

Week #3

#1 read/prototyping#

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Tips on how to get to your real customers, quickly, cheaply, and effectively.

4 Categories we are going to talk about

1. If your customer is general population: broad swath of people or demographic of millions+. There are lot of this type of persons
2. If your customer is a specific population: people with a specific skills or interest. These could be like musicians, entrepreneurs or something what is far more specific
3. Pinpoint population: specific rule with unique decision-making power. Very specific roles, this might be an enterprise procurement manager within a company with more than 5000 employees or it might be retired politician that is 3 years out of office. Very specific folks
4. Natural world: a physical, chemical, or biological output is the customer. If you are in a science or engineering discipline

Let's talk about getting in from of general population of the customers (1)

Why population this might be you are building a website or mobile app that millions of folks will use or at might be you are reaching out to specific demographics where are hundreds of thousands or millions of people. Women over 45, teenagers, working professional.

If your product or service fits into this category, than some places that I suggest to be able to begin testing, mall, cafes and department of motor vehicles. At a mall people are bored and ready to talk to you. Malls segment the people by the stores they go to, H&M for teenagers, Boss for professionals, games stores that men under 30 go to etc...Also at the food court people have plenty of time and are open to talk to folks . Cafe similarly great place to test, people go to cafe for 30m to 2hours, no rush environment to get feedback about the product or service.

The department of motor vehicles. It gives nice broad population slice. Also the department are very very slow and people have to wait and this is also boring



A simple way to approach folks in these environments. Ask them a question to find out if they have time to talk to you: Hey, do you have a minute to help me out?

TIP: Find people that look unhurried and ask for a minute of assistance

TIP: Best to approach with 2 people one with clipboard/tablet for notes

TIP: Let them know it's made for them and express interest in their opinion

TIP: For folks who get excited, ask for their email to send a beta link

How to get in form of specific / specialised population? (2)

Finding musicians or finding entrepreneurs or finding folks that care huge amount about fitness. To find these folks, you go to the place where these type of people are more concentrated. If you go to store that sells musical instruments probably 9 out of 10 people will be musicians.

Similarly you are looking for entrepreneurs or startup people, you should go to event that held for entrepreneurs or hackatons for startups or you might go to a pitch event for startups. For people who is interested in fitness you can go to the fitness club or to a park where fit people are hanging around.

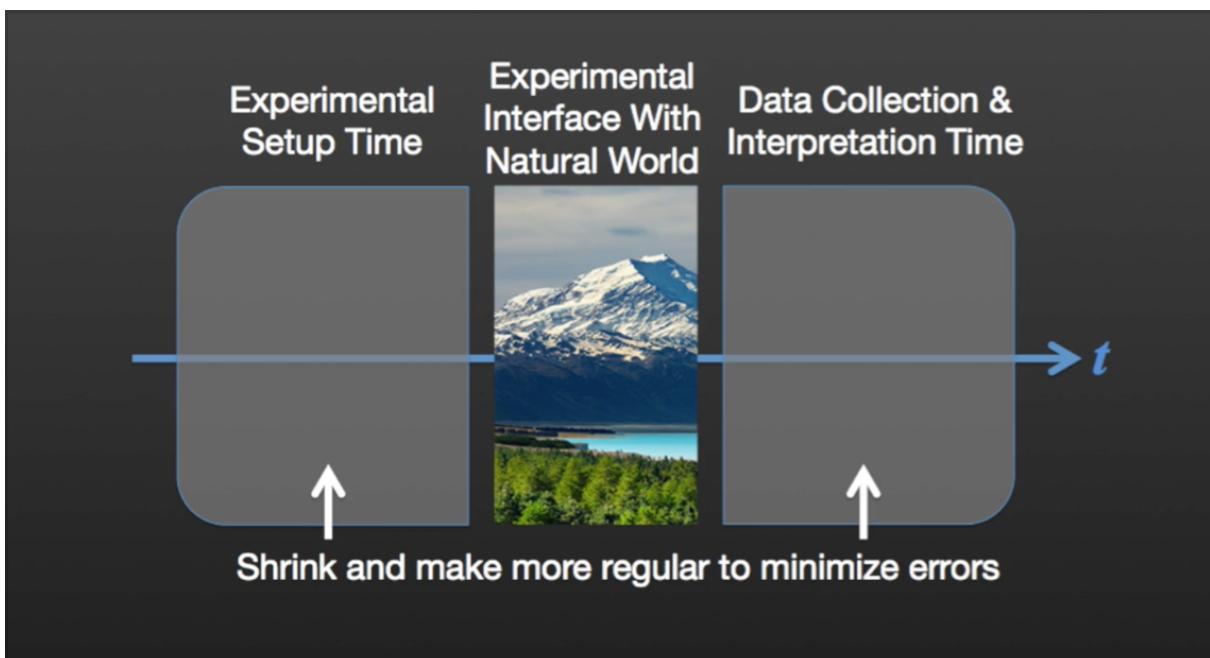


How to get in front of a pinpoint population (3)

And what I mean this population is so specific there is no place to go where you will a lot of them. Enterprise procurement manager that buys training software within a business with 5000 employees. There is no specific store where you can find 20 of them. What you need to know find them 1 by 1 by 1. If you are from the industry you may know already 1 or 2 folks try to get introductions to other folks to spider your network. What you can do with the pin point set of folks, you are going to invite them for lunch. Once you find them, invite them once a month on first Tuesday of the month and when you find another one invite him on the 2nd Tuesday and if you find another one on the 3rd Tuesday. It creates a cadence of the testing!



The (4) category of customer if you are a scientist or engineer and you are working on a technical problem, than your customer is some shape form of the natural form itself. Where in the environmental world does the environmental conditions exists where I'm going to be able to test many variation of this interactions.



How to test? What to do during the actual test? #2

If we have a enough prototype in place that we can invite our customers into direct experience that they live in. As opposed to surveying them about an idea or do interview them. You want them to get into direct and naturalistic experience that you can just OBSERVE IN FRONT OF YOU.

AS MUCH AS POSSIBLE, INVITE YOUR CUSTOMER INTO YOUR PROTOTYPE SCENE

In order to create the environment that could happen, 3 things you have to avoid. The **3 D's** break customers out of naturalistic experience of scene

DURING A TEST, DO NOT: 1) Yo don't want to Direct them, 2) You don't want to Defend a design, 3) You don't want design with the customer

1. Direct: I'm a customer and playing around with the prototype. I'm looking at the screen and little bit stucked. If you try to direct him, you gonna say: hey yeah you need to click this button and it will take you to the screen. WHEN THEY STUCK, HAVE THEM SAY OUT LOUD WHAT THEY ARE THINKING/SEEING. If they tell you that I'm on the screen and don't understand how to use it. If that is the last screen for him, let's stop. You observe their direct experience and you can write down why they stuck, what was the experience. THE FACT THAT THEY GOT STUCK "IS" YOUR ACTUAL.
2. Defend: The customer is interacting with the website. And he comes to the point where he's saying that's gonna automatically charge the service fee and I don't think it sounds right for me, the customer says. I'm not going to go further. Don't start to explain why it's the case. THEIR CONCERN ABOUT THE SERVICE FEE "IS" YOUR ACTUAL. DEFENDING BREAKS THE NATURALISTIC FLOW OF A CUSTOMER'S THINKING. In defending you also lose a lot of critical data. Imagine the situation: The person says I don't really know should I take this or another package. You come in and say, this package is clearly better than another one. And you kinda coming into defence of specific option you want your customer to go down. EVEN IF THE CUSTOMER ASKS FOR HELP AND DIRECTION, YOU NEED TO STAY CLEAR AND STEP OUT. DON'T TALK TO CUSTOMERS DURING THE TESTING PHASE. IF YOU ARE TALKING MORE THAN 10% DURING THE TEST, YOU PROBABLY ARE LIGHTLY TO BE JUMPING IN TO DEFENDING.
3. Not designing with the customer: Customer get stuck, you ask why are you stuck. Customer: I'm confused about this thing. And you step in and say you are confused and what you would like to see instead? Customer will give you a lot of ideas. The danger of the designing with your customers is they get out of the process of direct experience. Whey they design with you, they no longer have unbiased experiences. Instead of

experience, what the customers are doing they are giving you a set of conjectures, what they think they might like in the different situation. It tends to be not any better grounded as conjectures that you have and tends to be limited to how good is designer your customer is. YOU WILL END UP WITH NEW DESIGN CONJECTURES AND NO ACTUALS!

Evaluating the test results #3

You have to an end of the prototyping, customers had the direct experience, you have written down a lot of ACTUALS that been happening. At the point when they have completed the direct experience only than you can jump into discussion and interview with the customer.

AVOID PITCHING OR INTERVIEWING THE CUSTOMER UP FRONT

The problem pitching the customer upfront, in the absence of having a customer the direct experience, they survey is very ungrounded and conceptual. At the point when you have given somebody the direct experience things get very crisp, very distinct.

If I say imagine the shirt, it's really great shirt and you say: WOULD YOU LIKE TO BUY THAT SHIRT and you are thinking, well it's a shirt and a really great shirt, maybe. Now that the sort of feedback that you get, if you ask about the concept upfront and especially if you can pitch it well. A GOOD PITCH DOES NOT EQUAL A GOOD PRODUCT. You'll get a lot of feedback from folks, well sounds great, sounds good!

Now if you are gonna invert the that and you said, direct experience before I talk. Hey I brought you a shirt, try it on. For some people it's too tight, for some people it's lumpy and lose, for other people it's not a right color. Now if you gonna have conversation afterwards, it's just not a great shirt you wanna buy it. What was your direct experience with that shirt? Do you wanna buy it? Now this feedback is 100 times better.

DIRECT EXPERIENCE FIRST. DISCUSSIONS SECOND.

AFTER THE EXPERIENCE ASK NON-LEADING QUESTIONS ABOUT WHAT WAS NOTABLE.
E.g. what was of interest to you, what was very viable to you, what made you concerned.

WE NEED TO PAY ATTENTION OF THE ELEMENTS THAT REALLY STOOD OUT. AS
NOTABLE OR VERY BENEFICIAL TO THE CUSTOMER. AND REALLY BUILD ON THOSE

LITTLE BY LITTLE

DON#T FOCUS TOO MUCH ON THE NEGATIVE TO THE EXCLUSION PAYING ATTENTION TO THE POSITIVE. FRICTION POINTS HELP TO SOUR OUT USABILITY AND CLARITY ISSUES.

Even if you build a great product there will be always some folks that have negative thoughts or opinions about. There is no service at the world that has no negative. If you focus on the negative there will be no solution that takes into account every single person as negative feedback.

IT'S FASTER AND FOCUSING TO BUILD UPON WHAT WAS NOTABLE AND POSITIVE
CONTINUE TO SHARPEN BENEFITS UNTIL THEY ARE UNDENIABLE TO KEY CUSTOMERS

What does it mean to go and service people very well?

To define the distinct scale from 0 to 10. Key idea: assess the quality of experience on the "0-10 scale"

0 (miserable) 1 2 3 4 5 (ok) 6 7 8 9 10 (amazing experience)

Amazing experience means = you astonished, you are exited to tell other people to tell about

After the person has had the experience you can explain to them, the grade on a scale of 0 to 10. Where you put this thing?

The bar that I set to bring new service or the product into the world. Trying to be 3 points higher than the current status quo of today. Key ideas: being 3 points above status quo fuels rapid awareness/adoption. Let's say the status quo is 5 and you want to jump to 8 and ship the product.

Case studies

Philips hue light bulb (<http://www2.meethue.com/en-us>). When the project started out, they have finished the product, and they were on the roadshow 2 years before any retail picked it up. What happened was they would go to Walmart, Target, Home Depot etc. to places where people would buy the light bulbs. After the pitch the retailers said, look we have been trying to sell led light bulbs for some time already. But, in condiment bulbs are

1\$, led light bulbs are 10\$, even they last more than 10 times as long, even that they use 1/10 of the power, even all those advantages. We are not selling any of them. And you are coming into our office and pitching us \$100 light bulb, that's crazy. You got to get out here!

What happens there historically led light bulbs have not had a breakthrough experience. The experience of the led light bulb and other was the same. You switch on the light and you have the light. So the experience is 5 out of 5. But the price was 10 times higher, so people were not adopting it. Because the advantages vs. cost were not a pain factor.

The only one retailer that has accepted Philips was Apple Store and the apple store. Besides being just a store is per square foot the most lucrative and competitive commercial environment that exist. Within a year after the introduction, the hue bulb become the best selling accessory within Apple store. What happens that hue bulbs is not just a regular led bulbs, it creates different experience for the people within seconds by changing the lights. The experience is just amazing and it had the shift from 5 to 8. And because the retailers were not experiencing, they were just seeing that 5 is replacing 5.

Ad agency in Cambodia that focuses on advertising on social good. The first thing he said. We haven't seen each other 14 months. And he said, Tom there is one thing I need to say. Have you every been to the Incheon Airport. The airport is amazing, it's brilliant. You know airport security? Yeah I know it sucks. No no in Incheon airport security is amazing. What they have all these security lines and above each line, there is a little light. Yellow, red or green based on how fast the light is moving and how quickly i can go though security. It's amazing.

He was thinking for a second and said. This is not amazing, something just went from being miserable to being ok. And that's a great example, there are many product or services where the baseline is pretty miserable and if you go from miserably to ok, it feels amazing. Airport security is 0 or 1, if you put the lights on, it feels like 4 or 5 now.

Other experiences that are miserable getting a mortgage. Now we have rocketmortgage (<https://rocket.quickenloans.com/>) Or getting a loan, now we have a <https://www.lendingtree.com/>. All they are really doing, they are not making an amazing experience. They actually making something that is ok in an environment where the baseline is miserable.

What you gonna do: ASK YOURSELF: WHAT'S THE CURRENT BASELINE (0-10) OF THIS

EXPERIENCE? Is it kinda miserable, is it ok, is it already amazing. What you gonna try to do, you going to keep prototyping, keep pushing the thing that you have created starts to be 3-4 points above the baseline. And it's around the point, 3-4 above the baseline where your new thing starts to have its own energy and gravity. Where a lot of folks are intrinsically excited about it, are attracted to it and want to tell other people about it. AT 3 OR MORE THE THINGS BEGING TO MARKET ITSELF, IT MAKES A WORLD DIFFERENCE OVER JUST BEING A POINT BEING BETTER.

He see a lot of folks that have product done, it's just really a 5 competing with a 5. Or they feel like I made this significant improvements. The difficulty if this, especially if you are a startup or entrepreneur, that is typically not good enough. A 5 replacing a 5 tends to be a sort of business where all your energy and time will be spent on marketing. Thing about coke and Pepsi 5/5 product, almost time and money is going into the marketing. If Pepsi would be just 10% better and it would be 6 out of 5 it requires also a lot of marketing.

For entrepreneur the biggest issue is about your product, if anybody cares about your product at all. People don't care about a one-point improvement over base.... KEEP GOING!

STARTUPS HAVE NOT DOLLARS IN THEIR BUDGET TO PUT 10M TO CONVINCE PEOPLE THAT THEY NEED TO REPLACE A PRODUCT THAT IS 5 OUT OF 5.

At the point when you create a product 8 out of 5. The marketing starts to create it's own energy. It's kinda pushing itself out there.

CUSTOMER = ANYONE WHOSE LIVES ARE CHANGED AND IMPROVED BY YOUR WORK

Weekly Call w/ Tom

Not the number of people makes the data invalid (small sample size). What makes data invalid is when you measure THE WRONG THINGS. The reason why we do qualitative stuff first, is it helps you understand what variables you need to measure. Now there is specific way to do qualitative stuff, you go to the people and let them the prototype experience in a way that they would that in real life. So you need to have a real experience.

To get the better data don't worry about the numbers yet. Focus on getting better data in terms of better situationalized prototype on few people.

Don't explain the idea and ask someone if he likes it or not. Start by

describing the situation and show the prototype. Than just shut up and listen to what people say. Observe the real experience

Try to cut down the experience or the scenes to test the prototype to little portions, so people are willing to test and you'll get the speed for it.

Question on fidelity (Treue) of the prototype. The higher the fidelity, the better you can simulate the behaviour. Lower type of fidelity, you can get everything faster. But it's challenging to get to the feedback mode, when people start to give you feedback. The feedback is not based on the real behaviour the feedback is more about how they think the idea is.

Low-fidelity vs. high-fidelity prototype:

The question is: If it's high fidelity than obviously takes more time it gets feedback which can be very behavioural and if it's low fidelity in your experience it's been more difficult to get folk into behavioural situation. You end just talking about

Tom says it has not to do with the fidelity it has more to do with the protocol and the protocol is the way that you deliver the test. I encourage folks just allow the low fidelity just be the thing. Just listen as much as possible don't correct, don't design with them, don't direct. So if a customer wants to jump out of scene (being in the movie scene), than you basically say okay I can't tell you exactly what to do here, based what's in front of you what do you see, what are you thinking, just continue forward.

If someone wants to break out front he scene, you nudge him down back to the scene. By keeping folks in the scene you will get relatively good behavioural feedback as apposed to the conversational feedback.

With software tom basically encourage people to start with paper and there is one caveat, if you are incredible fast at making screens (**you can put together 15 mobile screen flow in less than 40 minutes - LIMIT**) than it want be such a big issue. The more high fidelity it is, people start to put more energy in this, they think about the design, colours, they feel this is the way to organise the organisation. The longer people put time into the prototype the less likely that they are ready to take feedback, because they are too attached or in their head they are running through, what the dude is says is true I need to through this away 90% of my work. Instead they kinda listen to the user but arguing why it's not true!

The reason Tom encourage paper or wireframes (the digital version of paper):

- It's incredibly fast and
- the level of attachment is much less

Those sorts of things where entire prototype took entire 30 minutes to make that's kinda of idea. An hour on a very longest side. But I would prefer 10 minutes actually. Cause during a paper stage, you will find out generally speaking, are we showing the right screens and do we showing screens in the right order. If you able to get that able of feedback done than it's easier it becomes much more easier to do the subsequent steps.

If scope gets to large and everything starts to slow down. There will be many changes needed, and there will be always someone who does not like specific changes, it doesn't get approved. It always gonna be some team member will change something.

The 40 minute rule is valuable, because the level of attachment to your work is much less and attachment is the enemy of innovation. It's very hard to see what happening what you have created. Instead you want to project on that it was more successful, or disregard important feedback etc.

Attachment is the enemy of innovation

Don't plan just go and sketch out and go to show to the customer. Just build something and start with that. Spend 5 minutes to write down the steps that are required to get an up and running a prototype. Don't leave it abstract, make it concrete even if it just a piece of paper. Let's say there will be 6 steps and I want to put you a time estimate how long it will take to buy e. g. a fitbit for the prototype. When you do it and it's going to be really concrete. If you have 2 steps that will take two hours, just go and do it. If other steps will take too long just go and think about: how can I make something smaller and cheaper and more approachable.

It takes long often brauche you are knowledgeable and want to build the full thing. Or you are less knowledgeable and don't know how to build it and it will take long (if that's the case, just ping someone from tech guys who can help you out). Practice about being concrete what the steps are. If there are any steps that take too long time either you are

trying to build too much or is it because that you more need to know about it. Whenever the case you can slim it down, by making the build smaller or find somebody who can help you out.

If you don't even know what you want to build. There is another sort of sticking point. I can't decide which things I start. Because I end up picking the wrong thing.

What the guy want: Lecturing in middle school from preventing kids from violence.

- Is there a thing that you can measure before/after

If a thing that has some impact, that there is always something you can measure.

Tom encourages people to look for the leading metrics instead of the lagging metrics. The lagging metrics are 14 years later we did a retrospective and problem of that is that you learn really really slowly. What you want to do instead you go to a school where there is high violence rate, where statistics are available. That is the thing you can measure pretty easy, you go and have the event and you measure before and after. Here are the 2 months before and here are the 2 months after. Did something change? If you want to measure something faster, just run a quick survey of attitudes. Before the event and after the event.

Two takeaways:

1. You can get into the sticking point what you should even pick. That's pretty normal type of situation. It literally does matter at all what you pick as long as it's somehow related what you want to learn about all paths lead you up to the right mountain. If you just get started on something that's related you want to work on. There will be lot of iteration and you will come closer to truth. If you listen well and continue to iterate you will come to the point. As long as you are around the people that you want to serve, you will get it after couple of rounds
2. Leading vs. lagging metrics. If you want to improve 20 years outcomes. You can't wait 20 years. Relative to the prototyping process, you need to go prototype using leading metrics. If you can't find any leading metrics, you probably barking at the wrong tree. On any experiment there is typically a leading metric that you can find.

Net promoter score is a classic lagging metric. Do you work, ship your product, let customers use your product long enough, so you can afterwards measure the lagging metric. That's the lagging metrics, because all these steps needs to be happen, before you get any data.

Here are two easy ones leading metrics. In the teams that you stuff with UX people, you gonna ask them on the weekly basis, in the last week what decision in the group were effected by design or user research. Lists the specific decision that were influenced or improved because of these discipline. If the answer is zero, zero, zero every single week in terms of the number. That leading metrics says: UX has not impact on this team and however it's stuffed is not effective

Another leading metric is how many developers were in usability test last week. If you receive zero, zero, zero the UX has no impact. That will let you know fast enough to make concrete changes how stuffing needs to be done.

By basic something on a lagging metric, you will be very slow by changing things. What are the things we can change in a shorter time, how we can get sense of these things as soon as possible and than how do we learn from that sense. If you ran these little survey before and afterwards. If there is no change on these survey in any of these metrics, than yeah whatever you are doing is not brining anything.

The tabletop exercise is a meeting to discuss a simulated emergency situation. Members of the campus review and discuss the actions they would take in a particular emergency, testing their emergency plan in an informal, low-stress environment.

What's the prototype we creating for and what the method of interaction? Most prototypes don't needs to be crazily complicated.

Don't worry about solving everything of everything. Just get into the practice to build a habit. Don't stress yourself about getting it all done, but more happen into the zone, can I just get a number of iterations to practice.