Workshop
Concept Development

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Tutorials and Organization: Hanna Schneider
External Lecturer: Veronika Ritzer (BMW)
Industry Partner:
Agenda 30.3.2017

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)
DriveNow
Car Sharing von BMW i, MINI und Cooper
GRAPHIC DESIGN

PRODUCT DESIGN

INTERACTION DESIGN

SERVICE DESIGN

2D

3D
+Z-axis
(spatial depth)

4D
+T-axis
(temporal dimension)

5D
+W-axis
(multi-local simultaneity)

Model: Benjamin N.N. Schulz; Icons: Dima Yagryuk, Daphne Espinosa, George Agpoon / The Noun Project
A new marketing logic.

YESTERDAY

FOCUS: SALES

FABRICATION  SELL  CONSUMER

TODAY

FOCUS: ADVERTISING

FASCINATION  CHOOSE  CONSUMER

NEXT

FOCUS: PRODUCTS & SERVICES

F  USE  R

Quelle: SinnerSchrader
A new complexity
Front Stage

Back Stage
Todays products need to be more than just being usable.
They need to serve your needs ...
... and deliver memorizable 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.
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

- Technology
- Brand / Business
- People
Human Centered Design - Process

https://www.ixds.com/company/our_process.png
It is not about designing an app – it is about the right solution that meets user AND business needs.
Organisational design and silos

- PRODUCT DEVELOPMENT
- DIGITAL SERVICES
- SALES
- MARKETING
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

- Discover
- Define
- Design
- Deliver
Double Diamond

Why? and How?

- DISCOVER
- DEFINE
- DESIGN
- DELIVER
Double Diamond

What?
We focus on
Overview

Research  Innovate  Prototype
Overview

Research

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

Innovate

Research

DISCOVER

DEFINE

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
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.
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.
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/

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.

Bodystorming

HOW: Set up a scenario with various roles, with or without props. Based on the intuitive response of the participants, design concepts are tested by the physical environment.

WHY: This method is used to generate and test intuitive responses to behavior-based scenarios.
User experience trading cards.
Created for the IA Summit in 2007, 2008 and 2009.

2009 Series

A/B Testing
Affinity Diagram
Collaborative Inspection

Concept Model
Diary Study
Five Sketches™

GOMS (Goal-Oriented Methods)
Concept Video
Participatory Design
Google CSI

- Show, Don't Tell
- Be Mindful of Patterns
- Collaborate Across Boundaries
- Create Value from Curiosity
- Change Your Pei.
- Focus on Human Value.
- Bias Towards Action
- Experimental and Experiential

CSI: Lab

mindsets.
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
INSIGHTS

OPPORTUNITY AREA

IDEAS AS IDEAS

CONCEPT
2. Affinity Diagrams

1. Brainstorming Webs

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.
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.
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
BREAKOUT SESSION 1
10:00-12:20
gather back at 13:20
How Might We...?
How might we …?

It is a way to translate insights from your research into opportunities.
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 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“. 
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 design better food packaging?
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 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" 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.
1. Please take 5 mins to vote for your favourite idea within the group - then give it a catchy title!

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

   How Might We...

3. What insight theme from your affinity diagram is this How Might We deriving from?
BREAKOUT SESSION 3
14:20 - 14:50