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WELCOME

Innovation and Design Thinking

UC Berkeley

Haas School of Business

<https://bit.ly/SBI2024SLIDES>



Dave Rochlin



UC Berkeley Haas School of Business since 2010

- Lecturer, Applied Innovation and Responsible Business
- Executive Director – Innovation, Creativity, and Design Practice

MBA Innovation Professor Since 2002

- Frequent writer/speaker
- Textbook on Innovation and Technology
- MBA Kellogg / Doctoral work Clemson

Extensive Startup and Corporate Executive Experience Prior to Academia

- Deloitte, Nielsen, Tech Exec - Successful 9 figure startup exit
- NGO Executive
- Outside consulting work and workshops: 100+ companies



This Work In Practice – “Haas@Work”

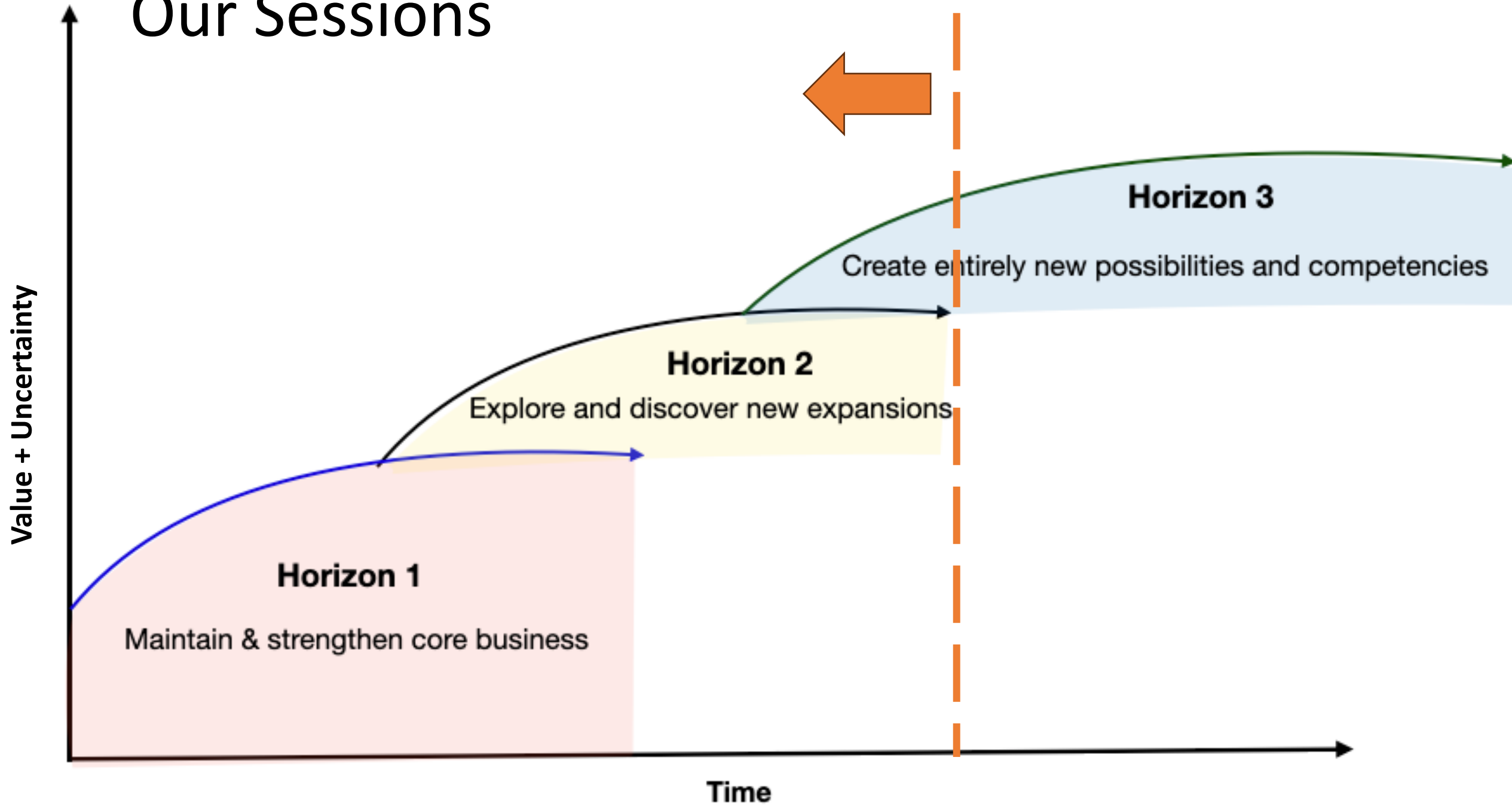
A Project-Based **Innovation Agency** staffed by MBAs

- Through the class, Haas is **one of the largest design thinking/HCD focused innovation consulting firms in the Bay Area.**
- **60+ clients, 600+ alumni consultants, 60+ alumni coaches**

Some Recent Clients



Our Sessions



**Research Director
Center for Growth Markets
UC Berkeley Haas**



Rupalee Ruchismita

Quick Introductions...

- Name
- Role
- What sport would you compete in if you were in the Olympics?



Our Week Together

- Three days here at the University
 - Concepts / frameworks
 - Hands on practice
 - Thought leader sessions
- Two days of company visits (San Francisco and Silicon Valley)
- Prep for a 90 day innovation sprint after the program

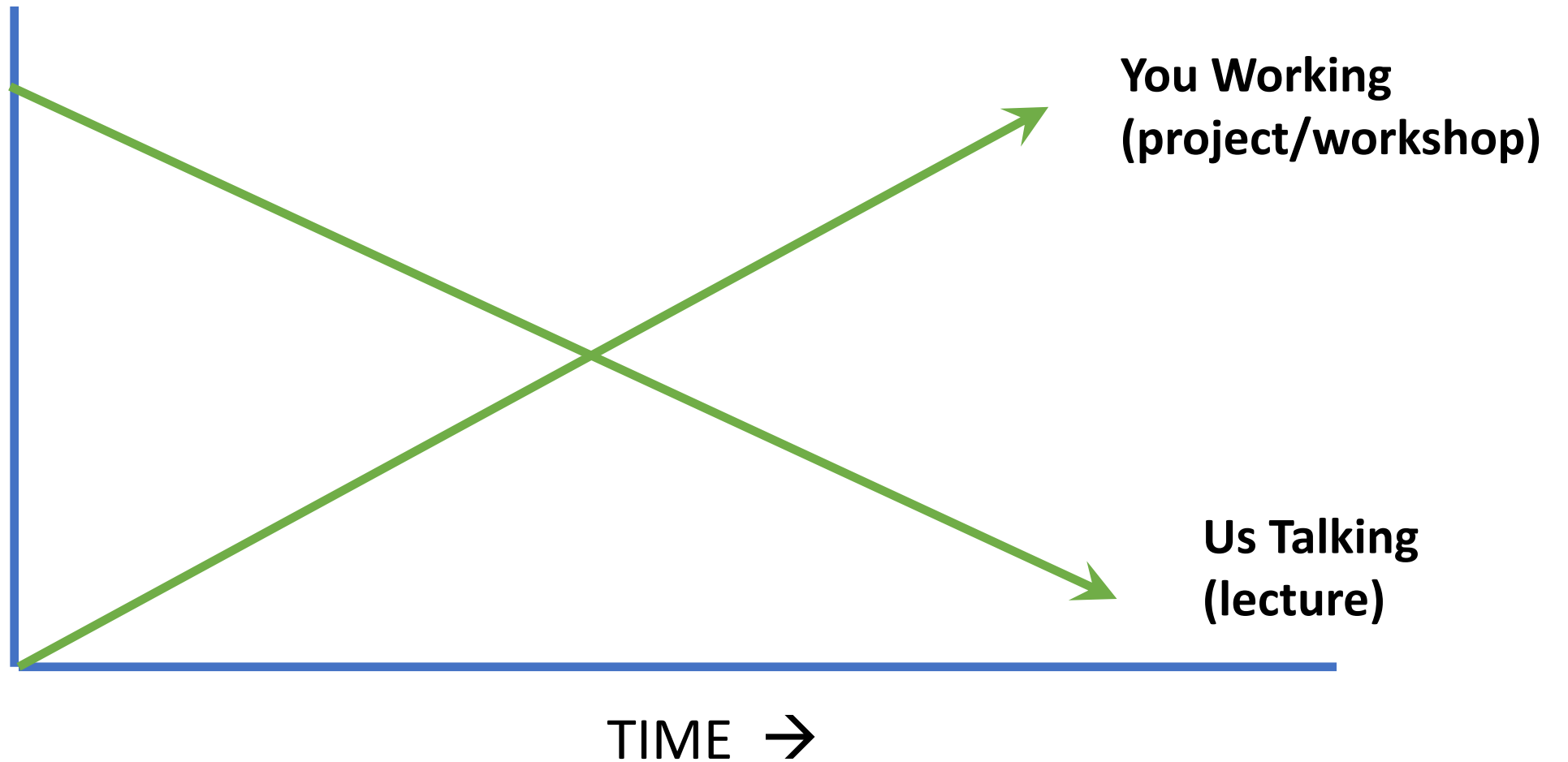


Our Journey

1. Overview and Design Thinking Mindset”
2. Human centered/exploratory research and discovery
3. Surfacing insights and problem frames
4. Ideation and low fidelity validation
5. Concept iteration
6. Planning for the 90 day sprint
7. Company Visits



Learn by doing model ...



Module One – Mindset and Introduction





Meet Doug Dietz

Design Principal at
GE Healthcare



CENTER FOR
GROWTH MARKETS



Original Challenge:

“Per Company Roadmap, time to develop the next-generation MRI machine.”



?







Observed: High level of sedation for young patients (“scanxiety”)

- Leads to sedation, which leads to complications
- This made Doug very unhappy.



Observed: High level of “scanxiety” in young patients

Leads to sedation...

... Which leads to medical complications

How might we...

...make the experience less stressful for patients?

How might we...

...make the experience less stressful for patients?

VS.

... redesign our machines.



<http://archive.jsonline.com/business/by-turning-medical-scans-into-adventures-eases-childrens-fears-b99647870z1-366161191.html>

CENTER FOR
GROWTH MARKETS
BerkeleyHaas





Adventure awaits!

The Adventure Series program at (PACIFIC HARBOR) features a variety of play areas for kids. From the (PACIFIC HARBOR) to the (PACIFIC HARBOR) and (PACIFIC HARBOR), our play areas are designed to help reduce fear and anxiety, making the (PACIFIC HARBOR) experience a fun and exciting one for all. Contact us today for more information.

Contact us today for more information.

FACILITY LINK



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FACILITY LINK



Happy rooms. Happy kids.

The Adventure Series program at (PACIFIC HARBOR) features a variety of play areas for kids. From the (PACIFIC HARBOR) to the (PACIFIC HARBOR) and (PACIFIC HARBOR), our play areas are designed to help reduce fear and anxiety, making the (PACIFIC HARBOR) experience a fun and exciting one for all. Contact us today for more information.

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FACILITY LINK



The key highlights from this story...

1. The true issue was easily observed...but “hidden” in data sets that were not considered in assessing machine performance.
2. Once surfaced, the issue was an obvious priority.
3. The revised problem framing focused on the human outcome, not the technical one.
4. All this led to thinking differently – and solving more innovatively.
5. Easily testable.

H

Design Thinking



What do you know (or think you know) about design thinking (and human centered design?)

1. I use it regularly
2. Some exposure
3. Aware of it
4. Honestly – I do not know what we are talking about



A woman with short, dark, curly hair and glasses is looking upwards and to the left, resting her chin on her hand in a thoughtful pose. She is wearing a dark top with a floral pattern. The background is a rustic wooden wall with horizontal planks and decorative elements.

Design Thinking

1. “Human Centered”

2. A Framework for
Innovating

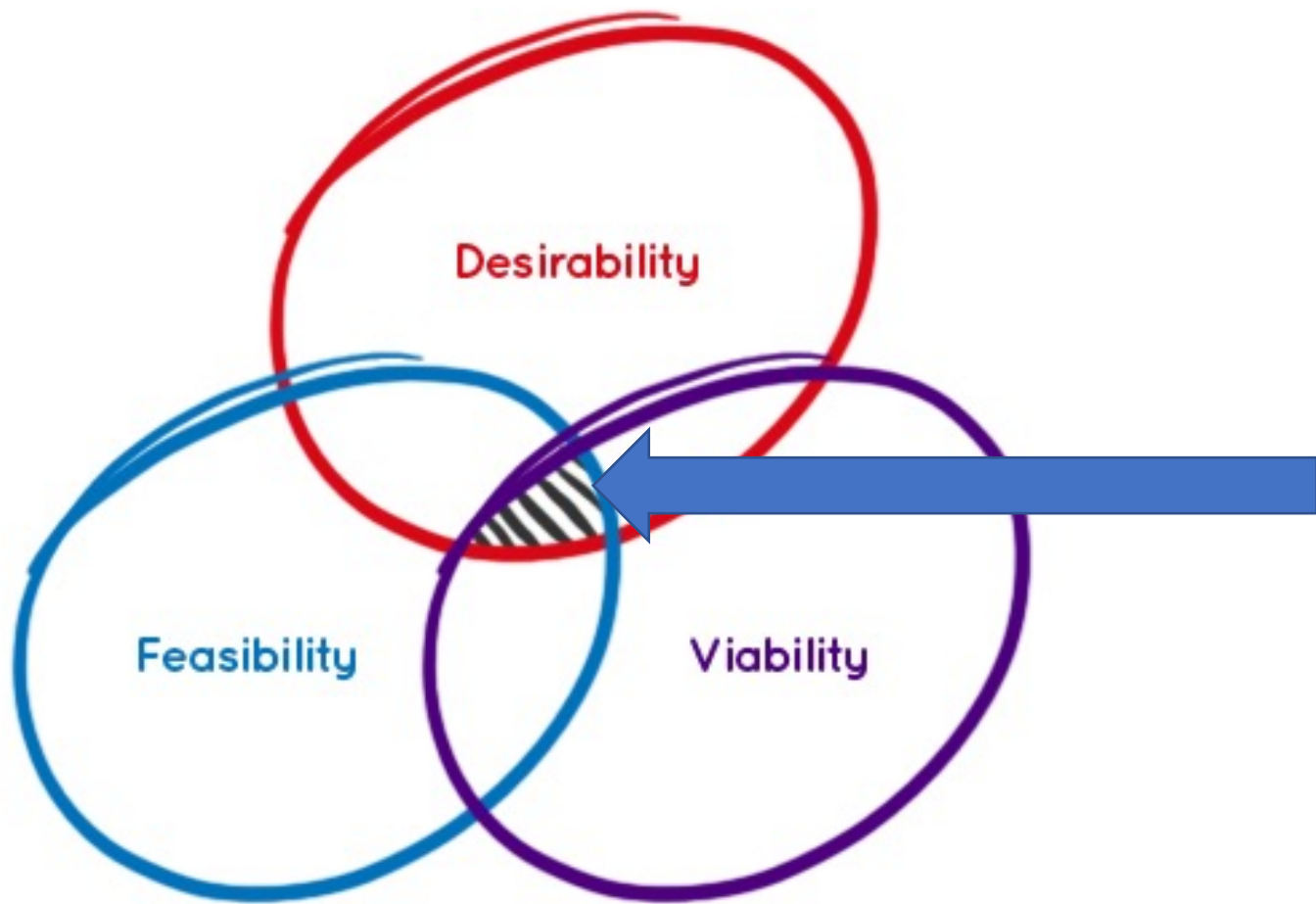


Human Centered

Design thinking can be described as a discipline that uses the **designer's sensibility and methods** to match people's needs with what is technologically feasible and what (is) a viable business strategy...

Tim Brown (IDEO)

User/Human Centered Design







**That
Seems
Obvious...**

Meta Announcement (Facebook)

Founder's Letter, 2021

October 28, 2021

We are at the beginning of the next chapter for the internet, and it's the next chapter for our company too.

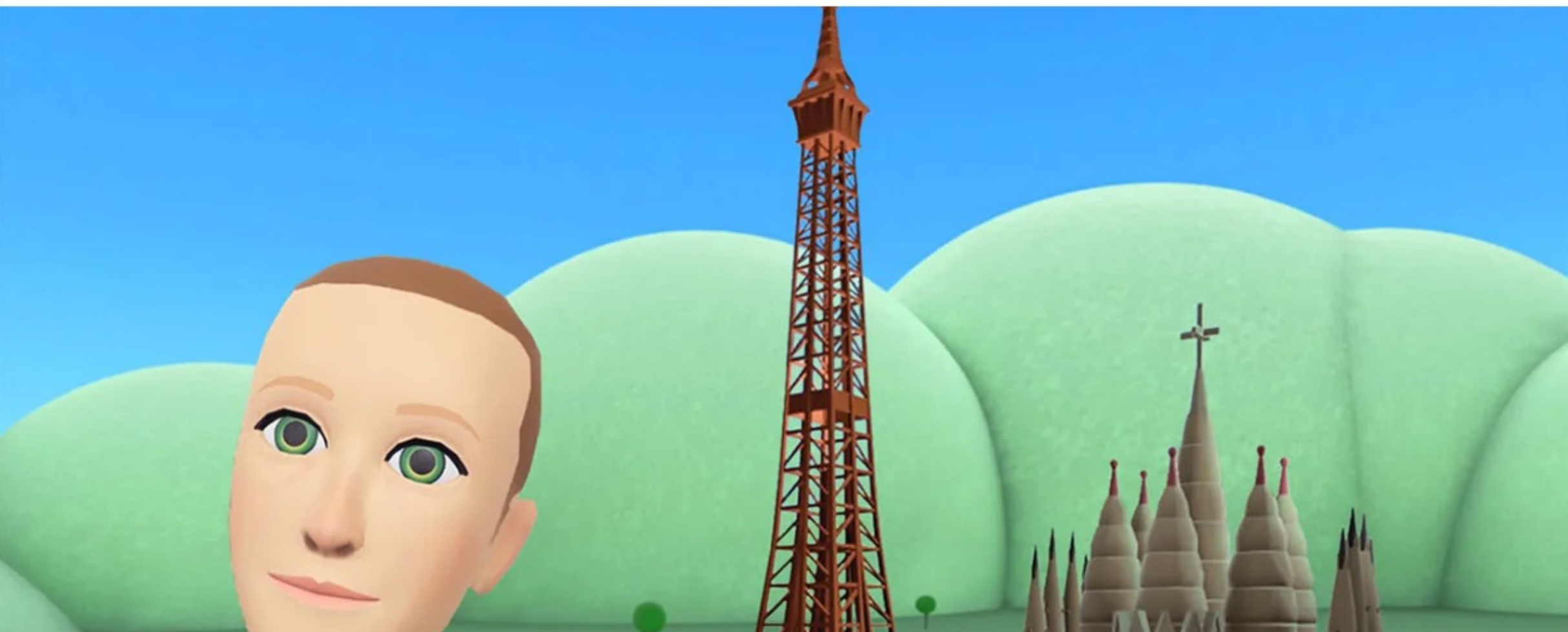
The next platform will be even more immersive — an embodied internet where you're in the experience, not just looking at it. We call this the metaverse, and it will touch every product we build.



OCTOBER 7

Horizon Worlds metaverse app so bad that Meta has to force employees to use it

Ben Lovejoy - Oct. 7th 2022 4:21 am PT [🐦 @benlovejoy](#)



Why don't we love the product we've built so much that we use it all the time? The simple truth is, if we don't love it, how can we expect our users to love it?"

Vishal Shah
VP, Metaverse - Meta

?



Why don't we love the product we've built so much that we use it all the time?
~~The simple truth is, if we don't love it, how can we expect our users to love it?"~~

The simple truth is that **if our users don't love it**, how can we expect to love it?



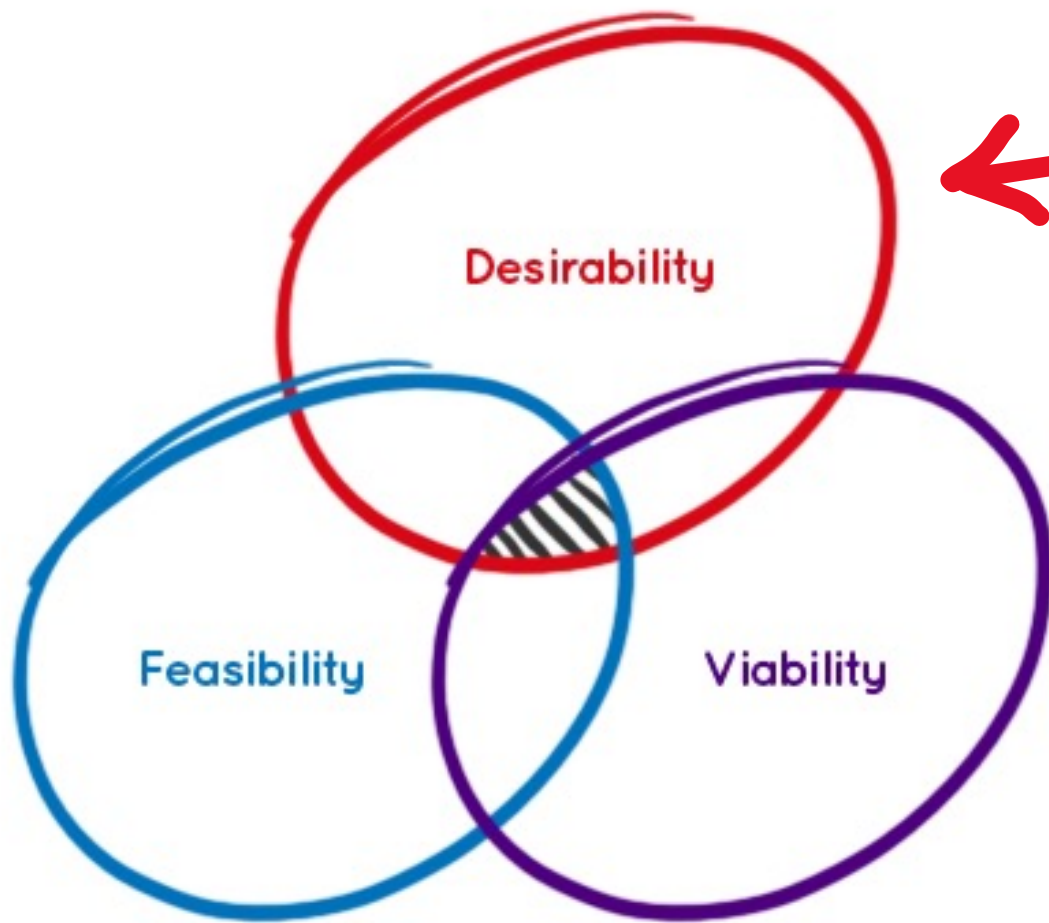
Why don't we love the product we've built so much that we use it all the time?

~~The simple truth is, if we don't love it, how can we expect our users to love it?"~~

The simple truth is that **if our users don't love it**, how can we expect to love it?

It is about being **user** centered, not **you** centered.

User/Human Centered Design



! This comes from Users.

Design Thinking (2)



A Framework for Innovating

“**Design-thinking** processes counteract human biases that thwart creativity while addressing the challenges typically faced in reaching **superior solutions, lowered costs and risks, and employee buy-in.**”

By **supplying a structure to the innovation process**, design thinking helps agree on what is essential to the outcome at every phase.”

Why?

How?



process,
phase.”

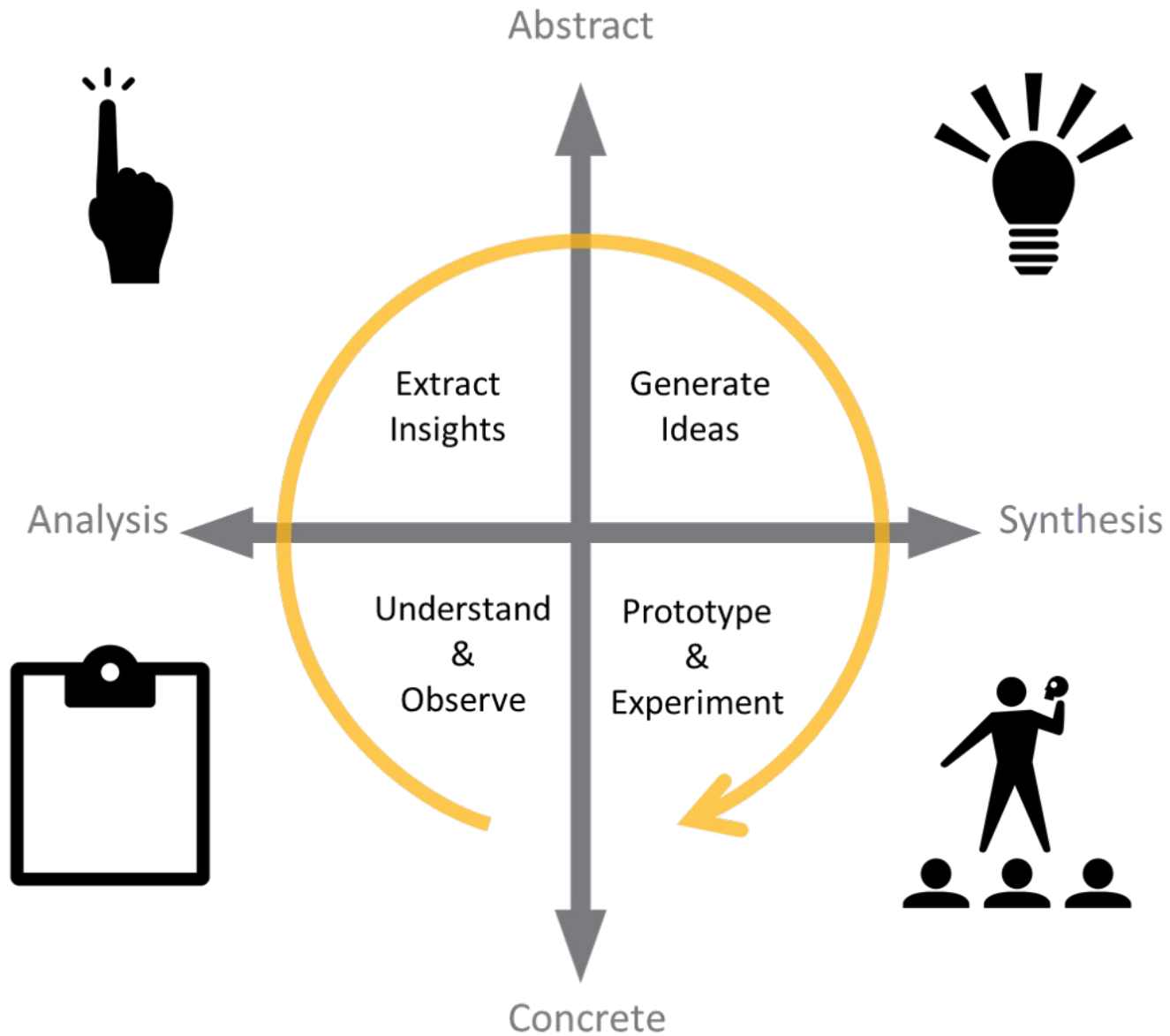
structure to the innovation

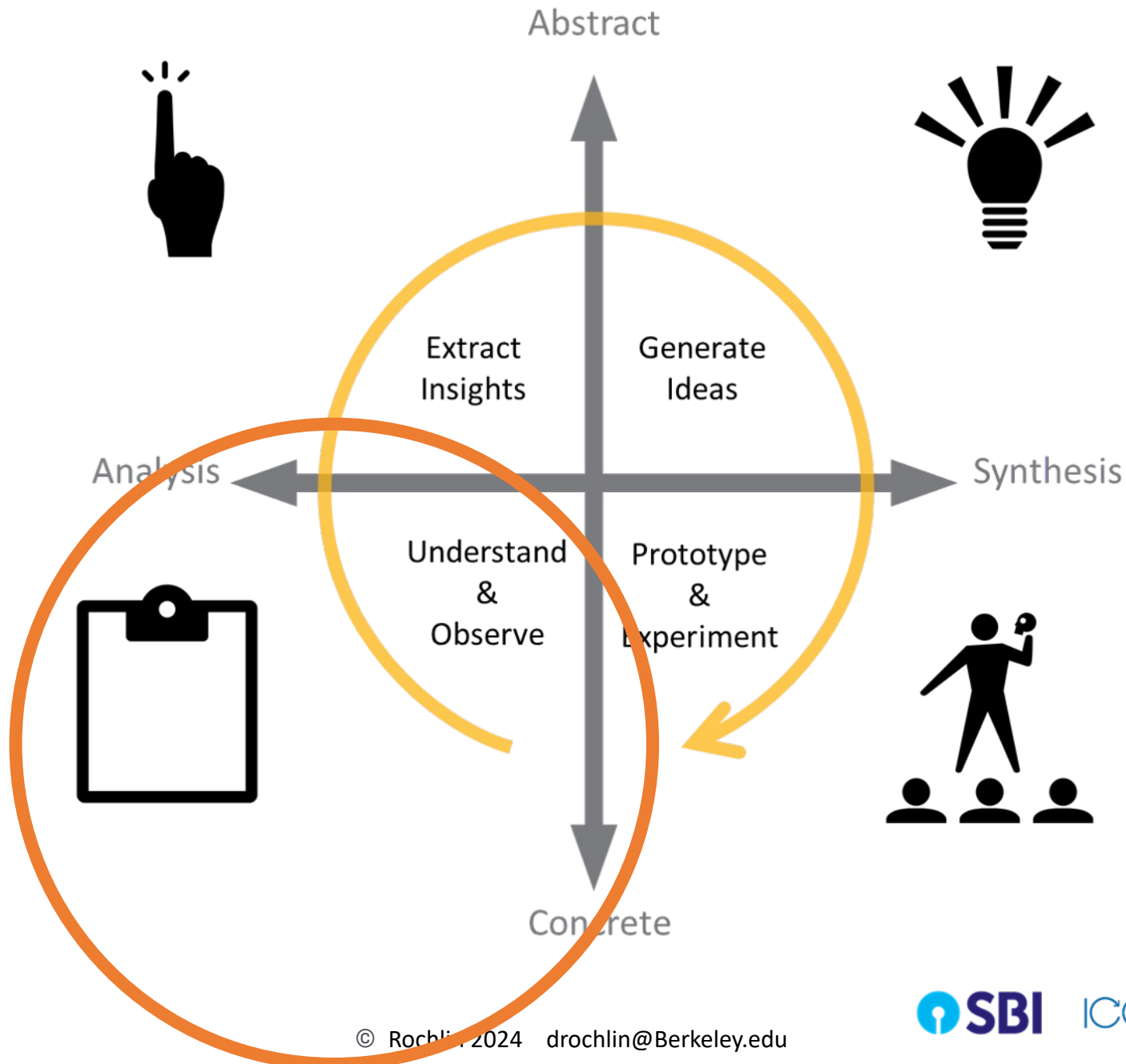
at every

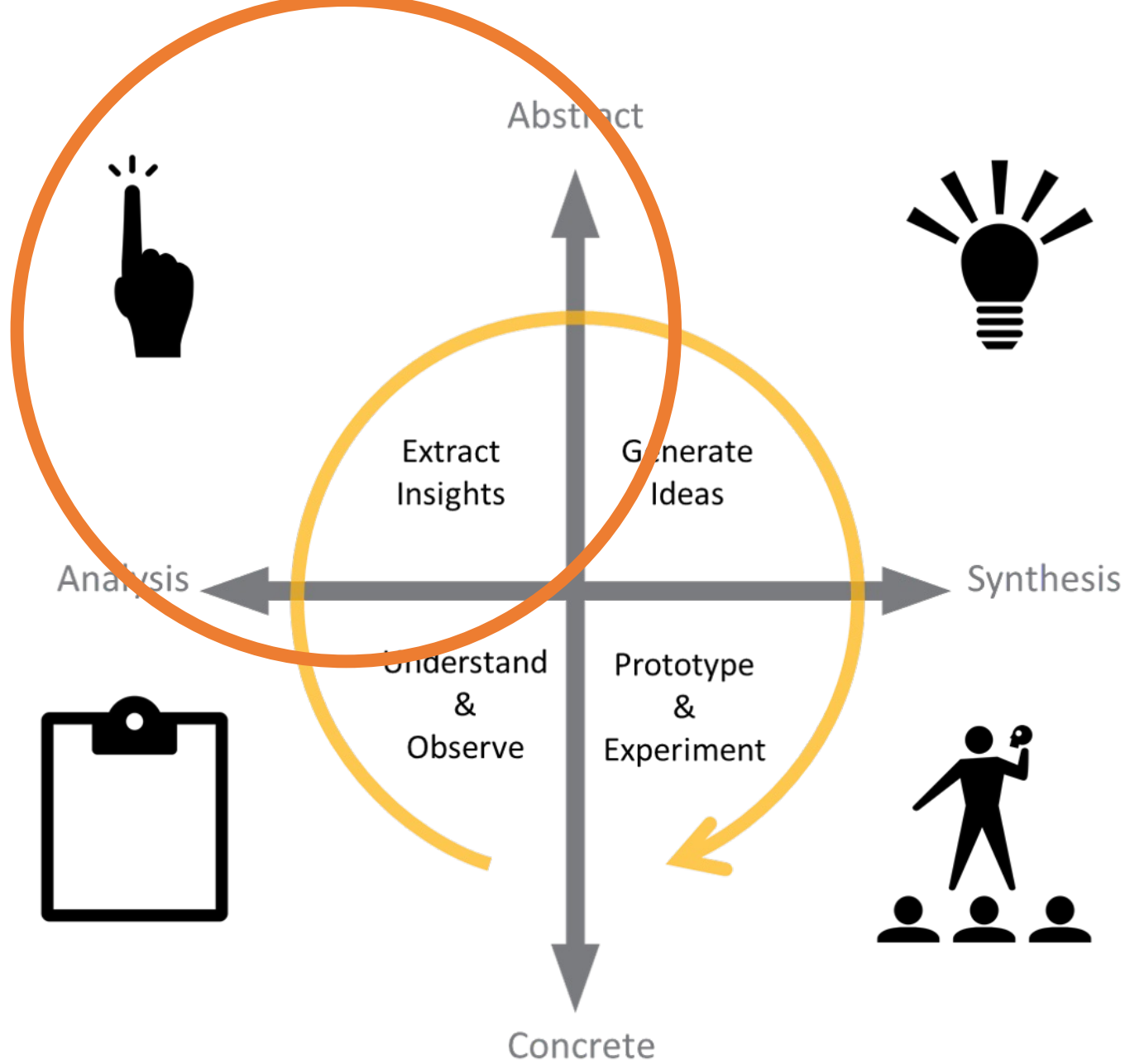


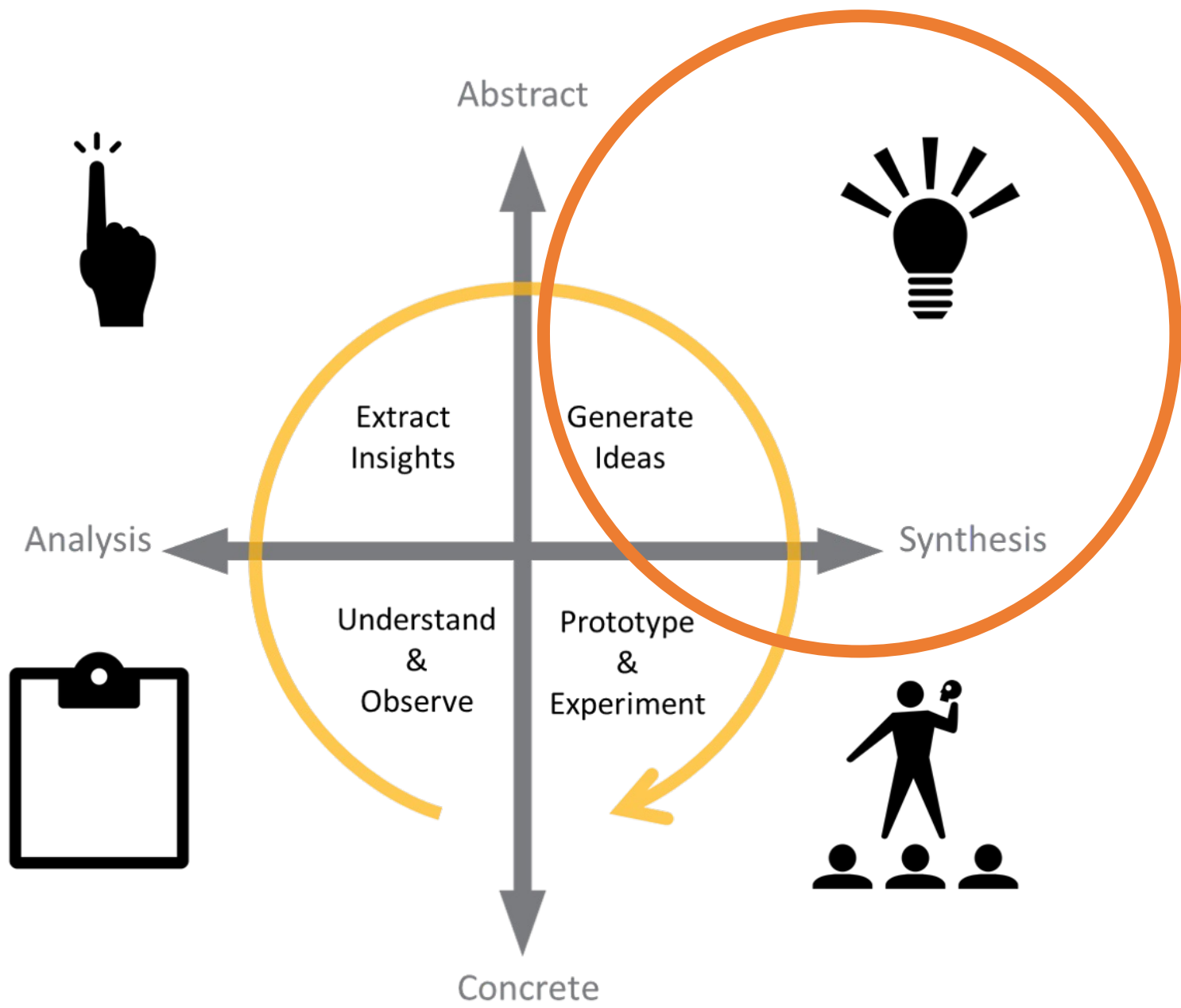
“Structure and Phases”

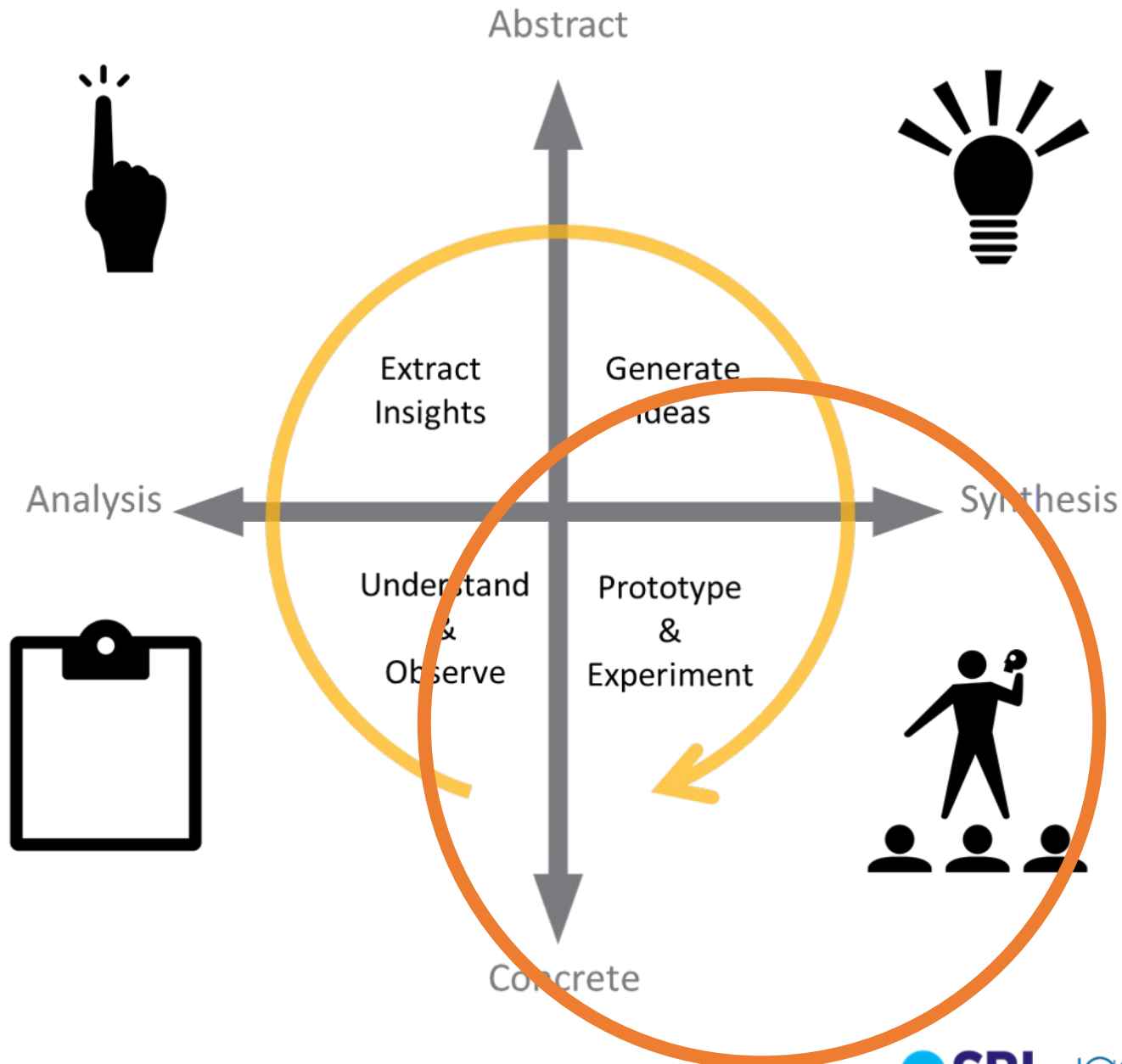










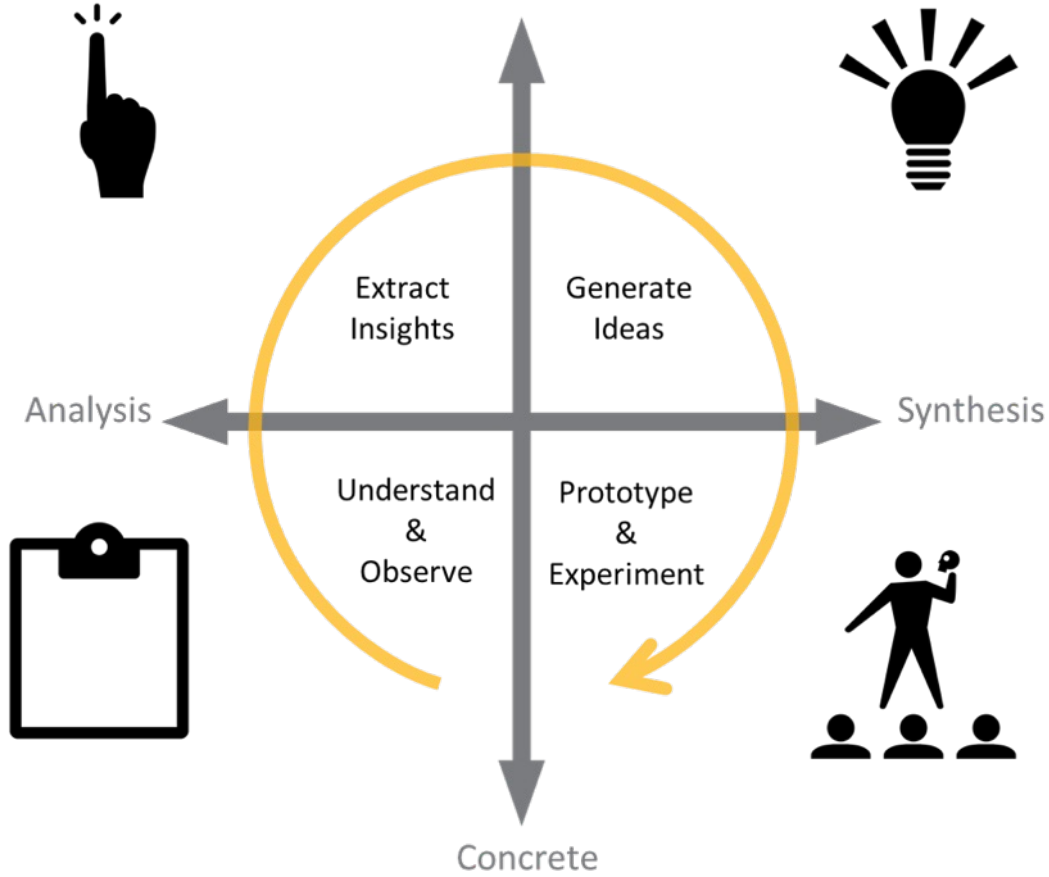


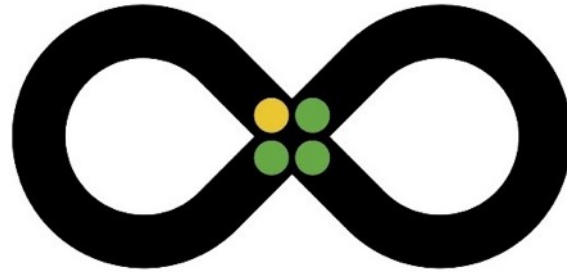
Intuit D4D – Design for Delight



“D4D IS OUR #1 SECRET WEAPON AT INTUIT. THERE IS NO #2.” – Scott Cook, co-Founder, Intuit Inc.

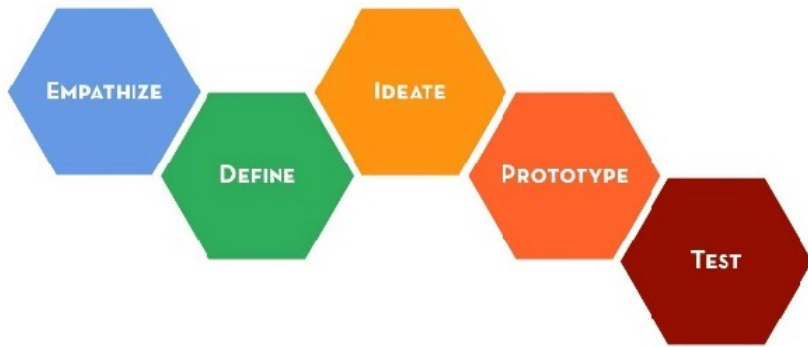




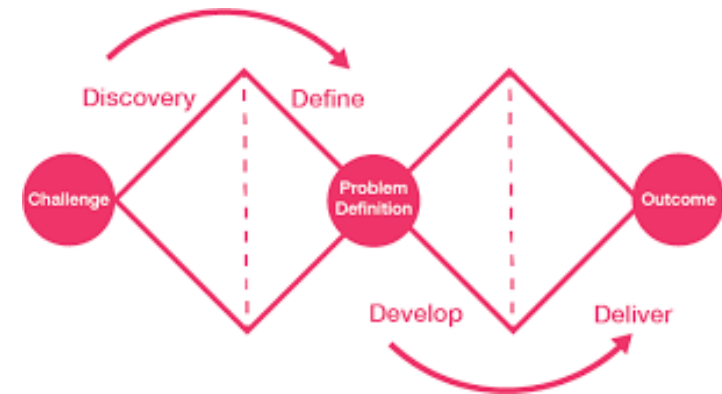


Observe Reflect Make

IBM Infinite Loop



IDEO / D.School



Double Diamond

Tools



Insights:

Key findings related to your challenge

Problem Frame:

Shaping insights as a “how might we” design challenge

Ideas:

Developing a range of possible solutions

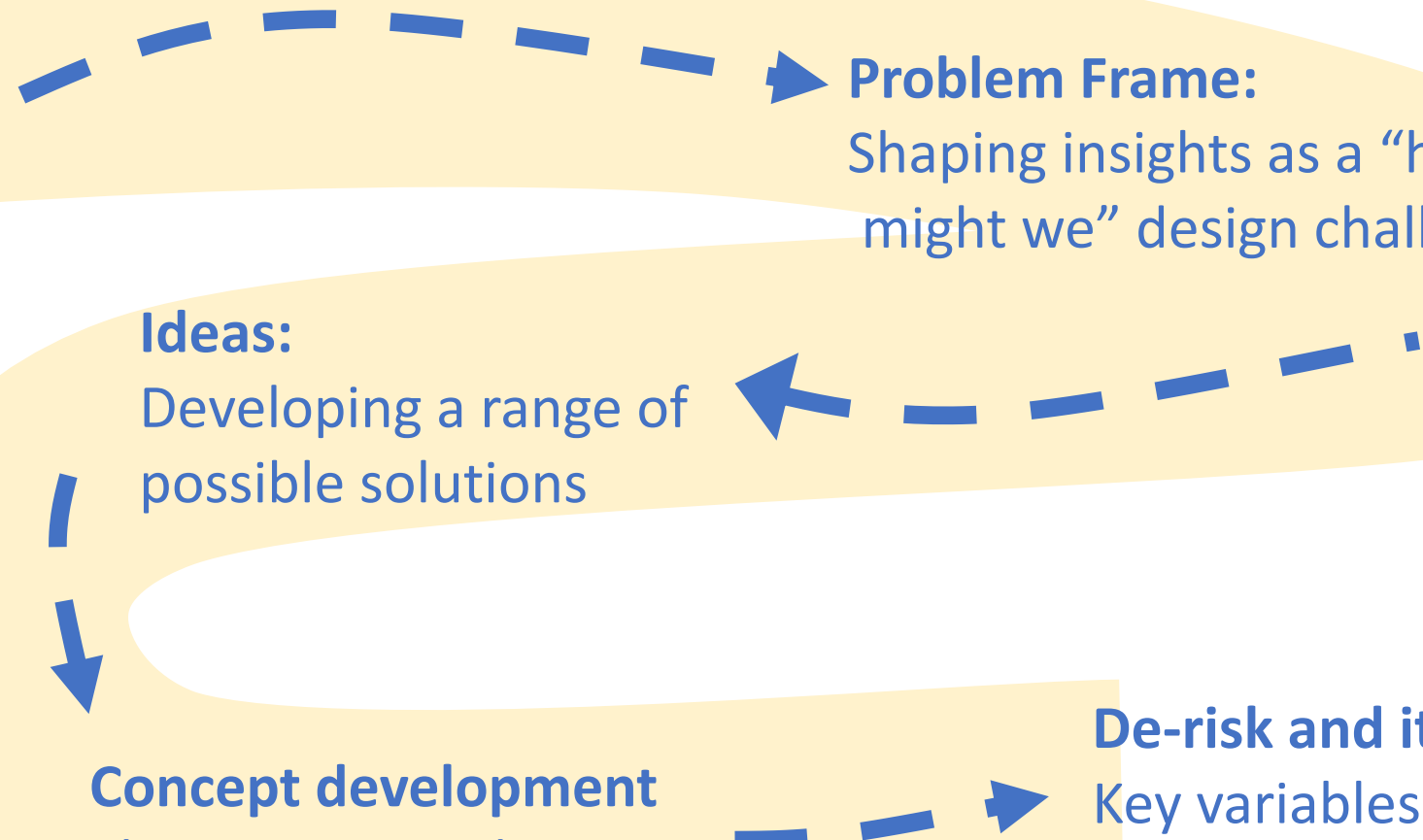
De-risk and iterate:

Key variables to explore
Low fidelity testing

Design research:

Explore and understand Users’ attitudes, needs, and behaviors

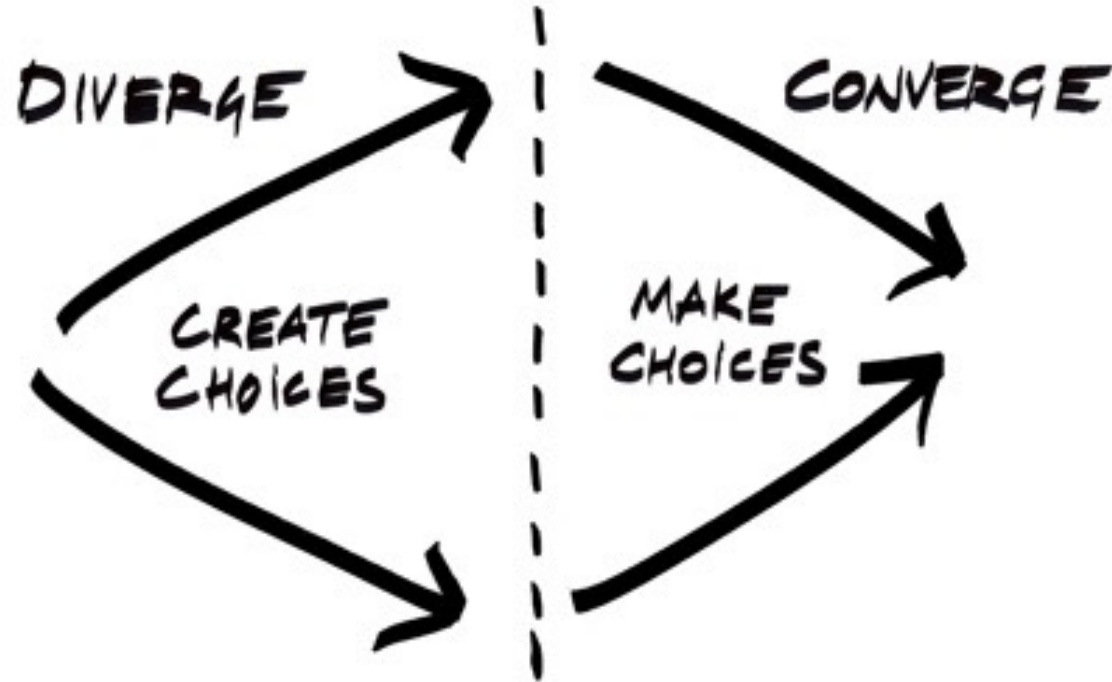
Concept development
alignment on solutions



Anthropic Example (web)



The key is that each phase is non-linear...



*The innovation process is nonlinear cycle of divergent and convergent activities.
- Van de Ven*

CASE STUDIES



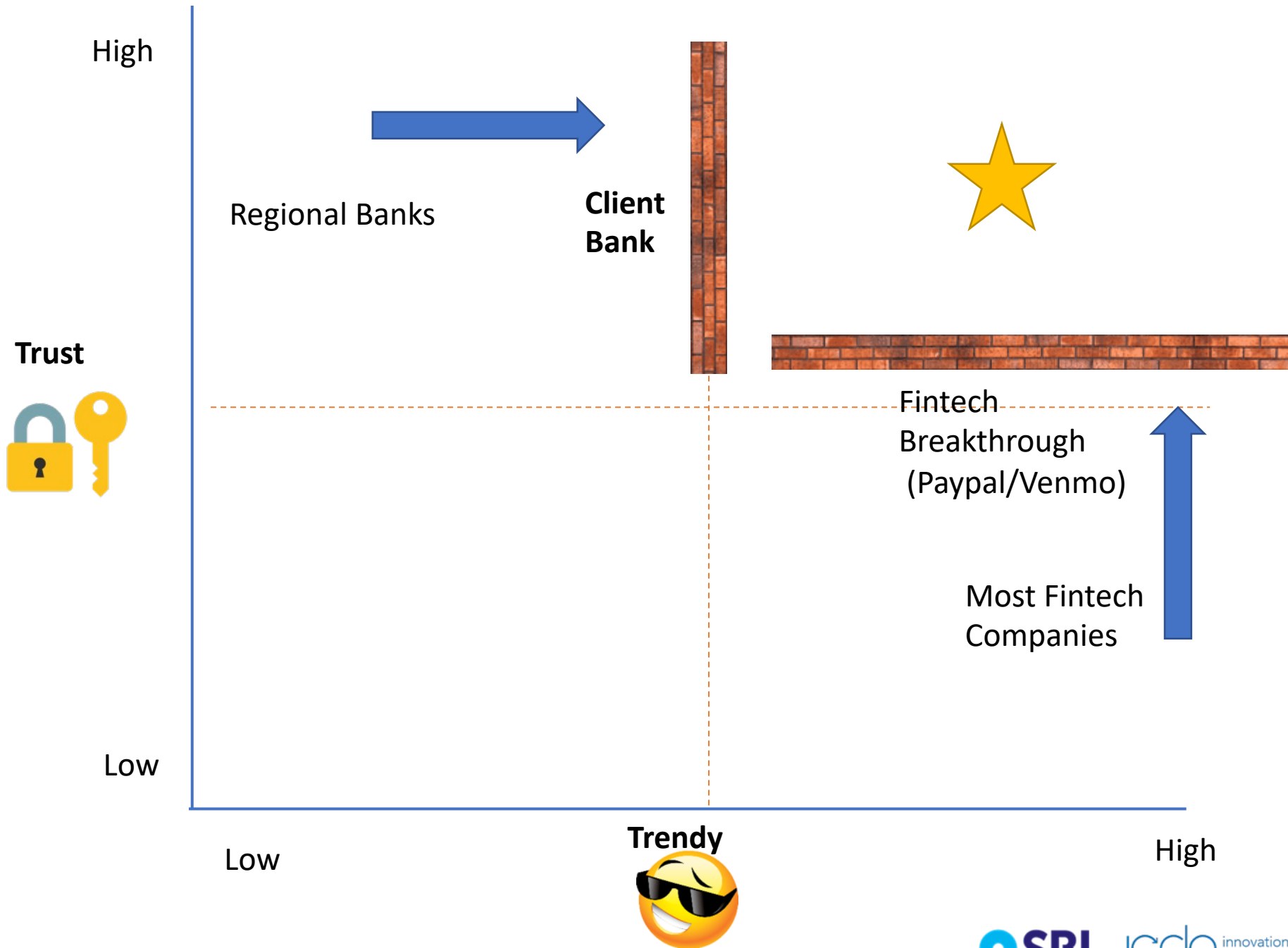
Big 4 Bank Project – Digital Innovation to Attract Young Customers



“To me, the app is the bank”

“Banks are old fashioned...why can't you be as a cool and trendy as all my other apps and do new things?”

“But I don't really trust most apps to be safe and reliable.”



Trust/trendy opportunity and limits for big banks

(1 out of 20 insights)



How might we do both?

(1 out of 20 HMW)

What if we acted as a trust platform?

(1 out of 100s of ideas)

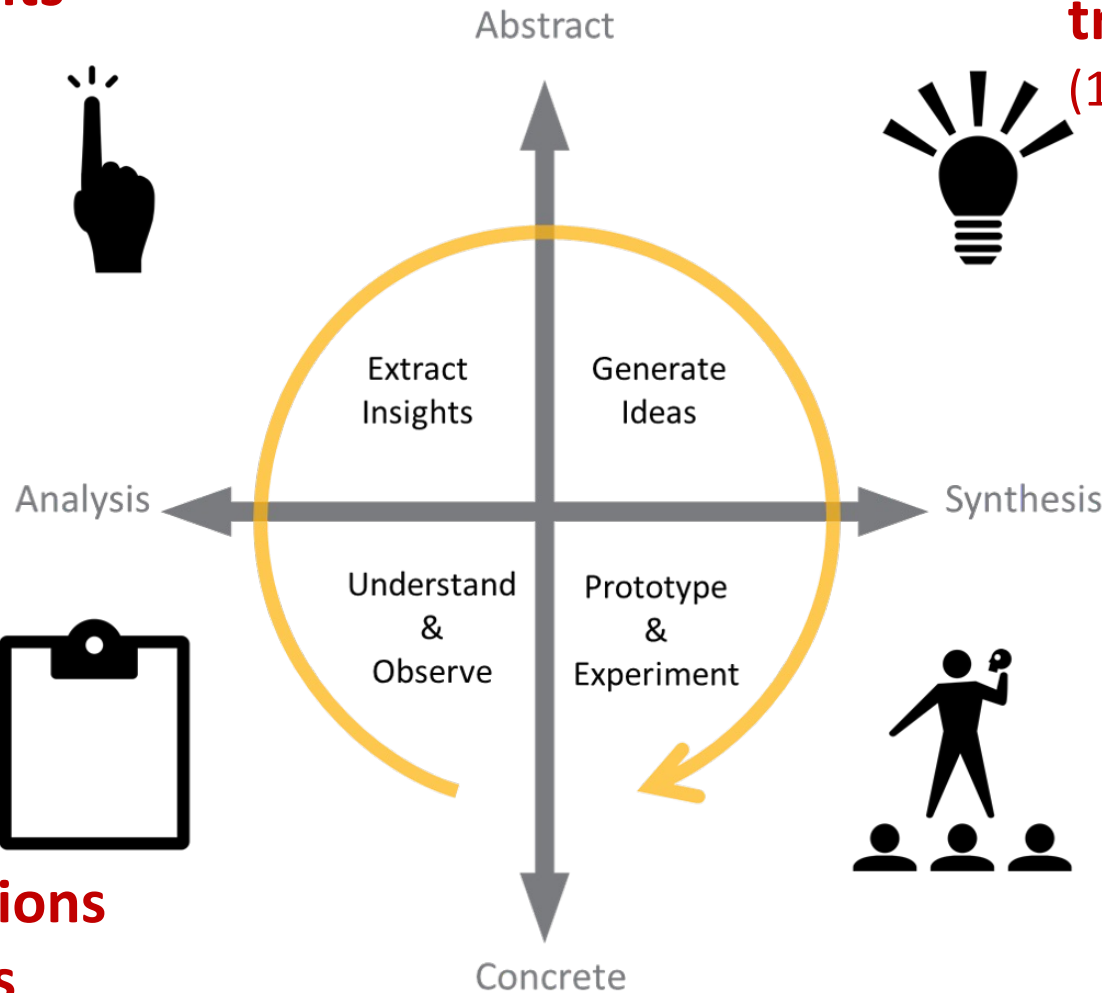


**The “Infinity app”:
like the app store for Fintech.**

(1 out of 12 concepts)

Integrations needed

(1 of several feedbacks)



**App as bank
UX expectations
New service expectations
Fintech trust concerns**

(4 out of 100s of data points)



H

**ANY
QUESTIONS?**







The Story

What is happening here and why? *(Take 2 minutes to write)*

The Solution

You are a C.H.O. Based on your story, suggest a solution. *(Take 1 minute to write)*





Breakouts!

Groups of 3-4...

- 1. Say hello and introduce yourself**
- 2. Take turns sharing your story and then your solution.**

12 Minutes



BerkeleyHaas







(@tiffanyalvord)

“Mom locked her keys in the car

Now we are just sitting here waiting for the tow truck.”

Key Highlights from this exercise ...

1. It is easy to assume the problem/root cause, and introduce biases
2. Your problem “frame” drives the solution space
3. A shared understanding of the underlying issue is the key to unlocking solutions

A collage of various colored sticky notes (pink, yellow, blue, green, orange) scattered across the frame. Each sticky note features a large, bold, black question mark. The notes are layered and overlapping, creating a vibrant and busy background.

Questions or Comments?



Learn by doing.

Your work here...



फ़िशिंग (Phishing)



KCAL 9
NEWS
 KCAL-TV LOS ANGELES

CBSN
 LOS ANGELES

LOTTERY **MEGA MILLIONS** 06-14-19-56-62 (09) **DRAW DATE: TUESDAY, OCT 26** 82° 4:29 PM

amazon prime



<https://www.youtube.com/watch?v=FthtB3ctfCM>

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BS Home Latest E-Paper Markets Politics Opinion India News Portfolio T20 World

Home / India News / India ranks third globally for phishing attacks after US, UK: Report

India ranks third globally for phishing attacks after US, UK: Report

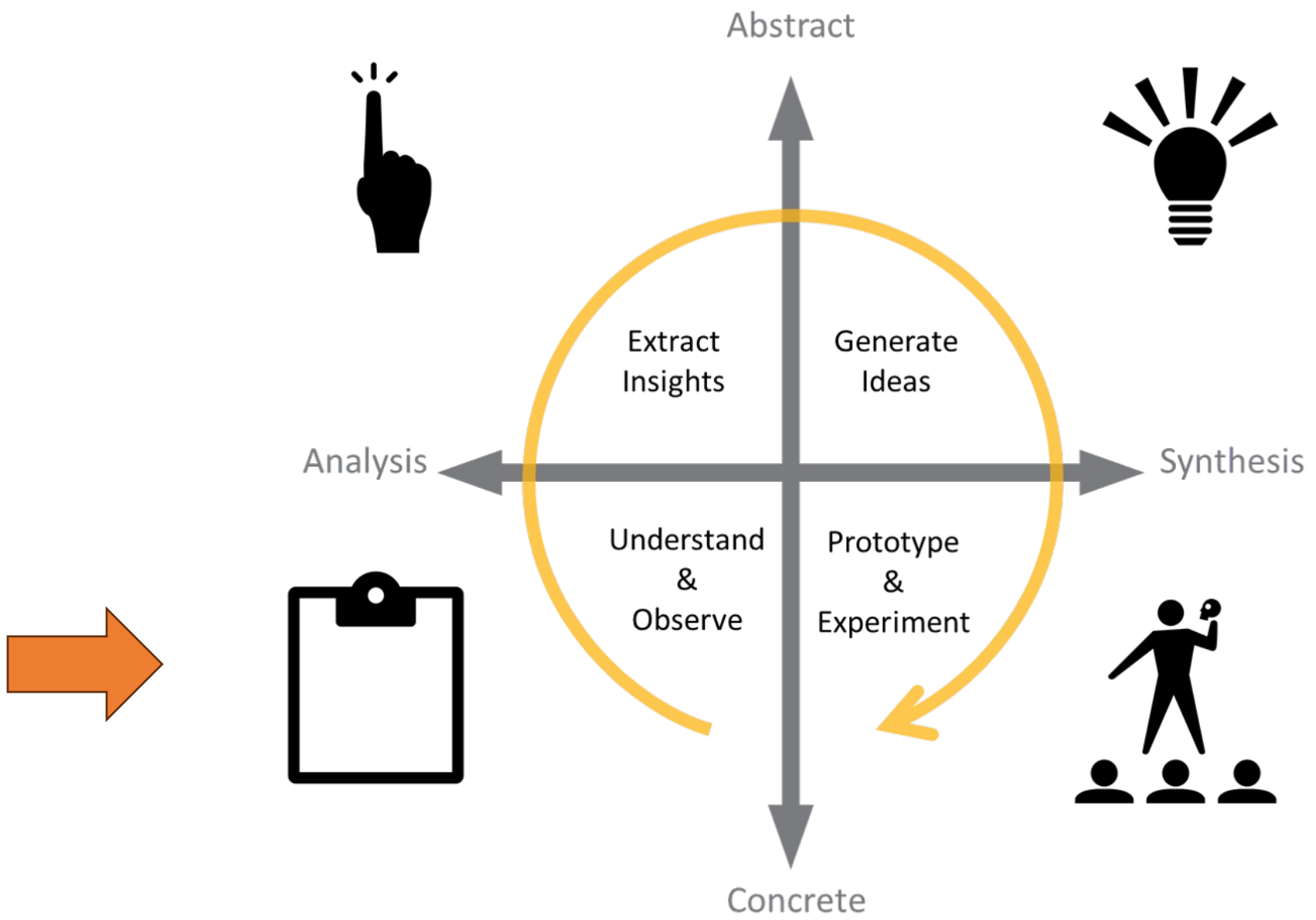
The finance and insurance sector has become the prime target for cyber attackers and witnessed the highest number of phishing attempts in 2023, it added



Our focus: Understanding what makes people vulnerable to fraud/phishing attacks,

So that we can design products / services /programs to reduce or prevent it.

Module Two – Understand and Observe



Insights:

Key findings related to your challenge

Problem Frame:

Shaping insights as a “how might we” design challenge

Ideas:

Developing a range of possible solutions

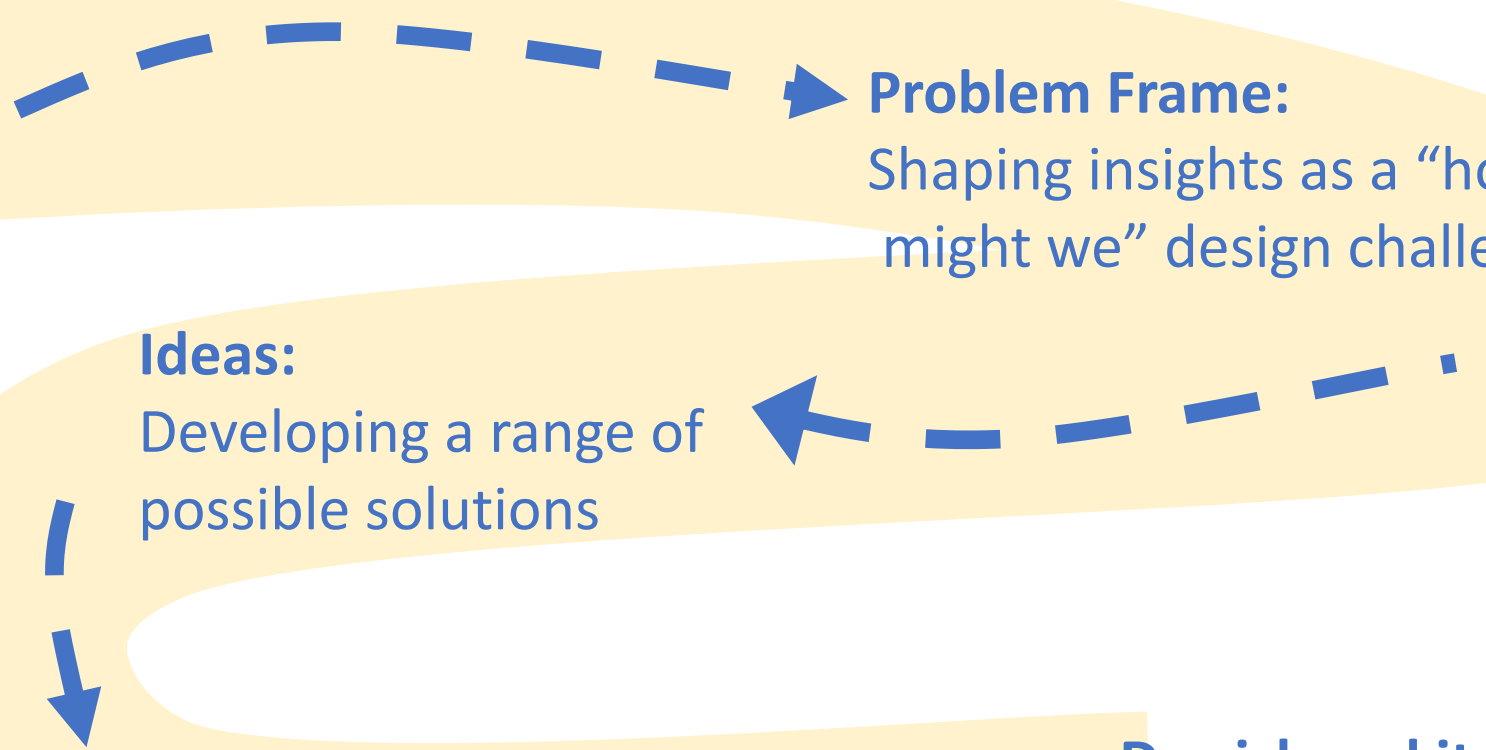
De-risk and iterate:

Key variables to explore
Low fidelity testing

Design research:

Explore and understand Users’ attitudes, needs, and behaviors

Concept development
alignment on solutions





Need to see her *and* her chart...

Conflicted:
Stressed
about time...

Where's the nurse?

Why have I
been waiting
so long?



Gather info and observe...
with curiosity and empathy

“Think like a traveler”: Gather info and observe... with curiosity and empathy







Curiosity is better than judgement.

(Seek the why behind the what.)



"WE'RE NOT COMPETITOR OBSESSED, WE'RE CUSTOMER OBSESSED. WE START WITH WHAT THE CUSTOMER NEEDS AND WE WORK BACKWARDS."

Rupa Customer Obsession Example Here!

Empathy Mapping

Need to see her and her chart...

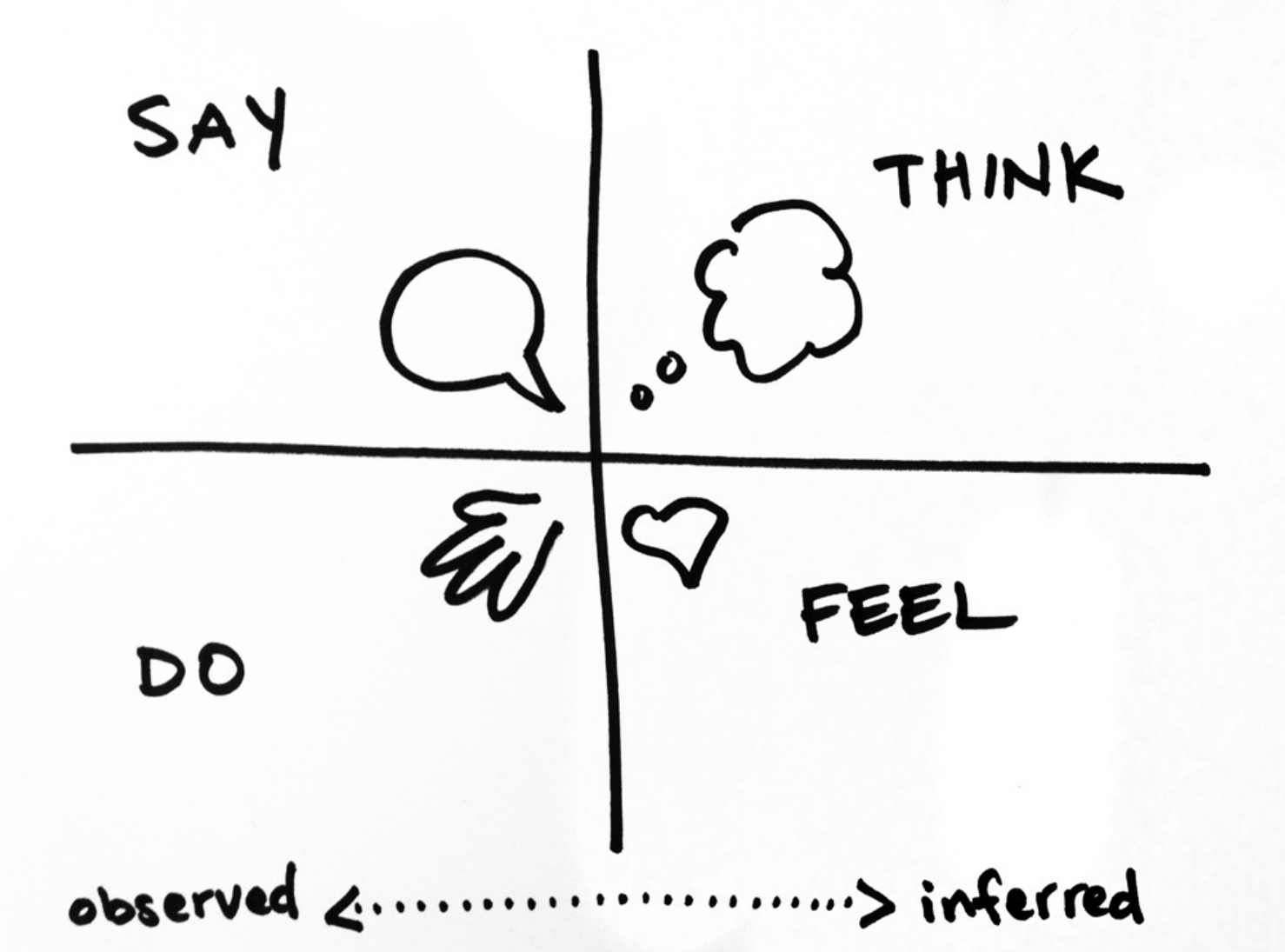
Stressed about time...

Where's the nurse?

Why have I been waiting so long?



Empathy Mapping



Says:
"I need to
work remote"
(productivity)

Do:
Avoids
meetings but
mentors?



Thinks :
"I need to be
more connected"

Feels:
Stress and
annoyance
with team

Let's Practice together

We will watch **two** videos twice

First time each video focus on what they say what they do (did)

Second time each video focus on what they think and feel

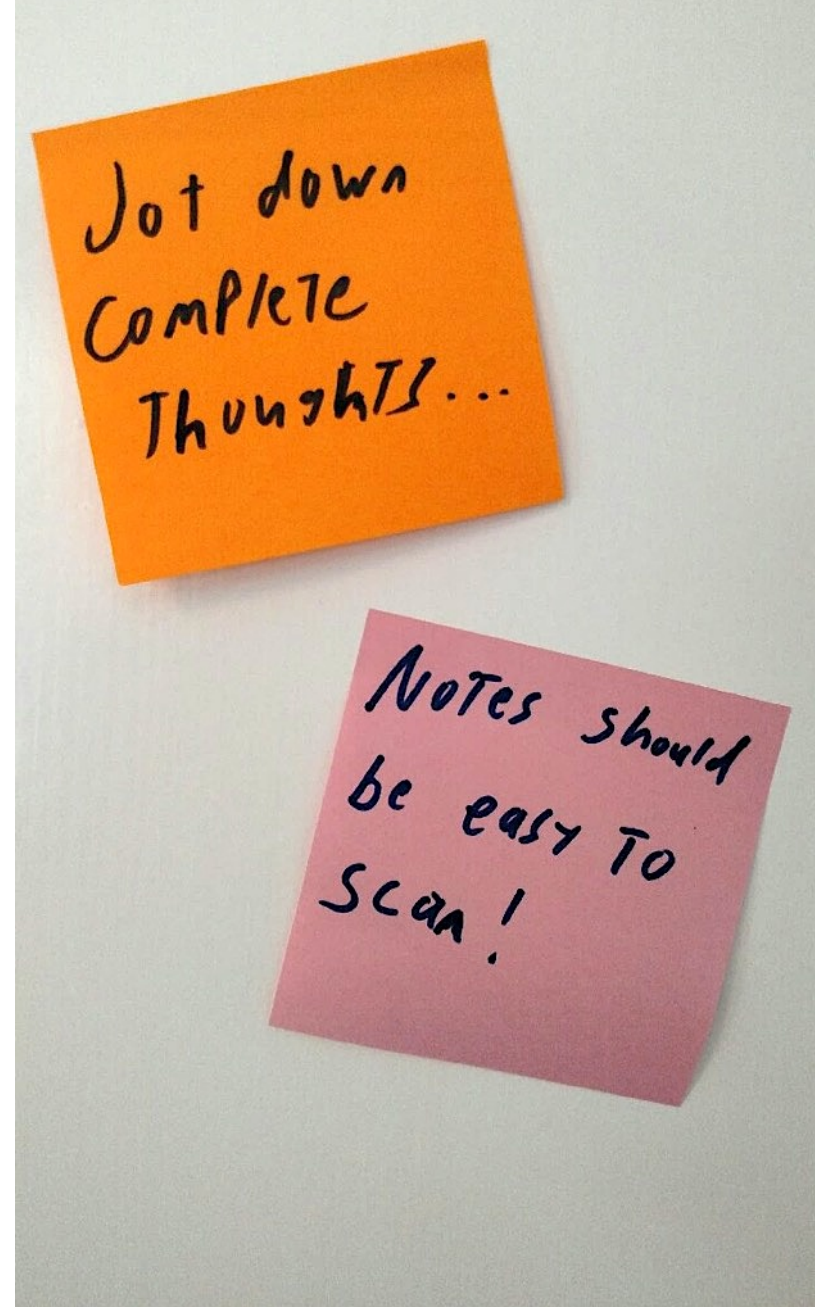


Post-it Note Etiquette

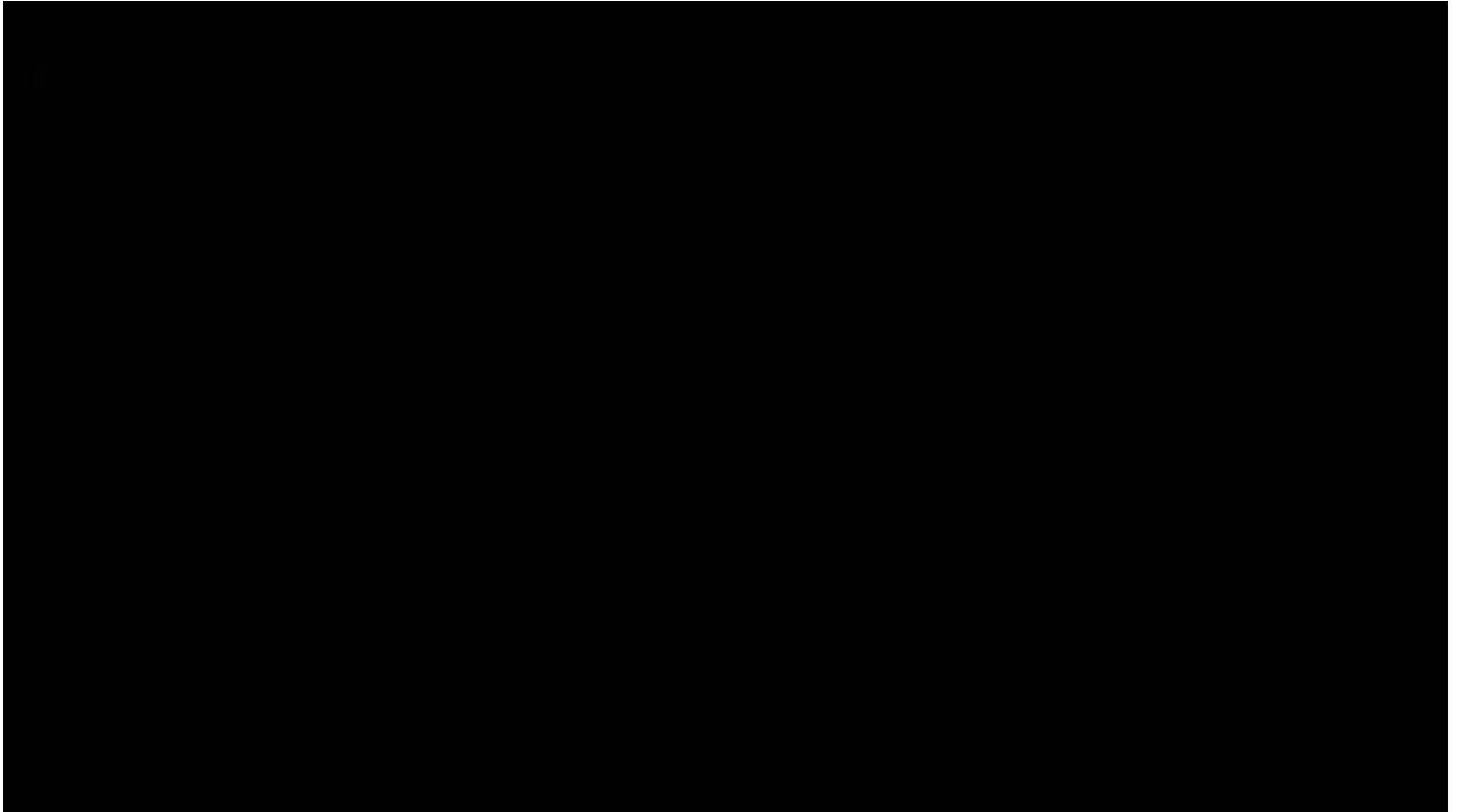
One thought per note

Readable from 3 feet away

Use a contrasting Sharpie

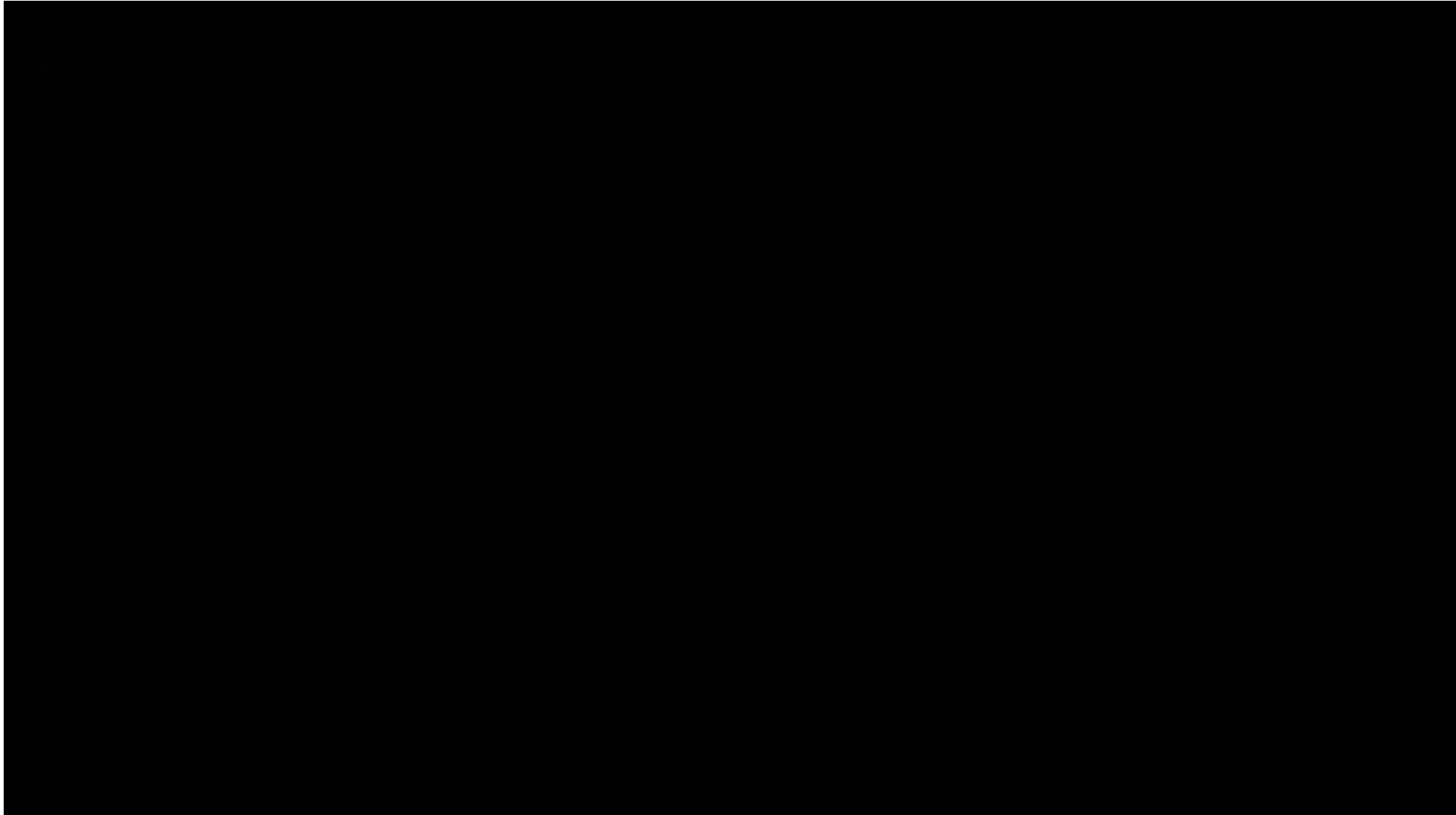


Phishing 1



https://www.youtube.com/watch?v=6Jw_o4h11sw

Phishing 2



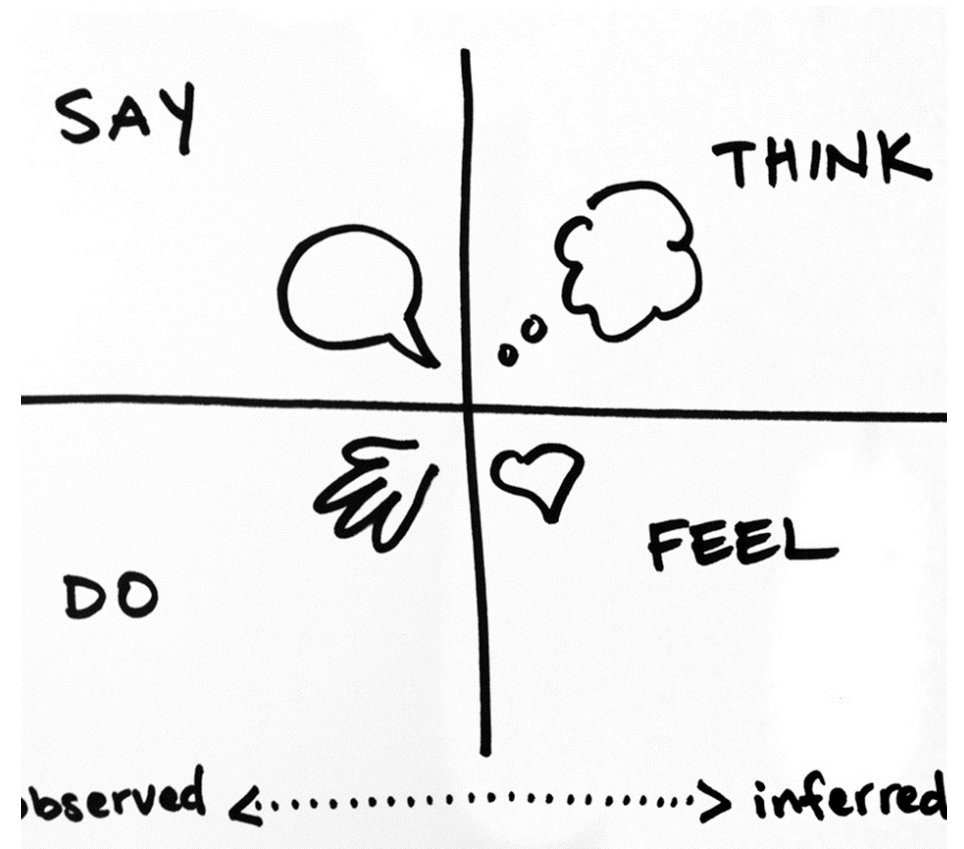
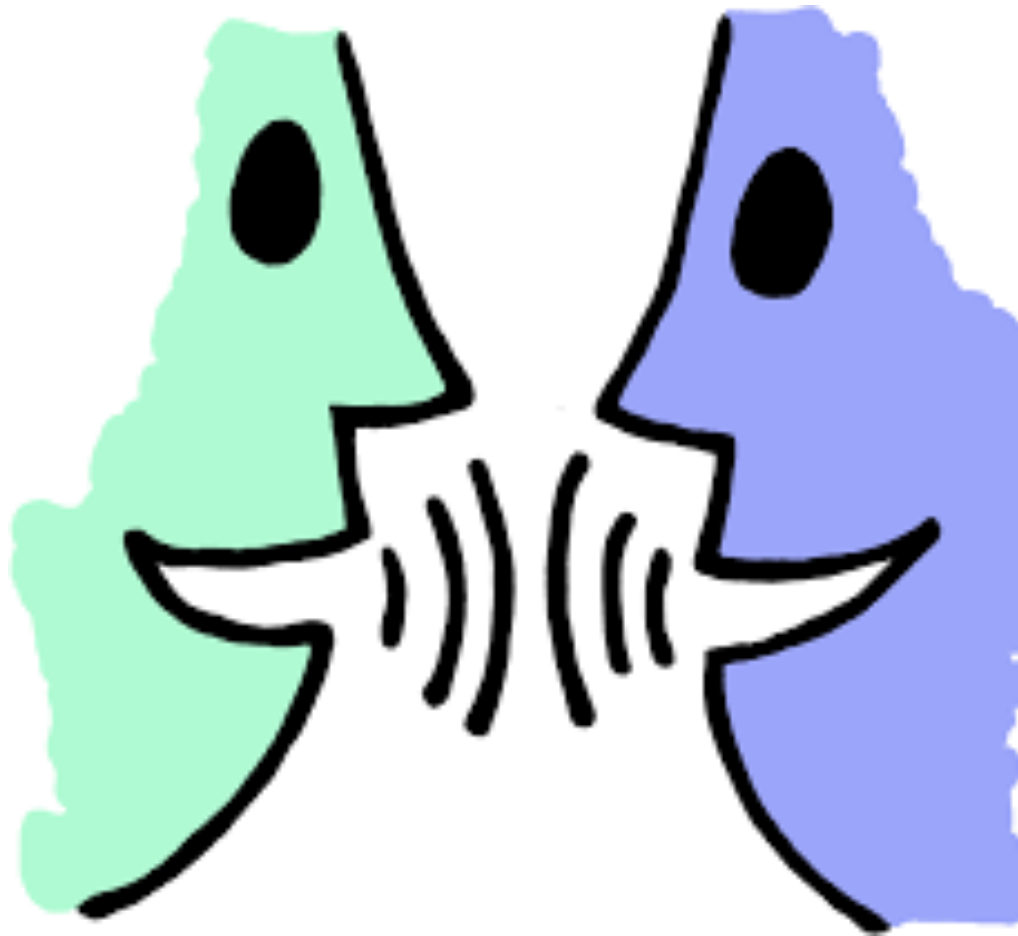
<https://www.youtube.com/watch?v=RJ5vKbt13zM>

97

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Share out



- Save your notes
- We will need them later





Interviewing Users

“Speaking to users and getting to know their day-to-day is the best part of my job.

Their feedback drives new feature implementations, and helping solve their key problems is what I’m passionate about.”

Chloe McConnell

Group Product Manager
Adobe Creative Cloud



The Work of Exploratory Interviewing



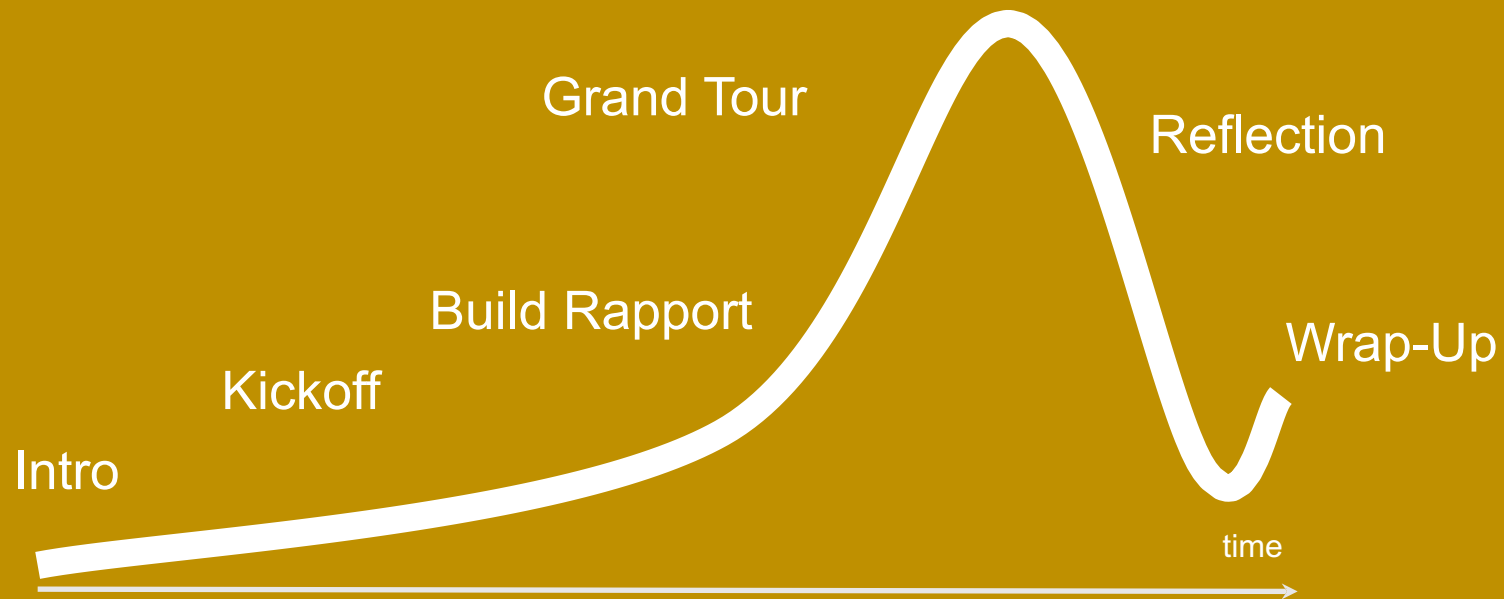
You forget about your self and worry about *their* lives.

- Seek stories
- Understand context
- Find the “why behind the what”



Interviewing to Elicit Stories

Ethnographic interviews share the same basic structure as a story



Example Interview



<https://www.youtube.com/watch?v=Qq30iHQ-HCU>

Introduction

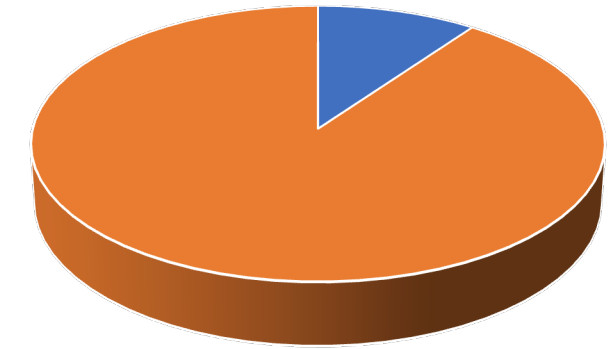
**Describe
your
purpose**

**Outline the
interview**

**Let them know
their knowledge
is important**



- This is where you get into the meat of your interview
 - Open ended questions
 - Drive for specific, detailed information about the topic of interest
 - Respondent does 90% of the talking
 - You make it *feel* conversational with questions that show your interest and curiosity
- This is not a bar conversation... you can move on when you hit a dead end without issue.



■ Talk ■ Listen

Formal scripted interview guide vs “high level guide”

Childfree Interview Guide

Your Decision: How did you decide to remain childfree?

- When/how did you first know?
- Why did you make the decision to remain childfree?
- Did you have any model couples or individuals who shaped your decision (people whose lives you either wanted to emulate or avoid)?
- Have you considered what your life would be like with children?
- What aspects of your life now do you think would be different?
- Do you have nieces, nephews, or other kids in your life with whom you have a relationship? Describe.
- How about pets? Describe.
- What do you most enjoy about your childfree lifestyle?
- What are some of the drawbacks of your childfree lifestyle?
- What role does gender play in your decision?
- What role does relationship status (married, partnered, etc.) play in your decision?
- What role does sexual identity (heterosexual, G/L/B, etc.) play in your decision?

Response From Others: How did others respond to your decision?

- Did you discuss your decision with others before you made it?
- Do people ever assume that you have children? If yes, how do you respond?
- Have you lost any friends as a result of your decision?
- Have you made any friends as a result of your decision?
- Who, if anyone, pressures you about your decision? How do you typically respond?
- Is there anyone in your life who is supportive of your decision?
- Have you ever considered your decision based on others' reactions?
- What role does your relationship status (married, partnered, etc.) play in people's responses?
- What role does your sexual identity (heterosexual, G/L/B, etc.) play in people's responses?
- How do you respond to others' reactions to your decision?

Reflections: How do you feel about your decision to remain childfree?

- How significant a role does the decision play in defining who you are?

VS.

High Level Guide

1. Warm up

2. Grand tour:

Tell me about your bank

- Probes and clarification
 - Likes/dislikes
 - Branch vs on line

Have you used any financial apps

- Probes and clarification

How do you budget

- Probes and clarification
 - How do you think others do it

Interview prompts: Tips & Tricks for getting stories

- **Sequence** – *“Walk me through a typical day... then what do you do next?”*
- **Specific Examples** – *“Let's take yesterday for example, where did you get your lunch?”*
- **Comparison** – *“Do your colleagues share your lunch habits?”*
- **Naïve Outsider Perspective** – *“I'm not from Boston, tell me about this Dunkin' Donuts thing”*

Reflection / Wrap up



Ask them for final thoughts

“Do you have any final thoughts you would like to share, or any questions for me?”



After you have spent a good deal of time with the informant, he or she may be more able to offer up personal insights, describe their plans, dreams, passions, etc.

Taking notes...

- Recording is an option (with permission)
 - Third person taking notes works well
 - Online: Otterpilot etc
-
- Jot down quick thoughts that can be easily summarized
 - Write a narrative summary afterwards
 - Don't seek to simply transcribe

Your turn to practice



“Black Hats

Finding ways to do fraud/phishing

“White hats”

Stopping fraud/phishing



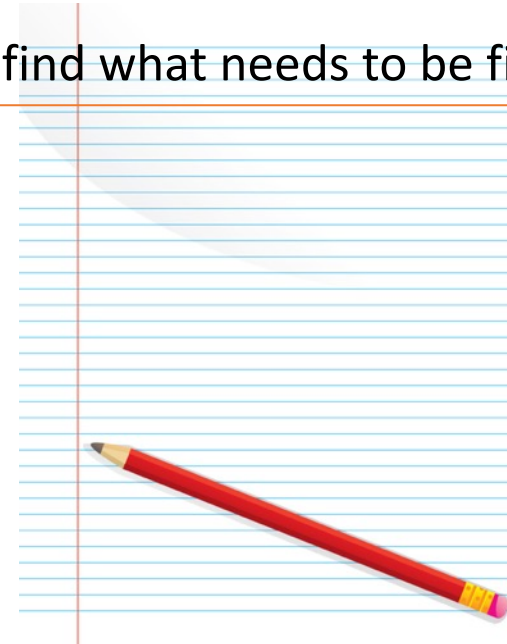
Phishing/Fraud Interviews

Build an interview guide - 10 minutes
(You will be interviewing each other.)



- Half of you will be “black hats” – design your interview to find what you can exploit
- Half of you will be “white hats” – design your interview to find what needs to be fixed

- Introduction
- Kickoff/Rapport Cues
- Your Grand Tour
 - A few prompts

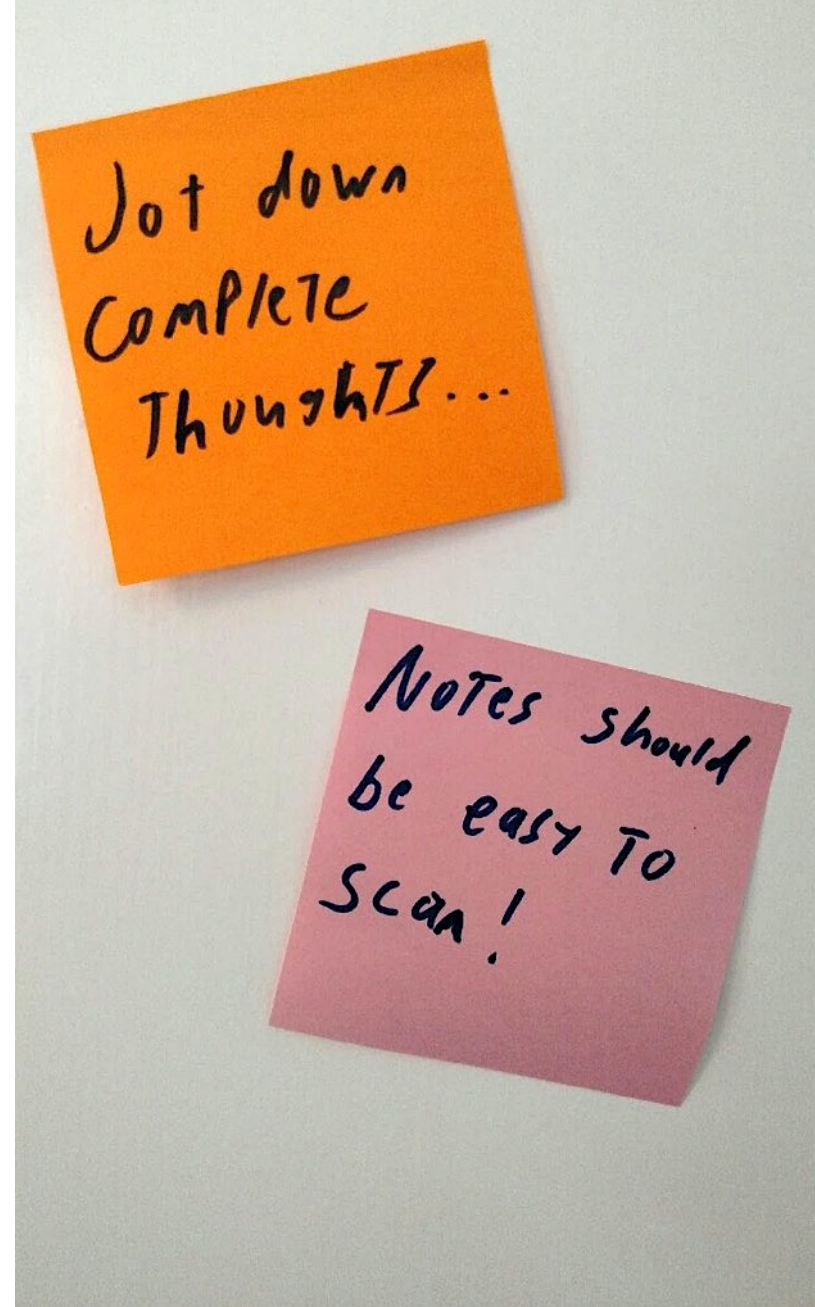


Post-it Note Etiquette

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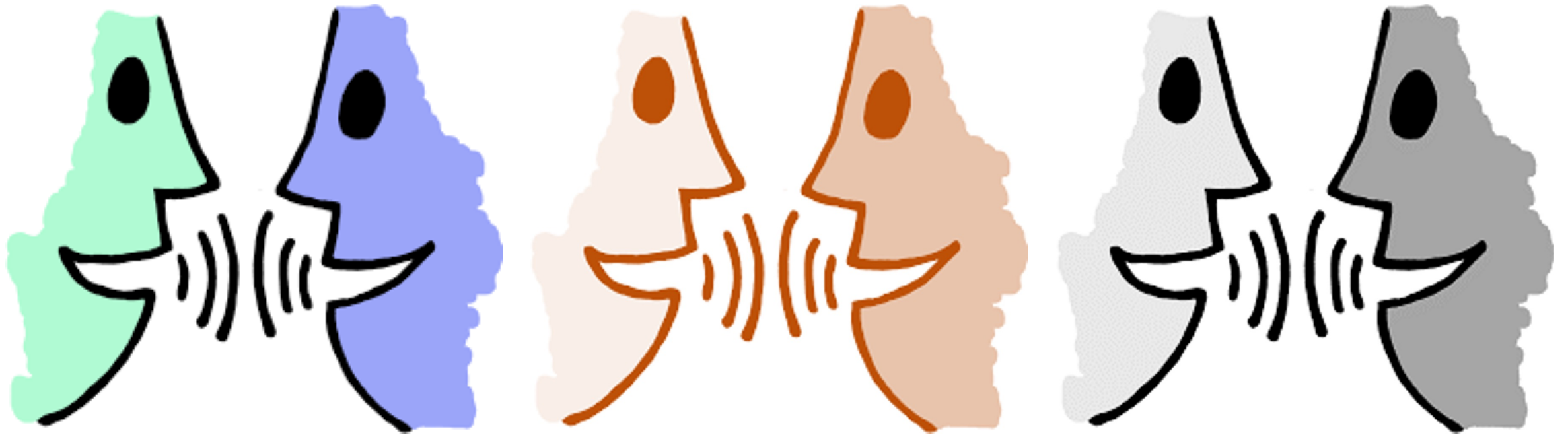


Interview Practice

	Black Hats	White Hats
Round 1	Ask	Answer
Round 2	Answer	Ask

TIME: 9 minutes each round

Share out



- Save your notes
- We will need them later





“I would never buy running shoes online”

Why not?

“Shoes need to fit well.”

Why is this a concern online?

“Because shoes are never the same size.”

How do you currently find ones that fit well?

“I try on several pairs.”

“I would never buy running shoes online”

Why not?

“Shoes need to fit well.”

Why is this a concern online?

“Because shoes are never the same size.”

How do you currently find ones that fit well?

“I try on several pairs.”

“I would never buy running shoes online”

What they said

Why not?

“Shoes need to fit well.”

Why is this a concern online?

“Because shoes are never the same size.”

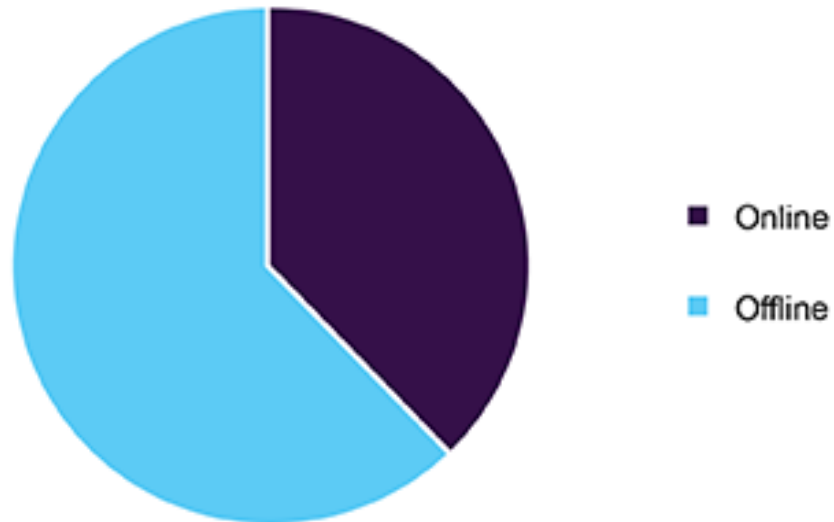
Why

How do you currently find ones that fit well?

“I try on several pairs.”



Global trail running shoes market share, by distribution channel, 2018 (%)



FREE SHIPPING

Zappos always provides FREE shipping.

FREE 365 DAY RETURNS

Return shipping is always FREE.

EXCHANGES

You also have the option to exchange instead of returning for a refund.

Source: www.grandviewresearch.com



- Introducing Teams!

A collage of various colored sticky notes (pink, yellow, blue, green, orange) scattered across the frame. Each sticky note features a large, bold, black question mark. The notes are layered and overlapping, creating a vibrant and busy background.

Questions or Comments?

End

Of the

Day

**ANY
QUESTIONS?**



End

Of the

Day



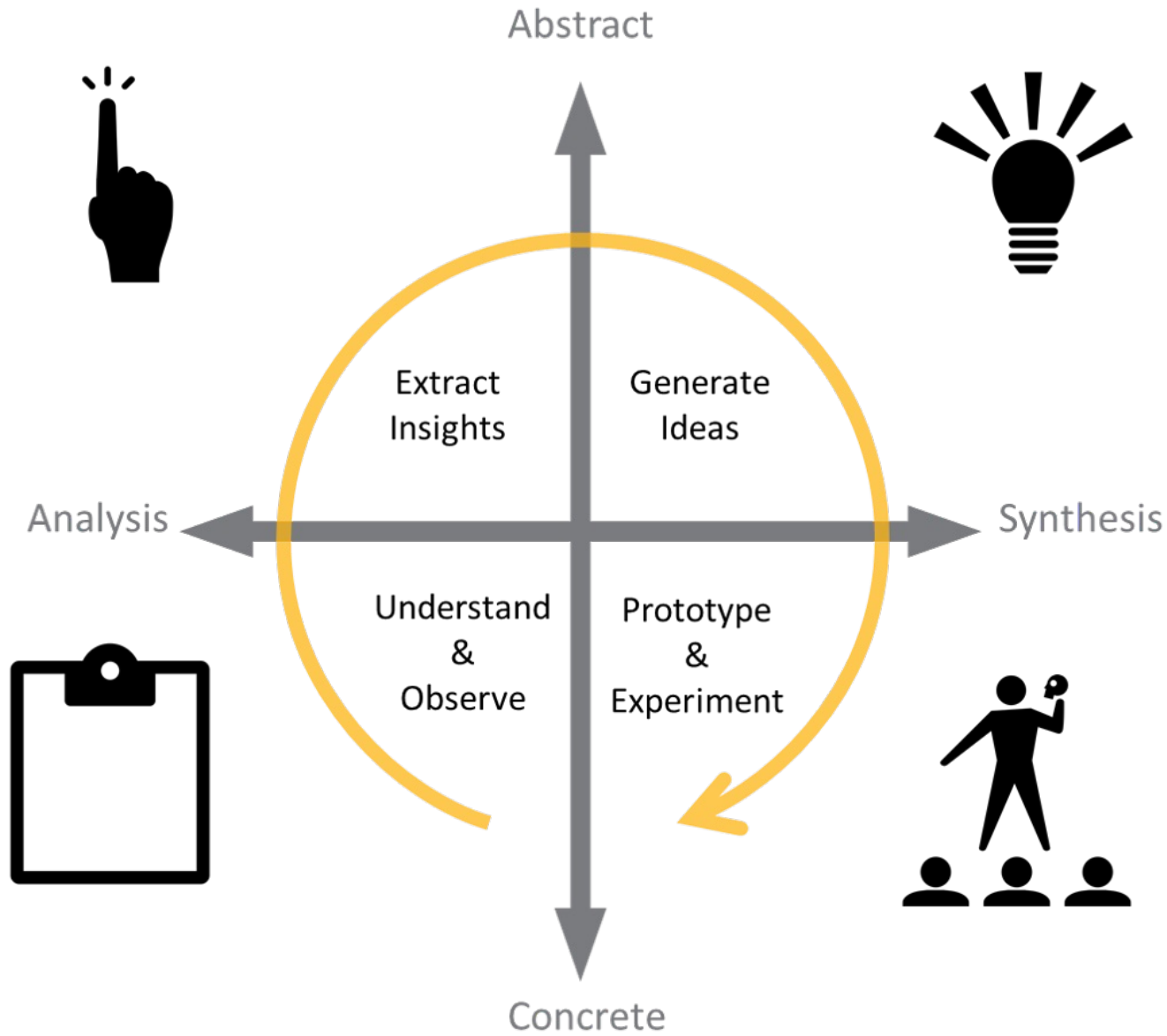
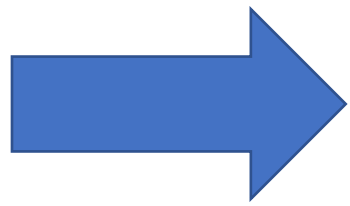
WELCOME

Design Thinking

UC Berkeley

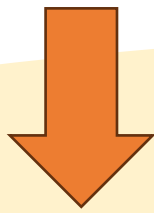
Haas School of Business

Module Three – Generating Insights and Problem Frames



Insights:

Key findings related to your challenge



Problem Frame:

Shaping insights as a “how might we” design challenge

Ideas:

Developing a range of possible solutions



Concept development
alignment on solutions

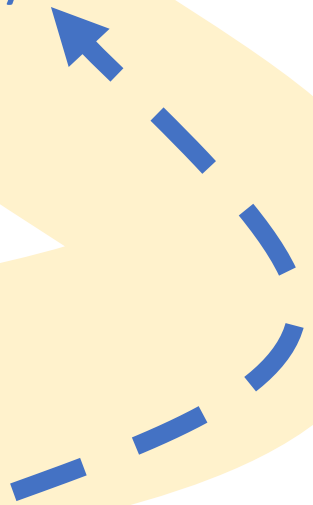


De-risk and iterate:

Key variables to explore
Low fidelity testing

Design research:

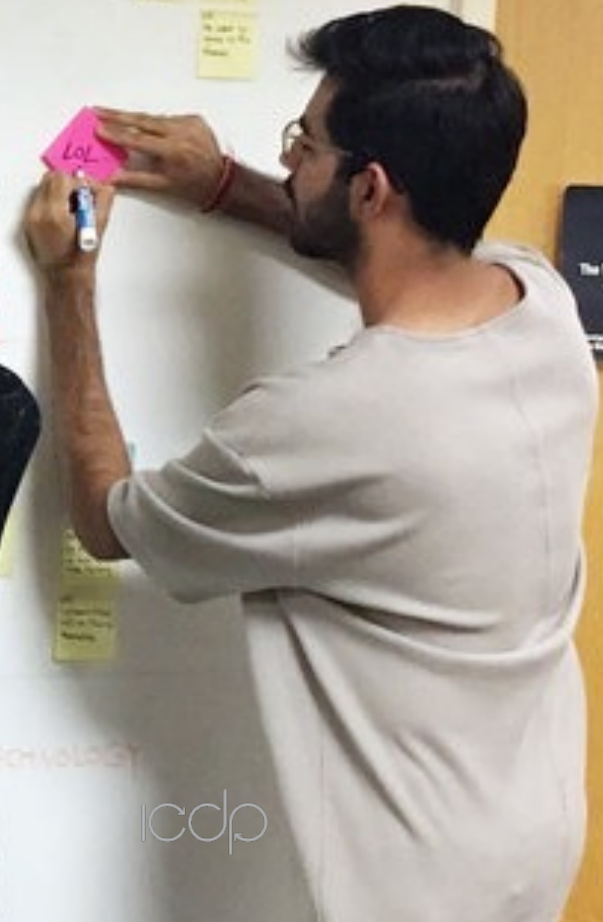
Explore and understand Users’ attitudes, needs, and behaviors



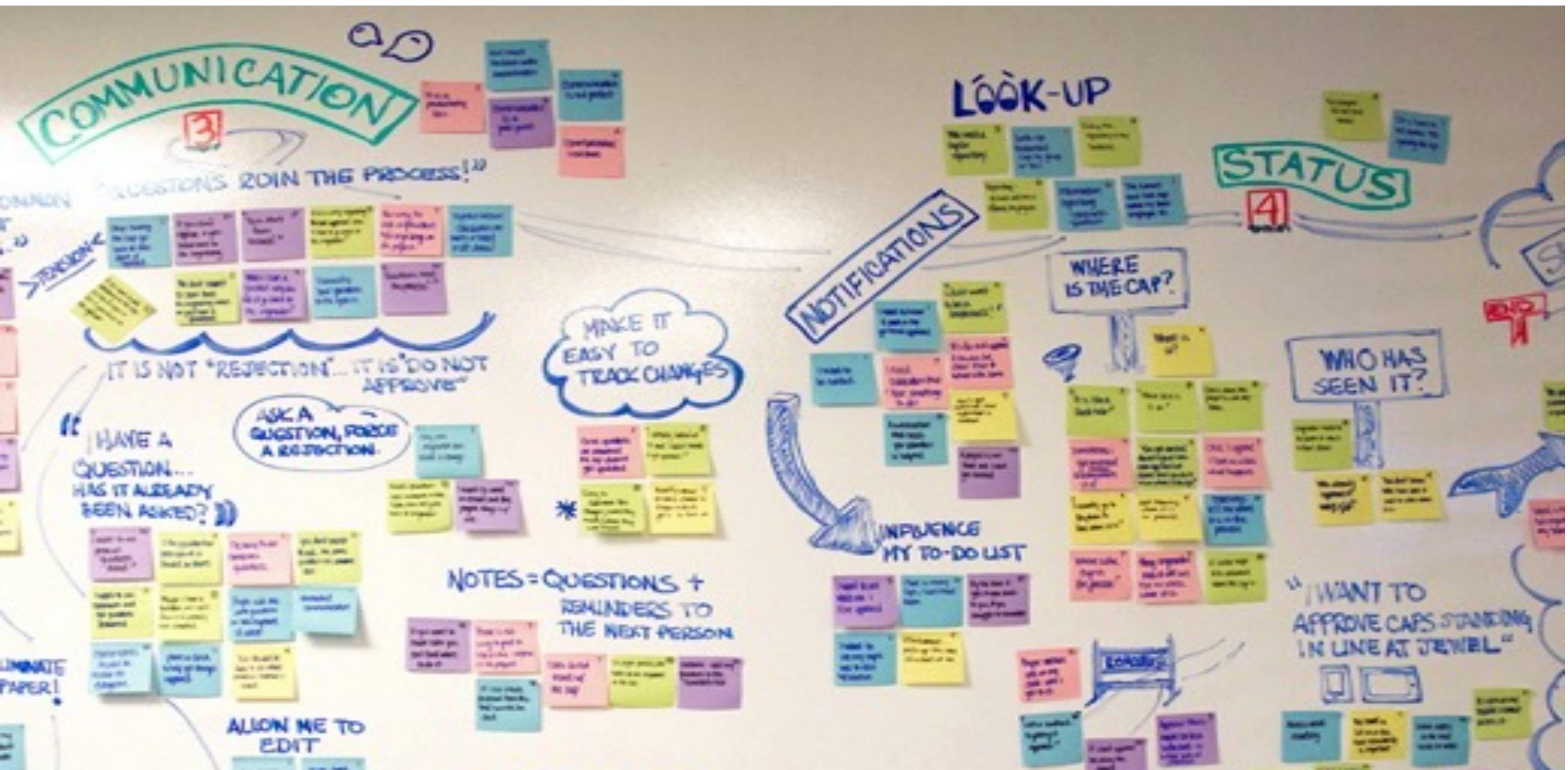




Organizing Data: Affinity Diagrams



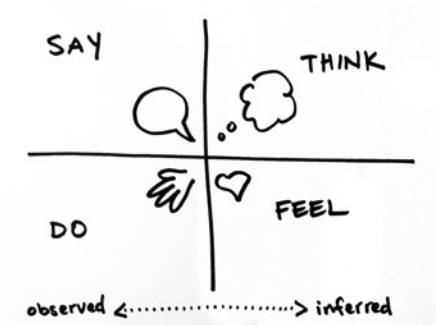
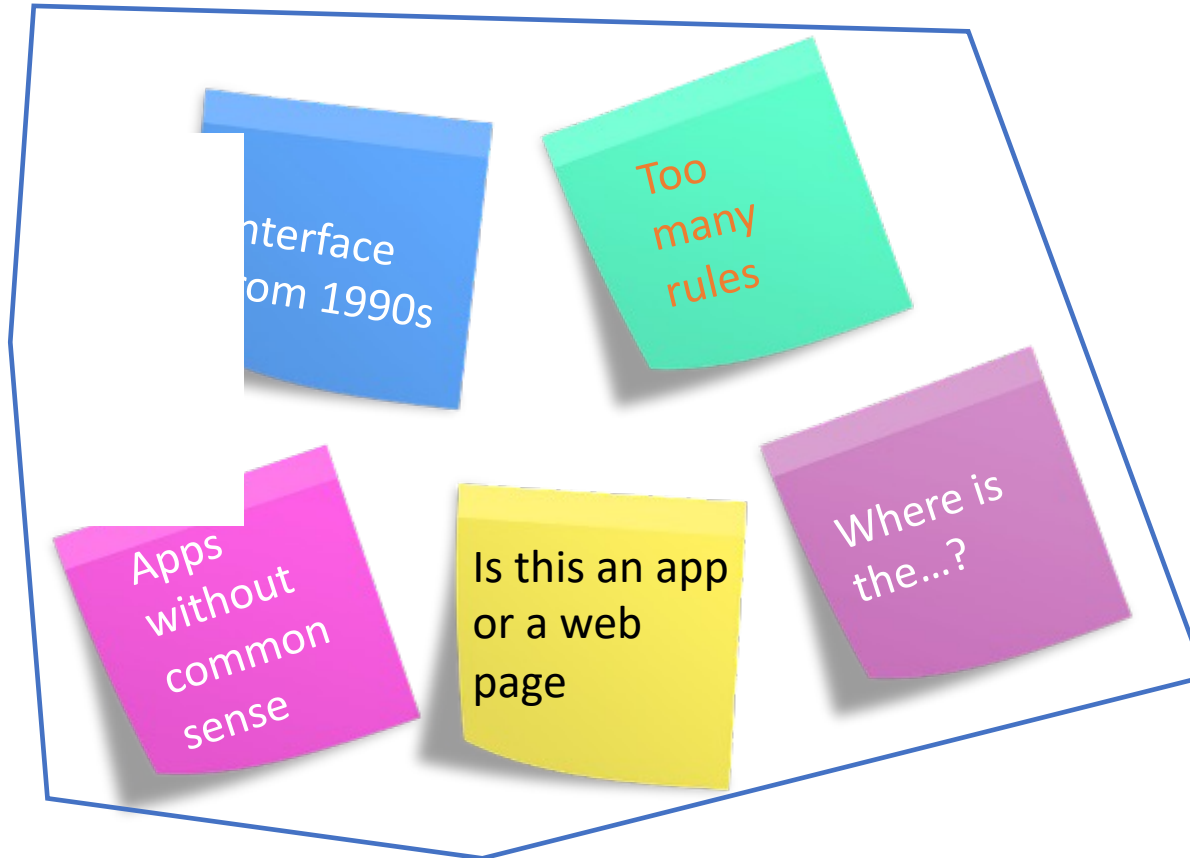
Find Themes and Patterns



Cluster by pain points, delights and dilemmas

Name your clusters to be revealing (not just categories)

“You are so old fashioned”



30 Minutes

Affinity mapping and labeling and discussion



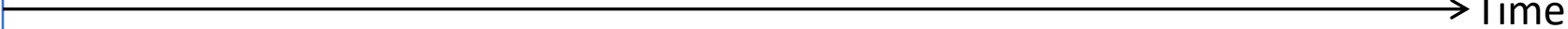


Organizing Data: Journey Maps

TEAM TIME



+

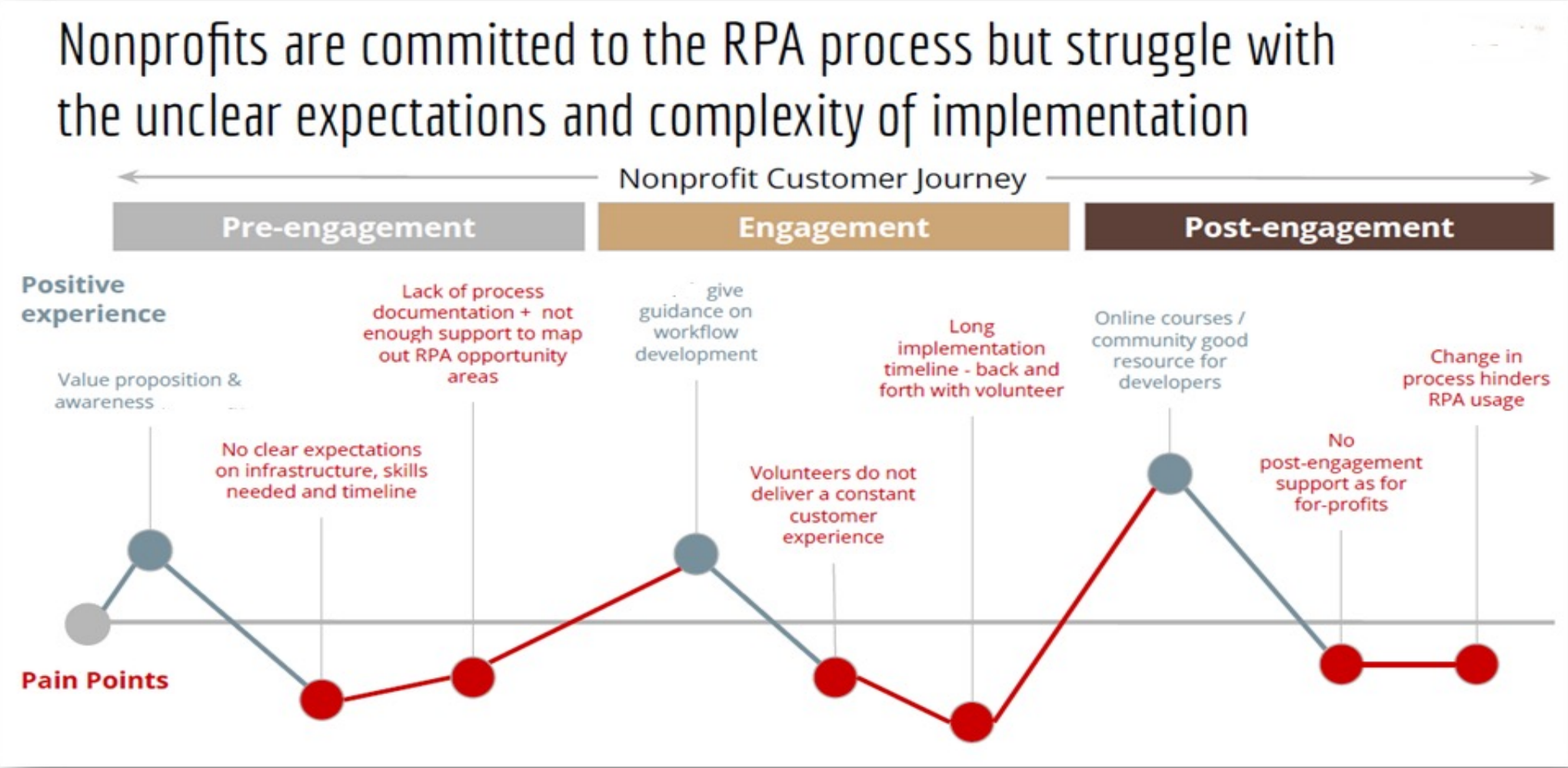


Time

-



Journey Map in Practice



30 Minutes

- 10 Minutes on your own
- 20 Minutes sharing

- What are the key steps in luring in a phishing victim
- Are these steps about hope/generosity (+) or fear/greed (-) ?



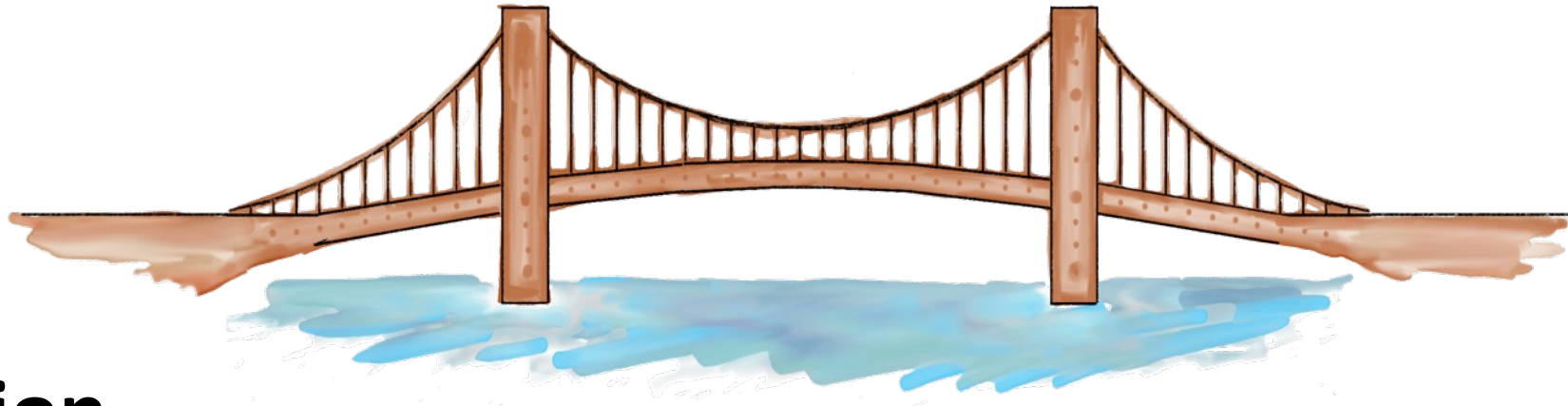
What is an insight?



Insights:

The bridge between information and action (actionability)

Insight

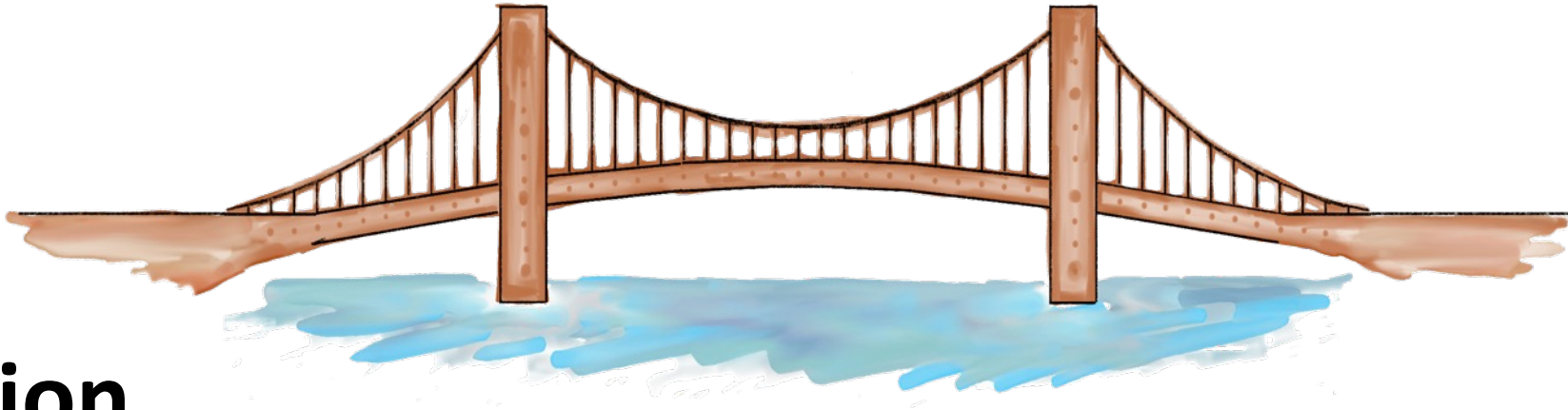


Information

Action

Insight

“I wish there was a way to have both trust and modern/ trendy.”



Information

App is the bank
UX expectations
New service expectations
Fintech trust concerns

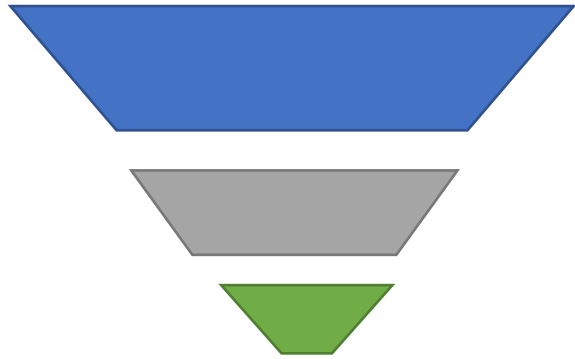
Action

The “Infinity app”

Healthcare digital transformation effort (enrollment)

Client's Data View (and Bias)

Typical Website User Funnel

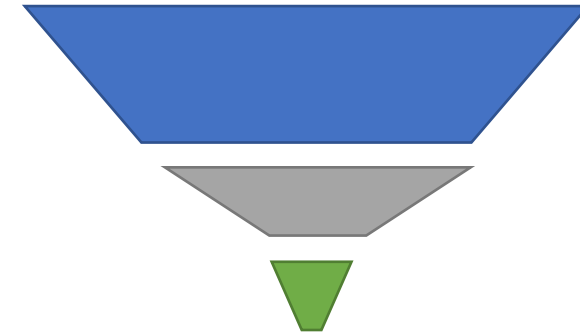


Visit

Selection

Purchase

Company's User Funnel



Very high drop-off customer enrollment at plan selection screen rather than typical “cart abandonment”

:: “We need more plan options and strategies”

Our User Centered Discovery:

- Too much choice paralyzing web visitors
- Fear of omission or overpaying

The insight

- “I wish you would tell me what to choose rather than offer me more choices.”



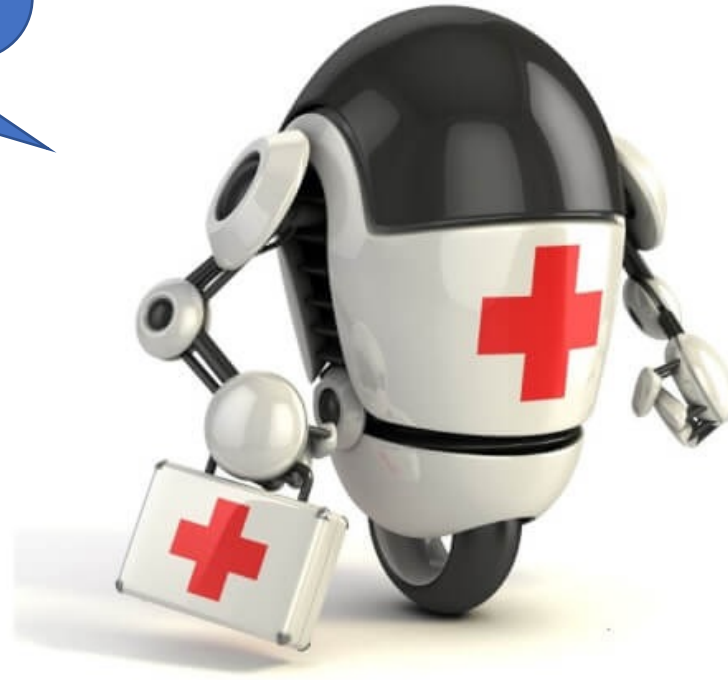
From Product Offerings

to

Product Matching

Welcome, let me tell you about your options.

Welcome, tell me more about you.



Insight!

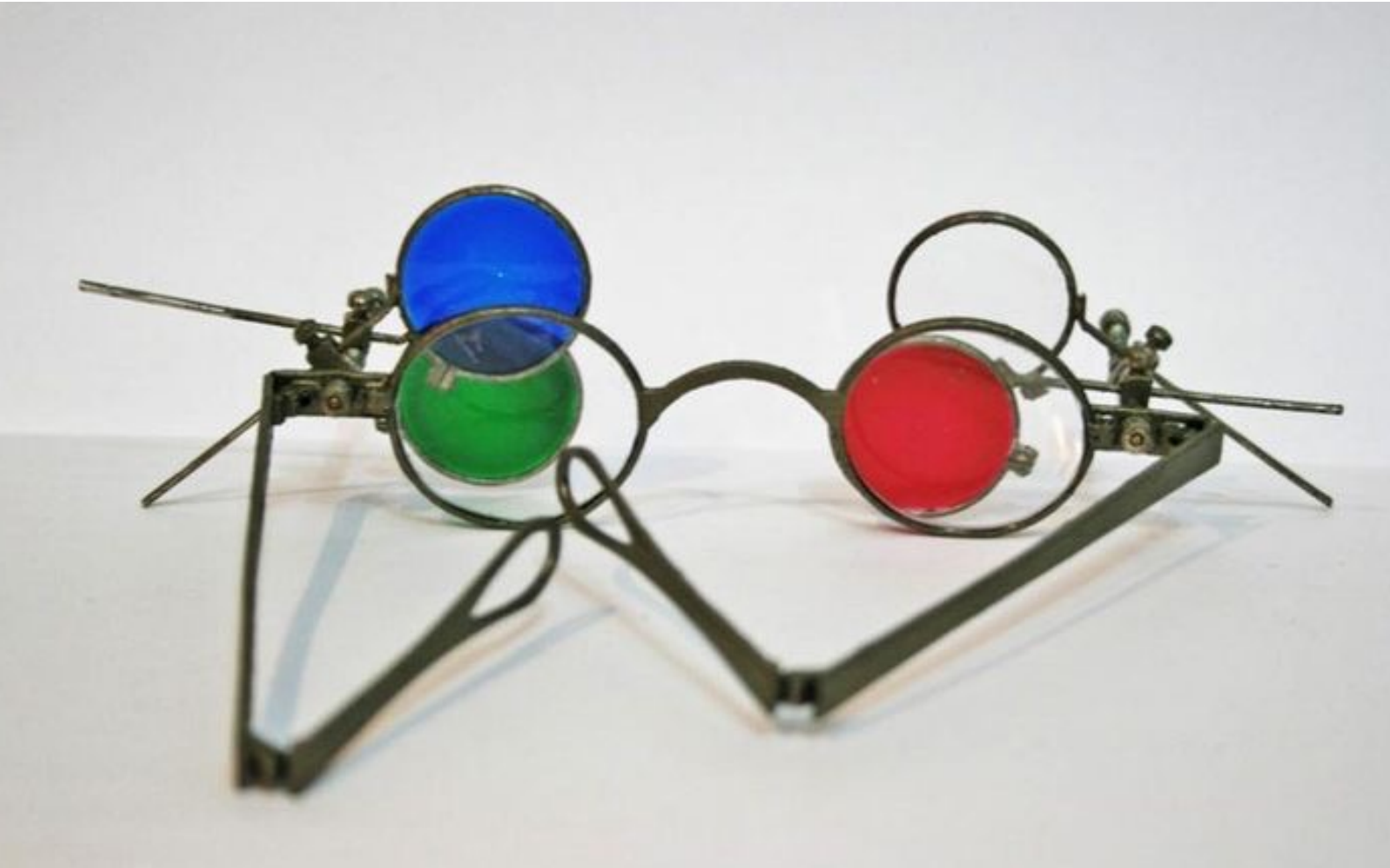
Insight!

Insight!

Getting to insights



A simple formula to help...



User's Current State

+

User's Dilemma or Need

=

Wish, Want, or Change
(Insight)

Current State

- Needs to choose, but indecisive about health plans

Dilemma or Need

- Too much choice paralyzing her
- Fear of omission or overpaying

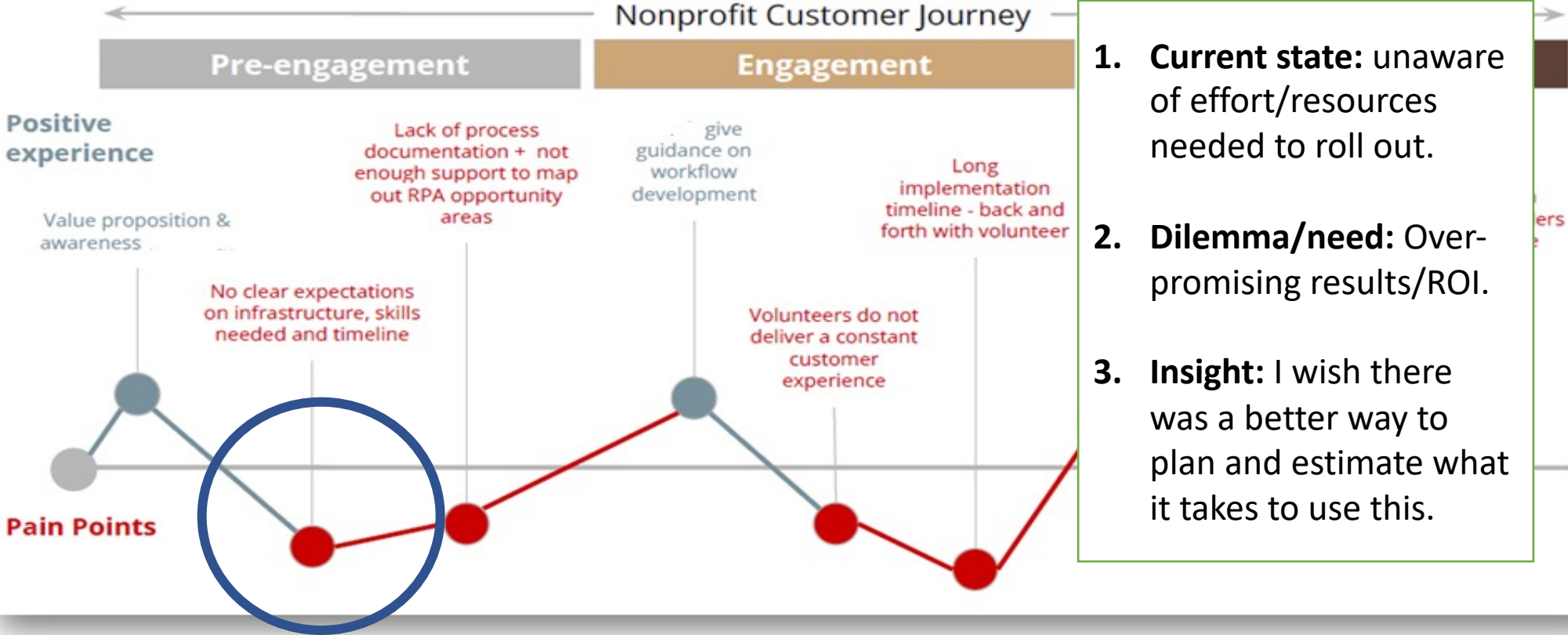
The insight

- “I wish you would tell me what to choose rather than offer me more choices.”



Example

Nonprofits are committed to the RPA process but struggle with the unclear expectations and complexity of implementation





Individually and then share with your small team:

1. Look at your affinity diagrams and journey map.
2. Select a current state, why it matters (dilemma or need) and then write an insight.
3. Post them and discuss

icdp innovation creativity & design practice

Current State
Dilemma or Need
Insight (wish/want)

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Problem Framing

From the user...

(the opportunity)



**From the user...
(the opportunity)**

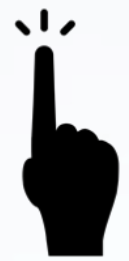
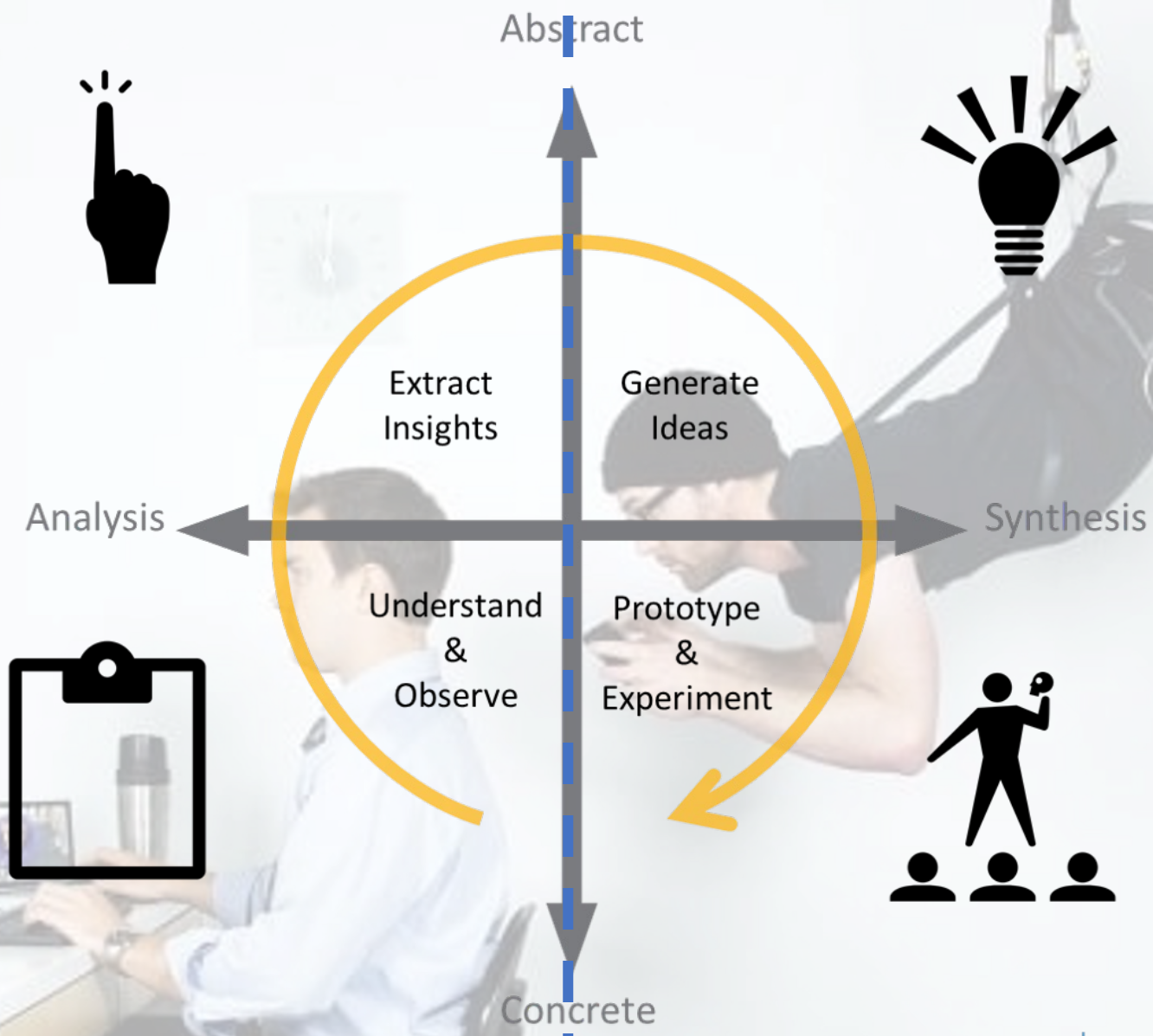


**To you ...
(solving for it)**



Problem Finding

Problem Solving



Insights:

Key findings related to your challenge

Problem Frame:

Shaping insights as a “how might we” design challenge

Ideas:

Developing a range of possible solutions

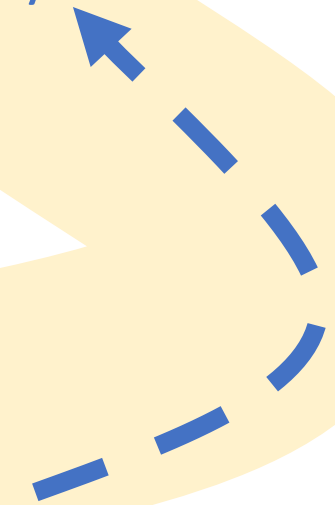
Concept development
alignment on solutions

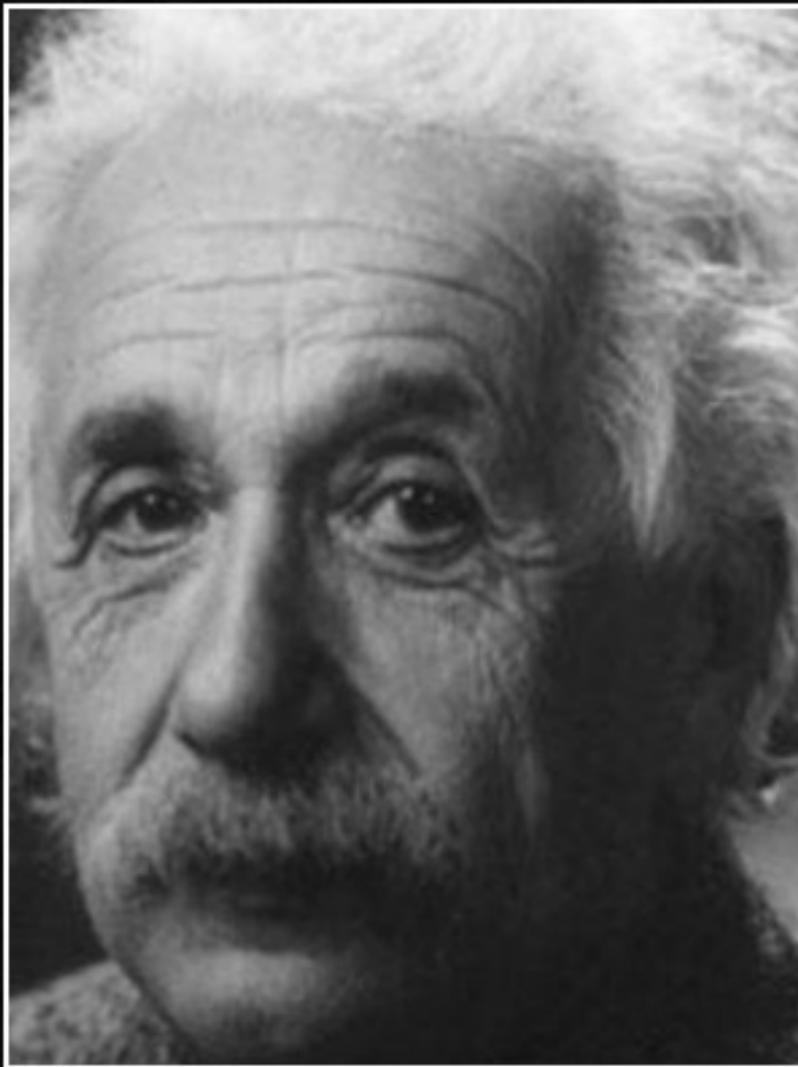
De-risk and iterate:

Key variables to explore
Low fidelity testing

Design research:

Explore and understand Users’ attitudes, needs, and behaviors



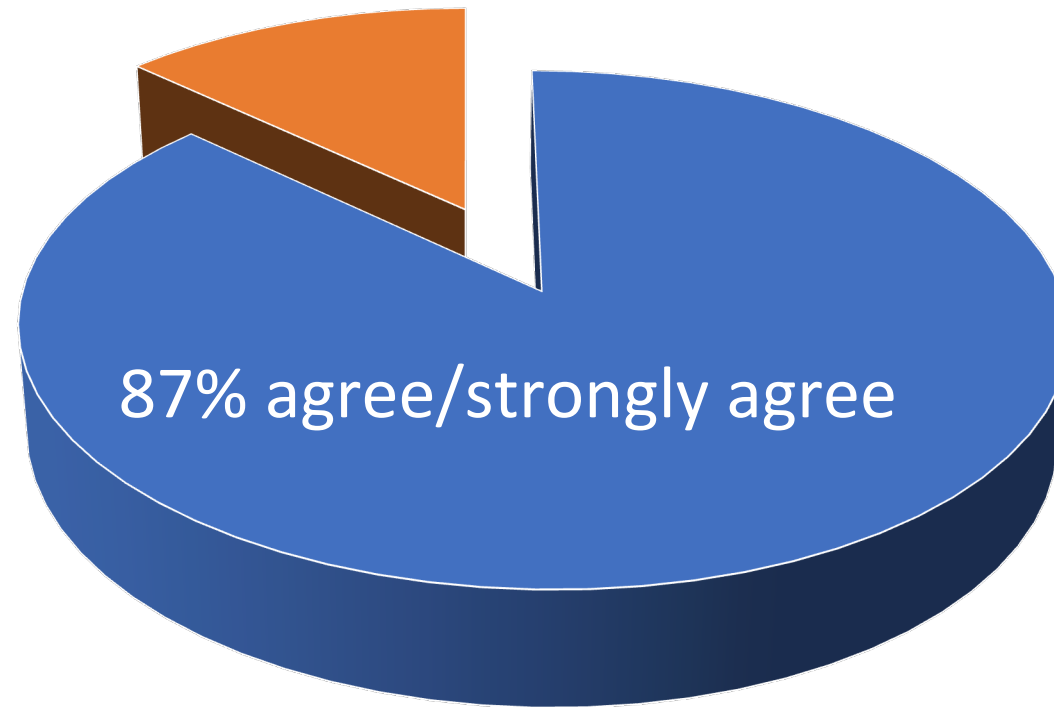


If I had an hour to solve a problem
I'd spend 55 minutes thinking about
the problem and 5 minutes thinking
about solutions.

— *Albert Einstein* —

AZ QUOTES

“Our organization is **not** good at problem diagnosis”



HBR - Thomas Wedell-Wedellsborg
January–February 2017 Issue

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icdp innovation creativity
& design practice

“A problem
well-stated
is a problem
half-solved.”

-- Charles Kettering,
head of research at GM



A landscape photograph showing a dirt road winding through a green field towards a range of brown mountains under a sunset sky with golden clouds. The scene is illuminated by warm, low-angle light.

3 powerful design
thinking words:

“How Might
We?”

“The beauty of the phrase “*How might we*” is that it eliminates fear, stress, and anxiety by supportively implying that there may be more than one solution.”

Jean Greaves



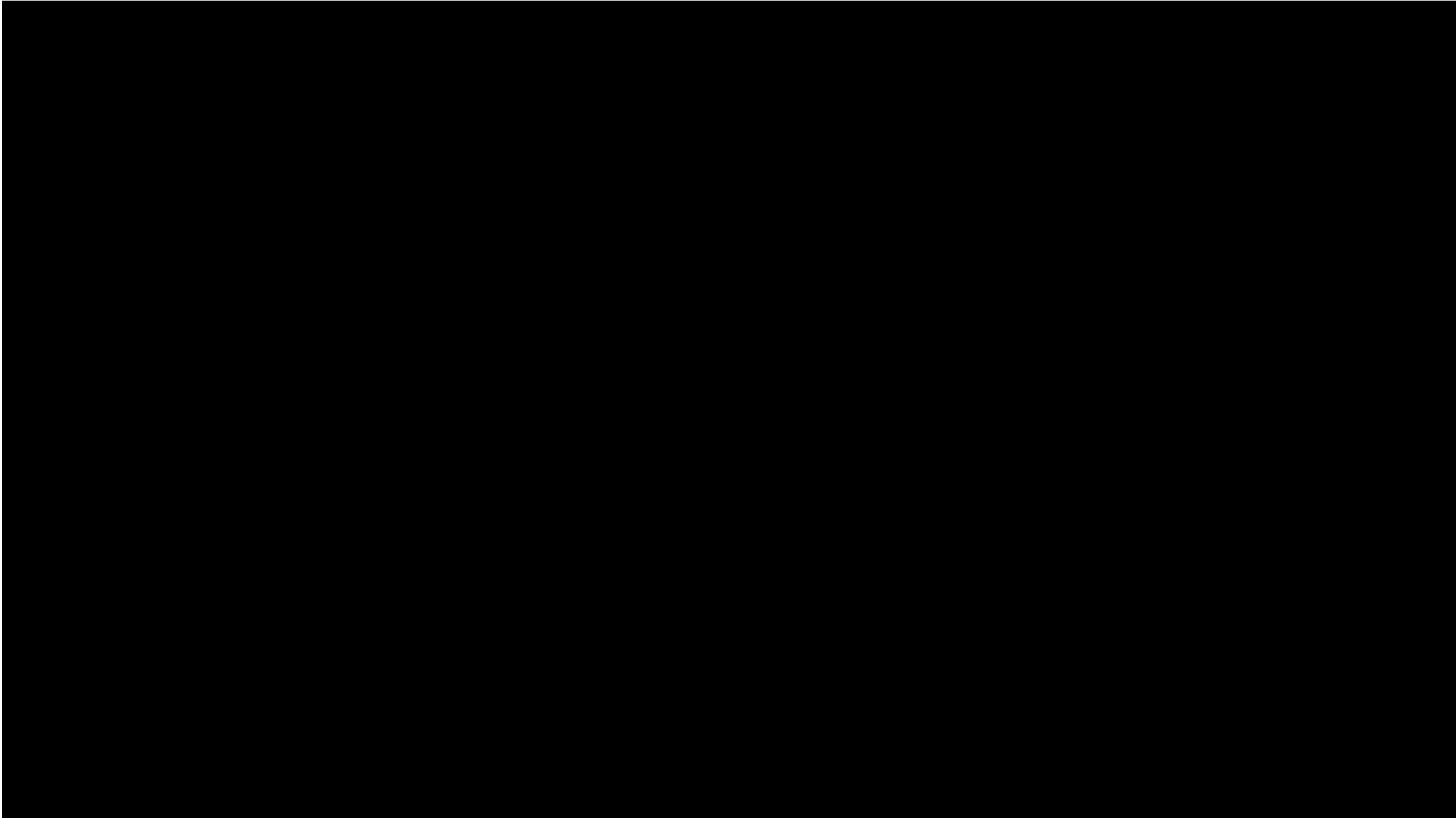
Rephrase your insight as a “How Might We” Question

Insight: “I wish there was a way to have “financial services” that are both trusted and modern/trendy.

How might we leverage our trust/reliability while delivering on our younger customers’ desire for sleek and “new” ways to manage money?

Design challenge created!

- Shared understanding
- Insightful/user centered
- Solvable
- Addresses a user and a “dilemma”
- Does not embed the answer



“My responses are limited - you much ask the right question.”

Reduced data set warning.

- With more time, you would build out insights on all of your clusters, and consider many how might we frames.





18 solution spaces



60 concepts (from 300+ ideas)



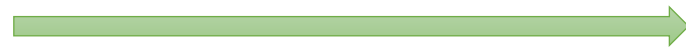
TEAM TIME

15 minutes

As a group decide on the most interesting 1-2 insights from your team

10 Minutes

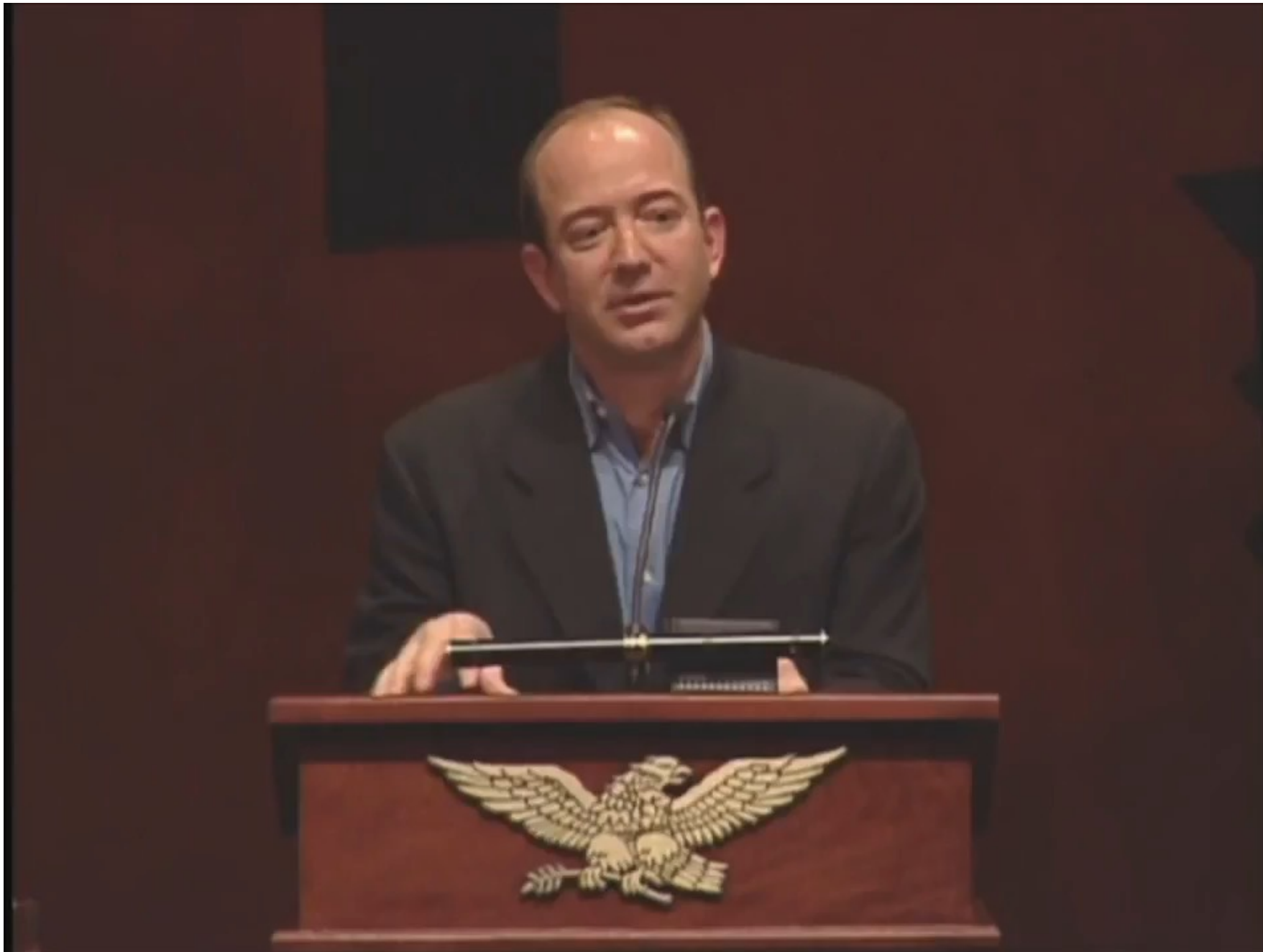
Turn that into a HMW



Write it down!

Three HMW Tips

- Include a stakeholder
- Include an outcome or goal
- Avoid embedded solutions



FRAME #1

How might we...
make it more
comfortable to work
on your knees

FRAME #2

How might we get
workers off of there
knees?



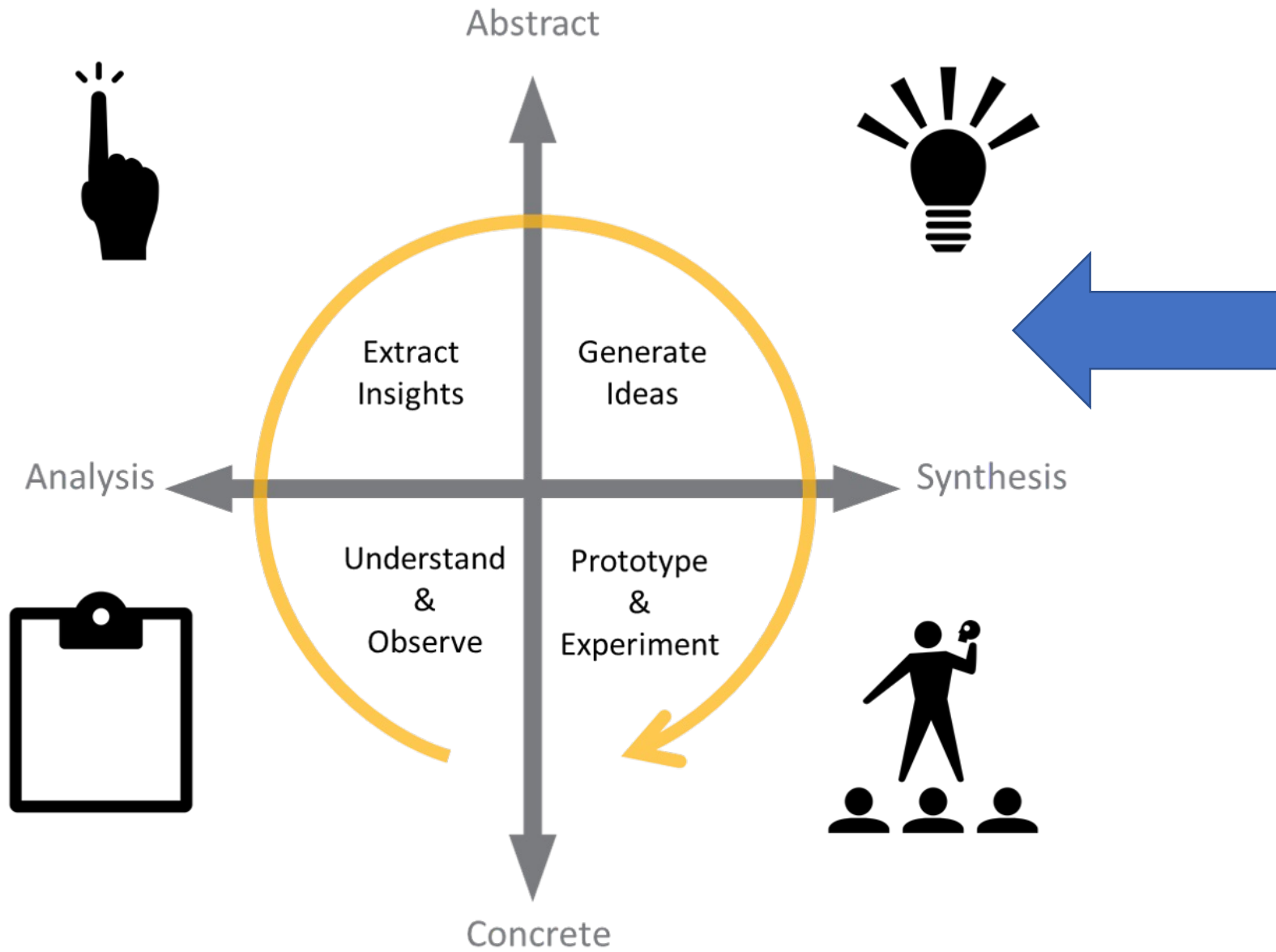
KEY TAKEAWAYS



Problem frames create opportunity spaces

- *Innovation is about creating these*
- *Strategy is about choosing*

Module Four – Idea Generation



Insights:

Key findings related to your challenge

Problem Frame:

Shaping insights as a “how might we” design challenge

Ideas:

Developing a range of possible solutions

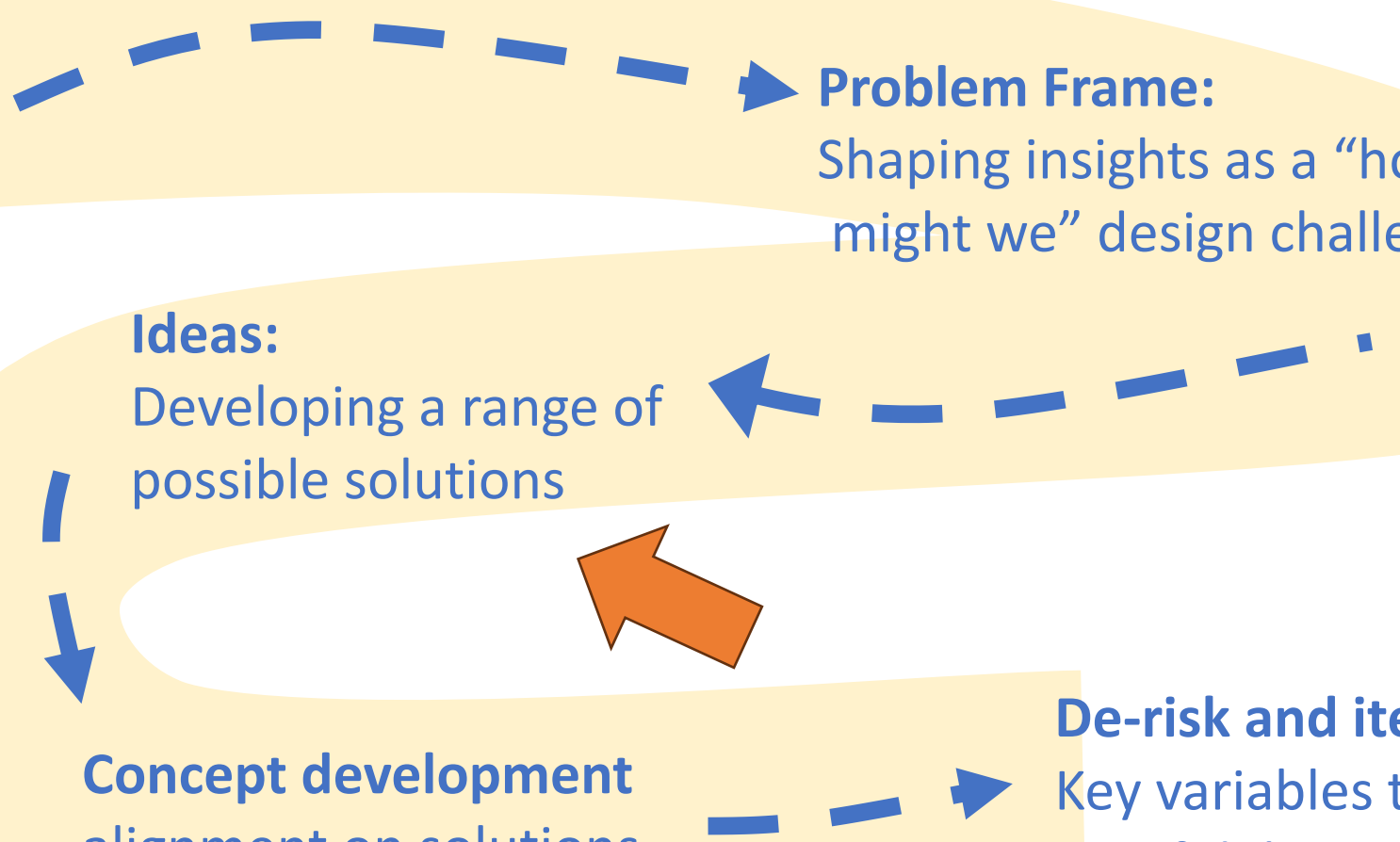
De-risk and iterate:

Key variables to explore
Low fidelity testing

Design research:

Explore and understand Users’ attitudes, needs, and behaviors

Concept development
alignment on solutions







Great ideas come from everywhere
if you just listen and look for them.
You never know who's going to have
a great idea.

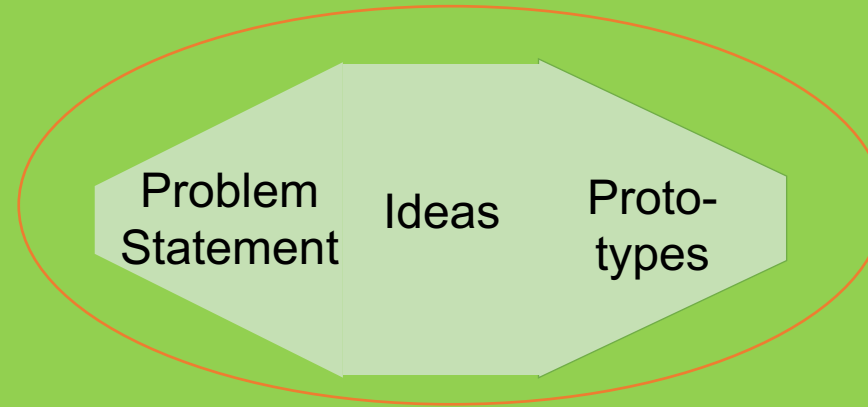
— *Sam Walton* —

AZ QUOTES

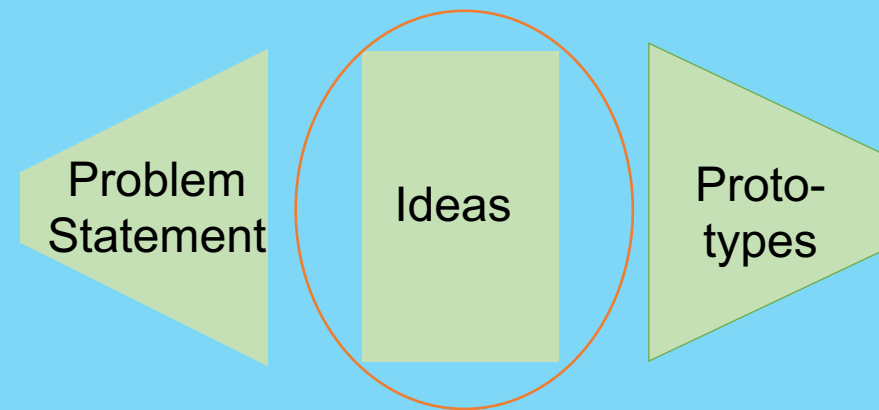




'Typical' brainstorming includes elements of defining the problem and developing the solution.

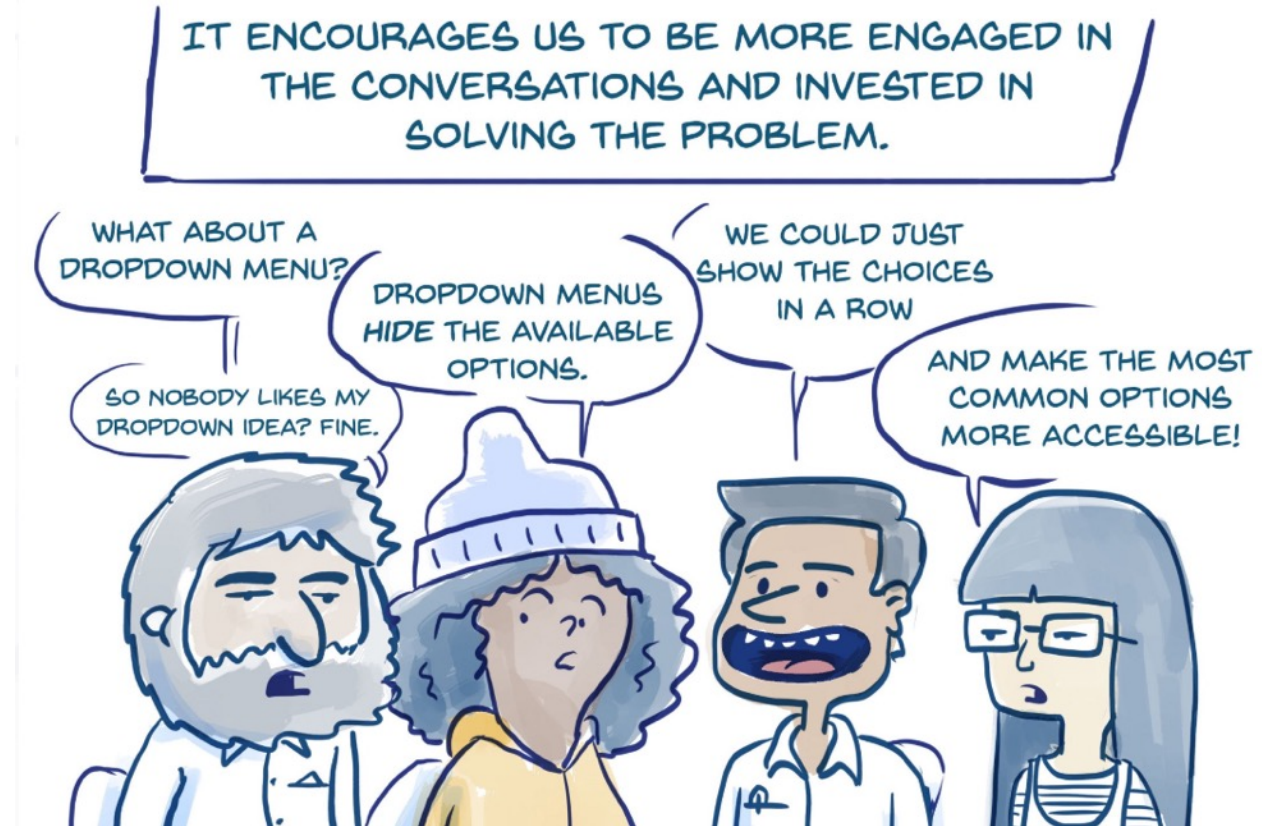


Effective ideation means coming in with a clear problem frame, and figure out the details later.



Best Practice

1. Ideate (solo) and then
2. Iterate (group)



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Note: The other type of idea generation

- Relaxing the brain's "executive function" leads to creativity.
- When you're not actively working on a task, your mind is subconsciously collecting ideas and processing things to prepare you for it.
- "Ideas that took longer to excavate were more likely to be truly innovative."*

* <https://insight.kellogg.northwestern.edu/article/keep-brainstorming-ideas-creative-cliff>

Say hello to my little friend



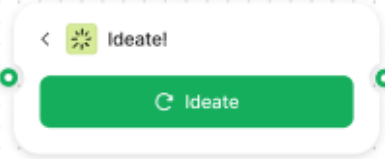
ChatGPT, Anthropic, CoPilot
are decent first round
ideators, if you have a well
phrased how might we.

How might we leverage
our trust/reliability while
delivering on our younger
customers' desire for
sleek and "new" ways to
manage money?

ChatGPT4o

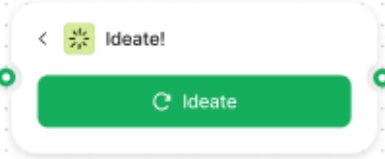
- 
- Leverage design** -- (Interface, personalization extras)
 - Innovate on security** -- biometrics, simple/multilayer
 - Cross platform** -- Fintech integration, bots
 - Gamification** -- rewards, challenges

How might we help knowledgeable and motivated recyclers educate and activate the green but confused crowd?



Ideate!

- Create a mobile app that provides recycling tips, facts, and quizzes to help knowledgeable recyclers engage and educate the confused crowd.
- Organize recycling workshops and training sessions to empower motivated recyclers to become ambassadors and teach others about recycling.
- Develop a gamified online platform that allows knowledgeable recyclers to earn points and rewards for educating others.



Ideate!

- Gamify the recycling experience by creating a virtual eco-friendly city where users can build and manage their own recycling centers, collect virtual recyclables, and earn rewards for their sustainability efforts.
- Develop a community feature where users can connect, share, and discuss their recycling experiences, tips, and success stories, fostering a sense of camaraderie and encouraging further engagement.

As a group activity...

- Defer judgement
- Encourage wild ideas
- Build on the ideas of others
- Go for quantity
- One per idea post it



Crowdsource while avoiding group think?

Teams can make worse decisions than individuals by relying too much on widely understood data while disregarding information possessed by only a few individuals.

Listen and learn, don't rush to consensus.

<https://www.nngroup.com/articles/common-knowledge-effect/>

Post it note etiquette

Jot down
complete
Thoughts...

Notes should
be easy to
scan!

- One thought per note
- Notes should be easy to scan
- Synthesize and summarize

TEAM TIME

5 minutes

Write ideas silently on post its at least 3 per team member – so don't overthink

20 Minutes

Each team member share/elaborate on your ideas

2 minutes per team members share

2 Minutes of clarifications and “yes and”

15 minutes

Group similar ideas

5 Minutes

Pick one group as a favored solution

Module Five – Prototype and Experiment

Module 1 Mindset



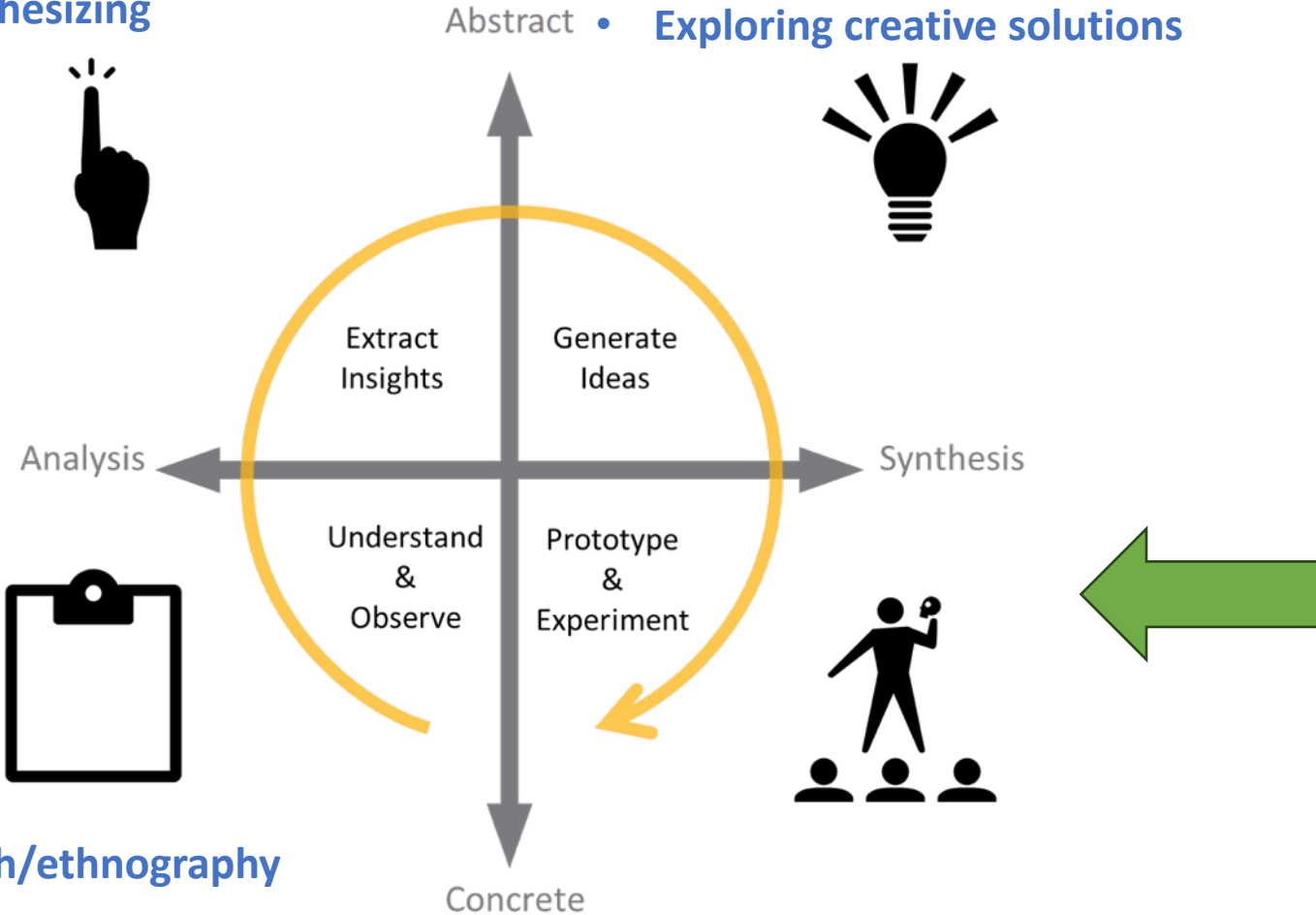
- Module 3**
- Organizing and synthesizing unstructured data
 - Insights



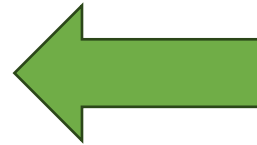
Module 4



- Problem frame
- Exploring creative solutions



- Module 2**
- Design research/ethnography



Insights:

Key findings related to your challenge

Problem Frame:

Shaping insights as a “how might we” design challenge

Ideas:

Developing a range of possible solutions

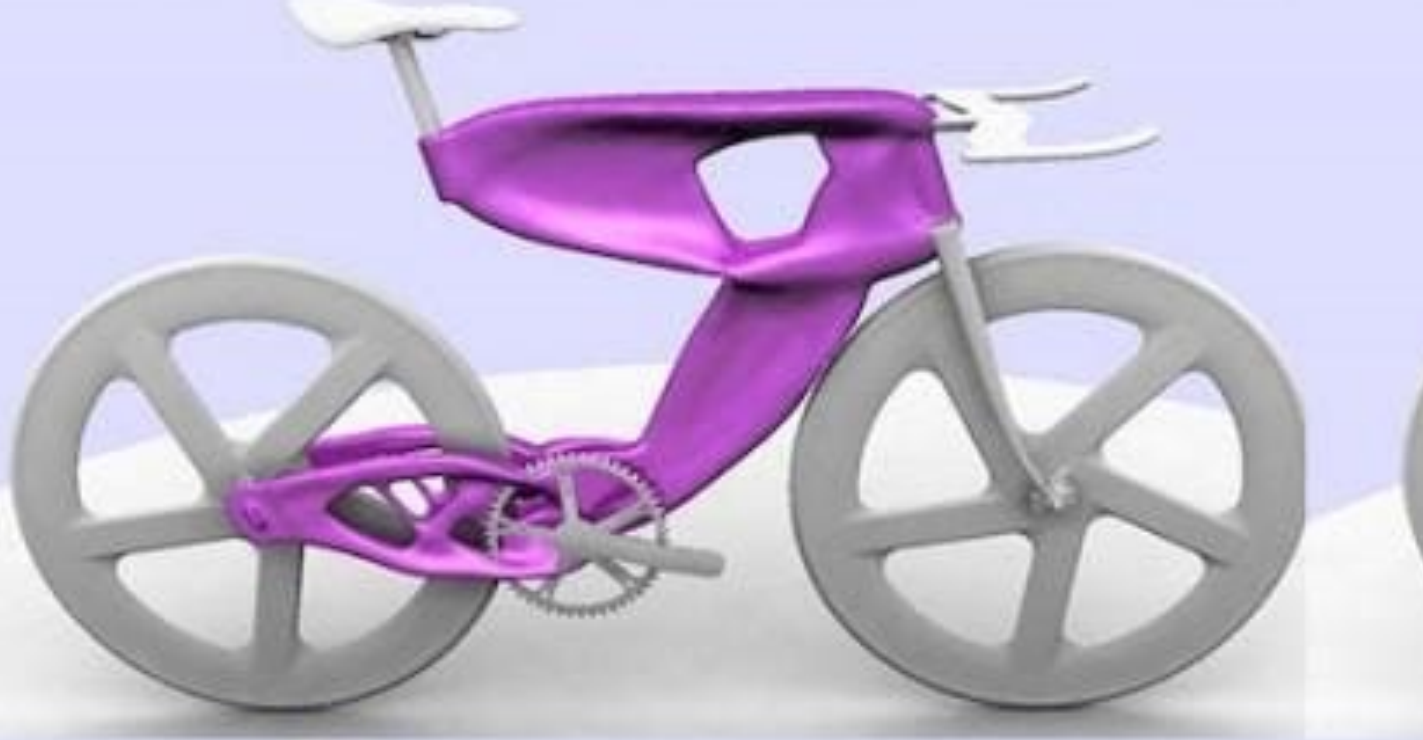
De-risk and iterate:

Key variables to explore
Low fidelity testing

Design research:

Explore and understand Users’ attitudes, needs, and behaviors

Concept development
alignment on solutions



Clarifying your concept
and the many design
decisions

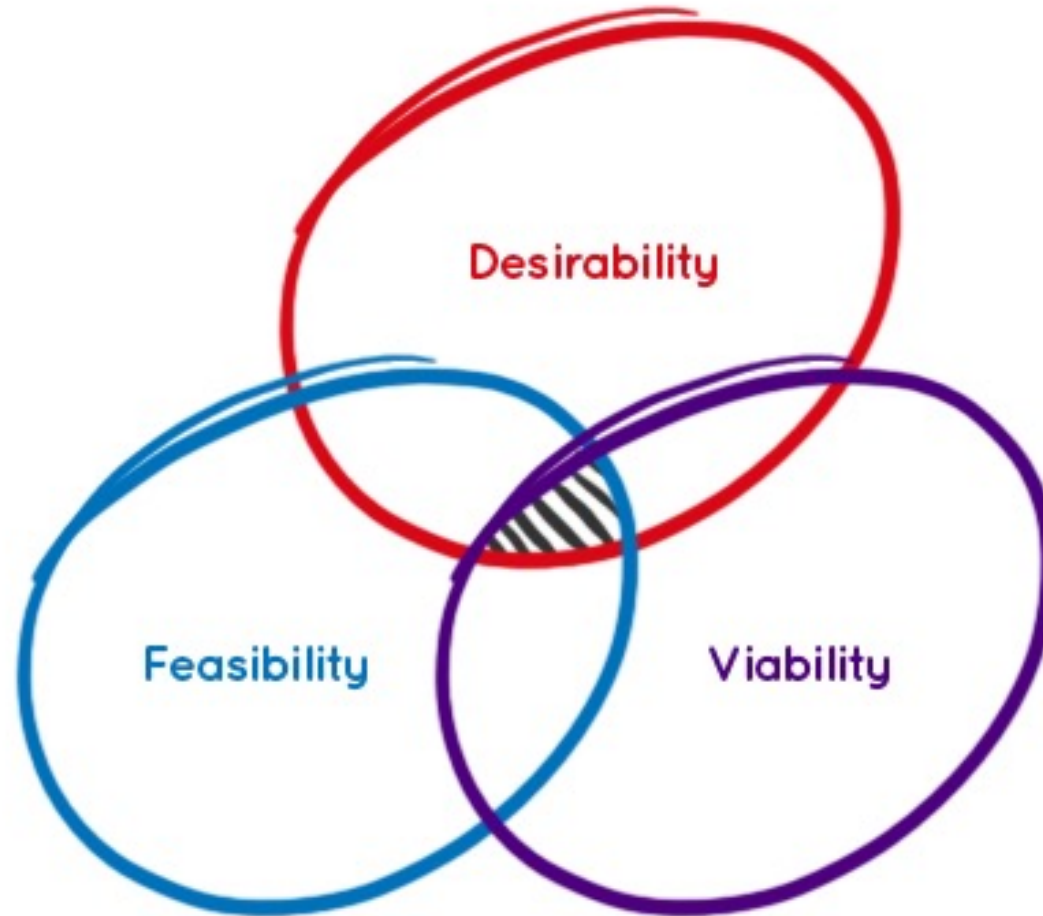
“Iterating”

“Repetition of a procedure applied to the result of a previous application, typically as a means of obtaining successively closer approximations to the solution of a problem.”





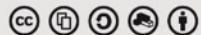
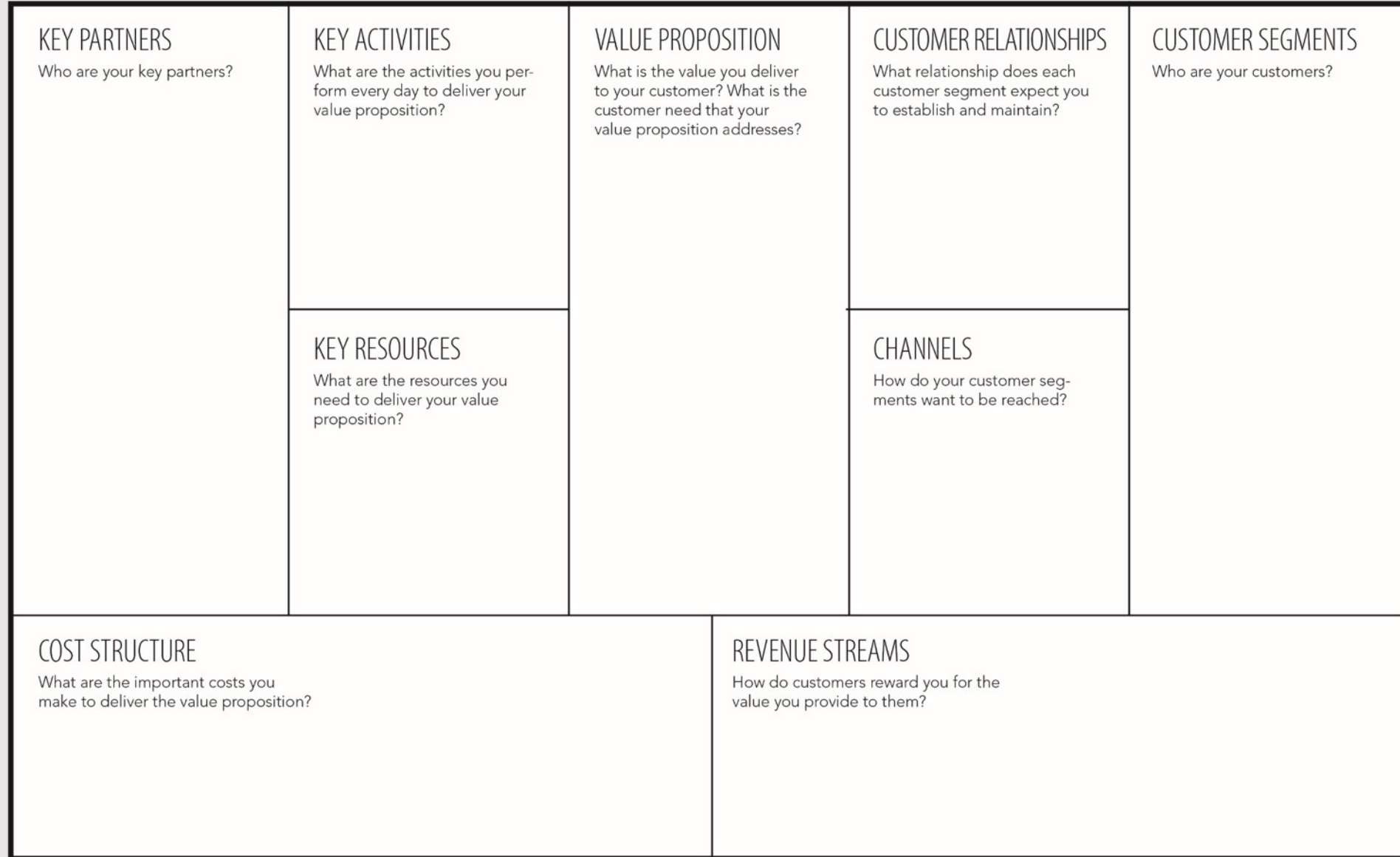
Value to our users/target



Building it...

Making money at it...

BUSINESS MODEL CANVAS

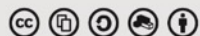
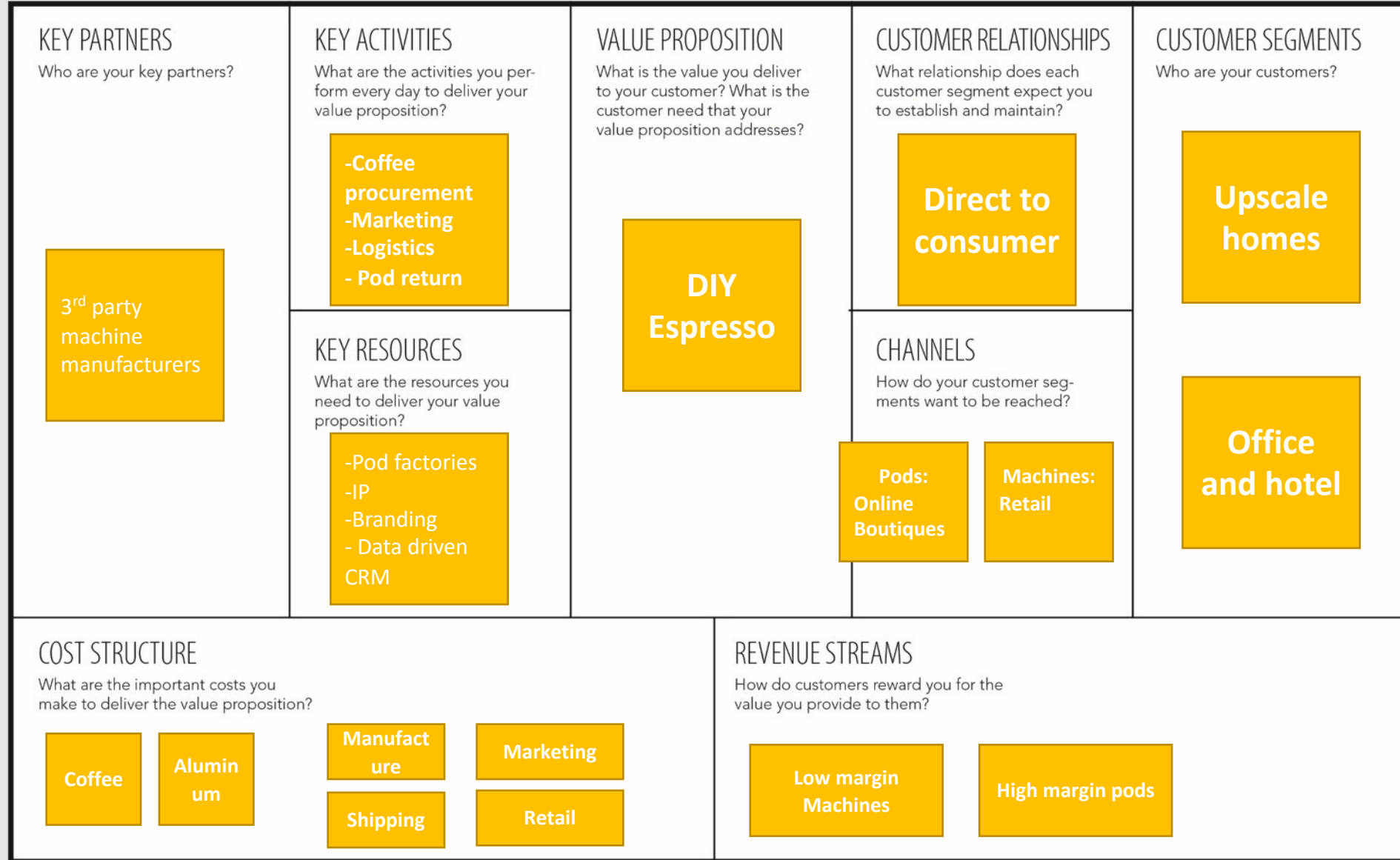


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BUSINESS MODEL CANVAS



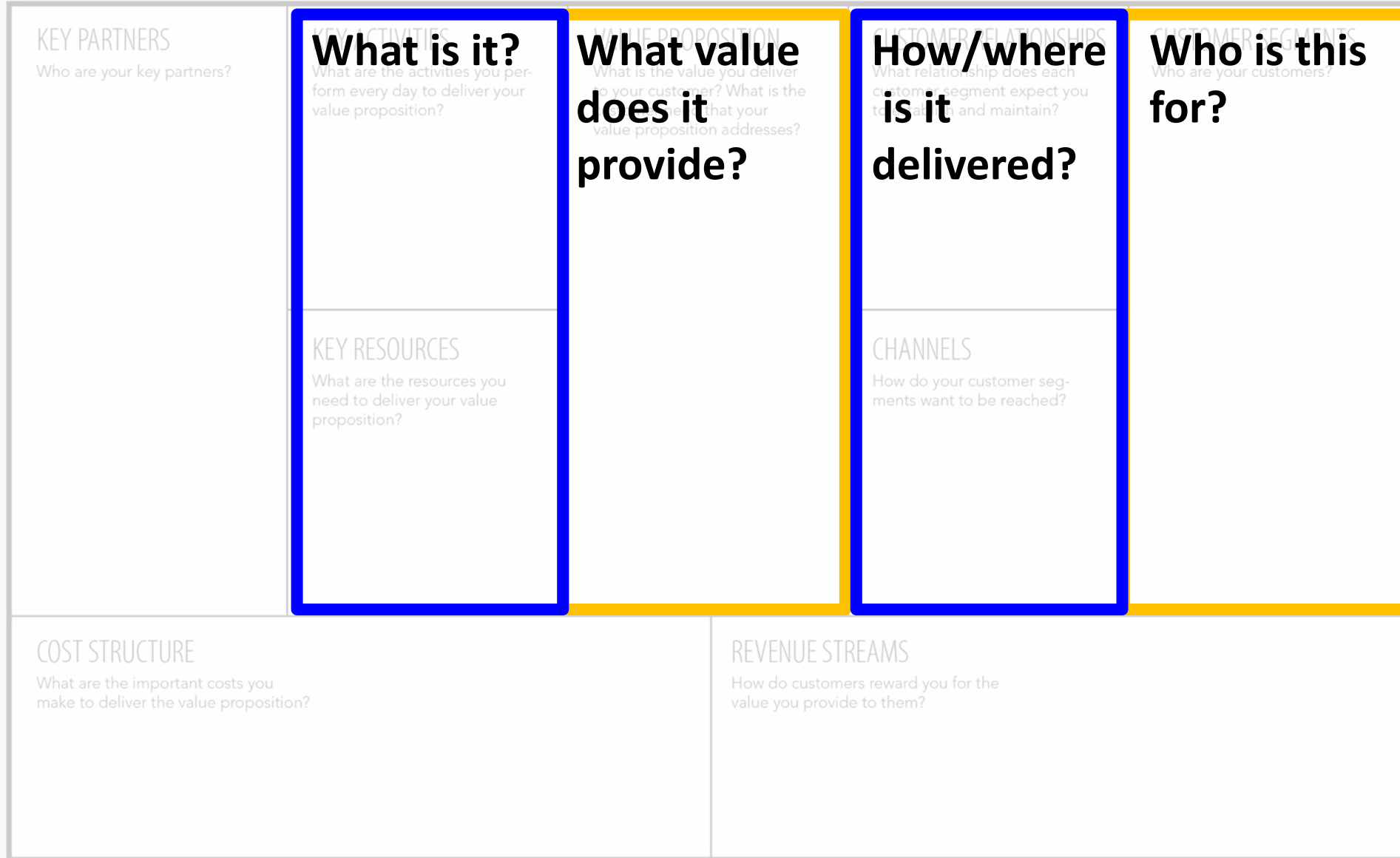
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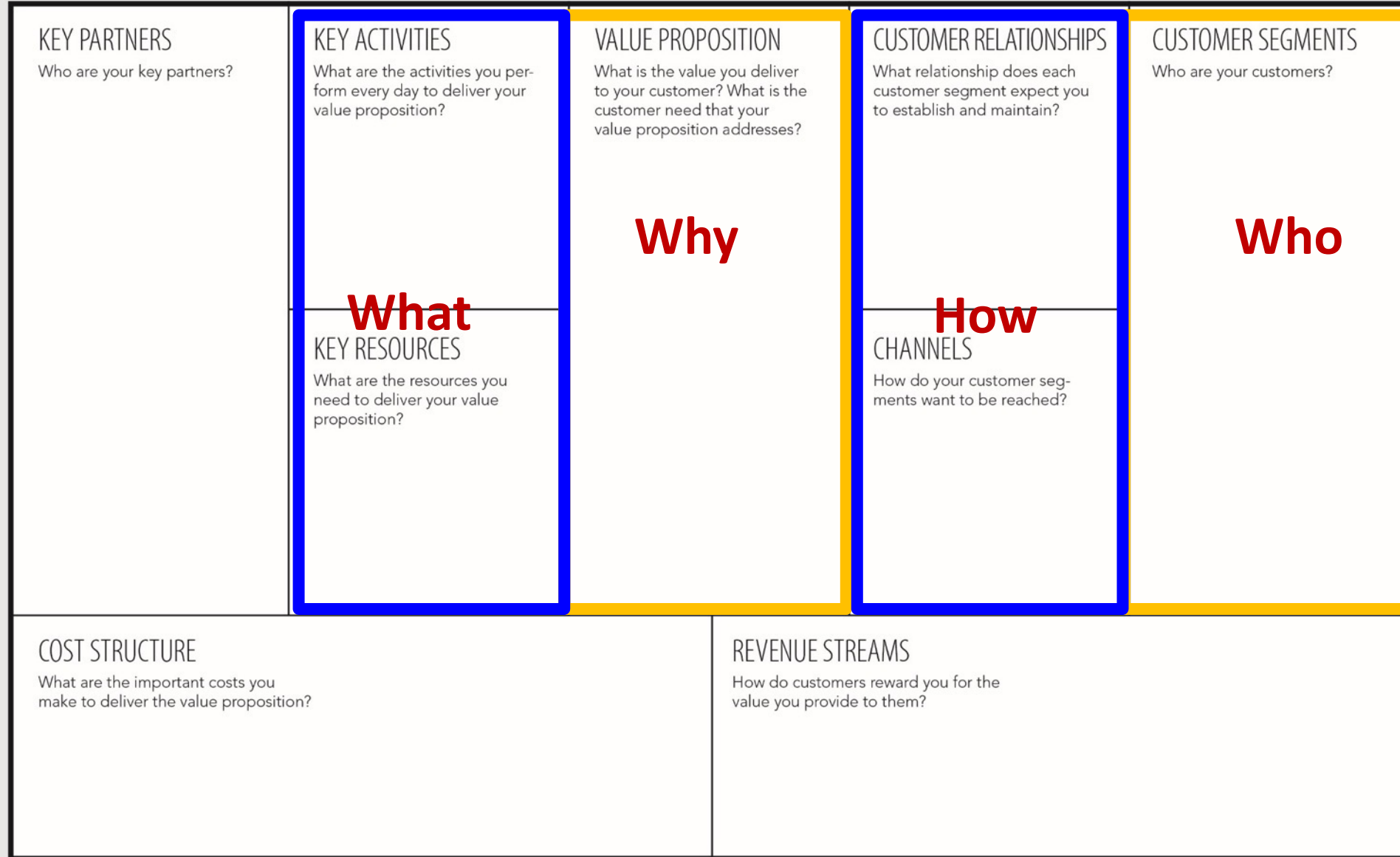
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BUSINESS MODEL CANVAS



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Robot Baker



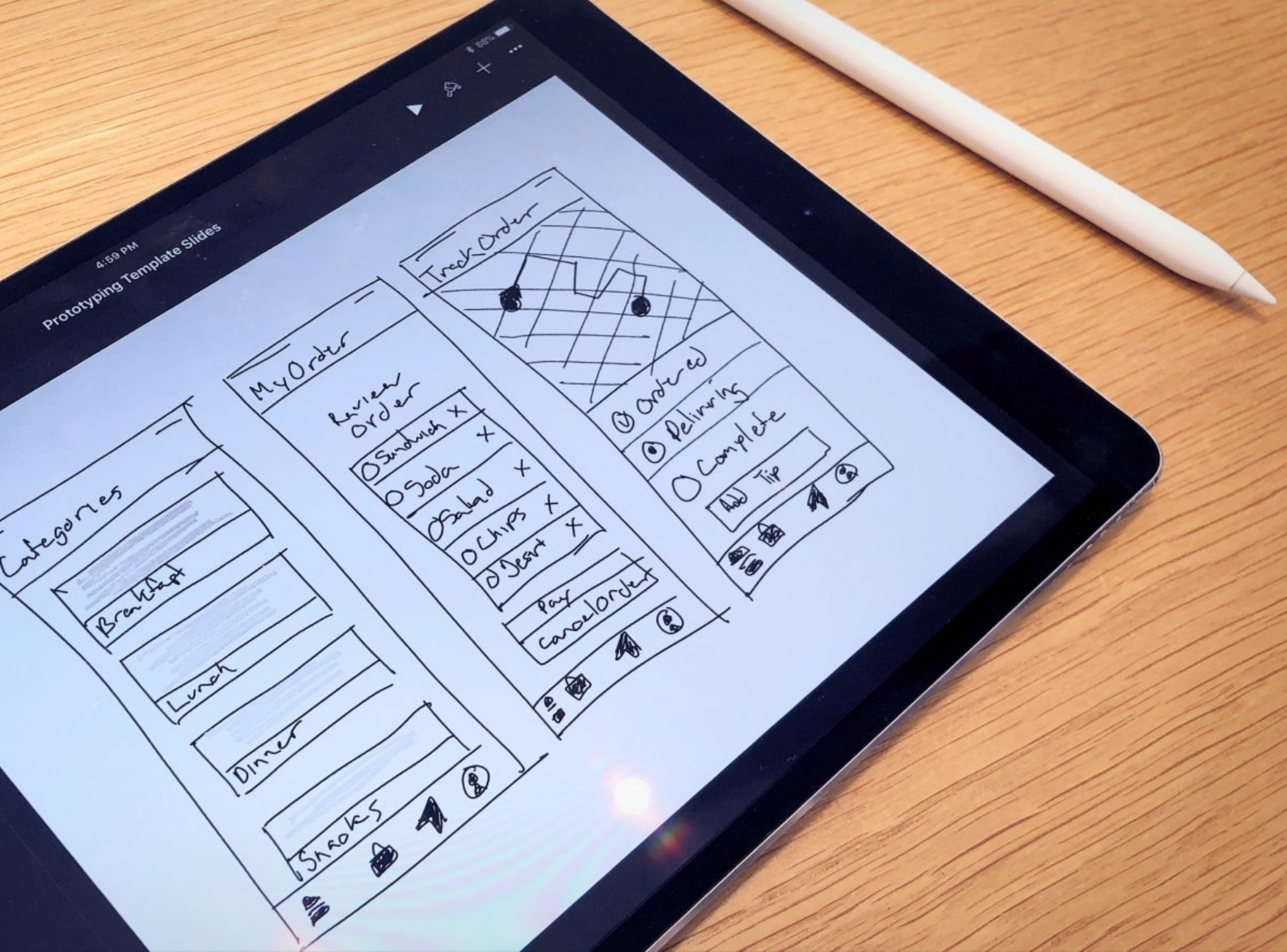


Build a version of a Canvas 1.0

- Discuss variations
- Consider what needs to be tested as a result.

Concept name _____

What is it?	What value does it provide?	How/where is it delivered?	Who is this for?
-------------	-----------------------------	----------------------------	------------------



Low Latency Prototyping

airbnb Proof of Concept



HOME / BUSINESS / NEWS

Quibi To Shut Down, Ending \$2B Streaming Experiment – Update

By Dade Hayes, Jill Goldsmith, Dominic Patten

October 21, 2020 3:23pm

101

COMMENTS



Quibi

ADVERTISEMENT



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Purpose of prototyping

- Align

(ideas and features)



- Learn


Target customer feedback



- Inspire

Bringing it to life

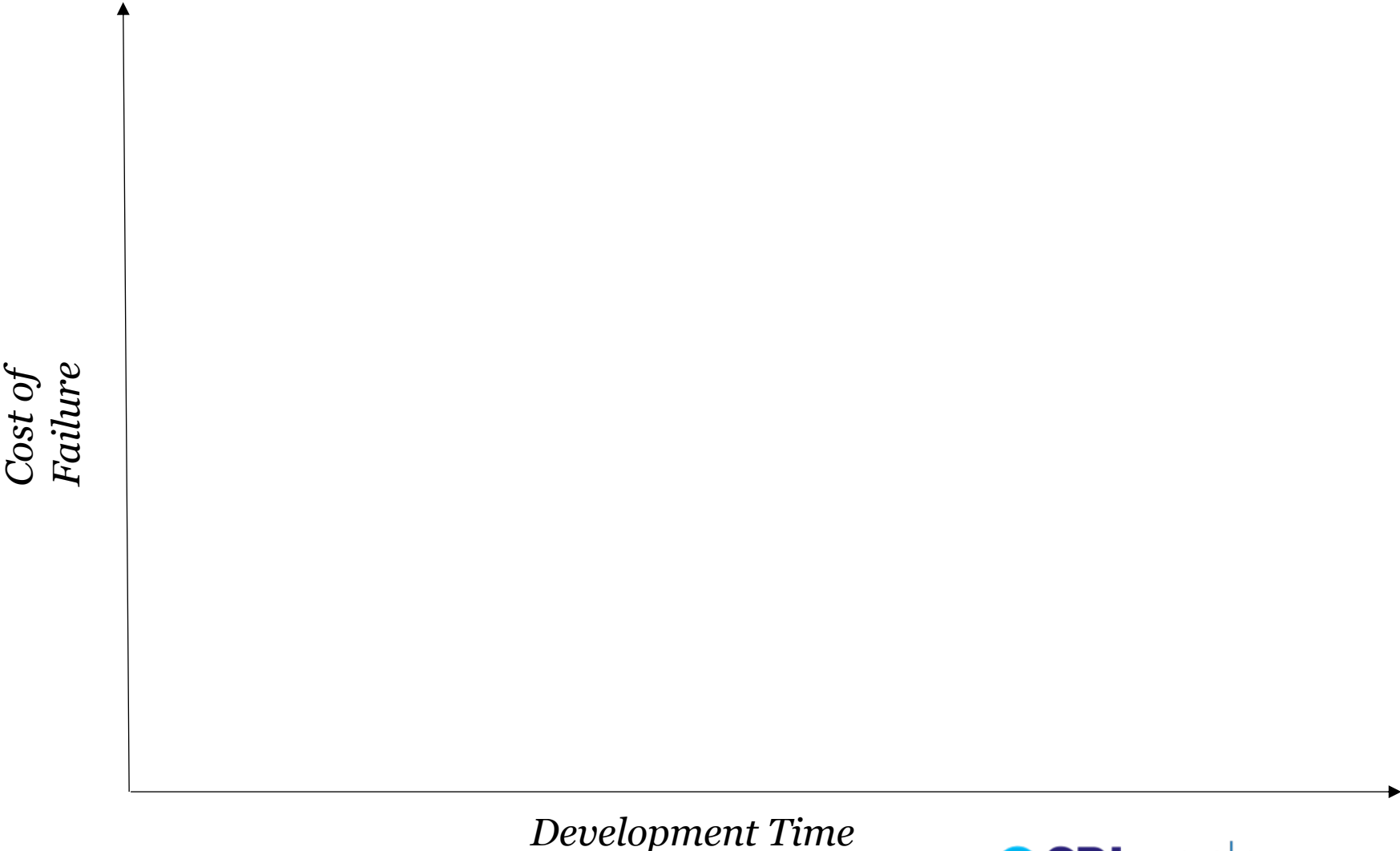


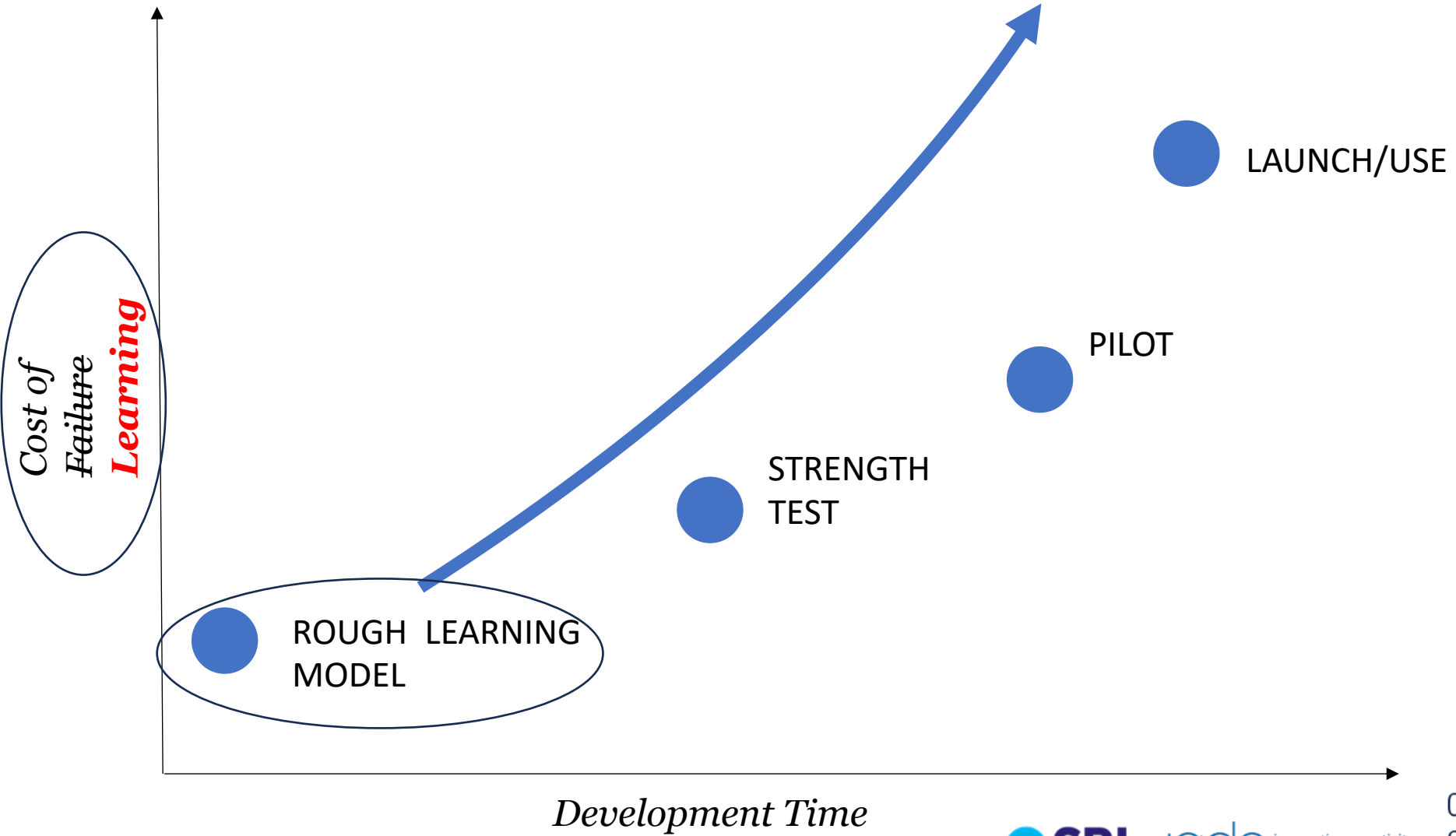
A photograph of Scott Cook, founder of Intuit, speaking on a stage. He is wearing glasses and a dark jacket over a blue shirt. The background is a solid blue color.

Why do gigantic companies made up of insanely intelligent people make bad decisions? Because they rely on persuasion and PowerPoint, not experimentation.

Scott Cook - Intuit

A large component of concept development is “de-risking”





Cost of Failure Learning

ROUGH LEARNING MODEL

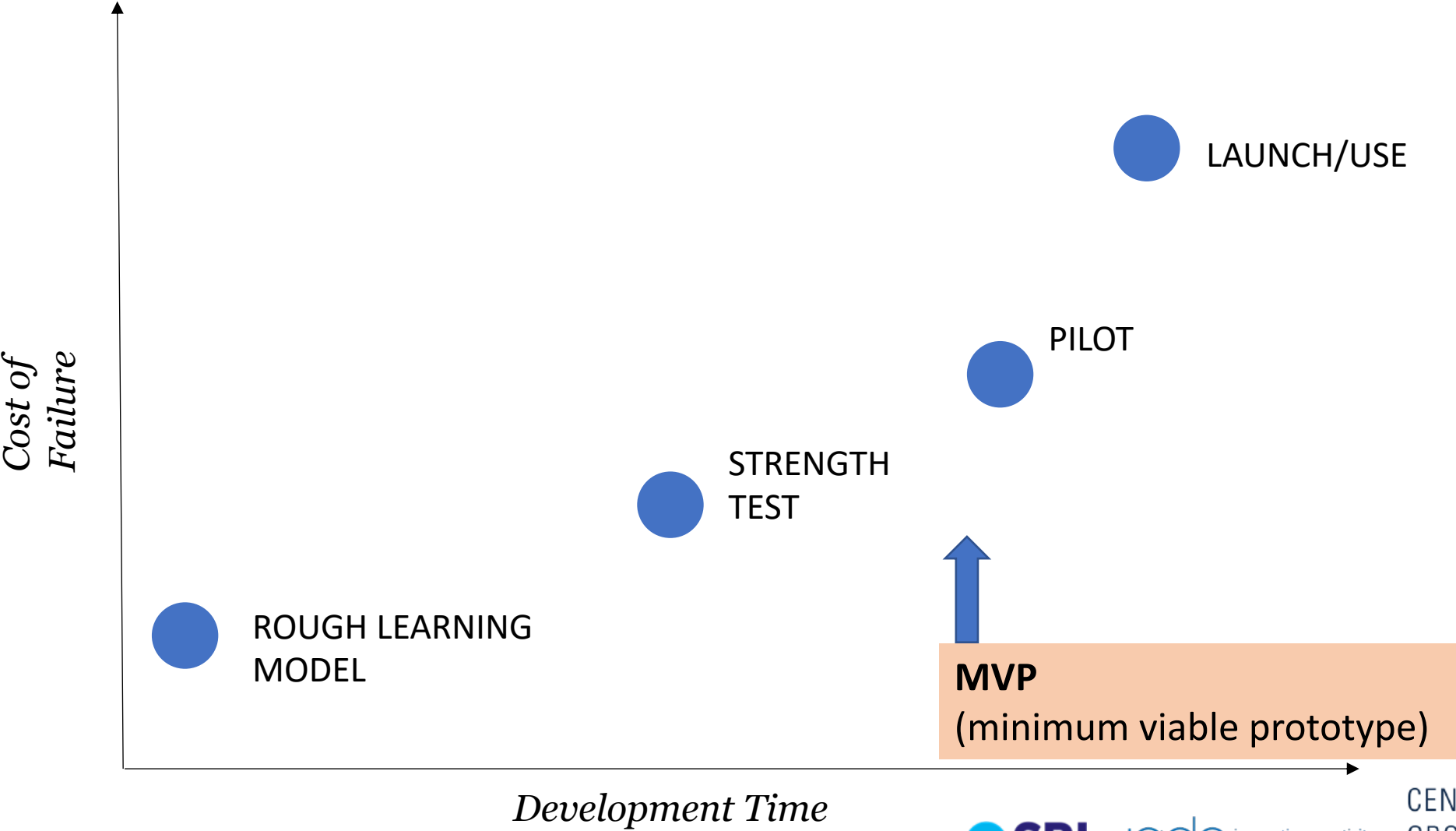
STRENGTH TEST

PILOT

LAUNCH/USE

Development Time

Value of rapid low cost testing (agile/iteration)





Using the engineering team to build and release actual products in order to try out an idea is considered the slowest, most expensive way to learn.

Marty Cagan

Founder, Silicon Valley Product Group

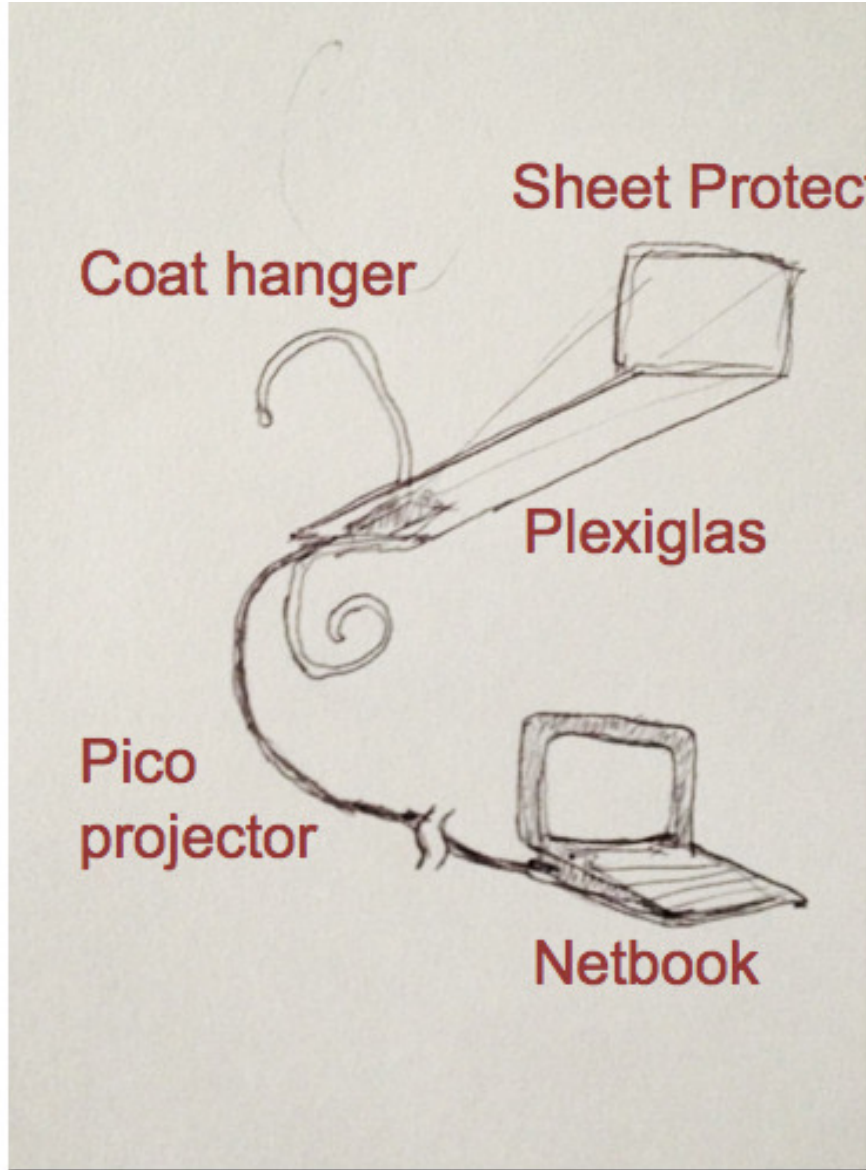




https://medium.com/@DCollective_BER/when-you-show-a-half-baked-idea-to-an-important-client-2d540a3140cb



FOR
GROWTH MARKETS



DASHBOARD

Inicio | Ventas | Contabilidad | Inventario | Personalizado

Inventario



Prod 1



Prod 2

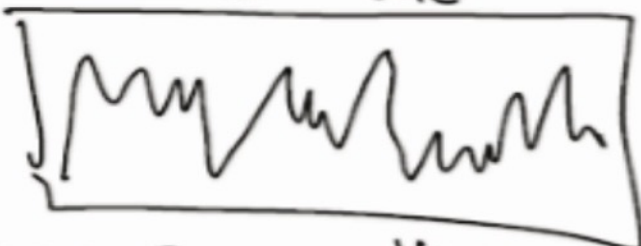


Prod 3



Prod 4

Ventas Ron Rate



Mes en Curso



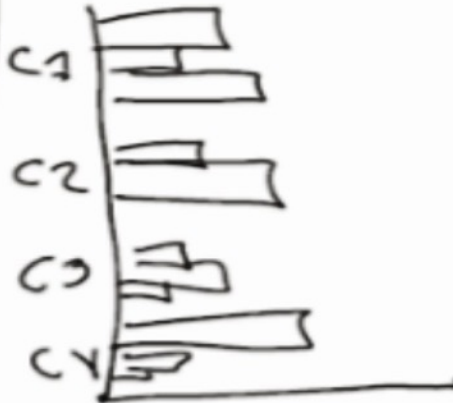
Ventas BSF

Ventas x Vendedor

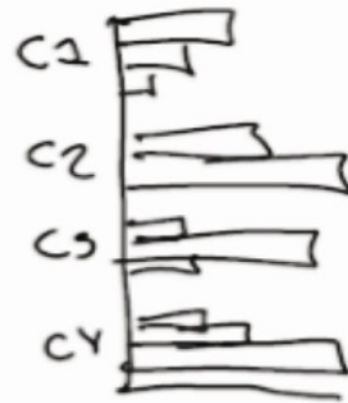


Contabilidad

Cuentas por Cobrar



Cuentas por Pagar



Can you do a \$100 Dollar Experiment?





There are dozens of prototyping 'methods

What's important at this stage is not the fidelity...

...it's that your prototyping clearly communicates your concept and allows you to learn something key to solving your design challenge.

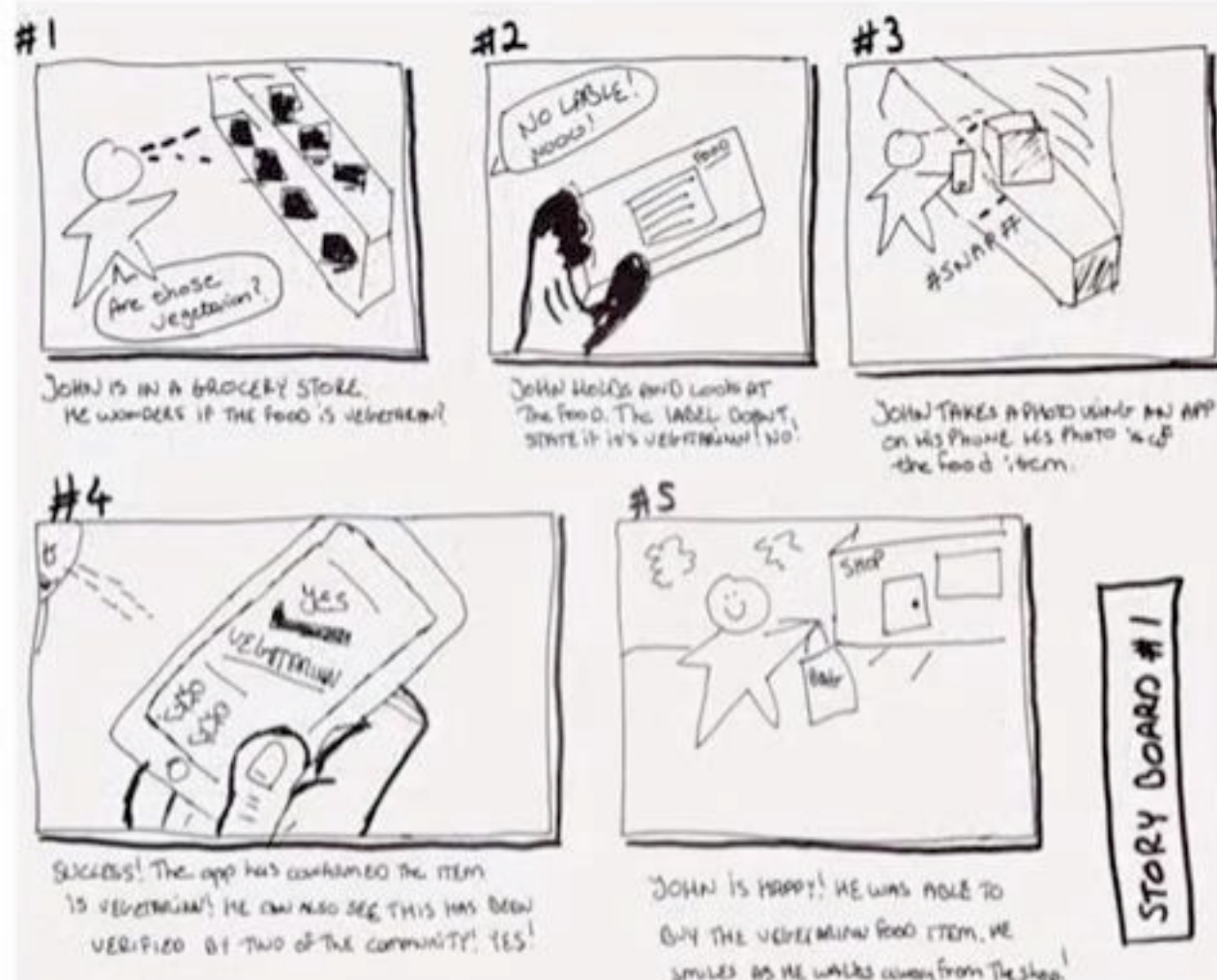
Quick n Dirty

- Demonstrates the core functionality of the concept in physical form.
- Augment with roleplay, video, gestures to add interaction.
- **Great for:** products, services with a physical component.



Storyboard/wireframe

- Conveys the sequence of steps involved in helping a user achieve a task/goal.
- **Great for:** Experiences that are hard to recreate, or visually unique.



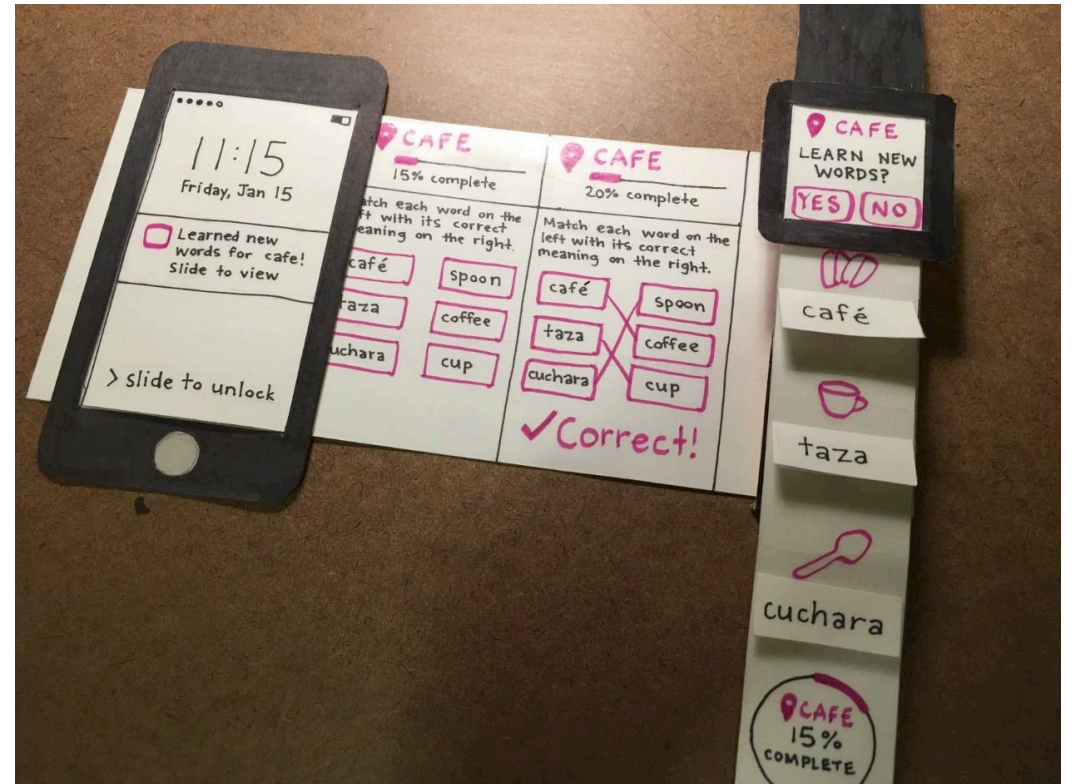
Skit

- Bring the user experience to life.
- **Great for:** complex user experiences, or illustrating how the product influences the customer 'journey'.



Paper / Interactive

- Illustrates a workflow/UX in software or an app;
- Paper prototypes or digital, slides (PPT, Invision etc.)
- **Great for:** software



Tomorrow's Press Release

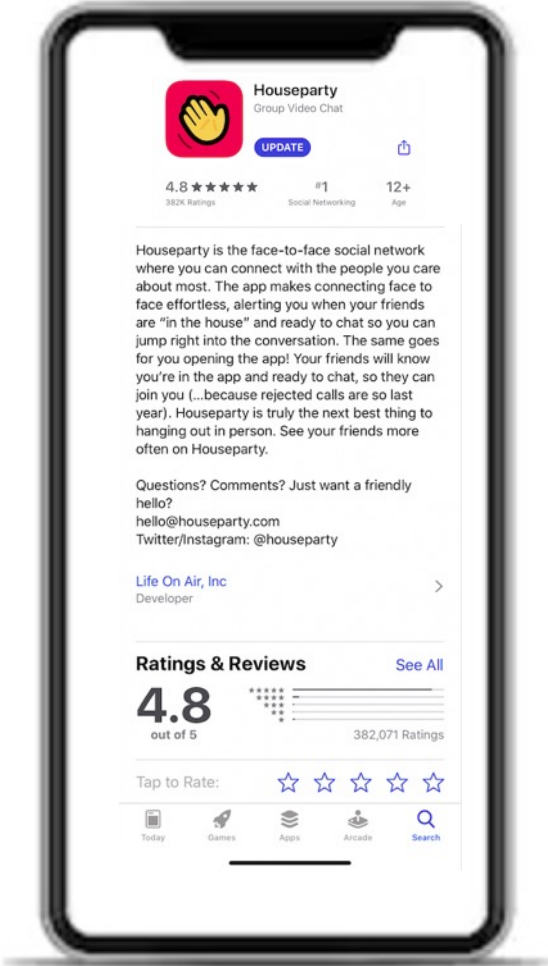
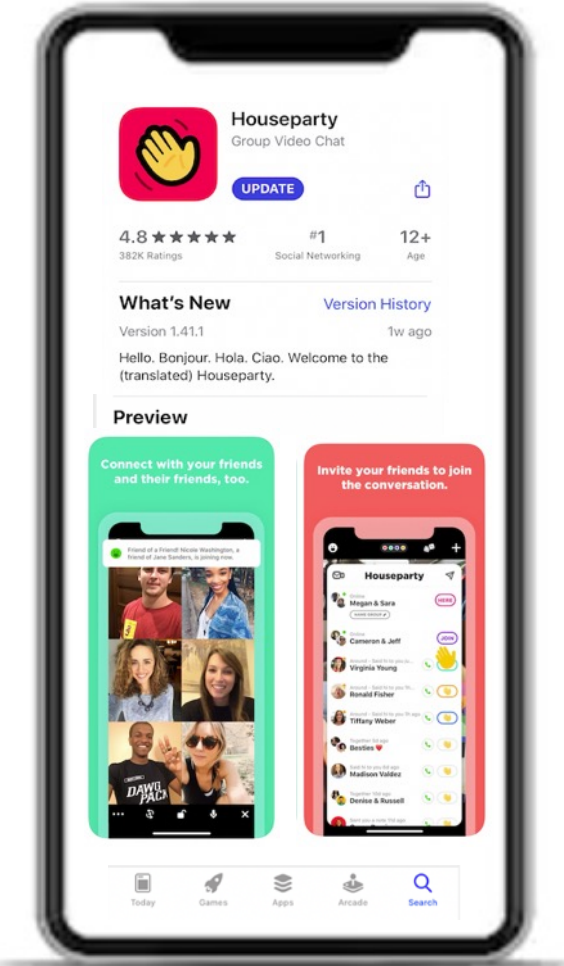
- Envision the direct effects of the concept on users and systems
- **Great for:** all prototypes!

Every project or product at Amazon starts with a press release that features sample customer quotes.

<https://www.inc.com/john-koetsier/why-every-amazon-meeting-has-at-least-one-empty-chair.html>



There must be an app for that! (Invision/XD/Sketch)



Build a collaborative Version One Prototype

30 Minutes





Pitch prep – 30 minutes

Build a 5-minute pitch for your idea to stop Phishing/Fraud

1. Persona (a typical “user”/buyer) and their problem
2. Key Insight(s)
3. How Might We...
4. Ideas
5. Our V1 concept and what we want to learn next

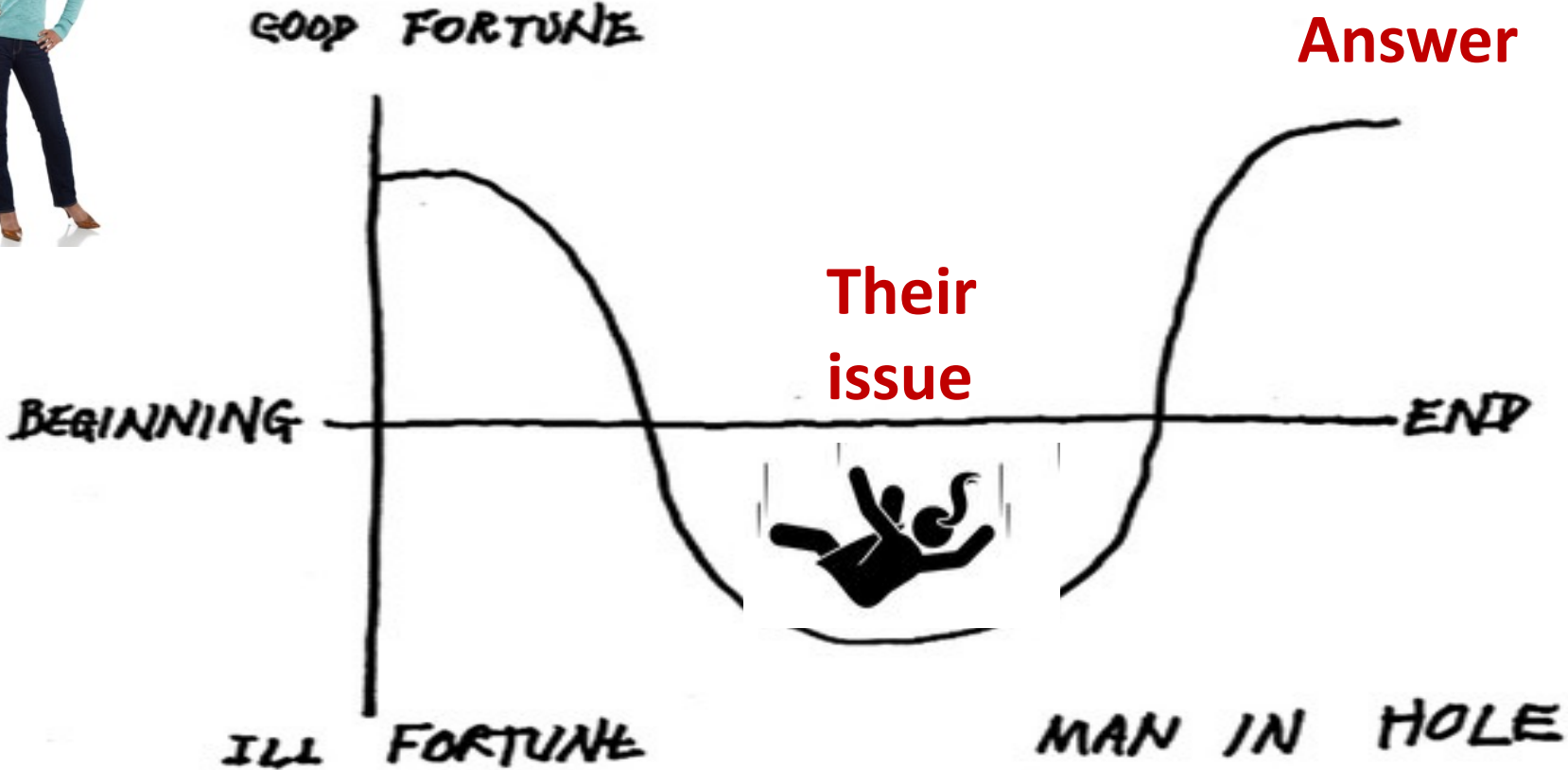


Story Shape

Your User
(Hero)



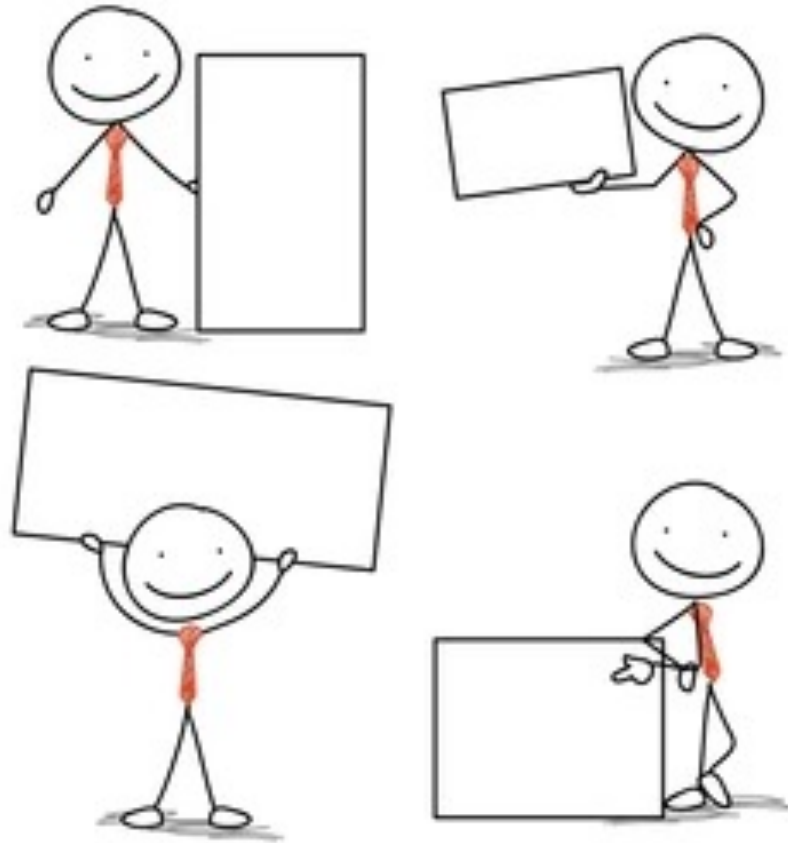
The
Answer



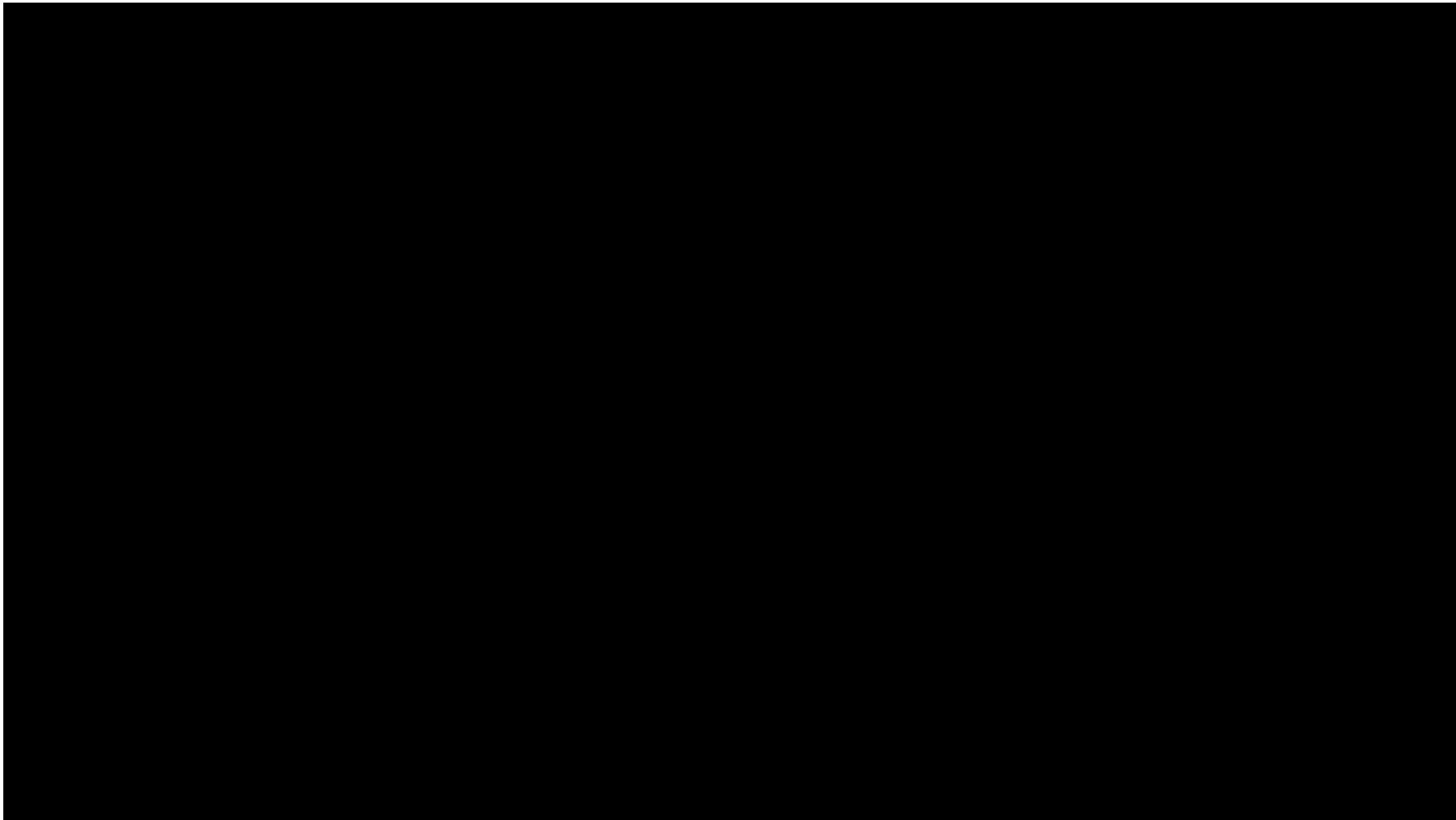
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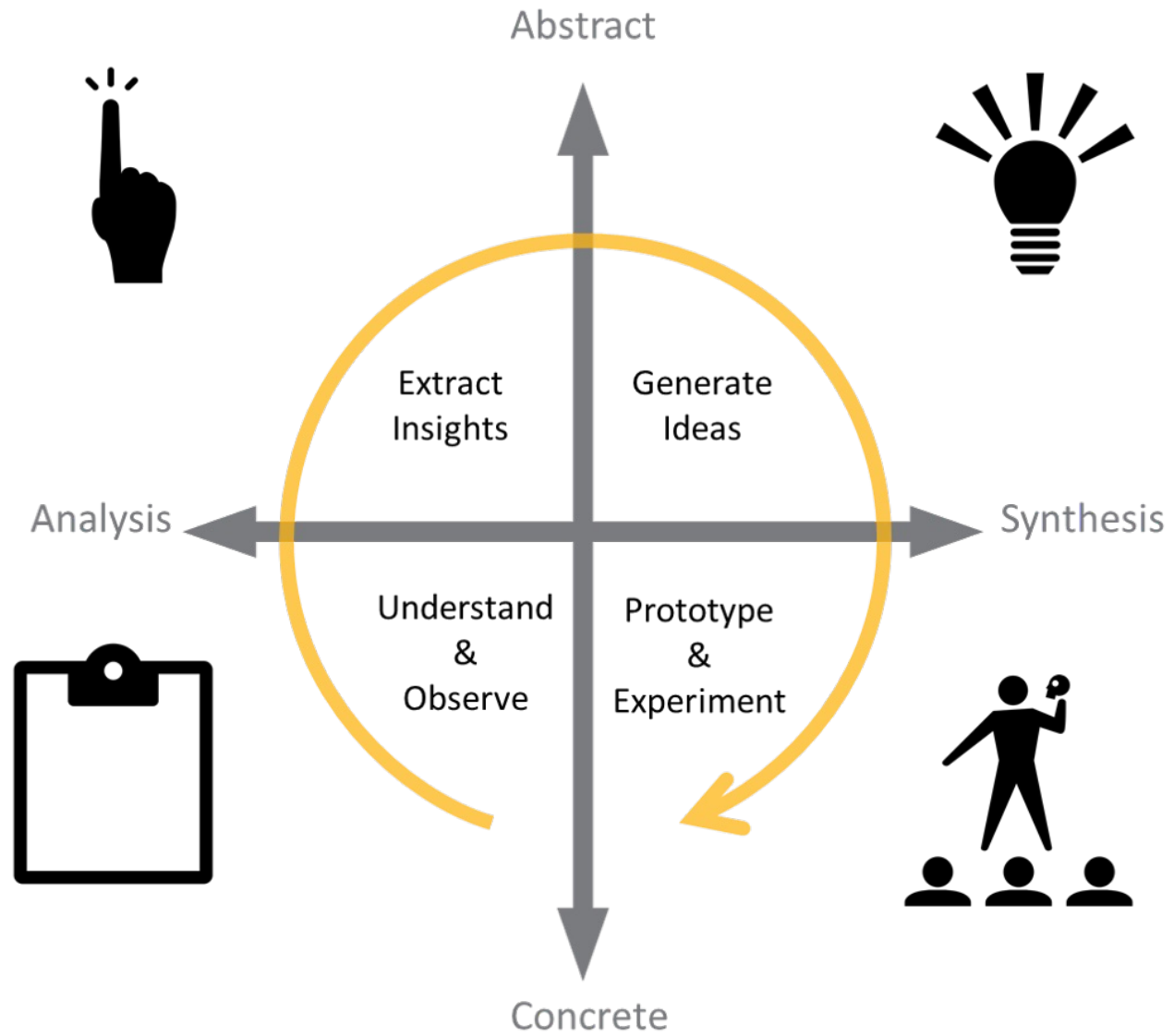






Using your iterative work.





Insights:

Key findings related to your challenge

Problem Frame:

Shaping insights as a “how might we” design challenge

Ideas:

Developing a range of possible solutions

De-risk and iterate:

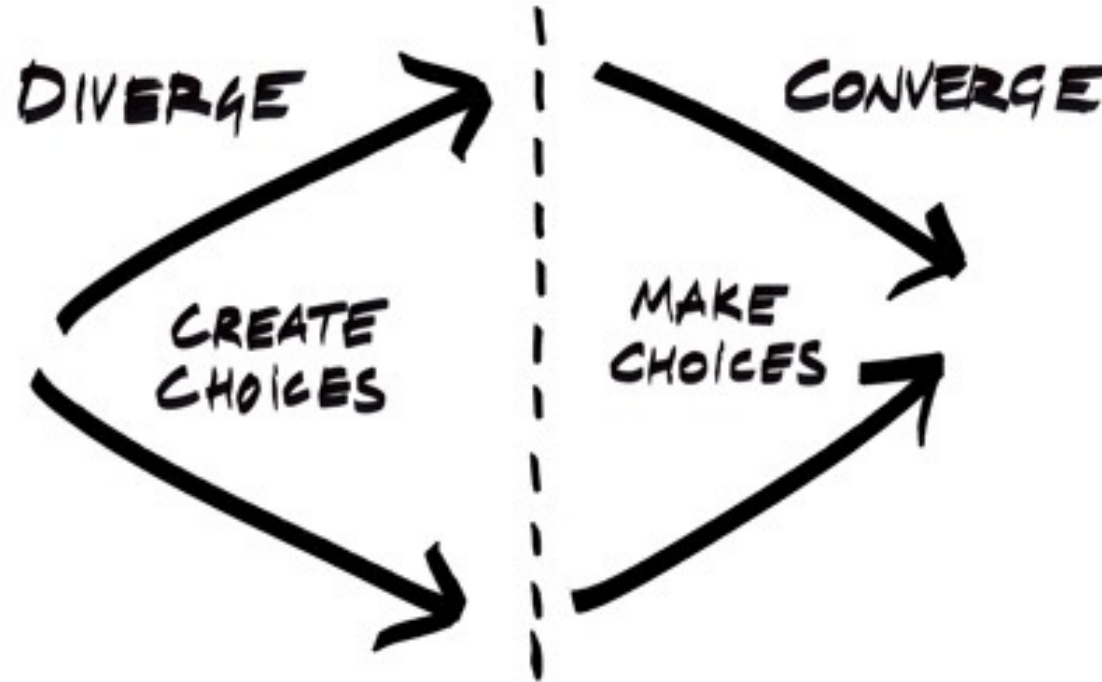
Key variables to explore
Low fidelity testing

Design research:

Explore and understand Users’ attitudes, needs, and behaviors

Concept development
alignment on solutions

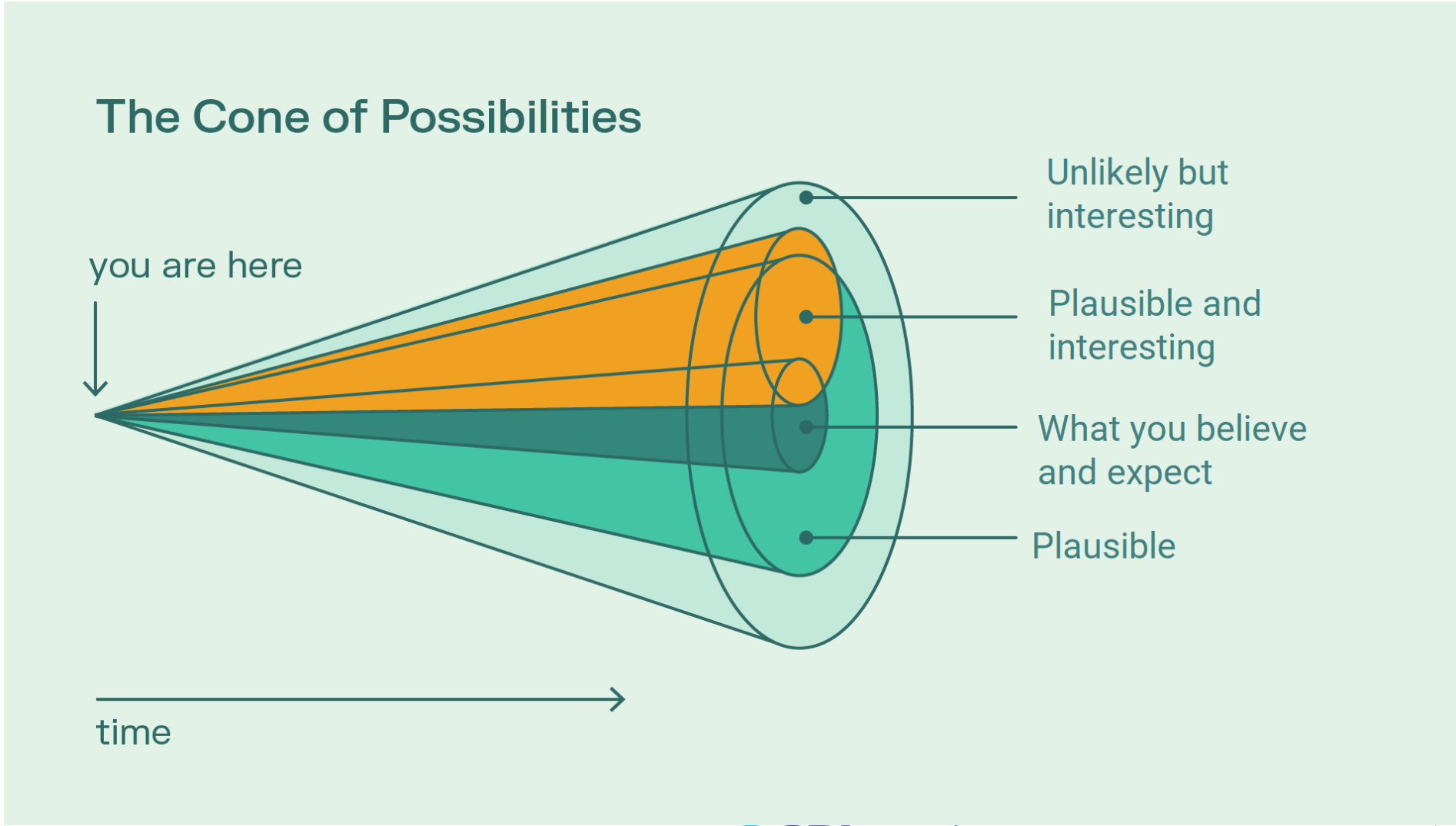
The key is that each phase is non-linear...



*The innovation process is nonlinear cycle of divergent and convergent activities.
- Van de Ven*

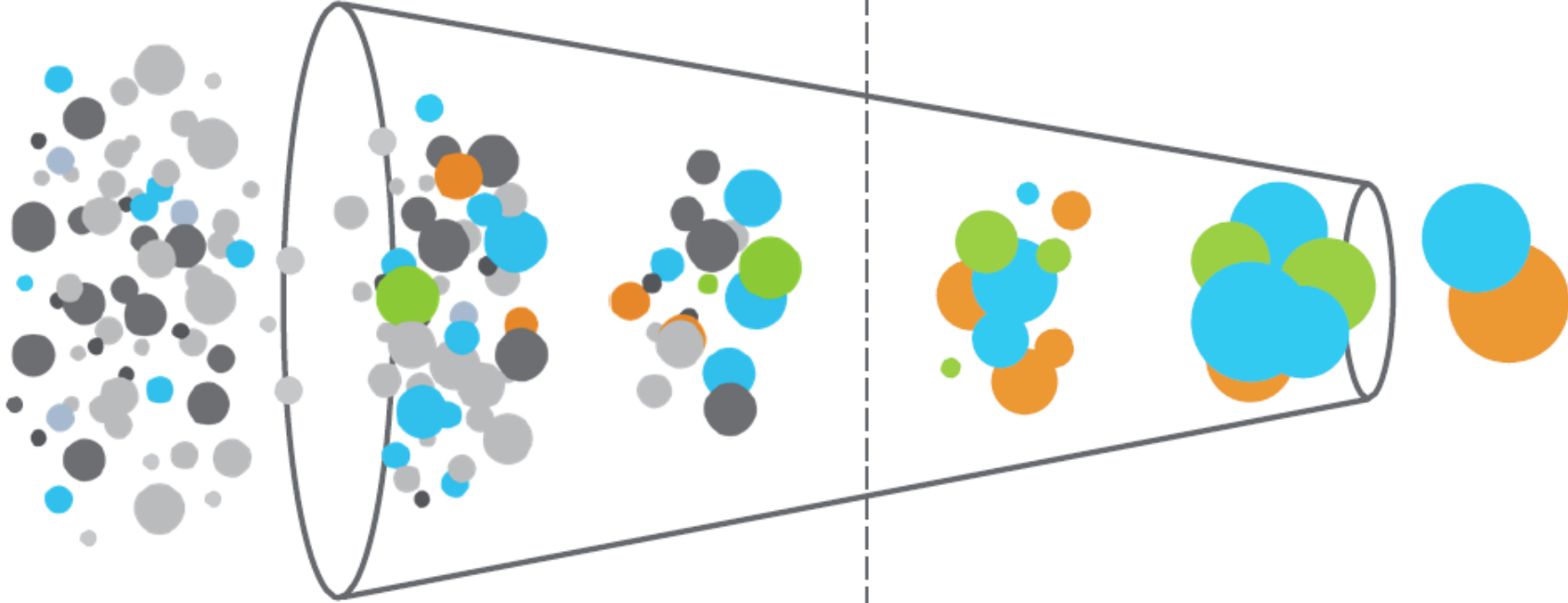
“There must be a better way...”

Open up
your thinking



Citi ventures funnel

Increase the volume of interesting ideas... → ... the velocity & effectiveness of experimentation... → ... the funding for validated proofs-of-concept... → ...to get breakthrough solutions.



FOCUS

EXPLORE (\$)

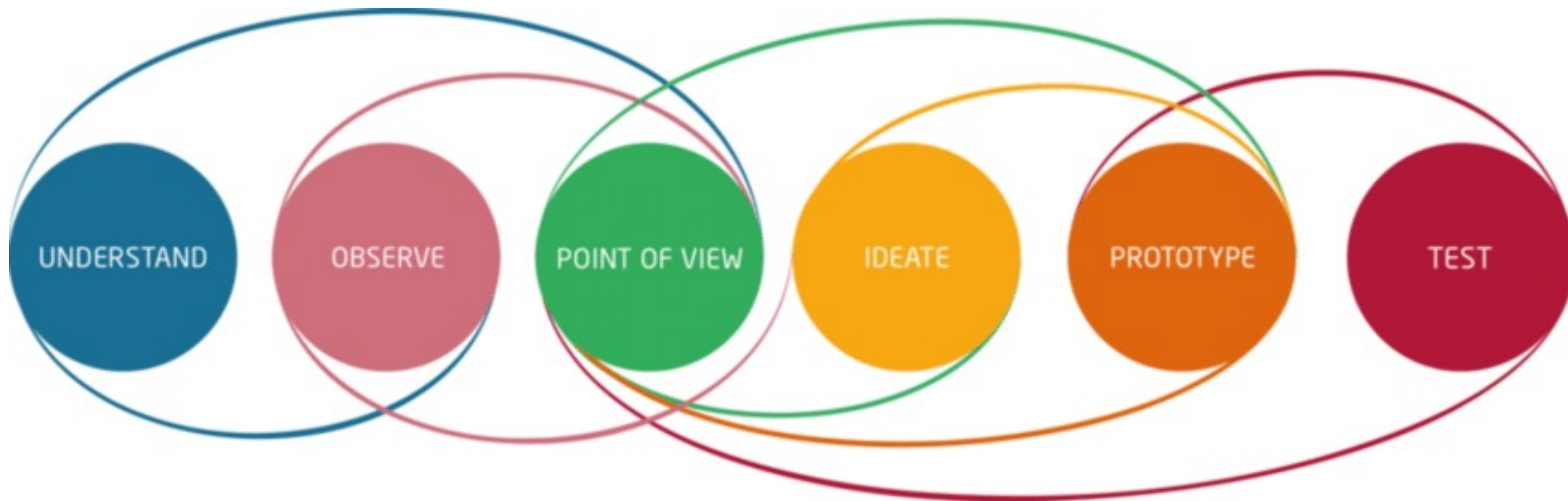
PROTOTYPE (\$\$)

PILOT (\$\$\$)

SCALE (\$\$\$\$)

MICRO-GROWTH OPPORTUNITIES

HIGH-POTENTIAL GROWTH OPPORTUNITIES





Design Thinking Handbook and Work Guide

2024 Design Sprint

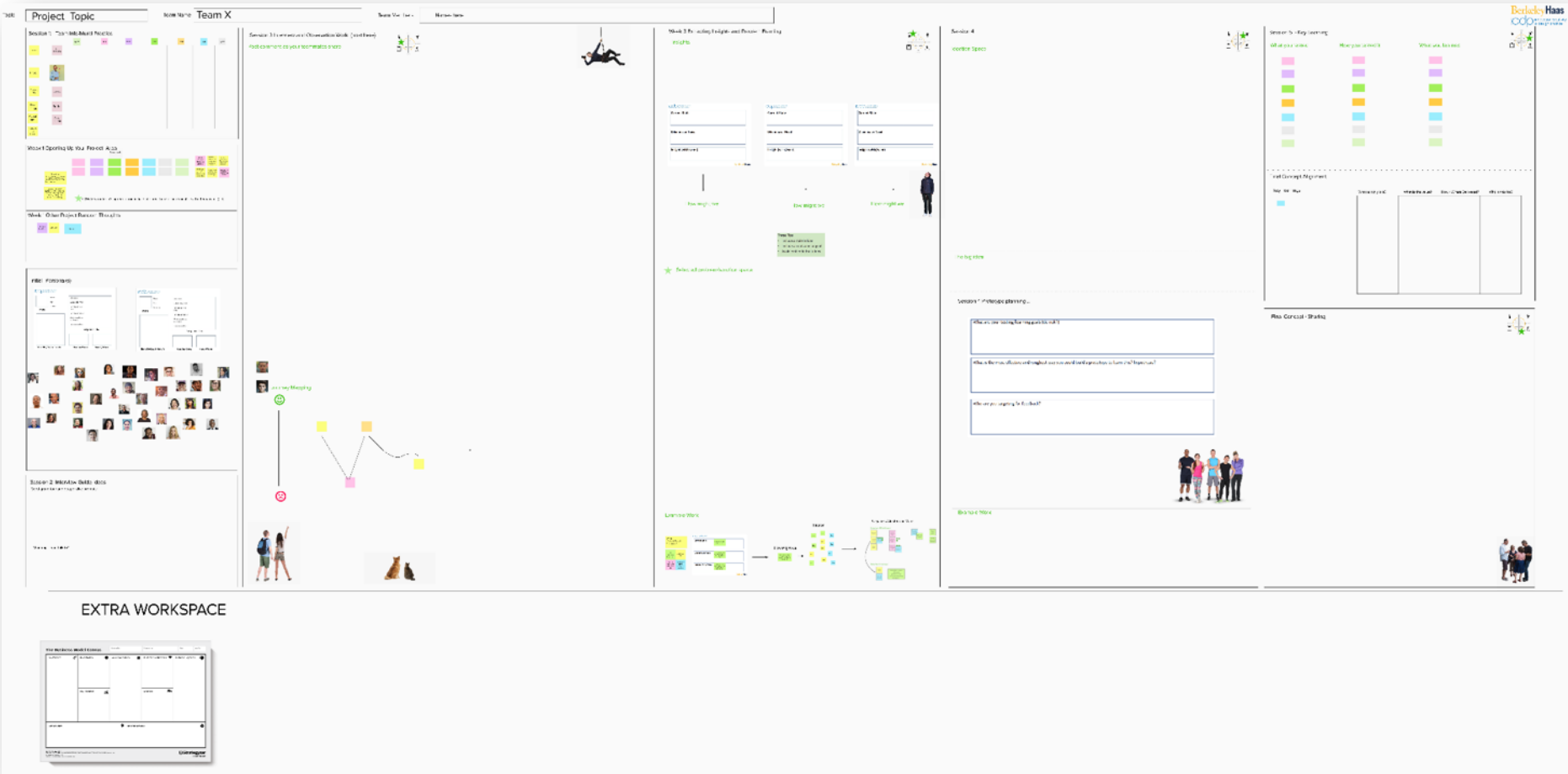
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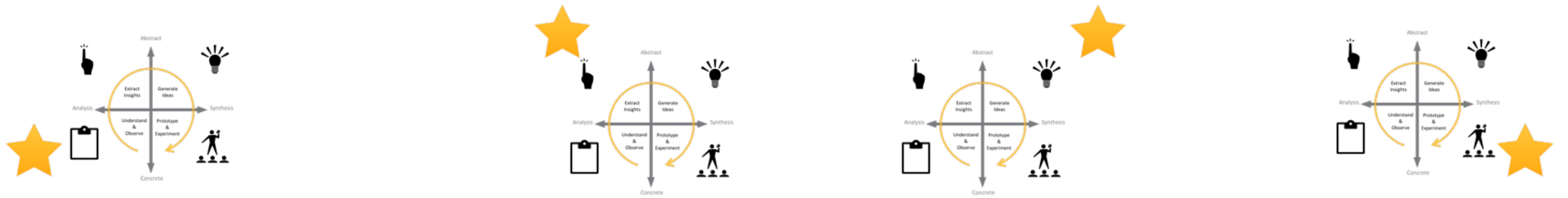




Your full work and workplan in one place



A team working on "remote work challenges"



No Constraints, No problem, No Flexible, No Problems, 50 Problems but a Concrete Just One
 Cassandra Sotgiro, Vase Khoo, Divyaa Chokrasakhor, Donal Huang, Danya Parisi

Week 2 Project Focus Workspace
 Start from common theme and build towards specific project goals.

Week 2 Project Initial Thoughts
 Interview Guide Ideas

Week 3 Interview and Observation Work (part 1 and 2)
 One page interview

Week 3 Key Observations and Affinity Space
 COMMUNICATION
 Journey Mapping

Week 4 Extracting Insights and Problem Framing
 Insights
 Problem Statement: how might we help employees delineate compartmentalize the city and res
 Problem Statement: How might we...
 Problem Statement: How might we facilitate nature's social interactions to create a sense of community and belonging?

Week 5 Ideation / Concept Development
 First hour session
 Share Research Insights, Screen Teams (one per iteration)
 Final Insights / Solution Space
 Second hour session
 Selected Concept: The Living Office?

Week 6 Refine and Prototype
 Alignment
 The Concept, Iteration 1
 Prototype Planning

Week 7 Final Storytelling and Course Reflection
 Prototype from Monocues
 Final Story Development

Some links

Sprint workguide / summary <https://bit.ly/WORKGUIDESBI>



Murals Workspace

- Team 1 <https://bit.ly/SBIHAAS1>
- Team 2 <https://bit.ly/SBIHAAS2>
- Team 3 <https://bit.ly/SBIHAAS3>
- Team 4 <https://bit.ly/SBIHAAS4>



Sprint Planning

- How will you communicate/meet?
- What is your project focus is and who is the user?
 - Take time to discuss while we are here.
- What are some research sources?
- Who will you speak with?
- Interview Guide ideas

Next time we meet (online) you should each have 2-3 interviews completed

