NEED ANALYSIS

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August 4, 2018

Content

- Design Thinking Framework
- How it Works
- Case of Study

DT Framework

An approach to solving design problems by understanding users' needs and developing insights to solve those needs

Design thinking is a user-centered approach to problem solving

Key elements

1. People-centered
2. Highly creative
3. Hands-on
4. Iterative

People-centered

You start from what people, users, customers, consumers, (...) **need or want to do**. Their motivations and the problems they are trying to solve.

Empathy is key. It's not about you. You need the ability to understand and share the feelings of others.

Highly Creative

Design thinking stimulates you to look at situations differently and **come up with new solutions**, that go beyond and improve existing alternatives.

Integrative thinking is key. You need the ability to look at all the different aspects of a problem

Hands-on

Stop discussing, start working. Make ideas tangible. Prototyping is thinking with your hands. Test your hypnotises.

Failure is a (necessary) part of the process in order to succeed. Experiments with trial and error are key.
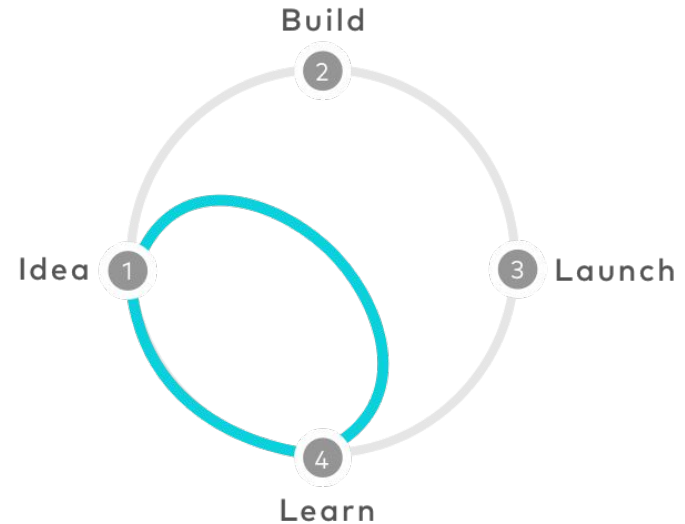
Iterative

The road to success does not follow a straight line. The more you are able to loop through "**understand > create > learn**" cycle, the higher chance you have for good results.
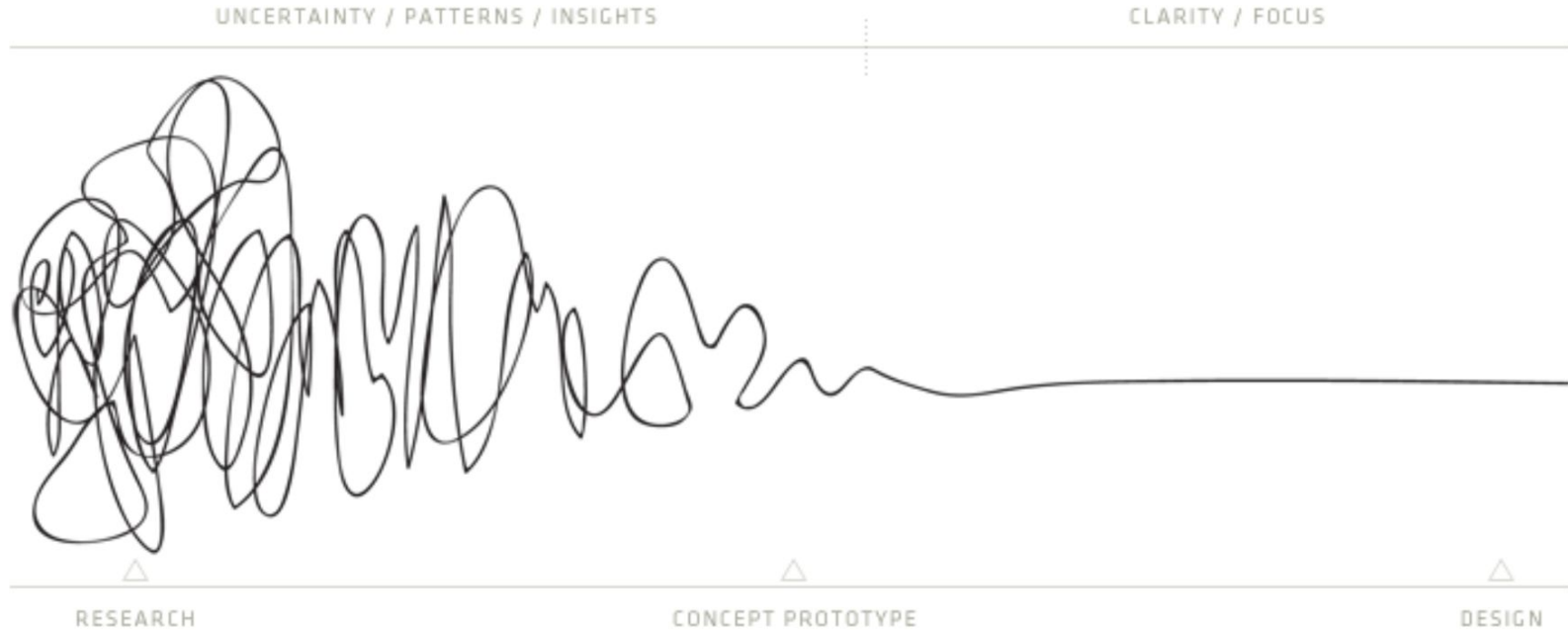
Sprint

The sprint gives teams a shortcut to learning without building and launching.

How the design feels

UNCERTAINTY / PATTERNS / INSIGHTS   CLARITY / FOCUS

RESEARCH   CONCEPT PROTOTYPE   DESIGN

"The Process of Design Squiggle" by Damien Newman, Central Office of Design

HOW

How use DT

'Wicked' problems

Problems that are ill-defined: both problem and solution are unknown at the beginning. A large part of the problem solving is actually defining the problem.

And/or tricky: it involves quite a bit of risk, as you are leaving the comfort zone of the organisation.
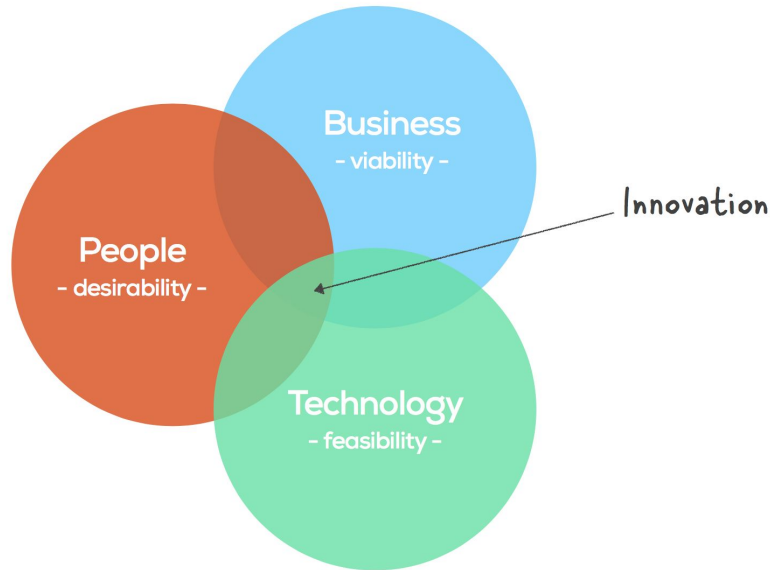
How use DT

Not every problem

Design thinking (creative, intuitive, emotional) is **not the answer to every single problem.**

For some question you will need **rational thinking**, spreadsheets, powerpoint and wo/men in suits to come to a valid answer. >> e.g. acquiring a local competitor
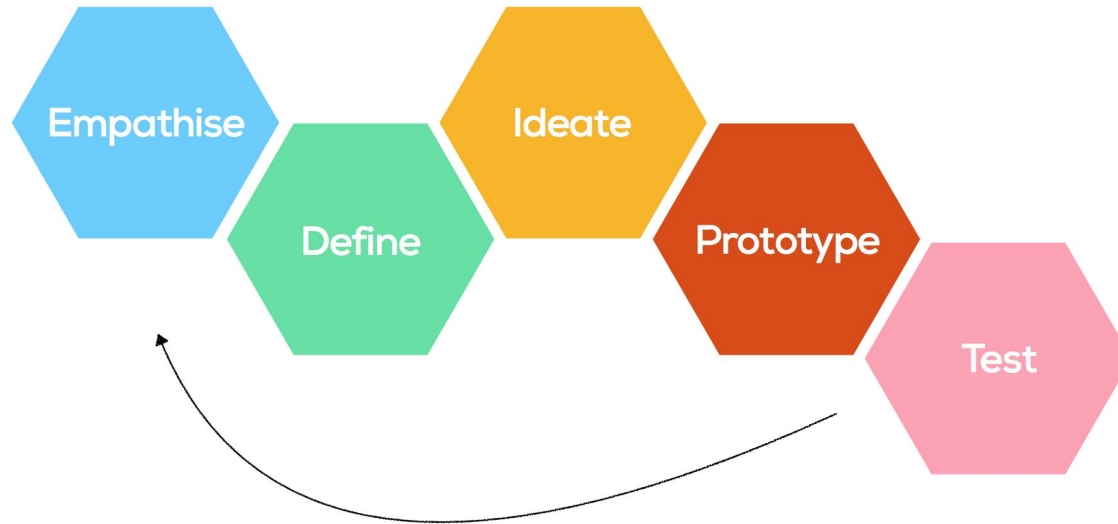
How use DT

Innovation that is also feasible and viable

How the design feels

ideo.com, creating new, innovative avenues for growth, grounded in business viability and market desirability.

DT Process

The Design Thinking Process by Stanford Design School - Design Tool Kit
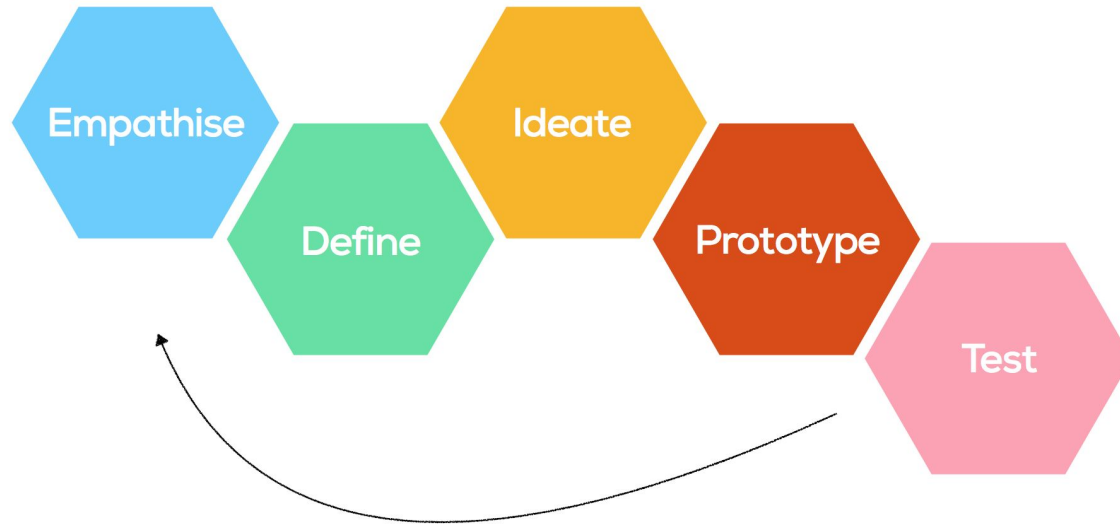
Empathise

Understand the experience, situation and emotion of the person who you are working for

Observe users and their behaviour in the context of their lives.
Engage with people in conversations and interviews. Ask why.
Watch and listen: ask someone to complete a task and tell you what they are doing

DT Process

The Design Thinking Process by Stanford Design School - Design Tool Kit
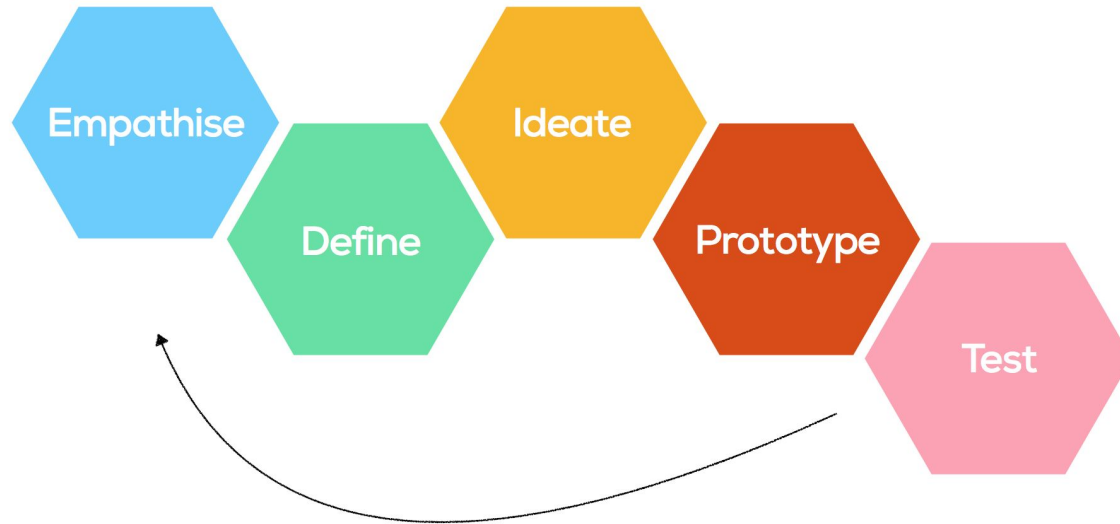
Define

Process and synthesise the findings in order to form a user point of view that you will address

Needs: synthesise and select a limited set of needs that you think are important to fulfil
Insights: express insights you developed and define principles
User: develop an understanding of the type of person you are designing for

DT Process

The Design Thinking Process by Stanford Design School - Design Tool Kit
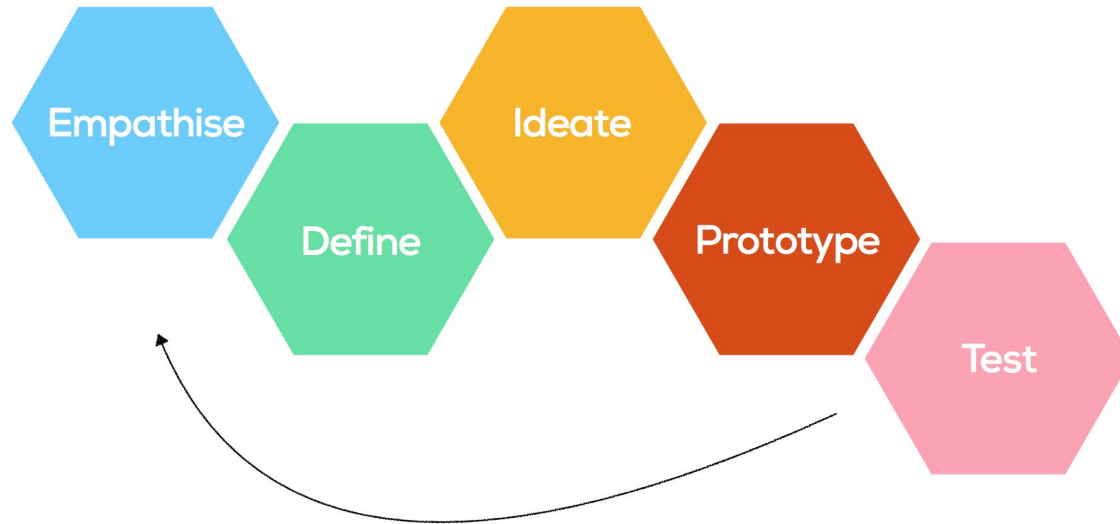
Ideate

Focus on idea generation. You translate problems into solutions. Explore a wide variety and large quantity of ideas to go beyond the obvious solutions to a problem.

Creativity: combine the un/conscious with rational thoughts and imagination
Group synergy: leverage the group to reach out new ideas an build upon other's ideas
Evaluation: Separate the generation and **evaluation** of ideas to give imagination a voice

DT Process

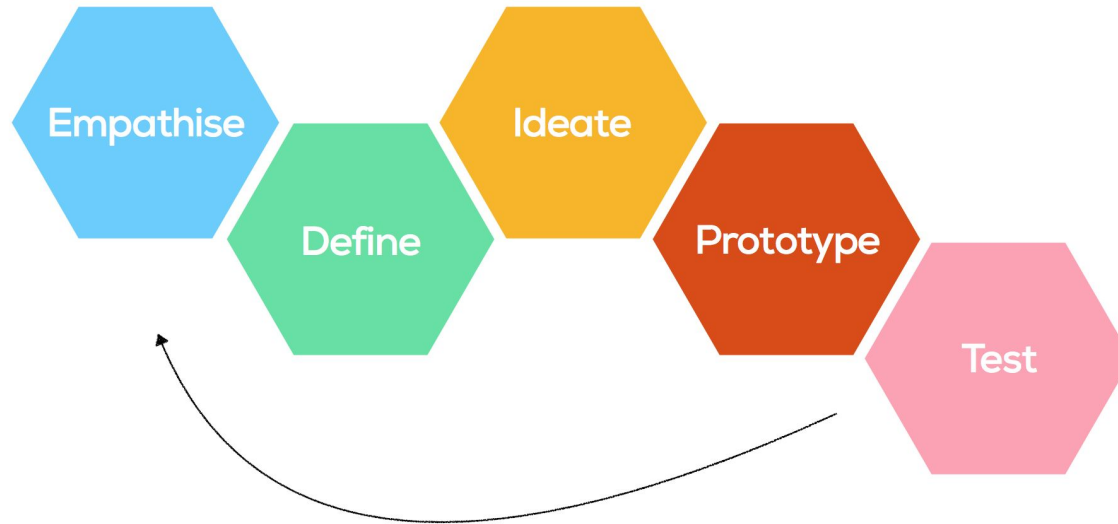The Design Thinking Process by Stanford Design School - Design Tool Kit

Prototype

Build to think. A simple, cheap and fast way to shape ideas so you can experience and interact with them.

Start building: Create an artefact in low resolution. This can be a physical object or a digital clickable sketch. Do it quick and dirty.

Storyboard: create a scenario you can role play in a physical environment and let people experience your solution

DT Process

The Design Thinking Process by Stanford Design School - Design Tool Kit

Test

Ask for feedback on your prototypes. Learn about your user, reframe your view and refine your prototype.

 Show: let people use your prototype. Give it in their hands and let them use it. Listen to what they say.

Create experiences: let people talk about how they experience it and how they feel

Test

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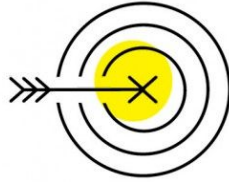
Show: let people use your prototype. Give it in their hands and let them use it. Listen to what they say.

Create experiences: let people talk about how they experience it and how they feel

CASE OF STUDY

Trends

Top 10 Strategic Technology Trends for 2018

Intelligent
- AI Foundations
- Intelligent Apps and Analytics
- Intelligent Things

Digital
- Digital Twins
- Cloud to the Edge
- Conversational Platform
- Immersive Experience

Mesh
- Blockchain
- Event-Driven
- Continuous Adaptive Risk and Trust

gartner.com/SmarterWithGartner

Source: Gartner
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Gartner.

6 Technologies Will Demand Marketing's Attention in 2018
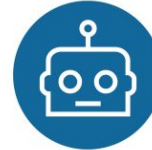
- Mobile marketing analytics
- Cross-device identification (XDID)
- Multitouch attribution (MTA)
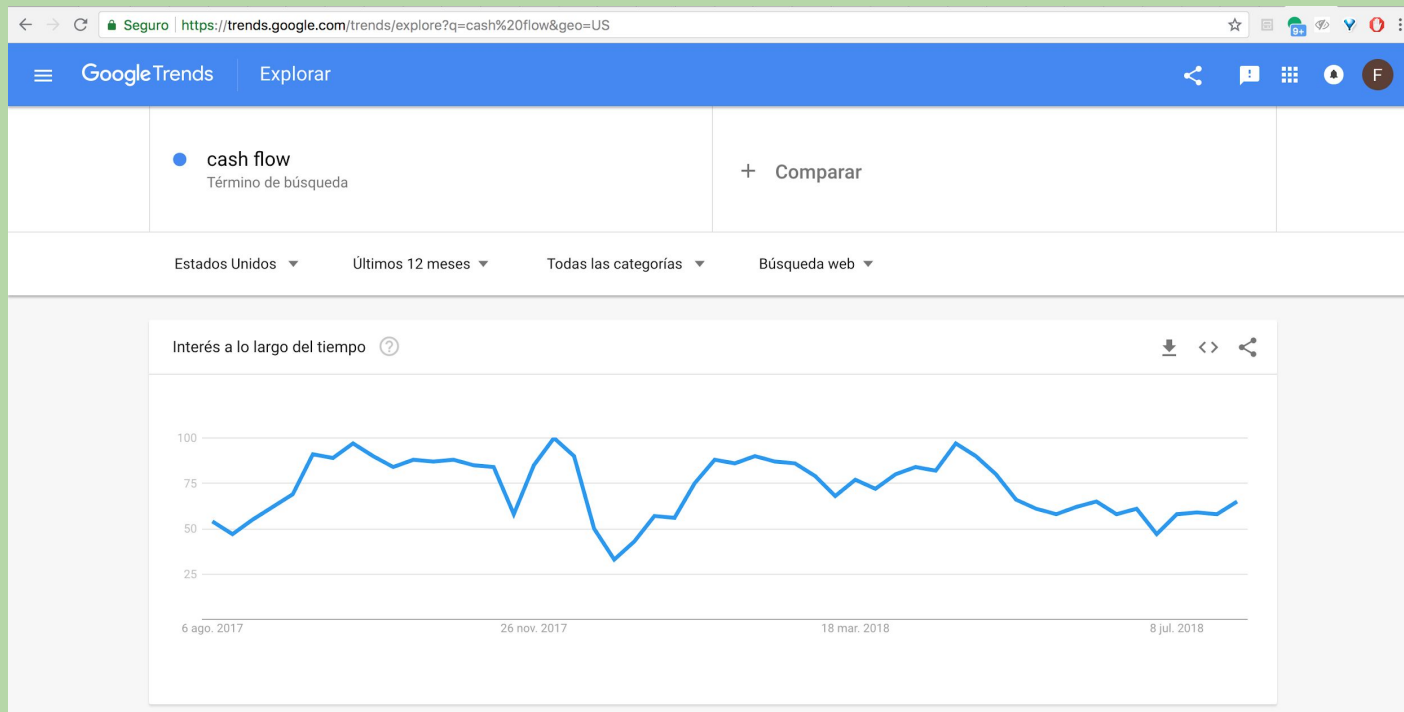- Predictive analytics
- Artificial intelligence (AI)
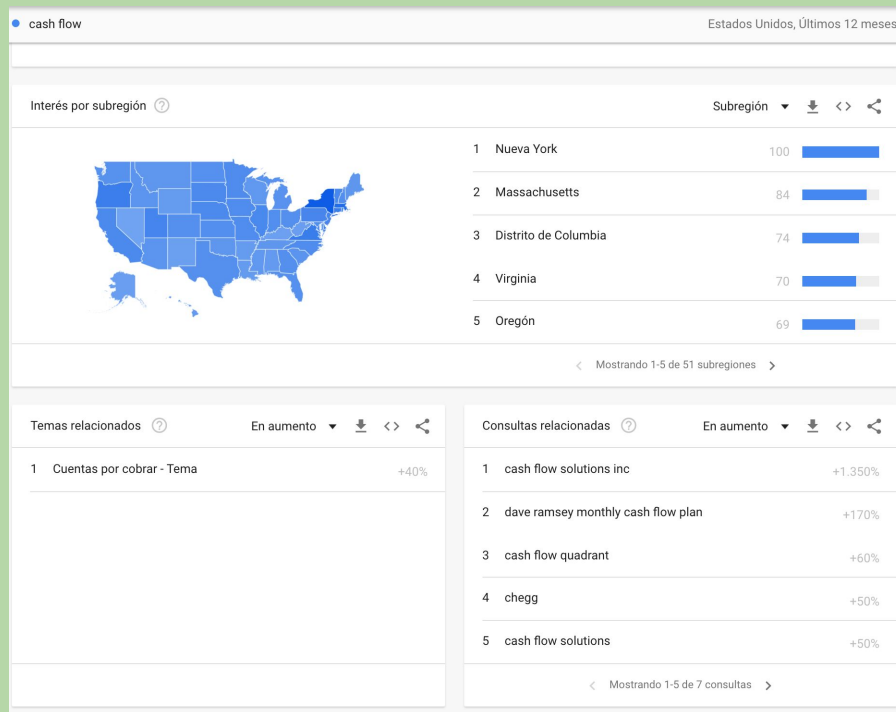- Customer data platforms (CDPs)

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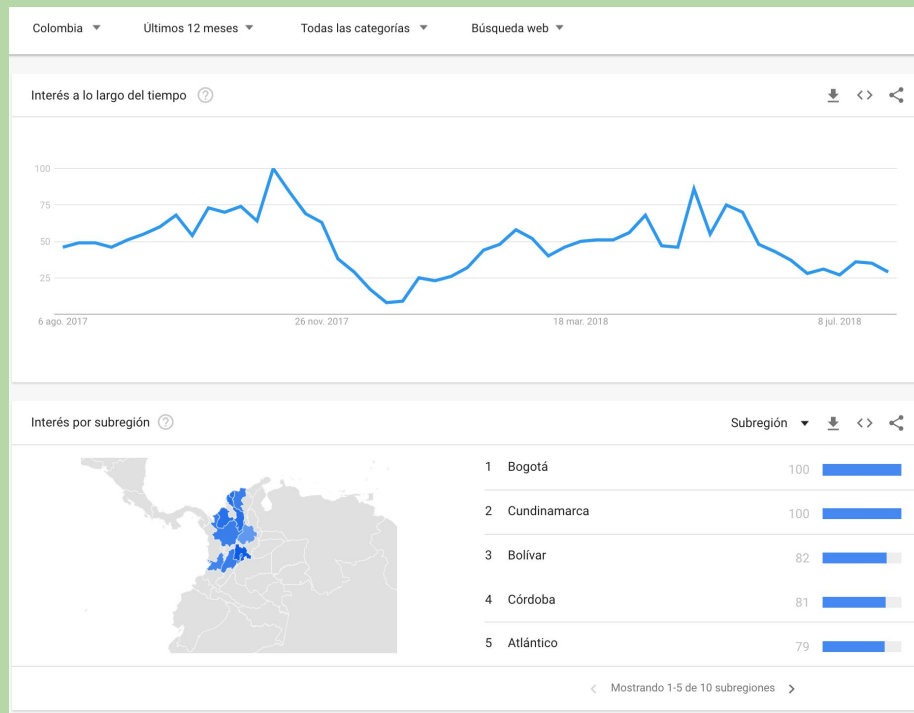
Gartner.

Financial Project

Financial Project

cash flow — Estados Unidos, Últimos 12 meses

Interés por subregión — Subregión

1	Nueva York	100
2	Massachusetts	84
3	Distrito de Columbia	74
4	Virginia	70
5	Oregón	69

Mostrando 1-5 de 51 subregiones

Temas relacionados — En aumento

1	Cuentas por cobrar - Tema	+40%

Consultas relacionadas — En aumento

1	cash flow solutions inc	+1.350%
2	dave ramsey monthly cash flow plan	+170%
3	cash flow quadrant	+60%
4	chegg	+50%
5	cash flow solutions	+50%

Mostrando 1-5 de 7 consultas

Financial Project

Financial Project

	Temas relacionados ⑦	En aumento ▾ ⬇ <> ⤳
1	Valuación - Tema	+450%
2	Fondo de maniobra - Tema	+150%
3	Coste - Tema	+130%
4	Liquidez - Tema	+120%
5	Estado de resultados - Tema	+120%

‹   Mostrando 1-5 de 14 temas   ›

Financial Project

	Temas relacionados ⑦	En aumento ▾ ⬇ <> ⤴	
1	Valuación - Tema		+450%
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Financial Project

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‹ Mostrando 1-5 de 14 temas ›

Challenges

Some key challenges in the financial industry

- Threat of disruption by 'FinTech'
- High customer acquisition costs
- Lower customer loyalty
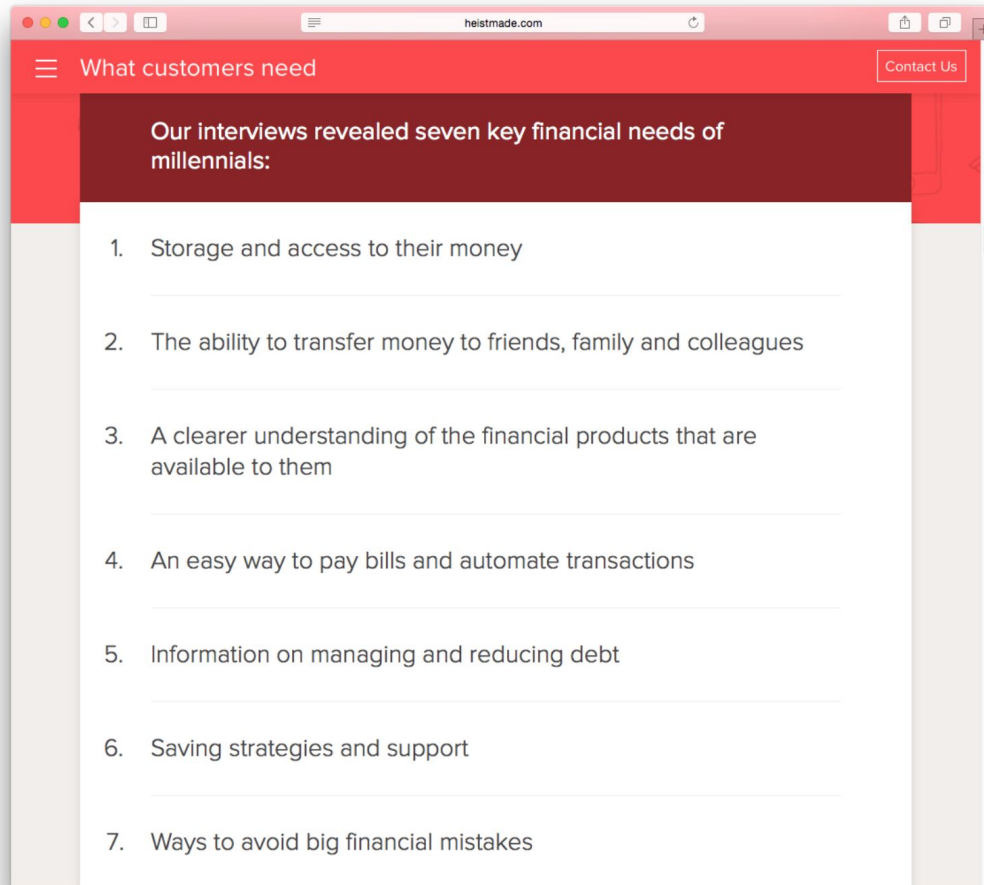- Increasingly difficult to up-sell
- Reduced switching costs

Some key challenges in the financial industry

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- High customer acquisition costs
  - Lower customer loyalty
- Increasingly difficult to up-sell
  - Reduced switching costs

What customers need

Contact Us

Our interviews revealed seven key financial needs of millennials:

1. Storage and access to their money

2. The ability to transfer money to friends, family and colleagues

3. A clearer understanding of the financial products that are available to them

4. An easy way to pay bills and automate transactions

5. Information on managing and reducing debt

6. Saving strategies and support

7. Ways to avoid big financial mistakes

By the numbers: Mobility and the state of customer loyalty in banking

- Customers conducted more than **50%** of their banking interactions through digital channels in 18 of 22 countries surveyed.

- Mobile is the most-used banking channel in 13 of 22 countries and accounts for around **30%** of all interactions worldwide.

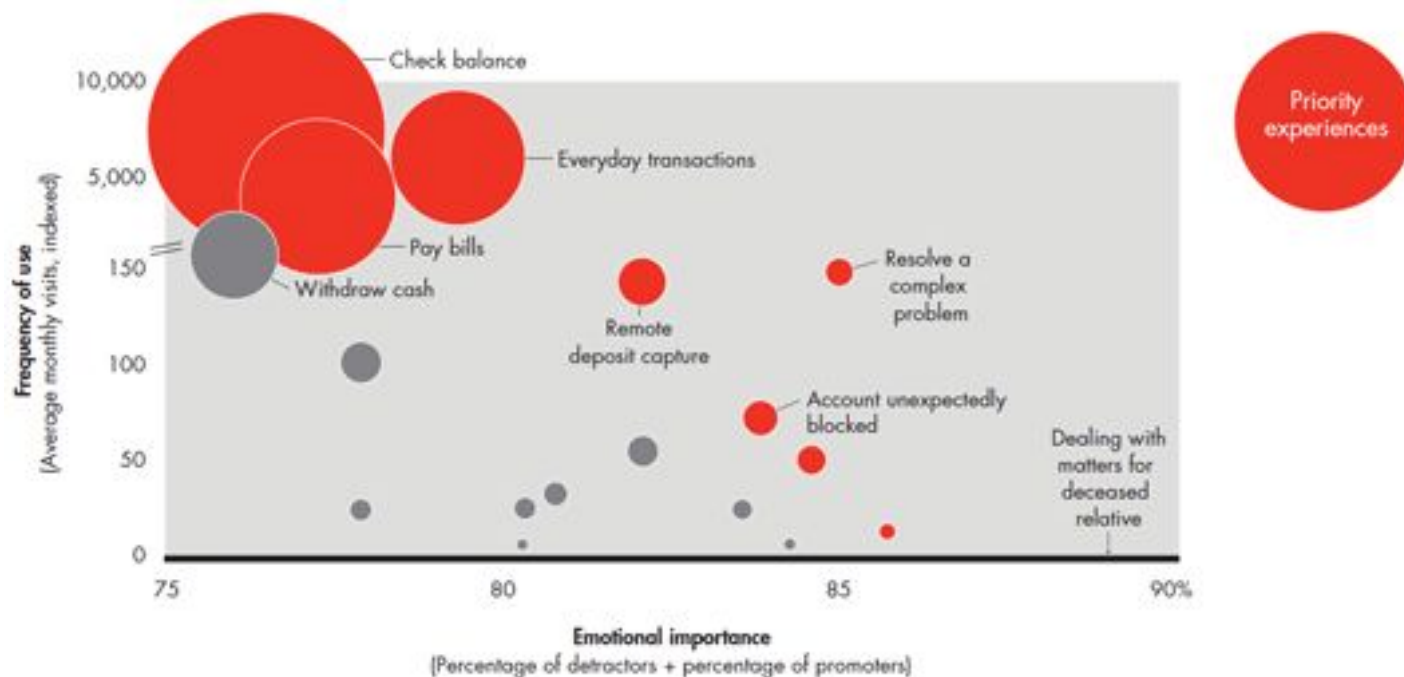- The share of customers using mobile applications rose by **19** percentage points in the past year. Online usage via computers dropped **3** percentage points.

- More than **half** of customers used both digital and physical channels such as branches and call centers.

- These "omnichannel" customers gave their bank a Net Promoter Score **16** percentage points higher than customers using only digital channels and **22** points higher than those using only physical channels.

- Customers use several channels to research and buy new banking products. **47%** of US customers consulted their bank's website, and **37%** got recommendations from bank employees.

- Hidden defection of customers from their primary bank is rampant: More than **one-third** bought a product from a competitor during the past year.

Figure 1: Guiding principles for digital innovations

| What does your digital experience look like?	How do you develop your digital properties?
Design principles — Personalized to the customer, reflects wants and needs	**Build** — Map and prioritize experiences that matter most to customers
Intuitive, simple and easy to use	Reimagine the key end-to-end experiences
Has human touch and clear, jargon-free language	Identify choke points and organize for nimble development
Available anywhere, any time and on any device	Adopt Agile development models
Has everything the customer wants	
Design process — Engages customers and business partners	**Use** — Employ "test and learn" for continuous improvement
Uses rapid prototyping to test ideas	Simplify processes and reinforce behaviors

Source: Bain & Company

Figure 2: Focus on the experiences that matter most to customers

Source: Bain & Company disguised case example

Figure 5: Digital channels accounted for the majority of all interactions in most countries
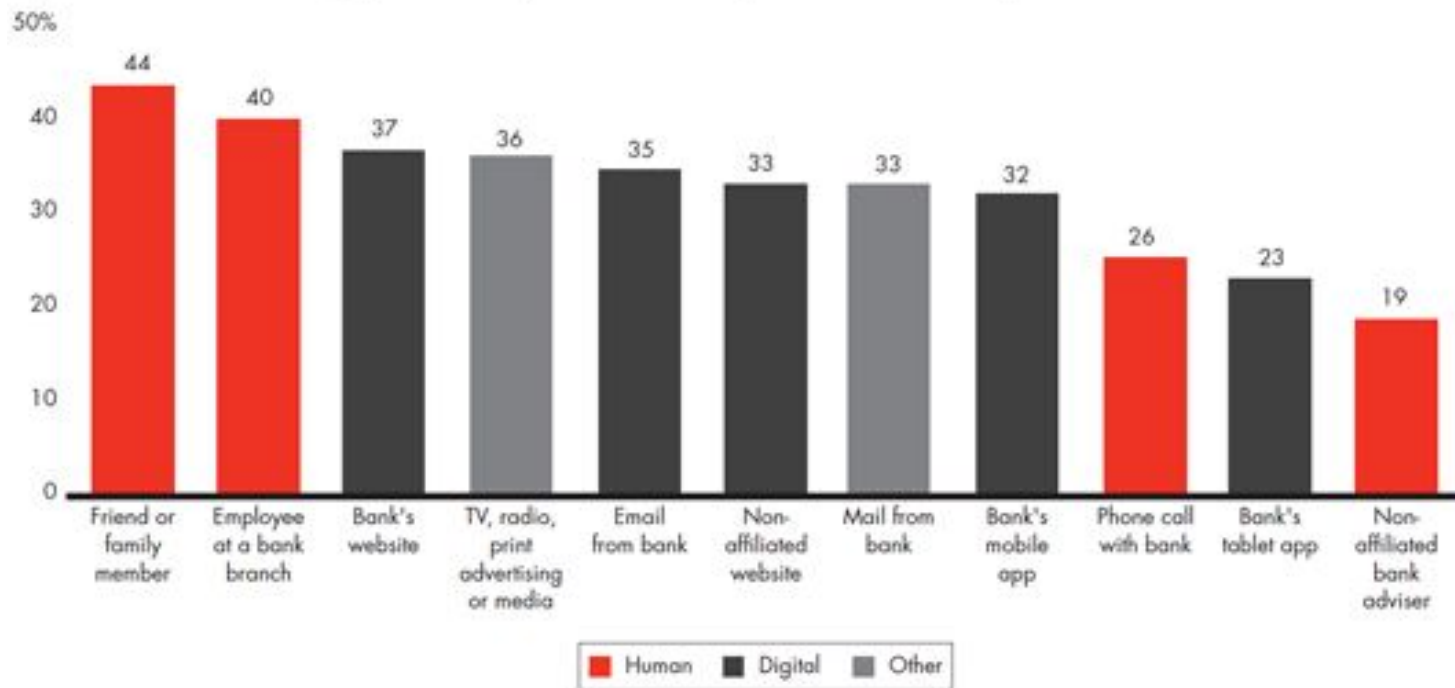
Percentage of total interactions in last quarter, 2014
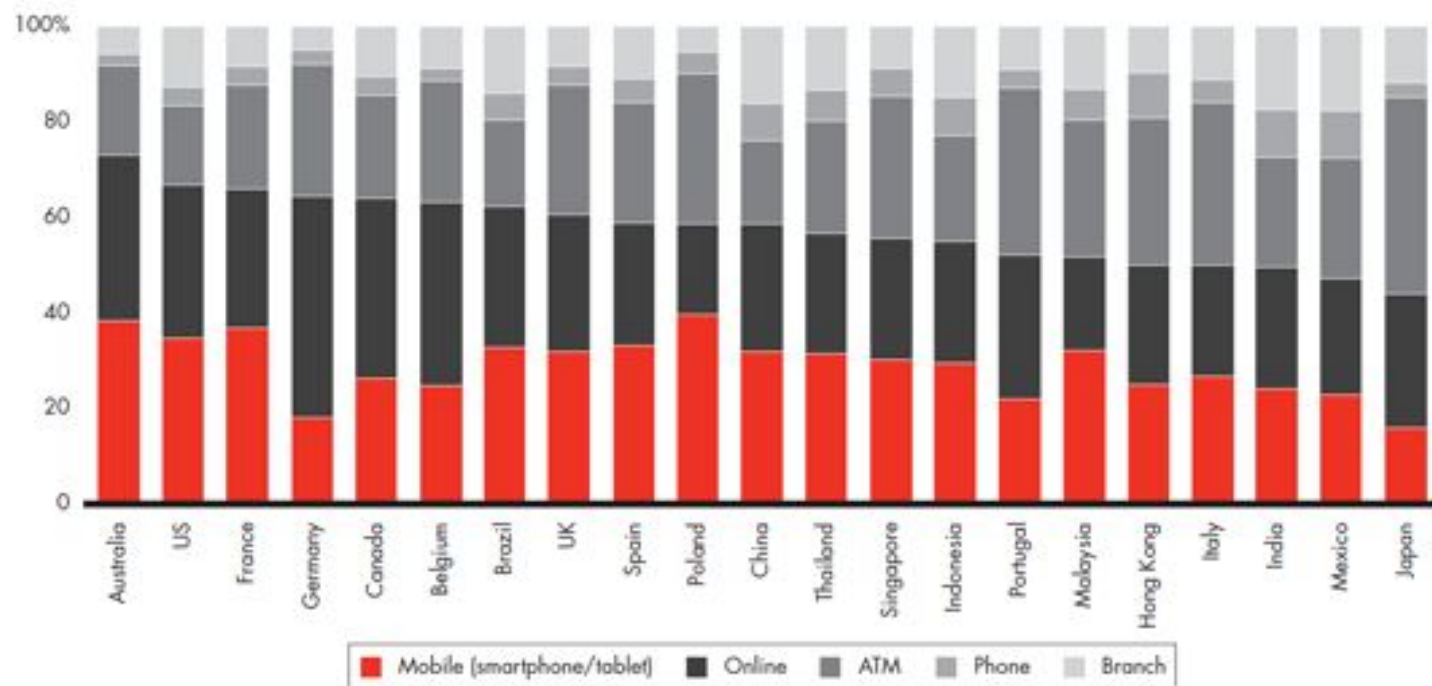
Source: Bain/Research Now NPS surveys, 2014

Figure 17: The human touch remains important for loyalty when people are looking to buy new products

Respondents' Net Promoter Scores, by source used for product research and purchase decisions in the US, 2014

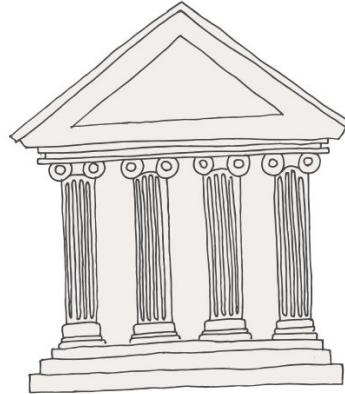Source: 2014 Bain/Research Now survey of product purchasers

ATM's

Telephone banking
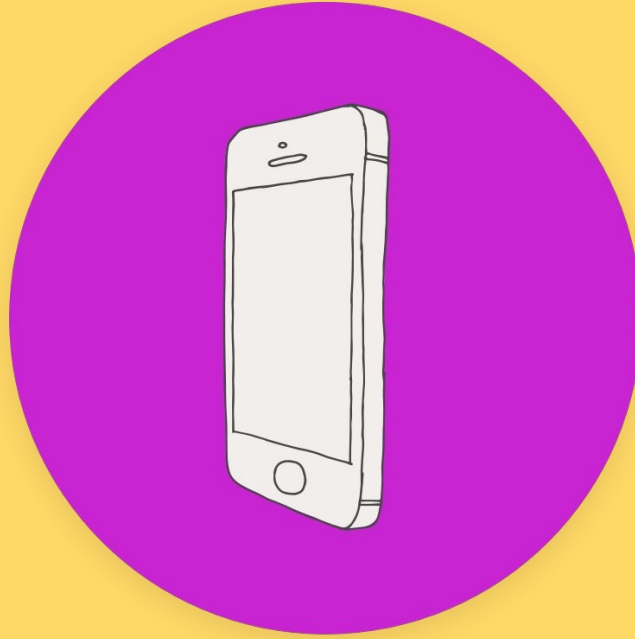
Branch banking

Online banking

Mobile banking

ATM's

Telephone banking

Mobile banking

Online banking

Branch banking

Big bets

With PowerPoint presentations full of statistics and customer insights, you need to make big bets on **new products, technologies, and premium services** that go to market and flop, often for reasons that are hard to figure out.

A lean approach

Design thinking stimulates you to be highly creative and at the same time allows for **quick validation of those concepts** with the target customers and business model (as such limiting potential risk).

Serving is selling

As it becomes increasingly harder to differentiate on price, product range or local presence, "**customer experience" becomes a key differentiator** for
banks. "Serving is the new selling."

Customer retention

A customer centric mindset helps you improve the customer experience over different channels and touch- points and positively impacts customer satisfaction.

Customers are more loyal, buy more and higher margin products from you. It also improves your net promotor score. (ambassadorship)

But it has it's limits...

1. It's good to skip endless research, meetings and strategy sessions, but **under-thinking is as bad as over-thinking.**

2. Great ideas that benefit consumers **require a viable business strategy** built into an idea

3. Every problem is different. There is **not one process or toolset** to standardise design thinking.

REMARKS

Design thinking is a user-centered approach to problem solving. Empathy is key.

Design thinking is especially helpful for "wicked" problems.

Design thinking is a step-by-step process that is repeated over multiple iterations.

Hard Work - Best Results

GOOD IDEA
PLAN + THINK
DO

SUCCESS

BAD IDEA
PLAN + THINK
DO

SUCCESS

GOOD | BAD IDEA
NO PLAN
DO

FAILURE