

MANO

Map of Needs Areas and Opportunities

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Contents

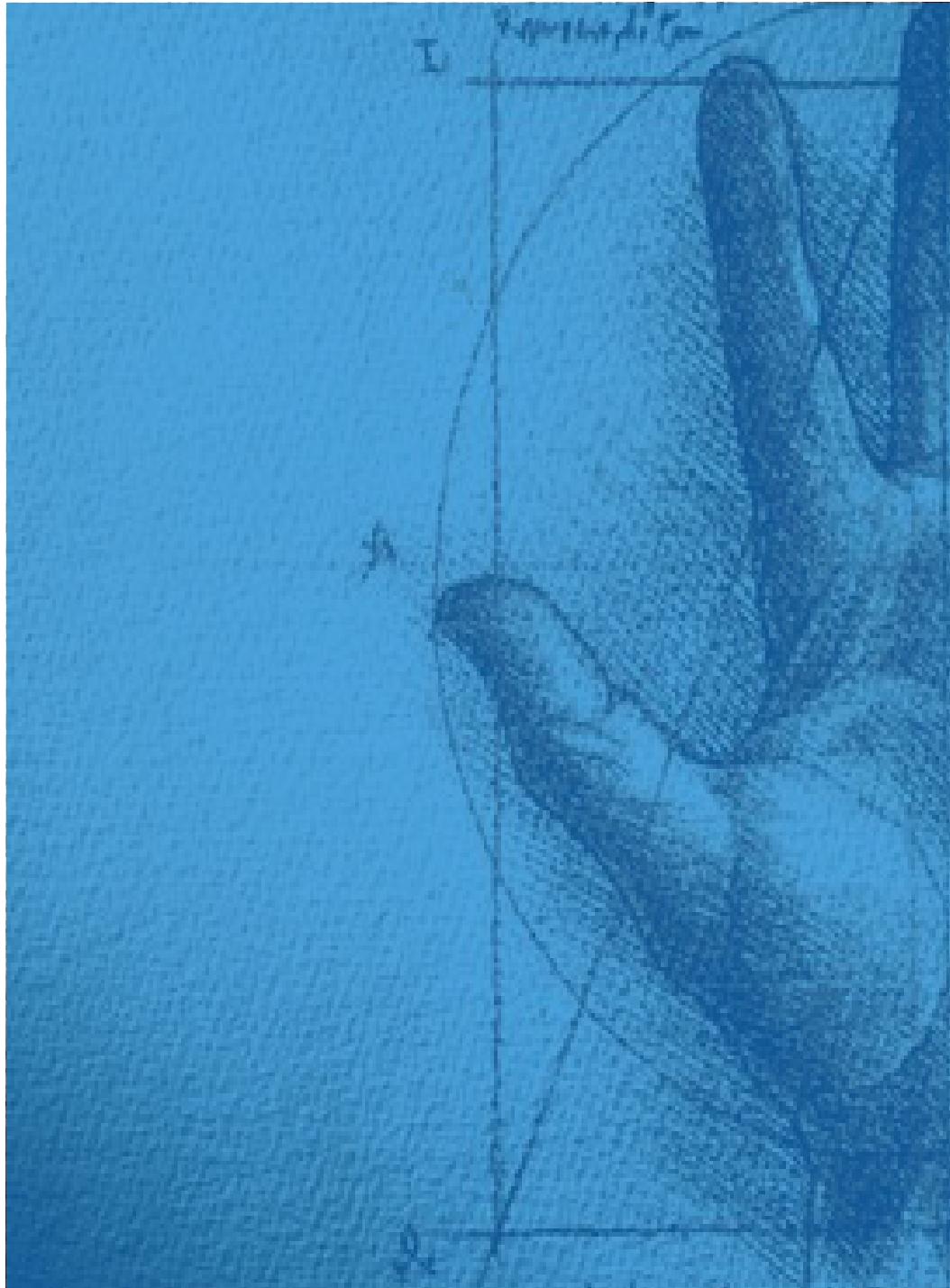
Introduction

Key points

Needs Areas and Opportunities Map

References

Annex



Introduction

What is it?

This manual is an inspiration resource, guide and “alignment” toolkit for innovating and generating ideas based on insights from field work or research.

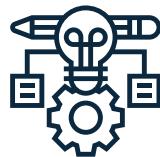
It is a tool that prompts you to reflect, analyse and make headway in the analysis of research carried out users in order to identify what are their needs (problems, pain points, frustrations,...) and to turn these into value creation opportunities for the next generation of solutions intended to address their problems.

This manual is for all professionals who work in designing, innovation and generating value propositions for customers and the market.

Introduction

What for?

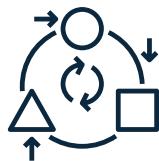
Based on the insights from field work and research we can apply it to enable us to:



Order, group and understand the problems and/or the **key needs** of the users being researched.



Categorize the main (functional and emotional) “needs” of users.



Visualize and center on possible value creation routes for exploring **innovation opportunities** to address users’ problems



Facilitate a shared understanding among all the people in the team around possible innovation opportunities

Key Concepts

Insights:

Things we have observed and/or heard that have surprised us, more relevant aspects, patterns that are repeated, needs observed or explicitly mentioned by users.

Needs:

These refer to powerful motivations underlying people's purchasing behaviour, consumption and user experience. These are the set of drawbacks and demands identified by users concerning their own interactions with the product or service; in other words, the problems, dysfunctions, frustrations, pain points..., that bother users and impede full (functional, emotional) satisfaction.

Key Points

Requirements

To use this tool you first need to have carried out research on the body of users of a specific segment by completing a prior field work stage that explores their experiences in relation to the use of a particular product, service, experience, etc.

Secondly, once the field work has been completed, it is also fundamental to have carried out various review and analysis sessions of the data and information gathered during the field work. During these insights analysis sessions it is absolutely essential to have identified the main needs (problems, frustrations, aspirations, desires, gaps) of users.

Finally, based on these insights, it is basic to have drawn up a document with the results of the main insights (written, graphic and visual material). This material may feature testimonials, quotes, photos, etc. This document with the most relevant insights will be the starting point for developing the "Map of needs areas and opportunities".

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Map of Needs Areas and Opportunities

You can use MANO to explore the most relevant needs of users and their use experiences concerning the products / services, as well as to identify and define opportunities for value creation in order to generate solutions that address their problems.

Step:

- 1 Share insights
- 2 Identify common categories
- 3 Group and prioritize according to relevance
- 4 Draw up Needs Areas Map
- 5 Draw up Map of Opportunities

Before you start remember to have:

- Field work insights: a work document with the main findings (problems, frustrations, aspirations, desires, gaps) identified in the research from users.
- The basic materials: post-its of different colors, DIN A0 flipchart-type paper, markers and paper and sticky tape.
- Make sure the stakeholders are relevant for the work sessions.

Step 1

Share insights

- 1.1** Share the insights from the field work and identify the most relevant needs.
- 1.2** Present and comment on the findings from the field work (testimonials, photos, videos, ...)
- 1.3** Note down the most relevant needs and information on post-its and number them, then stick them on the flip-chart or on the wall.

When you analyse all the insights, before you write down specific things on the post-its think of questions such as the following to help you:

What frustrates them? What are the main difficulties? What generates the most complaints or negative comments? What things would they like to be changed? What are the main difficulties they mention spontaneously? Which are the most and the least important ones? What would they do to improve a solution?

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Example

Our case corresponds to an equipment and devices manufacturer. Below you can see the main insights from the field work that correspond to the needs that we identified in our observations of users and their testimonials:

1.1 1.2

INSIGHTS: NEEDS

“To be honest, it is quite difficult to figure out how it works, ...in the end they always end up phoning you”

“I don't understand why we always have to go to check that the machine is working...this wastes a lot of time”

“We the sales-reps are the ones who are always in contact with the customer but it's the marketing people who launch the new products”

“I don't understand why we have to contact the call center first, then the technical service and sometimes consult the manual”

...

1.3

10. “We the sales-reps are the ones who are always in contact with the customer but it's the marketing people who launch the new products”

13. “I don't understand why we have to contact the call center first, then the technical service and sometimes consult the manual”

Step 2

Identify common categories, categorize and group

2.1

Find common points and categories.

2.2

Group the similarities according to the type of subject matter or specific problematics. For example, think in terms of categories such as: organization, functionalities, usability, experience, performance, quality, information, knowledge. You can write down 2 or 3 categories on each post-it before you decide on the final ones.

2.3

Categorize the needs according to shared affinities and patterns (for example: emotional and functional needs, organisation, customer experience, etc.) Decide on the final categories and groups based on a specific problem. Write a heading for the category on a different colored post-it and group all the post-its together around the same problem.

Example

2.1

10. "We the sales-reps are the ones who are always in contact with the customer but it's the marketing people who launch the new products"

13. "I don't understand why we have to contact the call center first, then the technical service and sometimes consult the manual"

2.2

ORGANIZE, SHARE KNOWLEDGE

USER EXPERIENCE OF CUSTOMER SERVICE

2.3

USER EXPERIENCE

1 "To be honest, it is quite difficult to figure out how it works, ...in the end they always end up phoning you up"

13. "I don't understand why we have to contact the call center first, then the technical service and sometimes consult the manual"

9. "Because it's all spread out in different places (manual, pdf, call center...) they always end up phoning you up to solve things"

Step 3

Group and prioritize according to relevance

3.1

Determine the relevance of each category group. Categorize the needs according to affinity and common patterns based on their relevance.

3.2

Once you have carried out an initial prioritization you will need to contrast it again with all the team and discuss and reach consensus as to whether it actually reflects the relevance and priority that it has been attributed according to the points of view, perception and opinions of users. Try to place yourself in their shoes and think about whether it really addresses what is essential for them from their actual experience.

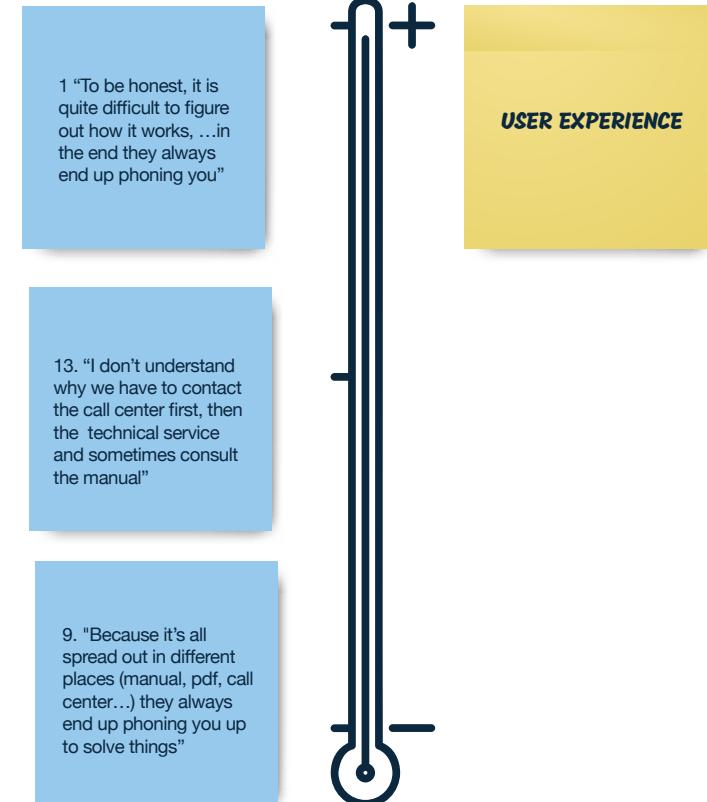
3.3

Choose and allocate a heading to each category. So, for each completed column you need to choose a heading for the entire category that explicitly sums up the common ground between the different needs grouped and prioritized according to their relevance.

Example

3.1 3.2 3.3

To make things easier you can do this using a relevance graph (+ Important/Extreme and -Important/Moderate) and position the different post-its based on their level of importance, extreme or moderate, depending on the relevance that these needs have in the eyes of users. Place the most important ones at the top of the column and the more moderate and less important ones further down.



Step 4

Draw up a Needs Areas Map

4.1

Follow the categorization and the relevance of the different groups of needs you noted down previously to draw up a map of the users' needs areas. Position each group in one area of the map. You can do this by sticking the post-its you already have on the [template attached in PDF](#). Each segment of the graph will correspond to a specific area of needs.

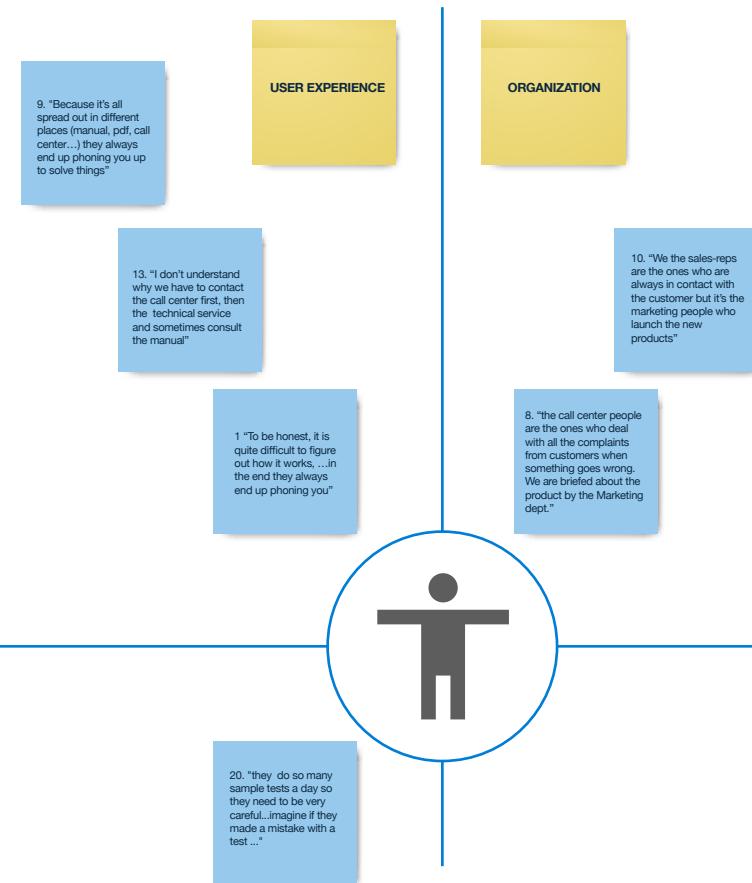
It is important not to exceed a maximum of 5 needs areas. You must then proceed to place the different needs in each area according to their categorization and order of relevance. We recommend you position the needs that have the most relevance in the center, closest to the user, and those that are more moderate and less relevant further out.

Once you have completed the needs areas map you can go on to transform these insights into innovation opportunities.

MANO

Example

4.1



Step 5

Draw up the Opportunities map

5.1

Explore and generate value creation pathways. Review and think about all the needs that are located in each area. Since every one of them may represent a value creation opportunity try to focus on those needs that users are more frustrated about, the most pressing and relevant ones.

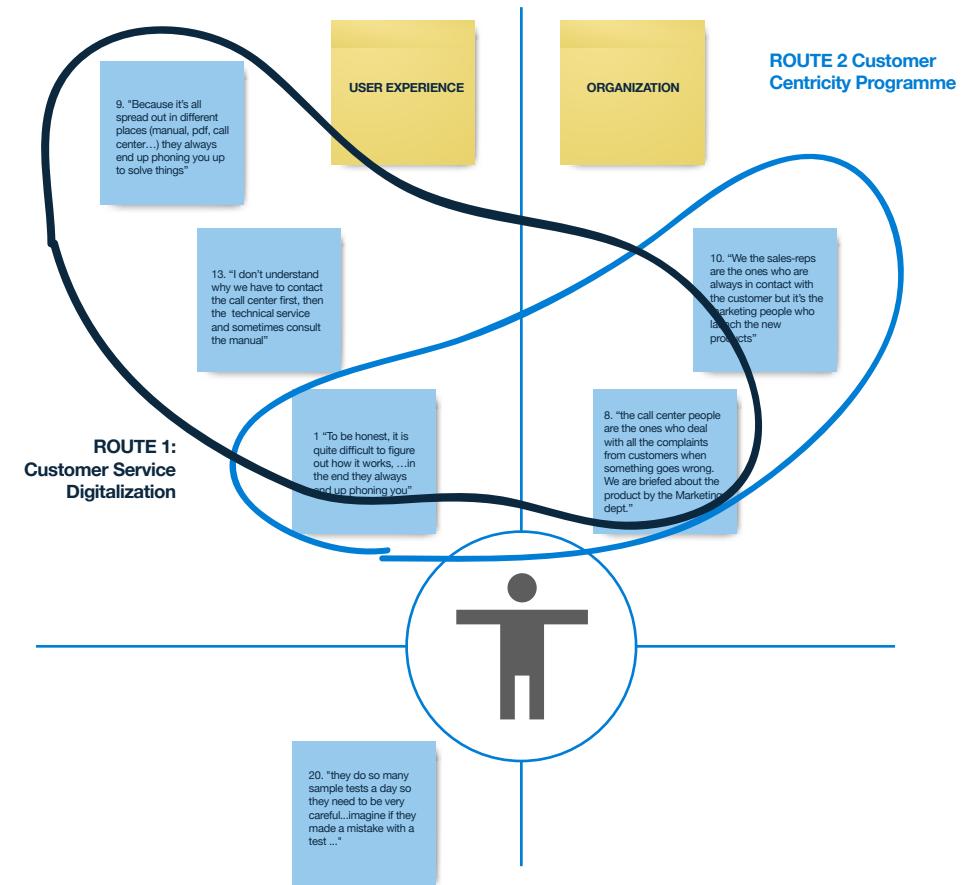
Ask yourself: Which value propositions could address the most relevant needs? In what way could the problems, frustrations that arise from these needs be resolved? Which of these needs are most likely to enable you to draw up a specific value proposition to explore innovation opportunities?

5.2

Once they have been identified, allocate a name to each value pathway and graphically incorporate the needs that form part of the pathway.

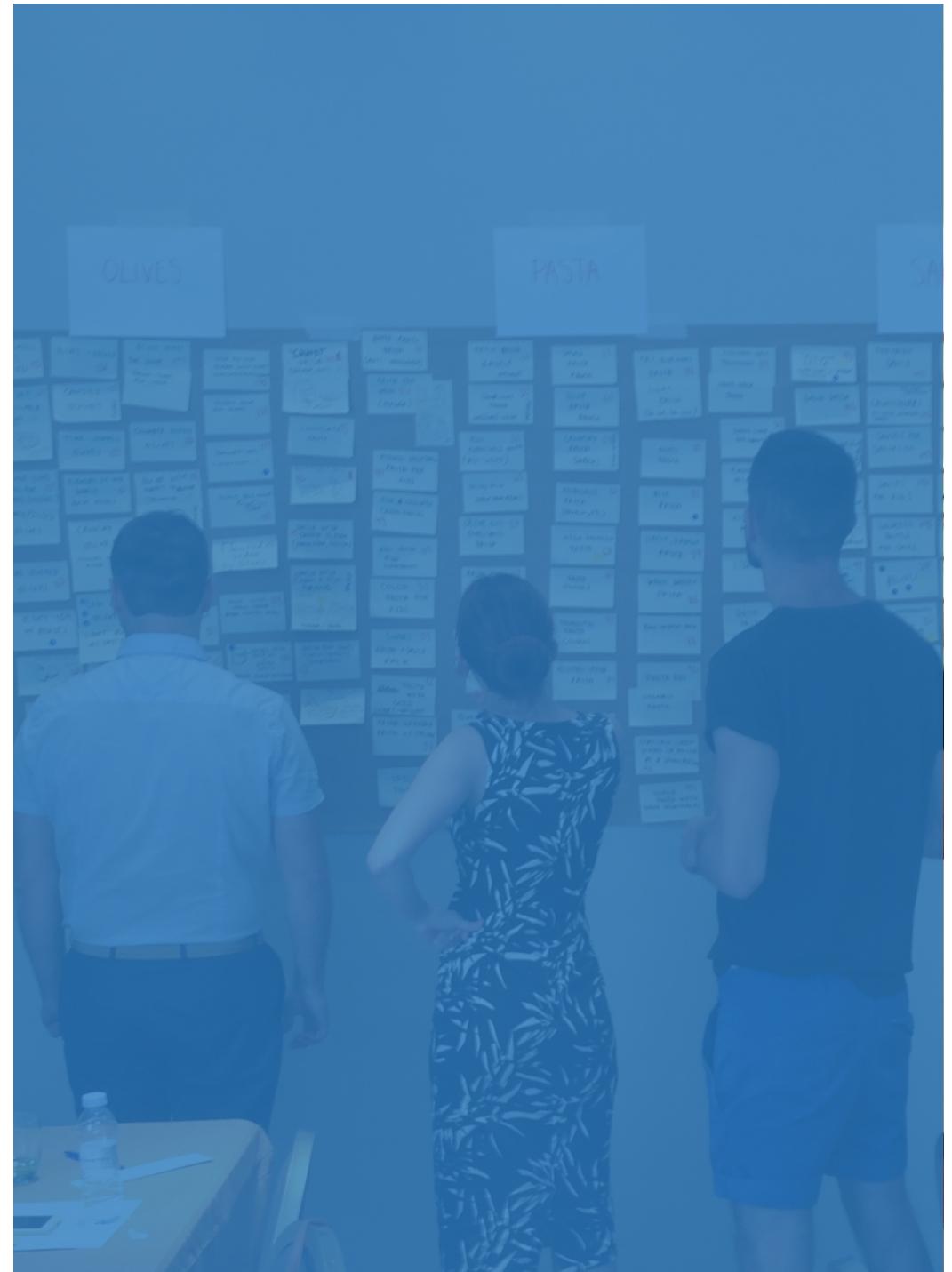
Example

5.1 5.2



Your opportunities map is now ready. This tool is a resource which enables you to visualize the different innovation routes. It is the springboard for innovation and for designing value propositions that will solve the problems identified during the research on users.

Each of these routes is a starting point for exploring and generating ideas on how to innovate products and services that contribute value to users whilst addressing their needs. Now, the next step is to use this tool to generate ideas by following each of the routes.



References:

If you want to find out more:

DESIGN RESEARCH METHODS: <http://designresearchmethods.com/tools/>

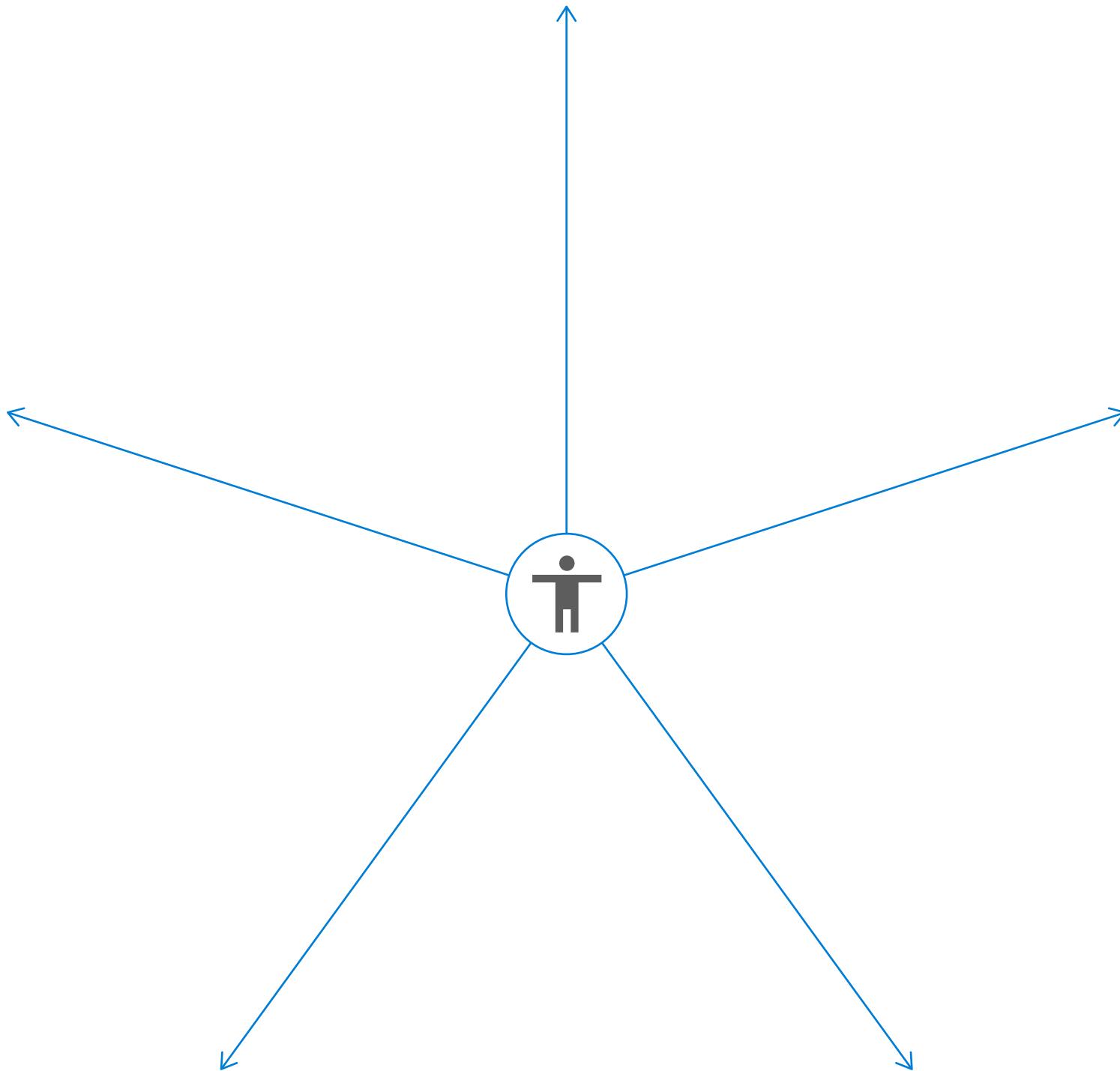
101 DESIGN METHODS: <http://www.101designmethods.com/>

VALUE PROPOSITION DESIGN: <https://www.strategyzer.com/books/value-proposition-design>

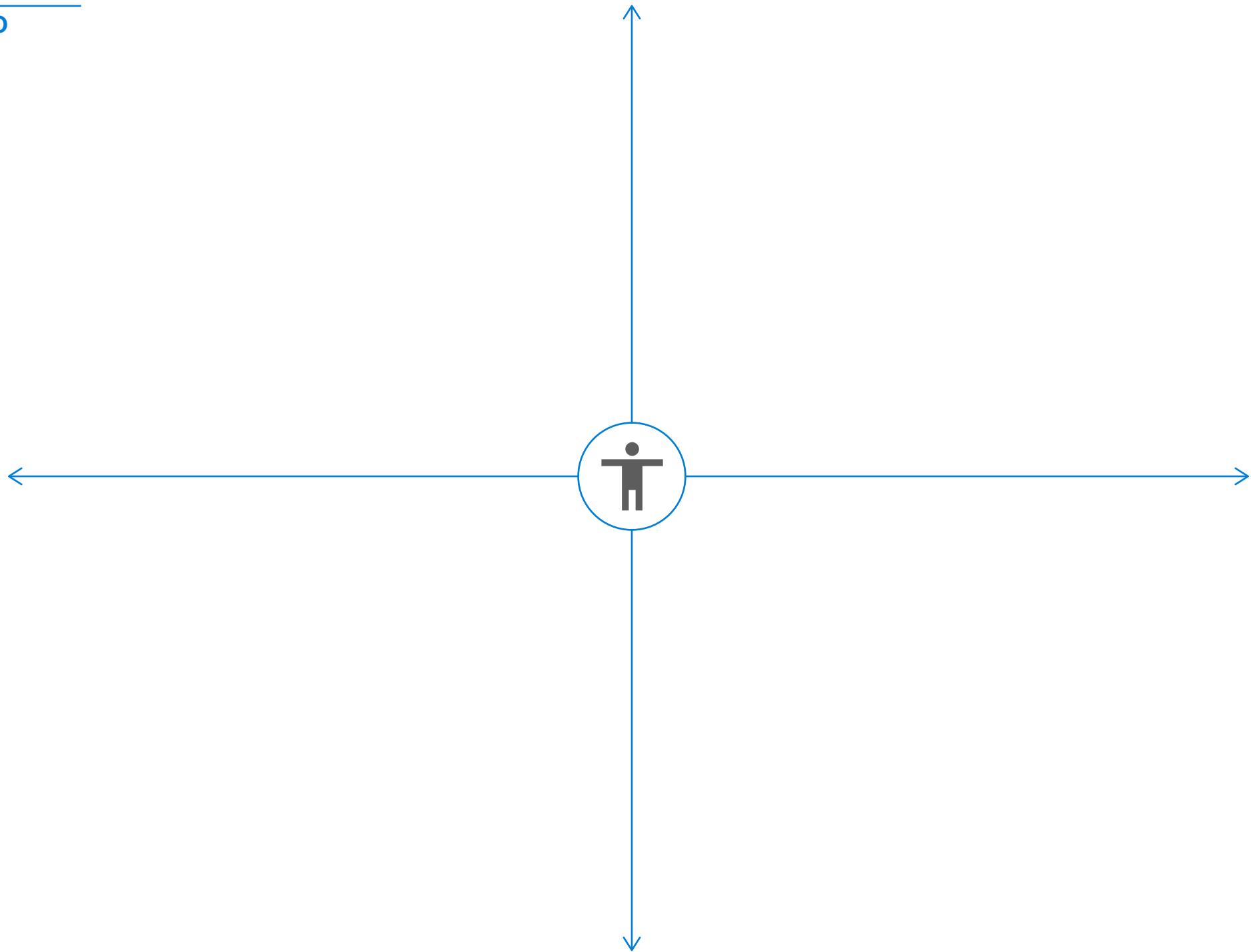
Templates

- Map of Needs Areas and Opportunities
- Questions and Guidelines to help you analyse the insights and draw up the Opportunities map

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When you analyse insights, ask yourself:

What frustrates them?

When you analyse insights, ask yourself:

What are the main difficulties?

When you analyse insights, ask yourself:

What causes the biggest complaints or negative comments?

When you analyse insights, ask yourself:

What things would they like to change?

When you analyse insights, ask yourself:

What are the main difficulties that they mention spontaneously?

When you analyse insights, ask yourself:

Which of these are the least and the most important?

When you analyse insights, ask yourself:

What would they do to improve a solution?

When you analyse insights, ask yourself:

When you analyse insights, ask yourself:

When you analyse insights, ask yourself:

When you draw up the opportunities map ask yourself:

With which value propositions can we address the most relevant needs?

When you draw up the opportunities map ask yourself:

In what way can the problems and frustrations that stem from the needs be solved?

When you draw up the opportunities map ask yourself:

Which are the most likely needs that will enable you to draw up a specific value proposition to explore innovation opportunities?

When you draw up the opportunities map ask yourself:

When you draw up the opportunities map ask yourself:

When you draw up the opportunities map ask yourself:

Credits

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