







Today

Gear 1 & 2

- *What is it?*
- *Why is it important?*

Activity

- *Listening to users stories*
- *Need finding and Personas*
- *Ideation*

Getting into gear



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EMPATHY & DEEP HUMAN UNDERSTANDING



*discovering unmet needs
and new opportunities*

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QUESTION

Why do you need to understand customers?



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Value is created when important unmet needs are served

*However, most organisations offer products and services according to what they are **GOOD AT***



SHIFTING PERSPECTIVES

ORGANISATION-CENTRIC MODELS

- ✗ What can we sell to customers?
- ✗ How can we reach customers most efficiently?
- ✗ What relationships do we need to establish with customers?
- ✗ How can we make more money from our customers?

Extracted from Business Model Generation

CUSTOMER-CENTRIC MODELS

- ✓ What are our **customer's aspirations** and how can we help them live up to it?
- ✓ How do we as an enterprise **best fit** into their routines?
- ✓ What **relationship** do our customers expect us to establish with them?
- ✓ For **what value** are customers truly willing to pay?

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QUESTION

How do organisations find out what customers need today?



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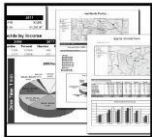
Popular

Customer Research

Desk Research

Feedback Forms

Focus Groups



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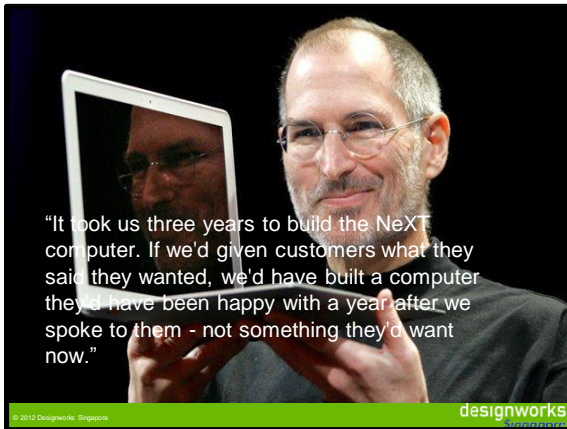
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If Henry Ford had asked people what they wanted, they would have said "faster horses".

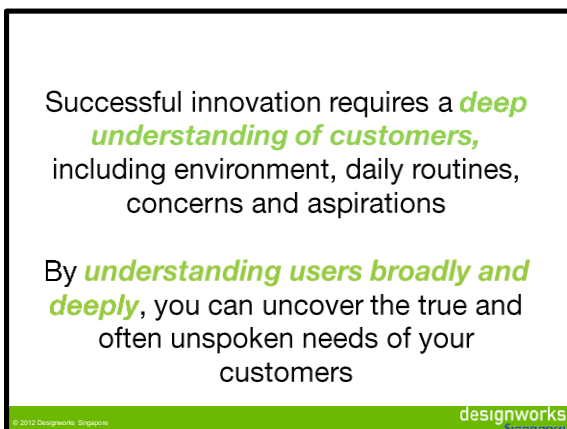


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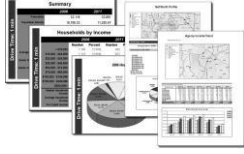




Gear 1 - Empathy & Human Understanding


Empathize with customers and their needs

Conventional Practice



Quantitative Research

Business Design



Ethnographic Research

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ETHNOGRAPHIC RESEARCH

Emphasizes observation and understanding of the people in the natural context of their lives



Starts with a Conscious Attitude of almost Complete Ignorance

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Sometimes customers are so accustomed to current conditions that they **don't think to ask for a new solution** even if they have real needs to be addressed.

Reveals **shortcomings** in existing products or services and often **represent an innovation opportunity**

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The P&G story – Living It Program



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what people **SAY**
the way people **ACT**
the artifacts people **USE**



**A HOLISTIC UNDERSTANDING OF PEOPLE'S
BEHAVIOURS, PERSPECTIVES & NEEDS**

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Empathy & Deep Human Understanding

TOOLS TO
UNLOCK
OPPORTUNITIES

Fieldwork & Observation



User Interviews



Need Finding



Persona Development



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USER INTERVIEWS

Listening to users' stories

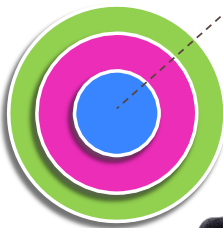




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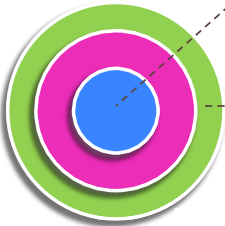
LAYERS OF OPPORTUNITY

Product-centered research:
focuses on assessment & validation




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LAYERS OF OPPORTUNITY



Product-centered research:
focuses on assessment & validation



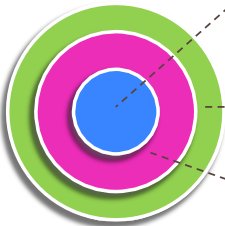
Culture-centered research:
identifies large scale trends




NIKE BETTER WORLD

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LAYERS OF OPPORTUNITY



Product-centered research:
focuses on assessment & validation



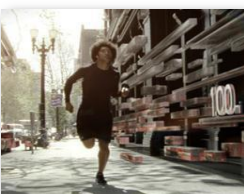
Culture-centered research:
identifies large scale trends

Activity-centered research:
Study of cultures and behaviors as indicators of deeper motivations and attitudes. "What makes people tick."

NIKE BETTER WORLD

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ACTIVITY-CENTERED RESEARCH:



"I want to enjoy my run, feel strong and get into my 'zone'. At the same time, I need to know I am making progress, and continually pushing myself to the next level."

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Listening to activity-based stories is a powerful way to **discover new opportunities**

By **expanding your understanding** to the activities relating to your current products and services, you will discover a broader array of untapped opportunities

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MAKE IT COUNT WITH NIKE+



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QUESTION

How do I do it?



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Photo Interviews

Unfold users' stories



Reveals insights and unspoken needs

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Here's what your users were asked to do:

Over the next few days, take photographs that tell the story about...

- good and bad experiences around participating in a membership of an organisation
- End-to-end experiences of taking up a short programme/ course
- Spending meaningful and quality time with family/ loved ones
- Learning experiences that are engaging/ disengaging and meaningful/meaningless

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Capture:

People
Objects
Environments
Messages
Services



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Photo Interviews

Understanding a richer picture of patients' lives, aspirations and values



What does a police uniform got to do with cancer treatment?

STORY:
It reminds me that I am not working.

NEED:
Maintain a sense of self worth.

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There are no 'bad' pictures





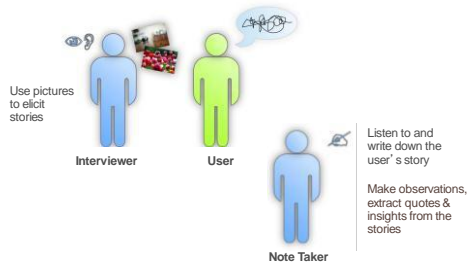
Story:
I get up in the
middle of the night
to connect with my
relatives back
home.

Solution:
Cultural Celebration
Sponsorships

Need:
Stay connected to
my roots.

Listen to your real customers' stories

INTERVIEW PROCESS



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1. Capture (Note Taker)

Capture word for word in first person (verbatim).

Note non-verbal cues

Do not interpret or analyse anything during the interview

quotes & observations

stories

(#11) PHOTO ID: User goes in the class

STORY:

I spent the whole day on my feet at the conference because I had a lot of people to see and intelligence to gather. By the time I got home, my feet were killing me. They were sore and stinking with from walking home in the rain.

seems exhausted, clasped hands together

You get ideas at the food terminal!

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2. Interviewer

- **Ice breaker** - "Hi xx, thank you for taking the time today.."
- **Weave in your topic** - You have taken some photos around a topic of ".....", could you tell us why this photo reminds you of this topic?
- **Open up your user** - "Tell me more when you say...."
- **Probe deeper** - you mentioned xxx, could you tell me how did you feel? What are your thoughts & feelings? Why is this imp to you?

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Tips Needed in Interviews



Make it **natural** and relaxed

Listen with all your senses



Sense the emotions. Be mindful and pay attention.



Be **comfortable** with silence. Let them do the talking



Avoid specific questions or make judgmental comments

Wonder Why is that important?

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"Tell me your best and worst customer experiences. ."

"this photo reminds me about this bank which keeps pestering me to sign up for their credit card"

"Oh I see, tell me more . . ."

"they were very persistent and keep calling me over the phone..i didn't like it.."

"why is it important to you?"

"I see, how did you feel? What were your thoughts?"

"privacy is important to me. Time is precious too..i need to know I am spending my time meaningfully.."

"I felt turn off...I wished they can be more considerate and stop doing this all the time.."

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“Tell me your stories about..”

“Tell me more...”

“why is this important to you?”

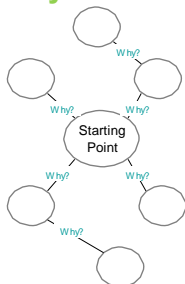
***“How do you feel?
What are your thoughts?”***

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DEEP MOTIVATIONAL MAPPING

Why “Tell Me More”?



Look for deeper meaning

Unearth deep **fresh**
insights and opportunities

Wonder:

Why is that important to them?

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INTERVIEW DEBRIEF

USER PROFILE

User Profile

Participant Name	Tony Mass
Participant Age	50-60 y/o
Date & Time	09/07/08 @ 9am
Interview Location	Marketing office, 45 Little Ave.
Interview Team	Mary, Ted
Interview Duration	1 hour

Provide a brief overview of the user
Tony is the Director of Logistics and Purchasing of Array Marketing, a manufacturing company that specializes in cosmetics PCR displays. Tony has been in the manufacturing business for over 20 and enjoys his current position the most due to its day to day challenges.

Describe your user's habits and practices relevant to the project
Tony readily admits that his position does not require a vast amount of technology; he feels that the IT department handles much of the high tech needs of the company. But, in reality Tony's position relies a lot on logistics technology to keep manufacturing, production, and shipping all in sync and efficient. Tony is always in constant communication with the company CEO, his floor staff, suppliers, vendors, clients, and sales people. Clear and consistent communication with all of these stakeholders is very important in helping him do his job. He communicates with these people based on urgency and efficiency. He communicates with the CEO by email because the CEO is always flying around the world. He'd communicate with the CEO by email because the CEO is always flying around the world.

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BREAK OUT

Preparation
User Interviews (10:25am)

1 hour each interview

Empathy & Deep Human Understanding

TOOLS TO
UNLOCK
OPPORTUNITIES

Fieldwork &
Observation



User
Interviews



Need
Finding



Persona
Development

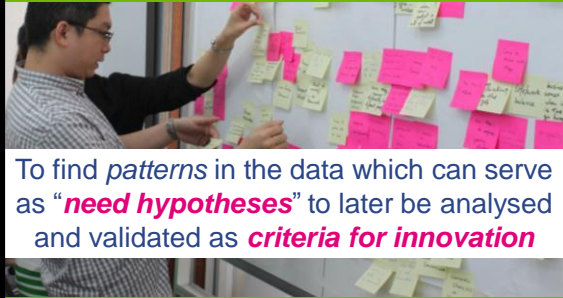


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STORIES
OBSERVATIONS
INSIGHTS
NEEDS

NEEDS FINDING

Synthesis & Clustering



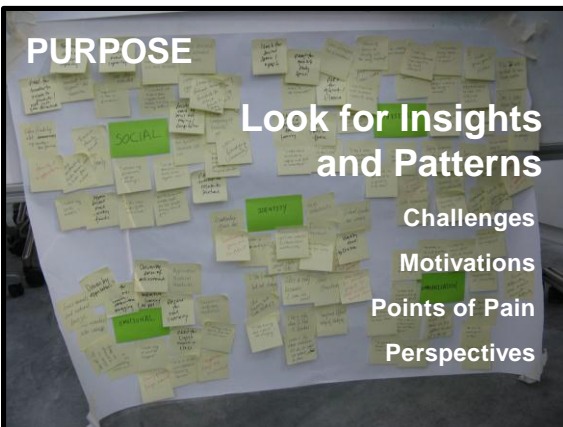
To find *patterns* in the data which can serve as “*need hypotheses*” to later be analysed and validated as *criteria for innovation*

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PURPOSE

Look for Insights and Patterns



Challenges

Motivations

Points of Pain

Perspectives

Why Needs?

Unmet Need



New Opportunities

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Needs last longer than a
specific solution

Kodak

"I need to capture memories of my daily life."



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STEP 1: Begin with one compelling story. Recount the story in first person.



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STEP 2: Write down insights - Defining Quotes, Key Themes or Words

Headlines only



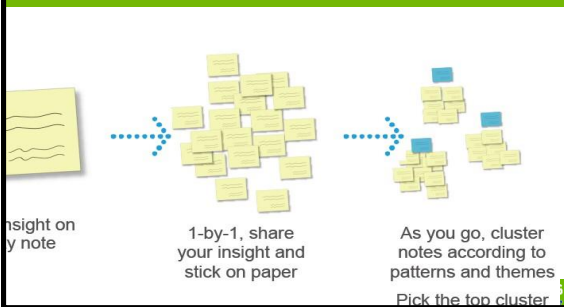
Write insight on
sticky note

1-by-1, share

A

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STEP 3: Share your post-its one by one. Cluster notes according to common patterns and connections.



STEP 4: Repeat with a second set of interview notes. Build on the insights.



STEP 5: Discuss what each cluster represent as a theme. Consider the underlying need of each cluster using S.P.I.C.E



A Holistic Needs Framework



SOCIAL – What does this person need from relationships with the people around them? (e.g., *trust, qualified counsel*)



PHYSICAL – What does this person need on a functional and practical level? (e.g., *product that saves energy*)



IDENTITY – What does this person need to define themselves? (e.g., *to be a good citizen*)



COMMUNICATION – What information does this person need? (e.g., *a source to learn about my condition*)



EMOTIONAL – What does this person need emotionally and psychologically? (e.g., *sense of security*)

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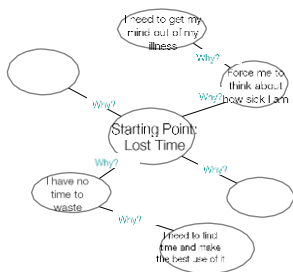
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What's the need behind this cluster?

Is that need deep and
MOTIVATING?

MOTIVATIONAL MAPPING

To define a deeper, more motivating underlying unarticulated and unmet need



Start with one cluster and ask:
Why is that important to them?

Draw a 'motivations map', asking this over and over until you unearth a deep, *unmet need*.

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STEP 5: Define the need clearly. Provide a defining quote.



S
P
I
C
E

Motivational Support

"I need support from people around me"

Comfortable Healing Environment

"why do things have to be so inconvenient"

Self Worth

"my sense of self worth is at a low "

Reassurance & Updates

"I want to know what's happening"

Seeking Hope

"I feel so anxious. I need a hope to heal"

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Tips

1. Capture **defining quotes** e.g. life is precious. Treasure it.
2. Look for **deeper meaning** and common needs across all of the interviews.
3. Use **motivational mapping** (why is this important and what is the **underlying need**?)
4. Use **S.P.I.C.E** to capture a holistic understanding of your customer
5. Use your **intuition**

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GAINING EMPATHY Walking the shoes of your users

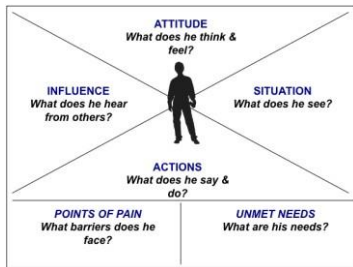


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Tool: The Empathy Map

visualising your users' world



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Tool: Personas

Humanising your users

A user representation that encapsulates behavioral tendencies with personality & goals

A Fictitious Character

A Design Target

A composite of several sources



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Personas

Name: **Passionate Paul**

Profile:

Age 30, Married, 2 Kids
Profession: Investment Banker

- Enthusiast rider for 5 years
- Has a collection of over 10 bicycles
- Active participant of many cycling clubs around the city
- "Passionate blogger"
- Always looks for a perfect ride somewhere along a mountain pass or in the fields.

Needs:
A new challenge that will help him become faster, stronger and more technical.

Personification:



GEAR 1 - KEY TAKEAWAYS

To find new opportunities:

- Get into the field – see for yourself
- Observe, Engage, Experience
- Talk to users & stakeholders-build empathy
- Ask: Why? Why? Why? Listen, Listen, Listen
- Quality vs. Quantity

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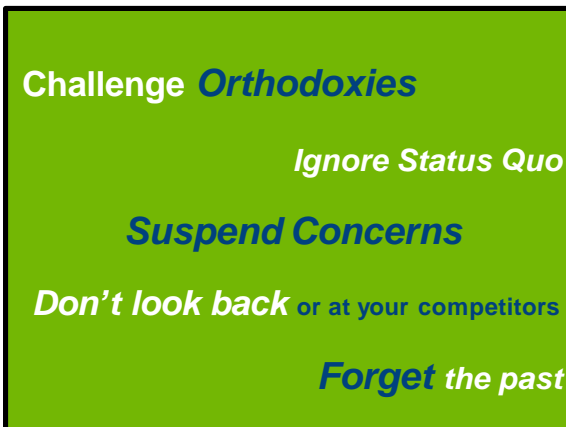
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Creating Value in New Ways



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Offering free calls since 2003
400 million registered users
> 100 billion calls

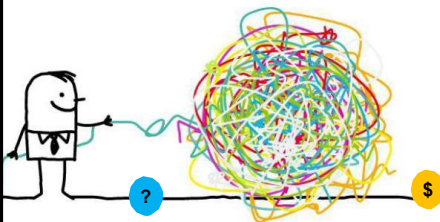
Produce flat-packed furniture since 1960s



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Innovation can be fussy...

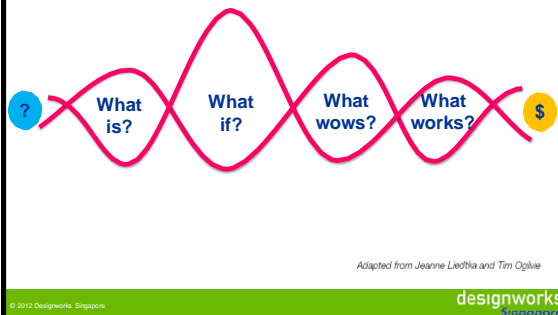


Adapted from Jeanne Liedtka and Tim Ogilvie

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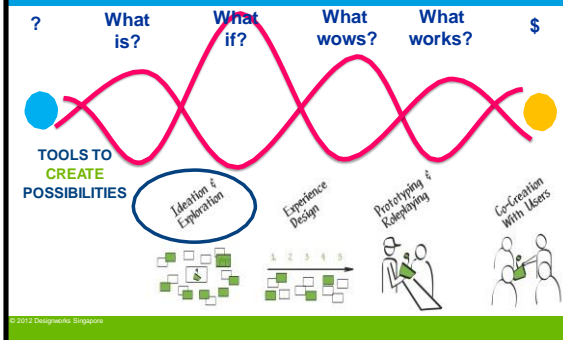
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Iterative Learning & Design



Concept Visualisation

What are the methods?

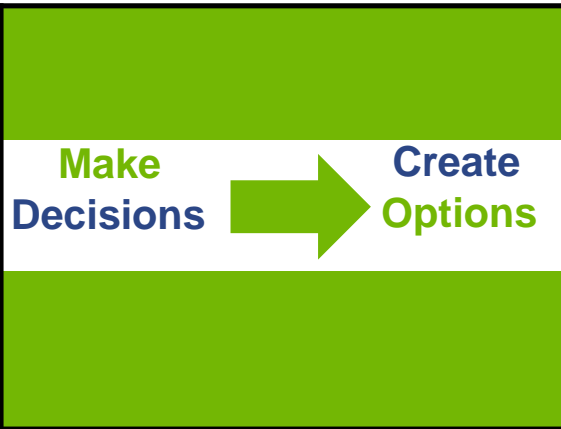


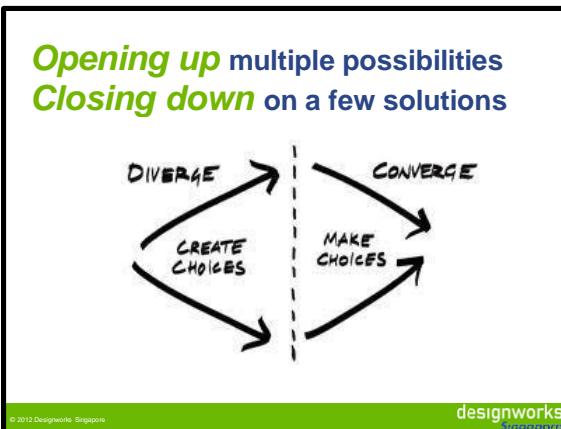
Having understand the unmet need of users,
we start to consider
new possibilities, trends and uncertainties.

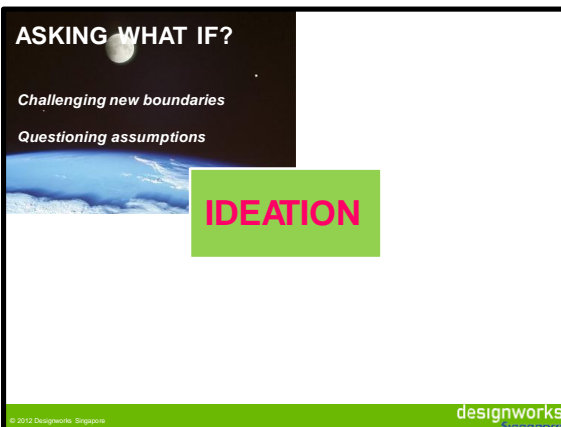
We begin to develop hypotheses of what the
desirable future will look at

IDEATION

A disciplined approach to brainstorming







ASKING WHAT IF?

Challenging new boundaries

Provoke new thinking

IDEATION

CROSS POLLINATION
think outside your industry

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ASKING WHAT IF?

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Provoke new thinking

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P.O.E.M.S

- People – Who could enhance this? (e.g., sales people, all centre staff, etc.)
- Objects – What physical things could be created? (e.g., electronics, tools, etc.)
- Environments – In what kind of location and setting could this take place? (e.g., store, office, home, etc.)
- Messages & Media – What kind of information could be provided and how? (e.g., media, books, etc.)
- Services – What services and support systems could be offered? (e.g., delivery, customized counsel, etc.)

ASKING WHAT IF?

Challenging new boundaries

Provoke new thinking

IDEATION

CROSS POLLINATION
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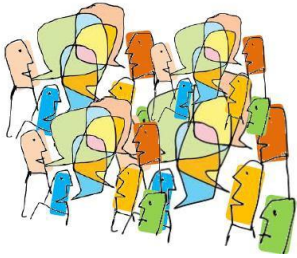
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ADDING ON EACH OTHER'S IDEAS
Let's do it... and...

Collaboration

Harnessing strengths



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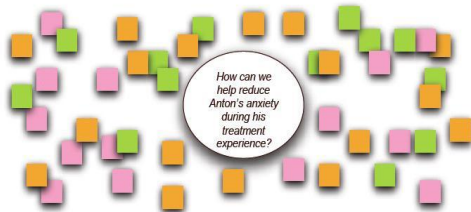
VARIOUS business units

Mix of **EXPERIENCES & SENIORITY**

Different **AGE** groups

Different **CULTURAL** background

DIVERSE expertise



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RULES

1. GO FOR VOLUME

2. Encourage Wild Ideas

3. *Defer Judgment*

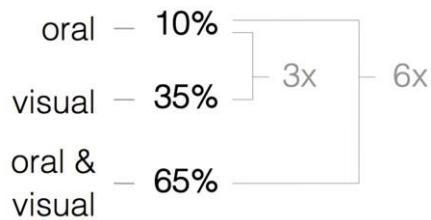
4. Focus on user needs

5. Visualize

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Value of being Visual



Source: Najjar, LJ (1998) Principles of educational multimedia user interface design (via Brain Rules by John Medina, 2008)

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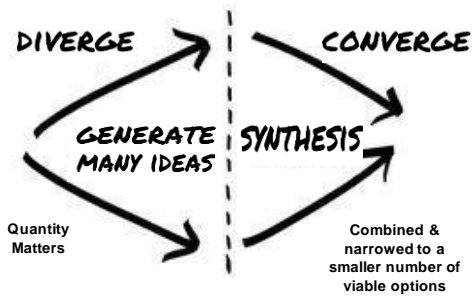
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STEP 2: Synthesise and Cluster. Identify themes & headline it



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Synthesizing & clustering



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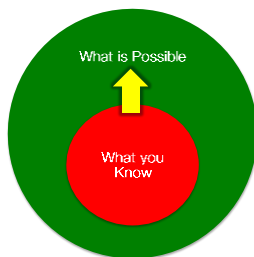
STEP 3: Select one cluster



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CONSIDERATIONS



- ✓ Impact on customer
- ✓ Impact on competitive advantage
- ✓ Is this idea new in the market?
- ✓ Combine ideas if need be

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