Fast, Easy, Low Cost, Market-Centric Product Portfolio Innovation

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Product Development and Portfolio Management Challenges

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Gathering customer requirements

Prioritizing customer requirements

Ideation

Prototype development

Concept testing

Concept refinement

Product rollout

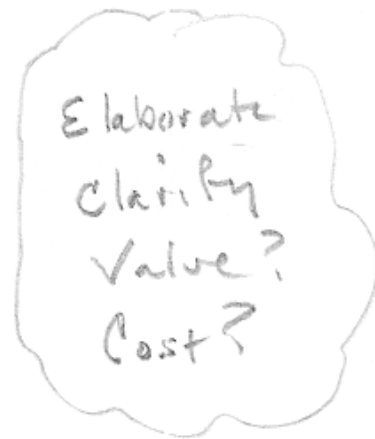⊘ Incorrectly executing in these areas can lead to a product that the customers don't want.
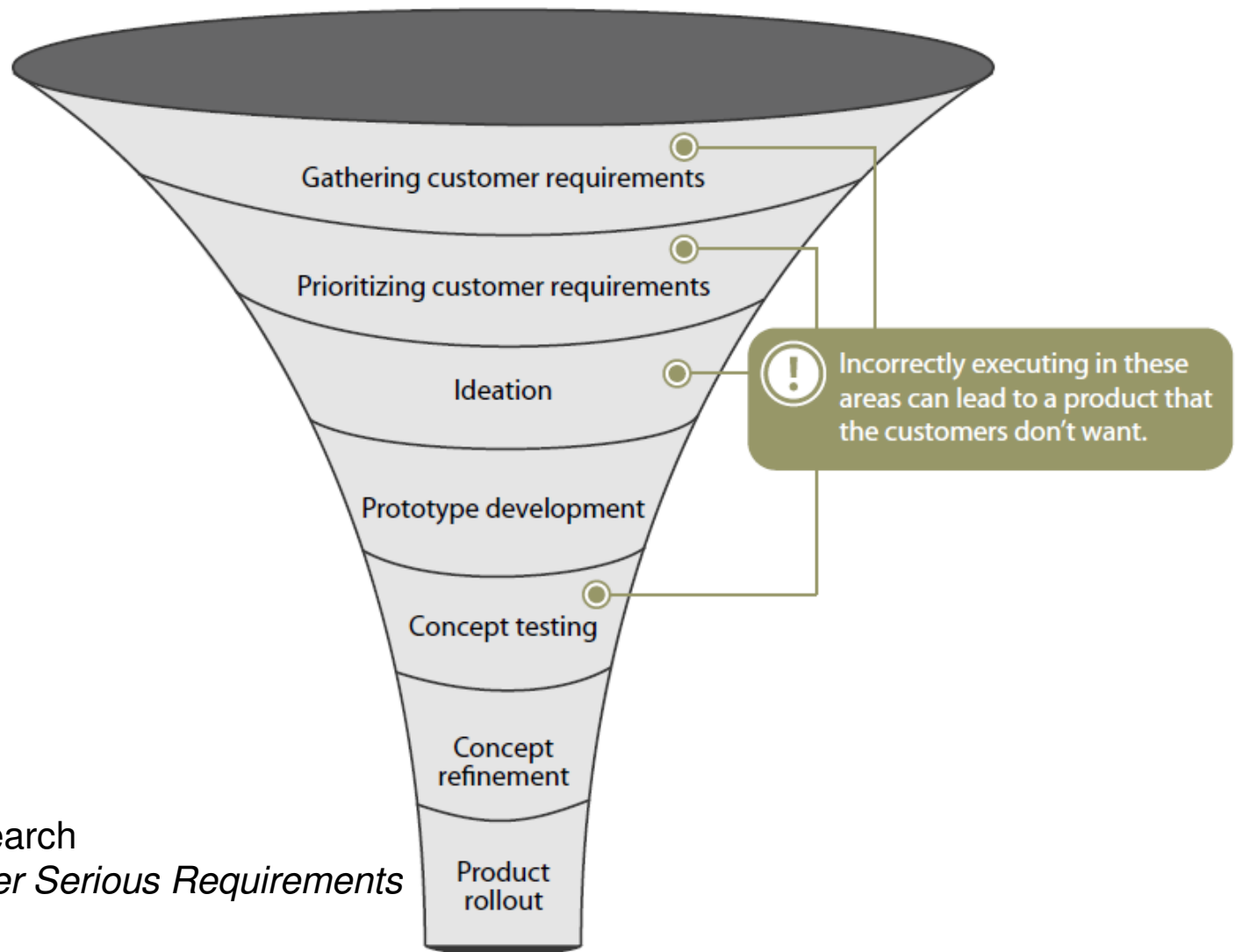
Source: Forrester Research
Serious Games Uncover Serious Requirements
Nov 19, 2008

Our 3-Step Process
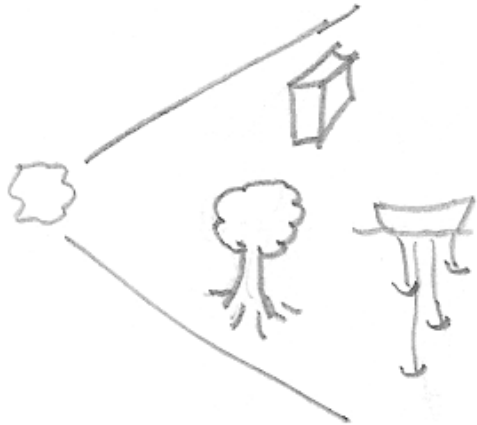
Ideation

Shaping

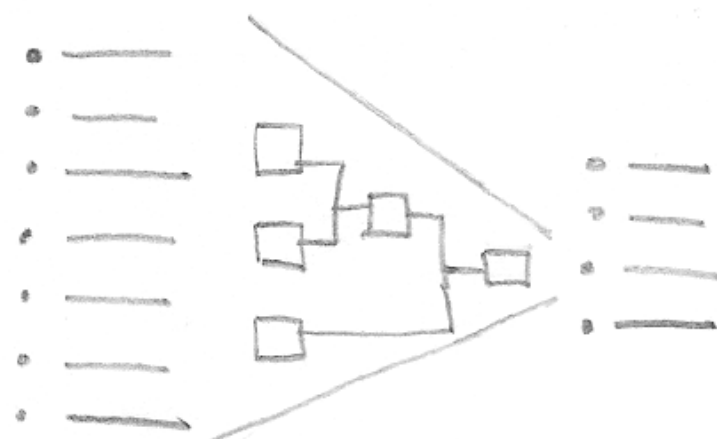**Prioritizing**

Open-ended, collaborative innovation.
E.g. Prune the Product Tree **to collaboratively generate ideas.**

Collaboration tools (such as wikis and forums) to shape ideas.
E.g., **Google docs**

Picking High ROI Projects / Features.
E.g. *Buy a Feature* **tournaments to collaboratively prioritize projects and take action.**

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Background on Innovation Games® for Customer Understanding

Innovation Games® Are Serious Management Tools That Create High-Output Low-Cost Organizational Performance

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What Are Innovation Games®

Innovation Games® are **serious games** that solve a wide range of product strategy and management problems across the market lifecycle.

They can be played:

- **with customers**
- in-person or online
- within or across organizational units
- in single or multi-game formats

Organizing Innovation Games®

… then consider these games

These questions exist across the product-market lifecycle.

To understand…

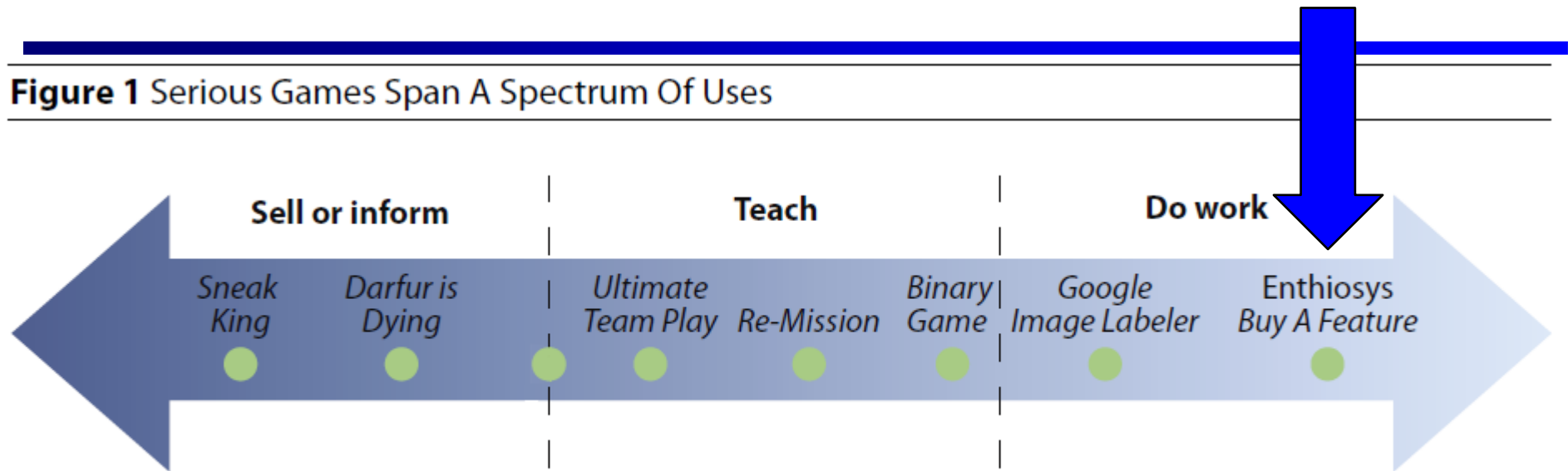| To understand…	Product Box	Buy a Feature	Me and My Shadow	Give Them A Hot Tub	Remember The Future	20/20 Vision	Speed Boat	Spider Web	Show And Tell	Start Your Day	The Apprentice	Prune The Product Tree
Customer Needs	■	■	■	■	■							
Requirements	■	■				■	■					
Product Usage								■	■	■	■	
Future Products		■			■	■						■

What Makes Innovation Games® Unique?

- Relaxed, "collaboratively competitive" structure
  - encourages teamwork
  - Increases sharing of information
- Games utilize verbal, written, visual and non-verbal forms of communication which create rich, nuanced information.
- Strong foundations cognitive psychology & organizational behavior research.

Forrester on Serious Games

Figure 1 Serious Games Span A Spectrum Of Uses

Sell or inform	Teach	Do work
Sneak King · Darfur is Dying	Ultimate Team Play · Re-Mission · Binary Game	Google Image Labeler · Enthiosys Buy A Feature

45021   Source: Forrester Research, Inc.

Forrester Research has identified Enthiosys as a pioneer in serious gaming. *"Serious gaming… can circumvent many of the traditional problems with product requirements, including collecting sufficient information across customers, partners, and internal stakeholders to make product decisions. Not only are the games relatively lightweight exercises, but they also use a lighter touch to resolve many debates over product decisions."*
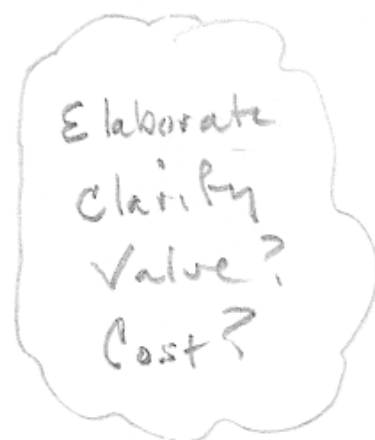
Source: Forrester Research
It's Time To Take Games Seriously, Aug 19, 2008

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The Three Steps in More Detail
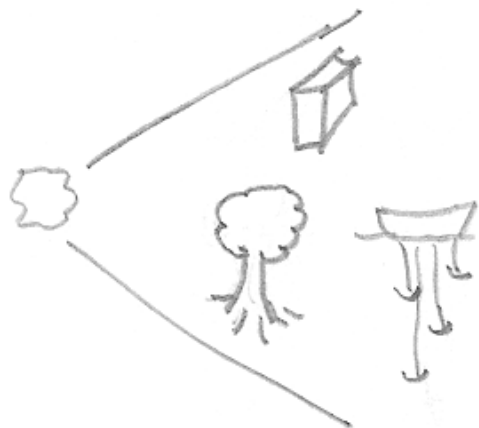
Ideation
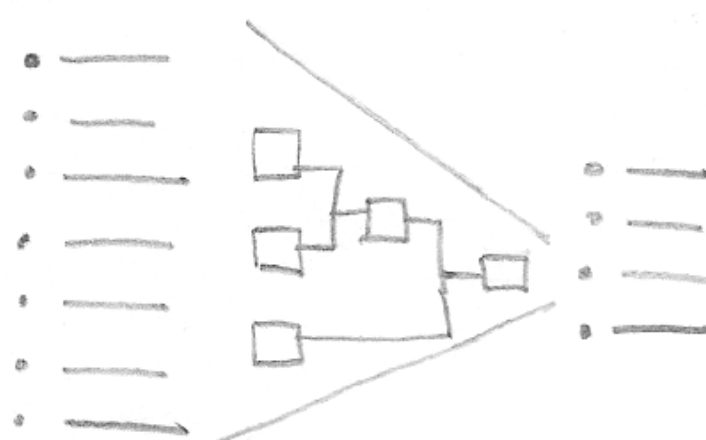
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***E.g.,* Google docs**

Picking High ROI Projects / Features. E.g. *Buy a Feature* tournaments to collaboratively prioritize projects and take action.

Step 1: Collaborative Ideation

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- Eight games enable product companies to efficiently collaborate with external stakeholders to improve market understanding and generate the best possible ideas

Prune the Product Tree	***Product Box***
Start Your Day	***Me and My Shadow***
Spider Web	***The Apprentice***
Remember the Future	
Speed Boat	

Innovation Game®:
Prune the Product Tree

Goal:

Develop ideas for new products and services.

- Draw a graphic image of a tree to represent growth of the product/service.
- Add your current project portfolio / product roadmap as leaves and apples.
- 5 to 8 invited stakeholders are asked to shape the "growth" of your offering.
- Captures very rich information about perceptions of the future, timing of new concepts, and balance among delivered offerings

In-person

- Provides rich opportunity for "new" ideas

Online

- Captures data for sophisticated analysis of preferences

Prune the Product Tree
In Person

Prune the Product Tree -- Preparing

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Planners choose images to represent growth.

Planners select the kind & number of items that can be placed on the image during the game.
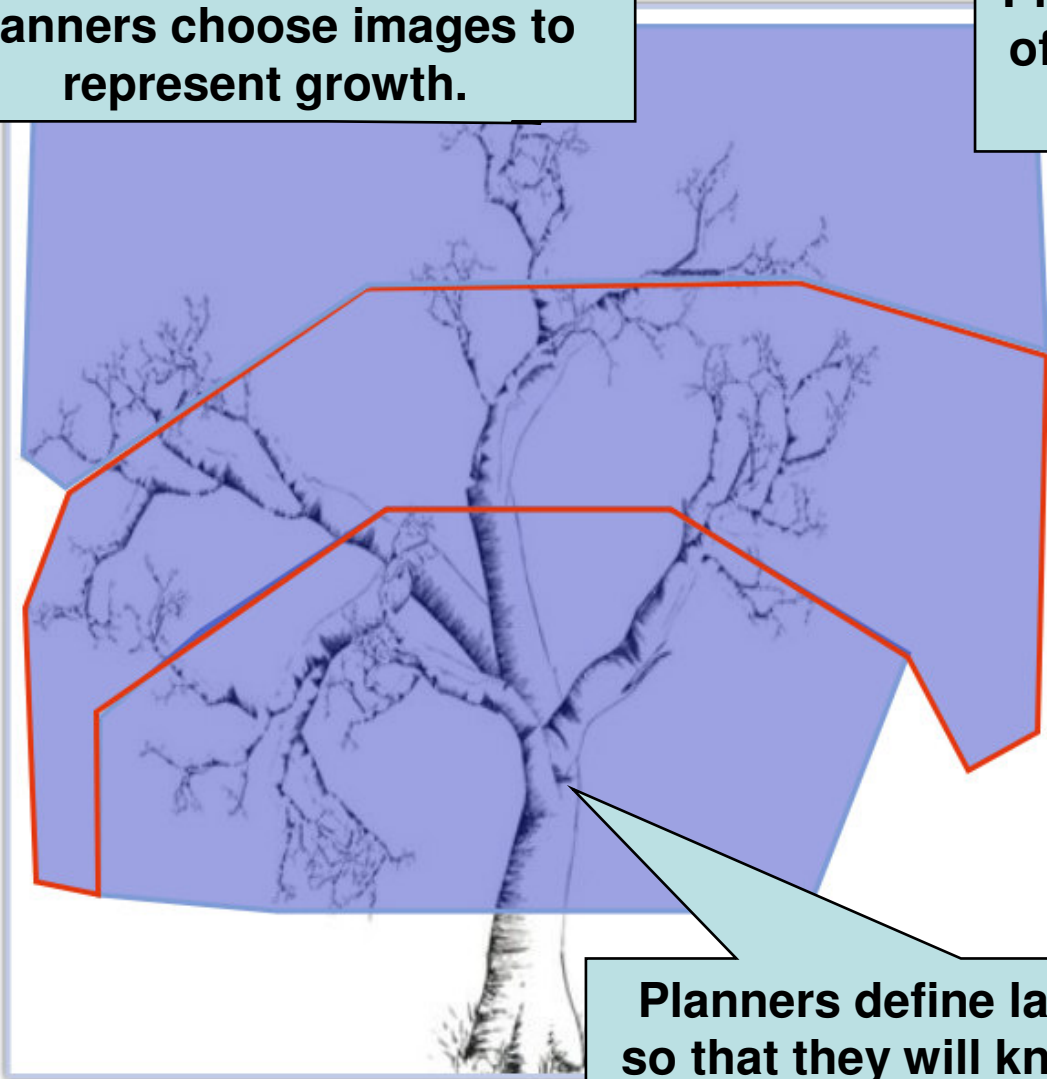
Specify the number of item(s) players can use in your game.

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Layers and Regions

☐ Show all regions

- 📁 When?
  - 2009
  - 2010
  - 2011+
- 📁 Area?
- 📁 Icky?

Continue

Planners define layers and regions so that they will know where players are placing their ideas.

Place Initial Items

© 2007 Enthiosys

Playing the Game!

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Players collaborate in real-time to place features/benefits (leaves/apples) on the tree.

All information is recorded and available for analysis

| Item Information | Layers & Regions |

Apple No. # 11
Label: Chat colors by player
Description: from bottom to left of screen to see stuff simultaneously on the same screen without scrolling

Current Location
Layer Region
When? 2010
Area? Playing

move chat

Chat layout (in B...

Make the Facilita...
Item Relations

Player Lists

Chat colors by pl...

Filter chats by

Details on hover
Dynamical

Chats list sortin...

Import list of us...   Cl...efresh

GreenApple No. # 1

Label: improve Google & Excel import

I want the ability to import feature ideas directly from a Google or Excel spreadsheet.

Save

Add Comments:

Add

More Comments:
No Comments Yet

Players label and describe their ideas

| Chat | Players | User Actions |

Lane: hello world, this is lane and eliel

Doreen: hi there

Luke Hohmann: GAME IS STARTED

Lane: hey Eliel, Lane and Chad here!

Doreen: We have been very quiet!

Phil: ...

Doreen:

Mike: we

An integrated chat facility enables you to understand player motivations.
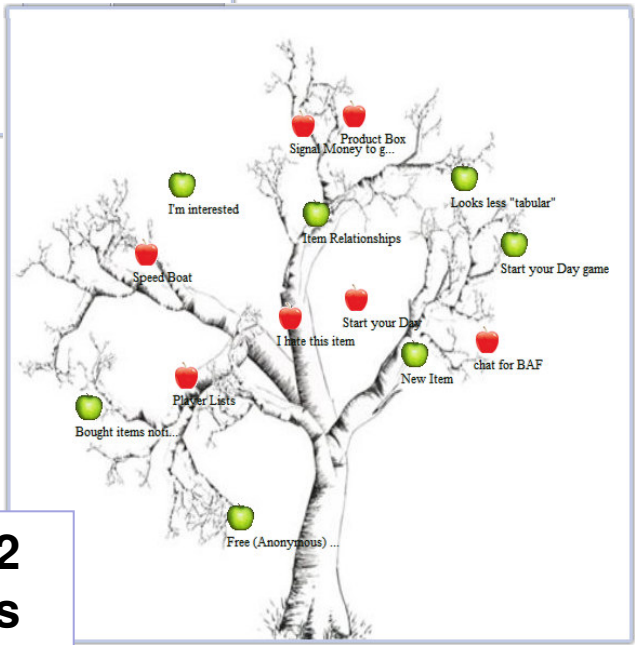
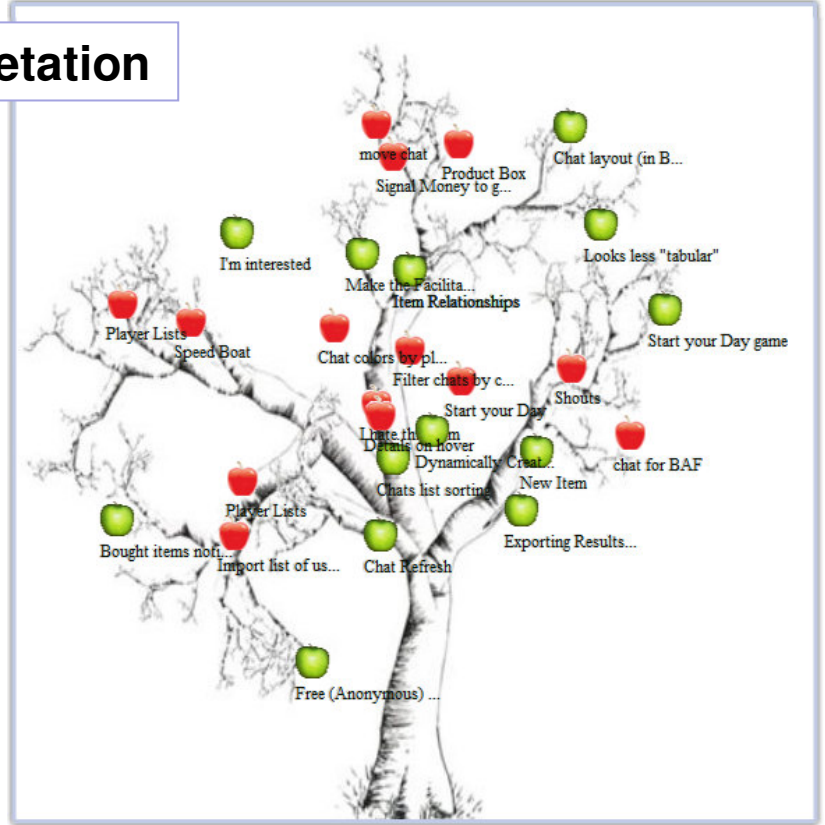# Create Interpretations from the Results of Multiple Games
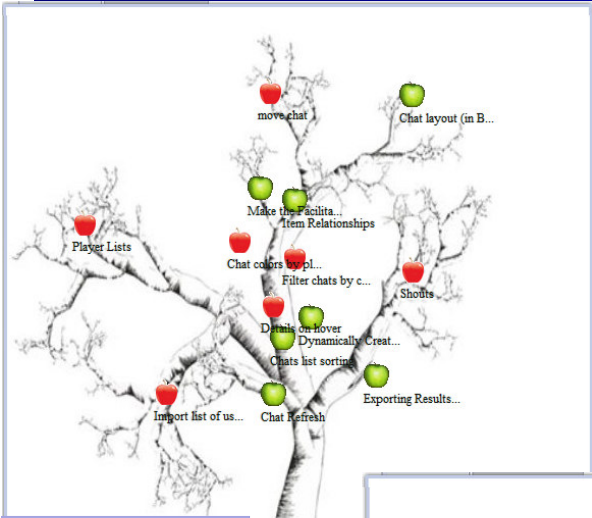
Game 1 Results

Game 2 Results

Interpretation

Game results are merged into a new game – which you can edit and shape, further process, or play with additional players.

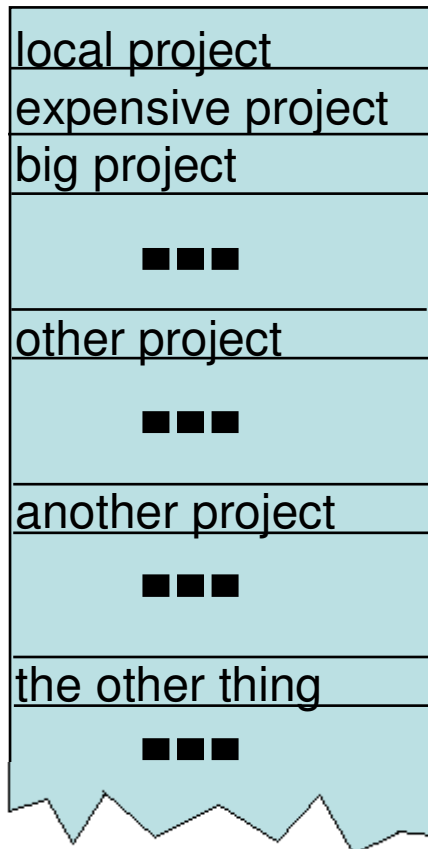# Tabular Representation of Items for Post-Processing

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	Tree View	Tabular View				

Items	Label	Description	When?	Area?	Ick
Apple1	Player Lists	Allow facilitators to create lists of players that they can reuse over many games.	2009	Planning	
GreenApple2	Item Relationships	Let players create relationships between items on the trees.	2010	Playing	
GreenApple3	Free (Anonymous) Signup	Let anyone come in and join a game even if they don't have their email. Let them plug in a known code to join a game.	2009	Planning	
Apple4	Speed Boat	Have an online speed boat game.	2010	Planning	
GreenApple5	Bought items notification	Fun sound or visual when item is purchased. Assuming this is in Buy A Feature.	2010	Planning	
GreenApple7	Start your Day game	This is a great game - add it online, too.	2010	Post-Processing	
GreenApple8	I'm interested	Express interest in an item.	2011+	Planning	
GreenApple10	New Item	I want innovation games on line	2009	Post-Processing	
Apple11	Product Box	Give me lots of creative capabilities w/o having to draw.	2011+	Playing	
Apple12	Signal Money to give away	Signal to others I've got money to give away - in exchange for a favor of course.	2011+	Playing	
Apple13	I hate this item	Signal items I hate - will pay others or the game to NOT include.	2010	Playing	

Layers and regions enable planners to quickly determine where players have placed their items.

You can ask questions like "What are all of the features customers want in 2010?"

Step 2: Collaborative Shaping

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local project
expensive project
big project
∎∎∎
other project
∎∎∎
another project
∎∎∎
the other thing
∎∎∎

"infinite" portfolio

- Once ideas have been identified they are shaped by the project/product teams into a backlog

- Existing tools, such as shared wikis, shared documents, emails, and chats, help teams shape concepts

- **The process typically produces a candidate list of projects and/or product features that is greater than available resources**

Step 3: Collaborative Prioritization

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use case	
bug fix	
arch change	
■■■	
do this	
■■■	
do that	
■■■	
the other thing	
■■■	
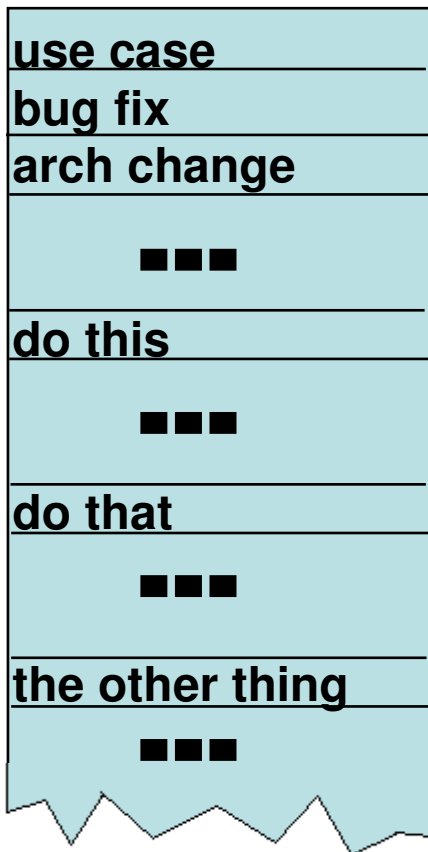
"infinite" backlog

Goal? is to take *large* list and prioritize to a manageable set.

Common Approach	Problems
Single expert	Do they have the knowledge and trust of the organization to make the hard choices?
Small groups	Tradeoffs are not clear
Large groups	Insufficient tools!

Where is the "Voice of the Customer?

Some Techniques

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	Same Place	Different Place

Same Time	_Face to Face Interactions_
	
	• Innovation Games®
	  Buy a Feature
	  20/20 Vision
	  Prune the Product Tree
	
	• Joint spreadsheet ranking
		Online Interactions
		
		• Innovation Games®
		  Buy a Feature
		  Prune the Product Tree
		
		• Joint spreadsheet ranking

Different Time	_Shared State (physical)_
	
	• Innovation Games®
	  Prune the Product Tree
	
	• Project boards
		Shared State (electronic)
		
		• Innovation Games®
		  Prune the Product Tree
		
		• Wiki's
		
		• Commenting systems
		
		• email / workflow

Innovation Game® *Buy a Feature*

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- A list of 12-20 items (features or projects) are described in terms of benefits and cost
- 5 to 8 invited stakeholders given limited "budget", must reach consensus on projects to "buy"
- Captures very rich information about customer motivations, trade-offs, objections, actual collective needs

In-person

- Provides rich opportunity for "new" ideas

Online

- Captures data for sophisticated analysis of preferences
- Preliminary trials indicate faster/more accurate results than traditional tools

Goal:
Prioritize
Product Backlogs /
Project Portfolios

Buy A Feature Online - Preparing

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Name : Internet Sunglasses

Shirt Size	Low	High
S	10	30
M	50	70
L	90	120
XL	140	190
XXL	225	390
XXXL	400	550

A list of features with prices. This example is for product concepts for a pair of internet sunglasses

"Shirt Sizes" help you quickly price your features – or you can enter a price directly!

	Name	Description	Benefits	Shirt Size	Game Price	Max Bid
☐	Find Nearby Friends	Enables you to ...		L ▼	107	
☐	Unscratchable Lens	Specially hardened...		S ▼	18	
☐	Integrated Headphones	Headphones integrated...		M ▼	59	
☐	Unbreakable Frames	Frames strong enough...		M ▼	57	
☐	Voice Command	Allows you to control...		XL ▼	182	
☐	Landmark Lessons	Provides detailed...		M ▼	61	

[Add Row] [Delete Row] [Validate]　　　　[Update Prices Based on Shirt Size] [Update Total] 484

[Save] [Cancel]

Buy A Feature Game Play

Highly desired items are purchased.

**Participants. Planner sets their budget.**

Participant bids.

An integrated chat facility enables you to understand participant motivations. Here, we learn that participants dislike learning a rental car's navigation system.

	Price		Ming	Frank	Indraneel	Jennifer	Josephine
		BUDGET	$50	$50	$50	$50	$50
	Price	BALANCE	$10	$0	$50	$50	$50
Find Nearby Friends	$107	$107					
Unscratchable Lens	$18	PURCHASED		$18			
Integrated Headphones	$59	$59					
Unbreakable Frames	$57	$57					
Voice Command	$182	$182					
Landmark Lessons	$61	$61					
Stock Ticker Stream	$157	$157					
Darkness Controls	$21	$21					
Traffic Directions	$105	$33	$40	$32			
Streaming Music	$60	$60					
RSS Streaming	$11	$11					
Wind Blocks	$12	$12					

STOP BUYING · PRINT FEATURE LIST

System	Welcome
System	Let's start the game... you can bid now
Frank	I hate the fact that I'm always scratching my lens so I'm just going to purchase that feature!
Frank	I'd also like to get traffic directions — that would make it easier to get directions in a rental car
Ming	I totally agree with you — learning a new nav system is a pain!

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Buy A Feature Online - Results
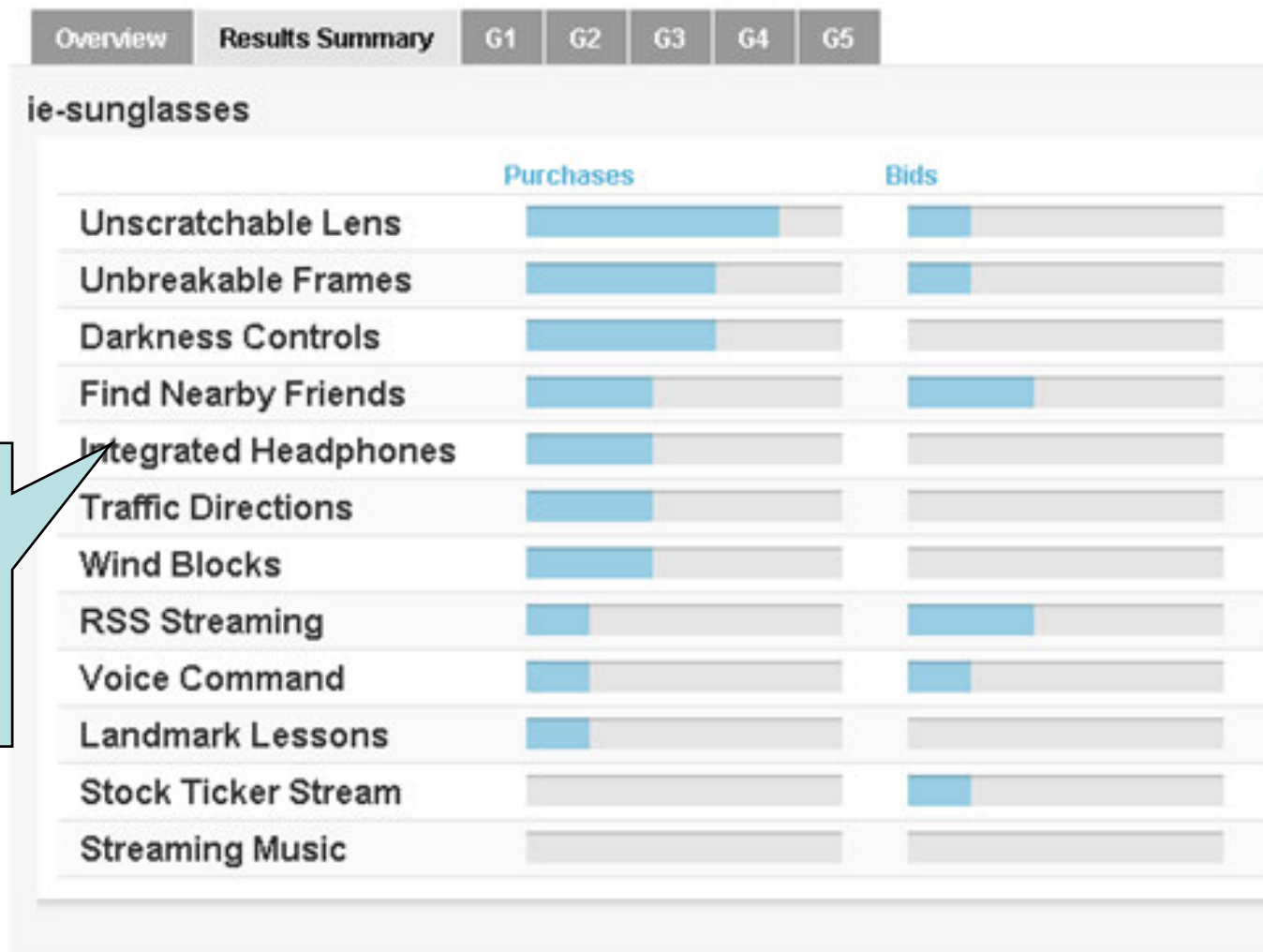
Results of many games played, sorted by number of times purchased.
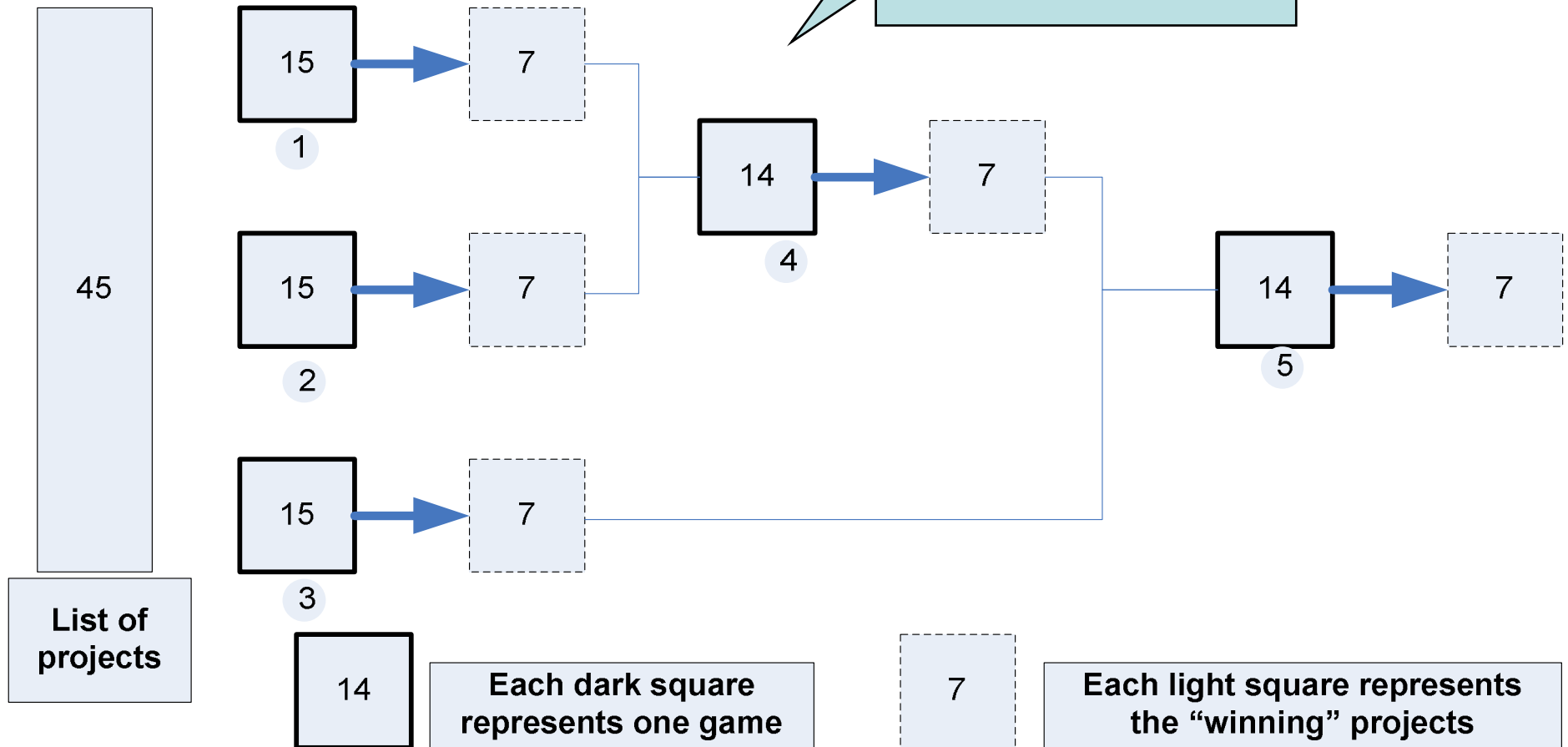
Many Ways to Play: Parties, Galas, and Tournaments

	What is it?	Who plays?	Facilitated?	Number of Items?	Number of players?
Party	A "dinner party".	You select and control participants	Yes	12..20	5..8
Gala	An "open seating event"	Random participants based on a shared URL	No	12..20	9+
Tournament	A combination of parties!	You control and select participants	Yes	20+	Based on number of items and number of tournaments

Tournament Structure

Play many tournaments to control for "bracket strength".

45 — List of projects

15 (1) → 7
15 (2) → 7
14 (4) → 7
15 (3) → 7
14 (5) → 7

14 — Each dark square represents one game

7 — Each light square represents the "winning" projects

Tournament Case Study:
VeriSign Global Customer Support

| Context	46 projects ranging from small to very large.
Problem	The VeriSign leadership needed to quickly identify the high-priority, most globally supported projects.
Engagement Profile	VeriSign project managers prepared the portfolio for the games. Enthiosys structured the process into three tournaments involving ~60% of the 200 person global customer care organization and facilitated the games.
Results	• Very clear separation of the "winning" projects – the original list of 46 was prioritized to the top 5 projects • High degrees of collaboration – even when collaboration was not required to purchase an project! • Participant chat logs provided detailed explanations behind the bidding – the *meaning* behind the choice. • Participants considered the process fun.

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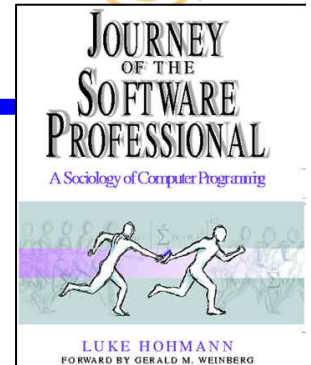
Thank You!

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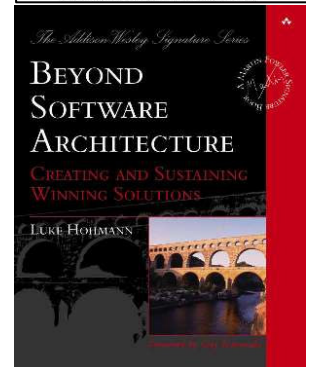
Innovation Through Understanding®

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