

40 New Opportunities

WHAT IS 40 NEW OPPORTUNITIES?

When was the last time your organization considered eliminating an aspect of its best-selling product or service? Or whether your products should be miniaturized to reach new customer segments? Or how you could turn a product into a service? Through more than a decade of work with leading global organizations, FutureThink has developed a set of questions that should be explored by every organization to create new opportunities from existing business offerings.

The questions are inspired by a problem-solving technique called TRIZ (Theory of Inventive Problem Solving). Developed by Russian patent examiner Genrich Altshuller, TRIZ provides a systematic process for innovation. Altshuller reviewed 400,000 patent applications, looking for commonalities between the problems and the inventor's methods for solving them. We've translated the key principles of TRIZ into more than 50 questions across 40 business approaches to consider.

WHY USE THIS TOOL?

- To discover opportunities for groundbreaking innovations.
- To identify incremental improvements for existing products/services.
- To reveal new revenue streams or markets for your products/services.
- To find creative applications, connections, and possibilities for your products/services.

FACILITATION GUIDE



SUGGESTED AUDIENCE

- Relevant for all levels of staff and ideally facilitated across all departments



MATERIALS

- Worksheets
Enough for each participant + a few extra
- Whiteboard or flip charts
Write down all group ideas; no idea is a bad idea
- Colored markers, pens, and pencils
Separating ideas by color will help organize your thoughts



SETUP

- Individually, small team, or large group (ideally split into seven small teams)
- Assign each team completion of one category or five opportunities
- Review the Tool in advance and check the boxes of every opportunity that applies to your challenge
- Note: If one small team is completing all 40 opportunities, schedule an entire day to review, discuss, and prioritize ideas



RECOMMENDED TIMING

Step 1. Define Your Challenge:	5 mins.
Step 2. Select Opportunity Areas to Brainstorm:	5 mins.
Step 3. Discuss Questions + Examples:	5 mins.
Step 4. Generate + Capture Ideas (5 Mins. x 5 Opportunities per Group):	25 mins.
Step 5. Group Discussion:	30–60 mins.
	70–100 mins.

FACILITATION GUIDE *(Cont'd.)*

HOW IT WORKS: HOW TO CUSTOMIZE AND USE THE TOOL

This tool contains 40 business opportunities that are divided into seven key categories.

- STEP 1. Define the Challenge.** In one sentence at the top of the worksheets, specify the product, service, process, or issue you want teams to address. Examples of well-defined challenges include “find new audiences for product X or service Y” or “find ways to streamline our sales experience.”
- STEP 2. Select the Opportunities to Brainstorm.** Choose a few, assign one page per team, etc. Most of the 40 can apply to your challenge, so select based on which seem most promising/relevant, or based on the time you have.
- STEP 3. Discuss the Question Prompts and Examples.** Each opportunity includes at least one jump-start question and several real-world examples showing how other organizations found innovative solutions in that particular context. In small teams, participants should dialog about whether these solutions could be applied to your business. The examples should also serve as springboards for their own ideas.
- STEP 4. Generate and Capture Ideas for Each Opportunity.** For each opportunity, list as many ideas—fresh or iterative—as you can in five minutes. Some ideas may work in multiple areas, but try to generate new ideas for every column.
- STEP 5. Group Discussion.** After each team has presented their ideas to the room, discuss the ideas that were generated and determine which ones merit further exploration.



TIPS FOR SUCCESS

- **Avoid Over-Filtering.** While you may be compelled to select only the opportunities that are appealing or obviously relevant, consider every opportunity before dismissing it. Breakthrough ideas often happen when you explore contexts that are outside your repertoire.
- **Be Thorough.** Some opportunities include more than one question prompt to help you examine the concept from different angles. Before you move on to the next opportunity, double-check that you've generated ideas for all the prompts.
- **Utilize the Real-World Examples.** If an example inspires or excites you, we've done our job. Your job is to explore how to incorporate that idea (or an iteration of it) into your own business.

WORKSHEET

Write your challenge in the space provided below, and then review and discuss the questions and examples in each opportunity column. Check the box above every opportunity that applies to your challenge. Generate ideas/solutions for each question as they relate to your specific challenge.

STEP 1: Your Challenge: _____

STEP 2: Select Opportunities to Brainstorm (Check the box):

DECONSTRUCT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPPORTUNITY:	1. BREAK APART	2. REMOVE	3. MINIATURE/SUPER-SIZE	4. REFILL/RECLAIM
Questions:	<ul style="list-style-type: none"> Can we separate any of our products/ services into independent parts? Can we sell any of our existing products unassembled? 	<ul style="list-style-type: none"> Could we strip away a core feature of our products/ services and still make a profit? Can we eliminate part of a product/service to focus value on a different aspect of it? 	<ul style="list-style-type: none"> Can we increase the size of our product to increase its value? Can we offer less and charge more? 	<ul style="list-style-type: none"> For which of our products could we sell refills? Which part/s of our product could be reclaimed after consumption?
Examples:	<ul style="list-style-type: none"> FLOR remodeled the concept of carpeting with its modular carpet tiles, which enable customers to customize carpeting through myriad colors and patterns IKEA sells its furniture unassembled so it can be sold and shipped at a lower price 	<ul style="list-style-type: none"> Riedel eliminated the stems from wine glasses and created O, a line of stemless wine glasses Kimberly-Clark eliminated the cardboard tubes in its toilet paper rolls Cirque du Soleil excludes animals from its circus performances South African "Dry Bath" reinvents the bath by offering a gel that cleans without water 	<ul style="list-style-type: none"> For the World Cup 2014, Brazil built oversize seats for overweight fans: the seats are twice the size of standard chairs and twice the ticket price Minimus.biz capitalized on America's 3-oz. air-travel restriction for carry-on liquids by offering travel sizes of more than 2500 products Benjamin Moore introduced mini paint cans of its entire color palette 	<ul style="list-style-type: none"> Kenya-based Sanergy created a market incentive for people living in slums to manage portable toilets and then bring the waste to local sanitation facilities to earn money. The innovation has reduced health-related illness and created income streams for local residents who control the facilities Electronic toll-collection system EZ-Pass automatically reloads customers' accounts when balances runs low Gillette introduced the disposable razor blade and tool, for which customers can purchase refills for life
STEP 3: Your Ideas:				

RESOURCE-SHARING	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPPORTUNITY:	5. MERGE	6. EMBED	7. PARTNER	8. OUTSOURCE/INTERMEDIARY	9. END-TO-END
Questions:	<ul style="list-style-type: none"> Which products/services could we package together for customer convenience? 	<ul style="list-style-type: none"> Which of our products/ services can we place inside another? How can we enhance a confined customer experience through the addition of other products/services? 	<ul style="list-style-type: none"> With whom can we partner on large-scale or challenging projects? Which trend or cause would be an organic fit for our product/service? Which successful or upstart brand could we approach for cross-promotion? 	<ul style="list-style-type: none"> Which portion of our product/service could be outsourced to another organization? To which organizations or market segments could we offer our product/ service as an outsource option? 	<ul style="list-style-type: none"> Can we vertically and/or horizontally integrate offerings for an end-to-end user experience?
Examples:	<ul style="list-style-type: none"> Comcast Cable extends a discount to customers who use the provider for internet, telephone, and cable Pampers packed together two products that are often co-purchased: diapers and wipes 	<ul style="list-style-type: none"> GM embedded OnStar concierge service into its vehicles Dutch-baby food brand, Nutricia, co-branded The Babycare Lounge in the Amsterdam Airport To grocery and drugstore shoppers, many Walmart Super Centers offer such on-premise services as banking, automotive, photo processing, nail salon, tax preparation, and a pharmacy DuPont Corian self-charging countertops use Duracell Powermat technology 	<ul style="list-style-type: none"> Glad Press 'n Seal bags are a successful co-venture between longtime competitors Clorox and P&G AARP partnered to provide Sony Wii's to assisted living facilities, getting older residents off the couch Internally, 3M leveraged its hospital adhesive Tegaderm to create the #1 waterproof consumer band-aid, Nexcare 	<ul style="list-style-type: none"> Taiwan-based Acer excels at branding and marketing but outsources all its manufacturing TaskRabbit.com enables consumers to outsource their entire to-do list through local, insured, prescreened taskers who bid on tasks in real time Seamless.com, a digital food ordering and delivery service, serves as an intermediary between consumers and restaurants Verizon outsources all its document-handling to Océ Business Services 	<ul style="list-style-type: none"> Readers on book-networking site Goodreads can click on buy buttons that take readers to the book's listing on parent company Amazon.com FedEx's acquisition of Kinko's combined one-stop services and products for both company's business customers
STEP 3: Your Ideas:					

INCREASE APPEAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPPORTUNITY:	10. INTEGRALITY	11. CUSTOMER CHANNELS	12. OFF-PEAK/ OFF-SEASON	13. SILVER LININGS	14. SUSTAINABLE DISPOSAL
Questions:	<ul style="list-style-type: none"> What related products/ services could we offer to discourage customers from seeking solutions elsewhere? 	<ul style="list-style-type: none"> How and where can we acquire new customers and/or deepen our value to existing customers? 	<ul style="list-style-type: none"> In what new ways can we capture revenue during off-peak times or off-season months? 	<ul style="list-style-type: none"> Could we counteract negative public perception of our organization or industry through a creative, humanitarian, or humorous campaign? 	<ul style="list-style-type: none"> How can we include the public in our recycling process?
Examples:	<ul style="list-style-type: none"> Woof Gang Bakery was founded on gourmet dog treats but when this American chain added grooming services, weekly traffic significantly increased and per-customer spend doubled BMW offers other "mobility services" such as ParkNow (find/book parking spaces) and DriveNow car sharing services John Deere's Agri Services provides consulting and data to help farmers maximize profit at all points of the food production chain 	<ul style="list-style-type: none"> Chase Bank installed no-fee ATMs for its customers at 246 Duane Reade drugstore locations in NYC Supermarket brand Tutti Pasta in Spain also wholesales its precooked frozen entrees to cafés and restaurants, which prepare and serve them to customers Finnish insurance company IF has enlisted over 800 of its customers to provide live video testimonials of its products and services to prospective customers every day from 9 am to 8 pm India's Icicibankpay enables anyone with a smartphone and a Twitter account to tweet money transfers, check their bank balance, and top up phone credit 	<ul style="list-style-type: none"> Restaurant chain Friendly's, which is famous for its ice cream sundaes, combats the off-season by wholesaling its ice cream to 7,500 American supermarkets Through Monday Morning Mommy Movies, Pacific Theatres has turned an off-peak time into an attraction for the stroller set 	<ul style="list-style-type: none"> After a very public PR disaster, Spirit Airlines launched "Hug the Haters," a campaign that rewarded consumers with 8000 free Spirit Miles for ranting about Spirit (or any other airline). It collected more than 30,000 "pieces of hate" and garnered both customer goodwill and positive press Dumb Ways to Die is a public service announcement campaign by Metro Trains in Australia to promote rail safety. The campaign video went viral through sharing and social media starting in November 2012 and helped achieve a 30% reduction in near-miss accidents. 	<ul style="list-style-type: none"> Sprint offers two programs to incentivize customers to recycle their branded phones, which are refurbished and reintroduced to the market or recycled for their metal and plastic Starbucks coffee shops give away its used coffee grounds to customers for gardening use Instead of paying storage or rubbish fees for its old or worn furniture, Westin Hotels donates it to charity or deeply discounts it to employees
STEP 3: Your Ideas:					

INCREASE APPEAL (Cont'd)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPPORTUNITY:	15. ADVANCED TECHNOLOGY	16. GOODWILL	17. EXTENSION	18. CREATIVE BRANDING
Questions:	<ul style="list-style-type: none"> Can we license or develop an advanced technology to provide a digital version of our product/ service? Could any of our patented technologies introduce a digital version of a product/service already in the marketplace? 	<ul style="list-style-type: none"> Which product or aspect of our product could be aligned with a goodwill cause that will resonate with our customers? 	<ul style="list-style-type: none"> Where on the supply chain can we expand our business? Is there a specific market demand that could be served through an extension of our product/service line? 	<ul style="list-style-type: none"> What are the branding contexts in which we could surprise consumers while remaining on strategy?
Examples:	<ul style="list-style-type: none"> DBS Bank (Singapore) is using IBM's Watson Engagement Advisor to provide client portfolio recommendations using artificial intelligence. Cisco WebEx provides web conferencing, high-definition video, integrated audio, and virtual meeting spaces that can be substituted for physical travel Novartis has made a deal with Google to develop its smart contact lens to help diabetics monitor their glucose levels 	<ul style="list-style-type: none"> Alaska Air Charity Miles program enables members to donate frequent flyer points to charity Walgreen's "Get a Shot, Give a Shot" campaign brings in socially minded customers for flu shots with a pledge to administer an in-kind vaccination to a child in a developing country Zappos Founder Tony Hsieh announced a \$350 million development fund to revitalize areas of downtown Las Vegas to bring music, education, restaurants, and cultural amenities near its new headquarters into the old City Hall Customers of Padania Acque Gestione who have defaulted on water payments can now settle their debt by performing community services such as tending public gardens or helping the elderly 	<ul style="list-style-type: none"> Brawny Paper Towels expanded into kitchen bags and cleaning products Dove soap extended into hair care and body lotion Kiva Systems warehouse automation systems manufacture robotic retrieving agents to assist human fulfillment stations that handle final packaging 	<ul style="list-style-type: none"> Citibank is the exclusive sponsor behind Citi Bike, NYC's public bicycle sharing service, and its logo and colors are seen on the 6,000 bikes in use Online casino Golden Palace paid boxers \$10,000 USD to wear henna tattoos of its name in the ring Charmin toilet paper temporarily placed upscale, branded bathroom trailers on 20 sites around NYC, and spread the news to tourists and locals through the hashtag #tweetfromtheseat For KLM Airlines' "Cover Greetings" campaign, it spotted people saying goodbye to their families at the departure gate, then whisked loved ones away to decorate a seat cover with a personalized message. The unsuspecting travelers were then surprised with a message waiting at their seat
STEP 3: Your Ideas:				

TRANSFORM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPPORTUNITY:	19. REINVENT	20. REVERSE	21. DISRUPT
Questions:	<ul style="list-style-type: none"> Which of our products/services would profit from a new context or rebrand? 	<ul style="list-style-type: none"> Which of our products could be turned into a service? Which service could be turned into a product? 	<ul style="list-style-type: none"> In what way could we better serve customers by taking the opposite approach of our competition?
Examples:	<ul style="list-style-type: none"> Starbucks reinvented the perception of a coffee shop into a welcoming space between office and home American-based Legaspi Company transforms vacant strip malls into Hispanic cultural centers with shops, churches, and other gathering spaces that resonate with this demographic Dupont StormRoom uses bulletproof Kevlar, letting consumers build a room in their home that protects from debris in hurricanes and tornadoes 	<ul style="list-style-type: none"> Zipcar turned a fleet of rental cars into a subscription-based service Food giant Mars Inc. packaged its internal logistics software and created a separate company called Freight Traders, which sells the software to other organizations, including competitors 	<ul style="list-style-type: none"> Airbnb's home-sharing marketplace is upending the hotel industry Uber's low-cost approach to on-demand car service has shaken up the taxi and transportation industries Cable-TV providers have been challenged by online TV-streaming services like Hulu and iTunes
STEP 3: Your Ideas:			

SPECIALIZE/ CUSTOMIZE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
OPPORTUNITY:	22. LOCALIZE	23. PERSONALIZE	24. UPMARKET/EXCLUDE	25. LIFECYCLING	26. NICHE TARGETING
Questions:	<ul style="list-style-type: none"> Which product/service could we customize for a local market—or vary based upon locality? 	<ul style="list-style-type: none"> Can we personalize our product/service to capitalize on customer differences and preferences? 	<ul style="list-style-type: none"> Can we create an aura of exclusivity or restrict supply to drive greater demand? Can we strengthen our brand equity through an ultra-exclusive product/ service? 	<ul style="list-style-type: none"> How can we extend the life cycle of our product/ service? Could we expand a service offering to accommodate changes in customer behavior? 	<ul style="list-style-type: none"> Which existing niche is underserved by our competitors? Where can we carve out a new niche and attract new customers?
Examples:	<ul style="list-style-type: none"> Coca-Cola empowers independent bottlers to sweeten its classic formula drink according to local tastes McDonald's offers Green Chile hamburgers in Santa Fe, New Mexico, and a Teriyaki McBurger in Tokyo Designed to help the company get closer to the local community, Next Door is a Chicago-based café from insurers State Farm, offering financial coaching and classes 	<ul style="list-style-type: none"> Through its site and mobile app, Reebok enables customers to choose a sneaker model and customize its color, logo, and sole Allstate insurance's DriveWise device tracks mileage, speed, braking frequency, and driving time of day to reward safe and low-mileage drivers with lower rates Geared at outdoor enthusiasts who spend time off the electricity grid, myFC PowerTrek is a portable fuel cell charger that runs on water. The device provides instant power to mobile phones, digital cameras, and GPS devices 	<ul style="list-style-type: none"> When Japanese clothing brand A Bathing Ape opened a boutique on an upper floor of an office building in Hong Kong, no walk-in customers were allowed. Potential shoppers had to apply to become Shop members The cache of American Express' Black Card is largely due to its invite-only association with celebrities and high earners This.cm launched as an invite-only social network that allows users to share only one link every 24 hours 	<ul style="list-style-type: none"> Pampers Kandoo soaps for potty-training toddlers allows P&G to hold a segment of its customers beyond the diaper stage Acknowledging the prevalence of longer workdays, companies like 24 Hour Fitness, CVS, and certain Starbucks locations operate 24 hours a day German "Moment Mahl" soup made its packaging functional; once opened, the paperboard cup clicks to create the soup bowl 	<ul style="list-style-type: none"> Citigroup Women & Co. is a financial-planning service targeting high-net worth women Adeg Aktiv Markt 50+ is Europe's first supermarket designed for shoppers over 50. Labels are big, aisles are wide, floors are nonskid, and customers can borrow reading glasses from the store or reach for one of the magnifying glasses hanging from chains in the aisles and dairy cases 1st for Women insurance in South Africa offers low-cost vehicle insurance to female motorists, and a suite of products and benefits designed for South African women
STEP 3: Your Ideas:					

CREATE EFFICIENCY/ IMPROVE PROCESS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPPORTUNITY:	27. STREAMLINE	28. CONTINGENCY	29. REMOVE MIDDLEMAN	30. INVERT	31. SHORTEN THE PROCESS
Questions:	<ul style="list-style-type: none"> How can we better anticipate and serve customer needs with our products/services? Could our organization be rearranged to achieve a more efficient flow of work and information? 	<ul style="list-style-type: none"> What is our contingency plan for dealing with uncertain supply or demand? What is our worst-case scenario and how will we handle it? Which solutions to common issues can we make readily available? 	<ul style="list-style-type: none"> Which element of our business could we handle in-house or with less red tape for a better or more profitable outcome? 	<ul style="list-style-type: none"> Can our service be provided in the opposite direction? Can our product be supplied in the opposite manner? 	<ul style="list-style-type: none"> What is the shortest path between the customer and our product/ service?
Examples:	<ul style="list-style-type: none"> Downloadable user manuals on Samsung.com enable customers to troubleshoot and solve problems The Aria Resort & Casino in Las Vegas conveniently gives guests the option of check-out from TV or mobile phones via email or text message Password clues are established when users create an Expedia.com account, which automates the process for retrieval 	<ul style="list-style-type: none"> Benetton knits clothing before it is dyed, and uses only colors that are popular that season Cable sports networks like ESPN create alternative programming in the event of NFL or NBA strikes and lockouts PepsiCo uses retail-data sharing at its Food Lion accounts, which enables it to replenish shelves according to real-time and expected consumer demand 	<ul style="list-style-type: none"> Zappos has removed approval layers so its customer-service agents are empowered to make customer-pleasing decisions usually reserved for manager level UK peer-to-peer lender Zopa cuts out the banks by directly connecting lenders and borrowers for low-interest loans Argentina farmers avoid bank fees by selling on the Tierra Buena network, which uses cryptography-based, blockchain technology as a transaction system for payment in everything from pesos to bitcoin The U.S. Army is working with universities to explore ways the military could use self-assembling objects, thus eliminating manufacturers in the assembly process by creating shelters or bridges that spring into shape 	<ul style="list-style-type: none"> Instead of going out for groceries, Fresh Direct delivers them to customers Enterprise Rental Car is known for providing complimentary pickup service for customers NYC's MetroCard Bus travels around the city selling MTA tickets at senior citizen centers, shopping centers, and along major bus routes 	<ul style="list-style-type: none"> Amazon's promotional emails link customers directly to each featured product rather than the homepage Pharmaceutical companies like GlaxoSmithKline advertise direct-to-consumers after the American Food & Drug Administration lifted a ban on the practice
STEP 3: Your Ideas:					

CREATE EFFICIENCY/ IMPROVE PROCESS (Cont'd)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPPORTUNITY:	32. FREQUENCY	33. EXPEDITE	34. DUPLICATE	35. TRANSPARENCY	36. FLOW
Questions:	<ul style="list-style-type: none"> Should we increase or decrease the frequency of product releases? Could continual refreshing of our offerings drive demand? 	<ul style="list-style-type: none"> Which process or aspect of our process could be shortened? How can we quicken payment transactions? In what ways can we reduce annoying or undesirable experiences for our customers? 	<ul style="list-style-type: none"> Which successful process or practice can we adopt from another industry? Is there a market for cheaper versions of an expensive item? 	<ul style="list-style-type: none"> Can we increase the transparency into our operations? Is there a benefit to revealing the inner workings of our product/service to consumers? 	<ul style="list-style-type: none"> How can we increase the flow of customers in and around our service or business? In what ways can we increase the flow of information in and around our product, business, or service?
Examples:	<ul style="list-style-type: none"> Fast-fashion retailers like Zara, H&M, and Forever21 restock weekly instead of seasonally, which keeps shoppers coming back and forces them into urgent, on-the-spot purchasing before the item is gone Instead of constantly launching new products, Apple introduces a big innovation every few years, then iterates on it over time 	<ul style="list-style-type: none"> Six-Flags Great Adventure sells three price levels of its Fast Pass, an electronic pager that virtually holds visitors' places in line, freeing them up to explore other areas of the park For its credit-card holders, Exxon Mobil Speedpass slips onto customers' key rings and lets them pay for gas at the pump with a wave of the wand Every aspect of branding for Uber Conference acknowledges how unpleasant conference calls are—right down to its cheeky hold music, where an acoustic guitarist wonders where everyone else is and why it's taking so long for the call to start 	<ul style="list-style-type: none"> 3M developed a breakthrough for preventing surgical infections thanks to input from a theatrical-makeup specialist who was well-versed in warding off facial skin infections To decrease turn times for its fleet, Southwest Airlines studied the most efficient re-fuelers in the world: Formula One racing teams. Adopting the turnaround processes used during racing pit stops, Southwest can refuel an aircraft in 12 minutes From organic food to cashmere sweaters and super-premium spirits, Costco uses its buying power to source comparable, lower-cost versions of items under its store brand Kirkland 	<ul style="list-style-type: none"> The website for clothing retailer Everlane lists all costs for raw materials and creates a profile for each factory source so consumers can see exact origins and markup ReelDx provides real patient videos captured in the clinical environment, allowing video recorded by parents of their child's symptoms to be included in the EHR, enabling EMS personnel to efficiently record the accident scene for the benefit of the ER doctors, and curating libraries of real cases for medical education UK nonprofit Full Fact works with top research organizations to monitor newspapers, TV, political parties' websites, social media and Parliamentary debates to research political and journalistic 'factual' claims. Findings are made public to enable citizens to make more informed decisions 	<ul style="list-style-type: none"> New York University Langone Medical Center uses a protocol of morning discharges to improve its flow of patients. The policy is reinforced through daily meetings to identify which patients are candidates for next-day discharge and through email task reminders to the patients' care team Bank of America's email and online chat provide alternative platforms for solving customer issues Virgin Limobike offers motorbike services around London and to the airport; enabling passengers to more easily make their Virgin Atlantic flight

OPPORTUNITY:	32. FREQUENCY	33. EXPEDITE	34. DUPLICATE	35. TRANSPARENCY	36. FLOW
<div>STEP 3: Your Ideas:</div>					

CUSTOMER/ EMPLOYEE INVOLVEMENT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPPORTUNITY:	37. EMPOWER	38. DECREASE DOWNTIME	39. INCREASE FEEDBACK	40. SELF-SERVICE
Questions:	<ul style="list-style-type: none"> How can we better empower employees to solve customer problems? Can we better empower consumers using our products/services? 	<ul style="list-style-type: none"> How can we make productive use of employee downtime? How can we decrease downtime and deploy resources if it happens? 	<ul style="list-style-type: none"> In what ways can we improve our consumer feedback process? How can we increase feedback from our partners and customers? 	<ul style="list-style-type: none"> Where are the opportunities within our business for customers to self-serve?
Examples:	<ul style="list-style-type: none"> Ritz-Carlton empowers every employee from cleaning staff to managers to resolve customer issues or requests A program started by the city of Lewisham outside London encourages residents to snap offenses around town on their camera phones and send these directly to local government for improvement Brazil-based Handtalk created a web plug in platform that enables companies to communicate with deaf or hard-of-hearing visitors with a 3D animated character who uses sign language Boehringer-Ingelheim launched an internal collaboration program called Lunch Roulette, which pairs employees from completely different parts of the organization for lunch to share new ideas 	<ul style="list-style-type: none"> Avalon Salon & Day Spa in Dallas offers flex-time pricing, which includes a 20 percent discount off services during the spa's three slowest time periods To avoid downtime, Mexico's Pemex oil refinery uses PlantWeb, a digital architecture that predicts and prevents problems before they affect its refining process The Microsoft Alumni Network taps retired employees for special or urgent projects 	<ul style="list-style-type: none"> Amazon uses pop-up windows and emails that prompt customers to provide ratings and feedback on purchases When users tweet about mistakes in Shutterstock photos, the company's social media team responds to the user and forwards the information to artists so the image can be edited On video-streaming site Hulu.com, every ad includes a question in the corner of the screen: "Is this ad relevant to you?" Hulu notes users' ad selections, as well as feedback about commercials for its advertisers 	<ul style="list-style-type: none"> Sweden's Coop grocery store and America's Home Depot offer self-scanning checkout Iberia, American, and Alaska Airlines provide self-tagging kiosks in a growing number of airports Self-service libraries in Beijing allow readers to choose from 20,000 books housed in giant automatic machines scattered across the city
STEP 3: Your Ideas:				