Introduction to Human-Centred Design

# Slide 1:

## A Framework to Building a Cohesive End-To-End Customer Experience

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## Disclaimer

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Good afternoon, it's Amy here from Mesh, ably supported by Megan from NDS. We're here in the Melbourne office at NDS today and looking forward to spending the next hour with you talking about all things human centred design and customer experience.

Just by way of introduction firstly about Mesh and myself, and then we'll get into the presentation. I just wanted to give you a bit of background. I founded Mesh four years ago now - we've just clicked over onto four years - after a career in the corporate sector of around 20 years, which is strange for me to say but true. I spent 20-odd years in customer-facing roles, predominantly sales and strategic account management, business development, and then in the later part of my career moved into customer experience. My final employment was actually as customer experience director for a telecommunications company, and if any of you have ever had any telco experience, which I'm sure you all have, you know that the telecommunications industry certainly needs a lot of help when it comes to customer experience, so that was a good education ground for me.

But after that time in the corporate sector I really decided that I wanted to take all the knowledge that I had gathered over that time and put it to better use and really do something that meant a lot more to me, so I founded Mesh, as I said, with the intention of helping organisations that perhaps didn't have that sort of corporate focus or large corporate budget look at what they could do from a customer experience development perspective.

It wasn't long after I founded Mesh that I came across what was happening in the disability space with the introduction of the NDIS, and it was kind of like the stars aligned because from that moment on, which was six months into Mesh's existence, about July 2014, Mesh's almost sole focus, 95 percent of our work, has been on the disability and social services sector. So we've been working almost exclusively with organisations just like you, helping them navigate the changes that are required to become more customer-centric and customer-focused in this new environment that you're entering into.

I guess I just wanted to say that just so you have an understanding that we really do have an appreciation for what's going on in your space and what's going on in your sector and some of the challenges that you face, not just from a customer point of view but also from an internal management point of view and the, perhaps, challenges or reluctances that some of your staff may have as you go through this transition as well. So we do really appreciate that.

We've worked both with NDS directly as well as the NDIA, and also consulting to a significant number of organisations right across the country in both a consulting and also training capacity, so we offer a variety of services. We've touched literally hundreds of organisations in that time, so really enjoying working in that space. It certainly aligns with my personal values of wanting to put that corporate knowledge and corporate experience into something that is actually having an impact on peoples' lives, so it's been great.

Okay, so that's a little bit about Mesh. Really what Mesh is all about is we are a customer experience innovation organisation, and what that means is we help organisations really understand what it is that their customers are wanting and needing and valuing, and then building sustainable service models around that insight. In today's presentation we're [inaudible] to a little bit about why we do that: What is customer experience and the importance of it, but also the how, which is the human centred design element.

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## Housekeeping

So we will get cracking. Just a couple of housekeeping points before we get into things. We will be asking a few questions throughout the course of the presentation. Really encourage you to get involved and participate if you can. There'll be different polling questions and survey questions popping up on your screen, and there is the questions box there where we would like you to respond to any sort of free text kind of questions that we do pose to you. If you do have any questions throughout the time, feel free to pop those into the question box as well. We will have a Q&A section at the end of this session, but if there is anything urgent that comes up throughout the time, please feel free to use that question box, and they'll only be visible to us here as the administrators.

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## What We’ll Cover Today

Okay, so what we'll cover today. Human centred design has many applications, and as we get into the presentation we'll see that, but I will assume that given that you are all in the disability sector your interest in human centred design is about improving the overall engagement and experience of your customers while you're moving into this new NDIS environment. That's certainly the focus of how we at Mesh use the human centred design model. It's all about improving customer experience at the end of the day. So to ensure that we've got the right context of how human centred design fits into that model, I do just want to spend a little bit of time initially talking about what customer experience is all about, and the implications of that in the NDIS arena, and then we'll move into what human centred design is and talk a bit more about the model as well.

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## What Is Customer Experience?

So first off, what is customer experience? Customer experience is defined as the assessment that an individual makes about all of the interactions that they have with an organisation across the end-to-end customer lifecycle. It's a bit of a mouthful, that sentence, and I've tried and tried and tried to get it down to something a little bit more succinct, but it really does need some decent explanation. So I'll say it once again: Customer experience is defined as the assessment that an individual makes about all of the interactions that they have across the end-to-end customer lifecycle.

The customer lifecycle we're referring to is from the moment that I first have a need for a particular product or service, and then I might go out looking for something that is going to fulfil that. I will go through a selection process. I might engage with a particular organisation or buy a particular product. I will use that product or service, and hopefully, if it's a good product or service, I'll actually go on and recommend that product or service to other people. That's the lifecycle, which we'll delve into a little bit more in a moment. But when we're looking at that customer experience, we're talking about that complete end-to-end journey and all of the different interactions that an individual has across that lifecycle.

As individuals we have expectations on how those interactions will play out. Sometimes our expectations are met and even exceeded. Other times the engagement or the interaction that we have with a particular organisation falls well short of what our expectation is, and therefore our experience is affected. I'm sure you've all had really fantastic customer experiences from time to time, but I'm sure on the flip side you've had some goddamn awful ones as well, and we can always share those stories. It's a great opportunity to share those stories if you are reflecting on this presentation at the end of it.

So that's what customer experience is about from an individual perspective. But from an organisation perspective, customer experience is all about relationships. It's all about building long-term, sustainable, meaningful relationships where you've got satisfied customers, customers who are therefore loyal and won't move away from your service, and ultimately customers who are advocating on your behalf, telling all their friends and family and mates how awesome your organisation is and helping you organically grow through word of mouth. We all know that word of mouth is the most powerful business tool, marketing tool available to us, and that certainly hasn't changed in the era that we're in now. I often say, if anything it's on steroids, and we'll get in to that in a little bit more detail in a moment.

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## Experience Across the Lifecycle

So I just want to quickly reflect on that lifecycle in a little bit more detail. So we're starting at the top there at 12 o'clock. I mentioned before, it starts when an individual has a need. They have a need for a particular product or service. I'll use a personal case study here just to demonstrate the different elements of this.

I recently had a baby - well, not so recently now, he's 15 months old - but I needed to buy a new car shortly after he was born. I realised that my little Golf was not going to cut the mustard anymore, so I decided I needed to buy a new car. I started doing my research. I asked lots of friends and family about what they did or didn't like about their little SUVs that they were driving, which is what I decided I wanted, a bit of a Mum-mobile. Did lots of research online, asked people, read different reviews et cetera.

Then I got it down to a bit of a shortlist, and went through a bit of a selection process by test-driving a whole lot of vehicles, meeting with different dealers, seeing what sort of deals they could offer me. I then went through a purchasing process once I'd landed on the vehicle that I decided to buy and went through all of the commercial negotiations, signing all the paperwork, contracts, finance, all of those different things.

I then received my car. Much to my chagrin there was not a big red bow on it when I pulled up to the dealership that day, but I did receive my vehicle. The dealer guy gave me a bit of a run-through, gave me all of the information that I needed to know about it, and of course I drove it away. And then using the car on a day-to-day basis, and I'm maintaining it with regular servicing through the dealership, and I'm pretty happy with my Mazda so I'm telling people that it's not a bad car, so I'm advocating that brand on their behalf.

So as you can see, there's a whole lot of different steps in that process, and a whole lot of different interactions and engagements that I have with an organisation. In the first phases it's quite a number of organisations, and then once I move into that selection and purchase process it's the experience that I've had with that dealership and the ongoing service with them that is defining my experience.

I'd just like to pose a question to you here at this point. There's two parts to this question. Firstly, how well does your organisation understand and respond to your customers' needs across their journey? We've got a scale of 1 to 5 here - and there's going to be a polling box that will pop up for you in a moment - 1 being not at all well, you don't really have much of an understanding of what your customers' experience is, and 5 being extremely well, so you might have regular and ongoing customer research programs, or be conducting regular research and enquiring with your customers on an ongoing basis. So we'll just give you a minute to answer that first part of the question.

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## How Well Does Your Organisation Understand and Respond…

### To Your Customers' Needs Across Their Journey?

Okay, great, some answers coming through there.

So you can see the responses that have come through there. A couple of you, five of you in fact - oh, no, sorry, I'm interpreting the data wrong. Sorry about that. A couple of you have said "extremely well," you do do a lot of engagement and a lot of enquiry with your clients, but more of you are sitting in the middle to the upper end. That's really encouraging to see that there is quite a lot of research going on.

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## Experiences Across the Lifecycle

Now the second part to the question - and we'll just get you to use the free text box for this component - is which part of that customer journey do you think you know least about? So the first part is kind of the promotion, marketing elements, then your sales processes, then maybe round to receive where you [inaudible] the intake area of your organisation, and then obviously your services and service delivery being the use-and-maintain. So which part of that customer lifecycle do you think you know the least about?

Just using the question box there to respond. You might just like to put "purchase" or "receive" or "use" or "maintain" or a couple of those tags in the box. A couple of answers coming through.

Okay, great. So we've got some responses here that the actual sales process, being the start of the journey, research and select, research and recommend, recommend, use and maintain, the promotion and marketing side of things, and the selection element. And that really would ring true from our experience as customer experience consulting in your field, because what we have found in most of the organisations that we've dealt with, in fact, 99 percent of the organisations that we've dealt with, have a really good understanding of this part of the process. So once we hit receive, we can basically replace that word to be "intake," and this is really where the person centred care approach kicks in in most organisations.

So quite often organisations that we're dealing with say, "We have a human centred approach and we really are customer-centric because we really do take the time to understand what it is that our customers are wanting, and we build their support plans and support models around that," which is fantastic. It really is true. And because of that and the very nature of what you do, your organisations are well positioned to take a customer-centric approach right across your organisation because you do have that person centred model and thinking and ability to act in that way.

But as I said, 99 percent of the organisations that we have worked with, that PCC, or person centred care approach kicks in at the receive part of the journey. What we're looking to do is augment that and ensure that that person centred approach, or that human centred customer-centric approach runs across the end-to-end lifecycle.

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## Customer Service versus Customer Experience

I just want to touch on the difference between customer service and customer experience. A lot of people think customer experience just is customer service, but times have changed. No longer are we just dealing with a face-to-face or person-to-person interactions when it comes to engaging with organisations. So as this picture here demonstrates, on the left-hand side we've got the old-school shop, a woman dealing with a couple in a shop and she's providing customer service to them. But if you think about all of the interactions or all of the business that you do with organisations today that do not require any human-to-human interaction, such as online banking, online shopping, buying tickets or booking restaurants, researching and reviewing, any of those types of interactions that are still an opportunity for organisations to give you an experience of their brand but do not have any human-to-human interaction.

That's the difference between customer service and customer experience. Customer service becomes a very important and critical part of the overall customer experience that we deliver to our clients. Human-to-human, especially in your sector and in your field, is absolutely critical, and it's certainly one of the absolute priorities that if we think about the way that people like to access information and find out about things these days and communicate with organisations, we need to be thinking more holistically about that end-to-end journey and that end-to-end experience.

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## Experiences are Thought and Felt

So we've spoken about the fact that customer experience is the assessment that individuals make about all of the interactions they have with organisations across the end-to-end customer lifecycle, and we've talked about the different stages of that lifecycle and the difference between customer service and customer experience. Let's just now think a little bit deeper about the way that we as humans are. We're kind of fickle creatures. We don't generally operate on a single dimension and we don't assess things in one particular way. So this little guy here gives us a breakdown of how we as individuals will generally make an assessment about an experience that we have.

So 10 percent of the assessment process is a rational thinking process. So that's like 10 percent, "okay, yes, the product or service is right. It suits me and the price is right. It meets my needs." Great. Tick. 35 percent of the assessment criteria is based on "how much effort do I have to put in to do business with this organisation? How many emails do I have to send? How many phone calls do I have to make? How many times do I have to tell my story? Do they know who I am when I call up or do I have to go through the whole process over and over and over again? Am I chasing them or are they proactively coming to me and offering information?"

So that's a really critical part, and I'm sure all of you could reflect on examples of your own where you've had times where perhaps you've been left on hold for 45 minutes and then cut off, like happened to me when I was calling the ATO the other day - somewhat frustrating. Or on the flip side, when you have had an experience where you give your name and someone says, "Oh yes, welcome, Amy. So nice to be talking to you again. We know that" da-da-da-da-da, "this happened the other day." It really does put a different slant on that whole interaction as soon as you get involved. So how much effort we have to put in to do business with an organisation is a critical component.

And [inaudible] overwhelmingly, the way that we as individuals will assess an experience is how we feel. "Do I feel heard? Do I feel valued? Do I feel understood? Is this person really listening to me, and are they actually trying to help me by offering up other suggestions of what I may be able to do, or pre-empting what my needs may be?" So at the end of the day, the way we feel is an overwhelming decider on how we will assess that experience. From an organisational point of view you need to be tapping into what is it that you can do to make sure that you're giving yourself as an organisation the best opportunity of making sure that that person feels good.

As an organisation you can't control that emotional response. You don't know what's happened for that person that day. They might have had a real struggle getting the kids out of the house into the car for school. They could have had a little bingle on the way to work. A whole lot of things could have gone wrong. So it's really your role to make sure that that other 45 percent that you can control - having a good product, a good service, a good price, and making sure that there's limited effort required to engage with your organisation - is happening as positively as it can be.

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## Why All The Fuss?

So moving on: Why all the fuss? Why is customer experience so important and so relevant in today's world?

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This is a very quick slide that I want to take you through. It's a very quick history lesson, and I failed history at school so it's very very brief. So here it goes.

In the 1900s we were in the age of manufacturing and we learned to make "stuff." That's as extensive as it gets, okay? In the 1960s we hit the age of distribution where essentially we learned to ship that “stuff” all over the world, suddenly creating global markets that we had never had access to before. Along came the 1990s and suddenly we were in the age of information, where we had access to these global markets from a laptop, or more realistically a big desktop sitting on our desk or taking up half our lounge room, and we had access to all of this information from our homes or our offices. We could buy things, we could research things. Suddenly we became so much more aware and connected to the rest of the world. Information gave us power as consumers and really flipped the balance in the consumer's favour for all sorts of things from shopping to research to reviewing of things and finding out information.

This next part, the age of the customer, it actually says 2010 here but I really believe that this kickstarted in 2007. In 2007 there were two key things that completely changed the way that we as consumers were able to access information. That was the introduction of Facebook or the wider pickup of Facebook, and of course the introduction of the iPhone. That really did flip the consumer world on its head, because suddenly we didn't have those big computers or laptops that were taking up half our lounge room to lug around, or the shoulder-breaking laptop on your shoulder. Suddenly we had access to all of this information in the palm of our hand from wherever we were. So this age of the customer, as it says there, has made focusing on the customer a more strategic imperative than it ever has been before.

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Moving on to the voice of the customer and the access to the information that we have now. People want to make sure that they are getting the best opportunity, the best deal, the best advice or information that they possibly can be, and with the advent of social media and mobile access we are now super and uber-informed, as it says.

If you think about your own experience, when was the last time you made a significant purchase? Maybe a car or a house or a holiday or some whitegoods. Did you do some research? I'm sure you would have. And even if you think about a less significant purchase: Maybe you were going to dinner or going to a show, or even just buying a movie online at home through iTunes or one of the other sort of streaming devices. You possibly checked out some of the online reviews.

We all want to feel safe about our choices, and today it's easier than ever before to get insights into what we are seeking. There's a few very common social media channels that are demonstrated here on this slide, but in addition you've got things like Zomato or what was known as Urbanspoon for restaurants. You've got Trip Advisor for holidays, Consumer Product Review and Choice for all sorts of things. Even Google just has its own rating system now.

And there is one that - I wanted to just pose a quick question to you. Do you recognise this icon? Please use the question box just to respond if you know what that icon is. A couple of nos coming through here. Okay, anyone else want to have a punt? Location service. Okay. It doesn't look like it's jumping out to anyone at this particular point in time, but I guarantee over the next few years it absolutely will.

This is the icon for clickability. Clickability is a platform that has been designed by a couple of girls here in Melbourne actually and is a social media platform that is used to review and rate disability service providers. So if you haven't already had a look at clickability I highly recommend that you do, because it is gathering quite a bit of momentum now and is only set to increase. So this is happening. This is happening in your sector, that disability service providers will be rated by consumers.

Okay, thanks for your responses.

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Just a quick couple of fast facts just to highlight the importance of customer experience a little bit more. So one there: According to Zendesk 87 percent of customers think brands need to put in more effort to providing a seamless experience. This is across the board. It is a difficult, and can be a challenging shift to make, but because of this power that consumers have today we really do need to be putting a good focus on it.

And on the flip side, if we look at it from an organisational point of view, engaging with customers equals 40 percent more revenue per person. And these statistics, quick fast facts, are all from some of the leading customer experience research organisations across the world, so some really good stats here.

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Just another quick one: Customers who encounter positive social customer care experiences are three times more likely to recommend a brand. That's from HBR. And on the flip side, from an organisation's point of view, organisations that are focused on customer experience have a 16 percent advantage over competitors in a willingness to buy, a reluctance to switch brands, and also a likelihood to recommend. 16 percent is a significant advantage in this competitive environment that you are moving to, so it really does stack up that this is somewhere that organisations need to be focusing.

There was another stat that was - I don't think I've got it in this pack - but it was put out that in 2017 50 percent of product development investment was being shifted to customer experience development and research. That was looking at a whole top 500 organisations in America, so the big guys are getting it that this is where it has to happen. But it doesn't just pertain to that top end of town. This is the case for all organisations.

# Slide 17:

## CX Is Everyone's Job!

Okay, moving on. Customer experience is everyone's job.

I just quickly want to touchon this. Sometimes when we're dealing with organisations people think that they need to be focusing attention on their frontline staff, their reception teams, and anyone that is having that direct interaction with the customer or with the clients. But as the iceberg demonstrates, yes, we've got the customer touchpoints, the bit that the customer sees and feels and experiences at the frontline, but behind the scenes is the engine room. This is what we call the Mesh Wheel, and these are the six different areas that we work with organisations and focus on when we're looking at improving customer experience across an organisation.

So looking at communications: What you say, how you're saying it, where you're saying it, how those messages are being delivered, the different channels through multichannel that you're using to communicate with your clients.

Product and price: How are your products and services developed and priced to meet the needs of your customers?

Technology and process: What is the technology and what are the processes that you've got underpinning your organisation that is going to help you provide a positive customer experience? A big thing there that most disability service providers are currently grappling with is CRM and the use of customer data. How are you capturing, keeping and maintaining accurate customer data that can then enable you to be more agile in your interactions with your customers? If you're not focusing on that as yet I highly recommend that that does become a focus point.

Insights and strategy is all about how are you engaging with your customers on an ongoing basis to find out what is working or what not working and what their future needs might be, and using that to inform your strategy, and that's where the human centred design piece really kicks in, which we'll get into in a second.

And of course, people and culture: How are the people in your organisation empowered to deliver positive customer experience outcomes, and how is customer experience led from an executive level?

# Slide 18:

## Human Centred Design (HCD)

So let's jump into the human centred design component, so I guess just in summarising what we've looked at, giving you an essence of what we're trying to achieve from a customer experience point of view and why it's so important, and then some of the models that we are using to look at that by looking at that Mesh Wheel framework. These are all the different elements that we need to be considering when we're pulling together a customer experience development strategy.

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## What Is HCD?

Okay, so human centred design: What is HCD, as we like to refer to it as? Well, it's a creative approach to problem-solving, and it's a whole lot of fun as well. When I got into my own business I wanted to make sure that the things that I was doing on an ongoing basis were relatively fun, so having an HCD model, or a design thinking model as it is sometimes referred to, suited me a lot. So yeah, a whole lot of fun and a great problem-solving tool.

It really starts with the people that you're designing for and delivers solutions that are tailored to their needs. This is achieved by really understanding and getting to know your customers and empathising with them deeply. This is not the land of customer satisfaction surveys. This is deep-dive research and getting into the hearts and minds of people and understanding what it is that makes them tick.

We move into a mode of generating lots and lots of ideas. In our workshops and things that we run, "there is no such thing as a bad idea" is a common term that I am using. We like to encourage lots of creativity and lots of out-there thinking, you might say. We then move into a phase of building a bunch of prototypes where we will test our ideas and learn from what we're actually developing. And then finally putting ideas and innovations into action. So we'll go into a bit more about the process and the model in a moment.

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## Design That Makes Sense

That can to some people sound all a little bit airy-fairy when we talk about getting into the hearts and minds of people, but it really is balanced out with a very strategic business model that backs it up. So we look at what the technological capability or feasibility of the organisation is, what the viability of doing these types of initiatives is as far as resources and people and funding and all the rest of it, and then balancing that out with, "Well, what are your customers and what is your community actually telling you that they want?" So it's not just being completely led by - it's not "the customer is always right" kind of methodology. It is certainly balanced out with what's happening in the organisation and what is feasible.

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To demonstrate the power of human centred design I'd just like to tell you a bit of a story, and this is a story about a guy called Doug Dietz, a very American name but a lovely fellow, and I highly recommend looking up Doug Dietz on YouTube and hearing this case study firsthand from him if you are interested. But Doug Dietz is an electrical engineer and he worked for GE Healthcare as you might guess, and this is his new baby. Those of you that have had the misfortune of having an MRI probably recognise this machine, and even those of you that haven't. This was at the time the latest and greatest MRI machine and Doug was being lauded by everyone across the globe for his incredible invention. It gave far superior image quality than had ever been available before. The processing time to get patients in and out of this device was far faster than it had before. The physical real estate, the size of the machine, so therefore the physical real estate that it took up in hospitals and imaging rooms was much less, so they could have more of these devices. It was more cost-effective. There was a whole lot of great things going on for it.

However, after this device was launched, Doug attended a human centred design or design thinking workshop at Harvard - Harvard have the Harvard D school and he went along there to one of their workshops - and it was at this point that he realised that he'd actually never seen a patient go through the machine, which is quite ironic I guess, or strange you might think. But Doug being a caring kind of guy that he was decided that this was no good, so he took himself off to the local chns' hospital, and there he met a little girl by the name of Sophia.

Sophia had a condition where she needed to have an MRI, and he was in the imaging room waiting for Sophia to come down into the room to have her MRI, standing there with all the imaging techs who were high-fiving him, telling him how great he was and how great this device was. He was feeling pretty much top of his game.

And then he saw little Sophia coming down this hallway with her parents on either side. She was looking really quite scared and apprehensive and he could see that her parents were really coaching her and saying, "We've spoken about this. You've got to be brave. You've got to do it but it won't take long. It's going to be OK" et cetera. However, Sophia walked into the room and she instantly froze. She became completely static and also very upset and obviously cried and was really resisting going through this process. It was at this point that Doug learned that 90 percent of the children that were having MRIs needed to be sedated, and he went from feeling really fantastic about his incredible invention to feeling like he wanted to run away and bury himself in a hole. But being, as I said, a very caring guy that he was, he took himself back to basics and decided that he needed to fix this. He needed to find a way to stop this being the case and reduce the sedation rates for kids going through the MRI machine.

So he started a whole human centred design process. He went out and he spoke extensively to kids. He and his team spent time at schools and playgrounds watching kids in their own environment, really understanding what it was that made kids excited and interested in life, and watched them play and spoke to them and learned a whole lot of information from that. They then went back to their design studio. They came up with a whole lot of ideas and different prototypes and they tested out things with kids, and over the course of I think it was about 12 months they came up with this new concept.

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This device, after that research program, became this. I'm sure you'll agree it looks a whole lot more friendly than it did before. So I might just quickly throw - this is a bit of an impromptu question. This had a massive impact on the sedation rates to children going through the MRI, and I might just ask you, pop in a percentage into the question response box. Have a guess at what you think what percentage it went down to once these had been redesigned like this.

I've got one response. Five percent. 10 percent. Five. 50. 15. Five. 20.

Excellent. Well, I'm so delighted to tell you that it actually went down to less than one percent, which is phenomenal. I mean, not just from the - if we think about this in the business context from a hospital's perspective it had huge implications, because they didn't have all of the additional staffing, the drugs, the anaesthetist, the additional time that it would take to process kids through the machine and get the results that they needed. And then from, of course, the individual child's perspective and the family perspective, they didn't have any of the concerns of having anaesthetic, going through with that, having side effects for that, worry and concern from parents and family, and the scare factor for kids as well. So it was a huge change.

But this was not just about dressing this room up to look pretty and look welcoming. What they had done is looked at the whole end-to-end customer lifecycle and the customer journey, so from the very first moment that Sophia went to her family doctor or her local doctor. She used to get a take-home pack to say, "You need to have an MRI.” Now she got a camp backpack. When she arrived at the hospital, she wasn't greeted by a nurse or an imaging technician or someone from the MRI team. She was greeted by a camp counsellor. When she was led down to the MRI room, it wasn't just a cold static hospital white corridor anymore. It had been dressed up to look like this. There were sounds playing forest noises. There was even a little bridge with an image of a babbling brook running underneath it. So the whole experience had been completely changed and, as I said, with massive impact to both the hospital and the individual, with the sedation rate going down to less than one percent.

Some good guesses there of five percent, though, so thanks for that.

# Slide 23:

## HCD Can Be Used To Design

All right. So human centred design can be used for anything, so product development, services, spaces, as we've just seen, as well as systems, and similar to the Mesh Wheel that I showed you before with those six key areas, it can touch all of those areas of the business.

# Slide 24:

## The HCD Model

And this is the HCD model that we use. This is one of the models. There's lots of different models available for human centred design, or design thinking is also another term that is sometimes used to describe it. This is an IDEO, who are one of the large organisations who does human centred design in the world, this is one of their models which we tend to use quite a bit of, but we certainly pick and choose from different areas as needed. But this gives an overview of how it works.

So the inspiration phase is the data gathering, working out what the problem is that you're trying to solve, finding information out from your community, and getting huge amounts of data to help inform your plans and processes moving forward.

The ideation phase is where you pull all of that data together and start coming up with potential solutions to some of the problems. We develop a whole lot of prototypes in this phase and test those back with the people that we'd been speaking to in the inspiration phase.

And then finally we move into the implementation, where we look at, "How can we bring this product or service or initiative to market, and how can we scale it and make it sustainable?" So I'm just going to go through briefly each of those phases in a little bit more detail.

# Slide 25:

## The Inspiration Phase

First phase being that inspiration phase. There is a lot of research that's involved in this part of it, and I might just pose a question to you now, and again if you can use the free text question box to respond to this that would be great. So interested to hear about what sort of customer research your organisation has undertaken to date? It might be customer satisfaction surveys. It might be customer focus groups or think tanks. Just use that free text box to give us a response there.

Okay, so we've got customer satisfaction surveys, customer focus groups. Okay, so there's some satisfaction surveys and focus groups as well. Think tank: Organisation after my own heart. I don't like the term "focus group" but I think a think tank is a lot more fun. Focus group reminds me of a fish bowl. Usually organisations use survey with very low responses: Yeah, that's a really common thing as well. So surveys, focus groups, listening to feedback in conferences and committees. Oh, a customer advisory group: great.

Excellent. Okay, great. So it looks like there's varying responses there as far as the different types of research that you've done. Unless you've taken a design thinking or a human centred design approach, probably the level of research and the way that we go about the research using this model would be quite different to what you've done before, so I'll just touch on that.

We spend a lot of time initially really working out who it is that we're going to research with. So if you think about some of the customer satisfaction surveys that have been done in the past, they're kind of blanket surveys that go out to all of your customers. Your different types of customers can have very different needs and very different motivations, so we spend quite a bit of time in the starting phase defining the customer ecosystem. So we look at assessing the different types of customers that you have through a range of different demographics, so the services used and their needs. So you may be a day services provider or a residential services provider or employment services, so looking at the different services that are used. We would also look at the different relationship with the organisation, so are they a direct client or are they a carer? Obviously those two customer cohorts have very different requirements as far as what would be their motivations for engaging with your organisation, so therefore your questioning to them would need to be quite different. We also would look at their age or their health and their cultural diversity, because they're all sensitivities that we need to be conscious of when we're going out to meet with these people and understand what's going on for them.

We would then, once we've defined that ecosystem, we would look at each of those different customer segments and customer cohorts and define what is their experience? So looking at the little guy on the right there that defines how we assess experiences, we would try and imagine what could be going on for each of those different customer cohorts. So what are their needs? What's their rational thinking process? Are they looking for the best price? Are they looking for the best service? Are they looking for quality of care? Whatever it may be. And then from a physical point of view: What are their physical requirements to interact with us, and what sort of interaction touchpoints will they be needing? And then what might be some of their underlying emotional concerns that could influence their engagement with our organisation? So we're really trying to create a bit of a map for that before we even get into designing our research framework.

We'll also look at key moments of the journey, so what are the most important parts across that customer lifecycle, and also the language that is used. I would love for you to have a think about what's some of the terminology that's used in your organisation that describes customers? So a lot of people use a lot of acronyms, and that gets out to customers sometimes and it can be quite confusing and bamboozling to people, so encouraging you to look at that so you can have that in your conscience when you're going through this inspiration phase.

Okay, then when we get into the actual research - so we've understood who our customers are. We've designed a research program that is going to suit the needs of those customers and really help us extract and elicit the information that we're looking to understand - we employ a range of different research techniques. So we'll do one-on-one interviews. We'll do group interviews or think tanks. We might take some immersive research methodologies as well, and this is particularly valuable for organisations in the disability sector where you might be trying to understand people who have limited communication. Immersive research techniques are things like going out and just shadowing someone for a day, hanging out with the person and watching them as they go about their day to day life and looking at what their challenges and what their positive and negative experiences are. You can learn a hell of a lot from that. I love doing those types of research pieces.

In addition to that we look at what else can we learn from other sectors or other organisations or other industries that are doing similar types of things? So secondary research that can beef up our understanding of what are some of the things that we should be considering. And also expert consultation is another great one, so going out, reaching out to people who are doing stuff like this really well and building a really robust picture of what's happening for your clients and your community and your industry in that research phase. A lot of data is collected throughout that.

# Slide 26:

## Ideation Phase

Once we then move into the ideation phase, so we're moving into phase 2 of the program, we bring all of that data together, and sometimes it can be a couple of days worth of sifting through and making sense of all of what we've learned over that time. And then we start moving into an ideation phase, so coming up with ideas of how we might go about fixing some of the things that we've learned, or improving some of the things that we've learned in that research phase. And we do this through prototyping, so the act - as it says there, we learn through doing - prototyping is the act of bringing your hypothesis into action to explore its suitability as a solution. The idea with prototyping is not to be building out huge, very detailed solutions. It's really kind of quick and dirty kind of stuff, so it's a bias towards action. We try fast and fail fast and learn fast, and we learn through doing. Less talking, more doing, and prototype to explore, not do. So we're not looking to solve all the problems in the world. We're just wanting to test our ideas.

# Slide 27:

## What Is a Prototype?

And here's some examples of the types of prototypes that we do use. So physical prototypes: This is a woman who has built out a car, a physical car, made out of cardboard and office seats and paper. The next one there that you can see is a mobile phone app, so we've created a phone-like device made out of paper with various screens going through. So we would give this back to people who had given us ideas and just get their feedback on our initial rough-and-ready thoughts.

Another great way of doing this is through service walk-throughs. So if you're looking at designing a new service you can physically use paper dolls and paper trees and double-decker buses, as there are there, to get an idea of what it might be like to be going through that particular service. Really useful if you're looking at designing out new spaces and getting ideas on how that may or may not work.

Digital prototypes. Boundary objects can be used for various communication model testing. There's a whole lot of different types of things that we can do, but as you can see, it's very simple and basic types of communication.

# Slide 28:

## Implementation Phase

Okay, then finally we're moving into the implementation phase. So this is where, I guess in some respects we kind of kick back into…

# Slide 29:

## What Is A Prototype?

Sorry, I sort of jumped over a little bit there. Once we've done all these prototypes, we're learning about our ideas and getting feedback from our clients, and then we iterate upon those ideas. So we'll take the idea and we'll have another iteration of it. We'll have another iteration, and sometimes it can be multiple iterations before we get to an idea of, "Okay, I think this is really something that we can take to market now."

So the whole idea is just to learn by doing and then continue to do that until you've got something that is really making sense. Hell of a lot more effective, because at the end of it you make sure that you've got a product that your market actually wants, as opposed to many product development or service development initiatives in the past that someone has a great idea, maybe the CEO, and says, "We're going to do this," and six months later, once it's brought to market you can realise that there's no market for what's actually been decided. So the human centred design approach really ensures that you are going to meet the mark with what your customers are looking for.

# Slide 30:

## Implementation Phase

So, now back to this slide. So then we move into the implementation phase, and this does take on more of a traditional kind of project management flow to it. There are certainly elements of that. We're defining what success looks like. We create a bit of a roadmap to how we're going to bring this to market. We build out a team that's going to enable this. We look at the different resources required, funding and people.

And then we go into a pilot phase. After that pilot there's a big evaluation phase, so we would evaluate and look at the success of that pilot, and essentially keep iterating. So we're not taking a, "This is 100 percent completed" approach. We're always looking to continue with this human centred design approach of continuing to ask clients what their experience is of our services and continuing to iterate upon that.

# Slide 31:

## Customer Experience Roadmap for Change

Okay, I'm very aware that we're just about running out of time – so I apologise for that. Finally, just to close out: The human centred design element is one significant component of the way that we at Mesh go about helping organisations create change in customer experience, but there is other elements that feed into that. So we generally work with organisations to help them set a vision and start some engagement across the organisation to get an education of what customer experience is about and why it's important, because certainly for disability service providers with support workers and the like who don't necessarily have that commercial mindset it can be quite a challenge to get them to work through that change process.

We also have an operational assessment which covers off those two yellow circles in the Venn diagram there. So we look at what's happening at an operational level within your organisation that's going to either help or hinder you in delivering positive customer experience outcomes. We look at over 150 different processes in your business that are based on that Mesh Wheel framework that I showed you earlier to give you a baseline of understanding of where you as an organisation sit to enable you to build your customer experience innovation and overlay your customers' desires on top of that. We obviously do a lot of customer research, as we just covered, and then moving into a strategy phase.

# Slide 32:

## Questions

So that really brings us to the end of the presentation. We've just a couple of minutes to go, so happy to take some questions if there's some now. Just feel free to use the question box to add any questions or ask any questions that you may have.

# Slide 33:

## Implementation Phase

Okay, so are there any Victorian organisations who've successfully done this? Yes, many. Some of the organisations that we've been working with are Each, Spectrum, we're doing quite a lot of work with Guide Dogs Victoria, Murray Human Services up in the Echuca Region. That's just to name a few. But yes, quite a number of different organisations doing this.

Sorry, I'm just looking at some of the other questions. I'll just move to that last slide.

# Slide 34:

Okay: How do you ensure the needs and aspirations of people with complex needs are part of this process? That's a constant challenge, because one of the - thank you, Carmen, for your question - one of the things that we're constantly dealing with in your sector of course is that people with complex needs, and certainly low communication abilities, often don't have a voice. They're often spoken for by their carers, family members generally, and it is a real challenge to ensure that we're trying to get to the hearts and minds of what's going on for the individual rather than just the person who's making the decisions for them, and that's where that immersive kind of research can be really beneficial.

So I went out - I was working up on the Murray a couple of years ago and spent a day with a completely nonverbal kid who was also wheelchair-bound, more or less a quadriplegic I'm thinking - I can't remember his exact diagnosis, sorry - but I spent the day with him. So I went to his home in the morning and met up with him, and then I basically hung out with him for the day. I watched him as he went about his morning routine, and then I went in the taxi with him when he was picked up and spent the day with him at his day services program, and just watched the challenges and watched the interactions that happened for him throughout the course of the day. And I was able to gather so much information from that, just looking at things from his perspective. So, yeah, it is a real challenge to ensure that people that potentially don't have such a voice are heard and not just have decisions made for them, but that is one of the ways that we can do that. We're certainly happy to talk - there's lots of other ways as well - so happy to talk more about that if you would like some more ideas.

Great. Thank you very much everyone for your attendance. If there's any other questions please feel free to get in touch.

Thank you.

# Slide 35:

## National Disability Services

NDS is the peak body for more than 1,000 non-government disability service providers and is the only organisation that represents the full spectrum of disability service providers across Australia.

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