

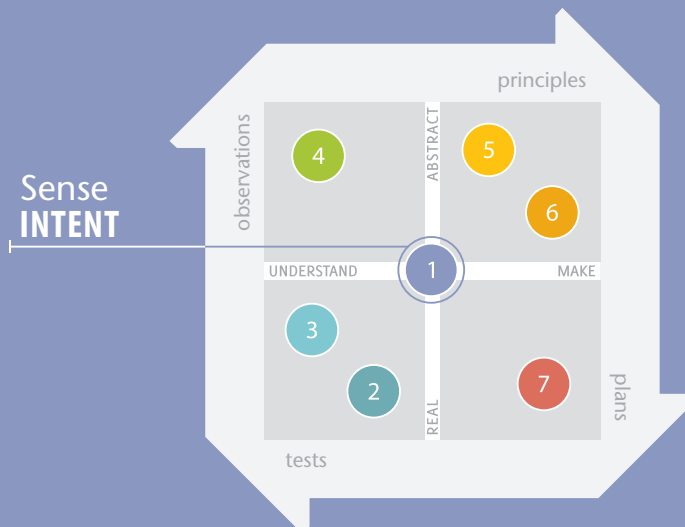


UNRIGHTED MATERIAL

# mode 1

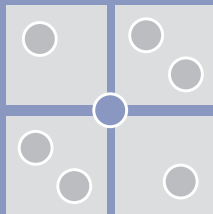
# SENSE INTENT

WHERE TO PLAY? WHAT TO OFFER? HOW TO WIN? These three questions are at the heart of organizational strategy. Answering them is one of the chief goals of innovation. While the majority of the innovation process in this book is intended to help us answer the last two questions—the what and how—the concept of “Sense Intent” is more about the first—the where. Where is the world moving? In which sector, industry, and market does our organization intend to innovate? In which areas of people’s changing life patterns will our innovation fit? Being in this mode helps us take a pause before jumping into a project and consider the changing world around us. We study the trends causing changes in technology, business, culture, people, markets, and the economy. We frame the problem space through a quick diagnosis of the situation, both inside and outside the organization. We rethink conventions and seek new opportunity areas for innovation. This leads us to set an initial direction and ask where our organization should be moving.



# SENSE INTENT *mindsets*

The Sense Intent mindset is about continuously detecting the **latest changes happening in the world today** and forming speculations about what new situations may be looming on the horizon. It is about recognizing what is new or in flux, and identifying hotspots of potential growth. This mindset helps us identify potential opportunities for innovation and form our initial hypotheses. While these hypotheses will be explored and tested in the modes that follow, the goal in this mode is to provide sufficient early direction for research and exploration.



## Mindsets

- Sensing Changing Conditions
- Seeing Overviews
- Foreseeing Trends
- Reframing Problems
- Forming an Intent



*Search engine developers like Google have been sensing change patterns and creating powerful tools to search through millions of sources and produce desirable results in fractions of seconds. Equipped with such tools, it is easier to be in the mindset of continuously sensing changing conditions.*

## Mindset: Sensing Changing Conditions

As creators of the new, innovators need to have the mindset of continuously keeping up with the pace of change whether political, economic, social, cultural, scientific, or technological. Changes, especially in areas where others have not yet fully explored, often indicate fertile ground for innovation. But, in our information-intensive world the challenge of finding new and unexplored opportunities is huge. The torrent of news and data can be overwhelming, and we must think about where to gather information, how to categorize it, and how to relate it to the goals and strategies of the organization. We should actively monitor various information sources—periodicals, websites, books, broadcasts, podcasts—and opinions of leading experts and thought leaders. We should regularly debrief about what these sources and experts are saying, and discuss what trends we see emerging. It is important not only to spot changes in trends but also to understand how those changes have occurred over time, so that we can foresee how changes might happen in the future and tell us something about how our innovations will fit.



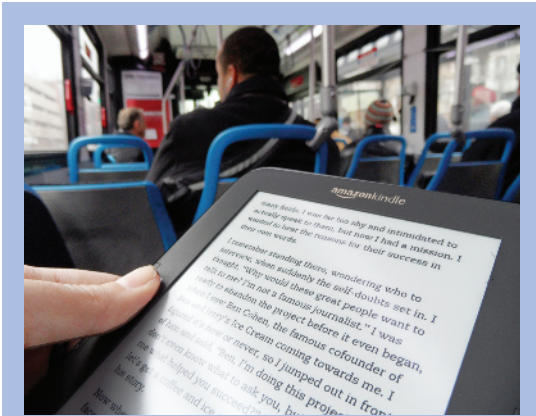
Courtesy of photographer Stefan Nilsson and [www.gapminder.org](http://www.gapminder.org).

*Gapminder is a visualization system that shows context overviews as dynamic and interactive diagrams. Data about context are plotted as scatterplots to show their distribution patterns. Through interactive animations, Gapminder shows changing patterns in powerful and easy-to-understand terms.*

## Mindset: Seeing Overviews

While in an unfamiliar place, observing surroundings and getting information on the ground helps us navigate in that place. Cues in the environment, landmarks, and street signs are all helpful sources of information for guidance. Also valuable are “overviews,” like street maps, navigation systems that show GPS location, and radio broadcasts about traffic and weather patterns. These big pictures help provide a broader understanding of the place compared to detailed perspectives on the ground. Innovators searching for opportunities greatly benefit from such overviews as well. Parts, relations, patterns, and dynamics that are visualized as overviews help us better understand the changing context in which we intend to innovate.

The insights that we gain from close-proximity and ground-level observations about people and context are a good source for incremental innovations. Often radically new and disruptive innovations emerge from our overview mindset, the ability to see big pictures.



*Amazon's Kindle e-book reading device was the result of foreseeing significant trends in the field and quickly and effectively responding to them. Drastic improvements in digital ink technologies, declines in traditional publishing, environmental concerns about traditional printing, and readers' growing comfort and familiarity with mobile devices all led to the development of Kindle in 2007.*

## Mindset: Foreseeing Trends

Trends show us general directions in which something is developing or changing. They emerge in our daily life all the time. For sensing innovation opportunities the most common trends that we track relate to technology, business, culture, people, markets, and the economy. Some trends are short-lived, like subprime mortgage lending, while others signal lasting changes in our daily life. We should identify and understand trends early on so that we are in a better position to quickly and positively respond to their impact on the future. Recognizing trends is a skill that can be cultivated by carefully learning to discern patterns of activities taking place around us. Simply being able to recognize which sectors of the economy are growing and which are in decline can help us develop a provisional sense of the economic opportunity. Staying on top of the latest technology developments and seeing patterns of their adoption, we can begin to foresee how technology trends may shape the types of products and services that will be required in the future.

We also ought to cultivate a mindset for recognizing “mega-trends” (e.g., aging of the population in the United States and Europe) and thinking about the implications such big changes will have on innovation opportunities.



*In 2001, Proctor & Gamble introduced its Crest Whitestrips, a product that reflected P&G's reframing of the idea of oral care. Instead of limiting the meaning of oral care to cavity prevention, it broadened its meaning to include personal care and looking good. Crest Whitestrips took the brand from cavity prevention to whiter smiles and in the process introduced a product line with significantly higher margins than the commodity toothpaste category.*

## Mindset: Reframing Problems

Being able to recognize and understand the “conventions” that operate in an organization can help us think about how things might be approached differently. For example, in industries governed by Six Sigma practices, minimizing variability in manufacturing becomes a primary driver of business decisions. This practice makes sense for established processes, but may not be the appropriate mindset when pursuing new-to-the-world businesses. As conditions change, what was once true may no longer be so. To be truly innovative, new problems and opportunities need to be thought through differently. Challenging conventional wisdom requires an understanding of how it came to be in the first place and thinking about how best to reframe it to be appropriate for a future possibility. Just as it is important to question prevailing conventions, it is equally important to question how innovation challenges are framed. Is the innovation challenge about making a better mobile phone, a better mobile communication device, or creating a compelling remote communication experience? Moreover, mindsets for reframing problems broaden possibilities and help us arrive at nonobvious solutions.



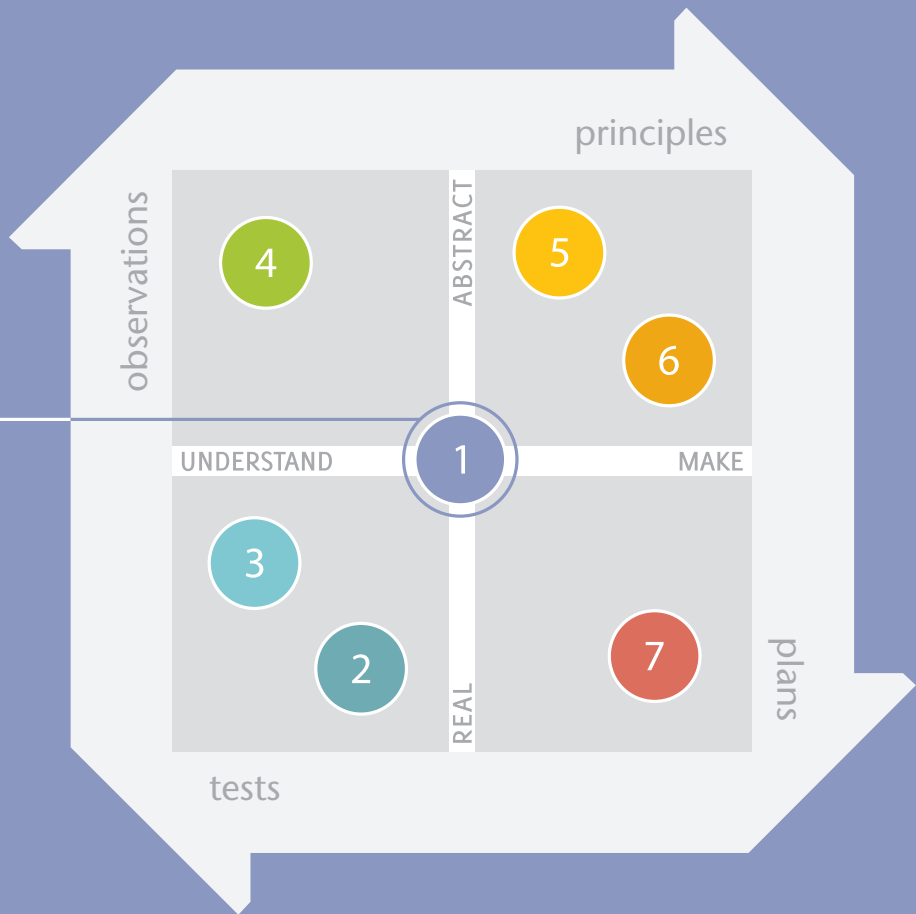
*In 2006, when Nintendo introduced the Wii, the gaming industry's convention was that success of new consoles mainly depended on more "power." Nintendo, instead of following this model to compete with Sony and Microsoft, focused their intent on how many more people they can get to play games. It was on the basis of this intent, supported by a deep understanding of technology trends, that Nintendo innovators were able to simplify the game interface, do away with the multibutton controller, and develop the wireless Wii remote that anyone could use with gestures and spatial movement. Urban condo-dwellers, country ranchers, parents with children, and even grandparents started enjoying the Wii.*

## **Mindset: Forming an Intent**

After we develop a good understanding of the latest news, developments, trends, and conventions, we switch to a mindset of consciously forming an early intent for innovation. By consciously stating the prevailing and emerging conditions, it becomes easier to define the type of innovation that should be conceived. For instance, if a long-range trend indicates an aging population that is expected to live longer than any prior generation, then our innovation intent will prominently factor in the needs of people with potentially limited mobility.

Continuously keeping up with latest events and trends helps us develop hunches about where the world may be headed and gut feelings about the kinds of innovations that can be built on those trends. Many businesses operate according to such hunches. But such an intuitive approach may be wildly off the mark and can lead to unnecessary expenditures and failed products. More than asserting an intent based on best guesses, grounding an initial intent statement in a fact-based context makes it both reliable and credible. It is ok to lead with a hunch but then qualify it with supporting evidence so that the emerging goals are reasonable and logical. The intent statement becomes even stronger if it can reference historical precedents.

Sense  
**INTENT**



# *SENSE INTENT* *methods*

- 1.1 Buzz Reports
- 1.2 Popular Media Scan
- 1.3 Key Facts
- 1.4 Innovation Sourcebook
- 1.5 Trends Expert Interview
- 1.6 Keyword Bibliometrics
- 1.7 Ten Types of Innovation Framework
- 1.8 Innovation Landscape
- 1.9 Trends Matrix
- 1.10 Convergence Map
- 1.11 From...To Exploration
- 1.12 Initial Opportunity Map
- 1.13 Offering-Activity-Culture Map
- 1.14 Intent Statement

# 1.1 Buzz Reports

Collecting and sharing information about the latest “buzz” from a wide array of sources



Shared Knowledge Base

## EXAMPLE PROJECT: *Learning Apps—Peapod Labs (2010)*

A team of three graduates from the IIT Institute of Design, who were former engineers, founded Peapod Labs to create playful, educational apps for children. They rigorously applied the process described in this book to develop innovative learning apps. Their philosophy was rooted in the belief that learning should be collaborative between parent and child and, above all, fun. Children share what they learn on their apps, making it easy for parents to contribute to the learning process as well.

Following the same collaborative approach, the founders of Peapod Labs used *Buzz Reports* to build an internal culture around sharing and active discussion. Buzz Reports, which comprise e-books, articles, and journals, were shared informally among all the team members. When a team member disseminated information, a comment was also included about the relevance of the article to the team’s goals. This helped to keep everyone on the same page and brought structure to the meetings where the reports were discussed and topics debated. This method helped them keep abreast of the current trends and news in their relevant industries such as education, technology, and mobile devices.

**BENEFITS**

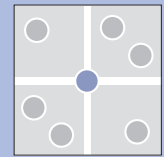
- Captures the latest
- Organizes information for easy access
- Promotes shared understanding
- Inspires possibilities

**INPUT**

- Latest information (news and opinions) from formal and informal sources

**OUTPUT**

- Evolving central repository of latest information

**WHEN TO USE****WHAT IT DOES**

Understanding patterns of change and new developments in our daily life that can drive innovation often comes not only from the core research done for a project, but from tangential, peripheral, or unexpected sources. The “buzz” that goes on around the world that catches everyone’s attention today, even though seemingly unrelated to a project, is a good source of inspiration for finding innovation opportunities. Buzz Reports are a way to collect such information about changes on a regular basis and share it among team members to have a broad understanding of what is currently significant. Buzz Reports function like a self-generated news aggregation service. They encourage curiosity about the latest developments and inspire new directions for innovation.

**HOW IT WORKS****STEP 1: Allocate regular time to explore the latest in various sources.**

Regularly schedule time to seek out the buzz from any possible source. This can include news broadcasts, websites of note, television broadcasts, library searches, technology reviews, lectures posted on sites like Ted.com, book reviews, or anything else that seems new and noteworthy. A valuable insight for innovation might come from anywhere when you are constantly on the lookout for inspirational directions for the project. Cast a wide net.

**STEP 2: Browse through sources of information for the current buzz.**

Keep an open mind and browse through a variety of sources of information. Look for buzz directly and indirectly related to the project—anything that covers the dynamics of the world, whether they are technological, cultural, political, or economic. Try to avoid only looking for information closely related to the project. A broad perspective at the start of the project can help identify

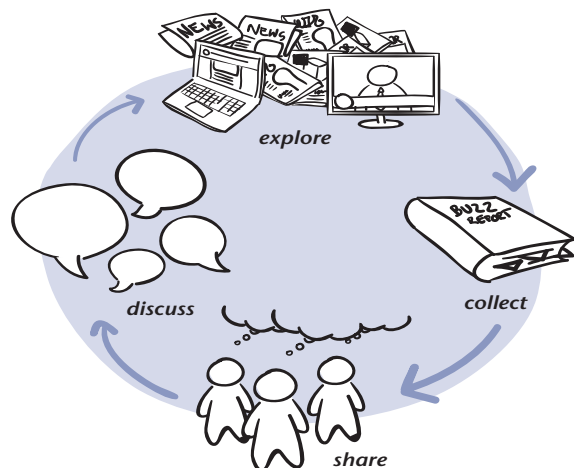
larger patterns at play, reveal nonobvious connections, and inform a possible direction to pursue.

**STEP 3: Aggregate and share findings.**

Aggregate findings into a collection of shared documents (Buzz Reports) that is easily accessible to all members of the team. A compelling headline and a brief synopsis of each submission allows for a quick scan of the information. Set submission dates to ensure that this becomes a formal part of innovation activities. Tag these submissions with keywords that are easily understood by all team members. In this way, the shared document grows into a compendium of information that can be searched by date or tagged words at a later time by different team members. It is very useful to add comments about how ideas discussed in the submissions can impact your project.

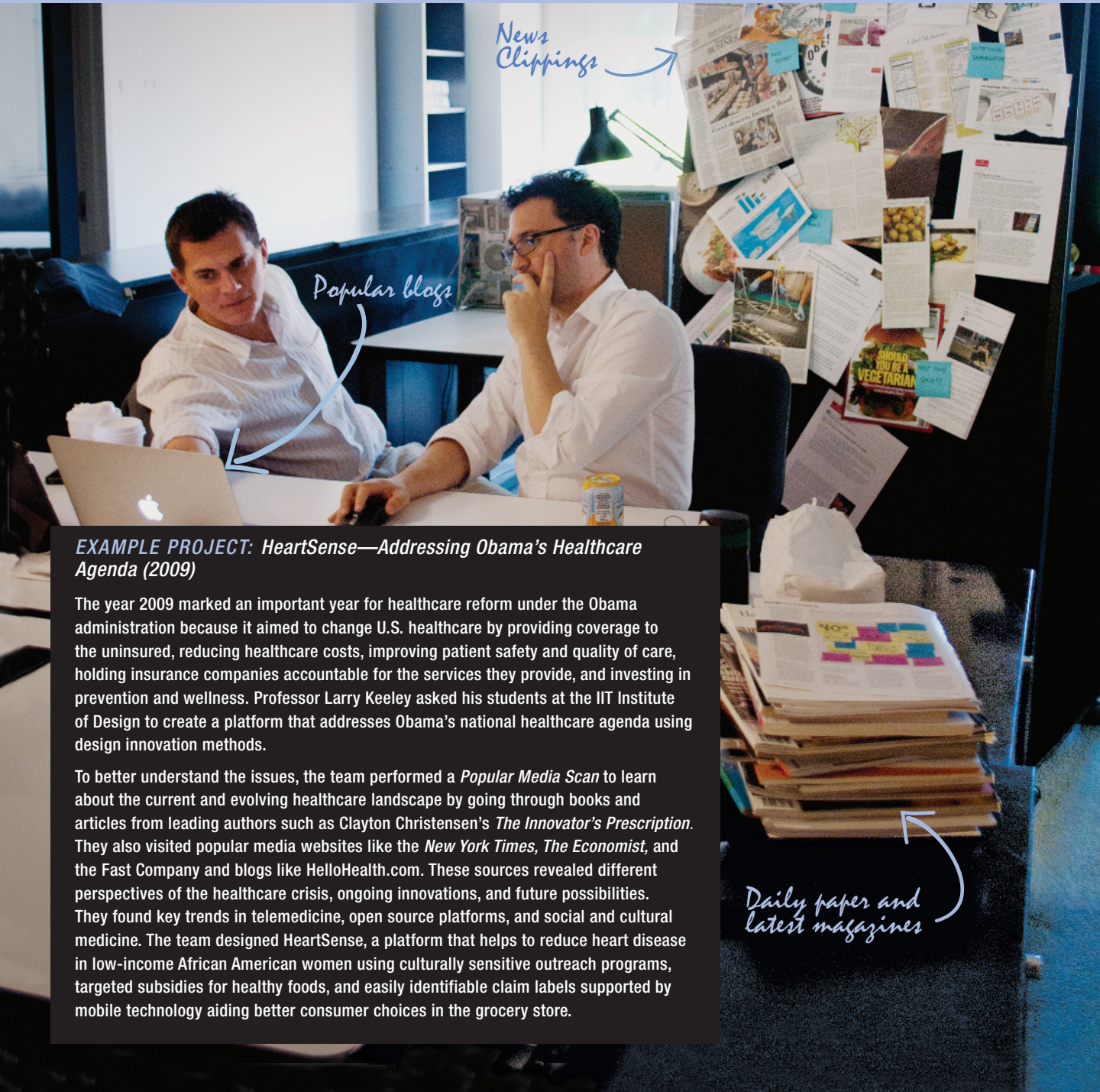
**STEP 4: Have discussions in group sessions.**

Have discussions around Buzz Reports among your team members. Share thoughts on how these latest developments would have an impact on your project. Use these discussions for shared understanding and inspiration.



# 1.2 Popular Media Scan

Understanding key cultural phenomena through a broad look at what is published and broadcasted in popular media



## EXAMPLE PROJECT: HeartSense—Addressing Obama’s Healthcare Agenda (2009)

The year 2009 marked an important year for healthcare reform under the Obama administration because it aimed to change U.S. healthcare by providing coverage to the uninsured, reducing healthcare costs, improving patient safety and quality of care, holding insurance companies accountable for the services they provide, and investing in prevention and wellness. Professor Larry Keeley asked his students at the IIT Institute of Design to create a platform that addresses Obama’s national healthcare agenda using design innovation methods.

To better understand the issues, the team performed a *Popular Media Scan* to learn about the current and evolving healthcare landscape by going through books and articles from leading authors such as Clayton Christensen’s *The Innovator’s Prescription*. They also visited popular media websites like the *New York Times*, *The Economist*, and the Fast Company and blogs like HelloHealth.com. These sources revealed different perspectives of the healthcare crisis, ongoing innovations, and future possibilities. They found key trends in telemedicine, open source platforms, and social and cultural medicine. The team designed HeartSense, a platform that helps to reduce heart disease in low-income African American women using culturally sensitive outreach programs, targeted subsidies for healthy foods, and easily identifiable claim labels supported by mobile technology aiding better consumer choices in the grocery store.

**BENEFITS**

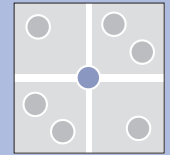
- Shows cultural context
- Reveals patterns
- Provides direction

**INPUT**

- Project's topic
- Sources in popular media

**OUTPUT**

- Areas for further research
- Opportunity areas for innovation

**WHEN TO USE****WHAT IT DOES**

Popular media scans act as a kind of cultural barometer registering what is happening or emerging on the cultural landscape. The method scans popular media like broadcast news, magazines, and TV programming to find out anything that seems like a noteworthy cultural activity. Just as satellite images show changing weather patterns, a survey of popular media can be used to identify cultural currents that could indicate hot spots of noteworthy activity. Popular media scans provide a high-level understanding of the latest trends, what is on peoples' minds, and what cultural trackers find new and noteworthy. They help innovation teams articulate the cultural currents that can influence the formation of an initial intent for the project.

**HOW IT WORKS****STEP 1: Identify broad topics related to the project.**

Whether stated in a client's design brief or self-determined, conduct a mind-mapping session to lay out broad



topics related to the project. Use identified topics, and perhaps subtopics, as a guide to further explore.

**STEP 2: Seek out information related to the topics.**

Look for what is being written about on blogs and websites, and in magazines. Use screen captures, scans, photocopies, or pages to build a library of findings. Scan television programming, advertisements, events, and movies for content that may relate directly or indirectly to the topic. Collect these references as notes or samples that can be placed into the library of findings.

**STEP 3: Look for patterns.**

Sift through the information accumulated in the collected documents to reveal patterns of activity. These patterns provide a general sense of the current and emerging cultural trends.

**STEP 4: Look at adjacent topics as well.**

Sometimes emerging trends in a different topic can influence what may happen in your area of primary interest. For example, the evolution of the mobile phone applications market have given rise to a number of health and wellness offerings that enable people to more easily monitor their food consumption, thereby influencing how people eat.

**STEP 5: Summarize findings and discuss opportunities.**

Add your point of view about what is happening in culture and what is possible. Discuss and articulate how the patterns of cultural currents can point to opportunity areas for innovation and influence the initial statement of intent. Use these discussions to guide your activities for deeper exploration.

# 1.3 Key Facts

Gathering key information to anchor the rationale for an intent statement



## EXAMPLE PROJECT: *New options for Out-of-School Youth (2008)*

A nonprofit foundation and a philanthropic organization dedicated resources to address the lack of opportunities for out-of-school youths. A team of design planners from the IIT Institute of Design worked with the foundation to propose a solution that would connect out-of-school youths with sustainable and satisfying careers. The high school dropout rate is commonly referred to as the “silent epidemic” and it prompted the team to uncover the causes behind the epidemic and its overall impact to the individual and society.

The team researched white papers and educational sites to find *Key Facts* about the drivers behind the nation’s elevated high school dropout rate. They discovered that while this epidemic crosses economic and ethnic backgrounds, the situation is more dire in minority populations with almost as much as 50 percent of African American, Hispanic, and Native American youth leaving high school without a diploma. They also found that many of these out-of-school youths were smart, but they were dropping out due to boredom, lack of motivation, and misaligned interests relative to the curriculum. Understanding these key facts allowed the team to build a supportive platform that would connect the skills of out-of-school youths with businesses and communities in which everyone would benefit.

	A	B	C	D	E	F	G
1	TOPIC	Sub-topic	Relevancy	Data Type	KEY FACTS	SOURCE	FURTHER RESEARCH
39	Risk Factors for Dropping Out	factors	relevant	statistic	Nearly half (47 percent) said a major reason for dropping out was that classes were not interesting. These young people reported being bored and disengaged from high school. Almost as many (42 percent) spent time with people who were not interested in school. These were among the top reasons selected by those with high GPAs and by those who said they were motivated to work hard.	"The Silent Epidemic: Perspectives of High School Dropouts", by John M. Bridgeland, John J. Dilullo, Jr., Karen Burke Morison, A report by Civic Enterprises in association with Peter D. Hart Research Associates for the Bill & Melinda Gates Foundation, March 2006	What are the other drivers that impact the youth to drop out other than the individual/social factors (ex. family & community factors, economic status, etc.)?
40	Risk Factors for Dropping Out	suggeste solutions	relevant	opinion statistic	Improve teaching and curricula to make school more relevant and engaging and enhance the connection between school and work: Four out of five (81 percent) said there should be more opportunities for real-world learning and some in the focus groups called for more experiential learning. They said students need to see the connection between school and getting a good job.	"The Silent Epidemic: Perspectives of High School Dropouts", by John M. Bridgeland, John J. Dilullo, Jr., Karen Burke Morison, A report by Civic Enterprises in association with Peter D. Hart Research Associates for the Bill & Melinda Gates Foundation, March 2006	Are there any solutions, improvements suggested by the other institutions? What are the main consensus/alternatives currently discussed about this topic?
41	Who Drops Out?	graduation rate, ethnicity	related	statistic	The Alliance reports that approximately 1.23 million students fail to graduate from high school each year, and more than half of those represent minority groups. Nationally, about 70% of dropouts graduate on time with regular diploma, more than half of African Americans and Hispanics earn diplomas with their peers. In some states the difference in percentages can be as much as 40-50 percentage points. About 2,000 high schools or 14% produce more than half of the country's dropouts. In these "dropout factories," the number of seniors is 60% or less of freshman from four years earlier. These dropout factories produce 81% of all Native American dropouts, 73% of African American dropouts, and 66% of Hispanic dropouts.	Alliance for Excellence in Education. (2007). High school dropouts in America. Fact Sheet. Washington, DC: Author.	
42	Risk Factors for Dropping Out	factors	relevant	opinion	The researcher identifies primary reasons for dropping out from a review of relevant literature about youth dropout views. The reasons are a) dislike of school and the feeling that school is boring and not relevant to their needs, b) low	Beekman, N. (1987). The dropout's perspective on leaving school. ERIC/CAPS Digest. Retrieved from	

Summer 2008 Spring 2008

**BENEFITS**

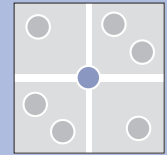
- Builds credible foundation
- Facilitates quick and early discovery
- Supports intent definition

**INPUT**

- Project's topic
- Reliable sources of factual information

**OUTPUT**

- List of Key Facts relevant to project
- Areas for further research

**WHEN TO USE****WHAT IT DOES**

Key Facts are concise pieces of information from credible sources that indicate the state of a given topic. For example, if the project is on “high school education,” a key fact might be that 40 percent of high school students in the United States do not complete their program. Key Facts can be statistical in nature, or expert opinions summarized in brief statements, organized in shared documents for discussion. Aggregating many different bits of information as Key Facts helps teams to create a good fact-based rationale for their initial innovation intent. They are also starting points, indicating where to go to find additional information.

**HOW IT WORKS****STEP 1: Define the general topic.**

This may come from a client brief or it can be self-determined. Establish boundaries within which most important aspects of the topic reside. However, be flexible to extend these boundaries as new research findings emerge.

**STEP 2: Identify sources of credible information about the topic.**

As you begin your search for information, identify domain experts, research organizations, government and private agencies that collect and compile statistical data, and other places where relevant information may be found.

**STEP 3: Cast a wide net and conduct research.**

Conduct research as if it is detective work to gather reliable information on the topic. Library searches and online searches are effective ways to get an initial sense of pertinent information on a topic. Articulate what makes them Key Facts, how they are relevant, related, or tangential to the topic.

**STEP 4: Organize information by type.**

Once Key Facts are sorted as relevant, related, or tangential, they can be further categorized by type, such as statistic, opinion, or summary. Facilitate team members to place their individual Key Facts into a single organizing structure. This helps build a shared understanding of the topic.

**STEP 5: Summarize the Key Facts into a coherent rationale.**

Use this as a starting point for molding the primary objective for innovation. Let the Key Facts also point to additional research needed.



# 1.4 Innovation Sourcebook

Finding inspiration from studying innovative offerings, companies, and people



## EXAMPLE PROJECT: Home-Life Strategic Platform (2010)

A group of consumer home products companies worked with the IIT Institute of Design to seek innovations in the area of home-life using platform strategies. Recent trends show that industries related to home-life, just like most other industries, are converging and becoming increasingly connected. Value is no longer being created by single entities, but through the collaboration of multiple players.

The team began exploring the evolution of platforms from modular product platforms to more recent open and collaborative knowledge-sharing platforms. They studied successful platform examples such as Facebook, eBay, Yelp, Groupon, LinkedIn, and Wikipedia. All examples were then added in a database that served as the *Innovation Sourcebook*, with the organization name, description of how the platform works, platform attributes, and the stakeholders. The database served as a valuable resource for the team to keep track of a number of innovative platform examples. Actively discussed, compared and contrasted, the examples yielded a good understanding of platform strategies and even frameworks for platform types. This formed the foundation for the team to design platforms in four areas of home-life: Work-at-home, Eating/ Cooking, Retirement Planning, and Home Budgeting.

	A	B	C	D
1	Example	Platform Description	Platform Attributes	Stakeholders
30	yelp	A social networking, user review, and local search website that allows people to share reviews of restaurant/store experiences in major cities. Yelp has more than 31 million monthly unique visitors as of early 2010.	<ul style="list-style-type: none"> <li>- Provides standardized format for users to post/read reviews</li> <li>- Encourages users to participate more for more reliable data</li> <li>- Allows users (buyers) to share information</li> <li>- Helps users to make better purchasing decision</li> <li>- Allows sellers (store owners) to advertise</li> </ul>	<ul style="list-style-type: none"> <li>- 150+ employees</li> <li>- Local retailers/advertising clients</li> <li>- Users (reviewers)</li> </ul>
31	Kickstarter	A crowdfunding initiative. As stated by themselves: A new way of funding and following creativity (online threshold pledge system for funding creative projects). They use social networking to fund art and creativity projects. Kickstarter takes 5% of the funds raised; Amazon charges an additional 3-5%.	<ul style="list-style-type: none"> <li>- Gathers multiple stakeholders to fund a cause.</li> <li>- It has been the base for different types of innovation: Business Model, Enabling Process, Networking, Customer Experience and Service</li> <li>- Unlike many forums for fundraising or investment, Kickstarter claims no ownership over the projects and the work they produce. However, projects launched on the site are permanently archived and accessible to the public.</li> </ul>	<ul style="list-style-type: none"> <li>- Artist</li> <li>- Funders</li> <li>- 22+ Kickstarter staff</li> <li>- Community</li> <li>- Amazon Payments</li> </ul>
32	Facebook	A social networking website, currently has more than 500 million active users in July 2010. Users can add people as friends and send them messages, and update their personal status, upload pictures, play games, follow brands/companies/organizations on facebook.	<ul style="list-style-type: none"> <li>- Provides a place to communicate/keep in touch with friends</li> <li>- Users can create profiles with photos, lists of personal interests, contact information, and other personal information.</li> <li>- Users can also create and join interest groups and "like pages" (called "fan pages" until April 19, 2010), some of which are maintained by organizations as a means of advertising.</li> <li>- Facebook enables users to choose their own privacy settings and choose who can see specific parts of their profile.</li> <li>- The Web site is free to users, and generates revenue from advertising, such as banner ads.</li> <li>- Facebook launched a new portal for marketers and creative agencies to help them develop brand promotions on Facebook.</li> </ul>	<ul style="list-style-type: none"> <li>- Users</li> <li>- Investors/shareholders</li> <li>- Advertisers</li> <li>- 1400+ employees</li> </ul>
33	Google	Internet and software corporation specialized in Internet search, cloud	<ul style="list-style-type: none"> <li>- Enable the proliferation of a wide variety of internet-based services.</li> <li>- Information management platform that searches the internet quickly,</li> </ul>	<ul style="list-style-type: none"> <li>- Shareholders</li> <li>- 20000+ employees</li> </ul>
+ [Menu] Defining Platform Class Discuss 9/9 Era Analysis Trends				Wikipedia

**BENEFITS**

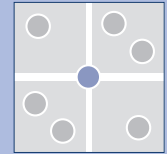
- Shows best practices
- Organizes information for easy access
- Facilitates comparison
- Inspires possibilities

**INPUT**

- Defined scope of innovations to study

**OUTPUT**

- Evolving interactive central database of innovations

**WHEN TO USE****WHAT IT DOES**

The Innovation Sourcebook is a structured approach to assembling best practices embodied in a wide range of innovation successes. The method helps find and organize successful examples of offerings (products and services), organizations, and people. Comparing and contrasting them helps understand the reasons behind their successes as platforms. Delving deeper to understand the strategies employed by these innovations is even more valuable to teams. The Innovation Sourcebook becomes a source of inspiration for teams tasked with tough innovation challenges. The generic platform strategies in the Sourcebook can serve as a reference throughout the innovation process and teams can build on them for their own platform solutions.

**HOW IT WORKS****STEP 1: Establish an agreed-upon definition of innovation.**

Discuss and reach a team alignment about what they consider as innovation. For example, the team might consider the definition *something new made real in a marketplace that provides both customer value and provider value*. Ensure that there is alignment and a good shared understanding.

**STEP 2: Search for examples of successful innovations.**

Scan the popular media and other sources for examples of noteworthy new offerings (products, services, experiences, etc.) organizations, and people. In general, examples should follow the agreed-upon definition of innovations. Feel free to look for examples not just from the present, but also from the near past.

**STEP 3: Create an Innovation Sourcebook table.**

Each example innovation is entered as a row under one of the categories—Offerings, Organizations, and People. The three columns in the table have titles for the name of the innovation, description of the innovation, and strategic advantage created by the innovation. Fill in the table cells for each innovation example.

**STEP 4: Review the many examples in the Sourcebook table.**

Compare innovations to one another. What do the examples have in common? How do they compare in terms of strategic advantage? Look for common innovation strategies that cut across many examples.

**STEP 5: Use the Sourcebook for inspiration.**

Think of how the common strategies found in the examples could be adopted. Refer to the Innovation Sourcebook throughout the design process to gain inspiration for innovation opportunities.

category	name	description	strategic advantage
<input type="text"/> offerings organization people			

# 1.5 Trends Expert Interview

Talking with trends experts to learn about latest developments and possible futures



## *EXAMPLE PROJECT: Convivial Food Platform (2010)*

A group of consumer products companies worked with the IIT Institute of Design on the topic of home-life. One of the projects was to innovate around the topic of food, especially using platform strategies. The student team working on this project developed Convivial—a food and wellness platform—that takes a comprehensive and integrated approach to how people engage with food, with whom they eat, and how to build a path toward healthy living.

The team thought there was an abundance of information in this opportunity space. However, they found it best to conduct *Trends Expert Interviews* that could quickly give them a broader picture of what was happening in the home and new approaches to food/meal management. They identified experts who were consultants to food manufacturing companies, who partnered with healthcare organizations, and who were involved in creating wellness programs. The team engaged these experts with questions about wellness trends and home-living dynamics. Interviews were conducted at the beginning of the user research phase, and the findings helped the team plan individual family research. Moreover, even after the interviews, the teams continued to have follow-up dialog with the experts to test assumptions and conduct additional research.

**BENEFITS**

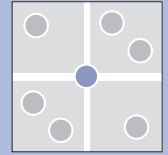
- Facilitates quick and early discovery
- Brings in new perspectives
- Captures knowledge

**INPUT**

- Project's topic
- Pool of trend experts

**OUTPUT**

- Understanding of trends and growth factors
- Areas for further research

**WHEN TO USE****WHAT IT DOES**

A Trends Expert Interview helps one quickly learn about trends related to a topic. Speaking with experts like futurists, economists, professors, authors, and researchers, who stay on top of what is happening in a specific topic area, can very quickly reveal valuable insights. Speaking with them also provides guidance for where to look for additional information. It is very helpful to use frameworks during the interviews to guide the conversation and to comprehensively cover the topic. For example, the conversations may proceed in a structured way by focusing on various types of trends—technology, business, people, culture, policy, or others.

**HOW IT WORKS****STEP 1: Determine the topics to be understood.**

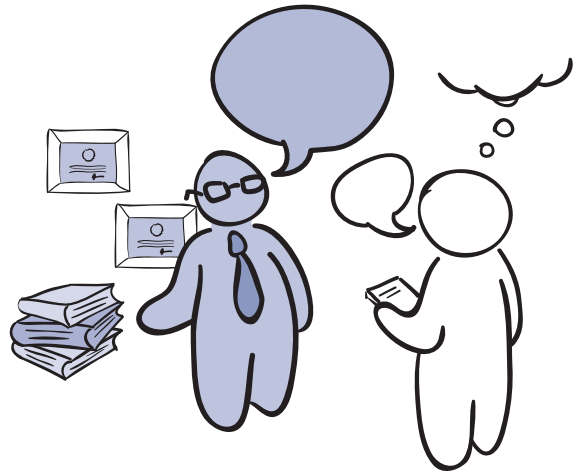
The prompts for this often come from the project brief. However, review the topics and types of trends that you are interested in learning more about. Which topics should we focus on—technology, business, people, culture, policy, or other project-specific topics?

**STEP 2: Identify experts.**

Through a combination of Internet searches, conversations with colleagues, literature searches, or other means, pull together a list of people who are recognized experts in the identified topics. Ask people working in those topics for their recommendations of experts. Look to conduct interviews with more than one expert in each topic.

**STEP 3: Make preparations for the interview.**

Read articles, books, or anything the expert might have authored to understand his or her point of view. Prepare a set of questions to help guide the interview session. For example, you might use a “plant” metaphor as a way to ask questions during the interview and structure the conversation: (1) Seeds—What are the early, emerging trends and innovations? (2) Soil—How are the fundamentals af-



fecting growth? (3) Atmosphere—How are the surrounding conditions affecting growth? (4) Plant—How do innovations grow to become robust? (5) Water—How are the catalysts affecting growth?

**STEP 4: Conduct the interview.**

Carefully thought-through interviews make the most of limited time available with the expert. Use prepared questions to guide the conversation and perhaps not ask them directly. From references during the conversation remember to list resources that you can tap into for additional interviews.

**STEP 5: Listen, capture, and follow up.**

Interviewing requires active listening. If allowed, use a recording device to capture the conversation. As the conversation unfolds take copious notes and keep track of clarifying questions you may want to ask later.

**STEP 6: Transcribe and summarize.**

Have the recorded conversation transcribed so that key phrases or interesting insights can be extracted. Summarize the findings and add them to documents to be shared with the rest of the team.

# 1.6 Keyword Bibliometrics

Using keywords for researching spread of ideas among publications and databases



## *EXAMPLE PROJECT: Innovations for a Medical Devices Company (2007)*

A medical devices company worked with Doblin (a member of Monitor Group) to identify opportunities for innovation beyond the focused, clinical opportunities typically surfaced by its traditional R&D process.

Doblin used *Keyword Bibliometrics* as the primary method to uncover innovation opportunities for this client company. Combining search terms for healthcare context such as health conditions, medical technologies, regulations, and policy, the team performed searches in health-specific, as well as popular, journals and newspaper databases to find instances of concepts, products, services, events, and businesses. Thousands of article excerpts came out of this broad range of published literature that the team analyzed for emerging themes in health and everyday life. For example, one theme was “patient-centric primary care/patient-centered medical home (PCMH)/medical home.” Conversations about these themes helped the team reveal innovation opportunities. Based on such opportunities, the client went on to further explore them and create innovation agendas, directing multiyear initiatives and investment.

Finder File Edit View Go Window Help M 17 database

**DOBLIN**

Search Details

Query Translation:

1 (chronic or acute or managed or critical or intensive or home or palliative or diagnostic or therapeutic or rehabilitative or ambulatory or emergency or nursing or primary or psychosocial) (care or (medical or dental) (insurance or health)) (%\_ab) .pt,at,dc

2 (connectivity or anytime) (anywhere or instant) (message? or distributed or embedded or ubiquitous) (computer? or computing or network? or node?) or (participative or competitive or collaborative or social or interactive or business) (network? or connection?) or (link or links or linking or connect or connects or connecting or networking or collaboration or collaborating) (people or network or networks or group or groups or friends or peer or peers or families or partial or parts) (node or nodes) or (smartcard or mobile or personal or interactive or wireless) (telephone? or device? or cellphone? or player? or console? or node or nodes) (%\_lab) .pt,at,dc

3 \$2 and \$2

rd

4 \$6 and \$4 =1010:2011

5 /%\_ab/1 -1000

Search URL

Result: 652245

search results for health domain

**Patient-Centered Primary Care Collaborative: Patient-Centered Primary Care Summit in Washington, D.C.**  
Economics Week. Atlanta: Aug 5, 2011.

...Patient-Centered Primary Care Collaborative will trace the progress of the medical home in the context of its own five-year history of stakeholder collaboration focused on continued advancement of what is now the rapidly expanding medical home...

...the nation's business leaders, consumers, primary care physicians and other health care stakeholders with the shared goal of advancing adoption of the patient-centered medical home (PCMH) ... "Five Years Making Healthy Connections: Collaborating to improve care in the PCMH," applies both the team-based care approach that is part of the PCMH model, as well as the stakeholder collaboration essential to the rise and expansion of the medical home as a central tenet for health care transformation...

...impact of the medical home is now well established. As we move toward more accountable models of care, we look to the patient centered medical home and a collaborative, team-based approach to enhance care...

**BENEFITS**

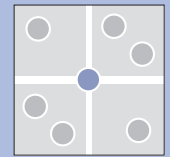
- Processes large sets of data
- Reveals patterns
- Encourages comprehensiveness

**INPUT**

- Set of keywords related to specific topics
- Identified specialized database

**OUTPUT**

- Insights and patterns revealed by the search on specific topics

**WHEN TO USE****WHAT IT DOES**

Keyword Bibliometrics is a method adapted from library and information sciences used in researching the spread of ideas among publications and databases in fields such as science, medicine, economics, and technology. Keyword Bibliometrics operate like search engines. It uses keywords to search through huge databases to find relevant articles and writings. The list of documents generated through a search is analyzed to understand the nature of what is being written about the topic or uncover emergent nonobvious relationships. Bibliometric searches are generally done within specialized databases so that the results directly relate to a specific interest. These specialized databases can be found through Web or library searches or through consultation with an academic library or research service.

**HOW IT WORKS****STEP 1: Determine keywords that will be searched.**

These words should be as context-specific as possible. Broad terms will return undifferentiated information, but context-specific and narrowly defined words will return results likely to be more valuable for your area of interest.

**STEP 2: Consider the time period that will be searched.**

A survey of writings from the last 50 years may help in constructing a historic era analysis, but one that looks at publications from the last 24 months will be more pertinent for understanding what thought leaders are concerned about today.

**STEP 3: Combine keywords to find overlaps.**

It is valuable to combine words using “and, or, not” logic to find out if ideas happening in one area have influences on others or not. For example, combining keywords “nanotechnology” and “biomedical engineering” might

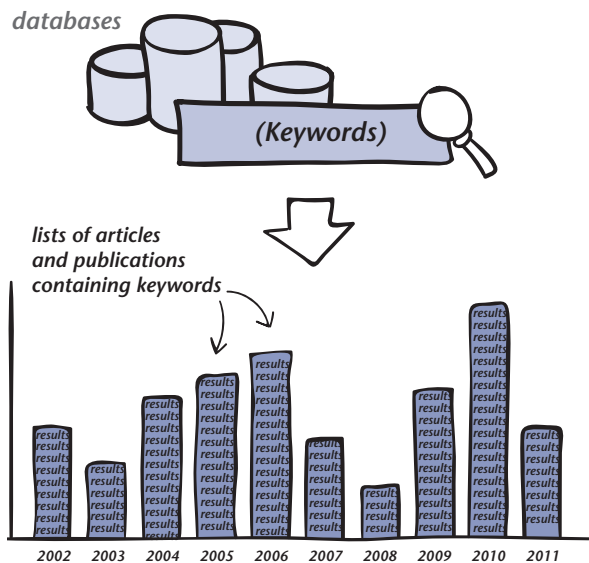
return articles about how nanotechnology is being used in biomedical engineering.

**STEP 4: Review returned results and reiterate if needed.**

Look for publication patterns. Trace the influence of an idea. What is the article in which it first appeared? In what publications has it been referenced since then? How have the ideas transformed as it is incorporated into other publications? Moreover, be prepared to reiterate searches if needed. If the publications in the search result appear to be either too general or not directly related, then modify your keywords and search again.

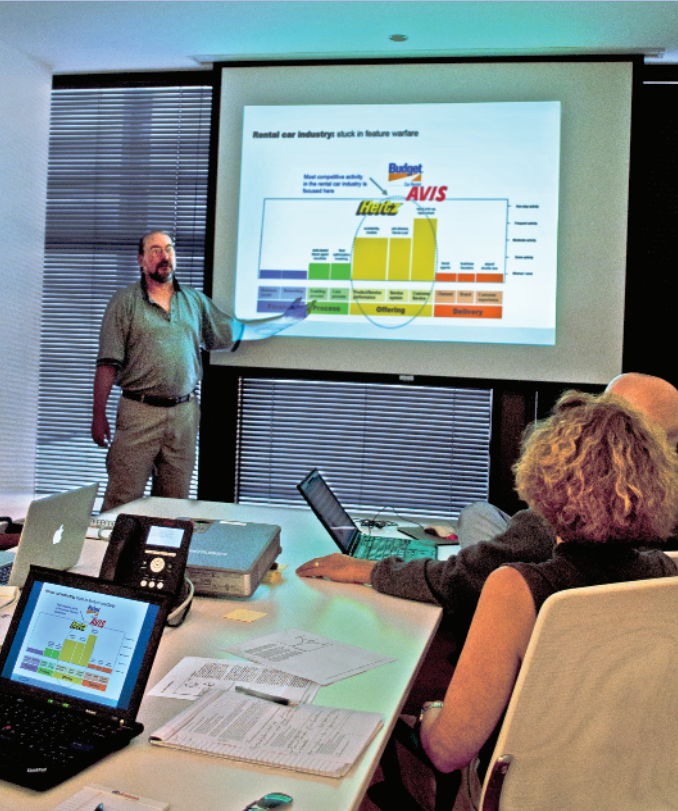
**STEP 5: Summarize findings.**

Share the summaries with team members and engage in conversations to find insights about the topic. Visualizing the results from bibliometrics based on the occurrences of keywords using diagrams can reveal patterns to better understand what is being written about in the topic.



# 1.7 Ten Types of Innovation Framework

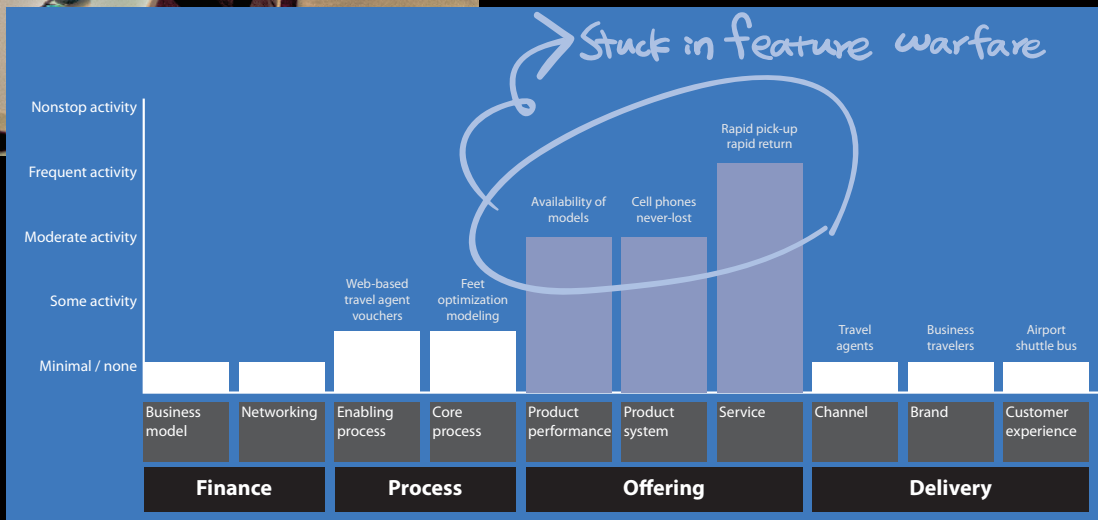
Understanding the nature of different types of innovations in industries



## EXAMPLE PROJECT: Innovations for a Car Rental Company (2000)

In 2000, Doblin (a member of Monitor Group) worked with a car rental company to provide customer-centered innovation for its business. As a leading innovator, the company had built a strong competitive position in the car rental industry. But it began to lose ground due to changes such as increased airport taxes and decreased partnerships with automakers that left them as a low-cost brand with a high-cost structure.

Using the *Ten Types of Innovation Framework*, Doblin mapped out the innovations within the car rental industry and revealed that the industry was stuck in “feature warfare.” Most of the activities from the competitors were concentrated within the “offerings” type of innovation; for example, ensuring availability of specific car models, rapid-pick and rapid-return, and a service system ensuring the prompt return of lost cell phones. The framework also indicated areas weak in innovation such as “brand” and “customer experience.” Based on the insights from the framework and customer research, Doblin recommended that the company reposition itself to meet the unique needs of leisure travelers. As a result, they would be able to remove its commodity, low-price status by differentiating themselves through their brand and customer experience, and provide a premium position for their offerings, something that they could not do before.



**BENEFITS**

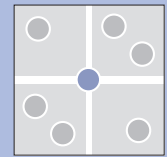
- Broadens mindset
- Encourages comprehensiveness
- Shows best practices
- Facilitates comparison
- Provides organizing structure

**INPUT**

- Identified industries, organizations, and their innovations relevant to the project's topic

**OUTPUT**

- Understanding of how the different types of innovation are playing a role in the studied industries

**WHEN TO USE****WHAT IT DOES**

The Ten Types of Innovation Framework, developed by Doblin, is a method for surveying an industry (or sometimes an economic sector or an individual organization) to understand and plot different types of innovations. The method also helps us with what to look at more closely, where the innovation trends are in the industry, and where to direct forthcoming research efforts.

The framework proposes that regardless of industry, innovations happen in one of four areas: finance, process, offering, and delivery. Among the four areas can be found ten distinct types of innovations. In the finance area, there are business model and networking innovations. Process innovations include both core processes and enabling processes—an organization's new ways for developing their offerings. Innovations in the offering area are product performance, product systems, and service. Delivery includes innovation types like channel, brand, or customer experience.

**HOW IT WORKS****Step 1: Gather information about the industry.**

Conduct library and/or database searches, review published reports, and contact industry experts to get a sense of the key players in the industry and the business landscape.

**Step 2: Search for innovations in the industry and organize them.**

Document the industry's innovations according to the ten types of innovations organized under four categories—finance, process, offering, and delivery.

1. *Finance*: How do the most successful organizations generate revenue through *business model* innovations? How are they effectively *networking* with partners?
2. *Process*: What are the successful *core processes* for making offerings with competitive advantage? How do companies innovate in *enabling processes* that provide support for employees and operations?

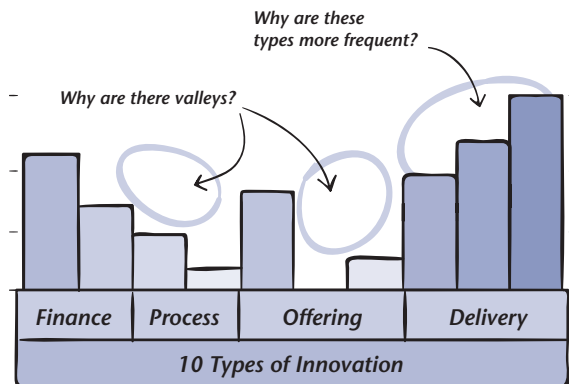
3. *Offering*: What are the innovations in *product performance* that offer distinctiveness? How do companies successfully link their offerings as *product systems*? What are the *service* innovations that provide assistance to prospects and customers?
4. *Delivery*: What are the industry's innovations in managing *channels* of distribution and getting offerings into the hands of end users? What are the industry's notable *brand* innovations? What are the most distinctive *customer experiences* in the industry?

**Step 3: Make a visual diagram of innovations.**

Gather all of your findings from Step 2 and write brief descriptions that can be input into the Ten Types of Innovation Framework. Ensure that the research covers a wide spectrum of the industry. Make a diagram (bar chart or line chart) showing high and low innovation activities for each of the ten types.

**Step 4: Find insights, share, and discuss opportunities.**

Review the ten types of innovation. Are the reasons for abundant or scarce innovations obvious? Document your insights, share them with the team, and discuss finding innovation opportunities and further explorations.



# 1.8 Innovation Landscape

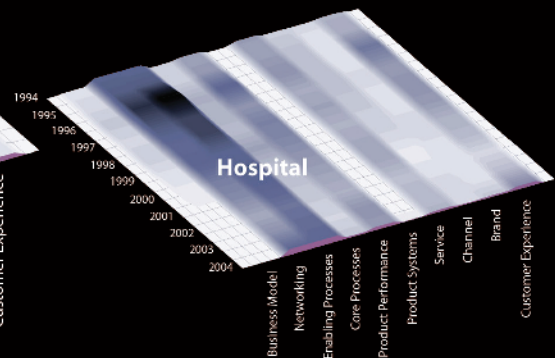
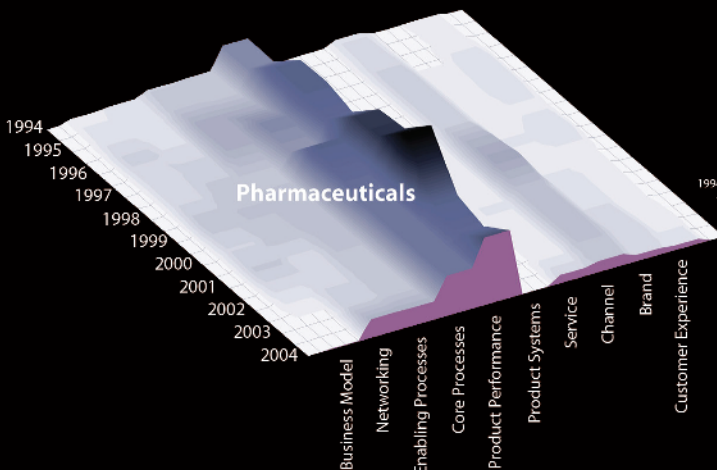
Mapping an industry's range of innovations as it grows over time



## EXAMPLE PROJECT: *Innovations in Healthcare Industry (2006)*

In 2005, a private healthcare foundation sought to better understand the reasons behind the paradox of the healthcare system: Despite many technological advancements, the healthcare industry was still operating on antiquated business and service models. The foundation commissioned Doblin (a member of Monitor Group) to carry out a detailed analysis of innovation in the healthcare sector.

Researchers at Doblin created *Innovation Landscapes* for eight key healthcare industries (pharmaceuticals, health insurance, hospital systems, etc.) and to explore where opportunities for successful innovation might lie. What the landscapes revealed was that most of these industries, except the pharmaceutical industry, remained flat with little evidence of innovation activities. Two-dimensional patterns from these landscapes were then overlaid one on top of another to collectively view all the peaks and valleys of the innovations. Looking at the valleys in this combined view helped the team identify innovation opportunities in the areas of business models, product systems, and customer experiences.



**BENEFITS**

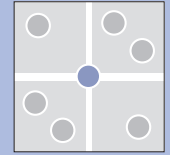
- Creates overview
- Facilitates comparison
- Maps change over time
- Reveals opportunities

**INPUT**

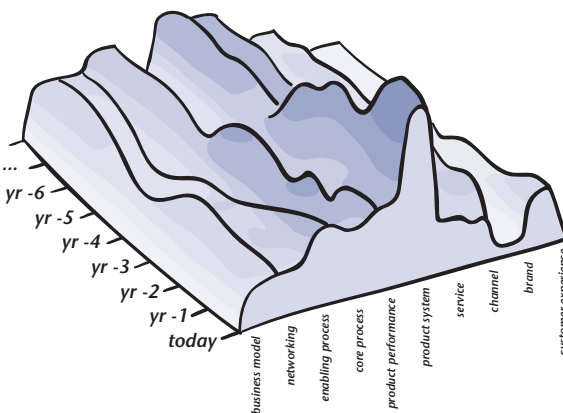
- Identified industries relevant to the project's topic

**OUTPUT**

- Visual representations of innovation activities in industries over time
- Indications of where innovation opportunities exist

**WHEN TO USE****WHAT IT DOES**

The Innovation Landscape is a diagnostic method that applies Doblin's Ten Types of Innovation Framework to understand the broader patterns of innovations in industries over time. The method creates a three-dimensional terrain map by plotting the type of innovation on the X-axis, time on the Y-axis, and number of occurrences of innovation activities as the height dimension. The ten types of innovations plotted are in finance (business models, networking), process (enabling, core), offering (product performance, product system, service), and delivery (channel, brand, customer experience). The landscape shows the intensity of innovation activities by the height of the peaks, the diversity by the number of peaks, and the pace of change by how many new peaks form and by the change of their slopes. These patterns are useful for facilitating discussions about where most innovations are happening and for drawing attention to areas where opportunities for creating innovations may be found. The change in patterns over time also helps spot trends that can point to innovation opportunities.

**HOW IT WORKS****STEP 1: Select the industry and identify databases to be searched.**

Ensure that the selected databases (e.g., ProQuest and EBSCO) are about latest news and innovation activities happening in the sector including the industry you have selected for mapping.

**STEP 2: Specify keywords and the time period to be searched.**

Select keywords that are related to the ten innovation types and are commonly used in recognized journals and publications of the industry. Decide on the time period to be searched; a ten-year period is most often used.

**STEP 3: Search the databases and compile results.**

Send keywords about types and time periods as queries to the databases. While sending queries, specify that search results should provide the number of occurrences of innovation activities for each of the ten types for each year in a ten-year period. Compile these numbers in a spreadsheet.

**STEP 4: Visualize the results as a terrain map.**

Create a three-dimensional terrain map with innovation types as the X-axis and time period as the Y-axis. Plot the number of occurrences of innovation activities as height on the terrain landscape. There are peaks and valleys distributed across the terrain where innovation is occurring and where it is not.

**STEP 5: Discuss the patterns and explore opportunities.**

Discuss the nature of the terrain. Are the peaks oversaturated areas for innovation in the industry? Do the valleys offer opportunities for innovation? Do the rising new peaks indicate trends and offer innovation opportunities? These questions and others offer valuable directions for further exploration.

# 1.9 Trends Matrix

Summarizing changes happening today that lead to a future direction



## EXAMPLE PROJECT: Cultural Tourism—CityFriends (2007)

*CityFriends* is a concept for a company developed by a team of IIT Institute of Design students. It provides cultural travelers with unique and local travel experiences by using local guides and a compelling online presence.

The team's research through a *Trends Matrix* indicated that changes within the travel industry are leading to an emerging new group of travelers called "Venturers," who demand more authentic and off-the-beaten-path travel experiences. The team saw an opportunity to provide tailor-made services to this group of travelers. The Trends Matrix bolstered the team's understanding of how travel was evolving across the areas of technology, market, people, culture, and business. It also helped to isolate the emerging trends that would be important in concept development. The emerging trends highlighted reliance on technology such as mobile Web applications and virtual tour guides and that creating memorable cultural experiences are becoming an increasingly important differentiator for travel companies. In the concept stage, the team created a *CityFriends* system that gave travelers a compelling experience by directly connecting them to local guides or service providers through a friendly online site.

	Formerly	Currently	Emerging
<b>Technology</b>	Auto travel Paper maps/travel books 35mm	Online booking/price Mobile communication Audio guides 3G applications/GPS Digital cameras/movie	Mobile Web revolution Real-time interaction Virtual tour guides RFID
<b>Market</b>	Brand Holiday travel Sightseeing	Price and perks Weekend getaways No frills mass travel Single travelers L.O.H.A.S.	Experience More sporadic travel Segmented/customized Medical tourism
<b>People</b>	Travel as a luxury Family travel Camping-car traveler Unique local shopping 9-5 work life	Travel as routine Style-lifers; cities to rural Thrill/companion seekers Shopping traveler Flexible working conditions	Travel as escape Cultural travel Unusual destinations Secondhand nostalgia Flexible work life
<b>Culture</b>	Homogeneous culture Car culture	Hybrid culture Globalization Urbanization Hassle of travel	Less cultural shock More comfortable with world cultures
<b>Business</b>	Travel agencies Traditional packaged-tour AAA Motels	DIY online travel A la carte American Express All inclusive mega resorts Eco-tourism/Voluntourism	Personal concierge Network/local Delivery service Book buy back

**BENEFITS**

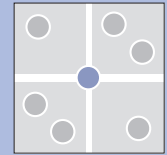
- Creates overview
- Maps change over time
- Encourages comprehensiveness
- Reveals opportunities
- Defines direction

**INPUT**

- Project aspects to be studied

**OUTPUT**

- Matrix with an organized set of trends
- Insights about trend patterns and possible directions

**WHEN TO USE****WHAT IT DOES**

A trends matrix presents a high-level summary of how trends and forces of change affect technology, business, people, culture, and policy. The matrix offers an at-a-glance understanding of how trends impact your project. For a project on cultural travel, one might study travel tools, travel-related services, travel experiences, travel information, and other similar aspects. Sometimes the aspects we study are time-related and structured: where we've been (formerly), where we are (currently), and where we may be headed (emerging). The Trend Matrix can also show how changes happening in one area, for example technology, may have influenced others, for example culture or business.

**HOW IT WORKS**

	Aspect A	Aspect B	Aspect C	...
Technology	<ul style="list-style-type: none"> <li>↗ trend</li> <li>↻ trend</li> </ul>	<ul style="list-style-type: none"> <li>↘ trend</li> <li>→ trend</li> </ul>	<ul style="list-style-type: none"> <li>trend</li> <li>trend</li> </ul>	
Business	<ul style="list-style-type: none"> <li>↻ trend</li> </ul>			
People				
Culture				
Policy				

What trends are relevant to this arena?

**STEP 1: Set up the dimensions for the Trends Matrix.**

The vertical axis is usually shown as technology, business, people, culture, and policy. The horizontal dimension shows the aspects of the project that you are interested in tracking, for example, types of users, topics, and components of a system that you are considering. Sometimes it is valuable to define the horizontal dimension as “formerly,” “currently,” and “emerging.”

**STEP 2: Fill the matrix with relevant trends.**

Conduct research to identify trends in technology, business, people, culture, and policy that will have an effect on the project. Describe these as trend statements in the matrix cells. A trend statement is usually a short sentence that describes how something is significantly changing. An example of a trend statement is “travelers have an increased interest in unusual travel destinations and cultural travel experiences.”

**STEP 3: Take a step back and discuss the matrix as an overview.**

Remember that the purpose of the Trends Matrix is to offer a high-level overview of changes. Compare the trends to others to see how they are related. Recognize patterns of similar trends developing together. These might help you speculate on future directions and see how certain trends might affect your project.

**STEP 4: Capture insights as overlays on the matrix.**

Discuss and document your team’s insights about trend patterns, how leading trends are affecting major changes, and speculations about how things might develop. Highlight these insights as overlays on the matrix for easy reading and sharing.

# 1.10 Convergence Map

Visualizing converging fields and seeing opportunities for innovation at the overlaps



## EXAMPLE PROJECT: FOOD-WELLNESS-DIABETES CONVERGENCE (2008)

Industries are not only transforming at accelerating rates, but they are converging and providing unique areas for businesses to innovate. Professor Larry Keeley, innovation strategist and co-founder of Doblin (a member of Monitor Group), used the *Convergence Map* to illustrate the healthcare convergence. The map demonstrated how food production, wellness, and diabetes have increasingly become overlapped over time. Some of the innovations happening at the intersection of food, wellness, and diabetes came from Mayo Clinic and the Joslin Diabetes Center, who were providing integrated solutions for healthy eating, cooking, food guides, and tools to give people more control over their health.

Professor Keeley's students at the IIT Institute of Design used this high-level understanding about convergence to build a platform strategy addressing the diabetes epidemic in the United States. Using the premise that healthcare is not one size fits all, the team built a local community-based strategy by integrating ideas from all three converging fields—food, wellness, and diabetes.



*Better Choices*  
*Good health habits*  
*Healthy living choices*

**BENEFITS**

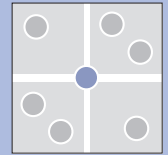
- Visualizes data
- Reveals opportunities
- Reveals relationships
- Promotes shared understanding

**INPUT**

- Data from research about trends and innovations in selected topics

**OUTPUT**

- Visual map showing where topics are converging and the related trends affecting them

**WHEN TO USE****WHAT IT DOES**

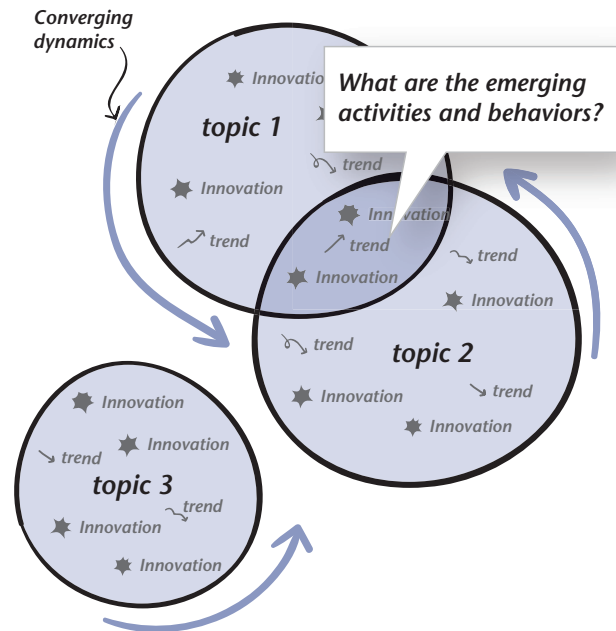
The Convergence Map makes visible how areas of daily life (work-life, home-life, mobile communications, etc.) or industries are beginning to overlap more and how new behaviors are emerging because of this dynamic. Using visualizations that show these overlapping areas, we can have focused conversations about how people's activities are changing in these areas and consider them as fertile grounds for innovation opportunities.

**HOW IT WORKS****STEP 1: Identify topics for creating the Convergence Map.**

Based on your research about latest developments, discuss and identify topics that are overlapping most with your project topic. For example, if “diabetes” is the project topic, your research might suggest that “food” and “wellness” are topics that most overlap with it.

**STEP 2: Identify trends and innovations in these topics.**

If you have already written trend statements in any of the other methods, use them to help build the Convergence Map here. Otherwise, look for trends in your topic that relate to technology, business, people, culture, and the market. Summarize trends in brief statements, for example, “diabetic patients are increasingly using mobile technology to monitor their food habits.” Using this understanding of trends, identify key innovations (and key players) in these topics.

**STEP 3: Build a Venn diagram showing overlapping regions.**

Each circle in this Venn diagram represents a topic. Show these circles as overlapped based on common trends and key innovations. Add descriptions about how new behaviors or activities are emerging in these overlapping regions.

**STEP 4: Discuss and identify opportunities.**

Speculate on potential innovations that could support the trends or emerging behaviors in these overlaps. Describe opportunities for innovation emerging from these convergences.

# 1.11 From...To Exploration

Moving from a current perspective based on conventions to a new perspective based on trends



## EXAMPLE PROJECT: Reframing Education—Singapore Polytechnic (2009)

In 2003, Singapore set out to steer its economy toward design to incubate new levels of creativity, innovation, and ideas. Fueling this sentiment was the increased competition in the global markets from the likes of the United Kingdom, China, and Taiwan, who were creating national design policies as a way to drive economic growth. This meant Singapore needed to bring design to the national forefront. Education was one area targeted to encourage and nurture the design approach. One of its leading educational institutions sought recommendations on how to transform its education to promote the design approach with the help of Professor Vijay Kumar.

To facilitate transformation, *From...To Exploration* was done to help the institution think about how to reframe its new direction. For example, from viewing education as a top-down, Socratic approach, the institution will move to providing education through a culture of conversations, collaborations, and co-creations. Likewise, the institution will move from viewing curricula as merely a set of classes to a platform of offerings with project-driven learning, discussion groups, and social networking. As an initial step to implement this new perspective, the institution has kicked off initiatives such as training sessions to create competencies for this new approach and prototyping design-driven innovation labs with ongoing collaborative projects.

	From	Trend	To
<i>Experience</i>	Curricula offered by institutions	Friendship-driven learning Interest-driven learning	Total learning experience from the point of view of students, parents, teachers, and community
<i>System</i>	New classes	Discussion groups Social networking Project-driven learning Learning services Mobile learning	A platform for offering new learning experiences
<i>Process</i>	Pockets of innovations	Multidisciplinary innovations System integration Precompetitive initiatives	Disciplined process that is inclusive for developing learning experience
<i>Culture</i>	Top-down culture	Bottom-up approaches Beta-culture Participation-culture	Culture of conversations, collaborations, and co-creation

**BENEFITS**

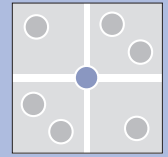
- Challenges assumptions
- Identifies opportunities
- Gives focus to the process

**INPUT**

- List of key aspects of the project
- Understanding of key trends related to the project

**OUTPUT**

- Table with conventions, trends, and possibilities
- Innovation opportunities

**WHEN TO USE****WHAT IT DOES**

*From . . . To Exploration* is a method that helps turn a current perspective into a new perspective for solving problems. It is about challenging orthodoxies, questioning why things are the way they are, exploring possibilities, and making suggestions. Based on a good understanding of the latest trends, the method proposes how the current context may be changed for the better. The method helps participants think about the goals of the project. It also suggests directions for further research.

**HOW IT WORKS****STEP 1: List the key aspects of the project.**

Speculate on which aspects of the project have the most need for innovation. For example, the aspects of a project on educational innovations might be “learning environments,” “curricula,” and “research programs,” among others.

**STEP 2: Identify trends related to project aspects.**

Identify the latest trends affecting the various aspects of the project. For example, for a project on educational innovations, a trend related to “learning environment” might

be “learning environments are becoming distributed due to developments in communication technologies.”

**STEP 3: Describe current perspectives based on conventions.**

Describe the current conventions about each project aspect. For example, a convention for a “learning environment” is a physical classroom. Describe this current perspective under the “From. . .” section.

**STEP 4: Describe new perspectives based on trends.**

Based on your understanding about trends from Step 2, speculate about what could be possible. Think of how current conventions may be reframed. For the learning environment example, can physical classrooms be reframed as virtual learning environments? Describe the new perspective under the “. . . To” section.

**STEP 5: Discuss innovation opportunities.**

Discuss how these new perspectives can lead to potential innovations. Think of how the innovation intent could be framed up based on these new perspectives. Think about which of these new perspectives your organization has the greatest potential to deliver.

Aspects	Trends	From... → To...
(Aspect)	trend	(what is now) (what might be)
	trend	
	trend	
	trend	

# 1.12 Initial Opportunity Map

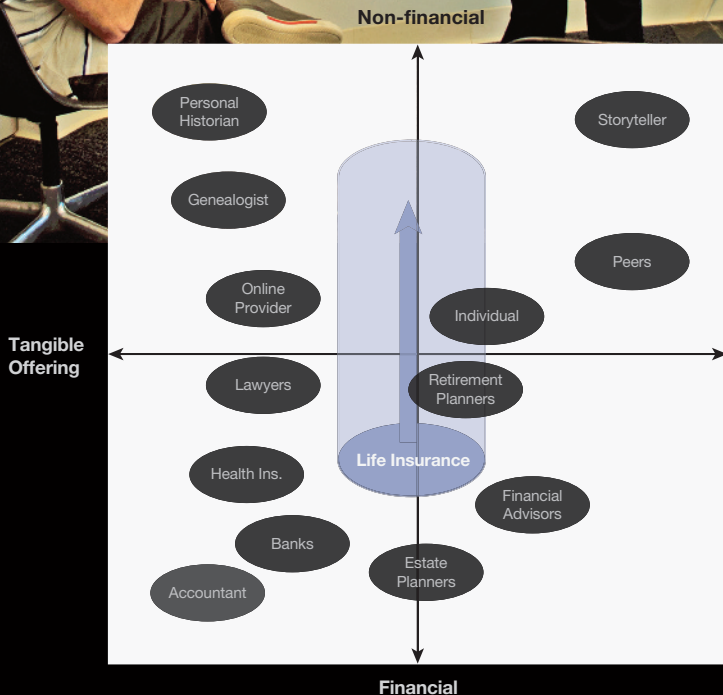
Speculating on an opportunity space to move to in relation to the current position



## EXAMPLE PROJECT: Legacy Planning—Opportunity for a Life Insurance Company (2007)

In 2007, a life insurance company was seeking strategic recommendations to innovate its business. Life insurance is an economies-of-scale industry that offers various financial-related products and services, but these offerings lack strong emotional value. The project team identified that legacy planning is an emerging area in which this company could expand its offerings and strengthen the emotional connection with its customers.

Legacy planning is primarily about passing on four types of possessions: values and life lessons, wishes to be fulfilled, personal possessions of emotional value, and financial assets or real estate. This understanding led the team to determine two key dimensions that formed the *Initial Opportunity Map*—tangible versus intangible and financial versus nonfinancial. People and service providers who practiced in that space were plotted on this 2 × 2 map. This indicated a possible opportunity where the company could innovate, particularly where the company could provide emotional value to its customers. For example, rather than simply getting an impersonal check after a loved one passes away, their customers would receive a customized bundle of memories, lessons, and values that the deceased collected and saved throughout his or her life.



**BENEFITS**

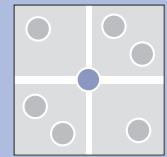
- Visualizes information
- Facilitates comparison
- Reveals opportunities
- Defines direction

**INPUT**

- Trends relevant to the industry to be considered

**OUTPUT**

- Visual map of industry participants and potential opportunity spaces for innovation

**WHEN TO USE****WHAT IT DOES**

The Initial Opportunity Map helps you explore possible opportunities for your organization's innovations on a  $2 \times 2$  map. The map uses two key dimensions that are found to be strategically significant to the project based on a deep understanding of the trends and other changes taking place. Plotted on the map are various participants operating in that space. The map shows your organization in relation to others and can support speculations on where opportunities exist for your organization to move. During the early stage of an innovation project, this method helps explore the fundamental question of strategy: Where to play?

**HOW IT WORKS****STEP 1: Identify key dimensions.**

List trends that may potentially influence the direction of the industry you are considering. Identify a few strategically important dimensions prompted by these trends. For example, if a trend in the insurance industry is about insurance companies increasingly delivering nonfinancial support to their customers, the key dimension to be considered is "financial services versus nonfinancial services."

**STEP 2: Create a map and plot industry participants.**

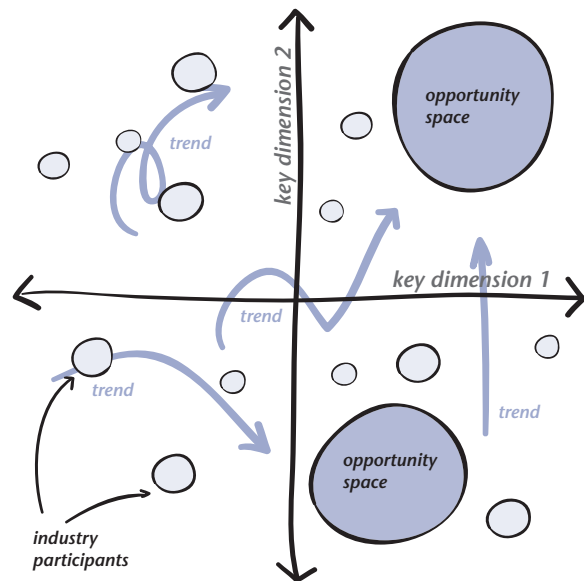
Create a  $2 \times 2$  map using the two identified key dimensions. Plot the industry participants on the map. Decide as a team what can be included under "participants" for the most useful analysis—practitioners (people), organizations, offerings, or services?

**STEP 3: Discuss the map and identify opportunity spaces.**

Identify opportunity spaces where no participants currently play a major role. Assess whether these spaces are in fact opportunities based on the trends and other dynamics of the industry. Assess existing participants' proximity to these opportunity spaces as well for making decisions.

**STEP 4: Speculate on innovation opportunities.**

Discuss the possibilities for your innovation (or organization) moving into the identified opportunity space. Consider how your innovation will successfully fit in that space. Can that be a position you can take as initial innovation intent?



# 1.13 Offering-Activity-Culture Map

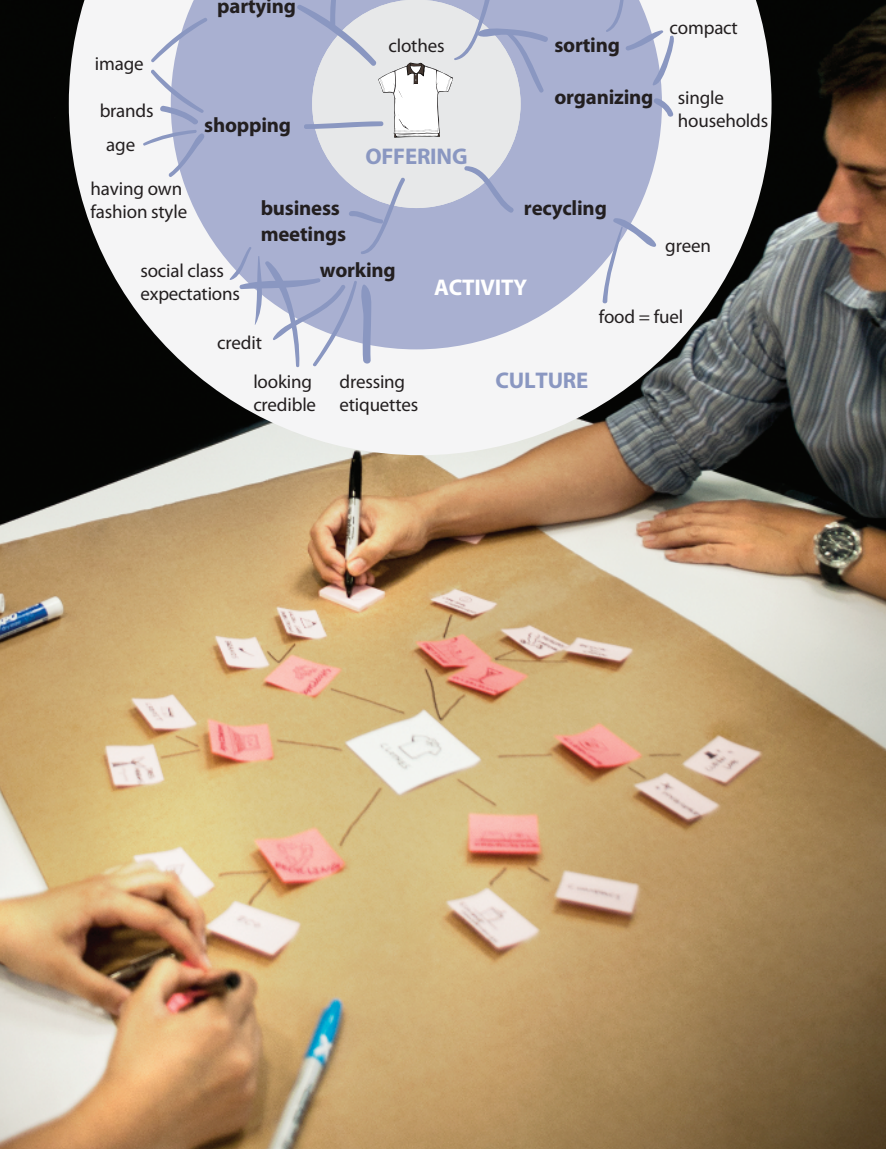
Exploring innovation opportunities by shifting focus on offerings, activities, and culture



## EXAMPLE PROJECT: *Maintaining Clothes (2011)*

How people maintain their clothes was a topic selected by a design analysis team at the IIT Institute of Design. Their initial research indicated that maintaining clothes was largely viewed as a chore. The average person spends six hours a week doing laundry, and people typically wear only 20 percent of the clothes they have. These data indicated to the team that, for innovation, a fuller understanding of the context is needed, going beyond just “clothes” or “laundry.”

Using the *Offering-Activity-Culture Map*, the team quickly went beyond just studying clothes. They mapped out activities such as shopping, organizing, cleaning, socializing, recycling, and working. They analyzed how individual and social norms had influenced these activities. Activities about personal shopping habits and style preferences were driven by individual norms, whereas social norms influenced activities such as shopping together, and gifting, in families and in communities. They studied further the cultural context that included aspects like age, image, gender roles, and certain established dressing etiquettes. Through this holistic exploration the team was able to identify a set of rich insights that helped them move to supporting the needs of a specific user-type—single male professional.



**BENEFITS**

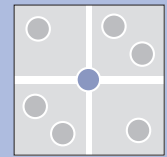
- Broadens mindset
- Identifies opportunities
- Visualizes information

**INPUT**

- Offerings to study and their attributes
- Understanding of cultural context around chosen offering

**OUTPUT**

- A mapped set of activities and influencing cultural factors relevant to the product
- Speculations on innovation opportunities

**WHEN TO USE****WHAT IT DOES**

The Offering-Activity-Culture Map uses three ways to look at innovation opportunities: the “offerings” (products, services) with their functions and features, the “activities” people do with those offerings, and the “cultural context” in which people use those offerings. In thinking about opportunities this way, the method provides a high-level view that broadens explorations. Moreover, this method helps us think about an innovation not just as an offering with improved functions and features but as something that connects with people, what they do, and how they live. By expanding thinking from offerings to activities to cultural context, it opens up the opportunity space at the onset of a project.

**HOW IT WORKS****STEP 1: Describe the offering and its attributes.**

Make a diagram showing the offering in a central circle. Describe its functions, features, and other attributes.

**STEP 2: Describe activities related to the offering.**

In a circle surrounding the offering in the diagram, describe people’s activities driven by individual and social norms. If the offering is a “book,” an example of an activity driven by individual norms will be “writing notes while reading a book.” An activity driven by social norms will be “discussing the book content as a group” or “giving the book as a gift.”

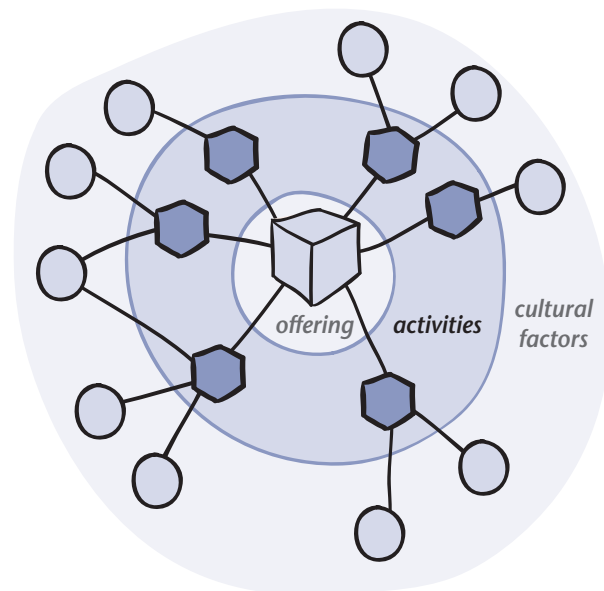
**STEP 3: Describe the cultural context.**

Describe the cultural factors that influence people’s activities in the outer circle of the diagram. How do different

groups use the offering differently? What are the shared beliefs about the offering? What are the accepted norms, customs, and practices? What are the prevailing cultural trends? What meanings and values are attached to the offering?

**STEP 4: Discuss and speculate on innovation opportunities.**

Use this diagram to discuss your team’s overall thoughts about offerings, activities, and cultural context. Speculate on opportunities for innovation that touch on many parts of the diagram. How can these be translated into the innovation intent for the project?



# 1.14 Intent Statement

Stating an initial innovation intent based on an identified opportunity



## EXAMPLE PROJECT: Reducing Violence—CeaseFire Chicago (2009)

Gun violence in the United States is an epidemic, especially in large urban cities like Chicago, where many youth are shot or killed before they reach age 25. A team from the Institute of Design worked with CeaseFire Chicago, a violence prevention program, to develop a communications strategy.

Defining an *Intent Statement* that would guide the project going forward required more than understanding CeaseFire's organizational model, core competencies, strengths, and weaknesses. It also required addressing the thinking that underlies the behaviors perpetuating the transmission of violence at the individual and community level. Through many collaborative sessions and observations, the team recognized CeaseFire's strength is in working with high-risk individuals—who may shoot or are likely to get shot—but not with the low-risk—those whose lives have been directly or indirectly impacted by violence. Seeing violence as a behavior issue, the team defined their intent as bridging the communication gap between low-risk and high-risk groups, and creating a shared sense of community building and dialog for change.

**Problem:** Change the thinking about and the approach to the violence problem from one of suppression, punishment, and incarceration, to one of changing behavioral and social norms associated with violence.

**Audience:** Prioritize not only on the high-risk, but also on the low-risk, those whose lives have been directly or indirectly impacted by violence.

**Failures:** Prior efforts to contain violence have been based on the principal of punishment: incarceration, gun control, dry state, etc.

**New Value:** The idea that violence is a behavior that can be changed: an interesting parallel between epidemiology and the spread of violence that uses top down as well as bottom up processes to reduce violent incidents.

**Opportunity:** Inspire and change behavior through the use of a unique campaign that communicates a radical ideology by bridging the communication gap between the low-risk and the high-risk groups.

**Risk:** The creation of a campaign lacking in energy/gets a negative media response/unanticipated backlash.

1. Fundamentally change the thinking about and the approach to the violence problem from one of suppression, punishment and incarceration, to one of changing behavioral and social norms associated with violence; and,
2. Impact the violence problem nationally and internationally (e.g., Reduce homicide United States by 25% by 6'

**BENEFITS**

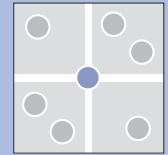
- Defines direction
- Supports transition
- Gives structure to the process
- Promotes shared understanding

**INPUT**

- Research findings, trend statements, and maps produced in previous methods

**OUTPUT**

- A clear and concise statement of the innovation intent for the project

**WHEN TO USE****WHAT IT DOES**

Getting a good sense of what the opportunities are for creating something new is the main focus during Sense Intent mode. These opportunities are identified by understanding latest developments, seeing big pictures, recognizing current trends, and by reframing problems. The *Intent Statement* method builds on this understanding to speculate on an initial point of view to guide the innovation efforts. Usually the statement takes the form of a few sentences that capture the key aspects of a desired innovation. The Intent Statement is only preliminary, and therefore you should be ready to reframe it as you go through the process. A well-thought-out Intent Statement presents a good rationale for the work that is to follow. It is an important means for building support for innovation initiatives in your organization.

**HOW IT WORKS****STEP 1: Review innovation opportunities identified by other methods.**

Go through the findings from other methods that helped you understand latest developments, recognize trends, see overview patterns, and reframe problems. Review the identified innovation opportunities, and focus on those with high potential.

**STEP 2: Define and state innovation opportunities.**

Further define the opportunities since they may be boundless in your early explorations. Define the opportunities based on the following framework for clarity:

- Limitations—What are the constraints?
- Intentions—What should be the goals?
- Aspirations—What will be nice to have?

**STEP 3: Have a point of view.**

Discuss possibilities among your team members. Which opportunities can be built as a strong initial position to

move your innovation efforts forward? Take an initial stance. Create a shared point of view with which to start.

**STEP 4: Frame the initial innovation intent.**

Use a structured framework for stating the innovation intent. This should help project stakeholders to have a shared understanding of the goals and wishes.

- Who is the customer?
- What are their needs?
- What are the opportunities?
- What new values can be created?
- What are the risks?

**STEP 5: State the innovation intent.**

Draft a statement that describes the aforementioned aspects in clear, easy-to-understand, and sharable form. Creating a one-paragraph (or a few sentences), concise statement is a common practice. Alternatively, you might state it as bullet points or a storyline, or write a detailed statement in two to three pages.

