



# IDEATION: OVERVIEW

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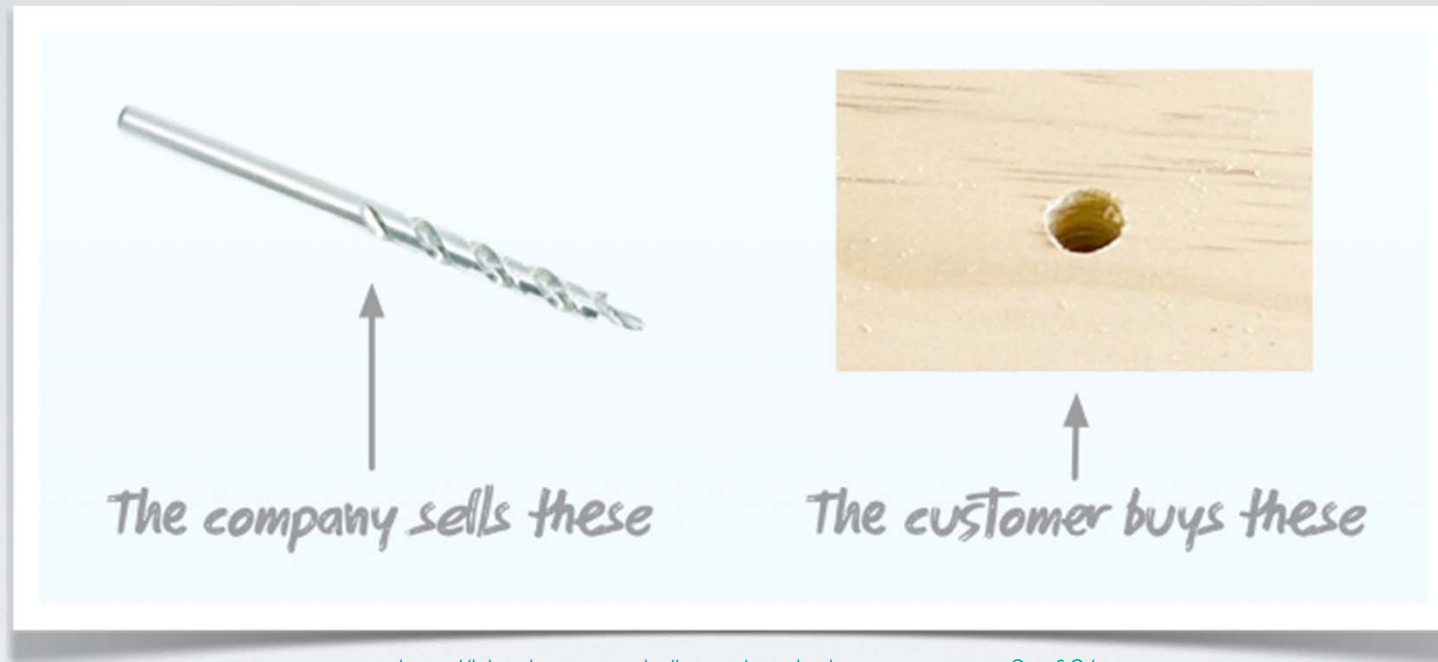


ZHEJIANG UNIVERSITY

# but first...

Done any  
needfinding,  
trendwatching  
or techwatching  
yet?

# needs vs. solutions

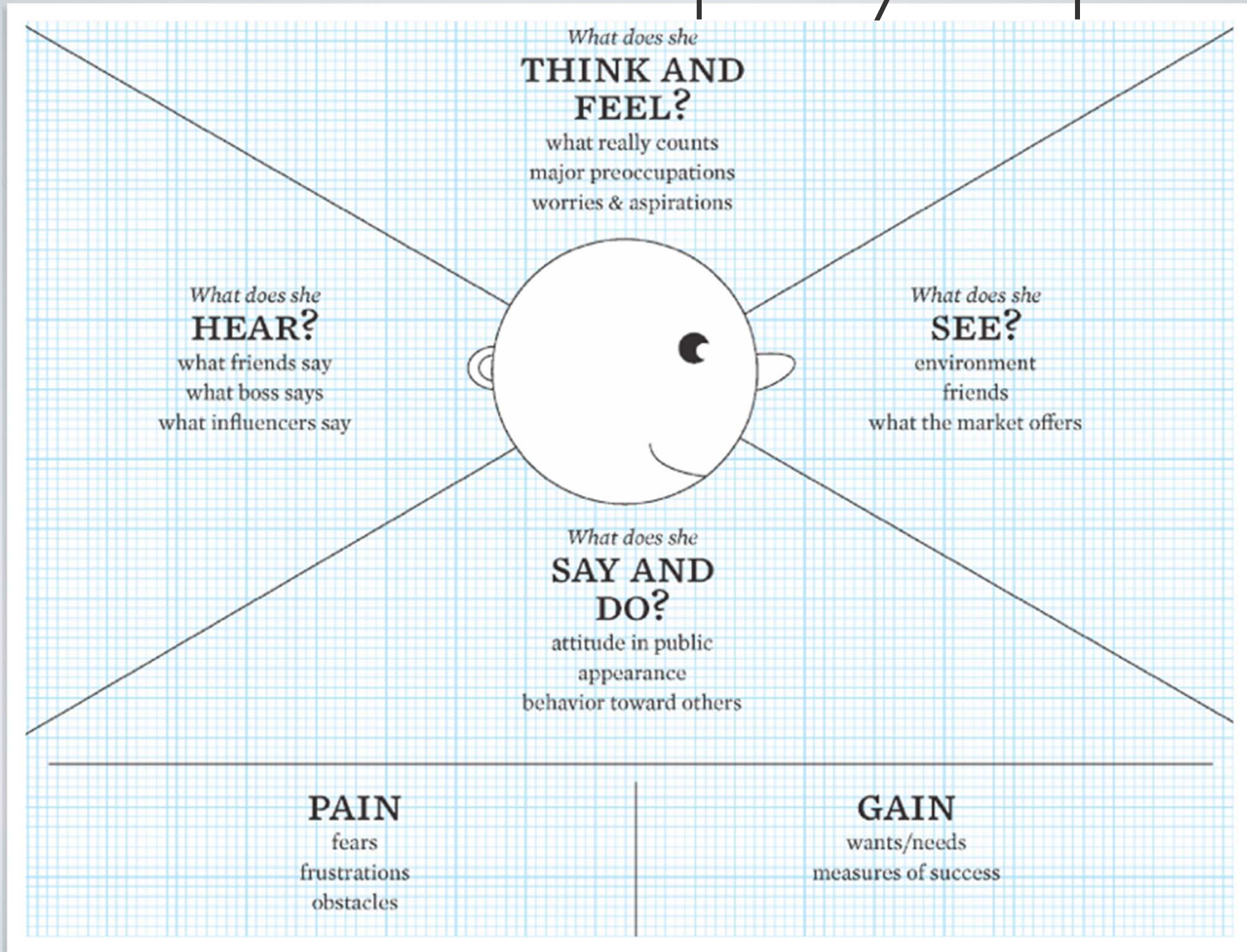


<http://blog.intercom.io/interview-bob-moesta-part-2-of-2/>

# two examples

of how to organize  
your observations and insights

# customer empathy map



# customer empathy map

1

## 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?*

2

## WHAT DOES SHE HEAR?

DESCRIBE HOW THE ENVIRONMENT INFLUENCES THE CUSTOMER

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

3

## 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.*

# 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.*

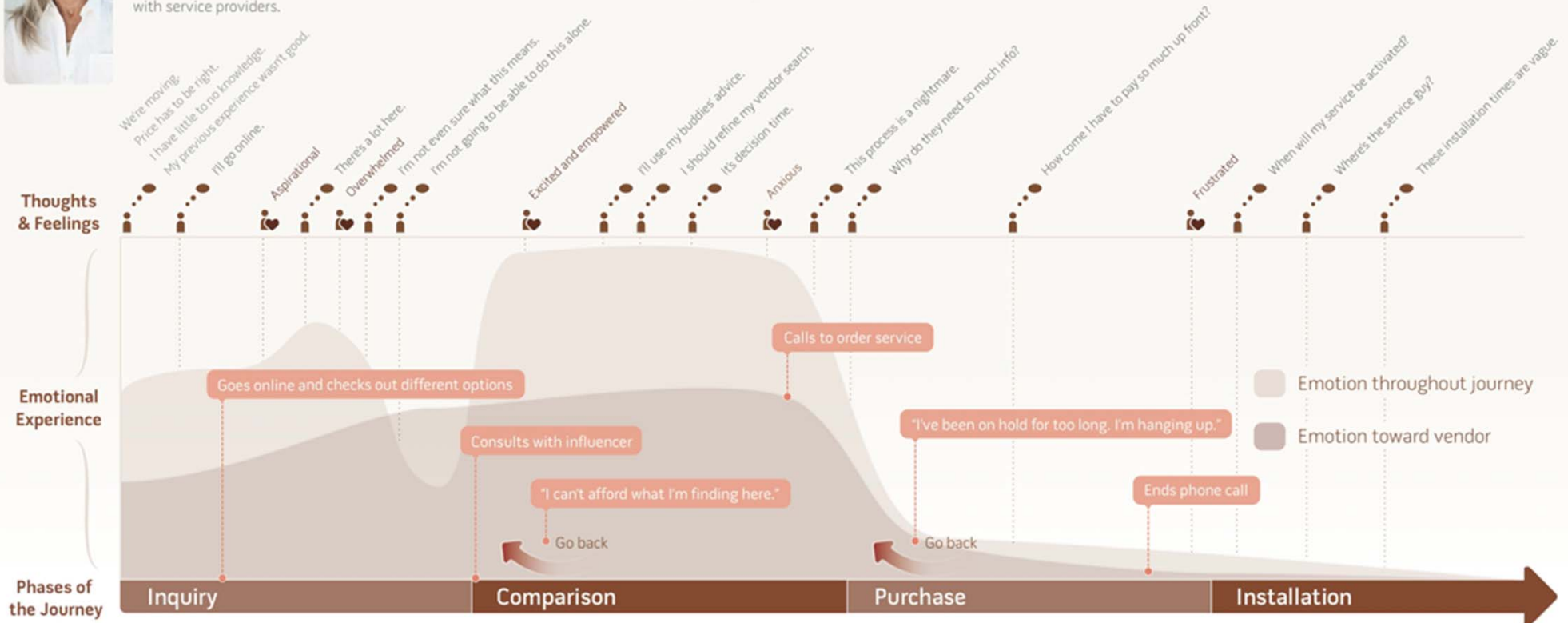
# customer journey map

effective<sup>UI</sup>



## Sarah's Broadband Provider Journey

Sarah is moving her family of three. She knows she's going to need phone and Internet service. The effective and contextual factors that will affect Sarah's choice in broadband vendors are price, and her existing knowledge of and previous experience with service providers.



### Description

The Inquiry phase features the reasons people are shopping around for new service. These are usually related to moving and relocation, an upgrade to existing service or hunting down new deals. Moving is the biggest reason.

### Recommendations

Design homepages with separate, targeted call-out areas lying above the fold, tailored for residential and tech-savvy customers. Internal product areas should include basic plain-English product descriptions and large price points with a clear call to action. Bullet points should include keywords that summarize options and features typically found in product datasheets.

### Description

The potential customer comes into the Comparison phase usually armed with the right info and tech jargon and is looking for the lowest cost. Customers tend to be brand agnostic. If they can't find the right price or the right services, they may leave and go back to Inquiry.

### Recommendations

Use IP location services to geo-locate customers – removing the current service address roadblock. This allows users to configure services before adding them to the cart and reflects bundled price discounts in a clear and obvious manner.

### Description

The Purchase phase involves the provider requiring quite a bit of personal info. The order flow tends to be complex, and the process can be all over the map. There is a sense of delayed gratification – waiting on service installation and activation.

### Recommendations

Reduce the amount of information required by streamlining and improving any areas that contain form fields, using industry best practices. Work on setting expectations for the Installation phase with phone customer service reps to improve the overall experience with your brand.

### Description

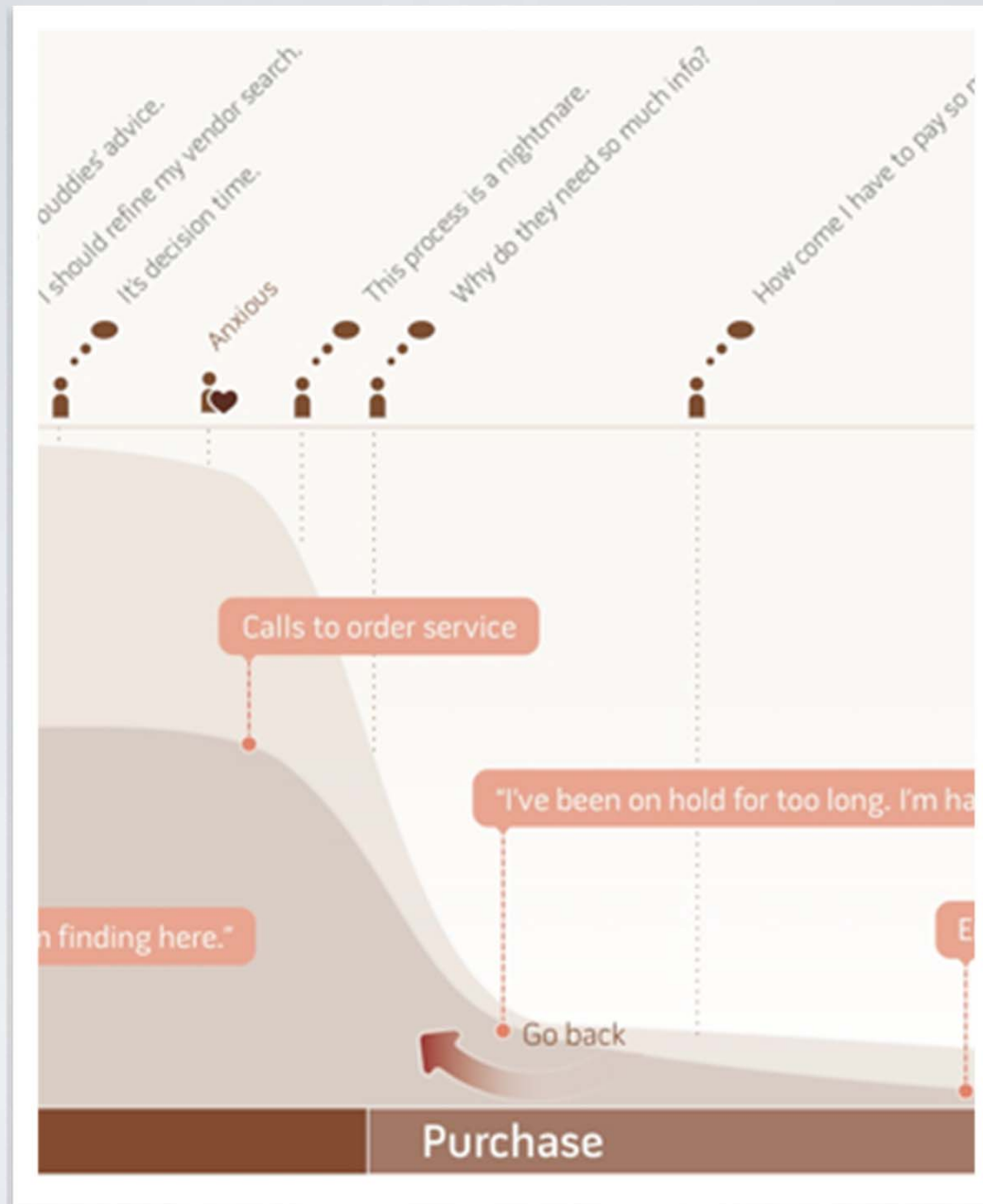
The Installation phase is the handoff from customer service to the installer. There are usually scheduling conflicts among all parties involved. This phase can be somewhat painful for the customer in dealing with the installer.

### Recommendations

Many factors converge to make this phase of the customer journey unpleasant. Providing accurate arrival times, courteous technicians and clear instruction materials during Installation can help alleviate the negative experience in this phase. Also, consider having leave-behind customer comment cards so customers feel empowered to give feedback into the process.



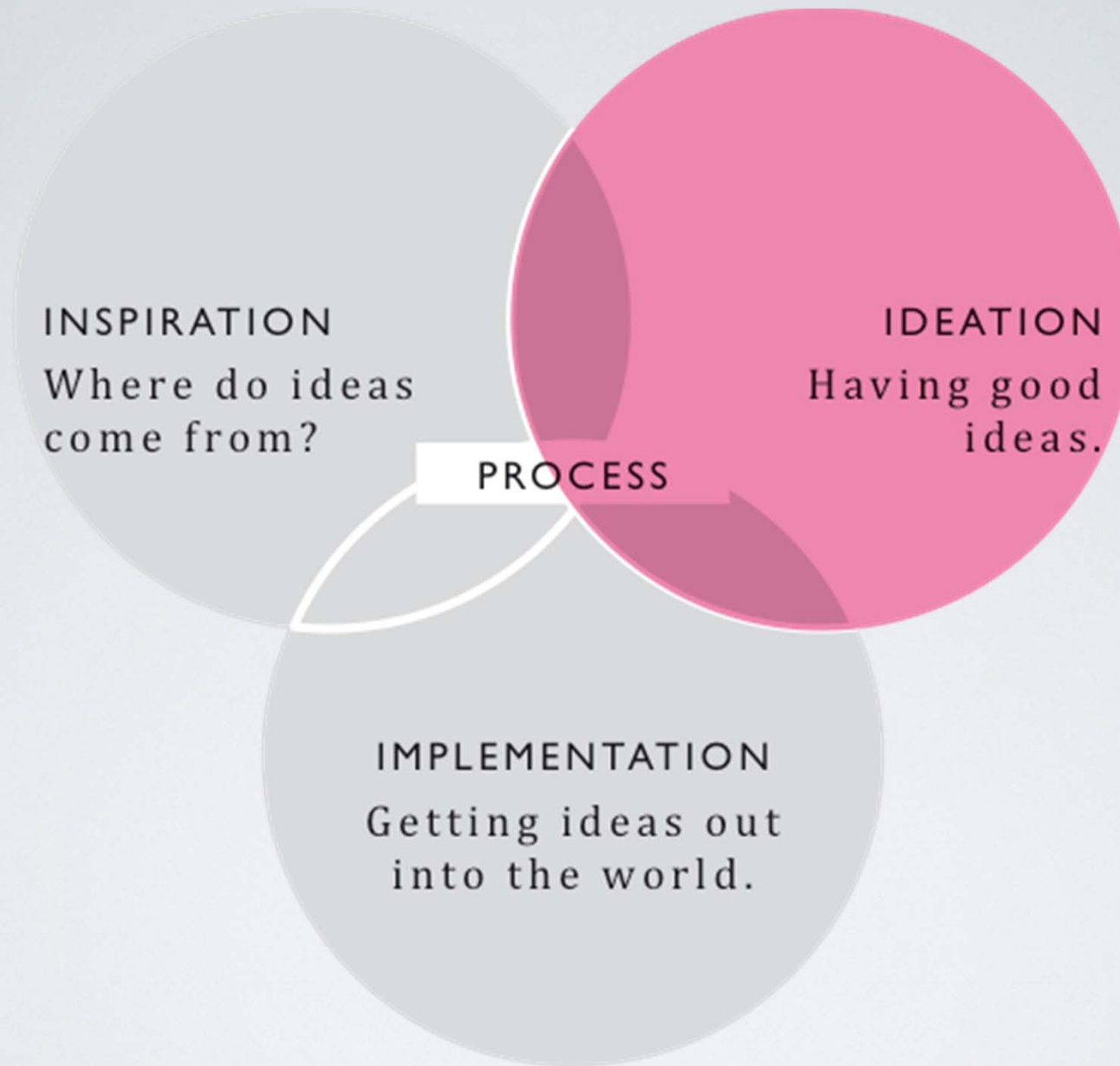
# customer journey map



<http://www.uxmatters.com/mt/archives/2011/09/the-value-of-customer-journey-maps-a-ux-designers-personal-journey.php>

## exercise

When you have gained  
**insights,**  
what do you do  
with them?



Adapted from Brown & Katz, 2009

# FROM INSIGHT TO IDEAS

GOING FROM “WHAT IS?” TO “WHAT IF?”

# SURPRISE AND DELIGHT

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

<http://www.youtube.com/watch?v=Hrnz2pg3YPg&feature=fwrel>

# how to generate surprise and delight?

QUITE DIFFERENT FROM TRADITIONAL  
PROBLEM SOLVING

“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.



## 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.

## 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...

## 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

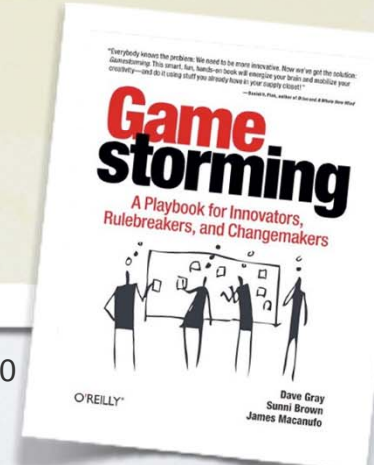
Brainstorm with your body and see what comes naturally. Just make sure someone is playing the role of the customer.

## 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.

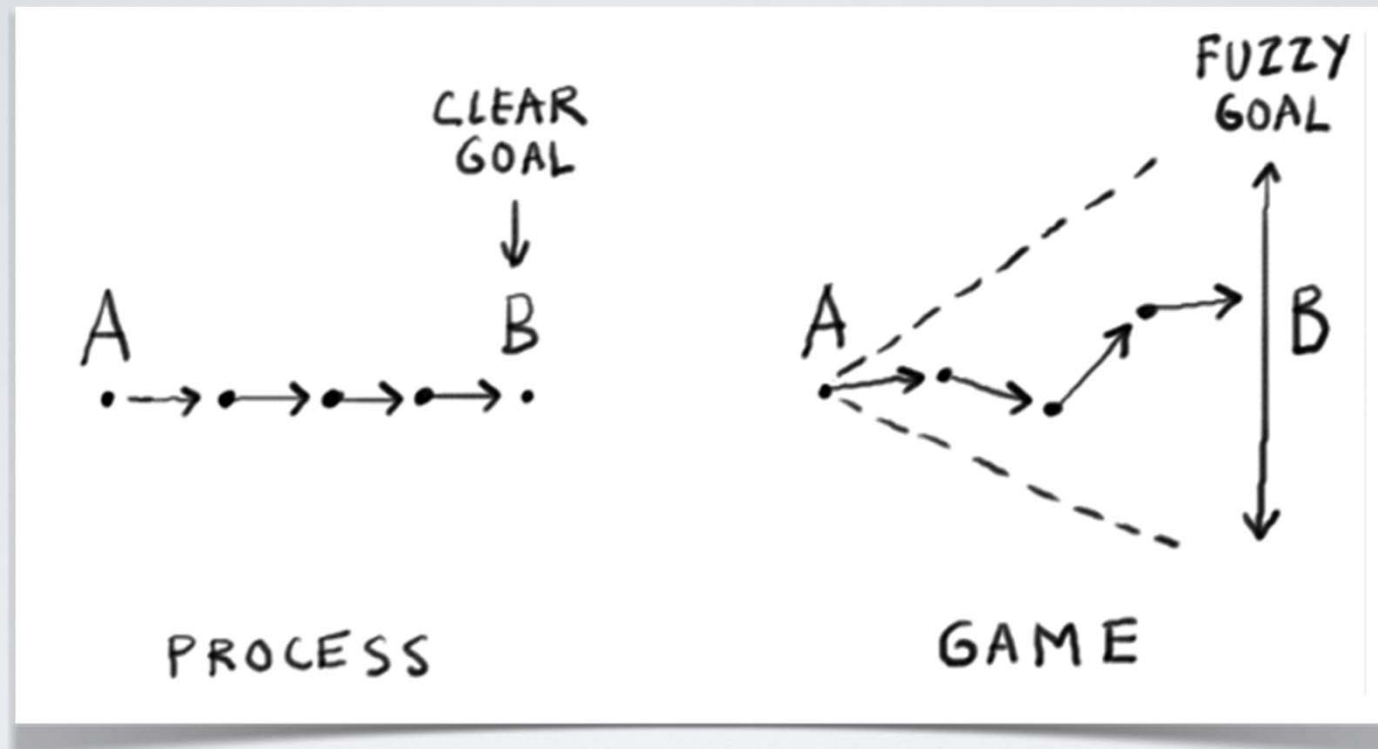
## 10. TRY SOMETHING **NEW**

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.





# PROCESS VS. GAME



Gray, Brown & Macanugo, 2010

Gray, Brown & Macanufo, 2010

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xplane.com



DIVERGENCE

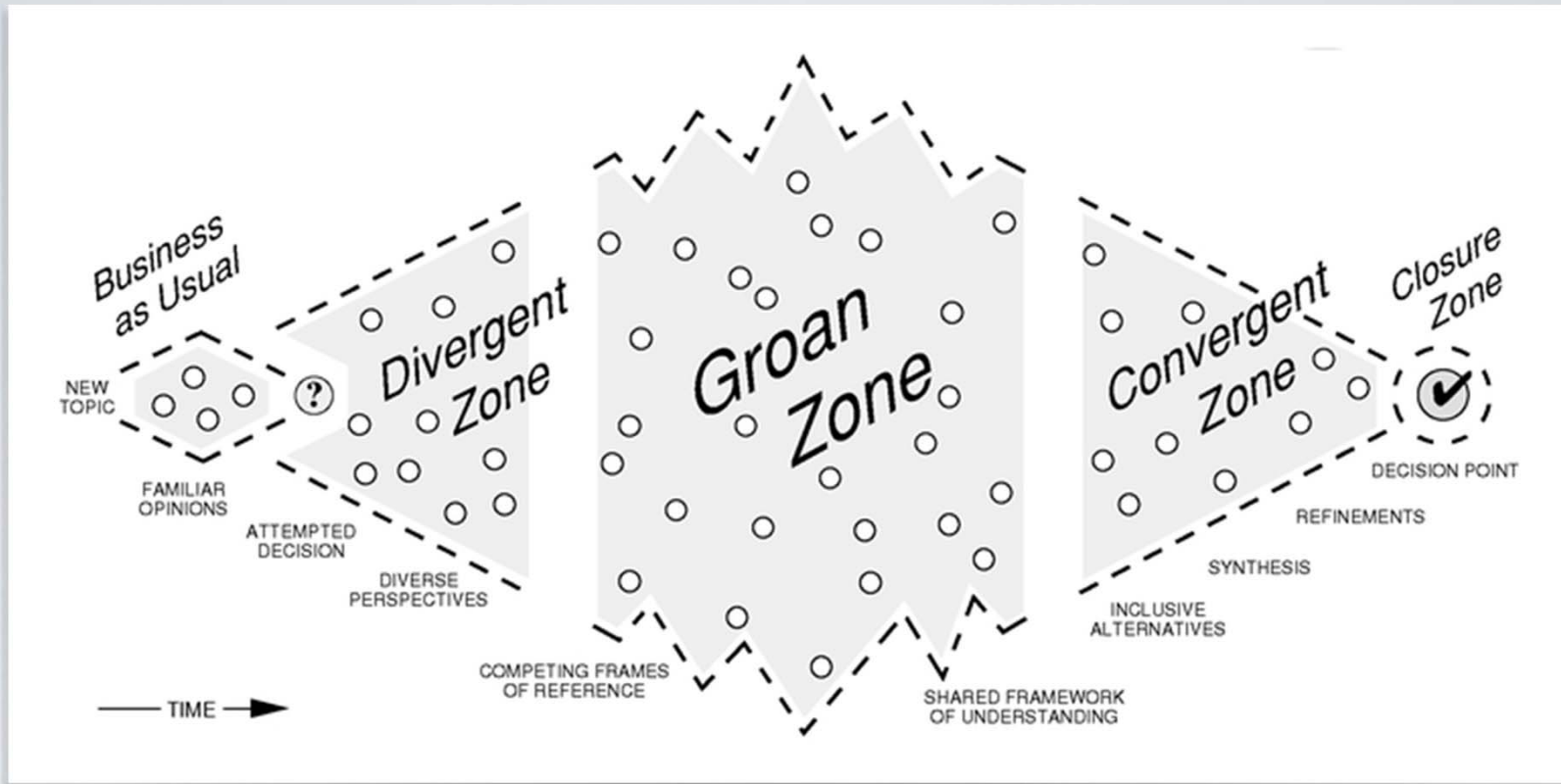
Creating choices.



CONVERGENCE

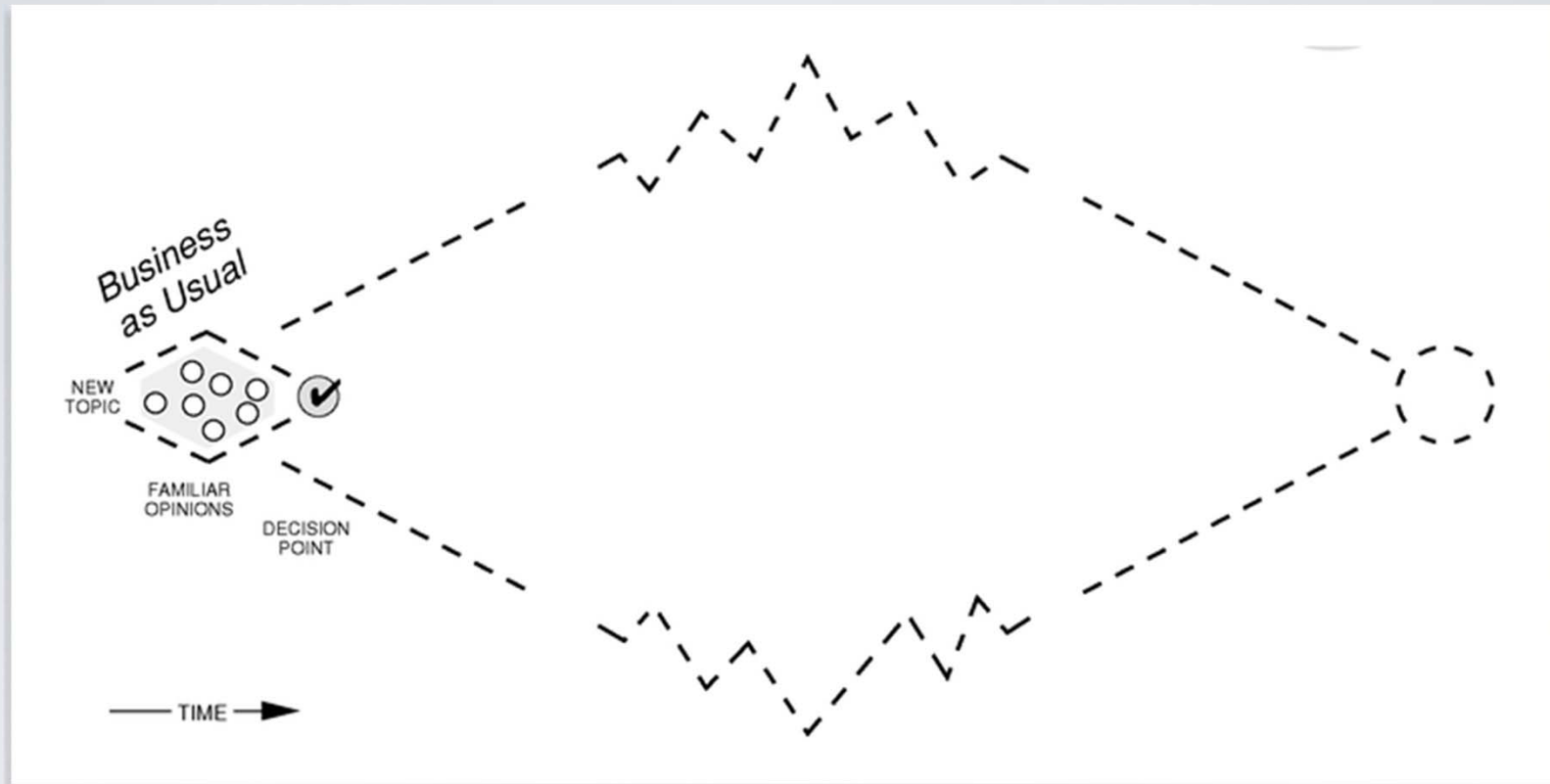
Making choices.

Brown & Katz, 2009



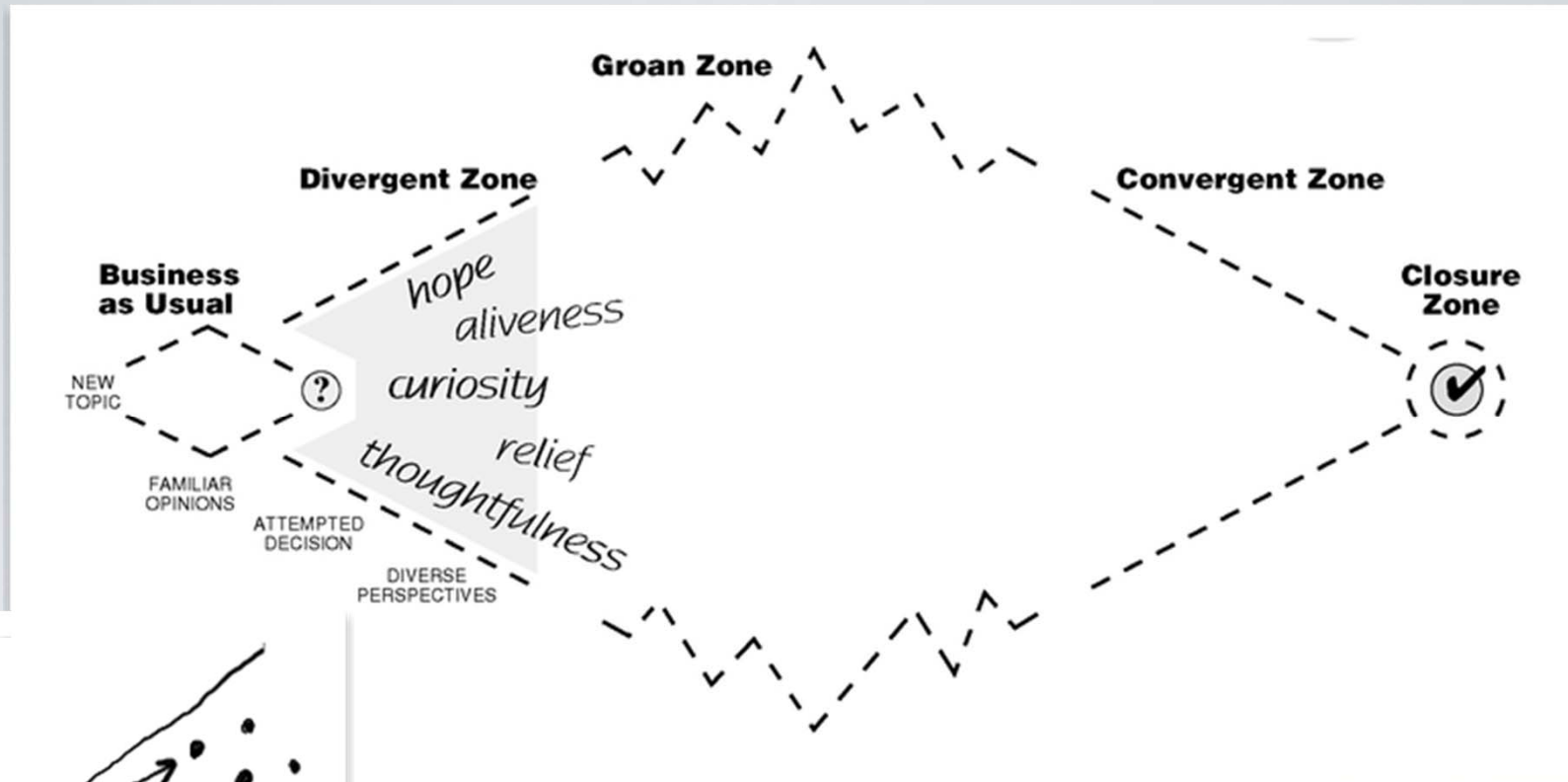
Kaner et al, 2007

# BUSINESS AS USUAL

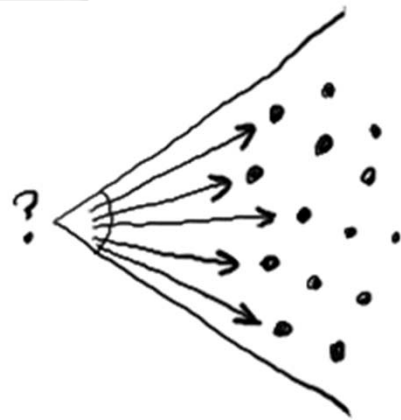


Kaner et al, 2007

# DIVERGENT ZONE



Kaner et al, 2007



OPENING  
(DIVERGENT)



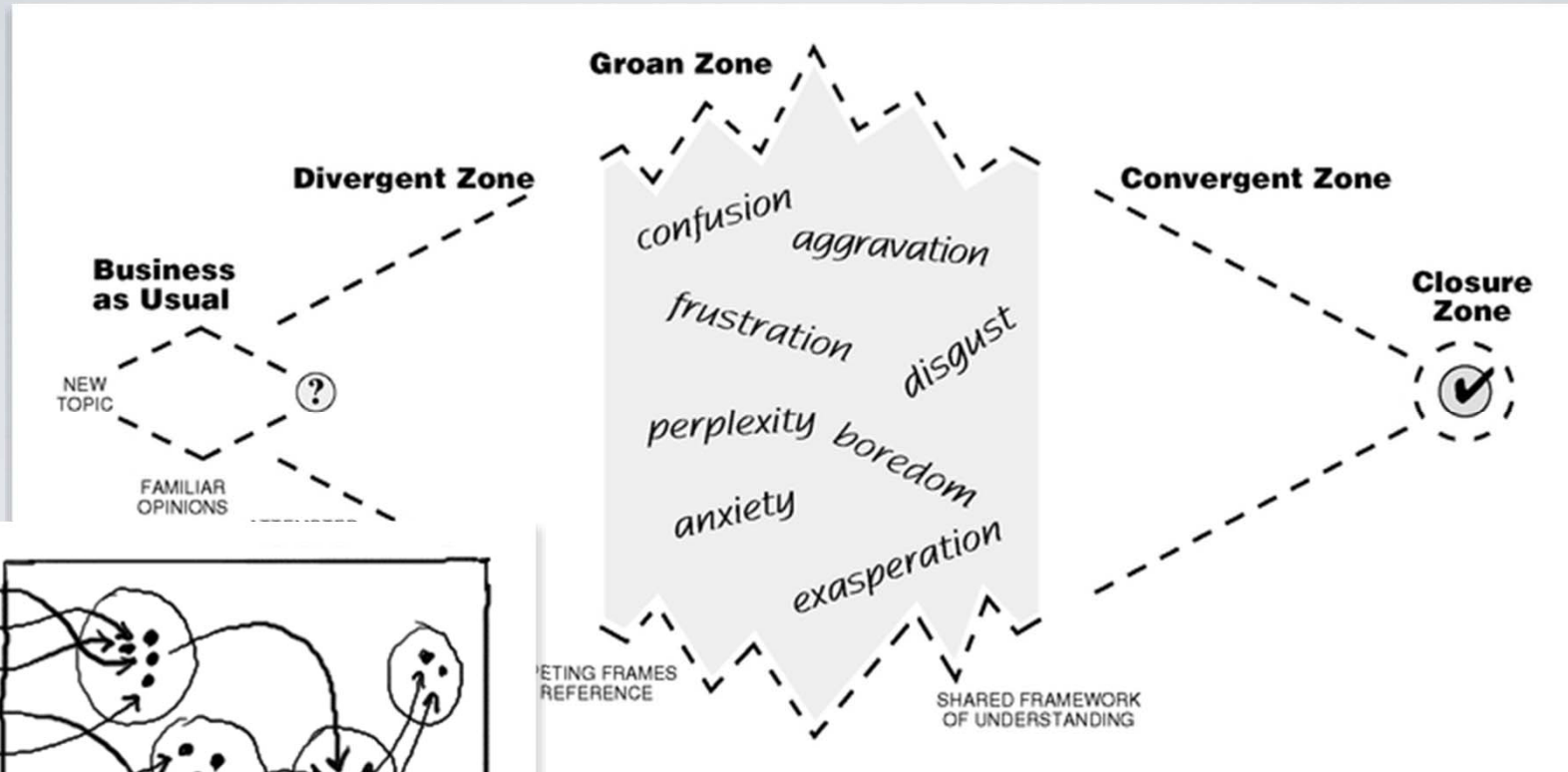
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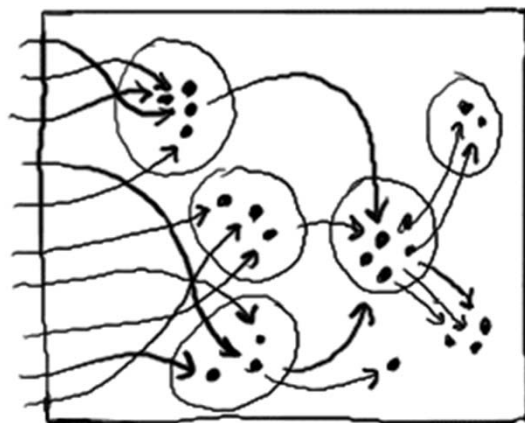
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Gray, Brown & Macanufu, 2010

# GROAN ZONE



Kaner et al, 2007



EXPLORING  
(EMERGENT)

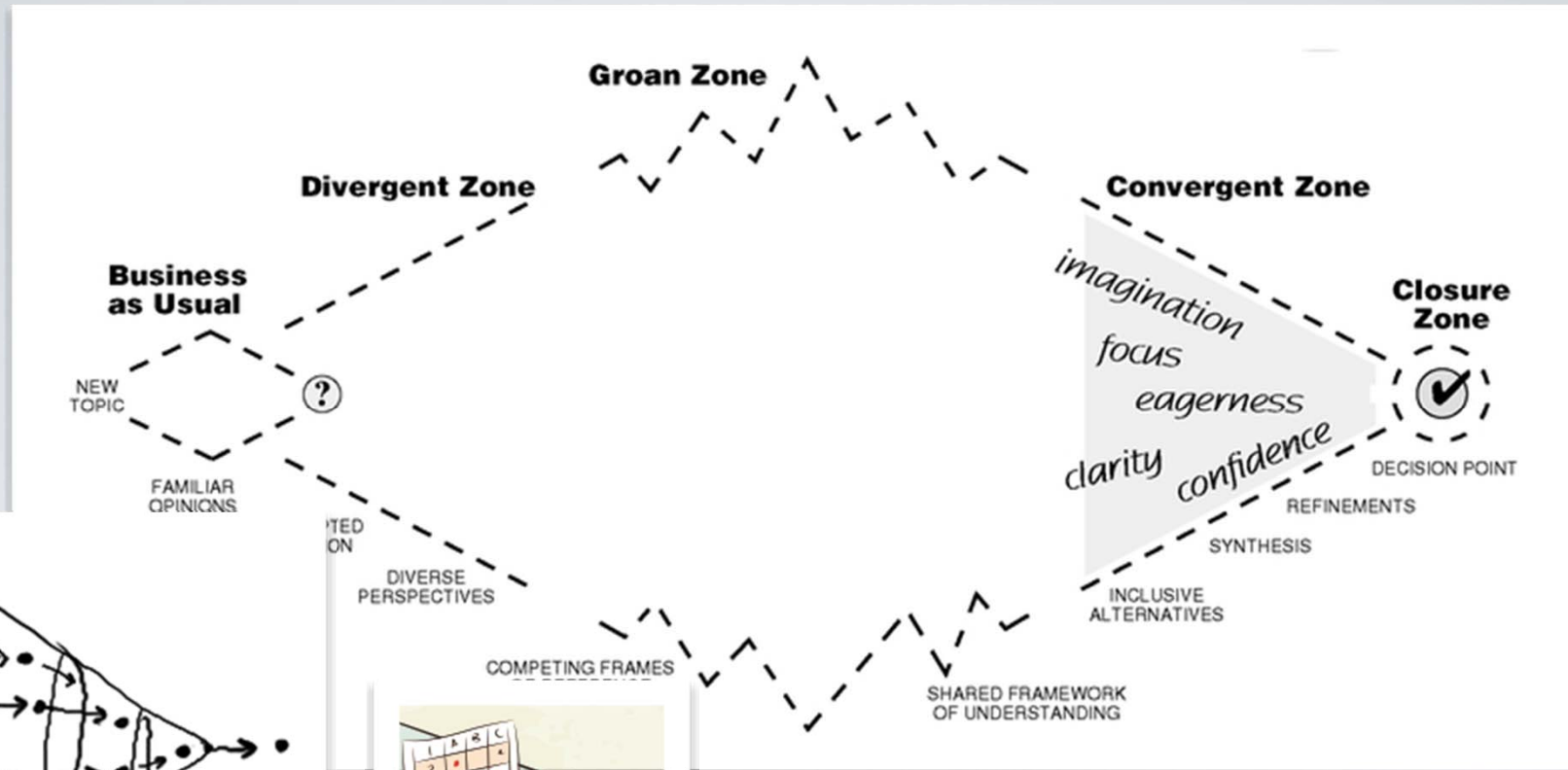
Gray, Brown & Macanuso, 2010

## 10. TRY SOMETHING **NEW**

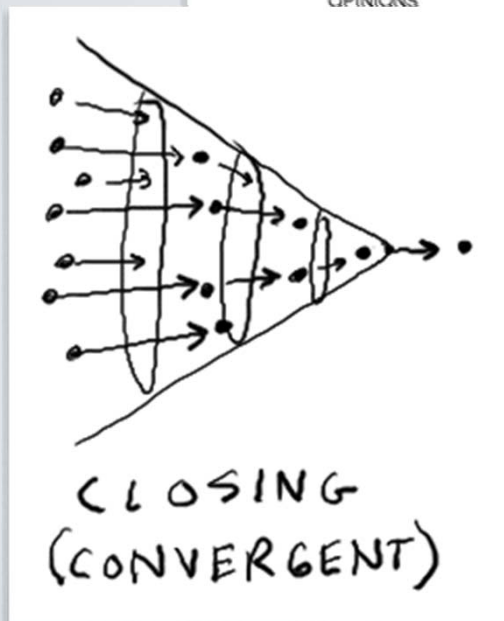
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xplane.com

# CONVERGENT ZONE



Kaner et al, 2007



Gray, Brown & Macanufo, 2010



xplane.com

# PLAY THE GAME



TIP

## SEVEN BRAINSTORMING RULES

### » **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

- Brown, T., Katz, B. 2009. Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation. New York, NY, USA: HarperCollins.
- Carleton, T., Larsson, A., Bill, S. 2011. MOVE: Beyond Great Ideas. Workshop Facilitation Handbook. <http://www.moveworkshop.com/>
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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

50+ TECHNIQUES  
FOR PREDICTABLE  
AND SUSTAINABLE  
ORGANIC GROWTH

design activity

## CO/DESIGNING

<http://www.servicedesigntools.org>

e  
/th



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## Main Page

<http://www.mycoted.com/>

### Creativity, Innovation, Tools, Techniques, Books, Disci

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

#### Synecotics

Synecotics 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 obvious the methods used to perform these two tasks are extremely powerful.











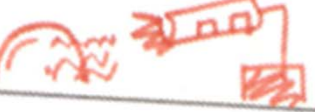






exercise

divergence  
creating choices

# BRAINSTORMING



# BRAINWRITING

<p>EDIBLE SOAP. (LIKE FINDING SNACK)</p> 	<p>CLEANER (LIKE FINDING NEMO)</p> 	<p>SCRUB BRUSH + WATER JET</p> 	 <p>HEAT CLEAN</p>
<p>finger-painting Soap for Kids</p> 	<p>Auto laser cleaner &amp; dryer</p> 	<p>Scrub brush with water, Soap &amp; blow dryer</p> 	<p>Dish spa</p> 
<p>finger painting 'clean' foam - in colors when dissolves, cleaning dishes</p> 	<p>laser disintegrates dish. atoms rearranged into 'clean' formation, rest discarded.</p> 	<p>Scrub brush attached to robot arm at sink</p> 	<p>gremlins at spa clean dishes! give cucumber slices.</p> 
<p>KIDS ART SET FOR WASHING</p> 	<p>MAGIC GLOVE KEEPS HANDS DRY</p> 	<p>SINK DETECTS PRESENCE OF DIRTY DISHES &amp; BEGINS CLEANING CYCLE</p> 	<p>FOOD-SHAPED SPONGES</p> 
	<p>To save energy,</p>	<p>Sink &amp; robot arm</p>	<p>Glove</p>

# OBJECT BRAINSTORM



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*

?

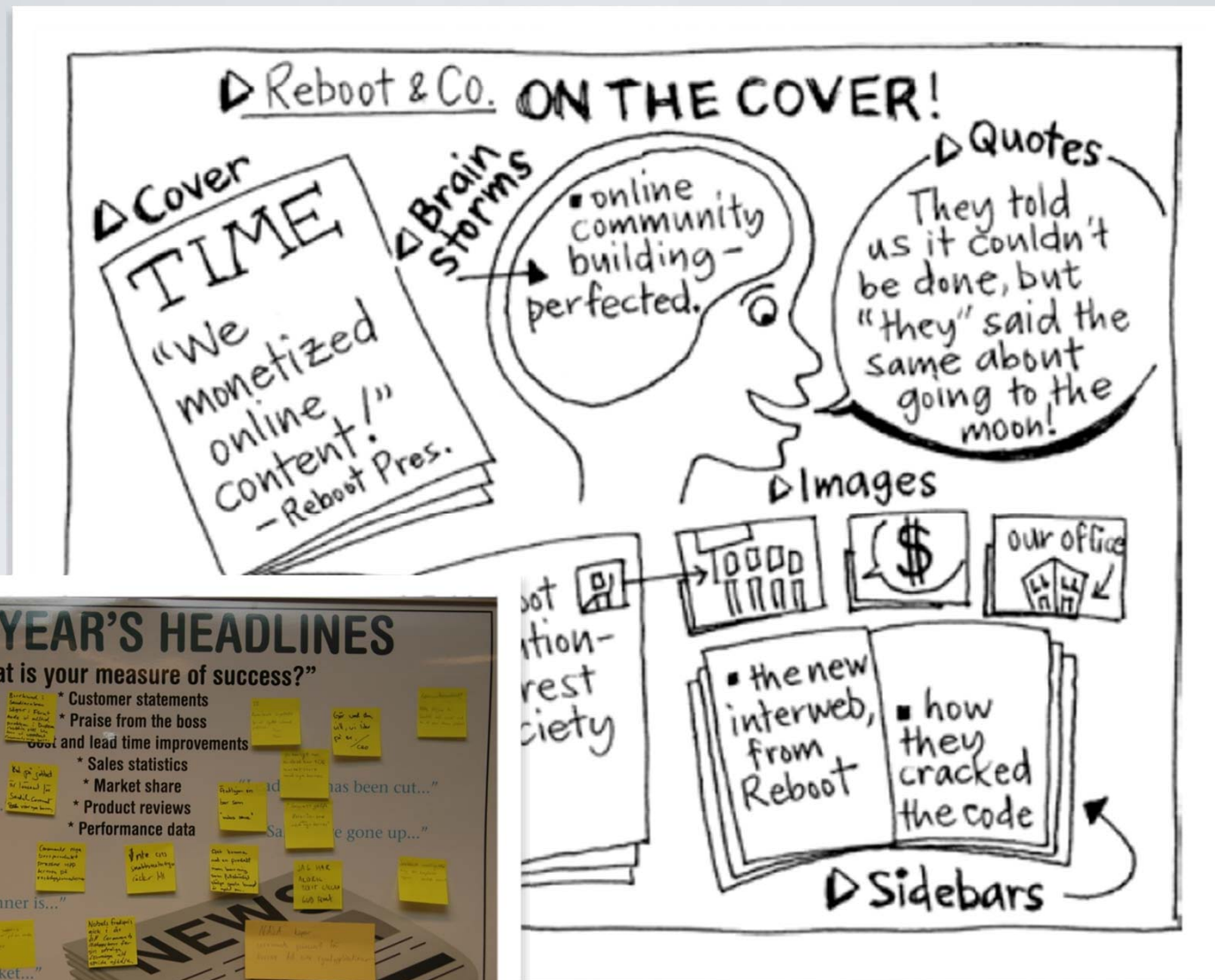
... voice calls were free worldwide? In 2003 Skype launched a service that allowed free voice calling via the Internet. After five years Skype had acquired 400 million registered users who collectively had made 100 billion free calls.

... 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.

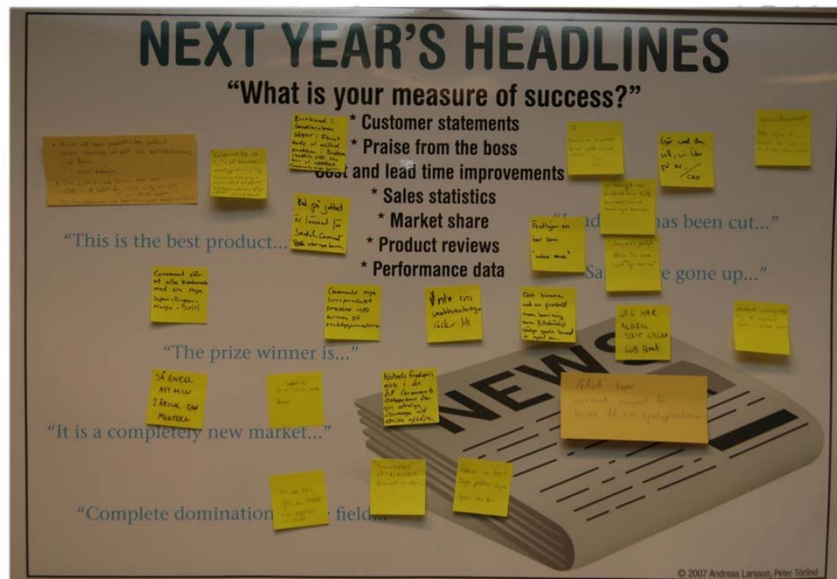
... airlines didn't buy engines for their airplanes, but paid for every hour an engine runs? That is how Rolls-Royce transformed itself from a money-losing British manufacturer into a service firm that today is the world's second biggest provider of large jet engines.








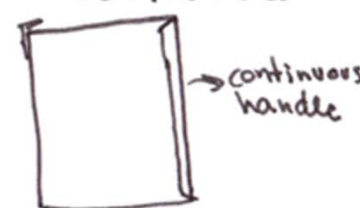
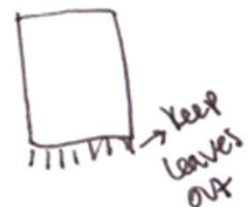
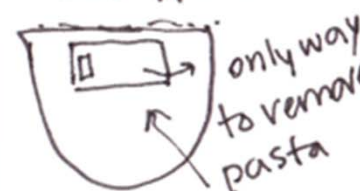


# COVER STORIES



Gray, Brown & Macanuso, 2010



Garbage Can

	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

container

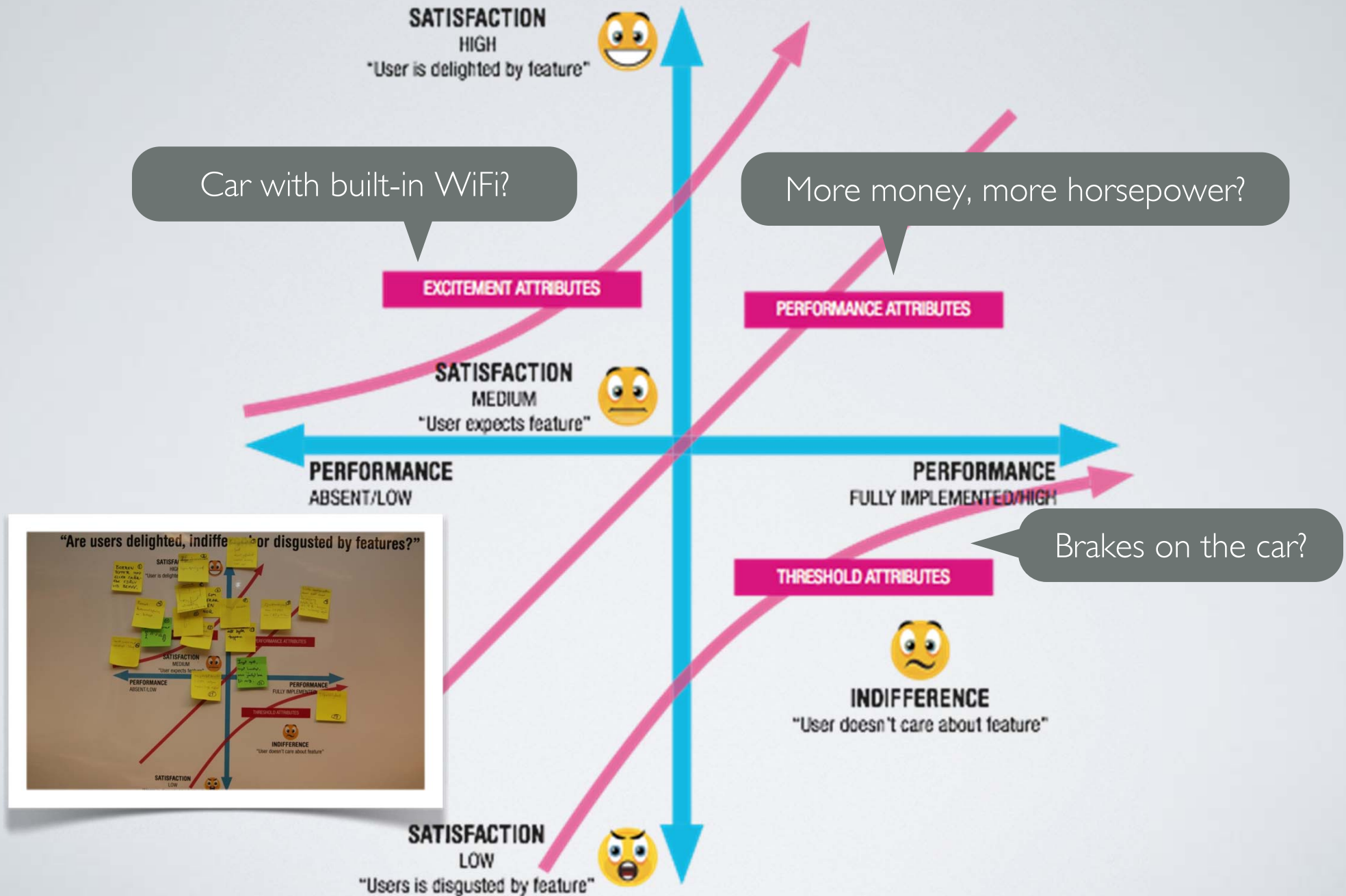
TOY IDEAS	Vehicles	Dolls	Puzzles	Instruments
Racing	Slot cars	Wind-up	Speed Puzzle	???
Simulation	Flight Simulator	Voodoo Doll??	???	"Join the Band"
Construction	Model Kit	Paintable	3.0D	Build-an-Instrument

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		+	+	+	+	-
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

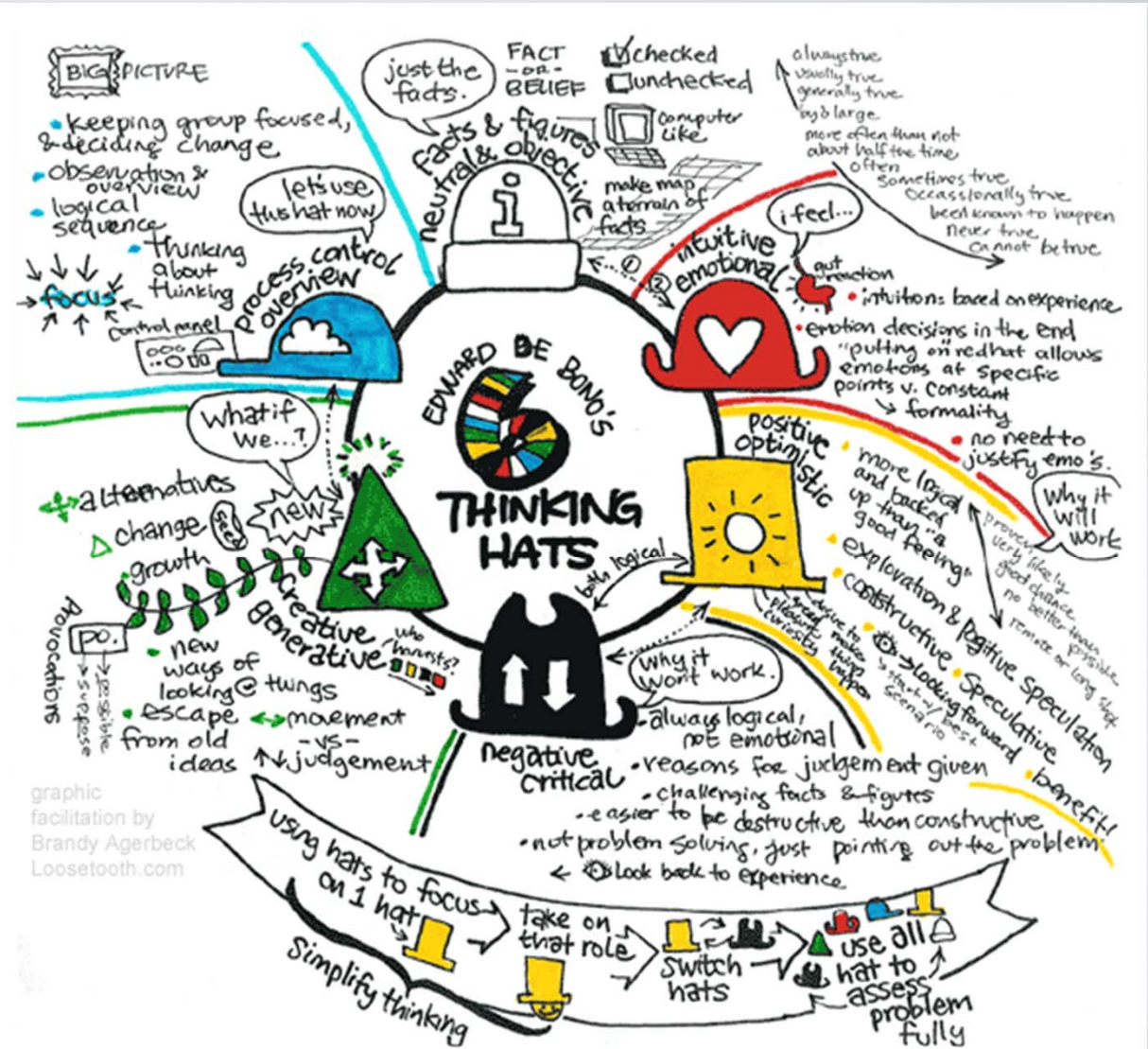
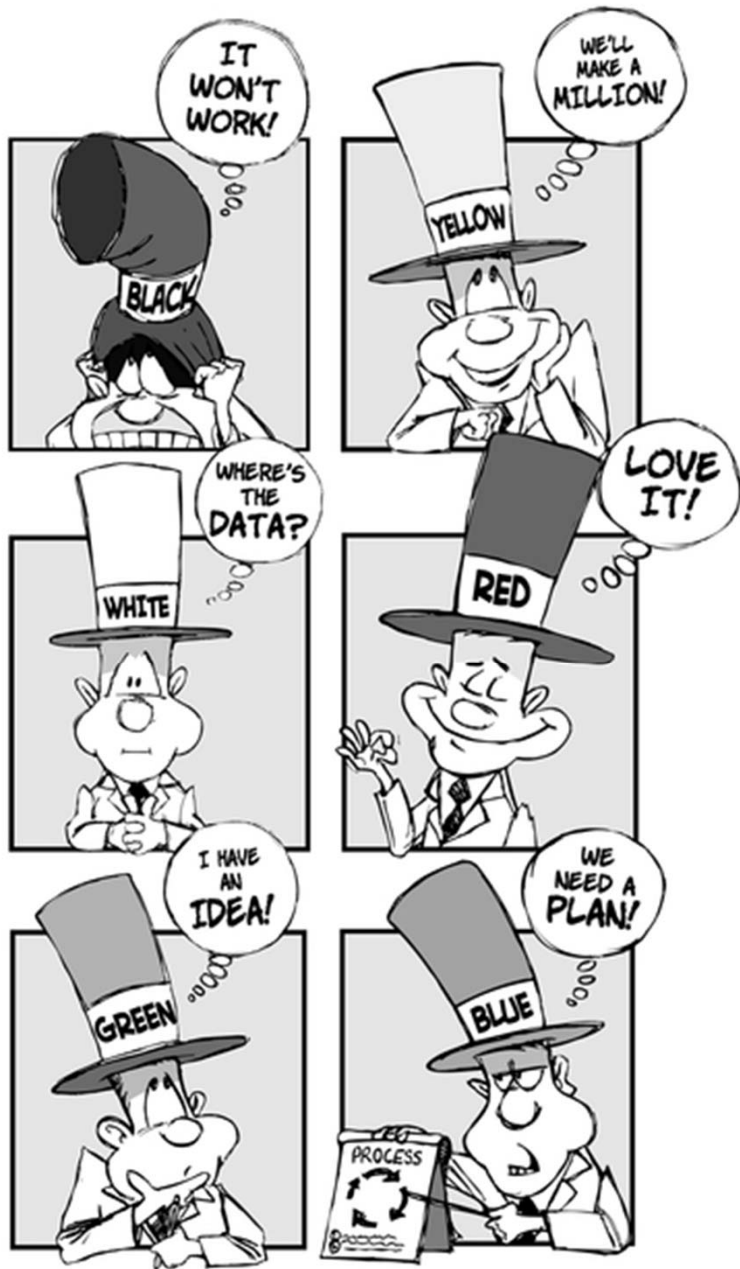
  

Concept Summary	
0	Human Washing Method
1	Reclining Chair with Spray Nozzle & Bristles
2	Massage Table with Spray Nozzle & Massage Jets
3	Massage Table with Spray Nozzle & Fitted Massage Hood
4	Straight Chair with Fitted Massage Hood & Music
5	Straight Chair with Fitted Massage Hood & Foot Massage

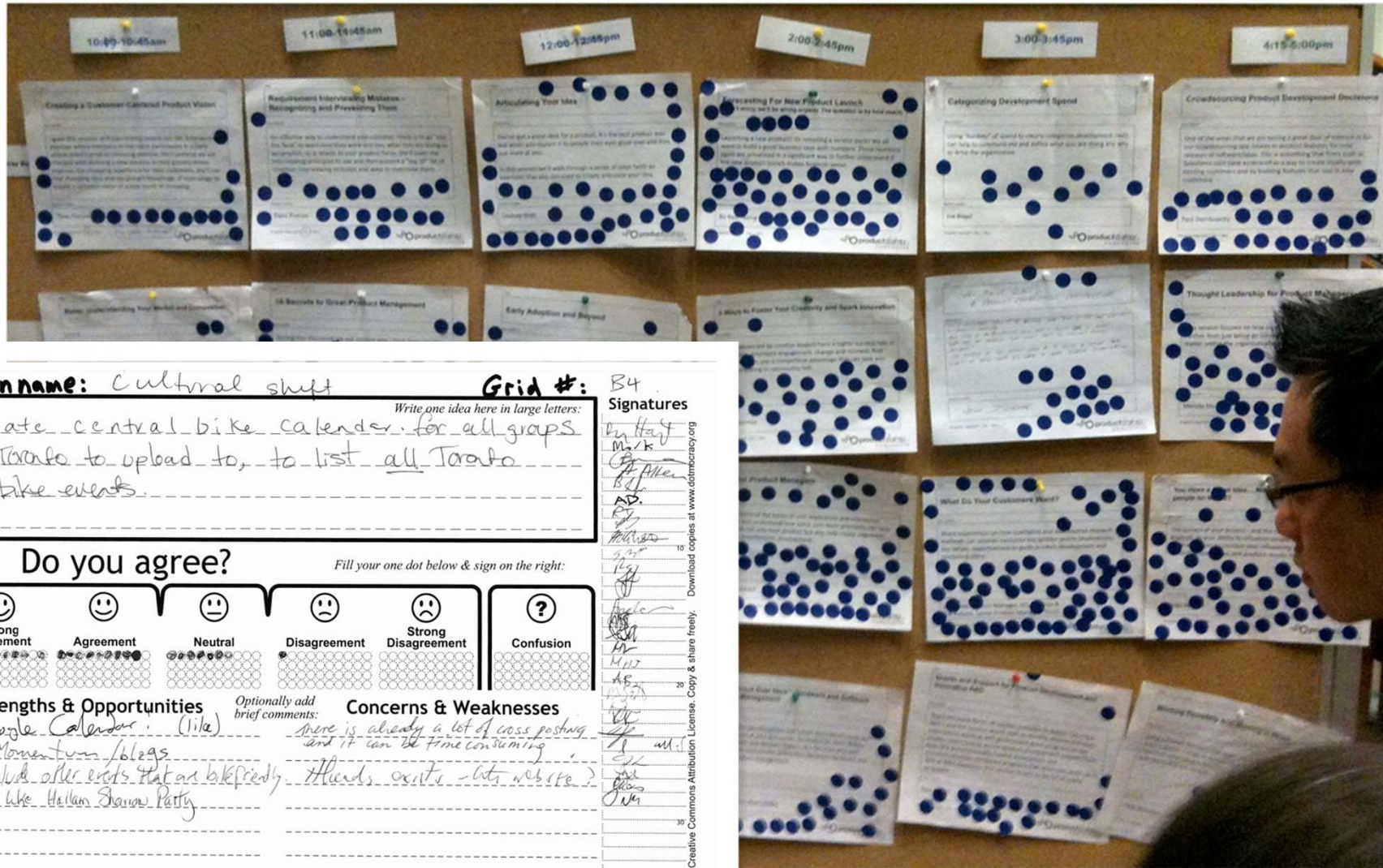
## EXHIBIT 36.1 (Downloadable)

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# SIX THINKING HATS



# DOT VOTING



**Session name:** Cultural shift      **Grid #:** B4

Write one idea here in large letters:

Create central bike calendar for all groups in Toronto to upload to, to list all Toronto bike events.

**Do you agree?**      Fill your one dot below & sign on the right:

 Strong Agreement	 Agreement	 Neutral	 Disagreement	 Strong Disagreement	 Confusion
----------------------	---------------	-------------	------------------	-------------------------	---------------

Strengths & Opportunities      *Optionally add brief comments:*      Concerns & Weaknesses

Google Calendar (like)      more is already a lot of cross posting and it can be time consuming

in Momentum blogs      Alerts events - lots web site?

Include other events that are bikefriendly just like Heilam Sharov Party

Date/Time: Oct 17/09

#37

dotmocracy.org

[www.gogamestorm.com](http://www.gogamestorm.com)