



RISE - ReDesign in Social Enterprise

Training Programme

14/04/2020

Third Online Module - Creativity & Innovation



Stefano Messori

AGENDA

- 1 Introduction to ZOOM interface + announcements.
- 2 Recap of previous modules & questions.
————— BREAK —————
- 3 Art gallery exhibition.
- 4 Design criteria.



AGENDA

- 5 Brainstorming.
- 6 Concept development.
- 7 Napkin pitches.
- 8 Disruptive vs. incremental innovation.



AGENDA

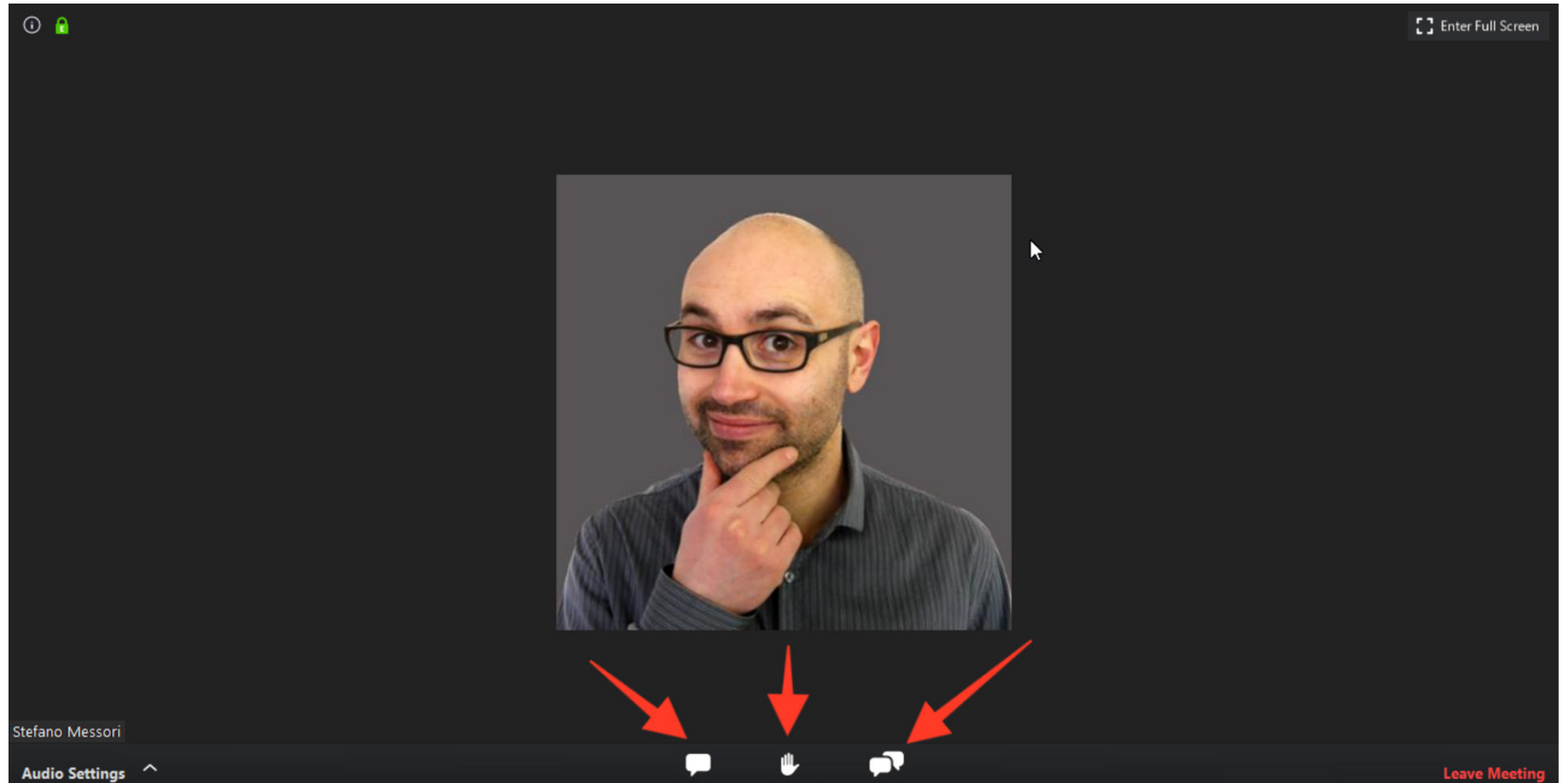
1

Introduction to ZOOM interface + announcements.



ZOOM

Attendee view



ZOOM

Panelist view

Zoom Meeting ID: 300-554-093

Talking:


Meeting Topic: Try again


Host: Stefano Messori


Password: 613434









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[Copy URL](#)

Participant ID: 300967


Join Audio
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Stefano Messori

ANNOUNCEMENTS

Working in groups on the same project

Friday's catch-up

Creating a MURAL for each Project

Project management tools



AGENDA

1

Introduction to ZOOM interface + announcements.

2

Recap of previous modules & questions.

— BREAK —



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WHAT?

SIX TRAINING MODULES



MODULE 1

Design Brief & Value Proposition



MODULE 2

Research



MODULE 3

Creativity & Innovation



MODULE 4

Prototyping/Testing



MODULE 5

The Impact-Based Business
Model



MODULE 6

Business Plan & Finance



QUESTIONS FROM MODULE ONE?

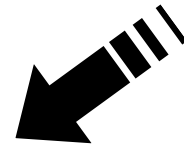
1

Market failure



2

From innovation 1.0 to 2.0



3

Ideas with impact



4

The design tools



PRE-STEPS OF THE DESIGN PROCESS



➔ **Plans**



Project setting

Allies

Research

4-STEP MODEL



OBSERVATION

Observe customers in their **native environment** to spot un-articulated needs.



IDEATION

Come up with a portfolio of possible **concepts/solutions** for the customers.



PROTOTYPING

Transform a 'concept' into an **artifact** (minimal investment) so that users can experience and feel the product or service.



TESTING

Hand a **working prototype** to customers and observe their reactions and the use they make of it.



QUESTIONS FROM MODULE ONE?

ASSESSING THE DESIGN OPPORTUNITY

Evaluating the contribution of design thinking.

Design thinking helps teams working on projects characterised by a high level of uncertainty.

DEGREE OF COMPLEXITY

Are there many interconnected facets of the problem? Is it hard to understand where to start?

DATA AVAILABLE

Is the current set of available data consistent and reliable for our project? Do we need to create new data?

CURRENT OFFER

What is the current solution to the problem we are trying to frame better, and solve?



HUMAN CENTRED?

Deep understanding of the people (users) is essential to the success of the project.

UNDERSTANDING OF THE PROBLEM

Do we understand our customer's problem? Do we need to explore it further?

LEVEL OF UNCERTAINTY

Are there many unknowns? Is past data able to help us?



PROJECT SCOPE TEMPLATE

Framing the project / opportunity

Sizing an opportunity - the first step in the design project.

01 POSSIBILITY

New value creation

02 POSSIBILITY

New value creation

OPPORTUNITY

03 LIMITATION

Barriers / boundaries to value creation

04 LIMITATION

Barriers / boundaries to value creation



DESIGN BRIEF TEMPLATE

An overall view of your project

Focusing on the project's objectives, opportunities and limitations.

DESCRIPTION



SCOPE



QUESTIONS



METRICS



TARGET USER

LIMITATIONS

OUTCOMES



1 Name / Position / Contribution

2 Relationship Status

3 Current Perspective

4 Engagement Process



PRE-STEPS OF THE DESIGN PROCESS



Plans



Project setting

Allies

Research

4-STEP MODEL



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RESEARCH PLAN TEMPLATE

Responsible?

Who in your team is responsible for each part of the research process?

Who?

Who do you need to discover more about?

RESEARCH PLAN



When?

Given the experience you want to research - when is the best time to perform it?

Where?

Where can you find these users?

Number?

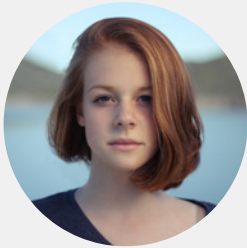
What's the number of research you need to conduct?

What?

What experience would you like to research?



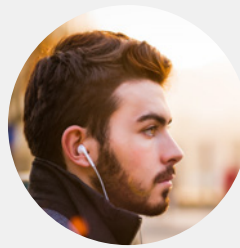
Posters



Poster one.

"Lorem ipsum dolor sit amet,
consectetur adipiscing elit, sed do
eiusmod tempor incididunt."

- Sarah -



Poster two.

"Lorem ipsum dolor sit amet,
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- John -



Poster three.

Lorem ipsum dolor sit amet,
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- Connie -



MURAL



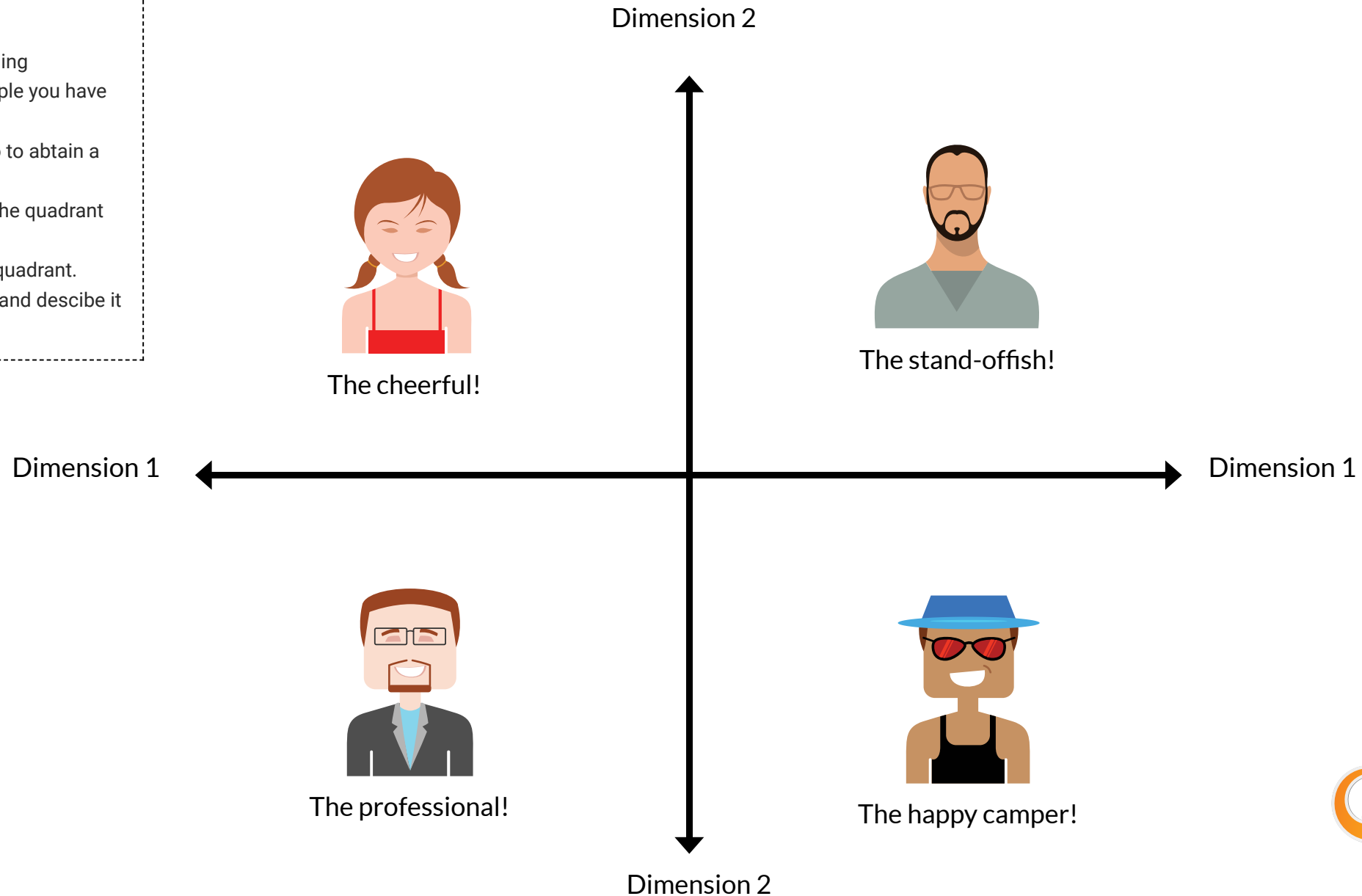
Stefano Messori



CUSTOMER PERSONAS

Instructions:

1. Find **two dimensions** revealing differences among the people you have observed.
2. Place them on **two axes**, so to obtain a 2by2 matrix.
3. **Map your interviewee** into the quadrant which seems to fit best.
4. **Create a persona** for each quadrant.
5. **Give each persona a name** and describe it in depth.



MURAL



Stefano Messori



AGENDA

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BREAK



3


Art gallery exhibition.



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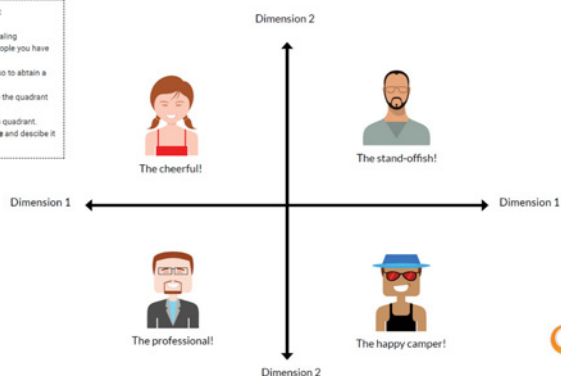
- Connie -



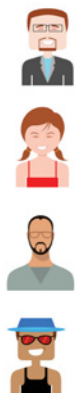
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USER JOURNEY MAP




ART GALLERY EXHIBITION

- Organise and exhibition & invite visitors.
- **Opening:** introduce the design challenge & opportunity.
- **Guided tour** (contextualise).
- Equip each visitor with: clipboard, marker, paper, sticky notes.
- Provide **instructions:** 'pick the good stuff'.
- Get visitors into **teams** and allocate a table to each team.
- Leave 15 minutes for **individual work** - each team member organises his/her observations into cluster.
- **Group work** - each team member shares his/her observations and clusters on a large foam/white board.
- Identify the group '**clusters**' that formed organically.
- Each cluster is a **theme**.






Posters




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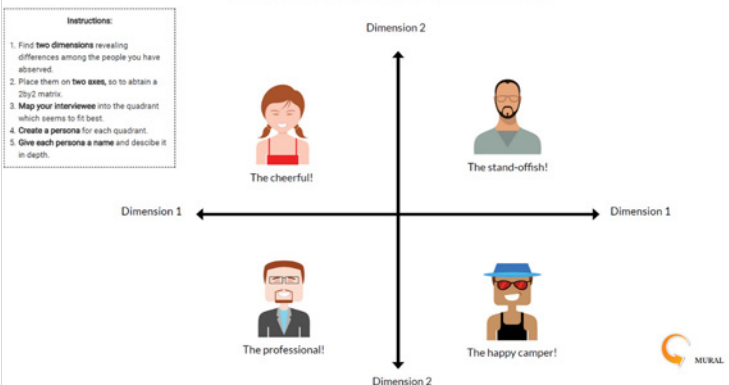


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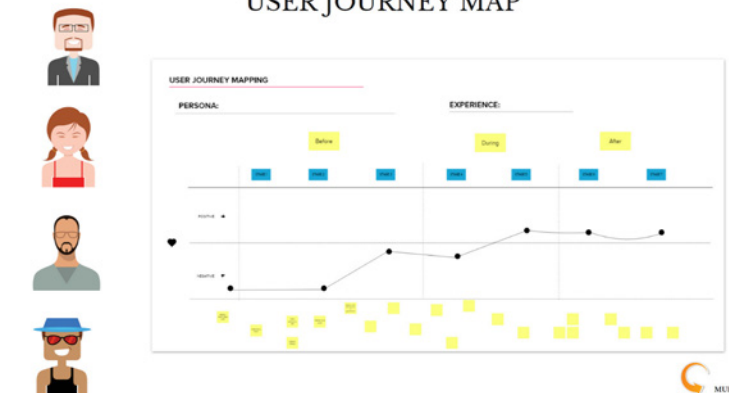
- Connie -



CUSTOMER PERSONAS



USER JOURNEY MAP



ART GALLERY EXHIBITION

- **Challenge:** Instruct groups to move from themes to insight.

Example:

Don't have time for the gym.
(Observation/cluster/theme)



People don't know how to fit exercise into their daily lives.
(Insight)

- Get each group to **share their work**. Look for common observations, clusters, themes and insights emerging from the session.



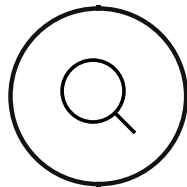
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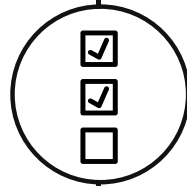


DESIGN CRITERIA

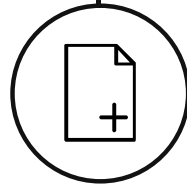
Describe the attribute of an ideal solution



Translate the insight (art exhibition) into six to eight criteria (ideal solution).



Ask yourself: if anything were possible, our ideal solution would...



Observation:

Don't have time for the gym.



Insight:

Users don't know how to fit exercise in their daily work.



Criterion for an ideal solution:

The offering must fit into the working life of the user.



DESIGN CRITERIA



DESIGN GOAL

What types of needs does the design fulfill?



USER EXPECTATIONS

Does the user expect certain attributes or features in your offering?



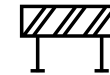
PHYSICAL ATTRIBUTES

How does the shape of your offering impact its use?



FUNCTIONAL ATTRIBUTES

How does your offering fit the user processes and procedures?



CONSTRAINTS

Are there specific constraints in creating, delivering and using your offer?



DESIGN CRITERIA



DESIGN GOAL

What types of needs does the design fulfill?

Describe here the functional, emotional, psychological and social needs that your design wants to fulfill for the user.

Does the design fit your internal capabilities to deliver it?



DESIGN CRITERIA



USER EXPECTATIONS

Does the user expect certain attributes or features in your offering?

Does the user expect certain social, ethical, or ecological standards in your offer?

Describe here what easy-to-use means for your targeted users.



DESIGN CRITERIA

Describe here the context of the user, and how the physical attributes of a solution must fit it.



PHYSICAL ATTRIBUTES

How does the shape of your offering impact its use?



DESIGN CRITERIA

Does the design of the offering need to fit an existing process/procedure/situation in which the user is through?



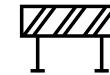
FUNCTIONAL ATTRIBUTES

How does your offering fit the user processes and procedures?



DESIGN CRITERIA

Are there limitations in designing your solution as: time, budget, staff, etc.



CONSTRAINTS

Are there specific constraints in creating, delivering and using your offer?



AGENDA

5

Brainstorming.



BRAINSTORMING

- Invite a **diverse** set of people to a 60 to 90 minutes session. Place the visuals on the walls.
- **State a clear challenge:** makes sure every participants understand the challenge opportunity.
- **Rules:** divergent thinking - there are no bad or good ideas. Facilitator has to remain as neutral as possible. 30 Second for each idea.
- **Trigger questions:**
 - 1) **Broad question** (on the overall opportunity challenge).
 - 2) **Focused question** (use the different design criteria)
 - 3) **Methaphor or Analogy questions.**
- Focus on **actionable ideas** rather than qualities of an idea.
- Let participants **work alone** and then **as part of a group**.

DESIGN CRITERIA



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What types of needs does the design fulfill?



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Are there specific constraints in creating, delivering and using your offer?



AGENDA

5

Brainstorming.


6

Concept development.



CONCEPT DEVELOPMENT

- **Choosing** the best ideas emerged from brainstorming, **assembling** them into possible solutions, **assess** them using the design criteria.
- **Internal team only.**
- **Build multiple concepts:** about 8 to 10. Test some of them with users and customer, and deploy one.
- **Brainstorming** (provides the Lego pieces) now we have to do something with those.
- **Develop concept**
 - 2.1) **Organise** (by colour, shape, etc.)
 - 2.2) **Combine** (creations) systematic or random.
- **Forced connections & Combinatorial play**



BRAINSTORMING

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Combinatorial play

Combining different ideas 'brainstorming' to form concepts.

Concept	1st. category of idea	2nd. category of idea	3rd. category of idea	4rt. category of idea
1	4	3	4	1
2	1	4	1	3
3	2	1	2	4
4	3	2	5	2
5	5	5	3	5



the
COUNTER
CUSTOM BURGERS

1 choose a
PROTEIN

- ☐ All Natural Beef*
- ☐ Turkey
- ☐ Chicken Breast
- ☐ Vegan Veggie

or a premium protein

- ☐ Organic Bison* +5
- ☐ Southern Fried Chicken +3
- ☐ Mahi Mahi Fillet +3

2 choose a
SIZE

- ☐ 1/3 lb 11
- ☐ 1/2 lb 14
- ☐ 1 lb 20

3 choose a
STYLE

on a bun

- ☐ Brioche
- ☐ Multigrain
- ☐ Hawaiian +.5
- ☐ English Muffin
- ☐ Ciabatta +.75
- ☐ Gluten-Free +2

— OR —

on fresh greens +2

- ☐ Lettuce Blend
- ☐ Organic Mixed Greens
- ☐ Baby Spinach
- ☐ Kale

4 choose a
CHEESE

- ☐ Tillamook Cheddar
- ☐ Provolone
- ☐ American
- ☐ Swiss
- ☐ Gruyère
- ☐ Smoked Gouda
- ☐ Feta
- ☐ Fresh Mozzarella
- ☐ Herbed Goat Cheese
- ☐ Brie
- ☐ Jalapeño Jack
- ☐ Danish Blue Cheese
- ☐ Pimento Cheese
- ☐ Cheeseless

extra cheese +2

5 choose a
**SAUCE, AIOLI
or DRESSING**

- ☐ Garlic Aioli
- ☐ Chipotle Aioli
- ☐ Horseradish Aioli
- ☐ Gochujang (Korean Chili) Aioli
- ☐ Hickory BBQ
- ☐ Steak Sauce
- ☐ The Counter Relish
- ☐ Spicy Tomato Jam
- ☐ Apricot Sauce by Cow
- ☐ Sweet Sriracha
- ☐ House Mustard
- ☐ Hot Wing Sauce
- ☐ Just Mayo
- ☐ Dijon Balsamic
- ☐ Lemon Vinaigrette
- ☐ Ginger Soy Vinaigrette
- ☐ Basil Pesto
- ☐ Tzatziki
- ☐ Buttermilk Ranch
- ☐ Honey Dijon
- ☐ Thousand Island
- ☐ Caesar
- ☐ Sauceless

sauce flight
3 for +1

6 choose your
TOPPINGS

- ☐ Lettuce Blend
- ☐ Organic Mixed Greens
- ☐ Kale
- ☐ Baby Spinach
- ☐ Tomatoes
- ☐ Roasted Grape Tomatoes
- ☐ Dried Cranberries
- ☐ Cucumbers
- ☐ Carrot Strings
- ☐ Alfalfa Sprouts
- ☐ Red Onions
- ☐ Grilled Red Onions
- ☐ Scallions
- ☐ Hard-Boiled Egg
- ☐ Fresh Jalapeños
- ☐ Dill Pickles
- ☐ Pepperoncinis
- ☐ Mixed Olives
- ☐ Roasted Red Peppers
- ☐ Grilled Anaheim Chiles
- ☐ Grilled Pineapple
- ☐ Roasted Corn & Black Bean Salsa
- ☐ Coleslaw
- ☐ Croutons
- ☐ Almonds
- ☐ Quinoa
- ☐ Marinated Artichokes
- ☐ Salt & Vinegar Kettle Chips

CREATE
YOUR OWN
burger

7 add-on

**PREMIUM
TOPPINGS** +1.5 each

- ☐ Avocado
- ☐ Applewood Smoked Bacon
- ☐ Bacon Onion Marmalade
- ☐ Sautéed Mushrooms
- ☐ Sunny Side Up Egg
- ☐ Fried Onion Strings
- ☐ Beef Chili
- ☐ Turkey Chili
- ☐ Guacamole

8 choose a

SIDE +3.5 each

- ☐ Shoestring Fries
- ☐ Sweet Potato Fries
- ☐ Veggie Skewers
- ☐ Side Salad
- ☐ Coleslaw
- ☐ Fried Onion Strings
- ☐ Beef Chili
- ☐ Turkey Chili
- ☐ Quinoa Salad

T2_05.2017



AGENDA

5

Brainstorming.

6

Concept development.

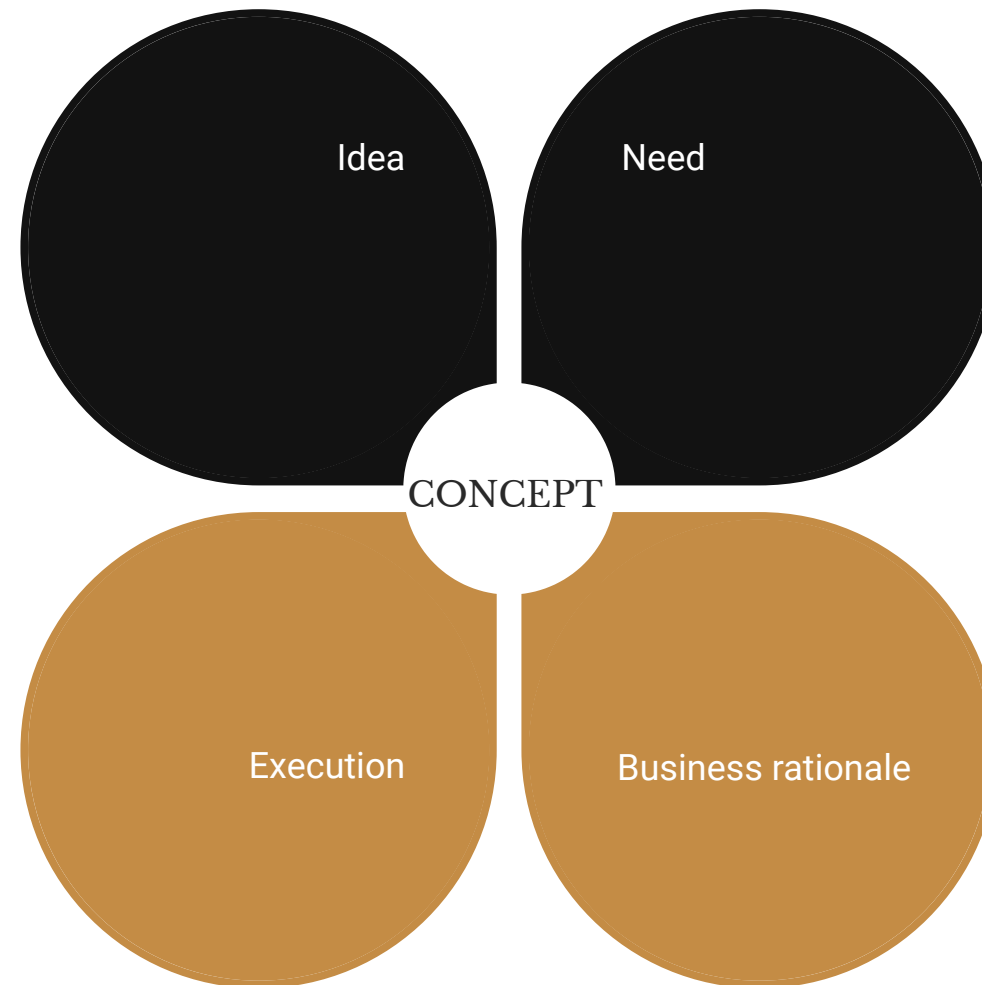
7

Napkin pitches.



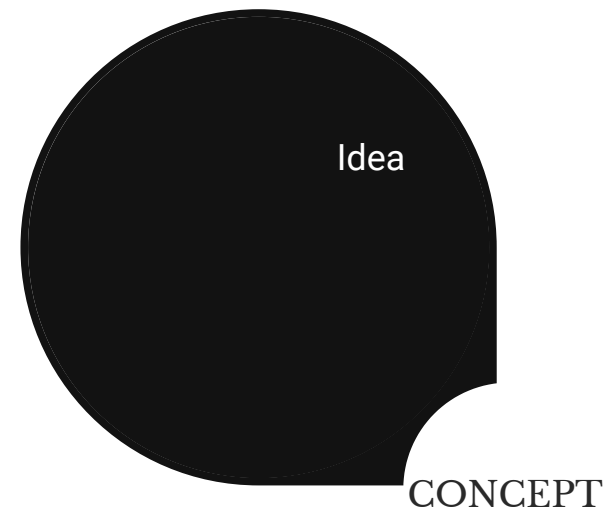
Napkin pitch

Summarise and communicate a new concept.



Napkin pitch

Summarise and communicate a new concept.



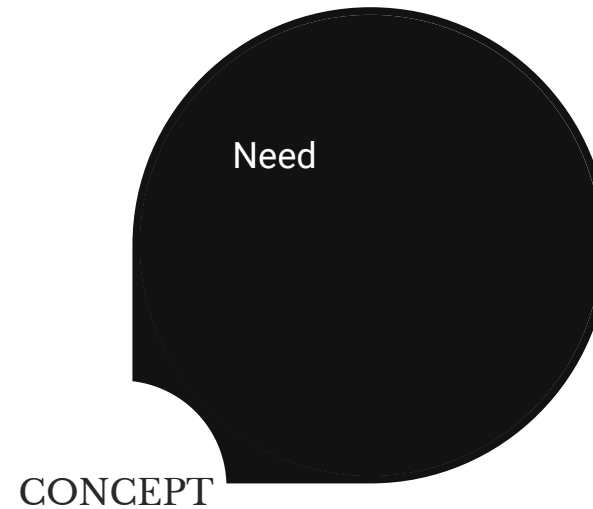
- Describe the concept.



Napkin pitch

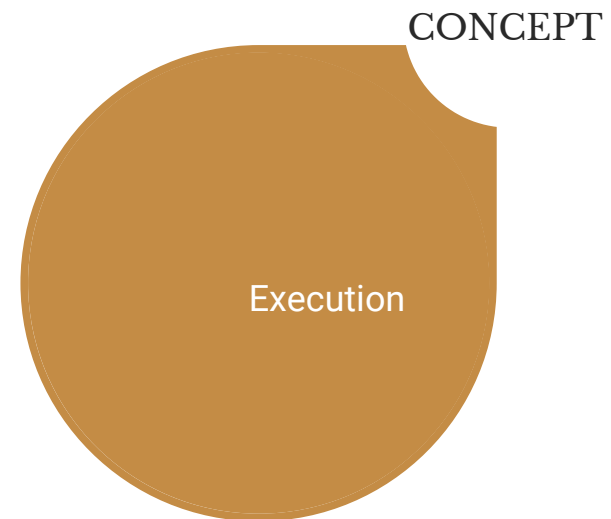
Summarise and communicate a new concept.

- What unmet/unarticulated needs does it serve?
- How will the user benefit?



Napkin pitch

Summarise and communicate a new concept.



- How will we build and deliver?
- What asset /capability does this concept require?
- Parters?



Napkin pitch

Summarise and communicate a new concept.

- Does this concept address the challenge / opportunity described in the design brief?
- Are we uniquely capable to deliver this?
- How will we sustain competitive advantage?

CONCEPT

Business rationale

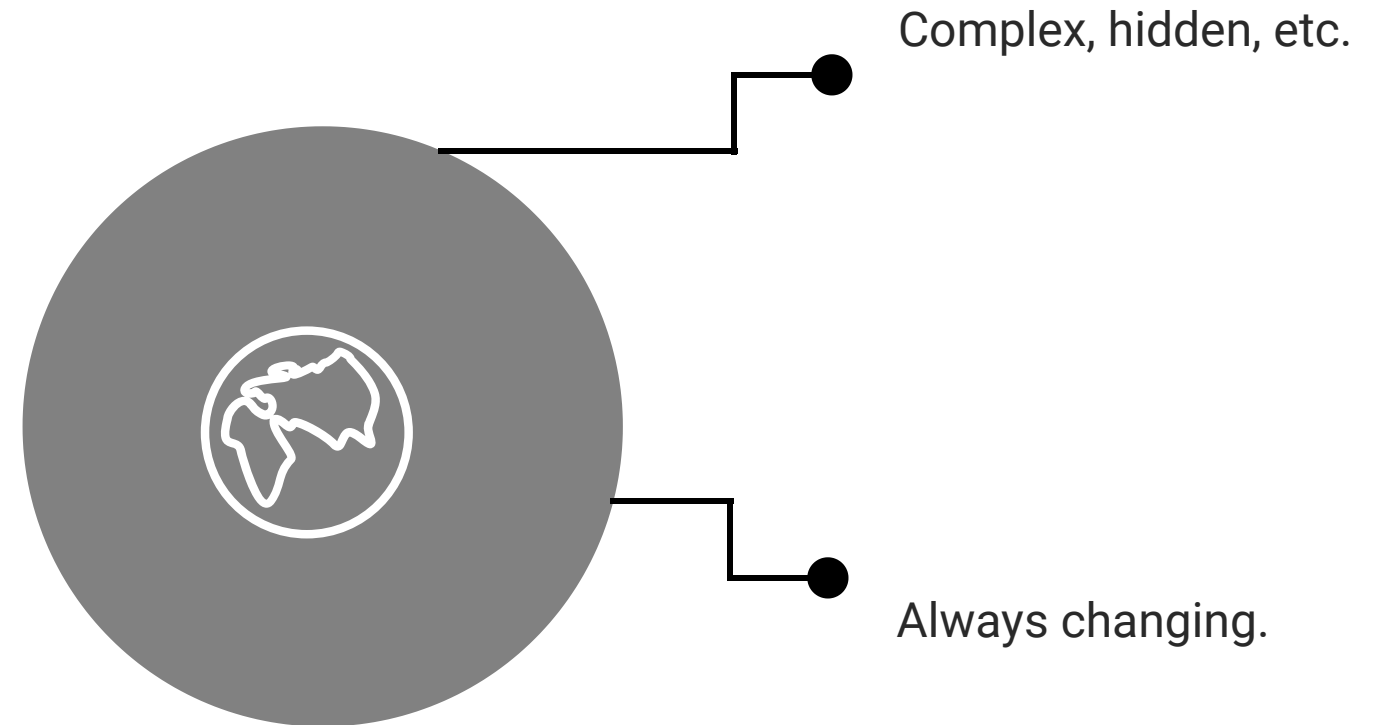


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- 8 Disruptive vs. incremental innovation.



Disruptive Vs. incremental innovation



Disruptive Vs. incremental innovation

Simplified version of
the world.

Complex, hidden, etc.

To think we have to
forget.

Always changing.



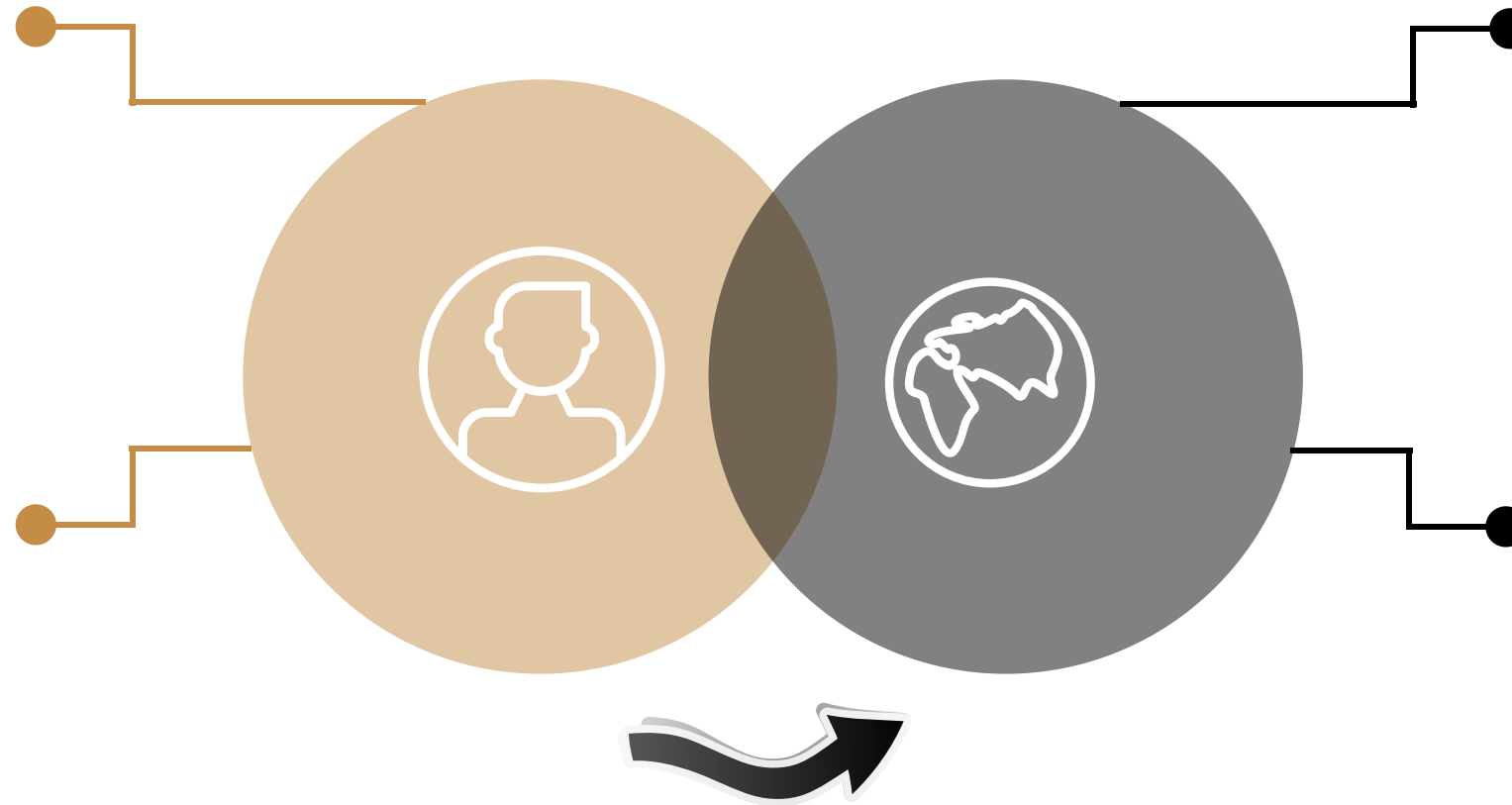
Disruptive Vs. incremental innovation

Simplified version of
the world.

Complex, hidden, etc.

To think we have to
forget.

Always changing.



Deduction - data analysis - innovation.



Disruptive Vs. incremental innovation

Induction - heuristic - creativity.

Simplified version of
the world.

Complex, hidden, etc.

To think we have to
forget.

Always changing.

Deduction - data analysis - innovation.



CREATIVITY & INNOVATION



CREATIVITY

- Thinking
- Individual
- Instant
- A new concept



INNOVATION

- Doing
- Team
- Time taking
- Implementing a concept



Creativity journey

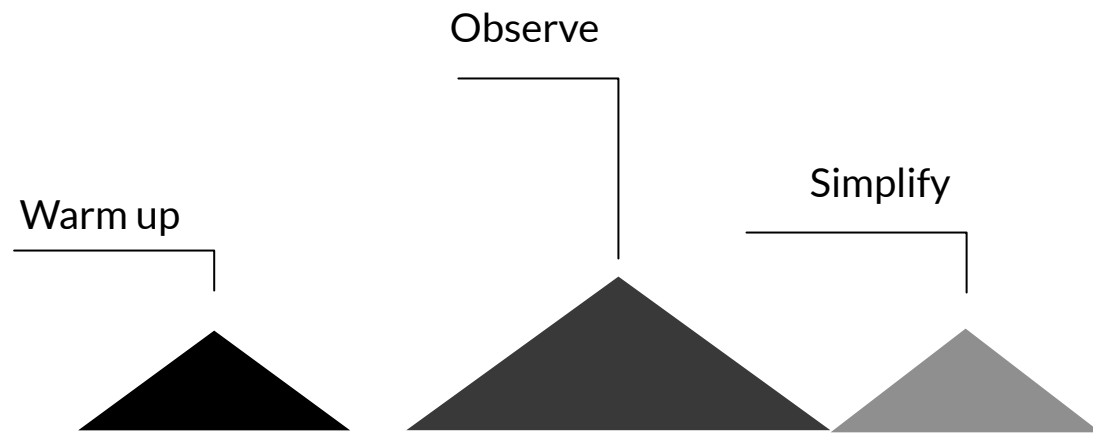
Warm up



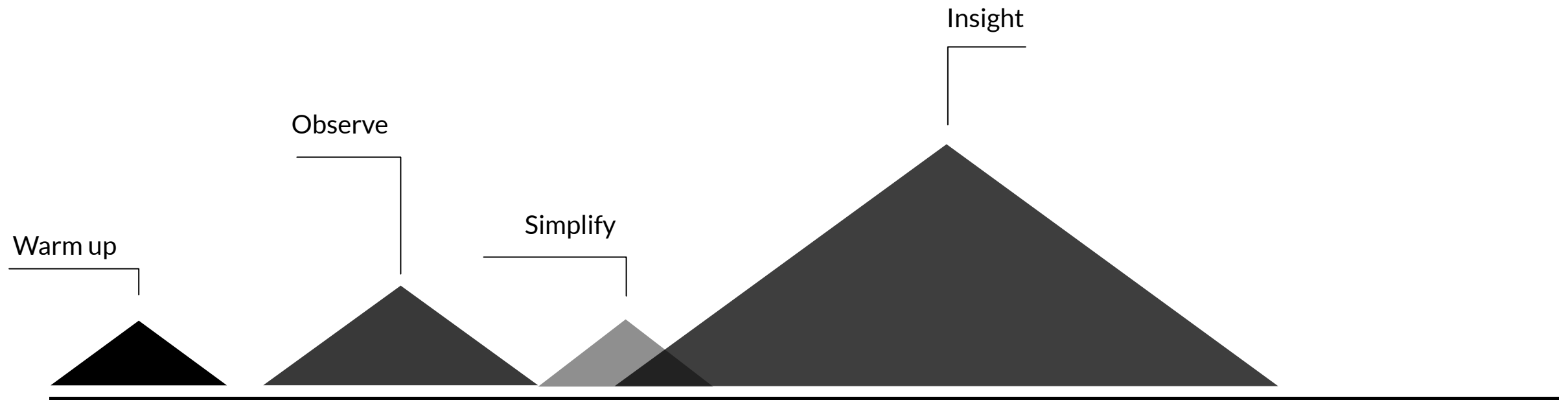
Creativity journey



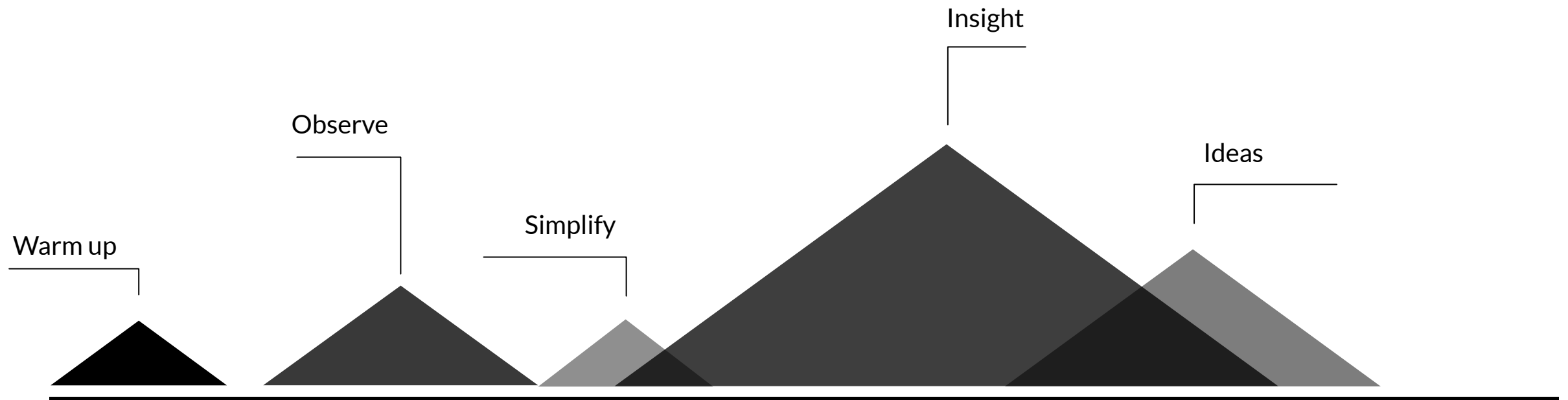
Creativity journey



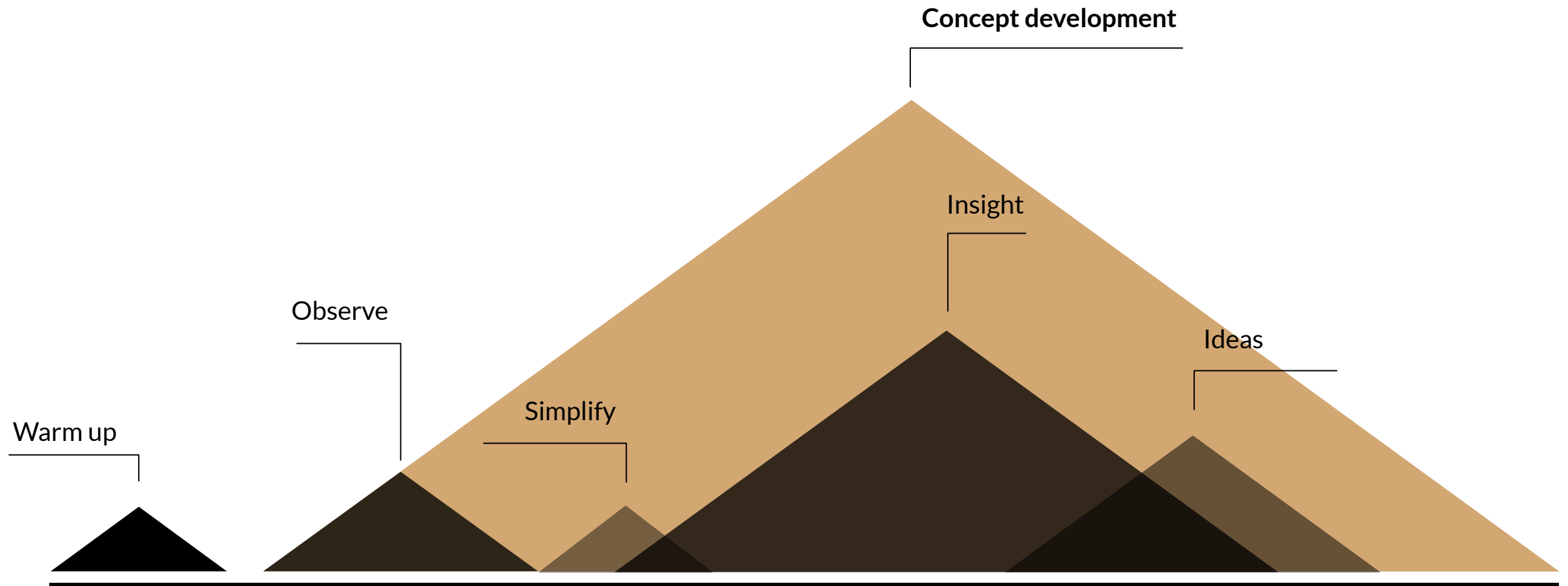
Creativity journey



Creativity journey



Creativity journey





Concept 2

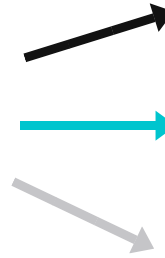
Creativity - shift in perception.



Concept 1

Current understanding of:

- Problem opportunity.
- User.
- Your organisation.
- Product/service.



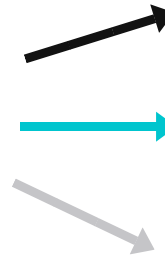
Version 2.1



Version 2.2



Version 2.3



Version 1.1



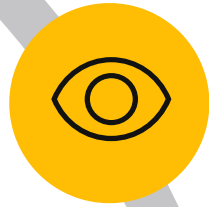
Version 1.2



Version 1.3



4-STEP MODEL



OBSERVATION

Observe customers in their **native environment** to spot un-articulated needs.



IDEATION

Come up with a portfolio of possible **concepts/solutions** for the customers.



PROTOTYPING

Transform a 'concept' into an **artifact** (minimal investment) so that users can experience and feel the product or service.



TESTING

Hand a **working prototype** to customers and observe their reactions and the use they make of it.

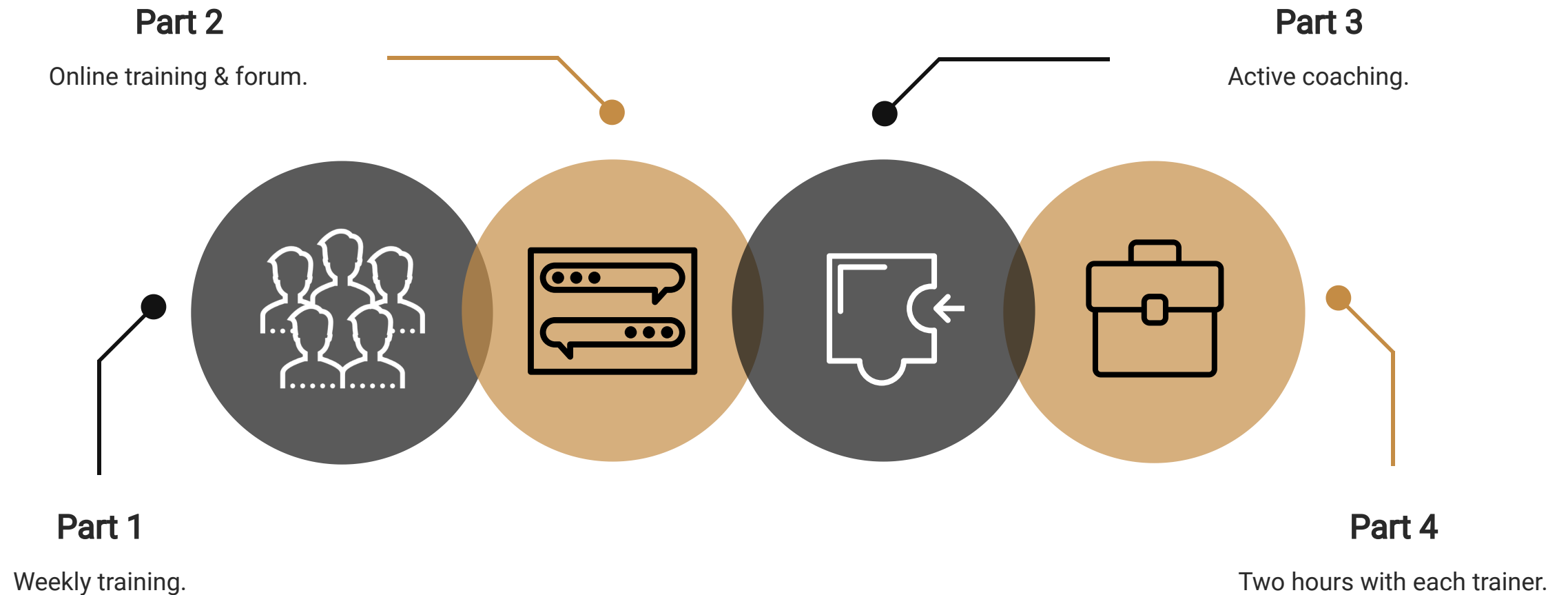
CREATIVITY



INNOVATION



RISE (Realities in Social Enterprise) - Erasmus + project



THANK YOU

RISE - ReDesign in Social Enterprise



Stefano Messori

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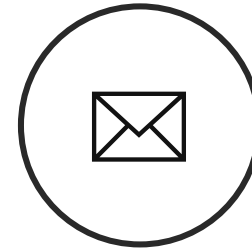


David Brady

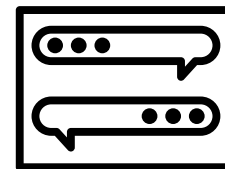
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