



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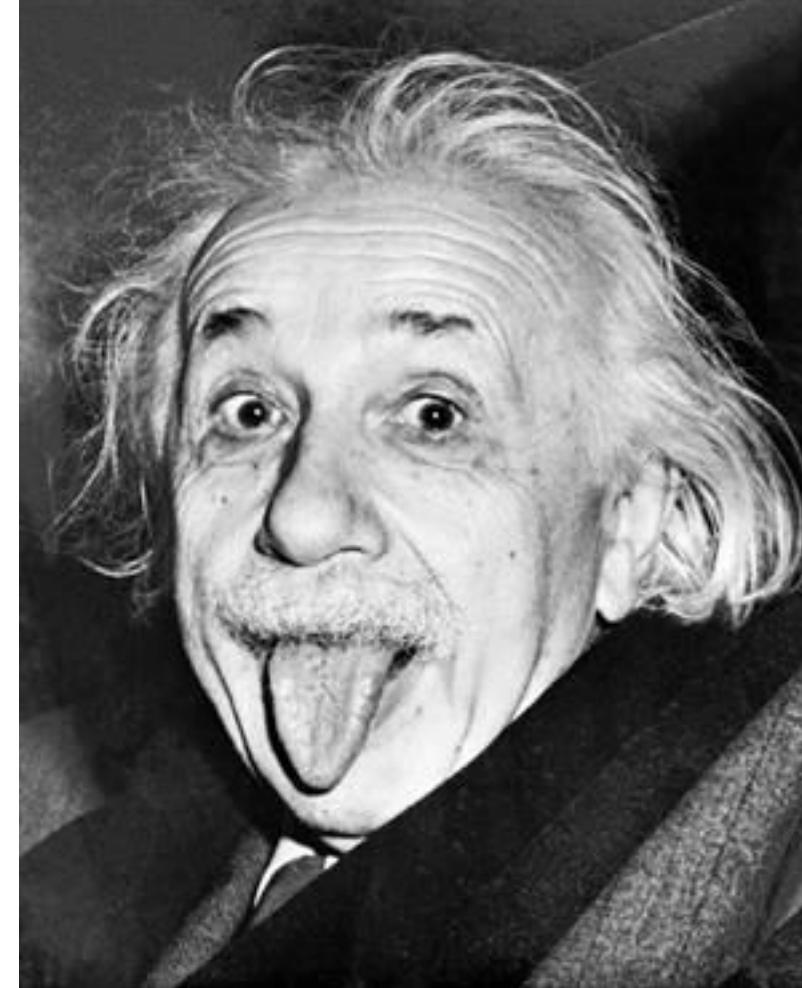
**"Thank you for calling Creative Business Seminars.  
If you'd like to become a more creative problem solver,  
press 1 without touching any part of your telephone."**

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## 1. Ten Types of Innovation

*“No problem can be solved from the same level of consciousness that created it.”*

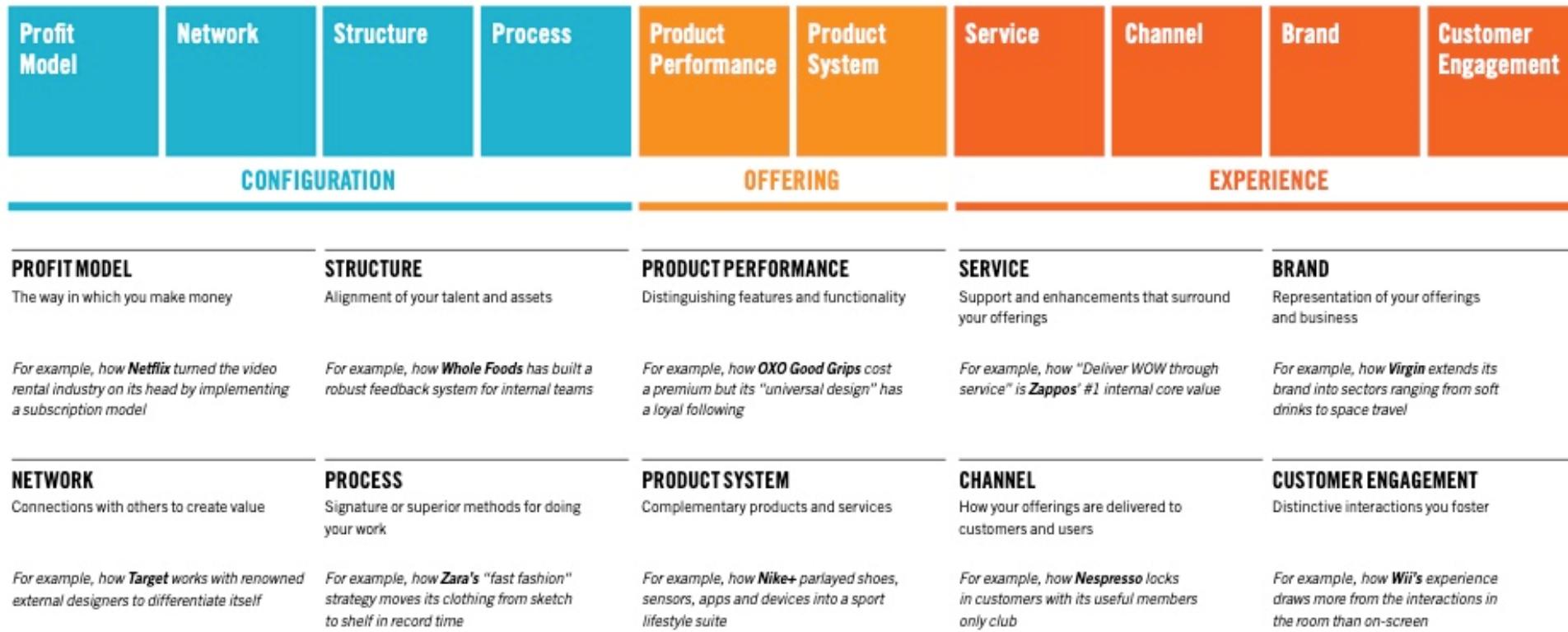
Einstein



# 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.



Source: Doblin.

# FROM 4 TO 5 TO 10

## The Ten Types of Innovation®

FINANCE		PROCESS		OFFERING			DELIVERY		
business model	networking	enabling process	core process	product performance	product system	service	channel	brand	customer experience
How an enterprise makes money	Value chain and partnering	Routine non-differentiating processes often outsourced to others	Differentiating proprietary processes	Basic features and functions	Structured offering with an array of tailorable, integrated components	Assistance provided to prospects and customers	Conduits through which offerings reach customers	How value is communicated to customers	All aspects of customer interaction with a company and its brands

## 10 Types of Innovation

<http://www.thoughtyoushouldseethis.com/post/13887943535/video-from-the-recent-design-management-institute>. (30 minute video)

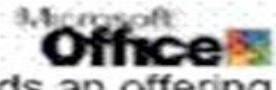
Source: Doblin Group. A Member of the Monitor Group

# 10 types of innovation: move beyond products to win

1. **Business model**   
how the enterprise makes money

2. **Networking**  
enterprise's structure/  
value chain  


5. **Product performance**   
basic features, performance and functionality



6. **Product system**  
extended system that surrounds an offering



7. **Service**  
how you service your customers

**Finance**

Business  
model

Networking

**Process**

Enabling  
process

Core  
process

**Offering**

Product  
performance

Product  
system

**Delivery**

Service

Channel

Brand  
Customer  
experience

3. **Enabling process**  
assembled capabilities



4. **Core process**  
proprietary processes that add value



*GE Capital*  
Aviation Services

8. **Channel**  
how you connect your offerings  
to your customers



9. **Brand**  
 how you express your offering's  
benefit to customers



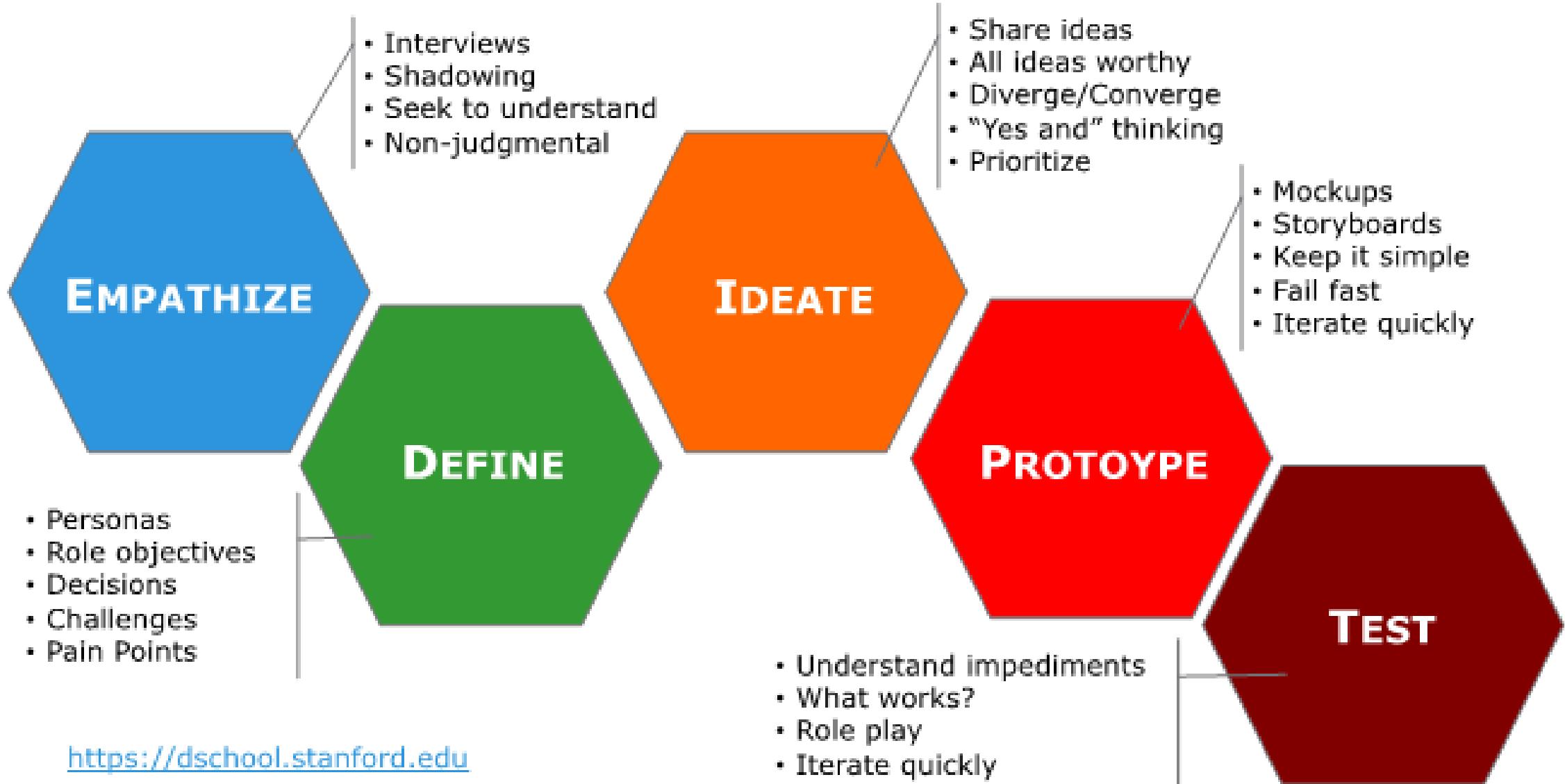
10. **Customer experience**  
how you create an overall  
experience for customers

Apple music used seven types of Innovation

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# Design Thinking Process

# Stanford d.school Design Thinking Process



<https://dschool.stanford.edu>

The “true” marketplace of competition exists in the mindset and habits of your customers.



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

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### 3. Jobs to be Done



# 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 buy 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.**



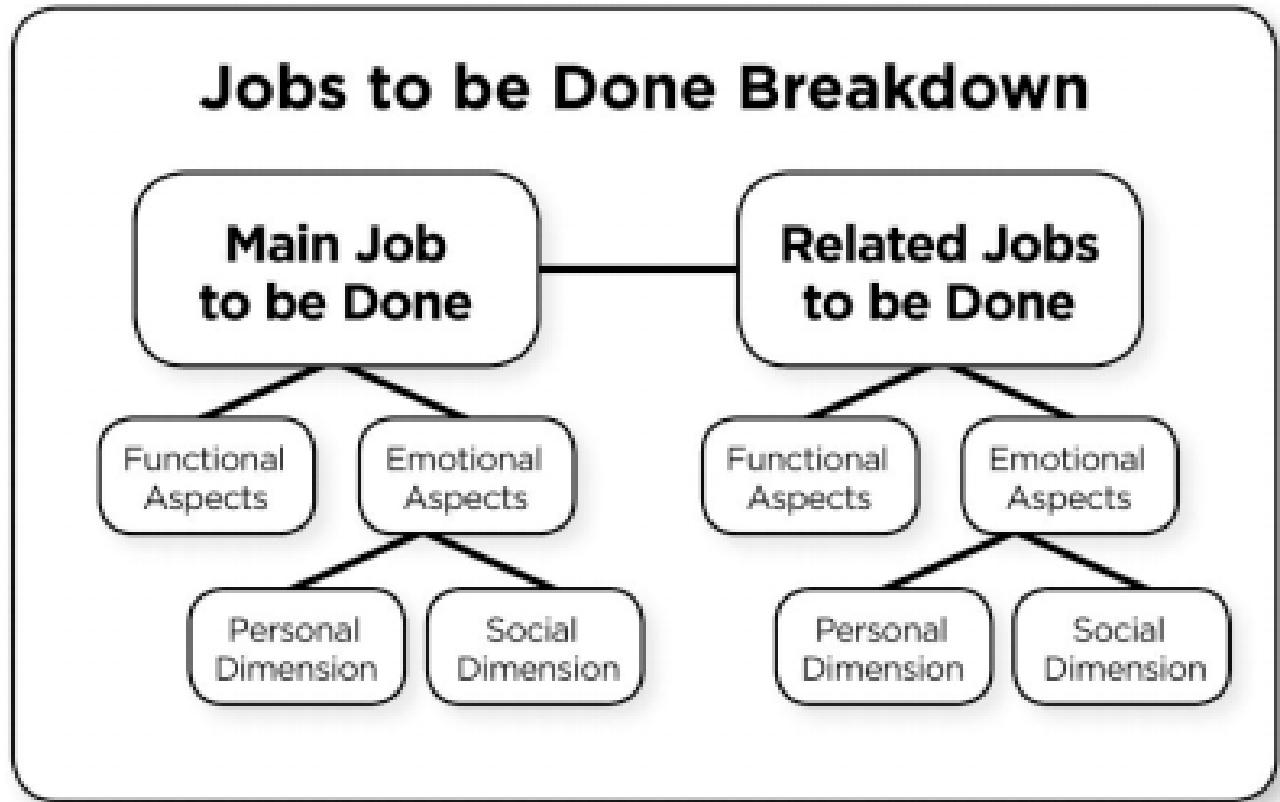
# Some Examples Of JTBD

Jobs To Be Done		
<u>Jobs To Be Done</u>	<u>Old Solution</u>	<u>New Solution</u>
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.



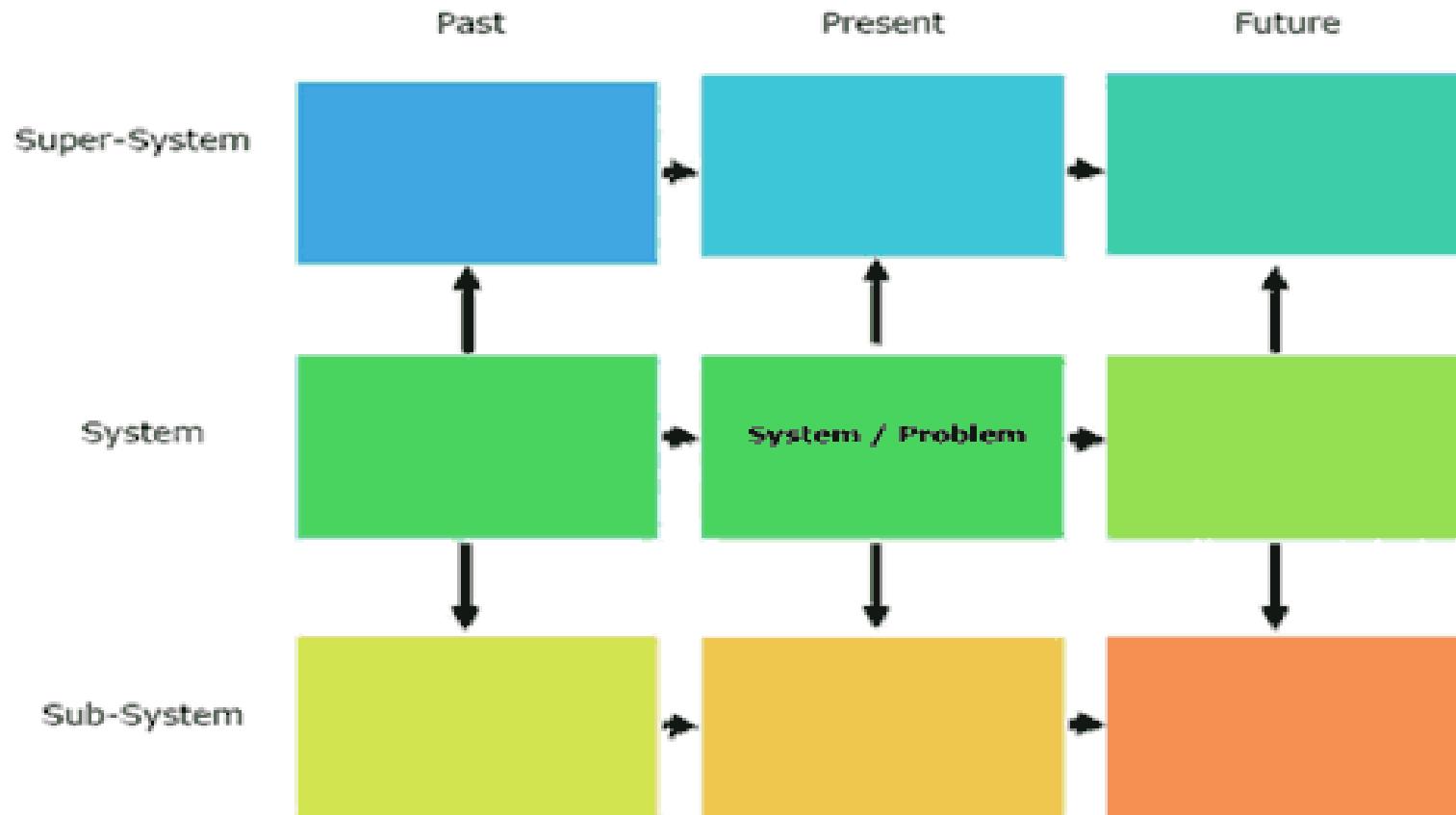
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## 4. Nine Windows

# 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

- 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 feedback loops containing embedded delays, thus constituting a complex system. 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



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



## Try it! Self Work. 10 Minutes.

- Take your “original” 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!
- 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...**

## Intrapreneuership?

- 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.

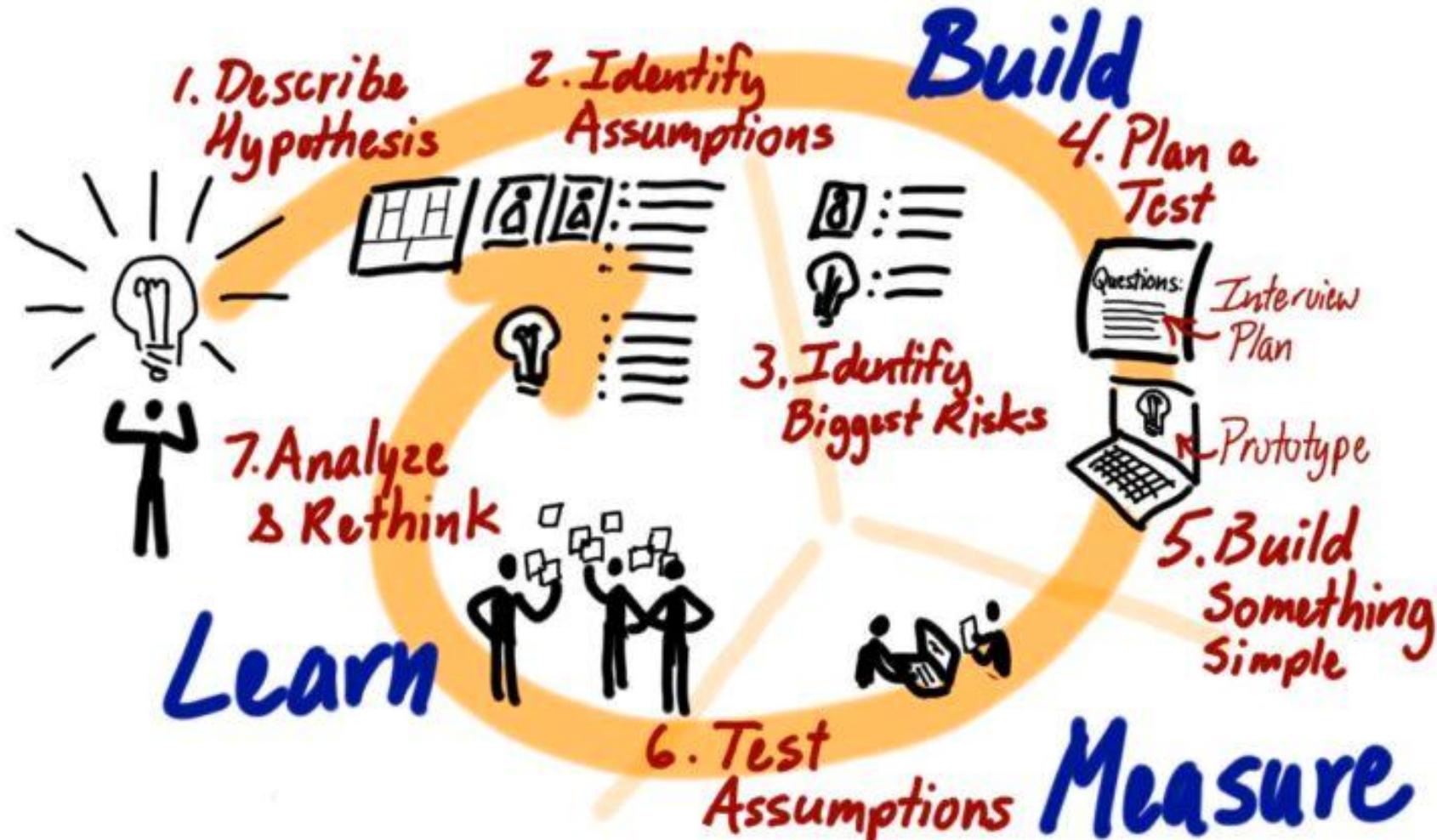
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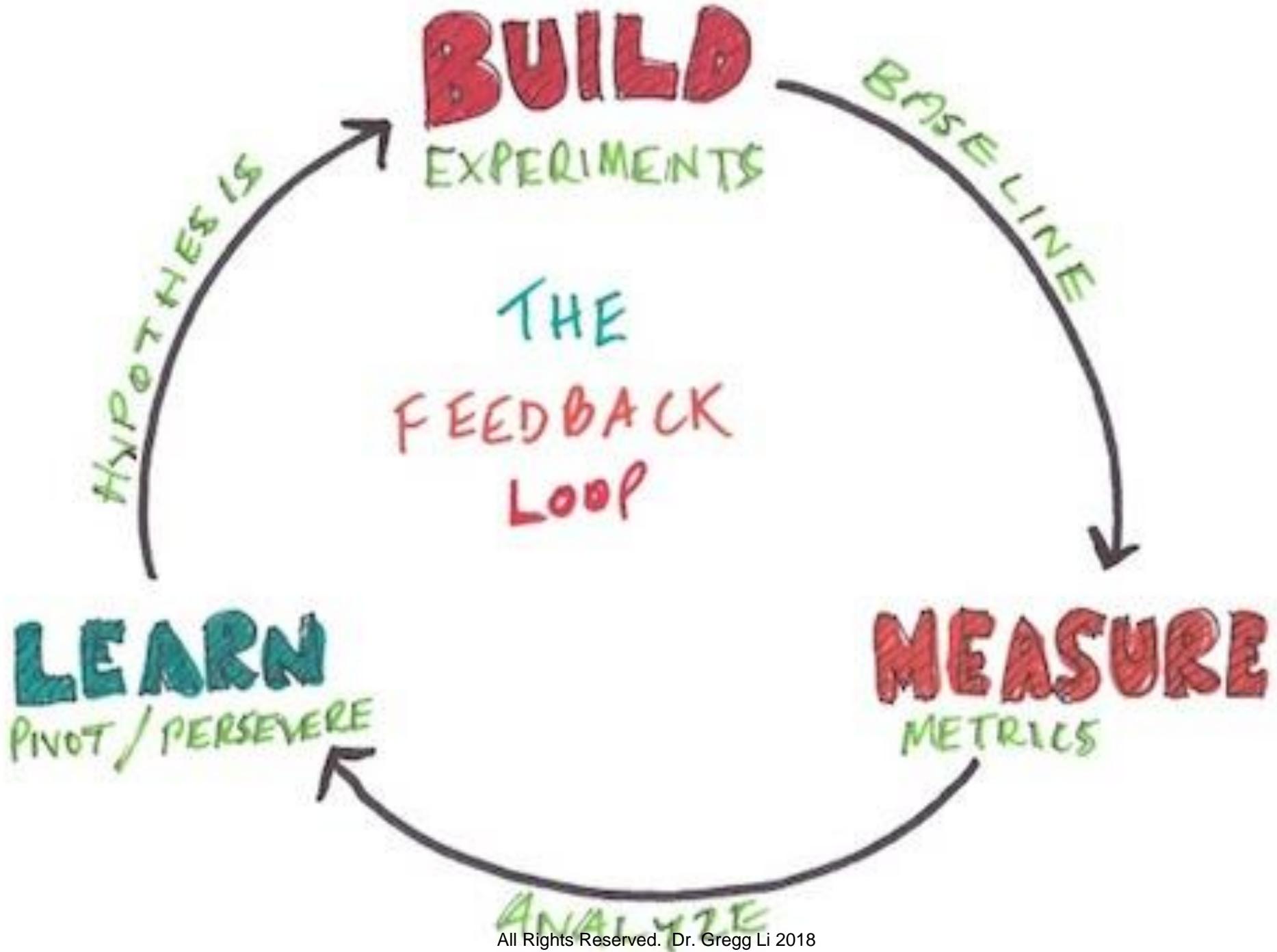
## 7. Lean Start-up Thinking



# Eric Reis' Lean Start Up Thinking

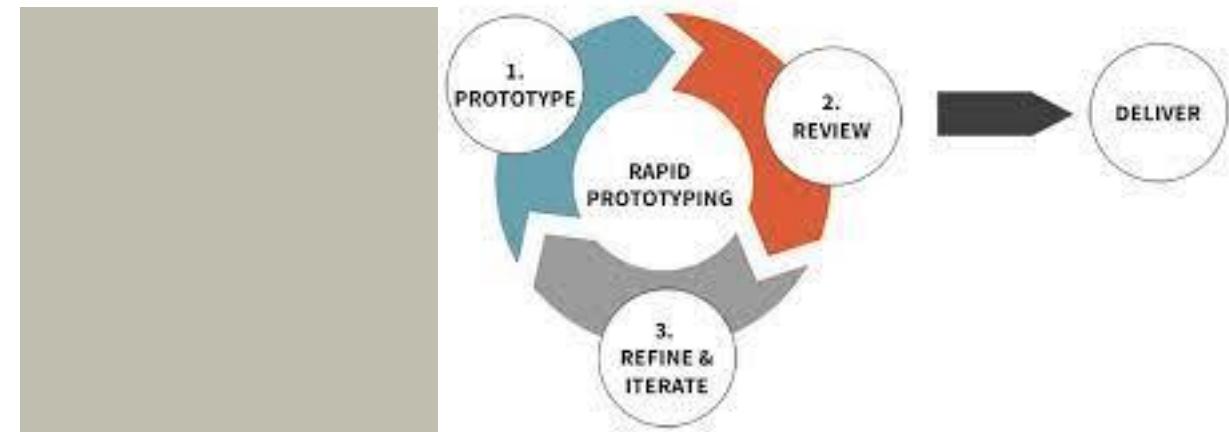
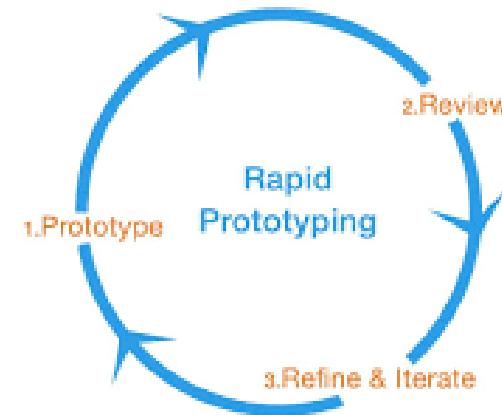
Completely changed the mindset of MBAs from 2012







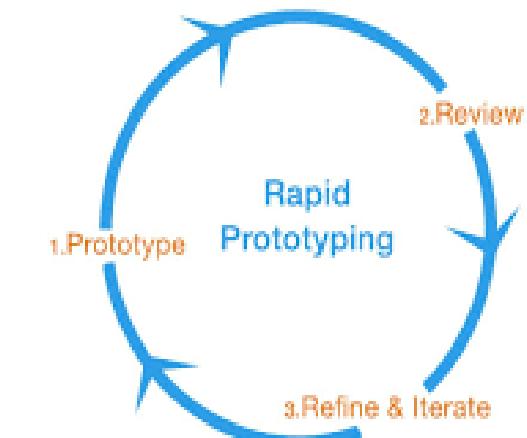
# Rapid Prototyping





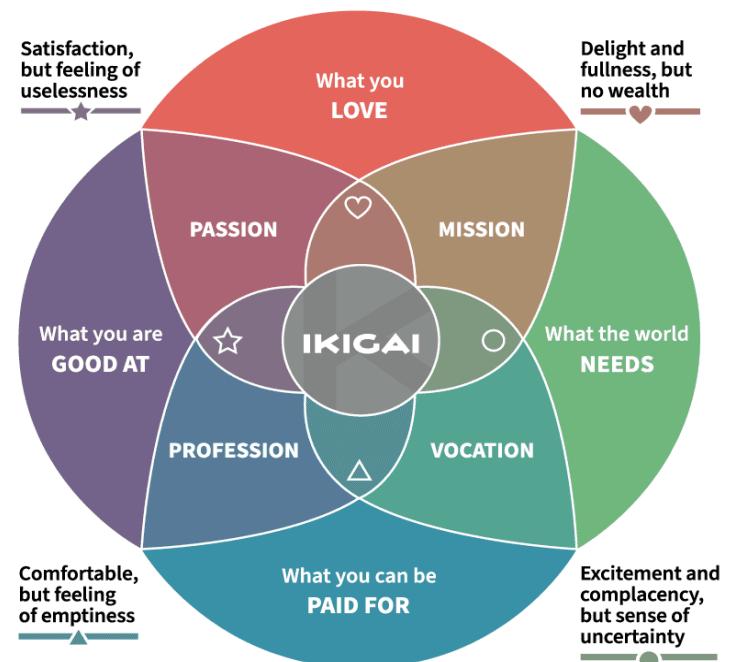
## Team Exercise: Consumer Council Case One

*How might we solve the Consumer Council's Challenge?*



## IKIGAI

A Japanese Concept That Means, “A Reason for Being”





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