Session 7– 10 April 2017

Concluding Module 3: Ideate

Module 4: Develop – Making the Concept Tangible

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In our homework for today we:

• Identified pain points & points of pleasure
• Identified insights and possible personas
• Developed initial design principles
• Applied SIT tools to generate basic ideas

At this point you have a good sense of the challenges facing Quinby, Hodgman and the Charter Health team.
Example | Building a 2x2

- Analysis
- Abstract
- Principles
- Frameworks
- Observations
- Solutions
- Concrete
- Synthesis
Example | BCG Growth-Share Matrix

- **Dogs** (Low Market Growth, Low Market Share)
- **Cash Cows** (High Market Growth, High Market Share)
- **Question Marks** (High Market Growth, Low Market Share)
- **Stars** (Low Market Growth, High Market Share)

Dogs: Not profitable due to low market share. Cash Cows: Strong market position with high profits. Question Marks: High potential but high risk. Stars: Low growth potential, but high profitability.
Build 2x2 matrices to…

- Explore the tensions that emerge from design research
  - Uncover latent opportunity spaces for innovation
  - Identify strategic opportunities
- Focus attention on the problem we are solving (i.e. develop / sharpen a point of view statement)
What tensions can you identify in the Charter Health case?

Context | Charter Health

- Alone
- Group
- Sabotage
- Support
Tool | Building a 2x2 Matrix

1. Identify meaningful tensions that you are exploring
2. Plot two sets of tensions
3. Test the value of that 2x2 by giving names to the resulting quadrants
4. Ask: Do they make sense?
5. If you have good tensions and the quadrants seem to make sense, look for ways that the 2x2 might reveal a latent opportunity gap or an opportunity for strategic growth.
What did you discover?

Did something interesting or surprising emerge for you?

Based on your discussion of the case, in what quadrant do you see the most opportunity?
A point of view statement defines the design challenge and guides future ideation.

It encompasses your users, their needs and the insights that come from observation.
Plant a seed broad enough for a wide range of possible solutions, but narrow enough that there are helpful boundaries. How might we....

...Accentuate the Positives?
...Minimize/Remove the Negatives?
...Explore the Opposite?
...Question an Assumption?
...Identify Unexpected Resources?
...Change a Status Quo?
...Create an Analogy from the Need or Context?

Source: d. school, 2013.
Alternate Worlds
Suppose you wanted to design a new carpet.

And you wanted to get some ideas from another world/application/product.

What other worlds can you think of that involve covering something?
What is applicable to the carpet scenario?
Alternate Worlds | Great Ormond Street Hospital

Source: https://www.wsj.com/articles/SB11634691616169622261
Alternative Worlds is a tool to identify and use perspectives from different industries, organizations, or disciplines to generate fresh ideas about a problem.
Consider your “HMW…” question.

e.g. *How might we leverage free time of fellow members to alleviate time stress of others?*

What alternate worlds are very concerned with freeing up time for its customers?

Identify these worlds. How do they address these challenges?

For instance – Concierge services (e.g. AMEX, personal shoppers), TaskRabbit

*Repeat this process for other HMW… questions.*
Consider “HMW…” questions.

e.g. How might we make visiting the doctor fun?

What alternate worlds are very concerned with creating fun?

Identify these worlds. How do they address these challenges?

For instance – Amusement parks (e.g. Disney World, Six Flags)

Repeat this process for other HMW… questions.
Round Robin
A structured way to generate, critique, and develop an idea through group authorship.

Source: LUMA Institute (adapted)
• Write down the Alternate World in the upper right

• Turn to Part 1 of the Round Robin sheet.
  – Describe a concept that draws on that Alternate World to address the identified pain points / HMW question.
• Pass your sheet to the person to your right.
• This person reads over the idea and then (in second space on the sheet) critiques the idea. Describe the **flaws** in the concept:
  – What are the weaknesses?
  – What won’t work?
  – What have they missed?
• Pass the sheet to the person to your right. This person reads over the idea and adopts it as his or her own.

• This idea is now yours – the potential, problems and all. Modify the concept to address the weaknesses and problems identified in Part 2:
  – How could these issues be addressed?
  – How will you make the concept work?
1. Defer judgement.
2. Encourage wild ideas.
3. Build on the ideas of others.
4. Stay focused on the topic.
5. One conversation at a time.
6. Be visual.
7. Go for quantity.
Module 4: Develop – Making the Concept Tangible
Impact-Difficulty Matrix
Tool | Impact-Difficulty Matrix

- **LOW ROI**
- **QUICK WINS**
- **HIGH ROI**
- **STRATEGIC**
Assess:
Impact 1st
Difficulty 2nd
Asst8 – Post to CANVAS by **Tuesday, 04/11/17 at 5:00PM** and **bring to class**

- Assignment #8: Parker Health Prep 2. Impact-Difficulty Matrix and Concept Definition and Features. Complete the *Charter Health Case Preparation 2* document posted in CANVAS:

  1. Use the Impact-Difficulty Matrix to help you select a concept to pursue.

  2. Briefly describe the concept. For the concept you have chosen, articulate and list its **features**.

  3. As you identify these features, think about how they support the design principles you identified.

- Refer to CANVAS for full instructions, templates and submission requirements.

- Continue to update your “Apply-the-Concept” Journal
END