



Human-Centered Innovation

- SK Telecom의 NSD 방법론

HCI Team | SK Telecom

2008



Background: SKT의 성장시스템

성장시스템의 목적

*Organic Growth*를
위한 체계적이고
효과적인 시스템의
구축

성장 시스템

- 지속적인 성장사업 투자를 위한 독립적인 자원 구축

- 성장사업의 체계적인 관리를 위한 Pipeline 관리 체계 구축

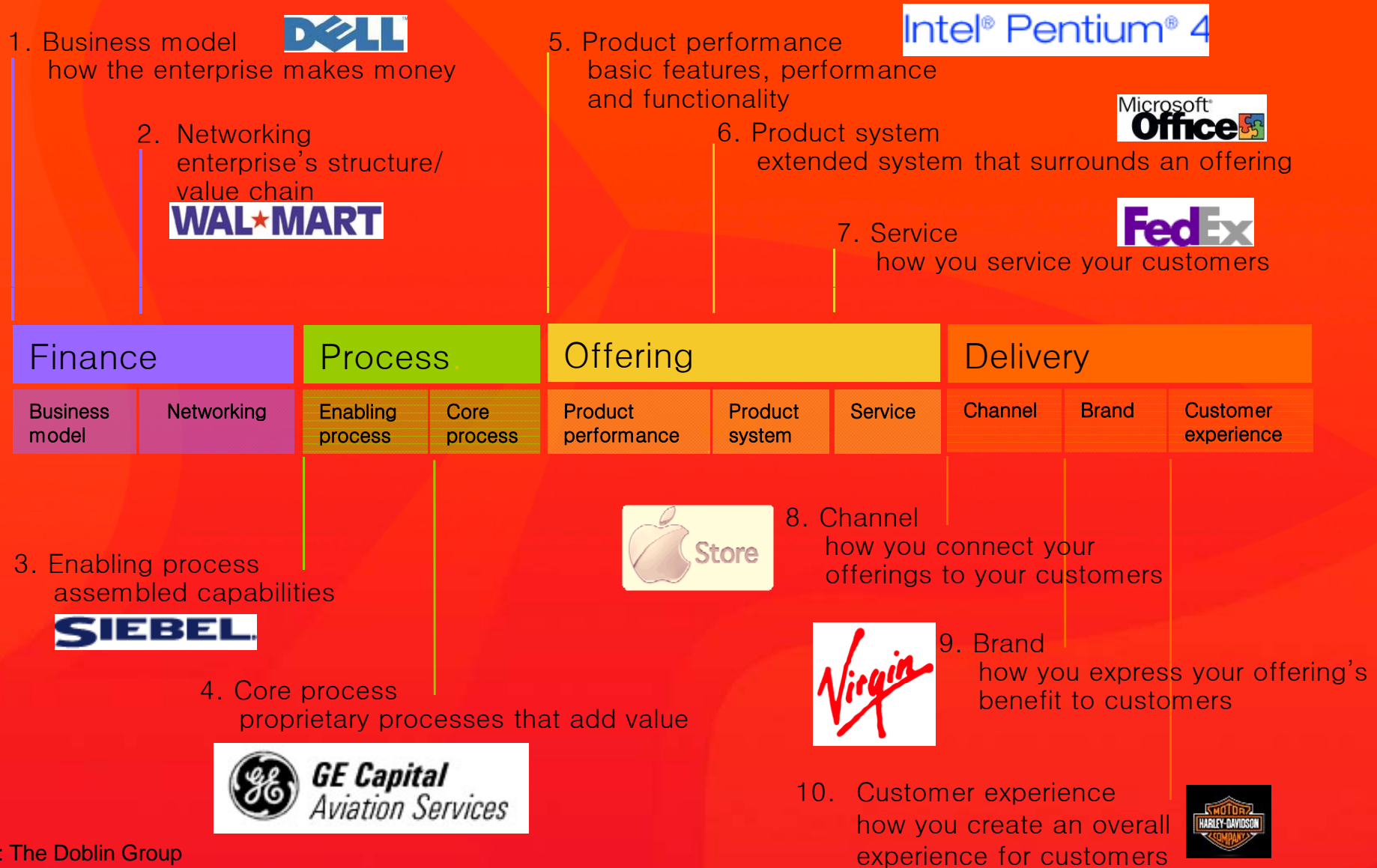
- 성장사업 개발의 성공률을 제고하기 위한 방법론 도입 (HCI)



Background: Innovation 정의하기

- The term “*innovation*” should be reserved for an initiative that can produce a viable new business concept
- This keeps us from the sloppy, but nearly universal habit of just calling anything new an innovation
- It also forces expectations... Successful innovations must:
 - throw off enough free cash flow to justify themselves
 - Meet internal hurdles and performance targets
 - Occur fast enough to stay ahead of competition
 - Occur often enough to keep our brands relevant
- This is when innovation builds value

Background: 10 types of innovation

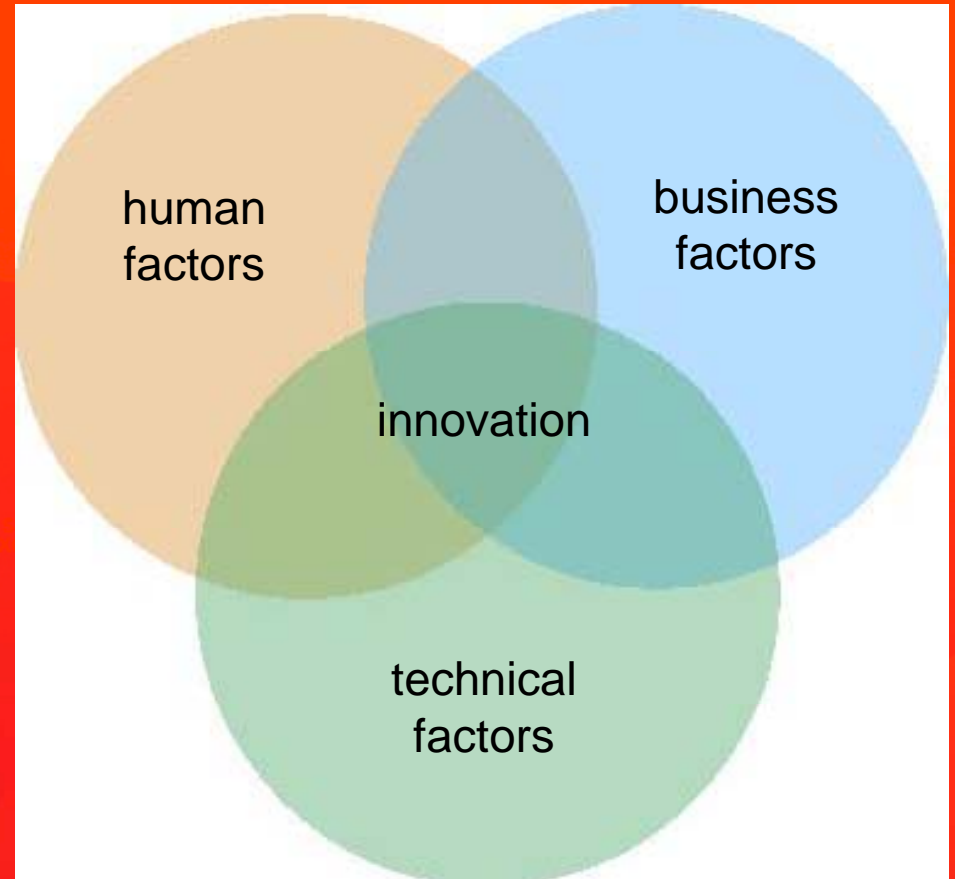


Source: The Doblin Group



Foundation: Human-centered Innovation

Where should we start?



Source: IDEO



Foundation: Needs vs. Solutions

Are we asking the right question?



Source: Jump Associates



HCI: Characteristics

1 Human Needs-based

사람들에 대한 근본적인 이해와
행동양식 관찰을 통해 기회를 포착한다!



2 Creative Ideation

새롭고 다양한 아이디어를
가능한 많이 도출 한다!



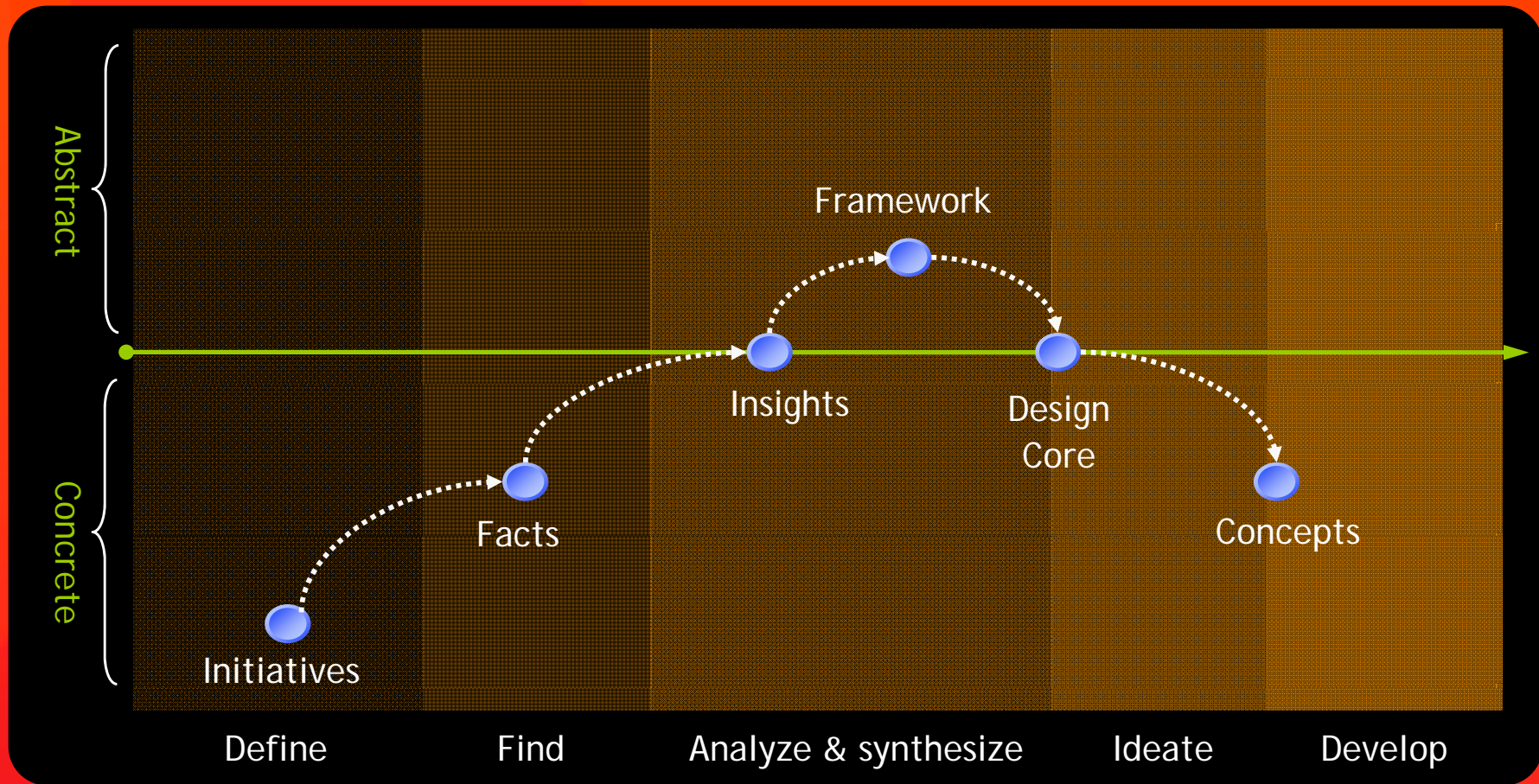
3 Iterative Prototyping

단계적 실험, 학습과 정리를 통한
반복적 문제 해결



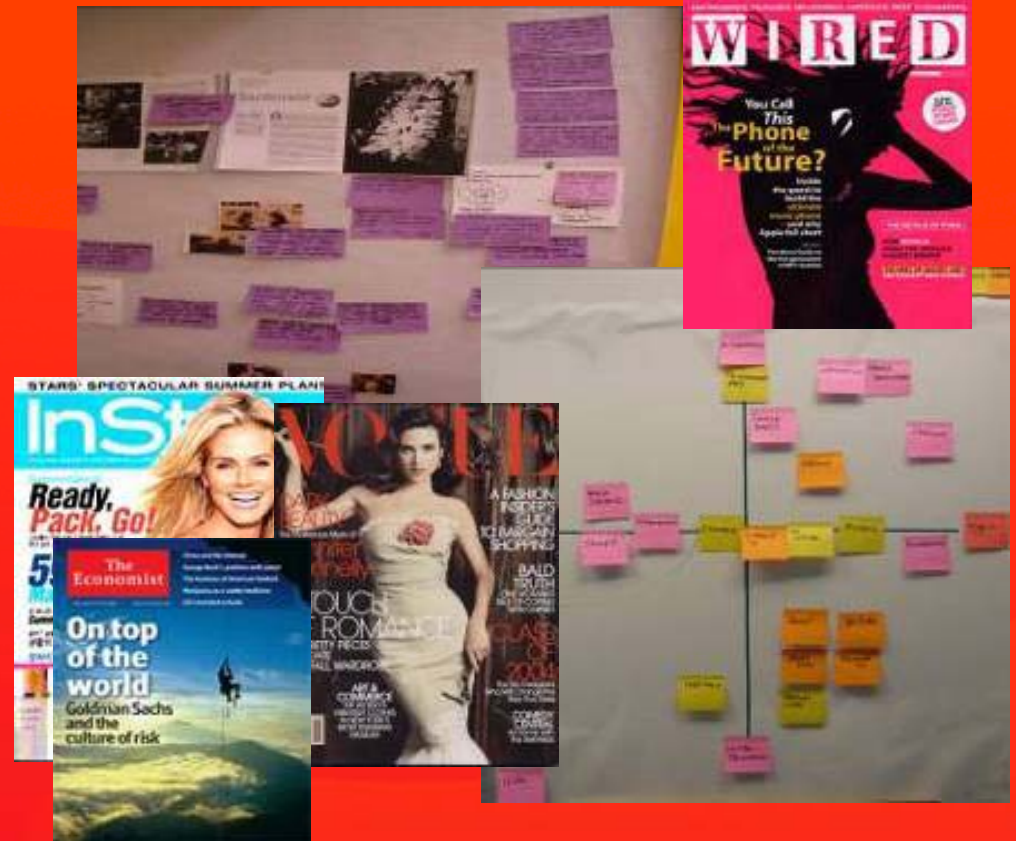


HCI Process



HCI Process: Define

왜, 무엇을, 누구를
대상으로?



HCI Process: Define - 사례



목적: 차별화된 Online
쇼핑 경험 창조를
통한 차별화된
Online 쇼핑몰
Concept 도출

대상: Online 쇼핑을
많이 하는 20대 -
40대 고객

HCI Process: Find -Types of Needs

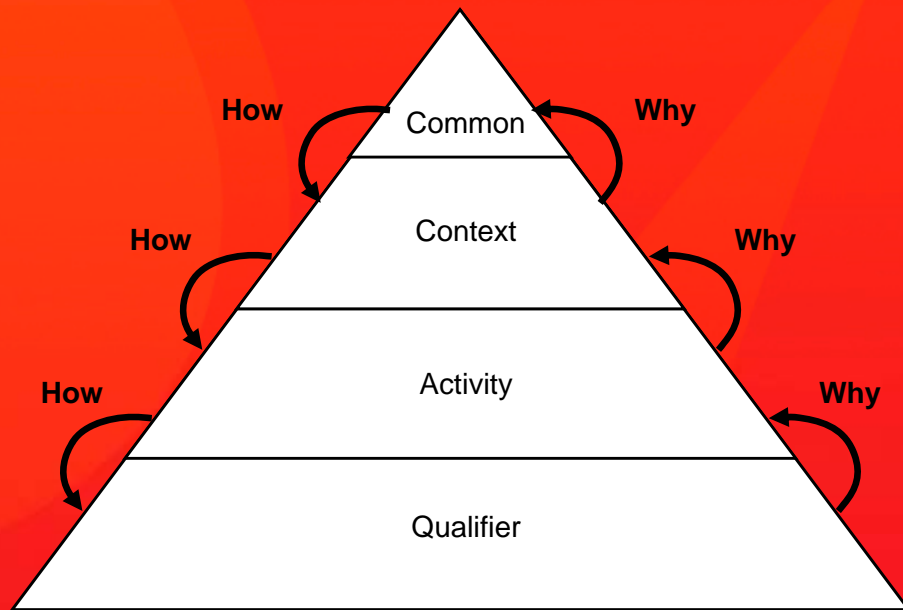
사람들은 무엇으로 사는가?





HCI Process: Find - Needs Hierarchy

All the needs are not created equal!!!





HCI Process: Find - 방법론

Different methods for different objectives and contexts



In-depth Interview

In-depth, open-ended interviews in the home give a comprehensive view of the participant and what's important in their life. Letting them guide the flow of conversation, and their choice of words, reveals their priorities and how they frame issues.



Home Tours

Participants give us an in-depth tour of their home to give context to what they say and provide other windows into their life. The artifacts in their home can often reveal unspoken needs and uncover contradictions in what they say and do.



Shadowing / Shop-along

Observing people as they go about their daily activities and errands gives an even greater life context. Changing settings and interactions reveals different needs and values.



HCI Process: Find - 사례

제일 편한 것이 카페예요.
같이 아이 키우는 엄마들이 그
개월에 뭐가 필요하더라 그런
것들에 대한 정보를 주면
신뢰가 가죠...

- 김순천



512MB 용량의 mp3 Player는
필요 없을 것 같아서, 256MB
짜리로 샀어요. ... 256MB면
80곡씩 노래를 바꿔주기도
귀찮아요.

- 반창수



‘왜 저렇게 입었어, 저거 안 예뻐’
이러면서 지나다니는 사람
구경하는 게 제일 재미 있어요...
그러다 학교 얘기도 하고요.

- 김주현



쇼핑을 하는 수준이 변해가는
것에 따라서 내가 발전하고
있구나 발전하지 않고 있구나
하는 판단이 되는 것 같아요.

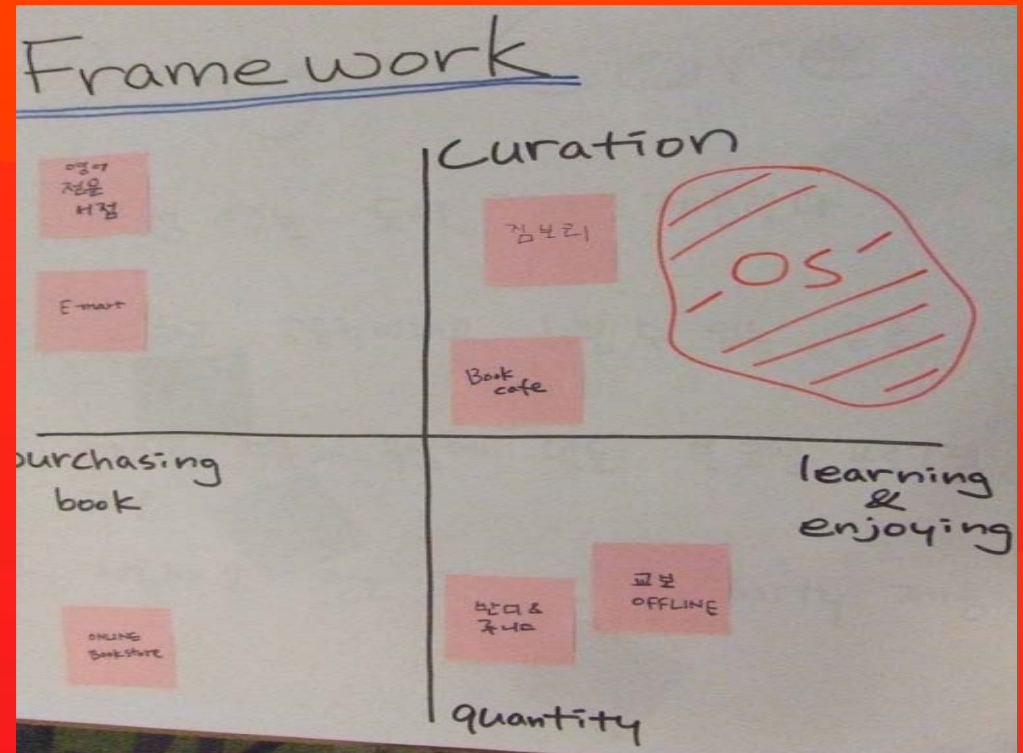
- 최웅





HCI Process: Analyze & Synthesize

사람들이 지금 가장 바라는 것은?





HCI Process: Analyze & Synthesize - 사례

Social



타인의 도움을 받아
만족스러운 구매를 추구



쇼핑을 활용하여
타인과 함께하는 즐거움을 추구

개인적 노력을 통해
만족스러운 구매를 추구



쇼핑을 활용하여
개인적 가치 실현을 추구



Personal

Functional

: I want to purchase ...

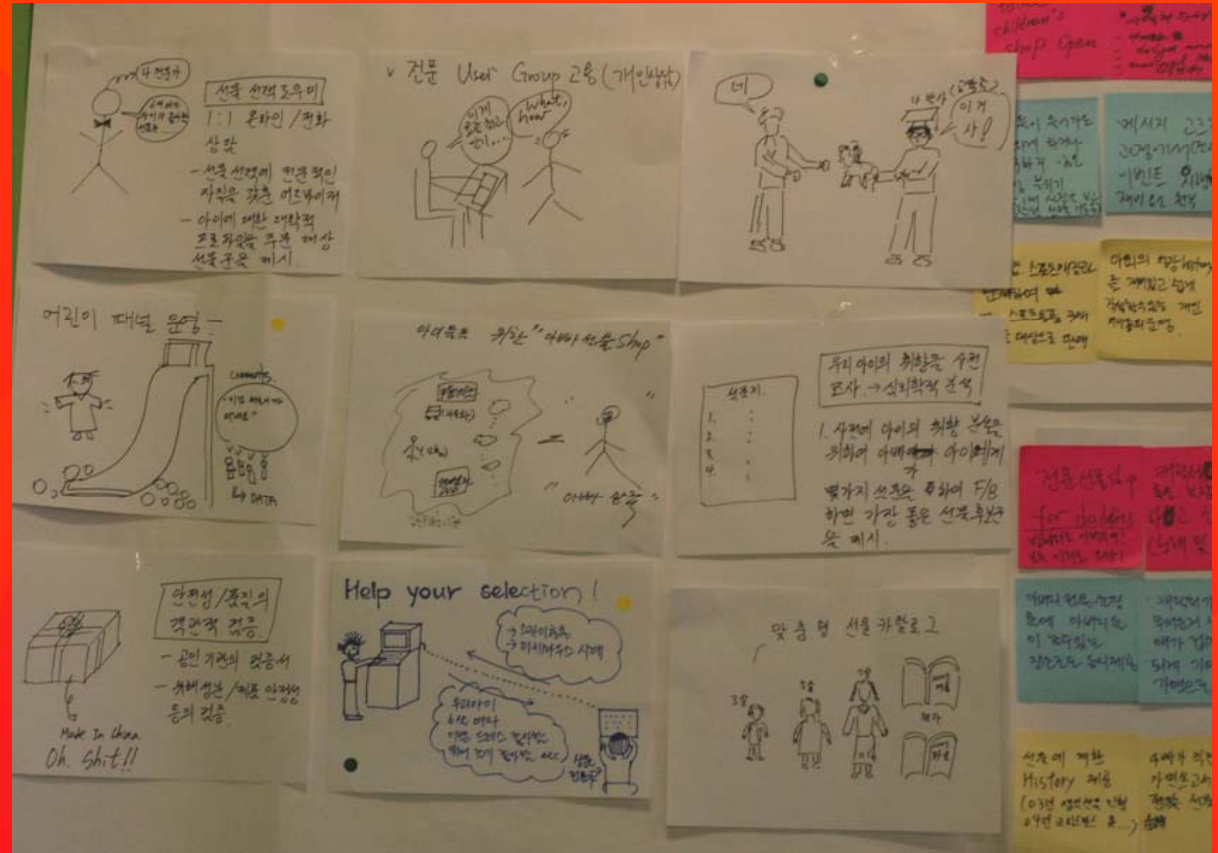
Emotional

: I choose shopping as a tool for ...



HCI Process: Ideate

이런걸 (해)주면
사람들이 좋아할까?





HCI Process: Ideate - Brainstorming

실행 절차

- 사전 준비: 사용자 **Needs** 조사 결과, 관련 **Stimuli**, 다과와 음료, 참석 대상자 확정
- **Ice-Breaking**: 간단한 게임 및 자기 소개
- **Brainstorming & Energizers**
- **Sharing**

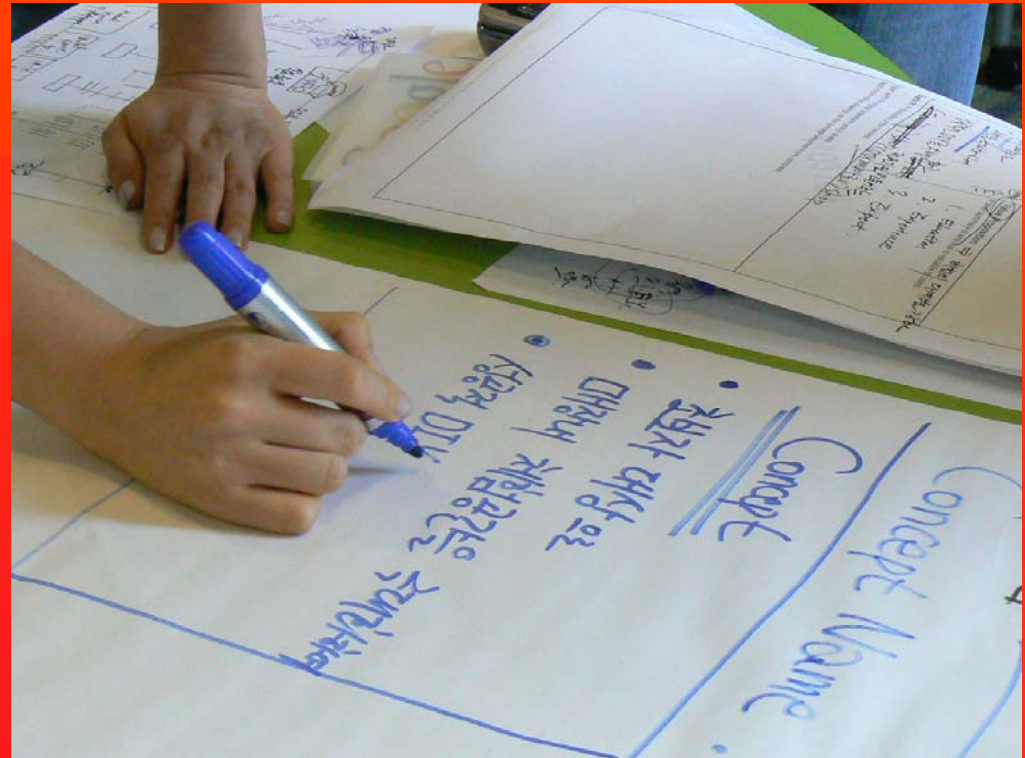
The Rules

- **Defer Judgment**
- **Encourage Wild Ideas**
- **Go for Quantity**
- **Build on the Ideas of Others**
- **Be Visual**
- **Stay Focused on the Topic**
- **One Conversation at a Time**

HCI Process: Develop

어떻게 돈을 벌 수 있을까?

- Concept refinement
- Feasibility 검증
- 기초적인 사업계획서 작성





HCI Process: Develop - 사례



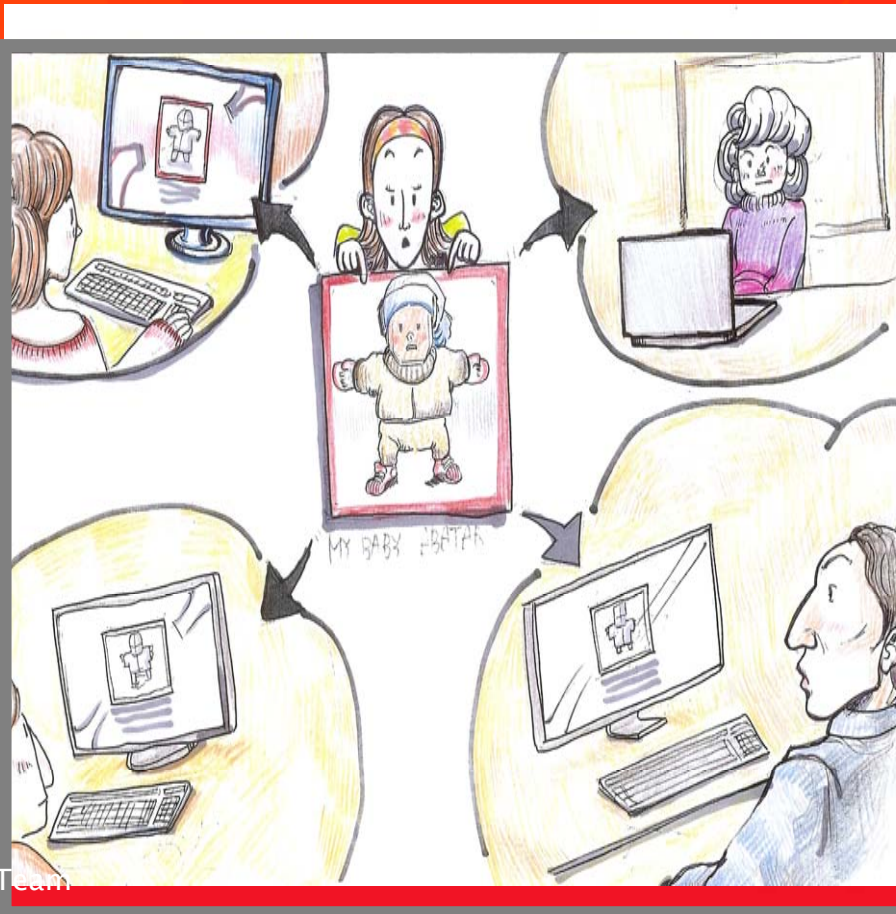
: Fun Shopping with Friends & Family

: 사람들과 어울리며, 다양한 상품과 관련 정보를 보고, 듣고, 느끼고,
자기 자신을 표현할 수 있는 “Fun Shopping Mall”



HCI Process: Develop - 사례

- Shopping Community : Segment(워킹맘, 대학생, Early Adopter 등)에 맞는 회원제 Community Service 제공
- Shopping 함께 하기 : 메신저를 통해 친구, Community 회원과 대화하며 Shopping 가능토록 환경 구현
- Shopping 정보 공유 : 개인 구매 목록, 관심 상품 등록 내용을 공개 함으로써 다른 사람들과 정보 공유 추구



Closing: Innovation Cultures

knowledge

•Discover New Knowledge

•Use Existing Knowledge

•Goals are Ongoing

Invent

Prize Novelty
Ensure Slack & Support
Competitive Play
x Regiment



Execute

Prize Efficiency
Train & Measure
Reliability & Integrity
x Reinvent the Wheel



goals

•Goals in Transition

Explore

Prize Learning
Discovery & Variation
Psychological Safety
x Assume Outcome



Apply

Prize Roll-Out
Create Buy-In
Engagement
x Over Engineer
the System



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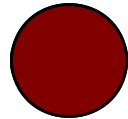
Closing: Innovation Cultures and HCI

knowledge

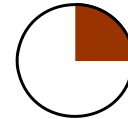
•Discover New Knowledge

•Use Existing Knowledge

Invent



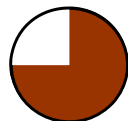
Execute



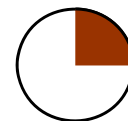
•Goals are Ongoing

goals

Explore



Apply



•Goals in Transition

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감사합니다!