APPLIED IMAGINEERING AND CREATIVE DISRUPTION FOR PRODUCT DEVELOPMENT

MODULE 7

by Gian Carlo De Jesus
Introduction to Product Development
Product development is essential for businesses to stay competitive, meet evolving customer needs, and drive innovation. Effective product development can lead to:

- **Increased revenue and profitability:** For example, Disney's continuous innovation in animated films, theme parks, and consumer products keeps them at the forefront of the entertainment industry.

- **Expanded market share:** Apple's design-focused approach has allowed them to create iconic devices like the iPhone, iPad, and MacBook, revolutionizing the tech and creative industries.

- **Enhanced brand reputation and customer loyalty:** Lego's ability to develop new toy lines and licensed products based on popular franchises maintains their relevance and popularity among children and adults.
Understanding the Product Development Process
The product development process in the creative industries follows a similar structure to other industries, emphasizing:

- Understanding the target audience
- Creating unique and compelling experiences
- Leveraging the latest technologies and design trends

For example, developing a new VR video game involves key stages from ideation to launch.
Key Stages of Product Development

- Idea Generation and Concept Development
- Market Research and Analysis
- Product Design and Engineering
- Prototyping and Testing
- Production and Launch
Identifying new opportunities based on market trends, customer preferences, and creative inspiration.

For instance, developing an \textit{AR mobile game} might start with recognizing the growing demand for immersive, location-based gaming experiences.
Conducting in-depth studies to understand target audience preferences, behaviors, and pain points.

For example, researching design sensibilities before launching a new line of designer furniture.
Finalizing the product's features, specifications, and technical requirements.

An example is designing a new digital camera focusing on image sensor optimization, lens quality, and user interface.
Prototyping and Testing

Building and refining prototypes to validate functionality, usability, and desirability.

For instance, a video game development team might conduct playtesting sessions to ensure gameplay and controls are engaging for the target audience.
Production and Launch

Preparing for large-scale production, distribution, and promotion.

An example is coordinating efforts for a new fashion collection’s successful rollout.
Product Development Conceptual Models
Product development is a complex process that can benefit from the application of conceptual models and frameworks. These models provide a structured approach to guide the product development journey, from idea generation to market launch.

In this presentation, we will explore several key product development conceptual models and their potential applications in the creative industries.
Instructions:

Divide the class into 6 groups. Assign each group one of the 6 product development models to become the "expert" on.

Give each group 10-15 minutes to read through the information on their assigned model and prepare a 5-minute presentation to teach the rest of the class about it. They should cover the key features, purpose, and when the model is most applicable.
• Stages: Concept Development, Product Design and Development, Product Testing and Evaluation

Application Example: A fashion brand could use the BAH model to develop a new clothing line, starting with concept ideation, followed by design and development, and market testing before launch.

Application Example: A video game studio could use the ExPD model to develop a new game franchise, starting with market research, iterative prototyping, and testing, followed by a full-scale launch.
• Stages: Empathize, Define, Ideate, Prototype, Test

Application Example: A design agency could use the IDEO approach to develop a new mobile app, starting with user research, followed by ideation, prototyping, and iterative testing.

Application Example: A music streaming platform might apply Lean principles to launch a basic version of their service, gather feedback, and incrementally enhance the platform.
STAGE GATE MODEL

- Application Example: A publishing company could use the Stage Gate model to develop a new line of children's books, moving systematically through each stage to ensure a successful launch
Stages: Empathize, Define, Ideate, Prototype, Test
Application Example: Applying Design Thinking to create a user-centered solution for a new product by understanding user needs and iteratively refining the design
Instructions:

Divide the class into 6 groups and assign a Product Development Model per group.

Give them the Prod Dev Activity sheets and 15 minutes to study the Prod Dev Model assigned to them.

Each group will share the Prod Dev Model assigned to them by reporting it in less than 3 minutes.
Instructions:

After all 6 groups have presented, facilitate a class discussion by asking questions such as:

• What are the similarities and differences between the models?
• Which models seem most relevant for different types of product development projects?
• What are the strengths and weaknesses of each approach?
• How could you combine elements of different models in your own product development work?
Instructions:

Summarize the key takeaways on the whiteboard or poster paper, helping students make connections between the various conceptual models.

Encourage the group to build their own product development conceptual model.
Q&A

- Summary of key learnings
- Open discussion and addressing participant queries
Introduction to the Art of Imagineering and Creative Disruption
Imagineering is the blending of "Imagination" and "Engineering" to create innovative, immersive, and transformative experiences.

It is a unique approach pioneered by The Walt Disney Company to bring their creative visions to life.
KEY PRINCIPLES OF IMAGINEERING

- Storytelling: Crafting engaging narratives that captivate the audience and create emotional connections.
- Attention to Detail: Meticulously designing every aspect of the experience to create a cohesive and immersive environment.
- Innovative Technology: Leveraging the latest technologies to push the boundaries of what's possible and create truly remarkable experiences.
- Collaboration: Bringing together cross-functional teams of designers, engineers, artists, and subject matter experts to collaborate on the creative vision.

Imagineering is not just about technical engineering; it is an art form that combines creativity, innovation, and problem-solving.
The Imagineering process typically involves the following steps:

- Ideation and Conceptualization
- Prototyping and Experimentation
- Collaborative Design
- Engineering and Implementation
- Continuous Improvement
The principles of Imagineering can be applied across various creative industries to drive innovation and create transformative experiences.

Examples:

- **Theme Park Design**: Disney Imagineers use Imagineering to design immersive and engaging theme park experiences, such as the Wizarding World of Harry Potter at Universal Studios.
- **Film and Television Production**: Imagineering techniques can be applied to the design of cinematic worlds, special effects, and virtual production environments.
- **Experiential Retail and Events**: Retailers and event organizers can leverage Imagineering to create captivating and memorable in-store or event-based experiences.
- **Interactive Entertainment**: Video game developers can employ Imagineering to design compelling narratives, innovative gameplay mechanics, and visually stunning virtual environments.
- **Architectural and Interior Design**: Imagineering principles can inform the design of innovative, immersive, and functional built environments, from corporate offices to public spaces.
Q&A

- Summary of key learnings
- Open discussion and addressing participant queries
Creative Disruption
• Reimagining Existing Processes: Identifying and rethinking traditional ways of doing things to create new, more effective solutions.
• Leveraging Emerging Technologies: Utilizing the latest technological advancements to enable new possibilities and disrupt existing business models.
• Challenging Societal Norms: Questioning and redefining accepted societal and cultural paradigms to create new and more inclusive experiences.
• Fostering Creativity and Innovation: Cultivating an environment that encourages creative thinking, risk-taking, and the exploration of novel ideas.
EXAMPLE OF CREATIVE DISRUPTION IN THE CREATIVE DISRUPTION

- Cirque du Soleil
- Netflix
- Spotify
- Peloton
- Airbnb
Cultivating a culture that embraces creativity, innovation, and risk-taking is crucial for driving creative disruption.

Key strategies for fostering creative disruption:

• Encouraging Diverse Perspectives
• Promoting Experimentation and Iteration
• Empowering Multidisciplinary Collaboration
• Embracing Continuous Learning
• Celebrating Successes and Learning from Failures
Q&A

- Summary of key learnings
- Open discussion and addressing participant queries
CASE STUDIES OF DISRUPTIVE PRODUCTS AND SERVICES
The creative industries are well-positioned to leverage the principles of Imagineering and Creative Disruption to drive innovation and transformation.

**Disruptive Products:** Examining case studies of products and services that have significantly altered their industries. For example, analyzing how the iPhone transformed the mobile phone market by integrating a touch screen interface and a wide array of apps.

**Disruptive innovation** is the process of creating new products or services that disrupt and eventually replace established market leaders.
CASE STUDY 1: NETFLIX

INDUSTRY: ENTERTAINMENT

DISRUPTION: NETFLIX DISRUPTED THE TRADITIONAL CABLE TV AND VIDEO RENTAL INDUSTRIES BY PROVIDING AN ON-DEMAND, SUBSCRIPTION-BASED STREAMING SERVICE.

Key Disruptive Strategies:
- Leveraged emerging internet and streaming technologies to offer a more convenient and personalized viewing experience.
- Invested heavily in original content production, challenging the traditional studio model.
- Utilized data analytics to better understand customer preferences and tailor content recommendations.

Impact: Netflix's disruptive model has led to the decline of traditional cable TV and the rise of streaming as the dominant form of home entertainment.
CASE STUDY 2: SPOTIFY

INDUSTRY: MUSIC

DISRUPTION: SPOTIFY DISRUPTED THE TRADITIONAL MUSIC INDUSTRY BY OFFERING A SUBSCRIPTION-BASED, ON-DEMAND MUSIC STREAMING SERVICE.

Key Disruptive Strategies:
• Provided users with access to a vast catalog of music through a user-friendly, mobile-first platform.
• Leveraged data and algorithms to create personalized playlists and music recommendations.
• Enabled artists to directly reach and engage with their fans through the platform.

Impact: Spotify's model has significantly reduced music piracy and transformed the way people discover, listen to, and consume music.
CASE STUDY 3: PELOTON

INDUSTRY: FITNESS

DISRUPTION: PELOTON DISRUPTED THE TRADITIONAL FITNESS INDUSTRY BY OFFERING A CONNECTED, HIGH-END HOME EXERCISE BIKE WITH LIVE AND ON-DEMAND WORKOUT CLASSES.

Key Disruptive Strategies:
• Integrated state-of-the-art technology, including a large touchscreen and real-time performance tracking, to create an immersive and engaging fitness experience.
• Cultivated a strong sense of community among its users through live classes, leaderboards, and social features.
• Positioned the Peloton brand as a lifestyle and status symbol, appealing to affluent consumers.

Impact: Peloton has transformed the home fitness market by providing a premium, connected exercise experience that competes with traditional gym memberships.
CASE STUDY 4: CIRQUE DU SOLEIL

INDUSTRY: LIVE ENTERTAINMENT

DISRUPTION: CIRQUE DU SOLEIL DISRUPTED THE TRADITIONAL CIRCUS INDUSTRY BY CREATING A NEW GENRE OF CONTEMPORARY CIRCUS PERFORMANCES.

Key Disruptive Strategies:
- Eliminated the use of animals and focused on human acrobatic and theatrical performances.
- Blended various art forms, including music, dance, and storytelling, to create visually stunning and emotionally captivating shows.
- Targeted a wider, more upscale audience by positioning Cirque du Soleil as a high-end, artistic entertainment experience.

Impact: Cirque du Soleil's innovative approach has transformed the live entertainment industry, redefining the circus experience and attracting a global audience.
CASE STUDY 5: AIRBNB

INDUSTRY: HOSPITALITY

DISRUPTION: AIRBNB DISRUPTED THE TRADITIONAL HOTEL INDUSTRY BY PROVIDING AN ONLINE PLATFORM FOR INDIVIDUALS TO LIST, DISCOVER, AND BOOK UNIQUE ACCOMMODATIONS AND EXPERIENCES.

Key Disruptive Strategies:
• Enabled individual homeowners and property owners to easily list and rent out their spaces, creating a new supply of accommodations.
• Offers a more personalized and authentic travel experience compared to traditional hotel stays.
• Leveraged user-generated content, reviews, and a community-driven platform to build trust and credibility.

Impact: Airbnb's disruptive model has significantly impacted the hospitality industry, leading to increased competition and changes in regulations and market dynamics.
CASE STUDY 6: FASHION - RENT THE RUNWAY

INDUSTRY: FASHION

DISRUPTION: RENT THE RUNWAY DISRUPTED THE TRADITIONAL RETAIL MODEL BY OFFERING A SUBSCRIPTION-BASED SERVICE THAT ALLOWS CUSTOMERS TO RENT HIGH-END DESIGNER CLOTHING AND ACCESSORIES.

Key Disruptive Strategies:
• Provided access to a wide range of designer items at a fraction of the retail cost.
• Leveraged data analytics to curate personalized recommendations for customers.
• Fostered a sense of community and engagement through their online platform and mobile app.

IMPACT: Rent the Runway has transformed the way people access and consume fashion, challenging the traditional ownership-based retail model.
CASE STUDY 7: LITERATURE - WATTPAD

INDUSTRY: PUBLISHING

Disruption: Wattpad disrupted the traditional publishing industry by providing an online platform for writers to share their stories and connect directly with readers.

Key Disruptive Strategies:
• Empowered authors to publish and build a following without the need for traditional publishing contracts.
• Utilized data and user engagement metrics to identify popular stories and nurture emerging writing talent.
• Fostered a vibrant online community where readers and writers could interact and collaborate.

Impact: Wattpad has democratized the publishing industry, enabling new voices and storytelling formats to emerge and gain traction.
CASE STUDY 8:  NATIVE CRAFTS - ETSY

INDUSTRY: ART GALLERY AND AUCTION

Disruption: Artsy disrupted the traditional art world by providing an online platform for discovering, buying, and selling artwork.

Key Disruptive Strategies:
• Leveraged technology to make the art world more accessible and transparent for both collectors and artists.
• Offered a user-friendly platform that allowed for easy browsing, research, and purchase of artworks.
• Utilized data and algorithms to personalize art recommendations and connect buyers with relevant works.

Impact: Artsy has democratized the art market, enabling more people to engage with and acquire art, while also providing new opportunities for artists to reach a global audience.
INDUSTRY: HANDMADE AND VINTAGE GOODS

Disruption: Etsy disrupted the traditional craft and artisanal goods market by providing an online marketplace for independent creators to sell their unique, handmade products.

Key Disruptive Strategies:
• Empowered individual artisans and small businesses to reach a global customer base.
• Fostered a community-driven platform that celebrated the stories and craftsmanship behind each product.
• Leveraged the growing consumer demand for authentic, sustainable, and personalized products.

Impact: Etsy has revolutionized the way people discover, purchase, and value handmade and vintage goods, supporting the livelihoods of countless independent creators.
Disruption: Anna Oposa, co-founder of Save Philippine Seas, disrupted the field of marine conservation with innovative, community-driven approaches to protecting marine resources and raising environmental awareness.

Key Disruptive Strategies:
- Community Engagement: Developed grassroots programs that involve local communities in marine conservation efforts, ensuring sustainable and inclusive practices.
- Education and Advocacy: Launched educational campaigns to raise awareness about marine conservation issues, targeting schools, businesses, and policymakers.
- Creative Solutions: Implemented creative solutions such as art installations and social media campaigns to highlight environmental issues and mobilize support.

Impact: Anna Oposa’s work has significantly advanced marine conservation efforts in the Philippines, leading to greater public awareness and policy changes. Her innovative strategies have inspired similar initiatives globally, emphasizing the importance of community involvement in environmental protection.
CASE STUDY 11: JOEY AYALA

INDUSTRY: MUSIC

Disruption: Joey Ayala disrupted the Filipino music scene by blending traditional Filipino musical instruments and styles with contemporary music, creating a unique sound that celebrates and preserves Filipino cultural heritage.

Key Disruptive Strategies:
- Cultural Fusion: Integrated indigenous Filipino instruments like the kulintang, kubing, and hegalong with modern genres such as folk, rock, and pop.
- Social Advocacy: Used his music as a platform to address social, environmental, and political issues, promoting cultural awareness and activism.
- Innovative Performances: Employed multimedia elements and interactive performances to engage audiences and enhance the storytelling aspect of his music.

Impact: Joey Ayala’s innovative approach has revitalized interest in traditional Filipino music, fostering a deeper appreciation for the country’s cultural heritage. His work has inspired a new generation of musicians to explore and celebrate their roots while addressing contemporary issues through their art.
CASE STUDY 12: KEVIN COBONPUE

INDUSTRY: DESIGN AND FURNITURE

Disruption: Kevin Cobonpue revolutionized the furniture design industry by integrating traditional Filipino craftsmanship with contemporary design, creating globally acclaimed pieces that highlight the richness of Filipino materials and techniques.

Key Disruptive Strategies:
- Innovative Materials: Utilized indigenous materials like rattan, abaca, and bamboo, transforming them into modern, stylish furniture pieces.
- Artisanal Craftsmanship: Collaborated with local artisans to preserve traditional craftsmanship while pushing the boundaries of design.
- Global Reach: Expanded the reach of Filipino design to international markets, gaining recognition and awards from prestigious design organizations.

Impact: Kevin Cobonpue’s work has elevated Filipino craftsmanship to the global stage, demonstrating the potential of traditional materials in contemporary design. His success has inspired other designers to explore and innovate with local resources, promoting sustainable and culturally rooted design practices.
CASE STUDY 14: KIDLAT TAHIIMIK

INDUSTRY: FILM

Disruption: Kidlat Tahimik, a pioneer of independent cinema in the Philippines, disrupted conventional filmmaking with his distinct narrative style, blending documentary and fictional elements to explore themes of identity, colonialism, and globalization.

Key Disruptive Strategies:
- Autobiographical Elements: Incorporated his personal experiences and cultural identity into his films, creating a unique and authentic storytelling approach.
- DIY Filmmaking: Embraced a do-it-yourself (DIY) approach, using low-budget and unconventional methods to produce his films, challenging the norms of mainstream cinema.
- Cultural Commentary: Addressed complex themes such as post-colonial identity and globalization, providing critical insights into the Filipino experience.

Impact: Kidlat Tahimik’s work has significantly influenced independent filmmakers in the Philippines and abroad, encouraging them to explore alternative narratives and production methods. His films have garnered international acclaim, highlighting the power of independent cinema to tell compelling, culturally resonant stories.
CASE STUDY 15: GIAN CARLO DE JESUS

INDUSTRY: THEATER AND PERFORMING ARTS

Disruption: Gian Carlo de Jesus disrupted traditional theater by introducing the 'Bahay-Bahayan' participatory theater framework, which emphasizes immersive and interactive performances that engage audiences in unique and transformative ways.

Key Disruptive Strategies:
- Participatory Framework: Developed 'Bahay-Bahayan,' a participatory theater framework that breaks the fourth wall and involves the audience in the storytelling process.
- Innovative Education: Integrated theater with educational initiatives, using performance arts as a tool for social empowerment and community engagement.
- Interdisciplinary Approach: Blended elements of game design, immersive theater, and traditional Filipino cultural practices to create a new form of storytelling.

Impact: Gian Carlo de Jesus’s disruptive approach has transformed the Philippine theater scene, encouraging greater audience involvement and fostering a deeper connection between performers and the community. His work has also inspired other artists and educators to explore innovative methods in their practices.
WHEN IMAGINEERING AND CREATIVE DISRUPTION COLLIDE

- Democratizing access and opportunity
- Leveraging technology to enhance the user experience
- Fostering community and connection
- Challenging traditional industry norms and power structures
- Enabling new forms of creativity and self-expression
Q&A
- Summary of key learnings
- Open discussion and addressing participant queries
Innovative and Disruptive Thinking Techniques
SCAMPER

• A tool for creative thinking that encourages exploring different ways to innovate by Substituting, Combining, Adapting, Modifying, Putting to another use, Eliminating, and Reversing aspects of a product or service.
SCAMPER is a creative thinking and problem-solving technique designed to help generate innovative ideas by prompting new perspectives on existing products, services, or processes. Developed by Bob Eberle, SCAMPER stands for:

- Substitute
- Combine
- Adapt
- Modify (also Magnify, Minify)
- Put to another use
- Eliminate
- Reverse (also Rearrange)

By systematically applying these prompts, individuals and teams can explore a wide range of possibilities and uncover new opportunities for innovation.
<table>
<thead>
<tr>
<th>SUBSTITUTE</th>
<th>Replace one part of the Product with another that works Better.</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMBINE</td>
<td>Put Different Components together to improve a Product.</td>
</tr>
<tr>
<td>ADAPT</td>
<td>Update the Product to new Customer Preferences.</td>
</tr>
<tr>
<td>MODIFY</td>
<td>Change How the Product looks, Its Appearance and Presentation.</td>
</tr>
<tr>
<td>PUT TO ANOTHER USE</td>
<td>Use a Product for a Purpose for which it was not Designed.</td>
</tr>
<tr>
<td>ELIMINATE</td>
<td>Get rid of Parts that are almost useless or not Valued by Clients.</td>
</tr>
<tr>
<td>REVERSE</td>
<td>Deconstruct the Product or Re-Think some of its main Pillars.</td>
</tr>
</tbody>
</table>
S - substitute
Replace the cream filling with peanut butter. Now you have peanut butter Oreos

C - combine
Combine Oreos with ice cream. Combine Oreos with milk and now you have an Oreo Milkshake

A - adapt
Adapt the Oreo by crushing it into the shape of a pie crust

BRAINSTORMING IDEAS
A way to get new and different ideas
A creative checklist technique

R - reverse or rearrange
Inside-out Oreos!

E - eliminate
Remove the filling and now you have a cookie without creme

P - put to other use
Use Oreos to learn about the phases of the moon

M - magnify, minify, modify
Could Oreos be bigger, smaller, change the shape? Mini Oreos, Triple Double Oreo, Oreo Stix
BENEFITS OF SCAMPER

• Encourages divergent thinking and creativity
• Helps overcome mental blocks and traditional thinking patterns
• Provides a structured approach to brainstorming
• Can be applied to any product, service, or process
Activity: SCAMPER Workshop

Objective:
To use the SCAMPER technique to generate innovative ideas for improving or creating a new product or service.

Materials Needed:
- Whiteboard or flip chart
- Markers
- Sticky notes
- Timer
- Example product or service (real or hypothetical)
Activity Steps:

1. Introduction (10 minutes):
   - Explain the SCAMPER technique and its purpose.
   - Provide an overview of each SCAMPER prompt with examples.
   - Introduce the example product or service that will be the focus of the activity.
2. Brainstorming Session (30 minutes):
- Divide participants into small groups (3-5 people per group).
- Assign each group a SCAMPER prompt (Substitute, Combine, etc.).
- Give each group 5 minutes to brainstorm ideas based on their assigned prompt.
- After 5 minutes, rotate the prompts so each group gets a chance to work with all seven SCAMPER prompts.
- Encourage participants to write down their ideas on sticky notes and place them on the whiteboard or flip chart under the corresponding SCAMPER category.
3. Idea Sharing and Discussion (20 minutes):
- Reconvene as a larger group.
- Have each group present their ideas for each SCAMPER prompt.
- Discuss the feasibility and potential impact of the ideas.
- Encourage participants to build on each other's ideas and explore combinations of different SCAMPER prompts.
Activity: SCAMPER Workshop

4. Selection and Next Steps (10 minutes):
   - As a group, select the most promising ideas for further development.
   - Discuss the next steps for prototyping, testing, and implementing the selected ideas.
   - Assign roles and responsibilities for follow-up actions.
Example SCAMPER Prompts for a Product: Smartwatch

Substitute: What materials or components can be replaced to improve the smartwatch? (e.g., replacing the battery with a solar-powered alternative)

Combine: Can we combine the smartwatch with another device or feature to create added value? (e.g., integrating a fitness tracker and medical alert system)

Adapt: How can we adapt the smartwatch for a different user group or purpose? (e.g., designing a version specifically for children or the elderly)

Modify: What can be modified or enhanced to make the smartwatch more appealing? (e.g., adding customizable watch faces or interchangeable bands)

Put to another use: Can the smartwatch be repurposed for a different function? (e.g., using it as a remote control for smart home devices)

Eliminate: What features or components can be removed to simplify the smartwatch? (e.g., eliminating non-essential apps to improve battery life)

Reverse: Can we rearrange the order of features or change the way the smartwatch is used? (e.g., developing a modular design where users can add or remove components as needed).
Q&A

- Summary of key learnings
- Open discussion and addressing participant queries
Useless Objects, Obsolescence and Repurposing

- Useless Objects: Identifying and creating products perceived as ‘useless’ to inspire creativity.
- Obsolescence: Exploring the concepts of objects that have lost their utility or have been made obsolete by newer innovations, such as typewriters being replaced by computers.
- Repurposing Objects: Investigating how objects can be given new life and purpose through creative repurposing, such as using shipping containers to build homes.
INTRODUCTION TO USELESS OBJECTS, OBSOLESCENCE AND REPURPOSING

Useless Objects is a creative exercise that encourages participants to find innovative uses for items typically considered to be obsolete, redundant, or without practical value. By redefining the purpose of these objects, individuals can develop their creativity, enhance problem-solving skills, and foster a mindset of resourcefulness and sustainability.

The concept is based on the idea that even items deemed "useless" can have potential uses when viewed from a different perspective. This exercise challenges conventional thinking and inspires innovative solutions by pushing participants to think outside the box.

Benefits of the Useless Objects Exercise:
- Enhances creativity and imagination
- Promotes sustainable thinking by encouraging the repurposing of materials
- Improves problem-solving abilities
- Fosters a mindset of resourcefulness and innovation
Activity: Useless Objects Workshop

Objective:
To stimulate creative thinking by finding new and innovative uses for objects typically considered useless.

Materials Needed:
• A collection of "useless" objects (e.g., broken gadgets, old CDs, worn-out clothing, obsolete tech devices, empty containers)
• Whiteboard or flip chart
• Markers
• Sticky notes
• Timer
Activity Steps:

1. Introduction (10 minutes):
   - Explain the purpose and benefits of the Useless Objects exercise.
   - Provide an overview of the activity and what participants will be doing.
   - Show a few examples of "useless" objects and discuss why they are considered to have little to no value in their current state.
Activity: Useless Objects Workshop

2. Group Brainstorming (30 minutes):
   - Divide participants into small groups (3-5 people per group).
   - Assign each group a selection of "useless" objects.
   - Encourage each group to examine their objects and brainstorm potential new uses for them. Remind them to think creatively and avoid dismissing any ideas too quickly.
   - Provide sticky notes for participants to write down their ideas and place them on the whiteboard or flip chart.
3. Idea Sharing and Discussion (20 minutes):
- Reconvene as a larger group.
- Have each group present their objects and share the innovative uses they came up with.
- Discuss the feasibility, creativity, and potential impact of each idea.
- Encourage participants to build on each other's ideas and explore combinations of different repurposing concepts.
4. Prototype Development (20 minutes):
   - Based on the ideas generated, each group selects one or two concepts to develop further.
   - Using available materials, tools, and art supplies, groups create simple prototypes or visual representations of their repurposed objects.
   - Encourage groups to think about the functionality, design, and potential user experience of their new product.
5. Presentation and Feedback (10 minutes):
- Each group presents their prototypes to the larger group, explaining the thought process and creative journey behind their repurposed objects.
- Provide constructive feedback, suggestions for improvement, and discuss the potential real-world applications of the ideas.
Example Useless Objects and Ideas:

Old CDs: Turn them into coasters, decorative wall art, or reflectors for a garden.

Worn-out Clothing: Transform into cleaning rags, patchwork quilts, or upcycled fashion accessories.

Broken Gadgets: Repurpose components for DIY tech projects, create unique sculptures, or use parts in educational STEM kits.

Empty Containers: Use as plant pots, storage organizers, or DIY home decor.

Obsolete Tech Devices: Convert into retro-themed home decor, educational tools, or novelty items.
Q&A

- Summary of key learnings
- Open discussion and addressing participant queries
Embracing the process of exploration and discovery without a fixed destination, allowing for unexpected insights and innovations.
The Art of Getting Lost is a creative exercise designed to encourage exploration, discovery, and serendipity by intentionally stepping away from structured paths and routines. By embracing uncertainty and wandering without a fixed destination, individuals can unlock new ideas, gain fresh perspectives, and experience moments of unexpected inspiration. This technique is particularly valuable for creative fields, where the ability to think outside the box and find novel solutions is crucial.

Benefits of the Art of Getting Lost:

- Promotes creative thinking and innovation
- Reduces stress by encouraging a playful, explorative mindset
- Enhances observational skills and awareness
- Leads to serendipitous discoveries and new connections
- Fosters a sense of adventure and curiosity
Activity: Art of Getting Lost Workshop

Objective:
To stimulate creativity and innovation by encouraging participants to explore unfamiliar environments and embrace uncertainty.

Materials Needed:

• Comfortable walking shoes and appropriate outdoor clothing
• Notebooks or sketchpads
• Pens or pencils
• Cameras or smartphones (optional)
• Map of the local area (for reference only, not to be used during the activity)
Activity Steps:

1. Introduction (10 minutes):
   - Explain the concept and benefits of the Art of Getting Lost.
   - Emphasize the importance of embracing uncertainty and being open to new experiences.
   - Provide an overview of the activity and outline any safety considerations (e.g., staying within a designated area, staying with a buddy).
Activity Steps:

2. Preparation (5 minutes):
   - Encourage participants to leave behind their digital devices (except for cameras/smartphones for capturing moments if desired) to minimize distractions.
   - Distribute notebooks or sketchpads and pens/pencils for recording observations and ideas.
   - Briefly review the local area map to establish boundaries and ensure participants are familiar with the general surroundings.
Activity Steps:

3. Exploration (30 minutes):
   • Instruct participants to begin walking and exploring the area without a specific destination in mind.
   • Encourage them to take note of anything that captures their attention—interesting sights, sounds, smells, textures, or interactions.
   • Remind participants to be open to new experiences and to follow their curiosity wherever it leads.
Activity: Art of Getting Lost Workshop

Activity Steps:

4. Documenting Discoveries (20 minutes):
   - After the exploration period, gather participants in a designated meeting spot.
   - Ask them to spend some time documenting their discoveries and observations in their notebooks or sketchpads.
   - Encourage participants to reflect on their experiences and consider any new ideas or inspirations that emerged during the exploration.
Activity Steps:

5. Sharing and Discussion (20 minutes):
- Reconvene as a larger group.
- Have each participant share one or two interesting discoveries or insights from their exploration.
- Discuss how the experience of getting lost can lead to new perspectives and creative ideas.
- Encourage participants to think about how they can incorporate the Art of Getting Lost into their regular creative practice.
Activity Steps:

6. Creative Application (15 minutes):
   - Invite participants to use their observations and insights as inspiration for a creative project or idea.
   - Provide materials for sketching, writing, or brainstorming (e.g., large sheets of paper, markers, sticky notes).
   - Allow time for participants to develop a concept or prototype based on their experiences.
Example Applications of Getting Lost:
- Artists: Use observations from the exploration to inspire a new piece of artwork.
- Writers: Develop a story or poem based on an unexpected encounter or discovery.
- Designers: Create a prototype for a product inspired by natural forms or patterns observed during the walk.
- Entrepreneurs: Brainstorm new business ideas or solutions to existing challenges based on fresh perspectives gained from the experience.

This activity encourages participants to step out of their comfort zones, embrace uncertainty, and discover the hidden potential in their surroundings. By practicing the Art of Getting Lost, individuals can unlock new levels of creativity and innovation in their work.
Q&A

- Summary of key learnings
- Open discussion and addressing participant queries
Creating narratives and prototypes that envision possible future scenarios and products, helping to identify opportunities and challenges.
Futures Thinking is a strategic approach that involves exploring potential future scenarios and trends to inform decision-making and innovation.

- It allows organizations to anticipate changes, identify emerging opportunities, and proactively adapt their products, services, and business models.
- Futures Thinking is particularly valuable in the creative industries, where innovation and adaptability are critical to success.
The Futures Thinking Process

1. Environmental Scanning
   • Identify and analyze trends, drivers of change, and weak signals that may impact the industry or market.
   • Consider technological, economic, social, political, environmental, and cultural factors.

2. Scenario Development
   • Develop plausible future scenarios based on the insights gathered during environmental scanning.
   • Explore a range of possible futures, from best-case to worst-case scenarios.

3. Strategic Foresight
   • Analyze the implications of the future scenarios on the organization's products, services, and business model.
   • Identify potential opportunities, risks, and the need for strategic pivots or new capabilities.

4. Ideation and Innovation
   • Brainstorm and generate innovative ideas for new products, services, or business models that can thrive in the anticipated future scenarios.
   • Leverage the insights from futures thinking to inform the ideation and development process.
• Form teams of 4-6 participants.
• Assign each team a specific creative industry (e.g., fashion, music, film, interactive entertainment, etc.).
• Instruct the teams to follow the Futures Thinking process: a. Environmental Scanning (15 minutes)
• Identify key trends, drivers of change, and weak signals that could impact the assigned creative industry in the next 5-10 years. b. Scenario Development (20 minutes)
• Based on the environmental scanning insights, develop 2-3 plausible future scenarios for the industry. c. Strategic Foresight (20 minutes)
• Analyze the implications of the future scenarios on the industry and identify potential opportunities and challenges. d. Ideation and Innovation (30 minutes)
• Brainstorm and develop innovative product or service concepts that could thrive in the anticipated future scenarios.
• Each team will present their future scenarios and innovative product/service ideas to the larger group (5 minutes per team).
Debrief and Discussion

- What insights did you gain from the Futures Thinking process?
- How did the future scenarios inspire your team's innovative ideas?
- What were some of the key challenges or opportunities you identified for your industry?
- How can organizations in the creative industries effectively integrate Futures Thinking into their product and service development processes?
Embracing Futures Thinking is a powerful approach for organizations in the creative industries to drive innovation and stay ahead of the curve. By leveraging this strategic foresight technique, teams can uncover new opportunities, anticipate challenges, and develop creative products and services that thrive in the evolving market landscape. Implementing Futures Thinking as part of the product development process can enhance an organization's ability to adapt, innovate, and maintain a competitive advantage in the dynamic creative industries.
Q&A

- Summary of key learnings
- Open discussion and addressing participant queries
A tool for considering various uncertainties and their potential effects on product development and innovation. Embracing ambiguity and uncertainty as a source of creative potential, rather than something to be avoided.
Introduction to Box of Uncertainties

One of the biggest challenges in product development is dealing with uncertainty. New technologies are constantly emerging, consumer preferences are always shifting, and the competitive landscape is in flux. As innovators, we need to embrace uncertainty rather than trying to eliminate it.

The "Box of Uncertainties" is a creative exercise that forces us to confront uncertainties head-on and imagine how our product ideas might need to adapt. By considering a range of uncertain future scenarios, we can stress-test our concepts and make them more robust and future-proof.
Activity: Building Your Box of Uncertainties

**Objective:**
For this activity, groups will create their own "Box of Uncertainties" related to the product area they are exploring. Follow these steps:

1. Identify key uncertainties: As a team, brainstorm a list of 10-15 key uncertainties that could impact your product area over the next 5-10 years. These can relate to technology, markets, regulations, societal shifts, etc.
2. Write each uncertainty on a slip of paper and put it into a box/container.
3. Take turns drawing 3-5 uncertainty slips randomly from the box.
4. For the uncertainties you drew, discuss as a group:
   - What is the potential impact on your product if this circumstance occurred?
   - How might you need to pivot or adapt your product concept?
   - What new opportunities could arise from this uncertain future?
5. Iterate on your product concepts to address the uncertainties and make them more future-resilient.
6. Repeat by drawing new uncertainties and evolving your concepts further.

The goal is to create product ideas that can remain innovative and relevant despite the turbulence of change and uncertainty in the world around us. Embrace uncertain futures as inspiration!
Q&A

- Summary of key learnings
- Open discussion and addressing participant queries
Framework for identifying different ways to innovate, from product performance to business model innovation.
Welcome to our exploration of Doblin's 10 Types of Innovation. Developed by Doblin, a innovation firm owned by Deloitte, this framework provides a structured approach to innovation by categorizing it into ten distinct types. By understanding these types, organizations can more effectively innovate and drive growth. In this activity, we will dive into each type of innovation and explore how they can be applied in different contexts.

- Doblin's 10 Types of Innovation is a comprehensive framework for driving impactful innovation across various business dimensions.
- This framework is applicable across industries, including the creative industries, where innovation is crucial for success and differentiation.
1. OVERVIEW OF DOBLIN'S 10 TYPES OF INNOVATION:

- Provide a brief overview of each type of innovation according to Doblin's framework. These include:

  - Profit Model
  - Network
  - Structure
  - Process
  - Product Performance
  - Product System
  - Service
  - Channel
  - Brand
  - Customer Engagement
Activity: Doblin's 10 Types of Innovation

- **Network**: Connections with others to create value
- **Process**: Signature or superior methods for doing your work
- **Product System**: Complimentary products and services
- **Channel**: How your offerings are delivered to customers and users
- **Customer Engagement**: Distinctive interactions you foster

**Configuration**
- **Profit Model**: The way in which you make money
- **Structure**: Alignment of your talent and assets

**Offering**
- **Product Performance**: Distinguishing features and functionality
- **Service**: Support and enhancements that surround your offerings

**Experience**
- **Brand**: Representation of your offerings and business
Configuration
These types of innovation are focused on the innermost workings of an enterprise and its business system

Offering
These types of innovation are focused on an enterprise’s core product or service, or a collection of its products and services

Experience
These types of innovation are focused on more customer-facing elements of an enterprise and its business system
Gillette

The “razor and blades” profit model has been celebrated for years and adapted to countless other industries, from printers and cartridges to capsule coffee. The gist is simple—create an installed base by selling the enduring part of the system at low cost (or even a loss), and then enjoy recurring revenue by selling the disposable parts at a premium.
Target
The first Target store opened in Roseville, Minnesota, in 1962. It was a part of a new discount retail strategy from the Dayton Company, a regional department store. As the company’s first president, Douglas Dayton, explained, Target was designed to “combine the best of the fashion world with the best of the discount world, a quality store with quality merchandise at discount prices.” From the beginning, the stores were intended to be fun and welcoming for the whole family, with easy-to-shop displays.
Whole Foods Market
Teams are everything at Whole Foods; the company is well known for its radical decentralization of management. Each store is composed of self-directed teams that manage departments with unusual autonomy—making decisions about what products to stock and how to display them. Importantly, each team also makes decisions about who to hire; joining a team requires two thirds of its current members’ approval. Each store is measured as an independent line on the Profit & Loss statement, and each team within the store has very clear performance targets.
Zara
The first Zara store opened in downtown A Coruña, Spain, in 1975. Now run by the holding company Inditex, the apparel and accessories retailer reimagined the fashion supply chain. As Miguel Helft wrote, it sped up the process of a piece of clothing moving from sketchpad to shop floor: “in just three weeks, the clothes will hang in stores from Barcelona to Berlin to Beirut.”¹ Its stores, meanwhile, are sited in high-end locations in major shopping areas, to connect easily with its intended base of fashion-forward clientele: In 2011, Zara paid $324 million to buy space on Fifth Avenue in New York.²
OXO Good Grips

The inspiration for OXO Good Grips came after Sam Farber watched his arthritic wife Betsey struggle to peel some apples. The retired housewares industry entrepreneur decided he could do better. Working with New York City-based design company Smart Design, and focusing on principles of “universal design,” Farber launched the OXO Good Grips line of user-friendly tools in April 1990.
Scion

Scion greets its drivers with a proud slogan: “Scion—built by passion, not by committee.” It’s a reference to the fact that owners can pretty much design exactly the car they want to drive. This Toyota sub-brand was created to appeal to younger drivers, and the company has developed a sophisticated system that allows them to personalize their vehicles. Customers pick one of the five Scion cars as a base and then choose from a suite of add-ons and accessories, including offerings not only from Toyota, but also from accessory makers such as Alpine Audio. A separate website is dedicated to aftermarket parts such as neon lights, superchargers, carbon fiber B-pillars, and hundreds of other accessories—so that customers can continue to customize their rides long after they’ve driven off the dealer lot.
Zappos
Established in 1999, Zappos has set a new benchmark for customer support and service in online retail. At Zappos, *Deliver ‘WOW’ through service* is the first of the company’s 10 core values.

Zappos’ customer service reps are empowered to do just about anything they need to do to ensure users have a good experience. This includes sending shoppers flowers or spending hours on the phone to ensure they find exactly the right products. When Zappos finds itself out of stock of a needed item, its reps will famously order the product from a competitor and ship it overnight to ensure it arrives on time.
Nespresso

Nespresso was founded in Switzerland as a brand for coffee aficionados. Its iconic capsule technology locked customers into the system from the get-go (a Product Performance and Product System innovation). Nespresso uses and integrates an admirable array of channels to make sure its customers can get those capsules as easily as possible. The firm has over 270 unique retail stores and coffee shops of its own worldwide, it operates kiosks within partner stores such as Macy’s and Bloomingdale’s, and it also features a direct, online Nespresso Club that offers an efficient ordering channel for new coffee (including email alerts to remind customers that they’ll soon run out of product).
Virgin
Conceived in 1970 as a mail order business selling cheap records, Richard Branson opened the first Virgin Record Shop on Oxford Street in London in 1971. The following year he opened the first residential recording studio—and the rest is music history. Branson became indelibly involved in the music business, releasing Mike Oldfield’s Tubular Bells on the Virgin Music record label in 1973 and notoriously signing the Sex Pistols in 1977.
Customer Engagement Innovation Stories

Blizzard Entertainment
Along with Blizzard’s other successful, massively multiplayer online role-playing games, World of Warcraft (WoW) is designed to challenge millions of players even as it engages them deeply. Much of the game’s content is designed to encourage collaboration between players, who team up in virtual groups of real people to vanquish wily anddangerous enemies, all to advance through progressive stages of the game.
GROUP ACTIVITY:
- Divide participants into groups and assign each group one of the ten types of innovation. Ask each group to brainstorm and develop a hypothetical innovation project based on their assigned type. Encourage them to think creatively and consider how their innovation could disrupt the market or create new value for customers.
5. PRESENTATION AND DISCUSSION:

- Have each group present their innovation project to the rest of the participants. Facilitate a discussion about each project, focusing on the innovative aspects of the idea and how it aligns with Doblin's framework.

Activity: Doblin's 10 Types of Innovation
Q&A

- Summary of key learnings
- Open discussion and addressing participant queries
3 LENSES OF INNOVATION

Perspectives for identifying opportunities, including customer insights, technology trends, and business model shifts
Lenses of Innovation

- Feasibility
- Desirability
- Viability
Lenses of Innovation

The Venn diagram illustrates the intersection of three key elements in product or service development:

• Feasibility,
• Desirability,
• Viability.

Each element represents a critical aspect that needs to be considered when evaluating and developing new ideas.
Feasibility refers to the technical and operational aspects of an idea or concept.

It addresses questions such as:
- Can we actually build or implement this?
- Do we have the necessary resources, skills, and capabilities?

Feasibility is concerned with the practical and logistical considerations of turning an idea into reality.
Lenses of Innovation

Desirability focuses on the user or customer perspective.

It explores questions like:
• Do people want or need this?
• Will they find value in it?
• Does it solve a real problem or fulfill an unmet need?

Desirability is about understanding the target audience and ensuring the offering resonates with their preferences and expectations.
### Lenses of Innovation

**Viability** examines the financial and business aspects of an idea.

It addresses questions such as:
- Can we make this a sustainable and profitable business?
- Is there a viable market for this offering?

**Viability** considers the commercial and operational factors that can make a product or service successful in the long run.
The most valuable and successful ideas, products, or services lie at the intersection of Feasibility, Desirability, and Viability.

When all three elements are aligned and addressed effectively, the offering is more likely to be successful and impactful.

This intersection represents the "sweet spot" where technical, user, and business considerations are balanced and optimized.
• Incorporating the Feasibility, Desirability, and Viability framework can guide the product or service development process.
• It helps organizations make informed decisions, identify potential risks or challenges, and ensure the offering meets the needs of both the customer and the business.
• Continuously evaluating and aligning these three elements throughout the development process can lead to more successful and impactful innovations.
Feasibility

Desirability

Sustainability

Novelty

Viability
This image presents a Venn diagram that illustrates the relationship between three key elements in product or service development: Feasibility, Desirability, and Viability. The diagram also incorporates two additional concepts: Sustainability and Novelty.

Sustainability and Novelty are represented as two distinct circles surrounding the central Venn diagram.

The Sustainability and Novelty circles surrounding the central diagram suggest that the most impactful ideas may also need to consider sustainability and the ability to introduce something new or innovative to the market.
Lenses of Innovation Activity

• Divide the participants into small groups of 3-4 people.
• Instruct each group to brainstorm and generate 2-3 innovative product or service ideas that they believe have potential.
• Have the groups write their ideas on Post-it notes or index cards.
Lenses of Innovation Activity

Evaluation (25 mins)

- Ask each group to present their ideas to the larger group.
- For each idea, have the group place it within the Feasibility, Desirability, Viability, Sustainability, and Novelty Venn diagram on the whiteboard or flip chart.
- Encourage the participants to discuss and justify the placement of their ideas within the framework.
- Facilitate a discussion on the strengths, weaknesses, and trade-offs of each idea based on the five elements.
Reflection & Discussion (15 mins)

- Ask the participants to reflect on the exercise and share their key takeaways.
- Discuss the following questions:
  - Which ideas seem to have the best balance of the five elements?
  - What are the common challenges or trade-offs encountered when evaluating innovative ideas?
  - How can this framework be applied in your organization or personal projects to drive more sustainable and novel innovations?
The Feasibility, Desirability, and Viability Venn diagram provides a holistic perspective on the key considerations in product and service development.

By understanding and addressing these three elements, organizations can increase the chances of creating offerings that are technically feasible, user-centric, and commercially viable.

Adopting this framework can help drive more successful and meaningful innovations that deliver value to both customers and the business.
Q&A

• Summary of key learnings
• Open discussion and addressing participant queries
Identifying desired changes and innovations.
Welcome to "The Change I Want to See" activity, where we explore the concept of personal and professional change. Change is a constant in life, and often, we have specific changes we wish to see in ourselves, our work, or the world around us. In this activity, we will reflect on the changes we want to make and develop strategies to turn these desires into reality.
1. Identifying Desired Changes:
   • Begin by asking participants to reflect on a change they want to see in themselves, their work, or the world. This could be related to personal growth, professional development, or societal issues. Encourage them to write down their thoughts and feelings about why this change is important to them.
2. Sharing and Discussion:
   • Invite participants to share their desired changes with the group. Encourage a supportive and open discussion about why these changes are meaningful and how they align with each individual's values and goals.
3. Setting SMART Goals:

- Introduce the concept of SMART goals (Specific, Measurable, Achievable, Relevant, Time-bound) and guide participants in setting SMART goals related to their desired changes. Encourage them to be specific about what they want to achieve, how they will measure progress, and when they aim to achieve it.
4. Developing Action Plans:

• Ask participants to create action plans for achieving their goals. This should include specific steps they will take, resources they will need, and potential challenges they may face. Encourage them to think creatively about how they can overcome these challenges.
5. Peer Feedback and Support:

Facilitate a peer feedback session where participants can share their action plans with each other and receive constructive feedback. Encourage participants to offer support and encouragement to their peers as they embark on their change journeys.
6. Reflection and Next Steps:

- Conclude the activity with a reflection session where participants can reflect on what they have learned and identify their next steps. Encourage them to commit to taking action towards their desired changes and offer support to each other as they progress.
Q&A

• Summary of key learnings
• Open discussion and addressing participant queries
PITCHING RE-IMAGINEERED AND DISRUPTIVE PRODUCT

CONCEPTS AND PROTOTYPES

Identifying desired changes and innovations.
Welcome to the "Pitching Re-Imagineered and Disruptive Product Concepts and Prototypes" workshop. In this session, we will explore strategies for presenting product ideas convincingly, tailoring the product development process to specific projects and objectives, communicating ideas effectively, using visual aids to enhance pitches, and incorporating feedback to refine concepts and prototypes.

- **Effective Pitching**: Strategies for presenting product ideas convincingly, including clear communication of value propositions and potential impact.
- **Development Strategies**: Combining elements of different models and approaches to tailor the product development process to specific projects and objectives.
- **Effective Communication**: Presenting ideas clearly and compellingly.
- **Visual Aids**: Using prototypes, models, and visual presentations to enhance the pitch.
- **Feedback and Iteration**: Incorporating feedback to refine and improve the product concepts and prototypes.
1. Effective Pitching Strategies:
   • Start by discussing the key elements of a successful pitch, including clear communication of value propositions and potential impact. Provide examples of effective pitches and analyze what makes them compelling.
2. Development Strategies:
   • Introduce different models and approaches to product development, such as Agile, Lean Startup, and Design Thinking. Discuss how these can be combined and tailored to specific projects and objectives. Encourage participants to brainstorm how they can apply these strategies to their own projects.
3. Effective Communication Techniques:

- Conduct a workshop on effective communication, focusing on techniques such as storytelling, using metaphors, and structuring presentations for maximum impact. Provide opportunities for participants to practice these techniques.
4. Visual Aids Workshop:
• Organize a hands-on session on creating and using prototypes, models, and visual presentations to enhance pitches. Provide guidance on how to choose the right visual aids for different audiences and objectives.
5. Feedback and Iteration Exercise:

- Divide participants into small groups and have them present their product concepts or prototypes to each other. Encourage the groups to provide constructive feedback and suggestions for improvement. Emphasize the importance of incorporating feedback into the refinement process.
6. Pitch Practice and Feedback:

- Give participants the opportunity to practice their pitches in front of the group. Provide feedback on their presentation style, content, and use of visual aids. Encourage them to iterate on their pitches based on the feedback received.
7. **Wrap-Up and Reflection:**

- Conclude the workshop by reflecting on key learnings and insights gained. Encourage participants to apply these strategies and techniques to their own projects and continue refining their pitching skills.
Closing Remarks and Q&A

• Summary of key learnings
• Open discussion and addressing participant queries
• Please provide feedback on the session by accessing the google form via this QR code
MANY THANKS!