Design Thinking

crash course

pic flickr cc kheelcenter

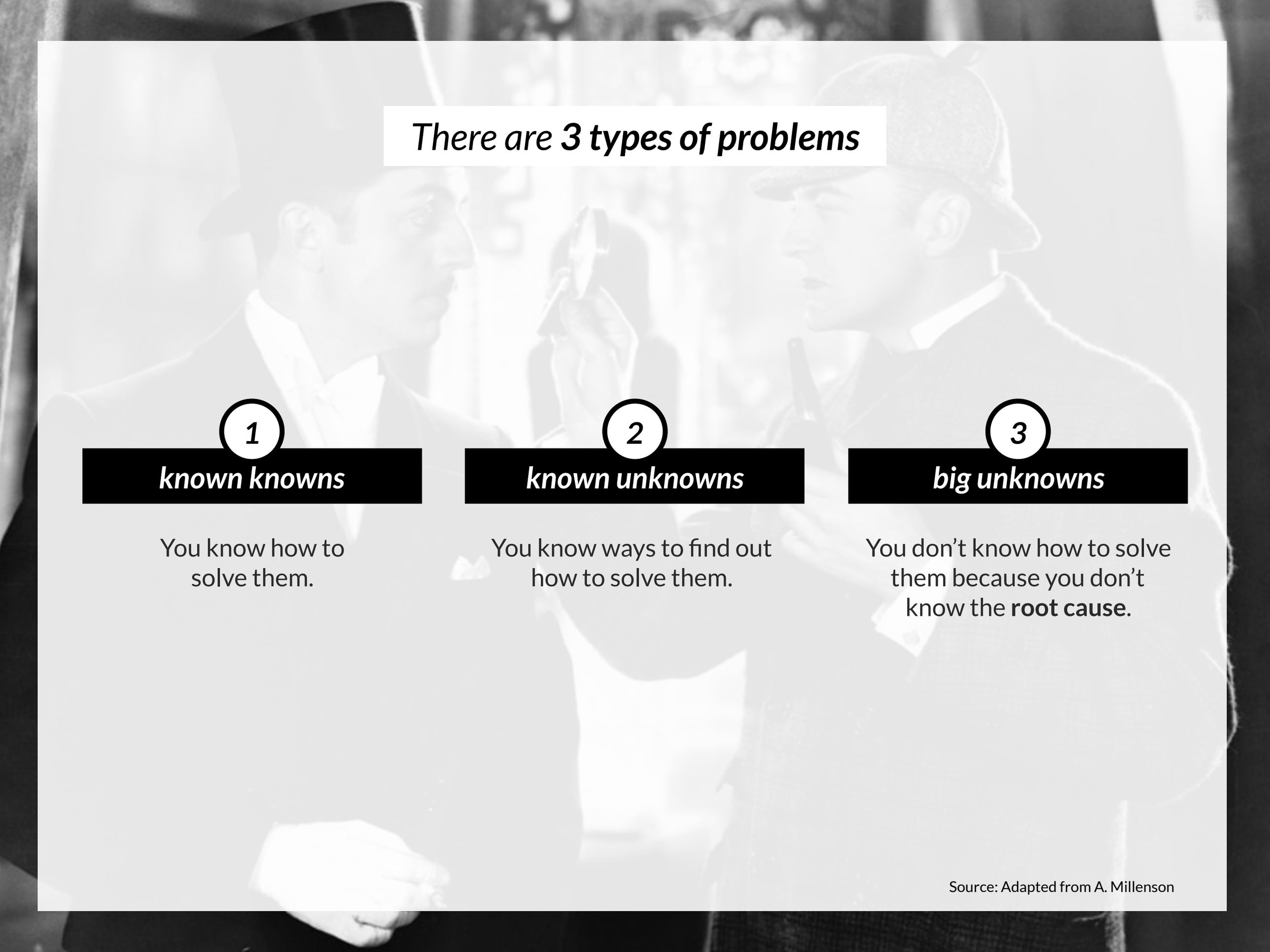
3 *tools to work on*
customer empathy

by www.boardofinnovation.com

Design Thinking

=

Innovative problem solving



*There are **3 types of problems***

1 *known knowns*

You know how to solve them.

2 *known unknowns*

You know ways to find out how to solve them.

3 *big unknowns*

You don’t know how to solve them because you don’t know the **root cause**.

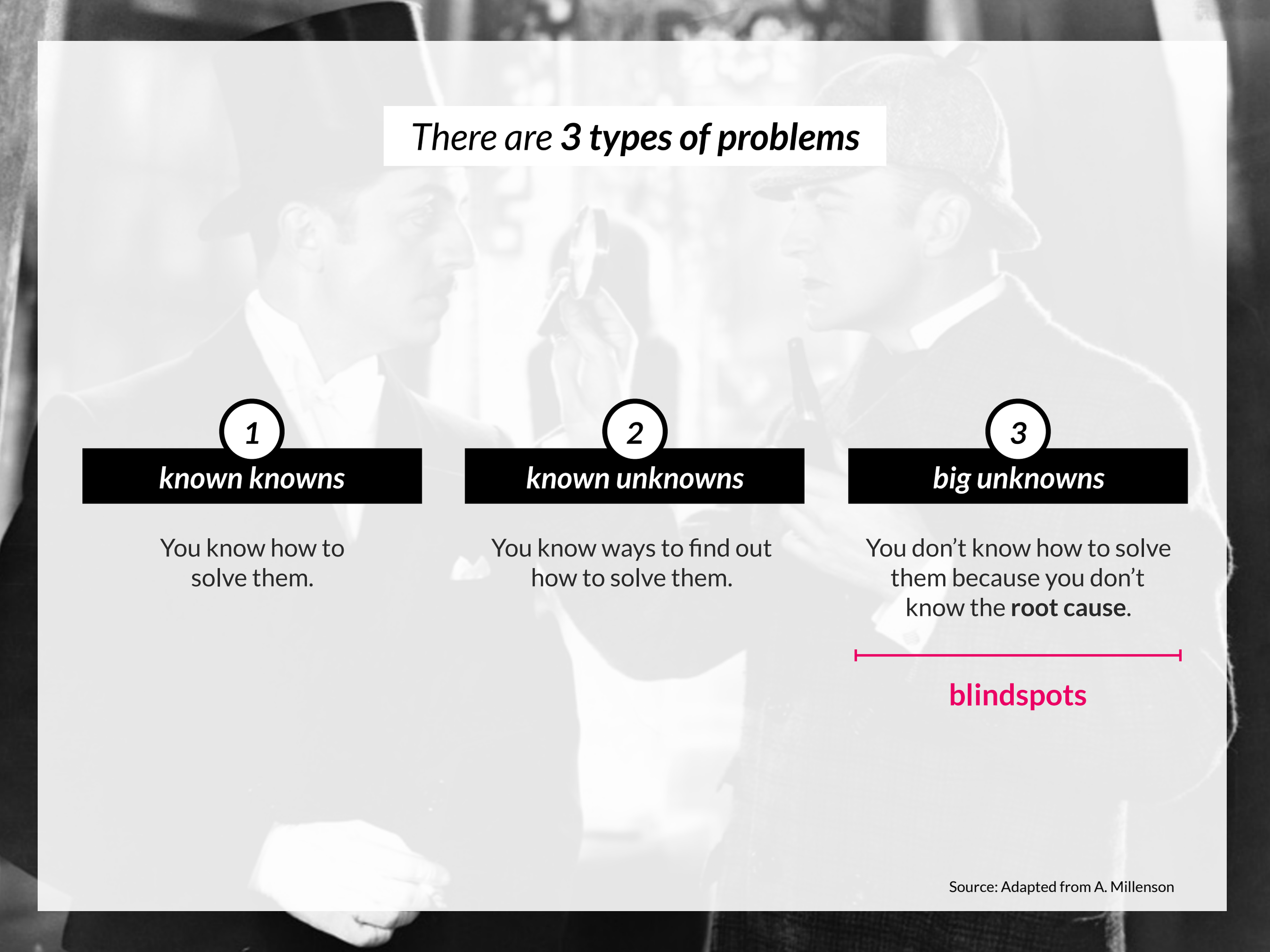
Source: Adapted from A. Millenson

***Pssst**, before I forget..*

I gave a free online crash course on
Design Thinking through Hangout

8 December 2015

Replay here



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blindspots

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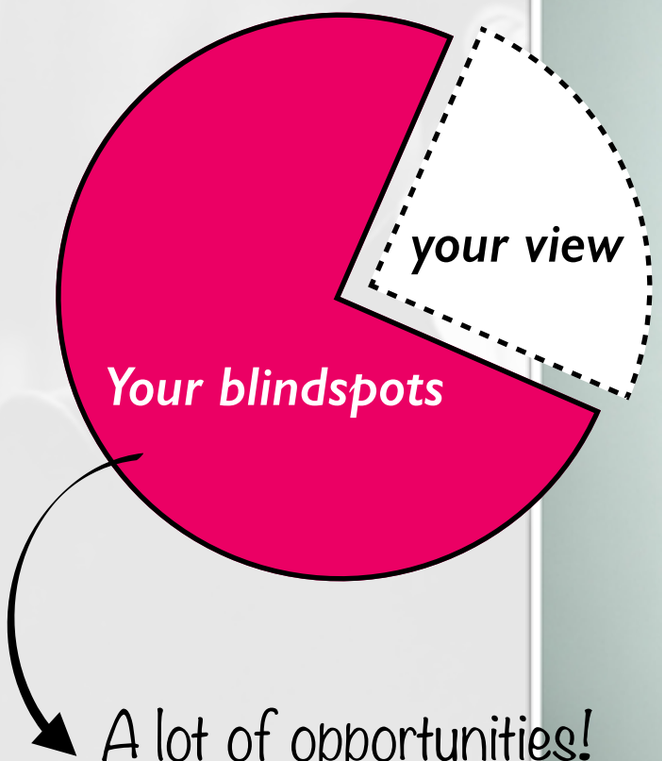
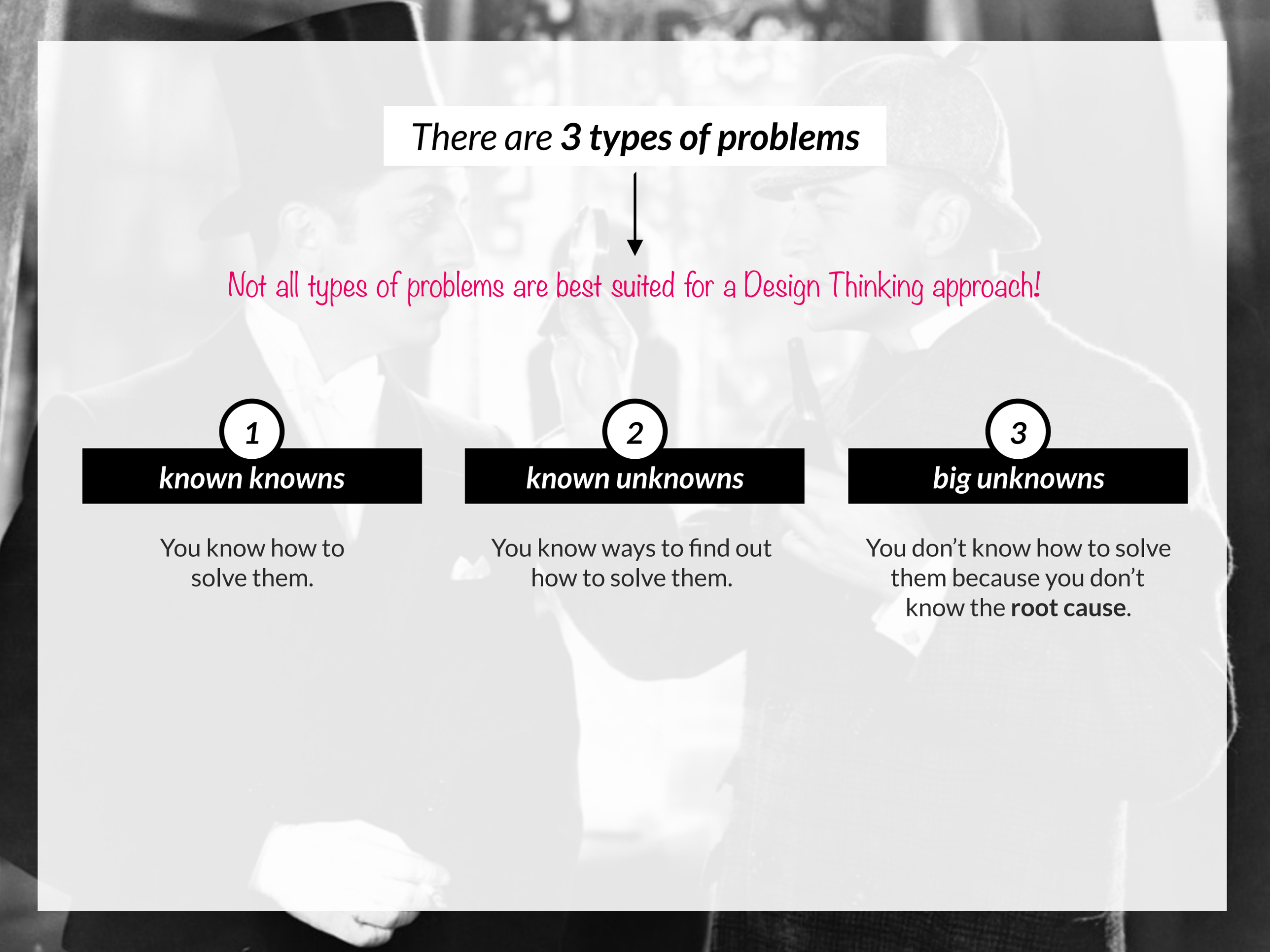


Blindspots are the sweet spots for innovation.

Take on a larger point of view by engaging in conversations with your customers.
Understanding their view will make you understand the root cause of their problem.



*There are **3 types of problems***

Not all types of problems are best suited for a Design Thinking approach!

1 known knowns

You know how to solve them.

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1

known knowns

Bad weather during flight.
Switch off auto-pilot.

1

known knowns

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required activities

execution & implementation

required mindset

checklist thinking

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My smartphone crashed.
What could have caused this?

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test, search, sort, solve

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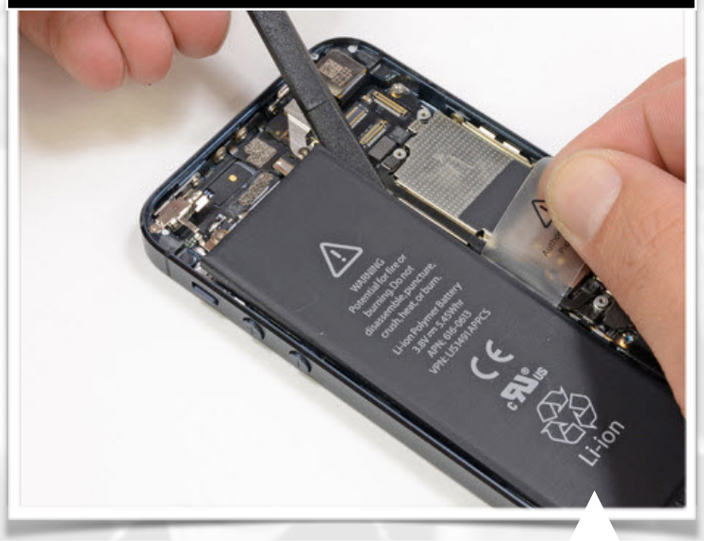

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Customer ignores my product.
How can I understand why?

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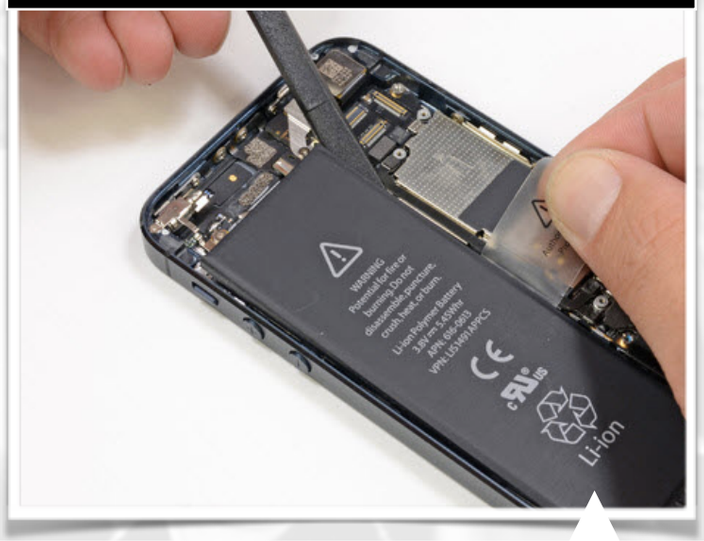

My smartphone crashed.
What could have caused this?

required activities

test, search, sort, solve

required mindset

analytical thinking

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big unknowns

Customer ignores my product.
How can I understand why?

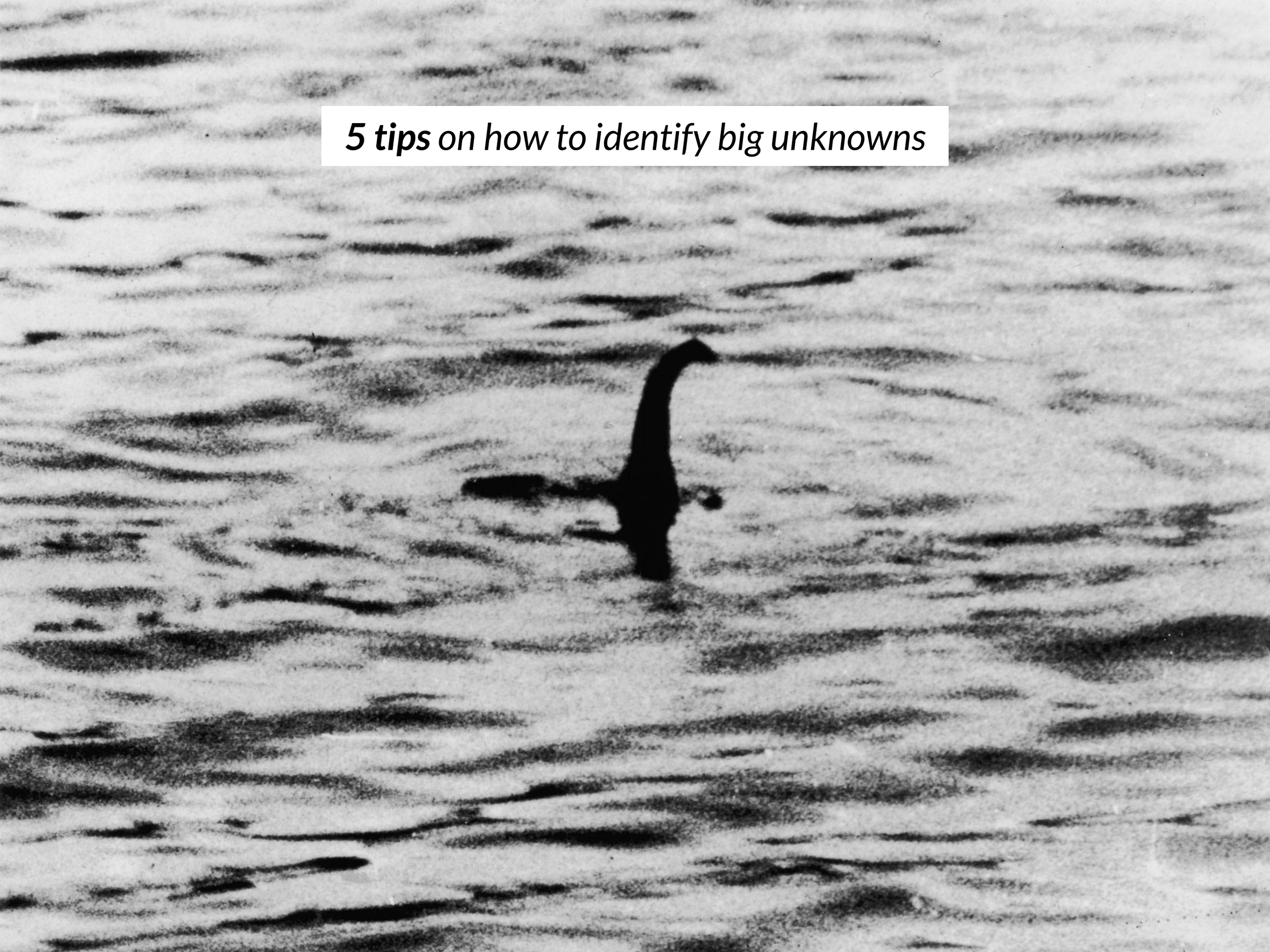
required activities

immersion, engagement

required mindset

Design Thinking

***5 tips** on how to identify big unknowns*



***5 tips** on how to identify big unknowns*

1. You are highly unfamiliar with the customers/market needs
2. You have little sense of likely outcomes
3. You have not seen this type of problem before
4. You have no hypotheses to test (yet)!
5. Your usual source of data and analytics will not clearly help you find a solution

Design Thinking helps you with solving the right problems

Problem finding
doing the right thing

Problem solving
doing the thing right

Design Thinking

Lean Start-up

Agile

Execute

Source: Design of Thinking, J, Schmiedgen

3 major steps** to create **business value

Explore	***Test***	***Execute***
customer/problem fit	problem/solution fit	product/market fit

Problem finding
doing the right thing

Problem solving
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3 major steps** to create **business value

Explore

customer/problem fit

Invent the future. Discover unmet needs of your customer and unsolved problems that he wants solved. Collect insights through immersion and observation.

Test

problem/solution fit

Test your ideas and hypothesis. Prototype and see how consumers react on it. Adjust product, pricing or positioning accordingly.

Execute

product/market fit

Bring the product to life. Identify the activities, capabilities and resources you need to make the product a reality.

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Re-frame business problems to customer-centric opportunity spaces that drive value **= invention of business**

Administration of business

What corporates are good at.

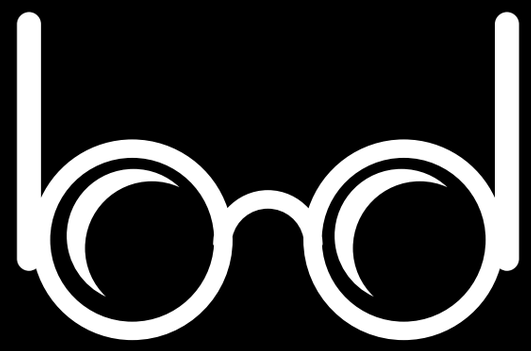
Invention of business

What corporates often fail to do!

Source: The Design of Business, R. Martin

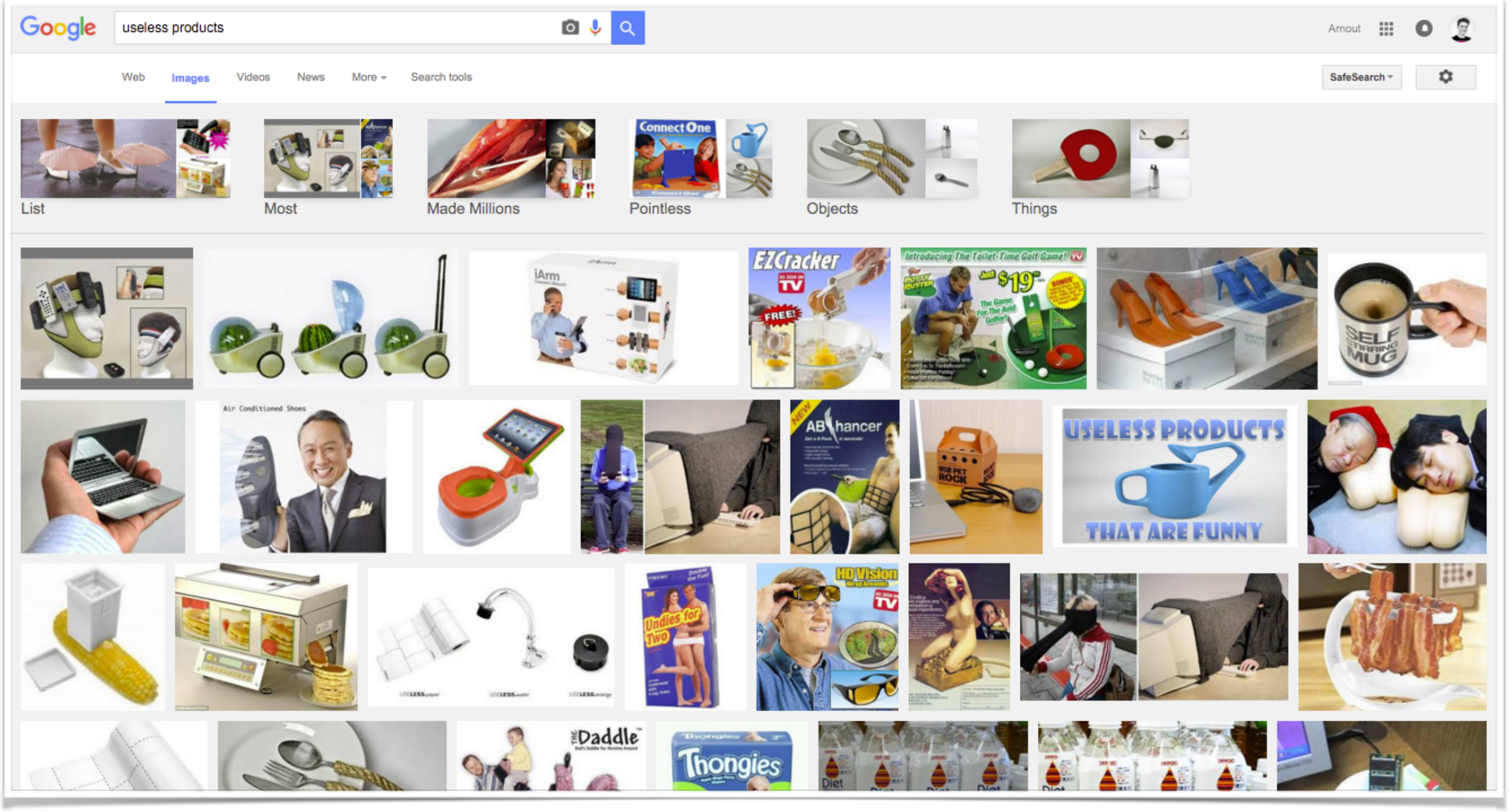
Administration of business	***Invention of business***
Exploitation	Exploration
Static knowledge	Dynamic knowledge
Short-term	Long-term
Incremental steps	Significant leaps forward
Minimal risk	High risk
Predictable smaller rewards	Potentially high rewards
Analysis, reasoning, data from the past, mastery	Intuition, feeling, hypothese of the future, originality

Source: The Design of Business, R. Martin



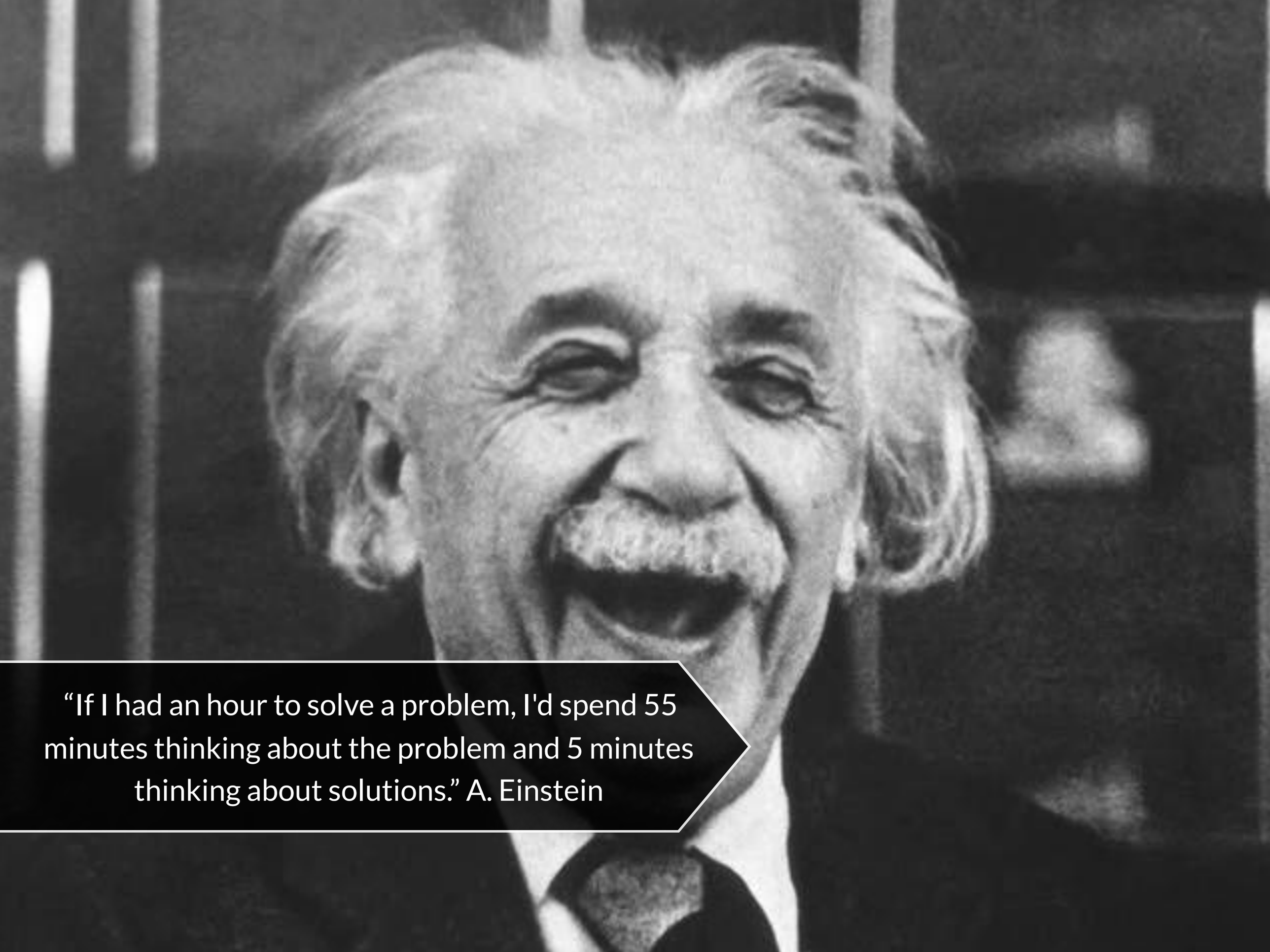
Exploration

How to identify real problems?



We don’t need more <u>useless products.</u>

In order to avoid building products or services that nobody will use, we have to solve real problems. If the problem is non-existent, the solution becomes meaningless.



"If I had an hour to solve a problem, I'd spend 55 minutes thinking about the problem and 5 minutes thinking about solutions." A. Einstein

*First identify **the root cause** of your problem*

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“Customer ignores my product in store? Why?”

Remember?

*First identify **the root cause** of your problem*

“Customer ignores my product in store? Why?”

e.g. bag of ice-cubes

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“Customer ignores my product in store? Why?”

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Because she doesn’t like buying it.

*First identify **the root cause** of your problem*

“Customer ignores my product in store? Why?”

e.g. bag of ice-cubes

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Because she doesn’t like buying it.

2

Because she doesn’t like other products in her bag to get wet.

Why?

*First identify **the root cause** of your problem*

“Customer ignores my product in store? Why?”

e.g. bag of ice-cubes

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2

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3

Because this affects other products and she doesn’t like that.

Why? **Why?**

*First identify **the root cause** of your problem*

“Customer ignores my product in store? Why?”

e.g. bag of ice-cubes

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Because she doesn’t like buying it.

Why?

2

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Why?

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Because this affects other products and she doesn’t like that.

Why?

4

Because she doesn’t want to pay for products in wet packaging.

*First identify **the root cause** of your problem*

“Customer ignores my product in store? Why?”

e.g. bag of ice-cubes

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Because she doesn’t like buying it.

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Why?

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Because this affects other products and she doesn’t like that.

Why?

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Because she doesn’t want to pay for products in wet packaging.

Why?

5

Because she only wants to pay for quality.

*First identify **the root cause** of your problem*

“Customer ignores my product in store? Why?”

e.g. bag of ice-cubes

1	2	3	4	5
Because she doesn’t like buying it.	Because she doesn’t like other products in her bag to get wet.	Because this affects other products and she doesn’t like that.	Because she doesn’t want to pay for products in wet packaging.	Because she only wants to pay for quality.

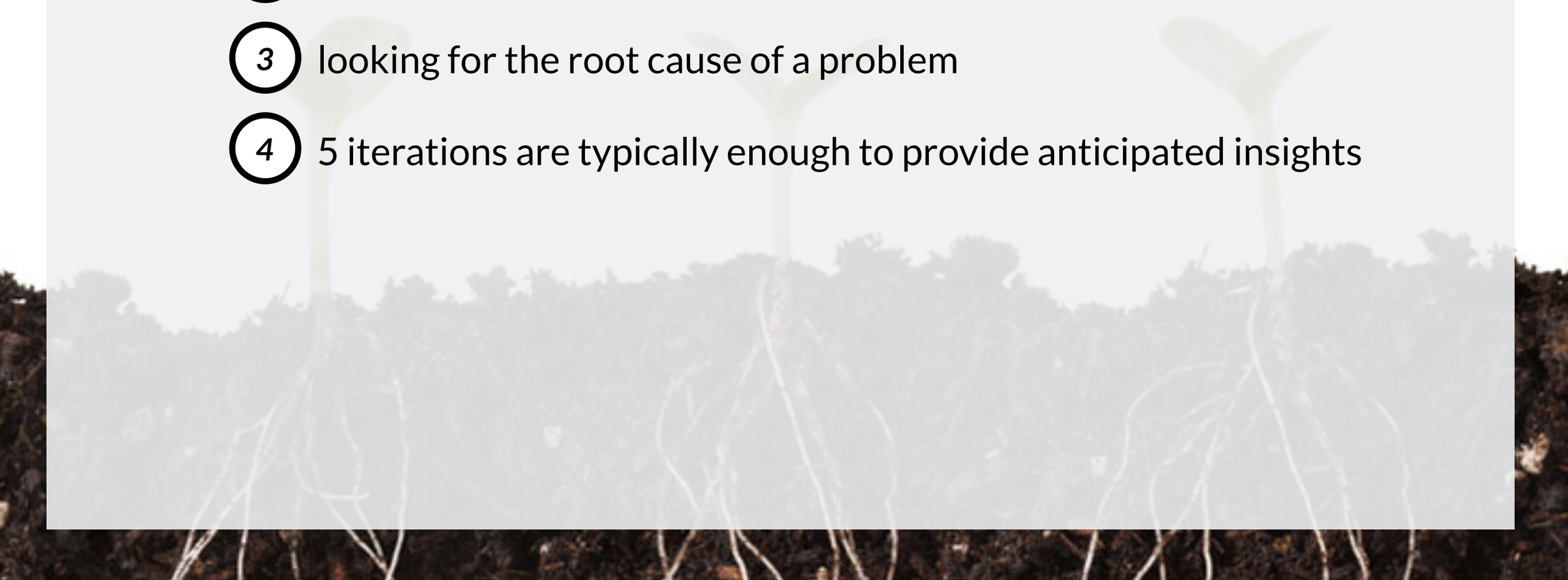
Counter measure:

position ice-cube bags at the register to be sold after walking through shop

5 Why's Method

Perfect warm-up for Design Thinking!

1. helps to dig deeper into the problem of a user experience
2. iterative questioning to explore cause-effect
3. looking for the root cause of a problem
4. 5 iterations are typically enough to provide anticipated insights

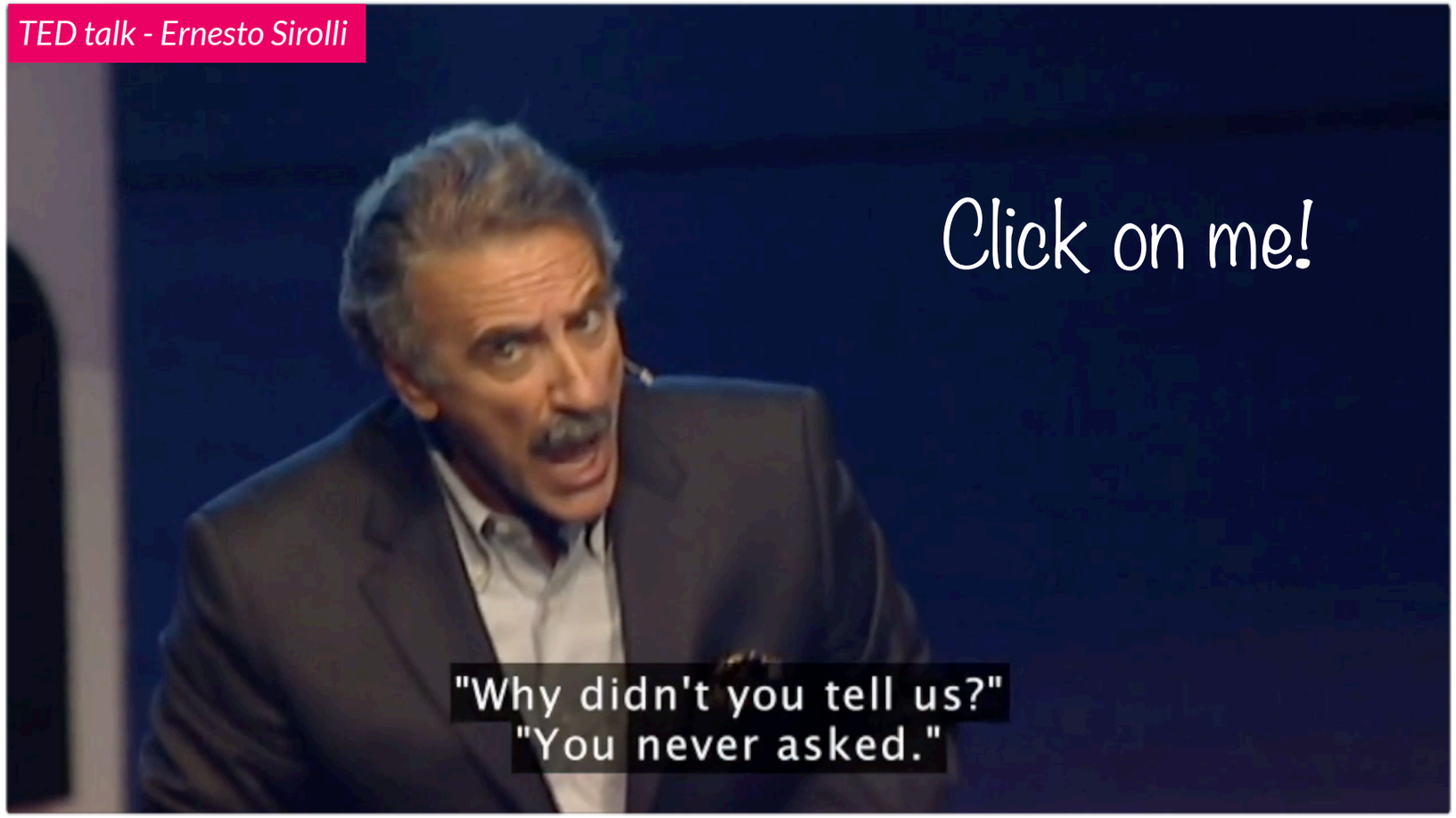


"Design Thinking helps you with identifying the **root cause** of a problem."

It's called **CUSTOMER EMPATHY.**

*Let's learn from **Ernesto's Story***

TED talk - Ernesto Sirolli



Let's go to Zambia & help them set up local agriculture to foster economic development!

***3 shortcuts** to customer empathy*

1
TRY - Immersion

2
LOOK - Observation

3
ASK - Engagement

3 shortcuts to customer empathy

1 TRY - Immersion

Immerse yourself in the experience of others

Figuratively wear many hats.
Try to experience the same
as your customer does.
Uncover hurdles, pains,
inconveniences, etc.

2 LOOK - Observation

3 ASK - Engagement

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LOOK - Observation

Observe what people do

From a distance, try to capture insights about your customer. Stay unobtrusive and almost invisible for the sake of spotting when the problem occurs.

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ASK - Engagement

Capture what people say they do

Only one rule applies: engagement should take place in the real environment. Make people feel comfortable while you are documenting.

***3 shortcuts** to customer empathy*

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Observe what people do

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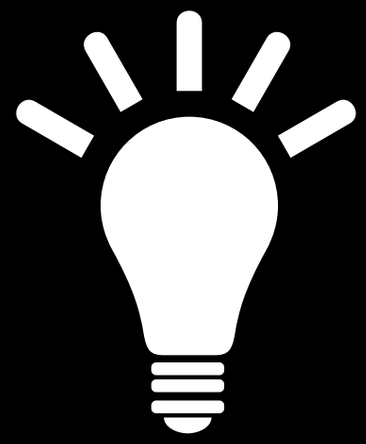
ASK - Engagement

Capture what people say they do

Often not the same ;)



Some examples

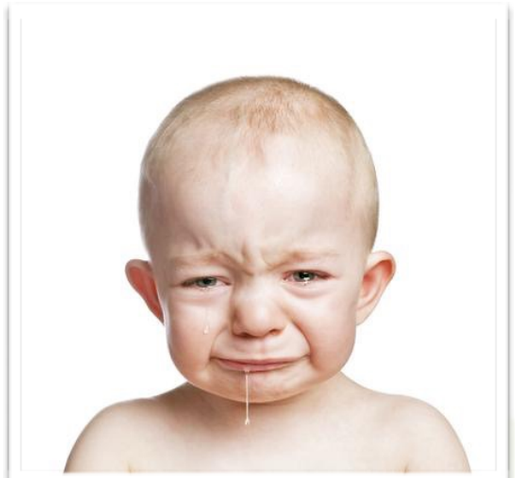
1

TRY - Immersion

MRI scans require a person not to move, but little kids cry and move around.

1

TRY - Immersion



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By immersing in the experience of a kid they learned that …

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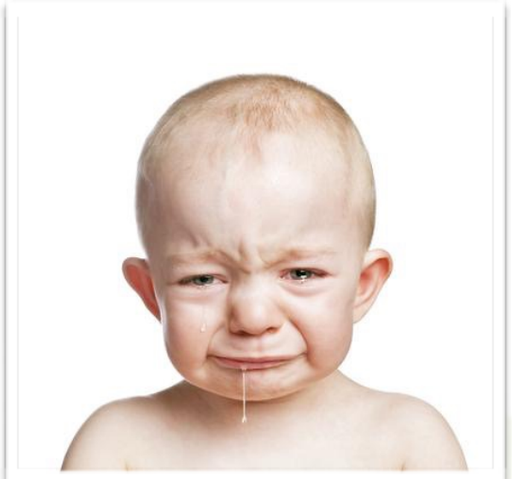

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… for a kid an MRI room must be a very stressful and a frightening experience.

→

valuable insight!

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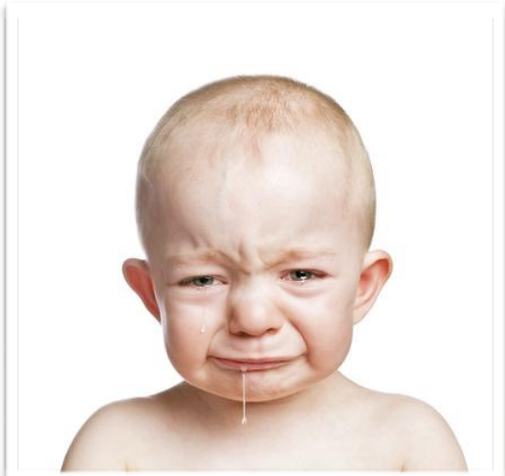

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… for a kid an MRI room must be a very stressful and a frightening experience.

SOLUTION

Kid-friendly MRI. Simple commands to get the scan done accurately become part of an adventure.

Source: GE

2

LOOK - Observation

Big brewery notices consumption in bars is low, while beer is popular in store.

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… waiting staff is not serving beer with great enthusiasm because they are tired of long shifts.

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valuable insight!

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SOLUTION

Big brewery notices consumption in bars is low, while beer is popular in store.

By observing the people's behaviour in the bars, they learned …

… waiting staff is not serving beer with great delight because they are tired of long shifts.

Pick-up service offered by brewery so waiting staff is quicker at work and back home.

Source: An anthropologist walks into a bar, HBR 2014 March Issue

3

ASK - Engagement

Water wells installed by NGO's are not being used.

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Through engaging in their environment, they learned..

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The road to the water wells is long and the water barrels too heavy.

valuable insight!

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ASK - Engagement

SOLUTION

Water wells installed by NGO's are not being used.

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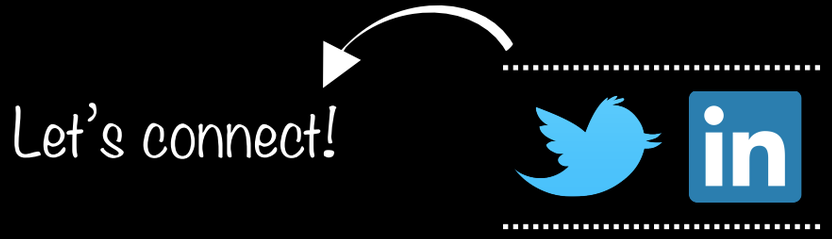
The road to the water wells is long and the water barrels too heavy.

90 litre Hippo Roller enables user to collect 5 times more water than a single bucket + improved water access.

Source: Hippo Roller

Thank you!



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