Lecture 4: Analysis I

Monday 04.03

AALTO BA SERVICE DESIGN 2019

Nuria Solsona

PART I: Defining the problem

W1	W2	W3	W4
Deep dive into the topic	**Research & Analysis**	**Service concepts**	**Validate & Iterate**
Deep dive into the topic and get familiar with the current service	Identify the relevant pains that exist today in the service ecosystem	Define concepts that turn pains into opportunities for a better future	Get early feedback and choose one concept

What are the pains that are relevant to solve?
Each concept will address different pains for specific stakeholders

Deliverables

2-4 SERVICE CONCEPTS DESCRIPTIONS

Due 20.03 Mid-term review

What are the different outcomes that people are trying to achieve in their life stage? What services are relevant and necessary?

Service concept sketch + value proposition description (template)

A service concept is the proposition of a new service 'the business idea'. It shows the value or benefits of addressing a current pain for specific stakeholders. It focuses on what the service creates for them: the outcome.

Image: Final brochure from BA Service design 2018

Synthesis & Sensemaking

Research process

RESEARCH PLAN	FIELD WORK	ANALYSIS & SYNTHESIS
Determining research scope and conducting secondary research	Conduct interviews	Sensemaking: Download, Cluster and Insights
Defining participants of the study who to interview	Observe context	Research outputs
Determine how to conduct the research methods, team, location, timing, and budget	Try and experiment service moments	
Where: Selecting location(s)	Documenting fieldwork	

Analysis & Synthesis
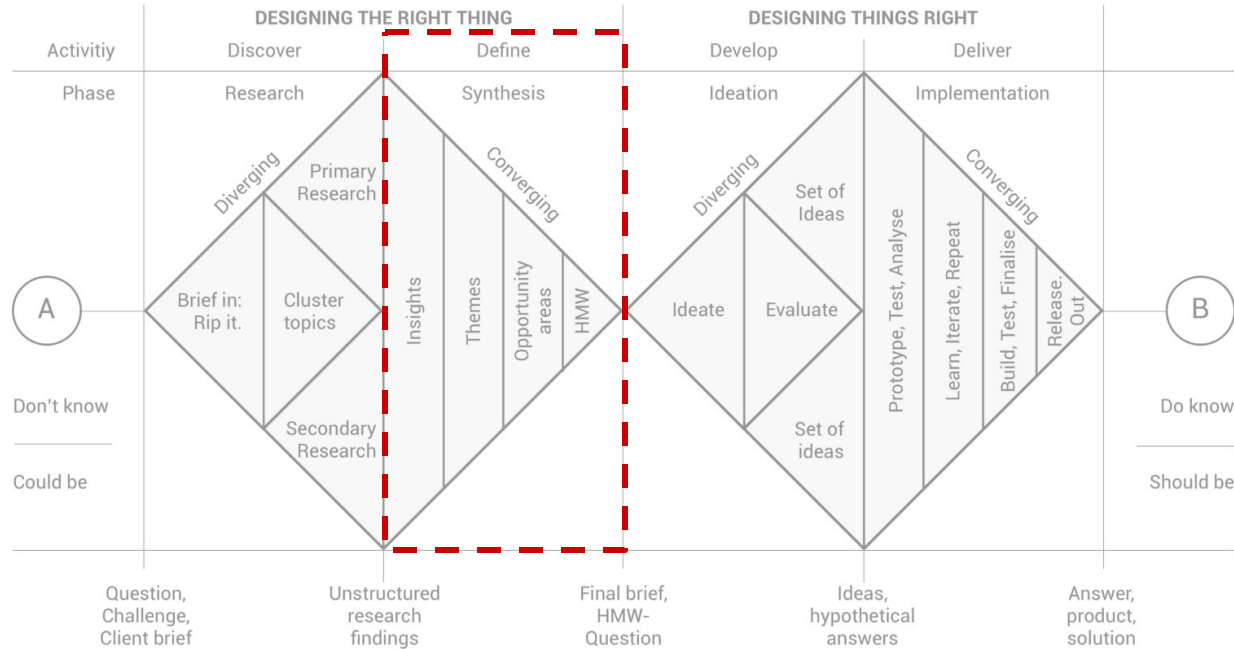
Double diagram Dan Nessler

Synthesis & Sensemaking

Make sense of the data

We prioritize, evaluate, and make connections between all collected data points. This often involves exercises to map the data in meaningful ways.

Tools include: visualizations of the stakeholder ecosystems, diagrams of user experiences, detailed personas that give dimensionality and depth to those we are designing for, and affinity maps to draw relationships between data points. These outputs help us decipher the information and identify the most critical for the task at hand.

Distill data into insights

Analysis produces insights that inform the problem-solving process. Insights may include revelations on why people currently do the things they do and hypotheses on how their experiences can be improved.

Translate insights into actionable formats. The data must be easily accessible to all stakeholders who may need it, and immediately useful to the design process.
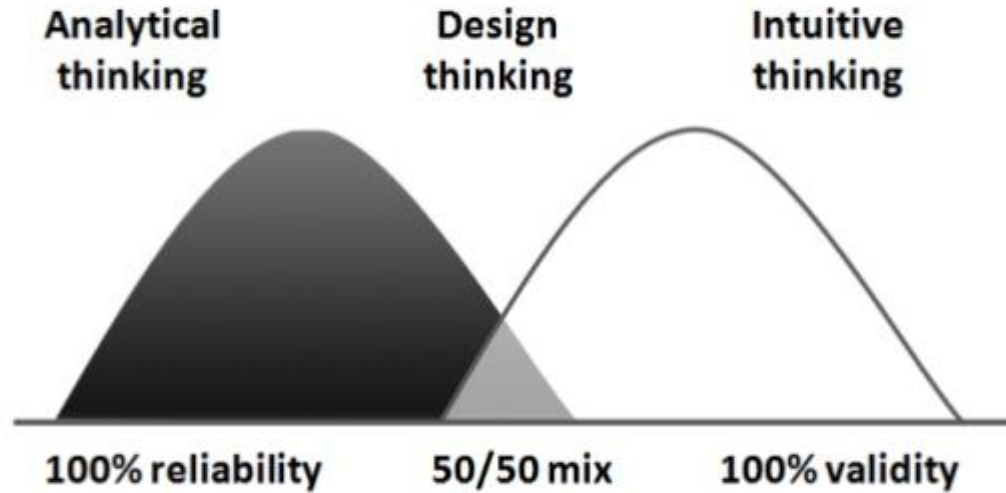
Inductive thinking

"Inductive analysis follows an interpretative and subjective approach. Researcher uses observations to build an abstraction or to describe a picture of the phenomenon that is being studied."

- Inductive and deductive reasoning are the more widely used and dominant forms of formal logic.
- Deductive Logic is the logic of what must be; and it proceeds **from the general to the specific** e.g. If gold is yellow, then a blue rock is not gold
- Inductive Logic is the logic of what is operative and reasons **from the specific to the general**. E.g If a study proved that sales/sq metre are higher in small towns than in cities, then small towns are a more valuable market (Martin, 2009)

Source: Beyond Ethnography by Nicolas Nova (2013)
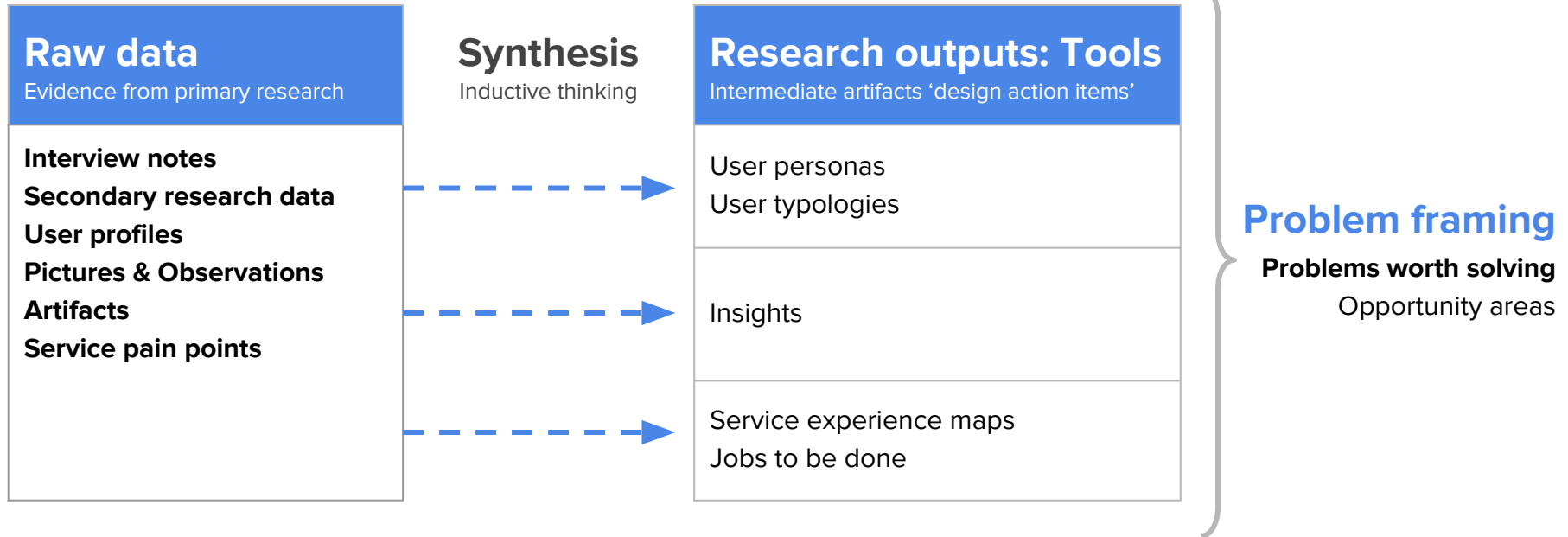
Inductive thinking

Source: Roger Martin

Analysis process

1. **Gather raw data:** Multiple sources from primary research, including pictures, interviews. Evidence from field work can be combined with secondary data e.g. surveys, data and statistics...

2. **Inductive thinking:** Grasping meaning (understand what people are doing) and process (why they are doing it) in a descriptive way (with words, pictures or videos). We prioritize, evaluate, and make connections between all collected data points.

3. **Create Outputs:** Translating observations into "action items", the translation of 'things seen into things-made'. These outputs help us decipher the information and translate insights into actionable formats. The data must be easily accessible to all stakeholders who may need it, and immediately useful to the design process.

Source: Beyond Ethnography by Nicolas Nova (2013)

Raw data
Evidence from primary research

Synthesis
Inductive thinking

Research outputs: Tools
Intermediate artifacts 'design action items'

Problem framing
Problems worth solving
Opportunity areas

Raw data	Research outputs: Tools
Interview notes **Secondary research data** **User profiles** **Pictures & Observations** **Artifacts** **Service pain points**	User personas User typologies
	Insights
	Service experience maps Jobs to be done

Research outputs

The typical output of design ethnography is less discursive and more focused on design interventions

— A new formulation of the problem: a new definition of the brief proposed by the client,

— A process: a set of steps inspired and framed by what has been seen on the field,

— A trigger: an unexpected need that inspires the team ("Can we solve this problem?"),

— A matrix: a "generative metaphor" that gives direction to design and makes it coherent,

— A concept: an idea directly inspired from the field: "Can we design something that has similar characteristics?"

— A scenario trigger: cues to flesh out details in design presentation

— Evaluation criteria: a list of principles and parameters that frame the design of a product, or allow the evaluation of ideas,

— A specific output: a prototype directly inspired from the field

Research outputs:
User profiles & Typologies

User profile

Based on in-depth interviews customer profiles **describe an individual user,** their situation, issues and needs. Profiles include quotes, identify value drivers, customer experience pain points and communicate significant behavioural data.
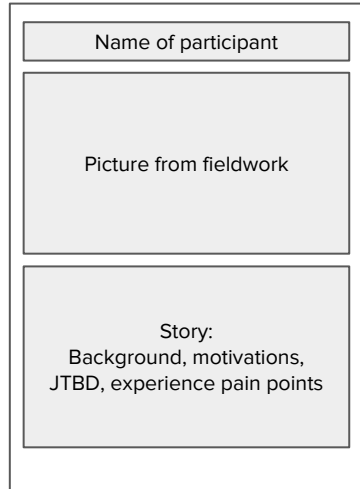
User typology

Typologies are a synthesis of **multiple users that represent common behaviours**. These typologies are drawn from the sum of patterns from different users as observed during fieldwork. Typologies differ from segments in that they are based in behaviour and need rather than demographic or market size.

User persona

A persona is not a stereotype, it is **an archetype** based on real research**.** It is a 'fake' user profile to represent a user typology. It is informed by multiple users who share same behaviours, characterised under one profile.

User profile

Raw data
Capturing respondents stories

User typology
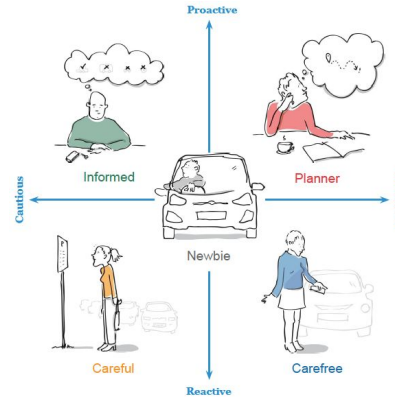
Synthesis
Identifying common characteristics
and grouping respondents

User persona

Synthesis
Fleshing out content for the
personas with actionable insights
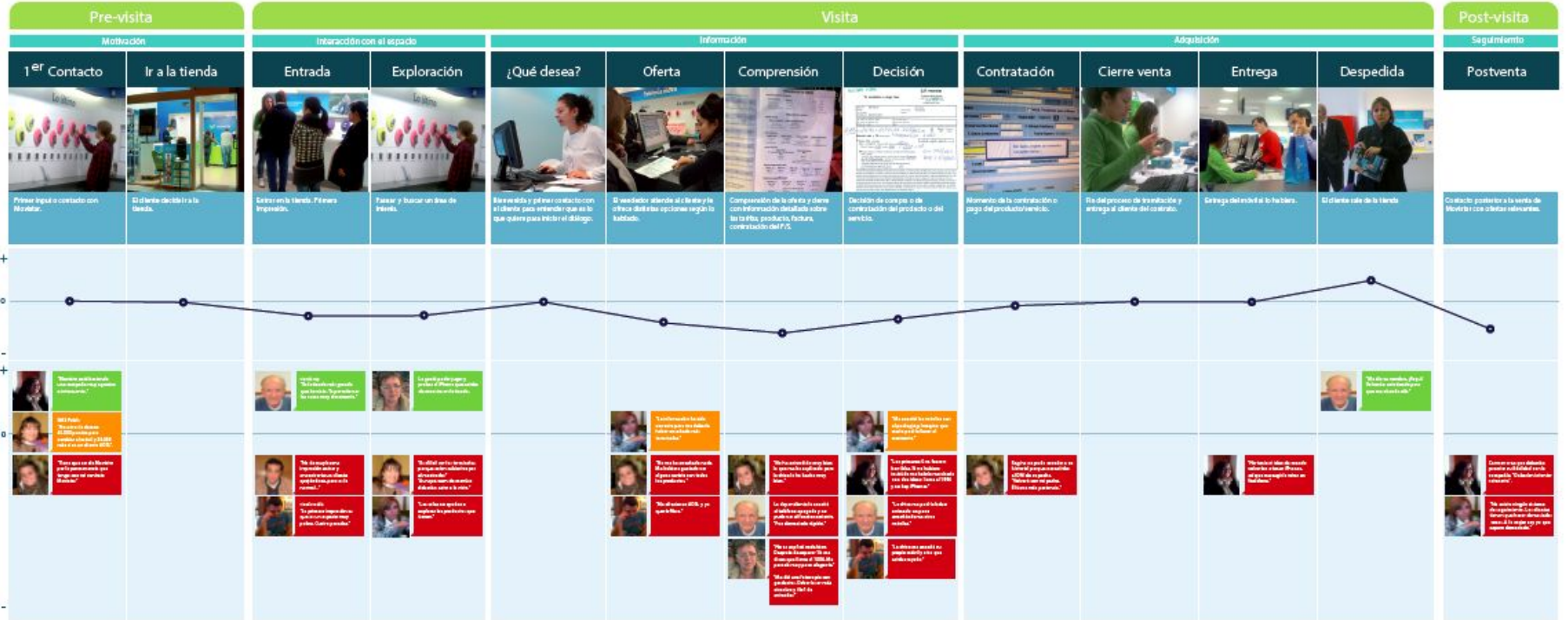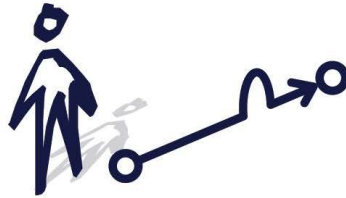
Research outputs:
Service experience maps

Image from Livework studio

Want it today
In-store shopper

Researcher
Arrives with specific questions

Price checker
Bargain hunter

Browser
In no hurry to buy

Livework studio

Four different typologies identified for the
Dixons DSG project that describe different
buying behaviors when purchasing
technology.

Image from Livework studio

Image from Livework studio

Research outputs:
Jobs to be done

"We all have many jobs to be done in our lives. We hire products to do those jobs for us."

Clayton Christensen

Job to be done theory

People don't care about products or services, they only care about their own problems.
Its core belief is that we hire products or services to do things for us.

What job causes you to hire a [product or service]?
Provides a framework for uncovering the customer's higher purpose when 'hiring' services.

It explains a new paradigm of value creation
A shift from value exchange to value in use, which generates outcomes for the customer in their context (Service dominant logic).

A job to be done it doesn't ask how to solve but how to fulfill a customers' JTBDs
It's the higher purpose for which customers buy products, services, and solutions.

Source: http://innovatorstoolkit.com/content/technique-1-jobs-be-done

Example

HOW TO IMPROVE A MILKSHAKE

	Main question	Answer	Available solutions (competitors)
OLD THINKING	What would make people buy more?	Cheaper, more flavours	Burger king, Starbucks, ...
JBTD THINKING	What job are they trying to achieve? *What problem are you trying to solve for which they would hire a milkshake*	Convenient, non-messy nourishment in the morning, entertain long commute	Banana, Donuts, Sneaker bars

Job to be done insights

– It is a way to articulate insights based on the Clay Christensen framework

– Formulation of what the user wants to get done at a specific step of their journey

– Summarising the bigger picture of what customers want to achieve when they 'hire' certain services

Source: This is service design doing (2018)

Job to be done insights

Image from: https://medium.com/137-jokull/jobs-to-be-done-jobs-statement-canvas-d84e7db02a36

Job to be done insights

Job to be done	Pain	Gain
Buy services & tendering for partners	Time consuming	Good partners selected.
Conduct regular quality checks with partners	Constant evaluation of quality with several service providers. Case for Caverion: problem to measure and control indoor air quality	Ensure the delivered quality and always improve. Case for Caverion: Showing the quality of air to clients and staffs can improve trust
Manage move-ins and move-outs	Stressful and critical for clients. Done by internal and external teams, requiring coordination	A key opportunity to make a positive impression on clients
Develop workplace solutions	Sometimes difficult to align innovation mind-set and implementation capabilities	The way to keep ahead of the competition and be relevant for clients.

Image from: https://medium.com/137-jokull/jobs-to-be-done-jobs-statement-canvas-d84e7db02a36

Exercise:
From User profiles to User personas

User profiles

1. Pair up and interview each other following the below topics

2. Write a user profile, in a concise way, tell a short story covering the following topics:

- What do you hope to accomplish by studying (in your life stage)? **3 Lines**

- List top five JTBD. What do you need to have done in your everyday life to accomplish it? **List top 5**

- What is your current experience at Aalto services? What are your pain points **3 Lines**

- How (channels) do you interact with learning services (Aalto and non Aalto)? When, and why (behaviours) **3 Lines**

User typology

1. Get together in 'life stage' groups and share

2. Identify patterns, 2x2 dimensions that is common to all of you

2. Map your profiles

4. Group into typologies

Sneak peak
Wednesday: Insights session

Insights

1 DOWNLOAD

Organize & filter raw data from different sources.

2 CLUSTER

Identify patterns, themes and relationships that connect data

3 INSIGHTS

Create insights that turn your learnings into meaningful conclusions

The analysis process (CIID): https://vimeo.com/157994576

Assignments
Fieldwork + Parallel research

Assignment: Conduct <u>first round</u> of fieldwork & Observations

Due on Wednesday 06.03

- Complete research plan

- Divide in two sub-teams (min. 2 people per sub-team)

- **Each sub team has to conduct a minimum of 2 interviews (total 4 per team)**

- Each subteam divides in two roles: interviewer and notetaker

- Each sub-team will document their interviews in a written form

- Each sub-team will conduct additional observations on the service and document it in pictures/videos

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Assignment: Conduct <u>second round</u> of fieldwork & Observations

Due on Monday 11.03

- Finalise interviews a total of 8 (minimum, it can be more max.12)

Assignment: Parallel research

Due on Monday 11.03

- Identify 5 best practice examples of existing services that caters learning experiences specific to your life stage

- These will be used as references for inspiration

- Document with images and descriptions about the experience and why you think these are good examples. Format can be Word doc., Sketch book, blog, pinterest board, etc,...

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