ENTREPRENEURSHIP & INNOVATION

Session 3

MNE MCM 2013
CIMNE & UPC

pere.losantos@upc.edu

Approach to Design thinking

said, "[This is the] first time I've ever made it out of here at the end of my shift."

Thus did a group of nurses significantly improve their patients' experience while also improving their own job satisfaction and productivity. By applying a human-centered design methodology, they were able to create a relatively small process innovation that produced an outsize impact. The new shift changes are being rolled out across the Kaiser system, and the capacity to reliably record critical patient information is being integrated into an electronic medical records initiative at the company.
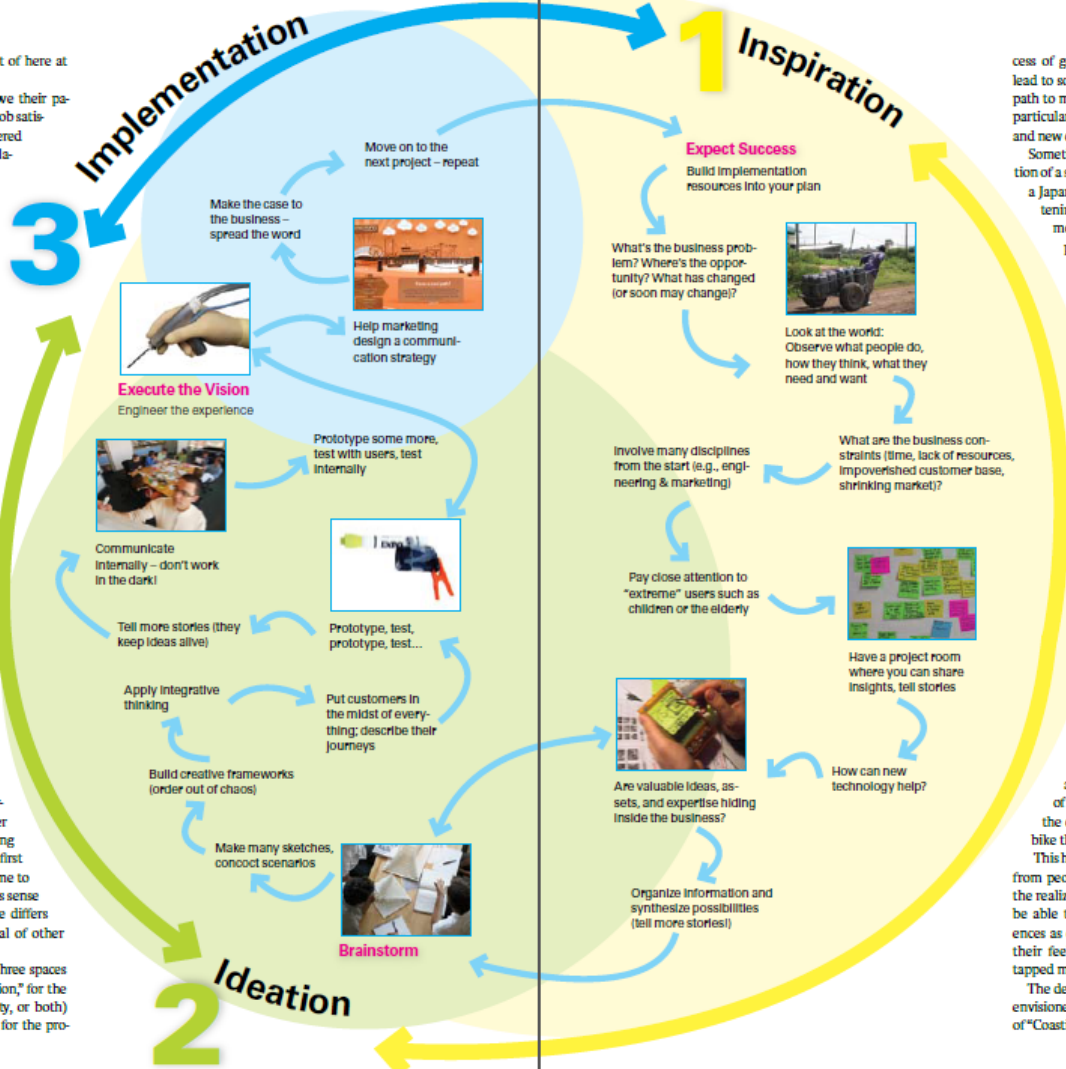
What might happen at Kaiser if every nurse, doctor, and administrator in every hospital felt empowered to tackle problems the way this group did? To find out, Kaiser has created the Garfield Innovation Center, which is run by Kaiser's original core team and acts as a consultancy to the entire organization. The center's mission is to pursue innovation that enhances the patient experience and, more broadly, to envision Kaiser's "hospital of the future." It is introducing tools for design thinking across the Kaiser system.

How Design Thinking Happens

The myth of creative genius is resilient: We believe that great ideas pop fully formed out of brilliant minds, in feats of imagination well beyond the abilities of mere mortals. But what the Kaiser nursing team accomplished was neither a sudden breakthrough nor the lightning strike of genius; it was the result of hard work augmented by a creative human-centered discovery process and followed by iterative cycles of prototyping, testing, and refinement.

The design process is best described metaphorically as a system of spaces rather than a predefined series of orderly steps. The spaces demarcate different sorts of related activities that together form the continuum of innovation. Design thinking can feel chaotic to those experiencing it for the first time. But over the life of a project participants come to see – as they did at Kaiser – that the process makes sense and achieves results, even though its architecture differs from the linear, milestone-based processes typical of other kinds of business activities.

Design projects must ultimately pass through three spaces (see the exhibit at right). We label these "inspiration," for the circumstances (be they a problem, an opportunity, or both) that motivate the search for solutions; "ideation," for the pro-

Implementation

3

Move on to the next project – repeat

Make the case to the business – spread the word

Help marketing design a communication strategy

Execute the Vision
Engineer the experience

Prototype some more, test with users, test internally

Communicate internally – don't work in the dark!

Prototype, test, prototype, test...

Tell more stories (they keep ideas alive)

Put customers in the midst of everything; describe their journeys

Apply integrative thinking

Build creative frameworks (order out of chaos)

Make many sketches, concoct scenarios

Brainstorm

2

Ideation

1 Inspiration

Expect Success
Build implementation resources into your plan

What's the business problem? Where's the opportunity? What has changed (or soon may change)?

Look at the world: Observe what people do, how they think, what they need and want

What are the business constraints (time, lack of resources, impoverished customer base, shrinking market)?

Involve many disciplines from the start (e.g., engineering & marketing)

Pay close attention to "extreme" users such as children or the elderly

Have a project room where you can share insights, tell stories

Are valuable ideas, assets, and expertise hiding inside the business?

How can new technology help?

Organize information and synthesize possibilities (tell more stories!)

cess of generating, developing, and testing ideas that may lead to solutions; and "implementation," for the charting of a path to market. Projects will loop back through these spaces – particularly the first two – more than once as ideas are refined and new directions taken.

Sometimes the trigger for a project is leadership's recognition of a serious change in business fortunes. In 2004 Shimano, a Japanese manufacturer of bicycle components, faced flattening growth in its traditional high-end road-racing and mountain-bike segments in the United States. The company had always relied on technology innovations to drive its growth and naturally tried to predict where the next one might come from. This time Shimano thought a high-end casual bike that appealed to boomers would be an interesting area to explore. IDEO was invited to collaborate on the project.

During the inspiration phase, an interdisciplinary team of IDEO and Shimano people – designers, behavioral scientists, marketers, and engineers – worked to identify appropriate constraints for the project. The team began with a hunch that it should focus more broadly than on the high-end market, which might prove to be neither the only nor even the best source of new growth. So it set out to learn why 90% of American adults don't ride bikes. Looking for new ways to think about the problem, the team members spent time with all kinds of consumers. They discovered that nearly everyone they met rode a bike as a child and had happy memories of doing so. They also discovered that many Americans are intimidated by cycling today – by the retail experience (including the young, Lycra-clad athletes who serve as sales staff in most independent bike stores); by the complexity and cost of the bikes, accessories, and specialized clothing; by the danger of cycling on roads not designed for bicycles; and by the demands of maintaining a technically sophisticated bike that is ridden infrequently.

This human-centered exploration – which took its insights from people outside Shimano's core customer base – led to the realization that a whole new category of bicycling might be able to reconnect American consumers to their experiences as children while also dealing with the root causes of their feelings of intimidation – thus revealing a large untapped market.

The design team, responsible for every aspect of what was envisioned as a holistic experience, came up with the concept of "Coasting." Coasting would aim to entice lapsed bikers into

[IDEO Tim Brown](#)

[Shopping Cart](#)

Steven Johnson
Where Good Ideas Come From