



Client: Orange Money, Africa

Brief: Create a new concept and UX vision for a 'super-app' integrating banking and 'lifestyle' features

Orange Money wanted concepts for a new type of app that would make financial and shopping services available to millions of African customers and become a hub for related shopping and lifestyle activities.

What I did - main activities

SD Analysed and proposed user research to inform service features and key user journeys (this case study).

IA Organised app features and tasks around user goals and mental models, for clear navigation (see case study 2).

IxD Defined app interactions from an existing pattern library, and defining new patterns (see case study 3).

Project deliverables

- Wireframes at various levels of fidelity to explore, critique, or define UX thinking.
- Prototypes to explain, validate and test concepts with stakeholders, product team and users.

SD

Service Design

Designing for real-life user goals, from the beginning to end

My start point was to analyse and distil research that had already been done within Orange: gaining empathy with the users and with the business, and then generating ideas for the new service and its physical and digital points of use.

Generating empathy for real users

Existing personas were created by Marketing and were heavy on demographics. To make them more useful for design, I distilled the significant findings into 'Behavioural Audience Segments' (an idea from Indi Young, author of 'Practical Empathy').

This card represented our key target user: the person who downloads the app, but never uses it:

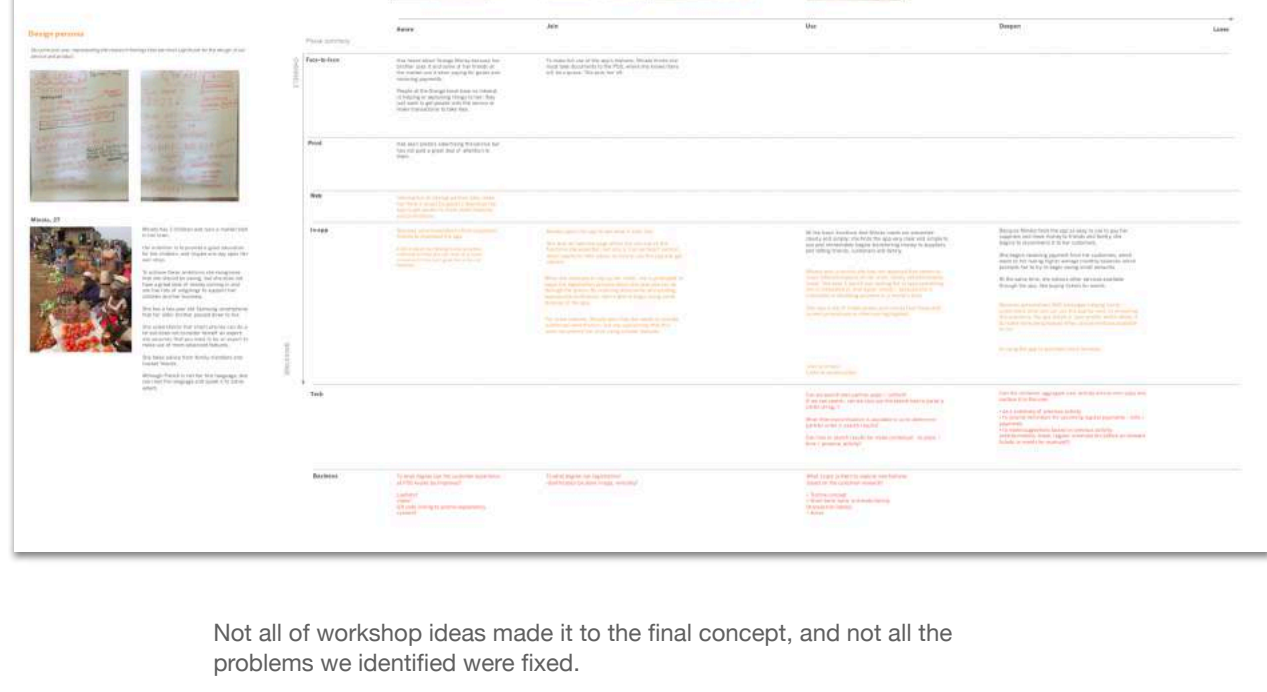
"Download-and-disappear"
80% of people who download the OM app do not sign up for OM services.

- Low adoption of OM
- Low device reliance (happy to do tasks offline, online is not first port-of-call)
- Looking for convenient and better ways to do things
- Will learn new tasks if there is benefit to them
- Family oriented
- Think in two currencies: local, and dollars

Focusing a whole product team on one behaviour card - instead of nearly 20 separate marketing personas - speeded ideation and made discussion more focused.

Experience mapping around behaviours and goals

With our key user in mind, I ran a team workshop to flesh out our key personas and map their experience of using the service. I guided designers and senior stakeholders through the mapping process, taking note of any ideas, comments, and problems. The insights were later shared among the team.



Not all of workshop ideas made it to the final concept, and not all the problems we identified were fixed.

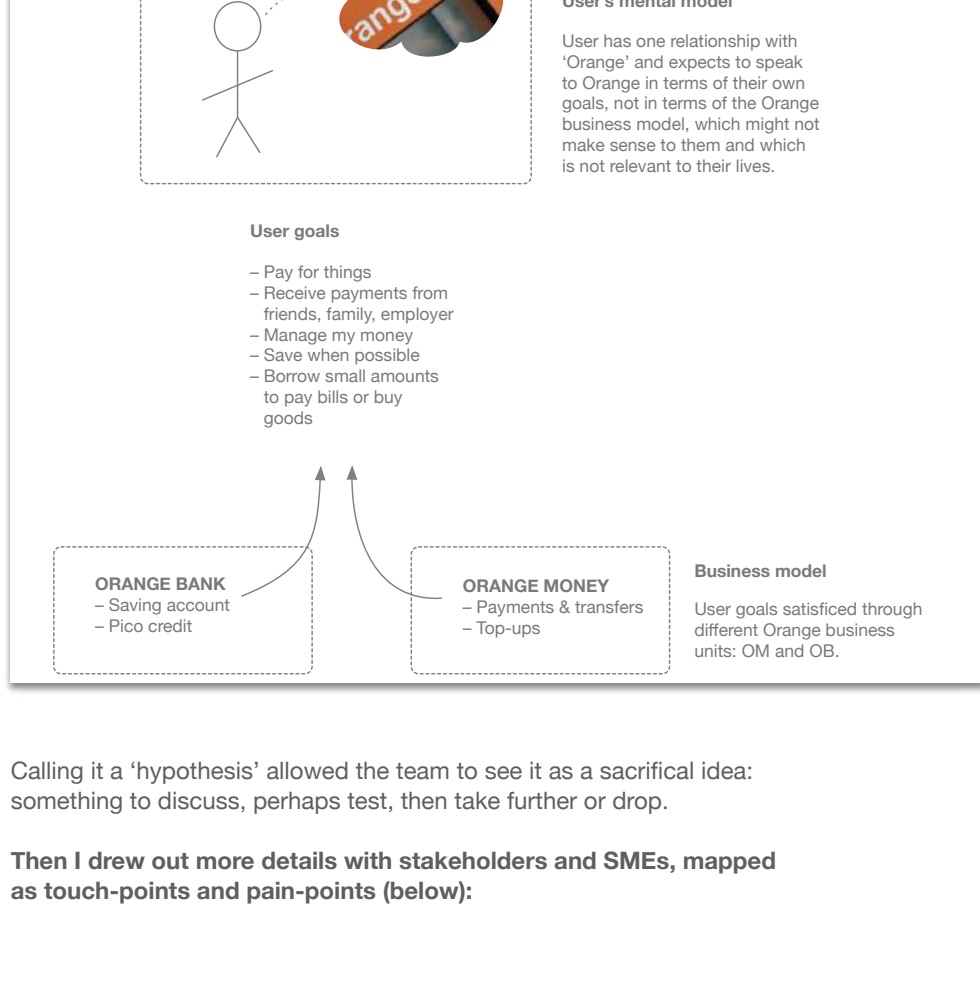
But the process shone a light on our objectives and scope, and upon our users' lives, and upon the process itself.

Lifecycle of an idea

One of the issues that the experience map highlighted was that users need to interact with two Orange services: Orange Money, and Orange Bank.

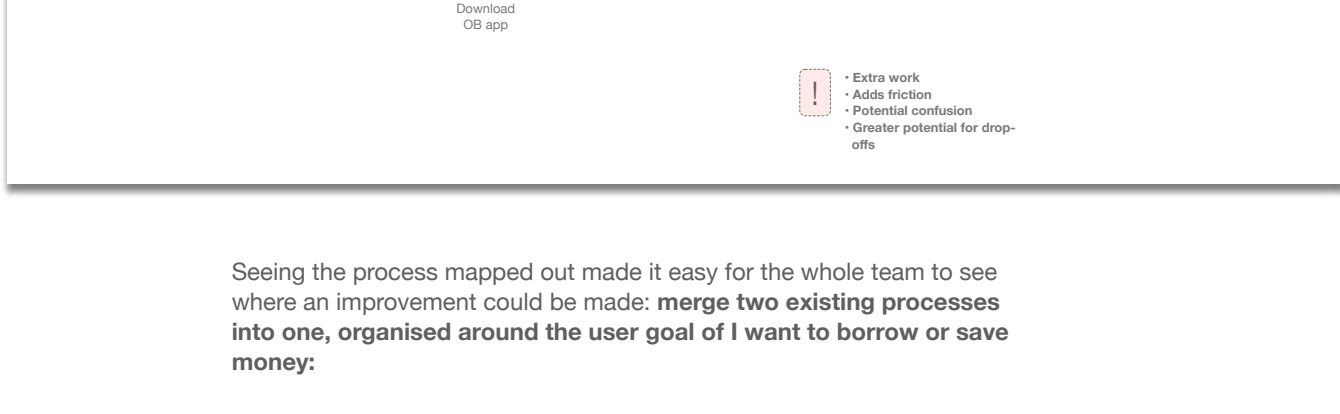
The mapping exercise encouraged the team to think about fixing this structural problem, rather than jumping straight into imagining new app features.

First, I created documentation to explain the situation and explore it with stakeholders. Below is the problem exposition, framed as a design hypotheses:

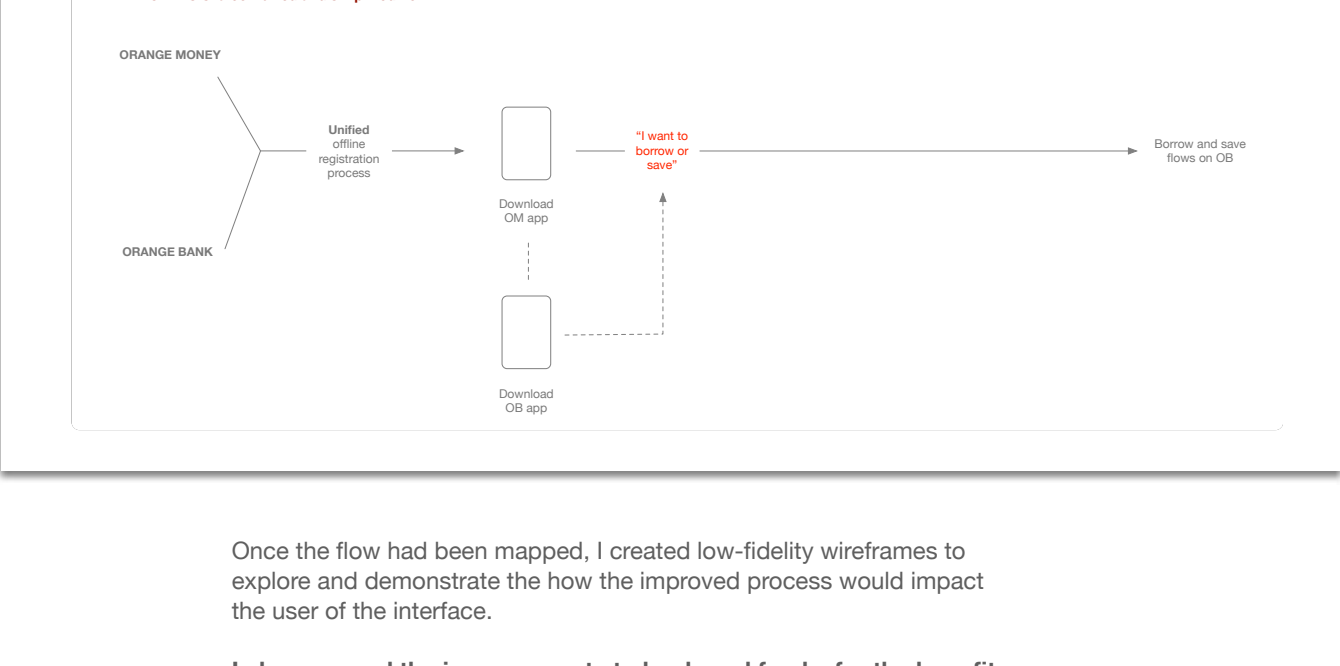


Calling it a 'hypothesis' allowed the team to see it as a sacrificial idea: something to discuss, perhaps test, then take further or drop.

Then I drew out more details with stakeholders and SMEs, mapped as touch-points and pain-points (below):

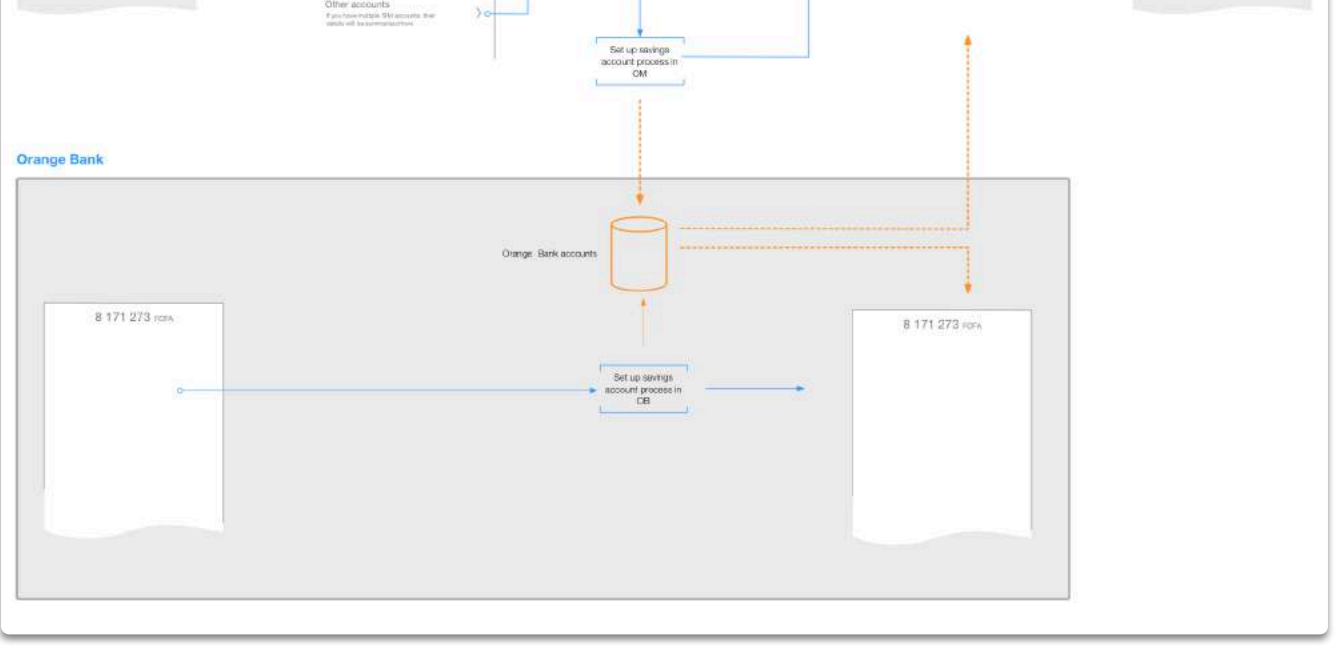


Seeing the process mapped out made it easy for the whole team to see where an improvement could be made: merge two existing processes into one, organised around the user goal of I want to borrow or save money:



Once the flow had been mapped, I created low-fidelity wireframes to explore and demonstrate the how the improved process would impact the user of the interface.

I also mapped the improvements to back-end feeds, for the benefit of technical and development teams:

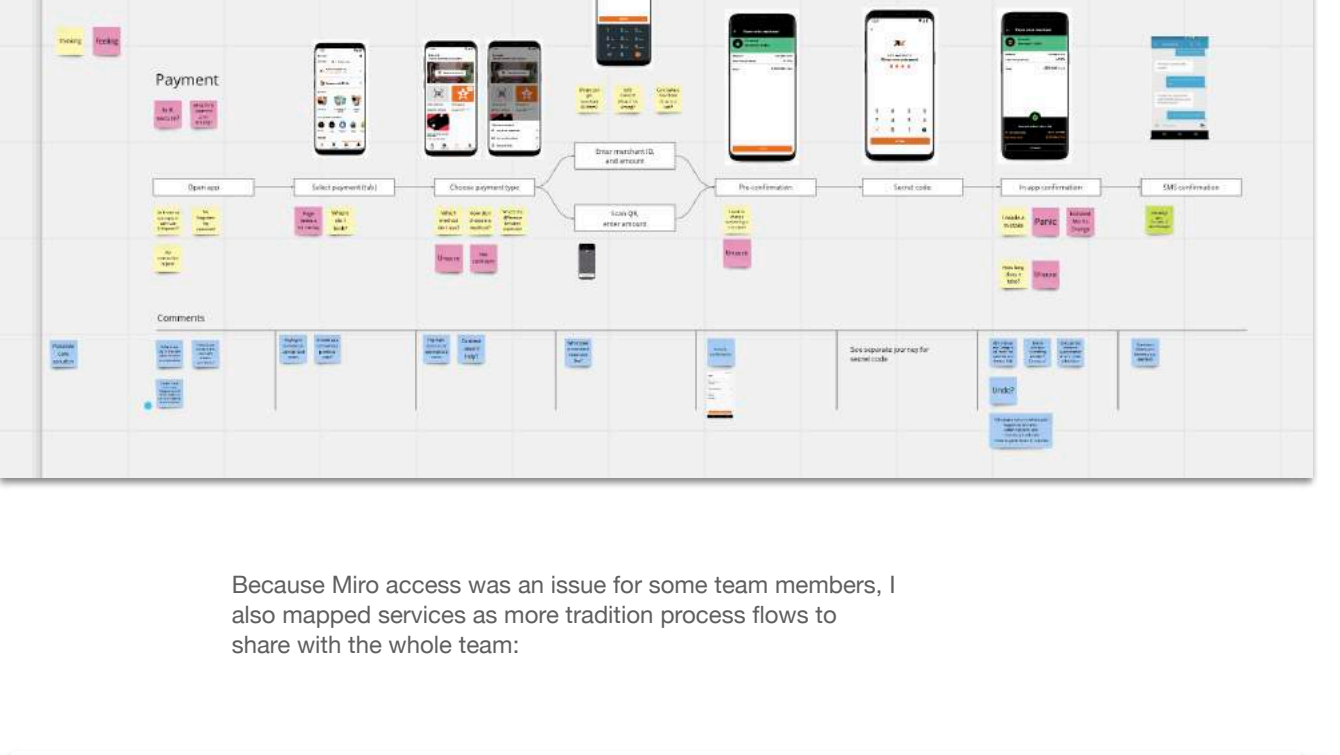


I applied thinking like this throughout the service and the app, for all touchpoints discovery and download to registration and onboarding and on to daily use.

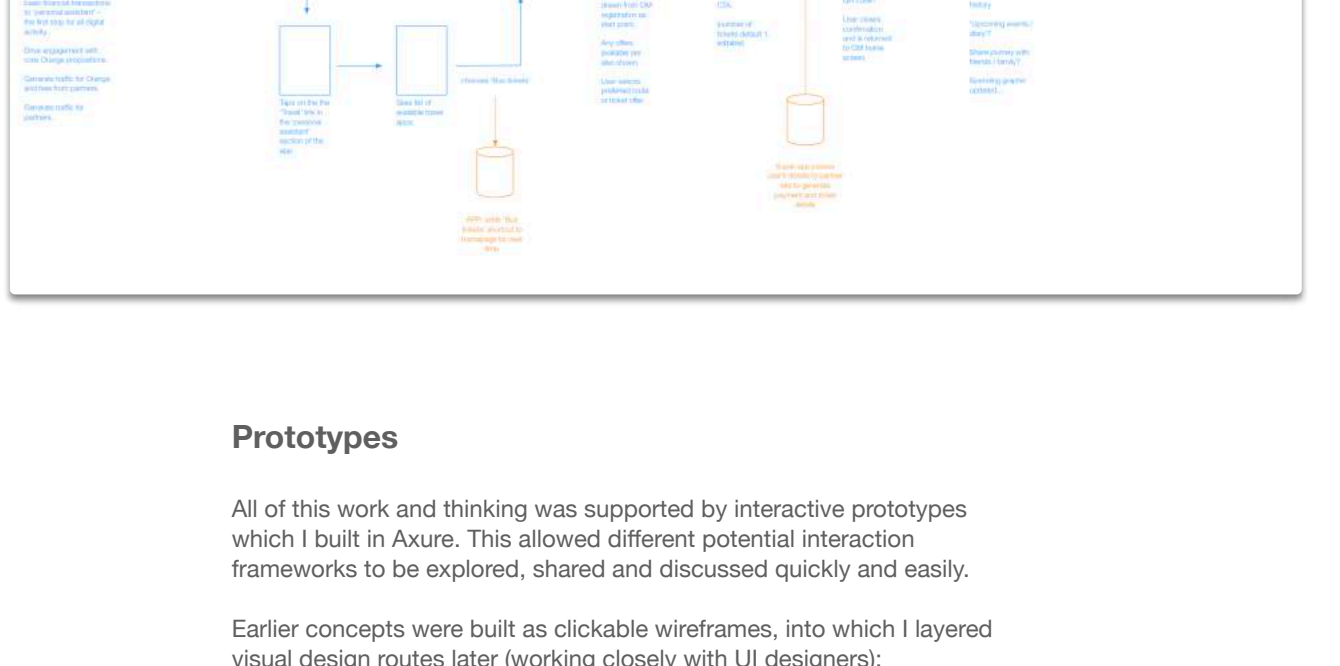
Experience maps, service blueprints, feature flows

I used a variety of tools and design-thinking methods to explore different ideas with the team at different times.

For mapping user journeys with stakeholders during Lockdown, I used Miro:



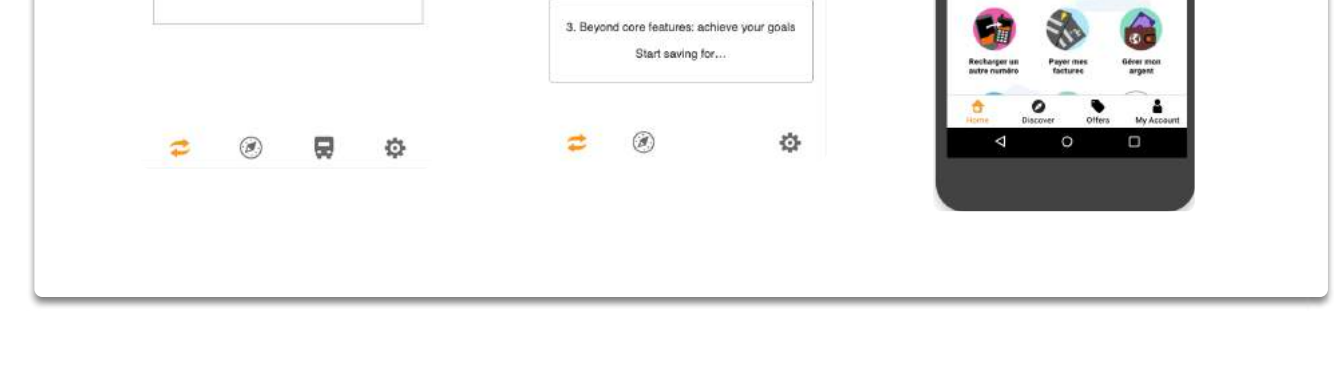
Because Miro access was an issue for some team members, I also mapped services as more tradition process flows to share with the whole team:



Prototypes

All of this work and thinking was supported by interactive prototypes which I built in Axure. This allowed different potential interaction frameworks to be explored, shared and discussed quickly and easily.

Earlier concepts were built as clickable wireframes, into which I layered visual design notes later (working closely with UI designers):



All of this work was conducted 'at pace', with more emphasis on lightweight documentation for idea-sharing and quick feedback than on creating highly polished deliverables. The timescale of the project meant that I took a lean approach, applying the minimum process to get the results and answers that we needed.

Thanks for reading.

Steven Hart

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