

Project Design Patterns

Patterns for Designing Architectural Projects

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***Abstract.** In this paper, we propose patterns for designing architectural projects. C. Alexander mentions in his book “A Pattern Language” how to make spaces alive, but he doesn’t refer to the way of designing such project itself that make space alive. UDS Ltd. is an architectural design company and they produce living architectures. We interviewed the founder of UDS Ltd. and made patterns for designing architectural projects. These patterns are one of the pattern catalogues for designing architectural projects and contributed to share the method of the founder and chairman of UDS Ltd. This time, we introduce five of them, Project Design Principles, Become a Real Customer, Undiscovered Wants, Professional Opinion, and Pleasant Moment. We aimed to extract the patterns and share them inside the company. We are considering that these patterns can be refined and will be used more broadly in the future when other planners revise and add more patterns into it from their experience.*

Categories and Subject Descriptors

•Management of computing and information systems → Project management techniques

General Terms

Human Factors, Design, Architecture

Keywords

Pattern Language, Project Design, Interview

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1. Introduction

In the field of architecture and town planning, people have been pursuing comfortable spaces, which C. Alexander refers to as “spaces that have life”. UDS Ltd. is an architectural design company which produces living architectures. In our interpretation, the “living architectures” are architectures which have life, where people are able to live lively, where people themselves ARE alive. They attract attention for realizing both business profit and social value in their architectures and for taking community participation approach in their planning process. The social value refers to something good for the society, such as reducing environmental burden. The community participation approach is an approach which the residents take the initiative in town planning, like discussing it. These methods of how UDS Ltd. designs their architectural project rely on Fumio Kajiwara, the founder and chairman of UDS Ltd. He was born in 1965. He studied architecture in the university. After he worked for a real estate company, he founded UDS Ltd. They focus on Cooperative Housing business at first and then come to conduct producing and operating hotels, offices, and commercial facilities. They also conduct many renovation projects. Kajiwara have managed many of their projects. He also teaches at universities in order to give lecture on his knowledge of project design. However, his ideas and methods of project design are still left tacit.

It is necessary to share his way of thinking inside the company. In the architectural field, there is a representative work of knowledge description by C. Alexander *A Pattern Language (APL)* [Alexander1977]. He mentions how to make spaces alive from geometrical perspective [Alexander1977; Alexander2002]. APL is about good forms which appear in living spaces.

However, it is also necessary to design the architectural project in order to make architecture alive. In APL, C. Alexander does not describe enough on how to design projects and how to proceed the projects day by day. Therefore, we felt that it is necessary to write patterns for designing architectural projects.

For reasons mentioned above, we interviewed the founder of UDS Ltd. and made patterns for designing projects.

2. Projects by UDS Ltd.

UDS Ltd. is an architectural design company in Japan that produces living architectures. They take community participation approach for their planning process and they actively take opinions of the residents in the region as well as users. They also undertake renovation of facilities, such as hotels and offices. They do not only renew buildings, but also add social meaning to them, and propose a new use of the facilities. We introduce some of their projects below.

Cooperative House

UDS Ltd. first undertook cooperative housing, and built a number of them in Japan. Cooperative housing is a type of housing in which a group of individuals and families plan their houses together. UDS Ltd. arranges whole process of cooperative housing. For example, making consensus, managing the cost, and building management. Cooperative housing enables residents to realize their ideal houses and communities.

CLASKA

CLASKA is a hotel completed in Tokyo in 2003. UDS Ltd. renovated the hotel which was built more than 30 years ago. They added rooms for long stays, workspaces, and a gallery. CLASKA stands out because it has a variety of uses and proposes new styles of living to the guests.

HOTEL KANRA KYOTO

KANRA is a hotel completed in Kyoto in 2010. It is a conversion of an educational facility built more than 20 years ago. They added social meaning to it such as using regional wood for reducing burden on environment and accepting students on school trips.

HOTEL ANTEROOM KYOTO

ANTEROOM is a hotel completed in Kyoto in 2011. It is a conversion of a hotel built more than 20 years ago and changed into a hotel which holds an art gallery. The location of this hotel is the discriminated area in Kyoto. ANTEROOM attracts attention as a hotel featuring art because they hold art exhibitions and events, and it contributed to improve the atmosphere of the area.

RICOH FUTURE HOUSE

RFH is a future center in Ebina, a city near Tokyo, and opened in 2015. This facility has a science laboratory for children, a cafeteria, and other features. UDS Ltd. aims for people of many generations to learn, relax, and think about their future in this facility. In the process of planning the cafeteria, they held workshops to obtain voices of local residents.

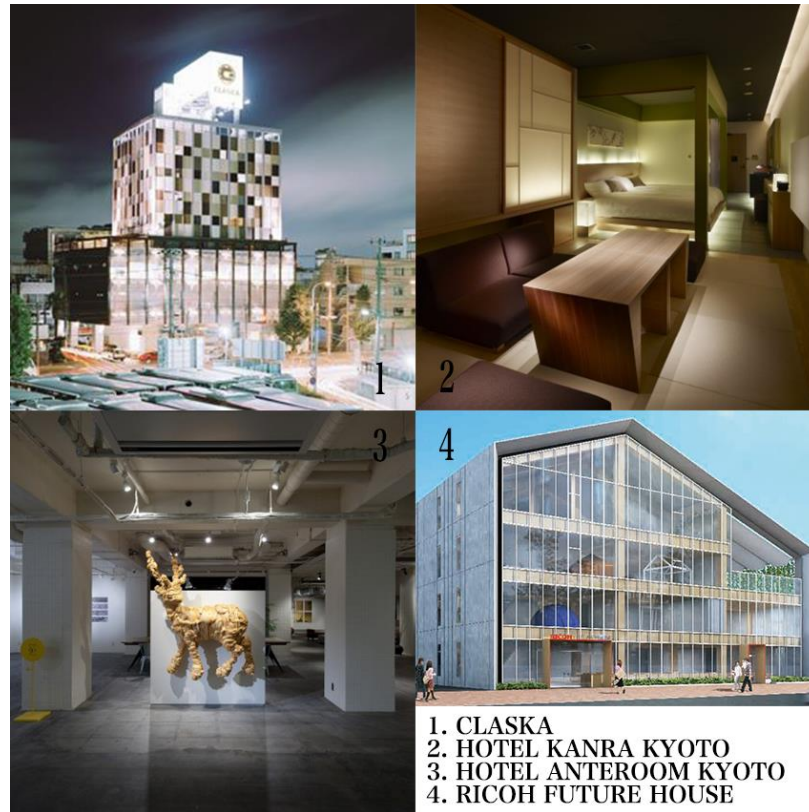


Figure 1. Buildings Produced by UDS Ltd.

Many people recognize these architectures produced by them have life. They are well designed, making profit, and socially meaningful, but they heavily rely on the founder and chairman, Kajiwara's method. It is very difficult for him to give his method to the employees unless he participates in the projects directly, and it is getting more difficult as the number of projects is growing. Moreover, his methods to design projects for producing living architectures remain tacit in UDS Ltd., because it is difficult to put into words only by himself. If he cannot tell his method to the employees properly, the problem would be that only he can achieve the principle of UDS Ltd., which is to built building that are "Well-designed, Profitable, and Social Value". This high quality would only be made from Kajiwara not as the outcome of the company itself. Therefore, it is necessary for Kajiwara and UDS Ltd. to extract and share his methods. "Fearless Change" is the patterns famous for being used in some organizations and companies [Rising and Manns]. These patterns are for introducing new ideas to the organizations. Patterns in "Fearless Change" are used as common language and contributing to growth of the organization.

In the same way, we consider the pattern language is an effective way to extract and share the methods in UDS Ltd.

3. A Pattern Language as Representative Patterns on Architecture

A Pattern Language (APL) is an important work of architectural design proposed by C. Alexander [Alexander1977]. In *APL*, patterns for architectural design are described in three sequences; towns, buildings and construction. He said, "The elements of this language are entities called patterns. Each pattern describes a problem which occurs over and over again in our environment, and then

describes the core of the solution to that problem, in such a way that you can use this solution a million times over, without ever doing it the same way twice” [Alexander1977]. According to this sentence and the sequence of APL, it can be said that what were described in APL were physical forms. In *The Nature of Order*, he also said, “A pattern language is essentially a way of defining generic centers, and then using them, sequentially, in design projects.” [Alexander2002]. Therefore, APL is used “in” the design project.

C. Alexander has managed design project with *APL* [Alexander1975; Alexander1977; Alexander2012]. However, it is not clear how to manage such projects because what were described in *APL* were forms in space.

C. Alexander described the detail of the process to create forms in *The Nature of Order*, but it seems difficult to design the project as practice of this theory.

It is unable to create forms without success of the project of creating the forms even when the ideal forms are obvious with an excellent way. The method to design the project for creating living spaces is still tacit.

Furthermore, as for UDS Ltd., it would be a great solution to the problem which is that only Kajiwara can achieve the quality of UDS Ltd., “Well-designed, Profitable, and Social Value”. With these patterns showing the method of Kajiwara sufficiently, the other employees would also be able to produce architectures with high quality even without Kajiwara.

These are the reasons why we believe the significance of making patterns for designing project. In the next section, we would introduce the patterns we have made, and the process of making them.

4. Project Design Patterns

Project Design Patterns are made from the result of mining interview with Kajiwara, the founder and chairman of UDS Ltd. By writing these patterns, we aim to reveal and share his methods to design projects, which enable to make living architectures.

4.1 The Process of Pattern Writing

These patterns are extracted by mining interviews to Kajiwara. Fig.2 shows the schedule of writing patterns [Iba and Isaku; Iba and Yoder].

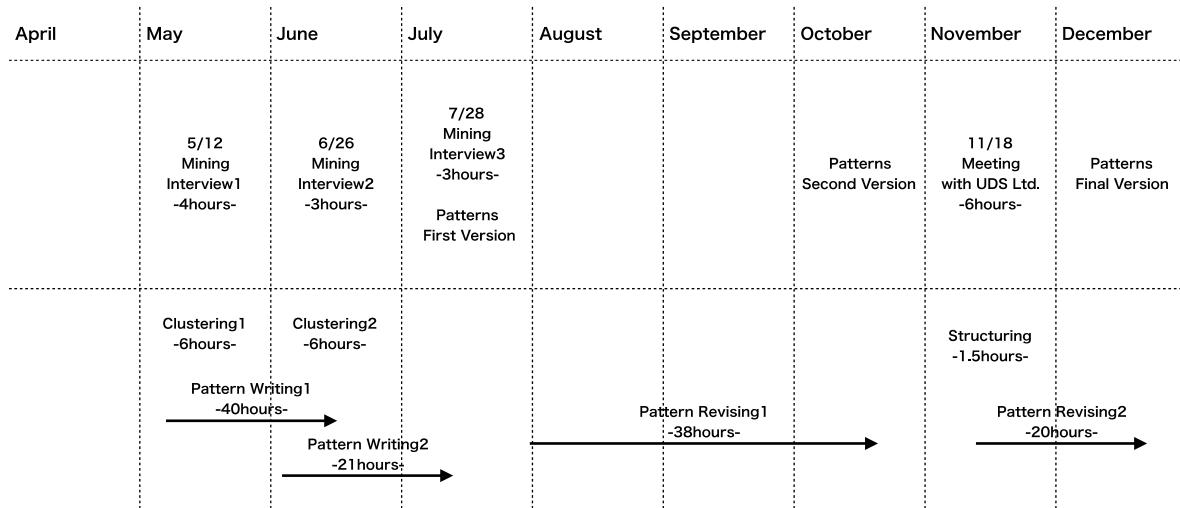


Figure 2. Schedule of Writing Patterns

We interviewed to Kajiwara by mining interview seven months before the patterns were completed. We asked him what is important in the project, for example, his way of thinking, relating with others, and proceeding the project. Then we wrote down his important statements on sticky notes. We clustered by visual clustering [Iba] and then clustered the statements on sticky notes which are semantically close to visualize the unity of their meaning. Then we wrote patterns of elements from sticky notes included in each clusters. After that, we interviewed to Kajiwara again by mining interview and mined new elements. Then we received feedbacks about the patterns from him and Keibun Nakagawa, the president of UDS Ltd. After the second interview, we interviewed to Kajiwara in the same way and received more feedbacks about the patterns. We completed the first version of the patterns through reflecting on the feedbacks we received. We revised the patterns continually and received feedbacks from Nakagawa to complete the patterns. And then, we completed the second version. Through more revising, we completed the patterns and we would like to suggest them in this paper. Fig.3 shows the process of writing patterns. .

5/12 4hours	Mining Interview 1 @UDS Ltd.	Interviewed to Kajiwara about his methods.
6hours	Clustering 1	Clustered close elements semantically.
40hours	Pattern Writing 1	Wrote patterns from the result of Clustering 1.
6/26 3hours	Mining Interview 2 @UDS Ltd.	Interviewed to Kajiwara about his methods.
6hours	Clustering 2	Clustered close elements semantically.
21hours	Pattern Writing 2	Wrote patterns from the result of Clustering 2.
7/16	1st version of Patterns	Completed 1st version of the patterns.
7/28	Mining Interview 3 @UDSLtd.	Interviewed to Kajiwara about his methods and received feedback from Kajiwara about patterns we wrote.
38hours	Pattern Revising 1	Revised patterns to reflect the feedbacks from Kajiwara at mining interview 3.
10/22	Pattern Structuring	Structured patterns to show relation of the patterns.
10/28	2nd version of Patterns	Completed 2nd version of the patterns.
11/18	Meeting with UDS Ltd.	Received feedback on patterns from Nakagawa. Structured patterns to show relation of the patterns.
20hours	Pattern Revising 2	Revised patterns to reflect feedback from Nakagawa at meeting.
12/03	3rd version of Patterns	Completed final version of the patterns.

Figure 3.Process of Writing Patterns

4.2 Patterns

The Project Design Patterns consist of 32 patterns. The following Fig.4 shows that these patterns have two core patterns and mainly three groups. The pattern on the top is one of the core patterns; “Project-Design Principles”, that illustrates what is most important to be a good planner. The upper group shows what is usually needed for a planner in a project: Obtaining Information. The middle group relates to the daily process of the project: Thinking of a Plan. The lower group shows what is important for one’s own growth as a planner and relation with others: Living as a Planner. The pattern on the bottom is the other core pattern; “Pleasant Memories”, that illustrates the importance of enjoying the project.

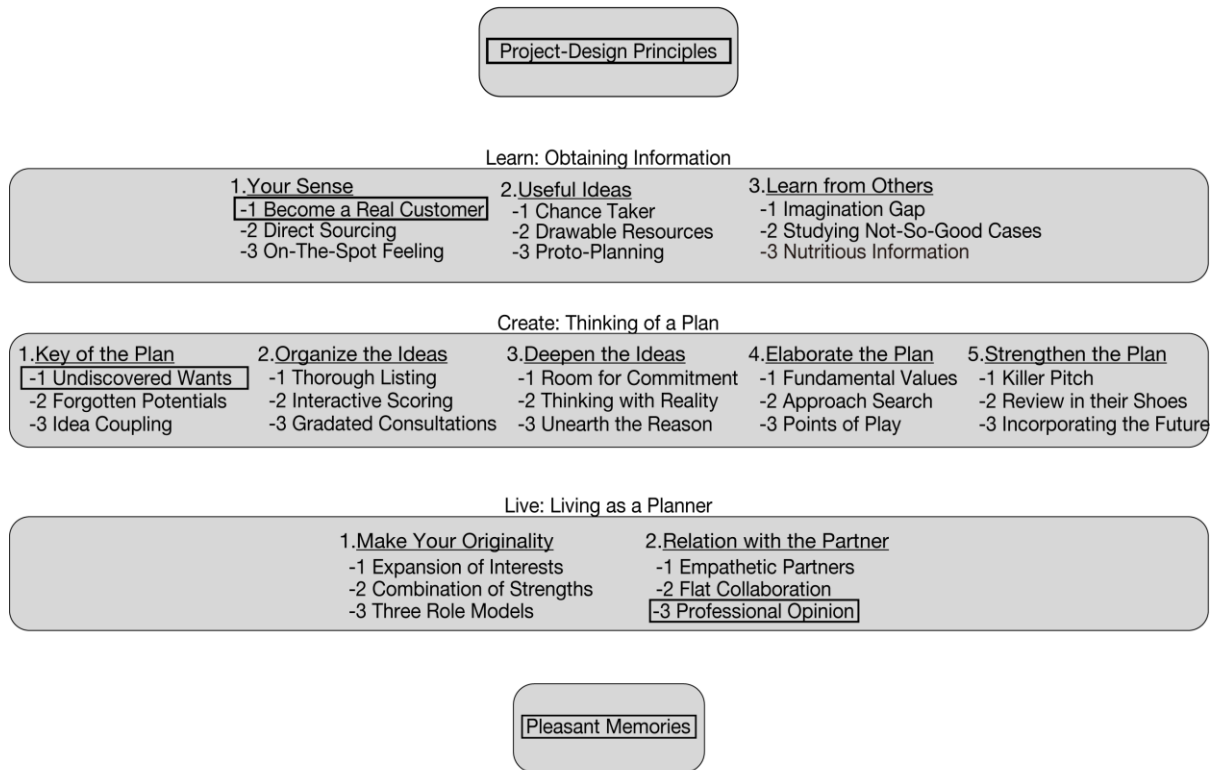


Figure 4. The Whole Structure of Project Design Patterns

In this paper, we propose five patterns, “Project-Design Principles,” ”Become a Real Customer,” ”Undiscovered Wants”, ”Professional Opinion.”, and “Pleasant Memories”. ”Project-Design Principles” and “Pleasant Memories” is two of the most important patterns in these patterns. Other three patterns are chosen from each group described as above. We selected them because they have more episodes than others and make it easier to understand the patterns. Each pattern consists of pattern name, introductory sentence, context, problem, solution, consequence, and episode. Episodes are quoted from the interview transcriptions of Kajiwara. These episodes are not necessarily the cases or known uses but his talk from interview which relates to each pattern.

No.1

Categories: [Core]

Project-Design Principles

Stick to your principles that makes you great, is profitable, and is purposeful and achieve them with all your strength for the project you are responsible for.



You want to keep creating value as a planner.

▼ In this context

There are times when the projects lose your individuality while dealing with different requirements and limitations. You cannot keep making things with high quality sustainably as a planner. Each project consists of different conditions and restrictions, and only some become hits. Even if you were able to maintain the good quality you provide, it is difficult always to do so and reflect your personality in the projects. Without the individuality, the project will not be meaningful to you.

▼ Therefore

Establish your own policy that fulfills the project and make decisions based on your guiding policy while planning every project. Think about and identify your strong beliefs in planning and shape them into your project philosophy. For example, Mr. Kajiwara, the founder and chairman of UDS, Ltd. claims “Well-designed, Profitable, and Social Value” as his principle, and never gives up to achieve these three points in a project. The principle varies between people, but gradually shape it from discovering your strength, personality, and successful experiences.

▼ As a result

You will be able to continuously provide valuable and good projects. You can establish your identity as a planner, and display your own world through your works. Keep achieving your principles, and you will be able to provide value which no other planners can imitate.

Kajiwara's Episode

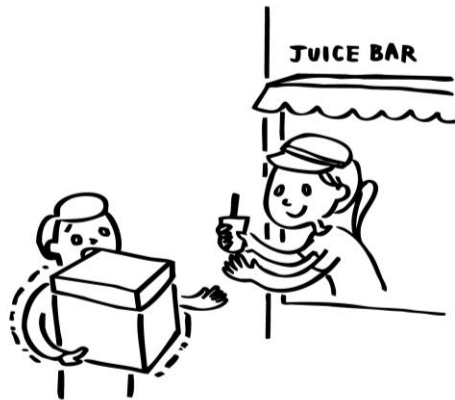
In my case, I think that the design must be good because my work is about designing. Also, it needs to be profitable. My strength is in this point of view. There are many people who can make things with good designs. I am also interested in things of good designs, but I am the few tries to realize both being profitable and social meaning at the same time. But, this is very difficult to achieve these well. Yet, I do not give up to realize “Well designed, Profitable and Social Meaning”.

No.2

Categories: [Learn]—Your Sense

Become a Real Customer

Sense the real feelings and issues for the customers
by actually going through the same experiences like them.



You are searching for the demands of your customers.

▼ In This Context

You make your own assumption on customer experience, and cannot grasp what your customers actually need or want. It is difficult to image what customers are feeling from the planner's perspective. However, there is a case when the customers themselves do not understand what services they actually want. Even when you get the answers from them, it is hard to grasp how serious the problem is from the planner's view, and it may not lead you to the true problem that needs to be solved.

▼ Therefore

Use your own money to experience the service just like the customers, and sense the view, feelings, dissatisfactions and issues of the users by yourself. In addition to investigating or imagining the users' feelings, but also actually experience the service to personally sense their dissatisfaction. You can experience the actual feeling by paying for it by yourself.

▼ As a Result

You will be able to provide services with high quality by reflecting on the issues and possibilities of the service based on the experiences from the point of view of a customer. Repeat this cycle, continuously accumulate the sense as a customer, and you will be able to pile up the analytical sense and apply it to the project. However, it is also important to listen to the customers' voices with a sincere attitude, not only relying on your actual feelings and senses.

Kajiwara's Episode

Basically, I am thinking that my strength is being an amateur, which means I am close to end-users. I first bought an apartment house to utilize this. When I was an employee before I started my business, the new employees were all close to end-users in that we have neither knowledge, nor wisdom, nor technology, nor experience. It does not make difference if I only "go and find an apartment" like one of the end-users because everyone can. So I decided to "buy" an apartment to be just like an actual end-user. Then I went and found an apartment from the first weekend as the new employee. To actually buy it, not only to look for it. After I had decided the purchase, I asked a real estate agent to take the wall away, but he said he couldn't. Then I said, "But it is better because it will cost less just to remove a wall". He said, "It is impossible because it is a bulk buying." I said, "Then don't make anything and just give it to me as it is." But he answered, "That is also unreasonable because there is application for building certification." I found out that this is a problem that the developer can't respond to people with various affairs.

In addition to this case, in daily life, I pay for the services at my own expense, for example, when I use hotels and restaurants. Even when I can pay at the company's expense, I pay by myself as long as I can, then I can get the feeling of customers like "It is too expensive for this service." That's the way I develop such feeling as a real customer.

No.11

Categories: [Create]—Key of the Plan

Undiscovered Wants

Look for the needs that are not implied,
and think about services that meet demands.



You are thinking about the project concept.

▼ In This Context

When creating services to meet existing needs, you cannot create new values, end up in the market's price competition. The majority of new concepts are influenced by existing products and services in the market. However, focusing on already-fulfilled demands does not promote the creation of new values. With similar products and services, the market will become competitive, thus allowing large-scale companies to position at the competitive edge and small-scale enterprises to fall behind.

▼ Therefore

Grasp the hidden needs that are not yet met, and think about possible services or products. Subdivide the needs, target at the hidden needs that does not have the service to be provided directly, and think of a service. Identify the needs by investigating restrictions, given conditions, and the lifestyle of customers in order to discover hidden needs. Questions like what kind of people are in need and what are the characteristics of the property can be answered by relying on “Direct Sourcing” and “On-The-Spot Feeling”.

▼ As a Result

You can create new value and a project where customers would say, “that’s just what I wanted!” This project can be the one and only, and win over other competitive products or services. . Considering emerging competitors, it is necessary to concentrate on your original content and framework by “Incorporating the Future” where the market or supply-demand balance will change.

Kajiwara’s Episode

When I was working on CLASKA, we were discussing the target customers. There are no needs of hotels far from the station, and so HOTEL NEW MEGURO had failed. But we needed to renovate this. There are needs of a rental apartment, but there are already many supplies. The answer we got is to make a hotel of 9 rooms and an apartment of 27 rooms. Analyzing the target, we found out there are needs if we make an office in the hotel for creators to use. There was no supply before. People would come even if we make it more expensive because there is a gap between supply and demand. When there are needs but supply, there will be a competition between customers no matter how expensive it is. I could grasp the gap. Subside the needs, and seek for supply-demand balance. Supply-demand balance changes by time, competitors would emerge, and supply would increase. The competitions would be fiercer when the competitors think it is good and would follow you. Then the supply-demand balance gets worse. Conversely, it is necessary to think of a project which is inimitable even if the supply increases. We need the ability to predict the future, to make it last for years looking at the supply-demand balance.

No.31

Categories: [Live]—Make Your Originality

Professional Opinion

Tell the client any ideas and proposals you think is necessary as a planner without hesitation.



You are working with your client.

▼ In This Context

With pressing client's demand and environmental restrictions, you may accept conditions or ideas which you think are not well, compromising on your project's quality. Clients have a strong voice but not as a professional planner. Even when you are certain that you have a better idea from experiences as a planner, sometimes you cannot claim so due to your clients, atmosphere, and lack of confidence. On the other hand, if the project only proceeds by the client's idea, clients will not consider you as a valuable collaborator.

▼ Therefore

Assert your professional opinion as an expert who can fulfill the clients' ideas and requirements. An expert has the responsibility and should strive to consider ways to apply various opinions to the project and go beyond clients' expectations. Some situations require you to provide opposing views and criticism, but stick to your own professional opinion and try to explain the reasons for your stance.

▼ As a Result

You can provide high-quality and satisfying services to your clients. Everyone in the team can freely express their opinions and agree with each other. The team can also share a sense of "Flat Collaboration" and recall that experience as "Pleasant Memories." You will be able to harness your skill as a planner through arranging proposals amid discussion or explanations and reaching an agreement among people with various voices.

Kajiwara's Episode

I made a gate before. The gate became red due to the owner's request. I thought black is better. But then I thought, "The owner is going to use this, and I should make what the owner wants. I should concede because one of our goals is to make the owner satisfied." This was very memorable. Afterwards, when I was talking with the owner, he said "Hey, I have one thing on my mind. When we were working together, you said black. After all, I feel this is wrong!" Perhaps, my fighting attitude with the client started from here. I originally had this attitude, but it became certain. It's not "Yes, you are right" because the owner said so. The professional work is not to make what the owner wants, but to make what he doesn't expect. It might be fantastic and crazy. I could not explain or make them satisfy with what I want to do as a professional at that time. So, as my personality, I already had the fighting attitude, but I got my confidence from this experience, and now I get carried away and make my point clear.

No.32

Categories: [Pleasure]

Pleasant Memories

“It was great to have done this with you”
is praise over satisfaction.



You work in a job which you have “flat collaboration” with people.

▼In This Context

Just making things which the client has expected only gives you satisfaction as expected, and no longer brings you something more than that. It would be just a normal work if you only aim to make thing which realize your *Project-Design Principles* meeting the client's expectation. Especially when you are making things which will be used for a long time like architectures, it would be very important that the users be fond of them in order to enhance the value of the architecture.

▼Therefore

Enjoy the process of “flat collaboration”, not just making good things.

It is inevitable to make good things since you work as a professional planner. You would be able to provide more richness to the clients when you make the process of making it so enjoyable that they would say “I had a pleasant time working with you”.

▼ As a Result

You can provide the value of the work with fondness and attachment. This is also to provide the rich time to who trusted and relied on you. The satisfaction changes into a praise when you realize what the client had not even imagined, over the expectation. When this happens, it would lead to the next collaboration and positive introductions. This is how you would be able to keep planning your original plans.

Kajiwara's Episode

I think it is not easy to produce pleasant things. By making effort and struggling in the projects, then I can get more skills, please my clients, and make profit. I can enjoy working when I feel my work is valuable. Working is not playing, so I think it is necessary to be conscious of enjoying my work. I always think of how to enjoy working. It is the point to enjoy working. When I have lunch one day, I talk to my fellow, "Everyone looks not fun, how to get our project more pleasant." We often have such discussion.

5. Conclusion

We were able to make patterns for designing projects in architectural field. We can rediscover the patterns in the past project. For example, CLASKA has workspace in the third floor. It is from *Undiscovered Wants*. With these patterns, we can share the methods inside UDS Ltd. Kajiwara himself, has started to utilize the patterns. He has done a lecture using the patterns as the tool to share his method to the employees. In UDS Ltd., the managers of the facilities as well as planners would use these patterns and improve their project in each work site. We will publish the book of our patterns with Kajiwara's episode, then many people in Japan would also have access to the patterns. We are considering that these patterns can be refined and will be used more broadly in the future when other planners revise and add more patterns into it from their experience.

Acknowledgements

We would like to thank Fumio Kajiwara and Keibun Nakagawa of UDS Ltd. for participating in our interview and giving us meaningful feedbacks. We also thank Rena Kurata for a huge contribution to pattern writing and Miho Masai for helping us finish our revising. We appreciate much support of our lab members. Last but not least, we thank Hironori Washizaki, Erik Wirfs-Brock, and Kei Ito who are the members of our writers workshop at the conference for their important feedbacks and Alan Liu for being great shepherd for our paper.

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Appendix




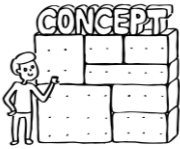


In this section, we name all patterns and show summaries of the patterns.







Table.1 Summaries of Patterns






Group	Category	No.	Name	Pattern Illustration	Summary
Learn: Obtaining Information	Your Sense	1	Project-Design Principles		Hold up your policy you would attain through the project and work hard to keep producing high quality stably.
		2	Become a Real Customer		Experience a service to find out the user's feeling and the problem of the service.
		3	Direct Sourcing		Not depending on secondary information, get information directly for yourself.
		4	On-The-Spot Feeling		Not only depend on information but your feeling of yourself


Useful Ideas	5	Chance Taker		Watch around you carefully and find some hints you can use in your project.
	6	Personal Stock of Resources		Get a lot of information and sort out with your own criteria.
	7	Proto-Planning		When coming up with an idea, grasp the condition to make good use of the idea by checking the business balance.
Learn from Others	8	Imagination-Gap		Imagine in advance how the case is when you go to see it, then generate an idea from the gap between your imagination and how it really is.
	9	Studying Not-So-Good Cases		Not neglecting not-so-good cases, analyze the reason why not-so-good cases have failed, and learn from them.

		10	Nutritious Information		Recognize that your information are biased due to your interests, and stock lacking information.
Create: Thinking of a Plan	Key of the Plan	11	Undiscovered Wants		Target where no one notices and where no supply is provided, to make a service catching undiscovered wants people have.
		12	Forgotten Potentials		Make a planning based not only on the present environment and situation, but also the history of the site.
		13	Idea Coupling		To make differences from others, make a planning which is open to interpret by putting ideas from various directions together.
	Organizing the Ideas	14	Through Listing		Put all the ideas in your brain in a list in order to recognize them visually.

		15	Interactive Scoring		When selecting ideas, set various evaluation axes about ideas, and score the idea with each of them.
		16	Graduated Consultations		Make a turn of advisers to swell the idea.
Deepening the Ideas		17	Room for Commitment		Not being distracted to pass the judgment in the organization, work out the detail of the idea.
		18	Thinking with Reality		Not being distracted to pass the judgment in the organization, work out the detail of the idea.
		19	Unearth the Reason		Keep asking the parties concerned the reason why the service you believe is needed has no supply.
Elaborating the Plan		20	Fundamental Values		Base on the comfortableness of the space when planning, and do not try to make it odd.

		21	Approach Search		Keep asking yourself the way to do something when you think of new ideas.
		22	Points of Play		Put a point of play in a well constructed planning and make a character.
	Strengthening the Plan	23	Killer Pitch		Make a straightforward expression of the most important point in the planning to tell the core of the planning.
		24	Review in Their Shoes		Make your idea better from various points of view by getting right into someone else's role.
		25	Incorporating the Future		Expect the future in order to keep offering values in transitions of the environment and the age.
Live: Living as a Planner	Making Your Originality	26	Expansion of Interests		Not only indulging in doing work, make hobbies and continue to do it, and integrate pleasure you get

					from favorite things into work.
		27	Combination of Strengths		Make your original strength which other people do not have with combination of the features you are good at.
		28	Three Role Models		Do not leave your growth as it will be, but positively make a chance by yourself for your growth.
Relation with the Partner		29	Empathetic Partners		Pair with a partner after adequate talk to collaborate with adequate understanding about the partner.
		30	Flat Collaboration		Adjust the environment so that all the members in the project can join with flat relation.
		31	Professional Opinion		Tell your opinion sufficiently to the client as a professional to meet client's expectation over their demand.

<p>Pleasure</p>	<p>32</p>	<p>Pleasant Memories</p>		<p>Set "clients' enjoyment" as one of the goals.</p>
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