IDEATION: OVERVIEW

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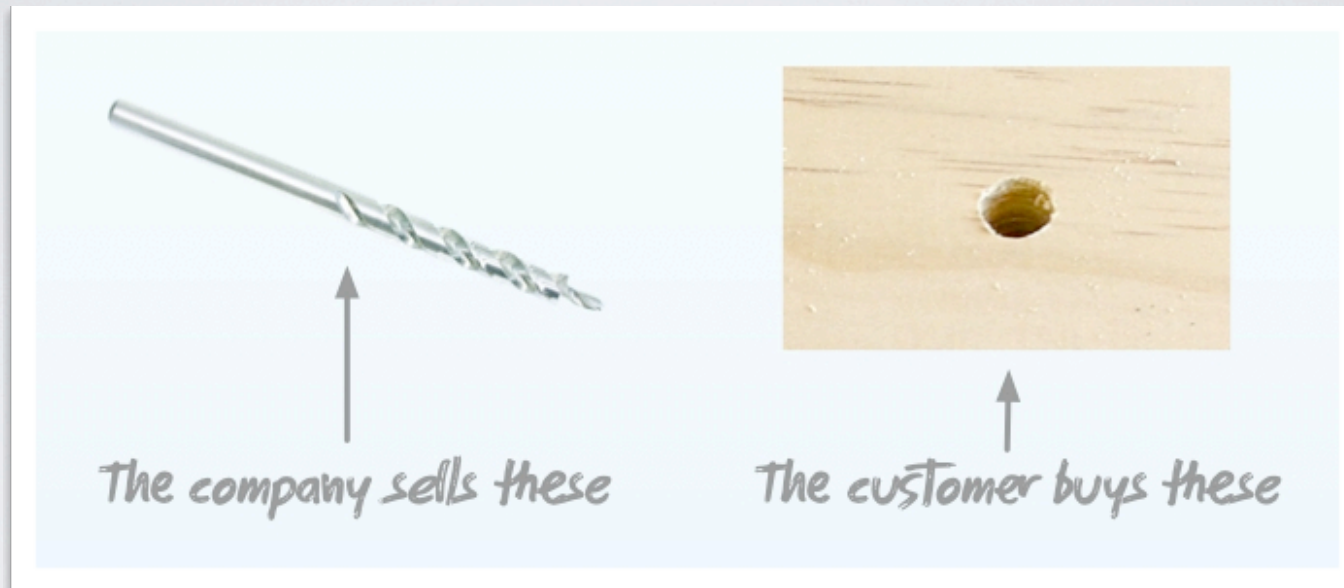
Qinmin Yang
Associate Professor
Zhejiang University

BUT FIRST...

DONE ANY
NEEDFINDING,
TRENDWATCHING
OR TECHWATCHING
YET?

needs vs. solutions

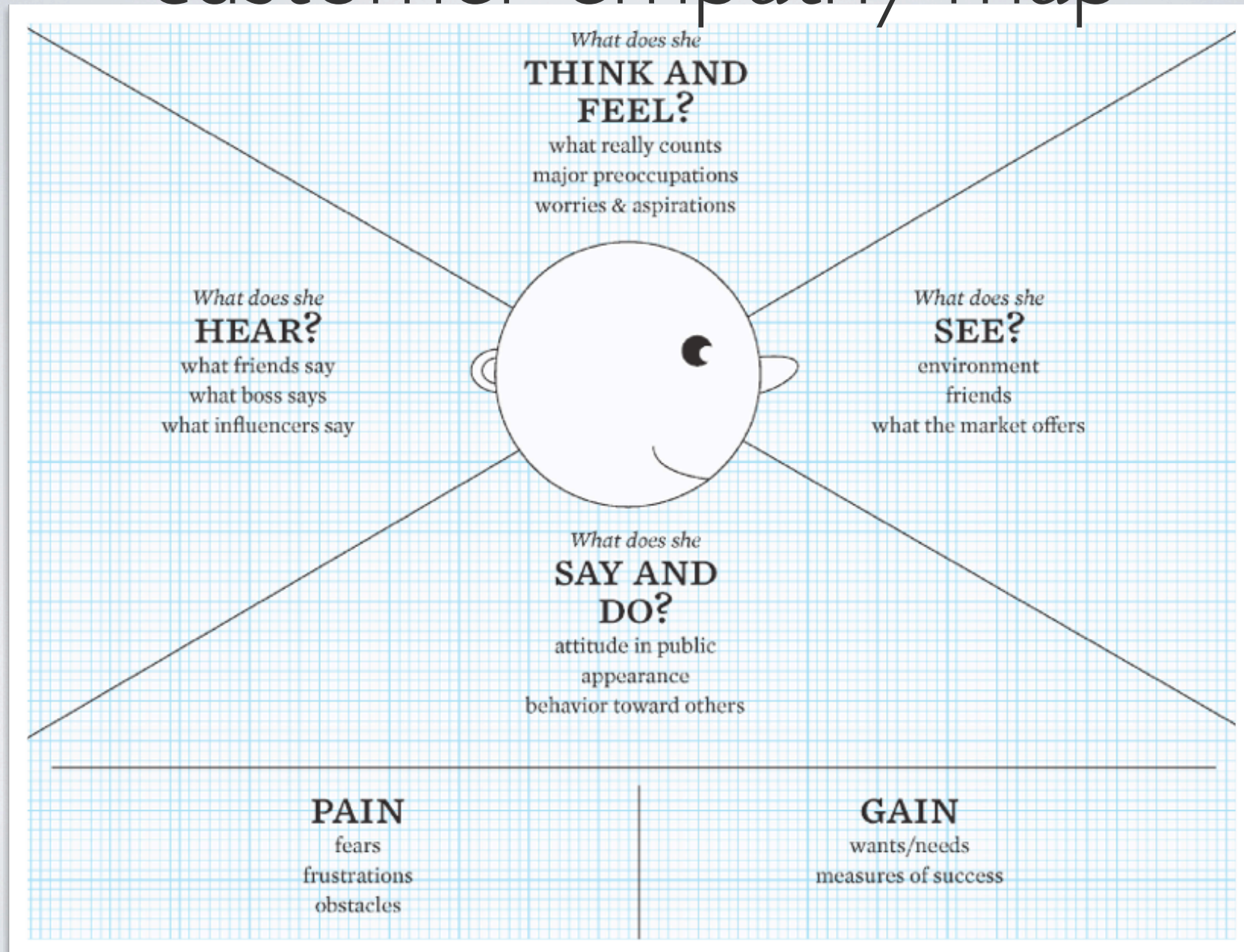The company sells these   The customer buys these

http://blog.intercom.io/interview-bob-moesta-part-2-of-2/

two examples

of how to organize
your observations and insights

customer empathy map

What does she

THINK AND FEEL?

what really counts
major preoccupations
worries & aspirations

What does she

HEAR?

what friends say
what boss says
what influencers say

What does she

SEE?

environment
friends
what the market offers

What does she

SAY AND DO?

attitude in public
appearance
behavior toward others

PAIN

fears
frustrations
obstacles

GAIN

wants/needs
measures of success

XPLANE / Osterwalder et al

customer empathy map

WHAT DOES SHE SEE?

DESCRIBE WHAT THE CUSTOMER SEES IN HER ENVIRONMENT

- What does it look like?
- Who surrounds her?
- Who are her friends?
- What types of offers is she exposed to daily (as opposed to all market offers)?
- What problems does she encounter?

WHAT DOES SHE HEAR?

DESCRIBE HOW THE ENVIRONMENT INFLU-ENCES THE CUSTOMER

- What do her friends say? Her spouse?
- Who really influences her, and how?
- Which media Channels are influential?

WHAT DOES SHE REALLY THINK AND FEEL?

TRY TO SKETCH OUT WHAT GOES ON IN YOUR CUSTOMER'S MIND

- What is really important to her (which she might not say publicly)?
- Imagine her emotions. What moves her?
- What might keep her up at night?
- Try describing her dreams and aspirations.

XPLANE / Osterwalder et al

customer empathy map

4

WHAT DOES SHE SAY AND DO?

IMAGINE WHAT THE CUSTOMER MIGHT SAY, OR HOW SHE MIGHT BEHAVE IN PUBLIC

- *What is her attitude?*
- *What could she be telling others?*
- *Pay particular attention to potential conflicts between what a customer might say and what she may truly think or feel.*

5

WHAT IS THE CUSTOMER'S PAIN?

- *What are her biggest frustrations?*
- *What obstacles stand between her and what she wants or needs to achieve?*
- *Which risks might she fear taking?*

6

WHAT DOES THE CUSTOMER GAIN?

- *What does she truly want or need to achieve?*
- *How does she measure success?*
- *Think of some strategies she might use to achieve her goals.*

XPLANE / Osterwalder et al

customer journey map

customer journey map

When you have gained

insights,

what do you do
with them?

INSPIRATION
Where do ideas
come from?

IDEATION
Having good
ideas.

PROCESS

IMPLEMENTATION
Getting ideas out
into the world.
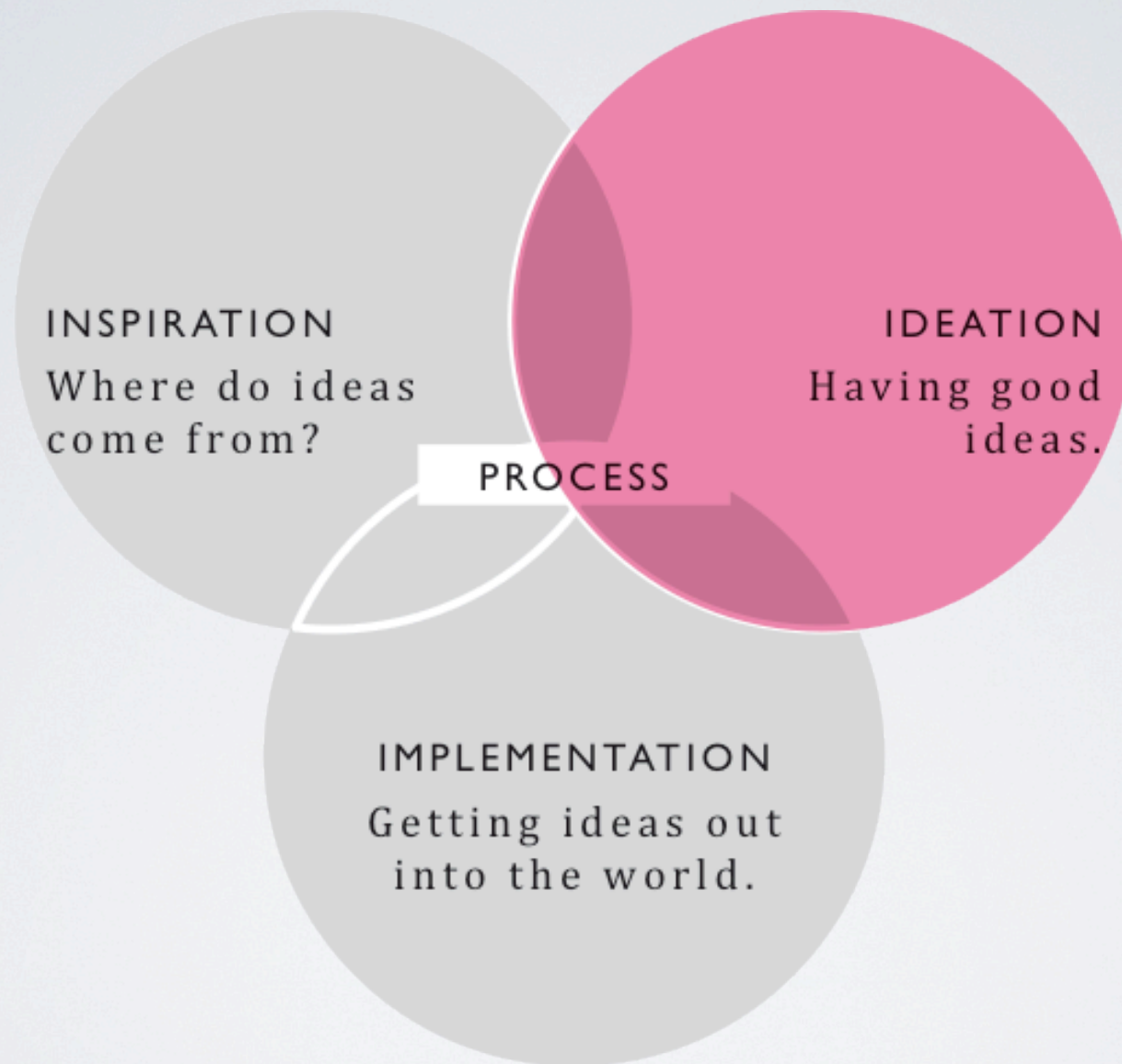
Adapted from Brown & Katz, 2009

FROM INSIGHT TO IDEAS

GOING FROM "WHAT IS?" TO "WHAT IF?"

Liedtka & Ogilvie, 2011

SURPRISE AND DELIGHT

QuickTime™ and a
decompressor
are needed to see this picture.

how to generate surprise and delight?

QUITE DIFFERENT FROM TRADITIONAL PROBLEM SOLVING

Gray, Brown & Macanufo, 2010

"I'm just not a creative person."

DON'T EVER SAY THIS AGAIN ;-)

THE *TEN* ESSENTIALS

We're entering a new age of discovery, where we are exploring a world of information and possibility. Like the explorers of the past, we need to bring along a short list of essentials to help in the journey. If you practice and become comfortable with these ten things, you will be able to work your way through nearly anything.

Based on the O'Reilly book "Gamestorming" by Dave Gray, James Macanufo and Sunni Brown.

1. OPENING & CLOSING

Give innovation its shape. Know when it's time to open, and when it's time to close. Don't try to do both at once.

2. FIRESTARTING

Where's the fire? To create anything new, you must first create a compelling challenge. Start with a question and see what it ignites.

WHAT IF...

3. ARTIFACTS and 4. SPACE

If a great idea isn't captured, does it make an impact? Use whatever you have to make ideas tangible, portable and sharable.

Walls are for working and for sharing. Any conversation of reasonable complexity needs a whiteboard.

5. GENERATION

When opening, populate your world with as many and as diverse a set of ideas as you can. Obey the laws of brainstorming: there are no bad ideas (yet) and stick to the topic at hand.

6. RANDOMIZATION

Not everything comes to us in order. Practice randomization, filling in the blank, and forced analogies to breakdown the patterns that we're all stuck in.

7. SKETCHING & MODEL MAKING

If it can't be drawn, it can't be done. The fastest way to make an idea concrete is to sketch it out, and you don't have to be an artist to "think on the page."

8. IMPROVISATION

Brainstorm with your body and see what comes naturally. Just make sure someone is playing the role of the customer.

9. SELECTION

You can't do everything, and when it's time for selection, be ruthless. Start with a criteria and make choices. Vote, rank, prioritize.

10. TRY SOMETHING *NEW*

You won't discover and invent new things unless you get used to taking risks and trying new things. Make it a practice to challenge yourself and you will inspire others to do the same.

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Game storming
A Playbook for Innovators, Rulebreakers, and Changemakers

"Everybody knows the problem: We need to be more innovative. Now we've got the solution: Gamestorming. This smart, fun, hands-on book will energize your brain and mobilize your creativity—and do it using stuff you already have in your supply closet!"
— Daniel H. Pink, author of Drive and A Whole New Mind

O'REILLY™

Dave Gray
Sunni Brown
James Macanufo

Gray, Brown & Macanufo, 2010

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PROCESS VS. GAME
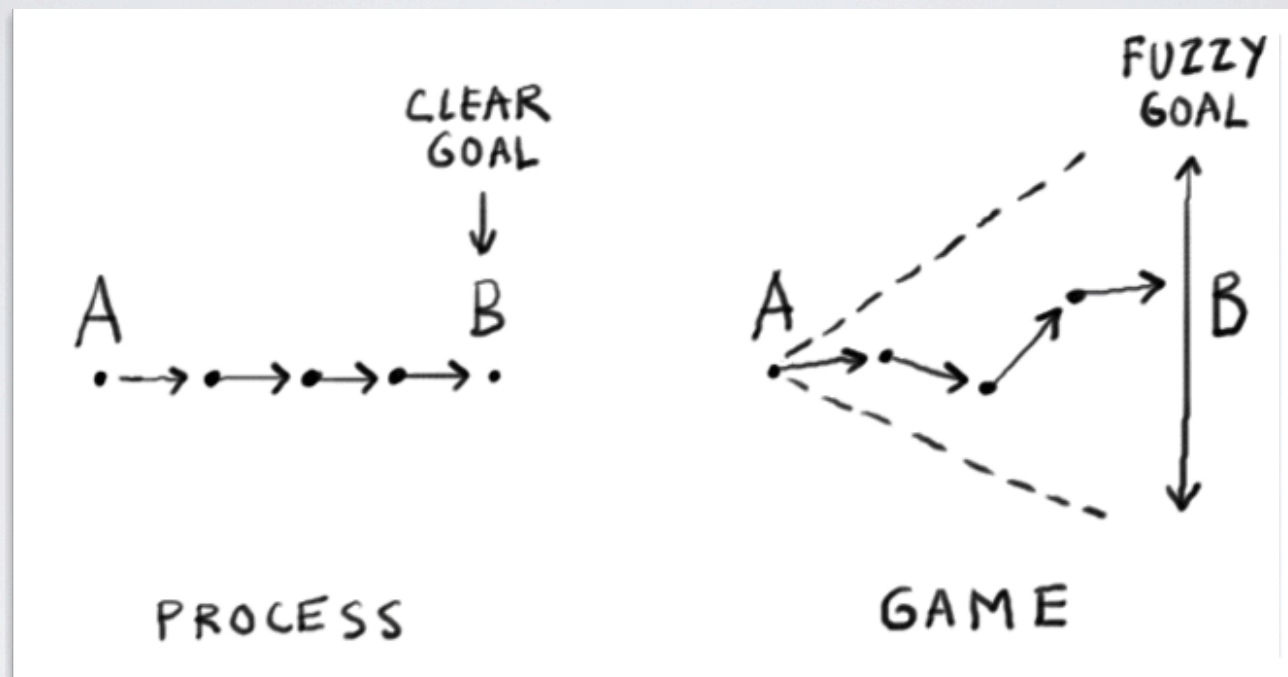
Gray, Brown & Macanufo, 2010

Gray, Brown & Macanufo, 2010

1. OPENING & CLOSING

Give innovation its shape. Know when it's time to open, and when it's time to close. Don't try to do both at once.

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DIVERGENCE   CONVERGENCE

Creating choices.   Making choices.

Brown & Katz, 2009
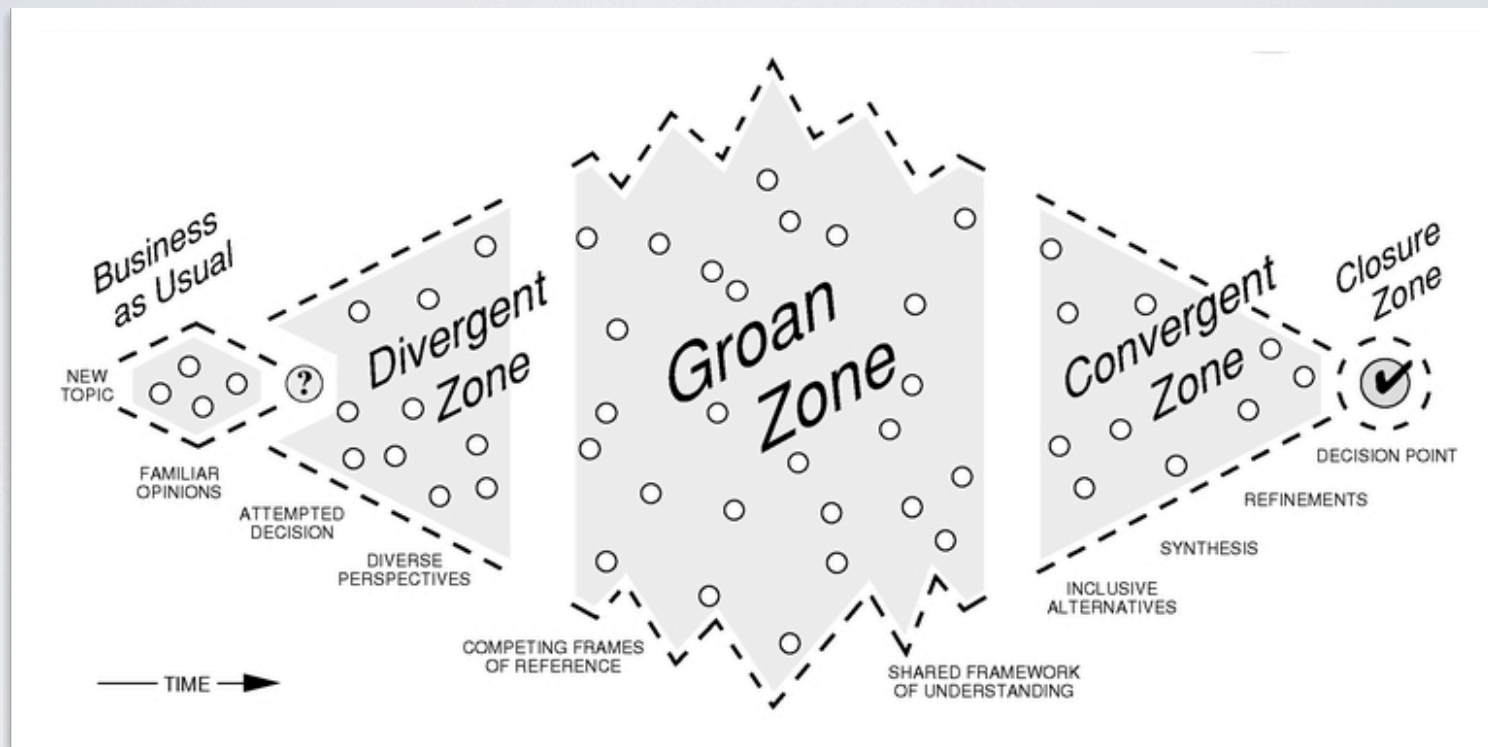
Kaner et al, 2007

BUSINESS AS USUAL
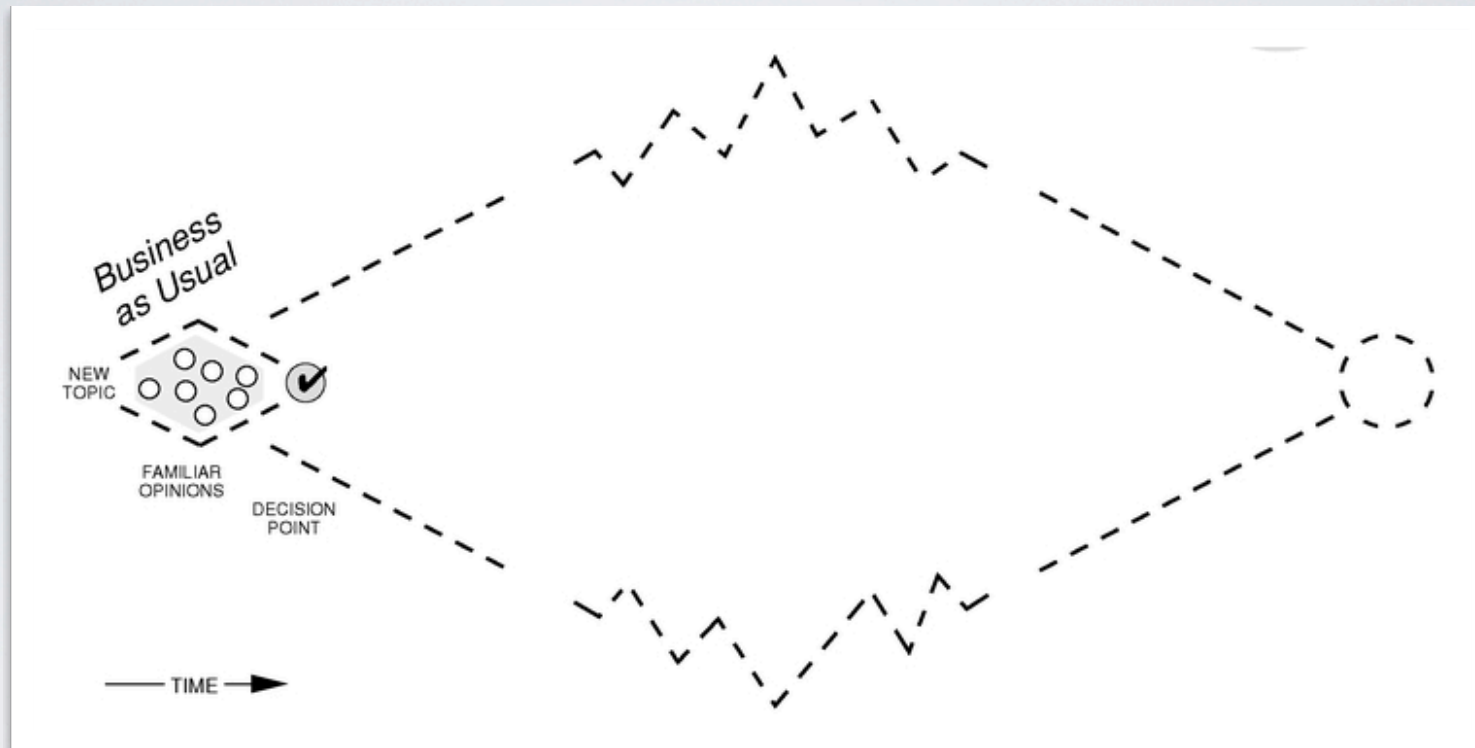
Kaner et al, 2007

DIVERGENT ZONE
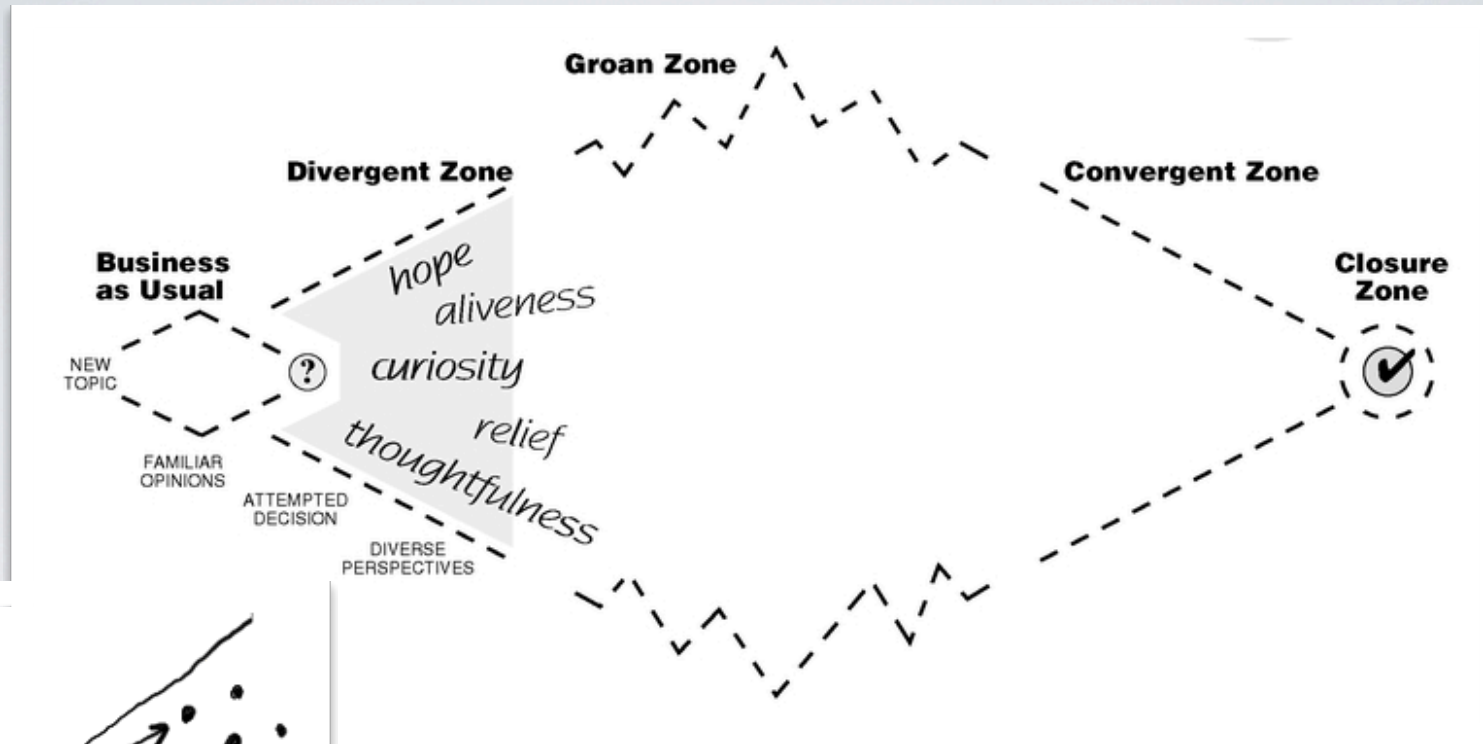
Kaner et al, 2007

Gray, Brown & Macanufo, 2010

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GROAN ZONE
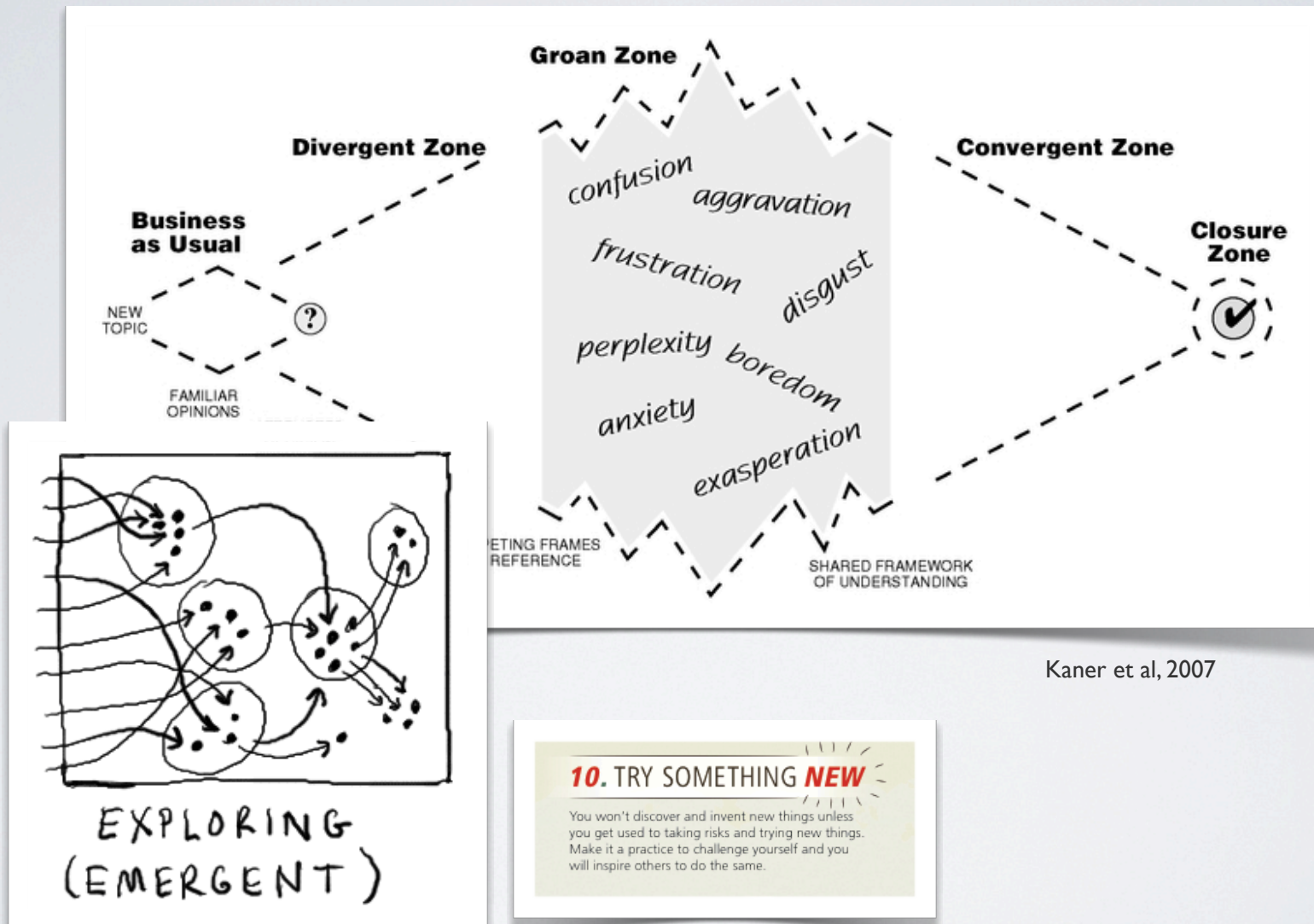
Kaner et al, 2007

Gray, Brown & Macanufo, 2010

xplane.com

CONVERGENT ZONE

Groan Zone

Divergent Zone

Business as Usual

NEW TOPIC

?

FAMILIAR OPINIONS

DIVERSE PERSPECTIVES

COMPETING FRAMES

SHARED FRAMEWORK OF UNDERSTANDING

INCLUSIVE ALTERNATIVES

SYNTHESIS

REFINEMENTS

Convergent Zone

imagination
focus
eagerness
clarity confidence

Closure Zone

DECISION POINT

Kaner et al, 2007

CLOSING (CONVERGENT)

Gray, Brown & Macanufo, 2010

9. SELECTION

You can't do everything, and when it's time for selection, be ruthless. Start with a criteria and make choices. Vote, rank, prioritize.

xplane.com

PLAY THE GAME

SEVEN BRAINSTORMING RULES

TIP

» **Defer judgment**
There are no bad ideas at this point. There will be plenty of time to judge ideas later.

» **Encourage wild ideas**
It's the wild ideas that often create real innovation. It is always easy to bring ideas down to earth later!

» **Build on the ideas of others**
Think in terms of 'and' instead of 'but.' If you dislike someone's idea, challenge yourself to build on it and make it better.

» **Stay focused on topic**
You will get better output if everyone is disciplined.

» **Be visual**
Try to engage the logical and the creative sides of the brain.

» **One conversation at a time**
Allow ideas to be heard and built upon.

» **Go for quantity**
Set a big goal for number of ideas and surpass it! Remember there is no need to make a lengthy case for your idea since no one is judging. Ideas should flow quickly.

IDEO HCD Toolkit

KEY TAKEAWAYS

1. from "what is?" to "what if?"

2. Surprise and delight

3. opening & closing

4. embrace the "groan zone"

5. play the game

KEY READINGS

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INSPIRATION

Gamestorming
A playbook for innovators, rule-breakers and changemakers

http://www.gogamestorm.com/

http://www.innovatorstoolkit.com/

tor's

THE Innovator's TOOLKIT

SECOND EDITION

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design activity
CO/DESIGNING

http://www.servicedesigntools.org

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methodology
DESIGN GAMES

tool
ROLE PLAY

tool
AFFINITY DIAGRAM

tool
MOTIVATION MATRIX

tool
MIND MAP

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mycoted
Science & Technology

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Main Page

http://www.mycoted.com/

Creativity, Innovation, Tools, Techniques, Books, Disc

Mycoted is a company dedicated to improving Creativity and Innovation provide a central repository for Creativity and Innovation on the Internet puzzles, book reviews etc, that is open to all - and can be written by all.

Current featured article

Synectics

Synectics is, in our experience, one of the most useful systems for creative problem solving. It is based on a simple concept for problem solving and creative thinking - you need to generate ideas, and you need to evaluate ideas. Whilst this may be stating the

divergence
creating choices

BRAINSTORMING

BRAINWRITING

http://blog.lib.umn.edu/grim0168/5701grim

OBJECT BRAINSTORM
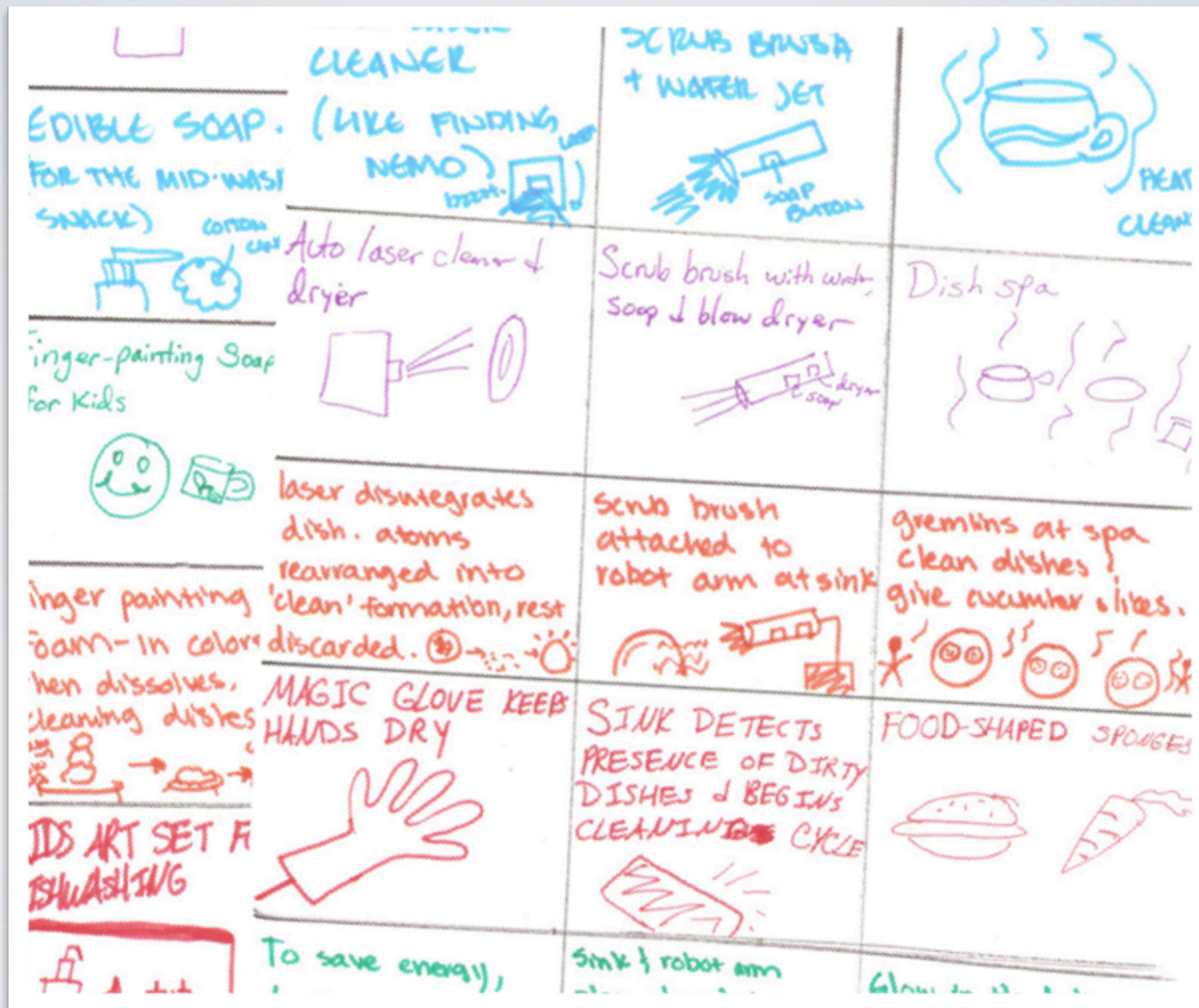
http://playtowrite.wordpress.com

WHAT IF...?

IMAGINED CONSTRAINT (What would happen if X was true?)

What would happen if

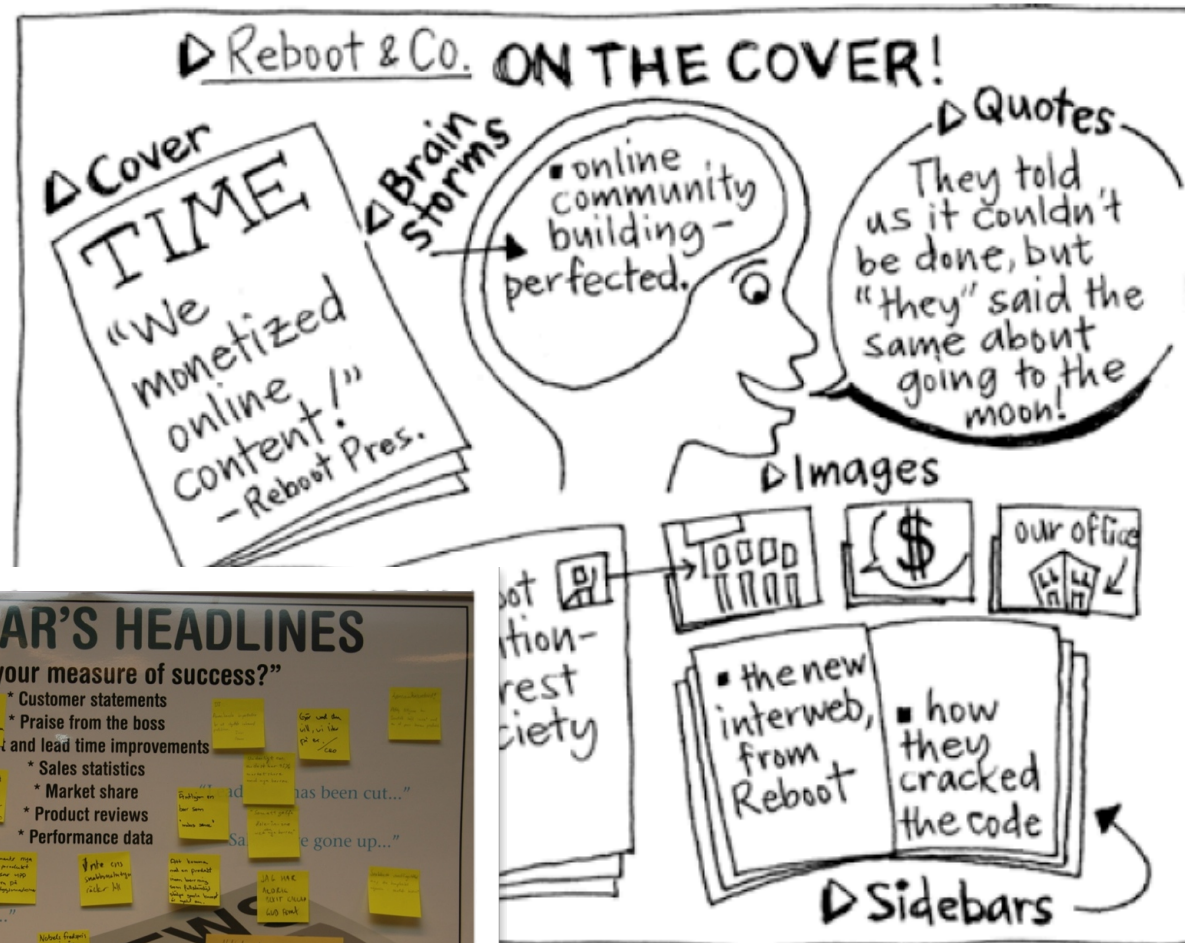we were no longer allowed to have ANY contact

with our customers

?

... voice calls were free worldwide? In 2003 Skype launched a service that allowed free voice calling via the Internet. After five years Skype had acquired 400 million registered users who collectively had made 100 billion free calls.
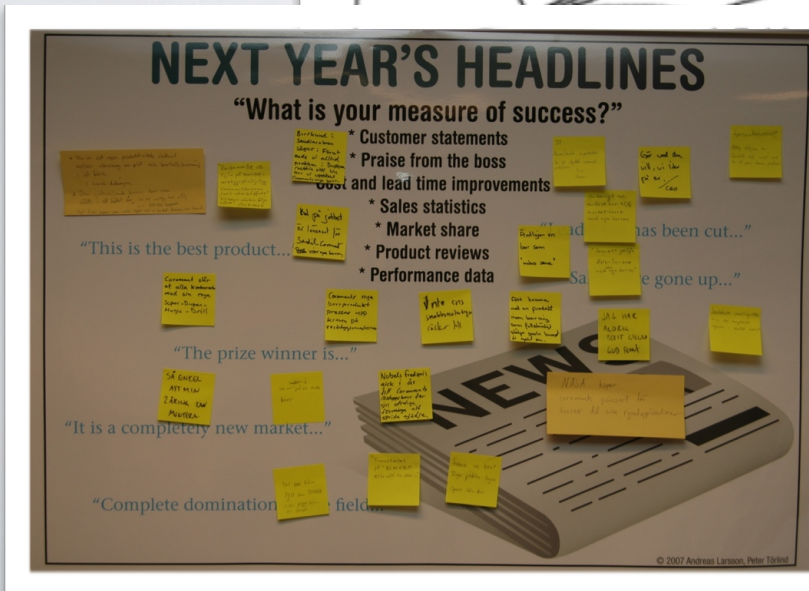
... furniture buyers picked up components in flat pack form from a large warehouse and assembled the products themselves in their homes? What is common practice today was unthinkable until IKEA introduced the concept in the 1960s.

... airlines didn't buy engines for their airplanes, but paid for every hour an engine runs? That is how Rolls-Royce transformed itself from a money-losing British manufacturer into a service firm that today is the world's second biggest provider of large jet engines.

COVER STORIES

Gray, Brown & Macanufo, 2010

HIT

Strainer

	holes	handle	feet	plastic	pasta
large	large, holes — connected spaghetti	large, handle — easy to hold	large, feet — garbage man	large, plastic — rect. strainer	large, pasta — giant ravioli!
door	door, holes — screen holes vs. windows	door, handle — continuous handle	door, feet — keep leaves out	door, plastic — only way to remove pasta	door, pasta — sheet pasta
garbage bags	bag, holes	bag, handle	bag, feet	bag, plastic	bag pasta — microwave

Garbage Can

Container

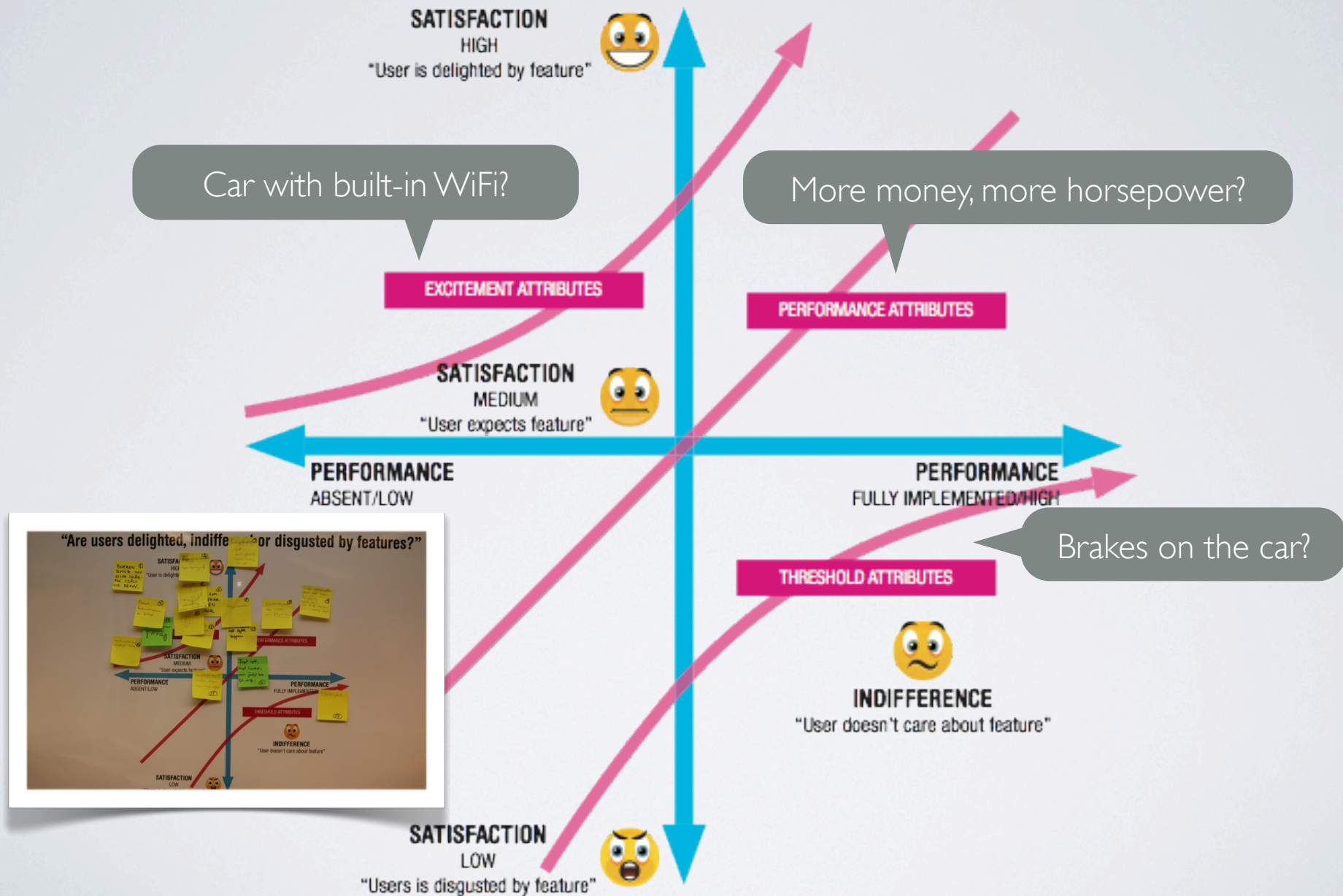| TOY IDEAS	Vehicles	Dolls	Puzzles	Instruments
Racing	Slot cars	Wind·up	Speed Puzzle	???
Simulation	Flight Simulator	Voodoo Doll??	???	"Join the Band"
Construction	Model Kit	Paintable	3·D	Build-an-Instrument

www.gogamestorm.com

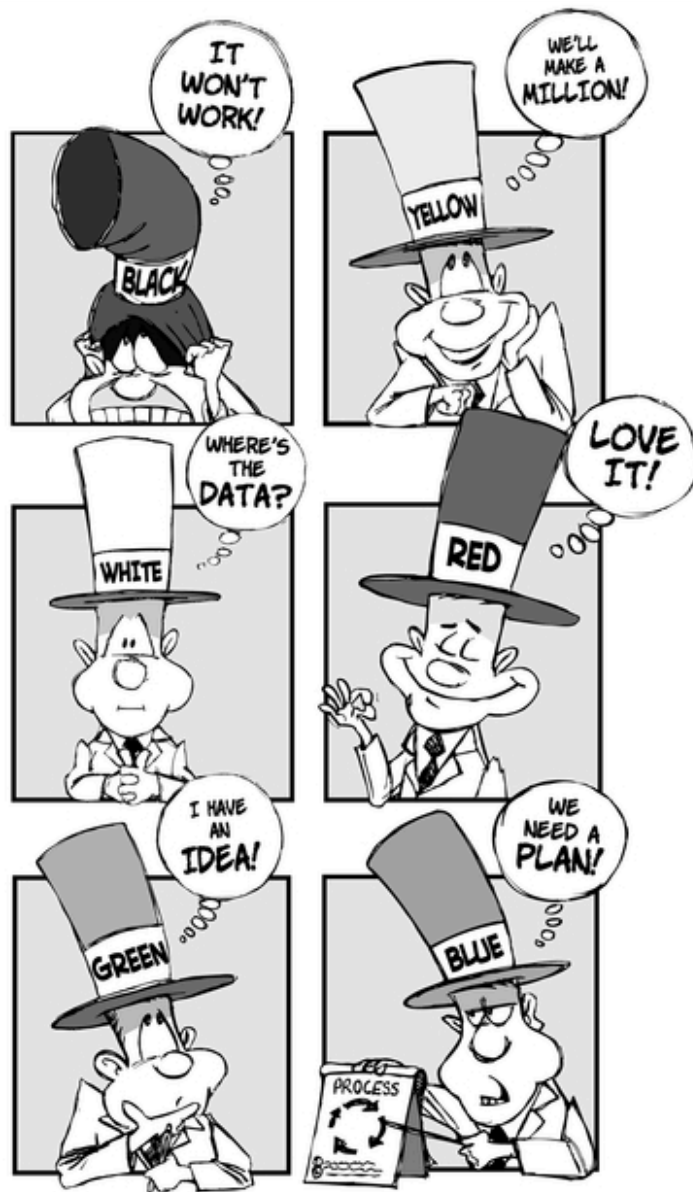**exercise**

convergence
making choices

KANO SATISFACTION MODEL

PUGH MATRIX

Pugh Matrix Example

(Automatic Hair-Washing Solutions/Designs)

Expectations	0	1	2	3	4	5
Ease of Use		-	-	-	-	-
Clean (No water or shampoo spill)		S	+	+	+	+
Comfortable		S	+	+	S	S
Speed		+	-	-	S	S
Efficacy		+	+	+	+	+
Reliable	DATUM	+	+	+	+	-
Optional Features		S	+	+	+	+
Cost		+	+	+	+	+
Noise		S	S	S	+	S
Easy to Maintain		S	S	S	S	-
Total +'s (better than datum)		4	6	6	6	4
Total -'s (worse than datum)		1	2	2	1	3
Total S's (same as datum)		5	2	2	3	3
Comparison		3	4	4	5	1

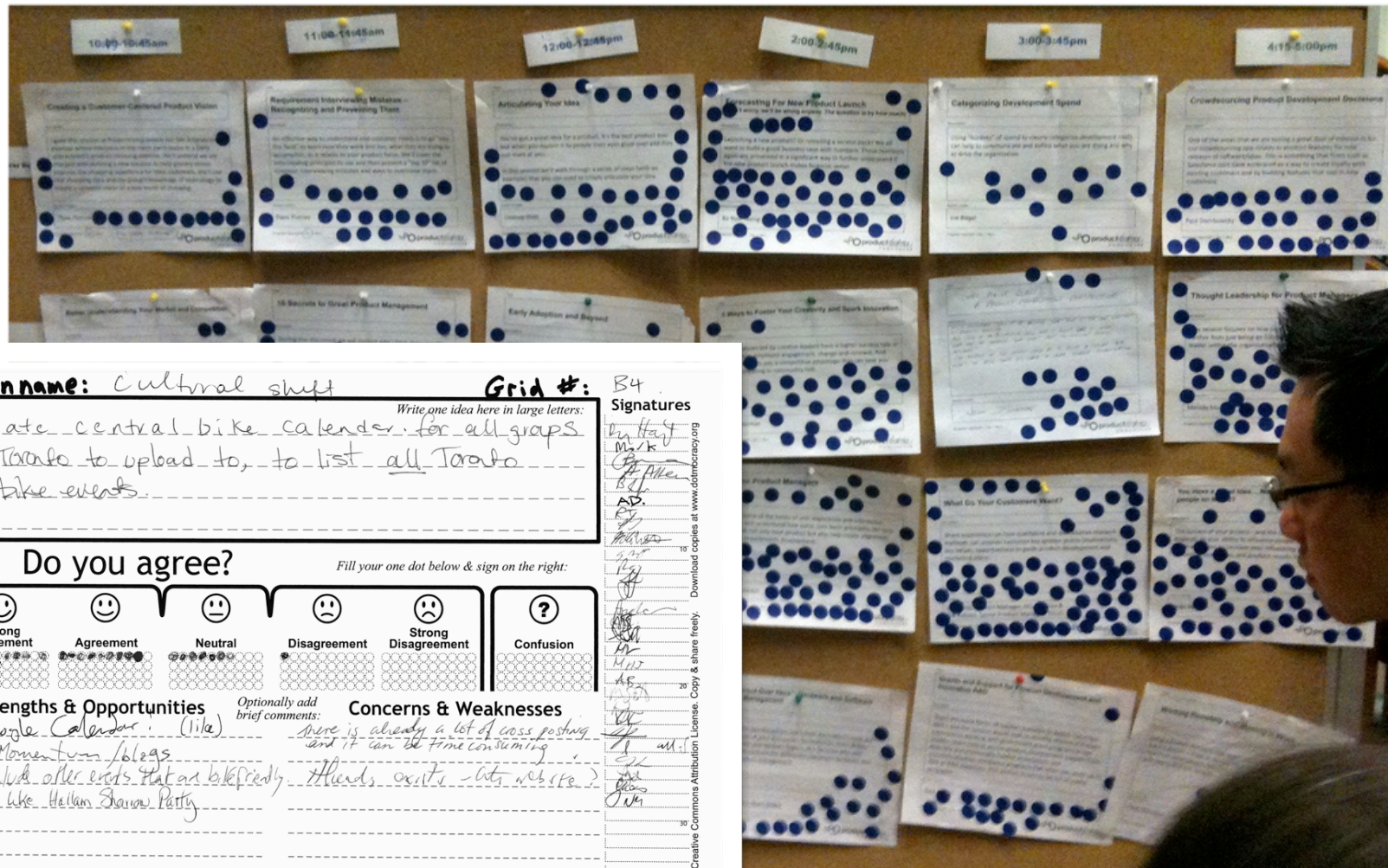| Concept Summary |
|---|
| 0 - Human Washing Method |
| 1 - Reclining Chair with Spray Nozzle & Bristles |
| 2 - Massage Table with Spray Nozzle & Massage Jets |
| 3 - Massage Table with Spray Nozzle & Fitted Massage Hood |
| 4 - Straight Chair with Fitted Massage Hood & Music |
| 5 - Straight Chair with Fitted Massage Hood & Foot Massage |

EXHIBIT 36.1 (Downloadable)

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SIX THINKING HATS

http://www.debonogroup.com/six_thinking_hats.php

DOT VOTING

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