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USER EXPERIENCE AS A KEY FACTOR IN MANAGERIAL DECISION-MAKING WHEN MOBILE APP DEVELOPMENT IN THE CONTEXT OF DIGITAL-MARKETING

In modern mobile applications, the quality of user experience (UX) has evolved beyond a design issue to become a critical factor influencing managerial decision-making in product development. The growing competition in the app market, increasingly complex user behavior, and rising expectations have created an environment where decision-makers must base their choices not only on functionality but on a deep understanding of UX. The UX components, that serve as guidelines for developing a mobile application in the context of digital marketing, description of them, key aspects and component elements are presented in the Table 1.

Table 1 - UX Components for Mobile App Development

UX Component	Description	Key Aspects for a Mobile Application	Component Elements
Usefulness	Does the application satisfy a real user need? Does it provide value?	Clear task fulfillment, solving a specific problem, relevant content/functionality.	• Value Proposition • Relevance • Content
Usability	How easily and effectively can the user achieve their goals within the application?	Intuitive interface, minimum number of steps to perform an action, convenient one-handed interaction, "tappable" areas.	• Navigation • Efficiency • Learnability • Error Handling
Accessibility	Can people with disabilities (vision, hearing, motor skills, etc.) use the application?	Support for accessibility features (VoiceOver/TalkBack), contrast, text scalability, clear labels for elements.	• Contrast and Size • Screen Reader Support: • Control
Aesthetics & Design	How attractive is the visual appearance of the application? Does it create a positive impression?	Consistent design, adherence to platform guidelines (iOS/ Android), high-quality motion, pleasant color palette.	• Consistency • Look & Feel • Animation • Simplicity
Reliability & Performance	Does the application run stably and quickly? Are there no crashes or lags?	Fast loading, instantaneous reaction to actions, efficient use of resources, stable operation without crashes.	• Load Time • Interface Response • Stability • Resource Efficiency
Emotional Design	What emotions does the application evoke? Is the experience pleasant, engaging, or even joyful?	Use of micro-interactions, humor, personalization, feedback (e.g., visualization of successful task completion).	• Trust • Delight • Personalization • Human Tone
Mobile Ergonomics	Does the design adhere to the peculiarities of mobile device use (screen, holding method, context)?	Adaptive design, use of native features, minimization of text input, convenient placement of key elements within finger.	• Reach Zones • Context of Use • Data Input • Native Elements

UX encompasses more than usability or interface aesthetics – it includes satisfaction, efficiency, emotional engagement, and the context of use. A systematic review of UX research in mobile applications notes that UX "has become a critical factor for meeting user expectations in

mobile app development." This implies that managerial decisions – whether product-related, marketing, or technical – must treat UX as a strategic component of success [1].

UX directly affects business metrics that are central to management focus: retention, conversion, loyalty, and word-of-mouth. Studies have shown that applications emphasizing personalization, mobile-first design, and the integration of advanced technologies achieve higher engagement and satisfaction levels [2]. Moreover, UX design has been found to significantly impact user retention and conversion rates. Consequently, managerial decisions – such as budgeting for UX research, prioritizing UX-related tasks, or selecting key performance indicators (KPIs) – should be based on these insights. Decisions related to functionality, feature prioritization, and product roadmaps must treat UX as a ranking criterion. For instance, a team may decide to conduct UX testing before implementing a new feature to evaluate its impact on user experience prior to committing development resources. The adoption of UX-driven methodologies – such as user research, usability testing, and iterative prototyping – reduces the risk of failed features and protects brand integrity [3].

Managerial processes should be structured to integrate UX throughout the product lifecycle: from research to prototyping, testing, launch, and ongoing optimization. The book "UX Design for Mobile" emphasizes that mobile UX design requires an iterative approach: "you can rapidly test your ideas with real users at an early stage" [4]. From a leadership standpoint, this translates into fostering a culture where UX research and testing are not optional add-ons but mandatory steps in decision-making. When making strategic decisions, it is also crucial to account for the specific context of mobile use and user behavior. Mobile app users often interact on the go, one-handed, and with short attention spans – factors highlighted in analyses of mobile UX advantages. Executive decisions regarding architecture, resource allocation, and UX strategy must consider these behavioral nuances. Otherwise, treating a mobile application as merely a "shrunken version" of a web product can lead to poor UX outcomes [5].

Managerial choices should rely on UX metrics and feedback mechanisms. Product management should ensure that early UX testing, behavioral analytics, user segmentation, and adaptive design are conducted systematically. Without embedding UX thinking into the management level, measuring UX indicators – such as task completion time, bounce rates, Net Promoter Score (NPS), or user retention – becomes neglected, leading to misguided resource allocation. Research on UX trends highlights the importance of "continuous user feedback" as a core strategic principle [2].

Ultimately, managerial decisions in mobile app development must recognize that UX is not a matter of aesthetics or "nice design" but a strategic determinant of product success. Companies that integrate UX research, UX metrics, user testing, and that allow UX to shape decisions across budgeting, feature development, KPIs, and team structure – have a significantly higher probability of thriving in competitive markets. Conversely, neglecting UX considerations at the managerial level leads to higher costs, lower engagement, weaker retention, and reputational risks.

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