

Step 1- Identifying key voices (<25)

- Team member 1 reads a voice and puts it on the flipchart
- If someone else has a similar voice, they stack it on top of the first one
- When TM 1 has finished their pile, TM 2 begins with their voice
- When everyone else is done, select 20-30 key voices

Step 2 - Voices into needs or benefits

- Place each key voice on top of requirement sheet
- Quickly jot down 1-3 key ideas in the voice
- Write a need or “requirement” statement in the bottom of the sheet
 - Identify a need that motivates the original voice
 - Avoid solutions
 - Be concrete and specific
 - Use multi-valued language
 - Use positive, action-oriented language

Example (tourism)

- Voice: “I don’t like organized tours - you are stuck in a bus with other tourists, and herded from place to place...”

- Possible need statements

“Allow for people to leave and rejoin the bus tour if they want.”

(solution)

“Don’t burden the schedule with too many events.”

(negative, solution)

“Enhance contact and appreciation of the local people and environment.”

(good)

“Directly and spontaneously experience a new culture.”

(better - multi-valued, more specific benefit)

Step 3 - Create an affinity diagram

- Schedule a group meeting
- Read section R17 in Voices into Choices
- Bring flipchart and requirement sheets to meeting
- Review need statements and finish
- Copy needs onto Post-It notes
- Following the guidelines in R17, organize the 20 or so requirements into 5-10 Level 1 categories
- Label the Level 1 categories with titles
- Repeat to produce 2-4 Level 2 categories

Step 4 - Develop a new solution or concept

- Read section R18 in Voices into Choices
- Run a short brainstorm for each of the Level 2 categories in the affinity diagram (5-10)
- Sift (vote), improve, and combine ideas into an integrated concept or solution

The Report

- 1 Statement of objective (< 1 page)
- 2 Short description of methodology (< 1 page)
- 3 Qualitative interpretation of the interviews
- 4 Affinity diagram
- 5 New Concept or solution & future research

Appendix I - Pictures

Length: < 15 pages, adjust for topic, team size

3 Qualitative interpretation

- Main part of the report
- Look at “To Save or to Spend” as a model
- Organize main sections around main topics in the affinity diagram
- Summarize the customer’s voices in your own words, using direct quotes as support

5 What has been learned & future research

- Attempt to identify a possible solution to the motivating problem for the project, such as:
 - a new product concept
 - statement of the most significant deficiency or problem
 - a definition of desired brand or company image
- Indicate briefly key uncertainties about your concept/solution

Presentation

- 5 minutes per group
- 1 or 2 presenters
- Suggested sequence (but you can modify):
 - State objective
 - Highlight key parts of affinity diagram
 - A sample picture
 - Tell us what was surprising or unexpected