



Aalto University  
School of Arts, Design  
and Architecture



LAB University of  
Applied Sciences

# *Strategic Design Management*

*Session #4*

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## **The schedule - Week 01**

~~#1 - 29/04 - Intro to the course~~

~~#2 - 30/04 - Design management - Taija Turunen - Professor of  
Design Management @Aalto BIZ~~

~~**01/05 - VAPPU** 🎉~~

~~#3 - 02/05 - Design Thinking and Double Diamond (1/2)~~

~~#4 - 03/05 - Design Project Development~~

## **The schedule - Week 02**

*#5 - 06/05 - Double Diamond (2/2)*

*#6 - 07/05 - Design Operations - Harri Kiljander - CEO and  
Founder of Alpha Design Partners*

*#7 - 08/05 - Design Project - Mid-Presentation*

**09/05 - HELATORSTAI 🎉**

*#8 - 10/05 - Design Project*

## **The schedule - Week 03**

*#9 - 13/05 - Ecosystems in Design - Anna Kholina - Design*

*Director at Futurice*

*#10 - 14/05 - Design Project\**

*#11 - 15/05 - Design Project - Final Presentation\**

*#12 - 16/05 - Review session + extra topic*

*#13 - 17/05 - Exam*

## ***3 things we will do today***

***1 - Recap on Problem Definition + Double Diamond - 09:00 -> 09:30***

***2 - Project development -> 09:30 -> 11:00***

***3 - Back to the classroom for sharing -> 11:00 onwards***

**#1**

***Problem space***

*Before we rush into solving the problem, we need to spend enough time to consider what is it that we are trying to solve, and do we really understand the problem at hand.*

*Rekonen, Vanhakartano (2019)*

*Designers are the ones who make up the problems, whereas engineers solve them. Designers repeat the question 'What is the actual problem here?'*

*Rekonen, Vanhakartano (2019)*



**#2**

***Double Diamond model***

# ENGAGEMENT

Connecting the dots and building relationships between different citizens, stakeholders and partners.

## DESIGN PRINCIPLES

- 1. Be People Centred
- 2. Communicate (Visually & Inclusively)
- 3. Collaborate & Co-Create
- 4. Iterate, Iterate, Iterate

CHALLENGE

Discover

Define

Develop

Deliver

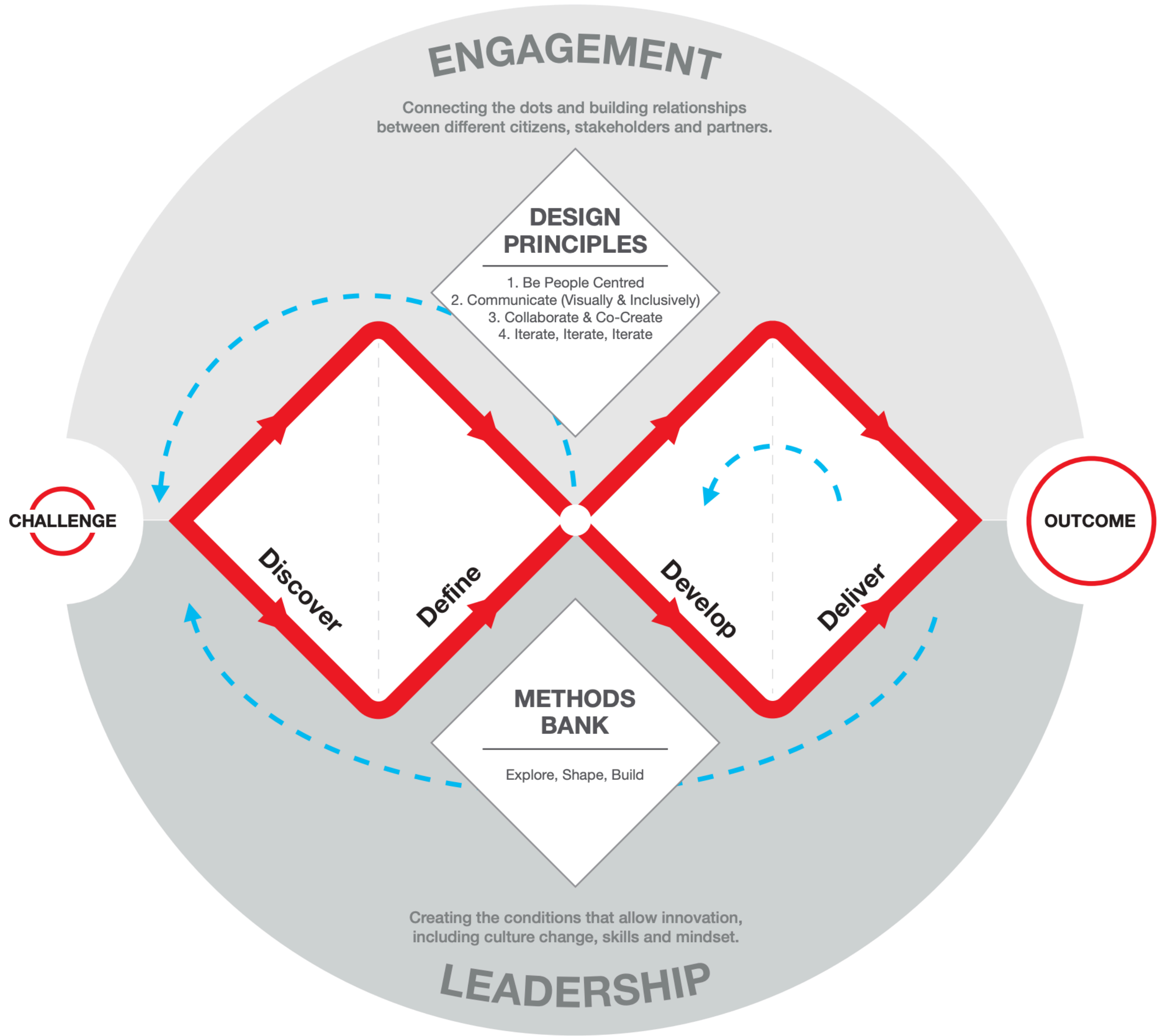
OUTCOME

## METHODS BANK

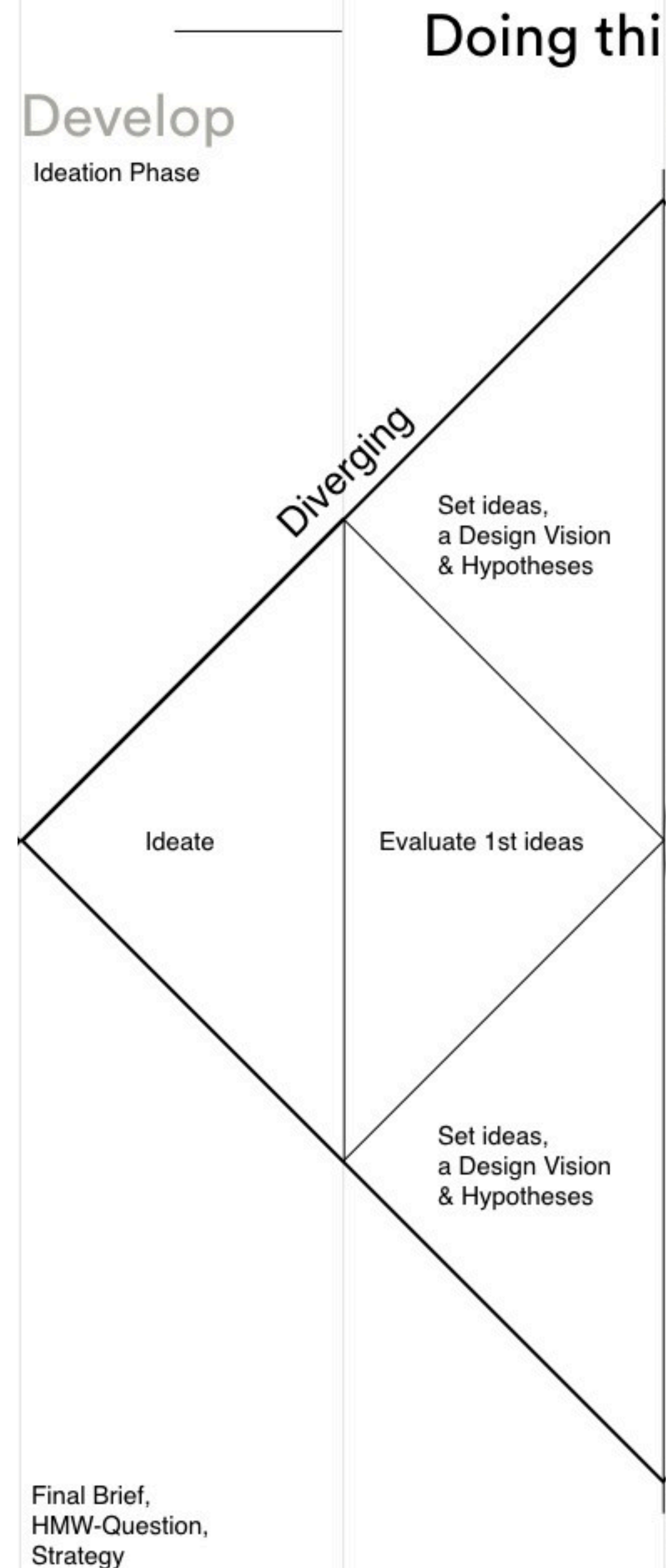
Explore, Shape, Build

# LEADERSHIP

Creating the conditions that allow innovation, including culture change, skills and mindset.



## Revamped Double Diamond



### Things to do:

- Evaluate the brief from client. Ask (many) questions
- Research with users, clients, client of clients, etc.
  - Interviews, observations, survey, desk research...
- Who else is solving the same problem?  
Benchmarking

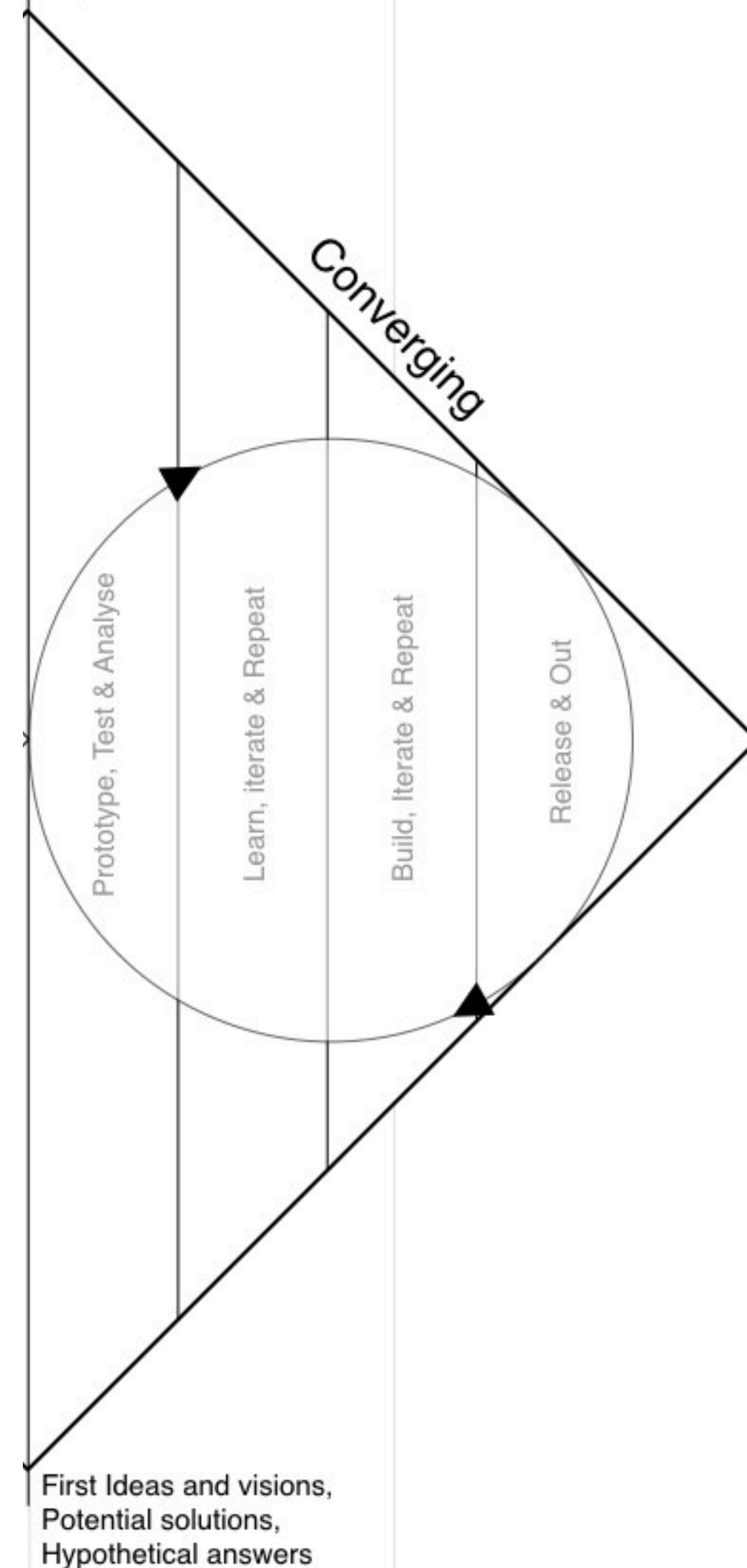
Output: Unstructured research findings, documentation and findings.

ond

ngs right

Deliver

Implementation Phase



Things to do:

- Summarize, cluster, find patterns. Affinity diagram as a method.
- Customer journey with pain points.

Output: A final brief, new or refined How Might We? Or project question.

*Discover phase*

*Problem exploration*

*User Research*

**(Re)design a product or service for  
Carbon Neutral Finland 2035**



## Carbon Neutral Finland 2035

### Three targets for the future:

- According to the **government programme**, the Finnish Government is committed to meeting emission reduction targets and moving towards carbon neutrality in 2035 followed by carbon negativity.
- **Finland's obligation under EU law** is to halve the effort sharing sector's green house gas emissions (non-ETS) by 2030 (from 2005 levels).
- **The new Climate Change Act** entered into force in 2022. The Act set emission reductions targets for 2030, 2040 and 2050 and laid down the target of carbon neutrality in 2035.

**Key pillar of Finland's climate policy is the Climate Change Act.** The scope of the Act was extended to cover emissions from the land use sector (i.e. land use, forestry and agriculture) and for the first time the Act includes a target to strengthen carbon sinks.

The emission reduction targets in the Climate Change Act are based on the recommendations of the Finnish Climate Change Panel. The emission reduction targets are -60% by 2030, -80% by 2040 and at least -90% but aiming at -95% by 2050, compared to the levels in 1990.

***Research***



***1 - Natural data***

***2 - Generated data***

## ***1 - Natural data***

*Websites, reports, articles, blogs, etc.*

## ***2 - Generated data***

*Interviews, surveys, focus groups, etc.*



*[https://primo.aalto.fi/discovery/fulldisplay?docid=alma998054074406526&context=L&vid=358AALTO\\_INST:VU1&lang=en&search\\_scope=MyInstitution&adaptor=Local%20Search%20Engine&tab=LibraryCatalog&query=any,contains,service%20design%20doing&offset=0](https://primo.aalto.fi/discovery/fulldisplay?docid=alma998054074406526&context=L&vid=358AALTO_INST:VU1&lang=en&search_scope=MyInstitution&adaptor=Local%20Search%20Engine&tab=LibraryCatalog&query=any,contains,service%20design%20doing&offset=0)*

# Chapter 1. Research Methods

Methods to move beyond assumptions

1. **Methods of data collection**
2. **Desk research** Preparatory research
3. Secondary research
4. **Self-ethnographic approaches** Autoethnography
5. Online ethnography
6. **Participant approaches** Participant observation
7. Contextual interviews
8. In-depth interviews
9. Focus groups
10. **Extra** Interview guidelines

***The problem of not having research***



**SOLUTION TO YOUR PROBLEMS**



**GOOD RESEARCH DESIGN**

**When u have no user research budget so you observe your friends and family using the product**





**WE'LL JUST SKIP USER RESEARCH  
THIS TIME BECAUSE...**



**NO. WE ALWAYS BUILD THE  
WRONG THING!**

generator.net

## Why UX research is important



**NOT SURE IF USER IS STUPID**

**OR DESIGN IS JUST BAD**



*Define phase*

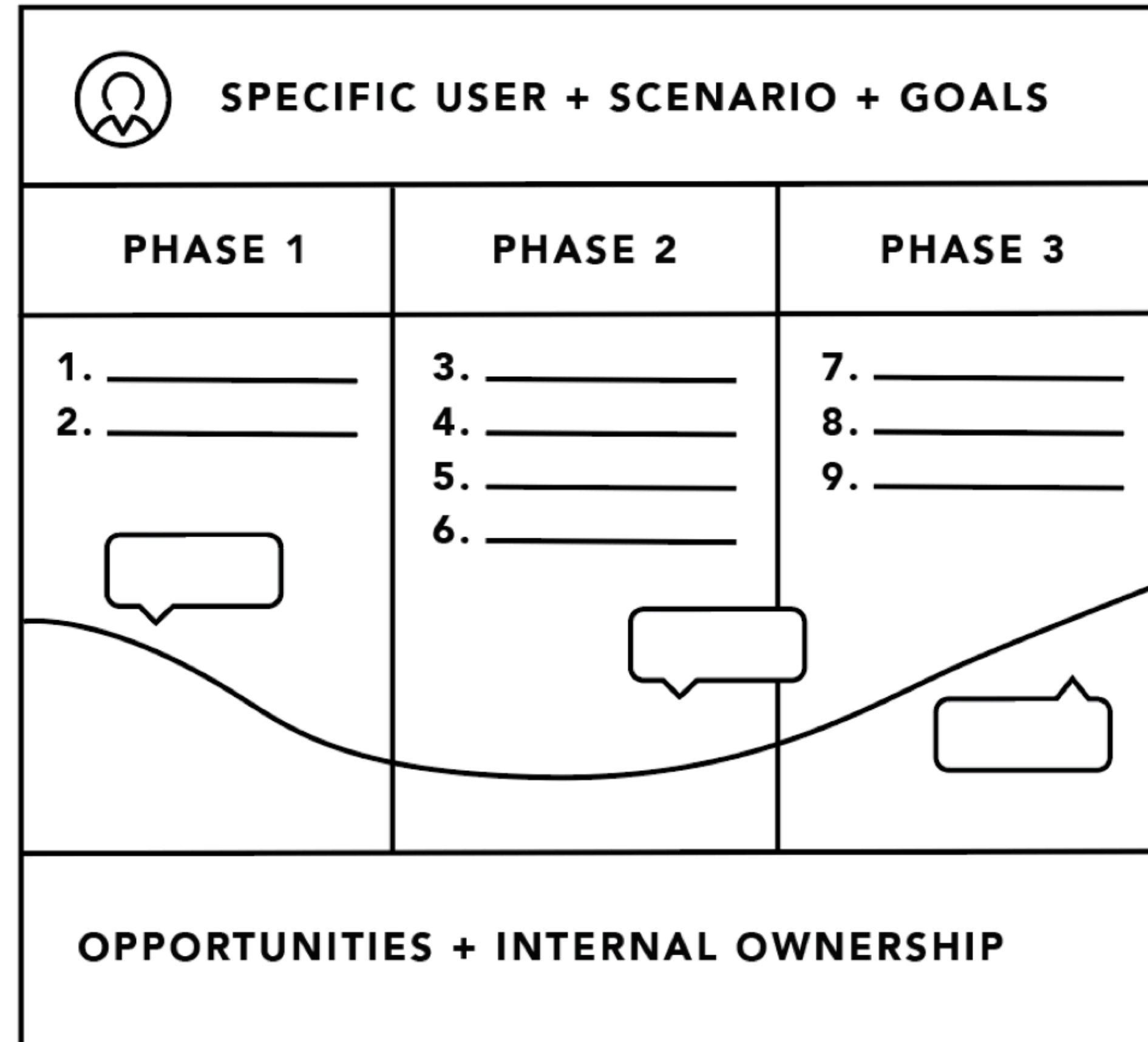
*Customer journey*

*HMW?*

Example of an online grocery store

STAGE	AWARENESS	CONSIDERATION	DECISION		DELIVERY & USE			LOYALTY & ADVOCACY	
CUSTOMER ACTIVITIES	Hear from friends, see offline or online ad, read from newspapers	Compare & evaluate alternatives	Add groceries to shopping cart	Make an order	Receive or pick up on order	Contact customer service	Enjoy groceries	Order again and/or order more	Share experience
CUSTOMER GOALS	No goals at this point	Find the best solution to buy food	Find and select products easily, get inspired	Order effortlessly	Receive or pick up an order effortlessly and when needed	Get help if problems appear, request for refund	Have the right and good quality ingredients	Repeat good customer experience	Share feelings, give feedback
TOUCHPOINTS	Word of mouth, traditional media, social media	Word of mouth, website, brick & mortar store, social media		Website, app, order confirmation email	Delivery service, packing, messages (email, SMS, phone call)	Phone, email, chat	Food products, packages, other materials		Word of mouth, social media
EXPERIENCE	     <i>Interested, curious</i>	  <i>Requires effort but excited</i>	 <i>Excited</i>	 <i>"Payment is painful"</i>	 <i>Requires effort, happy when received</i>	 <i>Frustrated</i>	 <i>Satisfied</i>	 <i>"This is easy"</i>	 <i>"I have to share this"</i>
BUSINESS GOAL	Increase awareness and interest	Increase number of website visitors	Increase shopping cart value & conversion rate	Increase online sales and conversion rate	Deliver on time and minimise the delivery window	Increase customer service satisfaction, minimise waiting time	Make products to match expectations	Increase retention rate and order value and/or frequency	Turn customers into advocates, turn negative experiences into positive
KPIs	Number of people reached	New website visitors	Shopping cart value, conversion rate	Online sales, conversion rate	On time delivery rate, average delivery window	Customer service success rate, waiting time	Product reviews	Retention rate, order value and frequency	Customer satisfaction
ORGANISATIONAL ACTIVITIES	Create marketing campaigns and content both offline and online, PR	Create marketing campaigns and content both offline and online	Optimise grocery shopping experience	Optimise online purchase funnel, order handling	Picking & delivery	Organise customer service	Develop products & product range	Target marketing, make re-ordering easy, upselling and/or cross-selling	Manage feedback and social media, develop sharing / inviting possibilities
RESPONSIBLE	Marketing & Communications	Marketing & Communications	Online development, Customer service	Online development, warehouse, logistics	Warehouse, logistics	Customer service	Product development, purchasing	Marketing, online development	Customer service, online development
TECHNOLOGY SYSTEMS	CRM, analytics, programmatic buying platform, social media	CRM, analytics, CMS, marketing automation	CRM, analytics, CMS, ecommerce platform, PIM	CRM, analytics, CMS, ecommerce platform, PIM, inventory system, marketing automation	CRM, analytics, order & delivery system, marketing automation	CRM, analytics, help desk, ticketing system, chat	CRM, analytics, vendor management system, PIM	CRM, analytics, marketing automation, ecommerce platform	CRM, analytics, marketing automation, ecommerce platform, social media analytics

## CUSTOMER/USER JOURNEY MAP



NNGROUP.COM **NN/g**

<https://www.nngroup.com/articles/journey-mapping-101/>



**NN/g**

**Journey  
Mapping 101**

## ***5 parts***

***1 - Actor***

***2 - Scenario + Expectations***

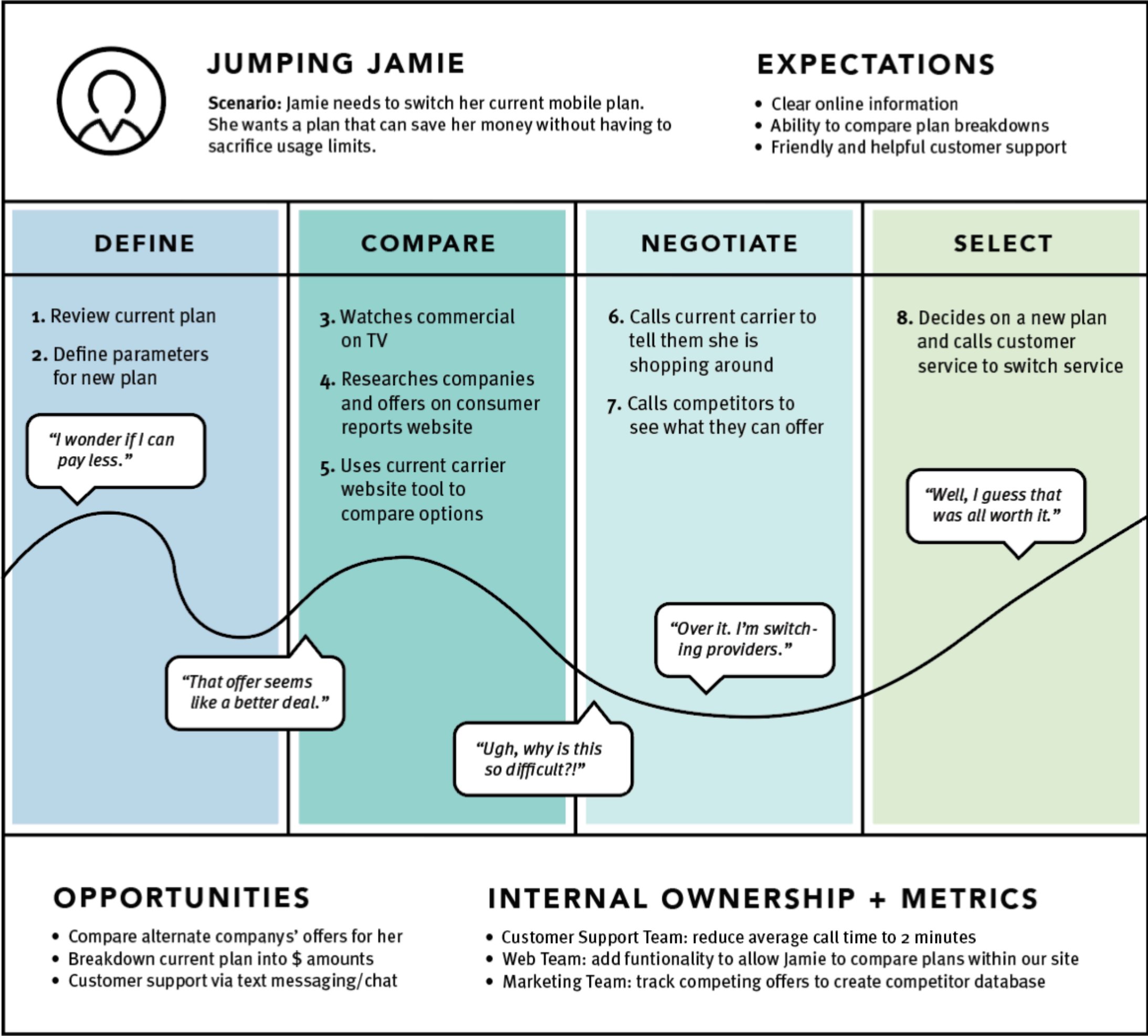
***3 - Journey Phases***

***4 - Actions, Mindsets, and Emotions***

***5 - Opportunities***



# CUSTOMER JOURNEY MAP Example (Switching Mobile Plans)



***The problem of not knowing the user journey***

***Same as not knowing the user: solving the wrong problem***

***User journey map helps find opportunities for improvement***

## How might we?

The 'How Might We?' question works for pushing more innovative ideas for a problem. The answer to a problem or project is limited by how a question is asked. By using the 'How Might We?' question you don't settle in obvious solutions early in the process, so it gives you (and your team) time to explore solutions. For making a complete problem statement, you can also add 'so that' and 'can' to the sentence (see example below). Once more, the important part is to keep it framed as a problem (do you see the question mark at the end?).

*designbits.aalto.fi*

How might we

(What: goal)

So that

(Who: stakeholder)

Can

(Why: insight)

How might we

for example, motivate middle-managers to try out reframing tools to understand the design thinking process

So that

sales staff

Can

see constructively questioning initial project scopes as legitimate in the organisation

**#3**

***Teamwork***

***In your groups, start to:***

- *Divide and conquer*
- *Plan/Do research*
- *Customer journey map*
- *HMW questions*



## ***Present***

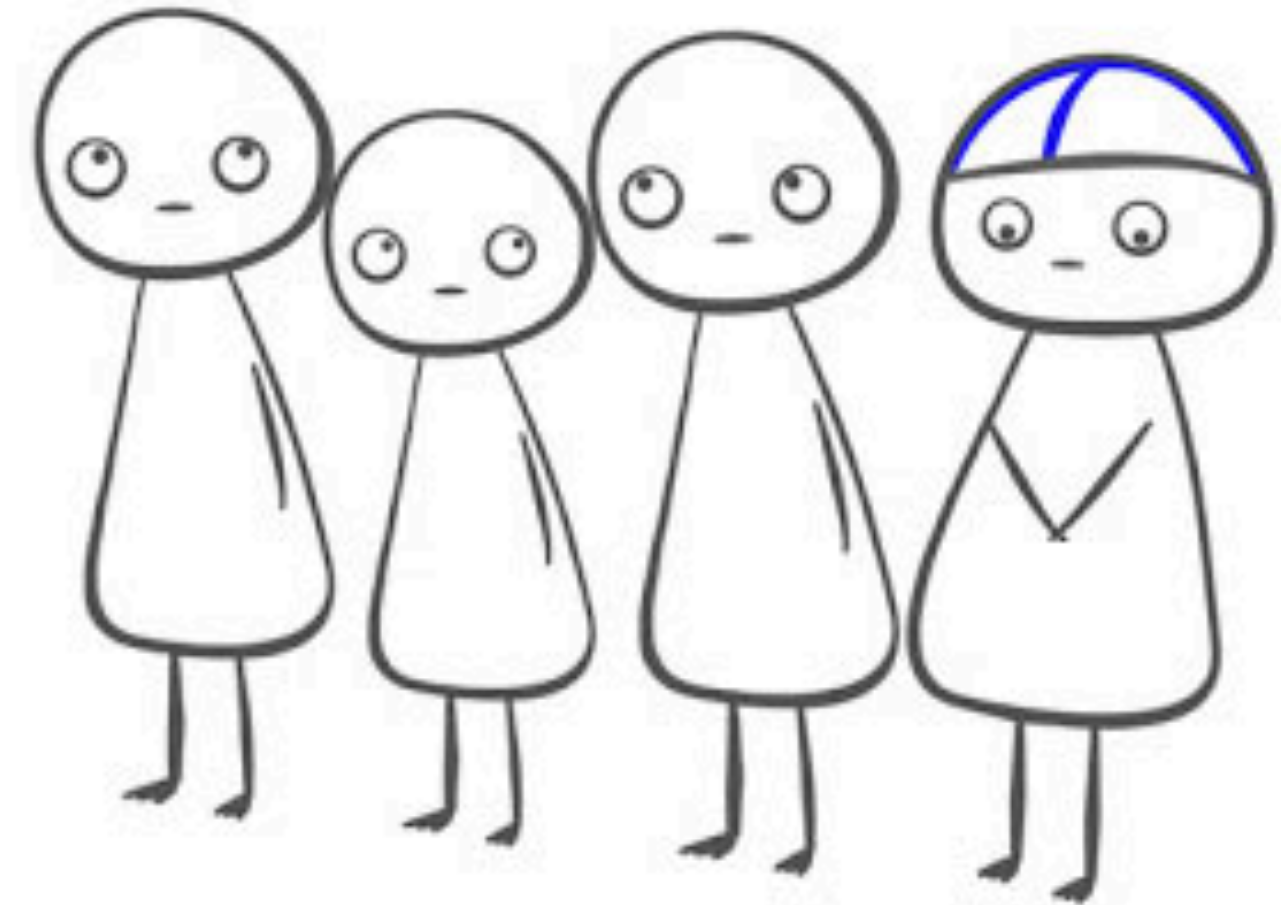
- *What are you going to do next?*
- *5 HMW?*

***Questions?***

# FINNISH NIGHTMARES

[FINNISHNIGHTMARES.BLOGSPOT.FI](http://FINNISHNIGHTMARES.BLOGSPOT.FI) - [FACEBOOK.COM/FINNISHNIGHTMARES](https://FACEBOOK.COM/FINNISHNIGHTMARES) - [TWITTER.COM/FINN\\_MATTI](https://TWITTER.COM/FINN_MATTI)

SO... DOES ANYONE  
HAVE ANY QUESTIONS?



WHEN YOU DO HAVE QUESTIONS BUT  
YOU DON'T WANT TO GET ANY ATTENTION

(C) KAROLITINA KORHONEN 2015

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