

Business Objective and Context

Create this together with the person funding this project.

Who needs to be involved?

(Stakeholders, people from parallel or related projects...)

How will we know that we've succeeded?

(After a month? After a year...? Write concrete goals.)

What is our business objective?

(What is the impact we are aiming to create? What is the business challenge we are trying to solve?)

How far are we aiming?

(Are we doing a incremental innovation, a breakthrough, or are we disrupting the market? When are we expected to have a viable business?)



What is our strategic purpose?

(Are we an option to be invested in if need be? Are we the big bet that will change our company? Or are we a no-regret move that will be beneficial no matter what?)

Social & environmental impact

(Based on our strategy & mission & values what are the positive societal and environmental impacts that we aim to boost and what are the impacts we aim to reduce.)

Risks, restrictions and things we need to take into account?

(Budget, Schedule, Organization, Legal, Current business, ...)



Immersion

To know where you are and to build on others’ work.

Your best guess of the customers problems/needs?

How is the customer solving the problem/handling the need now?

Inspiring products, services or organisations that have a positive impact on the world?

Hottest related start-ups & inspiring services?

What data do we have about the topic?

What does it tell us?

What new data do we need?

How are we going to access it?



Customer Groups

Your best guess of who you aim to serve.

Need (assumed)
worth solving:

Description:

Group name:



Main group ☐

Need (assumed)
worth solving:



Description:

Group name:



Main group ☐

Need (assumed)
worth solving:

Description:

Group name:



Main group ☐

Common in all user segments:

Script Creator

Preparing for the insight interviews.

Don't ask what the user wants, try to find out what she needs on the deeper level.

What do we need to learn about the interviewee?

How to ask about it in the interview?

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Ask “Tell me about the last time you...” and draw a timeline with the customer.

A good way of doing interviews is to draw the timeline/journey with her on a piece of A3 paper, ask a lot of why questions and then seek to understand the emotions and values related to the events. Fill this template in first and then write a script out of it and try it out.

2. What do we need to learn about the actions and motives related to this phase?

1. Make a guess of the phases of the customers journey related to you

3. What do we need to learn about the emotions and values related to this phase?

Intro

- How to introduce yourself and the interview?
- How will the answers be handled?
- How to ask the basic info?
- How will you know the person belongs to the select customer group?
- What kind of warm up question would help us to understand the everyday life of the interviewee?

Thank you

How will you reward the interviews? How will you end the conversation? How will you follow the time? Any ending questions:

- Is there anybody else we should talk in your organisation?
- We are working on solving these problems, is it OK to interview you again?






How will you document the interview?

Agree on the practicalities with your team. Remember to always write down the things that surprised you!

ASK WHY.

Insight

Our understanding of customer motivations that will unlock a business opportunity.

	Needs + other key findings:	Thinks and feels:	Surprised us:
 NAME:			
 NAME:			
 NAME:			
 NAME:			
 NAME:			

Select the needs we want to meet to fulfil the business objective:

The user needs a way to:	It's important because:	Related emotions and values:

Ideation Sandbox

To kickstart the first round of ideation

User need/problem

Write it down on a high enough level so that your idea is not the only solution available.

Emotions and values

Related emotions and values from the interviews.

Purpose of the service for the user

What job does the service do for the user? Take the needs, emotions and values and write down the main purpose of the service for the user.

Business Objective

What is the objective of the service for your company?

Ideas that fill the user need, business objective and/or society purpose

After filling the sides of the sandbox start to ideate.

Company Mission

What is the mission of your organisation?

Team Mission

What is the ambition of the team? What do you want to achieve?

Purpose of the service for the society?

How should the service help the society and environment?




Idea Accelerator

To make the most out of the selected seed idea

Seed idea

Select the best idea from the Ideation Sandbox canvas as the seed idea.



Three best ideas to make the concept draft (seed idea) better fulfil the user need

Behavioural gap

What is the behavioural change the user needs to adapt to use the service?

Three best ideas to help the user over the gap. Try to change the core of the idea. Don't just add a manual...

Business objective

Regarding the business objective where does the concept draft fall shortest?

Three best ideas to match the business objective better.

Social purpose

What is the social and environmental impact of this idea? How is it compared to your goal?


How could the concept have a bigger and better social impact or be more sustainable?

Accelerated idea


Write down the holistic concept that has been created based on these new ideas.

Are you ready to proceed? Or should we redo this canvas by using the accelerated concept as a seed idea?

NO!



YES!



Rational Concept Sheet

Draft a concept out of your idea

Concept name?

How does it work?

Value to the end-user?



What differentiates it from other solutions to the same problem?

Value to our business?

Social and environmental impact?

Rational value proposition:

END USER:

NEED:

SOLUTION:



Concept Sheet

Adding the emotional and value level to the concept

Negative emotions?

What are the negative emotions related to the needs of the customer?



How is the concept helping with the negative emotions?

Positive emotions

What are the positive emotions related to the needs of the customer?



How is the concept making the most out of the positive emotions?

Value gap

What is the gap between customers values and current actions?



How is this concept helping to fill the value gap?

Emotional value proposition:

END USER:

EMOTIONAL NEED:

SOLUTION:

Combine both value propositions here:

What is the mental reward for the customer?

Fake advertisement – The first prototype:

Create the first prototypes of your service by creating a fake ads. You can use them to test your value proposition. Use blank paper as template. The following ad template is a good starting point.

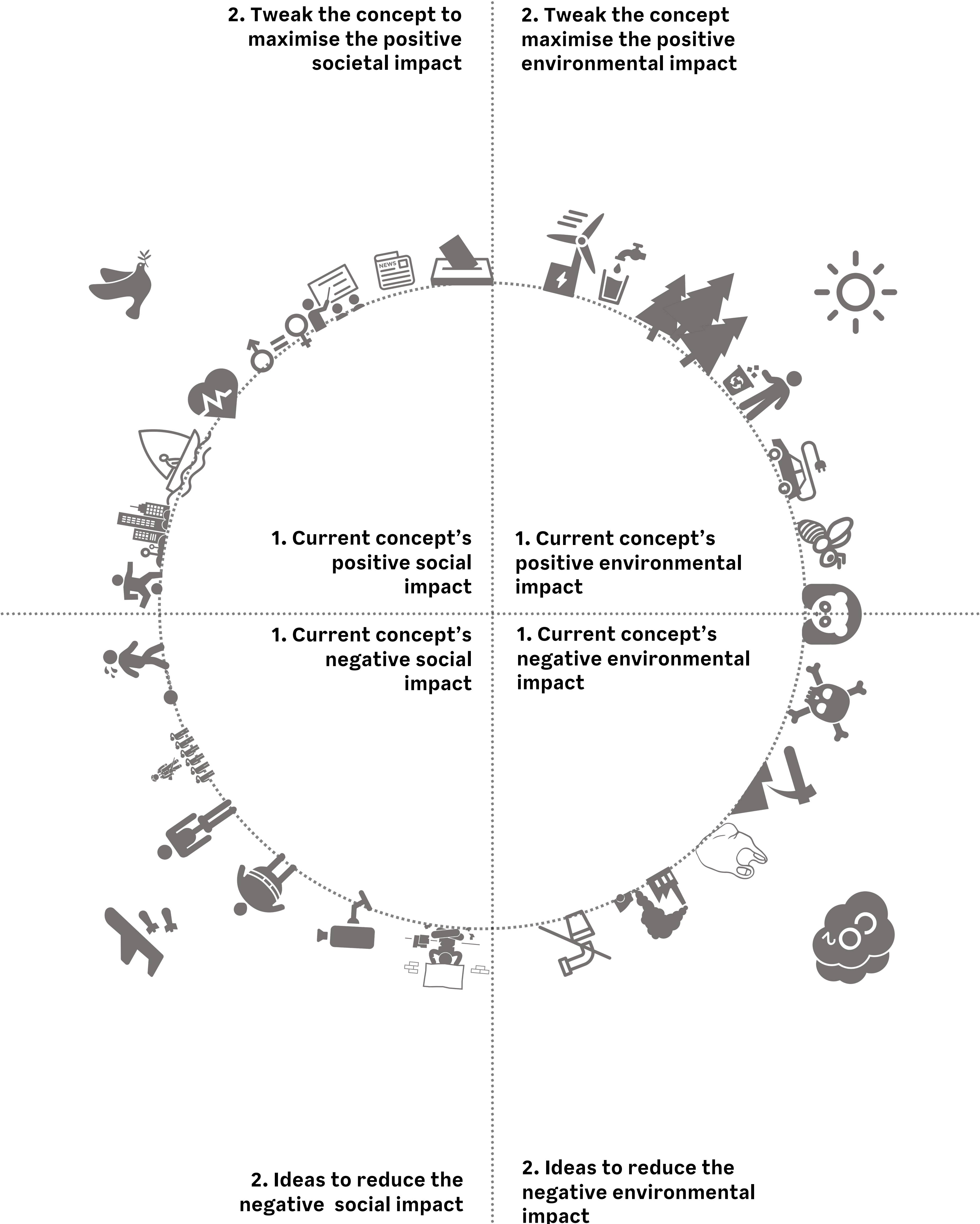
PICTURE:

CAPTION:
HEADLINE:

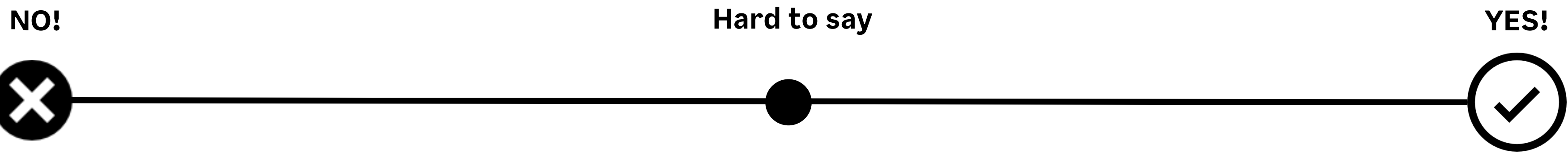
COPY:

Impact Optimizer

Enhance the good impact and minimise the bad. Ideation continues!

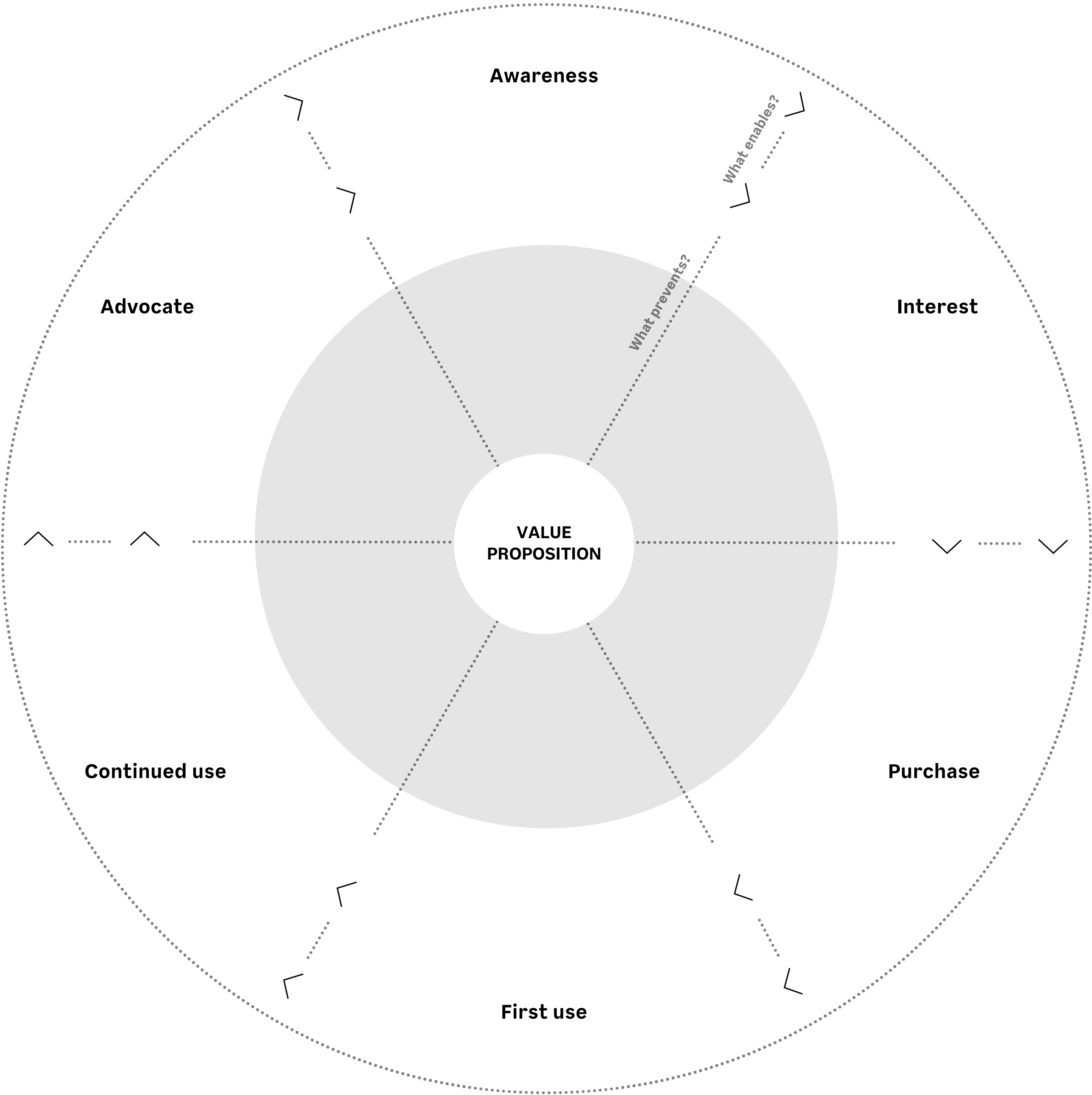


Is our impact net positive to the world



Customer Engagement

How do we get people to become our advocates? Ideation continues!



Key activities:

What key activities do our value propositions require? Our distribution channels? Customer Relationships? Revenue streams?

Key resources:

What key resources do our value propositions require? Our distribution channels? Customer relationships? Revenue streams?

Key partners:

Who are our Key Partners? Who are our key suppliers? Which Key resources are we acquiring from partners? Which Key Activities do partners perform?

Business Model & Market Size

Thinking through the high level business case.



Who pays whom?
How much?

What is the revenue
model?

How are customers paying
today? How much?

Where and how do you
anchor price perception?



Total addressable
market:

1st year sales:



Potential target
market:

Plan for 1st month sales:

Cost structure?



Key elements for EBIT?



Feasibility Study

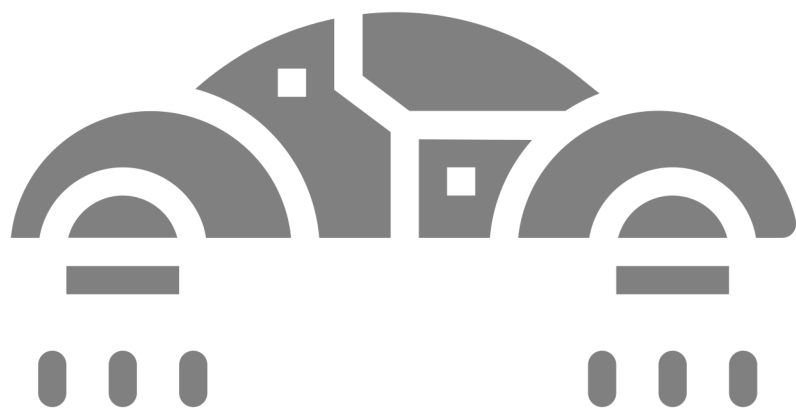
To make sure we can make this happen

Biggest implementation issues?

Potential issue: What is the most risky tech dependency? What in our organisation is preventing this from happening? What is risky in building it?	Potential issue:	Potential issue:	Potential issue:
How to validate: How can we test this and eliminate the risk?	How to validate:	How to validate:	How to validate:
Findings & solution: What did we learn and change?	Findings & solution:	Findings & solution:	Findings: & solution

Back to the future:

What will this concept look like in the future?	How to take advantage of it? How to keep an eye on it?
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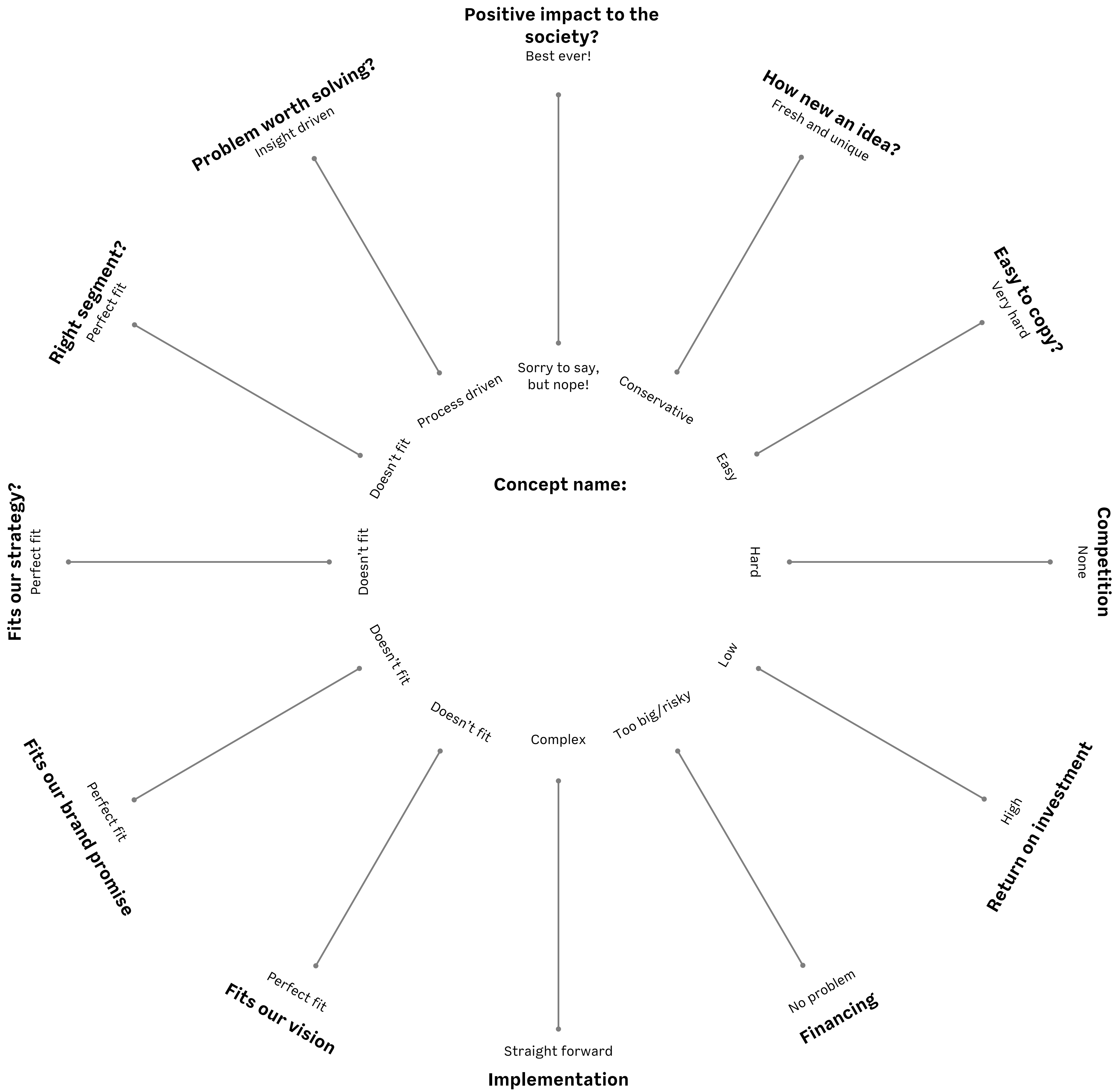


Reduce project risks by simplifying the service:

How could we simplify the service to make it easier to build:	How would this change affect the value proposition?
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Evaluating the Concept

Time for the acid test.



Should we proceed?

NO!

WE HAVE TO
ITERATE

YES!



Validation

Don't assume, validate. Do whatever it takes to question your concept.

How might we validate our:

VALUE PROPOSITION

CUSTOMER GROUP

BUSINESS MODEL

RESULTS

RESULTS

RESULTS

CONCLUSION

CONCLUSION

What size?

CONCLUSION

How much € ?

SOLID EVIDENCE

SOLID EVIDENCE

SOLID EVIDENCE

VALUE PROPOSITION DOESN'T WORK

GOOD VALUE PROPOSITION

TOO SMALL SEGMENT

LARGE ENOUGH USER BASE

NOT READY TO PAY

READY TO PAY

NEEDS MORE VALIDATION

NEEDS MORE VALIDATION

NEEDS MORE VALIDATION

Should we proceed?

NO!

WE HAVE TO
ITERATE

YES!



Minimum Lovable Product

Nothing but the essential.



Pitch Creator

For wrapping it all up and getting others to commit

Challenge = Opportunity

What’s happening in the world? Relevant trends, changes in the business landscape...

Why

Why is it important to us? Why now? How is our mission statement related to this?

How

What’s the business objective for us (as a company)? What is the endeavour we want to drive & benefit from?

Validated target group and their needs

What kind of target group did you find and what needs, motives and emotions do they have based on the interviews?

What

What is the concept and its value proposition (emotional and rational)?

Validation

How have you validated the value prop and what did you find out?

Impact

Business impact

What kind of business does this generate for us? What strategic position does it help us to acquire?

User impact

What is the impact for our user/customer?

Social impact

What is the direct and indirect impact to the society and environment?

Next steps

What’s happening next? What will we validate next? What do we need from the audience? How do we keep your colleagues informed?

The team is all you've got. Make sure they're happy and motivated!

Weekly LSC Board

Keeping up momentum through the build phase

Right now what's the most critical:

Technical issue

Business issue

End user issue

Week's biggest:

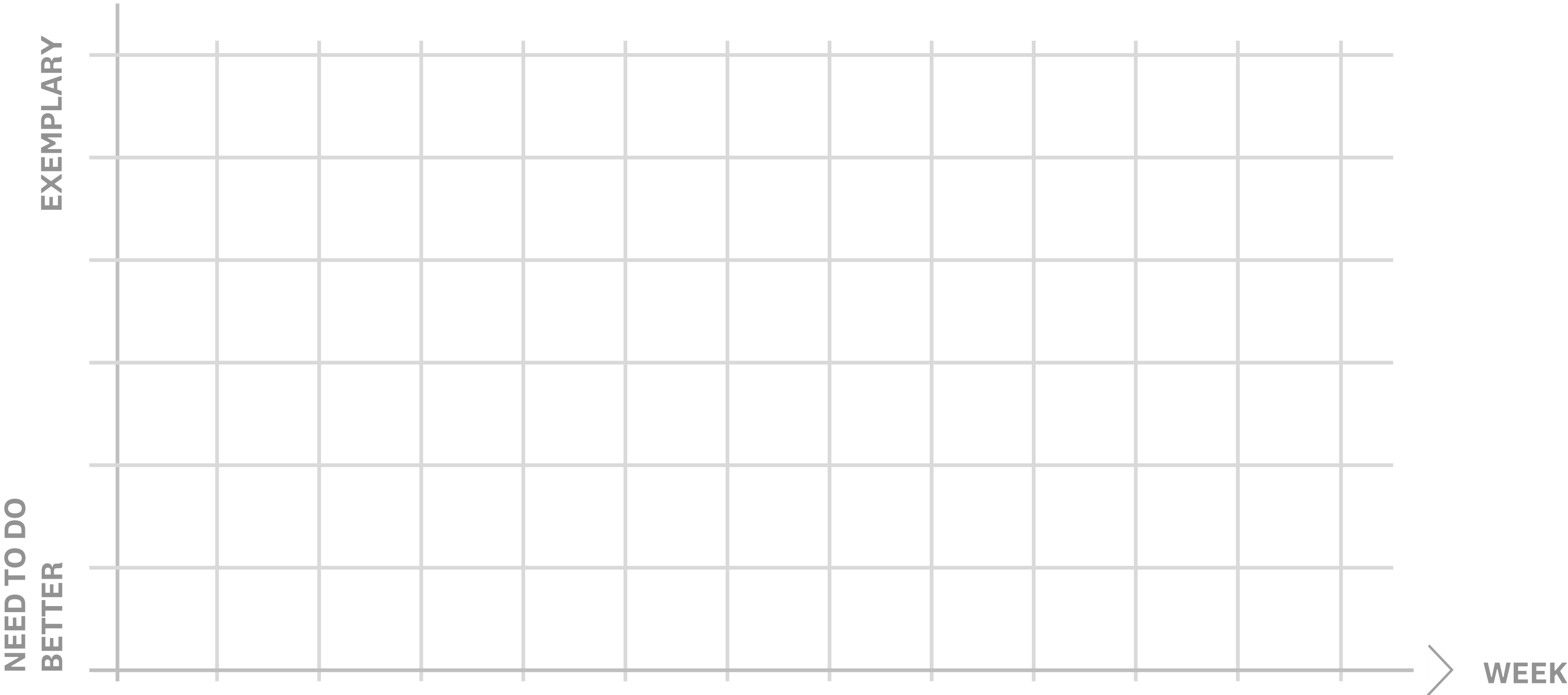
Fear/Limitation

Week’s validation:

What is validated by the work we are now doing?

	Last	Next
RETRO		
USER TEST		
DEMO		
TIME TEAM SHARED PERSONAL GOALS		

How well are we making our work visible to the relevant stakeholders?



Use agile tools that best fit your project phase and team.

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A Kanban board diagram illustrating a workflow process. The board is organized into five vertical columns, each representing a stage in the process: **STORIES**, **TO DO**, **IN PROGRESS**, **TESTING**, and **DONE**. The board is divided into three horizontal lanes. The top lane is white, the middle lane is light gray, and the bottom lane is white. The columns are separated by vertical dotted lines. The first column (STORIES) is the widest, followed by TO DO, IN PROGRESS, TESTING, and DONE. The board is currently empty of tasks.

OUR DEFINITION OF DONE:

Experimenting

Validating your assumptions before building it.

	OUR MAIN ASSUMPTIONS	HOW TO EXPERIMENT	SUCCESS CRITERIA	KEY FINDINGS

IF THE CONCEPT OR BUSINESS DOESN'T WORK, IT WILL FAIL BECAUSE OF:

DO YOU THINK? DO YOU KNOW? DID YOU CHECK?



Retrospective

Reflect, learn, change, and share

Keep doing:

What’s going well? What should we keep doing?
(You can use this same canvas for multiple retros)

Do more/start:

What should the team do more or start doing?

Do less/stop:

What should the team do **less or** stop altogether?

TO DO: Select (1-4) which items to change next. Who is responsible?

DONE: Start the next retro by going through the results of the last retro.



What change did you make based on the last retro that worked well? Add it to the Retro Diamond canvas and remember to share with other teams as well!



Retro Diamond

Track and share what your team has learned.

