Figure 0-1: *Overview of the institutionalization of user experience design*

The following sections briefly describe each of these phases—Startup, Setup, Organization, and Long-Term Operations. Later chapters discuss each step in detail.

The Startup Phase

In the 2004, in *Institutionalization of Usability*, there was a whole section on how a company needed to experience a horrid disaster to provide a wake-up call. Only then would the organization really move forward. Today that is no longer true—user experience design is becoming a recognized global best practice in development. Nasty wake-up calls are no longer needed. Instead, enlightened executives can often understand the need based on their past experience and education as managers. Even so, the key to success with such a venture remains the identification of an **executive champion**. This person provides the leadership, resources, and coordination for going forward. This person takes the wake-up call to heart and moves institutionalization forward within the organization. The executive champion must be at a high enough level in the