

# **Best Practices in Idea Generation**

**By Dr. Brian Glassman**

**Part 1 of 2**

Created for BrightIdea  
June 23, 2009

**BRIGHTIDEA**



Copyright Brian Glassman

Host by Paul Tran of BrightIdea  
Director of Business Development and  
Strategic Partnerships  
[ptran@brightidea.com](mailto:ptran@brightidea.com)

6/23/2009

**BRIGHTIDEA**  
Slide 1

# Overview of Presentation

---

## Idea Generation (Part 1) **Today**

1. My Research
2. My Model
3. Difference between  
Idea Gen. & Idea Management
4. Sources of Ideas
5. Idea Generation Events
6. Idea Generation Activities
7. Process Check  
--- Examples of Processes ---
8. Contextual Research
9. I.D.E.O's Process
10. Outcome Based Innovation



## Idea Management (Part 2) **Tomorrow**

1. My Research
2. My Model
3. Difference between  
Idea Gen. & Idea Management
4. Capturing Ideas
5. Screening Ideas
6. Tagging Ideas
7. Storing and Categorizing
8. Process Check
9. Diffusing Ideas  
--- Examples of the Process ---
10. Company Examples

**BRIGHTIDEA**

# Dr. Brian Glassman's Credentials

---

- **Studied Product Development Formally for 7 years**
- **Emphasis on Innovation Management**
- **Dissertation on Idea Generation & Idea Management**

- **Ph.D. in Innovation** Purdue University 2009
  - Innovation Management
- **Master in Engineering Management** Duke University
  - Studies in Innovation Management, MBA equivalent
- **Masters in Mechanical Engineering**
  - University of Central Florida
- **Bachelors in Mechanical Engineering**
  - Florida Institute of Technology



**BRIGHTIDEA**

# My Dissertation Research

---

My interest was in **challenge of fixing** the Fuzzy Front End of Innovation (FFE)

---

**1. Reviewed all articles on the FFE, Idea Generation & Idea Management**

- 130 pages of Dissertation

**2. Developed Model for Controlling Idea Generation & Idea Management**

- 50 pages of Dissertation

**3. Verified & Improved the Model with Empirical Results**

- 3 Detailed Case Studies (60 pages)
  - Detailed correlative survey (100 pages)
- 

- **Conclusion: The following Recommendations & Model are Based on Deep Knowledge and Solid Research, if you want the detailed version read my dissertation!**



**BRIGHTIDEA**

## Email me for Future Resources

---

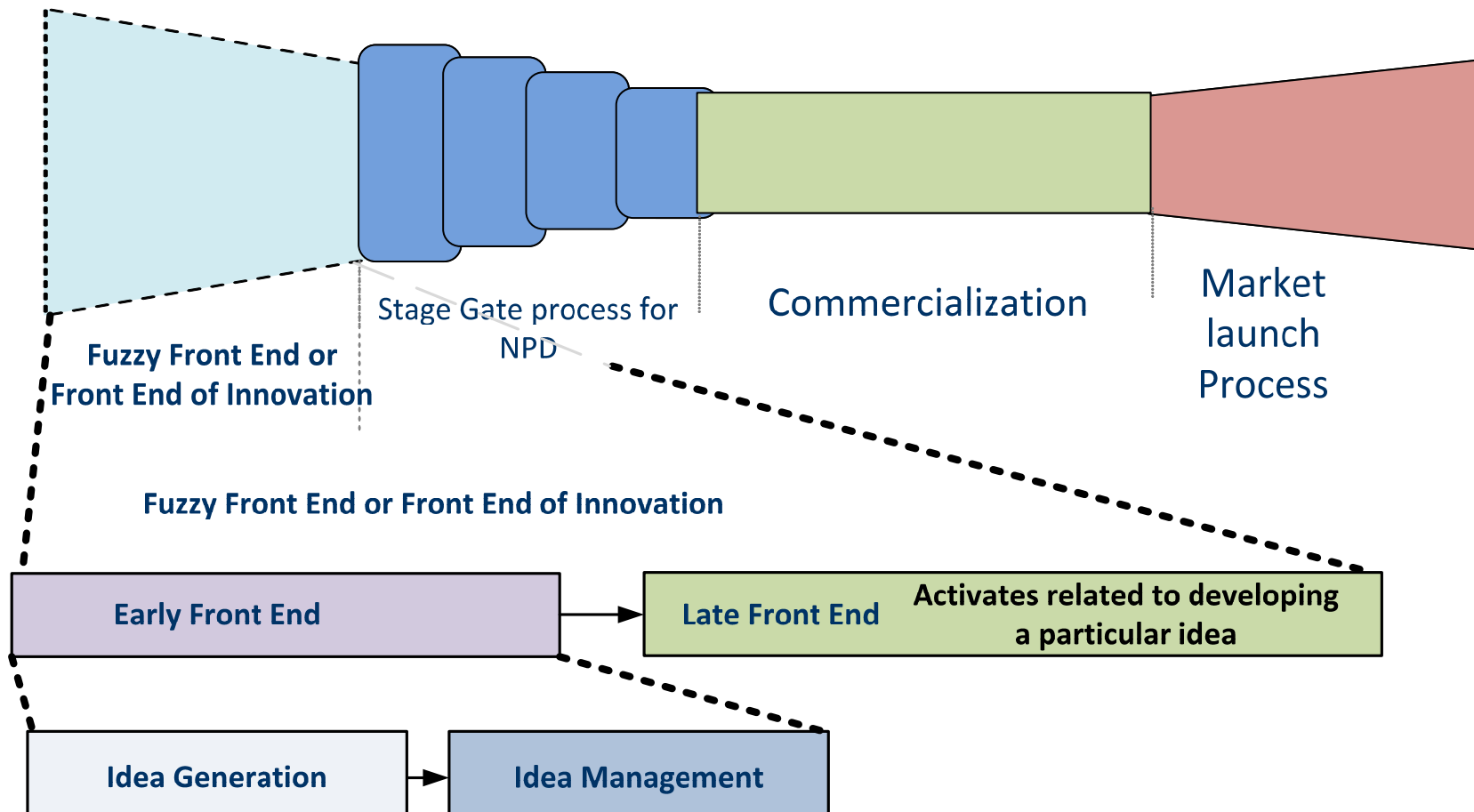
- Email me [Brian.Glassman@Gmail.com](mailto:Brian.Glassman@Gmail.com) for:
  - My upcoming White Papers ←These will be really good I promise
  - These Presentation slides
  - Announcements about Future Presentations
  - For a copy of my 350page Dissertation

Make sure I have your email!



**BRIGHTIDEA**

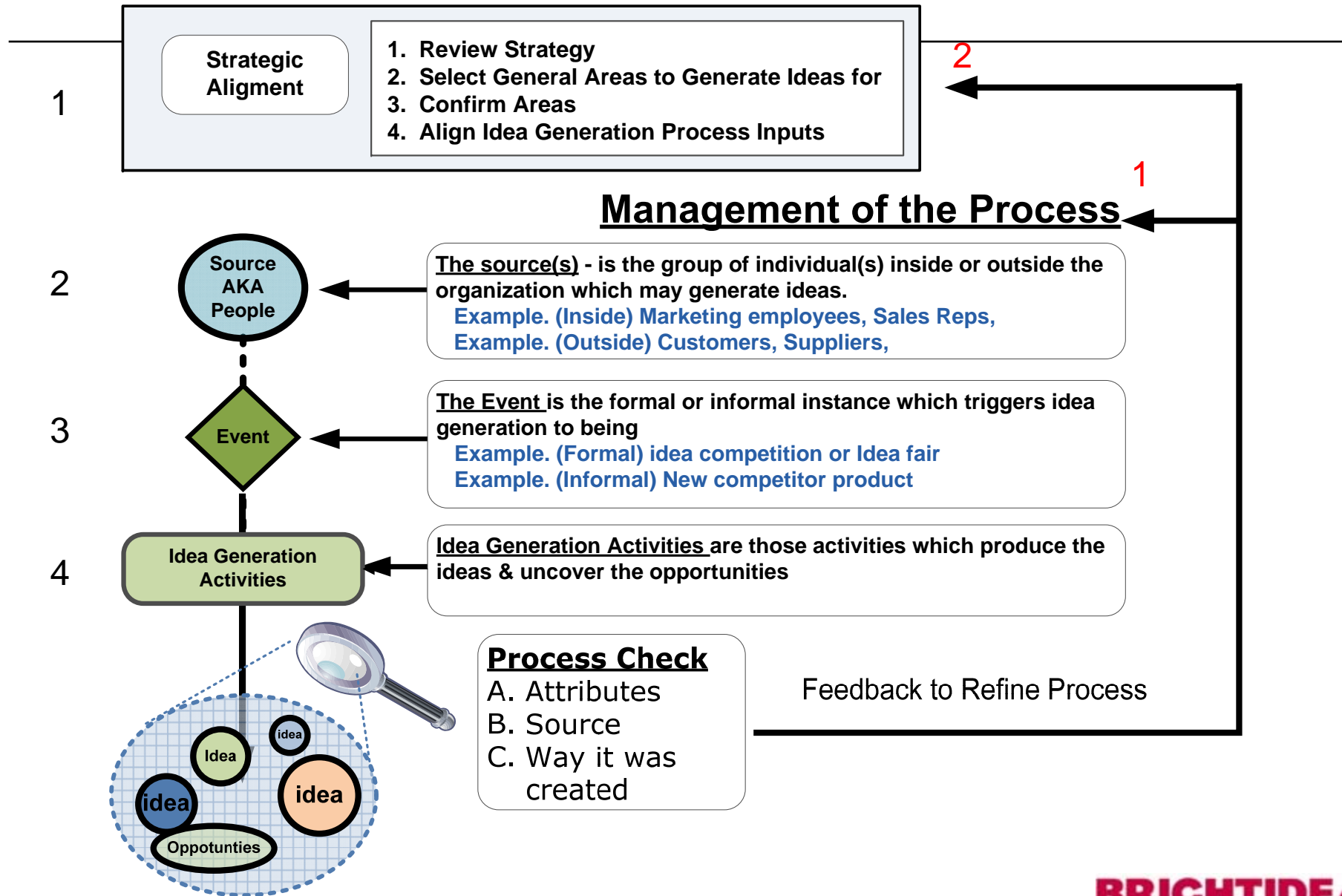
# Early Front End of Innovation



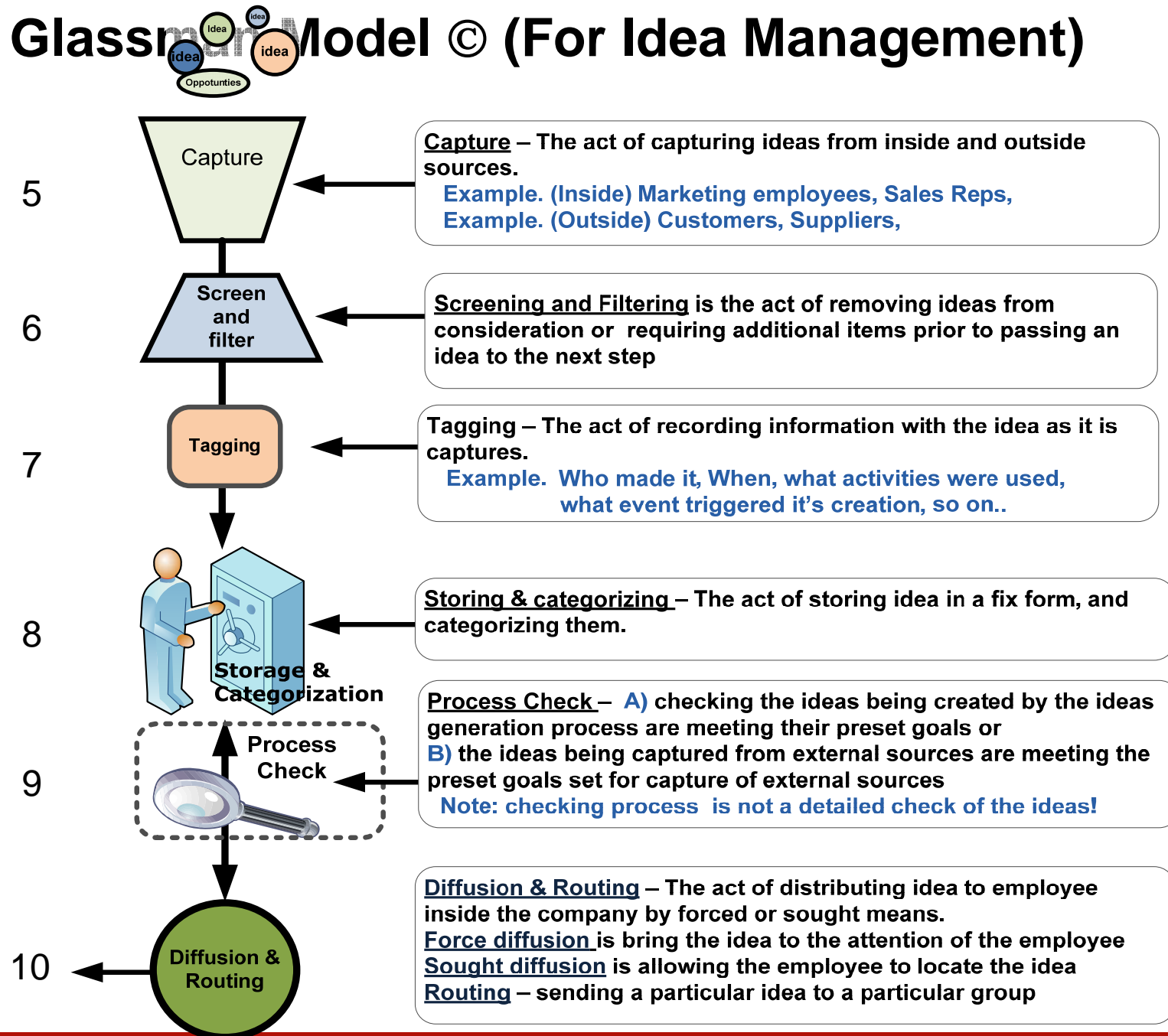
There are only two major activities in the early front end of Innovation

1. Idea Generation
2. Idea Management

# Glassman Model © (For Idea Generation)



# Glassman Model © (For Idea Management)



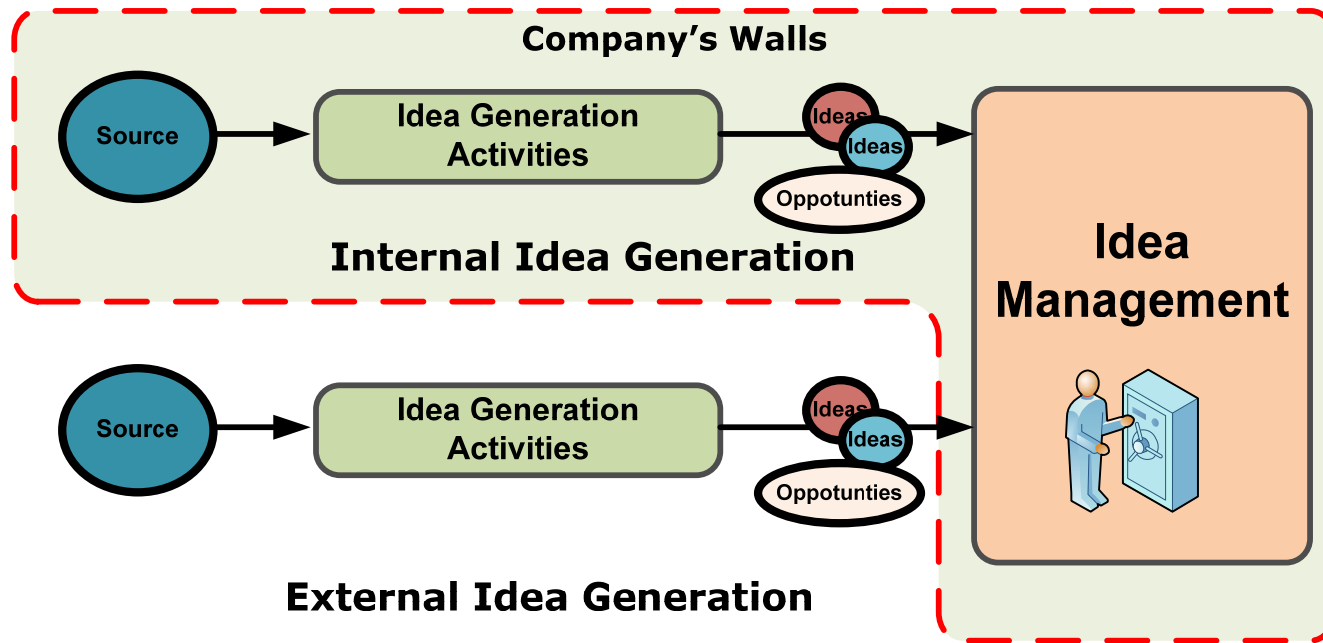
# Difference between Idea Generation & Idea Management

---

<b><i>Idea Generation</i></b>	<b><i>Idea Management</i></b>
<ul style="list-style-type: none"><li>• <u>Generate ideas</u> inside and outside the firm</li></ul>	<ul style="list-style-type: none"><li>• <u>Capture ideas</u> from inside and outside the firm</li></ul>
<ul style="list-style-type: none"><li>• Depends on the <u>Strategy</u></li></ul>	<ul style="list-style-type: none"><li>• Does <u>not</u> Depend on Strategy</li></ul>
<ul style="list-style-type: none"><li>• Customized to Strategy</li></ul>	<ul style="list-style-type: none"><li>• Customized make it easy to submit &amp; diffuse ideas</li></ul>
<ul style="list-style-type: none"><li>• Run in Batches</li></ul>	<ul style="list-style-type: none"><li>• Constantly Running</li></ul>
<ul style="list-style-type: none"><li>• Highly Customized Process</li></ul>	<ul style="list-style-type: none"><li>• Purely Logistical Process</li></ul>
<ul style="list-style-type: none"><li>• <u>Hard</u> to Master</li></ul>	<ul style="list-style-type: none"><li>• <u>Easy</u> to Master</li></ul>

**Conclusion: These are very different processes and must be separated for effective management!**

# External or Internal Idea Generation



- Idea generation can be performed inside or outside the company
- Consultants, Partners, Customers, and so on can successfully generate ideas!
  - Especially if you help guide them through a formal process!



**BRIGHTIDEA**

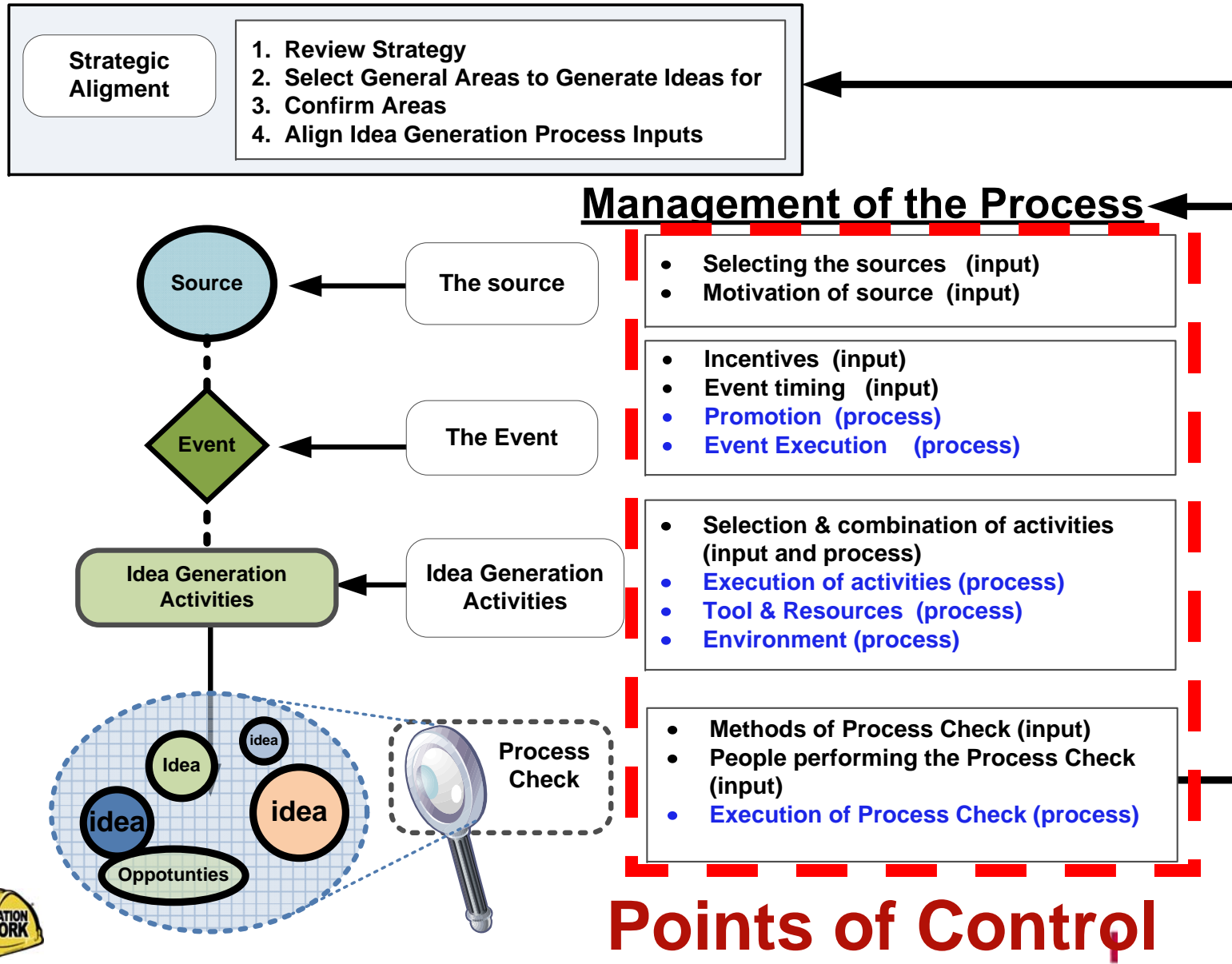
Major Section:

# Detailed Review of the Idea Generation Process

**BRIGHTIDEA**

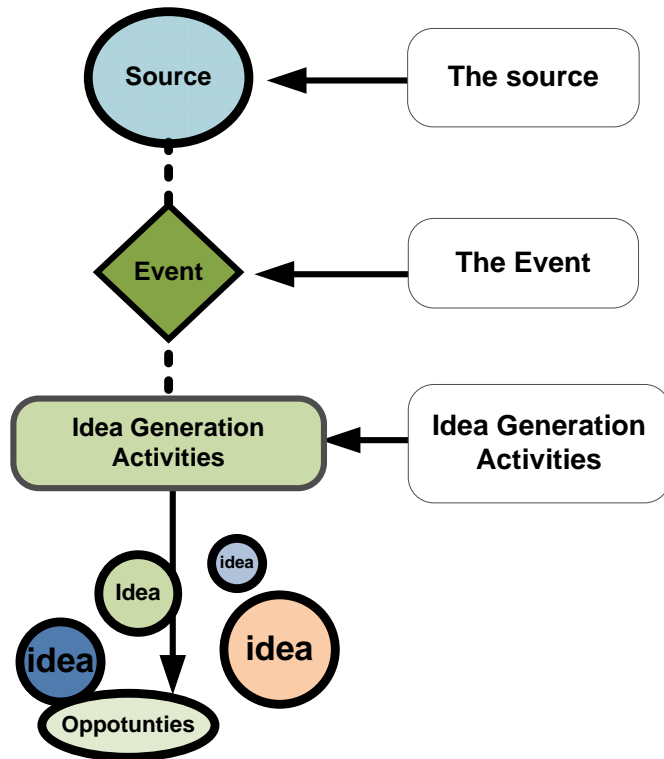


# Points of Control for Glassman Model © (For Idea Generation)



# Section: Strategic Alignment

**Aligning Idea Generation to the Strategy of your company!**



# Strategic Alignment

---

## Strategic Alignment

1. Review Strategy
2. Select General Areas to Generate Ideas for
3. Confirm Areas
4. Align Idea Generation Process Inputs

### 1. Review your Business Unit's or Corporate Strategy

- Areas of growth, so on ...

### 2. Select Areas to Generate Ideas for

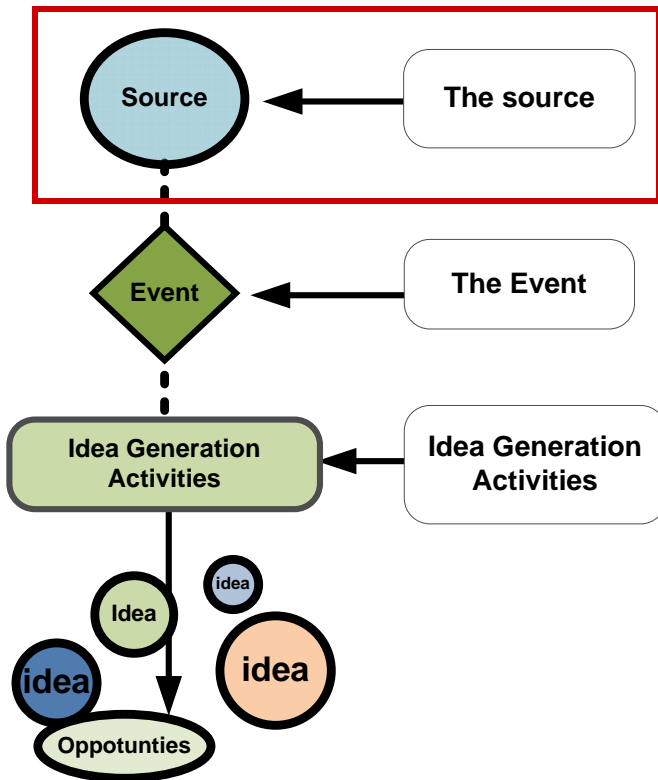
- For what product lines? What opportunity areas?

### 3. Confirm Areas or Change Strategy

- Is the product areas saturated?
- Is there room for idea generation in those areas?
- Ex. Fairbank's Scales
  - (Strategy limited to just scales, killed idea generation had to rely purely on capturing ideas)
- Widen or change strategy if idea generation fails

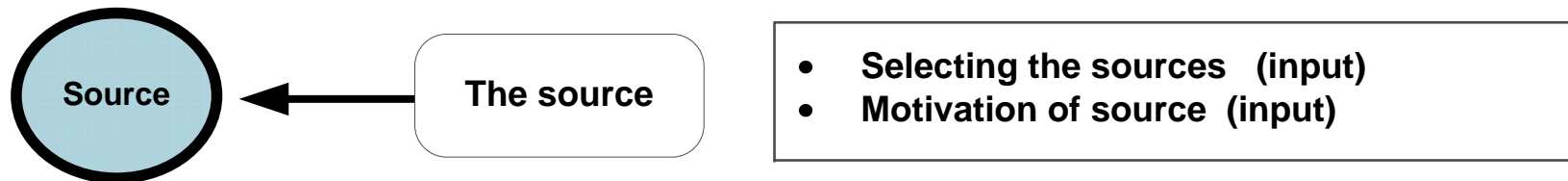
# Section: The Source of Ideas

## Controlling the Sources of Ideas



# What is the Source of Ideas?

---



- The source is the individuals participating in the idea generation activities
- I.E. Who you select to participate in idea generation activities.
- Marketing reports are never the sources of ideas!
- Source selection depends heavily upon the idea generation activities & the type of ideas you desire!

**Note:** Employees are not the only source of ideas!



# Sources of Ideas

<b>Employee Executive</b>	<b>Non-Profit Organizational</b> NASA  National Lab  National Org University  Research Parks  Groups of practices (G.O.P)  Professional G.O.P  Consumer G.O.P Economy G.O.P Religious/race G.O.P  Interest/hobbies Media sources	<b>Customers</b> Homogeneous customer group Core customer groups	<b>Suppliers</b> Current suppliers  Possible suppliers  Consultants Idea consultants  Research firms  Partners / Alliances
<b>Management</b>		<b>Lead User</b> Possible new customer group Dis-satisfied customers User, inflencer, buyer customer groups  Anonymous Customers	
<b>Finance</b>		<b>Competitors</b> Best in class competitors Direct competitors Indirect competitors Friendly competitors  Substitute sources New potential entrance sources	<b>Other</b> Other companies  Media sources Inventors
<b>Sales</b>			
<b>Sales Reps</b>			
<b>Marketing</b>			
<b>R&amp;D</b>			
<b>Customer service</b>			
<b>Operation / production</b>			
<b>Think-tank</b>			
<b>Annoymous employees</b>			
<b>Quality control</b>			

**Ex.** Asking a consumer group of practice to participate in your Idea Generation Activities

**Ex.** **Formula Boats** used **Sales Reps** and **Hobbyist** in their idea generation activities to create the successful “**Day boats**” product line for the industry!

# Motivating the Source

---

- **Incentives are Vital !**
- **A systemic error is not incentivizing people to generate ideas.**
  - Keep in mind your fighting for their time & effort
- **Outsides sources need to be incentivized**
  - Sales reps: Bonus on ideas that make it through !
  - Hobbies groups: Free samples or perks for submitting a given number of ideas
  - Employees: Monthly Social recognition, or money!
  - Partners: Contracts for Royalties or patent Royalties



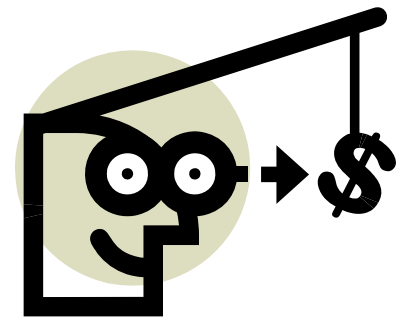
# Motivating the Sources: Continued

---

- Ask your source if the compensation is adequate motivation, then adjust
- **My research sample showed that general incentives for submitting ideas had a:**
  - 0.53 moderate correlation with satisfaction with the quality of ideas
  - 0.45 moderate correlation with the satisfaction with the number of ideas

## Incentive categories

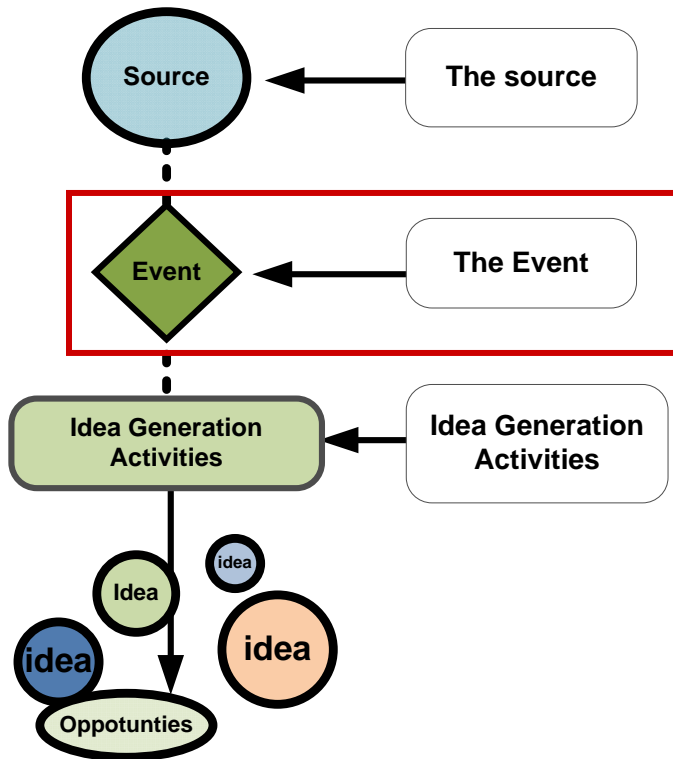
- **Social Recognition: praise, awards, ...**
- **Tangible – money, perks (parking)**
- **Intangible – Stock so on...**



**BRIGHTIDEA**

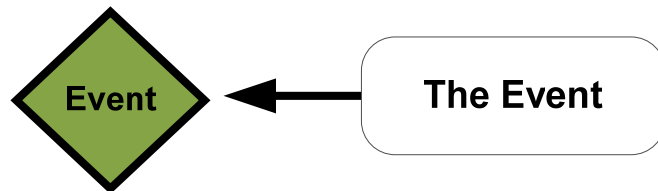
# Section: Events

## Controlling the Events which Trigger Idea Generation



# Events

---



- Incentives (input)
- Event timing (input)
- Promotion (process)
- Event Execution (process)

**What is an Event?** - It is the formal or informal instance which triggers idea generation

## Formal Events

- Idea Fair
- Idea Competitions – Ex. Pillsbury Cook-off
- Formal Requests for Ideas
- Formal Idea Generation Sessions
- Idea Generation Project ← **I prefer this**
- Idea Retreat
- Competitor releasing new product line ← Informal Event

# Events – Incentive & Timing

---



- Incentives (input)
- Event timing (input)
- Promotion (process)
- Event Execution (process)

## 1. Incentivizing events is vital for participation or attendance

- Incentives depends on the groups participating
- Food often works well for employees, but not customers

## 2. Event Timing & Duration

- Ex. Don't hold idea competitions at end of Fiscal year!

## 3. Promotions

- To attract participants you need to advertise the event
- The promotion activities must be actively managed
- Use **communication department** for promotion to outside entities

## 4. Event Execution

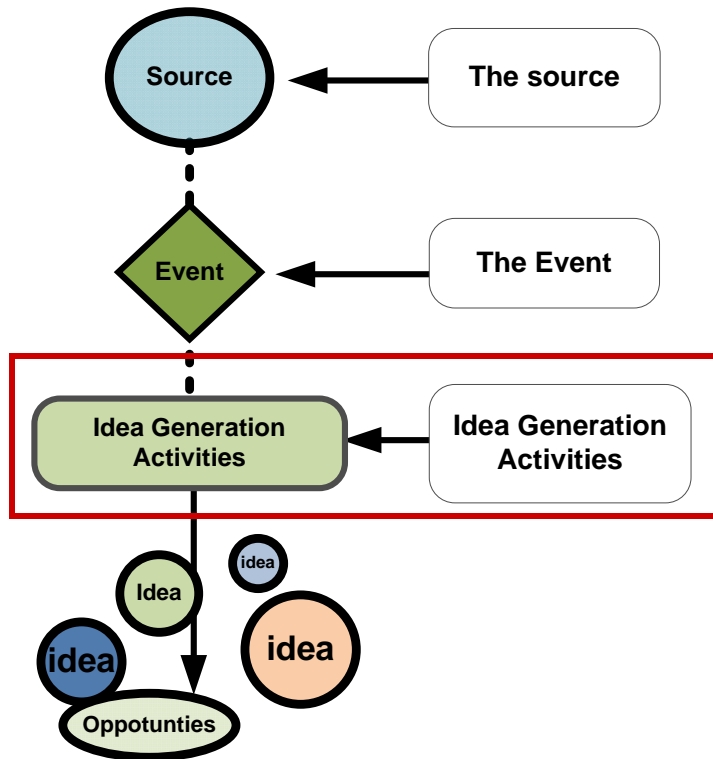
- Do not forget to actively manage the event!



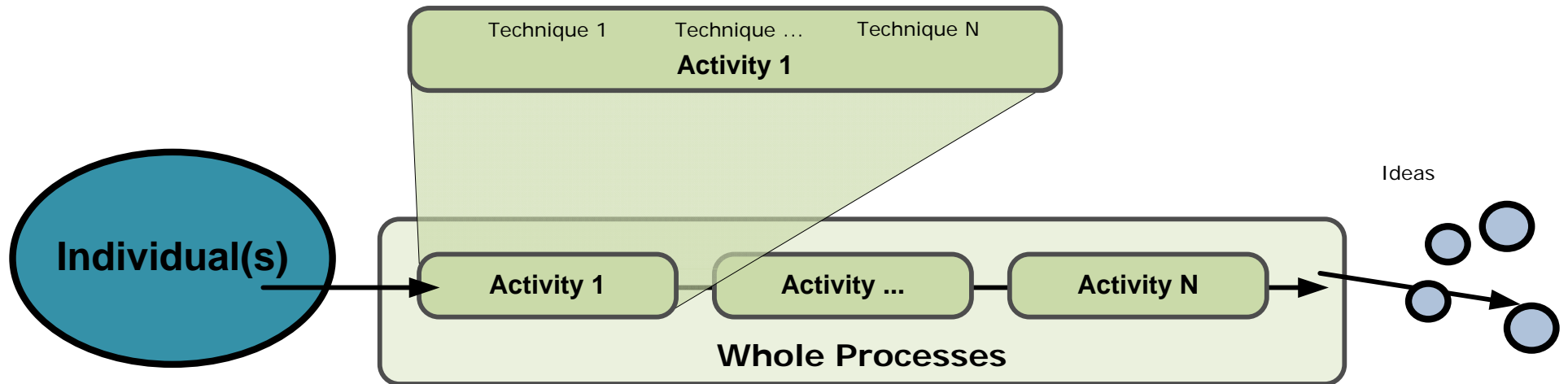
**BRIGHTIDEA**

# Section: Idea Generation Activities

**Controlling the Activities which Create the Ideas & Uncover Opportunities**



# Explaining Idea Generation Activities



<b>Technique</b> Visualizations	Imaging the solution, imaging the problem, visualizing the actions, items, issues, recombining and associating things visually	<i>Ref 10 PDMA chapter 17 Ref Jack foster</i>
<b>Activity</b> Brainstorming	Creating ideas in open discussion, (typically many techniques are applied)	<i>REF 10, Ref 30, Ref tom Kelley, Ref Hardagon, Ref 17</i>
<b>Full Process</b> Deep Dive by IDEO	Similar to contextual research but heavier emphases on idea generation	<i>Ref Tom Kelley</i>



# Idea Generation Activities: 1. Selection

---



- Selection & combination of activities (input and process)
- Execution of activities (process)
- Tool & Resources (process)
- Environment (process)

- There are a lot of idea generation activities
- Each **activity is touted as the best!** ← **This is not True!**

## Important

- There is no one best activity or process!
- You must take the many different activities and select & adapt them to meet your needs!
- Select activities based on the type of ideas you hope to create.



# A Well Built Idea Generation Process has:

---

1. **Seeding Activities** seeds a person's mind with other ideas
  - Ex. Conferences and trade shows,
  - Ex. Reviewing the idea bank
2. **Analytical Activities**
  - Ex. SWOT, competitive mapping, root cause analysis
3. **Creative Activities** – specifically used to create ideas
  - Ex. Focus Groups, Brainstorming, Experimentation, Prototyping, 6-3-5

## A well designed idea generation process is:

- Created in a specific order,
- Intended to create a specific type of idea!



# List of Techniques, Activities, & Processes

- There is a very long list of techniques, activities, & processes for generating ideas
  - I have compiled the list in my dissertation
- Email me and I can provide that list excerpt (about 30 pages long)
  - **([Brian.Glassman@gmail.com](mailto:Brian.Glassman@gmail.com))**



# 1. Selection: Idea Drivers

---

## Every Idea is Driven to Fill a Particular Need

- |                            |                               |
|----------------------------|-------------------------------|
| 1. Technology driven Ideas | Carbon fiber on Airplane wing |
| 2. Customer driven Ideas   | Easier to hold hand drill     |
| 3. Market driven Ideas     | New styling for car           |
| 4. Solution driven Ideas   | IBM computer solutions        |
| 5. Value driven Ideas      | Reduces a major cost          |

- 
- Every company's Innovations process is bias towards a certain type of ideas drivers
  - Forcing the wrong type of ideas into the pipeline may be a waste of time
  - When selecting activities select those which creates the appropriate idea driver



**BRIGHTIDEA**

## Ex. Creating *Technology Driven* Ideas

---

### Technology driven

1. **Sources** (Evangelist, Groups of practices, technologist, lead users, R&D engineers)
2. **Events** (Formal request for ideas)
3. **Activities** (Patent scanning, technology fairs & conferences, trend predicting, gap analysis, technology mapping, technology reviews, so on.. )
4. **Processes**
  - Lead user innovation
  - Outcome based innovation,
  - IDEO or TRIZ



# 1. Selection of Activities: Continued

---

## Level of Disruption

- **Incremental Ideas** – small improvement over the existing
  - **Disruptive Ideas** – expected large improvement over the existing
    - LCD TVs when they emerged, then eventually overtook Tube TVs
  - **Radical** – instant large improvement over the existing
    - Ex. Optical mice
- 

## Placement in Product Offerings

- Update to existing line
- Line extension
- New product line
- New sub market
- New sub market with no competition (Blue ocean)
- New Market

**BRIGHTIDEA**

# Idea Generation: Management, Tools, & Environment

A systemic error is **not managing** the idea generation activities, providing them with too few tools, lack of resources, or the wrong environment!

## 2. Manage the activities !

## 3. Tools & Resources

- Provide the activities with the tools & resources they need!
  - » Prototyping services, clay, paper, white boards,
  - » Money, time!

## 4. Environment is specific to the activities

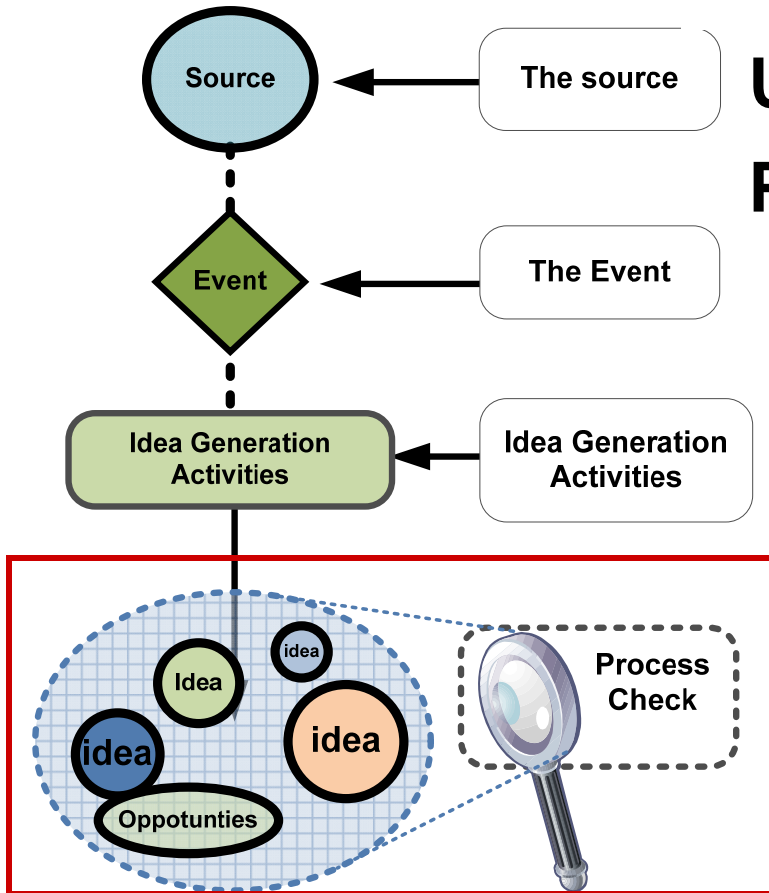
- Creative activities in general are: friendly, open, no criticism, moves quickly,
- Market analysis: critical, thorough, details matter, different perspectives matter
- Seeding Activities: talk, be open to ideas, share without fear!



**BRIGHTIDEA**

# Section: Process Check

## Using Feedback to Improve the Process & Refine the Outputs



# Process Check

---

- Keeps track of the process batches
- Gives a quick read on the types, drivers, and number of ideas being created
  - Very very rough estimate of idea quality
- Creates accountability for participants
- Helps one refine their skills at selecting idea generation activities and managing the process



	Project 1	Project 2	Project 3	Project 4
<b>Title</b>	Outcome Base Innovation Project 4	Contextual Project 5	.....	.....
<b>Goal</b>	Disruptive Ideas for Product Improvement to Cabin & Interior, & Functionality	Incremental Ideas for Product Improvement to Cabin & Interior	.....	.....
<b>Budget</b>	4K	15K	.....	.....
<b>Source</b>	2 R&D engineers, 2 Sales, 2 core customers Reps.	1 Sales Person, 2 Researcher, 1 Engineer Yachting Professional Group,	.....	.....
<b>Incentive</b>	All employee compensated at 2K	2 k per sale rep	.....	.....
<b>Event</b>	Formal Project	Formal Project	.....	.....
<b>Event timing</b>	January	January	.....	.....
<b>Event Duration</b>	3 weeks	9 days,	.....	.....
<b>Idea Generation</b>	Outcome Based Innovation	Contextual research of the Maintenance process	.....	.....
<b>Resources</b>	Travel, Customer time	Travel, Customer time	.....	.....
<b>Tools</b>	Paper & Pencil	Video Camera, Digital Camera	.....	.....
<b>Screening method</b>	Idea Team	R&D Department Head	.....	.....
<b>Screening attributes</b>	Outcome Based Innovation screen	Strategic Screen, & Value base screen	.....	.....
<b>Deliverable</b>	15 top ideas, (high quality ideas) 15 seeding ideas, 5 opportunity areas for future research	25 top ideas, (high quality ideas) 40 seeding ideas, 10 opportunity areas for future research	.....	.....
<b>Output Ideas</b>	Customer Driven Ideas	Customer, Technology, Market, or value Driven	.....	.....

Sample of process check form

## Major Section:

# How to Conduct 4 Different Idea Generation Processes

1. Contextual research – C.V Conley
2. I.D.E.O. – CEO. Tom Kelley
3. Outcome Based Innovation – CEO. Anthony Ulwick
4. Blue Ocean – W.C. Kim & R. Mauborgne  
(Supplemental Slides)

**Great Credit must be given to  
each of these authors!**



# Contextual Research

## An Idea Generation Process

**Reference:** Conley, C.V., (2005). Contextual Research for new Product development. In A. Kahn, K. B., Castellion, G., Griffin, A. (2005). *The PDMA Handbook of New Product Development: 2<sup>nd</sup>* (228-248). Hoboken, New Jersey: John Wiley & Sons. Inc.

Buy this book on Amazon!

<http://www.amazon.com/PDMA-Handbook-Product-Development-Second/dp/0471485241/>



# Contextual Research – Explained

---

- **Chapter fifteen (15) of the 2005 PDMA Handbook (Kahn)**  
**Chapter written by Conley** [Buy it on Amazon!](#)
- **Detailed Observation of customers'**
  - Situation
  - Environment
  - Behavior
  - Processes
- **Used by P&G, 3M to name a few**



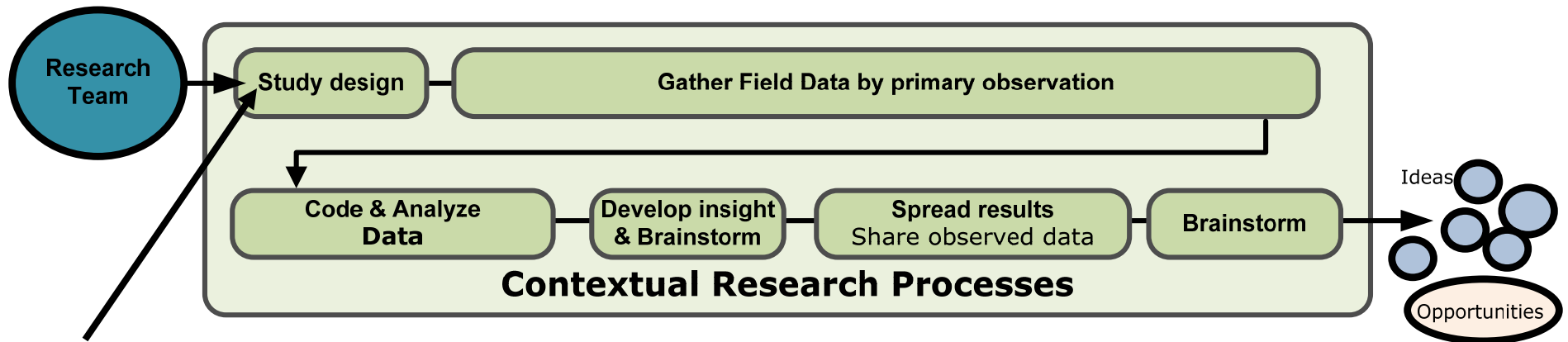
## Contextual Research – Explained 2

---

- Very hard for customers to convey these details “Sticky Information” (Von Hippel 1999)
- Hence, vigilant observation is required
- Looking for underlining problems, issues or opportunities
- Can produce:
  - Technology, market, customer, solution driven ideas
- Can also create disruptive ideas



# 1. Study Design - Contextual Research



## 1. Study design

- What customer group are you going to study?
  - Ideas will be created for this group
- Length of customer visits?
- Which employees will be observing the customers?
  - Pick most observant employees to gather data
  - Pick most creative to brainstorm
  - Pick great promoters to spread results



## 2. Gather Field Data – Contextual Research

---

- **Gather Field Data by detailed observation**
  - **Use job shadowing**
  - **Ask Customers to verbalize actions**
  - **Capture observation on rich mediums**
    - Video
    - Photographs
    - Audio tapes
  - **Record all observations on**
    - Notepads
- **You are Observing:**
    - Situation
    - Job
    - Activities
    - Process
    - Outcomes
    - Behaviors
      - Frustrations / problems
    - Rationality
    - Tools they use
    - Any other relevant items



## 2. Gather Field Data – Contextual Research

- Trying to capture small details
- More information the better
- Multi-week observation may be required

### Product Life-cycle

- Pre-sales
- Purchase
- Delivery
- Installation
- Maintenance
- Service
- Replacement
- Disposal



**BRIGHTIDEA**

### 3. Coding Information – Contextual Research

---

- **Multi-day review & coding of recorded information**
- **Analyze & Code**
  - Goals of each activity
  - Problem areas
  - Outcomes
  - Effectiveness
  - Behaviors
  - Situations
- **Use unique codes for each type of activity, behavior, outcome, so on..**
- **Coded info is used to id patterns, and underlining issues**



## 4. Analysis & Brainstorming – Contextual Research

---

### Use multiple activities to analyze info. & create ideas

- **For Analysis Use:**
  - Problem analysis
  - Root cause analysis
  - Customer needs analysis
  - Critical path mapping
  - Opportunity analysis
- **For Creating idea use**
  - Brainstorming using different techniques
  - Problem Inventory Analysis
  - Problem solving
  - 6-3-5 idea gen.

#### Example flow:

1. **Problem Analysis & Inventory problems activities**
2. **Brainstorming using removing boundary technique**
3. **Critical path mapping (use plot and charts)**
4. **Root cause analysis**
5. **Brainstorming to solve root cause**
6. **Brainstorming using reduction, elimination, raise, creation of factors, functions, or attributes techniques**



**BRIGHTIDEA**

## 5. Spreading the Results – Contextual Research

---

- Spreading the results is a **vital activity** used to seed the greater organization with insight and ideas
  - Gives employees a better insight into the customer
  - Seeds employees for serendipitous idea generation
- Spread results using:
  - Videos, pictures, & notes
  - Coded data
  - Charts and analysis items
  - Reports, or simple idea booklets
  - Meetings!

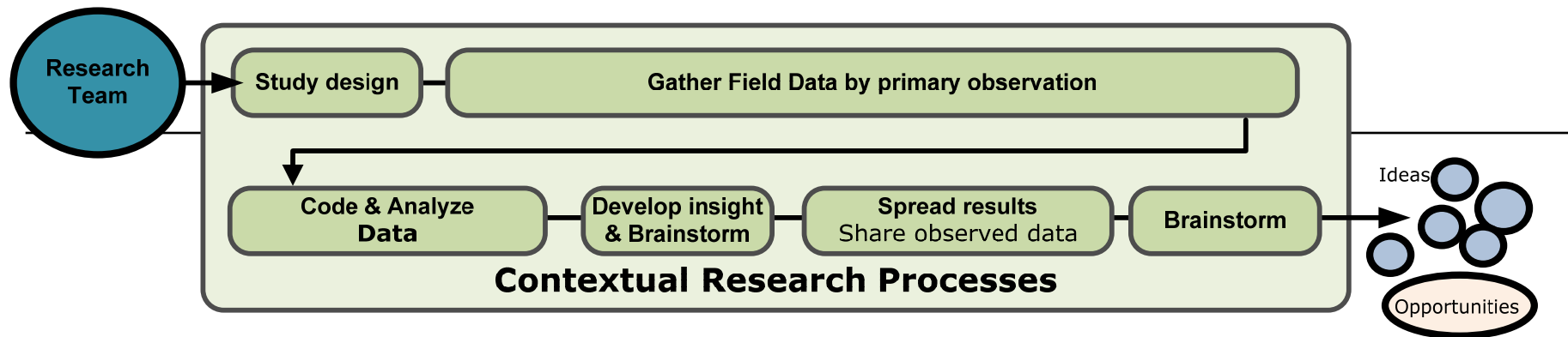


## 6. More Brainstorming – Contextual Research

---

- **Vital that you continue to extract value from the research**
- **Conduct more analysis and creative activities**
  - Assign R&D, marketing, service, manufacturing employees to review distributed results
  - Use the assigned employees in more creative and analysis activities
    - Require a certain number of ideas say 50 to 100 ideas per creative activity





1. Power Tool design study  
Uses 2 engineers & 1 marketing employee
2. Monitor 50 customers using any brand of drill for 15 days  
Use Video Taping, and notepads, & dictation voice recorders
3. Coding for 5 days,
4. Analysis & Brainstorming using:
  1. Problem inventory analysis
  2. Then brainstorm
  3. Then Analysis using Root cause analysis
  4. Then 6-3-5 (6 people, write 3 ideas in 5 minutes, then pass & repeat)
5. Spread results to organization in report, show videos at meeting
6. More Brainstorming- 5 engineers use critical map path then create ideas using opportunity analysis & 6-3-5 idea gen.



# Outcome Based Innovation

## An Idea Generation Process

**Reference:** Ulwick, A. W. (2007, Fall). Turn customer input into innovation. Harvard Business Review, 80(1), 91-97.

**Consulting Company**

[http://www.strategyn.com/organization/ulwick\\_bio.html](http://www.strategyn.com/organization/ulwick_bio.html)



# Outcome Based Innovation - Ulwick

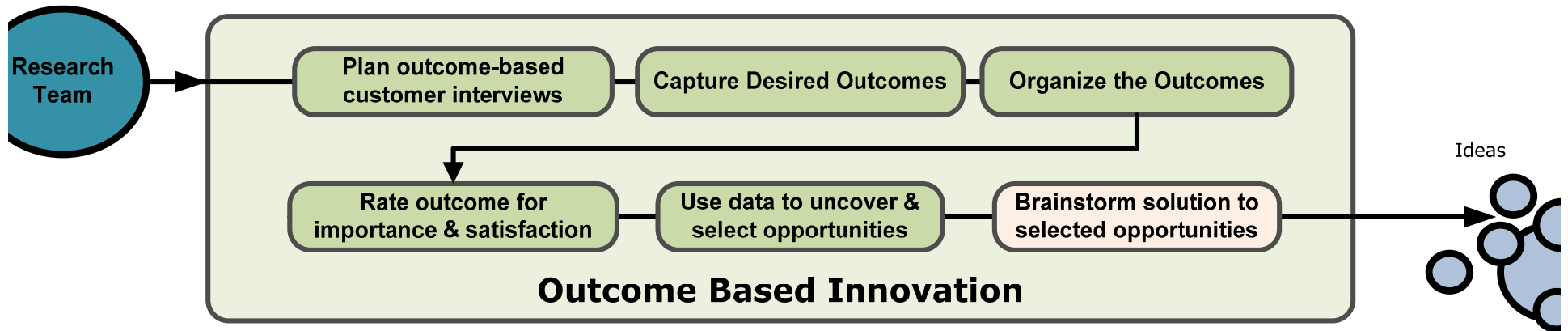
---

- **Problem: Customers often describe the solutions they want, but**
- **Customer should not be trusted to come up with solutions,** (ex. early jet ski riders wanted more padding, never occurred to them that they wanted to sit down)
- **Instead try to uncover general outcomes customers are seeking**
- **See Harvard Business Review article**  
“Turning Customer Innovation” into HBR Jan 2002



**BRIGHTIDEA**

# Outcome Based Innovation - Ulwick



- **Creates**

- Disruptive and incremental ideas
- Customer, market, & technology driven ideas
- Proven successful ( Cordis created Stents)
- High product success rate



# 1. Plan Customer Interviews – Outcome based innovation

---

- **Define the process**
  - Ex. Angioplasty – prep, insert catheter, set...
- **Select customers who directly use the product & process to interview**
  - Don't Interview Distributors, retailer, stakeholders
  - Ex. Cardiologists & Operation nurses
  - Diversity of user group is vital
    - Ex. Cardiologist doing 1 surgery/day and some doing 4 difficult cases per day, Young & old surgeons



## 2. Interviewing – Outcome based innovation

---

- **Conducting outcome driven interviewing requires training because**
  - One Must obtain desired outcomes not needs/solutions
  - Questioning desired outcomes for each part of the process
  - Re-state the outcome with measurable result
- **Outcome** “cardiologist wanted a easy to maneuver catheter”  
not a **solution** of a “smooth & stiff catheter”
- Great at Capturing outcomes
  - 75% of outcomes captured in first 2 hours,
  - 15-20% next session, and 5%-10% in the third session



### **3. Organize Outcomes – Outcome based innovation**

---

- **Comprehensive list of outcomes**
- **Organized into Process groups**
- **Example of a customer process**
- **Step 1: make insertion for catheter**
  - Simple cut – in less than 2 mins
  - Easy placement – medium skill required
  - Won't break – if incision to small
- **Step 2: opening artery**
  - Easy to maneuver – 5 mins for placement
  - Won't scratch vessels - if retracted 3 times



**BRIGHTIDEA**

## 4. Rate Outcomes – Outcome based innovation

- **Conduct a quantitative survey**
- **Desired outcomes are rated by customers**
- **Measure**
  - Importance
  - Satisfaction
- **Calculate**
  - Opportunity

$$\text{Opportunity} = \text{Importance} + (\text{importance} - \text{satisfaction})$$

**Cordis's Angioplasty Balloon Market-Opportunity Scores**

Desired Outcome Segment 1: Interventional Cardiologists	Importance	Satisfaction	Opportunity
1. Minimize restenosis (or the recurrence of a blockage)	9.5	3.2	15.8
2. Minimize the amount of force required to cross the lesion with the balloon	8.3	4.2	12.4
3. Minimize the amount of damage (dissection) that is inadvertently caused to any vessel when putting the guide wire in place	9.5	7.5	11.5
4. Minimize the time it takes to place the balloon across the lesion	9.1	8.4	9.8
5. Minimize the time it takes to complete the procedure	5.1	1.0	9.2
6. Minimize the time it takes to move the balloon through a winding vessel	7.7	6.6	8.8

When companies use this algorithm to identify and prioritize market opportunities, they eliminate not only the hazards of solution-based research but also the guesswork.

## 5. Spread Results and Generate Ideas: Outcome Based Inov.

---

1. Compare results with market analysis
  2. Determine opportunity areas in the greater market
  3. Top opportunity areas should be used as a focus for future idea generation activities
    - Ex. Brainstorm ways to: reduce the amount of force required to cross the incision with the balloon.
- **Outcome based innovation has a High product success rate!**



# I.D.E.O's Idea Generation

## An Idea Generation Process – Tom Kelley

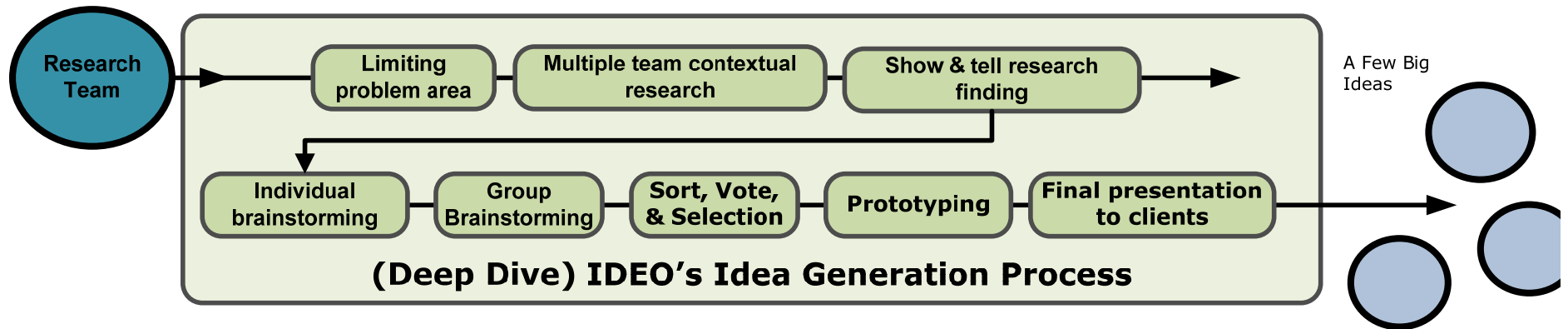
### Reference:

Kelley, T., & Littman, J. (2001). The Art of innovation, Lessons in Creativity from IDEO, America's Leading Design Firm, New York, New York: Doubleday publishers

Kelley, T., & Littman, J. (2005). The Ten Faces of Innovation: IDEO's Strategies for Beating the Devil's Advocate & Driving Creativity Throughout Your Organization, New York, New York: Doubleday publishers



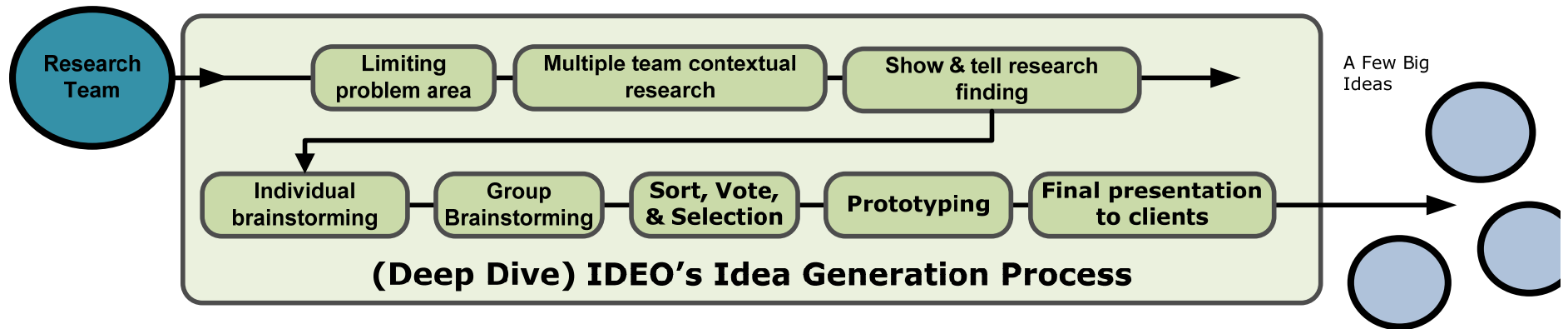
# IDEO – Idea Generation Process



- **IDEO is a world famous multi-disciplinary design firm**
- **Like a mini-version of Contextual research**
  - Shorter in duration (2 to 3 days)
  - A few great Ideas come out
  - Uses a lot less resources than contextual research



# 1. Limiting Problem Area - IDEO



- Meeting with Customer or Client
- Bounding problem area focuses creativity
  - Examples
    - To broad – New ideas for shopping centers
    - Good bounding - New shopping cart design,



## 2. Observation - IDEO

---

- (4 to 8 people) split into teams (2 persons) to observe customers
- Job shadowing for 1 or 2 days
- Each team assigned to different location, or part of the process
  - Use video, pictures, and notepads
  - Capture info as in Contextual,
    - behavior, situation, problems, activities



### **3. Show & tell (diffusing) - IDEO**

---

- **IDEO process skips coding as in contextual research and goes to diffusing results**
- **Researchers show other what they observed,**
  - Weird behaviors
  - Problems
  - Situation
- **Use pictures, video and notes**
- **Take 1 to 2 hours**



## 4. & 5. Brainstorming – IDEO

---

### 4. Individual brainstorming

- Write as many ideas as one can in 20 mins
- Then everyone discusses these ideas

### 5. Team brainstorming

- Everyone adds to the ideas
- Or creates new ideas & discusses ideas
- **Must have moderator to:**
  - Stop criticizing of ideas
  - Keep ideas flowing from all individuals
  - Use different brainstorming techniques
  - Write down ideas!!
  - Use paper, whiteboards, clay, Legos, whatever to illustrate, prototype, and describe the ideas



## **6. Sort, Voting, & Selection - IDEO**

---

- **Ideas posted on walls in similar groups**
- **Individuals then have 10 to 20 post-it-notes**
  - **Blind Voting for ideas using post-it-notes**
- **Ideas with most votes are pushed into prototyping (top 5 to 8 ideas)**



## 7. Rapid Prototyping - IDEO

---

- **Group then prototypes selected ideas**
- **Create one or several prototypes**
  - Use clay, plastics, machining, rapid prototyping
  - Add functionality
  - Prototyping exposes problems, makes solutions more real!
- **One to two day prototyping at most !**



## 8. Presentation to Client - IDEO

---

### Formal Presentations to clients

- Prototypes are shown
- Discuss top ideas incorporated into the prototype
- Most interesting observational findings can also be discussed



Section:

# Quick Comparison of discussed Idea Generation Processes



# Comparison of Idea Generation Activities

	Contextual Research Idea Generation	IDEO Process	Ulwick's Outcome Based Innovation	Blue Ocean Idea Generation
Cost of the activity	High	Medium	Medium	High
Time	Very Long - 4 week +	3 days to 1 week	1- week to 1 month	Month or more
Number of ideas	Large number	Few	Few	Few
Quality of idea	Variable	High	High - Semi Market Proven	High
Technology driven	High chance	High chance	Medium chance	
Customer driven	High chance	High chance	High chance	
Market driven	Low Chance	Low Chance	High chance	Only Market
Solution driven	High chance	High chance	High chance	
Chance of market success per idea	Low chance of success per idea	High chance of success per idea	Very High chance of success per idea	High chance of success per idea
Revenues per idea	Variable	Variable	High	Very High
Screening	No Screen	Voting Screen	Customer screen	Detailed screens



**BRIGHTIDEA**

## Email me for Future Resources

---

- Email me [Brian.Glassman@Gmail.com](mailto:Brian.Glassman@Gmail.com) for:
  - My upcoming White Papers ←These will be really good I promise
  - These Presentation slides
  - Announcements about Future Presentations
  - For a copy of my 350page Dissertation
  - P.S. I am also looking for a Job

Make sure I have your email!



**BRIGHTIDEA**



Thank you to [www.BrightIdea.com](http://www.BrightIdea.com)  
for hosting this Seminar!

Question?



# Blue Ocean Strategies

(Supplemental Slides)

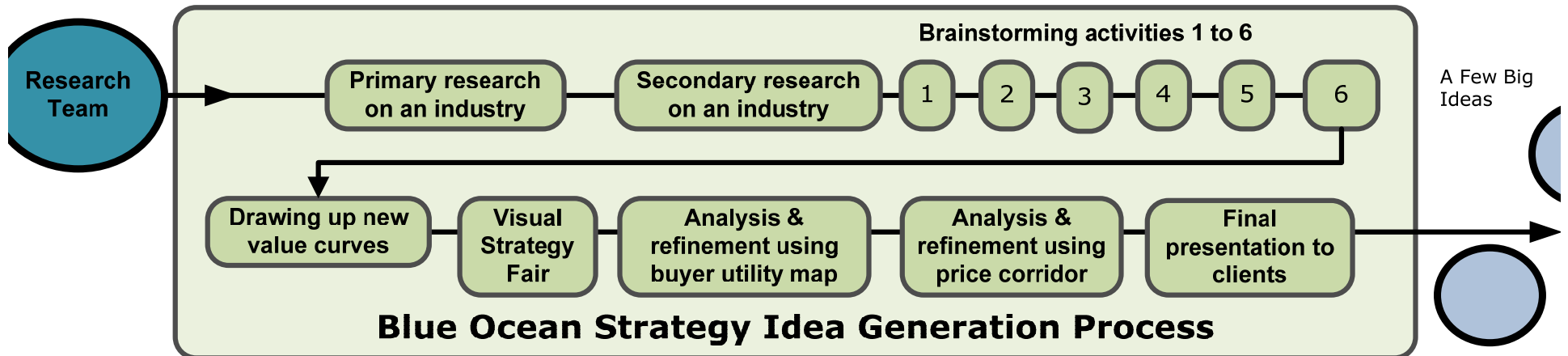
## An Idea Generation Process

**Described Briefly due to complexity**

**Reference:** Kim, W. C., & Mauborgne, R. (2005). Blue Ocean Strategy How to Create Uncontested Market Space and Make the Competition Irrelevant. Boston, Massachusetts: Harvard Business School Press



# Blue Ocean Strategy

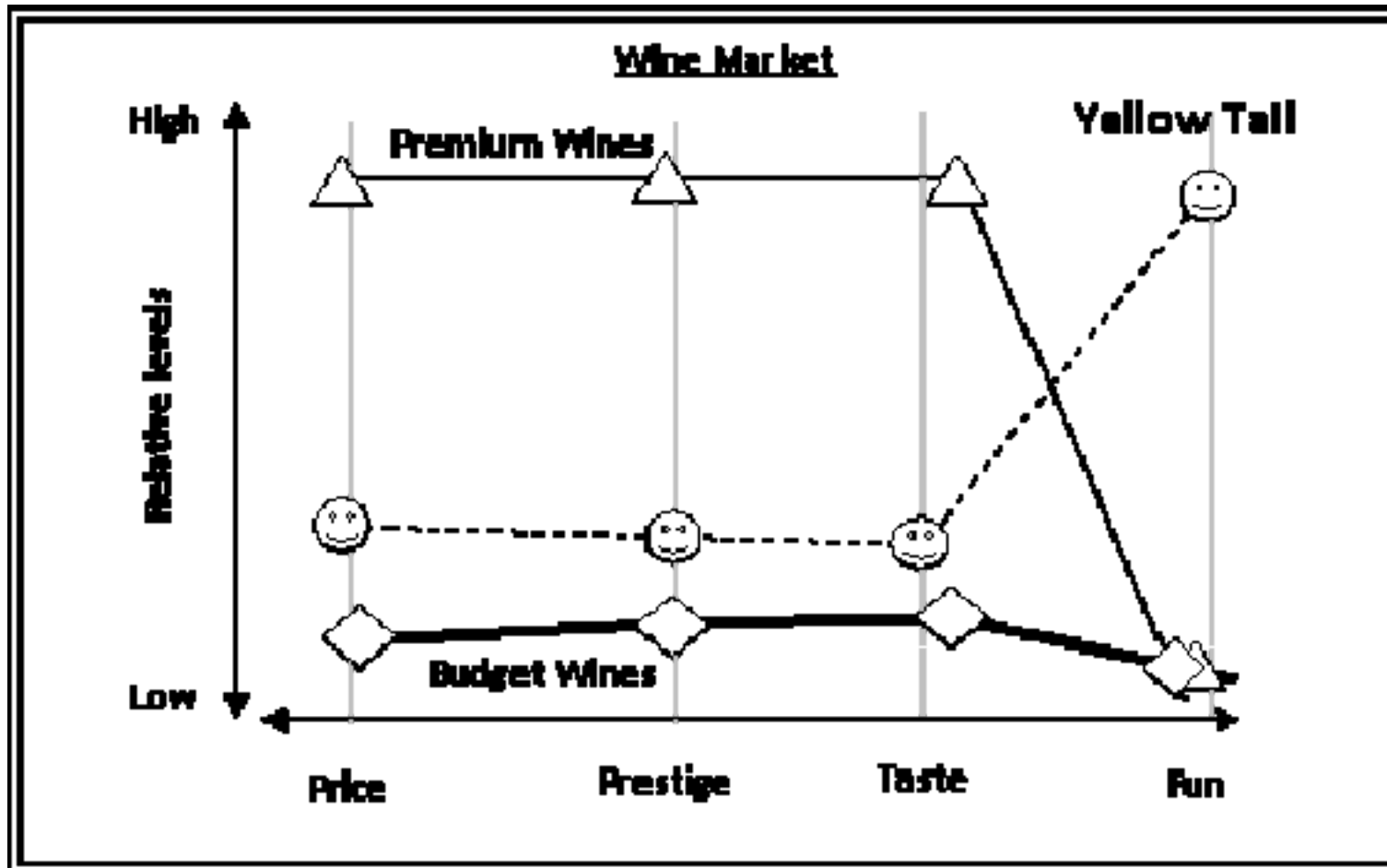


- Kim & Mauborgne, 2005 (Buy on Amazon!)
- A Blue ocean is a new sub-market area (red oceans are bloody with competition)
- Cirque du Soleil, NetJets, Home Depot
- Produces only Market Driven Ideas



**BRIGHTIDEA**

# Blue Ocean Strategy – Strategic Canvas



- Strategic Canvas
- Great way to analyze market



**BRIGHTIDEA**