



Aalto University
School of Arts, Design
and Architecture

Sprint 5: Pivot

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I will talk about 3 things

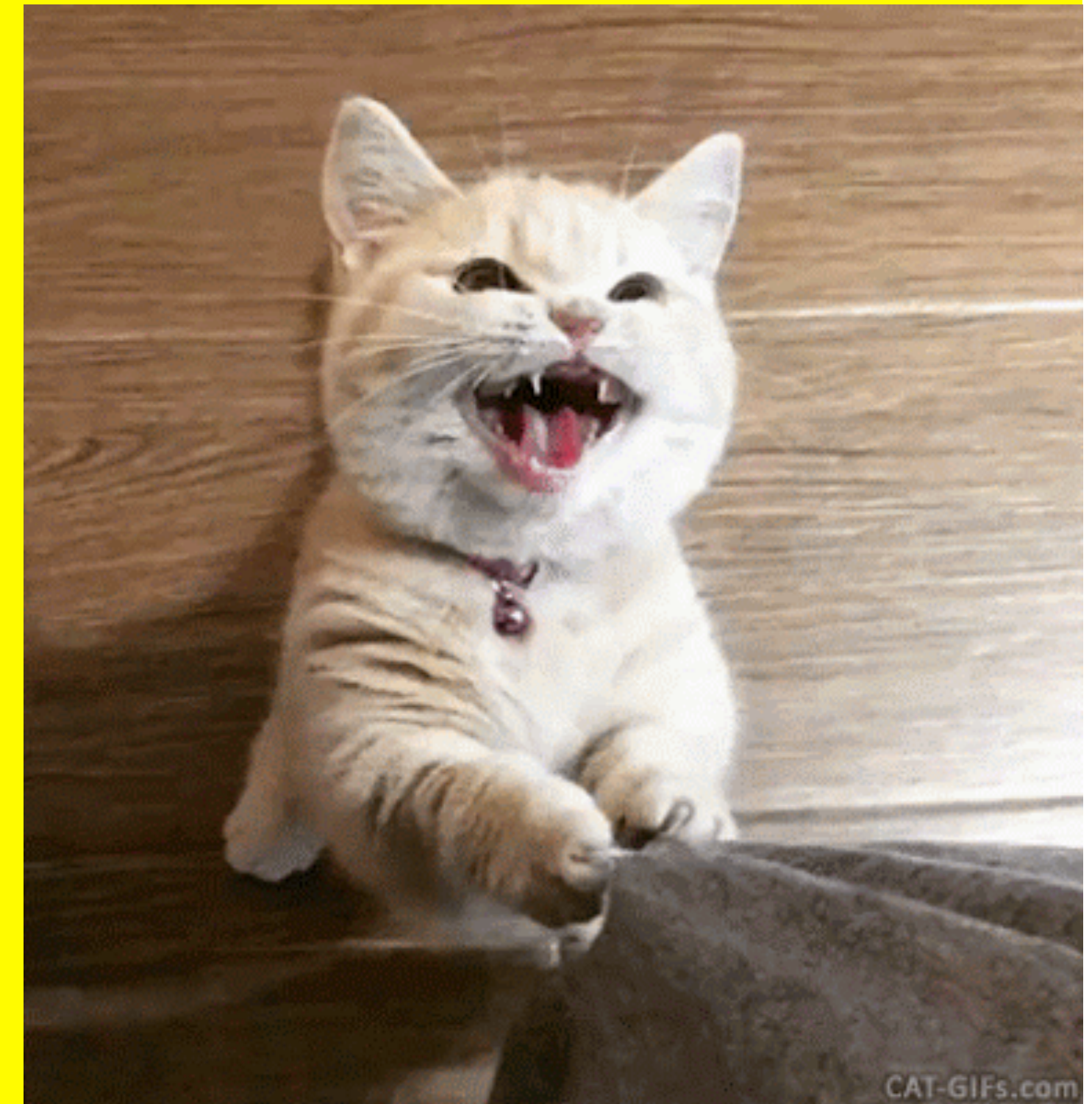
#1 - Pivots stories

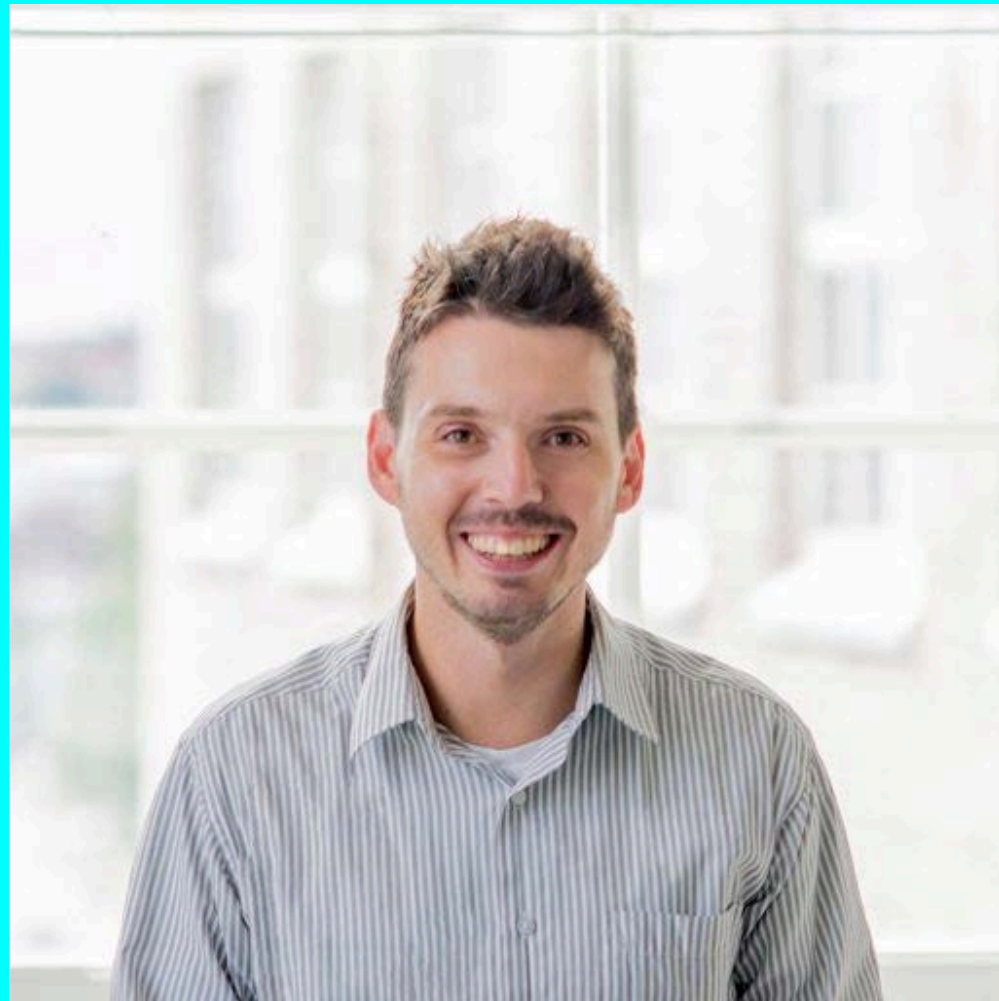
#2 - Why pivot?

#3 - How to pivot?

But first

***#0 - Why should you pay
attention? (Or, who am I?)***





Paulo Dziobczenski

BA in Graphic Design 🇧🇷

MA in Design Management 🇧🇷

PhD in Design 🇫🇮



Dziobczenski (2021)

The image is a complex abstract composition. On the left, a stylized wave is rendered with black outlines and white foam. To its right is a large yellow diamond shape containing a black grid pattern. Further right, several thin black lines intersect at various angles, creating a sense of dynamic movement. The text 'radical creativity' is centered in the lower half of the image, overlapping the wave and the grid. The overall aesthetic is modern and graphic, using a limited color palette of black, white, and yellow.

**radical
creativity**

In short, Radical Creativity in Aalto encourages:

- *Experimentation*
- *Uncertainty (not-knowing)*
- *Boldness*

#1 - Pivots stories 🎉



Let me tell you the story of Burbn

How many of you know Burbn? 🖐️



Burbn let users check in at particular locations, make plans for future check-ins, earn points for hanging out with friends, and post pictures of the meet-ups.

People weren't using Burbn's check-in features at all.

What they were using, though, were the app's photo-sharing features. "They were posting and sharing photos like crazy,"

They focused on their photo-sharing infrastructure and scrapped almost everything else. Burbn would become a simple-photo-sharing app.

Burbn -> Instagram

"It's about going through false starts," Systrom said at a conference in 2012. And, yep, "Burbn was a false start. The best companies in the world have all had predecessors. YouTube was a dating site. You always have to evolve into something else."

<https://www.businessinsider.com/instagrams-kevin-systrom-you-have-to-go-through-false-starts-2012-3?r=US&IR=T#ixzz36FrRzdgO>

Instagram: Kevin Systrom & Mike Krieger

September 19, 2016 • Kevin Systrom and Mike Krieger launched their photo-sharing app with a server that crashed every other hour. Despite a chaotic start, Instagram became one of the most popular apps in the world.

|| LISTEN · 29:50

+ PLAYLIST



Andrew Holder for NPR

<https://www.npr.org/series/490248027/how-i-built-this>



Toys R Us has failed to innovate its business model, incorporate technology or adapt to changing consumer behavior.



<https://knowledge.wharton.upenn.edu/article/the-demise-of-toys-r-us/>

#2 - Why pivot? 🧐



X - The Moonshot Factory

X is a diverse group of inventors and entrepreneurs who build and launch technologies that aim to improve the lives of millions, even billions, of people. Our goal: 10x impact on the world's most intractable problems, not just 10% improvement. We approach projects that have the aspiration and riskiness of research with the speed and ambition of a startup.

<https://x.company/>



2,900,812 views | Astro Teller • TED2016

Like (87K)

Share

Add

The unexpected benefit of celebrating failure

Read transcript

"Great dreams aren't just visions," says Astro Teller, "They're visions coupled to strategies for making them real." The head of X (formerly Google X), Teller takes us inside the "moonshot factory," as it's called, where his team seeks to solve the world's biggest problems through experimental projects like balloon-powered Internet and wind turbines that sail through the air. Find out X's secret to creating an organization where people feel comfortable working on big, risky projec...

https://www.ted.com/talks/astro_teller_the_unexpected_benefit_of_celebrating_failure/transcript

“Discovering a major flaw in a project doesn’t always mean that it ends the project. Sometimes it actually gets us onto a more productive path.”

“You cannot yell at people and force them to fail fast. People resist. They worry. “What will happen to me if I fail? Will people laugh at me? Will I be fired?”

“We work hard at X to make it safe to fail. Teams kill their ideas as soon as the evidence is on the table because they’re rewarded for it.”

Embrace ~~failure~~ learning

“Fail fast” has become a Silicon Valley cliché. But let’s admit it: people hate failing. Society has conditioned us to see failure as something shameful and best to be avoided at all costs. The thing is, though, taking moonshots isn’t possible without failing a few times along the way. The trick is to create a culture that makes it psychologically safe for people to fail, and reframes each failure as an opportunity to learn. Once you start celebrating your team’s failures as much as its successes, valuing each mistake for its lessons, you’ll be surprised to see how quickly audacity can become the path of least resistance.

Learn to love “v0.crap”



Years of schooling and corporate conditioning have taught us that it's bad to hand in less-than-polished work. But when you're taking moonshots, it's nearly impossible to get things right the first time. Or even the second or third time. Rather than waste time trying to perfect something right off the bat, learn to love what we call “version 0. crap” — the earliest, scrappiest version of your work that you can get honest, open feedback on. This first prototype will help you quickly understand how your ideas can be refined and what experiments you should run to keep iterating on them.

#3 - How to pivot? 🙄



From Sprint 5 - Pivot:

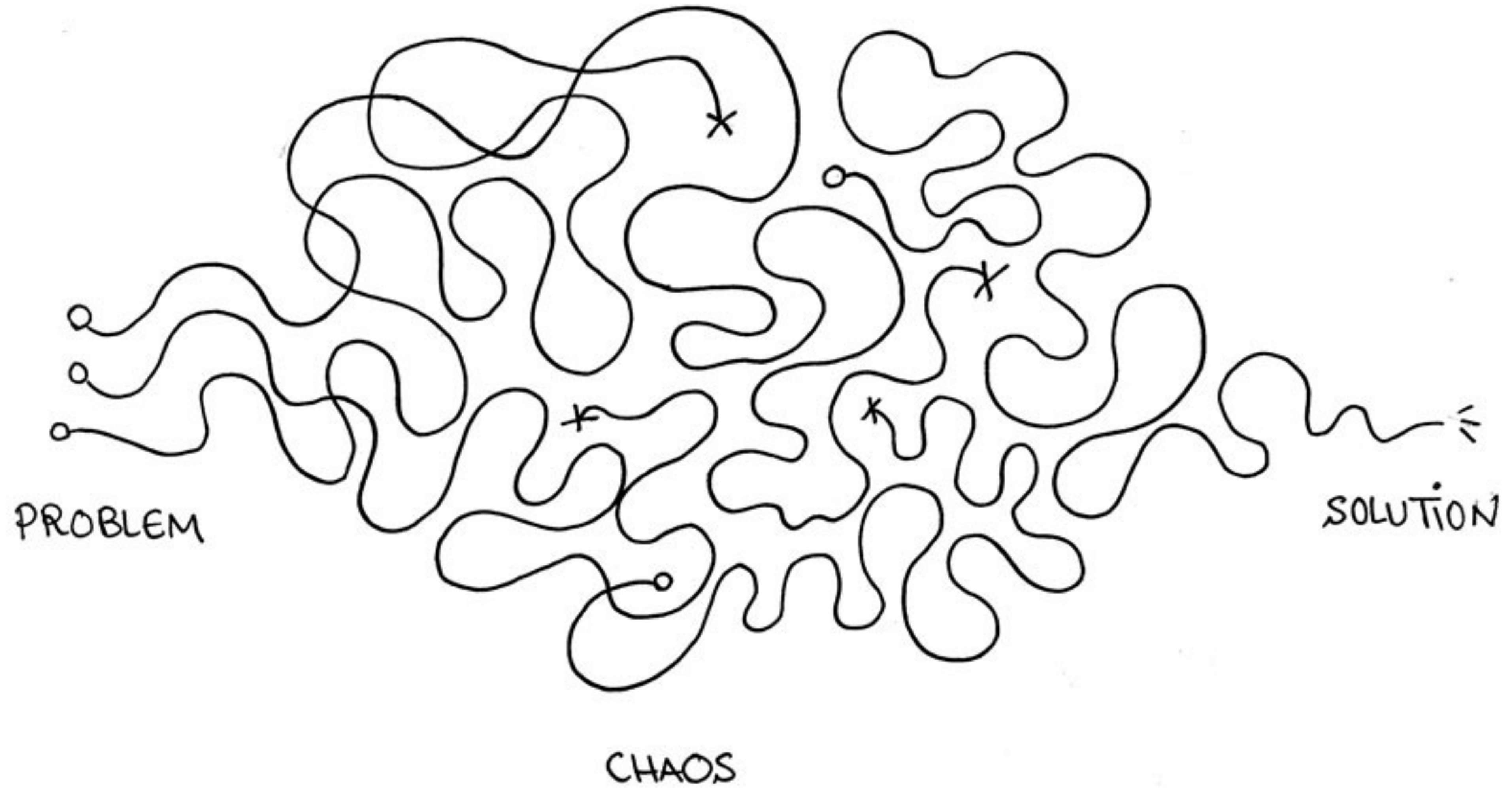
- *What has the feedback taught us?*
- *What are we changing based on that?*

From Sprint 5 - Pivot:

- *Are your team committed to fail, learn and pivot?*
- *How are you planning to celebrate failure learning?*

How to pivot?

- *Change of concept*
- *Change of audience*
- *Change of market*
- ...



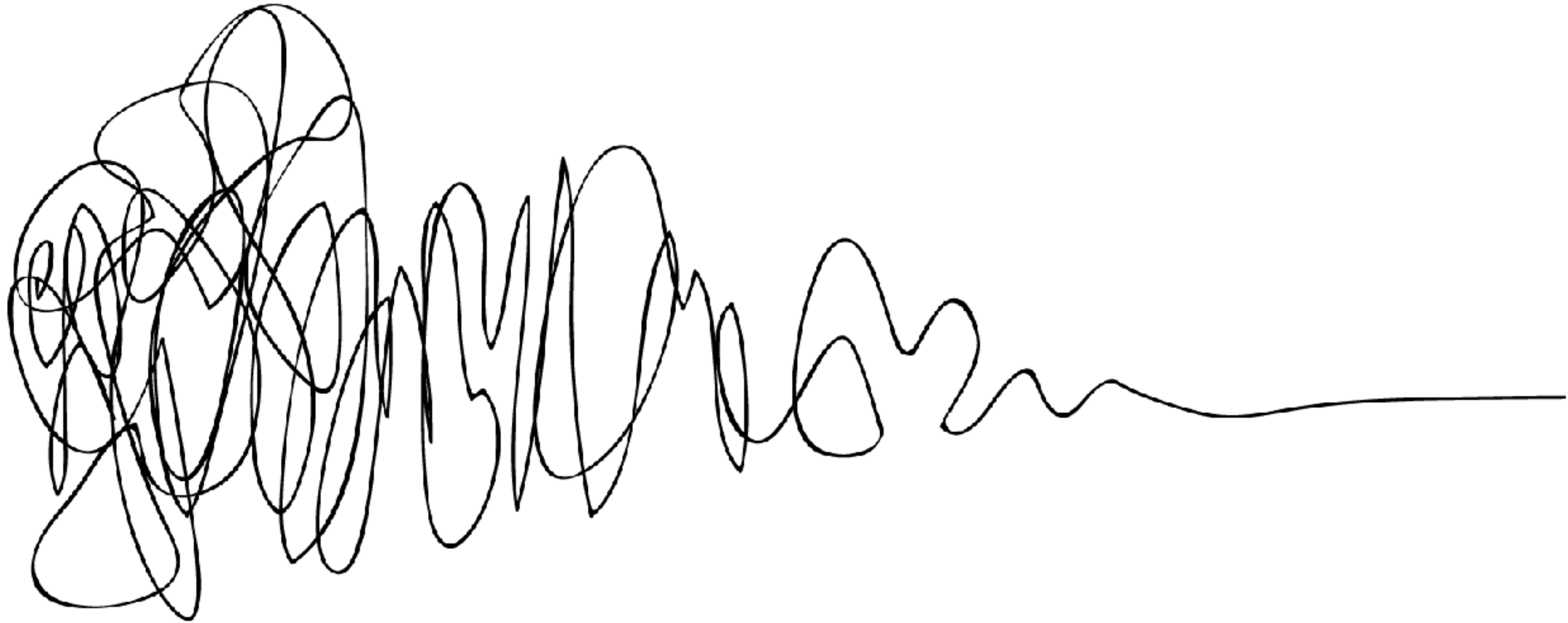
DISCOVER



IDEATE



PROTOTYPE



AMBIGUITY



CLARITY

Figure 7: The design thinking squibble This image exemplifies the mindset of design thinking – namely, a willingness to nurture controlled chaos, distill and synthesize it into clarity, and iterate towards an ultimately clear but initially undefined product or service.

Source: Damien Newman, *Central Design*. Web. 4 Nov. 2013. Creative Commons.

Pivot based on data

Cheatsheet

I am seeing in () that ()

*I am seeing in the **FEEDBACK** that **WE NEED TO THINK ABOUT OUR AUDIENCE.***

*I am seeing in the **RESEARCH** that **WE SHOULD SWICH TOWARDS NATIONAL/INTERNATIONAL MARKETS.***

Radical Pivot or an Incremental Pivot?

My favourite slides from today 🙌



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Kiitos
Thank you
Obrigado

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