“What I hear, I forget.
What I see, I remember.
What I do, I understand.”

Lao Tse
KAREN PLATT
Co-founder, One P Design
Customer Experience Strategist

Translator of customer insights into products and solutions that meet customer needs.

MICHELLE MENKEN
Co-founder, Hatch Australia
Creative Strategist

Creator of experiences and connections to new ways of thinking, working or being, for people, businesses and brands.
CUSTOMER DISCOVERY
TODAY’S AGENDA

1. Frame the challenge
2. Three techniques for building customer empathy
   • Immersion
   • Observation
   • Interview
3. Team activities
4. Tools
   • Interview guide
   • Empathy map
   • Value proposition canvas
5. Where to from here?
DESIGN THINKING / HUMAN-CENTRED DESIGN

1. DESIRABILITY
We also refer to design thinking as a human-centered process because it begins with people. We want to listen to the dreams, wants, and desires of others, and then propose a solution that addresses what people need and value.

Source: IDEO

We start here!

2. FEASIBILITY
The solutions that surface should be feasible.

3. VIABILITY
And they have to be sustainable in different environments. They should make solid business sense.
3 PHASES – HUMAN CENTRED DESIGN PROCESS

INSPIRATION
I have a design challenge. How do I get started? How do I conduct an interview? How do I stay human-centered?

IDEATION
I have an opportunity for design. How do I interpret what I’ve learned? How do I turn my insights into tangible ideas? How do I make a prototype?

IMPLEMENTATION
I have an innovative solution. How do I make my concept real? How do I assess if it’s working? How do I plan for sustainability?

Source: IDEO
FRAME THE CHALLENGE

One sentence that clearly and simply states - What is the need or problem you are solving and why?
HOW TO FRAME THE CHALLENGE

Write down your assumptions
1. Describe your existing assumptions around the challenge
2. What are the reasons why this problem exists?
3. Why is this challenge appealing? What do you hope to learn and explore?

Write one sentence that is
1. Focused on a need (rather than a functional benefit)
2. Broad enough to allow you to discover unexpected areas of value
3. Tight enough to make the topic manageable
4. Phrased as a GOAL – using an action verb
TODAY’S CHALLENGE

How might we teach some tools and techniques of customer discovery that are relevant whether you are a start-up or improving your business operations?
WHY EMPATHY MATTERS

Empathy is our innate ability to interact with others' inner states.

It helps us look beyond our assumptions by putting ourselves in the shoes of the people we are designing for.
TO ACHIEVE EMPATHY, ASSUME A BEGINNER’S MINDSET

LOOK WITH WONDER

WITHOUT JUDGEMENT

ASK WHY

BE OPEN & CURIOUS

FIND PATTERNS

LISTEN. REALLY.

AVOID –
Generalisations,
judgement,
evaluation,
assumptions,
prescriptions
(should / would /
could)
3 CUSTOMER EMPATHY TECHNIQUES TO BUILD CUSTOMER INSIGHTS

1. Observe
   View your target audience and their behaviour in the context of their lives

2. Immerse
   Experience what your target audience experiences

3. Interview
   Interact with and interview your target audience through both scheduled and short ‘intercept’ encounters
Observation

Observing is listening with your eyes to understand what people value and care about. Listen to what people care about through their spaces, with their objects and how they interact with other people. Observe the things that people don’t say. Be curious.
OBSERVING LIKE A PRO

Look for

- THINGS THAT PROMPT BEHAVIOUR
- ADAPTATIONS
- WHAT PEOPLE CARE ABOUT
- BODY LANGUAGE
- PATTERNS
- THE UNEXPECTED

Take Note

- **What** are they doing?
- **What** sparks your curiosity?
- **How** are they doing it?
- Are there any behaviours or objects involved?
- **Why** are they doing it?
- Are there any workarounds or adaptations?
OBSERVATION

How might we improve the usability of this jug?
Oxo launched this new jug disrupting the Pyrex leadership after observing user frustration with the ability to see the level without lifting the jug up or leaning down to read it.
IMMERSION

Put yourself in their shoes. There might just be more to the story than you realize.
IMMERSION

Immersion is about literally putting yourself in the customer shoes to physically experience what customers experience in their world.

Feeling the things that people don’t say

Tips for immersion:

1. Change your perspective
2. Limit yourself
3. Do it yourself
4. Engage in an experience
How might we make our products or services equally accessible to our customers with disabilities?

The company’s CEO went into the room as "the greatest opponent to the program and came out its greatest champion."
Thoughts and values govern our lives but they aren’t always obvious to those who hold them. A good conversation is key and when you’re interviewing someone, see if you can get them to reflect on why they feel and act a certain way. Even if you can only engage with a few people for a few hours it can teach you many actionable insights.
How might we develop empathy for customers whilst talking to them?

- Ask open questions
- Embrace the power of silence
- Probe deeper into thoughts and feelings
- Ask questions neutrally
- Ask about specific situations
- Look for inconsistencies
- Don’t lead the witness
- Seek stories
- Pay attention to non-verbal cues
ACTIVITY CHALLENGE

HOW MIGHT WE GET PEOPLE LIVING IN AUSTRALIA TO RECYCLE MORE PLASTICS?
ACTIVITY 1– 15 mins

1. Gather into a group of 3 & assign roles of Interviewer, customer & observer

2. Use the interview guide handout to conduct a 5 minute interview whilst interviewer takes notes

3. The observer documents what they see, think & hear on the empathy map

4. Share the empathy map and discuss any insights you may have discovered
## ACTIVITY

Putting it into practice – use the interview guide as a guide only

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<td>Tell me more about that… I’m not sure I fully understand, can you explain it differently? What makes you feel that way? How come that is important?</td>
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ACTIVITY
Putting it into practice – the observer is to complete the empathy map
ACTIVITY 1 – 15 mins

1. Gather into a group of 3 & assign roles of Interviewer, customer & observer

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ACTIVITY CHALLENGE

HOW MIGHT WE GET PEOPLE LIVING IN AUSTRALIA TO RECYCLE MORE PLASTICS?
Check In

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CREATE COMPELLING, QUALITY INSIGHTS THAT WILL INSPIRE AND MOTIVATE OTHERS TO INNOVATE

• Insights are **concise expressions** that help make your observations, interviews, and your empathy experiences **actionable**.

• Insights are when you connect **non-obvious** data points that come together into a **compelling story**

• Each one should feel like a **mini-revelation that makes you sit up** and pay attention.
VALUE PROPOSITION CANVAS

What is your insight?
VALUE PROPOSITION CANVAS – TIPS FOR PAINS & GAINS

CUSTOMER PAINS
What does your customer find too costly?
Takes a lot of time, costs too much money, requires substantial effort...

What makes your customer feel bad?
Frustrations, annoyances, things that give them a headache...

How are current solutions underperforming for your customer?
Lack of features, performance malfunctioning...

What are the main difficulties and challenges your customer encounters?
Understanding how things work, difficulties getting things done...

What negative social consequences does your customer encounter or fear?
Loss of face, power, trust or status...

What risks does your customer fear?
Financial, social, technical risks, or what could go awfully wrong...

What’s keeping your customer awake at night?
Big issues, concerns, worries

What common mistakes does your customer make?
Usage mistakes

What barriers are keeping your customer from adopting solutions?
Upfront investment, learning curve, resistance to change

CUSTOMER GAINS
Which savings would make your customer happy?
Time, money and effort...

What outcomes does your customer expect and what would go beyond?
Quality level, more of something, less of something

How do current solutions delight your customer?
Specific features, performance, quality

What would make your customer’s job or life easier?
Flatter learning curve, more services, lower cost of ownership...

What positive social consequences does your customer desire?
Makes them look good, increase in power, status...

What are customers looking for?
Good design, guarantees, specific or more features...

What do customers dream about?
Big achievements, big reliefs...

How does your customer measure success and failure?
Performance, cost...

What would increase the likelihood of adopting a solution?
Lower cost, less investments, lower risk, better quality, performance, design...
JOBS TO BE DONE

The structure of a market, as seen from customers' point of view, is very simple.

When people need to get a job done, they hire a product or service to do it for them.

The marketer's task is to understand what jobs periodically arise in customers' lives for which they might hire products the company could make.
ACTIVITY 2 – 15 mins

As a team, complete the right side of the Value Proposition canvas with gains & pains and identify at least one job to be done for the customer.
Group reflection
What is your insight?
TODAY’S CHALLENGE

How might we teach some tools and techniques of customer discovery that are relevant whether you are a start-up or improving your business operations?
CUSTOMER DISCOVERY

Human Centred Design Concepts
- Design thinking
- Mindset
- Framing the challenge
- Insight creation
- Jobs to be done

Techniques for understanding customer
- Immersion
- Observation
- Interview

Tools used
- Interview guide
- Empathy map
- Value proposition canvas

Not covered
- Customer Personas
- Business Model Canvas
Thank You

michelle@hatchaustralia.com
karen@onepdesign.com.au