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Author(s): O'Raghallaigh, Paidi

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UCC InterTrade Ireland Innovation Master Class Series: Design Thinking

Part 1

Design Thinking: Leveraging customer empathy to identify hidden needs

Paidi O’Reilly

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College Road, Cork, Co. Cork, Ireland
Dr Paidi O’Reilly

Innovation Advisor and Trainer
p.oreilly@ucc.ie
https://ie.linkedin.com/in/paidioreilly

Project Manager/Research Fellow

INFANT SFI Centre
Cork University Maternity Hospital
Wilton, Cork, Ireland
www.infantcentre.ie

Adjunct Innovation Lecturer

Business Information Systems
University College Cork
Cork City, Ireland
www.ucc.ie
“Innovate? No—we already tried that once. It didn't work out”
What is Innovation?

According to Christian Terwiesch, co-author of ‘Innovation Tournaments’, innovation is defined as “… a new match between a need and a solution so that value is created”.

It’s the innovator’s job to come up with solutions capable of meeting those needs.

The novelty can be in the solution, in the need, or in the match$^1$. 
The enterprise that does not innovate inevitably ages and declines. And in a period of rapid change such as the present... the decline will be fast."

-Peter F. Drucker
Innovation involves Risk

“Innovation can’t happen without accepting the risk that it might fail”
- Neal Stephenson

Source: Neal Stephenson at … http://www.worldpolicy.org/journal/fall2011/innovation-starvation
Innovation involves Failure

“If you’re not failing now and again, it’s a sign you’re not doing anything very innovative.”

WOODY ALLEN

Despite there being so much attention on the strategic value of innovation, very few organisations know how to make it a reliable and repeatable practice.

According to Doblin Inc Research less than 4% of the innovation projects undertaken by businesses are proven successful. The remaining 96% of the projects fail.

Source: http://www.slideshare.net/DoblinInnovation/how-to-think-about-and-organize-for-launch
Stacking the odds ...
The greatest danger in times of turbulence is not the turbulence – it is to act with yesterday’s logic”

- Peter Drucker
Organisations are messy

Organisations experience *wicked problems* rather than *tame problems*.

Source: http://www.logility.com/blog/karin-bursa/september-2010/reflective-thinking--complexity
We need to acknowledge that we don’t know …

“My perspective is that the bulk of our industry is organized around the demonstratable myth that we know what we want at the start, and how to get it, and therefore build our process assuming that we will take an optimal, direct path to get there. Nonsense. The process must reflect that we don’t know and acknowledge that the sooner we make errors and detect and fix them, the less (not more) the cost.” (Bill Buxton)
In a video called “Why You Need to Fail” (http://www.youtube.com/watch?v=HhxCGuK0ys), CD Baby founder Derek Sivers describes the surprising results of a ceramics class. On the first day, the instructor announced to his class that the students would be divided into two groups. Half of the students would need to make only one clay pot each during the semester. Their grades would depend on the perfection of that solitary pot. The other half of the class would be graded simply by the weight of the pots they made during the semester. If they made 50 pounds of pots or more, they’d get an A. Forty pounds would earn a B; 30 pounds, a C; and so on. What they actually made was irrelevant. The instructor said he wouldn’t even look at their pots. He would bring his bathroom scale to the final day of class and weigh the students’ work.
Designers identify problems, creatively think about solutions, generate many potential solutions, and evaluate those solutions in order to arrive at a good solution. This is what management teams should also do when solving problems.

A series of rapid prototypes would allow the problems and solutions to be ‘seen’ and ‘played with’. For example “… we can toss around an idea, play with it for a while and see what happens, and just try it out to see how it feels …” (Carpio, 2009 p. 4).
Prototyping Strategy?

So how might a business or strategy be prototyped?

Source: http://www.flagmodelmaking.co.uk/tech-mod/epona/epona-kit-car-model-2.jpg

Thinking Differently ...
Thinking like a designer …

Thinking like a designer can transform the way you develop products, services, processes – and even strategy.

Thinking
by Tim Brown
This is Design Thinking …

"As a style of thinking, it is generally considered the ability to combine empathy for the context of the problem, creativity in the generation of insights and solutions, and rationality to analyze and fit solutions to the context."

- Tim Brown, IDEO

Source: http://www.slideshare.net/Marketing_Portugal/design-thinking-workshop-29500616
Thinking about the sweet spot

Design Thinking fuels a collaborative approach to problem exploration. It "uses the designer’s sensibility and methods to match people’s needs with what is technologically feasible and what a viable business strategy can convert into customer value and market opportunity."

- Ben Melbourne, (ThoughtWorks)

Source: www.ideo.com
The rising importance of design

“The significance of design in business is ballooning. Over recent years, the field has become a darling of large corporations, even those who traditionally don’t have design interests. Now some are responding in a more traditionally corporate way: procuring standout design firms through mergers and acquisitions”.

Source: Nathan Hurst, Wired.com 2013 at http://www.wired.com/2013/05/accenture-fjord/
Design Thinking Principles
Principle 1 - Start with a vision ...

“If you want to build a ship, don’t drum up the men to gather wood, divide the work and give orders. Instead, teach them to yearn for the vast and endless sea”

- Antoine de Saint Exupery
Principle 2 - Think Creatively

Where all think alike, no one thinks very much.

Walter Lippmann
Principle 3 – Walk in the Shoes of your Stakeholders

Principle 4 – Focus on the Value to these Stakeholders

Principle 5 – Build iteratively in order to learn

Starting with the customer …

Steve Jobs: “… you’ve gotta start with the customer experience and work backwards… it starts with what incredible benefits can we give to the customer … where can we take the customer”
The Design Thinking Process...
Many Thanks


Doing things right versus doing the right things?
Bibliography


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