

Design strategies for stakeholders in a fuzz front end of sports innovation project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 06 - 03 - 2023 04 - 10 - 2023 end date

INTRODUCTION **

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

Adidas strategy goals

Sport is Adidas's past, present, and future. In order to grow the brand, Adidas proposed "Own the Game" - the company growth and investment strategy which focus on increasing credibility of the adidas brand, elevating the experience for our consumers, and pushing the boundaries in sustainability.

Regarding brand credibility, Adidas will sharpen its market position in Sports and Lifestyle through a clear brand architecture. Next - consumer experience, consumers expect to receive a brand and shopping experience tailored to their preferences, with personalized offerings in both digital and physical spaces. Finally, sustainability- Adidas will once again significantly expand its commitment to sustainability and move to a comprehensive consumer-facing program with a sustainable offering at scale.

However, with collective computing digital transformation, quick consumer behavior changes, and harsh climate change and environmental crisis, the common 22-month product development process has been unsuitable for this dramatically changing world. Therefore, Adidas needs a new fuzzy front-end product development stage to precisely frame problems and find the right agile and systematic user-centric design methods to accelerate and reach company's strategic goals.

The role of the product development footwear team in achieving company strategy goals

Adidas development team is the one which has the ability and resources to build functional footwear prototypes and approach athletes for observing and analysing real-time performance. Moreover, the team at the same time has to deal with communication challenges from multiple stakeholders. Therefore, in order to achieve the three brand strategy goals, the Adidas footwear running team tried to restructure the traditional 22 months waterfall process which starting a project with a marketing brief, in order to build an 6 months agile design process before a brief stage - they called "pre-brief" stage. This new stage benefit Adidas to bring user-centric mindset superior before marketing stage. Instead of taking a lot of time on writing elaborate plans or project initiation documents, in the pre-brief stage, the design, development and user testing teams mainly focus on making functional prototypes, collecting athletes' performance data and delivering user-centric future product vision in the pre-brief stage to marketing teams. This new change helps Adidas reach a performance data-driven and user-centric design goal for increasing brand credibility and elevating the runner experience. In addition, the pre-brief stage has brought user-centric qualitative and quantitative data for the following design process. It has motivated the following design decisions and evaluated design solutions for Adidas elite running footwear.

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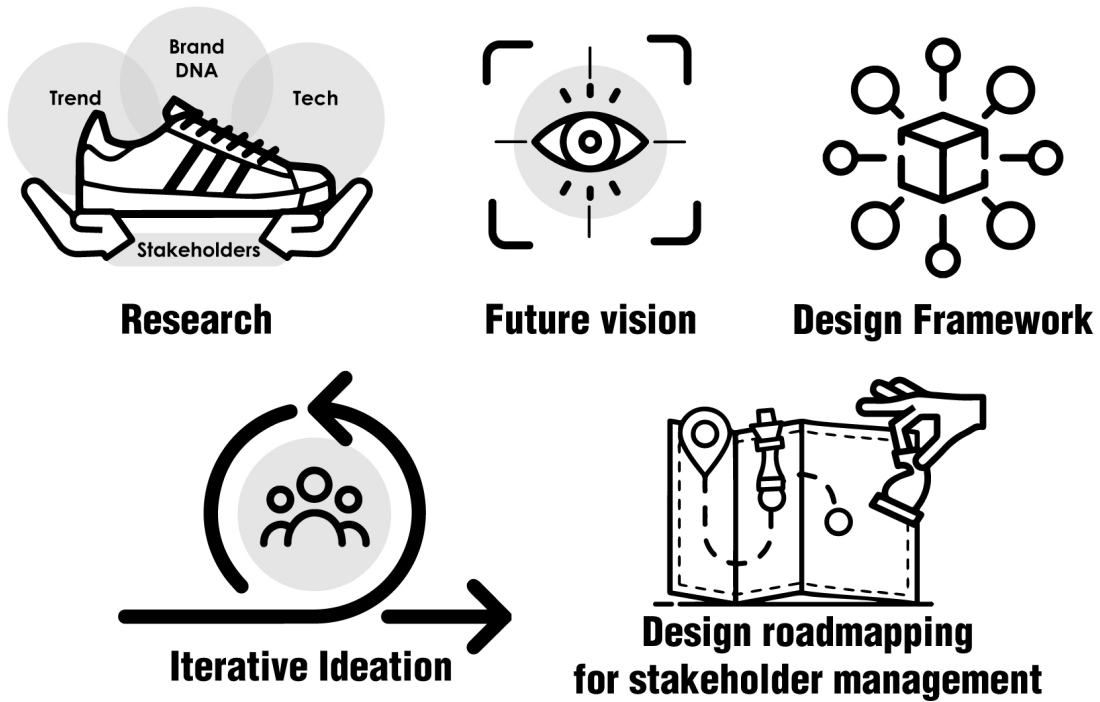


image / figure 1: Project Activities

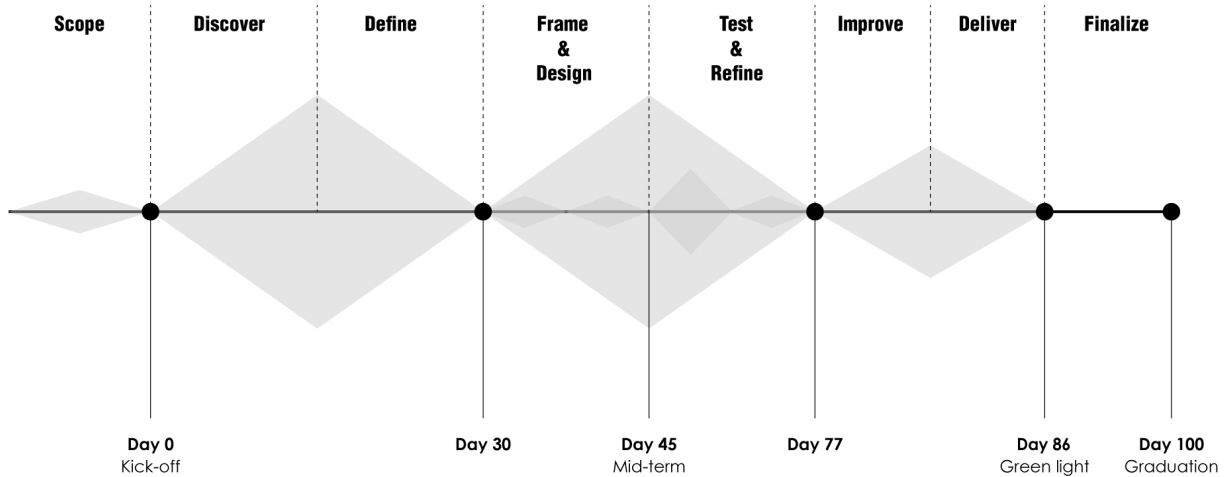


image / figure 2: Structure of the Process (See Planning - section)

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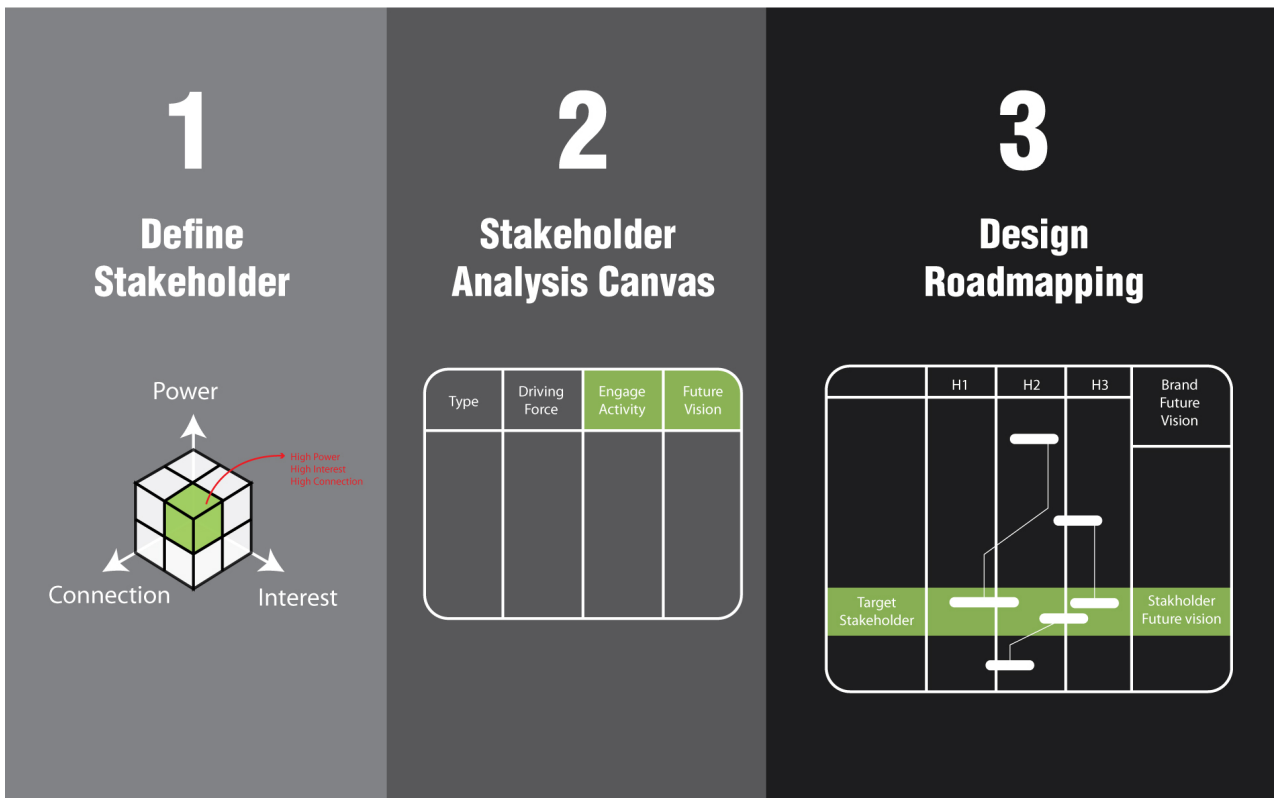


image / figure 1: Design Methods Structure for this project

image / figure 2:

PROBLEM DEFINITION **

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

The strategic design challenges of the new development process at Adidas

Even though Adidas starts this new "pre-brief" stage these 2 years for reaching the brand's strategic goals, surprisingly, there is still no effective method to align teams toward the same future vision at this stage. Conflicts between stakeholders are still the key barriers in this new uncertain development context.

In the traditional role definition at Adidas, Marketers focus on storytelling, market trends and sales numbers; designers focus on aesthetic design; and developers focus on product performance and feasibility. However, in the pre-brief stage, the project goals are unknown. Therefore, the different ideas interests and languages they speak make the pre-brief stage more chaotic than other development processes and hard to align the same future vision in the fuzzy front end of the innovation process.

In such highly uncertain contexts, the fundamental question is what is the right products and services to build with pre-brief stage related stakeholders and how to manage the relevant stakeholders to toward the future vision effectively.

Scope: stakeholders involved in this graduation project will mainly focus on elite runners, marketing, design and development teams.

ASSIGNMENT **

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

By conducting research in the overarching dynamics of stakeholders involvement, I aim to create a design thinking framework that illustrate how to identify, understand and communicate with the stakeholders via design strategic methods in the fuzzy front-end of the innovation process.

1. Stakeholder management canvas - identify, understand and engage: (A) Identify: The current design perspective on stakeholder management is under the Mendelow's Matrix which can define the specific level prototype fidelity for convincing the target stakeholders. However, the stakeholders' involvement is not only be affected by their interest and power but also influence, connection irreplaceability in the ecosystem. Unfortunately, cause of the time limitation my research can not include those three factors at once. Therefore, my research will base on the Mendelow's Matrix to included only one more axis - "connection". This new axis presents that the level of impacts on stakeholders by product decisions. According the new axis added, the stakeholder classification will grow from four to eight categories. This new way of stakeholder identification will help project owners to analysis their target stakeholder. (2) Understand: Throung interview and contexmapping to understand the target stakeholder motivation and concern of the project. Explore what kinds of user-centric prototypes can trigger decision making of stakeholders (3) Engage activities: The overall goal of engagement is to achieve a transparent decision-making process. However, different types of stakeholders are belong different type of activity in a project. For example, product detail feature brainstorming is suitable for design team instead of marketing team.
2. Design roadmapping with stakeholder management canvas outcome: This assignment purpose is to create a direct relation between the target stakeholder when they read the design roadmap. It benefit department not only understand how the user values toward future visions but also present the target stakeholders specific role and relations in the evolutionary pacing of design innovation.

PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

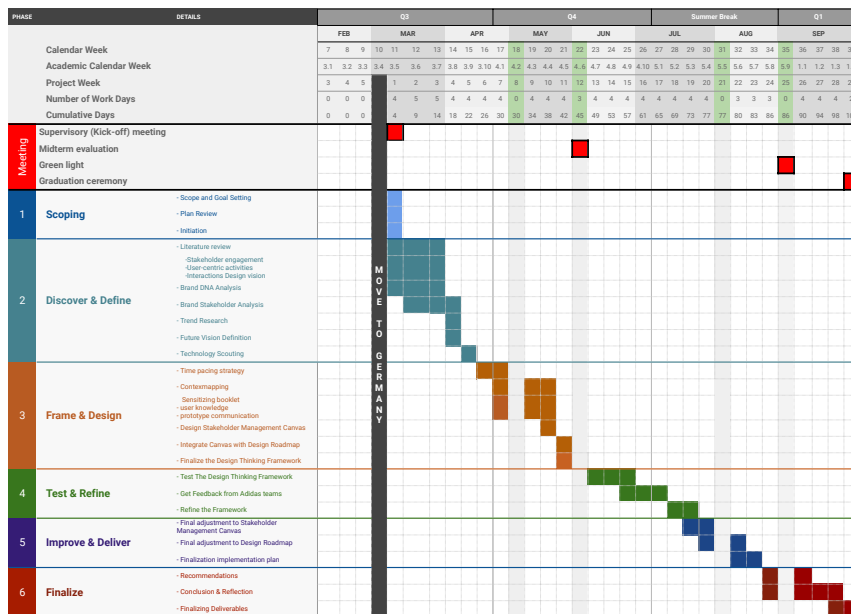
start date 06 - 03 - 2023

04 - 10 - 2023

end date

GRADUATION PROJECT TIMELINE

PROJECT TITLE Explore design strategies for stakeholder management in a fuzzy front end of the innovation process Program Strategic Product Design
 PROJECT OWNER PING-YU HSEIH EXPECTED GRADUATE DATE 2022/2023 FALL
 GRADUATION WORK DAY 4 DAYS IN A WEEK



3/5/2023 21:36:39

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, Stick to no more than five ambitions.

MOTIVATION -

Stakeholder management is one of tricky product development section for me when I worked in TW as an industrial designer. After I come TU Delft, I have learned DRM, C&C and NPE which are design strategic methods and tools to identify, understand and communicate with clients/stakeholders. However, the right timing for applying those tools on different stakeholders is still not defined yet. Through this graduation opportunity, I can add those tools to problem solving in a real product development context. Moreover, getting a real-time feedback from developer. This means I will find answers not only through literature, but also by applying my design skills to build and test the new model for my works and Adidas development team.

AMBITIOUS -

1. Implement design strategy methods to solve stakeholder conflicts -

Working with a international company , a competence to be practiced is global stakeholder management and inclusive communication fitting to the audience.

2.Absorb, digest and create -

I come SPD to learn the knowledge and apply what I learn during graduation project, even more to generate a design framework for strategic designer use.

FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.