P/A™

Psycho
Aesthetics
by RKS

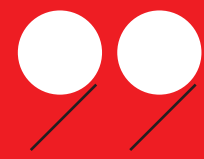# Advanced Design-Thinking Methodology

RKS

> # It's not how you feel about the design; it's about how it makes you feel about yourself.

— Ravi Sawhney,
creator of Psycho-Aesthetics

INTRODUCTION

As Industrial Designers, we are no longer the unsung heroes of innovation. Design matters now more than ever as it rapidly climbs to the top of the executive priorities in business, with its ability to add competitive advantage across all industries. We're trained to see through the smoke and mirrors, the traditions and superstitions, through all the noise, right to people's needs and aspirations and into their heads and hearts. We fuse technology with user experience to create new worlds and foster deep emotional connections to brands that we choose to bring into our lives.

This handbook will show you the power of Psycho-Aesthetics (P/A) and how you can use it to conceive and bring to life new innovative technologies, brands, digital experiences, environments, and businesses; to create design solutions that remain fresh, inspired, and relative.

For over forty years, I've been designing and innovating for start-ups, from KOR Water to some of the largest, well-known brands including Pepsi, Sharp, and Unilever. In every case, this repeatable, scalable, and universal tool has guided the RKS team to connect with the audiences it serves. Design is no longer just about winning awards and creating great portfolios—it's much more. So often we help im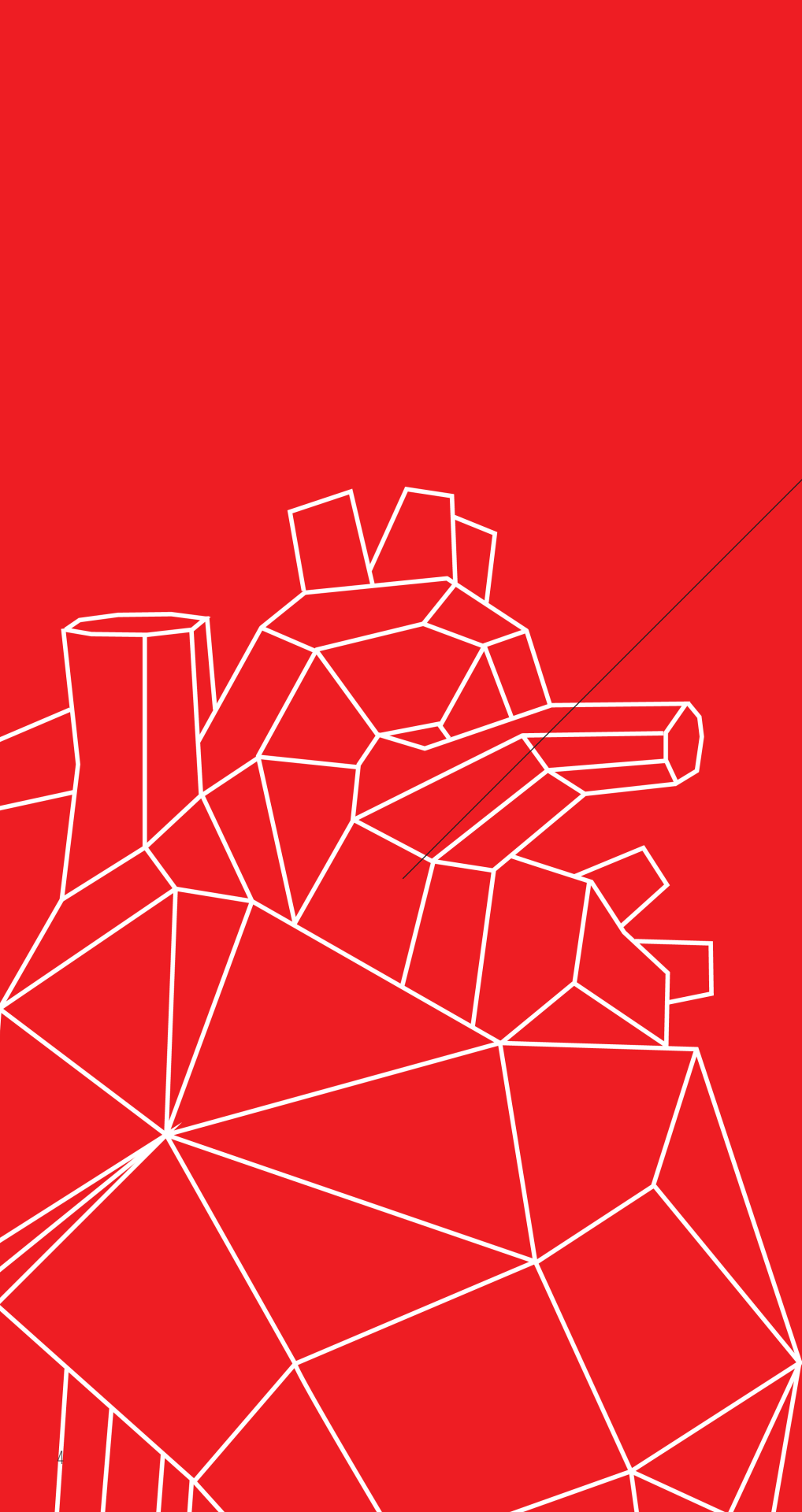prove the quality of people's lives and provide levels of self-esteem that can only be created through insights into the "self." P/A helps us as designers connect and relate to our global audiences and their environments in ways that may be impossible by other means.

Throughout this handbook, *Predictable Magic*, and the other reference sources, you'll see how and why we call P/A "Advanced Design-Thinking Methodology." It stands on some very tall shoulders: those of the psychologist Abraham Maslow and the scholar Joseph Campbell. And in taking their work to a new level, we found that we could predict the future, foster brands and markets that never existed, and create decades of successes. You'll find—as we do—that P/A will serve you as a cornerstone, as a collaborative tool to create shared vision, and as a litmus test for design and innovation. You'll also see how P/A provides you with a new language, with objectivity and pragmatism that non-designers can visualize, understand, and connect with.

Congratulations on opening your mind to the powerful possibilities of Psycho-Aesthetics.

Ravi Sawhney
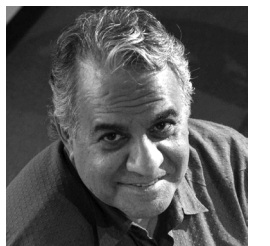
Today, most industries find themselves competing on design. The importance of creating *emotional connections* comes as no surprise for business leaders engaged in strategy, innovation, and design processes. Design resonates emotionally, but observing this phenomenon is much easier than creating it.

Companies invest vast resources into innovation and strategy and often find themselves frustrated in confronting two major hurdles:

POOR COLLABORATION

Fostering collaboration between executives and creative teams brings special challenges. Differences in tools, education, and perspective frequently lead to delays, battles of unsatisfying compromise, and uninspired results.

INFORMATION OVERLOAD

Although information from market research is abundant, insight can be in short supply. Traditional market research and financial data reveal very little about consumers' emotional triggers in the decision process in a way that can inform design and business strategy.

Adapted from *Predictable Magic*, by Ravi Sawhney and Deepa Prahalad, published by Pearson Education.

The design process can be distilled into distinct phases that can be easily remembered with this acronym:

ENABLE YOUR STAKEHOLDERS

PERSONIFY YOUR CONSUMER

WORK THE DESIGN PROCESS

REWARD YOUR CONSUMER

EMPOWER

MAP THE FUTURE

OWN THE OPPORTUNITY

ENGAGE EMOTIONALLY

The EMPOWER *framework further expands the core tools that bind all P/A into a comprehensive seven-step approach that reduces the risks associated with innovation and development. Development and innovation are fraught with challenge and risk, and all too often, much-anticipated success is met with dismal failure. This framework ensures reduced risk of failure.*

Adapted from *Predictable Magic*, by Ravi Sawhney and Deepa Prahalad, published by Pearson Education.

About Psycho-Aesthetics

The roots of Psycho-Aesthetics (P/A) come from a uniquely pivotal time in which its founder Ravi Sawhney worked with dozens of cognitive and industrial psychologists developing the first touch screen interface at Xerox PARC, the birthplace of many of today's technologies, including the Macintosh. During this challenging time, he found that several facts created barriers to its success:

1. People were not yet familiar with computers;

2. People related to CRT screens as TVs and thereby knew only to never put their finger prints on the screen;

3. They knew to stand back far enough to avoid its radiation. A button on the screen saying "touch to start" was met with great resistance, in part due to the presentation of the technology.

Imagine a foot-deep display with a 5-inch by 7-inch display buried inches inside a dark bezel. It was anything but intuitive. Success was finally attained after months of exploration, playing with various designs on screen, and working to reduce the perception of depth and darkness, all of which eventually allowed users who were new to the concept to immediately accept and interact with it. That was 1978.
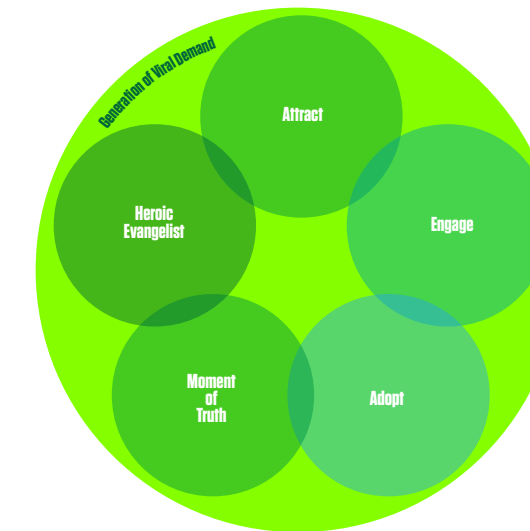
Over the decades spent developing and evolving P/A, it has continually progressed into a highly advanced design-thinking tool that allows designers to create shared objective, pragmatic, and insightful approaches to everything from name development, branding, environments, mission and vision statements, User Interaction, product deuce, and so forth. It provides an open framework under which the key understandings of mapping onto a consistent framework combined with the creation of a "hero's journey" for all stakeholders, from consumers to members of our own teams. P/A is a universal tool that is only limited by individuals' openness to working within frameworks and their own talents. Combined with "design doing," success is exponentially advanced when created through this framework.

Maslow

Self Actualize
Aesthetic Needs
Need to Know & Understand
Esteem Needs
Belonging & Love Needs
Safety Needs
Psychological Needs

Campbell

Sensation of Viral Demand
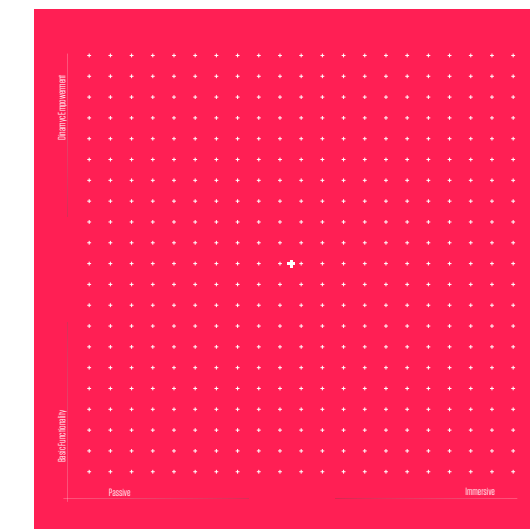Attract
Heroic Evangelist
Engage
Moment of Truth
Adopt

Psycho-Aesthetics

Psycho-Aesthetics
Process Overview

01 Research

Conducting Desktop Global Research
Curating Trends
Generating Research Hypothesis
Creating Hypothetical Concepts
Conducting Ethnographic Studies
Interviewing Stakeholders
Creating Stimuli
Conducting Co-Creation Sessions
Creating Research Plan
Screening Criteria and Discussion Plans
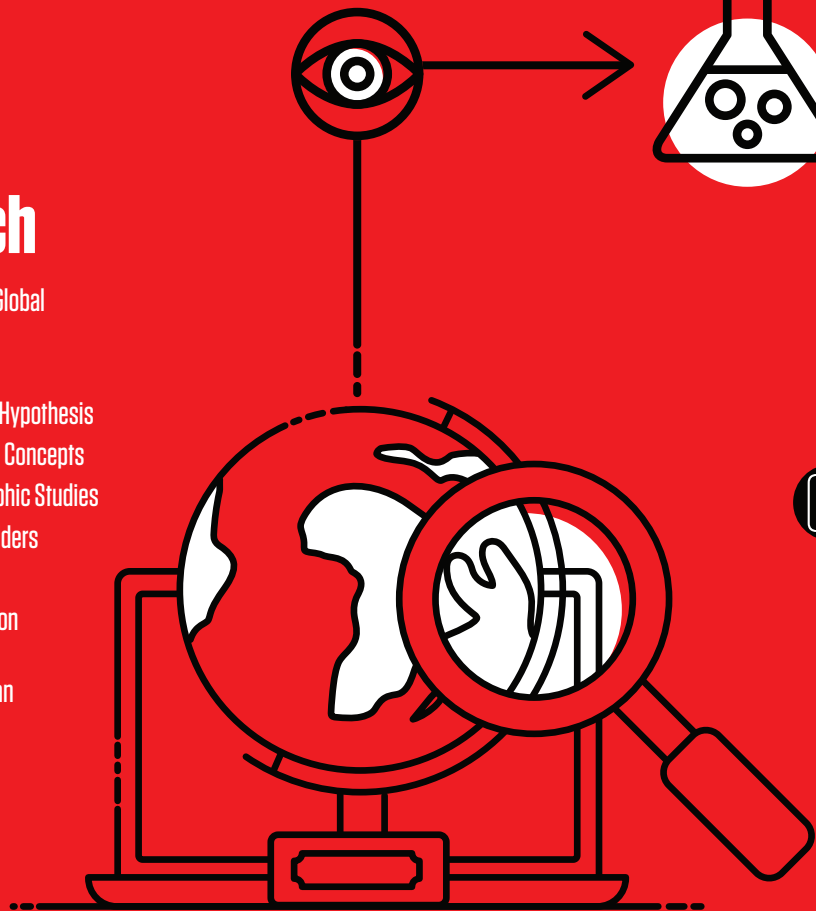
02 Synthesis

Generating Insights
Creating Go-to-Market Strategies
Benchmarking Competition
Developing Personas
Identifying Consumer Triggers
Developing Help-Me Statements
Mapping Opportunity Zones
Developing Customer Experience Journey

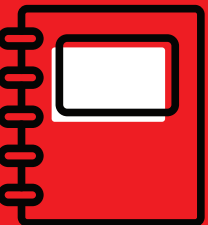## 03 Key Attractors

Identifying Category Attractors
Defining Solution Criteria
Defining Key Product Attractors

04 Hero's Journey

Outlining Hero's Journey for Key Personas
Defining Moments of Truth
Defining Avenues of Consumer Attraction
Engagement and Adoption / Purchase
Creating Viral Demand

05 Design

Brainstorming in Creative Immersion Sessions
Ideating & Conceptualizing
Creating & Iterating Concepts
Development of Wireframes
Mapping Proposed Solutions
Exploring Colors, Materials and Finishes
Prototyping
P/A Validating of Proposed Solution
Developing the Brand
Developing Elevator Pitch

06 Execution

Developing the Product / Service
Integrating Partnerships
Engineering/ Programming the Product
Creating Go-to-Market Solutions
Creating Fast Fails
Iterative Testing of Prototypes
Testing of Beta Versions
Cycles of Design/ Engineering Improvements
Debugging
Tooling, Press Check, and Producing
Conducting Pilot Studies
Ramping Up Production

07 Moments of Truth

Empowering Consumers
Rewarding Customers
Creating Heroic Evangelists
Generating Viral Demand

The P/A Map

P/A maps are a scalable design-strategy framework. They are a center point to Psycho-Aesthetics, providing a consistent lens to see the world through. By adopting P/A maps, we as designers develop relevance and understanding of how people see the world, resulting in our ability to empathize with them and their perceptions. Additionally, we find that using P/A maps trigger recall at a higher level than occur otherwise. Viewing visuals trigger recall of process and insights that allow communication with higher levels of depth, clarity, and conviction. The maps become a new shared language between stakeholders and ourselves.

It is used to map personas, brands, and offerings against the consumer's Hierarchy of Needs, Desires, and Aspirations on one hand and levels of interactivity on the other. Once these entities are mapped, opportunity zones (White Space / Blue Ocean) can be identified and design directions can be defined and communicated.

The vertical axis of the P/A map is a translation of Maslow's Hierarchy of Needs into a consumer's Hierarchy of Needs, Desires and Aspirations. The most meaningful experiences provide the highest level of empowerment. By "empowerment," we mean the emotional connection we make with products and services and how those emotions empower us to do things we couldn't or wouldn't do without them.

The horizontal axis of the P/A map is based on levels of interactivity, from passive interactivity (like a paper clip) to highly immersive interactivity (like a skip loader). Although function can be a part of a design's level of interactivity, this axis also serves to measure how many senses are activated and how deeply engaging the interactivity is overall.

RELATIVE The initial quadrant positioning and subsequent repositioning of entities on a P/A map are relative to one another through a qualitative assessment of the individual entities. The mapping of entities has to be seen through the lens of consumer experience. The mapping method uses a visual rather than textual approach to help establish direction.

SCALABLE The positioning of the entities can be used to convey micro-level perspectives of subtle design nuances of a product. At a macro level to convey the overarching snapshot of a certain market or category.

ADAPTIVE The levels of interactivity on the horizontal axis should be understood in the context of the category of the solutions being designed. The number of interactions does not necessarily equate to the quality of the consumer experience. Emotion and interactivity combine to form the overall experience.

Dynamic Empowerment

Self Actualizing

Basic Functionality

Passive

Interactivity

Immersive

From Maslow to Psycho-Aesthetics

"What is necessary to change a person is to change his awareness of himself." –Abraham Maslow

TRANSLATES TO P/A's

Maslow's	Translates to P/A's
Self Actualize	**Dynamic**
Aesthetic Needs	**Creative**
Need to Know & Understand	**Intelligent**
Esteem Needs	**Personal**
Belonging & Love Needs	**Coherent**
Safety Needs	**Natural**
Physiological Needs	**Essential**

Self Actualizing

Dynamic Empowerment

Basic Functionality

ARTISTIC
The artistic quadrant represents pure beauty without much function or interaction and focuses on fashion.

ENRICHED
The enriched quadrant represents the combination of function and beauty, engages multiple senses, and tends to be lifestyle focused.

BASIC
The basic quadrant is utility-focused and requires little involvement from the user.

VERSATILE
The versatile quadrant represents high levels of functionality, invites interaction, and is technology focused.

Interactivity

Passive

Immersive

Psycho-Aesthetics Applications

Psycho-Aesthetics can be used in every category of design and even provide clarity and context when innovating business models or developing marketing strategies.

When developing broad-reaching solutions with many interlinking aspects, such as product, service and brand, it's helpful to break out each of these into its own P/A map category to help identify the opportunity areas and define and refine the blend of these that will be unique to your solution.

Furniture Design

Business Design

Interior Design

Fashion Marketing

Advertising

Motion Design

Production Design

Fashion Management

Architecture

Design Management

Accessory Design

Dramatic Writing

Fashi

Graphic Design

Art History

Illustration

Cinema Studies

Animation

Interactive Design

Film and Television

Branded Entertainment

Mis a Vis

Urban Design

Jewelry

Design for Sustainability

Historic Preservation

Service Design

Name Generation

Industrial Design

UX

The
Psycho-Aesthetics
Steps

"Design is our tool,
we master it,
study it, evolve it
as designers, creators
and innovators."
- Ravi Sawhney

INTRODUCTION

This booklet is your introduction to the world of Design Thinking at an advanced, comprehensive, repeatable and scalable level. It provides an introductory understanding of how and why P/A works combined with examples from RKS's development of the iconic KOR water bottle. It will also serve as a reference tool for your continued design thinking development as you expand on P/A in other course work and professionally.

CASE STUDY
KOR WATER

KOR Water came to RKS to create a sustainable and healthy solution to the vast amounts of waste created by disposable water bottles and the threats its BPA posed to health combined with a growing garbage patch in the Pacific that threated the Ocean's life and our environment. The story of KOR and how P/A became an experience shared between RKS and KOR's founders will show you how insights and the P/A process created their brand and products.

01
RESEARCH

The foundation of all success comes from insights into people, their needs, their aspirations, their challenges, how they work, live and play. Recently, RKS has been challenged to re-design soft-drink packaging in India and China; to reduce the time associated with laundry (second only to agriculture in water consumption) in India and Europe; and to create solutions to replace wheelbarrows used as human-powered ambulances in Africa and much of the world. At the same time, the RKS team develops medical products, appliances, and consumer electronics for the developed world. In most cases, the designers are not the consumers and, without deeper understandings and insights into people's behavior and psychological patterns, RKS would be unable to create deep and lasting benefits.

01.1
Consumer Research

Often, you will start with the client's research into who their consumers are, how they live their lives, their surveys, ethnography and so forth. It is important to mine their research and augment it with your interviews, ethnography, testing and desk top research, etc. .

The variety of the research approaches used to establish the holistic and important understandings, lay the foundation to be later synthesized into actionable consumer insights.

MARKET SEGMENT #2: URBAN ASPIRANTS

Primarily indoor athletes – athletic aspirants – who work out almost exclusively at health clubs, water bottle in hand;

Performs 20-30% of physical activity outdoors, weather permitting;

Takes a new bottled water each day, or reuses an existing one.

Uses fitness to stay in shape and feel centered (i.e., look good and feel good);

Resides in urban areas;

Focused on getting the latest gear (Dri-Fit, Under Armor, running shoes, etc.)

PAINPOINTS

The bottle is good for drinking at gym but not in office and home.
Refilling is sometimes a challenge.
When cleaning, it is hard to be sure that the bottle is thoroughly clean;
This bottle needs to be large enough to last through a long workout. (Volume and weight are only an issue outside the gym.)"

ATTRACTION TRIGGERS

Makes me feel like a trend-setter.
Draws attention at gym.
Sensual delight to touch, look at, and use.
Self-expression via personalization options.
Elevates the necessary act of hydration into a special ritual.

01.2
Benchmarking

A product or service's success is usually measured by its performance against its competitors.

To outperform you must first understand the landscape of your competitors, how they position themselves, and what their key differentiators and attractors are in the market place.

While some businesses focus on functionality and ease-of-use, others appeal to consumers with a highly developed and refined aesthetic.

To better understand the market, a breakdown of the top competitors has to be created. For KOR, these competitors include Klean Kanteen, Sigg, Camelbak, and Nalgene. Each player markets their products differently to appeal to particular consumers.

KLEAN KANTEEN

Klean Kanteen primarily creates stainless steel water bottles and focuses on sustainability as a selling point. It has a simple design and offers a variety of colors.

SIGG

Sigg water bottles are lightweight aluminum drinking vessels that are considered vital equipment for adrenaline-hungry mountaineers.

CAMELBAK

Camelbak differentiates itself through functional innovation, focused on ease of use and easy access to water on the go.

NALGENE

Nalgene was the original reusable water bottle that ignited the concept of a reusable water bottle.

Word Bank

The concept of the P/A word bank is to create a library of common descriptors to use when benchmarking and developing a brand or product's look and feel. The P/A word bank is a living list that can be tweaked and adjusted to respond to project needs.

WORD BANK

Adorable	Contemporary	Fierce	Minimal	Soft
Accessible	Conventional	Formal	Modern	Smart
Adventurous	Creative	Fragile	Natural	Sophisticated
Aggressive	Custom	Fresh	Nostalgic	Stable
Artistic	Delicate	Friendly	Organic	Strong
Athletic	Detailed	Fun	Playful	Stylish
Attractive	Dramatic	Functional	Quirky	Sustainable
Bold	Dry	Futuristic	Radiant	Tasteful
Bright	Earthy	Glamorous	Rebellious	Tranquil
Busy	Eccentric	Industrial	Relaxing	Trustworthy
Calm	Efficient	Informal	Reliable	Unconventional
Casual	Elegant	Innovative	Retro	Unique
Cheerful	Energetic	Inspiring	Revolutionary	Urban
Chic	Ethereal	Intense	Romantic	Versatile
Classic	Familiar	Inviting	Secure	Vintage
Clever	Fancy	Lightweight	Simple	Whimsical
Colorful	Fashionable	Lively	Sharp	Wild
Conservative	Festive	Majestic	Sleek	Youthful

Below are the word bank descriptors applied to KOR's main competitors. When applying the descriptors, it can be helpful to discuss and debate them to ensure accuracy in capturing the brand essence.
Descriptors should be limited to three or four to aid clarity and understanding.

By further breaking down the characteristics of each competitor by listing positive and negative attributes, we can gauge what are considered benefits in the market. These benefits act as guidelines for design. The positive and negatives of each product can be established through first-hand interaction, interviews, and by researching on-line reviews.

KLEAN KANTEEN

Minimal
Soft
Calm

SIGG

Minimal
Aggressive
Clean
Reliable

CAMELBAK

Innovative
Bold
Sharp
Bright

NALGENE

Simple
Functional
Efficient

|	KLEAN KANTEEN	SIGG	CAMELBAK	NALGENE
POSITIVE	Sustainable Accessible Flavorless	Versatile Lightweight Comfortable	Insulated Durable Lightweight	Durable Measuring Tool Wide Mouth
NEGATIVE	Non-insulated Delicate Paint Chips	Fragile Faded Color	Dirty Leaks	Foul Difficult to Wash Scratch Prone

02
SYNTHESIS

Transforming research into map, journeys, personas, opportunities, etc., is critical to setting the stage. If research is our foundation, synthesis is our floor. We like to think of synthesis as the stage and creation as the performance. The visuals are best served when printed poster size or larger and placed into a "war room" in which an immersive environment is created. This evokes higher levels of empathy and facilitates creative immersion sessions that combine the creative team with other disciplines, from engineering to marketing to manufacturing and shipping. Some of the most brilliant ideas come from latent creativity of non-designers who stimulate us with their ideas and insights that are often dormant until brought together in a team setting, surrounded by the P/A tools.
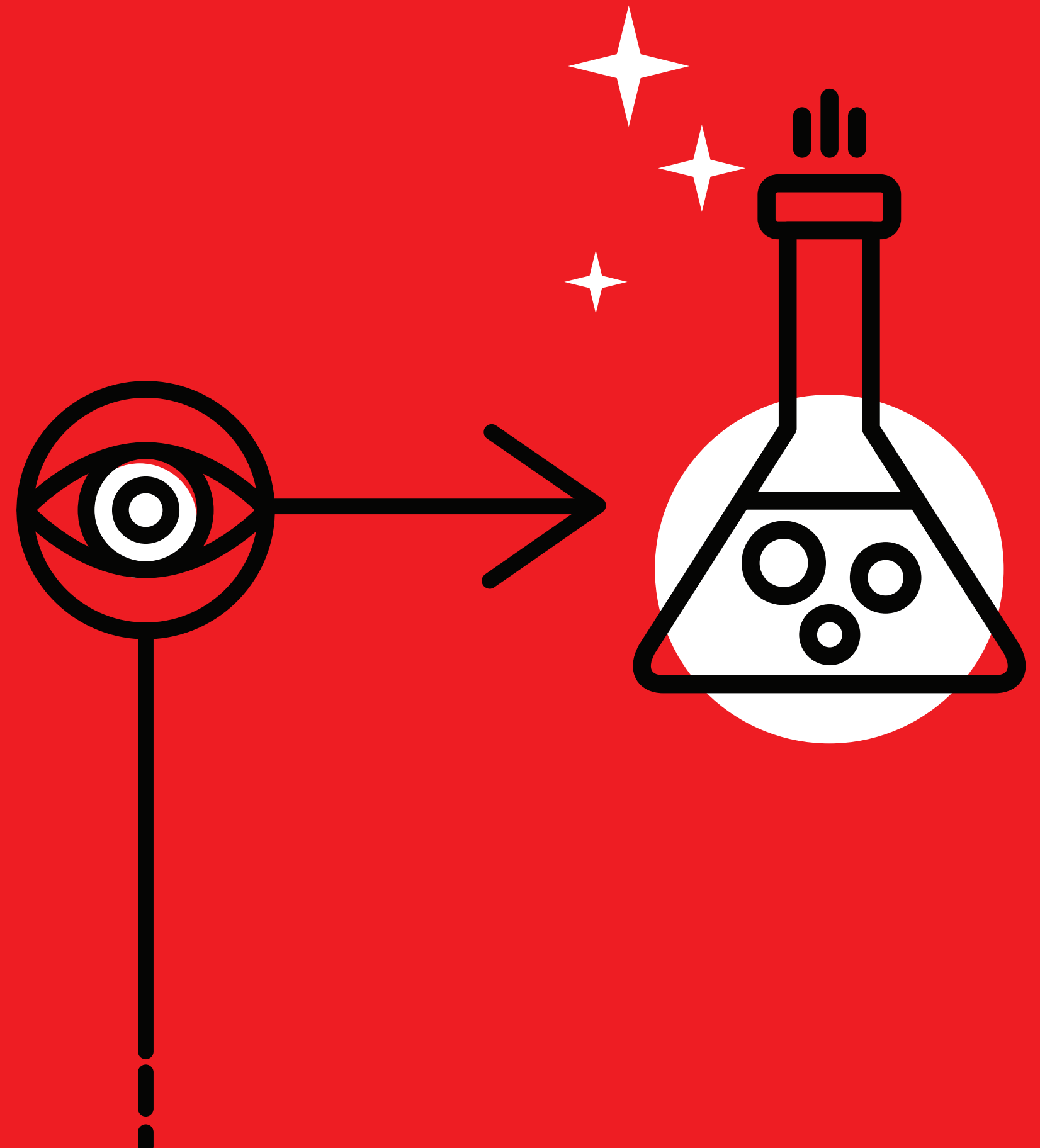
02.1
Competitive Mapping

Once there is a general understanding of the market, the next step is to map the competitors on the P/A map to work out how they relate to one another. In this way, the P/A map is used to help make sense of all the initial research that has been collected up to this point.

ALIGNING THE INFORMATION

Using the understanding of Maslow's Hierarchy of Needs, *its translation to the* Consumer Hierarchy of Needs, *and its assistance in scaling the Self-Actualization axis, we are able to map the competitors on the P/A map.*

The process of mapping competitors is oftentimes considered group collaboration, because while this is a process, it is a soft process, and a rather subjective one. So collaboration and discussion are often important for accurate and appropriate placement of the competitors on the map.

Dynamic Empowerment

Self Actualizing

Basic Functionality

The Sigg bottle has an edgier look with bold colors and a sleek design.

The Camelbak bottle is dynamic, with its double wall container and multiple color offerings.

The Klean Kanteen has a minimal design with soft color options and brushed metal.

The Nalgene bottle has a simple design with limited durability and longevity.

Passive

Interactivity

Immersive

02.2
Triggers & Personas

Along with understanding who your competitors are and where they lie on the P/A map, you also need to understand who the potential consumers are and what elements of design they most identify with, based on their personalities.

PERSONA: WHAT IS IT?

A persona is an abstract personality type of a potential user. It is a highly empathetic format that humanizes and contextualizes the opportunity space in order to support the development of user-centered concepts.
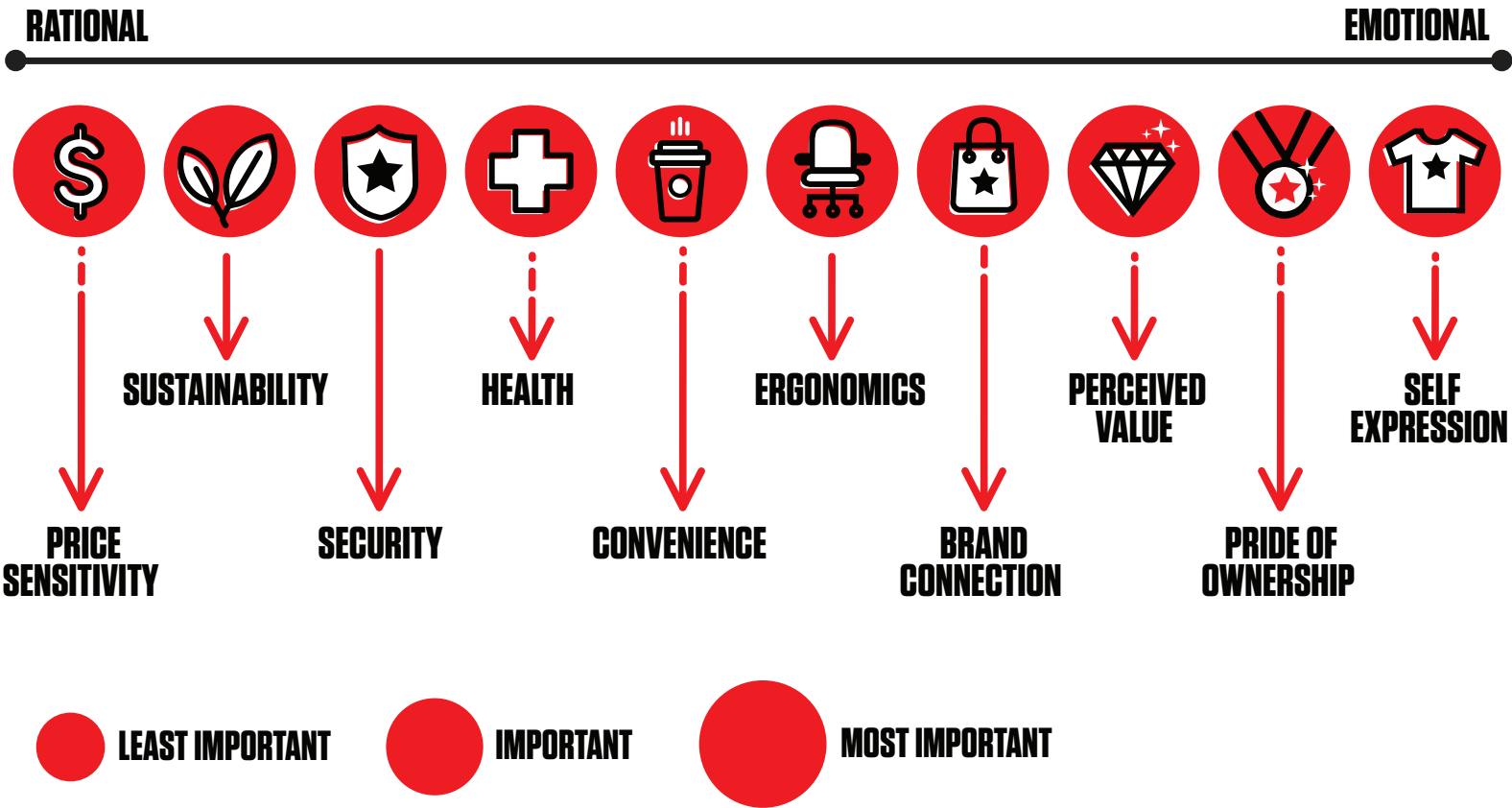
TRIGGERS: WHAT ARE THEY?

Triggers are the intangible interactions, touch points, and haptics that a product delivers. The triggers are created and placed on the spectrum by the designer. Triggers run a spectrum from strictly rational to completely emotional.

ETHNOGRAPHY

DEMOGRAPHIC DATA

MARKET RESEARCH

CONSUMER ANALYTICS
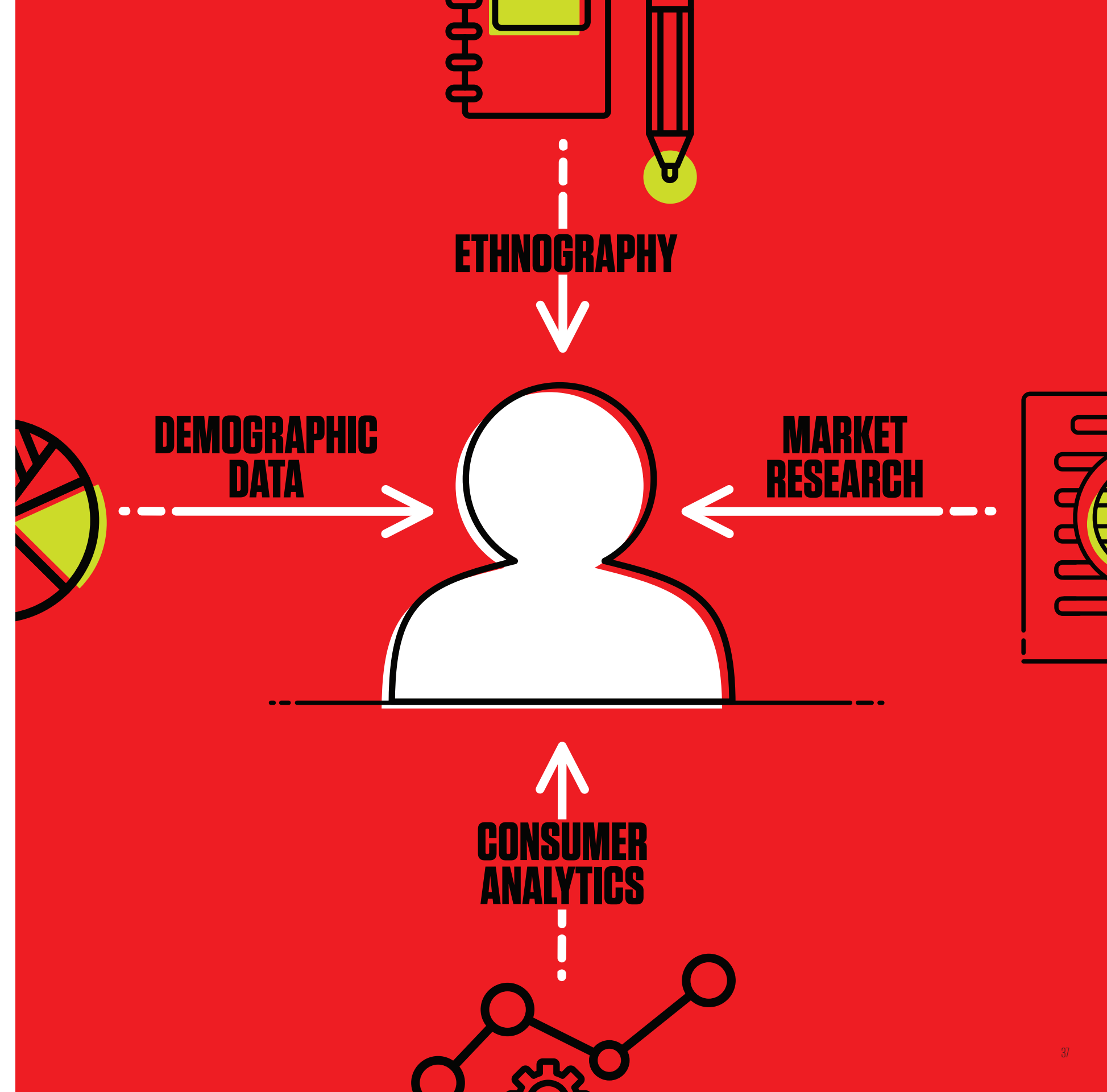
Trigger Breakdown

Triggers are the intangible things a product delivers. They are the aspects and characteristics of a product that resonate the most with any given user—what's most important to them. First the designer has to determine what triggers might be associated with the product category, and then the triggers are placed on a spectrum from strictly rational to completely emotional. How important any given trigger is to a particular user is displayed graphically, by varying the scale of each graphical icon that represents a trigger. Understanding which triggers are most important to your users will help in knowing where to focus design effort.

RATIONAL — EMOTIONAL

PRICE SENSITIVITY · SUSTAINABILITY · SECURITY · HEALTH · CONVENIENCE · ERGONOMICS · BRAND CONNECTION · PERCEIVED VALUE · PRIDE OF OWNERSHIP · SELF EXPRESSION

LEAST IMPORTANT — IMPORTANT — MOST IMPORTANT

Persona Breakdown

INFORMATION ENTERED

Simple information that is discovered when doing interviews and general research will result in a better understanding of the persona. Information that is typically entered includes the demographics, ethnography, market research, and analytics.

INFORMATION DEPARTED

From the information put into the persona, you are able to get a general understanding of who the persona is. The information that comes out of the persona study includes their lifestyle expression, "help-me" statements, the general dashboard, and their triggers.
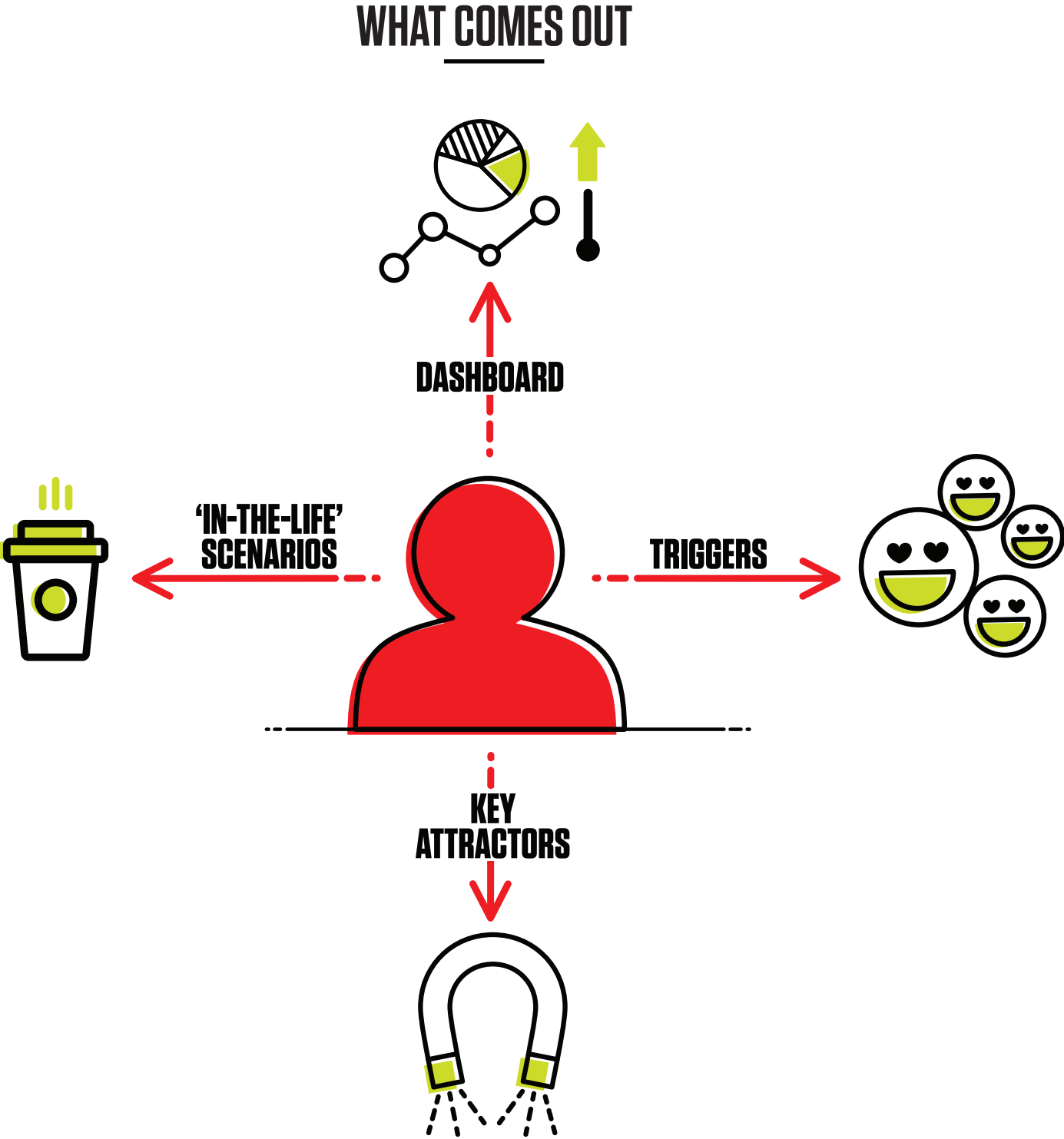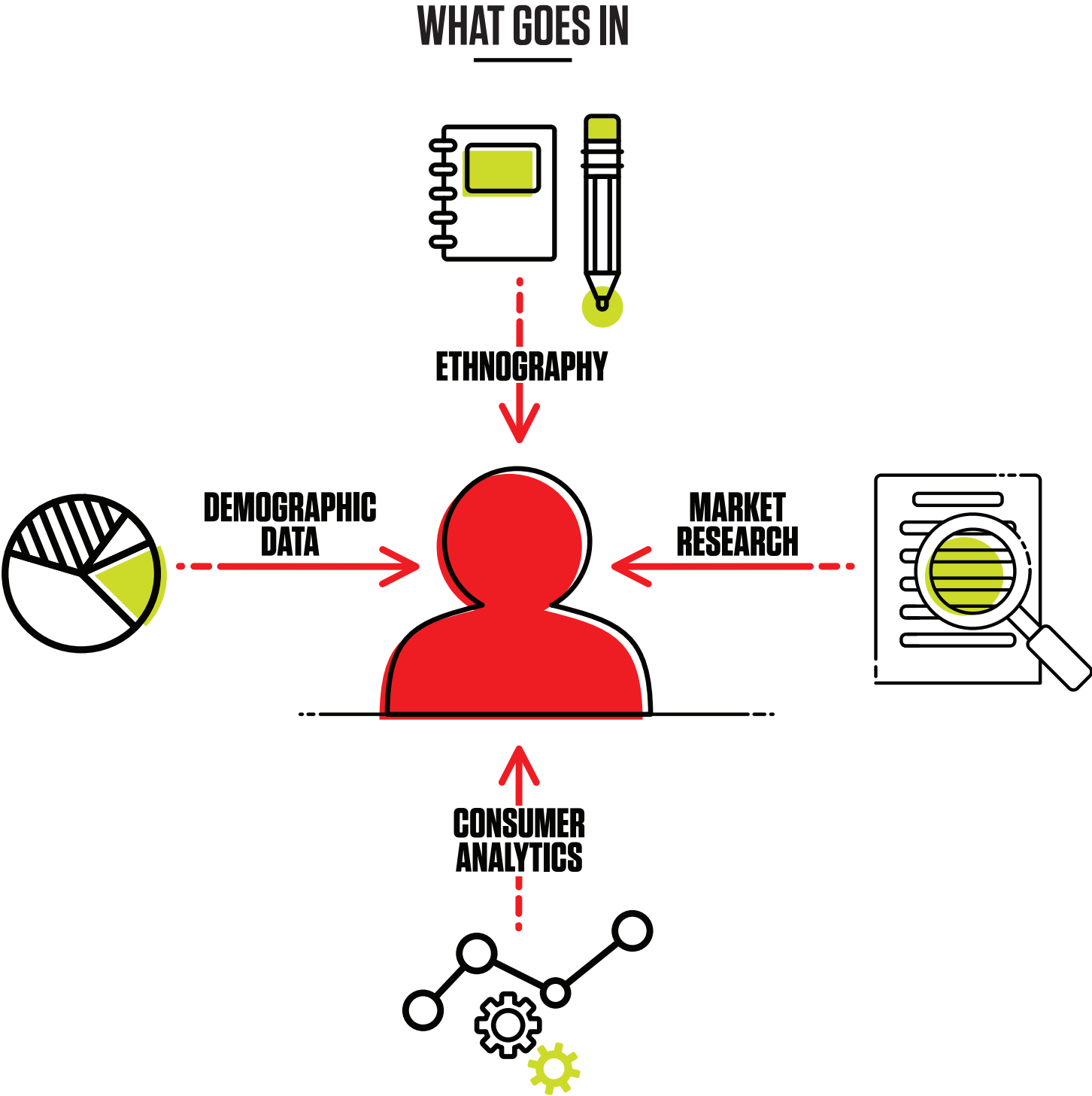
SCENARIO

The scenarios act as a deeper dive into the lives of the personas. Understanding the constraints and usage scenarios that are likely to take place creates an intimacy with the consumers and helps to identify "pain points."

PAIN POINTS

The pain points are the source of challenges and discomfort in usage scenarios. These pain points are expressed as "help-me" statements and represent key opportunities for innovation and design improvements. Almost all innovation stems from solving a particular pain point.

HELP-ME STATEMENTS

Help-me statements are a reframing of the pain point in a way to create better empathy with the users and help focus on the actual source of problems.

Creating Personas

ETHNOGRAPHY

DEMOGRAPHIC DATA

MARKET RESEARCH

CONSUMER ANALYTICS

DASHBOARD

'IN-THE-LIFE' SCENARIOS
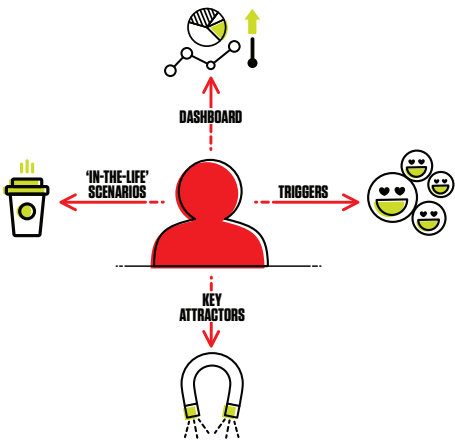
TRIGGERS

KEY ATTRACTORS

The triggers in this spectrum were chosen based on feedback from consumer reviews and persona breakdowns, where we were able to determine what was most important to each persona when making their purchasing decisions. The most common concerns with the product were then ranked along the spectrum. By evaluating the different aspects involved in a water bottle project, you are able to determine the different triggers relating to the design of the container. The triggers will vary with each project, but the spectrum from rational to emotional will always stay the same. The KOR trigger spectrum begins with the most rational concerns (price sensitivity) and ends with the most emotional (self-expression and personalization).(Triggers vary challenge-by-challenge and require thought in designing a breakdown.)
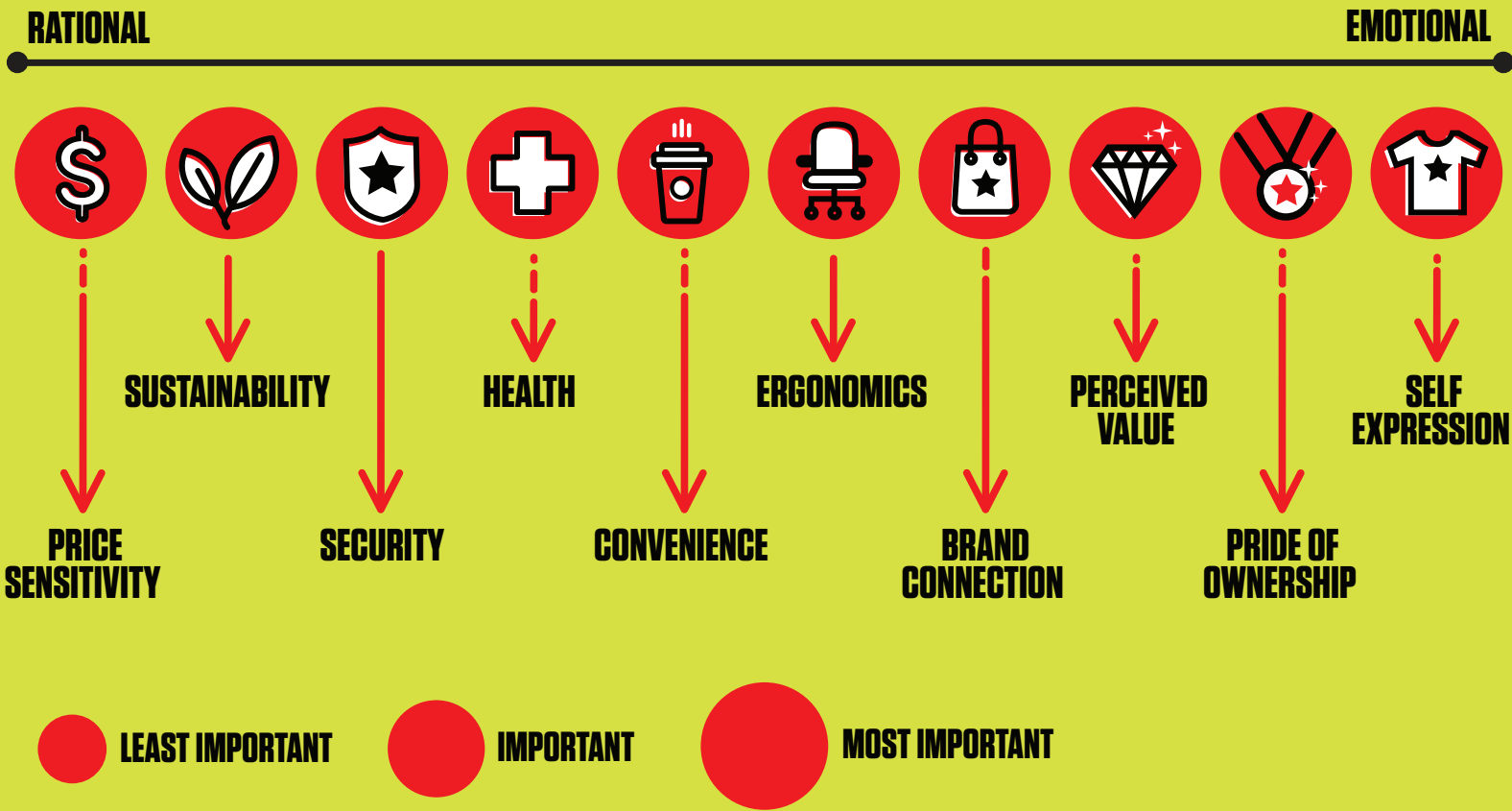
This example of a persona and its triggers will guide as you design and innovate for consumers others than yourself. The depth of a persona is dependent upon the amount and quality of research conducted. In many cases, RKS has leveraged dozens of interviews and observations that combine into a single persona that may be one of a multitude of personas used in the P/A process. It is important to develop diverse and opposing personas. Importantly, they all must have relevance and must be known well enough that you can project their evolutionary trajectory through insights into their intent and motivations.

RATIONAL — EMOTIONAL

- PRICE SENSITIVITY
- SUSTAINABILITY
- SECURITY
- HEALTH
- CONVENIENCE
- ERGONOMICS
- BRAND CONNECTION
- PERCEIVED VALUE
- PRIDE OF OWNERSHIP
- SELF EXPRESSION

LEAST IMPORTANT   IMPORTANT   MOST IMPORTANT

Name: Matthew
User: College Butterfly
Age: 19
Occupation: Student
Salary: $14,400 yr.
Location: Boston

Scenario

I spend most of my week traveling from class to class on my bike, and when I'm not doing homework, I'm usually playing sports with my friends. I'm always needing to rehydrate but lately I feel like I should invest in a refillable bottle instead of wasting so much plastic. It would also save me money and it would be nice to know that it'll be easier to carry around since it will fit more securely on my bike than a thin, flimsy plastic bottle.

Pain Points
"I waste money on bottled water."
"I can't hold a single-use bottle on my bike."
"I don't like harming the environment."

Help-Me Statements
"Help me access the bottle easily."
"Help me feel like it's personalized."
"Help me feel proud to own it."

Triggers

RATIONAL — EMOTIONAL

Personas developed for KOR were based on age, lifestyle, education, location, income, and attitude. They defined needs and aspiration while providing inspiration to create relevance.

ON-THE-GO WARRIOR

SUMMARY
With Jason's busy schedule, he needs a water container to replenish himself throughout the day. Working in a traveling professional environment requires a bottle that cannot only assimilate into the workplace and but allow for easy handling for his days on the go.

PAIN POINTS
"Its hard to carry."
"Single-use bottles look cheap."
"I can't see inside what I'm cleaning."

KEY TRIGGERS

ERGONOMICS BRAND CONNECTION PRIDE OF OWNERSHIP

TRENDY MOM

SUMMARY
Being a mother of two can be stressful, and with a third on the way, Sophie's water bottle needs to work with her, rather than against her. Having easy access to hydration is important to her, whether it's a quick sip for her kids or quenching a thirst after a long yoga session.

PAIN POINTS
"My kids spill drinks easily."
"I'm concerned for my kids' safety."
"I'm thirsty after yoga."

KEY TRIGGERS

SUSTAINABILITY HEALTH PERCEIVED VALUE

COLLEGE BUTTERFLY

SUMMARY
Matthew's interest in sustainability— combined with his love of sports—requires a water vessel that will keep him hydrated throughout the day, and that he will feel good about owning and reusing.

PAIN POINTS
"I waste money on bottled water."
"I can't secure a bottle on my bike."
"I don't like harming the environment."

KEY TRIGGERS

PRICE SENSITIVITY HEALTH PRIDE OF OWNERSHIP

Dynamic Empowerment

Self Actualizing

Basic Functionality

While Jason enjoys an enriching lifestyle, his busy schedule fuels a desire for simple accessories.

As a young college student with a growing interest in clean trends, Matt's desire for a more carefully crafted water container pushes him towards the enriched quadrant.

As a fit-conscious mother of three, Sophie's needs not only to focus on seamlessly fitting into her hectic day but also hydrating her children as well as herself.

Passive

Interactivity

Immersive

02.3
Opportunity Zone

Identifying emerging opportunities requires understanding gaps in which consumer emotions and desires are not met by current industry offerings. When the offerings are evaluated as a group, the opportunity zone becomes a space that signals an area where improvements in the market can be made.

Mapping Opportunity Zone

The criteria of mapping the product come from the previously established benchmarking analysis. Using the range of interactivity and self-actualization, you are able to project the approximate location where the competitors lie on the map. Once the map is populated, you gain an instant visual understanding of where the aspirations of the personas lie and where there is white space representing opportunity.

Mapping Personas

The criteria for mapping personas is based on their needs, lifestyles, and consumer triggers. While these personas may initially be placed in one quadrant, their aspirations towards a higher or lower self actualization will result in a transition towards a new quadrant that better suits their needs in that particular category of design.

Dynamic Empowerment

Self Actualizing

Basic Functionality

Passive

Interactivity

Immersive
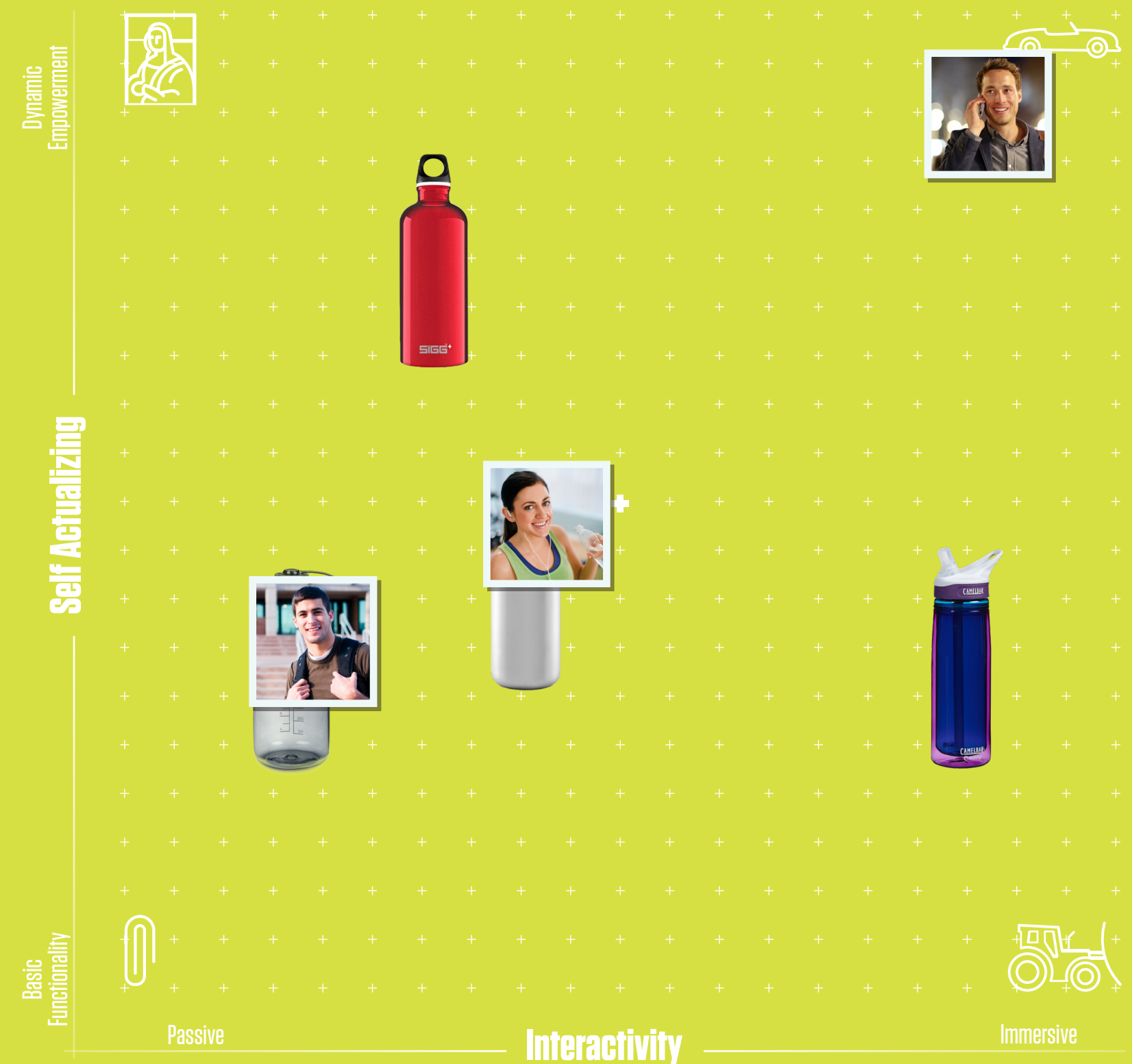
Examine and Identify

EXAMINE

Examine the positioning of personas on the P/A map. Their preliminary positioning is based on an initial understanding of spaces and personas. If you wish to reposition them, feel free to discuss it with your group members. The purpose is to make the consumer's knowledge more explicit and encourage discussion across multiple disciplines.

IDENTIFY

Opportunities can exist in and across multiple quadrants. For example, they can target new customers, provide enhanced experiences, create new platforms, or allow for superior differentiation from competitive brands. Choosing one opportunity area that satisfies currently unmet needs and defining that unmet opportunity will position you to further reinforce and validate the decisions you made throughout your design process.

Define and Forecast

DEFINE

While choosing your opportunity zone, be sure to ask yourself the following:

Who are the target consumers and stakeholders?

What are the pain points that this opportunity zone might alleviate?

How valuable is this opportunity territory, from a business perspective?

What are the emotional benefits that solutions would need to deliver?

FORECAST

By mapping and creating insights into the personas, their needs and aspirations, their history and future, you are now challenged to project their trajectories. Knowing who they are where they came from, combining with your own experiences, you can identify what will connect with the audience going into the future. This predictive modeling is critical for innovation and product development. Providing it from a design and experience perspective is one of the greatest values that can be harnessed by applying Psycho-Aesthetics to the strategic design process.

Dynamic Empowerment

Self Actualizing

Basic Functionality

Passive

Interactivity

Immersive

03
KEY ATTRACTORS

Once the opportunity zone has been identified and the help-me statements have been evaluated. Now the key attractors need to be created. This can be done simply by pulling the pain points gathered from the personas and turn them into considerations to motivating your design.

WHAT ARE KEY ATTRACTORS?

Key attractors are specific design features, touch points, haptics, and emotional responses that engage particular target groups. They provide guidance throughout the design process and can be evaluated against competitive offerings to ensure the creation of unique products and services that successfully differentiate in the market.

For the KOR project, the final key attractors became: Intuitive Operation; Form Factor; Ease-of-Use; and Quality, Sustainable Materials.

Identify and Define

IDENTIFY

Through our in-depth research process, we are able to define what is most important to each individual. While they will often vary, finding repeating patterns of desire in the personas, reviews, and research, you can define what your key attractors are. The key attractors will give you a better understanding of what the most important features of the design are. But the question then becomes, how do we achieve the ideal form? How do we make the experience easier, better, or richer?

DEFINE

The solution criteria become the final answer because the solution criteria are informed by the key attractors.

INTUITIVE OPERATION	EASE OF USE	QUALITY MATERIAL	FORM
MINIMAL RESIDUE BUILD-UP	SECURE CARRYING	DURABLE PLASTIC	ELEGANT
EASY TO OPEN	EASY TO DRINK FROM	HIGH PERCEIVED VALUE	PURE
PERFECT POURING	EASY TO HOLD	BPA FREE	MINIMAL
SANITARY DRINKING SURFACE			CONVERSATION PIECE

FORM

Elegant

Pure

Minimal

Conversation piece

QUALITY MATERIAL

Durable plastic

High perceived value

BPA Free

DESIGN ITERATIONS

EASE OF USE

Secure carrying

Easy to drink from

Easy to hold

INTUITIVE OPERATION

Minimal residue build-up

Easy to open

Perfect pouring

Sanitary drinking surface

04
THE HERO'S JOURNEY

The path to empowering consumers depends on you and your ability to guide them past hesitation and doubt and into a rich, inviting series of experiences that leave them feeling good about themselves. To achieve this, Psycho-Aesthetics employs our interpretation of the *Hero's Journey* by Joseph Campbell.

The *Hero's Journey* is used to frame the process by which consumers bond with the products and experiences they seek out in the marketplace.
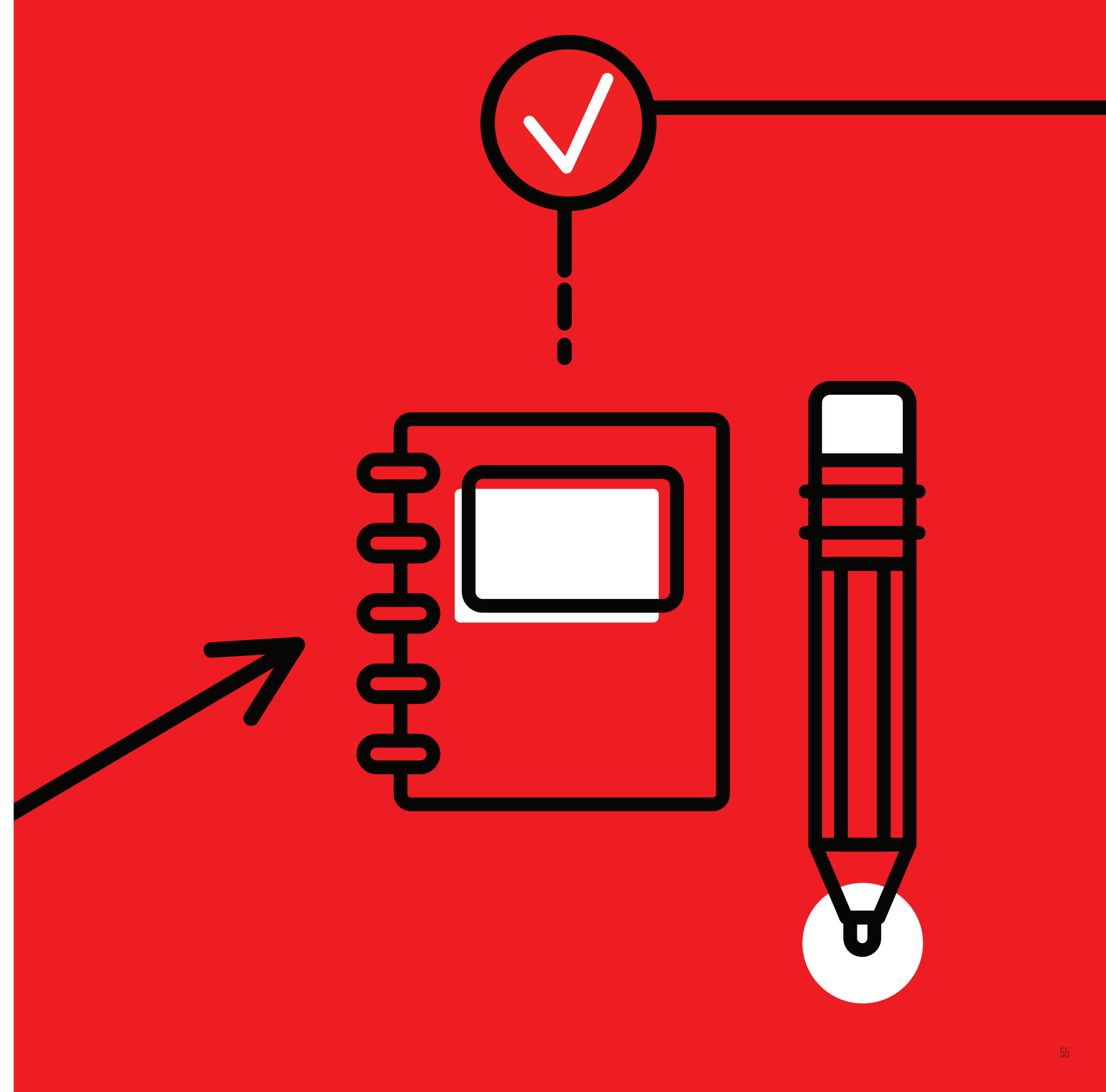
Defining
The Hero's Journey

1. ATTRACT

Attraction is that moment we first become aware of something with which we form a connection. As we identify with our consumers or audience, we see how the attraction phase of the journey varies for different personas. This forces us to develop a palette of attraction that will facilitate interaction and engagement, rather than prescribe it.

2. ENGAGE

When attracted, your audience will respond to the invitation. They touch, smell, or interact in varied ways with the offering, testing to see if the promises made in the attraction phase are valid.

3. ADOPT

When the buyer reviews the competition, the value proposition should be matchless. A product or service designed using Psycho-Aesthetics should make differentiation easier for the consumer and make the decision clear.

4. MOMENT OF TRUTH

The Moment of Truth comes after the purchase, when the consumer interacts with the offering and affirms their decision or receives affirmation from others. By the time someone has completed a purchase, they have already demonstrated their faith in the brand and look to see if their trust is well-

5. HEROIC EVANGELIST

When the consumer feels empowered, they'll feel compelled to share their experience of that product or service with others. They become evangelists for the brand. Although much of a consumer's purchasing research is conducted on-line, nothing can replace one-to-one evangelism. The creation of such Heroic Evangelists is an incredibly complex process, but the payoff is tremendous. The

placed. This is the point in the Hero's Journey at which people either embrace a brand and become evangelists or suffer disappointment.

6. GENERATION OF VIRAL DEMAND

Within the chain of viral demand, companies focus on word-of-mouth, where business practices are specifically tailored to create connections and communities. The final stage in the Hero's Journey occurs when the Hero returns to share their learning with the community. This shared learning will spread through social media and word-of-mouth to ultimately become a viral demand.

message is spread for you less expensively and more credibly.

"There is no stronger voice than that of unbiased reviewers. Creating viral demand is our end goal."

"Think of design as a tool, not an end in itself. We only have one chance at first impressions."

"Look over the horizon to where people talk, blog, and tweet about your solutions. If you can visualize it, you'll accomplish it. That's what design does!"

"Once we are attracted, we test through interaction with the touch points. We play, feel, examine and project how something would play out."

"Everyone is looking for affirmation of our decisions and choices. How others react to us and desire us in many ways."

"By designing each touch point as an affirmation, the offer is so strong that it now creates a challenge approaching self-denial to refuse it."

THE HERO'S JOURNEY

Generation of Viral Demand · Attract · Engage · Adopt · Moment of Truth · Heroic Evangelist

The KOR ONE Story

Our passion for bottled water has had a heavy impact on our environment. To understand the hidden energy costs associated with packaging, processing, and transporting bottled water, experts suggest we imagine filling up a quarter of every bottle with oil. To make matters worse, only one in five of these bottles is recycled. With the unfriendly environmental facts escalating, KOR Water sought out a better way to consume water.

Through a collaborative effort with RKS Design, KOR teamed up in designing their story, brand, packaging, and bottle – the total P/A experience. The RKS Design team understood that in order to attract the user, the bottle had to be more than just a drinking vessel. The KOR ONE water bottle would act as a luxury product to elevate the user's lifestyle. This was achieved through designing a distinctive obelisk, minimal shape, with eye-catching packaging, glass-like clarity and simplicity in materials to make the engagement more easily received.

In regards to its durability, reusability and lasting impression on the user, several key challenges were set forth to ensure its longevity. Through further examination of the KOR ONE Bottle, you get a sense of the rich tactile properties implemented in the design to enhance the perceived value of the water, the bottle and the experience. This was achieved through the "big gulp" feature that was created as the ideal mouthpiece size that made the flow of water a perfect pour. This created an easy drinking operation that allowed the water to flow freely while also providing room for the addition of ice. It also provided an intuitive, one-handed operation that features a latch release using a simple press of the thumb

that frees the lid to hinge back 180 degrees and stays put to give a clear, unobstructed access to the mouthpiece making it easier to drink from. In addition, closing the lid will automatically engage the latch making the user experience as intuitive as possible; making it easy to hold and open. Furthermore, the soft, built-in gaskets will aide in keeping the bottle securely sealed, even when the bottle is lying flat on a table or in a bag. The final frame treatment is of a semi-translucent white that evokes a glacier-like quality – liquid water surrounded by the most pure ice found in nature. The frame extends above the cap to provide additional points of engagement. Having observed that people often carry water bottles by grasping them from the top, the designers created openings in the frame that provide finger holds, making the KOR ONE easy to handle, even when your hands are full. Just loop a finger through the top, and you're good to go.

Throughout the design process the KOR Water P/A instilled the need for a healthy, sustainable, environmentally sound way to stay hydrated and challenged our design team to create a reusable water bottle as innovative and inspirational as it was healthy and environmentally sound. Both KOR and RKS maintained the promise that the bottle materials and construction had to support a long product life to be in keeping with the goal of sustainability. The bottle had to be made of materials that were as healthy for consumers as they were for the environment. The polycarbonates used in most reusable bottles contain Bisphenol-A (BPA). More and more studies are linking BPA to potentially harmful hormone disruptions.

Glass doesn't carry the risk of BPA exposure, it breaks easily and aluminum does not break, but its been linked to health problems including Alzheimer's. More and more studies are linking BPA to potentially harmful hormone disruptions. Glass doesn't carry the risk of BPA exposure, it breaks easily and aluminum does not break, but its been linked to health problems including Alzheimer's disease. Charged with this knowledge, the design team contacted Eastman Innovation Lab in search of a viable alternative to polycarbonate. Eastman had been exploring a new plastic which had a rich feel, terrific clarity, and could handle variable wall thicknesses until KOR stimulated their interest in the market opportunity. This versatile plastic was extremely impact resistant, could be used in molds designed for polycarbonate and would be dishwasher safe. Best of all, it was BPA-free. Eastman Tritan™ copolyester debuted in time to become a key part of the KOR ONE development. Tritan's feel and clarity promised to deliver the premium luxury perception required. These features all combined to make Tritan the right choice for the KOR bottle.

Upon using the bottle, the consumer can find reassurance and comfort in knowing that the KOR ONE Water Bottle will make them feel good on at least three levels: they're doing something healthy for themselves, they're doing the right thing for the planet, and they're treating themselves to a premium product they can be proud to display in their homes, in their offices, and on the road. The inspiration felt from using an environmentally sound product can be experienced time and time again from its dishwasher safe feature, the drinking experience, and the intuitive lid operation. Never again will users have to steer their car with a knee while using two hands to twist open a water bottle. A surprise feature is hidden within the cap of the KOR ONE. A clear window inside the lid is designed to hold a KOR

Stone. Designed to be seen only by the user, KOR Stones are small disks printed with an affirmation chosen by the user. The idea of this private affirmation is to empower users to shape their own hydration experience by using the rituals of hydration to remind them of their goals, their dreams, and their purpose in this world. To insert a KOR Stone a person can just lift the soft, flexible end cap and slip the KOR Stone into place. Several KOR Stone affirmations come with each Hydration Vessel and personalized KOR Stones can be printed and shared through the KOR WATER website. As you insert the KOR Stone, the KOR wordmark imprinted on the end cap will become visible. Designed of straight lines and circles, the KOR wordmark adds to the sense of purity of intention and hints at the purity of what lies within. The structural ribbing of the end cap takes on the subtle form of a globe, helping to communicate that the KOR ONE is a step toward a solution to a global problem. Even at the end of its life cycle, the KOR ONE may be returned to KOR water, postage-free to ensure the materials are recovered, repurposed, and properly recycled.

The final result is a bottle designed to make a difference. It's a bottle poised to help consumers make a positive change in their lives and our world. The KOR ONE Hydration Vessel not only allows consumers to embrace the idea of reuse, it elevates them through a premium, luxury experience of sustainable hydration.

The KOR name itself is a play on the word "core" because, for all of us, water is the core of life. The challenge to contribute in a measurable way to bettering the Earth's environment is daunting, but every step we take gets us closer to our destination. And every ounce of pre-bottled water we don't use gets us closer to the goal of responsible and sustainable hydration. The KOR ONE Hydration Vessel is designed to be a step toward a solution to this global problem.

ATTRACT

Where we get to know and learn about KOR One. In this case, the main points of exposure were:

Eye Catching Packaging

Glass-like Clarity

Distinctive Obelisk Shape

Pure Design

ENGAGE

It is the first interaction. Where you learn from the first interaction with the product. This could be a physical interaction or a informative interaction through a magazine or a website, for example.

"Big Gulp" Feature

Durable

Reusable

Easy to Hold

One Handed Lid Operation

Finger Holds

Secure Carrying

ADOPT

How to help or drive people to choose KOR One.

BPA Free

Sustainable

Environmentally Sound

180 Degree Lid Function

Dishwasher Safe

Minimal Residue Build Up

MOMENT OF TRUTH

For KOR One, the Moment of Truth can be broken down in two: the first time someone actually experiences using the bottle and the first time they bring it to the outside world, to be seen by others.

Ability to Add Ice Cubes

Realization that you are doing the right thing for the planet

Realization that you are doing something healthy for yourself

Feeling inspired by the healthy choices you are making

HEROIC EVANGELIST

This is about the people who not only use KOR One but also recommend it. Here, we are looking for as many opinion-influencers as possible.

Pride in displaying it in the home, office, or on the road

Sense of pride of ownership and raised self-esteem

Spreading the word of KOR's ability to recycle the materials at the end of the bottles life cycle

Spreading the word of the bottles ability to make a positive change in the consumers lives and our world

GENERATION OF VIRAL DEMAND

This is the primary evidence of successful design. When people start showing the product and actively talking or asking about KOR One.

***Iron Man* movie**

Lifestyle magazines

Fashion magazines

Design magazines

Advertising

Sustainability books

05
DESIGN

Once the Moments of Truth have been established, the process of physically designing can commence. The collective P/A insights that you have gained become the tools you need to make sure you are making a design / experience that is worth being made.
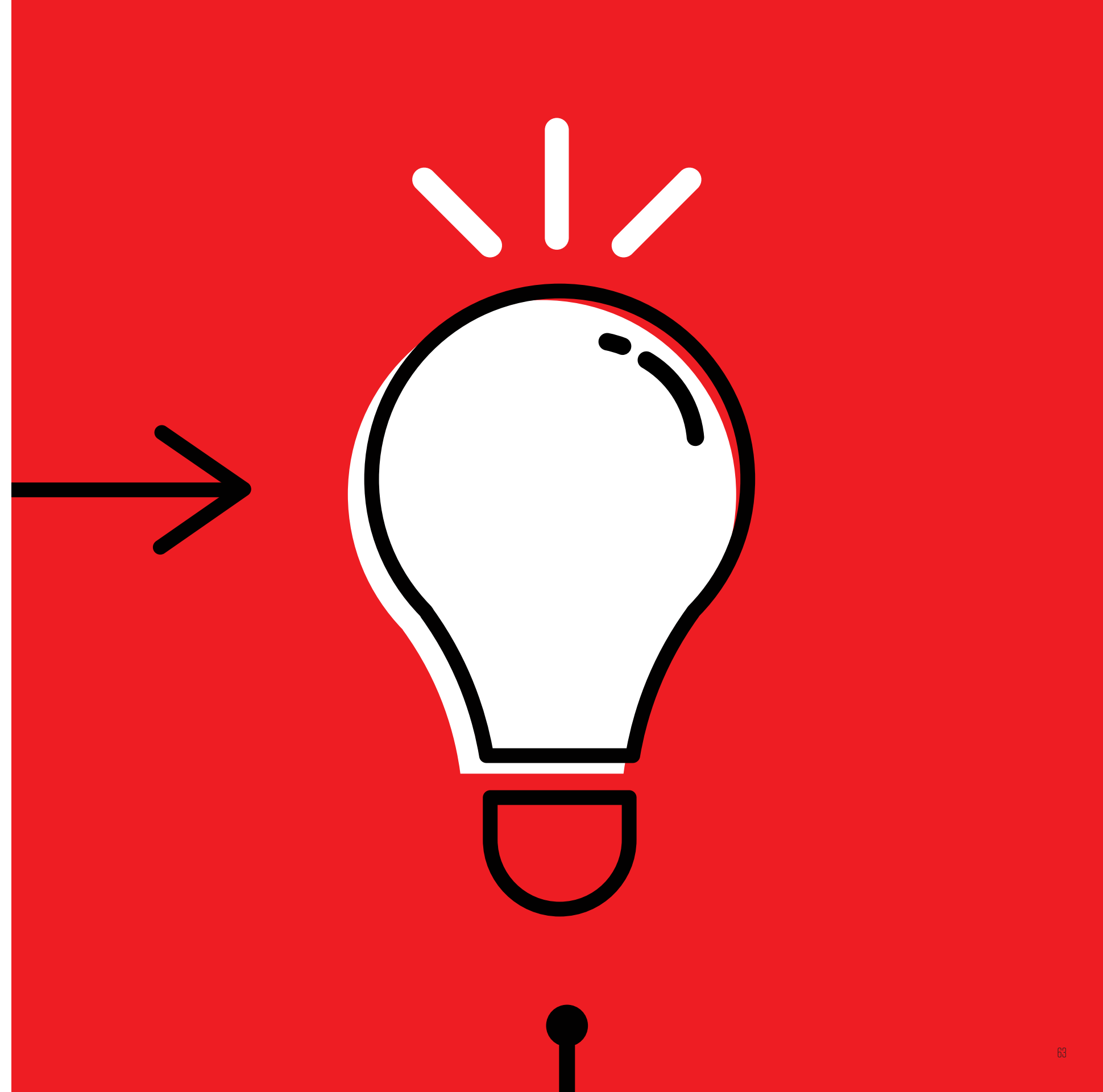
KOR Explorations

KOR Concepts

Mapping
Design Concepts

P/A maps are essential as we develop concepts and ideas. By being able to visually refer to the maps, and then by using them to test our alignment with the opportunity zone, they become working tools that guide us to drive design forward through relevance and objectivity combined with our design expertise.

Dynamic
Empowerment

Self Actualizing

Basic
Functionality

Passive

Interactivity
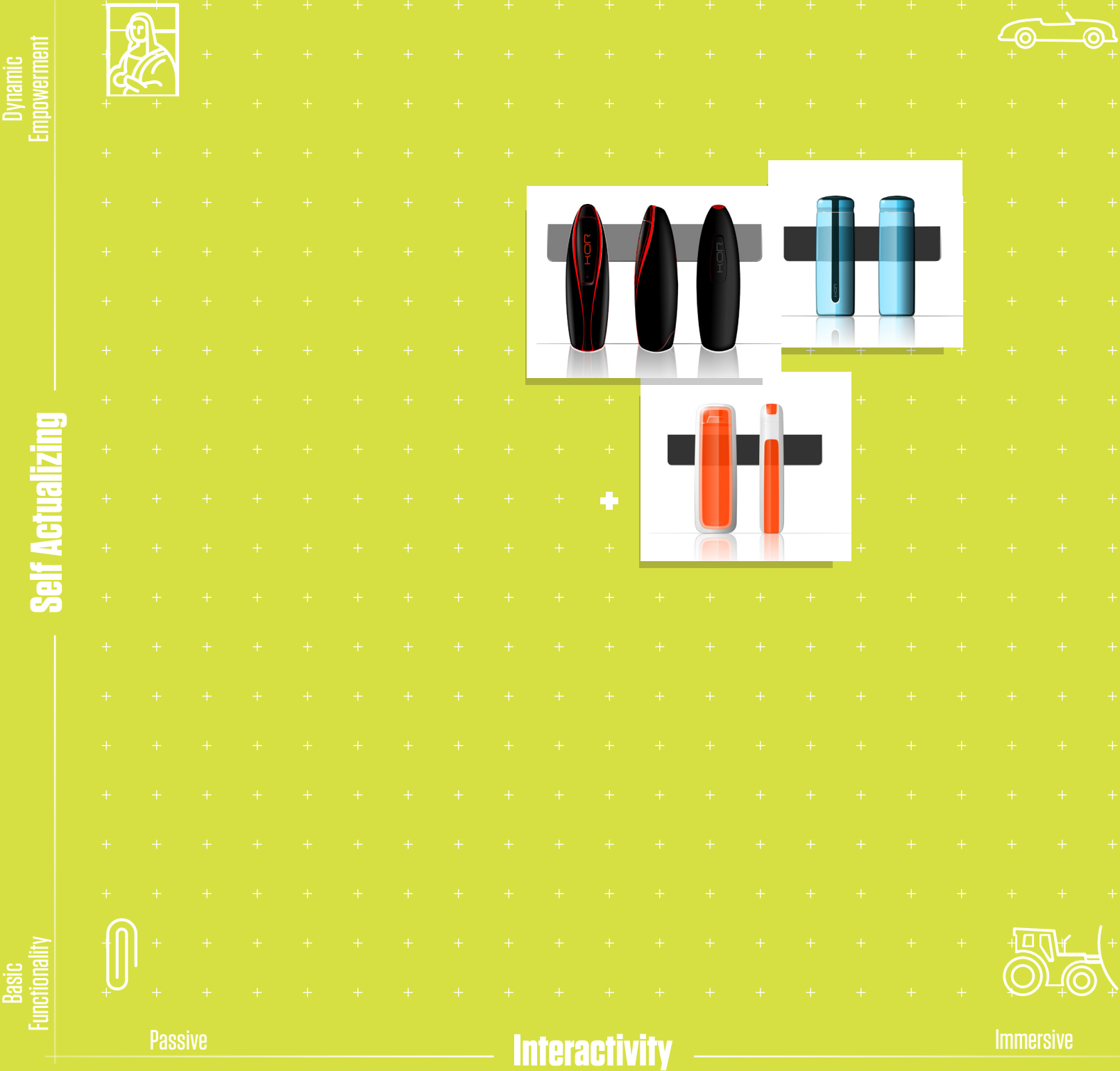
Immersive

06
EXECUTION

The transformational challenge and experience of creation, design, and innovation from an idea into reality is one of the richest experiences in which all designers immerse themselves. Understanding your P/A frameworks serves as a cross-check mechanism by which concepts themselves can be held up against the P/A and visually measured as to their relevance. The assets of your P/A will drive you toward new relevance and design levels of aesthetics and interaction at a higher level. The effort involved in execution is time-consuming hard work, and having a guide to help you though the tens, hundreds or thousands of decisions that need to be made will serve you well. "P/A is a road map to a new location—one that's never been seen before."
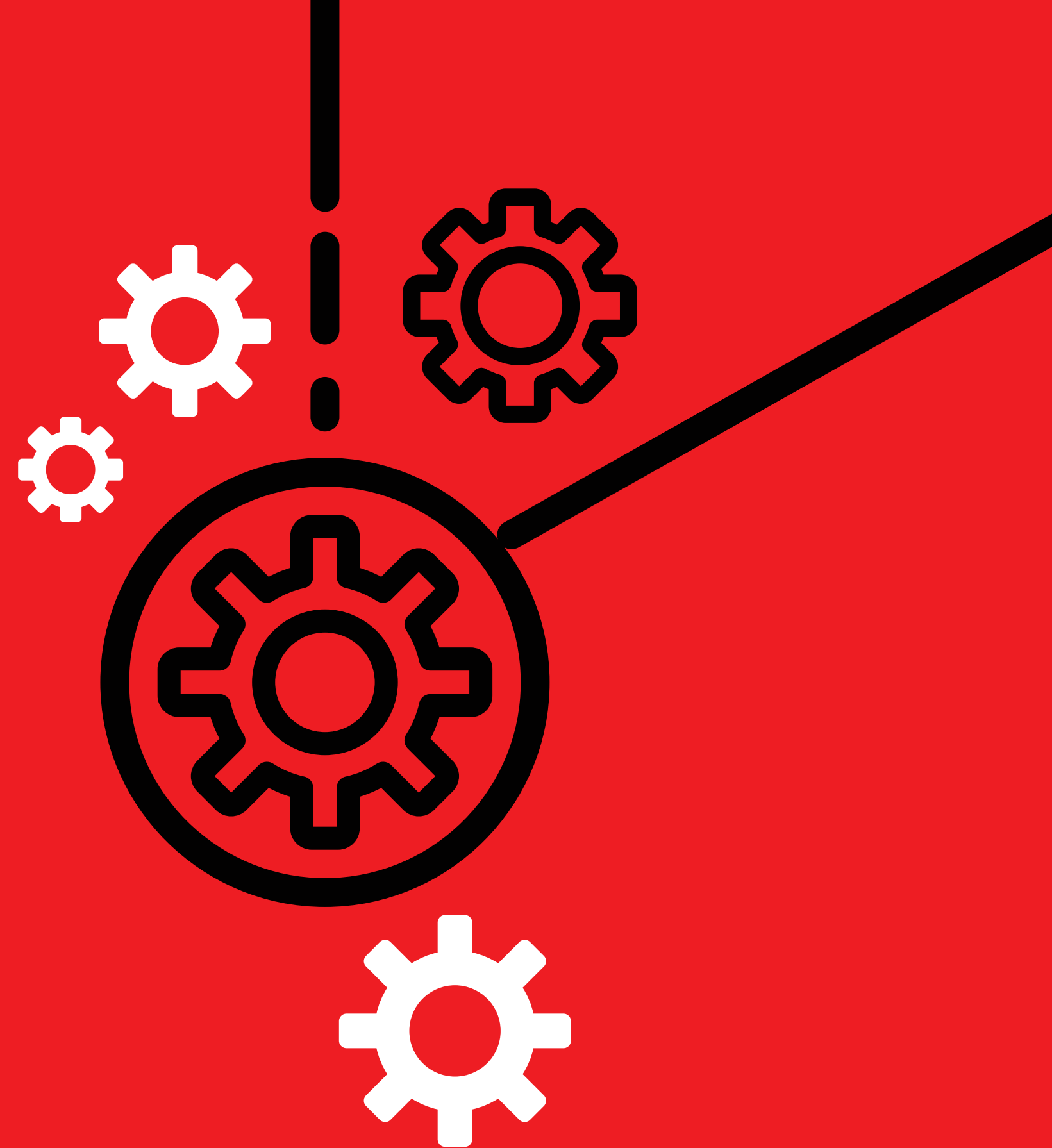
KOR ONE

KOR ONE Engineering

KOR ONE, Delta, and Aura

KOR Waterfall

07
MOMENTS OF TRUTH

Designing Moments of Truth serves us in several ways. It is of the utmost importance if we are to create senses of self and attain affirmation though others, something we all do whether we recognize it or not. A great example is our design of smart phones for the blind. These are full-function phones that can take a picture of writing and translate it into active braille, provide music, provide active maps, and more. The CEO/Founder and stakeholder was blind, as was his marketing head. As they sat in our conference room, we handed them physical models of three design concepts. As we watched the founder feeling the designs, he placed the one he liked up to his ear. We presumed he was testing the feel of the phone against his ear when he asked: "How do I Look?" This is the essence of the Moment of Truth. Although they may not have vision, they are seeking acceptance of others. In the case of today's technology that we carry or wear, we seek to convey empowerment.

"We're all looking to be more something more tomorrow than we are today…that is the human condition." Moments of Truth are essential to our needs of self-actualization and acceptance.
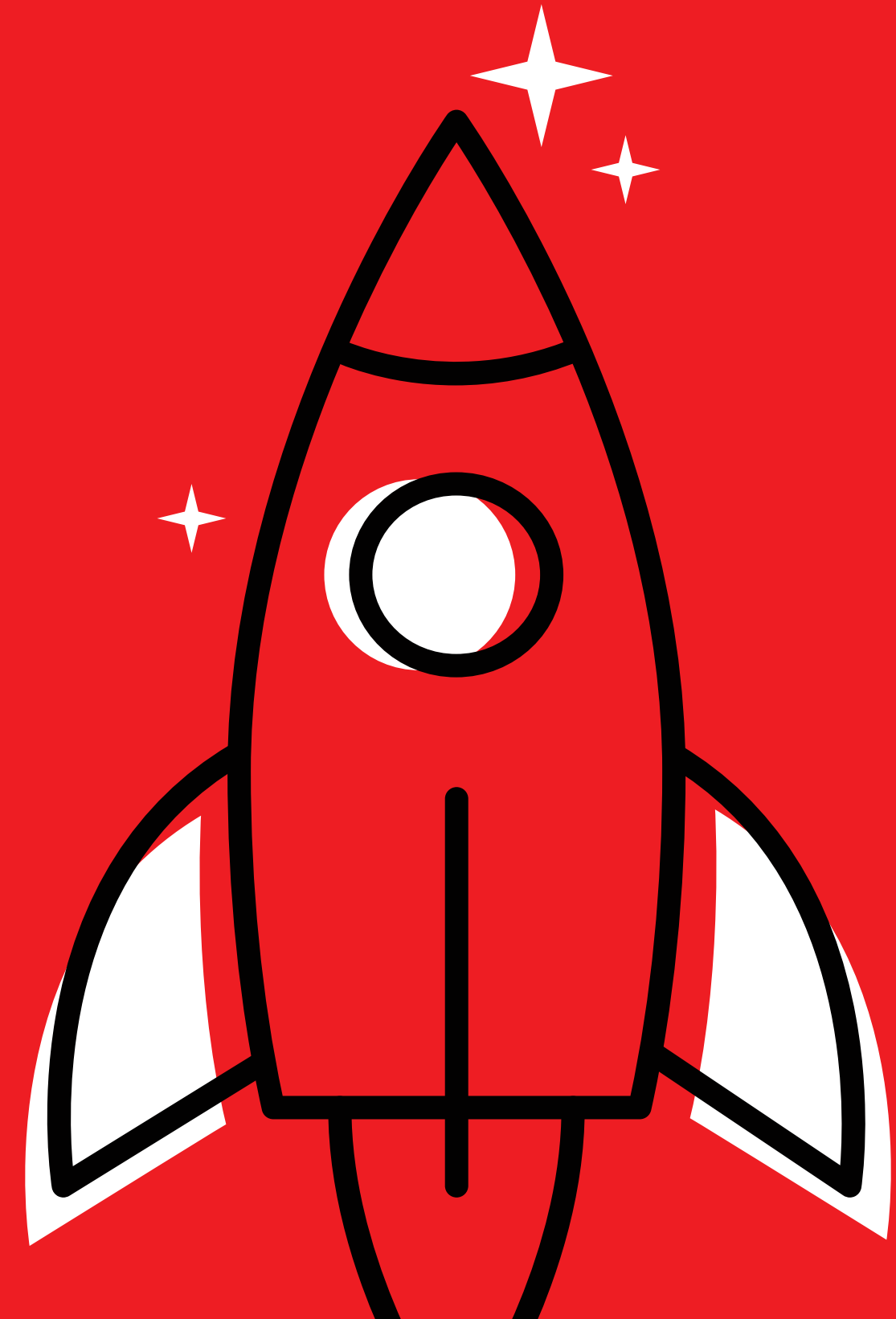
MOMENTS OF TRUTH

The first part of the Moments of Truth is about how users will feel about the design, how people will experience design.
Is the design really helping to solve people's problems?

In the case of KOR One, the execution of design should support the users' needs for a bottle that is easy to use, easy to clean and to carry.

The second part is about how this product makes consumers feel about themselves. In the case of KOR water bottle, there was also the idea of self-fulfillment through the agenda of sustainability. Our goal with KOR was to make people feel good about themselves not only because of the bottle's practicality and design, but also because they were helping the planet by not using disposable plastic bottles.

amazon.com

"I had been eye balling the KOR Water Bottle since early January. Of course my only concern at the time was the price, but after finally buying one, I wish I would've bought one months ago!

I love this thing! Not only is it ergonomic, but it's really stylish and functional. The top clicks into place and a has a silicon seal for the lip of the bottle, so there are no leaks. And best of all, the base has a silicon bottom so it's less likely to tip over.

However, my favorite part is its iconic design. Something about it just makes you want to consume MORE water. Since I've bought one, I'll fill my bottle at least 4 times a day. It's really a great way to stay hydrated.

All in all, if you're in Florida, you NEED this. This is an extremely iconic, durable, and superior water vessel that's unlike anything in its category.

I'll definitely recommend this."

facebook

"Seriously the COOLEST water bottle I've ever had! I've had so many compliments on it, everyone notices it! Not to mention the great customer service and warranty! Thanks KOR!"

Instagram

"The movie is what made me want to get one. Now I own several and love them! @korwater"

P/A STARTER TEMPLATES

Once you have finished reviewing the snapshots of the KOR project, it is time for you to design your own work of art. Use the following templates to create a travel coffee mug using P/A with the Harvard Exercise.

Things to keep in mind are:

Examine existing travel coffee mugs and their adaptable uses.

Review and create personas and brainstorm help-me statements.

Define the opportunity zones on the Psycho-Aesthetic map.

Brainstorm solutions and identify key attractors and the solution criteria.

Communicate the solutions in an elevator pitch using the Hero's Journey.

Benchmarking

Scout the landscape with your product offering and identify the key competitors that you think will be beneficial to benchmark and learn from. Once you have identified the competitors, write brief descriptions of their attributes and offerings.
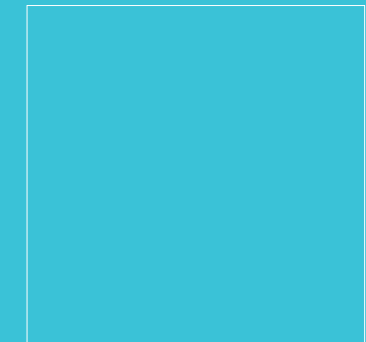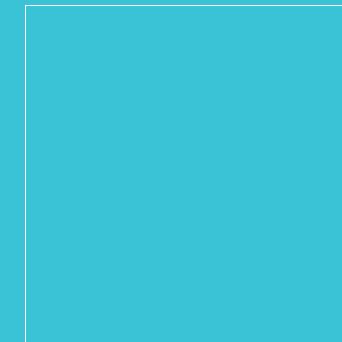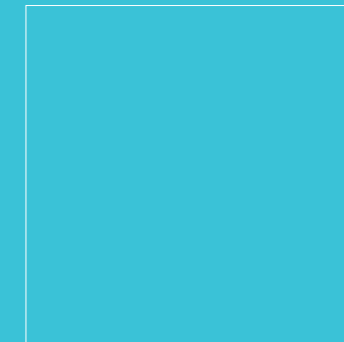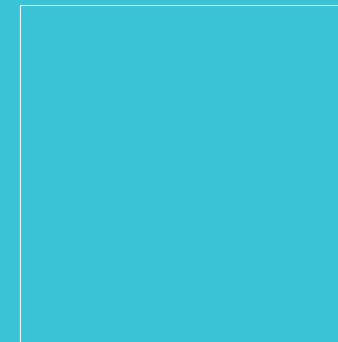
Competitor 1

Competitor 2

Competitor 3

Competitor 4

Word Bank & Personas

Use the word bank or create your own to list the words that you believe describe the competitors. Either will provide a helpful reference, allowing you to compare your design with other products in the market. How can you achieve a more aggressive or minimal design? How are your competitors expressing that feeling?
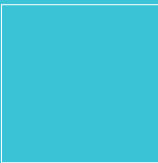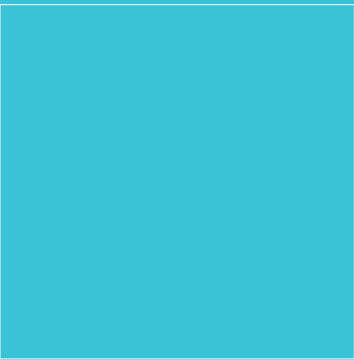
Competitor 1

Competitor 2

Competitor 3

Competitor 4

Imagery
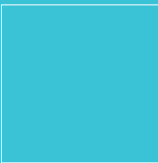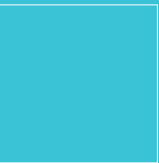
Description

Name

User

Age

Occupation

Salary

Location

Scenario

Pain Points

Help-Me Statements

Triggers

Triggers

The triggers will vary with each project, but the spectrum will always stay the same. Review your personas and identify which triggers you've discovered are most important to the consumers you are targeting. Put them on the spectrum in the order you find most appropriate. Use the trigger examples on this page to assist in labeling triggers.

PRICE SENSITIVITY

SUSTAINABILITY

SECURITY

HEALTH

CONVENIENCE
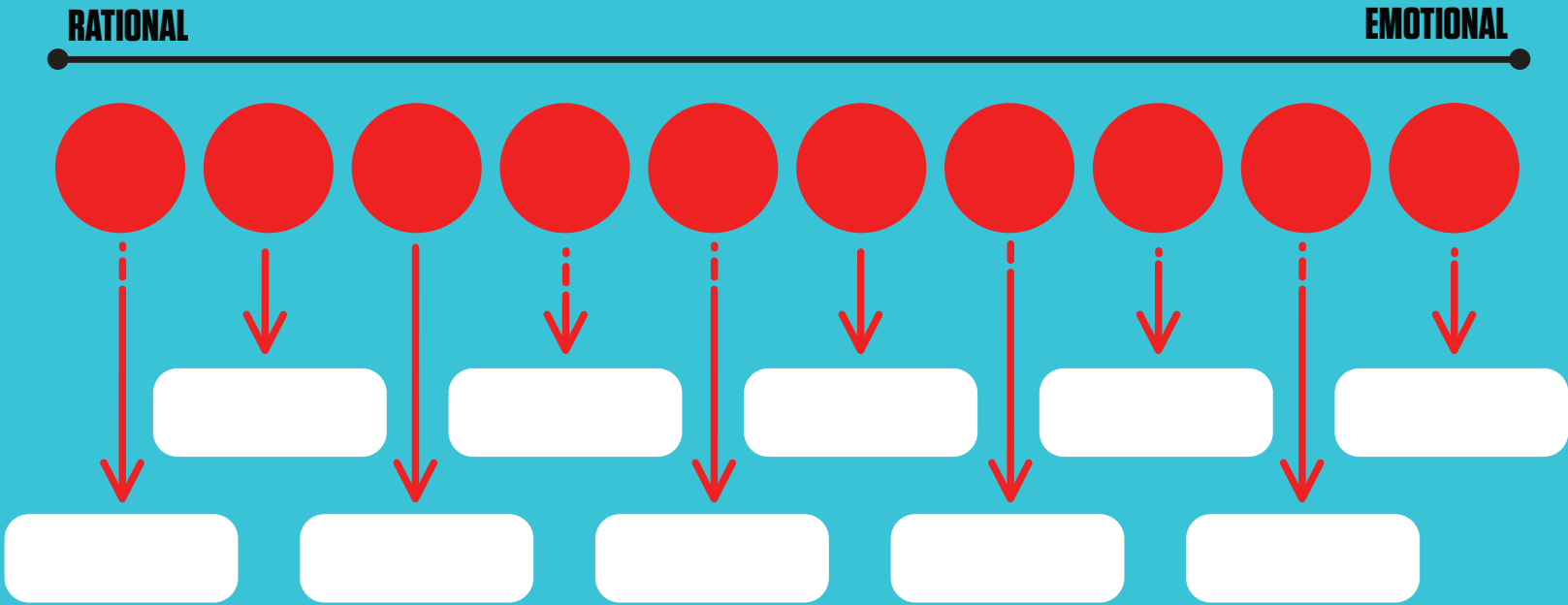
ERGONOMICS

BRAND CONNECTION

PERCEIVED VALUE

PRIDE OF OWNERSHIP

SELF EXPRESSION

CONTROL

SIMPLICITY

ERGONOMICS

FUNCTIONAL

CLEANABILITY

FRIENDLINESS

RATIONAL

EMOTIONAL

P/A Map

Have fun with the map. Start using it by using your insights into the people reflected as personas and the competitive landscape including brands, home screen messaging, etc. . .

What you are doing with the maps has multiple functions: 1. You are mapping within consistent scales of interactivity vs. self-actualization and developing the ability to reference past mapping as you go forward; 2. You are looking for "White Space or Blue Ocean" meaning that you are looking to create solutions where others aren't; 3. You are using your understandings of connection with personas to map them in their current role (for example, a nurse wears different personas at work and at home with their family or significant other); 4. With the personas map, use your insights and understandings to project where they will be in the future as opposed to where they are today and explore it anyway you think possible. You may surprise yourself!

Dynamic Empowerment

Self Actualizing

Basic Functionality

Passive

Interactivity

Immersive
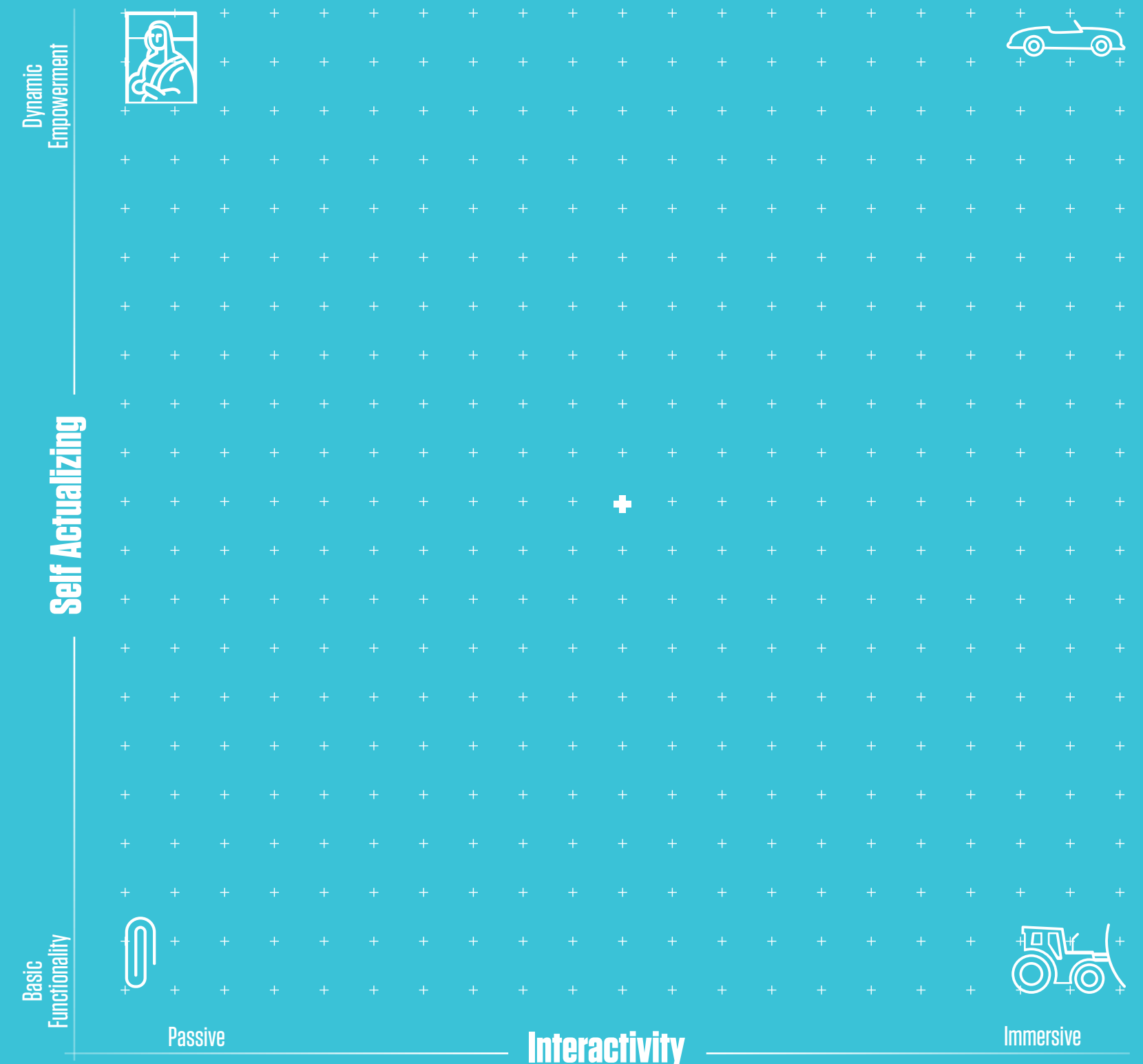
Key Attractors

From the research you've collected, enter the key attractors you believe are most represented as high-priority features in the design you are trying to achieve. Once you have established the key attractors, discuss with the group what you believe will be the answer to achieving those features in the solution criteria.

Does creating an object where cleanability is a vital feature mean making a modular design where the parts separate easily? Or does it mean creating an object where minimal design with soft edges is preferred to make the task of washing easier? These are the questions you must ask yourself to ensure you are responding to the attractors.

THINGS TO CONSIDER WHILE
BRAINSTORMING KEY ATTRACTORS

1. Review each help-me statement and brainstorm two ideas for each.
2. Align ideas with touch points on the key attractors chart.
3. Shortlist which ideas could have significant impact on the user experience.
4. For each touch point, envision what solutions would best address your target's unmet needs.
5. You could transform the existing category or business by considering spaces, software, and services.
6. Provide new methods of interaction between people and spaces, people and other people, and people and products/services.

DESIGN ITERATIONS

**DESIGN
ITERATIONS**
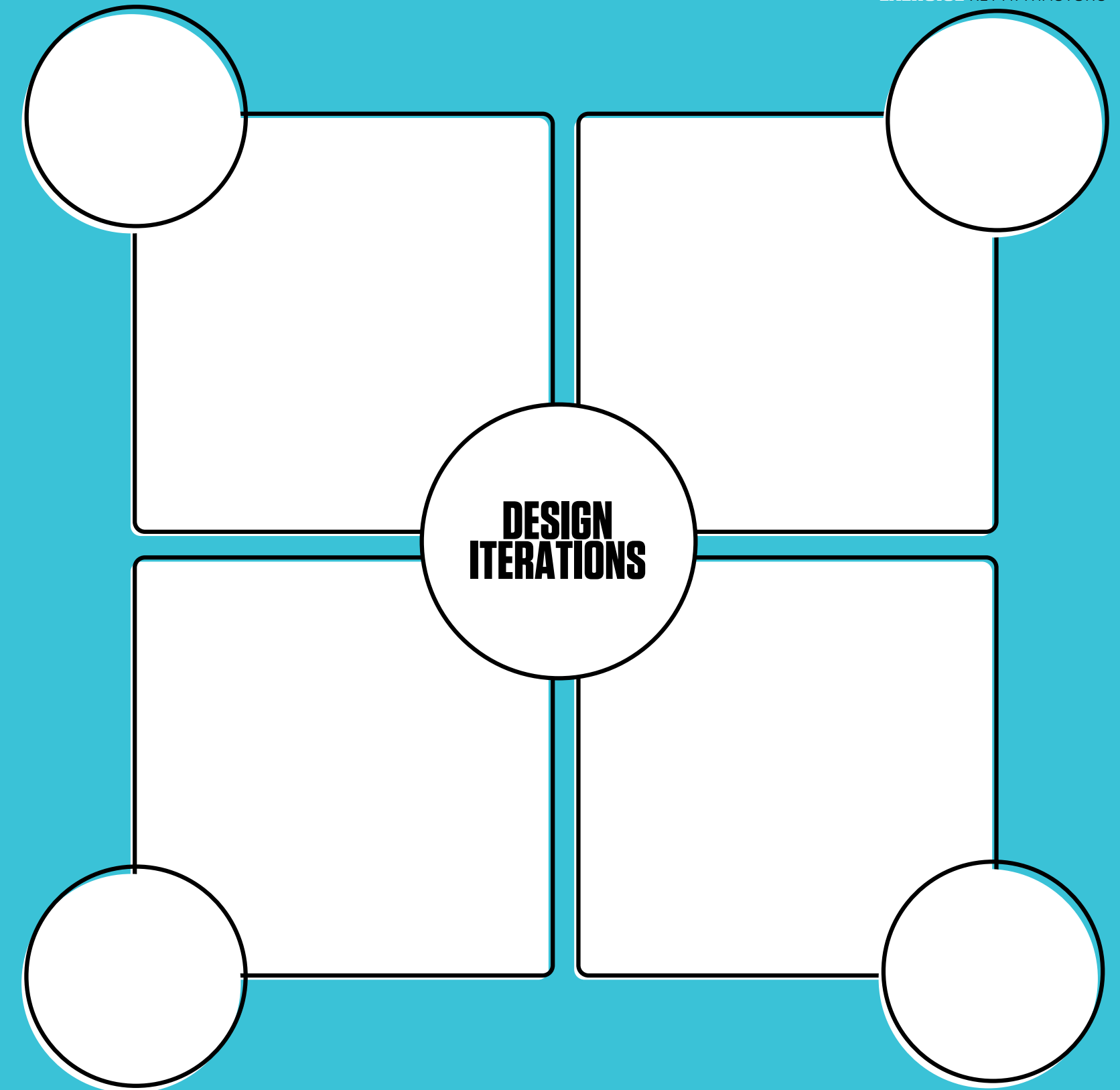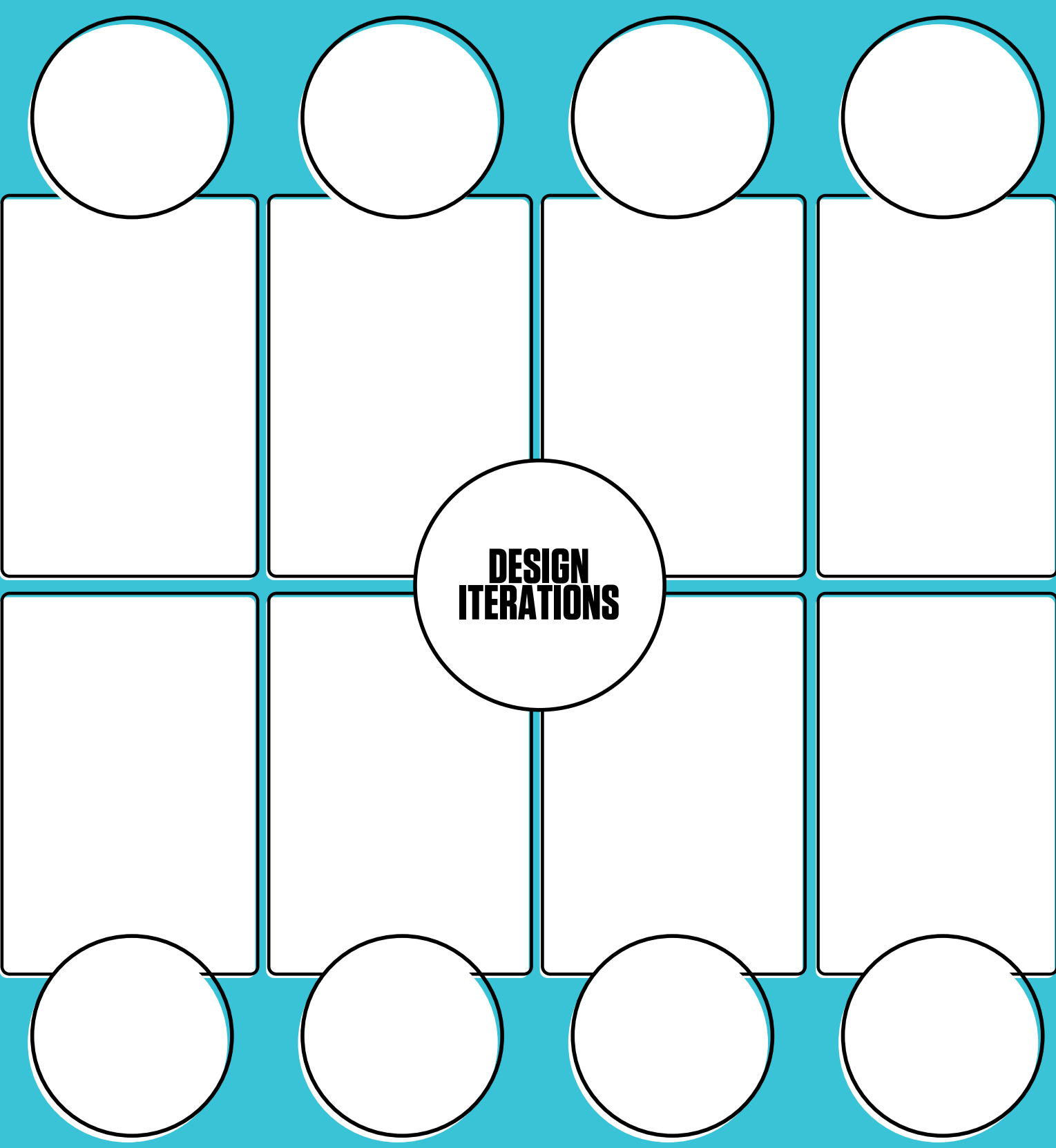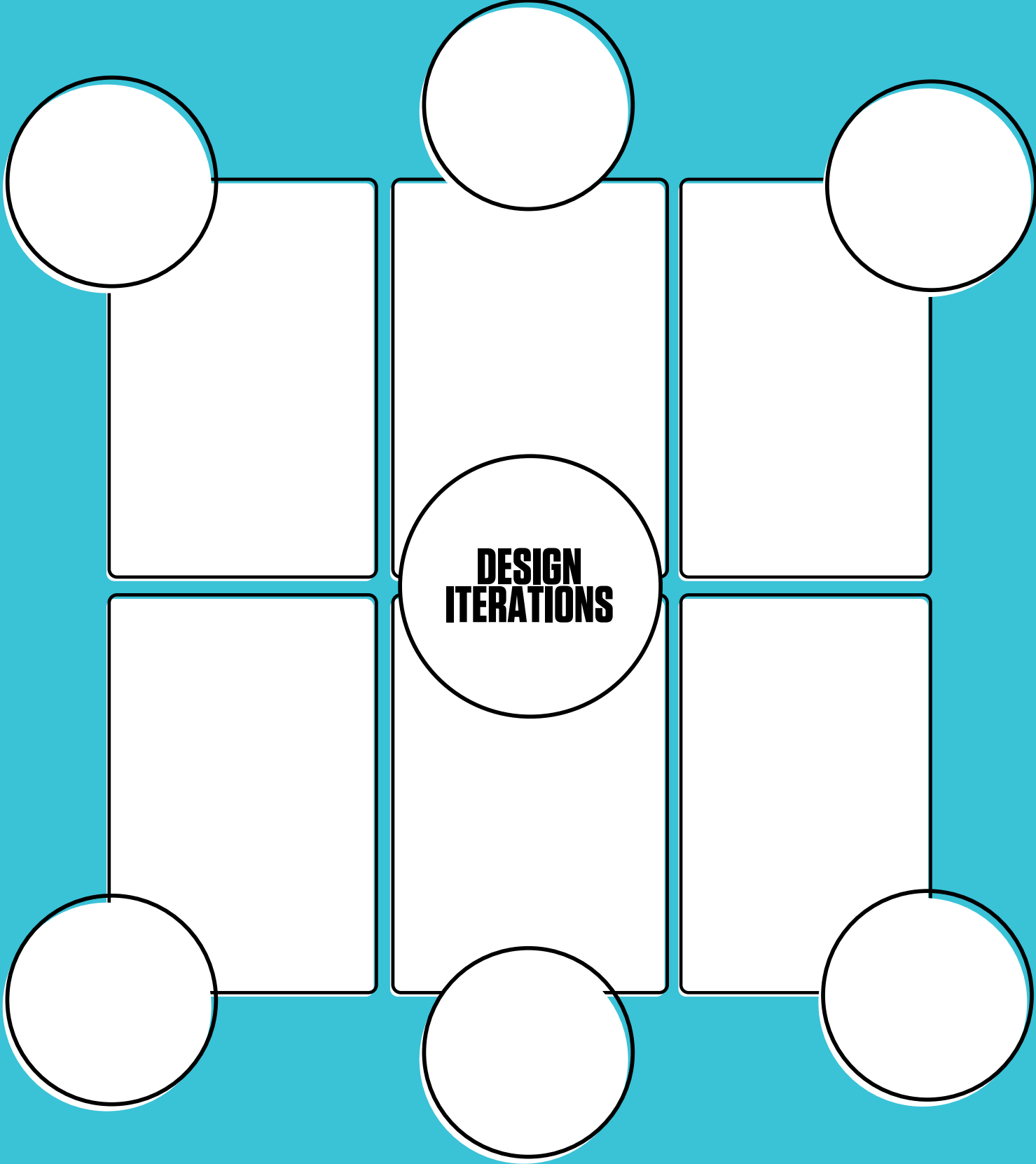
**DESIGN
ITERATIONS**

The Hero's Journey

Develop a journey for your stakeholders, your consumers, and even yourself on your current project. Use "design" as your tool to attract and create interest, and to provide micro-tests that trigger a single or series of affirmations of expectations. For example, a door handle that looks inviting, should also feel great when you grasp it. This puts you on a path by which a consumer will make a purchase decision, adopt an idea, or proceed to interact. These are the critical steps that need your careful attention and ability to empathize and project events that are within your control. Forecasting the "Moments of Truth" forces us all to conceptualize how others will react to our decisions and provides a critical test. Once this test is successful, you or your consumer find affirmation of your attractions and decisions to buy or buy in, this results in a change in body language and the ability to share your positive experience with others. . . creating the magic of viral demand!
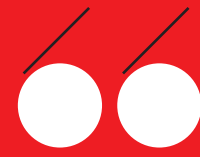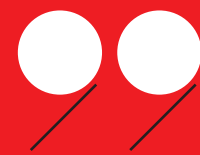
ATTRACT

ENGAGE

ADOPT

MOMENT OF TRUTH

HEROIC EVANGELIST

GENERATION OF VIRAL DEMAND

> # "
>
> # We can't solve problems by using the same kind of thinking we used when we created them.
>
> # "
>
> — Albert Einstein

About
RKS Design

One of RKS' first successes came soon after its founding in the development of the production design of the animated Teddy Ruxpin, one of the greatest disruptive success stories in the history of toys.

The 1990s brought RKS new challenges and successes, such as working with Alan Kay on early explorations of tablets and how they could affect learning, RKS's innovation of Pocket Arcades for Sega, and the innovation of a disruptive dental whitening system for Discus Dental that transformed dentistry by offering its patients better, happier smiles. Turning around MiniMed was an important milestone at the time, using design to overcome stigmas attached to their diabetic infusion pump and increasing sales from a falling 40MM to 270MM in revenue three years later, which triggered an acquisition by Medtronic of 3.6B! The '90s were also a time of deep introspection about design and humanity leading to RKS's discoveries of how the world could leverage Joseph Campbell and Abraham Maslow's work. This thinking lead to the development of RKS's Psycho-Aesthetics methodology. After 2000, RKS saw great transformation in who it was, how it worked, and with whom it worked. The firm moved to its new 18,000 sq. ft. facility and became prolific in delivering a stream of award-winning, results-driven, and planet-friendly designs and innovations using Psycho-Aesthetics. At the same time, RKS began incubating and spread its entrepreneurial wings by taking equity positions and starting new companies such as RKS Guitars, famous for making the cover of *Business Week* as the "Best Product Design" and later became one of the more popular Harvard Cases. RKS has earned hundreds of awards and achieved global recognition by helping companies emerge with meaningful and disruptive design and innovation in any category. The team has evolved and emerged as a unique hybrid of diversity and talents. Engagements have evolved from innovating for an opportunity to identifying new opportunities through thousands of face-to-face interactions with audiences globally, expanding clients abilities to leverage design thinking and market themselves globally. Research has become extremely valuable for identifying people's needs and aspirations. This methodology has developed highly creative immersion sessions in which clients simultaneously learn about the RKS way of design thinking and can innovate within a team environment.

The awards continue to stream in, but what the team finds exciting is its ability to disrupt, differentiate, create new meaning and value, and build enriched brands that enhance shareholder value in the process.

P/A™

Psycho Aesthetics
by RKS

Advanced Design-Thinking Methodology