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**UCC InterTrade Ireland Innovation Master Class
Series: Design Thinking**

Part 1

**Design Thinking: Leveraging
customer empathy to
identify hidden needs**

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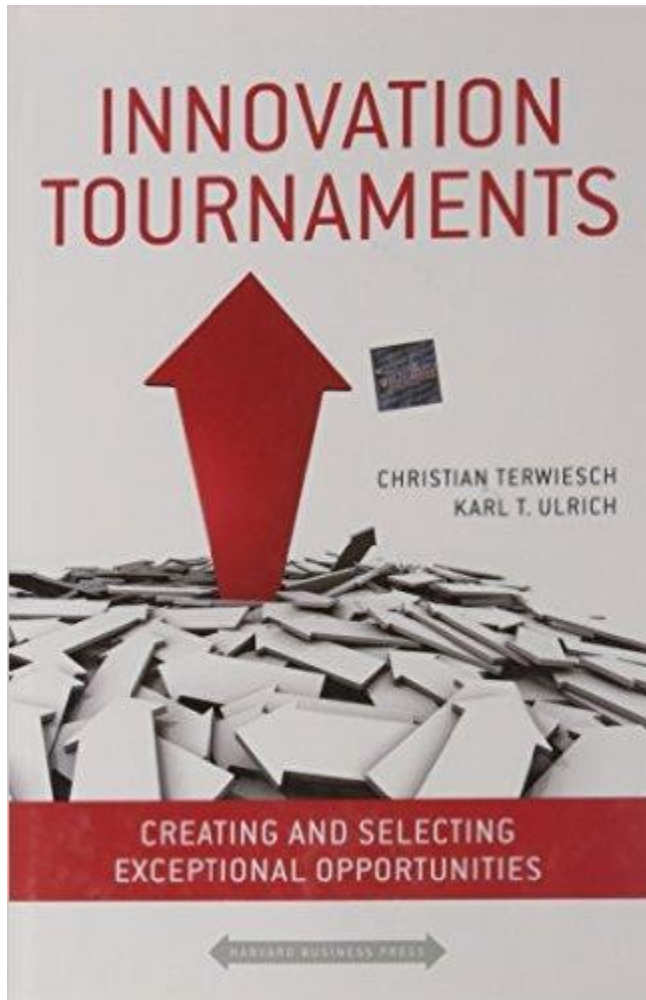
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Innovation?



What is Innovation?

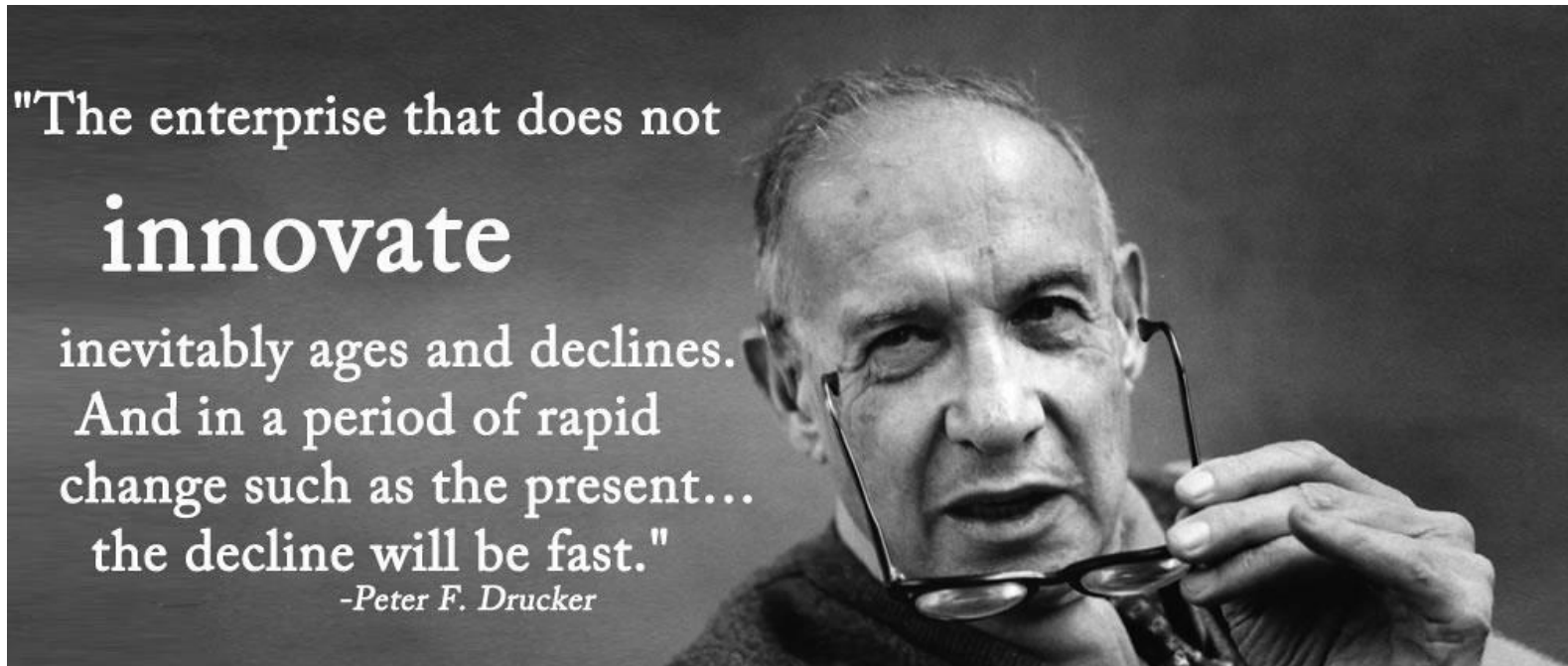


According to Christian Terwiesch, co-author of 'Innovation Tournaments', **innovation is defined as “... a new match between a need and a solution so that value is created”.**

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.

Importance of Innovation



Innovation involves Risk



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

- Neal Stephenson

Innovation involves Failure



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

WOODY ALLEN

But most innovation efforts fail



96%

of all new products/services fail

www.flickr.com/photos/cafemama

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.

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.



Stacking the odds ...

The Need for New Thinking



“The greatest danger in times of turbulence is not the turbulence – it is to act with yesterday’s logic”

- Peter Drucker

Organisations are messy

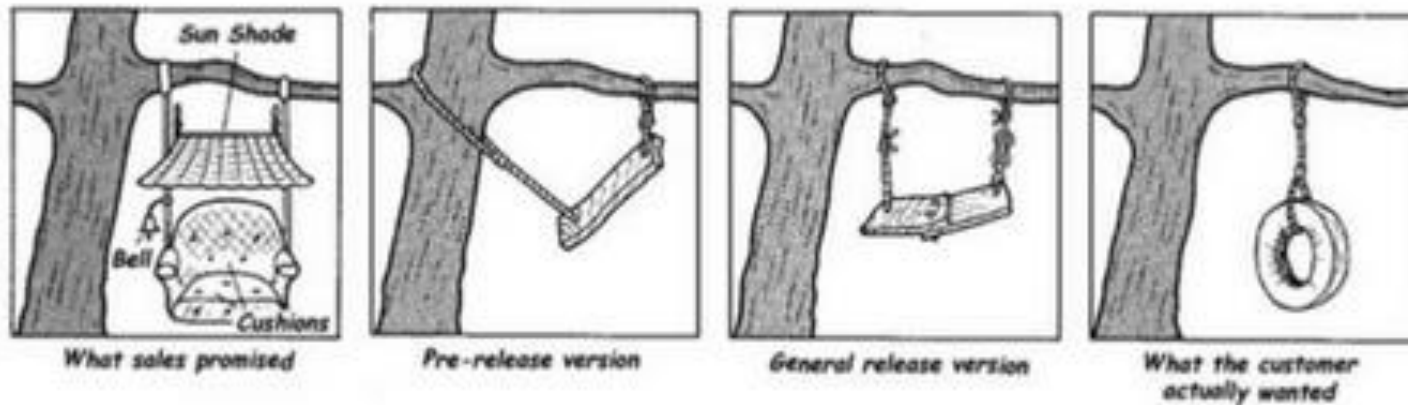
Organisations experience *wicked problems* rather than *tame problems*.



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)



What can we learn from the Ceramics Class ...

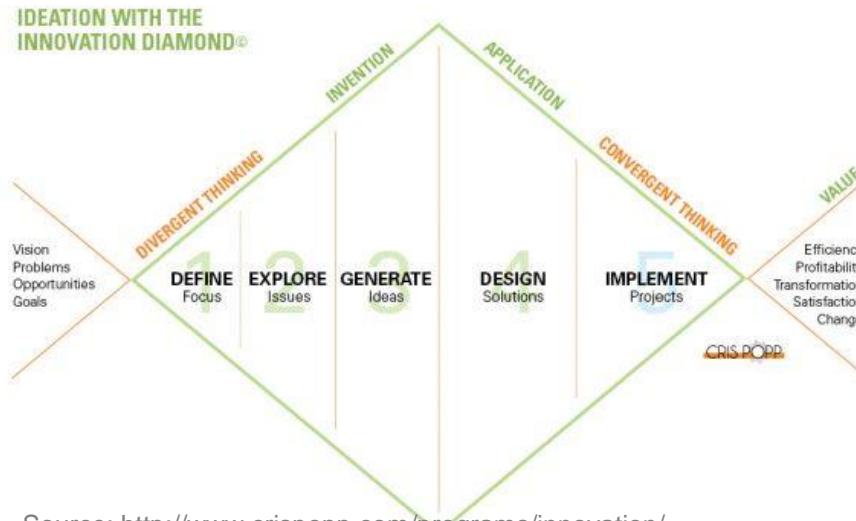


Why You Need to

In a video called “**Why You Need to Fail**” (<http://www.youtube.com/watch?v=HhxcFGuKOys>), 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.

Watch at ... <http://www.youtube.com/watch?v=HhxcFGuKOys>

What we can learn from Designers ...

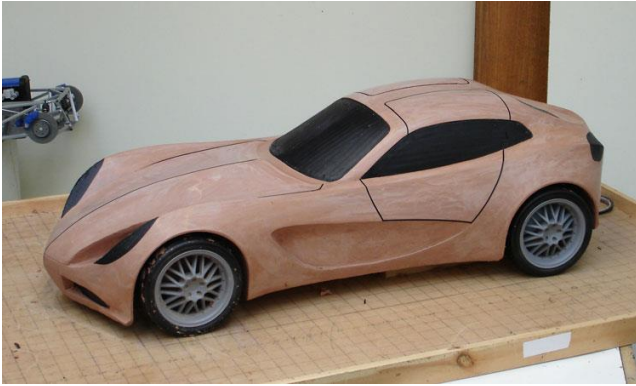


Source: <http://www.crispopp.com/programs/innovation/>

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 ...*" (Carlopio, 2009 p. 4).

Prototyping Strategy?



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



Source: <http://boagworld.com/wp-content/uploads/2011/12/model.jpg>

So how might a business or strategy be prototyped?



Thinking Differently ...

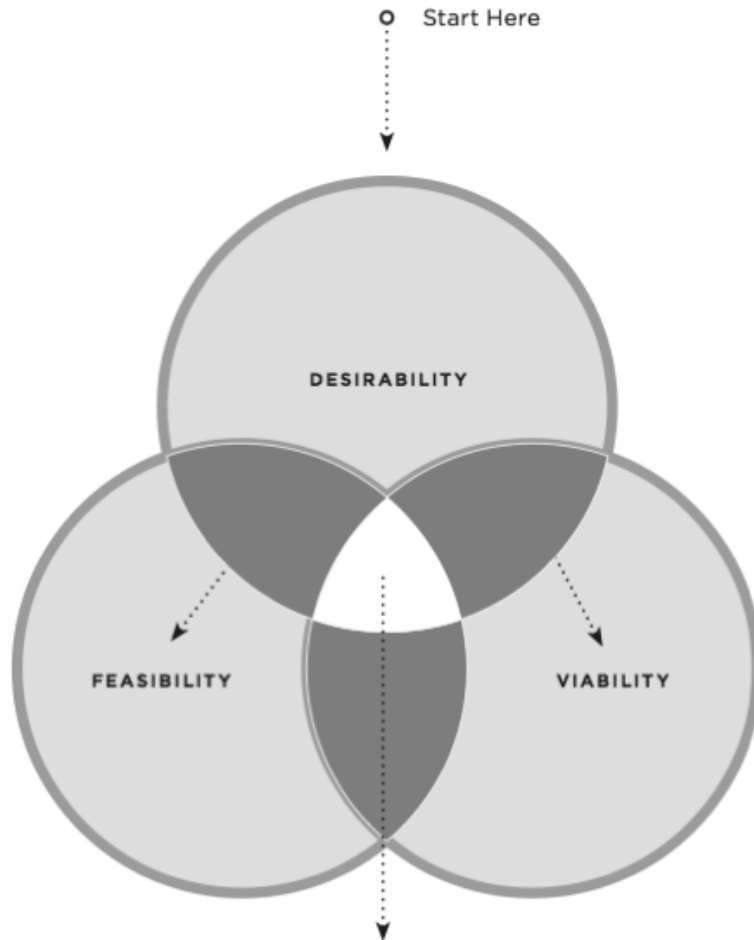
Thinking like a designer ...



This is Design Thinking ...



Thinking about the sweet spot



The solutions that emerge at the end of the Human-Centered Design should hit the overlap of these three lenses; they need to be **Desirable, Feasible, and Viable.**

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 image is a screenshot of a Wired article. At the top, the Wired logo is on the left, the article title 'Big Corporations Are Buying Design Firms in Droves' is in the center, and a 'SUBSCRIBE' button is on the right. Below the title is a navigation bar with tabs for BUSINESS, DESIGN, ENTERTAINMENT, GEAR, SCIENCE, and SECURITY. The article is by Nathan Hurst, dated 05.15.13, 6:30 AM. On the left side, there are social media sharing options: SHARE (29), TWEET, PIN (4), COMMENT (0), and EMAIL. The main headline is 'BIG CORPORATIONS ARE BUYING DESIGN FIRMS IN DROVES'. Below the headline is a large orange Pac-Man shape with a trail of five smaller circles. The circles are labeled: FJORD DESIGN, MIKE & MAAIKE, HOT STUDIO, FROG DESIGN, and METHOD. A yellow callout box in the bottom left corner contains the text: 'The confluence of: Design, Technology, Business'.

Wired

Big Corporations Are Buying Design Firms in Droves

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NATHAN HURST DESIGN 05.15.13 6:30 AM

SHARE 29 TWEET PIN 4 COMMENT 0 EMAIL

BIG CORPORATIONS ARE BUYING DESIGN FIRMS IN DROVES

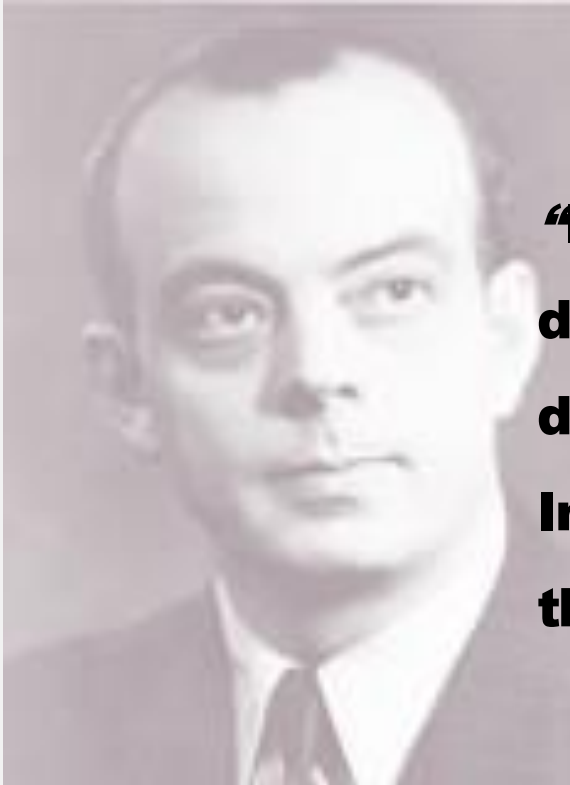
FJORD DESIGN MIKE & MAAIKE HOT STUDIO FROG DESIGN METHOD

**The confluence of:
Design,
Technology,
Business**

“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”.

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.*

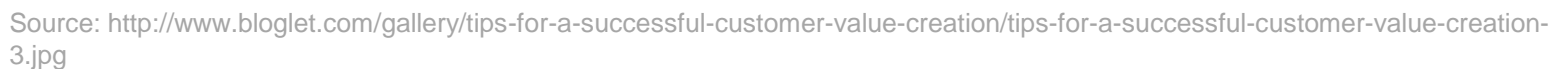


Walter Lippmann

Principle 3 – Walk in the Shoes of your Stakeholders



Principles



Principle 5 – Build iteratively in order to learn

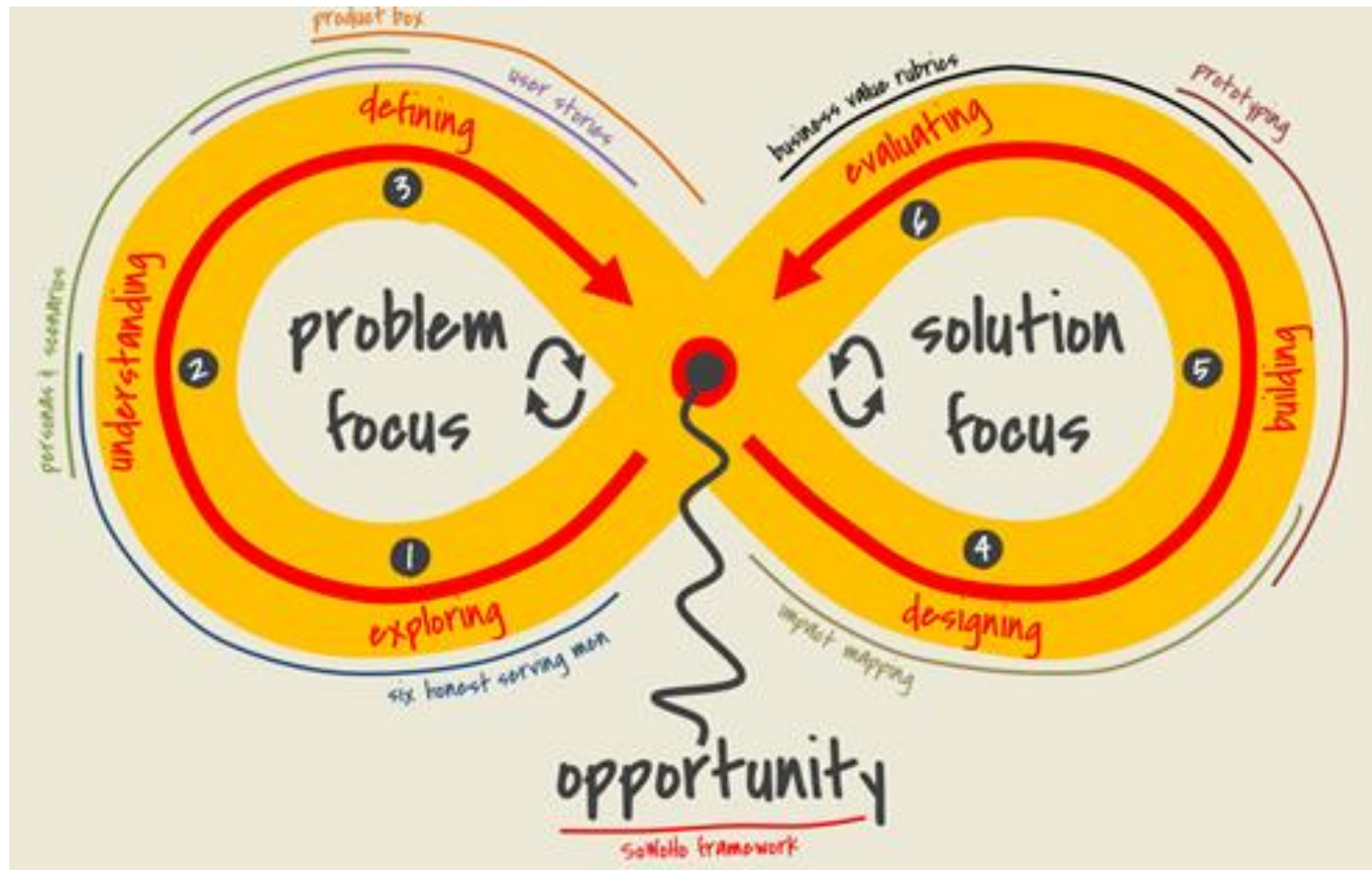


Starting with the customer ...



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...





Source: <http://funnyshit.com.au/img/not-my-job-redux.jpg>

Many Thanks

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*Doing things right versus
doing the right things?*

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