Ideation Workshop
at Purdue University

Frank Garofalo
November 13th 2015
Good Morning & Welcome

Please write down on provided sticky-notes your expectations for the workshop
## Agenda:

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Expectation Sticky Notes

Your expectations for the workshop
Introductions
Your name, role, and 1 fun fact
Why are we here?
Ideo’s 7 Rules of Brainstorming

• Defer judgment
• Go for quantity
• One conversation at a time
• Be visual
• Build on other ideas
• Stay on topic
• Encourage wild ideas
Parking Lot?
Technique: **Idea Generation with Sticky Notes**

Please capture
1 idea / concept per sticky note
Technique: Yellow Card Sticky-note

- Rather that trying to interrupt others
- Hold up a sticky-note as a “yellow-card”
- When you have something you’d like to contribute… especially a concern or alternative possibility
Technique: **Instant Replay**

- Share with those in your breakout groups or with the whole group
- Seek feedback & critiques
Technique: 6-Thinking Hats

- When asking for feedback and critiques, one approach is the “6-Thinking Hats”

- Ask all participants to “wear” the same “hat” for a few moments to contribute ideas / critiques from the perspective of that “hat”


“Blue”: Process / Facilitator
What mode of thinking do we need now?

“White”: Facts, Info, Data
What do we know or need to know?

“Green”: Alternate Possibilities, Creativity, Ideas
What else could we do? (Solutions to “black hat” problems)

“Red”: Feelings, Intuition, Instincts
How do we feel about it?
How do we think the user will feel about it?

“Yellow”: Positives, Benefits
Why is it useful?

“Black”: Difficulties, Weaknesses
Why is it risky?
Implement Deliver
Design Concept / Prototype Research

Ideate
Discover Prepare

Validate Define

From Intersection by Milan Guenther, www.intersectionbook.com
Based on a model by Damien Newman
Split into Breakout groups
Setting the Frame

Activity 1 – Your Motto
Group Activity:

Create a Frame

a.k.a. Your Motto
How will your effort be perceived?

The happiest place on earth.

The Power of Dreams.

Impossible is nothing.

Life’s Good.

Think different.

Connecting People.

Do more.

TIME:
10 minutes
Instant Replay: Setting the Frame

- Each breakout group shares their Frame with the whole group

- 6-Thinking Hats

  - "Blue": Process / Facilitator
  - "White": Facts, Info, Data
  - "Green": Alternate Possibilities, Creativity, Ideas
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Journey Canvas
Activity 2 – Continuously improve & constant evolution
Goals

- Describe the high level “current state” circumstances
- Identify the complications & implications
- What are your key strengths and value propositions?
- Who are the key target audience members?
- How do you interact with your target audience members?
- What are the key objectives & metrics to gauge success?
- What drives your budget (costs & revenue)?
The Journey Canvas

• **Situation**
  - Top 3 “Current State” circumstances

• **Strengths**
  - Top 3 Business/Project Strengths

• **Complications**
  - Top 3 Changes / Pressures / Demands, which are creating Problems, Challenges, or Opportunities

• **Implications**
  - Top 3 consequences of failing to act... to address the challenges, or seek the opportunities.

• **Solutions**
  - Top 3 Capabilities
The Journey Canvas

- **Unique Value Proposition**
  - Clear, compelling message that states why you are different and worth investment

- **Benefits**
  - Top 3 Results (what’s in it for the business, stakeholders, target audience/end-user, etc.); What would they say about the solutions?

- **Target Audience**
  - Key Personas/Users/Stakeholders

- **Channels**
  - Paths to Target Audience
The Journey Canvas

• **Key Objectives / Metrics**
  - Specific, Measureable, Attainable, Realistic, Time-bound. What does Success look like? Key Performance Indicators (KPIs) to measure?

• **Unfair Advantage**
  - Why can’t the Solutions (above) be easily replicated, copied, or replaced by competitors/threats?

• **Business Model (Costs & Revenue)**
  - How we make money, and the costs we incur
**Example**

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<th>Complications</th>
<th>Solutions</th>
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**Strengths**

- Strong leadership
- Experienced team
- Innovative technology
- Efficient processes

**Key Objectives / Metrics**

- Increase market share
- Improve customer satisfaction
- Reduce costs
- Expand product line

**Unfair Advantage**

-专利
- 商业秘密
- 不存在明显竞争者

**Business Model (Costs & Revenue)**

- **Costs**
  - Raw materials
  - Labor
  - Rent
  - Utilities
- **Revenue**
  - Sales
  - Licensing
  - Subscriptions

**Channels**

- Online sales
- Retail partnerships
- Direct mail
- Social media marketing

**Benefits**

- High-quality product
- Competitive pricing
- Exceptional customer service
- Fast delivery

**Locations**

- US
- Europe
- Asia

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**Note:** The diagram shows a visual representation of a business strategy using a journey canvas approach. The sticky notes indicate various aspects such as key objectives, metrics, unfair advantages, and business models.
Individual Activity: Journey Canvas

- Create your journey canvas
- Use sticky notes to describe the elements
- Please capture 1 idea / concept per sticky note
Individual Activity: Journey Canvas

- Create your journey canvas
- Use sticky notes to describe the elements
- Please capture 1 idea / concept per sticky note

TIME: 5 minutes
Group Activity: Journey Canvas

- Discuss with your breakout group
- Within each section/block, move common ideas together (card sort)
- Goal: for your breakout group to achieve an understanding of a common journey
**Instant Replay: Journey Canvas**

- Present to the whole group
- Each breakout group presents, followed by Q&A
- 6-Thinking Hats
  - **“Blue”:** Process / Facilitator
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Target Audience
Activity 3 – Understanding our users
Goals

- Identify key target audience
- Draft their persona(s)
Target Audience / Persona – example

**Alfalfa**
Best friend of Spanky. Chosen as the driver for the club's prize-winning undefeated go-kart. Affectionate for Darla

**Goals**
- Winning the Soap Box Derby race
- Be a good friend to Spanky
- Woo back Darla
Target Audience / Persona – example

Karen
Karen just started her new job and needs a car to commute roughly 40 miles each day. She’s excited to purchase her first new car and wants to make sure she has a comfortable commute.

Goals
• Find a good Deal
• Pick a car she would love
• Good Fuel economy
• Lots of features and controls
Group Activity: Identifying the Target Audience

- Based on your Journey Canvas
- Identify 1 role or target-audience you would like to focus on
- Next, discuss and identify 1-3 key workflows that are typical for that role
- Write these down, please capture 1 idea / concept per sticky note
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Empathy “Mapping”

Activity 4 – Engage them in a clear, honest voice
Goals

- Identify key persona(s)
- Create empathy maps (individual exercise)
- Map out experience steps
- Create the experience map
Empathy

Because our expectations aren’t our users’ expectations
**Individual Activity: Empathy Map**

- Using the grid on the wall
- Populate the grid with as many ideas as possible
- Please capture 1 idea / concept per sticky note

**TIME:** 15 minutes

**thinks**
- What really matters to them (and what they do not say)?
- What moves them?
- How do they problem solve?

**says**
- What do they say matters to them?
- What are the differences between what they say and what they think?
- Do they influence anyone?

**feels**
- Do they feel delight, confusion, and/or indifference?
- What are their dreams and aspirations?
- What are their concerns?

**does**
- What are their daily activities?
- What are their key outputs?
- What skills do they exercise regularly?
- Where does the person work daily? Are they on-the-go?

**pains**
- What really concerns/frustrates them?
- What obstacles do they encounter to reach their goals?
- What risks do they have to assume?

**gains**
- What do they really want or need to achieve?
- How do they measure success?
- How do they try to achieve it?

**Based on:**
Empathy Map – example
10-min Break

Up next:
Empathy Map – Part 2
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Group Activity: Empathy Map

- Cluster & Discuss

- Are there any distinct steps, frustrations, outputs?

- Are there any key workflows that sum up the Empathy Map?

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Empathy Map – example
Instant Replay: Empathy Map

- Each breakout group presents to whole group followed by Q&A
- Persona? Key Workflows?
- What themes/topics came up on the Empathy Map?

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Journey “Mapping”
Activity 5 – Content matters & increase familiarity
Goals

- Tells the story of the target-audience’s / customer’s experience
- Include all touch-points: from initial contact, through the process of engagement and into long-term relationship
- Puts the target-audience front-and-center in the organization’s thinking
- Process of “mapping” with the team, offers shared insights
Journey Map – example

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**Feeling**

- Happy: ![image](image22.png)
- Neutral: ![image](image23.png)
- Sad: ![image](image24.png)
Group Activity: Identify the Steps in Your Audience’s Experience (Journey Map)

- In your audience’s experience / journey, define the milestones / categories of touch-points

- Including the steps before use, during use, and after use

- What are the major steps involved in the key activities?
Group Activity: Fill in the Journey Map details

- Using the Empathy Map details: What the audience is doing, thinking, and feeling at each step
- “Feeling” can be plotted as highs 😊 and lows 😒
- Is anything missing?
- Does it flow, or does it feel disparate?
- Please capture 1 idea / concept per sticky note
Instant Replay: Journey Map

- Necessary vs avoidable unnecessary steps
- Identify opportunities for improvement
  - minimize “extra” steps
  - points of inefficiency (doing)
  - pain points (feeling)
  - points of confusion (thinking)

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B.I.G. - Big Ideas Generation
Activity 6 – Problem solving focused on tangible, rapid solutions
Goals

- Generate at least 6-8 ideas, including wild ideas
- Categorized and Sorted Ideas
Technique: **Sketch-a-robics**

- Blank sheet of paper and a writing utensil
- ...time to sketch
Things to consider

- Refer back to your Journey Canvas

User Needs

Technical Constraints

Business Objectives

UX
Individual Activity: 6-8-5 Ideation Method

- Create at least 6-8 ideas each
  - Quantity over quality – lots of ideas!
  - What are new ways of doing things?
  - Workflows, tools, integrations
  - Addressing concerns & pain-points?
  - Post ideas on a blank paper on the wall
  - One idea must be a “wild” idea

- BONUS - Sketch pictures!
Individual Activity: 6-8-5 Ideation Method

- Take an 8 ½ x 11 sheet of paper
- Fold in half 3 times
- 5 minutes for 6-8 sketches of ideas
- Sketch pictures!
Instant Replay: Idea Generation

- Each group member quickly goes through their 6-8 ideas
- Highlight the essential ideas & the problem it addresses

“Blue”: Process / Facilitator
“White”: Facts, Info, Data
“Green”: Alternate Possibilities, Creativity, Ideas
“Red”: Feelings, Intuition, Instincts
“Yellow”: Positives, Benefits
“Black”: Difficulties, Weaknesses
Group Activity: Clustering and grouping ideas

• Work as a group to cluster and group ideas
• Don’t throw anything away
• What can be grouped? Summarized? Consolidated? Combined?

• Create 1 new sticky note to title each cluster

• Question - Should ideas / clusters, now further evolve the Journey Canvas?
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**Your motto**
- Continuously improve & constant evolution
- Understanding our users
- Engage them in a clear, honest voice
- Content matters & increase familiarity
- Problem solving focused on tangible, rapid solutions
- Useful, usable, compelling & sustainable
- Users first, storycentric
Feasibility & Desirability

Activity 7 – Useful, usable, compelling & sustainable
Goals

• Capture perceived feasibility
  - how achievable is this with our given timeline

• Capture perceived desirability
  - How much does the target audience want this, would it bring them delight?

• Prioritized Ideas
Matrix Evaluation – Feasibility & Desirability

- Based on your Big Ideas
- Mapping desirability vs. feasibility
- Feasibility: Easy to implement, cost-friendly, technical complexity
- Desirability: high impact, ease-of-use, fun, users’ need,
Individual Activity:

- Each person gets 6 blue dots and 6 green dots
  - Blue = Feasibility
  - Green = Desirability
- Place your dots on the ideas you think are most feasible and desirable
  - Use all your dots on one idea if you like
  - Different people have different criteria for feasibility and desirability

TIME: 5 minutes
Feasibility and Desirability – examples
**Group Activity:** Feasibility & Desirability Matrix

- In your breakout group, rank ideas by the number of dots that ended up on each item.

- Create duplicate sticky notes to be plotted on the matrix.

- Discuss:
  - Reasoning for individual rankings
  - Too many no-brainers?
  - Are there any big categories that are related?
  - Will No-Brainers and Should-Dos really make a difference?

- Based on this matrix, what are the Priority Items the group wants to focus on?

**Diagram:**
- **No Brainers** (High Desirability, Low Feasibility)
- **Big Bets** (High Desirability, High Feasibility)
- **Utility** (Low Desirability, High Feasibility)
- **Low Desirability** (Low Feasibility, Low Desirability)

**Time:** 15 minutes
Instant Replay: Feasibility & Desirability Mapping

- To the **whole** group
  - What are the “Big Bet” ideas?
  - How did you prioritize?
  - What did you decide to leave out?

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Storyboarding
Activity 8 – Users first, storycentric
Goals

- Create a series of panels of sketches outlining the sequence of events a user will experience
- Individually created storyboards
- 2nd rounds of individual storyboarding
- Final storyboard selection/identification
Storyboards – examples
Individual Activity: Your Storyboards (Round 1)

• Create a 6 step storyboard
  
• 1st – 2nd: Problem Statement / Hypothesis
• 3rd, 4th, 5th: Solution
• 6th: Outcome / benefit

• Each step has a picture and description
• Make each storyboard ‘human centric’
Individual Activity: Your Storyboards (Round 1)

Project Title: ___________________________
End-user: ____________________________________________

Your Name: ___________________________
Date: ___________________________

PROBLEM

PROBLEM

SOLUTION

SOLUTION

SOLUTION

BENEFIT

Learning: ___________________________

Esri User Experience Team

TIME: 15 minutes
Individual Activity: Your Storyboards (Round 1)

As a user, I am trying to ____{goal}_____

but ____{challenge}_____.

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End-user: __________________

Project Title: __________________

Your Name: __________________

Date: ___________
Individual Activity: Your Storyboards (Round 1)

What key steps need to occur in order for the problem / challenge to be resolved?
What would a user say is effective about the solution?

How do the features of the “solution” meet the users’ goals?
Individual Activity: Your Storyboards (Round 1)

- Create a 6 step storyboard
- 1st – 2nd: Problem Statement / Hypothesis
- 3rd, 4th, 5th: Solution
- 6th: Outcome / benefit

Each step has a picture and description
Make each storyboard ‘human centric’
Instant Replay: Your Storyboards (Round 1)

• Present your storyboard to your breakout group

• 2 minutes per person
Individual Activity: Your Storyboards (Round 2)

- Create 6 step storyboard

- Left to right, top to bottom:
  - 1st – 2nd: Problem Statement / Hypothesis
  - 3rd, 4th, 5th: Solution
  - 6th: Outcome / benefit

- Each step has a picture and description
- Make each storyboard ‘human centric’
Instant Replay: Your Storyboards (Round 2)

- Present your Round 2 storyboard to your breakout group
- 2 minutes per person

TIME: 10 minutes
Group Activity: Final Storyboard (Round 3)

- Create 6 step storyboard
  - 1st – 2nd: Problem Statement / Hypothesis
  - 3rd, 4th, 5th: Solution
  - 6th: Outcome / benefit
- Each step has a picture and description

- Define:
  - **What**: What is the problem we are trying to solve?
  - **Who**: Who are we trying to solve it for?
  - **Wow**: Why are they going to think our solution is fantastic?
Instant Replay: Storyboarding

- Playback to group
  - Relate “Who, What, Wow” of each summarized storyboard
  - Discussion and Q&A

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Wrap Up
Discussion & Next Steps
Review Your Expectation Sticky Notes
Categorize: Not Met, Partially Met, Met, Exceeded
Paid Internships and Full-Time Positions

- Software Developers
- UI Designers & UX Architects
- GIS Product Engineers
- Geospatial Analysts
- Solution Engineers
- … and many more!

Information at: esri.com/careers
Thank you

Frank Garofalo
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Manager, Interactive
Esri
### Situation
**Top 3 “Current State” circumstances**

### Complications
**Top 3 Changes / Pressures / Demands, which are creating Problems, Challenges, or Opportunities**

### Solutions
**Top 3 Capabilities**

### Unique Value Proposition
Clear, compelling message that states why you are different and worth investment

### Target Audience
**Key Personas/Users/Stakeholders**

### Strengths
**Top 3 Business / Project / Product Strengths**

### Implications
**Top 3 consequences of failing to act... to address the challenges, or seek the opportunities.**

### Benefits
**Top 3 Results (what’s in it for the business, stakeholders, target audience/end-user, etc.): What would they say about the solutions?**

### Channels
**Paths to Target Audience**

### Key Objectives / Metrics
Specific, Measurable, Attainable, Realistic, Time-bound. What does Success look like? Key Performance Indicators (KPIs) to measure?

### Unfair Advantage
Why can’t the Solutions (above) be easily replicated, copied, or replaced by competitors/threats?

### Business Model (Costs & Revenue)
How we make money, and the costs we incur.

---

**Journey Canvas**

(with aspects of SWOT Analysis, Problem-Solution-Benefit, SMART Objectives, Business Model Canvas, SCIFAB®, plus my own blood sweat & tears)