



INNOVATION: PROCESSES

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“WHAT IS”
VS.
“WHAT MIGHT BE”

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We have discussed what innovation “is”, and we have seen a lot of examples of companies that have created innovations of different types. Now, we are leaving the past and the present to discuss “what might be”.

“Whereas scientists investigate today to discover explanations for what already is, designers invent tomorrow—they create something that isn’t. To get to growth, we have to create something in the future that is different from the present.”

(Liedtka & Ogilvie, 2011)

EXERCISE

WHAT WOULD
YOU DO TO
DESIGN
AN INNOVATION?

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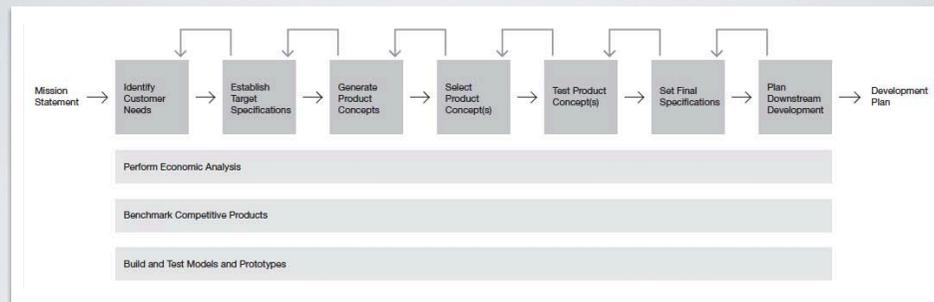
Students discuss in groups of two or three.

- * What would you do to design an innovation?
- * How would you explore “what might be”?
- * What are the processes, activities or steps that you would go through?

Follow up with a moderated all-class discussion.

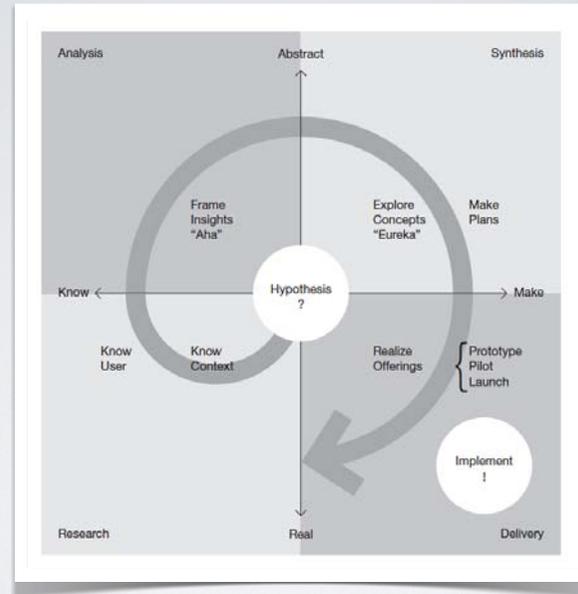
WHAT DOES AN
INNOVATION
PROCESS
LOOK LIKE?

LIKE THIS?

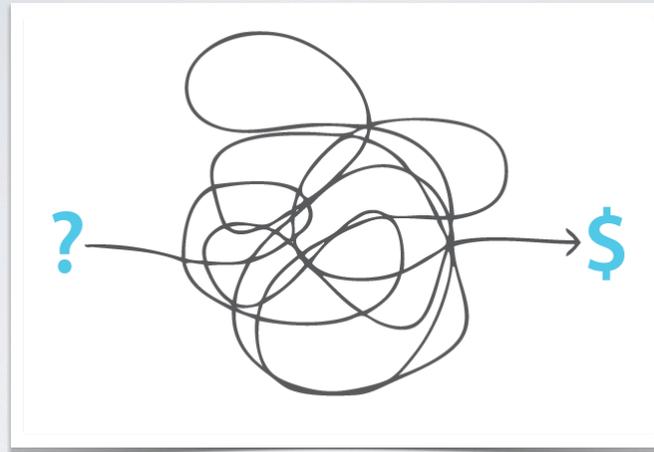


Ulrich & Eppinger, 1995 (in Dubberly, 2008)

LIKE THIS?



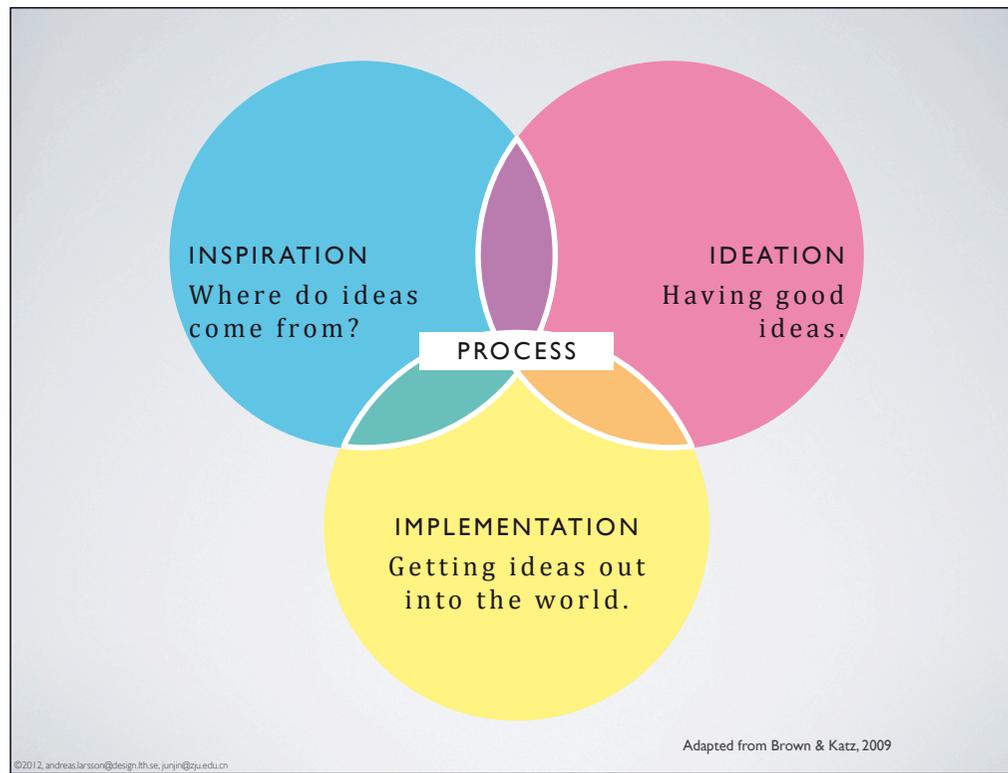
...OR PERHAPS LIKE THIS?



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Brennan, ca 1990 (in Liedtka & Ogilvie, 2011)

At an off-site for Apple Computer's Creative Services department, Tim Brennan began a presentation of his group's work by showing this model. "Here's how we work," he said. "Somebody calls up with a project; we do some stuff; and the money follows."



In this course, we have based our process on a generic design thinking process.

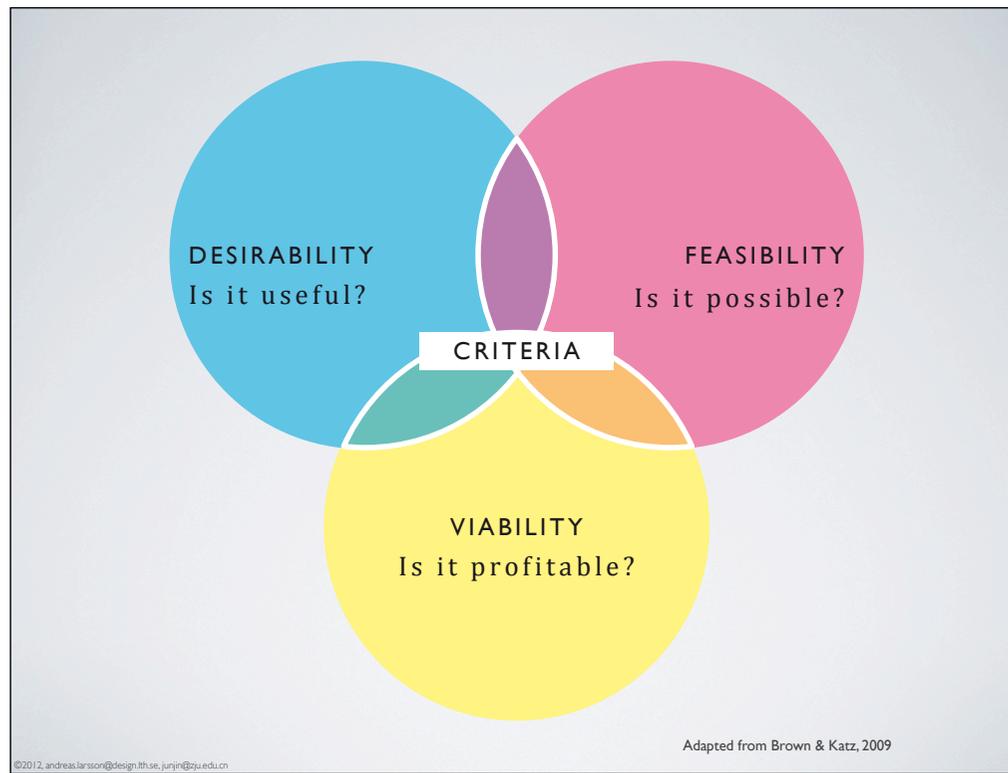
Remember, this is just a process, not the process.

Three overlapping spaces of innovation. There is no “one best way” to move through the process.

Inspiration: Where do ideas come from? Insights are gathered from every possible source.

Ideation: Having good ideas. Insights are translated into ideas.

Implementation: Getting ideas out into the world. Ideas are developed into a concrete, fully conceived plan of action.



Three overlapping criteria for successful ideas.

Desirability: What makes sense to people and for people? Do potential buyers/users find your offering useful and desirable? Do they want it?

Feasibility: What is functionally possible within the foreseeable future? Can your offering actually be produced and delivered to meet the stated needs and requirements? Can we build it?

Viability: What is likely to become part of a sustainable business model? Are potential buyers/users willing to pay for your offering? Can we make money?

KEY TAKEAWAYS

1. FOCUS ON “WHAT MIGHT BE”
2. BE MINDFUL OF PROCESS
3. EXPERIENCE! INTERACT!
4. THREE OVERLAPPING DIMENSIONS
5. THREE OVERLAPPING CRITERIA

KEY READINGS

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