

CHAPTER 1:

Relevant



Aspirational



Holistic



Rigorous



Actionable



Visual



MAKING EXPERIENCES ACTIONABLE



A USER-DRIVEN PERSPECTIVE ON DESIGN THINKING

There are many points of view on the design thinking process. You will learn how we think about it.



DEFINING VALUE: WHAT PEOPLE REALLY WANT

For ideas to be successful, other people need to find them valuable. You will learn to do research that helps generate ideas by soliciting the opinions of others.



IDEAL EXPERIENCE RESEARCH

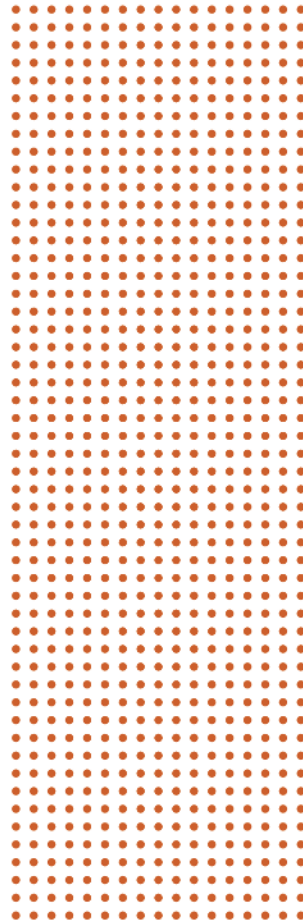
You need to understand what people value in a way that informs your design. The research you conduct should be future-focused, aspirational, and actionable.

A USER-DRIVEN PERSPECTIVE ON DESIGN THINKING

The Design Thinking process is, by its nature, broad and generalized so that it can be applied to any design or business problem.

As we said, this book is about our approach to getting the first step right. However, we have learned from experience that what you learn in the first step must be applied in each subsequent step.

Based upon this requirement we redefined the phases to show how user experience research should be used at each step in the process. Each of these steps could be a book unto itself.



1. DEFINE VALUE

This step is about discovering what people really want. Defining what people value allows you to design something with the potential to deliver a truly meaningful experience.

2. DRIVE ALIGNMENT

First everyone on the team, and all stakeholders, must agree upon what people want. Once this agreement is achieved, they must decide and agree upon what to make. This is the problem your design will work to solve for the user. This is often referred to as a design brief.

3. FOCUS CREATIVITY

You know the experiences that people are seeking. You know what features you need to deliver. If your research was actionable, your ideas should flow.

4. PROTOTYPE EXPERIENCES

You want to embody your idea in a way that clearly communicates to people the experience your design will deliver.

5. MEASURE VALUE

You need to assess how well your design will deliver the experience people are seeking.



DEFINING VALUE: WHAT PEOPLE REALLY WANT

Defining value requires a structured process that, when followed, consistently yields success. The following chapters teach you how to make smart choices at each step. The choices you make will be grounded in the six key principles.



1

DEFINE VALUE



DEFINE OBJECTIVES

Clearly outline what goal your design needs to achieve, what you need to learn from users to meet that goal, and the type of deliverable you need to create to communicate what people want. *(see chapter 2 for details)*



DEVELOP AN APPROACH

Describe the people that will buy and use your design. Find and recruit some of these people to be your research participants.

Select the research approach that will deliver on your learning objectives. Develop, test, and refine your research methodology. *(see chapters 3, 4, 5, 6 & 7 for details)*



CONDUCT THE RESEARCH

Implement your research, in a repeatable manner, with your research participants. Capture the data. *(see chapters 4, 5, 6, 7 & 8 for details)*



ANALYZE THE DATA

Identify patterns. Develop themes from these patterns. *(see chapter 9 for details)*



INSIGHT TRANSLATION™

Create a one-page framework that concisely tells the story of what people want.

Embody your research findings in a clear, simple, and inspiring way. *(see chapters 9 & 10 for details)*

IDEAL EXPERIENCE RESEARCH

Ideal experiences are future-focused.

Many research techniques seek to understand the experiences people are having today as a way of providing inspiration for innovation. They rely on the pain points and barriers of today and limit their innovation potential.

Ideal experiences are aspirational.

We believe that innovation should be inspired by people's ideal experiences. People have aspirations for themselves – they dream of a perfect future. These are profound triggers that you can leverage to build strong relationships with customers. Understanding these triggers is crucial.

Ideal experiences are actionable.

We use the Anatomy of Experience Framework to describe experiences as an interrelated series of insights that work together to connect the desired emotions with specific design attributes. This connection allows you to understand how the design of a product or service can make emotional connections with people.

1. EMOTIONS

How does the user want to feel?

"I want to feel in control."



2. BENEFITS

What does the product or service do for the user?

“I am at ease.”

I am focused because I don't feel like I'm rushed, holding up other people in line, or imposing on the tellers' time.



3. FEATURES

How is the benefit delivered?

“It is private.”

It secludes me so I feel like no one can oversee or overhear my personal business.



4. SENSORY CUES

What are the signals that tell the user that the product or service will deliver?

“It has a secluded location.”

It is in its own room, mini rooms, or pod with at least three walls and a door in a separate area of the bank or around the edge of the lobby.

THE ANATOMY OF EXPERIENCE FRAMEWORK

The Anatomy of Experience Framework is a tool we use to describe experiences. It is broken down into four interrelated categories: emotions, benefits, features, and sensory cues. These categories represent the information you need to understand in order to design something meaningful.

Emotions and benefits insights can be used to craft messaging while features and sensory cues insights are useful for design.

MESSAGING:

1. EMOTIONS

How do people want to feel?

Example:

I feel confident that my phone will never fail.

2. BENEFITS

What does your design have to provide in order to make people feel this way?

Example:

My phone will not break.

DESIGN:

3. FEATURES

How does your design deliver the benefits?

Example:

My phone is shockproof.

4. SENSORY CUES

What sensory cues do people associate with these features?

Example:

My phone has rubberized contact surfaces.



1. EMOTIONS

At the core of an experience is the emotional state of the user. Here the emphasis is on how something makes a person feel or how a person wants to feel when interacting with a product or service. These pictures express life or feelings about life. They are metaphorical.

To think emotionally, try completing the statement:

I FEEL . . .



RELAXED

I have no worries.
Everything is taken care of.



ACCOMPLISHED

I have the tools I need
to set it up so I can
have my yay moment
when it works.

Other ideal emotion
examples include:

I FEEL . . .

Accomplished	Creative
Appreciated	Excited
Attractive	Free to be me
Cared For	In Control
Connected	Loved

PROUD

I want to be unique
and stand out from the
crowd.



IN CONTROL

I control how I treat
my symptoms.

Nurturing	Successful	Courageous
Proud	Professional	Hopeful
Relaxed	Confident	Happy
Respected	Excited	Accepted
Safe	Encouraged	Free

2. BENEFITS

Once you understand how a person feels or wants to feel, it is important to understand “why.” What is causing the person to feel that way? What is the current product or service doing or not doing to cause these feelings? What does the product or service need to do in order to enable this desired emotional state? This begins to uncover the benefits your design needs to deliver. These pictures communicate the impact that interacting with your design has on a person. They are metaphorical and tend to be in context.

To think about benefits, try completing the statement:

I AM . . .



READY TO TAKE ON THE DAY

I want a nutritional supplement that is always there for me, helping me stay fit, active, and healthy.

Other ideal benefit examples include:

I AM . . .

Getting Things Done	Helping My Loved Ones
Ready for the Day	Enjoying Time with Friends
Growing My Business	Helping My Family
Enjoying Time with Friends	Prepared for the Future
Making Healthy Choices	Comfortable with Others

PREPARED

I have everything I need with me.



CONNECTED TO MY FAMILY

Being together around the dinner table with a meal everyone enjoys brings us closer.



Aware of My Surroundings	Valued as a Customer	Leading by Example
Finding My Way	Free to Do What I Want	Hopeful for the Future
Comfortable	Stable and Secure	Making Memories
Taken Care Of	Learning New Things	Safe from Harm
Respected as a Person	Providing Opportunities	Improving Myself

3. FEATURES

The next level in the Anatomy of an Experience Framework focuses on how the benefits are delivered. This is the actionable stuff. Features describe the properties or characteristics of a product or service. These are usually pictures of things, in context, with people. They are descriptive of how something works or how you would interact with it.

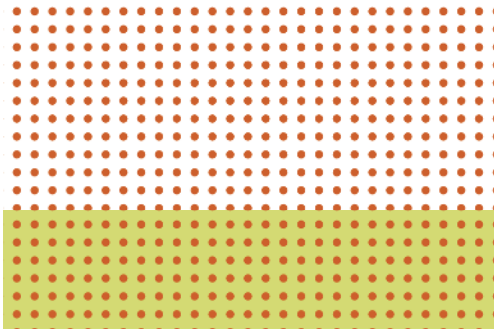
To think about features, try completing the statement:

IT IS . . .



HEALTHY

My side dish supplements the nutrition that my main dish lacks. It always supports me in balancing my meals.



INTUITIVE

I can use it immediately without a learning curve.

Other ideal feature examples include:

IT IS . . .

Easy to Use	Powerful
Reliable	Helpful
Smart	Straightforward
Luxurious	High Quality
Innovative	Personalized



DURABLE

It should be made with materials that stand the test of time.

WELCOMING

It is a comfortable place where I can relax and spend some time.



Organized	Delightful	Intuitive
Simple	Encouraging	Helpful
Fun	Effortless	Accepting
Secure	Capable	Respectful
Proactive	Seamless	Efficient

4. SENSORY CUES

Sensory cues are the concrete details that engage the senses to embody the features. These are pictures of details. They concretely demonstrate how something looks, or acts.

To think about sensory cues, try completing the statement:

IT . . .

has . . .
SUSPENDED PARTICLES

The formula should have visible elements to indicate that the product has a special efficacy.



has a . . .
CITRUS SMELL

A citrus scent is good for a cleaning product. In addition to being a fresh and sweet smell, it also seems effective.

Other ideal sensory cue examples include:

IT . . .

Clear Packaging	Features Whitespace
Toasted	Chimes
Minty Taste	Worded Simply
Seamless	Step-by-Step Instructions
Interesting Garnishes	Natural Motifs

It is . . .
SCIENTIFIC LOOKING

It lets me know that it will work. It is effective and elicits trust.



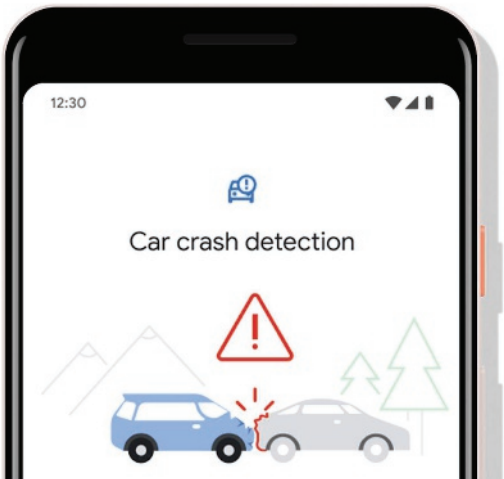
It is . . .
**LIGHTWEIGHT
BUT STRONG**

Any non-essential material is removed or hollowed out.



It is . . .
**SHORT &
TO THE POINT**

Messages use only a few words in one or two sentences.



Wears a Uniform	Reinforced	Smells Woody
Mix of colors	Thick	Feels Scratchy
Soft	Looks Unique	Floral Scent
Light Scent	Creamy	Shiny
Crunchy	See-Through	Metallic

CHAPTER 1 REVIEW



A USER-DRIVEN PERSPECTIVE ON DESIGN THINKING

Define value, aligning teams on what people want. Direct creativity toward solving problems grounded in desired experiences. Prototype in a way that communicates experientially. Measure ideas based upon what people find valuable.



DEFINING VALUE: WHAT PEOPLE REALLY WANT

Utilize a structured process to define value. The rest of this book is built on this approach.



IDEAL EXPERIENCE RESEARCH

Think experientially. Connect the dots between what you make and how it makes people feel.

USING THE PRINCIPLES



ASPIRATIONAL

Aspirations, desires, or what people wish for are the high-level outcomes of the anatomy framework.



HOLISTIC

The Anatomy of Experience framework describes complete experiences and connects them to things in the world.



ACTIONABLE

Sensory cues are concrete.



VISUAL

Different types of imagery can be used to describe each of the four components of the anatomy framework.

WHAT YOU CAN DO NEXT

Continually practice thinking experientially. Think about products, services, screens, and places that you interact with. Pay attention to how these interactions make you feel. Begin to notice what it is about these things that makes you feel that way.