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Design Thinking

▶ New Product Development
Essentials from the PDMA

DESIGN THINKING

New Product Development Essentials
from the PDMA

Edited by
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Abbie Griffin holds the Royal L. Garff Presidential Chair in Marketing at the David Eccles School of Business at the University of Utah, where she teaches the 1st-year core MBA Marketing Management course. Professor Griffin obtained her B.S. ChE from Purdue University, MBA from Harvard Business School, and Ph.D. in Management of Technology from MIT. Her research investigates means for measuring and improving the process of new product development. Her latest research can be found in the book titled: *Serial Innovators: How Individuals in Large Organizations Create Breakthrough New Products*. Her 1993 article titled "Voice of the Customer" was awarded both the Frank M. Bass Dissertation Paper Award and the John D. C. Little Best Paper Award by INForms and has been named the 7th most important article published in Marketing Science in the last 25 years. She was the editor of the *Journal of Product Innovation Management* from 1998 to 2003. The PDMA named her as a Crawford Fellow in 2009, and she currently serves as the Vice President of Publications for the Association. She was on the Board of Directors of Navistar International, a $ 13 billion manufacturer of diesel engines and trucks from 1998 to 2009. Prof. Griffin is an avid quilter, hiker, and swimmer.

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Peter Koen

A BRIEF INTRODUCTION TO DESIGN THINKING[1]

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Introduction

Within the context of new product development (NPD) and innovation, design thinking has enjoyed significantly increased visibility and, for many, increased perceived importance over the last decade. For others, however, this term can be fraught with confusion, questions of relevancy and, for some, the perception of a fad. Within that context, the objectives of this chapter include the following: First, I briefly describe the concept of design thinking and its role within NPD and innovation. Next, I provide and describe a simple framework of design thinking, followed by a summary of some fundamental principles of the "mindset" of design thinking. Throughout, I identify linkages with the other chapters in this book. While this chapter provides an overview of design thinking as well as some context, the remaining chapters in this book provide significantly more detail and a wide variety of specific examples. Thus, this chapter concludes with a visual overview of the book to help guide you to the specific ideas, tools, and practices most applicable to the NPD and innovation problems and opportunities that you and your firm are facing today.

1.1 The Concept of Design Thinking and Its Role within NPD and Innovation

What is design thinking? At its core, design thinking can be construed as a creative problem-solving approach—or, more completely, as a *systematic and collaborative*

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[1] This chapter was adapted from "Understanding Design Thinking: A Primer for New Product Development and Innovation Professionals." © 2014 College of William & Mary.