

SUMMER 2020



DESIGN METHODS

MS-ITM

STEPHEN M. WALLS, PH.D.

Senior Lecturer & Director for Career Accelerator Programs, The University of Texas at Austin



BBA – Marketing



Cost Leadership



MBA - Change Management



Start-Up

Commitment to Strategy



Financial & Data Rigor



Industry Disruption



VIGNETTE™

High-Stakes Tech PM



Public Market Pressures



Finding My Passion

Design Thinking



Creating the Future



Leading a Turn-Around



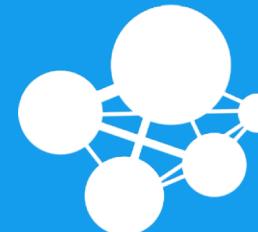
Educational Psychology



INNOVATE NOT
OPTIMIZE



BREAK SILOS



PEOPLE-CENTERED
VIEW



ROADMAPS TO
SUCCESS



**SOLVING WEIRD
PROBLEMS FROM
AUSTIN SINCE 2008**

Our human-centered approach brings together the worlds of research, design, business strategy and innovation to help organizations remain relevant to the people they serve.

We're passionate about:

- Solving complex, systemic and human problems
- Moving beyond incremental innovation
- Creating breakthrough and disruptive innovation
- Making an impact in areas that matter

Personal

A little more about me...



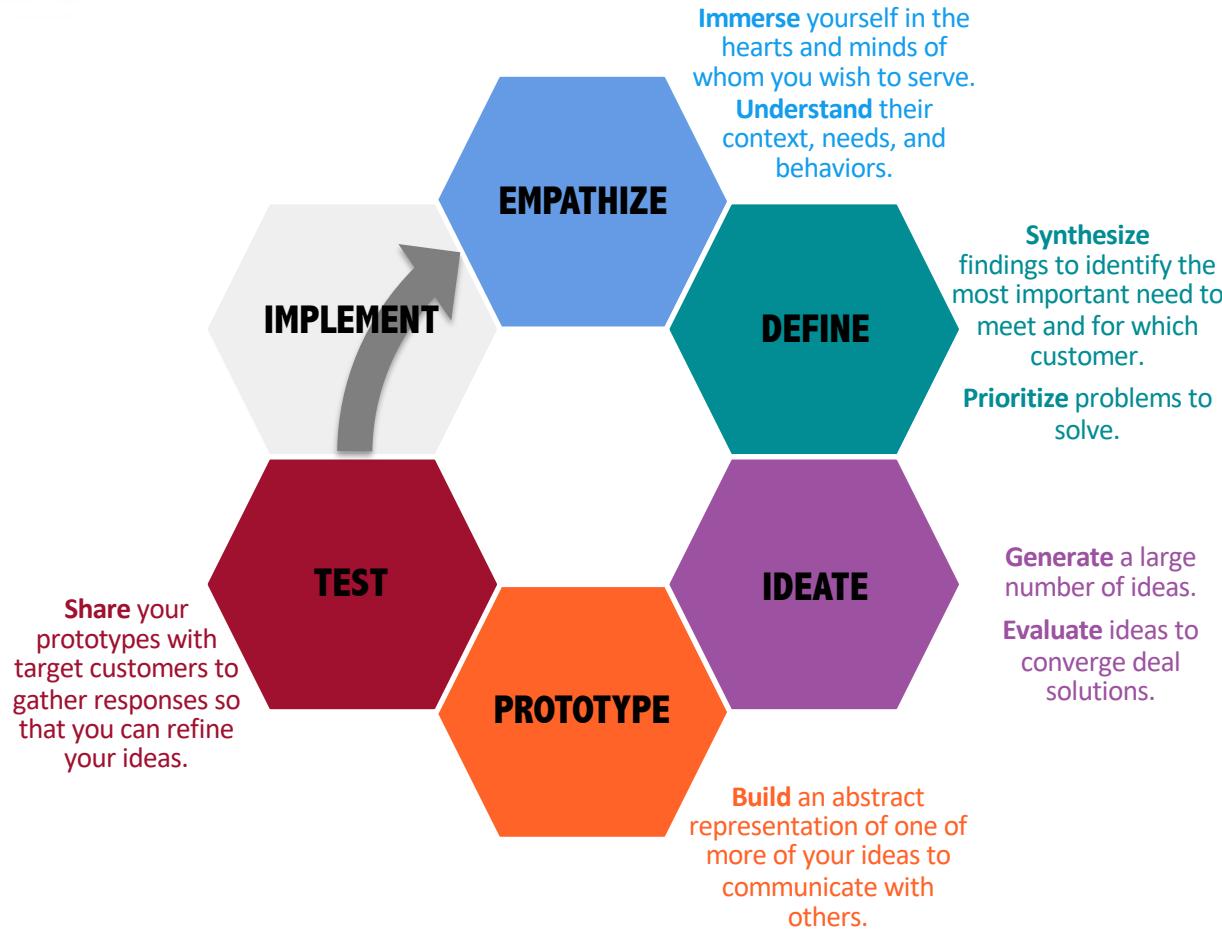
Personal

A little more about me...



DESIGN = AN AGENT FOR CHANGE

**DESIGN THINKING = HUMAN-CENTERED PROCESS & TOOLS
TO CREATE MORE OPTIONS FOR INNOVATION**



DESIGN, as an APPROACH

**Problem
Seeking
(opportunity)**

**Problem
Solving
(concepts)**

**Implementation
(solution)**

- to increase the number of solution ideas
- to expand the range of solution ideas
- to generate ideas that are more appropriate to solve people's challenges

TQM, SIX SIGMA, BPI...





RISING
EXPECTATIONS







CO-CREATION

IMPROVE DECISION-MAKING





CONNECTIONS

FIERCE COMPETITION



BUSINESS MODEL CONSTRAINTS



A close-up photograph of a deer's head, showing its brown fur, large ears, and dark eyes. The deer is looking slightly to the left of the camera.

REALITIES OF MARKETING RESEARCH





**BIG
DATA**

A large, white iceberg is shown floating in a deep blue ocean under a sky filled with white clouds. The visible portion of the iceberg above the water's surface is relatively small compared to the massive, submerged portion below, which is partially obscured by the dark blue water. This visual metaphor represents the vast amount of data that is often only partially observed or utilized.



micro
data

THICK DATA





WHAT'S GOING ON?

- TQM, Six Sigma, BPI, etc. made us great at producing an infinite array of relatively high-quality products and services
- Branding & IMC practices made us great at connecting with customers on a deeper, more emotional level
- Competition is extraordinarily intense from within and from outside our traditional industries
- Standard of living has been rising rapidly for many across the globe (think of Maslow's Hierarchy of Needs)
- Big (wicked) problems still exist for many more across the globe
- Customer expectations are ever-increasing & we want more value for our hard-earned money (actually solves our problems)
- Business resources are extremely constrained, yet we have to get stuff into the marketplace at a faster & faster rate

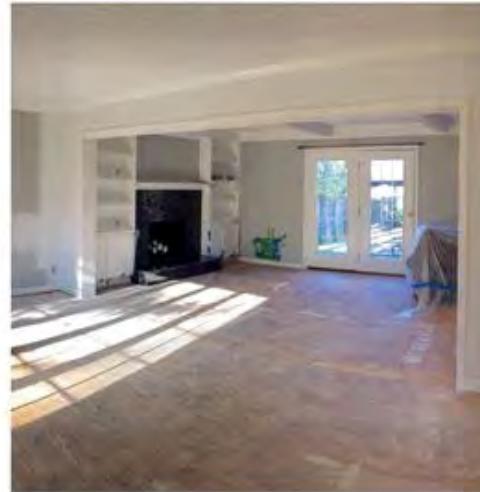
WHY DESIGN THINKING?

- Traditional marketing processes and tools are great for evolving and iterating our products and services based on customer responses & feedback
- Much of the traditional marketing research data is not enough to drive the innovation process because customers are unwilling or unable to provide key insights about what the next offering should be (we only know what we know)
- The data (key insights) that would be helpful is inherently difficult to uncover and messy (unstructured)

DESIGN THINKING

a definition:

Applying a similar approach and evolved methodologies that traditionally had been used to design things to solve broader issues in society and business



DESIGN THINKING

outcomes:

- Customer experience
- Growth strategy
- Organizational culture
- Social good
- Public policy

COMPANIES THAT USE DESIGN THINKING

frog design

NORDSTROM

NIKE

Steelcase

SAP

SAMSUNG

Fidelity
INVESTMENTS

ID
EO

jetBlue
AIRWAYS

EA

scion

Pentagram
upstream



GE

imagination at work

intuit.

P&G

target

Google™

CITRIX®

INNOVATIVE OFFERINGS OUT OF DESIGN THINKING



DESIGN THINKING

principles:

- human-centered
- bigger leaps
- divergent / convergent
- iterative
- inclusive

Design Thinking principles: **human centered**

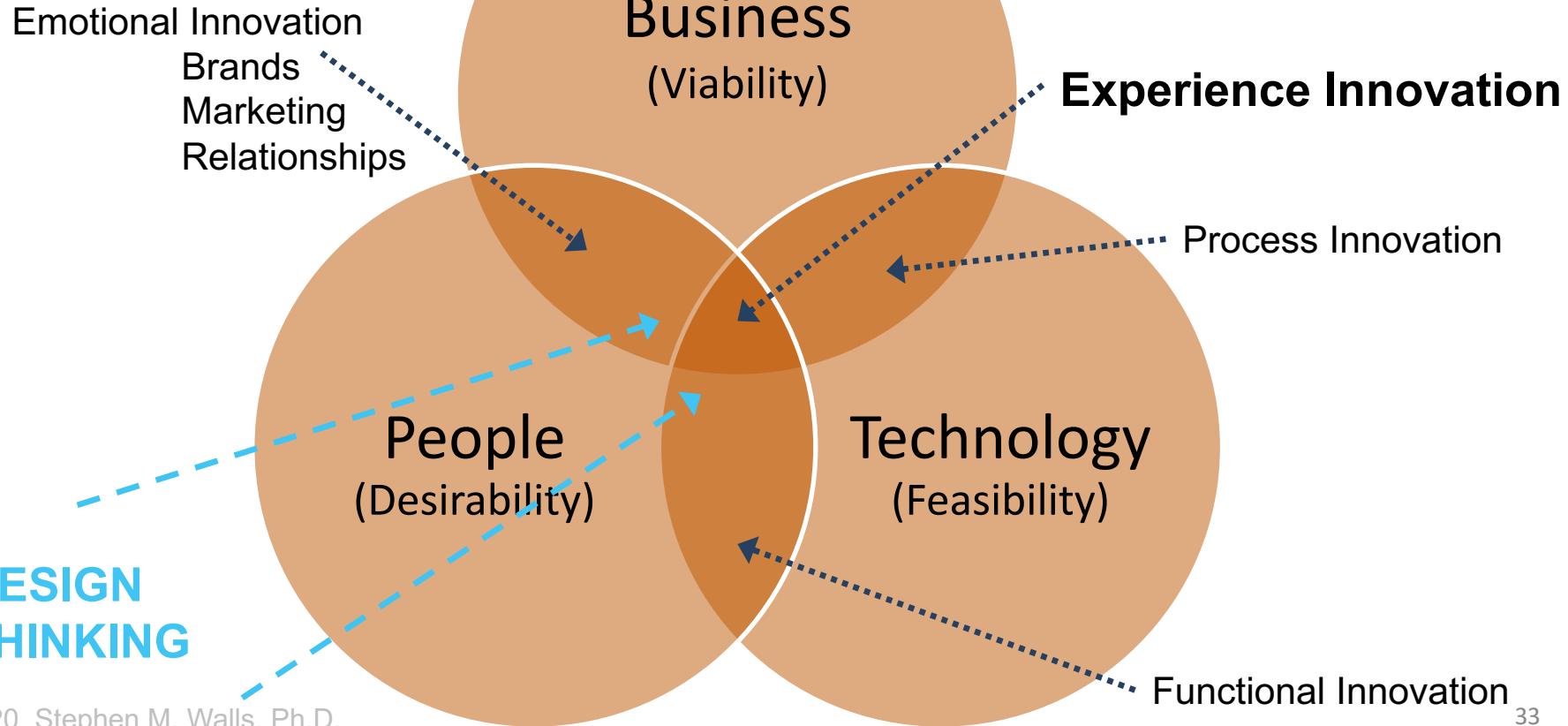
“

If companies believe they are in business to serve people,
to help solve problems,
to use and employ the ingenuity of their workers to improve the lives of people
around them by learning from the nature that gives us life,
we have a chance.

”

Paul Hawken, founder Smith & Hawken

Design Thinking principles: **human centered**



USING DESIGN THINKING

Every problem is an opportunity
for a creative solution.

Design Thinking principles: [bigger leaps](#)

USING DESIGN THINKING

Our current tools and processes
are limiting our ability to understand needs
and innovate to meet those needs.

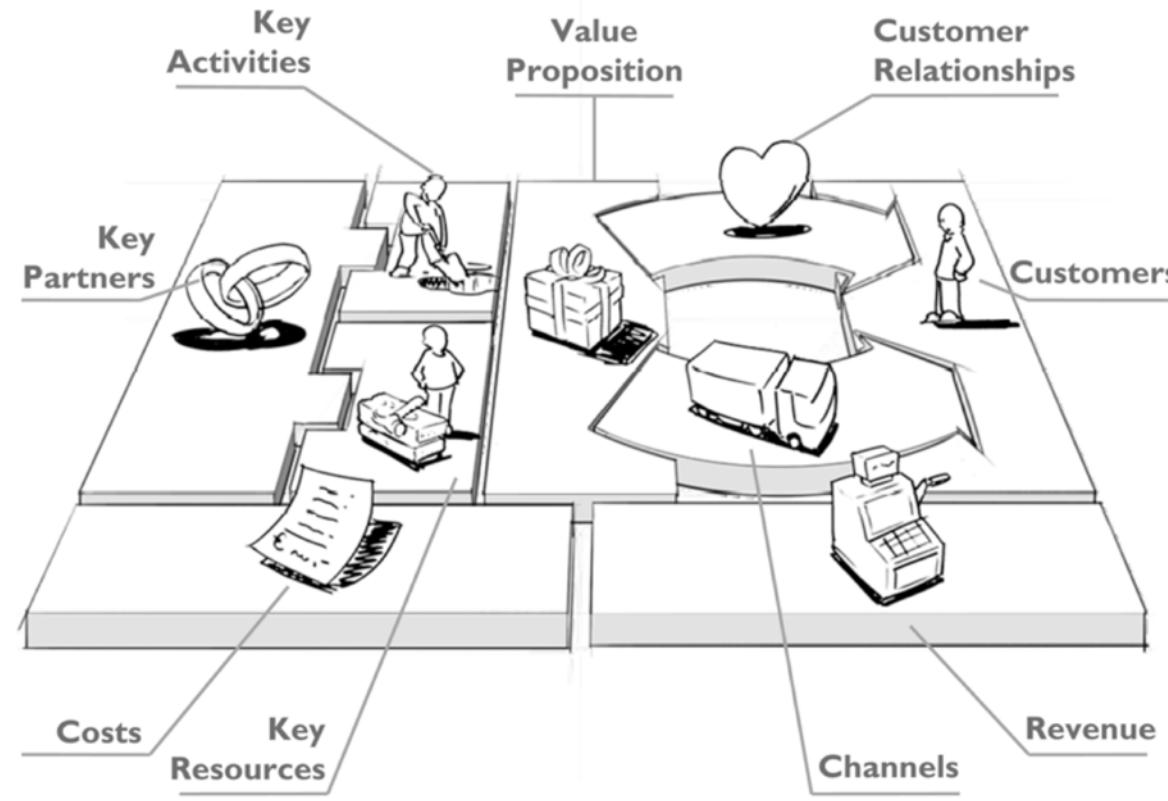
Design Thinking principles: [bigger leaps](#)

USING DESIGN THINKING

Innovation has to happen and/or be understood at
the level of the business model.

Products, services, & experiences have to then be
designed to best serve the business model.

Business Model Canvas



drawings by JAM

The Business Model Canvas

Designed for:

Designed by:

On:
Iteration:

Key Partners		Key Activities		Value Propositions		Customer Relationships		Customer Segments	
<p>What are our Key Partners? Who are our key suppliers? What kind of resources are we obtaining from partners? Which Key Activities do partners perform?</p>		<p>What Key Activities do our Value Propositions require? Our Distribution Channel? Customer Relationship? Customer Segments?</p>		<p>What value do we deliver to the customer? What sort of customer's problems are we helping to solve? What kinds of products and services are we offering to each Customer Segment? What customer needs are we satisfying?</p>		<p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? How are they interacting with the rest of our business model? How costly are they?</p>		<p>For whom are we creating what? Who are our most important customers?</p>	
Key Resources						Channels			
<p>What Key Resources Do our Value Propositions require? Our Distribution Channel? Customer Relationship? Customer Segments?</p>						<p>Through which Channels do our Customer Segments interact with us? How are we reaching them now? How are our Channels integrated? Which ones are most cost-effective? How are we integrating them with customer needs?</p>			
Cost Structure				Revenue Streams					
<p>What are the most expensive costs involved in our business model? Are there any costs that are not essential? What key activities are most expensive?</p>				<p>For what value are our customers really willing to pay? For what price are they currently paying? How are they currently paying? How would they prefer to pay? How much does each revenue stream contribute to overall revenues?</p>					

The Business Model Canvas

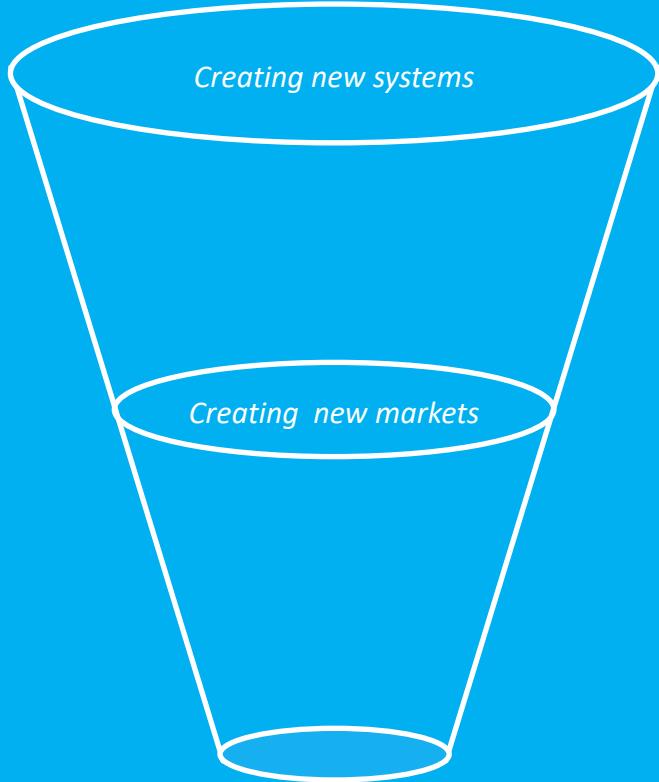


PROBLEM: Getting around an urban area



PROBLEM: Getting around an urban area





Design Thinking principles: [bigger leaps](#)

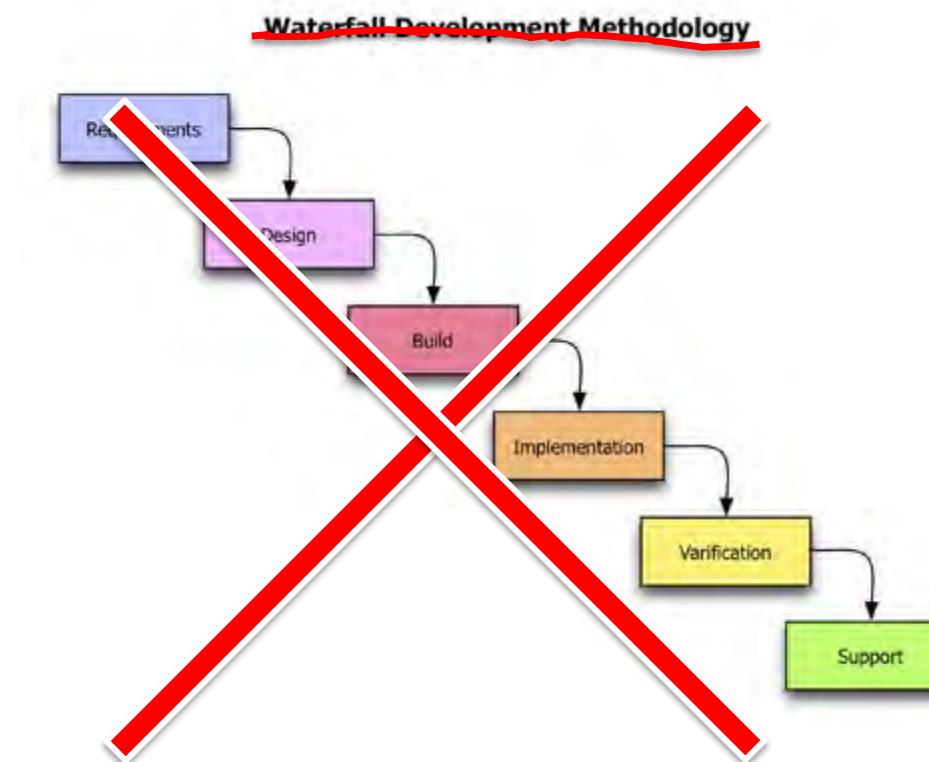
Problem: Organize Pills



PillPack

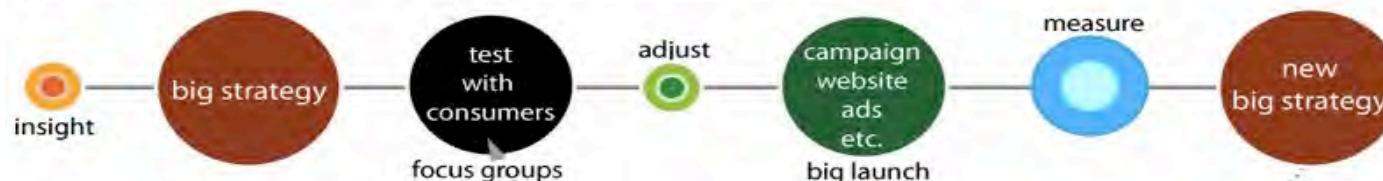


Design Thinking principles: **iterative**

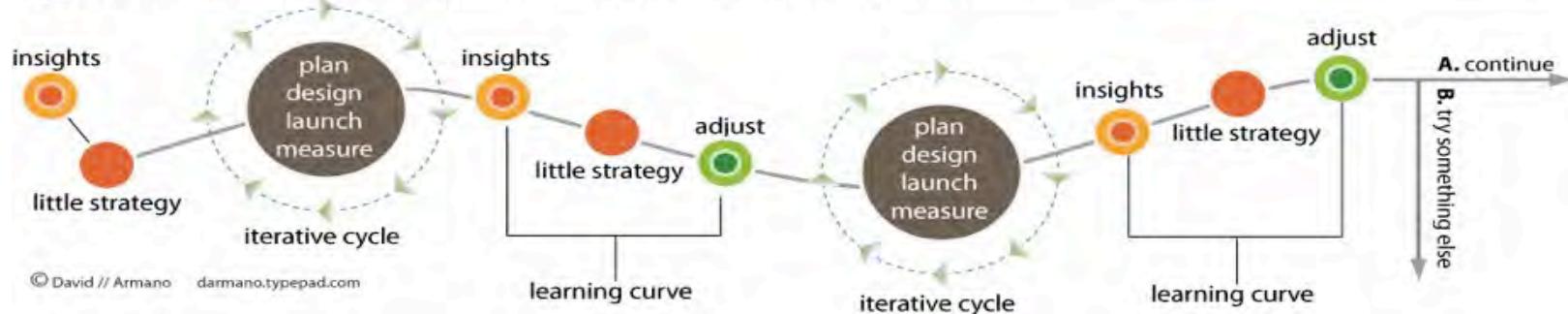


FASTER CYCLES & LOWER COSTS

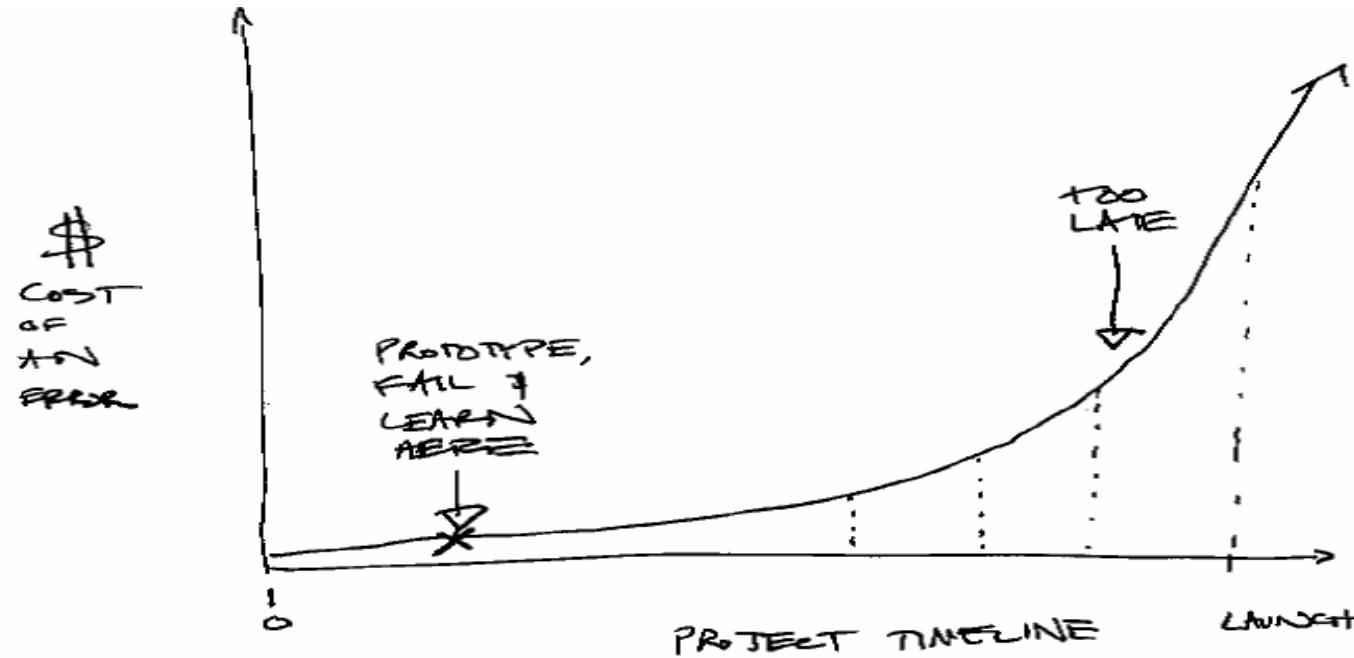
1 Conventional Marketing (big ideas, big bang launch, big budgets)



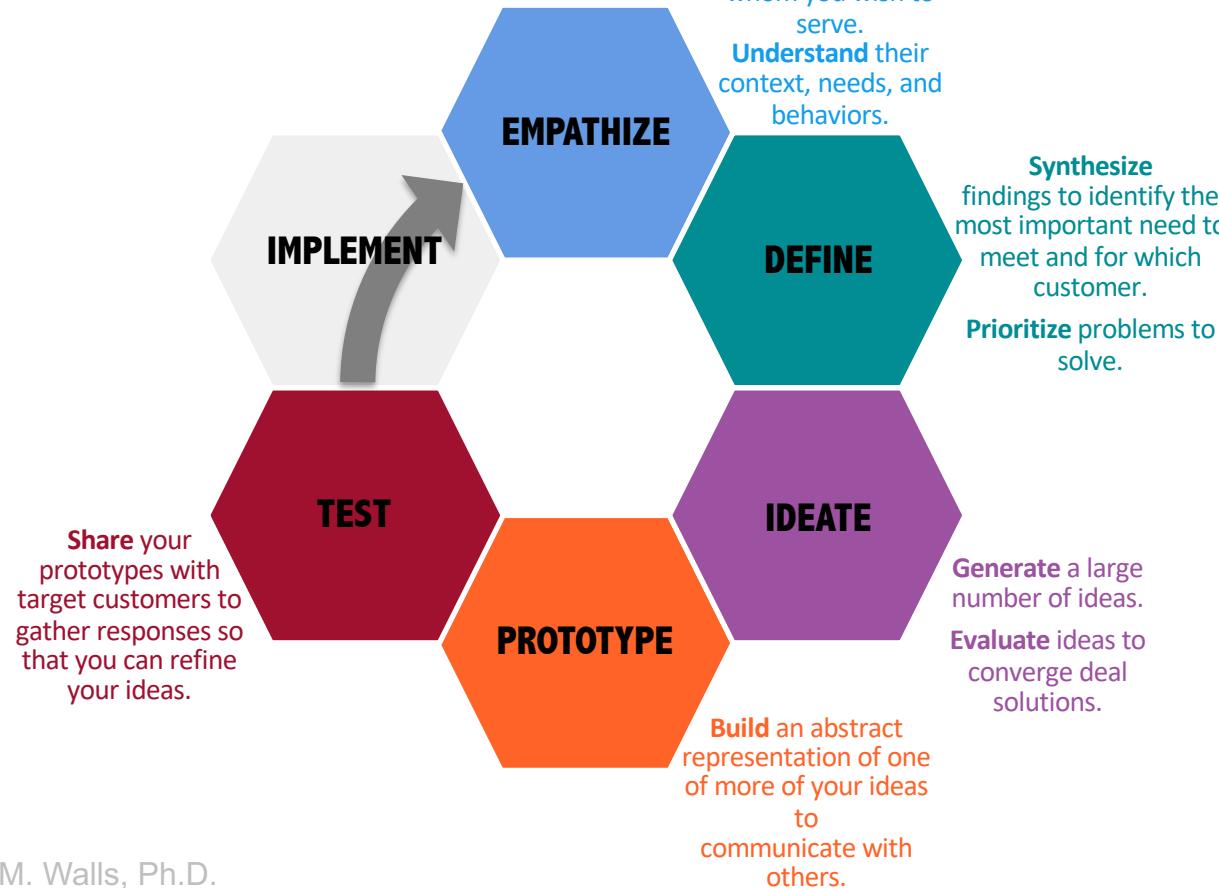
2 Unconventional Marketing (micro strategies, big insights, rapid iterations)



One of the Goals... Fail/Lean Early!



Design Thinking: iterative



Design Thinking principles: **divergent / convergent**

Convergent Thinking



Linear Thinking

Rational Thinking

Logical Thinking

Narrowing Down

Divergent Thinking



Lateral/Sideways Thinking

Creative Thinking

“Out-of-the-Box” Thinking

Opening Up

Design Thinking principles: **divergent / convergent**

Convergent Thinking



Formal/Traditional Schooling
Corporate Training

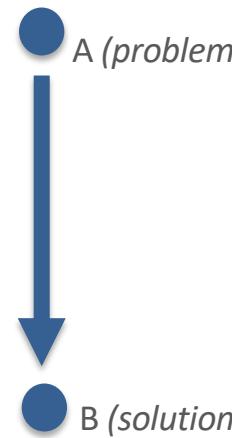
Divergent Thinking



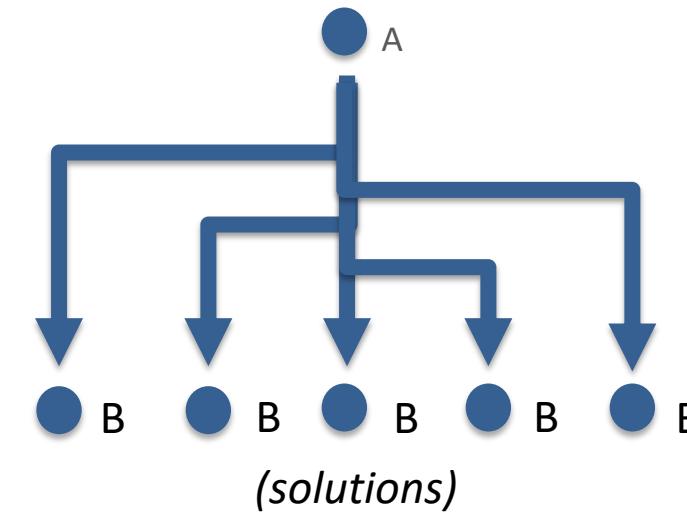
Arts Programs
Design Training

Design Thinking principles: *divergent / convergent*

Convergent Thinking

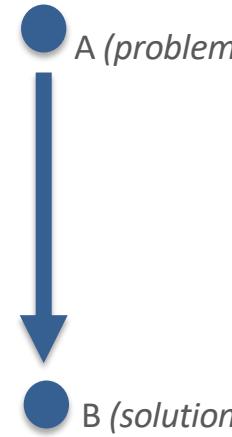


Divergent Thinking

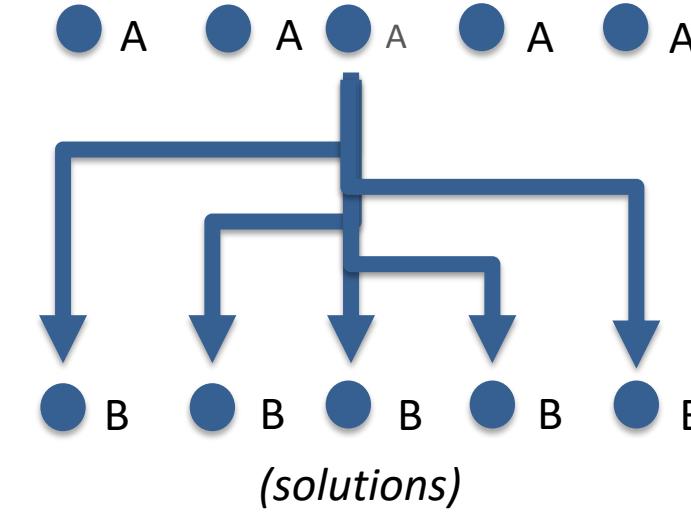


Design Thinking principles: **divergent / convergent**

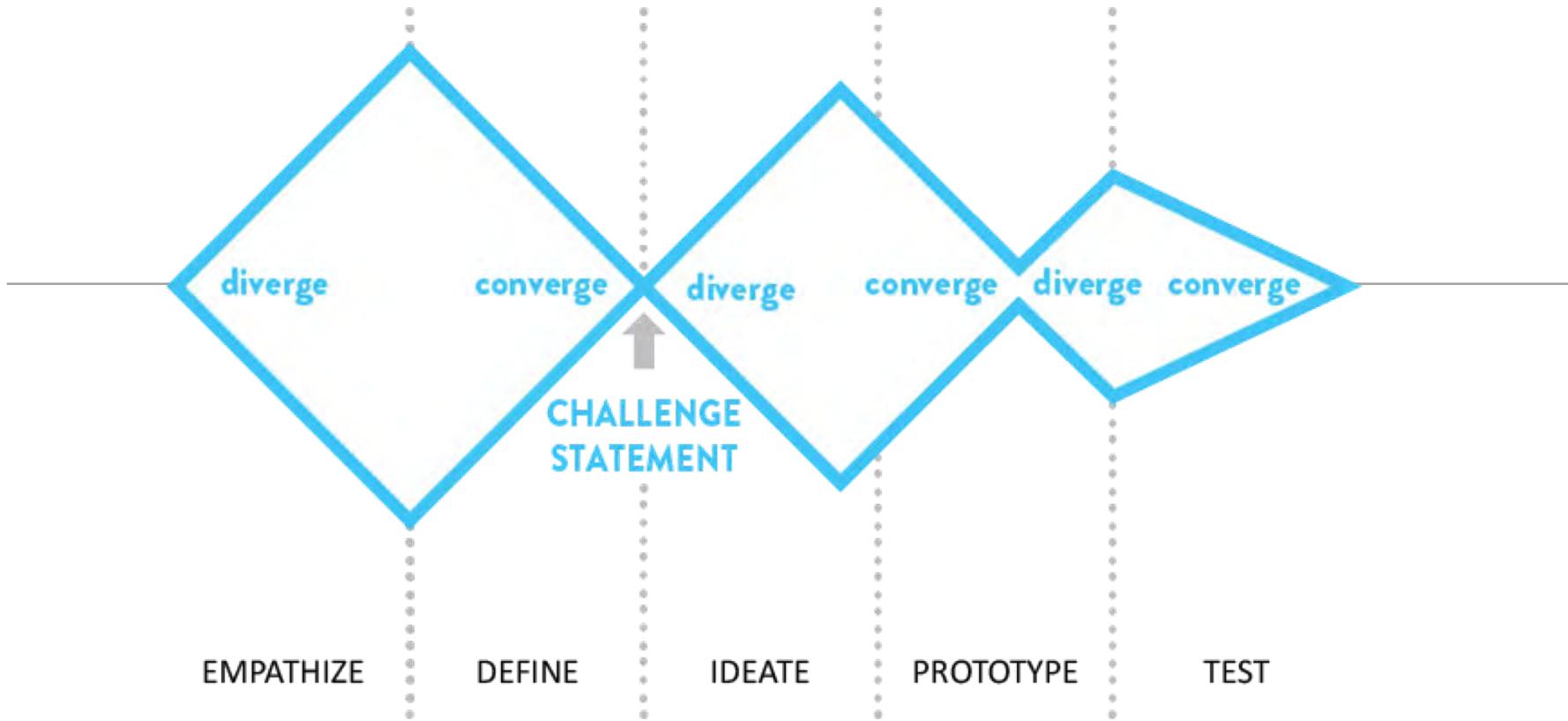
Convergent Thinking



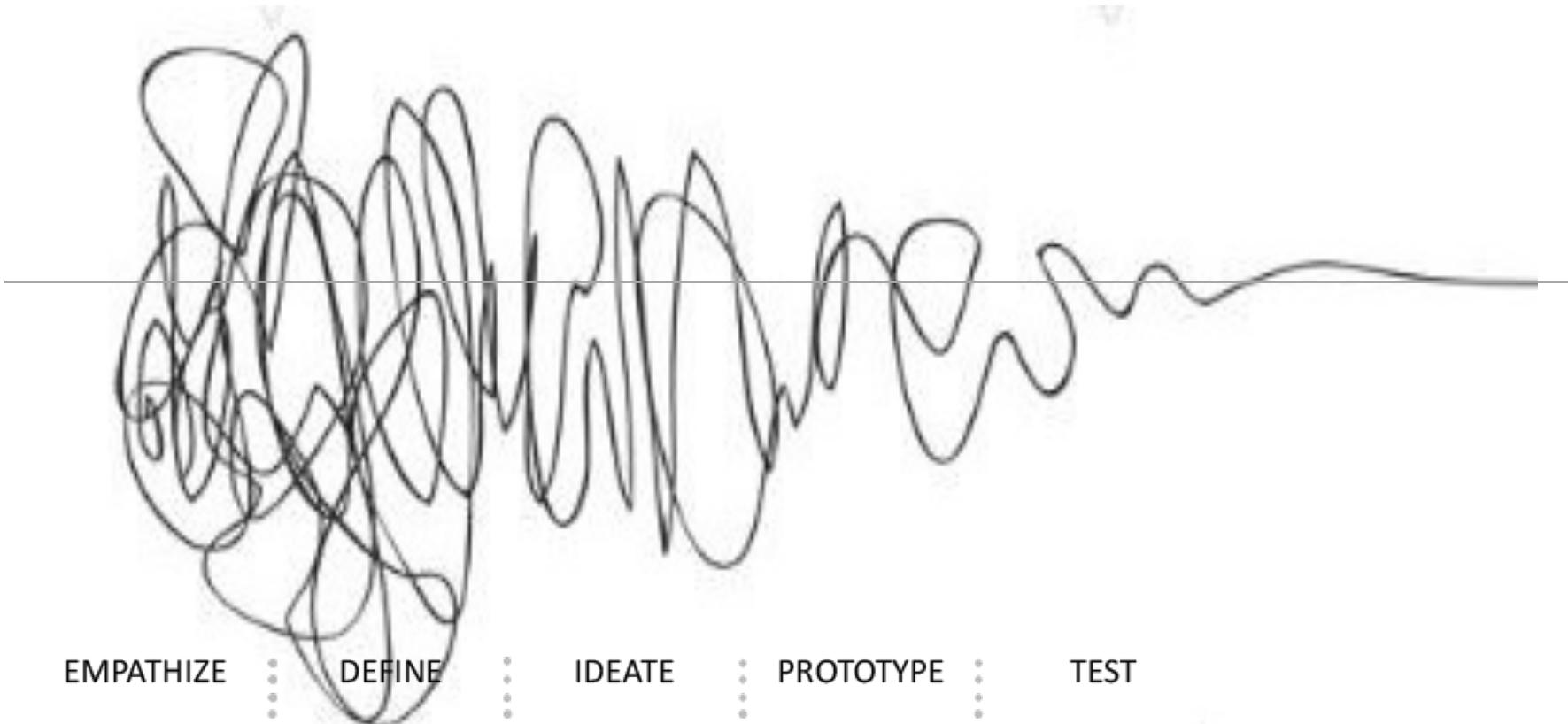
Divergent Thinking

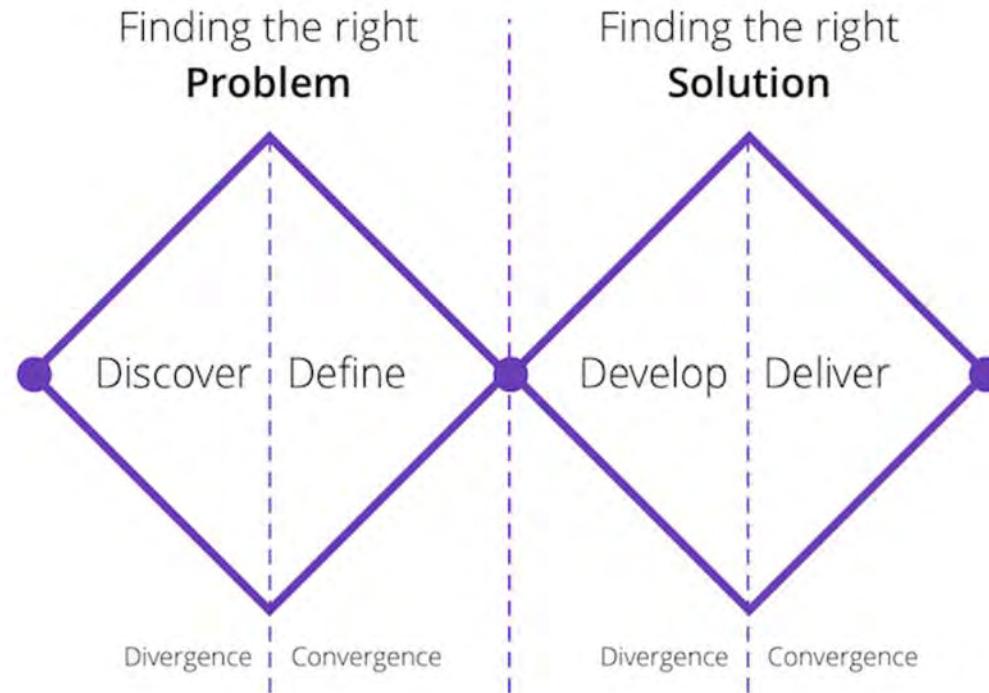


Design Thinking principles: divergent / convergent

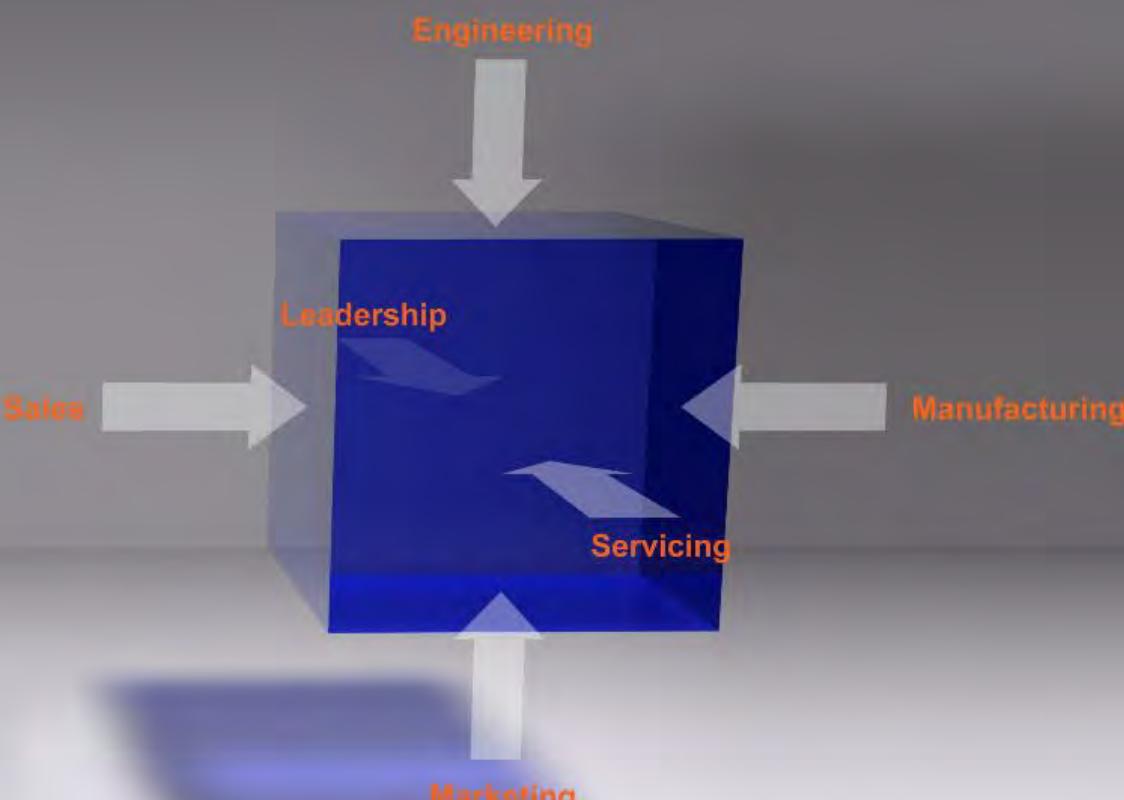


Design Thinking principles: divergent / convergent





Design Thinking principles: inclusive



“ There exists a designerly way of thinking and communicating that is both different from scientific and scholarly ways of thinking and communicating, and as powerful as scientific and scholarly methods of enquiry when applied to its own kinds of problems. ”
Bruce Archer (1979)

opportunity



Design Thinking principles: **inclusive**

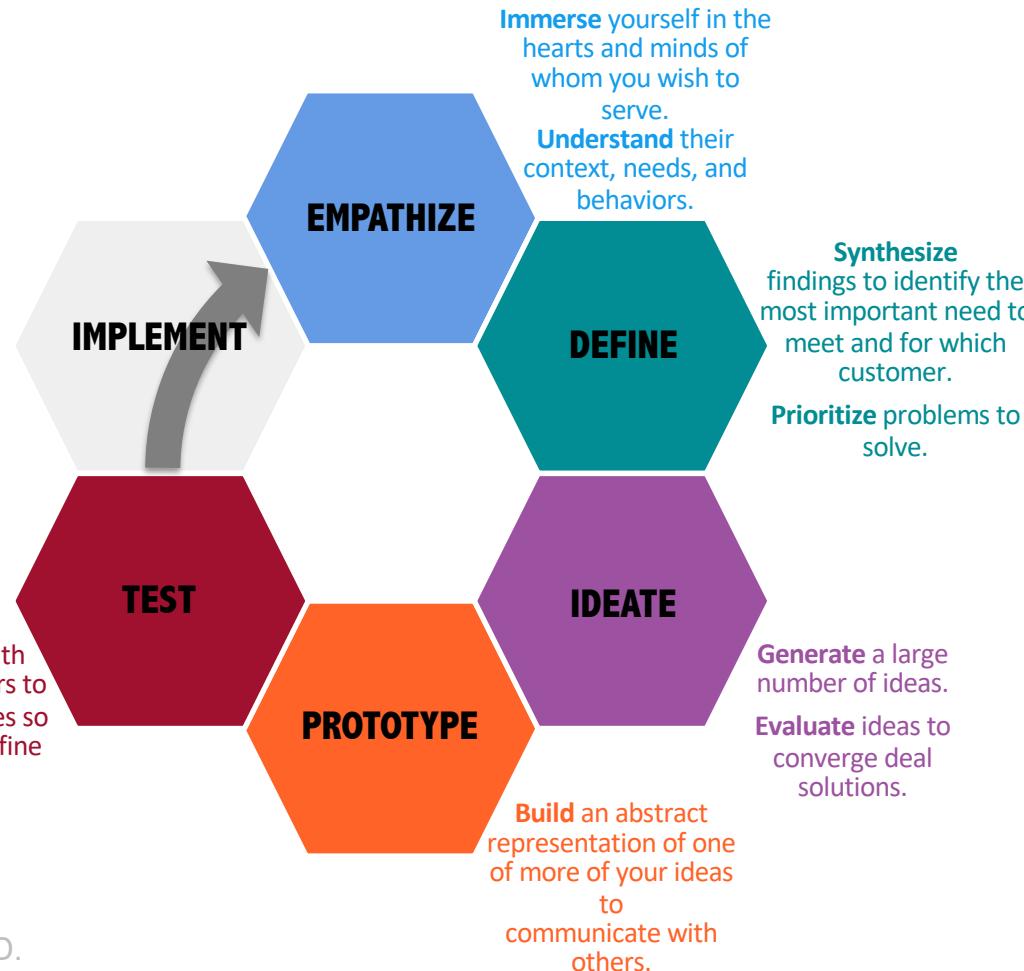


Design Thinking principles: **inclusive**



Design Thinking principles: **inclusive**





Team Project

1. Immerse Yourselves into a Persona's Life and Their Current Experiences; Design a Research Study & Gain Insights (Empathize)
2. Evaluate Insights & Identify a Challenge Statement (Define)
3. Create a Number of Solution Ideas, Develop Rough Prototypes & Test Prototypes with Personae (Ideate, Prototype & Test)
4. Develop the Final Product/Service Idea and Present a Second-Iteration Prototype (Present)

Individual Assignments

- Design Exercises (at least 10)

QUESTIONS/THOUGHTS?

SEE YOU JUNE 15TH!

Human Centered. Future Focused.

What do we need to do today?

*Understand enough to complete phase 1 of team project,
Immerse & Plan Research (due June 23), and then conduct actual
research with users (by July 13)*

- Impact of Insights
- Evolution of Design
- Building Empathy – Overview & Goals
- Building Empathy – Using Immersive Research Design