

About me

I am an enthusiastic designer with an educational background in product design. My goal as a UX designer is to create experiences that have a positive impact on the users as well as the environment. I enjoy working in team with people of different expertise where everyone can learn from each other while solving complex problems.

support local to save global

Fig. 1 : Brand logo and tagline

'elo' - a combination of the words **e**nvironmental and **lo**cal. **Tagline** - support local to save global

Opportunity

During the pandemic, people have opted to shop local and adopt more sustainable practices. However, they discontinued these practices as shopping local in inconvenient and time consuming. A lot of small businesses, essentially people who make their own products are losing their resilience as people are opting to shop from larger retail outlets. We saw an opportunity to build a platform that helps people discover, connect and support small businesses in their area effortlessly and seamlessly.

Contribution to the project

I believe I have contributed fairly at every stage of the process and decision making points. I took charge of dividing individual tasks on a weekly basis while some activities like giga mapping were done as a group activity. My major individual contribution would be the scripting, executing and editing of the video prototype.

Vision

Our vision is to build a network for the local businesses that would help them sustain and thrive in their 15-minute neighbourhood. The idea is to encourage shopping local to create a positive environmental impact. The aim is to create strong connections between people and local businesses in a area making it self-reliant and resilient.

Future state workshop

The service we identified was a zero-waste and refill store called the "eco-replenishers" that is located in Loughborough town centre. The store provides low cost refills for consumables along with a wide range of eco-friendly products sourced from brands within UK.

The workshop kick-started the ideation process and effectively promoted team working. This activity helped us think out loud and develop a quantity of ideas without focusing on the quality.



Fig. 2 : Eco-replenishers website

As a team, we found a common interest in eco-friendly products and practices which motivated us to choose this service. There was uncertainty about the core service, the refill system as there were several complexities and drawbacks. However, we were confident that we wanted to work towards promoting greener practices.

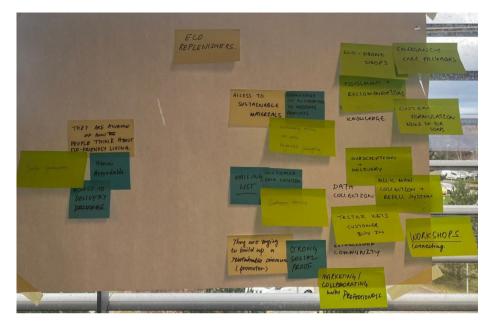


Fig. 3 : Futurestate workshop brainstorming exercise

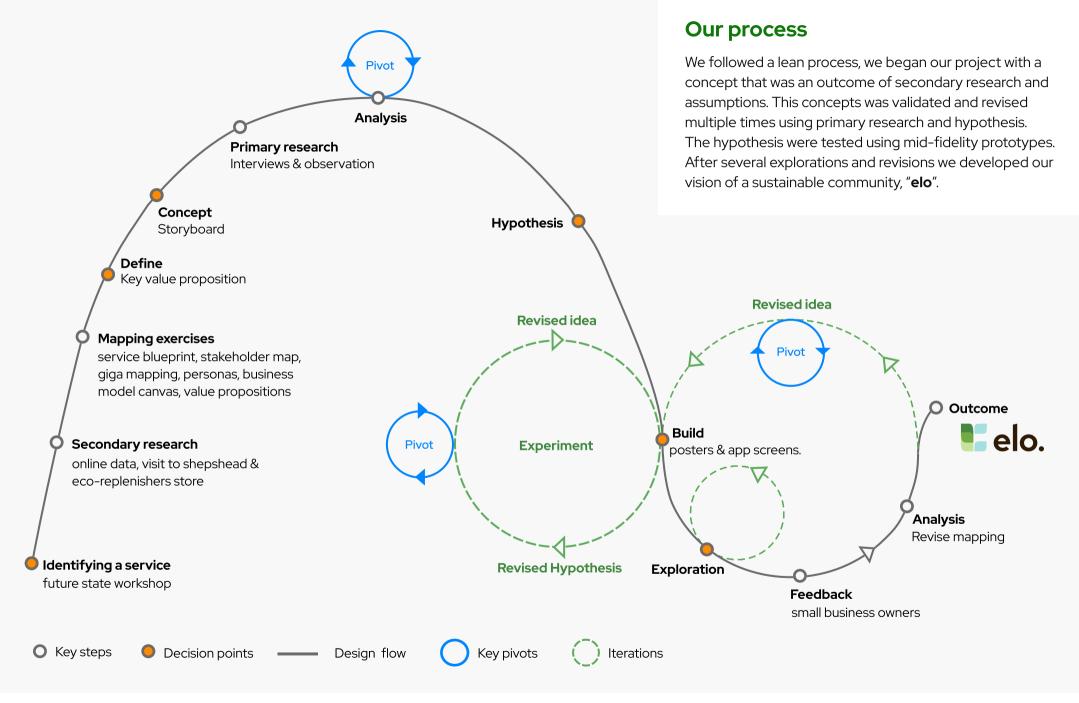
Core ingredients

Three core ingredients were identified from the current business model that could be translated and applied to the service in several areas going forward :

1. Knowledge and application of sustainable practices - They have a diverse product range along with extensive knowldege of eco-friendly materials and techniques.

2. Customer data- They have a website and a mailing list, which shows they are well connected and are collecting customer data that can used for futher development of the business.

3. Strong social proof - The eco-replenishers website showed high engagement with positive customer reviews and exceptional ratings from platforms such as trustpilot and google.



Key iterations / pivots

There were several key pivots and iterations in the design process that helped us move further and provided larger scope of development. At every stage, we validated our idea with suitable secondary research and feedback from our user groups. Some of the important pivots were :

1. Physical presence

We shifted from a physical store to a transitional warehouse, this would help the small businesses retain their in-store customers while having an online presence, ensuring good customer relationships.

2. Vision

Our initial vision was to improve the identified refill service. However, based on research analysis our focus shifted to creating value for small business owners or people who make their own product i.e. makers, bakers and growers.

3. Product focus

Our initial aim was to promote self-care by delivering eco-friendly care packages to people with busy lifestyles. However, from primary research we found that our users were interested in consumables and repeat purchase products. Shifting to eco-friendly products in this category is easier as people are willing to experiment and would create a larger environmental impact.



Fig. 5 : Core service and three key ingredients after iterations.

4. Target user

From the beginning we had two target users, the consumer and small business owners but mainly inclined towards the consumer side. Based on the direction of our project, we shifted our perspective to creating value for the business owners. This shift helped us investigate the issues that small business owners face with online presence and delivery systems that eventually became the core of our service.

5. Micro/macro

Initially, we were focusing on the minor details of the service. During week 5, we took a step back and looked at the bigger picture and developed the three core ingredients of our service, i.e., Discover, connect, and support. (See fig 5) This shift of focus from micro to macro helped us come out of the complexity and gave us a clear view of how our service would fit in a 15-minute neighbourhood.

Key activites

- Identifying a service
- Existing Journey map & Stakeholder map
- Co-op index study
- Secondary research

The initial brainstorming effectively promoted team working, we found common interests in eco-friendly products and promoting greener practices which helped us stay motivated throughout the project.

We conducted a thorough research and developed a journey map and stakeholder map for the existing service to gain better understanding of the different touchpoints, interactions, and pain points. Conducting secondary research in the early stages enabled us to gather important information (see fig. 6) that could be translated and applied to the service in the development stages.

The study of the **co-op wellness index** for Shepshed region (see fig. 7) showed poor health & well-being, fewer green spaces and low air quality, highlighting the need for adopting sustainable practices. However, the region also had good social spaces that could be leveraged to improve social activity and community engagement.

Where do you source your sustainable products from?

Most of our products are sourced from the UK, we take privilege in working with smaller brands that are more local to us as well because they are closer to us and their products have less distance to travel. This means our supply chain can operate more sustainably while we are able to support local small businesses to help them grow also.

Fig. 6 : Secondary research findings

Social Spaces	96	Good	Can leverage this for
Proximity of Work to Home	81	\rightarrow social \rightarrow	community building
Public Spaces	93	spaces.	(Workshops)
Dellution	77		
	27		
Pollution Air Quality	<u>27</u> 8	FUUL all	need for
			developing
Air Quality	8	$quality \& \rightarrow s$	

Fig. 7 : Wellness index study for shepshed - findings and application to service.

Next steps

- Conduct secondary research on the Ecofriendly stores and Shepshed to better understand the existing services and resources.
- Mapping our all the possible ideas that could be developed in relation to service using a giga map.
- Defining a clear target user group to place in the centre of the service along with other stakeholders.

Potential blockers/ Risks

- Figuring out and getting access to our target users, as we are focusing on people with busy lifestyles and interest in eco-friendly products and behaviours.
- Visiting Shepshed to validate research and draft pre-discovery plan.

Key opportunity

Guilt free self-care products for keeping up with the busy lifestyles.

Key activites

- Unpacking assumptions (5w's & 1h)
- Personas & Storyboarding
- Multiple value proposition canvases
- Social business model canvas
- Giga mapping & Zip analysis

Initially, we were confused about the direction of our project, but giga mapping helped us in finding a specific region to focus on. Our focus being distribution and subscription model from where people can instantly order things.

We developed proto personas for "ecoconscious" consumer and "remote workers" along with value proposition canvas for each and aligned them to that of the eco distributor service. We decided to drop remote workers and self-care products as it was overlapping and restricting the idea at this stage. We mapped out the value proposition for small business owners who would collaborate with the distribution model to gain wider audience and marketing.

The social business model canvas highlighted various important elements relating to revenue, social value, channels, key partners, and activities. Storyboarding the current user flow gave a clear view of the several interactions with the mobile app and the service.

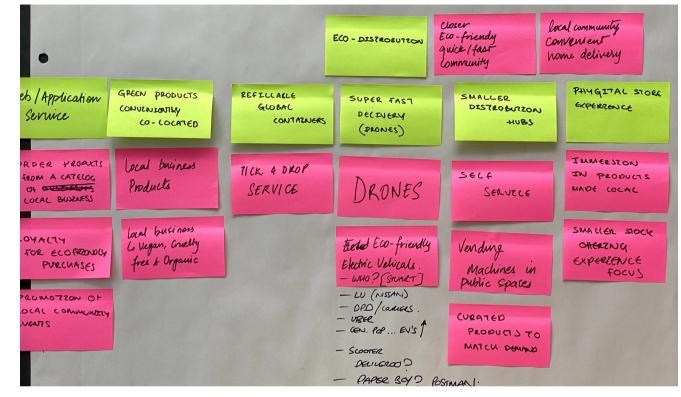


Fig. 8 : Intial stages of exploring our opportunity area - Key words, features and service details .

Next steps

- Making a customer journey map and stakeholder map for the new concept using the persona.
- Conduct quick and dirty primary research with the stakeholders to validate our assumptions and gather new findings to improve the service.
- Draft the high level representation of you idea using the Value proposition statement template.

Potential blockers/ Risks

- Conflicts among businesses with similar products opting out of our platform.
- Increased product price due to additional channel leading the notion of eco-friendly products being expensive.

Key opportunity

A service that consolidates all eco-friendly local products in one place and delivers using universal containers and a drone delivery system.

Key activites

- Hypotheses
- Ethic forms & Primary research
- Stakeholder & Customer journey map
- Value proposition statement

Value proposition statement :

Our eco friendly distribution service **helps** environmentally conscious people **who want to** actively reduce impact on planet **by** removing inconvenience of discovering access to ecofriendly products **and** increasing access to sustainable local products and application knowledge.

Based on our hypotheses, we interview two key stakeholders – "eco-conscious" customer and the small business owner.

For the small business owners, we wanted to validate the identified issues with online presence and marketing to ensure our service would be desirable. We wanted to understand the how the businesses perceive each other.

Our target customers are willing to make changes to create a positive environment impact, we wanted to validate our assumption – "Lack of feedback and inconvenience are significant blockers for them to shift their purchasing to local stores."

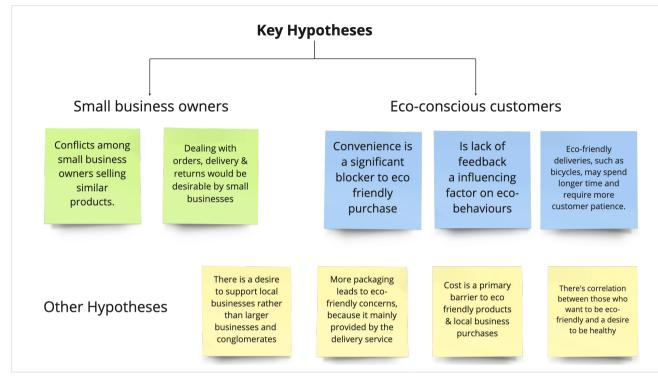


Fig. 9 : Key hypotheses used for further research

Next steps

- Engaging with people to gather insights based on hypotheses that can be translated and applied to improve the service.
- Current and future state mapping to understand the new stakeholders and value flows that would be added to improve the efficiency and effectiveness of the business.
- Service blueprint to understand the backstage actions and support processes.
- Value framework to validate service based on four key perspectives .

Potential blockers/ Risks

- Finding small business owners that fit to our target user group and interviewing them between busy schedules.
- Delayed research impacting other tasks i.e., value framework and service blueprint.
- Diving into details of the service, distracting from the core value we are trying to provide.

Key opportunity

Eco-friendly distribution service that increases access to local products and promotes greener practice within a 15-minute neighbourhood.

Key activites

- Value proposition framework
- Brand logo & tagline
- Unpacking insights
- Current & future state mapping

Small business owners:

The small business owners share a strong sense of community and empathy for one another. Competition exists between businesses dealing with similar products but it's not intimidating and worrisome. The business owners share heathy competition and support each other. There is willingness to be on an online platform, but they struggle in dealing with the complexities that come with it. They highly value in-store customers and worry about maintaining unique brand identity.

Customers:

Convenience seemed to be a significant blocker for purchasing from local store. On the contrary, it was found that people were willing to spend more on eco-friendly products. However, Lack of feedback is one of the most common barrier to current sustainable practices. Using of refill containers is not desirable due to hygiene concerns and restricts time for the user.

Several changes were made to the idea based on these findings.

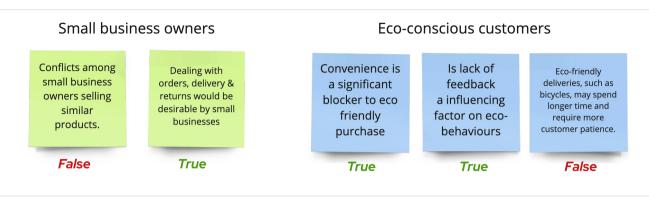


Fig. 10 : Hypotheses and outcomes of primary research



Fig. 11 : Key stages in Storyboard for business owner.

Next steps

- Insights into opportunities Developing the opportunity space by revising and testing the idea through multiple iterations and explorations to ensure that the service fits in the community of 15-min neighbourhood.
- Revenue streams It is essential to figure out how the revenue flows that would exist within the system with multiple stakeholders and exchange of value. This would be help give a clear picture of weather the service is desirable by people involved in long run.

Potential blockers/ Risks

• Delayed primary research due to nonavailability of small business owners as they have busy schedules. One of the native speakers in the team managed to get some contacts and scheduled a meeting.

Key opportunity

An eco-friendly service that helps the local businesses by allowing the customers to shop conveniently from a single platform, instead of visiting multiple stores that is inefficient and time consuming.

Key activites

- Revised hypotheses
- Initial prototyping
- Value proposition framework

Several changes were made to the initial concept based on findings from research. Firstly, We realised that the inclination of the project is more towards creating value for the small business owner rather than customers.Secondly, the shift of focus from micro to macro. While discussing the bigger picture, we came up with the three key ingredients for our service.

Our vision : To connect the small businesses to the untapped demand of the local consumer.

Stage 1 prototyping:

As shown in fig 12, we developed a mock-up of Shepshed town assuming our service functions in the region. We mapped out several people and institutions to understand how things would flow and value would be exchanged. We were able tp understand the complexities of certain actions and made changes by moving things around the board.

This session enabled us to quickly iterate and make changes to our current model before moving to next stage of the prototype testing with actual users.



Fig. 12: Prototyping using objects and toys.

Next steps

- Develop the hypotheses into prototype for testing along with questions and experiment statement for small business owners and customers.
- Find users to test out these scenarios.

Potential blockers/ Risks

- Testing out demand and supply through a scenario as it difficult to put them in the real scenario.
- Availability of small business owners to test run the scenarios.

Key activites

- Mock ups for testing
- Prototype testing with target users
- Lo-fidelity video prototyping

Stage 2: Prototype testing with users

We tested the using app screens, posters, and storyboard. The customers gave highly positive responses for the app screens. However, the small business owners presented a few concerns with the question asked in reference to storyboard and other materials (see fig 16).

One of the important learnings was, having the delivery person collect multiple orders at a time is inefficient. Also, collecting orders during the day is not desirable by the business owners as they value their in-store customer relation. To overcome this, we developed a new structure where orders will be collected once a day in a selected slot time and assembled in the transitional warehouse.

Stage 3: Video Prototyping

During the workshop, we curated a quick lo-fidelity video prototype using our mobile phones. This was challenging as we had weave in two perspectives - the small business owner and customer. However, this exercise helped us visualise the service and left room for improvement in the final video prototype.

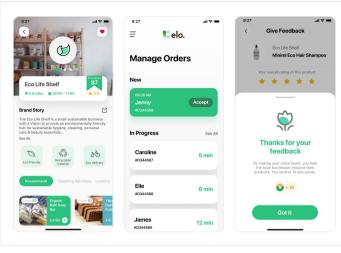


Fig. 13 : App screens used for testing

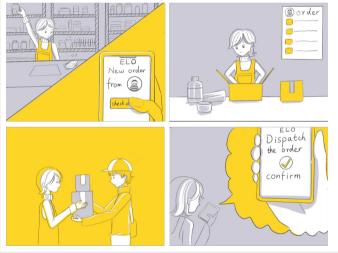


Fig. 15 : Storyboard test idea with business owners.

Next steps

- Prepare for the final video prototype Make props and finalise shoot locations.
- Revise all mapping based on final idea.



Fig. 14 : Prototype testing with business owners

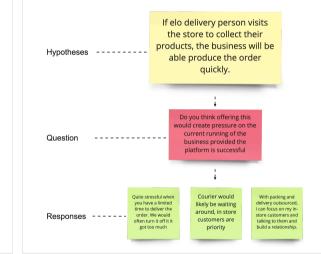


Fig. 16 : Hypothese testing process

Potential blockers/ Risks

- Scripting and executing the video prototype with two protagonists.
- Finding shoot location suited for the script.

Key documents :

- Updated Journey & Stakeholder map
- Futurestate map
- Final value proposition framework
- Value proposition canvas for business owner and customer with elo.
- Social business model canvas
- Video prototype

Working around the three key ingredients and branching out features for each of these ingredients helped visual how the service would sit in a 15-minute neighbourhood -

- Discover Creating visibility for the local businesses through the 'try it' box, containing samples of different products that their area has to offer. This hands-on experience helps in building trust and increases exposure.
- **Connect** Hand-held platform enables frictionless interaction between the local businesses and the customer, along with improving the efficiency of their supply chain and maintaining their unique identity.
- Support Facilitating constant feedback that can be translated and applied to areas that need improvement. Encouraging ecofriendly practices by guiding them on aspects such as manufacturing & packaging.

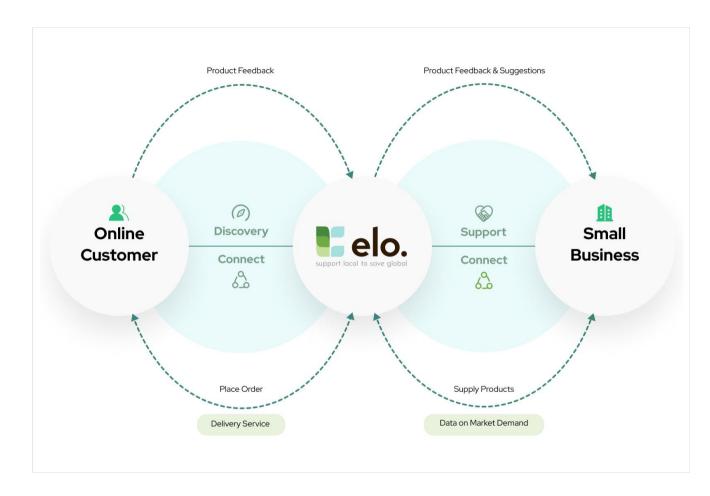


Fig. 17 : Exchange of value between the key stakeholders and our service, Elo.

Core value

Our online platform helps the small business owners connect to the untapped demand of the local consumer and promotes eco-friendly behaviours.

Next steps

- Shooting & editing the final video prototype
- Ensuring that we capture two perspectives business owner and customers.

This Concept is the result of multiple iterations, extensive research, feedback from users, and some major pivots during the process. Creating storyboards helped us in visualizing the service and conducting tests at different stages. Continuously updating the documents enabled us to keep track of the changes made and helped in focusing important aspects such as revenue streams, stakeholders, backstage actions, interactions etc. Fig. 18 shows how our service connects with its stakeholders and the exchange of value between them.



Fig. 18 : Our service 'elo' and exchange of value with the key stakeholders.

What is 'elo' ?

A seamless support network for small businesses to sustain and thrive in a 15 minute neighbourhood. Elo connects the small businesses to the untapped demand on the local consumer and promotes green practice.

Future scope

Elo is designed keeping in mind modularity, it is not limited to Shepshed. Elo promotes local skills and gives each town a unique personality. It stimulates economic growth through community re-investment along with increased employment opportunities.

Importance

Given the environmental situation, it is essential to adopt more sustainable practices and make conscious purchases. Shopping local is one of the most efficient way to reduce carbon footprint generated from transportation and industrial manufacturing. Moreover, there is a desire to shop local, but people find it difficult as most local stores have limited product offering, lack online presence, and are widely spread.

Elo removes the barriers to shopping local and creates convenience by allowing them to shop from multiple local stores in a single order. It helps in building trust with the local business through features like 'try it box' and eco-scores.

Process

I believe multiple iterations and explorations helped us in achieving the goal of building a sustainable community. A few key decisions such as, focusing on creating value for the small business owner rather than just convenience for the customers played an important role in shaping of 'Elo'. I believe diverting our focus from stores selling eco-friendly products to promoting shopping local from the 'makers' was a major turning point for the project.

I feel staying focused on the core value instead of getting into the minor details in earlier stages of the project would have been contributed to saving time and effort.

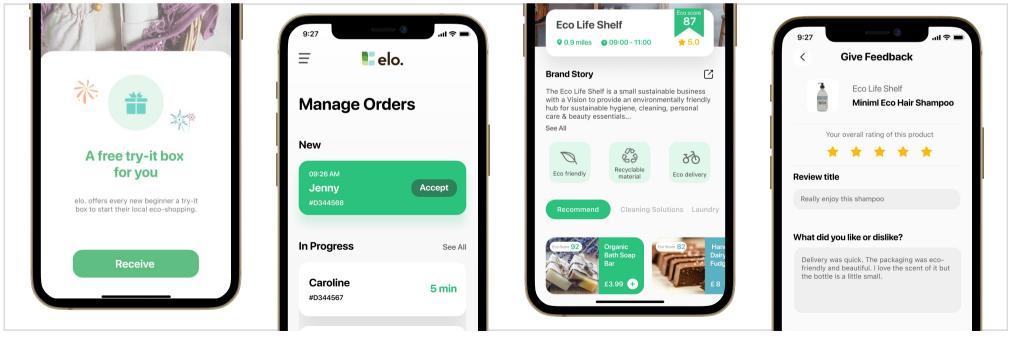


Fig. 19 : Few screens from the elo app.

Value

Local businesses

Elo provides a level playing field for all local businesses with equal opportunity i.e., dedicated brand pages and product listing . Elo helps in creating visibility for their products through the 'try it box', containing samples of different products that the area has to offer. Outsourced delivery system and specified collection time enables them to focus on building in-store customer relationships that they value the most.

Findings from research suggest that the small businesses are willing to adopt more sustainable practices, Elo actively promotes these practices by advising them on aspects like packaging and manufacturing.

Customers

Our app platform provides a handheld overview of your community offering. Elo allows its users to order from multiple local stores in one convenient package. A few findings suggested that people find it difficult to trust locally made products, the 'try it box' enables the users to gain trust and further engage with the local businesses.

Elo provides an affordable and convenient way for people with busy lifestyles to adopt sustainable practices along with constant feedback which would keep the user motivated. Incentivising purchases on the platform would help shifting purchasing to local.

Ecosystem

Elo encourages eco-friendly behaviours by keeping spending local along with creation of employment opportunities in form of delivery and warehouse staff. Elo creates a circular economy, where the spending and tax go back into the community to improve public spaces such as libraries, roads, parks etc. Elo creates frictionless connections and a seamless network between the key stakeholders leading to continuous transfer of value in the community.

Elo sits in the centre of the 15-minute neighbourhood, ensuring economic growth, better environment, and a strong sense of belongingness within the neighbourhood.

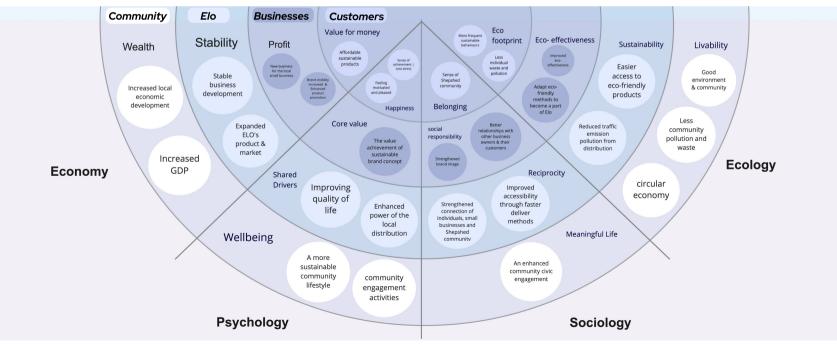


Fig. 20 : Value proposition framework

Bigger impacts

Further opportunities

Elo pop up markets and events : To Promote businesses selling their products on a unified physical platform along with building good customer relationships. Events and workshops to educated the businesses on eco-friendly practices relating to packaging, manufacturing, and materials for business owners.

Introducing activities: Expanding offerings on the app and the 'try it box' by adding a free coupon to explore activities in the region such as yoga, meditation, rock climbing etc.

Subscription model: Improving the efficiency of supply by introducing a monthly subscription service, including a box of essentials sourced locally and delivered in specified intervals.

Incentivised physical shopping- Additional feature allowing customers to collect eco-points even on in-store purchases. This would help maintain the customer relationships along with convenience of online shopping.

Potential risks

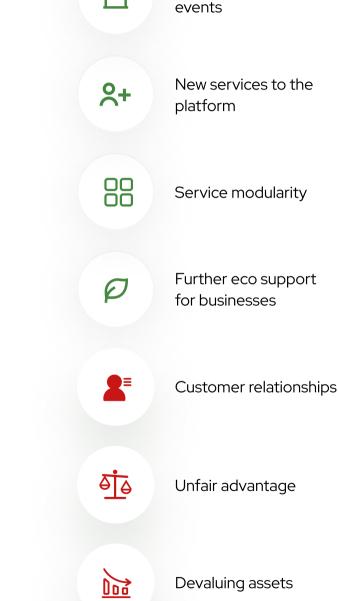
In-store customer relationships – We are increasing the convenience through delivery, which could potentially damage the in-store relationships they built over time.

Devaluing assets – Our endorsement of online shopping experience that is seamless and effortless would potential reduce walk-in customers.

Stock in warehouse- 'Rent a shelf' allows the business owners to store their products in elo's transitional warehouse, this might lead to dead stock at a point.

Demand and supply – A potential outcome of Elo's presence would be increased demand for local products. It would be undesirable if the small businesses are unable to match the growing demand.

Unfair advantage - over businesses that opt out of being on elo marketplace.



 \square

Elo popup markets &

Limitation to explore

Due to limitations of time we were unable to explore the identified risks and further opportunities. I feel that these are long-term implications that can be tested only in wider scale evaluation of the service.

Engaging with people

We closely interacted with small business owners and eco-conscious people during the project. Initially, we interacted with both user groups using storyboards to validate our assumptions and for identifying potential problems in the opportunity space. These problems were translated and applied to the service in several areas. In the later stages, we interacted with the small business owners to test our hypotheses and gather feedback.

These interactions were extremely valuable and helped in shaping crucial features of the service including 'feedback' and 'eco points' Some findings proved some of our assumptions/ hypotheses were wrong and helped us in exploring areas that needed improvement.

Customers

Interaction with customers raised safety and hygiene concerns with the refill system, which made us move to bio-degradable pouches. Our assumption that cost was the primary blocker to pursuing eco-friendly practices was proved wrong as most people we interacted with suggested that they were willing to pay a little extra for eco-friendly products. However, we identified that lack of feedback was stopping them from adopting eco-friendly practices. We introduced 'eco-score', a rating based on various factors concerning environmental safety.

Limited problems were identified from the customer's side, which made us pivot to understanding the problems of small business owners.



The interactions with small business owners highlighted important factors like, difficulty in maintaining online presence as they are timepoor and lack resources. Our service focuses on relieving them of this stress by providing a trusted platform with constant feedback and suggestions from their customers. An important learning was their poor experience with other third-party services, that helped us shift our focus on providing higher value rather than just outsourced delivery and transitional warehouse.

The business owners highly value in-store customers and the relations built with them. Dedicated brand pages focus on maintaining their unique identity which was expressed as a major concern with being on external platform.

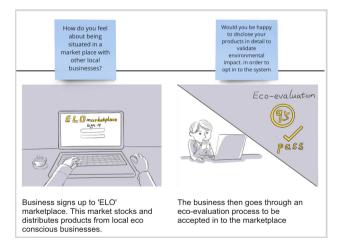


Fig. 21: Questions in reference to story board



Fig. 22 : Findings from user research



Fig. 23 : Applied feedback : Unique brand page.

People we missed



Discontinued businesses

Based on secondary research, is there low retention of local businesses due to shift of purchasing to larger retailers. I feel it would be insightful to interact with the discontinued businesses to understand the underlying problems, a major part of our service being survival of small businesses.

During our research, we got in contact with a business owner who used to make and sell eco-friendly products but were unable to schedule a meeting. The owner had discontinued the business as they were not making profits from the single store and lacked resources to expand. I believe it would have been insightful to talk to them to understand the different stages that led to the downfall. The support aspect of our service would be defined more precisely.



Delivery staff

Delivery staff in the only common link between the customers, our service, and small business owners. I felt it would have been insightful to interview delivery personnel to understand the problems they face while commuting and delivery orders. It was important validate if they would be willing to switch to ecofriendly delivery methods like bicycles as it would require more physical effort.

We had to base our decisions on findings from secondary research and assumptions. Transitional warehouse was an outcome of the several explorations during prototype that proved that collecting multiple orders at one go would be inefficient and time-consuming. In my opinion, this would have identified in initial stages if we interacted with delivery staff.

Collaboration

Team working

In contrast to my prior experience, working in teams has been rather pleasant and effective in this module. I thoroughly enjoyed working with my team and I believe everyone contributed fairly to the project. I feel that having dedicated studio time to collaborate saved the hassle of finding a common time and place for team meetings and enabled us to stay focused.

We used collaboration tools like Miro and Figma along with WhatsApp for quick updates. This enabled us to keep track of our work and validate each other's tasks instantly.

Benefits

Strategic division of tasks - Understanding each other's expertise and dividing tasks saved time and built trust, enabling us to stay focused on individual tasks.

Open to feedback and criticism - Everyone was willing to make changes to their contribution based on review from other team members.

Collaboration in workshops and tutorials for exercises like social business model canvas and service blueprint gave a chance for open discussions.

Drawbacks

Communication – In the initially stages of the project, communication impacted our progress and costed us time but it improved as we moved forward during the project.

Individual task management – It was challenging to take complete responsibility of scripting, shooting, and editing the video prototype as other team members lacked knowledge in this area.

Multiple perspectives led to longer discussions, which was insightful but caused time delays.

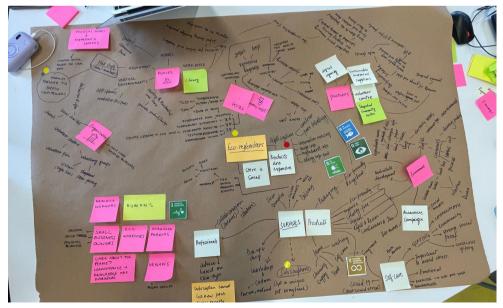


Fig. 24 : Giga mapping in week 2 - Group effort



Fig. 25 : Group meeting

Service design

Module

I felt the module was very well structured, activities for each week were clearly specified making it easy to follow and track our progress. Weekly retrospectives helped in understanding the pending tasks, progress so far and the potential blockers that we need to overcome. I personally felt the design crits were very insightful. However, I felt there was limited time for understanding and application of the video prototyping skills.

The module introduced important tools and templets such as value proposition framework, social business model canvas and the service blueprint. I feel these tools would add value to my future projects in service design.

Design process

Most of my past project have followed the double diamond design process. It was difficult understand the lean design process, but I enjoyed the quick progress of this method that allowed multiple iterations and quick pivots where things were not going right. Building and testing hypotheses with actual users enabled us to explore the opportunity space.

One of the most important learning was quick and dirty research, this allowed us to gather information quickly and translate it to our service. I believe validating few decisions using secondary research helped in quickly moving ahead rather than spending excessive amounts of time in collecting and analysis data.

Guidance

I thoroughly enjoyed the teaching time and workshops as they were interactive and knowledgeable. Quick turn arounds and responses from our module leader and tutors to validate our progress helped boost confidence. I believe the interactions with industry gave the projects a realistic approach.

Personal experience

This was my first service design project and I believe I gained extensive knowledge about the principles and attributes of service design. However, I need to develop and apply the skills gained in this module to my future projects to evolve as a service designer.



Fig. 26 : Collaborative working in future state workshop

Transformative Learning

Learnings

This module introduced a completely different approach to design, lean process. I have learned the application important tools & methods like social business model, value proposition and service blueprint, that I can apply future projects.

One of most important learnings for me was to focus on the bigger picture (macro) and the value provided by the outcome rather than getting lost in features and minor details. I would apply the three key ingredients method of understanding the bigger picture to all my future projects and would branch out features for each of these ingredients.

Multidimensional thinking

This module has actively promoted thinking from different perspectives. In earlier projects, my thinking was limited to a single perspective of the target user. The module introduced several tools and activities that prompt thinking from the perspective of multiple stakeholders and institutes that exists in the ecosystem.

The focus on weaving in the four perspectives – social, economic, psychological, and environmental at all stages ensured the project is meaningful. I would apply this thinking to all my future projects as it would ensure that the outcome is desirable and ethical.

Application knowledge

This module changed the way I used to think about research in design. Learning the application of quick and dirty research enabled us to iterate and pivot quickly. I enjoyed spending larger amounts of time thinking about the opportunity space rather than data collection and analysis.

An important learning for me during the process was to stay open to major pivots, getting attached to the idea restricts the scope of the identified opportunity space. In future, I would keep an open mind and explore multiple ideas before diving into an outcome.