

Hello.

Designing with Data

Lana Criggs



Hi, I'm Lana.

A few years ago I quit my comfortable job to transition from behavioral economics to design. My journey took me to San Francisco and now back to Berlin where I'm a **Product Design Manager at Zalando's Design Studio**. When I'm not gaming or practicing yoga, I give back by volunteering at a refugee code school ReDI at other NGOs.

Today.

AGENDA

01 Glimpse into Zalando's customer-centric design process

02 Case study – Designing Zalando's loyalty program with qual & quant data

03 Questions & Answers

What you'll learn today

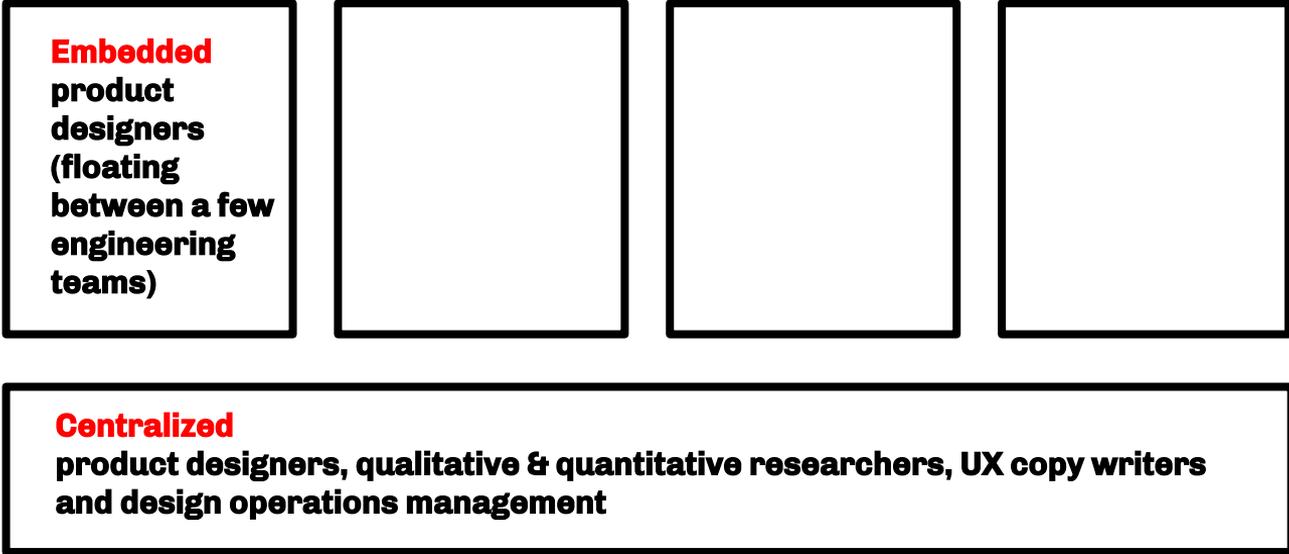
1. How to leverage **qualitative & quantitative data** to innovate
2. What **concrete methods** you can use to get data throughout the design process
3. What **pitfalls to steer clear of** when designing with data

01 Zalando's customer-centric design process

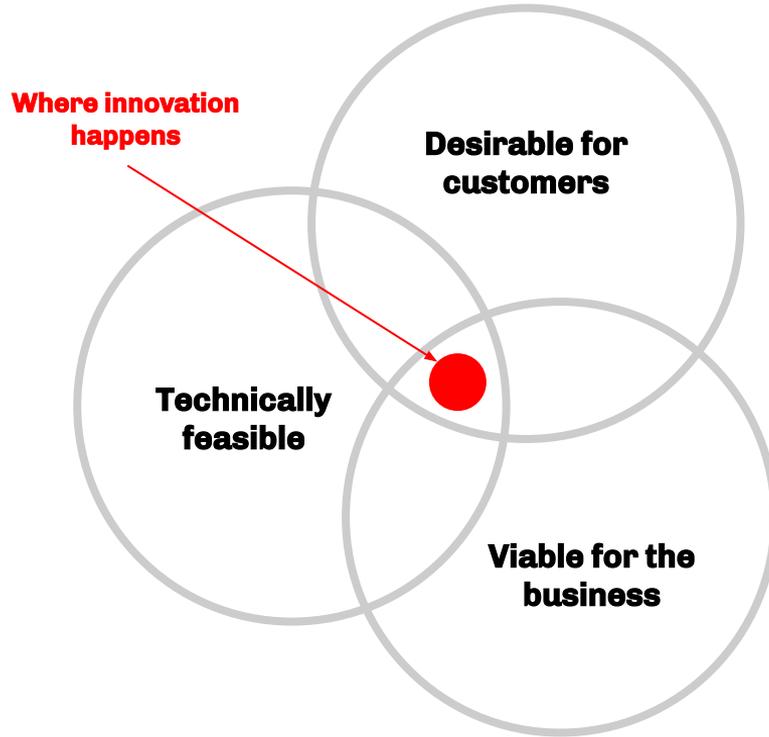
How Design is organized at Zalando

Designing with Data

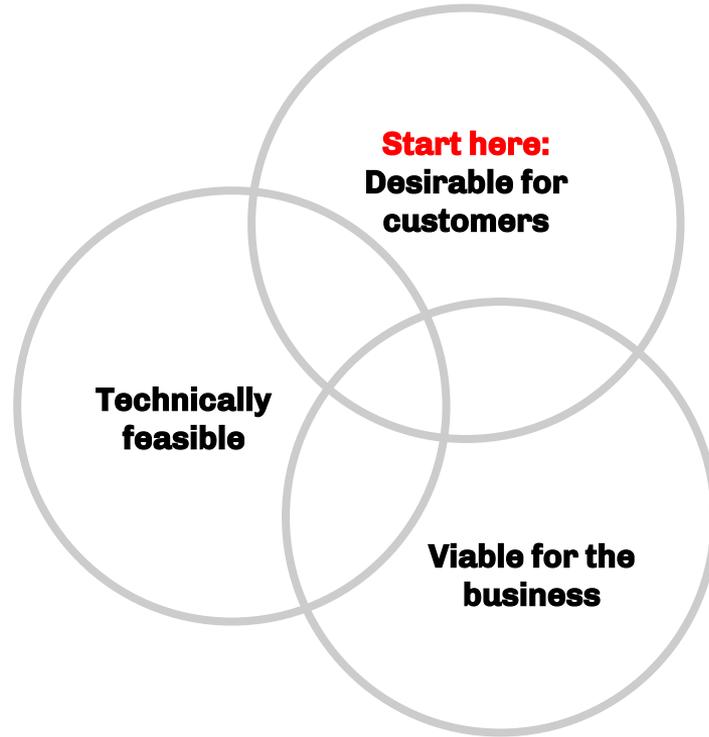
Talk



Customer-centric innovation



Customer-centric innovation



Zalando's 4D Process

Discover

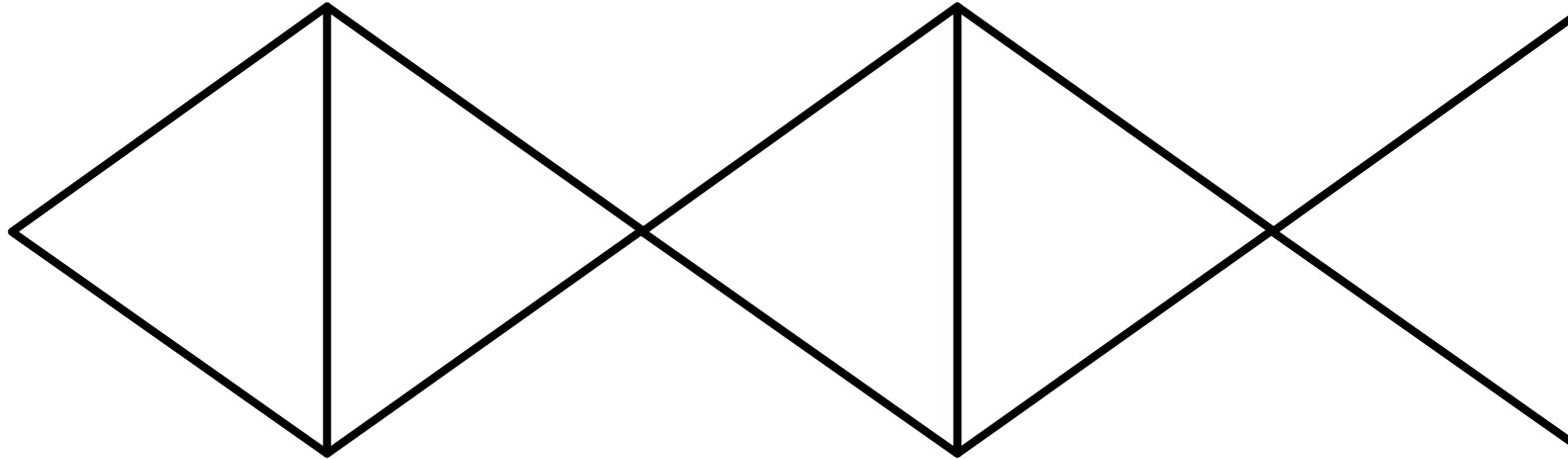
Define

Design

Deliver

Designing with Data

Talk



Zalando's 4D Process

Designing with Data

Discover

customer
problems

Define

the problem to
address

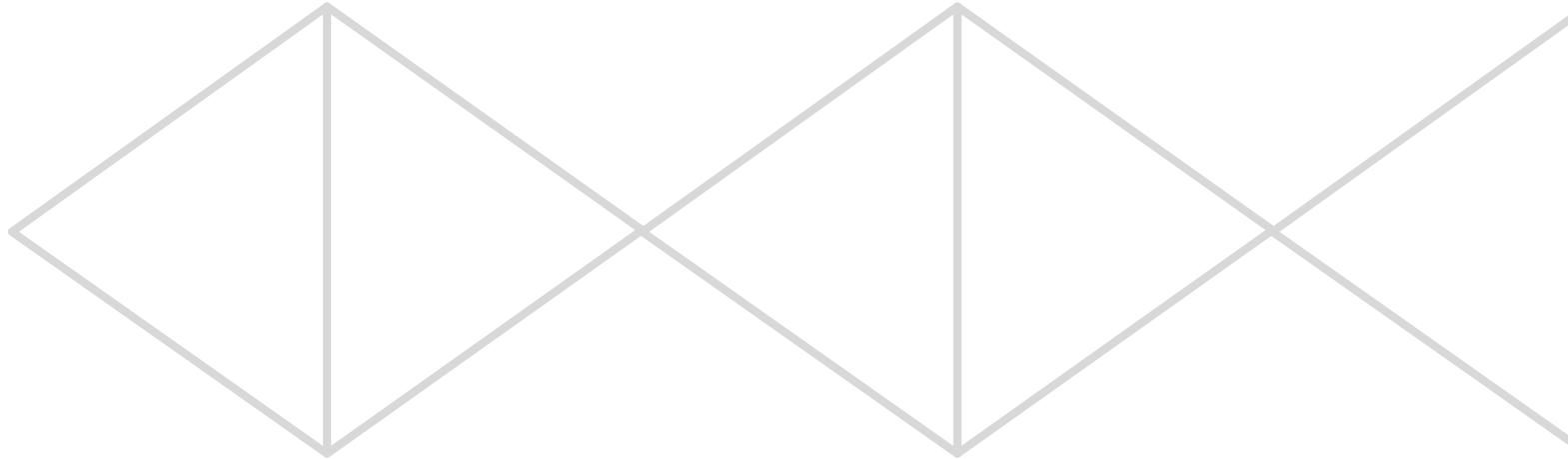
Design

& prototype
solutions

Deliver

& measure
solutions

Talk



Zalando's 4D Process vs. Design Thinking

Designing with Data

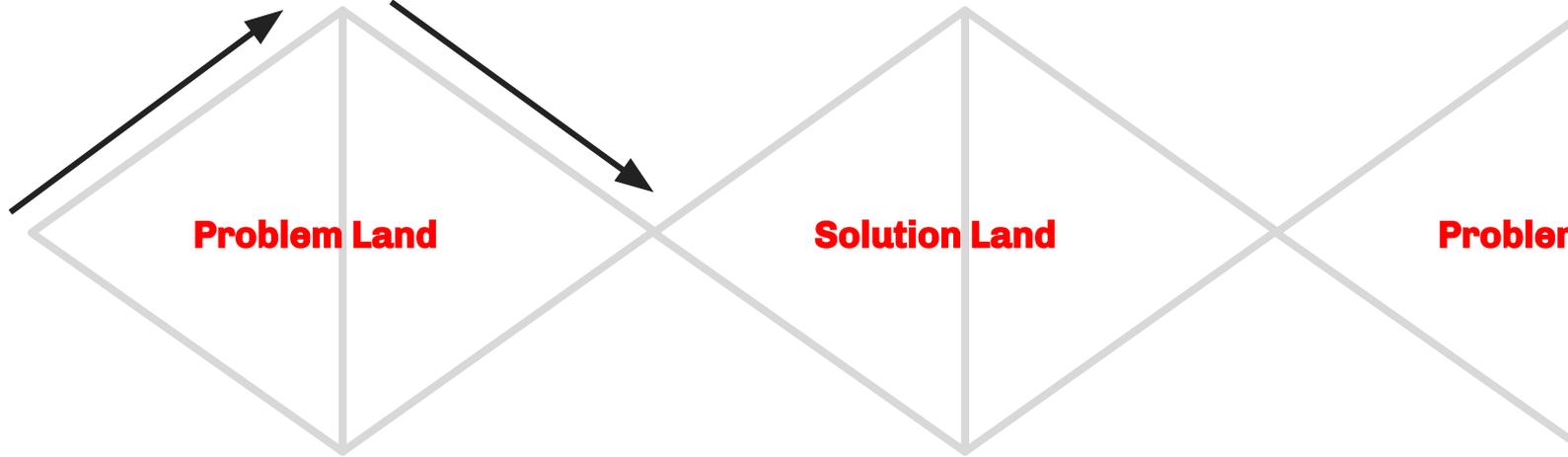
Discover

Define

Design

Deliver

Talk



Problem Land

Solution Land

Problem Land

Zalando's 4D Process vs. Lean Startup

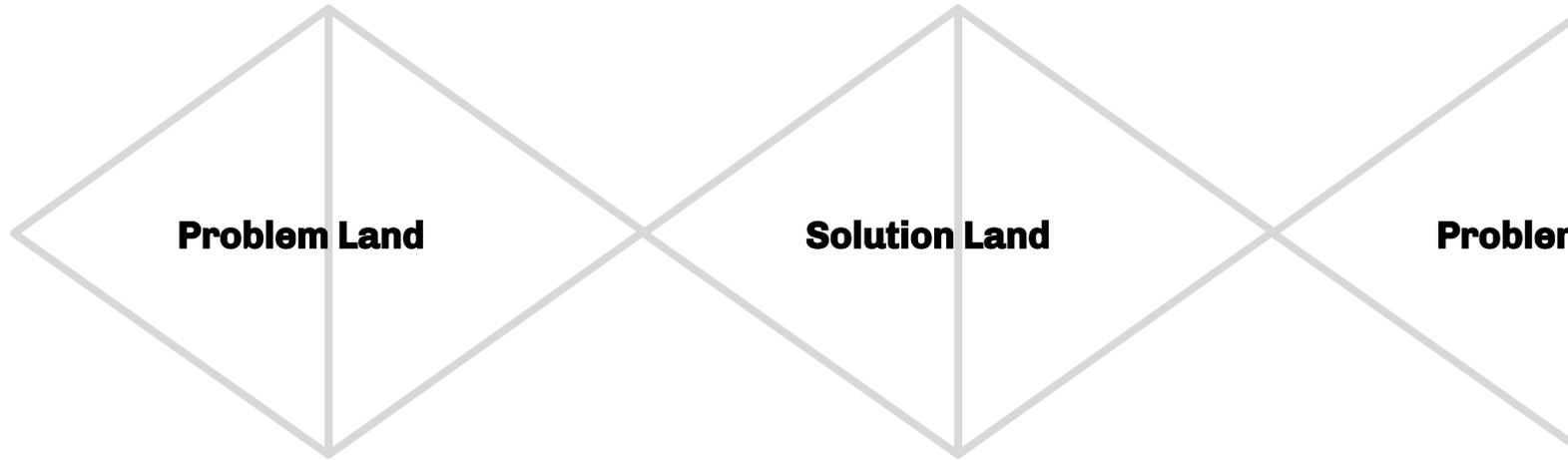
Designing with Data

Build
solutions

Measure
impact

Learn

Talk



Problem Land

Solution Land

Problem

Kolb's Learning Process

Experience

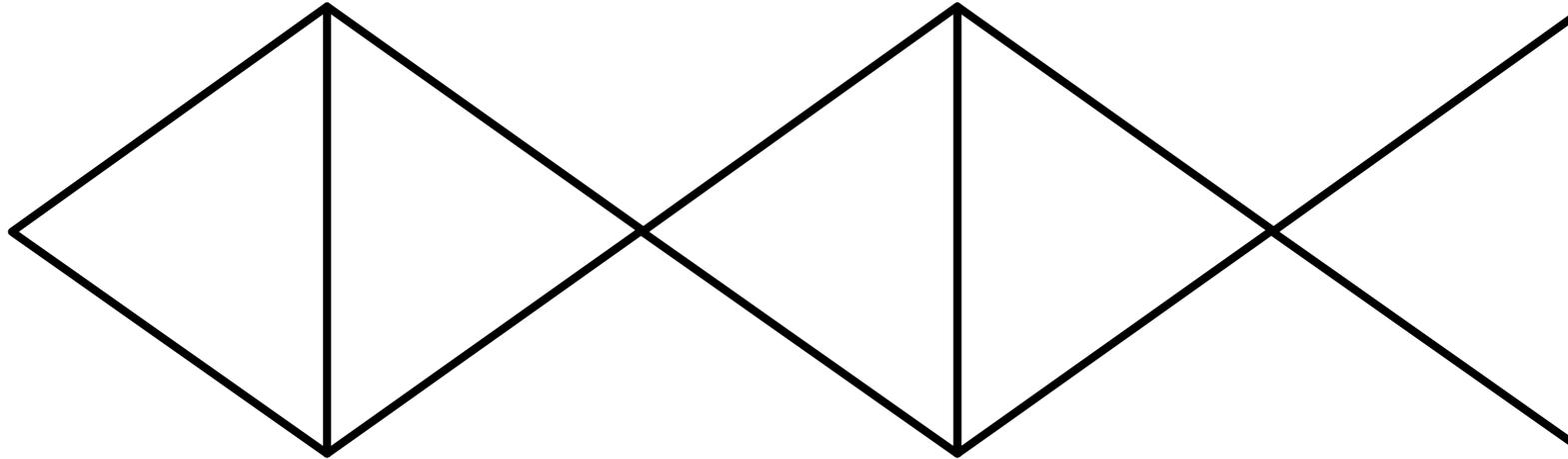
Reflection

Concept

Experimentation

Designing with Data

Talk



Kolb's Learning Process – Emotional Response

Designing with Data

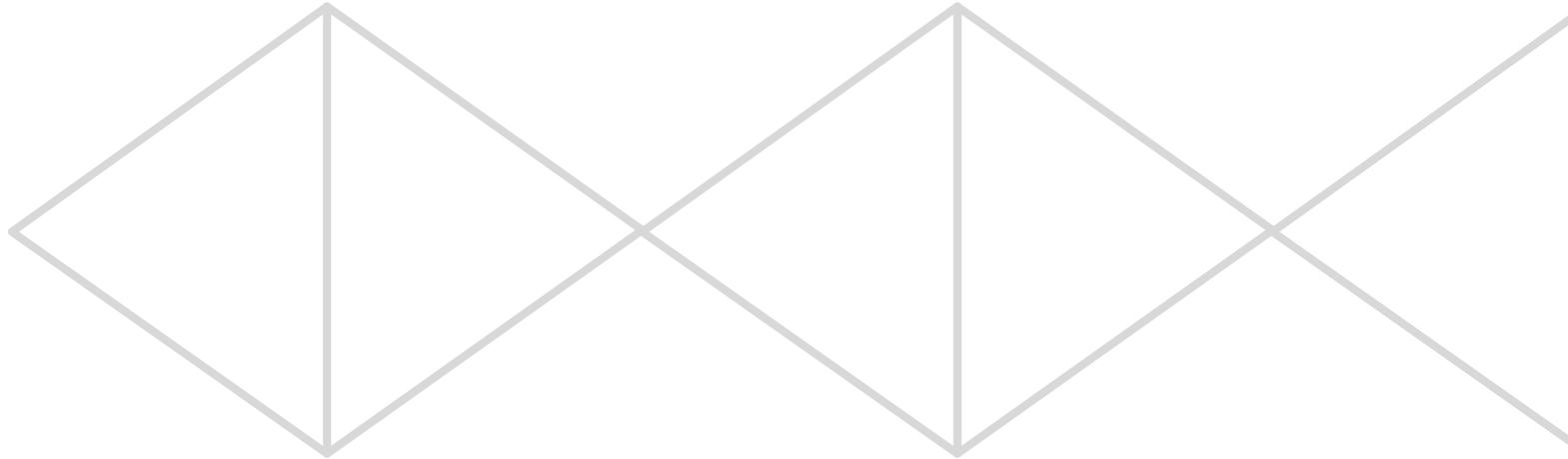
Talk

:)

:(

:)

:D



02 Case study – Designing Zalando's loyalty program

Discover

Methods for qualitative and quantitative data

Designing with Data

Discover

Define

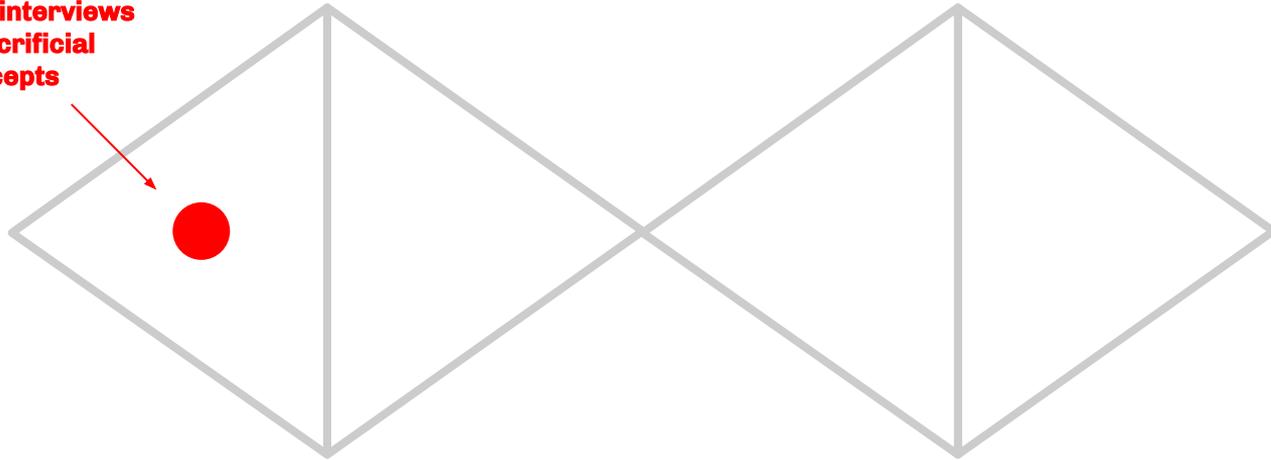
Design

Deliver

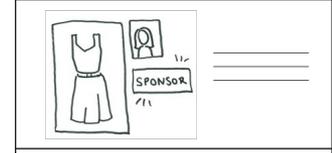
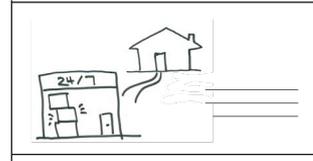
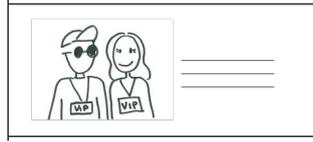
**Customer interviews
with sacrificial
concepts**



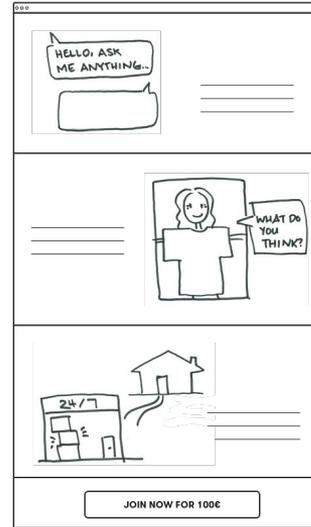
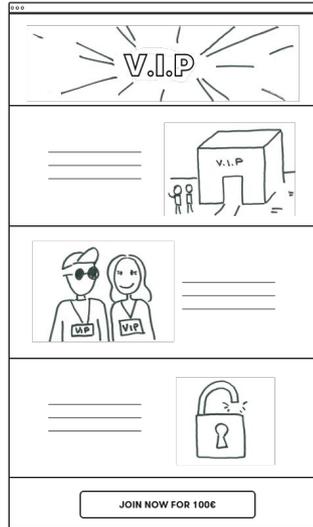
Talk



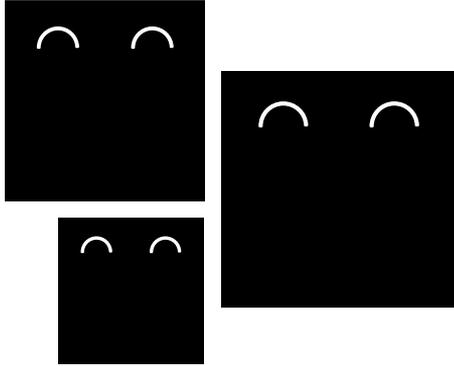
How can we increase and reward customer loyalty?



Initial **assumptions** about our loyalty program



Customer interviews



1.5h interviews

with ~10 **very different** customers

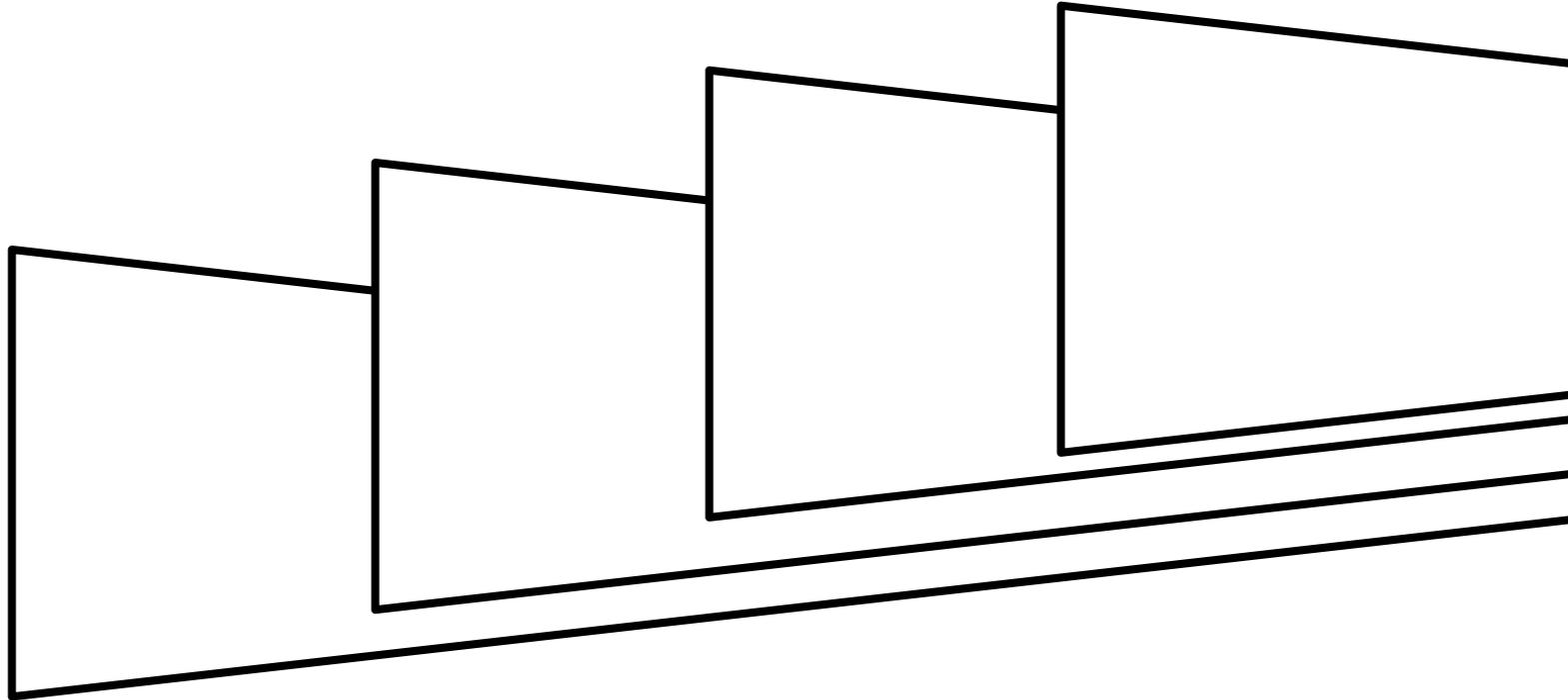
- loyal or sporadic customers
- functional or emotional attitude to fashion
- members or not of loyalty programs
- ...

**Customer
share stories**

**Customer
reacts to
sacrificial
concepts**

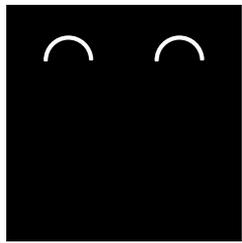
**Customer
co-creates
sacrificial
concepts**

**Customer
prioritizes**

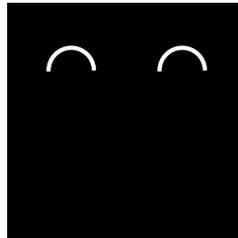


First qualitative data

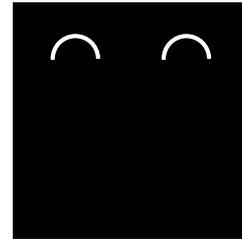
*I care about sneakers not fashion in general. Early **access to products** would make it more attractive for me rather than events.*



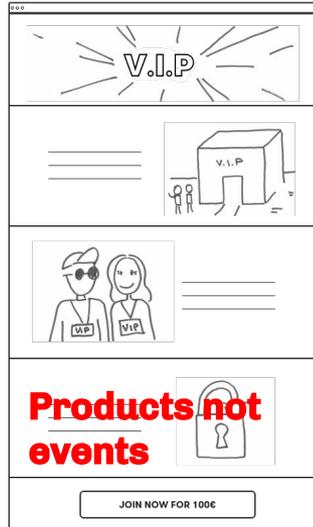
*When I buy clothes I seldom need them urgently. What **makes me fume** in terms of convenience is getting **separate boxes** on separate days.*



***Tailoring sounds great**, I have some many old clothes I only wore once. They haunt me like ghosts from the closet and sometimes I **swap them with friends**.*



Reconsidered assumptions about our loyalty program



Kill your assumptions faster
so you can learn sooner. It
hurts a bit but everything
else is just make-believe.

Define

Methods for qualitative and quantitative data

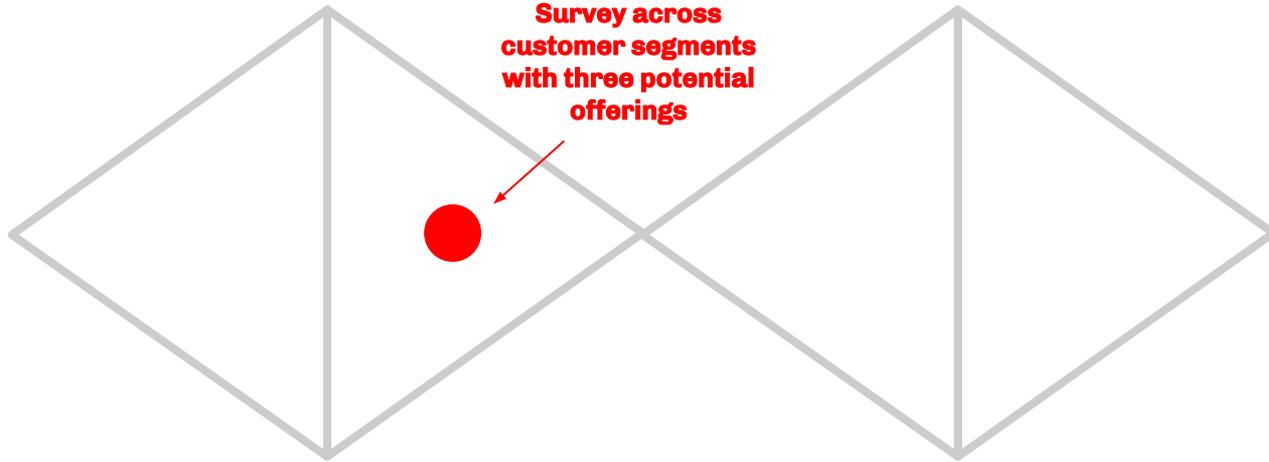
Designing with Data

Discover

Define

Design

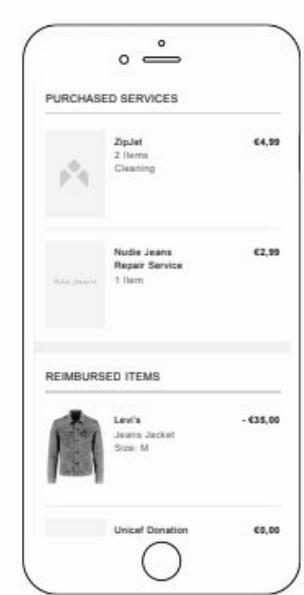
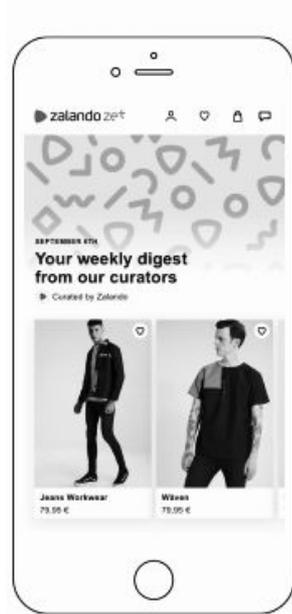
Deliver



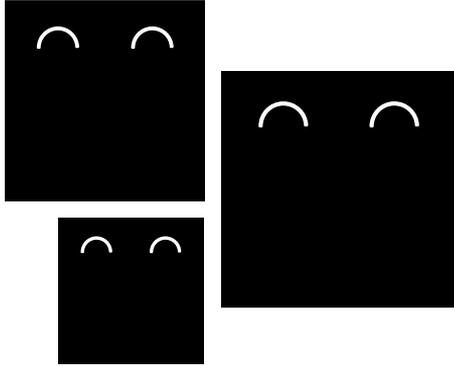
Talk

**Survey across
customer segments
with three potential
offerings**

Re-focused concepts for our loyalty program



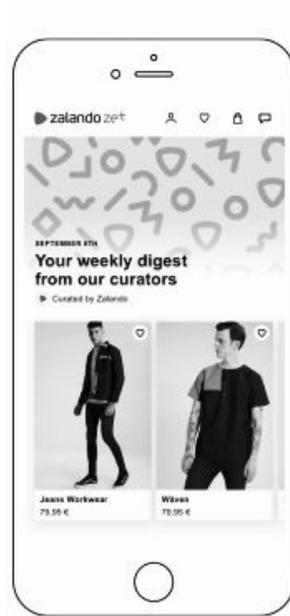
Customer survey



3500+ answers

- attitude towards the 3 offerings
- attitude towards specific benefits
- with significance **across customer segments**

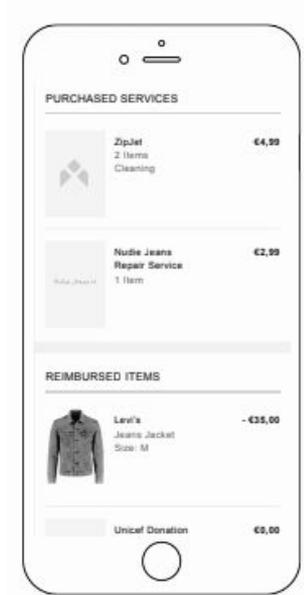
First quantitative data



Customers interested in fashion were attracted to the offer around exclusive products



Customers really interested in a convenience-related offering **were the ones who return a lot**



~50% of customers preferred the loyalty program offering around **reselling clothes**

Update: Zalando launched pre-owned category and already gave a second life to 1 million fashion items

The screenshot shows the Zalando website interface. At the top, there are navigation tabs for 'Damen', 'Herren', and 'Kinder'. The 'Damen' tab is selected. To the right of the navigation is the Zalando logo, a language selector set to 'DE', a user profile icon, and a notification icon with '99+' and a '2' badge. Below the navigation is a search bar with the text 'Suche' and a magnifying glass icon. The main content area is divided into three columns of category links, each with an icon and a sub-link 'Alles entdecken'. The first column is 'Bekleidung', the second is 'Schuhe', and the third is 'Accessoires'. Below these columns is a large image of a woman wearing a dark leather jacket over a light-colored top. Below the image is the text 'NEU: PRE-OWNED STYLES →'. At the bottom of the page, there are three small images of clothing items: a black top, a black skirt, and a grey dress.

Damen Herren Kinder

zalando

DE 99+ 2

Get the Look Bekleidung Schuhe Sport Accessoires Beauty Designer Marken Sale % Pre-Owned

Bekleidung

- Alles entdecken
- Kleider
- T-shirts & Tops
- Blusen
- Hosen & Jeans
- Shorts
- Röcke
- Pullover & Strickjacken
- Jacken & Mäntel
- Blazer & Westen
- Jumpsuits

Schuhe

- Alles entdecken
- Sneaker
- Sandalen
- Loafers & Ballerinas
- Pumps
- Boots

Sport

- Alles entdecken
- Sportbekleidung
- Sportschuhe

Accessoires

- Taschen

NEU: PRE-OWNED STYLES →

Qualitative and quantitative data together is what fuels innovation.

Sacrificial Concepts

Workshop

Design

Methods for qualitative and quantitative data

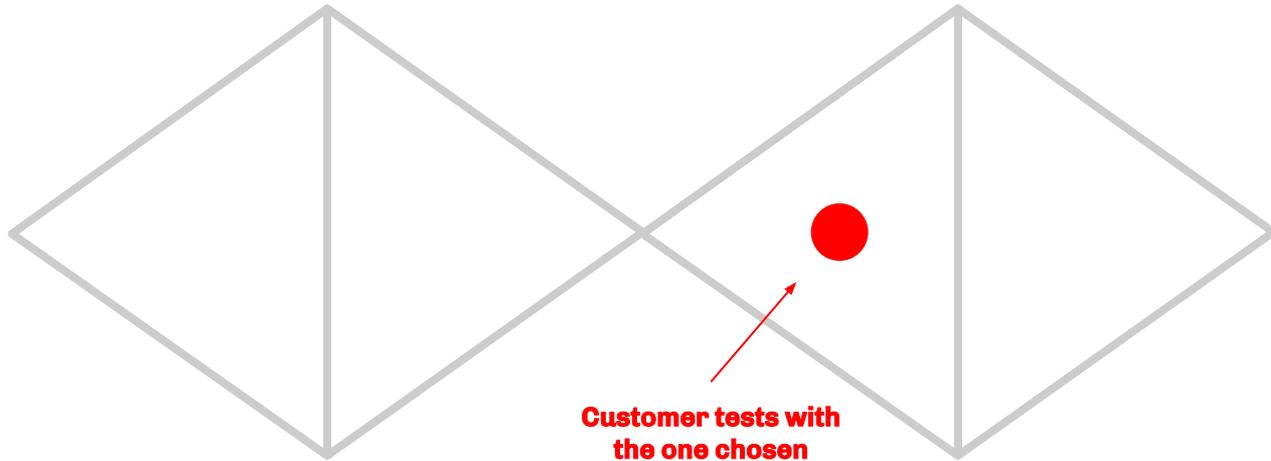
Designing with Data

Discover

Define

Design

Deliver



Talk

**Customer tests with
the one chosen
offering**

Prototyped solution for our loyalty program

Schnitt ▾
Neu bei uns ▾
Kampagnen ▾
Lieferung ▾

911 Artikel

PLUS Premium-Lieferung

Schnellerer Versand kostenlos für Zalando Plus Mitglieder auf ausgewählte Artikel

Versand durch Zalando

Direkt aus einem Geschäft

Zeigt dir Artikel, die direkt von Geschäften verkauft und versandt werden.
#supporthestores

Zurücksetzen
Speichern

Mango
MEXI - Blusenkleid - n...
39,99 €

G-Star
WESTERN SLIM FRIL...
92,95 € ~~115,95 €~~

JDY
JDYSOFI - Blusenkleid...
34,09 €

PLUS Premium-Lieferu...

PLUS Premium-Lieferu...

Nachhaltigkeit

Seidensticker
LANGARM - Blusenkl...
ab 87,45 €

Neu

ICHI
IXINA DR - Blusenklei...
79,95 €

Neu

Vila
VIMORAS DRES...
48,69 €

Opus

PIEKE - Strickpullover

77,45 € inkl. MwSt.

★★★★★ 3

Farbe: black

Du wünschst dir bessere Größenempfehlungen?

Bitte Größe wählen ▾

In den Warenkorb

1-2 Werktage

PLUS Premium-Lieferung kostenlos

Kostenloser Versand & Rückversand

zalando
SICHERE BESTELLUNG

✓ Anmelden
✓ Adresse
✓ Zahlungsart
4
5 Fertig

BESTELLUNG ÜBERPRÜFEN

BESTELLUNG ABSENDEN UND WEITER ZUR ZAHLUNG

LIEFEROPTION

zalando PLUS

Mit Premium-Lieferung wird dein Paket priorisiert versendet

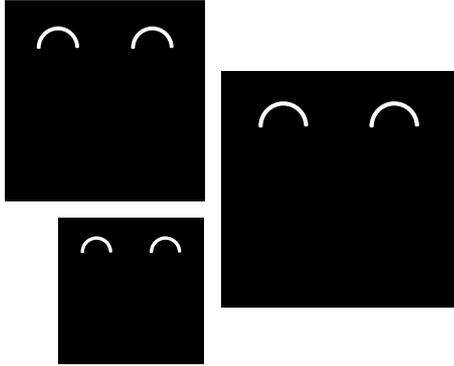
Du profitierst zusätzlich von persönlicher Style Beratung, exklusiven Angeboten und vielen weiteren Extras.

DI, 29.09. - MI, 30.09.
Premium-Lieferung nur mit **zalando PLUS**

DI, 29.09. - Do, 01.10.
Standard-Lieferung **kostenlos**

Ja, ich möchte 0,25 € hinzufügen, um den CO2-Abdruck meiner Bestellung

Customer tests



45 min

5 customers and **observed** their behavior

- can they find it?
- can they understand it?
- can they do it?
- how long does it take?
- how many mistakes do they make?
- ...

Evaluative qualitative data

Schnitt ▾ Neu bei uns ▾ Kampagnen ▾ Lieferung ▾

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Zurücksetzen Speichern

Neu

Mango G-Star JDY
MEXI - Blusenkleid - n... WESTERN SLIM FRIL... JDYSOFI - Blusenkleid...

39,99 € 92,95 € 115,95 € 34,09 €

PLUS Premium-Lieferu... PLUS Premium-Lieferu...

Nachhaltigkeit Neu

Seidensticker LANGARM - Blusenkl... ICHI IXINA DR - Blusenkleid... Vila VIMORAS DRES

ab 87,45 € 79,95 € 48,69 €

Feedback

Ensure findability

Opus

PIEKE - Strickpullover

77,45 € inkl. MwSt.

★★★★★ 3

Farbe: black

Du wünschst dir bessere Größenempfehlungen?

Bitte Größe wählen ▾

In den Warenkorb

1-2 Werktage

PLUS Premium-Lieferung kostenlos

Kostenloser Versand & Rückversand

Feedback

Ensure understandability

zalando SICHERE BESTELLUNG

✓ Anmelden ✓ Adresse ✓ Zahlungsart 4 Bestätigen 5 Fertig

BESTELLUNG ÜBERPRÜFEN

BESTELLUNG ABSENDEN UND WEITER ZUR ZAHLUNG

LIEFEROPTION

zalando PLUS

Mit Premium-Lieferung wird dein Paket priorisiert versendet

Du profitierst zusätzlich von persönlicher Style Beratung, exklusiven Angeboten und vielen weiteren Extras.

DI, 29.09. - MI, 30.09.
Premium-Lieferung nur mit zalando PLUS

DI, 29.09. - DO, 01.10.
Standard-Lieferung **kostenlos**

Ja, ich möchte 0,25 € hinzufügen, um den CO2-Abdruck meiner Bestellung

Feedback

De-risk changes to the check-out flow
eg. **customers getting lost**

Generative data informs solutions and evaluative data tells us if the solutions addresses the problem (without creating new problems).

Deliver

Methods for qualitative and quantitative data

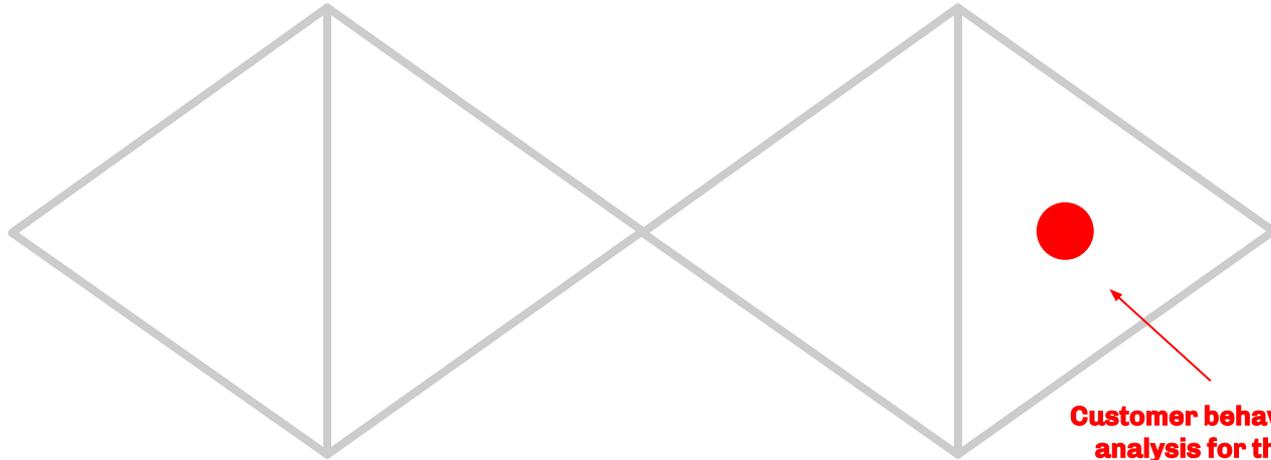
Designing with Data

Discover

Define

Design

Deliver

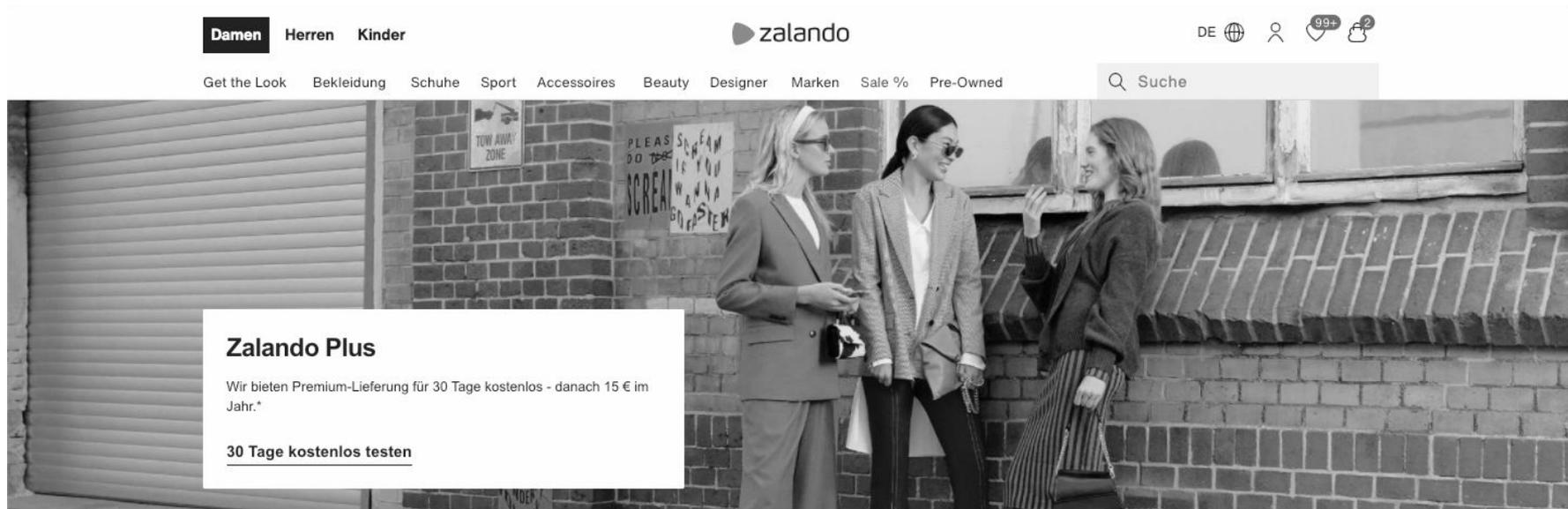


Talk

**Customer behavior
analysis for the
offering**

Implemented solution for our loyalty program

Implemented solution



The screenshot shows the Zalando website interface. At the top, there are navigation links for 'Damen', 'Herren', and 'Kinder'. The Zalando logo is centered, and on the right, there are icons for language (DE), user profile, and a shopping cart with a '99+' notification. Below the navigation is a horizontal menu with categories: 'Get the Look', 'Bekleidung', 'Schuhe', 'Sport', 'Accessoires', 'Beauty', 'Designer', 'Marken', 'Sale %', and 'Pre-Owned'. A search bar with the text 'Suche' is on the right. The main banner features a black and white photograph of three women in stylish clothing standing in front of a brick wall with graffiti. A white text box on the left of the banner contains the following text:

Zalando Plus

Wir bieten Premium-Lieferung für 30 Tage kostenlos - danach 15 € im Jahr.*

[30 Tage kostenlos testen](#)

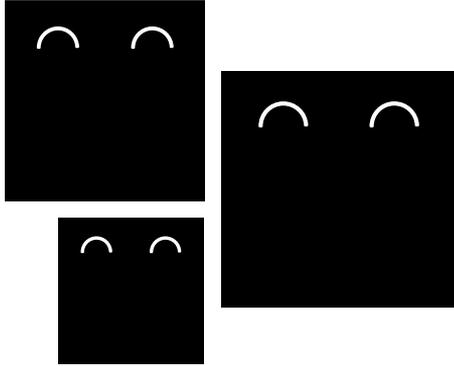
Premium-Lieferung Keine Lust zu warten?

Bestelle morgens und deine Lieblingsteile sind innerhalb von 1-2 Werktagen bei dir. Du hast es besonders eilig? In einigen Regionen bieten wir dir extra schnelle Same-Day-Lieferung an.



Feedback

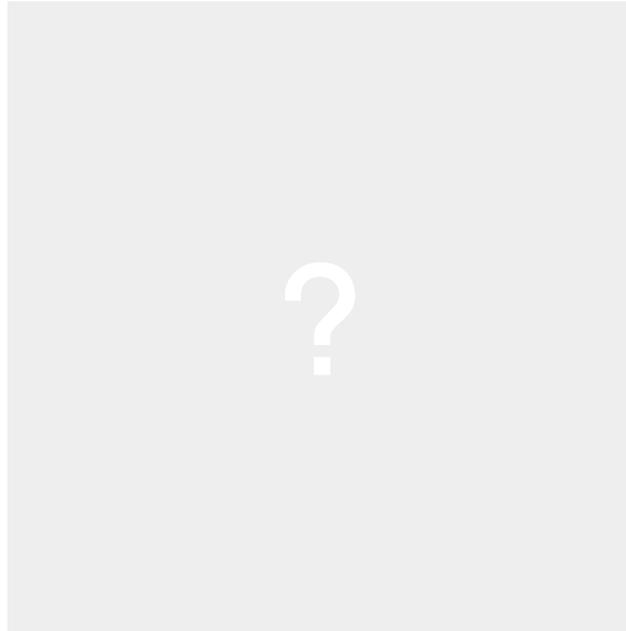
Customer behavior data



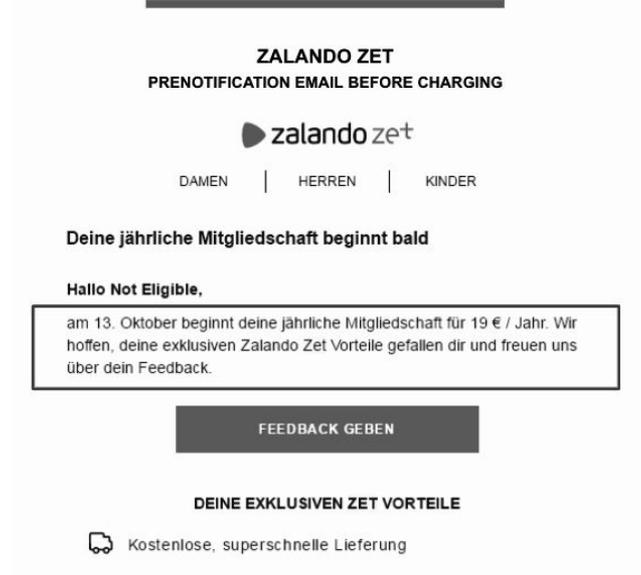
analyze behavioral customer data

- sign-ups
- check-out completion rates
- churn rate after signup
- customer satisfaction
- customer lifetime value
- ...

Limitations of data



What's the next benefit we should offer to our loyal customers?



Should we email to **notify customers that we're renewing** their subscription?

Think about what customers seek to get done and how your solution can help. **But think just as much about how your customers should feel while using your solution.**

Don't give in to information bias (the craving for more and more customer data). Information bias doesn't lead to more innovative products, just noise.

Steer clear of a data-driven approach, rather aim for a data-informed one. Data doesn't have values so a data-driven approach is a lack of leadership.

What you learned today

1. How to leverage **qualitative & quantitative data** to innovate **in the discover, define, design and deliver phase**
2. What **concrete methods** like **sacrificial concepts, surveys, user tests, analyze onsite customer behavior** you can use to get data throughout the design process
3. What **pitfalls to steer clear of** like **information bias and a value-driven vs. data-driven approach** when designing with data

Questions?

Feedback

Feedback

1. What did you **like** about today?
2. What do you **wish** was different?
3. What did you **learn**?

Bonus: Recipes

Conduct a discovery sprint in one week

Designing with Data

01

Gather assumptions & recruit participants

02

Craft sacrificial concepts & create the interview guide

03

Conduct & debrief interviews

04

Synthesize insights

05

Flip insights to opportunities

Talk

Conduct a design sprint in one week

Designing with Data

01

Define the sprint goal and questions; map stakeholders & learn from experts

02

Sketch competing solutions & refine

03

Decide on the solution & storyboard it

04

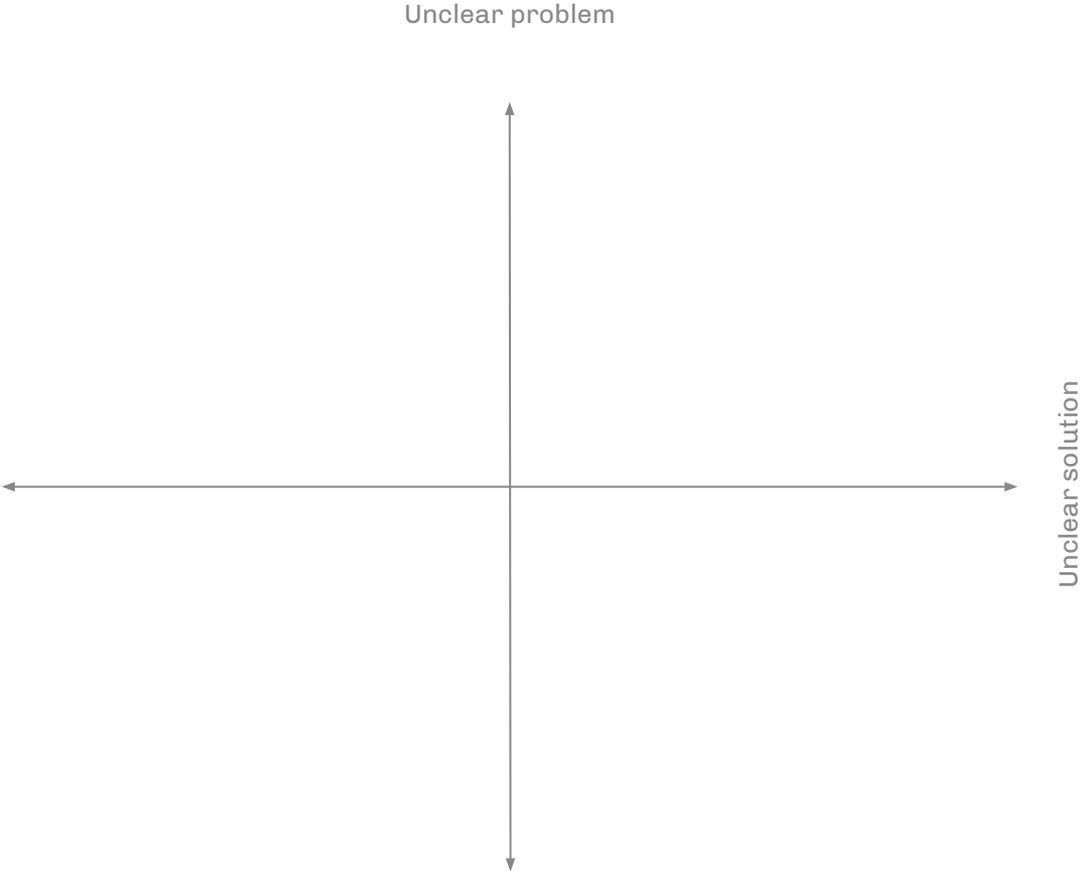
Create the prototype and interview guide

05

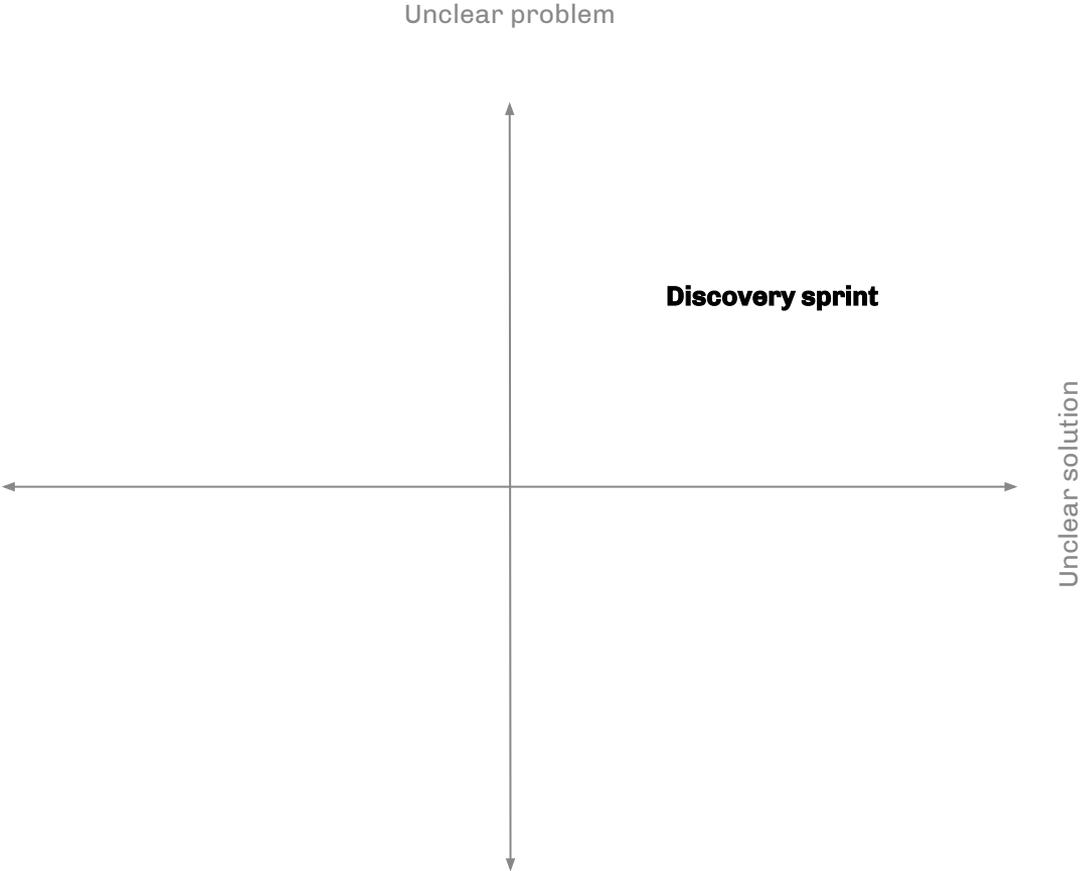
Test the prototype & synthesize learnings

Talk

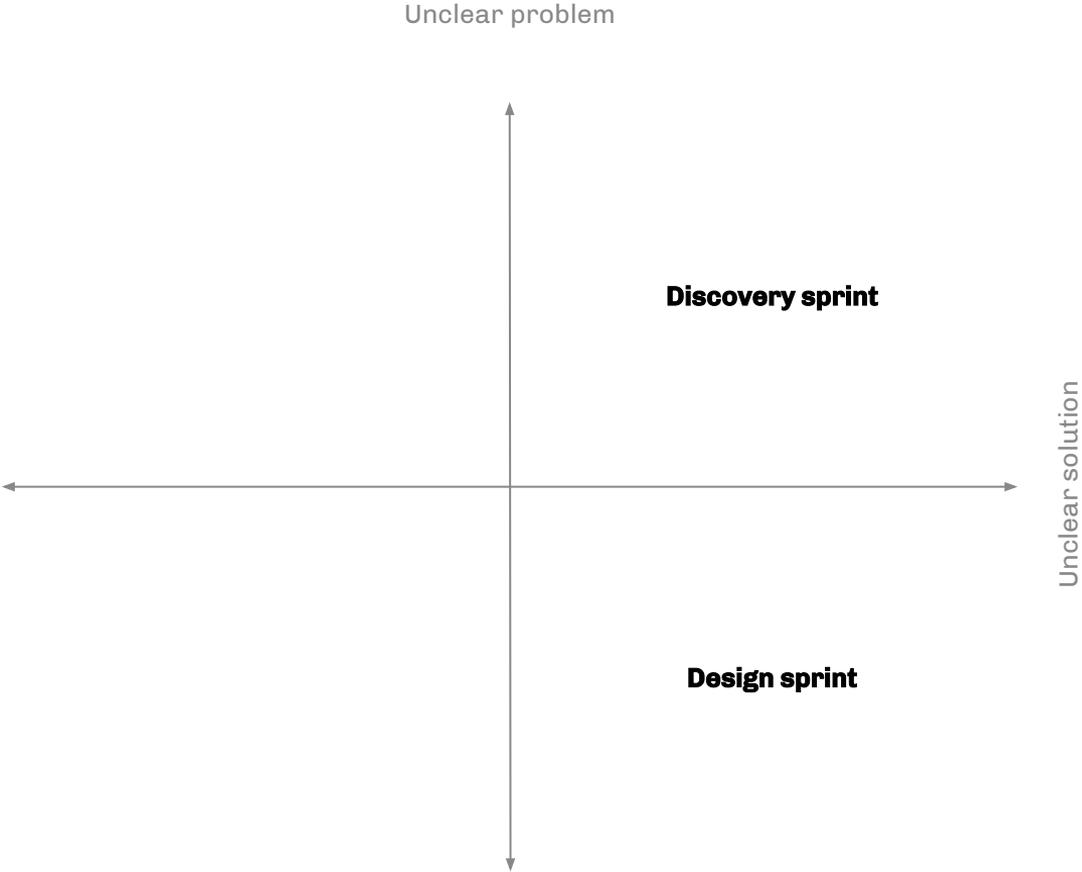
Design sprint or discovery sprint?



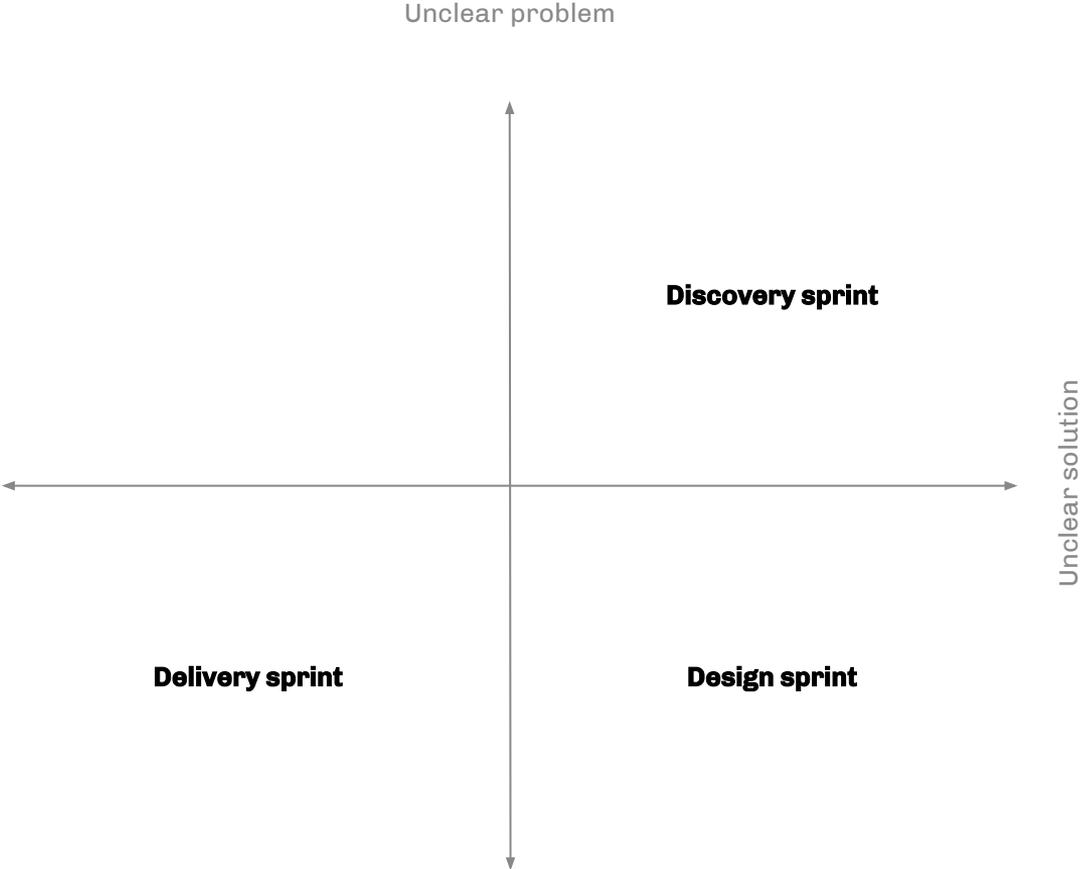
Design sprint or discovery sprint?



Design sprint or discovery sprint?



Design sprint or discovery sprint?



Design sprint or discovery sprint?



Thank you.

Let's keep in touch.

[linkedin.com/in/lanacriggs](https://www.linkedin.com/in/lanacriggs)

Backup

Quantitative data What's happening?

- Learnings derived by Quantitative UX Researchers, Market Researchers and Product Analysts
- Based on customers' behavior across touchpoints like eg. app and stated attitudes eg. market survey
- From very many customers

Qualitative data Why is it happening?

- Learnings derived by Qualitative UX Researchers, Product Designers and Product Managers
- Based on customers' stories and observed behavior during eg. customer interviews, co-creation workshops
- From few but diverse customers

Rules of thumb

Qualitative data (evaluative & generative)

Observing current behavior:	5 customers eg. for a usability test
Discussing past behavior:	5x2 customers eg. for interviews
Uncovering mental models:	5x3 customers eg. for card sorting
Suggesting preferences:	5x10 customers eg. for preference test

Quantitative data (evaluative & generative)

Sample size is calculated to achieve statistically significant results and the needed level of confidence.

**Customer
gets the email
survey**

**Customer
chooses which
offering they
prefer**

**Customer
chooses which
benefit within
the offering
they prefer**

**We analyze
the data **in**
context**

