BINUS
UNIVERSITY

People
Innovation
Excellence

PROTOTYPE DEVELOPMENT II
SESSION VII

PRODUCT / SERVICE PROTOTYPE

LO 1 : Design physical / visual representation and constructive breakthrough of business ideas

Subtopics

- Small Data
- Interview
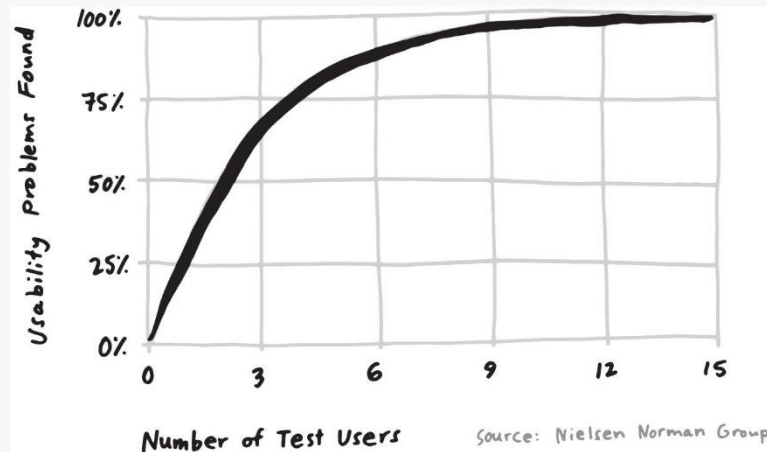- Learn

People
Innovation
Excellence

Small Data

Five is the Magic Number

- **85 percent of the problems** were observed after just five people

- **Testing with more people didn't lead to many more insights**—just a lot more work.

- Instead of investing a great deal more time to find the last 15 percent, just **fix the 85 percent and test again**.

Source: Nielsen Norman Group

Five is the Magic Number

- When two or three people out of five have the same strong reaction—positive or negative—**you should pay attention.**
- The number five also happens to be **very convenient**. You can fit five one-hour interviews into a single day, with time for a short break between each one and a team debrief at the end

People
Innovation
Excellence

Interview

The Five-Act Interview

1. **A friendly welcome** to start the interview
2. A series of general, open-ended **context questions** about the customer
3. **Introduction to the prototype(s)**
4. Detailed **tasks** to get the customer reacting to the prototype
5. A **quick debrief** to capture the customer's overarching thoughts and impressions
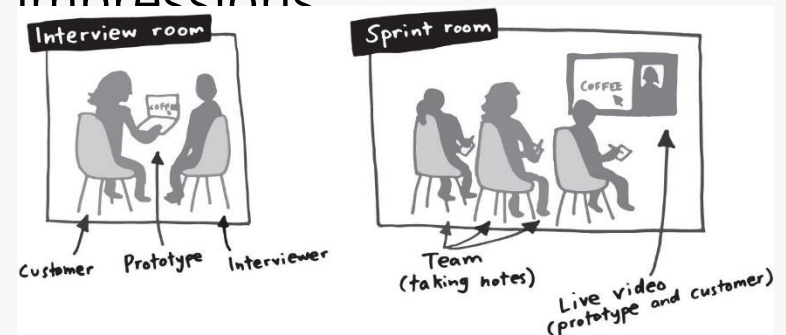
Act 1: Friendly Welcome

- People need to feel comfortable to be open, honest, and critical. So the first job of the Interviewer is to **welcome the customer and put her at ease.**

- The Interviewer should also **ask the customer** if it's okay to record and watch the video of the interview, and he or she should make sure the customer signs any legal paperwork insisted on by your lawyers.

Act 2: Context Questions

- Start slow by **asking some questions about the customer's life, interests, and activities**

- A great series of context questions **starts with small talk** and transitions into personal questions relevant to the sprint.

- At minimum, these context questions make the customer more **comfortable and forthcoming**. But quite often, the answers help you understand how your product or service fits into the customer's life—and perhaps, what people think about your competition.

Act 3: Introduce the Prototype(s)

- Explaining that **it's a prototype** encourages them to give blunt feedback and also makes the Interviewer's job easier in case something breaks or the customer encounters a dead end (both of which are likely to happen)

- Remind the customer that **you're testing the prototype—not her**

People
Innovation
Excellence

People
Innovation
Excellence

- **"I didn't design this"** line is important, because it's easier for customers to be honest if they don't think the Interviewer is emotionally invested in the ideas.
- **Thinking aloud** makes the interview format especially powerful
- Seeing where customers struggle and where they succeed with your prototype is useful—but hearing their thoughts as they go is **invaluable**.

Act 4: Tasks and Nudges

- Asking target customers to **do realistic tasks** during an interview is the best way to simulate that real-world experience.

- Good task instructions are like clues for a treasure hunt—it's no fun (and not useful) if you're told where to go and what to do. You want to watch customers **figure out the prototype on their own.**

People
Innovation
Excellence

Act 4: Tasks and Nudges

- Starting from **a simple nudge**, the customer reads and evaluates the app description, installs the app, and tries it out. The "how would you decide?" phrasing encourages her to act naturally along the way.

- **Open-ended tasks** lead to interesting interviews. Overly specific tasks are boring for both the customer and the sprint team.

- The Interviewer tries to **keep the customer moving and thinking aloud**, not anxious to find the right answer.

People
Innovation
Excellence

Act 5: Quick Debrief

- To wrap up the interview, **ask a few debrief questions**
- If you're testing two or more prototypes in your interviews, **review each one** (to refresh the customer's memory) and ask questions
- When the interview is over, the Interviewer **thanks the customer, gives her a gift card, and shows her out.**

Act 5: Quick Debrief

- Throughout the session, the Interviewer should remain engaged in the conversation. He should encourage the customer to talk while remaining neutral (say things like "uh-huh" and "mmm hmm," not "great!" and "good job!") There's no need to take notes. The rest of the team in the sprint room will take care of that for you.

- the script make the interviews easier to run and it will also make them consistent—which makes it easier to spot patterns throughout the day.

Learn

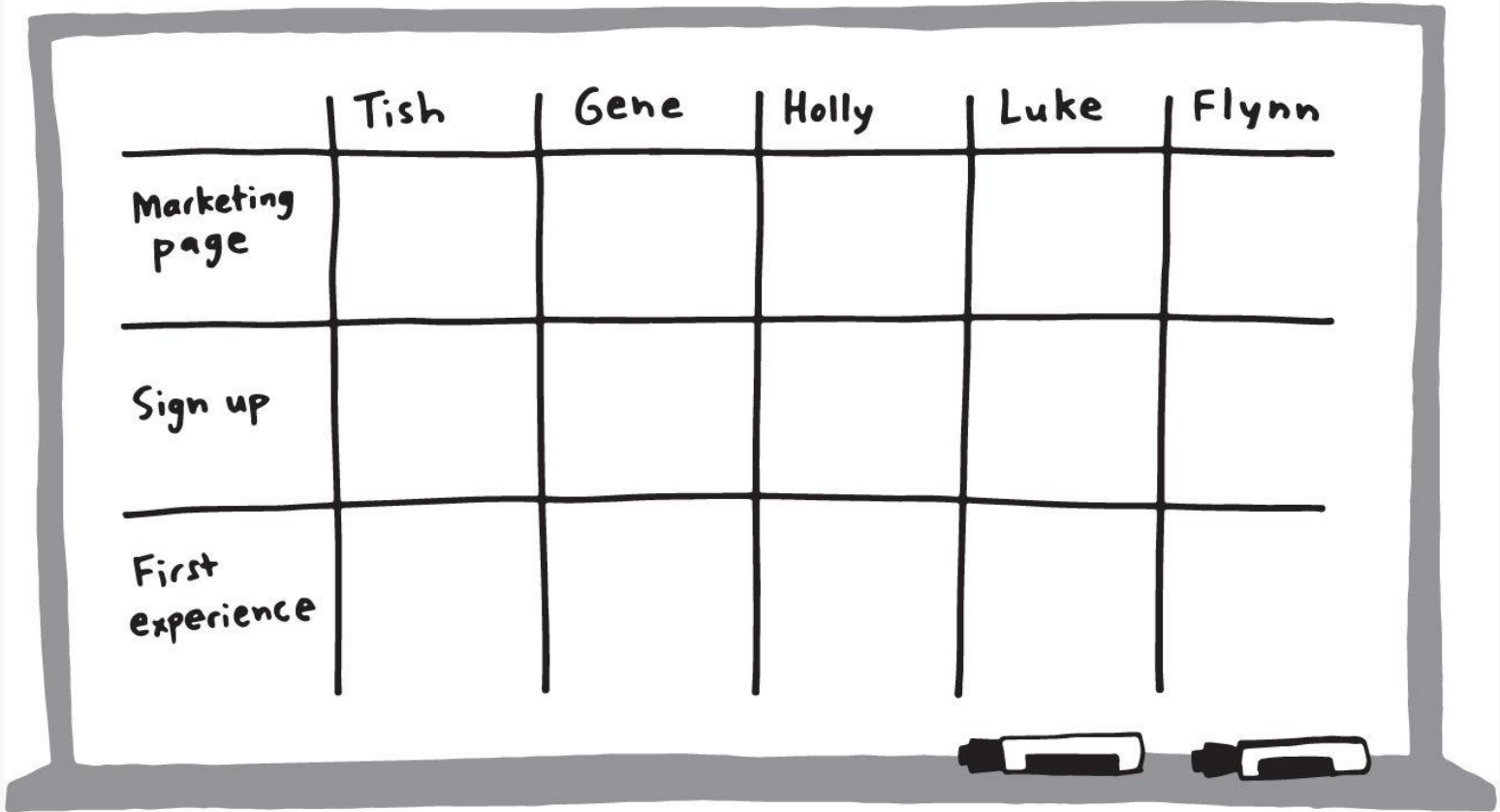# Watch Together, Learn Together

- Watch the interviews **together**
- It's much **faster**, because everyone is absorbing the results at once
- Your conclusions will be **better** as a group, since you have seven brains working together
- You'll **avoid problems** of credibility and trust, because each sprinter can see the results with his or her own eyes.
- And at the end of the day, your team can **make an informed decision** about what to do next—the results of the interviews (and the sprint) are still clear in everyone's short-term memory

Take Interview Notes as a Group

- Before the first interview begins, **draw a grid** on a large whiteboard in the sprint room. Create five columns—one for each customer you'll be interviewing—and a few rows—one for each prototype, or section of the prototype, or sprint question you're trying to answer.

- **Distribute sticky notes and whiteboard markers** to everyone in the room. Give everyone instructions for how to take notes during the interviews: "When you hear or see something interesting, write it down on a sticky note. You can write down quotes, observations, or your interpretation of what happened."

Take Interview Notes as a Group

- Use a **different color marker** depending on the note: green for positive, red for negative, black for neutral. If you only have black markers, write a plus or minus in the corner, or leave it blank for neutral.

- During the interviews, the **room should be quiet**. It's also important to be respectful of the customer being interviewed.

- At the end of each interview, **collect the notes and stick them to the whiteboard**. Put them into the correct row and column, but don't worry about any other organizing just yet. Then, take a break. Focusing and taking notes for five hours is tiring, so get some downtime between each interview.

Look for Patterns

- **Look for patterns** that show up with three or more customers. If only two customers reacted in the same way but it was an especially strong reaction, make note of that, too.

- After five minutes looking for patterns individually, ask the team to **share what they found and read the patterns aloud**. On another whiteboard, list every pattern and label each one as positive, negative, or neutral. Once the patterns are listed, it's time to make sense of the results.

People
Innovation
Excellence

Student Activities

Student Activities

- Selected teams will explain their prototype for maximum 7 minutes per team on video conference session

- Students create a 3-minute video that explains their prototype

- Test the prototype to minimum 3 classmates and 2 lecturers

- Create feedback grid and the analysis based on the testing results

- Students submit the link to the video, feedback grid and the analysis to Binusmaya INDIVIDUALLY

- Prototype score will be **30% of the assignment score**

Assignment I Scoring

- Prototype: 60%
- Feedback Grid: 40%
- Contents:
  - Prototype video
  - Feedback grid
  - Analysis
- Assignment I score will be **30% of the assignment score**
- Remember to submit Assignment I **INDIVIDUALLY**

Session 8 Preparation

Session 8 Preparation

- Learn Key Partnership

People
Innovation
Excellence

References

Knapp, J., Zeratsky, J., & Kowitz, B. (2016). Sprint: How to solve big problems and test new ideas in just five days. Simon and Schuster