

Responsible innovation management

Assignment 2: Ideo case

Assignment:

Read the Ideo case.

Questions:

1. Ideo adheres to a well-defined process for delivering the client's project.
 - a. How would you characterize the process used at Ideo? What are the advantages of such an approach? Can you think of disadvantages?
 - b. How would you characterize the organization, culture and management of Ideo? Please explain how these three factors reinforce each other to create an innovative company.
2. The Ideo case describes how one of the project managers at Ideo is confronted with a challenging request from a client named Handspring. Basically, Ideo has three options:
 - a. Accept the client situation as is (reduced schedule)
 - b. Ask Handspring for more time and then accept
 - c. Decline the project.

Which of these options would you choose? Please back up your answer with at least three sound arguments.
3. Imagine that Ideo only wants to design responsible products from now on. What are the implications for the existing approach of Ideo? Could they still use the same approach or does it need some modifications? Please explain.
4. What are according to you the key lessons in this case?

Deliverables:

- Groups 3 & 4 are expected to present their findings on the questions presented above in the session of week 3 (29/11/2016).
- The expected output of this assignment is a video of 15 to 20 minutes. The video will be showed during class.
- The evaluation criteria for the video are the following:
 - The video is well structured and has a clear message
 - The video has a convincing and well substantiated message
 - The video demonstrates that the students adequately apply the theory to the case
 - The video uses theoretical arguments to support the conclusion
 - The video is original and creative
 - The video is fun to watch
 - The video clearly demonstrates the added value of the students' insights

- The students demonstrate that they did additional research to support their findings (e.g. additional theory, desk-research to learn more about the company, etc.)