Where/When/How/Who Else?

TOOL OVERVIEW

Where/When/How/Who Else? is a technique that enables you to look at your current offerings with fresh eyes. It provides a new way of thinking that allows you to generate innovations from existing products and services. Use this exercise if you need to create new value from what already exists.

WHY THIS TOOL?

To get new solutions for your business, it's important to ask new questions. This exercise prompts teams to explore new ways of using their products/services/offerings by asking four simple questions: Who else? Where else? When else? How else? The goal is to rapidly come up with as many ideas as possible, using the prompts in the worksheet as a guide.

FACILITATION GUIDE

SUGGESTED AUDIENCE

- Relevant for all levels of staff and senior leadership

SET-UP

- Break into teams of three to four people
- Pre-fill the top of the worksheet with a clear definition of the product(s), service(s), or experience(s) you are trying to enhance

RECOMMENDED TIMING

Step 1.	Define the Challenge:	5 mins.
Step 2.	Brainstorm: WHERE ELSE?:	5 mins.
Step 3.	Brainstorm: WHEN ELSE?:	5 mins.
Step 4.	Brainstorm: HOW ELSE?:	5 mins.
Step 5.	Brainstorm: WHO ELSE?:	5 mins.
Step 6.	Discuss + Expand:	20 mins.
		45 mins.

SUGGESTED MATERIALS

- **Worksheets**
  Enough for each participant + a few extra

- **Colored whiteboard markers/pens**
  Separating by color helps organize thoughts

- **Whiteboard or flip charts**
  Write down all group ideas; no idea is a bad idea

FUTURETHINK

FACILITATION GUIDE *(Cont'd.)*

HOW IT WORKS:

STEP 1. **Define the Challenge.** Complete the sentence: "Find alternative ways to use …"

STEP 2. **WHERE ELSE can people interact with our product or service?** WHERE ELSE refers to different places that consumers can interact with your product or service. This could mean other cities or countries, but also other spaces, other scenarios, other physical locations.

STEP 3. **WHEN ELSE can people use our product or service?** WHEN ELSE refers to alternative times consumers can use your product or service. You can approach it generally, as in day or night, or more specifically, such as holidays and lunch hours.

STEP 4. **HOW ELSE can people use our product or service?** HOW ELSE refers to alternative uses and contexts for your product or service. Think about the opposite of its current use, and how you might bundle it with something else, or how an extreme user might adopt it.

STEP 5. **WHO ELSE can use our product or service?** WHO ELSE refers to customers that represent different age groups, different lifestyles, and different audiences that your product or service is currently not reaching. It may be helpful to start by listing who *doesn't* use your product or service.

STEP 6. **Discuss and Expand Top 2 Ideas.** Facilitate a group discussion at the end using the following questions.

- How might you create an experience around the top ideas?

- Are there partnership or sponsorship opportunities?

- Can other internal divisions provide resources?

- Can you combine two or more ideas and further build out the concept?

⚡ TIPS FOR SUCCESS

- **Brainstorm Variation.** When working in large groups, consider having small teams each brainstorm a different category, then present their ideas.

- **WHERE ELSE?** Think about different geographies, places, and situations where consumers can interact with your product or service.

- **WHEN ELSE?** Explore new times when consumers can use your offerings. Evenings? Holidays? During lunch?

- **HOW ELSE?** Consider alternative uses and contexts for your product. Can you bundle it with something else? Can its various parts be recycled or repurposed?

- **WHO ELSE?** Think about different age groups, lifestyles, and audiences that your product or service is not reaching.

- **Discuss and Expand Top 2 Ideas.** Selecting the top 2 ideas and expanding upon them will make the idea more tangible for the team and help them visualize how the ideas will be implemented.

FUTURETHINK

WORKSHEET BRAINSTORM PROMPTS

	WHERE ELSE?	WHEN ELSE?	HOW ELSE?	WHO ELSE?
Explore:	**Explore new places to use or interact with your offerings**	**Explore new times to use your offerings**	**Explore alternative uses for your offerings**	**Explore new audience segments to use your offerings**

Ideas:	**Geographies:**
	  Different cities
	  Different regions
	  Different countries
	
	Places:
	  Different rooms of the house
	  In the car
	  Different parts of the office
	  Different locations during the day
	
	Situations:
	  On the road
	  In the car
	  At the gym
	  On a plane
	  In a meeting
	  On the phone
	  In the office
	  On vacation
	  On a business trip
	  Virtually/on the web
		Morning
		Day
		Night
		While sleeping
		During a break
		When others are done using it
		Weekends
		Holidays
		Different season
		Off-peak
		Rush hour
		Waiting in traffic
			Can it be turned into a product?
			
			Can it be turned into a service?
			
			Can you create an experience around it?
			
			Can you use only a part of it/break it into parts?
			
			Can you create a community for it?
			
			Can you bundle it with something else?
			
			Can it replace something people already do?
			
			How would an extreme user use it differently?
			
			What is the opposite of what it does now?
			
			Can it be used twice as much? Half as much?
			
			How do some of our customers use our products/services differently than originally intended?
				Different Age Groups:
				Babies
				  Toddlers
				  Kids
				  Pre-teens (tweens)
				  Teens
				  College students
				  Young adults
				  Parents
				  Retirees
				  Elderly
				
				Lifestages/Lifestyles:
				  Singles
				  Married
				  Pregnant moms
				  New moms
				  Overworked
				  Commuters
				  Tech-savvy
				  Newbies
				  Earlier adopters
				
				Audiences:
				  Vendors
				  Competitors
				  Universities
				  Celebrities
				  Thought leaders
				  Investors
				  Customers/clients
				  Alumni
				  Trade partners
				  Joint development partners
				  Non-profits
				  Adjacent businesses
				  Individuals

WORKSHEET 2: DISCUSSION

STEP 6. DISCUSS + EXPAND TOP 2 IDEAS
List Top 2 Ideas:
1.
2.
Use the space below to expand your ideas into a concept(s):
1.
2.