Strategic Design for Innovators

What Is and What Could Be

But first, a story…

Desire Paths

An act of Design.

“Everyone designs who devises courses of action aimed at changing existing situations into preferred ones.”

Herbert Simon,
The Sciences of the Artificial, 1969

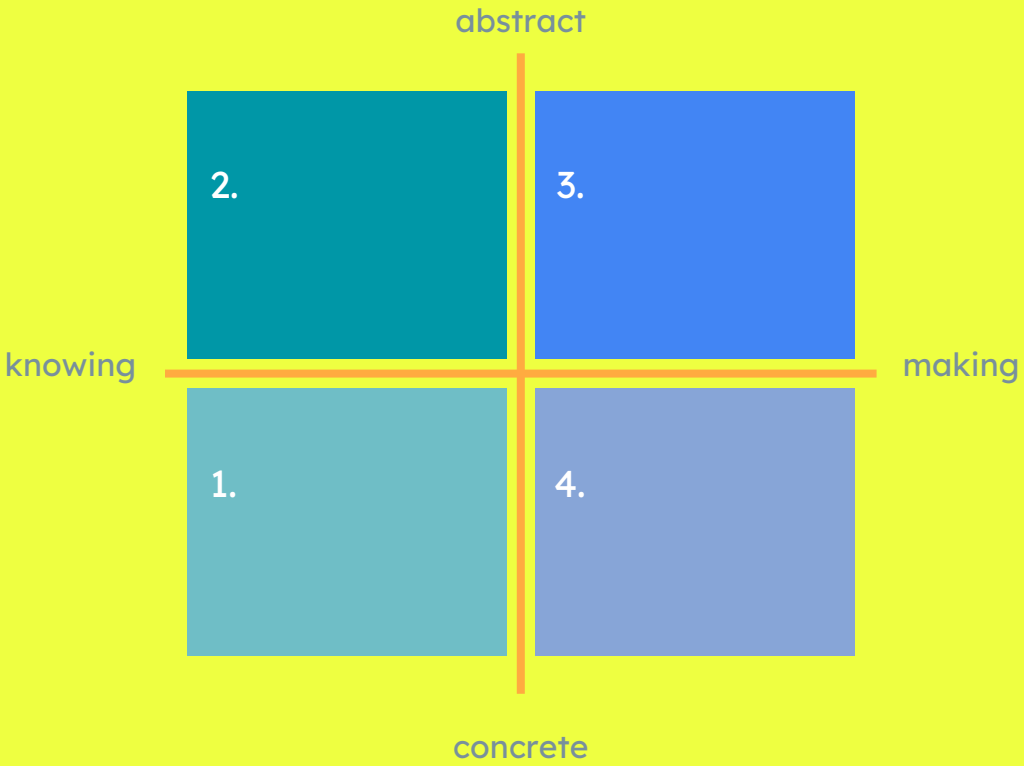
Existing Situation

Preferred Alternative

Existing Situation

Preferred Alternative

What is
What could be



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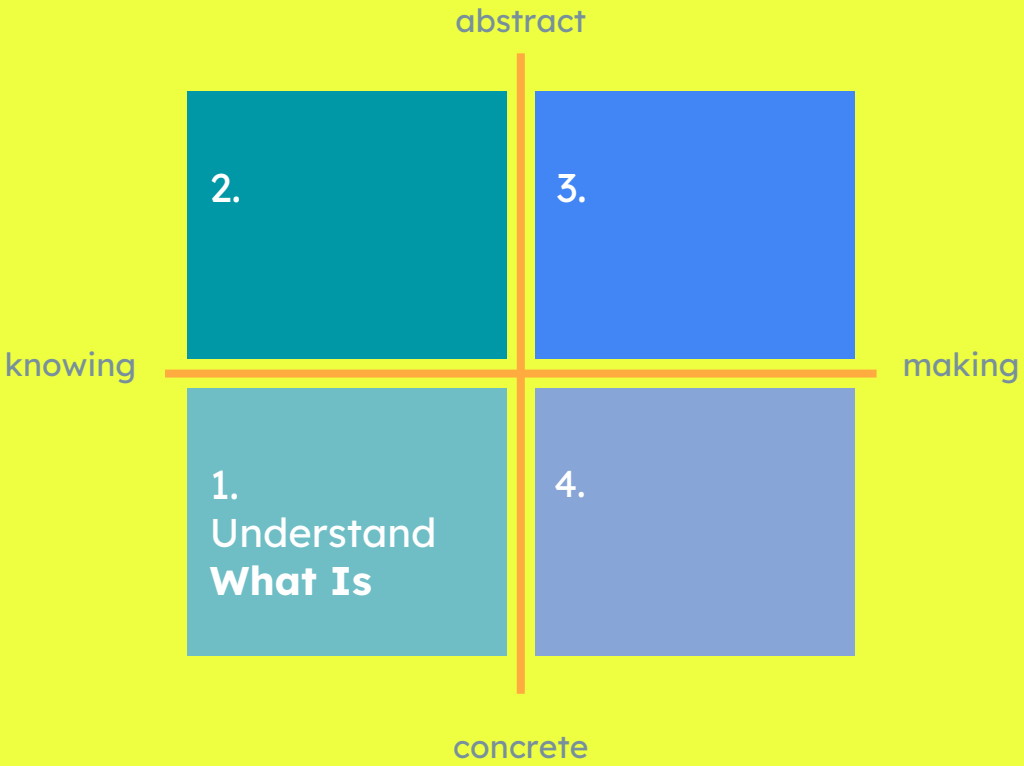

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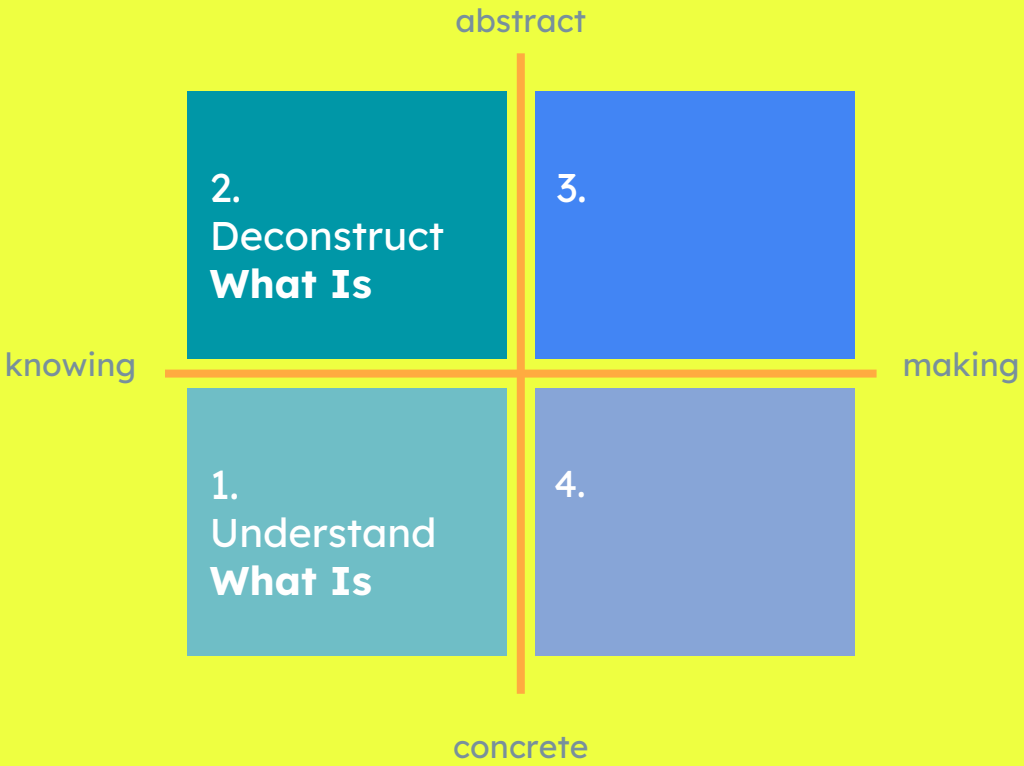

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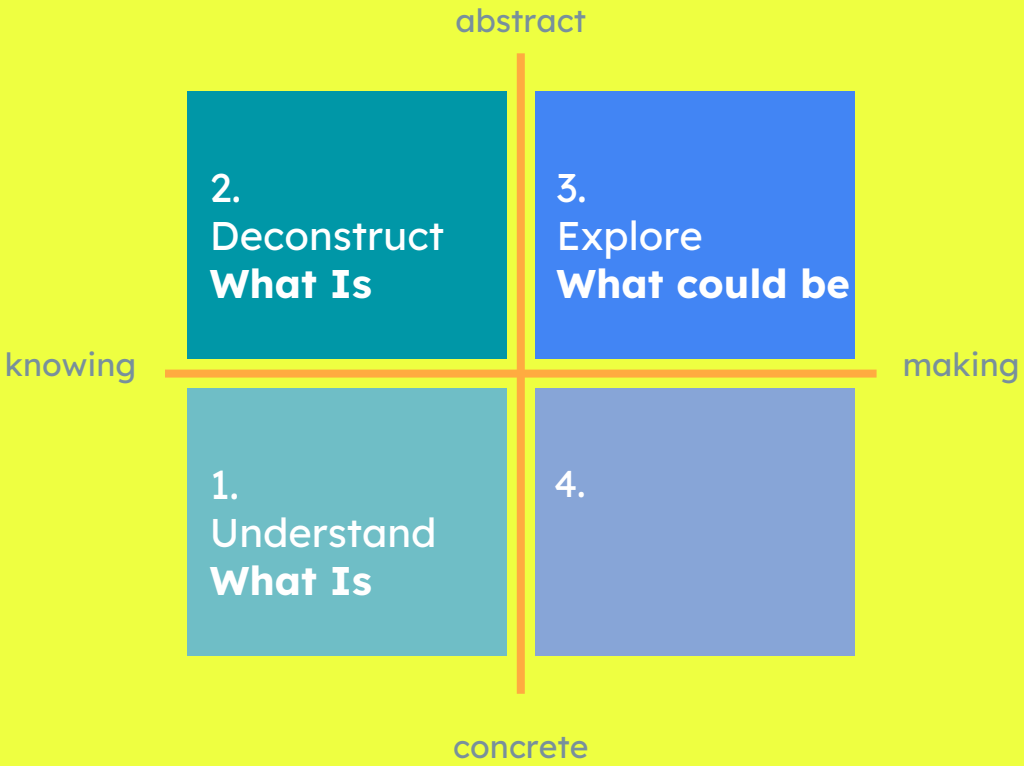

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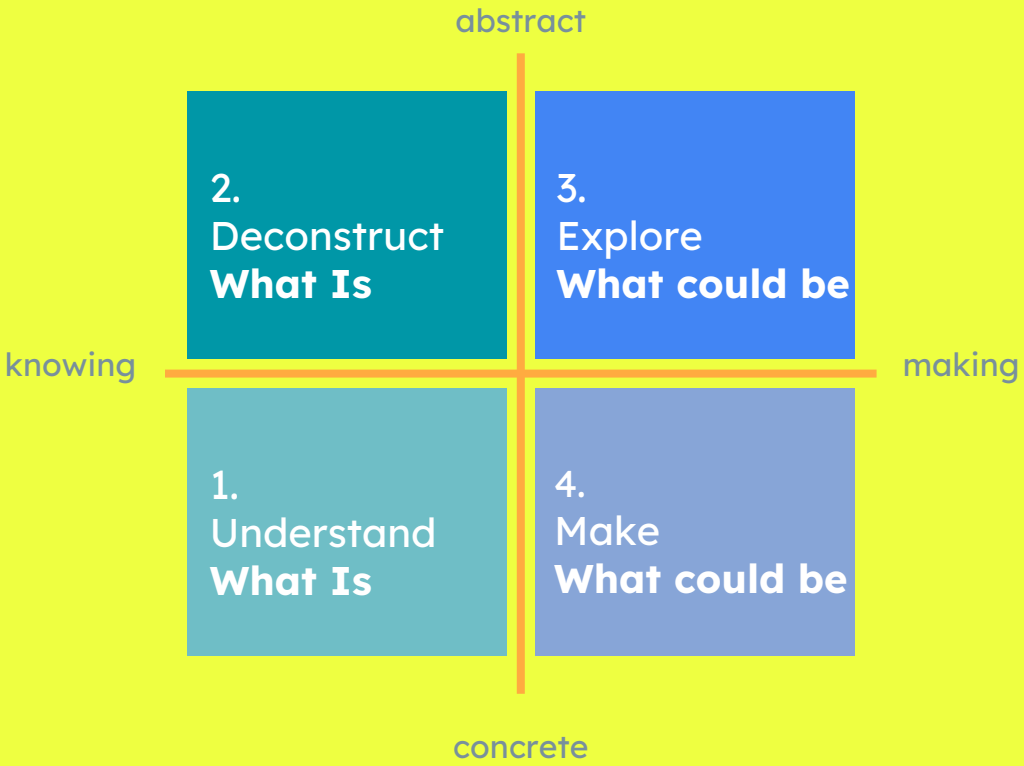

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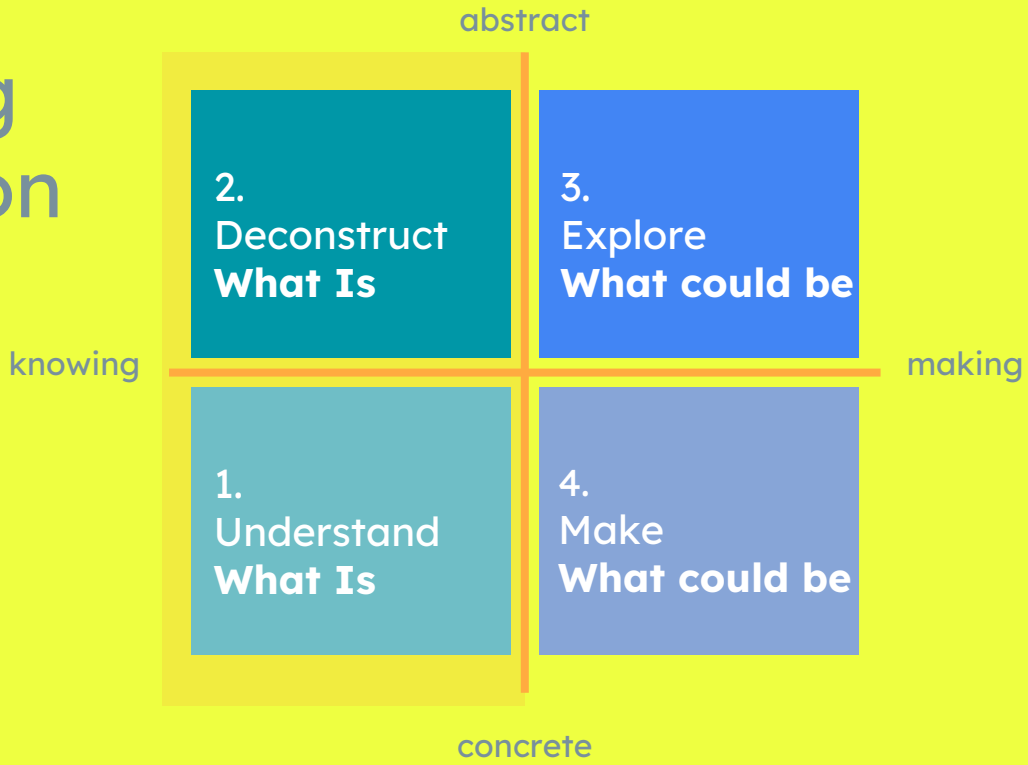

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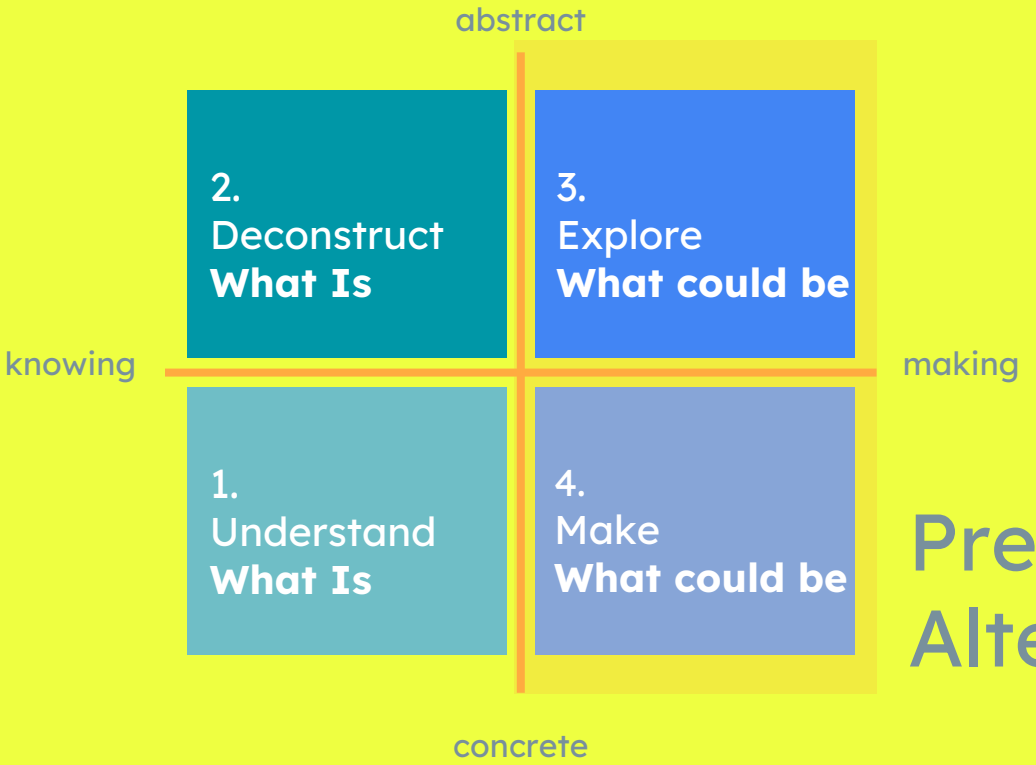

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How
might
we?

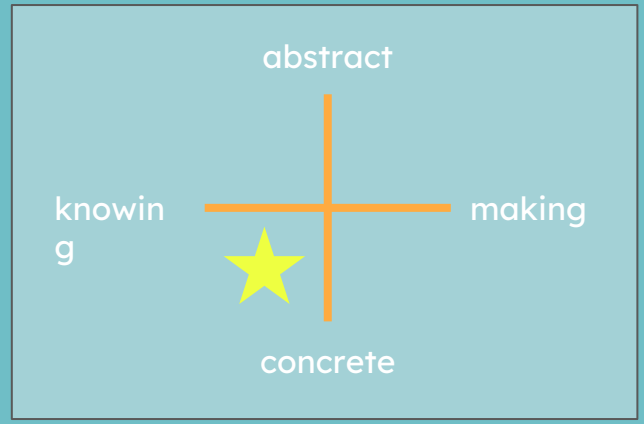
How
might
we?

How
might
we?

How
might
we?

How might we…

Understand **What is?**



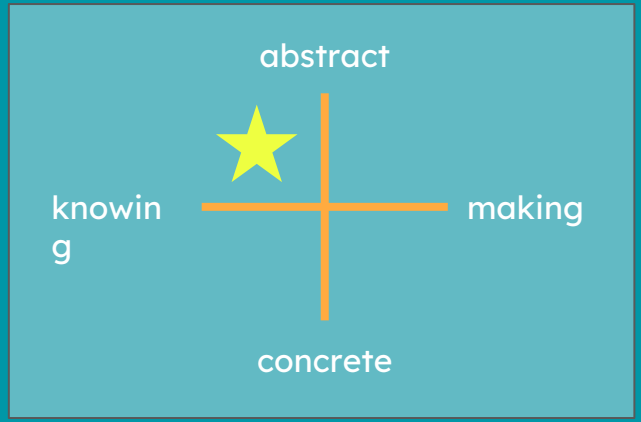
Observation

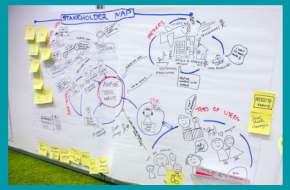
Immersion

Contextual Inquiry

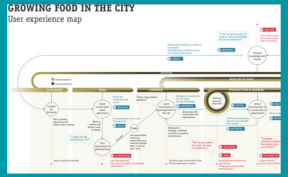
How might we…

Deconstruct
What is?





Stakeholder Mapping

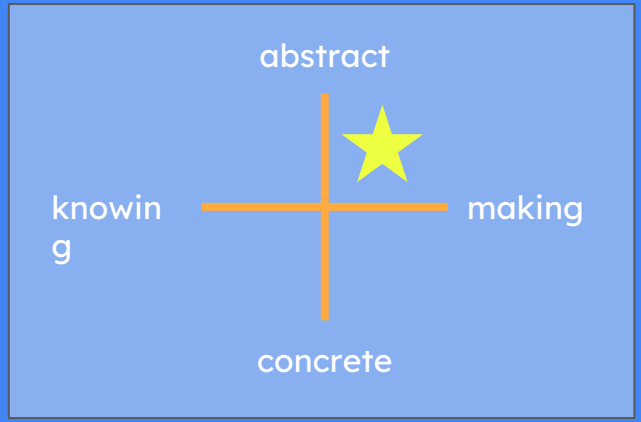


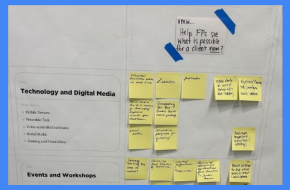
Experience Mapping,
Journey Mapping

Affinity Clustering

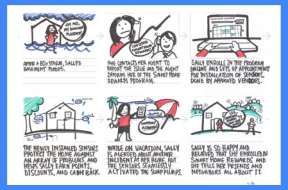
How might we...

Explore
What could be?





Statement Starters, Creative Matrix

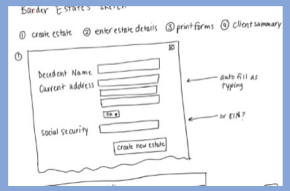


Storyboarding

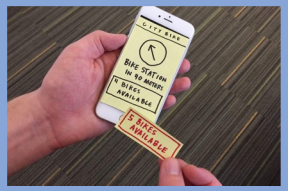
Concept Posters

How might we…

Make
What could be?

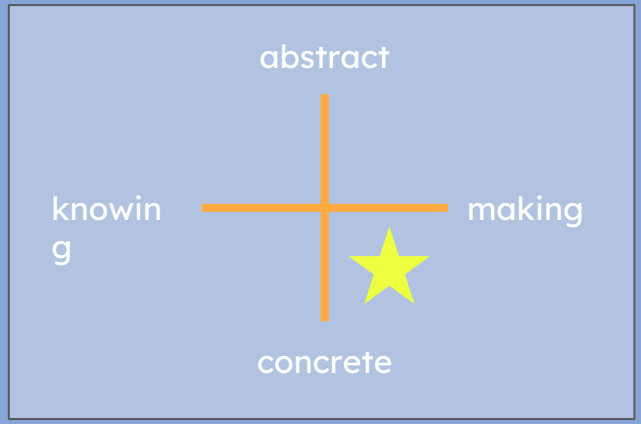


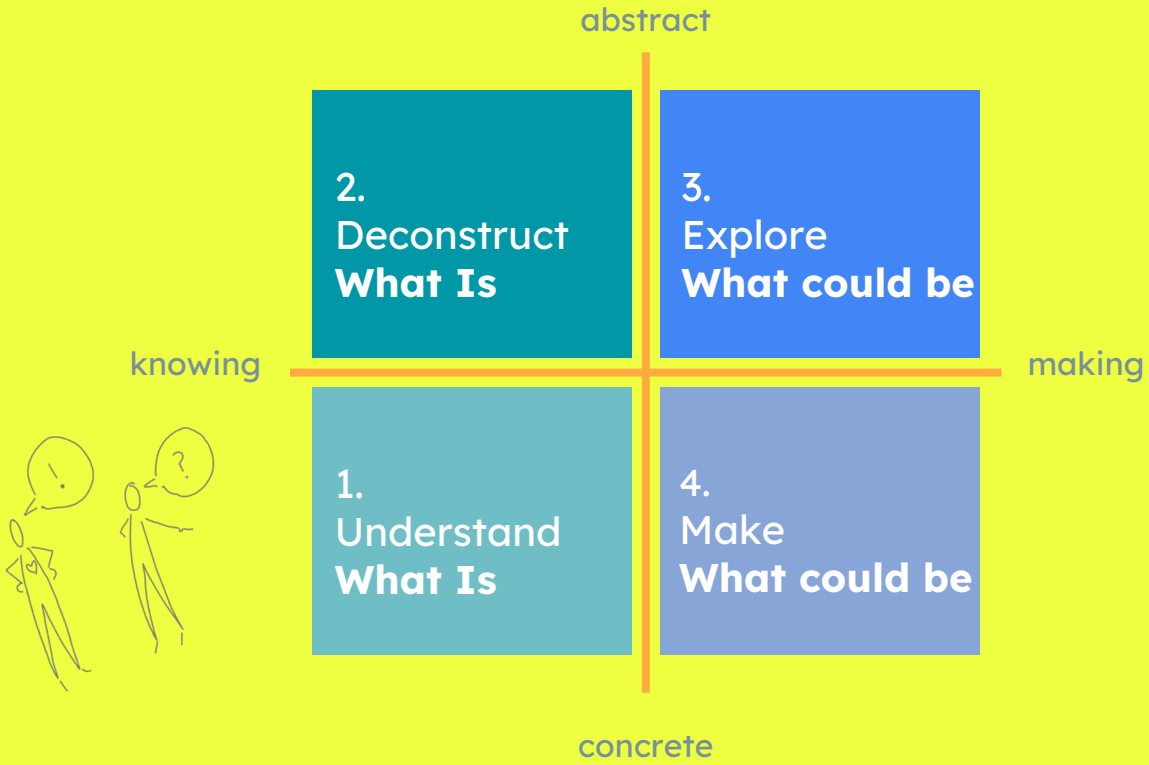
Sketching, Wireframes



Paper Prototyping

Pilots, Experiments,
Experience Prototyping





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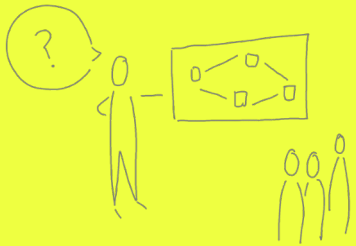

abstract

knowing

making

concrete

2. Deconstruct **What Is**	3. Explore **What could be**
1. Understand **What Is**	4. Make **What could be**

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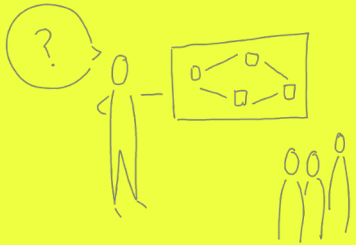

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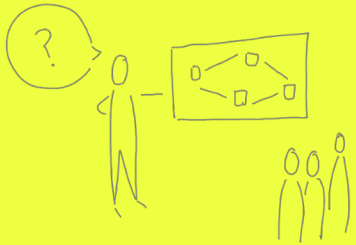

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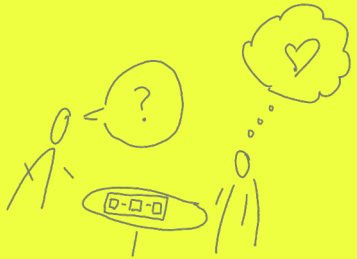

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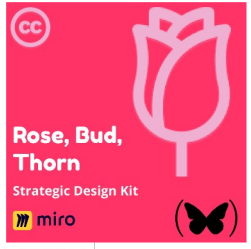

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Carnegie Mellon University
Swartz Center for Entrepreneurship

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design, research and
strategy consulting

V!B
a corporate
venture builder

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