

MAPA 1: ¿Qué es la metodología Forth?

- Innovation Forth es una metodología dedicada a **duplicar la efectividad en los procesos de innovación enfocados en el cliente** que ayuda a desarrollar y mejorar productos, servicios y modelos de negocio.
- Forth ayuda a mejorar procesos mediante mejoras en innovación que funcionen de manera efectiva a través de tres de las tendencias más útiles de nuestro tiempo: **el design thinking, la creatividad y la realidad empresarial.**
- Su nombre proviene de un acrónimo tomado de la primera letra de cada uno de los pasos que hay que seguir para desarrollar esta metodología. De esta manera, **el apodo de FORTH proviene de:**
 - Full steam ahead (a toda máquina)
 - **O**bserve & [a](#)mp;Lear**n** (observar y aprender)
 - **R**aise Ideas (generación de ideas)
 - **T**est Ideas (testar las ideas)
 - **H**omecoming (vuelta a casa)
- Fuente : <https://www.iebschool.com/blog/metodologia-forth-digital-business/>

TALLER DE FOCO DE INNOVACIÓN

1

A TODA MÁQUINA

FOCO DE INNOVACIÓN

1 REUNIÓN DE INTRODUCCIÓN CON EQUIPO PRINCIPAL

EQUIPO DE IDEACIÓN

2 PLANIFICACIÓN FORTH

TALLER DE LANZAMIENTO

DOCUMENTO DE PARTIDA

6-10 OPORTUNIDADES DE INNOVACIÓN

PÚBLICO OBJETIVO POTENCIAL

LA BAHÍA DE LA DUDA: ¿NECESITAMOS REALMENTE INNOVAR?

VERTEDERO DE TORMENTAS DE IDEAS FALLIDAS

BANCO DE ARENA "¿O MISMO DE SIEMPRE?"

INNOVAMOS SI O SI

ISLA "EL JEFE NO ME DEJA"

PUERTO "ESTOY MUY OCUPADO"

SEGUNDO TALLER DE MEJORA DE CONCEPTO

TESTAR LAS IDEAS

3-5 MÁS DESTACADOS (CONCEPTOS MEJORADOS Y PROBADOS)

11 TESTEO DE CONCEPTOS

EL ACANTILADO DE "NO INVENTADO AÚN"

LA BAHÍA "A LOS CLIENTES NO LES GUSTARÁ"

3-5 NUEVOS MINI CASOS DE NEGOCIO

LOS MEJORES "COACHES" ESTÁN EN LA TORRE DE VIGILANCIA

TALLER DE TRANSFERENCIA DE CONCEPTOS

VUELTA A CASA

5

ACTITUD INNOVADORA

PRESENTACIÓN FINAL

PROCESO EFECTIVO DE IDEACIÓN

4 TALLERES DE NUEVOS MINI CASOS DE NEGOCIO

BRUMA "¿PODREMOS HACERLO?"

WWW.FORTH-INNOVATION.COM

4 TALLER DE PREPARACIÓN DE LA FASE DE EXPLORACIÓN

OBSERVAR Y APRENDER

MENTALIDAD ABIERTA

5 EXPLORANDO LA TECNOLOGÍA Y LAS TENDENCIAS

MEJORES OPORTUNIDADES DE INNOVACIÓN

8 4 TALLERES DE OBSERVAR Y APRENDER

6 DESCUBRIENDO FRICCIONES DE CLIENTES

7 EXPLORANDO OPORTUNIDADES DE INNOVACIÓN

MEJORES FRICCIONES DE CLIENTES

LA CORRIENTE DEL AHORA O NUNCA

CANAL "LA CALMA QUE PRECEDE A LA TORMENTA"

500-750 IDEAS

30-40 DIRECCIONES DE IDEAS

9 TORMENTA DE IDEAS PARA NUEVOS PRODUCTOS

12 CONCEPTOS MEJORADOS

12 CONCEPTOS

10 PRIMER TALLER DE MEJORA DE CONCEPTO

MAREA ¿SOY CREATIVO?

CORRIENTE CALDA Y CREATIVA DEL GOLFO

EL TRIÁNGULO DEL "YO TAMBIÉN"

FORTH
INNOVATION METHOD

LEYENDA

- CLIMA DE INNOVACIÓN
- ETAPAS
- ACTIVIDADES
- ENTREGABLES

- A TODA MÁQUINA 5 SEMANAS
- OBSERVAR Y APRENDER 6 SEMANAS
- GENERACIÓN DE IDEAS 2 SEMANAS
- TESTAR LAS IDEAS 3 SEMANAS
- VUELTA A CASA 4 SEMANAS



A TODA MÁQUINA

1

TALLER DE FOCO DE INNOVACIÓN



2

REUNIÓN DE
INTRODUCCIÓN CON
EQUIPO PRINCIPAL



EQUIPO DE IDEACIÓN



PLANIFICACIÓN
FORTH

3

TALLER DE LANZAMIENTO



FOCO DE
INNOVACIÓN

LA BAHÍA DE LA DUDA:
¿NECESITAMOS REALMENTE
INNOVAR?



DOCUMENTO
DE PARTIDA



6-10
OPORTUNIDADES
DE INNOVACIÓN



PÚBLICO
OBJETIVO
POTENCIAL



PUERTO "ESTOY MUY OCUPADO"



BANCO DE ARENA
"LO MISMO DE SIEMPRE"



INNOVAMOS SI O SI



ISLA "EL JEFE NO
ME DEJA"



VERTEDERO DE TORMENTAS
DE IDEAS FALLIDAS

12

SEGUNDO TALLER DE
MEJORA DE CONCEPTO

TESTAR LAS IDEAS



OBSERVAR Y APRENDER

☀ LOS CLIENTES SON
ESCALOFRIANTES ACANTILADOS

4 TALLER DE PREPA-
RACIÓN DE LA FASE
DE EXPLORACIÓN

● MEJORES OPORTUNIDADES
DE INNOVACIÓN

8 4 TALLERES
DE OBSERVAR
Y APRENDER



2 ➡

5 EXPLORANDO LA TECNOLOGÍA
Y LAS TENDENCIAS

● MENTALIDAD ABIERTA

6 DESCUBRIENDO
FRICCIONES DE
CLIENTES

7 EXPLORANDO
OPORTUNIDADES
DE INNOVACIÓN

● MEJORES FRICCIONES
DE CLIENTES

NUESTROS ÁNGULOS MUERTOS

LA CORRIENTE
DEL AHORA
O NUNCA

☀ CANAL "LA CALMA QUE PRECEDE A LA TORMENTA"

TORMENTA
DE POST ITS

● 500-750 IDEAS





TESTAR LAS IDEAS

VERTEDERO DE TORMENTAS DE IDEAS FALLIDAS

SEGUNDO TALLER DE MEJORA DE CONCEPTO

TESTAR LAS IDEAS

3-5 MÁS DESTACADOS CONCEPTOS MEJORADOS Y PROBADOS

TESTEO DE CONCEPTOS

EL ACANTILADO DE "NO INVENTADO AQUI"



SEGUNDO TALLER DE MEJORA DE CONCEPTO



3-5 MÁS DESTACADOS CONCEPTOS MEJORADOS Y PROBADOS



TESTEO DE CONCEPTOS



EL ACANTILADO DE "NO INVENTADO AQUI"

CORRIE



MAPA 2: Qué es el Customer Journey

- Así que la herramienta te servirá, no solamente para conocer cada instancia por la que pasa el usuario durante su ciclo de vida, sino también para averiguar exactamente **dónde, cuándo y cómo actuar para lograr que tu firma sea la elegida a la hora de concretar una compra.**
- La clave entonces de este diagrama es que no se trata de un análisis objetivo de cada uno de los puntos que conforman el ciclo de vida del cliente, si no que **el foco está puesto en cómo se siente él** en cada uno de ellos con relación a la marca.
- En fin, **realizar un Customer Journey Map a conciencia** puede servirte para entender y rediseñar la experiencia de tus clientes, alinear la visión que ellos tienen con la tuya.

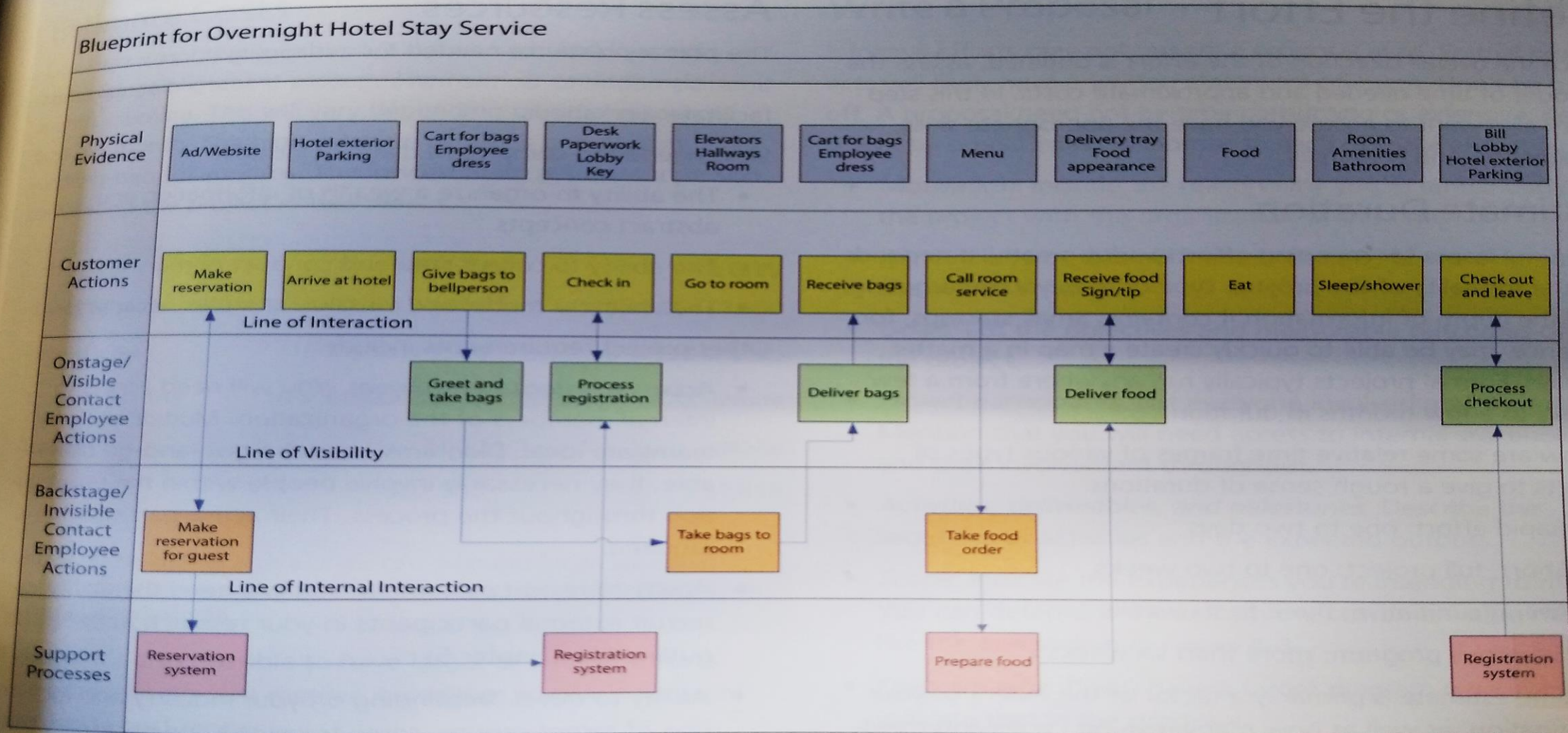


FIGURE 4-10. This service blueprint for an overnight hotel stay was created by Mary Jo Bitner and colleagues.

This sample customer experience map is provided by **macadamian**
Follow us on Twitter: @macadamianlabs

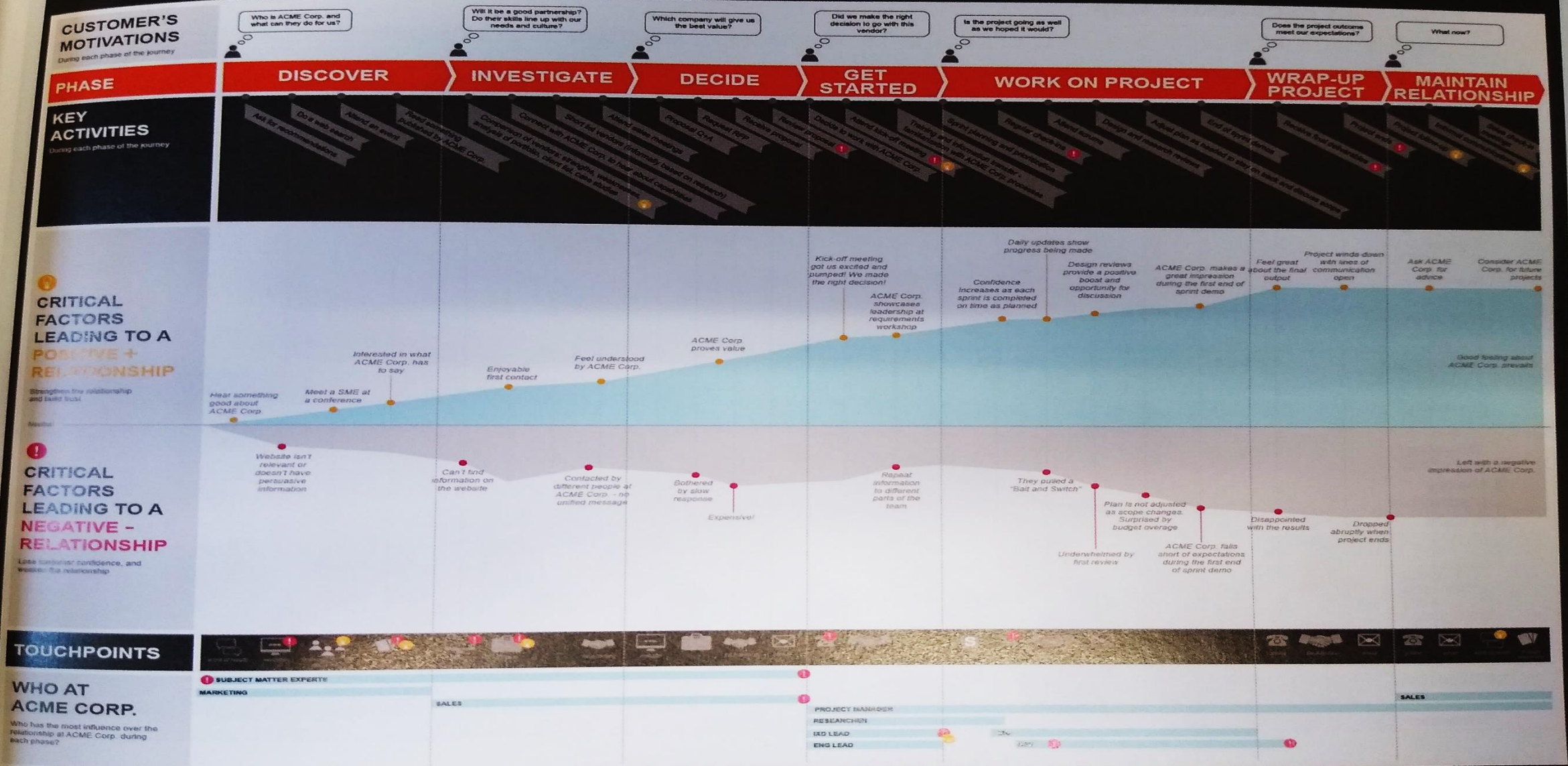


FIGURE 4-8. This customer journey map for a fictitious company, "Acme Corp," focuses on positive and negative emotions.

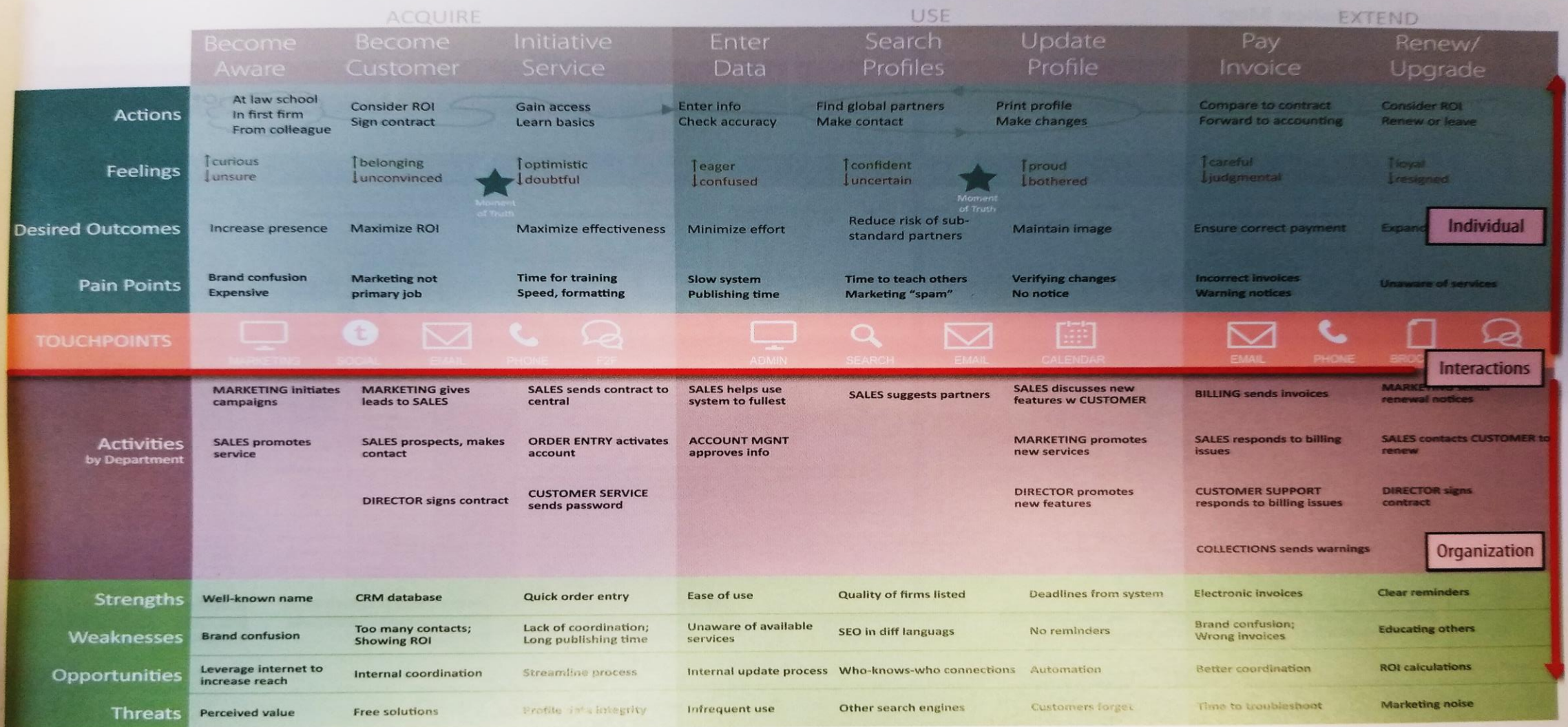
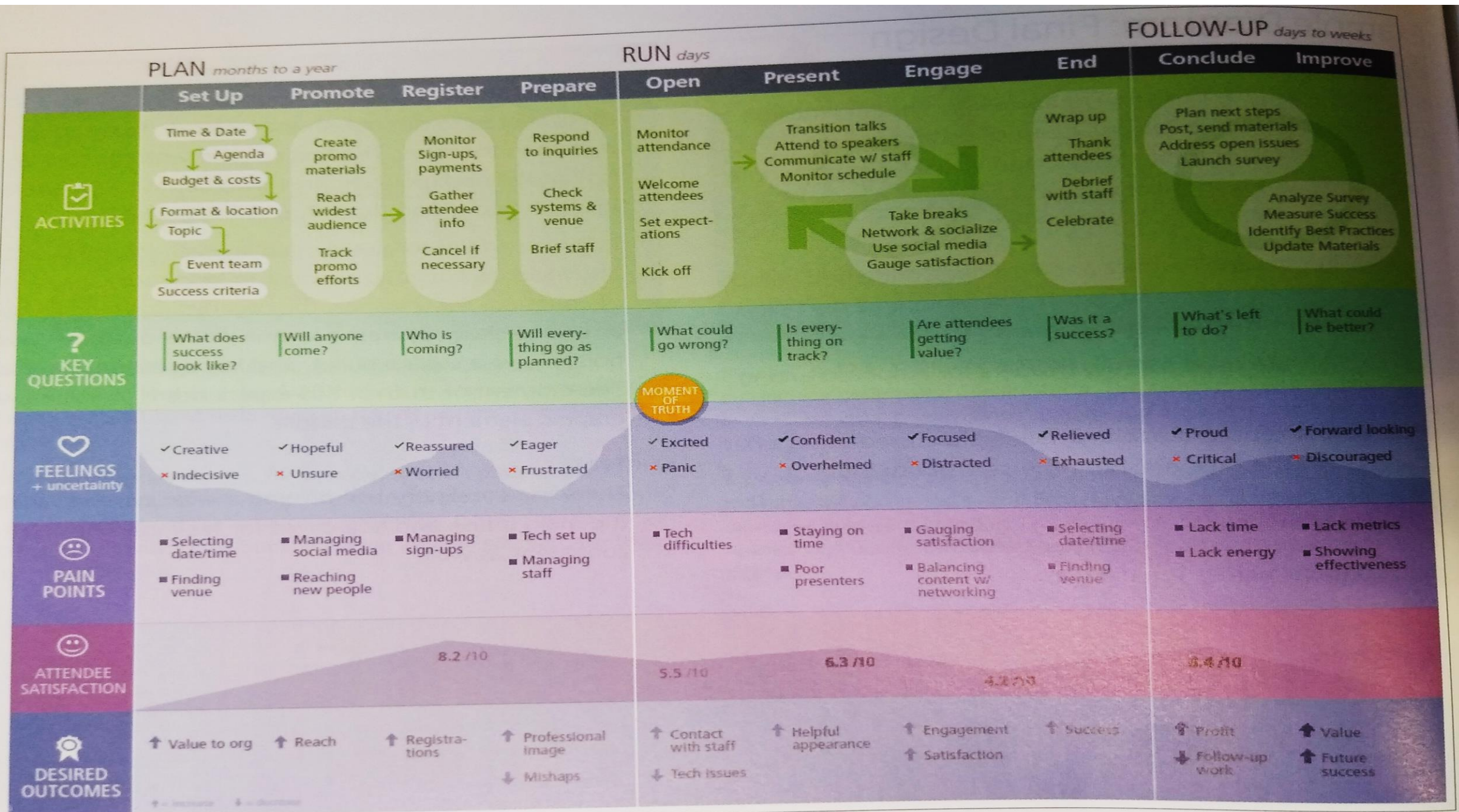


FIGURE 1-4. A customer journey map for a service that helps customers find architects internationally.



Rail Europe Experience Map

Guiding Principles

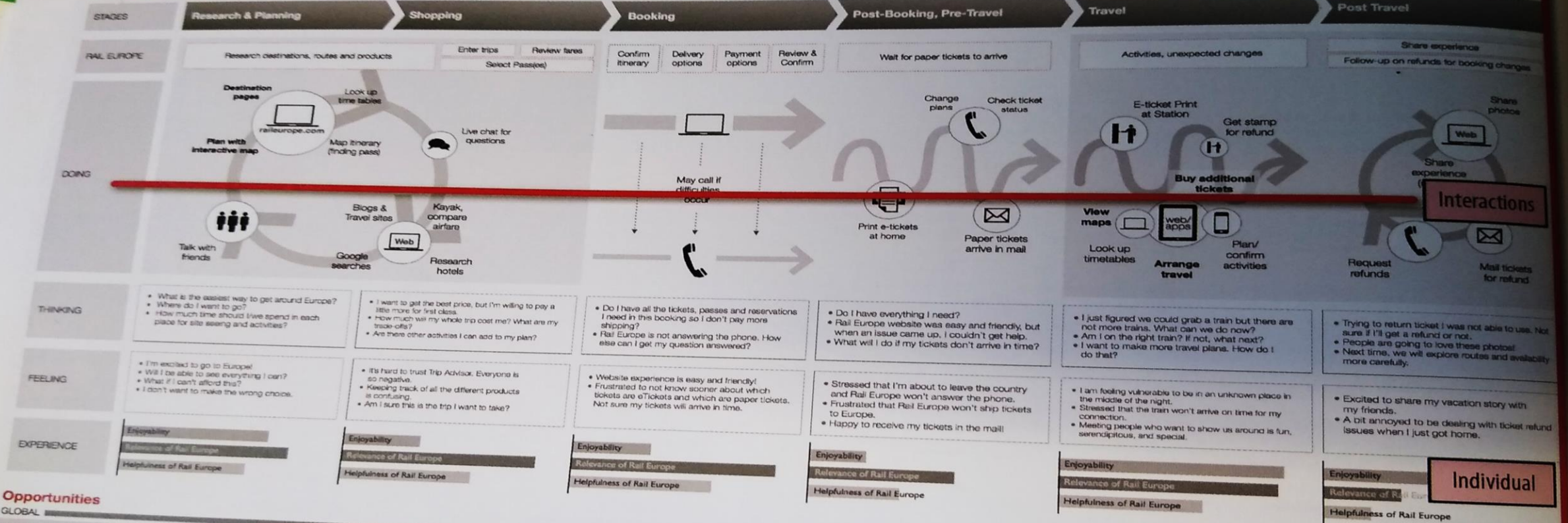
People choose rail travel because it is convenient, easy, and flexible.

Rail booking is only one part of people's larger travel process.

People build their travel plans over time.

People value service that is respectful, effective and personable.

Customer Journey



Opportunities

GLOBAL

Communicate a clear value proposition.

STAGES: Global

Make your customers into better, more savvy travelers.

STAGES: Global

Help people get the help they need.

STAGES: Global

Engage in social media with explicit purposes.

STAGES: Global

Support people in creating their own solutions.

STAGES: Global

PLANNING, SHOPPING, BOOKING

Enable people to plan over time.

STAGES: Planning, Shopping

Connect planning, shopping and booking on the web.

STAGES: Planning, Shopping, Booking

Visualize the trip for planning and booking.

STAGES: Planning, Shopping

Aggregate shipping with a reasonable timeline.

STAGE: Booking

Arm customers with information for making decisions.

STAGES: Shopping, Booking

POST-BOOK, TRAVEL, POST-TRAVEL

Improve the paper ticket experience.

STAGES: Post-Booking, Travel, Post-Travel

Proactively help people deal with change.

STAGES: Post-Booking, Travel

Accommodate planning and booking in Europe too.

STAGE: Traveling

Communicate status at all times

STAGES: Post-Booking, Travel

adaptive path

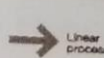
Information sources

Stakeholder interviews
Cognitive walkthroughs

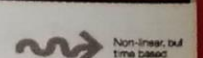
Customer Experience Survey
Existing Rail Europe Documentation



Ongoing, non-linear



Linear process



Non-linear, but time based

Individual

Organization

Rail Europe Experience Map

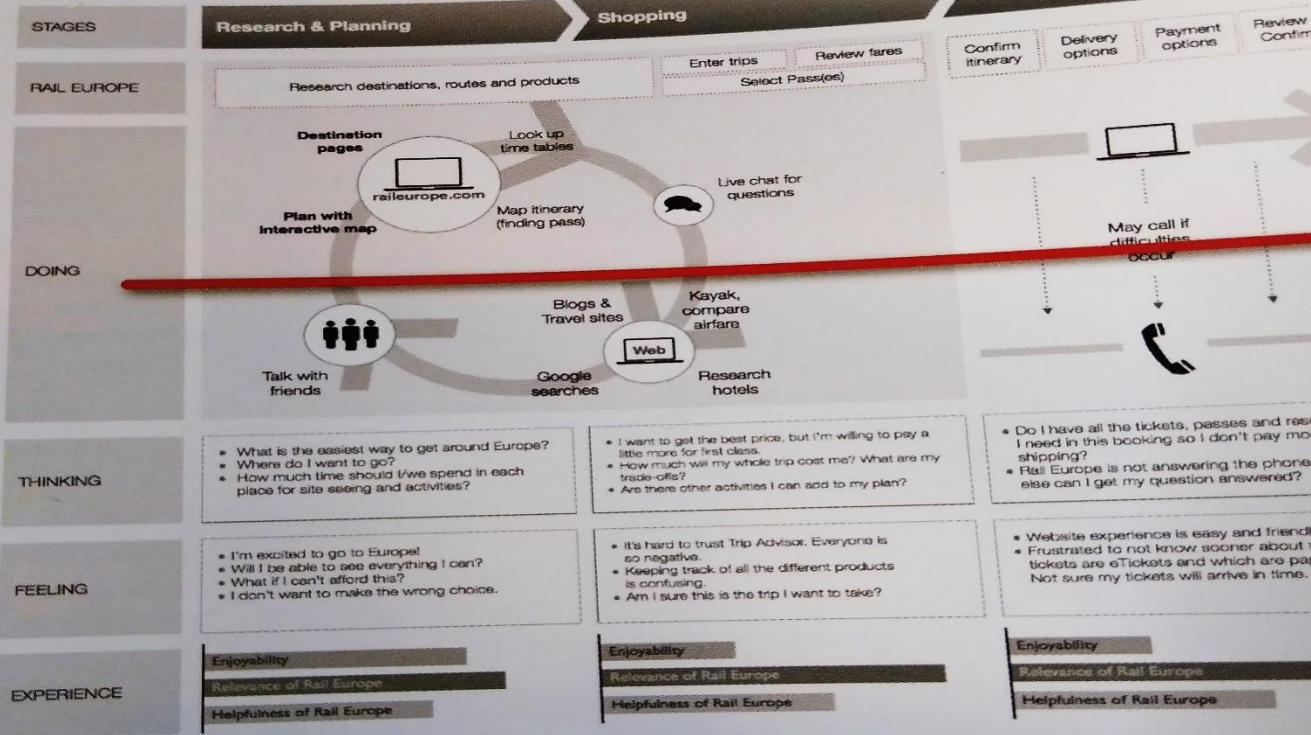
Guiding Principles

People choose rail travel because it is convenient, easy, and flexible.

Rail booking is only one part of people's larger travel process.

People

Customer Journey



Opportunities

GLOBAL

Communicate a clear value proposition.

STAGE: Initial visit

Make your customers into better, more savvy travelers.

STAGES: Global

Help people get the help they need.

STAGES: Global

Engage in social media with explicit purposes.

STAGES: Global

Support people in creating their own solutions.

STAGES: Global

PLANNING, SHOPPING, BOOKING

Enable people to plan over time.

STAGES: Planning, Shopping

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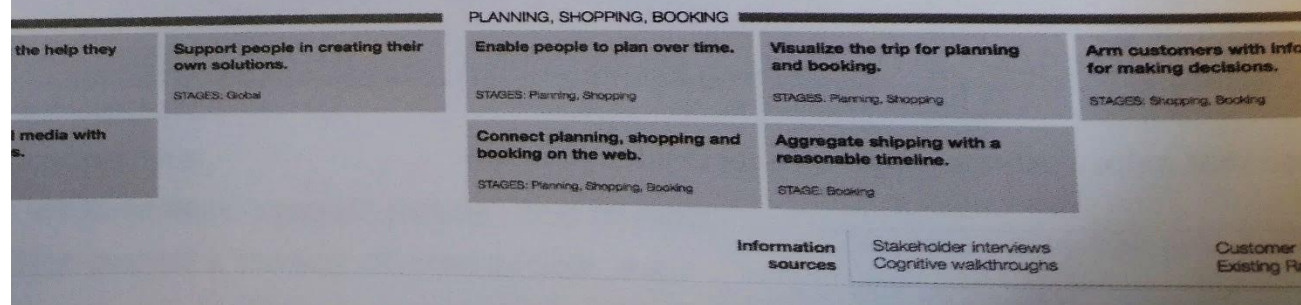
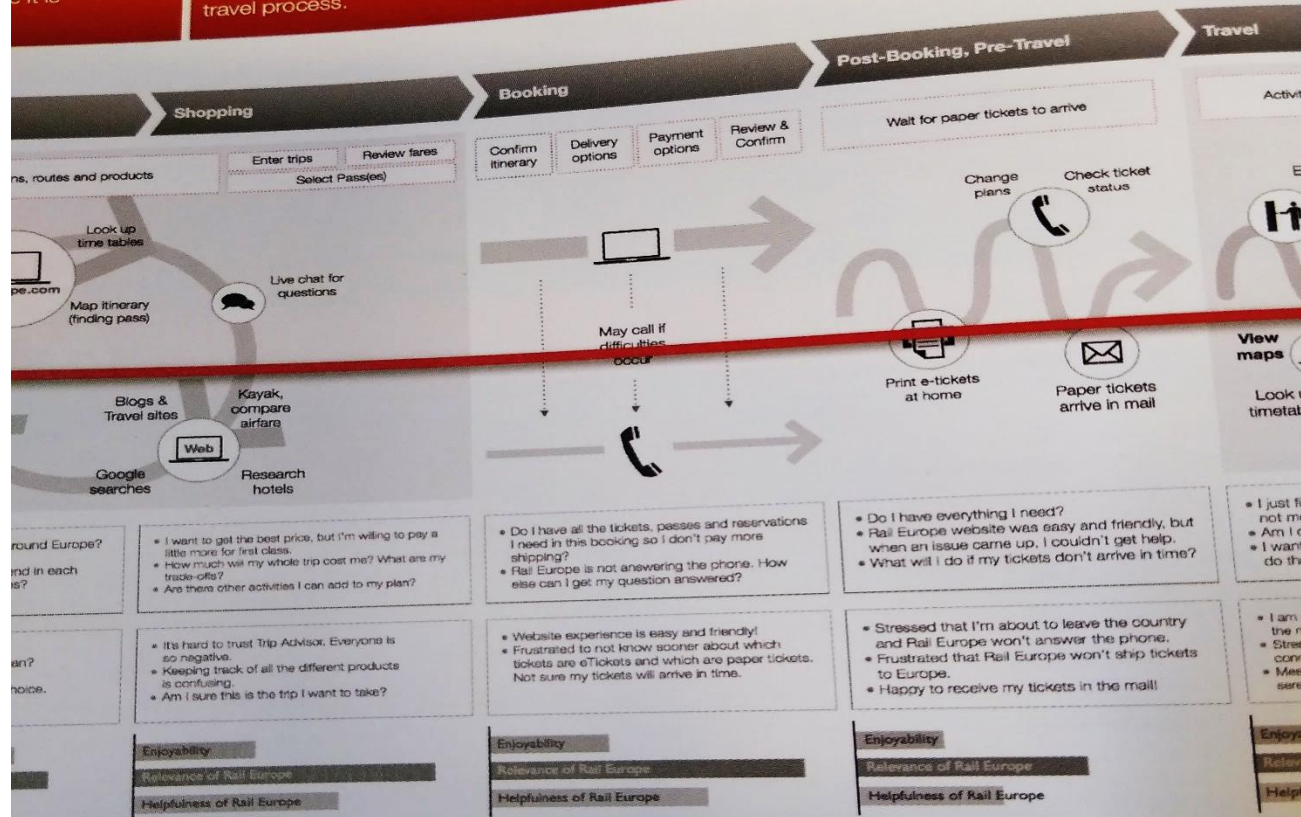
STAGES: Planning, Shopping, Booking

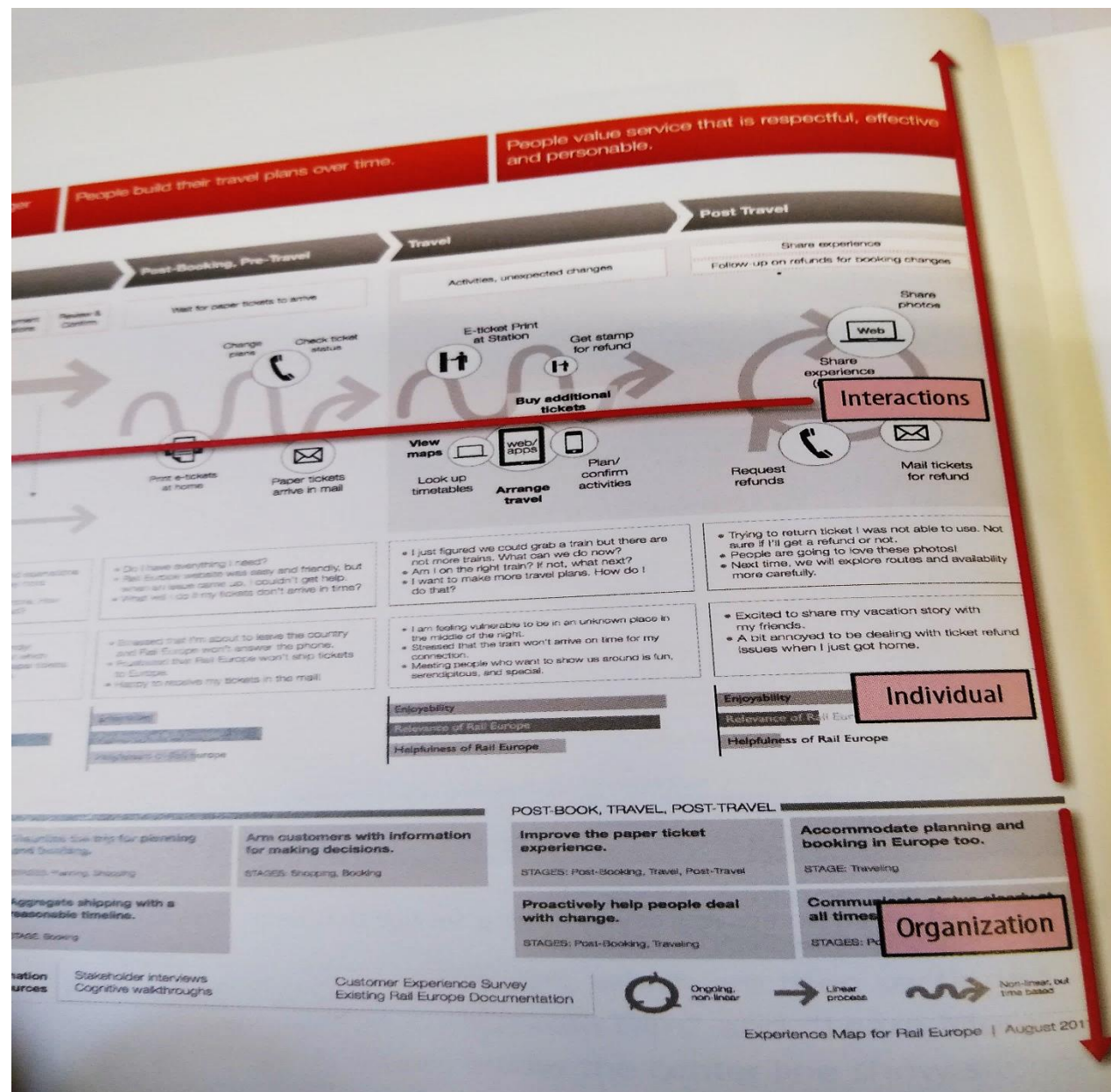
Process Map

It is

Rail booking is only one part of people's larger travel process.

People build their travel plans over time.





MAPA 3: 10 tipos de Innovación

- **Jay Doblin**, diseñador industrial, **clasificó las innovaciones en 10 tipos de categorías**, conocidas como ***Ten Types of Innovation***. Estas categorías ayudan a diferenciar e integrar categorías para la innovación en una misma propuesta, lo que incrementa la posibilidad de que se produzcan **innovaciones disruptivas**. Los 10 tipos dan respuesta a cómo las organizaciones deben acercarse a una gestión de la Innovación con eficiencia.
- **La innovación es la fuerza impulsora de los negocios**. Sin la capacidad de innovar con el tiempo, la empresa puede quedarse atascada, en el mejor de los casos; y, en el peor, se puede extinguir rápidamente. Por ello, es vital contar con una **herramienta como la de los 10 tipos de Jay Doblin**, en la que se recogen varias formas de innovar que pueden usarse según las necesidades y los recursos de la organización.

THE TEN TYPES OF INNOVAT10N

C O N F I G U R A T I O N

O F F E R I N G

E X P E R I E N C E

Profit Model	Network	Structure	Process	Product Performance	Product System	Service	Channel	Brand	Customer Engagement
The way in which you make money <i>Skype uses the "freemium" model to make money</i>	Connections with others to create value <i>Target works with renowned external designers to differentiate itself</i>	Alignment of your talent and assets <i>Whole Foods has built a robust feedback system for internal teams</i>	Signature or superior methods for doing your work <i>Zara's "fast fashion" strategy moves its clothing from sketch to shelf in record time</i>	Distinguishing features and functionality <i>OXO Good Grips products cost a premium but the company's "universal design" has a loyal following</i>	Complementary products and services <i>Scion thinks beyond the car to cater to drivers' lifestyle needs</i>	Support and enhancements that surround your offerings <i>"Deliver WOW through service" is Zappos' #1 internal core value</i>	How your offerings are delivered to customers and users <i>Nespresso locks in customers with its useful members' only club</i>	Representation of your offerings and business <i>Virgin extends its brand into sectors ranging from soft drinks to space travel</i>	Distinctive interactions you foster <i>Wii's experience draws more from the interactions in the room than on the screen</i>



Configuración

Este tipo de innovación se enfoca en los procesos más íntimos de la compañía y su Sistema de negocio.

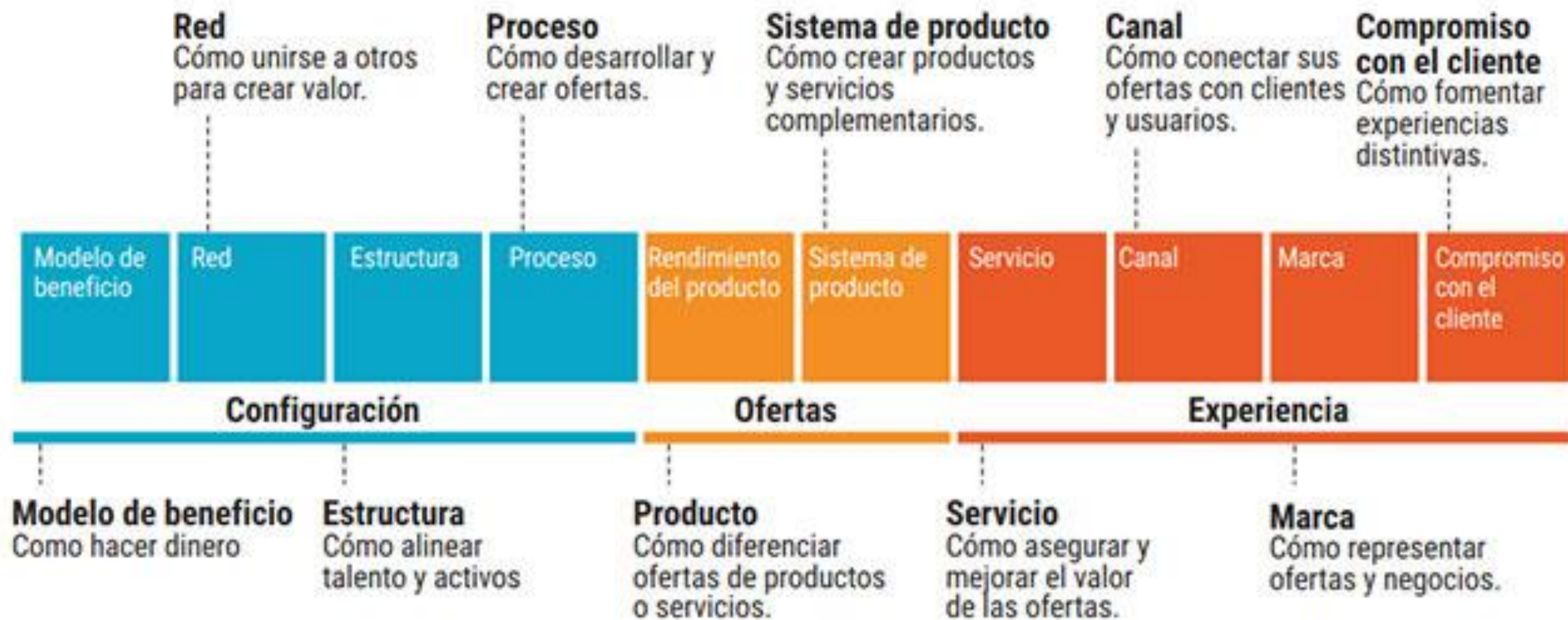
Oferta

Este tipo de innovación se enfoca en los productos o servicios principales de la compañía o un conjunto de productos o servicios.

Experiencia

Este tipo de innovación se enfoca en los elementos de la compañía y su Sistema de Negocio que mayormente son presentes para el Cliente

Figura 1—Los Diez Tipos de Marco de Referencia de Innovación de Doblin



Ten types of innovation

Configuration	Profit Model	Make money
	Network	Connect with others to create value
	Structure	Align your talent & assets
	Process	Superior methods
Offering	Product Performance	Features & functionality
	Product System	Create complimentary products / services
Experience	Service	Support & enhance value of offering
	Channel	Deliver your offerings to customers
	Brand	Represent your business & offerings
	Customer engagement	Foster distinctive interactions

Source: Doblin



PROFIT MODEL The way in which you make money <i>For example, how Netflix turned the video rental industry on its head by implementing a subscription model</i>	STRUCTURE Alignment of your talent and assets <i>For example, how Whole Foods has built a robust feedback system for internal teams</i>	PRODUCT PERFORMANCE Distinguishing features and functionality <i>For example, how OXO Good Grips cost a premium but its “universal design” has a loyal following</i>	SERVICE Support and enhancements that surround your offerings <i>For example, how “Deliver WOW through service” is Zappos’ #1 internal core value</i>	BRAND Representation of your offerings and business <i>For example, how Virgin extends its brand into sectors ranging from soft drinks to space travel</i>
NETWORK Connections with others to create value <i>For example, how Target works with renowned external designers to differentiate itself</i>	PROCESS Signature or superior methods for doing your work <i>For example, how Zara’s “fast fashion” strategy moves its clothing from sketch to shelf in record time</i>	PRODUCT SYSTEM Complementary products and services <i>For example, how Nike+ parlayed shoes, sensors, apps and devices into a sport lifestyle suite</i>	CHANNEL How your offerings are delivered to customers and users <i>For example, how Nespresso locks in customers with its useful members only club</i>	CUSTOMER ENGAGEMENT Distinctive interactions you foster <i>For example, how Wii’s experience draws more from the interactions in the room than on-screen</i>



BUSINESS MODEL SHIFT

This kind of innovation focuses first on configuring assets, capabilities, and other elements of the value chain to better customers and make money differently. For example, some firms that modify retail formats, like GE and Johnson Controls, are discovering that the real value comes from using pay-for-performance metrics. And first steps to guarantee that customers use their products effectively. Consider shift by focusing initially on the left side of the framework (the types include Profit Model, Network, Structure, and Process). Then move across to the right to add the supplemental types you need to make the business model firm.

Zipporé imagined how it might tackle the rental car industry by creating a national fleet of cars and developing a new way for customers to reserve and pay for the rides. The result: drivers pay by the hour for cars conveniently parked in nearby neighborhoods.



PLATFORM SHIFT

All too often industries are content to accept products that have select features and functions over time, but little else. Platforms create innovation instead focuses on recombining, recombining, or finding fresh connections across capabilities and offerings to create new value for customers. Develop one by focusing first on the center of the framework (Process, Product Performance, Product System, and Service). Integrate these types to create a solid foundation, then move toward both ends of the framework to add others you need to make your platform work.

Amazon built a strong e-commerce platform selling books to consumers. It has since leveraged its own infrastructure, experience, and data to drive more offerings of innovation from this foundation—from providing web services for other enterprises to catalyzing the e-book industry.

CUSTOMER EXPERIENCE SHIFT

This kind of innovation initially connects, turns, and engages customers in distinct ways, influencing their interactions with your enterprise and offerings. Focus first on types on the right side of the framework (Channel, Service, Brand, and Customer Engagement). Then move across to the left to add other types you need to make the experience work. Nike's abundance of customer experience have changed radically in recent decades, once customers got a taste of Zappos-level service, they tend to expect it—regardless of category or industry.

Starbucks created a global franchise by taking the principles of European coffee shops and applying them at scale. The goal: provide retail environments that gave customers consistent service and product wherever they were in the world.

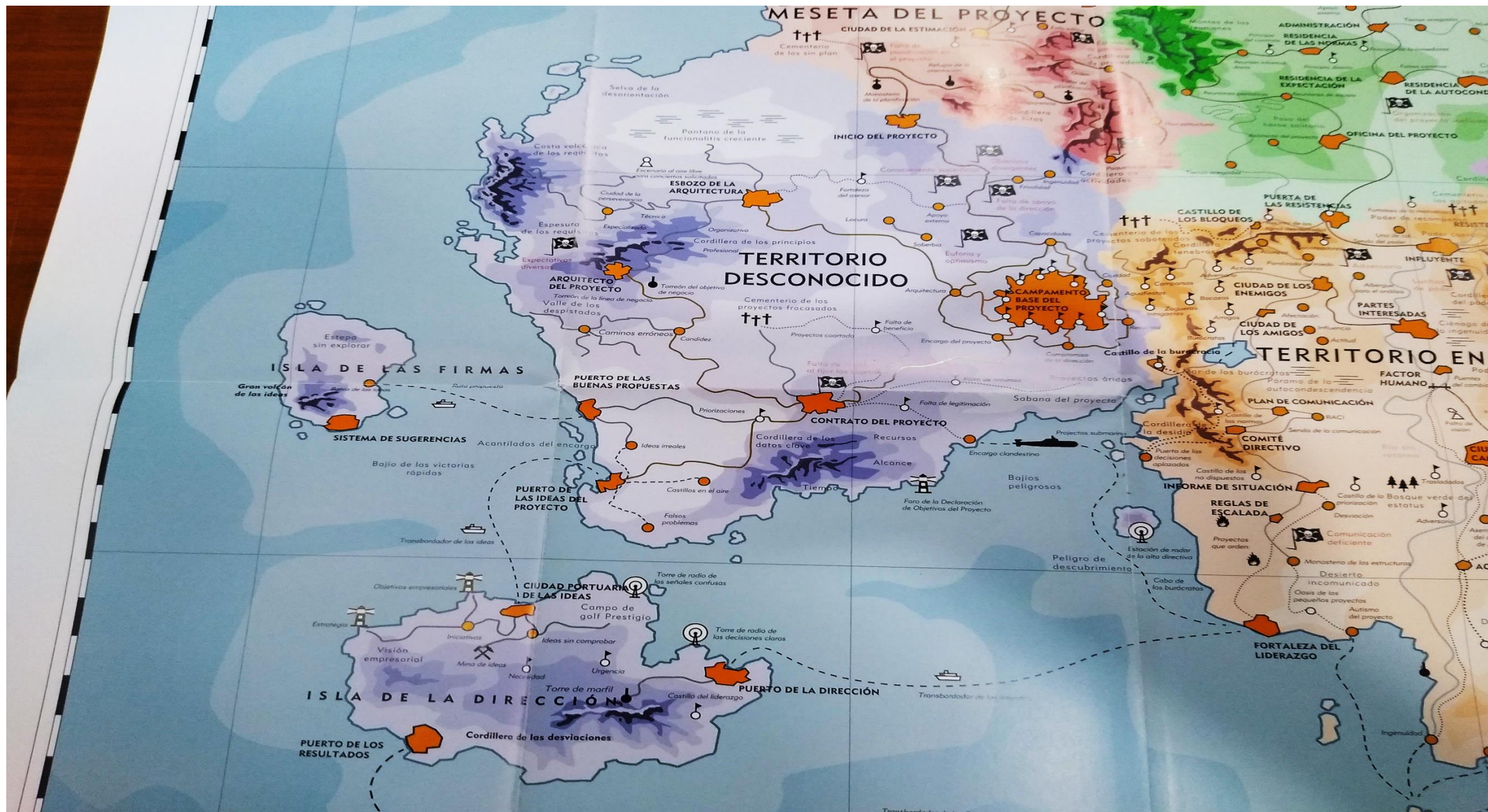
MAPA 4: PROYECTO SAFARI

- **El éxito de los proyectos en siete etapas**
- **Proyecto Safari:** La guía de campo para el aventurero de los proyectos. Quien no quiera limitarse a sobrevivir a los proyectos, sino
- Mario Neumann ha dirigido durante 15 años proyectos internacionales en Hewlett-Packard. A partir de su importante know-how desarrolló un concepto de capacitación denominado «gestión de proyectos situacional». Esto proporciona a los directores de proyectos controlar todas las fases de los proyectos, tiene que superar varios desafíos.

PROYECTO SAFARI

El mapa para gestionar proyectos con maestría











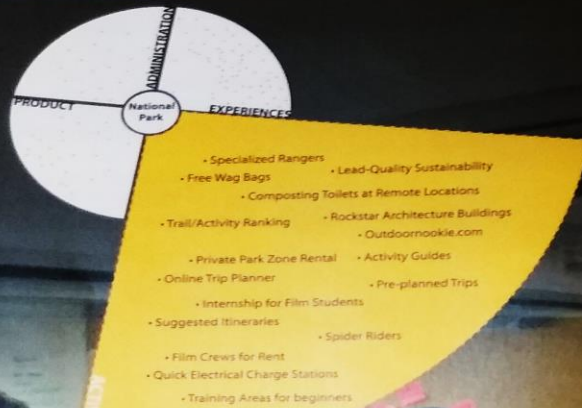


MAPA 5: 101 Design Methods

- *101 Design Methods* approaches the practice of creating new products, services, and customer experiences as a science, rather than an art, providing a practical set of collaborative tools and methods for planning and defining successful new offerings. Strategists, managers, designers, and researchers who undertake the challenge of innovation, despite a lack of established procedures and a high risk of failure, will find this an invaluable resource. Novices can learn from it; managers can plan with it; and practitioners of innovation can improve the quality of their work by referring to it.

5.2 Opportunity Mind Map

Organizing aspects of the project and mapping areas of opportunities for innovation



EXAMPLE PROJECT: National Parks System (2005)

The National Parks System (NPS) of the United States is a treasure, experiencing a myriad of problems, from a rise in popularity to understaffed parks to stressed ecosystems and funding cuts. A design team was charged with discovering opportunities and ways to improve the NPS.

Early in their concept exploration, the team developed an *Opportunity Mind Map* to look at the experiences that individuals have with the NPS. The team's research defined four aspects: the experience within the park, products created by the park for patrons, activities done in the park, and administrative functions of the NPS. These four key aspects were represented in the map radially around the core. By relating previously determined insights and principles to the four key aspects, the team generated concepts on the map. For example, opportunities for the activities aspect included composting toilets at remote locations, quick electrical charge stations, and training areas for beginners. Opportunities based on products for patrons included a lottery system for NPS access, tree-planting excursions, pet permits, and Good Samaritan awards. All opportunities that related to the four key aspects were distributed within the Opportunity Mind Map at the same level to show that they had the same relevance. The Opportunity Mind Map enabled the team to concentrate their efforts on improving and protecting the NPS by asking two key questions: How can these concepts be combined to generate systems of complementary ideas? What greater concept systems may exist that are not readily obvious?

BENEFITS

- Creates overview
- Identifies opportunities
- Reveals relationships
- Structures existing knowledge

INPUT

- Attributes for topic of interest

OUTPUT

- Collection of concepts/opportunities organized around a common attribute

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WHEN TO USE



WHAT IT DOES

This method is used at the beginning of concept exploration. Using frameworks from previous methods such as the Summary Framework or Design Principles Generation, teams start to create visual depictions of where innovation opportunities may reside. These visual depictions start with the core topic in the center, and possible opportunities are explored from this center, to the periphery. Opportunities are shown in relation to the various project aspects depicted on the map. The map, showing relationships and hierarchies, becomes a tool for teams to have early conversations about where it is more interesting for potential solutions to be developed. The method helps guide further exploration and concept development.

HOW IT WORKS

STEP 1: Define the core topic and related aspects.

Looking at the insights and frameworks developed during the Frame Insights mode, define the core topic that's most interesting to explore opportunities. Identify from previous research the key aspects related to this topic. For example, for a core topic "healthy living," the related aspects might be "health products/services," "food choices," and "education."

STEP 2: Map the core topic and related aspects.

Build the basic structure for the mind map: position the core topic as the center, define a scale represented by concentric circles to determine the different levels of relationship to the core topic, and lastly, divide the area around the topic and show them as the key aspects you want to explore. If the project included robust research and analysis, use the categories from a framework to represent them around the core topic.

STEP 3: Explore opportunities around the core topic and its aspects.

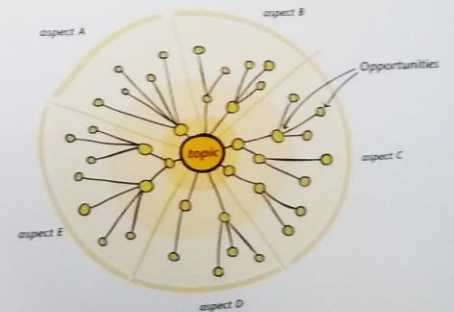
Based on the insights and principles developed in the Frame Insights mode, explore possible opportunities for each of the aspects mapped. Capture them in the map, positioning them according to the aspects they relate to and how they are related. Discuss ideas in teams and build on each other's ideas.

STEP 4: Refine the map according to the attributes.

Discuss attributes that are important to track in the early stages of exploration. For example, a useful common attribute is the "relevance to the core topic." Represent the most relevant opportunities closer to the center of the radial opportunity map, and place the least relevant ones toward the periphery.

STEP 5: Analyze the map and recognize areas for further exploration.

Analyze and evaluate the potential of the mapped opportunities. Discuss and determine which areas on the map are most interesting for further development.



5.2 Opportunity Mind Map

Organizing aspects of the project and mapping areas of opportunities for innovation

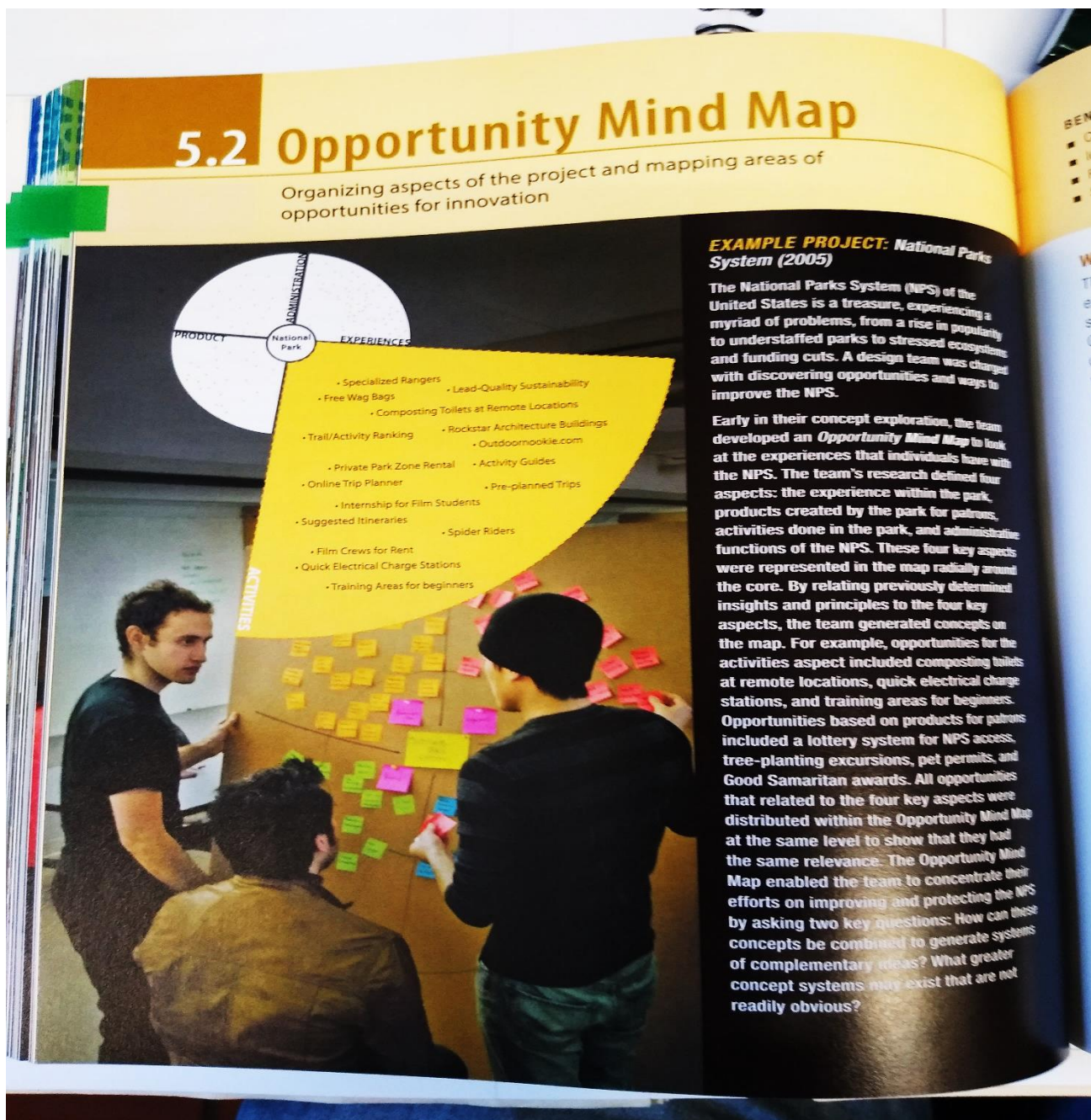


- Specialized Rangers
- Free Wag Bags
- Trail/Activity Ranking
- Private Park Zone Rental
- Online Trip Planner
- Suggested Itineraries
- Film Crews for Rent
- Quick Electrical Charge Stations
- Training Areas for beginners
- Lead-Quality Sustainability
- Composting Toilets at Remote Locations
- Rockstar Architecture Buildings
- OutdoorMookie.com
- Activity Guides
- Pre-planned Trips
- Spider Riders

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This method is used at the beginning of concept exploration. Using frameworks from previous methods such as the Summary Framework or Design Principles Generation, teams start to create visual depictions of where innovation opportunities may reside. These visual depictions start with the core topic in the center, and possible opportunities are explored from this center, to the periphery. Opportunities are shown in relation to the various project aspects depicted on the map. The map, showing relationships and hierarchies, becomes a tool for teams to have early conversations about where it is more interesting for potential solutions to be developed. The method helps guide further exploration and concept development.

HOW IT WORKS**STEP 1: Define the core topic and related aspects.**

Looking at the insights and frameworks developed during the Frame Insights mode, define the core topic that's most interesting to explore opportunities. Identify from previous research the key aspects related to this topic. For example, for a core topic "healthy living," the related aspects might be "health products/services," "food choices," and "education."

STEP 2: Map the core topic and related aspects.

Build the basic structure for the mind map: position the core topic as the center, define a scale represented by concentric circles to determine the different levels of relationship to the core topic, and lastly, divide the area around the topic and show them as the key aspects you want to explore. If the project included robust research and analysis, use the categories from a framework to represent them around the core topic.

STEP 3: Explore opportunities around the core topic and its aspects.

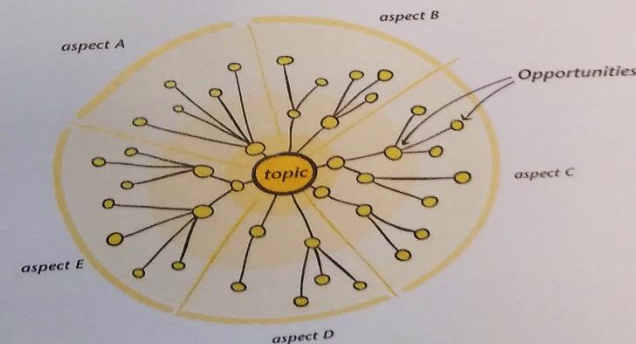
Based on the insights and principles developed in the Frame Insights mode, explore possible opportunities for each of the aspects mapped. Capture them in the map, positioning them according to the aspects they relate to and how they are related. Discuss ideas in teams and build on each other's ideas.

STEP 4: Refine the map according to the attributes.

Discuss attributes that are important to track in the early stages of exploration. For example, a useful common attribute is the "relevance to the core topic." Represent the most relevant opportunities closer to the center of the radial opportunity map, and place the least relevant ones toward the periphery.

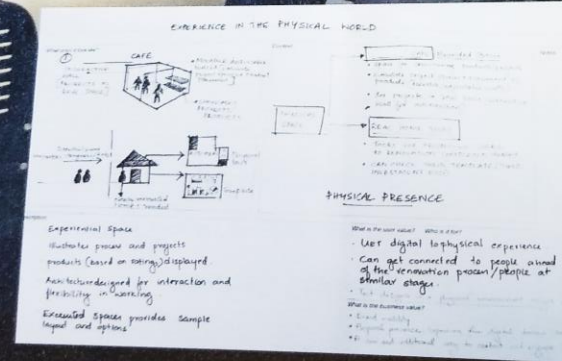
STEP 5: Analyze the map and recognize areas for further exploration.

Analyze and evaluate the potential of the mapped opportunities. Discuss and determine which areas on the map are most interesting for further development.



5.1 Principles to Opportunities

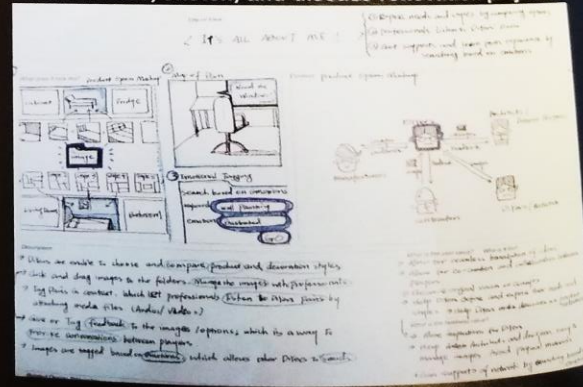
Transitioning from analysis to synthesis: exploring opportunities based on defined design principles



EXAMPLE PROJECT: Residential and Commercial Renovation (2010)

One of the world's leading 3D design and architecture software companies collaborated with a design team to better understand product selection in the context of residential and commercial construction and renovation projects among homeowners, professionals, and manufacturers. After performing ethnographic and secondary research, the team uncovered key insights from their observations that were clustered in four categories: external influences, mindsets, interactions, and processes.

From these insights, and understanding the needs and challenges of the key stakeholders, the team formulated design principles to guide concept development. To use the *Principles to Opportunities* method, the team first clustered the design principles revealing six higher-level principles. For example, one of the design principles under the higher-level principle Making It Real was "support discovery and decision making with tools that reflect real-world situations." Through discussions, sketches, and written descriptions, the team explored what underlying opportunities could exist to address each design principle. For example, for principles like Making It Real and Project Transparency, one opportunity identified was to create a café, a physical room that would serve as an "experimentation lab" and "discussion platform" for architects and their clients to communicate, sketch, and discuss renovation projects.



BENEFITS

- Broadens mindset
- Identifies opportunities
- Structures ideation
- Supports transition

INPUT

- Insights and design principles from research and analysis

OUTPUT

- List of potential opportunities at the individual offering, system, and strategic levels

WHEN TO USE**WHAT IT DOES**

Design principles fill the “intuition gap,” giving us a good structure to move from understanding needs to defining principles to exploring opportunities to generating concepts. This method is a way to purposefully transition from the Frame Insights mode to the Explore Concepts mode in a disciplined manner, so that concepts are fully grounded in objective research data rather than biased by subjective assumptions. Exploring opportunities before jumping into generating concepts is an important step that helps us first identify areas that can be more fertile than others. Design principles also help build alignment among the team. Using them in teams as steppingstones helps bring focus to the process and avoid misunderstandings and unproductive debates.

HOW IT WORKS**STEP 1: Create a table to explore opportunities.**

Collect all the insights and principles developed in previous modes. Create a table with your insights in the first column and the corresponding design principles in the second column. Create additional columns for exploring opportunities—single offering opportunities, system opportunities, and strategy opportunities.

STEP 2: Generate single offering opportunities.

Focus on each design principle and think of possible single offerings and enter them in the proper column. Depending upon the nature of the project, the single offering might be a product, service, process, message, or the like. Enter as many single offering opportunities as possible for each design principle. Add sketches if needed to better express the opportunities. At this level, opportunities can feel very similar to “concepts”; the key difference is the level of detail you need to give to

them—opportunities are less detailed and concrete, just indicating possibilities as a concept space.

STEP 3: Generate system opportunities.

In the same way that you generated single offering opportunities, take each of the design principles and think of system opportunities in the next column. System-level opportunities indicate possibilities for a set of components like people, things, and environments, all working together for a common purpose.

STEP 4: Generate strategy opportunities.

Think of strategy opportunities as well, and enter them in the column for the corresponding design principles. Thinking of strategic opportunities early in the process, and not at the end, is a good way to ensure broader conversations among the team members.

STEP 5: View all opportunities together and gain insights.

Think through all cells in your table. Study the table as an overview and discuss all opportunities in relation to one another—single offerings, systems, and strategies. Discuss how to build on these opportunities. What are the possibilities for further developing some of these single offerings, systems, and strategies together? Are there any prominently preferable opportunities visible?

insights	principles	individual opportunities	system opportunities	strategy opportunities
insight insight insight	principle 1			
insight	principle 2			
insight insight	principle 3			