CXUX Intensive Workshop 2016
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Rapid Design Labs: A Tool to Turbocharge Innovation – Workshop
December 6, 1:15pm

Jim Nieters – Experience Outcomes

Jim Nieters is Chief User Experience Strategist at Experience Outcomes, where he works with startups to Fortune 500 companies to help them become #1 by differentiating on the experience. Jim was most recently a Senior VP of Customer Engagement at Monaker Group, and has been an executive at HP, Yahoo!, and Cisco, and an advisor to numerous startups. Jim chooses to work with brilliant clients to unlock their unbounded potential by helping them envision and design experiences that disrupt markets. Jim designs total end-to-end experiences that engage users emotionally and monetize. He also works with clients to assess their ability to lead on the experience and helps them become extraordinary. Jim has been leading rapid design labs since 2000. He has taught over a thousand people at leading conferences and companies how to lead Rapid Design Labs to promote innovation and collaboration in their own companies.

View presentation online at:
www.jpkgroupsummits.com/attendee8
Rapid Design Labs
A Tool to Turbocharge Innovation
December 06, 2016
We unlock the unlimited potential in our clients by helping them identify an aligned vision of intended experience outcomes that customers love.
What tools do we use?

• Experience mapping
• Rapid design labs
• Design end-to-end experiences
• Drive digital transformation
• and more...
What tools do we use?

• Experience mapping
• Rapid design labs
• Design end-to-end experiences
• Drive digital transformation
• and more...
Schedule

Module I: Introducing Rapid Design Labs

Module II: Abbreviated Design Lab
Module I: What is a Rapid Design Lab?
Why Rapid Design Labs?

• Innovate
• *Rapidly* solve problems
• Align teams
Disruptive innovation:
- differentiates you
- changes market dynamics
- Innovate or die...
Exercise: Barriers to Innovation

What challenges have you found innovating?

What gets in the way of innovation?
Tables report out
Enter Rapid Design Labs.  
A tool for cross-functional alignment

Never doubt that a small group of committed people can change the world. Indeed it is the only thing that ever has. 
- Margaret Mead
Integrative Thinking is an approach to working with others that leverages the best talents of everybody on a cross-functional team.

Experts in different disciplines all perceive the world differently, including opportunities and constraints. Without differing insights from each stakeholder, one cannot define, design and build products that solve real problems with surprising solutions that users never could have imagined.
Rapid Design Labs are:

An intensive week where a cross-functional team reviews data, ideates, designs, iterates, and tests with users. The team includes designers, engineers, product managers, CX, market and user research, and often users, who work together to solve a focused challenge.

Results: solutions that have been tested and refined
Not new...

- championed by IDEO: Deep Dive Workshops
- FROG Design: FROG Think
- Cooper: Ideation + Exploration
- Sapient: Fusion Workshops

Taught at universities, including Stanford d-school
Adapted by In-house Design Groups

- eBay: preVIZ
- Google Ventures: Design Sprints
- Mindjet: Mindjet Design Labs
- Yahoo: Yahoo Design Labs (YoDeLs)
- Hewlett-Packard: HP Envision Workshops
- zSpace: Devise Design
- Splunk: Splunk Dunk Dunk Immersion Labs
Responses to Design Lab

“The Yodel was such a refreshing experience! We worked with designers, users, and engineers to create a powerful tool that will save time, reduce frustration and improve our relationships with clients. I was thrilled to provide real, front line feedback toward improving these crucial systems for our users.

Woah...this looks amazing! When we first started, everybody had a unique perspective on the end product and it was awesome to see how everyone reached the same goal. The wireframes are almost like a dream come true– they’re exactly how we imagined it!

I am really excited about the future of this product– it’s looking good (finally!)

Executive Testimonial: “My team is thrilled with the relationship we’ve built with your organization. Coming together in the YoDeLs made my Sales team feel heard and empowered. I’m giving you a thumbs-up on your plans. I like it that we can go back to the CEO with a positive story.”
We have used Rapid Design Labs to:

- Design / redesign software or apps
- Journey alignment and envisioning new outcomes
- Startup market positioning or acquisition strategies
- FutureThink (Innovation)
- Reinvigorate markets through transformation
- Define and drive digital transformations
- Teambuilding
- Define a visual design language
- Brand re-imaging
Define a new Intended Experience Outcome

Total Customer Journey Highlighting a New Experience Outcome

Guiding Principles: Streamline the customer’s total journey, so they love travel again. Automate as much as possible. Provide the end user with contextually relevant tools and offers based on their location and preferences. Remove stress points, and offer delightful experiences that increase profitable revenue for travel companies. When the customer is delighted, they become loyal and buy more.

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<thead>
<tr>
<th>Step</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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</thead>
<tbody>
<tr>
<td><strong>Opportunity</strong></td>
<td>Candice’s Boss Asks her to travel to New York Next Week.</td>
<td>Candice asks Travel Buddy to book her entire trip using a natural language query: Limo, flight, rental car, and hotel.</td>
<td>Four hours before her flight, it is cancelled, but she is rebooked automatically and doesn’t need to leave home to wait.</td>
<td>Candice’s limo drops her off. Her credit card is on file, so payment is cashless. Travel buddy automatically converts to Bluetooth mode and gives her directions to check in.</td>
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<tr>
<td><strong>Screen</strong></td>
<td><img src="image1.png" alt="Screen 1" /></td>
<td><img src="image2.png" alt="Screen 2" /></td>
<td><img src="image3.png" alt="Screen 3" /></td>
<td><img src="image4.png" alt="Screen 4" /></td>
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<tr>
<td><strong>Challenge</strong></td>
<td>Typically, travelers spend many hours booking multi-modal travel itineraries, and look at 16 different websites before completing their travel itineraries. What if we could enable booking an entire trip to take no more than five minutes?</td>
<td>Flight disruptions require users to rush to airport, frantically figure out the next flight, then sit for hours waiting.</td>
<td>Cashless and cardless transactions increase comfort. Automated way-finding reduces stress.</td>
<td></td>
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Total Customer Journey Highlighting a New Experience Outcome (Continued)

### Step 5
**Opportunity**
In-airport signals direct Candice via audio and her smart watch to a Concierge, who checks her in. He sends her itinerary and bag tags to her mobile device, which is a Smart Watch.

**Screen**
![Image of Candice at the airport with a smart watch]

**Challenge**
Why have to wait in line? Why not have a mobile concierge meet you, similar to the Apple Store Concierge model? Currently, traveler info is not easy for with airlines to view. Airlines are less efficient, and miss revenue opportunities through upsells (such as selling business-class seats).

### Step 6
**Opportunity**
Travel Buddy directs her to TSA Precheck line. She shows her mobile boarding pass and passes through security.

**Screen**
![Image of Candice going through security]

**Challenge**
Automation, location awareness, and an understanding of traveler preferences could decrease stress through the airport, and increase delight, in that the traveler could do what they enjoy (shop, eat, or read for example), and enjoy entertainment, knowing the system will alert them when needed.

### Step 7
**Opportunity**
Travel Buddy directs Candice to her favorite shops, and then the Executive Lounge.

### Step 8
**Opportunity**
A reader at the Executive Lounge scans the QR code on her watch to let her in. She pulls up the airline IFE app on her tablet to watch a movie while she waits.
<table>
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<th>Step</th>
<th>9</th>
<th>10</th>
<th>11</th>
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<tr>
<td><strong>Opportunity</strong></td>
<td>Ten minutes before she needs to leave for the gate, Travel Buddy notifies her. She boards, and is able to continue the entertainment she started watching in the airline lounge.</td>
<td>Because Candice is a top-tier customer, the flight attendant offers a free meal for her loyalty. Candice also buys a gift for a friend, then watches more in flight entertainment on her tablet.</td>
<td>Travel Buddy directs Candice to pick up her car, and sends her notifications at each point in her travel, and guides her where to go.</td>
</tr>
<tr>
<td><strong>Screen</strong></td>
<td>While on the apps, her smart phone notifies her there are delays and Travel Buddy goes to sleep Candice uses her PID to continue watching the movie she started watching on the plane. The flight attendant approaches Candice and offers her a free meal, as a reward for her loyalty as her customer. She peruses the menu and chooses to purchase a stylish set of ...</td>
<td>Airlines miss revenue opportunities through merchandising today. In-flight Entertainment apps can permit purchasing goods that give airlines a rev share. Also, IFE can differentiate by letting users watch within 24 hours.</td>
<td>Airlines and rental car companies miss an opportunity to simplify the traveler experience and build loyalty. When a user is delighted by simplicity, they become loyal beyond reason.</td>
</tr>
<tr>
<td><strong>Challenge</strong></td>
<td>Passengers stand long periods outside flights, because they are not notified of exact times of departure. They cannot watch shows on their own device, and the airline misses a revenue opportunity.</td>
<td></td>
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**Total Customer Journey Highlighting a New Experience Outcome (Continued)**
"WHAT IS THE FUTURE VISION, BUSINESS/IT OPERATING MODEL, AND ROADMAP THAT ENABLE INNOVATION BY OUR AIRLINE CLIENTS, LEVERAGING IT SERVICES, SOFTWARE, & TECHNOLOGY TO SUPPORT THEIR STRATEGIC OBJECTIVES"
Strategic Outcomes:

- Minimize fuel cost
- Redefine labor agreements
- Plant refreshment
- Return to profitability
- Maintain as a service
- Restructure balance sheets
- Full modular continuity of sales

I want to be the end-to-end customer experience:

- Stronger partnerships and alliances
- Experience gained by design
- Segmented experience by design
- Over green, optimized systems of IT
- Continuous process optimization
- Optimize network + frequency
What could you use Rapid Design Labs to Solve?
Rapid Design Lab Process
Design Labs: A 5-Day Process

Day 1: Understand the problem

Day 2: Brainstorm solutions (divergent thinking)

Day 3: Teams design, vote, iterate (convergent thinking)

Day 4: Prototype, validate solution with users & refine

Day 5: Align around solutions and create action plans
Key Ingredients of a Successful Design Lab

• Clear and significant problem to solve

• Executive Sponsor / Stakeholder

• A committed (and talented) cross-functional team

• A skilled facilitator
Module II: Abbreviated Rapid Design Lab
Before we begin
Ground Rules

• Commit
• Trust
• Contribute
• Have fun!
Quick don’ts for facilitation:

• Treat the workshop like a training session:
  – Workshops are for ideation and agreement on direction
  – Training is for structured learning (like this course)

• No censoring. People need to:
  – express their thoughts
  – be involved emotionally to support outcomes

• Just present outcomes
  – Prepare materials ahead of time as starting points...
  – ... but NOT to present conclusions
Rapid Design Lab Process

Innovation Promise Pyramid

Divergence → Convergence

Brainstorm | Converge
Prototype | Visualize | Validate
Day 1: Understand the Problem

• As a company, understand the problem
• At the end of day one you have an innovation promise pyramid
• Validate this with your stakeholder/sponsor
Design Labs: A 5-Day Process

Day 1: Understand the problem

Day 2: Brainstorm solutions (divergent thinking)

Day 3: Create design concepts and prototype (convergent thinking)

Day 4: Validate solution with users & refine

Day 5: Align and create action plans
Rapid Design Lab Process

Innovation Promise Pyramid

Divergence → Convergence

Brainstorm | Converge
Prototype | Visualize | Validate
Lay it all on the table before trying to solve the problem

- Present data about user pain points, comparative products, marketing, CES and/or CTPS data, etc
- Let participants express opinions, concerns, and frustrations
- Do not shut down opinions, even if you disagree.

People need to express their thoughts and be involved emotionally to support outcomes
Download- sample artifacts
Capture Pain Points as you go...
Create Affinity Diagrams

- Affinity diagrams help synthesize large amounts of data and identify patterns and themes.
- They are a useful first step in prioritizing and synthesizing ideas.
Prioritize Ideas with Group Voting

Brainstorm then vote to narrow pain points, goals, and promise:

• Each participant receives three Post-its
• Place votes beside by the most important factors
• A few ideas tend to stand out
• To narrow further, vote a second time with fewer votes
Summarize: Innovation Promise Pyramid

- Present pain points at the bottom of the pyramid
- Cluster and prioritize:
  - Affinity diagrams to extract trends from large data sets
  - Group voting to prioritize
- Goals: Start thinking about the positive
- Promise: Get excited about what can be

**Pain Points**
Collect, cluster, and prioritize all pain points

**Goals**
Agree on a set of goals to address customer pain points

**Promise or outcome**
What will happen if we get this right?
Example—Yahoo Advertising Promise Pyramid:

**Promise**
Complex ad creation is fast, intuitive, and flexible

**Product Goals**
Optimize efficiency for non engineers, fewer steps, scalable across channel, Obvious task flows, Flexibility in UI. Optimize for complexity, easy recoverability.

**Pain Points**
Current solution too complex. Too many tabs and no logical work flow. Application is not navigable. Search is complex, can’t assign creatives to placements. Need more visibility to avail inventory by ad size.
You have heard that the management wants a new device or service to enable users to erase sensitive or embarrassing data from the Internet (such as tagged photos on social networks...).

Senior management in your company scheduled a spontaneous visit to your department and wants to see a vision of the next killer app / service / product at the end of this design lab!
Exercise #1: Promise Pyramid

Do this with everyone from your “company”
1. Review (purge) all current pain points.
2. Identify Goals that will address pain points
3. Define the Innovation Promise - what the world will look like if you are successful in meeting this outcome. Include a metric where possible.
4. Validate your promise pyramid with your key stakeholders/executive team.
Pyramid Preso to Execs

- Madness Presentations
- One minute for each team
Design Labs: A 5-Day Process

Day 1: Understand the problem

Day 2: Brainstorm solutions (divergent thinking)

Day 3: Create design concepts and prototype (convergent thinking)

Day 4: Validate solution with users & refine

Day 5: Align and create action plans
Day 2: Brainstorm Solutions

• Brainstorm solutions to pain points and goals in your promise pyramid
• Go broad, diverge.
Rapid Design Lab Process

Innovation Promise Pyramid

Divergence → Convergence

Brainstorm | Converge

Prototype | Visualize | Validate
Brainstorming

Four rules:

1. Defer Judgment
   - Say Yes!
   - Save analysis for later
   - Save evaluation for later

2. Go for quantity
   - Fluency - lots of ideas
   - Flexibility - lots of different ideas
   - You can filter and vote later

3. Get radical
   - Encourage wild, improbable, eccentric ideas
   - Getting the group excited and having fun contributes to creative thinking.

4. Leapfrog
   - Build on others’ ideas
   - Use the “yes, and what if…” approach to contributing ideas.
Method: Trendcards

Megatrends

Choose a mega trend, then a consumer trend, and combine in interesting ways to generate ideas for your product or service.
Exercise #2: Brainstorming

Working with your team:

• Choose a facilitator for this exercise.
• Brainstorm ideas
• Cluster ideas and narrow them by voting
• Capture your concepts on flip charts
• Please prepare a Madness presentation of your favorite idea (1 minute).
Present your Concept to Execs

• Madness Presentations
• One minute for each team
Innovation and Brand Promise Pyramids

Rapid Design Lab Process

Divergence → Convergence

Brainstorm | Converge
Prototype | Visualize | Validate
Design Labs: A 5-Day Process

Day 1: Understand the problem

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Day 3: Create design concepts and prototype (convergent thinking)

Day 4: Validate solution with users & refine

Day 5: Align and create action plans
Day 3: Create Design Concepts

- Create designs based on the best ideas from Day 2
- Designs should be complete enough for a user to walk through a flow on Day 4
- Refine design concepts and prepare for usability study
Rapid Prototyping
Iterate

• Keep going until you meet your goals
• Resist moving to pixels until you have agreement
Exercise #3: Prototype your Concept

- Create wireframes of your concept.
- You have 15 minutes.
- Be prepared to present your concept in a Madness format (45 seconds)
Day 4: Validate with Users and Refine

• Bring real users in to validate your ideas
• Ideally have all stakeholders watch the validation of all ideas
• Refine designs based on feedback
Day 5: Solutions and Action Plan

• Present Final Solutions

Agree upon next steps including

Roadmap– which ideas can be implemented when
Each representative presents to their teams
Plan a time to present to an extended team
Formalizing & detailing the designs
Present to senior leadership
Short and long term milestones
Exercise: Create Executive Presentation

• Please spend 5 minutes preparing your executive presentation. Consider
  – Background/problems
  – Assets (product pyramid, mood board, and so on)
  – Next steps

• You have 1 minute to deliver your executive presentation to the class.
Product Presentation to Execs

• Madness Presentations
• One minute for each team
WRAP UP
Lessons learned: group discussion

• What did you learn about rapid design labs?
• How did your exercises work out? What methods were most effective or difficult?
Next Steps

• Go conduct a workshop– you have to practice these techniques to understand more deeply

• Adapt the process to meet your needs
Q&A

What are your challenges to implementing Rapid Design Labs?

– in your teams?
– in your company?
Need help?
Contact us:

Jim Nieters: jim@experienceoutcomes.com

Corinne Wayshak: corinne@experienceoutcomes.com
Additional Resources


Strotmeyer, Catherine. In Defense of Workshops. …