

Uncovering What Your Customers or Stakeholders Want

- 1. Interviews and Questionnaires**
 - a. Focus Groups** where facilitator asks open ended questions about customer or stakeholder's experience of your service or product.
 - b. Unfocus groups** composed of diverse people¹.
 - c. Storytelling**—asking users to tell you personal stories of their experience.
 - d. Extreme user interviews** of those who know the most and know the least about your service or product.
 - e. Structured Questionnaires** for quantitative data
- 2. Observation²:** Watch your customers interacting with your products and services. Look for:
 - a. Pain points**-problem areas for customer.
 - b. Pause points**—moments when people seem confused or uncertain
 - c. Hand-offs**—what behaviors happen when your service or product moves from one person to another?
 - d. Unexpected behavior**—when people use the product or service in unexpected ways.
 - e. Coming and going**—what do people look like when they arrive and when they depart?
 - f. The unusual**—surprising behavior, errors that make sense and workarounds that people do.³
- 3. Try it out.** Be the customer and try the service or product for a period of time, or “shadow” a real customer during the day.
- 4. Capture it.** Take videos or pictures of the customer during their experience⁴.
- 5. Co-Create with Customers**—jointly solve problems with customers.⁵
- 6. Review market & customer data, read trade journals for trends in your enterprise, and conduct on-line searches.**

Compiled by Bill Wilmot

¹ See IDEO, *BusinessWeek* online May 17, 2004.

² Adapted from Laszlo Gyorffy of www.EnterpriseDevelop.com FOCuS fieldwork guidelines.

³ Alan South, IDEO UK, “Abstract Truth,” *Aircraft Interiors International*, March 2004.xc

⁴ Used by IDEO and Enterprise Development Group.

⁵ C.K. Prahalad & Venkat Ramaswamy, *The Future of Competition: Co-Creating Unique Value with customers*. Harvard Business School Press, 2004.