

**emex**

EMERGING MEDIA EXPLORATION

Remote Sprints

# Why Sprint?

Teams find it hard to align with a common objective.

Teams often work to unclear goals and project scope changes repeatedly.

Teams lack real data on which to base decisions.

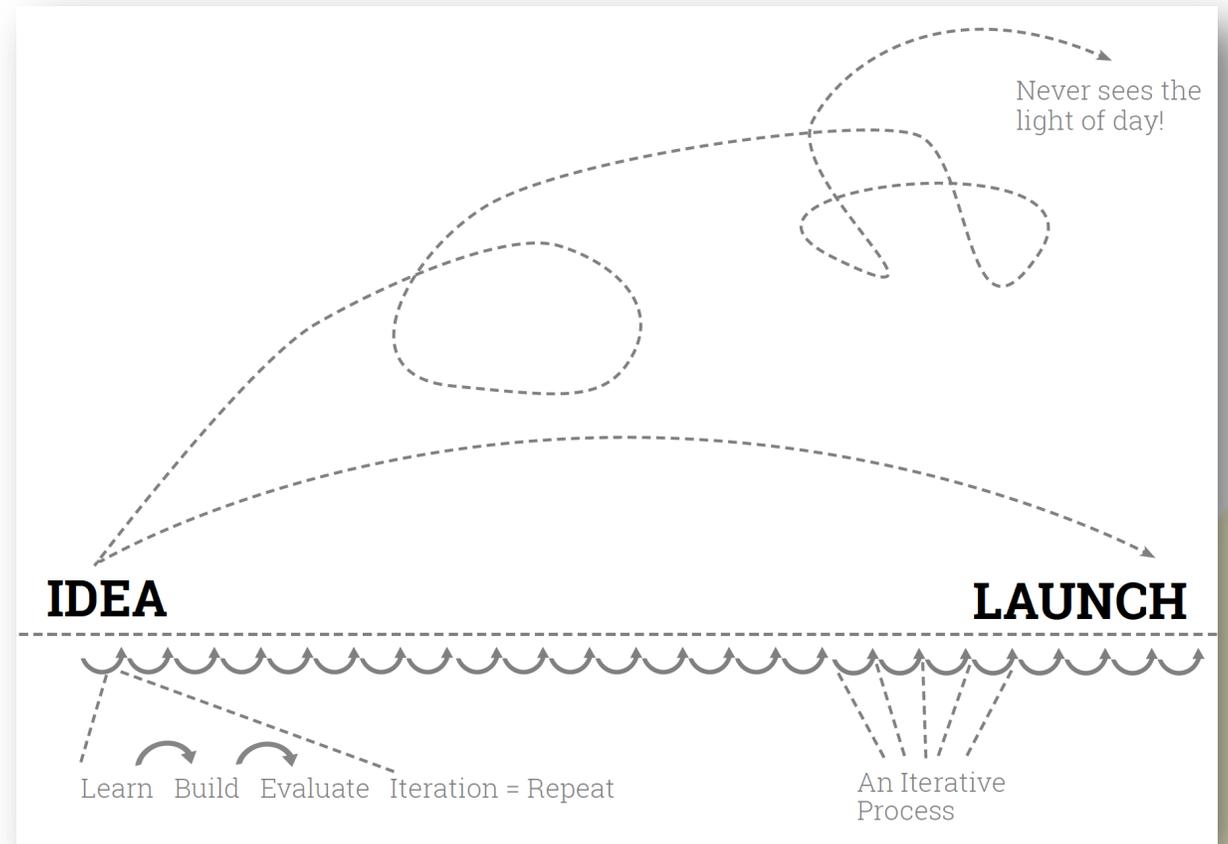
Teams need a creative process in order to ground their innovations.

Teams lose enthusiasm and focus when product-cycles run too long.

# Idea to Launch

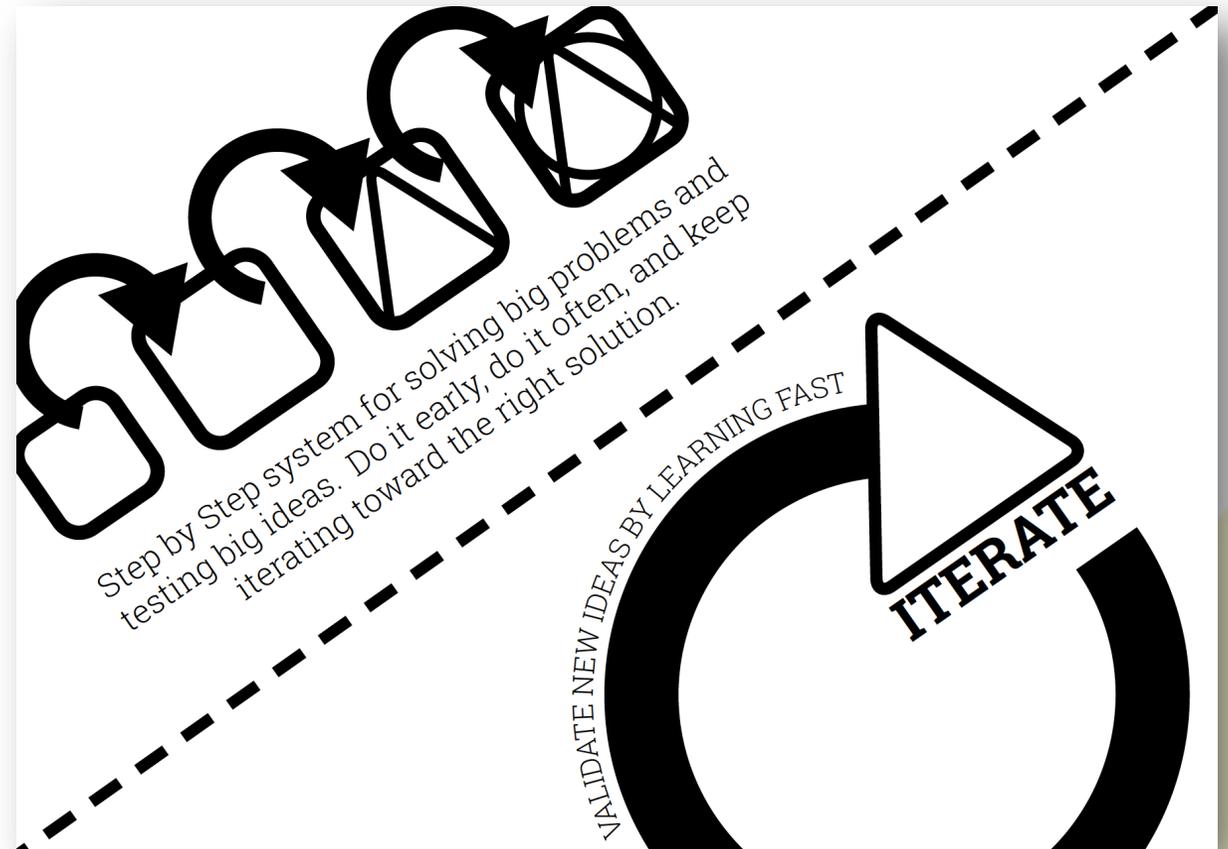
Typically projects go from an idea to launch without any input from our users, sometimes project scope diverts our projects off track and we never complete or are so far removed from the original concept they no longer meet the user requirements.

A Sprint process requires us to follow a structured plan in order to learn, build and evaluate. Collecting data to iterate our thinking and improve our outputs.

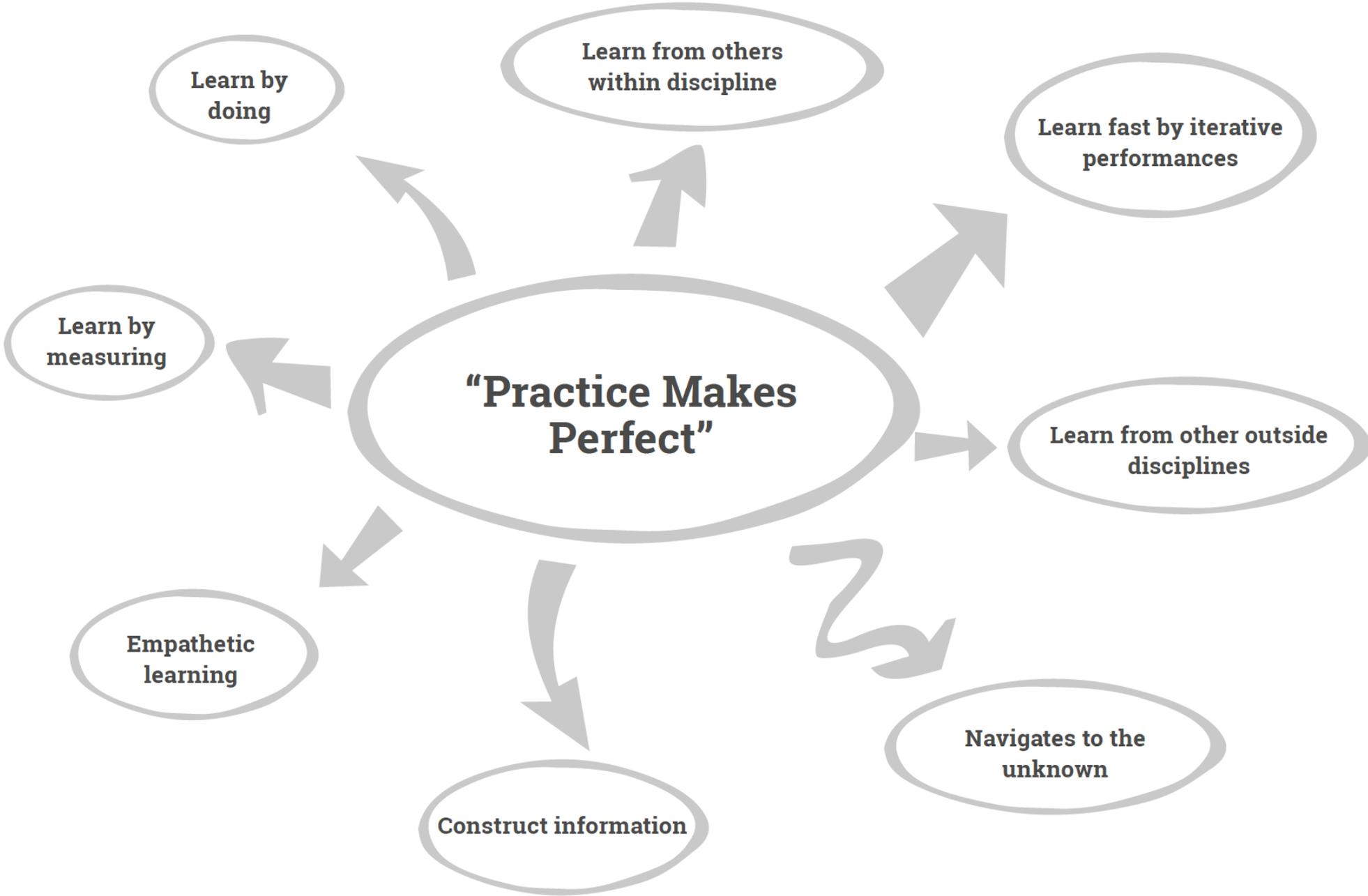


# Iteration

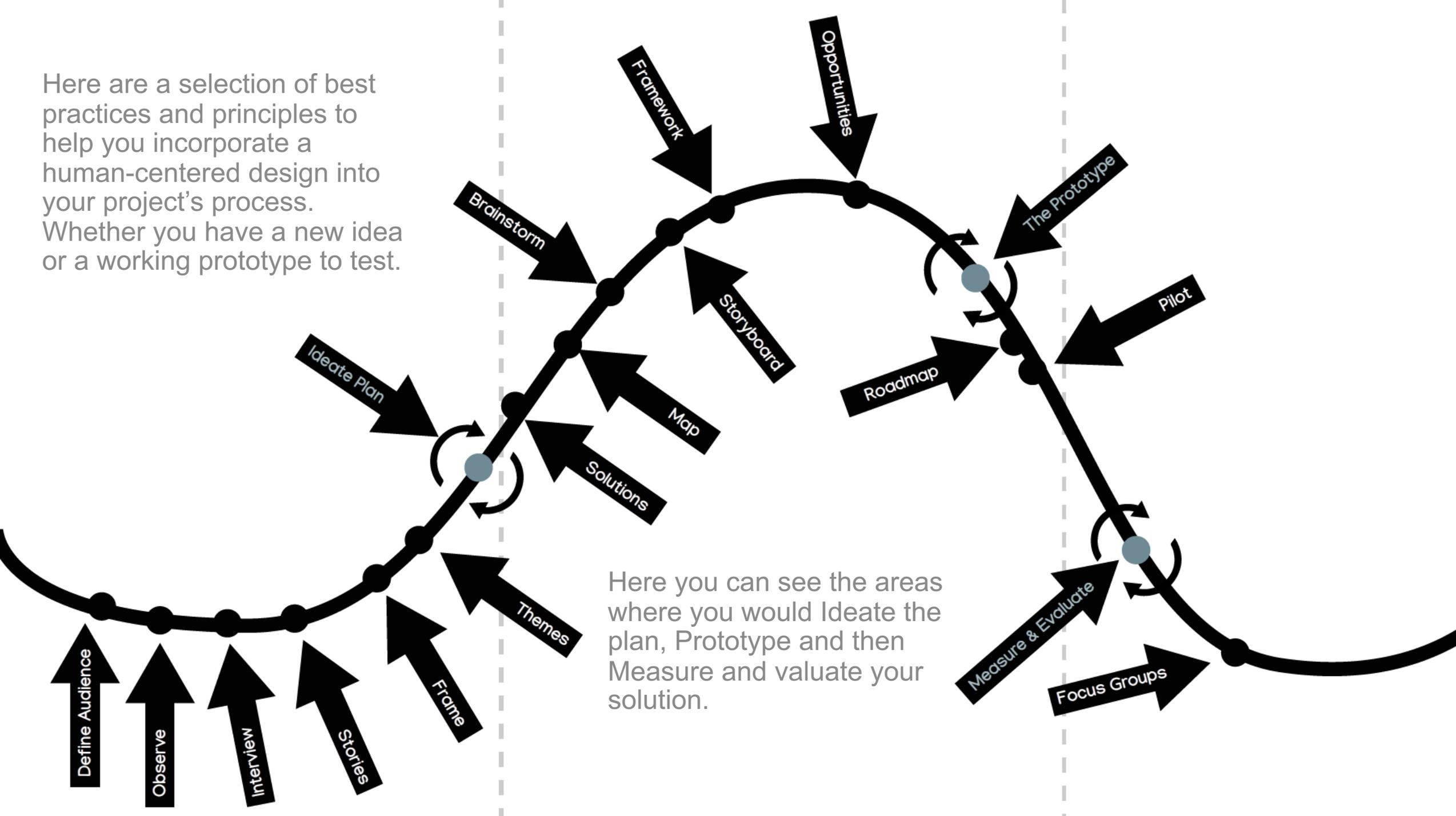
Iteration is key, but you need data in order to iterate so make sure you collect data at every point in your process.



*“A sprint answers critical questions  
using design, prototyping and testing”*



Here are a selection of best practices and principles to help you incorporate a human-centered design into your project's process. Whether you have a new idea or a working prototype to test.



Here you can see the areas where you would Ideate the plan, Prototype and then Measure and evaluate your solution.

# Problem Framing

Solutions are easier to talk about, but they don't invite new thinking (focus on the problem)

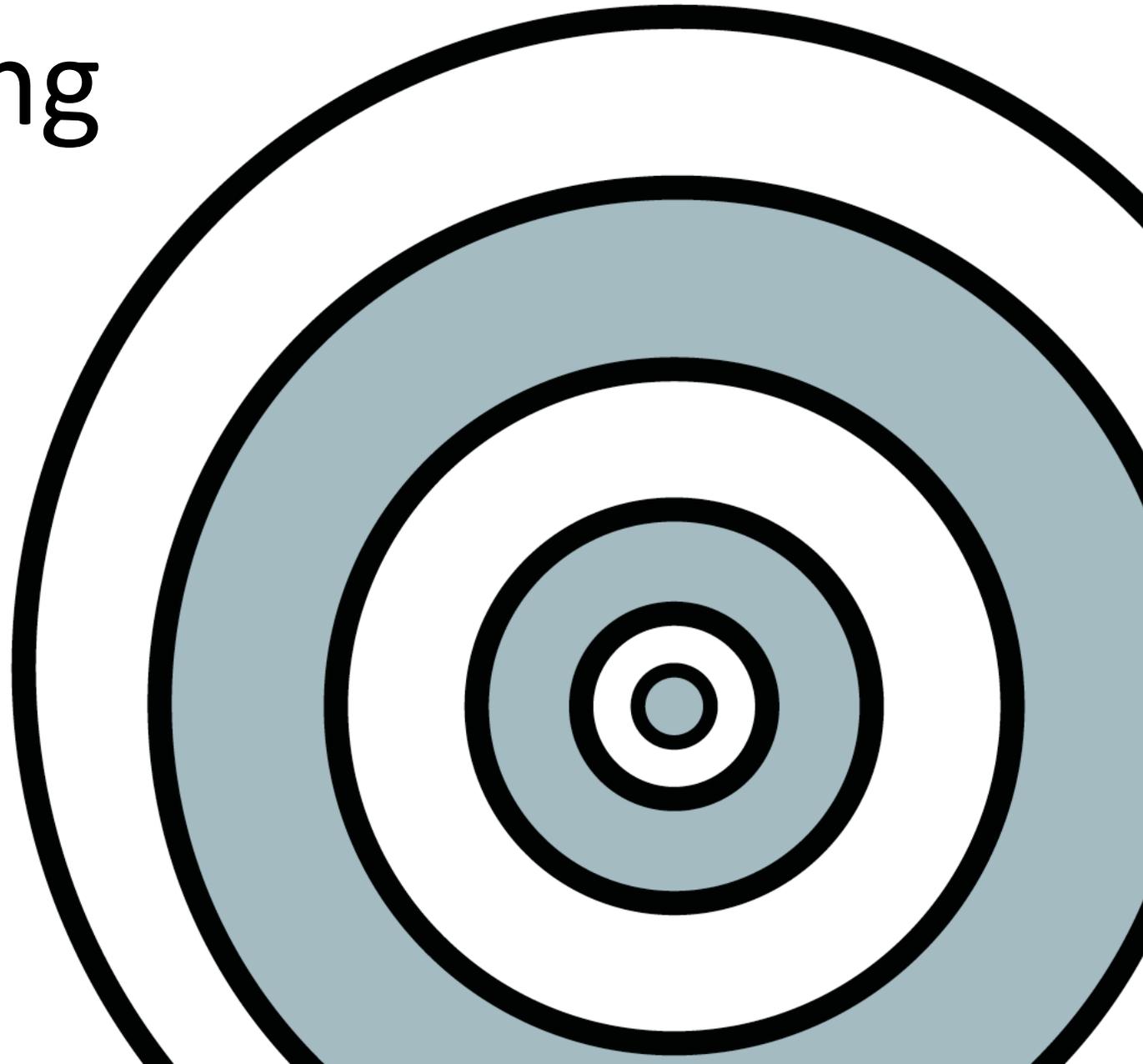
Does everyone understand the problem?

Understand and prioritise the problem first!

Increases the chances in finding the right

Solution

Is the problem worth solving?



*“Failure to ask the right questions will lead to solving the wrong problem or meet the requirements of your users”*

# How Desirable, Feasible and Viable is your solution?



## Desirability

Tests whether your product/service is solving the right customer problem. Do your customers desire what you are offering? You should think about ways to capture this information. Speak to your customers.



## Viability

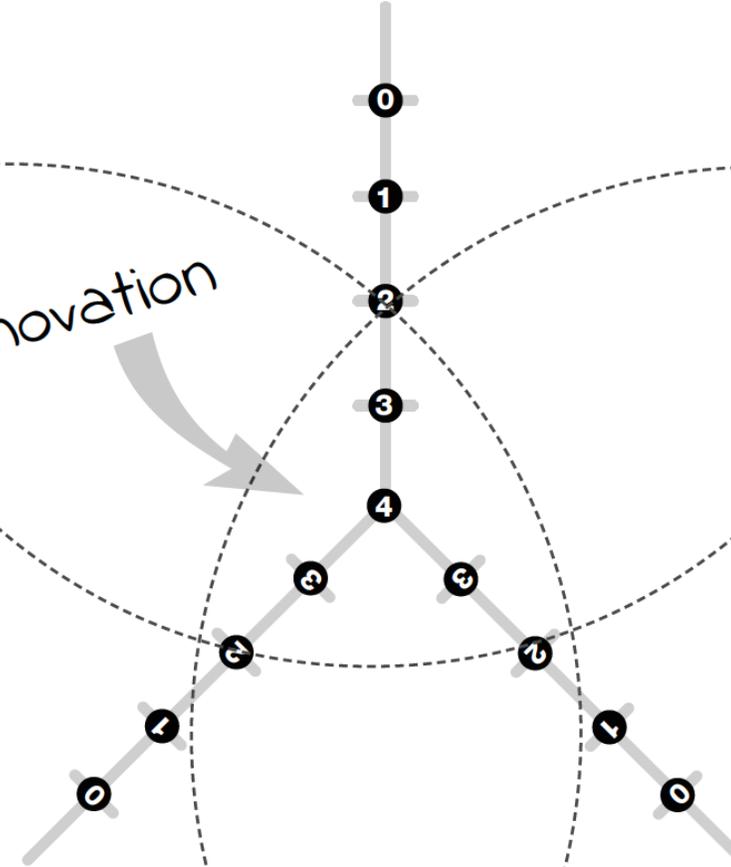
Tests your approach for long-term sustainability. Is it future proof? Does your solution provide short term profit without considering the long-term impact?



## Feasibility

Feasibility - asks the question, how can we do this to make our business better? Do we have all the resources? Do we need to buy in expertise? How do we minimise the risks? Is it feasible as a business?

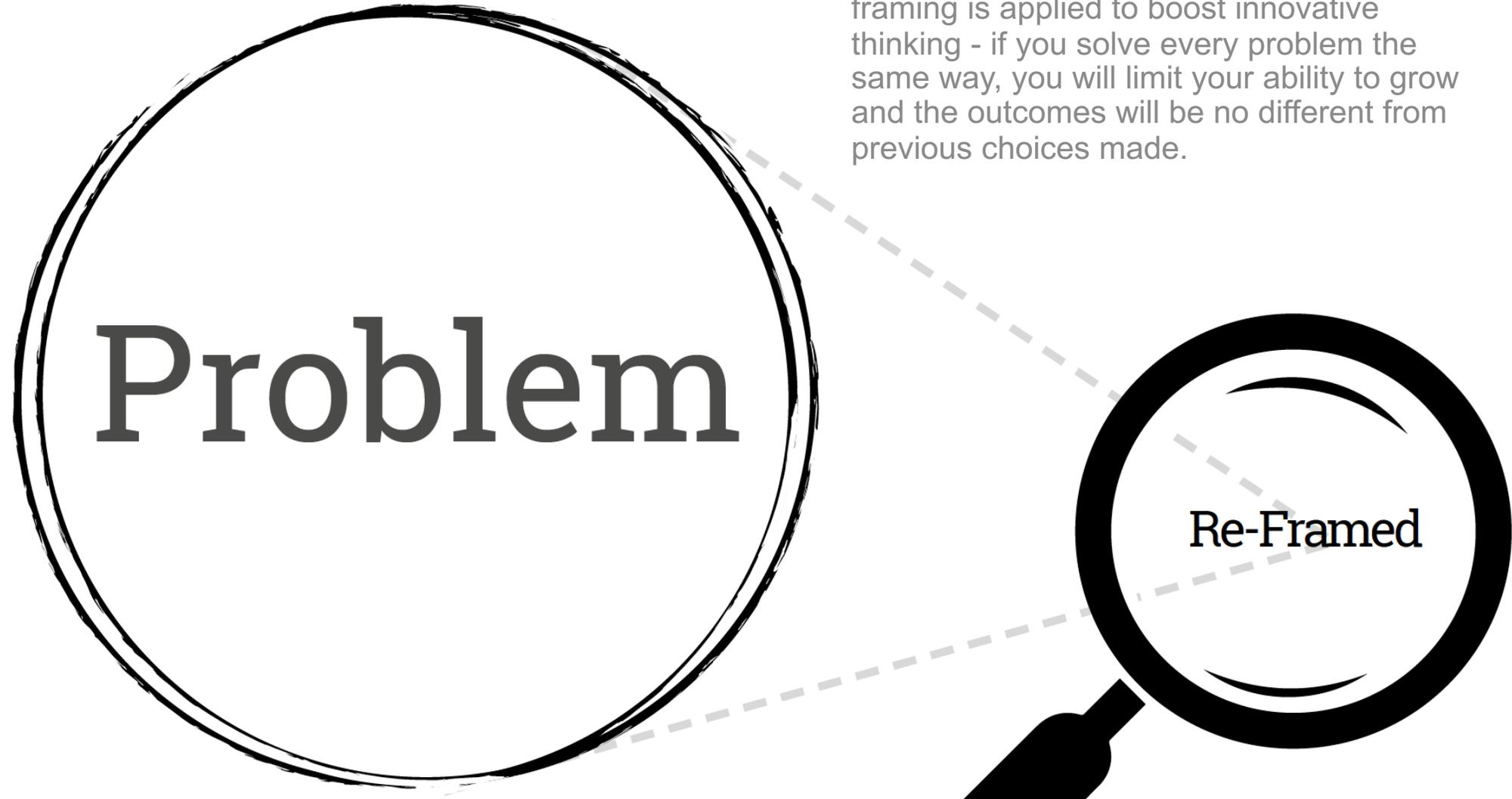
Innovation



*“Great organisations fail, but they learn from what failed and apply new learning to avoid further failure.”*

# Problem Reframing

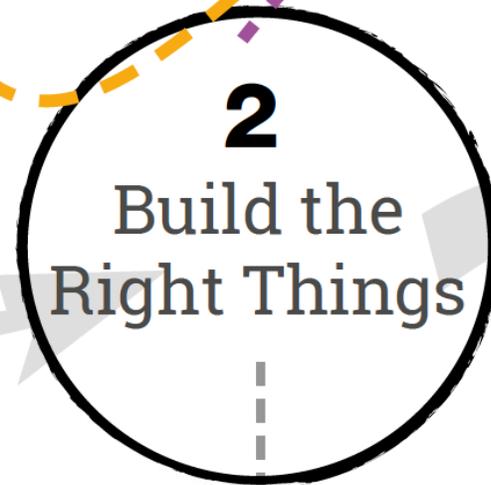
Re-framing your problem helps when ideating solutions. It is an approach to view your problem through a different lens. Re-framing is applied to boost innovative thinking - if you solve every problem the same way, you will limit your ability to grow and the outcomes will be no different from previous choices made.





You should learn more about your customers. Find out what works and what doesn't. Ask them for feedback, observe how they interact with your product or see how they behave during the service you are providing. Collect data along the way, the more data you have the better. Put yourself in your customer's shoes. Empathise!

LEARN



Use prototyping methods to build solutions to your problems. As soon as you have something made, test it! Don't feel like you always have to prototype with the same materials. Seek new ways to prototype. The prototype needs to resemble as closely as possible the real thing. This way you will gain deeper insights from your evaluation.

BUILD



It is really important that you get your prototypes in the hands of real people. Don't be afraid to ask for their feedback. The only way you can learn is by asking probing questions. Remove any assumptions from your bias.

EVALUATE



# Iterative Process

VALUE

*“Don't Fail Fast, learn Fast”*

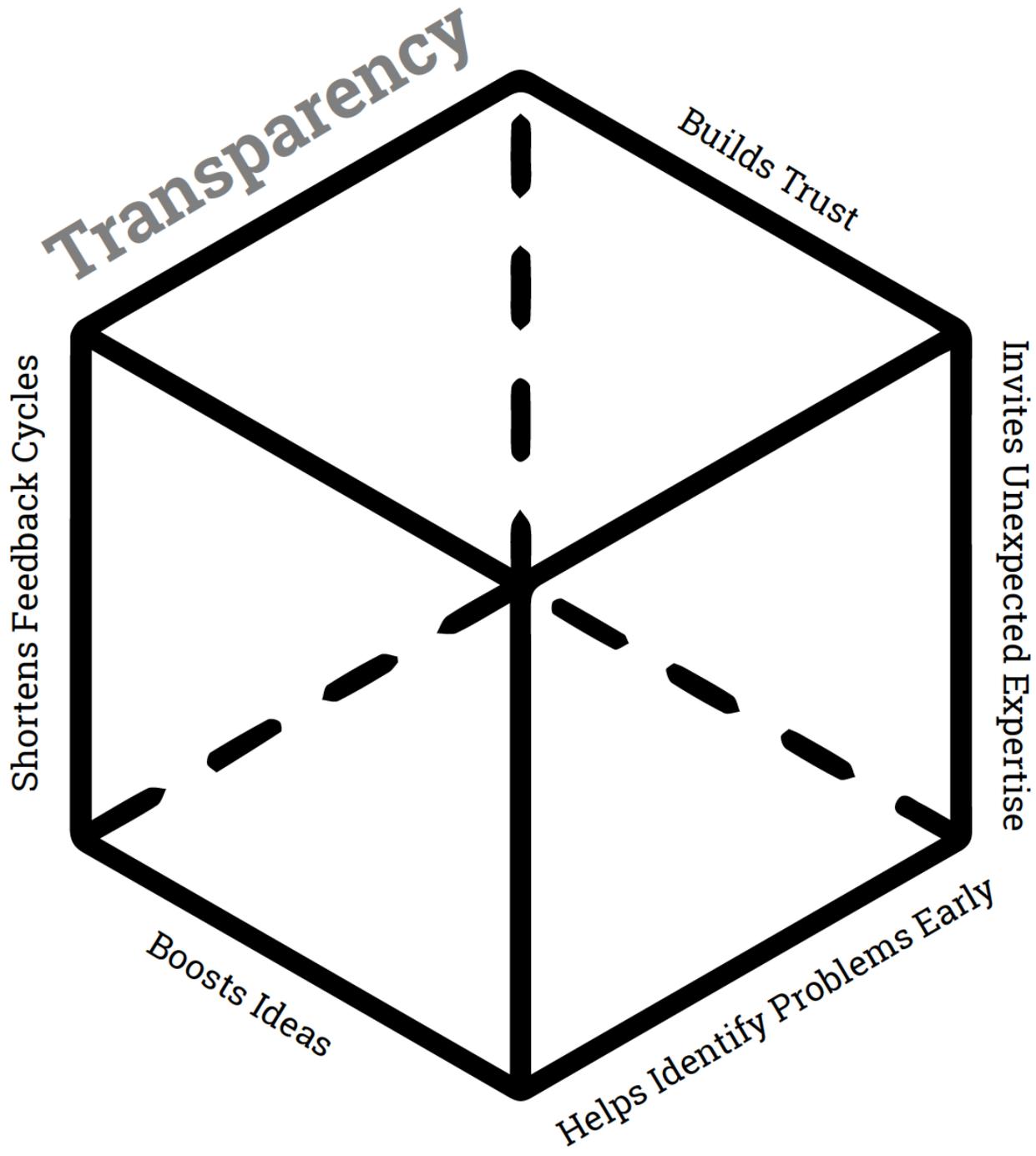
Tom Chi #mtpcon2012



TIME

*“Our first idea is not our best”*





*“Evaluation is critical, make sure you are measuring correctly, set the right questions!”*

*“Aligning yourself to what you want to evaluate against helps define and ask the right questions.”*

*“Never start with a solution. The sprint is designed to give you more efficient solutions. Always start with a problem”*

# Prototype

**What:** A prototype is a rough version of a product that allows you to gain early feedback as your users get a hands-on experience with the thing you are trying to solve. You are able to evaluate if you are on the right track by solving the right problem, and you can test particular elements directly with your users.

# Prototype

**When:** As soon as you have identified the problem you want to solve, you should prototype as early on in the process as possible and iterate this prototype based on the feedback.

**Why:** It is more cost effective to change a product early in the development process than to make change after you finalise it.

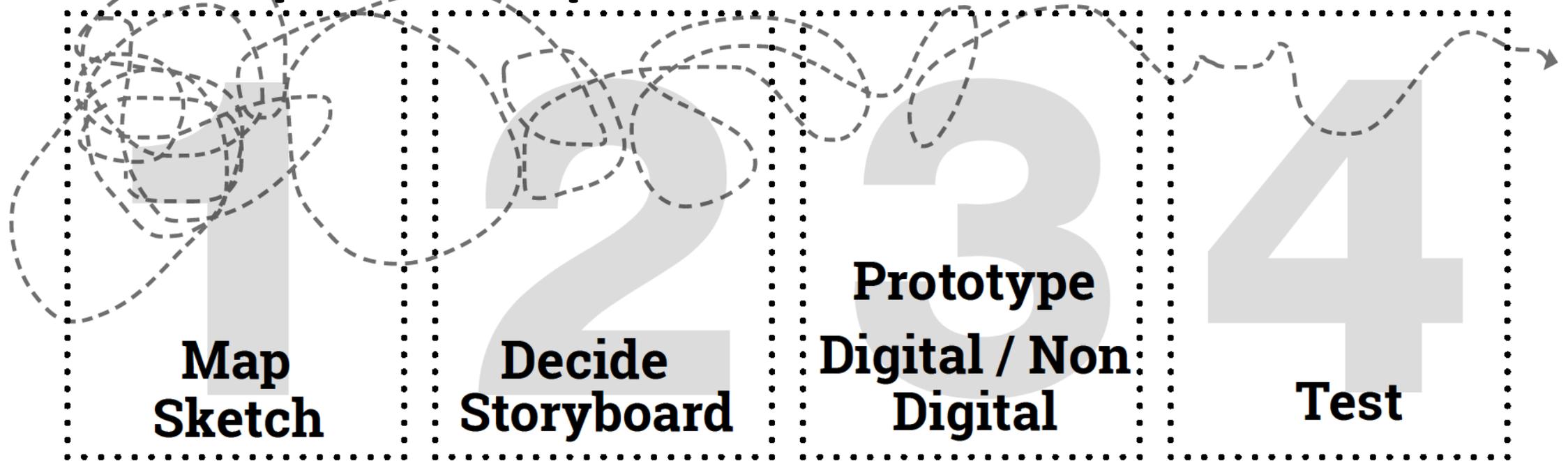
**Where:** Take your prototype out in the wild. Get feedback on it. Capture this feedback and iterate.

**How:** A prototype can be anything from paper drawings (low-fidelity) that have some form interactivity to something that allows a much richer experience (high-fidelity) where you have crafted the product further. This fidelity of prototype should have some level of investment applied.

# Process

The Sprint process is split up into separate phases (days). During these phases you will divide that work into two blocks separated by a lunch in the middle, with some brief rest between tasks if necessary.

# Four phase process



Learn

Learn

Build

Evaluate

# Understand

gather the team

define the challenge

user drives

talk to user

observe

findings

Context

People

Relationships

Behaviour Attitudes

Mental Model

Personas

Pain Point  
Desires

# Explore

Figure out the user journey

Bring the user

Bring the user

Co-creation

Bring the user

# Prototype

Build raw and fast

Materialise

See

Learn

user interaction

Product

Service

Journeys

# Evaluate

observe

Learn

product

experience

service

reframe

user perspective storytelling

insight opportunities barriers



# What's your problem?

Choosing the right problem to solve is important. Choosing the wrong problem could end up wasting time and resources or solving something your customer isn't interested in. See your problems differently, don't look at them negatively, if understood they are valuable to your company and customers. Too often, people fall in love with a solution rather than the problem itself. Solutions that fail are often solutions to a problem that doesn't exist, or the problem isn't bigger enough to require a solution.

“Innovator Bias is a sneaky troll — rearing its ugly head, not just during ideation, but throughout the innovation lifecycle, often when you least expect it. At each step, some of the most fundamental truths come from a deep understanding of problems before solutions.” . Ash Maurya, Love the problem, Not your solution.

Problem framing improves the chances for success.

To start with, writing a problem statement grounds our thinking by defining what current pain points exist, when, where and why a problem happens, the impact of the problem and its importance.

Problem statements help you define the problem, allow others within your network to understand what you are facing and help you understand who your users are.



# Tips

Gather the team

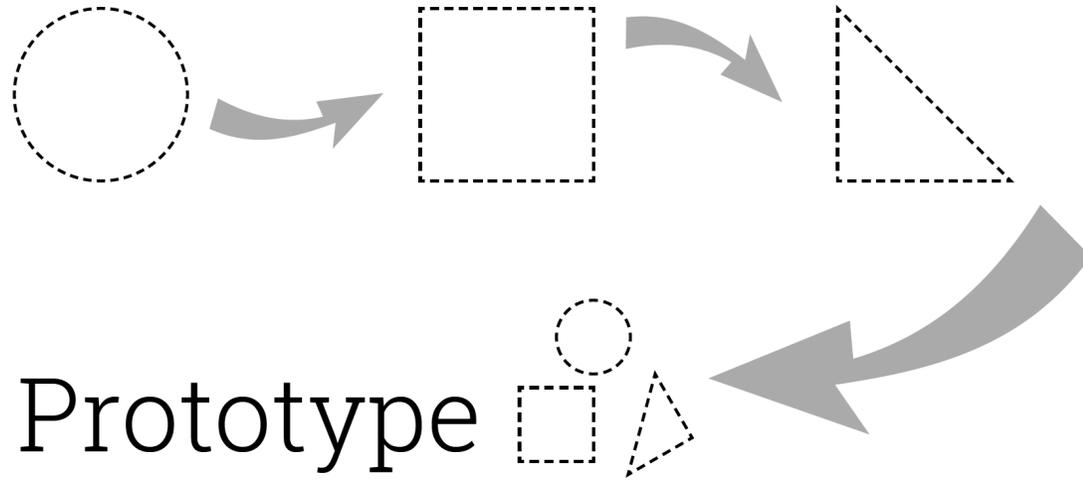
Set the schedule

Remove assumptions

Clarity is key

Set up the tools

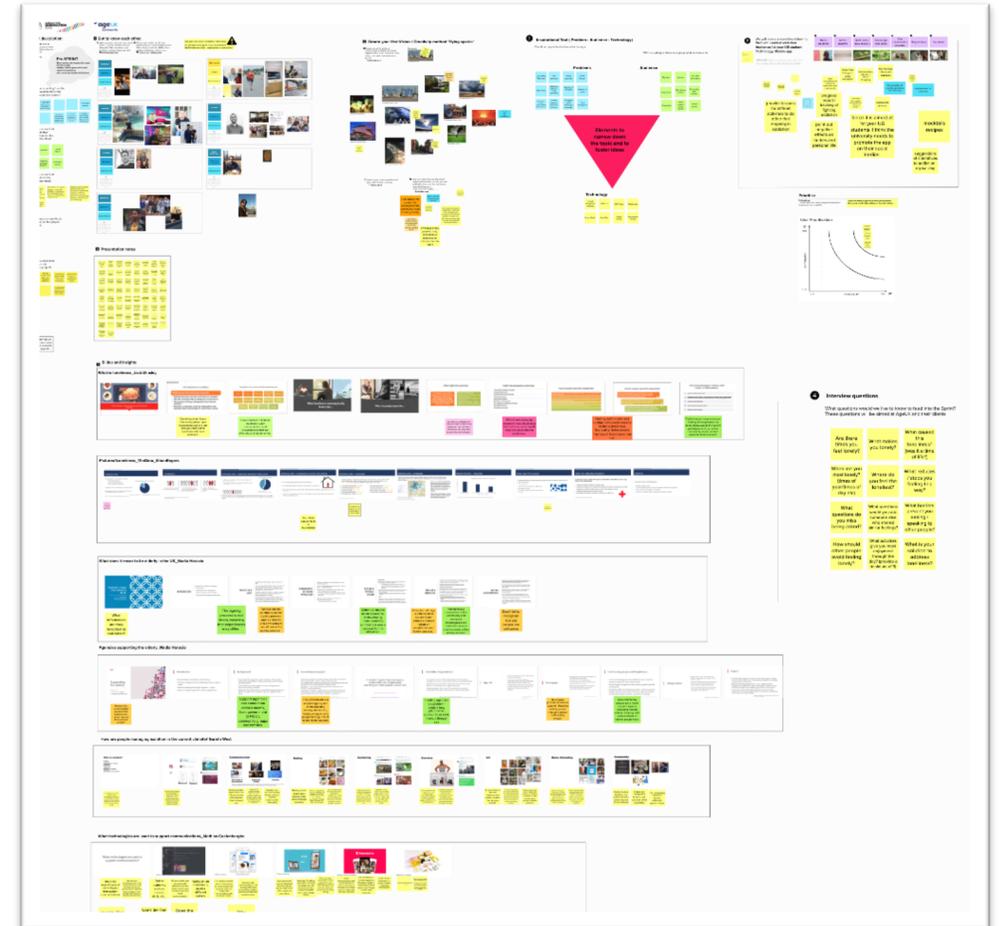
## Process



## Prototype

Before you Sprint you should make sure everyone is welcomed to the team. Remember remove any assumptions you might have, be empathetic with each other. Set the rules. Get everyone familiar with the tools you will be using – not everyone will have used the same tools you've used.

In this example we are using Mural for our interactive whiteboard and Zoom for video, chat and screenshare conversations.



# Understanding

The first phase is all about getting an aligned understanding of the problem/s and to define the challenge. By doing this you will be solving the right problem.

If you are part of a team you will want to make sure everyone is in agreement with the common goal we are going to solve during the Sprint. When you have multiple people around the table everyone will have their own understanding.

Therefore, it's important to ensure everyone's voice is captured but also decisions are made at each milestone. It is important that a critical alignment of the understanding is achieved to ensure the correct target is being aimed towards.



# How Might We (HMW)?

In order to visualise a solution to a problem our brains work best with solving questions. Therefore you should always convert your statements of problems into questions. We refer to these as How Might We or HMW for short. We constraint ourselves to write down HMW as this forces us to write a question.

# Pre- “How Might We” statement builder

You can create your HMW questions from your problems by splitting them up into three sections like the below; Action, Subject and Outcome,

## Action

Redesign, encourage, improve,  
solve....

## Subject

millenials, sales managers, re-  
tired women, CEOs.....

## Outcome

frictionless, affordable, fun,  
engaging.....



**ACTION** you want to achieve (e.g. verb), **SUBJECT** to be influenced or affected, so that... **WHAT** you would like to ideally achieve (outcome)?

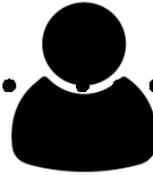
**Facts**

**Personal**

**Problems**

What?

Why?



When?

How?

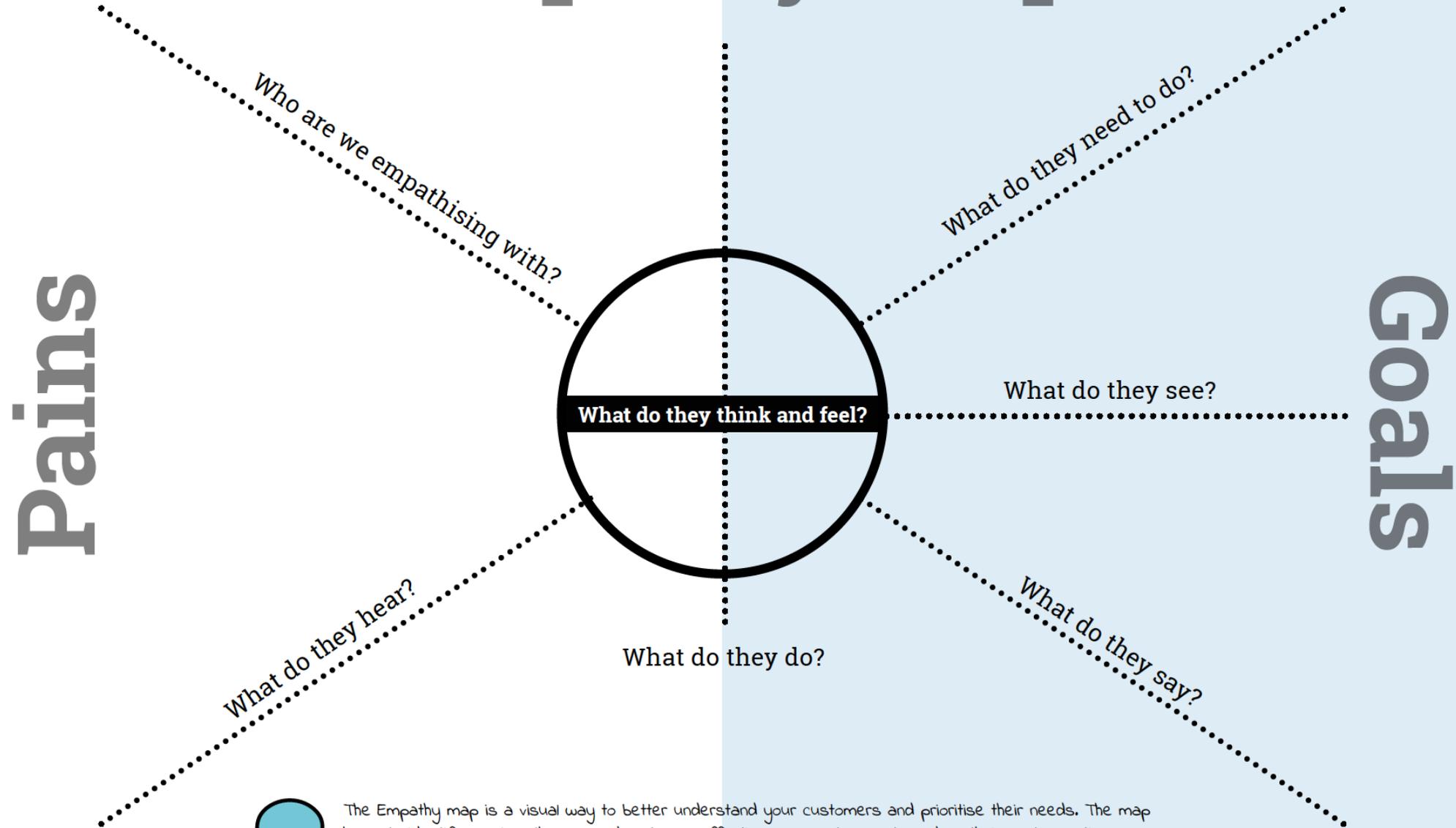


emex

**Behaviours**

**Goals**

# Empathy Map



The Empathy map is a visual way to better understand your customers and prioritise their needs. The map helps to identify any key themes and problems affecting your customers based on their quotes, actions, behaviours, pains and feelings captured throughout research and expert interviews.

# What source of inspiration exist?

Think about those existing solutions, brands or companies that we want to emulate. Google, ask friends or consult experts – find out what's currently working in your opportunity space and what's not.

## **Competitors**

What currently exists in the market that solves for the problem focus area?

## **Substitutes**

What workarounds or substitutes do our customers currently use to solve this problem?

## **Role Models**

What best practice examples have we seen that we would like to emulate or draw from?

## **Villains**

What have we seen that has been tried before but has not worked, or, an example of solving this problem that we want to avoid?



# What is our user trying to achieve?

Draw on empathy techniques, such as the Persona Canvas, interviews, surveys and Empathy Canvas to take a point of view on what our user is trying to achieve. List as many POV statements as needed. Make sure your insights are based on empathy and insights, and are not transactional statements.

\_\_\_\_\_ needs a way to \_\_\_\_\_ because \_\_\_\_\_  
(USER) (NEED) (INSIGHT)

\_\_\_\_\_ needs a way to \_\_\_\_\_ because \_\_\_\_\_  
(USER) (NEED) (INSIGHT)

\_\_\_\_\_ needs a way to \_\_\_\_\_ because \_\_\_\_\_  
(USER) (NEED) (INSIGHT)

\_\_\_\_\_ needs a way to \_\_\_\_\_ because \_\_\_\_\_  
(USER) (NEED) (INSIGHT)

\_\_\_\_\_ needs a way to \_\_\_\_\_ because \_\_\_\_\_  
(USER) (NEED) (INSIGHT)

\_\_\_\_\_ needs a way to \_\_\_\_\_ because \_\_\_\_\_  
(USER) (NEED) (INSIGHT)



# Explore (Refining)

The second phase centres around refining our idea. We create visual representations of the idea in order to express to our team. We then start to gather feedback from the ideas and evaluate which ideas to take forward. We've achieved this using a pentagon model. Each time we go through the process we are in a state of convergent and divergent thinking. We are broadening and narrowing down our thinking. To a point where we have a manageable number of ideas to consider.



# What out of the box ideas do we have?

Come up with at least 8 ideas (aim for more!). Don't consider what's possible or feasible - this is your opportunity to think big. The more creative and innovative the better!

Idea 1

Idea 2

Idea 3

Idea 4

Idea 5

Idea 6

Idea 7

Idea 8

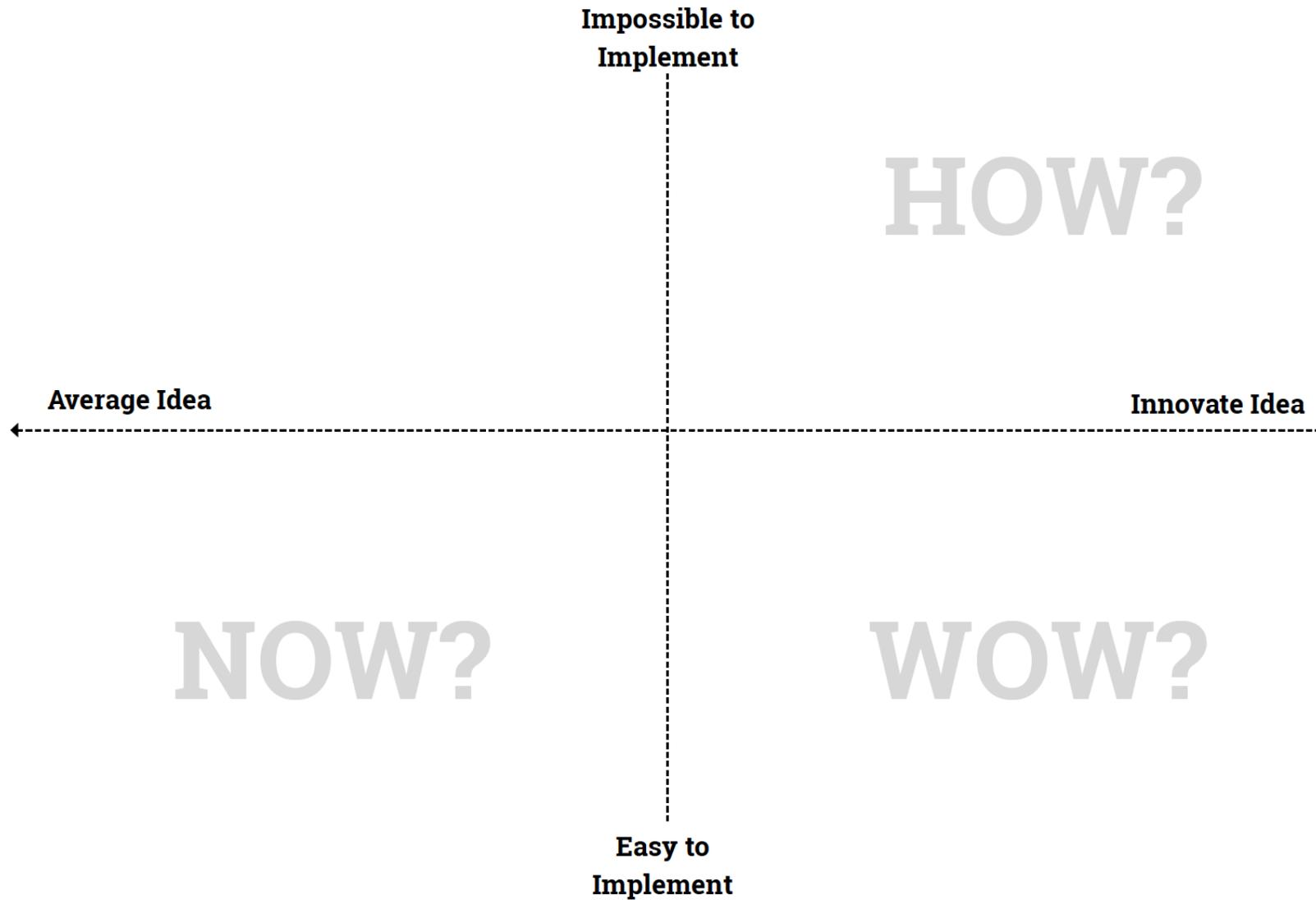


# What ideas have the most potential?

Rate your ideas against impact and confidence. Don't aim for perfection or unanimous decision-making. Nominate someone who makes the final call when the group can't decide.

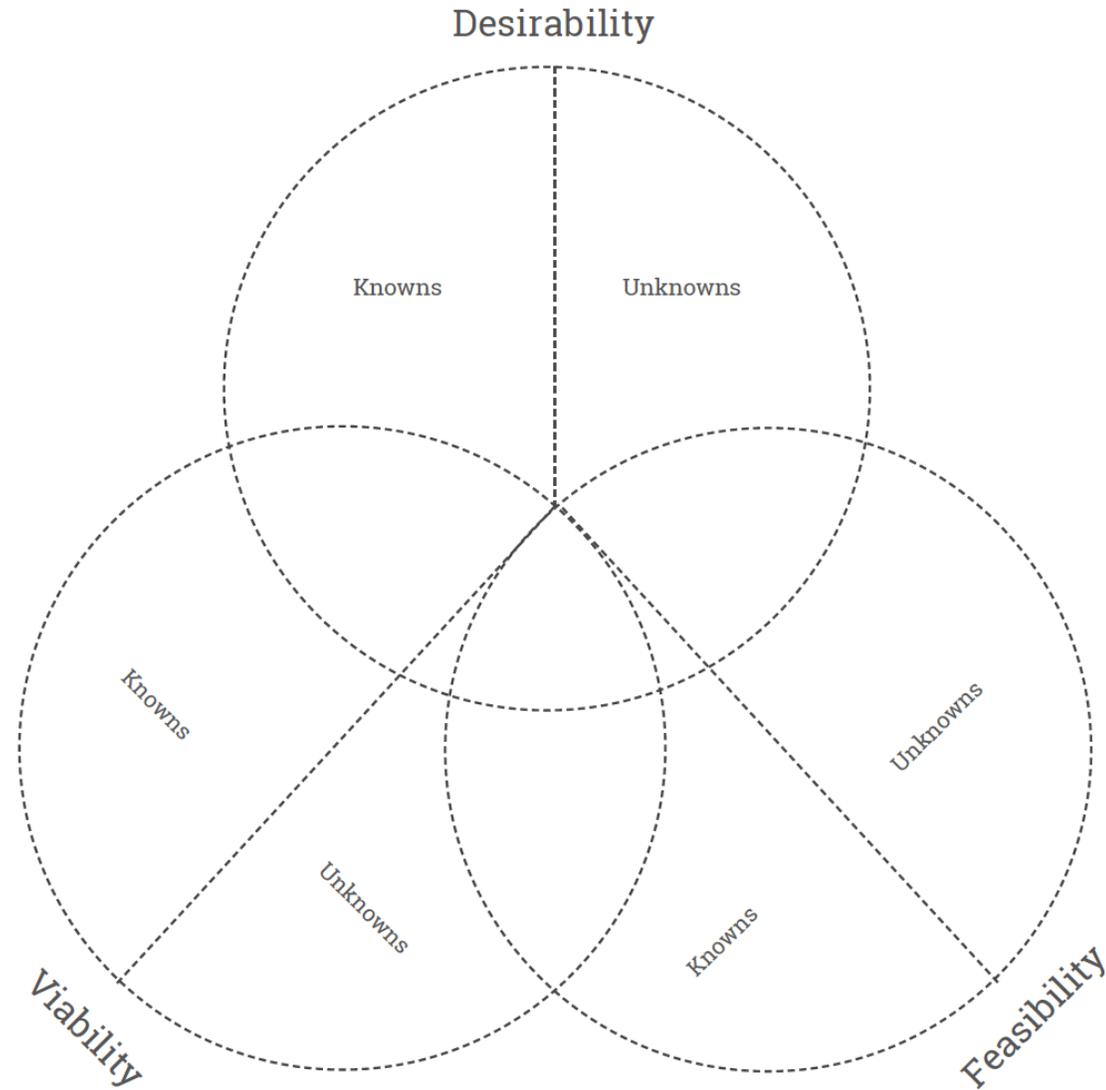


# HOW-NOW-WOW-MATRIX



# What assumptions do you have about your idea?

Identify our assumptions about our idea(s) by listing what we currently know, and what we need to find out.



# User Flow

Now you have a problem you'd like to solve, a solution that might solve this to be validated through the prototype. Figure out six steps on the agreed concept. Expand the three-part story (beginning, middle and end) by adding more detail to each step. For example:

Step 1: (create the entry point for your solution) participants gather to hear about a method to help them understand their user needs.

Step 2: a presentation given on the process.

Step 3: activity explained to participants.

Step 4: examples and case studies provided to help participants understand the activity.

Step 5: touch points within the activity to check if participants are doing it right

Step 6: (the ideal ending) participants gain a hands-on knowledge of the method.

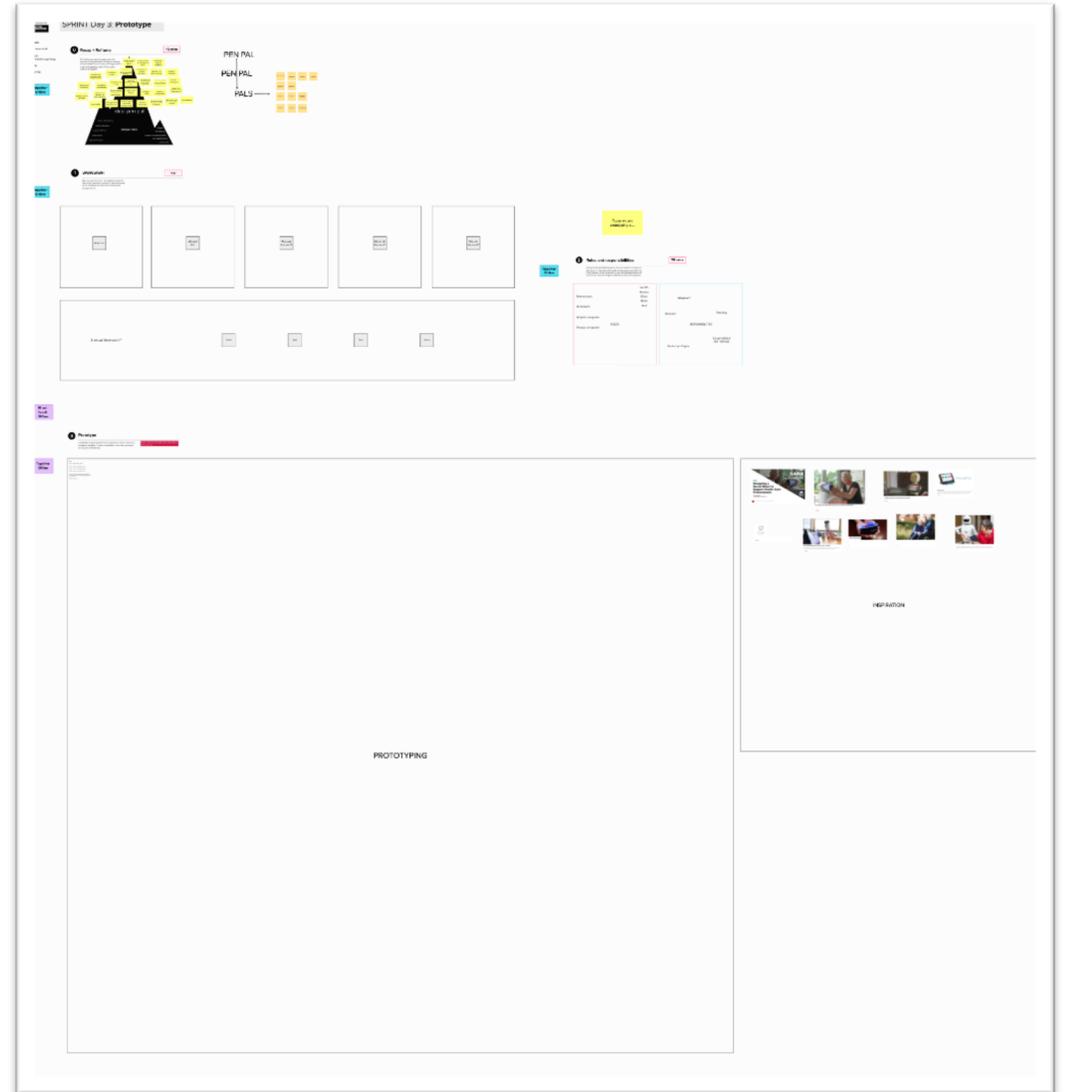
If you are doing this exercise as a group, you will want each person to create their own user flow based on the problem identified. Once you have all finished you should lay these out and again get feedback via voting. You should be choosing which flow will be taken forward into the Storyboard method.

# Storyboarding

Take the six-part User Flow and expand this now into an eight step storyboard. Use the post-its from the agreed user flow as the foundations for your sketches. Now start to sketch out the storyboard thinking about all aspects of solving your problem. Think about the journey a user will have with the product. This storyboard will provide the foundations for the prototyping phase.



Then we prototype and test, we focus on one core element of the idea and create low-fidelity prototypes in order to gather insights. These low-fidelity prototypes are created using minimal resources and cost effective solutions (paper, card, cardboard, etc). The reason for this is because when testing with users we can make simplistic changes to the design in real time - there is no need to go away and re-compile or re-render. From here, we take these findings and either iterate our low-fidelity prototype or move onto producing a high-fidelity version which again can be test.



# What is our one big idea?

Sketch out what your one big idea looks like. Make the sketch as visual as possible – try to avoid using copious descriptions. List the benefits and features as succinctly as possible.

	Benefits to User
	Features
Solution Sketch	



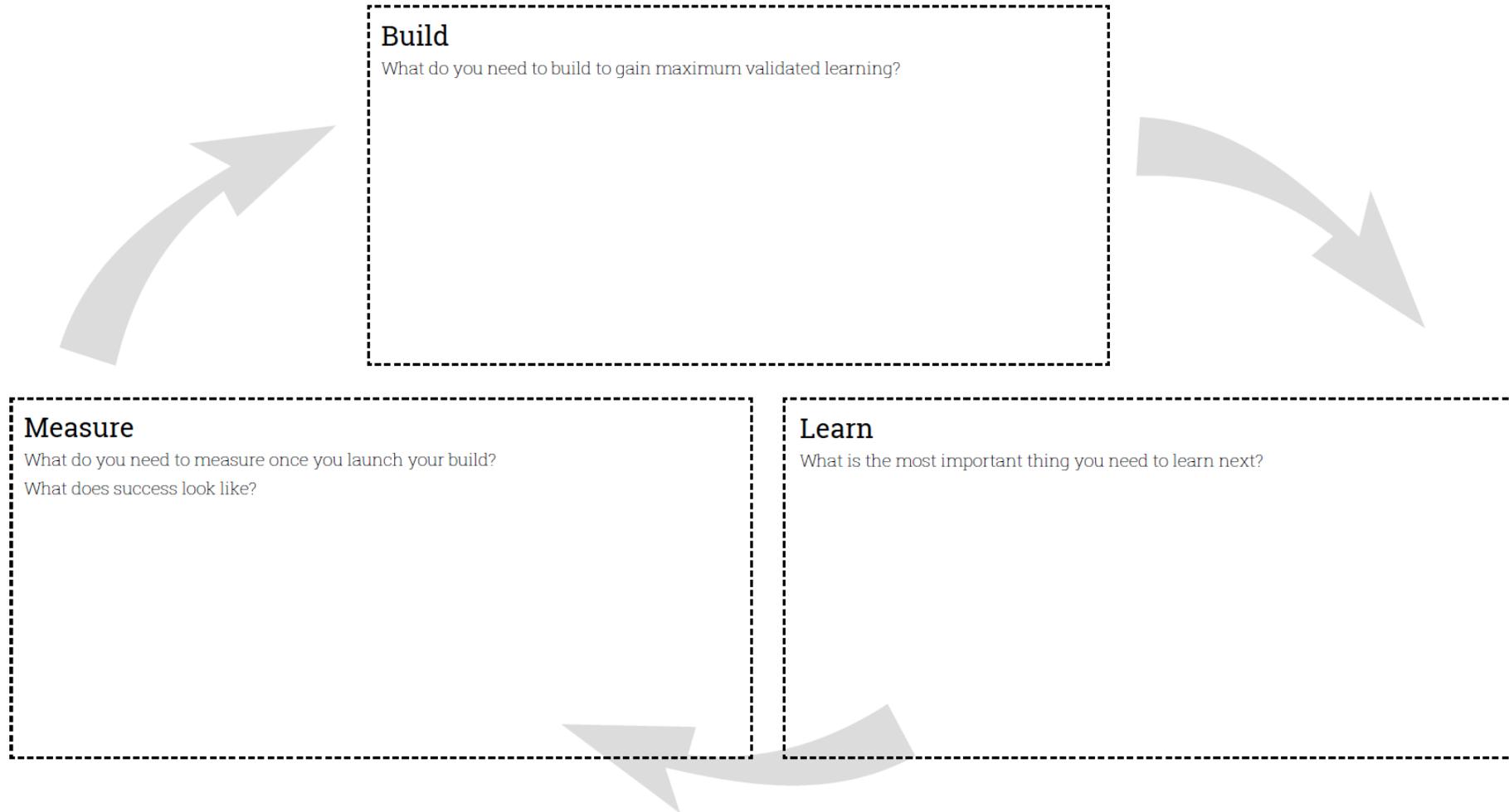
# What are we Prototyping?

Define what we need to prototype by completing the below canvas. Make sure you follow the steps in the order prescribed.

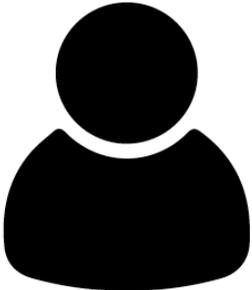
<p><b>1. Business Problem</b> What business have you identified that needs help?</p>	<p><b>5. Solution ideas</b> List product, feature, or enhancement ideas that help your target audience achieve the benefits they're seeking.</p>	<p><b>2. Business Outcomes</b> What business outcomes will be achieved if we are successful in solving the problem?</p>
<p><b>3. Users &amp; Customers</b> What types of users and customers should you focus on first?</p>		<p><b>4. User Benefits</b> What are the goals your users are trying to achieve? What is motivating them to seek out your solution? (e.g., do better at my job OR get a promotion)</p>
<p><b>6. Hypotheses</b> Combine the assumptions from 2, 3, 4 &amp; 5 into the following template hypothesis statement: "We believe that [business outcome] will be achieved if [user] attains [benefit] with [feature]."</p>	<p><b>7. What's the most important thing we need to learn first?</b> For each hypothesis, identify the riskiest assumption. This is the assumption that will cause the entire idea to fail if it's wrong.</p>	<p><b>8. What's the least amount of work we need to do to learn the next most important thing?</b> Brainstorm the types of experiments you can run to learn whether your riskiest assumption is true or false.</p>



# What do we need to learn next?



# What is minimum viable product?

<b>Solution Sketch</b>	<b>MVP Features</b>
	<b>Target Persona</b>
	 Persona's Name.....
<b>Assumptions being Tested</b>	
We believe that.....	Which will be proven if.....
We believe that.....	Which will be proven if.....
We believe that.....	Which will be proven if.....
We believe that.....	Which will be proven if.....



# How will you User Experience the Prototype



Action

---

---

---



Action

---

---

---



Action

---

---

---



Action

---

---

---



Action

---

---

---



Action

---

---

---

# What are we testing?

Define your prototype or test hypothesis by completing the below sentences. If you're testing multiple hypotheses, used multiple canvasses. Ensure your success measurements include a number.

We believe  
that....

Hypothesis

To verify that  
we will.....

Measurement

And  
measure....

Metric

We are right  
if.....

Success Criteria





**Grant agreement no.:** 2018-1-DE01-KA203-004282

**Project Consortium:** University Babelsberg  
KONRAD WOLF (Germany); Tampere University  
(Finland); Tampere University of Applied  
Sciences (Finland); University of Lincoln (United  
Kingdom); University of Central Lancashire  
(United Kingdom)