

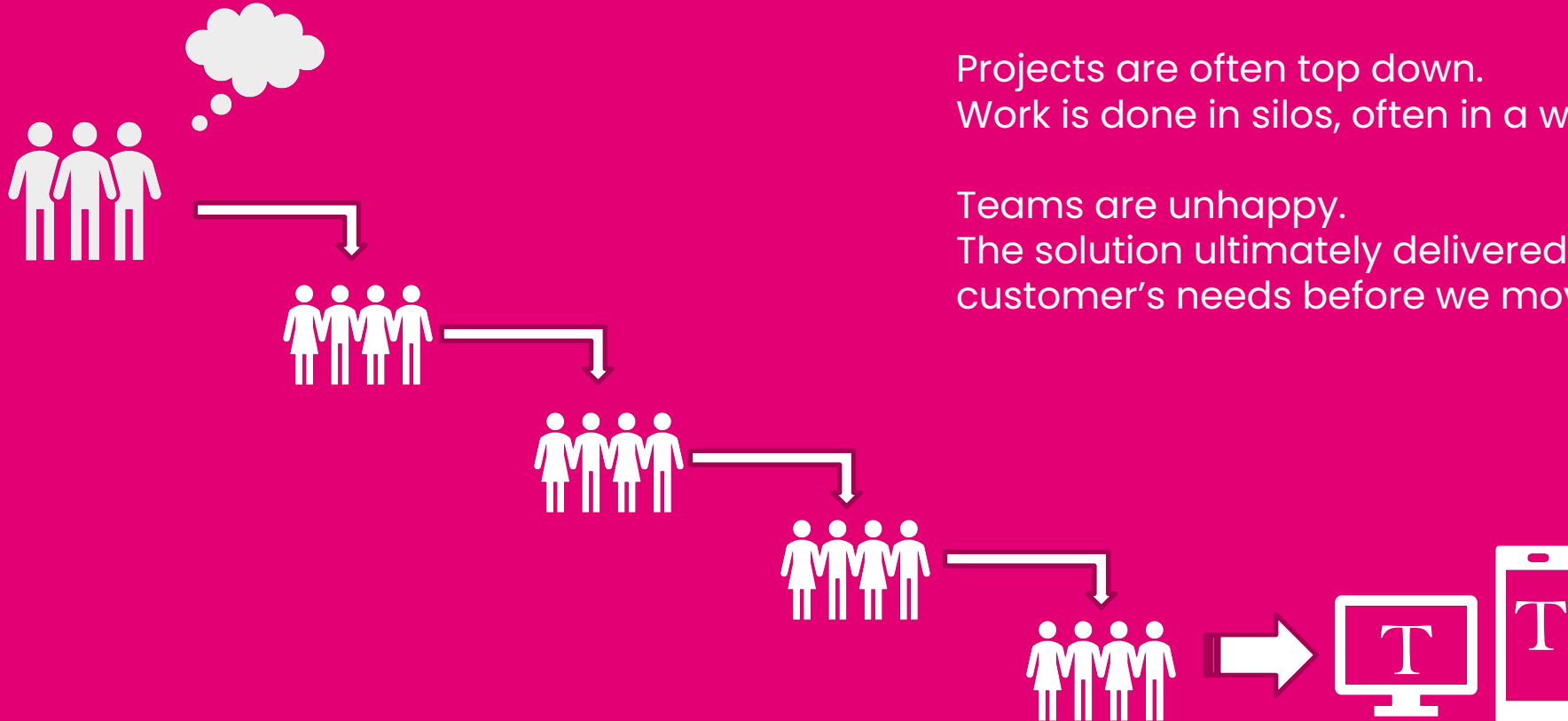


T-Mobile®

Customer Experience Launchpad

Beta Pilot 1/28

THE PROBLEM



Projects are often top down.
Work is done in silos, often in a waterfall manner.

Teams are unhappy.
The solution ultimately delivered may or may not meet the customer's needs before we move on to the next thing.

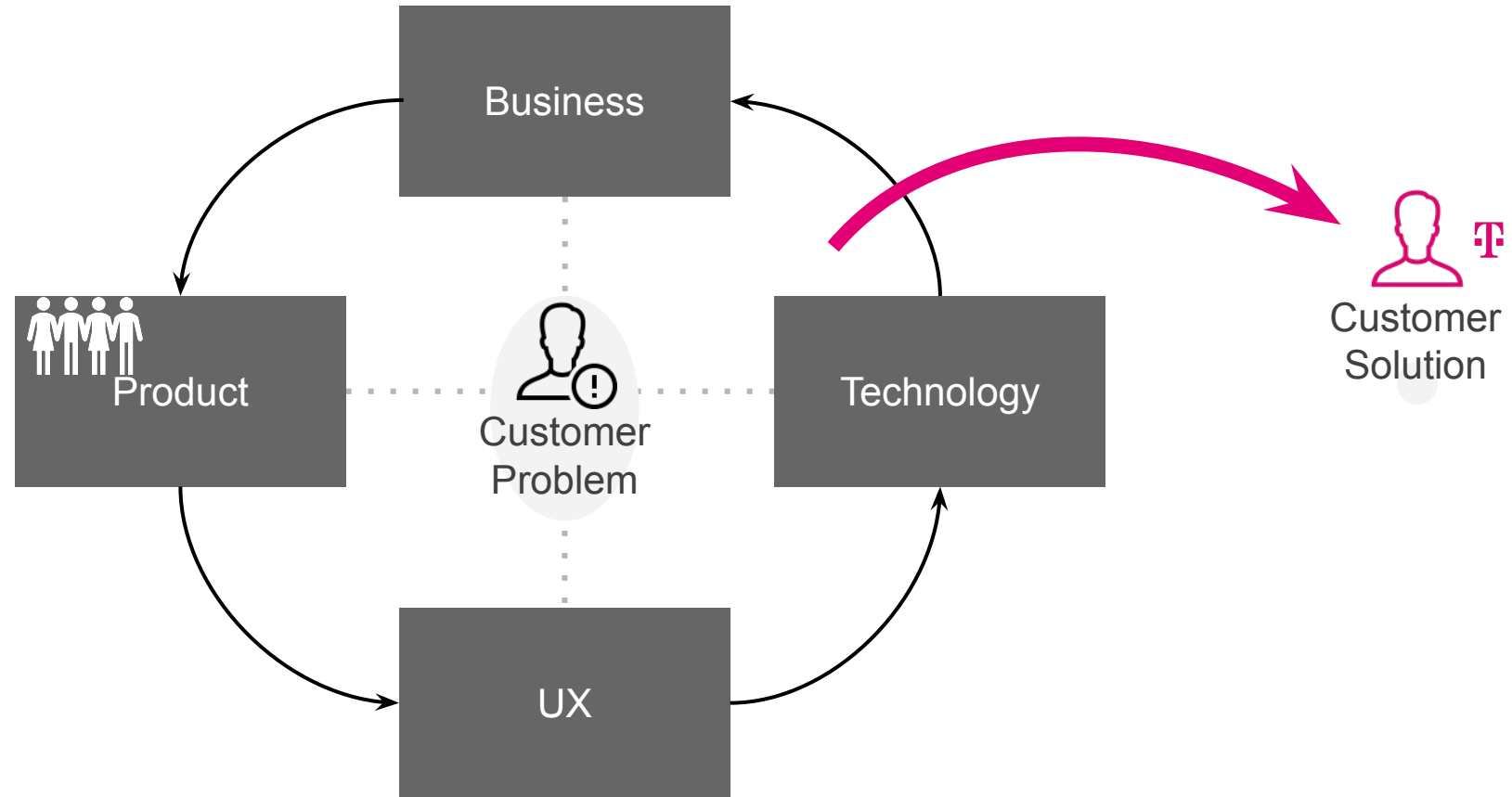
Mr and Miss
Customer



HOW CAN WE :

Scale our operating model
and
Create the best customer experience
for
every customer
at every touchpoint
every time

THE NEW WAY OF WORKING



By empowering cross-functional teams, we can come together using a design-led approach to solve customer problems.

WHAT MAKES LAUNCHPAD DIFFERENT?

1. TIMING
2. LEADERSHIP SUPPORT
3. PRACTICE WHAT WE PREACH

The CX Launchpad was created to empower you to solve problems in new ways and impact both your team and T-Mobile at large.

GOALS OF LAUNCHPAD

- 1 Learn how to incorporate design thinking and Agile methods into your work
- 2 Make customer insights the heart of “why” and “how” we design digital experiences
- 3 A shared understanding of the needs and responsibilities of each functional area

PARTICIPANTS EXIT AS A HIGHLY FUNCTIONING, CUSTOMER OBSESSED TEAM
EQUIPED TO SOLVE THE BUSINESS PROBLEM
WITH A BACKLOG TO IMMEDIATELY ACTION AGAINST

**With that said,
you help determine
if this pilot is successful.**

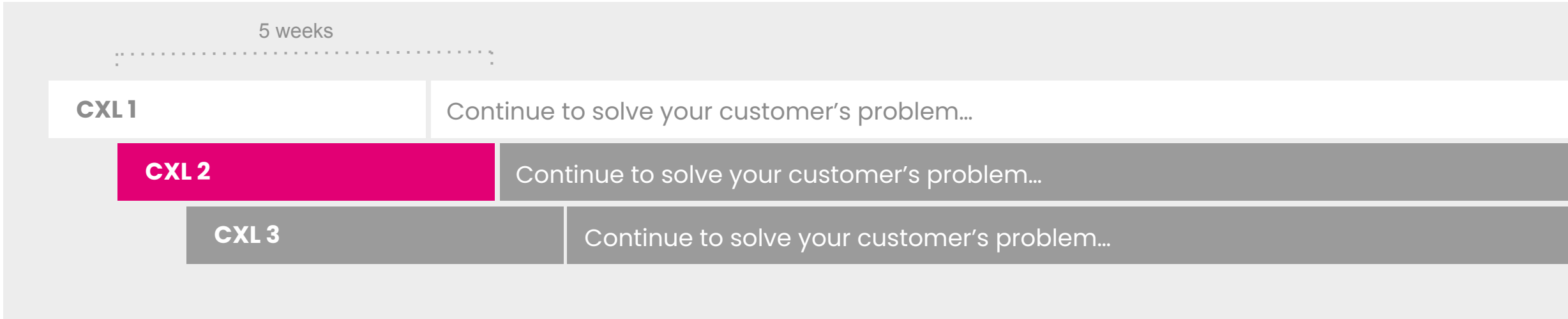
WHAT PERSONAL GOALS DO YOU HAVE? (10 mins)

Write down what you expect or want to get from this pilot 5 mins

Readout 5 mins

Collect notes

WHAT WE PLANNED



During the 5 weeks together, we will be combining design thinking and Agile methodologies to help us:

- Identify most relevant customer problem(s) to focus on
- Develop hypothesis' we can test with actual customers
- Prepare for how we work together after 5 weeks
- Deepen our understanding of how to apply design thinking and agile methodologies to our "everyday"

WHAT WE WILL BE DOING

WK 1

2 day kickoff

Introduction to some user centered principles.
We'll have fun practicing them with a problem.

Put our learnings into practice. We will be solving T-Mobile customer problems.

WK 2

Research

Get to know customers

WK 3

Insights

Aggregate customer learning

WK 4

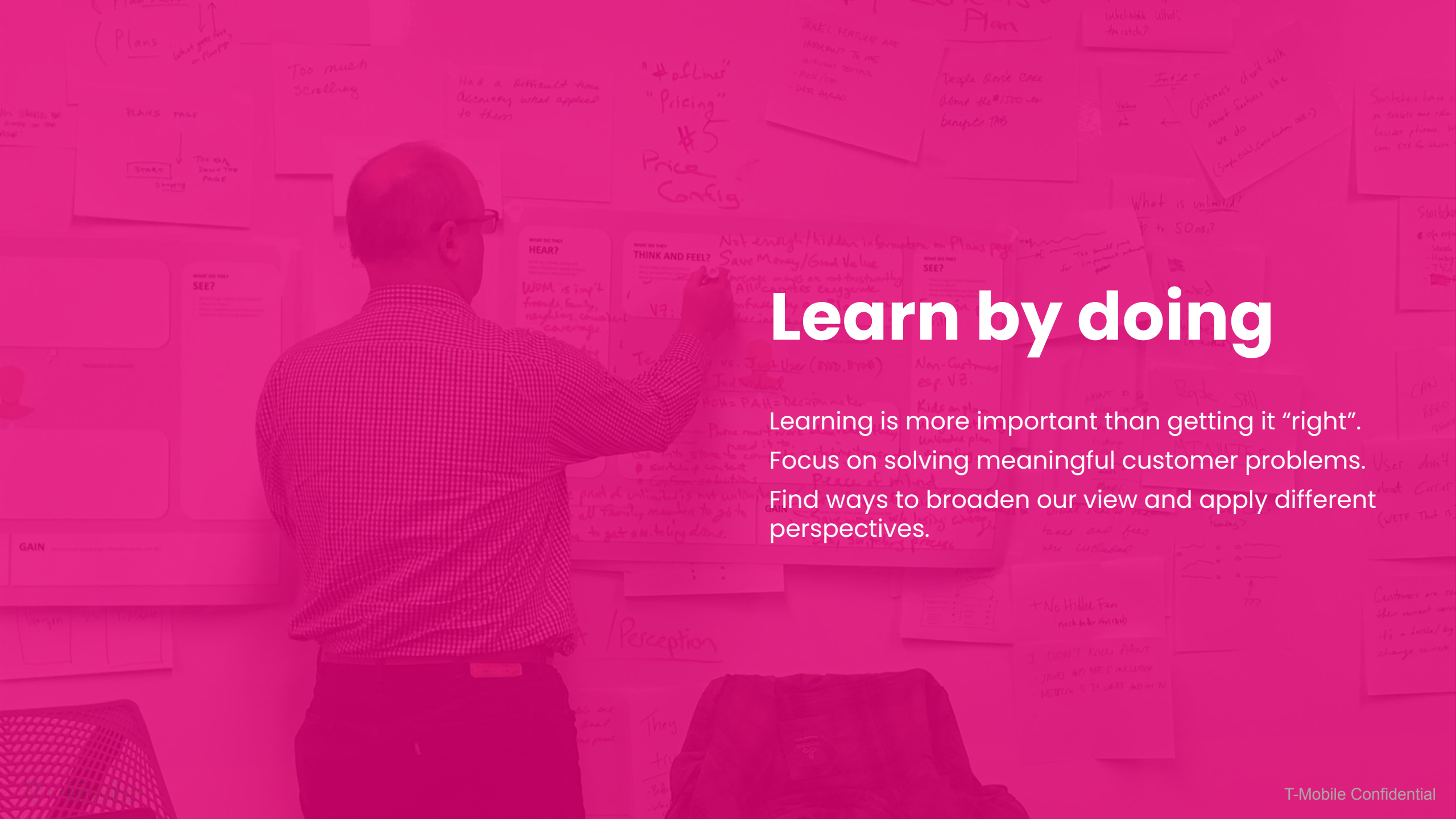
Concepting

Problem statement and hypotheses

WK 5

Design

Solution co-creation



Learn by doing

Learning is more important than getting it "right".
Focus on solving meaningful customer problems.
Find ways to broaden our view and apply different perspectives.

A group of five people are gathered in a meeting room. They are standing around a table with papers and a Starbucks cup. The wall behind them is covered with numerous colorful sticky notes. The scene is overlaid with a semi-transparent pink filter.

You don't have to be a designer to use Design Thinking.

It's a **way of thinking** that **anyone** can
learn to apply in everyday situations.

What is design thinking?

Design thinking is a **human-centered approach to innovation** that draws from the designer's toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success.

– Tim Brown, IDEO

Design Thinking is an **iterative process** in which we seek to understand the user, **challenge assumptions**, and redefine problems in an attempt to **identify alternative strategies** and solutions that might not be instantly apparent with our initial level of understanding. At the same time, Design Thinking provides a solution-based approach to solving problems. It is a **way of thinking** and working as well as a collection of hands-on methods. – Interaction Design Foundation

How will we be using design thinking?

Fall in love with the problem.

By empathizing

Defining their problem to solve for

Techniques for prioritizing and designing

Testing and iterating

TODAY

Mini Problem

User Interviews

Lunch

12:45 – 1:15

Findings and Insights


Persona Creation

Customer Journey Mapping

Problem Statement

Wrap-up

4:25 – 4:45



Please turn off phones.
Close laptops.
Be present.

Getting Started

MINI PROBLEM

It can be challenging for new hires, guests, and even existing employees to find and navigate to conference rooms at T-Mobile, leading to wasted time and unproductivity.

Guests may have maps and/or written directions, but they get lost and usually have to call someone for assistance.

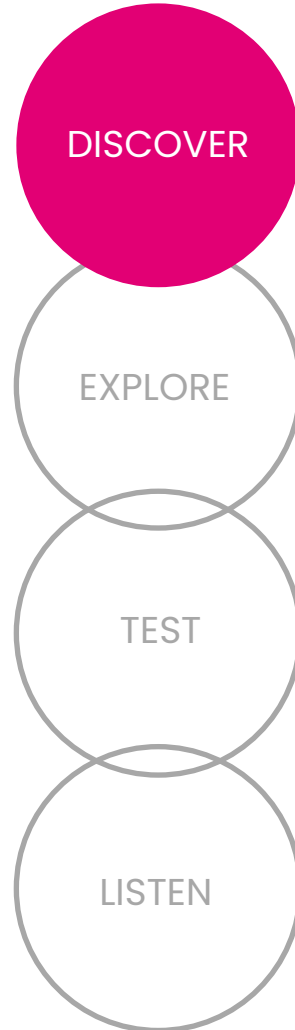
New hires have to guess a direction and walk around the entire floor before they can find the correct conference room. Floor maps and signage are limited and not intuitive at T-Mobile, making it difficult to find and navigate to their conference room.

Employees who have meetings in another building, realize there is lack of consistency in the layout of conference room across the buildings at T-Mobile, so you need re-orient yourself each time you have to meet in a different building.

How can we make it easier to locate and navigate to conference rooms at T-Mobile?

Research & Analysis

MANY FORMS OF RESEARCH



Field studies/user interviews

Diary studies

Stakeholder interviews

Requirements & constraints

Sales & support interviews

Support call monitoring

Competitive testing

WHAT IS CUSTOMER INTERVIEWING?

A **conversation to gather information** and build an understanding of your customers.

A way for us to **collect in-depth information** on people's opinions, experiences, and feelings.

Through questioning and probing we're able to better **understand the "WHY"** behind customer actions.

WHY IS THIS IMPORTANT?

We can **learn** what our customers are experiencing in reality.

We can **listen** and learn about their pain points and underlying motivations.

We can **create** unique insights and help build emotionally compelling products and experiences.

CX Launchpad

Mini Problem

Research & Analysis

Creating Personas

Customer Journey Mapping

Problem Statement

Ideation & Hypotheses

Design & Testing

Recruiting the **appropriate users** to interview
is **equally important** to how you interview them.

RECRUITING CRITERIA

Criteria of your user group:

- Digitally savvy vs. retail shoppers
- Recent switchers vs. non switchers
- T-Mobile customers vs. non-T-Mobile customers
- Local vs. nationwide
- Demographics

You may want to exclude...

- Income levels
- Education minimum
- Recent participants in studies

Keep in mind more extreme user groups:

- Power users
- Experts
- Professionals

STAGES OF INTERVIEWING

1. Introductions & building rapport (1 min)

Introduce yourself and setting expectations of the interview

2. Grand tour (10 mins)

- Get a story: Describe your experience with...
- Probe on why, how, and feelings associated with the experience
- Find pain points: What was frustrating? Why? How did it make you feel?
How did you get through the frustration?
- Gain understanding: What was delightful (easy, etc.) in the experience? Why?

3. Reflection (3 mins)

Learn expectations: What were your expectations? Which part of the experience met/exceeded/failed expectations? Why and how? What would you change in the experience?

4. Wrap-up (1 min)

"Thanks for your time", and any follow ups

HOW TO INTERVIEW



Open-ended questions

Close-ended questions

Listening

Talking

Note taking by another person

Note taking yourself

Small questions

General questions

Asking about specific previous experience

Asking about future intentions

Probing, being curious

Leading conversation or sharing your opinion

PRACTICE INTERVIEW (35 MINS)

Identify interview groups	5 mins
Create interview guides	10 mins
Designate roles: Interviewee, interviewer, observer, note taker	1 mins
Conduct your interview	10 mins
Takeaways	5 mins
Optional: Update your interview guide	4 mins

Learning Goal

- Learn about customer interviewing as a research method
- Realize how it can help us deepen our understanding of the customer

Materials:

- Interview guide template
- Support handout

MINI PROBLEM

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Employees who have meetings in another building, realize there is lack of consistency in the layout of conference room across the buildings at T-Mobile, so you need re-orient yourself each time you have to meet in a different building.

How can we make it easier to locate and navigate to conference rooms at T-Mobile?

“REAL” CUSTOMER INTERVIEWS (1.5 HOURS)

Designate roles: Designate who will be: interviewer and 2-3 note takers	2 mins
Conduct your interview #1	15 mins
Conduct your interview #2 (change roles)	15 mins
Conduct your interview #3 (change roles)	15 mins
Conduct your interview #4 (change roles)	15 mins
Conduct your interview #5 (change roles)	15 mins
Takeaways	5 mins

Learning Goal

- Practice our customer interviewing knowledge
- Realize how it can help us deepen our understanding of the customer

Guests

- 5 customers

Lunch

Return by 12:30pm

Finding and Insights

CX Launchpad

Mini Problem

Research & Analysis

Creating Personas

Customer Journey Mapping

Problem Statement

Ideation & Hypotheses

Design & Testing

What's the difference between...

a **Finding**, an **Insight**, and a **Transformative Insight**?

WHAT'S A FINDING?

A finding is an important piece of information derived from user interviews, testing or statistical analysis.

It maybe as simple as a percentage point. For example, 45% of users might complete the purchase process for getting auto insurance online, while 55% do not.

KEEP IN MIND...

Findings define problem areas, opportunities, and help us focus our attention.

Findings are useful for assessing the effectiveness of a product, service or process, but a finding alone doesn't compel us towards a solution.

That's because a finding is a symptom of the problem, but not the cause.

WHAT'S AN INSIGHT?

An insight is derived from digging deeper into user behavior in a way that reveals an underlying cause.

...making data actionable—and even transformative.

For example, users may abandon an online purchase because costly fees are revealed late in the checkout process.

WHAT'S A TRANSFORMATIVE INSIGHT?

Transformative insights are revealed when we “connect the dots” between findings and hidden patterns that point us in surprising and unexpected directions.

For example, new customers expressed how disappointed they were on their trip, when they didn't have the right accessories for their new GoPro camera.

FINDING OR INSIGHT (45 MINS)

Identify Findings and Insights

1 Finding per card (yellow)

1 Insight per card (magenta)

Organize cards into Findings and Insights

15 mins

Discuss and capture Transformative Insights

5 mins

Each group shares their Transformative Insights

15 mins

Takeaways (5 mins per group)

10 mins

Learning Goal:

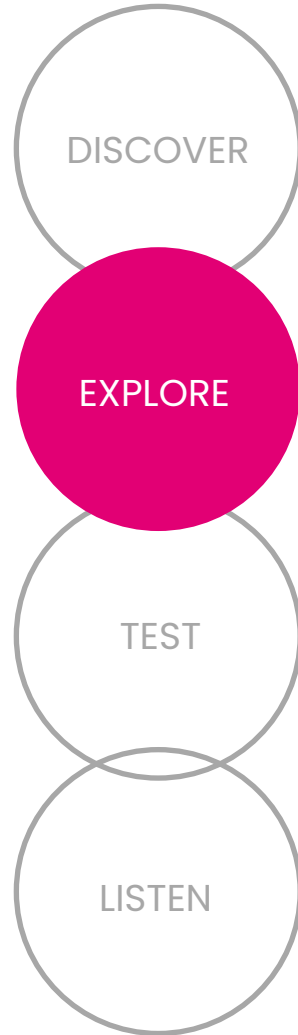
- Become familiar with the difference between Findings and Insights
- Seek patterns and form Transformative Insights

Materials:

- Your interview notes
- Note cards
- Pens

Creating Personas

MANY FORMS OF RESEARCH



Competitive analysis

Persona building

Journey mapping

Design diversity exploration

Task analysis

Problem statement

Card sorting

Prototype feedback & testing

WHAT IS A PERSONA?

Personas represent a group of people that share commonalities like goals, needs, painpoints, and desires.

They are based on user research and give us a way to empathize with this group and help to describe who we are solving problems for.

PERSONA OVERVIEW



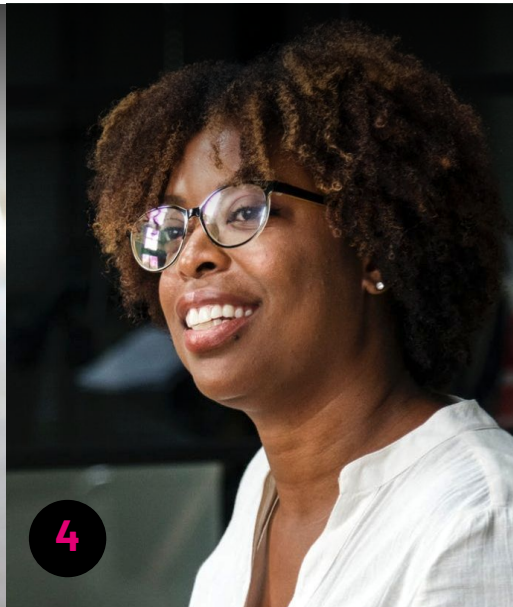
1



2



3



4



5

PETER PILOT (MILITARY)

“I want to learn a new language so I can connect myself with other people.”

SITUATION

- Age: 43 (Gen X)
- Marital status: Single
- Location: Raleigh, NC
- Income: \$57k/yr



KEN FAMS (FAMILY)

“Two of my kids are off to college. I want to feel like I’m in the same room as they are.”

SITUATION

- Age: 47 (Gen X)
- Marital status: Married
- Location: Ann Arbor, MI
- Income: \$100k/yr

JUDY RETRO (55+/ESSENTIALS)

“I like tinkering around with new gadgets, until I can’t figure out what’s wrong with them.”

SITUATION

- Age: 67 (Boomer)
- Marital status: Married
- Location: Cincinnati, OH
- Income: Retired

DIANE DATA (T-MOBILE ONE)

“I like to keep track with what my friends and family are up to every second!”

SITUATION

- Age: 49 (Gen X)
- Marital status: Single
- Location: Greeley, CO
- Income: \$60k/yr

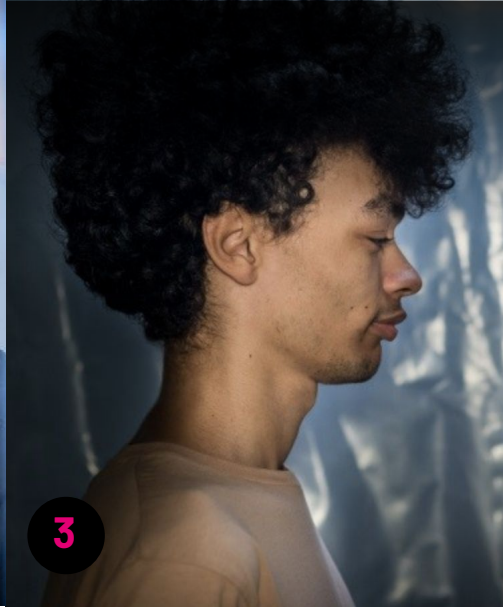
VIC VALUE (T-MOBILE ONE)

“I want to save money and love a deal. I have fine wine tastes on a PBR budget.”

SITUATION

- Age: 25 (Gen Y)
- Marital status: Single
- Location: Seattle, WA
- Income: \$68k/yr

PERSONA OVERVIEW



MIA MILLENNIAL (T-MOBILE ONE)

GARRY GAMERS (T-MOBILE ONE)

NEVILLE NOMAD (FAMILY)

SINA STUDIES (FAMILY PLAN)

KIPP KIDDER (FAMILY PLAN)

“Mad skills, but I’m not getting the exposure that I want on Fortnite...yet.”

“I’m kinda a stallion. I just recently played against J-Biebs (And won), so I’ll be making it rain soon.”

“I’m independent for my age; a self-funded Twitch streamer (Accepting donations).”

“Young entrepreneur, prom queen, and social media superstar...”

“Still at home working my way up, kind of a dependent type, but I do usually pay my own bills.”

SITUATION

- Age: 27 (Gen Y)
- Marital status: Married
- Location: Detroit, MI
- Income: \$70k/yr



SITUATION

- Age: 25 (Gen Y)
- Marital status: Single
- Location: Chicago, IL
- Income: \$59k/yr

SITUATION

- Age: 17 (Gen Z)
- Marital status: Single
- Location: New York City, NY
- Income: \$23k/yr

SITUATION


- Age: 16 (Gen Z)
- Marital status: Single
- Location: Des Moines, IA
- Income: \$18k/yr

SITUATION

- Age: 15 (Gen Z)
- Marital status: Single
- Location: Kansas City, KS
- Income: \$14k/yr

DIANE DATA (T-MOBILE ONE PLAN)

49 (Gen X) | Single

 Greeley, CO (Rural city) | Income: \$60k/yr






Customer Lifecycle: TBD

“I get pretty spotty service, so I like to keep my ear to the ground for other carriers’ news.”

CUSTOMER SERVICE PLATFORMS USED

Device troubleshooting:    

Billing/administrative:   

Purchases:  

Device Ownership     (4)

SITUATION

- Lives in Rural area of Colorado, doesn't get great coverage
- Puts high emphasis on good customer service
- Works in Boulder and gets great service
- Likes having a personalized experience to feel important

PAIN POINTS/NEEDS

- Has room to grow in her technical knowledge prowess
- Doesn't have knowledge about the potential of her plan
- Is tepid about her service, and is difficult to please
- Relies on service when venturing into the mountains

CUSTOMER PROFILE


Wanderer

BEHAVIORS

Wanderer | Keeps her options open


"Ready to jump" "T-Mobile 4 Lyfe"


Tech interaction | Average leisurely use


"Lives in the dark ages" "Always on"

Self-service level | Somewhat uncomfortable


"Hand holder" "Google Guru"

Time management | Needs moderate efficiency


"Time taker" "I'm late, I'm late, I'm late!"

INSPIRATIONS

- Hiking and camping
- Photography
- Cooking and social food events
- Wine tasting

DIANE DATA VALIDATION SUMMARY

- Diane's persona is focused on a "Wanderer" customer type, because of her rural location.
 - This is applicable because service can tend to get spotty in areas with less coverage, and frustrations can escalate if these fundamental needs are not met.
 - Important to address because this is a key focus group with historically lowest levels of satisfaction, and the highest likelihood to jump ship.
- Rural target used per roadmap path.
 - Based in Greeley, CO.
- Marital status is single with income of \$60k/yr based on Greeley's average. [Source](#)
 - Because Diane lives in a rural area, there is a lower per-capita income and is reflected as such.
 - Placed in third-highest prominent customer income bracket because of geographical location.
- Tech usage aligns with Generation X, who are more open to exploratory means of finding information they need, whether digital or more analog. [Source](#)
 - Tend to need less hand holding because of their regular use of technology through their day.
- Has a fairly significant need for instant responses, as Gen X tend to hold this highly on their scale for customer satisfaction. [Source](#)

VIC VALUE (T-MOBILE ONE PLAN)

25 (Gen Y) | Single

Seattle, WA (Urban city) | Income \$68k/yr





Customer Lifecycle: TBD

“I want to save money, I have fine wine tastes on a PBR budget.”

CUSTOMER SERVICE PLATFORMS USED

Device troubleshooting:    

Billing/administrative:  

Purchases: 

Device Ownership     (4)

SITUATION

- Easily swayed with affordable prices or deals
- Wants access to fun events and outings
- Gets great service with T-Mobile when he needs it
- Focuses on what's going to bring him the most value

PAIN POINTS/NEEDS

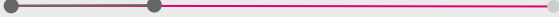
- To be educated about the value of his current plan
- A bachelor who never wants to pay full price
- Seattle's an expensive city, and loves the finer things in life, but not the budget to buy them - like that new iPhone XS Max

CUSTOMER PROFILE


Deal seeker

BEHAVIORS


Deal seeker | Bargain hunter

●  ●
"Pinches pennies" "MC Moneybags"


Tech interaction | High use

●  ●
"Lives in the dark ages" "Always on"

Self-service level | Mostly comfortable

●  ●
"Hand holder" "Google Guru"

Time management | Needs high efficiency

●  ●
"Time taker" "I'm late, I'm late, I'm late!"

INSPIRATIONS

- New gizmos and gadgets (Early adopter)
- Drive-in movies and concerts
- Food and fine dining
- Having control over situations

VIC VALUE VALIDATION SUMMARY

- Vic's persona is focused on the "Deal Seeker" type.
 - His category is also a key focus group for T-Mobile, because they tend to be the most difficult to please and also most expensive to sustain.
 - His use case may require more in-depth and innovative exploration for a customer experience, that will also have cost-saving implications from T-Mobile's end. Places highest value. [Source](#)
- Urban target used per roadmap path.
 - Based in Seattle, WA.
 - This is an expensive city to live in, so this fact helps to drive the Deal Seeker customer type.
- Marital status is single, and per-capita income (\$68k/yr) is derived from a slightly higher income bracket (Avg. \$67k) where financial savings are still a key touchpoint in the customer's life. [Source](#)
- He is placed in the Millennial age demographic, so is more open to exploratory means (Virtual) as such. [Source](#)
 - Has high tech interactivity, and implies he is very savvy with finding solutions and being an early adapter for emerging tech, as well as making transactions digitally. [Source](#)
- Assumes that there is a significant urgency for responses, as this is a characteristic highly expected by most Millennials. [Source](#)

HOW TO CREATE PERSONAS

1

Understand what the user's goals are.

2

Paint a broad picture of user needs from existing data and research.

3

Build a user interview plan with these rough portraits.

4

Analyze & synthesize the user interview data into characteristics and insights that are actionable.

5

Organize the characteristics and insights within the persona template.

6

Guide discussions and help focus product design decisions with personas.

CREATING PERSONAS (30 MINS)

Breakout into same 3 groups

1 mins

Build your Persona:

- Use your note cards to place them in the categories
- Create additional cards
- If there is another "user group", please build another Persona
- Provide a name for your Persona(s)

15 mins

Group presentation

10 mins

Takeaways (5 mins per group)

4 mins

Learning Goal

- Become familiar with Personas
- Understand how our user research can be used to create Personas

Materials:

- Your interview notes
- Note cards
- Pens

**WHAT DO THEY
HEAR?**

What are friends, family and other influencers saying to them that impacts their thinking?

**WHAT DO THEY
THINK AND FEEL?**

- What really matters to them?
- What occupies their thinking?
- What worries and aspirations do they have?

**WHAT DO THEY
SEE?**

- What things in their environment influence them?
- What competitors are they seeing?
- What are they seeing friends do?

MY NAME IS



PROBLEM STATEMENT

**WHAT DO THEY
SAY AND DO?**

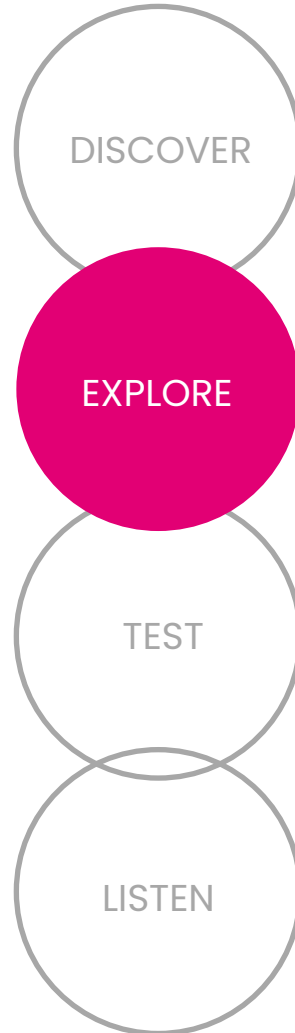
- What is their attitude towards others?
- What do they do in public?
- How has their behavior changed?

PAIN What fears, frustrations or obstacles are they facing?

GAIN What are they hoping to get? What does success look like?

Customer Journey Mapping

MANY FORMS OF RESEARCH



Competitive analysis

Persona building

Journey mapping

Design diversity exploration

Task analysis

Problem statement

Card sorting

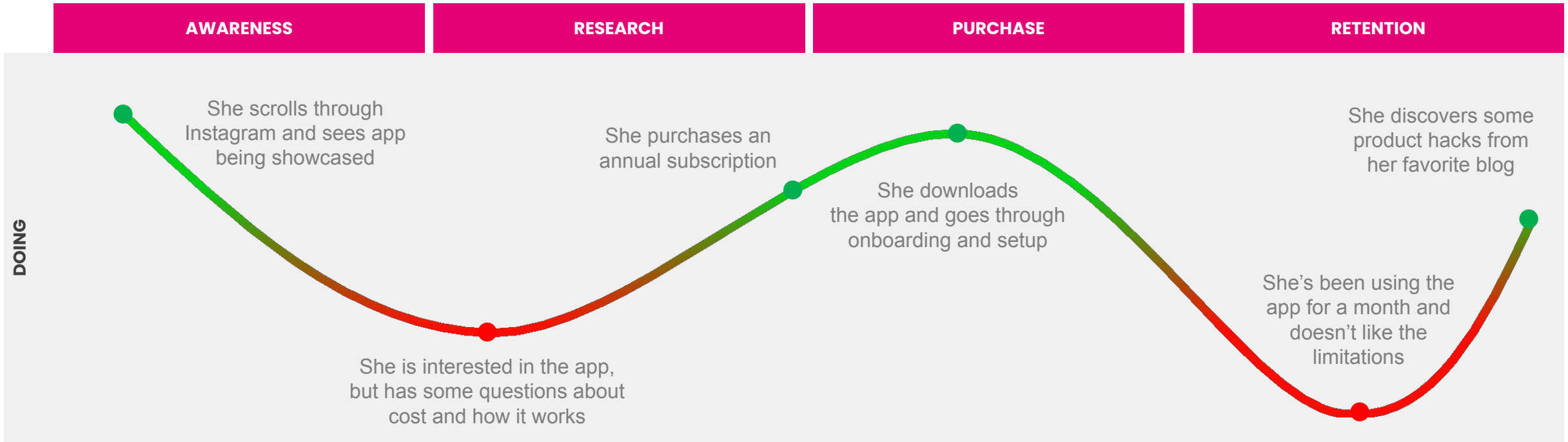
Prototype feedback & testing

WHAT'S A CUSTOMER JOURNEY MAP?

A Customer Journey Map is a data-driven diagram that presents key insights, behaviors, and moods into customer interactions across their journey with a product or service.

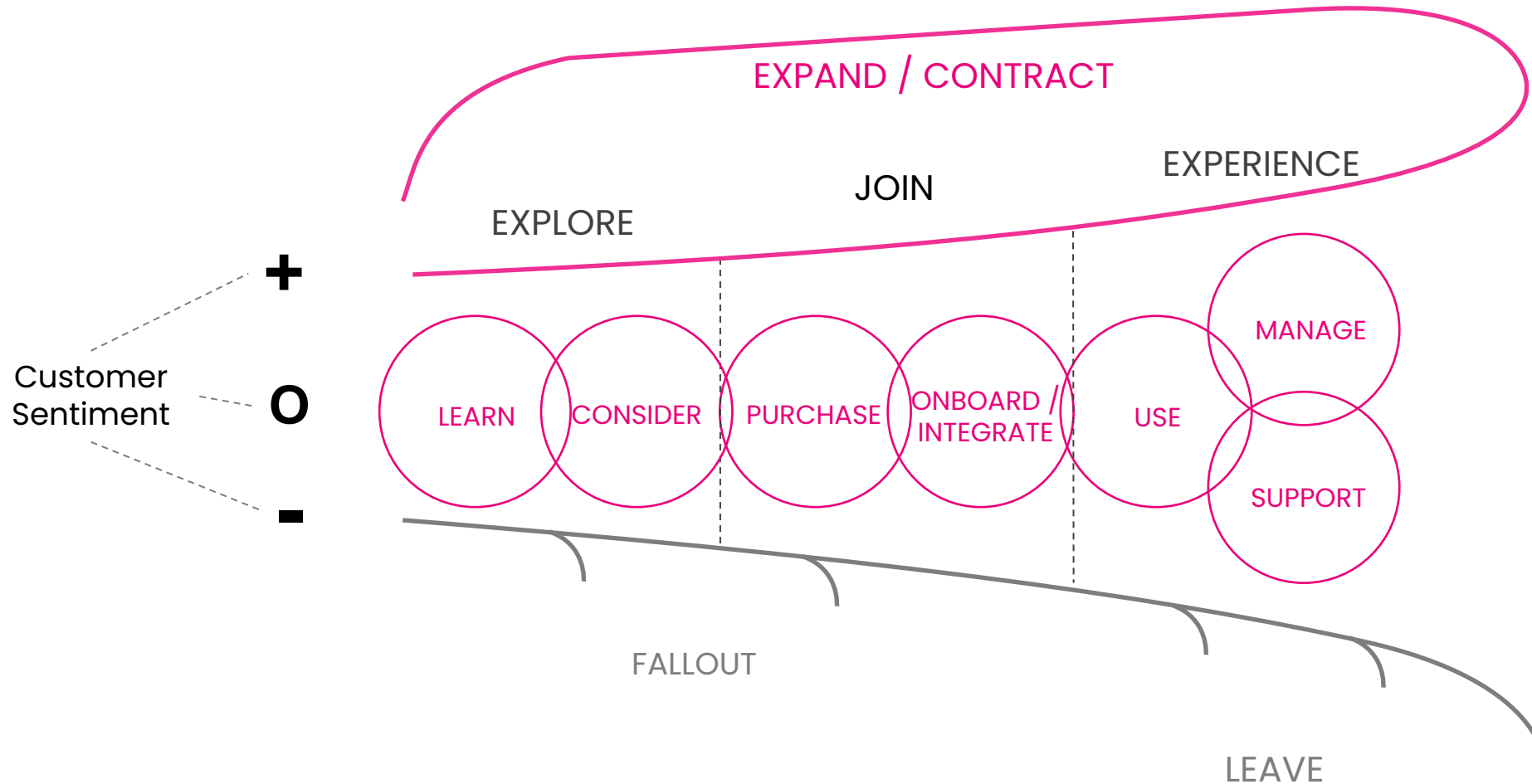
It can be tempting to map out the ideal journey, but it's essential to map the current state of the experience to understand where the problems exist today.

JENNY'S EXPERIENCE SHOPPING FOR A PHONE



CUSTOMER LIFECYCLE OVERVIEW

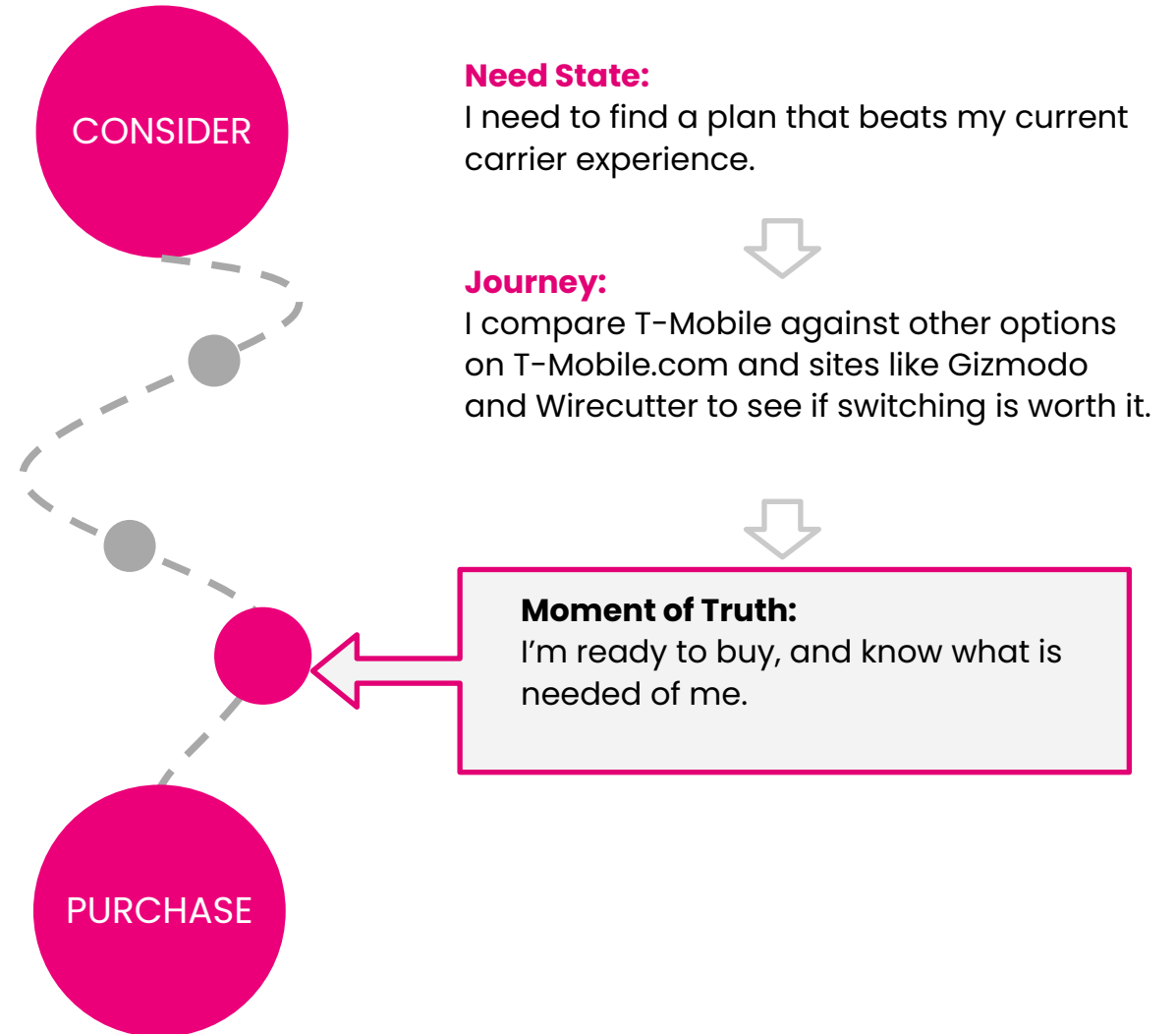
T-Mobile's Customer Lifecycle is made up of 7 lifecycle stages + Expand & Leave (or Fallout) paths



DEFINING MOMENTS OF TRUTH

A **moment of truth** is an inflection point along a customer journey prompted by a need state, whereby a customer must **accomplish a task** to determine whether they will continue with T-Mobile.

These accomplishments are achieved through a series of smaller moments along the path.



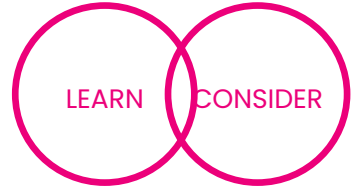
MOMENTS OF TRUTH WITHIN THE CUSTOMER LIFECYCLE: FINAL MAPPING

LIFECYCLE STAGE

NEED STATE

MOMENTS OF TRUTH

EXPLORE



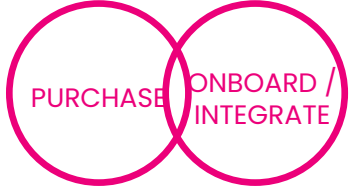
PROSPECT NEED

"I've had it! I'm paying way too much for my plan, and I keep going over my data limit. I can't afford this anymore!"

CUSTOMER NEED

"I want to learn more about adding a line for my son [redeeming a promo, etc]."

JOIN



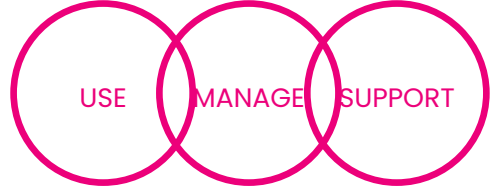
PROSPECT NEED

"I am ready to buy my phone and need to make sure everything is set up and working properly."

CUSTOMER NEED

"I am ready to redeem this offer/ upgrade and want to be sure getting set up is pain-free."

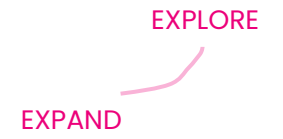
EXPERIENCE



CUSTOMER NEED

"I need everything to be working smoothly, and to know where to get help when I need it."

EXPAND



CUSTOMER NEED

"It is time for my son to get his first cell phone; I'm going to go ahead and add a line and see about getting him a starter smart phone."

LEAVE

LEAVE

CUSTOMER NEED

"I've had it! I'm paying way too much for the coverage I'm getting. I need to explore my options..."

1 I know and understand my options, and am considering T-Mobile

2 I'm ready to buy, and know what is needed from me

3 I bought from T-Mobile, and understand my next steps

4 Everything is set up the way I want

5 My bills are accurate, easy to understand, and easy to resolve if I have an issue

6 It is easy to pay my bill, even when I require additional support

7 It was easy to make a quick change to my account

8 I had an issue, but it was resolved quickly and easily

9 I want to change my plan or service

10 I am interested in a new product or service through T-Mobile

11 I am ready to upgrade my device

12 I have decided to leave T-Mobile, and know my next steps

Monica's Customer Journey (w/WHO)

"I don't have a lot of time between work + kids. I need fast + accurate info, so I know T-Mobile is right for my family."

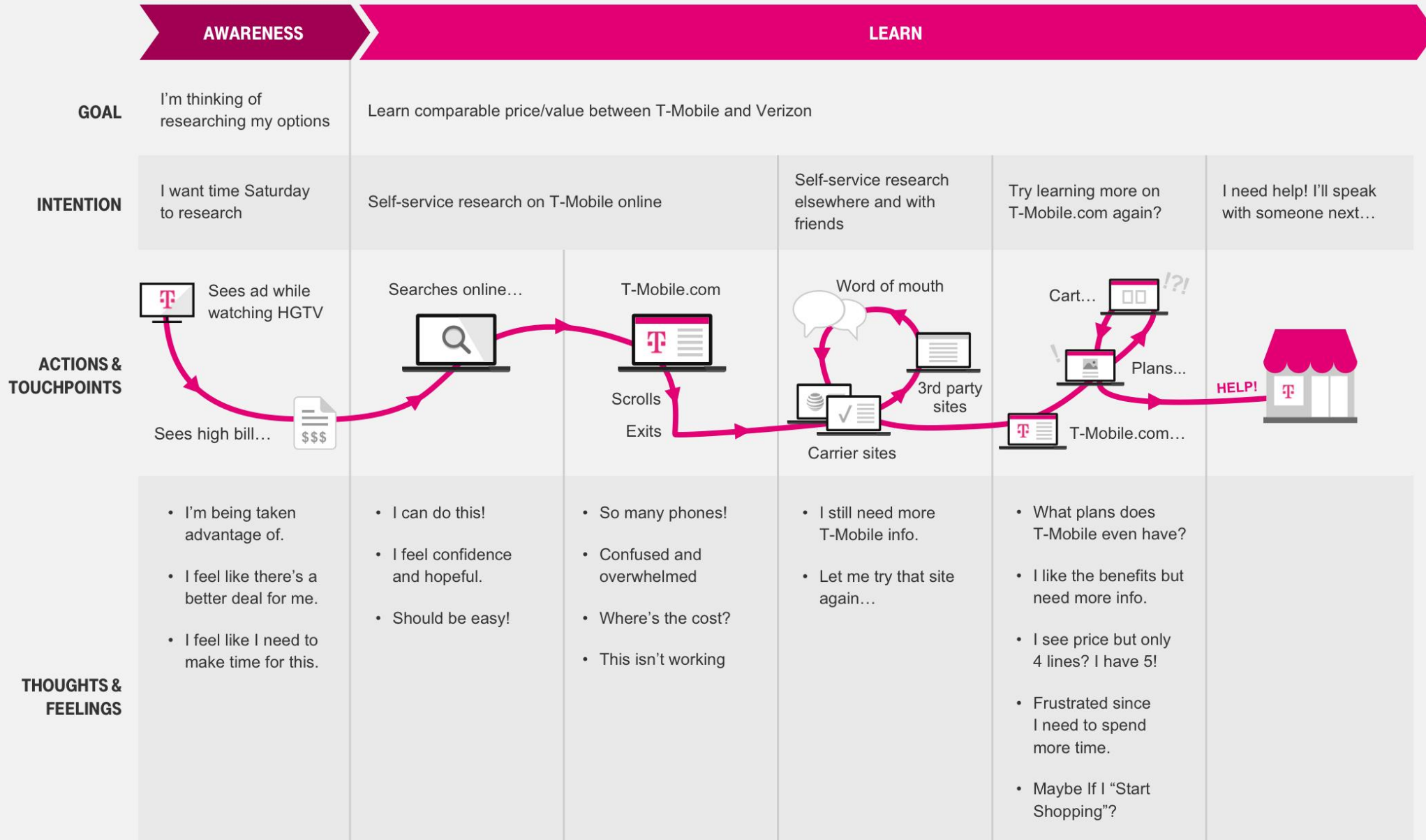
STAGE	AWAWARENESS	LEARN			
GOAL	I'm thinking of researching my options	Learn comparable price/value between TMO + VZW			
INTENTION	I want to make time Sat. to research	Self-serve research on T-Mobile online!	Self-serve research online elsewhere + with friends	Try learning more on T-Mobile.com again?	I need help! I'll speak to someone next...
ACTIONS + TOUCHPOINTS	Sees TV watching Ad while HGTV Sees highlight	Searches online... T-Mobile.com	3rd Party Sites Carrier Sites Walmart Best Buy	T-Mobile.com Plans Cart	HELP! T-Mobile Store
THOUGHTS + FEELINGS	I'm being taken advantage of I feel like there's a better deal for me I'm going to have to devote time to this!	I can do this! Confidence Should be easy! Hopeful	So many phones! Confused + overwhelmed Where's the costs? This isn't working	I still need more TMO info Let me try that site again	What plans does TMO even have? I like the benefits but need more info I see price but only 9 lines? I have 5! Frustrated since I need to spend more time Maybe if I start shopping? This is disjointed + not what I expected





MONICA'S CUSTOMER JOURNEY MAP

“ I don't have a lot of time between work and kids. I need fast and accurate info, so I know T-Mobile is right for my family. ”



CREATE A CUSTOMER JOURNEY MAP

1

Interview users to better understand their goals, needs, pain points, habits, and daily activities.

2

Analyze & synthesize user information into journey milestones and actionable insights.

3

Map what users are doing and feeling, as well as pain points, touchpoints, and opportunities.

4

Get a macro and micro view of their goals and how they are achieving or giving up on them across various stages.

5

Prioritize the pain points and opportunities with the Customer Journey Map for product development.

CREATE A CUSTOMER JOURNEY MAP (35 MINS)

Discuss which persona to build your journey map for	5 mins
Build your Customer Journey Map: <ul style="list-style-type: none">• Use your Personas• Define the Stages a visitor will go through• Place your customer's data in the map• Identify their goals, actions, touchpoints, and feelings for each stage	15 mins
Group presentation	10 mins
Takeaways	5 mins

Learning Goal

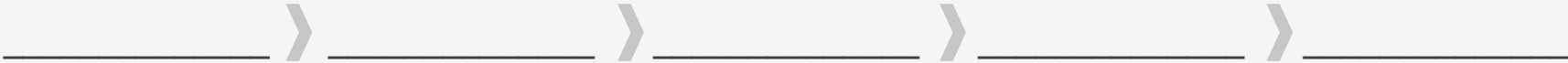
- Understand how our customer's experience can be mapped out

Materials:

- Personas
- Your interview notes
- Note cards
- Pens

KEY MOMENTS IN A CUSTOMER JOURNEY

KEY JOURNEY STAGES:



Customer's
GOALS

--	--	--	--	--

Customer's
ACTIONS

--	--	--	--	--

Customer's
TOUCHPOINTS

--	--	--	--	--

Customer's
FEELINGS

--	--	--	--	--

Problem Statement

CX Launchpad

Mini Problem

Research & Analysis

Creating Personas

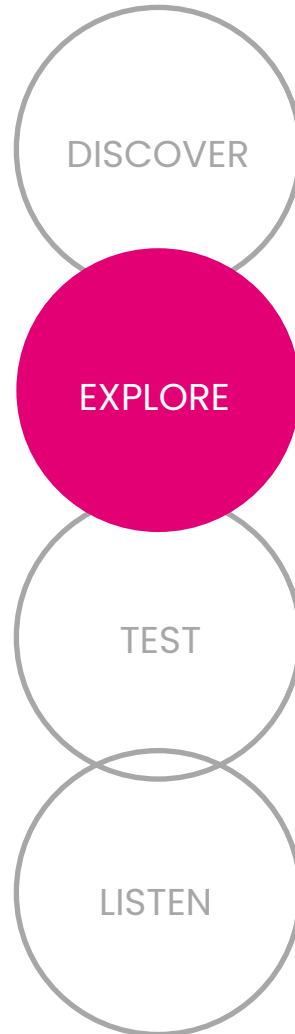
Customer Journey Mapping

Problem Statement

Ideation & Hypotheses

Design & Testing

MANY FORMS OF RESEARCH



Competitive analysis

Persona building

Journey mapping

Design diversity exploration

Task analysis

Problem statement

Card sorting

Prototype feedback & testing

WHAT'S A USER PROBLEM STATEMENT?

A Problem Statement is a synthesis of learnings from the customer research phase into a meaningful and actionable statement.

It guides the direction of the solution phase and is something that the team revisits to confirm if a solution has been successful.

WHY IS THIS IMPORTANT?

Products often fail because...

- They were designed for the wrong reasons.
- They didn't address a fundamental consumer need.
- They didn't solve an actual pain point.

ALBERT SAID IT WELL...

“ If I had an hour to solve a problem and my life depended on the solution, I would spend the first 55 minutes determining the proper question to ask... for once I know the proper question, I could solve the problem in less than five minutes.”

— Albert Einstein

CX Launchpad

Mini Problem

Research & Analysis

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Customer Journey Mapping

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Design & Testing

EXAMPLE

How can we help (user/persona) accomplish (need) ,
so that (desired change—feeling, insight, goal) ?

HOW TO WRITE A PROBLEM STATEMENT

Do

Phrase it as a question

“How can we...” or “What can we do to...”

Make it actionable

Use strong verbs like “How can we teach...”
or “How can we provide...”

Make it specific

Counter-intuitively, highly specific problem statements
can generate more solutions.

Be succinct

Enough said.

Don't

Provide a solution statement

Do not limit a problem by inserting a solution into it.

Think too broad

Approach the solution with specific people and their
problems in mind, rather than thinking broadly—groups,
organizations or mankind.

GOOD OR NOT SO GOOD?

1. How can we help parents traveling with young children find ways to entertain them, so that the kids are not annoying fellow travelers?
2. How can we incentivize people to recycle, so that we can save the planet?
3. How can we encourage children to engage in physical activity in a fun and social way, so that we can start reversing obesity trends?
4. How can we design library carts, so that librarians will enjoy restocking bookshelves?

GOOD OR NOT SO GOOD?

5. How can we help employees use design thinking techniques so they focus on solve for customer needs?
6. How can we increase sales with social media by 10% in three months?
7. How can we improve employee productivity by redesigning the working environment at the office?

LET'S CREATE A PROBLEM STATEMENT (35 MINS)

Develop Problem Statements individually	5 mins
Return to your group and consolidate key elements into one Problem Statement	10 mins
Add to your personas	5 mins
Re-present your personas with their Problem Statement	10 mins
Takeaways	5 mins

Learning Goal

- To be able to write a customer problem statement that is most important to them

Materials:

- Your personas
- Your customer journey map
- Your interview notes
- Note cards
- Pens

HOW TO WRITE A PROBLEM STATEMENT

Do

Phrase it as a question

“How can we...” or “What can we do to...”

Make it actionable

Use strong verbs like “How can we teach...”
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organizations or mankind.

Day 1 Wrap-up

WRAP UP

- What worked well today?
- What would you like to see changed?
- Do you see how you'd apply this to your day?
- What to expect on Day 2

Day 1

Day 2

Ideation

Hypothesis

Lunch

Design

Test

Iterate

Wrap up

Next steps

CX Launchpad

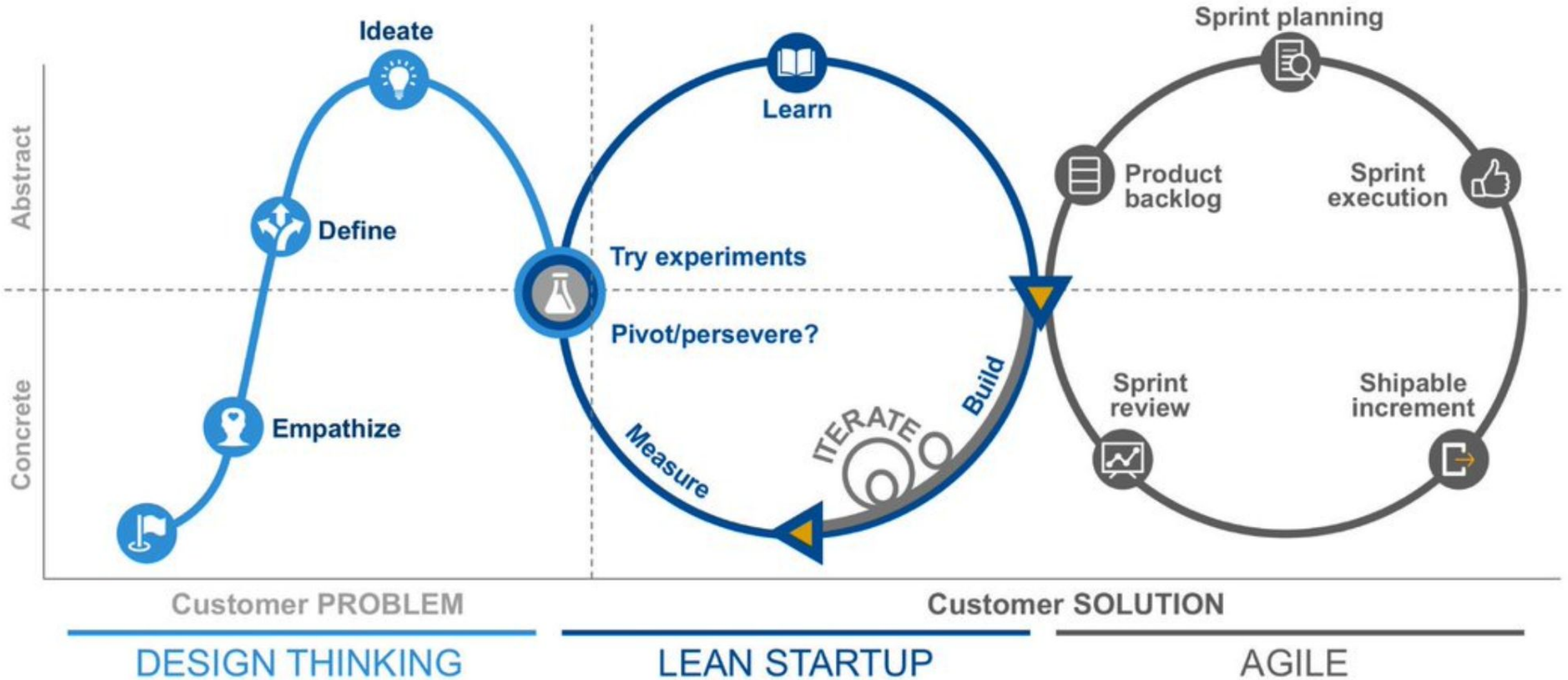
Day 2



MORNING REVELATIONS (5 MINS)

- Any new takeaways from yesterday's experience?
 - "Fall in love with your customer's problem"
 - CJM: Stages start with what your customer says
 - CJM: Stages end when the value is delivered to them
- PTO Calendar

Combine Design Thinking, Lean Startup and Agile



Day 1

Day 2



Ideation

Hypothesis

Lunch

Design

Test

Iterate

Wrap up

Next steps

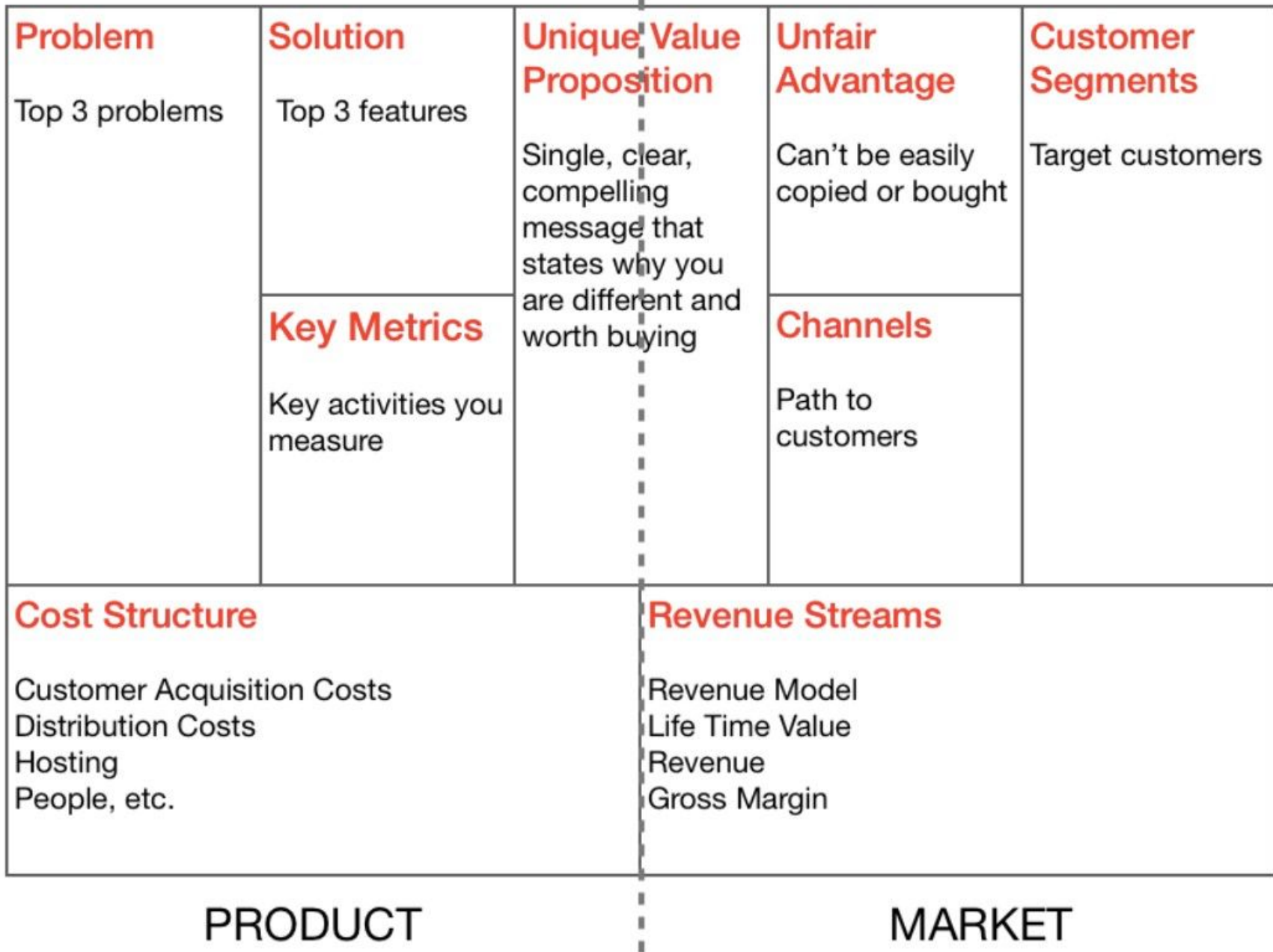
LEAN CANVAS

This comes from the Lean Startup methodology that is driven by design thinking.

Key principles:

1. Individuals and interactions over processes and tools.
2. Working software over comprehensive documentation.
3. Customer collaboration over contract negotiation.
4. Responding to change over following a plan.

PROBLEM <i>List your top 1-3 problems.</i>	SOLUTION <i>Outline a possible solution for each problem.</i>	UNIQUE VALUE PROPOSITION <i>Single, clear, compelling message that states why you are different and worth paying attention.</i>	UNFAIR ADVANTAGE <i>Something that cannot easily be bought or copied.</i>	CUSTOMER SEGMENTS <i>List your target customers and users.</i>
	KEY METRICS <i>List the key numbers that tell you how your business is doing.</i>		CHANNELS <i>List your path to customers (inbound or outbound).</i>	
EXISTING ALTERNATIVES <i>List how these problems are solved today.</i>		HIGH-LEVEL CONCEPT <i>List your X for Y analogy e.g. YouTube = Flickr for videos.</i>		EARLY ADOPTERS <i>List the characteristics of your ideal customers.</i>
COST STRUCTURE <i>List your fixed and variable costs.</i>		REVENUE STREAMS <i>List your sources of revenue.</i>		



BENEFITS OF USING THE LEAN CANVAS

- Create a shared view of what a business plan would communicate.
- Provide a framework for the team to easily collaborate on and early in the process.
- Begin to see visibility into organizational changes/alignment that's needed.
- Have multiple canvas' to capture different models and ideas you want to validate.

PROBLEM <i>List your top 1-3 problems.</i>	SOLUTION <i>Outline a possible solution for each problem.</i>	UNIQUE VALUE PROPOSITION <i>Single, clear, compelling message that states why you are different and worth paying attention.</i>	UNFAIR ADVANTAGE <i>Something that cannot easily be bought or copied.</i>	CUSTOMER SEGMENTS <i>List your target customers and users.</i>
	EXISTING ALTERNATIVES <i>List how these problems are solved today.</i>		KEY METRICS <i>List the key numbers that tell you how your business is doing.</i>	
COST STRUCTURE <i>List your fixed and variable costs.</i>		REVENUE STREAMS <i>List your sources of revenue.</i>		

Ideation & Hypotheses

WWTBD? (20 mins)

How would (well known brand) solve this?

Deliberate quietly for 3 minutes, and then discuss each brand at the table for 5 minutes.

- How would **NORDSTROM** solve it?
- How would **amazon** solve it?
- How would **Disney** solve it?

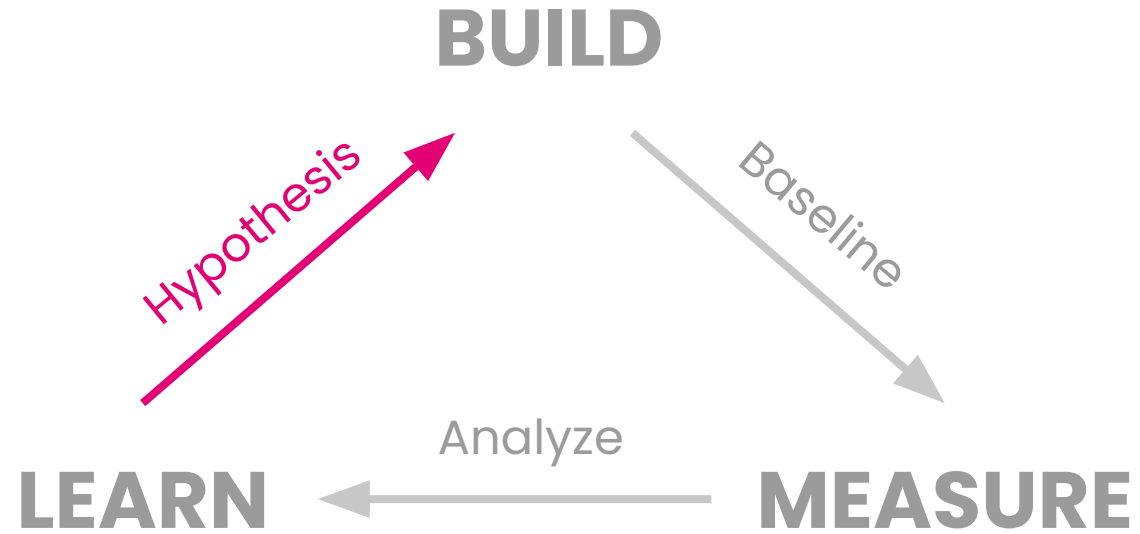
BRAIN WRITE (30 MINS)

Let's brain write:

- Write one idea on a piece of paper, pass to your left
- Develop and elaborate the idea that was passed to you and pass again
- Repeat 4 times (15 mins)
- Discuss at the table (15 mins)

WHAT'S A HYPOTHESIS?

A hypothesis is an educated prediction that can be tested and measured and used as a starting point for further investigation.



WHY DOES IT MATTER?

- Gives you a chance to test your ideas early
- Shifts our thinking from “This is the solution we are going to build” to “This is a hypothesis we are going to test”
- Gives you time to pivot and assess if you want to test other ideas

HYPOTHESIS EXAMPLE

We believe that if we give (user/persona) (capability) ,
it will result in (outcome) , and we will know that we succeeded
when we see (measurable signal) .

GOOD OR NOT SO GOOD?

1. We believe that if we build it, they will come.
2. We believe that if we give digitally savvy users access to our app, they will use it to pay their bills, and we will know that we succeeded when we see 10% adoption of bill pay.
3. We believe that if we redesign our website, it will improve customer satisfaction.
4. We believe that if we make “Buy now” button large and blue, it will bring in more sales.

GOOD OR NOT SO GOOD?

5. We believe that adding hotel room images on the booking page for visitors will achieve more customer conversions. We know that we will be successful if we see a 15% increase in customers who view hotel images who proceed to book within 48 hours.
6. We believe that if we add shoppable content on social media, we can improve customer engagement and drive stronger online sales by at least 10%.

LET'S CREATE A HYPOTHESIS (30 MINS)

In the same group, write 3 Hypothesis statements	15 mins
Present your statements	10 mins
Takeaways	5 mins

Learning Goal

- Write a Hypothesis statement that will set the direction for a prototype we will test

Materials:

- Paper
- Pens

Lunch

Return by 12:00 – 12:30 p.m.

How would you test your hypothesis?

**How are other companies
testing/validating their
assumptions?**

RENT THE RUNWAY

Harvard classmates—Fleiss from the finance world and Hyman from sales and marketing—met casually for lunch every week to brainstorm entrepreneurial ventures.

Thanksgiving break, when Hyman’s sister,

Becky, wanted something gorgeous to wear to an upcoming wedding, but didn’t want to drop an obscene amount of money on a dress she’d only wear once.

Fleiss and Hyman had their concept: **Rent the Runway, a “Netflix for dresses” that allowed women to rent designer gowns for a fraction of the retail price.**

We started by purchasing dresses at retail in our own sizes.

- We went to different undergraduate campus and started renting dresses to women.
- We went to Harvard on a weekend we knew they had an event.
- Then we went to Yale, and we rented the dresses, but didn’t let women try them on.
- For the third trial, we sent a PDF out to students that said “call us if you want to rent this dress.”
- So, each time we were iterating a little bit closer to what our actual concept was—an internet dress rental site—to prove that it was really going to work.

CX Launchpad

Mini Problem

Research & Analysis

Creating Personas

Customer Journey Mapping

Problem Statement

Ideation & Hypotheses

Design & Testing

RENT THE RUNWAY

It was tough to prove to the investors that this concept was really going to work. It's really hard for the 60-year-old men we were pitching to understand the emotional connection that women have with fashion.

So we would take them to the trials, or we would take videos, and we would show them the experience that women were having—and that was huge.

DROPBOX

Drew Houston

Dropbox needed to test its leap- of- faith question: if we can provide a superior customer experience, will people give our product a try? They believed—rightly, as it turned out—that file synchronization was a problem that most people didn't know they had. Once you experience the solution, you can't imagine how you ever lived without it.

Customers often don't know what they want, and they often had a hard time understanding Dropbox when the concept was explained.

Houston learned this the hard way when he tried to raise venture capital. In meeting after meeting, investors would explain that this "market space" was crowded with existing products, none of them had made very much money, and the problem wasn't a very important one.

Drew would ask: "Have you personally tried those other products?" When they would say yes, he'd ask: "Did they work seamlessly for you?" The answer was almost always no.

Yet in meeting after meeting, the venture capitalists could not imagine a world in line with Drew's vision. **Drew, in contrast, believed that if the software "just worked like magic," customers would flock to it.**

They created a 3-minute [video for DropBox](#) in order to walk people through the product. The video alone drove hundreds of thousands of people to the website. DropBox beta waiting list went from 5,000 people to 75,000 people literally overnight.

Airbnb

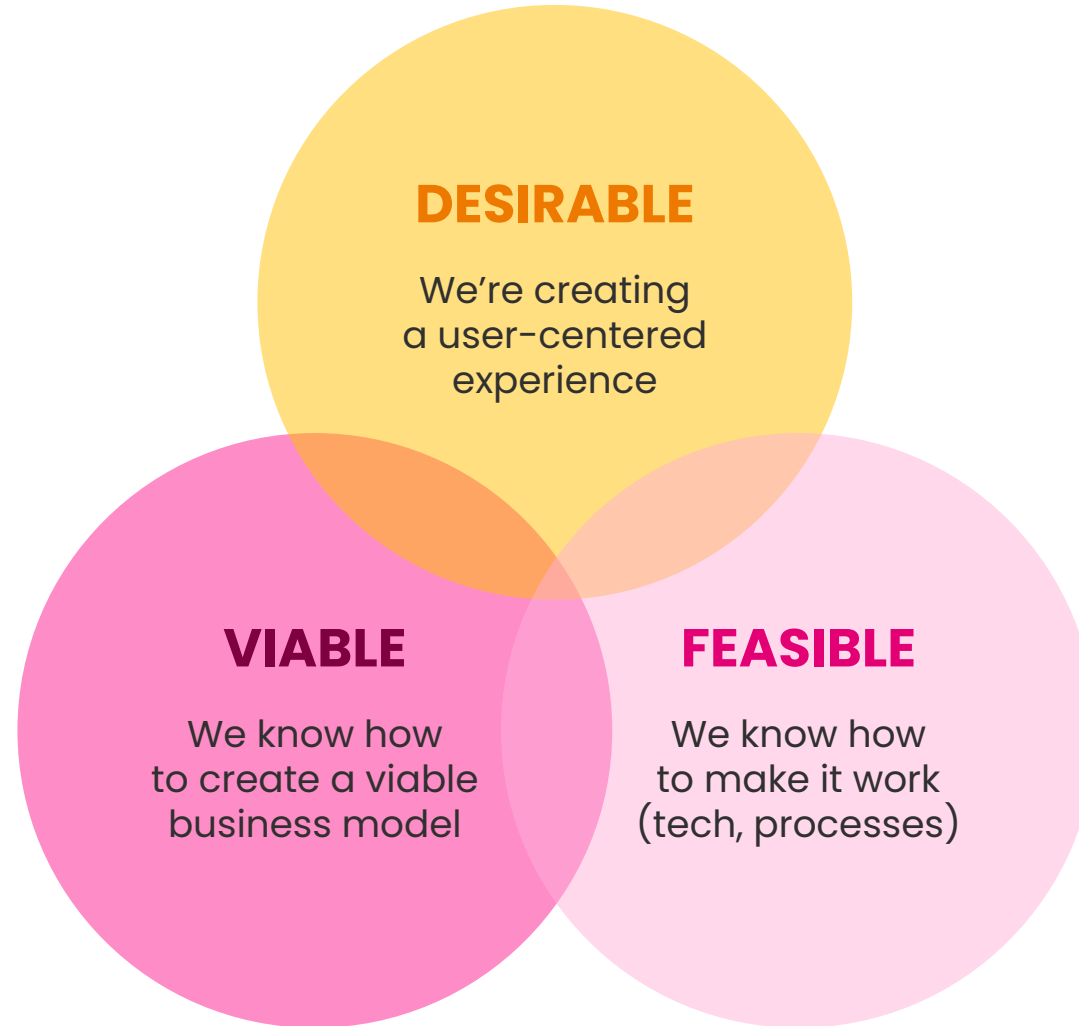
Designers, Brian Chesky and Joe Gebbia couldn't afford the rent on their San Francisco apartment. To make ends meet, they decided to turn their loft into a lodging space.

There was a design conference coming to town and hotel space was limited, so they set up a simple website with pictures of their their loft-turned-lodging space—complete with three air mattresses on the floor and the promise of a home-cooked breakfast in the morning.

This site got them their first three renters, each one paying \$80, and after that first weekend they began receiving emails from people around the world asking when the site would be available for destinations like Buenos Aires, London, and Japan.

They enlisted former roommate and engineer Nathan Blecharczyk to help them get Airbed & Breakfast off the ground. They planned the launch around the Democratic National Convention in order to capitalize on the resulting lack of hotel space.

WHAT DO WE WANT TO FIND OUT?



KEEP IN MIND...

Use **cheap and quick tests** when **uncertainty is high**

Use **more expensive and longer tests** when the **riskiest assumptions have been tested and validated** already

VARIOUS METHODS

Customer discovery interviews based on a script

When to use: you have just an idea, nothing else

Customer validation interviews to get commitment

Get feedback and get some form of commitment.

When to use: you have already defined a competitive value proposition based on customer insights

Customer validation interviews with a working prototype

When to use: you have a working prototype ready for some reasons, the product requires multiple real iterations, or you have a competitive value proposition already validated with customers

VARIOUS METHODS

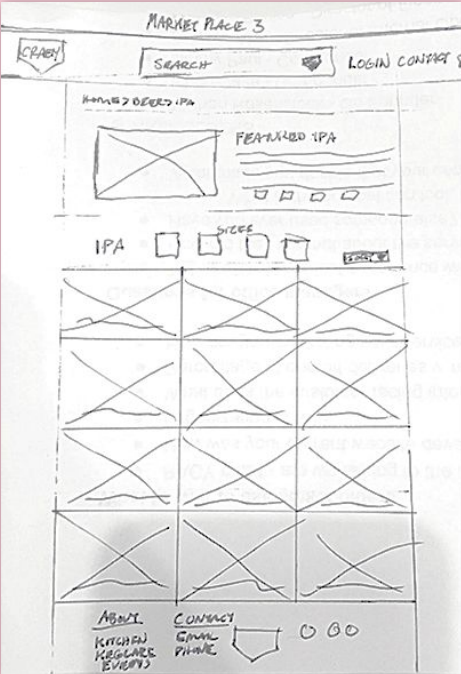

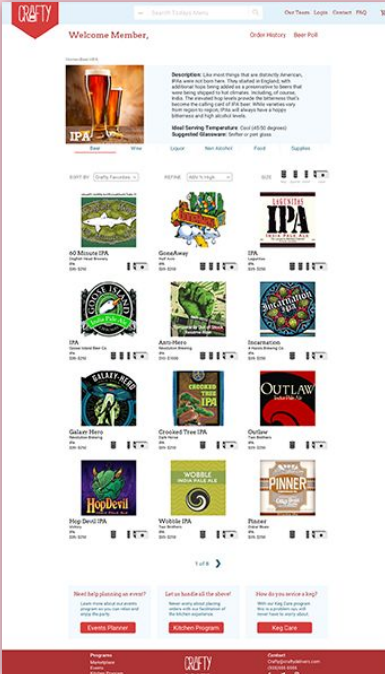
Sell concierge service

The concierge service requires a landing page with an order form able to accept customers payments, and advertising campaigns to drive traffic.

In case you were wondering, Nick changed the name of his website into Zappos.com and sold it to Amazon for \$1.2B 10 years later. Not bad.

When to use: you have a competitive value proposition already validated with customers in cheaper ways, and you want to try the real thing

THAT ALSO INCLUDE PROTOTYPES

TYPE	Paper Prototypes (low fidelity)	Wireframes (medium fidelity)	Working Pilot (high fidelity)
BEST FOR	<p>Assumptions about users and desirability. Fail fast!</p> 	<p>Test design elements and start understanding feasibility.</p> 	<p>Test in market. Determine viability with objective KPI's.</p> 

WHAT TO CONSIDER...

when testing your assumptions?

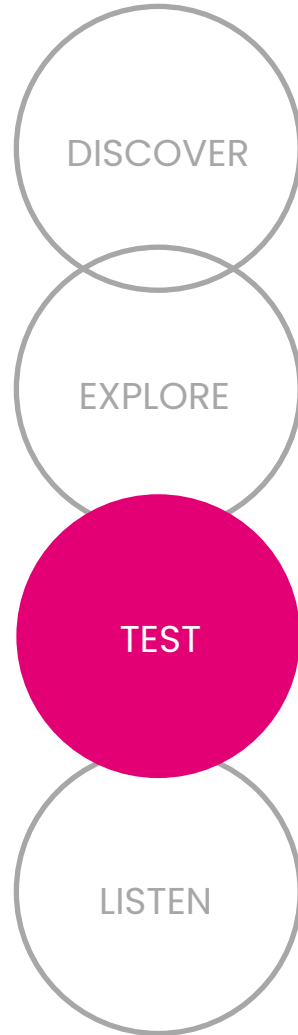
- What beliefs do you have about your product and consumer's needs?
- What is the riskiest thing about your idea?
- Is there an uncomfortable challenge?
- What is an alternative that you rejected? Why?
- Will we be able to build it?
- Will this be a commercial success?

WHY IS IT IMPORTANT TO TEST YOUR ASSUMPTIONS?

Start testing your assumptions!

- Gives you the ability to test your hypothesis early in the design process
- Provides real feedback from your customers, inexpensively
- Reduces risk by testing your assumptions
- Shows you how customers perceive your solution

MANY FORMS OF RESEARCH



Prototype testing

Qualitative usability testing

Training research

User group outreach

Social media monitoring

Forum post analysis

Benchmark testing

FORM YOUR TESTING METHOD (45 MINS)

Review your Hypothesis	5 mins
List all your assumptions <ul style="list-style-type: none">Decide what assumptions you want to test	10 mins
Group presentation	10 mins
Create what you need to test your hypothesis and assumptions <ul style="list-style-type: none">Think about what you want to test and how best to do itYou can sketch several screens to create a user flow or a couple different options. Up to you.	15 mins
Questions	5 mins

Learning Goal

- Be familiar with an easy and low effort way to create and test assumptions
- Test our assumptions about what we believe our customer will want/need/desire

Materials:

- Your hypothesis'
- Your Personas
- Paper
- Markers and Pens

WHAT TO CONSIDER WHEN TESTING

Test with the right users

- Bring back customers most relevant to the persona you are building for
- Don't forget extreme or regular users
- Test with users who are not stakeholders

Present options if possible

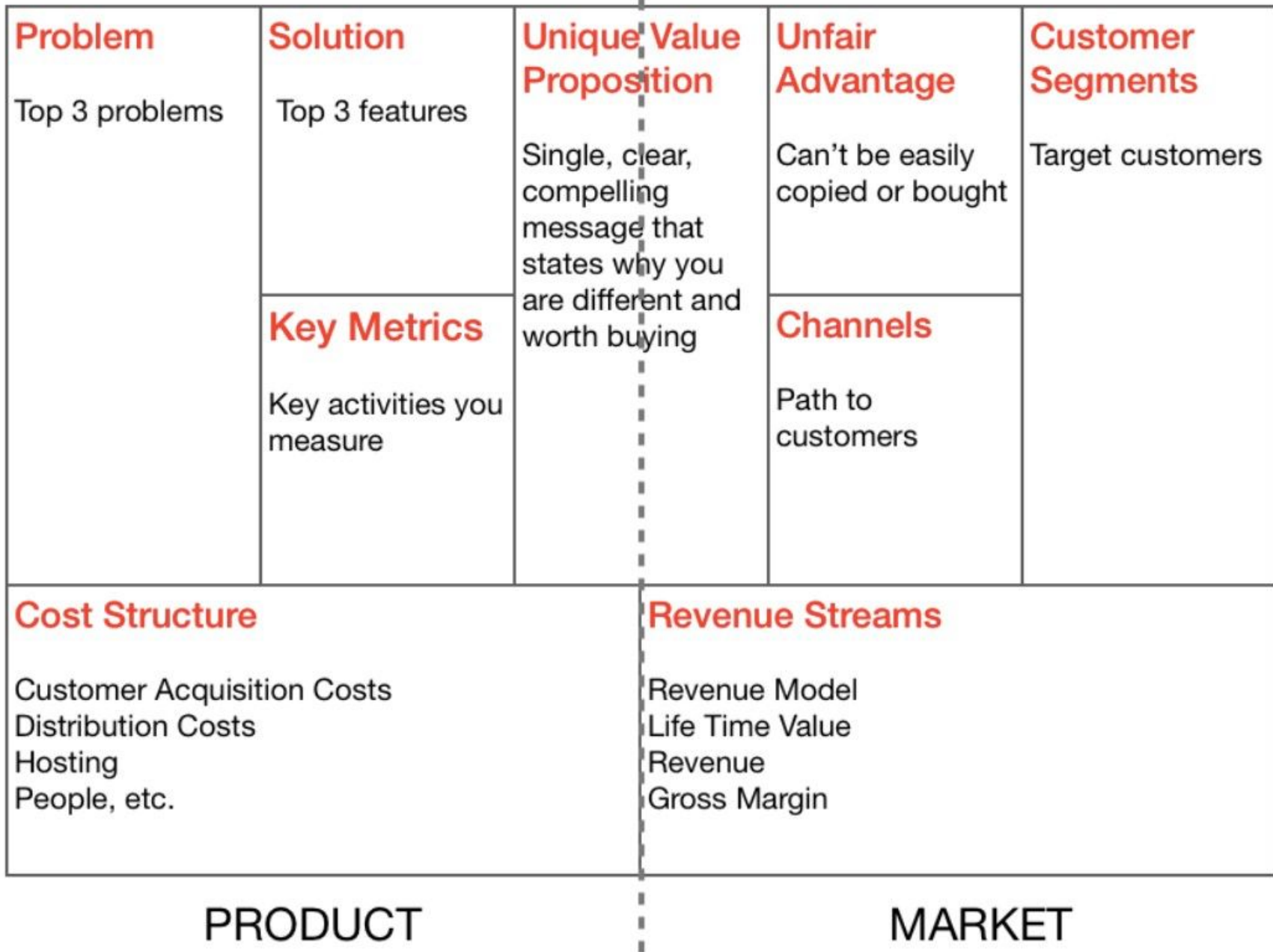
- Users will not provide negative feedback, but will choose alternatives

Remember the objective of the test

- Validate assumptions
- Understand usability
- Visual clarity

Probe expectations and reactions with open ended questions

- Adjust on the fly
- Ask for suggestions



TESTING APPROACH (25 MINS)

Return to the same group and discuss how you will structure the interaction and walkthrough of your Prototype 10 mins

Create your interview test script 10 mins

Designate the interviewer and notetakers 5 mins

Learning Goal:

- Be familiar with the process of testing ideas early
- Understand the iterative process of receiving feedback and learning from the feedback

Materials:

- Your Prototype

Guests:

- Customers you first interviewed

TEST AND ITERATE (1 HR)

Conduct your test	15 mins
Conduct second test (switch roles)	15 mins
As a group, discuss the feedback collected	5 mins
Decide what revisions you want to make	5 mins
Iterate	5 mins
Share learnings	15 mins

Learning Goal:

- Be familiar with the process of testing ideas early
- Understand the iterative process of receiving feedback and learning from the feedback

Materials:

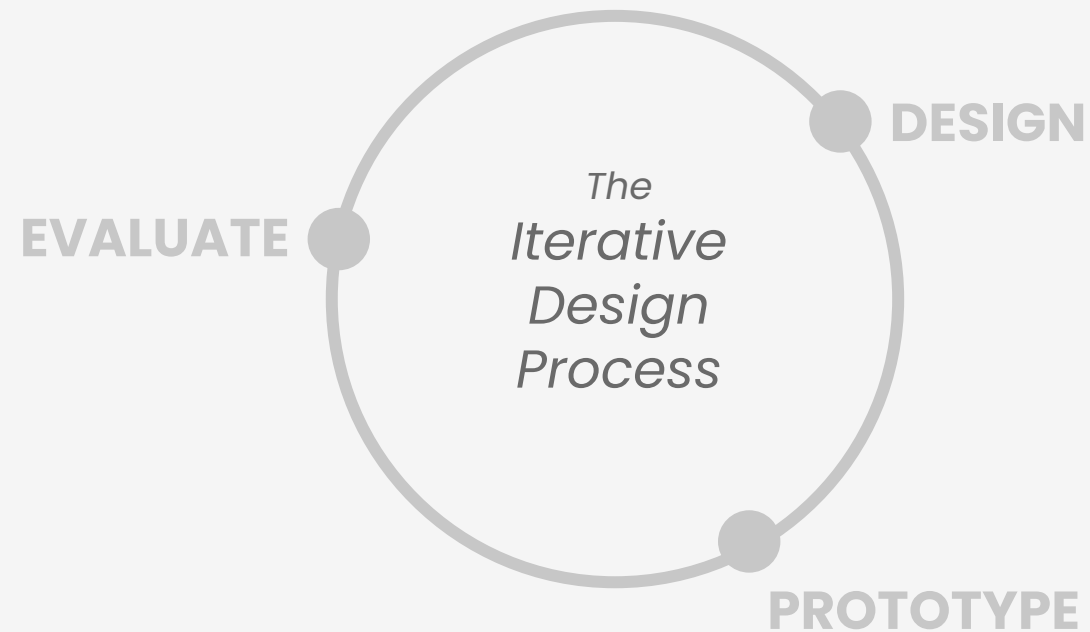
- Your Prototype

Guests:

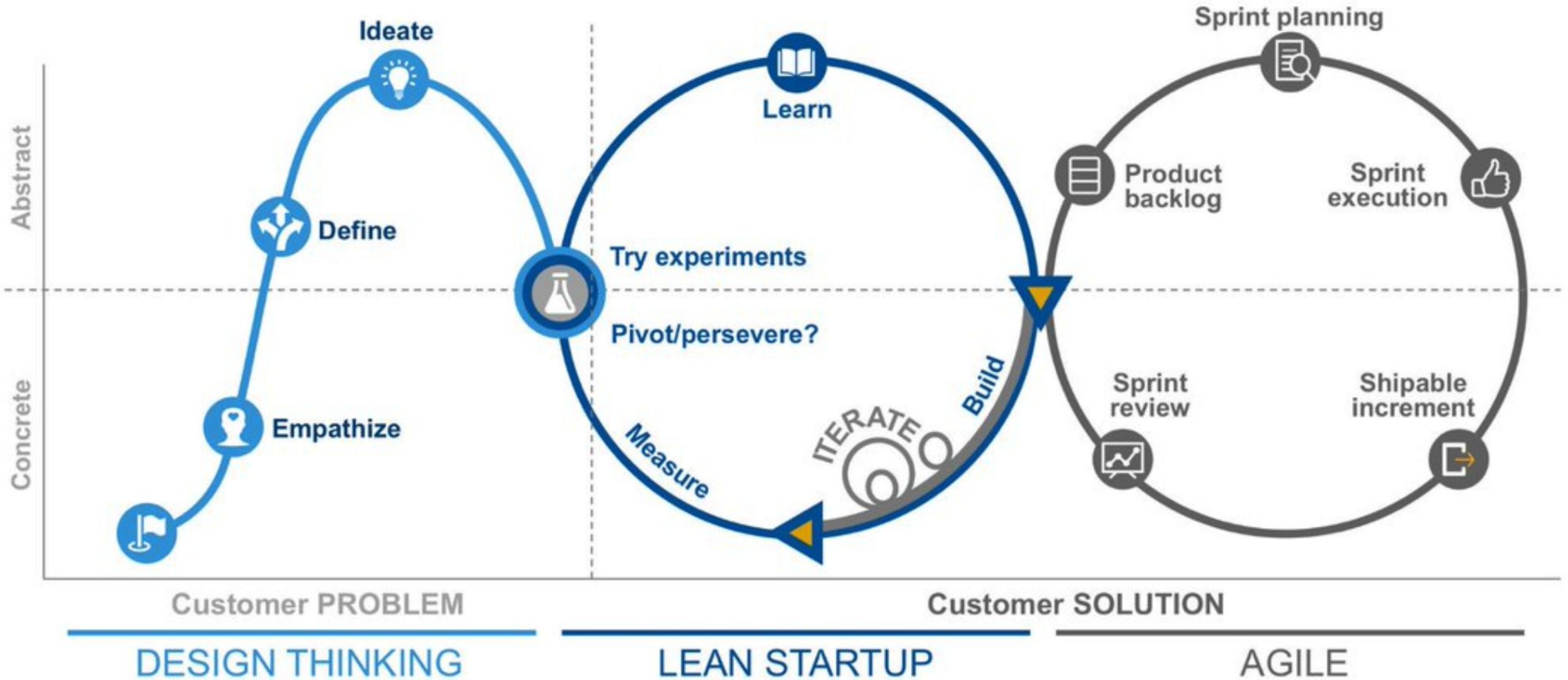
- Customers you first interviewed

what you learned

Share ~~your final design~~ with the group.



Combine Design Thinking, Lean Startup and Agile



Last and most awesome activity of today:

Team name

10 mins

Day 2 wrap-up

WRAP UP

- What worked well today?
- What would you like to see changed?

Next Steps

- Gina will present an actual customer problem.
- Initial interview prep (tomorrow).
- Over the next 5 weeks, expect 80% of your time to be spent on this program (see calendar).

KICKOFF Week 1	10:00 – 5:00 Kick off day 1 12:00 – 1:00 Lunch provided	1/28	10:00 – 4:00 Kick off day 2 12:00 – 1:00 Lunch provided 4:00 – 5:00 Retrospective	1/29	10:-00 – 4:00 Business Case • CI, Analytics, Channel expert, shares their insight related to business case. • Coverage Insights (Don) Required: SME's	1/30	10:-00 – 4:00 Research and Digest Interview prep • Previous learnings • Interview goals • Review/Update interview scripts • Required: SME's	1/31	10:-00 – 4:00 Working Day	2/1
	Lunch Provided 3305 Building		Lunch Provided 3305 Building		3305 Building		Identify what we want to learn/know		3305 Building	
RESEARCH Week 2	10:-00 – 4:00 Working Day	2/4	10:-00 – 4:00 Working Day	2/5	12:-00 – 5:00 2 Focus groups Required: Research SME's Inputs for: persona dev and cjm's	2/6	10:-00 – 5:00 Persona Development Findings, Patterns, and User Types Customer Journey Map Readout Prep Required: Research & Channel SME's	2/7	10:00 – 10:30 Retrospective 10:30 – 11:00 Additional Readout Prep <i>Stakeholders:</i> 12:00 – 12:30 Readout	2/8
	3305 Building		3305 Building		3305 Building		3305 Building		3305 Building	
INSIGHTS Week 3	10:00 – 5:00 Problem Statement Ideation & Hypothesis Assumptions • Prioritize assumptions Lean Canvas	2/11	10:00 – 5:00 Testing goals Discuss ways to validate assumptions Determine best way to test Interview script & prep materials Lean Canvas	2/12	10:00 – 5:00 Working Day Establish Testing User Group Research and Concepting Lean Canvas Required: SME's	2/13	10:00 – 5:00 Con't Research and Concepting Rapid Prototyping Lean Canvas	2/14	10:00 – 10:30 Retrospective 10:30 – 11:00 Readout Prep <i>Stakeholders:</i> 12:00 – 12:30 Readout	2/15
	3305 Building		3305 Building		3305 Building		3305 Building		3305 Building	
CONCEPTING Week 4	10:00 – 5:00 Rapid prototyping Review testing goals Confirm Testing User Group Participants	2/18	10:00 – 5:00 Rapid prototyping Dry runs Required: Research SME's	2/19	TBD User Test (Part 1) TBD Debrief Required: Research SME's	2/20	10:00 – 5:00 Refining / Iterating Pivot or Improve	2/21	10:00 – 10:30 Retrospective 10:30 – 11:00 Readout Prep <i>Stakeholders:</i> 12:00 – 12:30 Readout	2/22
	3305 Building		3305 Building		Newport #4, 3 rd Floor		3305 Building		3305 Building	
ITERATE Week 5	10:00 – 5:00 Refining / Iterating New Hypothesis Required: CXL Coach	2/25	10:00 – 5:00 Refining / Iterating Revise testing goals Dry run Required: Research SME's	2/26	10:00 – 5:00 TBD User Testing (Part 2) TBD Debrief Required: Research SME's	2/27	10:00 – 5:00 Work Day Starting Broader log/To-Do Create Artifacts and document Required: CXL Coach	2/28	10:00 – 10:30 Retrospective 10:30 – 11:00 Readout Prep <i>Stakeholders:</i> 12:00 – 12:30 Readout 1:30 – 4:00 Create backlog	3/1
	3305 Building		Newport #4, 3 rd Floor		Newport #4, 3 rd Floor		3305 Building		3305 Building	