**Microsoft**

Define needs

Agenda

- Revisit design thinking phases
- Dive into target audience
- User journey mapping
- Problem statements

Design thinking phases

Phases of design thinking

Today we kick of the define phases where we work on refining from what was learned in the empathize phase to create an addressable problem statement.

Empathize

Define

Ideate

Prototype

Test

Stanford's Design Thinking Model
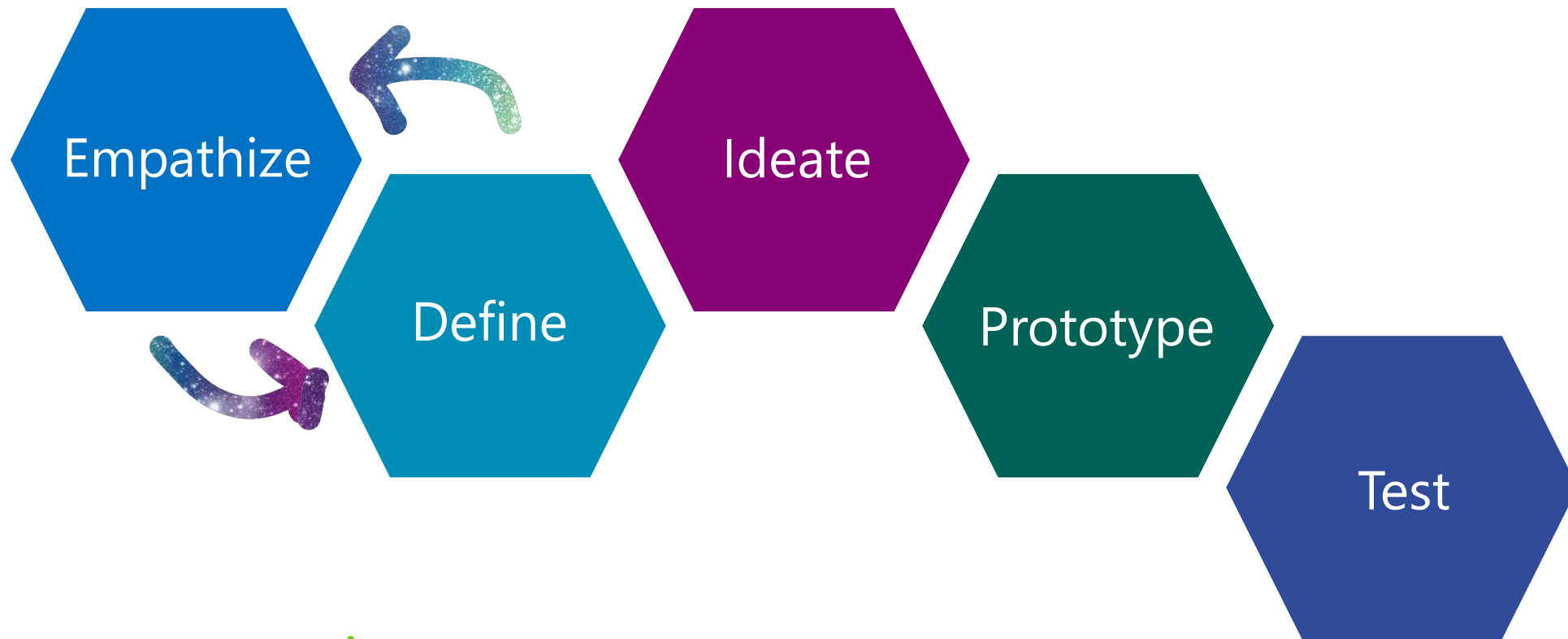
Target audience

What is a target audience?

The intended audience of a product. The particular and pre-determined market for a product.

It difficult to build a product for everyone. Choosing a target audience is a way to get crisper on the specific needs of a group and does a job well for a set of people.

It's hard enough to order pizza for a large group of people. It's harder to ship a product that appeals to everyone.

Target audience example

Take the problem statement: it's difficult to track participation and work for school remotely. How might we make it easier to engage in virtually in education?

This problem could be solved for the target audiences of:
- Students
- Teachers
- Young children
- Parents of younger children
- Administrators

....

Solutions for each of these target audiences would look different as they have different needs. A student needs access to their own assignments across classes. A teacher might overview across many students. Parents might need tips for home learning.

How to define your target audience

Think about the problem statement and all of the different groups of users to address that intersect with the problem statement.

It is helpful to pick a smaller segment to address first. If their needs are met well, they'll become advocates for your product and create a feedback loop that makes it better.

As you think about the problem statement you're going to address, you'll learn and refine your target audience as well by uncovering their needs. Refer to your notes from the empathize phase to get started. Is there a target audience there?

Using a persona

A persona is a fictional character that represents your target audience.

It helps to step into the shoes of the customer by thinking through who they are, what they do, their goals, and pain points. It aligns the team on who you're building for.

Giving a persona a name helps have product discussions centered around the customer rather than yourself.

Sample persona

Kat Larrson

Kat is a young professional. She balances two jobs and is considering what she wants to do next. She's excited to go to work every day but is stressed with the amount she needs to get done.

Kat uses whatever solution works - she's not bound to a brand. She likes finding creative products.

Kat wants to be more productive. She just moved to a new city and is looking to make new friends.

User journey mapping

What is a user journey?

A user journey tells the story of a person's experience during and surrounding when they interact with a product or service.

It starts with the person – who are they, what are their goals, etc.

It captures the touchpoints or stages from awareness, discovery, action, and outcome - including both the user behavior and emotion.

Outline of a user journey map

	Person	**Goal**	**Discovery**	**Action**	**Job done**
	Bio	Idea or problem to solve	How the person explores and chooses a solution	Product does something amazing*	Result, how does it end for person?
Description					
Action		⭐			
Emotion				⭐	

⭐ Star and describe pain points across the lifecycle

*You don't need to answer what the action is right now, keep it solution agnostic with "Product does something amazing"

Sample map

[PICTURE]

Problem statements

The goal

The group has a problem statement. It's very large and vague. Using your customer empathy, the goal is to create a problem statement for your team that is:

- Meaningful – an ambitious challenge to address

- Actionable – possible to build for

- Human-centric – peoples pain points and needs are at the center

This is not an easy task. It's iterative. Listen and build off one another's ideas.

Pitfalls

Not meaningful -> small area of impact

Backpack owners need to be able to easily clean crumbs out of the bottom of the bag.

Not actionable -> problem without next step

There isn't enough school funding.

Solution centric -> prevents creativity and innovation

We need an app that tracks to-do lists to get more done.

Pitfalls -> improved

Not meaningful -> small area of impact

Backpack owners need to be able to easily clean crumbs out of the bottom of the bag.

New parents need a reliable solution to keep bags clean to reduce the spread of crumbs and germs.

Not actionable -> problem without next step

There isn't enough school funding.

Middle schools need increased funding for afterschool programs to increase student engagement and build attendance habits prior to high school.

Solution centric -> prevents creativity and innovation

We need an app that tracks to-do lists to get more done.

College students need an easy way to manage commitments across school, work, family, and extracurriculars to ease stress.

Structure review

- Meaningful, actionable, human-centric
- 1-3 sentences

- Who is having the problem?
- What is the problem?
- Why is it important to solve?