

#### 7 Tools of Innovation

For Solving Wicked Problems

Some New Innovation Tools For Us Today Doblin's Ten Types of Innovation

Stanford D's School Design Thinking Tool

Jobs To Be Done

**Nine Windows** 

Checkland's Soft Systems Methodology (SSM)

Checkland's CATWOE

Eric Reis's Lean Start-up Thinking...Rapid Prototyping

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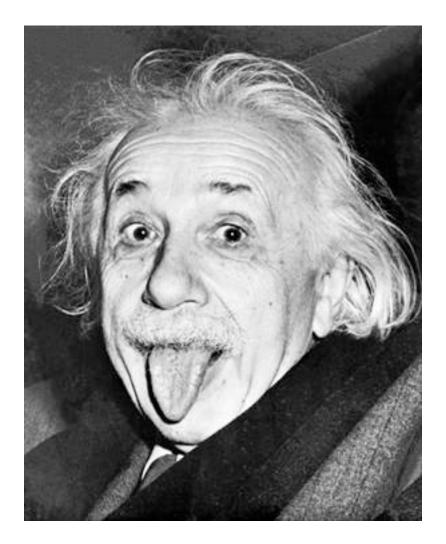
"Thank you for calling Creative Business Seminars. If you'd like to become a more creative problem solver, press 1 without touching any part of your telephone."

### 1. Ten Types of Innovation

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"No problem can be solved from the same level of consciousness that created it."

Einstein



### Ten Types of Innovation

The Ten Types framework is simple and intuitive. It is a useful tool you can use both to diagnose and enrich an innovation you're working on, or to analyze existing competition. It makes it especially easy to spot errors of omission — missing dimensions that will make a concept stronger.

The Ten Types framework is structured into three color-coded categories. The types on the left side of the framework are the most internally focused and distant from customers; as you move toward the right side, the types become increasingly apparent and obvious to end users. To use a theatrical metaphor, the left of the framework is backstage; the right is onstage.

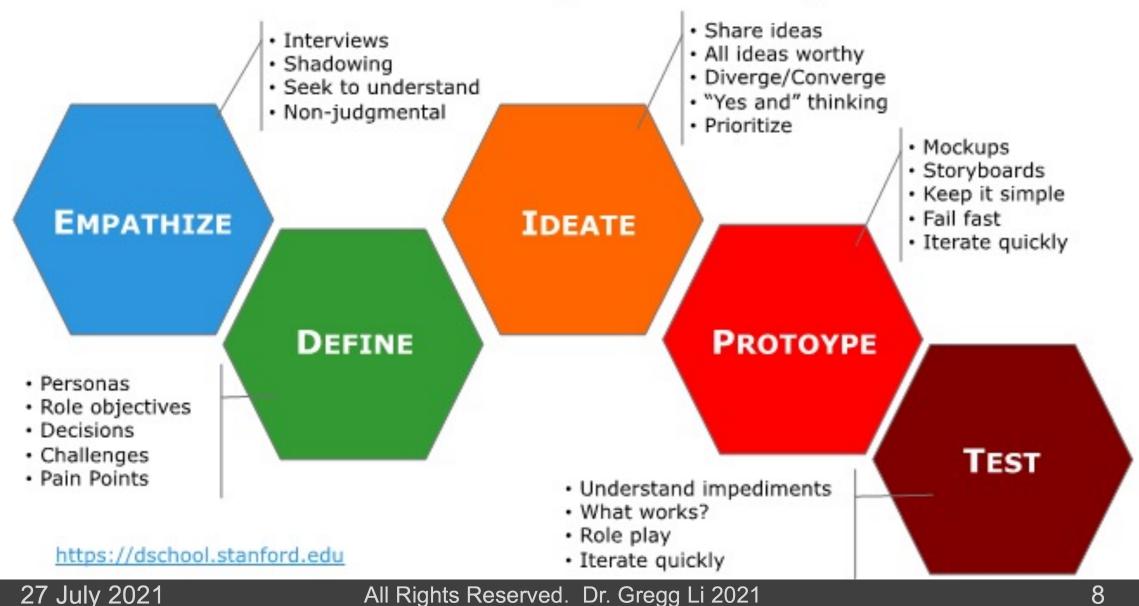
Profit Model	Network	Structure	Process	Product Performance	Product System	Service	Channel	Brand	Customer Engagement
CONFIGURATION				OFFERING		EXPERIENCE			
PROFIT MODEL The way in which you make money		STRUCTURE Alignment of your talent and assets		PRODUCT PERFORMANCE Distinguishing features and functionality		SERVICE Support and enhancements that surround your offerings		BRAND Representation of your offerings and business	
For example, how <b>Netflix</b> turned the video rental industry on its head by implementing a subscription model		For example, how <b>Whole Foods</b> has built a robust feedback system for internal teams		For example, how <b>OXO Good Grips</b> cost a premium but its "universal design" has a loyal following		For example, how "Deliver WOW through service" is <b>Zappos</b> " #1 internal core value		For example, how <b>Virgin</b> extends its brand into sectors ranging from soft drinks to space travel	
NETWORK Connections with others to create value		PROCESS Signature or superior methods for doing your work		PRODUCT SYSTEM Complementary products and services		CHANNEL How your offerings are delivered to customers and users		CUSTOMER ENGAGEMENT Distinctive interactions you foster	
For example, how <b>Target</b> works with renowned external designers to differentiate itself		For example, how <b>Zara's</b> "fast fashion" strategy moves its clothing from sketch to shelf in record time		For example, how <b>Nike+</b> parlayed shoes, sensors, apps and devices into a sport lifestyle suite		For example, how <b>Nespresso</b> locks in customers with its useful members only club		For example, how <b>Wii's</b> experience draws more from the interactions in the room than on-screen	

Source: Doblin.

### Design Thinking Process

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### Stanford d.school Design Thinking Process





This means your development plan for products and services requires tailoring to those "unknown" and "unmet" needs.

### 3. Jobs to be Done

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# + Job to be done ("JTBD")

- An Innovation concept that help us to move beyond the norm of only improving current solutions
- It is a higher purpose for which customers by products services and solutions

Lawnmower to cut grass

Higher purpose: "Keep the grass low and beautiful at all time"

Developing a genetically engineered grass seed that never needs to be cut

### Jobs to be done (JTBD)

Most people segment the market by customer type. But why not "job to be done"?

Do we need a thousand-dollar machine to drill holes or just those holes?

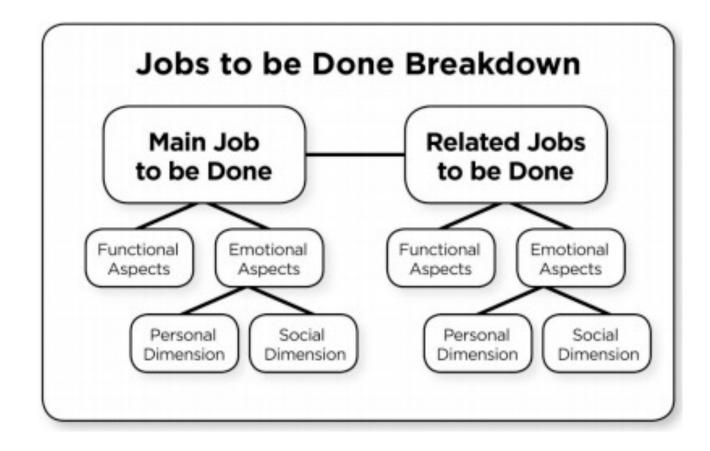
# Customers don't buy products and services. They hire solutions to get the job done.

# + Some Examples Of JTBD

Jobs To Be Done					
<u>Jobs To Be Done</u>	Old Solution	New Solution			
Ingest medicine	Pills and Shots	Skin patches			
Execute rote legal functions	Lawyers	Legalzoom.com			
Detect enemy at night	Flares	Night vision			
Keep windows clean	Clean with squeegee	Self-cleaning glass			
Clean teeth	Manual brushing	Automated with sound waves			
Search for information	Library	Internet			

#### Breakdown of JTBD

The better a solution can fulfill all of these job levels and layers, the better chance it has in the marketplace. Also, the better the solution that either achieves or nicely dovetails with related JTBDs, the higher is the chance of success.

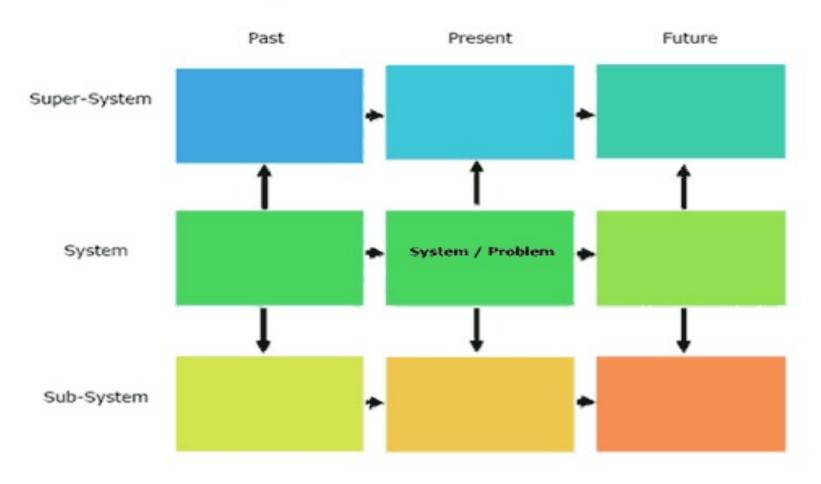


4. Nine Windows

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### Problem? Stuck? Let's look at it through **Nine Windows**

Figure 1 – Nine windows matrix



# + WHAT IS NINE WINDOWS?



The Nine Windows technique gives you a number of different "lenses" through which you can creatively look at your current challenge or opportunities.



It enables us to look at innovation opportunities across many dimensions of : Time (past, present, future), and
Space (super-system, system, subsystem).
Super-system : How an object interacts with surrounding environment
Sub-system : Breaks the object into components and characteristics that it is constituted in.

5. Critical Systems Thinking Methodology and 6. CATWOE **Critical Systems Thinking Methodology** 

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A Combination of Soft Systems Methodologies (SSM), Tools, Models, Techniques intermixed and has these sequential philosophies:

Creativity (using metaphors to solicit)
 Choice (the dominant choice of methodologies based on creativity)

Implementation and Iteration Using Other SSMs

### Innovation Butterfly



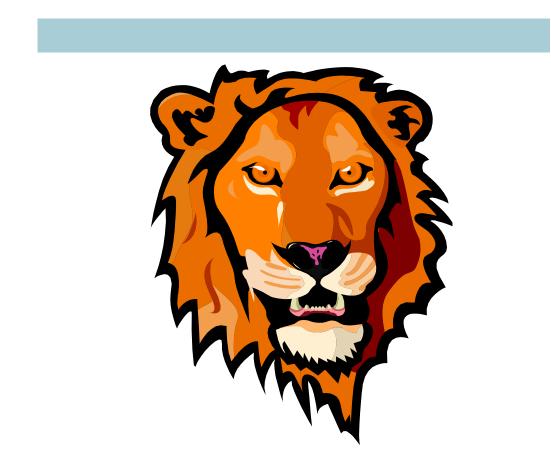
#### Source: Trendhunter.com

The innovation butterfly arises because many innovation systems are made up of a large number of elements that interact with each other via several non-linear <u>feedback</u> <u>loops</u> containing embedded delays, thus constituting a <u>complex system</u>. In innovation settings, however, because success is based upon creativity, managers must actively embrace uncertainty. (Wikipedia.)

#### Checkland's Soft Systems Methodology (SSM) – 7 Stages

Identify	Identify all components of the problem situation.				
Express	Express the problem situation in words				
Describe	Describe the main purpose of the firm through his 'root definitions' – based on CATWOE.				
Form	Form conceptual models – what the root systems would do (not what it 'should' do).				
Identify	Identify gaps between intention and practice.				
Analyze	Analyze proposed changes in view of feasibility and desirability.				
Recommend	Recommend actions to be taken (Checkland, 1981).				

## + Checkland's CATWOE



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- Actor (Main protagonists)
- Transformation
- Weltanschauung (Position/view of the protagonists)
- Owner identify
- Environment





Take your problem statement and apply Checkland's CATWOE. Rewrite your problem statement.

# Why start a company when you start it within a company?

#### Entrepreneurship?

Freedom. Good for the ego!

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- Start with one's own money
- Want to be held accountable and will fire self if unable to deliver
- Chances that someone will hire you as an entrepreneur isn't that high, but that's the only experience you have.

#### And more more reasons...

#### Intraprenuership?

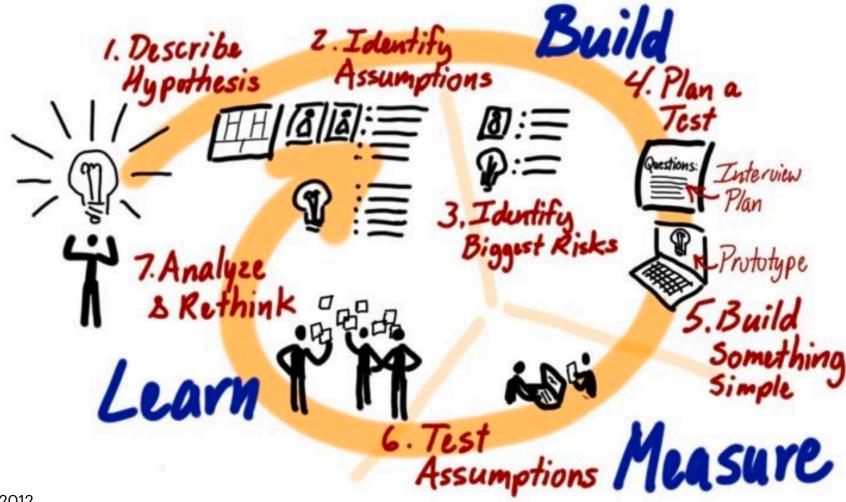
- Less Freedom. But can still be called a General Manager.
- Use the bosses' money.
- Will be held accountable and will be fired by boss if unable to deliver.
- Better chance that someone in the same industry may hire you.

#### 7. Lean Start-up Thinking

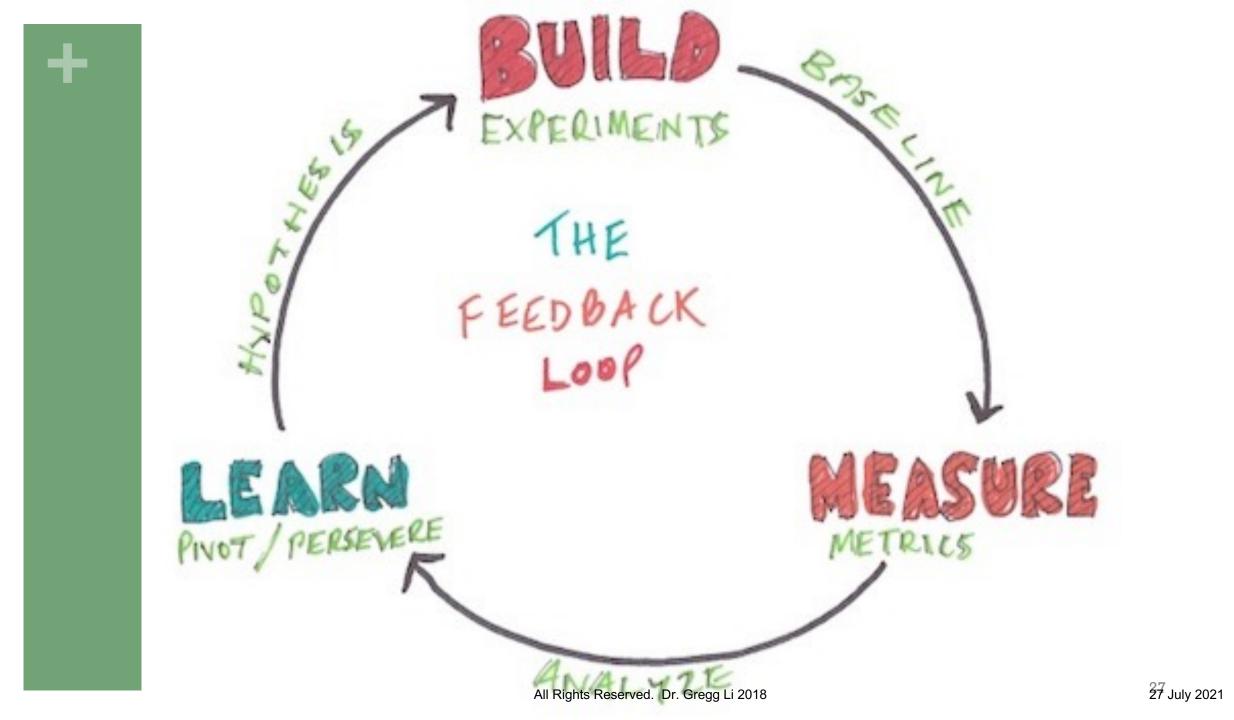
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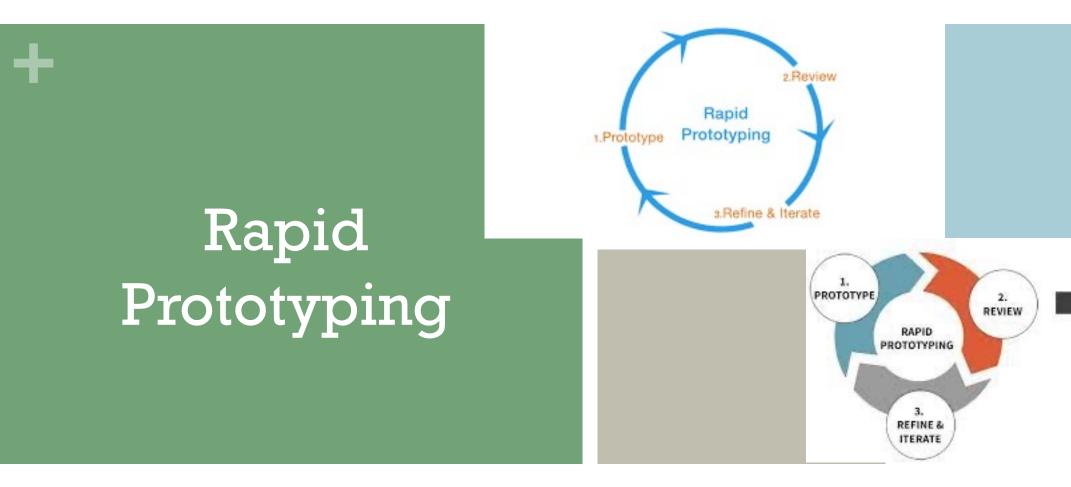
### **OS** Eric Reis' Lean Start Up Thinking

Completely changed the mindset of MBAs from 2012



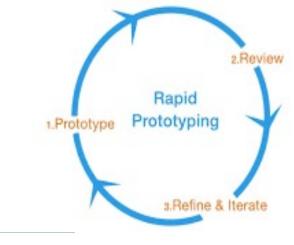
Source: Reis, Eric. 2012





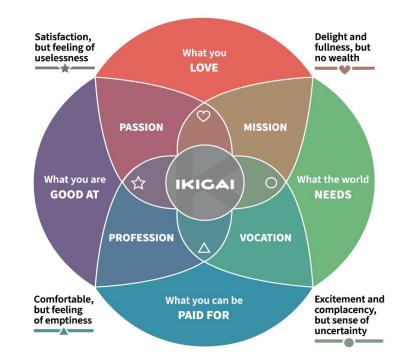
DELIVER

#### Team Exercise: Consumer Council Case One How might we solve the Consumer Council's Challenge?

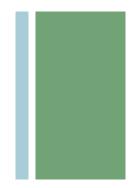


IKIGAI

A Japanese Concept That Means, "A Reason for Being"







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