

Acceleration of product development

Lista: Speeding_up_product_development.list

Laatija(t): Matti Vuori

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Think about what the product development / product design could be when transformed like this:

Product

1. Product developed less
2. Product used by others
3. Re-use the old product
4. Assemble from pieces
5. Focus on the essentials
6. Focus on customer's activity
7. Focus on customer needs
8. Product seen with new eyes
9. Make a general-purpose platform
10. Stripped of unnecessary things
11. Minimize development-time changes

Process

12. Develop the product beforehand
13. Doing things at the same time
14. Change the schedule
15. Change the critical path
16. Skip the bottleneck
17. Generate the product
18. Generate the documents
19. Draws on past projects
20. Add research to projects
21. Reduce research in projects
22. Decentralize jobs
23. Make things yourself
24. Remove self-inflicted deadlines
25. Add new milestones
26. Develop the deficiencies of the process
27. Develop the success factors further
28. Each time a little bit better
29. Try new approaches and techniques
30. Remove waiting times
31. Delete milestones
32. Stop doing testing
33. Combine phases
34. Split large phases and tasks
35. Start earlier
36. Condense time
37. Automate something new
38. Stop doing unnecessary things

Operating Style

39. Do it faster
40. Create buzz
41. Add objectives
42. Delete bureaucracy
43. Change the conception of time
44. Develop a faster culture
45. Stop the problem-solving

Resources

46. Use more money
47. Spends a fraction of current budgeted
48. Resources are managed dynamically

Personnel

49. Add people to the staff
50. Reduce staff
51. Turn developers into gurus
52. Let anyone do productizing
53. Use users as developers

Basic ideas of Lean for reflection

Lista: Lean_principles.list

Laatija(t): Matti Vuori

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Think about how the activities could be improved using these principles:

Management

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

Processes

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

Development

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

Errors

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

Device / product / system UI transformation

Lista: User_interface_transformations.list

Laatija(t): Matti Vuori

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Think about what UI would be like when transformed this way:

User, the target group

1. For professionals
2. For first-time users
3. Adaptable for all
4. Remembers the user
5. Identifies user type
6. For use for all
7. To younger user
8. To older user

Use

9. Expand the purpose
10. Concentrate on the essentials use
11. What else could it do?
12. Versatile
13. Specific

Benefits

14. More efficient, faster
15. Less efficient, slower
16. Tolerates errors

Relationship between user and user interface

17. Recognizes user
18. Remembers user
19. Identifies user type
20. Follows the user
21. Is the user's equipment

Use / operating / control mode

22. Agent (does thing on its own for the user; decides by itself what to do)
23. Active
24. Expert system
25. Dynamic
26. Remotely controlled
27. Interactive
28. More independent
29. Chart
30. Who controls whom?
31. User programmable
32. User customizable
33. Drop it altogether
34. Guiding (wizard)
35. Learning
36. Teaching
37. Directly controls the target
38. To work backwards
39. Stupid
40. More often used
41. Utilises new senses
42. Utilises new control methods
43. Utilises new display types
44. Utilises new input devices (keyboard, card reader, camera, virtual devices)

Genre, design language

45. Everyday
46. Cool
47. Different style

48. "Green"
49. Crazy
50. Happy
51. Bold, robust
52. Sensible
53. Rebel
54. Classic
55. Cold
56. Slippery
57. Confidence-inspiring
58. Warm
59. Transparent, invisible
60. Manly
61. Militant
62. Formal, more official
63. Feminine
64. Youthful
65. Unique
66. Ugly
67. Routine
68. Sexy
69. Sweet
70. Widespread
71. Luxurious
72. Worth of pride, object of pride
73. Friendly
74. Intelligent

Analogies

75. Key ring
76. Cell phone
77. Like a fly
78. Ship
79. Bird-like
80. Flashlight
81. ATM-like
82. TV-like
83. Computer
84. Like a computer game

User Satisfaction

85. Gives experiences
86. Reliable
87. Feels safe
88. Safe
89. More familiar, especially made for me

Actuators, technical solutions

90. Unlocked
91. Futuristic
92. Physical
93. Decentralized
94. Windowed
95. Works "without hands"
96. Divide it
97. Attach it to the leg
98. Continuously changing
99. Rearrange it
100. Centralized
101. Three-dimensional
102. Assembly kit
103. Mobile phone
104. Attach to hand
105. Attach it to user
106. Expandable
107. Attach it to something
108. Microscopic
109. Modular
110. To be multiplied
111. Unchangeable

- 112. Evolutive
- 113. Scarce
- 114. Smaller
- 115. A surface
- 116. Point
- 117. Roll
- 118. Place it in whole or in part elsewhere
- 119. Put it in the eye
- 120. Standard
- 121. Closed
- 122. Collapseable
- 123. Larger, broader
- 124. Do it electrically
- 125. Put it in the browser
- 126. Virtual
- 127. Visual
- 128. One push button
- 129. Attach something to it
- 130. Connect its parts
- 131. Simple

Usability

- 132. Easier
- 133. Foolproof
- 134. It remembers
- 135. It adapts
- 136. Personalized

Other

- 137. Connecting People
- 138. Break it
- 139. Sticky
- 140. Double it
- 141. Multiply it 100-fold
- 142. Can it be replaced by something

Device / product / system user task transformations

Lista: User_task_transformations.list

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Think about what would mean if the task was transformed this way:

User type

1. For amateurs
2. For professionals
3. First-time users
4. Suitable for summer trainer
5. Untrained
6. For children
7. For ordinary people
8. Suitable for people with disabilities
9. For immigrants

Cooperation

10. More independent
11. Group-work
12. Into pairwork
13. To manage alone

Equipment

14. Do not need language, speech, text
15. Remotely controlled
16. Interactive
17. Manual work
18. Move the user's tasks to machine
19. Use standard tools
20. Utilize new abilities
21. Do it in the Web
22. Make it virtual
23. Make it visual

Target

24. Use for different target
25. More specific
26. Turn work into checking
27. Make the target more motivational (brick cathedral)

Benefits

28. Give experiences
29. Attractive
30. Exciting
31. High-quality
32. Add a new flair
33. Guiding
34. Give feedback
35. Make use the best moment of the day
36. Comforting
37. Relaxing
38. More efficient, faster
39. Less efficient, slower
40. Satisfactory
41. Free from schedule

Rules, Standards

42. No need for instructions
43. Not monitored
44. Secret
45. Instructed
46. Trusted community
47. Connect task to another task
48. Include task in another tasks
49. Move task to be done elsewhere
50. Turn the task strategic

The nature of the task

51. Brainwork
52. Automated
53. Physical
54. Decentralized
55. Done less frequently
56. Easier
57. Crazy
58. Happy
59. Inspiring
60. Intimate
61. Continuously changing
62. Celebration
63. Re-organize it
64. Sensible
65. Longer lasting
66. Centralized
67. Lighter
68. A game
69. Manly
70. Versatile
71. Adapting
72. Formal, more official
73. Unchanged
74. Evolutive
75. Feminine
76. Youthful
77. A game
78. Personal character
79. Routine
80. Random
81. Adventure
82. Tidy
83. Stimulates
84. Sticky
85. Make it happen backwards
86. Repeating
87. Safe
88. More familiar
89. A sport
90. Happen more often
91. Demanding
92. Optional
93. Voluntary
94. Personalized
95. Private
96. Simple
97. Widespread

The whole

98. Turn the whole thing upside down
99. Drop it altogether
100. Task is not required
101. New goal
102. Replace the task with someone

Examples of agile action - Tarzan and a jazz group

Lista: Agile_examples.list

Laatija(t): Matti Vuori

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Think about what the following principle could mean to your actions:

Tarzan

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

Jazz Ensemble

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

Generic transformations

Lista: Generic_transformations.list

Laatija(t): Matti Vuori

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Think about what would happen if the object was transformed into this:

1. file_format=3
2. 100 times cheaper
3. 100 times more expensive
4. Automatic
5. Dynamic
6. Easier
7. Hi-tech product
8. Top of the line product
9. Crazy
10. Happy
11. Split into many parts
12. Continuously changing
13. Bold and robust
14. Elements rearranged
15. Sensible
16. For literally everybody
17. Longer lasting
18. Transportable
19. Cold
20. Turned upside down
21. Attached to something
22. Has new flair
23. Slippery
24. Replaced with something different
25. Warm
26. Transparent, invisible
27. Manly
28. Multifunction
29. Formal
30. Official
31. Unchangeable
32. Feminine
33. Personal
34. Smaller
35. Nonfunctioning
36. Ugly
37. Sexy
38. Specific
39. Larger
40. Broader in scope
41. Sticky
42. Works backwards
43. Online
44. More efficient
45. Faster
46. Less efficient
47. Slower
48. Doubled
49. Multiplied 100-fold
50. More familiar, more one's own
51. Stupid
52. Visual
53. Simple
54. Widespread

Ideas for tuning a magazine article

Lista: Tuning_a_magazine_article.list

Laatija(t): Matti Vuori

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Think of how the draft of the story could be improved if modified this way:

Points of view and theme

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

Goal

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

Structure

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

Presentation

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

Substance and facts

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

List of distant analogies. General Purpose

Lista: Distant_analogies.list

Laatija(t): Matti Vuori

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Think about the following thing idea. What could it mean in your object / goal? Would your stuff be like this?

1. file_format=3
2. 70-year-old newborn
3. Batteries
4. A car with two front ends
5. Driving a car
6. Car engine
7. Spaceship
8. Budget planning
9. Angels
10. Non-quality management system
11. Escher's impossible house
12. Esperanto
13. Cheetah
14. Shark
15. Hat
16. Helicopter
17. Alarm clock
18. Insect
19. Good book
20. Spider
21. Miracle healing
22. People born old
23. Window
24. Self service pub
25. Ice Hockey World Champions
26. Fish
27. Cactus
28. Growing children
29. The construction of the cathedral (a 100 year project)
30. Kitchen
31. Clock
32. Tiger in a leash
33. Sniper rifle
34. Turtle
35. Hummingbird
36. Composter
37. River
38. Rubberband
39. Hearing aid
40. Mobile phone
41. Fly
42. Walking competition
43. Lazy busybody
44. Parachute
45. Credit card
46. Doctor
47. Road tunnel
48. Worm
49. Moderate bigot
50. Market economy
51. Journey into a foreign country
52. Going through the gray stone
53. How would someone you respect do it?
54. How would your mother do it?
55. Any object or thing in this room
56. Highway
57. Multimedia
58. Organizational change
59. Freezer
60. Bank
61. Paper beats rock
62. Barber
63. Piano Playing
64. Ice fishing

65. Pizza
66. President
67. Sailing ship
68. Gardening
69. Trying to get elected
70. Wheel
71. Brutal tenderness
72. Tire iron
73. Suspension bridge
74. A level long enough to the world
75. Robot
76. Vaccination
77. Digestive system
78. X-rays
79. Sauna
80. Glasses
81. Symphony orchestra
82. Guerrilla army
83. What is not in your mind!
84. What's in your mind!
85. Submarine
86. Diver
87. Diver with the umbrella
88. Sumo wrestler
89. Canned food
90. Voluntary efforts
91. Winter war
92. Painting a picture
93. TV
94. Microscope TV
95. Playing tennis
96. PC
97. Computer virus
98. Diamond
99. A speaker of truth
100. Turning the other cheek
101. Tractor
102. Putting out a fire
103. Interpreter
104. Radar
105. Wind power
106. Job exchange
107. UFO
108. Coming to faith
109. Learning a new language
110. Revolution
111. Light switch
112. Ocean liner
113. Blood flow
114. Reaper man
115. Seasons
116. Mountain climbing
117. Colour pens

Service business product (B2B) transformations list

Lista: Service_product_transformations.list

Laatija(t): Matti Vuori

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Think about what would happen if the current service product was transformed into this / this way:

Service Idea

1. Compact form
2. Comprehensive services
3. Orders of magnitude more valuable, most significant ever
4. Change the timing of the service in the customer's mind and world
5. Turn the whole concept upside down
6. Add a creative contribution to the service
7. Vary it
8. Become a subcontractor
9. Obvious
10. Visualize the service idea
11. Modular
12. Think on a clean slate, what is the question really
13. Collaboration
14. Small, small scale
15. Routine

Profile

16. Raise the skill level
17. Change the level from bulk to world's best
18. Customer-oriented
19. Ethical
20. Strategic
21. Change the orientation to another: science... service ... consulting ... project... innovation
22. Authoritative
23. Attach to it a certificate, statement, diploma
24. Create leadership to the service
25. Unique
26. More technical
27. More human, warmer
28. Think about what kind of service it would be, if it would happen in the world of F1
29. Make more urgency to the service

Process

30. Change the roles and responsibilities at some process point
31. Simplify the process of service - half the number of steps
32. Turn analytical into experimental
33. Turn experimental into analytical
34. Automate some part of it
35. Remove all the bureaucracy
36. Accelerate the delivery time to one tenth
37. Change the production method
38. Reduce the need for competence and skill
39. Take advantage of the latest communication techniques
40. Self-directed
41. Like a project
42. Having phases

Customer service experience

43. Ab experience
44. Routine
45. Ritual
46. Open
47. Secret, mystical, black box
48. Take the service to the customer's place

Authors

- 49. Simplify the service organization
- 50. Create a virtual organization
- 51. Internally networked
- 52. Externally networked

Marketing

- 53. Make it a brand
- 54. Change the name of the service
- 55. Point it to another group who influences buys
- 56. Change the target group
- 57. Show the customer wholly new benefits
- 58. Use the customers' terms and imagery of the world
- 59. Market it in a new media
- 60. Associate the service with one of the newest trend, some new phenomenon
- 61. Add a free benefit to the service
- 62. Act as global
- 63. Act as local

Other

- 64. Identify the service's blind spot

Transformation of a company's product development work

Lista: Product_development_transformations.list

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Think about how the product development / product design activity would be when transformed into / like this:

Principles

1. Customer-oriented
2. Ethical
3. User-centered
4. A quality management system
5. Open source
6. Lead by principles
7. Strategic
8. Having its own values
9. Future-oriented
10. Outsourced
11. Forget the engineering approach
12. Change the way of development into more like engineering
13. Responsible
14. Based on company's values

Development tools

15. Develop concepts
16. Assemble from ready-made components
17. Use prototyping
18. Stop using prototypes
19. Computer-aided
20. Knowledge-based
21. Using information networks
22. Virtual
23. Using shared models

Process and Project

24. Utilize previous projects
25. Scheduled
26. Unique
27. Open
28. Documenting
29. Dynamically steered
30. Using no schedule
31. Easy to understand for all
32. Intuitive
33. Iterative
34. Self-directed
35. Confident
36. Evolving
37. Focused
38. Interesting
39. Creates concepts
40. Copying
41. Artisan-like
42. Creative
43. Masterful
44. Helping other projects
45. Adaptive
46. 300 % faster
47. Modern
48. Instructed
49. Compiling feedback
50. Project-like
51. The industry's best
52. Small, minimalistic
53. Routine
54. Secret
55. Effective
56. Information buzz

57. Focused on the fuzzy front end
58. Stop development
59. Phased
60. Having goals
61. Do it like a jazz band
62. Research project
63. Like the latest fad from USA
64. Simple
65. Based on understanding and knowledge

Financial Resources

66. Scarce
67. Use lot of money
68. Steer budget dynamically

Developers

69. Turn developers into gurus
70. Turn developers into professionals
71. Use consultants
72. Let anyone productize
73. Use users as developers
74. Form a team
75. Create a research center

Cooperation

76. Decentralized
77. Divide work clearly
78. Increase cooperation
79. Have the right roles
80. Work in teams
81. Networked
82. Reduce your co-operation
83. Jointly responsible
84. Create conflicts

Work community

85. Create a learning organization
86. Turn organization into a team
87. Make organization capable
88. Organization helps others
89. Make organization learn together

The target of further development

90. Challenging
91. Focus on the essentials
92. Develop customer's activity
93. Develop the total product
94. Create a service product
95. Create basis for product projects
96. Focus on customer's needs
97. Focus on the user's needs
98. Focus on the new issues
99. Think of several alternatives
100. See the product with new eyes
101. Create a "house style"
102. Forget about the cost of product
103. Forget the technology
104. Change the genre

The development of

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

Transformations of the product (at the customer needs / positioning level)

Lista: Product_transformations.list

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Think about what the product would be like when transformed into this / this way:

Target group

1. For professionals
2. Different target groups
3. For use by all
4. For consumers
5. For the poor
6. For the rich
7. For the young
8. For the elderly

Purpose

9. What else could it do?
10. Versatile
11. Specific
12. Can it be replaced by something
13. More generic

How it is used

14. Used more often
15. Used in new environments
16. Used in arctic conditions
17. Used in hospital

Benefits, attractors and sales arguments

18. Longer lasting
19. Is assembled by customer
20. Transportable, portable, moveable
21. Higher quality
22. Add a new flair
23. Personal character
24. More efficient, faster
25. Less efficient, slower
26. Feels safer
27. More familiar
28. Personalized
29. Object of pride in, and worthy of pride

Market positioning

30. Eco product
31. Different style
32. Hi-tech product
33. Top-of-line product
34. Investment commodities
35. Single use, disposable
36. Consumer product
37. Luxurious

Other genres

38. Crazy
39. Cold
40. Happy
41. Intimate
42. Classic
43. Manly
44. Formal, official
45. Unchanging
46. Evolutive
47. Feminine
48. Youthful
49. Ugly
50. Sexy

Profitability

51. 100 times cheaper
52. 100 times more expensive

Product working principles

53. Automation
54. Gives experiences
55. Physical
56. Decentralized
57. More independent
58. Closed
59. Works backwards
60. Do it electricallt
61. More generic

Functional Solutions

62. Continuously changing
63. Sensible
64. Remote controlled
65. Centralized
66. Attached to the user
67. Shorten the functional chains
68. Microscopic
69. Able to remember
70. Adaptive
71. Learning
72. Teaching
73. Stupid
74. Virtual
75. Visual
76. Connect to something, connect its parts
77. Friendly
78. Intelligent

Technical Solutions

79. Split it into parts
80. Bold, robustness
81. Reorganize it
82. Modular
83. Smaller
84. Place it in whole or in part elsewhere
85. Larger, broader
86. Windows-based program
87. Simple

Utilizing other products

88. Embed it to your mobile phone
89. Attach it into another product
90. Put it in the browser

Analogies

91. ATM-like
92. TV-like
93. Like a computer
94. Like a computer game

Change

95. Cheetah-like
96. Turn the whole thing upside down
97. Slippery
98. Drop it altogether
99. Warm
100. Transparent, invisible
101. Break it
102. Routine
103. Sticky
104. Dual, multiple it several-fold, 100-fold