

Consumer Choice Analysis

Defining the Problem



Thinking

Imagination is more important than knowledge – Albert
Einstein



How automakers are preparing for the car-as-a-service era

Figure out/Explore how autonomous cars will change the short travel cab industry?

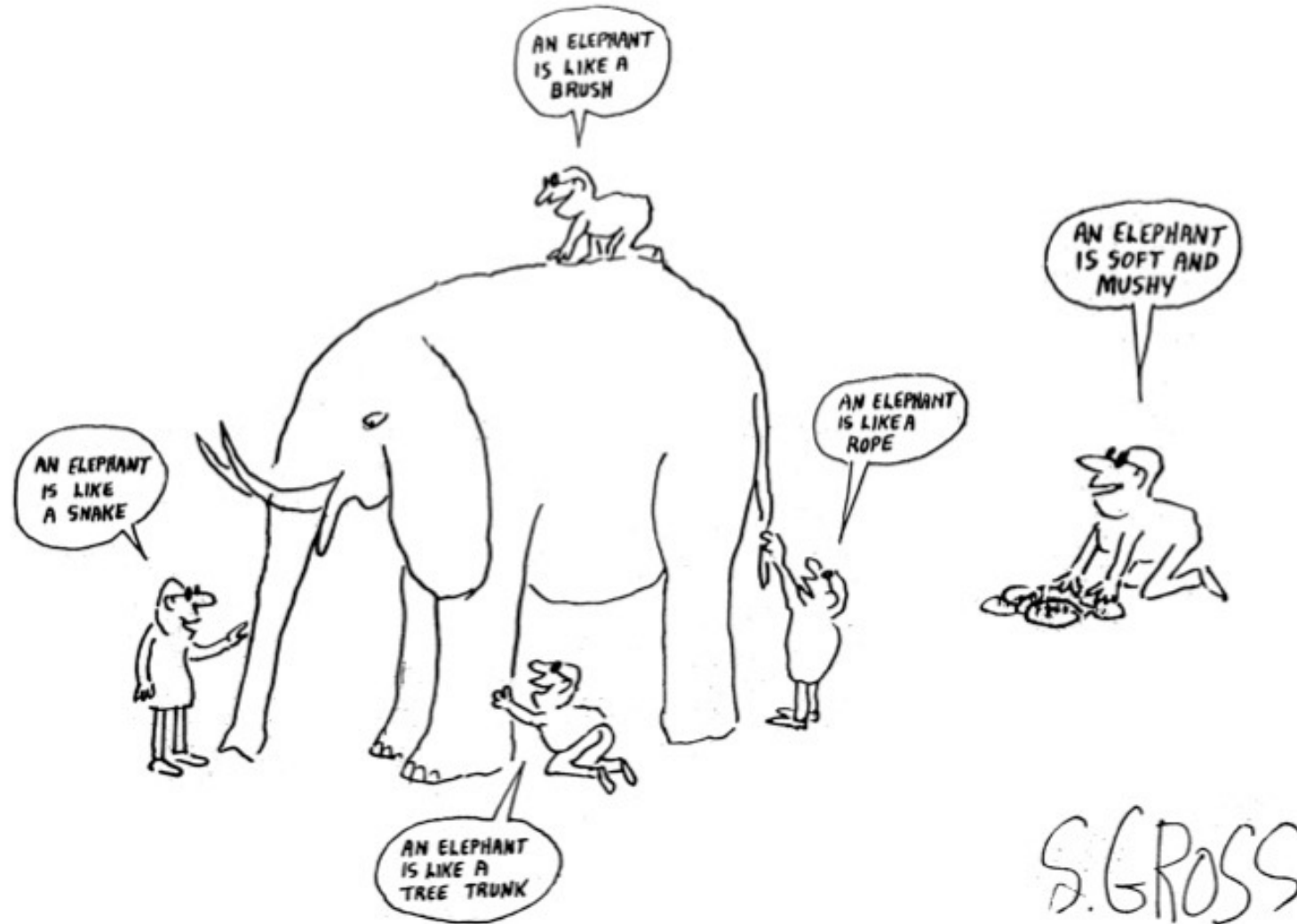
Time: 5 mins



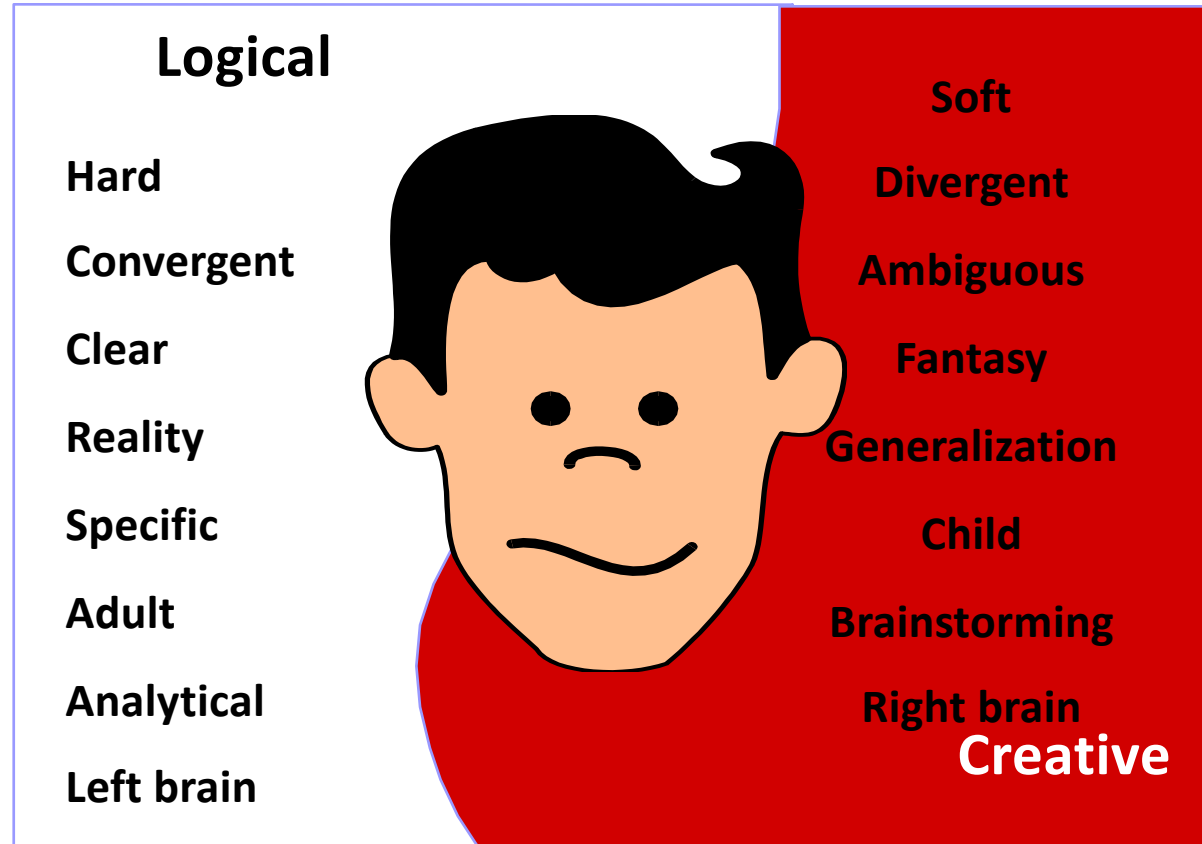
Questions

- *What are the facts and figures?*
- *What's your gut reaction? How do you feel about this?*
- *Why can't we do this? What prevents us? What's the downside?*
- *How can we do this?*
- *What are additional opportunities?*
- *How should we think about this?*
 - Whats our agenda
 - Whats out next step

Typical Thinking Process




To define a client problem requires two types of thinking





Edward de Bono's Six Thinking Hats

Parallel Thinking

- 
- Appropriate for exploration
 - Problem solving,
 - Dispute settlement,
 - Decision making and so forth.



The Basics

There are six different imaginary hats that you can put on or take off.

Think of the “hats” as thinking icons.

Each hat is a different color and represents a different type or mode of thinking.

We all wear the same hat (do the same type of thinking) at the same time.

When we change hats - we change our thinking.

Provides a framework for thinking:



Concerned with objective facts and figures.



Gives the emotions and feelings view



Points out the weaknesses in an idea.



Explore the positives and probe for value and benefit.



Focuses on creativity; the possibilities, alternatives, and new ideas.




Concerned with control, the organization of the thinking process and the use of the other hats.

WHITE

Concerned with objective facts and figures.


- What information do we have?
- What information do we need?
- What information is missing?
- What questions do we need to ask?
- How are we going to get the information we need?

- 
- ... Last year there was a twenty-five per cent increase in the sale of turkey meat in the US, due to the interest in dieting and the concern with health. Turkey meat is perceived as being 'lighter'.
 - ... No, sir. Market research clearly shows that the reason people give for buying turkey meat is that they think it is lower in cholesterol.

RED

Gives the emotions and feelings view

- The opposite of neutral, objective information.
- Hunches, intuitions, impressions.
- No need to justify.
- No need to give reasons or the basis.
- Share fears, likes, dislikes, loves, and hates.

- 
- ... I feel this is the right person for the job.
 - ... I feel this is a risky venture.
 - ... My intuition tells me that this explanation is too complex.

BLACK

Points out the weaknesses in an idea.

- What will happen if we take this action?
- Will it be acceptable?
- Do we have the resources to do it?
- How will people react?
- How will competitors react?
- What can go wrong?
- What are the potential problems?
- Will it continue to be profitable?

- 
- I see a danger in

YELLOW

- Positive thinking.
- Making things happen.
- Proposals and suggestions.
- Optimism.
- Focus on benefit.

- 
- ... I have this vision of attractive low-cost housing, and I think I can also see how it could be done.



GREEN

- New ideas, new concepts and new perceptions.
- The deliberate creation of new ideas.
- Alternatives and more alternatives.
- Change.
- New approaches to problems.

- 
- ... Suppose we made hamburgers square. What movement could you get out of that idea?



BLUE


- Thinking about thinking.
- Instructions for thinking.
- The organization of thinking.
- Control of the other hats.

The first blue hat indicates

- why we are here,
- what we are thinking about,
- the definition of the situation (or problem), alternative definitions,
- what we want to achieve,
- where we want to end up,
- the background to the thinking.
- a plan for the sequence of hats to be used.

The final blue hat indicates

- what we have achieved
- outcome
- conclusion
- design
- solution, and next steps.

- 
- 
- ... Now we need some proposals. That means yellow hat thinking.
Concrete suggestions please.

Blue Hat

Managing The Thinking

Setting The Focus

Making Summaries

Overviews • Conclusions

Action Plans

Black Hat

Why It May Not Work

Cautions • Dangers

Problems • Faults

Logical Reasons

Must Be Given

Red Hat

Feelings & Intuition

Emotions Or Hunches

“At This Point”

No Reasons or Justification

Keep It Short

White Hat

Information & Data

Neutral & Objective

Checked & Believed Facts

Missing Information &

Where To Source It

Yellow Hat

Why It May Work

Values & Benefits

(Both Known & Potential)

The Good In It

Logical Reasons

Must Be Given

Green Hat

Creative Thinking

Possibilities • Alternatives

New Ideas • New Concepts

Overcome Black Hat Problems

& Reinforce Yellow Hat Values

FOCUS

Role Play : Group Activity

Break into groups, and then wear six hats for 1 mins each

Discussion Point: Definition of your project problem

Choose one member of your group to take notes and be the group reporter.

15 min	Brainstorm together and identify 2-3 characteristics for each hat.
2 min	Summarize
	Sequences always begin and end with a blue hat; the group agrees together how they will think, then they do the thinking, then they evaluate the outcomes of that thinking and what they should do next.

Class problem

1. Figure out how autonomous cars will change the short travel cab industry?
2. How issues related to vaccine roll out in India can be solved?




SIX THINKING HATS FOR GETTING OUT OF OUR BOX

- White Hat: What are the Facts we know?
- Yellow Hat: Why should we be optimistic?
- Black Hat: What risks should we keep in mind?
- Red Hat: What are your gut reactions?
- Green Hat: How can we create opportunities?
- Blue Hat: What systems or processes will be needed?



Benefits of detailed problem definition exercise

- Forces you to think through the problem early in the project.
- Forces you to cast a wide net initially by exhaustively considering all relevant issues.
- Enables simplification as new learning's allow for elimination of some elements.
- Facilitates work planning – you can write the work plan based on the structure.
- Enable project management – team members can focus on subcomponents of the problem while ensuring that the team winds up with a holistic answer at the end.
- Supports communication - can provide a logical structure for presenting your recommendations.



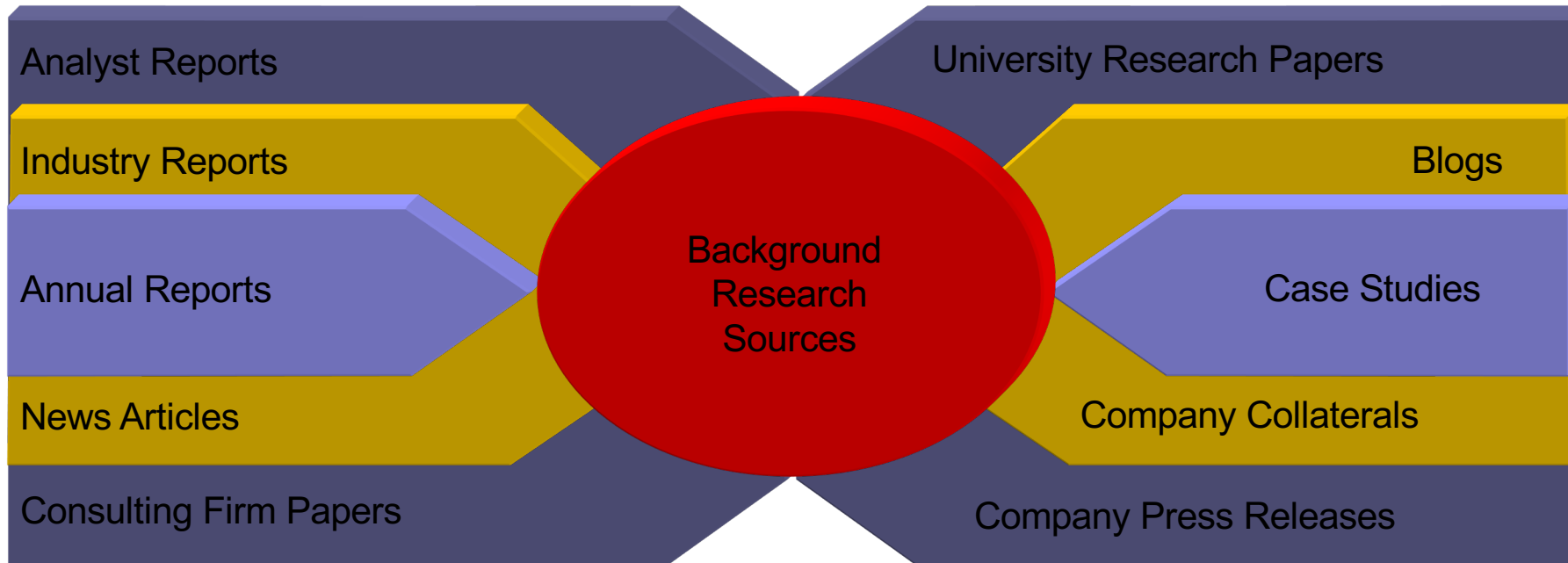
sequences of hats which encompass and structure the thinking process toward a distinct goal

- Initial Ideas - Blue, White, Green, Blue
- Choosing between alternatives - Blue, White, (Green), Yellow, Black, Red, Blue
- Identifying Solutions - Blue, White, Black, Green, Blue
- Quick Feedback - Blue, Black, Green, Blue
- Strategic Planning - Blue, Yellow, Black, White, Blue, Green, Blue
- Process Improvement - Blue, White, White (Other peoples views), Yellow, Black, Green, Red, Blue
- Solving Problems - Blue, White, Green, Red, Yellow, Black, Green, Blue
- Performance Review - Blue, Red, White, Yellow, Black, Green, Red, Blue



Background Research

Background Research - How



• Research Areas

- Industry Players
- Financial Numbers
- Competition Scenario
- Industry /Technology Trends
- Company Background
- Stakeholder Background
- Customer Segments
- Latest Developments in the company



Key Learning's from the Session

■ My Key Learning's ...

■ My actions ...