CORA Cork Open Research Archive
Cartlann Taighde Oscailte Chorcaí

Title	Design thinking: Leveraging customer empathy to identify hidden needs
Authors	O'Raghallaigh, Paidi
Publication date	2016-06-30
Original Citation	O'Raghallaigh, P. (2016) 'Design Thinking: Leveraging customer empathy to identify hidden needs', UCC InterTrade Ireland Innovation Master Class Series: Design Thinking, UCC, Cork, Ireland, 30 June.
Type of publication	Conference item
Download date	2026-11-15 13:50:54
Item downloaded from	https://hdl.handle.net/10468/9913

UCC
University College Cork, Ireland
Coláiste na hOllscoile Corcaigh

To cite: O'Raghallaigh, P. (2016, Jun). "Design Thinking: Leveraging customer empathy to identify hidden needs". Presented at "UCC InterTrade Ireland Innovation Master Class Series", UCC, Cork, Ireland

UCC InterTrade Ireland Innovation Master Class Series: Design Thinking

Part 1

Design Thinking: Leveraging customer empathy to identify hidden needs

Paidi O'Reilly

UCC
University College Cork, Ireland
Coláiste na hOllscoile Corcaigh

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

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

Infant
Irish Centre for Fetal and Neonatal Translational Research

Adjunct Innovation Lecturer

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

ucc
Coláiste na hOllscoile Corcaigh, Éire
University College Cork, Ireland



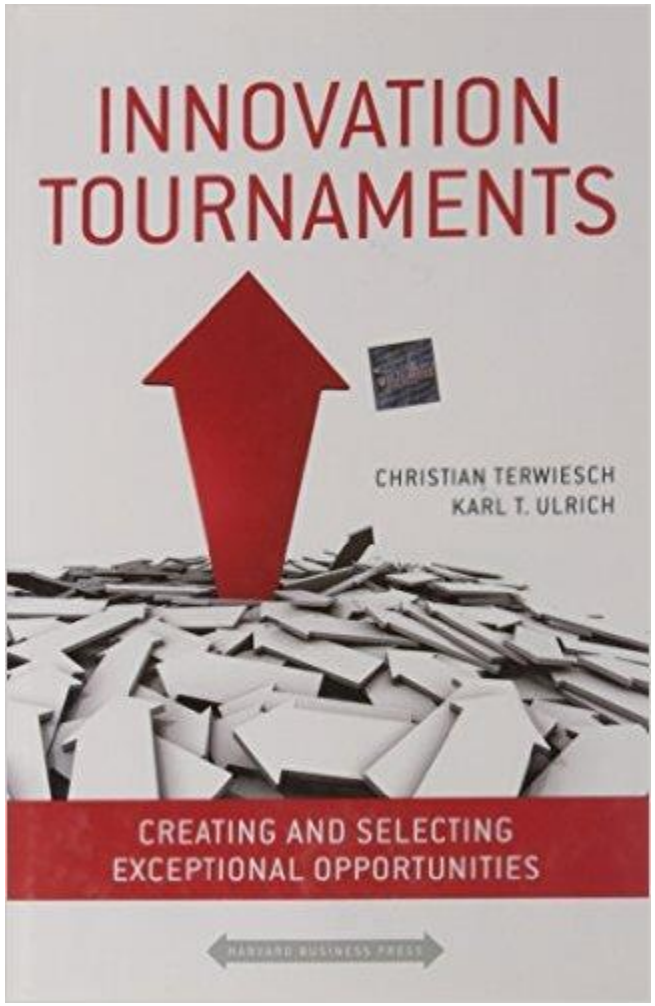
Introduction

Innovation?



Source: http://timoelliott.com/blog/2014/07/cartoon-the-perils-of-business-innovation.html

What is Innovation?

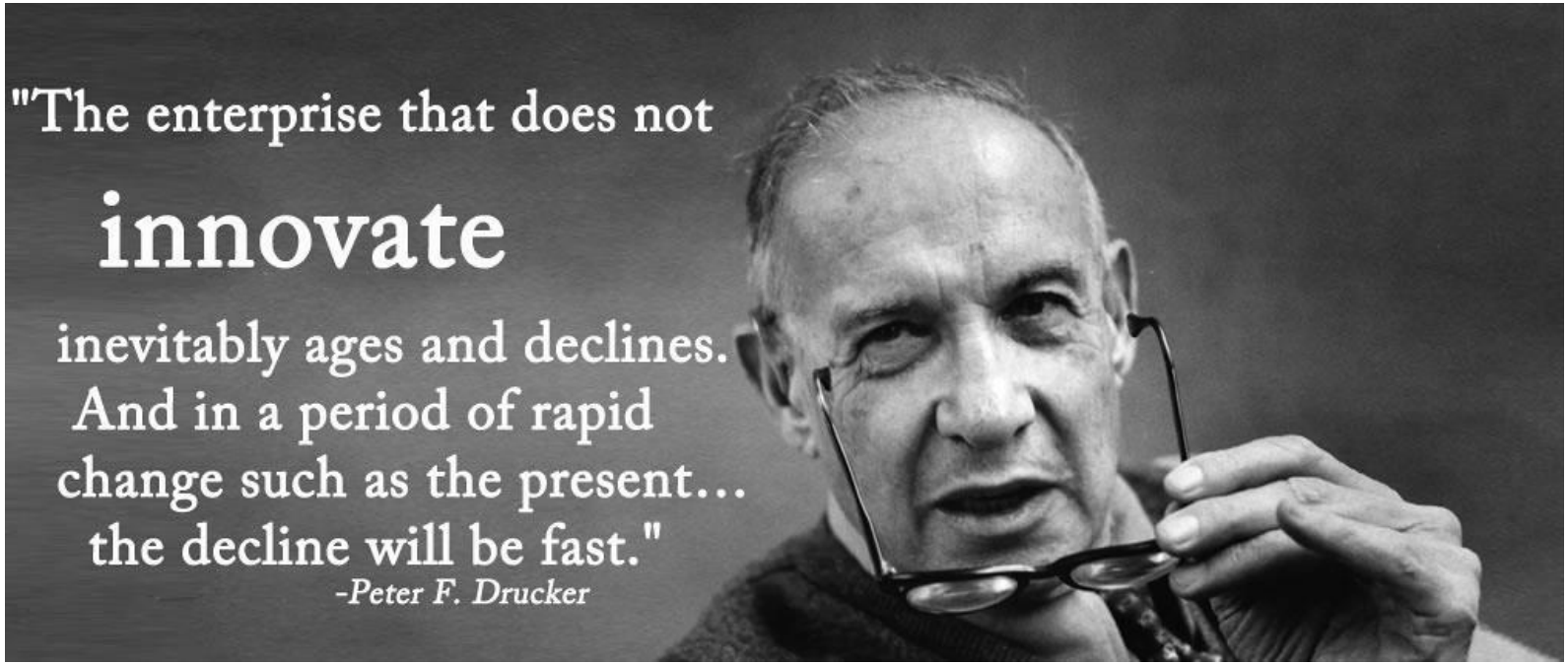


According to Christian Terwiesch, co-author of 'Innovation Tournaments', **innovation is defined as *"… a new match between a need and a solution so that value is created".***

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



Source: Peter Drucker at … http://roadmender.net/2014/06/11/innovation-and-collaboration-two-peas-in-a-pod/

Innovation involves Risk

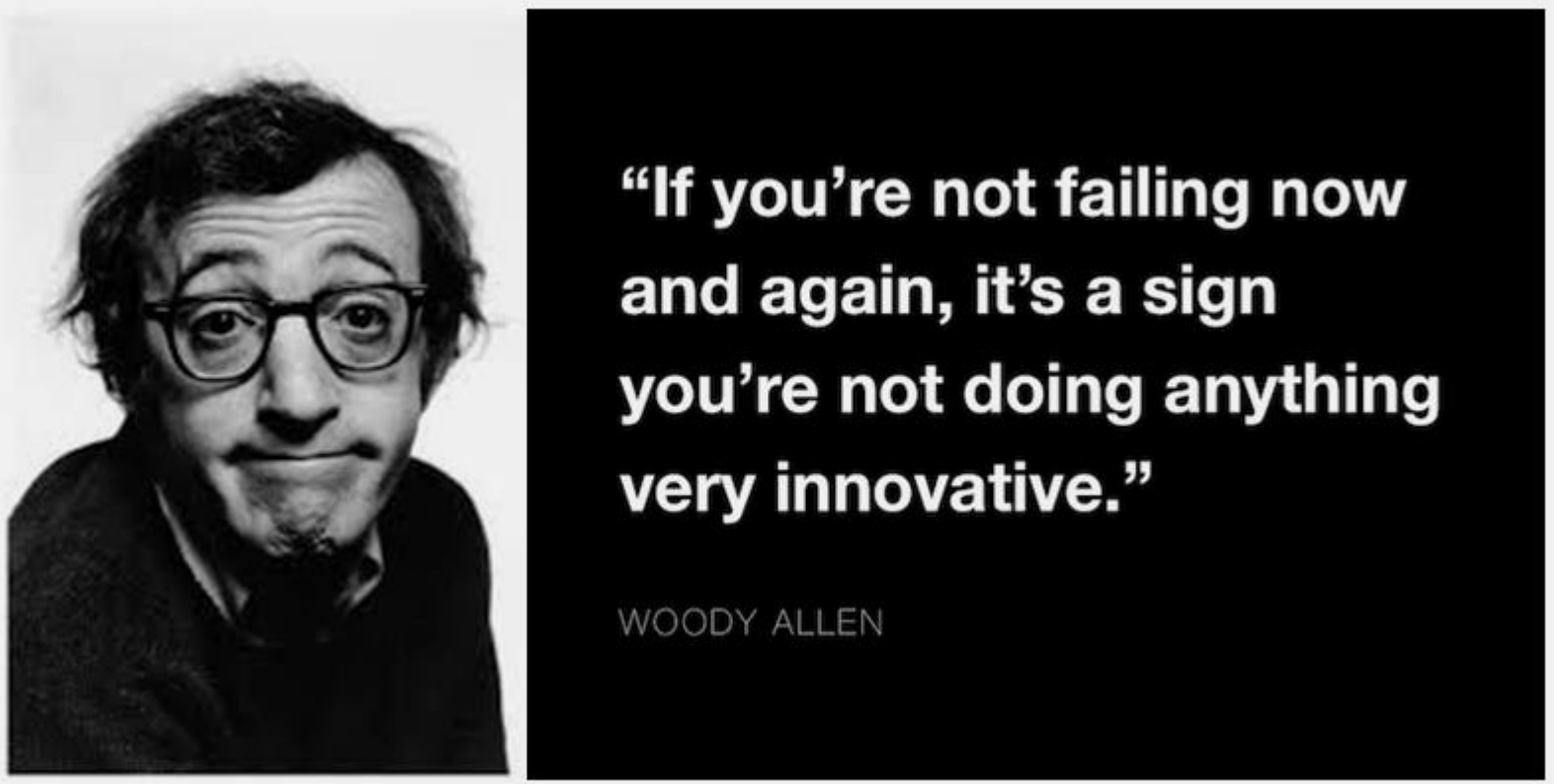


"Innovation can't happen without accepting the risk that it might fail"

- Neal Stephenson

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

Innovation involves Failure



Source: Woody Allen at … http://theciviccommons.com/conversations/it-s-ok-to-fail-how-can-we-celebrate-failure-as-part-of-innovation

But most innovation efforts fail



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.

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

Innovation Mindset

Organisations are messy

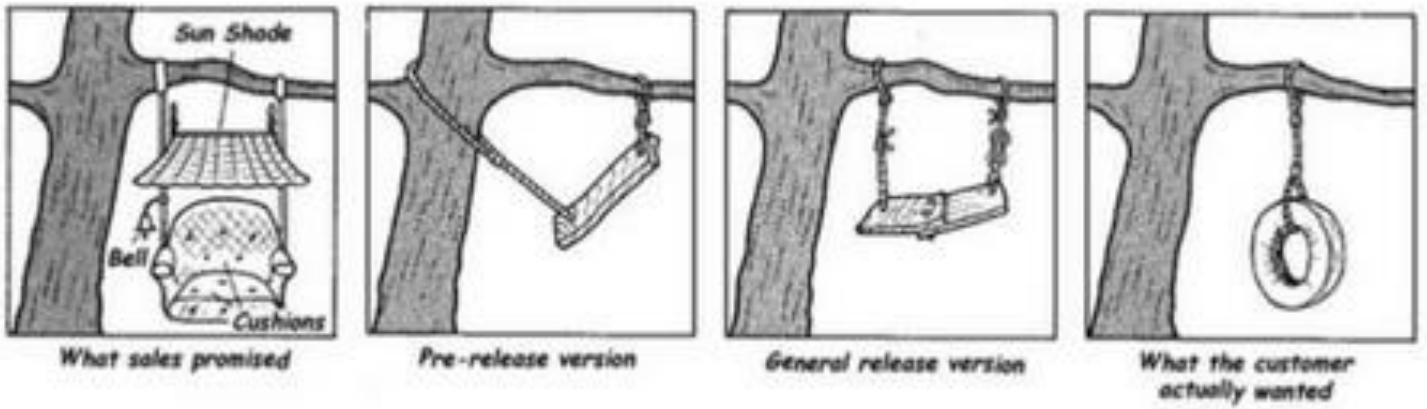
Organisations experience ***wicked problems*** rather than ***tame problems***.



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

Source: http://www.slideshare.net/uservision/user-vision-breakfast-briefing-prototyping

What can we learn from the Ceramics Class …

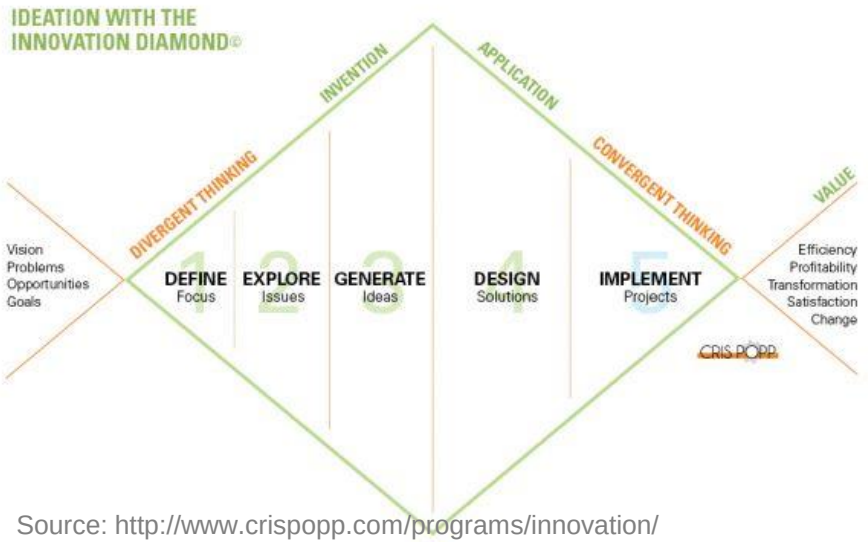


In a video called "Why You Need to Fail" (*http://www.youtube.com/watch?v=HhxcFGuKOys*), CD Baby founder Derek Sivers describes the surprising results of a ceramics class. On the first day, the instructor announced to his class that the students would be divided into two groups. Half of the students 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 …



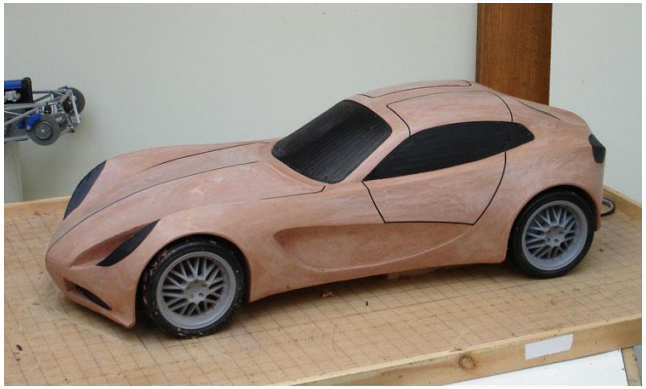
Source: http://www.crispopp.com/programs/innovation/

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?



Thinking Differently …

Thinking like a designer …

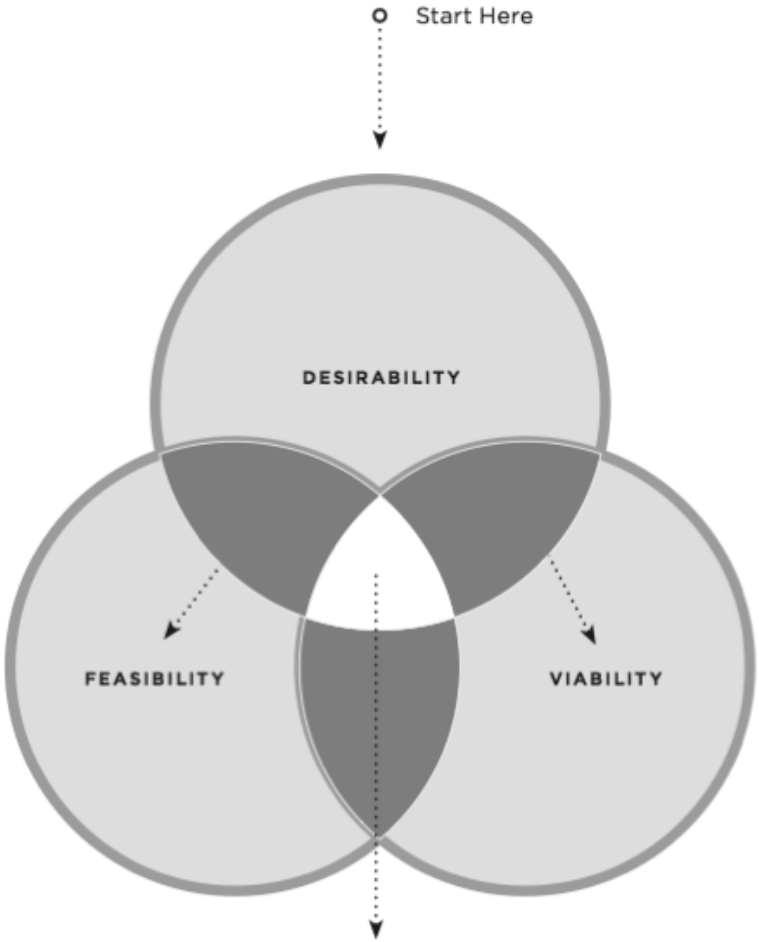


This is Design Thinking …



Source: http://www.slideshare.net/Marketing_Portugal/design-thinking-workshop-29500616

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

Design Thinking

The rising importance of design



The confluence of:
Design,
Technology,
Business

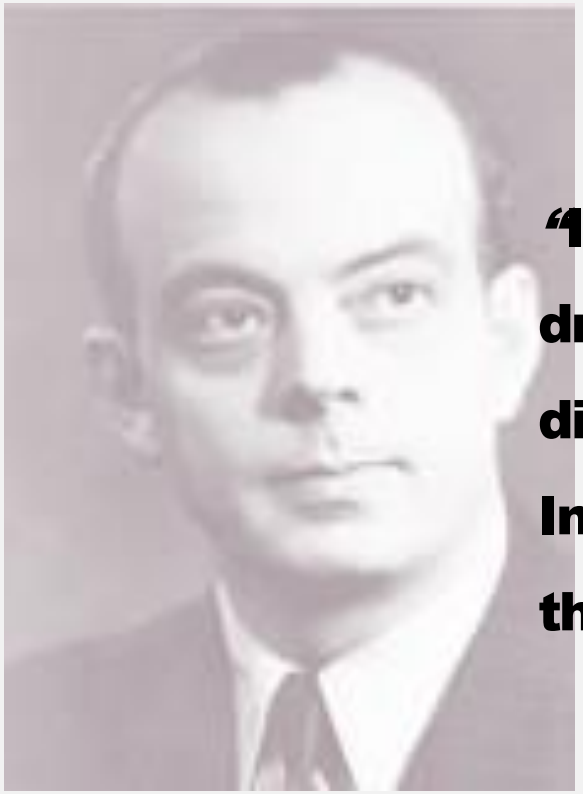
"*The significance of design in business is ballooning. Over recent years, the field has become a darling of large corporations, even those who traditionally don't have design interests. Now some are responding in a more traditionally corporate way: procuring standout design firms through mergers and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

Source: Nathan Hurst, Wired.com 2013 at http://www.wired.com/2013/05/accenture-fjord/

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



Source: http://www.dumblittleman.com/2010/07/how-to-walk-mile-in-someone-elses-shoes.html

Principle 4 – Focus on the Value to these Stakeholders



Source: http://www.bloglet.com/gallery/tips-for-a-successful-customer-value-creation/tips-for-a-successful-customer-value-creation-3.jpg

Principle 5 – Build iteratively in order to learn



Source: http://www.slideshare.net/PaulThomas9/transforming-customer-service?qid=340def2d-f115-4043-9e8e-8809143306cb&v=qf1&b=&from_search=30

Starting with the customer …

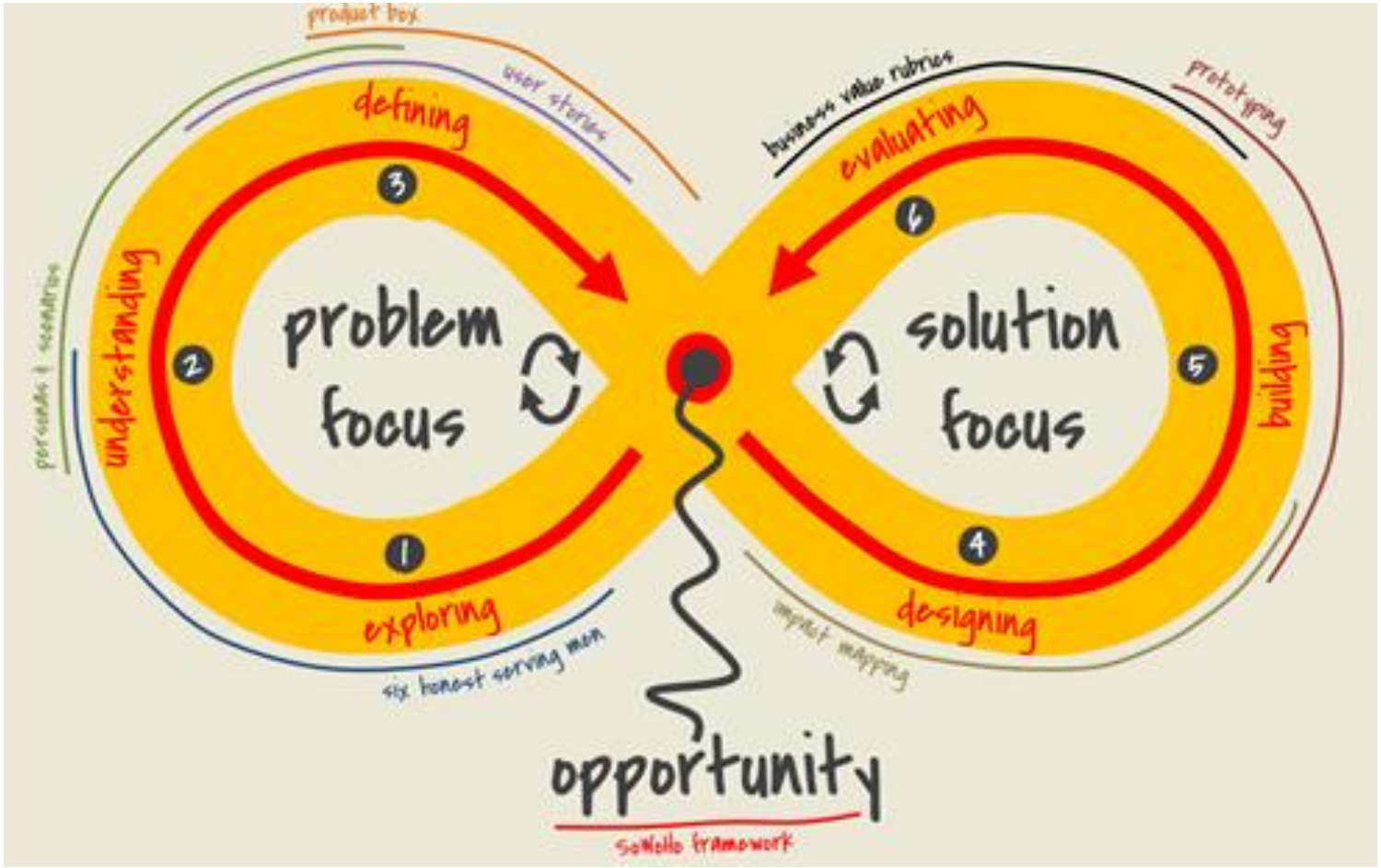


Steve Jobs: *"… you've gotta start with the customer experience and work backwards… it starts with what incredible benefits can we give to the customer … where can we take the customer"*

Principles

Source: https://www.youtube.com/watch?v=1SIeTmORl0E

The Design Thinking Process…



Copyright Paidi O'Reilly/David Sammon



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

Doing things right versus doing the right things?

Many Thanks

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

Bibliography

O'Raghallaigh, P., Sammon, D. and Murphy, C. (2012) 'Open innovation and the quest for a theoretical core'. Journal of Decision Systems, 21 (1):1-19.

O'Raghallaigh, P., Sammon, D. and Murphy, C. (2011) 'The design of effective theory'. Systems, Signs & Actions (An International Journal on Communication, Information Technology and Work), 5 (1):117-132.

O'Raghallaigh, P., Sammon, D. and Murphy, C. (2011) 'A Re-Conceptualisation of Innovation Models to Support Decision Design'. Journal of Decision Systems, 20 (4):361-382.

O'Raghallaigh, P., Sammon, D. and Murphy, C. (2012) Bringing some Order to the 'Black Art' of Innovation Measurement . In: Tadhg Nagle eds. The 6th European Conference on Information Management and Evaluation University College Cork, pp.243-250

O'Raghallaigh, P., Sammon, D. and Murphy, C. (2012) Using Focus Groups to Evaluate Artefacts in Design Research . In: Tadhg Nagle eds. The 6th European Conference on Information Management and Evaluation University College Cork, pp.251-257

O'Raghallaigh, P., Sammon, D. and Murphy, C. (2011) Building towards a Software Based Innovation Modelling Tool . In: Springer series of Lecture Notes in Business Information Processing eds. The 7th International Workshop on Enterprise & Organizational Modeling and Simulation (EOMAS 2011) London, UK, p192-213

O'Raghallaigh, P., Sammon, D. and Murphy, C. (2011) Towards an Ontology of Innovation Models: a Conceptual Framework The 19th European Conference on Information Systems (ECIS2011) Aalto University School of Economics, Helsinki, Finland, pp. 1-13

O'Raghallaigh, P., Sammon, D. and Murphy, C. (2011) The Design of Effective Theory The International and Interdisciplinary Workshop on Practice Research Aalto University School of Economics, Helsinki, Finland, pp. 1-14

O'Raghallaigh, P; Sammon, D; and Murphy, C. (2010) Theory-building using Typologies: A Worked Example of Building a Typology of Knowledge Activities for Innovation, IFIP 8.3, International Conference on Collaborative Decision Making (DSS2010) Lisbon, Portugal, pp. 371-382

O'Raghallaigh, P., Sammon, D. and Murphy, C. (2010) Map-Making and Theory-Building: Principles for Achieving Presentational and Content Effectiveness International Conference on Information Systems (ICIS 2010) St Louis, Missouri, USA, pp. 1-17