Design Thinking Approach for Innovation and Problem Solving

Rudolf D’Souza,
President- KM COE, LASSIB Society, India.
Founder and CEO, In-Kno-Win Consulting
Mind Mapping: *Change By Design*
Tim Brown, CEO IDEO

IDEO stands for **Innovation**, **Design Engineering Organization**
Agenda

- Importance of Innovation
- Creativity
- Design Thinking

1. What is Design Thinking?
2. Preparing Your Mind for Innovation
3. Idea Generation
4. Experimentation

- Can Design Thinking be used for every situation
Innovation drives their success

Their approach is known as Design Thinking

Tinker Labs has launched innovative Design Thinking workshops

These are designed in collaboration with faculty from IIM-A, IIT-B and INSEAD

We bring you comprehensive Design Thinking courses in the fields of:
- Marketing
- Human Resources
- Service Design
- Supply chain
- Finance

This is your opportunity to gain the ultimate career boost by positioning yourself as innovative managers across the entire spectrum of business functions

Most MBA courses don’t offer specialisations in Design Thinking

Design Thinking is a systematic approach which enables both individuals and organisations to sustain innovation

Infographic design: Roshan Daryanani
Careers 3.0
Future Skills
Future Work

Presented by: Dr. Tracey Wilen-Daugenti
Apollo Research Institute
VP, Managing Director
Stanford University, Visiting Scholar
Ten Work Skills for the Future

- Sense-Making
- Social Intelligence
- Novel and Adaptive Thinking
- Cross Cultural Competency
- Computational Thinking
- New Media Literacy
- Trans-disciplinarity
- Design Mindset
- Cognitive Load Management
- Virtual Collaboration
Why the exponential interest in Innovation?

1776: Colonial Period
1777: Industrial Revolution
1851: Age of Industrial Entrepreneurs
1891: Production Era
1921: Marketing Era
1990: Relationship Era

Electricity

Inventions:
- Steam Engine
- Gyroscopic Compass
- Movie Camera
- Telephone
- Automobile
- Airplane

Thomas Edison
Elmer Ambrose Sperry
Alexander Graham Bell
The Wright Brothers
Why the exponential interest in Innovation?

1776 - Colonial Period
1777 - Industrial Revolution
1851 - Age of Industrial Entrepreneurs
1891 - Production Era
1921 - Marketing Era
1990 - Relationship Era

Simple Trade Era: 1800 - 1850
Production Era: 1850 - 1900
Sales Era: 1900 - 1950
Marketing Department Era: 1950 - 2000
Marketing Company Era: 2000 - Present
Social/Mobile Marketing Era: 2010 - Present

Newly Proposed Marketing Eras: Relationship Marketing Era and Social/Mobile Marketing Era.

Pre-Industrial Revolution: 1860's - 1920's
1920's - 1940's
1940's - 1960's
1960's - 1990's
1990's - 2010
2010 - Present
# Cusp of a New Era: The Nexus of Forces

## Industrial Age 4.0

<table>
<thead>
<tr>
<th>Before the Web</th>
<th>Before the Nexus of Forces</th>
<th>After the Nexus of Forces</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Focus</strong></td>
<td>Analog</td>
<td>Digital Business</td>
</tr>
<tr>
<td></td>
<td>Build relationships that</td>
<td>Extend potential</td>
</tr>
<tr>
<td></td>
<td>drive business or lower</td>
<td>customers from people</td>
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<td></td>
<td>cost</td>
<td>to things</td>
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<tr>
<td><strong>Outcomes</strong></td>
<td>Optimize relationships</td>
<td>Optimize</td>
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<tr>
<td></td>
<td></td>
<td>channels</td>
</tr>
<tr>
<td><strong>Entities</strong></td>
<td>People</td>
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<td>People</td>
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<tr>
<td></td>
<td>Business</td>
<td>Business</td>
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<tr>
<td><strong>Disruptions</strong></td>
<td>Emerging technologies</td>
<td>Internet and digital</td>
</tr>
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<td></td>
<td></td>
<td>technologies</td>
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<tr>
<td><strong>Technologies</strong></td>
<td>ERP, CRM</td>
<td>CRM, Web</td>
</tr>
<tr>
<td></td>
<td></td>
<td>EDI, BI, portals</td>
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Source: [www.forbes.com](http://www.forbes.com)
Most Popular Classification of Innovations

FOUR TYPES OF INNOVATION AND THE STRATEGIC CHOICES EACH ONE REPRESENTS

BREAKTHROUGH
NEW MARKET
◆ SUSTAINING
DISRUPTIVE
Most Popular Classification of Innovations

Innovation Matrix

Problem Definition

Well Defined

Breakthrough Innovation

Sustaining Innovation

Not Well Defined

Basic Research

Disruptive Innovation

Domain Definition

Not Well Defined

Well Defined
Open Innovation!

Innovation Matrix

<table>
<thead>
<tr>
<th>Problem Definition</th>
<th>Domain Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breakthrough Innovation</td>
<td>Sustaining Innovation</td>
</tr>
<tr>
<td>Skunk Works</td>
<td>R&amp;D Labs</td>
</tr>
<tr>
<td>Mavericks</td>
<td>Outsourcing</td>
</tr>
<tr>
<td>Open Innovation/Prizes</td>
<td></td>
</tr>
<tr>
<td>Not Well Defined</td>
<td>Well Defined</td>
</tr>
<tr>
<td>Basic Research</td>
<td>Disruptive Innovation</td>
</tr>
<tr>
<td>Research Divisions</td>
<td>VC Model</td>
</tr>
<tr>
<td>Research Grants</td>
<td>Innovation Labs</td>
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<tr>
<td>Academic Affiliations</td>
<td>15% / 20% Rule</td>
</tr>
<tr>
<td>Not Well Defined</td>
<td></td>
</tr>
</tbody>
</table>
Open Innovation!

Innovation Matrix

Apple + Ecosystem
Gorilla Glass
Solar Airplane
Cure for Dementia

Problem Definition

Well Defined

Breakthrough Innovation
Skunk Works
Mavericks
Open Innovation/Prizes

Sustaining Innovation
R&D Labs
Outsourcing

Not Well Defined

Basic Research
Research Divisions
Research Grants
Academic Affiliations

Disruptive Innovation
VC Model
Innovation Labs
15% / 20% Rule

Domain Definition

Not Well Defined

Well Defined

Marriot Hotels
Singapore
2G/3G/4G

UBER
AirBnB

Bio Science
Nano Tech
Energy Storage

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### BOX 1.2 Levels and categories of Innovation (based on Tidd et al. 2001)

<table>
<thead>
<tr>
<th>Transformation</th>
<th>Radical</th>
<th>Incremental</th>
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</thead>
<tbody>
<tr>
<td>Cars instead of horses</td>
<td>Internet banking</td>
<td>New car model</td>
</tr>
<tr>
<td>Pilkington’s floating glass</td>
<td>A new kind of mortgage</td>
<td>Different mortgage feature</td>
</tr>
<tr>
<td>Internet</td>
<td>Gas-filled thermo glass panes</td>
<td>Differently coloured glass</td>
</tr>
<tr>
<td></td>
<td>Online sales and distribution of computers</td>
<td>Selling in business parks instead of town centres</td>
</tr>
</tbody>
</table>

**ELON MUSK:**
- Space Exploration
- Enviro Friendly cars
- Batteries
- Solar Panels

**STRUCTURAL**
Figure 5. Ten Types of Innovation®


Graphic: Doblin.com
<table>
<thead>
<tr>
<th>Configuration</th>
<th>Offering</th>
<th>Experience</th>
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</thead>
<tbody>
<tr>
<td><strong>Profit Model</strong></td>
<td><strong>Product Performance</strong></td>
<td><strong>Service</strong></td>
</tr>
<tr>
<td>The way in which you make money</td>
<td>Distinguishing features and functionality</td>
<td>Support and enhancements that surround your offerings</td>
</tr>
<tr>
<td>For example, how Netflix turned the video rental industry on its head by implementing a subscription model</td>
<td>For example, how OXO Good Grips cost a premium but its “universal design” has a loyal following</td>
<td>For example, how “Deliver WOW through service” is Zappos’ #1 internal core value</td>
</tr>
<tr>
<td><strong>Structure</strong></td>
<td><strong>Product System</strong></td>
<td><strong>Channel</strong></td>
</tr>
<tr>
<td>Alignment of your talent and assets</td>
<td>Complementary products and services</td>
<td>How your offerings are delivered to customers and users</td>
</tr>
<tr>
<td>For example, how Whole Foods has built a robust feedback system for internal teams</td>
<td>For example, how Nike+ parlayed shoes, sensors, apps and devices into a sport lifestyle suite</td>
<td>For example, how Nespresso locks in customers with its useful members only club</td>
</tr>
<tr>
<td><strong>Network</strong></td>
<td><strong>Service</strong></td>
<td><strong>Brand</strong></td>
</tr>
<tr>
<td>Connections with others to create value</td>
<td></td>
<td>Representation of your offerings and business</td>
</tr>
<tr>
<td>For example, how Target works with renowned external designers to differentiate itself</td>
<td></td>
<td>For example, how Virgin extends its brand into sectors ranging from soft drinks to space travel</td>
</tr>
<tr>
<td><strong>Process</strong></td>
<td><strong>Customer Engagement</strong></td>
<td></td>
</tr>
<tr>
<td>Signature or superior methods for doing your work</td>
<td>Distinctive interactions you foster</td>
<td></td>
</tr>
</tbody>
</table>
| For example, how Zara’s “fast fashion” strategy moves its clothing from sketch to shelf in record time | | }

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CONTEXT: DOBLIN 10 TYPES OF INNOVATION

**Business Model**
- Dell: how the enterprise makes money
- Networking: enterprise structure, value chain & partnering

**Product Performance**
- Intel: basic features-performance & function

**Customer Experience**
- Apple: how you create an integrated experience for customers

**Product System**
- Microsoft Office: extended system around the offering

**Service**
- FedEx: how you serve your customers

**FINANCE**
- Business Model
- Networking

**PROCESS**
- Enabling Process: assembled capabilities you buy from others
- Core Process: proprietary process that add value

**OFFERING**
- Product Perform
- Product System
- Service

**DELIVERY**
- Channel
- Brand
- Customer Experience

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Remember:
Innovation is NOT about NOVELTY
Innovation is about CREATING VALUE
Creativity is intelligence having fun

- Albert Einstein
Creativity:

- For Innovation to be successful you need **Creativity**
- **Creativity** is the capability or act of conceiving something original or unusual
- **Innovation** is the implementation of something new.
- **Invention** is the creation of something that has never been made before and is recognized as the product of some unique insight.
Widely Accepted Definition:

Innovation = Creativity + (successful) Implementation
Do you agree?

"ideas" are nearly worthless. "Inventions" have value

‘someone has to take the time and effort to turn the idea into a workable product or service’
"Ideas" are nearly worthless. "Inventions" have value.

- Ideas are worthless until they have been commercialised. Commercialisation/implementation will indeed make the difference between success and failure – it certainly does not mean that pre-commercialised concepts are worthless.
Views on Creativity

- Grace – this is the view that creativity comes through divine inspiration, it is something that comes to us, or not, something magic which is out of our control; it is this view that believes ‘you either have it or you don’t’, and companies subscribing to this particular view could only enhance their creativity by hiring people who are graced with divine inspiration.

- Accident – under this view creativity arises by serendipitous good fortune and various scientific discoveries have been attributed to this kind of creativity (e.g. Penicillin) – a view that is not particularly helpful to an organization striving to become more creative!

- Association – under this theory creativity occurs through the application of procedures from one area to another. Lateral thinking and brainstorming are methods supporting this approach to creativity. Henry points out that we often miss such opportunities, quoting as an example Sigmund Freud’s insight that a side effect of cocaine is numbing of the mouth without realizing the resulting potential as a dental anaesthetic. Following this view, companies would provide training for their staff with the aim to improve levels of creativity.

- Cognitive – here the belief is that creativity is nothing special but that it relies on normal cognitive process such as recognition, reasoning and understanding. Under this view the role of ‘application’ is crucial, and examples given include the wide range of different filaments Edison used before coming up with a functioning light bulb. The emphasis here is on hard work and productivity, and proponents of this theory such as
Views on Creativity

Personality – here creativity is seen as a particular human ability, an intrinsic part of life and growth and Henry points out, ‘Viewing creativity as a natural talent directs attention towards removing mental barriers to creativity to allow an innate spontaneity to flourish.’ Given this explanation, I would find the title ‘skill’ much more appropriate for this view than ‘personality’ as the latter seems to suggest that creativity is something that we are born with.

Persistence...

Charles Goodyear, discover and inventor of vulcanized rubber, as well as Chester Carlson, inventor of electrostatic copying, the Xerox process: xerography, worked for over 30 years trying to find a solution that would work.
Is everyone creative?
Is everyone required to be creative?
Can you increase your creativity?
Is increased creativity required?
Does the organization appreciate and encourage Creativity?
Creativity Vs Innovation

- Creativity is subjective, making it hard to measure.

- Innovation, on the other hand, is completely measurable.
  - Innovation is about introducing change
  - Innovation concerned with the work required to make an idea viable.
  - Organization can use innovation to apply its creative resources to design an appropriate solution and reap a return on its investment.

- Organizations often chase creativity, but what they really mean is to pursue innovation.

Theodore Levitt “What is often lacking is not creativity in the idea-creating sense but innovation in the action-producing sense, i.e. putting ideas to work.”
The Myth of the ‘Eureka’ Moment;

NOT A FLASH OF INSPIRATION:

• Related to a Body of Knowledge
Encouraging Creativity in Organizations!

Source: HBS- Prof Teresa Amabile

PLUS:
Intrinsic Motivation
BOX 1.3 32 Traits of Creative People (Black 1990) (reproduced by Permission of Black, A.)

1. Sensitive
2. Not motivated by money
3. Sense of destiny (believe that you have a special mission or purpose in life you plan or hope to fulfil)
4. Adaptable
5. Tolerant of ambiguity (accept multiple answers or causes to a single problem or challenge)
6. Observant
7. Perceive world differently
8. See possibilities
9. Question asker
10. Can synthesize (see the big picture) correctly, often intuitively
11. Able to fantasize
12. Flexible (willing to try things in many different ways)
13. Fluent (produce lots of ideas or possibilities when working on a challenge or simply choosing a restaurant to go to)
14. Imaginative
15. Intuitive
16. Original
17. Ingenious
18. Energetic
19. Sense of humour
20. Self-actualizing (focus on developing yourself to the best you can be and to discover your specific unique talents)
21. Self-disciplined
22. Self-knowledgeable
23. Specific interests
24. Divergent thinker (looks at things in many different ways at the same time)
25. Curious
26. Open-ended (don’t fix on a single idea, keep looking for many different ideas or ways to do things)
27. Independent
28. Severely critical
29. Non-conforming
30. Confident
31. Risk taker
32. Persistent
Creativity:

• POINT OF DEPARTURE
• Lots of Opposition
• GENERALLY it is believed that Creative people cannot IMPLEMENT IDEAS

• CREATIVITY (IDEA) IS INDIVIDUAL
• Team required to develop the idea
Key Point:

CREATIVITY can be cultivated

- Preparing the Mind
3 Building Blocks!

- **Ideation**
- **Implementation**
- **Inspiration**

Diagram:

- **Desirability** (Human)
- **Feasibility** (Technical)
- **Viability** (Business)

Innovation

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Who was the Greater Innovator?

Leonardo da Vinci

OR

Thomas Alva Edison
School Mid-Day Meal Scheme
School Mid Day Meal Scheme (India)

- Enhancing School Enrolment, Retention and Attendance
- Simultaneously improving nutritional levels among children
- Rs 5 Per Child (0.07 USD; 0.10 SGD; AUS); to cover ingredients, fuel, manpower;
- Meals cooked at site

Problems:
- Unhygienic, Not Tasty, No Variety
- Poorly Cooked- Nutrient deficit
- Subsidy did not cover costs!

SOLUTION?

Traditional Problem Solving:
- Data Driven Analysis
- Focus on Constraints
- Work on the manifestation
10 States; 24 Kitchens; 10,800 Schools; 1.4 Mn Students Daily;

GOAL: By 2020 to feed 5 Mn Students Daily
Key Questions:

- Is there a method to Design Thinking?
  - Can it be learned?

- Can all problems be addressed by Design Thinking?

- How can I successfully apply Design Thinking to my organization/ Work?
Design Thinking Structure

The framework

1. Empathize
2. Define
3. Ideate
4. Prototype
5. Test

Image by the Stanford d.school
DESIGN THINKING IS A CO-CREATION PROCESS

1. Empathize
   - Learn about the audience for whom you are designing, by observation and interview. Who is my user? What matters to this person?

2. Define
   - Create a point of view that is based on user needs and insights. What are their needs?

3. Ideate
   - Brainstorm and come up with as many creative solutions as possible. Wild ideas encouraged!

4. Prototype
   - Build a representation of one or more of your ideas to show to others. How can I show my idea? Remember: A prototype is just a rough draft!

5. Test
   - Share your prototyped idea with your original user for feedback. What worked? What didn’t?

The Stanford D School
Design Thinking - Methods

- Empathize
- Define
- Ideate
- Prototype
- Test

Darden School Of Business

- Journey Mapping
- Brainstorming
- Assumption Testing
- Customer Co-Creation

- Value Chain Analysis
- Concept Development
- Rapid Prototyping
- Learning Launch

- Mind Mapping
➢ Design Thinking in Action:
  • The Good Kitchen (V 1.3)
Seniors were embarrassed to accept government assistance
Loss of control over food choices was painful
They were lonely eating alone and missed the seasonal food of their youth.
Workers were bored and unmotivated creating the same meals day after day
Co-Creation

Inviting key stakeholders into the design process.
What if this public-service food-delivery organization were a restaurant?
Case Study | The Good Kitchen  Trigger Questions

kitchen → restaurant
cooks → chefs
vehicles → waiters
description → menu
[Design Tool]

Visualization

Make it tangible and concrete. Draw a picture, tell a story, take a photo, make a map . . .
Case Study | The Good Kitchen  Designing for Growth

How do we fix the menu?

Happier seniors with better nutrition
Motivated employees taking pride in work

What is? What if? What wows? What works?

$
500% INCREASE

In certain meal orders in the first week alone.
PREPARING YOUR MIND!
Learning Mindset!

Chance favors the prepared mind—Louis Pasteur
Learning Mindset

➢ Good to Great:
  • Great Managers - Catalysts

➢ Successful and Sustainable Growth - Great Catalysts
  • Leveraging Existing Resources - Without extraordinary Capital
  • Succeeding in spite of their organization constraints

➢ Innovation has its own ‘natural laws’
  • Only certainty is ‘uncertainty’
    o IN STABLE MARKETS - Predictability, Analysis and Rules work
    o Execution Engine: Managers can force things - but not for long
    o Large organizations: Standardized predictability, efficiency and control; Drive out variation

➢ Innovation is a High Variance messy activity
  o Mother of waste Yet Mother of Innovation
Venture Capitalists understand high variance:

- Manage portfolios: some will do well; Most will not
- Ability to predict early stage which will succeed is less
- Acknowledge reality of uncertainty/ Not a failure
- Take risks: small and affordable; Bet on People
- Can get in and out quickly: Succeed or fail fast and cheaply

Large Org mindset Problem

- want 10 out of 10 successes
- Failure is career suicide
- Reduce risk taking? Pushes people to take LARGE Risks in their work and careers
Why is innovation so hard to do in organizations?

- They love “big” ideas
- They are obsessed with analysis
- Managers get trapped in “growth gridlock”

Monitor, Prioritize, Control, BIG IDEA

Analysis is based on Past Data and Experiences

Cannot present a Winning Case—TENSION BETWEEN BUILDING SOMETHING NEW AND CONTROLLING SOMETHING THAT ALREADY EXISTS
Reality check

Reality #1: If an opportunity is big and obvious, chances are somebody else has already seen it.

Reality #2: Human beings (customers, in particular) are terrible at envisioning things that don’t already exist.

Reality #3: If you insist on home runs, chances are you won’t get many singles (or many home runs).

Reality #4: When the ratio of resources invested gets too far ahead of knowledge possessed, bad things happen.
- Corporate culture: tend to left Brain
- Uncertainty- opportunity to learn; opportunity to fail
- Broad Repertoire vs One function
  - ‘the way it was done here always’
  - 4 Monkeys
- Empathy vs Customer Focus (Focused on shoving your product down their throat)
  - Genuine interest in customer
  - Ethnographic studies/ Journey Mapping
- Ethnography/ Observation- what the customers is trying to accomplish- not what they say they want.
- learning mindset
- broad repertoire
- customer empathy
PREPARING YOUR MIND!

• Growth Mindset Vs Fixed Mindset!

VIDEO 2.2 The Story of George and Geoff
How Prepared is your mind?

- Video 2.3: How Prepared is your mind (upto 5.30)

- broad repertoire?
- learning mindset?
- customer empathy?

= how prepared is your mind?
Assess your repertoire

Make a list of all of the key positions you’ve held and the two to three experiences that gave you the most new perspectives and skills
Now assess the list and look for themes, areas of concentration, and broad capabilities you’ve developed
Drill down on one or more specific experiences by asking, What was the challenge or opportunity? What did I do? What resulted? What did I learn?
Next, look for what’s missing: what are the industries, functions, and experiences I need more of for my current and future growth initiatives?
Expand your repertoire

Examine different businesses and industries.
Seek out and get to know different kinds of people.
Look for patterns and interconnections between seemingly disparate ideas.
Seek to understand the context of problems and opportunities.
Expose yourself to entrepreneurial thinking by talking to entrepreneurs.
Take on different roles within the organization where you currently work.
Learn from failures and successes and apply what you learn.
Examine your mindset

Do you spend a lot of energy worrying about making mistakes?

Do you consider your ideas as fully formed rather than as starting points?

When confronted with disconfirming data, do you find yourself debating the data’s validity or trying to understand them?

Do you measure your progress relative to others or to your own improvement?

How do you handle setbacks? As signals to abandon ship or as opportunities to learn and to try something different?
Broaden your mindset

Find some quiet time every day for reflecting on what you’re thinking and why.

When you find yourself in a fixed mindset, ask if it is coming from discomfort with change or fear of making mistakes.

Make it a priority to learn or try something new every day.

Ask questions more often than you give answers.

Do something that stretches you beyond your current capabilities at least once a week.
Idea Generation & Experimentation!

Using the Tool Kit
Actual Tools
### Toolbox - What is?

#### Darden School Of Business

**DESIGN BRIEF**

<table>
<thead>
<tr>
<th>Description</th>
<th>Intent</th>
<th>Scope</th>
<th>Exploration Questions</th>
<th>Target Users</th>
<th>Research Plan</th>
<th>Success Metrics</th>
<th>Project Planning</th>
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Toolbox - What if?

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Design Criteria

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<th>Design Goal</th>
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<tr>
<td>User Perceptions</td>
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<tr>
<td>Physical Attributes</td>
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<tr>
<td>Functional Attributes</td>
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<tr>
<td>Constraints</td>
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DESIGN CRITERIA

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Toolbox - What Wows!

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NAPKIN PITCH

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<th>Concept Name</th>
<th>NEED</th>
<th>APPROACH</th>
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<th>BENEFIT</th>
<th>COMPETITION</th>
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What wows?
## Toolbox - What Works!

### Learning Guide

<table>
<thead>
<tr>
<th>Strategic Intent</th>
<th>Remaining Key Assumptions To be Tested</th>
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<table>
<thead>
<tr>
<th>In-Market Test Plan</th>
<th>Untested Assumptions</th>
<th>Success Metrics</th>
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- **Financial Capital To be Expended**
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Toolbox

Darden School Of Business

Visualization

1. Concept Development
2. Journey Mapping
3. Value Chain Analysis
4. Mind Mapping
5. Brainstorming
6. Assumption Testing
7. Rapid Prototyping
8. Customer Co-Creation
9. Learning Launch
10. What works?

What is?

What if?

What wows?

DESIGN BRIEF

- Project Description
- Intent / Scope
- Exploration Questions
- Target Users
- Research Plan
- Expected Outcomes
- Success Metrics
- Project Planning

DESIGN CRITERIA

- Design Goal
- User Perceptions
- Physical Attributes
- Functional Attributes
- Constraints

NAPKIN PITCH

CONCEPT NAME

- NEED
- APPROACH
- BENEFIT
- COMPETITION

LEARNING GUIDE

- Strategic Intent
- Remaining Key Assumptions to Be Tested
- In-Market Test Plan
- Financial Capital to Be Expended

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Think about the questions in your life and world.
Which ones would be well suited for Design Thinking?
Problems Suited to Design Thinking

➢ Myth - All Problems should be addressed through Design Thinking

➢ Wicked Problems:
  • Cannot see Cause and Effect
  • No Clear definition of the problem
  • Conflicting Data

➢ Where data available: Open Innovation
“Through Naturalistic approaches, the organization evolves to a future that was unknowable in advance, but is more contextually appropriate when discovered.”

Dave Snowden
“Design Thinking is a human-centred approach to innovation that draws from the designer’s toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success.”

Tim Brown, President and CEO, IDEO
Agenda

- Importance of Innovation
- Creativity
- Design Thinking

1. What is Design Thinking?
2. Preparing Your Mind for Innovation
3. Idea Generation
4. Experimentation

- Can Design Thinking be used for every situation?
What Next?

- Living Room?
- Garage?
Books!

Making Innovations Happen

The Innovator's Dilemma

Change by Design

The Three Box Solution

Innovation: Five Driving Forces for Creating What Customers Want

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➢ Spare Slides
DESIGN THINKING

TECHNOLOGY

What can technology do
Feasability

PEOPLE

Desires
Needs

BUSINESS

Viable
Sustainable
What value is going to
get/give?

FUNCTIONAL INNOVATION

PROCESS INNOVATION

INNOVATION

EMOTIONAL INNOVATION
Source: IDEO
THE TEN FACES OF INNOVATION

The Anthropologist

The Experimentor

The Cross-Polinator

The Hurdler

The Collaborator

The Director

The Experience Architect

The Set Designer

The Caregiver

The Storyteller
Startups in the Garage!

Rules of the Garage

Bill Hewlett and Dave Packard, 1939

Believe you can change the world.
Work quickly, keep the tools unlocked, work whenever.
Know when to work alone and when to work together.
Share tools, ideas. Trust your colleagues.
No Politics. No bureaucracy. (These are ridiculous in a garage).
The customer defines a job well done.
Radical ideas are not bad ideas.
Invent different ways of working.
Make a contribution every day.
If it doesn’t contribute, it doesn’t leave the garage.
Believe that together we can do anything.
Invent.