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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

Thursday, 30 June 2016, 9:00 AM - 2:30 PM

College Road, Cork, Co. Cork, Ireland

UCC
University College Cork, Ireland
Coláiste na hOllscoile Corcaigh

Dr Paidi O'Reilly

Innovation Advisor and Trainer

✉ *p.oreilly @ucc.ie*
in *https://ie.linkedin.com/in/paidioreilly*

Project Manager/Research Fellow

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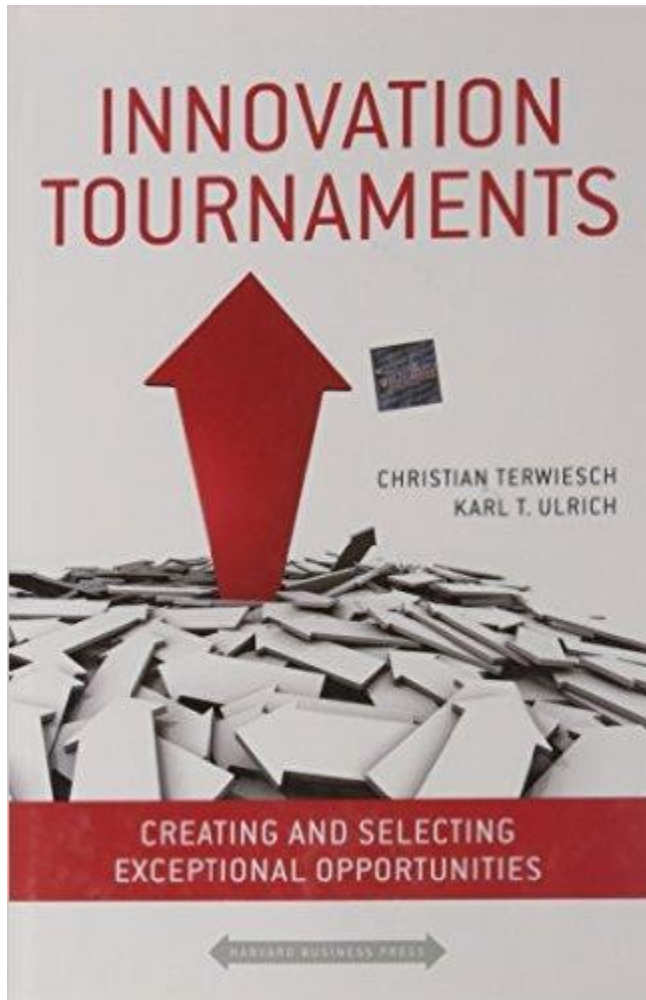*Wilton, Cork, Ireland*
www.infantcentre.ie

Adjunct Innovation Lecturer

Business Information Systems
University College Cork
Cork City, Ireland
www.ucc.ie

Innovation?

"Innovate? No—we already tried that once. It didn't work out"
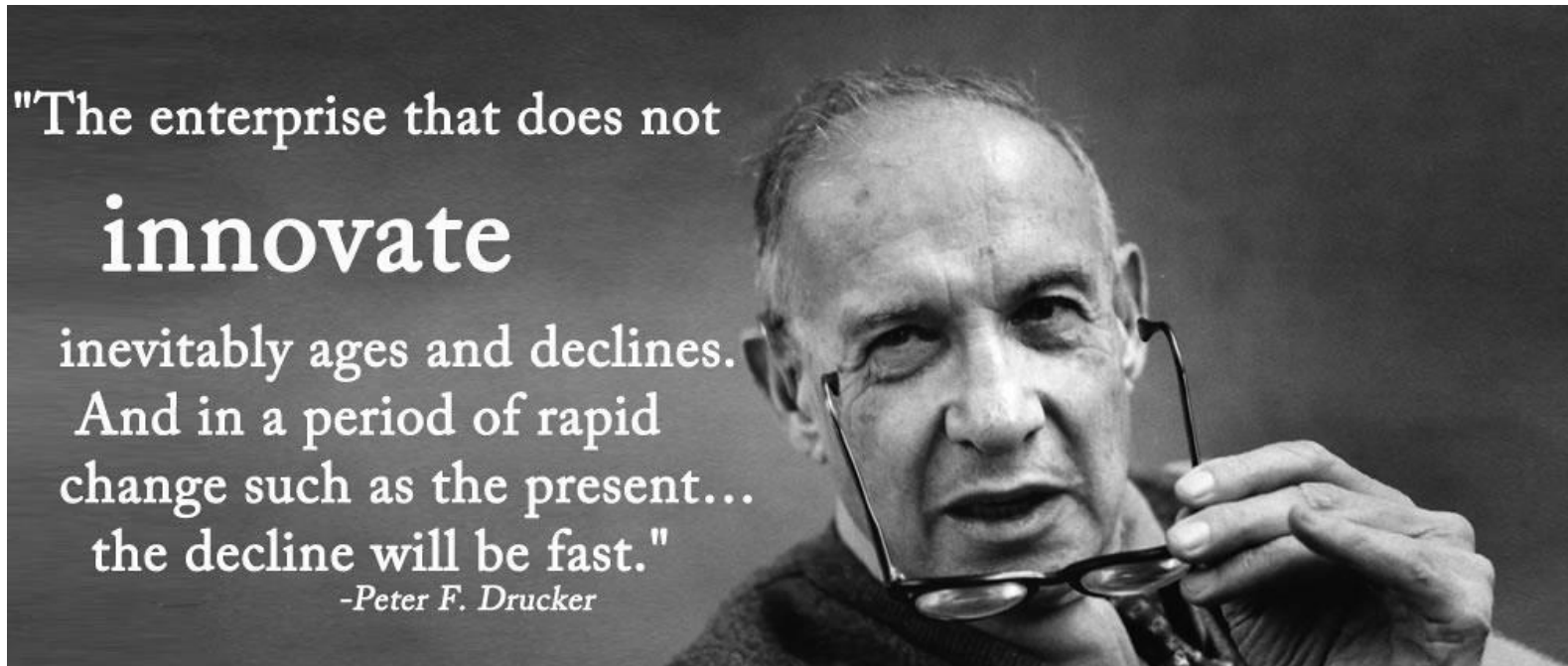
What is Innovation?

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].

Importance of Innovation

"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

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.

www.allthingsd.com/20120112/iphone4s-launch-china

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.

Source: http://www.slideshare.net/DoblinInnovation/how-to-think-about-and-organize-for-launch

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)

Innovation Mindset
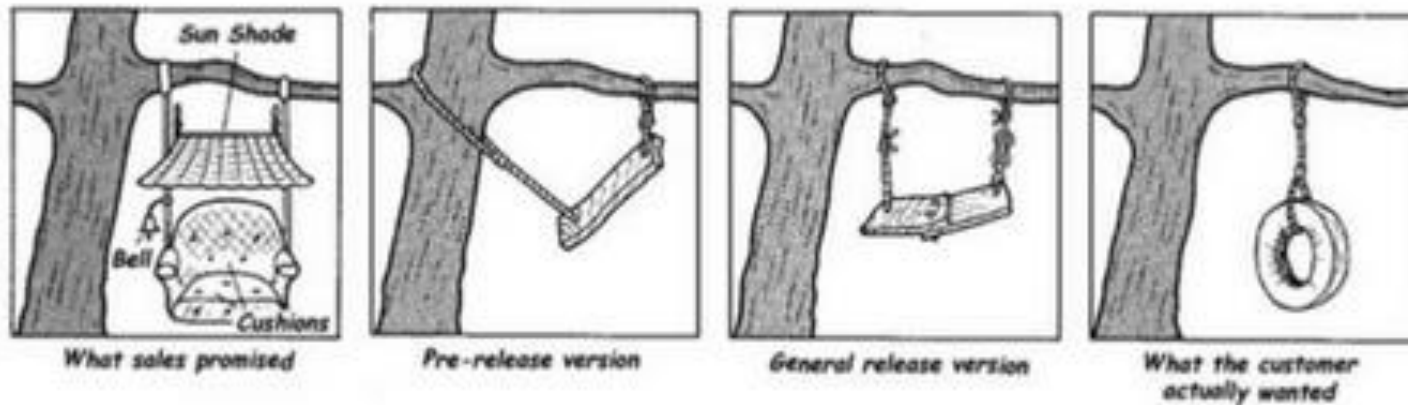
What can we learn from the Ceramics Class …

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

Innovation Mindset

What we can learn from Designers ...

IDEATION WITH THE
INNOVATION DIAMOND©

INVENTION   APPLICATION

DIVERGENT THINKING   CONVERGENT THINKING

Vision
Problems
Opportunities
Goals

VALUE

1 2 3 4 5

DEFINE Focus   **EXPLORE** Issues   **GENERATE** Ideas   **DESIGN** Solutions   **IMPLEMENT** Projects

Efficiency
Profitability
Transformation
Satisfaction
Change
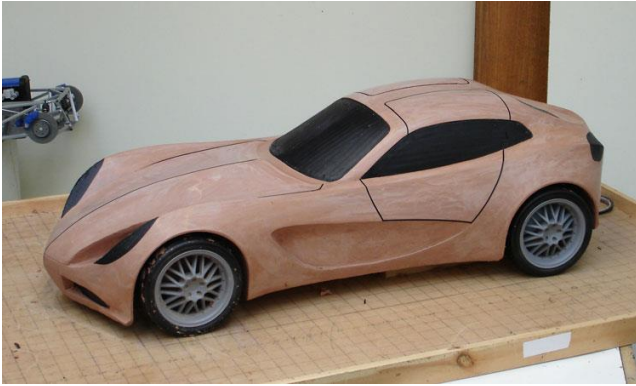
CRIS POPP

Source: http://www.crispopp.com/programs/innovation/
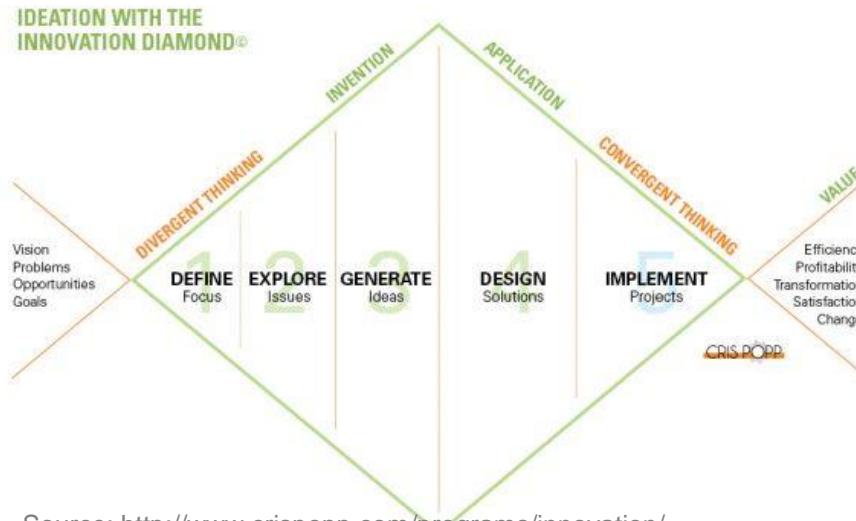
Designers identify problems, creatively think about solutions, generate many potential solutions, and evaluate those solutions in order to arrive at a good solution. This is what management teams should also do when solving problems.

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).

Innovation Mindset

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?

Innovation Mindset

Thinking Differently ...

Thinking like a designer …

Design Thinking

This is Design Thinking ...

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

Design Thinking

Thinking about the sweet spot

O Start Here

DESIRABILITY

FEASIBILITY

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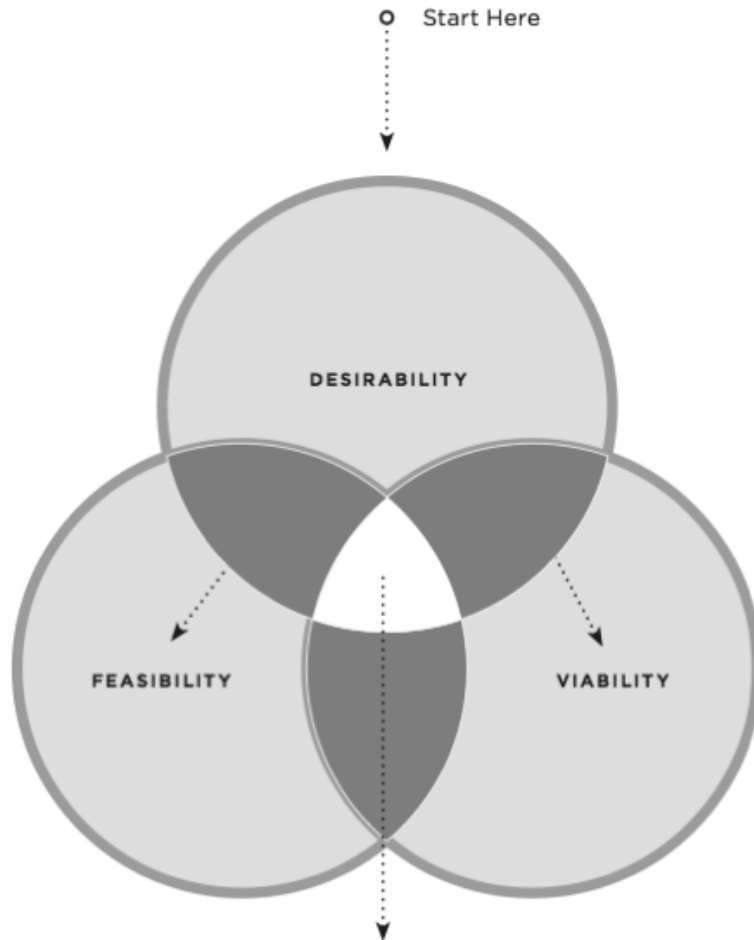
The solutions that emerge at the end of the Human-Centered Design should hit the overlap of these three lenses; they need to be **Desirable, Feasible, and Viable.**

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

Design Thinking

The rising importance of design

WIRED — Big Corporations Are Buying Design Firms in Droves

BUSINESS DESIGN ENTERTAINMENT GEAR SCIENCE SECURITY

NATHAN HURST DESIGN 05.15.13 6:30 AM

BIG CORPORATIONS ARE BUYING DESIGN FIRMS IN DROVES

SHARE

FJORD DESIGN   MIKE & MAAIKE   HOT STUDIO   FROG DESIGN   METHOD

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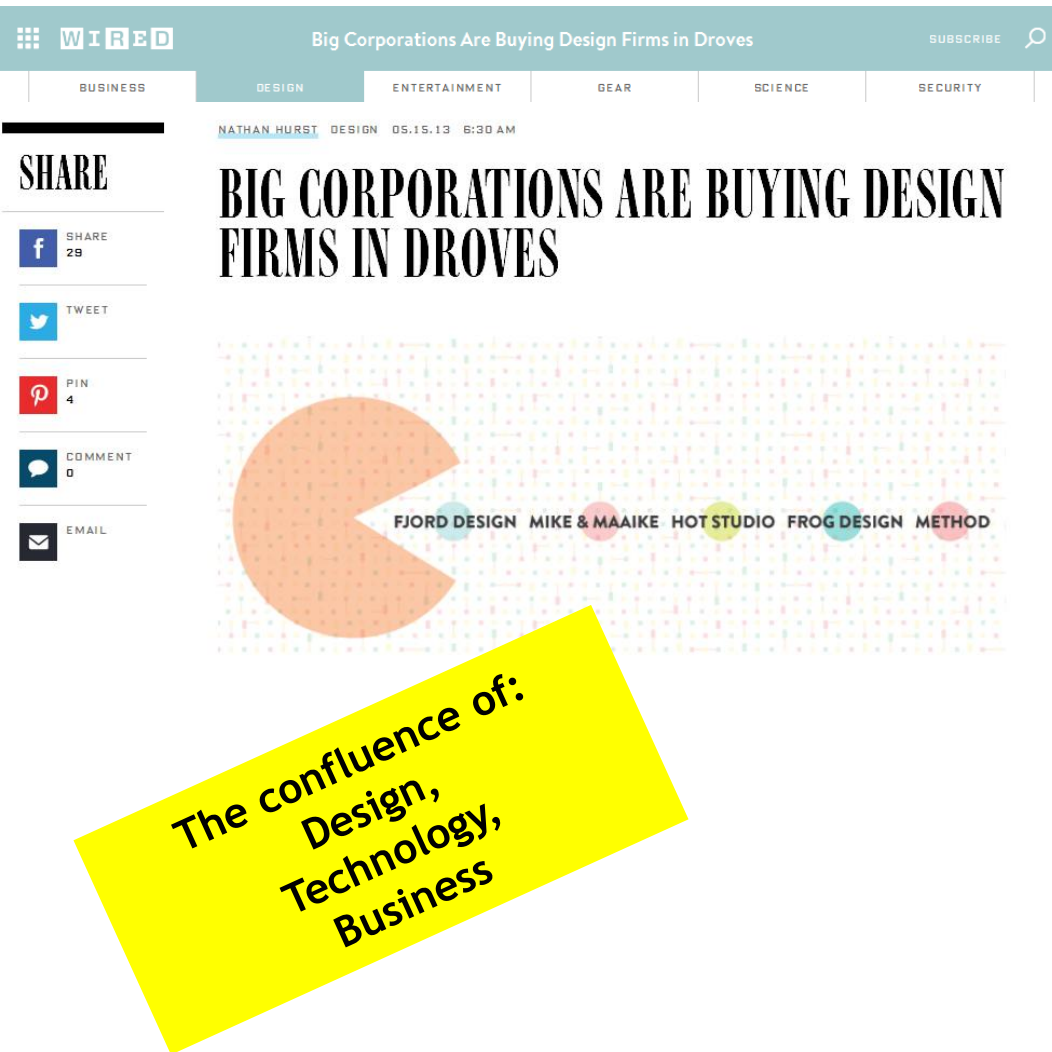
"*The significance of design in business is ballooning. Over recent years, the field has become a darling of large corporations, even those who traditionally don't have design interests. Now some are responding in a more traditionally corporate way: procuring standout design firms through mergers and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

Design Thinking

Design Thinking Principles

Principle 1 - Start with a vision …
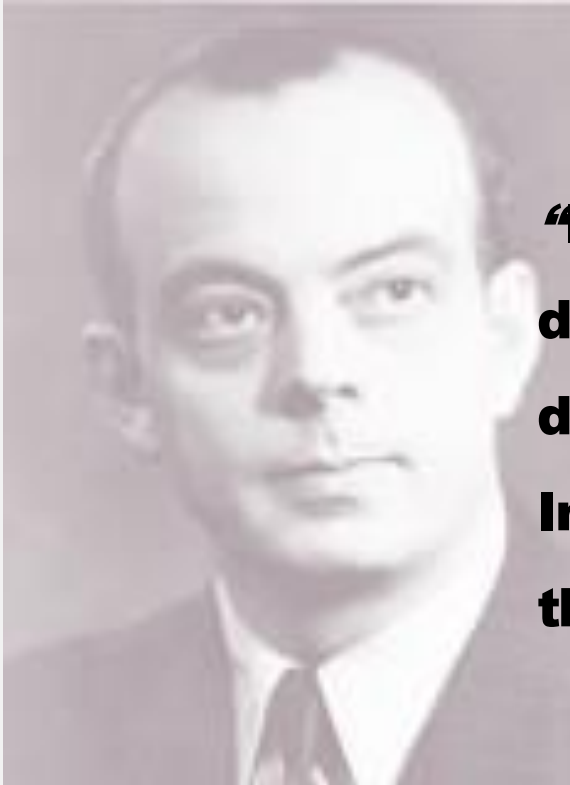
"If you want to build a ship, don't drum up the men to gather wood, divide the work and give orders. Instead, teach them to yearn for the vast and endless sea"

- Antoine de Saint Exupery

Principle 2 - Think Creatively

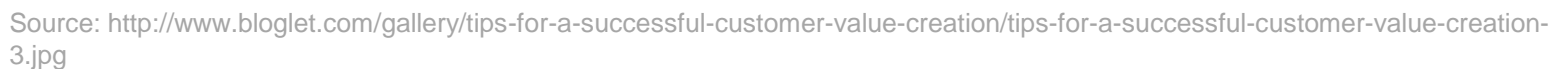*Where all think alike,
no one thinks very much.*

Walter Lippmann

Principle 3 – Walk in the Shoes of your Stakeholders

Principles

Principle 4 – Focus on the Value to these Stakeholders

Principle 5 – Build iteratively in order to learn

Principles

Starting with the customer …

Steve Jobs on Apple Customer Experience and Innovation
prattarazzi
Subscribe 202
19,652

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"*

Principles

The Design Thinking Process…

Principles

Doing things right versus doing the right things?
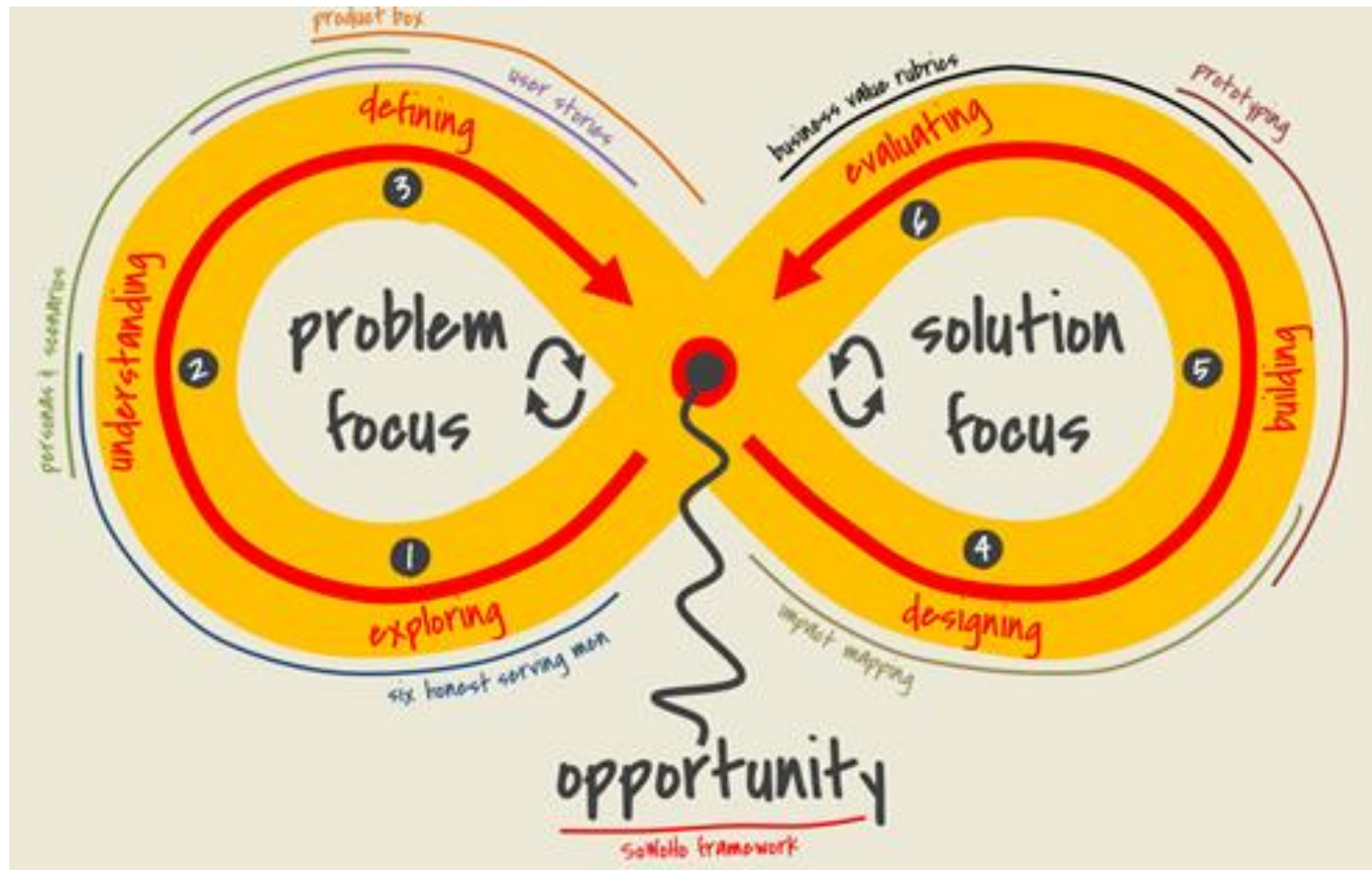
Many Thanks

p.oreilly@ucc.ie
https://ie.linkedin.com/in/paidioreilly

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