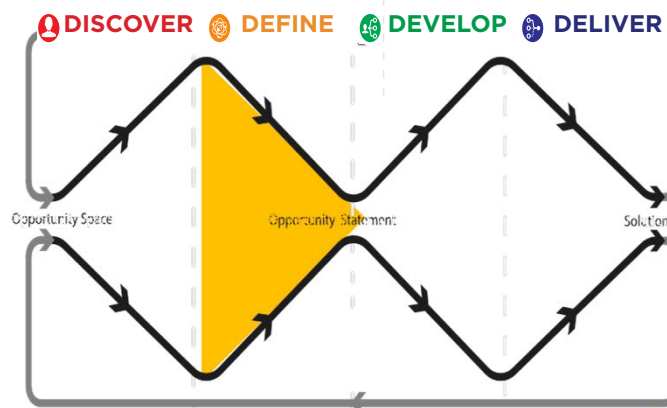


# Define Introduction & Mindsets

## DEFINE

Identifying the key issues, experiences and needs of those we need to help



## DEFINE

Objectives are to:

- Reframe your thinking and understanding of the problem or person after your DISCOVERY research
- Identify user insights, needs
- Define & reframe the problem into a clear “How Might We” Statement before the next stage of DEVELOP
- The mindset of “mindfulness” aids this stage



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A graphic with a warm, golden-hour background. A hand is shown holding a dandelion seed head, with several seeds floating away into the air. The text 'Be Mindful' is written in a large, white, sans-serif font on the right side. In the bottom left corner, there is a logo for the SUTD-MIT International Design Centre (IDC) consisting of a stylized 'D' icon and the text 'SUTD-MIT INTERNATIONAL DESIGN CENTRE (IDC)'.

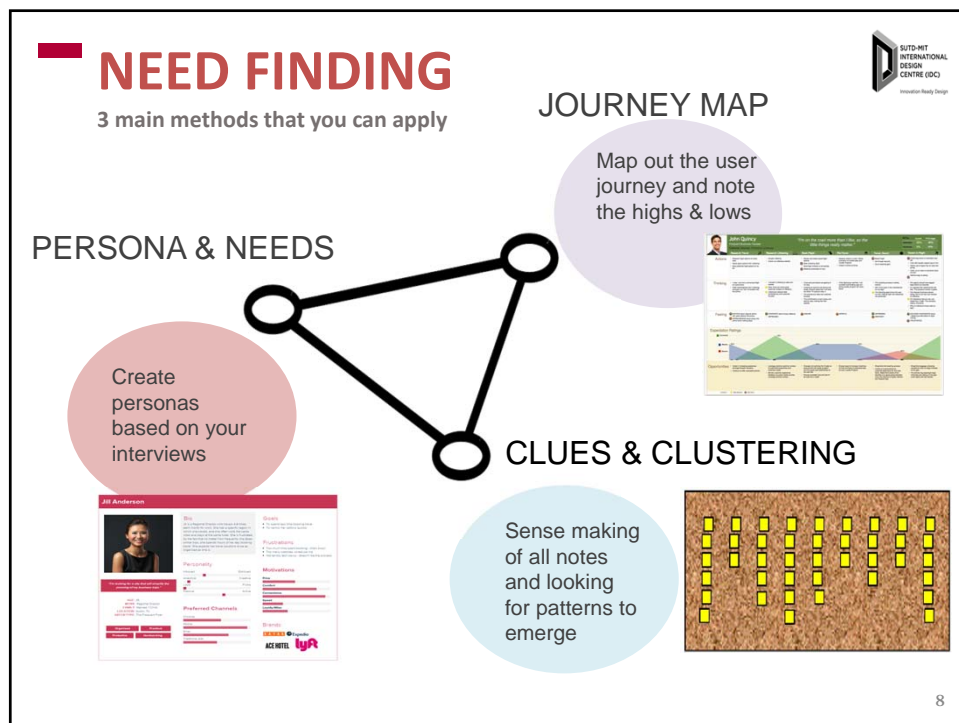
Be Mindful

SUTD-MIT  
INTERNATIONAL  
DESIGN  
CENTRE (IDC)

Being aware of the present moment ...  
open, non-judgmentally



# Need-Finding



## What are clues?

- **Seen, Heard, Felt, Experienced**
- Written Verbatim
- Expressed as a single data point

### CLUES ARE NOT...

- Summaries of multiple observations
- Interpretations
- Information out of context

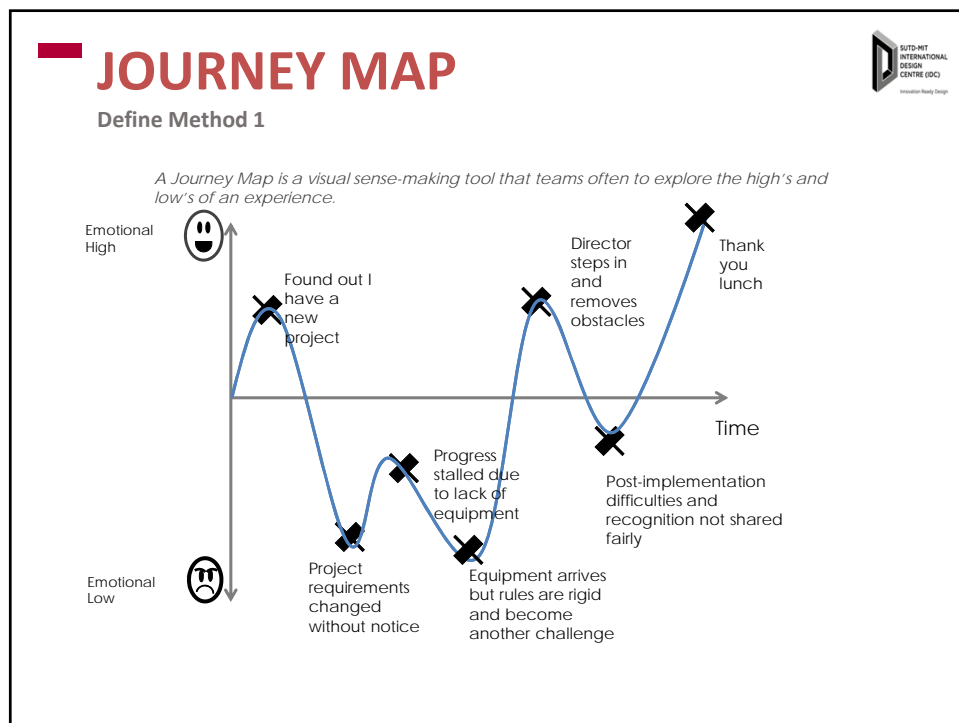
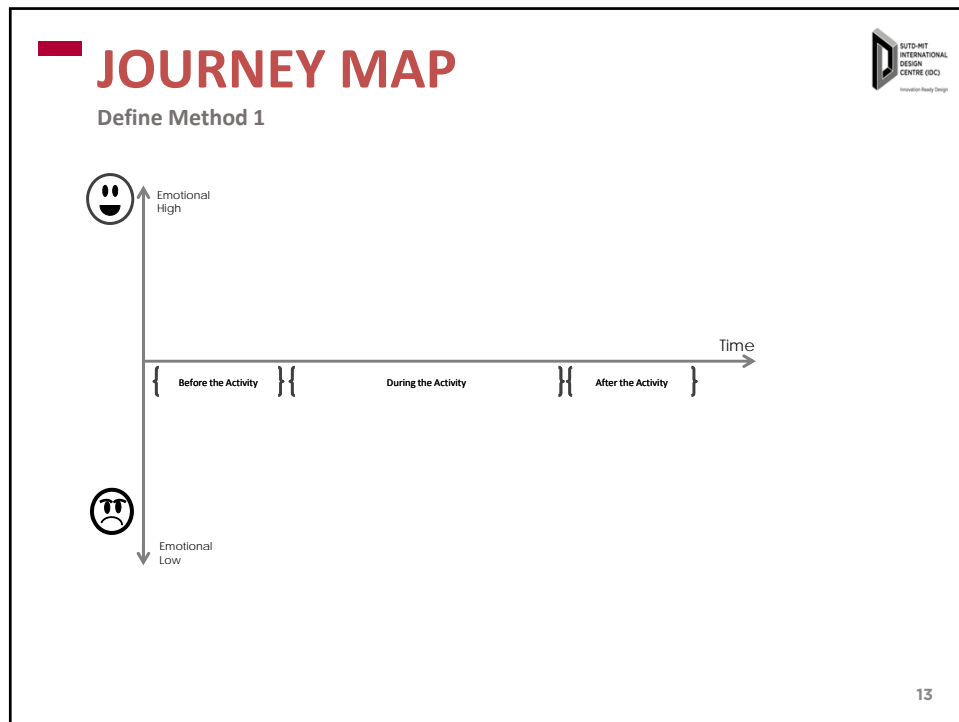


## Activity

### **Clues Capture**

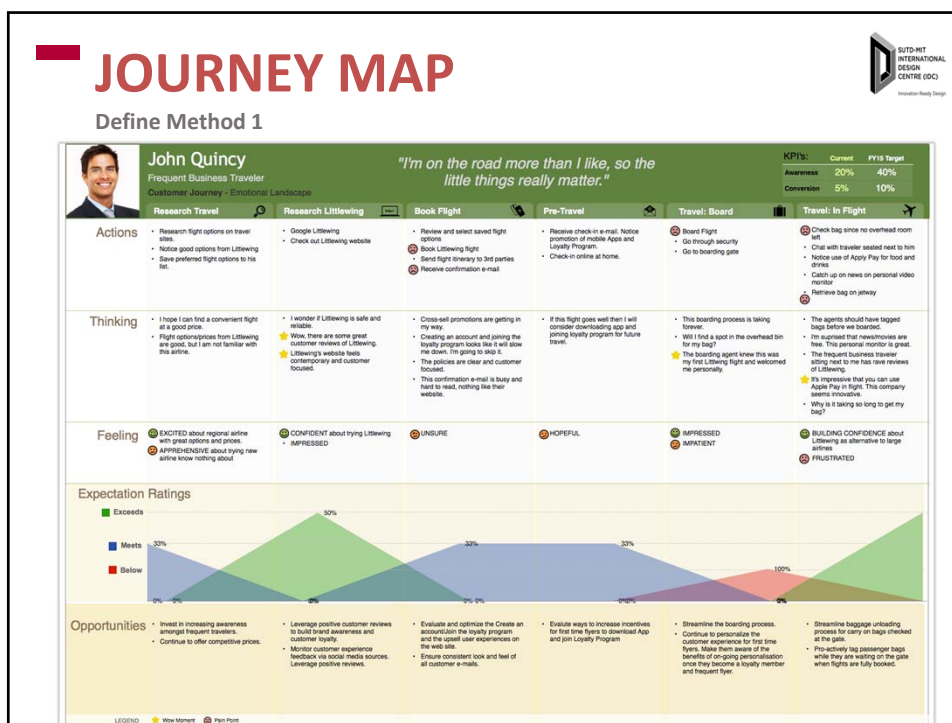
1. Turn your notes into clues. Make sure there is only 1 data point on each clue template (post-it)
2. Write your clues as verbatim and fill in the source
3. Remember to engage your other senses, how did he/she behave, any specific actions or observations?

YOU CAN BUILD YOUR  
JOURNEY MAP & PERSONA MAP  
USING CLUES!



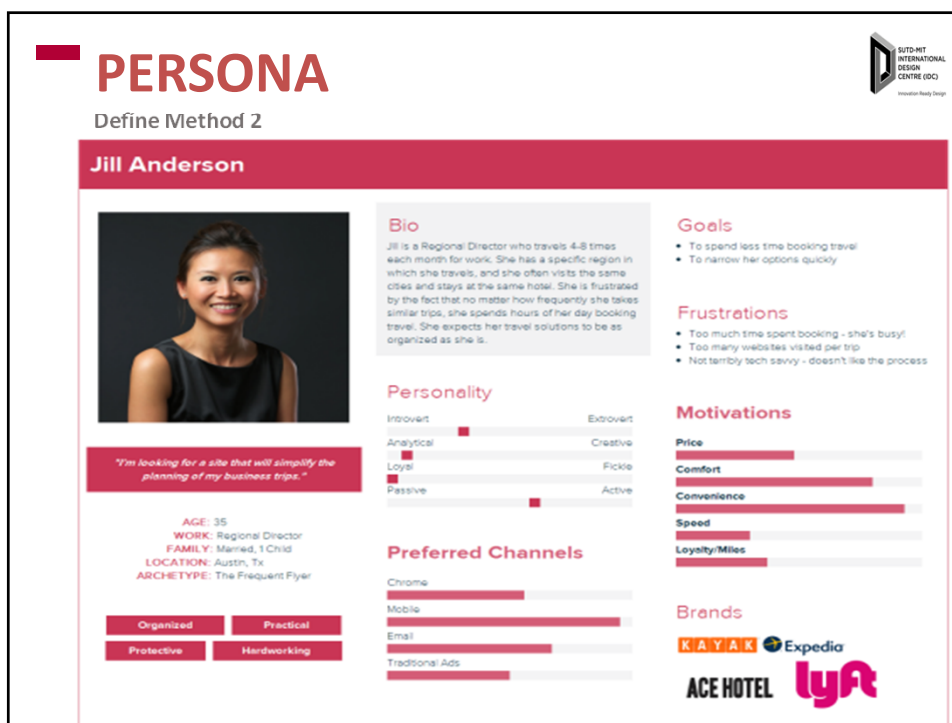
# JOURNEY MAP

## Define Method 1



# PERSONA

## Define Method 2






**An example of a Persona Template we will develop after 5-10 interviews is done**

**<Name of Persona>**

**Behaviours**  
Job Satisfaction

Not satisfied  Very satisfied

**Deepest Needs**


**Motivations/Goals**

**Pain points**

**Persona Story of Persona**

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# Activity




## PERSONA

**An example of a Persona Template we will develop after 5-10 interviews is done**

**<Name of Persona>**

**Behaviours**  
Job Satisfaction

Not satisfied  Very satisfied

**Deepest Needs**

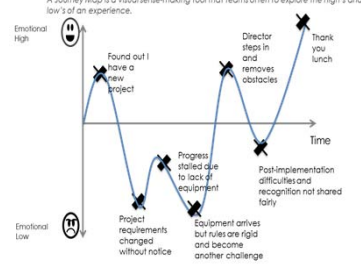
**Motivations/Goals**

**Pain points**

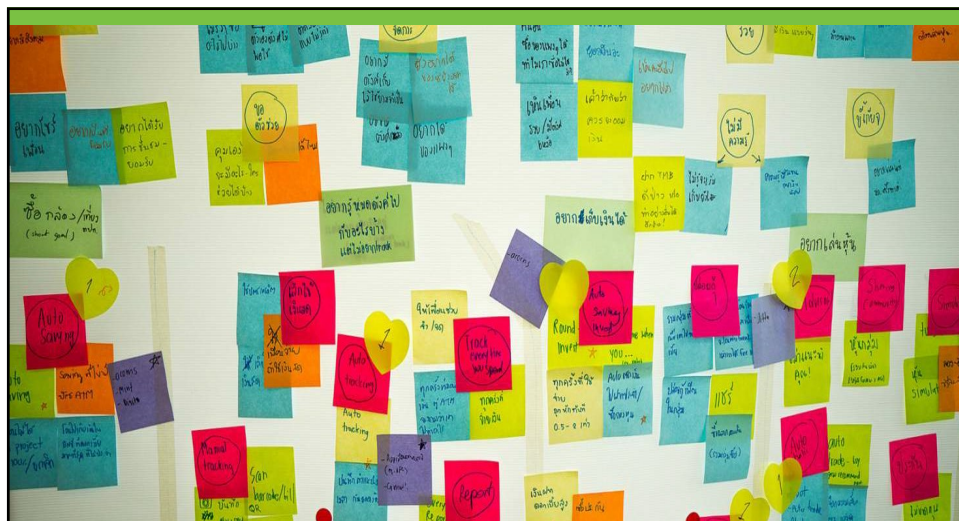
**Persona Story of Persona**

## JOURNEY MAP

A Journey Map is a visual sense-making tool that teams often use to explore the high's and low's of an experience.



# Clustering (or Affinity Mapping)



## AFFINITY CLUSTERING

A graphic technique for sorting items according to similarity

## What is affinity clustering?

*A process to make sense of all the data points collected and captured during clues writing.*

### Why do it?

- *An elevated understanding of the larger themes captured*
- *A visual tool to allow everyone to get a common understanding of interview outputs*



## How do you cluster?

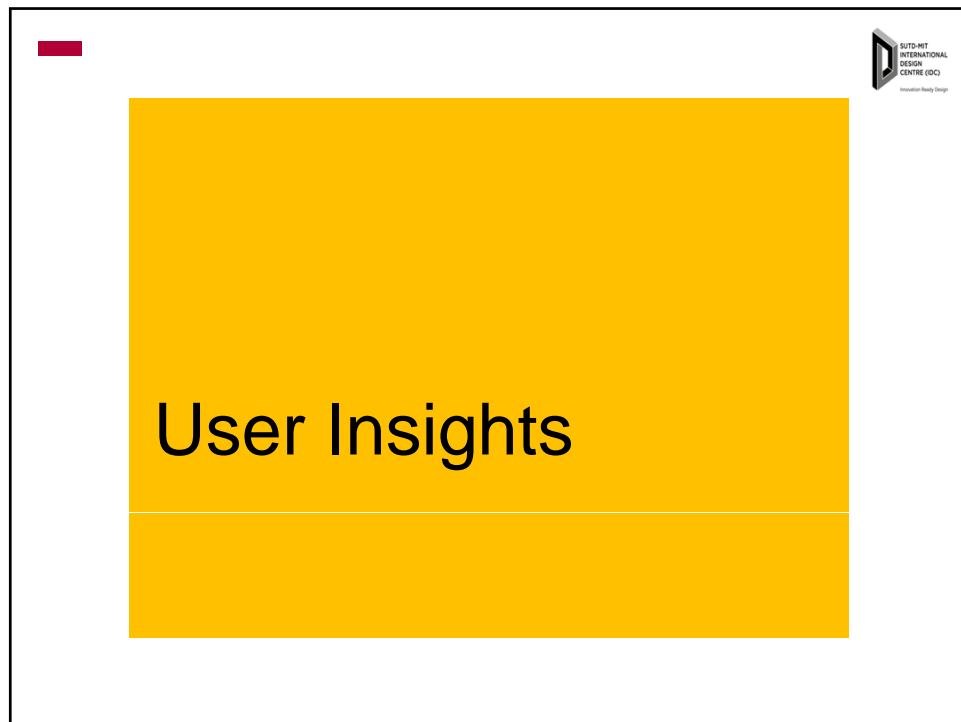


What patterns or themes do we spot?

### Activity

#### **Affinity Clustering**

1. Read through the personas & journey map
2. Look at all your clues
3. Put those similar into a pile and stick those clusters on the flip chart paper given
4. Use a marker to circle these clusters and write a header at the top. This header should be the recurring theme addressed in these clues



**But first, what's not an insight?**

**Observation**

A statement  
based on  
something one  
has seen, heard,  
or noticed

**THE SKY IS BLUE TODAY.**

**SINGAPOREANS LOVE  
POURING CHILI OVER  
THEIR CHICKEN RICE**

## **Trend**

Change or development in a general direction within a cultural, audience or behavioral context

**TEENAGE BOYS ARE BECOMING MORE FASION CONSCIOUS**

## **Data**

Facts and statistics collected together for references for analysis

**68% OF TEENAGE BOYS VISIT FACEBOOK AT LEAST ONCE A DAY**

## **Fact**

A thing that is known  
or proved to be true

**TEENAGE  
BOYS ARE  
BETWEEN THE  
AGES OF 13-19**

## **Guess**

Conclusion without  
sufficient information  
to be sure of being  
correct

**TEENAGE  
BOYS FIND  
TRUE IDENTIFY  
LATER IN LIFE**



## **Gut**

Reaction based on an  
instinctive emotional  
response rather than  
considered thought

**TEENAGE BOYS  
GIVE INTO PEER  
PRESSURE MORE  
THAN TEENAGE  
GIRLS**

**Insights > Jargon  
Insights ≠ Research  
Insights ≠ Idea**



INSIGHTS are a concise expression of what you have learned from your research and inspiration. They are the “AHA” (or even “HAHA!”) moments and unexpected learnings

Insights allow you to see the world in a new way.

In other words, a good insight can get anyone excited about your customers & their situation.

## What is an insight?

*A proper insight articulates two truths that exist in opposition. The tension between those two truths defines a problem to be solved.*

## Why do it?

- *An insight helps the team to move beyond the what and into the why*
- *Helps set up the ideation process*

## Four elements of a good insight

### Structure

#### Explains Why

- Not only states truths but articulates why something may be happening (or may not be happening)

#### The big BUT

- A good insight combines 2 truths that exist in tension

### Impact

#### A ha! Moment

- Insight inspires significant shift in thinking.

#### Sparks 100 "How Might We"

- One good insight should trigger huge new areas of thinking.

## The basic framework of a good insight

\_\_\_\_\_, but \_\_\_\_\_

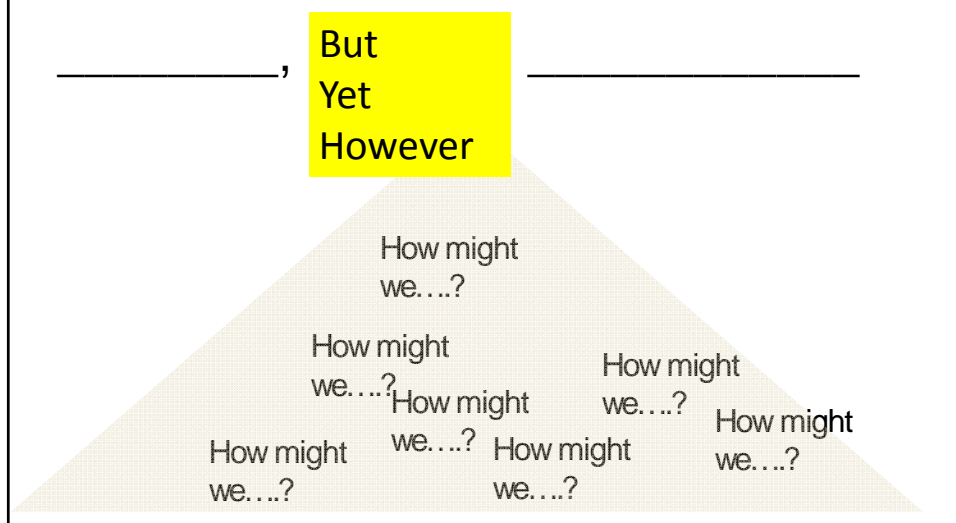
## Example of a good insight

*Elderly knows that they need to exercise to maintain a healthy lifestyle, **but** they often lacks the motivation & energy to do so.*

## Example of a good insight

- 70% of millennial Singaporeans know they are not properly saving for retirement **but** they are unwilling to change their lifestyle to save more.

## Other iterations of a good insight, leading us to many possibilities



### A more flexible form:

\_\_\_\_\_ because \_\_\_\_\_,  
but \_\_\_\_\_ because \_\_\_\_.

### Example of a good insight

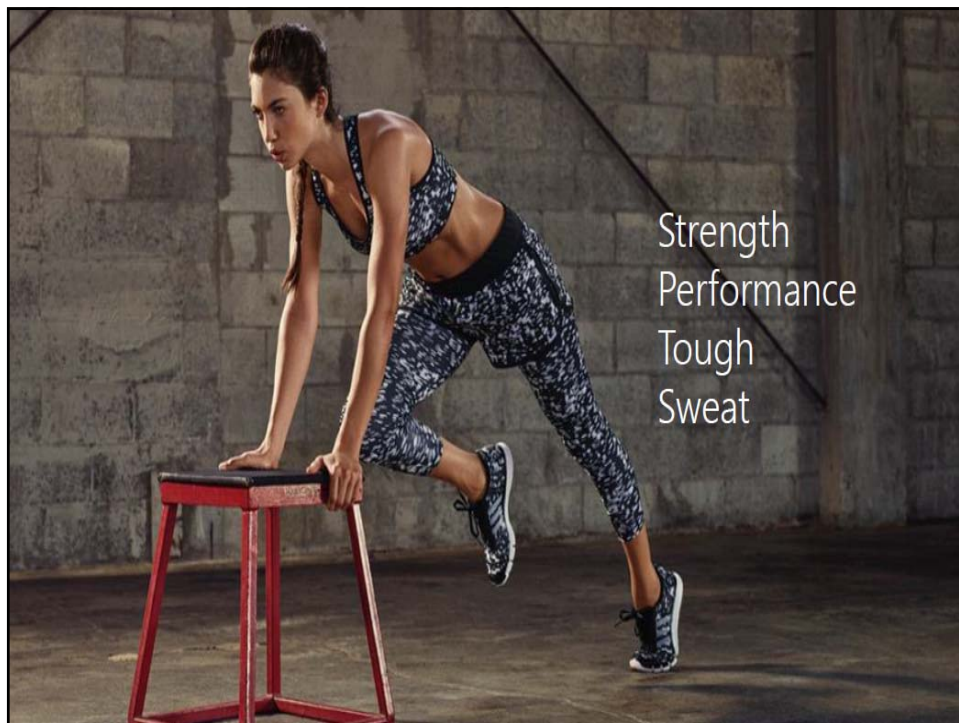
70% of millennial Singaporeans tell us that they know they are not properly saving for retirement **because** they are often scolded by relatives, **but** they are unwilling to change their lifestyle **because** they equate the quality of their social life with their shopping / travel budget.

## **Some top tips from us**

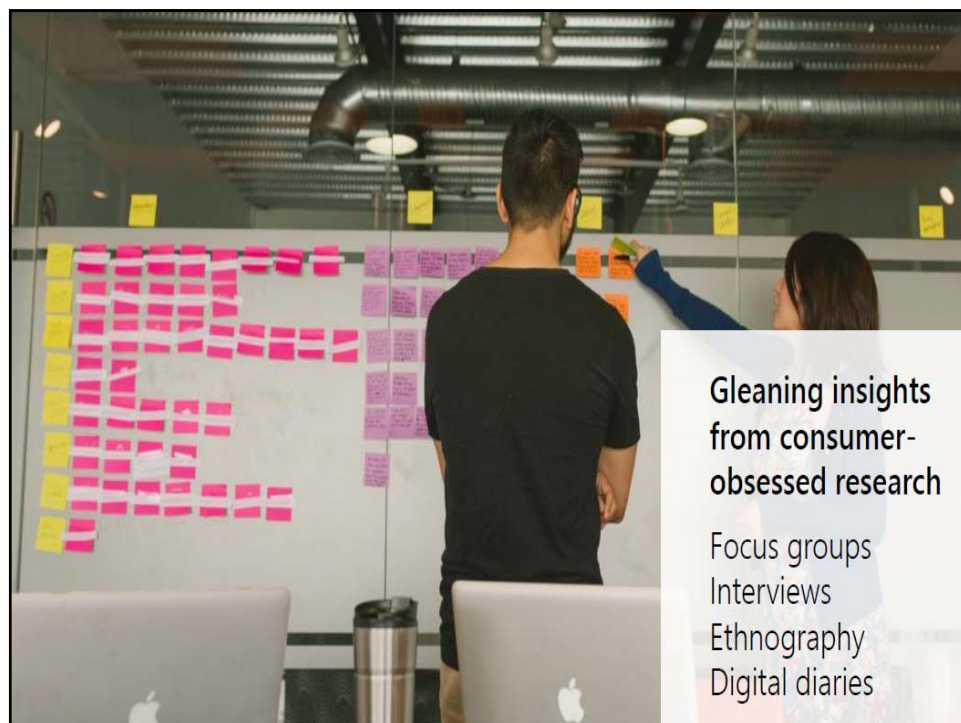
- **Save ink**
- **Use simple language**
- **Insights are not facts**
- **Insights are not ideas or solutions**

## **CASE STUDY: ADIDAS**

**AN EXAMPLE OF HOW RESEARCH INFORMED CAMPAIGN DIRECTION**









### Research Findings

1. Chinese females are alienated with ads that are too masculine.
2. The more hardcore the imagery is, the more women are put off by it.
3. Women do not view fitness as working out; they see it as a chance to socialize.

adidas

以姐妹之名  
全倾全力  
all in for #mygirls











## Activity

### **Insights**

1. Pull out the insights you have found from your Discover Sprint
2. Discuss at least 3 key insights supplemented with clues and clusters.
3. Apply your insights to the frame provided



# Reframing the Problem using “How Might We...”



## Don't rush into problem solving mode

First, figure out what you want to tackle and why

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



## How Might We Statement

The most powerful question to unlock many opportunities







## Activity

### How Might We Statement

1. Turn all of your insights into How Might We (HMW) statements.
2. Ask yourself if the HMW statements are relatable to the Journey statements
3. Decide on a handful of HMW statement to take into the next activity.

**TIP: DO NOT FOCUS ON SOLUTION BUT THE INSIGHTS AND PROBLEM**

# SUMMARY OF DAY 1: DISCOVER



## DESIGN INNOVATION



## EMPATHY MINDSET



## USER NEEDS



## PERSONA

## OBSERVE WITH POEMS

POEMS



## INTERVIEW



## POST-INTERVIEW TEMPLATE

Insert Real Photo here	Overview of your interviewee Name: Relevant demographic profile: Relevant characteristics, relevant lifestyle, habits, etc.)
Goals/Motivation:	Goals/Motivation:
Current Experience:	Challenges or Pain-points:
3 most memorable things about the interviewee:	User Insights or Deep Needs:

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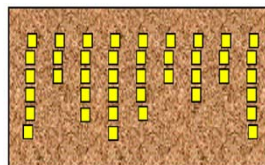
# SUMMARY OF DAY 1: DEFINE



## MINDFULNESS MINDSET



## CLUES & CLUSTERING



## JOURNEY MAP



## PERSONA & NEEDS

## USER INSIGHTS

A more flexible form:

\_\_\_\_\_ because \_\_\_\_\_,  
but \_\_\_\_\_ because \_\_\_\_\_.

## "HOW MIGHT WE"



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## Presentation!

Each Group 5 minutes

- Reframed How Might We Statement
- 1-2 Key Persona & Needs
- 3 Key User Insights
- Journey Map (if relevant)