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Using Design Sprint to increase the conversion rate of a course sale page

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Abstract

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Using Design Sprint to increase the conversion rate of a course sale page

The success of a business is based on a few principals and one of those is prioritization. Knowing the right problem to focus on solving is probably one of the most effective ways to run a business since every single business on the market nowadays has a ton of problems that pop up every day. For a medium-size, early started company, which they have not developed a clear process on how they work yet, prioritization is critical.
The aim of this project is to see how effective the team can be when using a different working process. To be more specific, applying the Design Sprint to improve the conversion rate of a high satisfaction rate course on an online education website. The goal was to double the conversion rate for this course and if everything runs smoothly, the same layout or process will be applied to other courses on the site.
The theoretical section will explain some of the software development processes like design thinking, the following section will talk about what exactly is Design Sprint and Lightning Decision Jam. This section will give the reader a clear understanding of all the methodologies that big tech companies out there are using.
The empirical part shows how the process was conducted inside the company. The total time from planning to implementing was 3 weeks. At the end of this section, the author also shows the result of the whole process to the reader and how it has affected the company in terms of how the employees feel about the process compared to the old method.
Last but not least is the discussion of the whole project, what were the lessons learned by the author, what can be improved to make the process easier to use for the team and the company. Also, a small discussion about which type of company should use this process and how do they know it is the right process for them.

Key words

Design Sprint, Lightning Decision Jam, online course, conversion rate, education platform

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1 Introduction

According to the author of this thesis, in a business situation, there are two ways to make a company grows and sustains itself: The first is to increase revenue by selling more products and services, the other way is to reduce the cost of running the company. And since these two things are vital to the success of a company, many methodologies and tactics have been developed to address it in the past ten years. That includes SCUM, Agile, Design thinking and many more. When taking a look at all of these methods, we will find see that all of these methodologies share one trait: they all require people to work in a team. Teamwork gradually becomes the key aspect that defines the success of a project. And each industry will have a different method of working inside the team. Moreover, a wealthy business is the one that has all the departments run smoothly without friction. In order for that to happen, a well-curated and repeatable process must be formed and applied inside the company. Research shows that companies with a clear system in place tend to be more efficient than companies that just working and course-correct along the way. A good process is the one that can satisfy the two aspects mentioned above: increase revenue and reduce cost. (Dib 2016, 250.)

Increasing revenue can be done by getting more clients to know and buy from you, upselling to current customers or expand to a new market. Whether the company is business to business or business to consumer, the principal holds true across the two. During the process of making these happen, there will be new business challenges and problems show up along the way. To be successful in this stage, it depends a lot on how good the company can handle these problems.

In terms of reducing cost, this can be done by reducing the fixed cost that the company usually spends every month, which includes office supply, office rent, subscription fee, salary for employees and many more. Another way to reduce costs is to get more work done in less time to increase the efficiency of the team members.

In the book Strategic thinking, one of the key aspects that will contribute positively to a company is choosing one thing to focus on or prioritization (Bruce & Langdon, 2000, 48). There are many reasons why prioritization is so huge. First of all, a normal company has many problems that they have to deal with in a day, some even last for months and years, therefore without prioritization, a lot of time will be spend on doing the unimportant work or urgent tasks. By focus on trying to solve only one problem, we will get things done and in order much faster than trying to solve many problems at the same time. In a business environment, time is the only asset that we cannot take back, time is money, a wise businessman will use his time on doing the important task, things that have a lot of impact to the business. And vice versa, keep doing the unimportant task will cost the company a lot of money and if we keep letting that happen, it will lead to a downfall of the business.

1.1 Structure of the thesis

The thesis consists of three main chapters, the first one will give a clear introduction about the company and why they should try a new working process and why it would be a benefit for them to do so. The second part is about showing people what exactly is the Design Sprint and also show some other frameworks that are being used on the market nowadays. And lastly is the practical and granular part, where the author will describe in detail the whole process of using the new framework to the business and what is the result coming out of that workshop.

The theoretical part of this thesis has three chapters. The first one talks about what is Design Thinking and what role does it play in the product development process, what is the benefit of using Design thinking and how other companies are using Design Thinking right now in their day to day working process. The next chapter will show what is Design Sprint. What is the step by step process of the Design Sprint? Why companies should use Design Sprint in their work and in which kind of problem do people use Design Sprint? The third chapter in the theoretical part will cover a new method called Lightning Decision Jam, a shorter version of the Design Sprint that was created by a design agency in Berlin called AJ&Smart.

The last few chapters will tell the process of the author trying to use a shorter version of the Design Sprint to the author's company to see whether this new approach can help to increase the quality of the work and make the team understand each other more and be more creative. The subject that was used in this project was a course sale page, and the purpose is to test this new method and see what is the return on investment of implementing a new process into the company workflow. The case company is The Futur, an online educational platform with the mission to teach one billion creative people around the world. The whole idea of trying this new method was initiated by the CEO of the company, Chris Do since he already had some knowledge about the Design Sprint, but he never has a chance to try it for the team. Luckily, the author of the thesis also read the book and had some experience with the Sprint, so he asked the CEO permission to try with idea on the company especially this website project since this was a really big problem that might stop the company from getting the KPI that they set out at the beginning of the year. All things led to an experiment to use the new methodology (Lightning Decision Jam) in the company wise size, not just a small department inside the company.

Lastly, the author will show the result and discuss the effectiveness of using this new method to the company. What is the next step after that and what are the things that the team can do to improve next time when they use it?

1.2 The Futur as a company

The Futur is a content and educational platform that is created to disrupt the education system. The Futur started as a Youtube channel to teach people about branding and strategy back in the day from 2014. We are here to teach people around the world how to make money. The reason why The Futur exists is we see that the education system is corrupted everywhere around the world. It is not designed to help the teachers. They keep teaching and they don't get enough money nor it create any value for the student as well. The money they spend on university is around two hundred thousand just for the study and in the end, what they get is not much. They couldn't get a job or even know how to talk to clients. The Futur is a place for people to gather around, to learn and practice together and hopefully we can do it in a better and more effective way for less money than traditional school by leveraging the power of technology and people can do it all over the world. Everything started as an experiment of the founder to share everything and to learn to use the platform which is YouTube. The company was founded by Chris Do and Jose Caballer five years ago. They all love teaching and they all want to help people to learn a course that they developed which is CORE. (Do 19 August 2018.)

As thing started to grow, Chris become one of the most influential people into design industry, everybody calls him the Gordan Ramsey of Design and every year, he flies out to different countries, different continents around world to teach and do workshop for people about pricing, how to build your own voice, your own personal branding and how to market yourself. His goal was to try to teach one billion creative people on the planet earth to make money doing what they love. The reason why he wants to do it is because in design school, they only teach you about the technical aspect of the design. They don't teach about how to talk to clients, how to get more clients, how do you understand their businesses. Design schools only teach the tools, not the business aspect of design. Therefore, students after graduated are having a hard time trying to get more clients and talk about money. In a typical company, designers usually are perceived as the pixel pusher, someone who only needed when they need the execution. The Futur was created to bridge that gap between education and real-life business, we are here to create a solid foundation for students after school, we want to lower the barriers to start working or studying as a designer for a fraction of the normal cost. And hopefully, if the Futur can spread this message around the globe, everyone can learn and become a creative person everywhere, no matter the place. Our mission is to empower and lift up creative people and to help them live the life that they want. (Do 2019.)

1.3 Business Situation

The business situation of The Futur has been going really well, the past 5 years was a constant grow of 300% every year. However, at that time, they are not running it seriously, it was considered as a side business, a hobby to share knowledge to the world, therefore, there was a year that they only have $18,000 in revenue. However, the number keeps growing every single year, and in 2018, the business generated 1.8 million in sell and now the company is moving really fast every single day. Currently, the Youtube channel now has more than 600,000 subscribers and it is growing by 1000 to 2000 a day. (The Futur 2019.)

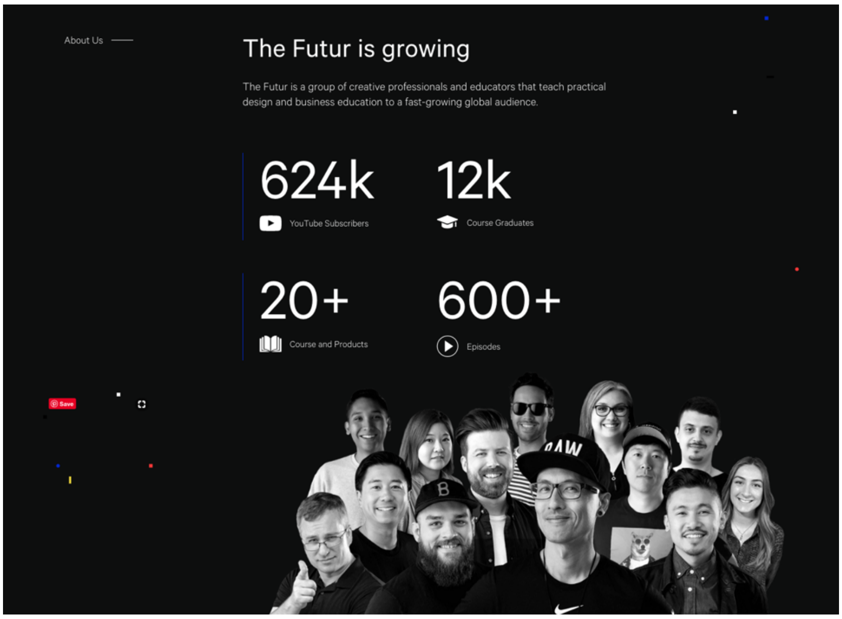


Figure 1: The Futur statistic and core team members (The Futur 2019.)

Besides the Futur, Chris also has another company call Blind, it is a motion design agency, which is an Emmy award-winning company with big clients like Google, X-box, Sony and many more. After 23 years of running the business, he realized that the world is no longer needs this industry anymore, people are shifting from watching commercials to skipping advertisements. It is not what people want to see and it adds no value to the viewers. On top of that, a typical project usually lasts for months and even years of talking and nurturing and executing, but they can only get the money once. And every time they take on a project, they are one step further away from achieving their goal for The Futur. Therefore, shifting the whole business to the Futur is a much better decision since if the team focuses on making more content on Youtube and courses on the academy platform, the revenue will keep coming again and again. It is a self-sustainable business that also makes the world a better place, make thousand and hundreds of people life easier. At the same time, Chris, the CEO has a big belief in the mission that he is trying to pursue. Every year, the company moves at a really quick pace, which makes the team grow bigger and bigger every year. The goal for this year is to triple the revenue that we made last year (1.8 million), which is a whopping of 4.6 million in sale. The reason why they set this big of a goal is to have more money to run the business in the long term to help more people and to be able to support those who live in the places where they don't have access to this kind of knowledge. (Do 17 September 2019.)

At the time of writing this thesis, the company has 22 employees that are divided into different teams and departments. A content team that leads by Matthew Encina (Chief Content Officer) and with 5 video editors/content creators to make content for different platforms like Youtube, Instagram, LinkedIn and Podcast. A marketing team with seven people and is led by Ben Burnt (Chief Operation Officer) to make sure all the marketing messages and emails are serving and helping the right people to know about our product so they can make a difference in their life. Another team is the website team that focuses on designing, building and maintaining the website for the company to give the customers a smooth digital experience. Lastly is the product team that includes Chris and Greg Gunn who are in charge of creating new products and making old courses getting better and better every day. With a big team and a big goal like this, it motivates everyone to wake up every day and come to work, to take action, to grow, to improve, to learn more so they can share more knowledge and to make their hearts racing because they know they have done something good for the society.

However, a bigger team comes with bigger problems. As more and more people are in the team, communication between team members get harder and harder. Separating the employees into different teams make it difficult for people to see the overall picture of the business. They can't really help each other because they don't know what other teams are working on. As a result, a better method of working should be implemented inside the business to solve this problem.

Right now, there are two main channels for the company to bring in revenue: First is making sponsored content on the Youtube channel and getting money from ads. The second stream of revenue is from all the courses we have on Teachable platform(an online platform for people to host their courses on there and the payment system can be set up really easy and fast so people can buy that course easier), but still, there are few problems with the platform that make it difficult for the team to change the sale page. And as the team needs to be moving really fast, we need a more flexible and easy way to access the sale page without touching any HTML and CSS code. The sale page is one of the most important things that will make the sale for the company, the team needs a new template that they can use for different courses but still have a good conversion rate quickly. Every week and month that we keep using the same old sale page will stagnate the business. And later this year, Chris sent the COO, Ben Burns to a one-week intensive business Bootcamp that was organized by Tony Robbins, who is a successful business manager and best-selling author of many books about running your own business. After the bootcamp, he came back with a lot of really good insights that can help to make the business grow significantly. One of those insights was that usually, a company spreads itself too thin by making more and more products with the hope that it will bring in more money for the company. However, what they miss is that if they can identify one or two products that have a really good satisfaction rate from the customer and then double down on increasing the conversion rate of that product will lead to an additional of $20,000 to $30,000 every month. Another big lesson is that a bigger team sometimes does not mean it going to bring more money for the business. When having a bigger team, what people need to take care of is to think how to make the team get more things done, how to help them to work more efficiently, how do you get the most of out your current team, are we using them to do what they good at. So, when we look back at the way we work now is that most of the time, the manager will have a meeting with each other to think of different ideas and choose which one to execute. Then the brief is given out to the team to execute and most of the team are all creative people. That process kills the team's creativity, which is a waste of resources. (Burns 10 September 2019.)

In all, the company needs a new way of working to leverage the team best power yet at the same time create a better template for one of the best courses of the company. This is a really good opportunity for the team to try something new, a new method of working which is Design Sprint.

2 Theoretical section

Since this thesis talks about the use of different software development methodologies in a start-up, the first part of the thesis will walk you through a few common methodologies that are being used in really fast growing start up.

2.1 Design thinking

According to Razzouk and Shute (2012, 330), Design thinking is a method of solving a problem of business by bringing everyone together to see the main cause of the problem and then work upon that problem. Essentially, it is also about understanding your users and satisfying their goals. What are the things that make up design thinking? According to IDEO, a design thinking project should meet at least these elements: empathic, creativity, team work, validation and experimental. Without these, the result of the project will not be the same. The most important aspect of Design thinking has to be based on a truly understanding of the user problem, to see the world from their point of view and to try to walk in your customer shoes (Kelly & Littman 2005). After knowing and understanding the user needs, it is time to combine the advanced technology that we have to create a perfect product for the user. In an article about Design thinking written by Tim Brown in 2008, he mentioned:

“it is a discipline that uses the designer’s sensibility and methods to match people’s needs with what is technologically feasible and what a viable business strategy can convert into customer value and market opportunity” (Brown 2008, 86).

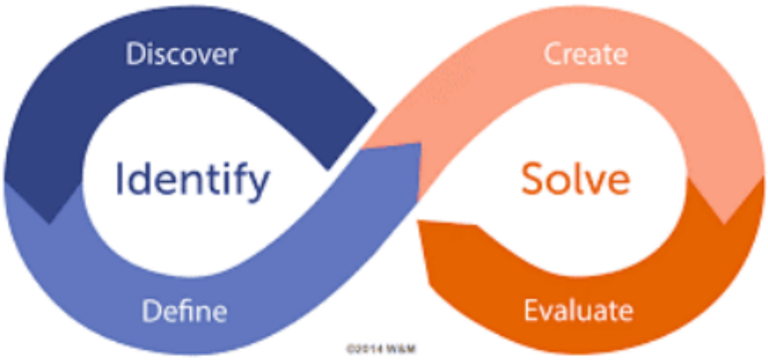


Figure 2: Design thinking framework (Luchs, Abbie & Scott, 2015, 14.)

Figure 2 shows the main ideas of Design Thinking which are Discover and Define, Create Solution and then Evaluate by testing. Looking at this figure, there are many similarities between Design Thinking framework and the Double Diamond framework from the tech industry. The reason why the flow of the diagram is a loop because of the iterative aspect of Design Thinking, things do not just stop at evaluate, but it is an ongoing process. (Luchs, Abbie, & Scott, 2015.)

According to Alan Cooper in one of his courses about Design Thinking, these are the steps that we need to take in a project that applies Design thinking: have a deep understanding of users' goals and then create an experience that matches their goals. (Cooper 2016.)

2.1.1 First step of design thinking; Understanding

The first step of a Design thinking process is to understand. Knowing who is this for and what are their goals? What kind of problem do they face while using your products? The second step is to envision. How can we make something that will help them solve their problem, how can we help them to achieve their goals? And the last step is to make a prototype to see how it will work? How people will use it and what are their reactions to the idea? (Cooper 2016.)

In the Understanding phrase, according to Leslie Forman (2018), you need to know your user better than they know themselves. In this stage, you have to find answers for these 3 questions:

- Who is the target customer?
- What do they want to achieve?
- What are their unmet needs?

The first step to start any research is to know what do you want to learn from your users. There are many things that you may want to know, but below are the things that you want to stress: What kind of different situations that people usually run into? Their motivation that relate to the topic? Their current knowledge around the topic of your product? Their decision-making process when choosing one over another? Their behaviors, what kind of actions do they usually take and in which order? (Cooper 15 November 2019.)

Next, you need to know really clear who is your target customers. The questions you should find the answer are: Who are your target audiences? Who are the people that can help the audiences succeed in what they do? What range of experience do you want them to have? (people that usually use the services, people who in need of the service? People who do it differently, who use another system? How do you find them: existing customer, personal network, hire recruiting firm, place ad, the man on the street interview? Once you know who do you want to work with, it is time to think of a way to understand more about them. Look at the list of objectives and brainstorm a list of questions that help you answer these objectives. What you want to do is to get them to tell you stories. Asking how, what, why. (What is it like to do a certain thing, why do you feel that way…, can you tell me about the time when...) is a good way to accomplish that. Another crucial thing is to create an interview guide: make a personal connection, stories on experiences, follow up questions, ask the question to help them summary what is important to them. (Cooper 15 November 2019.)

2.1.2 Envision:

After having the persona and know their pain points, now is the time to try to put yourself in the person shoes and ask, if I do this, does this get me to my goal. The idea is to remove obstacles along the way of the user, but at the same time, you also have to think about the people on the other end, which is the business, the company, you need to find a way to satisfy both parties. And the way you can do it is by having the internal team to come up with as many ideas as possible. I this stage, everything should be done faster, it is about quantity, not quality. Since no idea is bad, you need to turn off your inner critic to be able to get more things done. This session should last from five to ten minutes. During this time, the team will need to separate or work alone to generate ideas. And if there is a facilitator in this session, he should remind people about the fact that they should not worry about anything when they are brainstorming their ideas, even if it is impossible since we don't want to start with constrains. And if there is a good idea shows up, they should apply the "Yes and" method to build on the idea and keep on going. (Cooper 15 November 2019.)

There are a few tools that can make the session much easier and one of those is the ideation Prompt. Quite often, whenever people see a problem, their reaction would be to ignore and stay away from solving it and it is a really bad thing for a business, so the ideation prompt is a way to help the team to frame the problem in a positive way by turning that into a question that is not too board, not too narrow but still keeping the solution agnostic (do not plant the idea into the prompt, let the prompt generate idea). An example is: how might we make the booking process as fun/easy as they are playing. feel effortless. Another tool that can be used in the brainstorming session is the What if prompt. It is a series of short questions that force new thinking's to solve the problem in a really unique way. For example: what if our persona never has to check-in/ what if it was like a treasure hunt. what if it makes our persona laugh? what if our persona never has to type anything? After you have all the ideas, now is the time to choose an idea to prototype. The question to ask the team is Which idea best addresses your persona's goals, how much time is required, and the feasibility of the idea. (Cooper 15 November 2019.)

2.1.3 Prototyping

The last step of Design Thinking is to test with the target users to see what works, what doesn't. And it does not have to be fancy, sometimes the best tool are just a pencil and paper. The more time you put on curating a perfect prototype, the more you see it not finish yet. then you will choose to go with the easy solution instead of the right solution. To accommodate this, what we can do is to write a scenario and make a storyboard. Storyboarding is easy to relate to and keep the persona at the center. It also makes the persona the main hero of the story rather than making your product the main character. Once you finish your storyboard, put it in front of your user and ask for feedback and follow up questions to get an understanding of what and how the user thinks about your concept. (Cooper 15 November 2019.)

A good storyboard should follow this method of “See, Think, Do”. So, when they come to our product, what information and guidepost do my persona need to See to make sure they feel informed? What do they need to See in the environment to make sure they impact the experiences? What is my personal thinking and what do I want them to think and feel? We need to make sure we give the right information to make them feel like that. What is my persona Doing and what do I want my persona to do as a result? is there an action that I really need them to take. Then give a clear indicator to make them do it. If you do the storyboard based on this method, you should already have a good storyboard to test with the user. The last step is to perform the interview and learn from it. These are the questions the team should ask the user: What resonates with you about the story, what doesn’t? Is there anything that you feel strange and unrealistic? Is there any part of the story that is missing? Could you imagine yourself in the story? why and why not? What are you thinking right now? And if you can change one thing about this storyboard, what would you change to make your life easier? (Cooper 15 November 2019.)

These three steps are the essential parts of design thinking, there are still many more ways to do it for a project, but most of them will hold the same principle of understanding, brainstorming and then validate. It is now the time to go to the next methodology: Design Sprint.

2.2 Design Sprint as a method of solving problem and test new ideas

What is Design Sprint? According to Direkova from The Google Sprint Master (2015), the Design Sprint essentially a clear 5 days step by step process, which will be illustrated in figure 3 that was built based on the most current User Experience methodology: Design thinking, which includes the power of teamwork, innovation, creativity, empathy and rapid validation to solve a problem that the users have. The Design Sprint was first made by Jake Knapp in 2009, who was an employee of Google at the time, the process was an attempt of Jake trying to improve the process of working inside a team in Google (Knapp, Zeratsky & Kowitz 2016, 28). Jake saw huge success when implementing the Sprint to his work and a few years later, he joined Google Ventures, which is an investment company of Google to find and support startups that have great ideas and potential to become a unicorn company in the tech world. And they saw that the Design Sprint is a great framework to consider using for those tech startups, it allows them to fail fast and learn more than any other process. To them, the ability to test their idea in just 5 days was a huge advantage, they don't have to spend a lot of time and money without knowing whether the customer will like it or not anymore. Thanks to the framework, everything can be achieved in just 5 days. (Knapp et al. 2016, 1-5.)

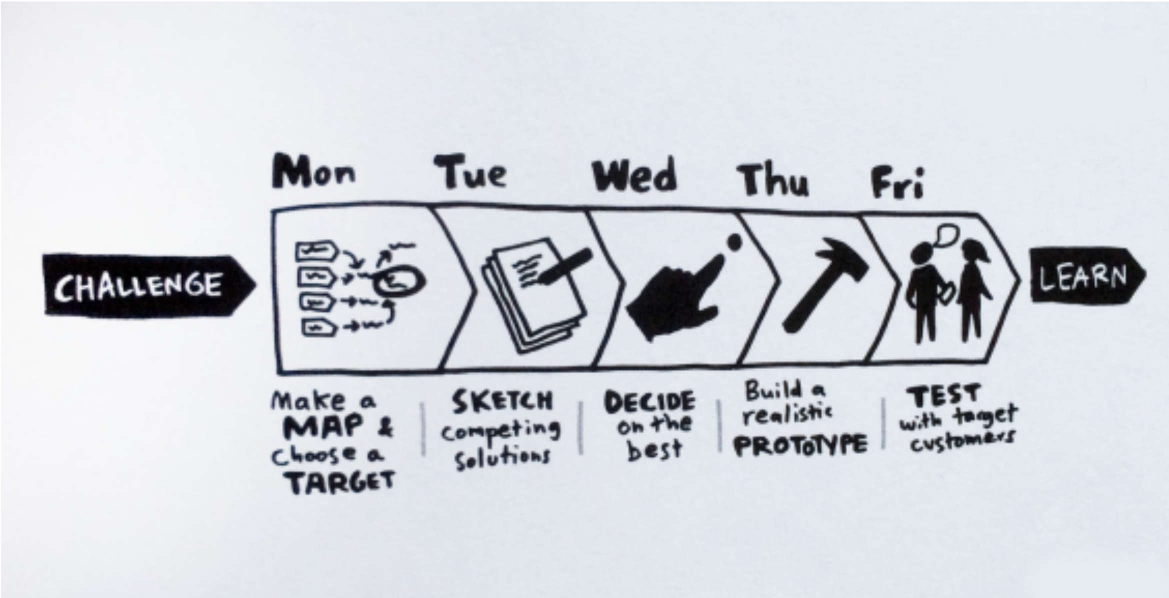


Figure 3: The Design Sprint process representation (Knapp et al. 2016, 24)

As mentioned earlier, the figure shows the general idea of a step by step process that wraps up in 5 days to solve big problems and validate our hypothesis by having everyone in the same room and doing brainstorming, voting, making decisions and creating realistic prototypes to test with the end-users. It is a perfect combination of creativity, writing, strategy and teamwork. The good point of this framework is that it can be used by almost any industry. Since the framework does not rely heavily on any technical aspect or skill. The only skill that is required is facilitation skill but it can be master by practice a few times. Therefore, more and more companies are adapting this process into their work, for example: Twitter, Google, Apple, Adidas, Lego and many more. (Knapp et al. 2016, 17.)

We have talked a lot about how good the Design Sprint is, but we have not mentioned any of the real processes yet. However, before showing the step by step process, there are a few prerequisites that need to be fulfilled for the process to begin.

2.2.1 Preparation for the Design Sprint

The first in the most important before you start a Design Sprint is that you need to choose a really big problem that can affect the company radically because: “The bigger the challenge, the better the sprint” (Knapp et al 2016, 31). Depending on the case company, the problem will vary differently. However, it should have the following characteristics: It should be a critical problem inside the company or it is at a really high stakes because when you choose a big problem to solve in short period of time like a week will make the team more motivated and excited to handle it rather than just solve a normal day to day problem. And by taking a problem that is so big and normally would take a lot of time to solve for the Sprint, it is a good test to lets the team sees the effectiveness of the Design Sprint. On top of that, another characteristic of the problem is when the team is in a rush, they do not have enough time to finish it. They are up against the deadline and they need a quick and fast solution that requires a tested high-fidelity result. Lastly, the company just hit a creative block, they just do not know how to move forward and make the right decision. That is where the Design Sprint charms in, this framework can help the team to have new ideas and make decisions faster while still maintaining the teamwork aspect of Design Thinking. (Knapp et al. 2016, 32.)

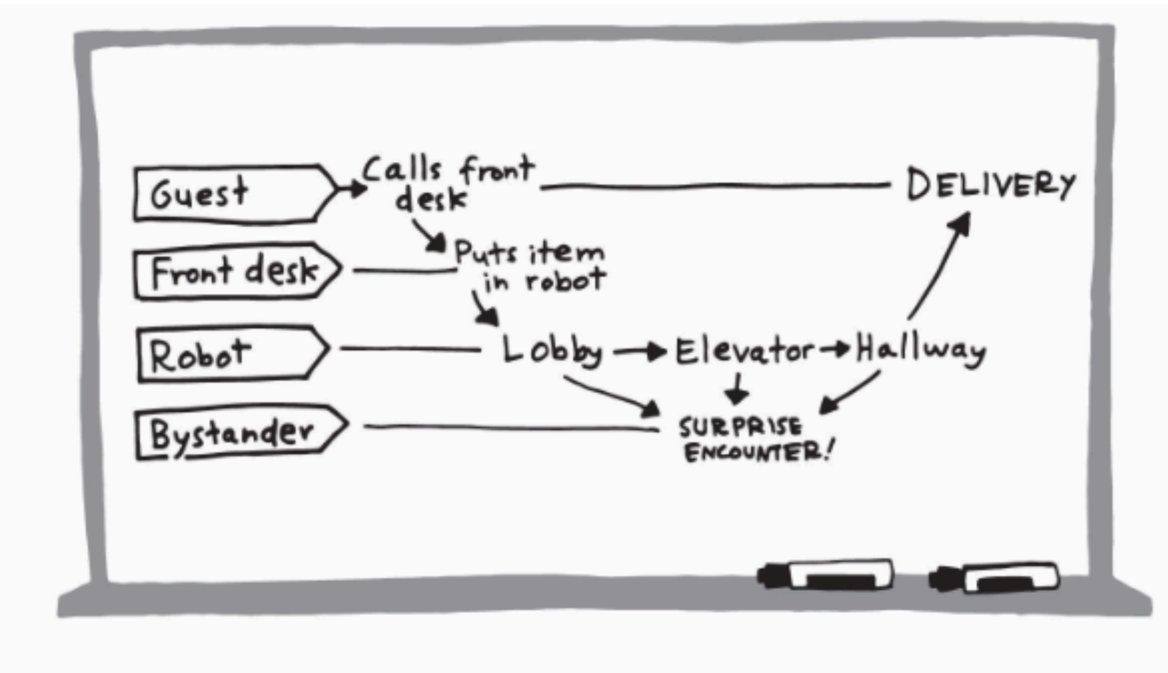
The second thing that we need to have is to gather the right team member before the Sprint begins. Since we are trying to solve a really big problem for the company you should have to right people in the room. They are the one who understand the problems and who has frequent contact with the end customers. What we need are the experts, people who have highly specialized skill of the subject and the recommended size of the sprint should be about seven people maximum. A bigger number of participants will also work, but it will create a lot of difficulties for the facilitator to move everyone forward and control the pace of the workshop. Therefore, seven is the magic number for the Sprint to work flawlessly. More importantly, a Decider should be assigned before everything starts. A Decider is the one who has the power to choose which idea to moves forward with, he/she understands the problem really well and knows what is the best direction to choose for the company. Because we do not want to make things based on our assumption then come back and hear the stakeholder or the CEO said that we have wasted a whole week to do a thing that does not align with his vision. A Decider will choose which idea and which prototype the team should use to test with the end-users. Moreover, having a person with true authority will make the team discussion goes much faster to save more time. In all, running a Sprint is a big commitment from the team and the company, so choosing the right people to participate in the Sprint is an important task. Ideally, a team with different backgrounds will help everyone to have a clear picture of the company situation. (Knapp et al. 2016, 39.)

And lastly, before the Design Sprint, a dedicated place like a conference room needs to be clear up for the Sprint to happen. All kinds of works should be postponed for this whole week. This can be a hard task since interrupting people's daily tasks in some company is impossible. In order for this to happen, the facilitator should have the Decider buy into the process beforehand so he or she can give permission to the team. After many trial and errors, Jake found out that the optimal time to do the Sprint should be from 10 AM to 5 PM, there will be a small break in between so people can have a break to eat lunch. And before the Sprint, everyone should be well informed about the rule of the Sprint. One big rule is the no devices allow policy: you cannot use their device during the time the Sprint is running because it will distract everybody's workflow and people need to focus on the problem. In terms of supplies, the room should have but not least 2 whiteboards because whiteboard is the tool that makes people more creative. By writing things down and having everything stick to the boards, people can remind themselves about the goal of the Sprint and at the same time they can draw and stick their ideas on the board for voting later. Next thing on the list are pen, paper and of course post it notes. These are critical to the creative aspect of the Design Sprint, putting your ideas to paper is one the exercise many people neglect, they focus a lot on digital tools and then forget that using pen and paper will help to boost your creativity. (Knapp et al. 2016, 44-52.) Now that we have everything in place, it is time to show what are the things that people do in the Design Sprint workshop.

2.2.2 Monday

On the first day, there are a lot of different exercises on this day and the main goal of Monday is to try to get people to align on the same goal and nail down our focus on a single problem that the team wants to solve. The team will need to go through these exercises: Long term goal, Sprint question, Map, Expert Interview, Choose a Target. The focus should lie on choosing the right problem that the team will solve in this one week. The ideal problem would be a problem that might have a big impact on the business. It should be risky because we don't want to spend a week of time from the team just to test or validate a safe option. This can be a high-stake problem like you about to introduce your new product to the market and you still not sure how people will react to the design or the interface of the product. The mindset behind Monday is to start or begin with the end in mind. That's reason Monday starts with the Long-Term goal exercise where the team members will be asked to write down their 6 months, one year or two years' time goal. A good goal is the one that is audacious, ambitious and inspirational with a positive vibe in it to make the team feel excited to take action, at the same time, it is also a good way to start the week. The question to ask the team is: “Where do you see your company in 6 months?”. Each member will write it down on a post it and then after that, the Decider will choose the goal that the team wants to pursue. After the long-term goal, it is time to put on the negative thinking hat and ask: “If we can travel to time and see the future where the project might fail, what is the thing that stopping us from getting that goal?”. This exercise helps people to think about what is the barrier that we need to overcome to achieve their goal. After having all the problems, the team will turn that problem into question form. This will be the big question the team needs to answer though out this whole Sprint. After that,z the Decider will choose a Sprint question to work on for this week. (Knapp et al. 2016, 57-63.)

The next step is to draw a Map. The map is a visual representation of the whole journey that the customer or the internal team has to go through. The reason why it also includes the internal team is sometimes, the thing that will cause the project to fail comes from an internal problem from the company. The Map has three stages: before, during and after. It starts with the customer from not knowing you at all until he/she finishes a certain task to get to the desired outcome and even come back to you. The map will help us to have a bigger picture of what is it that we are dealing with right now, since a lot of time, team members have different tasks to do and different departments inside the company so they do not know anything about other departments. The Map should be really simple and straight forward because at this stage, the map does not have a lot of impact at all. The facilitator will draw the map and ask the team is this the right process? If not, then what is it then? An example of a Map is shown in figure 4. (Knapp et al. 2016, 65-73.)



Savioke’s robot delivery map.

Figure 4: A real example of what the Map look likes (Knapp et al 2016, 70)

Next is Ask the Experts and write down How Might We notes. The team members have all the information that they need, but it just being distributed across the team so that no one really clear about everything. Therefore, having each Expert talk about the challenges and insights from his/her department is key to help the team understand more about the overall business. The rest of the team need to act like a reporter, every time they hear a problem, they have to turn it into a challenge using the How Might We formula. The main idea is to reframe a problem into opportunities for the company to thrive (IDEO.org, 2016). It was developed by the people from IDEO with the intent to make more innovative designs for the world.

And by the end of the session, we will have a lot of Post-it notes with all the problems that people may have throughout the process. The team and the Decider will have to vote on which How Might We note that they think are the most promising challenge we should solve. After voted, all the top voted notes will be transferred to the Map accordingly to see which area on the map that have a lot of problems and opportunities to help the business. Lastly, the Decider will make the final decision to see which target to focus on for this Sprint. The target should include one target audience and one aspect from the map. One of the really big things here on the map is that usually, if we can solve the problem that happens earlier in the map, which is the problem that is on the left side of the map, it will solve most of the problems that happen later in the user journey. (Knapp et al. 2016, 74-93.)

2.2.3 Tuesday

After the team has defined a challenge to focus on for a week, Tuesday is the day to come up with different ideas and solutions for it by doing brainstorming in a group. The main point of Tuesday is to find inspirations and a lot of sketching to create and develop new ideas to solve the problem of the Sprint. A lot of people when they present the Sprint to the team, they usually say that when you participate in the Sprint, you do not need to be creative at all, it is just there to make people feel more confident to join the Sprint. However, when you actually learn and do it, you will see that the creativity part of the Sprint is actually based on a lot of writing and sketching in a short period of time to create urgency for people to put something out of their heads. Writing makes the team to connect the dots because it is something that not so many companies do in a group meeting or brainstorming. (Knapp et al. 2016, 100-102.)

Often time, whenever people run into a problem, they always have the same pattern of thinking and solving the problem, that is why they cannot think of different ideas. The Design Sprint disrupts that pattern with an exercise called Lightning Demos. Each team member has to at least find a product or company that has the same problem and how are they dealing with it right now as an inspiration. Keep in mind this is the only time that the team can use their devices to do the research. After fifteen minutes, they will have to present their findings with the team in a concise way by telling the big idea and what is so good about it. How does those companies solve their problems? Everything should be written down on a piece of paper and stick them on the wall so everyone can come back and check it later. Next is the sketching session, the main activity of Tuesday, it will be illustrated in figure 5 below. But before the team does anything, it is good to remind them to look at the Sprint question and the long-term goal to remind them about our objective for this Sprint. One distinction of the sketching section in the Sprint is the idea of Working Together, Alone. Everybody will be working toward a goal together, but brainstorming and sketching will be done by themselves alone. The reason fot doing this is often time, people with smaller roles do not have the gut to speak up and tell their ideas because they afraid no one will like it or support it. And in a normal meeting or brainstorming session, people with louder voices and talkative people usually have a big influence on the final decision of the whole meeting, whereas the other people also have really good ideas, but they just so afraid to speak up. So, by doing everything alone without anyone knows about who is the author of this idea will make everyone feel safer and reduce bias to make sure the right idea will get picked. (Knapp et al. 2016, 103-112.)

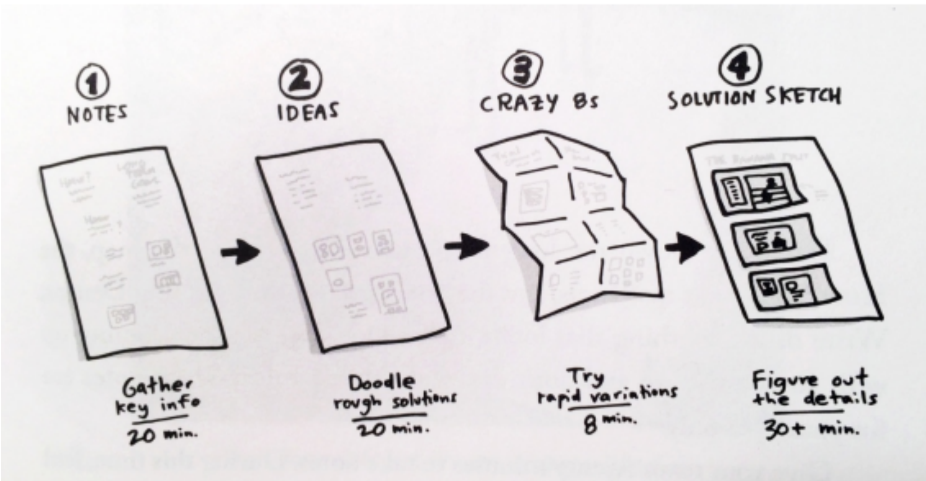


Figure 5: Four Parts Sketching Exercise (Knapp et al 2016, 115)

To start off the 4 steps sketching exercise, everyone will have a clipboard and an A4 paper with a pen to go around and take notes of the long-term goal, the Sprint question, the idea that they like in the Lightning Demos, the one they think can help to solve the problem the most. Everything they write down is just for them to see, no one can see or judge it. Next is the Ideas exercise, people will put on their thinking hats to come up with an idea or ideas for how to solve the problem based on what he/she has on the clipboard. And for this stage, it is completely ok if the idea is quite messy and uninformed because nobody can look into it. By the end of this exercise, everyone should circle or highlight the idea that they like the most or the idea that they think will best solve the problem to ready for the next step, which is the Crazy 8. It is a quick exercise that will stretch that creative muscle of the team to the extreme by only allow people to sketch in sixty seconds each time. Each member will fold the paper three times to make an 8 columns grid to draw on. Every minute goes will result in a new solution or an alternative to that idea. A good reminder for people is to ask them what would be another way to do this? How can X company do this? By the end of the exercise, your idea should be expanded or refined to another level. Just like the last 2 exercises, no one can see each other sketches so people can draw anything they want in it. (Knapp et al. 2016, 117-120.)

To wrap up Tuesday, everything will end in a big exercise called Solution Sketch. This is probably the most important part of the day. This is the time for people to show off their ideas by making it as clear and easy to understand as possible cause these sketches will be looked at and be judged by the team. However, no one will really know whose idea was that. The only thing that represents the idea is the name of the idea, not the owner's name. The way people do it is to think of this solution like a 3 pages PowerPoint slide. The difficult part is how can you present your idea, solution in just 3 slides and still making it clear so everyone can understand and vote for your idea. Each sketch will demonstrate how users interact with the product and help them achieve their goals. The best slide should be self-explanatory, it can be done by putting a lot of words or notes on the sketch so people can understand. It does not have to be beautiful cause nobody expects the idea to look good in just a small amount of time, it is all about the raw idea that the team want to test. The only way to catch people's attention is to use a catchy title for your idea so you can differentiate your idea from others. When everything is done, people should flip their slides upside down to end day two of the Sprint. (Knapp et al. 2016, 121-125.)

2.2.4 Wednesday

Wednesday is about helping the Decider to make good choices and creating a simple solution for the designer to get his/her job done easier. The first half of the day is about how can we make the Decider to choose an unbiased solution that will solve the problem for the business. It includes Art museum, Heat map, Speed critique, Straw poll and Super vote. The evening focuses on how to simplify the whole user flow and then make a clear storyboard so the designer can take this storyboard and build the prototype in a day. The team's job is to make the storyboard crystal clear that the designer doesn't have to spend time asking about what is this that we have to build, which will take a lot of time. A question that the facilitator needs to remind the team is to ask if we choose this idea, will it solve our problem and get to our goal? It is good to put it somewhere prominent that everyone can see it before they do anything. (Knapp et al. 2016, 132-136.)

The facilitator will put all the solutions on the wall for people to see, it is like a museum where people can see the artworks. Then the team will have some time to look at all the solutions and put dots on the things that they like about each solution, if there is a really good idea, you can put two or three dots on it, they can also leave a post-it note and write their questions so the facilitator can answer that question. (Knapp et al. 2016, 137.)

The speed critique: The facilitator will take care of this exercise by going through each solution and give a brief summary of this solution for the team to listen to. When the facilitator is doing that, the team can ask questions to clarify things they do not understand. At the end of speed critique, the facilitator will ask is there anything that he/she missed so the owner of the idea can speak up to prompt people to understand his/her idea. (Knapp et al. 2016, 142-144.)

Straw poll: On the call to 3, everyone will come up and put their vote on the idea that they think has big potential to help solve the problem. This voting exercise is not there to make the decision, but to help the Decider to see where the team is leaning forward, what idea resonates with them the most? It doesn't have to be a whole idea; it can only be a small feature of that idea. Then the one who voted on the idea will briefly tell why it is good to choose that. The main point of choosing the solution is like placing a bet on the one that is quite risky but will bring the most value to the company. The Sprint is about validating and testing big ideas so we can quickly learn from the mistake, not to validate a safe choice. After everyone presented their reasons, The Decider will have his/her final vote on which idea to make the prototype tomorrow. (Knapp et al. 2016, 145-153.)

Once it is done, it's time to make a storyboard for prototype, what steps the users have to take from start to finish? It can start with how people find it, end with the desired result and the team will fill in the rest of the storyboard. When you think about the storyboard, this is not about building a complete product, it is just about making a realistic prototype to test an important aspect of the product. The team should make it easier by simplifying the process to the small detail and find the material needed to build the prototype tomorrow. It should be easy to understand and make sense for the team. It can be done by reuse all the existing drawings, screen or physical tools. Doing this we can avoid unnecessary effort for the designer. The purpose of this exercise is to leave no open question for the designer tomorrow. And that is the end of Wednesday. (Knapp et al. 2016, 156-160.)

Another thing that should be done by Wednesday is to send out Google form to find the screen the users for the test on Friday, the questionnaire must use really good questions to identify who is the right target customer that might need or use this product that you have or the prototype that you build. The facilitator should discuss with the team to find out the type of customer before the Sprint then try to run an ad on Facebook with these things in mind: demographic: who you are looking for, country, age, behavior. The question should also tell the user roughly what the product is about, when the test is, how long they will be needed and the incentive they will get. In the case that you are really rush, you can always leverage your own network on Linked in to find your people or even client network: the people in the email list or something. (Knapp et al. 2016, 167.)

The criteria to qualify users varies depending on the type of your product or industry, but in the form, they should have these kinds of questions like how often they do a certain task, what kind of industry are they working on? A bad practice is to write a leading question, the rule is to make it board first then narrow it down. How many times a month you spend online to know the frequency. When you know who is the right person for your test, it is time to ask for their availability and the technical issue, if they have a laptop with a webcam and strong internet with them. When everything is confirmed, give them a call to double check everything and always remember to follow up and remind them about the date. Have one or two people as back up testers. Then let them know they are back up to make sure they are fully aware of it. (Knapp et al. 2016, 167.)

2.2.5 Thursday

This is the day for the team to make something tangible. The whole point of this day is to make something very realistic to put in front of people to see what are their real genuine feedback about the product? This is not like classic design thinking approach: we not making a paper prototype, we not making a wireframe, in fact, we try to make this as realistic as possible, like 5 times detail, because we don't want people to second thinking about how this thing is constructed, we just want their real reaction. (Knapp et al. 2016, 171-173.)

In order for everything to run smoothly, prioritizing the workload should be the most important thing to check off the list. The team should mark two or three screens that have to be in the prototype or the screen that will not make any sense if it is missing, usually, they are the one with the most content in it, the one going to take the most time of the team to make. Then they need to know the right person to delegate the tasks to. The team needs to decide who is going to take care of each task, the best way is to have one person should really own the responsibility of the prototype actually being created, the other will find content, marketing text, images. Besides that, they should have someone who will look after the team needs, like food to supplies so the people who make the prototype do not have to worry about anything besides making the prototype. Another key thing is to have someone to check in throughout the day to see how much work has been done and do they need any more help. The last check-in should be before 1-hour end of the day. In this stage, it is better to reuse your old prototype or any UI kit from the company to build the whole place holder screen in Marvel or Invision first. And last but not least is to ask the client to give the designer the right content. That is the end of Thursday. (Knapp et al. 2016, 189-196.)

2.2.6 Friday

In the morning, things will start a little bit earlier than usual, the team will need to come early to set up feedback wall, a space for the team to collect and record data while the test is happening. This also requires a few more things like the interview have to be filmed with a camera. video conferencing tool, google hangout and any video conferencing like Zoom or Whereby.in. The session will be livestreamed for the client to watch it in real time so they can see and understand the tester. A good software to use is OBS for live streaming the talk, there is another alternative which is Wirecast too. When all things are ready, it is time to conduct the interview. (Knapp et al. 2016, 205-207.)

The one who in charge of doing the testing with the user should be a person who has really good people skill so they can make the interviewee feels safe. The test should start by asking them how are they and tell them to think out loud as they see something weird or strange. Remind them to be open and just tell the interviewer any criticism that they have because this is just a prototype, we will iterate and update it later so we will not be upset or get offended by anything. One tip to overcome this awkwardness is to say that: “I am not the one who made the prototype, therefore, don’t afraid to give any criticism if you have. I will not be upset about anything”. Because usually, some prototypes will not have all the buttons worked. You need to guide them to the next step. The interviewer should walk the users to the feature that they want to test. And when the tester is interacting with the product, the rest of the team will be the reporter to record the feeling, emotions or comment that the user gives, if it is positive or he/she agrees on the point, we will put a green note on the feedback wall, vice versa, if it is a negative feedback or they did not complete the task, write it down on an orange post-it note. The best type of question should be open-ended question like what is the first thing that you notice on this screen, what do you think will happen when you click on that link? And to make sure the test will go smoothly, grab a friend beforehand and practice it with your friend first to have a general sense of the test and stay neutral to the answer that the person talking to you. (Knapp et al. 2016, 211-217.)

When all the tests are done, by this time, all the members of the team may know what works, what does not work. And with the information and data on the feedback wall, the team should try to find a pattern that appears in all of the tests and then draw a conclusion for the prototype, does it solve the problem that they have? What kind of things should we improve upon? Should we move to the next solution or just refine the existing prototype? Then write a small report of what they need to do next for the following week. And that is the end of the whole Design Sprint workshop. (Knapp et al. 2016, 220-227.)

2.3 Lightning Decision Jam

Lisa Wagner referred to Lightning Decision Jam as a short workshop that was made from the Design Sprint method (Wagner 2019.) Even though it is only 1 hour, it is incredibly flexible, the workshop will help the team to define the problems, think of new ideas and choose which idea to implement first (Courtney 2018). The perfect part about LDJ is that it eliminates discussion inside the team, which usually a waste of time and not leading to any great outcome. So, here is the process:

The first step is to begin with something positive. This will take around 10 minutes to finish and the material that needed for this is square post-it-notes and some sharpies. The facilitator will begin by drawing a boat on the whiteboard with a separating line between the water and the air. On the boat will have a billowing sail and a big anchor. Figure 6 will show the drawing for better visualization. The top of the boat will represent things that make the team move forward, the anchor of the boat represents things that slowing the team down or holding the team from achieving their goals. Everyone will sit together in the room and each member will have a stack of post-it notes and a sharpie to write down all the good things that they are doing right now in silence. Each idea should be written on a piece of post-it, after five minutes, everyone should have piles of post-it notes in front of their faces. After that, each team member will come up to the board and say out loud the things that they wrote then stick it on the board. He/she can also explain why he wrote that to the team, but the team will not respond or comment on anything, only the person who is standing allows to talk. When all of the team members finish presenting their notes, we will move to the next step. The idea of this first exercise is to start with something positive to make the team feel good about the process and when you have all the positive things, it really easy to think of the negative which is in the next step. (Courtney, 2018.)

Step number two is to list out all of the problems that the team has right now. This will take around five minutes and the materials needed are the same with step one: square post-it notes and sharpies. The facilitator should encourage the team to write down as much as possible. This should include problems, annoyances, difficulties, concerns either from the team or from the customer aspect. After four minutes of writing it, now it is time to put it on the wall, the place for the team to put it is under the sailboat, that place represents things that are holding them back. The big difference between this step and the first step is that the team is not allowed to talk to present this time, they just need to put it on the board at the same time and leave it there because we do not want to raise any criticism inside the team since some of them will list out their own problems, and if they say it out loud, it is really easy to trigger a discussion. The idea is just let the negative things speak for itself. (Courtney, 2018.) Now that all the post-it notes are on the wall, it is time for step three.

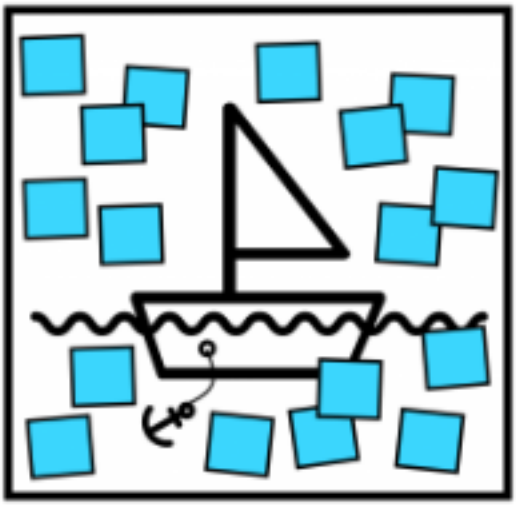


Figure 6: The sailboat of Lightning Decision Jam (Courtney, 2018)

Step number three is to organize and prioritize problems, the team will have three minutes to do this. The material they are allowed to use is three sticky red dots to vote on the problem or problems they thin are the biggest problem that is affecting the business and the team. The problem they choose should also be the most urgent problem. Again, no discussion allowed here. For the three red dots, each member does not have to put one dot on one problem, they can put more than one dot on the problem they think is the most important or they can also vote for their problem too. Once everyone finished voting, the board will be full of dots and there will be some ideas that have more dots than other, the facilitator will quickly pick out all the post-it notes with a lot of dots and place it to the side of the wall in descending order to make the team see which was the most voted problem that they need to solve. (Courtney, 2018.)

Next is step number four: Turn those problems into challenges for the team to solve. It will only take three minutes and the materials needed are rectangular post-it notes and a sharpie. The facilitator's job is to rewrite each problem into a challenge for the team to solve. The format of the challenge will start with the phrase How Might We or HMW in short, then he will turn the problem into a positive challenge so that the team will have more motivation to solve the problem. If the facilitator feels stuck, he can ask the team to help with this to make the challenge much better. When all of the post-it notes have been translated to a new challenge, the team will continue to step five to eight for each of the How Might We note. Usually, one LDJ will cover only one How Might We note, if the team wants to do that for the rest of the HMW notes, they can do it, but it is not recommended. They can always do it on another day. (Courtney, 2018.)

Now is the time for the team to do some brainstorming. Step number five is to ideate, generate new solutions for the challenge without discussion. The team will have 6 minutes to do this exercise and the materials needed is square post-it notes in a new color and sharpies. Within the time allowed, each team member will have to write down as many solutions as possible to resolve the challenge on the picked How Might We note. Each solution should stay in one post-it note. The facilitator job is to remind the team that this is not about quality, but it is about quantity, your ideas can be merged together to create the best idea later. And the solutions do not have to be perfect, but it needs to be understandable since there will be no presenting, so if the idea is easy to understand, there will be more chances that idea will be picked up by the team. If the facilitator sees that the team is stuck, give them some prompts like: “How would X company do it? What if they can do it in a fun way?”. These prompts help a lot for the team to keep going. When five minutes is over, everyone will put their ideas on the wall together without talking. (Courtney, 2018.)

Next exercise is step 6: choosing and prioritizing solutions. The time limit for the team to vote is 5 minutes to vote and the materials for this exercise are a lot of sticky-dots. Each team member will have six dots to vote on the solution that will help the team to solve the problem and make their goal possible. The reason why they are allowed to have more dots is that they can have the power to vote for more solutions for the team to execute. After five minutes, the facilitator will then will put all the voted notes in descending order (Courtney, 2018.) The board will look something like figure 7 below.

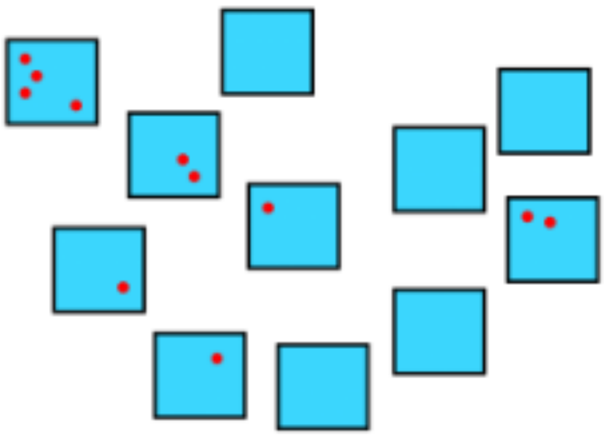


Figure 7: Dot voting example of Lightning Decision Jam (Courtney, 2018)

Step seven is to decide on what solution to act on within a short amount of time. This is one of the key exercises of the Lightning Decision Jam. It will take around ten minutes to finish and the material is a whiteboard and a sharpie to draw. With all the voted solutions on the board, we need to decide which idea to do first since some ideas may require a lot of work from the team. The good thing about the LDJ is it helps the team to prioritize the right idea to execute using this graph called Effort Impact scale. (Courtney, 2018.)

The facilitator will drawing this graph by draw 2 perpendicular lines, each line will represent one thing: effort and impact. Effort is the time and energy the team has to spend to work on this solution. Impact shows the degree of how much does this solution will solve the problem the team has. Below this paragraph is figure 8 to show the graph in action. The facilitator will take the first solution then put it in the middle of the graph and ask the team: "Is the impact higher or lower?". The team will be the judge here to tell where to put it in the graph. This might trigger a lot of discussion between the team members; therefore, it is the facilitator to keep it under thirty seconds each time. Then he will ask the team about the effort, will this require less effort or more effort. This process will be repeated until all the voted solutions are on the graph. (Courtney, 2018.)

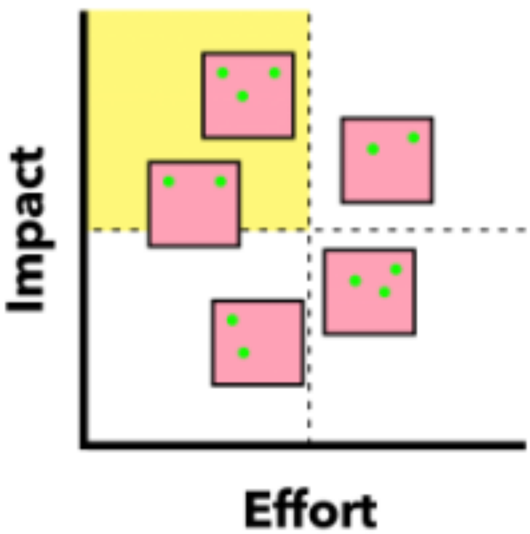


Figure 8: The Effort Impact scale of Lightning Decision Jam (Courtney, 2018)

The purpose of this graph is to give the team a clear overview of what might be the best thing the team can execute do in the least amount of time but still yield the most result for the time they will spend on working. The perfect spot on the graph is the top left section where they will spend little time and still get a high impact result. (Courtney, 2018.)

The last step of the workshop is to make all the solutions actionable. This will require less than five minutes from the team. The facilitator will take each solution from the perfect spot of the graph and ask who was the owner of this idea. He/she will write down three actionable steps that can be done in one-week time for the team to start taking action. The reason why we want it to be done in one week because we can quickly test and see the result of this solution, whether it solves the problem or not? If not, then the team can execute on the next idea. To bring this home, the team will assign all the tasks to people to start working. Those ideas that were not on the perfect spot did not mean that we will not do it, it should be documented and save for later since it requires more time to execute. (Courtney, 2018.) And that is the end of the workshop.

2.3.1 Why Lightning Decision Jam is the right Method?

After knowing what the Design Sprint and Lightning Decision Jam is, this is time to choose which one is the right method to use for the company and the team. And we decided to choose Lightning Decision Jam since we have so many employees inside the company, however, the ideal number for a Sprint team is around 7 people and we have 22 people in total. Therefore, we had to split the team into 2 small teams. One team will do the workshop in person at the office, the other team will go through it online using different applications to make it works. Since we have 2 teams in total, running two different Design Sprint would be a waste of time and resources because each Sprint requires the team to make a realistic prototype, and making 2 different prototypes and test it is not ideal for the company.

Another reason for not using the Design Sprint is that we only have one Decider, making it really hard to know which idea and problem to choose. Besides this, Chris and all the managers had already figured out the big problem that we have to solve and the target audience that we have to focus on, so we can cut the whole Monday, which includes the Long-terms goal, Sprint question, Experts interview and drawing the Map. What the company needs right now is to brainstorm as many ideas for our problem as possible and then prioritize which is the most effective for the business to implement this week that can yield maximum impact to the conversion rate of the sale page. The desired outcome for this whole week is to create something tangible on the site.

The next reason is that The Futur has the best audience and customer, they are willing to do a test for us to make the product better, and the users are really good at pointing out the problem that we have on our site. So rather than making a prototype and find users to test our hypothesis, we can quickly implement the change and then tell our audience to visit it and give us the feedback right away. The last reason is that since this is the first time the company try to use a new process of working, it is better to use a small and light method like Lightning Decision Jam so people can get used to it, and after doing this workshop, we will measure the result and the effectiveness of the team to see if we should implement the real Design Sprint or just stick with the short version. Doing this will also set a solid foundation in the future if we going to switch 100% to use Design Sprint in our day to day work.

One benefit of using Lightning Decision Jam is that by the end of this one-hour workshop, the team will have a long list of actionable to-dos for the week, which comes really handy to replace our normal Monday meeting that just used for assigning tasks for the team. When using the real Design Sprint, on Thursday and Friday, only the designer and the one who takes care of the user test are busy, and the rest of the team don't have any task to do, so it can be a waste of money for the company. So, having a list of work that can be finished in a week for the team using LDJ is a much better option to use inside our company.

Another benefit of running the LDJ is that it is a quick way to get the team to brainstorming and work together as a group, they can feel a sense of ownership for their ideas cause they are contributing to make the business better and it is a good way to get people to understand each other more. In the end, this will create a positive working environment among the team member.
In all, for a company with many team members and most of them are relatively new to the idea of the Design Sprint, LDJ has all the essential attributes to make it works in one way or another. It is a perfect way to start off a new culture of working for startups and small businesses.

3 Implementing the methodology into the company

At this time, the author had chosen the method to implement and got approval from the manager, it is time to execute on the project. However, still, there were a few more things that needed to have before the workshop started in order to bring the maximum result for the team.

3.1 Before the workshop

Before the Sprint start, there are a few things that need to be done to ensure a successful sprint for the next week. The first thing that the author has to do was to conduct user research. The point of user research was to really understand the target audience and be well informed about the customer to have some inputs for the team to use inside the workshop. That will help the team to have a better decision on what is it that we need to do. The reason why the author decided to do a user research was due to the fact that the majority of employees in the company are not someone who usually interact or talk with the customer, they do not have a clear picture of what's the customer pain and gains, what are the things that are valuable to the users, how do they feel about the product and what do they think about the company as a whole.

There were four things that needed to be covered in this section: First was to set a clear goal for the research. Without having a goal, it will be really hard to nail down the target. The objective of this was to let each member of the team to talk to one or two users to understand their challenges and the obstacle that keeping them from getting the course. Another goal for the research was to get more testimonials from the existing student to use it as a proof to make people trust us more. It can be used either on the website or on the email sequence that we send to our prospective clients. The last objective was to understand what were the things that changed people mind to get the course in the first place, what are the criteria people use to decide whether this is the right course for them?

The second step for the research was to come up with a list of questions that we going to ask the interviewee. After reading a few articles online and watching a course on how to work with clients, the author came up with these two lists of questions: The general questions (appendix 1) and questions related to the course (appendix 2). These questions, if get answered correctly, can help the team to be well informed and ready for the workshop next week.

The third step was to find the interviewees and set up a call with all of them for the team. Since the future is a company with a lot of raving fans, they are willing to help and give feedback all the time. We have many channels that we can use to reach out to people and recruit them, but since one of our objectives was to get more testimonial for the course, it's better to find people in the Slack channel of all the students to took the course. The way we approached them was saying that: "we would love to know about your experience with the course so far and see what are the way that we can do to make the course even better for you". After reaching out to all the students, we were able to talk with 14 of them and had a conversation with each of them. By the end of the week before the workshop, each member of the team was able to talk to at least one student from the course. Most of the interviewee was so nice and excited that they said they would love to have more follow up conversations like this in the future. However, that is also a bad thing about this group of users. Most of them seem to be our crazy fan, they bought nearly all of the courses that we have on the platform, so we did not extract a lot of complain and problems when they were deciding to get the course. So, the preparation part was 75% done.

The last step that the author did was to run a small test workshop on Friday afternoon to see if there will be some hiccup while running the workshop, what kind of question will people ask about, what part of the process was unclear to them? What will cause some struggles for the team? How can the author make it easier for the team to contribute their ideas, to feel comfortable and to reduce pushback from the team?

The author gathered 5 people that were available in the company and try to walk them through the process in person and see what is the result of this test. Luckily, by doing this test, the author was able to learn how to better articulate the process for the whole team in the next week. How to make it more dynamic and easier to start. When everything was done, it is time for the real workshop.

3.2 Running the Workshop

Change is hard, especially if it is a big change in how the company operates. There will be some pushbacks from the team members, so it is better to give them a clear expectation by showing them how this is executed and why do they need to make this change.

3.2.1 Tell the reason why we need to do this

At 10:30 the team gathered around in one place to talk about the process and why should we do it. The whole idea around this is that we want the team to be more focus on the work that they do and have ownership of their own work. And since we have enough resources and people that are willing to do anything. This is a good chance to try something new to get new results. We want everyone to have their own voice to contribute to the success of the company.

Ben, the COO of the company was in charge of taking care of this part. He did a great job of raising awareness about the problem that we had that might stop us from getting our big audacious goal. Next, he introduced the team with the course/product that we tried to increase the conversion for, which is Stylescape, it is a course that has a really high customer satisfaction rate, everyone who bought it gets a lot of value from it and said that they would recommend this course to all of his/her friends cause it is a really good course to get started for even senior designer. According to the analytic from the website team, there are more than 300 people visit the sale page every single day, but the conversion rate was really low, the last month was 0.5% for that page. So, the CEO and COO sat down together and come up with a really reasonable goal for this workshop: Conversion. To remove the friction of making the decision to buy by anticipating the questions and needs of potential customers. A clear and measurable goal also gets set, which is to double the conversion on this course sale page to 1%.

After that, he showed the list of participants in each team, the remote team and the in-person team. The author took care of the remote team and the COO worked with the in-person team since he already tried the test workshop last Friday and he also had the step by step instruction provided by the author of the thesis too. When everything was clear, the author walked everyone through the whole process of what is it that the team have to do in this small workshop and put it clearly on the whiteboard for everyone to see and have a clear expectation about the project so they won't freak out or feel like they were put in a really hard situation that they don't know anything about. After everyone had a glimpse of what is it that they supposed to do, everybody went to their space and the real workshop started. The facilitator made sure that everyone has enough tools and supplies that they need to do the workshop smoothly like laptops for the remote team, pens, paper, time timer, whiteboard, sticky notes and sharpie as well as sticky dots to vote for the in-person team.

3.2.2 Do the workshop

The first step of the workshop to know and remind the team about what are the things that we are doing right now about the Stylescape page that is helping us to achieve our goals? And then stick it on the upper part of the sailboat. The team was able to list out a lot of great things that they were doing to help people to make the purchase like: We have a great promo video, we identify and tell who the course is for, we also use really high-quality images on the page and many more. After the team had all the good things written out and put on the post-it notes, time for step two.

The next step is to list out what are the problems the team or the users are having right now. Then the whole team will have time to organized and categorized all the problems that they listed. After 5 minutes of thinking about the problems, the team categorized all the problems into different sections, and the result (appendix 3) can be found at the end of the thesis.

The third step was to prioritize by voting on the problem we listed out. Each of us will have 3 dots to vote on the ones that we feel subjectively are the biggest problem, the one that might stop us from getting our goal (without discussion). Here are the top voted problems that the team fell that is might stop us from getting our goal: The course is too expensive for most of our audiences, the concept seems simple enough so maybe people do not want to buy, it was not clear on how people can use this to make money, there were not enough success stories and testimonials of people who've used it to make this feel real or valuable, the sale copy is a little broad – trying to be too many things for too many people. It should focus on empathizing and speaking to designers and their pain points. Next is the term Stylescape is unfamiliar, they are not sure whether other successful design companies/processes use this. The website was not mobile-friendly: not responsive, hard to navigate on mobile, large image size and slow load time. And lastly, it feels like it's trying to be too many things – is this a communication tool to help with clients, or a way to design? Also, multiple programs are mentioned in the copy, which creates a bit of confusion.

Step number four is to write the HMW notes. After having all the problems voted, this is time to turn those problems into a challenge or a question with a positive vibe and starting the question with How Might We. The team helped the facilitator to create these How Might We questions: The first is how might we increase the perceived value of the course? The second one is how might we empathize with designers and address the pain points with clients? Next one is how might we show how those who had taken the Stylescapes course has transformed their process? And the last question is how might we create a better user experience for viewers using mobile? With all the How Might We questions; the team will move to the next step which is the brainstorming session.

Step number five is Brainstorming ideas for the how might we notes. After having the How Might We notes, the team decided to choose one note to brainstorm the solution for which is How might we empathize with designers and address the pain points with clients? Within 6 minutes, there were many great ideas that we got from the team and all the ideas (appendix 4) were categorized into different themes. But having all the idea is not good enough if we don’t know which one to work on or which one is the best fit for our goal so we need to move on to the next step.

Step number six is dot voting on which idea is the best to use for this challenge: Every member had 6 dots to vote on the one that they feel that will address our problem and will help us to move forward to our goal with no discussion for 4 minutes. After the voting session, this was the list of all the highest vote ideas: Define a clear value proposition for creatives to understand how the product will impact their client relations and business. Make a video testimonial from the designers who changed their process after taking the course. Provide real-world examples of how it's used (e.g. clips from Building a Brand series, and portfolio pieces from Blind). Show curriculum, with a free preview of a module: "What are Stylescapes and how are they used?". Write in an empathic and relatable tone. Restructure and rewrite copy with designers in mind. Offer specific situations or projects where Stylescapes will help designers. Give a free preview of the course about how to use this to communicate with clients. Address pain-points right away: "So many revisions", "unhappy clients", "mediocre results". State objections and Agitate their pain. Give a free preview of the course about how to use this to communicate with clients.

The list of solutions was great to work on. However, not all of them are easy to accomplish just in a short amount of time, so we need to prioritize all the solution to have a clear plan on what should we do first and what’s next.

Step seven was to put all the solutions on the effort impact scale. The effort impact is here to help the team prioritize what needs to get done that will yield the most impact yet really easy to accomplish. The facilitator will put the idea in the middle and ask: impact: lower or higher. Effort: lower or higher? Depending on the position of the idea on the effort impact graph, we will decide which one should we do first, which one should we do later when we have more time and resources. Figure 9 shows the positions of all the voted solutions.

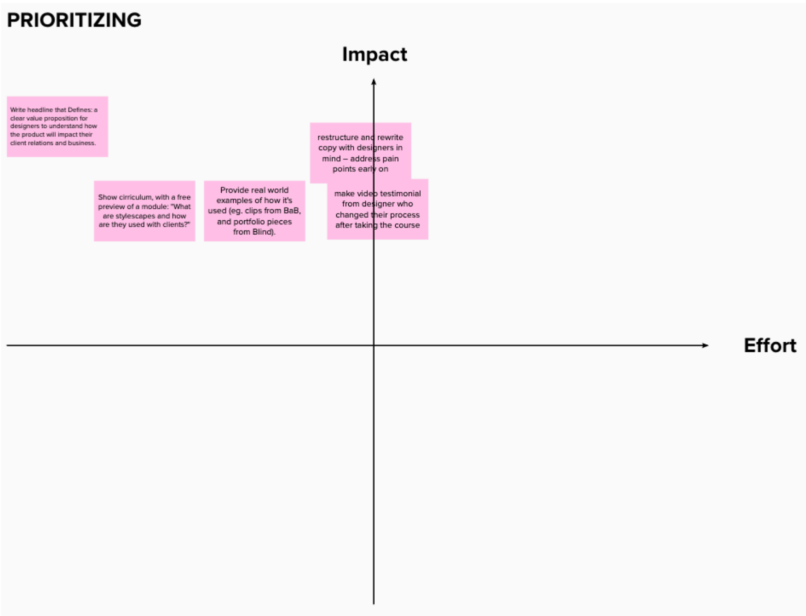


Figure 9: Effort Impact graph to prioritize the tasks

Here is the list of all the tasks that lay in the perfect spot of low effort and high impact that the team needs to do in order of priority: First was to write a headline that defines a clear value proposition for designers to understand how the product will impact their client relations and business. The second task was to implement a 30-day, money-back guarantee. After this was to show curriculum, with a free preview of a module: "What are Stylescapes and how are they used with clients?". Next task was to provide real-world examples of how it's used (e.g. clips from Building a Brand series, and portfolio pieces from Blind). Then restructuring and rewrite copy with designers in mind – address pain points early on. Lastly was to make a video testimonial from designers who changed their process after taking the course.

Step eight is to write down the tasks that need to get done in three simple and actionable steps so the one who gets assigned this task does not have to worry or think what should he has to do. The owner of each idea wrote down three actionable steps and put it in a to-do list (appendix 5).

All the tasks are now clear and the team will start working to finish it by the end of the week. They can either volunteer to take the task or they can also be assigned by the manager because they know who would be the right fit to do the task

4 Results

After doing the workshop, the team gathered around again to wrap up the workshop. They talked about how do they feel when doing the workshop, they shared their experiences with the team, what they learned, what can be improved and should we do differently next time, what were the result after running the workshop and then started to work on their tasks for the week. There were two team running this workshop at the same time and there were a lot of similarities in the result of the workshop as well as the tactic or the tasks that people had to do. There also were many differences at the same time, and they complemented each other really well.

After one week of working, the result was a new website with new copy, new content like videos and real-life case studies to make people to trust us more. The rest is just to put it out there for the world to judge and give us the feedback.

The team admitted that by gathering around, working in a team, seeing the real goal and problems of the business as well as the customer, the team was able to see and understand in a deeper level on why they have to do a certain task like before. And what even better is that this is the first time some of the silence people in the company start talking with everyone and that surprise the whole team because his/her idea was really good.

Those were the good things about the process, there were also some bad things pop up after the week is that some people feel it was a bit difficult to work on the tasks they had to do, especially those tasks that are not something they usually do every day and another factor is that it was not their ideas in the first place. They feel even more stressful, especially when they know there is a deadline attached to it too. The most difficult part for them was switching gear from one to another, and for those who are not willing to change or not be able to adapt quickly to a new environment, this process seems like a big hurdle for them.

The key thing that we can improve on the next time is before we do this workshop, try to set a clear expectation with the team and let people understand that this will not be easy. The better option would be to cultivate the company culture to encourage change and personal growth, to be able to try more new things and fail fast to learn quicker.

After one week of implementing all the tactics, unfortunately the conversion rate did not increase. There were many reasons behind, but one of the main things that we learned from this test was that people still see the same website layout with a lot of text and it did not make them want to read so they were just scrolling and then bounce. Another problem was the Teachable platform itself; it is hard to maintain and update new information as well as implementing new design, making it difficult to increase the conversion rate for the site because people are really good at spotting thing that is different and with this slow pace of changing due to the platform, it will be hard for the team to innovate. The solution for this is to move the sale page to Webflow, which is a visual website builder for designer and everything can be change and publish in just one or two days. However, on the flipside, the team also did another workshop to increase the awareness to the sale page and we saw a huge increase in the number of people visiting the site.

4.1 What can we improve on?

First, for those who don't have a lot of tasks to do in the week, look at the goal or the problem that we are facing right now, then do a few research/interviews to talk to the audiences. Secondly, finding out some example of people who you think are doing really good now as a reference/ inspiration. And lastly is to say it out loud the 3 actionable steps so people to see if the task is too much so someone else can jump in and help you

4.2 Discussion:

The goal of using the sprint to try out a new method of working by applying it to a real product which is the course sale page, the objective was to increase the conversion rate from 0.5% to 1 or 2%. The second thing is to validate or invalidate our hypothesis on which is the process that fits the company the most to create a roadmap to use in the future. The end result of the workshop is a new sale page that is meant to help The Futur increase their revenue by increase the conversion rate to a steady number. Since on the main website right now, they have many sale pages, but each of them has completely different conversion rate even though they have the same structure of content.

And after gathering data for 2 weeks, the result was not like what the team expected, the conversion rate decline to 0.4% even though we tried to put so many things into the website. One of the hypotheses from the team was that since the website is so long, even though we address people problem, they usually drop off after scrolling for 4 or 5 minutes. Which in terms shows that sometimes, a lot of effort does not mean greater result, everything should be tested before roll out to the market. However, by using the Lightning Decision Jam, the team was able to measure our effort in a really quick period of time and using this methodology to work in a small team makes people focus more on the essential thing than the normal way of working.

Using the Lightning Decision Jam is a really good way to help the team to participate in the process of making the idea happen and also help them to have ownership of the work that they do. They feel that their ideas had been heard by the manager and surprisingly, people start to use the Sprint for themselves and the manager also buy the Sprint book to actually implementing the real Sprint in the near future. The feedback that the author received from the team were really positive, people love the idea of doing more of this to solve more problem because they feel more involve in the process, they see that now they understand more about the business as well as other department as well.

The key takeaway from this experiment was that there are many more companies out there right now that still using the old method to run their projects because they don't want to change or they don't even know about this Design Sprint process or Lightning Decision Jam. Therefore, this method and this way of working should be spread out widely so that companies can create better product for their users and at the same time, solve more business problems.

This is also something that school or university didn't teach the students, things like how to facilitate a workshop for your team, how do you deal with conflict while having discussion, how do you help the company to prioritize their work, how to quickly test your idea and have your team align on it. By learning and doing this method, it is a fantastic way to prepare the author for future opportunities and it would be great if the author can share it to other student to help them become a better worker for their companies.

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Appendices

Appendix 1. General questions

List of general questions to get to know the user:
1 Where are you from?
2 What do you do?
3 What are your current challenges/difficulties?
4 What are your current goals?
5 How did you find out about us?
6 What have you learned from The Futur?
7 Have you implemented what you've learned? How did it affect you?
8 Have you bought any of our kits or courses? How did it help you? How did you find it? What were you looking for?
9 What would you like to learn more about in the future?
10 What do you think we should improve on?
11 What made you buy our product? What problem were you trying to solve and how did you end up choosing our solution?

Appendix 2. Course related questions

List of questions that related to the course:
• When you were considering to get the course, what was the obstacle that prevents you from buying a course? • If yes, what changed your mind? • what did you find as a result of buying the course? How has buying the course helped you? • If you have to pick just one thing to talk about how the course has helped you, what would you say? • Who would you recommend this course to? what does he/she look like? • What would you say to someone on the fence about buying the course? • If you can have a magic wand and change one thing about the course to make your life better. it doesn't have to be possible. What would you change?

Appendix 3. Problems generated

List of all the problems the team generated in the second exercise
Price • It's like we are hiding the price of the course, people can only see it when they click the button to get started • $200 price tag • Feels expensive: the middle tier should be the actual price, but it makes it feel very pricey. (price decoy fails)
Compelling Reason to Buy • There isn't a need to buy now. • Wasn't sure that this course is for me, I can do it by myself. • Coming to this page without knowing about CORE is hard to convert • No lead magnet to get people email for those who might want to learn a bit more about it (nurturing via email) • Doesn't trigger curiosity to find out more about the course, and if they want to learn more, there is no preview • There is no added value in the page right now
Proof/ Testimonials • Lacking stories and testimonials of people who've used it and succeeded, to make this feel real/valuable • Doesn't sure if there will be someone there to help while learning the course, Not knowing that there is a community • No Student work example • No case study example
Copy writing • Missing personal benefits; showcasing more of the features • Structure of information doesn't flow very well • Nothing free "appetizer to the course" DLC, introduction, etc • Expecting: a bot, or customer service to come up and help me understand and nurture the sale • Copy is unclear about what you actually learn • Some people might not know what design thinking is • The way the course modules are outlined (that one big paragraph) is not super user-friendly • When searching for "mood boards" this doesn't come up anywhere

• Website performance • Not Mobile Friendly, not responsive, hard to navigate on mobile, large image size and slow load time. • Duplicate meta descriptions & duplicate title tags on very many pages. This impacts our SEO. We might be ranking 1 for Stylescapes as a keyword, but it's not a high-volume keyword. it only has 1600 searches per month, and that grew this summer. That means it would lead to 8 sales/month from SEO. • CTA isn't consistent, it differs from section to section. By trying to personalize for each of our customer segments, we could be confusing people in the conversion phase. • Client logos are blurry and low quality • Sale copy was not friendly, doesn't speak to the audience that much • The first paragraph of the body copy doesn't make sense - hard to read • The copy to image ratio isn't great (not enough visuals) • People only skimming, not scanning, they don't read the copy that much • The video explains what a stylescape is, but the copy doesn't. • Copy shows no empathy for user, hard for them to put themselves in this situation • "Logo sketching" at the bottom throws me off • Unclear whether it is a business or design course
Content • Unfamiliar with the term. Not sure what other successful design companies/processes use this. • Video: takes too long to explain what styles capes is • Feels like it's trying to be too many things – is this a communication tool, help with clients, a way to design? (multiple programs are mentioned) • Who is this for? Not clearly stated, and doesn't speak to me as a designer. • FAQs aren't specific to this course • New terminology (Stylescape) creates more question than answer • Doesn't communicate how they are used. • No preview video, no trial • Not showing the structure of the course • Don't understand pain-point and USP right way (many revisions, translate strategy to visuals) • The get started CTA is not clear, get started what?

Appendix 4. Possible solutions

List of all the solutions generated by the team to solve the problem of how might we empathize with designers and address the pain points with clients
• Write in an empathic and relatable tone • Show Before and After of a brand (ex.Hamilton) • Talk about client horror story and how Stylescape course can overcome the situation • Benefit of getting more job from same client • Showcase more example of well-designed Stylescape • Focus on showing how the process taught in the course bridges the communication gap between client and creative. • Define a clear value proposition for creatives to understand how the product will impact their client relations and business. • Including more benefits-focused copy • Show an image of a full-length Stylescape • Include the word "you" so the visitor feels like they can see themselves in the situation where a Stylescape is needed • Show them the tribe that they will be in if they buy the course, the tribe of successful designer • Show some of the things that clients have said in the past that all designers experience "I'll know it when I see it" • Clearly identify the benefits of designers using Stylescapes • Offer specific situations or projects where Stylescapes will help designers • Make video testimonial from designer who changed their process after taking the course • Include copy that explains how using Stylescapes will elevate their skillset • Giveaway the course for a designer, document the journey of using to do the design work • Clearly define what a Stylescape is initially • Spend one day to do interview with our audience watching them see the sale page and ask what do they think • Sign up for a webinar that answers Designers biggest pain-points in the design process (communication) • Include testimonials of past students and other studios have changed their process and improved their relationships with clients • Show diagram that illustrates the problem and solution (your idea, revisions, design process)

- 2 column list: left side problem, right side how Stylescapes solves it
- Show them the before and after process of implementing Stylescape
- Omit any confusing or inconsistent copy that doesn't address designers
- Reduce copy that tries to address too many people
- Provide Free DLC or create blog article: A guide to better communication with clients and stakeholders
- Pop up bot to answer your questions about Stylescapes
- Show curriculum, with a free preview of a module: "What are Stylescapes and how are they used?"
- Restructure and rewrite copy with designers in mind
- Address pain-points right away: "So many revisions" "unhappy clients" "mediocre results"
- Give a preview of the course about talking with client on the page.
- Lead with pain points that address designers working w/ clients
- Write down the most objections that designer usually have. Agitate their pain

Appendix 5. Actionable steps

List of all the tasks and the three actionable step the team member can take
Restructure and rewrite copy with designers in mind – address their pain points early on 1) Identify key pain points of designers 2) Revise structure of information in an outline 3) Rewrite all copy with empathy and speak to designers
Add real world examples of how it's used (e.g. clips from BaB, SOM, and portfolio pieces from Blind). 1) Cut clips from BaB, and SOM that show the process of presentation 2) (if needed) Record meta conversation to give context to the scene 3) Upload to sales page and write caption to give it context
Add full curriculum to the sales page, with a free preview of a module: "What are stylescapes and how are they used with clients?" 1) Turn on see curriculum and free preview on Teachable 2) (if needed) Record introduction from Chris or someone else if he's available 3) Upload to sales page
Add written student testimonials to sales page: Ben Burns 1) To pull the best testimonials and clean them up 2) Make a HTML version of it to publish on website 3) Go to teachable and add it to the sale page
Add video testimonial reel on sales page from students 1) Ask for a Pro Member or one of our interviewees with a good camera 2) Ask them some question about how the course has helped. Film the video 3) Edit it quickly and give them to the marketing team
Add a module in the course asking for testimonials and feedback 1) Write down the script to shoot and edit 2) Ben Burns to be the talent

3) Publish to the website
Write headline that Defines: a clear value proposition for designers to understand how the product will impact their client relations and business. 1) Setup a meeting with Nathalia and one of Three Riders on the Storm 2) Refine the wording, considering our goals 3) Insert VP on Social, Ads, Landing Page Copy, etc.
Implement a 30-day, money-back guarantee 1) Make the design 2) Implement the design to the website through Teachable 3) Spread the new out on social