Lista: Product_transformations.dat
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Target group

For professionals
Different target groups
For use by all
For consumers
For the poor
For the rich
For the young
For the elderly

Purpose

What else could it do?
Versatile
Specific
Can it be replaced by something
More generic

How it is used

Used more often
Used in new environments
Used in arctic conditions
Used in hospital

Benefits, attractors and sales arguments

Longer lasting
Is assembled by customer
Transportable, portable, moveable
Higher quality
Add a new flair
Personal character
More efficient, faster
Less efficient, slower
Feels safer
More familiar
Personalized
Object of pride in, and worthy of pride

Market positioning

Eco product
Different style
Hi-tech product
Top-of-line product
Investment commodities
Single use, disposable
Consumer product
Luxurious

Other genres

Crazy
Cold
Happy
Intimate
Classic
Manly
Formal, official
Unchanging
Evolutive
Feminine
Youthful
Ugly
Sexy

Profitability

100 times cheaper
100 times more expensive

Product working principles

Automation
Gives experiences
Physical
Decentralized
More independent
Closed
Works backwards
Do it electricallt
More generic

Functional Solutions

Continuously changing
Sensible
Remote controlled
Centralized
Attached to the user
Shorten the functional chains
Microscopic
Able to remember
Adaptive
Learning
Teaching
Stupid
Virtual
Visual
Connect to something, connect its parts
Friendly
Intelligent

Technical Solutions

Split it into parts
Bold, robustness
Reorganize it
Modular
Smaller
Place it in whole or in part elsewhere
Larger, broader
Windows-based program
Simple

Utilizing other products

Embed it to your mobile phone
Attach it into another product
Put it in the browser

Analogies

ATM-like
TV-like
Like a computer
Like a computer game

Change

Cheetah-like
Turn the whole thing upside down
Slippery
Drop it altogether
Warm
Transparent, invisible
Break it
Routine
Sticky
Dual, multiple it several-fold, 100-fold

Lista: Distant_analogies.dat
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file_format=3
version=2.1
purpose=List of distant analogies. General Purpose
prompt=Think about the following thing idea. What could it mean in your object / goal? Would your stuff be like this?
authors=Matti Vuori
70-year-old newborn
Batteries
A car with two front ends
Driving a car
Car engine
Spaceship
Budget planning
Angels
Non-quality management system
Escher's impossible house
Esperanto
Cheetah
Shark
Hat
Helicopter
Alarm clock
Insect
Good book
Spider
Miracle healing
People born old
Window
Self service pub
Ice Hockey World Champions
Fish
Cactus
Growing children
The construction of the cathedral (a 100 year project)
Kitchen
Clock
Tiger in a leash
Sniper rifle
Turtle
Hummingbird
Composter
River
Rubberband
Hearing aid
Mobile phone
Fly
Walking competition
Lazy busybody
Parachute
Credit card
Doctor
Road tunnel
Worm
Moderate bigot
Market economy
Journey into a foreign country
Going through the gray stone
How would someone you respect do it?
How would your mother do it?
Any object or thing in this room
Highway
Multimedia
Organizational change
Freezer
Bank
Paper beats rock

Barber
Piano Playing
Ice fishing
Pizza
President
Sailing ship
Gardening
Trying to get elected
Wheel
Brutal tenderness
Tire iron
Suspension bridge
A level long enough to the world
Robot
Vaccination
Digestive system
X-rays
Sauna
Glasses
Symphony orchestra
Guerrilla army
What is not in your mind!
What's in your mind!
Submarine
Diver
Diver with the umbrella
Sumo wrestler
Canned food
Voluntary efforts
Winter war
Painting a picture
TV
Microscope TV
Playing tennis
PC
Computer virus
Diamond
A speaker of truth
Turning the other cheek
Tractor
Putting out a fire
Interpreter
Radar
Wind power
Job exchange
UFO
Coming to faith
Learning a new language
Revolution
Light switch
Ocean liner
Blood flow
Reaper man
Seasons
Mountain climbing
Colour pens

Lista: Generic_transformations.dat
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file_format=3
version=2.1
purpose=Generic transformations
prompt=Think about what would happen if the object was transformed into this:
authors=Matti Vuori
100 times cheaper
100 times more expensive
Automatic
Dynamic
Easier
Hi-tech product
Top of the line product
Crazy
Happy
Split into many parts
Continuously changing
Bold and robust
Elements rearranged
Sensible
For literally everybody
Longer lasting
Transportable
Cold
Turned upside down
Attached to something
Has new flair
Slippery
Replaced with something different
Warm
Transparent, invisible
Manly
Multifunction
Formal
Official
Unchangeable
Feminine
Personal
Smaller
Nonfunctioning
Ugly
Sexy
Specific
Larger
Broader in scope
Sticky
Works backwards
Online
More efficient
Faster
Less efficient
Slower
Doubled
Multiplied 100-fold
More familiar, more one's own
Stupid
Visual
Simple
Widespread

Management

Customer orientation is the most important principle
Create a shared mission, vision and quality principles
Leaders must be trained
Management's task is to prepare their subordinates
Trust the people
Everything must be okay for anything to works
Select the best people to your organisation
Employees must be trained continuously
Hold on to the staff, know-how goes with people
Share all information openly
Do not be afraid of information leakage, fear ignorance instead
Create an atmosphere of trust
Aim for excellence in everything
Thinking is a virtue
Do not be one-eyed
Think about the things in the long run

Processes

Make a process that adapts instantly to different situations
Make everything tailorable
Keep structures and technology light
Technology is the servant of people and only a tool
Technology must be flexible
Minimize transfers
Minimize interruptions
Do not do unnecessary work, unnecessary repetition
Do not do things for storage
Do only those things for which there is a need
Move things away from the critical path
Careful planning allows effective implementation
Documentation is important for shared understanding
Give teams the power if they have sufficient understanding of the objectives, the best information about the customer's nee
Identify the unique features of your actions and act based on them, not on general principles
Simplicity is a virtue
Prefer visualization and clarity of communication
Keep the instructions concise

Development

Always think of the customer's best
Remember the total goal, the big picture
Beware of local optimization
Create good conditions for work
Maintain an appropriate balance between the renewal and stabilization
Freedom requires order
Systematic action supports creativity
Improvement must be continuous
The improvement activities must be distributed quickly throughout the organization
Reforms must always be stabilized so that the office has sufficient stability
The core of perfection is not measurement, but understanding
Perfection is the enemy of good
Clarify what the different parties expect from each other
Understand the perspectives of others
Development of a culture always takes many years - do not search for quick wins

Errors

Each error may occur only once
The life cycle of the error must be as short as possible
Figure out the reasons for the errors carefully
Teams must make analysis of errors and problems
Analysis and structuring tools are useful in analyzing the causes of errors
Elimination of errors should also affect the company-level thinking
Welcome the error - it is a learning experience
Allow room for experimentation where there is room for it

Principles

Customer-oriented
Ethical
User-centered
A quality management system
Open source
Lead by principles
Strategic
Having its own values
Future-oriented
Outsourced
Forget the engineering approach
Change the way of development into more like engineering
Responsible
Based on company's values

Development tools

Develop concepts
Assemble from ready-made components
Use prototyping
Stop using prototypes
Computer-aided
Knowledge-based
Using information networks
Virtual
Using shared models

Process and Project

Utilize previous projects
Scheduled
Unique
Open
Documenting
Dynamically steered
Using no schedule
Easy to understand for all
Intuitive
Iterative
Self-directed
Confident
Evolving
Focused
Interesting
Creates concepts
Copying
Artisan-like
Creative
Masterful
Helping other projects
Adaptive
300 % faster
Modern
Instructed
Compiling feedback
Project-like
The industry's best
Small, minimalistic
Routine
Secret
Effective
Information buzz
Focused on the fuzzy front end

Stop development
Phased
Having goals
Do it like a jazz band
Research project
Like the latest fad from USA
Simple
Based on understanding and knowledge

Financial Resources

Scarce
Use lot of money
Steer budget dynamically

Developers

Turn developers into gurus
Tur developers into professionals
Use consultants
Let anyone productize
Use users as developers
Form a team
Create a research center

Cooperation

Decentralized
Divide work clearly
Increase cooperation
Have the right roles
Work in teams
Networked
Reduce your co-operation
Jointly responsible
Create conflicts

Work community

Create a learning organization
Turn organization into a team
Make organization capable
Organization helps others
Make organization learn together

The target of further development

Challenging
Focus on the essentials
Develop customer's activity
Develop the total product
Create a service product
Create basis for product projects
Focus on customer's needs
Focus on the user's needs
Focus on the new issues
Think of several alternatives
See the product with new eyes
Create a "house style"
Forget about the cost of product
Forget the technology
Change the genre

The development of

Improve your weaknesses
Develop further the success factors
Each time a little bit better
Try new approaches and techniques
Create guidelines that are used
Be happy with the current activities
Projects are leaning experiences
Activities being developed all the time
Combine quality improvements with other developments
Do not get stuck! (What are you already stuck in?)

Tarzan

Tarzan has a strong, simple mission - to rescue the princess
Tarzan knows the operating environment thoroughly
Tarzan is sovereign, higly skilled
Tarzan knows what he can do and what kinds of fights he should take
Tarzan moves in just the right size steps - neither too short nor too long
Tarzan always makes assessment of the situation before action. The next checkpoint is always known
Tarzan controls his movement dynamically - if there are barriers, corrective movements are made
Tarzan has a mental model of all upcoming events
Tarzan has a rhythm in styles of action: sometimes the action is agressive, sometimes he stops and ponders things
Tarzan will always do a risk analysis for the next step - always aware of the risks
Tarzan knows all the options rather than rushing headlong forward
Tarzan has versatile basic tools for a knife, etc. - always with him, always in good shape
Tarzan has a team with specialists - ape for messaging, elephant for force

Jazz Ensemble

Jazz band has a common goal, vision and understanding of the organization
Jazz band has a stable structure
Jazz band members have clear skill-based roles and skill requirements based on that
All members of a jazz band have a strong ability to work independently when necessary (as a lead player, doing solos)
Most of a jazz band's work is disciplined team work
Jazz band has a clear leader who is responsible for the policy and managerial tasks
Jazz band works best in a given context - among its own style, in a given presentation format
Jazz band doesn't renew itself gradually, but by dismantling it and starting a new team
Jazz band has a deep understanding of the how and what it does and of their own music
Jazz band has an appropriate configuration - there are just enough players, not too many nor too few
Jazz band does not work as a composer, but needs a creative individual to write music
Jazz band will also requires an ear above the group that understands the style of music (the record company's managemen
Jazz band is creative
Jazz band is simple
A jazz band that is able to improvise has a high level of expertise, combined with experience
Jazz band's application of its skills is based on proven models (of which there are enough)
Jazz-band operation has been taken into skill-based level, where making choices do not even require a conscious decision

Service Idea

Compact form
Comprehensive services
Orders of magnitude more valuable, most significant ever
Change the timing of the service in the customer's mind and world
Turn the whole concept upside down
Add a creative contribution to the service
Vary it
Become a subcontractor
Obvious
Visualize the service idea
Modular
Think on a clean slate, what is the question really
Collaboration
Small, small scale
Routine

Profile

Raise the skill level
Change the level from bulk to world's best
Customer-oriented
Ethical
Strategic
Change the orientation to another: science... service ... consulting ... project... innovation
Authoritative
Attach to it a certificate, statement, diploma
Create leadership to the service
Unique
More technical
More human, warmer
Think about what kind of service it would be, if it would happen in the world of F1
Make more urgency to the service

Process

Change the roles and responsibilities at some process point
Simplify the process of service - half the number of steps
Turn analytical into experimental
Turn experimental into analytical
Automate some part of it
Remove all the bureoucracy
Accelerate the delivery time to one tenth
Change the production method
Reduce the need for competence and skill
Take advantage of the latest communication techniques
Self-directed
Like a project
Having phases

Customer service experience

Ab experience
Routine
Ritual
Open
Secret, mystical, black box
Take the service to the customer's place

Authors

Simplify the service organization
Create a virtual organization
Internally networked
Externally networked

Marketing

Make it a brand
Change the name of the service
Point it to another group who influences buys
Change the target group
Show the customer wholly new benefits
Use the customers' terms and imagery of the world
Market it in a new media
Associate the service with one of the newest trend, some new phenomenon
Add a free benefit to the service
Act as global
Act as local

Other

Identify the service's blind spot

Product

Product developed less
Product used by others
Re-use the old product
Assemble from pieces
Focus on the essentials
Focus on customer's activity
Focus on customer needs
Product seen with new eyes
Make a general-purpose platform
Stripped of unnecessary things
Minimize development-time changes

Process

Develop the product beforehand
Doing things at the same time
Change the schedule
Change the critical path
Skip the bottleneck
Generate the product
Generate the documents
Draws on past projects
Add research to projects
Reduce research in projects
Decentralize jobs
Make things yourself
Remove self-inflicted deadlines
Add new milestones
Develop the deficiencies of the process
Develop the success factors further
Each time a little bit better
Try new approaches and techniques
Remove waiting times
Delete milestones
Stop doing testing
Combine phases
Split large phases and tasks
Start earlier
Condense time
Automate something new
Stop doing unnecessary things

Operating Style

Do it faster
Create buzz
Add objectives
Delete bureaucracy
Change the conception of time
Develop a faster culture
Stop the problem-solving

Resources

Use more money
Spends a fraction of current budged
Resources are managed dynamically

Personnel

Add people to the staff
Reduce staff
Turn developers into gurus
Let anyone do productizing
Use users as developers

Points of view and theme

Tighten the scope
Bring in another point of view
Orientate the reader
Create a continuum from the past into the future
Subtract the number of claims into one
Bring in a human-interest view
Remember: a story needs to be able stand on its own feet
Think: How does the story relate to other stories about the same subject and how people talk about ith
Is the selected style and positionin natural to you? Are you a columnist, the grand old man, or a scientist?
Make your story timely
Make a timeless story

Goal

Think about what the reader will do with the story's information
Make the thing a topic in workplaces when people are on a morning coffee break
Tell something completely new and unique, what the reader does not know
Give the reader something to chew
Challenge the current conceptions
Support the readers' own perceptions
Give the reader tools for thinking
Lead your reader to practical tools
Make your story a relief for the reader from her normal reading

Structure

Shorten and tighten
Change the structure
Simple formats of presentation
Increase flow of text
Structure the text with modular components (eg, 7 or 10 point of view)
If the story is long, break monotonous columns with pictures and text boxes

Presentation

Trust your own case and others will too
Use the target group's language
Beware of jargon
Be positive
Beware of hype, if the target group includes experts
If you are talking about products, be careful text about advertising, and criticism - if this product is not unique in having that
If you are critical, be constructive
Add artwork
Think about what each picture tells
Create meaning link facts with values
Tell how things affect the reader's world
Increase the complexity and richness of the story gradually
End story in a way that leaves a good taste in reader's mouth

Substance and facts

Remember: the reader does not know everything you know
Identify your own context and tell it
Each represents some school of thinking and understanding. What is yours?
Remember: The reader may live in a completely different context and world of experiences than you do
Justify your claim, but do not explain things obvious to the reader
Are your facts and terms up to date?
Lists of additional information add value
Do not remain silent about the negative facts
If you act as a representative of a company and praise its products, no one will believe you

User, the target group

For professionals
For first-time users
Adaptable for all
Remembers the user
Identifies user type
For use for all
To younger user
To older user

Use

Expand the purpose
Concentrate on the essentials use
What else could it do?
Versatile
Specific

Benefits

More efficient, faster
Less efficient, slower
Tolerates errors

Relationship between user and user interface

Recognizes user
Remembers user
Identifies user type
Follows the user
Is the user's equipment

Use / operating / control mode

Agent (does thing on its own for the user; decides by itself what to do)
Active
Expert system
Dynamic
Remotely controlled
Interactive
More independent
Chart
Who controls whom?
User programmable
User customizable
Drop it altogether
Guiding (wizard)
Learning
Teaching
Directly controls the target
To work backwards
Stupid
More often used
Utilises new senses
Utilises new control methods
Utilises new display types
Utilises new input devices (keyboard, card reader, camera, virtual devices)

Genre, design language

Everyday
Cool
Different style
"Green"

Crazy
Happy
Bold, robust
Sensible
Rebel
Classic
Cold
Slippery
Confidence-inspiring
Warm
Transparent, invisible
Manly
Militant
Formal, more official
Feminine
Youthful
Unique
Ugly
Routine
Sexy
Sweet
Widespread
Luxurious
Worth of pride, object of pride
Friendly
Intelligent

Analogies

Key ring
Cell phone
Like a fly
Ship
Bird-like
Flashlight
ATM-like
TV-like
Computer
Like a computer game

User Satisfaction

Gives experiences
Reliable
Feels safe
Safe
More familiar, especially made for me

Actuators, technical solutions

Unlocked
Futuristic
Physical
Decentralized
Windowed
Works "without hands"
Divide it
Attach it to the leg
Continuously changing
Rearrange it
Centralized
Three-dimensional
Assembly kit
Mobile phone
Attach to hand
Attach it to user
Expandable
Attach it to something
Microscopic
Modular
To be multiplicated
Unchangeable
Evolutive

Scarce
Smaller
A surface
Point
Roll
Place it in whole or in part elsewhere
Put it in the eye
Standard
Closed
Collapseable
Larger, broader
Do it electrically
Put it in the browser
Virtual
Visual
One push button
Attach something to it
Connect its parts
Simple

Usability

Easier
Foolproof
It rememberers
It adapts
Personalized

Other

Connecting People
Break it
Sticky
Double it
Multiply it 100-fold
Can it be replaced by something

User type

For amateurs
For professionals
First-time users
Suitable for summer trainer
Untrained
For children
For ordinary people
Suitable for people with disabilities
For immigrants

Cooperation

More independent
Group-work
Into pairwork
To manage alone

Equipment

Do not need language, speech, text
Remotely controlled
Interactive
Manual work
Move the user's tasks to machine
Use standard tools
Utilize new abilities
Do it in the Web
Make it virtual
Make it visual

Target

Use for different target
More specific
Turn work into checking
Make the target more motivational (brick cathedral)

Benefits

Give experiences
Attractive
Exciting
High-quality
Add a new flair
Guiding
Give feedback
Make use the best moment of the day
Comforting
Relaxing
More efficient, faster
Less efficient, slower
Satisfactory
Free from schedule

Rules, Standards

No need for instructions
Not monitored
Secret
Instructed
Trusted community
Connect task to another task
Include task in another tasks
Move task to be done elsewhere
Turn the task strategic

The nature of the task

Brainwork
Automated
Physical
Decentralized
Done less frequently
Easier
Crazy
Happy
Inspiring
Intimate
Continuously changing
Celebration
Re-organize it
Sensible
Longer lasting
Centralized
Lighter
A game
Manly
Versatile
Adapting
Formal, more official
Unchanged
Evolutive
Feminine
Youthful
A game
Personal character
Routine
Random
Adventure
Tidy
Stimulates
Sticky
Make it happen backwards
Repeating
Safe
More familiar
A sport
Happen more often
Demanding
Optional
Voluntary
Personalized
Private
Simple
Widespread

The whole

Turn the whole thing upside down
Drop it altogether
Task is not required
New goal
Replace the task with someone