Generative Deliverables

Depending on where you are in your degree plan for this UX program or what your background is, it is likely you will have heard of things like personas, journey maps, storyboards, workflows, user stories, and wireframes. If you are already familiar with these, great! If not, no worries, I will be going over them in depth here.

One point I'd like to make clear before we jump into these, is that each of these deliverables you're group is tasked with creating this week is based on actual user data your group has gone out and collected, triangulated, analyzed, and synthesized. This means that, unlike what you may have done in other classes or even in your current/past work place, they are data-driven. Why is that important? This is important because they are more than hypothetical or based on hear-say/third-party information, assumptions, or 'gut'. They are informed by actual users to whom you've spoken!

For this reason, you should take the following into consideration:
- If it is not supported by data, do not incorporate it
  - We want to be completely data driven for this class, so if it is not represented in your data, it should not be a part of your deliverable
  - Thus, you should be able to point to everything in your deliverable and relate it back to the data you've collected, analyzed, and synthesized
- Do not cherry pick
  - This means do not pick out only those results you feel support your particular perspective
  - All of the data should be considered equally, so if there is something that was repeated amongst your group's study participants (in both the interviews and survey), that should definitely be represented within your deliverables
- These will evolve
  - Static deliverables die. As you continue to learn new information, your deliverables should be versioned and updated.
 - You will learn throughout the usability testing portion of this class. Use that data!

Contextual Personas

(aka Descriptive Personas, Behavioral Audience Segments, Thinking Styles)

I've included a PDF in this week's reading titled "Describing Personas" by Indi Young. Indi is a researcher and published author on a multitude of research topics. She and I have similar ideas when it comes to personas. In my personal work, I tend to use a Persona Empathy Mapping exercise in Design Thinking workshops rather than creating a full blown persona we are used to

seeing. In my experience these get more to the point of why we need a persona and they provide actual useful data we can progress with throughout the other deliverables and into the design phase.

Persona Empathy Mapping
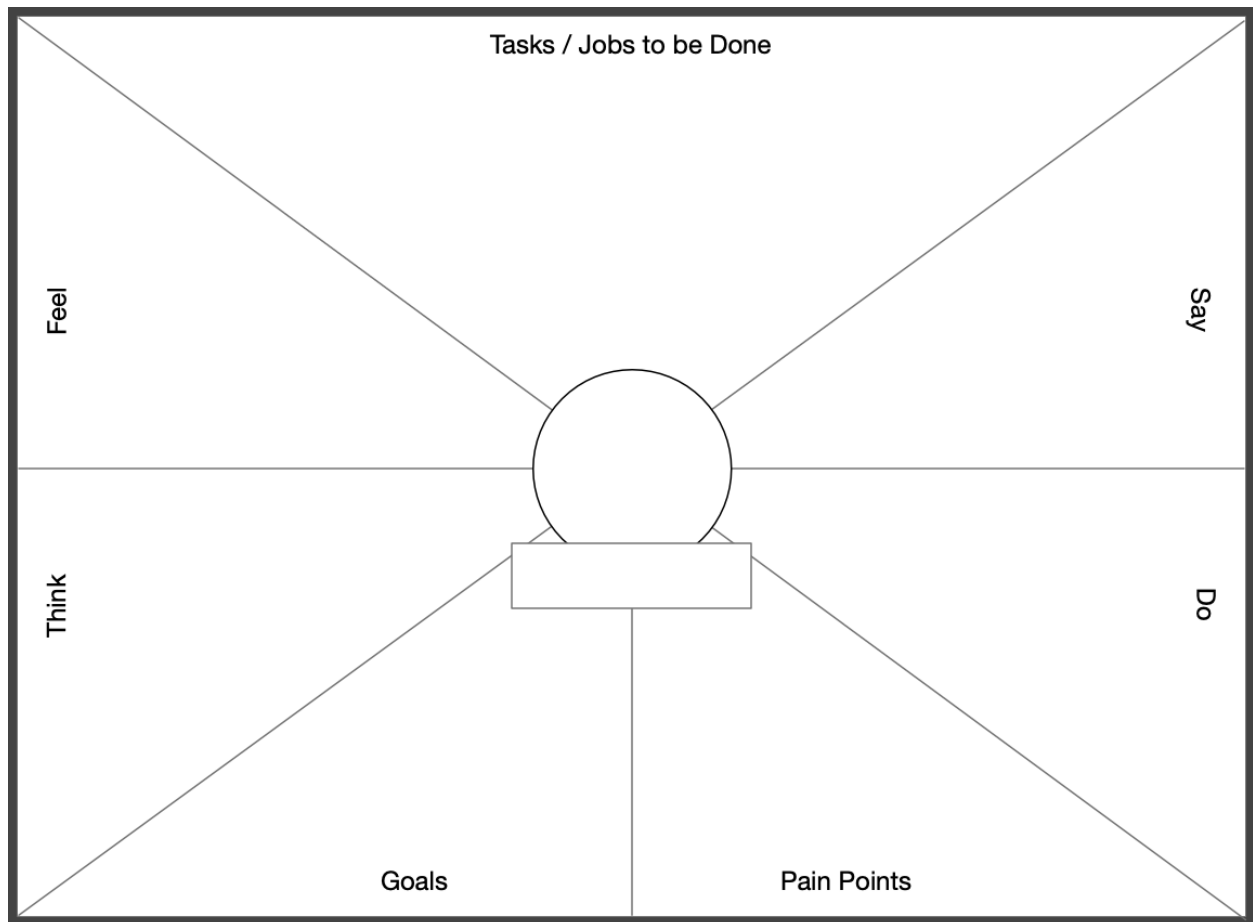
I find this diagram useful (this is just one of many types of empathy maps available, I created and adapted this from others I've seen/used) because it helps people focus on just the points that matter for a contextual persona or as Indi calls them "thinking style". Notice there is no room for demographic information. There is no age, gender, ethnicity, or location listed. These are usually unneeded and tend to be more problematic than helpful due to the unconscious biases people have.

The first use of a persona is to help people working with them to develop empathy and understanding of the groups of people they represent. The square in the center is for a name or phrase. As names and gender can cause biases, I recommend following Indi's example of using a phrase such as "All day coffee drinker" and referring to the persona as they/them.

The circle is for a picture. The recommendation is to be generic here as well. Instead of a picture of a person, we could have a pictograph that has multiple coffee cups with a sun and a moon at the top to represent the behavior to which this persona refers. All of that said, there are always exceptions. Please refer to the Describing Personas PDF for exception details starting on page 7.

The second use of a persona is to provide scope and explicit context to the inner thinking, perspectives, reasoning, reactions, and guiding principles of the group it represents, so that they can be used for ideation and designing within a specific scope (paraphrased from our reading).

This is why they are the first thing your group should consider putting together for our generative deliverables. Everything crafted after them should be inline with them. For example, the As Is Journey Map your group may produce should be based on the As Is experiences of your personas. The To Be Journey Map should then focus on what you would do to address the persona's pain points.

Persona Empathy Mapping Example
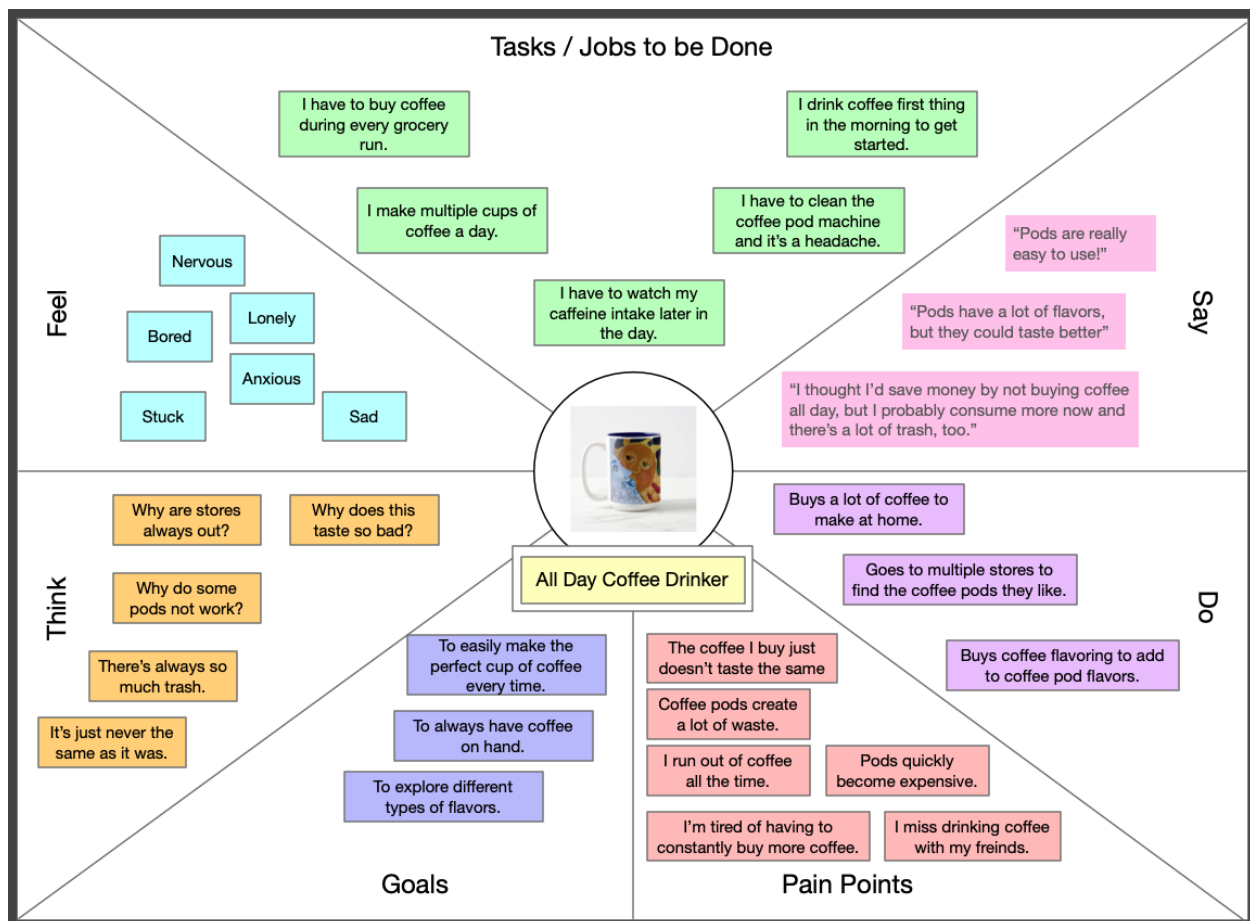
Contextual Persona Requirements

If you choose to do personas for your assignment, you should include the following elements you should have a minimum of 3 completely different ones to turn in:

1. Pictograph - one we can reuse in other deliverables to represent it
2. Identifying Phrase/Name - something short and pithy we will use to refer to it, unless gender is required, this should be as neutral as possible
3. Say - quotes from our research that help identify your persona (you can use quotes from multiple sources if they all apply to this persona)
4. Do - actions from our research that were either explicitly stated or can be reasonably inferred from our research
5. Think - thoughts from our research that were either explicitly stated or can be reasonably inferred from our research
6. Feel - feelings from our research that were either explicitly stated or can be reasonably inferred from our research
7. Goals - as they are concerned with your particular product or service, what are the goals this persona is trying to accomplish and why?
8. Pain points - what makes it difficult for them to or prohibits them from accomplishing these goals?
9. Tasks/Jobs to be Done - we will write actual user stories for each of our personas, so these need not be as specific as those. These are more of a high level, what are the specific/different things this particular persona needs to do to accomplish their goal?

Bonus: Catch Phrase - I like to add this as something that wraps up the entire persona in a short statement. It's not required, but it is fun to add and refer to when working through the rest of the deliverables.

You don't have to use the empathy map, but you can if you want. To figure out where to start with your Cognitive Personas, take a look at the [Describing Personas](#) article.

Journey Maps

There are many different approaches to journey maps and many different uses for them. For this project, we would use them to gain a better understanding of our personas and what their As Is journey is considering all of their touch points and pain points that currently exist. Then we would take those and brainstorm on what we would need to do to fix the mapped out pain points for a To Be version of the journey map. This exercise helps align the group so that we understand what we should focus on going forward for any design work or recommendations.

I have recommended an article titled [A Beginner's Guide to User Journey Mapping](#) for reading. It is a good place to start if you've never seen a journey map or simply want a better

understanding of the elements of one. The journey maps you may choose to do for this class would be similar. I'll provide you a template, but feel free to create your own in whatever software you feel comfortable in. This can even be accomplished in Excel/Sheets if you want to do it there.

Journey Map Template Example

Persona Image / Name	Scenario w/ Goals					
Phases/Steps/Touchpoints	1	2	3	4	5	6
Actions						
Thinking/Feeling Positive						
Neutral						
Negative						
Opportunities						

Journey Map Requirements

Things we would want to include in our minimum of 2 Journey Maps if your group chooses this as one of your deliverables:

1. Image used to represent the persona
2. Name/phrase used to identify the persona
3. Scenario for journey map
4. Phases/Steps/Touchpoints (these differ depending on your product/service and/or stage of research)
5. Actions
6. Thinking/Feeling - use quotes from your research and map them to the different emotions

7. Opportunities - how can you use the data given to find an opportunity for your product/service to fix the pain points, or help the user achieve their goals

Now, different journey maps will have different types of information to display so this is not the end all be all. We can use this simplified version for our class to give you an idea of what they are, why they exist, and how to use them. If you are already experienced with these, feel free to put together a more advanced one. Below is an As Is Journey Map filled in using our coffee example. It may be hard to read here, so I've also provided a PDF of it for you to review.

All Day Coffee

All Day Coffee wants to be able to quickly and easily brew a great cup of coffee with different flavors and caffeine level throughout the day in a cost effective and efficient way without losing out on taste or piling up a lot of waste.

Phases/Steps/ Touchpoints	1	2	3	4	5	6
Actions	Used to get coffee on the way to work and while at work, but currently doesn't leave the house because their whole office now works from home.	Had to find a solution for their coffee fix without leaving home, but wanted something now. Ordered a coffee pod machine from Amazon.	Liked how easy and fast it was to use the pods, but wasn't super happy with the flavors or the inability to find what they wanted at the store.	Wanted to try other types of pods but found they wouldn't work on their machine due to some sort of lock that only works with specific cups.	Realizes they have spent a lot of money, time, and effort on this experience they aren't terribly satisfied with and now notices after 3 months just how much money it costs and waste it creates.	Feels stuck since they made an investment, but if there was an easy alternative, they would be interested.
Thinking/Feeling Positive		"I ordered it and it was here the next day along with a variety of pods to try."	"Pods are really easy to use!"			
Neutral	"I suppose I save money on gas for both me and my car since I don't go into work anymore."		"Pods have a lot of flavors, but they could taste better"			"I've already put all this time and effort in, but I'd consider something else if it was just as easy but didn't have the same problems."
Negative			"I guess a lot of other people had the same idea because they were sold out everywhere."	"I didn't know this lock existed so I wasted a lot of money on pods I can't use."	"I thought I'd save money by not buying coffee all day, but I probably consume more now and there's a lot of trash, too."	
Opportunities	People are home more often now, so they need options to fill their coffee need from home rather than in store.	Our product should be able to be delivered quickly.	Ease of use, flavor, flavor options, and availability is important. Here is where a home delivery subscription might be an option.	They should be able to use our product with whatever they have, but we can also offer other options as long as they don't lock people out.	Cost and effect on the environment are important considerations.	Just because people may have already invested in something doesn't mean they aren't open to other options.

Given this example, you should now be able to see why we would want to do the personas before the journey maps as it is the persona that the journey maps are based on. Additionally, we can use actual quotes from our research for the thinking/feeling portion of the As Is Journey Map and then apply emotional context to that quote, which is why the contextual transcriptions were necessary. All of this helps us to have a deeper understanding of where this persona is on their journey and helps us to see where there are opportunities to help them have a better experience throughout.

The next step would be to take this As Is Journey Map and imagine a To Be journey incorporating how the persona would experience a future scenario with your product or service.

The point of a To Be Journey Map is to alleviate the pain points in the As Is and help the user achieve their scenario/goals with our product or service in an easier, faster, better way. For this, you would want to imagine how you think your particular persona would respond to the better experience. Though we are imagining here, our direction should still be based on our research. A To Be Journey Map is a great exercise for ideating where to go with what you've learned and it helps you progress to the next steps which may include storyboards and workflows.

Storyboards and Workflows

Now that you have a persona and understand where it is coming from and where it hypothetically wants to go with your product or service, it is time to put effort into how you want to see this play out in an actual user interaction. The first step is to create a storyboard.

Storyboard Example:
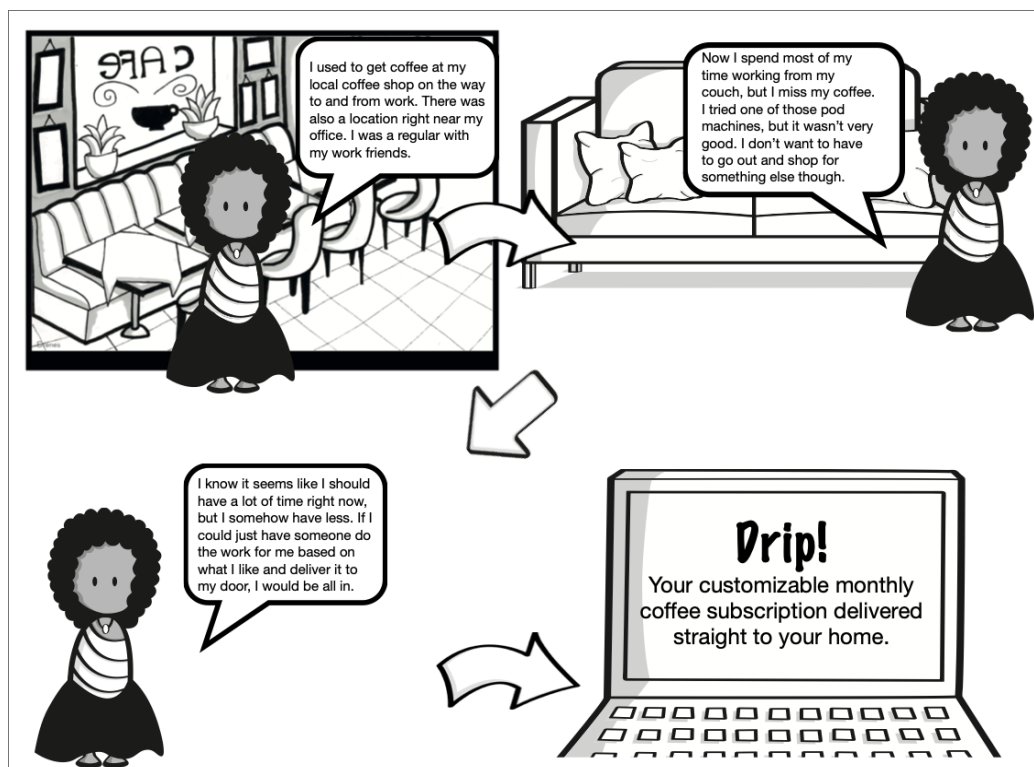
Description of the Storyboard Example:
(There is also a copy of the image provided to you as a PDF if you want to see it up close.)

1. Panel 1 - A person representing All Day Coffee is standing in front of an image of a cafe and says, "I used to get coffee at my local coffee shop on the way to and from work. There was also a location right near my office. I was a regular with my work friends."
2. Panel 2 - Our All Day Coffee representative is standing in front of a couch and says, "Now I spend most of my time working from my couch, but I miss my coffee. I tried one

        of those pod machines, but it wasn't very good. I don't want to have to go out and shop for something else though."

3. Panel 3 - Our All Day Coffee representative is standing with no background and says, "I know it seems like I should have a lot of time right now, but I somehow have less. If I could just have someone do the work for me based on what I like and deliver it to my door, I would be all in."

4. Panel 4 - Is a computer screen with the following, "Drip! (name of our product/service) Your customizable monthly coffee subscription delivered straight to your home."

As you can see, I'm not trying to show every single interaction here, I'm simply laying out a scenario as it might play out for our persona based on their journey map. Another thing that I'd like to point out is that I made a big jump from the 3rd speech bubble to finding our product/service.

While we aren't trying to understand marketing research or setup marketing solutions in this class, it is a good idea to put some thought around exactly how someone would find whatever it is you're trying to sell. Though you may not show it in a storyboard, it is useful to talk to when you're trying to get buy-in from the higher ups. For this scenario, I would probably suggest some targeted advertising via social media and keyword searches as a start.

Putting *some* thought into it shows that you understand there is more to this than the big jump we show here. Having a bit of business acumen will help you go a long way in both research and design.

At this time I'd like to call attention to the images I used in the storyboard. Not all of us are artists and that's ok! You can use a whiteboard or paper if you prefer. You can use just speech bubbles or stickmen. If you're an artist, go all out! Whatever works! If you'd like to use what I did, you can find it here: https://experience.sap.com/designservices/resources/scenes They are free and open source. Have fun with them!

Storyboard Requirements

If you choose to do a storyboard, it should be drawn out in some way to provide context to how the persona recognizes the need for or comes across the product/service. As the name implies, they help convey a story around what you're trying to do and why. It should be both convincing and based on your data. I recommend at least 4 panels minimum. You can always do more if you need/want to. Unless all of your personas converge into a single story, I would recommend to have 1 storyboard per persona.

While the Storyboard may be the thoughts and actions behind how the user comes to know they need your product or service, a workflow would be how the product or service would actually work once they got there.

Workflows are meant to help you think out what you would have in your screens. That is why they are one of the last things we do before screen work. They are the 'happy path' through the experience you would test (if you intend on testing your own). Of note: workflows should be in line with personas, user stories, and/or wireframes.

Workflow Example:

```
┌─────────────────┐   ┌─────────────────┐   ┌─────────────────┐   ┌─────────────────┐
│ Coffee drinker  │   │ They take the   │   │ Clicking on the │   │ They learn that │
│ sees an ad for  │──▶│ quiz, find out  │──▶│ list of coffees │──▶│ Drip! also      │
│ a coffee        │   │ their           │   │ takes them to   │   │ provides other  │
│ personality     │   │ personality...  │   │ the coffee...   │   │ coffee...        │
│ quiz            │   │                 │   │                 │   │                 │
└─────────────────┘   └─────────────────┘   └─────────────────┘   └─────────────────┘
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- Coffee drinker sees an ad for a coffee personality quiz
- They take the quiz, find out their personality, and are provided with a list of coffees they might like & they share this with their friends
- Clicking on the list of coffees takes them to the coffee subscription marketing page that tells them more
- They learn that Drip! also provides other coffee accoutrements for the discerning coffee lover including how-to videos
- They are offered the option of trying a variety pack based on their personality or to start a subscription
- They choose the variety pack option
- They sign up for an account, get free shipping on their variety pack that is delivered within 3 days.
- With their variety pack is additional material to help them make the best version of each flavor and what to pair it with.
- They also receive a coupon for another variety pack or to start a subscription with a free gift!
- They opt to start a subscription to be delivered once a month. They also get access to the how-to videos.
- The videos prompt them to get a few accessories to go with their new coffee hobby.
- When they receive their delivery, it is personalized with hand written notes & they receive a coupon to share with a friend

This workflow lays out how someone may happen upon our product and service and then sets us up with some screens we can put some work into to test out our ideas. The first screen I would create based on this workflow is the landing page that provides the highlights about the company, information about single purchase variety packs and the subscription service, and a teaser for the other offerings they provide for the discerning coffee lover.

We aren't concerned with aesthetics at this point in the process so this will be completely low fidelity. At this level, we will want to test things such as whether or not the idea seems interesting? What would they click on if anything? Why? What would they expect to see when they did? So on and so forth. We will get more into this next week! But this should give you an idea of where you want to go with this.

Workflow Requirements

If you choose to do a workflow it should provide some context as to how the persona got to your product or service, the choices they had when they got there, and places to go from there. While it is a happy path, you could branch off of it for other options if you choose to.However, that it is not necessary right now. There should be a minimum of 5 steps in the path and they should make sense given your persona, journey map, user stories, and/or storyboard.

Word of warning, of all the examples thus far, the Workflow is the one most likely to change as you start working on the User Stories and testable low-fi Wireframes. This is because though you may think you know where you are going with this before you get started, other things become clearer once you do.

So, some adjustments to the workflow may need to happen to keep it inline. It is fine to change the workflow throughout the process as long as the one you turn in makes sense with the personas, user stories, and/or wireframes. I would highly recommend talking through everything up to this point as a group so that you know where you want to go once you get here. That way there is less rework later. That said, of all the things to rework given what we've done thus far, the workflow is the easiest to change!

User Stories

I've provided an article on [project management user stories](). In my experience, many user stories are written without any input from research and rarely input from design. Anytime I've come upon this particular issue, I've always made it my job to fix it as this is the one place that should definitely be voiced from the user's perspective and we're not talking about a generic requirements or features list from product management phrased in such a way that it seems like it would be from a user's point of view.

No, we're talking about using actual data directly from the people we've talked to who shared their needs, wants, ideas, thoughts and beliefs about our problem space with us. To that end, all of our user stories should be from the perspective of related personas and their journeys with our journey maps, storyboards, and/or workflows in mind.

User Story Examples

1. As an all day coffee drinker, I want to be able to have coffee delivered to my home on a regular basis so that I do not have to shop for it in person or worry about running out or the stores not having what I want when I want it.
2. As an all day coffee drinker, I want to have a variety of good tasting coffee choices to choose from so that I get to treat myself to something different every now and then when every day currently looks the same.
3. As an all day coffee drinker, I want to be able to quickly and easily brew the coffee I want so that I don't have to put a lot of effort into it because if I did I wouldn't get it done.
4. As an all day coffee drinker, I want to make sure that whatever I'm drinking on a regular basis is also cost effective so that I can afford to continue to enjoy it.
5. As an all day coffee drinker, I want to be able to easily recycle or reuse the packing my coffee comes in so that I don't contribute to extraneous waste.

As you can see these all follow a similar format, they are all from the point of view of the persona, and they all touch on things that were present in the persona and journey maps. Though we would also have things like hills and epics and milestones and roadmaps and more in an actual project management scenario, we are going to keep it simple for this class and just focus on the basic building block of the user story itself.

User Story Requirements

If these are one of the deliverables your group chooses to do, you should have at least 3 user stories per persona. Each user story should follow this format:

As [persona], I [want to], [so that]. These should be inline with the persona, journey map, storyboard, and workflow. Lastly, whatever you have as a user story should be represented in your low-fidelity wireframes you create for testing.

Low-Fidelity Wireframes

For this class, you have the option to create low-fidelity wireframes for use with testing in Week 7. *(Note: You can also choose to test an existing experience or a competitor one in lieu of creating one, so these are only required if you choose to test your own. If you test an already existing document, you will be required to conduct a heuristic evaluation first. Read the [Heuristic Evaluations](#) article for details on how to do this. More details will be provided next week.)* The wireframes deliverable should consist of a minimum of 3 screens that have testable interactions. They don't have to be prototyped, meaning the interactions don't have to be interactive to be tested, but you can do this if you like.

The intent of a testable wireframe is to have enough on the screen to test the design direction your group has decided to go in based on your research. So, be sure to design things around which you have the most questions as well as make sure they are in-line with your personas, journey maps, storyboards, workflows, and/or user stories. *(Note: You don't have to do all of these and they don't all have to be accounted for on every screen.)* However, if you've taken the time to bring up apain point or some other need in your other deliverables, you will want to make sure that it is covered here.

Now, when I say low-fidelity, I mean mainly black and white (you can have 2 to 3 colors at most) with minimal pictures/images/icons. This is not the place to use a design system or any other high-fidelity polished look and feel. We want basics and minimalism. Why? We want to avoid the Aesthetic Usability Effect where more polished interfaces are perceived as more usable based on their design elements rather than the actual usability. As the law states, "aesthetically pleasing design can mask usability problems and prevent issues from being discovered during usability testing" and that's exactly what we want to avoid here because we are going to use these for usability testing.

Low-Fidelity Wireframe Example:
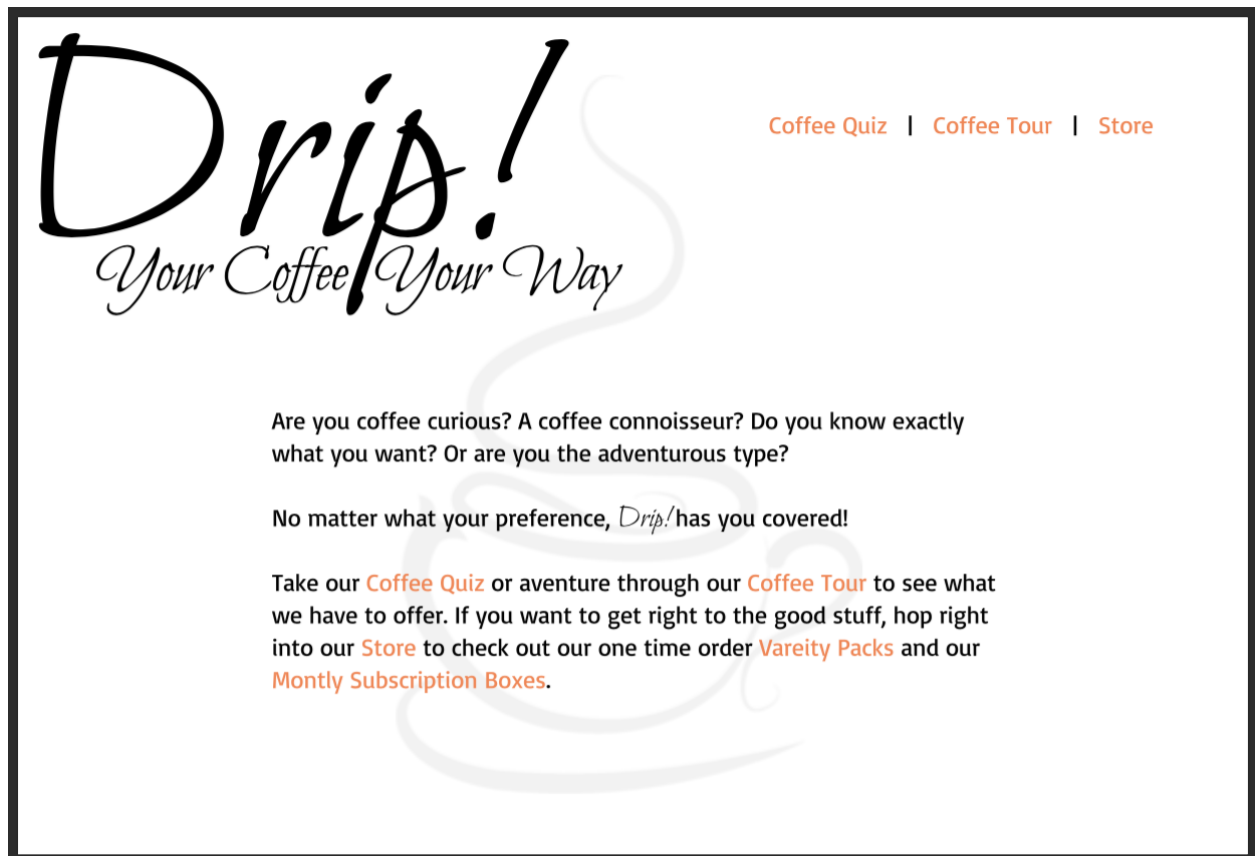
I created this very quickly in Figma with some free clipart I grabbed online. My aesthetically pleasing design may look nothing like this. That's not what I'm interested in testing here. I want to make sure that the message is clear, that it is understandable what the product is, that it is understandable where the person testing it can go, and that they have a good idea of what they may find when they get there.

You will notice I included a document on [sketching](#) for UX. If you want to sketch these out instead, that's fine, too! They will have to be made digital to share and test, but you can test a sketch just as easily as you can test a standard wireframe. If nothing else, it's also a good idea to sketch thoughts out before creating screens. If you have some early concepts you want to share with your partner before they are done with their deliverables, I recommend sketching them.

Low-Fidelity Wireframe Requirements

If you choose to do these, you should have a minimum of 3 screens to test. I recommend for this assignment that they not be interactive prototypes. It is much easier for members of the group to test it individually if everyone has their own copies of static screens. The screens should have a max of 3 colors with little to no graphics and they should include specifically targeted solutions based on your research and the rest of the deliverables. You will want to be able to easily export these both to turn in and for testing. To that end, these can be created in whatever tool is easiest for you.

Additionally, you should have two versions of this screen to turn in. One that you will test and one that is notated. See notated example below. This screen will help when providing recommendations as you can refer to the numbered sections.

Turning It All In

For those deliverables your group chooses to do, they should be exported from whatever tool they are created in and put together into a single document. The first page of the document should be a title page with the name of the group, listed members of the group, and the title "Generative Deliverables". The second page should be a table of contents that lists on what pages the different deliverables can be found.

No matter what deliverables you choose to do, they should be put in this order (just skip the ones you did not do): Personas, Journey Maps (first the As Is then its corresponding To Be), Storyboards, Workflows, User Stories, Low-Fidelity Wireframes. Each set of deliverables should have a page that precedes them with the title of what they are (i.e. Personas would be on a title page before the persona pages). If you did personas, whatever order you put your personas in, the rest of the deliverables should be in that same order. Thus if Persona A is first, then Journey Map for Persona A should come first in the Journey Maps section and so forth and so on.

Combined Deliverables Document:
W06GroupNameDeliverables