DESIGN INNOVATION STUDIO

TOOL KIT 🔧

DEVELOPMENT PHASE 1

THE INDEX

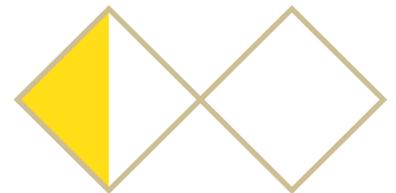# Design Innovation Studio

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a Activity Cards **i** Info Cards

Pre-Process

a Double Diamond
b Glossary of Terms
c Diagonal Slice
d The Ripple Effect
e Baby Herrmann
f Name It

My name is:

DISCOVER

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- My Brand
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- Internal Feedback Loops
- Brainstorming
- Mindmapping
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DELIVER

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- Litmus Test
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THE TOOLS

DISCOVER

My Brand
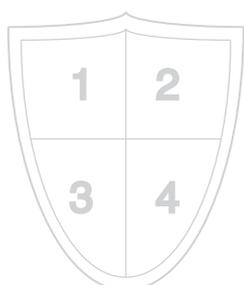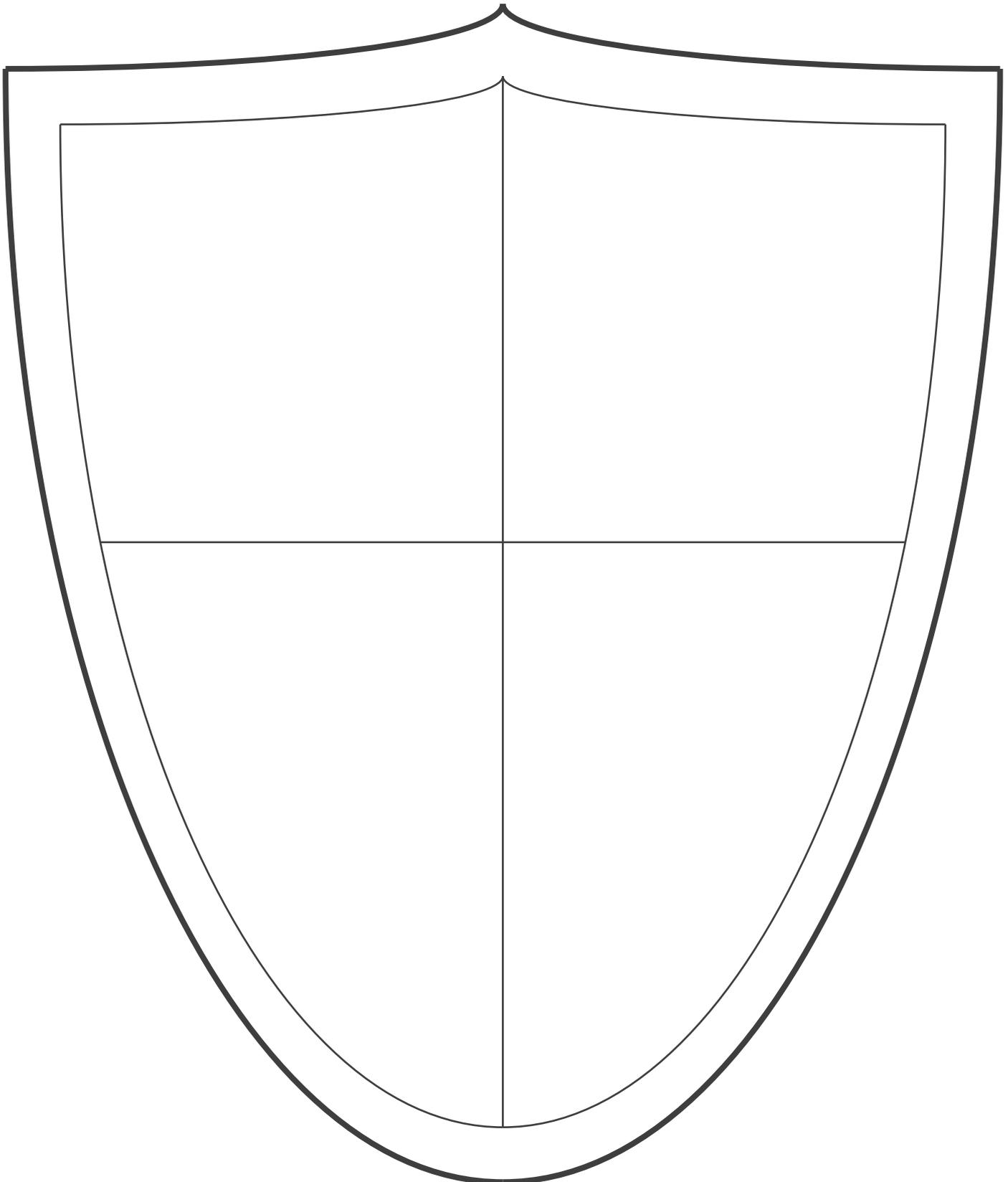
We use this tool to get to know each other, to say something about yourself, your skills and ambitions and to help think about shared values within the group.

Within each numbered section, visualise the following

1. My personal skills.
2. My personal ambition(s).
3. What is important to me.
4. What I would do on my perfect day off.

DISCOVER

My Job

My Job is a tool used to get to know the people within your team and their roles within the organisation. The more open and honest, the better.

My Job Title:

Job Roles on Paper

Job Roles in Reality

The best thing about my job is...

The one thing I would change about my job is...

The worst thing about my job is...

DISCOVER

The Rules of Brainstorming

We use these guidelines everytime we have a Brainstorming session to ensure that what we're doing is effective, efficient and productive. Try using the guidelines in an example brainstorm; What can you do with all the odd socks in the world? How many different ways can you squeeze a lemon?

IDENTIFY A LEADER FOR THE SESSION

USE POST IT NOTES TO WRITE YOUR IDEAS DOWN AND PASS TO THE LEADER

EVERY IDEA IS A POTENTIAL SOLUTION

ENCOURAGE WILD IDEAS

DEFER YOUR JUDGEMENT

DONT SHOOT IDEAS DOWN

QUANTITY NOT QUALITY

IF YOU THINK IT WRITE IT DOWN

BUILD ON IDEAS
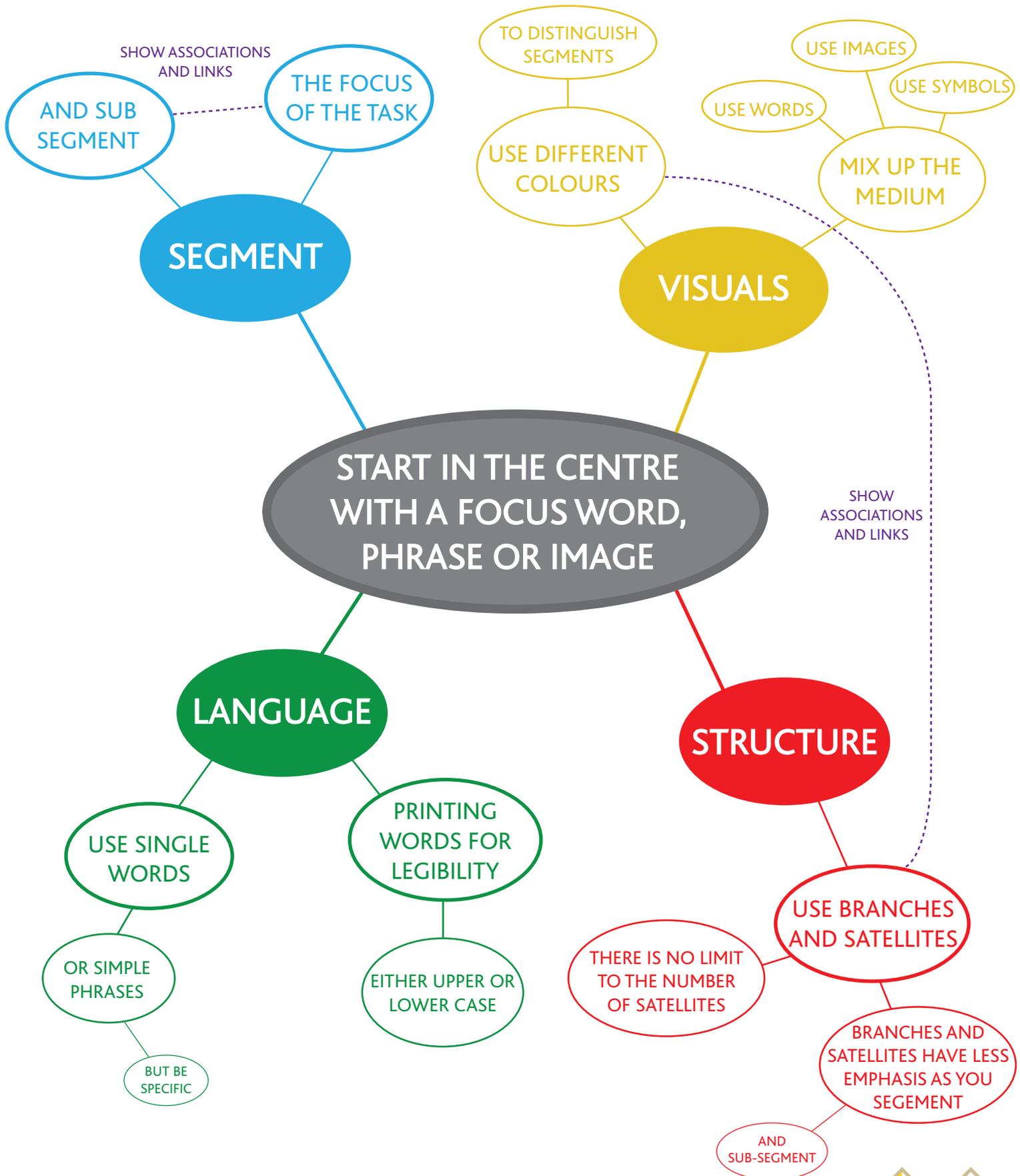
EVERY IDEA HAS EQUAL WORTH

IDEAS BELONG TO THE GROUP NOT THE ORIGINATOR

HAVE FUN AND ENJOY IT.

DISCOVER*

*although introduced in DISCOVER you may find brainstorming useful at all stages of the innovation process.

Mindmapping Guidelines

DESIGN INNOVATION STUDIO

We use these guidelines to help us mindmap effectively each time. Try using the guidelines in an example mindmap for something. Anything. Types of sweets, kinds of drinks, people who use public transport, things in your kitchen, names of bands - the possibilities are endless.

SHOW ASSOCIATIONS AND LINKS

AND SUB SEGMENT

THE FOCUS OF THE TASK

TO DISTINGUISH SEGMENTS

USE IMAGES

USE SYMBOLS

USE WORDS

USE DIFFERENT COLOURS

MIX UP THE MEDIUM

SEGMENT

VISUALS

START IN THE CENTRE WITH A FOCUS WORD, PHRASE OR IMAGE

SHOW ASSOCIATIONS AND LINKS

LANGUAGE

STRUCTURE

USE SINGLE WORDS

PRINTING WORDS FOR LEGIBILITY

USE BRANCHES AND SATELLITES

OR SIMPLE PHRASES

EITHER UPPER OR LOWER CASE

THERE IS NO LIMIT TO THE NUMBER OF SATELLITES

BRANCHES AND SATELLITES HAVE LESS EMPHASIS AS YOU SEGEMENT

BUT BE SPECIFIC

AND SUB-SEGMENT

DISCOVER*

Brand DNA

We use this tool in two parts. Firstly, to begin to think about brand and the perception that people have of different brands from similar markets.

In small groups discuss your perception of this brand (Right). Choose 3 words that you all agree describe the organisation and write them in spaces below.

Coca-Cola

1

2

3

The second part of this tool is about personifying the brand to help understand it.

If you were to choose a brand ambassador for this brand, who would it be and why? Bear in mind that your choice should be informed by the words you agreed on above.

The face of the brand is:

_____

Why:

_____

_____

_____

DISCOVER

Brand DNA

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Irn-Bru

1

2

3

- -

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If you were to choose a brand ambassador for this brand, who would it be and why? Bear in mind that your choice should be informed by the words you agreed on above.

The face of the brand is:

_____

Why:

_____

_____

_____

_____

DISCOVER

Insight Card

We use this tool to record an insight and propose opportunities that arise from this research revelation. Firstly, capture your insight in the centre then use the satellites to explore opportunities. Add your own satellites in addition to those provided if required.

DISCOVER

Write opportunities in the satellites
e.g. how to write in zero gravity

Write your insight here
e.g. liquids don't flow downwards in space
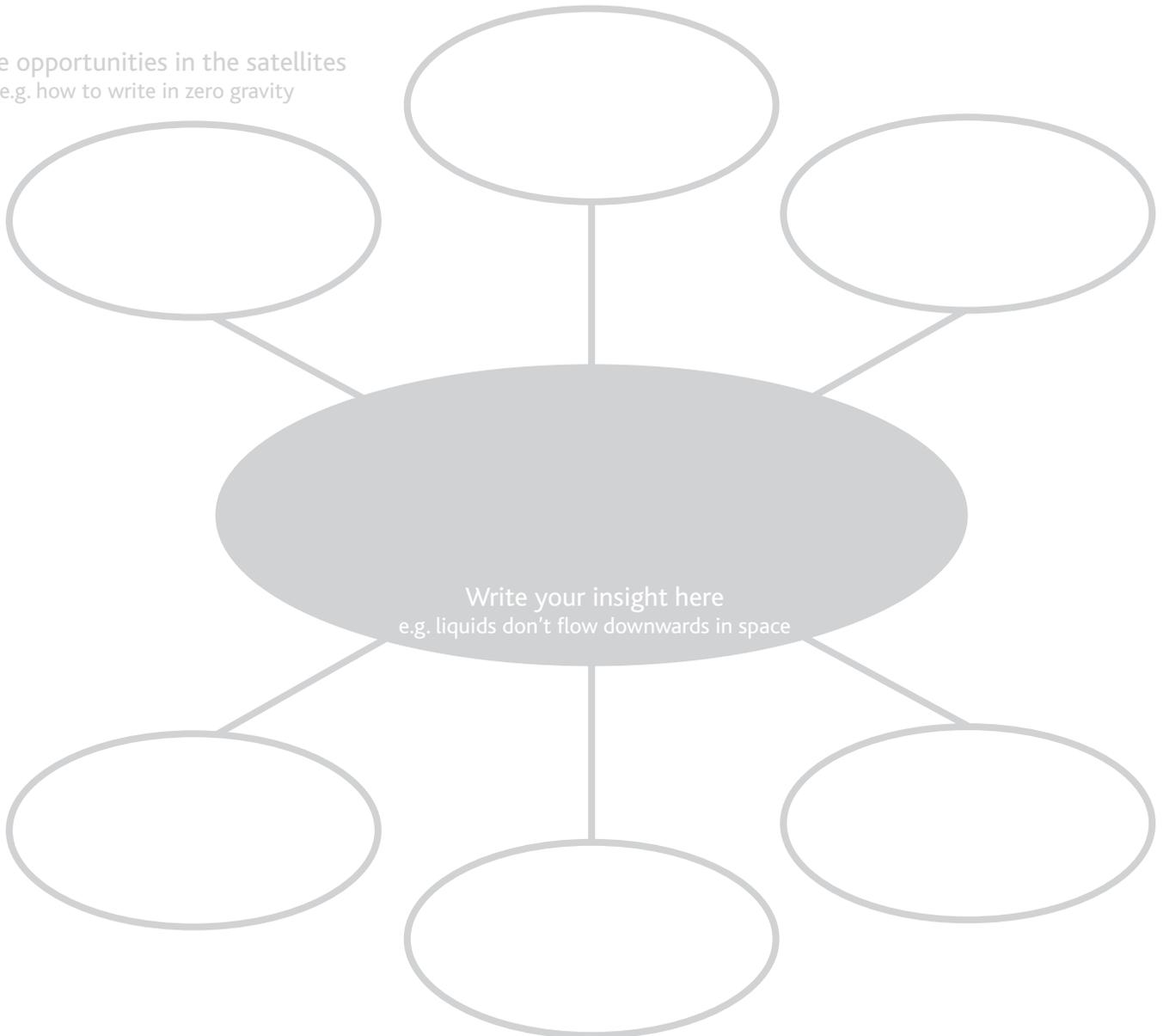
User Profile

User Profile is a tool to help you learn about your user and get into their mindset in order to think about your product / service from your users point of view. The more details you can put in here the better.

General Questions:

Name:

Age:

Where do they live?

Who do they live with?

What do they do during the day?

What do they do in the evenings?

What do they do at the weekend?

Draw Your Persona
(reflect the answers opposite)

Project Specific Questions:
e.g. where do they go on holiday? what are their favourite brands? How do they get information?

Q1)

....

Q2)

....

Q3)

....

DISCOVER*

* This tool is introduced in the DISCOVER phase but will be useful throughout the innovation process.
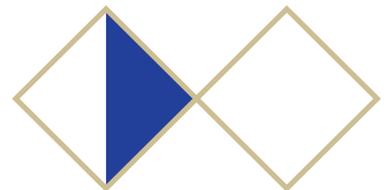
THE TOOLS

DEFINE

Stakeholder Journey

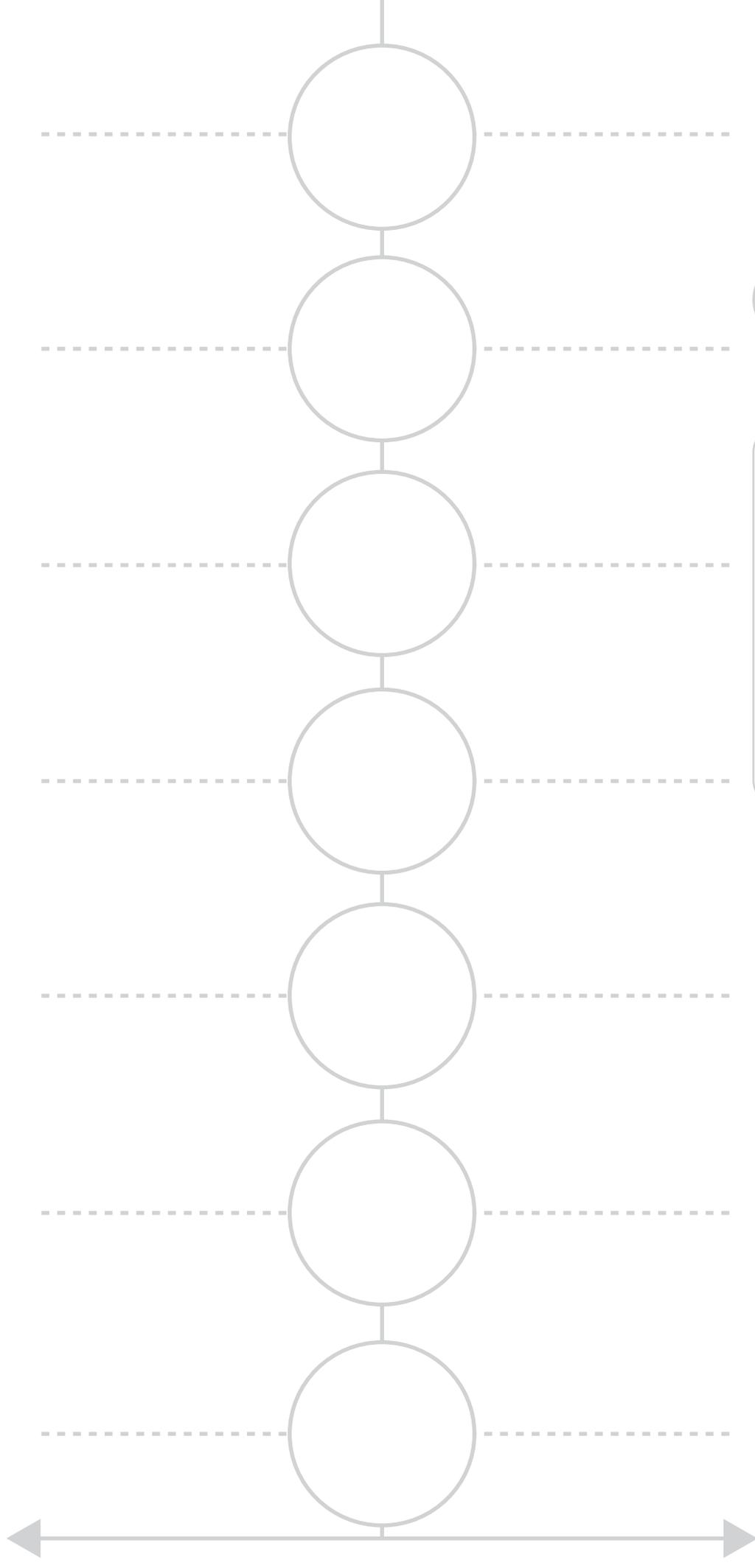We use this tool to analyse each contact point someone has when experiencing a service or product. We call these contacts 'touchpoints'. Firstly, map the touchpoints along the centre-line with visualisations in the circles.

Specific Experience:

Time over which this jouney takes place

Hours : Mins

Now plot your 'emotion' on the dotted vertical line to indicate the intensity of the experience. Join up the plotted emotional journey to make a 'wave'. Your completed card might look like the one shown here. Add a brief explanation at each peak and trough which describes the positive or negative experience. Use more than one card should your journey exceed the 7 touchpoints a single card provides for.

With this tool we use a cake as a metaphor for your brand. This cake can either represent the current brand or a preferred future brand but should be designed through a process of collabaration and iteration. Explore all options from core ingredients, style, construction, presentation, decoration, how it is eaten etc. and think about how each element supports the overall brand message. Remember to use the Rules of Brainstorming in conjuction with this tool to explore different options.

Describe

_____

_____

_____

_____

_____

Draw & Annotate

DEFINE

Product Meaning

The Product Meaning tool allows us to disect an object into distinct elements and analyse what these features convey to the user. Draw the object in the space provided and write short notes about how you respond to these features. What do they say to you about this object?

Function / Gesture:

....
....
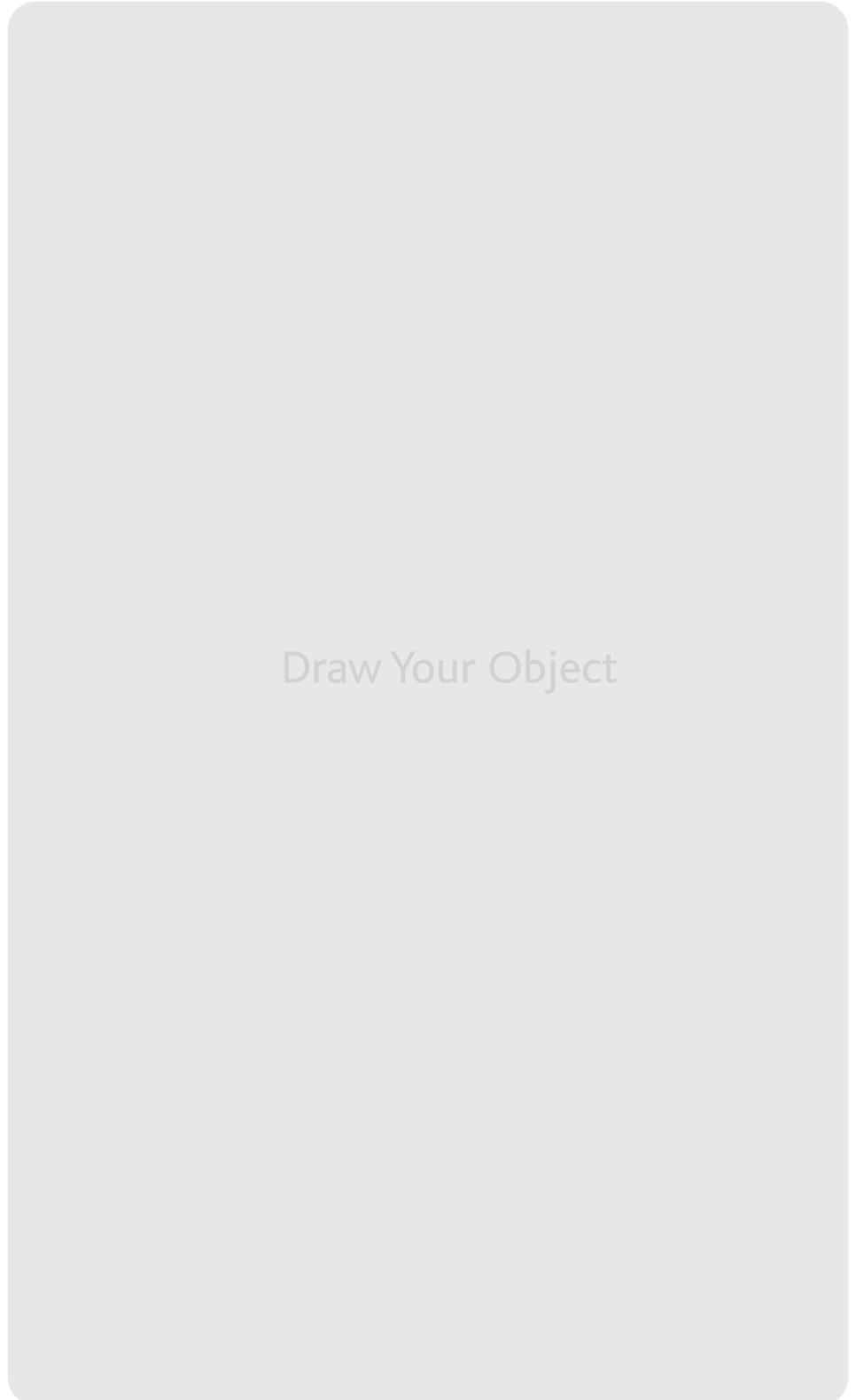..
....
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Colour:

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Graphics / Text:

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Material(s):

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Form:

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Draw Your Object

DEFINE

P.O.I.N.T.

This tool can be used after a brainstorm to help us to organise our thoughts and observations to remind us of important things to think about when analysing. P.O.I.N.T. stands for problems, opportunities, insights, needs and themes. You can do this by listing elements identified from analysis under the appropriate heading or use it as a guide for a larger scale P.O.I.N.T. a nalysis on flipchart paper.

Analysis of: _____

Problems

P

Opportunities

O

Insights

I

Needs

N

Themes

T

DEFINE

BusinessWeek

Headlines of the Future

DESIGN
INNOVATION
STUDIO

WRITE THE DATE HERE

WRITE YOUR MAIN HEADLINE HERE

ILLUSTRATE THE STORY IN THIS SPACE

WRITE YOUR SUB HEADLINE IN THIS SPACE

We use this tool to imagine future headlines for your organisation. This tool can be used for both imagining positive futures and to begin to think about ways in which to get there or to imagine nightmare scenarios and act as a spur to think about how we might mitigate them.

DEFINE

Opportunity Spotter's Card

We use the Opportunity Spotter's Card as a tool to illustrate, articulate and formalise opportunities which have arisen from specific insights. When completed, these cards can be be acted upon immediately or 'banked' for action later.

What is the 'insight' this opportunity comes from ?

Describe the opportunity. Draw an image to represent it.

Describe

_____

_____

_____

_____

_____

_____

_____

_____

_____

Draw

Which departments are needed to collaborate? Who's expertise do we need? What's the ideal team?

List the key factors/criteria that responses to this opportunity must address.

DEFINE

Image Boards

We use image boards to create a visual reference based on the objectives and content of a project. The aim is to collect inspirational visuals to communicate elements of your project, such as the user, the enviroment or the service.

DOWNTOWN

The mood board aims to capture the 'values' of the project which will appeal to the previously identified audience types. The mood of a product is the sentiment, feeling or emotion which the project engenders when first seen - for example, soft and comforting, hard and rugged, business like or frivolous. Images which are similar in either form or function to the proposed project should be avoided.

MOOD

The lifestyle board is a collection of images representing the target audience or user, their conduct and way of living. The images should indicate the target audiences personal and social values and cultural trends as well as depicting other products and services they own and use. The lifestyle board is 'idealistic' in its portrayal of audience and helps to explore a range of target customers.

LIFESTYLE

THEME

Having established the visual and conceptual values, the theme board is a collection of images which convey the objective area of the project. For example, the theme could be 'self service' if you re-thinking an ATM or 'mobility' if you were imagining walking devices for the elderly. These images should be from a diverse range of areas and have different functions.

USAGE

A usage board represents products, services, environments etc which are used in a similar way or which utilise similar themes and/or technology to the project proposal. This could enable the place or means of use to be explored and is a good way of removing preconceived ideas about the project's form.

An image board is a powerful way to generate and communicate an understanding of the project, from the target audience down to the smallest detail. The image board also helps external parties appreciate the direction of the project by promoting constructive discussion. The collection of images can be used in a number of different ways – to represent types of user, visual values, technologies, project usage and scenarios. Together, these different representations can provide strong clues as to the direction of a project. Use this card as a guide to create an image board on large paper. You can choose to collate all 4 types of boards in one, create 4 different boards or simply use the one type of board which would be most useful to you and your project. A typical board should contain between 30 and 40 carefully chosen images and communicate very definite messages about your content.

*although introduced in DEFINE you may find Image Boards useful for communication at other stages of the innovation process.

DEFINE *

P.N.I. Card

⊕ ⊖ ⓘ

We use this tool for analysis and as a method for explaining ideas and propositions. It allows a candid sharing of views and encourages discipline in managing your thought process.

Design Innovation Studio

DEFINE*

Focus: _____

Positive

Negative

Interesting

1. Agree the focus 2. Devote 3-5 mins to listing as many positive responses as you can in the 'positive' section 3. Now focus purely on the negative responses listing as many as you can in the 'negative' section in 3-5 mins 4. Now develop the idea to make it interesting by listing responses in the 'interesting' section in 3-5 mins - try thinking 'what if...?'

*although introduced in DEFINE you may find the P.N.I. card useful to analyse ideas at later stages of the innovation process.

S.W.O.T.

We use S.W.O.T. as a tool to analyse opportunities and ideas in relation to resources and capabilities within the operating environment. It is useful for selection purposes and strategy formulation. Use this toolcard directly by listing elements identified from analysis in the appropriate area or use it as a guide for a larger scale S.W.O.T. analysis on flipchart paper.

Analysis of: _____

Strengths
Elements, capabilities & resources which give competitive advantage.

Weaknesses
Absence of advantageous elements, capabilities & resources.

DEALING WITH INTERNAL
CERTAINTY

S W
O T

DEALING WITH EXTERNAL
POSSIBILITY

Opportunities
Areas of potential growth such as un-met needs and new technologies.

Threats
Elements and areas which could have a detrimental future effect.

DEFINE *

*although introduced in DEFINE you may find S.W.O.T. useful at other stages of the innovation process.

THE TOOLS
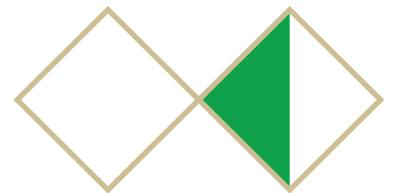
DEVELOP

Idea Framer

We use the Idea Framer as a tool to illustrate, articulate and formalise conceptual responses to specific opportunities. When completed these cards can be acted upon immediately or 'banked' for action later.

What is the 'opportunity' this idea responds to?

Give this idea a name.

Describe the idea. What 'need' or problem does it address. What does it entail? Draw an image to represent it.

Describe

Draw

What are the possible barriers to taking this idea forward?

What are the benefits to:

Company/Organisation

Customer

DEVELOP

SCAMPER

SCAMPER is an acronym for a useful list of words that prompt you in different ways to help the development of an idea towards further possibilities.

a new bicycle.
a new ATM.

S — Substitute
What can you substitute? What can be used instead? Who else instead? What other ingredients? Other material? Other process? Other power? Other place? Other approach? Other sounds? Other forces?

metal with carbon fibre
receipts with emails

C — Combine
What can you combine or bring together somehow? How about a blend, an alloy, an assortment, an ensemble? Combine units? Combine purposes? Combine appeals? Combine ideas?

pedalling with speedometer
keypad with screen

A — Adapt
What can you adapt for use as a solution? What else is like this? What other idea does this suggest? Does past offer a parallel? What could I copy? Who could I emulate?

pedals to secure feet
screen to be moveable

M — Modify
Can you change the item in some way? Change meaning, colour, motion, sound, smell, form, shape? Other changes?
Also: Magnify: What can you add? And: 'Minify': What can you remove?

frame to fold down
graphics to have colour

P — Put to other uses
How can you put the thing to different or other uses? New ways to use as is? Other uses if it is modified?
I can re-use ... in this way ... by ...

use seat as container
remind of debit dates

E — Eliminate
What can you eliminate? Remove something? Eliminate waste? Reduce time? Reduce effort? Cut costs?
I can eliminate ... by ...

wheel spokes
options you never use

R — Rearrange
What can be rearranged in some way? Interchange components? Other pattern? Other layout? Other sequence? Transpose cause and effect? Change pace? Change schedule?
I can rearrange ... like this ... such that ...
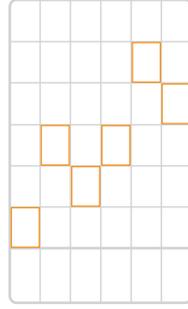
handle position
queuing area as seats

DEVELOP

Morphological Chart
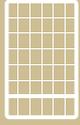
DEVELOP

Focus: _____

We use this tool to develop ideas. In the left-hand column, list 'essential elements' or criteria from the Opportunity Spotters Card. Then illustrate the boxes next to each with various ways to deliver this essential element.
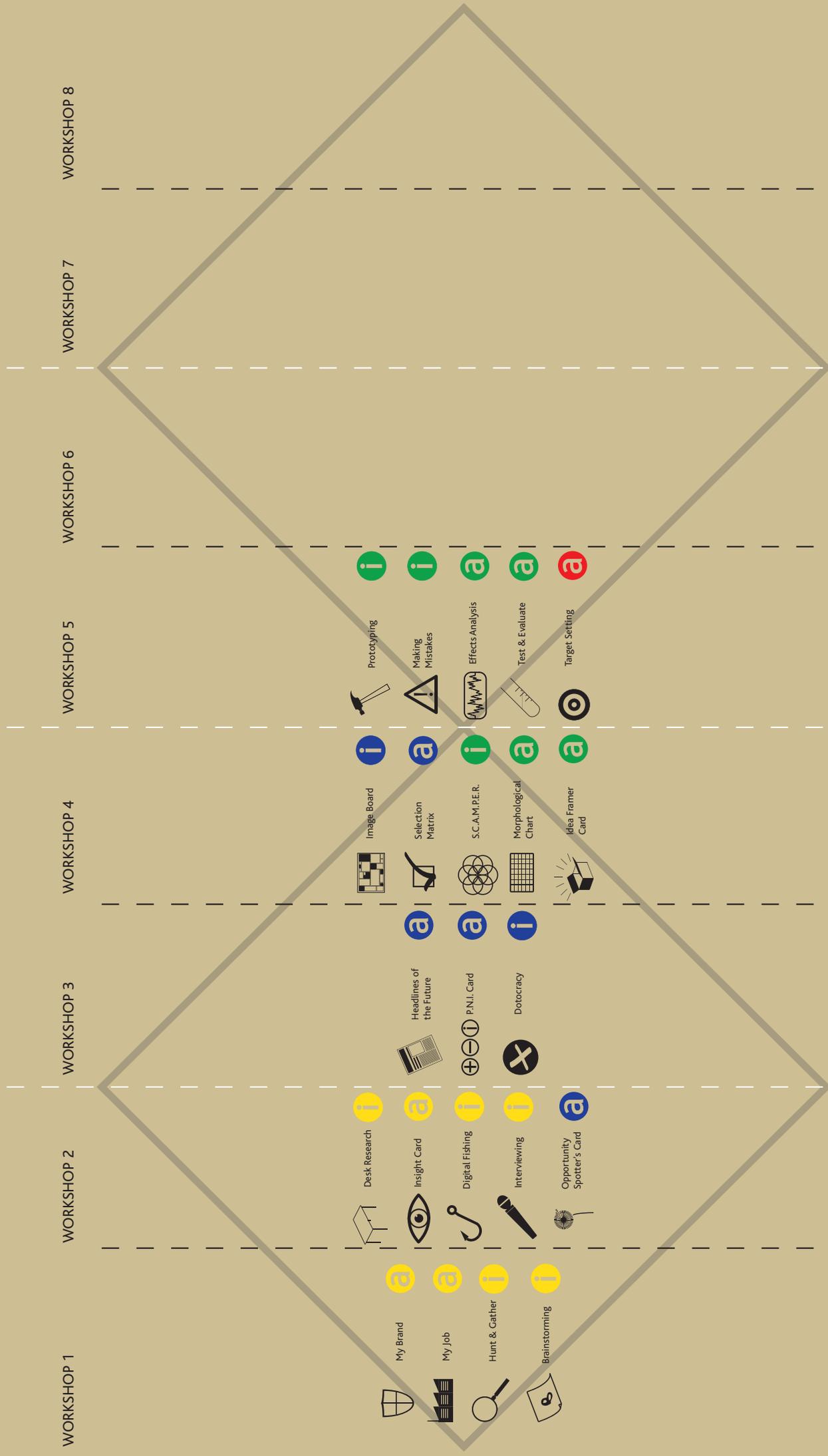
When the Morphological Chart is completed it is then possible to mix and match different alternatives to each of the essential elements to produce various possible solutions to the opportunity at hand. The example on the left shows one of several possible combinations from the grid of alternatives this tool provides.

	Alternative 1	Alternative 2	Alternative 3	Alternative 4	Alternative 5	Alternative 6
Essential Element 1						
Essential Element 2						
Essential Element 3						
Essential Element 4						
Essential Element 5						
Essential Element 6						

THE JOURNEYS

SCOTT & FYFE

5 / 8 WORKSHOPS

WORKSHOP 1	WORKSHOP 2	WORKSHOP 3	WORKSHOP 4	WORKSHOP 5	WORKSHOP 6	WORKSHOP 7	WORKSHOP 8

DISCOVER

My Brand
My Job
Hunt & Gather
Brainstorming

Desk Research
Insight Card
Digital Fishing
Interviewing
Opportunity Spotter's Card

Headlines of the Future
P.N.I. Card
Dotocracy

DEFINE

Image Board
Selection Matrix
S.C.A.M.P.E.R.
Morphological Chart
Idea Framer Card

Prototyping
Making Mistakes
Effects Analysis
Test & Evaluate
Target Setting

DEVELOP

DELIVER

WORKSHOP 6

WORKSHOP 5

WORKSHOP 4

WORKSHOP 3

WORKSHOP 2

WORKSHOP 1

DELIVER

DEVELOP

DEFINE

DISCOVER

Stakeholder Analysis

Dotocracy

Headlines of the Future

Idea Framer Card

User Profiles

Relationship Mapping

Insight Card

Shadowing & Observation

Stakeholder Journey

Bake Your Brand

Opportunity Spotter's Card

Product Meaning

Image Board

Market Matrix

Internal Feedback Loops

Brainstorming

Mindmapping

Brand DNA

My Job

Hunt & Gather

CAIRNGORM MOUNTAIN
4 / 6 WORKSHOPS

DISCOVER   **DEFINE**   **DEVELOP**   **DELIVER**

WORKSHOP 1   WORKSHOP 2   WORKSHOP 3   WORKSHOP 4   WORKSHOP 5   WORKSHOP 6
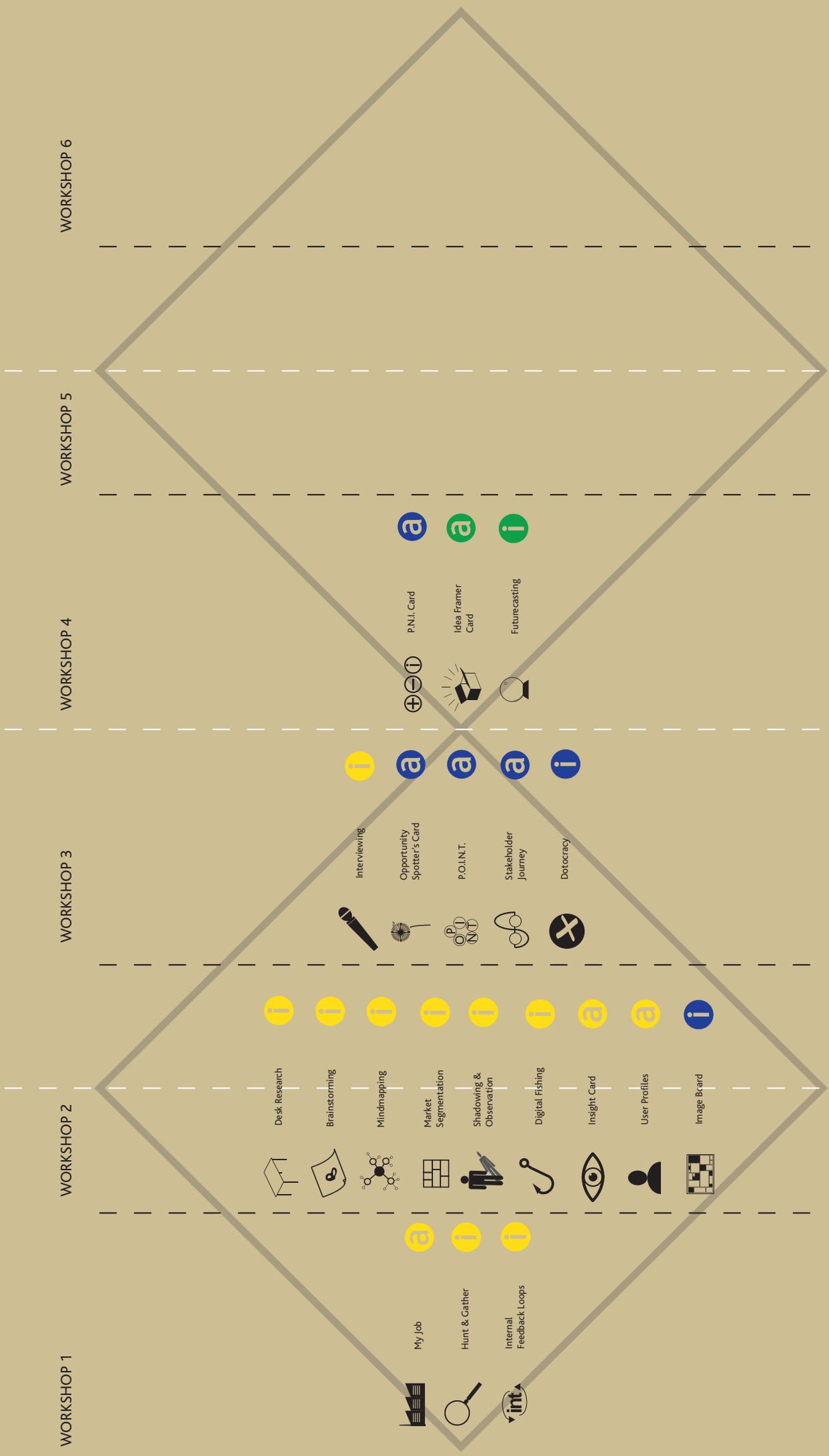
WORKSHOP 1
- My Job
- Hunt & Gather
- Internal Feedback Loops

WORKSHOP 2
- Desk Research
- Brainstorming
- Mindmapping
- Market Segmentation
- Shadowing & Observation
- Digital Fishing
- Insight Card
- User Profiles
- Image Board

WORKSHOP 3
- Interviewing
- Opportunity Spotter's Card
- P.O.I.N.T.
- Stakeholder Journey
- Dotocracy

WORKSHOP 4
- P.N.I. Card
- Idea Framer Card
- Futurecasting

THE NOTES

THE 19 TOOLS IN THIS DOCUMENT HAVE BEEN CREATED OR MODIFIED DURING THIS FIRST DEVELOPMENT PHASE.

THERE REMAIN METHODS AND TECHNIQUES THAT HAVE BEEN DELIVERED THAT REQUIRE TOOLCARDS BUT IN ORDER TO CREATE THESE FURTHER INPUT WOULD BE NEEDED FROM OTHER MEMBERS OF THE TEAM.

FINAL VERSIONS OF 2 TOOLS, NAMELY 'STAKEHOLDER JOUNEY' AND 'MORPHOLOGICAL CHART' WILL INCORPORATE LARGER EXAMPLES ON THE BACK OF THE TOOLCARD.

TOOLS IN THE MATRIX THAT HAVE STILL TO BE MADE HAVE BEEN IDENTIFIED BUT THIS HAS NOT BEEN FORMALISED AS YET. THESE TOOLS ARE:

WHAT DOES DESIGN DO?
HUNT & GATHER
DESK RESEARCH
INTERNAL FEEDBACK LOOPS
MARKET SEGMENTATION
SHADOWING & OBSERVATION
DIGITAL FISHING
RELATIONSHIP MAPPING
INTERVIEWING
6 HAT THINKING
PATTERNS & TRENDS
MARKET MATRIX
NEGATIVE TO POSITIVE
DOTOCRACY
MAKING MISTAKES
PROTOTYPING
FUTURE CASTING
REVERSE BRAINSTORMING
INFOGRAPHICS
TEST AND EVALUATE
BLUEPRINTING
STORYBOARDING
EFFECTS ANALYSIS
RESOURCE IDENTIFICATION
PERSONA BUILDING
TARGET SETTING
CREATE AN AD
USER GUIDE
MARKETING & PITCHING
REALITY / SPEC CHECK
LAUNCHING
LITMUS TEST
EXTERNAL FEEDBACK LOOPS

SKETCH / CONCEPT IDEAS EXIST FOR SOME OF THESE TOOLS BUT FURTHER EXPLORATION IS NECCESARY TO FULLY DEVELOP.