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
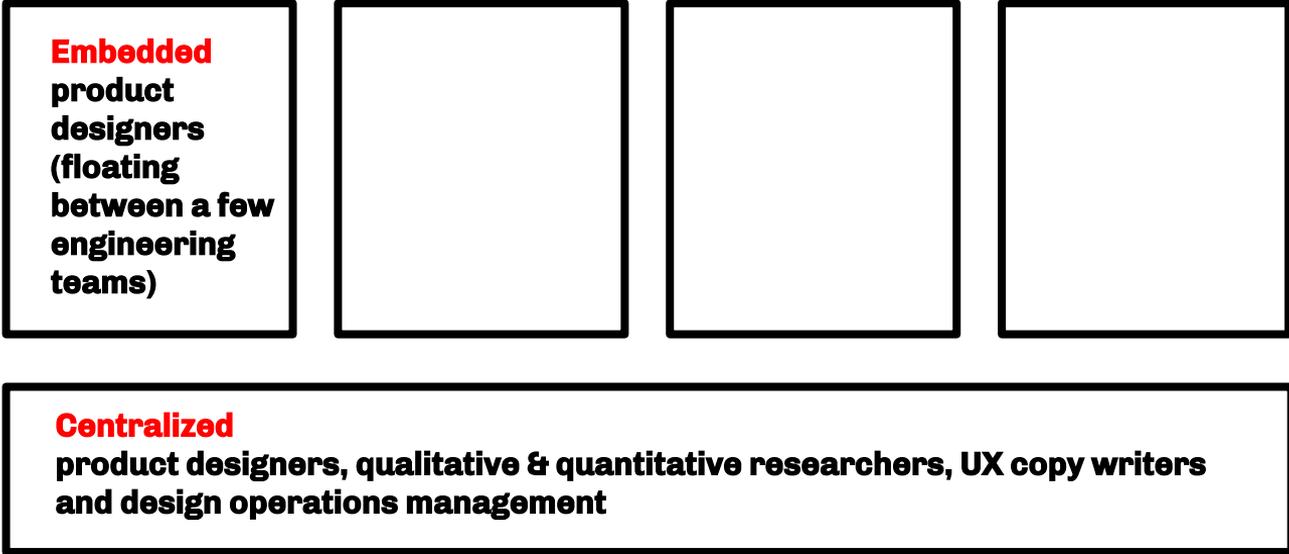
What you'll learn today

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
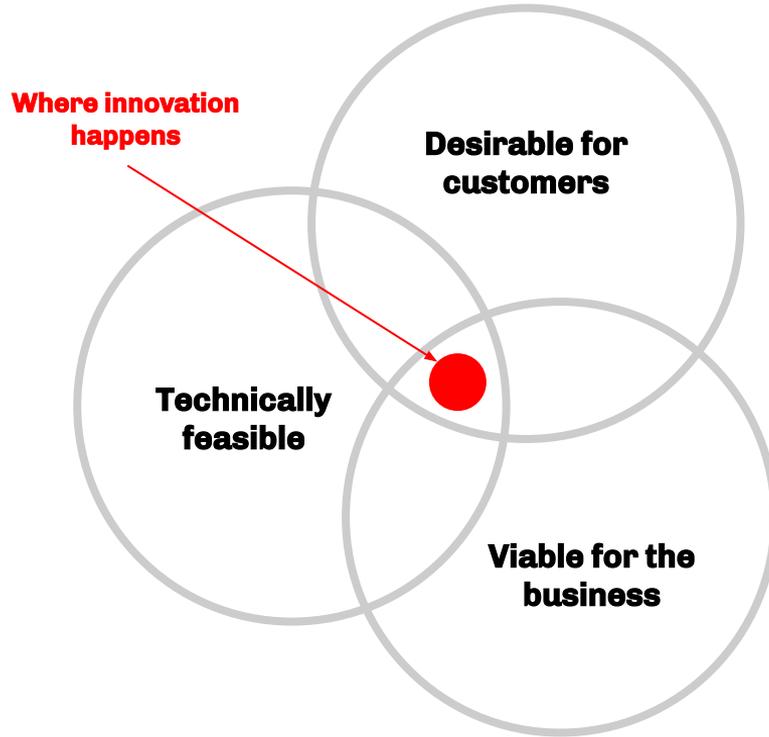
01 Zalando's customer-centric design process
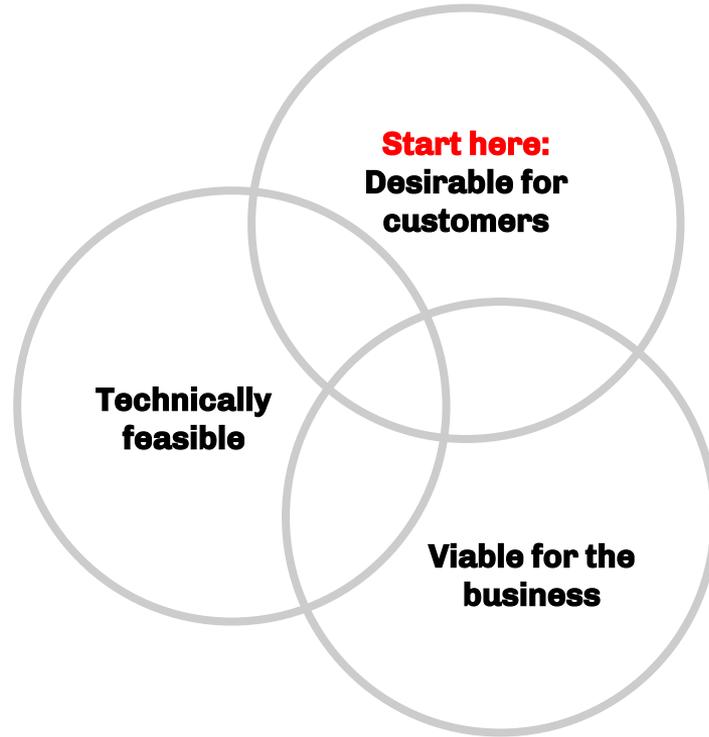
How Design is organized at Zalando

Embedded product designers (floating between a few engineering teams)

Centralized product designers, qualitative & quantitative researchers, UX copy writers and design operations management

Customer-centric innovation

Where innovation happens

Desirable for customers

Technically feasible

Viable for the business

Customer-centric innovation

Start here:
Desirable for
customers

Technically
feasible

Viable for the
business

Zalando's 4D Process

Discover   **Define**   **Design**   **Deliver**

Designing with Data

Talk

Zalando's 4D Process

Discover

customer

problems

Define

the problem to

address

Design

& prototype

solutions

Deliver

& measure

solutions
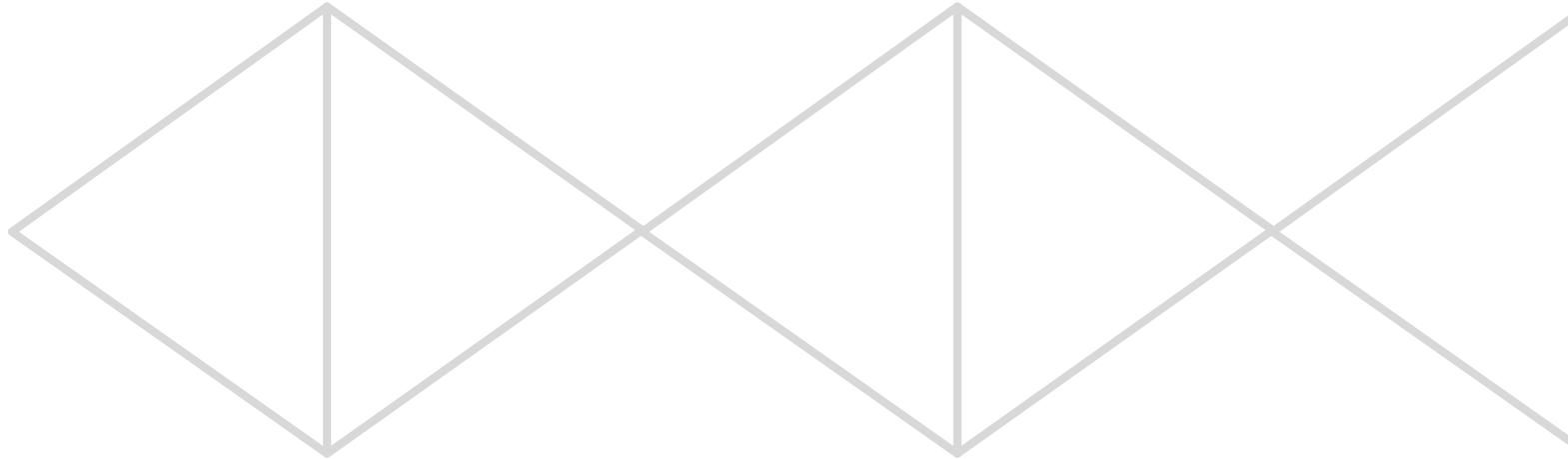
Zalando's 4D Process vs. Design Thinking

Discover   **Define**   **Design**   **Deliver**

Designing with Data

Talk

Problem Land   **Solution Land**   **Problem**

Zalando's 4D Process vs. Lean Startup

Build

solutions

Measure

impact

Learn

Designing with Data
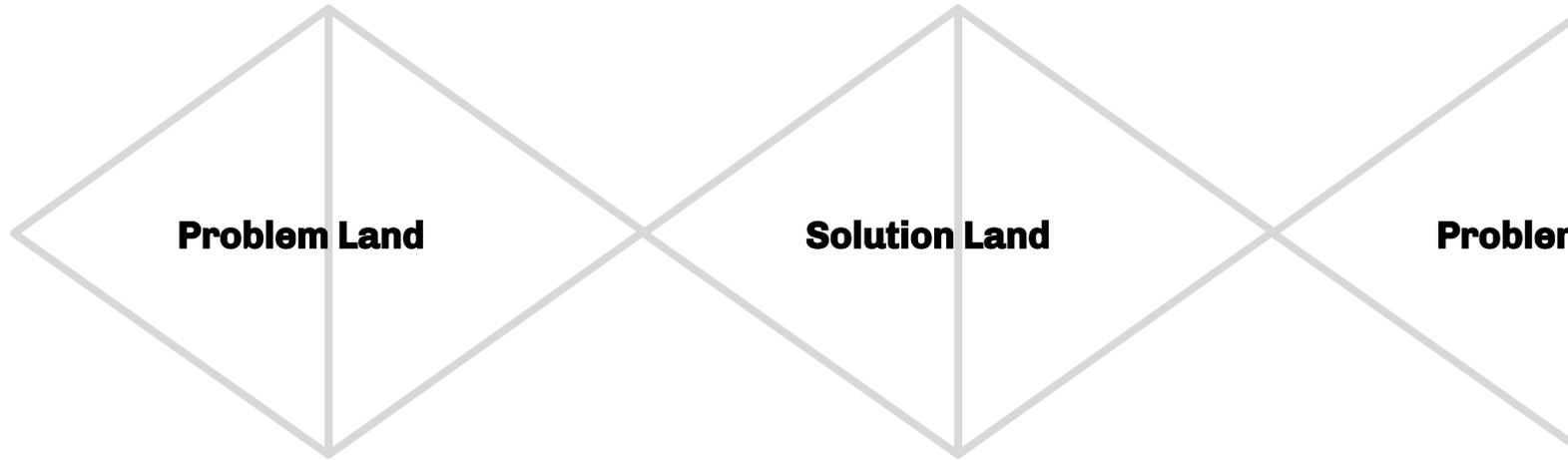
Talk

Problem Land

Solution Land

Problem

Kolb's Learning Process

Designing with Data

Talk

Experience   **Reflection**   **Concept**   **Experimentation**
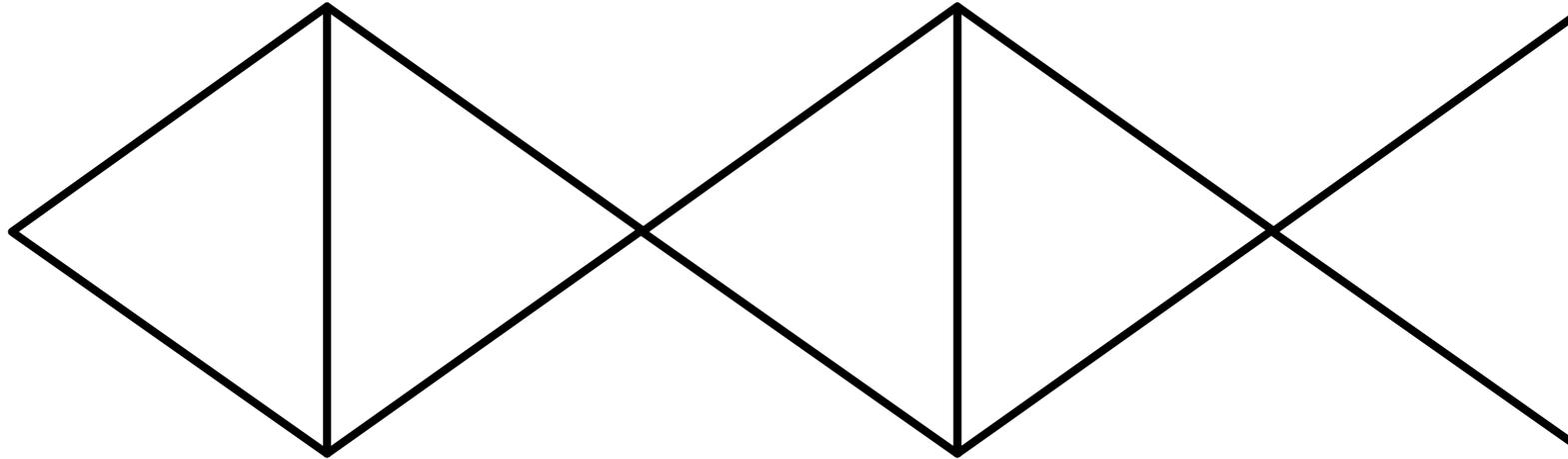
Kolb's Learning Process – Emotional Response

:)   :(:)   :D
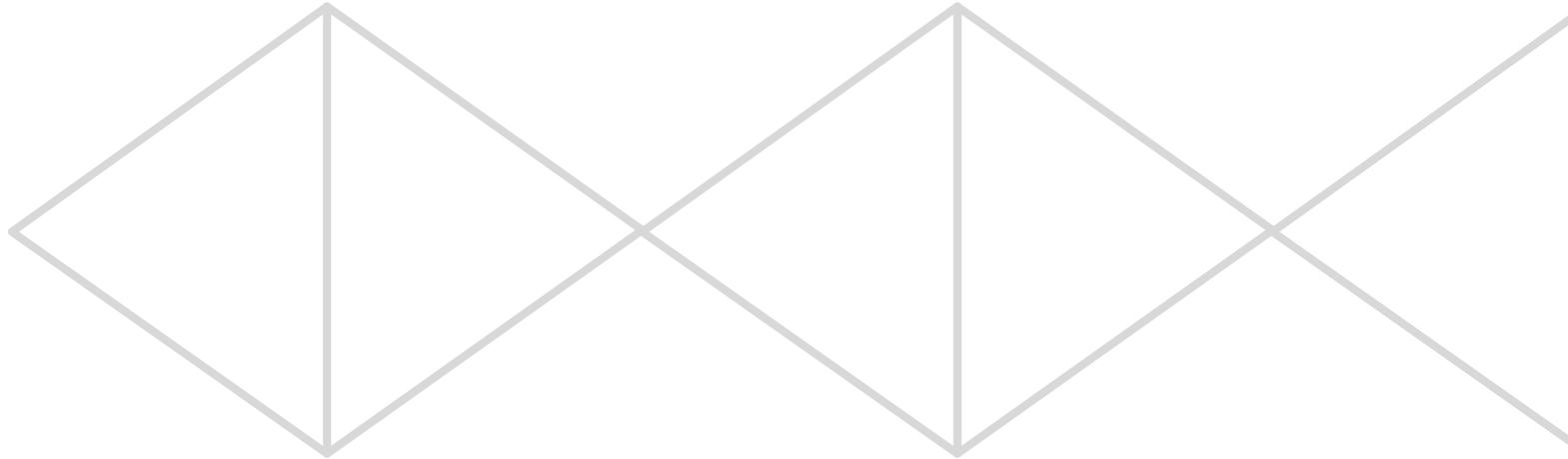
02 Case study – Designing Zalando's loyalty program

Discover

Methods for qualitative and quantitative data

Designing with Data
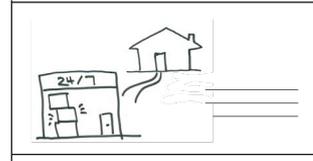
Talk

Discover   **Define**   **Design**   **Deliver**
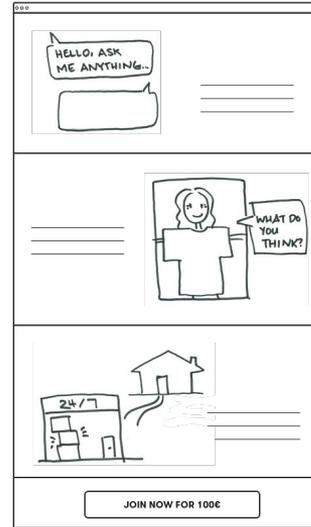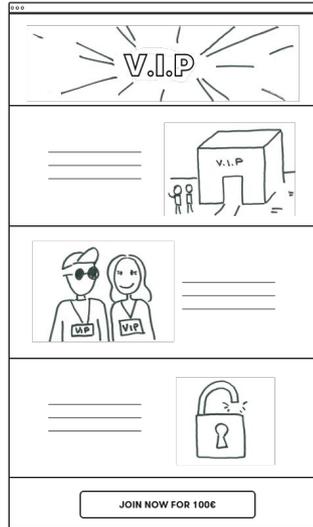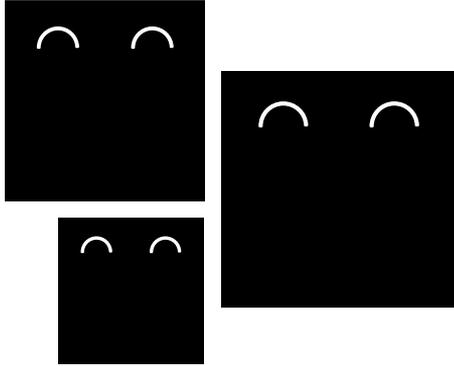
Customer interviews
with sacrificial
concepts
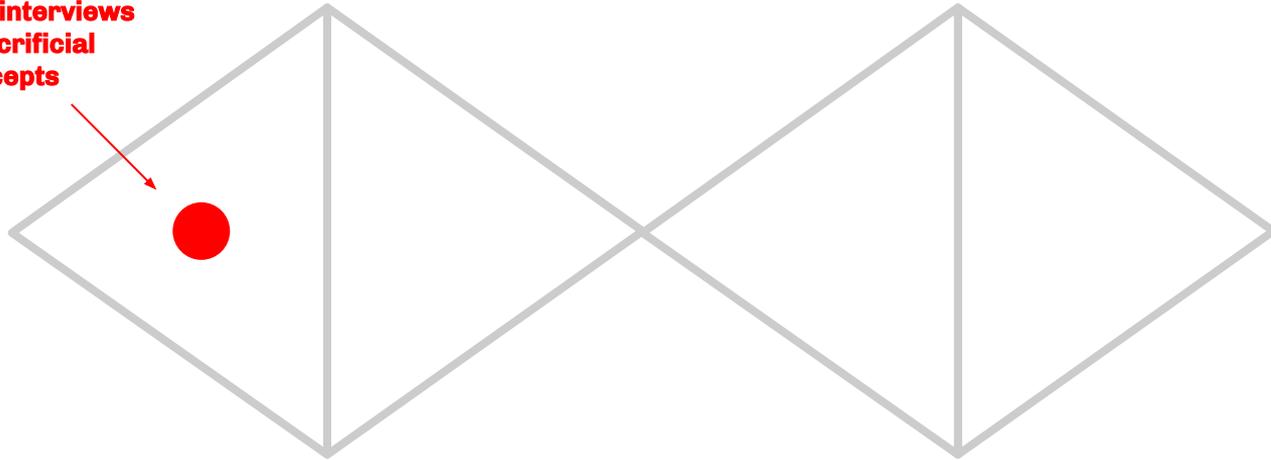
How can we increase and reward customer loyalty?
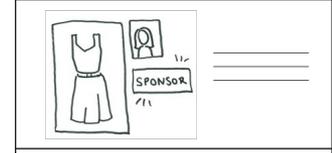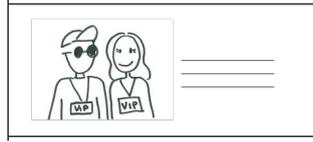
Initial assumptions about our loyalty program

Customer interviews
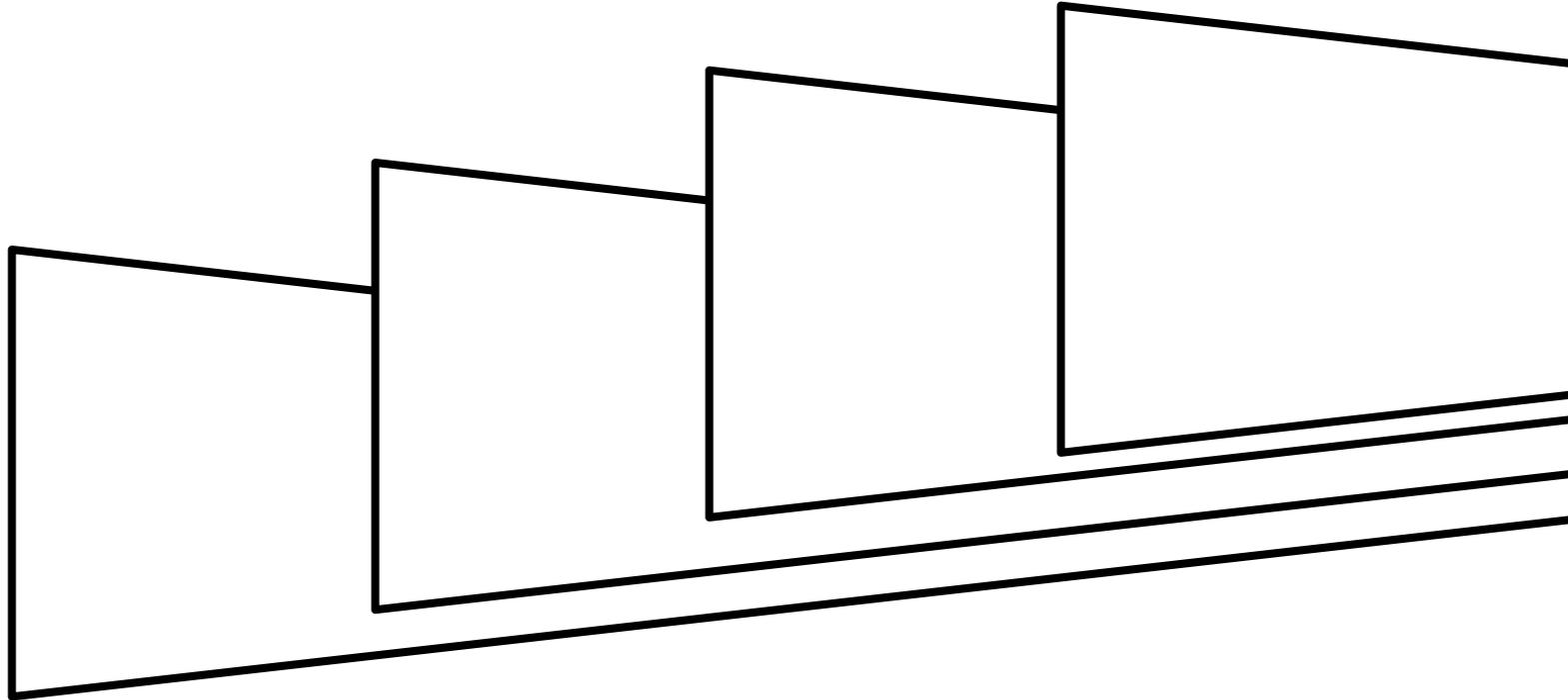
1.5h interviews

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
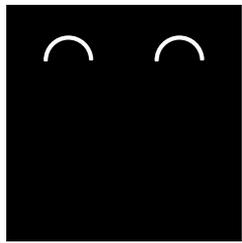reacts to
sacrificial
concepts**

**Customer
co-creates
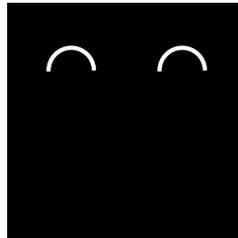sacrificial
concepts**

**Customer
prioritizes**

First qualitative data

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.*
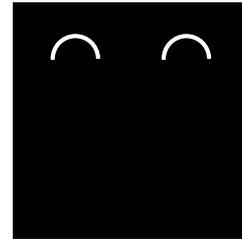
I care about sneakers not fashion in general. Early **access to products** would make it more attractive for me rather than events.
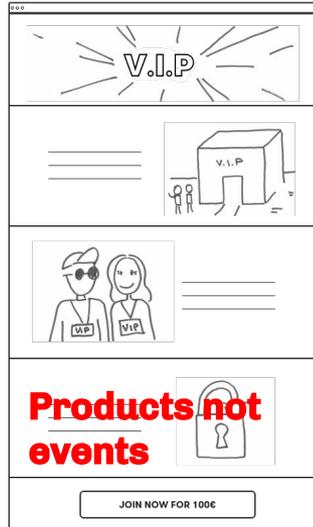
When I buy clothes I seldom need them urgently. What *makes me fume* in terms of convenience is getting **separate boxes** on separate days.

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

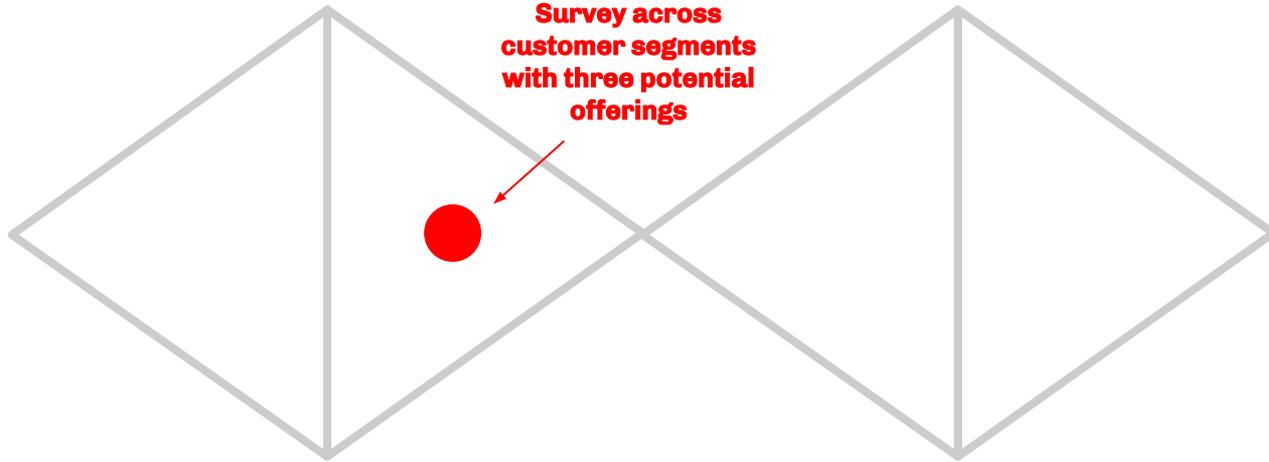# Methods for qualitative and quantitative data
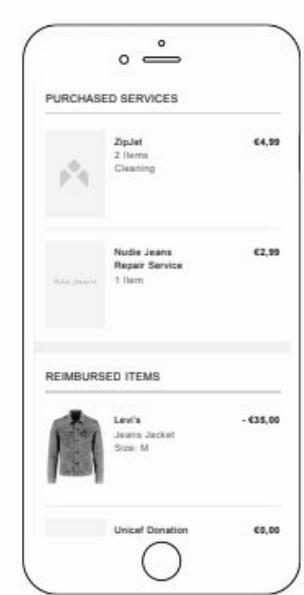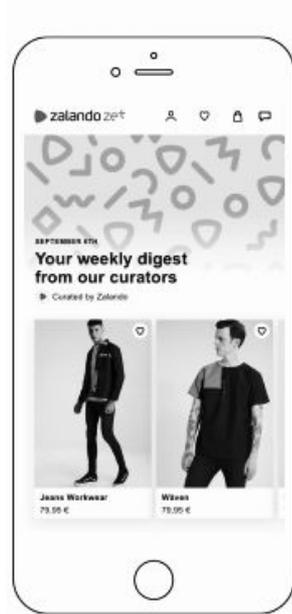
Designing with Data

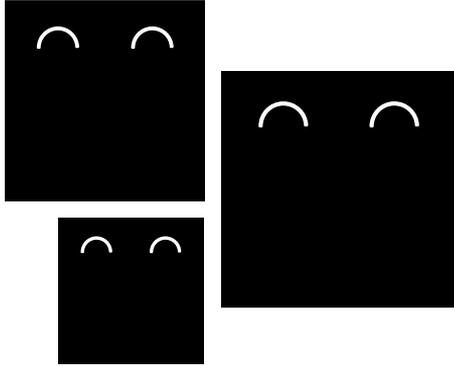**Discover**   **Define**   **Design**   **Deliver**

Survey across customer segments with three potential offerings
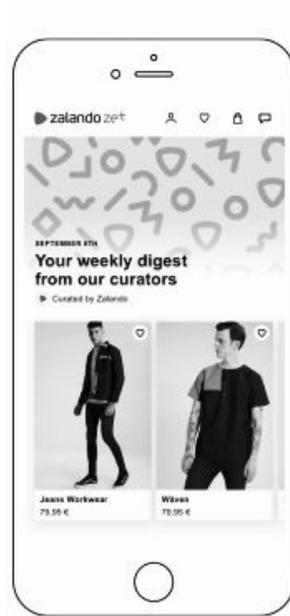
Talk

Re-focused concepts for our loyalty program

Customer survey

3500+ answers
- attitude towards the 3 offerings
- attitude towards specific benefits
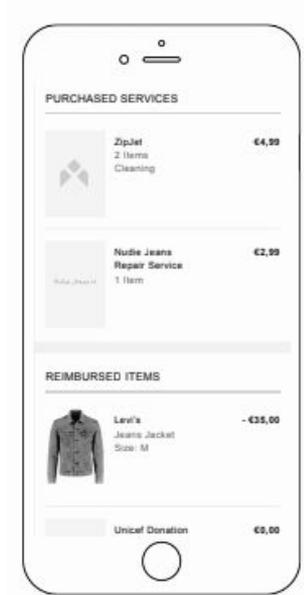- with significance across customer segments

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 live to 1 million fashion items

Qualitative and quantitative data together is what fuels innovation.

Design

Methods for qualitative and quantitative data
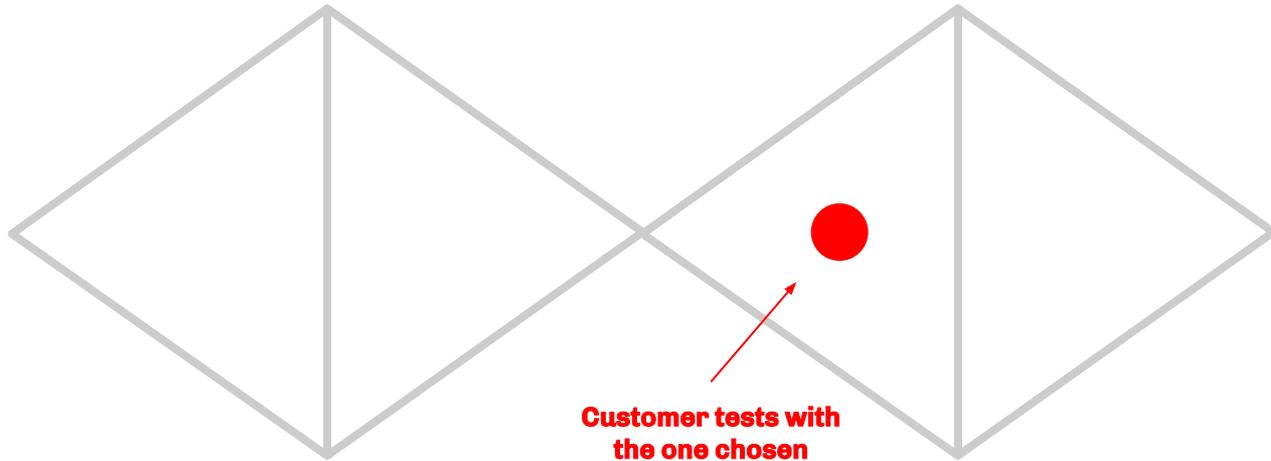
Discover　　　Define　　　Design　　　Deliver

Designing with Data

Talk

Customer tests with
the one chosen
offering

Prototyped solution for our loyalty program

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

Ensure findability

Ensure understandability

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

Talk

Discover　　　**Define**　　　**Design**　　　**Deliver**

Customer behavior analysis for the offering

Implemented solution for our loyalty program
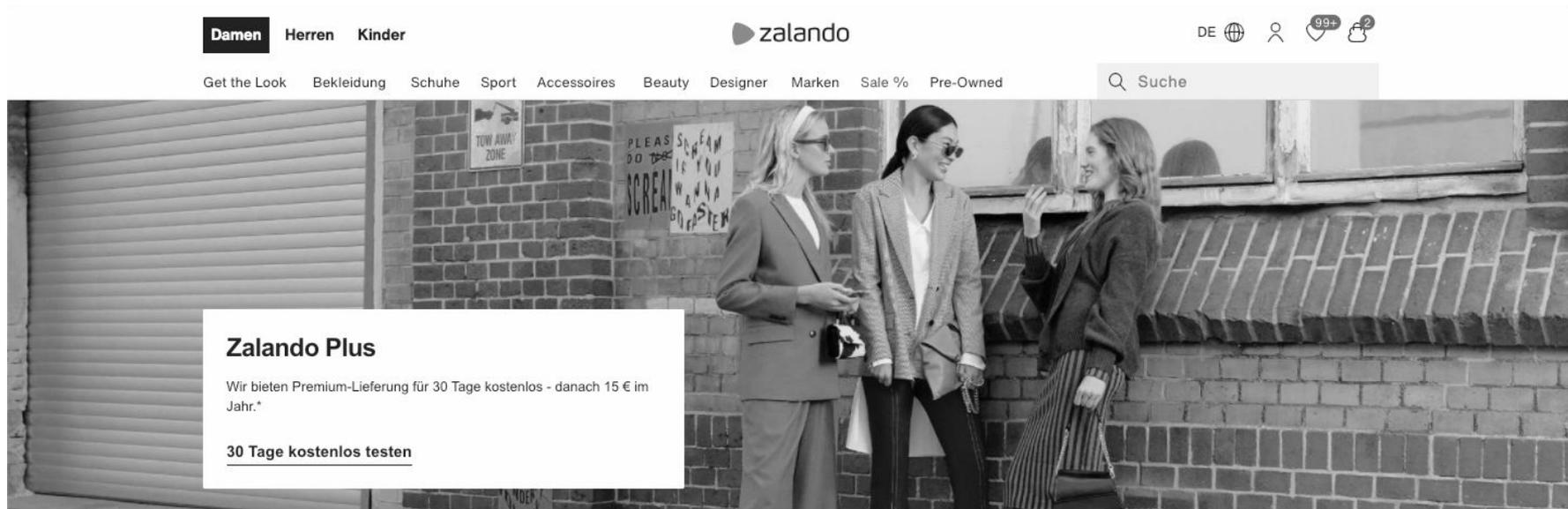
Damen Herren Kinder ▶ zalando DE 🌐 99+ ♡ 🛍2

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

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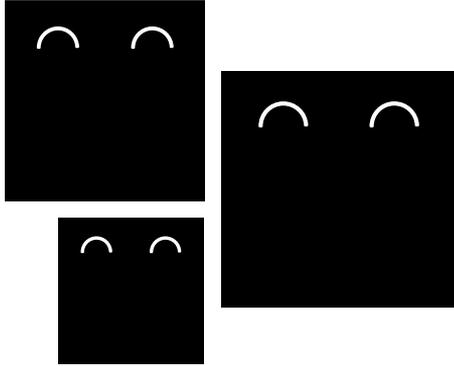
analyze behavioral customer data
- sign-ups
- check-out completion rates
- churn rate after signup
- customer satisfaction
- customer lifetime value
- ...

Limitations of data

ZALANDO ZET
PRENOTIFICATION EMAIL BEFORE CHARGING

zalando zet

DAMEN | HERREN | KINDER

Deine jährliche Mitgliedschaft beginnt bald

Hallo Not Eligible,

am 13. Oktober beginnt deine jährliche Mitgliedschaft für 19 € / Jahr. Wir hoffen, deine exklusiven Zalando Zet Vorteile gefallen dir und freuen uns über dein Feedback.

FEEDBACK GEBEN

DEINE EXKLUSIVEN ZET VORTEILE

Kostenlose, superschnelle Lieferung

What's the next benefit we should offer to our loyal customers?
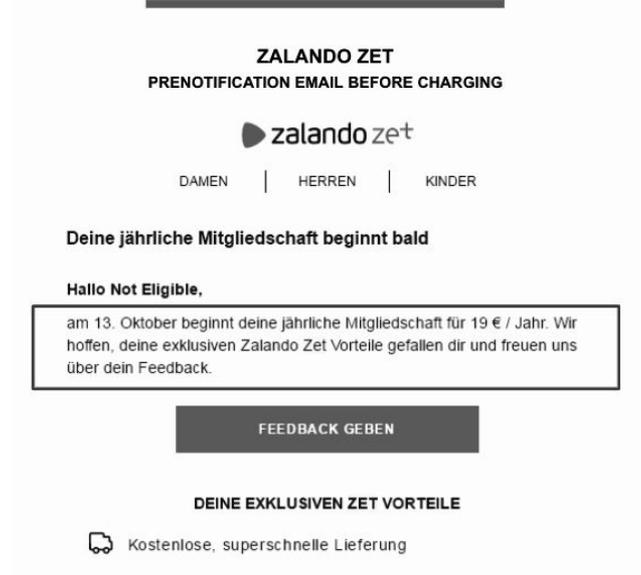
Should we email to notify customers that we're renewing their subscription?

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

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

Conduct a design sprint in one week

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
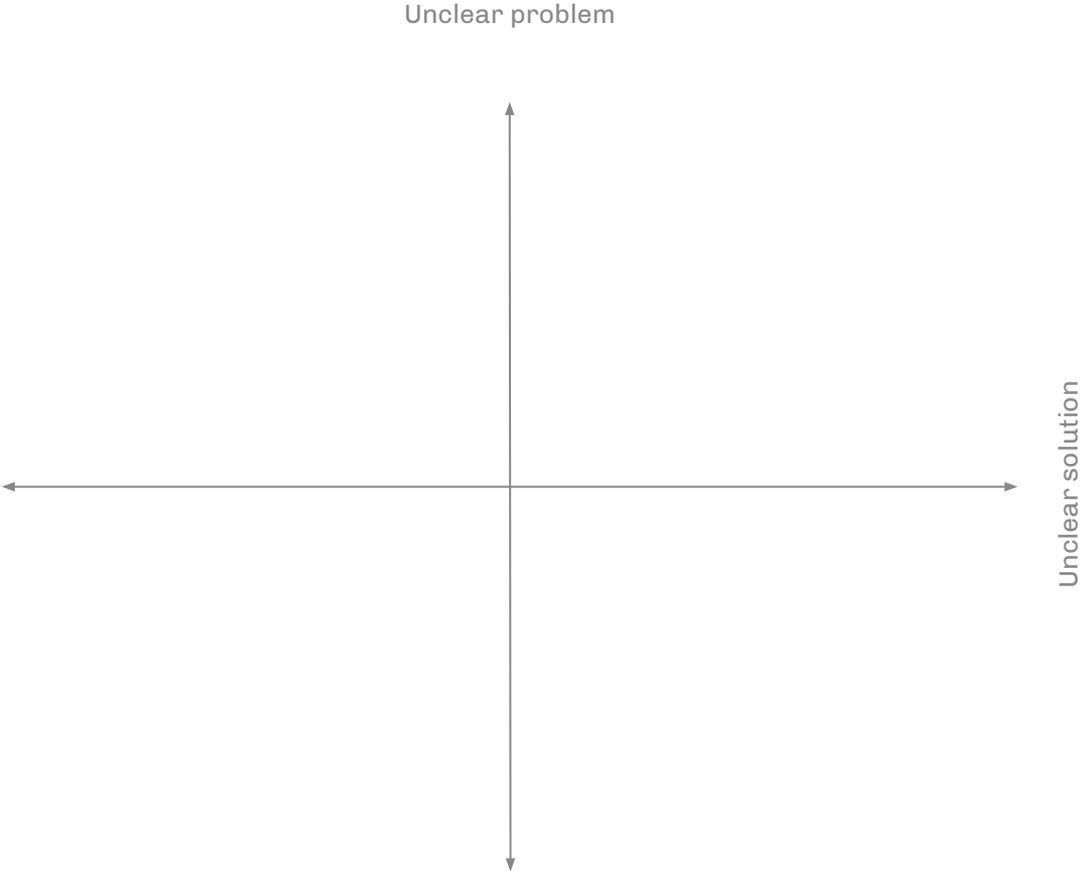
Design sprint or discovery sprint?

Unclear problem

Unclear solution

Design sprint or discovery sprint?

Unclear problem

Unclear solution

Discovery sprint

Design sprint or discovery sprint?

Unclear problem

Discovery sprint

Unclear solution

Design sprint

Design sprint or discovery sprint?

Unclear problem

Discovery sprint

Unclear solution

Delivery sprint

Design sprint

Design sprint or discovery sprint?

Stay away from this quadrant!
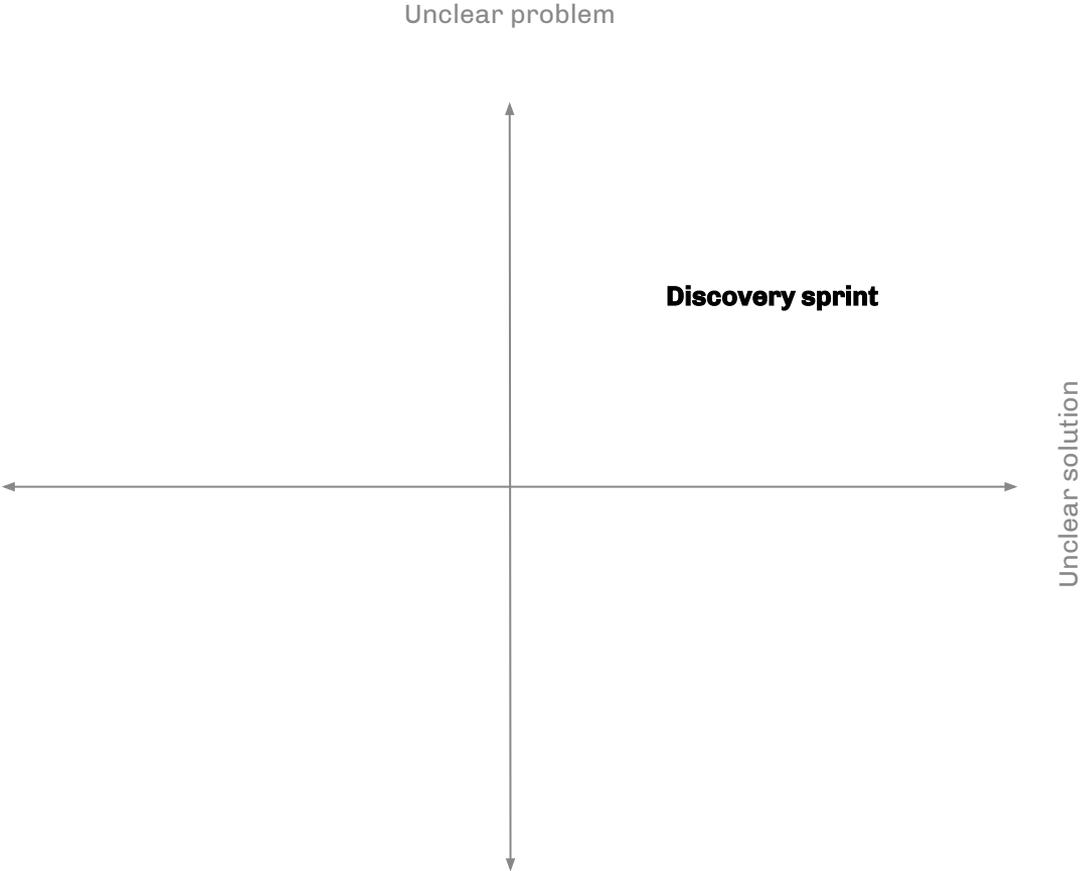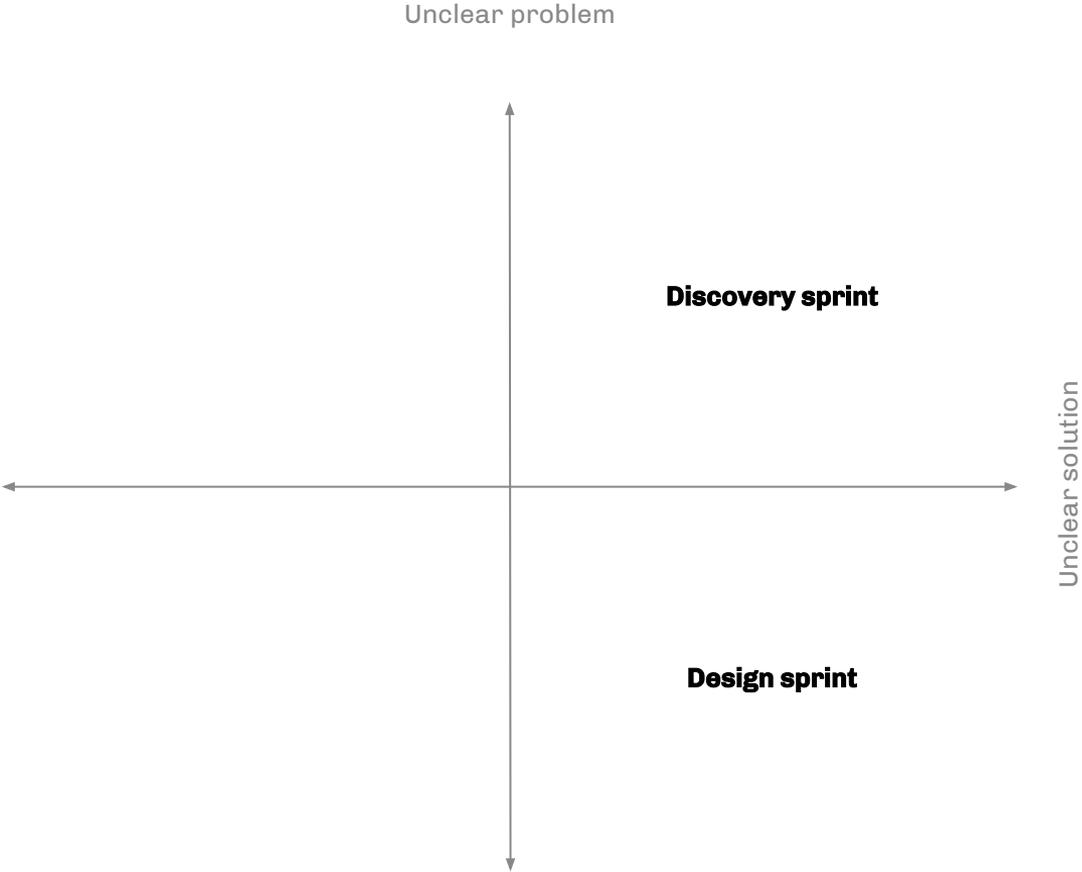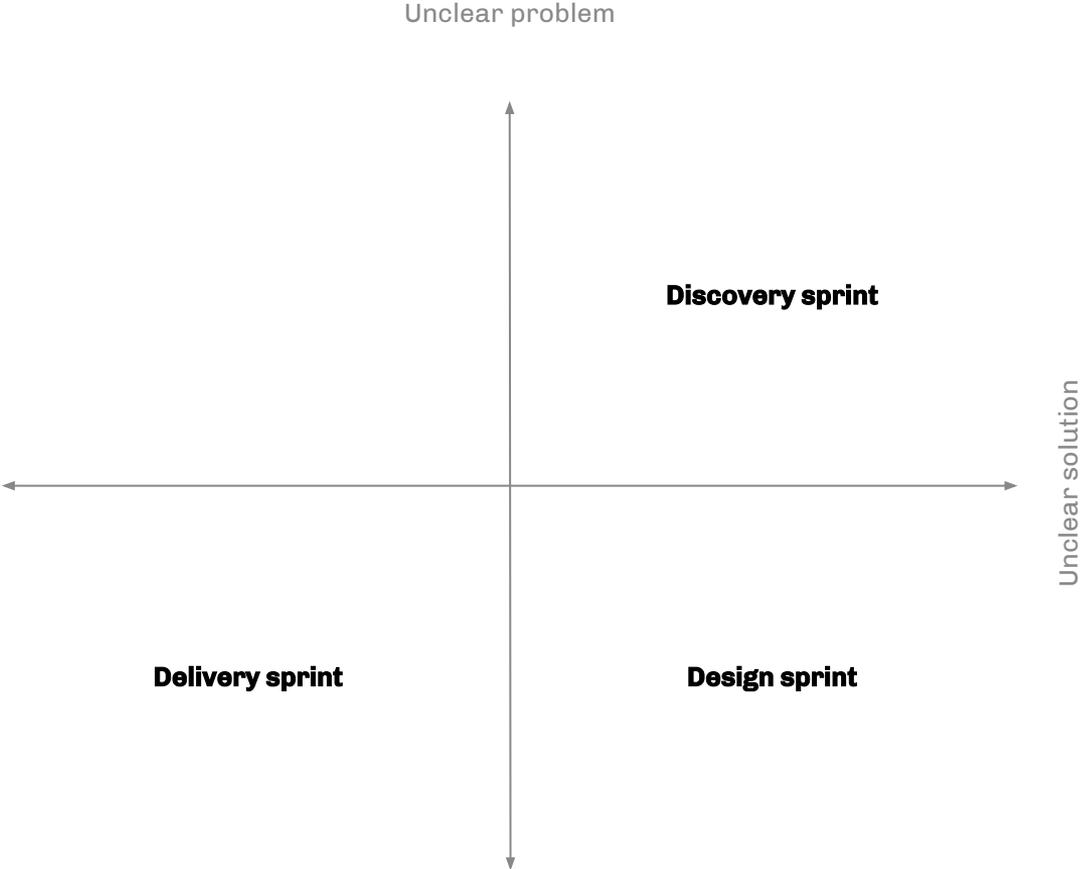
Discovery sprint

Delivery sprint

Design sprint

Thank you.

Let's keep in touch.

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