



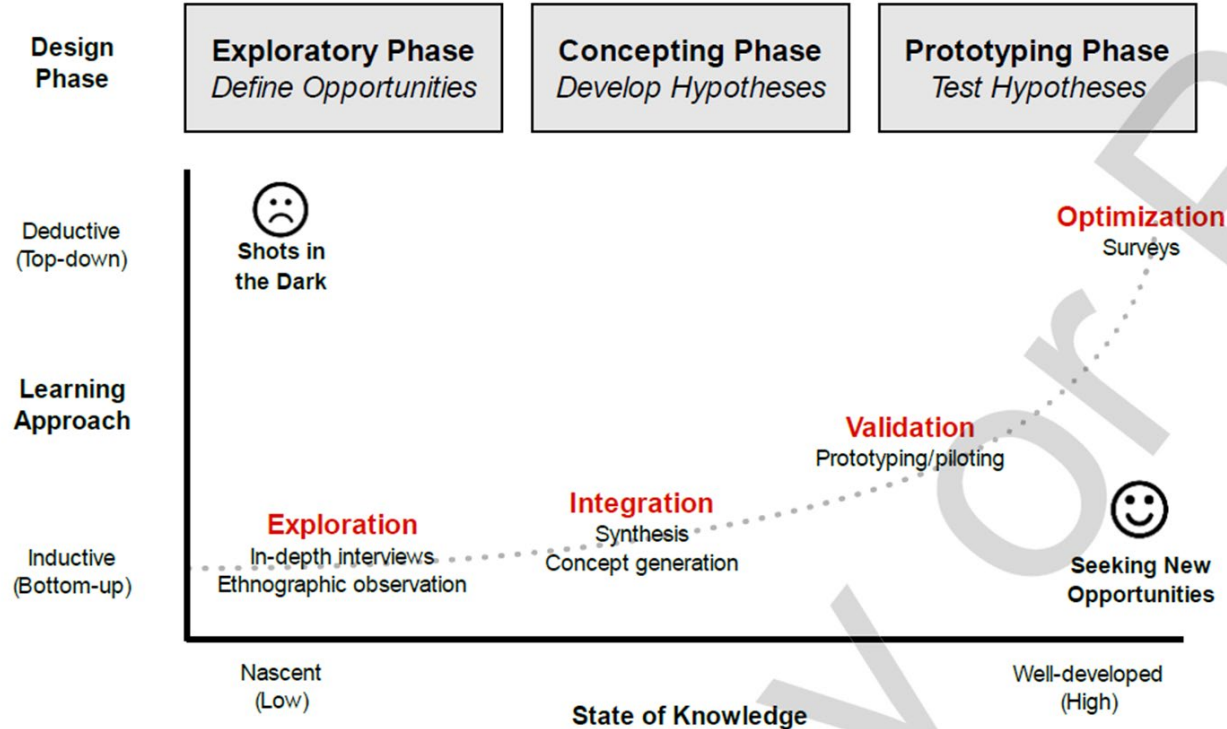
Design Thinking Process: Empathy and Define

FIT9138 IS Analysis, Design and Systems Thinking

Case Discussion: Cineplanet, the largest cinema chain in Peru, hired IDEO to reimagine the movie-going experience of Peruvians. IDEO project team spent 4 weeks in the ground observing and interacting with customers and key stakeholders.

Why not start with a quick and cheaper survey?

Learning from Customers



[Design] Ethnography

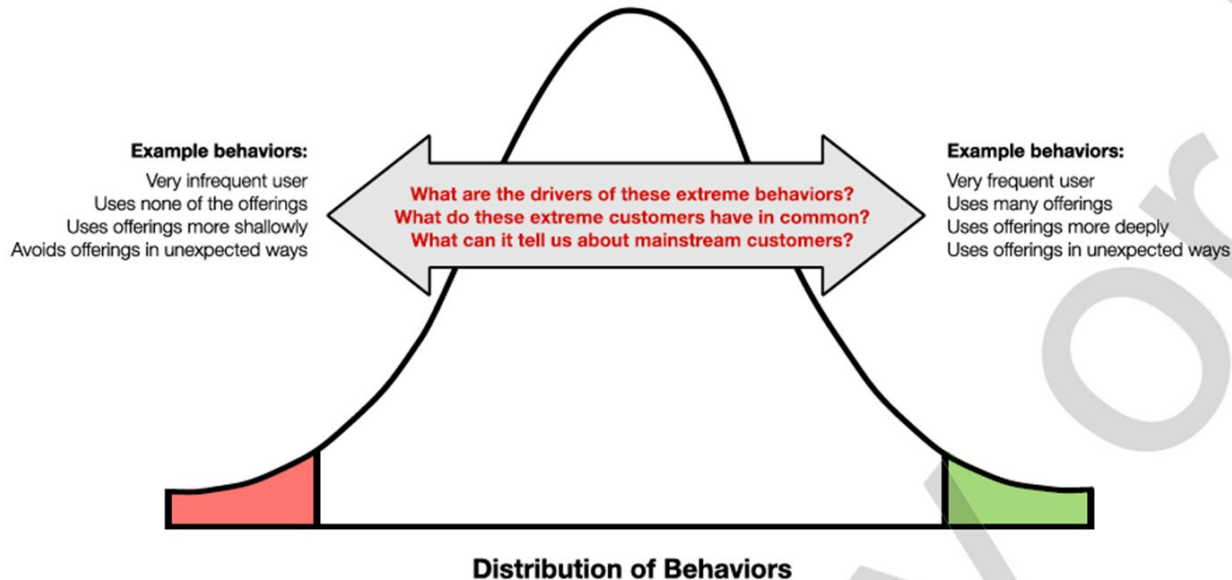
- Open-ended, exploratory
- Collecting data from the 'natives' in 'natural' settings
- Going native per se
- (Participant) Observation
- 'Factual' Versus Fictional

“Extreme users”

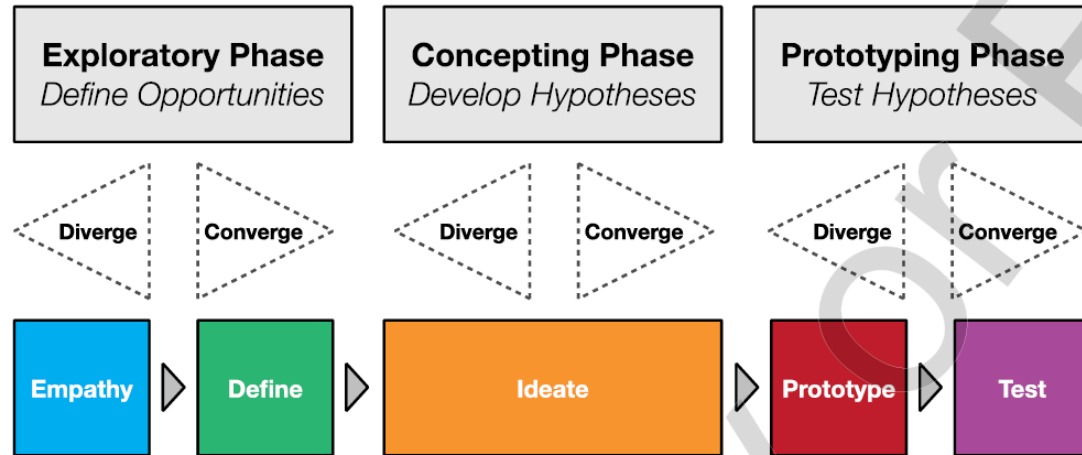
Why should the “extreme users” be interviewed?

They highlight unique / distinct behaviors that can inspire innovative / creative solutions

Who are the “extreme users”?



Design Thinking Process



Source: Exhibit created by Case Author based on 5-stage design thinking process highlighted in "An Introduction to Design Thinking - Process Guide," Hasso Plattner Institute of Design Thinking at Stanford.

Design Thinking Process: 1. Empathise

- To understand people, within the context of your design mission
- You are solving **a problem faced by a bunch of people NOT yours** (at least not solely yours)
To design for them, you must gain empathy for who they are and what is important to them
- What to understand?
 - The way people do things and why
 - Physical and emotional needs
 - How they think about the world
 - What is meaningful to them
- How?
 - Personas and scenarios

Design Thinking Process: 1. Empathise

- How to create Personas and Scenarios?

1. Shadowing / observing: “follows a person as his or her shadow, walking in his or her footsteps”

Beware of:

- Hawthorne effect (people modify their behavior because they know they are being observed)
- Observer bias (the tendency of the observer to see what they expect or want to see, rather than what is actually happening)

Some tips:

- Make sure that the person shadowed feels comfortable [the observers should ‘disappear’ in the background]
- Keep the questions / interactions to a minimum during shadowing



Design Thinking Process: 1. Empathise

- How to create Personas and Scenarios?

2. Interviewing

Beware of:

- Confirmation bias (the tendency to search for or interpret information in a way that confirms preconceptions),
- Selective attention (the tendency to focus only on what seems relevant or familiar), and
- Social desirability bias (interviewers are saying something that they believe others will approve)

Some tips:

- Prepare a list of questions, but do not be bounded to the questions and sequence of questions
- Avoid leading questions [e.g. “this system is easy to use, isn’t it?”]
- Get the narratives instead of a Yes/No answer; always ask Why



Design Thinking Process: 2. Define

- Brings clarity and focus to design space
- Defines challenges you are taking on based on what you have learned about your user and the context
- **Focus is to craft meaningful and actionable problem statement**
Guiding statement focusing on insights and needs of a particular user, or composite character

Design Thinking Process: 2. Define

- Three key elements of a point-of-view in Define:
 1. Develop an understanding of the **USER**
 2. Synthesize and select a limited set of **NEEDS** that you think are important to fulfil
 3. Express the **INSIGHTS** you developed through the synthesis of information gathered through Empathy

Example Persona

Jack Rowland

AGE 32

OCCUPATION Operations/Support

STATUS Married

LOCATION Los Angeles, CA

TIER Primary End User

ARCHETYPE The Authentic

Bio

Jack has been working in support for the past couple years and seems to have knack for it. He is very tech savvy and loves to help others. On a daily basis, he provides customer service and audits accounts focusing on KPI. When there's a problem, he always prefers to deal with clients personally. He wants the system to be easy and intuitive so he can find solutions easily.

Technology

IT & Internet

Software

Mobile Apps

Social Networks

Motivations

Incentive

Fear

Achievement

Growth

Power

Social

Goals

- To reduce churn
- To help educate advertisers
- To transition toward email / automated customer service

Frustrations

- Confusing UX for advertisers leading to increased tickets
- Logging the calls manually
- Multiple steps to completing a ticket

Brands

Personality

Extrovert Introvert

Sensing Intuition

Thinking Feeling

Judging Perceiving



"I want to optimize how the support ticketing system works to give better feedback and quicker turn around time."

Agreeable Accessible

Dependable

Example Persona

Name	Caroline Smith
Age	26
Location	London
Technical comfort	Adobe Creative Suit, WordPress
Job title	Project Manager
Back story	Caroline is a project manager; she travels 2-5 times a month for work. She is also an environmentalist. She loves animals and takes part in different environmental events. While traveling, she likes to look for different shops and new brands. She loves fashion and considers it as a part of her life. She likes recognition and reward. However, she is disappointed because fashion industry is not very environmental-friendly. That is why she is interested in fair trade and sustainable fashion.

Motivations	<ul style="list-style-type: none">• Likes an individual approach when it comes to shopping• Recognition and rewards• To have an access to the information on how well fashion brands are doing in terms of sustainability and fair trade• To spend less time looking for the shop or brand on the Internet and to have everything gathered in one place	Frustrations	<ul style="list-style-type: none">• Spending too much time and efforts to find the suitable information• Absence of reliable sources• Brands that are not ethical pretending to be ones
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Scenarios

- Scenarios are stories
- They feature a setting, comprising personas who have goals or objectives
- A plot or sequence of actions and events is constructed

Example Persona and Scenario

Name: Fawaz	Age: 20	Location: Abuja
Back story <ul style="list-style-type: none">• Final year student at Baze university• Has a busy schedule and finds it time consuming to go to a big market• Loves cooking		
Motivation <ul style="list-style-type: none">• No market near school. The supermarket in school doesn't sell local foodstuff. Only packaged• He wants to save money		
Frustration <ul style="list-style-type: none">• The prices on Nkataa are more expensive than general prices• Nkataa only takes bookings for deliveries within the next 2 hours.• No consolation for the extra money spent		
Ideal Experience <ul style="list-style-type: none">• To be able to choose a delivery day and time of his choice• Better prices and reward points to help save my pocket money		

Scenario

- Fawaz sees a flier of Nkataa in the school restaurant for the first time and decides to try it. He browses through and finds the prices higher than that in the markets. He is on a student budget. Taking a taxi to the market, buying items he needs and back to school is cheaper than ordering on Nkataa.

Who are the types of individuals who interact with the cinema differently?
Create personas and scenarios

Personas

The Leader

Who decides what to see, and motivates a group to go to movie together

The Coordinator

Who helps to coordinate people

The Opportunist

Who goes along if it is convenient

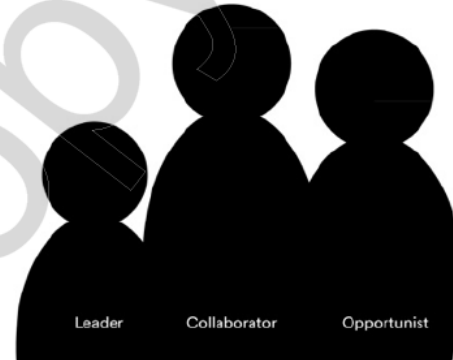
Scenarios

THE FAMILY

A family decides to go to the movies. The teenage son, an avid movie fan, wants to see a super hero movie. They arrive to the theater early to buy tickets.

Needs

- Help planning & coordinating
- To be excited about the place
- Confidence it will be a quality social time
- To feel it will be worth the time



Buell, Ryan W., and Andrew Otazo.
"IDEO: Human-Centered Service
Design." Harvard Business School
Case 615-022, October 2014.
(Revised January 2016.)

Design Thinking – How?

Design thinking process is best thought of as a system of overlapping spaces rather than a sequence of orderly steps

