

# Workshop

# Concept Development

Lecturer: Alexander Wiethoff

Tutorials and Organization: Hanna Schneider

External Lecturer: Veronika Ritzer (BMW)



# Agenda 3.3.2016

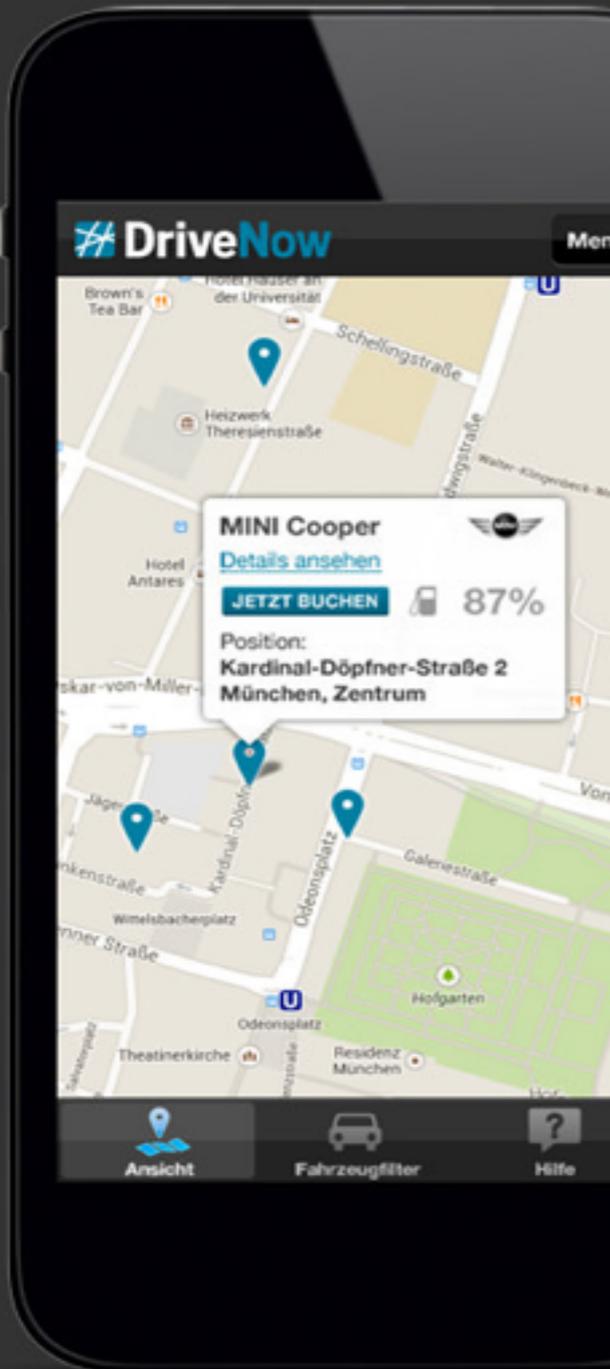
- 9:15 – 10:00 Introduction
- 10:00 – 12:20 Insights Generation - **Affinity Diagramming**
- 12:20 – 13:20 Lunch Break
- 13:20 – 14:20 Opportunity Areas - **HowMightWe**
- 14:20 – 14:50 Preparing Presentation
- 14:50 – 16:30 Group Presentations (10 Groups x 10 mins)



#DriveSlow

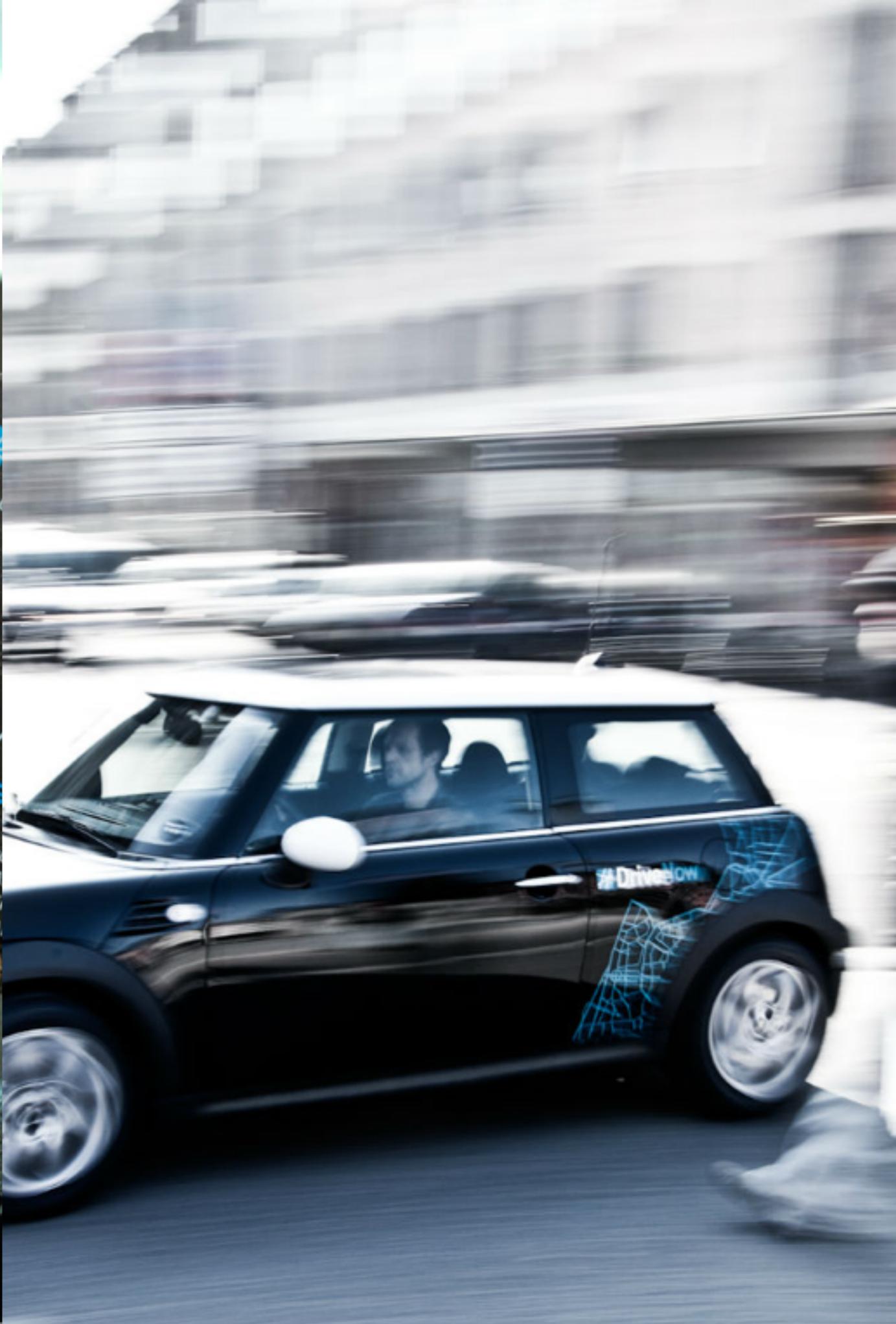
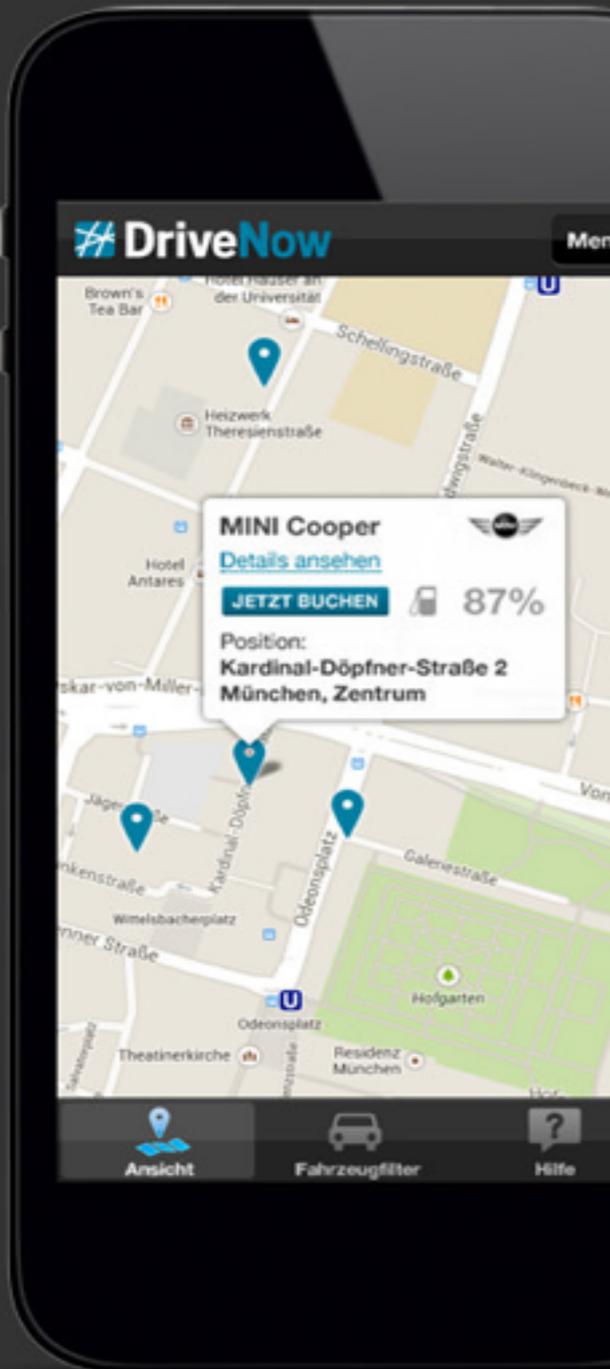
# DriveNow

Car Sharing von BMW i, MINI u



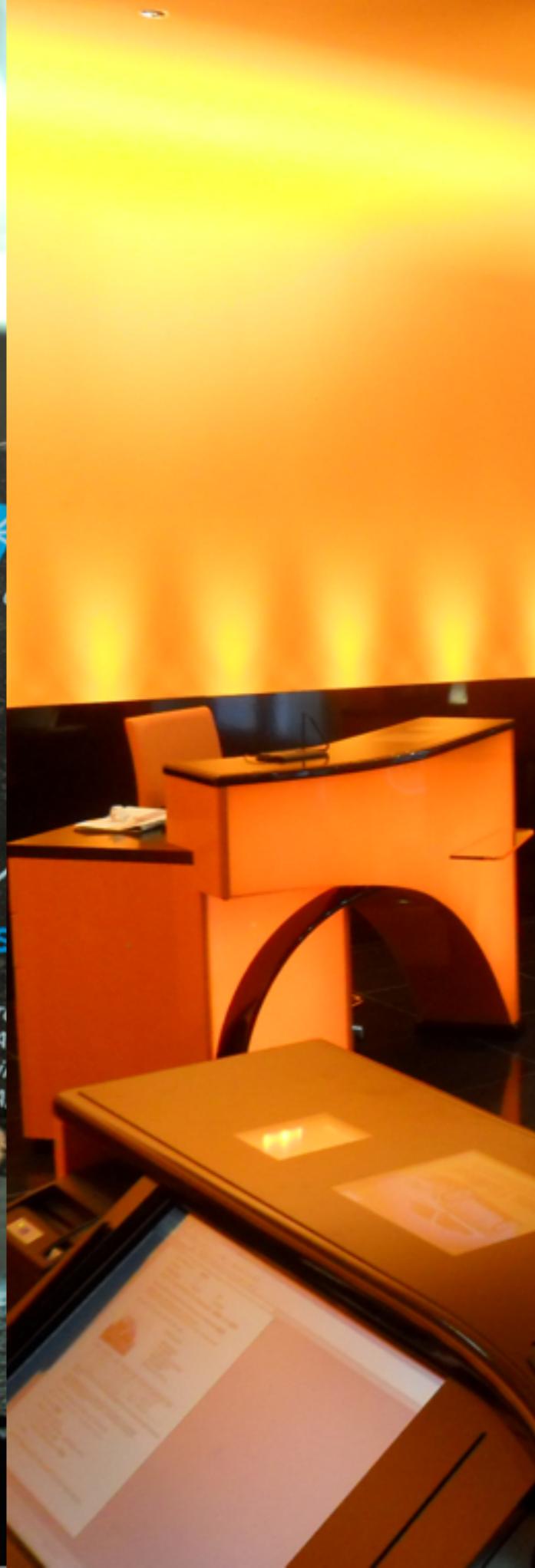
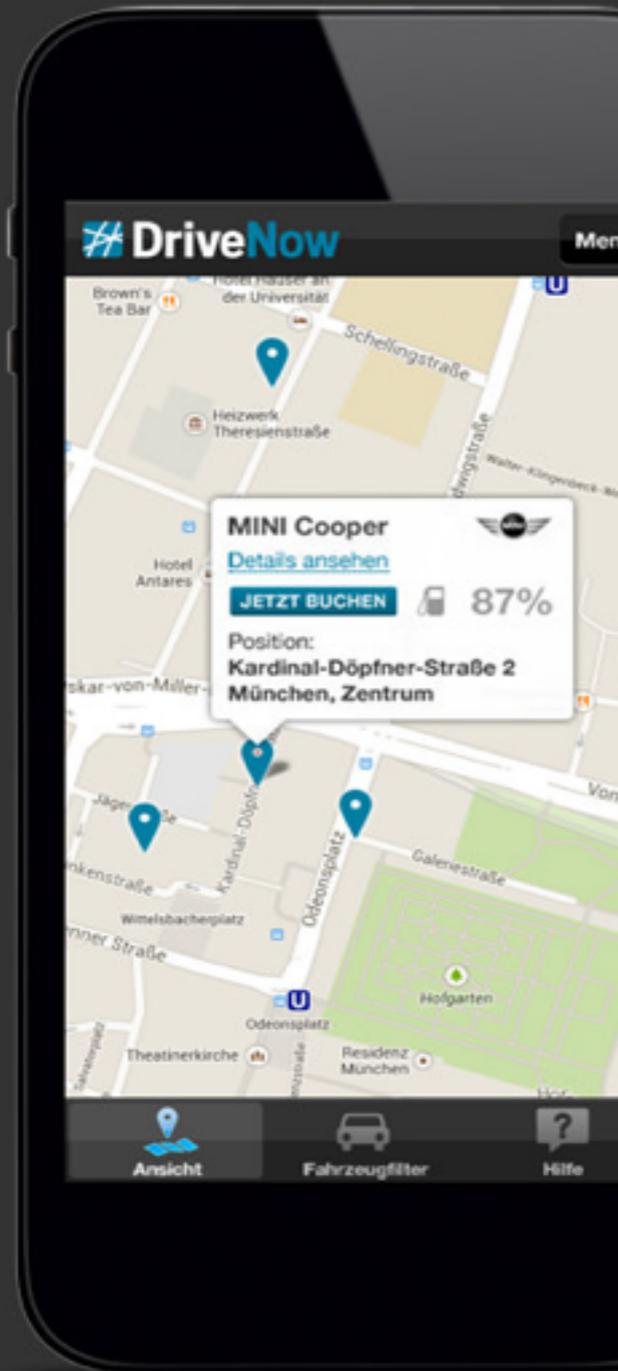
# DriveNow

Car Sharing von BMW i, MINI und



# DriveNow

Car Sharing von BMW i, MINI u



GRAPHIC  
DESIGN



**2D**

PRODUCT  
DESIGN



**3D**

+Z-axis  
(spatial depth)

INTERACTION  
DESIGN



**4D**

+T-axis  
(temporal dimension)

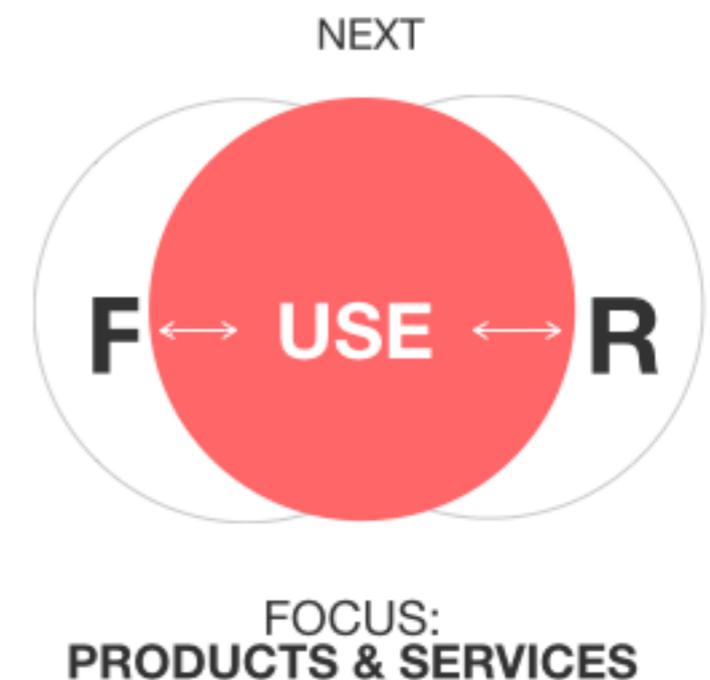
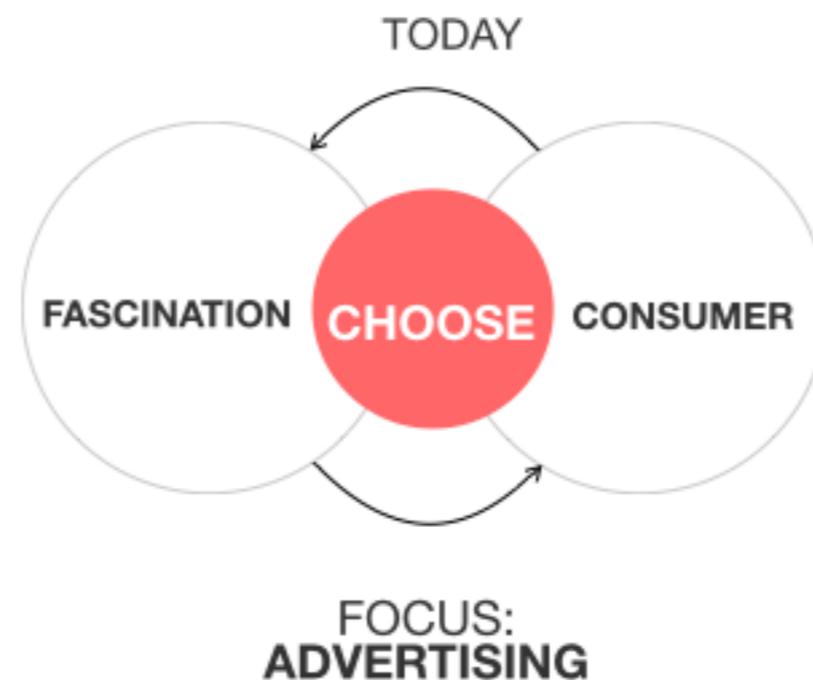
SERVICE  
DESIGN



**5D**

+W-axis  
(multi-local simultaneity)

# A new marketing logic.



**A new complexity**



# Front Stage

<http://www.markabull.com/wp-content/uploads/2011/01/stage.jpg>



# Back Stage

<http://blog.entrepreneurhearts.com/etablog/wp-content/uploads/2010/08/backstage.jpg>

Today's products need to be more than just being usable.

They need to serve  
your needs ...

... and deliver memorable experiences.

What is  
Concept Development?

# Definition & Focus

Concept Development is a rapid-creative session where all participants work and iterate through a design-led process to create valuable and tangible results.

# Definition & Focus

It is made to generate product ideas, validate and enhance existing products or ideas, and to find solutions to all sorts of problems.

# Related fields

Creativity

HCD/UCD

HCI

Design Thinking

Strategy

Innovation

Future Studies

Decision Making

Lean

Product Design

Service Design

User Experience Design

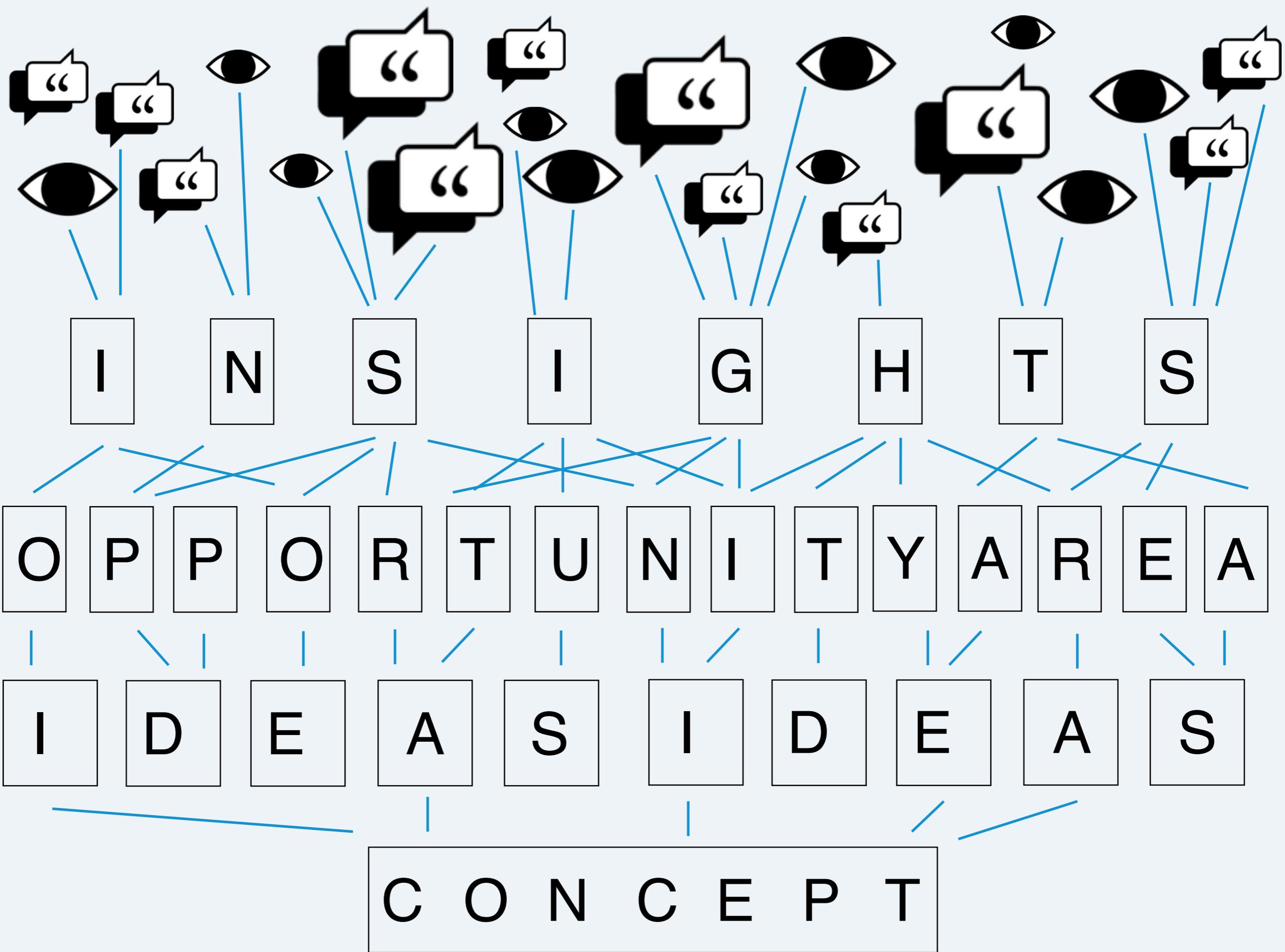
Teamwork/Collaboration

# Human Centered Innovation

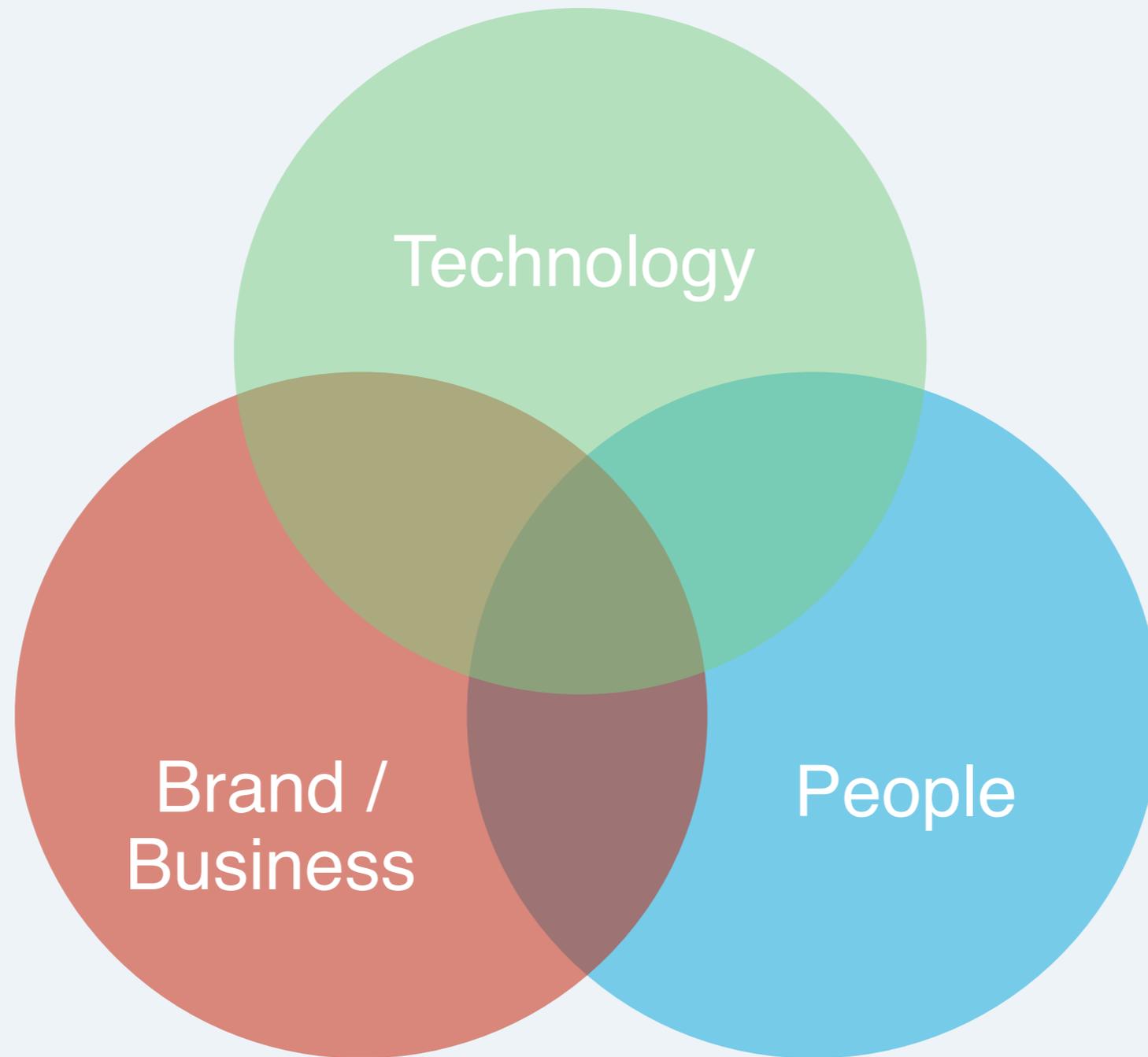
# Human Centered Innovation

- AN INNOVATION METHODOLOGY
- CARRIED OUT IN INTERDISCIPLINARY TEAMS
- BUSINESS REQUIREMENTS TAKEN INTO ACCOUNT
- FOCUS ON THE USER PERSPECTIVE

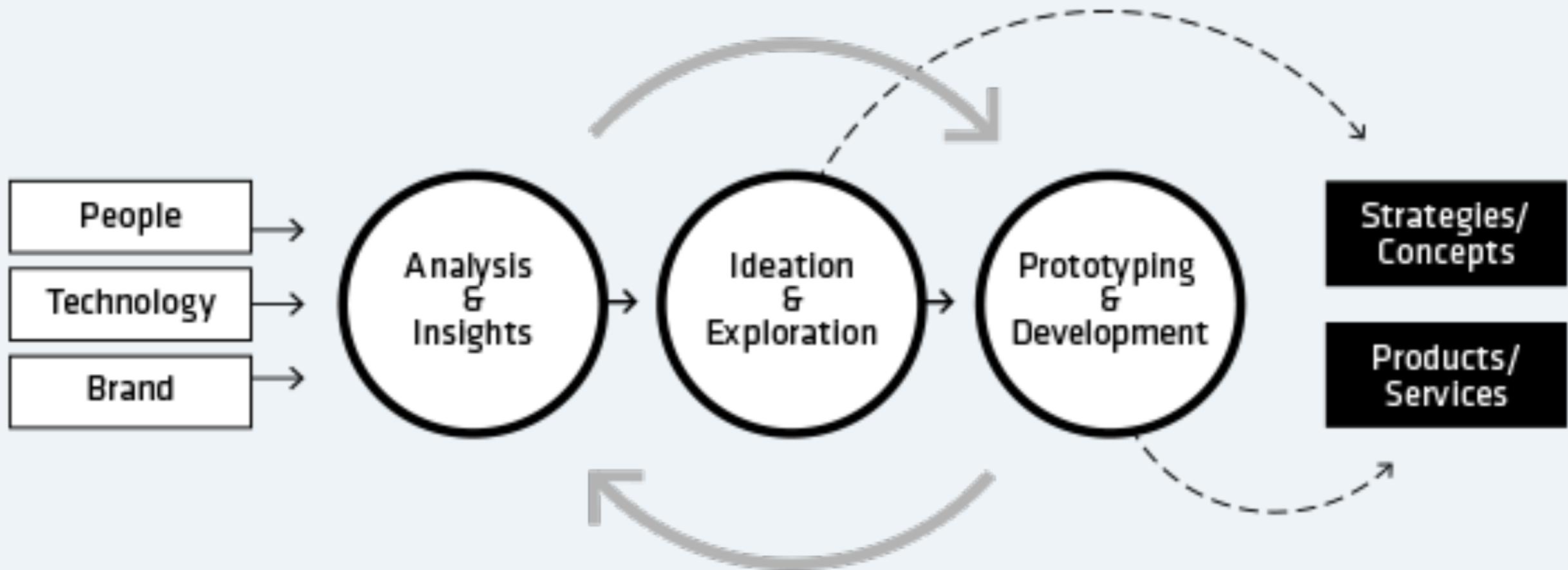




# The sweet spot of innovation



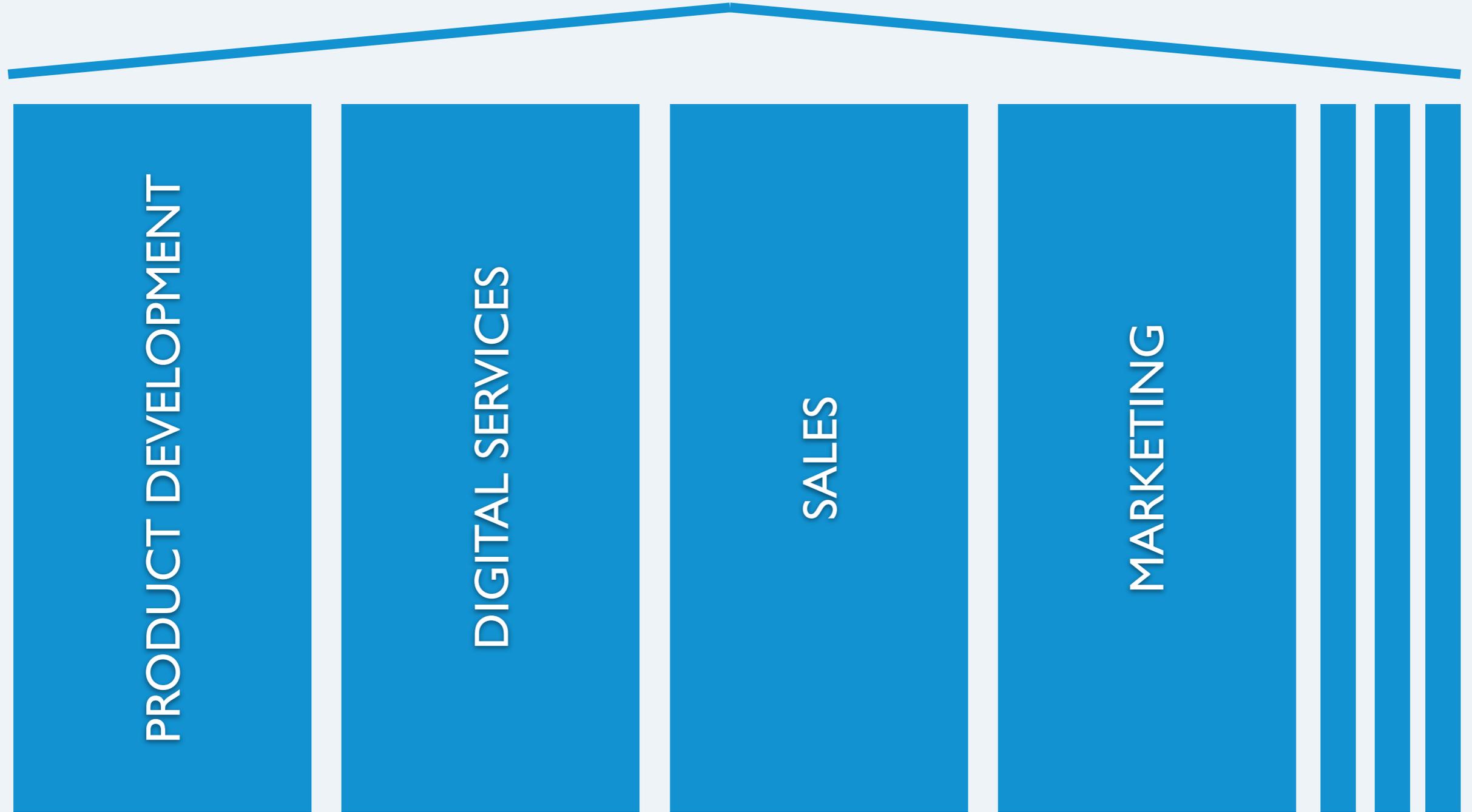
# Human Centered Design - Process



# „ERGEBNISOFFENE PROJEKTE“

It is not about designing an app – it is about the right solution that meets user AND business needs.

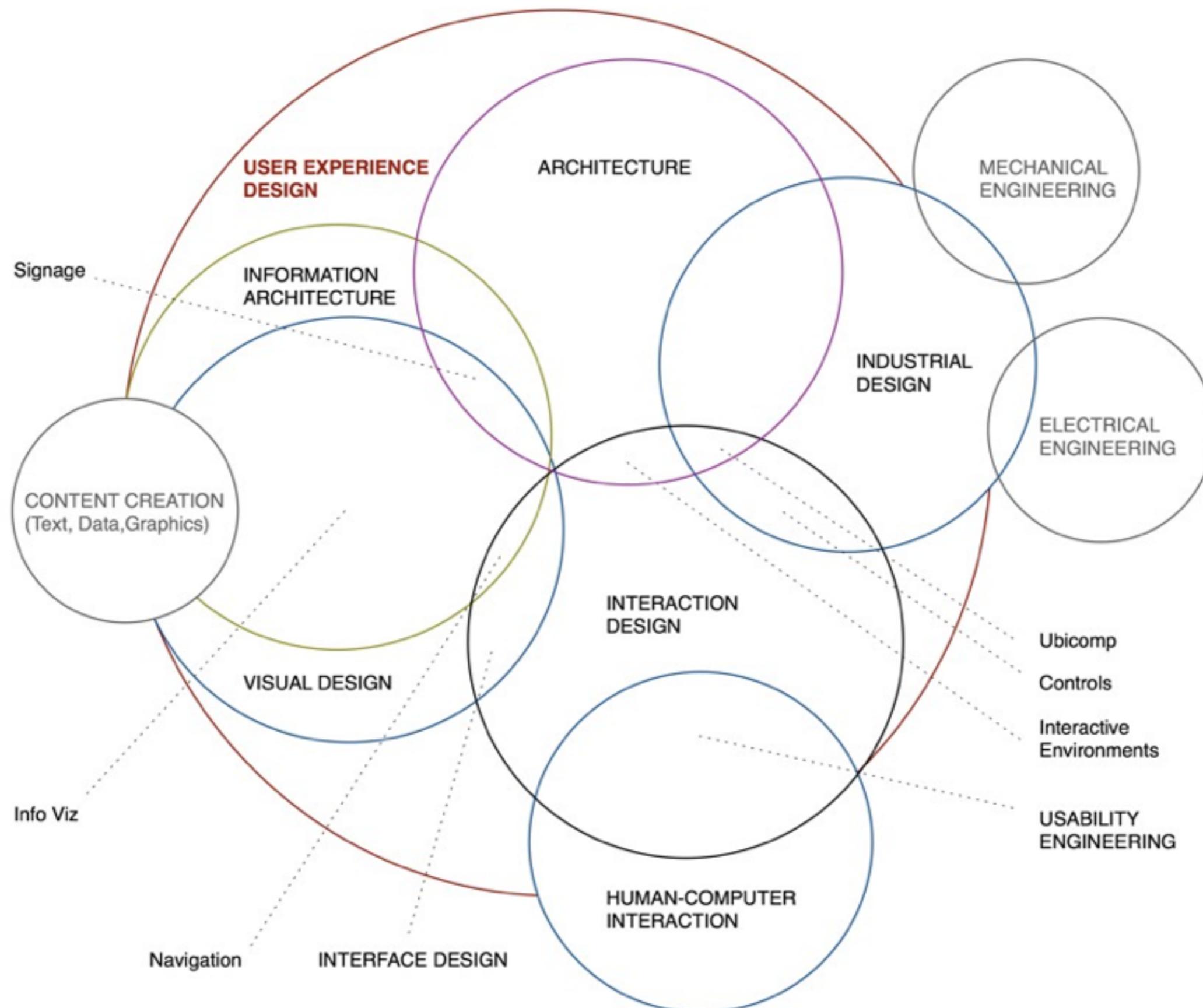
# Organisational design and silos



Organisational design will define whether teams work towards a common goal & vision – and if interdisciplinary work can be lived in reality!

Who is applying this methodology?

User Experience  
Design, for example



# Design Thinking

# Design Thinking

Design thinking refers to the methods and processes for investigating ill-defined problems, acquiring information, analyzing knowledge, and positing solutions in the design and planning fields

“Zoomed out vs. Zoomed in”

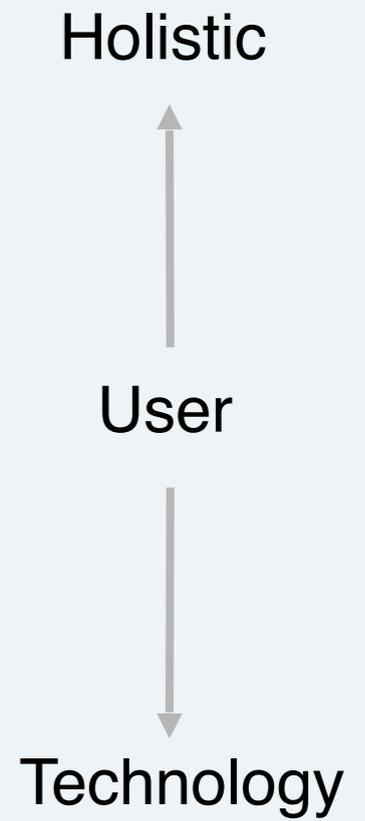
# Zoomed Out vs. Zoomed In

Zoom Out vs. Zoom is a way of design thinking.

Interactions designers are often facing increasingly complex situations.

Zooming in and out makes them flexible and helps to define on which level to intervene.

# Zoomed Out vs. Zoomed In

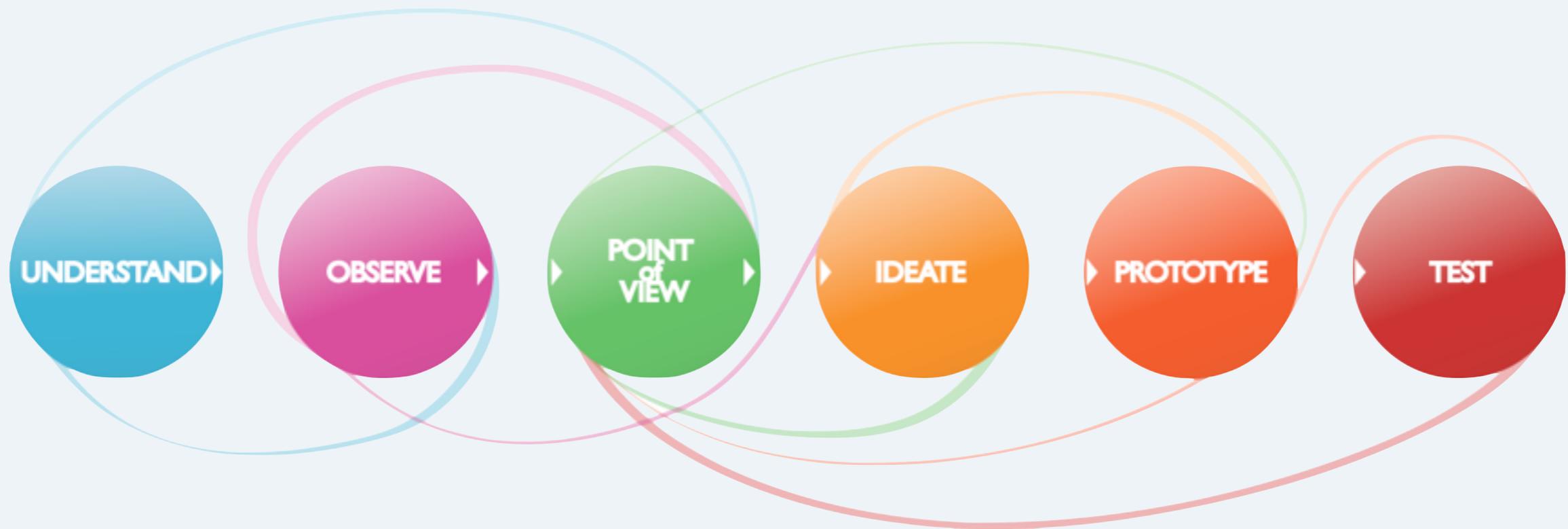


# Design Thinking

Design thinking is generally considered the ability to combine:

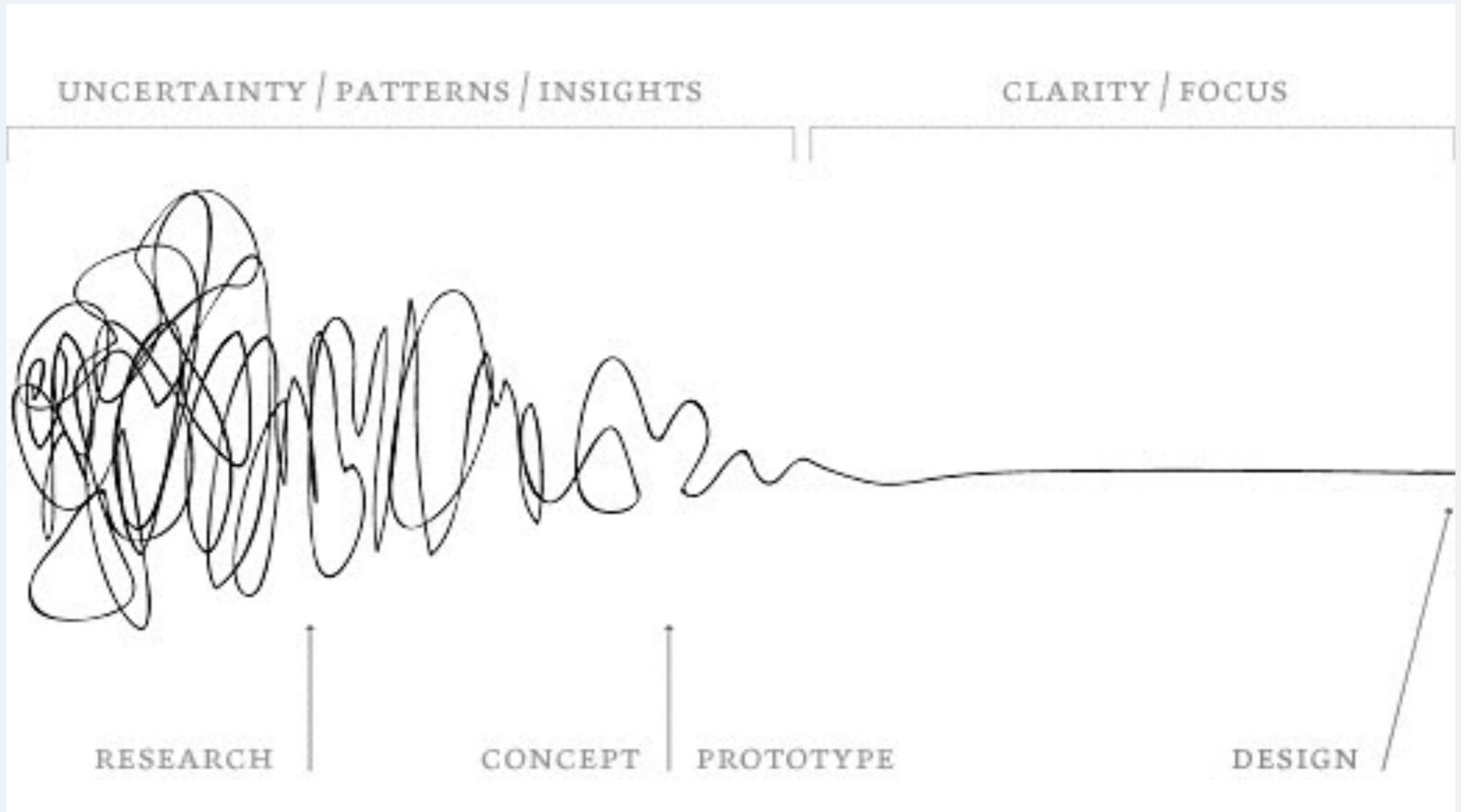
empathy for the context of a problem,  
creativity in the generation of insights  
and solutions, and  
rationality to analyze and fit solutions  
to the context.

# Design Thinking - Process

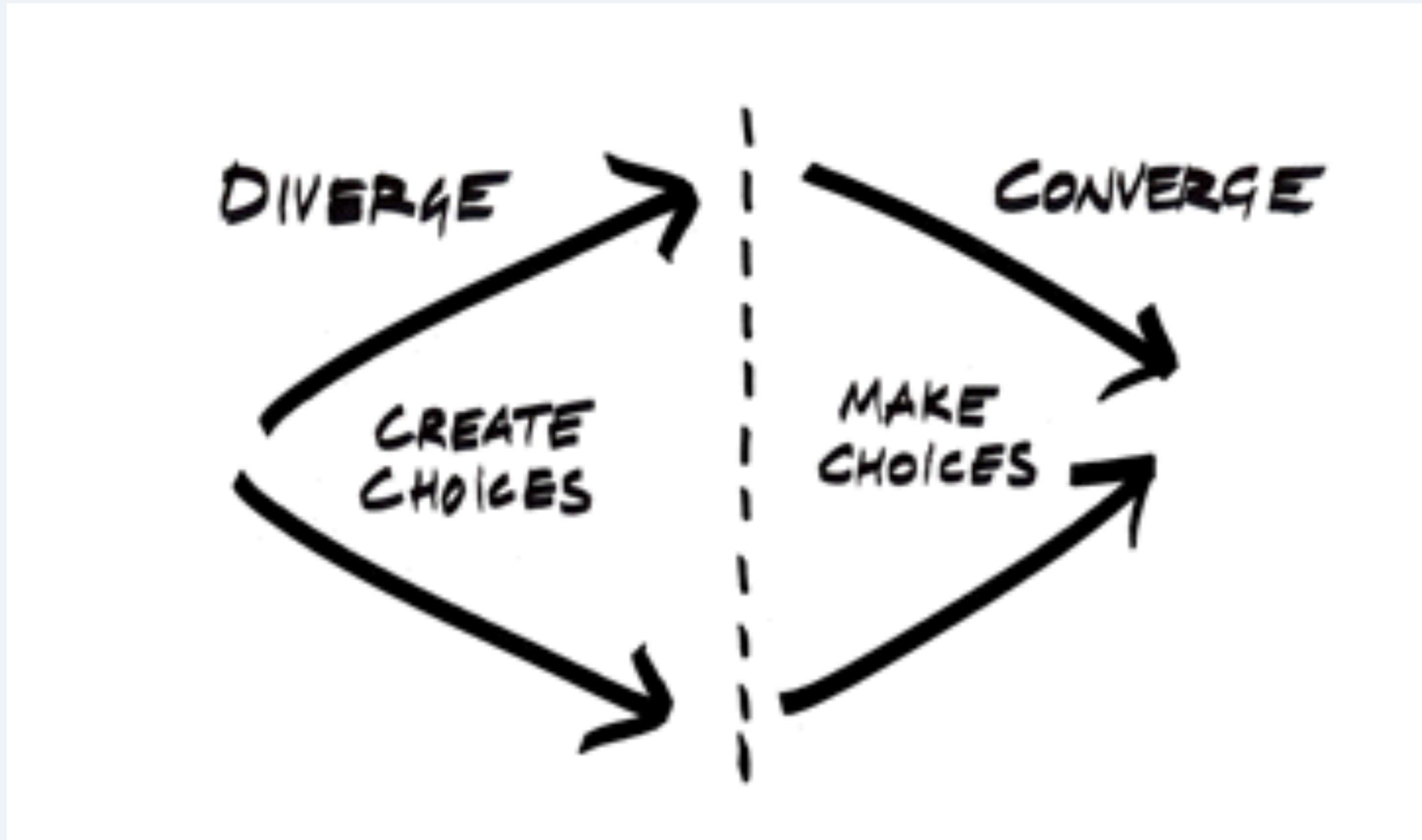


# Concept Development Process

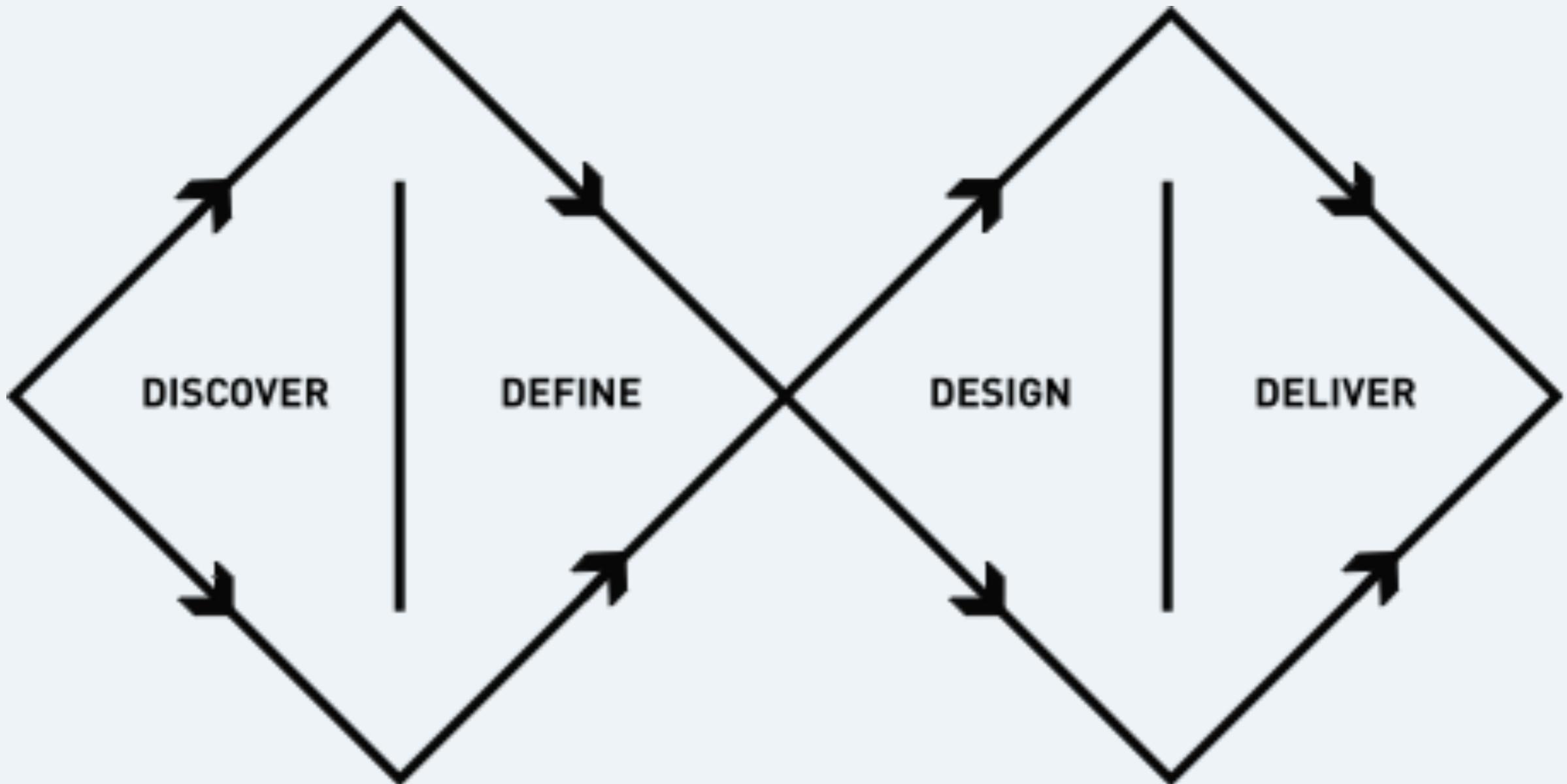
# The creative process.



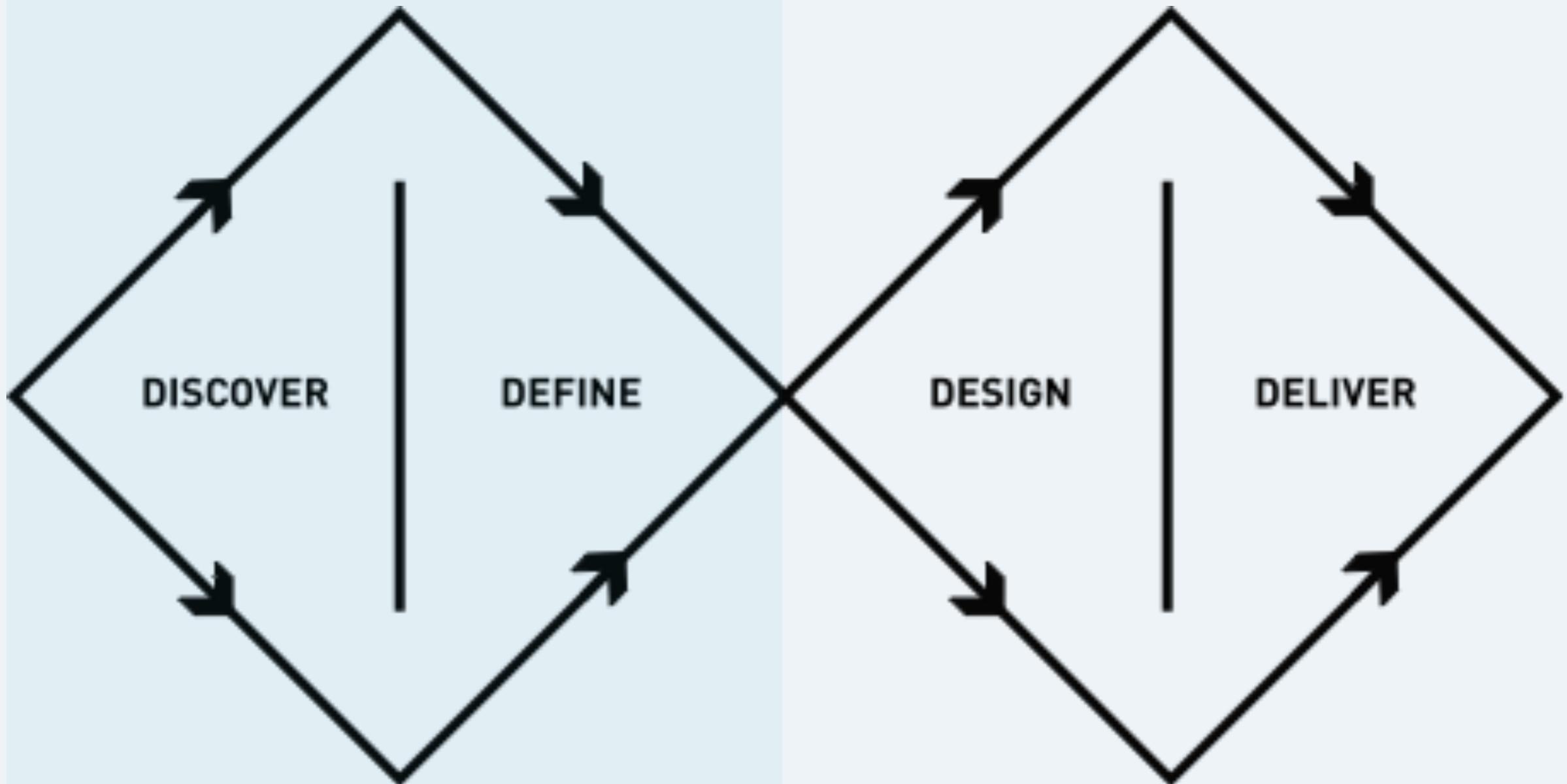
# The basis.



# Double Diamond

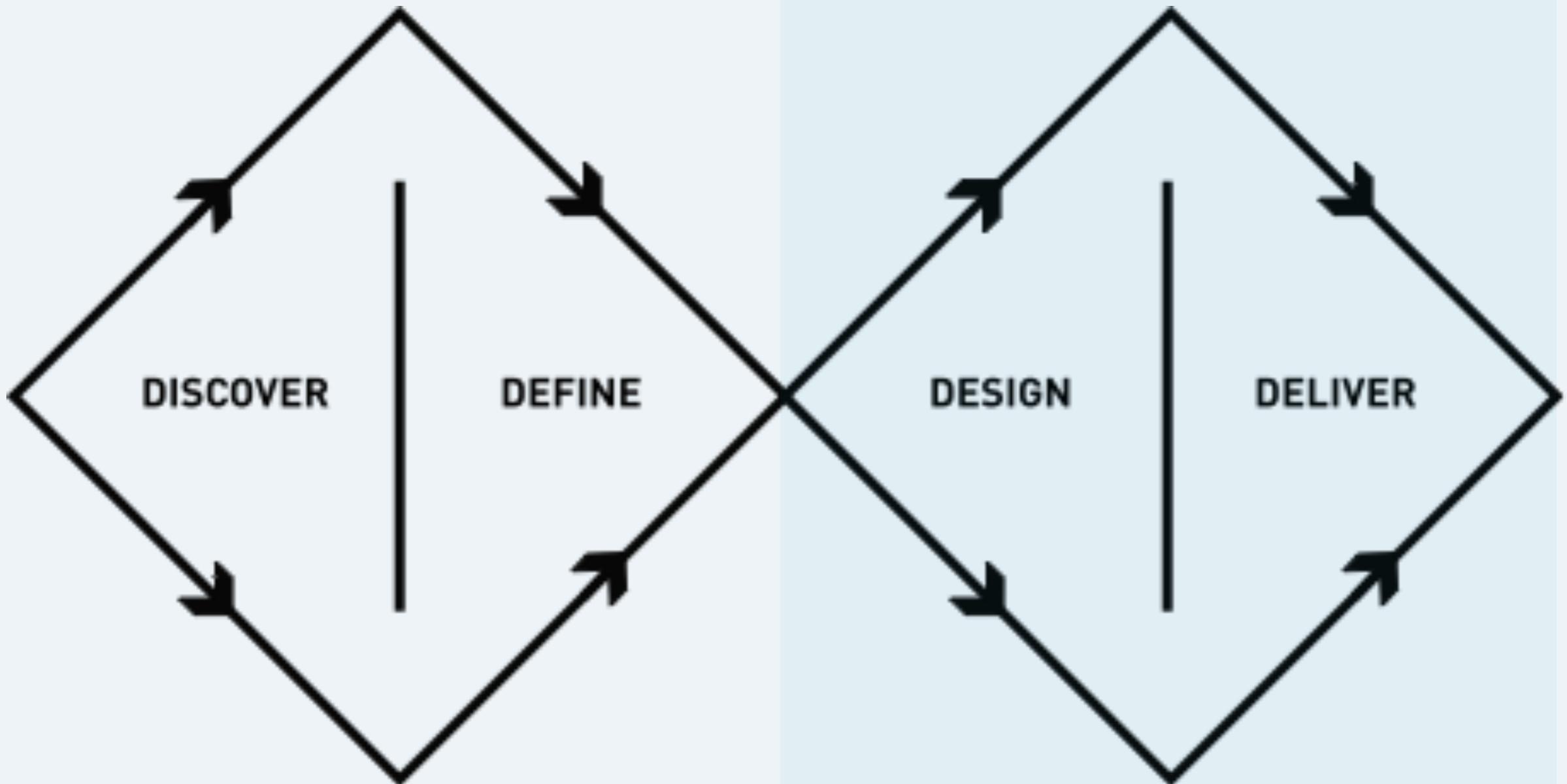


# Double Diamond



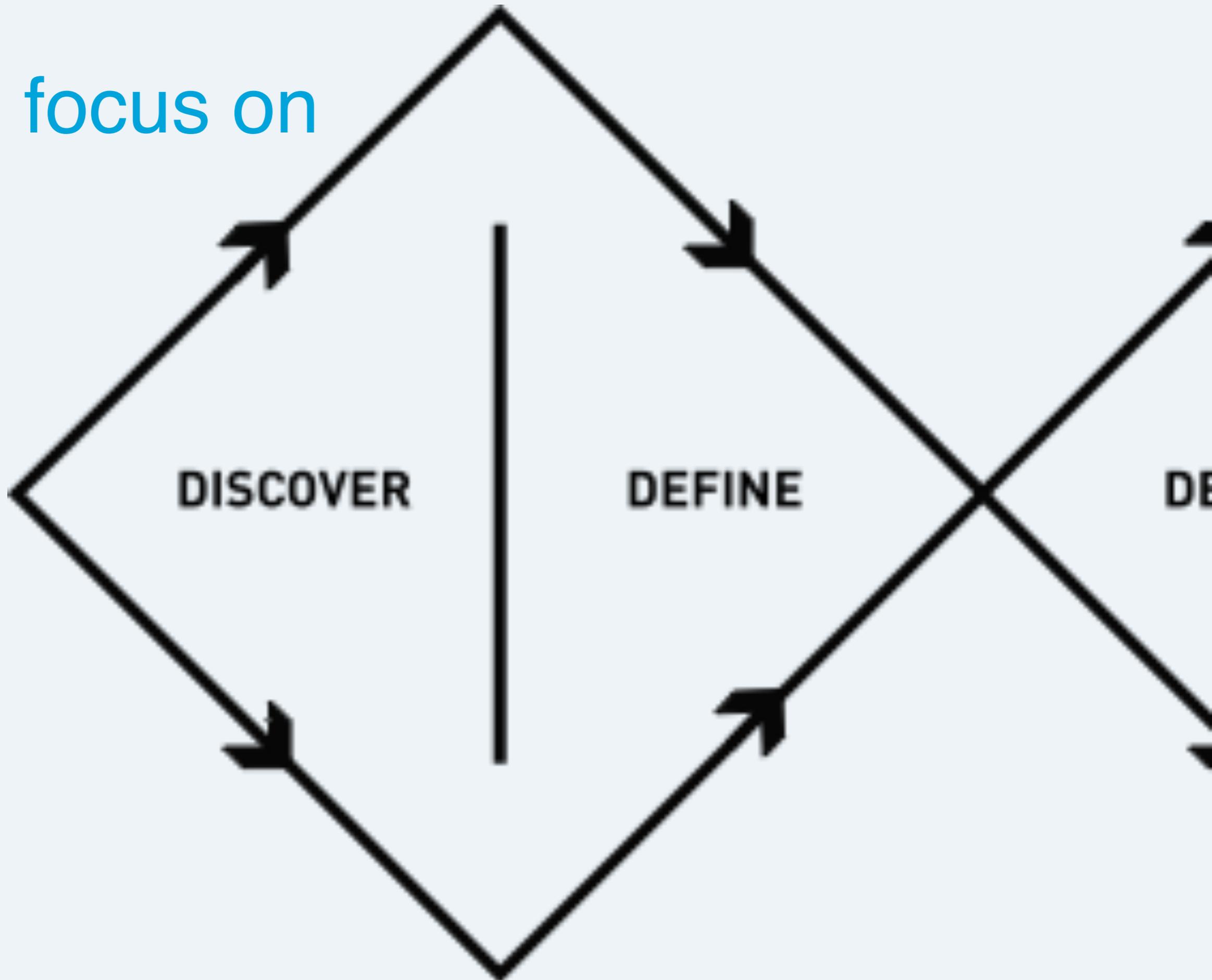
Why? and How?

# Double Diamond

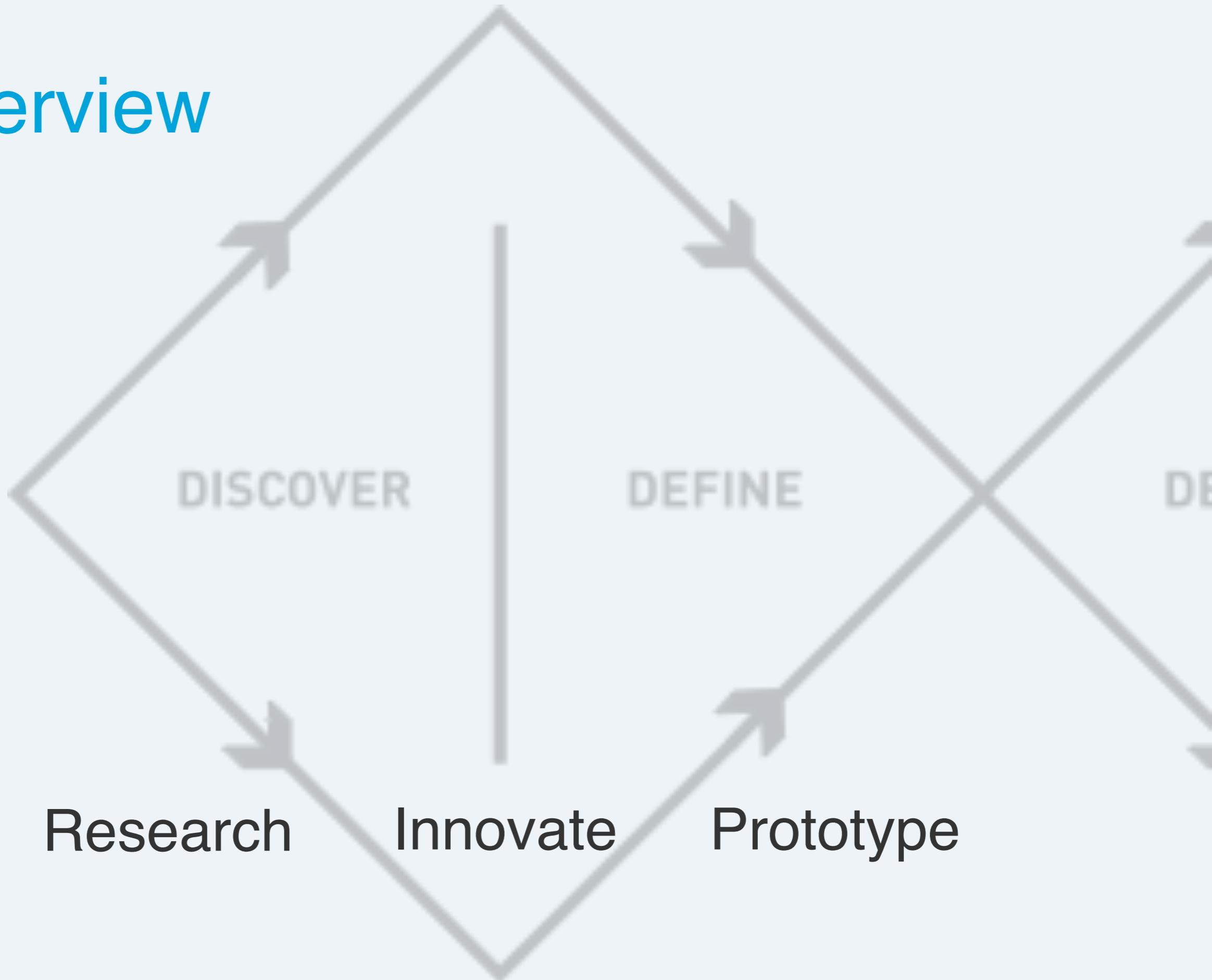


What?

We focus on



# Overview



# Overview

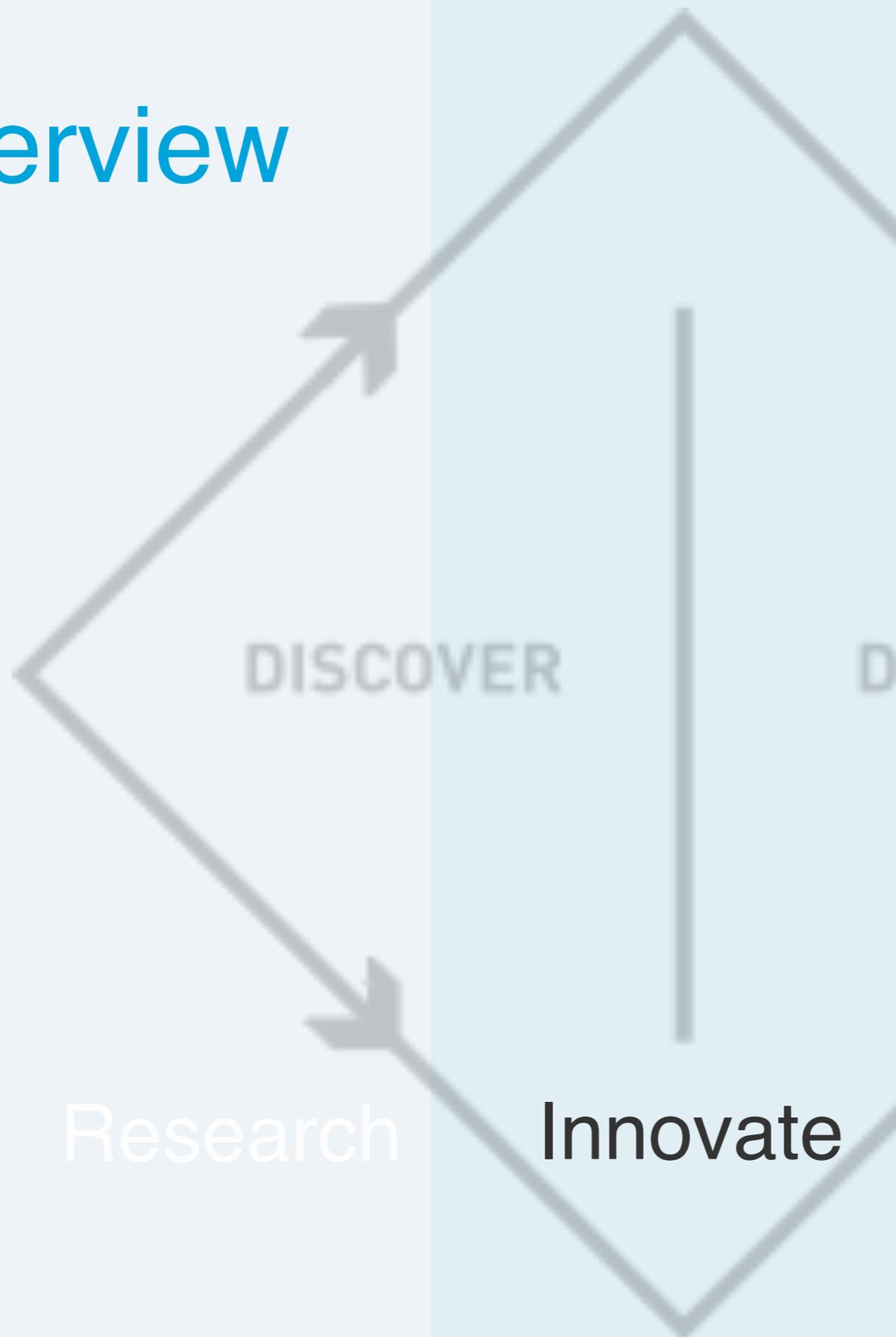


Get to know your problem/  
subject

Gather insights about the  
user and their life

Collect artifacts &  
impressions

# Overview



- Make sense of your data
- Identify important facets
- Keep all players in mind
- Collect and prioritize ideas
- Develop, test & validate solutions

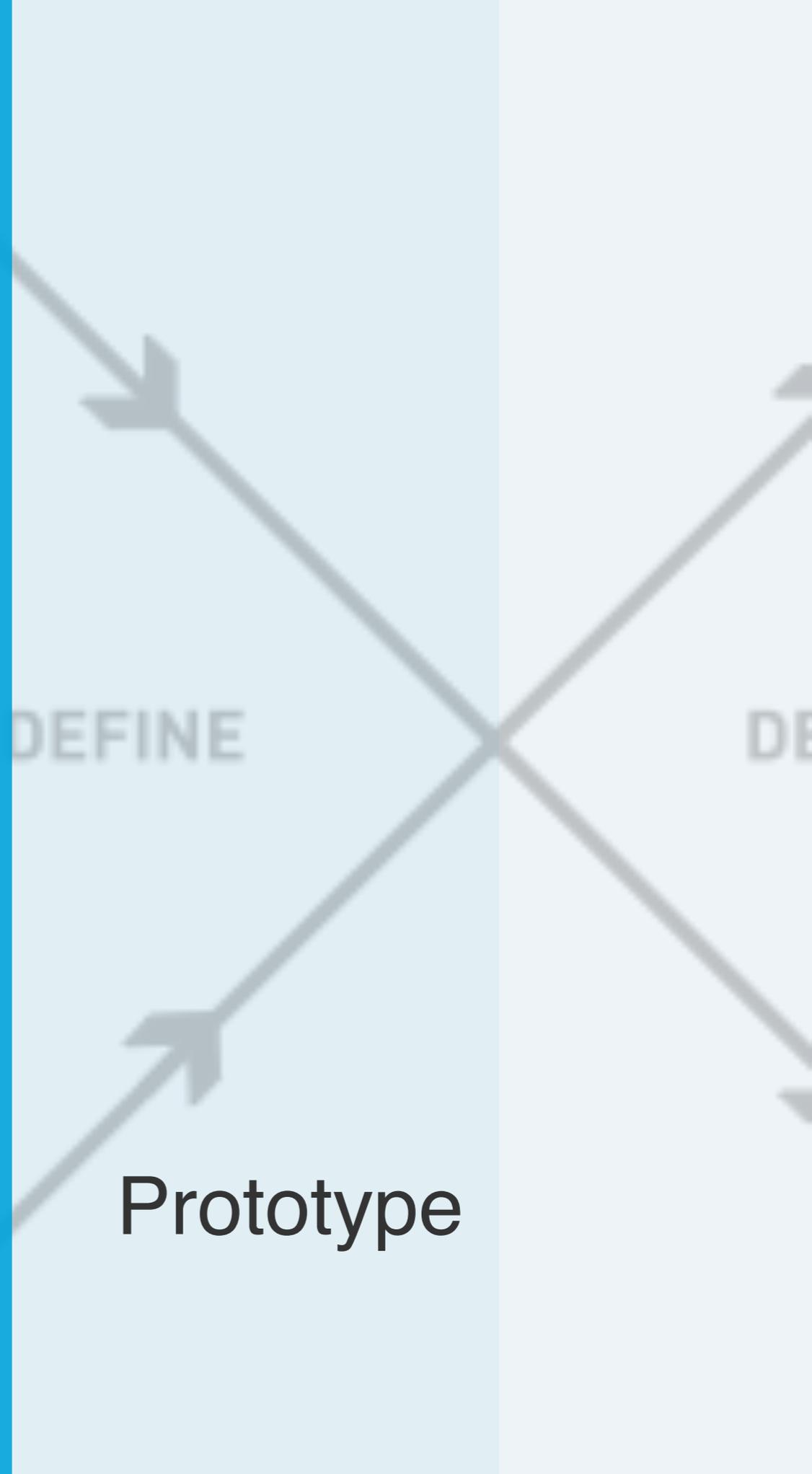
# Overview

Tell a story  
Make it tangible

DEFINE

DE

Prototype



# Concept Development

## 5 Principles

# Concept Development

## 5 Principles

### 1 - Stay user/consumer focused

Watch them. What are they doing? What are their daily problems and hurdles?

Focus and follow on their needs.

Try to identify their habits and their workarounds to make their lives easier.

# Concept Development

## 5 Principles

### 2 - Gather a diverse team to succeed

It is good to have multiple perspectives to the world!

Only a diverse group of people is able to look at a problem from different perspectives as their backgrounds and experiences are different.

# Concept Development

## 5 Principles

### 3 - Be flexible / Stay low-fi as long as possible

Do not waste energy by creating hi-fi work as you are working through the CD process!

If you are not emotionally attached to a piece of work you can easily let go.

# Concept Development

## 5 Principles

### 4 - Short time frames

Set yourself constraints!

If you set a time limit your output and work will be more focussed and you will not be distracted by too many influences.

This principle lets you stay focussed!

# Concept Development

## 5 Principles

### 5 - Show and tell as often as possible

Present your ideas and findings often to the whole group or others.

Gather feedback and make use of it in the next iteration

# Tool-Kits

# IDEO Method Cards

<http://www.ideo.com/work/method-cards/>



Learn Look Ask **Try**

## Scenarios

**HOW:** Illustrate a character-rich story line describing the context of use for a product or service.

**WHY:** This process helps to communicate and test the essence of a design idea within its probable context of use. It is especially useful for the evaluation of service concepts.



Learn Look

## Bodystorming

**HOW:** Set up a scenario with roles, with or without a physical environment, to explore ideas on the intuitive level by the physical experience.

**WHY:** This method helps to generate and test ideas based on behavior-based concepts.

# nForm

<http://nform.com/tradingcards/>

TRADING CARDS

# User experience trading cards. Created for the IA Summit in 2007, 2008 and 2009.

## 2009 Series



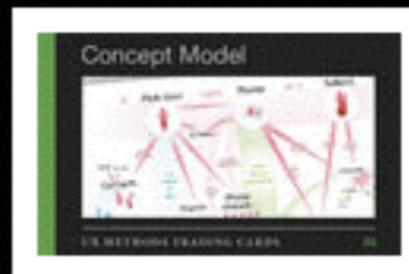
[A/B Testing](#)  
#33



[Affinity Diagram](#)  
#34



[Collaborative Inspection](#)  
#35



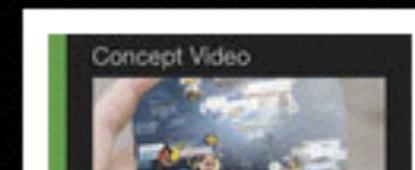
[Concept Model](#)  
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[Diary Study](#)  
#37



[Five Sketches™](#)  
#38



# Concept Development Tool-Kit

# Creative tools to solve problems

Affinity Diagram

HMWs

Solution description & validation

Personas

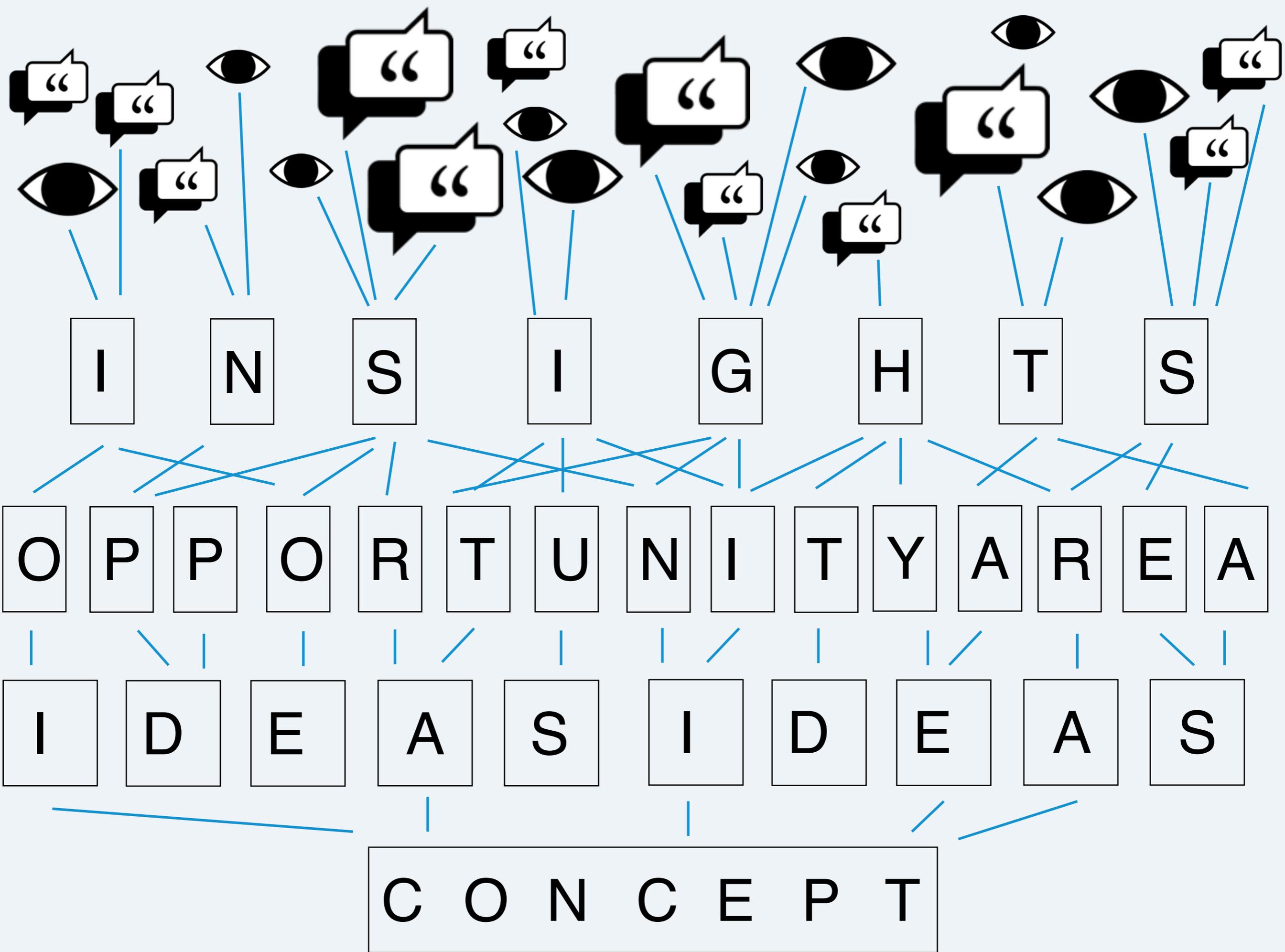
Scenarios

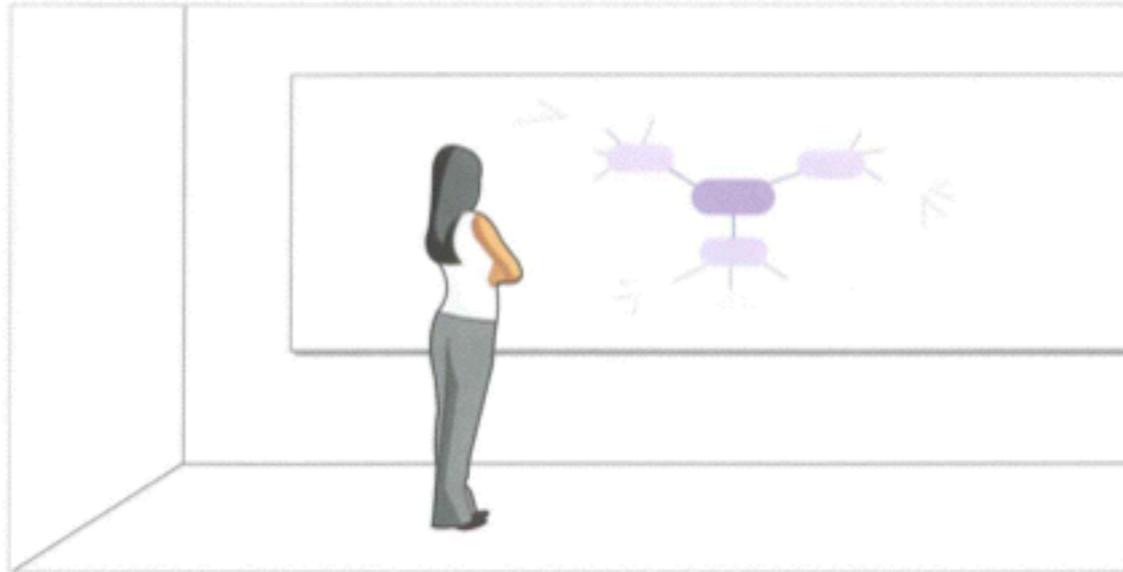
Storyboards

# Affinity Diagram

Make sense of collected data



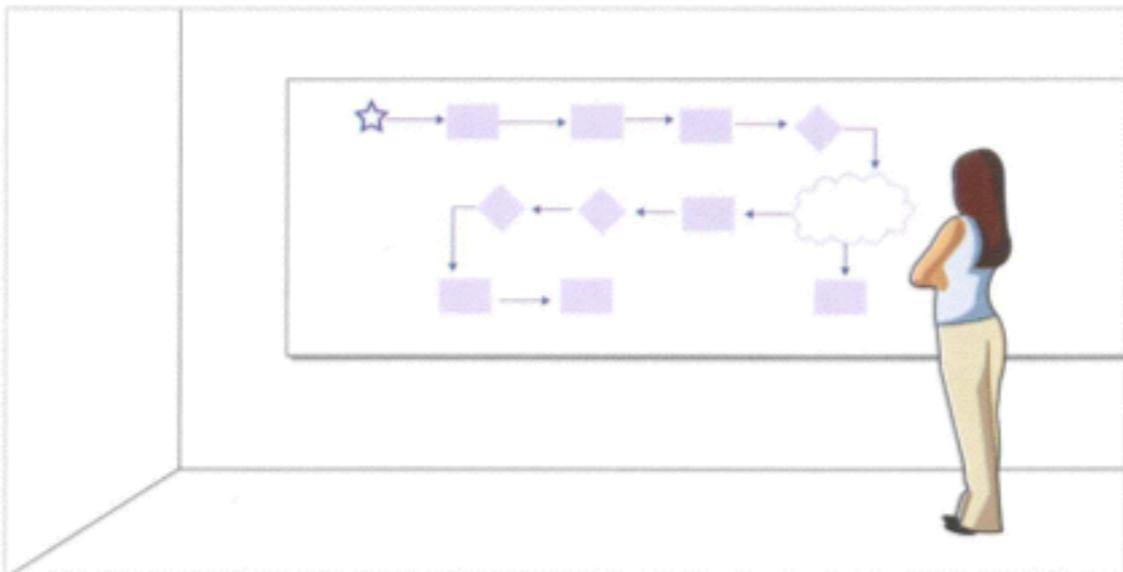




1. Brainstorming Webs

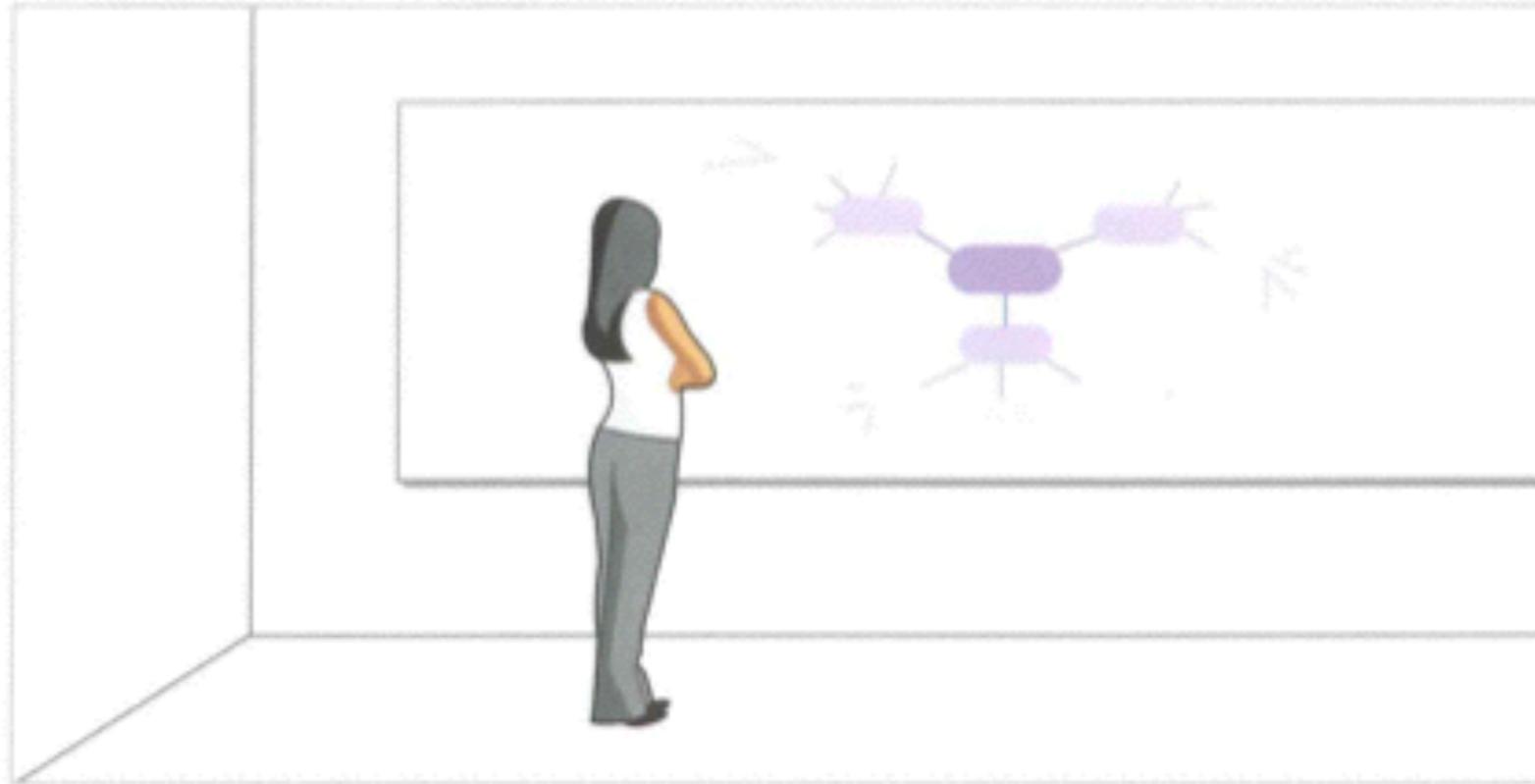


2. Affinity Diagrams



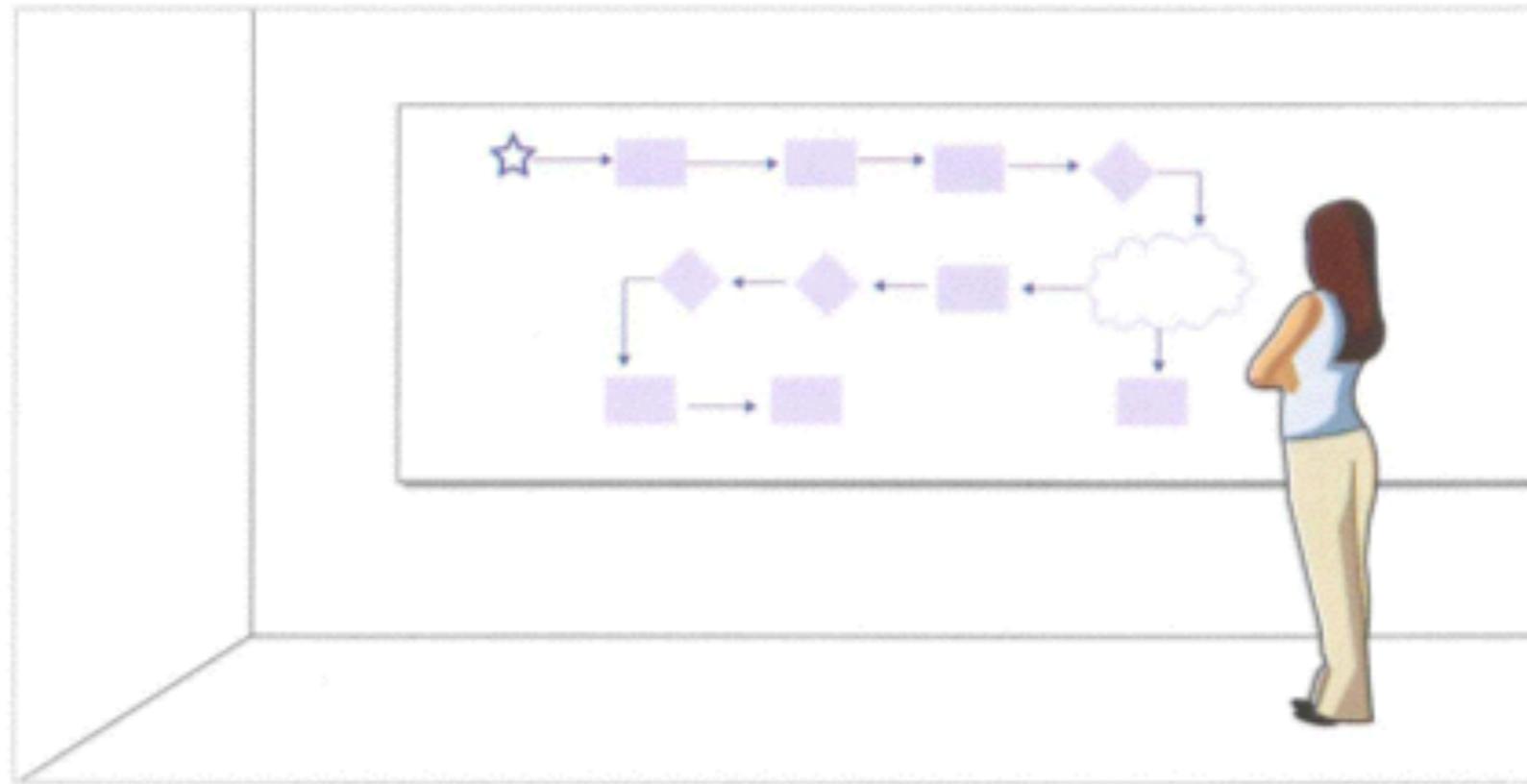
3. Flow Diagram

# Brainstorming Webs



Used when developing a central concept or question  
Can be build by identifying the center first, then all of the extensions

# Flow Diagram



Represent a series of events, actions or processes of different actors  
Usually have a beginning and an end point

# Affinity Diagram



Communicate a hierarchy or relationships between  
main and supporting ideas  
Can be constructed from “bottom up” or “top down”

# Affinity Diagram

## What?

It is a method for sorting and making sense of data.

Data points can be recorded on sticky notes and sorted into logical groups. It could be employed as an individual or group exercise

# Affinity Diagram

## Why?

You can experiment with different arrangements to see which makes the most sense.

Affinity Diagramming helps to expose crucial relationships and patterns in data that may not be initially apparent.

# Affinity Diagram

## Guidelines

Every little counts!

Use all data you gathered and cluster it into meaningful groups.

Have your user in mind and also try to shape their personas as you add, cluster and think about your data.

# Affinity Diagram

## Concept Development Affinity Diagram

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An affinity diagram helps to synthesize large amounts of data by finding relationships between ideas. The information is then gradually structured from the bottom up into meaningful groups. From there you can clearly "see" what you have, and then begin your analysis. When you work through the process of creating relationships and working backward from detailed information to broad themes, you get an insight you would not find otherwise.

### PROCESS

1. Brainstorm or use your recorded research data to identify needs, issues, interesting observations or quotes, processes or other aspects that are important to your topic or strike you
2. Record each finding on cards or post-it notes
3. Look for related findings
4. Sort notes or cards into groups until all cards have been used
5. Repeat this as many times as needed
6. Add labels to themes if appropriate. These labels should represent an insight that evolves from all the findings in the group
7. Draw connections between findings and themes

### HOW TO CLUSTER AND MODEL DATA

Everyone reads through the post-its and arranges them  
Everyone is allowed to re-order  
Group post-its into themes

RANDOM DATA



AFFINITY DIAGRAM



# BREAKOUT SESSION 1

10:00-12:20

Rooms:

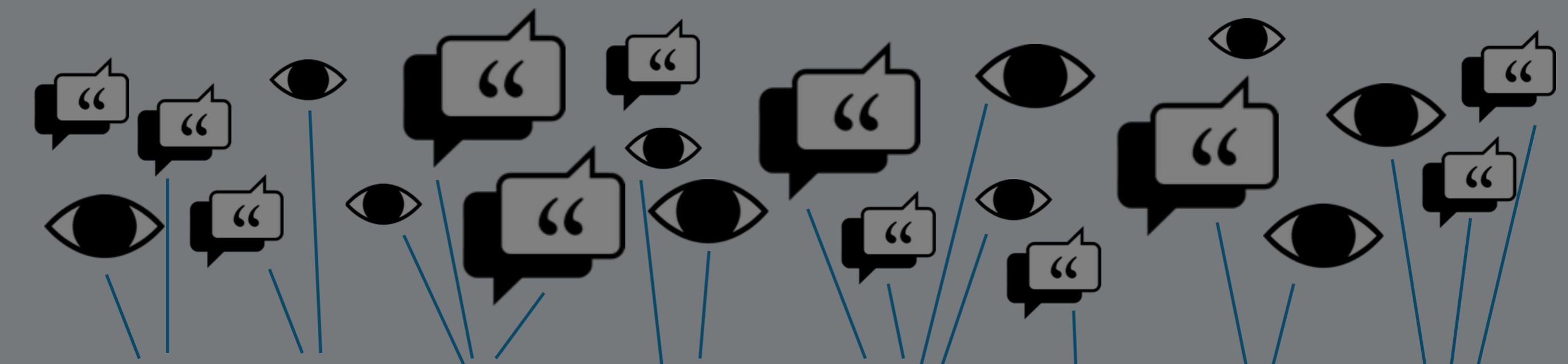
L 155, C 003, C 007, 027, 131, U 127, U 139

gather back at 13:20

How Might We...?

# How might we ...?

It is a way to translate insights from your research into opportunities.



I N S I G H T S

O P P O R T U N I T Y A R E A

I D E A S I D E A S

C O N C E P T

# How might we ...?

People often talk about the challenges they're facing by using language that can inhibit creativity instead of encouraging it.

# How might we ...?

Sentences like:

„How can we do this?“

or „How should we do that?“

# How might we ...?

Sentences like:

„How can we do this?“

or „How should we do that?“

Destroy creativity! Because they are  
implying judgment.

# How might we ...?

It starts with a simple question based on an insight you have found.

# How might we ...?



„I have to go to several supermarkets to get everything I need in an organic quality.“

# How might we ...?

Your insight: „Buying organic is not as convenient as regular food“



„I have to go to several supermarkets to get everything I need in an organic quality.“

# How might we ...?

„How might we design better food packaging?“

How might we ...?

How might we design better food packaging?

How might we help people to manage using up food before expiry?

# How might we ...?

How might we design better food packaging?

How might we help people to manage using up food before expiry?

How might we improve access to a broad range of organic food?

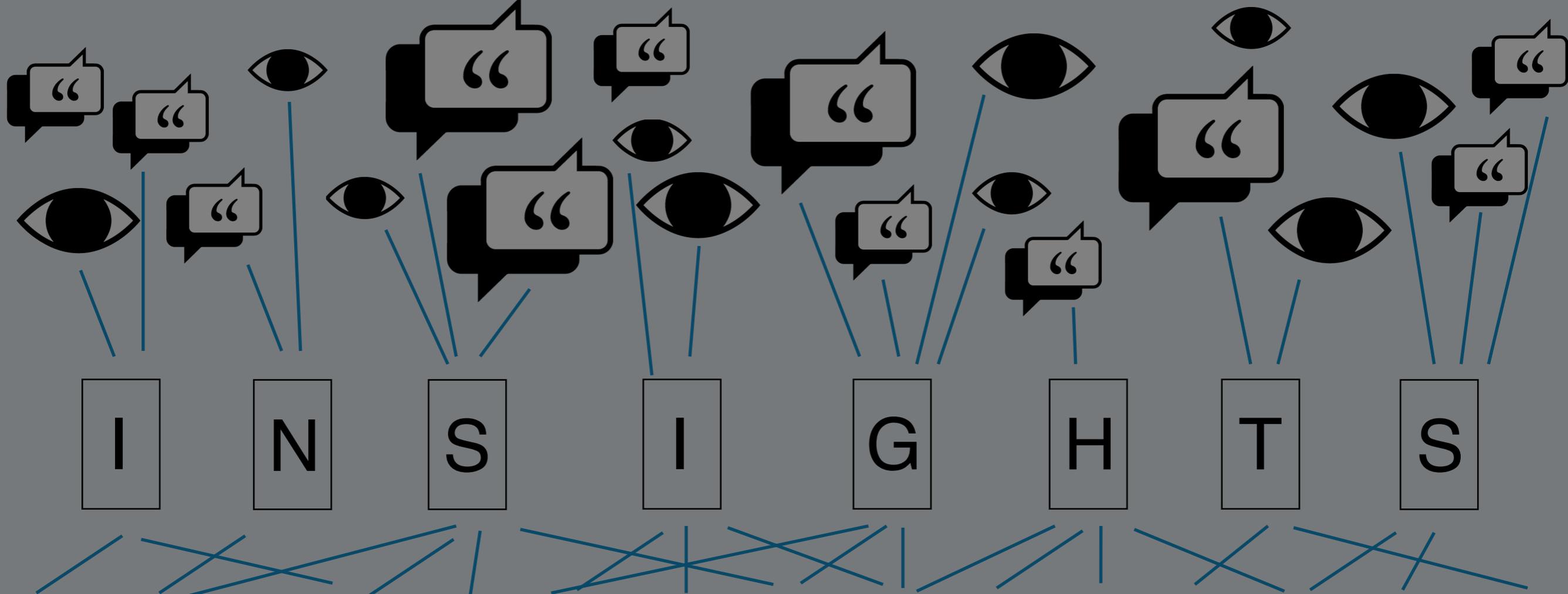
How might we ...?

These are all fields to innovate in!

# How might we ...?

These are all field to innovate in!

We call them „opportunity areas“.



O P P O R T U N I T Y A R E A

I D E A S I D E A S

CONCEPT



# How might we ...?

Each opportunity area can be filled with many ideas – the solutions to the challenges!

Challenge = HMW = Opportunity Area  
Solution = Idea

How might we ...?

How might we design better food packaging?

# How might we ...?

How might we design better food packaging?

... by investigating in bio-degradable plastics

# How might we ...?

How might we design better food packaging?

... by investigating in bio-degradable plastics

... by freezing milk and selling it in ice cube blocks

# How might we ...?

How might we design better food packaging?

... by investigating in bio-degradable plastics

... by freezing milk and selling it in ice cube blocks

... by offering a home delivery service

# How might we ...?

„How Might We“ translates user research findings and insights into opportunity areas as a first step towards ideas. It helps to create a broader perspective on a topic and challenge an insight in different ways first - before creating ideas.

# How might we ...?

## In summary

1. Take an insight from your research and use How Might We to tackle it.
2. Come up with as many HMWs you can come up with - always challenging your insight.
3. Start brainstorming on various ways of answering these questions.

# How might we ...?

## Concept Development

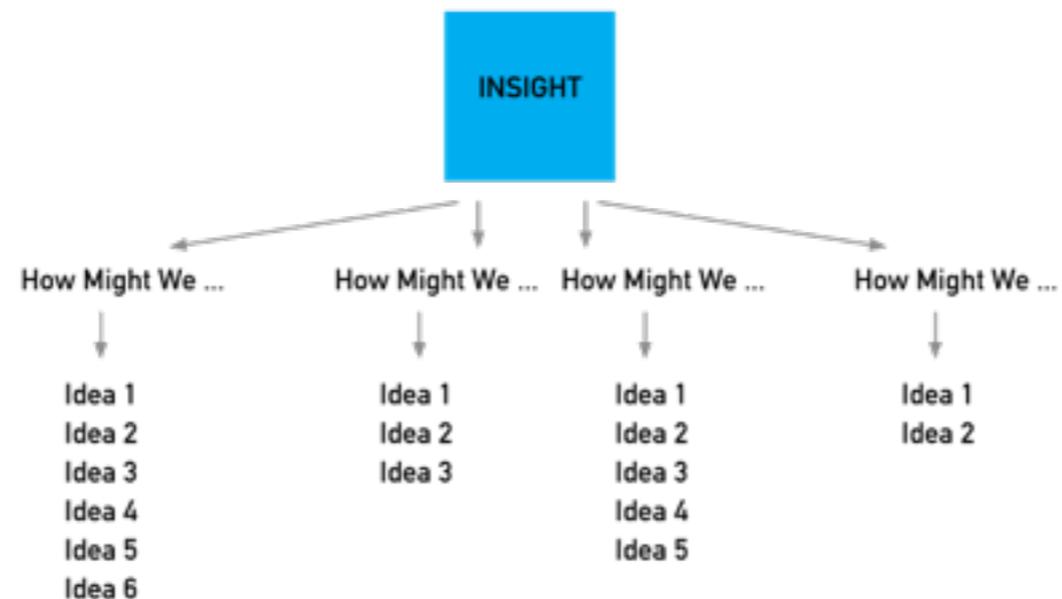
### How Might We

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„How Might We“ translates user research findings and insights into opportunity areas as a first step towards ideas. It helps to create a broader perspective on a topic and challenge an insight in different ways first - before creating ideas.

#### PROCESS

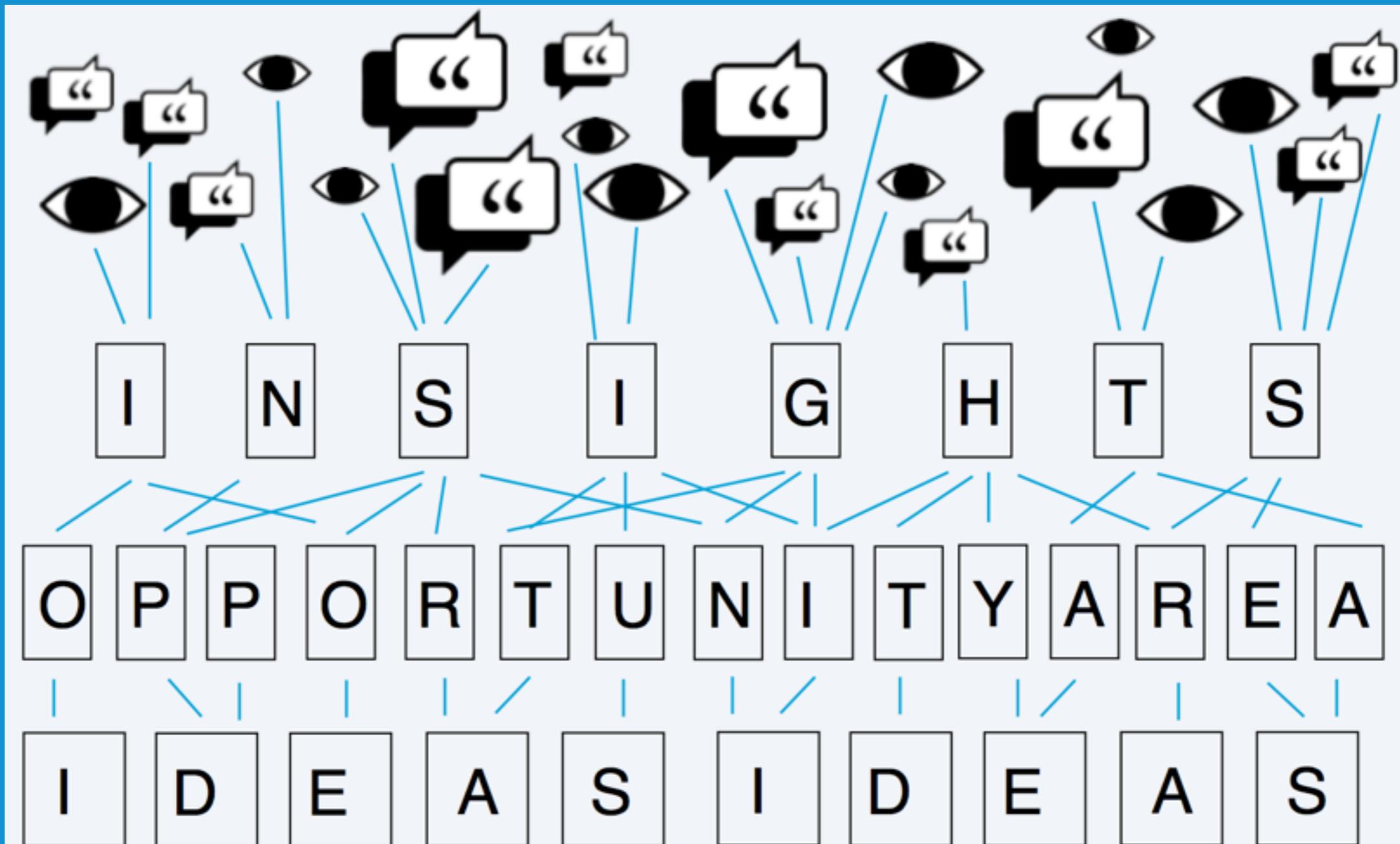
1. Take an insight from your research and use How Might We to tackle it.
2. Come up with as many HMWs you can come up with - always challenging your insight.
3. Start brainstorming on various ways of answering these questions.



# BREAKOUT SESSION 2

13:20 - 14:20

Now let's see the process of  
your work today



# Presentation

1. Take 5 mins to vote for your favorite idea in your group.
2. Visualize and phrase it.
3. Describe the process of this idea: from research to insight, to HMW, to idea.

# Presentation

## Concept Development Presentation

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1. Please take 5 mins to vote for your favourite idea within the group - then give it a catchy title!

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2. Please write down the How Might We - question that led to your chosen favourite idea:

How Might We...

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3. What insight theme from your affinity diagram is this How Might We deriving from?



# BREAKOUT SESSION 3

14:20 - 14:50