





# CONTEXT MAPPING

#### WHAT YOU CAN DO?

Learn from an "expert": namely the user who imparts unexpected insights into what he goes through in his life. Get a better picture of a particular situation. What are these experiences like for others? When do they undergo this experience? With whom and in what context? Follow the principle: "Knowledge is information with additional context." To have true knowledge, the context must be known, and this tool helps to create this kind of awareness.





TIME & REQUIRED MATERIAL
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Group size	2-4	Depending on the complexity of the design challenge, 2_4 people can work on a context map. If the groups are too large, the momentum is often lost.
Duration	40-60 min	Usually, 40_60 minutes are needed for a well_thought_out context map. The time may vary

Materials

depending on the design challenge. Findings that have already been developed with other tools accelerate the procedure.

Paper, pens, camera Movable walls or whiteboard

#### HOW TO APPLY THE TOOL

Many findings are necessary to get a good context map, so you should go outside as often as possible in order to observe and understand. There is no substitute for seeing reality from the point of view of the user, seeing it as he sees it. It is important to understand for whom a solution is sought. Observe the user and his environment. Typical questions: What does he do? Where does he do it? With whom does he do it? What is the impact of his activities on the environment? Which individuals lend support? Are there shared tools or resources? Take pictures of the environment and the user. Define areas on which the focus should be.

Determine categories of the respective context, for example, trends, the economy, location, or technology fields. If necessary, rearrange these categories in order to find new connections and gain new insights. Fill in the categories on the template with the insights. Deliberately leave one or two fields empty so the team feels encouraged to add new categories that seem important.



Use your imagination for extensive context or for limited context.

#### TIPS

#### Walk in your user's shoes.

We have an awareness of our own perspective and for a certain situation. What is far more important, though, is to accept that the user may see things differently. We are open to surprises, to things that we did not have in mind at all. The users are the true experts of their routine and their experience.

The context changes the perception of the experience.

We keep in mind that people are not always aware of their everyday experience. They are used to it and often overlook the details that are important in a design process. We should not underestimate the importance of making explicit what's implicit, since it can yield valuable insights. We try to liberate our mind, free it from assumptions and to learn. Any hypothesis can have its usefulness. We liberate ourselves from expectations that something is right or wrong. We appreciate every new insight even if it doesn't match our view of the world. It has proven useful in our work to acquire a "beginner's mind" of "not knowing." It makes room for the new. Policies & Systems ••••

#### **KEY LEARNINGS**

are usually wrong.

Understand where the user comes from.

The context and the experience change in different situations. Initial thoughts about the situation

Only through the exploration of insights will we be able to design good solutions.

![](_page_1_Picture_28.jpeg)

![](_page_2_Picture_0.jpeg)

![](_page_2_Picture_2.jpeg)

#### WHAT YOU CAN DO?

Get a feeling for changes over time. Think in periods and time segments (e.g. from the past into the future), by mapping different results over time. Outline projected, plausible, possible, preferred, or absurd futures. Link the visions to specific next steps. Point out the potential of all possibilities, for example, in terms of technological and sociological developments.

![](_page_2_Figure_5.jpeg)

#### TIME & REQUIRED MATERIAL

Group size	2-5	In the best case, the entire design team works on one vision cone. As an alternative, the team members work individually on vision cones and later consolidate them.
Duration	90-120 min	30 minutes for defining the status quo; 30 minutes for depicting the past; 30 minutes for creating an initial draft of possible future perspectives; the rest of the time is for reverse engineering of the required steps.
Materials		Paper, pens, Post_its Cords and pins (optional: to create the vision cone outlines)

Step 2: Start with the NOW and describe the status quo of the project, the state of the art, and the current perception in society (e.g. semi-autonomous driving).

strips in the United States).

cars). Step 5: Identify possible scenarios for the future from the findings and give them memorable names for better storytelling.

Step 6: Select a future that is "desirable" in the context of the project. Work back from the identified future and reverse engineer the required steps selected that would have to happen NOW to achieve the desired future.

#### HOW TO APPLY THE TOOL

Step 1: Define a topic that matches the current challenge (e.g. mobility, health). Use the template or draw two connected cones and label them with PAST, NOW, and FUTURE.

Step 3: Focus on the PAST. Add the findings of research done to date as well as important technological and sociological changes. Try to be as accurate as possible when it comes to dates and link related events (e.g. 1960s, cars piloted by magnetic

Step 4: Focus on the FUTURE. Write down all of the findings relating to a fictitious future. Nobody knows the probability with which they arrive (e.g. autonomously flying

FUTURE

fictitious future

Write down all the findings of a

Step 7: Infer specific next steps from it.

#### TIPS

The future is based on our imagination!. Vision cones revolve around inspiration and imagination, and that works best when our team can work freely.

Therefore "park" any fears and restrictions right at the beginning. It is important to understand the past and the future as a multitude of possibilities. The vision cone is not about predictions but about opportunities. It is up to us to decide what future we want to design. What does it mean for my company? What are the implications?.

Everything is related and integrated into one system!. There are different types of "futures": planned, plausible (based on the latest knowledge), possible (based on specific future technologies), and absurd (will never happen). The absurd future yields the best results since we only hit the limits of what is possible when we think the unthinkable. We let the past pass in review. This is usually quite inspiring. We should be careful, though, not to fall in love with the past, which then influences the future. We should be careful not to derive the future linearly from the past.

Design fiction is the best story of the future! he use of vision prototypes served us well for telling our story about the future. The same applies to artifacts from the past.

### **KEY LEARNINGS**

Start in the NOW, let the past pass in review, and build imaginary future scenarios.

Take a desirable future as the starting point and define what would have to happen today for this future to come true.

Use storytelling to share the vision prototype with others.

![](_page_2_Figure_28.jpeg)

![](_page_3_Picture_0.jpeg)

![](_page_3_Picture_2.jpeg)

#### WHAT YOU CAN DO?

Expand the customer journey map by integrating supporting technologies, data, and customer interactions for each phase of the "journey." Tackle key issues in the development of new products or services, for example, whether a service covers all customer needs or whether all pains have been eliminated. Carry out a visualization of interactions with a customer at different levels (e.g. front stage, back stage, supporting processes). Define key performance indicators (KPIs) in terms of quality and time of the interactions.

![](_page_3_Picture_5.jpeg)

Describe the considered action. the action is detailed by superordinate steps. it may be necessary to focus on one process step for the blueprint or to fill out the template several times

### 1) ACTIONS

**3) ACTORS** 

Determination of important actions or process elements

![](_page_3_Picture_9.jpeg)

## 2) TOUCHPOINTS

Determine which actors are involved

Definition of the most important points of contact between users/customers and the company

![](_page_3_Picture_12.jpeg)

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## 4) VISIBLE ACTIVITIES

Definition of activities and process steps visible to customers/users

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## **5) INVISIBLE ACTIVITIES**

Definition of activities and process steps non visible to customers/users

## 6) RISKS

Where are the risks and possible problems? Select these elements

## FINDINGS

Derivation of concrete tasks or projects to improve the points found

#### **TIME & REQUIRED MATERIAL**

owners on board.		Group size	3-6	The right group size is between 3_6 people. In t best case, take the relevant experts and process owners on board.
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ıd efficiency.	Duration	<b>120-140</b> min	As a workshop format, the creation of a service blueprint takes about 4 hours. Beforehand, it must be determined which specific service creation process is to be optimized or designed and where the process limits are.
	Materials		Large wall or whiteboard. Paper, pens. Post its

Large wall or whiteboard. Paper, pens. Post\_its

### HOW TO APPLY THE TOOL

The service blueprint is a chronological representation of processes in which the respective effects are worked out with the customer. The discussions during the creation also help greatly to enhance the team's understanding of the context. Step 1: Look for a large wall and stick a long sheet of paper on it. Draw the lines (e.g. visibility line) and begin to fill in the steps and processes with Post-its. Start with the large blocks (actions and touch points).

Step 2: Include the actual state of existing services. Create a rough process model for the design of new processes. Problems and errors are identified with color dots or Post-its.

Step 3: Search for solutions together with the team in order to eliminate sources of error, streamline processes, and actively shape customer experiences. Use videos, images, sketches, and Post-its.

Step 4: Distribute the open items to group work/ working in private. By working in tandem with the time boxing method, results are achieved faster.

Step 5: Integrate the partial results of the groups on the service blueprint. Once the new service blueprint has been sufficiently refined, the individual elements as well as the end-to-end perspective can be tested, improved, and finally implemented.

	visibility line	

#### TIPS

Extensibility and haptics.

Every service blueprint can be extended according to your own criteria and wishes. It can be completed with corresponding attributes, for example, KPIs regarding time, quality, and finance. We often found it useful to document different points of view with photos and videos since it helps to imagine the relevant situation. A service can be made tangible and perceptible as "theater" ("service staging") to test a service blueprint prototype. Putting yourself in the shoes of customers and suppliers is made easier, and situations can be tried out in a playful way.

#### Trigger questions

Typical actions are, for example, attracting attention, informing, deciding, buying, planning, installing, using, maintaining, and disposing. Questions can be used to illuminate individual actions: How do we imagine an ideal process? What are the process steps and interfaces that can be omitted? Where can tasks be simplified or processed in tandem? How and where can the customer's perception be improved?

#### Stumbling blocks

Service blueprints need space. It is best to reserve a room for several days and leave the information there. Delineate the goal clearly at the beginning of the workshop. Otherwise, there's a risk of getting lost in the processes. Therefore, begin with the big picture.

**KEY LEARNINGS** 

By identifying, eliminating, or improving pain points, the first prototype of a blueprint emerges. A blueprint can help uncover silos or lack of transparency and integrate new technologies. A blueprint is a highly complex thing. It makes sense to divide the overall system into sub-systems and optimize the latter.

![](_page_3_Picture_44.jpeg)

![](_page_3_Picture_46.jpeg)

![](_page_4_Picture_0.jpeg)

![](_page_4_Picture_1.jpeg)

![](_page_4_Picture_2.jpeg)

#### WHAT YOU CAN DO?

Collect and appraise experiences made in the project in a structured manner. Learn from experience and make use of it in the next project. Facilitate a positive attitude toward mistakes and appreciate progress. Identify and document the findings; make them applicable and usable.

![](_page_4_Figure_5.jpeg)

![](_page_4_Picture_6.jpeg)

What spheres of activity can be derived for the next design challenge/iteration?

![](_page_4_Picture_8.jpeg)

#### TIME & REQUIRED MATERIAL

Group size	4-6	Core team and, if necessary, other stakeholders for reflection at project level. Reflection at the meta level; participants working individually.
Duration	40-60	The exercise for the group typically lasts 40_60 minutes (depending on the project length). The longer the project, the more time should be planned for reflection. The more time is scheduled for group work, the easier the individual work.
Materials		Log book (kept by each participant during the project in preparation for the workshop) Template or flip chart Post_its and pens

![](_page_4_Figure_12.jpeg)

The most common method is that all relevant project stakeholders jointly review the project in the form of a workshop exercise. Reflection should take place at two levels: the project level and the meta level.

•• Step 1: At the project level, the focus is on answering the following questions: What went well in the project and what did not? What methods did we apply? How? Why? What should be done differently in future project work? What should or must change? What are the key learnings from the project (positive and negative)?

•• Step 2: At the meta level, the following questions take center stage: What does design thinking mean to me? What are the pros and cons? Challenges? How is design thinking different from other approaches? How can design thinking be combined with other approaches? How could design thinking be applied in my environment/my company? Which use cases might be of interest?

#### HOW TO APPLY THE TOOL

![](_page_4_Picture_19.jpeg)

The following questions are useful in the preparation of the workshop: What specifically do we want to look at, and when? Where is the focus? What is the goal of the client? How will coordination with the client take place? Who will moderate the workshop? Which project participants should be invited? Wait with holding a lessons learned session if the mood after the project is rather bad. It has often worked for us to wait 6 weeks in such a case; seen from a greater distance, many issues can be looked at without stirring up too many emotions.

Lessons learned should be part of the project plan

Typically, a lessons learned session is held after the completion of a project as part of the project completion documentation and should be an integral part of project planning. In addition, we should collect lessons learned during the project (e.g. halfway into the project or at crucial milestones), so they can be integrated into the next phases.

Less is more when it comes to defined actions

actions and measures based upon this. Important: Do not focus only on the negative aspects and don't get personal! Lessons learned is also a good foundation for the definition of the design principles. or they can be used as part of "define success"

Less is more: Emphasize the things that have proven successful and those that failed; define

#### **KEY LEARNINGS**

Use lessons learned on multiple levels (the technical level and in terms of content, at the emotional/ social and process-related level).

Hold reflection sessions during the project with the help of a log book at project level. Include the meta level at the end of the project.

Prepare some key questions for the reflection session with the team.

![](_page_4_Picture_32.jpeg)

![](_page_5_Picture_0.jpeg)

![](_page_5_Picture_1.jpeg)

![](_page_5_Picture_3.jpeg)

#### WHAT YOU CAN DO?

Bring structure to an observation and ask the right W+H questions that are decisive for gaining knowledge. Facilitate the evaluation of many findings by larger design teams performing parallel observations. Relate the user to the activity, the space, and to an object. Collect insights that are not out in the public. Have inexperienced design teams also collect insights, because the AEIOU tool provides structure and guidance.

![](_page_5_Picture_6.jpeg)

![](_page_5_Picture_7.jpeg)

![](_page_5_Picture_8.jpeg)

Environment

![](_page_5_Picture_10.jpeg)

What does the environment look like?

Interaction How do the systems interact with one another?

![](_page_5_Picture_13.jpeg)

Objects

What objects and devices are used?

![](_page_5_Picture_16.jpeg)

![](_page_5_Picture_17.jpeg)

![](_page_5_Picture_18.jpeg)

Group size	1-2	people per observation are ideal. Depending on the situation, all those involved make observations and do the documentation; or one person interacts with the user, while the other person does the documentation.

Duration 60 min Usually, 40\_60 minutes are needed for a **24** hourswell\_thought\_out context map. The time may vary depending on the design challenge. Findings that have already been developed with other tools accelerate the procedure.

Materials

Print the AEIOU questionnaire in A4 size, glue to a piece of firm cardboard or fasten to a clipboard, so it's easy to write on it. Pens

### HOW TO APPLY THE TOOL

Step 1: Start with the research and find out where the user can be found, at what times, and how to contact him.

Step 2: Be where the user/customer currently is in the context of the problem statement.

Step 3: Work with the AEIOU template that provides questions and instructions in the individual areas to be observed. Each team member is handed a questionnaire for the observation, so everybody can take notes. A smartphone makes it possible to take photos and make videos. Collect impressions in the form of notes, photos, videos, interviews, and field observations.

Especially in the field observation, the AEIOU framework can be used as an entry point for observing the user in his/her environment. Lend structure to the records after the observation. It's best to operate within the structure of the corresponding headings. Supplement the direct observations with photos or short videos. After completion of the field observation with the AEIOU framework, cluster and sort the findings in thematic blocks with summarizing headings so you can identify a pattern.

![](_page_5_Picture_29.jpeg)

![](_page_5_Picture_30.jpeg)

# **OBSERVATIONS ON SITE & DOCUMENTATION**

Observe the user/customer and use the AEIOU questions for documentation

![](_page_5_Picture_33.jpeg)

#### TIPS

Adapt the AEIOU framework to your needs. The AEIOU framework is a good starting point for an observation.

The questions in AEIOU should be adapted to the specific needs. AEIOU is not a rigid framework – it simply provides categories that have proved to be useful. Among other things, AEIOU is used as a method within the framework of "Design your future", where it serves as a reflection on records from an energy journal. The "activities" area in this example contains questions about yourself, for example, "What activities do I enjoy?" Tailor the structure to the problem at hand.

For more complex problem statements, it is advisable to work with sub-categories. This is recommended when events happen in a chronological sequence. In general, the individual AEIOU categories are strongly connected to one another, and it is advisable to establish a mental link in this respect. Show, don't tell. Drawings of a sequence and storytelling allow us to describe the bigger picture and share it effectively with our team.

![](_page_5_Picture_39.jpeg)

**KEY LEARNINGS** 

AEIOU helps in intensive research and field observation for inspiration, and gaining basic knowledge of a problem.

It is particularly suitable for inexperienced design teams because it provides structure and a framework, and the results can be quickly consolidated later.

![](_page_5_Picture_44.jpeg)

![](_page_6_Picture_0.jpeg)

![](_page_6_Picture_1.jpeg)

### **PROBLEMS & PAINS** n to exist separately in the context of the problem statement.

#### WHAT YOU CAN DO?

Generate ideas that lead to a Wow! effect. Explain ideas and complex facts in an understandable way using analogies. Find inspiration by comparing problems and their solutions from another area with our problem. Integrate supporting cognitive thought processes that are necessary with open and poorly structured problems (so-called ill-defined and wicked problems). Unfold full creativity in combination with sketch notes.

![](_page_6_Picture_5.jpeg)

![](_page_6_Picture_6.jpeg)

List possible attributes

![](_page_6_Picture_8.jpeg)

Summarize the most important findings

#### TIME & REQUIRED MATERIAL

Group size	4-6	Optimally in a group of 3_6 persons. Larger groups of more than 8 persons can be divided into smaller groups.

120-140Working with analogies can be time-consuming. Duration Especially the research entailed in it and the identification of characteristics and attributes as well as discussions with experts often require several hours.

Materials

Whiteboard or flip charts Post\_its, pens, markers Internet and printer (if analogies with people or industries are made)

### HOW TO APPLY THE TOOL

Step 1: List the critical experiences or the biggest PAINS of the problem statement, for example, in the case of shoes, the PAIN: "low status."

Step 2: Use brainstorming or brainwriting methods to search for scenarios, systems, places, or objects that also entail PAINS but seem to have been solved. In the example (left), the PAIN of "status" was successfully solved in the automotive industry and the PAIN of "uncomfortable" in the case of a sofa, and so on. To search for analogies, ask questions like the following: What do other industries do? How does nature solve the problem? Why is it not a problem in other countries?

Step 3: Conduct interviews with experts who know the comparable areas, scenarios, systems, places, or objects well. Create an "analogies inspiration board" and show new insights.

Step 5: Then transfer the solution of the analogy to the original problem. Some solutions from the analogy can be transferred almost 1:1; others require a bit more creativity when applied.

![](_page_6_Picture_20.jpeg)

Step 4: List solutions, for example, how the "status" in the automotive industry was solved by "highquality lifestyle magazine."

#### TIPS

Concentrate on the critical experiences and pains. When searching for analogies, we should concentrate on critical experiences, thus identifying new and intriguing aspects that we can apply to our problem.

Also look at absurd industries and concepts Analogies and benchmarks that are far away from our industry or the problem at hand have often proven quite helpful; it means that at first glance there were few common aspects; nonetheless they helped in solving the problem.

If nothing comes up, just Google Another way to discover analogies and be inspired is a Google image search. Enter "fast" and "comfortable," for instance, and you get thousands of objects with these characteristics.

Practice daily to train the mind

Daily practice improves the power of association. Hence it is useful to train the mind in finding similarities on a daily basis, for example, when watching TV or on the way to work. Copying from others is allowed Basically, every time a problem arises, we should ponder how other people solved it.

Use it spontaneously and often Apply the association technique spontaneously, for example, during a brainstorming session. Ask participants, for example: How is the customer service solved in a 5-star hotel?

![](_page_6_Picture_29.jpeg)

**KEY LEARNINGS** 

Inspiration with analogies and benchmarks can add a lot to any ideation. Frequently, completely new approaches to a solution are found this way that we, as experts in our domain or industry, had ignored before. The combination of analogy and sketches heightens the creativity of design thinking teams.

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![](_page_6_Picture_34.jpeg)

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# STAKEHOLDERS JOURNEY MAP NOT TO WALK IN the shoes of my customers to understand in great detail what they experience when they interact with our company, our products, or set

#### WHAT YOU CAN DO?

Establish a common understanding on the team about the experiences of customers with a company, product, or service. Identify "moments of negatively affect the customer experience. Achieve a solid understanding of all the customer's touch points. Close problematic points and customer interaction and realize a unique experience. Design a new and improved customer experience. Develop new products and services contir customer- oriented basis.

![](_page_7_Picture_5.jpeg)

![](_page_7_Picture_7.jpeg)

	TIME &	& REG	UIRED MATERIAL	HOW TO AP
	Group size	4-6	Mixed teams of experts and people with little experience in the respective process. Ideally, 4_6 members in each group.	Step 1: Choose a persona of the persona with the o Step 2: Then choose a so is the context? It may be
	Duration	120-140 min	The duration depends on the complexity. An initial draft can emerge after 120 minutes. Often, variations are needed for specific customer groups and events on the customer journey map.	Step 3: Define what hap make sure that the most using Post-its). It is easie and elaborating.
ervices.	Materials		Post_its, pens, markers Large whiteboard Plenty of space on the wall for hanging up pictures of customers, locations, activities, and for visualizing the journey	Step 4: Decide which int gives us space for the ty Steps 5 & 6: Supplement feels (Step 6). Capture th colored glue dots or emo
f misery" that d gaps in the tinuously on a				Steps 7 & 8: Define poter for the action/ process w experience emerges, the insights, and potential in
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	L/ /J		Determine the scenario	

### PPLY THE TOOL

na to be used in the customer journey map and share the story e design team.

scenario or job to be done. What does the persona do and what be an end-to-end experience or a part of it.

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tential areas of improvement (Step 7) and the people responsible within the organization (Step 8). Once a clear picture of the e design team automatically comes up with questions, new improvements.

#### TIPS

#### Think creatively.

Think like an investigative journalist, ask questions to deepen the emotional customer journey substantially. The context (person and scenario) is important. The purchase of a house is an entirely different journey for newlyweds who buy their first home than the purchase of a holiday home is for a millionaire. "Journeys" that are useful for the understanding of an existing experience are, for instance, all actions a customer undertakes; the context of the activity; thinking about a decision; the feeling after the purchase; and all possibilities for improving the interaction.

Create actions and goals.

Actions, goals, customer expectations, and failures are "journeys" that we can use for the design of a future experience, for an existing process, or for a new product.

Also for situations that exceed expectations.

Measures that exceed expectations. We can map a possible customer journey in such a way that it can be used as a first prototype. We can test the initial contact of a customer interaction, for example. There are many ways to improve a customer journey, for example, removing emotions or offering solutions earlier on the journey. In addition, interfaces between the physical and digital world can be designed, positive experiences can be intensified, negative experiences removed, or the sequence can be changed.

#### **KEY LEARNINGS**

The customer journey map helps the team to come to a shared common understanding of the customer and his problems by capturing the emotions along a journey. The touch points show the points of contact the user has with a company. They can be selectively optimized in order to offer the user the desired experience.

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![](_page_7_Figure_26.jpeg)

![](_page_8_Picture_0.jpeg)

![](_page_8_Picture_1.jpeg)

### 500 + H To walk in the shoes of my customers to understand in great detail what they experience when they interact with our company, our products

### WHAT YOU CAN DO?

Establish a common understanding on the team about the experiences of customers with a company, product, or service. Identify "momen negatively affect the customer experience. Achieve a solid understanding of all the customer's touch points. Close problematic points customer interaction and realize a unique experience. Design a new and improved customer experience. Develop new products and services customer- oriented basis

![](_page_8_Figure_6.jpeg)

### **TIME & REQUIRED MATERIAL**

	Group size	4-6	Mixed teams of experts and people with little experience in the respective process. Ideally, 4_6 members in each group.	Step 1: Choose of the persona
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# WHEN?

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### HOW TO APPLY THE TOOL

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choose a scenario or job to be done. What does the persona do and what t? It may be an end-to-end experience or a part of it.

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de which interactions should be assigned where and how. The template ce for the typical journey and the respective actions.

Supplement what the persona thinks (Step 5) and the emotion he/she ). Capture the emotional status (positive and negative) of each step with dots or emoticons.

Steps 7 & 8: Define potential areas of improvement (Step 7) and the people responsible for the action/ process within the organization (Step 8). Once a clear picture of the experience emerges, the design team automatically comes up with questions, new insights, and potential improvements.

# WHERE?

### TIPS

#### Always ask several times for answers

By asking and asking again, we dig deeper. Even if we think we already know the answer, we ask again. It seems strange, but use a "beginner's mind" and ask "Why?" several times in succession like a child would.

In addition, we should try to find more than one answer to every question. Conflicting answers can be of particular interest for unearthing more information on genuine needs. If a W+H question from the table does not make sense in the context of the problem statement, we simply skip it.

We try to gather as much information as possible with the 5W+H questions, and combine them with other interviewing techniques, for example, 5x why. A list of possible subquestions can be created, for instance, which are then combined into a mind map.

#### Turn questions into the negative in order to create different perspectives

Turning the questions into the negative can bring advantages and encourage creativity, for example, "When does the problem NOT occur?" or "Who is NOT affected?" We also found it to be very useful to use the 5W+H questions in the context of a brainstorming session or as a basis for an initial brain dump in order to find out everything the team thinks they believe or know.

#### No fake news – always go with the facts

Furthermore, it is always good to underpin the answers with facts – with the help of desk research and data analytics, for instance.

# WHY?

### **KEY LEARNINGS**

Define the right W+H questions for the situation. Answer the team's questions in order to come up with a structured overview. Dig deeper in the customer interview and ask again. Supplement the answers with important facts.

![](_page_8_Picture_31.jpeg)