# DrupalCamp Atlanta

# How to take the stress out of writing case studies





Thursday, September 9, 2021 David Minton @DH\_David @DesignHammer



## Introduction

- Who, When, Where?
- What?
- How?
- Conclusion



## Overview

# Introduction

### Measure twice, cut once...





# David Minton

### Managing Partner @DH\_David

Over twenty years industry experience



- Managing Partner at DesignHammer
- Head business development and sales
- Writing case studies over 20 years
- Member of Drupal Community over 10 years



# Who am I?



# Take the stress out of producing case studies How to use case study process for QA





- Marketing case studies (mostly)
- B2B projects



# Assumptions

• Custom software projects (e.g. Drupal)

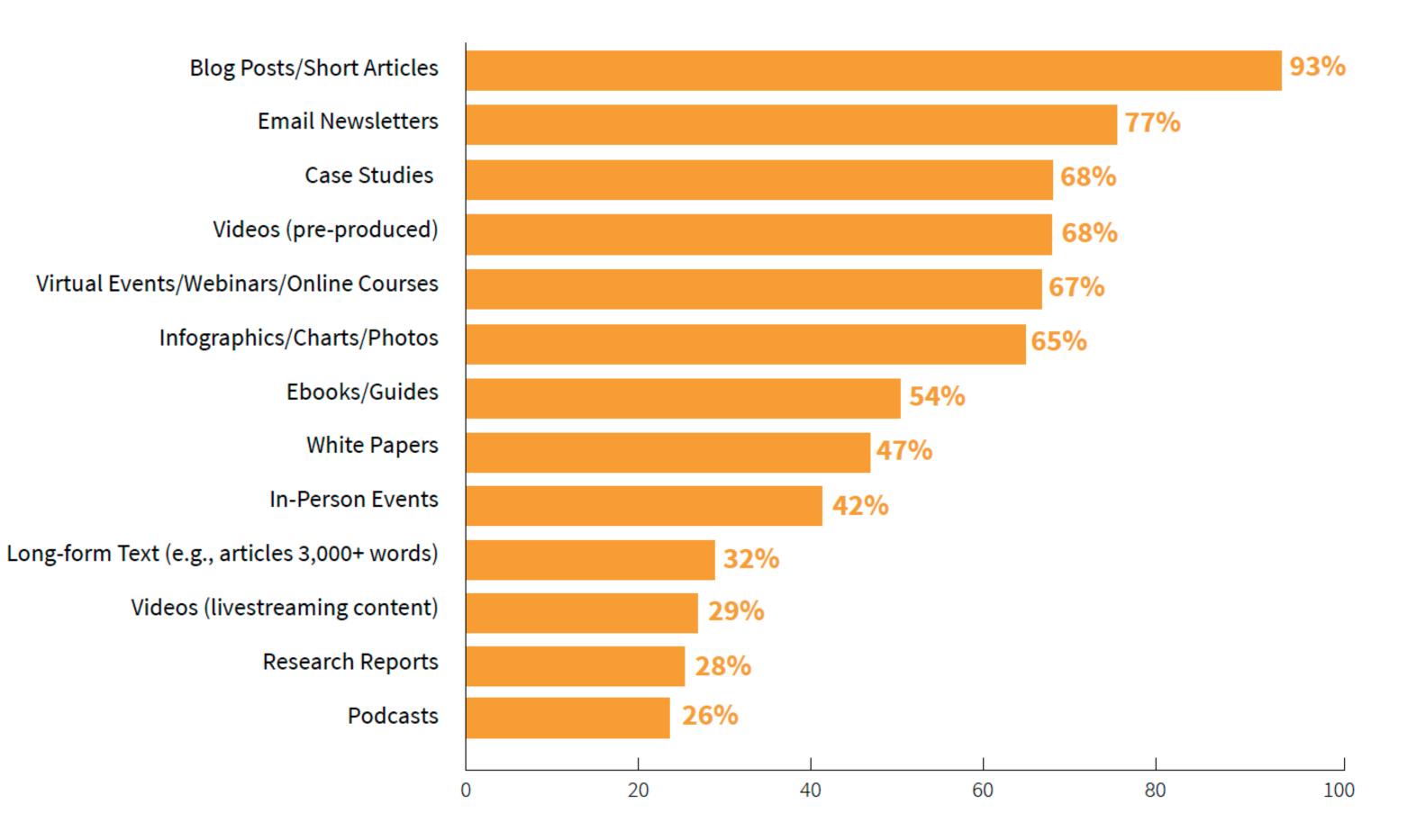
# Why bother with case Studies?



### Who, When, Where?



### **Content Types B2B Marketers Used in Last 12 Months**



Base: B2B content marketers. Aided list; multiple responses permitted. 11th Annual Content Marketing Survey: Content Marketing Institute/MarketingProfs, July 2020



Of all the content types they use, B2B marketers said **blog posts**/ short articles and virtual events/ webinars/online courses (both tied at 22%) produced the best overall content marketing results for their organization in the last 12 months.

Other content types used in last **12 months:** Digital Magazines (16%); Print Magazines (11%); Print Books (5%); and Other (5%).

responses in each category are shown here.



Base: B2B content marketers whose organization used more than one content type for content marketing purposes in the last 12 months. 2020 B2B Content Marketing Benchmarks, North America: Content Marketing Institute/MarketingProfs



### We asked respondents which content types are the highest performing for their organization for building brand awareness, securing leads, nurturing leads, and converting leads. Their top 3

|   | TO NURTURE<br>LEADS                                                                   | TO CONVERT<br>LEADS                                   |
|---|---------------------------------------------------------------------------------------|-------------------------------------------------------|
| ) | Email Newsletters (31%)                                                               | In-Person Events (25%)                                |
| S | Blog Posts/Short Articles<br>(13%)<br>In-Person Events &<br>Case Studies (tied at 9%) | Case Studies (23%)<br>Webinars/Online Events<br>(11%) |

"Everyone loves stories. They are easy to remember...and evoke emotions in one's audience....Reports on emotional marketing say that emotional content can improve marketing efficacy by 70%."

— How to create social proof through case studies business.com

# Where to use case studies?

- Company website
- Event collateral
- Nurture campaigns
- Proposals
- d.o





- Motivation
- Technical understanding
- Attention span



## Know your audience



- Proposal: ~200 words
- Website: ~600 words
- d.o: ~1,200 words



# Attention span?

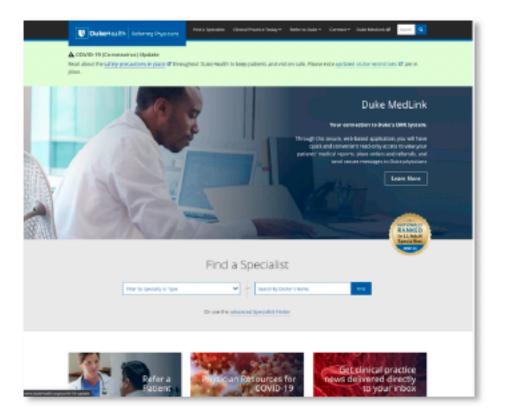
# Proposals

### **DUKE HEALTH: REFERRING PHYSICIANS**

#### URL: physicians.dukehealth.org

Physician engagement is an important aspect of Duke Health's mission. Previously Duke Health had worked with external vendors to deliver the Clinical Practice Today website and newsletter to physicians. Based upon interviews with physicians, Duke Health identified the desire of the physician audience to have a physician-centric website portal.

DesignHammer worked with Duke Health to design and develop the new website. During Discovery & planning, DesignHammer undertook user testing to define an intuitive navigational system.



DesignHammer also conducted a targeted competitive analysis of physician portals from other premier medical systems to ensure that the Duke Health Physicians website would be best in breed.

In addition to presenting a centralized platform to Continuing Medical Education (CME) and Duke Health thought leadership, the website also provided a specialist finder interface to help connect Primary Care Physicians with Duke Specialists. The specialist finder leveraged the existing physician data used for the Doctor Finder on dukehealth.org, allowing both sites to be driven by a single data source.

The website also met DHTS technical requirements including preferred version of Drupal, integration with DHTS user authentication system, and accessibility compliance based on Duke Web Accessibility standards.

ificantly reduced staff time spent supporting employers completing the accreditations and re-accreditations using the improved workflows.



### NCER GOLD STANDARD

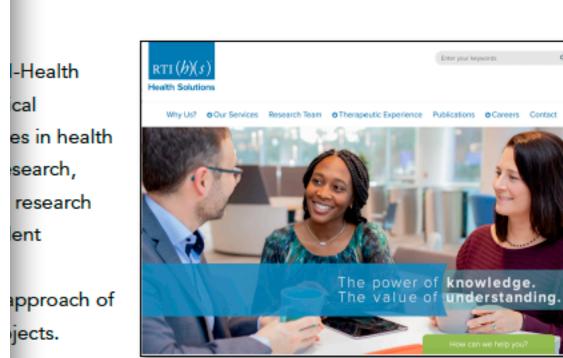
Cancer is cancer emia, and liminating to duce the itate id hasten anti-cancer no-cost

| CEO CANCER GOLD                                                                                                             |                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                             | ABOUT HOW TO APPLY GO FOR THE COLD TOOLKITS RESOURCES NO                                                                                                                                                                                                                            |
| Re-you-maily to become a Data Standardnengebyer?<br>APPLY NOW<br>Are you already a Gald Bandword enginee?<br>ACCESS ACCOUNT | 5<br>FILLARS<br>OF THE GOLD STANDARD<br>A CANCER CLINICAL TRALS<br>C GARGER CLINICAL TRALS                                                   |
| GOLD STANDARD PROGRESS<br>LIVES COVERED 7,432,771<br>GOLD STRINDARD EMPLOYERS 200                                           | As you plan to return to work post COVID19, our Five Pillars<br>underpinning the CEO Cancer Gold Standard are a great<br>readmap to protect and improve health for employees, their<br>families and your community. We are here to support you.<br>Read More About The Five Pillars |

that

ve a healthier workplace by focusing on cancer risk reduction, d high-quality care.

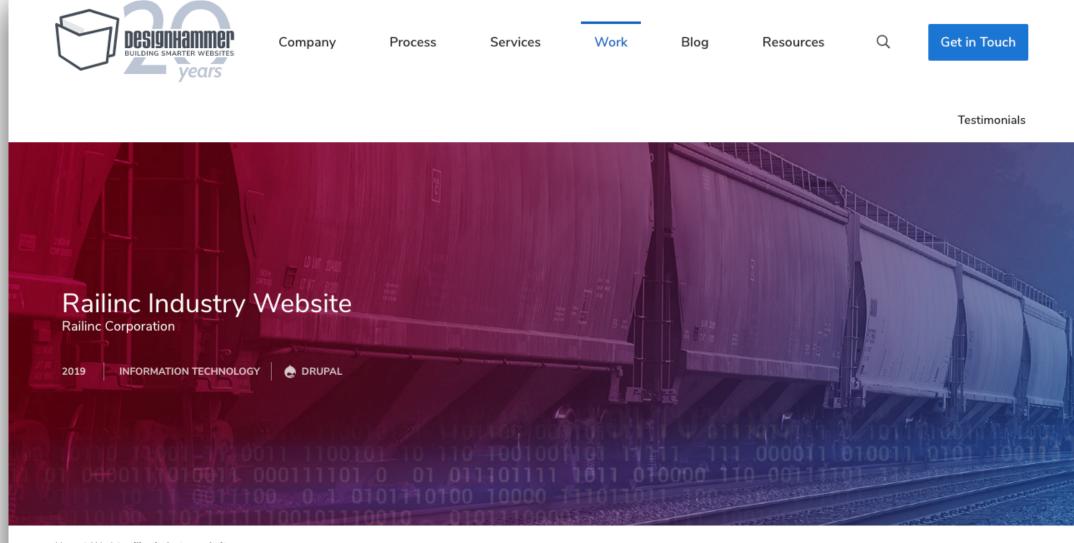
able on Cancer to redesign the Cancer Gold Standard website ter present relevant resources to employers at each stage of worked with CEO Roundtable on Cancer to understand how accreditations versus re-accreditations and for domestic versus hat accommodated all cases.



the RTI-HS website using Drupal. We set up functionality to tom in-house staff and publications database to populate is custom data import functionality allows RTI-HT to maintain elationships between Services, Therapeutic Experiences, es further studies and staff changes, all without RTI-HS content rebsite for these changes.







Home > Work > railinc industry website



#### **Client Description**

Railinc Corporation is a for-profit subsidiary of the Association of American Railroads (AAR) that delivers both data as a service (DaaS) and software as a service (SaaS), offering a compelling suite of commercial and industry products, as well as valuable information resources to employees in the freight rail space. The Railinc website attracts two different types of customers: Industry users (comprised of Class I Railroads and other authorized organizations) and Commercial users (all other organizations seeking to leverage Railinc's unique tools and data). The access to Class I Railroad data and targeted tools for both types of customers sets Railinc apart from other players in the fright rail technology space.

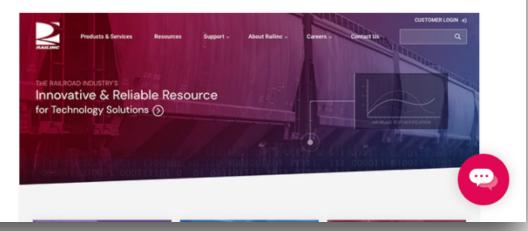
### The Challenge

Before development on the industry website began, Railinc contracted DesignHammer experts to do a 14-week long, comprehensive assessment



#### **Project Services**

🟦 Website Strategy 🔌 Web Design 🖇 Web Development 🕭 Drupal Development 🛛 🗄 Website Usability



## Website

| DESIGNHAMMER<br>BUILDING SMARTER WEBSITES<br>YEARS | Company             | Process     | Services | Work | Blog | Resources | Q | Get in Touch |
|----------------------------------------------------|---------------------|-------------|----------|------|------|-----------|---|--------------|
|                                                    |                     |             |          |      |      |           |   | Testimonials |
| Project Oasis<br>The UNC Center for Innovation &   | Sustainability in l | ₋ocal Media |          |      |      |           |   |              |
| 2021 EDUCATION, RESEARCH                           | DRUPAL              |             |          |      |      |           |   |              |

Home > Work > project news oasis



#### **Client Description**

Project Oasis is an initiative designed to showcase the location of surviving independent digital news organizations across North America. The project is a partnership between The UNC Center for Innovation & Sustainability in Local Media (UNC-CISLM) an initiative of the UNC Hussman School of Media and Journalism, The Google News Initiative, LION (Local Independent Online News) Publishers, and Douglas K. Smith.

### The Challenge

In 2018, DesignHammer collaborated with UNC-CISLM to develop the precursor to Project Oasis: US News Deserts, a resource website dedicated to identifying geographical gaps in local news sources across the United

#### Project Services

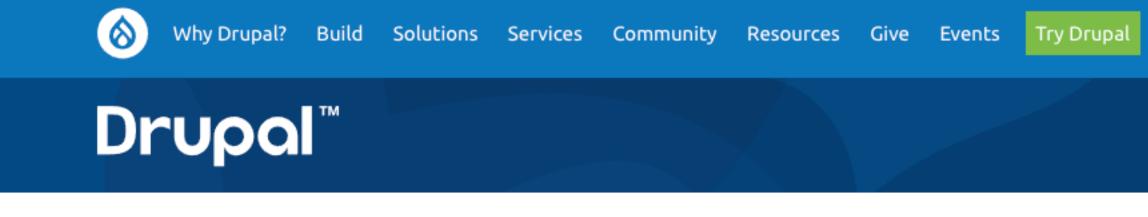




## Power up # Harness the power of community

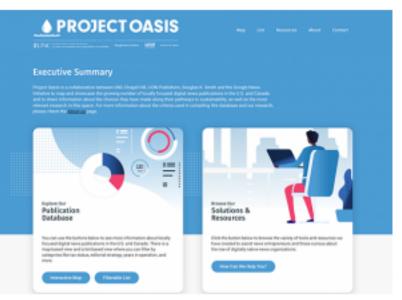
10.00-60



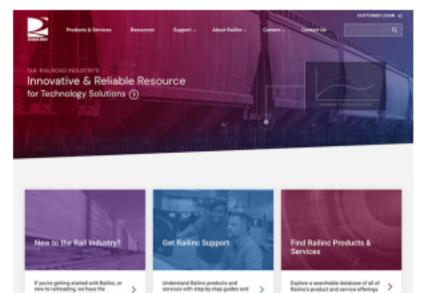


### Case studies from DesignHammer

#### Back to DesignHammer



Using Drupal 9 to cultivate digital "oases" in the local news landscape

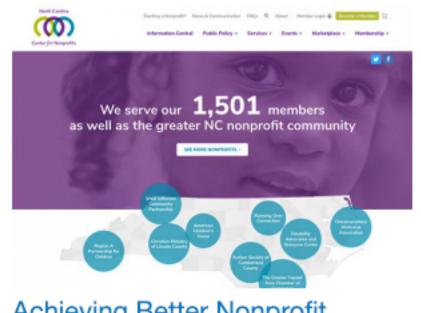


Leveraging Migrate Plus to Automate a Complex Custom Content Migration for Railinc's **Drupal 8 Website** 





Implementing Multi-Step Application Process for Cancer **Gold Standard** 



Achieving Better Nonprofit Workflows with Salesforce Suite





🔗 🛞 Why Drupal? Build Solutions Services Community Resources Give Events Try Drupal

### **Drupal**<sup>™</sup>

#### Marketplace

Services Hosting Supporting Technologies Training Books Partner Programs

#### DesignHammer

This organization is a <u>Drupal services provider</u>



http://www.designhammer.com

Accessibility, Consulting, Data migration, Deployment, Design,

Information architecture, Mobile

Site Development, Performance

Tuning and Optimization, SEO, Site Audits, Site Building, Support,

Theming, Upgrades, Usability

Arts, Banking and Financial,

Entertainment, Government, Non-

profit, Publishing, Small business,

Community, E-Commerce,

Social Networking, Sports, Startups, Technology

Education, Enterprise,

Development, E-commerce, Front-end Development,

15 people on Drupal.org

3rd party Integration,

Services

Sectors

Offices in

United States

United States

Headquarters

Durham. NC

Locations served

Organization type Drupal service provide

Usual project budget

\$25.000-\$100.000

DesignHammer specializes in graphic design, online application development, SEO, usability, and hosting. The firm services clients in the Triangle, as well as around the United States

#### Process

Every project is different, so we rely on a documented, repeatable process for structuring development; we begin by asking questions. Only after carefully considering the responses do we draw on our years of practical industry experience, and technical expertise, to plan and execute solutions that will bring quantifiable results.

#### Services

We feature an in-house team of dedicated Drupal developers and designers who offer the following services:

- Drupal development
- · Custom theme creation · Custom module development
- Modification to existing modules
- Drupal Salesforce integration
- iPhone app integration
- · Legacy installation patching and upgrades
- Hosting and support Developer and administrator training

#### **Recent Drupal Project Recognition**

#### Railinc (Industry website)

- The Communicator Awards: Award of Excellence
- The Communicator Awards: Award of Distinction
- dotCOMM Awards: Honorable Mention • Vega Digital Awards: Centauri Award
- Vega Digital Awards: Arcturus Award

#### • Duke Health Referring Physicians

- W3 Awards: Gold Award • The Davey Awards: Silver Award
- dotCOMM Awards: Honorable Mention
- NC Center for Nonprofits
- dotCOMM Awards: Gold Award
- The Davey Awards: Silver Award
- The Communicator Awards: Award of Distinction Summit Creative Award: Finalist Award
- · Hermes Creative Awards: Honorable Mention

#### Select Drupal projects

- CEO Roundtable on Cancer CEO Roundtable on Cancer: The CEO Cancer Gold Standard
- National Institute of Statistical Sciences
- NetOne
- North Carolina Center for Nonprofits
- North Carolina Crimes Online
- North Carolina High School Athletic Association Project Data Sphere
- Railinc (Industry website)
- RTI Health Solutions

#### Drupal contributions

#### **Drupal Module Development and Support**

- Salesforce Suite: provides an interface to create fieldmaps between Drupal nodes and Salesforce objects. We co-maintain and actively contribute to the Salesforce Suite
- Salesforce Feeds: provides integration between the Salesforce API module and Feeds, along with its predecessor FeedsAPI. We developed and continue to maintain the Salesforce Feeds module.

#### Drupal Cons and Camps

- Florida Drupalcamp 2021: sponsor, presenter
- Drupal GovCon 2020: sponsor Drupal Camp Asheville 2020: sponsor, presenter
- Drupal GovCon 2019: sponsor, presenter
- Drupal Camp Asheville 2019: sponsor
- Charlotte Drupal Drive-in 2019: sponsor Drupal GovCon 2018: sponsor, presenter
- Drupal Camp Asheville 2018: sponsor
- DrupalCon 2018 Nashville: sponsor
- Drupal GovCon 2017: sponsor
- DrupalCon 2017 Baltimore: sponsor
- Drupal GovCon 2016: sponsor, presenter
- DrupalCon 2016 New Orleans: sponsor Drupalcamp Atlanta 2015: sponsor, prese

#### Case studies



Using Drupal 9 to cultivate digital "oases" in the local news landscape





Leveraging Migrate Plus to Automate a **Complex Custom Content Migration for** Railinc's Drupal 8 Website



artera Leveraging Search API Solr for Duke Health Referring Physicians Website



mplementing Multi-Step Application Process for Cancer Gold Standard



Workflows with Salesforce Suite

View all case studies



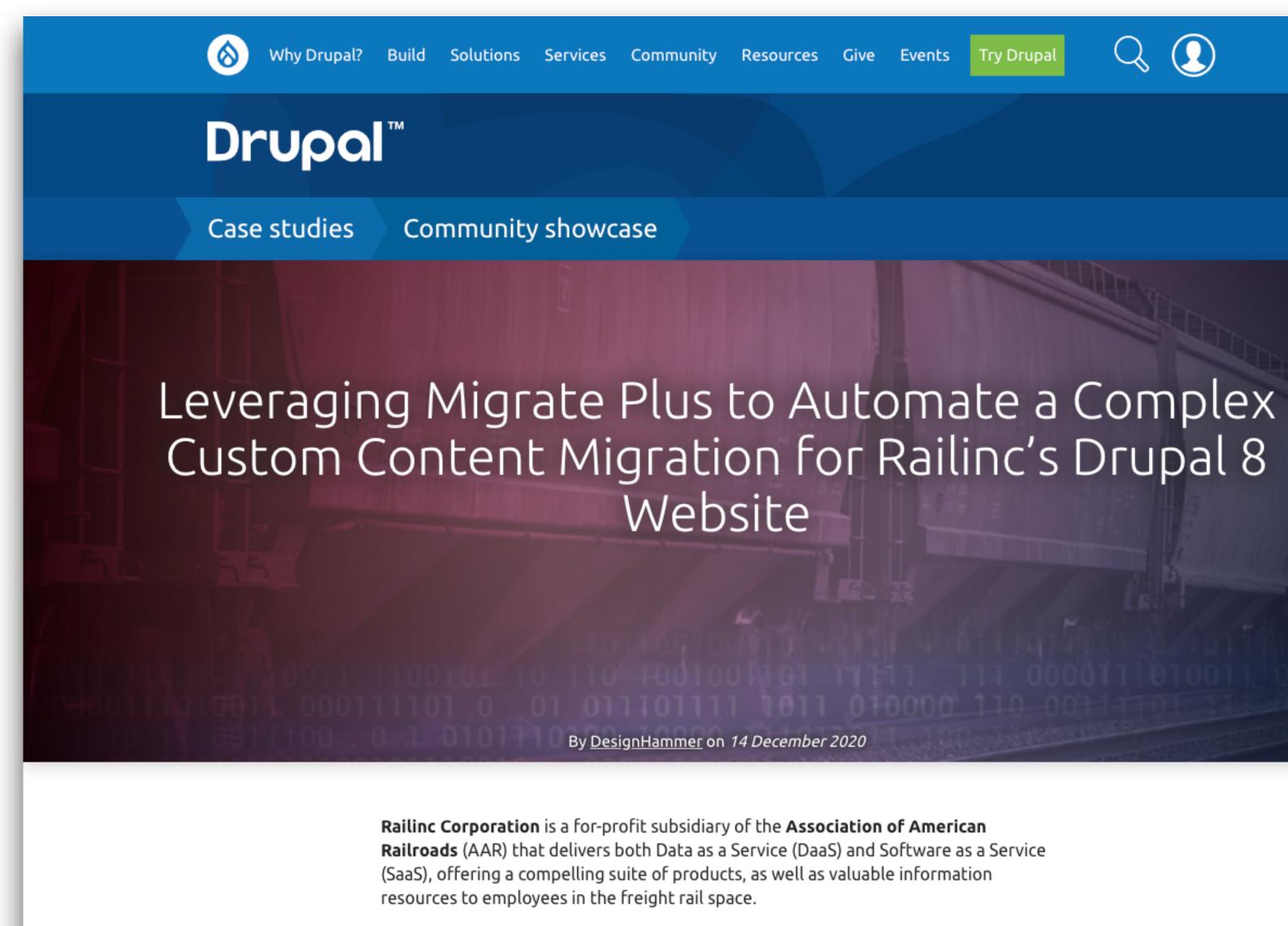
#### Refera Cinical Leveraging Search API Solr for Duke Health Referring Physician Website



### Custom ePublishing System for UNC School of Government

### 18



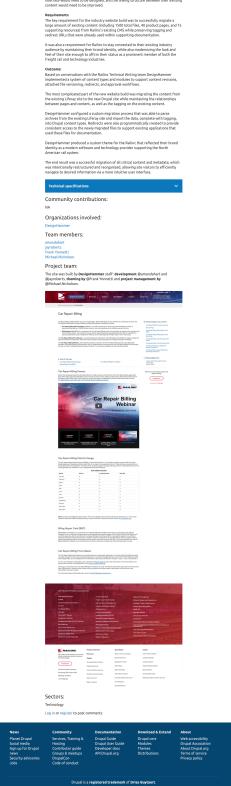


The access to Class I Railroad (North America Railroads with annual revenue over \$475 million) data and targeted tools is what attracts both industry (Class 1 Railroads)









### **Technical specifications**

### Drupal version: Drupal 8.x

Key modules/theme/distribution used: Migrate Migrate Plus Migrate Tools Migrate API Workflow Content moderation Media Library Paragraphs Configuration Split

### Why these modules/theme/distribution were chosen: Drupal 8 Core

Drupal Core was the best choice for this project because it allowed DesignHammer developers to customize and choose the appropriate contrib modules as needed, rather than starting with a set of modules that were not an effective match for meeting the new website requirements.

### Migrate, Migrate Plus, Migrate Files, Migrate Tools

These modules provided the underlying API and extensions used to facilitate the migration of content and files from Liferay JSON source data into Drupal entities. DesignHammer built out seven custom migrations that covered the blog, documents, media files and images, keywords/tags, and redirects. Custom source plugins were written to handle reading and processing JSON-formatted tables from a variety of provided data files. Custom process plugins were written to check for the existence of a remote file before attempting to migrate it, for converting file URLs within body content from old paths to new Drupal paths, as well as checking for existing nodes, media entities, and redirects.

Additionally, the Drush commands provided by Migrate Tools made the migration process easy and repeatable across multiple developer environments. Any team member working on this project could follow clear instructions to run the migrations on their machine without issue.



### Workflows, Content Moderation

The content team at Railinc needed a workflow that would allow content editors to create new drafts for existing content (and brand new content), and then allow for a review process to refine those revisions before final publishing by a content administrator. These core modules made it easy to define this process and tweak as needed.

### Media, Media Library

Railinc's documents are a combination of files, images, and remote videos. Drupal's Media Module was used to create 3 custom media types to handle both the initial importing during the migration process as well as to make it easier for content editors to update and add new document content. Media's provided widgets make it easy to choose from existing files that have already been uploaded, which cuts down on accidental duplication.

### Paragraphs

Most of the content types on the site include customizable call-to-action blocks that are unique on a node-by-node basis. Rather than duplicate these fields required across multiple content types, the Paragraphs module was used. This allowed the fields to be created once and grouped together for each type of callto-action. The paragraph was then added to the content type as needed. Paragraphs also made it easy to create section content, which could be used an unlimited number of times per node. By using Paragraphs to group these fields together, it was easy to add a new section and be certain all of the required fields would be added for each (rather than relying on one large text area field and HTML customizations).

### **Config Split**

Railinc uses their test environment for many different testing purposes, and as such the configuration files diverge from what is configured on the production environment. Config Split has been used to account for any per-environment differences so that Drush's config-import and config-export can be safely used in any environment without fear of accidentally deleting in-progress changes to items such as webforms, blocks, and menus.



# What is a Case Study?

Tightening our focus...



"In marketing, case studies are used as social proof — to provide buyers with the context to determine whether they're making a good choice. A marketing case study aims to persuade that a process, product, or service can solve a problem."

— unknown

# What is not a case study?

### • Screen capture of home page

Summary of work performed



home page performed



### • The Problem

- The Solution
- The Results



## Minimum components

# **Recommended Additions**

- Marketing savvy Title
- Client Overview (if relevant)
- Visuals
- Quotes (External and/or Internal)
- Call to action





- Coincide with completion of project?
- Short time after completion?
- Once results are collected?



# When to release?

# Types of Results

- Objective vs. Subjective
- Internal vs. External Analytics
- Immediate vs. Over Time
- Technical vs. Business Case





### • New website

• Attractive website



# Not "Results"

# ~\$3 billion estimated value

### craigslist

#### create a posting my account

| search | craigslist |
|--------|------------|
|        |            |

| event calendar |    |    |    |    |    |    |
|----------------|----|----|----|----|----|----|
| Μ              | Т  | W  | Т  | F  | S  | S  |
| 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 | 31 | 1  |

craigslist app new help, faq, abuse, legal avoid scams & fraud personal safety tips terms of use privacy policy nev system status

about craigslist craigslist open source craigslist blog best-of-craigslist "craigslist joe" craig newmark philanthropies

| community |  |
|-----------|--|
|           |  |

| activities | lost+found    |
|------------|---------------|
| artists    | missed        |
| childcare  | connections   |
| lasses     | musicians     |
| events     | pets          |
| general    | politics      |
| groups     | rants & raves |
| ocal news  | rideshare     |
|            | volunteers    |
|            |               |

#### services

| automotive  | labor/move    |
|-------------|---------------|
| beauty      | legal         |
| cell/mobile | lessons       |
| computer    | marine        |
| creative    | pet           |
| cycle       | real estate   |
| event       | skilled trade |
| farm+garden | sm biz ads    |
| financial   | travel/vac    |
| health/well | write/ed/tran |
| household   |               |

#### discussion forums

| apple   | frugal   | philos   |
|---------|----------|----------|
| arts    | gaming   | photo    |
| atheist | garden   | politics |
| autos   | haiku    | psych    |
| beauty  | help     | recover  |
| bikes   | history  | religion |
| celebs  | housing  | rofo     |
| comp    | jobs     | science  |
| cosmos  | jokes    | spirit   |
| diet    | legal    | sports   |
| divorce | manners  | super    |
| dying   | marriage | tax      |
| eco     | money    | travel   |
| feedbk  | music    | tv       |
| film    | open     | vegan    |
| fixit   | parent   | words    |
| food    | pets     | writing  |
|         |          |          |



### raleigh / durham / CH

| housing             |                  |  |  |
|---------------------|------------------|--|--|
| apts / housing      |                  |  |  |
| housing swap        |                  |  |  |
| housing wanted      |                  |  |  |
| office / commerci   | al               |  |  |
| parking / storage   |                  |  |  |
| real estate for sal | е                |  |  |
| rooms / shared      |                  |  |  |
| rooms wanted        |                  |  |  |
| sublets / tempora   | ry               |  |  |
| vacation rentals    |                  |  |  |
|                     |                  |  |  |
| fo                  | r sale           |  |  |
| antiques            | farm+garden      |  |  |
| appliances          | free             |  |  |
| arts+crafts         | furniture        |  |  |
| atv/utv/sno         | garage sale      |  |  |
| auto parts          | general          |  |  |
| aviation            | heavy equip      |  |  |
| baby+kid            | household        |  |  |
| barter              | jewelry          |  |  |
| beauty+hlth         | materials        |  |  |
| bike parts          | motorcycle parts |  |  |
| bikes               | motorcycles      |  |  |
| boat parts          | music instr      |  |  |
| boats               | photo+video      |  |  |
| books               | rvs+camp         |  |  |
| business            | sporting         |  |  |
| cars+trucks         | tickets          |  |  |
| cds/dvd/vhs         | tools            |  |  |
| cell phones         | toys+games       |  |  |
| clothes+acc         | trailers         |  |  |
| collectibles        | video gaming     |  |  |
| computer parts      | wanted           |  |  |
| computers           | wheels+tires     |  |  |
| electronics         |                  |  |  |
|                     |                  |  |  |

| jobs |  |
|------|--|

accounting+finance admin / office arch / engineering art / media / design biotech / science business / mgmt customer service education etc / misc food / bev / hosp general labor government human resources legal / paralegal manufacturing marketing / pr / ad medical / health nonprofit sector real estate retail / wholesale sales / biz dev salon / spa / fitness security skilled trade / craft software / qa / dba systems / network technical support transport tv / film / video web / info design writing / editing

#### gigs

computer event labor creative talent crew writing domestic

resumes

english 🗸

nearby cl asheville blacksburg boone charleston charlotte charlottesville columbia danville eastern nc fayetteville florence fredericksburg greensboro greenville harrisonburg hickory jacksonville lynchburg myrtle beach norfolk outer banks richmond roanoke southern md southern wv southwest va tri-cities west virginia wilmington winston-salem us cities us states canada cl worldwide

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# \$626.5 billion market cap

- <u>A Message from Warren E. Buffett</u>
- Annual & Interim Reports Updated May 1, 2021
- Link to SEC Filings
- Special Letters from Warren & Charlie RE:Past, Present and Future
- Links to Berkshire Subsidiary Companies
- Corporate Governance
- Sustainability
- Comments by Warren E. Buffett in conjunction with his annual contribution of Berkshire Hathaway shares to five foundations - June 23, 2021
- <u>Berkshire Activewear</u>

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Legal Disclaimer

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### BERKSHIRE HATHAWAY INC.

3555 Farnam Street Omaha, NE 68131 Official Home Page

- · News Releases from Berkshire Hathaway and from Warren Buffett Updated June 23, 2021
- <u>Annual Meeting Information</u> Updated May 15, 2021
- Proxy Statement 2021
- Warren Buffett's Letters to Berkshire Shareholders Updated February 27, 2021
- <u>Charlie Munger's Letters to Wesco Shareholders</u>
- Celebrating 50 Years of a Profitable Partnership (A commemorative book first sold at the 2015 Annual Meeting and now for sale on eBay.)
- Common Stock Information
- Letters from Warren E. Buffett Regarding Pledges to Make Gifts of Berkshire Stock

#### GEICO

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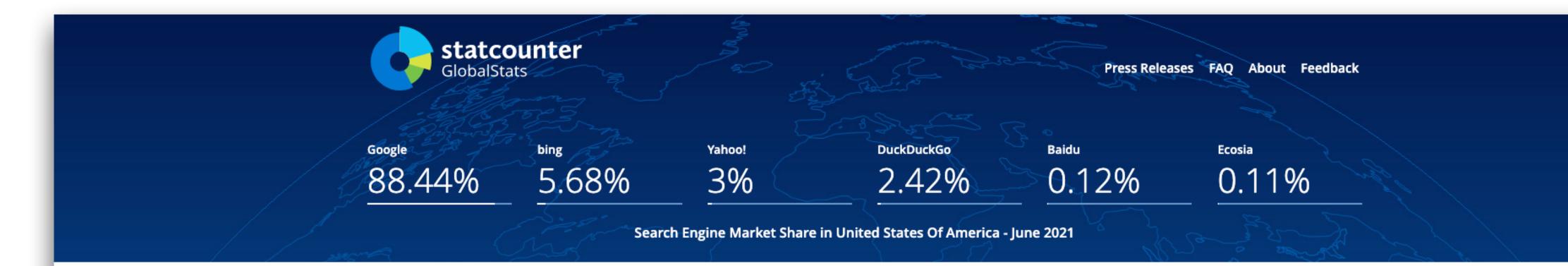
#### GEICO

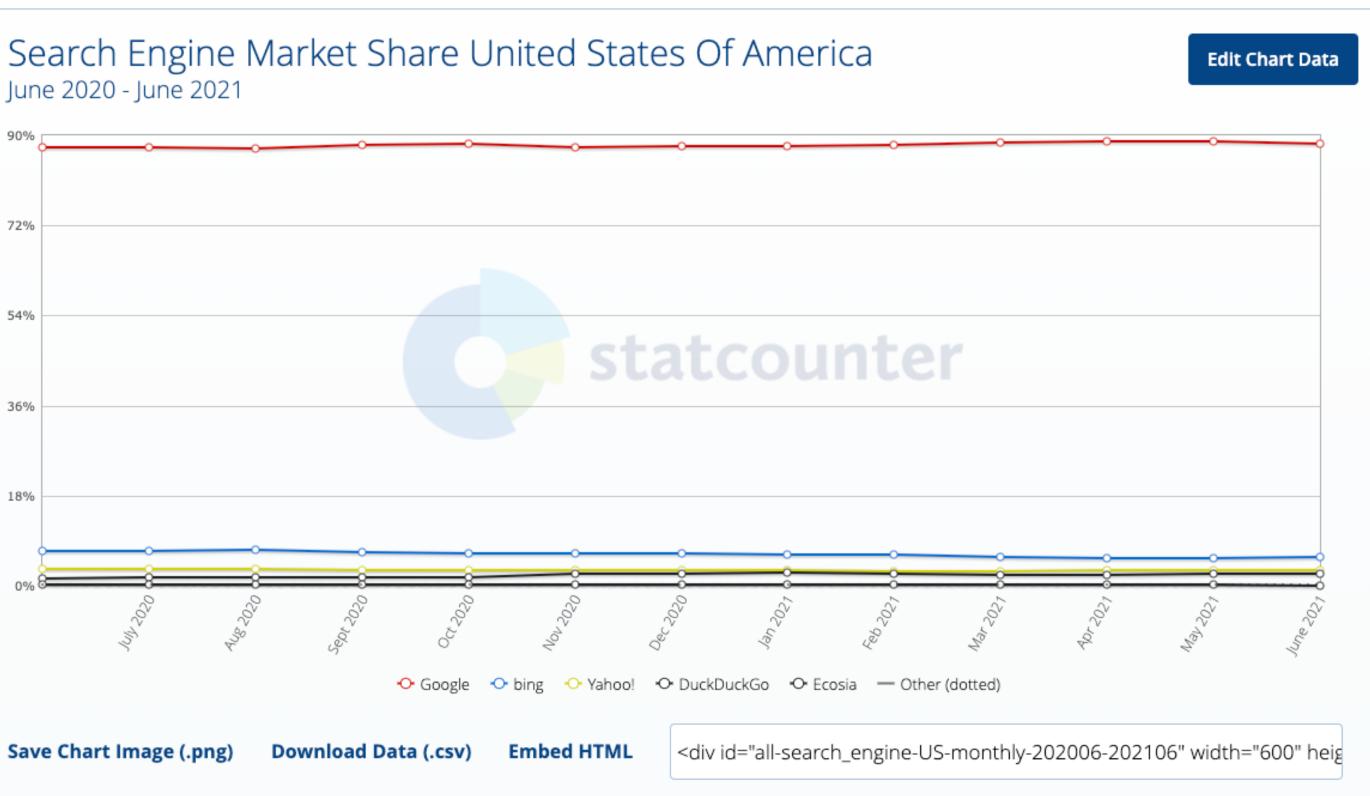
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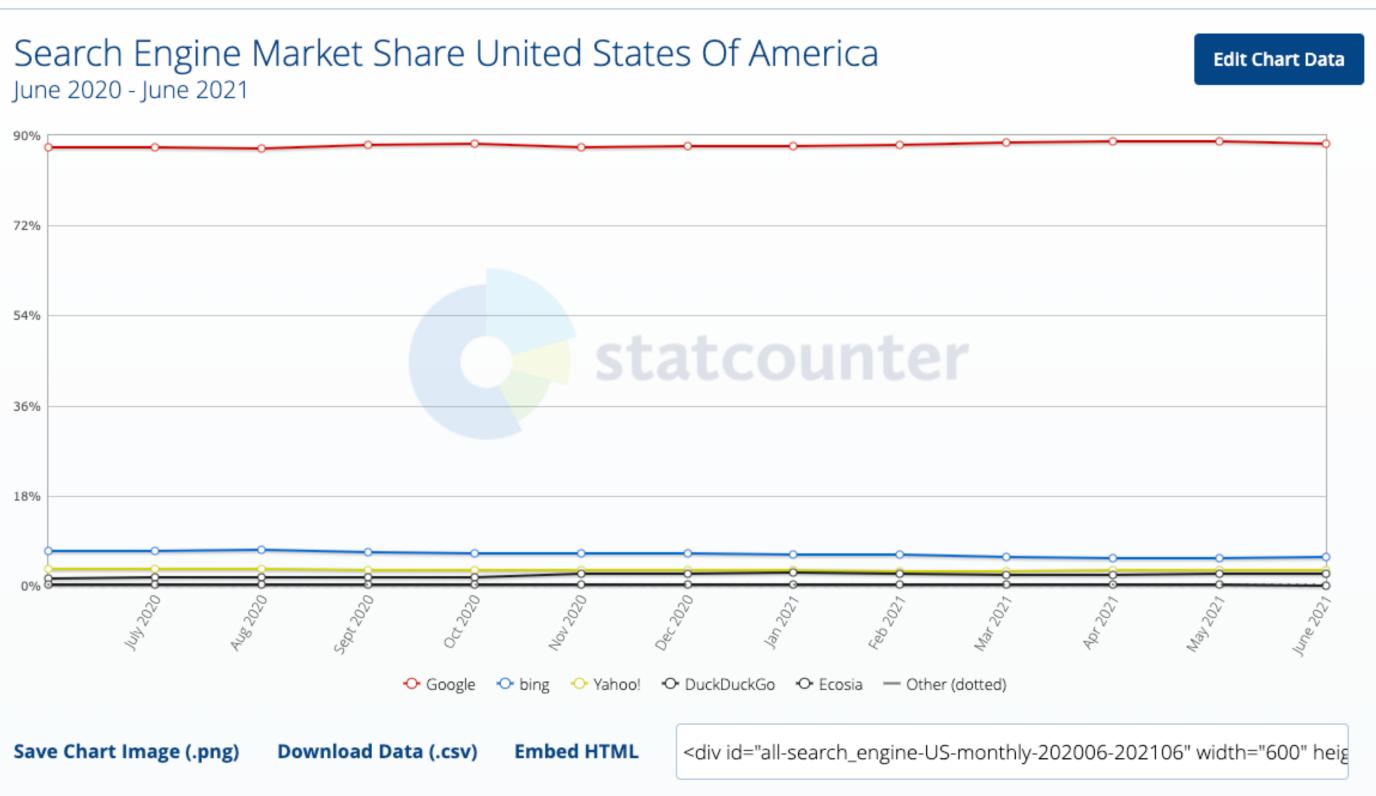
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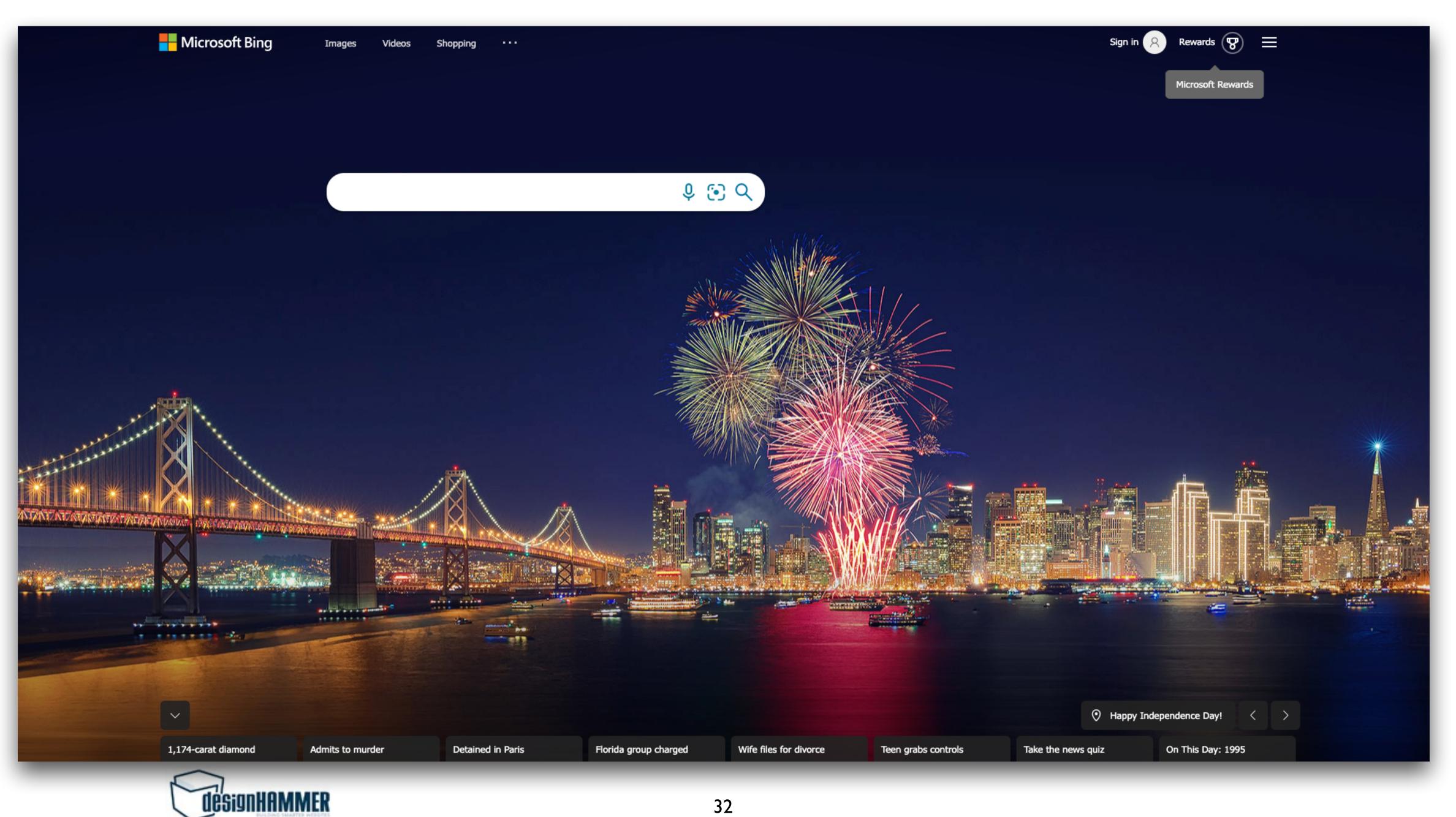












About Store



Q

Google Search I'm Feeling Lucky

Advertising Business How Search works





Gmail Images 🗰 🧕





Ļ

💊 Carbon neutral since 2007

# How we do it

Time for the secret sauce...





- Whenever you get around to it?
- Soon after the project is complete?
- At the end of the project?
- In the middle of the project?
- At the start of the project?



## When to start?

# Usual complaints

- Too much effort
- No time to do it
- Competes with paying work





- During Discovery & Planning
- should be known





## • Everything needed except actual results

# Too much effort?

## • Case study draft serves as Executive Summary for Specification



# No time to do it?

## • Part of the Specification • Include in project estimate



## Power up #2 Who is paying for all of this?

10.00-60



# Competes with paying work?

- Case study is part of Specification
- Case Study is QA step
- Charge clients for the work!



- Perform Discovery & Planning
- Draft Specification
- Biz Dev/Marketing determine "sales angle"
- PM meets with Content Writer 15–30 mins.



## Our process

- Who is the client?
- What are their goals?
- What are their challenges?
- What is the overview of our solution?
- What are the desired results?
- When will initial results be determined?



# Case Study draft meeting

"How is this part of QA? If the project manager can't explain the project at a high level after conducting Planning & Discovery, and drafting the Specification, the project is off the rails. The project manager then has to explain to me why they can't answer these questions."

— David Minton
DesignHammer

# Caveats

- Challenge for pure Agile projects
- Sometimes the client doesn't provide everything we need to do the project right.
- May need to push back on client or eject
- Plans may change either during Specification review, or during the project
- The "Executive Summary" version needs some editing to be a marketing case study







## Power up #3 Get it in writing!

Low the

1.357



# Include draft Case Study in spec

- Client approves the case study included in Specification (before you start coding)
- Possible it gets removed for legal review, etc.



- Reduces chance of internal/external miscommunication on project goals/results
- Case study completed with minimal effort
- Case study completed with the project
- Client pays for the case study



# Big win all around

# Power up #4

10.00-60

## Case studies are a force multiplier...



# Repurpose case studies

- Write blog posts about case studies
- Post case studies to social media
- Include case studies in newsletters
- Present case studies at conferences



# Power up #5

10.00-60

## Learn from failure as well as success



"Case studies of failure should be made a part of the vocabulary of every engineer so that he or she can recall or recite them when something in a new design or design process is suggestive of what went wrong in the case study."

– Henry Petroski, Ph.D. specialist in failure analysis

- Valuable lessons from failure
- Document institutional knowledge
- Keep them internal (of course)
- For small organizations debrief may suffice
- Formal case studies of failures for enterprise



# Case for case studies of failure



# Conclusion

## Let's tie it all together



# Why start at the beginning?

- Ready when you need it
- Higher quality with less effort
- Provides an additional QA step to process



- Case studies are a valuable marketing tool
- Both positive and negative case studies have value
- Write case studies at the beginning not the end





# Special thanks









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# David Minton