DESIGN INQUIRY & RESEARCH

QUALITATIVE ANALYSIS
DESIGN THINKING: An interactive, qualitative approach to problem solving

- **Relevance to MBA Education**
  - Complement and enhance your professional skillsets

- **Design Thinking**
  - Collaboration, Experimentation, Consensus Building, Listening and Innovation

- **Communicating**
  - Through Storytelling
  - With Drawing

- **Studio Class Environment**
  - Learning through Constructive Criticism
  - Active Listening
  - Consensus Building
DESIGN THINKING: An interactive, qualitative approach to problem solving

- Syllabus Overview
- Candy Exercise
  - Who brought in Candy?
  - What does this tell us about your colleagues?
  - What else does the candy tell us?
STORY TELLING: The Personal Narrative Card

**Guidelines:**

- The Card must include your name
- It must tell a visual story about you.
  - Something your team does not already know about you
- Include a one – two word title.
  - This describes you or a role you would like to play on your team.
- You must use multiple available materials.
- The Card must stand vertically
- You have 15 minutes to create your card
- Everyone will present their story
STORY TELLING: The Personal Narrative Card – Key Takeaways

- You utilized your natural problem solving skills
- You improvised
- You communicated primarily through graphics
- Qualitative thinking (flexible, unstructured)
STORY TELLING: The Personal Narrative Card – Key Takeaways

- Active Listening
- Thought Visually
- Working under Time Factor
- Used all your resources
- Details are provided in the story you told
- Don’t forget to photograph your card!
PERCEPTION: Not everything is what it seems
PERCEPTION: Not everything is what it seems…Hindu parable, 6 Blind men
PERCEPTION: Think Differently
PEPPER EXERCISE: Communicating through Drawing
PEPPER EXERCISE: Communicating through Drawing

- Basic Concepts:
- Plan
- Section
- Elevation
STUDIO CONCEPTS: Communicating through Drawing

- Scale: Ability to understand proportions visually
STUDIO CONCEPTS: Communicating through Drawing

- Context: Immediate area surrounding an object
STUDIO CONCEPTS: Communicating through Inspiration

■ PRECEDENCE:

“Elements that are not copied, but used as an inspiration to your design, an idea or guide to a method that you are wishing to employ in your scheme.”
STUDIO CONCEPTS: Communicating through Inspiration
Diagram/Analysis: simplify ideas about a particular concept. Tell a story
BREAK: Take a 15 minute recess
READING ASSIGNMENT DISCUSSION: Key Takeaways – Part 1

- Story Telling Approach
  - Analogies
  - The Pitch
  - Personalize

- Design Attitude/Mindset
  - Seeking the best solutions
  - Ask fundamental questions

- Avoid the Devils Advocate
  - Encourage new ideas
  - Avoid idea wreckers
**READING ASSIGNMENT DISCUSSION: Key Takeaways – Formatting**

- Review Formatting
  - Organization is critical
    - Paragraph vs. bulleted
- Ask Questions
  - If you are uncertain about the expectations, just ask
- QA/QC (lessons learned)
  - Be certain to spell check
  - Grammar
  - Did you submit the correct document?
DESIGN THINKING: Problem Seeking – Core Questions

1. Establish Goals (qualitative)
   - What do we want to achieve...Why?

2. Collect and Analyze Facts (quantitative)
   - What is this all about?

3. Uncover and Test Concepts (qualitative)
   - How do we achieve the goals?
DESIGN THINKING: Problem Seeking – Core Questions

4. Determine **Needs** (quantitative)
   - What are the Cost, scope, quality and time constraints?
   - Distinguish needs from wants

5. State the **Problem** (qualitative)
   - What are the significant conditions and general directions our concept should take?
   - Consider the components of the Whole Problem when formulating problem statements

STUDIO CONCEPTS: The Whole Problem – 4 Considerations

Function
- People
- Activities
- Relationships

Economy
- Initial budget
- Operating costs
- Life cycle costs

Time
- Change
- Growth
- Schedule

Form
- Site
- Environment
- Quality
TEAM PROJECT: The Pope Returns To Philadelphia

- Your consultant team must solve a problem caused by the popes visit.
TEAM PROJECT: The Pope Returns To Philadelphia

- Your consultant team must solve a problem caused by the pope’s visit.

- **Establish Goals**
  - What is your value proposition?

- **Collect & Analyze Facts**
  - Identify the Human Capital
  - What were the barriers
  - Key Success Factors/Failures

- **Uncover & Test Concepts**
  - What has been done before (Precedence)
    - What worked & why?

- **Determine Needs**
  - Cost, scope & time (triple constraints)

- **State the Problem**
  - What direction should we take?

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TEAM PROJECT: The Pope Returns To Philadelphia

Topics to choose from:
- Homeless – Team _
- Attendance projections – Team 7
- Security – Team 2
- Food (guests/vendors inside the boundary) – Team 5
- Communication (local/national) – Team 6
- Local Restaurants (food service industry) – Team 1
- Lodging – Team 4
- Transportation/Parking – Team 3
- Medical – Team 8
TEAM PROJECT: The Pope Returns To Philadelphia

- **Presentation Minimum Requirements**
  - 8 minute Presentations (they will be timed and you will be cut off)
    - Everyone must present (speak)
  - 2 minute Q & A / Class feedback to follow
  - Include your team name and team members on title slide
  - Utilize tools from the 5 step process
    - Order of 5 steps may change depending on your project (except #5)
LUNCH BREAK: Let’s regroup in one hour
8 minutes max everyone must present

- Team 8
- Team 7
- Team 6
- Team 5
- Team 4
- Team 3
- Team 2
- Team 1
What did we Learn?

- Succinct Presentations
- Utilizing the 5 Steps to understand the problem
- Storytelling
BREAK: Take a 15 minute recess
TEAM PROJECT: **Fast Casual Dining – Design Thinking Approach**

- The Good the Bad and the Ugly:
  - Understanding how and why design decisions were made?
  - What is the impact on the end user, or in this case the customer?
  - How is understanding Design Thinking critical to creating innovation in the dining experience?
TEAM PROJECT: Fast Casual Dining – Compare and Contrast 2 Venues

- Uncover and Test Concepts:
  - Delve into the abstract ideas that function as existing solutions to your venues performance problems and successes.
  - Determine what works and what doesn’t
    - Understand why?
    - Don’t solve the problems, just identify them.
  - What are the key organizational & programmatic elements of each venue?
Choose from the following:

- Panera Bread + Corner Bakery (Team 4)
- Panera Bread + Pot Belly (Team 2)
- Shake Shack + Five Guys (or Bobby Burger) (Team 6)
- Chipotle + Qdoba (Team 8)
- Chipotle + Moe’s (Team _)
- Buena Unda + Revolution Taco (for city dwellers) (Team _)
- Firehouse Subs + Potbelly (Team _)
- Honey Grow + Sweetgreen (or Crisp Kitchen for city dwellers) (Team 5)
- Starbucks + La Colombe (Team 7)
- & Pizza + Snap Pizza (Team 1)
- Naf Naf Grill + Zoës Kitchen (or VERTS Mediterranean Grill for city dwellers) (Team 3)
TEAM PROJECT: FAST CASUAL DINING – DESIGN THINKING APPROACH

- The Good the Bad and the Ugly:

- Business Overview:
  - Consider their mission statements?
  - Who are their core market and how are their needs met (Personas)

- Location
  - How is this a factor?

- Consumer Profiles

- Programmatic Elements (similarities and differences)

- Conduct Interviews (start with assumptions)

- Take Photos

- Tell each venue’s Story

- Define the user experience
PERSONAS: Ethnographic Research – Tools For Understanding & Communicating

- Observe and Talk to people
- Identify common behaviors, needs & desires
- Give the Persona(s) a name/picture/bio
- Make them Real
<table>
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<th>GENERAL DEMOGRAPHIC DATA</th>
<th>DRIVERS</th>
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<tbody>
<tr>
<td>Age</td>
<td>Goals</td>
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<td>Occupation</td>
<td>Needs</td>
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<td>Desires</td>
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<td>Education</td>
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<td>Hobbies</td>
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“A defining quote related to the domain of interest”

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
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Defining characteristics
TEAM PROJECT: Fast Casual Dining – Compare and Contrast 2 Venues

Concepts to Consider:

- Priority
- Hierarchy
- Character
- Density
- Service Grouping
- Activity Grouping
- People Grouping
- Relationships
- Communications
- Neighbors
- Accessibility
- Flow
- Flexibility
- Safety
- Security
- Energy Conservation
- Cost

TEAM PROJECT: Fast Casual Dining – Concepts to Consider

- **Priority**
  - What design aspects does your venue place a higher value on? Order of importance

- **Hierarchy**
  - What is the organizational size of the space(s)?
  - Do certain elements appear to be more important? Why?

- **Character**
  - What is the image projected by your venue?

- **Density**
  - How is the size (SF) utilized? How compressed does it feel?
  - Low | Medium | High

- **Service Grouping**
  - Are services centralized or decentralized
TEAM PROJECT: Fast Casual Dining – Concepts to Consider

- **Activity Grouping**
  - Are activities integrated or compartmentalized?
  - Do the activities promote interaction?
  - Centralized or Decentralized?

- **People Grouping**
  - What is the social environment?
    - Individuals | Small Groups | Large Groups
  - Influences functional organization of the venue

- **Relationships**
  - Interrelation of Functional elements…Public Spaces
  - How is the environment effectively serving the Personas?

- **Communications**
  - Is information effectively being conveyed?
  - What patterns are created?

TEAM PROJECT: Fast Casual Dining – Concepts to Consider

- **Neighbors**
  - Is there a relationship to adjacent venues?
  - Independent or Interdependent?

- **Accessibility**
  - Wayfinding
  - Is it clear where to enter/exit?
  - Signage and Symbols

- **Flow**
  - What are the patrons traffic patterns?
    - Multi-directional | Segregated | Sequential

- **Flexibility**
  - Are there opportunities for expansion, convertibility, versatility?
TEAM PROJECT: Fast Casual Dining – Concepts to Consider

- **Safety**
  - What safety precautions are taken?

- **Security**
  - Protection of property and movement of personnel

- **Energy Conservation**
  - Sustainability, is this important? If so, how is it implemented

- **Cost**
  - Economy of ideas
  - Consider how budgetary constraints may have informed the design/concept.
8 minutes max everyone must present

- Team 1
- Team 2
- Team 3
- Team 4
- Team 5
- Team 6
- Team 7
- Team 8
Our next class is November 17, 2017.

Allow plenty of time to complete your ethnographic research.

Reading Assignments #2 & #3 relate to your research activities.