Ecodesign & Innovations-Methoden

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go3 consulting

go3consulting PartG

Godehard Gerling, MA
Consultant, Entrepreneur, Manager

Und Sie...?

?

Agenda

16:00 Imageen Projektvorstellung

16:30 Geschäftsmodelle entwickeln und optimieren:
Einführung in Canvas Modeling

17:45 Pause

18:15 Das richtige Problem finden:
Einführung in Design Thinking

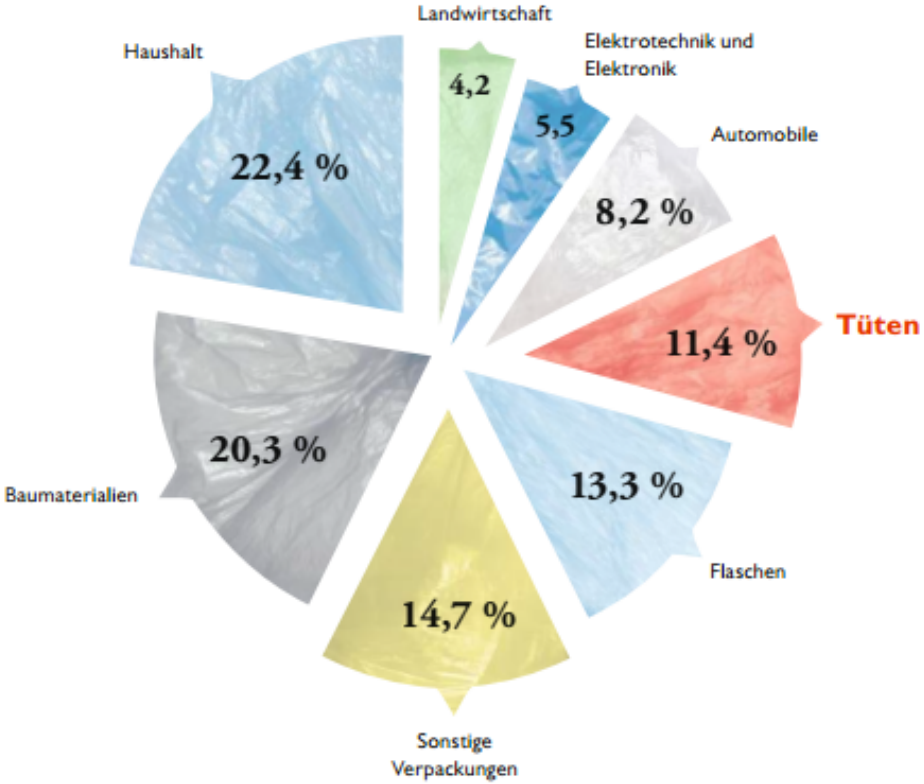
18:45 Design Thinking in der Anwendung:
Die Müsli Challenge

19:45 Get together

Worum es geht...

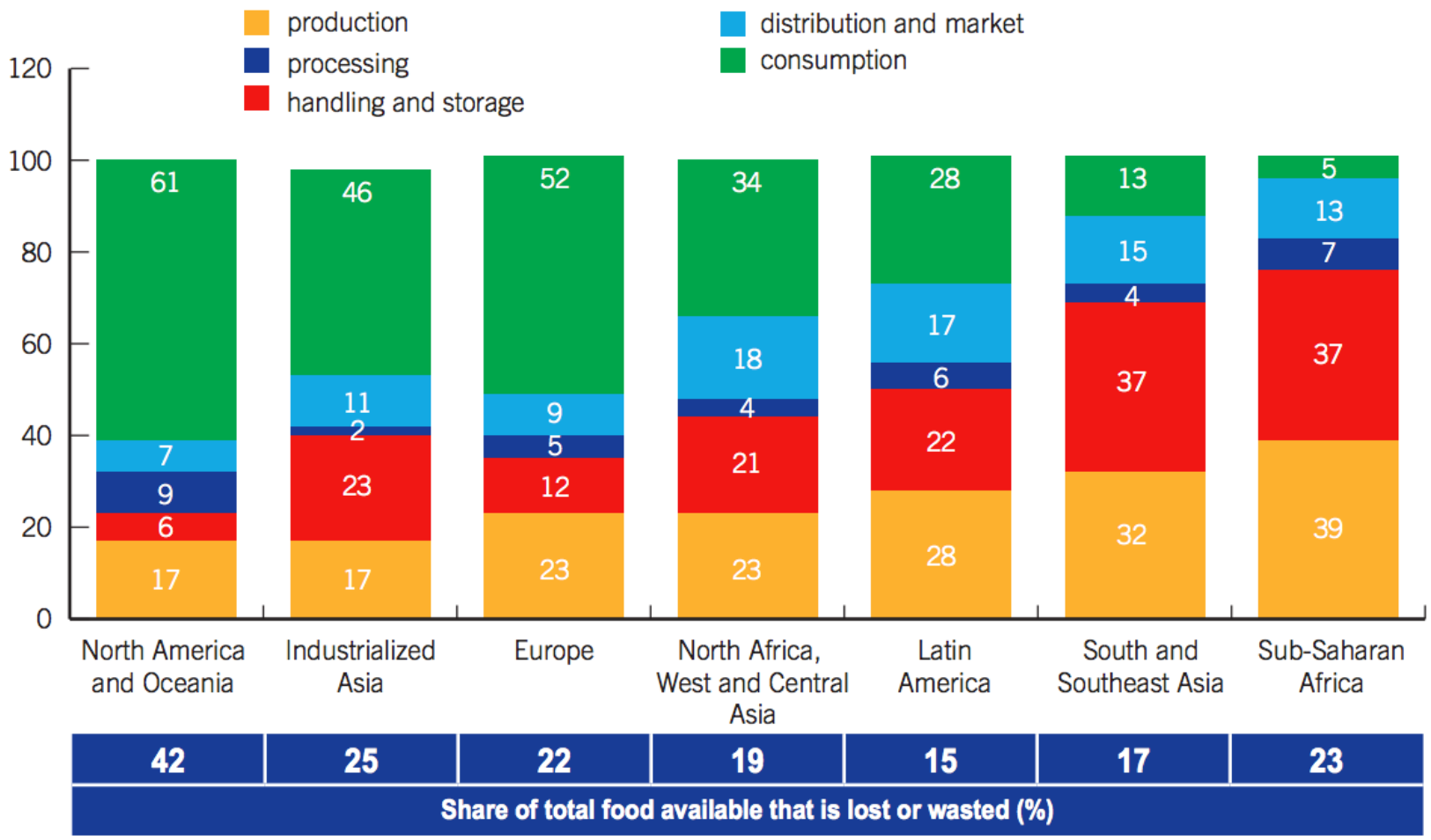
Foto: „Badische Zeitung“

8% aller deutschen Plastiktüten enden in der Umwelt



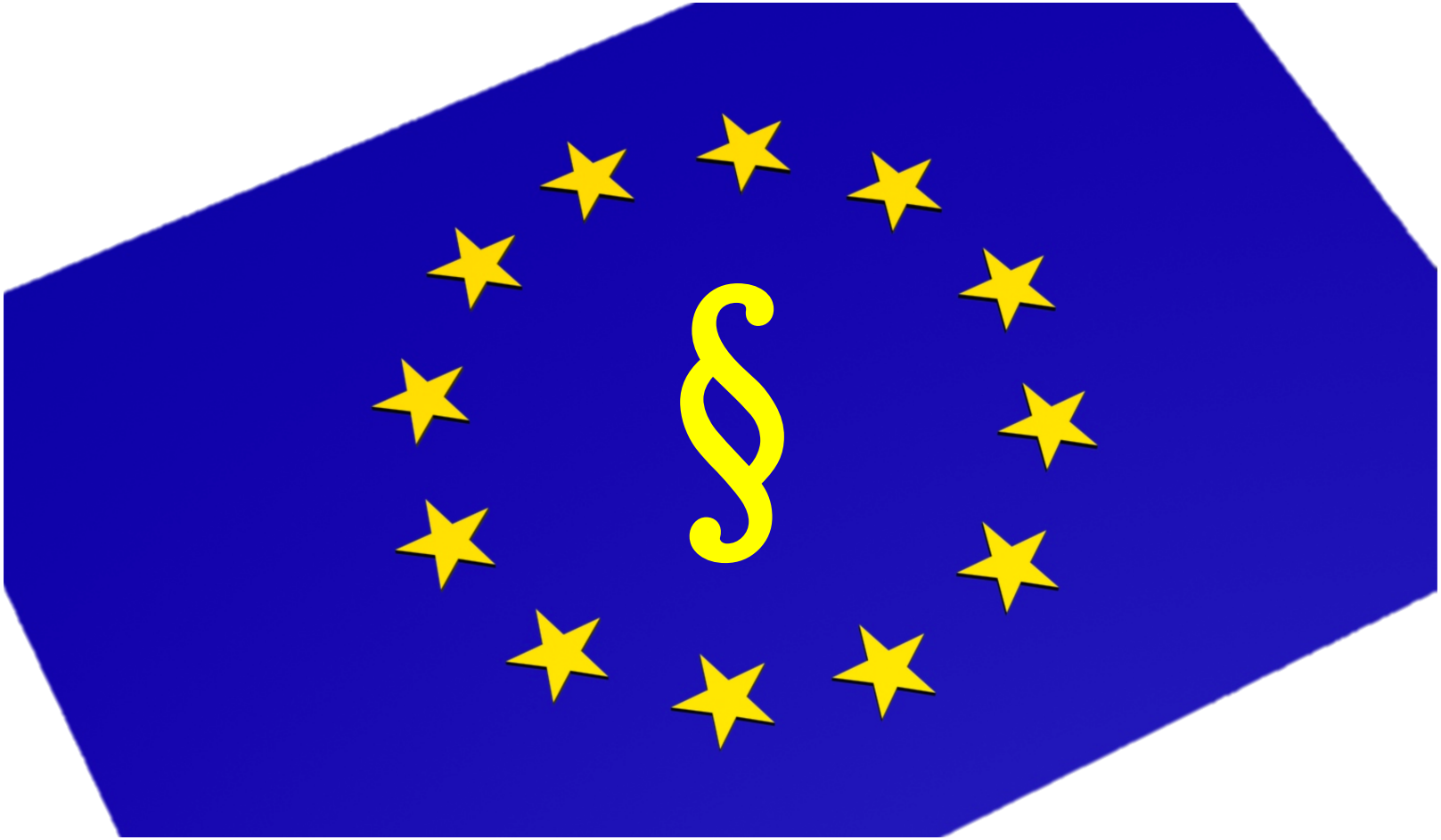
Grafik: „Die Zeit“

20-30% aller Nahrungsmittel weltweit verderben

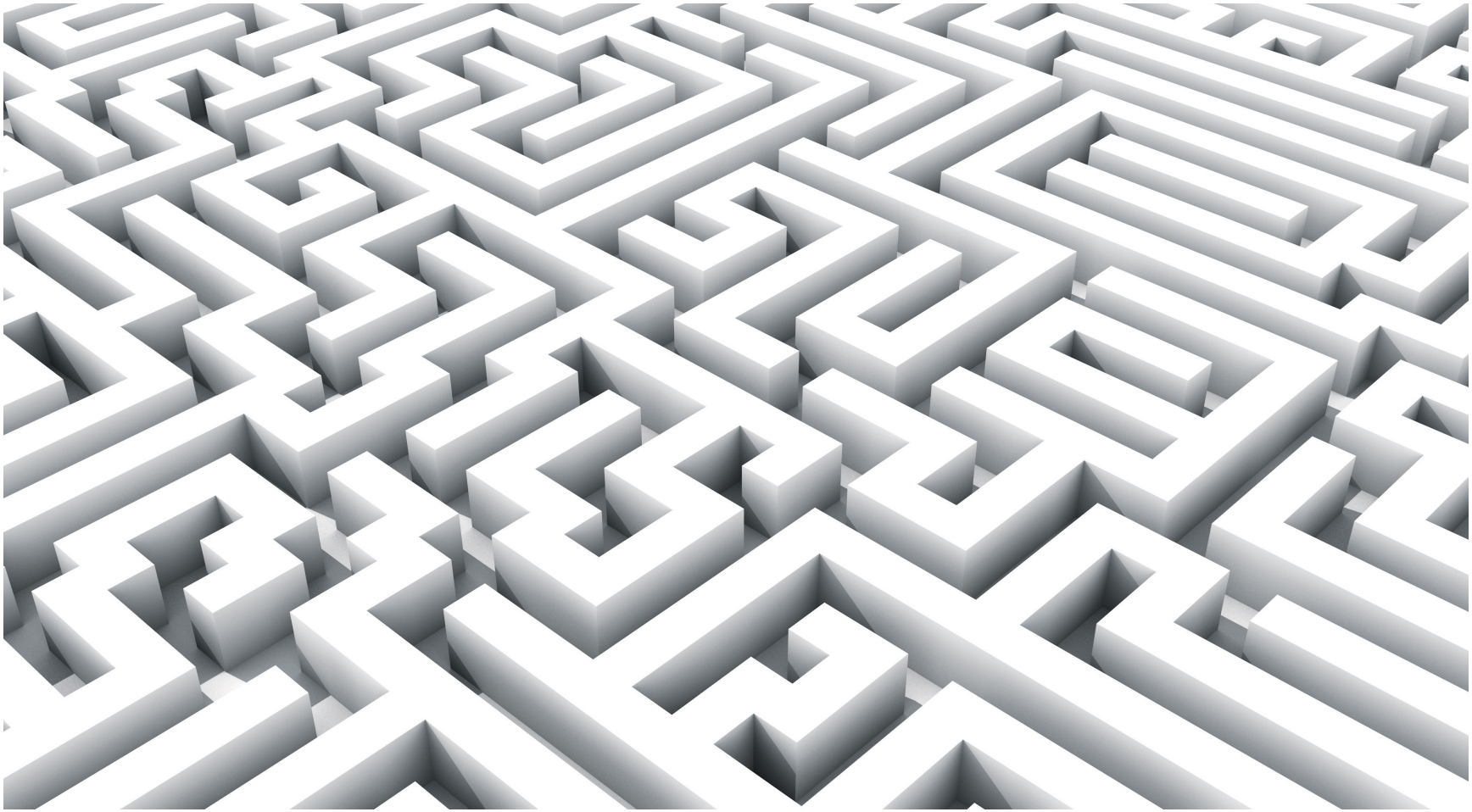


Quelle: The World Bank Group 2/2014

Die EU ist um Veränderung bemüht

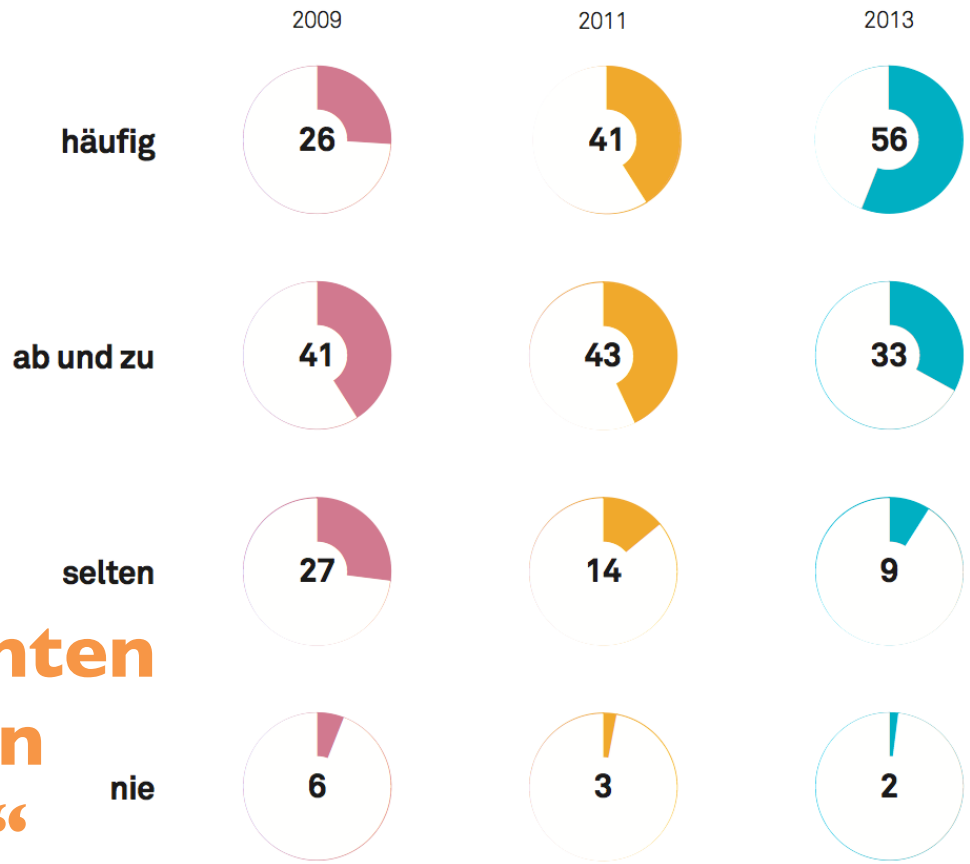


(Was vielleicht nicht immer hilft)



„Wie häufig kaufen Sie Produkte, die ethisch korrekt hergestellt sind, also biologisch hergestellte, regional produzierte, fair gehandelte oder klimafreundlich hergestellte Produkte etc.?“

(Angaben in %, Summe ungleich 100 durch Rundung)



Konsumenten honorieren „ethische“ Produkte!

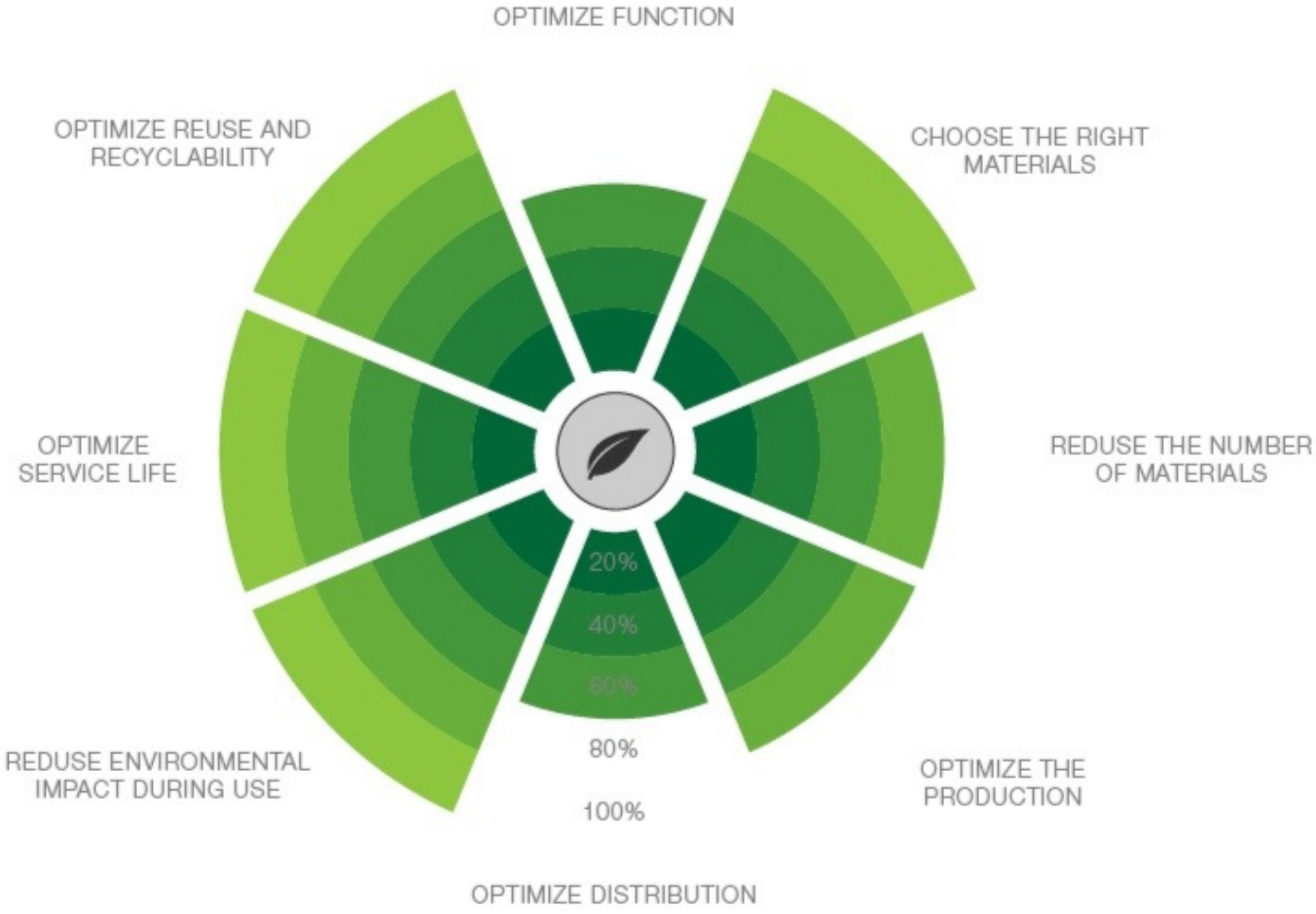
Quelle: Otto Group Trendstudie 2013

„Ethischer Konsum bedeutet für mich…“

Angaben in %, Darstellung der Top-2-Werte auf 4er-Skala „trifft voll und ganz zu“ / „trifft zu“)

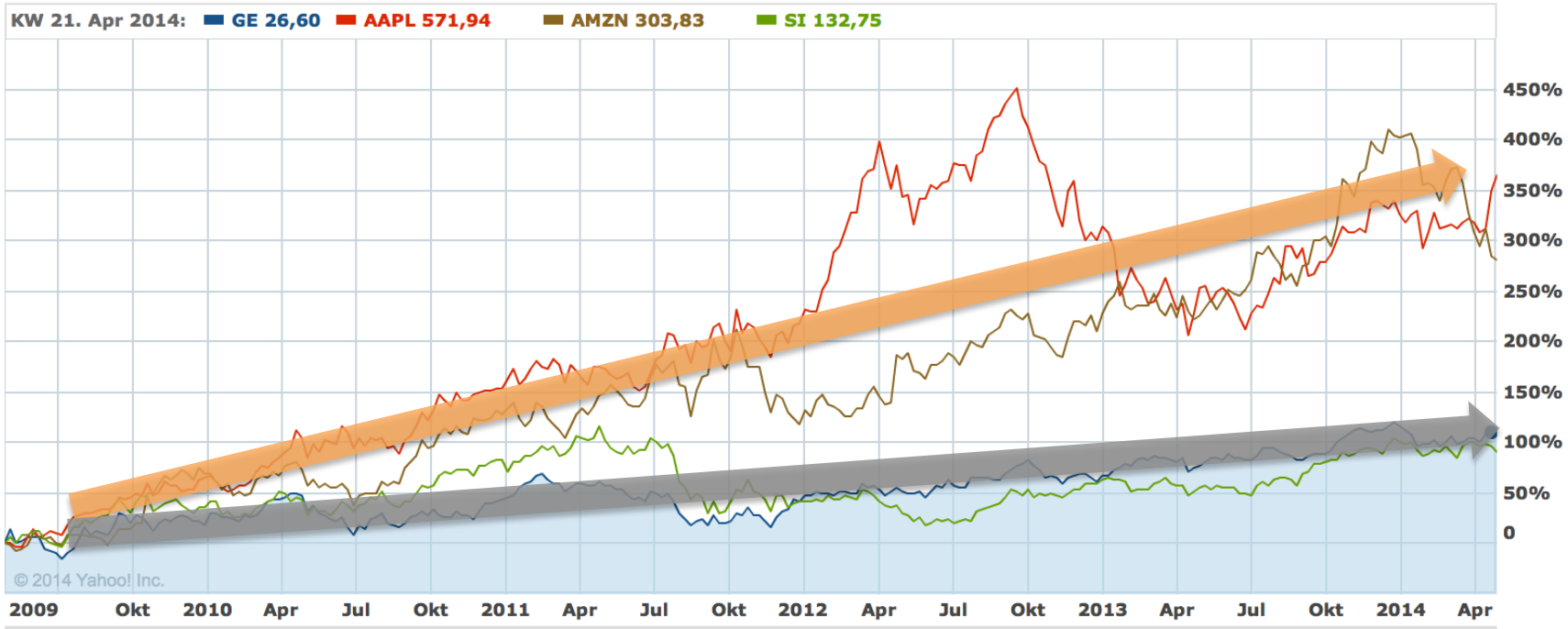
Quelle: Otto Group Trendstudie 2013

Nachhaltiges Design
ist erweiterte Kundenanforderung



Quelle: greenfurniture.se

Kundenzentrierung treibt Erfolg...



Maximierung von Shareholder Value

- Fokus auf Effizienz und Exekution
  - Kostenkontrolle
  - Skaleneffekte
- „Inside-Out Denken“

Maximierung von Kundennutzen

- „Delighting Customers“
- Fokus auf Kundenerlebnis
- „Denken vom Kunden her“

(cf. Steve Denning 2011)

Wesentliche Erfolgsfaktoren

Themen heute

- Canvas Modeling -
  Geschäftsmodelle entwickeln und optimieren
- Design Thinking –
  Die richtigen Kundenprobleme finden

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20:00 Get together

Geschäftsmodelle agil & übersichtlich

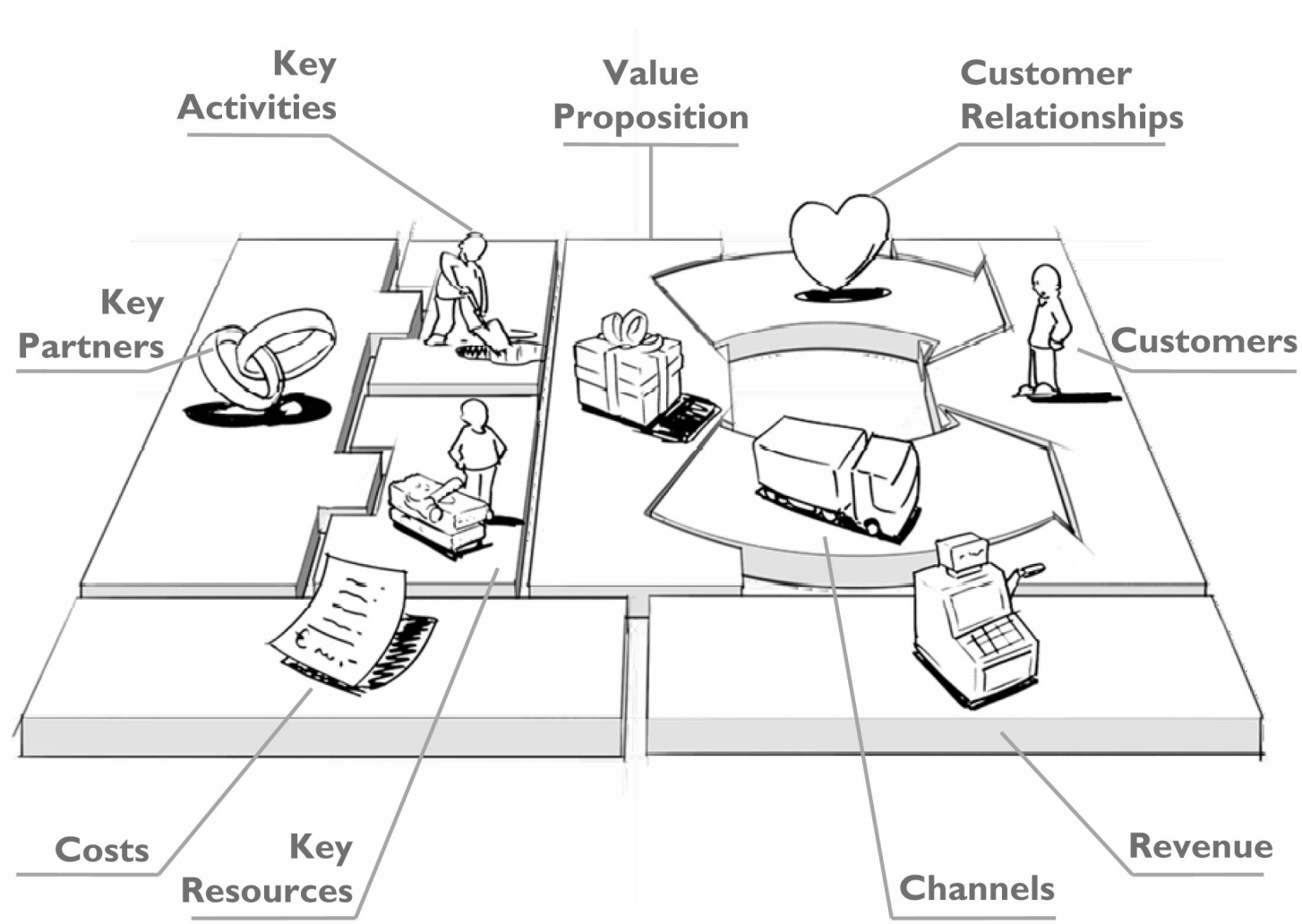
CANVAS MODELING

Alexander Osterwalder
hat Business Models wissenschaftlich untersucht

Alexander Osterwalder (2004):
THE BUSINESS MODEL ONTOLOGY - A PROPOSITION IN A DESIGN SCIENCE APPROACH

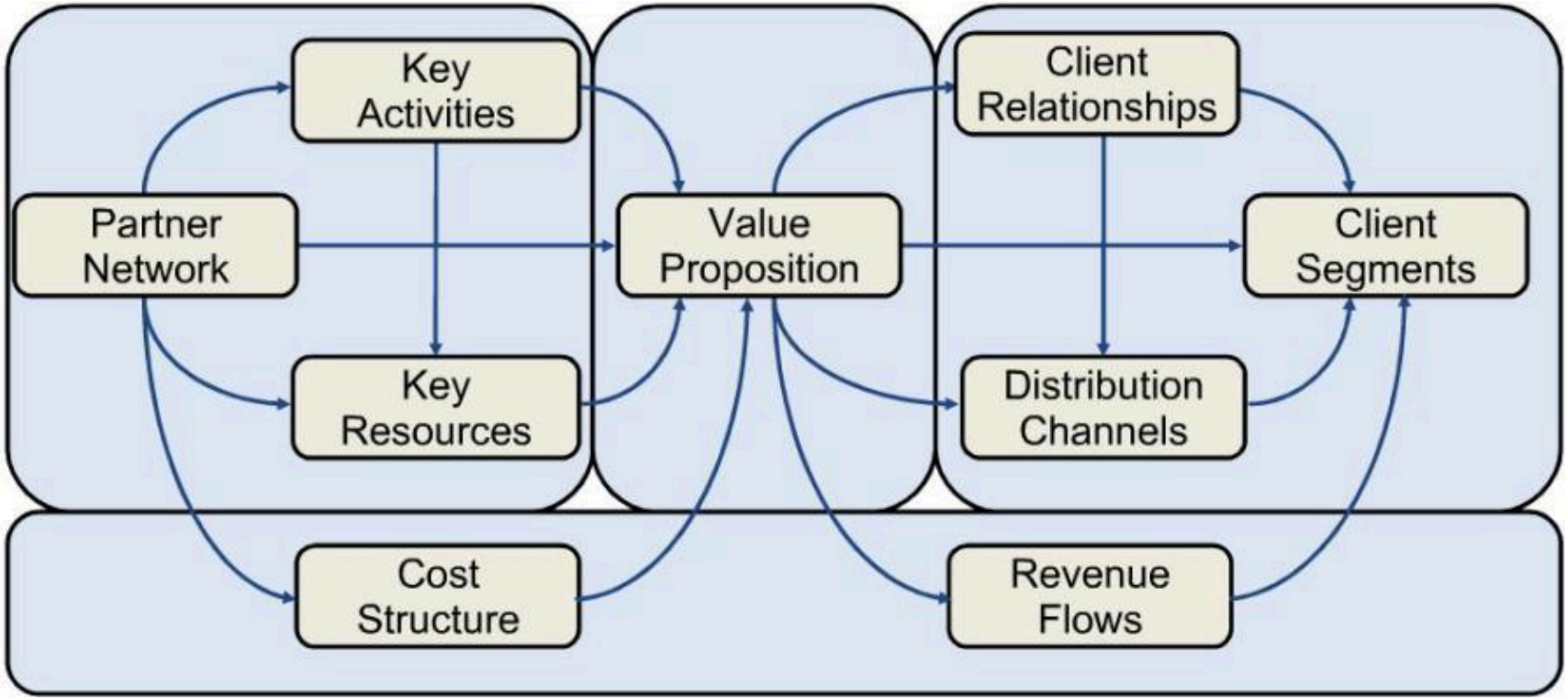
„How can business models be described and represented in order to build the foundation for subsequent concepts and tools, possibly computer based?“

Ergebnis: Geschäftsmodelle bestehen aus 9 Kernelementen



Quelle:businessmodegeneration.com

Die Elemente stehen in enger Wechselbeziehung zueinander



Quelle:glennaswordpress.com

Das Werkzeug: Der Business Model Canvas zur Entwicklung von Geschäftsmodellen

Key Partners

Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquairing from partners?
Which Key Activities do partners perform?

MOTIVATIONS FOR PARTNERSHIPS
Optimization and economy
Reduction of risk and uncertainty
Acquisition of particular resources and activities

Key Activities

What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

CATERGORIES
Production
Problem Solving
Platform/Network

Key Resources

What Key Resources do our Value Propositions require?
Our Distribution Channels? Customer Relationships?
Revenue Streams?

TYPES OF RESOURCES
Physical
Intellectual (brand patents, copyrights, data)
Human
Financial

Value Propositions

What value do we deliver to the customer?
Which one of our customer's problems are we helping to solve?
What bundles of products and services are we offering to each Customer Segment?
Which customer needs are we satisfying?

CHARACTERISTICS
Newness
Performance
Customization
"Getting the Job Done"
Design
Brand/Status
Price
Cost Reduction
Risk Reduction
Accessibility
Convenience/Usability

Customer Relationships

What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
Which ones have we established?
How are they integrated with the rest of our business model?
How costly are they?

EXAMPLES
Personal assistance
Dedicated Personal Assistance
Self-Service
Automated Services
Communities
Co-creation

Channels

Through which Channels do our Customer Segments want to be reached?
How are we reaching them now?
How are our Channels integrated?
Which ones work best?
Which ones are most cost-efficient?
How are we integrating them with customer routines?

CHANNEL PHASES
1. *Awareness*
   How do we raise awareness about our company's products and services?
2. *Evaluation*
   How do we help customers evaluate our organization's Value Proposition?
3. *Purchase*
   How do we allow customers to purchase specific products and services?
4. *Delivery*
   How do we deliver a Value Proposition to customers?
5. *After sales*
   How do we provide post-purchase customer support?

Customer Segments

For whom are we creating value?
Who are our most important customers?

Mass Market
Niche Market
Segmented
Diversified
Multi-sided Platform

Cost Structure

What are the most important costs inherent in our business model?
Which Key Resources are most expensive?
Which Key Activities are most expensive?

IS YOUR BUSINESS MORE
Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing)
Value Driven (focused on value creation, premium value proposition)

SAMPLE CHARACTERISTICS
Fixed Costs (salaries, rents, utilities)
Variable costs
Economies of scale
Economies of scale

Revenue Streams

For what value are our customers really willing to pay?
For what do they currently pay?
How are they currently paying?
How would they prefer to pay?
How much does each Revenue Stream contribute to overall revenues?

TYPES
Asset sale
Usage fee
Subscription Fees
Lending/Renting/Leasing
Licensing
Brokerage fees
Advertising

FIXED PRICING
List Price
Product feature dependent
Customer segment dependent
Volume dependent

DYNAMIC PRICING
Negotiation (bargaining)
Yield Management
Real-time-Market

DESIGNED BY: Business Model Foundry AG
The makers of Business Model Generation and Strategyzer

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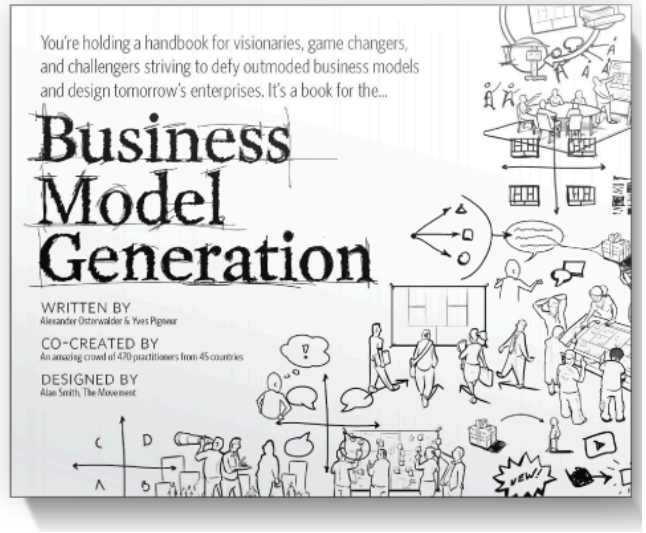
Strategyzer
strategyzer.com

Namhafte Firmen verwenden den Business Model Canvas



Was bringt der Canvas?

- Verbesserte Hypothesengenerierung und Validierung
  - Weniger unvalidierte Annahmen
- Stärkerer Fokus auf den Kunden(nutzen)
  - 3-Jahres-Plan mit Abschreibungen ist „interessant“
- Grössere Geschwindigkeit
  - Iterative und inkrementelle Erarbeitung von Produkt und Geschäftsmodell

Unterschiedliche Anwendungen

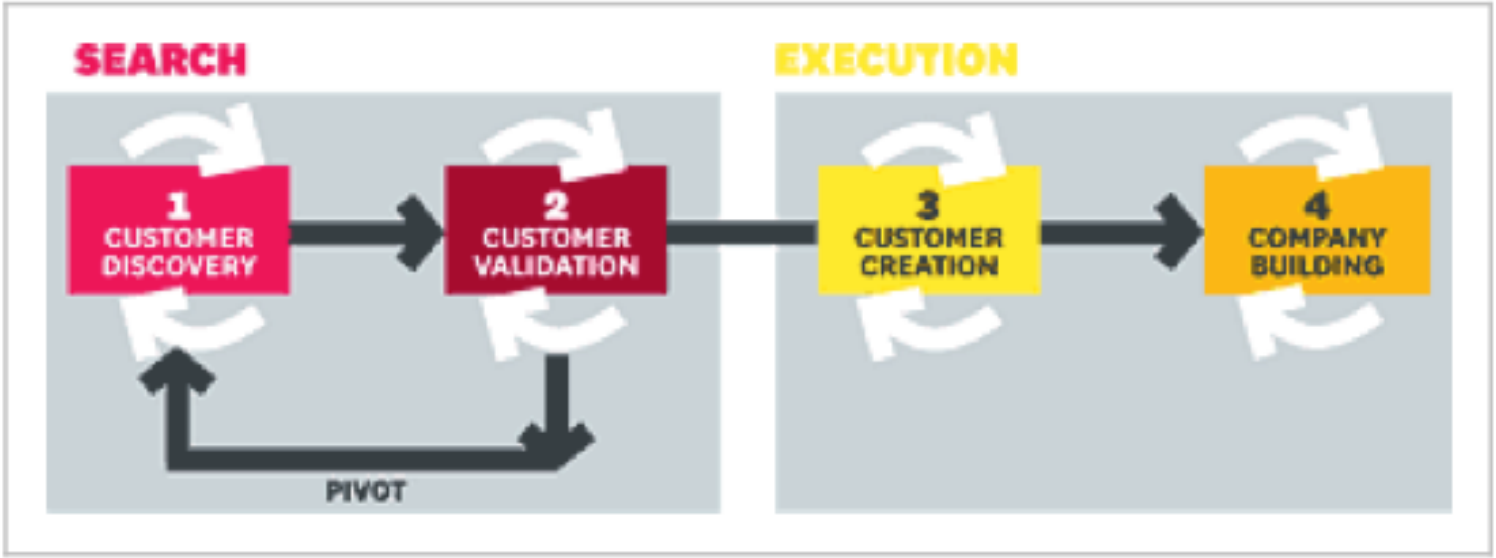
Startup/ Innovation

1. Business Model-Hypothese entwickeln
2. Geschäftsmodell suchen
   - Annahmen durch Kundenkontakte iterativ validieren/falsifiieren
3. Geschäftsmodell exekutieren – Geschäft aufbauen

Existierendes Unternehmen

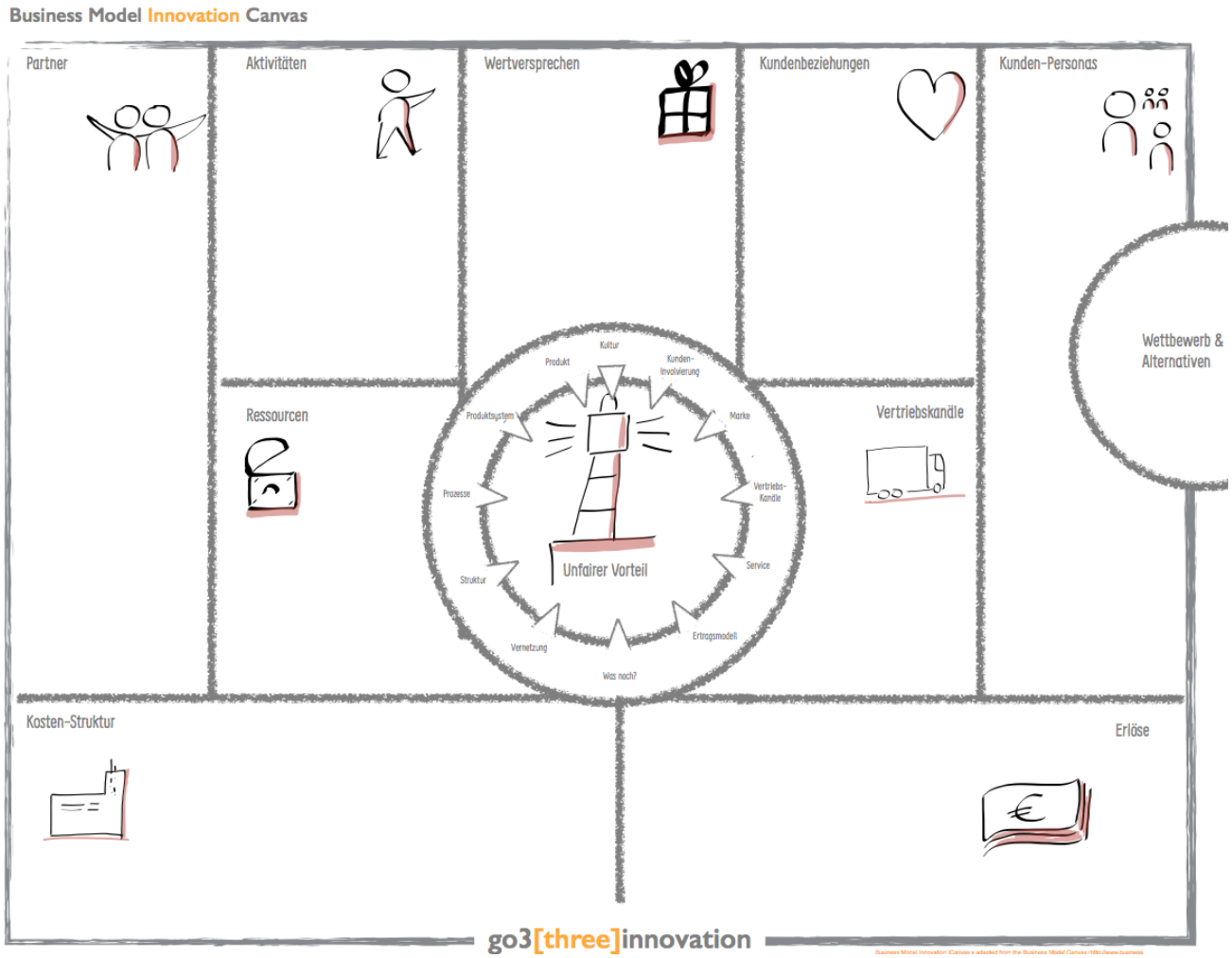
1. Aktuelles Business Model dokumentieren
2. Geschäftsmodell systematisch optimieren
3. Optimiertes Geschäftsmodell testen und verbessern
   - Annahmen durch Kundenkontakte iterativ validieren/falsifizieren
4. Geschäft ausbauen

Lean Startup



Quelle: Steve Blank/hbr.org

Business Model Innovation Canvas



Elemente des Innovationskompass‘

Optimierungsbereich	Kernfrage
Produkt	Welche Produkt-Differenzierungen können entwickelt werden?
Produktsystem	Wie entwickelt man ineinander greifende Produkte & Services?
Prozesse	Wie lassen sich Prozesse differenzierend optimieren?
Strukturen	Wie strukturiert man Mitarbeiter und Assets wertsteigernd?
Kultur	Was schafft eine offene und innovationsfördernde Kultur?
Vernetzung	Wie kann man seinen Wert durch Vernetzung steigern?
Service	Wie lässt sich der Wert des Angebots unterstützen & steigern?
Kanäle	Wie kommuniziert & bringt man seine Produkte zum Nutzer?
Ertragsmodell	Womit und wie wird Geld verdient?
Marke	Wie lässt sich das Geschäft wertsteigernd darstellen?
Kunden-Involvierung	Wie lässt sich das Produkt als Teil des Kundenalltags etablieren?
Was noch?	Welche weiteren Optimierungsoptionen könnte es geben?

CANVAS HANDS-ON

Gruppenaufgabe

- Bilden Sie Gruppen von 4-5 Personen
- Dokumentieren Sie das Geschäftsmodell von Mineralwasser mit Hilfe des Business Model Canvas!

User Profile Canvas

Designed für:

Designed durch:

Datum:

Iteration:

User Name

Market and Trends

What are the driving forces (in the future)?
How does the environment change?
Which trends do influence the customer?

Political
Economical
Social
Technological
Ecological
Legal
Methodical / Tools

Persona-Description

Describe a fictional character that represent the user type

Demographical information (age, gender,)?
Social Environment? Sinus Milieus?
Skills, knowledge & experience?
Mindset? Attitude?
Location? Space?
Time?

Influencers

Who is integrated in the buying decision?
Who are your allies?
Who is paying for the product?
How is the social environment of the user?

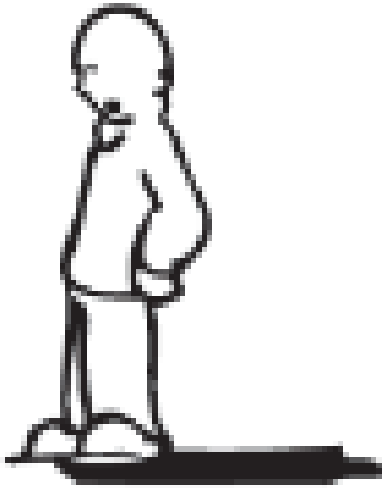
B2B:
Buying Centre
Payer
Buyer
Other users
Customers of the customers

B2C:
Social context
Partnership
Parents, children
Direct influencer of the near environment

Mood Board

A mood board is a type of collage that may consist of images, text, and samples of objects in order to illustrate visually the user.

Context pictures
Emotional pictures
Atmosphere the user is in
Graphical illustrations



Job to be done

What functional jobs are you helping your customer get done?
What social jobs and emotional jobs are you helping to get done?
What basic needs are you helping your customer satisfy?

Key tasks to be performed and completed
Key problems to solve
Key Needs to satisfy

Pains

What does your customer find too costly?
What makes your customer feel bad?
How are current solutions underperforming for your customer?

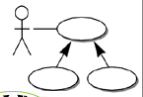
Negative emotions
Undesired costs
Undesired situations
Risks

Gains

Which savings would make your customer happy?
What outcomes does your customer expect and what would go beyond his/her expectations?
How do current solutions delight your customer?

Customer expectations, wishes, surprises
Functional utilities
Social gains
Positive emotions
Cost savings

Use Cases

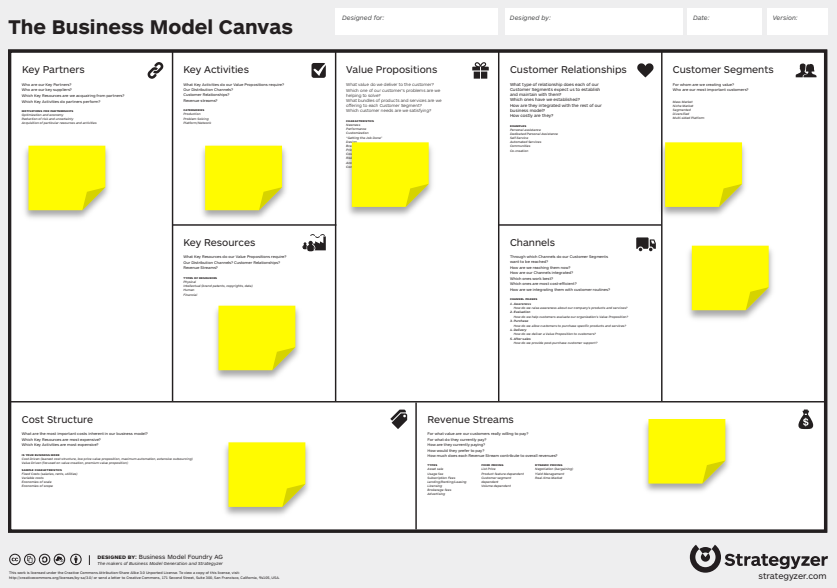


Use cases describe all possible scenarios, that can happen, while using the product. The "job to be done" is detailed and possible key tasks are listed.
What are key tasks / key use cases the user performs with the product?
Where do the user use it? In which context is it used?
What happens in the environment of the system while using it?
What happens before and after the usage (e.g. planning, installation, maintenance/service, disposal,)?

Using context
Timeable view

Prof. Dr. Patrick Link
http://blog.hslu.ch/talink/

Wie mit dem Canvas arbeiten?

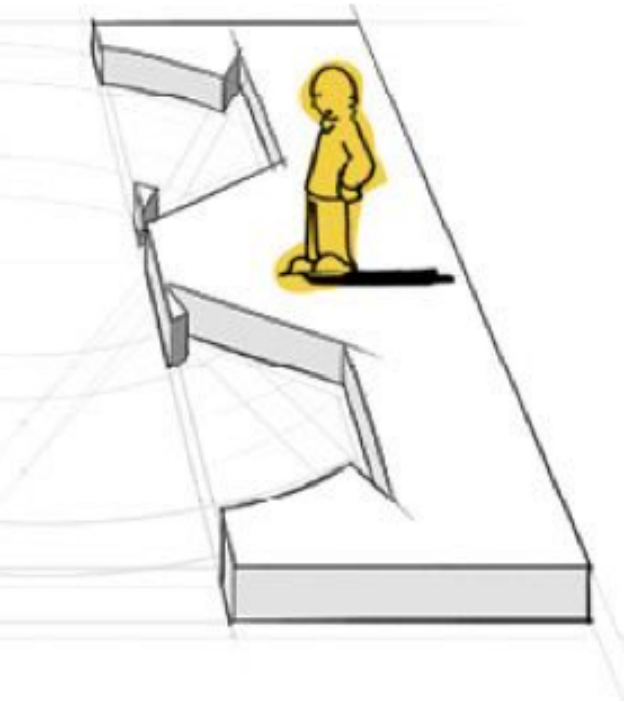


Brainstorming Rules:

★Defer judgement – no blocking of ideas!
★Go for quantity!
★One conversation at a time!
★Headlines – no details!
★Stay on topic!
★Build on the ideas of others!
★Be visual!
★Encourage wild ideas!

- Mit Post Its
- Brainstorming
- Immer wieder das Gesamtbild betrachten
- Neu in die Felder einsteigen

1. Kundensegmente (Customer Segments)



Definiert die Kundensegmente, die das Unternehmen bedienen will

- Segmente unterscheiden sich durch Unterschiede in:
  - Anforderungen
  - Kanälen
  - Profitabilität
  - Zahlungswilligkeit

- Stellenwert von Ökoprodukten?
- Besondere Vertriebsformen?
- Bereitschaft Aufpreis zu zahlen?

cf. Osterwalder, A. et al. Business Model Generation

2. Wertversprechen (Value Proposition)

- Materialauswahl?
- Energieverbrauch
- Lebensdauer des Produktes?
- Entsorgung/ Wiederverwendung?

Das Bündel von Produkten und Dienstleistungen

- Erfüllt ein Kundenbedürfnis
- Mögliche Elemente:
  - Neuigkeit
  - „Getting the job done“
  - Risikominderung
  - Usability

cf. Osterwalder, A. et al. Business Model Generation

The Value Proposition Canvas

Value Proposition

Customer Segment

Products & Services

List all the products and services your value proposition is built around.

Which products and services do you offer that help your customer get either a functional, social, or emotional job done, or help him/her satisfy basic needs?

Which ancillary products and services help your customer perform the roles of:

Buyer
(e.g. products and services that help customers compare offers, decide, buy, take delivery of a product or service, ...)

Co-creator
(e.g. products and services that help customers co-design solutions, otherwise contribute value to the solution, ...)

Transferrer
(e.g. products and services that help customers dispose of a product, transfer it to others, or resell, ...)

Products and services may either by tangible (e.g. manufactured goods, face-to-face customer service), digital/virtual (e.g. downloads, online recommendations), intangible (e.g. copyrights, quality assurance), or financial (e.g. investment funds, financing services).

Rank all products and services according to their importance to your customer.

Are they crucial or trivial to your customer?

Gain Creators

Copy or outperform current solutions that delight your customer?
(e.g. regarding specific features, performance, quality, ...)

Make your customer's job or life easier?
(e.g. flatter learning curve, usability, accessibility, more services, lower cost of ownership, ...)

Create positive social consequences that your customer desires?
(e.g. makes them look good, produces an increase in power, status, ...)

Do something customers are looking for?
(e.g. good design, guarantees, specific or more features, ...)

Fulfill something customers are dreaming about?
(e.g. help big achievements, produce big reliefs, ...)

Produce positive outcomes matching your customers success and failure criteria?
(e.g. better performance, lower cost, ...)

Help make adoption easier?
(e.g. lower cost, less investments, lower risk, better quality, performance, design, ...)

Rank each gain your products and services create according to its relevance to your customer. Is it substantial or insignificant? For each gain indicate how often it occurs.

Describe how your products and services create customer gains.

How do they create benefits your customer expects, desires or would be surprised by, including functional utility, social gains, positive emotions, and cost savings?

Do they...
Create savings that make your customer happy?
(e.g. in terms of time, money and effort, ...)

Produce outcomes your customer expects or that go beyond their expectations?
(e.g. better quality level, more of something, less of something, ...)

Pain Relievers

Help your customers better sleep at night?
(e.g. by helping with big issues, diminishing concerns, or eliminating worries, ...)

Limit or eradicate common mistakes customers make?
(e.g. usage mistakes, ...)

Get rid of barriers that are keeping your customer from adopting solutions?
(e.g. lower or no upfront investment costs, flatter learning curve, less resistance to change, ...)

Rank each pain your products and services kill according to their intensity for your customer. Is it very intense or very light?
For each pain indicate how often it occurs. Risks your customer experiences or could experience before, during, and after getting the job done?

Describe how your products and services alleviate customer pains. How do they eliminate or reduce negative emotions, undesired costs and situations, and risks your customer experiences or could experience before, during, and after getting the job done?

Do they...
Produce savings?
(e.g. in terms of time, money, or efforts, ...)

Make your customers feel better?
(e.g. kills frustrations, annoyances, things that give them a headache, ...)

Fix underperforming solutions?
(e.g. new features, better performance, better quality, ...)

Put an end to difficulties and challenges your customers encounter?
(e.g. make things easier, helping them get done, eliminate resistance, ...)

Wipe out negative social consequences your customers encounter or fear?
(e.g. loss of face, power, trust, or status, ...)

Eliminate risks your customers fear?
(e.g. financial, social, technical risks, or what could go awfully wrong, ...)

Gains

Describe the benefits your customer expects, desires or would be surprised by. This includes functional utility, social gains, positive emotions, and cost savings.

Which savings would make your customer happy?
(e.g. in terms of time, money and effort, ...)

What outcomes does your customer expect and what would go beyond his/her expectations?
(e.g. quality level, more of something, less of something, ...)

How do current solutions delight your customer?
(e.g. specific features, performance, quality, ...)

What would make your customer's job or life easier?
(e.g. flatter learning curve, more services, lower cost of ownership, ...)

What positive social consequences does your customer desire?
(e.g. makes them look good, increase in power, status, ...)

What are customers looking for?
(e.g. good design, guarantees, specific or more features, ...)

What do customers dream about?
(e.g. big achievements, big reliefs, ...)

How does your customer measure success and failure?
(e.g. performance, cost, ...)

What would increase the likelihood of adopting a solution?
(e.g. lower cost, less investments, lower risk, better quality, performance, design, ...)

Rank each gain according to its relevance to your customer. Is it substantial or is it insignificant? For each gain indicate how often it occurs.

Pains

Describe negative emotions, undesired costs and situations, and risks that your customer experiences or could experience before, during, and after getting the job done.

What does your customer find too costly?
(e.g. takes a lot of time, costs too much money, requires substantial efforts, ...)

What makes your customer feel bad?
(e.g. frustrations, annoyances, things that give them a headache, ...)

How are current solutions underperforming for your customer?
(e.g. lack of features, performance, malfunctioning, ...)

What are the main difficulties and challenges your customer encounters?
(e.g. understanding how things work, difficulties getting things done, resistance, ...)

What negative social consequences does your customer encounter or fear?
(e.g. loss of face, power, trust, or status, ...)

What risks does your customer fear?
(e.g. financial, social, technical risks, or what could go awfully wrong, ...)

What's keeping your customer awake at night?
(e.g. big issues, concerns, worries, ...)

What common mistakes does your customer make?
(e.g. usage mistakes, ...)

What barriers are keeping your customer from adopting solutions?
(e.g. upfront investment costs, learning curve, resistance to change, ...)

Rank each pain according to the intensity it represents for your customer.
Is it very intense or is it very light?
For each pain indicate how often it occurs.

Customer Job(s)

Describe what a specific customer segment is trying to get done. It could be the tasks they are trying to perform and complete, the problems they are trying to solve, or the needs they are trying to satisfy.

What functional jobs are you helping your customer get done? *(e.g. perform or complete a specific task, solve a specific problem, ...)*

What social jobs are you helping your customer get done? *(e.g. trying to look good, gain power or status, ...)*

What emotional jobs are you helping your customer get done? *(e.g. esthetics, feel good, security, ...)*

What basic needs are you helping your customer satisfy? *(e.g. communication, sex, ...)*

Besides trying to get a core job done, your customer performs ancillary jobs in different roles. Describe the jobs your customer is trying to get done as:

Buyer *(e.g. trying to look good, gain power or status, ...)*

Co-creator *(e.g. esthetics, feel good, security, ...)*

Transferrer *(e.g. products and services that help customers dispose of a product, transfer it to others, or resell, ...)*

Rank each job according to its significance to your customer. Is it crucial or is it trivial? For each job indicate how often it occurs.
Outline in which specific context a job is done, because that may impose constraints or limitations.
(e.g. while driving, outside, ...)

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Strategyzer
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THE PRODUCT CANVAS

pichler consulting

VISION/GOAL

Your overarching goal.

NAME

The name of the product.

TARGET GROUP

The users and the customers with their needs.

Personas are a great way to describe the target group.

BIG PICTURE

The desired user experience (UX): the user journeys, the product features, the visual design, and the nonfunctional properties.

Epics, scenarios, storyboards, workflows, design sketches, mock-ups, and constraint stories are helpful techniques.

PRODUCT DETAILS

The goal of the next iteration and specific actionable items to reach the goal.

The items are ordered from one to n, and may be captured as ready stories.

www.romanpichler.com
Template version 12/13

FILL ORDER: 1 2 3 4

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go³consulting

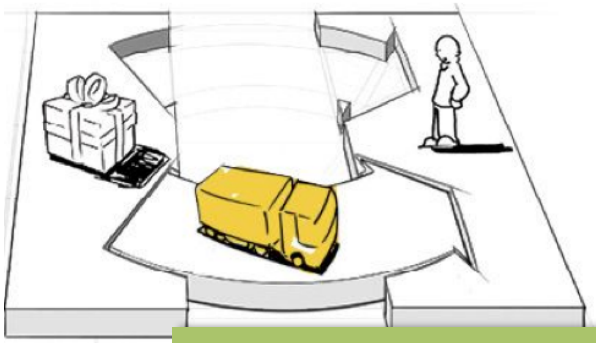
„Unfair Advantage“

- Wettbewerbsvorteil (Andy Grove‘s10x)
- Barrier to Entry
- Etwas, das nicht leicht zu kopieren ist

3. Kanäle (Channels)

Das Interface der Firma zu den Kunden

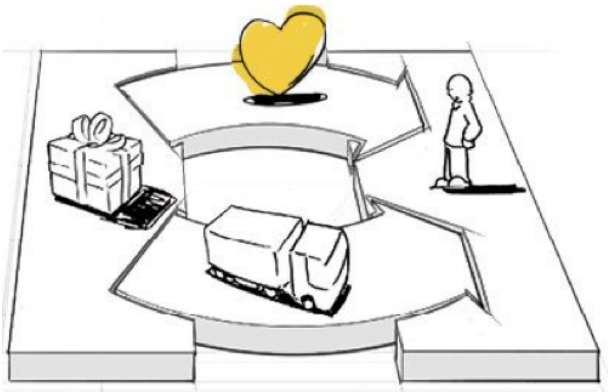
- Erhöht das Bewusstsein möglicher Kunden für die Lösung
- Hilft die Value Proposition zu evaluieren
- Liefert die Value Proposition
- Leistet Support



- Form des Vertriebs?
- Gesichtspunkte der Beratung?
- Lieferwege und –mittel?
- Rücknahme?

cf. Osterwalder, A. et al. Business Model Generation

4. Kundenbeziehungen (Customer Relationships)



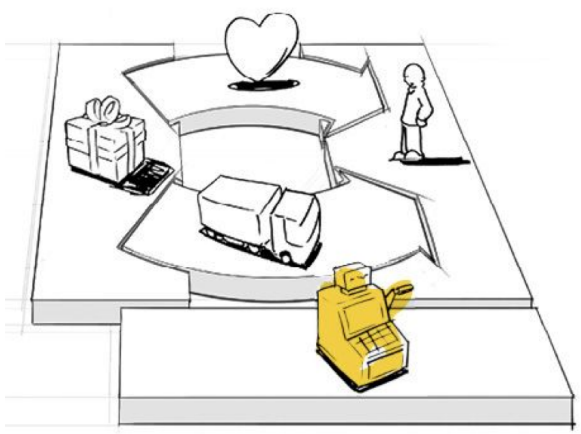
Die Beziehung des Unternehmens mit dem Kunden

- Relevant für
  - Akquisition
  - Retention
- Beispiele:
  - Persönlicher Service
  - Automatisierter Service
  - Community
  - Co-Creation

- Kundenkommunikation?
- Form der Produktüberlassung:
  - Besitz / Sharing
- Unterstützung bei nachhaltiger Nutzung?

cf. Osterwalder, A. et al. Business Model Generation

5. Umsätze (Revenue Streams)



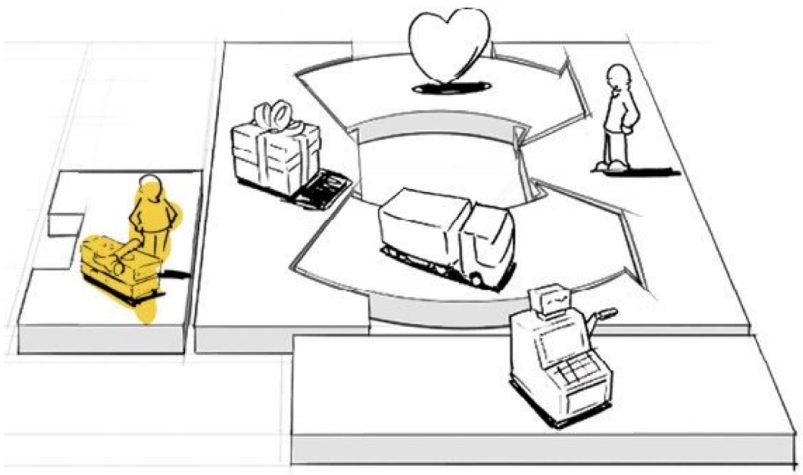
Das Geld, das mit dem Segment verdient wird

- Beispiele
  - Güterverkauf
  - Bezahlte Dienstleistungen
  - Verleih, Miete, Leasing
  - Lizensierung

- Einkünfte aus Wiederverwertung oder -verwendung?
- Nutzungsabhängige Umsatzformen?

cf. Osterwalder, A. et al. Business Model Generation

6. Schlüssel-Ressourcen (Key Resources)



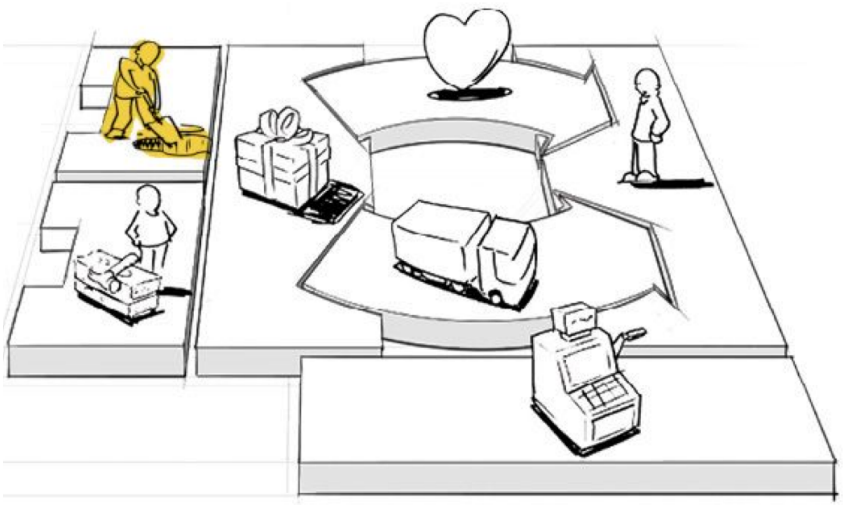
- Betrachtung von Ressourcen unter Nachhaltigkeits- und Social-Responsibility Aspekten!

Für das Geschäftsmodell notwendige Ressourcen

- Unter anderem
  - Physikalische Ressourcen (Gebäude, Maschinen, ...)
  - IP (Patente, Methoden, ...)
  - Humanressourcen (Fachpersonal, ...)
  - Finanzmittel (Cash, Kredite, ...)

cf. Osterwalder, A. et al. Business Model Generation

7. Schlüssel-Aktivitäten (Key Activities)



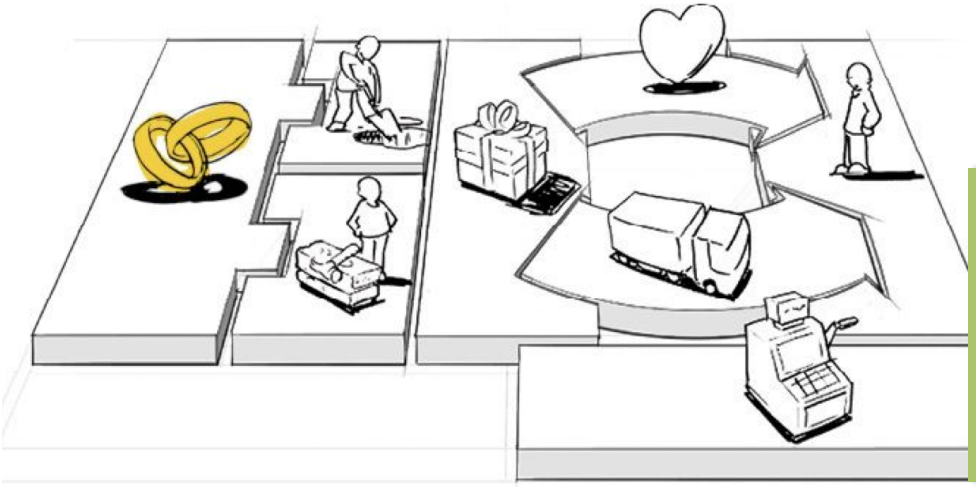
- Welche Aktivitäten verändern unter Nachhaltigkeits- und Social-Responsibility-Aspekten ihren Stellenwert?

Die Aktivitäten, die das Geschäftsmodell möglich machen

- Produktion
- Problemlösung
- Plattform- & Netzwerk-Management

cf. Osterwalder, A. et al. Business Model Generation

8. Schlüssel-Partnerschaften (Key Partnerships)



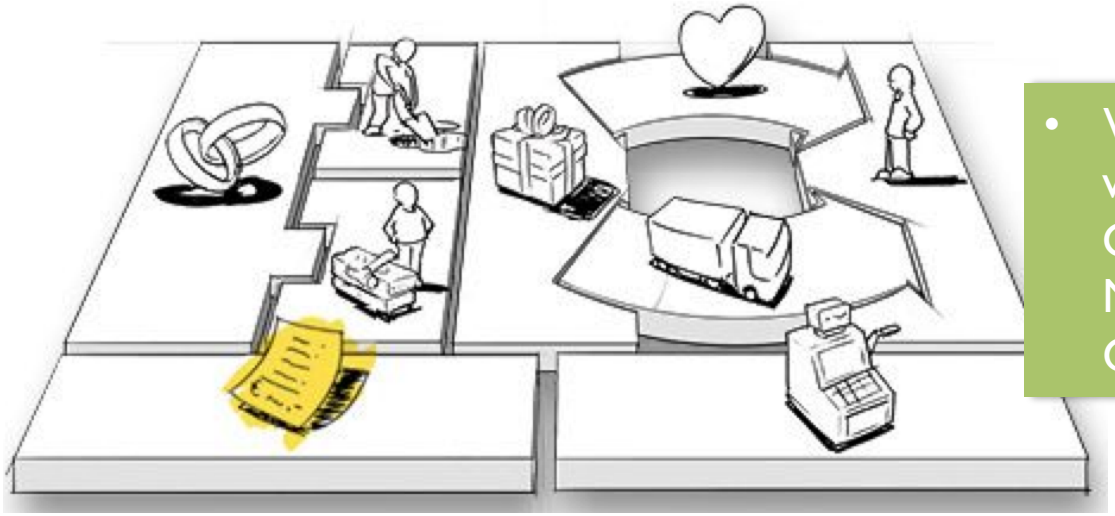
- Auswahl von Partnern unter Nachhaltigkeits- und Social-Responsibility Gesichtpunkten!

Das Netzwerk von Lieferanten und Partnern, die das Geschäftsmodell möglich machen

- Notwendig für
  - Skaleneffekte & Optimierung
  - Reduktion von Risiken
  - Erwerb/Nutzung von Fähigkeiten & Ressourcen

cf. Osterwalder, A. et al. Business Model Generation

9. Kostenstruktur (Cost Structure)



- Welche Kosten verändern sich bei Optimierung der Nachhaltigkeit im Geschäftsmodell?

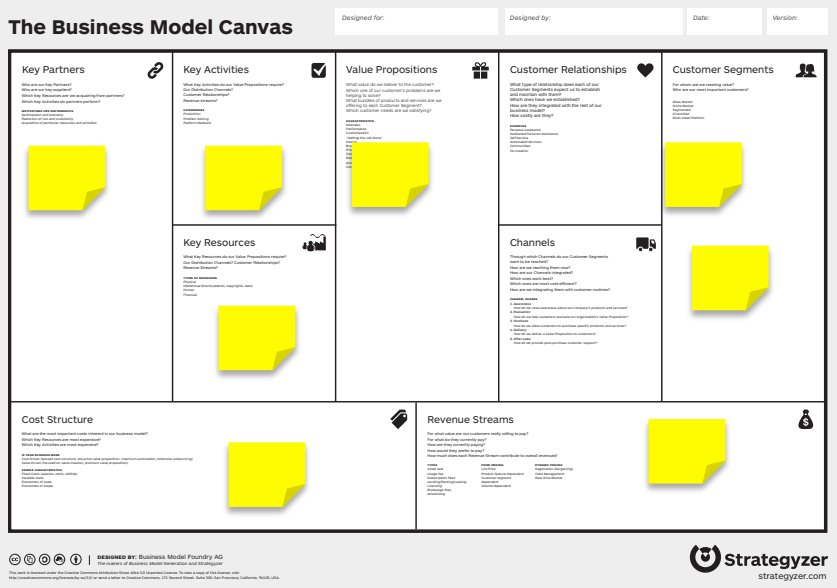
Alle für den Betrieb des Geschäftsmodells erforderlichen Kosten

cf. Osterwalder, A. et al. Business Model Generation

Gruppenaufgabe

- Bilden Sie Gruppen von 4-5 Personen
- Dokumentieren Sie das Geschäftsmodell von Mineralwasser mit Hilfe des Business Model Canvas!

Wie mit dem Canvas arbeiten?



Brainstorming Rules:

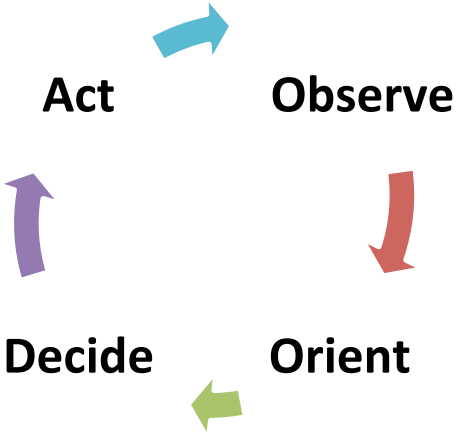
★Defer judgement – no blocking of ideas!
★Go for quantity!
★One conversation at a time!
★Headlines – no details!
★Stay on topic!
★Build on the ideas of others!
★Be visual!
★Encourage wild ideas!

- Mit Post Its
- Brainstorming
- Immer wieder das Gesamtbild betrachten
- Neu in die Felder einsteigen

- Erlebnisse
- Erfahrungen
- Erkenntnisse

Wie weiter?

- Hypothese
  - Überprüfen
  - Adaptieren
  - Neu formulieren



Gezielt „unfaire Vorteile“ entwickeln und ausbauen!

PAUSE

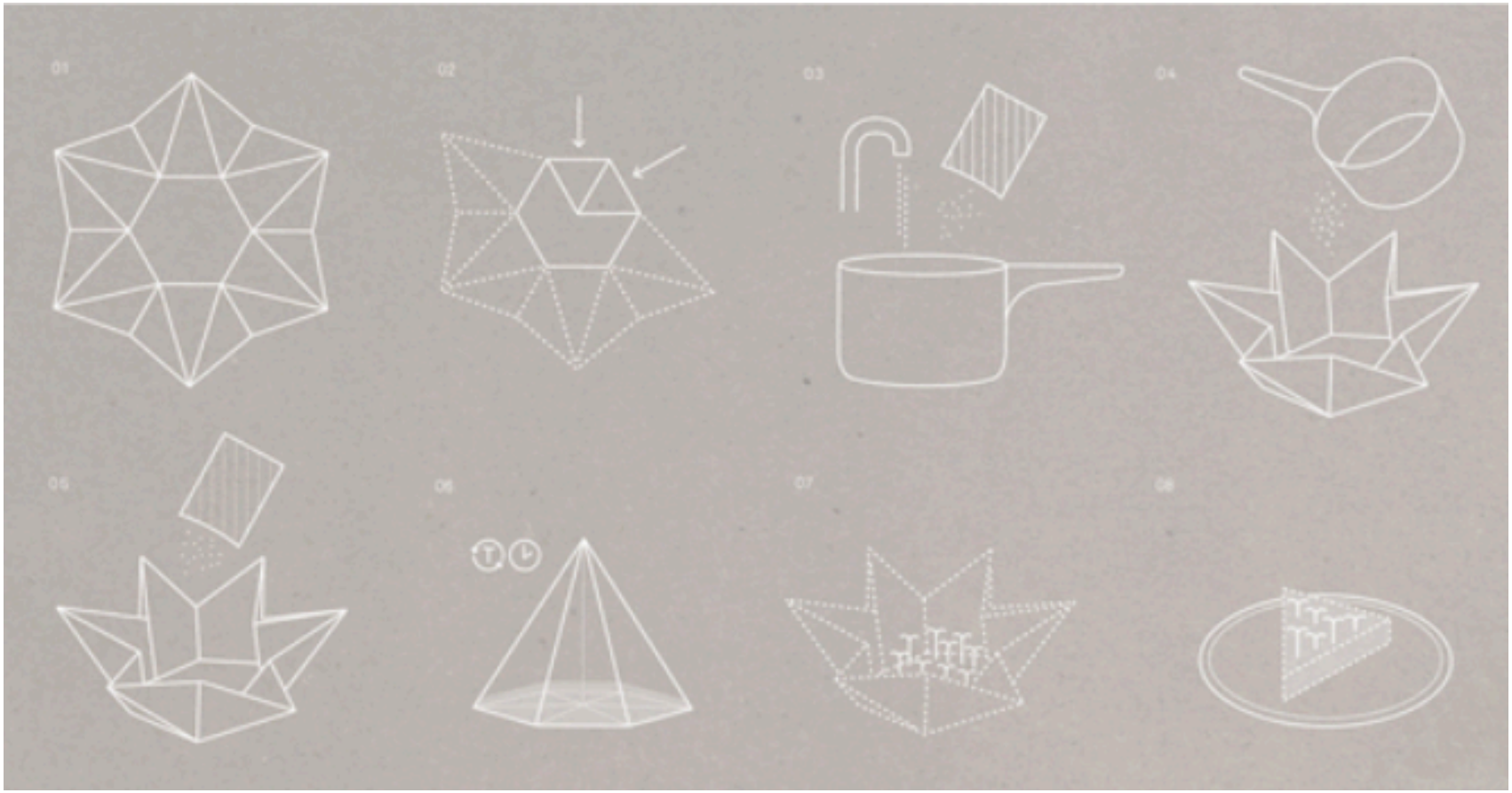
Alba & Deutsche Post AG

Schachtel-Innovation

- Schneller zu packen
- 15-20% weniger Karton
- Keine Klebefolie zum Verschliessen notwendig
- Komplett reversibel für Rücksendungen
- Leichter zu öffnen – bessere Präsentation des Inhalts

Film ab!

Kräuter mal anders



Film ab!

Das richtige Problem finden

DESIGN THINKING

Klarstellung: Anderer Designbegriff

Design-Waschmaschine?

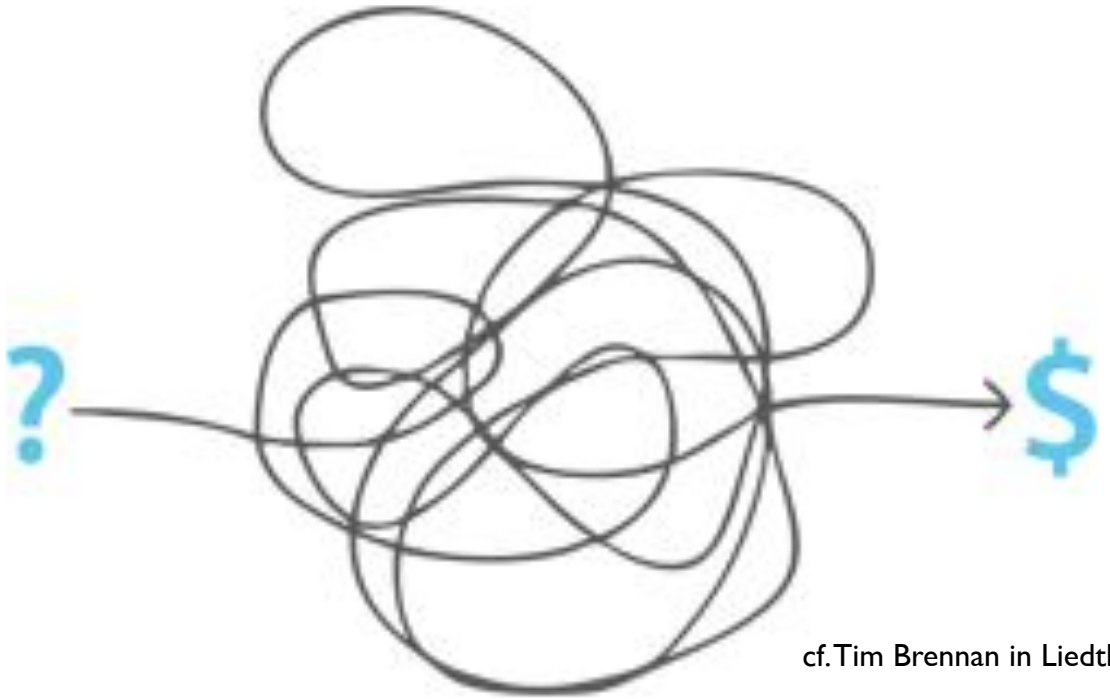
Klarstellung: Anderer Designbegriff

Design = Plan, Ablauf

Innovationsprobleme sind oft undefinierte Problemstellungen: „unbounded“ / „wicked“!

Wie kann man regelmässig Durchbrüche erzielen?

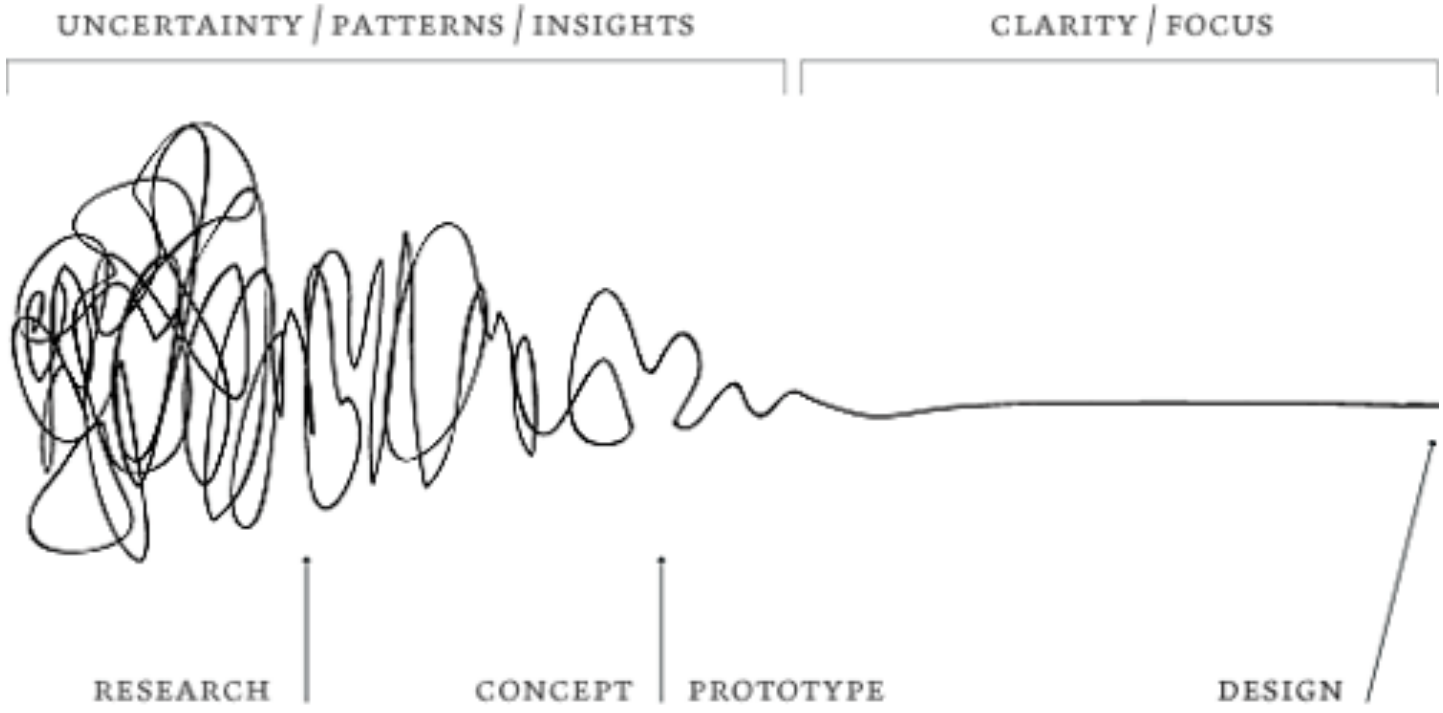
Der Apple (Steve Jobs) Ansatz



cf. Tim Brennan in Liedtka/Ogilvie, 2012

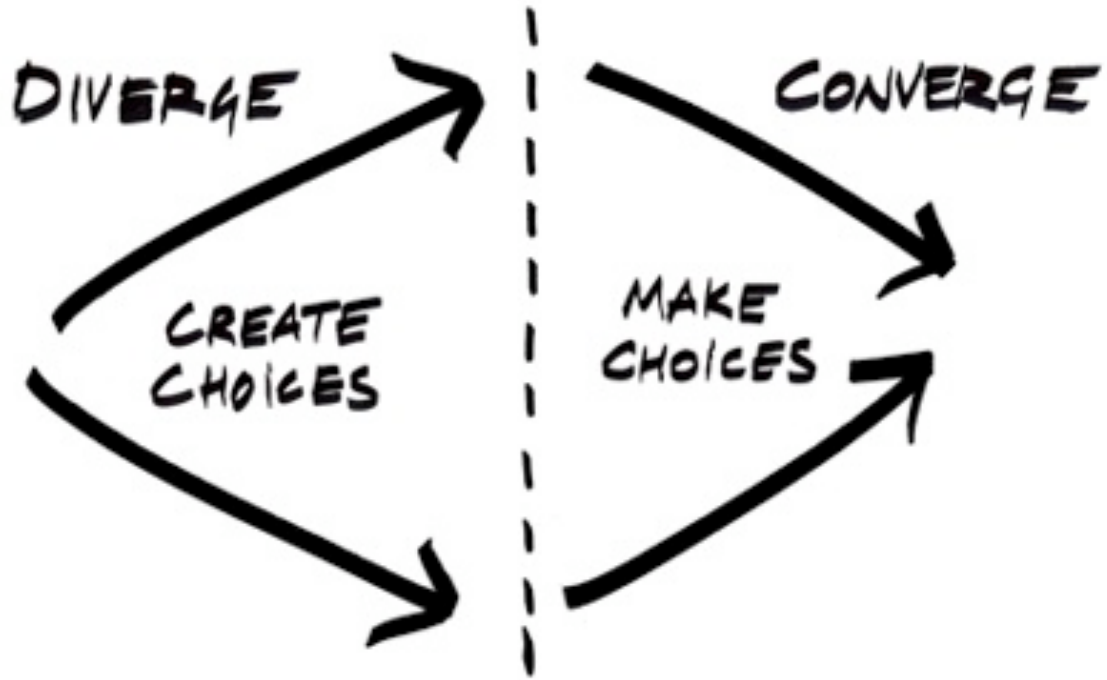
"To design something really well, you have to get it. You have to really grok what it's all about. It takes a passionate commitment to really thoroughly understand something, chew it up, not just quickly swallow it. Most people don't take the time to do that." (Steve Jobs)

Der Rest von uns

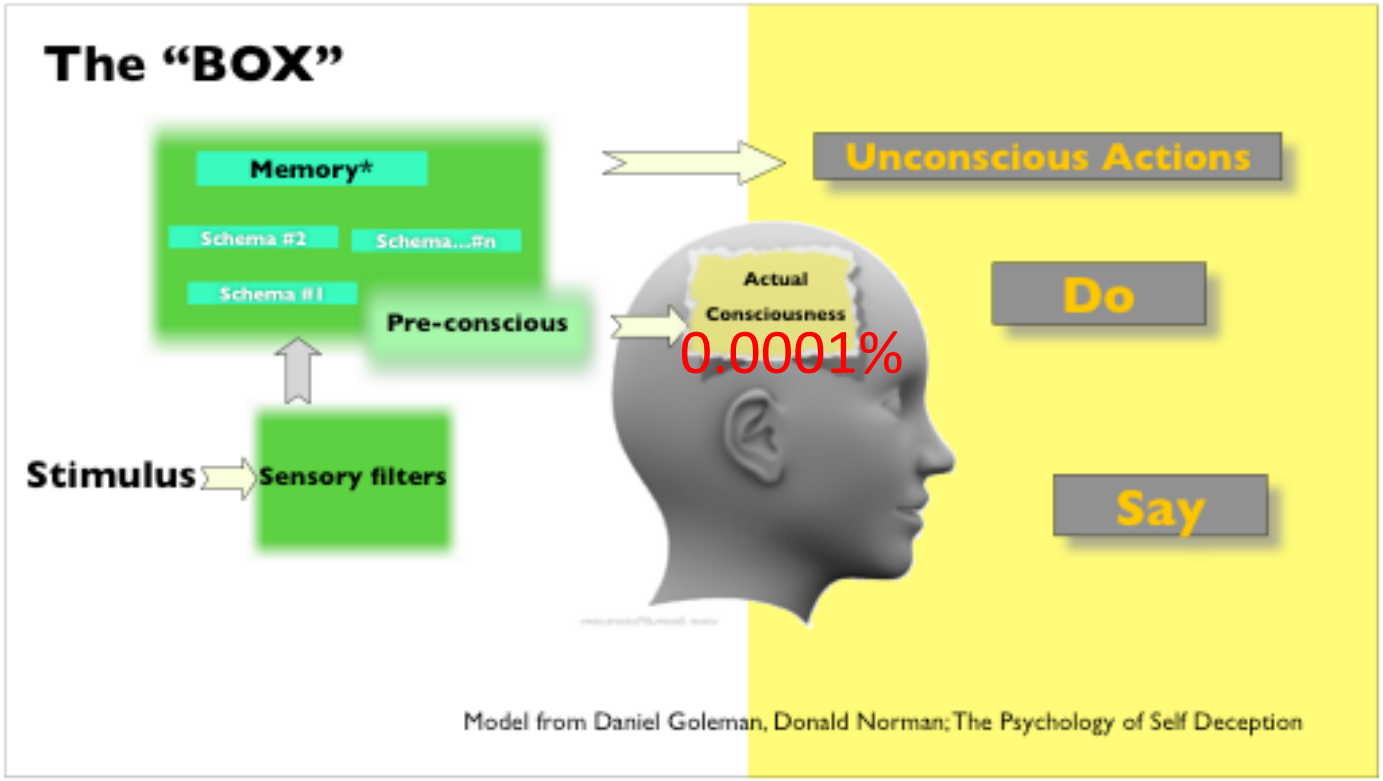


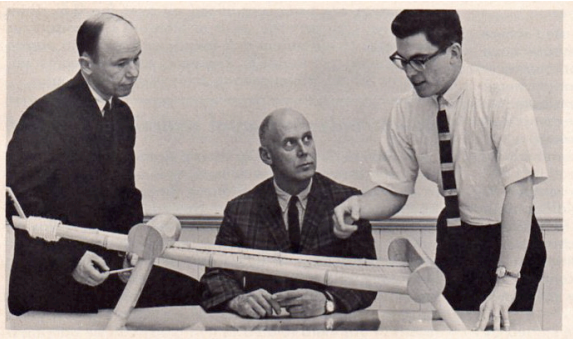
cf. Beverly Ingle, 2013

Kreative Prozesse allgemein

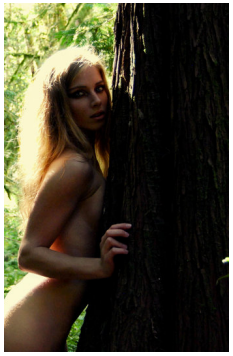


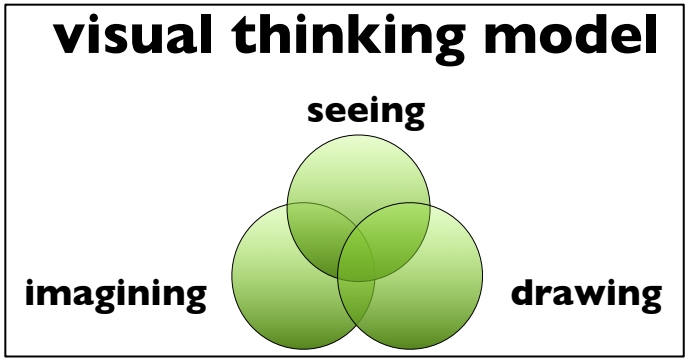
Kreatives Verhalten
kann – in Grenzen – gelernt werden

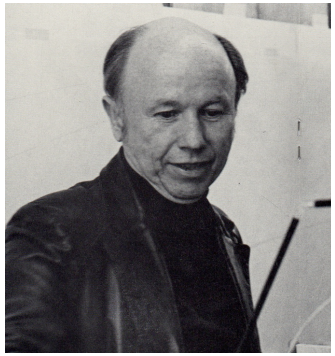


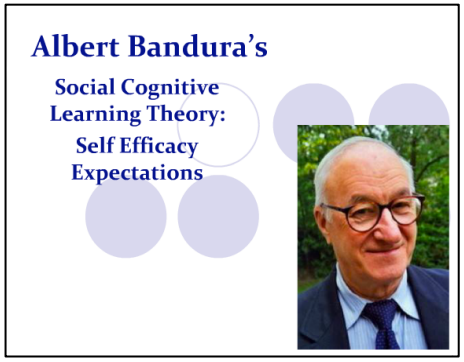


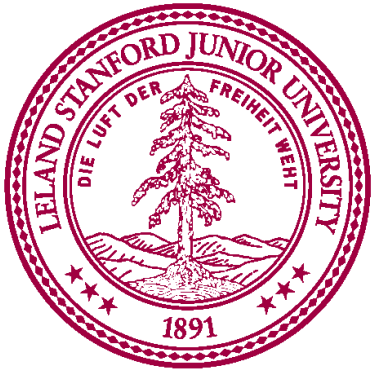
Self-Actualization
Esteem Needs
Social Needs
Safety Needs
Physiological Needs

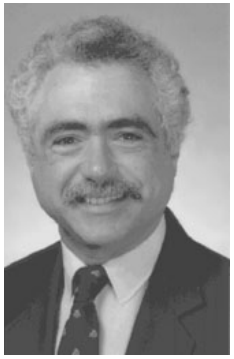



visual thinking model
seeing
imagining
drawing



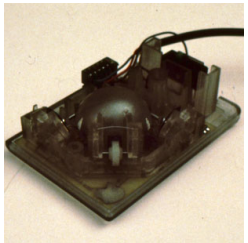

Albert Bandura's
Social Cognitive Learning Theory:
Self Efficacy Expectations

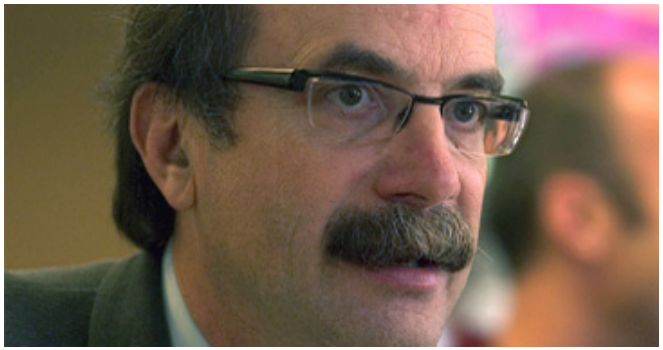

LELAND STANFORD JUNIOR UNIVERSITY
DIE LUFT DER FREIHEIT WEHT
1891

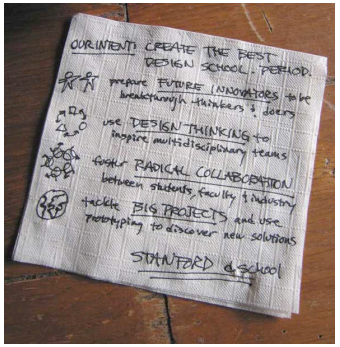


CALIFORNIA REPUBLIC

IDEO



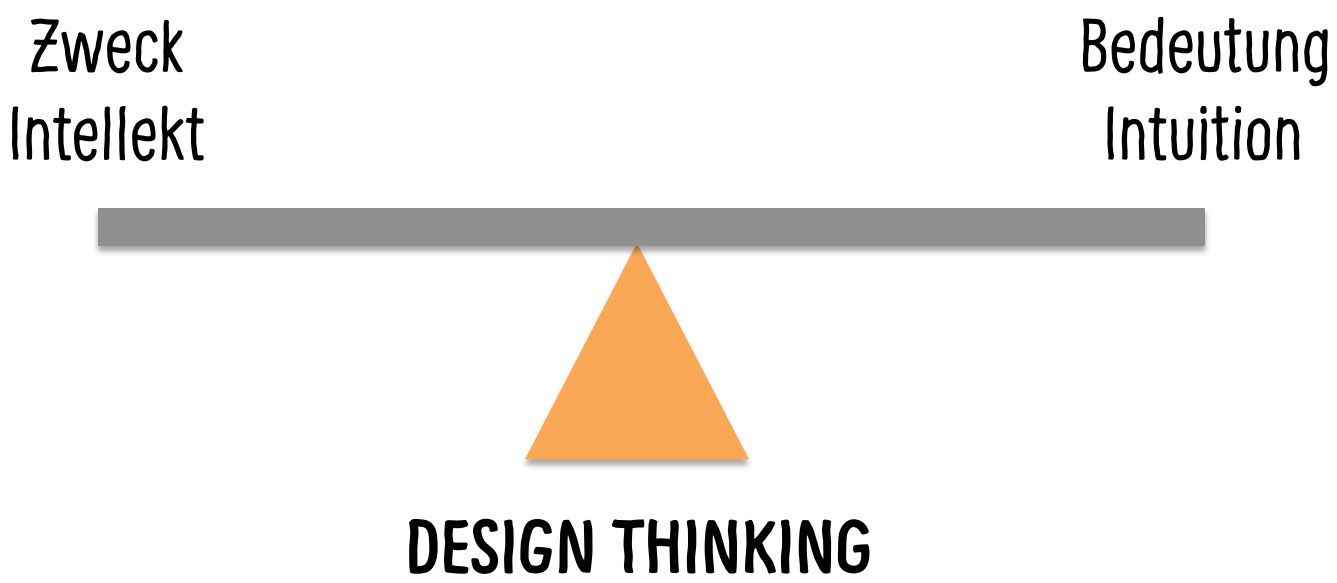




HASSO PLATTNER
Institute of Design at Stanford

HPI School of Design Thinking
Hasso-Plattner-Institut | Universität Potsdam

Balance zwischen analytischem Intellekt und Intuition



Design Thinking ⇔ Business Thinking

	Business	**Design**
Annahmen	Rationalität, Objektivität; Realität ist quantifizierbar	Subjektive Erfahrung; Realität ist ein soziales Konstrukt
Methode	Analytisch mit dem Ziel die "beste" Antwort zu generieren	Iterativ experimentierend zu einer "besseren" Lösung zu kommen
Prozess	Planung	Tun
Entscheidungstreiber	Logik; Numerische Modelle	Emotionale Einsichten; Erfahrungsbasierte Modelle
Werte	Wunsch nach Kontrolle und Stabilität; Unwohlsein bei Unsicherheit	Liebe zum Neuen; Unzufriedenheit mit Status Quo
Fokusebenen	Abstrakt oder speziell	Iterativer Wechsel zwischen abstrakt und speziell

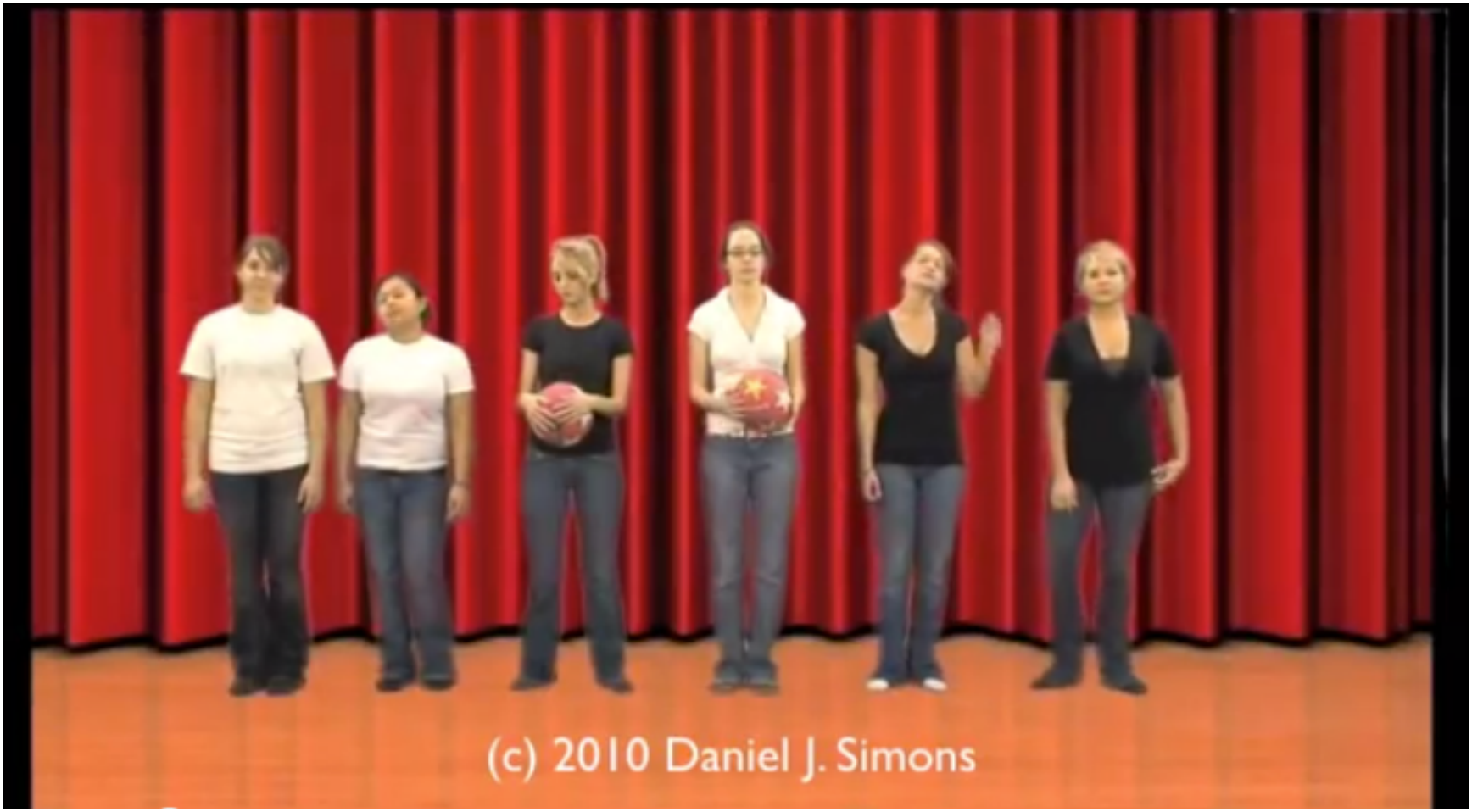
Nach: Liedtka/Ogilvie 2011

- **Show Don't Tell**
  Communicate your vision in an impactful and meaningful way by creating experiences, using illustrative visuals, and telling good stories.
- **Focus on Human Values**
  Empathy for the people you are designing for and feedback from these users is fundamental to good design.
- **Embrace Experimentation**
  Prototyping is not simply a way to validate your idea; it is an integral part of your innovation process. We build to think and learn.
- **Bias Toward Action**
  Design thinking is a misnomer; it is more about doing that thinking. Bias toward doing and making over thinking and meeting.
- **Craft Clarity**
  Produce a coherent vision out of messy problems. Frame it in a way to inspire others and to fuel ideation.
- **Be Mindful Of Process**
  Know where you are in the design process, what methods to use in that stage, and what your goals are.
- **Radical Collaboration**
  Bring together innovators with varied backgrounds and viewpoints. Enable breakthrough insights and solutions to emerge from the diversity.

Die richtige Fragestellung finden

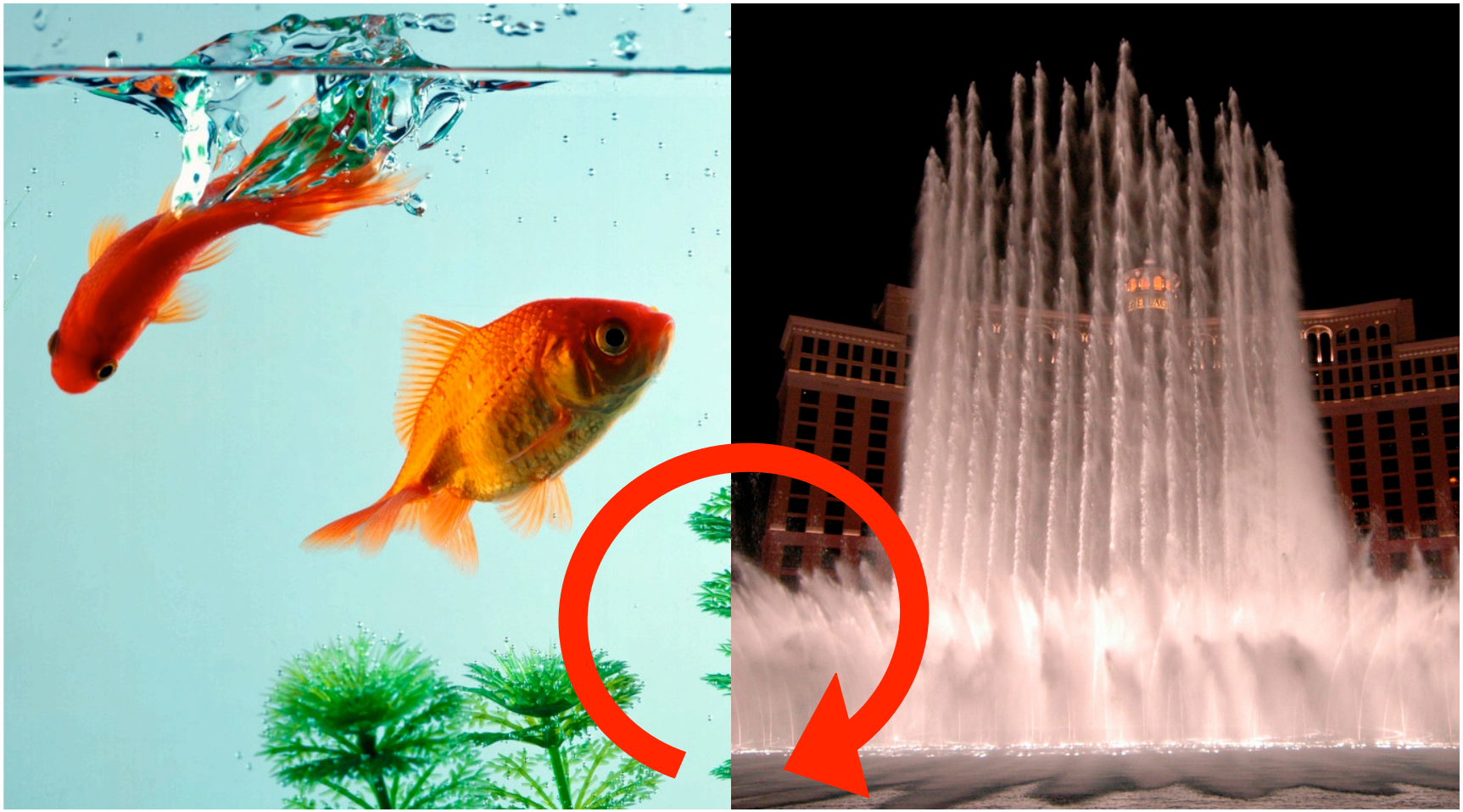
www.embraceglobal.org

Problem: man findet, wonach man sucht



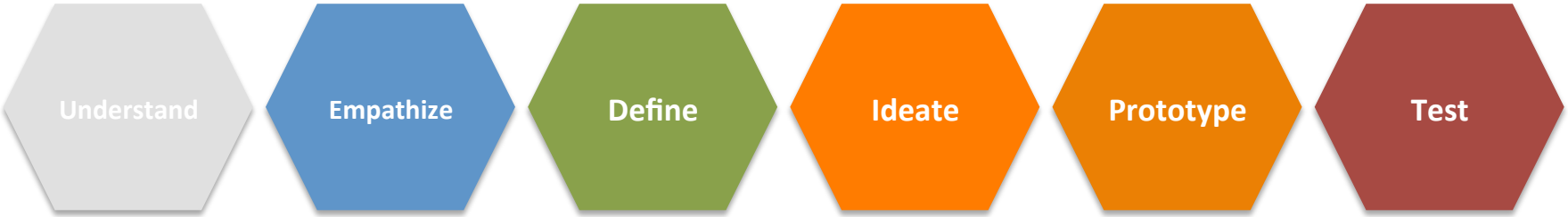
Film ab!

Das Wasser sehen: Framing & Reframing



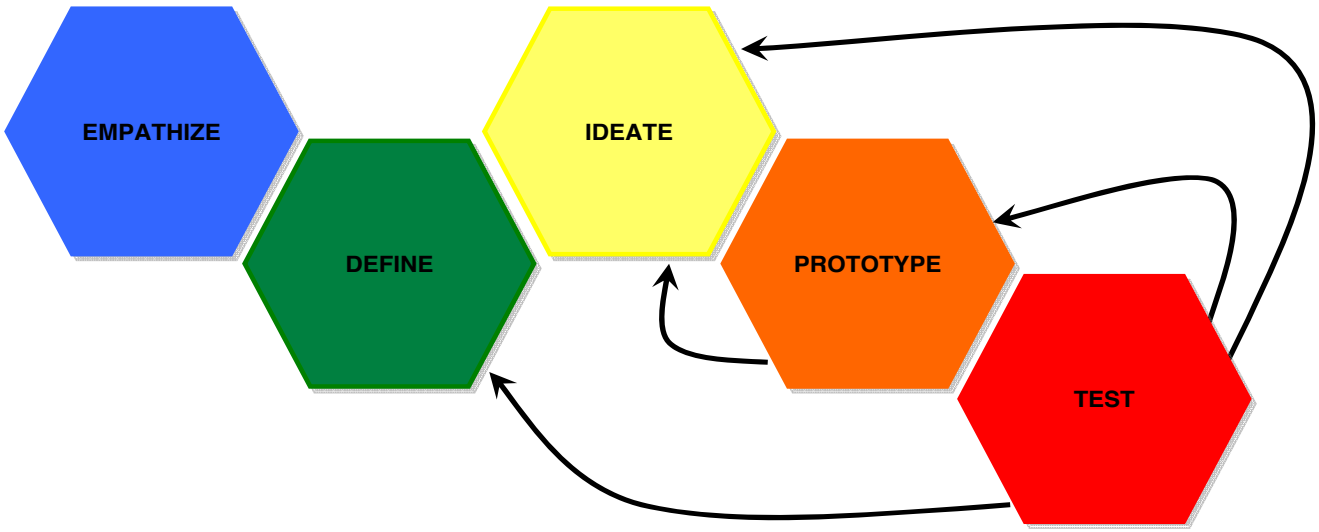
from Stanford University "Design Thinking and the Art of Innovation" Course Materials 2013

Design Thinking in aller Knappheit:



Understand	Empathize	Define	Ideate	Prototype	Test
• Thema verstehen	• Benutzer beobachten	• Hypothese zum eigentlichen Problem entwickeln	• Brainstorming • So viele Ideen, wie möglich generieren	• Ideen umsetzen • Low-Fi Prototypen entwickeln	• Prototypen mit End-Usern ausprobieren • Feedback holen • Eventuell zurück iterieren

Iteration ist Kern-Bestandteil des Prozesses



Jeder Schritt kann jederzeit neu angeschaut/oder wiederholt werden, sollte das für das Gelingen des Projekts notwendig sein!

Understand

Thema Verstehen

- (Geschäfts-)Ziel definieren
  - Treiber verstehen
  - Umfang definieren
  - Einschränkungen klären

- Design Brief
  - Projektbeschreibung
  - Zielkunden
  - Explorative Fragen
  - Ergebnisse & Erfolgsmetriken
  - Projektplan & Budget

DESIGN BRIEF	
Project Description	What is the business problem or opportunity? Describe the project in a few sentences, as you would in an "elevator pitch."
Intent Scope	What is within the scope of the project and what is outside it? What efforts sit adjacent to this particular project?
Exploration Questions	What key questions will you need to answer through your research? These may include customer needs to understand better, emerging technical possibilities, and new business models.
Target Users	Who are you designing for? Try to be as specific as possible. Whom do you need to understand? Why are they important?
Research Plan	How will you explore your opportunity space? You will need a plan, including a timetable and milestones, for both primary and secondary research.
Expected Outcomes	What outcomes would you like to see?
Success Metrics	How will you measure success?
Project Planning	What resources do you need? Why? At what stages? What is creating the time urgency? What is the relevant time frame for fulfilling the brief?

Quelle: Liedtka/Ogilvie 2013

Empathize

Beobachten

- Nutzer beobachten
- Zuhören & Fragen
- Geschichten anhören
  - Widersprüche
  - Normen
  - Erfolge & Misserfolge

- Erlebtes & Verstandenes im Team teilen

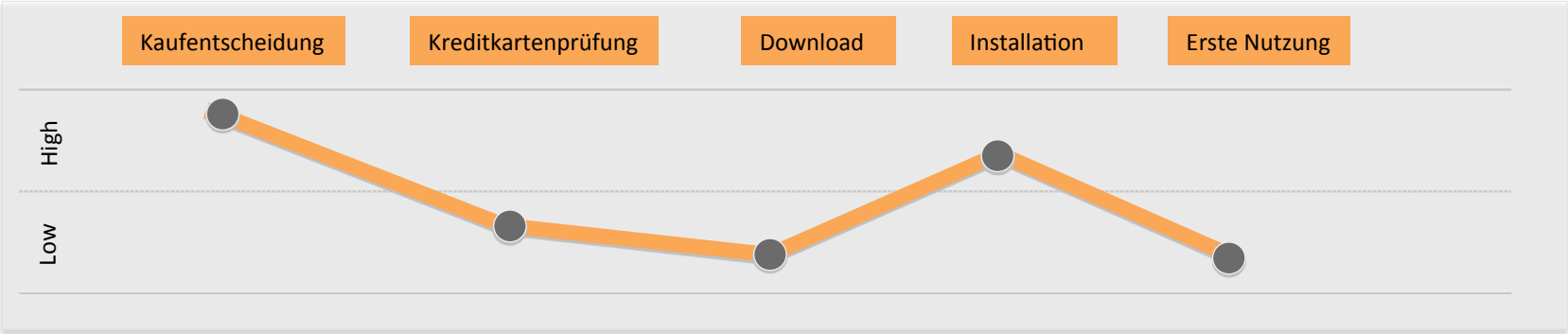
Photo: Stanford d.school

Define

Problem definieren

- Muster in den Daten entdecken
- Was ist das Problem: Hypothese aus den Daten generieren

- Hilfreiche Werkzeuge
  - Journey Map
  - Empathy Map



Ideate

Lösungsidee finden

Brainstormen & Ideen sortieren

Brainstorming-Regeln:

- ★Bewertung zurückstellen – keine Ideen blockieren
- ★Volumen erzeugen!
- ★Nie mehr als eine Diskussion gleichzeitig!
- ★Überschriften – keine Details!
- ★Beim Thema bleiben!
- ★Auf Ideen von Anderen aufbauen!
- ★Mit Bildern arbeiten!
- ★Zu “verrückten” Ideen ermutigen!

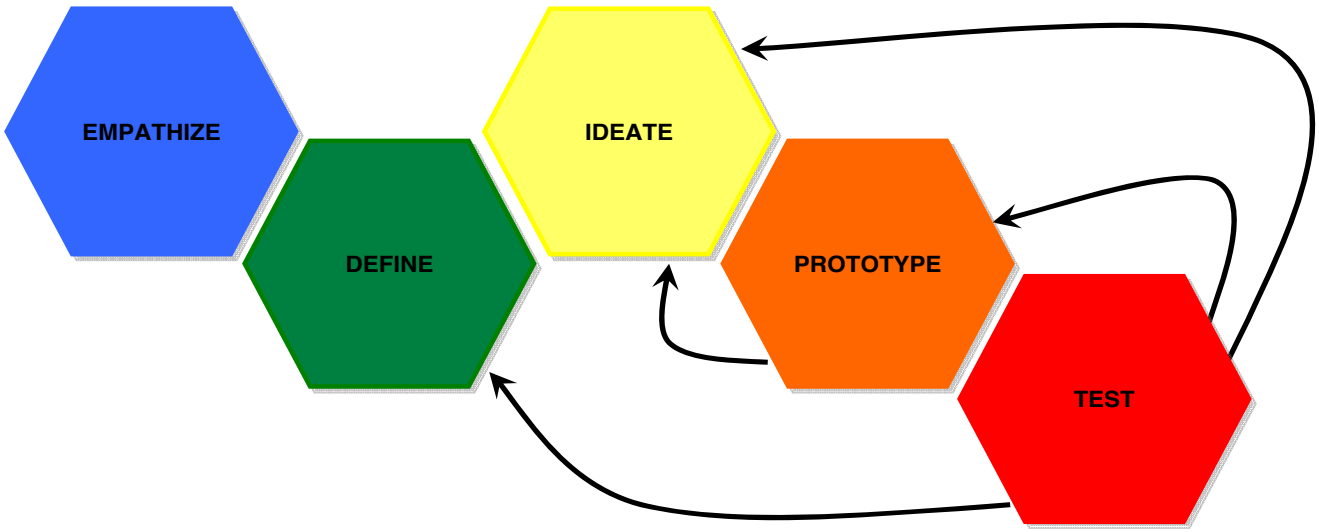
Prototype

Prototypen bauen

Test

Prototypen testen

Im Zweifel - zurück gehen!



Jeder Schritt kann jederzeit neu angeschaut/oder wiederholt werden, sollte das für das Gelingen des Projekts notwendig sein!

DESIGN THINKING HANDS-ON

THE ONLY WAY
TO DO IT
IS TO
DO
IT.

Det Gode Køkken – Holstebro Kommune

HOLSTEBRO KOMMUNE

SKRIV HER HVAD DU SØGER ...

BORGER ERHVERV POLITIK OG DEMOKRATI KULTUR OG TURISME OM KOMMUNEN

BORGER → ÆLDRE → HJÆLP I HVERDAGEN → MADSERVICE → DET GODE KØKKEN

DET GODE KØKKEN

Ældre

Hjælp i hverdagen

- Visitationsområdet
- Hjemmesygepleje
- Hjemmehjælp
- Sygeplejeklinikken
- Midlertidigt ophold - aflastning
- Hjælpemidler

Et godt tilbud til hjemmeboende pensionister.

Velkommen i Det Gode Køkken i Holstebro Kommune. Vi er et lokalt køkken.

Læs mere

Anerkendelse - European Design Days 2013

Kontakt

Kultur og Sundhed

Ledelsessekretariatet

Det Gode Køkken
Vesterbo 2
7500 Holstebro

detgodekoekken@holstebro.dk

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1. oktober 2013

Anerkendelse til midtjysk projekt i European Design Days 2013

Holstebro Kommune har skabt et godt tilbud til hjemmeboende pensionister og har med "Det Gode Køkken" sat fokus på at forbedre madservice til ældre. Projektet har fået så stor international prestige, at det blev fremhævet under afviklingen af EU Design Days 2013 som et godt eksempel på et designrelateret initiativ, der forbedrer den enkelte borgers livskvalitet. Ligesom sidste år var Central Denmark EU Office en af hovedarrangørerne bag EU Design Days.

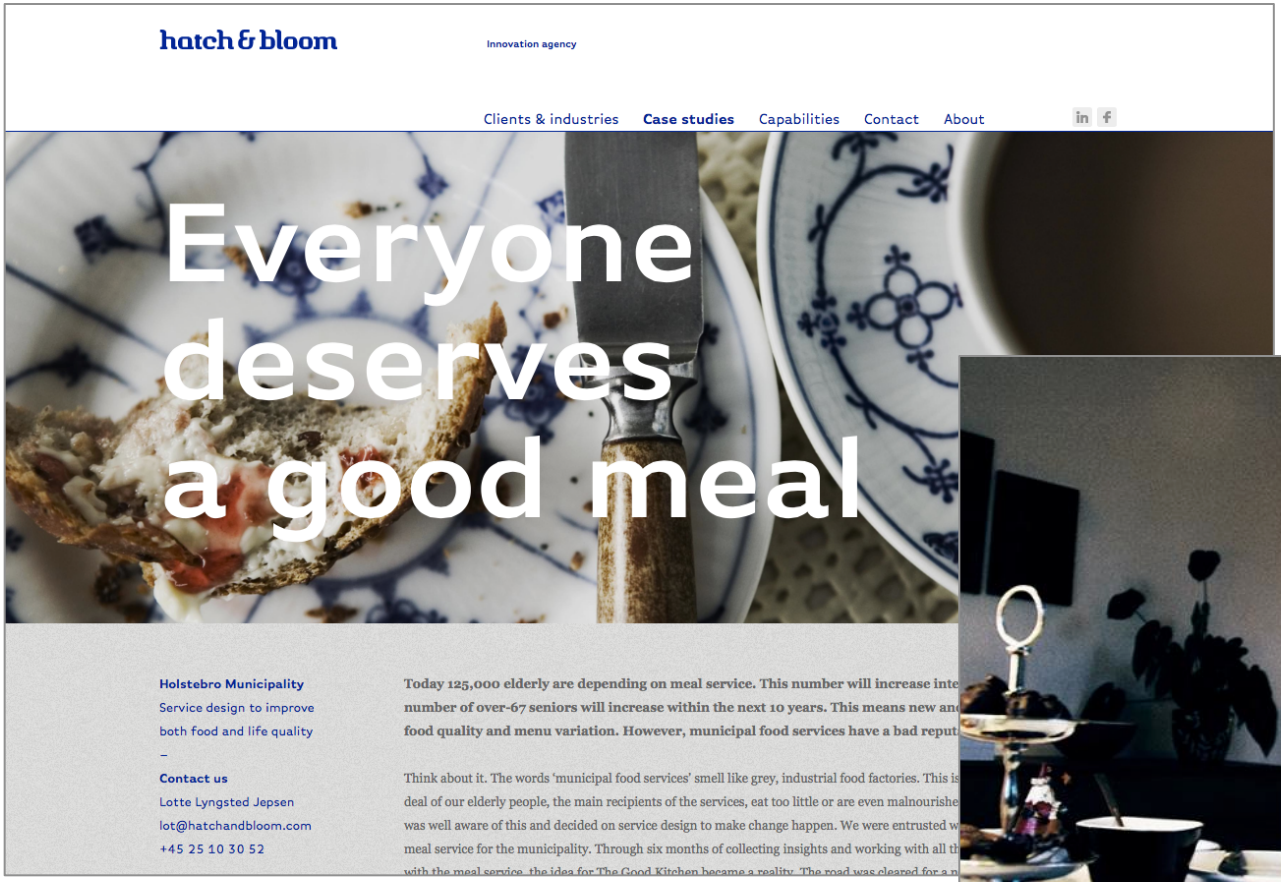
Det Gode Køkken – et moderne og brugerorienteret køkken for ældre

Fra et støvet og kedeligt image som offentlig serviceleverandør har Holstebro Kommune i samarbejde med Hatch & Bloom A/S designet "Det Gode Køkken", som er et moderene og brugerorienteret køkken for ældre. Køkkenet sætter gamle dyder, friske råvarer og god smag i højsædet og har stor fokus på sundhed og ernæring. Maden er således tilpasset den enkelte bruger og pakkes i miljøvenlig plastemballage, der lukkes straks efter pakning, så den holder sig frisk og indbydende. Køkkenet har desuden sammensat en ny menu, hvor retterne beskrives mere indbydende og appetitligt, og som bl.a. giver de ældre mulighed for at invitere gæster til middag, købe hjemmebagt kringle, frisk frugt samt 'køkkenspecialiteter'. Servicedesignløsningen har bl.a. resulteret i, at de ældre har fået nye og bedre valgmuligheder og har samtidig givet Holstebro Kommune et bedre image som en offentlig serviceleverandør og udbyder af madservice.

Et EU Design Days initiativ

Ved at tænke design ift. innovation og udvikling af nye strategier inden for madservice er "Det Gode Køkken" samtidig et godt eksempel på, hvordan man vha. design kan forbedre den almindelige borgers livskvalitet. Oplægget om projektet i Holstebro blev således det midtjyske indslag i European Design Days

Det Gode Køkken - Video



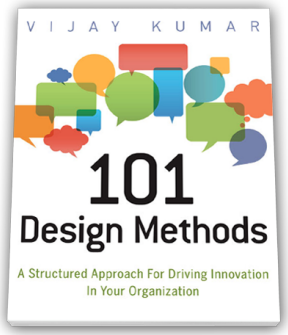
Gode Køkken - Holstebro Kommune

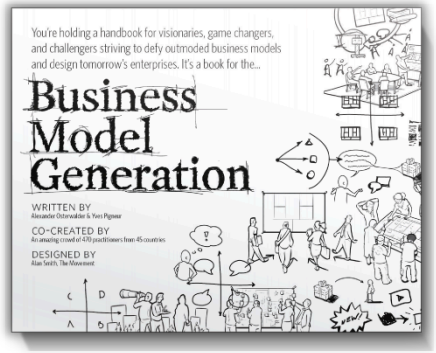
Takeaways von Gode Køkken

- Mit einer offenen Frage anfangen
- Fakten und Emotionen adressieren
- Mit einer breiten Auswahl von Stakeholdern arbeiten
- Kommunizieren mit Visualisierungen
- Prototypen mit Benutzern vor dem Rollout testen
- (Gutes Beispiel für einen erfolgreich verlaufenen Design Thinking Prozess!)

Ihre Takeaways!

Bücher/Media:





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Vielen Dank!

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