

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.

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?

Example

		Example
S	Substitute	Replace a product/process component with another component that works better
C	Combine	Put different components together to improve a product/process
A	Adapt	Change the nature of a product/process by incorporating other ideas
M	Modify	Change how a product/process looks or acts.
P	Put to other uses	Use the product/process for a purpose for which it was not designed.
E	Eliminate	Remove parts that don't add any, or much, value.
R	Rearrange / Reverse	At a fast food restaurant, pre-cook a hamburger before a customer orders it.

SCAMPER – Example

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 Eberle in 1971.
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.