

TIME TO MARKET

INNOVATION IN ACTION 2016

This briefing paper includes key takeaways from the Innovation in Action 2016 workshop, facilitated by Ulrika Ewerman, Ellen Sundh, Sune Kaae, Bryce Booth and Daan Hekking from VeryDay. The workshop covered how companies can speed-up the commercialization process by going beyond ideation and engage in early stage prototyping.

PURPOSE

The purpose of the workshop was to explore design thinking, more specifically how prototyping can be used as a way of learning and ultimately speed-up the commercialization process. Furthermore, the workshop aimed at giving the participants hands-on experience in taking an idea into the prototyping phase.

METHOD

The participant where presented with a challenge to solve; *how can we improve the eating habits of teenager and encourage them to choose a healthier breakfast option?* The participants were divided into groups of four people and had to solve the challenge by coming up with an idea that they could visualise through a prototype. The two types of prototyping methods applied were Prototyping on Paper (POP) and the use of small electronic pieces (Little Bits). After a 45-minute ideation, the groups were encouraged to present their work to a member of another group. At the end of the session the groups' prototypes were shown through a video recording of the customer journey.

DESCRIPTION

Time to market is a key challenge to many organizations. Prototyping is an integral part of implementing fast pace design thinking, an essential practice in the lean and agile process. Many companies struggle to go beyond ideation and turn ideas into physical products or services. Some ideas never even reach the prototyping phase. By applying an iterative learning process through early stage prototyping companies can quickly identify if an idea is worth pursuing or not i.e. fail fast or refine the prototype and improve the original idea. POP, LittleBits and creating a movie are low cost methods to

8 Takeaways

- ◆ Prototyping allows companies to make an idea more tangible at an early stage
- ◆ Prototyping allows for early stage testing on key stakeholders and speeds-up the commercialization process
- ◆ Prototyping is an iterative process which allows companies to gradually refine and improve a product or service or change direction if needed
- ◆ Prototypes are not finished products for a reason – the raw finish leaves a window open for constructive and creative feedback
- ◆ The use of POP and Little Bits are cost-efficient prototyping methods that engage employees and spurs creativity
- ◆ Prototyping can act as a mean to secure the drive, love and ambition behind an idea and make a vision more tangible
- ◆ Prototyping encourages co-creation and co-ownership on an idea
- ◆ A short film documenting the prototype is an effective way to communicate a solution to different stakeholders

apply in early-stage prototyping. They allow companies to test a solution with customers and other key stakeholders at a very early stage of the development process. Consequently, companies can quickly identify what adds value to customers and early on improve the solution if needed. Prototyping is also an excellent mean of communication to internal and external stakeholders as it makes an idea more tangible. Important to highlight is that a prototype does not need to be aesthetically appealing. By contrast, it is seen as an advantage if it does not take the form of a finalized product but rather simple sketches or bits and pieces glued together. The key lies in testing the prototype with the targeted customer segment as early as possible and ask them for their feedback. Prototyping is also a mean for project teams to work efficiently as it encourages co-creation, co-ownership and is an iterative process. It can help build momentum around an idea and smooth the hand-over process between various stages in the product development process e.g. from maturing to roll-out. On-boarding of new project members is also made easier with a prototype in place as it is a tangible form of the vision and customer value proposition.

LEARNINGS AND RESULTS

The workshop participants learned to,

- Quickly take an idea from the ideation stage to the prototype stage
- Understand that prototyping can act as a mean to secure the drive, love and ambition behind an idea and make a vision more tangible
- Apply the method of POP and Little Bits and visualize a solution to a business challenge by developing a prototype i.e. how to implement Design Thinking
- Work agile and refine the prototype in an iterative process by acting as customers and provide feedback to the presented solutions
- Record the customer experience and develop material that can be used to share the product idea with other key stakeholders i.e. learn how prototyping can be a mean to communicate an idea without devoting large amount of resources.
- Embracing uncomfortability and have the courage to present work that is not finished is crucial for accelerating the process and get valuable feedback