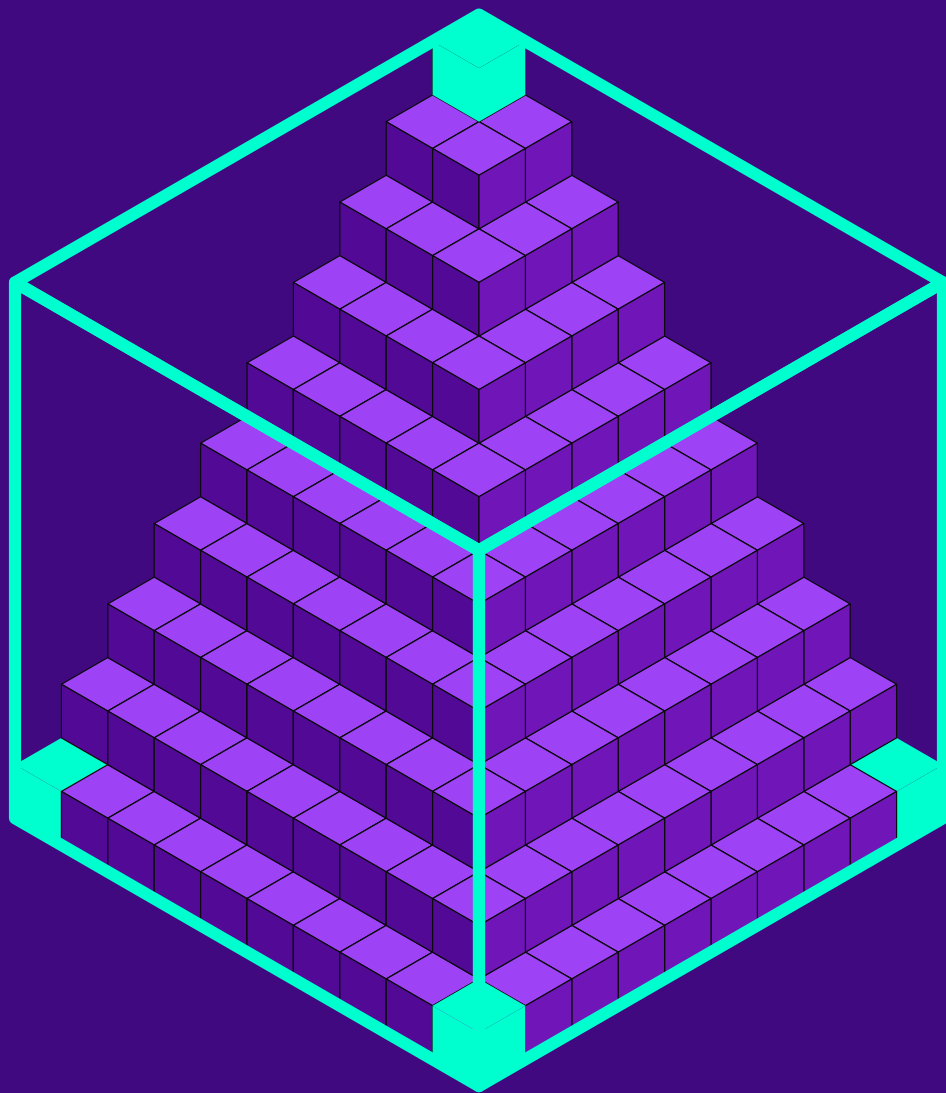


UXPin

# Enterprise UX Industry Report

2017 to 2018



The UXPin logo consists of the text "UXPin" in a sans-serif font, centered within a thin black rectangular border.

# **Enterprise UX Industry Report**

## **2017 to 2018**

Copyright © 2017 by UXPin Inc.

All rights reserved. No part of this publication text may be uploaded or posted online without the prior written permission of the publisher.

For permission requests, write to the publisher, addressed "Attention: Permissions Request," to [hello@uxpin.com](mailto:hello@uxpin.com).

# Index

<b>Introduction</b>	<b>6</b>
<b>UX Background and Experience</b>	<b>8</b>
Most enterprise designers are self-taught	9
Enterprise designers are fairly experienced	9
Majority of enterprise designers are in-house	10
Significantly more enterprise designers join massive companies after 3 years	10
<b>Enterprise UX Challenges</b>	<b>12</b>
Legacy technology issues increase with company size	13
UX consistency is an almost universal challenge	13
Executive buy-in becomes a greater challenge as company size increases	15
Collaboration becomes more difficult as developers outnumber designers	16
<b>Product Development Process</b>	<b>17</b>
Most organizations use pattern libraries or design systems (or are currently building them)	18
Waterfall organizations are less likely to use pattern libraries or design systems	18
Prototyping is one of the most common UX activities	20

<b>Product Platforms</b>	<b>21</b>
<b>Design Leadership</b>	<b>22</b>
Mostly self-taught	24
<b>Team Structure</b>	<b>25</b>
Complete co-location more prevalent in waterfall organizations	26
More developers per designer as company size increases	26
<b>UX Maturity and Value</b>	<b>29</b>
Full-time UX roles are newer to waterfall vs. Agile companies	30
Most waterfall organizations employ less than 5 full-time UX roles	31
Waterfall organizations tend to value UX less	31
<b>Design Income</b>	<b>33</b>
<b>Conclusion</b>	<b>38</b>

## Authors



### **Marcin Treder**

Since co-founding UXPin in 2010, he has helped build and lead product teams in the Poland and Silicon Valley office. Previously, he was a UX Manager at Grupa Nokaut, an enterprise ecommerce platform. He holds an M.A. in Psychology from the University of Gdansk.



### **Jerry Cao**

Jerry Cao is a content strategist at UXPin where he gets to put his overly active imagination to paper every day. In a past life, he developed content strategies for clients at Brafton and worked in traditional advertising at DDB San Francisco. In his spare time he enjoys playing electric guitar, watching foreign horror films, and expanding his knowledge of random facts. [Follow me on Twitter](#)



### **Vince Ho**

Before joining UXPin in 2016 Vincent was a Sr. Research Analyst at a financial institution responsible for the company's quantitative research design / deployment and analysis. He is currently the Data Analyst at UXPin supporting the Sales, Marketing, and Product teams in measuring key metrics and discovering meaningful patterns.

# Introduction

In the world of enterprise products, UX has historically been an afterthought. Product teams were engineering-driven. Functionality came before usability or usefulness. Buyer needs superseded those of end-users.

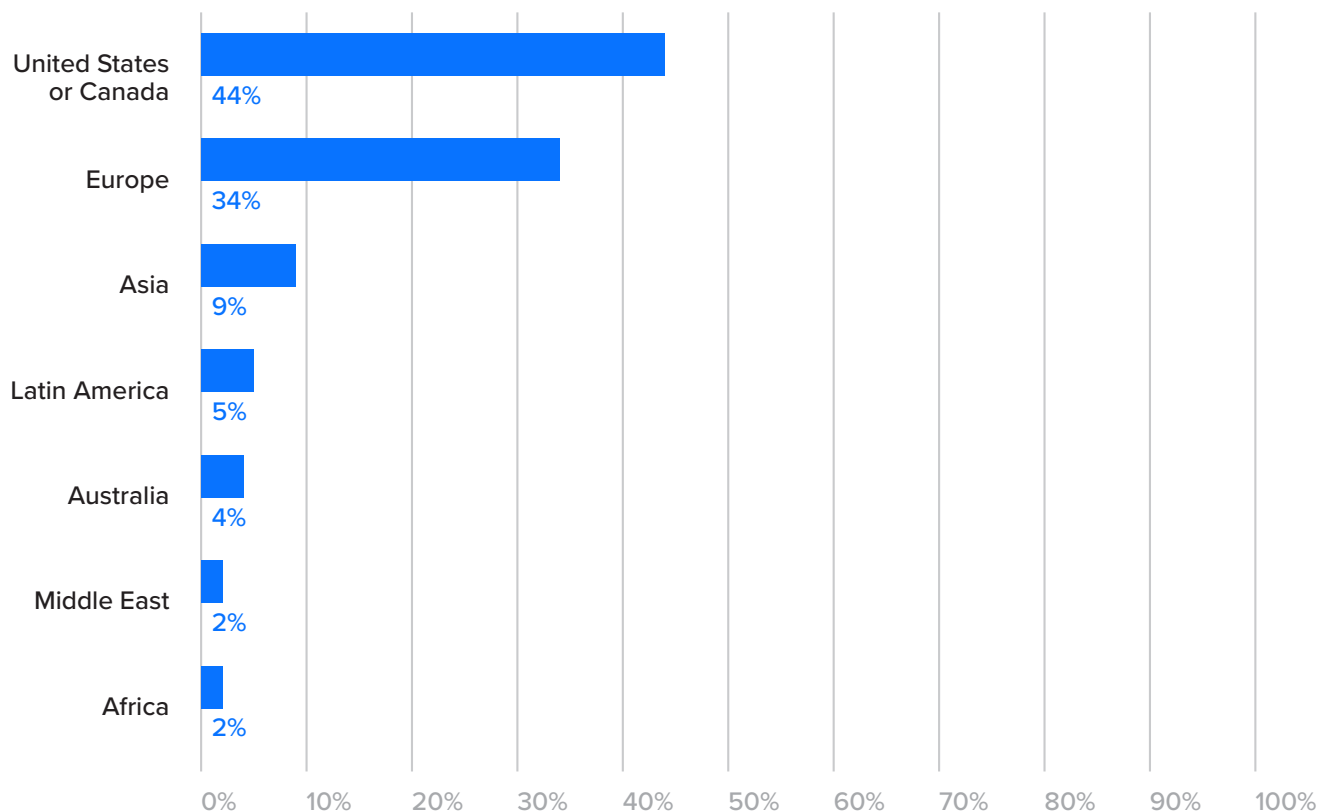
While the issues of legacy technology, bureaucracy, and complex use cases still exist, the status quo is changing. We are undoubtedly in the midst of an enterprise UX renaissance. Startups like [Gusto](#), [Stripe](#), and [Slack](#) are setting the expectation that business products should be useful, usable, and satisfying. Meanwhile, large organizations like [IBM](#), [GE](#), and [Salesforce](#) are prioritizing design as a competitive advantage by hiring thousands of designers to reshape processes and culture.

At [UXPin](#), we've seen this transformation firsthand amongst our customers. As design thinking comes of age, more enterprise teams are seeking the right tools and processes to deliver on the promise of design-driven product development.

In this report, we aim to illuminate a rapidly expanding and evolving sector. What challenges do teams face? How are the product teams structured? Are enterprises really becoming more Agile, or do they still abide by waterfall methods?

### In what region do you work?

Answered: 3,157 Skipped: 0



In total, 3,157 people from around the world answered. What follows is the first report of its kind to dive deep into one of the most promising (and profitable) UX opportunities of the past decade.

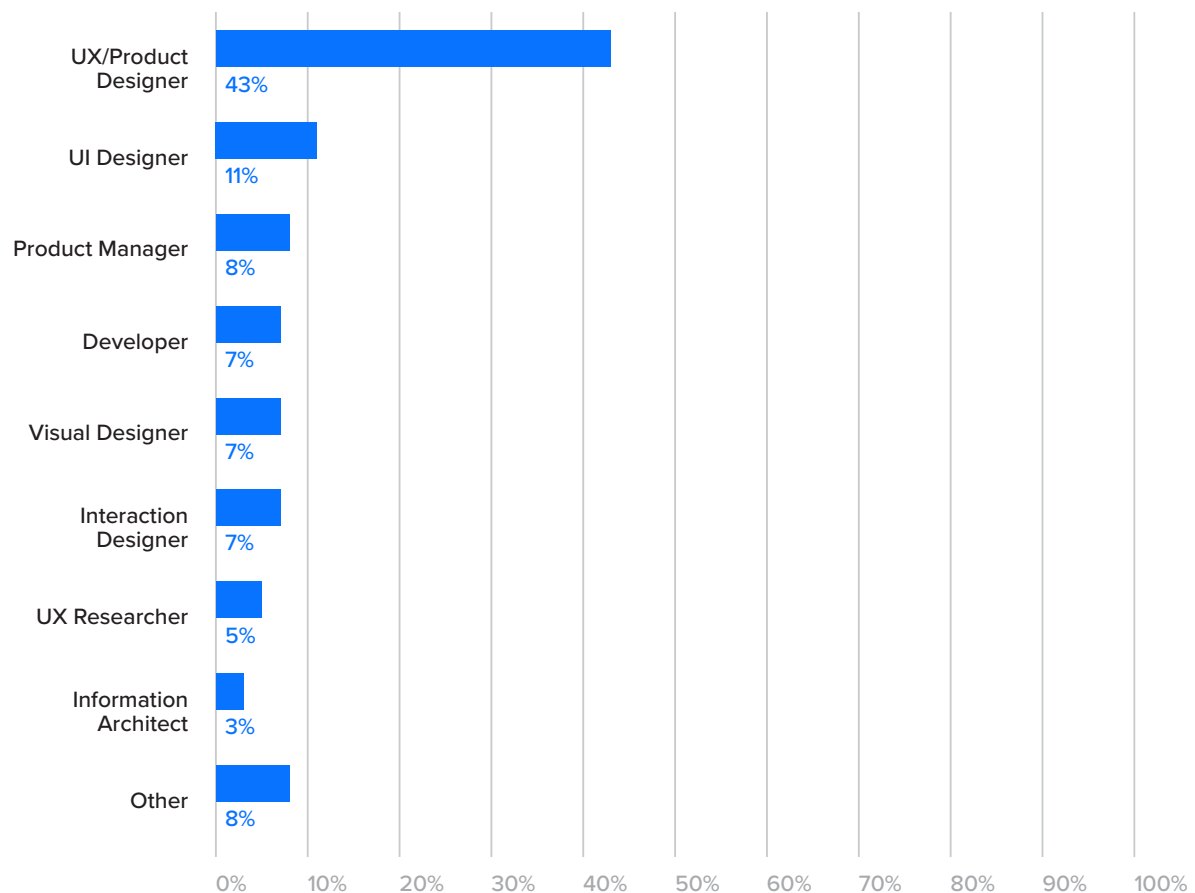
Jerry Cao, Vince Ho, and Marcin Treder

# UX Background and Experience

2675 of the 3157 respondents reported that their roles were either UX/product design, interaction design, visual design, information architecture, or user research.

## What best describes your role?

Answered: 3,157 Skipped: 0

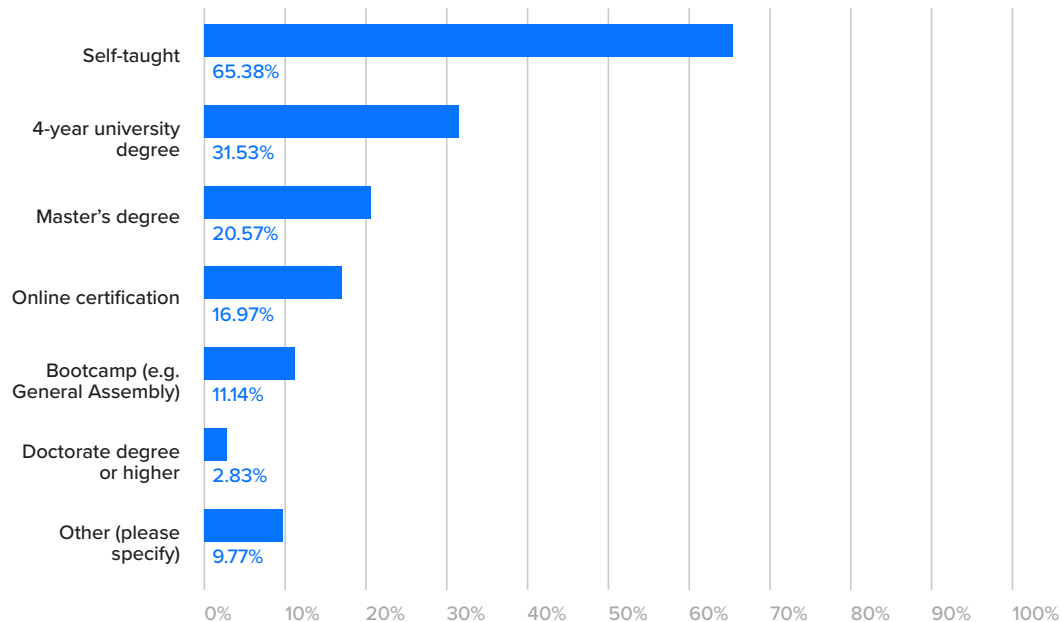




## Most enterprise designers are self-taught

### What types of design or UX programs have you completed?

Answered: 2,675 Skipped: 0

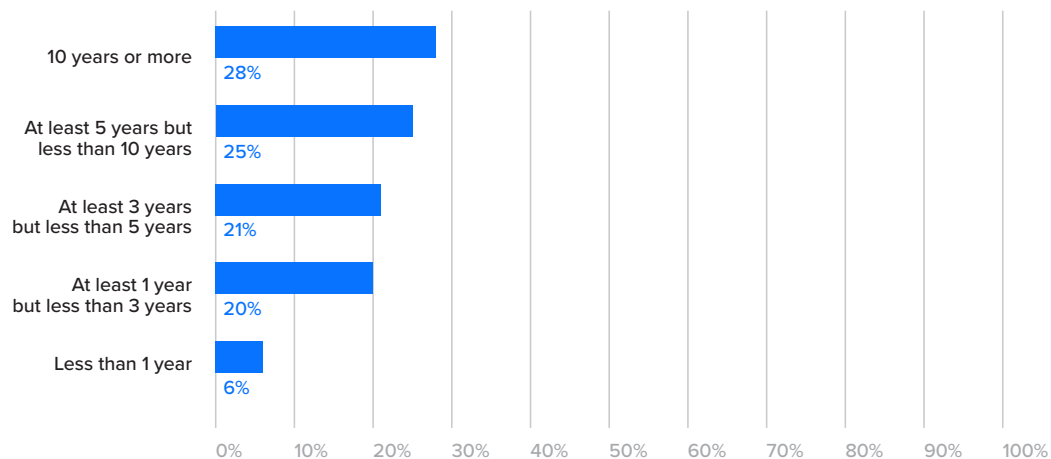


## Enterprise designers are fairly experienced

The majority of respondents (53%) reported at least 5 years of UX experience.

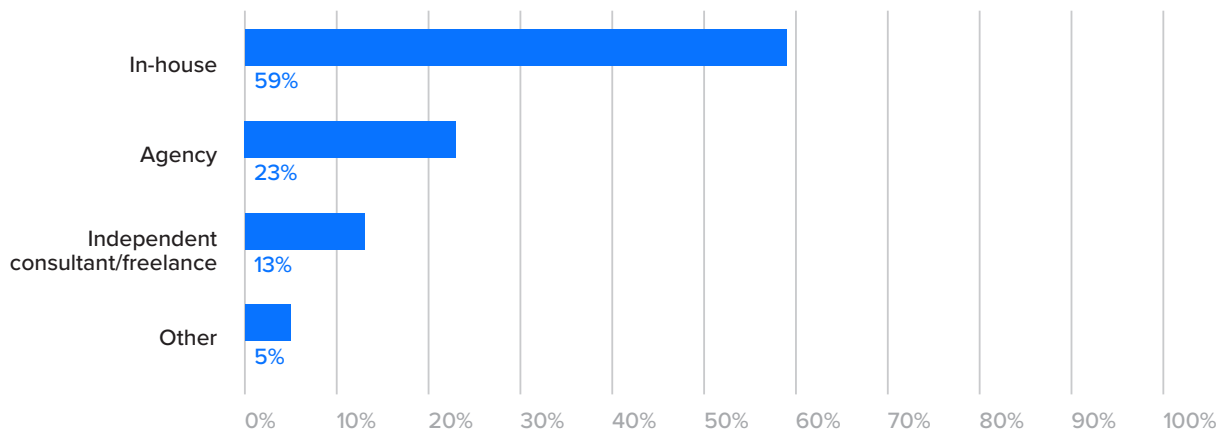
### How many years of UX experience do you have?

Answered: 2,675 Skipped: 0



## Majority of enterprise designers are in-house

When focusing on just the 2675 designer respondents, we see that 59% work in-house.



## Significantly more enterprise designers join massive companies after 3 years

Starting at the 3 year mark, over twice as many designers work in companies with 5001+ employees compared to the previous experience level.

	Company has 5001+ employees
Less than 1 year experience	7%
At least 1 year but less than 3 years experience	10%
At least 3 years but less than 5 years experience	20%
At least 5 years but less than 10 years experience	30%
More than 10 years experience	45%

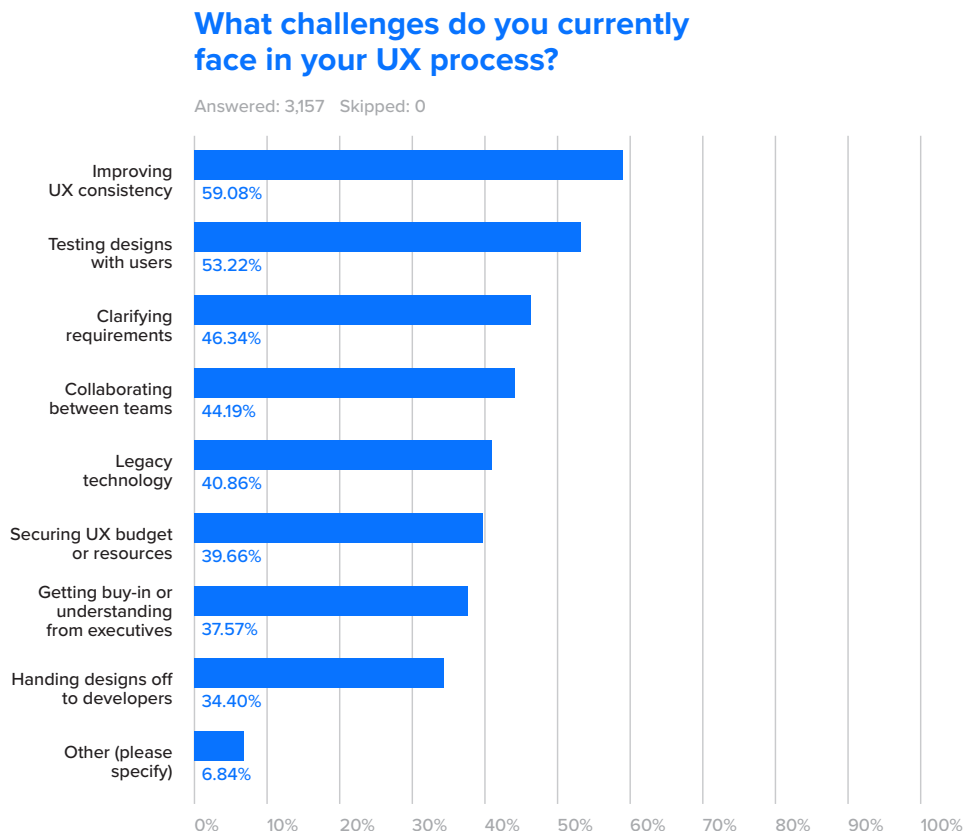
Yet after 10 years of experience, a higher percentage of designers join small companies (or go independent) compared to the previous two levels.

	Company has 1-25 employees
Less than 1 year experience	42%
At least 1 year but less than 3 years experience	26%
At least 3 years but less than 5 years experience	20%
At least 5 years but less than 10 years experience	14%
More than 10 years experience	23%

# Enterprise UX Challenges

3157 respondents reported that top challenges included:

1. Improving UX consistency (59%)
2. Testing designs with end-users (53%)
3. Clarifying requirements (46%)
4. Collaborating between teams (44%)



Let's explore some major trends below.

## Legacy technology issues increase with company size

61% of respondents in companies with 5001 or more employees report legacy technology as a UX challenge.

Meanwhile, only 33% of respondents in companies with 26 to 100 employees reported the same challenge.

Number of Employees	Challenge: Legacy technology
1 to 25	23%
26 to 100	33%
101 to 500	45%
501 to 1000	53%
1001 to 5000	54%
5001 or more	61%

## UX consistency is an almost universal challenge

The data indicates that improving design consistency becomes a significant challenge once a company grows beyond 25 employees.

The results aren't surprising since poor product consistency is a by-product of poor communication and collaboration (both of which become [increasingly difficult with distance](#)).

Number of Employees	Challenge: Improving UX consistency
1 to 25	49%
26 to 100	62%
101 to 500	64%
501 to 1000	64%
1001 to 5000	62%
5001 or more	63%

## Executive buy-in becomes a greater challenge as company size increases

Almost half of all respondents from companies with 5001 or more employees reported that executive buy-in and understanding of UX as a challenge.

Number of Employees	Challenge: Getting UX buy-in or understanding from executives
1 to 25	27%
26 to 100	34%
101 to 500	40%
501 to 1000	41%
1001 to 5000	47%
5001 or more	49%

## Collaboration becomes more difficult as developers outnumber designers

The data showed that larger companies tend to be distributed and hire more developers per designer.

As designers support more developers across locations, collaboration certainly becomes a greater challenge.

Number of Employees	Challenge: Collaborating between teams
1 designer : 5 developers or fewer	35%
1 designer : 6-10 developers	47%
1 designer : 11-20 developers	49%
1 designer : 21-50 developers	51%
1 designer : 51-70 developers	57%
1 designer : 71 developers or higher	55%



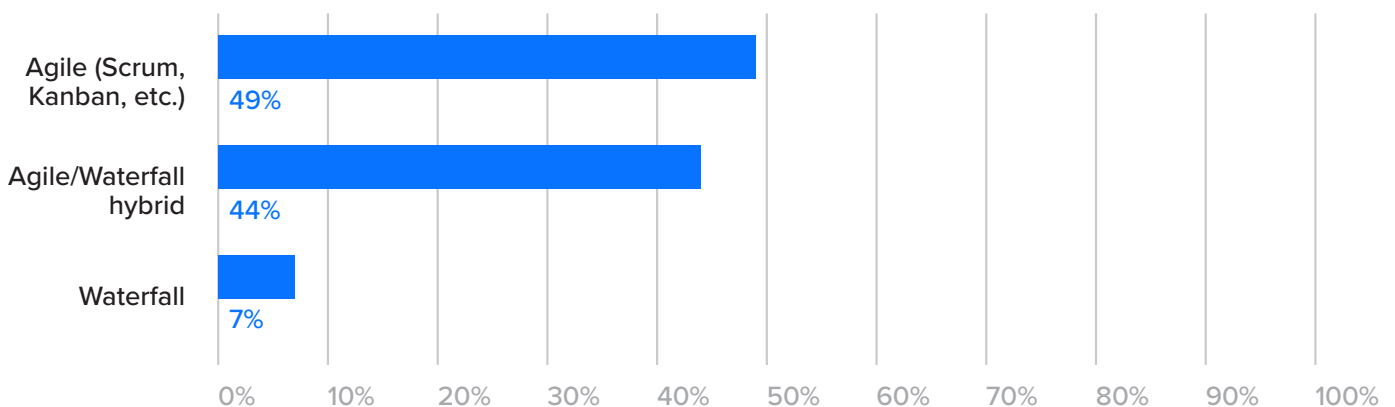
# Product Development Process

Nearly 17 years after the introduction of the Agile manifesto and 5 years after the introduction of Agile UX, the prevalence of collaborative methodologies is undeniable.

93% of the 3157 respondents indicate their companies either follow a pure Agile or Agile/Waterfall hybrid process. The almost equal number of Agile and hybrid respondents doesn't isn't surprising since companies need to adapt processes for their own culture and context.

## What best describes your product development process?

Answered: 3,157 Skipped: 0



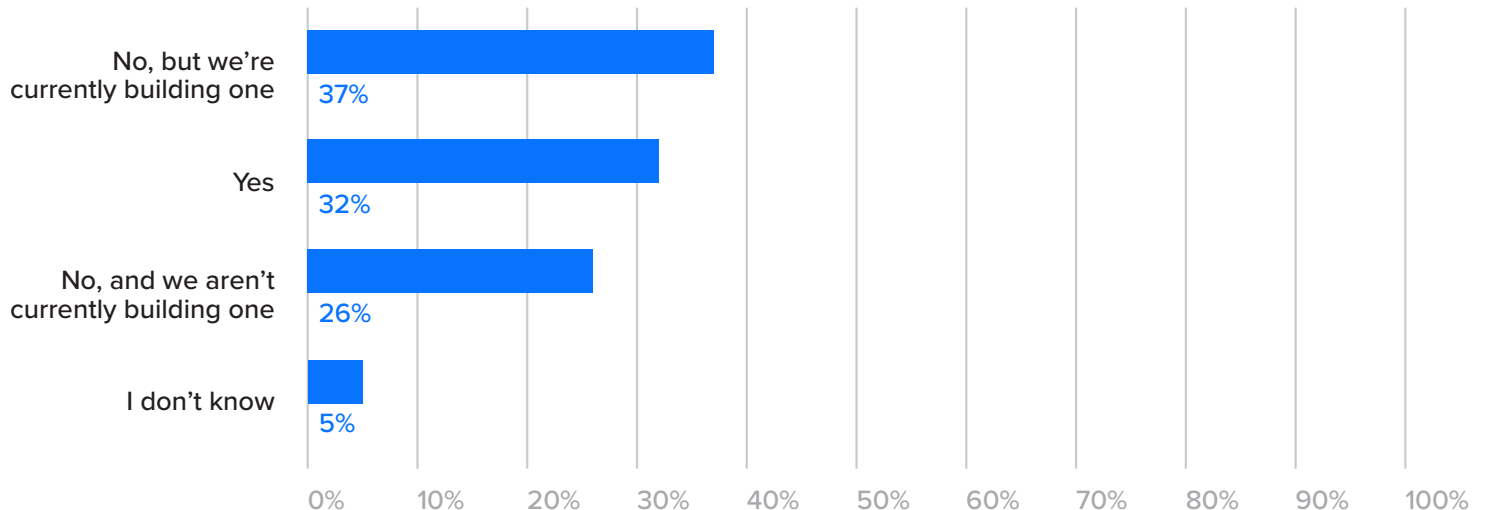
Meanwhile, the popularity of pattern libraries and design systems continues to increase as companies seek to improve consistency and efficiency.

## Most organizations use pattern libraries or design systems (or are currently building them)

69% of all respondents reported that their company either uses a pattern library or design system (or are actively building one).

### Does your company have a pattern library or design system?

Answered: 3,157 Skipped: 0



## Waterfall organizations are less likely to use pattern libraries or design systems

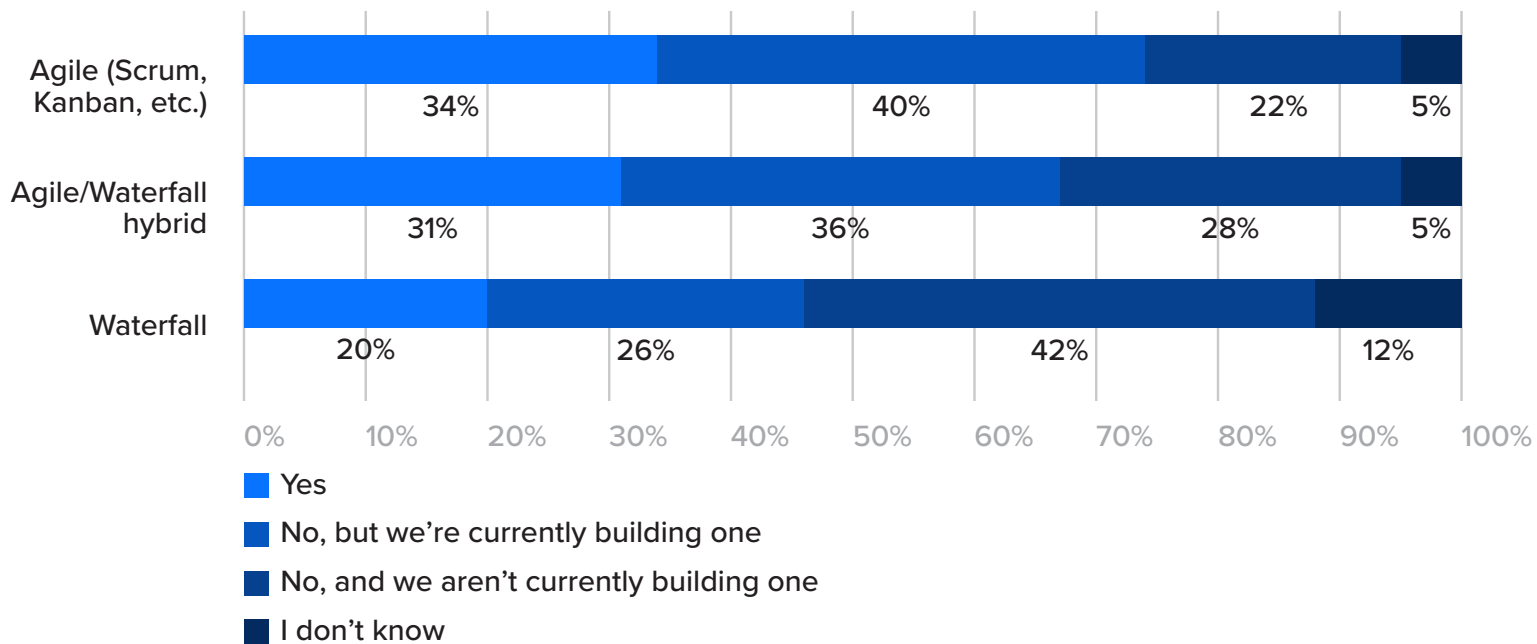
56% of respondents in waterfall organizations report that a pattern library or design system currently exists (or that they're working on

one).

Meanwhile, respondents in Agile and Agile/Waterfall hybrids report 74% and 67% respectively. The data makes sense considering that the fast pace and collaboration of Agile creates greater demand for component-based toolkits.

## Does your company have a pattern library or design system?

Answered: 3,157 Skipped: 0



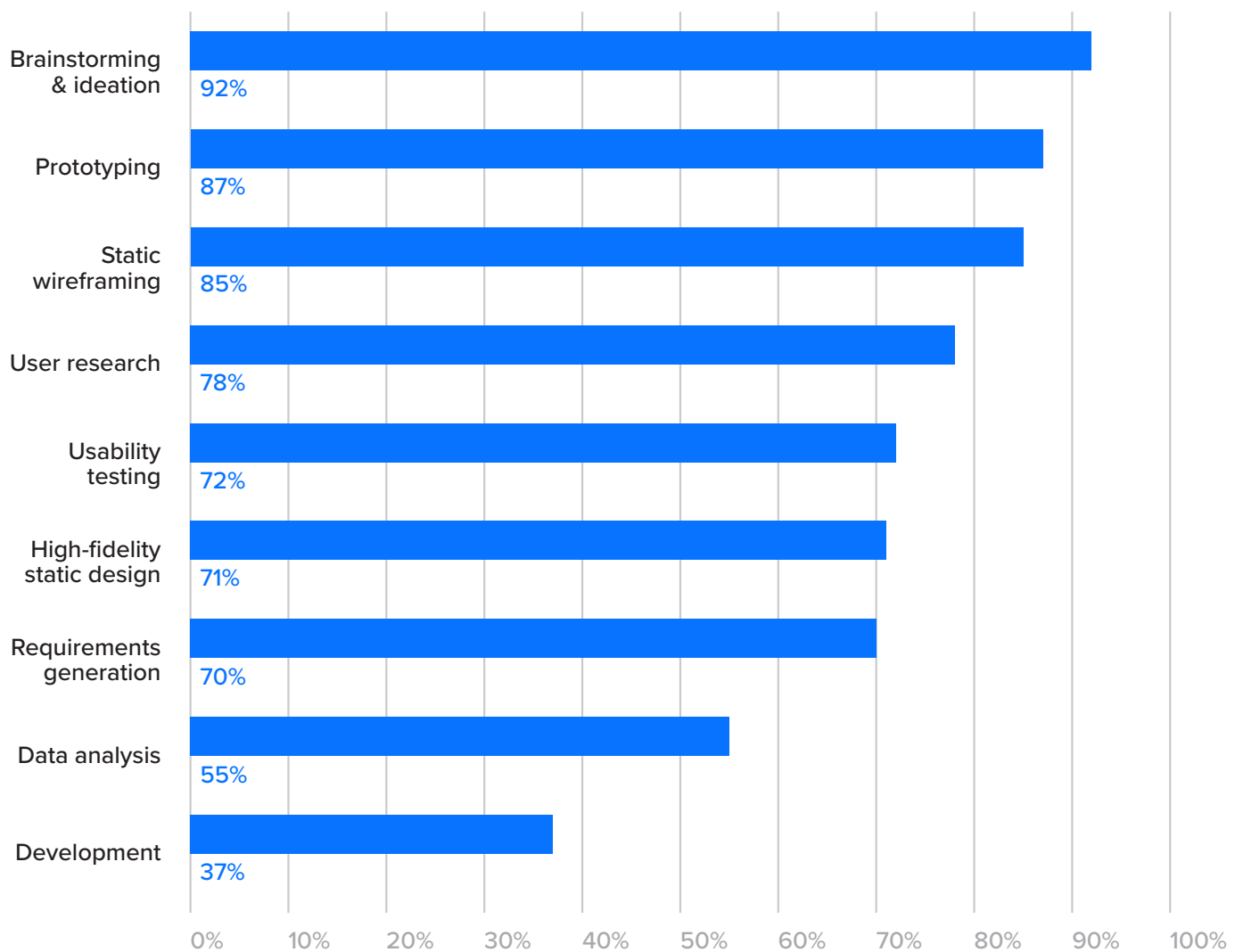
## Prototyping is one of the most common UX activities

87% of designers reported involvement in prototyping.

And despite that usability testing was reported as a top challenge, designers aren't backing down. 72% still push forward with validating their ideas despite the difficulty.

### What activities are you involved in during the UX process?

Answered: 2,423 Skipped: 0

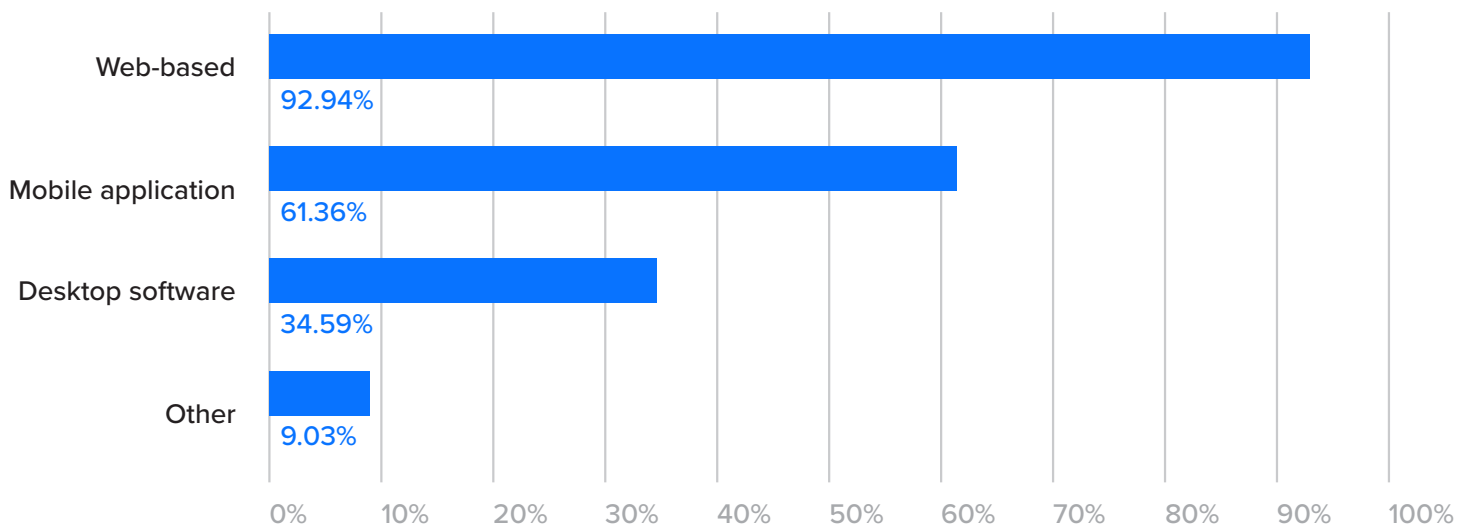


# Product Platforms

The results indicate that enterprise designers now work on multiple platforms. Cloud products, however, remain the most popular.

## What platform(s) of products do you work on?

Answered: 3,157 Skipped: 0



It's not surprising, then, to see that desktop software now only accounts for 35% of platforms for B2B products and internal tools.

# Design Leadership

To explore design leadership, we zoomed in on respondents who reported titles of manager/supervisor, director, VP, or C-level. Their areas of focus include UX/product design, interaction design, visual design, IA architect, or UX researcher.

The following represents 1167 design leader respondents (37% of respondents from all roles).

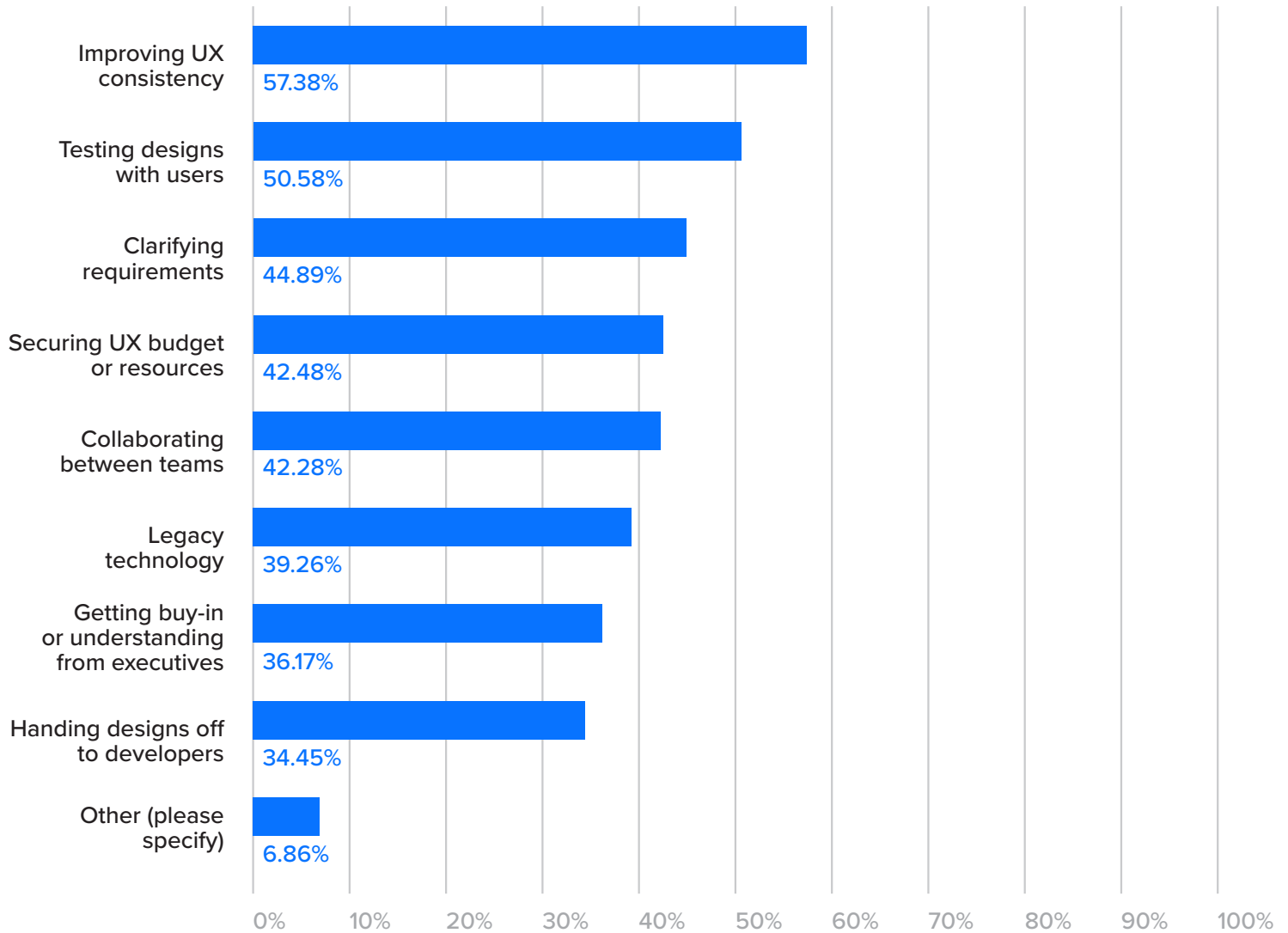
## **Face similar challenges as individual contributors**

Similar to responses of individual contributors, the top challenges faced by enterprise UX leaders include:

1. Improving UX consistency (56%)
2. Testing designs with end-users (52%)
3. Clarifying requirements (45%)
4. Collaborating between teams (44%)

## What challenges do you currently face in your UX process?

Answered: 3,157 Skipped: 0

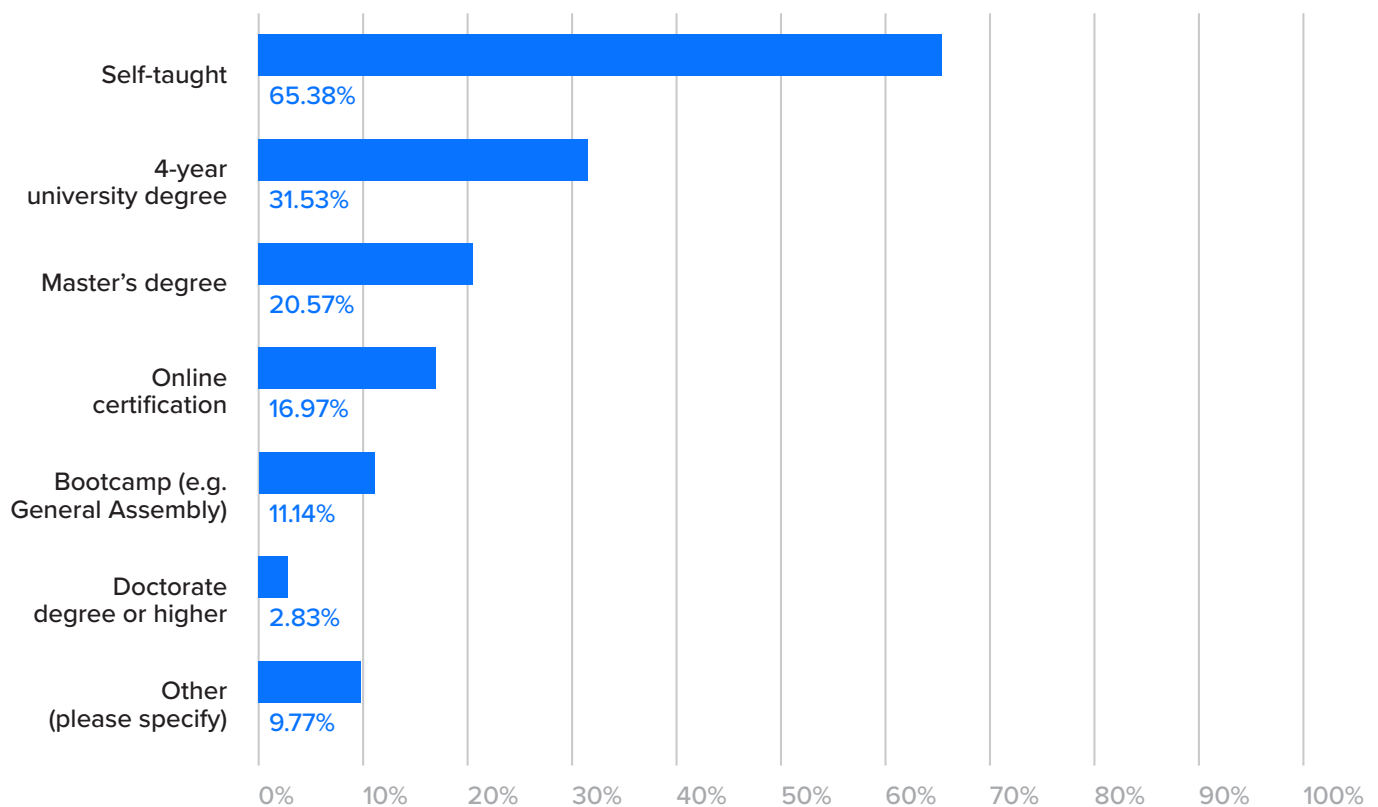


## Mostly self-taught

Self-education remains the most popular amongst design leaders. In terms of formal education, top choices include a 4-year university program or master's degree focused on design or UX.

### What types of design or UX programs have you completed?

Answered: 1,167 Skipped: 0



Compared to design managers/supervisors, executive design leadership (directors, VPs, C-level) were 2.1x more likely to hold a doctorate degree or higher (4% vs. 1.9%). The ratios amongst other forms of education remained similar.

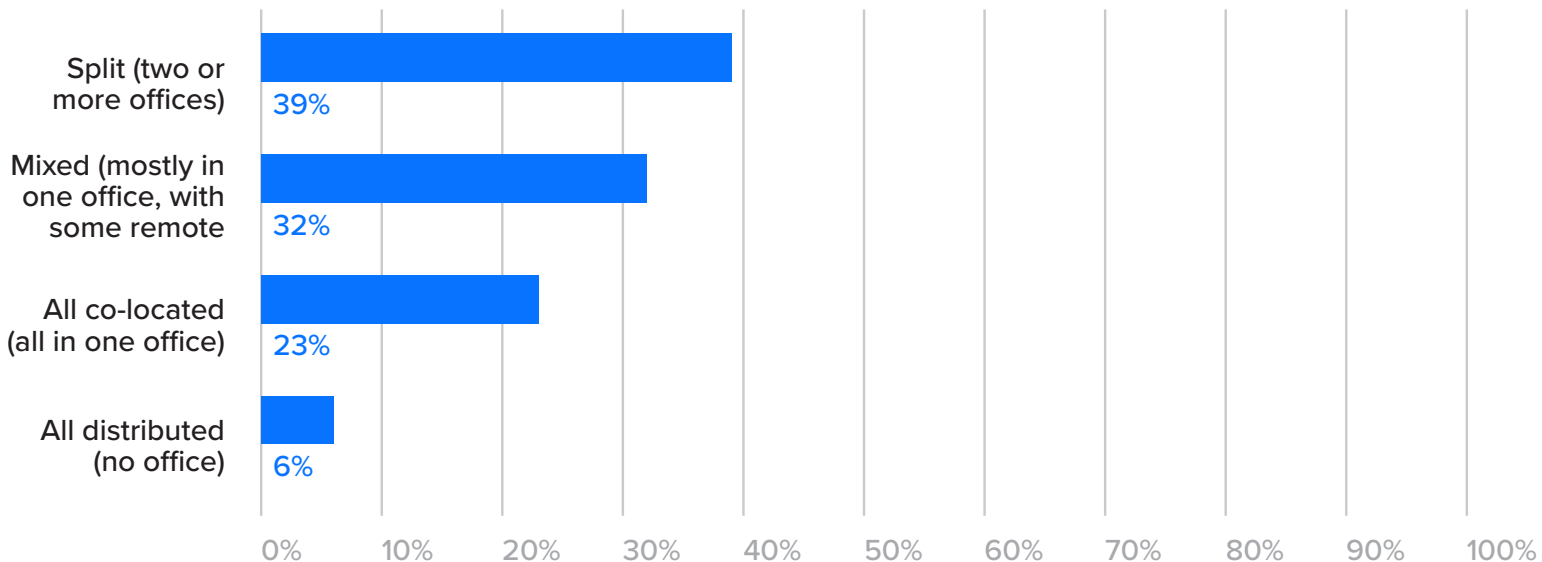


# Team Structure

Results from all 3157 respondents indicate that distributed teams are now the norm in product development.

## What best describes the structure of your company?

Answered: 3,157 Skipped: 0



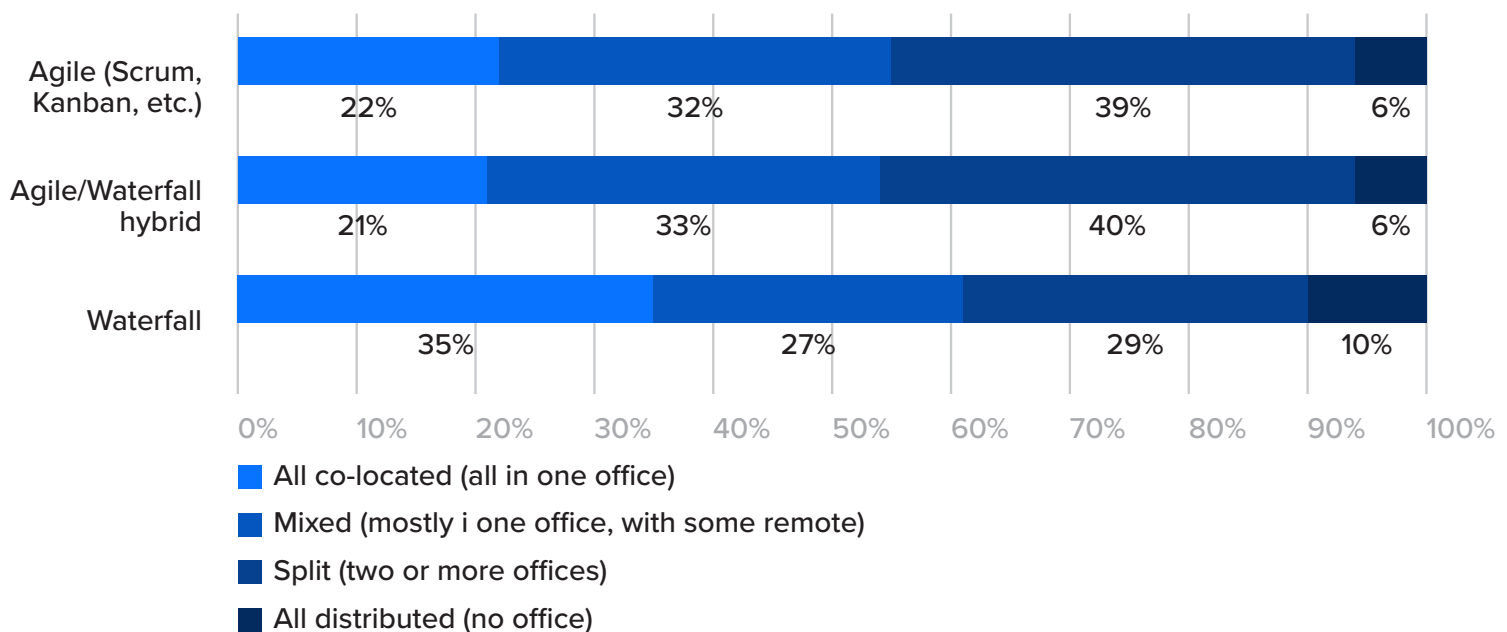
## Complete co-location more prevalent in waterfall organizations

35% of respondents in waterfall organizations report working in a completely co-located company (significantly higher than Agile or hybrid organizations).

The data isn't surprising considering the waterfall process becomes more difficult as locations increase.

### Product development process vs. team location

Answered: 3,157 Skipped: 0



## More developers per designer as company size increases

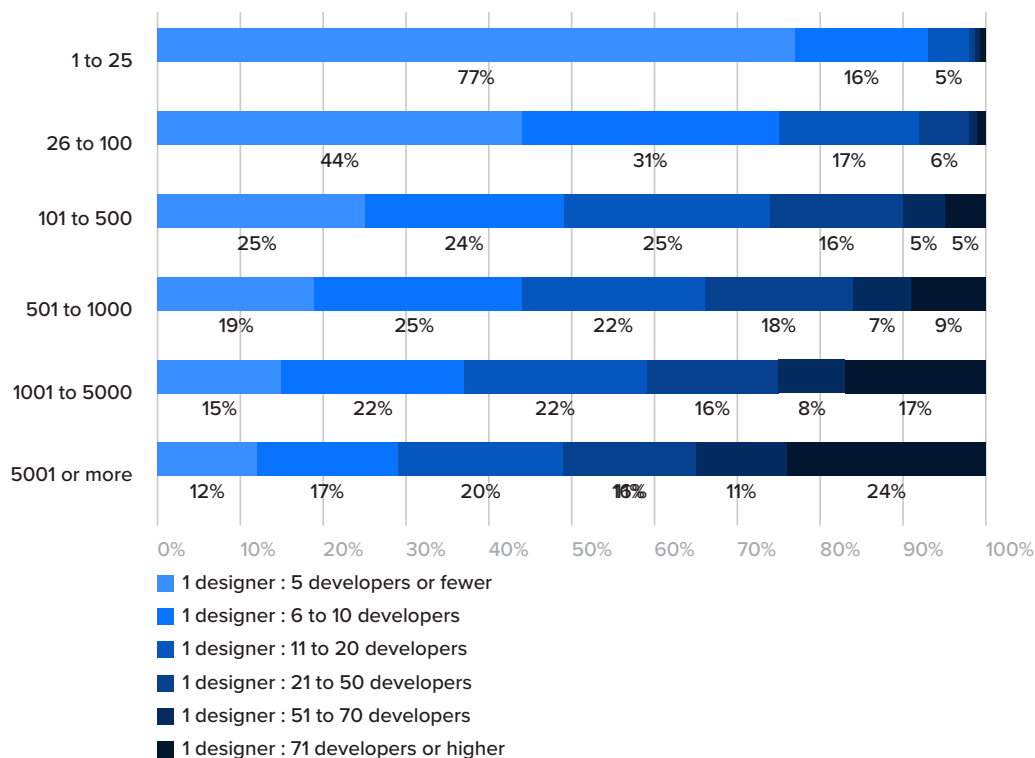
As company size increased, designers become more outnumbered by developers.

In fact, 35% of respondents in companies with more than 1001 employees report a ratio of 1 designer: 51-70 developers (or more).

Meanwhile, only 16% of respondents in companies with 501 to 1000 employees reported the same ratio.

### Company size vs. designer/developer ratios

Answered: 3,140 Skipped: 0



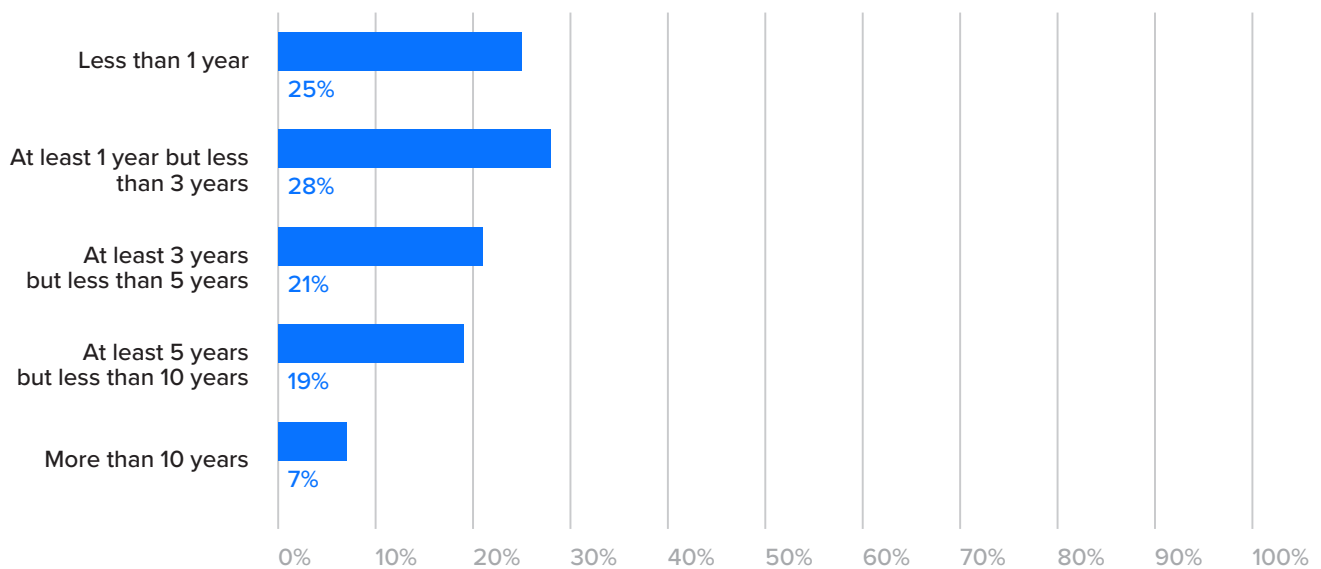
	1 designer : 5 developers or fewer	1 designer : 6 to 10 developers	1 designer : 11 to 20 developers	1 designer : 21 to 50 developers	1 designer : 51 to 70 developers	1 designer : 71 developers or higher	Total
1 to 25	77% 660	16% 139	5% 40	1% 6	0% 3	1% 7	27% 855
26 to 100	44% 260	31% 185	17% 102	6% 38	1% 3	1% 3	19% 591
101 to 500	25% 147	24% 145	25% 150	16% 93	5% 32	5% 27	19% 594
501 to 1000	19% 40	25% 55	22% 47	18% 39	7% 15	9% 20	7% 216
1001 to 5000	15% 51	22% 75	22% 75	16% 55	8% 29	17% 59	11% 344
5001 or more	12% 64	17% 91	20% 110	15% 88	11% 59	24% 128	17% 540
Total respondents	1,222	690	523	319	141	244	3,140

The data suggests that most enterprises are still new to employing full-time UX roles.

53% of all 3157 respondents reported a full-time UX role has existed for less than 3 years.

### How long has a full-time UX role existed at your company?

Answered: 3,157 Skipped: 0

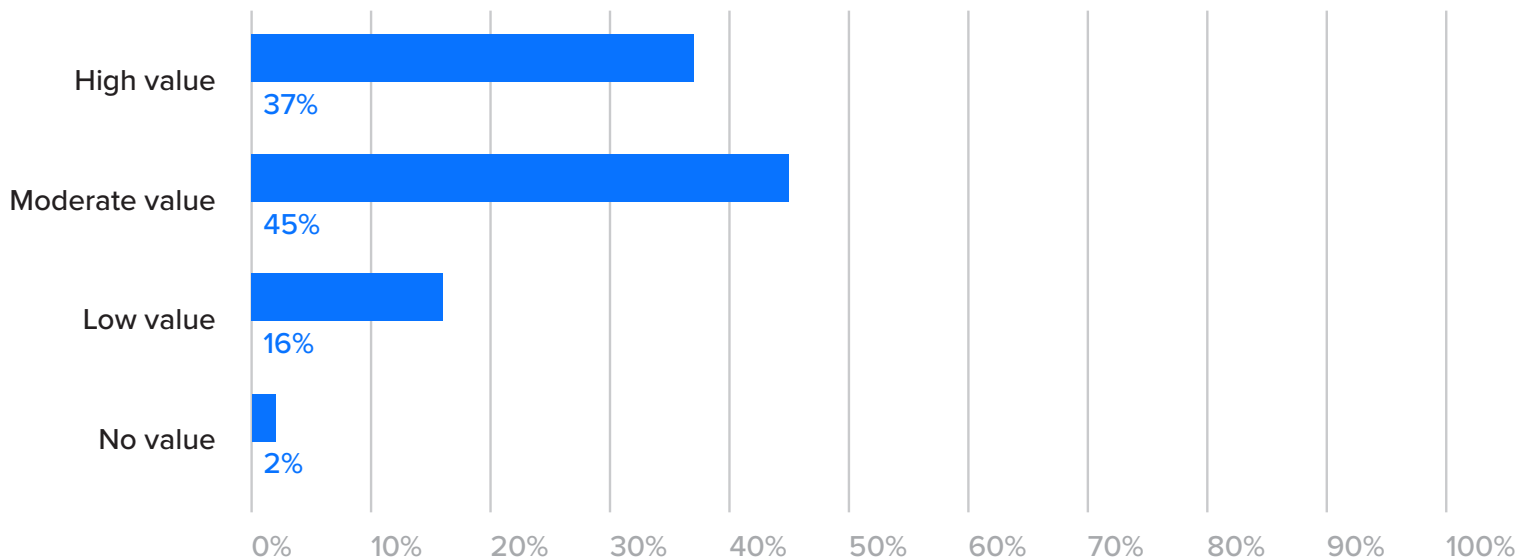


Yet despite relatively new UX adoption, most do seem to value the practice. 82% of respondents say their company values UX at least moderately.

# UX Maturity and Value

What is the current perceived value of UX at your company?

Answered: 3,157 Skipped: 0



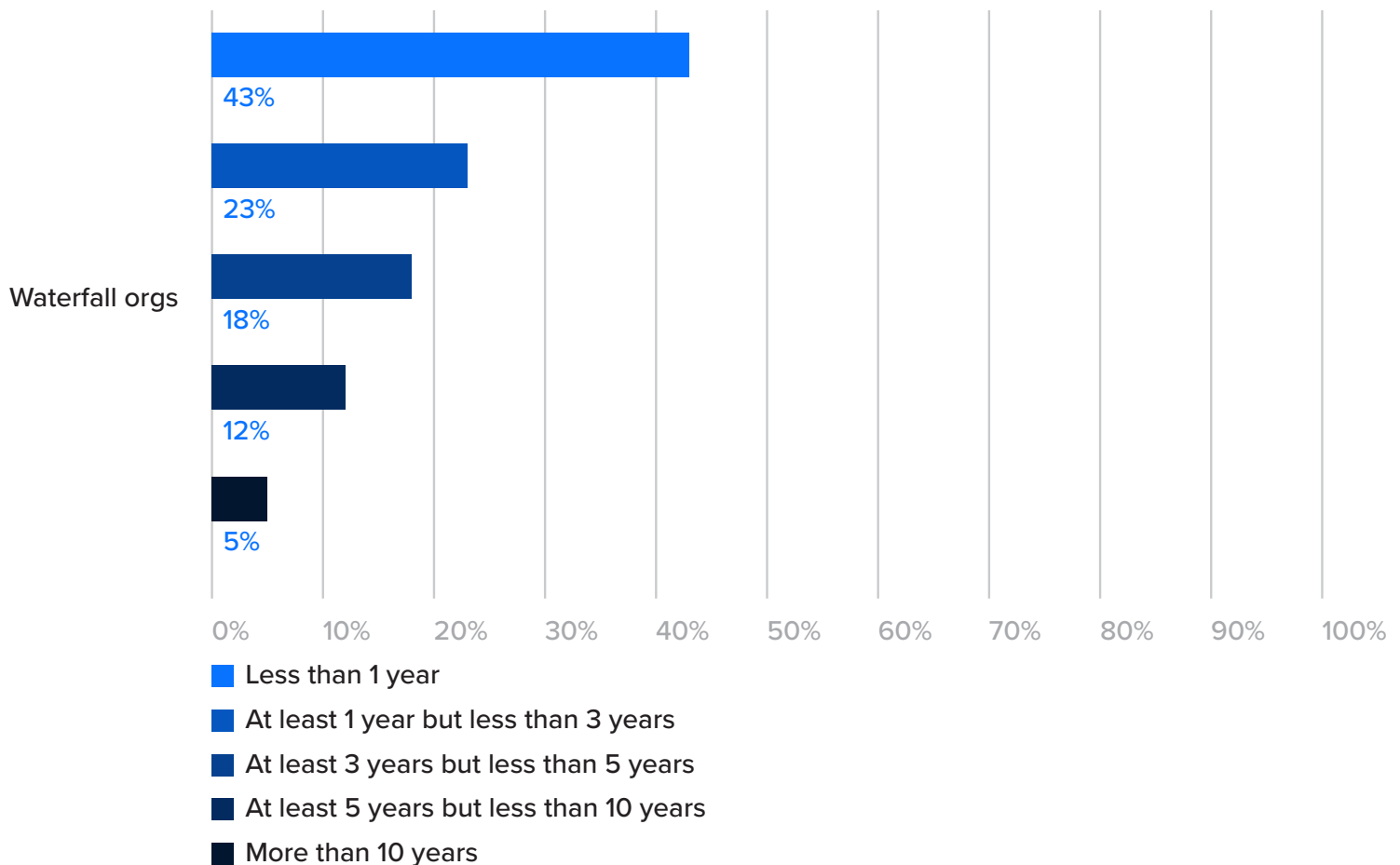
Perception of UX value, however, is significantly affected by the product development process.

As we explain below, we saw that UX teams were generally smaller (and newer) in waterfall organizations and valued less.

## Full-time UX roles are newer to waterfall vs. Agile companies

### How long has your company had at least one full-time UX role?

Answered: 3,157 Skipped: 0

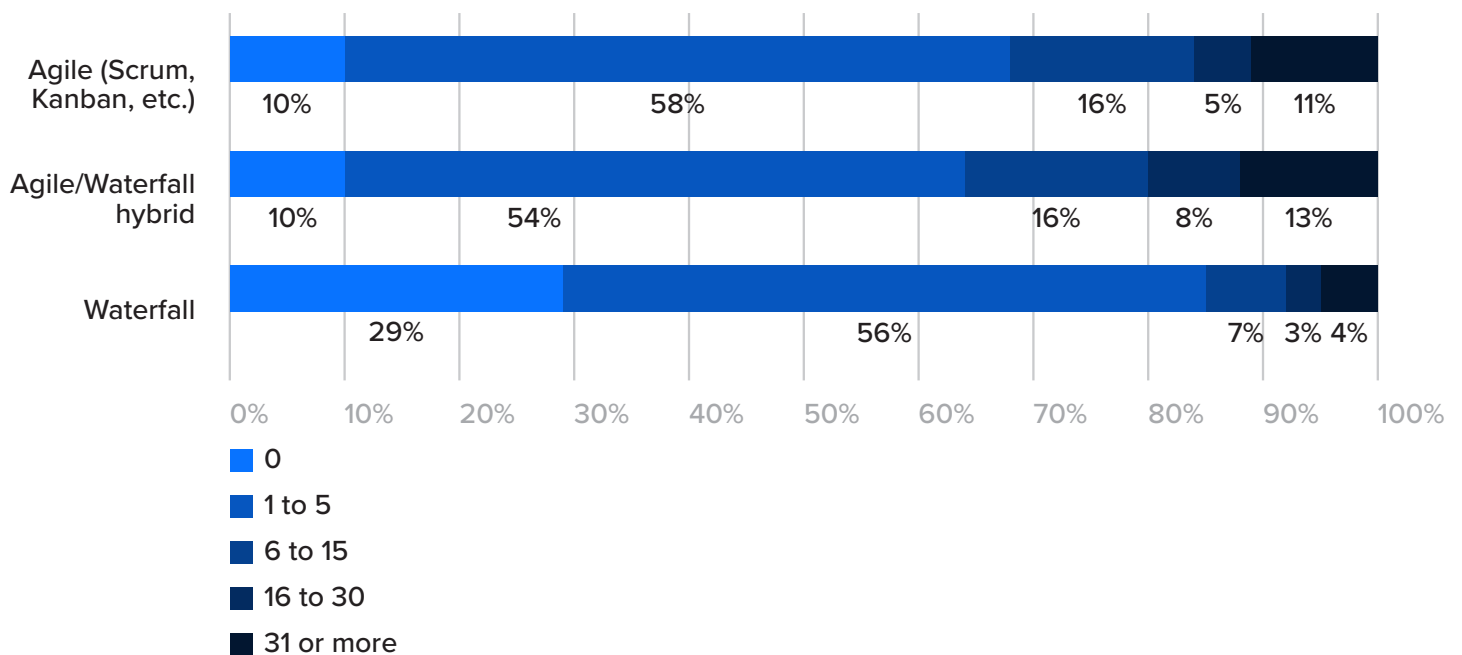


- 43% of respondents in waterfall organizations report that UX hasn't been a full-time role for more than a year.
- Only 17% of respondents in waterfall organizations report UX existing as a full-time role for more than 5 years. This is drastically lower compared to 32% for Agile/waterfall hybrids and 23% for pure Agile organizations.

## Most waterfall organizations employ less than 5 full-time UX roles

### Product development process vs. full-time UX roles

Answered: 2,675 Skipped: 0



- 85% of respondents in waterfall organizations report less than 5 full-time UX roles
- Agile and Agile/Waterfall hybrids are 2-2.5x likelier to have more than 16 full-time UX roles.

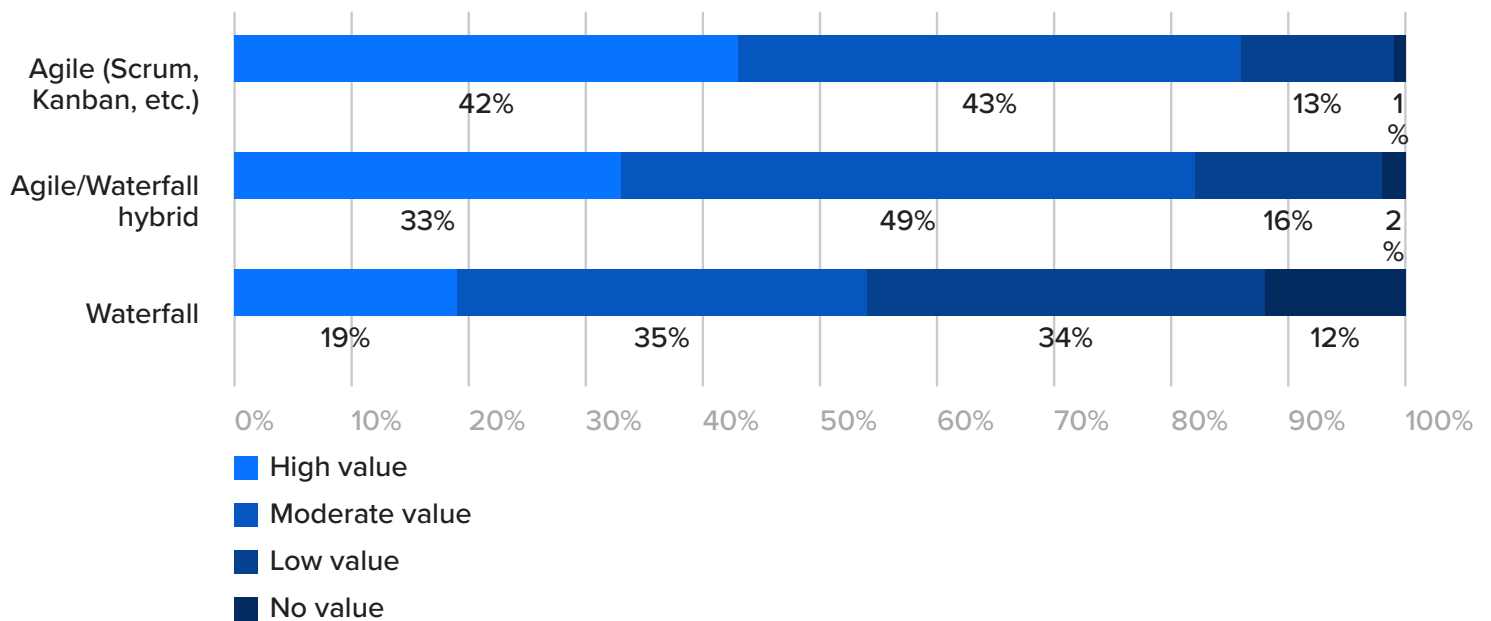
## Waterfall organizations tend to value UX less

46% of respondents in waterfall organizations report low or no perceived value of UX.

The percentage is drastically higher than 18% for Agile/waterfall hybrids and 14% for pure Agile companies.

## Product development process vs. perceived UX value

Answered: 3,157 Skipped: 0





# Design Income

To normalize the data, we'll only analyze responses from the 1202 respondents in a design role who work in the US & Canada region (38% of total respondents).

We define a design role as product/UX design, visual design, interaction design, information architecture, or user research.

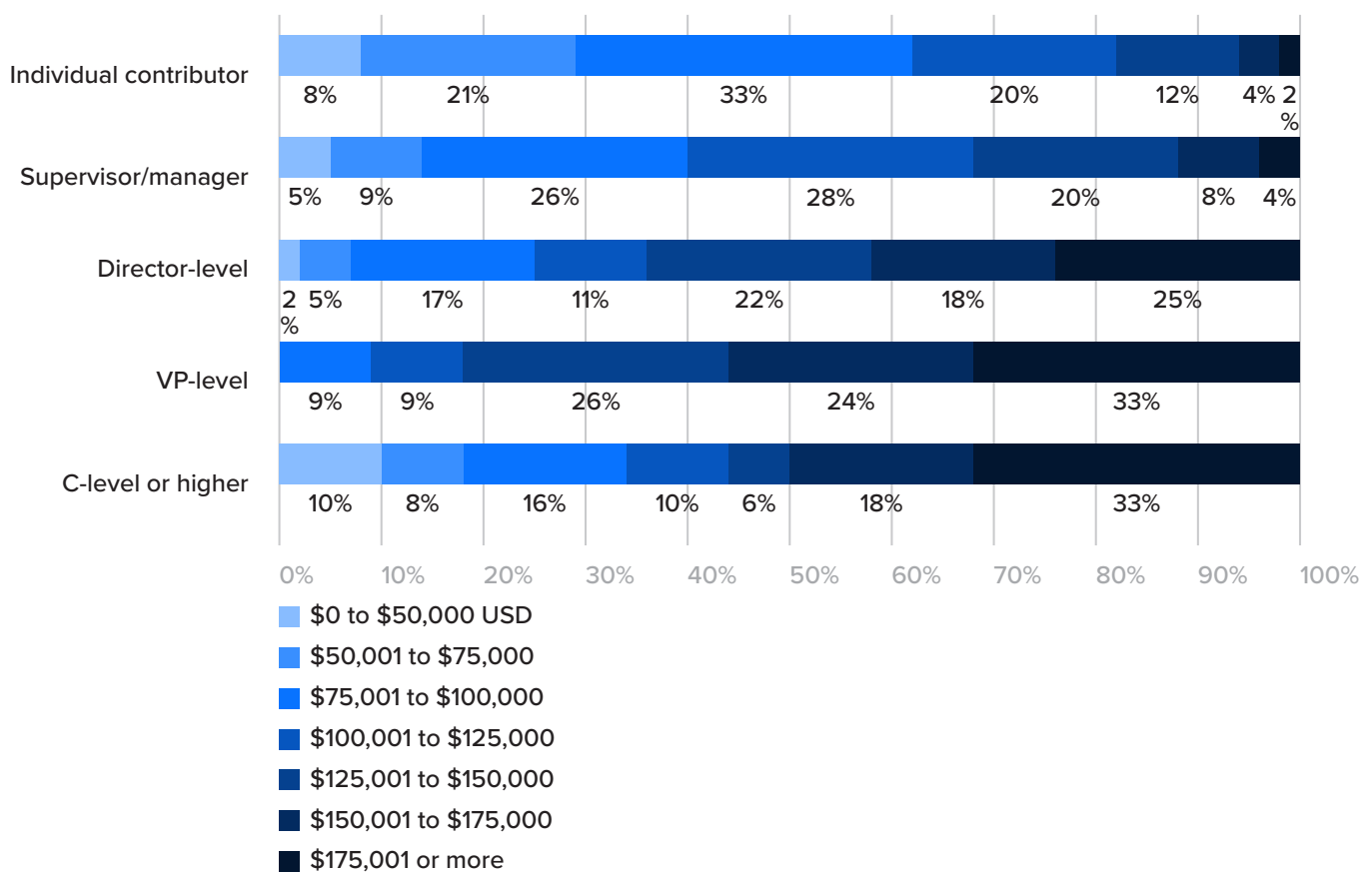
Here's our most interesting insights:

- **Income dramatically increases at the director level** – 67% of directors report earning \$125,001 or more per year.
- **Income dramatically increases between 3 to 5 years of experience** – At this level, 3x more respondents earn greater than \$100,001 per year compared to those with 1-3 years of experience.
- **Promising long-term career income** – After 10 years of experience, 82% of respondents report yearly earnings of at least \$150,001.
- **Greater number of highly paid designers in larger companies** – In companies with 1001 or more employees, 63% of designers

earn \$100,001 or more per year. In companies with 101 to 500 employees, 46% of designers earn \$100,001 or more per year. In companies with 1 to 100 employees, 43% of designers earn 100,001 or more year.

## Income by function

Answered: 1,352 Skipped: 49

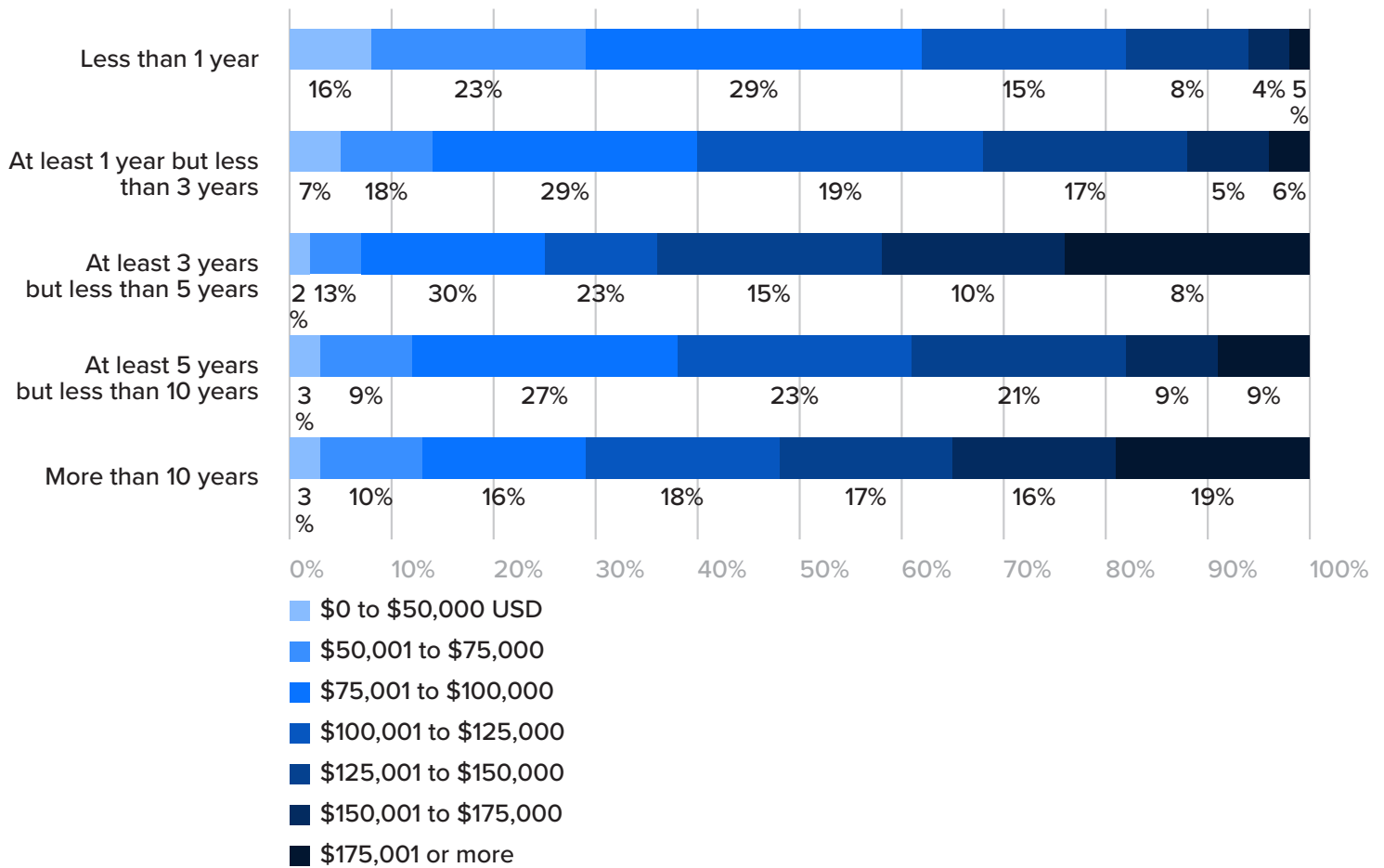


- **Individual contributors:** 72% earn at least \$75,000 or more per year.
- **Supervisors/managers:** 49% of supervisor/manager roles earn between \$100,001 to \$150,000 a year.
- **Directors:** At the director level, we start to see income increasing as 67% of directors earn at least \$125,001 or more.

- **VPs:** At the VP level, income drastically increases with 58% of respondents earning at least \$150,001 or more.
- **C-level or higher:** Interestingly enough, we see more lower income ranges among CEOs than any other group surveyed. In fact, 9.8% of the C suite reported incomes of \$0 to \$50,000. However, since 30% still earn at least \$175,001 or more, the data leads us to believe that the C-suite likely earns higher cash salary or takes a lower salary but significantly higher equity.

## Income by experience

Answered: 1,352 Skipped: 49



- **Less than 1 year experience:** 60% earn less than \$75,000 a year.
- **At least 1 year but less than 3 years:** As experience increases, we seeing more designers earning more than \$50,000. Overall, however, income proportions remain similar to designers with less than a year of experience.
- **At least 3 years but less than 5 years:** At the 3 year mark, income increase significantly. Here, we see 31% of respondents report incomes of at least \$100,001 per year.

- **At least 5 years but less than 10 years:** Compared to the previous level of experience, we now see 3x more respondents earn \$125,001 -150,000 per year.
- **10 years or more:** 58% of highly experienced design professionals (either principal contributors or leadership) will earn at least \$125,001 per year. Compared to the previous level of experience, 5x more respondents in this bracket earn \$150,001 or more.

# Conclusion

With UX spreading across the enterprise, more teams experience the growing pains of scaling design culture and processes.

- Design consistency, usability testing, and clear requirements remain pressing issues with majority of respondents.
- Designers per developer decreases as company size increases.
- Over half of respondents indicated that a full-time UX role was just introduced in the past 3 years.

Product teams, however, are quickly adapting to enterprise sprawl with more collaborative processes and toolkits. Nearly 70% of respondents report using a design system and over 90% follow some form of Agile methods.

Enterprises are finally facing the reality that business users expect the same quality of experience as consumer products. While transformation won't happen overnight, the future certainly looks promising. As UX continues to evolve as a core business competency, so too will the processes and platforms that support collaborative product development.

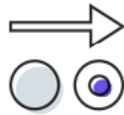
# The Full-Stack UX Platform

Your entire UX process in one place



## Design:

Create lifelike prototypes quickly with Photoshop and Sketch integration.



## Iterate:

Built-in version control improves efficiency and eliminates confusion.



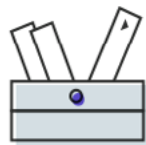
## Document:

Cleanly annotate your designs. Insert custom code snippets that travel with elements.



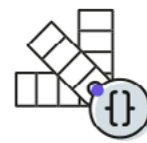
## Collaborate:

Get feedback and co-design on any project anywhere.



## Scale:

Automate consistency and documentation with design systems (syncs with Sketch).



## Implement:

Auto-generate style guides, assets, and specs for developers.

Try UXPin now