

Do You Believe in the Users?



Brian W. Fitzpatrick

Engineering Manager, Google Chicago

ApacheCon: April 10, 2008

My opinions



Successful software requires
more than just technical effort





Google™



You can add sizzle
without feeling dirty



You probably already know this stuff



Marketing

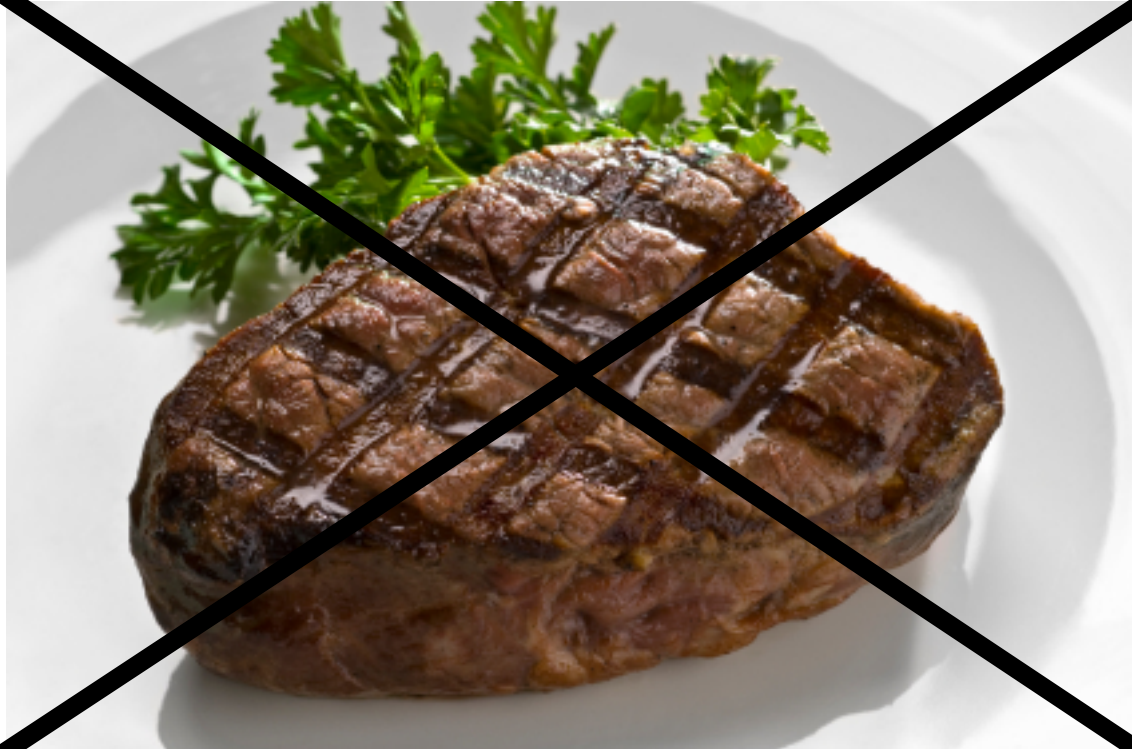
Customer Service

Focusing on Users



Marketing





Programmers don't like being lied to



Programmers usually distrust by default



Programmers are logical
and
obsessed with truth



Programmers expect meritocracy



Perception is
9/10 of the Law



Under-promise
and
over-deliver



Customer Service

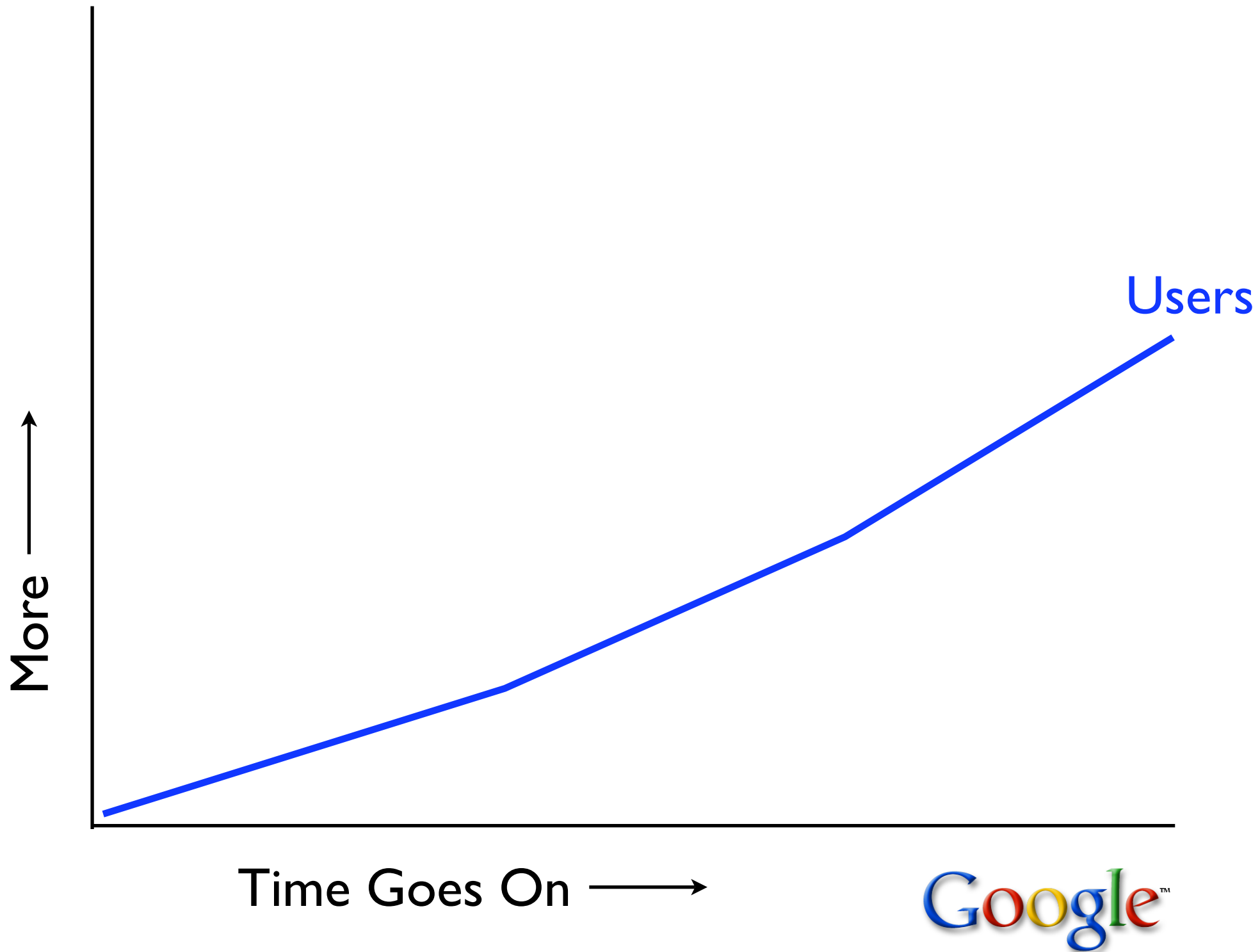


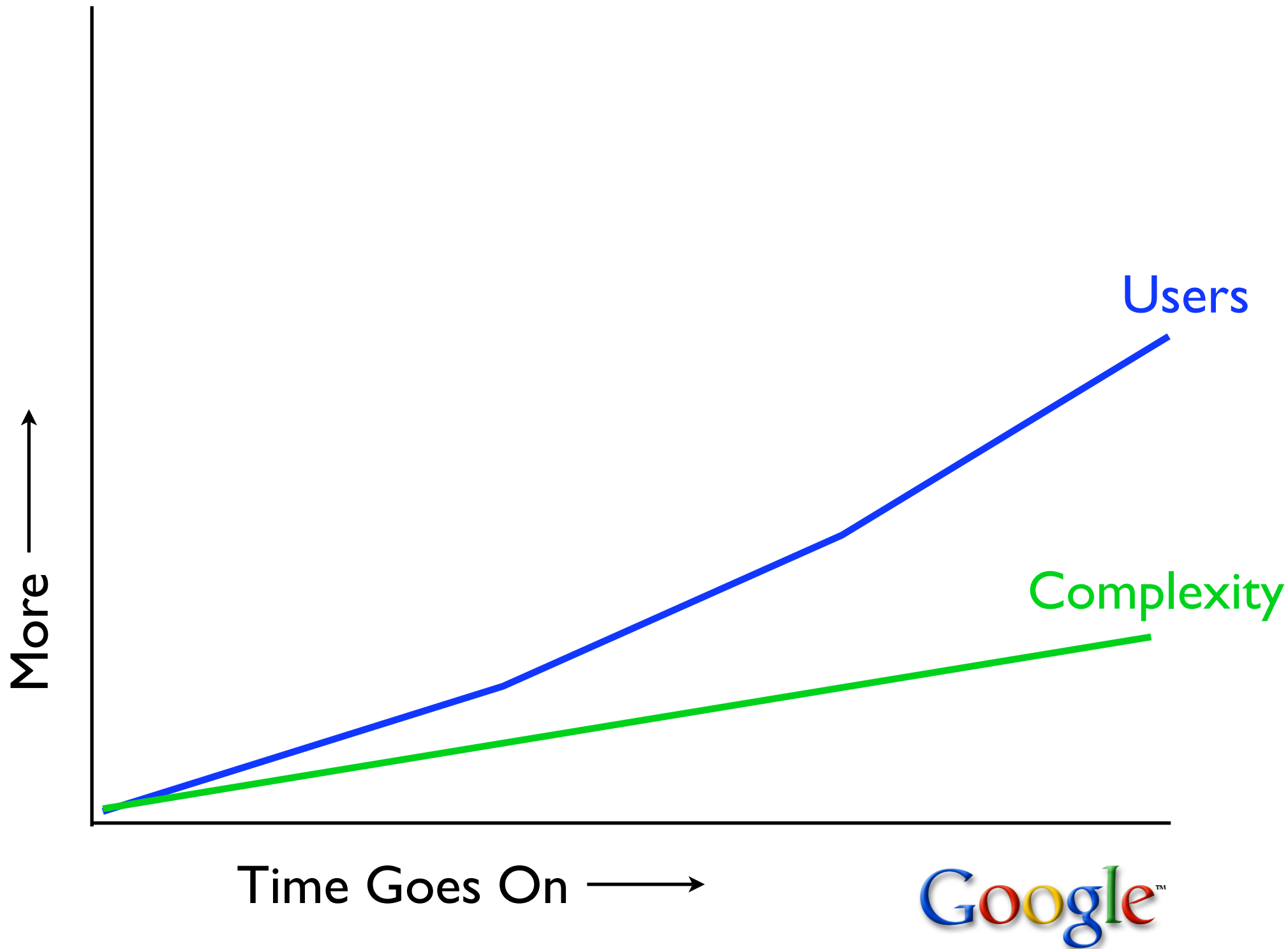
Google™

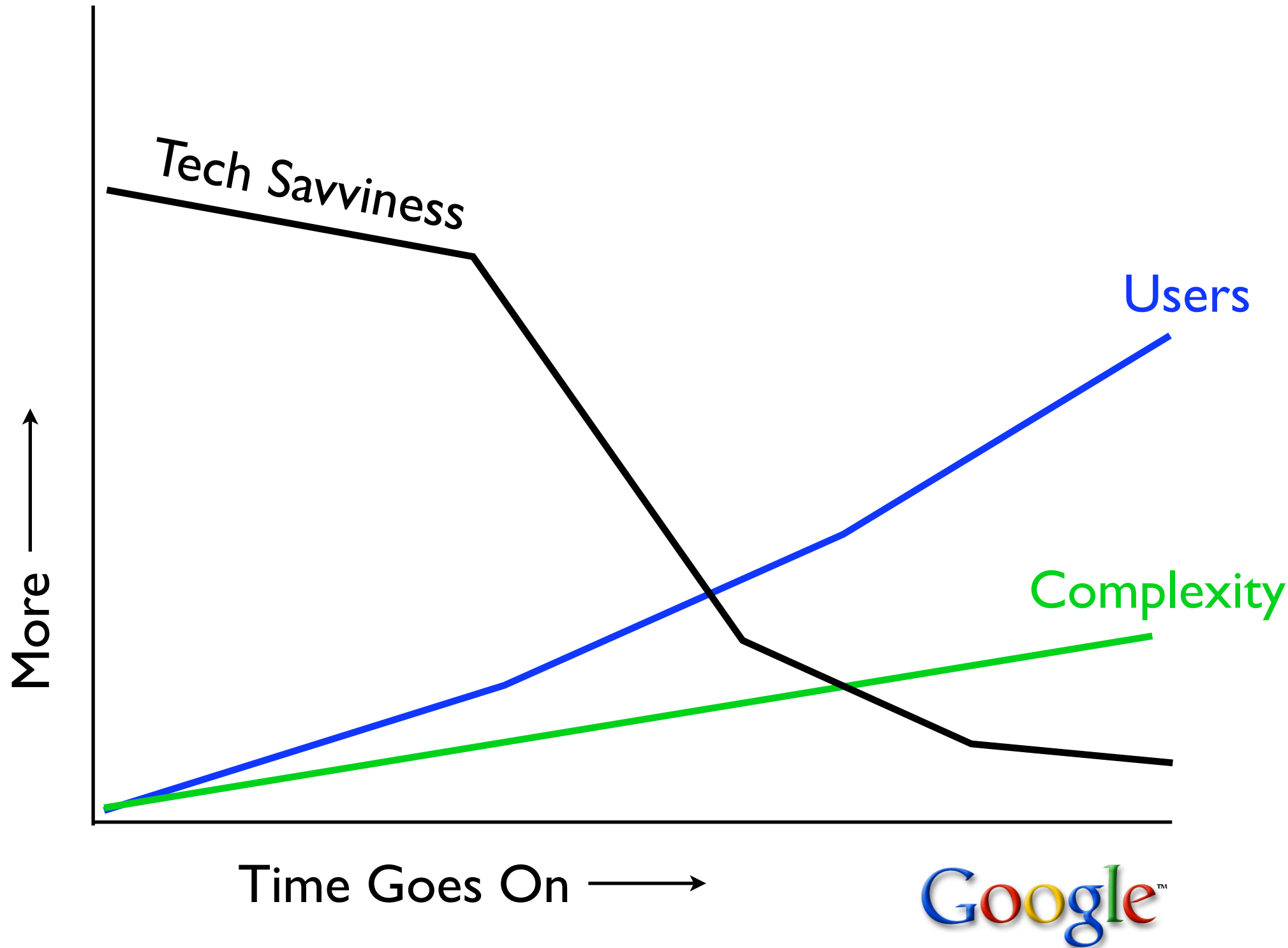
More —→

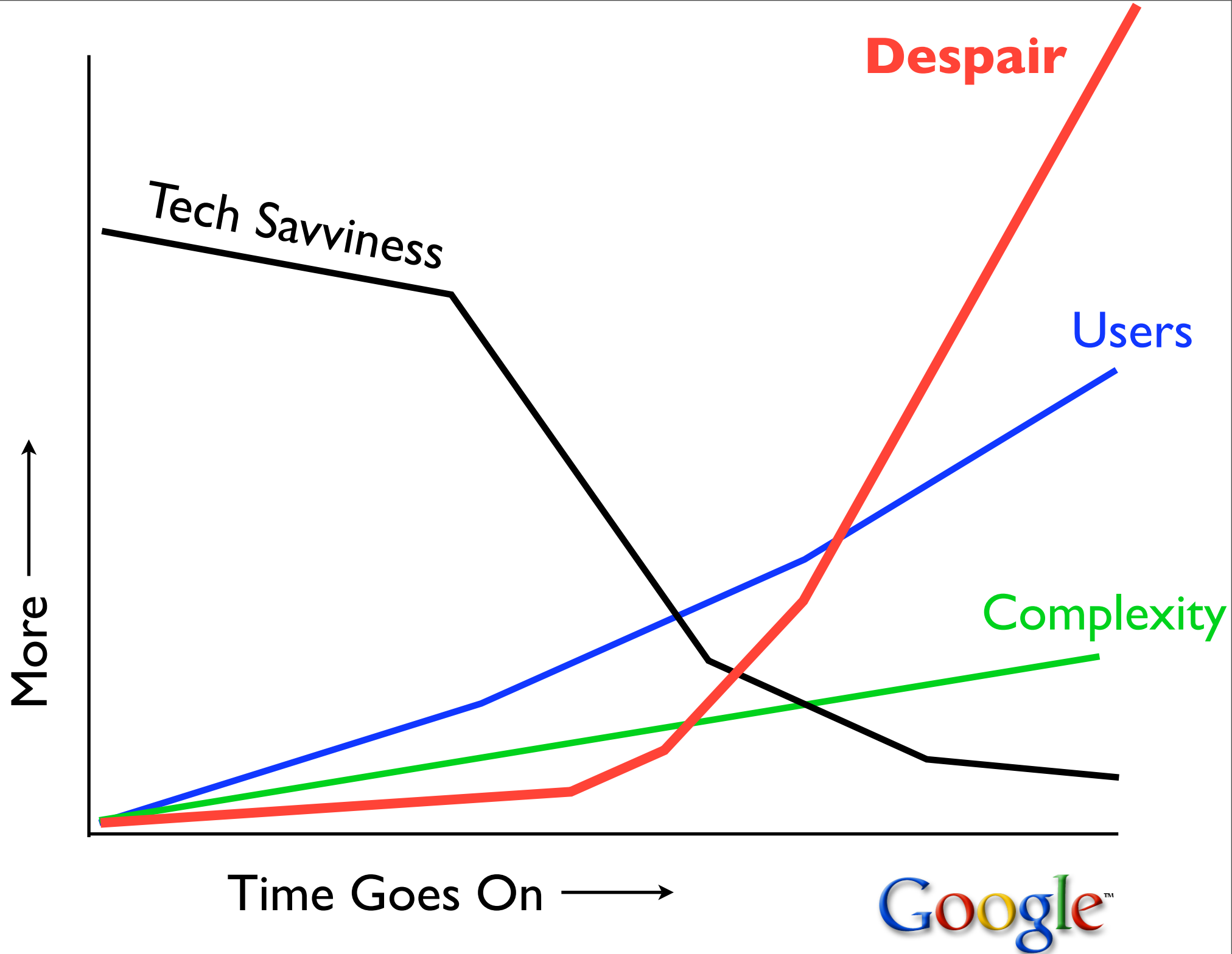
Time Goes On —→











Listen to users, don't condescend

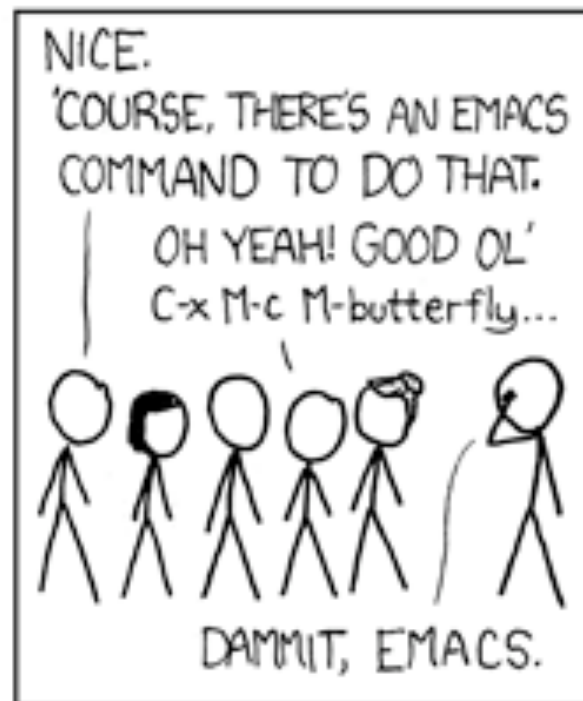


Let users participate



Don't try to be everything to everyone













Trust

“Do what I want,
not what I say”





Delight your users!





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Happy April Fool's Day!

2008

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YTRickRollsYou

Style: Pop

Joined: March 18, 2008

Last Login: 1 day ago

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Subscribers: 1,300

Channel Views: 25,744



MUSICIAN

Label Type: Major Label

City: San Bruno

Country: United States

Albums:

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Website URL:

http://en.wikipedia.org/wiki/Never_Go...

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[\(more\)](#)[Report profile image violation](#)[Rick Astley-Never Gonna Give You Up](#)From: [YTRickRollsYou](#)

Views: 6,934,119

Comments: [43,344](#)

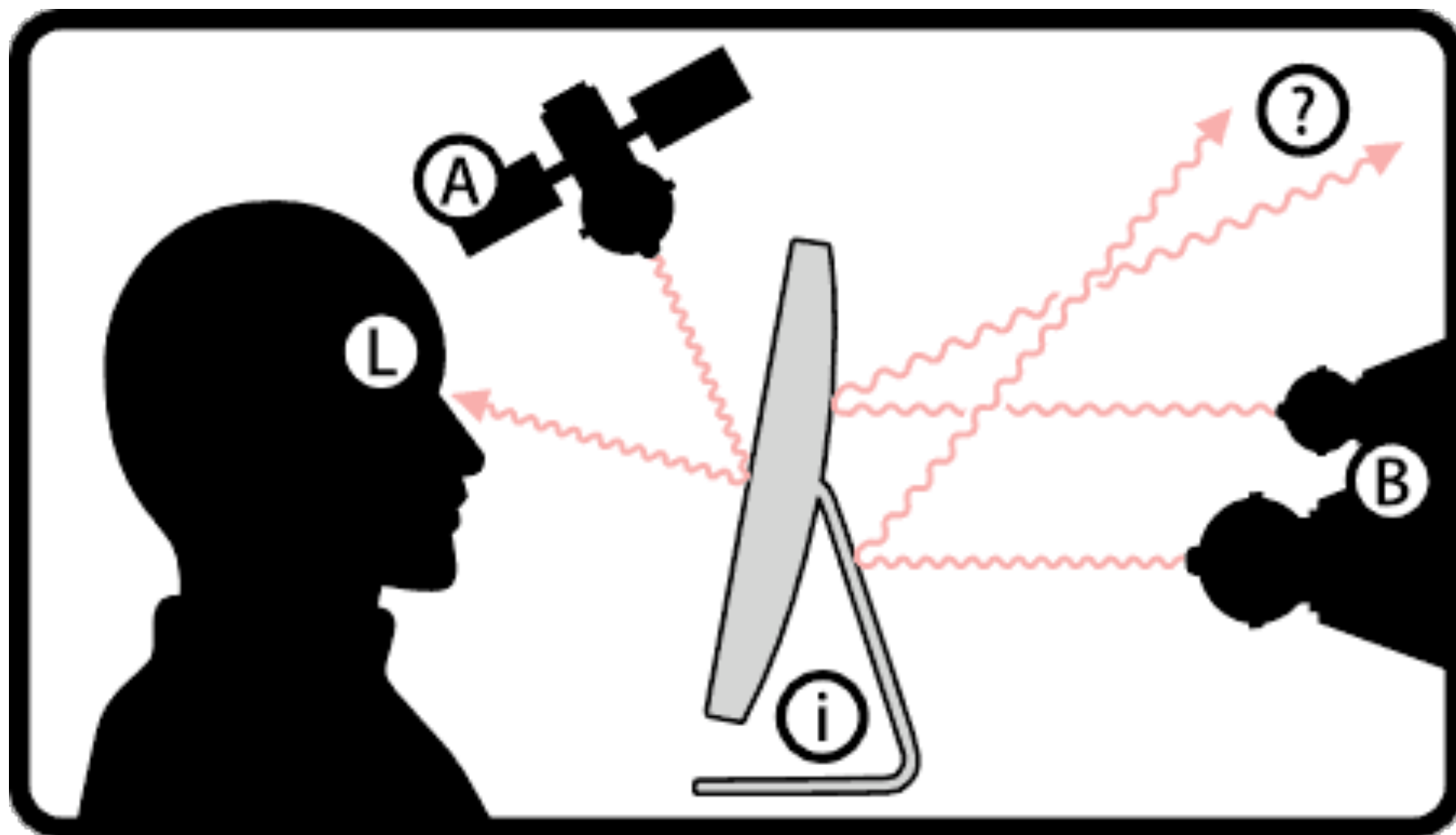


Your name here

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Focus on Users



Barrier to Entry

Opening Ceremony and a concert by "Werner Bros", 16 June	_____	/person(s)	incl. in congress fee
Accompanying person tour, 16 June 40 EUR	_____	/person(s)	EUR _____
City Reception hosted by the City of Jyväskylä, 17 June	_____	/person(s)	incl. in congress fee
Alvar Aalto-excursion, 18 June 60 EUR	_____	/person(s)	EUR _____
Closing Ceremony and Finnish evening, 19 June	_____	/person(s)	incl. in congress fee
Closing Ceremony and Finnish evening for acc.person 50 EUR	_____	/person(s)	EUR _____

All the hotels request a deposit of one night's room rate in advance. Deposit is to be paid at the time of the registration. The room rates are listed below in the accommodation section.

All fees must be paid in euros (EUR) by using one of the following means:

☐ 1) By money transfer to the following bank account: *(Please fill in the account number IN FULL.)*

Bank: Tampereen Seudun Osuuspankki, P.O.Box 30, 33101 Tampere, Finland (with OKO Bank, Helsinki, Finland)

Account holder: European Music Therapy Congress **Reference:** "Music Therapy" and your name

Swift address: OKOYFIHH **IBAN: number:** FI8657300820231963 (for money transfers from EU-countries only)

Account number: 573008-2231963 (Please attach a copy of the receipt to the registration form.)

The obligatory CVV /CVC number is stated on the signature space on the back of the credit card (the last 3 numbers).

☐ 2) By one of the following credit cards:

VISA ☐ MasterCard ☐ EUROCARD ☐

Card Number: | | | | | | | | | | Expiry date: | | | CVV/CVC Number: | | |

Name of the cardholder: _____ Cardholder's signature: _____

Prices are per room per night, including breakfast and VAT.

(Hotels do not send invoices abroad.)

Scandic Hotel Jyväskylä Cumulus Jyväskylä Finlandia Hotel Alba Hotel Milton Summer Hotel Amis

Single 110 EUR ☐ Single 102 EUR ☐ Single 74 EUR ☐ Single 65 EUR ☐ Single 45 EUR ☐

Double 134 EUR ☐ Double 122 EUR ☐ Double 90 EUR ☐ Double 85 EUR ☐ Double 60 EUR ☐

Triple 69 EUR ☐

Summer Hotel Rentukka

Date of arrival: _____

Single 37 EUR ☐

Date of departure: _____ Late arrival, after 6 p.m. ☐

Double 52 EUR ☐

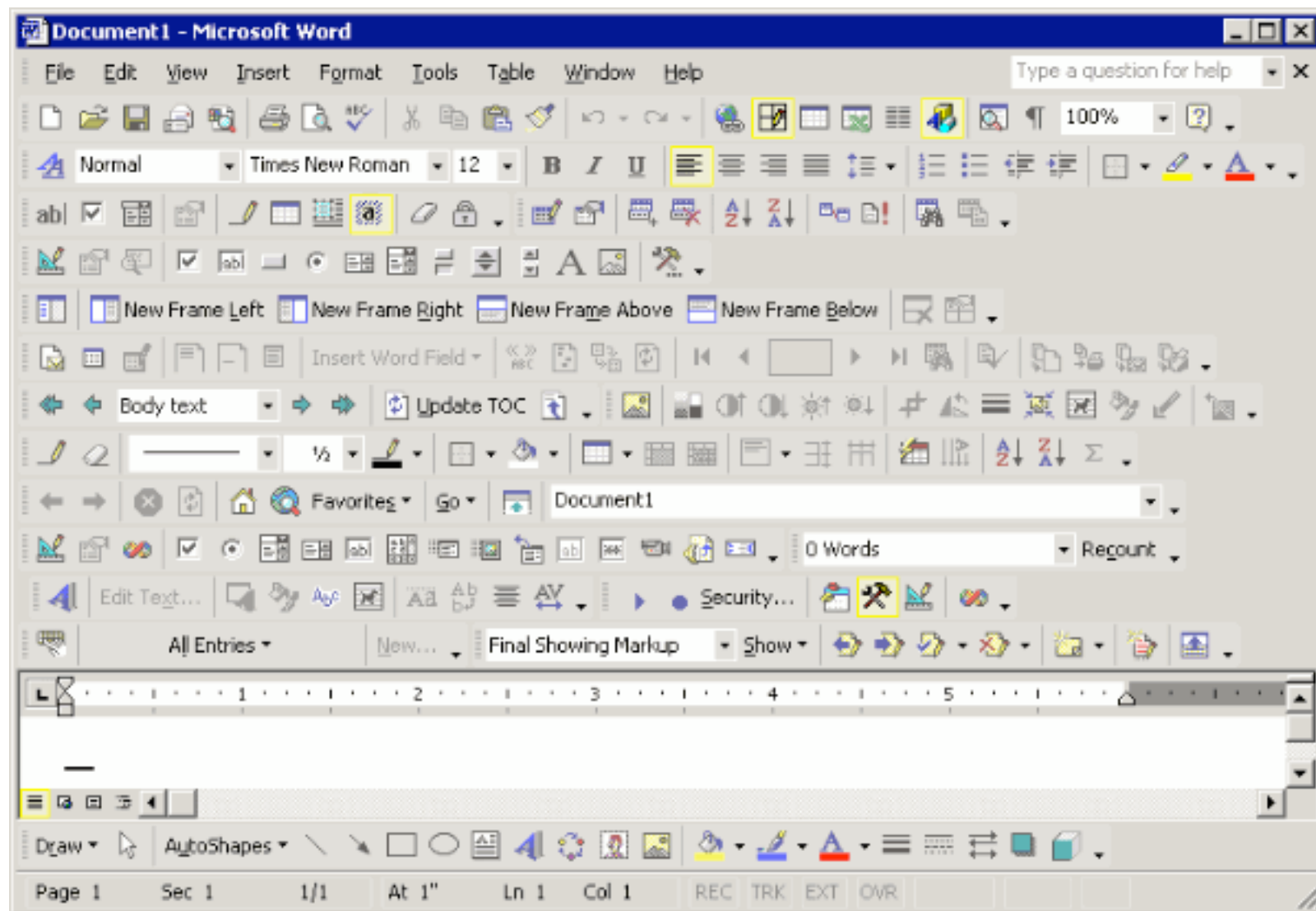
Triple 60 EUR ☐ Quad 76 EUR Share room with: _____

plans@tripit.com



Users vs. Usage

Don't Be Lazy



\$ tar -xvzomgwtfbbq

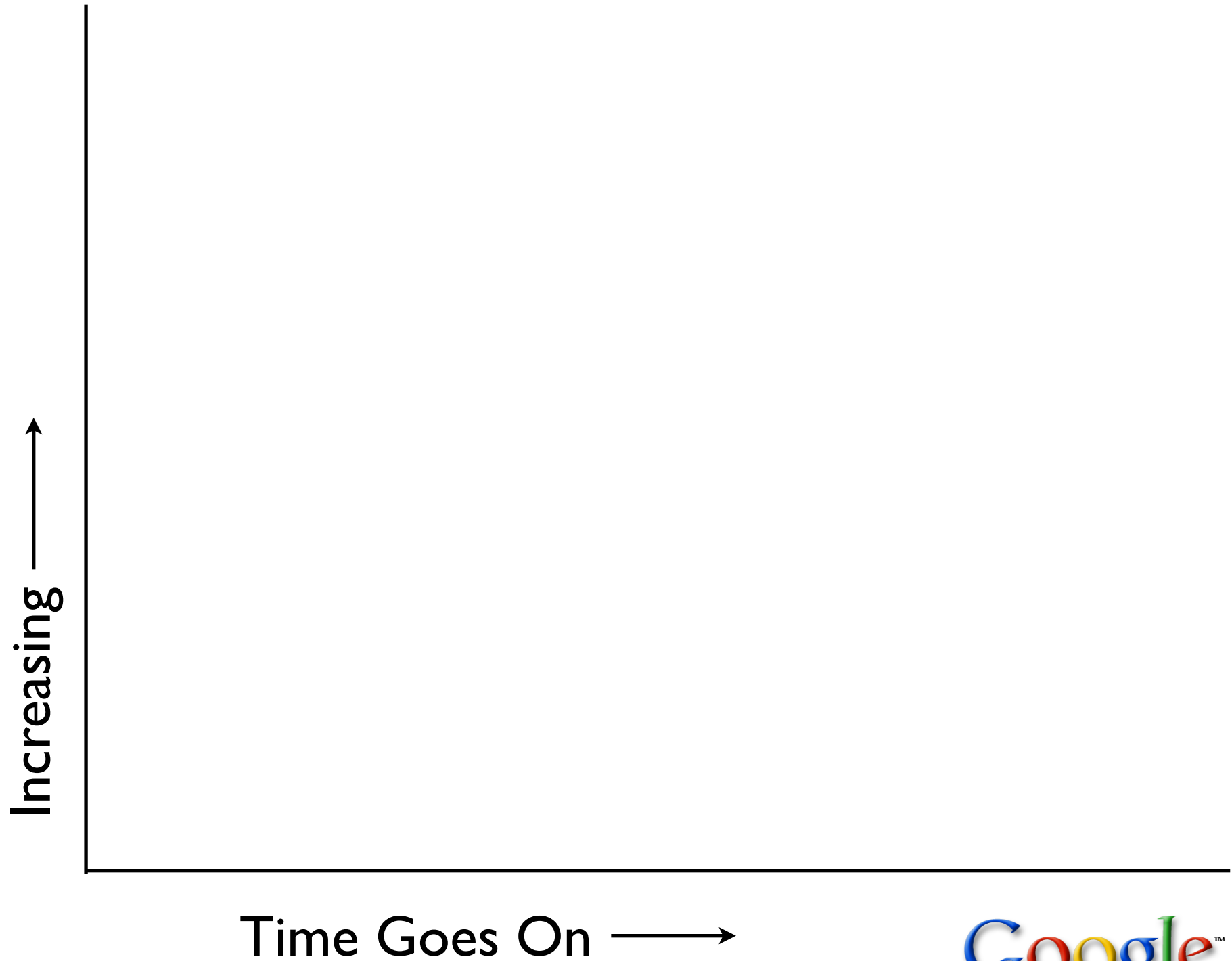
“Enter letters and numbers only.
Do not enter spaces, dashes or
other special characters.”

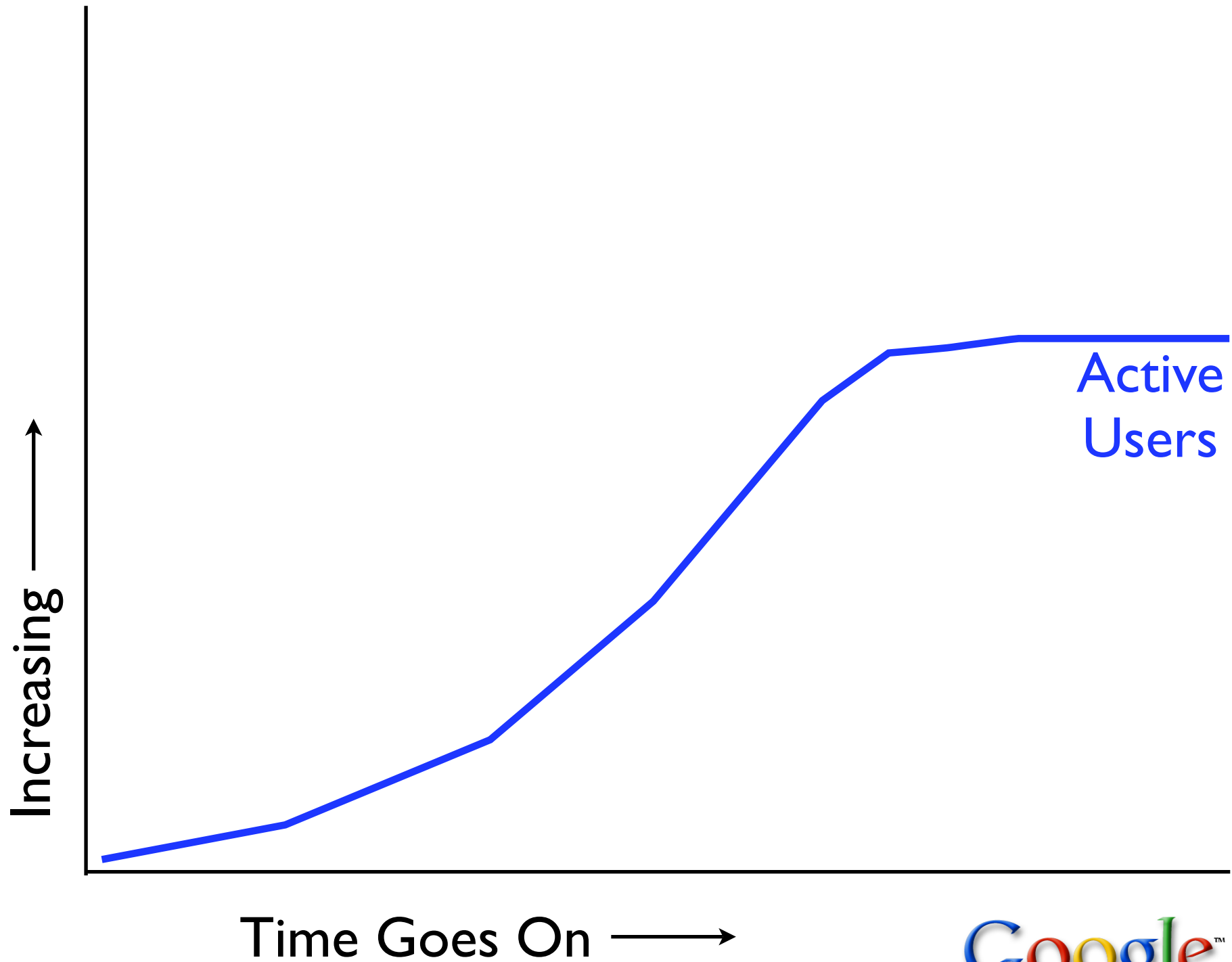
 - - -

“Enter letters and numbers only.
Do not enter spaces, dashes or
other special characters.”

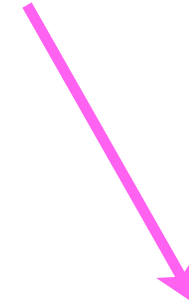
 - - -

Speed Matters





“We Need More Sizzle!”



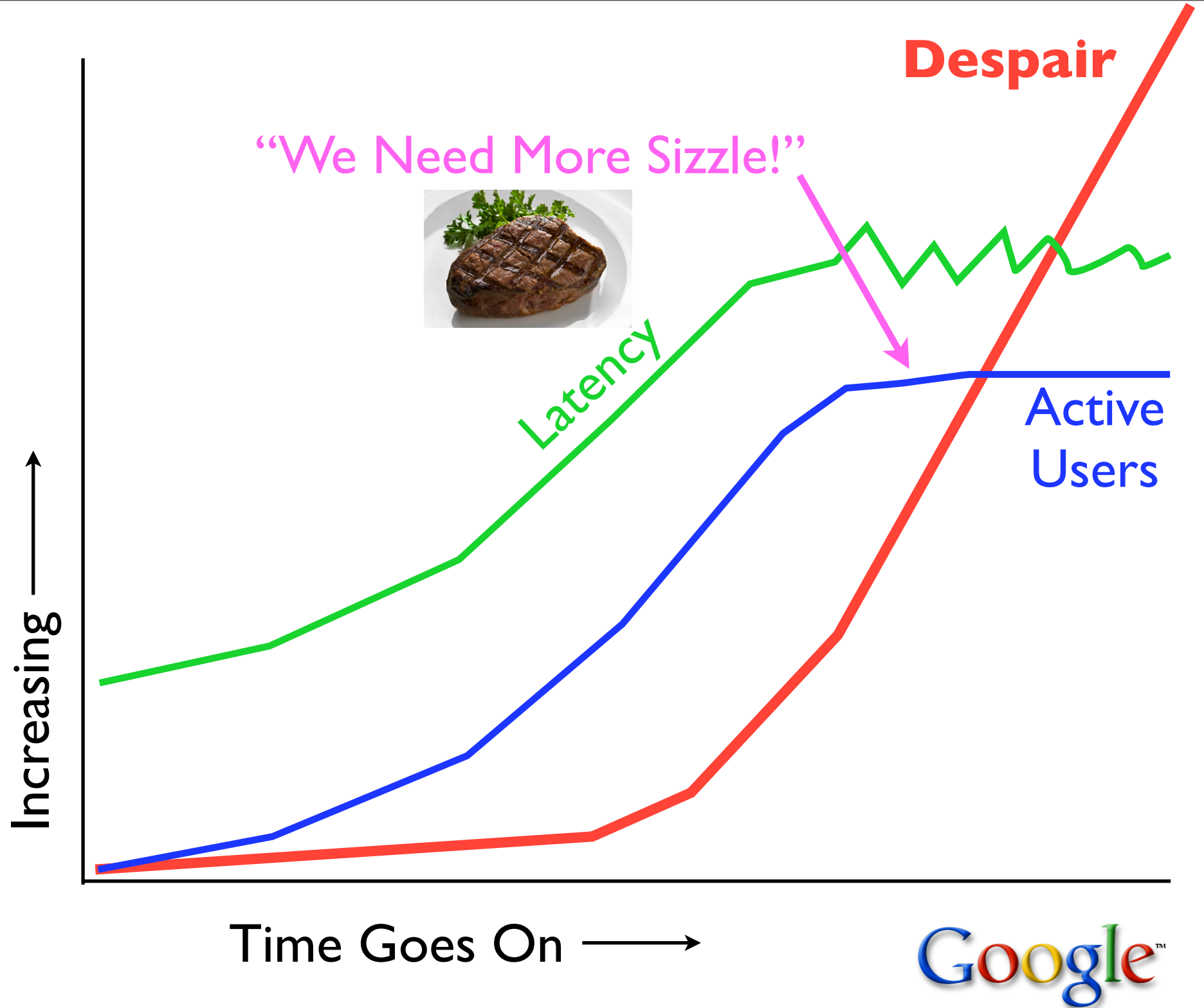
Increasing —↑

Active
Users

Time Goes On —→









1,000,000 users



1,000,000 users
x
20 requests/day



1,000,000 users
x
20 requests/day
x
500 milliseconds



1,000,000 users
x
20 requests/day
x
500 milliseconds
x
365 days

$$\begin{array}{r} 1,000,000 \text{ users} \\ \times \\ 20 \text{ requests/day} \\ \times \\ 500 \text{ milliseconds} \\ \times \\ 365 \text{ days} \\ \hline 116 \text{ years} \end{array}$$

Stop Killing Your Users



Hide the Complexity

Settings

Getting Started
Checking Mail
Sending Mail
Composing Mail
Spell Checking
Attachments
Replying

Checking Mail

Username:

Mail Server:

Sending Mail

Real Name:

SMTP Server:
(You only need to fill this in if it's different from your Mail Server above.)

Return Address:
(You only need to fill this in if it's different from Username@MailServer.)

Cancel OK

Settings

Account/Server Information

Username:

Mail Server:

Mail Protocol: ☒ POP ☐ IMAP

Authentication: ☒ Passwords ☐ Kerberos ☐ APOP

☒ Save password ☐ Overlap commands

Connection

☒ Check for mail every minutes

☐ Don't auto-check when using battery

☒ Use background threading

☐ Send on check

Mail Management

☐ Leave on server for days

☐ Delete from server when emptied from trash

☐ Skip messages over K

Cancel OK

Getting Started

Checking Mail

Sending Mail


Composing Mail


Spell Checking


Attachments


Replying


Settings


 Getting Started


 Checking Mail

 Sending Mail

 Composing Mail

 Spell Checking

 Attachments

 Replying

Server

Return Address:
(You only need to fill this in if it's different from Username@MailServer.)

Default Domain:
(This will be added to addresses you type that don't have domains on them.)

SMTP Server:
(You only need to fill this in if it's different from checking mail server.)

☒ Allow authorization

Connection

☒ Immediate send ☐ Send on check

☒ Use separate thread for sending


Message


☒ Fix curly quotes ☒ Keep copies


☐ Automatically Fcc to original mailbox


Cancel OK


Settings


 Getting Started


 Checking Mail

 Sending Mail

 Composing Mail

 Spell Checking

 Attachments

 Replying

Account Information

Return Address:

(You only need to fill this in if it's different from Username@MailServer.)

Default Domain:



(This will be added to addresses you type that don't have domains on them.)

Nickname Expansion

☒ Auto-complete nicknames

☒ Expand nicknames immediately

Use these settings:


Signature:  Standard 

☒ Word wrap

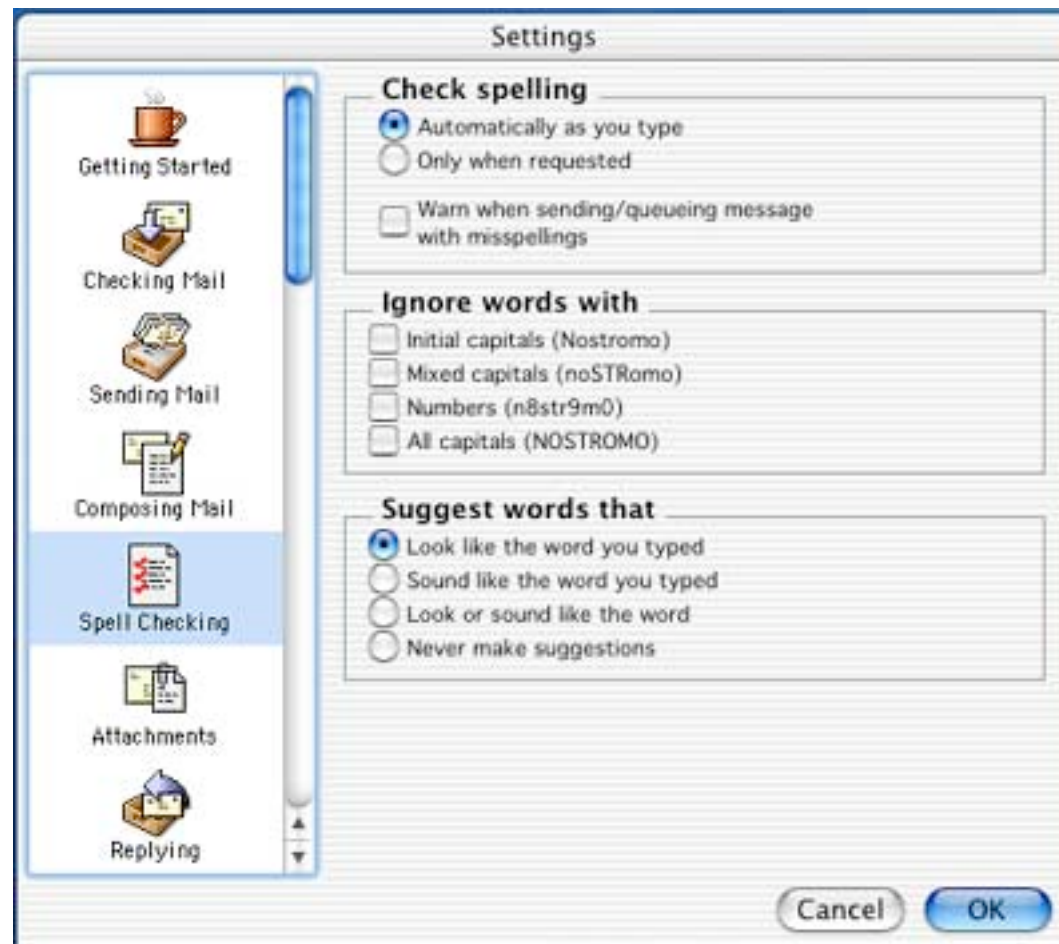
☒ May use Quoted-Printable

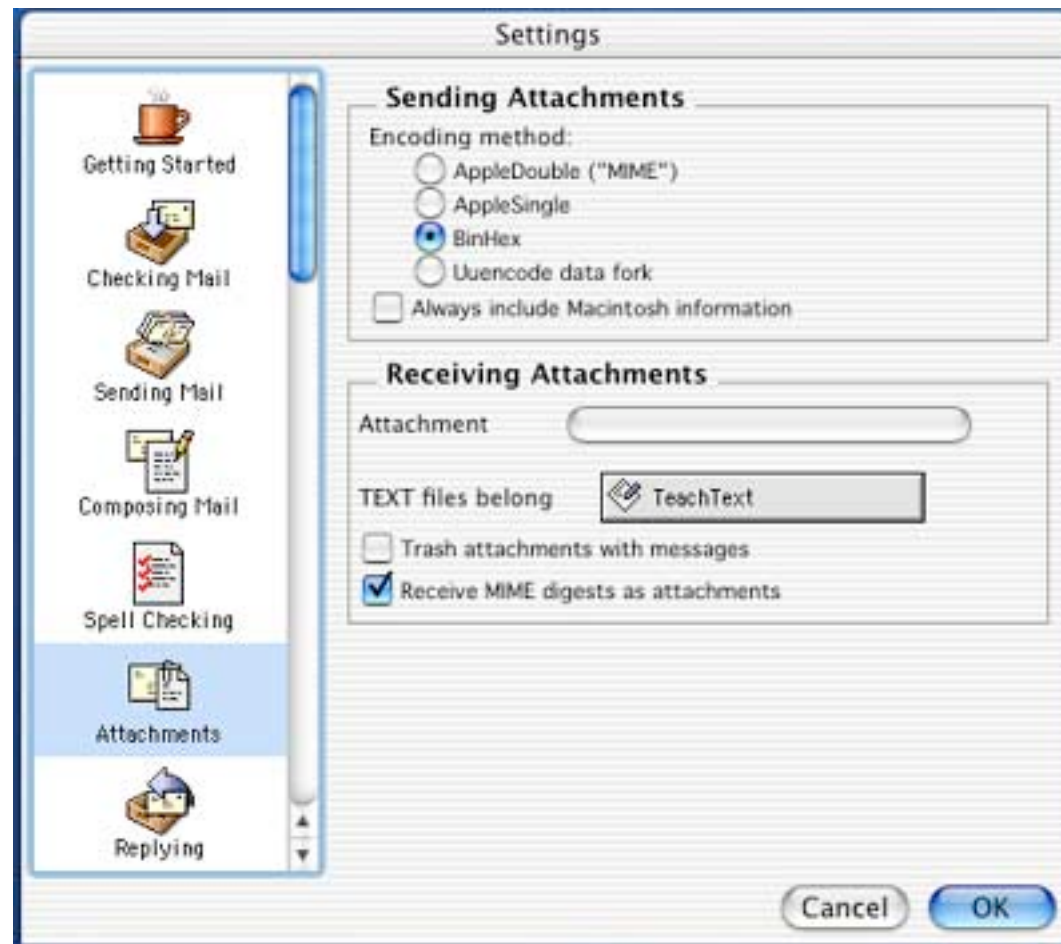
☒ Keep copies of outgoing mail

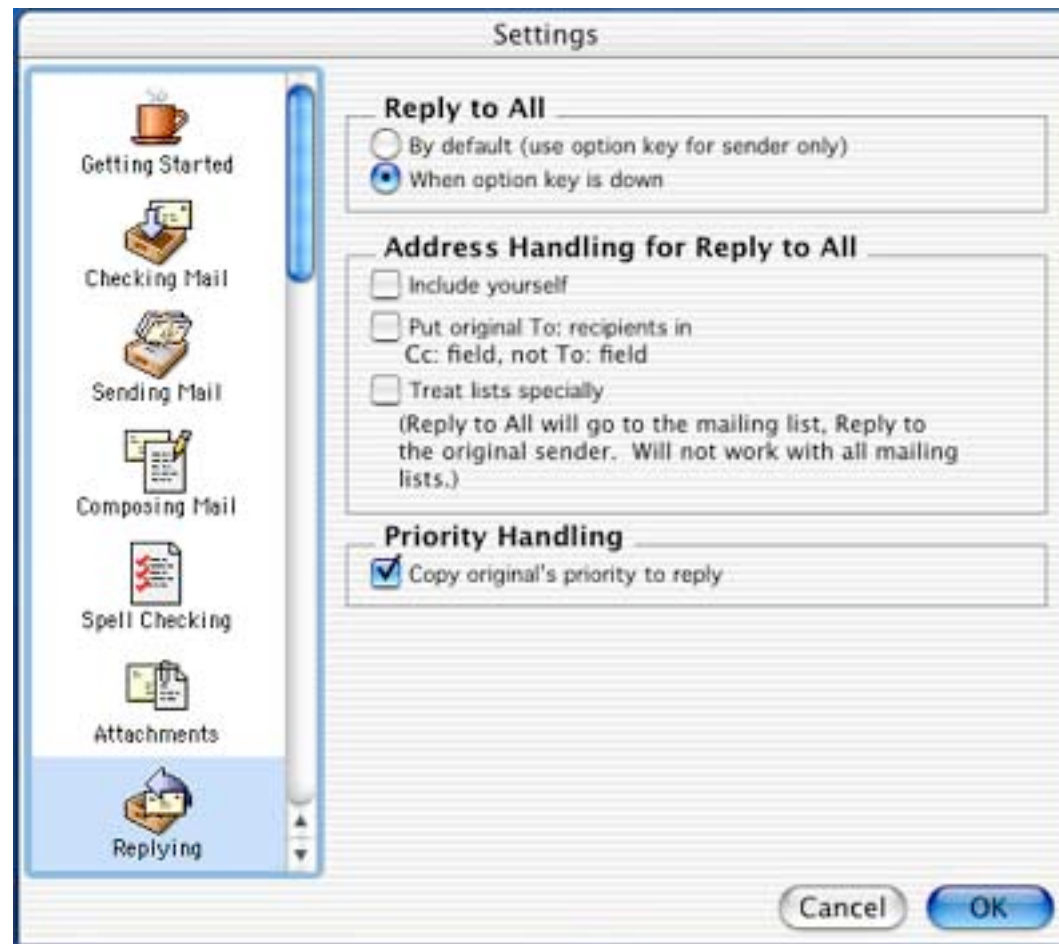
Or, take settings & text from stationery

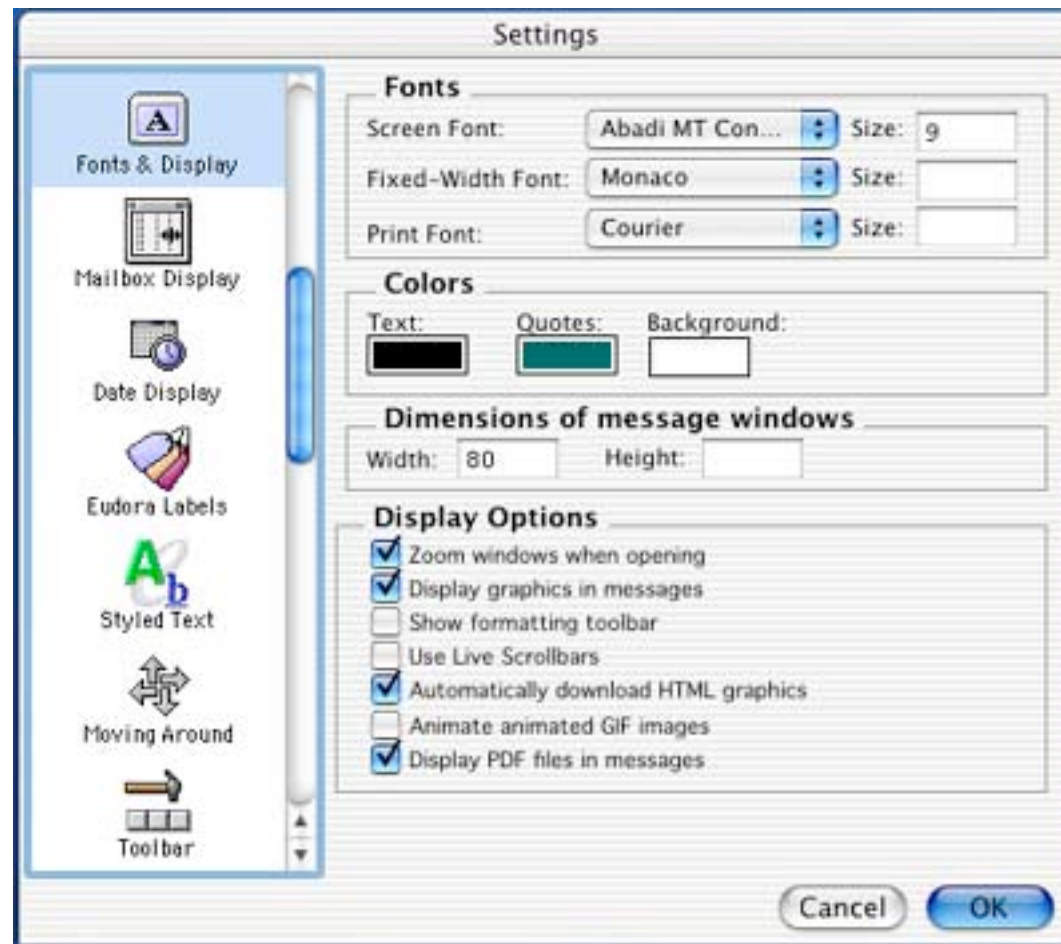


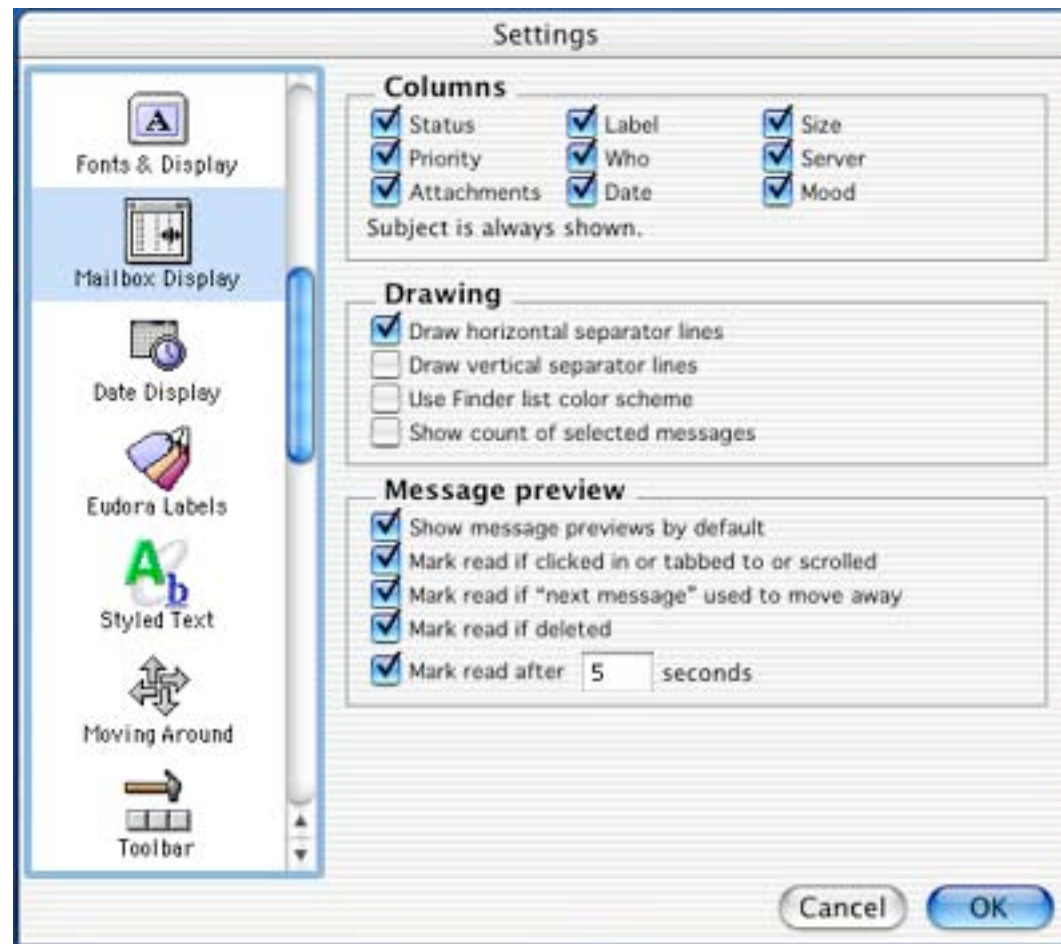
Cancel OK

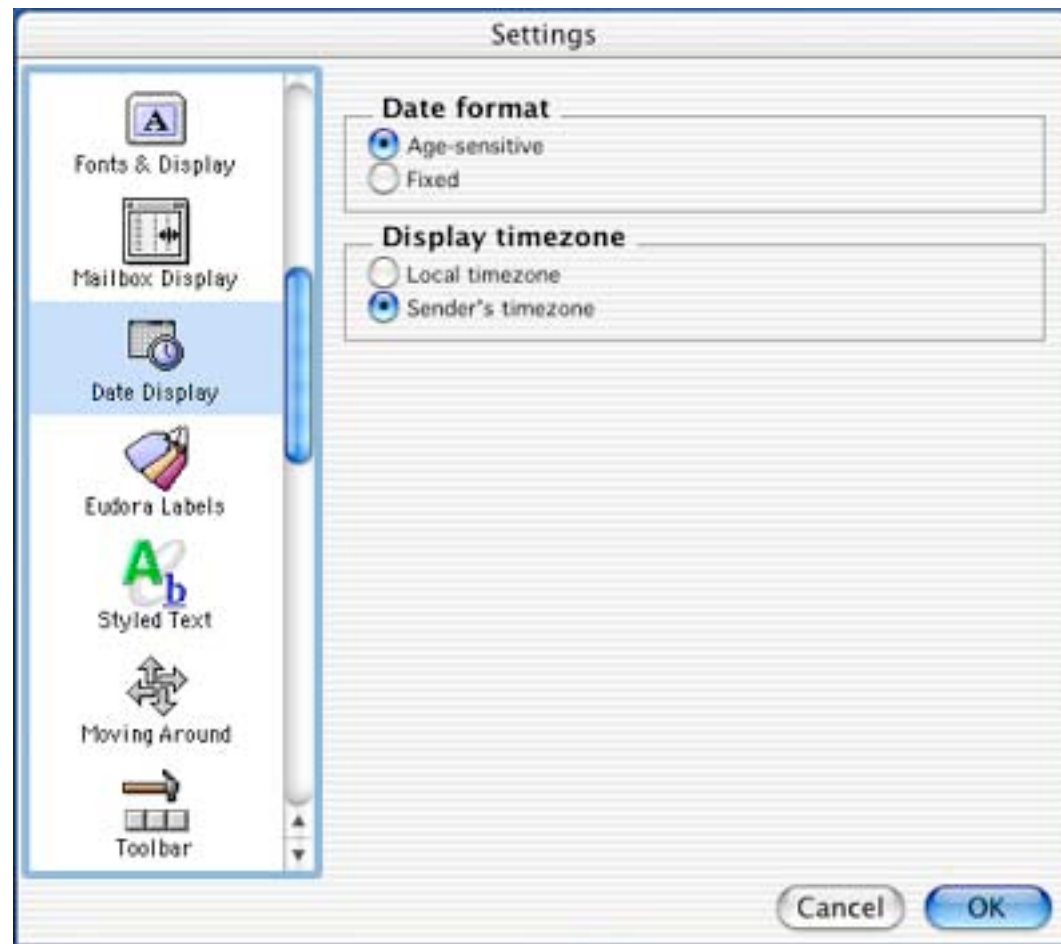


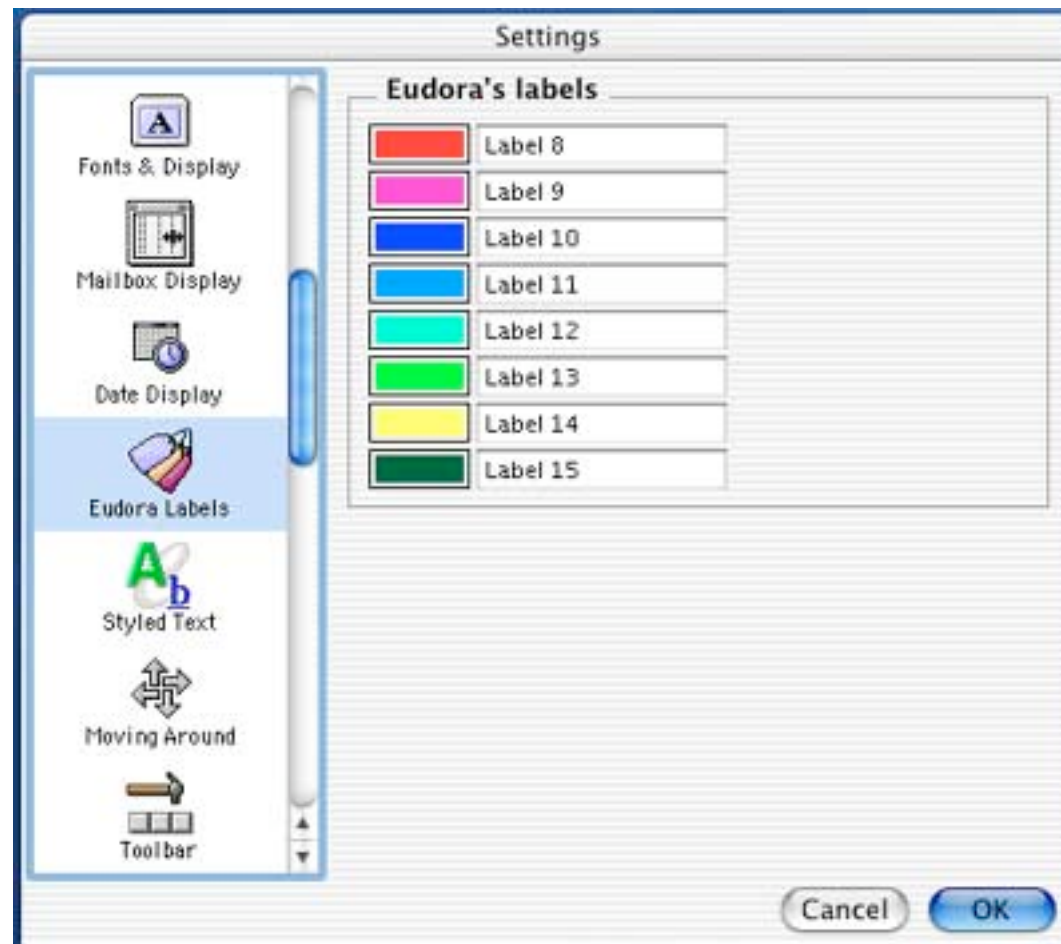


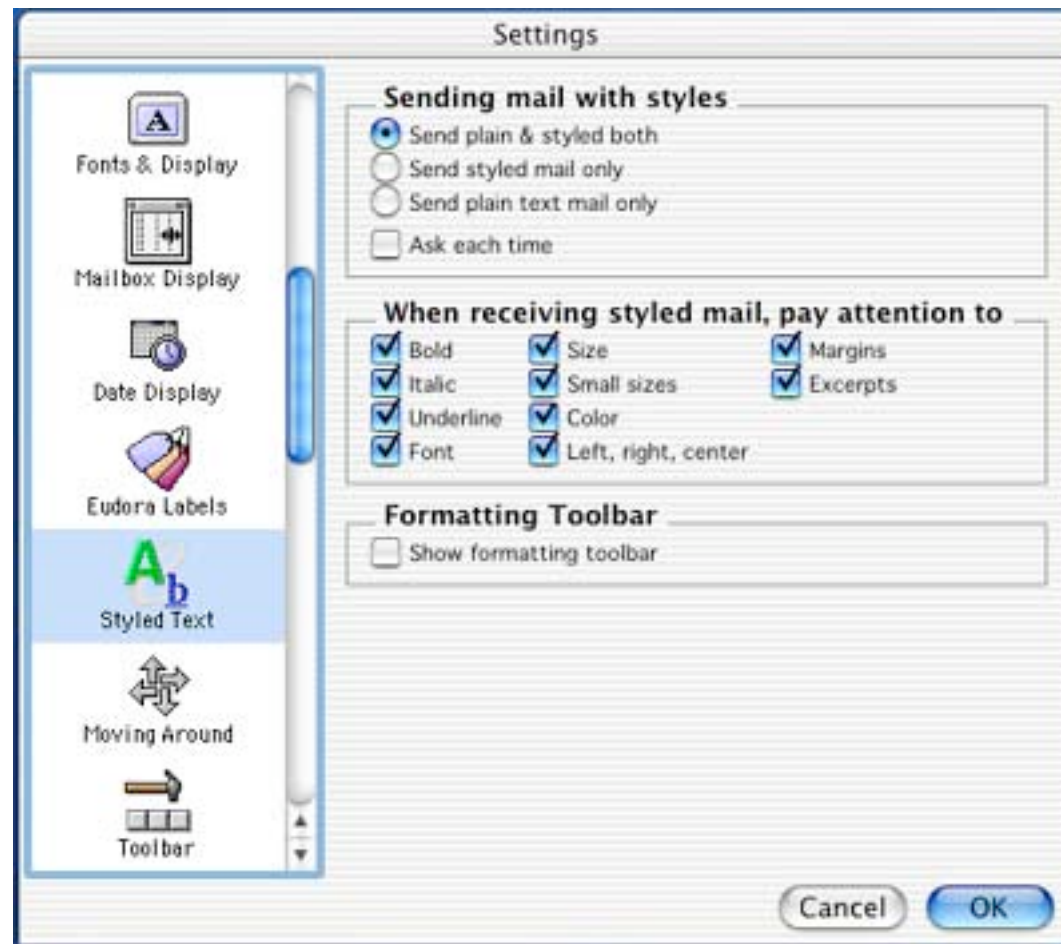










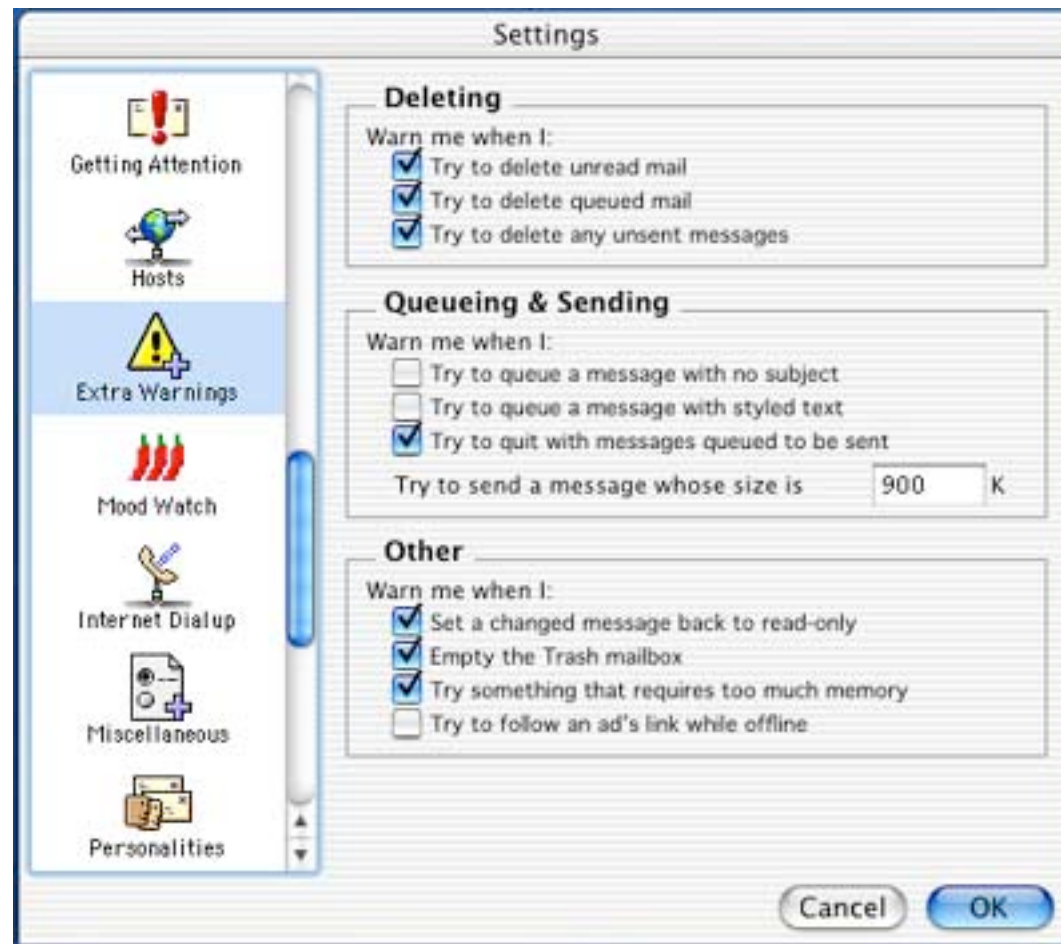




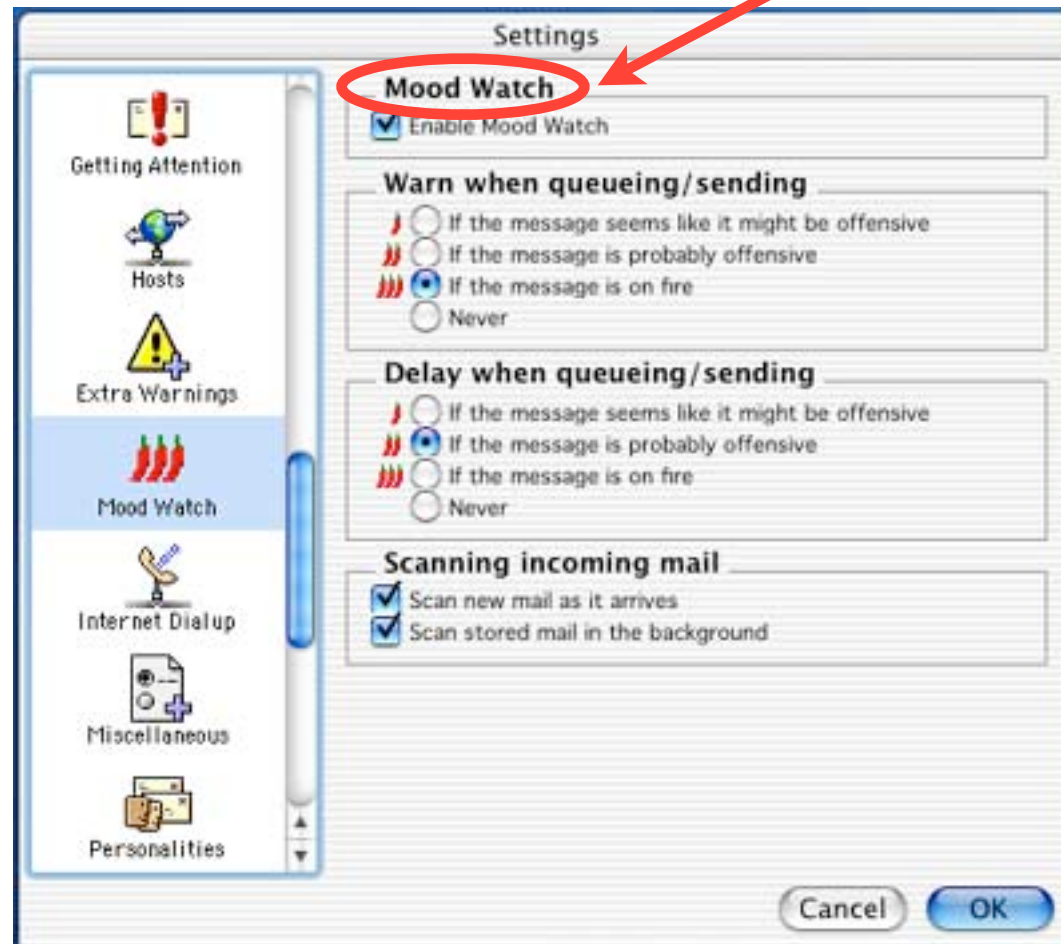


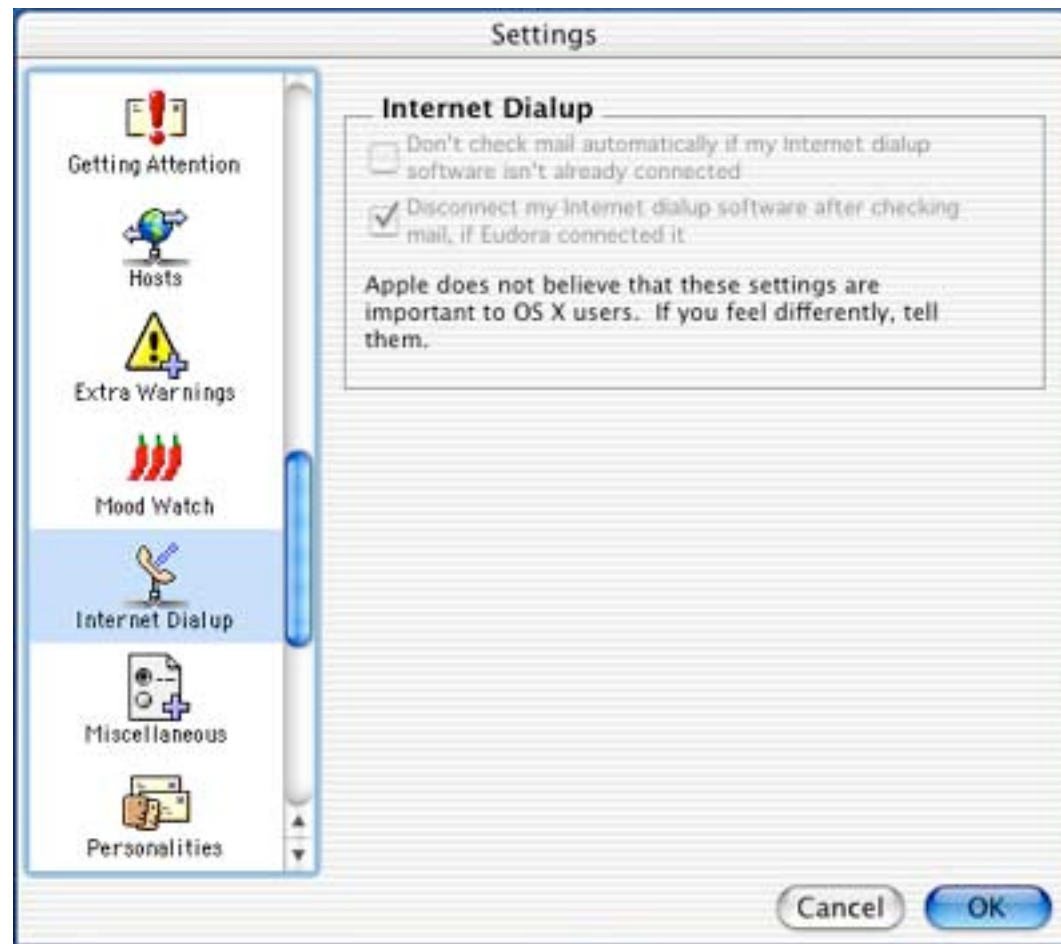






WTF???







Settings

Personality to Configure

Personality: «Dominant»   

Personality Name: «Dominant»

Checking Mail

Username:

Mail Server:

☒ Check mail every minutes

☒ Check mail on manual checks

Sending Mail

Real name:

SMTP Server:

Return address:

☒ Send mail whenever sends are done

☒ Allow authorization

Cancel 

Getting Attention

Hosts

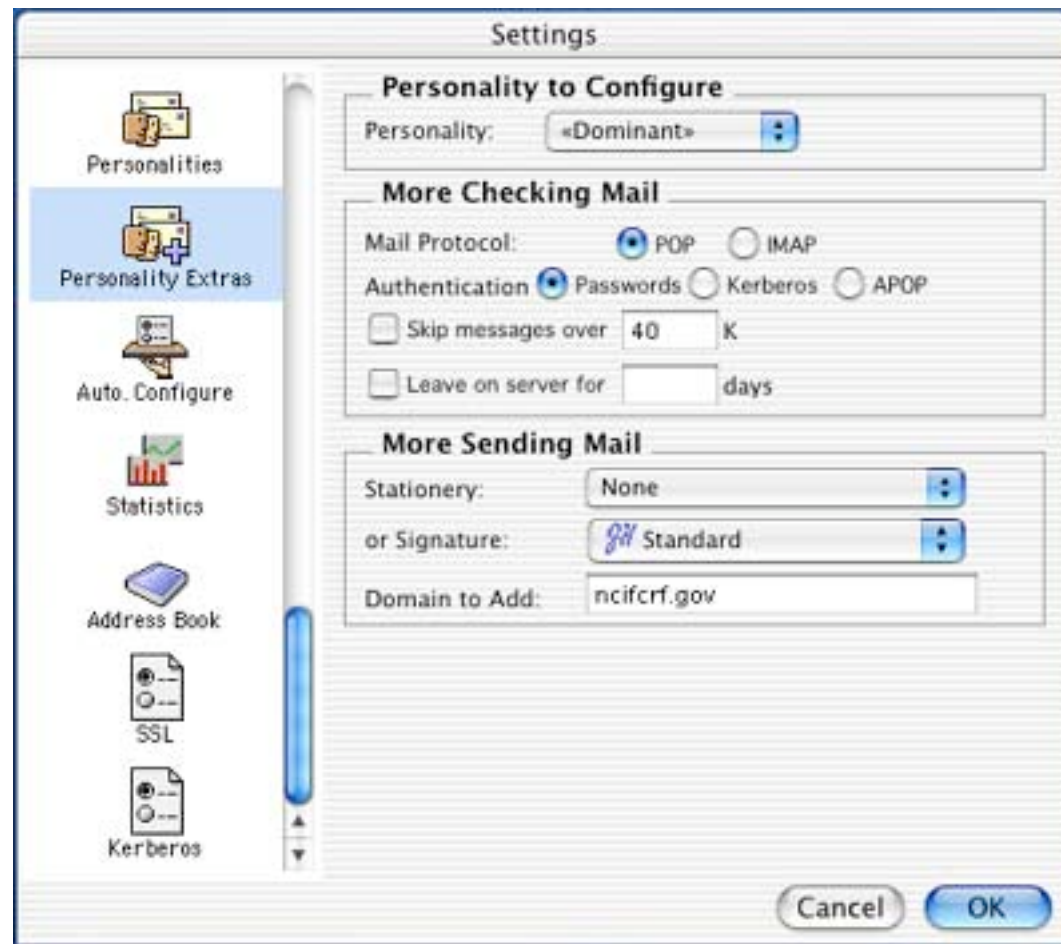
Extra Warnings

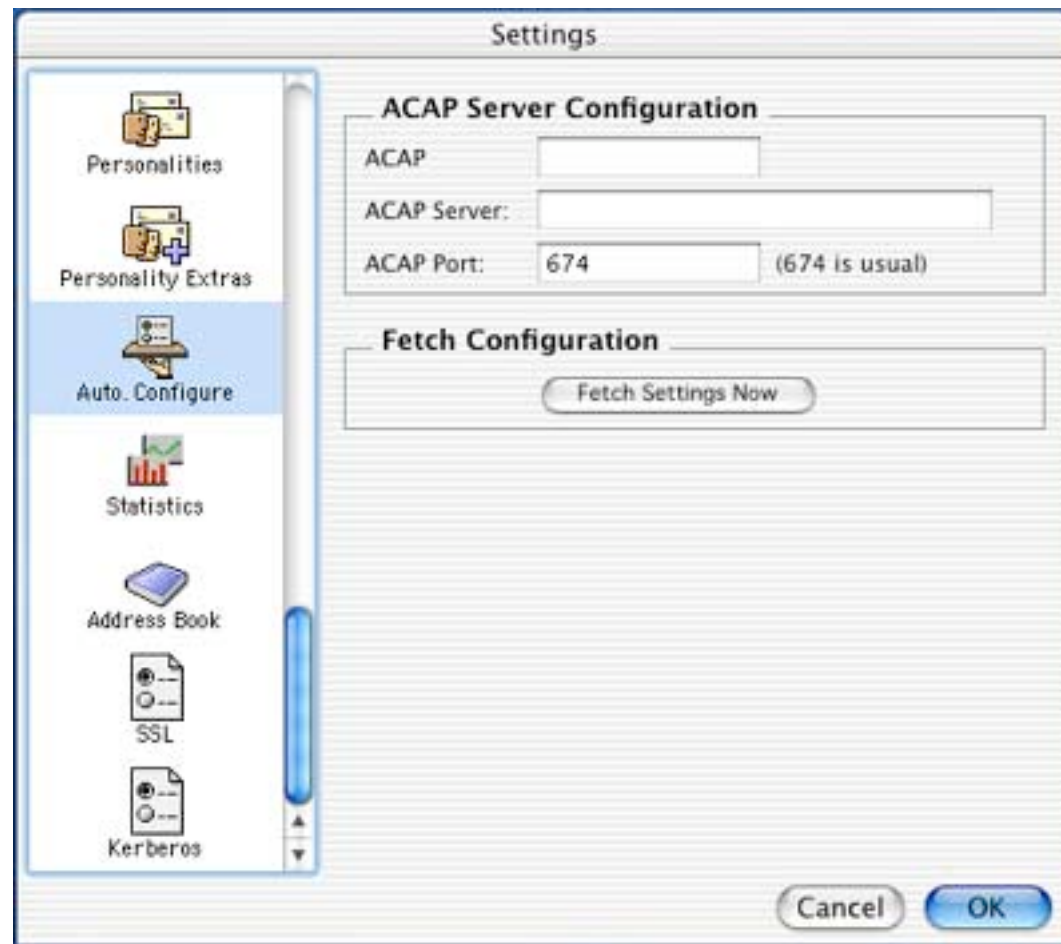
Mood Watch

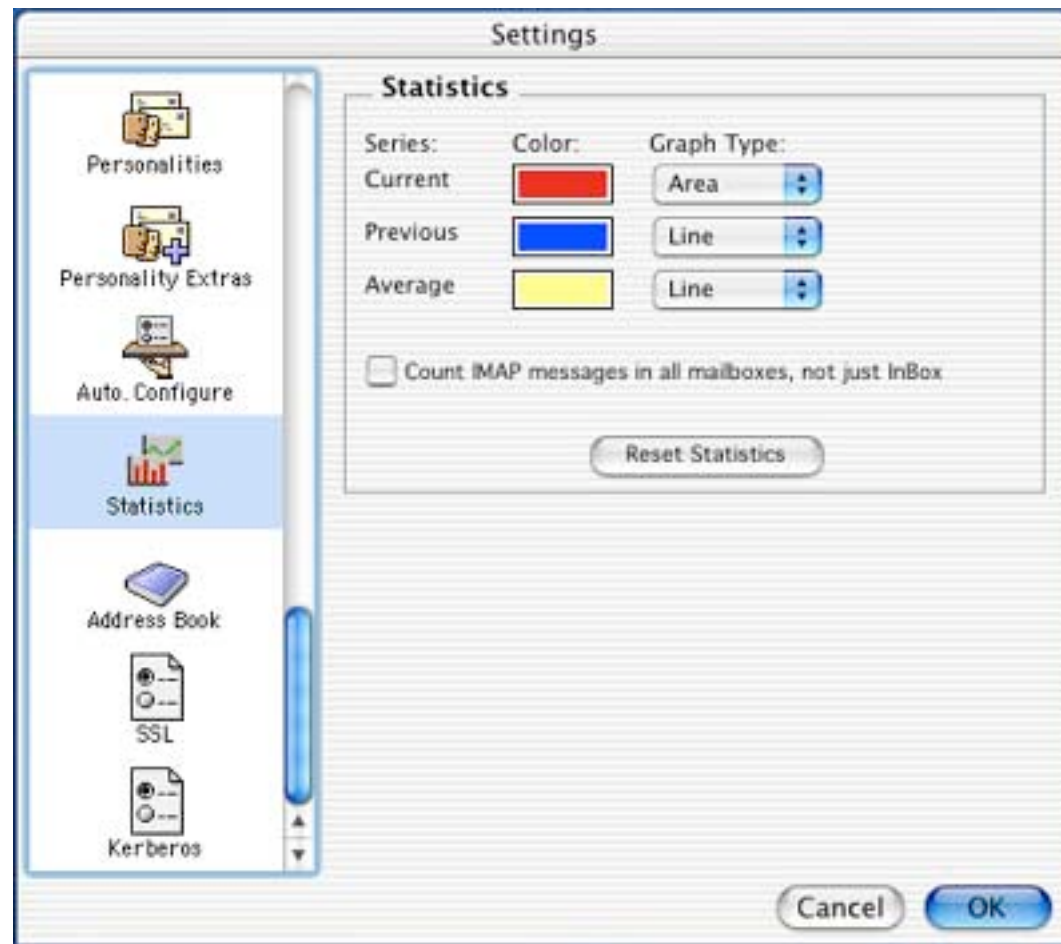
Internet Dialup

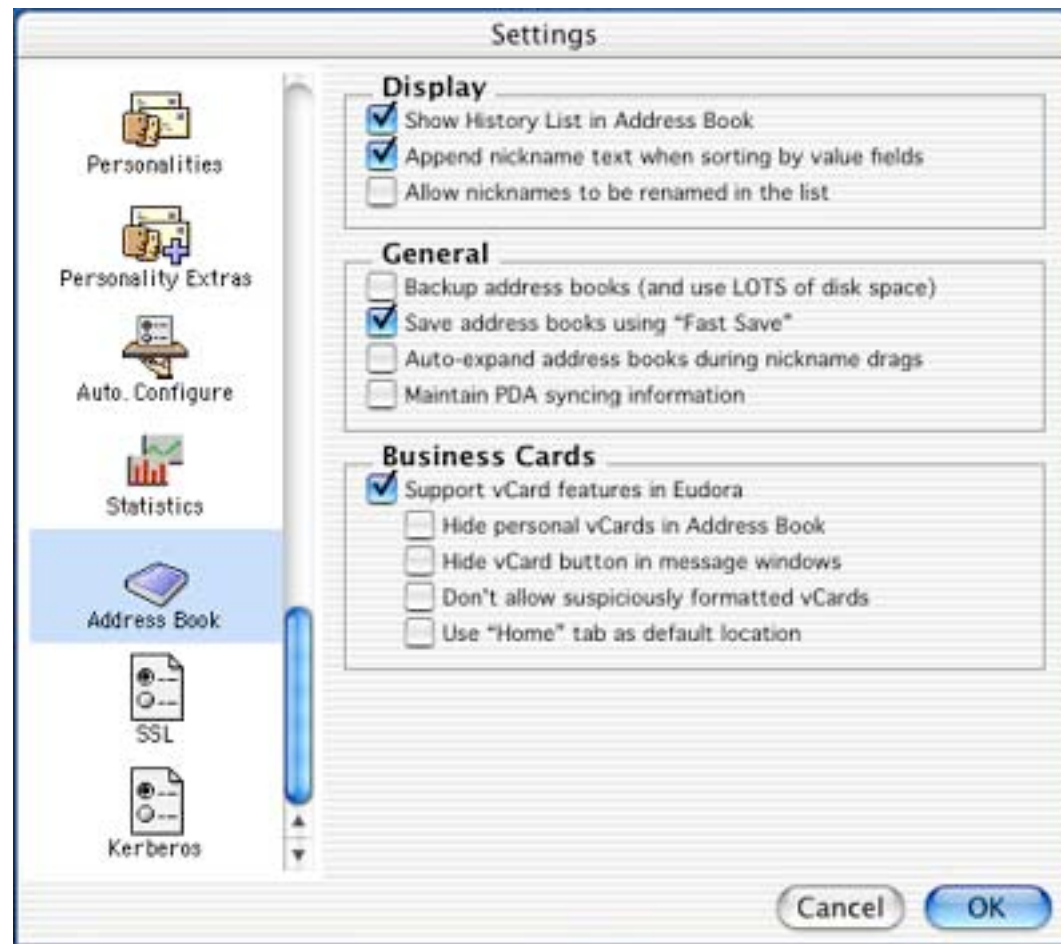
Miscellaneous

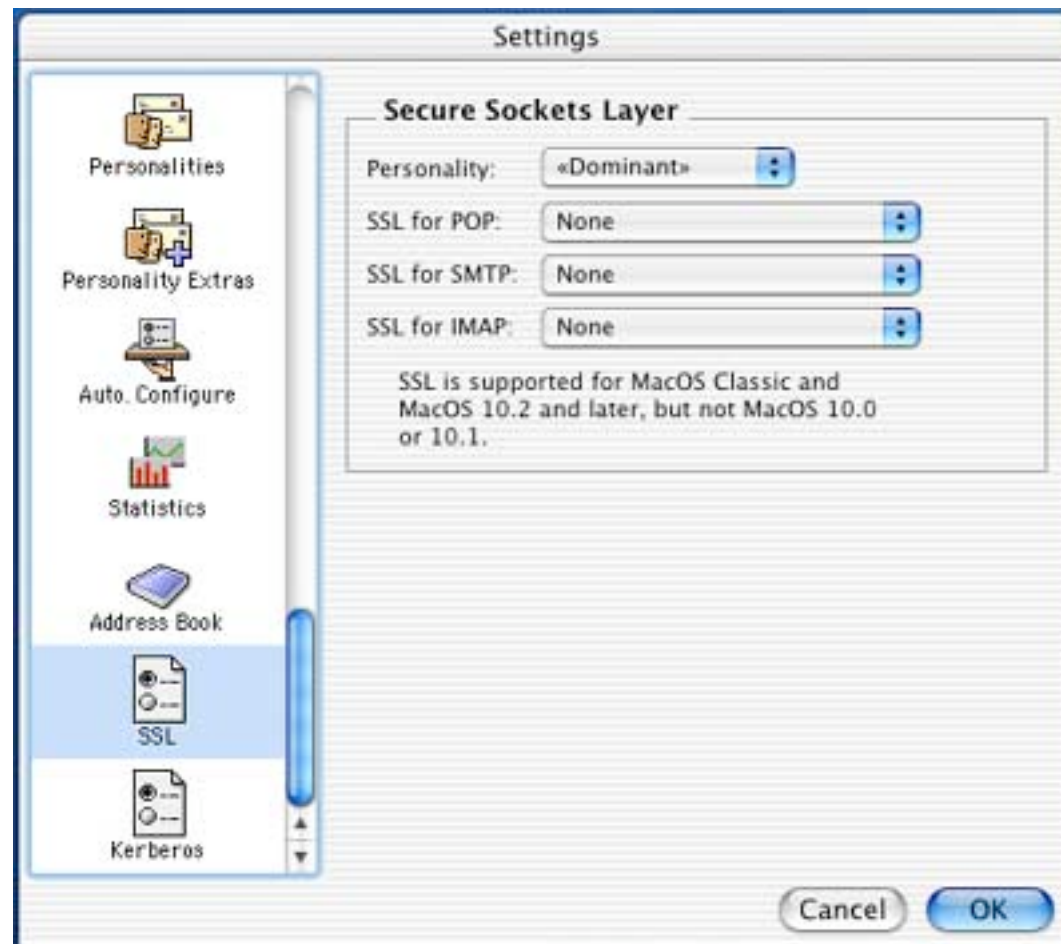
Personalities

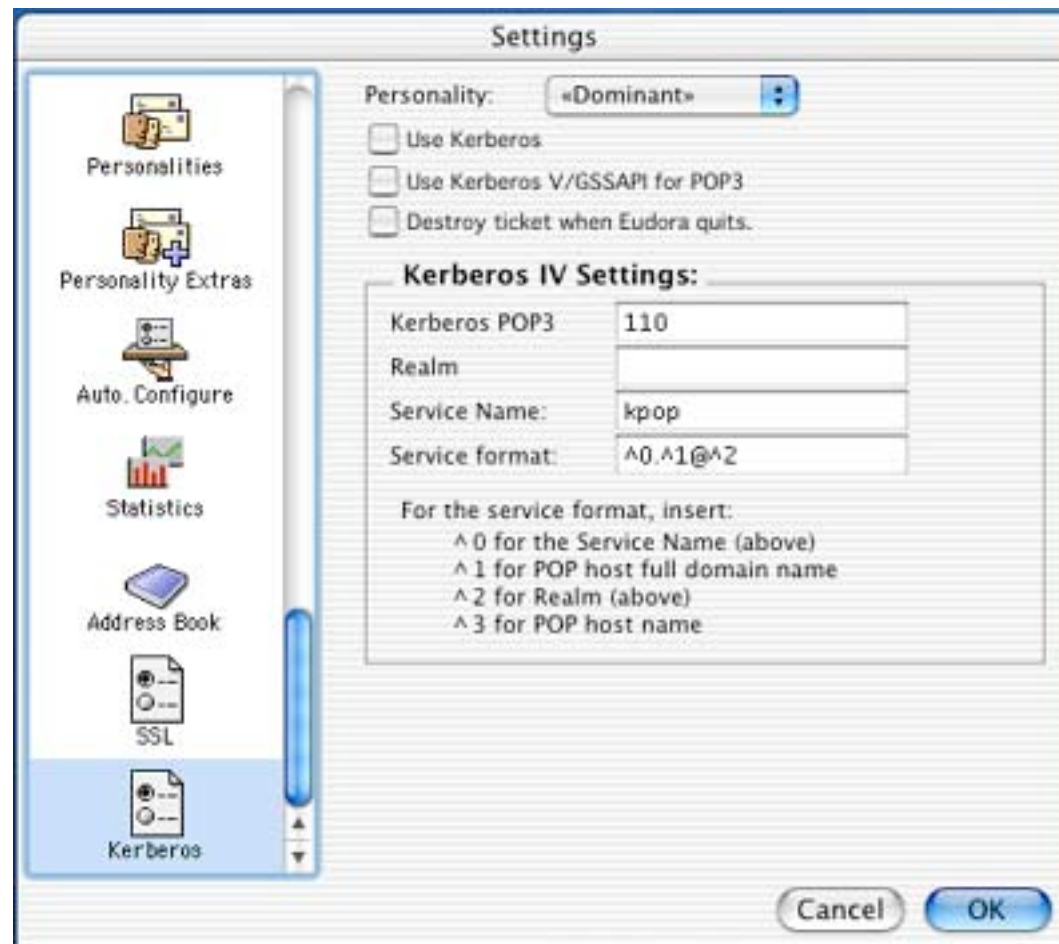










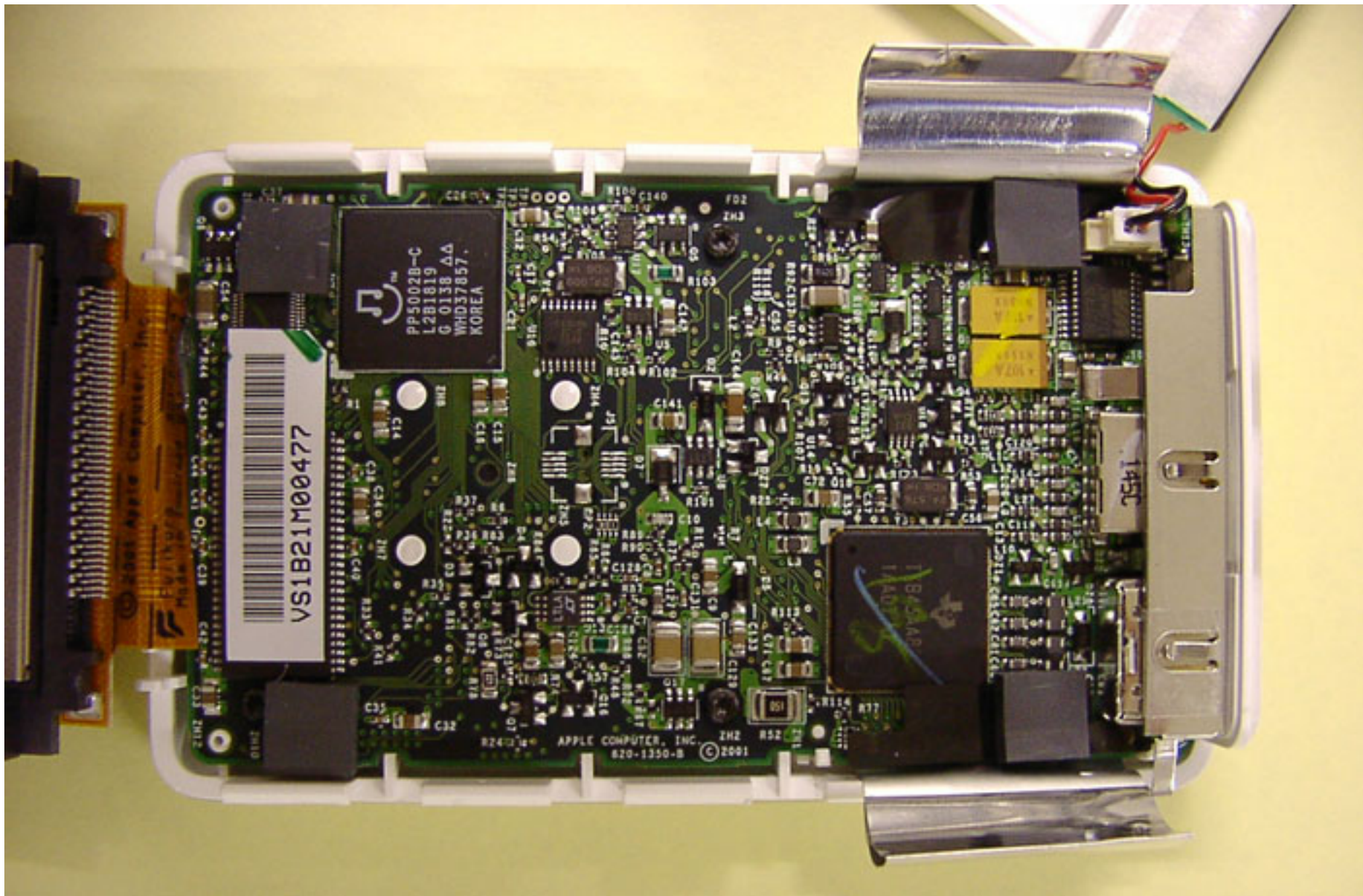




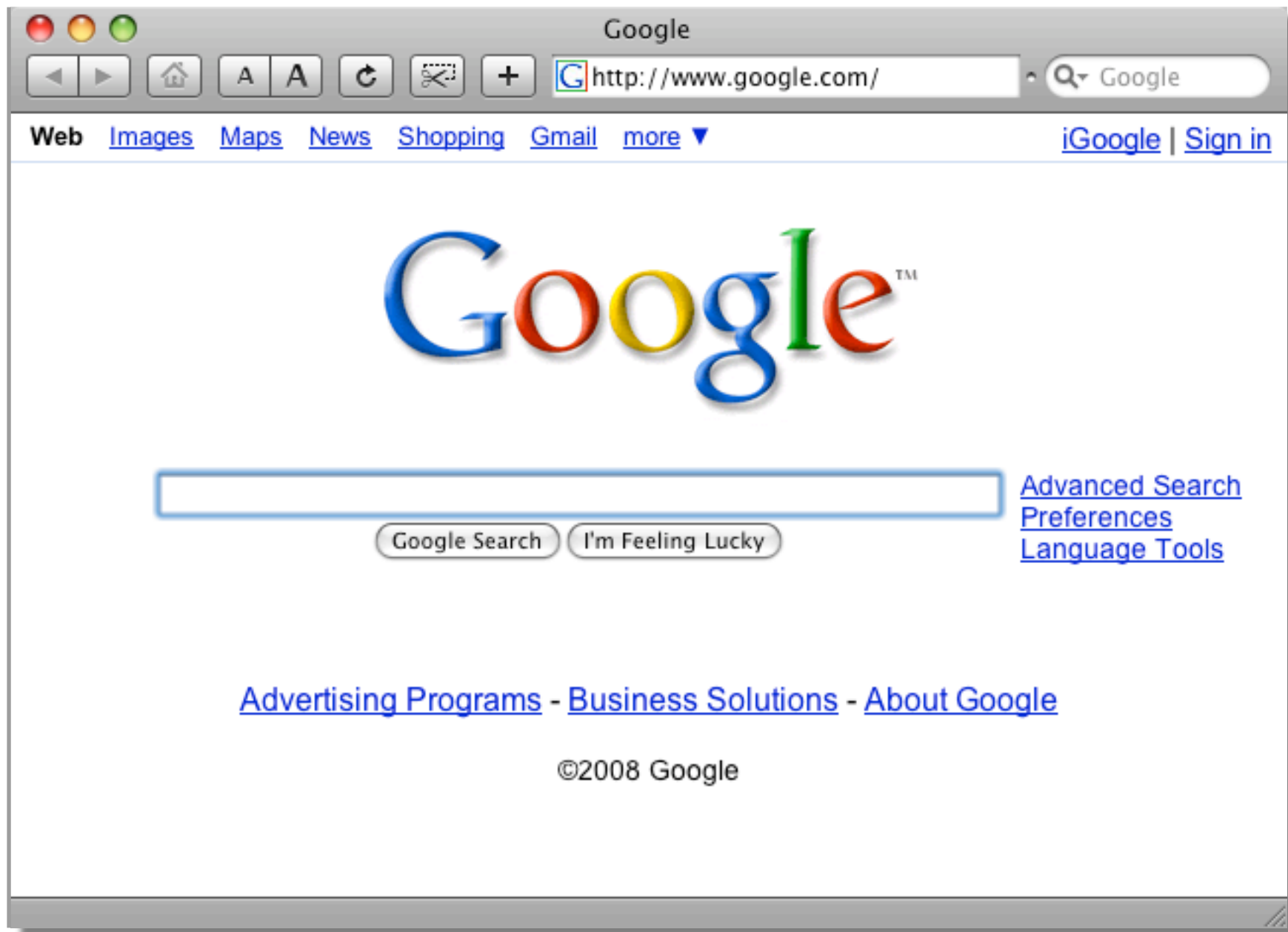
Oh. My. God.













Abstractions





Google™

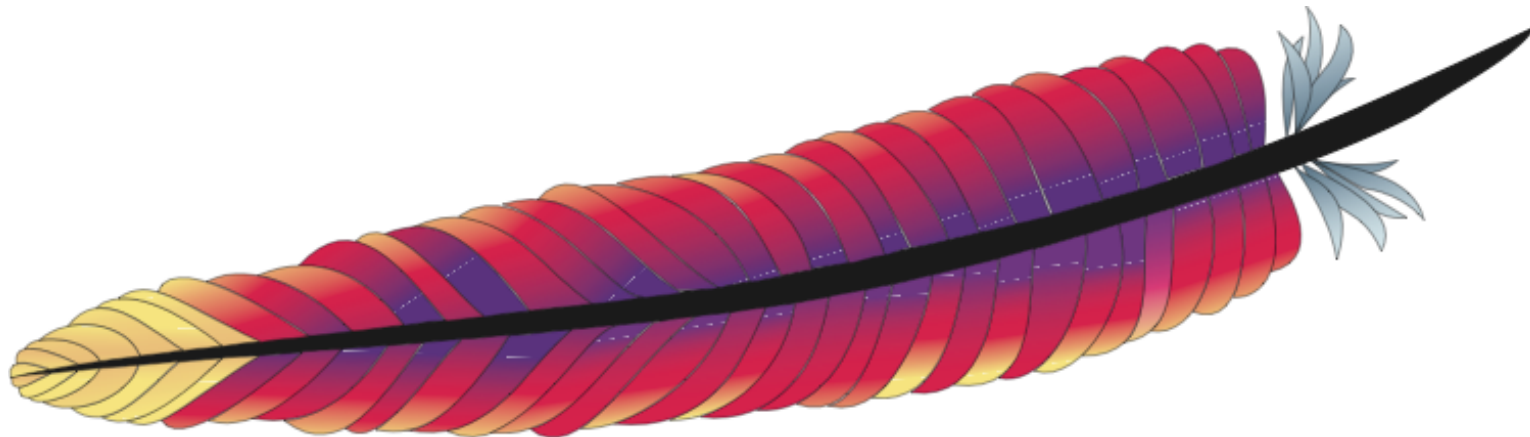
```
if error is not None:  
    print "Despair"
```



```
PyObject*  
_Py_bytes_isspace(const char *cptr, Py_ssize_t len)  
{  
    register const unsigned char *p  
        = (unsigned char *) cptr;  
    register const unsigned char *e;  
  
    /* Shortcut for single character strings */  
    if (len == 1 && ISSPACE(*p))  
        Py_RETURN_TRUE;
```



```
Listen 80
ServerRoot /usr/local/httpd
HTTPMood Despair
```



```
module AP_MODULE_DECLARE_DATA auth_basic_module =
{
    STANDARD20_MODULE_STUFF,
    create_auth_basic_dir_config, /* dir config creator */
    NULL, /* dir merger */
    NULL,
    NULL,
    auth_basic_cmds,
```




 Search Public Calendars

 Search My Calendars

[Show Search Options](#)
[Create Event](#)
[Quick Add](#)

◀ ▶ Today **April 2008**

◀ **April 2008** ▶

S	M	T	W	T	F	S
23	24	25	26	27	28	29
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	1	2	3
4	5	6	7	8	9	10

▼ Add ▼

My Calendars

- ☐ Brian W. Fitzpatrick ▼
- ☐ 4328 ▼
- ☐ Unschedule ▼

Other Calendars

- ☐ Dev Events ▼
- ☒ DSC TV Schedule - Pacific/Mountain Time ▼
- ☐ Marie Fitzpatrick ▼
- ☐ OSCON Talks ▼
- ☐ Peggy M Gumler ▼
- ☐ US Holidays ▼
- ☐ Weather ▼

[Manage calendars](#)

Sun	Mon	Tue	Wed	Thu
30	31	1	2	3
6	7	8	9	10
4 Smash Lab 5 MythBusters - Pirate Spe 6 MythBusters - Pirate Spe 7 Secrets of Egypt's Lost Q 8 Secrets of Egypt's Lost Q +10 more	12:01 Assignment Discovery 4 How It's Made 4:30 How Do They Do It? 5 Cash Cab 5:30 Cash Cab +20 more	12:01 Assignment Discovery 4 How It's Made 4:30 How Do They Do It? 5 Cash Cab 5:30 Cash Cab +17 more	12:01 Assignment Discovery 4 How It's Made 4:30 How Do They Do It? 5 Cash Cab 5:30 Cash Cab +20 more	12:01 Assignment Discovery 4 How It's Made 4:30 How Do They Do It? 5 Cash Cab 5:30 Cash Cab +22 more
13	14	15	16	17
4 Deadliest Catch Special - 5 Deadliest Catch Special - 6 Deadliest Catch 7 Deadliest Catch 8 Deadliest Catch +13 more	12:01 Assignment Discovery 4 How It's Made 4:30 How Do They Do It? 5 Cash Cab 5:30 Cash Cab +20 more	12:01 Assignment Discovery 4 How It's Made 4:30 How Do They Do It? 5 Cash Cab 5:30 Cash Cab +16 more	12:01 Assignment Discovery 4 How It's Made 4:30 How Do They Do It? 5 Cash Cab 5:30 Cash Cab +20 more	12:01 Assignment Discovery 4 How It's Made 4:30 How Do They Do It? 5 Cash Cab 5:30 Cash Cab +20 more
20	21	22	23	24
4 Extreme Engineering 5 FutureWeapons 6 MythBusters 7 MythBusters - Jaws Speci 8 MythBusters - Jaws Speci +11 more	12:01 Assignment Discovery 4 How It's Made 4:30 How Do They Do It? 5 Cash Cab 5:30 Cash Cab +19 more	12:01 Assignment Discovery 4 How It's Made 4:30 How Do They Do It? 5 Cash Cab 5:30 Cash Cab +19 more	12:01 Assignment Discovery 4 How It's Made 4:30 How Do They Do It? 5 Cash Cab 5:30 Cash Cab +22 more	12:01 Assignment Discovery 4 How It's Made 4:30 How Do They Do It? 5 Cash Cab 5:30 Cash Cab +20 more
27	28	29	30	1







You need more than just great code.





Q&A

