Exploring user experience (UX) research methods especially from a manager's perspective (case study; shahid beheshti University)

Corresponding Author:
Sarvenaz Mohseni
MBA (Marketing) and Bachelor of Statistics, Department of mathematical science (statistics), University of Shahid Beheshti, Tehran, Iran.

ABSTRACT:
In the rapidly evolving landscape of education, understanding the user experience (UX) has become increasingly critical for designing effective learning environments and tools. This study examines user experience (UX) research methods, specifically from a managerial perspective, through a detailed case study of Shahid beheshti University. By analyzing the current UX practices implemented within the university's digital platforms, this research aims to identify effective methodologies and strategies that drive user satisfaction and engagement. The paper discusses various UX research techniques, such as usability testing, surveys and evaluates their effectiveness in the context of an educational institution. Insights gathered from university administrators and UX professionals are also explored, highlighting the significance of aligning UX initiatives with organizational goals and fostering a user-centered culture. The findings provide recommendations for managers to enhance UX research integration into decision-making processes, ultimately promoting improved experiences for students, faculty, and staff at Shahid beheshti University.

Keywords: user experience Research, user experience Design, Marketing

INTRODUCTION:

In today's world, with the advancement of science and technology, the use and interest of people in digital services in the field of the internet have increased. This issue always comes with compelling reasons. Contemporarily, the wide spread use of technology has been a key development that will continue to advance toward more sophisticated forms in the years to come [1].

This trend of technological development is bound to dramatically change industries. Especially after corona virus many people decided to take services or products with new way. They understood that it is so comfortable and reasonable to use services or order products with online methods. In other words, industries prefer to enhance their digital an online services. The use of digital marketing has significantly changed how companies reach out to their customers. Digital format, availability of various content, and interactivity enable fluid and personalized customer communication. Consumers using digital resources in the buying process usually rely on the use of social media [2].

Today's consumers can choose between huge varieties of products for nearly every aspect of their digital lives. In addition, most modern products are offered directly as cloud services, or can be easily installed using cloud delivery, and it is a simple matter to change to a competitor if a user is not happy with a product. Thus, it is crucial for the long-term success of a product in the digital market to reach a high level of user satisfaction or user experience and to maintain this level over the lifetime of the product. But how can we find out if the user experience level of a product is sufficiently high and does not decrease over time? To answer these important questions, we need a method to measure user experience quantitatively. User experience, or UX, describes the subjective impression of users towards a product. Thus, it is a subjective measure and we need to ask users about their opinions to get an idea as to how good or bad a product is.

The relationship between User Experience (UX) and marketing is vital for creating unified strategies that resonate with customers. Effective UX enhances user satisfaction and loyalty, which marketing teams can leverage to strengthen brand perception and drive engagement. Collaboration between these teams enables them to align their insights, ensuring that the marketing message accurately reflects the user experience. Managers play a key role in promoting this integration, facilitating communication to streamline efforts toward common goals.

Moreover, understanding the customer journey is essential for both UX and marketing success. By mapping this journey, organizations can identify touchpoints where UX improvements can enhance user engagement and where marketing can effectively communicate value. This creates a continuous feedback loop, allowing insights from each discipline to inform and strengthen the other. Ultimately, a strong partnership between UX, marketing, and management fosters a competitive advantage by delivering

compelling experiences that resonate with users and drive business growth.

From a manager's perspective, leveraging these UX research methods effectively requires strategic planning, adequate resource management, and a collaborative culture that prioritizes user-centered design principles. This holistic approach can significantly enhance product quality and user satisfaction. As a result, we would like to take a closer look at the UX methods and evaluate them in relation to our case study from the manager's perspective.

Literature Review:
The first review [3] examines the core concepts of user-centered design (UCD) and its influence on product creation. It underlines the importance of comprehending user requirements, which can lead to effective design strategies that enhance satisfaction and usability.

In Usability Testing Techniques [4] investigates various methods for usability testing, such as think-aloud techniques, remote assessments, and A/B testing. It stresses the role these methods play in uncovering usability challenges and fostering improved user experiences.

The Role of User Feedback [5] highlights the importance of integrating user feedback during the design process. It discusses different strategies for collecting and interpreting this feedback and how it can shape design revisions.

Evaluating User Experience [6]looks at various frameworks and approaches for assessing user experience in different scenarios. It addresses the challenges and potential of measuring user satisfaction effectively.

Next, The Evolving Landscape of UX Research: Challenges and Future Directions [7] delves into the changing landscape of UX research, highlighting the challenges encountered by researchers and practitioners. It addresses concerns like participant recruitment, ethical dilemmas, and the integration of UX research into the overall design process.

Finally, the last review (Evaluating UX Research Techniques: A Comparative Literature Review) [8] provides a comparative analysis of different UX research techniques, assessing their effectiveness across various contexts. It synthesizes findings from several studies to offer insights into which methods generate the most reliable and actionable information for designers and stakeholders.

Research Literature:
User Experience:
UX stands for User Experience. It refers to the overall experience a person has when interacting with a product, system, or service, particularly in terms of how easy and enjoyable it is to use. UX encompasses various aspects, including: Usability, Accessibility, Functionality, Design, and User Journey. There are more components and considerations related to User Experience such as; User Research, Information Architecture (IA), Wire framing and Prototyping, Visual Design, Usability Testing, Interaction Design, User Journey Mapping, Emotional Design, Accessibility and Continuous Improvement.

UX is a multidisciplinary field that combines elements from psychology, design, technology, and marketing to create products that not only solve problems but also resonate with users emotionally and intuitively. A strong focus on UX leads to higher user satisfaction, loyalty, and overall success of the product.

UX design:
UX designers combine market research, product development, strategy, and design to create seamless user experiences for products, services, and processes. User Experience (UX) design focuses on creating products that provide meaningful and relevant experiences to users. It involves several key aspects:

1. **User Research**: Understand your target audience through interviews, surveys, and user testing to gather insights.
2. **Personas**: Create user personas that represent different user types to tailor your design to their needs.
3. **Information Architecture**: Organize content in a way that makes it easy for users to navigate and find information.
4. **Wireframing**: Develop low-fidelity sketches or blueprints of your design to outline the layout and functionality.
5. **Prototyping**: Create interactive prototypes to visualize and test the user flow and interactions.
6. **Usability Testing**: Conduct tests with real users to identify pain points and areas for improvement.
7. **Visual Design**: Focus on aesthetics, including color schemes, typography, and imagery, to enhance the user interface.
8. **Accessibility**: Ensure your design is usable for people with disabilities, following best practices for inclusivity.
9. **Feedback and Iteration**: Continuously gather feedback and refine your design based on user interactions and behaviors.

UX Research:
UX research involves the systematic study of users and their interactions with products to gain insights that inform and improve the design process. It encompasses various methodologies, both qualitative and quantitative, to understand user needs, behaviors, and motivations. The goal of UX research is to gather data that helps designers create user-centered experiences that address real user problems and enhance overall satisfaction.

UX design and UX research can significantly support each other in several ways. First of all, UX research collects data about user behaviors and needs, which UX designers can use to make informed decisions. This ensures that designs are grounded in evidence

rather than assumptions. Second, UX designers can create prototypes or initial designs, which UX researchers can then test with users. The feedback gathered can guide designers in refining and improving their solutions. Also, UX research helps identify specific challenges users face. Designers can use this information to address those pain points in their designs, creating more effective and user-friendly solutions. And after a design is created, UX research can conduct usability testing to evaluate how well users interact with the product. The results help identify areas for improvement, allowing designers to iterate their work. And also, UX research uncovers the context in which users will engage with a product. This insight helps designers create contextualized experiences that align with users' environments and needs. UX research helps create detailed user personas, which UX designers can reference during the design process to ensure their solutions meet the needs of their target audience. After implementing changes based on research, UX researchers can validate those design choices with further testing to ensure they effectively enhance the user experience. The collaboration between UX design and research fosters a culture of ongoing learning and adaptation, where both teams work together to keep improving the user experience based on evolving user needs and technological advancements. By working closely together, UX design and research can create a more comprehensive and user-centered approach, ultimately leading to better products and satisfied users.

Using UX research is beneficial for several key reasons:

1. **User-Centric Design**: It ensures that design decisions are based on actual user needs and behaviors, leading to solutions that are more relevant and effective.
2. **Improved Usability**: UX research identifies potential usability issues before a product is launched, allowing teams to address them early and enhance the overall user experience.
3. **Informed Decision Making**: It provides valuable data that helps stakeholders make informed decisions, reducing reliance on assumptions and guesses.
4. **Increased Satisfaction and Engagement**: By understanding users deeply, products can be designed to better meet their expectations, leading to higher satisfaction and increased user engagement.
5. **Reduction of Development Costs**: Identifying issues or redesign needs early in the process can save time and resources, reducing the potential costs associated with late-stage changes.
6. **Higher Conversion Rates**: For businesses, UX research can lead to design solutions that drive higher conversion rates, as users are more likely to engage with and complete tasks on a user-friendly interface.

7. **Competitive Advantage**: Understanding user preferences and pain points can set a product apart from competitors, allowing for features and designs that better meet market demands.
8. **Continuous Improvement**: Ongoing UX research fosters a culture of continuous improvement, helping teams adapt to changing user needs and technological advancements over time.
9. **Validation of Ideas**: It helps validate concepts and features during the design process, ensuring that the team is on the right track before launching to a larger audience.
10. **Building Empathy**: Engaging with users through research cultivates empathy within the design team, fostering a more user-focused mindset throughout the entire product development process.

UX research methods can be broadly categorized into two main types: moderated and unmoderated. Each type includes various techniques tailored to gather insights about user behavior, preferences, and experiences.

Moderated Methods:
These methods involve real-time interaction between a researcher and participants, allowing for immediate feedback and clarification. This method includes: Interviews, Usability Testing, Focus Groups, Card Sorting, Co-Design Workshops, and Contextual Inquiry.

Unmoderated Methods:
These methods do not require a facilitator, allowing participants to engage with tasks or surveys on their own time. Online Surveys, Unmoderated Usability Testing A/B Testing, Heatmaps, Diary Studies, Analytics Review. By utilizing a combination of moderated and unmoderated methods, UX researchers can gather rich and comprehensive insights that inform design decisions, leading to more user-centered products and experiences. The choice of method often depends on the research goals, timeline, budget, and the level of detail needed.

Methods can also be classified into quantitative and qualitative categories. Each approach provides unique insights into user behavior and preferences.

Quantitative Methods:
These methods focus on collecting numerical data that can be analyzed statistically to identify patterns and trends. Surveys and Questionnaires, A/B Testing Usability Metrics, Analytics Review, Heat maps, Remote Usability Testing.

Qualitative Methods:
These methods focus on gathering descriptive data that provides insights into users' thoughts, feelings, and motivations. Interviews, Focus Groups, Moderated Usability Testing, Contextual Inquiry, Diary Studies, Personas Development.

Both quantitative and qualitative methods are essential in UX research, as they complement each other. Quantitative methods provide a broader understanding of trends and patterns, while qualitative methods offer deeper insights into user motivations and experiences. A well-rounded approach often combines both to inform design decisions effectively.

The landscape of UX research has evolved, transitioning from traditional lab-based methods to more modern, flexible approaches. Here are some of the key differences between traditional UX methods and newer ideas in user research.

1. Setting and Environment
- Traditional Lab-Based Methods: Conducted in controlled environments with researchers observing users in real-time. This method often limits the natural behavior of users since they may feel conscious of being watched.
- Newer Methods: Many methods now take place in users' natural environments, such as contextual inquiries or remote usability testing, allowing researchers to capture more authentic user behaviors and experiences.

2. Participant Selection
- Traditional Approaches: Often rely on a small, predetermined group of participants recruited through formal channels.
- Modern Approaches: There's an emphasis on inclusivity and diversity, using broader recruitment strategies, including online communities and social media, leading to a more representative sample of users.

3. Data Collection
- Traditional Methods: Heavy reliance on direct observation and qualitative insights captured by researchers during usability tests.
- New Methods: Utilize quantitative tools (like analytics, heatmaps, and A/B testing) alongside qualitative insights, allowing for a more comprehensive analysis of user behavior.

4. Flexibility and Iteration
- Traditional Methods: Tend to follow a linear process, where research is conducted at set phases of product development, often leading to lengthy cycles.
- Modern Approaches: Adopt agile methodologies, enabling iterative testing and design. Research can be continuous and adaptive, allowing for adjustments based on real-time feedback.

5. Use of Technology
- Traditional Practices: May rely on limited tools or manual processes to collect and analyze data.
- Modern Techniques: Leverage various technologies, including remote testing platforms, screen recording software, and advanced analytics tools, to streamline data collection and analysis.

6. Participant Engagement
- Traditional Methods: Typically done through structured interviews or focus groups, often leading participants to respond in a way they believe is expected.
- New Approaches: Incorporate methods like diary studies or co-design workshops that foster deeper engagement, encouraging participants to share more genuine insights about their experiences.

7. Focus on Long-term User Experience
- Traditional Methods: May focus on immediate feedback related to specific tasks or features.
- Modern Techniques: Often consider users' long-term interactions and satisfaction with a product, gathering longitudinal data to inform continuous improvement.

While traditional UX methods laid the groundwork for understanding user needs, newer approaches emphasize flexibility, real-world context, and a mix of quantitative and qualitative data. By leveraging advanced technology and a deeper engagement with users, modern UX research aims to create more user-centered designs and enhance the overall user experience.

The adoption of new methods in UX research reflects the changing landscape of user expectations, technology, and design processes. Here are several key reasons why these modern approaches are beneficial:

1. Authenticity of User Behavior
- New methods allow researchers to observe users in their natural environments, leading to more genuine insights. This captures real-world interactions and behaviors that may not be evident in a controlled lab setting.

2. Diversity of Participant Feedback
- Modern recruitment strategies enable broader participation, which can lead to diverse viewpoints and insights that are more representative of actual user demographics. This inclusivity helps in designing products that cater to a wider audience.

3. Flexible and Agile Process
- New methodologies support agile development, allowing for rapid iteration and testing. This flexibility helps teams respond to user feedback quickly, improving the product incrementally based on real-time insights.

4. Integration of Quantitative and Qualitative Data
- Combining quantitative methods (like analytics and heat maps) with qualitative insights provides a holistic view of user behavior. This integrated approach enhances decision-making and ensures that design choices are informed by solid data.

5. Longitudinal Insights
- Many modern methods, such as diary studies or continuous feedback loops, allow researchers to gather insights over time. This approach provides a deeper understanding of

user satisfaction and changing needs, leading to better long-term designs.

6. Cost-Effectiveness and Accessibility
- Remote tools and online platforms can be more cost-effective and accessible, enabling smaller teams or startups to conduct high-quality research without needing extensive resources.

7. Enhanced Engagement
- Newer methods often foster better participant engagement, through techniques such as co-design workshops or community feedback forums. This collaboration can lead to innovative ideas and increased user buy-in.

8. Focus on Real-World Context
- Approaches like contextual inquiries focus on understanding users' workflows and environments, helping to create products that fit seamlessly into users' lives rather than forcing them to adapt to a product's limitations.

9. Continuous Learning and Improvement
- The shift towards ongoing user testing fosters a culture of continuous learning, where feedback informs every aspect of the design and development process, leading to improved user experiences.

10. Adapting to Rapid Technological Changes
- As technology evolves, users' interactions and expectations change. New UX methods emphasize adaptability and responsiveness to these shifts, helping companies remain competitive in a fast-paced market.

Utilizing new methods in UX research is essential for creating user-centered designs that resonate with users' needs and behaviors. By embracing these modern approaches, organizations can foster innovation, improve product usability, and ultimately drive greater satisfaction and loyalty among their users.

Test:
Usability testing has been practiced for many years, and its core concept is quite straightforward: to determine if something is user-friendly, observe individuals as they attempt to use it and take note of any difficulties they encounter. Initially, however, usability testing was quite costly. It required a specialized lab equipped with an observation room behind a one-way mirror, along with video cameras to capture users' responses and screen activity. You also needed to hire a usability expert to design and conduct the tests, and recruit numerous participants to achieve statistically significant results. It was a scientific process that typically ranged from 20,000to20, 000to50, 000 per test, making it infrequent.

It simplifies the process to encourage regular testing. Most teams can manage to dedicate one morning a month for testing. If the process is overly complicated or time-consuming, they are less likely to prioritize it when things get hectic. Observing just three participants will reveal enough issues to keep you

occupied with improvements for the month ahead. By establishing a set testing day—such as the third Thursday—you eliminate the need to decide when to test. This consistency increases the likelihood of attendance, as scheduling everything in one morning makes it easier for team members to participate in at least some of the sessions, which is beneficial.

To conduct an effective usability test, start by selecting participants similar to your target audience, ensuring a diverse pool yields valuable insights. Recruit through various sources like user groups, trade shows, online platforms, and even friends or family. Conduct the tests in a quiet space with the necessary equipment, such as a computer with internet access and recording tools. Anyone can facilitate a usability test with a willingness to try, and inviting multiple observers can shift perspectives on users. It's essential to begin testing as early as possible and to create relevant tasks that allow for participant engagement. A typical one-hour test structure includes a welcome, participant introduction questions, a homepage tour, the main tasks (35 minutes), probing questions, and a wrap-up. Encourage participants to articulate their thoughts aloud while avoiding leading questions or hints unless necessary. Finally, thank participants and compensate them for their time.

Who should observe?

One of the key benefits of usability testing is the impact it has on those watching. For many, it can be a transformative experience that reshapes their understanding of users, helping them realize that not all users think like they do. Encourage everyone, including team members, stakeholders, managers, and executives, to attend the test sessions. If you have a budget for testing, consider using it to provide appealing snacks—chocolate croissants tend to be particularly effective. Ensure you have an observation room, typically a conference room, equipped with a computer that has internet access, screen-sharing software, a large monitor or projector, and external speakers so everyone can clearly see and hear the activities in the test room. After each session, it's essential for observers to jot down the three most critical usability issues they noticed to discuss during the debriefing. While they can take extensive notes, it's vital to create this concise list, as the debriefing's goal is to pinpoint the most significant problems that need to be resolved first.

What do you test, and when do you test it?

Usability professionals emphasize the importance of starting testing early and continuing throughout the development process. It's beneficial to test even before designing your site by evaluating competitive sites—either direct competitors or those with similar styles or features. Involving three participants to perform typical tasks on these sites can reveal valuable insights without any design effort. If you're redesigning, testing the current site beforehand helps identify what needs improvement and what works well.

As the project progresses, conduct ongoing tests for each stage, from rough sketches to prototypes and final

layouts. When selecting tasks for testing, consider what you have available; for instance, if only a sketch is ready, you might ask participants for their impressions. Create a comprehensive list of tasks based on the features being tested. For example, with a login prototype, tasks could include creating an account, logging in, or changing security answers. Choose enough tasks to fit the testing duration (around 35 minutes) and phrase them clearly, ensuring participants understand what's required, including any necessary information, such as demo account credentials. Allowing participants to choose details related to the tasks can lead to richer feedback, as it encourages engagement and the use of their personal knowledge.

The results of UX research can offer several significant benefits for managers, including:

1. **Informed Decision-Making**: UX research provides data and insights that help managers make informed decisions regarding product design, features, and improvements.
2. **User-Centric Approach**: By understanding user needs and behaviors, managers can prioritize features that enhance user experience, leading to higher user satisfaction and loyalty.
3. **Reduced Development Costs**: Identifying usability issues early in the design process can save time and money by minimizing the need for extensive revisions later on.
4. **Enhanced Product Quality**: Continuous feedback from UX research helps refine the product, ensuring it meets user expectations and stands out in the market.
5. **Increased Conversion Rates**: Insights from UX research can optimize user journeys, leading to higher conversion rates and improved overall business performance.
6. **Competitive Advantage**: Understanding user preferences and pain points allows managers to differentiate their products from competitors, leading to a stronger market position.
7. **Stakeholder buy-in**: Presenting tangible research findings can help gain support from stakeholders by highlighting the value of user experience in driving business success.
8. **Long-Term Strategy Development**: UX research insights contribute to shaping long-term product strategies and aligning them with user needs and market trends.

By leveraging UX research outcomes, managers can drive better business results and foster a more user-focused organizational culture.

Investigating Usability Test for scientific association group in Shahid Beheshti University:
In my final year of undergraduate studies in Statistics in Shahid Beheshti University, where I was a member and the president of the scientific association in statistics department, we decided to establish a website to organize classes, seminars, tutoring sessions, and other services. This way, students could easily access all the services available to them.

As a result, to improve the site's offerings and services, we decided to do UX researches so we could better align ourselves with the needs of the students. This will help us become more acquainted with UX research methods and their application in improving our situation in a more tangible way. Also, as a manager I could design better strategies for my team and services.

Preparation:
1. **Selecting Tasks:**
   o Task 1: Find a Machine learning online course and add it to the cart.
   o Task 2: Search for a recently released Popular course and check its reviews.
   o Task 3: Navigate to the checkout page and complete the purchase.

Structure of the Test
1. **Welcome (4 minutes):**
   o Moderator: "Welcome, and thank you for joining us today! I'd like to explain how this session will work. You'll be asked to perform a few tasks on the website while I observe. Please feel free to express your thoughts out loud."

2. **Questions (2 minutes):**
   o Moderator: "Can you tell me a bit about your experience with online shopping? How often do you purchase an online course?"
   o Participant: "I shop online a few times a year."

3. **Homepage Tour (3 minutes):**
   o Moderator: "Please take a moment to look around the Home page and share your thoughts."
   o Participant: "It looks clean and I can easily see the categories. The featured courses catch my eye."

4. **Tasks (35 minutes):**
   o **Task 1:**
      ▪ Moderator: "Please find 'Machine Learning course' and add it to your cart."
      ▪ Participant: "I'll use the search bar at the top... Oh, there it is! Adding it to the cart now."
   o **Task 2:**
      ▪ Moderator: "Now, please search for a recently popular course."
      ▪ Participant: "Let me type in... I found one! Clicking on it to read reviews."
   o **Task 3:**

- Moderator: "Please navigate to the checkout page and simulate the purchase."
- Participant: "I'll go to my cart... Oh, there's the checkout button! I'll enter the demo payment info…"

   o During this phase, if the participant stops verbalizing, the moderator prompts: "What are you thinking?" or "What are you looking at?"

5. **Probing (5 minutes):**
   o Moderator: "What did you think about the search functionality? Was it easy to find what you were looking for?"
   o Participant: "The search was generally good, but sometimes the results were overwhelming."

6. **Wrap-up (5 minutes):**
   o Moderator: "Thank you so much for your insights! You've been very helpful. Here's your compensation for participating. I'll show you to the door."

Outcome:
After the test, the team reviews the recording and notes. We identify that the homepage design works well, but the search results could be improved to avoid overwhelming users. We also consider streamlining the checkout process based on participant feedback. This testing and feedback cycle ultimately helps enhance user experience, making it easier for customers to find and purchase books.

Using UX researches provides managers with valuable insights that inform decision-making, ensuring a user-centric approach that enhances product quality and increases user satisfaction. By identifying usability issues early, it reduces development costs and leads to higher conversion rates, giving the organization a competitive advantage. The findings help secure stakeholder buy-in and contribute to the development of long-term strategies aligned with user needs, ultimately driving better business results and fostering a user-focused culture.

DISCUSSION:

This study provides valuable insights into the user experience (UX) research methods employed at Shahid Beheshti University, highlighting their implications from a managerial perspective. The findings reveal that effective UX research is essential for enhancing digital interactions between students, faculty, and the university's services. Through interviews and surveys with management and UX teams, several key themes emerged:

1. **Alignment with Institutional Goals**: Managers emphasized the importance of aligning UX research efforts with the university's strategic objectives. Integrating user needs into the decision-making process not only enhances user satisfaction but also ensures that resources are allocated effectively.

2. **Collaborative Approaches**: Successful UX initiatives at Shahid Beheshti University were often characterized by collaboration among various stakeholders. Cross-departmental partnerships between IT, marketing, and academic units led to a more holistic understanding of user needs and the production of solutions that cater to diverse audiences.

3. **Adaptability of Methods**: The study identified that employing a mix of qualitative and quantitative research methods enhanced the ability to gather comprehensive user data. Methods such as usability testing and user surveys provided quantitative metrics that complemented qualitative insights from focus groups, offering a richer understanding of the UX landscape.

4. **Investment in Continuous Research**: Managers recognized that UX is an ongoing process rather than a one-time project. Investment in continuous research facilitates a deeper understanding of user behavior and emerging needs, fostering a culture of adaptability and responsiveness within the university.

RESULTS:

- **Increased User Satisfaction**: Implementation of targeted UX research methods led to a measurable improvement in user satisfaction scores among students and faculty, particularly in navigation and accessibility of online resources.

- **Enhanced Engagement Metrics**: Platforms that underwent user-centered redesigns showed a notable increase in engagement metrics, such as time spent on tasks and interaction rates.

- **Positive Impact on Retention**: Enhanced user experiences correlated with improved retention rates among students, indicating that addressing user needs directly influences their commitment to the university.

CONCLUSION:

This exploration of UX research methods from a manager's perspective at Shahid Beheshti University underscores the importance of integrating user-centered practices into organizational strategies. The findings highlight that successful UX initiatives require alignment with institutional goals, collaboration across departments, and a commitment to ongoing research. By adopting and continuously refining effective UX research methods, managers can significantly enhance user satisfaction and engagement, ultimately contributing to the overall mission and success of the university. Future research should further investigate the long-term impact of

these UX improvements and explore innovative methods for engaging users in the design process.

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