

innovation scenarios

Daniel Jackson · Autodesk · Woodinville, WA · Dec 3-5, 2024

what does
success look like?

story #1:
TBL's Web
(1989)

what was novel about the web?

World Wide Web

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[What's out there?](#)

Pointers to the world's online information, [subjects](#) , [W3 servers](#), etc.

[Help](#)

on the browser you are using

[Software Products](#)

A list of W3 project components and their current state. (e.g. [Line Mode](#) ,X11 [Viola](#) , [NeXTStep](#) , [Servers](#) , [Tools](#) , [Mail robot](#) , [Library](#))

[Technical](#)

Details of protocols, formats, program internals etc

[Bibliography](#)

Paper documentation on W3 and references.

[People](#)

A list of some people involved in the project.

[History](#)

A summary of the history of the project.

[How can I help ?](#)

If you would like to support the web..

[Getting code](#)

Getting the code by [anonymous FTP](#) , etc.

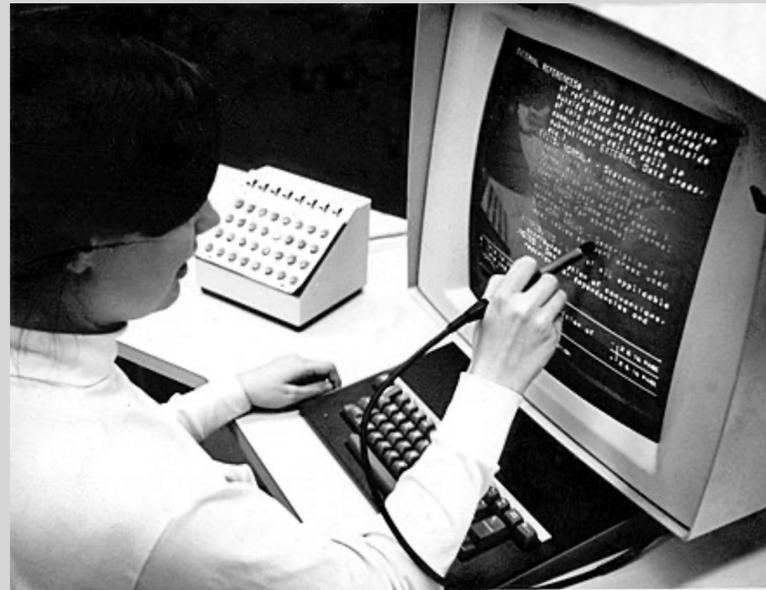
<http://info.cern.ch/hypertext/WWW/TheProject.html>

the technology?

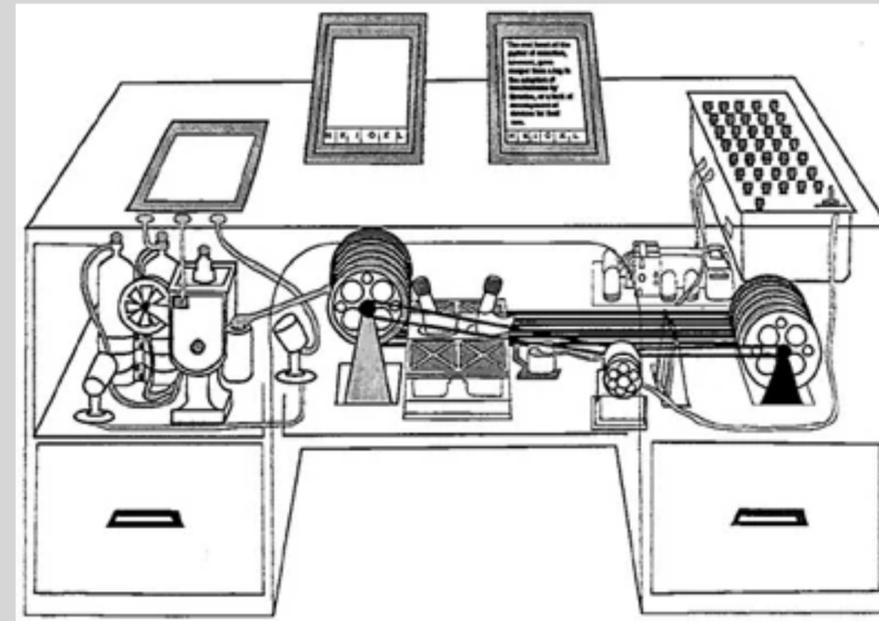


NeXT computer
660MB hard disk
Motorola 68030, 25MHz
17" monitor with Display Postscript
built in ethernet connectivity

hypertext?



Hypertext Editing System
(Nelson & van Dam, 1967)

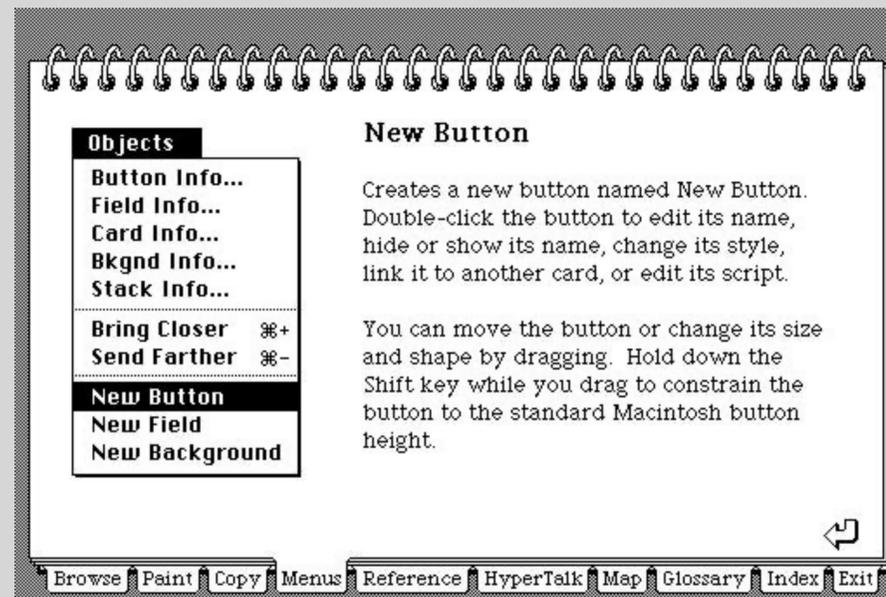


Memex
(Vannevar Bush, 1945)

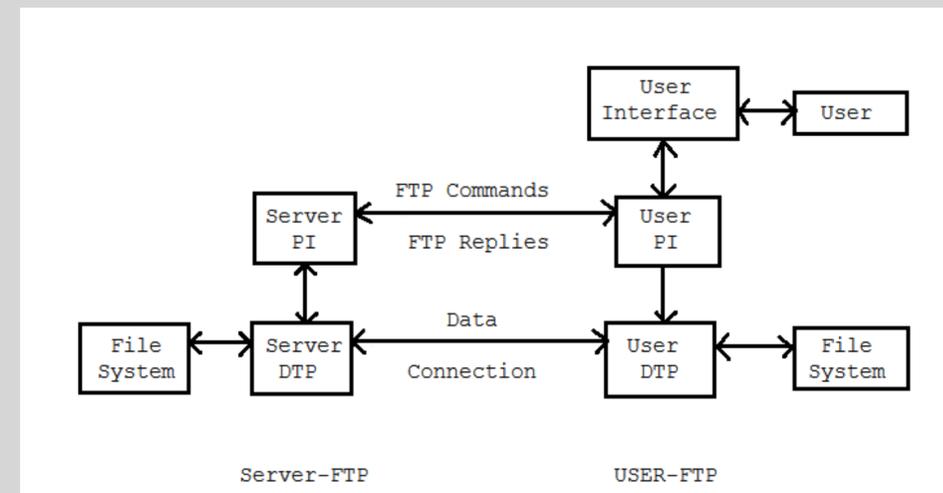
```
<!DOCTYPE motd [ <!E
<motd>
<!-- created: 2003-12-12-->
<sentence>Do not throw
out the <keep>baby</>
with the
<refuse>dirty</>,
<refuse>stinky</>,
<refuse>bathwater</>.
</>
<!-- finish this later-->
</motd>
```

SGML

SGML
(Charles Goldfarb, 1986)

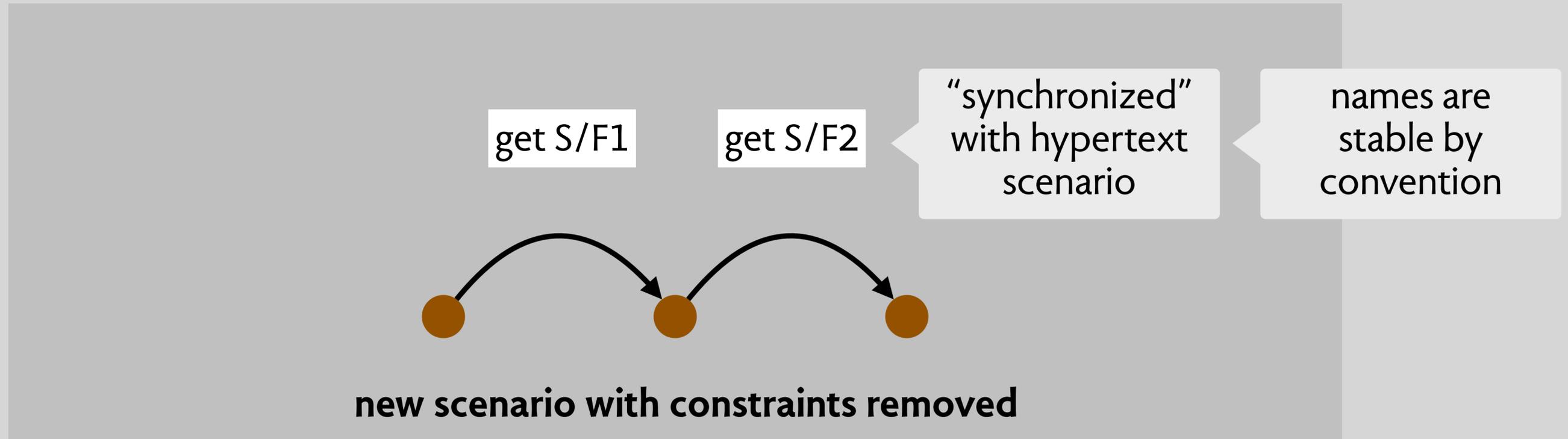
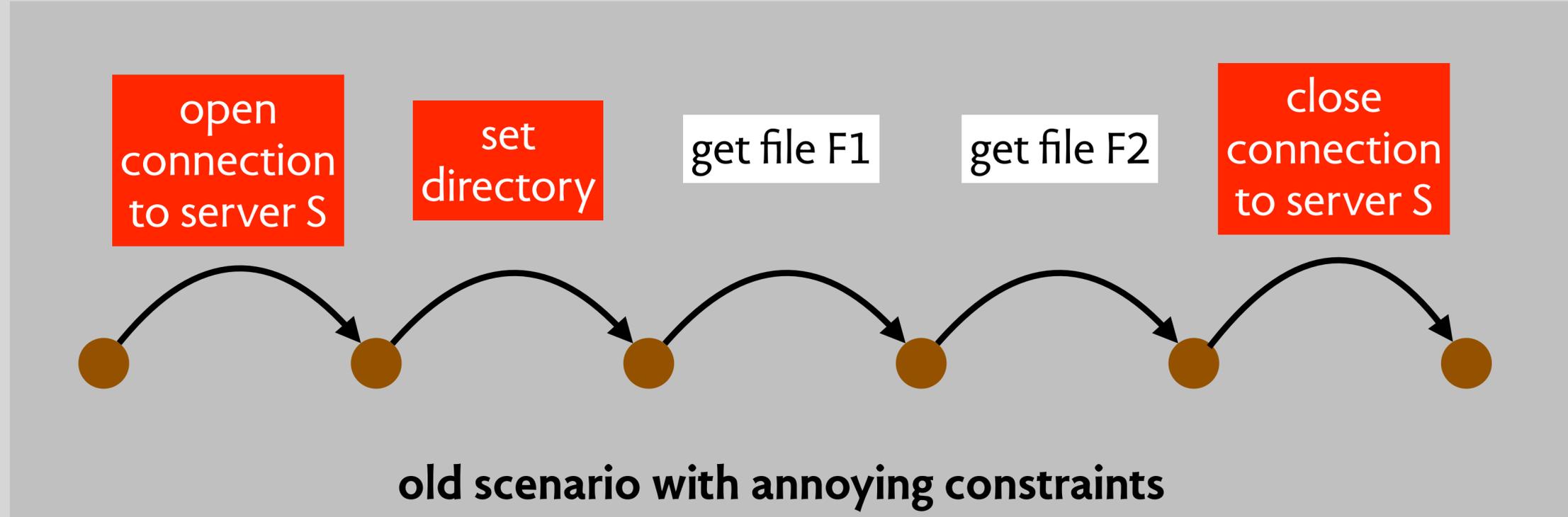


Apple HyperCard
(Bill Atkinson, 1987)



File Transfer Protocol
(Abhay Bhushan, 1971)

a new way to get content



this new scenario is embodied in the concept of the URL

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<http://info.cern.ch/hypertext/WWW/TheProject.html>

story #2:
iPod (2001)

what was novel about the iPod?



Apple iPod
(2001)

a new industrial design?



Apple iPod
(Jony Ive, 2001)



Braun Pocket Radio T3
(Dieter Rams, 1958)

a technology breakthrough?



iPod 5GB drive
(Toshiba, 2001)

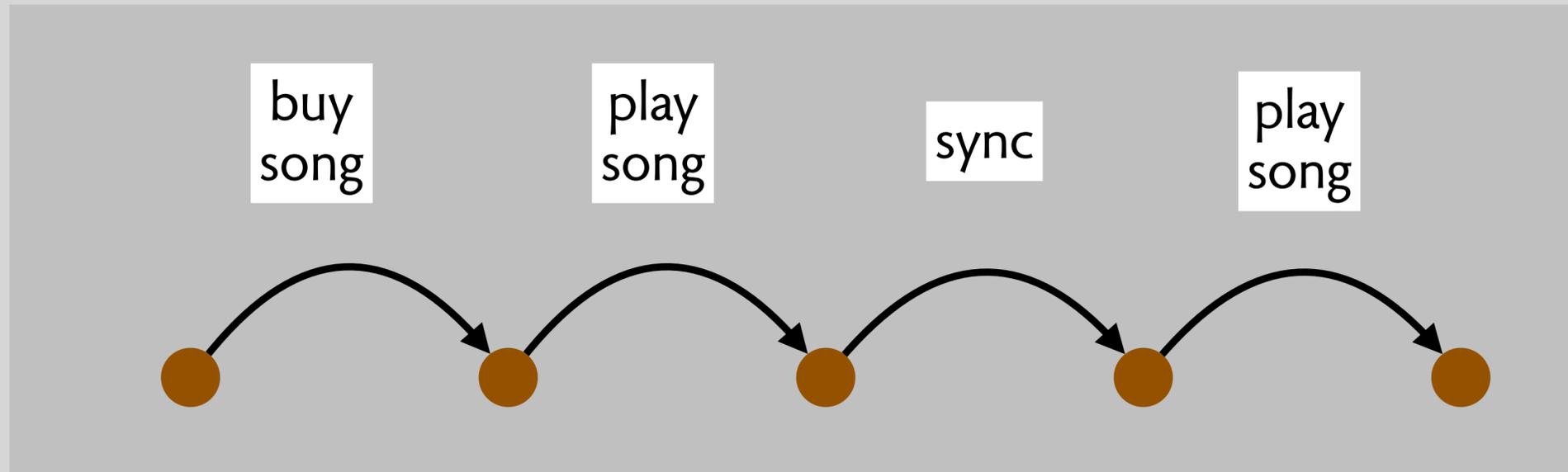
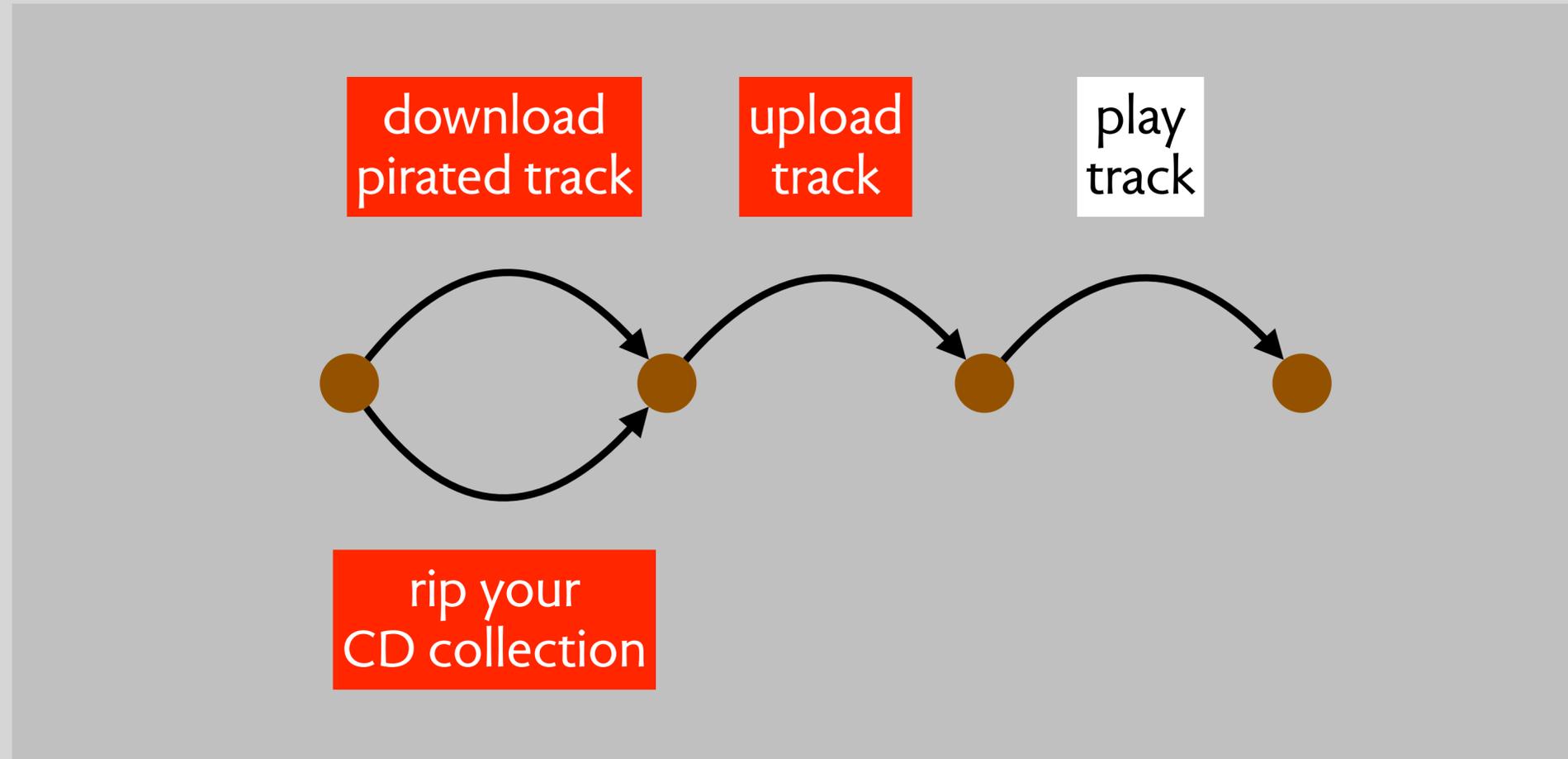


FireWire serial bus
(Apple, 1995)



Personal Jukebox 5GB drive
(DEC, 1999)

the ipod scenario



supporting cast: iTunes



iTunes Media Player (2001); iTunes Music Store (2003)

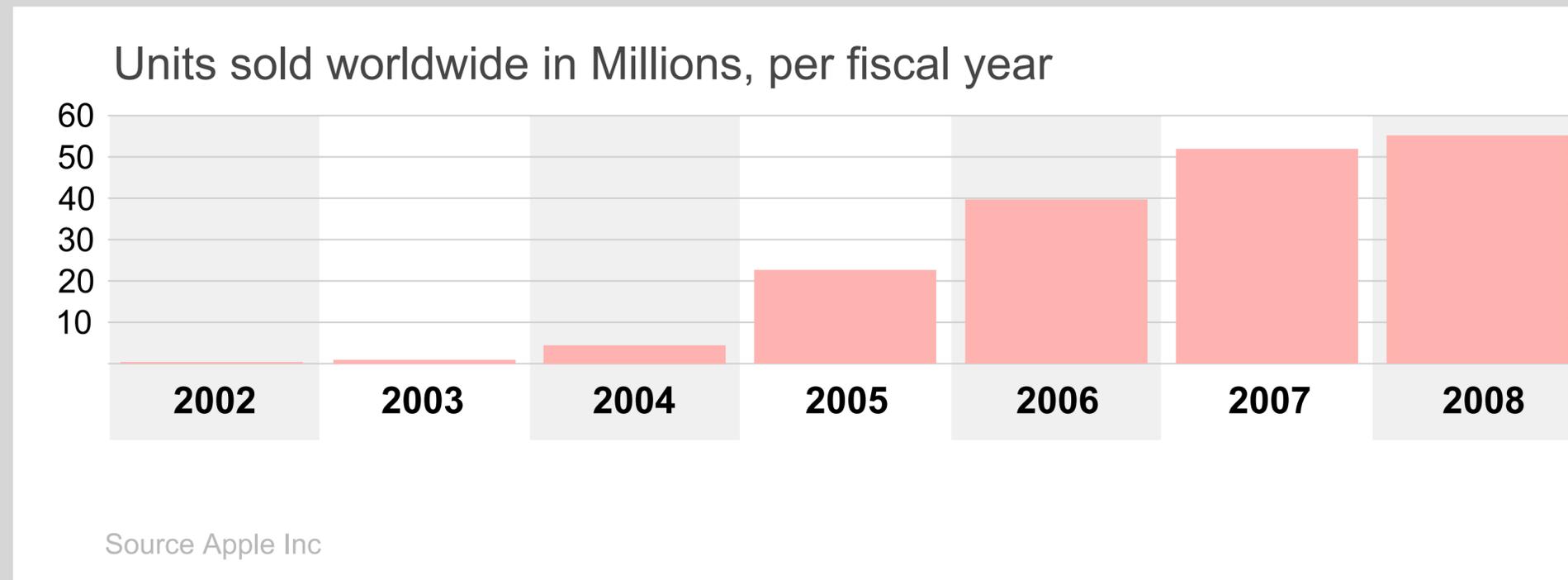
explosion in sales came after iTunes took off

iPod
appears

iTunes
store

100m
songs sold

iPod
dominates



how did Sony fail?

all ingredients of success (1999)

Network Walkman: a digital audio player

Bitmusic: a store for downloading songs

what went wrong?

proprietary compression scheme (ATRAC)?

store limited to release in Japan?

DRM controls made trouble for users?

no simple usage scenario?

1 Connecting your Network Walkman to the computer

For details, refer to the instruction manual of your Network Walkman.

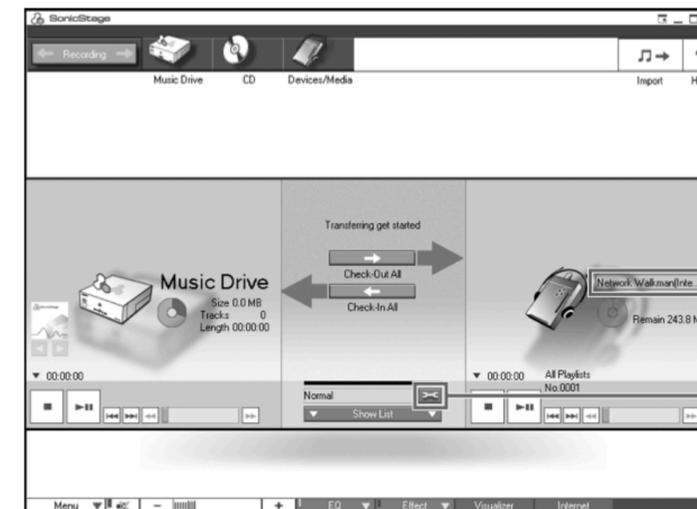
When using a device supporting “MG Memory Stick”, insert the “MagicGate Memory Stick” media into the device before connecting to the computer.

2 Transferring audio files to your Network Walkman – Check-out

1 Click  to display the Recording Assistant Window.

2 Click and select  (Music Drive) for [1 Sources] and  (Device/Media) for [2 Targets], and then click 3  (Jump to Record Window).

The Record/Transfer window is displayed.



Device/media
Drop-down list

Transfer mode button

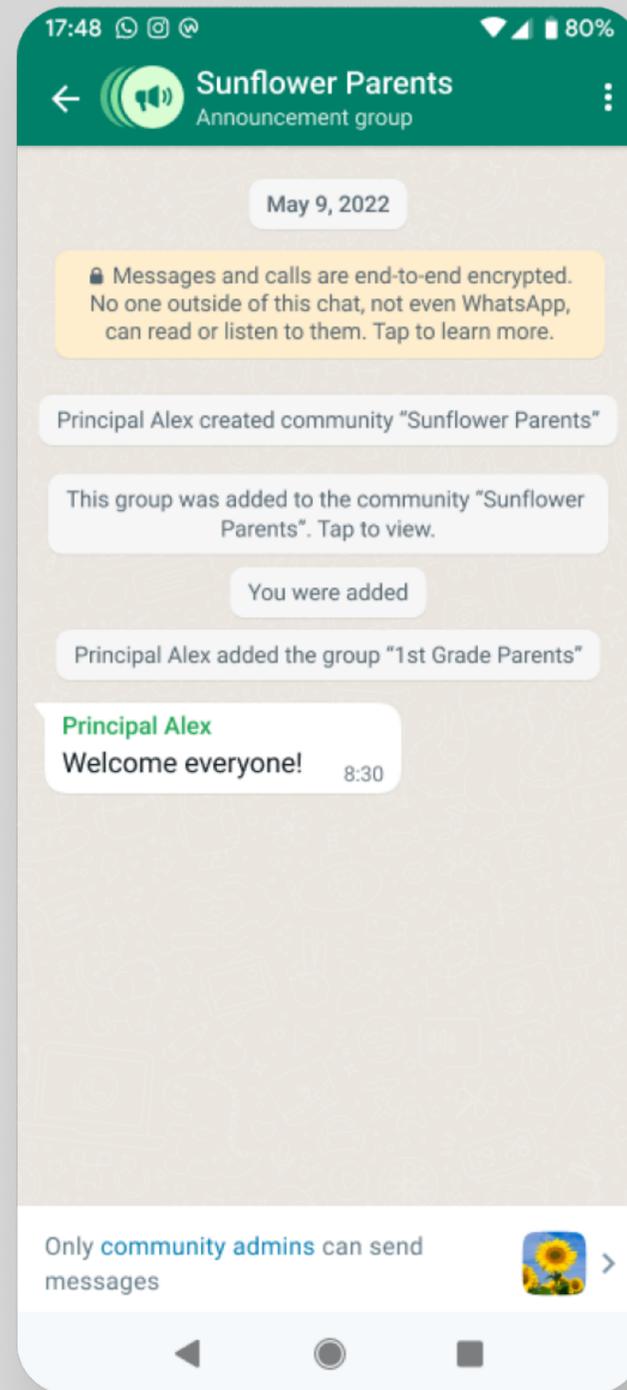
3 Select the device/media from the drop-down list at the right of the window.

When using the Network Walkman supporting two or more medium types, select the target medium.

When you check out to the built-in flash memory, select “Network Walkman (Internal),” and when you check out to the “Memory Stick”, select “Network Walkman (Memory...)”.

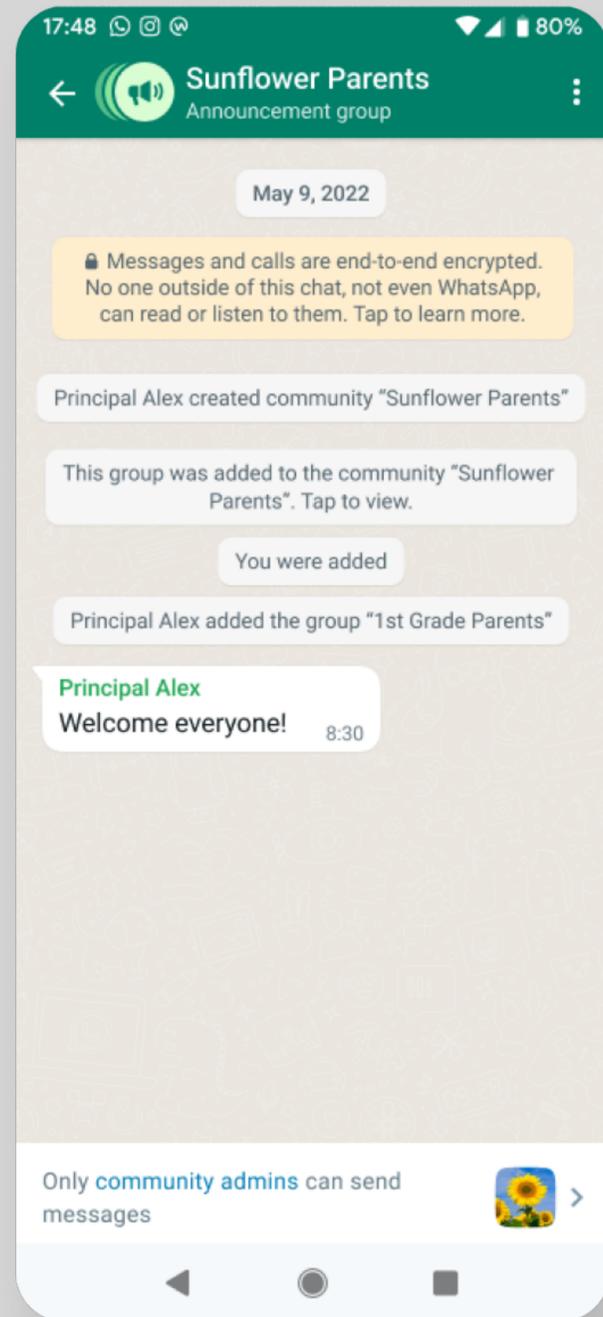
story #3
WhatsApp
(2009)

what was novel about WhatsApp?



WhatsApp (2009)

was it free texting?



WhatsApp (2009)



first free-texting app
TextFree/Pinger (2006)

whatsapp's big moment

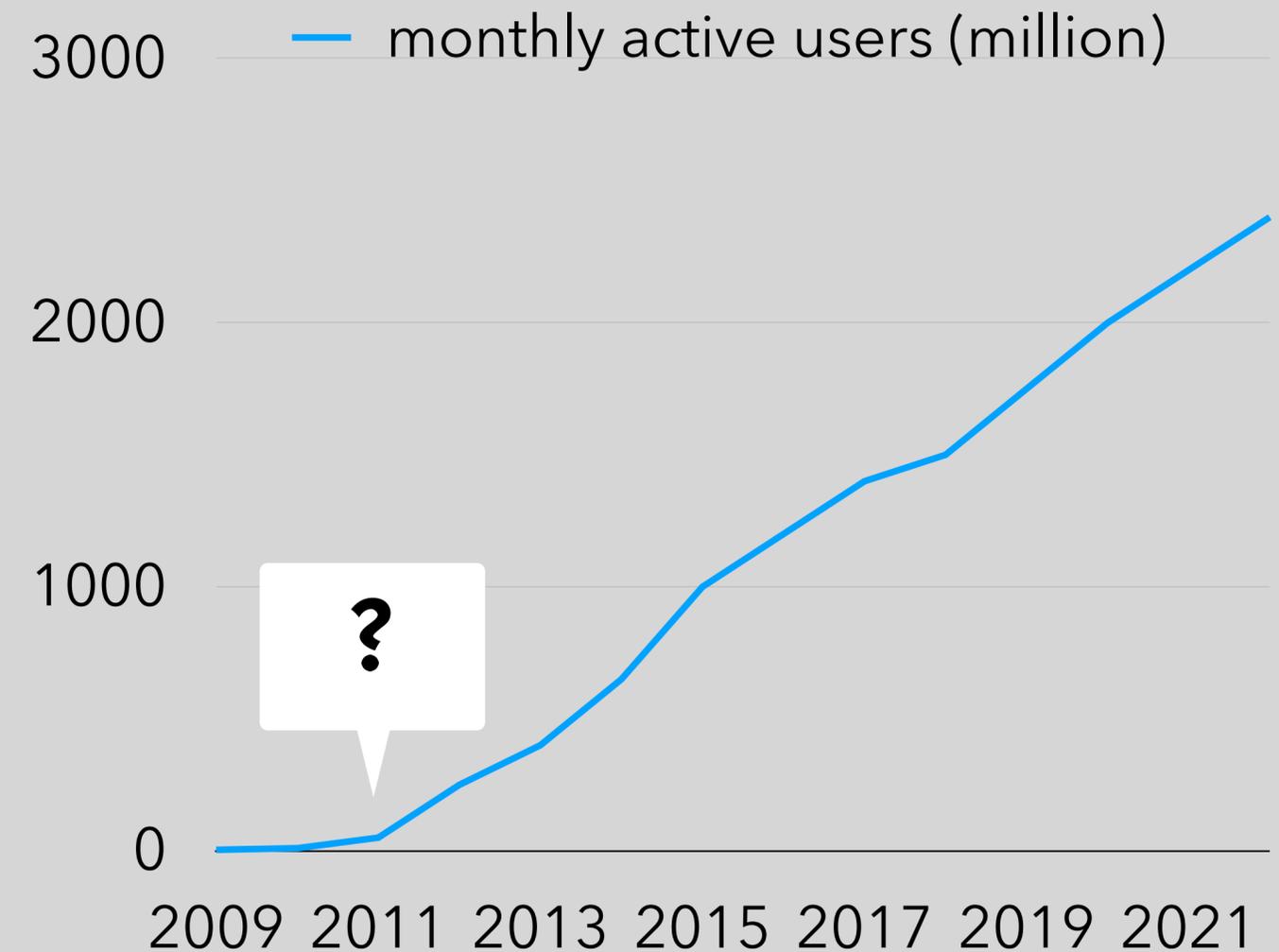
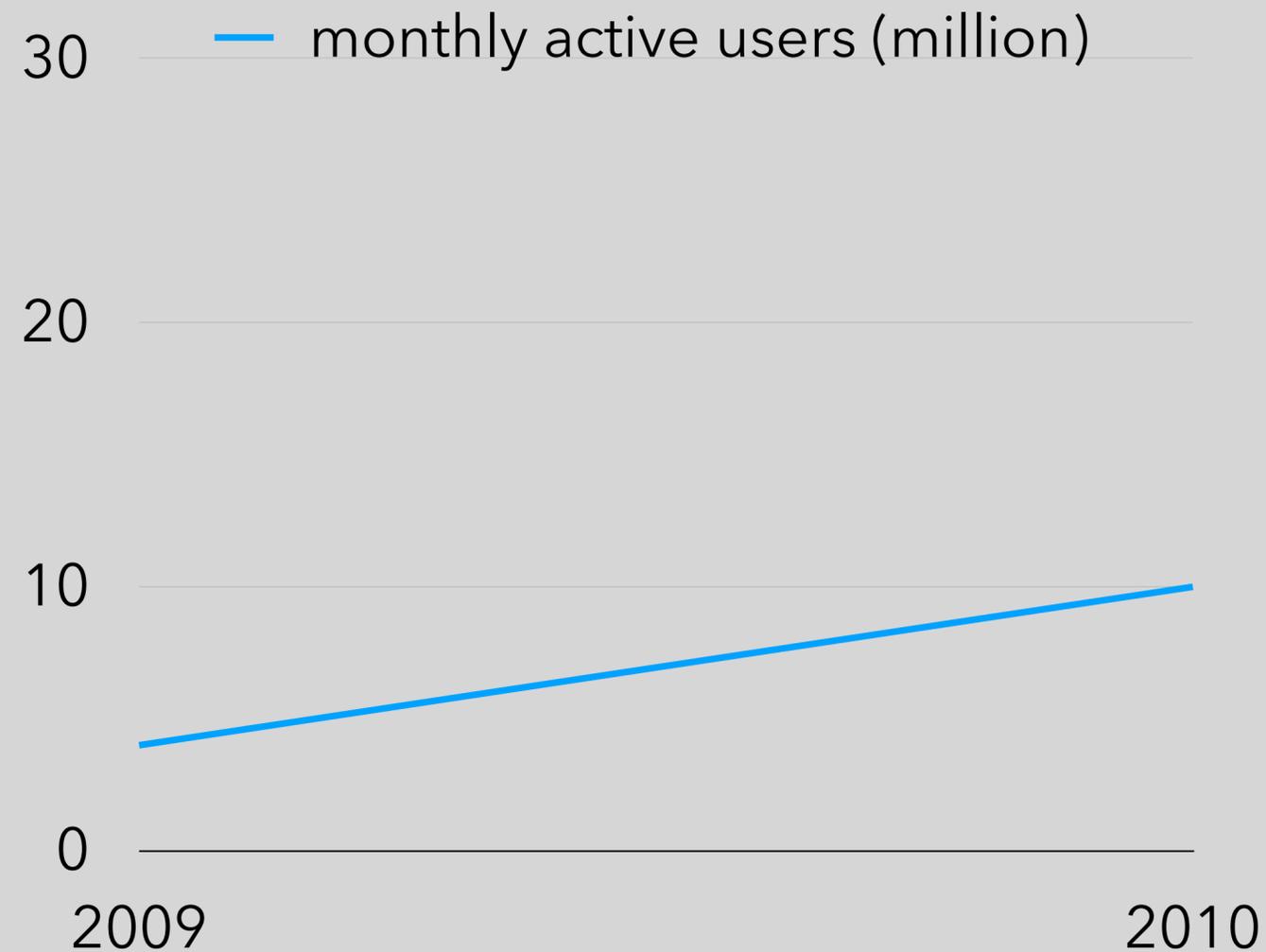


WhatsApp

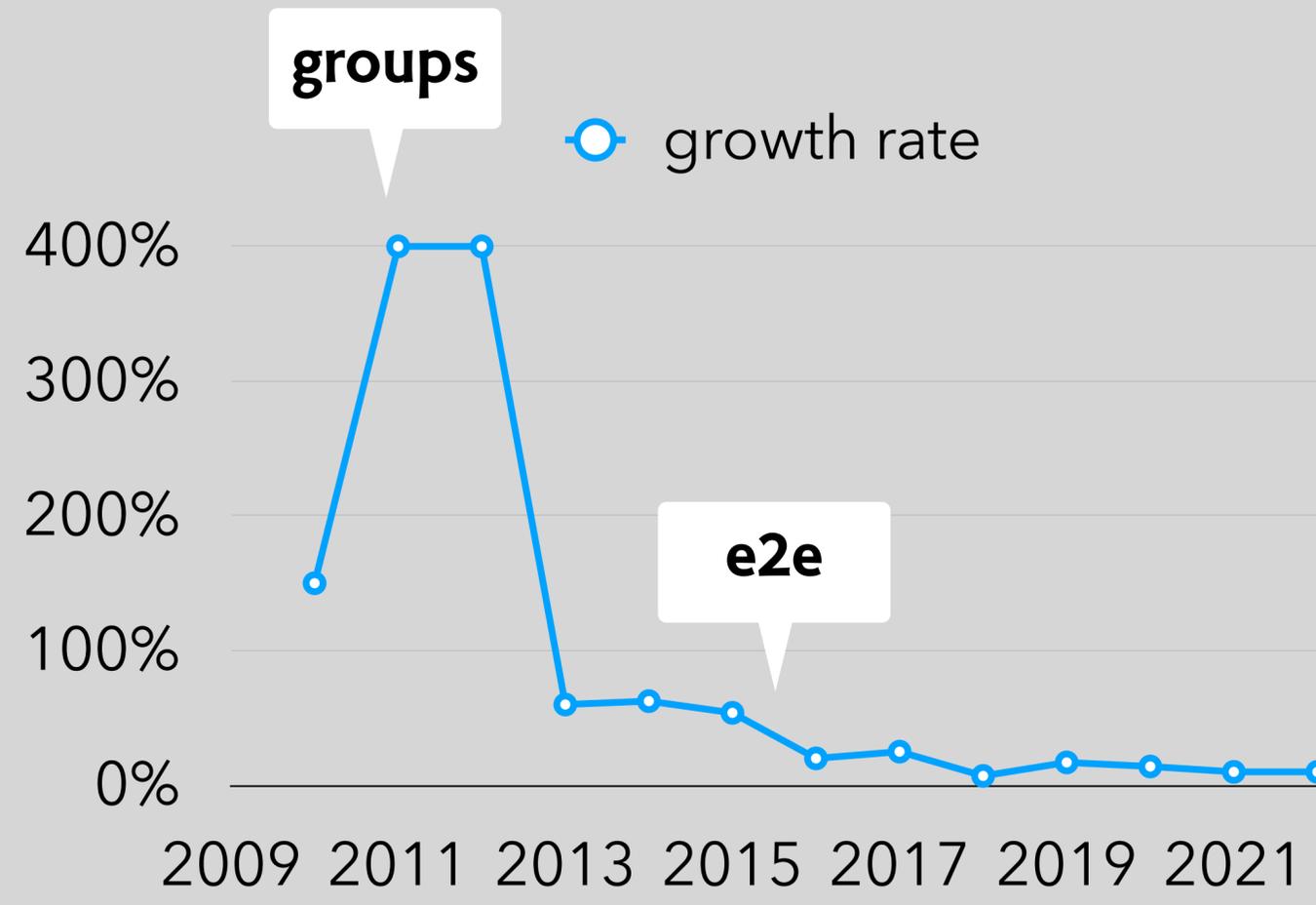
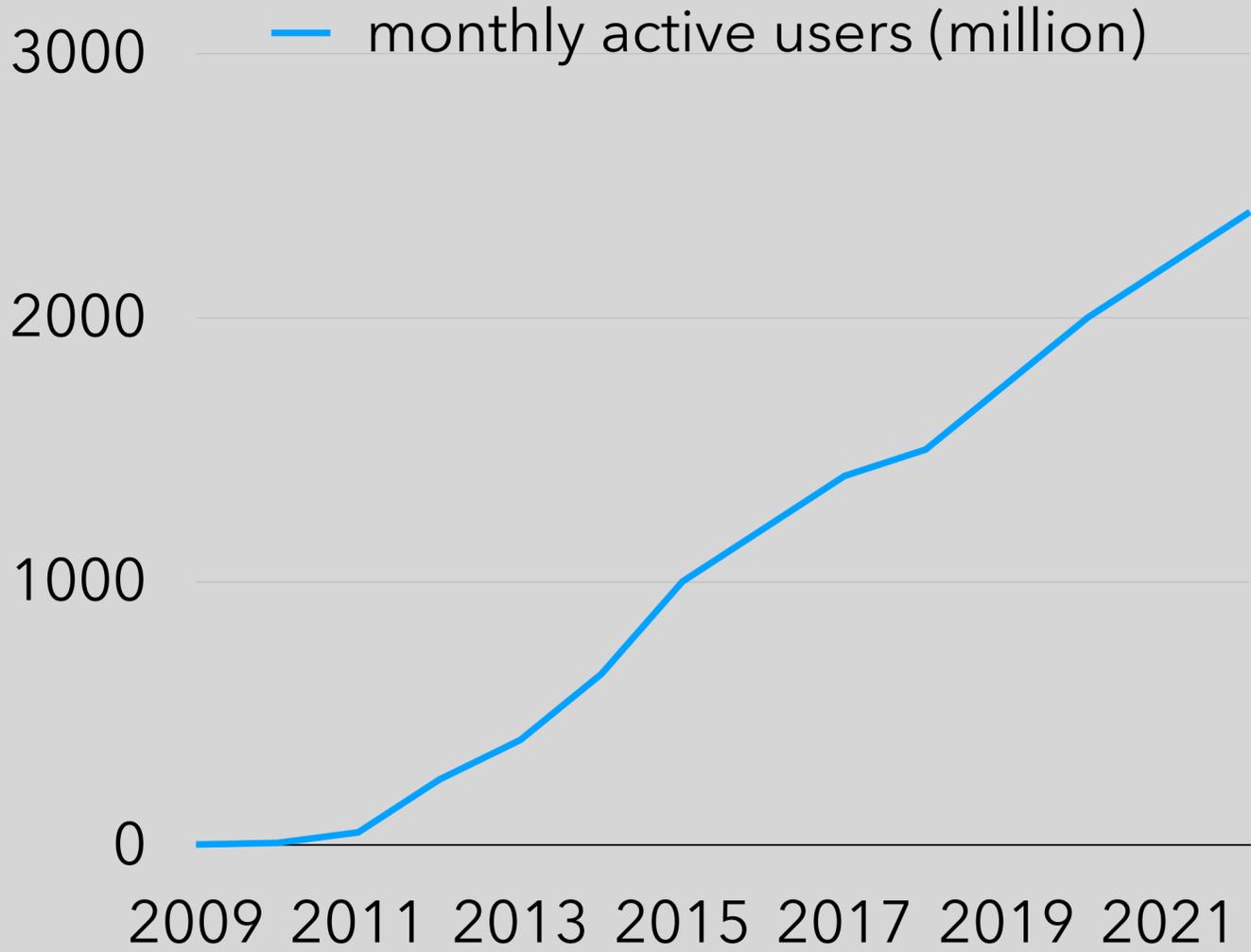
@WhatsApp

Group chat is now live for iPhone and BlackBerry in versions 2.6 (our Android client update with group chat is coming in 12 hours)

1:08 AM · Feb 10, 2011



growing with groups



what was happening in 2011

Start-Ups Are in a Rush to Bring the Chat Room to the Smartphone

Share full article



Caleb Elston, left, and David Kasper, co-founders of the social messaging site Yobongo, in the company's offices in San Francisco. Jim Wilson/The New York Times

By Jenna Wortham

March 10, 2011



GroupMe

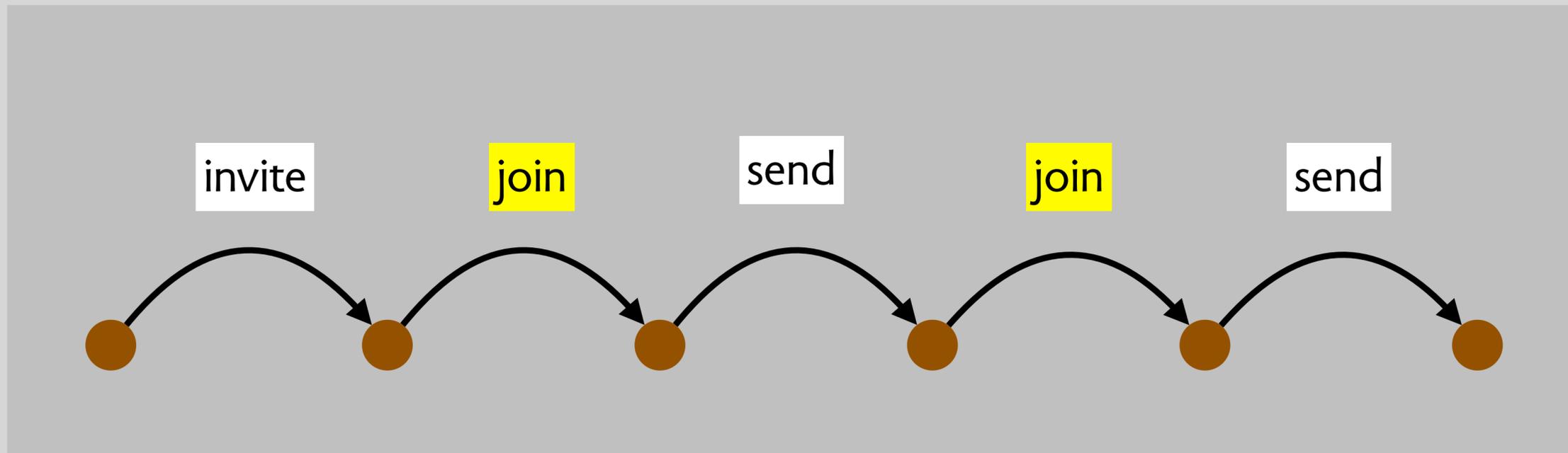
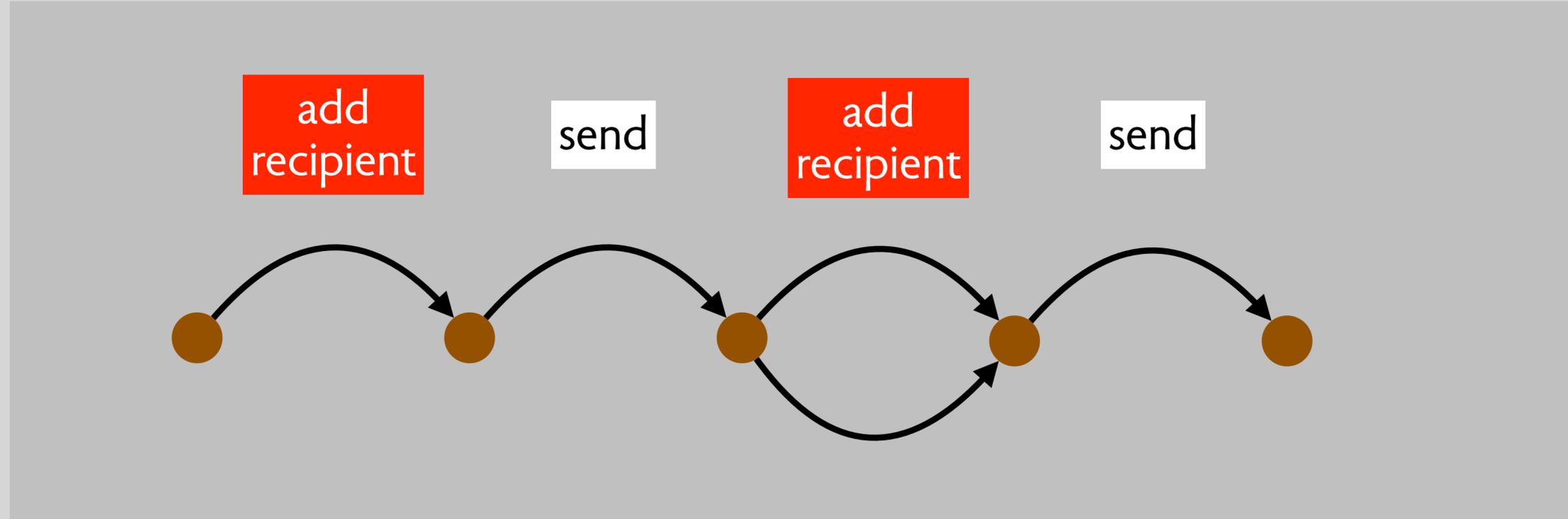


Beluga



Yobongo

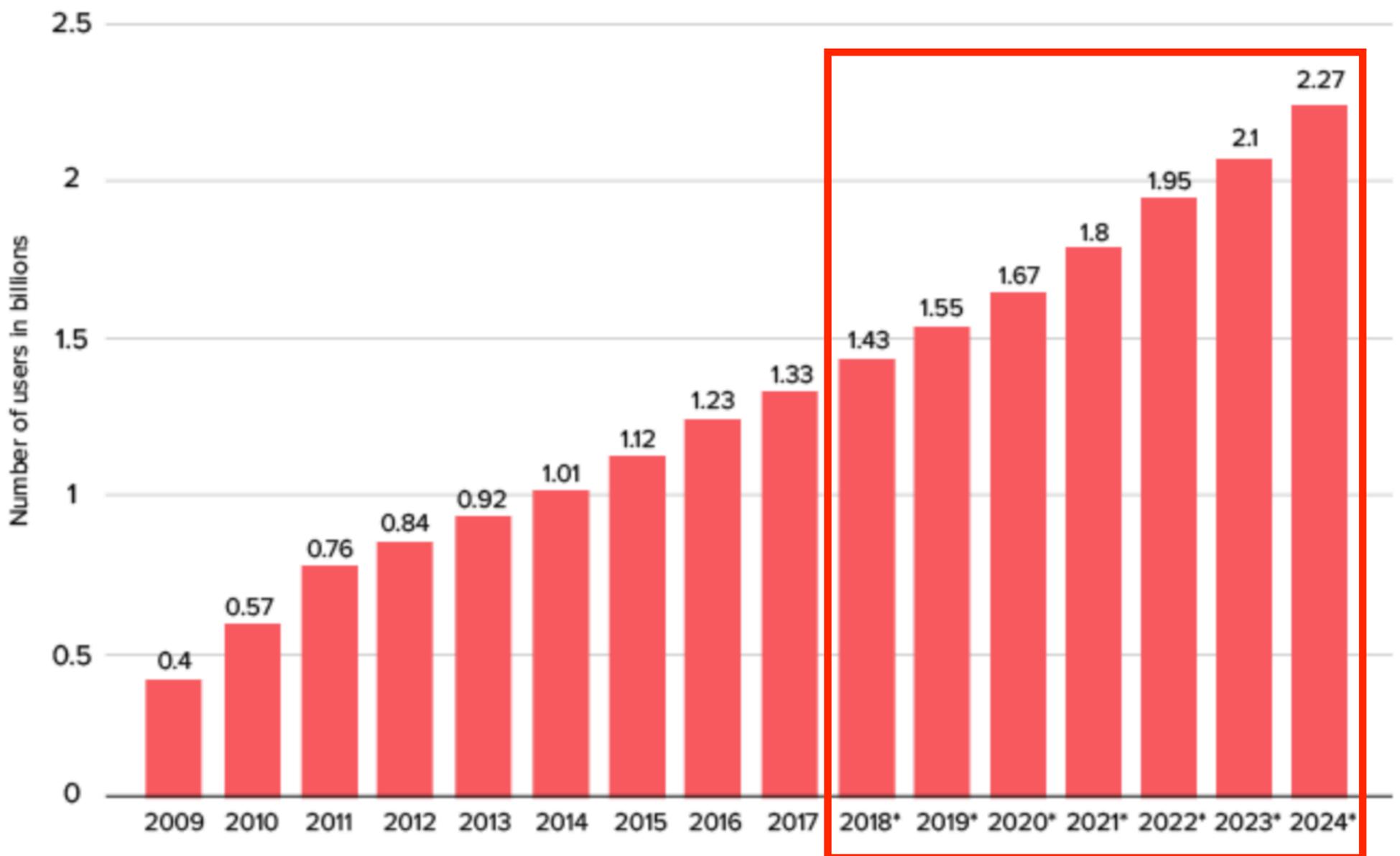
the group scenario



story #4

Zoom (2013)

Number of estimated Skype users registered worldwide from 2009 to 2024 (in billions)

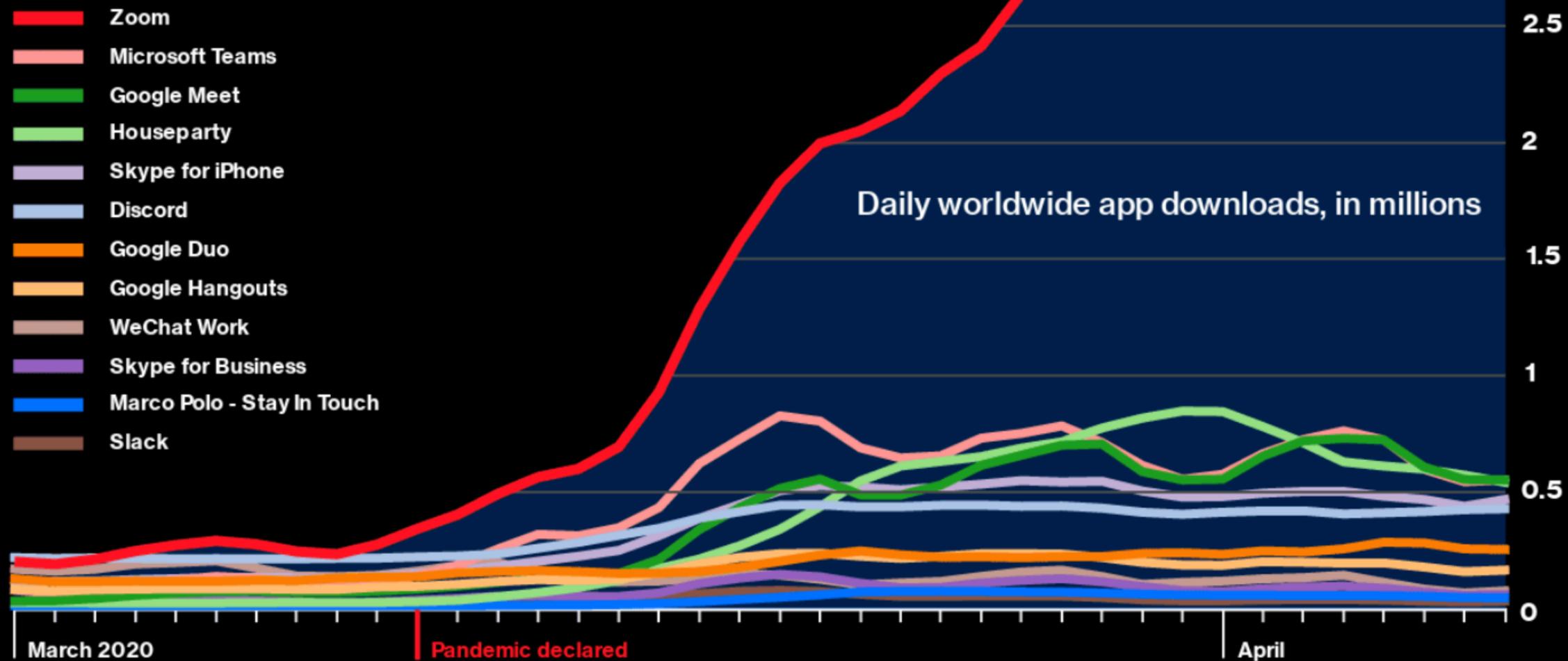


from Statistica: 2018-2024 estimated

Covid-19 / Zoom-a-Zoom-Zoom

BBOViz
Covid-19

There's only one winner in the
work-from-home meeting app wars



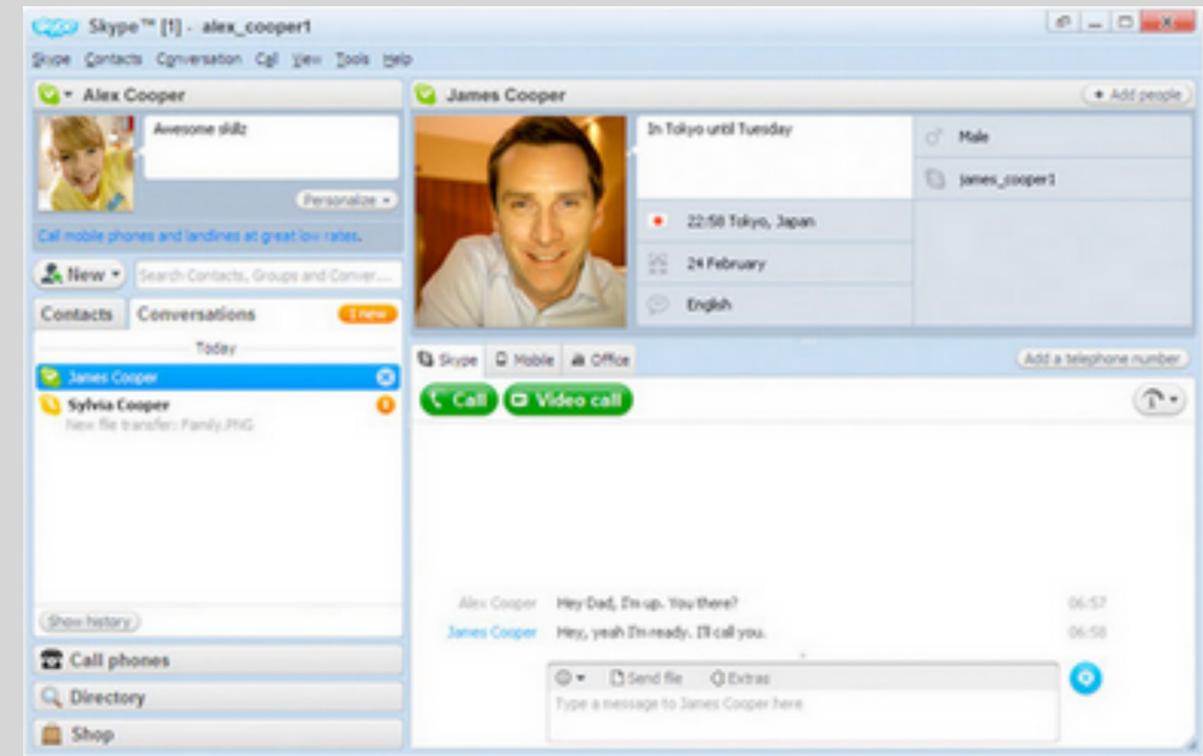
Source: Apptopia

BEN SCHOTT

were video calls new?



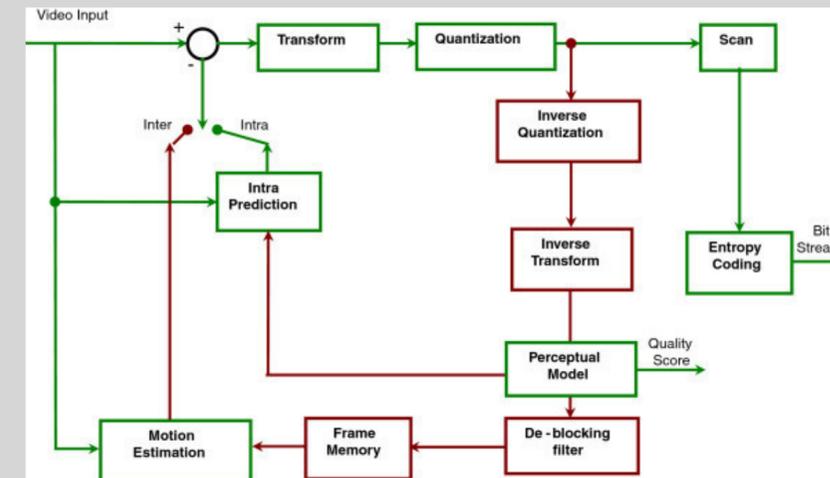
Picturephone (1964)



Skype (2009)

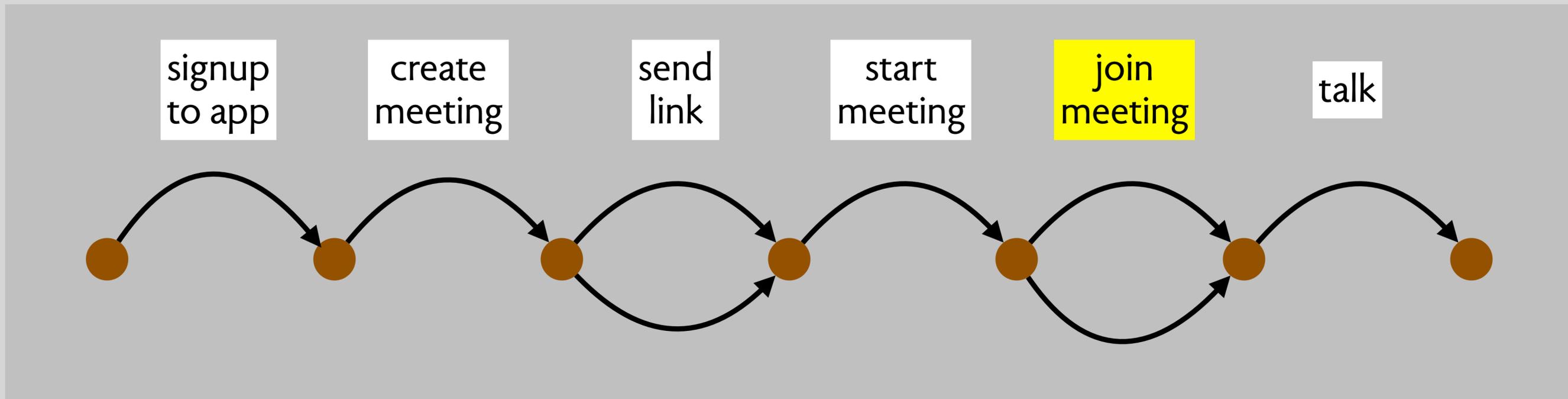
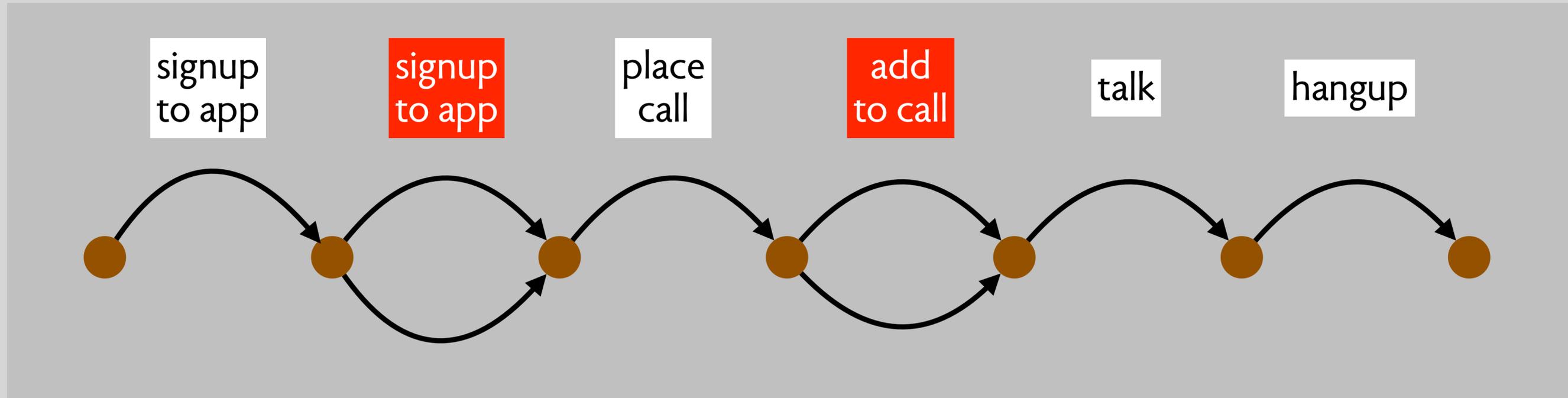


QuickCam (1994)
first commercial webcam



H.264 Video Codec (2003)

the meeting scenario



tracing zoom's meeting concept



Skype
initially P2P (2003)
Microsoft (2013)



FaceTime
Apple (2010)



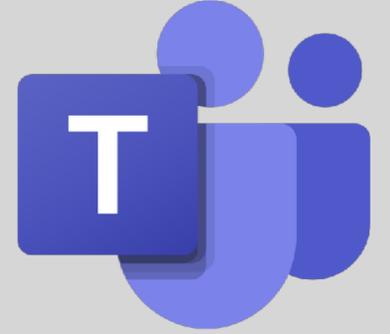
Google Hangouts
in Google+ (2011)
own product (2013)
Duo replaces (2016)



Zoom
Eric Yuan (2013)

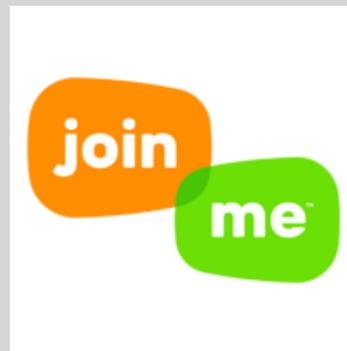


Google Meet
launched (2017)
absorbs Duo (2022)



Microsoft Teams
launched (2017)

meeting concept
added to Skype
April 2020



Join.me
LogMeIn (2010)

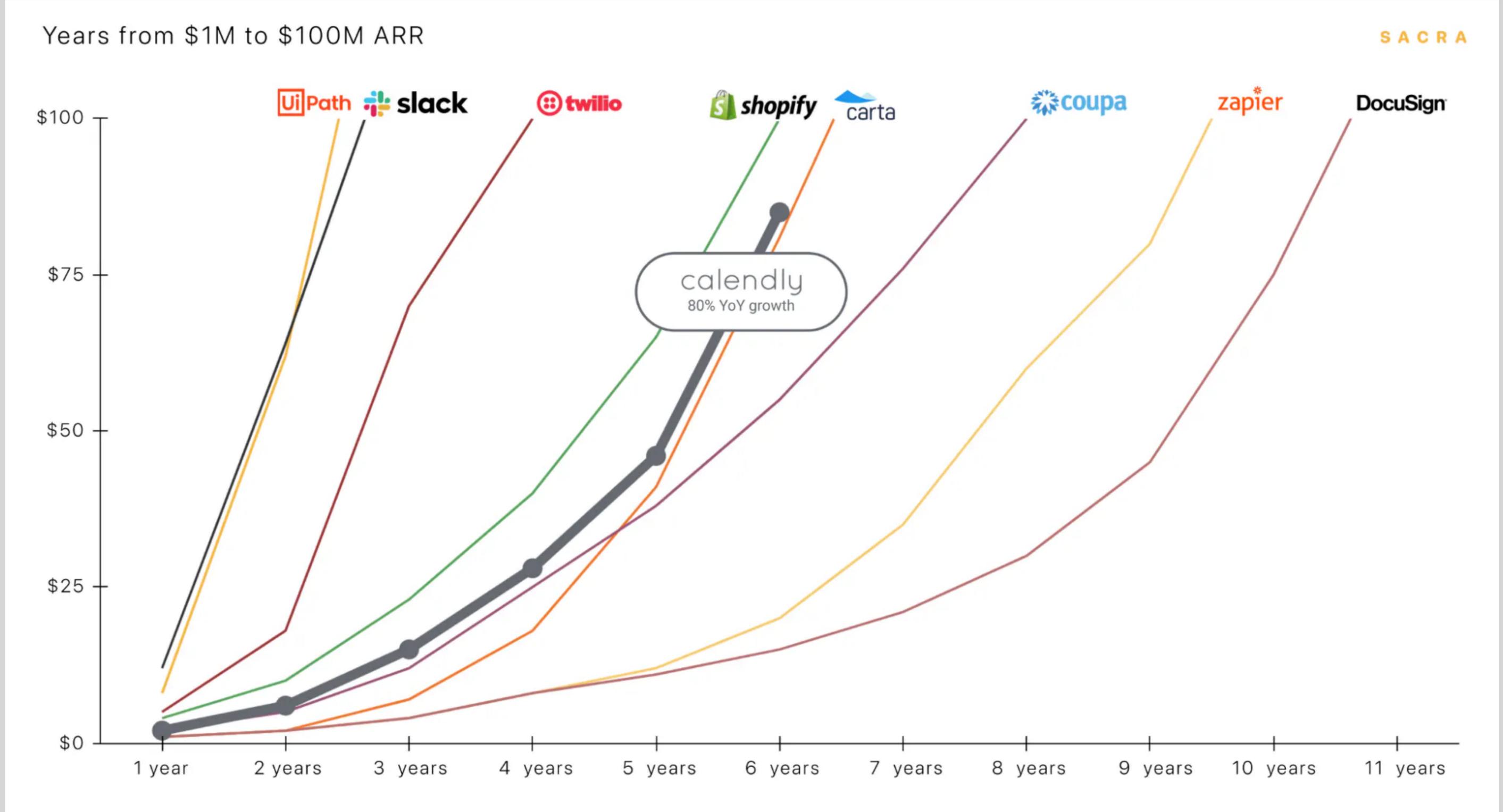
meeting scenario

meeting scenario
added to Teams
June 2022?

story #5

Calendly (2013)

"the \$4b Docusign of scheduling"



scheduling yourself



30 Minute Meeting

 30 min

 Web conferencing details provided upon confirmation.

[Cookie settings](#)

Select a Date & Time

May 2022 < >

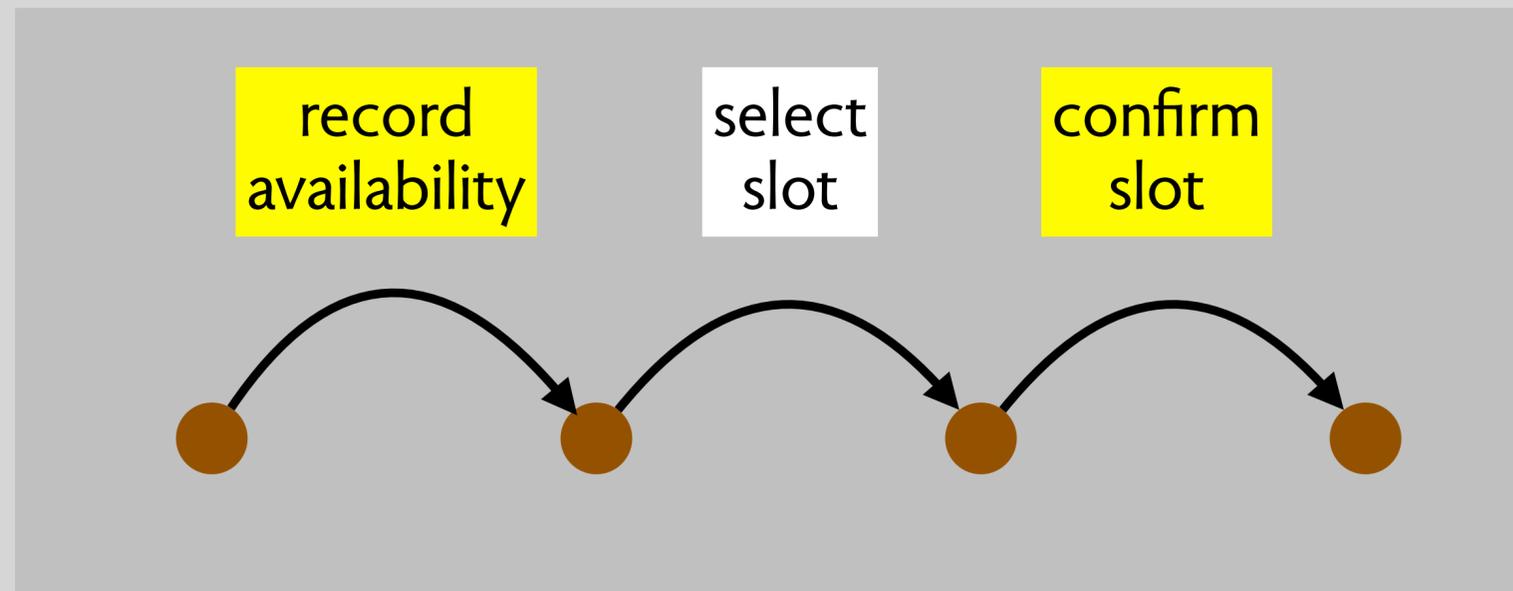
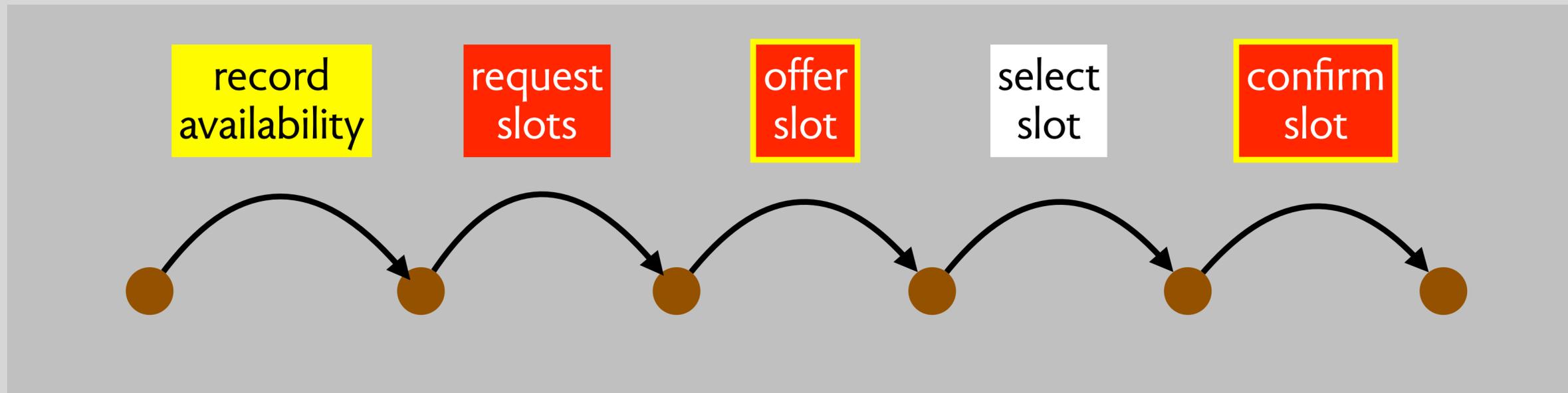
SUN	MON	TUE	WED	THU	FRI	SAT
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8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

 Pacific Time - US & Canada (4:24pm) ▾

 Troubleshoot

POWERED BY
Calendly

fixing the scenario: scheduling a slot



tracing self scheduling



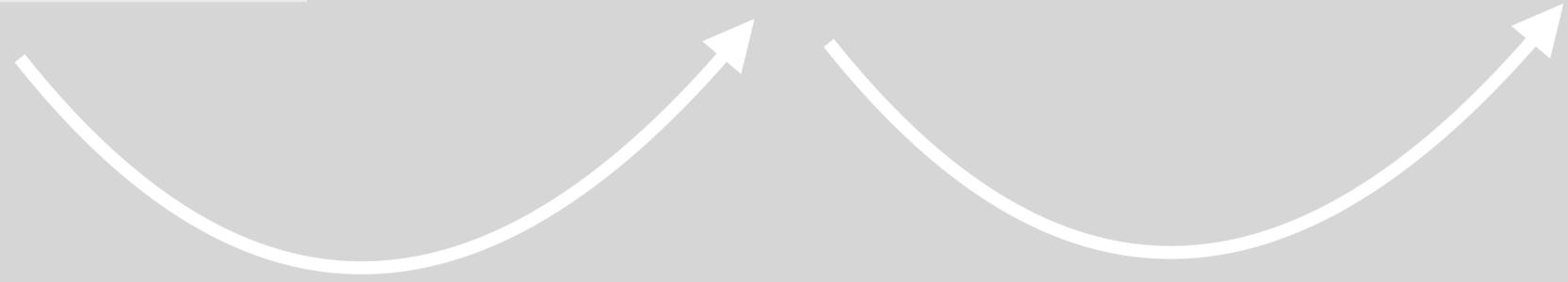
Acuity (2006)
small business focus
to Squarespace (2018)



Calendly (2013)
sole proprietor focus



Google Calendar
"slots" (2011)
"schedules" (2022?)



self-scheduling scenario

where we
are so far

lessons so far

a product is defined by a scenario

a compelling story of how to use it
a social protocol and a service API at once
hints at why the user's purpose is fulfilled
an archetypal usage, not the only one

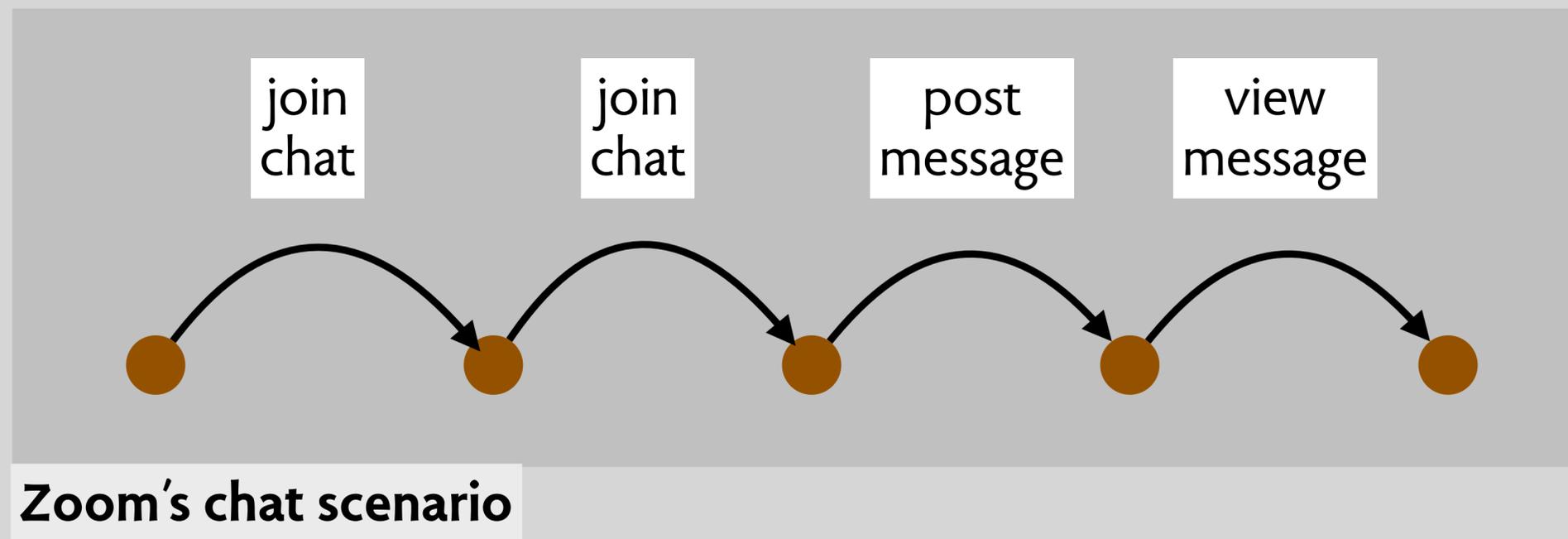
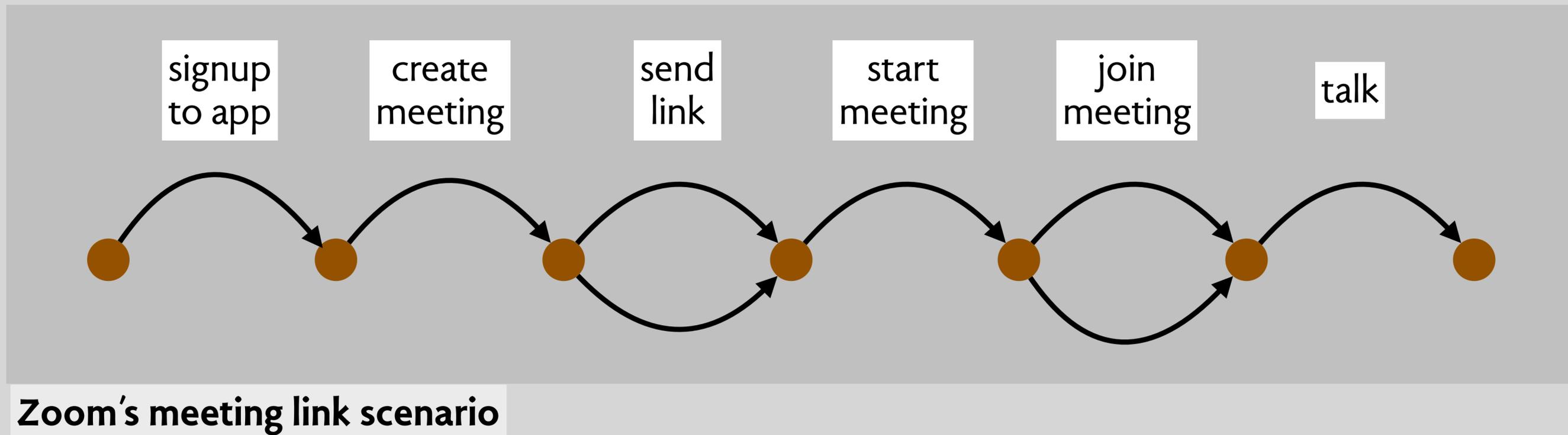
innovations (almost) never enable new things

they just make them easier to do
an old scenario with pain points is replaced by new one

scenarios for
design, not
specification!

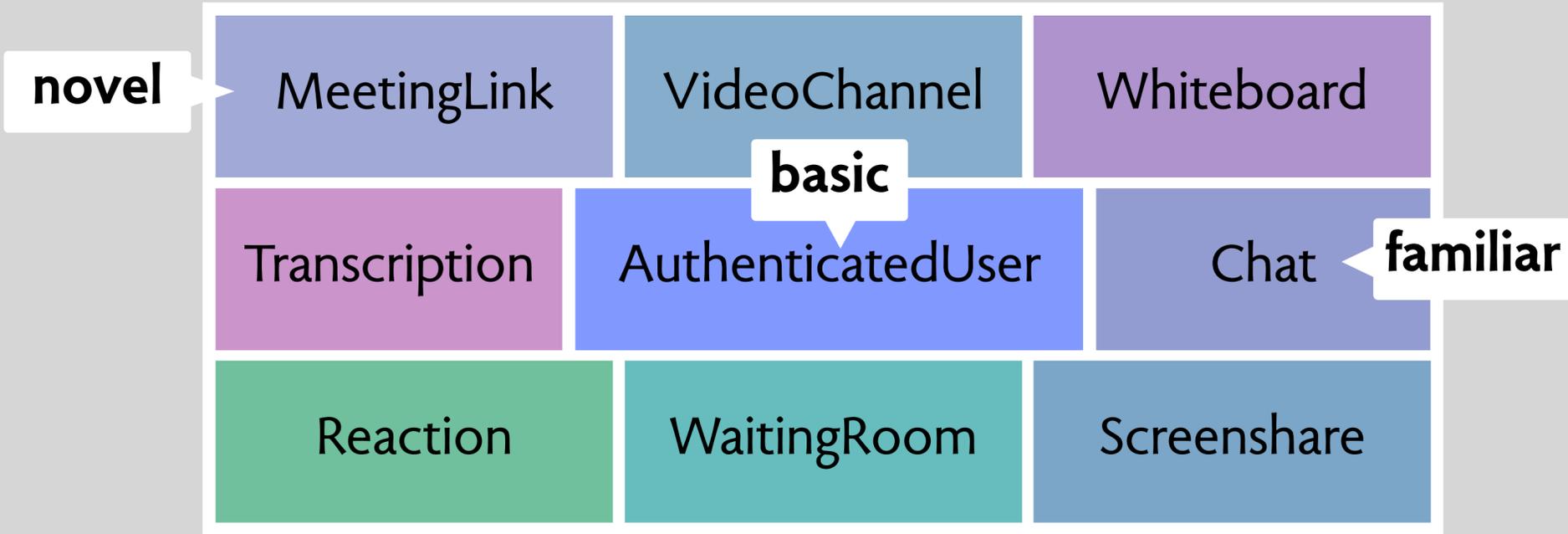
from scenarios
to concepts

zoom isn't just the meeting link scenario

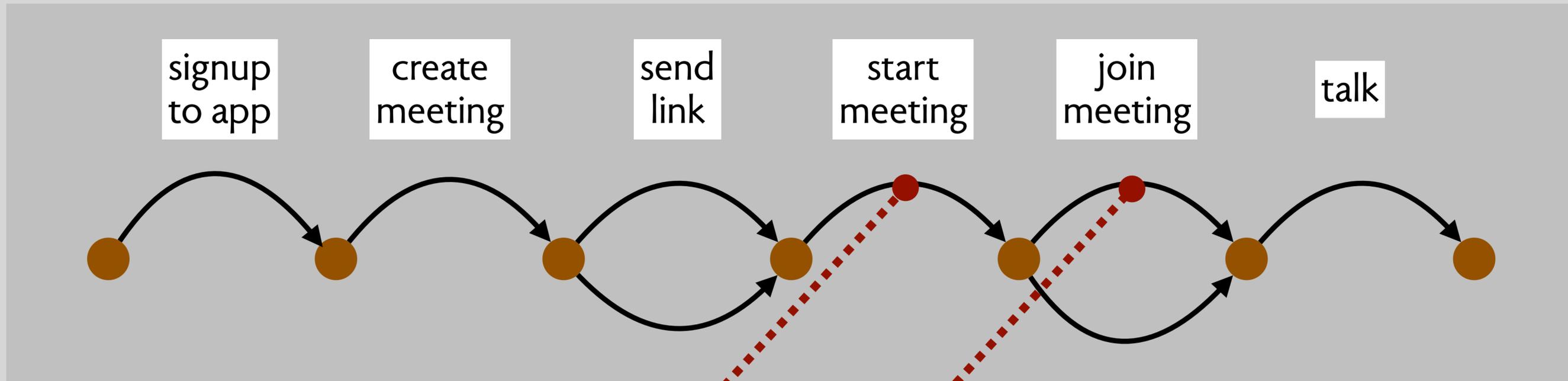


software = concepts

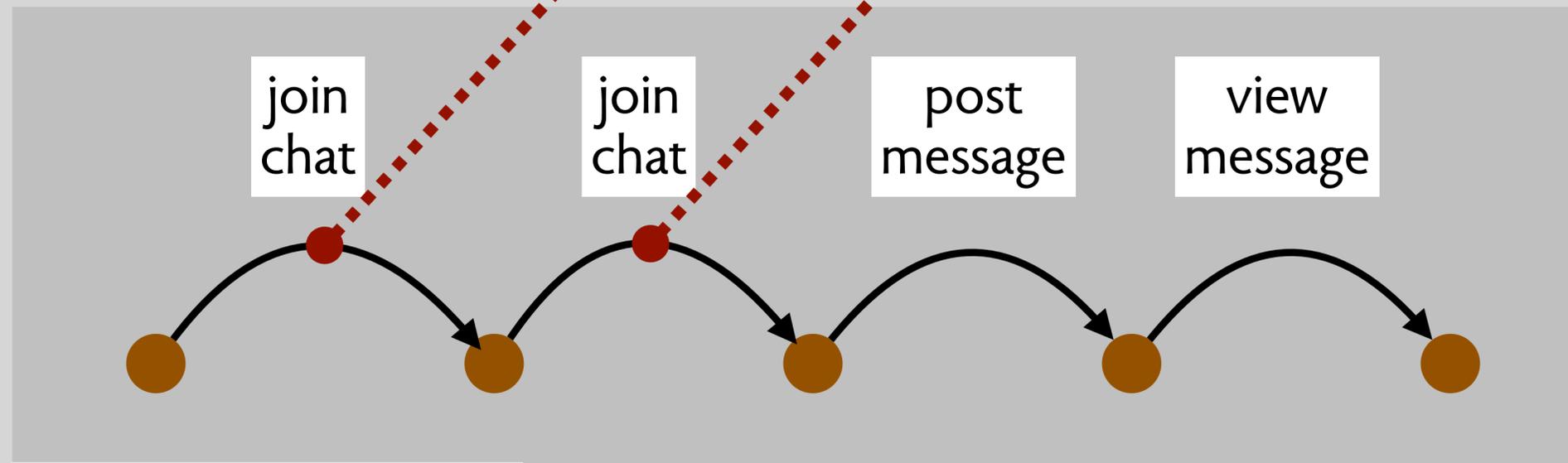
Zoom



how are concepts composed? by interleaving & synchronization

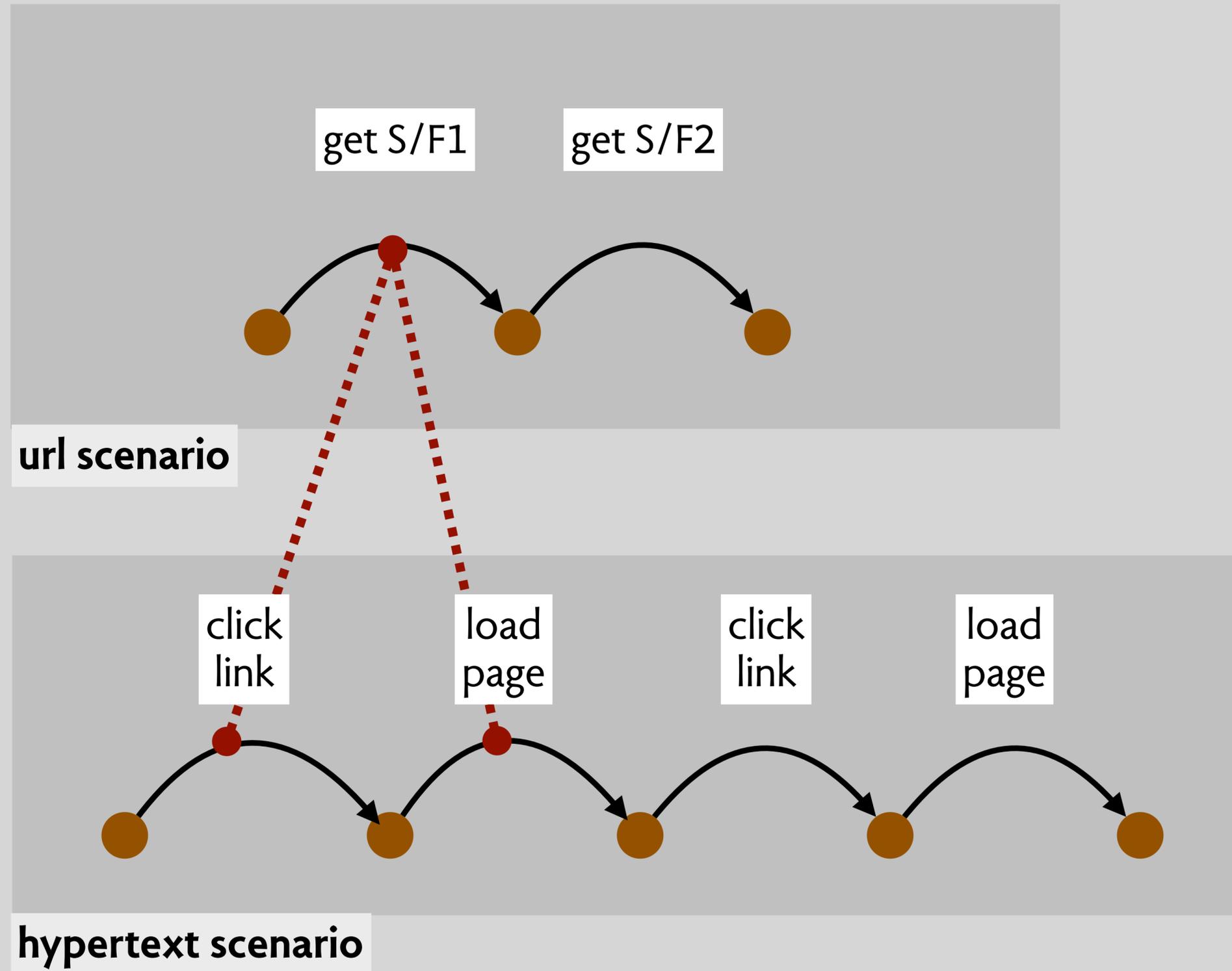


Zoom's meeting link scenario



Zoom's chat scenario

the synchronization that makes URLs work



essential concept compositions

Zoom = MeetingLink + VideoConference

Calendly = SelfSchedule + Notify

iPod = Song + Store + Sync

how many “differentiator” concepts?



Gmail: email + search



Zoom: meeting link



Photoshop: pixel array,
layer, mask, channel, ...



Arc: tabs as bookmarks



WhatsApp: group



Quark: flow, kerning,
bezier curves, ...

no new concepts
combinational creativity

one new concept
a better way to work

many new concepts
a new paradigm

exercise:

your own scenario

a scenario from autodesk

in pairs, consider a software product you know well

preferably Forma or Revit, but could be anything

may want to consider outcome based BIM

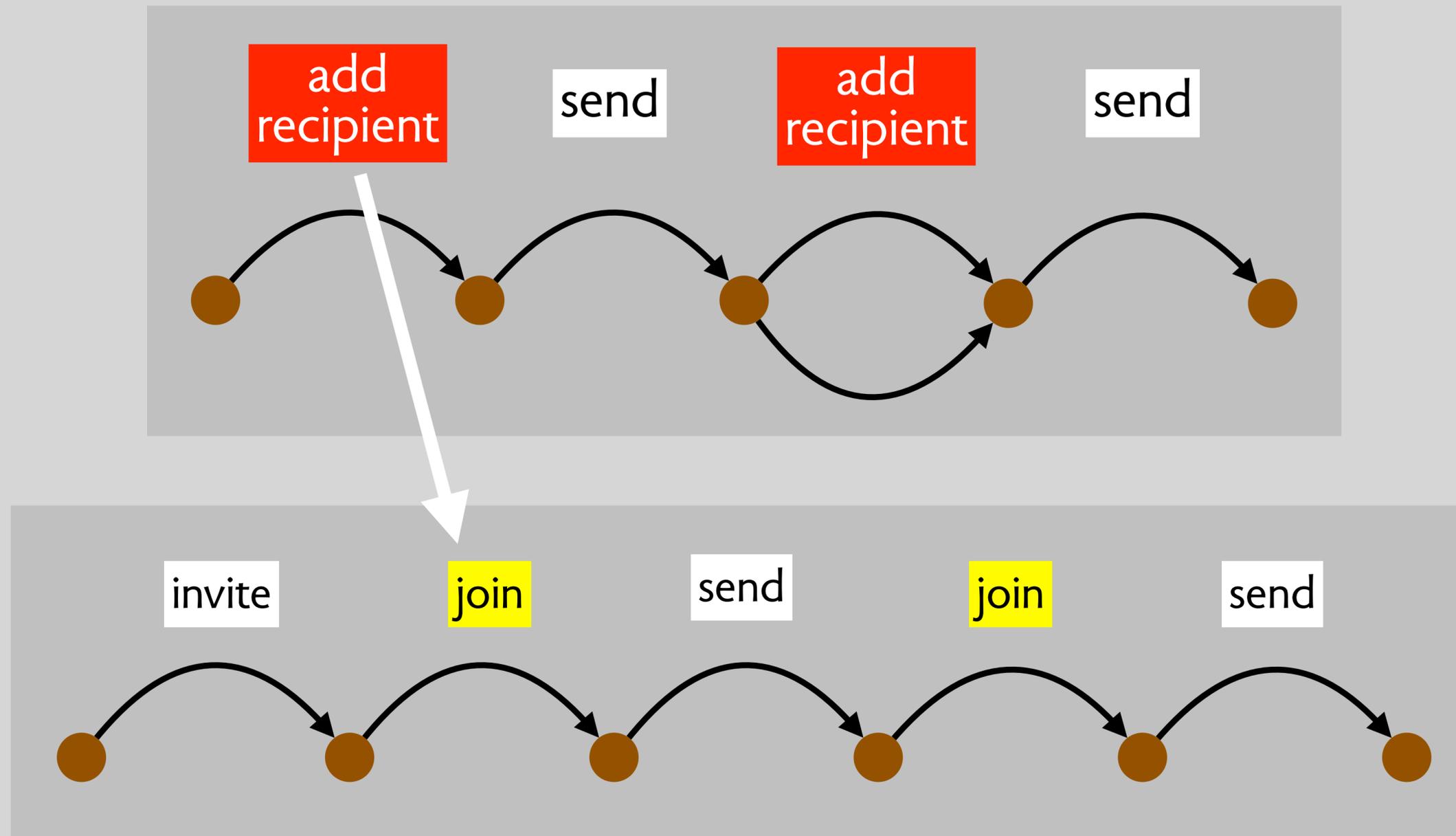
discuss

what is the essence of its success/value?

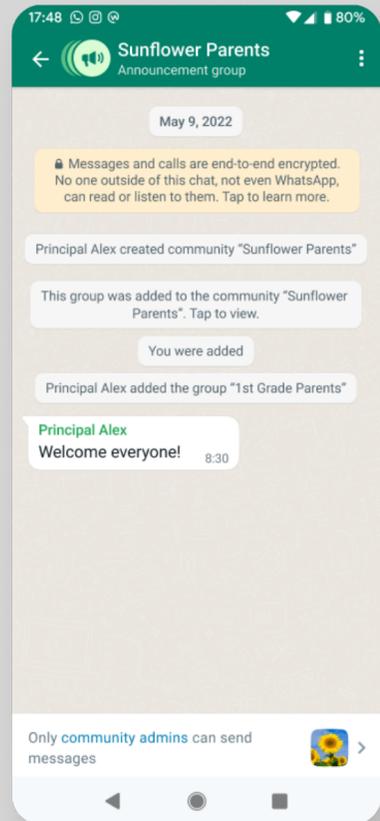
can you identify a critical scenario?

takeaways

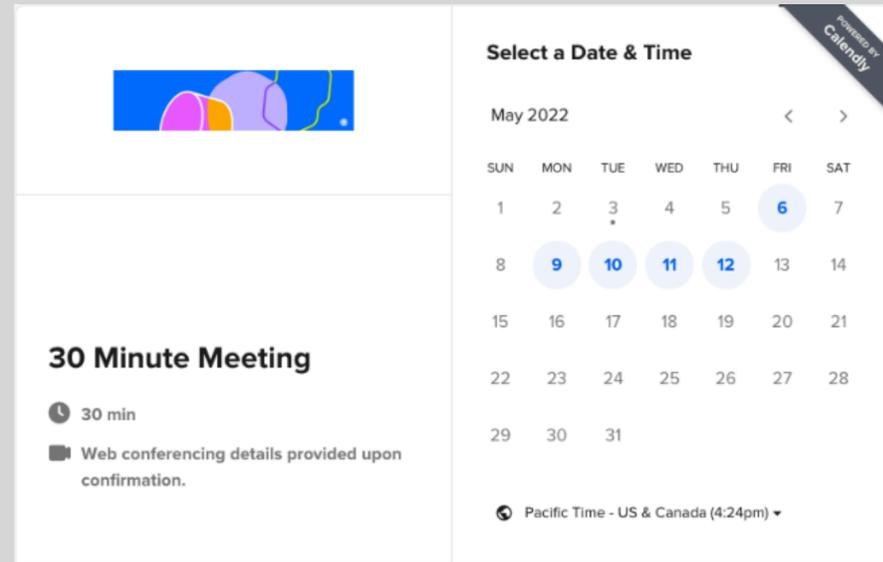
innovations simplify scenarios



design starts with function & concepts help structure it



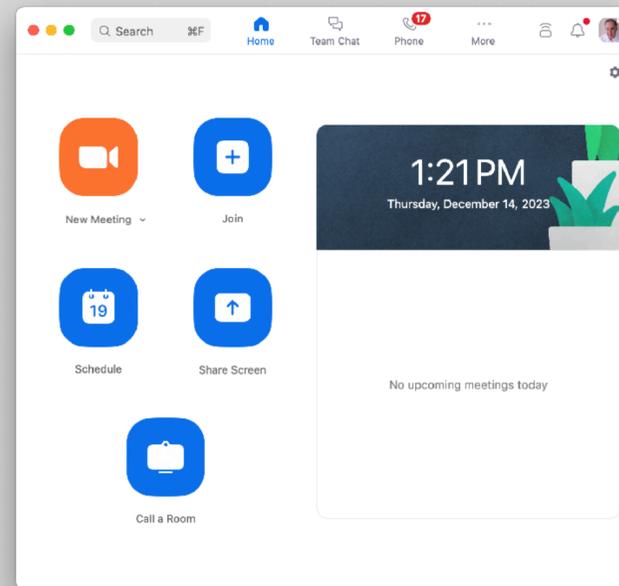
Group



SelfSchedule



Song



MeetingLink

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URL

what's next?

a scenario is just an archetypal behavior
but how do you define all possible behaviors?