it hard to leave."

Ends in Data. Consumer Argument
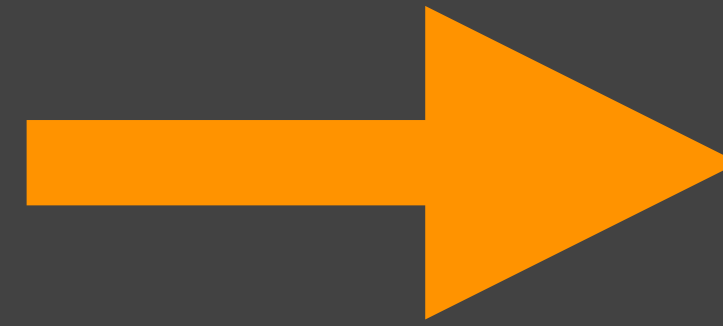

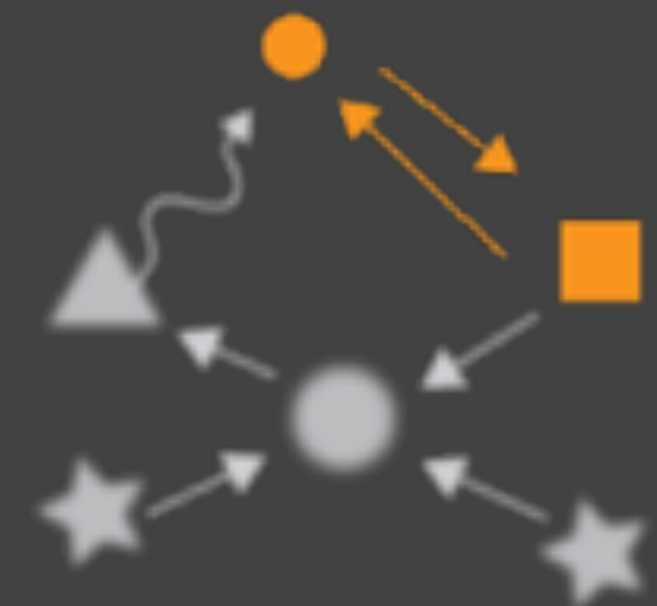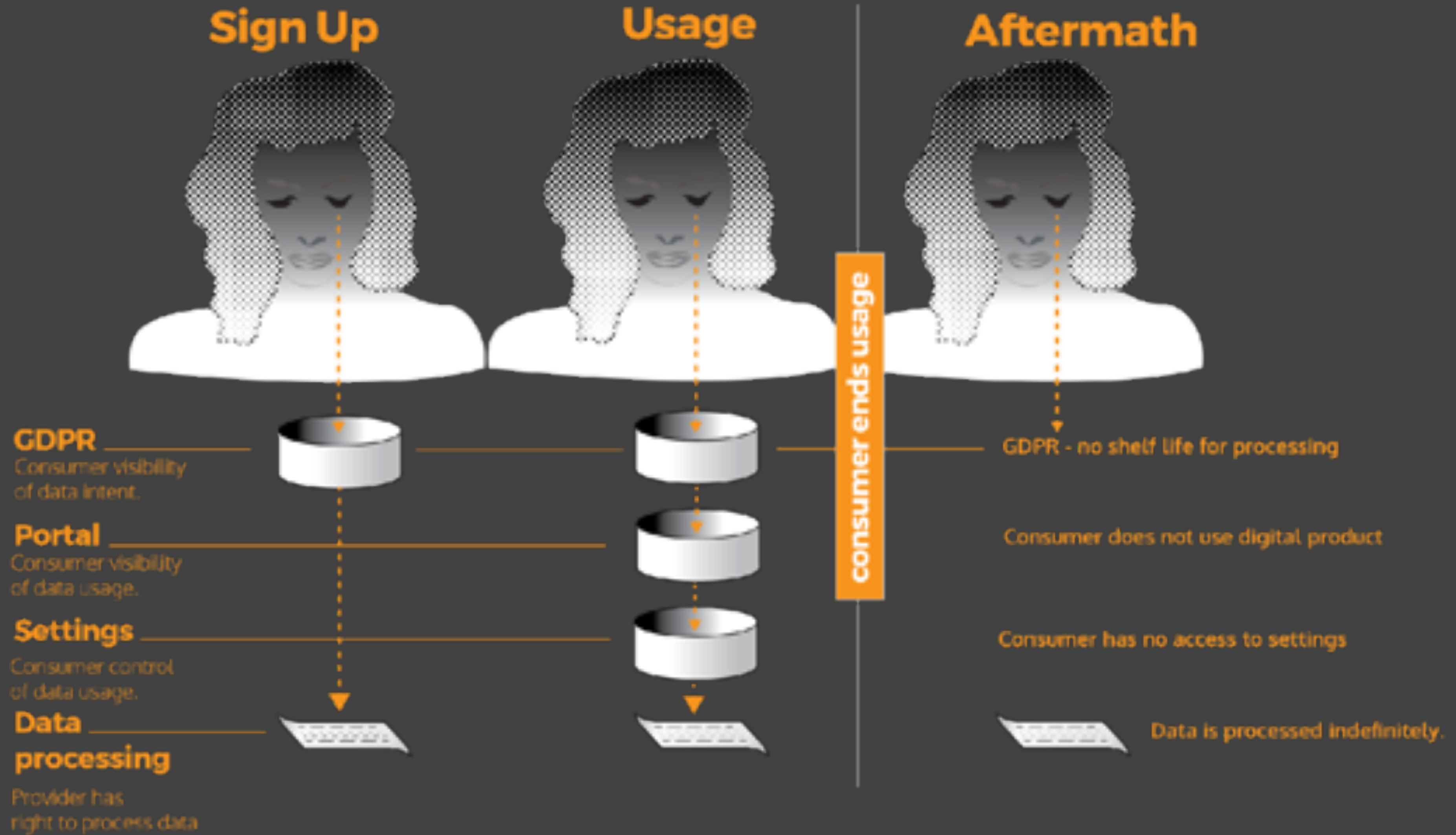|	Walled / Trusted	Symmetric / Visible	Proxy / OAuth	Asymmetric / Invisible
System	Closed Identity Systems	Direct Subscriptions	In direct identity	Indirect Processing
Example	Banking, tax, government	WSJ, Wired,	SlideShare via LinkedIn	3rd Parties, sold data, Cookies
to close	Regulation, Legal process	GDPR etc, interpreted	"If you created your SlideShare account through LinkedIn, you'll have to close your LinkedIn account."	?
ending experience	Guided instructed	Guided instructed	Proxy close	?

Ends in Data. Consumer Argument

Sign Up   **Usage**   **Aftermath**

consumer ends usage

GDPR
Consumer visibility
of data intent.

Portal
Consumer visibility
of data usage.

Settings
Consumer control
of data usage.

Data processing
Provider has
right to process data

GDPR - no shelf life for processing

Consumer does not use digital product

Consumer has no access to settings

Data is processed indefinitely.

Ends in Data. Joe Macleod. Markus Buhmann. Ana Lopez Niharra

Ends in Data

The Business Case.

Ends in Data. Business Argument

By 2025, 80% of marketers who have invested in personalisation will abandon their efforts.

Due to lack of ROI, the perils of customer data management or both.

Source: gartner.com

27% of marketers believe data is the key obstacle to personalisation.

Revealing their weaknesses in data collection, integration and protection.

Source: gartner.com

Legislation has increased globally.

Examples...

- **The California Consumer Privacy Act**

- **GDPR**

- **Japan's Act on Protection of Personal Information**

Example: A Service Provider

- Diverse service portfolio.

- Numerous services with only handful of customers.

- Each service has its own billing component.

- Nothing can be decommissioned.

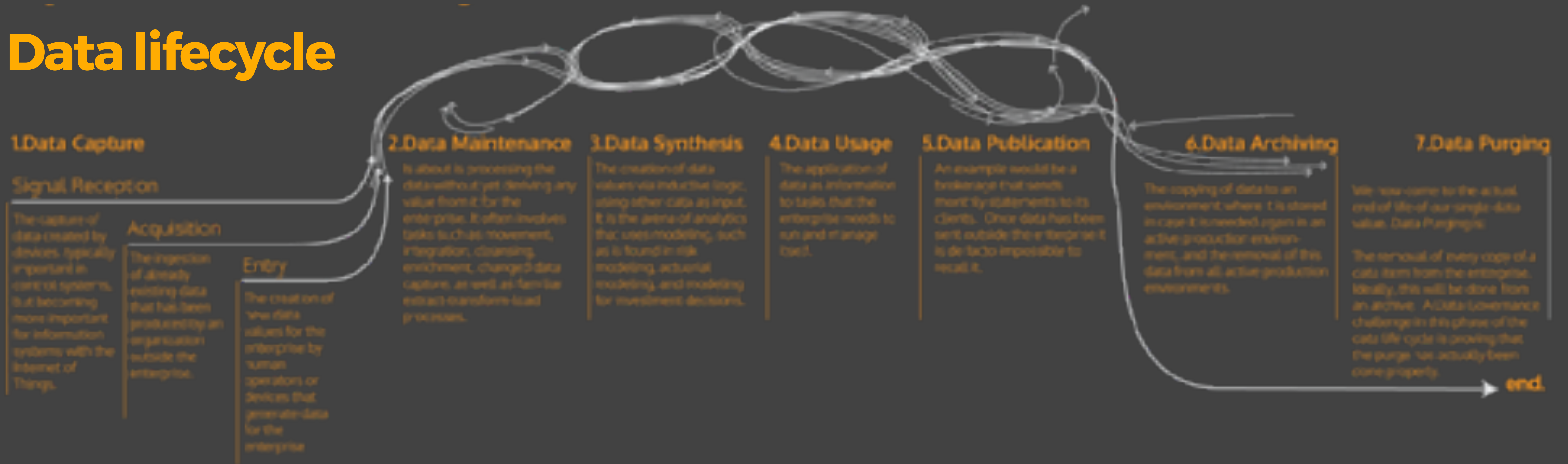- Provider is left with 100s of billing components supporting old products.

Products trapped without an end.

Ends in Data

The Technical Case.

Data lifecycle

1.Data Capture

Signal Reception

The capture of data created by devices, typically important in control systems, but becoming more important for information systems with the Internet of Things.

Acquisition

The ingestion of already existing data that has been produced by an organisation outside the enterprise.

Entry

The creation of new data values for the enterprise by human operators or devices that generate data for the enterprise

2.Data Maintenance

Is about is processing the data without yet deriving any value from it for the enterprise. It often involves tasks such as: movement, integration, cleansing, enrichment, changed data capture, as well as familiar extract-transform-load processes.

3.Data Synthesis

The creation of data values via inductive logic, using other data as input. It is the arena of analytics that uses modeling, such as is found in risk modeling, actuarial modeling, and modeling for investment decisions.

4.Data Usage

The application of data as information to tasks that the enterprise needs to run and manage itself.

5.Data Publication

An example would be a brokerage that sends monthly statements to its clients. Once data has been sent outside the enterprise it is de facto impossible to recall it.

6.Data Archiving

The copying of data to an environment where it is stored in case it is needed again to an active production environment, and the removal of this data from all active production environments.

7.Data Purging

We now come to the actual end of life of our single data value. Data Purging is: The removal of every copy of a data item from the enterprise. Ideally, this will be done from an archive. A data governance challenge in this phase of the data life cycle is proving that the purge has actually been done properly.

end.

Content: Malcolm Chisholm from Information Management

Data Lake turn into swamps

A data lake is a centralised repository that allows you to store all your structured and unstructured data at any scale.

Big data hubris - the data swamp, nosql dbs lead to greater and greater amounts of data being kept

Backup costs higher, effective recovery low.

Example: International Bank

Process trillions of dollars in payments weekly

Wanted insights across payment

Created data lake

Overwhelmed by unstructured / unknown-able data

Mothballed and everyone was fired.

Data science

Process

Hypothesis, test, refine.

Write test, Pass test. Refactor.

Has a clear an ending

Data Swamp (hubris of BIG DATA)

Resource

Storage forever

Unknown, murky

Infinite

Ends in Data

SUMMARY

Problems without an ending.

Consumer case:
No visibility of data.
Limited ownership of data.
Hard to end.

Aren't allowed an end.

Business case:
Increased compliance.
Cost increasing.
Lowers accuracy of data.
Lingering legacy products

Can't face an end.

Technical case:
Security expectations high.
Burdens technical resources.
Creates technical debt.
Impossible to refactor

Can't manage an end.

Ends in Data

Solid Pods

Solid Pods

The first web browser was also an editor. The idea being that not only could everyone read content on the web, but they could also help create it.

It was to be a collaborative space for all humankind.

"The Web as I envisaged it, we have not seen it yet. The future is still so much bigger than the past."

Tim Berners-Lee

Ends in Data. Potential Solution

Solid Pods
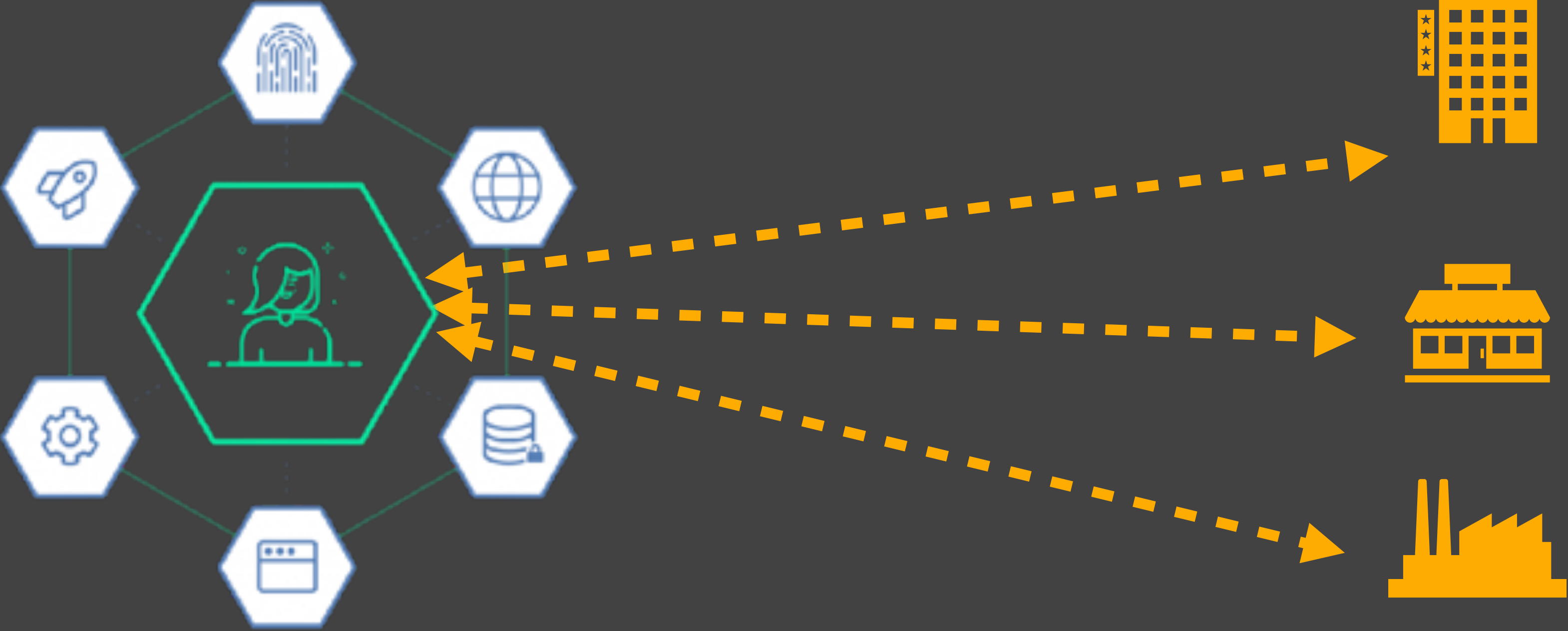
Increased endings in data...

Consumer case:
Increased visibility and responsibility.
Ownership of data.
Empowered to end.
Conclusive.

Business case:
Simplified compliance.
Managing cost.
Quicker faster, leaner.
Maximise quality of data.
Faster product innovation.

Technical case:
Security responsibility moved.
Focus on product benefits
Freedom to refactor frequently

When should cookie consent end?

When should cookie consent end?

After every visit?
After a day?
A week?
A year?
A lifetime?
A 100 years?
A 1000 years?
Longer?

Cookies, GDPR and ePrivacy Directive

Duration

Session cookies – These cookies are temporary and expire once you close your browser (or once your session ends).

Persistent cookies — All persistent cookies have an expiration date written into their code, but their duration can vary.

ePrivacy Directive - they should not last longer than 12 months, but in practice, they could remain on your device much longer if you do not take action.

https://gdpr.eu/cookies/

When should consent end?

What	Who	Status / Reason	Expiry days	Expiry years
	Walmart	Pending	Session	
	Digital Trends	Pending	Persistant	
i18n-prefs	Amazon	Pending	5758 days	15 years
	Google	Pending	6489 days	17 years
	Hulu.com	Pending	3652 days	10 years
	Acuity	Registers a unique user ID that recognises the user's browser when visiting websites that show ads from the same ad network. The cookie is used to collect statistical data of the visitor's movements and to generate targeted ads.	24837 days	68 years
invoca_session	adt.com	Pending	36525	100 years
	homedepot.com	Pending	599999 days	1642 years
dtLastActive	Digital Trends	Pending	2914550 days	7979 years

Cookies from www.digitaltrends.com

Lifetime Guarantee

Lifetime free pizza

Domino's Pizza Russia ✅ replied to Alexey

Alexey , the conditions are extremely simple:
1) Make a real tattoo with our logo in a prominent place (you can beat the tattoo as you please)
2) Put the photo result in the social network (Insta, Fb or Vk) with the hashtag # dominos forever
3) Get the certificate and all life and enjoy Domino's Pizza
* pizza * the authenticity of the tattoos will be checked.

31 Aug 2018   ❤ 2

#DominosForever

Lifetime free travel

AAirpass $250,000

10,000 flights
10 million miles
Cost $21 million

Lifetime digital storage
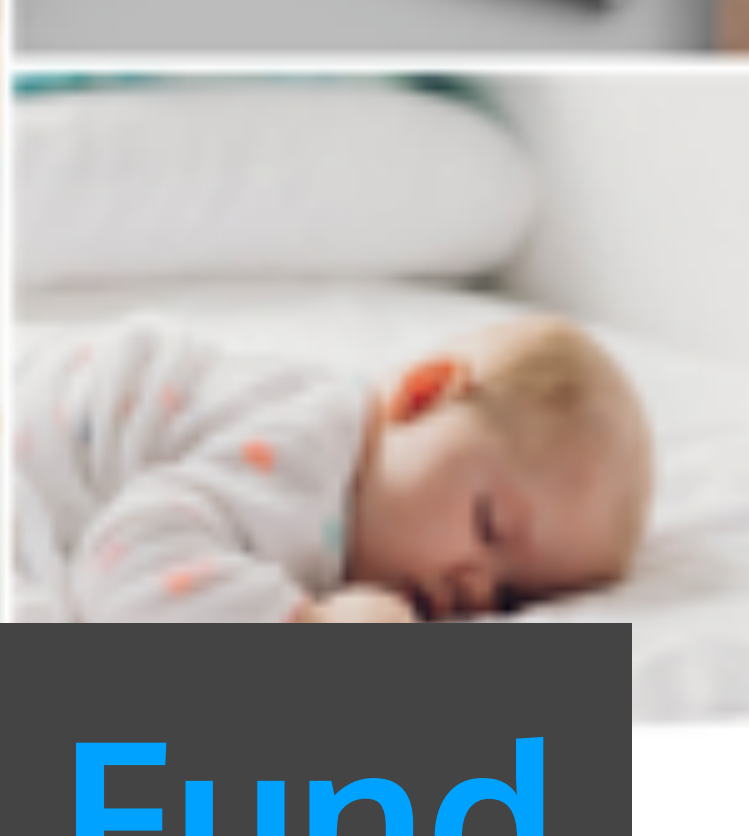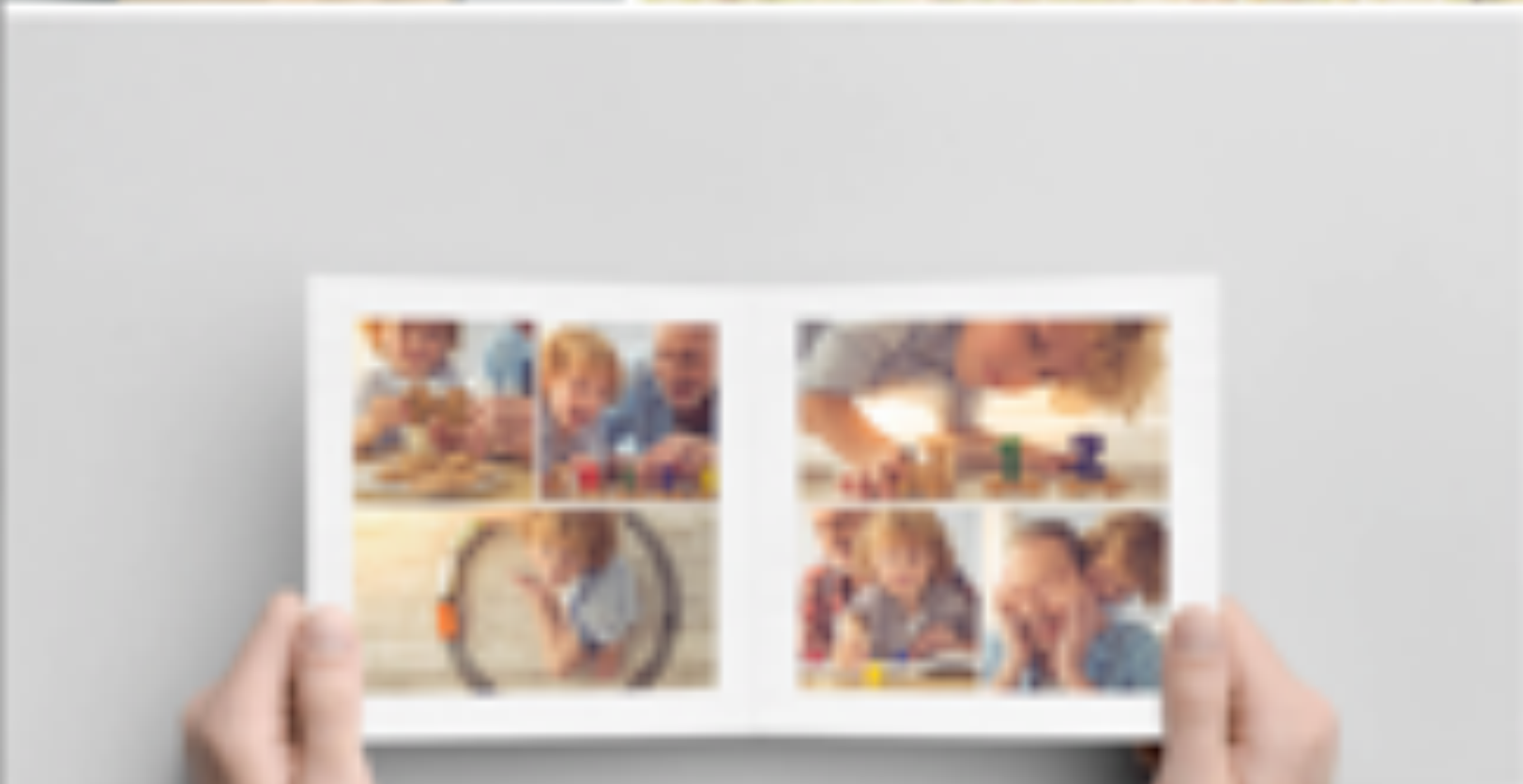
FOREVER® Guarantee Fund

$6,999 terabyte forever.
Monthly package of $699 for a terabyte.

Lifetime avoiding death

CRYONICS INSTITUTE
Technology for Life

MEDICAL

"re-birthed into a future world where you are cured of your time limiting life."

"Don't just imagine the world of the future - personally experience space travel, virtual reality and the other incredible things to come."

Cryonics FAQ: Answers to your questions

GET THE FACTS

How to design endings.

The problem designing ends.

Death

Why should I fear death?
If I am, then death is not.
If death is, then I am not.
Why should I fear that which
 can only exist when I do not?

Epicurus
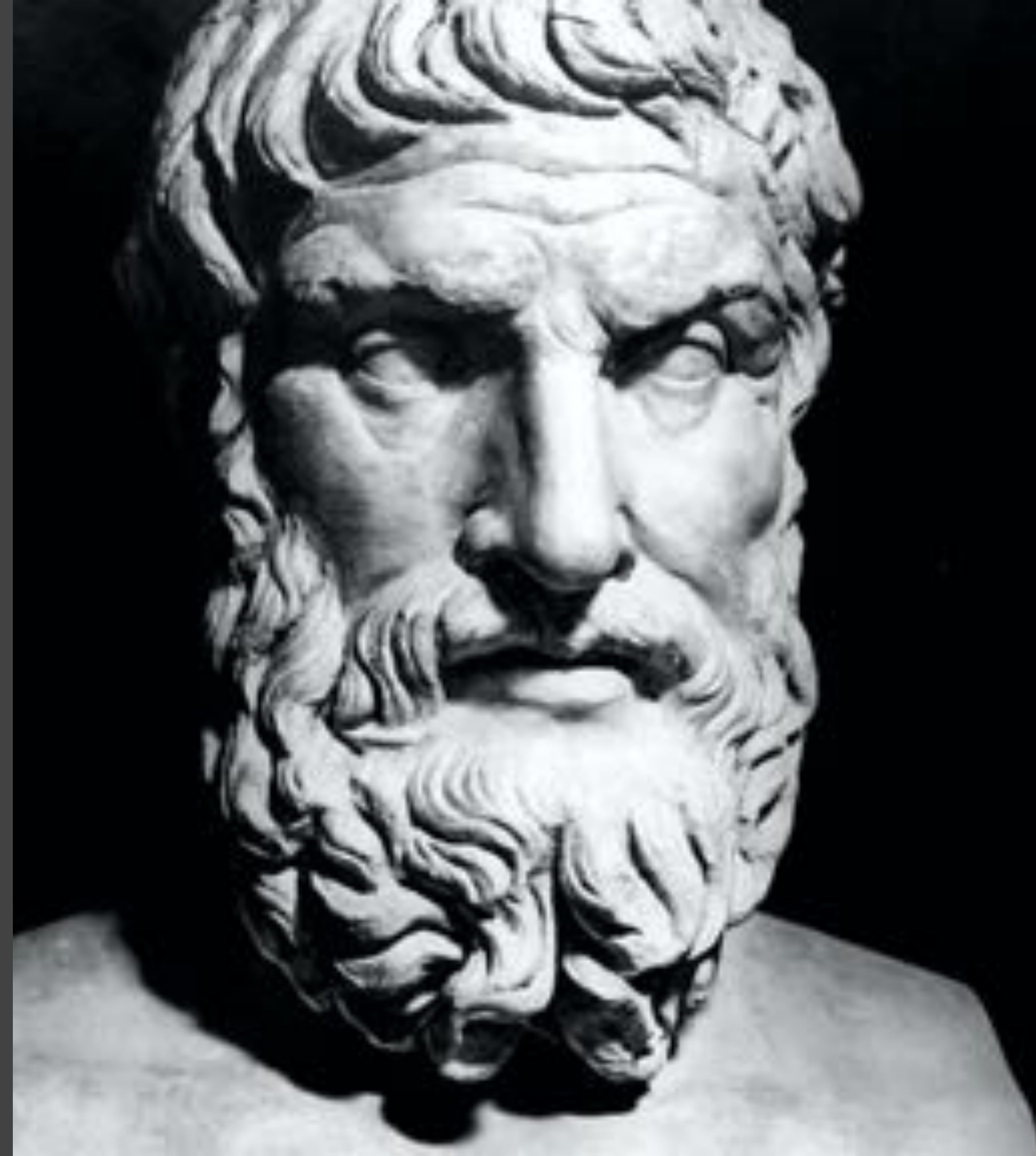
Where is the end?

Agree where the end is.
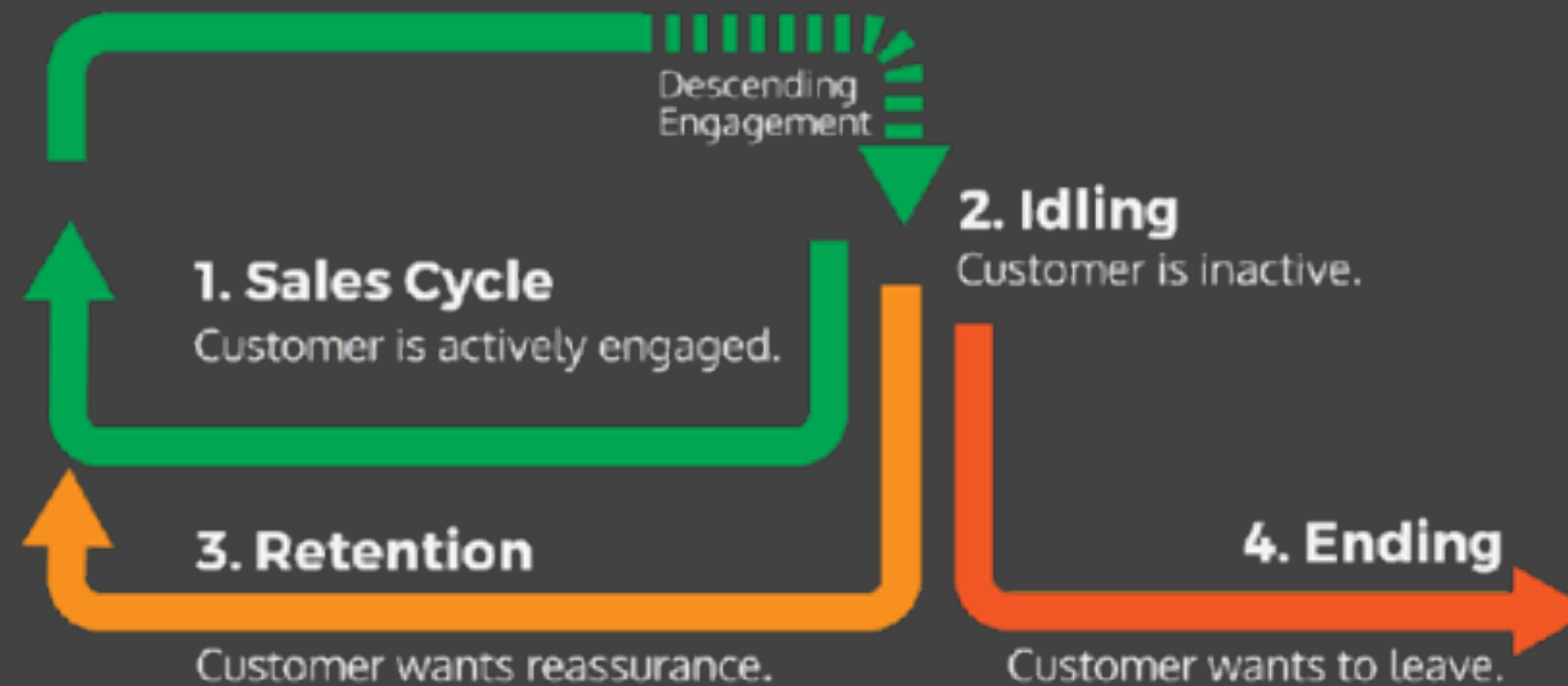
Where is the end?

1. Normal Sales Cycle.
2. Idling. The customer is inactive.
3. Retention. Could be pulled back in again if reassured.
4. Ending. "I want to leave. And I want a good bye."

Aftermath Targets

Aftermath Targets

Definition: An Aftermath Target is **a collection of targets a business aim to achieve after the consumer has left**. These can be aspirational, emotional targets (people were satisfied) or factual targets (quantity of returned, dismantled products).

Aims: To help a business establish a post product environment for customers, materials and operations.

Types of ending

Ending types.
8 types of ending experienced by consumers

	Time out	Exhaustion /Credit Out	Task / Event completion	Broken / Withdrawal	Lingering	Proximity	Cultural	Competition
Services	2 week holiday, 3 year degree,	Pay As You Go, Points on your driving license	Parcel delivered, boiler fixed, car serviced, concert watched, operation successful, money transferred	Expectation cut short. Break the contract, leave the film early.	A pension that you no longer pay into. An unused gym membership.	Move outside of covered area.	Writing letters. Rag&Bone man Waiting Politics	Bigger, Better, Faster
Products	Sell by Date Warranty	Battery Empty	Used disposable items	Product Broken	Old non-fitting clothes. E-Waste old phones in draws. Changing demographic/age	Items in loft	Kindle Sliver Cross Pram Top Loading Washing Machine	Bigger, Better, Faster
Digital	1 year software subscription,	Gems in Clash of Clans	Game completed	Provider has shut down, sold out, gone bust.	App deleted yet service capturing data. Unused email accounts. Social media comments and images	Apple to Android GDPR and LA Times	MySpace Yahoo AOL	Bigger, Better, Faster

Emotions at the end.

How Should It Feel?

Role Exit &
The Crack of Doubt

Source: Helen Rose Ebaugh

The beginning of the end.

Role Exit doubts are often ignited from a change in relationships, organisational changes, personal burnout, or the effect of some event.

These start a Crack of Doubt. The doubts are reinforced or weakened by further experiences and the crack opens wider, prompting a re-evaluation of the role.

Cognitive Closure

Source: Donna Webster and Arie Kruglanski.

Humans like achieving cognitive closure on issues. Primarily in two ways.

Seize
Seek out closure quickly (the urgency tendency)

Freeze
Maintain for as long as possible (the permanence tendency)

Emotional Design

Source: Don Norman

Emotional Design achieved by working with three factors.

Visceral Design > Appearance

Behavioural Design > The pleasure and effectiveness of use

Reflective Design > Self-image, personal satisfaction, memories.

At the end reflective design becomes key.

Mood Memory-
Congruence &
Dependence

Source: Penelope A. Lewis and Hugo D. Critchley

A persons mood can influence how they create and recall memories.

Mood Congruence
Remembering all of the negative events of our past lives when depressed is an example of mood congruence.

Mood Dependence
Mood dependence on the other hand, is the facilitation of memory when mood at retrieval is matched to mood at encoding.

Peak End Rule &
The Remembering Self

Source: Daniel Kahneman

Peek end rule suggests that a person has only two moments that they clearly lay to memory. The Peak of the experience (good or bad) and the End.

Experiencing Self questions **"Does it hurt now?"**

Remembering Self questions **"How was it on the whole?"**

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Usage

On-Boarding

Starting Experiences

Ending

time

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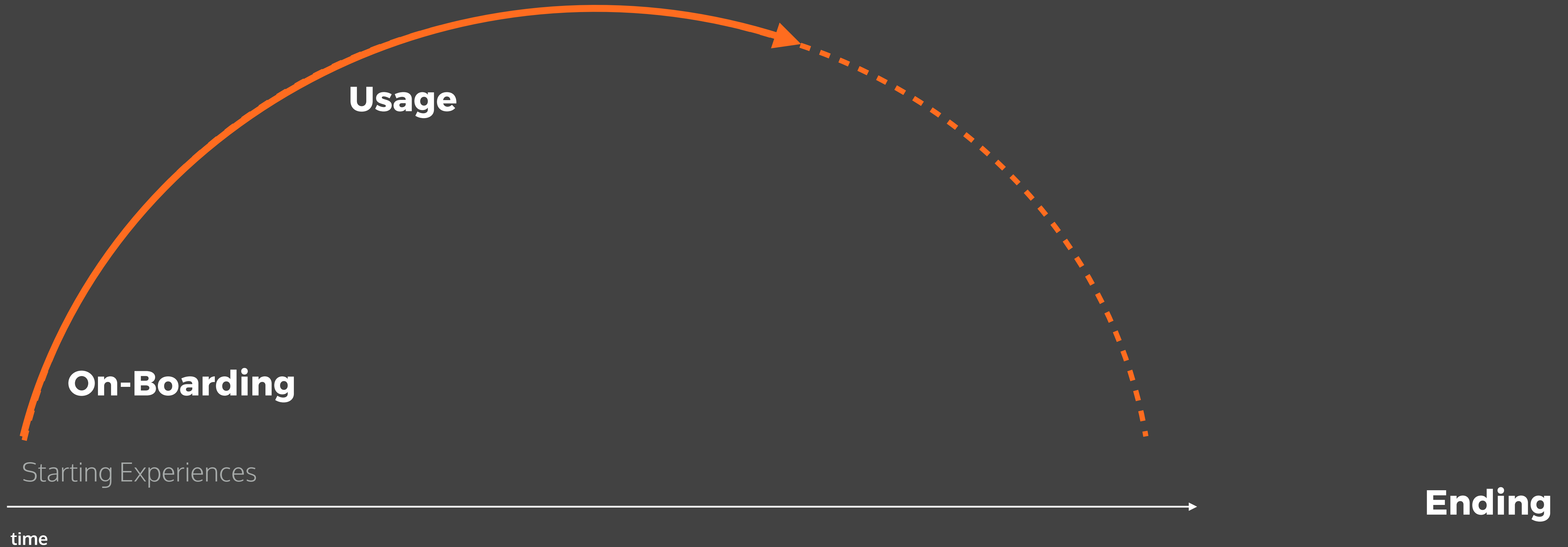
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andEnd. Joe Macleod. @mrmacleod   andEnd.co

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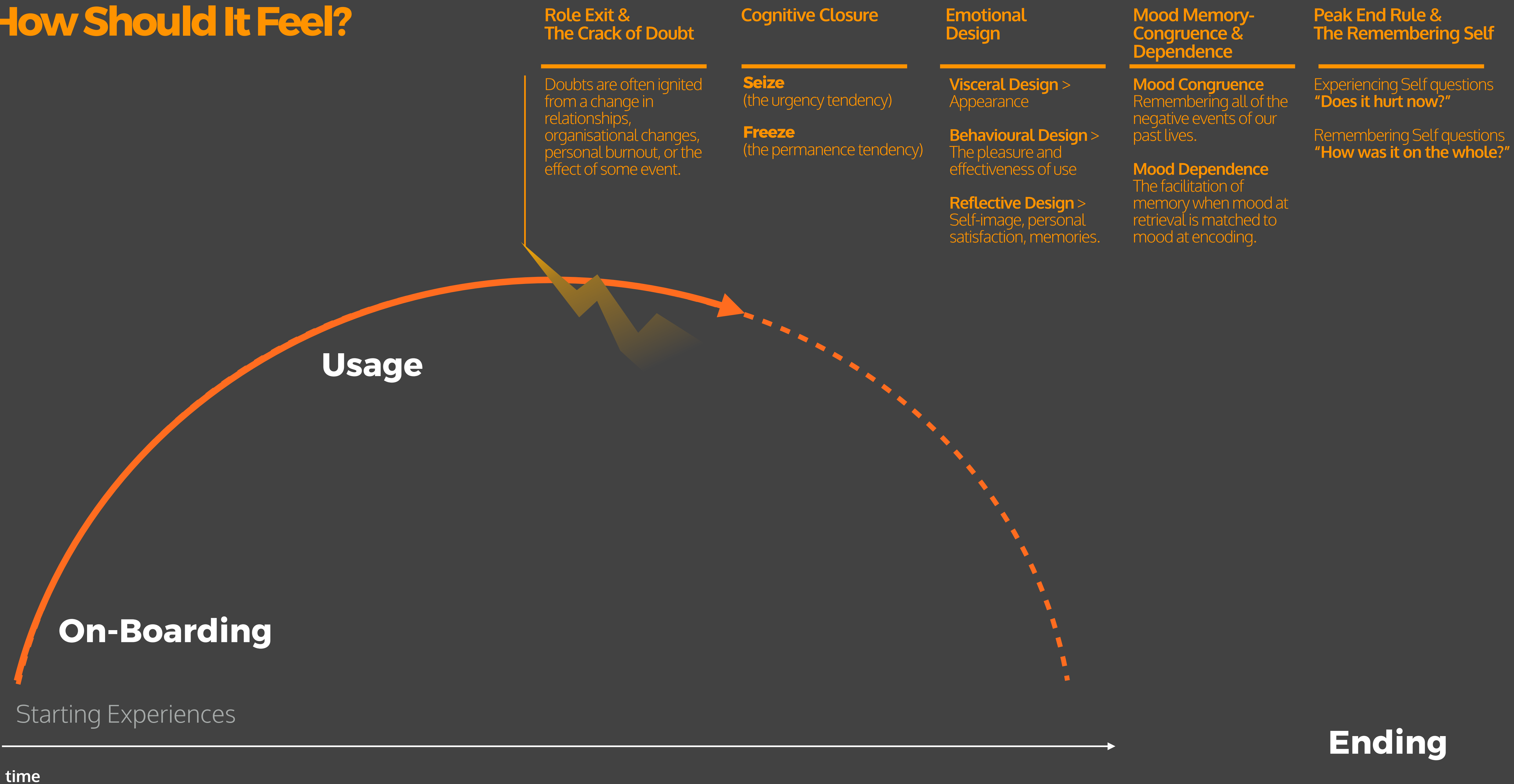The facilitation of memory when mood at retrieval is matched to mood at encoding.

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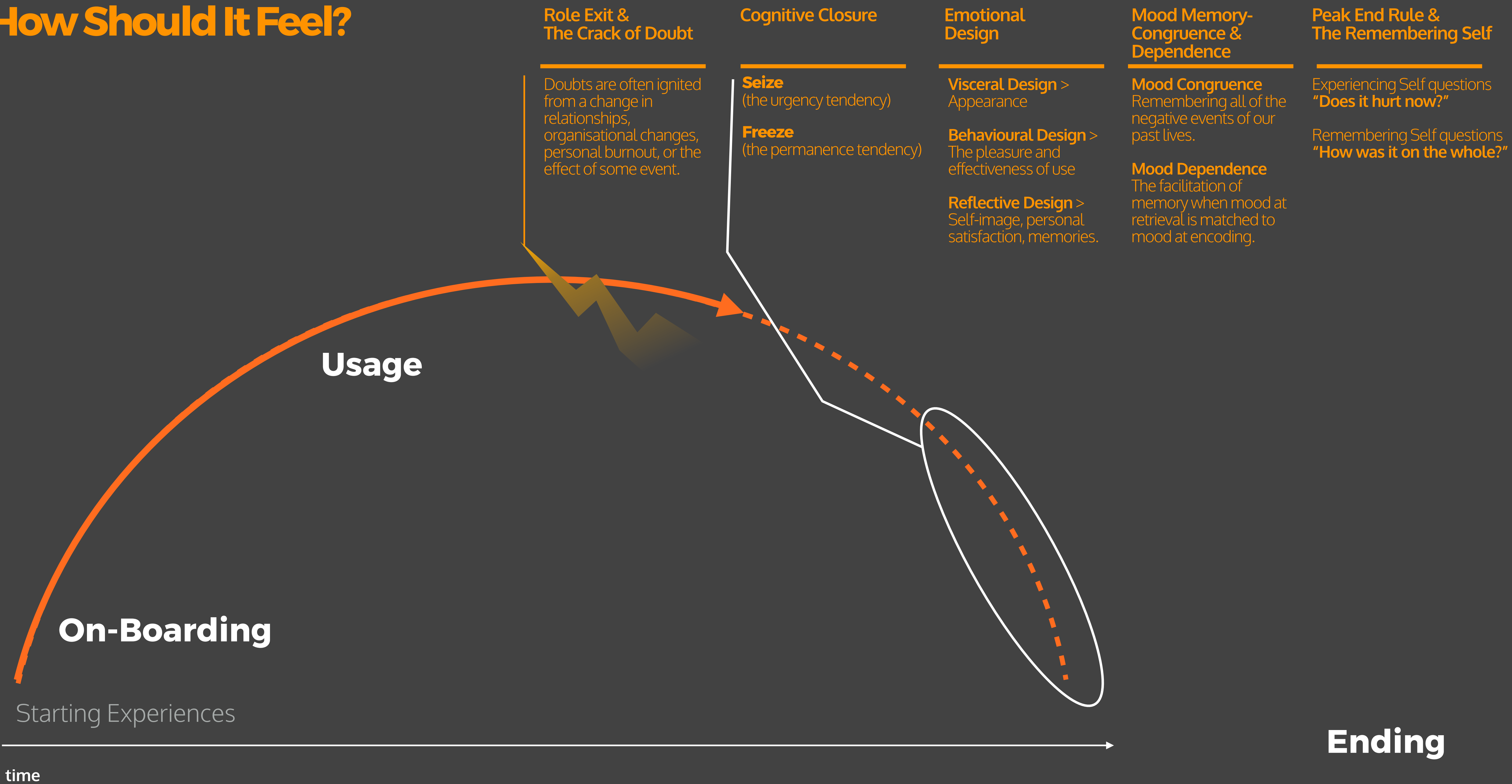
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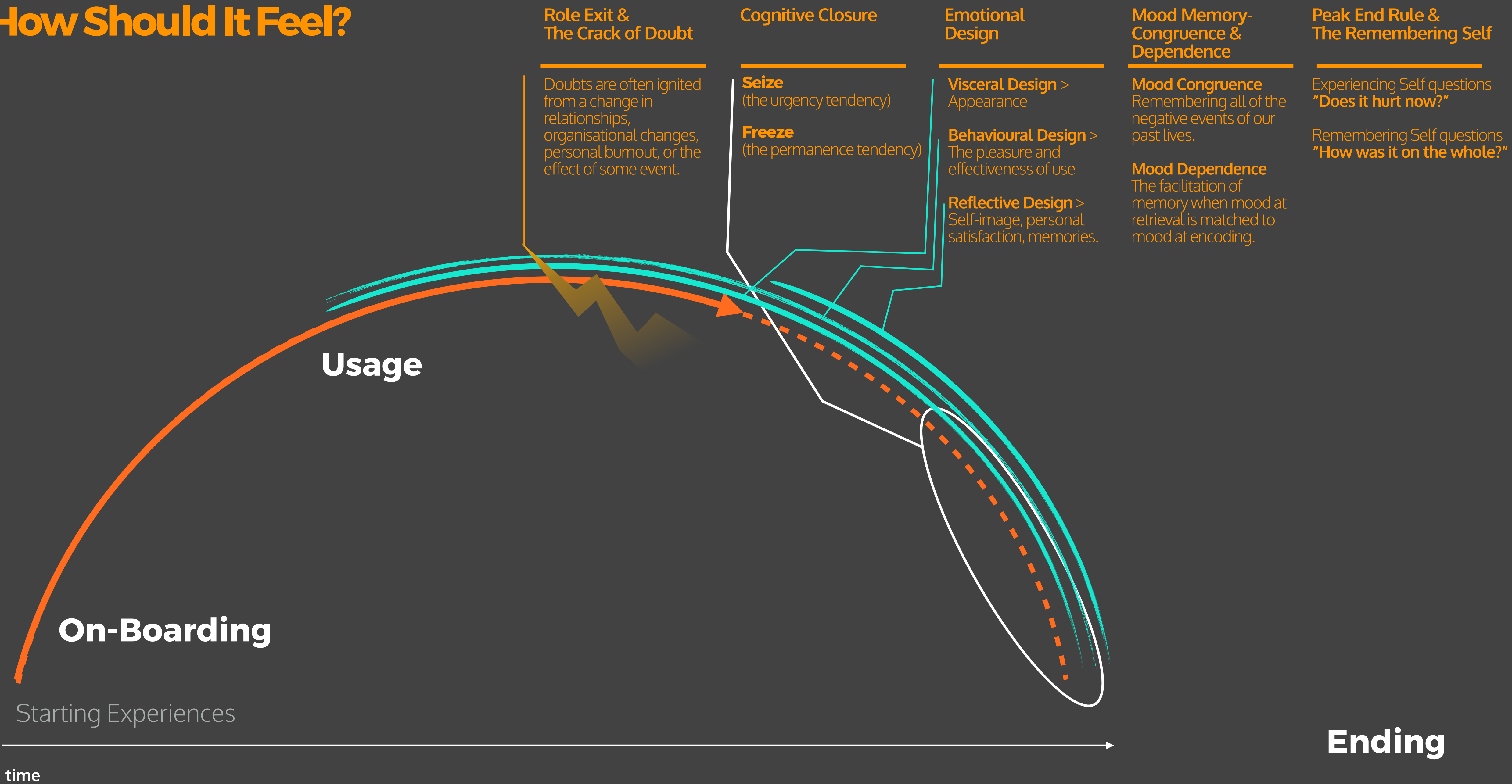
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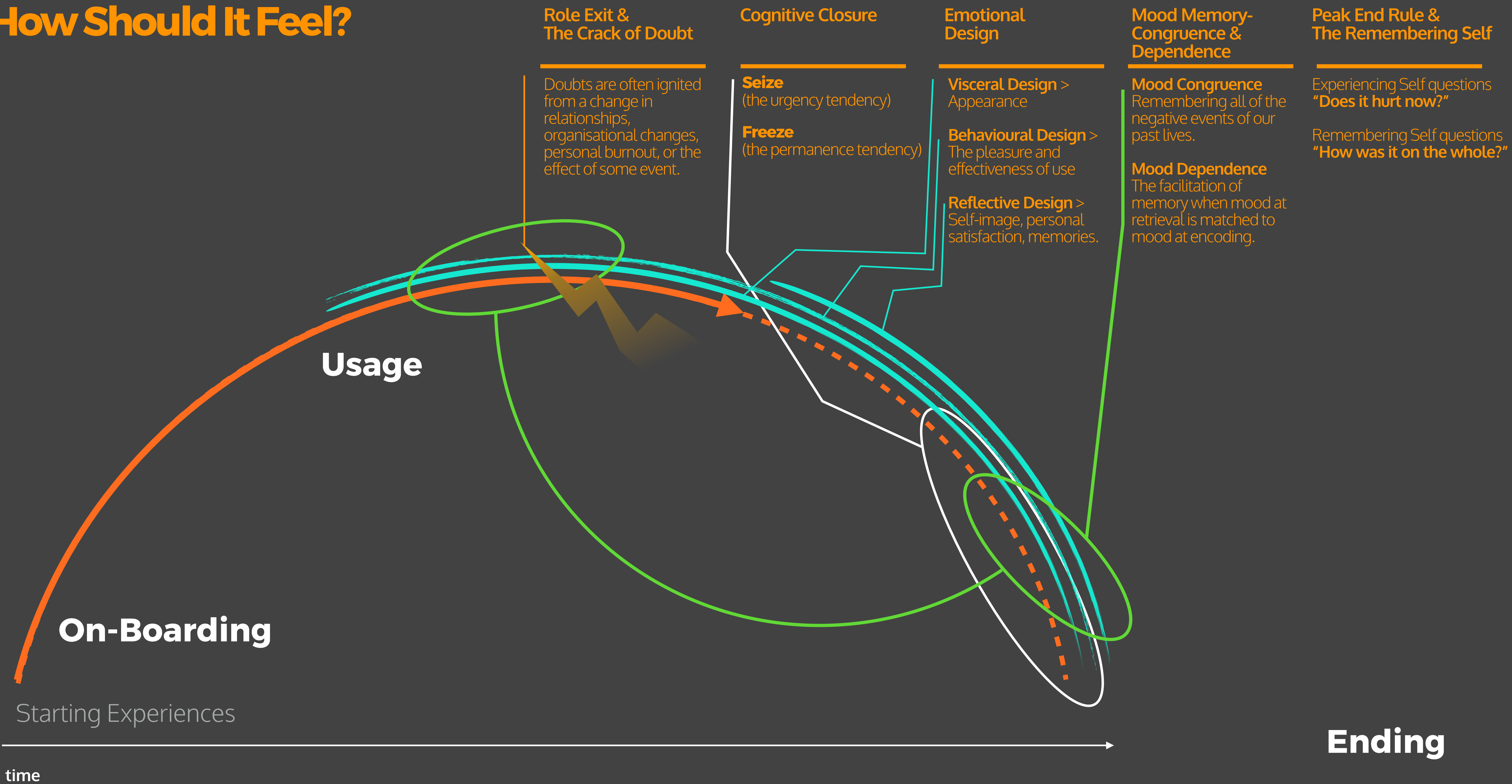**"How was it on the whole?"**

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Ending

Descending Engagement stages.

Stages. Descending Engagement

Usage

Designing a sequence of events that engage, inspire and instruct the consumer towards a positive ending.

On-Boarding

Off-Boarding

engagement

Crack of Doubt — The first moment a consumer believes that the product is not fulfilling their needs.

Acknowledged — Both parties acknowledge the consumer wants to leave.

Actioned — The consumer has an opportunity to action the end.

Observed — A visible / tangible evidence that the end is coming.

Settled — Confirmation that all is done.

Aftermath — Reflecting on what went past. Good or bad, angry or happy.

Rebirth — Ready to live again.

Starting Experiences

Closure Experiences

time

Crack of Doubt

Crack of Doubt
Acknowledged
Actioned
Observed
Settled
Aftermath
Rebirth

The first moment a consumer believes that the service or product is not fulfilling their needs.

The crack of doubt emerges in a relationship. It's that moment when someone does something and it changes your opinion of them.

Example
Price Comparison Sites

Acknowledged

Crack of Doubt

Acknowledged

Actioned

Observed

Settled

Aftermath

Rebirth

Both parties acknowledge the consumer wants to leave. The path to the end becomes gets momentum. The end is verbalised.

Example:
The moment the customer asks for the bill.
The letter that says a year is almost up.
Last orders at the bar.
Captain "We are starting our decent"
Startup "We gonna close."

Important information regarding your Supercard MasterCard®

We are writing to inform you that regrettably, Supercard is closing and your agreement with Wirecard Card Solutions Limited, the Electronic Institution which issued your Supercard on our behalf, will end at 00:01 GMT on Monday 24th July 2017.

You can continue using your Supercard until Monday 24th July 2017, after which time the card will no longer work and should be destroyed. The Supercard app will continue to work until Tuesday 24th October 2017 so that you can review past transactions.

The complimentary travel insurance that was available to you as a Supercard customer will also cease on Monday 24th July 2017.

We strive to develop innovative products that provide our customers with great value and exceptional

Supercard ✔
@SupercardUK

Follow

Important information about Supercard.

Regrettably, as of Monday 24/0717, Supercard will be closed. For more info >

travelex.co.uk/services/super ...

RETWEETS   LIKES

Actioned

Crack of Doubt
Acknowledged
Actioned
Observed
Settled
Aftermath
Rebirth

The consumer has an opportunity to action the end.

Example:
PANT scheme in Sweden. Returning plastic to specific location.
Body Shop return.
Confirming password for account deletion.
Fairphone

Observed

Crack of Doubt

Acknowledged

Actioned

Observed

Settled

Aftermath

Rebirth

A visible / tangible evidence that the end is now.

Example:
Deletion progress
Re-establishing shot at end of film.
Cutting up credit cards in front of the consumer.

Microsoft Office Outlook

Deleting items
In "Sent Items"

Stop

35 Seconds Remaining
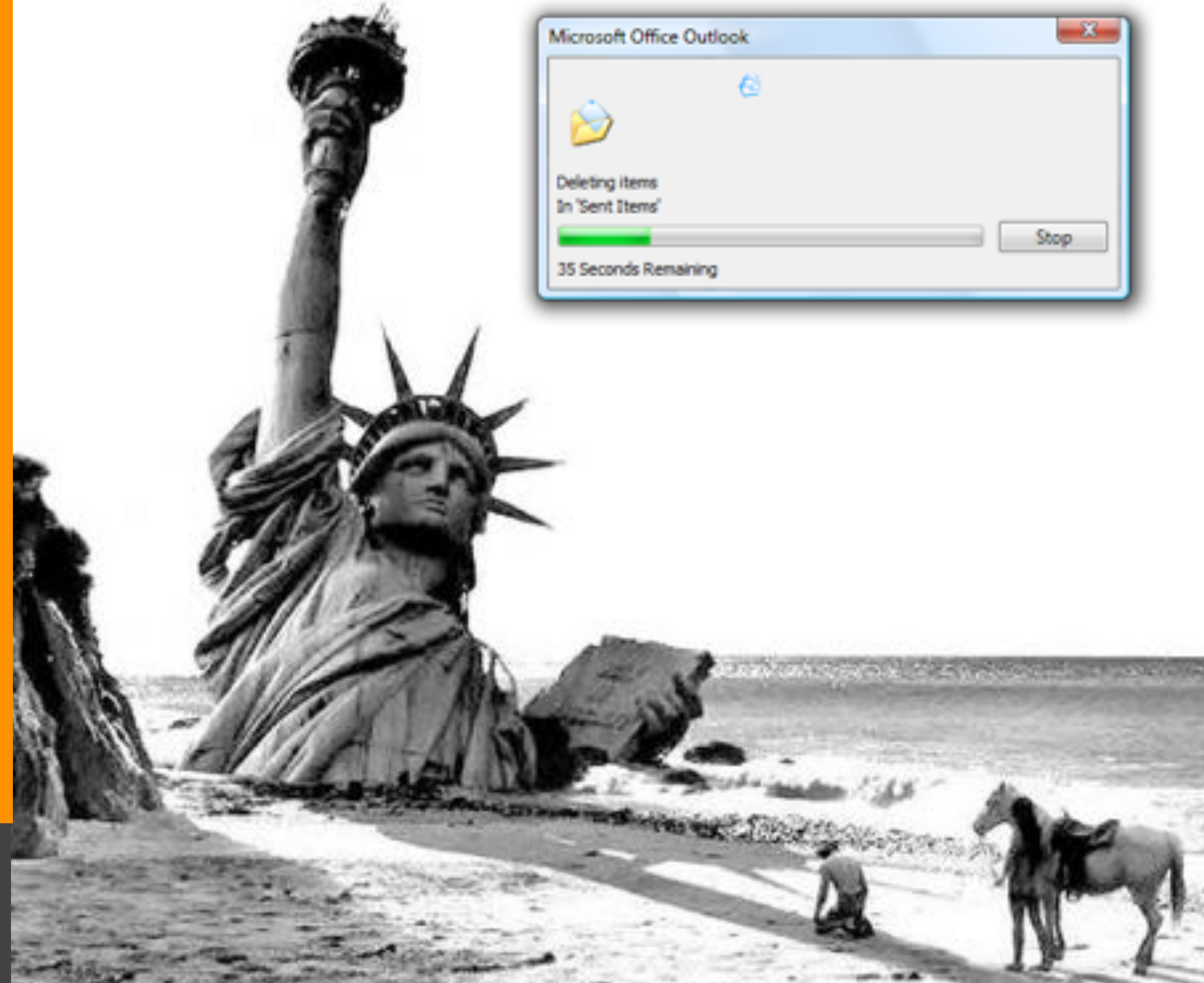
Settled

Stages
Crack of Doubt
Acknowledged
Actioned
Observed
Settled
Aftermath
Rebirth

Confirmation that all is done.
It should resolve the financial debt, the obligations and the material exchange.
It might not resolve all the emotional baggage.

Example:
Released in to arrivals hall at an airport.
Confirmation your account is closed.

ITV Hub

We've removed your account

So that's it. It's all over!

We hate goodbyes, but because we haven't seen you in so long, we've removed your account.

If you were subscribed to any of our newsletters and wish to continue receiving them, please reply to this email stating which newsletter you were subscribed to.

Aftermath

Crack of Doubt	Reflecting on what went past. High Emotions - good or bad, angry or happy.
Acknowledged	
Actioned	
Observed	**Example:**
	"I am never using that company again."
	"That was great, gonna put a review on TripAdvisor."
Settled	"Should I off-set that flight?"
Aftermath	
Rebirth	
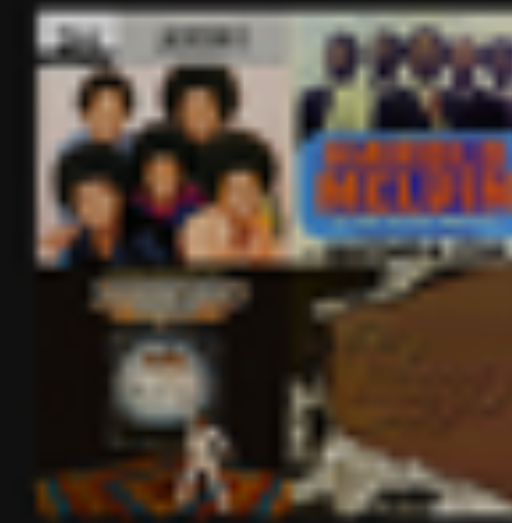
PLAYLIST
Can we still be friends?
Created by: **Spotify** · 10 songs, 40 min

⏸ PAUSE   FOLLOW   ⊖

SONG	ARTIST	📅
⏸ ＋ I Want You Back	Jackson 5	2013-08-02
＋ Don't Leave Me This Way	Harold Melvin & The Blu...	2013-08-02
＋ If I Can't Have You	Yvonne Elliman	2013-08-02

Tripadvisor

Hotels 🛏   Vacation Rentals 🏠   Things to Do 🎫

Rebirth

Stage
Crack of Doubt
Acknowledged
Actioned
Observed
Settled
Aftermath
Rebirth

Freedom to live again.
Emotions fade with memory.
Reborn, clear thinking and ready
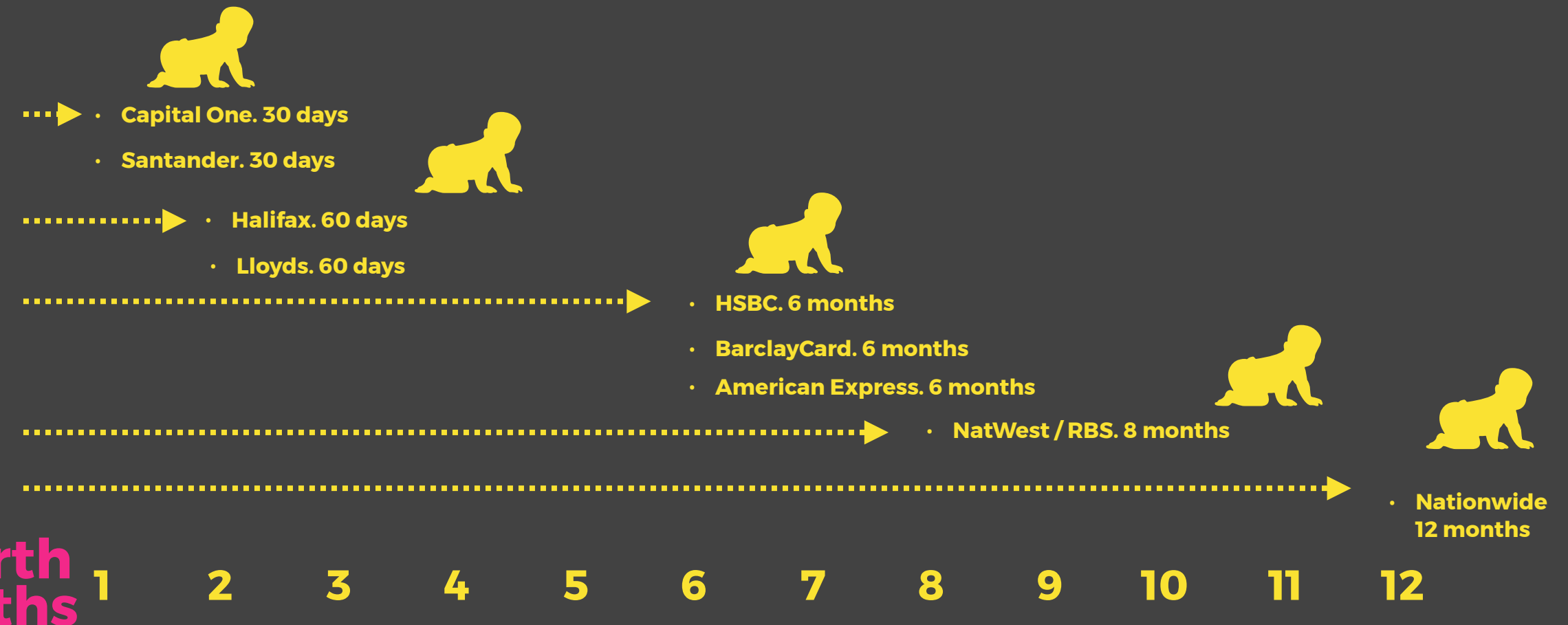to re-engage.

Example:
39% of consumers avoid vendors for
over 2 years after having a negative
experience.
Source: www.zendesk.com

How long credit cards companies take to consider
people a new customer after they have left.

**Account
Ended**

0

· Capital One. 30 days
· Santander. 30 days
· Halifax. 60 days
· Lloyds. 60 days
· HSBC. 6 months
· BarclayCard. 6 months
· American Express. 6 months
· NatWest / RBS. 8 months
· Nationwide 12 months

**Rebirth
months** 1 2 3 4 5 6 7 8 9 10 11 12

How to measure

How To Measure. Examples

Objectives and Key Results. OKR

I will …(Objective) as measured by… (this set of Key Results).

One of there benefits is how adaptable they are. Defining simple objectives with clear, achievable and measurable outcomes. In this sense people needing to measure and improve an overlooked area such as endings in the consumer lifecycle can target that objective and see measurable change.

Survival analysis

Survival analysis aims to predict time to an event. To reflect insight in to how many fail, at what point. And how long the survivors may last until they die. To do this many models start by defining a 'lifetime'.

NET Promotor score.

"How likely is it that you would recommend [Organisation X/Product Y/Service Z] to a friend or colleague?"

Aims to measure the loyalty of customers to a company. I would argue it measures perception past and present, as a consumer could still recommend a company after they stopped using it. So its pretty good to use around the off-boarding of a consumer experience.

Customer Lifetime Value CLV

A common measure in any customer experience program. It assess how much a customer is worth to a business over the lifetime of that customers loyalty. 1 The accompanying philosophy says "it costs less to keep an existing customers than it does to acquire new ones". Which might well have been the case years, or even decades ago. But now, the web has made this measure seem pretty dated. As a server starts a relationship from a website with a very informed customer who has done lots of the research on the market place. No-doubt through, dear reader you will experience this being pushed as an argument against considering the end.

Life Cycle Assessment. ISO standard.

In the manufacture and production of goods there is a subsequent impact on the environment. This takes place throughout the lifespan of the product. The International Organisation for Standardisation (ISO) recommends an approach for all businesses to use around the world in there ISO 14040 standard. The measure quantifies all inputs and outputs of material flows, from and to nature for a product system.

IBM Predictive Churn Model

Assess 4 data clusters of system.

Transaction and billing data,
Demographic data,
Behaviour data,
Usage data,

The algorithm produces a decision tree. That IBM believe is better at interpreting the root cause of a person leaving the service. IBM also put a high value on the Sentiment score, both historical and current.

Google HEART Framework

The Google HEART framework (Happiness, Engagement, Adoption, Retention and Task Success) helps product teams evaluate the success of a product.

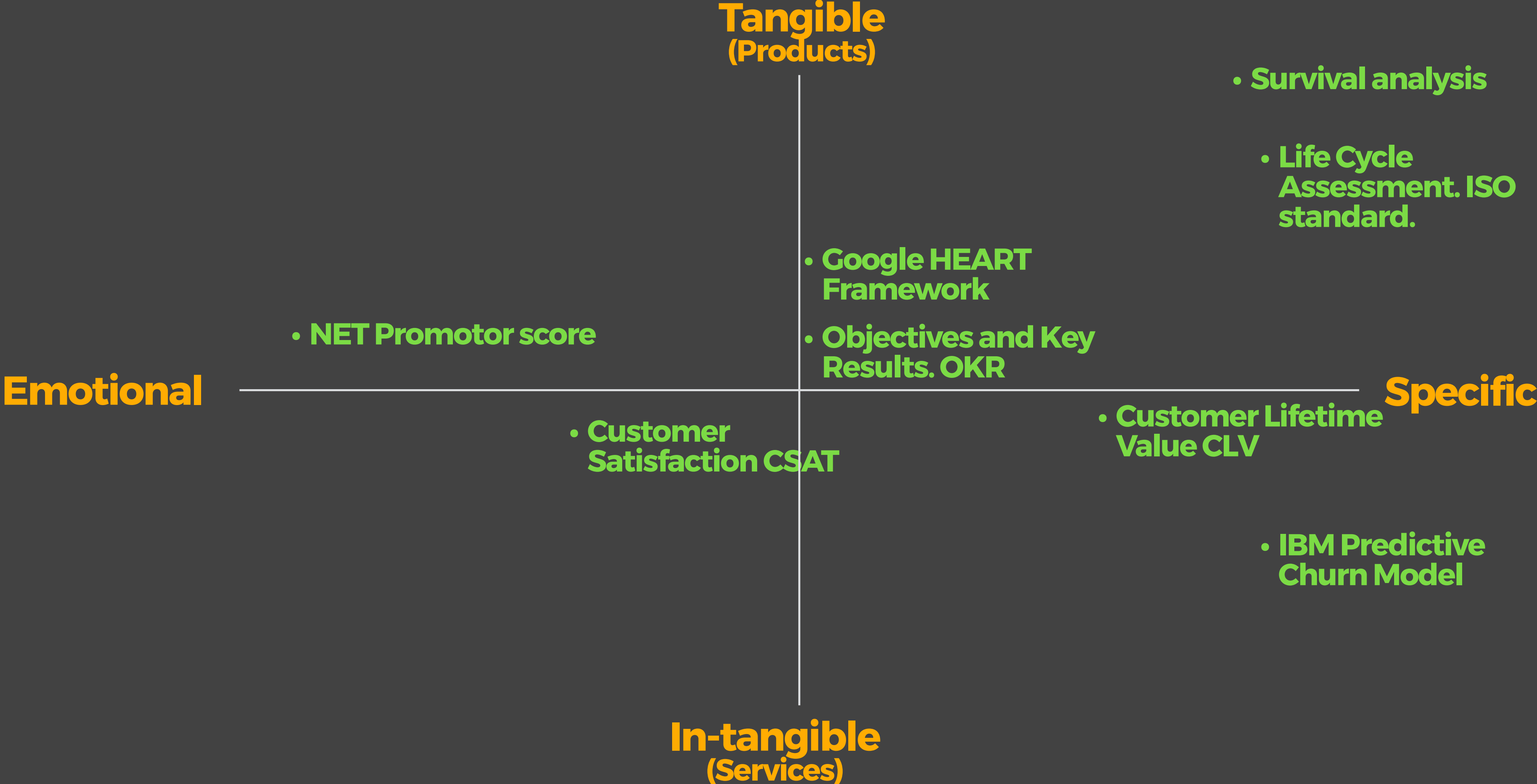It is broken down and measured across Goals, Signal and Metics

Customer Satisfaction CSAT

To gauge customer satisfaction with a companies product of service, the company can ask how they would rate overall customer satisfaction. It is a pretty simple approach, but can have a wide range of uses, especially in the aftermath of a consumer experience.

The respondents are asked 'How would you rate your overall satisfaction with the [goods/service] you received?'

1. Very unsatisfied
2. Unsatisfied
3. Neutral
4. Satisfied
5. Very satisfied

How To Measure. Examples

Tangible
(Products)

• **Survival analysis**

• **Life Cycle Assessment. ISO standard.**

• **Google HEART Framework**

• **NET Promotor score**

• **Objectives and Key Results. OKR**

Emotional ——————————————————————— **Specific**

• **Customer Satisfaction CSAT**

• **Customer Lifetime Value CLV**

• **IBM Predictive Churn Model**

In-tangible
(Services)

Google HEART Framework

The Google HEART framework (Happiness, Engagement, Adoption, Retention and Task Success) helps product teams evaluate the success of a product.

It is broken down and measured across Goals, Signal and Metics

Happiness,
Engagement,
Adoption,
Retention
Task Success

?

How can a product team create positive endings when the tool can't value them?

Objectives and
Key Results.
OKR

One of there benefits is how adaptable they are. Defining simple objectives with clear, achievable and measurable outcomes. In this sense people needing to measure and improve an overlooked area such as endings in the consumer lifecycle can target that objective and see measurable change.

!

Adaptable.
Simple objectives
with measurable
outcomes.

I will …(Objective) as measured by… (this set of Key Results).

Ex: Memorialised Pages

Memorialised Pages
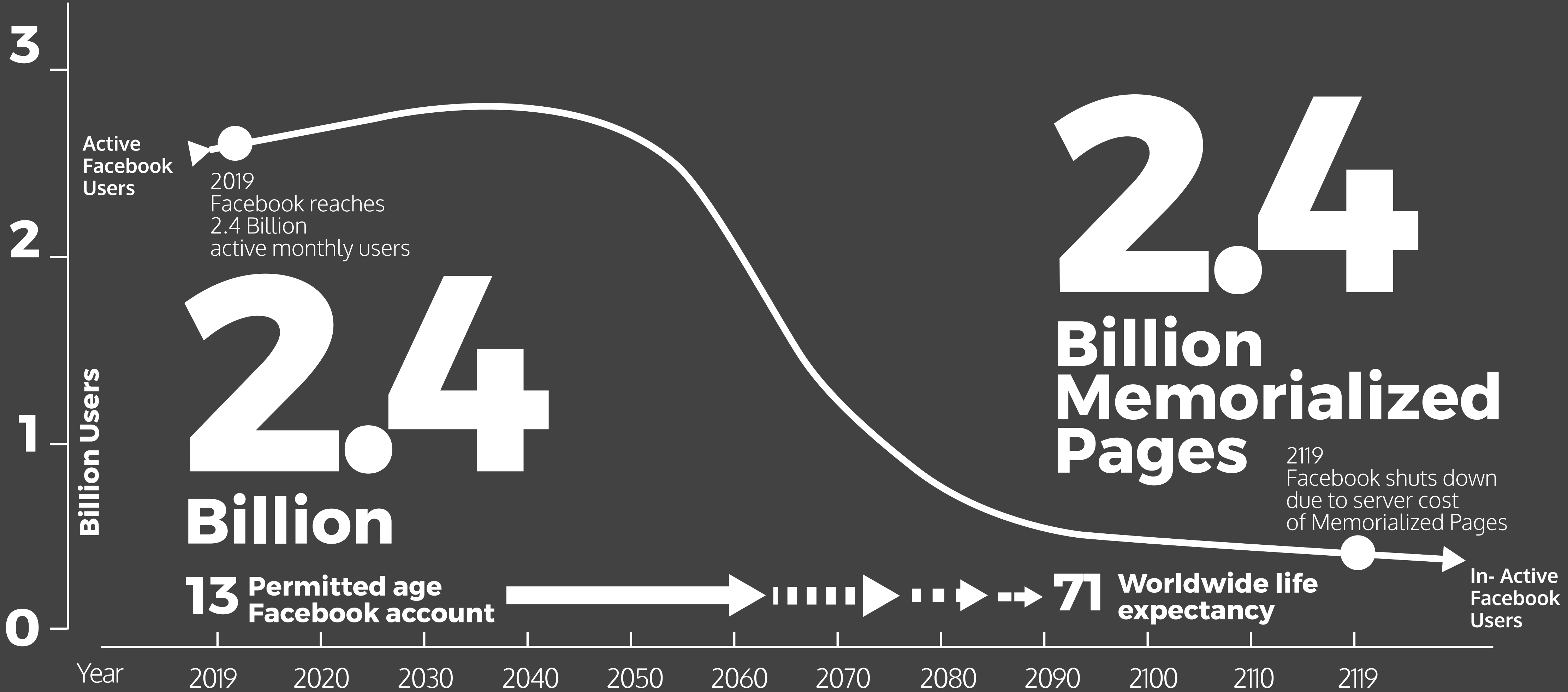

As of 2019 its 2.4 billion monthly active users.

8,000 users are dying daily on Facebook

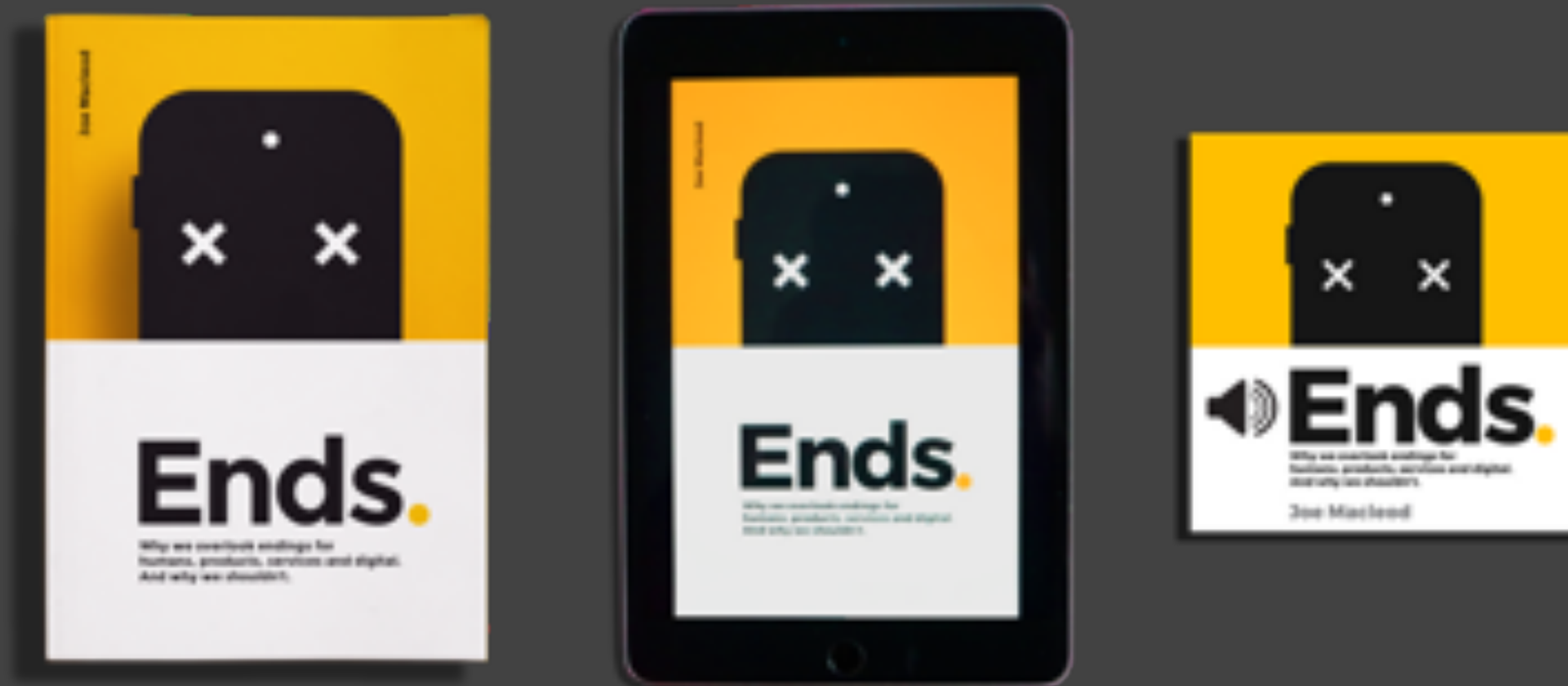65% of 50-64 year olds
41% of 65+ year olds use Facebook.

BTW. There is no end to memorialised pages

Memorialised Pages

Active Facebook Users

2019
Facebook reaches
2.4 Billion
active monthly users

2.4 Billion

Billion Users

2.4 Billion Memorialized Pages

2119
Facebook shuts down
due to server cost
of Memorialized Pages

13 Permitted age
Facebook account

71 Worldwide life expectancy

In- Active
Facebook
Users

Year 2019 2020 2030 2040 2050 2060 2070 2080 2090 2100 2110 2119

3
2
1
0

End.

Ends.

Amazon, Kindle, Smashwords, Audible

andEnd. Joe Macleod. @mrmacleod   andEnd.co