Design Inquiry and Research

Week 1
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Why are we HERE?
How many of you have an iPhone?
Market share decline:

43% peak in 2010

2% in 3Q 2013

Smartphone Shipments by OS
World Market: 3Q 2013

- Android: 81%
- iOS: 14%
- BlackBerry: 2%
- Windows Phone: 4%
- Others: 0.3%
What went WRONG?
More to think about...
“A PwC Pulse Survey of 246 CEOs in North and South America, Europe, Asia Pacific, and the Middle East reveals that **97% of CEOs see innovation as a top priority for their business.**”

From PWC 02-Jul-2013
http://press.pwc.com/global/innovation-a-top-priority-for-business/s/918ccaab-2d82-4889-bc41-9905b3a4b9ec
“…Accenture surveyed 519 companies across more than 12 industry sectors in France, Britain, and the U.S. ... Almost all (93 percent) said the long-term success of their organization’s business strategy depends on their ability to innovate. Despite the importance they assign to this innovate-or-die business rationale, just 18 percent of CEOs say they’re seeing their investments in innovation pay off. At the same time, 46 percent of the executives surveyed said their company had become more risk averse when considering new breakthrough ideas, the study found.”

From Bloomberg Businessweek: By Bernhard Warner May 16, 2013
Our goal: SOLVE THIS PROBLEM
Transforming ideas into actions
AND
BLACK
YIN
LEFT BRAIN
SUPPLY
RICKY
BUSINESS

WHITE
YANG
RIGHT BRAIN
DEMAND
LUCY
DESIGN
EITHER OR
What is BusinessDESIGN?
3 years ago the term didn’t exist. Now it is everywhere.
"Whenever a company designs a new product, service, or experience, it is essentially designing its business. When done well, Business Design creates offerings that inspire organizations and excite customers. ”

- IDEO

From http://www.ideo.com/expertise/business-design/
"BUSINESS DESIGN is a human-centred approach to creative problem solving. It applies design methods and mindsets to business challenges. It can be effectively used to help better understand customers, create new experiences and design innovative business strategies and models."

- Rotman School of Management

From https://www.rotman.utoronto.ca/FacultyAndResearch/EducationCentres/DesignWorks/AboutBD.aspx
The best of BOTH

BUSINESS + DESIGN
What COLOR is this?

Describe it.

45 / 38 / 36

30% Transparent
Exact
Replicable
Scalable

Descriptive
Relative
Sensory
YOU NEED BOTH
THINK differently
Think with your mind and hands.
Look at things from multiple sides and multiple scales.
Get beyond the surface.
GO DEEPER.
different work
DRAW + MAKE
draw *transitive verb*

Middle English *drawen, dragen*, from Old English *dragan*; akin to Old Norse *draga* to draw, drag

First Known Use: before 12th century

2: to cause to go in a certain direction

3 a: to bring by inducement or allure: ATTRACTION

b: to bring in or gather from a specified group or area

c: BRING ON, PROVOKE

d: to bring out by way of response: ELICIT

5 a: to extract the essence from

b: EVISCERATE

From: http://www.merriam-webster.com/dictionary/draw
make *transitive verb*

Middle English, from Old English *macian*; akin to Old High German *mahhōn* to prepare, make, Greek *magēnai* to be kneaded, Old Church Slavic *mazati* to anoint, smear

First Known Use: before 12th century

1b: to begin or seem to begin (an action) *<made to go>*
2a: to cause to happen to or be experienced by someone *<made trouble for us>*
b: to cause to exist, occur, or appear: CREATE *<make a disturbance>*
3a: to bring into being by forming, shaping, or altering material: FASHION *<make a dress>*
b: COMPOSE, WRITE *<make verses>*
c: to lay out and construct *<make a road>*
4: to frame or formulate in the mind *<make plans>*
5: to put together from components: CONSTITUTE *<houses made of stone>*
6b: to form and hold in the mind *<make no doubt of it>*
7b: to set in order *<make beds>*
9a: to cause to be or become *<made them happy>* *<makes it possible>*

From: http://www.merriam-webster.com/dictionary/make
Draw ideas.
Make change.
Design as ART
Design is a TOOL
WORKING
UNDERSTANDING
ENVISIONING
Our GOALS
work together
ENGAGED
HANDS ON
Experience the world
Learn from people
“THE LIBRARY WAS DESIGNED FOR BOOKS, NOT PEOPLE”  
- Steven Bell  
8/17/2011
To find

INNOVATIVE SOLUTIONS
Our **OBJECTIVES**
Sensory approach to problem solving.
Open-ended approach to problem solving.
Empathic approach to problem solving.
Multi-dimensional approach to problem solving.
Making ideas and solutions physical.
For your Fox MBA:

EXPERIENTIAL LEARNING
TEAMWORK
CASE STUDIES
EMC
BETTER BUSINESS

Process

Strategy

Products+Services

Entrepreneurs
Preparation for the REAL WORLD
How many of you think this is Bull****!
“Design Thinking is much more than a fun new way to approach implementation challenges.

This summer I interned at a large MNE that specializes in technology based business solutions. Empowering innovative thinking is at the forefront of this organization's strategic objectives. This firm uses Design Thinking methodology as a primary driver for innovation throughout the entire organization.

The Design Thinking workshops I attended through the Center for Design + Innovation were a critical foundation to my role as a member of the "People Innovation" team.”
“I graduated from the FMBA program... and had the opportunity to participate in a few of your design workshops. I found the design workshop process to be a very effective means to generate creative solutions for all types of problems...

In my job as a pharmaceutical marketing consultant, we are working on a project in which we want to brainstorm and develop creative pilot programs, and I remembered your process for design workshop from school and thought this would be a good opportunity to apply it....I would love to share this experience with my colleagues and think it will help get us thinking in the right direction.”
Apple  GE  IBM
Vanguard  Samsung
IBX  Sony  Intuit
SAP  Deloitte  P&G
Nokia  Google  Nike
Nussbaum On Design

IDEO Alumni Begin To Lead. Move Over McKinsey

Posted by: Bruce Nussbaum on January 11, 2010

I’ve been tracking a few alums from IDEO recently and it’s clear they are starting to lead major institutions around the world. Bill Moggridge, of course, co-founder of IDEO, is about to take over as director of the Cooper Hewitt National Design Museum.

And Mat Hunter, a former partner at IDEO, has just been appointed Chief Design Officer for the British Design Council.

Jeneanne Rae, founder of Peer Insight, a major services innovation consultancy, is an IDEO alum.

And so is Alex Kazaks, whom I met in Singapore recently at a Design Thinking symposium. Alex is now at—guess—McKinsey! He’s helping with their innovation and customer insights practice.

Let’s graph the movement of IDEO alums out into the world. If you know of other IDEOers who have left the sanctuary of creativity, let me know and we’ll plot their movement. This could be fun and perhaps important.

McKinsey’s exodus of alums to public organizations and private corporations reinforced a culture (and a set of tools and methods) of efficiency, choice and incrementalism. IDEO’s exodus

From:
http://www.businessweek.com/innovate/NussbaumOnDesign/archives/2010/01/ideo_alumni_beg.html

http://bigthink.com/endless-innovation/move-over-mckinsey-here-comes-ideo
course overview
+
syllabus review
Method: LEARN BY DOING

1. Do something
2. Analysis + Lessons Learned
3. Reflections on value
CHALLENGE

PROJECT
Assignments:
- Essential research for your team projects
- INDIVIDUAL
The report/portfolio sums it all up
(Required) Challenge PARTICIPATION makes it real
Class participation
10%

Individual learning assignments
40%

Group design workshops
30%

Group portfolio submission
20%
PEER evaluations + consensus grading

+/− 10 points to team grades
Things can change …
important information on the course blog
Let’s BEGIN
team building
+
collaboration
Why are we in this classroom?
"Regardless of whether it's a classroom or the offices of a billion-dollar company, space is something to think of as an instrument for innovation and collaboration. Space is a valuable tool that can help you create deep and meaningful collaborations in your work and life."

- Dave Kelly, IDEO

Consider your SPACE
What do we NEED?
Research has shown a correlation between innovation and work space.
What else do we need
“Innovation is all about people. It is about the roles people can play, the hats they can put on, the personas they can adopt.”

http://www.fastcompany.com/54102/10-faces-innovation

Learning personas:
*Anthropologist / Experimenter / Cross-pollinator*

Organizing personas:
*Hurdler / Collaborator / Director*

Building personas:
*Experience Architect / Set Designer / Caregiver / Storyteller*
ACTION: name cards + introductions

Make a card that stands.
Use any materials available
Include your name AND tell us about you
And....
What persona describes you?

Learning personas:
Anthropologist / Experimenter / Cross-pollinator

Organizing personas:
Hurdler / Collaborator / Director

Building personas:
Experience Architect / Set Designer / Caregiver / Storyteller

Or: explorer / analyst / people person / artist / puzzle solver / other...
James Moustafellos
Assistant Professor, MIS
Fox School of Business
Associate Director
Center for Design + Innovation
Entrepreneur
Architect
I am a BUILDER
Introduction:

Table
Introduction:

general
Lesson learned:

name card +
Know your team.
Build on strengths.
Details are important.
Make things.
Make tools.
Think with your mind and hands.
Communicate verbally and visually.
Use all of your available resources
Parkinson’s Law:

Work expands so as to fill the time available for its completion.

- Cyril Northcote Parkinson, The Economist, 1955

From: http://en.wikipedia.org/wiki/Parkinson%27s_law
Why BusinessDESIGN?
Business as usual is over.
business
unusual
THINK differently
THINK
design
What do we mean by DESIGN?
a CULT of THINGS
Since the 16th century design has been relegated to the world of things.

de-sign  noun

date: 1569

1a: a particular purpose held in view by an individual or group <he has ambitious designs for his son> b: deliberate purposive planning <more by accident than design>

2: a mental project or scheme in which means to an end are laid down

4: a preliminary sketch or outline showing the main features of something to be executed <the design for the new stadium>

5a: an underlying scheme that governs functioning, developing, or unfolding: PATTERN, MOTIF <the general design of the epic> b: a plan or protocol for carrying out or accomplishing something (as a scientific experiment); also: the process of preparing this

6: the arrangement of elements or details in a product or work of art

7: a decorative pattern <a floral design>

8: the creative art of executing aesthetic or functional designs
Design as ART
Design as PERSONAL exploration
Can DESIGN be greater than that?
What does DESIGN really mean?
Let’s learn from PEOPLE
Design is not just what it looks like and feels like. Design is how it **works**.

Steve Jobs [Apple]
People think that design is styling. Design is not style. It’s not about giving shape to the shell and not giving a damn about the guts. Good design is a renaissance attitude that combines technology, cognitive science, human need, and beauty to produce something that the world didn’t know it was missing.

Paola Antonelli [Curator of Design, MOMA]
Good design is obvious.
Great design is **transparent**.

Joe Sparano [Oxide Design]

Design should never say, “Look at me.”
It should always say, “Look at this.”

David Craib [graphic design]
Design is directed toward human beings. To design is to **solve human problems** by identifying them and executing the best solution.

Ivan Chermayeff [graphic design]
Design must seduce, shape, and perhaps more importantly, evoke an emotional response.

April Greiman [graphic design]
Design means being good, not just looking good.

Clement Mok [designer]
DESIGN is:
Functional
Interdisciplinary / Integrated
Useful [fills a need]
Transparent
Human-centered
Emotional / Experiential
Ethical
bigger than me
The habit of calling a finished product a Design is convenient but wrong. **Design is what you do, not what you've done.**

Bruce Archer, The Guardian
Design
is about actions

**de-sign**  *verb*

etymology: Middle English, to outline, mean, from Anglo-French + Medieval Latin; Anglo-French

*designer* to designate, from Medieval Latin *designare*, from Latin, to mark out, from *de* + *signare* to mark

date: 14th century

**transitive verb**

1: to create, fashion, execute, or construct according to plan: DEVISE, CONTRIVE

2a: to conceive and plan out in the mind <he *designed* the perfect crime>  
b: to have a purpose: INTEND <she *designed* to excel in her studies>  
c: to devise for a specific function or end <a book designed primarily as a college textbook>

4a: to make a drawing, pattern, or sketch of  
b: to draw the plans for <design a building>

**intransitive verb**

1: to conceive or execute a plan

2: to draw, lay out, or prepare a design
design is what you do
CHALLENGE TOPIC
What are they? How do they operate? Who participates in them?

Research and discover all you can about them. Write a 1 page report. Provide examples.