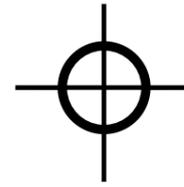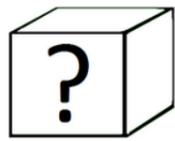# HACK

Use this tool when you need divergent, disruptive ideas about an existing product or service. Anyone can take part in this workshop. It isn't the tool to use to find incremental improvements or solve problems.

You will need

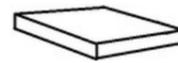A diverse group of people. The more diverse the better.

Something you would like to innovate - a product or process

45 mins to 1 hour for the workshop

Fun Size chocolate bars for the warm-up exercise

Sticky-notes for each participant to capture their ideas

Flip-chart to record ideas

1 We are going to start this ideation workshop with a warm-up exercise to illustrate how HACK works. We use a chocolate bar for this. Fun-size Mars or Bounty bars work well

2 List all the components of the product so in the case of our Mars bar, the nougat base, a caramel top and a chocolate covering. If we were hacking a process then list the steps in the process.

Take your time on this step!

3 Set the ground-rules;
- Everyone speaks
- There are no stupid ideas
- No judging other people's ideas

4 RE-ORDER

The Marsbar only has 3 components but let's HACK them. Get the group to call out some ideas

5 SUBSTITUTE

Next substitute one or more of components - for instance "what could we replace the caramel with"?

6 UTILITY

What does it do? What is the purpose? The Mars bar is a cheap high calorie snack, so what if we hack this? What would we create if we wanted a high-cost low calorie snack?

7 FORMAT

Marsbars come in a few size formats, but what if we hacked the format further - rather than being a bar or a milkshake, how else could we hack it?

8 BUSINESS MODEL

Our Marsbar was made in a factory who sold it to a distributor who sold it to a retailer who sold it to us. Can we hack each step of that value chain and create new value for the consumer?

9 CUSTOMER EXPERIENCE

Would would the Marsbar need to become for it to be something that you might take to a dinner party as a gift for the host? How could we hack the customer experience?
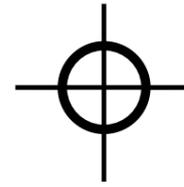
10 NOW THE WORK BEGINS

That's the warm-up done. Congratulate the group. Now they know how HACK works it's time to do some work.

Introduce the product, service or process that you want ideas for. Explain why it's important and what you will do with the ideas you source from this ideation session

HACK

11 Return to step 2 to start your ideation exercise with the product or process that you want to hack

As well as calling out ideas encourage people to write the ideas that they like on the sticky-notes they have.

Don't write ideas down on the board. This slows down the process because people often wait for you to write so they can see their idea written up.

12 We now have loads of ideas so we need to be sure to get the best ideas from the group.
Write each element on a sheet on the flip-chart starting with re-order and ask people to select their 1st and 2nd favourite ideas and stick them on the board.

Re-order
- Nougat with choc
- Choc base in caramel

13 Photograph each sheet of flip-chart paper for each subtracted element with the 1st and 2nd favourite ideas so you do not loose them

HACK	The Marsbar	A Top-up bottle of engine oil	A Coffee Shop
RE-ORDER	Chocolate base with nougat on top wrapped in a brittle caramel coating		Take the process; queue, order, pay, wait, take drink, sit, drink and hack it by being able to order and pay on your phone
SUBSTITUTE	Substitute the sticky toffee with fruit or the nougat base with shortbread biscuit	We could hack the packaging which currently is a bottle, seal and cap and sell it in squeezable sachets	Substitute the staff for machines - do we really need someone to make the coffee for us?
UTILITY	It's a low-cost, high calorie snack, so the ultimate hack could be to a high-cost indulgent, low calorie meal replacement	The utility for our top-up bottle of oil is peace of mind. Let's hack that and make it about performance of economy	A relaxing environment to enjoy coffee is a normal utility. Hack that and you might get an energetic environment like a bar
FORMAT	It's a high-energy snack, so let's hack that and make it a sports gel - instant energy but tastes of chocolate	Oil is a liquid but can't we hack this and sell it as solid blocks that you drop into the engine meaning no waste or mess	
BUSINESS MODEL	Let's hack the model and sell chocolate making machines - like Espresso machines but to make chocolate at home?	The ultimate business model hack is to develop an oil or a component of the oil that removes the need for a top-up	The anti-cafe. You pay by the minutes to sit and use facilities like power for your laptop but you get drinks for free
CUSTOMER EXPERIENCE	If we hack the CX, what if we created a luxurious version that you would take to a dinner party as a gift for the hosts?	It's a customer experience that no-one wants or enjoys, so lets hack this and provide it as a service at the petrol pump	Remove the queue process. You order and pay via your mobile phone