CS-E280

SOCIETAL DESIGN PROJECT

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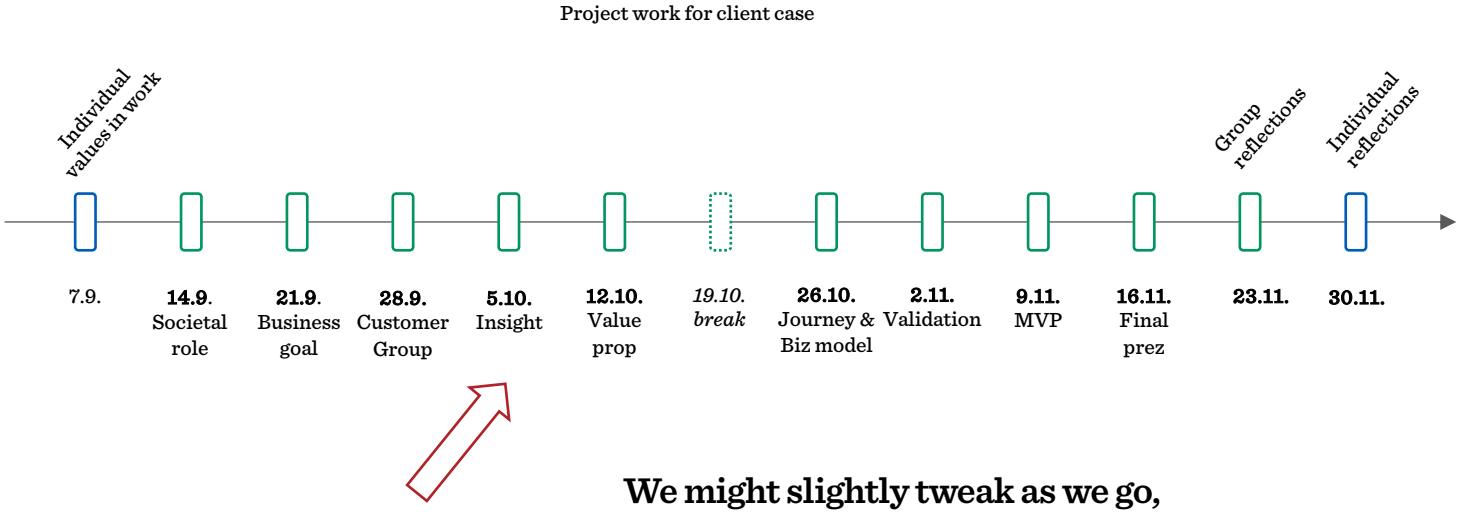
October 5th , 2020

Course Schedule



We might slightly tweak as we go, but the basic blocks are here.

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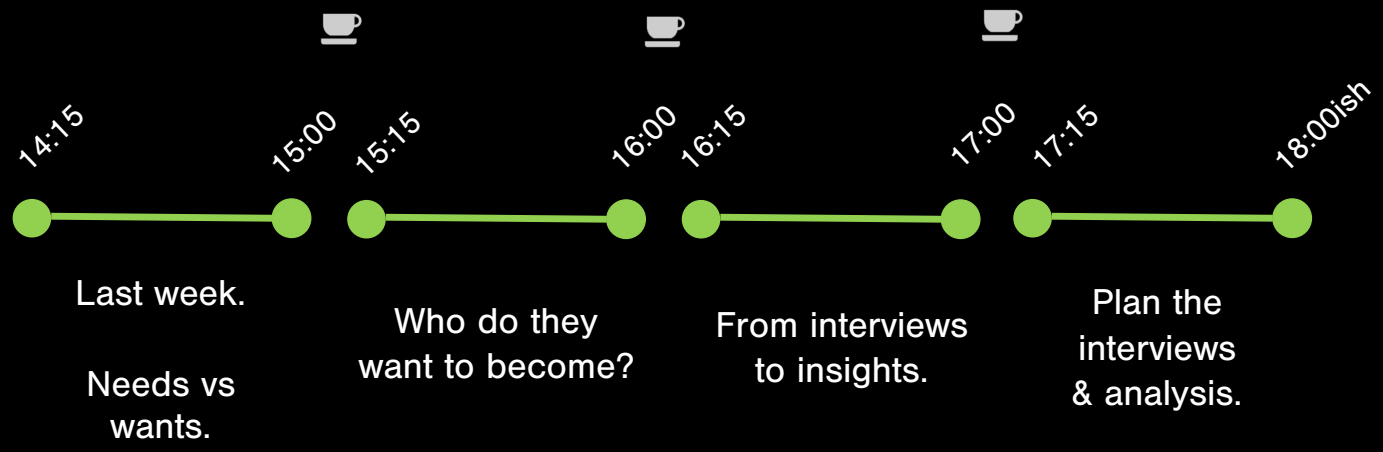
5.10. Customer Insight



Part I
Last week & This week

Let’s look at one video

LAST WEEK'S LEARNING GOAL:
Grouping your client's customers

Who are the customers (end users)?
How to divide them into meaningful groups?
Meaningful for whom?

Customers = organization's p.o.v.
(no one calls themselves "a customer")

How did it go?

Shadow Lessons Learned?

Team work getting smoother?

The more you learn,
to more confused you are.

This consultancy/agency rapid pace
has its problems.

Anything else?

THIS WEEK'S LEARNING GOAL:
Who do you want your customers to become?

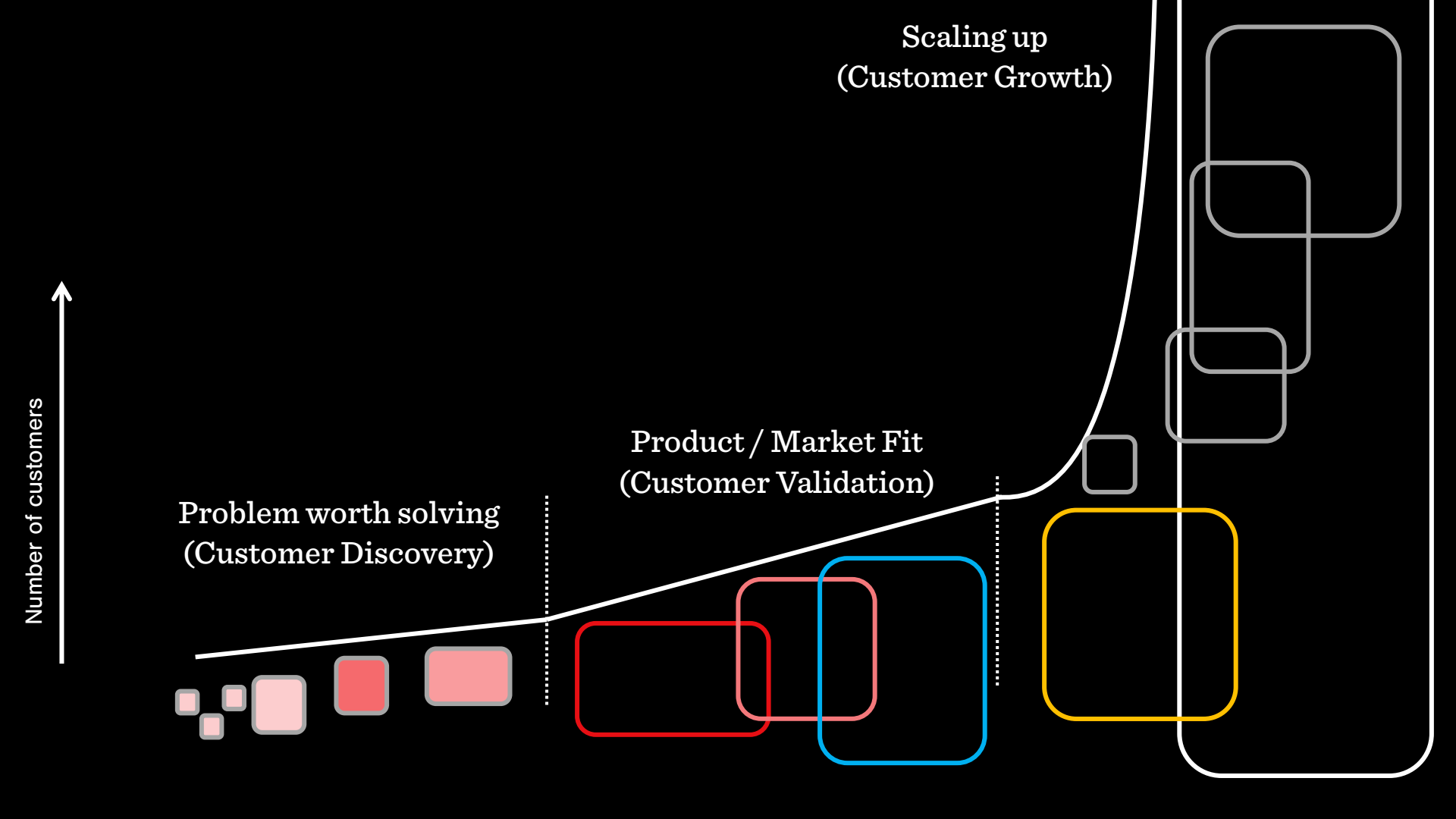
What they want?
What they need?

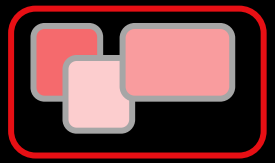
What you can help them to become?

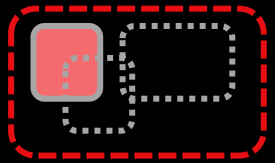
Interviewing 101.

NEXT WEEK:
What valuable can we propose to our customers?

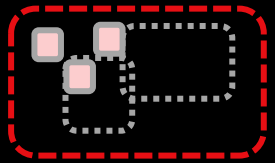
Part II
Insight.


Scaling up
(Customer Growth)
Number of customers
Product / Market Fit
(Customer Validation)
Problem worth solving
(Customer Discovery)





The very first 5+ people you will interview this week.



WHAT THEY WANT
VS.
WHAT THEY NEED

What does she Say?

What does she Need?

To truly understand your customers you need to see their worldview.

...and in this worldview <u>you don’t exist</u>.

Customer (user) understanding can be looked at from three separate levels:

Rational.

Logical, makes sense. Business & numbers. ”The rational consumer.”

Emotional.

This is where you build your relationship (brand). “Inspirational”.

Empathic.

This is how you build a good product/service that fits their world. ”Usability”.

Management consulting "forte"

Customer (user) understanding can be looked at from three separate levels:

Rational.

Logical, makes sense. Business & numbers. "The rational consumer."

Emotional.

MarComms "forte"

This is where you build your relationship (brand). "Inspirational".

Empathic.

This is how you build a good product/service that fits their world. "Usability".

User-centric design "forte"

We want them all!

WHAT DOES THIS GIRL NEED?

UNDERSTANDING YOUR CUSTOMERS:

WHAT THEY DO AND WHY THEY DO IT?

WHAT?

Place. Time. Money. Difference.
Trends. Numbers. Clicks. Analytics.
Visits. Statistics. Data.

WHY?

Motivations. Emotions. Goals.
Values. Attitudes. Prejudice.
Behavior. Actions. Feelings. History.
Identity.

RAPID EXERCISE.

1. Get a pair in Zoom
2. Choose which one is the interviewer.

3. The interviewer asks about *the trip / vacation the other person has taken*.

4. After 2-3 factual questions. Ask only about feelings and emotions. Remember to ask why after each answer.

5. Begin when ready.

5. After about 3 minutes, you'll be transferred back.

Any differences?

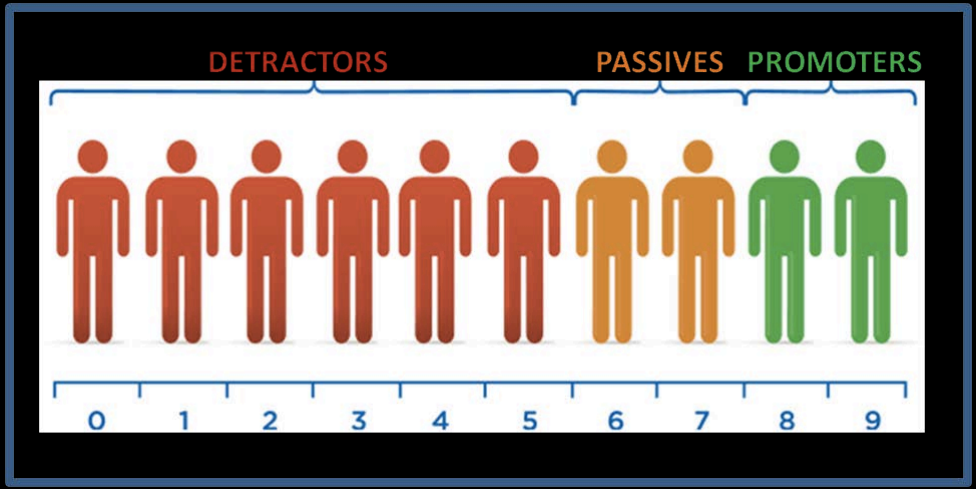
In answers?

In getting into the other’s feelings?

In atmosphere of interview?

What was the point of the exercise?

CUSTOMER CENTRICITY IS MORE THAN CUSTOMER SATISFACTION (or recommendation).



What if we built our human relationships solely on recommendation metrics?

On a scale from 1–10 would you recommend me to your friends?

The ultimate goal for a (customer) relationship?

**”Be there, be present...
listen to them...
try to understand them,
and take them seriously.”**

What if...
we thought of products and services only as tools to maintain our customer relatonships?

Products and services come and go,
but our relationship remains.

What does she Say?

What does she Need?

BUILDING A RELATIONSHIP

K-ruoka

RECIPROCITY

K-ruoka

CUSTOMERS

Behavioral data
Transactions
Word-of-mouth
Feedback
Content
Time & effort
Loyalty
Emotions
...

Quality products
Help & advice
Time & effort
Caring & listening
Identity tools
Ease & convenience
Feelings & experiences
Pleasure & functionality
...

RUOKAKESKO

K-ruoka

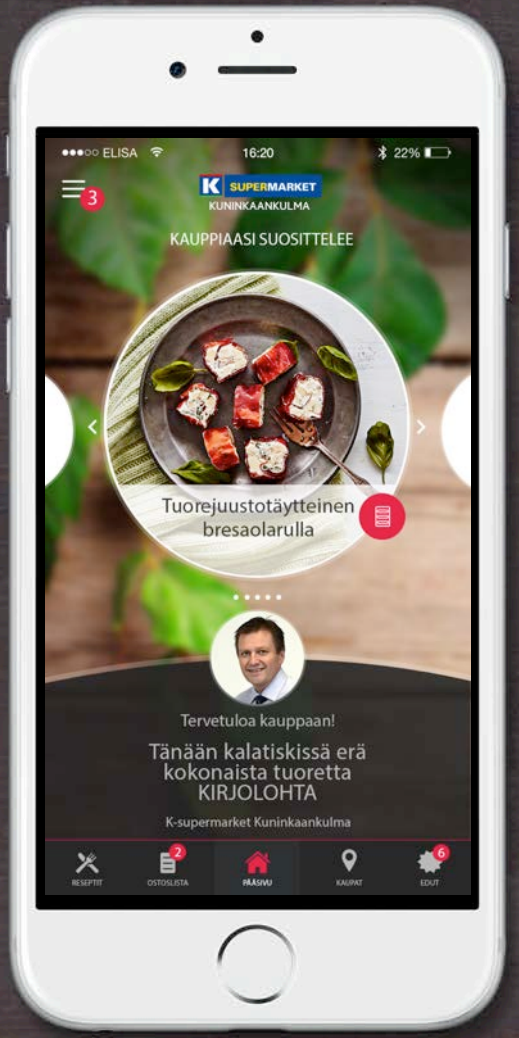
CUSTOMERS

Behavioral data
Transactions
Word-of-mouth
Feedback
...

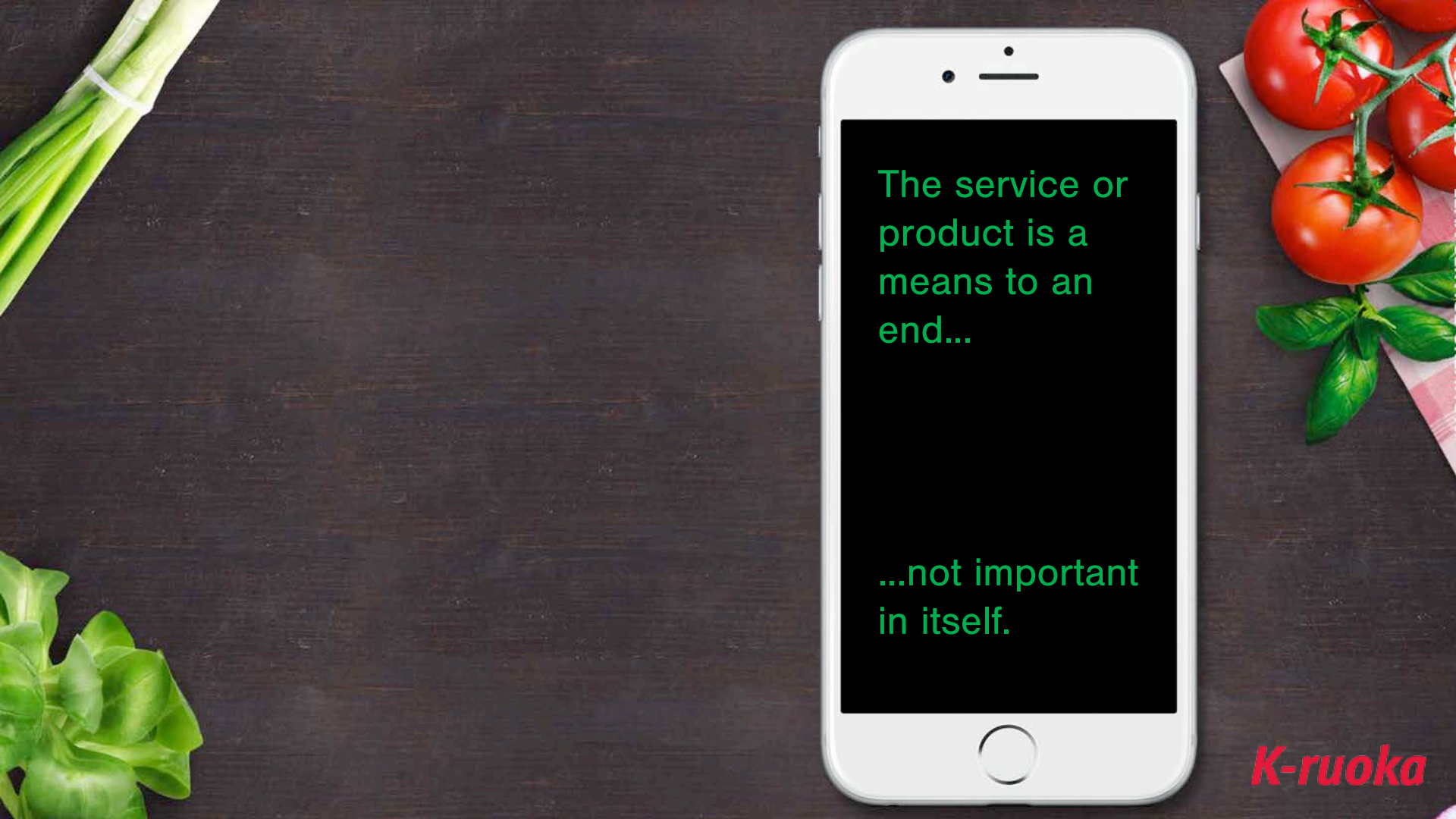
Quality products
Help & advice
Time & effort
Caring & listening
...

DIGITAL SERVICES

RUOKAKESKO

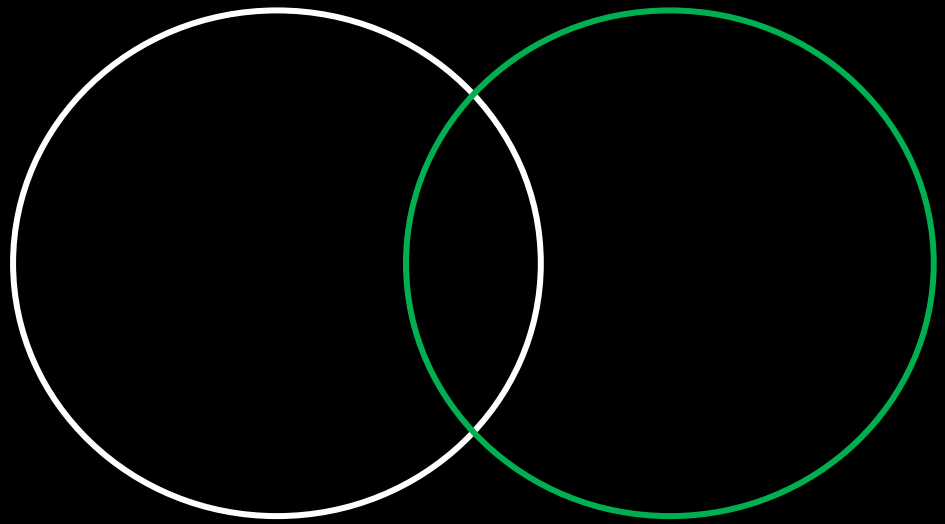


K-ruoka


The service or product is a means to an end...
...not important in itself.
K-ruoka

What if...
The *solution* is not the thing!
It is all about what kind of a relationship you want to communicate.

CUSTOMER UNDERSTANDING



Who are your customers?

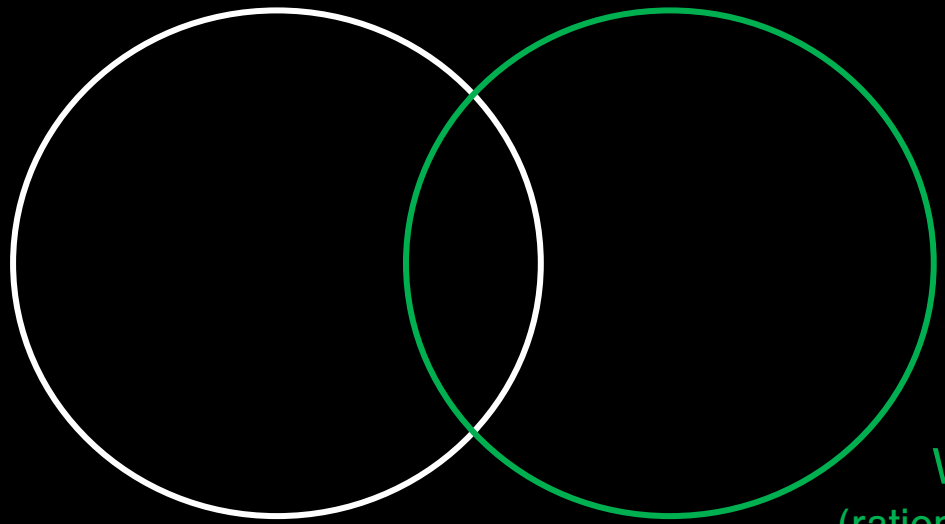
Are there different types?

Are they individuals
or a group
or a network?

What do they want?

What do they need?

CLIENT
UNDERSTANDING



Who is your client?

Are there different types?

Are they an individual
or a group
or a network?

What do they want?

What do they need?
(rational, emotional, empathic)

We continue after 15 min

break

Intros of the week ☺

Who do your customers want to become?
...and why?

WHAT DOES THIS GIRL NEED?

What?
Observe.

Why?
Talk to them.

Insight?

WHAT DOES THIS GIRL NEED?

What?
Observe.

Why?
Talk to them.

Insight?
Who do they want to become?

What?
Observe.
Rational.

Why?
Talk to them.
Empathy & emotions.

Insight?
Who do they want to become?
Emotional + rational + empathic.

What?
Observe.
Operations. Processes.

Why?
Talk to them.
Goals. Objectives. Culture.

Insight?
Who do they want to become?
Strategy. Vision.

Example 1: parents and laundry

What (operative challenges):
my children's clothes get dirty when they play.

Thoughts & feelings (goals, objectives):
it is more important that my children play freely, get dirty, and learn, than if they would stay inside and stay clean.

Who do parents want to become (vision)?

Who do parents want to become (vision)?

Example 2: corporations & brand image (for young professionals)

What (observed):
Young people perceive GE as old, unexciting, uncreative and male-dominant company. GE is not their top choice for employment.

Thoughts & feelings (interviewed):
They do not know what GE does and how.
Fashionable software & design firms steal the show.

Who do young professionals want to become (insight)?

Who do young professionals
want to become (insight)?

Interviewing technique

Getting inside words, actions, feelings, and thoughts.

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Data analysis

Interviews

Inspiration

Research

New tech

Benchmarking

Whateva

Why do we do interviews?

a) Deeper understanding on...

B) To broaden your thinking.

c) to have the right questions to ask.

A) DEEPER UNDERSTANDING ON...

MOTIVATIONS, FEELINGS, GOALS IN LIFE, VALUES, ATTITUDES, PREJUDICES, BEHAVIORS, ACTIONS, EMOTIONS, CULTURES, HISTORIES, PERSONALITY TRAITS, POLITICS, IDENTITY, CAUSALITY AND THE LACK OF IT, MASSES.

B) TO BROADEN YOUR THINKING

NEW HYPOTHESES, NEW INSIGHTS, NEW QUESTIONS.
"I NEVER THOUGHT THAT OUR CUSTOMERS COULD THINK LIKE THAT..."

C) TO HAVE THE RIGHT QUESTIONS FOR QUANTITATIVE METHODS.

WHAT HAS TO BE VALIDATED NEXT?
WHAT IS THE BEST METHOD FOR THAT?

A) DEEPER UNDERSTANDING ON...

MOTIVATIONS, FEELINGS, GOALS IN LIFE, VALUES, ATTITUDES, PREJUDICES, BEHAVIORS, ACTIONS, EMOTIONS, CULTURES, HISTORIES, PERSONALITY TRAITS, POLITICS, IDENTITY, CAUSALITY AND THE LACK OF IT, MASSES.

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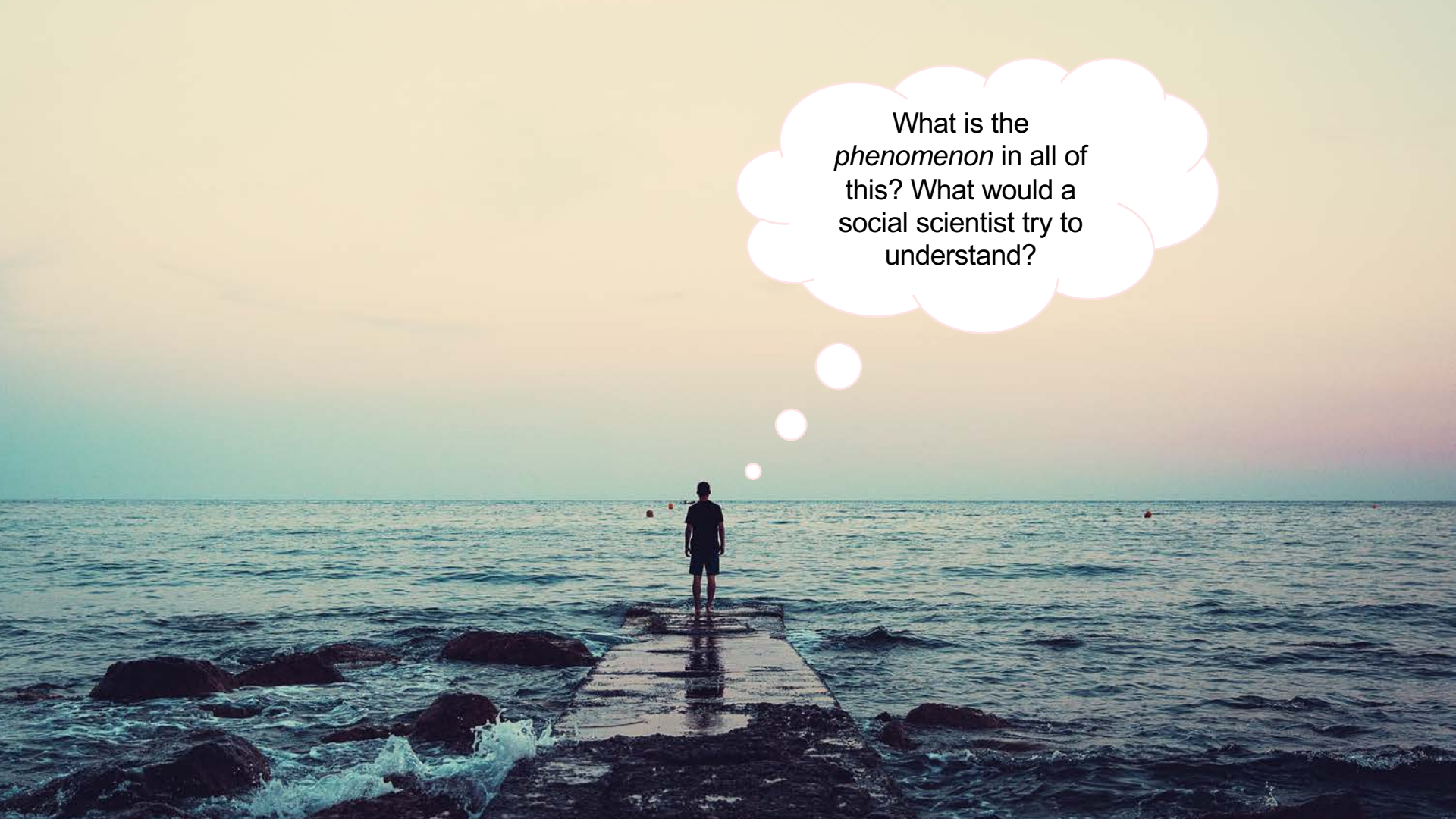
C) TO HAVE THE RIGHT QUESTIONS FOR QUANTITATIVE METHODS.

WHAT HAS TO BE VALIDATED NEXT?
WHAT IS THE BEST METHOD FOR THAT?

YOUR
CLIENT


What is the *phenomenon* in all of this? What would a social scientist try to understand?

Together with your team.

Forget your client. Forget their objectives. Forget your ideas for a solution.

What is the *phenomenon* or *theme* you are part of?
Anything from the broader societal perspective?

For example, laundry detergent is part of “being a good parent”.
For example, GE is part of “finding a job where I can make a difference.”

Theater? Accounting? Social wellbeing? Education? Goodwill locally? Voice for minorities?
Everyday life of families?

…and when you find an area, what do you mean by it?

See you in 15 minutes

break

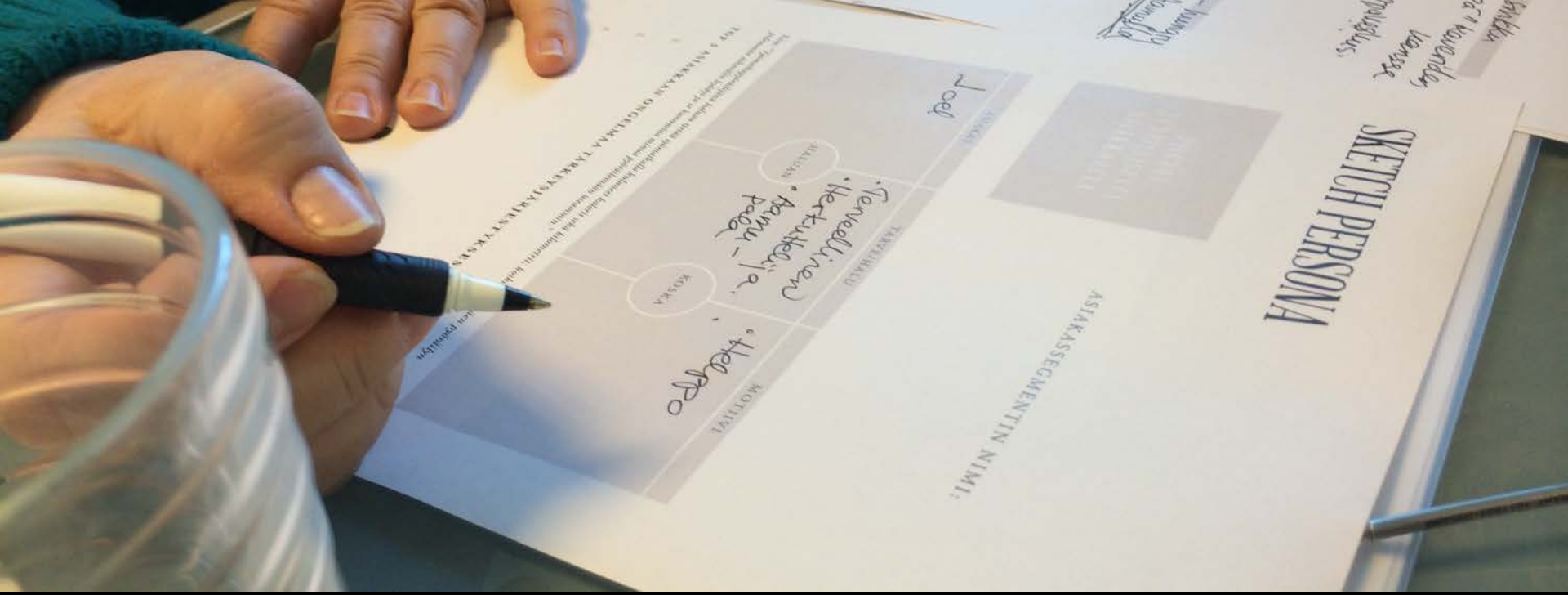
How to do interviews:

1. Do the grouping. Choose main group.

2. Recruit interviewees.
3. Plan the interview.

4. Do one interview.
5. Analyze the interview.

6. Repeat steps 4 & 5 for all interviews.
7. Update your grouping.



1. Do Customer Groups

Customer Groups

Your best guess of who you aim to serve.

NEED (ASSUMED) WORTH SOLVING:

DESCRIPTION:

GROUP NAME:

MAIN GROUP ☐

NEED (ASSUMED) WORTH SOLVING:

DESCRIPTION:

GROUP NAME:

MAIN GROUP ☐

NEED (ASSUMED) WORTH SOLVING:

DESCRIPTION:

GROUP NAME:

MAIN GROUP ☐

Common in all user segments:

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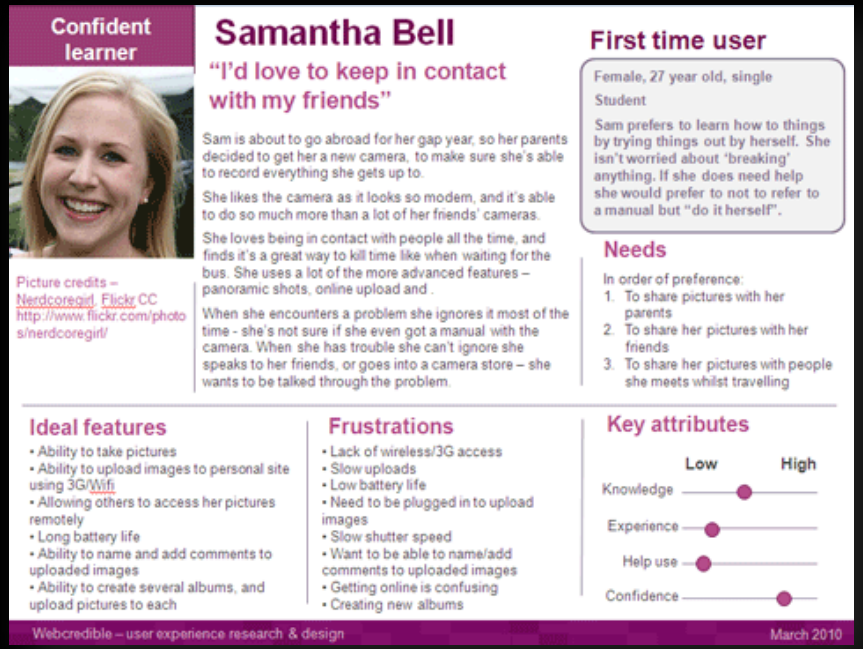
Beware of “Personas bloat”



Confident learner

Samantha Bell

“I’d love to keep in contact with my friends”

Picture credits – Nerdcoregirl, Flickr CC http://www.flickr.com/photos/nerdcoregirl/

Sam is about to go abroad for her gap year, so her parents decided to get her a new camera, to make sure she’s able to record everything she gets up to.

She likes the camera as it looks so modern, and it’s able to do so much more than a lot of her friends’ cameras.

She loves being in contact with people all the time, and finds it’s a great way to kill time like when waiting for the bus. She uses a lot of the more advanced features – panoramic shots, online upload and .

When she encounters a problem she ignores it most of the time - she’s not sure if she even got a manual with the camera. When she has trouble she can’t ignore she speaks to her friends, or goes into a camera store – she wants to be talked through the problem.

First time user

Female, 27 year old, single

Student

Sam prefers to learn how to things by trying things out by herself. She isn’t worried about ‘breaking’ anything. If she does need help she would prefer to not to refer to a manual but “do it herself”.

Needs

In order of preference:

1. To share pictures with her parents
2. To share her pictures with her friends
3. To share her pictures with people she meets whilst travelling

Ideal features

- Ability to take pictures
- Ability to upload images to personal site using 3G/Wifi
- Allowing others to access her pictures remotely
- Long battery life
- Ability to name and add comments to uploaded images
- Ability to create several albums, and upload pictures to each

Frustrations

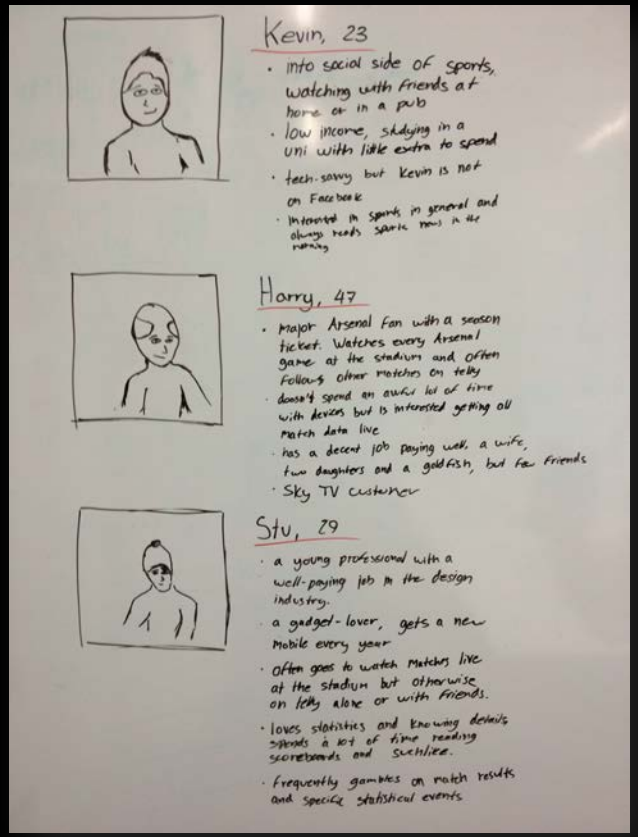
- Lack of wireless/3G access
- Slow uploads
- Low battery life
- Need to be plugged in to upload images
- Slow shutter speed
- Want to be able to name/add comments to uploaded images
- Getting online is confusing
- Creating new albums

Key attributes

	Low	High
Knowledge		
Experience		
Help use		
Confidence		

Webcredible – user experience research & design

March 2010



Kevin, 23

- into social side of sports, watching with friends at home or in a pub
- low income, studying in a uni with little extra to spend
- tech-savvy but Kevin is not on Facebook
- interested in sports in general and always reads sports news in the morning

Harry, 47

- major Arsenal fan with a season ticket. Watches every Arsenal game at the stadium and often follows other matches on telly
- doesn't spend an awfu lot of time with devices but is interested getting all match data live
- has a decent job paying well, a wife, two daughters and a goldfish, but few friends
- Sky TV customer

Stu, 29

- a young professional with a well-paying job in the design industry.
- a gadget-lover, gets a new mobile every year
- often goes to watch matches live at the stadium but otherwise on telly alone or with friends.
- loves statistics and knowing details spends a lot of time reading scoreboards and suchlike.
- frequently gambles on match results and specific statistical events

2. Recruit interviewees

How many will you interview?

All from your segment or few outside?
Where will you find them?
Who will book the times?

3. Plan your interview

PLANNING CHECKLIST 1

- ❑ What are your assumptions?

- ❑ Who do you think they want to become? Validate it.

- ❑ What should you validate about the customer's...

- ❑ needs? feelings?
- ❑ The decision making?
- ❑ The "daily life" ?
- ❑ Aspirations?
- ❑ Frustrations?

List top 5 things you want to validate!

Do your best to keep your client, their products etc out of the discussion!
Do your best to prove your assumptions wrong!

INTERVIEW CHECKLIST

Goal: Why are you interviewing?

Questions, themes:
What questions will make them comfortable?
What themes you want to cover? Aim for 3-4 themes important *for you*.

The Script:
What will you ask? In what order? How many minutes? beginning, end?
Any NDAs or contracts?
Avoid Yes/No questions.

Roles (max 3 people):
The person who does the talking, the person who documents, the person who takes photos.

NOTE!
Think how you will analyze the data?
Analysing a 30min interview can take fifteen minutes or fifteen days.

Check the LSC handbook!

"Interviewing Cheat Sheet"

Introduction

Setting the atmosphere

The actual data gathering

Ending

Immediate thoughts

4. The Interview

Introduction

Setting the atmosphere

The actual data gathering

Ending

Columbo

Immediate thoughts

Create a nice atmosphere.

Tell what this is about,
and ask “Is this ok?”

Tell them that this is totally voluntary.
Make it a discussion, not an inquest.

Encourage them to say whatever:
they are the experts here.

Remember possible contracts and ethics.

Introduction

Warm up with questions that are very easy to answer (name, age, occupation...).

Setting the atmosphere

Be emphatic: “yes, I know exactly what your talking about.”

Focus when needed.

The actual data gathering

Gradually go deeper into the theme(s).

Ending

Columbo

Immediate thoughts

Introduction

Setting the atmosphere

The actual data gathering

Ending

Columbo

Immediate thoughts

Let them do the talking.
Interrupt only to focus or to ask for clarification (or to move on).

Let them finish their sentences. Wait.

Ask them to tell facts not generalizations:
“So tell me about the last time you did that, how did it go?”

Avoid asking “In general, what...”

Don’t assume anything, play dumb.
Ask why.
“Sorry, but I’m so new to this, can you...”

Introduction

Setting the atmosphere

The actual data gathering

Ending

Columbo

Immediate thoughts

Leave some time to end the interview.

Ask them to prioritize things: “You listed these problems, which one would you say is the biggest, and the next biggest?”

Ask if you can interview them again.

Ask if they know people who you could ask for an interview.

Say thank you!

Introduction

Setting the atmosphere

The actual data gathering

Ending

Columbo

Immediate thoughts

Immediately after the person has left, write down your most important thoughts: observations, ideas, feelings, inspirations, comments, great stories, things to do...

This is very important, otherwise you will forget.

Introduction

Setting the atmosphere

The actual data gathering

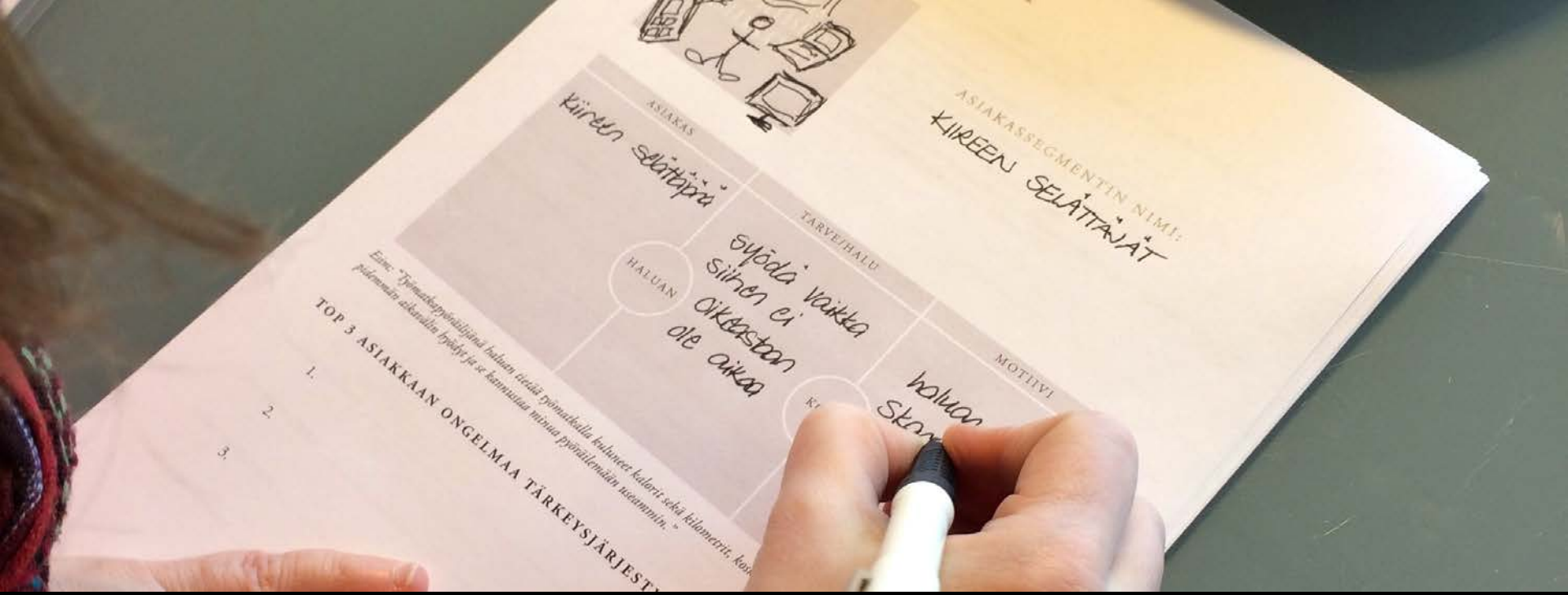
Ending

Columbo

Immediate thoughts

“For the third time, you have problems with too many emails, don’t you?”

What are you doing to make it very easy to prove <u>you</u> wrong?



5. Analyze the Interview

YOU SHOULD DISCUSS HOW YOU WILL ANALYZE INTERVIEWS BEFORE YOU PLAN THE INTERVIEW!

Otherwise you are overwhelmed.

Insight

Our understanding of customer motivations that will unlock a business opportunity.

	Needs + other key findings:	Thinks and feels:	Surprised us:
NAME:			
NAME:			
NAME:			
NAME:			
NAME:			

Select the needs we want to meet to fulfill the business objective:

The user needs a way to:	It's important because:	Related emotions and values:

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Our understanding of customer motivations that will unlock a business opportunity.

	Needs + other key findings:	Thinks and feels:	Surprised us:
NAME:			
NAME:			
NAME:			

Name

Family situation?

Education?

Background?

Supervisor or not?

Age? Gender?

Insert photo of here

Daily goals? Weekly?
Aspirations?
Measures of success?
Frustrations?
Wants, needs?

Needs + other key findings:

Biggest worries?
Fears?
Obstacles?

Who does s/he feel is important?

What raises emotions in xyz?

What makes her feel good?

Thinks and feels:

What really counts?

What she really thinks about xyz?

What won't say aloud?

Surprised us:

What did we not expect?

Where were we wrong?

Why were we surprised?

6. Next person. Next interview.

Insight

Our understanding of customer motivations that will unlock a business opportunity.

	Needs + other key findings:	Thinks and feels:	Surprised us:
NAME:			
NAME:			
NAME:			
NAME:			
NAME:			

Select the needs we want to meet to fulfill the business objective:

The user needs a way to:	It's important because:	Related emotions and values:

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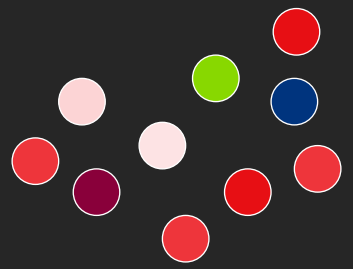
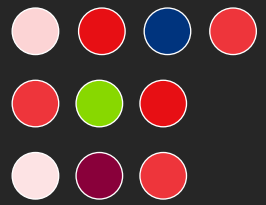
Interview a person



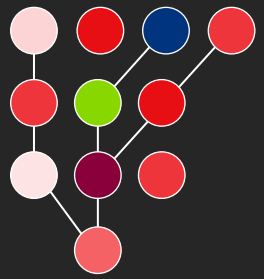
Gather data

Map your results



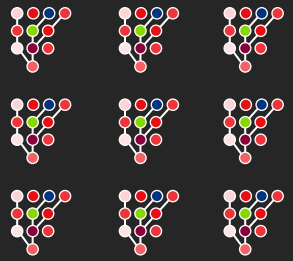
Structure your data

Create insight

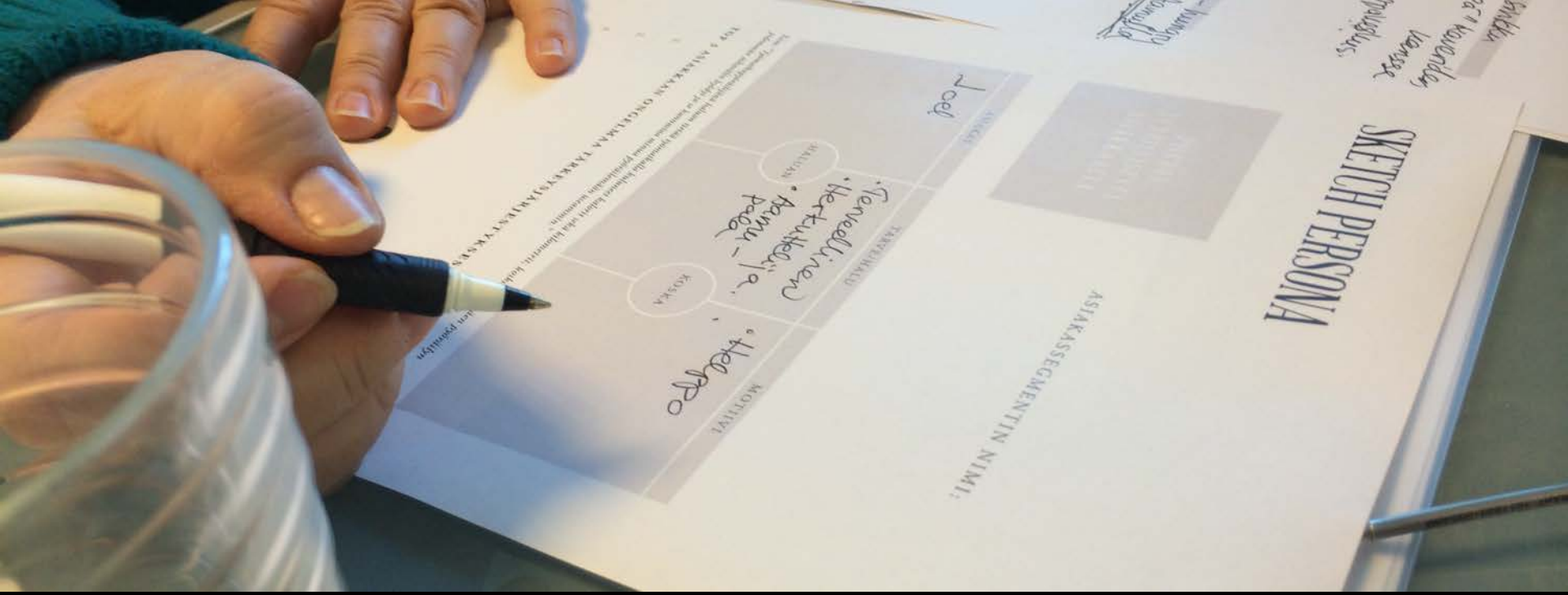


Infer new knowledge

Update your segment



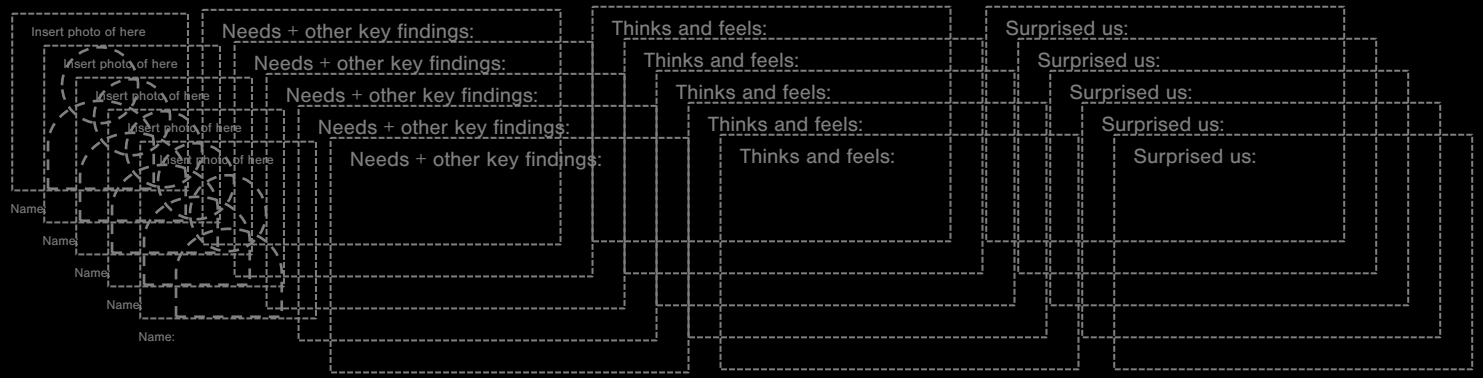
Generalize



7. Summarize interviews. Update customer grouping.

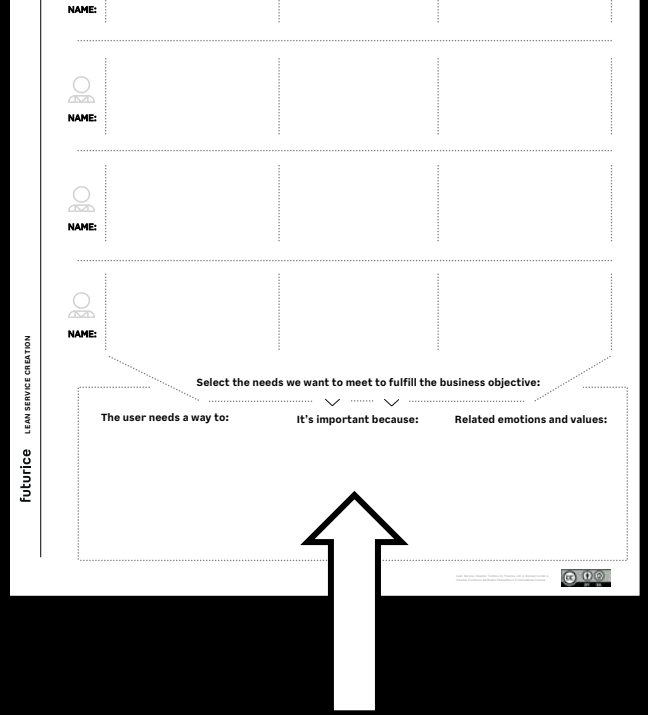
.....(customer role)..... needs a way to .....(problem/need/want/desire).....

because.....(un-obvious motivation, insight, reason).....



_____ NEEDS A WAY TO _____
_____ BECAUSE _____.
Who?
(grouping)
Why?
(emotional & empathy)
Need?
(utility, rational)

JACK, THE FATHER OF THE FAMILY NEEDS A WAY TO ENTERTAIN HIMSELF AT A DISTANT WINTER RESORT BECAUSE OTHERWISE THERE IS THE DANGER OF HIM GOING CRAZY.
Who?
(grouping)
Why?
(emotional & empathy)
Need?
(utility, rational)



.....(customer role)..... needs a way to .....(problem/need/want/desire).....

because.....(un-obvious motivation, insight, reason).....

Customer’s strategic goals and obstacles.
The insight.

Who do they want to become, and what is stopping them?

Seeing the other persons worldview is difficult.
Empathy is difficult.

Facilitating empathy in others:

- Make them write down customer needs and problems, then there is room for customers' emotions and aspirations.
- Two perspectives: Daily & Operative vs. Long-term & Strategic.
- Are your participants willing to put their own worldview aside?

“That’s B2C... we are B2B.”

- B2B is can be even more about F2F and personal connection.
- The underlying business model makes probably a bigger difference than whether B2C or B2B.
- Ask how does the sales/purchase process happen? Who are the stakeholders? Who are the decision-makers for the customers?

Who do they want to become?
…and why?
...and what is stopping them?

Start planning your interviews.

The goals, the script, and the practicalities.

Your three biggest risks <u>this week</u>

Too much, too fast:

Don’t analyse the interviews fully & comprehensible.
Just the canvas. Only the video.
Nevertheless, gather as much & all you can. It’ll pay back.

Slave to the client:

„But our client wants this, not any of that.“
They have their wants... Do they know their needs?

To broad a group:

Well, now you know it for sure.
Last week it was only a guess.

Video #4: Who do they want to become?

Who are your primary customers (from last week)?
Describe the people in your customer (sub)group?
Who do they want to become?
Why?
What are they doing already to become who they want to be?
What is their biggest obstacle in becoming who they want to be?
What will you do next week (create a value proposition)?