

IDEO

**WE ARE A GLOBAL
DESIGN CONSULTANCY.
WE CREATE IMPACT
THROUGH DESIGN.**



OUR HISTORY

Thirty years ago, when a group of designers gathered to begin work on a project, that cast of characters looked very different than it does today. A large part of that difference has to do with IDEO and the revolution in design thinking it has helped to ignite.

Whether fortuitously or by design, the 1980s were a period in which the products of Silicon Valley were just beginning to move from the think tank and the R&D lab to the market, where design was in a position to add tangible value.

In the early 1990s, following the singular and creative adventures of its founders, David Kelley, Bill Moggridge, and Mike Nuttall, IDEO formed as a new type of collaborative, which soon emerged as a significant leader in the global epicenter of design.

Many standard-setting successes, such as the first mouse (for Apple Computer), the first folding notebook computer (for Grid Computer), the first soft-handled toothbrush (for Oral-B) - in addition to a few striking failures - helped the partnership evolve beyond a form-based tradition to a broader exploration of human experience in all of its beautiful complexity.

Over the past 17 years, IDEO has expanded its size and scope with the integration of such disciplines as human factors, business thinking, and organizational design, to service an increasing number of organizations seeking to grow and innovate through design. As a result, IDEO's practices have shifted from a methodology of innovation to an underlying culture of innovation to an overarching mental orientation that goes by the name of "design thinking" - perhaps aptly described as an inclination to see every problem as a design challenge.

Our agility and vision has helped us become the largest and most highly-honored design consultancy in the world. Our process of continual renewal, counterbalanced by a striking continuity of leadership, has enabled us to maintain longstanding relationships with a global roster of industry leaders as well as a continuous voice in the creative, educational, Professional, and political world.

IDEO has created breakthrough solutions for hundreds of companies across literally dozens of industries. Whether in Silicon Valley or Shanghai, London or Munich, Chicago or Cambridge, the diverse, multidisciplinary, "T-shaped" people who make up IDEO's global community have contributed disproportionately to the products and practices of the contemporary world. For this reason, our focus is not on the past, but on the opportunities that lie ahead.



AQUADUCT CONCEPT VEHICLE FOR IDEO

USING PEDAL POWER TO ALLEVIATE THIRD WORLD WATER ISSUES

Project Date: 2008



The Aquaduct vehicle seeks to address the two main challenges with water in the developing world: sanitation and transportation. Water-related diseases kill thousands of people each day. Moreover, water sources in developing areas can be miles from home, requiring women to walk these distances daily carrying heavy water vessels.

The Aquaduct is designed to enable a person to sanitize and transport water simultaneously, potentially lessening the physical strain of the task and freeing up more time for work, education, or family.

As the rider pedals, a pump attached to the pedal crank draws water from a large holding tank, through a filter, to a smaller, clean tank. A clutch engages and disengages the drive belt from the pedal crank, enabling the rider to filter the water while traveling or while stationary. The clean tank is removable and closed for contamination-free home storage and use.

In its current state, the Aquaduct is a prototype aimed squarely at demonstrating a concept and raising awareness around the issues of clean water in developing countries. The Aquaduct team plans to continue the concept's development into an economically and technologically viable solution that addresses challenges such as cost, suitable purification technologies, and the logistics of addressing an issue that billions.



AMERICAN RED CROSS DONOR EXPERIENCE

REDEFINING A CHARITABLE ORGANIZATION'S MOST VALUABLE RESOURCE

Project Date: 2007



To increase the national donor base, the American Red Cross sought IDEO's help elevating the donation experience. The resulting work -- centered on the mobile drive experience -- spanned brand, service, space, and product design to increase the organization's visibility and foster new donor relationships.

In talking to donors and non-donors, IDEO found that emotional associations drive the behaviors of both groups. Committed donors give blood out of a sense of civic responsibility; non-donors are often daunted by the physicality of the experience and lack awareness about the value of donorship. But as the population of committed donors ages and takes on fewer recruits, IDEO needed to look at how the American Red Cross could gain greater emotional relevance with potential new donors. After three months of research, IDEO reframed the organization's focus to center on the donor and the donor experience rather than on the process or recipients of the donation.

IDEO's experience blueprint for the American Red Cross identified a series of opportunities, journey phases, and brand principles that could be implemented nationwide in the form of engaging mobile drive environments and service interactions. For the drive environments, IDEO designed and prototyped full-scale spatial layouts and kit-based furniture components that support distinct social and medical functions. A mobile system of branded carts and podiums was designed to work both as storage and furniture. For the service component, IDEO designed a system of service tools and protocols that enable staff to deliver on the promise of putting the donor at the center of the experience. These components have been piloted with the Carolinas region.



ALLI FOR GSK CONSUMER HEALTHCARE

SUPPORTING THE DIET JOURNEY THROUGH PACKAGING

Project Date: 2007



To create a presence that would distinguish GlaxoSmithKline's alli from quick-fix solutions and reinforce adherence to a healthy diet, IDEO set out to uncover the key stages and behaviors in the successful dieter's journey.

In talking to dieters and healthcare professionals, IDEO found that a successful diet goes beyond weight loss. In addition to slimming down, dieters want to feel healthier and more energetic; they want to be transformed inside and out. In looking at the stages that commonly lead to this type of success, IDEO identified a four-part journey: finding the right partner, learning the system, becoming a believer, and internalizing the system.

To support individuals along this journey, IDEO created a complete system, including tools and designs for alli support materials. The system components work together to educate users about diet and exercise and to gently initiate them into a new mental model of health and weight loss.

The alli packaging experience begins on the shelf with credible and informational outer packaging that immediately sets the product apart from competitors. Once the product is unpacked, the user is encouraged to read more about the plan prior to opening the pill bottle. To facilitate daily mealtime dosing, a portable Shuttle was designed to be discreet yet stylish, lending to the plan's overall desirability.

AWARDS

IDSAs and BusinessWeek Magazine's 2008 IDEA Awards



COCKPIT AND CABIN FOR ECLIPSE AVIATION

DESIGNING FOR A NEW CATEGORY OF AIR TRAVEL

Project Date: 2006



Very light jets (VLJs), with such innovative capabilities as short runway take-offs and a 370-knot cruising speed, are expected to significantly change the way people travel. At the forefront of this change is Eclipse Aviation, whose jets defy the old rules of hub-and-spoke air travel. To solidify its position at the forefront of lightweight aviation innovation, Eclipse approached IDEO to design an interior space for the Eclipse 500 jet.

IDEO's team of human factors specialists, industrial designers, and mechanical engineers began looking at ways to maximize the space and provide intuitive interactions for pilots and passengers. Working alongside pilots, aircraft owners, and potential Eclipse 500 buyers, they began to understand that while functions and requirements differ between cockpit and cabin, both zones can embrace a common design theme.

The resulting solution minimizes visual clutter and superfluous details, creating an interior that is at once user-friendly and elegant, simple but purposeful. The Eclipse 500's cockpit features a harmonized instrument panel to reduce complexity, military-style sidestick control, and LED lighting.

Using full-scale prototypes and real flight times, IDEO utilized a number of methods to design the configuration of the cabin. Designers leveraged the interior geometry, a variety of materials, and clever lighting to create spaciousness within the compact space. Amenities such as a custom-designed in-flight entertainment, refreshment center, and roll-away lavatory all enhance the jet's commuter-friendly visage.

Eclipse Aviation has sold more than 2,500 jets, worth a record-breaking \$3.8 billion. The Eclipse 500 won the 2005 Robert J. Collier Trophy for "leadership, innovation and the advancement of general aviation."

AWARDS

- 2007 Bottom Line Design Award
- 2007 Catalyst, Honorable Mention
- 2007 IDEA Gold, Research
- 2007 IDEA Gold, Interaction Design
- 2007 IDEA Silver, Transportation



HEAT CONCEPTS FOR BASF

A UNIQUE MATERIAL INSPIRES CONCEPT DESIGNS OF HOUSEHOLD OBJECTS

Project Date: 2006



Inspired by the unique heat-resistant properties of BASF's Ultrason polymer, HEAT is a materials exploration reinterpreting five traditional domestic products: a kettle, a toaster, a clothes hanger, a lamp, and a hairdryer.

The award-winning carafe-inspired Kettle allows you to watch the water as it boils in a clear, cool-to-the-touch plastic vessel, which can be placed directly on any surface after heating. A metal plate at the bottom of the double-walled design heats the water by induction, making the Kettle safer and easier to clean.

The Toaster is a soft-edged and lightweight form. Its open and transparent shell allow for a visual and olfactory sensory experience, and prevents burning by allowing the cook to directly control the appliance.

The Hanger brings together the iconic forms of wire coat hangers and t-shirts to hang, dry, and warm shirts. It applies heat to dry shirts (an induction bar heats a thin filament along the hange's exterior edge), and tension to smooth wrinkles, effectively eliminating two stages of laundry tedium.

The Lamp is made from a single piece of Ultrason that allows the bulb to be screwed directly into the plastic, distilling the design to its most minimal form. The Lamp can stand on a table or act as a pendant light.

The Travel Hairdryer foregoes a handle, making it smaller and lighter than other travel models. The emphasis on portability is reflected in the smart wrapping and plugging of the cord. The design can be produced in a one-step molding process, with integrated air vents and no visible part lines.

AWARDS

2007 Index Award Top Nominee, Home



MOBILITY PLATFORM VIDEOS FOR INTEL

VISUALIZING HIGH-TECH'S HUMAN-CENTERED FUTURE.

Project Date: 2007



Tapping into the growing broadband access around the world, Intel has innovated a series of chipsets and mobile platforms that enable smarter, more efficient laptops, mobile phones, and PDAs. While these offerings represent new possibilities for original equipment manufacturers (OEMs), it's not uncommon for OEMs to need an added push to invest in unproven technology.

To generate excitement around these technologies, IDEO worked with Intel to visualize what user behaviors might be enabled by the offerings. The work, which culminated in the form of three videos, points to Intel's larger shift toward human-centered technology innovation.

In looking at Intel's next-generation products, IDEO had a clear sense of the emphasis on mobility. From a design perspective, the offerings were each exciting, offering new ways for people to live and work, but lacked the cohesion of a system. To integrate the platforms, IDEO developed user scenarios that merged product, interaction, and experience, with such behaviors as hands-free communication, social networking, and purchasing.

These user scenarios were then fully storyboarded and scripted for video production. By depicting user behaviors through video scenarios, IDEO created a unified vision for Intel's offerings that has served to foster alignment within Intel as well as to communicate product value to OEMs and service providers.



COASTING BICYCLE DESIGN STRATEGY FOR SHIMANO

DESIGNING A NEW PATH TO GROWTH IN THE BICYCLE INDUSTRY



The Trek Limo, Strategy by Shimano & IDEO, Design by Trek

While industry profits are increasing due to sales of high-end bicycles marketed to the biking elite, total sales of bicycles in the US significantly dropped from 2000 to 2005. As the leading supplier of bicycle components in the world, Shimano was uniquely positioned to organize for growth across the entire bicycle industry supply chain.

Together, Shimano and IDEO began a coordinated effort to design a bike, purchasing experience, and riding experience that would attract the 161 million lapsed and non-cyclists in the world.

The Shimano/IDEO design team conducted observation-based research, revealing a series of factors that influence casual cyclists' interest and participation: 1) A better riding experience - many adults missed the easy, joyful feel of riding a bike as a kid; 2) Product platform - a new feature set was needed, with automatic shifting and less visible mechanics; 3) The purchasing experience - independent bicycle dealers needed to learn to engage with a new customer base that included more women, amateurs, and inexperienced bikers.

IDEO and Shimano's resulting strategy spoke to these factors with the development of a reference design for a bike to inspire designers, original equipment manufacturers, and independent dealers. The bike is the embodiment of "pure riding," with innovative components from Shimano enabling lower maintenance and increased comfort.

The strategy also included a campaign called "Coasting" to raise awareness among casual bikers and educate independent dealership staff about the singularity and value of the new offering. In response to the strategy, three of the six largest original equipment manufacturers (OEM) delivered a Coasting bike in their 2007 lines. An additional seven OEMs have committed to Coasting product lines for 2008, powerfully demonstrating how an entire industry can innovate for growth.

AWARDS

2008 IDEA Gold Award, Transportation



BRAND EXPERIENCE FOR ALLEN EDMONDS

REINVIGORATING A MENSWARE BRAND THROUGH SPACE AND EXPERIENCE.

Project Date: 2007



Allen Edmonds has been making men's luxury footwear and accessories for 85 years, its loyal fan base consisting largely of older, functionally minded businessmen. To reach a younger market, Allen Edmonds' parent company Goldner-Hawn approached IDEO to redefine brand vision and enrich the customer experience. The outcome was a deeper understanding of the target audience, the definition of brand equities, and new trajectories for product lines, communications, and retail spaces.

With this framework established, IDEO and Allen Edmonds began to prototype ways to re-launch the brand while deepening the existing customer relationship. This included recommendations for the discontinuing of "off brand" product extensions, the creation of product lines to appeal to a new audience, creative messaging, and a new retail experience.

IDEO planned spaces that would elevate the significance of the product through storytelling and service gestures. Prototypes for several sites took into account differing locations, retail adjacencies, and footprints. The essence of the experience remained consistent across the range of sites, but responded to significant local contexts and opportunities. Allen Edmonds plans to launch twenty new IDEO-inspired stores over the next two years, expanding its company-owned retail presence by nearly 80%.

AWARDS

Finalist, Environments



"KEEP THE CHANGE" ACCOUNT SERVICE FOR BANK OF AMERICA

A SERVICE INNOVATION TO ATTRACT AND RETAIN BANK MEMBERS



Facing the challenge of enticing people into opening new accounts, Bank of America came to IDEO in search of ethnography-based innovation opportunities. To better understand the desired market -- boomer-age women with kids -- IDEO traveled with members of Bank of America's innovation team across the United States, conducting observations in Atlanta, Baltimore, and San Francisco. They discovered that many people in both the target audience and the general public would often round up their financial transactions for speed and convenience. In addition, the team found that many moms had difficulty saving what money they had, whether due to a lack of resources or willpower.

After bringing these observations into a series of brainstorming sessions, the team arrived at a solution that uses the habits existing on one hand to resolve the problems persisting on the other. Ultimately dubbed "Keep the Change," the service rounds up purchases made with a Bank of America Visa debit card to the nearest dollar and transfers the difference from individuals' checking accounts into their savings accounts. The convenience and ease of rounding up now helps members save money over the long run.

After Bank of America's extensive testing, refinement, and validation of prototypes, Keep the Change launched in October 2005. In less than one year, it attracted 2.5 million customers, translating into more than 700,000 new checking accounts and one million new savings accounts for Bank of America.

AWARDS

- 2007 IDEA Bronze, Research
- 2007 Catalyst, Honorable Mention
- 2006 Outstanding Corporate Innovator Award, Product Development & Management



CLEANWELL BUSINESS PLATFORM

USING DESIGN THINKING TO BUILD A BUSINESS

Project Date: 2007



In a culture that is at once increasingly vigilant about germs and the value of natural ingredients, an herb-based antimicrobial that is lab-proven to kill 99.9% of harmful germs would fulfill unmet user needs.

Working with Dr. Larry Weiss, a scientist and physician with expertise in natural products, chemistry, and infection control, and a set of strategic capital partners, IDEO helped found the CleanWell brand of Ingenium products.

The first FDA- and EPA- approved all-natural antimicrobial, Ingenium is the effective ingredient in CleanWell hand sanitizer and hand wash, currently available at select independent pharmacy, grocery, and specialty retailers across the US as well as many Whole Foods markets.

As a non-toxic, alcohol-free alternative to competing hand sanitizers, CleanWell stands out as a school- and child-friendly solution. In addition to helping to build CleanWell's operational and manufacturing capabilities, IDEO designed the packaging and graphics for the brand's line of sprays and skin towelettes.

AWARDS

365: AIGA Annual Design Competition



STRATEGY FOR IMPROVED EARLY CHILDHOOD EDUCATION FOR WK KELLOGG FOUNDATION

A VISION TO INSPIRE CHANGE IN ELEMENTARY SCHOOL SYSTEMS



Studies show that the achievement gap for poor or disadvantaged children is created in the first five years of their lives. To support healthy infant, child, and youth development, the W.K. Kellogg Foundation works to mobilize, strengthen, and align systems that affect children's learning.

Looking to infuse the field of education with revolutionary approaches to early education challenges, the Foundation partnered with IDEO for a human-centered perspective that would engage stakeholders and create tangible ways toward progress.

In commissioning a new strategy for education, the Foundation aimed to provoke a dialog with grantees and the field of education, create ways to improve schools, and increase the level of creativity and innovation in the grant proposals received. Faced with the complexity of the educational system and the multiple stakeholders involved, IDEO began by gathering quantitative data and conducting ethnographic and participatory research with stakeholders throughout the education ecosystem.

Insights from this research, in addition to prototyping sessions with national education system experts, led to a series of 10 concepts focused on engaging parents, empowering teachers, and connecting schools. Ranging from a parent contact database, to improved teacher career development, the concepts were tested in schools and included in a strategy book titled, "Tangible Steps Towards Tomorrow" (TSTT).

Since its introduction, thousands of the TSTT book have been circulated and downloaded by Kellogg Foundation staff, systems drivers, charitable foundations, and stakeholders throughout the educational system.

The W.K. Kellogg Foundation has quickly seen the influence of TSTT in and outside of its organization: In addition to negotiating opportunities for implementation in school systems across the US, connecting with other foundations looking to innovate, and receiving a series of grant proposals based on the concepts, the Foundation is transforming its own approach, evidenced by increased brainstorming and collaboration -- the first steps toward tangible change.

TSTT can be downloaded online at www.wkkf.org/tangiblesteps



MONEYMAKER DEEP LIFT PUMP FOR KICKSTART

A HUMAN-POWERED IRRIGATION PUMP

Project Date: 2003



KickStart (formerly ApproTEC) is a nonprofit organization based in Kenya that develops and markets new technologies, enabling local entrepreneurs to establish new small businesses. Their range of human-powered water pumps allow African farmers to continue to grow vegetables into the dry season, and sell the excess to pay for food, water, medicine, and school fees for their family.

IDEO worked with KickStart to develop a pump for wells up to eighteen meters deep that can lift water up to seven meters above the pump, enough to irrigate a half-acre farm. The design team addressed several constraints in the design, manufacture, and use of the Deep Lift Pump, creating a final product with significant benefits:

- Uses human power, and accommodates barefoot users
- Costs less than \$150.
- Is small and light enough to carry on a bicycle or public transportation, but withstands harsh environments, wear and tear.
- Uses materials and manufacturing techniques common to Kenya, such as arc welding, inconsistent sizes of mild and galvanized steel, and plastic pipe
- Installs and runs without special knowledge or tools, and requires little to no maintenance
- Pumps efficiently despite loose tolerances

The pump works with a leg-operated treadle, using a motion similar to exercising on a stair-stepping machine. This drives a piston at the bottom of the well, which lifts the water up through the cylinder and pressurizes it through a hose. The pump's key innovation is its long, loose-fitting piston, which doesn't require the tight, sliding seals that would be nearly impossible to fabricate in Kenya. This brings a useful tool to a wider group of African farmers to significantly improve their lives.

AWARDS

- 2005 INDEX Award
- 2004 IDEA Gold, Research



KRAFT SAFEWAY SUPPLY CHAIN INNOVATION

SUPPLY-CHAIN PROCESS REDESIGN

Project Date: 2004



In an industry where margins can be razor thin, optimizing the supply chain is an effective way to compete for and win customers. Using collaborative design techniques allowed Kraft, the largest US food manufacturer, to identify supply chain innovations that have increased revenues, created lasting partnerships, and uncovered new value opportunities throughout the organization.

For a series of workshops facilitated by IDEO, Kraft assembled a team of Supply Chain, Merchandising, Procurement, Sales, and Human Resources representatives from both Kraft and its retail supermarket customers. Using structured brainstorming, field observations at stores and distribution centers, inspirational observations at analogous companies, employee interviews, and quick prototyping of new tools, the teams convened several times over an 18-month period to share learnings, brainstorm further solutions, and implement changes.

One of the dozens of experiments involved Capri Sun Lemonade and a team from Safeway. The team saw why Lemonade posed a challenge: it shipped on the bottom of a mixed-flavor pallet, and stock keepers had to unload the other flavors to reach it. After several prototypes, the team landed on a design in which each flavor gets "chimney-stacked" vertically. Now stockers can easily reach any flavor that goes out of stock. This experiment led to a 162% increase over to the previous year. Shipments of full pallets improved across all Safeway divisions, and Kraft became Safeway's premier cross-dock vendor.

Kraft has trained the entire leadership team within its supply chain to use these methods with internal teams and directly with customers. In addition, Kraft's customers have adopted this collaboration strategy within their organizations, with other trading partners, and within functions outside of supply chain, in merchandising, for example.

AWARDS

Design Awards Area 2004,
Grocery Manufacturer's of America CPG Award
2007 Finalist, Innovation Award,
Council of Supply Chain Management Professionals



LIFEPORT KIDNEY TRANSPORTER FOR ORGAN RECOVERY SYSTEMS

A NEW STANDARD IN ORGAN TRANSPORT SYSTEMS

Project Date: 2003



With approximately 55,000 Americans waiting to receive kidneys and a list that could double in the next 10 years, there is an acute and urgent need for new technology to increase the quality and number of organs available for transplant.

The LifePort Kidney Transporter provides a new high-tech alternative to the conventional method of organ storage and transportation -- a cooler filled with ice. The LifePort gently perfuses, or pumps, the kidney with a cold liquid solution to improve its condition before transplantation, which can nearly double storage time and may increase the number of usable kidneys and improve patient outcomes. The device also provides critical data to monitor and evaluate kidneys during transport.

Several iterations of component designs and careful thermal studies informed the highly compact mechanical layout. The ergonomics of system setup and the user interface were carefully considered to minimize the possibility of errors and communicate only essential information. The overall design was conceived to clearly convey the importance of the cargo and serve as a platform for a family of organ-specific transporters.

Organ Recovery Systems believes that perfusion has the potential to remove tens of thousands of patients from the waitlist and dialysis and save the healthcare system more than \$1 billion annually. In 2006, the LifePort Kidney Transporter was used to transport 350 kidneys per month in 12 countries, and was included in the permanent architecture and design collection at the Museum of Modern Art in New York City.

AWARDS

2004 MDEA Gold
2004 IDEA Silver



MARRIOTT TOWNEPLACE SUITES

BRINGING TO LIFE A MORE MEANINGFUL HOSPITALITY EXPERIENCE

Project Date: 2006



A long history and a fast rate of growth lend the hospitality industry a unique set of innovation challenges. Tradition prevails within many hospitality spaces and services, making improvements difficult to identify and implement across individually managed locations.

IDEO began working with Marriott in order to explore brand-based initiatives to enhance the guest experience at their TownePlace Suites extended-stay hotels. The outcome would include a brand brief that outlined the brand's renewed identity, and a plan for enabling more meaningful customer relationships.

The plan, referred to as an "experience blueprint," was designed to act as a roadmap for understanding extended stay guest behavior, identifying key touch points in the guest journey, and developing relevant spaces and services. To learn about the brand's clientele, IDEO visited TownePlace Suite hotels around the US, shadowing guests and meeting with employees to gain insight through observation and feedback.

As a result of this fieldwork, IDEO identified five touchpoints of the guest journey, using them as the basis for a new set of services, spaces, and experiences. Included in these was the revamping of the lobby to convey the extended stay experience as more home-like than hotel, with a map wall of visitor-recommended local destinations that served as a DIY concierge, and a pantry area stocked with healthy, locally-sourced food items for sale. In the guestrooms, a versatile live/work layout was planned for more comfortable tasking and relaxing.

To evaluate the effectiveness of these concepts, IDEO worked with Marriott to employ new methods of rapid prototyping with guests and general managers, thereby creating a feedback loop and decreasing implementation costs.



PATIENT-PROVIDER SERVICE FOR MAYO CLINIC

BETTER SERVICE AT A RENOWNED HEALTHCARE INSTITUTION



Mayo Clinic has developed a worldwide reputation for practicing cooperative, patient-focused medical care for people with some of the most severe forms of illness. At Mayo's three primary outpatient facilities in the United States, physicians and health-care practitioners combine their skills and experience in team fashion to help solve medical problems in a way that puts the patient first.

To enhance the way in which the institution provides services, Mayo invited IDEO to help turn an internal medicine wing into a laboratory for improving the patient-provider experience. The new venture is known as the SPARC Innovation Program, an acronym that stands for See, Plan, Act, Refine, and Communicate.

IDEO began by observing how patients interacted in waiting areas and exam rooms, and how they worked with doctors, nurses, and staff to navigate the healthcare process. IDEO provided the Mayo team with a basic template for creating service delivery innovation -- a systematic process that includes how to brainstorm new ideas for using the space, rapidly prototype novel service delivery designs, and use customer observation and direct feedback to refine solutions.

To put the process into action, the team devised a simple and flexible design for the internal medicine corridor that allows for more informative, comfortable, and guided interactions among staff and patients.

The team turned the wing into a four-zone journey through which patients proceed: the Service Home Base; the Visitor-Facing Hub; the Preparation Service Area; and Innovation Central. The wing is now a permanent section of the clinic where staff and doctors can develop and prototype new processes for improving service delivery.



CD PLAYER FOR MUJI

RETHINKING THE CD PLAYER WITH JAPANESE MINIMALIST DESIGN

Project Date: 2002



"Without Thought" is a yearly program conducted by the Diamond Design Management Network and IDEO Japan. Designers from many Japanese companies come together for three days to explore a theme, continuing collaboration on their individual projects for weeks afterward in order to eventually create a model of their idea.

The goal for the 1999 Without Thought project was to search for an essential design approach, to carefully see what people do and feel in their daily lives, and to find solutions that are simple, but touch shared senses and memories. The name "Without Thought" was chosen to communicate the intuitive and subjective nature of the subtle and multisensory relationships that people have to their environment, and to their experience of everyday things.

Designer Naoto Fukasawa's CD player represents an integration of these values and goals into a simple household object. Its wall-mounted, coverless form reveals the exposed compact disc, and uses a vertically hanging power cord that evokes the design's simple, almost industrial aesthetic.

In 2005, the Museum of Modern Art in New York added the Muji CD Player to their permanent collection.



N-GAGE GAMING PLATFORM FOR NOKIA

EXPLORING THE SOCIAL SIDE OF MOBILE GAMING



As mobile gaming reaches a \$7 billion industry, the race between developers, publishers, and platform holders to set the standard in user experience is heating up. Nokia, having emerged as one of the market's prominent players, looked for a partner in IDEO, who had a shared passion for consumer understanding, to reinvent the gaming experience for the their new line of Nokia Nseries smartphones.

In 2004, Nokia launched the original N-Gage, a dedicated gaming device that was more controller than a handset. Looking to define the platform's next generation interface and take gaming from a niche offering to an integral part of multimedia handsets, Nokia and IDEO began looking at the complete user experience, from social, emotional, and functional standpoints.

IDEO observed the gaming experience around the world in both direct and analogous environments. The team learned that currently, in most countries, mobile gaming is about killing time. However, it is increasingly becoming a way of forging and nurturing social connections with people near and far.

Using these and other insights as a framework, Nokia and IDEO created a holistic user interface that pulled together existing Nokia offerings to enable people to seamlessly shift between gaming, socializing, and working.

By navigating through a series of menus on the Nokia Nseries smartphones, the gamer can quickly access a game portal and management system -- N-Gage Arena -- to try, buy, and play games. A number of features geared toward promoting a social culture of gaming were also included in the interface, such as ratings and award systems that allow gamers to track and share their scores and progress.



BRAND STRATEGY FOR NUMICO

SUPPORTING NUTRITIONAL COMPLIANCE AMONG PKU TEENS

Project Date: 2006



Phenylketonuria (PKU) is a rare metabolic disorder that prevents the body from digesting phenylalanine -- a naturally occurring component in proteins. People with PKU depend on protein substitutes for the bulk of their daily food intake. These substitutes are produced by an industry that has historically designed its products and services to suit the healthcare professionals that distribute them, rather than the end user.

With a focus on teenagers -- a group among which PKU diet compliance drops dangerously -- IDEO partnered with Numico, one of the world's leading special nutrition companies, to explore how the brand could engage directly with this market.

Team members began with observations of PKU teens and their parents, discovering that both groups craved normality and freedom from restrictions, being just as concerned with the look and feel of the supplements as they were with the science inside. In response, IDEO developed more than 30 multi-channel concepts for Numico to build a branded ecosystem of products, services, and experiences.

Since its introduction in March 2006, Lophlex LQ -- inspired by IDEO visual language and packaging concepts -- has become one of Numico's most successful metabolic product launch. A free home delivery service, SHS Homeward, was also recommended and instituted, and has since attracted 1/3 of PKU patients in the UK and garnered a 100% satisfaction rating. This service has increased compliance among teenagers and is being rolled out in several other countries.

In response to IDEO's web-based concepts, virtual communities have enabled the brand to reach previously unknown patients and collect valuable marketing database information.



ORGANIZATIONAL TRANSFORMATION FOR PRODUCTOS CEMENTEROS MEXICANOS

GUIDING A START-UP TO THE LEADING EDGE OF AN INDUSTRY



Productos Cementeros Mexicanos (PCM) is a new company competing in a very established industry with the biggest concrete companies in the world. To develop a strategic foothold in this competitive context, PCM approached IDEO to help understand the opportunities for innovation in the concrete industry - specifically, the potential for creating and testing new products and services - and to begin defining an infrastructure that would afford PCM a culture of continuous innovation.

IDEO began the engagement with an innovation process workshop to share IDEO's approach and work with PCM to identify initial opportunity areas. With the remainder of the project run almost entirely in Mexico, IDEO and PCM observed a variety of local concrete use situations and stakeholders, including employees at corporate and operational levels, clients, construction managers, foremen, and architects. These observations led IDEO and PCM to uncover the critical insight that PCM could best differentiate itself by uniquely and credibly defining its service offering.

From IDEO and PCM's fieldwork and synthesis they identified nineteen themes, which were distilled into six customer-facing innovation platforms. From these platforms IDEO and PCM began prototyping service concepts, two of which have been piloted for further development.

The team also developed frameworks that describe how PCM can build and sustain their own culture of innovation. In addition, a subsequent project followed this work in which IDEO guided PCM through a longer and more independent development process, structured around IDEO's own approach. As a result, PCM has started to implement and take ownership of the human-centered innovation techniques that were learned during this engagement.



CONCEPT PROJECT FOR PROJECT INKWELL

K-12 LEARNING PLATFORM

Project Date: 2006



Project Inkwell's goal is to greatly increase the size and effectiveness of the K-12 education technology market by managing the synthesis of functional specifications for a ubiquitous computing platform.

As a Project Inkwell partner, IDEO facilitated a group of experts to understand and synthesize the needs and desires of students, and to prototype possible solutions. The results of this effort have been visualized in the Spark concept.

Spark allows students to learn anytime, anywhere. It provides students with a highly mobile device that supports collaboration and multimedia work through educational software. Wireless networking enables use of the internet as a learning space and a means of working with peers and mentors, and promotes the publishing and sharing of work.

The configuration of Spark affords an endless number of personalization opportunities. The soft housing protects the Spark unit while providing a medium with which to convey a sense of group or individual identity. The housing and keyboard are inexpensive and can be easily replaced over the life of the device.

Along with the full-function keyboard, Spark's housing provides storage for a hot-swappable spare battery and a Bluetooth mouse.

AWARDS

2007 Index Award Top Nominee, Community



SWIFFER CARPETFLICK FOR PROCTER & GAMBLE

AN ON-THE-SPOT CARPET CLEANING TOOL

Project Date: 2005



Building off a 10-year collaboration, IDEO and Procter & Gamble sought out to design a carpet-cleaning counterpart to their already successful Swiffer product line. To meet consumer needs, the design had to demonstrate the same principles as the popular Swiffer floor sweeper - simplicity, ease and affordability - and similarly transform carpet cleaning into a quick and hassle-free experience.

IDEO and P&G formed a single team to experience in tandem IDEO's understand-observe-prototype process. To learn more about consumer needs, behaviors, and desires, the team visited dozens of people in their own homes.

What became evident from these visits was that people needed a way to pick up small particles such as cereal crumbs and paper shavings without having to pull out the vacuum. From these initial insights and observations, the team began a series of brainstorming sessions and experiments. Through these explorations, an effective solution soon emerged. While toying with a squeegee, an IDEO team member had a classic "aha!" moment: He had found a way to extract soil particles from carpeting without the aid of electricity or batteries.

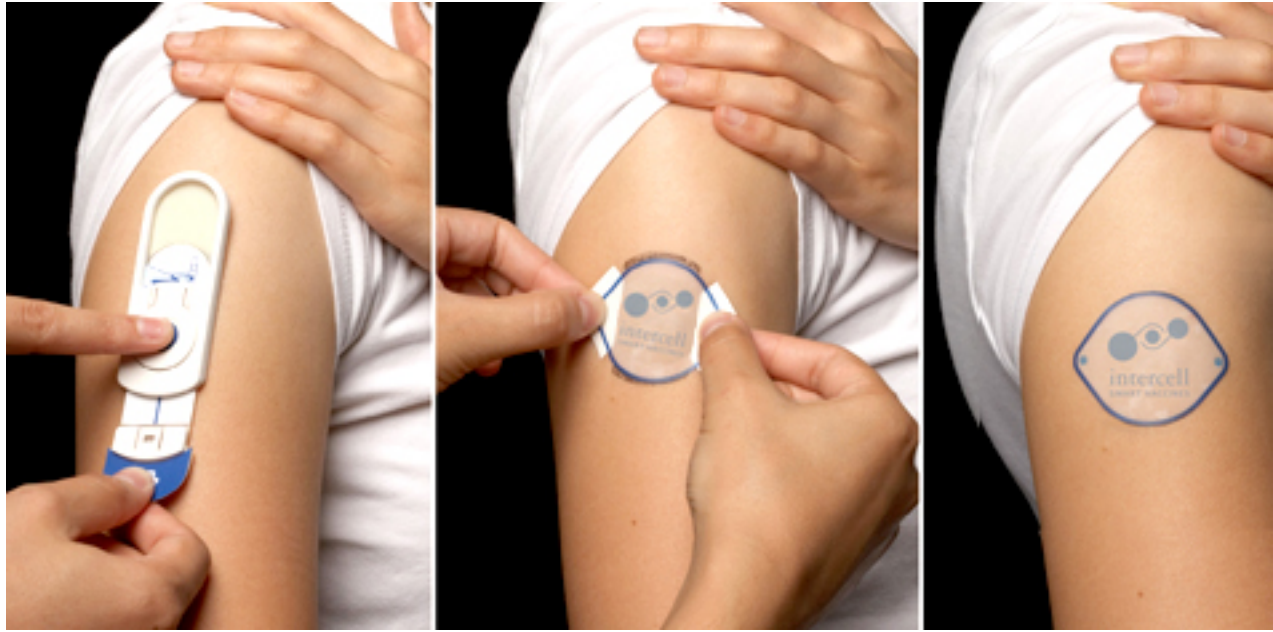
The idea spurred a number of prototypes that were tested in international markets for functionality, human factors, and general appeal. Within a few months, Swiffer CarpetFlick was ready for production. It is currently widely available in the US and in Europe, appealing to a broad set of consumers by providing a day-to-day alternative to the vacuum cleaner.



TRANSCUTANEOUS IMMUNIZATION DELIVERY METHOD FOR INTERCELL

DESIGNING THE NEEDLE-FREE FUTURE OF VACCINE DELIVERY

Project Date: 2008



Iomai, now part of Intercell, was a new entrant in the field of needle-free vaccination with IP for a patch - based method of dermal delivery. While the start-up was well on its way to developing the pharmaceutical science behind the vaccination, there remained the challenge of prepping the skin to effectively accept the vaccine. The company approached IDEO to develop a viable method of applying a needle-free vaccine delivery patch. The result is a vaccine patch concept and application prototype that consider the complete user experience, from mail-out packaging to application, and has the potential to make self-application possible for the first time.

IDEO began by investigating a range of skin preparation techniques to enable the vaccine to reach immune system cells in the dermis. By concentrating on the user experience and looking at the needs of patients and nurses in vaccination contexts, IDEO was able to rapidly generate and prototype concepts for application and supporting devices. This approach led to the patch device and test units for use in Phase I/II clinical trials. As a result of devising techniques and concepts in reference to the impending clinical trials, IDEO optimized the product development cycle and helped maintain the development timeline toward approval from the FDA.

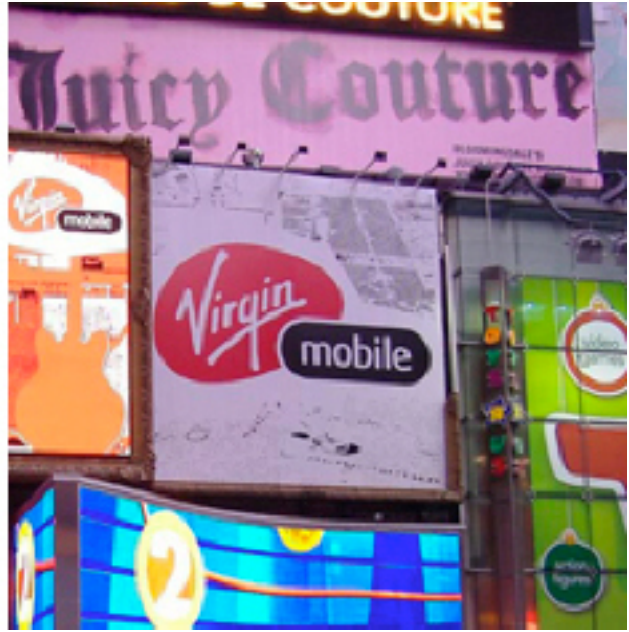
IDEO's design is a working model of a concept device meant to ensure consistent application across a range of users. A proprietary mechanism controls the application of the skin preparation and patch location. The patch is shelf stable and has the potential to be sent through the mail and self applied, enabling optimal delivery for pandemic vaccination and large-scale vaccination in emerging economies. IDEO also designed the patch to be easy to manufacture using standard materials and processes, setting the stage for myriad future applications and new models of vaccine delivery.

Following Iomai's creation of this early phase working model, Intercell and IDEO plan to continue development of a final version to take to market. Intercell currently has two vaccine candidates in late stage development. Iomai completed its IPO in 2006 and was funded under a contract with the Department of Health and Human Services directed toward its pandemic flu program. Iomai merged with Intercell in August 2008.



ETHICAL CONSUMERISM CONCEPTS FOR OXFAM GB

MAKING CONSCIENTIOUS CONSUMERISM SEXY



With thousands of partners in more than 70 countries, Oxfam GB seeks to find lasting solutions to poverty and injustice. As one of the world's leading NGOs, Oxfam has campaigns, development work, and emergency response capabilities spanning such issues as fair trade, climate change, humanitarian and disaster relief, and long-term poverty reduction, among others. Oxfam partnered with IDEO in 2007 and 2008 to increase awareness of ethical consumption as a means of alleviating social and environmental problems.

Oxfam turned to IDEO's human-centered approach to better understand genuine consumer behaviors -- in all of their ambiguities, uncertainties, and contradictions -- in order to connect with people. With a greater understanding of shoppers' motivations, Oxfam hoped to evolve perceptions of ethical consumption from a place of guilt and apathy to one that encourages informed and emboldened action.

Seeking the opinions and behaviors of consumers at every point on the spectrum from bargain lovers to High Street devotees -- IDEO and Oxfam aimed to understand what motivates purchasing and whether ethical concerns were a part of the equation. Insights from consumers and retailers revealed that individuals tend to trust the brands they love, that aesthetics outsell virtue, and that, while consumers may want to influence brands to act ethically, they believe they lack the power to do so. By engaging these positive desires and ambitions, rather than imposing guilt through negative messaging, a series of concepts were born and prototyped that reinforce sexiness over sacrifice.

Based on design principles such as "Make it a Conversation," IDEO and Oxfam's concepts spanned product, service, and communications. Concepts ranged from guerrilla marketing campaigns passionately calling for more thoughtful consumerism, to a card that allows shoppers to monitor their purchase-induced impact on the environment. The concepts and design principles they represent will inform Oxfam's approach to future innovation challenges, most notably an upcoming campaign around climate change, and encourage consumers to take action, consume less, and ultimately, consume better.



DESIGN PARTNERSHIP FOR SAMSUNG

LEVERAGING DESIGN TO BUILD A LEADING-EDGE BRAND AND OFFERING

Project Date: 2008



Since the early 1990s, Samsung and IDEO have shared a history of influential and award-winning collaboration. Together, the two companies have worked on more than 50 projects, including conceptual explorations, via an ongoing strategic partnership. Integral to this relationship was an immersive cultural exchange in which Samsung designers joined IDEO's Palo Alto office to be exposed to the US consumer market and learn from the firm's human-centered design approach.

The offerings created by this partnership span a broad spectrum, from a series of conceptual multimedia devices to industry-changing monitors, TVs, laptops, mobile phones and interfaces, computer peripherals, and mobile platform strategies. Two concepts, the SimpleMedia (1998) and the TotalMedia (1995) home entertainment systems, were honored with design awards from ID Magazine and Business Week, respectively. The SyncMaster 400TFT Flat Panel Display (1997) won design awards in Korea, Germany, and the US. And most recently, the 970P and 971P LCD monitors, designed with former IDEO founder Mike Nuttall, were recipients of a 2007 IDEA Gold award.

In addition to awards recognition, these and other designs have bridged strategy and implementation to meet Samsung's aggressive product development schedule and create a successful, global offering. Culturally, the partnership with IDEO has helped Samsung Electronics adopt new ways to integrate internal teams, a human-centered design approach and iterative prototyping, and the methodologies to merge technology and design to create a leading-edge consumer line and brand. As evidence of Samsung's rise to being one of the world's largest design-driven companies, the company has more than doubled its internal design teams since 2000 ("Samsung Design," BusinessWeek Online).

AWARDS

2007 IDEA Gold



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FACT SHEET

Founded in 1991, IDEO* is an innovation and design firm that uses a human-centered, design-based approach to help organizations in the business, government, education, and social sectors innovate and grow in three ways:

Identify new ways to serve and support people by uncovering their latent needs, behaviors, and desires.

Visualize new directions for companies and brands and design the offerings - products, services, spaces, media, and software - that bring innovation strategy to life.

Enable organizations to change their cultures and build the capabilities required to sustain innovation.

***Pronounced "eye-dee-oh"**

HIGHLIGHTS & ACCOLADES

Ranked as one of the most innovative companies in the world by Boston Consulting Group (2005 - 2007, Business Week)

Ranked #5 on Fast Company's list of the Top 25 Most Innovative Companies (2008)

Awarded the Smithsonian Cooper-Hewitt National Design Museum's National Design Award for Product Design (2001)

Winner of more IDEA awards than any other design firm

19 Red Dot awards; 15+ iF Hanover awards

Featured in a 1999 episode of ABC's Nightline, which followed an IDEO team as they redesigned the shopping cart in four days.

LEADERSHIP

David Kelley, cofounder and chairman. Chaired professor at Stanford University and founder of Stanford's Institute of Design (the "d.school"); recipient of the National Design Award; member of the National Academy of Engineers.

Tim Brown, CEO and president. Formerly director of IDEO Europe; contributor to the Harvard Business Review, The McKinsey Quarterly, and the World Economic Forum.

Bill Moggridge, cofounder. Pioneer in the application of human factors in the design discipline; author of Designing Interactions (MIT Press, 2006).

PEOPLE

550+ employees in the following disciplines

Branding
Business factors
Communication Design
Electrical engineering
Environments design
Food science
Healthcare
Human factors
Industrial design
Interaction design
Mechanical engineering
Organizational design
Software engineering

FOCUS AREAS

Branded Experiences
Design for Adherence
Design of Communities
Design for Learning
Environmental Impact
Food & Beverage
Going to Market
Healthy Spaces
Health & Wellness
Innovation Strategy
Invention & Engineering
Kid & Play
Media & Entertainment
Mobility
Networked Culture
Retail & Hospitality
Services
Social Impact
Transformation Design

LOCATIONS

San Francisco
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Chicago
Boston
New York City
London
Munich
Shanghai

CLIENTS

Including:

Acumen Fund
Adobe
American Red Cross
Bank of America
BASF
Center for Disease Control
Eclipse Aviation
Eli Lilly
GlaxoSmithKline
Hewlett-Packard
Intel
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Nissan
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Samsung
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