

# DESIGNING FOR INNOVATION

---

A toolkit for creating innovative solutions to build consumer demand for tobacco cessation products and services.

## GETTING STARTED

---

GETTING PEOPLE TO CHANGE BEHAVIOR IS HARD WORK, AND GETTING SMOKERS TO QUIT IS ONE OF THE TOUGHEST BEHAVIORAL CHANGES OF ALL.

TO INCREASE THE LIKELIHOOD OF SOLVING TOUGH PROBLEMS, WE NEED TO THINK ABOUT THEM IN NEW WAYS. WE'VE DESIGNED THIS TOOLKIT TO HELP YOU THINK ABOUT SMOKING CESSATION IN A NEW WAY — AS A CONSUMER EXPERIENCE THAT CAN BE CAREFULLY DESIGNED AT EVERY STEP OF A QUITTER'S JOURNEY.

Currently, most evidence-based cessation products and services are under-used. Less than half of all smokers turn to evidence-based options when trying to quit. We think that a big reason smokers don't use cessation products and services is that they're poorly designed, marketed, and sold.

To be competitive with the way tobacco companies market, sell, and design their products, tobacco cessation products and services need to be designed, communicated, and delivered with the same level of sophistication as other consumer products.

From 2005 to 2007, the National Tobacco Cessation Collaborative (NTCC) hosted a series of Consumer Demand roundtables and a national conference to address this challenge.

In addition to convening leading cessation experts, NTCC invited IDEO, the nation's leading innovative product design firm, to provide their expert thinking.

After participating in the Consumer Demand roundtables and national conference, IDEO identified a unique set of design principles specifically related to a consumer's experience with cessation. These principles can help those working in tobacco cessation take a fresh look at existing evidence-based products and services to identify ways to redesign and improve them. You can find these principles at:

[www.tobacco-cessation.org/ini\\_consumer.htm](http://www.tobacco-cessation.org/ini_consumer.htm).

Along with those design principles, we've designed this toolkit to step you through a process to come up with innovative new solutions. If you are hoping to make a bigger impact in the area of smoking cessation, why not approach the challenge in a completely different way? Who knows, you might just come up with a better way to help someone quit, once and for all.

---

## DESIGNING FOR INNOVATION - PROCESS

---

# CREATING INNOVATIVE SOLUTIONS TO BUILD CONSUMER DEMAND FOR TOBACCO CESSATION PRODUCTS AND SERVICES.

HERE'S A PROCESS  
THAT WILL HELP YOU THINK  
DIFFERENTLY ABOUT  
SMOKING CESSATION  
PRODUCTS AND SERVICES.

It's a simple process, but if it were that easy then you'd already be doing it, right?!

The process has five main steps: observe, look for patterns, brainstorm, prototype, and get feedback. Here's a quick description of each of the steps in the process.

**1. OBSERVE.** Observation is all about watching behaviors in order to come up with new ideas. What rituals do smokers engage in? Is there a way we could design a ritual for quitters to replace it? What do smokers do to maintain their habit? Could we design a new product or service that helps smokers maintain a tobacco-free state? Close observation of behaviors can provide clues about a smoker's relationship to tobacco, and we can use these insights to design a relationship to smoking cessation products and services.

**2. LOOK FOR PATTERNS.** After you've observed a few people smoking or trying to quit, tell stories with your colleagues and you'll start to see patterns. Like how everyone seems to get confused when they're trying to choose which kind of nicotine patch to buy. Or how most people think about quitting when they have some kind of a big health scare. These patterns are useful because they mean that you've stumbled on a big opportunity area.

**3. BRAINSTORM.** Once you've discovered a big opportunity area, you owe it to yourself to generate LOTS of ideas. Contrary to popular opinion, there are some rules to brainstorming that help you break free of your usual ways of thinking about a problem.

**4. PROTOTYPE.** Ideas are a dime a dozen. It's only when you've made an idea tangible so that people can experience it that an idea begins to stand out from the crowd of other ideas. Prototyping is quick and cheap, and it helps start wonderful conversations about what people like and don't like, what they need and don't need.

**5. GET FEEDBACK.** With a prototype, it's easy to get feedback. Just show your prototype to someone and ask them what they think about it. You'll be surprised at how opinionated people are—especially if you've given them something tangible to assess.

There you have it. Five simple (but not necessarily easy) steps. Follow these steps and you'll be surprised at what you can come up with. Now it's time for you to try it. On the next few pages we've provided you with some tools to help guide you through the process. We recommend that you work in a group—trust us, it's a lot more fun than working alone.

Ready? Set? Go!

## DESIGNING FOR INNOVATION - STEPS

---

### 1 OBSERVE

GET INTO THE SHOES OF THE PEOPLE YOU ARE DESIGNING FOR.

### 2 LOOK FOR PATTERNS

MULTIPLE SIGHTINGS OF THE SAME BEHAVIOR SUGGEST AN OPPORTUNITY AREA.

### 3 BRAINSTORM

FOLLOW A FEW RULES TO GENERATE LOTS OF IDEAS.

### 4 PROTOTYPE

MAKE IDEAS TANGIBLE SO YOU CAN HAVE GOOD CONVERSATIONS ABOUT THEM.

### 5 FEEDBACK

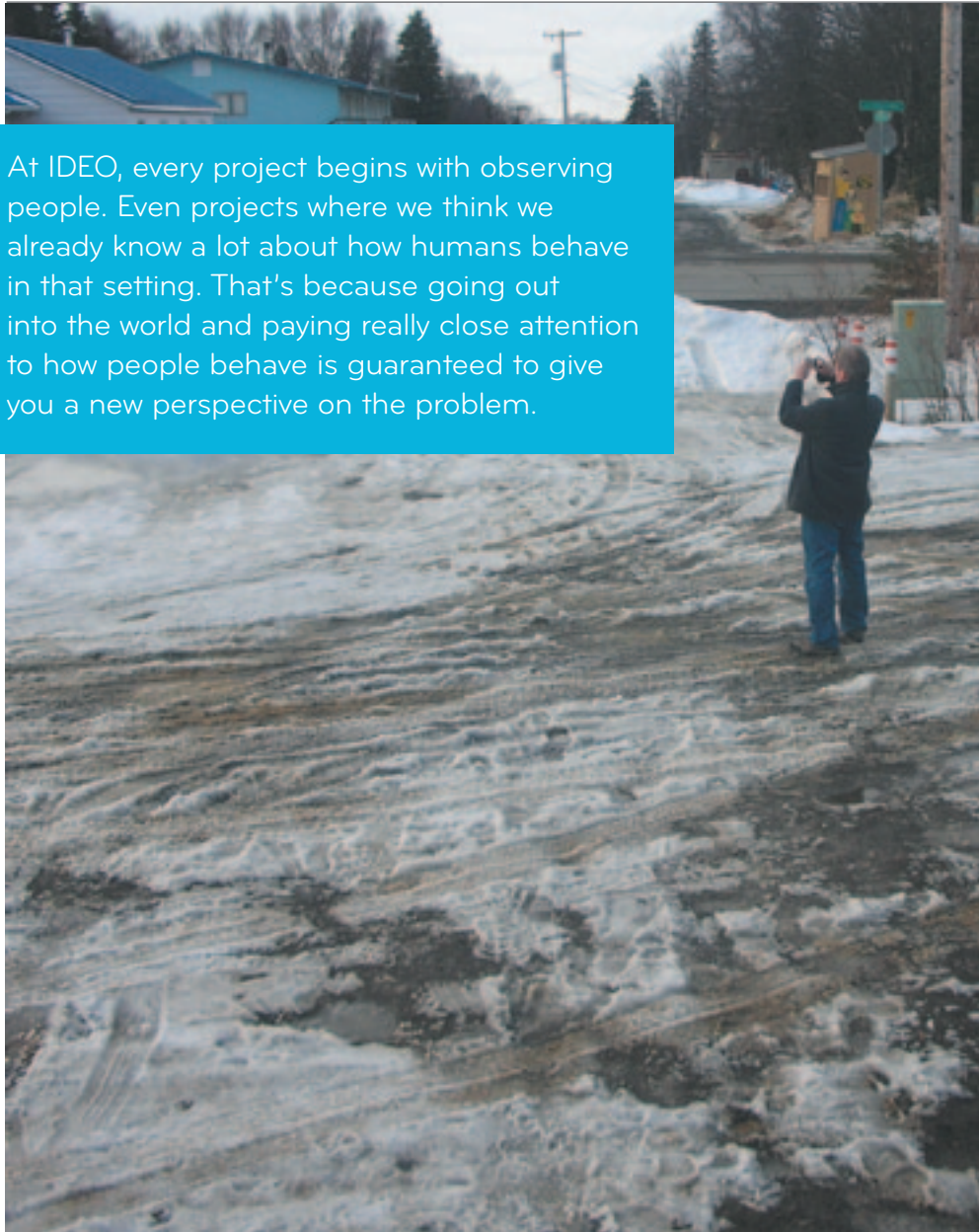
COLLECT OPINIONS BEFORE IT'S TOO LATE.

# OBSERVE

GET INTO THE SHOES OF THE PEOPLE YOU  
ARE DESIGNING FOR.

## OBSERVE

At IDEO, every project begins with observing people. Even projects where we think we already know a lot about how humans behave in that setting. That's because going out into the world and paying really close attention to how people behave is guaranteed to give you a new perspective on the problem.



### MAKE A CALL

Call a smoking cessation quitline as if you were trying to quit. What is the experience like?

- A. How did you find the right number?
- B. What was your impression of the conversation?
- C. How helpful were they?
- D. How did you feel when talking to them?
- E. What were your expectations of the conversation? Were they met?

### GO SHOPPING

Shop for products that would help you quit smoking. Take a camera along & document each step of the way.

- A. How did you decide where to go?
- B. How did you find what you were looking for?
- C. Did you need help understanding the choices? Was anyone available to help?
- D. What influenced your final choice(s)?
- E. After purchasing the product, did you know what to do with it?

### ATTEND A MEETING

Drop in on a smoking cessation support group. Be open about who you are and why you're there, and spend most of your time listening.

- A. What was the structure of the meeting?
- B. How did members support one another?
- C. What underlying needs were they expressing?
- D. Can you imagine making connections like this in other venues?

### INTERVIEW SOMEONE

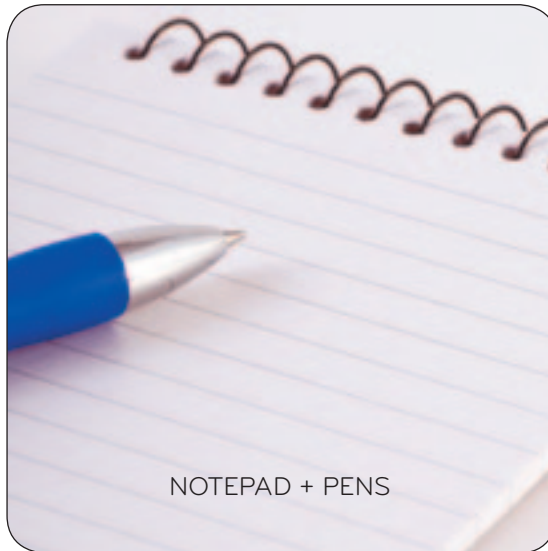
Have an hour-long conversation with someone who has had experience trying to quit, or is thinking about quitting.

- A. What were some of the challenges/successes of their experience?
- B. Who were the people involved in their experience? What role did they play?
- C. What were some of the products they used? How did these products integrate into their overall process?
- D. Were there any defining moments that sparked an outcome? Why?
- E. What was their incentive for trying to quit? How did they get motivated?

## OBSERVATION TOOLS (SUGGESTIONS)



CAMERA



NOTEPAD + PENS



AUDIO RECORDER



POST-ITS



VIDEO CAMERA



PHOTO RELEASE FORMS

# LOOK FOR PATTERNS

MULTIPLE SIGHTINGS OF THE SAME BEHAVIOR  
SUGGEST AN OPPORTUNITY AREA.



## LOOK FOR PATTERNS

When everyone in your team has told a story, look for any emerging patterns.



### START WITH ONE STORY

Remember to talk about the whole experience, including people and relationships, products, programs and lifestyle issues.

One person can start, but if someone else noticed a similar or related issue from their experience, allow them to jump in and build on their story. This should be a lively discussion. During the discussion, everyone should have a post-it pad to jot down any big themes, quotes, or issues they are hearing. Without judgment, put them up on a board and make sure to capture the key points of the discussion.

What did you do?

What was surprising about what you saw?

What stood out as a good/bad example?

What do you think were the motivations of the people involved?

Did you notice any unmet needs?

### DOWNLOAD TECHNIQUES

Top 5 (Top-down technique)

In the first 10 minutes, without looking at your notes, talk about the top 5 things you learned. What stood out? Often, what's top of mind are the biggest insights.

Storytelling 5 (Bottom-up technique)

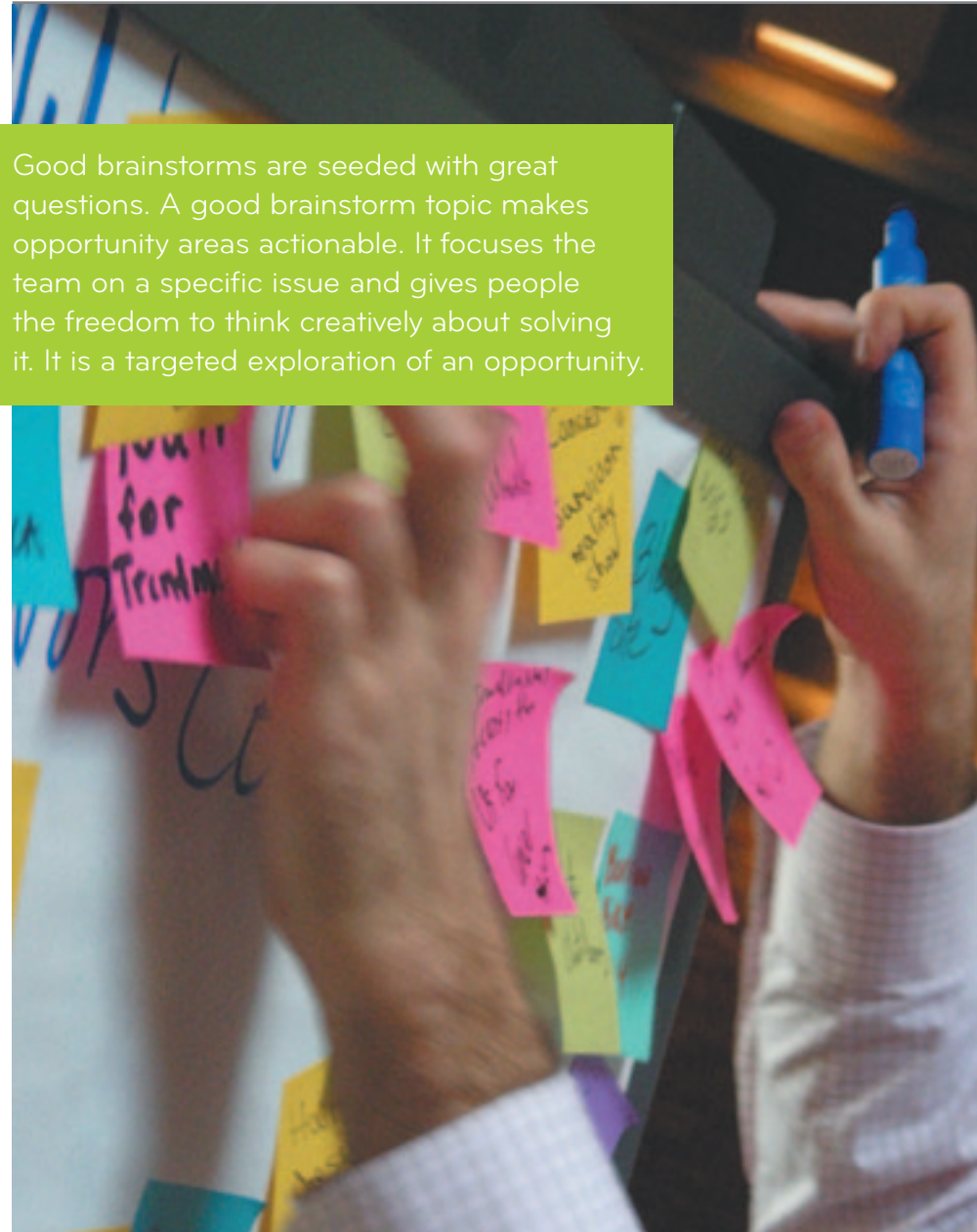
Capture stories, observations, and thoughts using your notes to jog your memory. Build on themes and stories together.



# BRAINSTORM

FOLLOW A FEW RULES TO GENERATE  
LOTS OF IDEAS.

## PRINCIPLES OF FRAMING A BRAINSTORM



Good brainstorms are seeded with great questions. A good brainstorm topic makes opportunity areas actionable. It focuses the team on a specific issue and gives people the freedom to think creatively about solving it. It is a targeted exploration of an opportunity.

### A GREAT BRAINSTORM QUESTION...

- Starts with the words "How Might We..." (HMW).
- Is not too big or too abstract, such that it can't be tackled.
- Is not too small, such that it generates only a few solutions.
- Is written in plain language. Simple and jargon free.
- Is exciting and full of possibilities.

### IF THE HMW ("HOW MIGHT WE") QUESTION IS TOO BIG...

Try asking yourself "What's preventing us from doing that?"

This will get you thinking more specifically, and help you to rephrase the question. For example:

HMW help people manage their social networks?

Q: What's preventing us from doing that?

A: People find it hard to stay aware of all their different social groups at any one time.

So, the new HMW question could be:

"HMW make peoples' social networks more explicit to them?"

### IF THE HMW QUESTION IS TOO SMALL...

Try asking yourself "Why do we want to do that?"

This will bring your thinking up a level and help you rephrase the question. For example:

HMW implement alerts and reminders into a weekly calendar?

Q: Why would we want to do that?

A: Because people find it difficult to keep track of events and to-do's.

So, the new HMW question could be:

HMW help people track the events that are important to them?

## BRAINSTORM PREPARATION

To many people, brainstorming is synonymous with an undisciplined conversation. But conducting a really good brainstorm involves lots of discipline and takes a fair amount of preparation. Here are some suggestions for conducting a meaningful brainstorm.



### GET READY

Be sure to provide the right inspiration for your team. Bring people from different disciplines together, and involve people outside of the core team for fresh perspectives. Have some rich stories from your observations that reveal the issues and opportunities. Find a room with sufficient wall-space where you can comfortably get up from your chairs. Have the right materials: post-it notes, markers, paper, tape, and snacks to give people energy.

### PREP THE ROOM

Prepare the room before people arrive. Put out enough post-it notes and markers for everyone. Have some existing or analogous products or other artifacts that people can reference during the brainstorm. Post the rules (see page 13).

### STORYTELL

Use storytelling as a way of getting into the topic. Ask people to share a few stories to focus the group on the topic and inspire them. If possible, use pictures to help tell the stories.

### REVIEW THE RULES

Just before you start brainstorming, remind people of the rules. You might try to ask people to recall them from memory.

### WARM UP

Get everyone warmed up by choosing an easy topic. Try even a generic warm-up problem that encourages wild ideas, like the classic "how many uses can you think of for a paper clip?"

### LEAD THE GROUP

Lead the group through each brainstorm topic. If idea production slows down, provide a prompt (e.g., "consider one of the 5 senses," or "think about spaces, tools, roles, new process steps, or incentives"). It's helpful to think about specific elements from storytelling that might help spark ideas. When people really slow down, switch to a new topic.

### STOP AFTER 30-60 MINUTES!

## BRAINSTORM – CAPTURE CONCEPTS



### CAPTURE CONCEPTS FROM BRAINSTORMING SESSIONS FOR PROTOTYPING STAGE

Create posters that help frame and organize your concepts as you review them. This way, nothing is forgotten or left behind!

### RULES REMINDER CARD

Cut out, share, post, and refer to card during brainstorming sessions.

## BRAINSTORMING RULES

- 1 Defer judgment
- 2 Encourage wild ideas
- 3 Build on the ideas of others
- 4 Stay focused on the topic
- 5 One conversation at a time
- 6 Be visual
- 7 Go for quantity

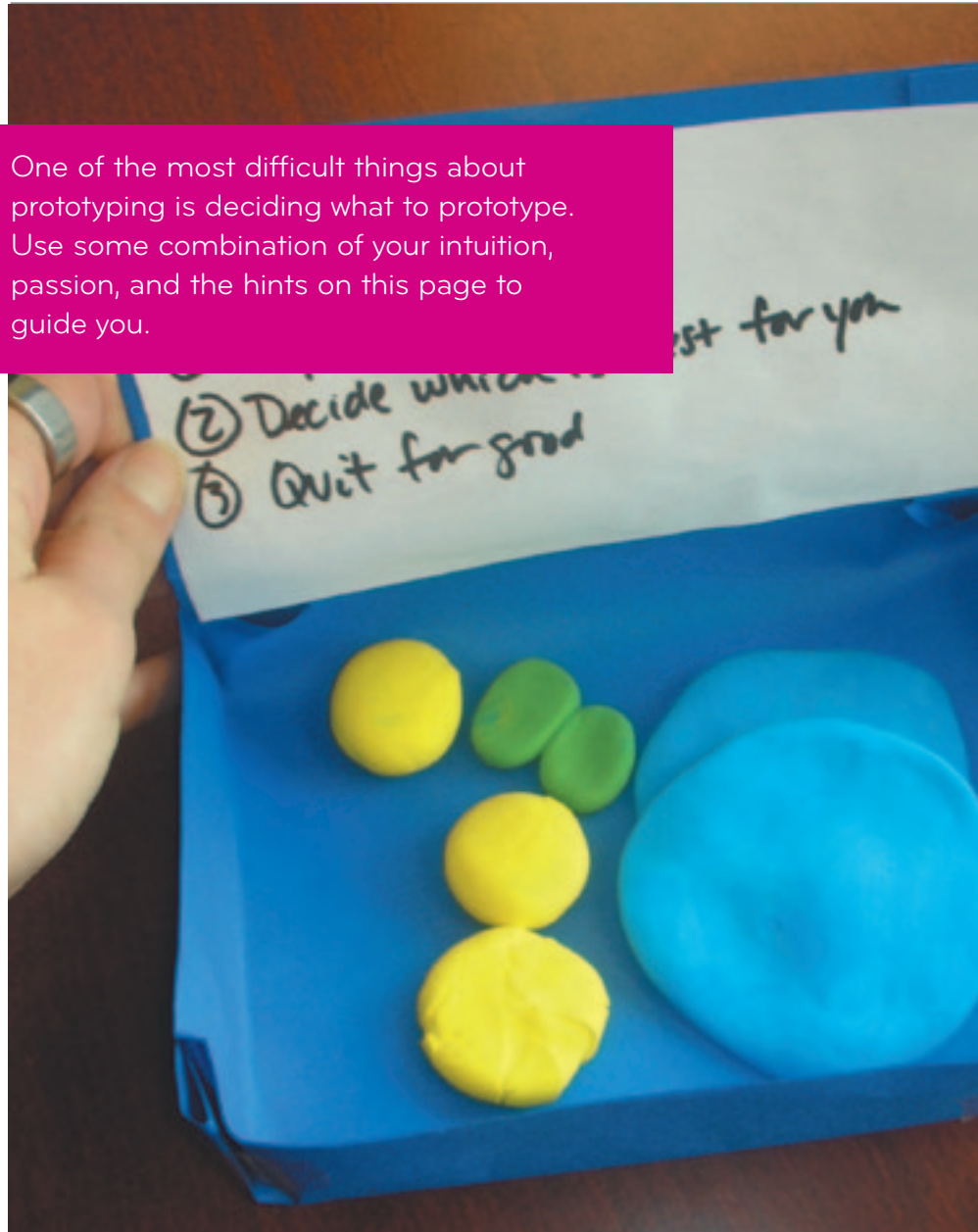


# PROTOTYPE

MAKE IDEAS TANGIBLE SO YOU CAN HAVE GOOD CONVERSATIONS ABOUT THEM.

## PROTOTYPE – INSPIRE, EVOLVE, VALIDATE

One of the most difficult things about prototyping is deciding what to prototype. Use some combination of your intuition, passion, and the hints on this page to guide you.



### SELECTING THE IDEAS

Get into groups of 2 or 3 and pick a few ideas that you want to explore further. There are lots of criteria you can use to choose ideas. Try these:

- 1 A personal favorite or idea you're most passionate about
- 2 The idea you think will have the most impact
- 3 The idea you think will be easiest to implement
- 4 The idea that is truly unique, and you're uncertain about how to make it real

### TROUBLE? DECIDE AS A GROUP

Ask everyone to pick the 5 most promising ideas. Voting lets you see what the group is most interested in, and it also makes it easier to divide the work among team members.

### YOU DON'T HAVE TO BE "RIGHT"

Probably the most important thing to remember is that you don't have to be "right" about choosing the best idea—this is just a starting point and the idea will evolve a lot. Start with an idea you think has promise, evolve it through prototyping, and if you need to, return to the brainstorming board for more.

### WHAT IS THE LEAST YOU CAN DO TO LEARN THE MOST?

Prototyping at this stage is about quickly creating and communicating your ideas to others. It's not about perfection. Try to be as "quick and dirty" as you can—don't spend time recreating things that everyone already understands. For instance, if you need a laptop, borrow one from somewhere—don't make one. Don't spend more than one hour on this first exploration.

## PROTOTYPING STEPS



**1** In a smaller team of 2-3 people, think of a specific user scenario or need that you would like to address. Ground this in the stories you heard from the field.

**2** Select a handful of ideas from the brainstorm that you think would have a big impact on your chosen user's experience.

**3** Begin to develop the idea, or set of ideas, by making it physical. If your idea is a new tool, use the simple office materials or other objects to build your idea.

If your idea is a new process, draw a map of the steps in the process and role play the way your customer would experience each step.

If your idea is a new role, create a job description and think through what it might say to your individual.

If your idea involves redesigning a space, use paper to sketch the layout and show how people would flow through the space.

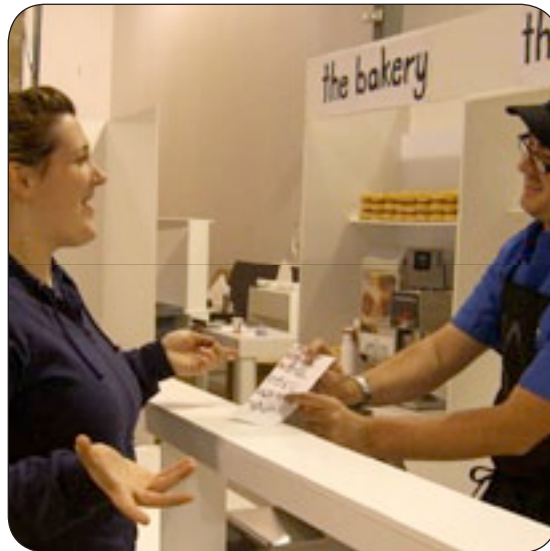
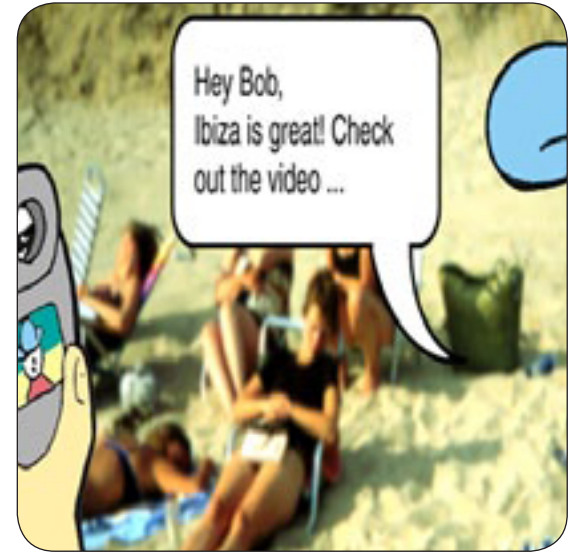
**4** After your team has built the prototype, share it with the larger group. Don't just talk about it, demonstrate how it works. Try to bring the prototype alive as seen through the eyes of someone trying to quit smoking.

**5** The larger team is there to help you evolve the concept. Help each other by giving honest and constructive feedback. What worked? What didn't? Challenge each other by proposing different user types and life situations (e.g. "How would a teenager react to this concept?").

**6** After this prototyping activity, you'll have lots of fodder for the next round of refinement. Continue improving the concept and think about how it will fit into someone's life. Be sure to check-in constantly with the original problem that you are trying to solve.



# PROTOTYPE EXAMPLES



A vertical bar on the left side of the slide, composed of four colored segments: cyan, red, lime green, and magenta.

# FEEDBACK

COLLECT OPINIONS BEFORE IT'S TOO LATE.

## FEEDBACK



Early in the prototype development process, get feedback on your concept from real customers. It's not going to be right just yet, but that's ok. Their opinions can really help shape what you're creating and keep you in touch with end-customer needs. Also, having something tangible to show people is a great way to have a deeper conversation about their needs.

### COLLECTING FEEDBACK

Find some time with someone who is trying to quit, or has recently quit. Show them your idea, but don't sell them on it. Try to be as neutral as possible and don't be hurt if they don't like it.

Some questions you might ask them:

- Can you show me how you would use it?
- What other uses can you imagine for it?
- What situations would it be appropriate for?
- What type of person would like this?
- What would make this idea better?

You don't need to take their advice literally, but hopefully most of what they said has some truth in it. As you talk to more people, you'll begin to notice some recurring themes in the feedback. Those are things you should definitely spend time problem solving.

### GAINING A WIDER PERSPECTIVE

Talk to different types of people who are trying to quit, but don't limit yourself to that population. Maybe a spouse, parent or friend of someone who is trying to quit would have an interesting perspective that could also improve your concept.

## FEEDBACK PROMPTS

---

WHAT DOES THIS IDEA MAKE YOU THINK OF?

SHOW ME HOW YOU THINK YOU WOULD USE THIS.

WALK ME THROUGH THE STEPS ... TALK ALOUD AS YOU GO THROUGH THE STEPS.

WHO CAN YOU THINK OF THAT WOULD LIKE TO USE THIS (AND WHY)?

WHO WOULD NOT LIKE TO USE IT (AND WHY)?

WHAT ONE THING WOULD YOU CHANGE (AND WHY)?

WHAT ONE THING WOULD YOU ABSOLUTELY KEEP THE SAME (AND WHY)?

# DESIGNING FOR INNOVATION

A toolkit for creating innovative solutions  
to build consumer demand for tobacco cessation  
products and services.

---

## IDEO TEAM

PETER COUGHLAN  
ANTHONY PIAZZA  
CAROLINE FLAGIELLO

## AED TEAM

TODD PHILLIPS  
MELISSA OTERO  
JESSICA ROWDEN

## RWJF TEAM

C. TRACY ORLEANS  
STEPHANIE WEISS

## CONTACT INFO

TODD PHILLIPS  
AED  
202.884.8313  
[tphillip@aed.org](mailto:tphillip@aed.org)

A vertical bar on the left side of the page, composed of five colored segments: cyan, red, lime green, magenta, and grey.

**IDEO** + RWJF + AED