

Innovation & Design Thinking

Introduction, Design Thinking as a Solution,
The Value of Design Thinking,
A Look at the History of Design Thinking,
Four Core Principles of Successful Innovation,
A Model of the Design Innovation Process,
Seven Modes of the Design Innovation Process,
Understanding Methods.

WHAT IS DESIGN THINKING?



DESIGN THINKING IS 'OUTSIDE THE BOX' THINKING

Design thinking is an approach for creative problem solving.



WHAT IS DESIGN THINKING?



Design thinking takes a **human-centered** approach to problem solving



Helps us to get a deep understanding of customers' **unmet needs and wants**



It encourages creative consideration of a wide array of **innovative solutions**



It is as much a **mindset** as a **process**

Design thinking

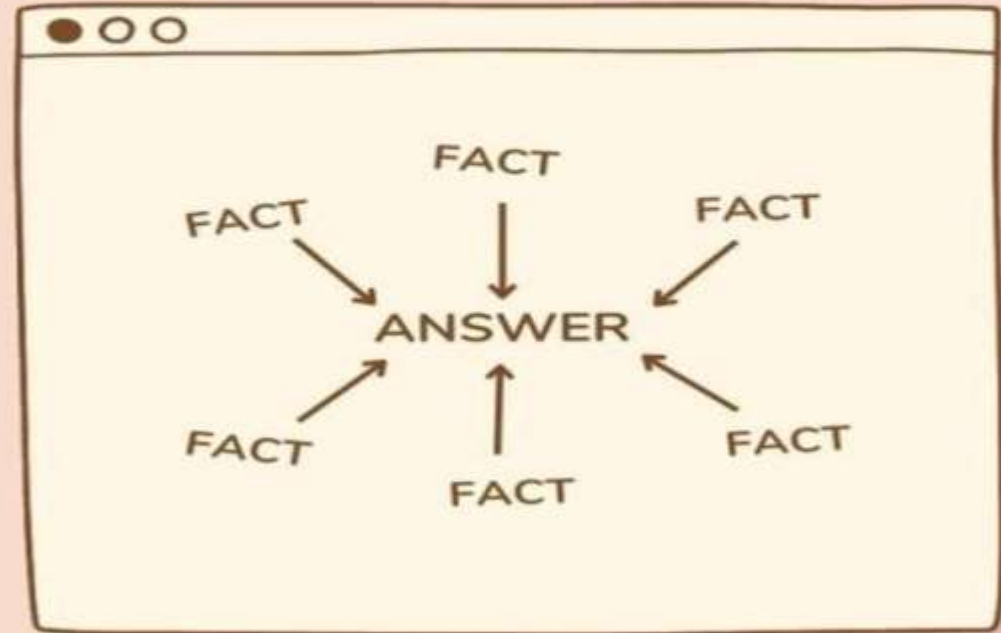
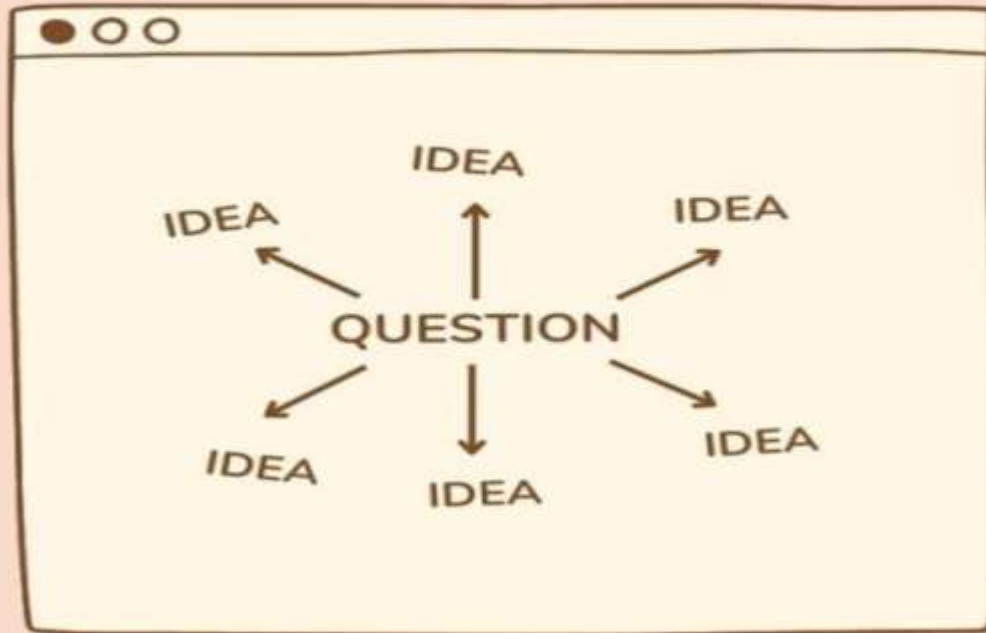
- Design thinking is a method for solving wicked problems (Churchman 1967), that is, problems with no upfront clear solution. It is based on abductive reasoning.
- It aims at iteratively designing and validating solutions using a forward-looking approach and putting the customer at the center stage.

Design Thinking Approach

Divergent Thinking

vs

Convergent Thinking



CONVERGENT THINKING VERSUS DIVERGENT THINKING

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CONVERGENT THINKING

Convergent thinking is a type of thinking that involves finding the most effective answer to a problem

There is only one right solution

Uses deductive reasoning

Accurate, speedy, and logical

Takes less time

DIVERGENT THINKING

Divergent thinking is a type of thinking that involves generating creative ideas to explore many possible solutions

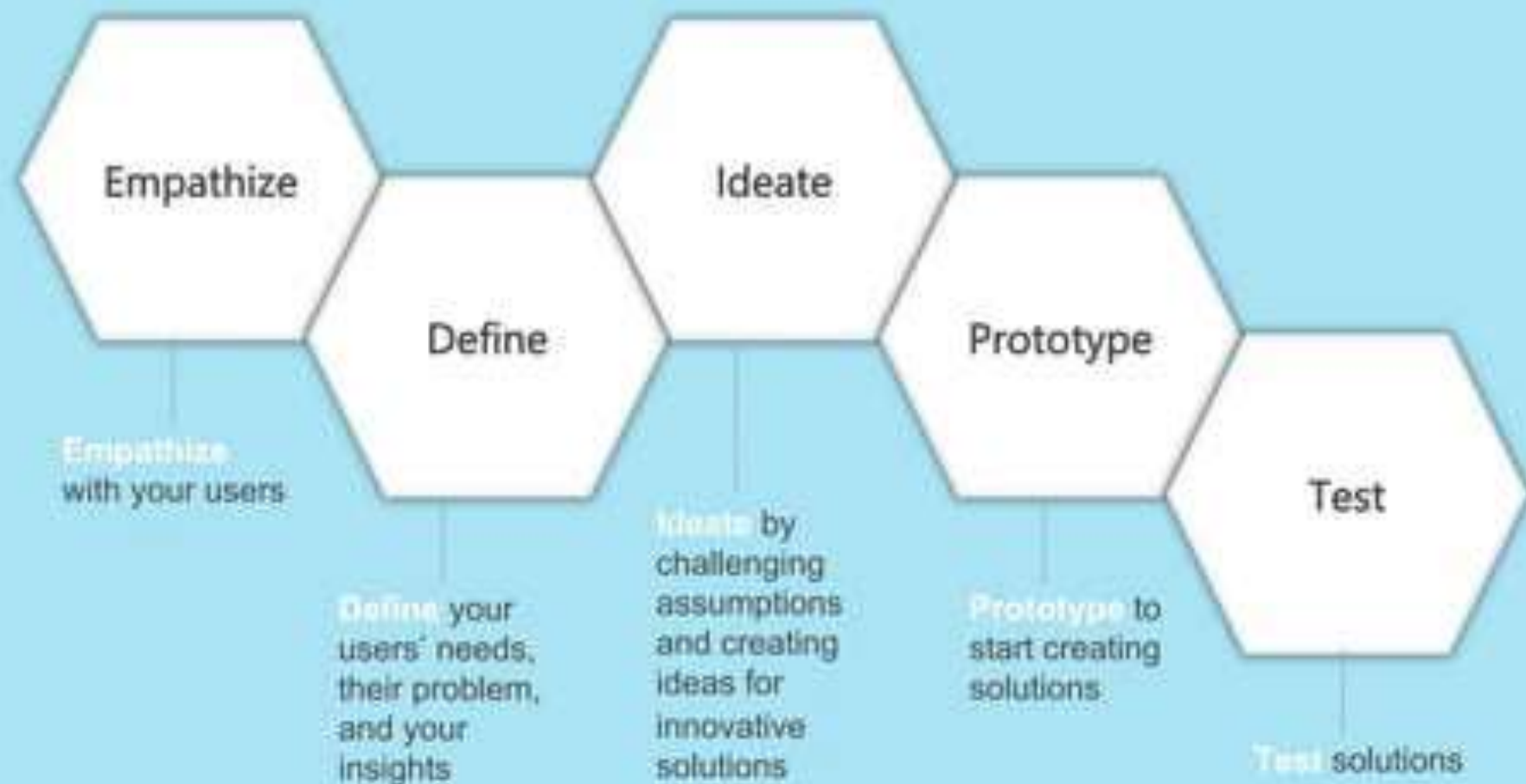
There can be multiple solutions

Uses inductive reasoning

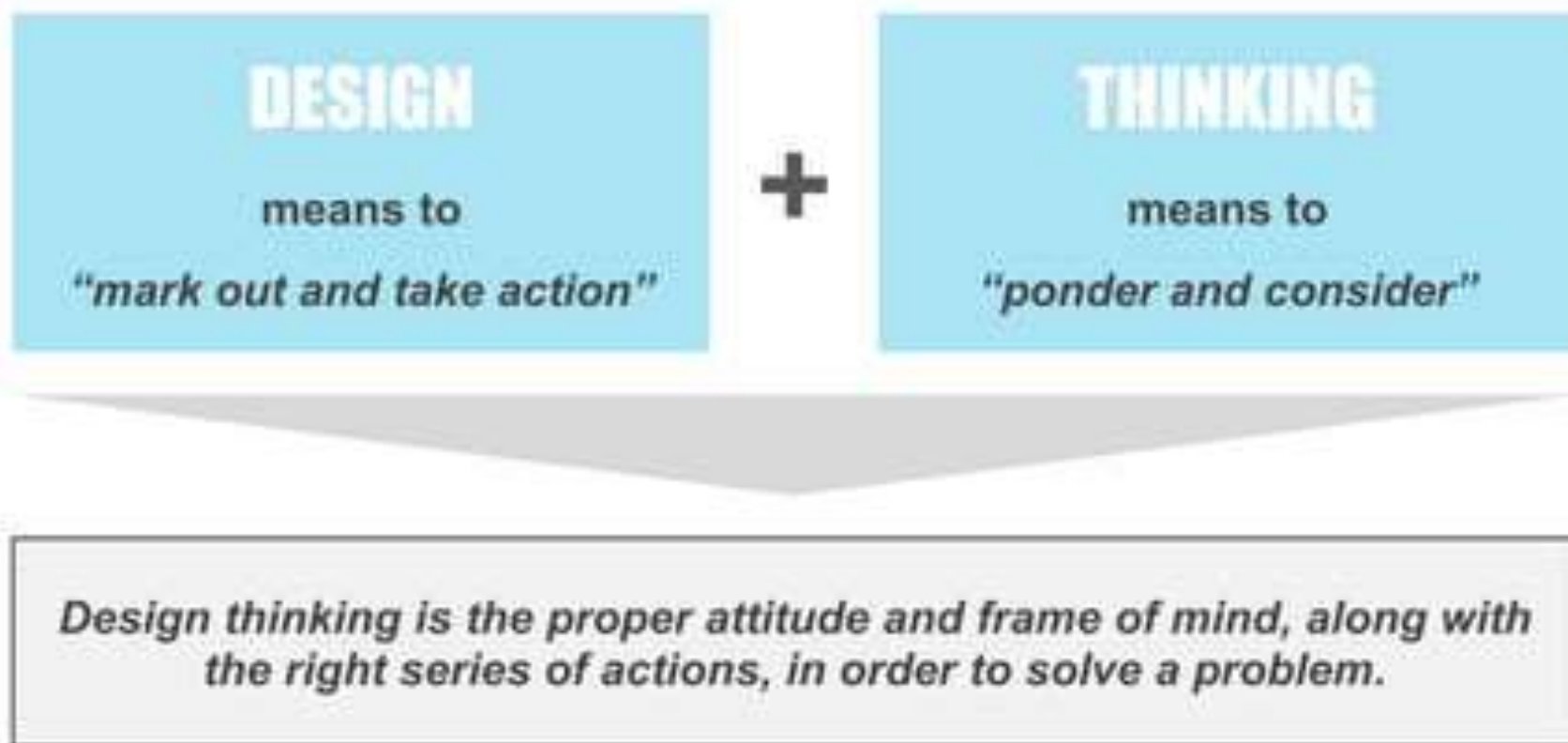
Spontaneous, free-flowing, and non-linear

Takes more time

FRAMEWORK OF DESIGN THINKING



UNDERSTANDING THE FRAMEWORK OF DESIGN THINKING



THE 5 MINDSETS OF DESIGN THINKING



Think users first



Ask the right
questions



Believe you can
draw



Commit to
explore



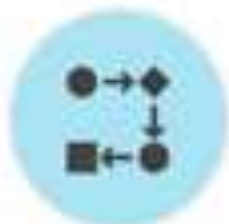
Prototype to test

Without the proper mindsets, the action plan is just a theory.

CHARACTERISTICS OF THE DESIGN ACTION PLAN



It is not just a brainstorming session or a "one-day" process



It is an iterative process



It contains phases of both divergent and convergent thinking



It requires everyone to collaborate and go through the process together



There are deliverables at every phase

76%

of consumers expect companies to understand
their needs and expectations.

Design Thinking as a Solution

- Any successful strategy design process addressing the identified challenges, should exhibit six key characteristics:

(1) Consistent with the strategy design school, the strategy design process should be top-down, starting with designing and validation a sound foundation.

(2) The strategy design process should follow **an agile, JIT**.

(3) The focus should be put on **designing the future** rather than analyzing the past.

Design Thinking as a Solution...

(4) To ensure buy-in and subsequent successful implementation, the strategy design **process should integrate stakeholders early in the design of the strategy, especially at the validation step.**

(5) There does not exist not a one size fits it all approach to strategy design.(that is, **customer centric strategies, innovation-oriented strategies, capabilities based, strategies, or cost-driven strategies**)

(6) The strategy design process must **put the targeted customers at the center** of any strategy design activity.

The Value of Design Thinking

- Design thinking addresses diverse shortcomings of analytical strategy development methods in a dynamic and fast-paced business environment.
- It aims at learning from methodologies used by designers, such as architects, artists, or creative directors, to solve problems which are incomplete by nature and cannot be solved by traditional linear problem-solving approaches.

Design thinking exhibits four key traits valuable to strategy design:

(1) Design thinking is customer-centric. Problem solving starts with observing and understanding customers and their needs.

(2) Design thinking is iterative in nature. It incrementally addresses challenges, improving solutions step by step.

(3) Design thinking is based on prototyping and validating ideas. It ensures that the designed solutions work.

(4) Design thinking combines the best of the two worlds of analytical and intuitive thinking, resulting in a so-called abductive reasoning approach.

Deductive	Inductive	Abductive
Suppose a bag contains only red marbles, and you take one out. You may infer that the marble is red.	Suppose you do not know the color of the marbles in the bag, and you take one out and it is red. You may infer that all the marbles in the bag are red.	Suppose you find a red marble in the vicinity of a bag of red marbles. You may infer that the marble is from the bag.

Deductive Logic

Lead *down*



Conclusion is
guaranteed true

Inductive Logic

Lead *into*



Conclusion is
probably true

Abductive Logic

Lead *away*



Conclusion is a
best guess

The Value of Design Thinking...

- Design thinking is a systematic process for wicked problem solving as well as a visual language for communicating about ideas.
- Through its structure, design thinking ensures that resulting solutions generate value for the customers for whom they have been designed.
- By being iterative in nature, design thinking aims at solving 80% of the problem with 20% of the resources.



Key design thinking traits and their value

	Design thinking trait	Value to strategy development
(1)	<i>Customer-centric approach</i> , putting customers at the forefront	– Ensuring customer needs are identified and met, their pains addressed, sought-after gains provided, and their jobs get done – Creating unique and appreciated added value for customers – Securing a willingness to pay
(2)	<i>Iterative process</i> , based on observing, learning, designing, and validating, supported by divergent and convergent thinking	– Well-defined systematic process leading to validated results – Focused approach avoiding non-value-adding data gathering and analysis – Agile, just-in-time, process due to its iterative nature
(3)	<i>Prototyped options</i> , designed and validated jointly with stakeholders	– Ensuring that the designed strategic options are aligned with stakeholder expectations – Ascertaining that identified needs are met
(4)	Approach combining <i>analytical and intuitive thinking</i> , focusing on those insights that matter most	– Conscious use of resources (time and money) – Constantly (re-)aligning efforts with set priorities – Following “fail fast to succeed faster” philosophy by learning early from mistakes

Case - Oxymetry

- Example Having worked in a hospital, a team of students had identified an interesting challenge with pulse oximetry equipment: the wirings proved difficult to handle for the staff and hindered patient mobility. So, they came up with a wireless pulse oximetry prototype.
- They showed it to nurses to validate their idea, who immediately loved it. But when they talked to hospital administrators, who oversaw procurement, they were confronted with a “no interest in spending money on wireless pulse oximetry” answer, as administrators did not see the value of the solution. This led the team of students to iterate and look for other applications of their idea.
- They identified the issue of infants dying from respiratory failure as a possible problem that could be solved with their wireless pulse oximetry system.
- Further iterations led to an innovative solution, a sock solution that comfortably fits the equipment on infants and new-born babies. The OwletCare Baby Monitor was successfully launched in the U.S. market.

A Look at the History of Design Thinking

- While ideas around the concept of industrial design can be traced back to the late 1940s and early 1950s, the concept of design thinking emerged for the first time in the 1960s in the context of participatory design (Arnold 1959).
- Participatory design was a movement characterized by quick software prototype development cycles, incorporating customer feedback into the prototyping process.

A Look at the History of Design Thinking...

The 1970s

- It is fair to say that the first milestone in the design thinking history was set by the publication of Herbert A. Simon's book *The Science of the Artificial* in 1968 (Simon 1968).
- He introduced a three-step process to solve complex decision problems:
 - (1) Intelligence Gathering,
 - (2) Designing Possible Solutions, And
 - (3) Choosing A Particular Solution.

A Look at the History of Design Thinking... The 1980s

- The term Design Thinking, written in capital letters, describing a methodology of creative problem solving was introduced by Lawson (1980) in his seminal book How Designers Think.
- He described how the concept of design is used in architecture to solve problems.
- Architects, when compared to scientists, are more inclined to develop series of solutions until they find one that meets their criteria of being acceptable, rather than aim for the best possible solution right from the beginning, and therefore differs from the more linear process used by scientists and engineers.

A Look at the History of Design Thinking... The 1980s

- Design thinking is viewed as one of three so-called cultures for representing and accessing human knowledge.

These are:

(1) Science culture—Analytical, based on controlled experiments, relying on classification, and focusing on the physical world.

(2) Humanities culture—Analogy and metaphor based, focusing on evaluation and criticism, and driven by human experience.

(3) Design culture—Modeling driven, based on pattern formation and recognition, synthesis focused, and based on a man-made world.

A Look at the History of Design Thinking... The 1990s

- The 1990s were characterized by the adaption of design thinking to solving business problems. In 1991, Faste's colleagues Kelley, Moggridge, and Nuttall founded IDEO, a consulting company based on design thinking.
- IDEO was, and probably still is, the most prominent product and industrial design company embracing and advancing design thinking.
- Buchanan broadened the view on design thinking as a methodology for solving wicked problems in his paper called Wicked Problems in Design Thinking (Buchanan 1992).

A Look at the History of Design Thinking...

The New Millennial

- **The new millennial** was shaped by the development and introduction of formal processes to apply design thinking to problem solving.
- A large body of knowledge around design thinking, both from an academic and a practical perspective, has been developed and published over the years.
- The approaches described in this section cover the most relevant insights gained over time.
- In 2001, the team led by Brown at IDEO, introduced its three-step process around inspiring, ideating, and implementing (Brown 2009).

In 2005, researchers at the newly founded d.School at Stanford University developed a five-step design thinking process that has been at the heart of many subsequent researches on design thinking processes. The five steps are:

(1)Empathize. This first step is about understanding the problem at hand. Observations, interviews, and measurements are some of the key tools used to gaining an objective, non-judgmental view of the challenge at hand. Key are empathy and customer-centricity.

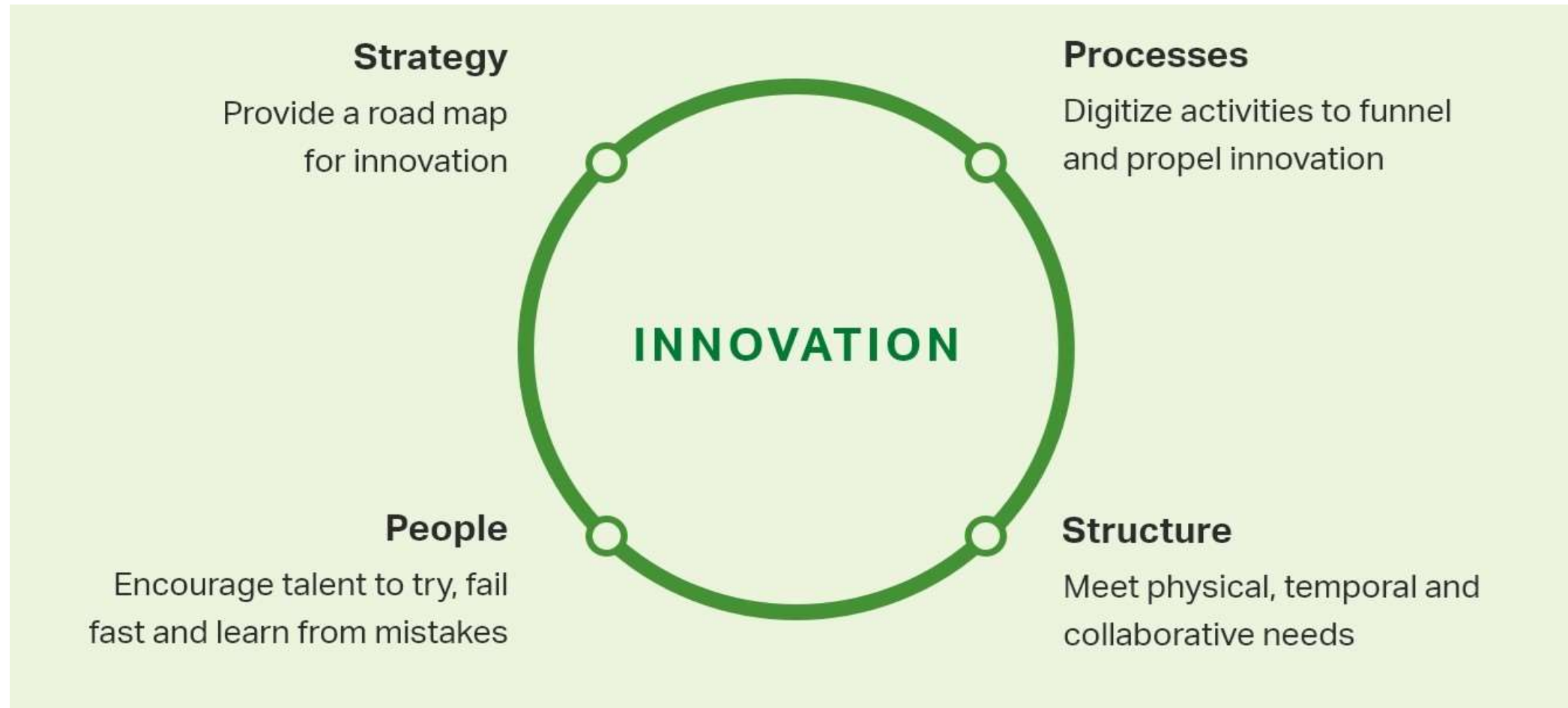
(2)Define. During the second step of the design thinking process, the gained data is used to clearly define the problem at hand and describe the core challenge to solve in an objective way. The problem is defined in terms of customer and their needs, rather than the firm's internal goals. Sometimes the define step is compared to a root cause analysis taking a customer-centric perspective and using as input the data from the empathize step.

(3)Ideate. New possible solutions are created by starting with a large number of ideas and narrowing them down through eliminating those ideas that are unacceptable in terms of cost, value, time, resources, etc. More often than not does the ideation step include brainstorming or brain walking exercises.

(4)Prototype. Prototyping is about transforming ideas into actionable concepts that can be shared, reviewed, and validated. Prototypes need not be perfect and are iteratively refined and improved until they can demonstrate value from a customer perspective. At this step, several prototypes are usually defined.

(5)Test. Before selecting a prototype as the problem's solution, they are tested and validated. To do so, experiments are designed and performed. Based on the outcomes of the experiments, the prototypes are iteratively refined until a validated working solution is found.

Four Core Principles of Successful Innovation



Strategy: Provide a road map for innovation.

- Leaders must communicate their vision for innovation and intrapreneurship -- through words *and* action. Organizations with a clear vision for innovation help employees develop smart ideas and quickly test, refine and scale them to become marketable products and services.
- Organizations must also strategically invest in innovation. To determine the ideal total investment, leaders need to do their homework. They should consider factors such as industry demands, market conditions and their company's existing portfolio. Investing more does not necessarily correlate to superior innovation. One 2018 study found that research and development expenditures across the 20 most innovative global companies ranged from as little as 3.6% of their revenue to more than 25%.

People: Encourage talent to try, fail fast and learn from mistakes.

- To cultivate innovative mindsets, leaders need to create an environment that empowers employees to try, fail fast and learn from their mistakes. Employees will back down from innovation if their ideas are poorly recognized -- or worse, condemned.
- Unfortunately, Gallup research shows that just 18% of U.S. employees strongly agree they can take risks at work that could lead to important new products, services or solutions.
- To remedy this problem, leaders should publicly celebrate employees' innovation efforts. The best organizations ensure their performance management processes develop and incentivize innovative action and treasure diverse ideas.

- **Processes: Digitize activities to funnel and propel innovation.**
- Leaders should make sure that organizational systems accelerate innovation, not hinder it. Internal communication should keep agile teams aligned on where and how to focus innovation efforts, when to shift, and what to do next when a great idea strikes.
- Leaders should digitize and simplify processes wherever possible. This can help companies better identify customer needs and react with fewer iterations.
- Samsung's C-Lab (Creative Lab) allows employees to pitch their ideas, collaborate and convert ingenuity into marketable innovation. It exists to foster innovation. Samsung's approach cultivates brilliant thinking, differentiates flawed ideas quickly and consistently generates novel opportunities.

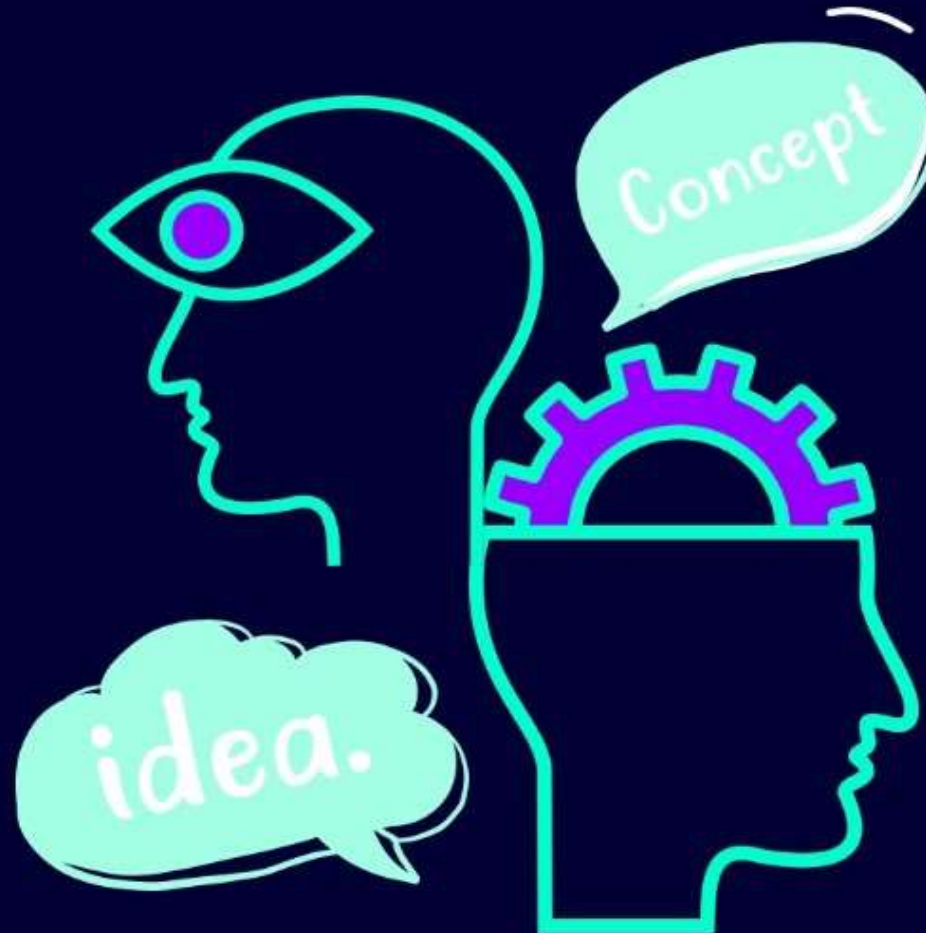
- **Structure: Meet physical, temporal and collaborative needs.**
- Physical collaborative spaces are also important for increasing innovation. Leaders can make creativity part of employees' regular focus by providing dedicated, well-equipped spaces for innovation.
- Truly innovative workspaces provide a variety of tools like rolling flipcharts or glass walls employees can write on to capture and ponder what might otherwise be fleeting innovative ideas.
- Leaders should also designate sufficient working hours for innovative efforts. If organizations want to deliver more and better ideas, they need to revise role expectations accordingly. For example, Google encourages employees to devote 20% of their time to developing new solutions that will benefit the company.
- When it comes to collaboration, organizations should think outside their walls. Even the most mammoth organizations can't innovate alone. Leaders who proactively build a strong ecosystem of collaboration will gain a wellspring of ideas and approaches. The best organizations cultivate a wide range of partnerships, including other companies, academic institutions and governments.
- For instance, despite being a multibillion-dollar company, BMW Group partners with academic institutions like the Technical University of Munich and startups such as Lime to keep up with an ever-changing industry.

A Model of the Design Innovation Process

Design Thinking vs Design Innovation

Design Thinking

One of the commonly circulated innovation terms is Design Thinking (DT). DT is a process of building human understanding and building solutions. The design thinking process inherently pushes the human element to the center of solution-finding endeavors. Design Thinking is one of the prominent and most common tools used to achieve Design Innovation.



Design Innovation

We define Design Innovation as the large umbrella of approaches and methodologies to achieve relevant and viable innovations. Design Innovation encompasses Design Thinking and many other innovation methods like Innovation Tournaments, Frame Creation, Value Creation Framework, etc. Focusing on Design Innovation allows more space to find the right combination of tools that work best for a specific situation.

Design Innovation

- Products that go through a rigorous, empathetic, and iterative design process and end up having a fundamentally innovative concept and/or design that wholly innovates on the way the user interacts with the product, and often therefore, the content of their lives — this is design innovation.
- It's innovating on a product through its design.
- It requires an immense amount of taste, empathy, creativity, and variety of inputs / perspectives.

Principles of Design Innovation

- **Contextual**
- **Empathetic**
- **Goal-oriented**
- **Intentional**
- **Iterative**

Principles of Design Innovation

Contextual

- Good design innovation is respectful of its context. It understands and fits in to its surroundings. It does not force a design meant for a different context on all contexts it lives in.

Empathetic

- Good design innovation is deeply empathetic. Understanding the problems people and organizations face, the roots of those problems, how people approach them and think about them — these are all inherently difficult things to do that most ignore. Empathy is hard, but necessary for *good* design innovation.

Goal-oriented

- Good design innovation progresses people or organizations towards a goal, or works to solve some specific problem(s).

Intentional

- Good design innovation is not superfluous; everything is intentional. Nothing is added simply for aesthetic appeal without intentionality behind achieving some goal or adhering to a core value.

Iterative

- Good design innovation is ongoing; it requires learning from prior iterations, deeply understanding what was observed, and from that, designing better educated iterations to run next.

Coca-Cola Bottle



Coca-Cola Bottle

- The Coca-Cola bottle represents design innovation to achieve specific business goals, and it worked.
- The original bottle was pretty generic, and copied by many imitators. So that consumers would know whether they're buying a coke or a knockoff, Coca-Cola launched a totally new bottle design, inspired by the shape of a cocoa pod.
- The design killed off imitators and was “the catalyst that [helped] Coca-Cola become the most widely distributed product on earth.” The shape became so iconic that it was then used as an image on the company's cans

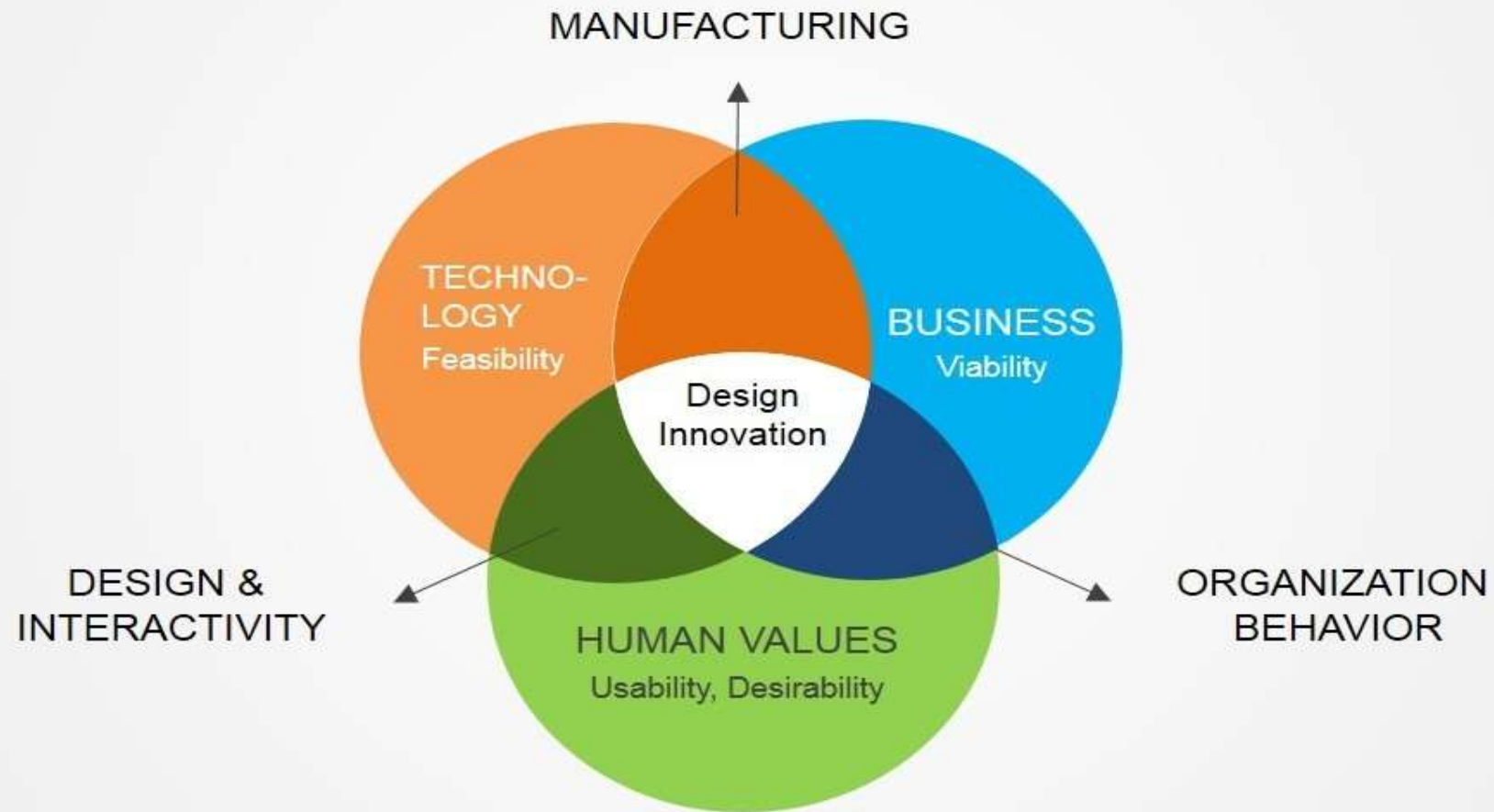
Hardware example



Hardware example

- After a decade of bland beige machines and dramatically failing sales, Apple's iMac G3 communicated something about where the new Apple was headed; it drew a line in the sand and showed the world what the new Apple was about, and the kinds of customers it was going to serve. It put the “personal” back in personal computer.
- <https://www.boardofinnovation.com/guides/>

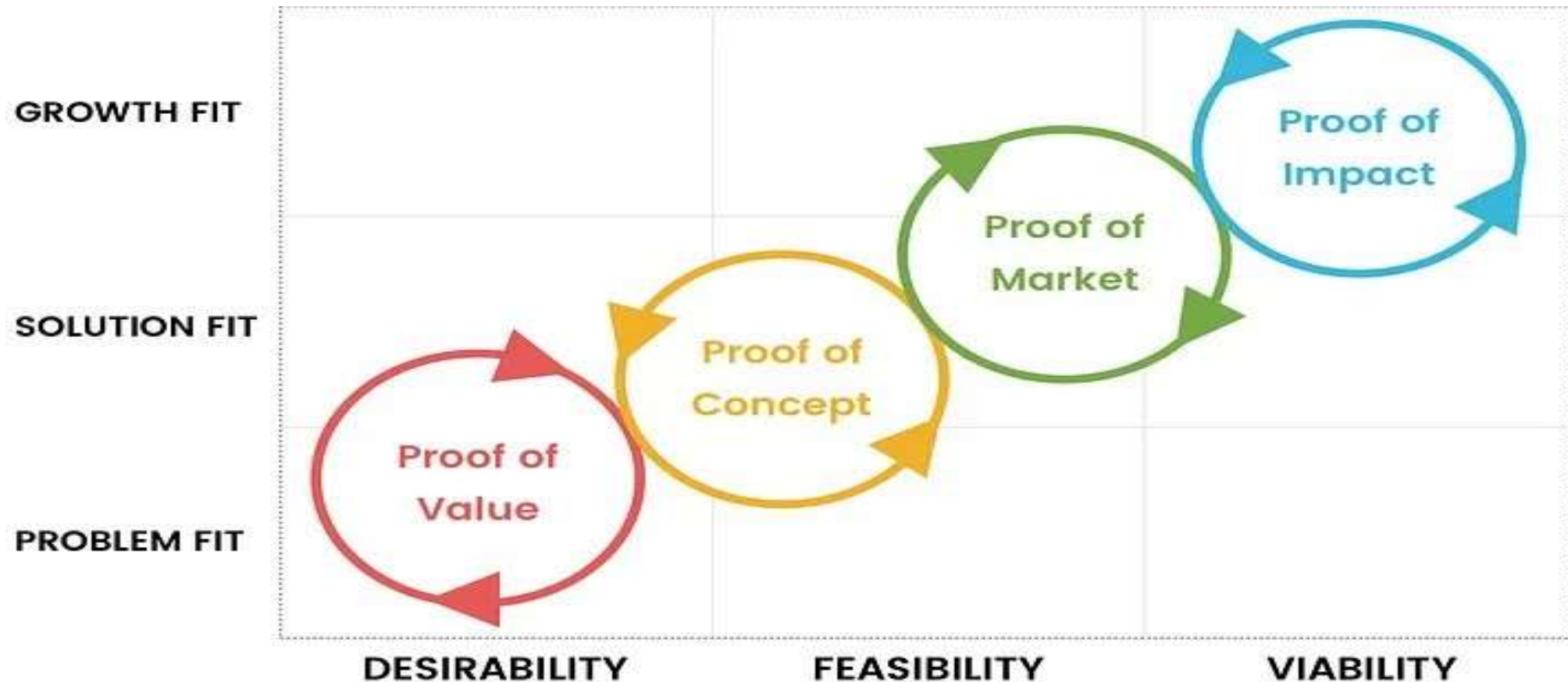
Design Innovation Process



Design Innovation process

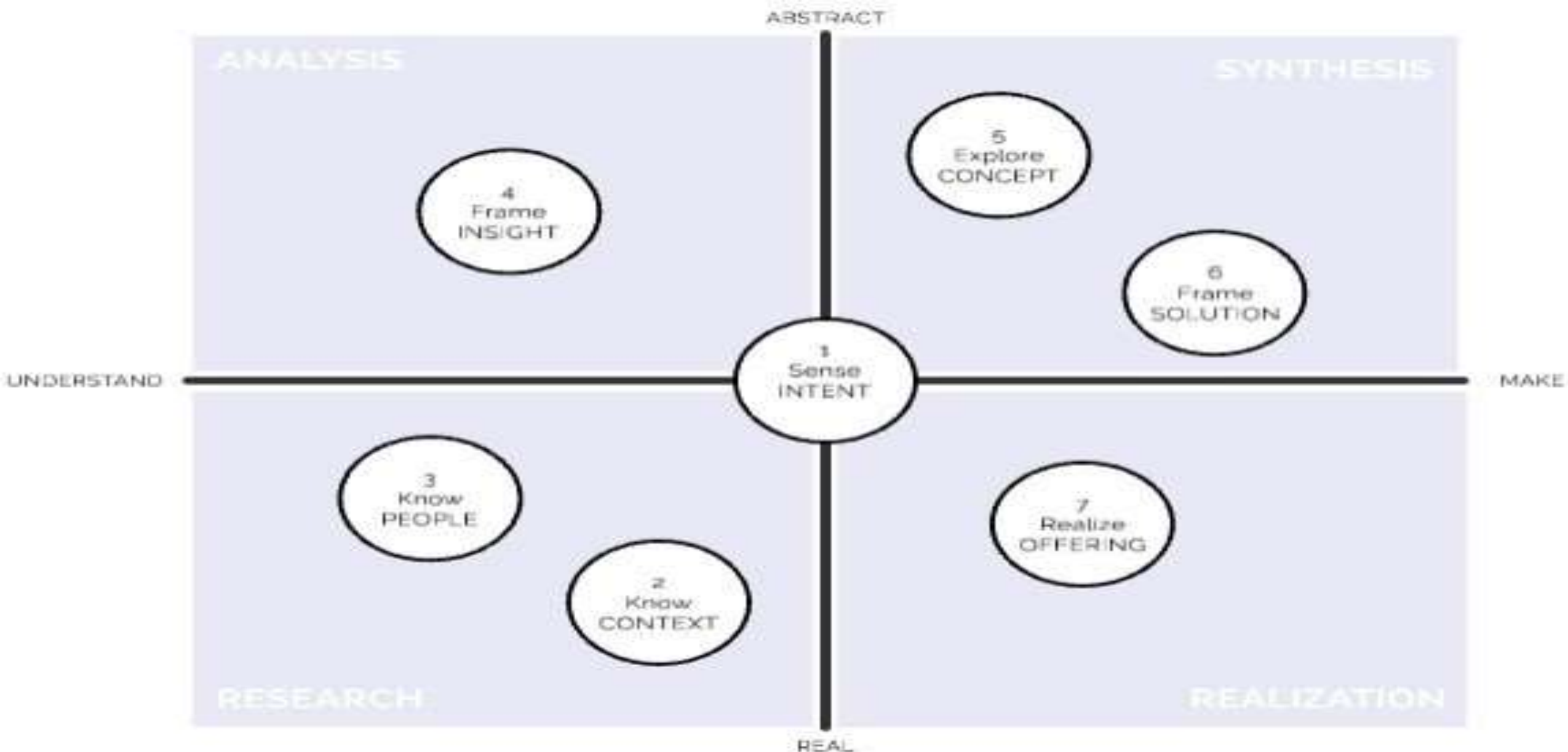
- Design Innovation is a unique blend of design thinking, computational thinking, maker culture, and business.
- They are repeatedly used throughout 4 main cycles which we call Gears of Design innovation,
- To enable younger age groups to understand the process to create successful products, services, or systems (PSS) that resonate with users.

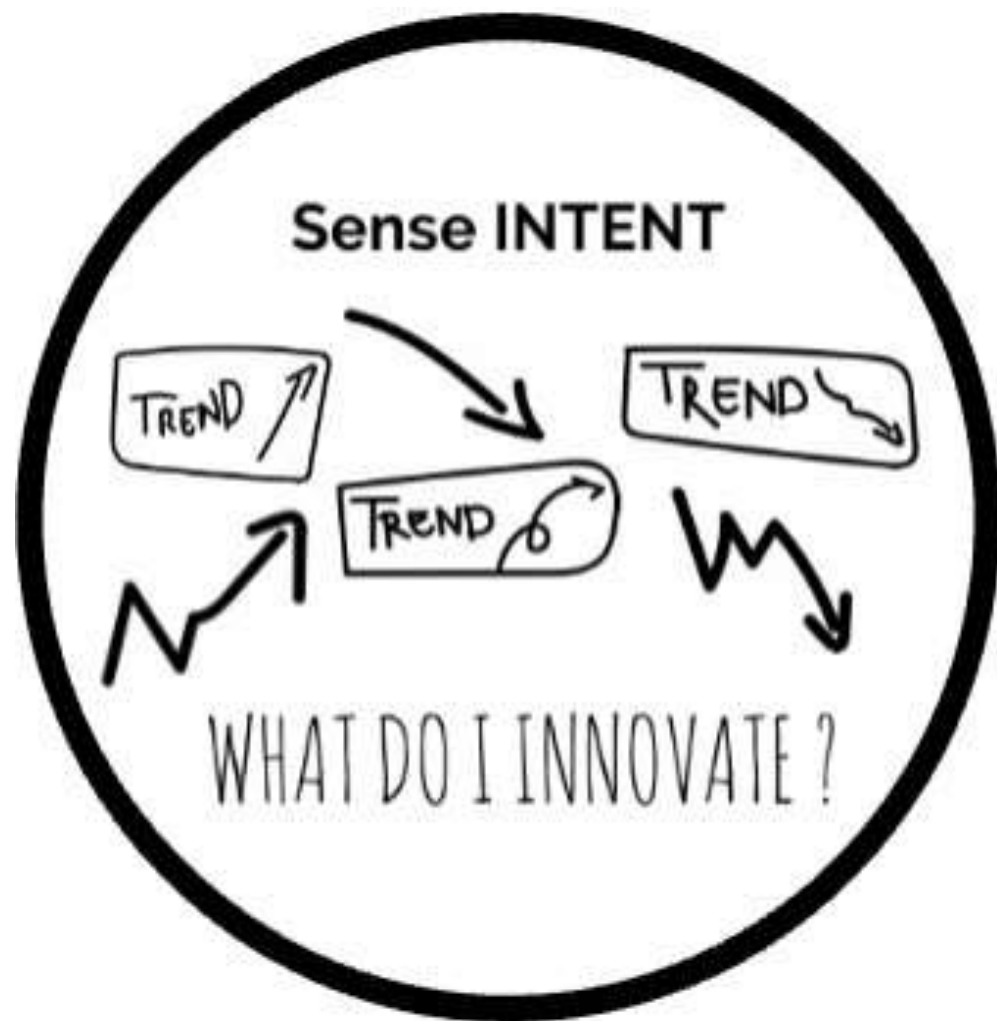
Design Innovation process...



- **The 4 main gears span across the three grids of desirability, feasibility, and viability, evolving across the different stages of the innovation cycle.**
 - 1. Proof of Value (POV) — finding out what are the problems and what is of value to the users by co-creating with them.**
 - 2. Proof of Concept (POC) — testing the effectiveness of the prototypes in delivering the value/eliminating problems.**
 - 3. Proof of Market (POM) — ensuring the sustainability of solution as a business through iteration to achieve product-market fit.**
 - 4. Proof of Impact (POI) — showing the potential to deliver impact to the masses through proven customer successes**

Seven Modes of the Design Innovation Process, Understanding Methods





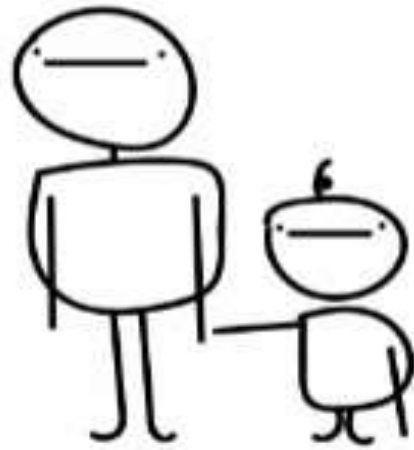
Know CONTEXT

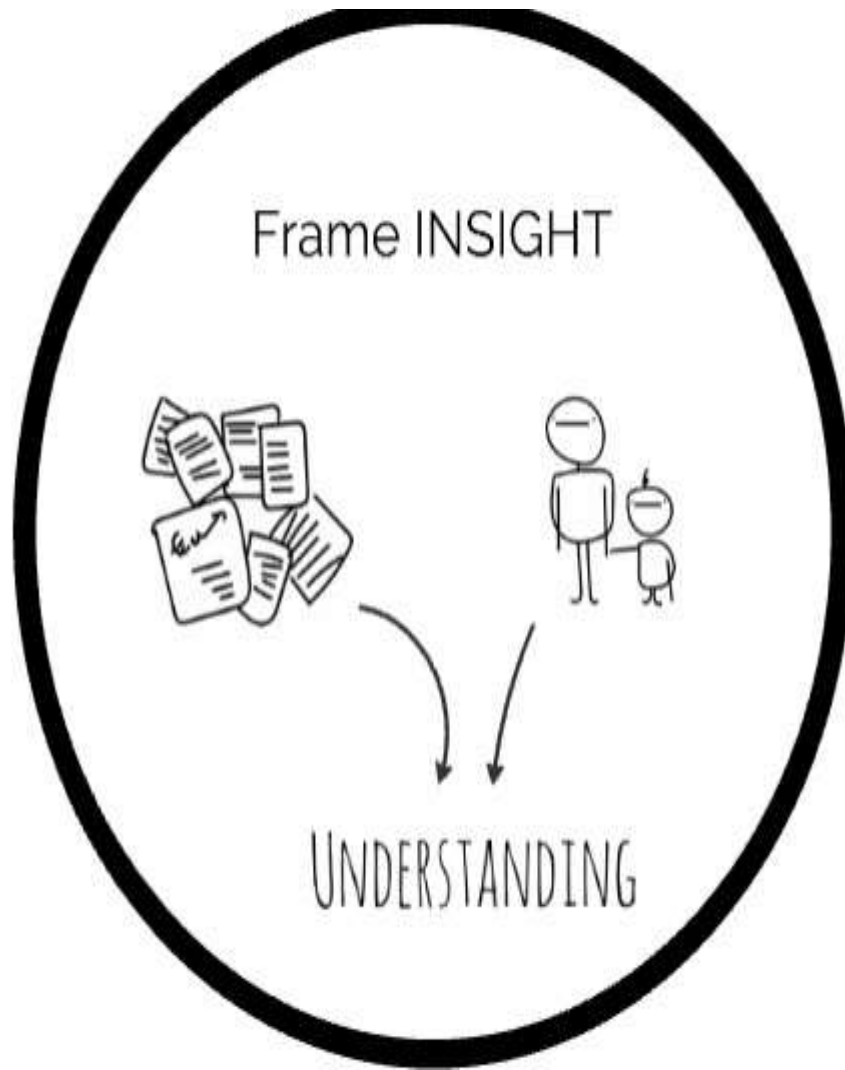


THE WHOLE SYSTEM



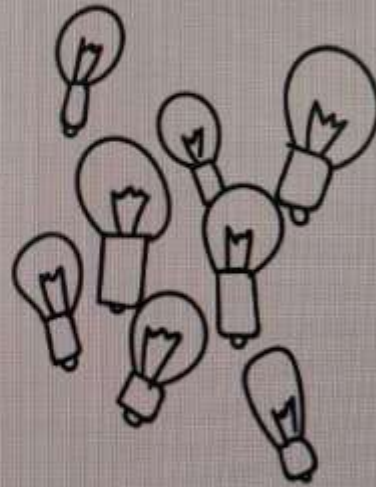
Know PEOPLE



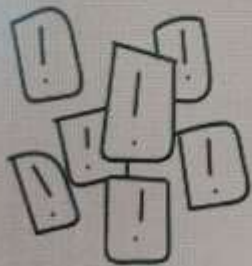


Making Things

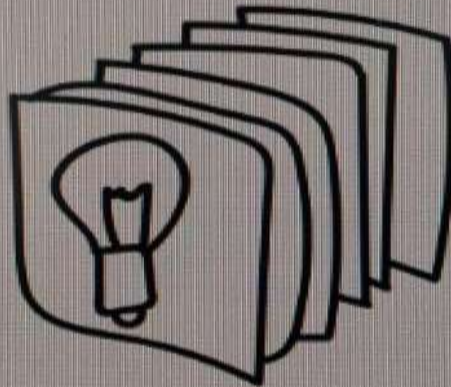
Explore CONCEPT



FRESH AND BOLD IDEAS GROUNDED IN REALITY

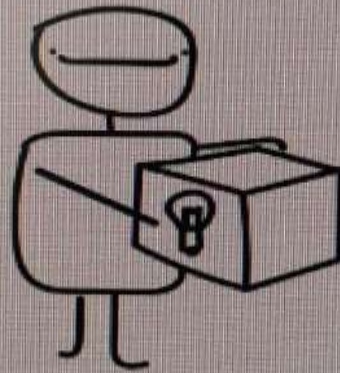


Frame SOLUTION



CONCEPT COMBINED AND SYSTEMIZED

Realized OFFERRING



STRATEGIC DIRECTION,
BUSINESS, COLLABORATION



Mode-1-Sense Intent

It is the first mode in the design innovation process that focuses on understanding the latest changes in the world to identify potential areas for innovation.

This phase is about determining *where* an organization should play in the market, rather than figuring out the specific "what" or "how" of a new product or service

Sense Intent: Mindsets

- Detecting the latest happening in the world today, forming speculations about what new situations may be looming on the horizon.
- Recognizing what is new or in flux, and identifying hotspots of potential growth.
- Helps to identify potential opportunities for innovation and form our initial hypotheses.
- Hypothesis will be explored and tested, to provide sufficient early direction for research and exploration.

Sense Intent: Mindsets...

- Sensing changing conditions
- Seeing overviews
- Foreseeing trends
- Reframing problems
- Forming an Intent

MINDSET: SENSING CHANGING CONDITIONS

- Innovators need to have the mindset of continuously keeping up with the pace of change whether political, economic, social, cultural, scientific or technological.
- Changes, **especially in areas where others have not yet fully explored, often indicate fertile ground for innovation.**
- In our information-intensive world the challenge of finding new and unexplored opportunities is huge.

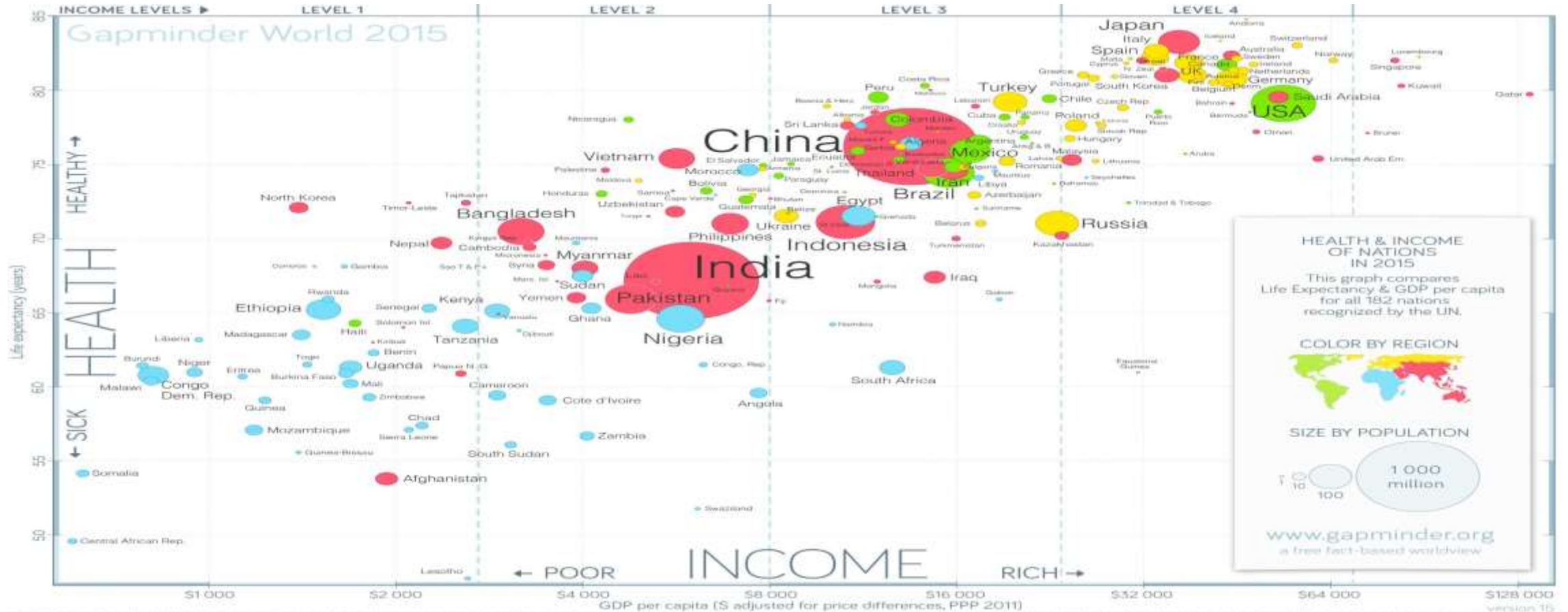
MINDSET: SENSING CHANGING CONDITIONS

- We should actively monitor various information sources—periodicals, websites, books, broadcasts, podcasts—and opinions of leading experts and thought leaders.
- We should regularly debrief about what these sources and experts are saying, and discuss what trends we see emerging.
- It is important not only to spot changes in trends but also to understand how those changes have occurred over time, so that we can foresee how changes might happen in the future and tell us something about how our innovations will fit.

MINDSET: SEEING OVERVIEWS

- In an unfamiliar place, observing surroundings and getting information on the ground helps us navigate in that place.
- Cues in the environment, landmarks, and street signs are all helpful sources of information for guidance.
- Also valuable are “overviews,” like street maps, navigation systems that show GPS location, and radio broadcasts about traffic and weather patterns.
- The insights that we gain from close-proximity and ground level observations about people and context are a good source for incremental innovations.

Gapminder chart



DATA SOURCES - INCOME: World Bank's GDP per capita, PPP (2011 international \$). Income of State & Cuba are Gapminder estimates. Each time gapminder updates its data, it uses the latest available data to create a bubble chart. Income data shows some changes in all levels. GDP per capita data from UN Population Division, LIFE: UNCTAD's 2014-2015, 2015-2016, 2016-2017, 2017-2018, 2018-2019, 2019-2020, 2020-2021, 2021-2022, 2022-2023, 2023-2024, 2024-2025, 2025-2026, 2026-2027, 2027-2028, 2028-2029, 2029-2030, 2030-2031, 2031-2032, 2032-2033, 2033-2034, 2034-2035, 2035-2036, 2036-2037, 2037-2038, 2038-2039, 2039-2040, 2040-2041, 2041-2042, 2042-2043, 2043-2044, 2044-2045, 2045-2046, 2046-2047, 2047-2048, 2048-2049, 2049-2050, 2050-2051, 2051-2052, 2052-2053, 2053-2054, 2054-2055, 2055-2056, 2056-2057, 2057-2058, 2058-2059, 2059-2060, 2060-2061, 2061-2062, 2062-2063, 2063-2064, 2064-2065, 2065-2066, 2066-2067, 2067-2068, 2068-2069, 2069-2070, 2070-2071, 2071-2072, 2072-2073, 2073-2074, 2074-2075, 2075-2076, 2076-2077, 2077-2078, 2078-2079, 2079-2080, 2080-2081, 2081-2082, 2082-2083, 2083-2084, 2084-2085, 2085-2086, 2086-2087, 2087-2088, 2088-2089, 2089-2090, 2090-2091, 2091-2092, 2092-2093, 2093-2094, 2094-2095, 2095-2096, 2096-2097, 2097-2098, 2098-2099, 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Gapminder is a visualization system that shows context overviews as dynamic and interactive diagrams. Data about context are plotted as scatterplots to show their distribution patterns. Through interactive animations, Gapminder shows changing patterns in powerful and easy-to-understand terms.

Courtesy of photographer Stefan Nilsson and www.gapminder.org.

MINDSET: FORESEEING TRENDS

- Trends show us general directions in which something is developing or changing.
- They emerge in our daily life all the time.
- ***For sensing innovation opportunities the most common trends that we track relate to technology, business, culture, people, markets, and the economy.***
- We should identify and understand trends early on so that we are in a better position to quickly and positively respond to their impact on the future.

MINDSET: FORESEEING TRENDS...

- Recognizing trends is a skill that can be cultivated by carefully learning to discern patterns of activities taking place around us.
- Staying on top of the latest technology developments and seeing patterns of their adoption, we can begin to foresee how technology trends may shape the types of products and services that will be required in the future.



Amazon's Kindle e-book reading device was the result of foreseeing significant trends in the field and quickly and effectively responding to them. Drastic improvements in digital ink technologies, declines in traditional publishing, environmental concerns about traditional printing, and readers' growing comfort and familiarity with mobile devices all led to the development of Kindle in 2007.

MINDSET: REFRAMING PROBLEMS...

- As conditions change, what was once true may no longer be so.
- To be truly innovative, new problems and opportunities need to be thought through differently.
- Challenging conventional wisdom requires an understanding of how it came to be in the first place and thinking about how best to reframe it to be appropriate for a future possibility.
- Just as it is important to question prevailing conventions, it is equally important to question how innovation challenges are framed.
- Is the innovation challenge about making a better mobile phone, a better mobile communication device, or creating a compelling remote communication experience?
- Moreover, mindsets for reframing problems broaden possibilities and help us arrive at nonobvious solutions



In 2001, Proctor & Gamble introduced its Crest Whitestrips, a product that reflected P&G's reframing of the idea of oral care. Instead of limiting the meaning of oral care to cavity prevention, it broadened its meaning to include personal care and looking good. Crest Whitestrips took the brand from cavity prevention to whiter smiles and in the process introduced a product line with significantly higher margins than the commodity toothpaste category.

MINDSET: FORMING AN INTENT

- After we develop a good understanding of the latest news, developments, trends, and conventions, **we switch to a mindset of consciously forming an early intent for innovation.**
- By consciously stating the prevailing and emerging conditions, it becomes easier to define the type of innovation that should be conceived.
- For instance, **if a long-range trend indicates an aging population that is expected to live longer than any prior generation, then our innovation intent will prominently factor in the needs of people with potentially limited mobility.**

MINDSET: FORMING AN INTENT...

- Continuously keeping up with latest events and trends helps us develop hunches about where the world may be headed and gut feelings about the kinds of innovations that can be built on those trends.
- Many businesses operate according to such hunches.
- But such an intuitive approach may be wildly off the mark and can lead to unnecessary expenditures and failed products.
- **More than asserting an intent based on best guesses, grounding an initial intent statement in a fact-based context makes it both reliable and credible**

Sense Intent Methods

1. Buzz Reports,
2. Popular Media Scan,
3. Key Facts,
4. Innovation Sourcebook,
5. Trends Expert Interview,
6. Keyword Bibliometrics,
7. Ten Types of Innovation Framework,
8. From To Exploration,
9. Intent Statement.

Buzz Reports

What it does:

Buzz Reports are a way to collect information about changes on a regular basis and share it among team members to have a broad understanding of what is currently significant. Buzz Reports function like a self-generated news aggregation service. They encourage curiosity about the latest developments and inspire new directions for innovation.

Buzz Reports: Collecting and sharing information about the latest “buzz” from a wide array of sources

HOW IT WORKS

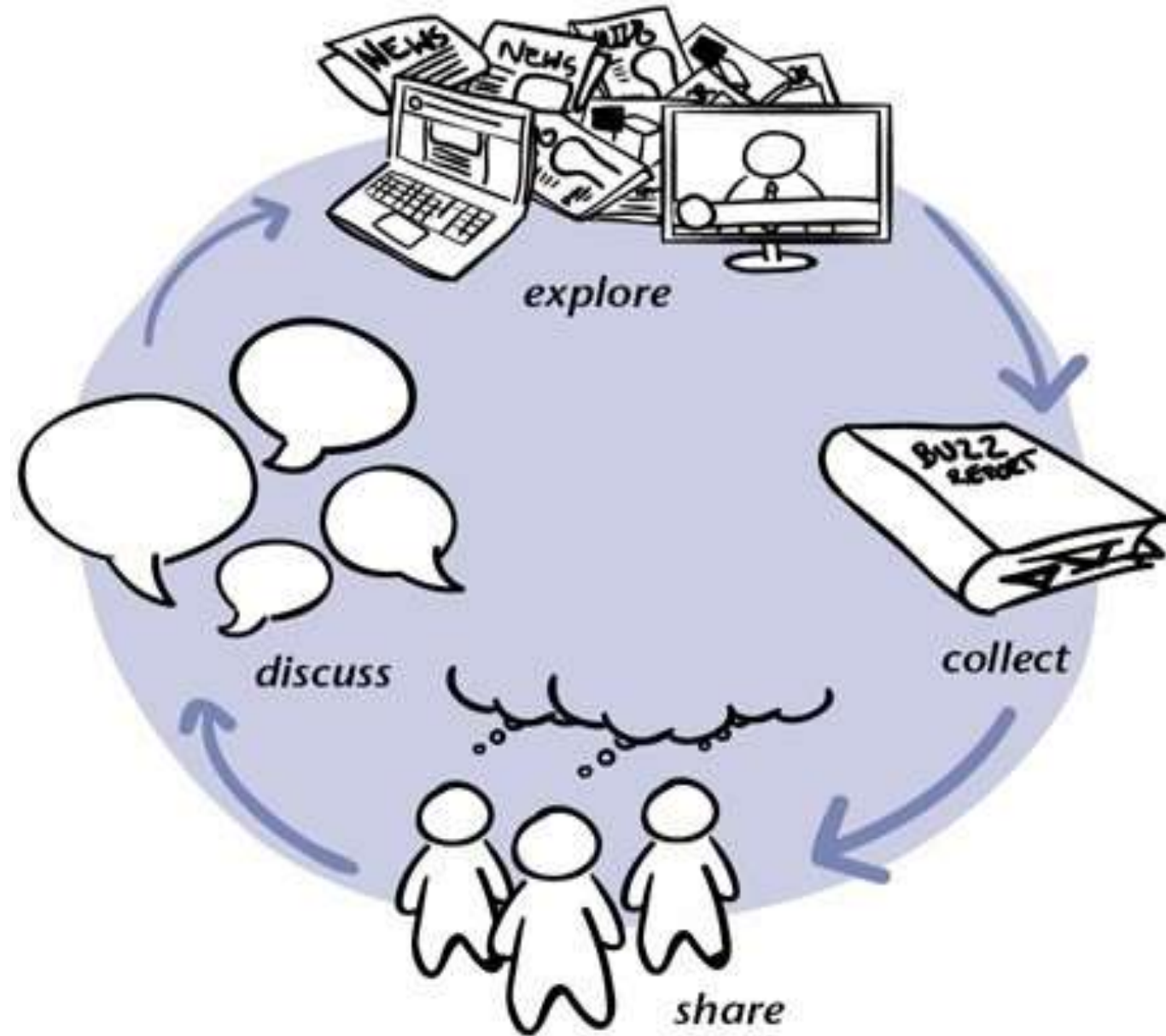
STEP 1: Allocate regular time to explore the latest in various sources.

STEP 2: Browse through sources of information for the current buzz.

STEP 3: Aggregate and share findings.

STEP 4: Have discussions in group sessions.

Buzz Reports



- *EXAMPLE PROJECT: LEARNING APPS—PEAPOD*
- *LABS (2010)*
- A team of three graduates from the IIT Institute of Design, who were former engineers, founded Peapod Labs to create playful, educational apps for children. They rigorously applied the process described in this book to develop innovative learning apps. Their philosophy was rooted in the belief that learning should be collaborative between parent and child and, above all, fun. Children share what they learn on their apps, making it easy for parents to contribute to the learning process as well. Following the same collaborative approach, the founders of Peapod Labs used *Buzz Reports* to build an internal culture around sharing and active discussion. Buzz Reports, which comprise e-books, articles, and journals, were shared informally among all the team members.
- When a team member disseminated information, a comment was also included about the relevance of the article to the team's goals. This helped to keep everyone on the same page and brought structure to the meetings where the reports were discussed and topics debated. This method helped them keep abreast of the current trends and news in their relevant industries such as education, technology, and mobile devices.

Buzz Reports...

BENEFITS

1. Captures the latest
2. Organizes information for easy access
3. Promotes shared understanding
4. Inspires possibilities

INPUT

1. Latest information (news and opinions) from formal and informal sources

OUTPUT

1. Evolving central repository of latest information

Popular Media Scan

“Understanding and discovering key current cultural phenomena through a broad look at what is being published and reported in major media outlets”

What it does:

- **Cultural Barometer:** Imagine a satellite image revealing weather patterns. Popular media scans act similarly, but for cultural trends. They scan various sources like news, magazines, and TV shows to identify emerging cultural activities and hot spots.
- **Identifying Trends:** Just like weather patterns shift, cultural trends evolve. These scans help us understand what's trending, what's capturing people's attention, and what's newsworthy.
- **What's on People's Minds:** These scans offer valuable insights into what people are thinking and talking about. They help us gauge public sentiment, identify concerns, and understand the zeitgeist.

1.2 Popular Media Scan: Understanding key cultural phenomena through a broad look at what is published and broadcasted in popular media

HOW IT WORKS

STEP 1: Identify broad topics related to the project.

STEP 2: Seek out information related to the topics.

STEP 3: Look for patterns.

STEP 4: Look at adjacent topics as well.

STEP 5: Summarize findings and discuss opportunities.

- **EXAMPLE PROJECT: HEARTSENSE—ADDRESSING**
- **OBAMA'S HEALTHCARE AGENDA (2009)** The year 2009 marked an important year for healthcare reform under the Obama administration because it aimed to change U.S. healthcare by providing coverage to the uninsured, reducing healthcare costs, improving patient safety and quality of care, holding insurance companies accountable for the services they provide, and investing in prevention and wellness. Professor Larry Keeley asked his students at the IIT Institute of Design to create a platform that addresses Obama's national healthcare agenda using design innovation methods. To better understand the issues, the team performed a Popular Media Scan to learn about the current and evolving healthcare landscape by going through books and articles from leading authors such as Clayton Christensen's *The Innovator's Prescription*. They also visited popular media websites like the New York Times,

- **EXAMPLE PROJECT: HEARTSENSE—ADDRESSING...**
- The Economist, and the Fast Company and blogs like HelloHealth.com. These sources revealed different perspectives of the healthcare crisis, ongoing innovations, and future possibilities. They found key trends in telemedicine, open source platforms, and social and cultural medicine. The team designed HeartSense, a platform that helps to reduce heart disease in low income African American women using culturally sensitive outreach programs, targeted subsidies for healthy foods, and easily identifiable claim labels supported by mobile technology aiding better consumer choices in the grocery store.

Popular Media Scan...

BENEFITS

1. Shows cultural context
2. Reveals patterns
3. Provides direction

INPUT

1. Project's topic
2. Sources in popular media

OUTPUT

1. Areas for further research
2. Opportunity areas for innovation

KEY FACTS

“Gathering key information to anchor the rationale for an intent statement”

The "Key Facts" step involves identifying and gathering essential pieces of information relevant to the subject of study or analysis. This could include data points, statistics, historical background, market trends, or any other crucial details that provide a foundation for understanding the topic under consideration. Key Facts are concise pieces of information from credible sources that indicate the state of a given topic.

How it works

STEP 1: Define the general topic.

STEP 2: Identify sources of credible information about the topic.

STEP 3: Cast a wide net and conduct research

STEP 4: Organize information by type.

STEP 5: Summarize the Key Facts into a coherent rationale

Example:

Let's say we are conducting a study on the smartphone industry's growth trends. In the "Key Facts" stage, you would gather essential information such as:

- Total global smartphone sales figures for the past few years.
- Market share percentages of major smartphone manufacturers.
- Adoption rates of new technologies (like 5G connectivity or foldable screens) in smartphones.
- Demographic data regarding smartphone usage (age groups, geographic distribution).
- Revenue generated by the smartphone industry compared to other tech sectors.

These key facts help paint a clear picture of the current state of the smartphone industry and provide a basis for further analysis and decision-making in the subsequent stages of the methodology.

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INNOVATION SOURCEBOOK

The term "innovation sourcebook" refers to a collection of resources, methodologies, and case studies compiled to support and inspire innovation efforts within organizations. It serves as a guide for generating new ideas, solving problems creatively, and implementing innovative solutions in various contexts.



WHAT IT DOES

The Innovation Sourcebook is a structured approach to assembling best practices embodied in a wide range of innovation successes. The method helps find and organize successful examples of offerings (products and services), organizations, and people. Comparing and contrasting them helps understand the reasons behind their successes as platforms.

HOW IT WORKS

STEP 1: Establish an agreed-upon definition of innovation.

STEP 2: Search for examples of successful innovations.

STEP 3: Create an Innovation Sourcebook table.

STEP 4: Review the many examples in the Sourcebook table.

STEP 5: Use the Sourcebook for inspiration

Trends Expert Interview

Talking with trends experts to learn about latest developments and possible futures

WHAT IT DOES

A Trends Expert Interview helps one quickly learn about trends related to a topic. Speaking with experts like futurists, economists, professors, authors, and researchers, who stay on top of what is happening in a specific topic area, can very quickly reveal valuable insights. Speaking with them also provides guidance for where to look for additional information.

HOW IT WORKS

STEP 1: Determine the topics to be understood.

STEP 2: Identify experts.

STEP 3: Make preparations for the interview.

STEP 4: Conduct the interview.

STEP 5: Listen, capture, and follow up.

STEP 6: Transcribe and summarize.



Keyword Bibliometrics

What It Does ?

- Keyword Bibliometrics is a method adapted from library and information sciences used in researching the spread of ideas among publications and databases in fields such as science, medicine, economics, and technology.
- Keyword Bibliometrics operate like search engines.
- It uses keywords to search through huge databases to find relevant articles and writings. The list of documents generated through a search is analyzed to understand the nature of what is being written about the topic or uncover emergent non obvious relationships.



How It Works?

STEP 1: Determine keywords that will be searched.

STEP 2: Consider the time period that will be searched.

STEP 3: Combine keywords to find overlaps.

STEP 4: Review returned results and reiterate if needed.

STEP 5: Summarize findings.

Ten Types of Innovation Framework

Understanding the nature of different types of innovations in industries.

WHAT IT DOES

The Ten Types of Innovation Framework, developed by Doblin, is a method for surveying an industry (or some- times an economic sector or an individual organization) to understand and plot different types of innovations. The method also helps us with what to look at more closely, where the innovation trends are in the industry, and where to direct forthcoming research efforts.

HOW IT WORKS

Step 1: Gather information about the industry.

Step 2: Search for innovations in the industry and organize them.(Document the industry's innovations according to the ten types of innovations organized under four categories— finance, process, offering, and delivery).

Step 3: Make a visual diagram of innovations.

Step 4: Find insights, share, and discuss opportunities.

From...To Exploration

What It Does?

From . . .To Exploration is a method that helps turn a current perspective into a new perspective for solving problems. It is about challenging orthodoxies, questioning why things are the way they are, exploring possibilities, and making suggestions. Based on a good understanding of the latest trends, the method proposes how the current context may be changed for the better. The method helps participants think about the goals of the project. It also suggests directions for further research.

How It Works?

STEP 1: List the key aspects of the project.

STEP 2: Identify trends related to project aspects.

STEP 3: Describe current perspectives based on conventions.

STEP 4: Describe new perspectives based on trends.

STEP 5: Discuss innovation opportunities.

Intent Statement

Stating an initial innovation intent based on an identified opportunity.

What It Does?

Getting a good sense of what the opportunities are for creating something new is the main focus during Sense Intent mode. These opportunities are identified by understanding latest developments, seeing big pictures, recognizing current trends, and by reframing problems. The Intent Statement method builds on this understanding to speculate on an initial point of view to guide the innovation efforts.

How it Works?

STEP 1: Review innovation opportunities identified by other methods.

- STEP 2: Define and state innovation opportunities.

Limitations— What are the constraints?

Intentions— What should be the goals?

Aspirations— What will be nice to have?

- STEP 3: Have a point of view.
- STEP 4: Frame the initial innovation intent-Who is the customer?

What are their needs? What are the opportunities? What new values can be created? What are the risks?

- STEP 5: State the innovation intent.

- BENEFITS

- • Defines direction
- • Supports transition
- • Gives structure to the process
- • Promotes shared understanding

- INPUT

- Research findings, trend statements, and maps produced in previous methods.

- OUTPUT

- A clear and concise statement of the innovation intent for the project