**Hands-out 1: Discover, Focus, Emphasize**

The right start, the right question

Below is the four-step to complete in focus. Be aware of the differences in choosing the right exercises with a specific user need, problem, or challenge/opportunity (disruptions).

The discussions and tools below in green are a must to be conducted. The tools described on the left side (in blue) are more fitting to incremental seeking methods (CPS, DD, DT), while the tools described on the right side (in red) are for more radical and disruptive approaches (DIA, CIS, theory U), for which you could also use methods on the left side. The blue and red tools allow you to elaborate further on the case, not necessarily methods to be used if the purpose is otherwise achieved using the green tools.

*P.s: Method description is comprehensive but not exhaustive, and just as it may make sense for some to omit some methods, it is also fine to use other supplemental methods.*

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| --- | --- | --- |
| Deadline – Handout 1 | Deadline to Submit Handout 1 in BlackBoard:  21st of March, 11:59 am CEST | Your team can make changes in Handout 1 after this delivery.  Every student will give peer feedback to 2 other deliveries — details TBA (to be announced) on BlackBoard. |
| Deadline for Peer Feedback 1 | Deadline to give PeerFeedback in PeerGrade  28th of March, 11:59 am CEST |

**1: Collect knowledge and visit the “crime scene.”**

*Objectives: to find “What is:”*

This first step content three main activities:

* ***Collect background information*** regarding the task (search on the internet, find research report/patents, get an overview of the customer, search for marketing data regarding the marked/industry),
* ***prepare meetings*** (make questions to frame the issue, prepare for observations and make assumptions to challenge/provocate) and
* ***confront the ‘Crime Scene’*** (meeting/confront assumptions at the company, see and make observations when on the site, meet and conduct interviews with costumers/understand costumers).

**Discuss in team:**

1: What type of starting point do you have (technological problem, user needs, unfulfilled acknowledged challenge, or opportunities)?

2: What is the open area (what should/will be challenged), and what is closed (not to change, cannot change)?

*(at present in the process, there are normally several differences as well as combinations)*

**Techniques to do:**

FORCE-FIELD ANALYSIS (fishbone ±diagram)

Fishbone

Triz Nine windows

Why-Why-Why

Who are the customers, and WHY do they buy the product?

Maybe you can use the Kano model but optional as you might have the result from TRIZ

**Added tools problem solving Added tools Disruption/transformation**

*(DT, DD, CPS) (D-I-A, CIS, disruption, Theory U)*

Interview problem owner Mind mapping

Observations at the company

Define explicit needs

User experience observation

**2: Find paralysis rings, Challenge assumptions – become a detective**

*Objectives: Pattern cognition (Blindspot in Theory U).*

*A detective is a person who undertakes to investigate and resolve delicate (e.g., criminal matters) by talking to witnesses and informants, collecting physical evidence or searching records in databases. Break the challenge down!*

Define concrete challenge and argue WHY this is a challenge to explore (e.g., a customer need, a user need, a problem, an area interested in disrupting, something we want to look at, an overlooked area in your opinion – or a combination). Only a start: The focus will make it more clear.

Techniques to do:

Why - **A**lternatives – *Uniqueness*

Why - **B**ecause - *Reason*

Why - **C**ut – *Necessity*

Create plausible (Strategic & technological) Foresights (opportunities)

Describe potential implicit (latent and tacit) needs

**Added tools problem solving Added tools Disruption/transformation**

*(DT, DD, CPS) (D-I-A, CIS, disruption, Theory U)*

Scenario technique Paralysis techniques

Boundary examination Morphological Analysis

**3: Create insight**

*Objectives: Where could and should we look for new opportunities, who have done this before/meanwhile, explore new opportunities regarding new valleys*

Valleys are not yet discovered, which might be the potential to be involved in the ideation step later.

Describe potential lead users (not necessarily personified by name or title, but could be a description of the personality or type that could be a lead user)

**Added tools problem solving Added tools Disruption/transformation**

***(DT, DD, CPS) (D-I-A, CIS, disruption, Theory U)***

Describe potential personas Triz matrix – search for potential (patent)

Bionic Analysis – investigate possibilities

Assumptions technique – make three

Other inspirations area: Science fiction

movies, research, Leonard da Vinci, ...

**4: Innovation Task (area for opportunities), Define/Clarify direction**

*Objectives: Define – Interpret the findings*

Describe the needs/problem/situation to solve/challenge –What is the Innovation Task?

**Added tools problem solving Added tools Disruption/transformation**

*(DT, DD, CPS) (D-I-A, CIS, disruption, Theory U)*

Identify and state pain points of users Identify opportunities

Find meanings Define the situation to challenge

Identify the meaning Describe whom to add in ideation for

Set design challenges create new insight

Define problem

How might we” **(HMW)** questions

(one problem, one need or one challenge) (usually more than one challenge)

Result of focus: Ready to create something different in a narrow area: ACT SMALL