SCAMPER

Problem
How to create an improved product or process?

Difficulty
Easy to use

- **SCAMPER** is an acronym for 7 ways in which an existing product or process can be improved
- **S**ubstitute / **C**ombine / **A**dapt / **M**odify / **P**ut to other uses / **E**liminate / **R**earrange (or **R**everse)

Existing product or process → **SCAMPER Process** → Improved or new product or process

1. Identify an existing product or process.
2. Investigate the 7 ways in which a new or improved product or process can be created from an existing one.
   - For each, ask probing questions that are likely to elicit useful responses (see example below).
   - While some generated ideas may not work, the goal is to generate as many ideas as possible.
3. Evaluate the responses that were created.

			Example
S	Substitute	Replace a product/process component with another component that works better	A child's book made from cloth, not paper
C	Combine	Put different components together to improve a product/process	Vanilla Coca-Cola
A	Adapt	Change the nature of a product/process by incorporating other ideas	Use a bank card as a credit card
M	Modify	Change how a product/process looks or acts.	Accept soft (electronic) copies in addition to hard (paper) copies.
P	Put to other uses	Use the product/process for a purpose for which it was not designed.	Use existing distribution capability for one product to distribute another product.
E	Eliminate	Remove parts that don't add any, or much, value.	Remove wire to obtain a wireless mouse
R	Rearrange / Reverse	Consider the effect if part of the product/process was done in a different order.	At a fast food restaurant, pre-cook a hamburger before a customer orders it.

Possible Combine questions:
- Can multiple process steps be performed by the same person at the same time?
- Can we combine steps 1&2 or 2&3 or 3&4 and …?
- Can we combine job functions?
- Can we combine customer needs from different business areas?

SCAMPER – Example – Fast Food Chain

McDonald's incorporates many practices which, in retrospect, could have arisen from a SCAMPER analysis of earlier/traditional restaurants:

Substitute
- Use a franchise model instead of having a restaurant run by McDonald's direct employees. (This substitutes people who work for the franchise owner for McDonald's employees.)

Combine
- Create and sell food combinations ("meals") instead of individual products.
- Combine taking food away from a restaurant concept with a seated restaurant concept, to obtain the drive-thru concept.

Adapt
- As other restaurants have done, offer free items with some purchases (e.g., a drink with each burger).
- Accept payment using a contactless payment system on mobile devices (e.g., Apple Pay).

Modify
- Allow the user to customize the contents of their order (a hamburger with no onions)
- Have the customer pay for the food before eating.

Put to another use
- Have franchisees rent land from McDonald's, so they make money on the food and the real estate.

Eliminate
- Allow customers to order food on a phone app, or kiosk, eliminating the need for a cashier.
- Let customers select napkins and straws to eliminate having an employee supply them.

Reverse
- Instead of preparing food after a customer order, pre-cook food to speed up delivery to the customer.
- Instead of having the customer enter a McDonald's, have an employee deliver food to a car.

SCAMPER – Notes

Slide 1

1. SCAMPER was proposed by Alex Osborn in 1953 and furthered by Bob Eberele in1971.
2. The internet has many list of questions that can be asked for each of the S-C-A-M-P-E-R steps. These questions can help focus the discussion for each step.
3. Best practice suggestions
   - Go broad not deep.
   - Don't evaluate ideas too early, generate as many ideas as you can.
   - Consider many product or process attributes, such as benefits, customers, markets, and value propositions.

Slide 2

1. Most of the practices listed here are being used by many of the large fast food chains.