

Design Thinking Beyond the Post-it Notes

Design Thinking Experts Tell All



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PRODUCT & EXPERIENCE
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INNOVATION BY DESIGN
WEBINAR PANEL SERIES



Introduction

Going beyond the post-it note

For many, design thinking can conjure up images of rooms full of white boards filled with post-it notes and ideas. Brainstorming sessions during which people come together to ideate and create what they believe is the next best thing for their customers.

These sessions are exciting, full of ideas, and energy.

But these brainstorming sessions are truly just part of design thinking. We think of post-it notes and workshops because these are the most memorable - or perhaps this is all a company does. But they represent one moment when companies have an opportunity to place their customer at the center of their design process. There are many more important steps that need to be taken for design thinking to have the results companies are seeking in their innovation journey.

So the question is, how does one go beyond the post-it note? And beyond the workshop?

How do you translate exciting brainstorming sessions into meaningful product innovations and business opportunities? Our most recent [Innovation by Design hangout webinar series](#) looked to professionals in the Innovation and Design Thinking space to share with us their tips, tricks, and secrets to going beyond the proverbial post-it note to meaningful ideas and business solutions.

Panelists from **Allegion, AT&T, American Greetings, Biogen, Bose, Eastman, GE, IBM, LPL Financial, MIT, Nielsen, Ralph Lauren, Salesforce, Schneider Electric, Stanley Black & Decker, Symmons, UnitedHealth Group, U.S. Department of State** and many more gave us their candid insights surrounding the successful implementation of design thinking and innovation projects within their companies.



#designthinking #innovationbydesign

This paper is an opportunity to learn directly from the mouths of design thinking professionals and practitioners from well known branded companies. It provides you with a glimpse into their words of wisdom, including the tools of the trade, their thought processes involved, and ultimately what it has taken them to launch a successful innovation project.

The areas and hangouts that we focused on include:

Setting up to be an innovative company

[How Do You Create a Culture of Innovation?](#)

The tips to evangelizing and selling innovation inside your company

[How to Sell Innovation and Design Thinking Internally](#)

Why Design Thinking should be considered in a company's innovation efforts

[Understanding How Design Thinkers Think](#)

How Experience Design plays into a company's innovation success

[What Does Experience Design Mean to Product Companies?](#)

The importance of iterating in design

[How Much Design Iteration Is Enough?](#) and [Finding Ideas That Are Meaningful](#)

The characteristics of great innovators and design thinkers

[How Do You Create a Culture of Innovation?](#), [Understanding How Design Thinkers Think](#) and [How to Build Your Innovation Provider Ecosystem](#)

We hope this paper will help to remove some of the mystery surrounding the design thinking process and inspire you to take your next project to a new level like our Innovation and Design Thinking expert panelists have.





Setting Up to be an Innovative Company

Do you know which companies are innovative? The ones that are the change leaders. Those companies that have a culture that accepts and encourages risks. In our hangout, [How Do You Create a Culture of Innovation?](#), panelist Valerie Lancelle, Vice President of Innovation at U.S. Bank says, "...risk adverse companies need to shift to a culture that is supportive of risk and testing of hypotheses. This needs to come down from the top as well as middle management." She says this means that innovation needs to become part of a company's blood, part of their ethos. And you need to forge a culture of innovation at your company to succeed.

But how does one create a culture of innovation, design thinking, and be human centered in a company and *why* is it so important?

Our panelists from U.S. Bank and American Greetings shared their insights on this in [How Do You Create a Culture of Innovation? Creating a culture of innovation](#) can be a challenge across the board. From finding leadership that can champion the efforts, to developing the right team of innovators, creating a culture of innovation is one of the biggest challenges companies face today. Our panelists talked about how when facing the challenge of how to innovate, that it can be hard to get a company's C-suite to be willing to invest in something they cannot set ROI metrics to.

How do you create an inclusively managed culture for designers?

Hey, Boss! Can you please...

Be clear about the business problem.

Advocate for the user.

Allow for failure.

Ask questions to build empathy.

Source: 2018 Design in Tech Report
<http://www.dmi.org/?DesignValue>

Our panelists continued their discussion, for companies that are not used to these practices, creating a culture of innovation can seem overwhelming and unnecessary. But the challenge is necessary, as the survival and growth of corporations nowadays requires this shift in thinking. Lisa Wascovich, Director of Digital Innovation, at American Greetings stressed in our hangout, [How Do You Create a Culture of Innovation?](#) that a true shift in culture happens when money and people are assigned to innovation—and they are dedicated to it, versus partial jobs or shared budgets that compete for proven ROI initiatives.

Let's look at how innovation experts "sell" innovation strategies within their companies, resulting in culture shifts and business growth.

How to Sell Innovation as a Necessary Business Unit

So you've finally started to think like an innovation leader and want to shift your company's culture to focus on innovation. It's exciting, but now you need to sell the idea of innovation to top executives in your company.

How does one sell innovation, a fairly ambiguous process, to a community of leaders who are committed to ROI? Being a facilitator of innovation is just one of the ways. As Ann Marie Dumais, Open Innovation Leader and Design Strategist at GE, said on our [How to Sell Innovation and Design Thinking Internally](#) hangout, the role of innovation should center around optimizing a process, as it is in GE. Ann Marie stressed that becoming a "facilitator of innovation", instead of a doer of innovation, has helped to sell projects to company leaders.



"It's important to get comfortable with feeling *uncomfortable*."

leasha Taitano
VP of Innovation and Design Thinking
LPL FINANCIAL

As leasha Taitano, VP of Innovation and Design Thinking at LPL Financial shared in the webinar hangout, "It's important to get comfortable with feeling *uncomfortable*. When you're tasked with facilitating innovation, you need to be able to speak to the tension of ambiguity. The authenticity it lends, helps those around you, especially leaders, see that you are coming from a place of true empathy. Saying things like, 'Yes, this will be uncomfortable but I will help you through it,' helps to ensure that key stakeholders know you'll be there throughout the process."

Most importantly, you need to truly believe in your innovation initiative, and that needs to show. Taitano notes, "...you need to win their hearts and minds." And she added that inauthentic empathy can have the opposite effect. Evangelize, but remember to remain patient as the C-suite becomes more comfortable with the innovation process.



Our panelists from GE and LPL Financial in the same hangout, discussed how comfort is better achieved when expectations are set throughout the process. As the owners of the innovation process, they shared that it is important to be able to articulate and overcome the following barriers to ensure success:

Preparation

Prepare the people who will do the work. This can be the team of engineers working on the project, the strategist leading the field work, or the C-suite who will be sponsoring the project. Be sure you know who the sponsors of the process will be and how they can lead you through paths of discovery.

Communication

We said it before, and we'll say it again, COMMUNICATION is key through this process. Keep expectations clear, over communicate expectations and keep all parties involved.

Execution

You've planned, you've communicated, you've helped your team get ready for their next innovation project, now what? Well, it's time to innovate. Sometimes innovation projects can take place in-house, and they can be especially fruitful if they do. However, as leasha Tatiano of LPL Financial notes, "...it is hard for internal people to believe they don't know something since they are the experts of their domain." Being one step removed from your business objectives can be an incredible way to develop insights.

Breaking internal innovation barriers

Communication. It's the key to pretty much any aspect of business, but as our U.S. Bank and American Greetings panelists from our hangout [How Do You Create a Culture of Innovation?](#) discussed:

Communication is vital in the process of breaking down internal innovation barriers. Sometimes this means *overly* communicating and other times it means communicating using stakeholder's language. Next they shared the steps to take.

First, as the key stakeholder of the innovation initiative, you must *communicate* what innovation means for your company. Being able to clearly define innovation, in terms of your company's area of expertise, helps for stakeholders to see and share in your vision. Once stakeholders can see and share your vision, they are more likely to become sponsors of your mission. Having vocal executive sponsors is vital in breaking down internal innovation barriers. It means having a leader who can address roadblocks and help move an innovation project forward.

Next, they said that it's important that as you communicate to share how your company will measure return on investment (ROI). With

innovation initiatives, it's important to vocalize exactly what ROI means and how it will be measured. More importantly, it's imperative it's made clear that innovation initiatives take *time*, often *lots of time* and so the ROI may not be seen for several years. For many projects, this means that ROI will take a backseat, leaving room for planning, curiosity, and of course iterations.

How Is Success Measured?

When selling innovation and design thinking internally, you may be asked about KPI's and ROI. This has been a common topic in our hangouts. Many panelists have pointed out that it's always challenging to set KPI's for innovation. In [How to Build Your Innovation Provider Ecosystem](#) the panelists discussed that unlike sales, where a number can be set, you need to look at deliverables, and the key milestones that get you closer to the end goal. They added that you can also monitor if the project is on time, on budget, how the overall relationship is doing, and whether there is flexibility to change when variables and learnings change. In the end, Jason Berns, SVP of Product Innovation at Ralph Lauren said, "It is really about 'Are we getting 'it' done?' - whatever 'it' is".

Beth Mercurio of Symmons reminded us in the same hangout to check in to continually ask:

"Why are we doing this?"

"What's the value to the customer?"

She and Jason stressed that innovation is really about change, so again, [discomfort should be expected](#). This is a good thing because if you are not uncomfortable then you're probably not being very innovative. Manage the internal and external teams with clear and continuous communication so you have a collaborative, synergistic, comfortable ecosystem that can pull together to work through the discomfort.

Beth Mercurio reminded us to be patient and that, "Innovation happens over time."



"Innovation happens over time."

Beth Mercurio
Director of Strategic Initiatives
SYMMONS



The Experience Design Process

In our hangout [Understanding How Design Thinkers Think](#), our panelists from GE Healthcare, Eastman and Bose, stressed that any company's first concern in undertaking innovation must be around finding ideas that are meaningful to pursue. And finding "meaningful ideas" means uncovering [ideas that address the problem statement](#), meet your company's objectives, and resonate with the target audience.

Solve for the right problem and design with the customer in mind.

But "How do you get the best ideas?" is the question addressed in the hangout. Our panelists shared that today's customer is not simply looking for a customer experience, but something that will transform their understanding and need of the brand.

In our hangout [What Does Experience Design Mean to Product Companies?](#), the panelists shared that the key to successful design is to look at the base need of your customer. Ed Boudrot, VP of Product Management at UnitedHealth Group runs Fusion sessions to better understand the problem they're solving for. And while "[...ethnographic research](#)" is critical, so is the synthesizing that needs to be done after the research. Spending enough time synthesizing is how you start to evolve and find the true pain points and discover the base needs. It is a true art."

Debra Reich, User Experience Design Strategist for Consumer Wellness at Bose said that she looks to "...literature and Google foundational research and hires experts to speak with before going out into the field. This helps us generate a list of hypotheses of what we may be able to do to help the customers."

However panelists in our [Understanding How Design Thinkers Think](#) hangout, reinforced that it's important not to make assumptions or hypotheses that cannot be changed when seeking to uncover base needs.

The key to human-centered design, as UnitedHealth Group said is to "...prove your experiments along the way. Get constant feedback. What are you seeking to learn?" Continuous design is important to driving to a transformative solution. Creating that "one-degree shift that leads them to a new way of thinking."



But what is a truly transformative experience?

Many of the hangouts discuss “transformation” as this is often used as a goal for a company’s innovation initiative. Panelists discussed that to be “transformative” in design is to improve someone’s life in a breakthrough way. Ed of UnitedHealth Group in the hangout, [What Does Experience Design Mean to Product Companies?](#) gave the example, “...like giving nurses one device to record information after observing their daily routine instead of the multiple devices they were forced to juggle previously to meet client needs. It created an improved experience for both nurse and patient. Better still, the nurses no longer had to use their evenings to transcribe data allowing them to spend more time with family or doing things for themselves.”

Debra stated, “At Bose I don’t care whether the speaker sounds great. I care if I am [delivering an experience](#) that calms them down, energizes them for their workout or makes a party more social.”

And Mark Ciekso, Americas Regional Manager and Global Design Director of Design Thinking of GE Healthcare, shared a few design principles to keep in mind as well in our hangout [Understanding How Design Thinkers Think](#):

Focus on human values

Start with the user and have empathy for what they are trying to accomplish.

Show, don’t tell

Showing is always more powerful than telling. Mark added, “At GE we like to say, if you don’t write it down, it did not happen.”

Why empathy matters

“Sympathizing and having compassion is not the same as [empathy](#),” shared Debra of Bose. “There are, in fact, very rigorous processes and technology we employ in the field to understand the user motivation, their emotional state, and the jobs-to-be-done.” Empathy is integral to the Design Thinking process. It views users at the hub of the wheel, never a spoke.

Mark of GE shared a very memorable story that exemplified how Design Thinking can vary from the more traditional innovation approaches: the [“Pediatric Adventure Series”](#). This was a TED Talk where Doug Dietz of GE shared how they redesigned the MRI experience after seeing a little girl’s fear of having an MRI. They moved from the traditional approach of designing a new scanner to using design thinking to design for the entire experience including the conversation about the scanner in the car ride there and home (with that little girl).”

But how do you know if a solution is solving a consumer-driven problem?

This is a common question asked of our panelists. Our panelists were united in responding that getting customer feedback, using prototypes as stimuli for probing and getting better answers to the why will help to solve for what the customer needs.

Beth Mercurio, Director of Strategic Initiatives of Symmons, an Altitude client, shared that Altitude uses an iterative process and continually asks “why?” to ensure the best ideas and solutions for a customer get discovered and evolve.

Is your customer chair green?

How do the folks at Symmons keep the customer at the forefront of every conversation? They keep a green chair in every conference room that represents the customer.

Symmons’ green chair serves as a physical reminder to [keep the customer in mind](#) during every conversation. No one is allowed to sit in the chair, unless they are of course, the customer. And in this way, they remain mindful of that perspective and how important it is to capture the customer’s key moments and pain points.

For example, as Ed Boudrot, VP of Product Management at UnitedHealth Group points out, implementing technologies in meaningful ways to address pain points requires careful observation. When management at UnitedHealth Group wanted to bring Google Glasses into the patient-doctor experience, Ed was game. But, he wanted to do so meaningfully. After observing and talking with several doctors, the Optum team at UnitedHealth Group observed and heard about the “wasted moments,” specifically, when doctors were walking to see patients.

This was the moment for innovation. Ed’s group used the Google Glasses to help display upcoming patient information to the doctor as they walked to see each patient. The result was a more informed doctor who could then personalize the patient experience. A win all around.

How can you implement something like this? Ed suggests in the hangout, [What Does Experience Design Mean to Product Companies?](#), that practitioners ask themselves:

Who are you serving?

What is their journey?

What are the key moments?

How can we apply technology to the problem?



Then, the three panelists in [What Does Experience Design Mean to Product Companies?](#) said to follow these key principles:

Begin With The End In Mind.

It's easier to think about what we may want and not what the user wants. So start with what the *end user wants* so you are focused on them – not you.

Seek First To Understand Then To Be Understood.

Being passionate about your ideas is great, as long as you've [started with the end user](#). If you need to explain your concept to the user, the idea is inherently flawed.

Go Where Your Users Are.

Get out of the office and submerge yourself where your users are so you can observe and engage with them in their environment.

Test Early And Often.

Be sure you're developing what users want by checking in many times along your process path. Otherwise you may get to the end and find you were entirely misguided.

Time.

Consider if the user can understand your value proposition quickly and easily.

Effort.

There is an inversely proportional relationship between effort to understand and experience. Products that are easier to understand and operate typically result in a higher customer experience – even if they have fewer features. In fact, more features *can* drive complexity and result in a poor user experience.

Ask “WHY.”

This gets to the real meaning and value to the user. “Yes/No” survey type questions are restrictive and shut down meaningful dialogue that could potentially revolutionize your offering before the conversation can even take place. And be certain those on your team asking “why” are unbiased and able to capture ideas offered by fresh eyes without flavoring those observations with what they'd like to see happen.

Create An Emotional Connection With The End User.

A lifetime customer has an emotional connection to your brand. The one-time customer does not.

And iterate. Iterate. Iterate. Remember as said earlier by our panelists, it's never 'one and done.'



Iteration, It's Not Just For Products.

Iteration, both on the product level and through research gives you an opportunity to constantly keep your customer at the center of your process. Symmons uses [ethnographic research](#) to help gather customer feedback at each stage of the research process. You need to be open to iterating to ensure you have the best solution for your customer.

Beth Mercurio from Symmons says, "Customization and personalization are becoming the cost of entry. You have to truly understand what is valuable to your customer...You must have enough interactions with the customer in their environment to understand how they will see value and how they want to experience things. The value needs to be super clear so they will buy your product or service." And staying focused on customer value requires keeping an open mind, rather than a specific objective. And it can mean iterate. Iterate. Iterate.

"Meaningful ideas' are something you feel. **Trust your instincts.**"

Nate Cameron
Vice President, Executive Creative Director
EF EDUCATION FIRST



How Much Design Iteration is Enough?

Generating ideas can be relatively easy but finding *great ideas* is not. Brainstorming and ideation needs to be focused and purposeful to produce ideas that take you beyond a wall of post-its. And identifying the best ideas of all your ideas is important for success. In our hangout [Finding Ideas That Are Meaningful](#), the panel defined "meaningful ideas" as [ideas that address the problem statement](#), meet your objectives and resonate with the target.

Nate Cameron, Vice President, Executive Creative Director at EF Education First, offered a visual queue to take the temperature of a room: "...use the 'silent nod, goose bump test' where you look around the room and see the nods where everybody feels it. 'Meaningful ideas' are something you feel. Trust your instincts."

Ann Marie Dumais who was the Open Innovation Leader & Design Strategist at GE at the time, shared that it's important to [have a clearly articulated problem statement from the start](#), and to think about the end state before gathering ideas. Heather Saforrian, Director, Strategic Innovation at BioGen added the importance of "exploring a wide variety of paths to get to the most meaningful ideas."

To help put this in perspective, the panelists discussed frameworks to vet ideas and innovation before moving forward. For example; [desirability, feasibility, and viability](#).

Finding the most meaningful ideas comes from iterating and iterating again.

In our hangout [“How Much Design Iteration Is Enough?”](#) Gerber Technology, EF Education First and Accenture Innovation Lab panelists, talked about how endless iterations are the enemy, but iterations can feel endless regardless. So how do you know when to say, “enough!” Our panel of experts explored precisely that and offered best practices to guide your efforts.

They also discussed *how many prototypes does it take to get “there”?* They stressed that “You don’t want perfection to become the enemy of progress. Sometimes a product is good enough and you have to ship it.” Here are our top takeaways from the hangout [How Much Design Iteration Is Enough?](#) to guide your efforts:

1. **Have a bias towards action.** This is crucial if you want to see success. Don’t tell your customer, *show your customer the possibilities*. Give them the product, let them play with it, and then observe. Through that observation will come your next round of product iterations.
2. **Create a culture in the team to embrace failure.** A culture of failure is so important to fostering innovations. Have fun with this. Sunny shared that Accenture Labs calls failures a “tah-dah” moment and raises their hands to cheer people on if they fail so they can be more comfortable knowing this is ok. And they make sure to learn from it in the next iteration.
3. **Stop iterating if you are stuck.** That’s right. Are you stuck? Something just isn’t working? That’s ok. Stop iterating.
4. **Stop iterating if you are not making progress.** Maybe you’re not only stuck, but you keep refining the same exact thing. That means, it’s time to STOP.
5. **When the customer asks, “How soon can I have this?” Then get to market faster.** This is an amazing problem to have. If your customer’s asking for your product, then you’re in good shape.
6. **Are you delivering more value than what you have today?** If your new iteration is better than the product that already exists, then ship it.

Remember that if you do go to market you can learn more from your customers and iterate again. So, use those two-week sprints and observe your customers to find ways to get to market faster. [Learn](#). Iterate. And revise.



In our hangout [How Much Design Iteration Is Enough?](#), our panelists agreed on five criteria that are needed for effectively gathering and vetting ideas. These are:

- **Create a safe place** where people are fully comfortable sharing even the “weird ideas,” as Nate put it.
- **Have open acceptance to pivot off an idea or path quickly** if it is clear you are going down the wrong path.
- **Be open to all ideas from all departments** so silos are reduced and a wider network of idea gathering happens. Great ideas often come from unexpected places.
- **Do not start out feeling that you know the solution** or you may miss the big opportunity. [Jarden's Margaritaville Frozen Drink Maker](#) is a perfect example of this.
- **Be ready to discuss how to get in the way of a problem** or how to break it, versus only how to solve it.

Next let's look at who you want on your innovation team to help with iterating for that next great innovation.

What makes for the “right” person on an innovation team?

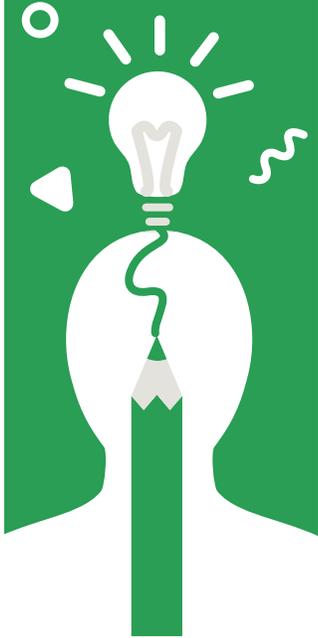
Finding the right personalities to be on an effective innovation team can be challenging. For team leadership, Nate on the [Finding Ideas That Are Meaningful](#) panel cautions to “not be a permission-based leader. And no egos.” The people on the innovation team should have a high bar for what constitutes “great” and a sense of what works and what just doesn't. Leaders should be able to guide the conversation productively. Ann Marie added that people need to be able to, “get comfortable with being uncomfortable.”

This thinking aligns with what Lisa Wascovich, Director of Digital Innovation at American Greetings shared in our hangout [How to Create a Culture of Innovation in Your Company](#) that, “...failing fast is critical. Also having a budget and the right people will enable a company to be more innovative.” But more specifically who are the “right” people to have on your innovation team?



“...the right people will enable a company to be more innovative.”

Ann Marie Dumais
Open Innovation Leader & Design Strategist
GE



Lisa of American Greetings and Valerie from U.S. Bank offered some characteristics:

Key Characteristics of Great Innovators and Design

- **Be passionate:** Someone who is a great innovator is not only passionate about forward thinking, but can communicate that passion across business units.
- **Be a phenomenal storyteller:** Innovation leaders with a brain wired to tell stories that evoke emotions and a true sense of the customer's need are able to sell innovation projects and gain acceptance much easier.
- **Be an avid reader:** The best innovators are not simply subject matter experts, they are well read in a variety of areas and able to connect the dots across multiple industries and subjects.
- **Be open-minded:** Great innovators not only need to be open minded, but able and willing to discuss a path to push and make things better.
- **Be different:** Have the creative confidence to operate a little differently, share ideas openly, and draw people in to make activities more collaborative.
- **Be bold:** Having a bold personality and being comfortable taking risks helps great innovation leaders push forward exciting and new products and services.
- **Be weird:** Having the ability to simply be open and “weird”, thinking outside of the box and suggest out-of-the-ordinary ideas in the pursuit of something awesome can help take your team to the next level.

Thinkers

They stressed that not all skills are found internally – at least initially. You may determine you need to augment skills with external innovation providers.

Consider pulling in external resources, too

There are as many options as there are ideas out there to help your company innovate, so it's important to understand what those options are and which fit with your goals and company culture. Your choices range from software products to innovation partners and consultants, and all offer value – just not all are valuable to YOU.

Our hangout [How to Build Your Innovation Provider Ecosystem](#) with Ralph Lauren, Symmons and LPL Financial shared some of the areas that they use external vendors for:

- Scaling operations – examples: host a design session or use a consultant to augment workload
- Providing tools or training to our employees – examples: brainstorming or crowdsourcing software
- Working on minimally viable prototypes

For example, at Ralph Lauren, Jason Berns, Senior Vice President of Product Innovation Global Operations has SME's (subject matter experts) who are strong at managing external agencies, but goes internal when it comes time to execute.

But how does that look in action? It depends.

What Should Your Ecosystem Look Like?

“What your ecosystem looks and feels like depends on your maturity cycle,” shares leasha Taitano, VP of Innovation and Design Thinking at **LPL Financial**. “So when you're first starting, you may use SME vendors to help ramp and scale the knowledge internally. Once you've cycled through what your plan is and have tested it, then you're comfortable relying on different types of vendors and tools to stretch the reach. And we use these external vendors to create minimum viable prototypes.”

All panelists agreed that “fit” is key for trust and comfort when working with a vendor. Vendors that ask challenging questions help clients succeed - much more so than those who shy away from the tough issues. Jason added, “The relationship is so critical when working with broad-based agencies. They need to understand your organization.” And they can't demonstrate true understanding if they aren't questioning anything to test that knowledge. And it also makes it difficult to measure success. For more on this topic refer to the [How to Build Your Innovation Provider Ecosystem](#) hangout or our paper [Design to Win: Start by Choosing the Right Partner](#).

All of your ecosystem must be on board with putting the customer experience at the hub. As our panelists shared on our hangout [Let's Talk About Innovation Strategies](#): One of the biggest challenges we have seen is balancing patience with urgency...You need to go slow to go fast...go deep to understand customer needs and then spend time to understand what that means for the potential opportunity and the business. The “go slow to go fast” is vital for all involved on the innovation team to truly and meaningfully understand the customer experience, and how that can be foundational to a successful innovation project.

And for inspiration to get you and your ecosystem in the right mindset to tackle some of the tips from the experts...



“It takes the same amount of energy to dream big as it does to dream small. So if you think about that-
why not dream big?”

Sunny Webb
Technology and Innovation Executive
ACCENTURE INNOVATION LABS

The Complete “Innovation by Design” Hangout Series

Curious about design thinking? Want to learn more about the entire process? Check out our complete “Innovation by Design” hangout series where you can learn more from leading innovators in your field.

[Selling Innovation and Design Thinking Internally](#)

[How Will Innovation & Design Evolve in 2017?](#)

[Finding Ideas That Are Meaningful](#)

[What Does Experience Design Mean to Product Companies?](#)

[Designing Experiences in the IoT Age](#)

[Understanding How Design Thinkers Think](#)

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[Digital and Physical: A Design Fusion?](#)

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AMERICAN GREETINGS

GE

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salesforce

Schneider Electric

UnitedHealth Group

EASTMAN

nielsen

IBM



About Altitude

Altitude, an award-winning design and innovation consultancy acquired by Accenture, creates breakthrough products and experiences that deeply resonate with users and build lasting business success for clients. We believe that true innovation arises when talent and spirited intellectual engagement meet business acumen and a deep understanding of consumer needs and desires. With expertise in strategy, design, and technology, Altitude uncovers powerful opportunities and transforms them into solutions in the market that move business forward. Since 1992, Altitude has worked with companies worldwide, including **Bose, Black & Decker, Briggs & Stratton, Colgate, DeWalt, Margaritaville, Nike, Thermo Scientific, and Under Armour.**

altitudeinc.com
617.623.7600



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