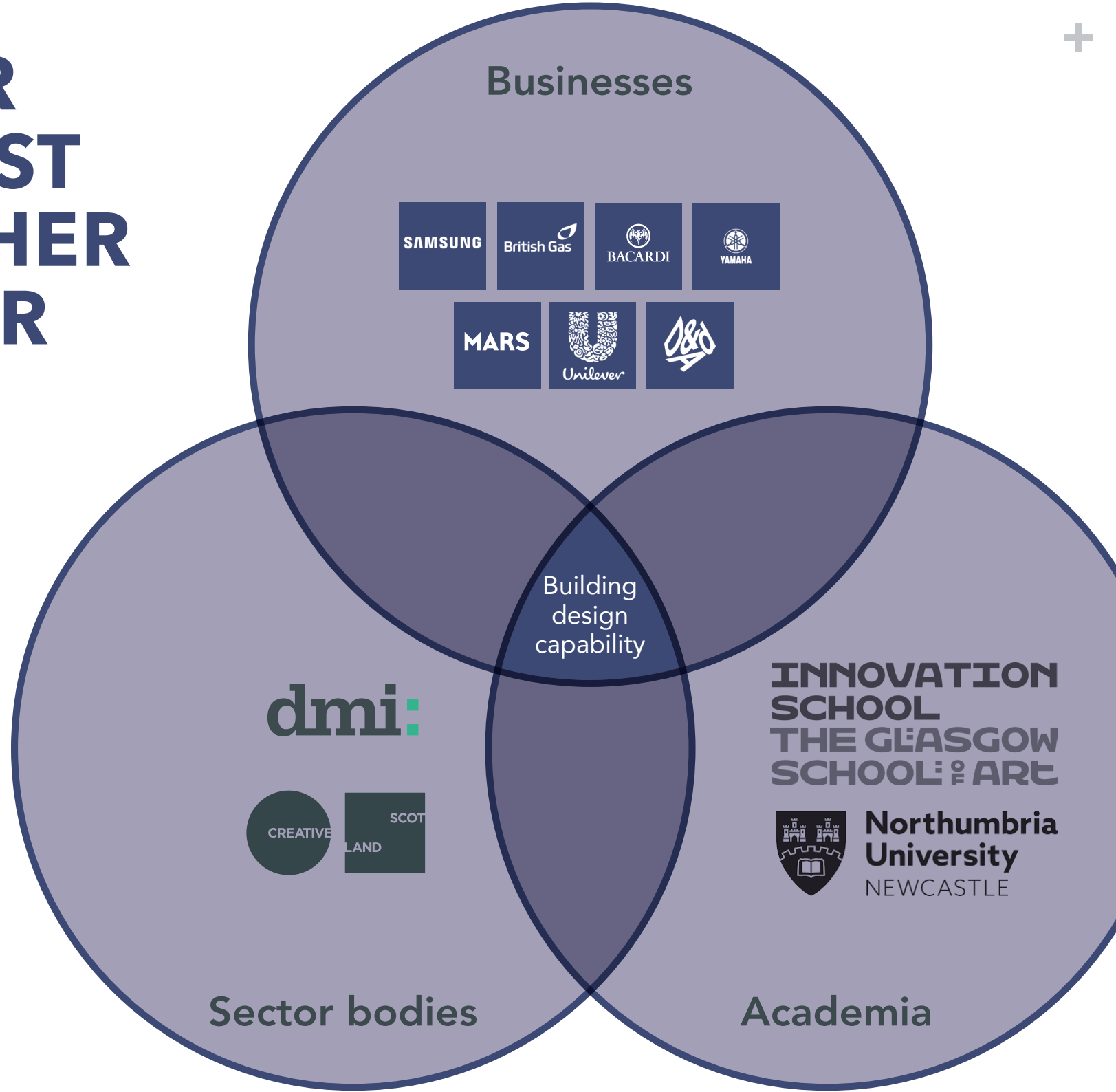


# INNOVATION, BY DESIGN

Iain Aitchison



**DESIGNER  
STRATEGIST  
RESEARCHER  
EDUCATOR  
COACH**



# GRAFT

'Making innovation work, through design'



PEPSICO

Quorn

MARS

pladis



Innovate UK  
Knowledge Transfer Network



CALYSTA®  
— MORE FROM LESS —

**Innovation**

**Design**



# Innovation

'To make changes  
in something  
established,  
especially by  
introducing new  
methods,  
ideas, or  
products'

*from Latin innovat- 'renewed, altered',  
from the verb innovare, from in- 'into'  
+ novare 'make new'  
(from novus 'new')*

Oxford English Dictionary



# Innovation Technology-driven



# Innovation Market-driven

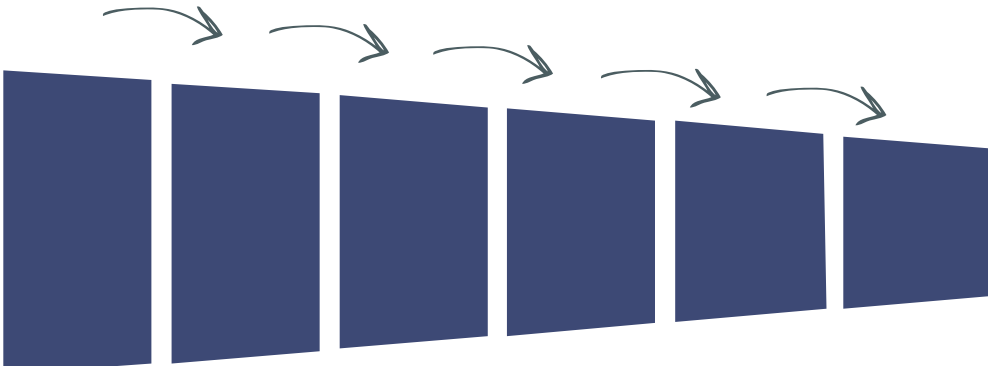


# Innovation Meaning-driven





# Innovation Management-driven



## Where to play

Create new markets,  
target new customer  
needs

Enter adjacent  
markets, service  
adjacent consumers

Existing markets  
and consumers

**Transformational**  
Pioneering breakthroughs  
and inventing things for  
markets that don't yet exist

**Adjacent**  
Expanding from  
existing business into  
'new to the company'  
business

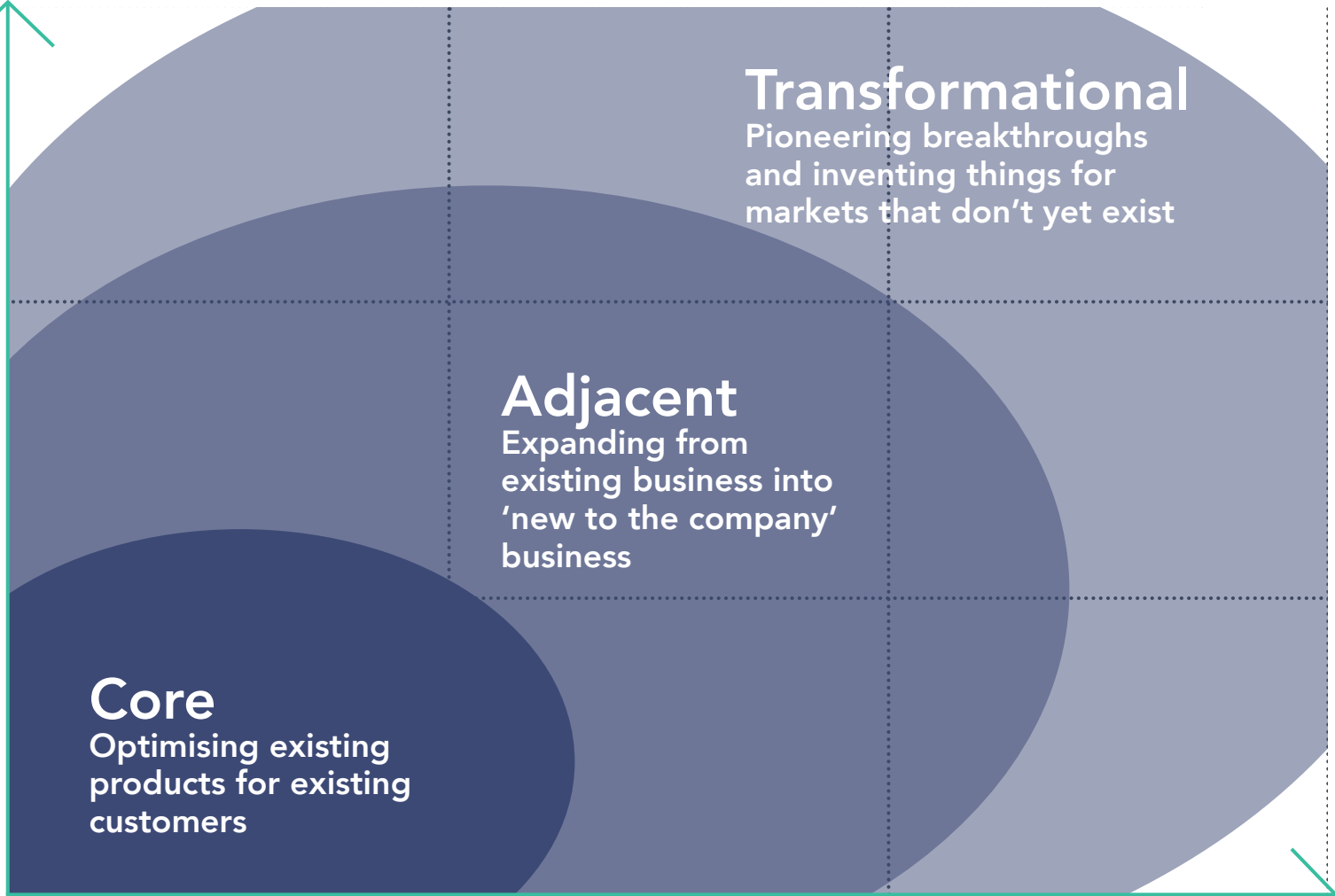
**Core**  
Optimising existing  
products for existing  
customers

Use existing products  
and assets

Add incremental  
products and assets

Develop new products  
and assets

## How to win



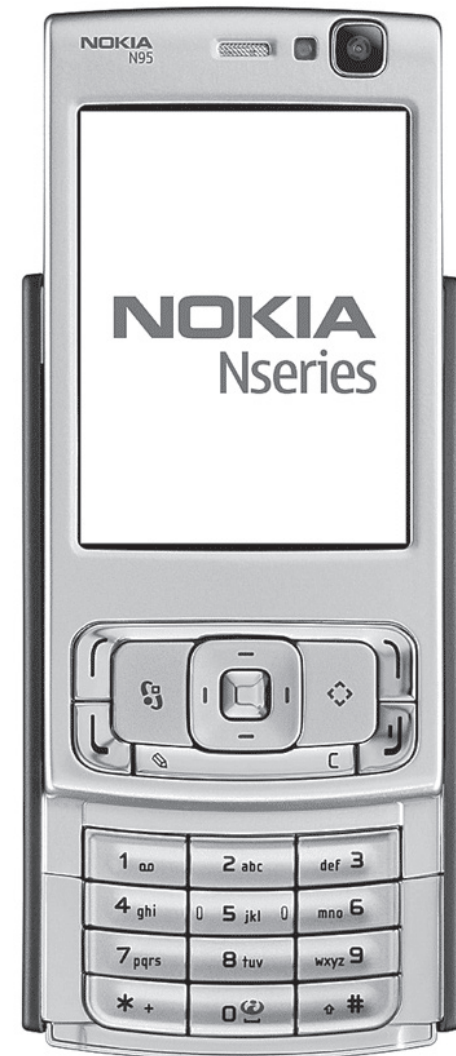
# Innovation Dilemma

'...the logical, competent decisions of management that are critical to the success of their companies are also the reasons they lose their positions of leadership'

Christensen, 2013



# Innovation Dilemma





# Innovation Challenges

Relevance

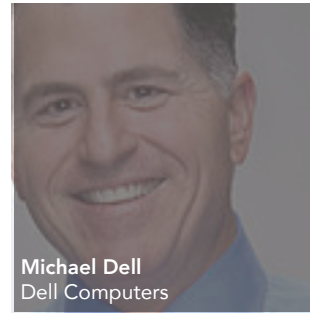
Adapting quickly  
to external change

Foresight

Creating a future  
to be worked  
towards



# Innovation Stroke of genius



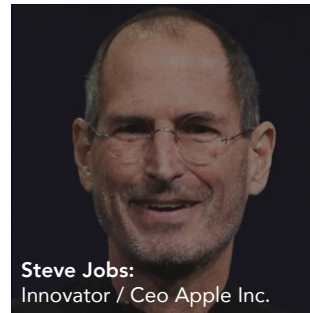
**Michael Dell**  
Dell Computers



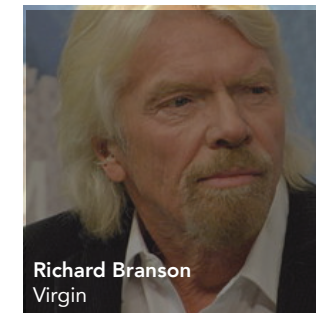
**Mark Zuckerberg**  
Facebook



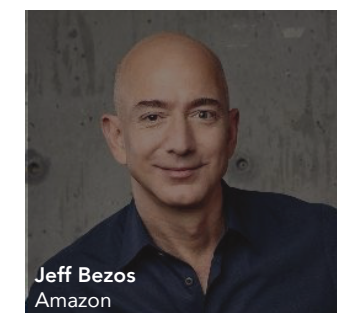
**Elon Musk**  
Tesla



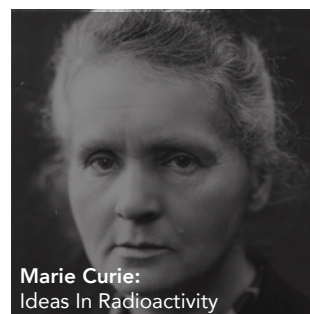
**Steve Jobs:**  
Innovator / Ceo Apple Inc.



**Richard Branson**  
Virgin



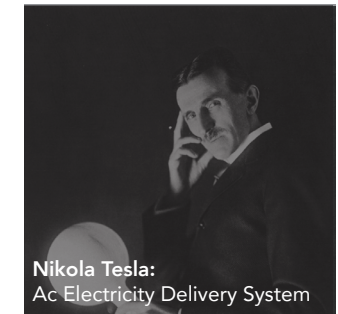
**Jeff Bezos**  
Amazon



**Marie Curie:**  
Ideas In Radioactivity



**Bill Gates:**  
Microsoft Software



**Nikola Tesla:**  
Ac Electricity Delivery System

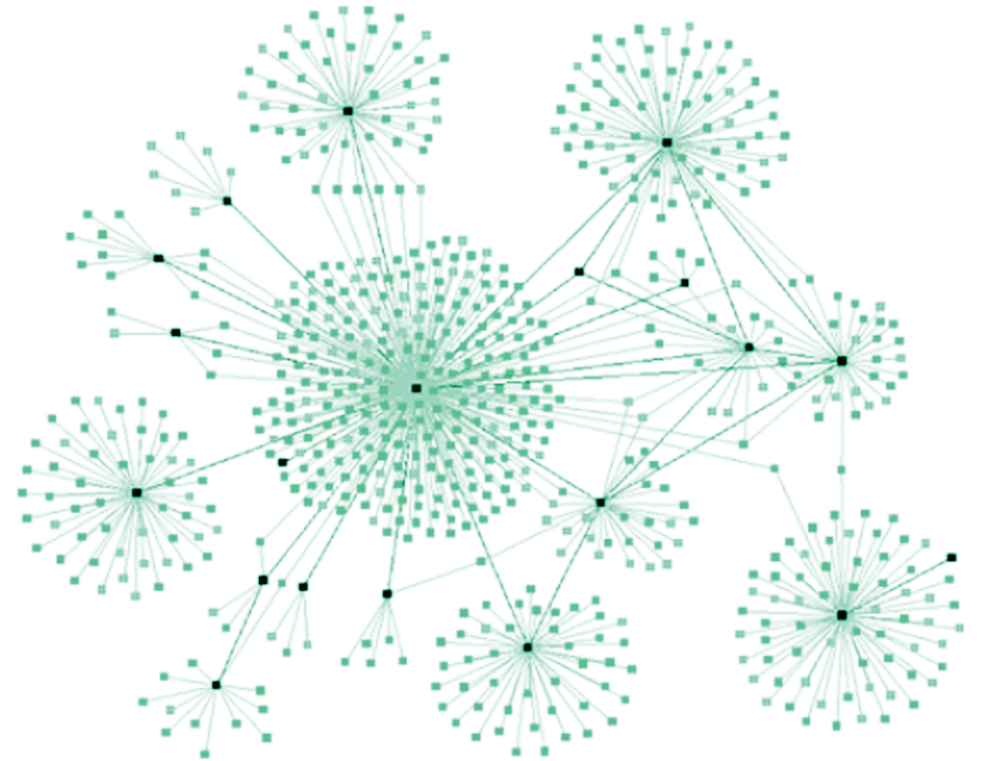




# Innovation Culture-driven

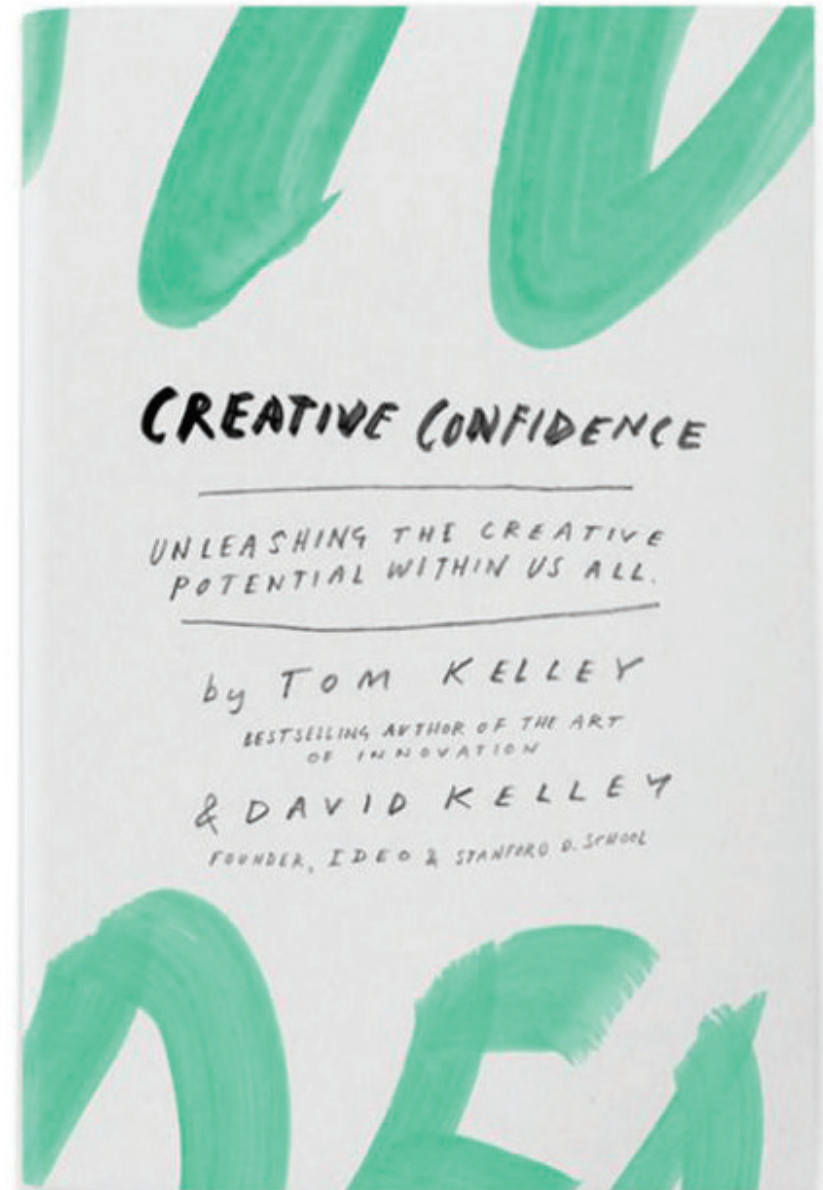


# Innovation Culture-driven

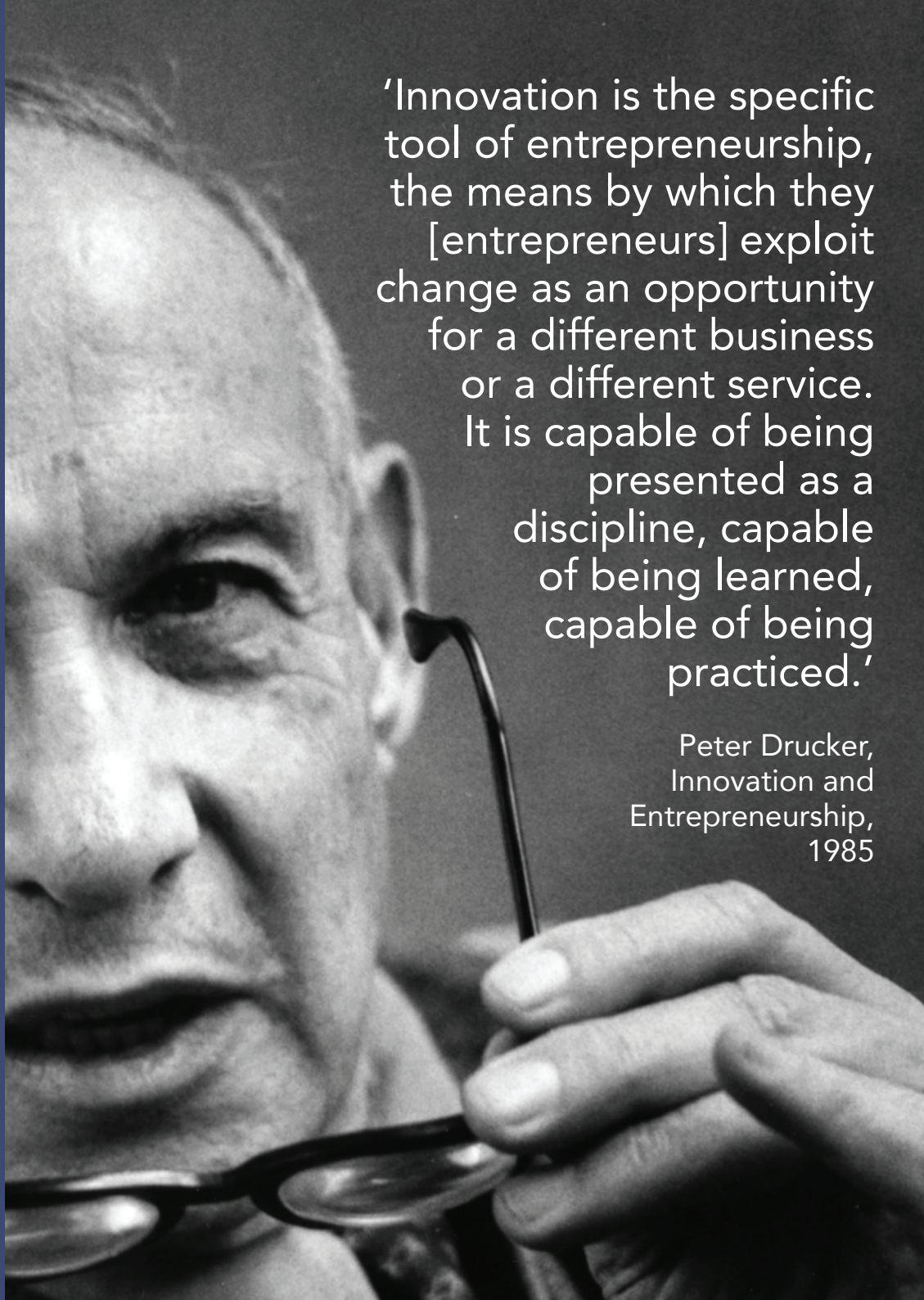




# Innovation Culture-driven



# Innovation Practice

A black and white close-up photograph of Peter Drucker. He is looking slightly to the left of the camera with a thoughtful expression. He is holding a pair of dark-rimmed glasses in his right hand, with the frames resting near his chin. The background is dark and out of focus.

'Innovation is the specific tool of entrepreneurship, the means by which they [entrepreneurs] exploit change as an opportunity for a different business or a different service. It is capable of being presented as a discipline, capable of being learned, capable of being practiced.'

Peter Drucker,  
Innovation and  
Entrepreneurship,  
1985



**Design**



## Quick poll

What's the first thing you think of when you hear the word 'design'?



Go to [www.menti.com](https://www.menti.com)

and use code 2375 7722

# Design

**GRAND  
DESIGNS**



**Design**





# Design



# Design

Design

Commodities,  
objects, forms

Designed

A characteristic  
quality

To design

Methods, tools,  
practice

Design

Design

Commodities,  
objects, forms

Designed

A characteristic  
quality

**To design**

**Methods, tools,  
practice**

**Design**

HBR.ORG

# Harvard Business Review

2015

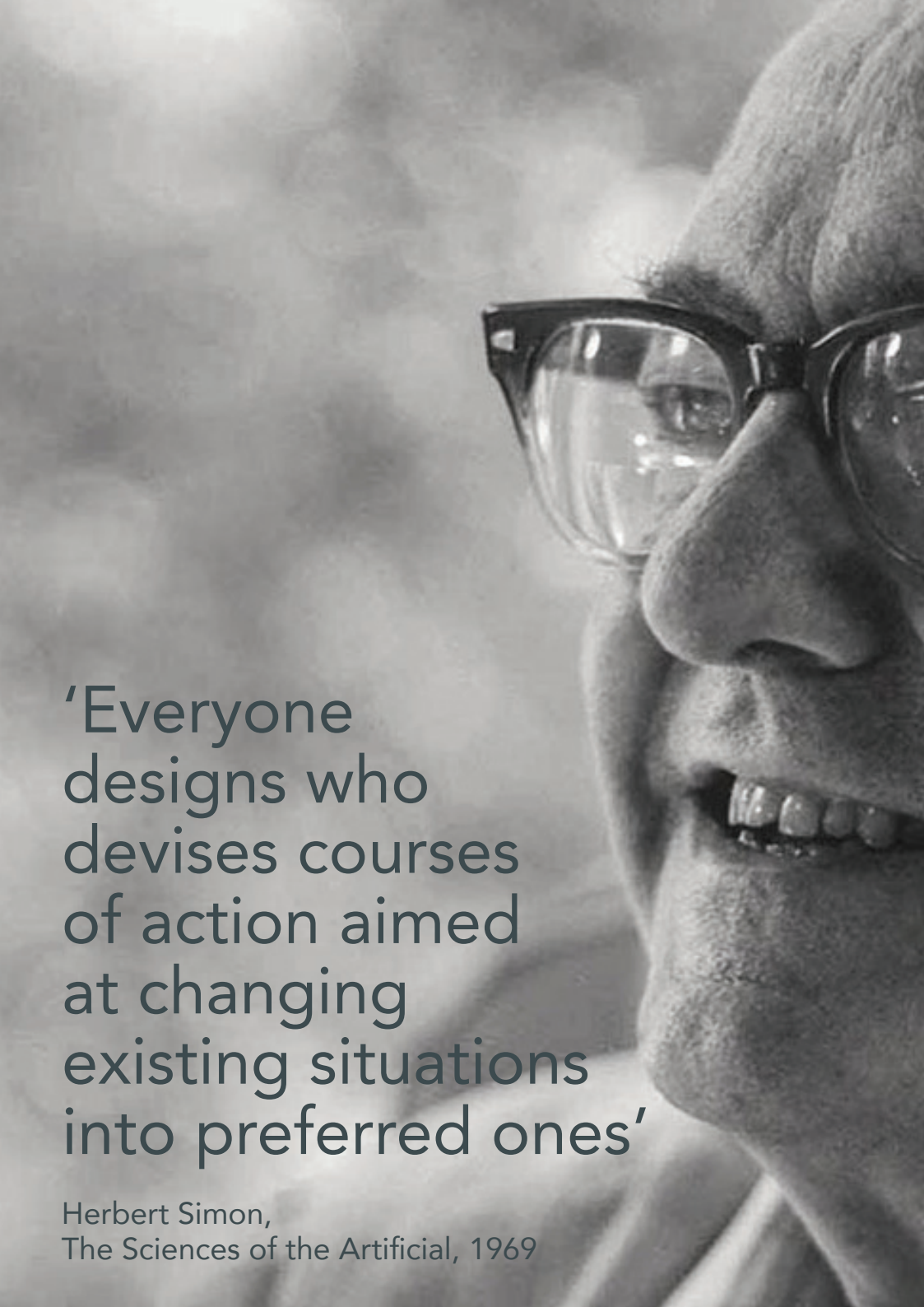
## THE EVOLUTION OF DESIGN THINKING

IT'S NO LONGER JUST FOR  
PRODUCTS. EXECUTIVES ARE  
USING THIS APPROACH  
TO DEVISE STRATEGY  
AND MANAGE  
CHANGE.

# Design Thinking







'Everyone designs who devises courses of action aimed at changing existing situations into preferred ones'

Herbert Simon,  
The Sciences of the Artificial, 1969

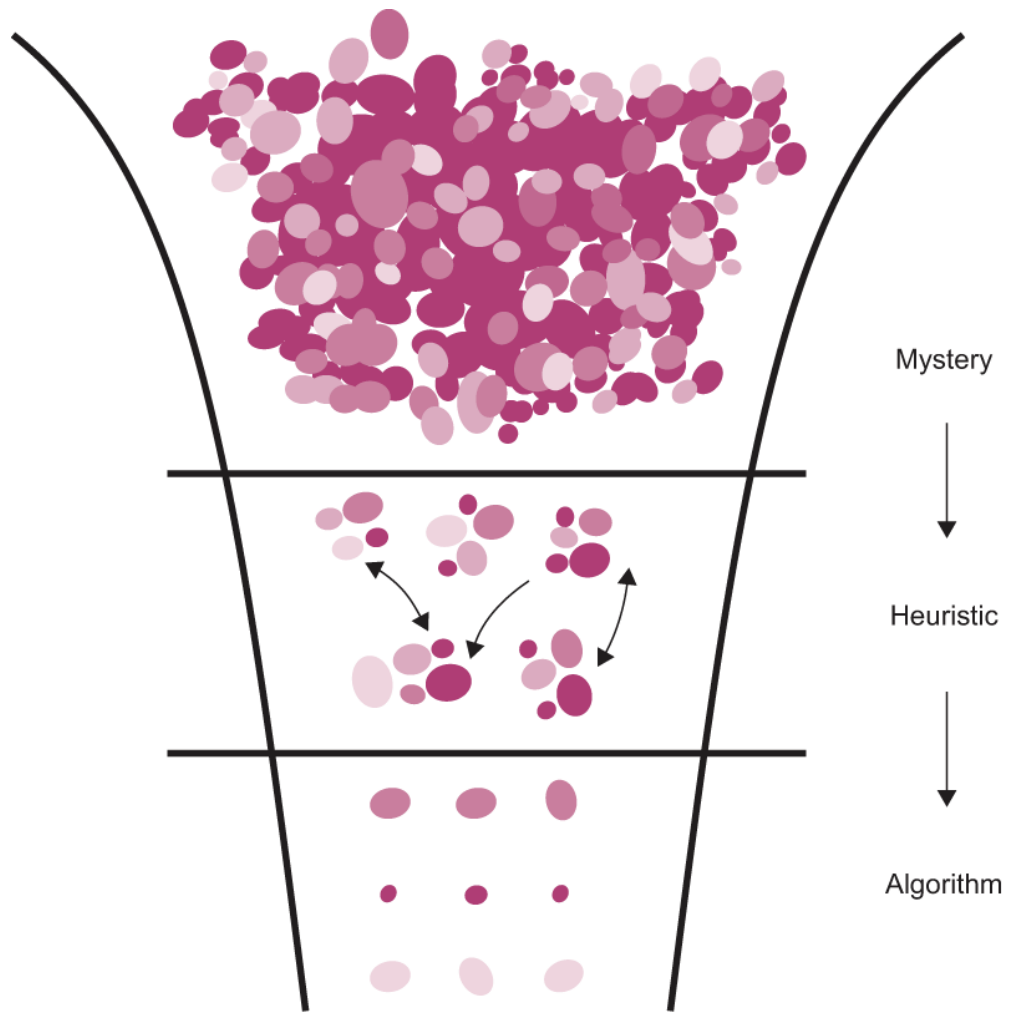
# Design Thinking



# Design Thinking

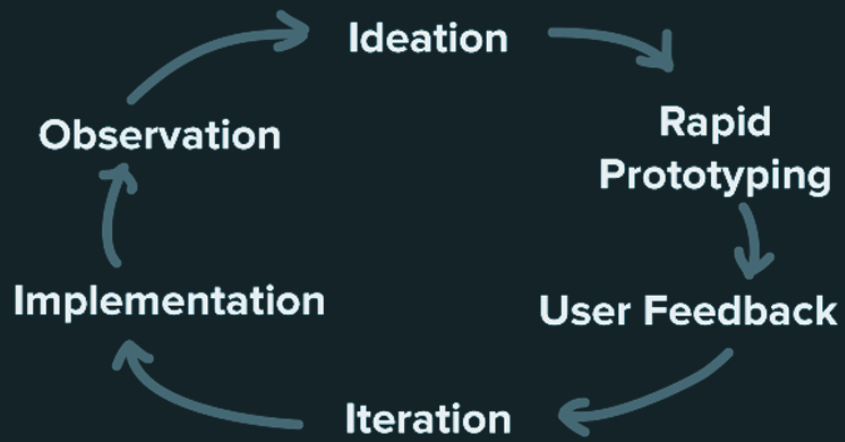
	Communication Signs & Words	Construction Things	Strategic Planning Action	Systemic Integration Thought
Inventing	Signs, Symbols, & Images			
Judging		Physical Objects		
Deciding			Activities, Services, & Processes	
Evaluating				Systems, Environments, Ideas, & Values

The four orders of  
design thinking,  
Buchanan (1998)



'The knowledge funnel',  
Design of Business  
(Martin, 2008)

# Design Thinking



# Design Process



Tim Brown,  
Change by Design,  
2009



Designers  
Give form to ideas

THINKING + FEELING

Overwhelmed. Dad isn't handling everything like last time.

How much rent can I afford?

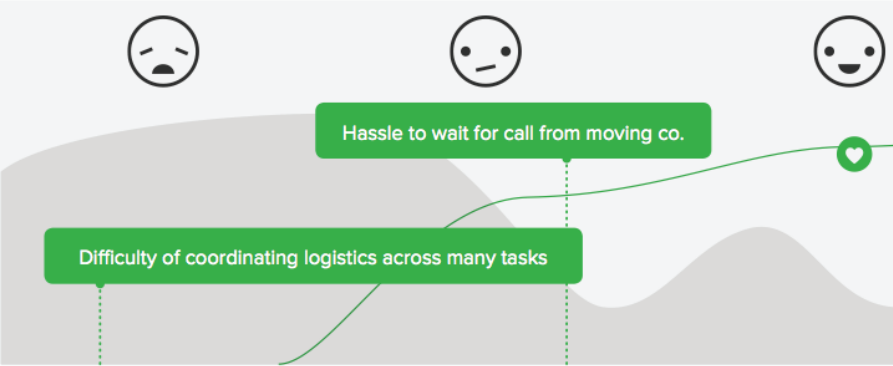
Anxious about starting first job and living alone.

How much furniture do I need to buy?

Can I afford movers? Should I D.I.Y. instead? I'll go online for quotes.

Perplexed by industry's confusing pricing

What about that moving company I saw advertised in the model unit?



EMOTIONAL EXPERIENCE

PHASES



DOING

A grid of icons representing various moving tasks: Apartment search/tours (with a photo of an apartment), Truck rental pricing, Moving co. research, Instant, online one-touch, Budgeting, Apply/lease signing, Buy/sell home goods, Organizing + purging, Donating home goods, Switch utilities, and Buy pay mater.

STRATEGIES + OPPORTUNITIES

- cross-promotions
- partnerships
- third-party integrations (property management tools)

MAA | POST

entrata

- lean + modern marketing approach emphasizing SEO and word-of-mouth
- instant quote for services
- aggregator partnerships

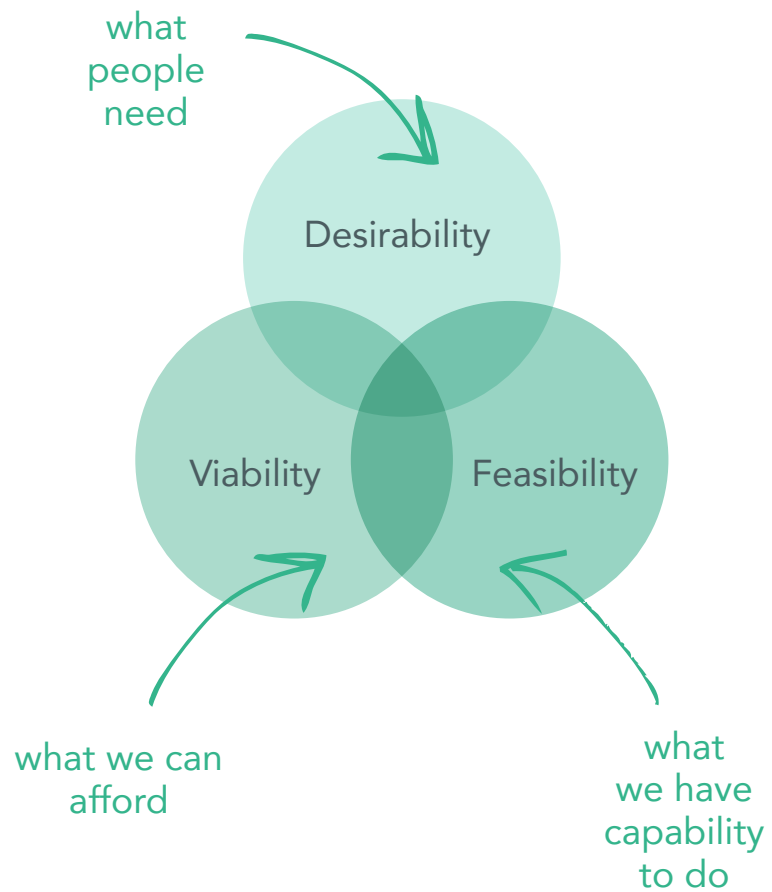
yelp | G

Thumbtack | Groupon

- immediate online
- short-notice availa
- personalized estim
- backed by machin
- packaged pricing l
- move size
- very simple and cl
- calendared variab
- real-time availabili
- supply/demand m
- one-touch paymer

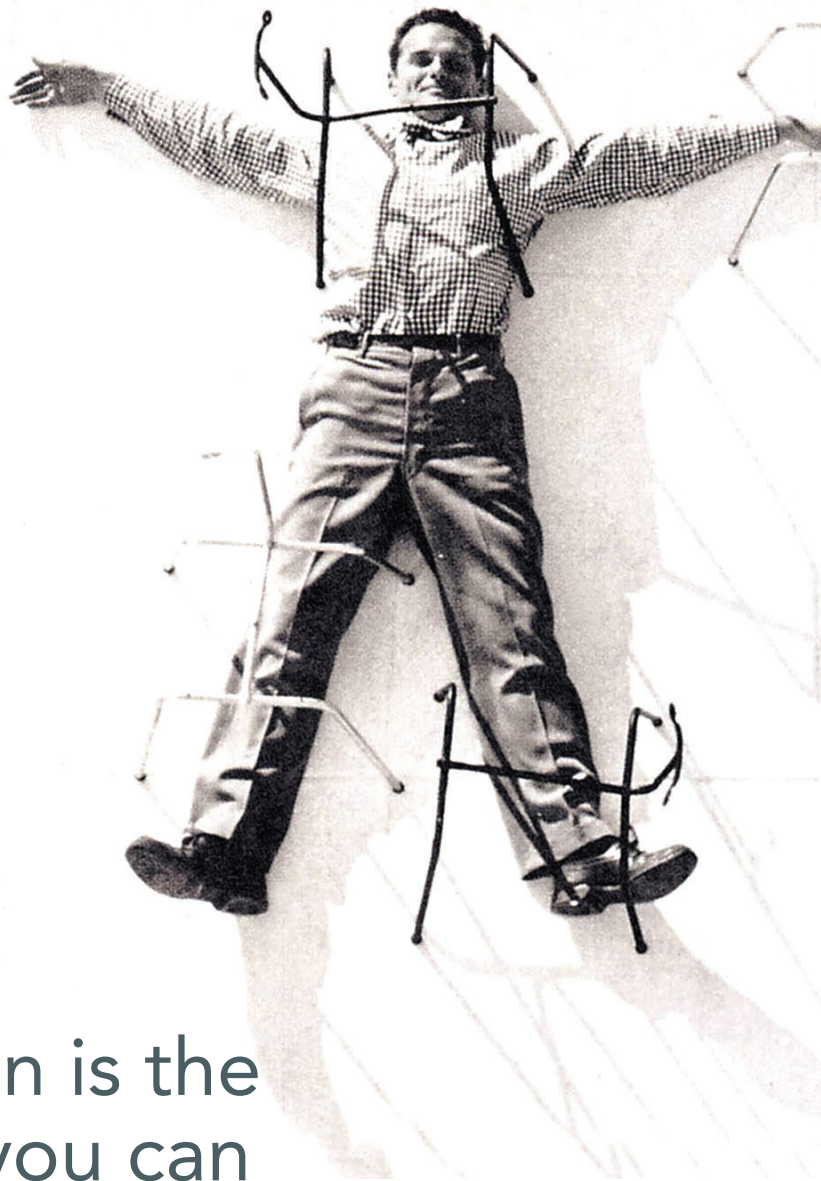
Apple Pay

# Designers Visualise complexity



# Designers Connect + translate





'Design is the  
best you can  
do by next  
Wednesday!'

Charles Eames

**Designers  
Complete + finish**

**Innovation**



**Design**



# CO-CREATION



'engaging citizens, users, academia, social partners, public authorities, businesses including SMEs, creative sectors and social entrepreneurs in processes that span from identifying problems to delivering solutions.'

European Commission (2016)

# WHY?

'those affected by a design should have a say in the design process'...

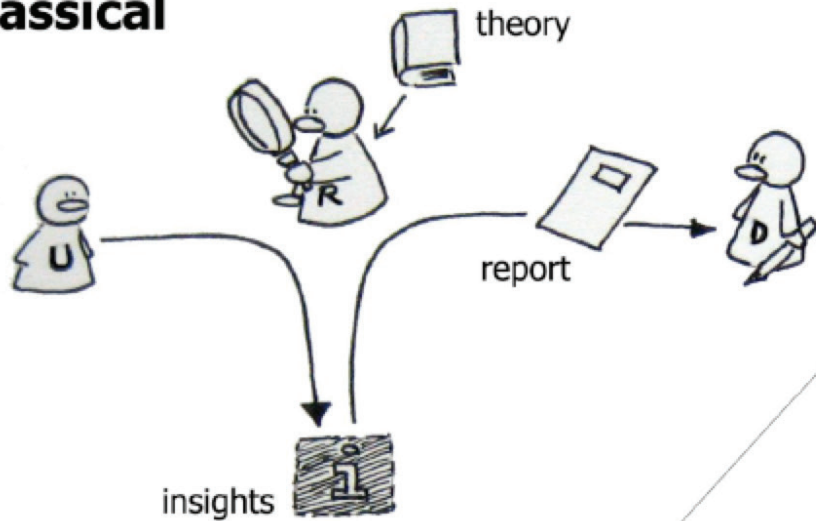
'through the consideration of conditions that enable proper and legitimate user participation' ...as well as...

'making the participants tacit knowledge come into play in the design process'

Simonsen and Hertzum, 2012

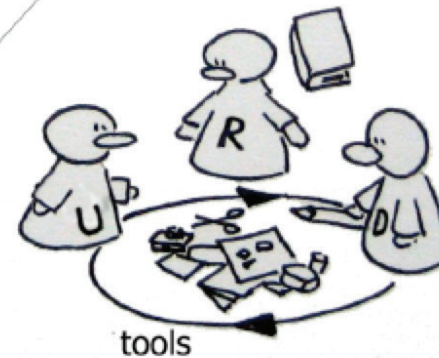
# A CHANGE IN ROLE FOR YOU

## classical



from a role as 'translator'  
of design requirements

## co-design



to that of 'facilitator'; and stakeholders  
becoming participant co-designers to  
be designed with, not for

A close-up profile of a woman with long dark hair, smiling and looking to the right. The background is a light blue gradient. Overlaid on the image is a complex network of thin, colorful lines (purple, pink, blue, orange) connecting various points, resembling a digital or social network. The text 'You are all co-designers' is written in a large, white, sans-serif font across the middle of the image.

**You are all  
co-designers**

**THANK YOU**

Iain Aitchison  
iain@graft.global

**GRAFT+**