DRAWING INSIGHTS:

Bringing CoCreation To Enterprise Context

UXPA BOSTON 2018
WHAT IS CO-CREATION

• Joint creation of value by the company and the customer.
• Customers co-construct the user experience

Prahalad and Ramaswamy (2004),
The Future of Competition: Co-creating Unique Value with Customers,
WHY CO-CREATION
Image: Sad Mime Lego 3D model, CGTrader
CREATE YOUR IDEA

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6000 Co Creation Engagements

87% Increase in Customer Satisfaction Scores

97% On-Time Delivery Performance

Source: Forbes
CASE 1  EVANGELIZING EMPATHY
CUSTOMER EMPATHY

- Part of our mission is to increase customer empathy among stakeholders throughout our organization.

- We want our teammates to reflect on what users need and want, not just what works well for the business.

- Co-design evangelized the experience of customers in ways that no other research method had done before.
SEEING THINKING

- Co-design produces artifacts that represent what customers are thinking.
- Stakeholders can see what customers want by what is they co-create with us - not just what they say.
- When looked at as a collection, multiple prototypes signal patterns that can be powerfully convincing to others.
MESSY PROCESS

- We don’t communicate the messy parts of design thinking when we brainstorm on our computers.
- Co-design - like design - is messy.
- But when we share these prototypes with the final version, stakeholders can see how our problem solving progressed from ideas, to wireframes, to high-fidelity mockups.
STORIES

- Co-design involves a lot of people, a lot of time with customers, and a lot of visuals.

- Sessions lasted two hours and included at least four teammates: two designers, a researcher, and a product manager.

- Developed a collective voice and individual voices.

- Everyone became an advocate.
EXCITES CUSTOMERS

• Customers also learned how we incorporate their struggles into our thinking.

• Our customers loved the experience and wanted to come back.

• Lots of ownership over the designs.

The session was incredibly inspiring to me!

I felt like I helped you think from a different perspective, which was great.

I hope you incorporate some of my ideas!
WHEN/ WHERE/ HOW SHOULD I IMPLEMENT THIS?
A generative stage, with something substantial to solve for

After determining: what do we want to build together?

Before the relevant parts of the product are set—you’ll need at least a couple weeks

In a space that works

WHEN / WHERE DO I DO THIS?
HOW DO I DO THIS?

Keep asking questions!

Before the first session:
- Who do I need in the room with me?
- Who are my participants? What will this experience be like for them?

After the pilot and each subsequent session:
- Are we accomplishing what we set out to accomplish?
- What can we improve for the next session?
CO-DESIGN QUICK START GUIDE

SETTING THE STAGE

SHOULD UTILIZE CO-DESIGN?

How will it help your organization?

1. What is the most pressing problem we need to tackle?
2. What is the other approach or resource(s) we have that can leverage expertise in an effective way?
3. Is the problem:
   - Large enough that we can get a participant through the experience?
   - Sufficient in the need to do it well enough to make the participant feel effective?

VISIBLE STATEMENT

We are bringing in stakeholders as early as possible...

We expect the feedback we get from the stakeholders will help us determine...

IMPLEMENTATION

ASSEMBLE THE TEAM

PREPARATION

Bring the session and move to reality. Get a good name for the team.

DEVELOPMENT

Design: Think deeply about what the session is like to do.

REHEARSAL

Take the time to test any high-risk observations to try to catch issues in a prototype environment with only 2-3 people.

SUPPLIES CHECKLIST

- Large drawing board or sticky notes
- Post-it notes and writing tools
- Phone
- Tape
- Doorknob tags
- People to exchange ideas and provide feedback

TECH SETUP DIAGRAM

This setup can be modified to suit your needs and constraints. Add or remove tools to accommodate your audience.
CASE 2  CO-DESIGN ADDS STRUCTURE TO BLUE SKY SCENARIOS
NECESSARY CONSTRAINTS

Co-design is particularly helpful when developing a new product in a new space.

- Less explored problem spaces have fewer secondary resources for reference
- Too much freedom can be a problem
- Discovering “unknown unknowns”
“Co-design seems intense and we have a stringent timeline. What if it fails?”

- Product Manager
A SHARED UNDERSTANDING

• Reduced ambiguity in ideas
• Helped stakeholders rally around the needs of the user
• Grounded blue sky ideas in reality
• Unique artifacts sparked discussion and led to features we may have overlooked
Questions 42

Employee Question: How do I add a printer?

Level 3 Response:

1. Open the installation file you downloaded and saved, and complete the installation wizard.

How to setup or add a printer

1. Open the installation file you downloaded and saved, and complete the installation wizard.

2. Open Microsoft® Outlook®. The setup wizard opens, and the Salesforce for Outlook icon (Salesforce CRM for Outlook system tray icon) appears in your system tray. If the wizard doesn’t open, you can start manually. Right-click Salesforce CRM for Outlook system tray icon.

Answer Statistics:

- 11 votes
- 6 comments
- 3 tickets
- 9 interactions

Comments (2) | Tickets (2) | Interactions (20)

- Mike va Alvarez Jan 16, 2019 12:06 AM
- Derek Phillips Jan 16, 2019 12:06 AM
- John Colton Jan 16, 2019 12:06 AM
HOW DID CO-DESIGN SPREAD ACROSS OUR TEAMS & ORGANIZATION?
Iterate after each session,
Learn after every study,
Share across different products,
Grow across the organization.
FIRST SESSION

- Required 3 month timeline for prep, pilot, recruiting, and sessions
- Shared session recordings for observers afterwards (no live viewing)
- Experimented with remote sessions but ran into technical issues

TODAY

- Can be done is as little as 3 weeks
- Partially and fully remote sessions: participant, designer, facilitator, and observers all in separate locations
- Masters of the tech – we even bring it on-site to our customers

ITERATE, COLLABORATE & IMPROVE

Sharing tips and tricks in each readout to continuously improve the process
BEYOND THE DESIGN TEAM

Organic, bottom-up growth throughout the company

- General curiosity seeing and doing something new
- Colorful and unique artifacts to spark ad-hoc conversations
- Aha moment seeing a customer pick up the pen and start creating an interface
- Shoutout from the CEO in our all-hands meeting
CASE 3
BREAKING CROSS FUNCTIONAL SILOS
BRINGING IT TO THE TEAM

- More than just Research, Design, and PM of a single product
- Able to listen to ideas across product teams and entire business unit
- Limitations understood by viewing topic through multiple lens
- Research questions are better targets for the bigger initiative / goals
CROSS FUNCTIONAL COLLABORATION INSIGHTS
Components based on input from larger group
Leveraging data analytics and resources from other teams
“When you two have finished arguing your opinions, I actually have data!”
Alignment on design direction and business outcome

What was challenging
Avoiding private agendas from taking priority

What was challenging
"Does that include our hidden agendas when they asked everyone to reprioritize?"
CROSS FUNCTIONAL COLLABORATION INSIGHTS

WHAT WORKED WELL

• Components based on input from larger group

• Leveraging the other team’s data analytics and resources

WHAT WAS CHALLENGING

• Alignment on the design direction and business outcome

• Avoiding private agendas from taking priority
CO-CREATION PROS & CONS
Building customer empathy

The Good
"I know exactly how you feel."
Aligning teams and facilitate collaboration

The Good
Lower resistance to change

The Good
CHANGE

loading...
Reduces the risk of failure
Amplifies other research methods

The Good
New user
Just signed up.

What is the exp. of my attendees?
Time consuming

The Not So Good
Users may be able to come up with solutions

The Not So Good
Users may be able to come up with solutions.

The Not So Good
Users are not always right

The Not So Good
May force team to compromise on the design

The Not So Good
TIPS & TRICKS

- Co-creation is ideal for large revamps, not small features
- Keep the component design high level
- Remote co-creation works
- Once you start seeing patterns, don’t waste time starting from scratch
- Pre-testing can help constrain projects
“Show me and I forget, teach me and I may remember, involve me and I learn.”

– Xun Kuang
Thanks!
Using co-design to evangelize customer empathy across the organization

4 reasons why your org needs co-design!

https://medium.com/logmein-design