

Appendix

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18 april 2019

Strategic Product Design
Delft University of Technology



WE ARE BUILDERS

**TU Delft**

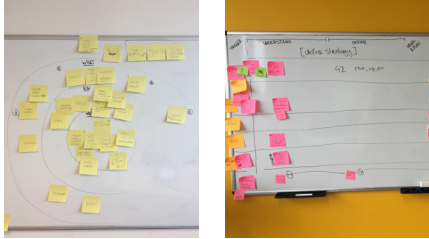
Table of contents

<i>2. Initial planning</i>	<i>12</i>
<i>3. Detailed methodology</i>	<i>14</i>
<i>4. Internal branding session</i>	<i>18</i>
<i>5. Literature framework</i>	<i>19</i>
<i>6. Innovation matrix</i>	<i>20</i>
<i>7. External research</i>	<i>22</i>
<i>8. Creative session design process outcome</i>	<i>26</i>
<i>9.1. Blog 1 - Design x Innovation</i>	<i>27</i>
<i>9.2. Blog 2 - Discover customer value</i>	<i>28</i>
<i>9.3. Blog 3 - The power of exploring</i>	<i>29</i>
<i>10.1 Process design - designer session</i>	<i>30</i>
<i>10.2. Process design WAB session</i>	<i>30</i>
<i>11. Test phase 1 material</i>	<i>32</i>
<i>12. Test phase 3 raw material</i>	<i>36</i>
<i>13. Create process towards framework</i>	<i>39</i>
<i>14. Concept testing session planning</i>	<i>40</i>
<i>15. Concept testing presentation</i>	<i>41</i>

2. Initial planning

Project week		0	1	2	3	4	5	6	7	8	
Calendar week			44	45	46	47	48	49	50	51	52
Month		September	November					December			
Date			31-2	5-9	12-16	19-23	26-30	3-7	10-14	17-21	24-28
Notes											Chris
Phases			Start phase 1								Deadline report phase 1
Meetings			Kick-off meeting								
Preparation											
Prepare kick-off and planning											
Write graduation assignment											
Discover and analyse											
Exploration											
Internal analysis	Company goals (future vision, believe)										
	Stakeholders and processes (now, envisioned)										
	Literature review on: align and engage teams, opportunity forming and exploiting, end-user impact										
External analysis	Startup studio market analysis										
	Ideation processes in other multi stakeholder teams										
	Alignment and engagement in other sectors										
User (stakeholder) research	Qualitative research (founders, investors, core team, creative professionals)										
Justify and define											
Market validation	Progression on network newsletter										
Refine and validate	Translate research to opportunities										
Cluster	Collaborative session on challenges and prioritation of opportunities										
Define search area	Define critical assumptions for sprints										
Design & develop											
Ideation (diverge)	Co creative sessions (internal and external) to refine concepts										
Test phase 1 (set assumptions, test, prototype)											
Test phase 2	Play out scenario, iterative testing										
Test phase 3	Lean testing										
Evaluate (desirable, feasible, viable)	Further development										
Implementation and final design	Implementation roadmap										
Recommendations											
Deliver											
Poster											
Animation											
Report											
Presentation											

3. Detailed methodology

Step/action	Venture interview	Brandsprint	Venture process h analysis
Materials	Recordings	Branding techniques	Whiteboard, post-its, dou
People	Venture CEO	CEO, CTO, venture manager	CEO, venture manager
Goal	Acquaintance, how did the pre start-up process with this particular venture go	Creating a positioning statement and company/brand identity to get a better vision of the company and understand what their vision on the innovation market is and what they want to deliver to that market	Find a red line in successful past ventures, understand taken by the WAB team and raise questions to me
Outcome	Notes, transcript	Positioning statement and 'why' 'how' 'what' (Sinek) of WAB	 <p>Putting the process to the showed that no clear 'def during venture creation. C might the double diamond suitable frame, since a lo venture creation are in th the name states). The lac project definition or vision the reasons why startu stages. This since they lac to follow the stream that accidentally at some poi</p>
Learnings	The collaboration between venture and studio was very personal and decisions are made fully cooperative. Since the collaboration was so personal (almost 1:1), this venture is not a real 'studio' venture	Within WAB it is not clear what value is underlying the quantitative goals that are set. This makes it hard to make decisions. The step of consolidating on the 'why' is often skipped because this takes a lot of time (discussing) and no quantifiable advantage for the process	
Methods and execution	Semi structured interview	GV 'Three Hour Brand Sprint' as a basis, the formulation of a positioning statement as did in BPC for the positioning statement	Scribbles combined with make the process clear and things I didn't understand
Why used this method?	Informal, not a clear direction is set	Cooperative, a lot of insights is also gathered from how the conversations of the participants go during the session on way of communication, where they disagree with each other and how they come to consensus	
Data collected	Notes, transcript	Positioning statement, Why-how-what in posts	

History

Internal introduction interviews

Venture process interviews Material analysis

ble diamond

Only notes no recording, in acquaintance it was also important to get to know eachother

Notes

Archival data, presentation slides, blogs, news letters, informal conversations, process documents, financial documents

CEO, CTO

CEO, venture manager

Me, informal reflection and question answering on the go (while working, during lunch)

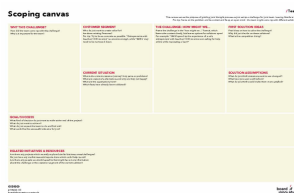
es and failures in and what steps are and find 'gaps' that

What is each individual driver to work within WAB? For founders: why did they start this company? What is the motivation to work in the current role? What is their current role

Internal analysis of the company, their processes, past activities, focys



Picture of note page



x9

e double diamond 'define' stage is used On the other hand d not be the most t of steps in e step 'create' (as king of the a clear n might be one of ps fail in later ck focus and tend crossed WAB nt.

Driver is helping entrepreneurs, spreading entrepreneurial knowledge. Very critical on own work and way of working. Are very vision driven and motivated by gut feeling. What feels good (and can be backed by data). Are looking for a focus area (sector) but are not willing enough to take a decision, this is seamed as too risky or the need is not big enough



Getting to know the company, way of working, focus in presentations, way of communicating with stakeholders, how is research structured and what processes are used in venture creation

interviews to and point out the

Form: semi structured interviews Amount: xxx Whome: Founder and CEO, Ideation reseracher, founder and CTO, Venture manager,

Scoping canvas

Form: reading company material (external and internal), informal conversations, process documents,

Create an overview that can be compared for every venture

Expert interviews

Recording

Service designer, UX designer, strategic designer, founder strategic design consultancy, innovation consultant

Preparation was discovering that design, innovation and software development are all intertwined. The goal of these interviews was how design behaves within innovation and software development.

Research overview

Strategy



Value of design and the role of a (strategic or service) designer within different situations. Within the interviews it was asked how people achieved their goal of spreading the word of design, how did they behave in conversations and what tools or methods did they use to achieve their goals.

Form: semi structured

Amount: 5

Get deep understanding of the value of design and the tools and methods they used

Creative test case

Creative session, CF techniques

CEO, CFO, venture manager, growth hacker, venture CEO, venture employee, ideation researcher, me

Of the session: Gathering deep insights in 'customer'

As researcher in this research: getting to know how the team reacts on generative and creative techniques for insight collection



Creative facilitation

Literature research

Books, papers and researches, also from business (for example McKinsey)

Designphase 1 - problem discovery

Me, growth hacker, ideation researcher, CEO, venture manager, (external) designers

Design phase 2 - testing

Prepare - external documents - internal ideation - designer ideation - prototyping - internal testing - external testing - evaluating

Prepare - internal design ideation - values to growth

Phase 2 -
ing

Design phase 3 -
ideating

External research

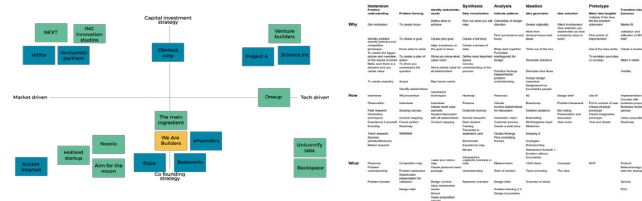
Designer creative session

Observation (informal)

Materials of other startup studios
provided by the WAB crews,

Me

IDE graduate students or alumni



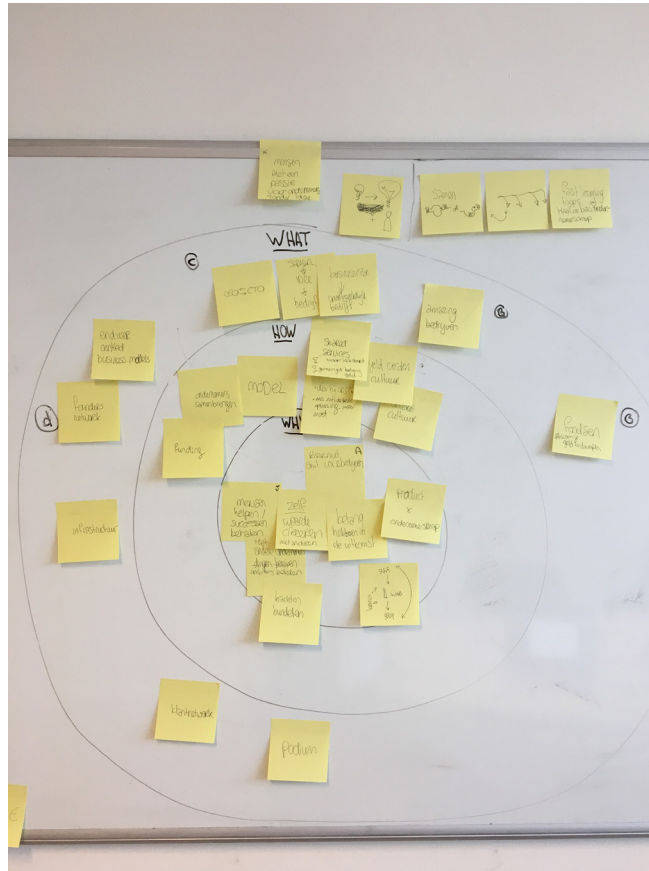
Discussion -
transfer
department

Prepare - d.school beer session

Matrix made after first discovery to
understand , process analysis by
overlapping specific company
processes

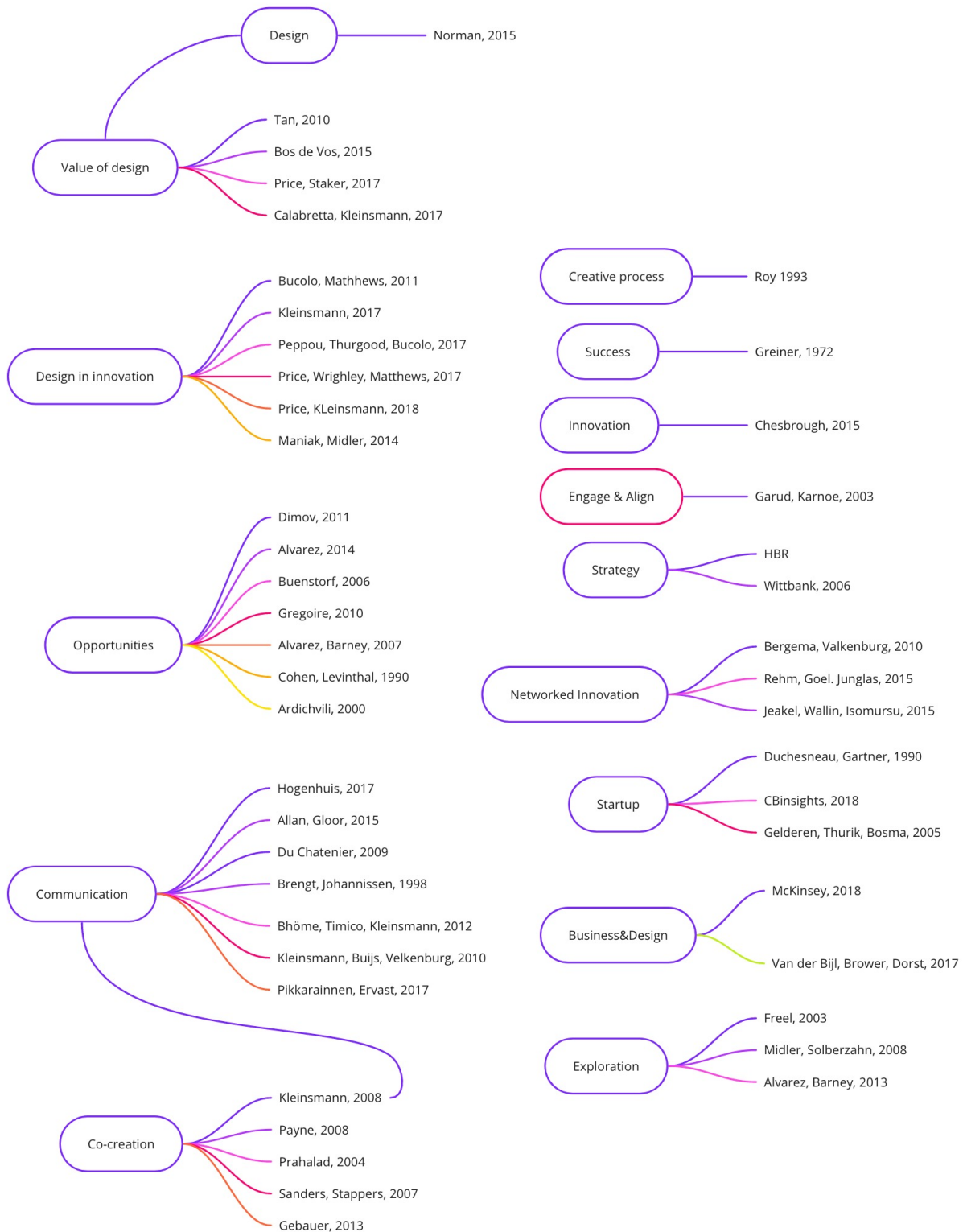
By process

4. Internal branding session



? experienced
 Top 1%
 for entrepreneurs WeAre Builders offers
 a Startup studio model* that ~~is~~ supports/could be new ideas
 , supported by ~~an~~ core team and gives ~~people~~ the
 empowers ~~people~~ to be a hero/superhero
 entrepreneurs
 ↓ ↓
 core team investors

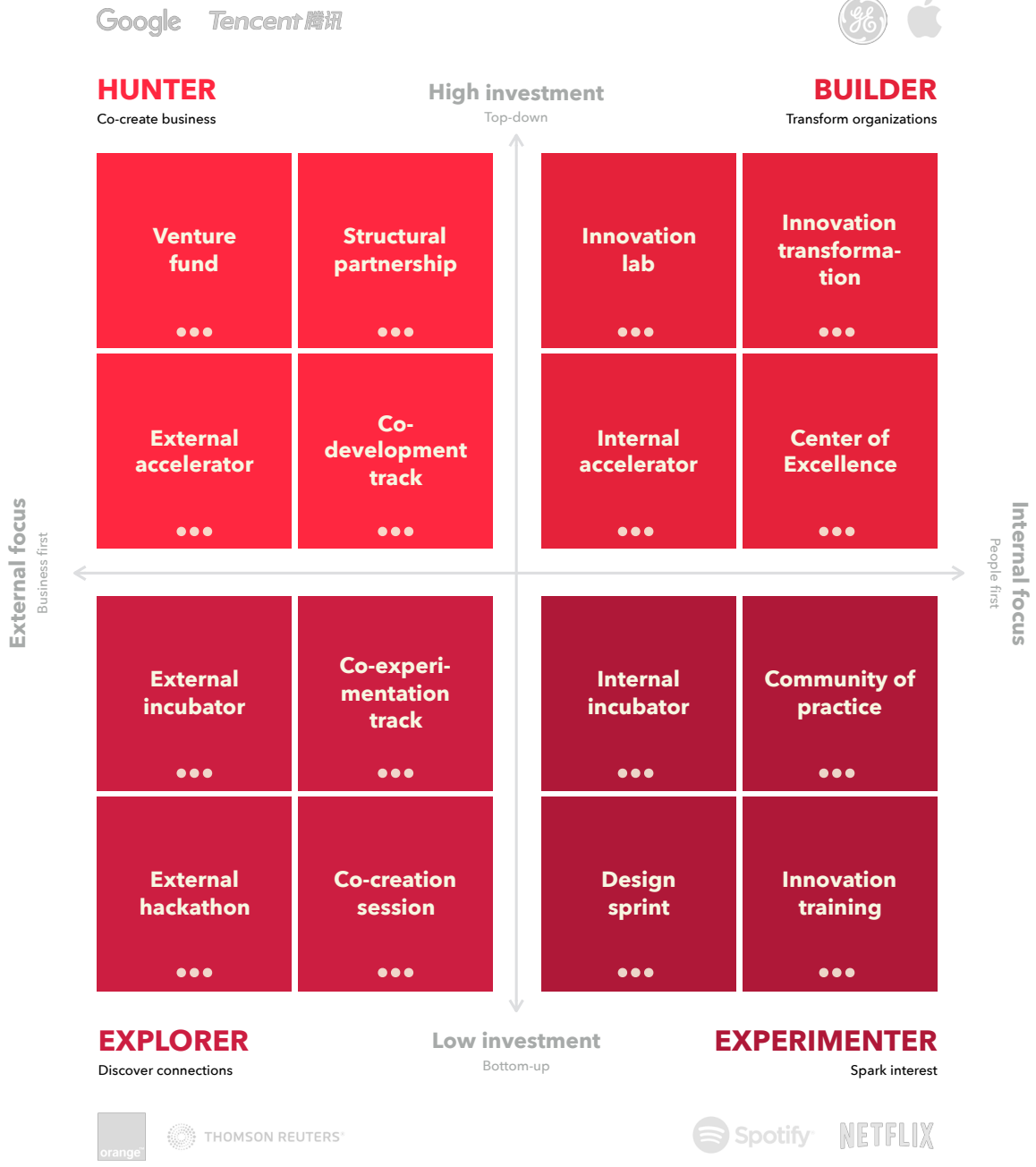
5. Literature framework



6. Innovation matrix

Innovation matrix

ORGANIZATION



These organizations focus on the programs of their archetypes, but they invest in a wider range of innovation programs.

About this tool
The Innovation Matrix helps organizations navigate through different innovation formats, so that you can make the most of your innovation budget.

○○○ My organization never tried this format

●○○ My organization rarely recurs to this format

●●○ My organization frequently recurs to this format

●●● My organization frequently recurs to this format as main driver for innovation

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4 innovation archetypes, 16 formats



HUNTER

Co-create business

Google Tencent 腾讯

Venture capital fund

A (corporate) venture capital fund invests in external opportunities that could create growth outside of the core of the organization.

Key metrics:
successful ventures
new value created

Structural partnership

A structural partnership is a formal collaboration between 2 companies with the aim to launch multiple joint ventures.

Key metrics:
successful partnerships
licensed IP

External accelerator

An external accelerator is a (physical) environment to support the growth and evaluate the value of external Scale-ups.

Key metrics:
validated scale-ups
commercial collaborations

Co-development track

A co-development track aims to validate the market fit of ventures created by 2 or more organizations.

Key metrics:
validated ventures
business synergies



BUILDER

Transform organizations



Innovation lab

An Innovation lab is a separate entity that hosts internal ventures with high potential before they are profitable.

Key metrics:
successful lab ventures
employees in each venture

Innovation transformation

The Innovation transformation team is a central group of innovation leaders responsible for knowledge development.

Key metrics:
transformed processes
projects launched

Internal accelerator

A sandbox is a virtual or physical space to grow internal startups outside of the core organization and validate the market fit.

Key metrics:
validated ventures
intrapreneurs/teams

Center of Excellence

A center of excellence is a formal group of experts, that coordinates innovation initiatives, to embed innovation in the organization.

Key metrics:
innovation experts
people impacted



EXPLORER

Discover connections



External incubator

An external incubator is a program to support the validation of (early stage) external startups.

Key metrics:
validated start-ups
commercial collaborations

Co-experimentation track

A co-experimentation track is a joint test between 2 or more organizations to validate the solution fit of an idea.

Key metrics:
validated pilots
business synergies

External hackathon

A hackathon is a short initiative with the aim to create prototypes that could solve specific challenges by bringing together multiple external stakeholders.

Key metrics:
prototypes selected
people hired

Co-creation session

A co-creation session is a short ideation with customers or partners to turn mutual problems into ideas.

Key metrics:
ideas co-created & selected
business synergies



EXPERIMENTER

Spark interest



Internal incubator

An incubator separates intrapreneurs outside of the organization to validate the solution fit of ideas.

Key metrics:
projects incubated
intrapreneurs/teams

Community of Practice

A community of practice is a cross-functional group of innovation ambassadors.

Key metrics:
practitioners/ambassadors
people impacted

Design sprint

A design sprint is a short track to answer business questions through designing, prototyping, and testing with customers.

Key metrics:
solution created & selected
business challenges addressed

Innovation training

A short learning track to grow the knowledge and interest of employees.

Key metrics:
employees trained
mature/satisfied participants

Typical Patterns



From Exploring to Hunting

In this pattern companies move upwards on the external side of the matrix. They move from simply discovering connections to meaningfully co-creating business solutions with external actors. Interaction with start-ups can act as a driver here for more commitment



From Experimenting to Building

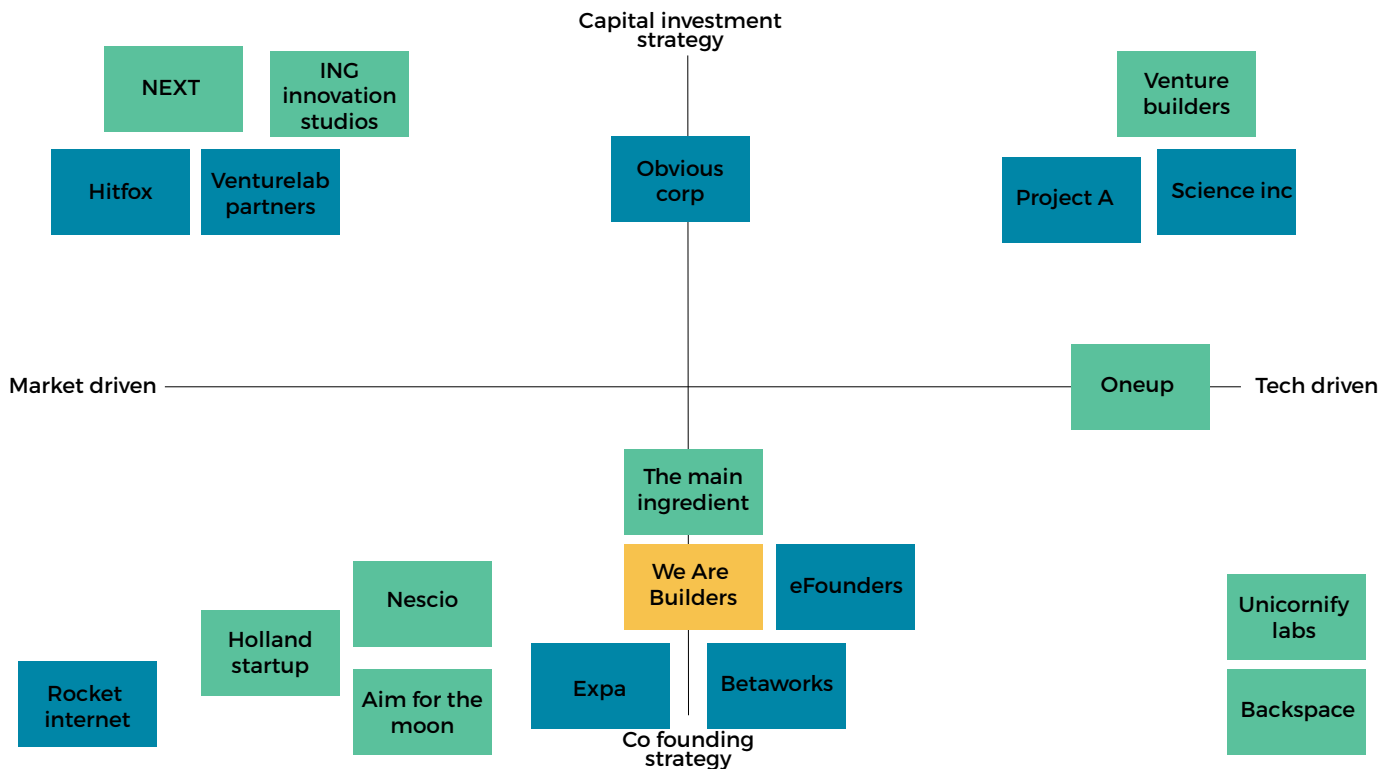
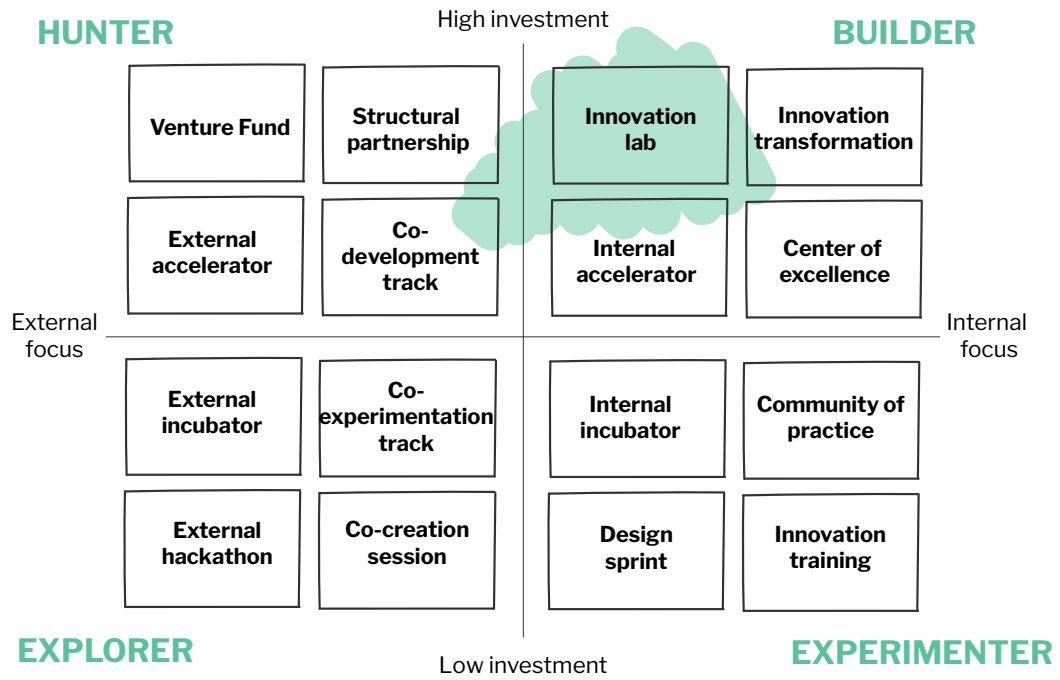
In this pattern companies become more committed on the external side of the matrix. An organisation moves from simply having an interest in innovation to transforming its internal operations. They do this by, for example standardising tools, knowledge and language.



Towards co-creation

Organizations are moving from either the left or the right side of the matrix to the middle. By experimenting they notice that a completely internal or external approach isn't a great fit for them, and they start to balance their actions and introduce measures that are located both at the internal and external side of the matrix.

7. External research



The positioning of the startup studio in the innovation matrix is done in consultation with WAB's CEO. A startup studio can be seen as a combination of three innovation structures: innovation lab, co-development track and the internal accelerator.

The innovation lab comes closest to the concept of a startup studio. An innovation lab focuses on hosting already high potential startups, which is also a part of a startup studio model (the create stage). The co-development track acknowledges the collaboration between two or more parties, where at a startup studio the core team also includes sector or expertise experts during the process, but keeps the core process internally. Internal accelerators focus on validation of the market fit, which is also part of the explore stage of a startup studio. But in contrast to a startup studio, teams in a internal accelerator are all made out of current employees of a larger company.

Innovation companies surrounding the startup studio concept will be taken in account in the competitor analysis. Both national (green) and international (blue) competitors are taken into account. A list of these companies and a small elaboration on people, location, market, vision, process and unique feature is listed below.

In the second matrix investment strategies (venture investors/co-foundings strategies) are put on the y-axes. On the x-axes market driven initiatives are put against technology driven companies. Plotting competition on both strategy and vision gives a good overview of the market and what companies can be seen as direct competition. In this matrix WAB is plotted in the bottom center.

Describe per competitor:

- Who are they? (people)
- Where do they operate? Geographically and strategic (location, market)
- What is their goal? (vision)
- What is their strategy? (process)
- Differential competitor advantage (unique feature)

HitFox Group, Berlin

HitFox Group is an entrepreneurial investment firm (platform for entrepreneurship) that develops platforms of synergetic companies focusing on emerging digital markets (fintech, healthtech, adtech, big data) and platform building. Many of these companies became profitable within three years after launch and today are market leaders in their space. They identify high-growth markets and then build a cluster of companies focusing in them. It turns out that diversifying your investment is a maxim that can also apply to a venture builder's own startup profile. HitFox Group steadily starts 2-4 ventures each year and provides each of them with 0.5-2M.

Rocket Internet, Berlin

Founded in 2007 with a mission to take successful models and transfer them to new, underserved, or untapped markets, Rocket Internet has become a consummate startup studio. They do this with three pillars. Incubation: we leverage proprietary processes to build market-leading companies from scratch. Investment: we partner with daring entrepreneurs to build market-leading companies. Growth: the extensive operational support team accelerates the growth of ventures we partner with. Become part of a dynamic and innovative scaling process.

Science Inc., Santa Monica

Blockchain incubator and portfolio company that "creates, invests, acquires, and scales successful digital businesses."

VentureLab Partners, SF, LA, NY

VentureLab is a cross-market startup studio and incubator that builds and invests in innovative technologies by providing entrepreneurs with seed funds, business resources and global relationships. We take a fully hands-on approach to develop the product and the business and create a clear path to revenue with customers, commercial partners and new geographic markets.

VentureLab Partners, similar to HitFox Group, identifies high-growth markets and builds startups in verticals they call "clusters." They act as a "smaller co-founder," according to Founding Partner Mike Prasad, and do hands-on product development and startup operations up until the stage of product launch and follow-up funding. "The end goal is to gain efficiency in consolidating expertise and relationships through the clusters and get them to the maturity of a pre-series A company."

Expa, San Francisco

Expa is a textbook startup studio. As they describe themselves, they "develop products, systems and services, and then form teams to scale them as independent entities." Founder is Garrett Camp, co-founder of Uber and the founding CEO of stumbleupon.com. Expa works with proven founders to develop and launch new companies. After 10 years designing and building consumer services, the Expa team has identified many techniques that help create successful companies. Though, for all the hubbub, we haven't seen a product emerge yet.

<https://medium.com/@gdc/expa-labs-is-expanding-4d8243271192>

Obvious Corp., San Francisco

Combining profit and purpose (environmental and social impact) Obvious want to create #worldpositive first, profit afterwards. Big ambitions, think long term takes time but is vision. How we achieve the goals is important: help their startups with support. Obvious is a venture capitalist. Enable rapid deployment of clean energy: accelerate what is already happening Mission/purpose driven design/ entrepreneurship. Build entrepreneurial careers around #worldpositive and solving humanitarian problems.

BETAWORKS, New York

Market: media

Betaworks is a hyperactive startup studio that builds and invests widely. Founded in 2008 by serial entrepreneur John Borthwick, Betaworks describes its own business model quite simply as, "a single company that owns larger pieces of the things it has built and smaller pieces of the things it has invested in." Build a studio like structure on top of internet startup creation? 'Just build awesome things'. Entrepreneurs don't apply at Betaworks with their own ideas, we work with them to build new products. Sometimes we hire them, sometimes we invest in them, sometimes they end up with being part of the family. A startup studio bases on building companies in a network including the studio investments, the studio companies and the graduated companies. There is knowledge and insights gained from the different part. Highspeed flow of ideas and entrepreneurs keeps Betaworks on the cutting edge of interesting and new and involving. Having people who have been in this industry for so long and who loves early stage stuff and who understands how to do it. Natural benefits: talent (fast recruitment), financial support, legal support, focus on being creative, keeping stuff out of your way. Just because a business is not sustainable, it doesn't mean that you have to scale up. It is about shortening that span of time where you are struggling so you find the solution faster. The process is not a production line. It's a curated and crafted experience.

EFOUNDERS, paris

Market: work

eFounders is a startup studio which exclusively builds SaaS companies. They're also one of the bigger advocates of the startup studio model and outright declare, "eFounders is not an investment fund nor an incubator nor a group of mentors, but rather real builders of products..." Their projects include mention, Pressking, Mailjet, Textmaster, Aircall, and Front. Founded in 2011 by Thibaud Elziere and Quentin Nickmans, eFounders now aims to launch 3-4 projects per year with an undisclosed amount of funding.

'We like targeting millions of businesses, offering a service rather than a software, at a minimum and recurring cost. We are eager to disrupt outdated industries by cutting out the middlemen or using new technologies in order to create scalable and global business models.'

Core team: co-founder (x2), creative partner, Finances & Administration, Operations, Marketing & Business intelligence, Inbound Marketing, Tech, Front end development, Product and, Content, Communications & PR. Also super angels are involved: "I am very happy to be alongside Thibaud again. He has always been ahead of trends and technologies. That - mixed with management skills he acquired in the last ten years - makes him one of the strongest and most knowledgeable tech entrepreneurs of this new generation."

"Being short in finding good ideas is what scares some people about the startup studio model but it is actually the less challenging part. The key to our idea fuel is that we start with a market we want to address and then figure out what is the best way to address it. We are actually not looking for ideas but for big enough addressable markets and ways to target them."

"Our next big challenge is finding our business model. Our main issue is a treasury issue: running the structure costs a lot of money and the only revenue we can count on are startups' exits. Knowing that the average time for a startup to exit is 7 year, it means that meanwhile, the structure has to get financed."

Project A, Berlin

Europe focussed, trend driven venture capital investors with venture access to operational knowledge and participation.

Backspace, Amsterdam

Backspace is a venture studio for technology entrepreneurs with ideals worth building into impactful companies. Doing good is so self-evident, we sometimes forget it's possible. BackSpace is product studio driven by technology. It makes ideas into tangible prototypes and products.

Holland Startup, Utrecht

Holland Startup is a venture builder that builds digital companies together with young entrepreneurs. It's our Passion to Help Young Entrepreneurs Succeed. For the next 5 years it's our aim to help 50 entrepreneurs build 25 companies. To disrupt stodgy industries and elicit change by solving big customer problems. Our companies do this through building globally scalable digital solutions with B2B focus and three fundamental strategic pillars: data centric, mobile first and globally oriented. Bring in patinated young people in and help them to establish their own future. By providing mentorship, ideas, funding so they can flourish over time. Holland Startup are venture builders and they help graduated first time entrepreneurs. Problem and customer indication. Link research and university education with practice in innovation.

StarterSquad, Amsterdam

We design, participate and fund. With our international team of highly skilled developers, designers and growth

hackers we'll make your online startup perform smoothly and look great. Let Startersquad support your success!

Aim for the moon, Amsterdam

Aim for the Moon is a startup studio connecting a community of like-minded, passionate and entrepreneurial people. We are entrepreneurs on a mission. Impacting 100 million lives through corporate-startups. For corporates Aim for the Moon scales up innovation through entrepreneurship. This is done via execution and learning by doing. For entrepreneurs Aim for the moon helps scaling up and empower them to build an impact-given business from scratch with a corporate partner. Aim for the moon creates collaborations, build teams, validate and scale new impact-driven businesses.

The Main Ingredient, Amsterdam

The Main Ingredient is a startup studio that helps establishing ideas into a successful business in 12 weeks with a strong background in design, development, strategy and investing. They go from plain idea to a full-blown company (an independent startup or corporate venture). They validate impactful ideas and turn them into outstanding digital products and ventures. To create solutions the world didn't know it was waiting for. The Scan.Build.Grow. approach guides a company through the different phases:

- **Scan:** No matter how good your idea sounds, it might actually be sh*t. Or at least, in the form you're thinking of now. We can help to critically review, criticize and debate over the idea you want to build a company from. To find what it should be. And maybe more importantly, what it should not be.
- **Build:** The first dedicated team comes to life by putting your best and our best people together. Their first mission is to determine Problem-Solution fit in an efficient workflow. It means translating the solution worth solving into a product worth using. Stop and read that again, very important sentence.
- **Grow:** With a working product in place, full steam ahead! The holy grail in growth is Product-Market fit. It's offering your product to the group of people who need it and this group is big enough for sustainable growth.

Venture Builders

Founded in 2012, Venture Builders provides its ventures with capital along with an extensive network and access to a broad range of operational expertise focused on AI, data and general SaaS companies. The company offers its hands-on support in the areas of digital marketing, data intelligence, business analytics, legal, design, PR, sales and recruiting. Reportedly, the Venture Builders has raised a total of euro2.8M in funding over one round.

NEXT

NEXT is consultancy firm specialized in the strategy and governance around innovating new business models. With over 30 years of entrepreneurial experience, the

company has mentored over 50 startups at several accelerators and boot camps. Moreover, the company invests and helps in hands-on with strategy, running experiments, design, coding, provides office space, and much more. Now focussed on corporate startups.

Nescio, Amsterdam

This startup studio is all about coming up with ideas, build digital products and bring them to market. Under Nescio, the startups range from Smart.pr, a mature company in full bloom, to an early stage startup called Journa, still in private beta.

ING Innovation Studio

The ING Innovation Studio based out of Amsterdam was founded by Adam Ayers, Daniele Dondi, and Willem Schellekens in 2015. This studio provides startups with capital, workspace, advisory services, and mentorship to develop their business ideas and businesses in financial technology startups. As per the reports, ING Innovation Studio has made five investments so far.

Unicornify Labs

This startup studio helps in IT-developments, right from websites to build complex web-applications from scratch. On top of that, the Unicornify Labs helps startups and scale ups in growing their own technology team, with the goal of having the team operate independently of external parties as well.

Oneup, Amsterdam

Build startups for big corporates with (emerging) technology (blockchain, chatbot) via Startup Thinking. Combining corporates with startups is both generating the willingness to take risks and cash available. OneUp applies the startup mindset to organizations. Big focus on emerging technologies.

Process:

1. Problem statement
2. Design sprint (5 days of co-creation).

Outcome: validated prototype

3. Validation: problem solution fit (2 months). Outcome: validated business model
4. MVP (3months). Output: pilot
5. Beta: product market fit (3 months).

Output: proven business case

8. Creative session design process outcome

	Immersion	Problem framing	Identify stakeholder needs	Synthesis	Data visualisation	Indicate patterns	Ideation	Idea selection	Prototype	Transform into business
Why	<p>Get motivation</p> <p>Identify problem</p> <p>Identify partners and competitive landscape</p> <p>To create the bigger picture and overview of the issues involved</p> <p>Make sure there is a demand and you create value</p>	<p>To create focus</p> <p>To create a goal</p> <p>Know what to solve</p> <p>To create a plan of action</p> <p>To show you understand the question</p>	<p>Define what to achieve</p> <p>Align everybody on the goal or issue</p> <p>Show you know what users need</p> <p>Show added value for all stakeholders</p> <p>Map future needs</p>	<p>Find out what you still miss</p> <p>Create a full story</p> <p>Create overview of data</p> <p>Define most important issues</p> <p>Convey</p>	<p>Ownership of design direction</p> <p>Find connections and focus</p> <p>Bring data together</p> <p>Formulate startingpoint for design</p> <p>Prioritize findings</p> <p>Deeper/better problem understanding</p>	<p>Think out of the box</p> <p>Generate solutions</p> <p>Stimulate idea flows</p> <p>Accept design craziness</p> <p>Design team + no boundaries people</p>	<p>Client involvement per stakeholder (so that everybody stays in tune)</p> <p>Work from obvious-crazy-real ideas</p>	<p>Make idea tangible</p> <p>Validate if the idea fits the problem statement</p> <p>Find points of improvement</p> <p>See if the idea works</p> <p>To envision your idea or concept</p>	<p>Market fit</p> <p>validation and reflection of MVP on brief</p> <p>Create a business</p> <p>Make it viable</p> <p>Viability</p>	
How	<p>Observation</p> <p>Field research</p> <p>Generative techniques</p> <p>Experience it yourself</p> <p>Enacting</p> <p>Trend research</p> <p>Sources (articles/literature)</p> <p>Market research</p>	<p>Interviews</p> <p>Interviews</p> <p>Scoping canvas</p> <p>Context mapping</p> <p>Future perfect</p> <p>Roadmap</p> <p>WWWWH</p>	<p>Generative techniques</p> <p>Interviews</p> <p>Create worst case scenario</p> <p>Session/discussion with all stakeholders</p> <p>Context mapping</p> <p>Persona</p> <p>Heatmap</p>	<p>Persona</p> <p>Customer journey</p> <p>Service blueprint</p> <p>Data clusters</p> <p>Framing</p> <p>Transcript to statement card</p> <p>Benchmark</p> <p>Experience map</p> <p>Movies</p>	<p>Visuals</p> <p>Involve stakeholders for discussion</p> <p>Interaction vision</p> <p>Customer journey</p> <p>Create a solid story</p> <p>Cluster findings</p> <p>Find underlying themes</p>	<p>Braindump</p> <p>Creative sessions</p> <p>Brainwriting</p> <p>Motologische kaart</p> <p>Metatoren</p> <p>Amazing 8</p> <p>Analogien</p> <p>Brainstorming</p> <p>Waterkoker-formule 1</p> <p>Envision without boundaries</p>	<p>Problem framework</p> <p>Dot voting</p> <p>Presentation and discussion</p> <p>Idea onion</p> <p>Design brief</p>	<p>Use it!</p> <p>Put in context of user</p> <p>Create physical prototype</p> <p>Create imaginative prototype</p> <p>Test and iterate</p>	<p>Implementation plan</p> <p>Concept with business proposition</p> <p>Business model canvas</p> <p>Value proposition</p> <p>Roadmap</p>	
What	<p>Personas</p> <p>Problem understanding</p> <p>Problem domain</p>	<p>Competition map</p> <p>Problem statement</p> <p>Stakeholder presentation for validation</p> <p>Design brief</p>	<p>value and needs map</p> <p>Create personal need-package</p> <p>Research overview</p>	<p>Infographics</p> <p>Judicative overview or data</p> <p>Understanding</p>	<p>Mission/vision</p> <p>Start of solution</p> <p>Design brief</p> <p>Problem framing 2.0</p> <p>Design boundaries</p>	<p>1000 ideas</p> <p>Team dotvoting</p> <p>Overview of ideas</p>	<p>Concepts</p> <p>The idea</p>	<p>MVP</p>	<p>Product</p> <p>Believe/energy to start the startup</p> <p>Service</p> <p>POC</p>	

9.1. Blog 1 - Design x Innovation



Get started



Design x Innovation

A series on the value of design for startups

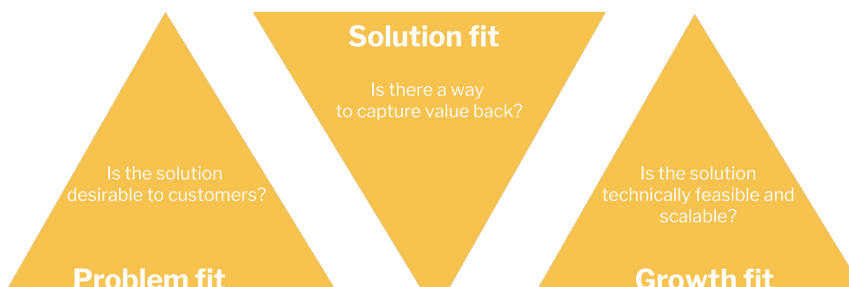


Marloes Meijer

Nov 26, 2018 · 6 min read

Innovation can be described as *'the creation of new products and services that deliver value to customers, in a manner that is supported by a sustainable and profitable business model'*. The process of innovation is quite straightforward: first, you uncover the right problems to solve, then you propose ways to solve them. Once a solution is validated through experimentation, you start building your product and startup. This building is done by the search of funding, growth of the team, and production of the product or service. Sounds easy right?

In reality, innovation can be seen as a messy problem: the solution space is yet to be defined and many opportunities are present. By researching what is known, and anticipating on what is not yet known, design is a mindset for change and successful innovation. Designers combine skills as researcher, facilitator and strategist and therefore have the ability to create innovations that are valuable for both the user and organizations (Bijl-Brouwer and Dorst 2017; Calabretta and Kleinsmann 2017) and reduce the risk of startup failure. But what exactly is the value of design for innovation? And how to apply design theory to innovation? In this series, We Are Builders is going to uncover how to use design in a startup studio. How to apply design knowledge and methods to create even better solutions.



Full text:

<https://medium.com/we-are-builders/design-x-innovation-b366ae4e3db8>

9.2. Blog 2 - Discover customer value



Get started



Marloes Meijer
Dec 10, 2018 · 6 min read



This series is exploring the value of design for innovation from different angles, all focus on enriching the innovation process. How can design spark and enrich innovation strategies? In a series of blogs we're working towards an ideation strategy ready to implement within a startup studio or comparable company. Read the first episode, [Design x Innovation, here!](#)

Discover customer value

Customer value is something that can be hard to grasp. Who will be the future behaviours of your innovation? What are the problems they currently want to solve? Are you targeting the right market? Answering these questions asks for more than talking to partners and doing market research: it asks for deep customer and stakeholder insights. Don't ask what people want, but why they want it. But how to create these deep customer insights? How to involve customers within ideation and how to evaluate the value of ideas?

Toolbox for discovering customer value

Via customer insights, you explore the solution scope to understand what problems the and evaluate if a target group is ready for your innovation. This exploration for understanding can be split into three levels: 1) what people say or think, 2) what people do or use, 3) what people know, feel or dream.

What people:



Knowledge



Full text:

<https://medium.com/we-are-builders/design-x-innovation-2ac41ab4e5bc>

9.3. Blog 3 - The power of exploring



Get started



The power of exploring

Why explore during innovation?



Marloes Meijer
Jan 25 · 7 min read

If you google 'how to explore' you will get an easy 7-step plan to follow:

1. Find an area to explore
2. Pack all your things in a backpack
3. Invite a friend along
4. Wear clothes appropriate for where you are exploring
5. If necessary, have a map of the area you are exploring
6. Study up on your surroundings
7. Set up camp

Exploring is the process of discovering new things, without knowing exactly what to expect. An important step in exploring is determining where you want to go and then.... go. It will be not yet clear what will happen exactly, but you will discover.

In innovation, the process of 'exploring' is very important. Go out there, explore what is to be discovered and find yourself in a situation where you may think: why is this designed this way? Why don't we approach this issue differently? Why is this not working the way I would like it? *Gather sparks*. This process of exploring, discovering solution spaces and creating new sparks, is a divergent process. A divergent process broadens your knowledge and allows you to see a problem area from a different perspective and create solutions with unique value. How to apply divergent processes in practice? And how to innovate in a creative way? Let's embrace diverging! This blog

Full text:

<https://medium.com/we-are-builders/the-power-of-exploring-ca412ee0f1aa>

10.1 Process design designer session

Case

"The organization of a festival asked you to guide them during the discover phase of their festival planning. It is unclear what the exact target group of the festival is going to be, this is the main focus of the research. Afterwards, they asked you to guide the process of opportunity searching, where the festival wants to differentiate themselves from other festivals for the found target group. The team is very excited to start with the organization, but they are not that good in planning and tend to behave chaotic. Your task is to manage everything so that they have the confidence that the festival organization will work out."

Session goal

How to immerse in the context of a user with the goal to define the problem definition.

- Make a process tangible
- Focus on visualisation and creative formgiving and planning execution

Design requirements

- The process of organizing the festival should be fun and run smooth
- The focus should be on making the process and planning visually appealing and well designed
- The process must be insightful so that no step is overseen
- The design should make the process tangible
- The design should make the process fun to go follow
- The team has no experience with brainstorming, the design should help them with that
- Ideally, the design should work without the accompany of a designer

How to....

- How to structure a process?
- How to visualize steps (single steps, and in an overview)
- How to make sure a step isn't overseen?
- How to make sure a lot of ideas are generated? (side-note: the team tends to jump to execution quickly)
- How to gather ideas on one place?
- How to structure decision making and make sure that the process is light and easy?

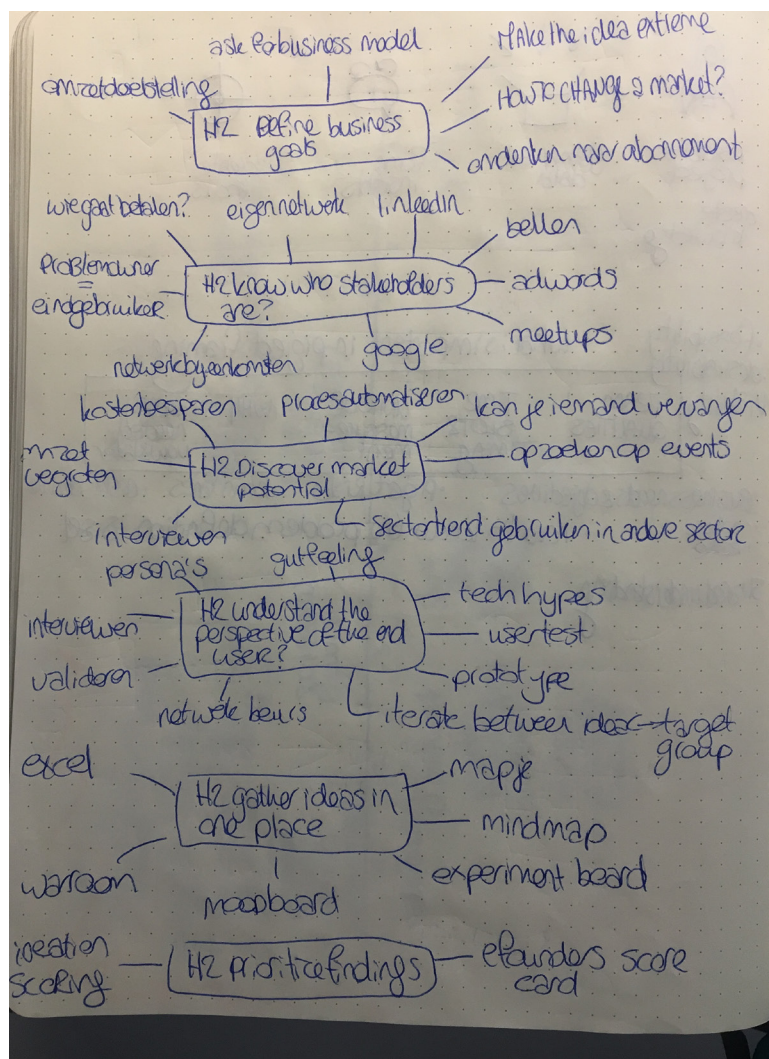
The outcomes are shown in figure XX

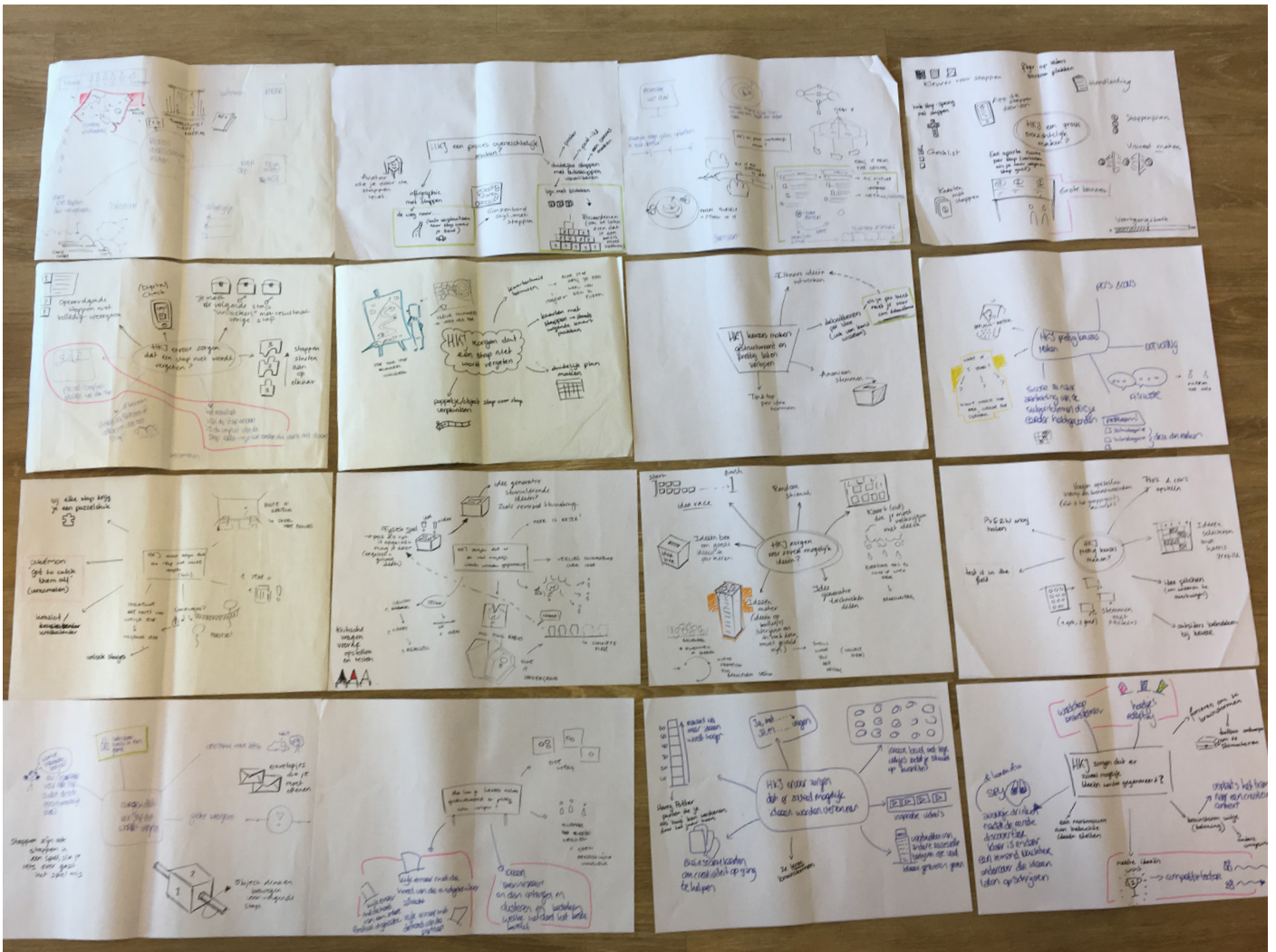
10.2. Process design WAB session

Starting the session, the goal of problem discovery is introduced. The goal of problem discovery is to identify meaningful needs for a specific user base and to get into the context of a project and understand user needs. This to uncover what the innovation potential can be.

How to questions that are addressed are:

- How to define business goals?
- How to know who stakeholders are?
- How to discover market potential?
- How to understand the perspective of the end user?
- How to gather findings in one place?
- How to make findings comparable?
- How to prioritize findings?
- How to prevent self bias?
- How to prevent jumping to product ideas during problem discovery? Is this a bad thing?
- How to 'let go' of the spark during market research?





Raw material of the Process design designer session

11. Test phase 1 material

Knowledge dump

The purpose of this knowledge map is to write down everything you know about the spark. It is not yet important if it is feasible, validated or actionable. This is the step where you write out what you know and what you want to achieve. With this step, quantity is over quality!



Context

A short market description: what does the market look like? Who are stakeholders? Who pays? Who is the end user? What are the stakeholders relations?

User

Who is the end user? What do they do? What are their problems now? How do they feel? What channels do they use to gather knowledge? What is typical about them? Maybe a quote?



Problem

What is the main problem in this context? What is the main problem for the end user? Can you think of sub-problems?

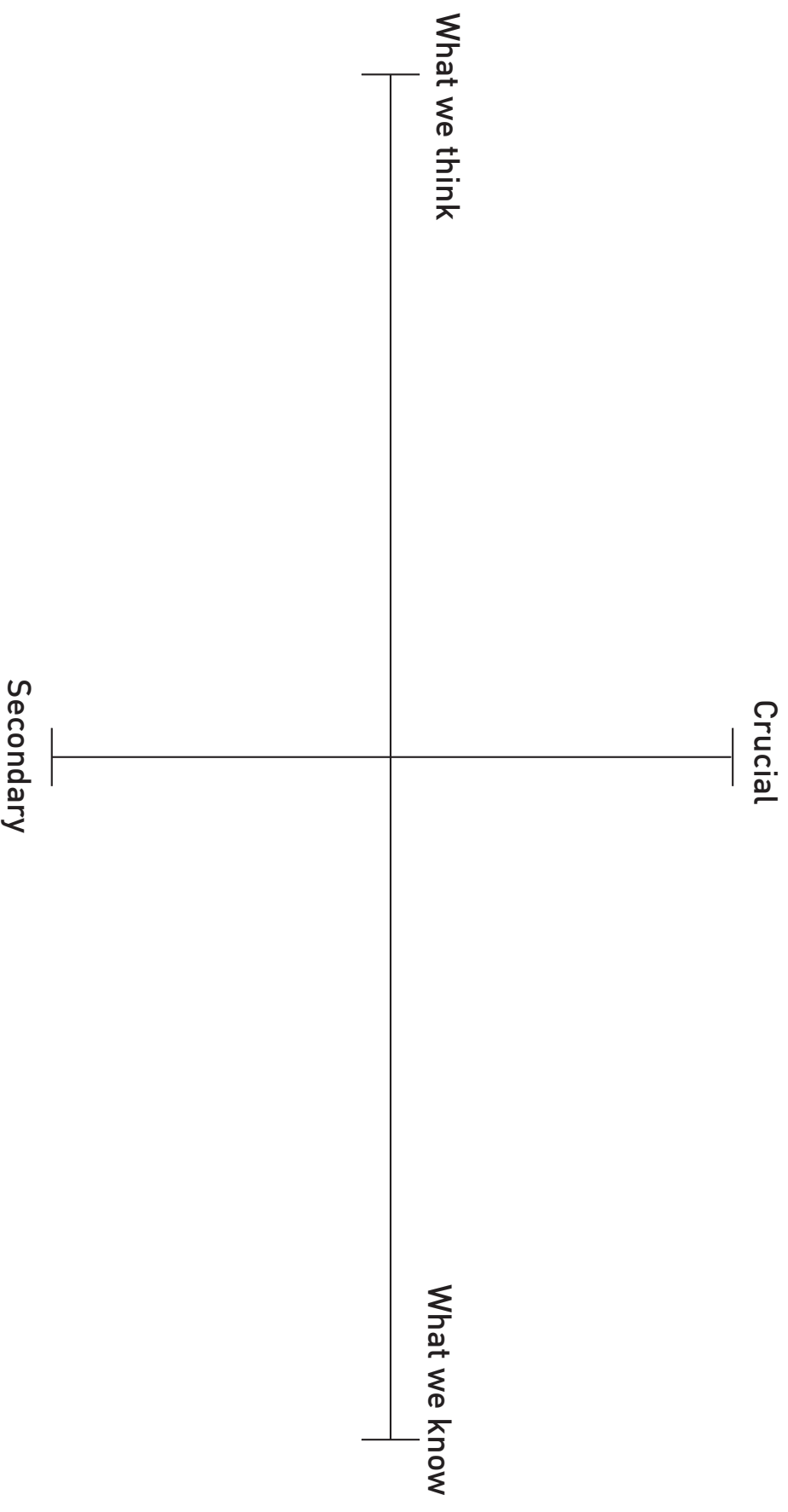
Value

What are you going to deliver? What value will you deliver with your product or service? What is the purpose of this project? What change do you want to achieve in the market? What is your vision?



Assumption map

Now you score the pieces of knowledge based on how risky or critical that piece of information is. On the x-axes: is this something you know? Or something you think? Have you already validated the insight with data or is it based on gut feeling? On the y-axes: is this piece of knowledge critical for success or is it a detail?



Assumption list

2

Look back at the assumption map and select the most interesting or crucial assumptions. With the crucial aspects of your project in mind, list specific and diverse target groups, solutions and problems. Think about different perspectives of the solutions, different stakeholder and sub-problems you want to solve.



Potential stakeholders

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____



Problems

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____



Potential solutions

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

Vision directions



Last step! You have clustered your insights on users, solutions and problems. Now it is time to make vision statements. These vision statement represent **what value** you are going to deliver **to whom**. Every vision statement links a specific user base to his problem and the solution you propose. Try to be specific, some users or stakeholders might benefit from different solutions or have different problems. After that, score how risky and critical this vision direction is based on the earlier made matrix.

For _____ **we deliver**
_____ **to solve**
_____ *solution* _____
_____ *problem* _____

Not risky | Risky
Not critical | Critical

For _____ **we deliver**
_____ **to solve**
_____ *solution* _____
_____ *problem* _____

Not risky | Risky
Not critical | Critical

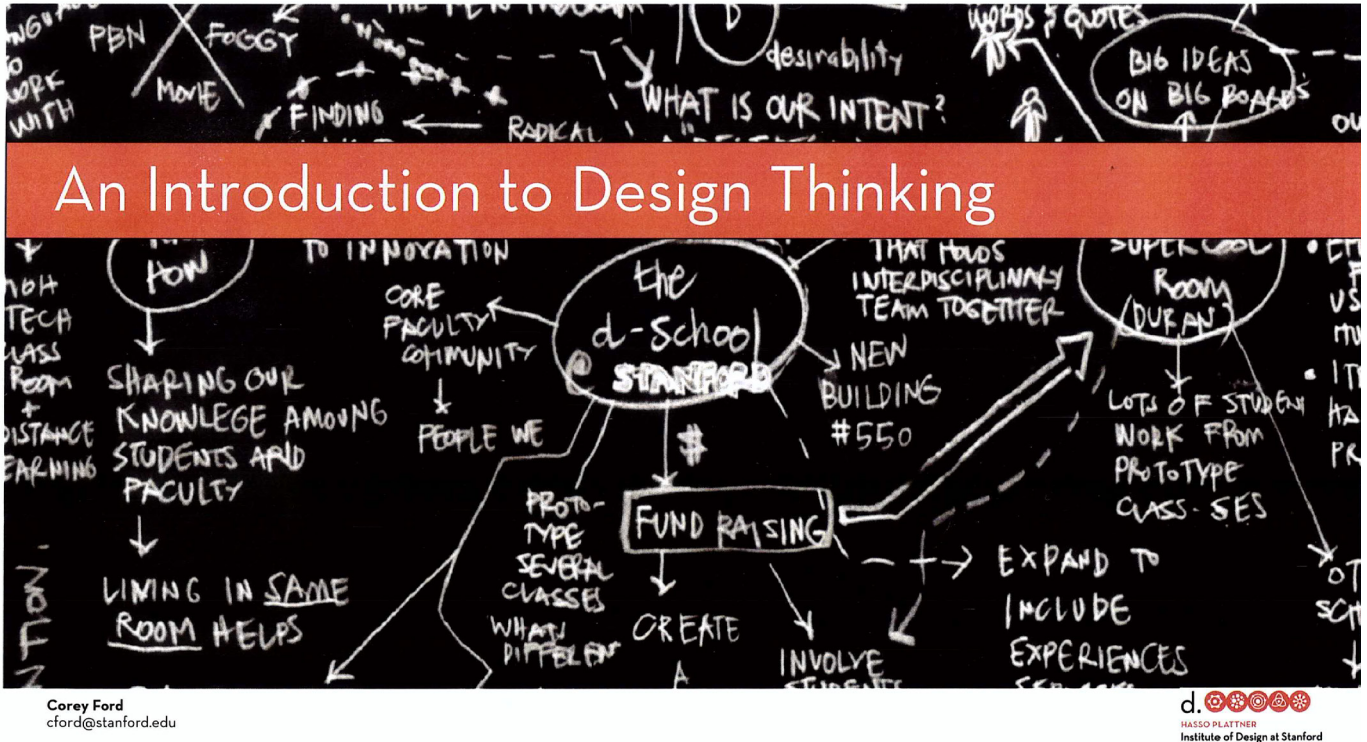
For _____ **we deliver**
_____ **to solve**
_____ *solution* _____
_____ *problem* _____

Not risky | Risky
Not critical | Critical

For _____ **we deliver**
_____ **to solve**
_____ *solution* _____
_____ *problem* _____

Not risky | Risky
Not critical | Critical

12. Test phase 3 raw material



Design the **IDEAL** wallet:

1) Design a **BETTER** wallet:

sketch your best idea here:

00:04

GAIN EMPATHY by engaging users:

1) Interview 1:

Ask your partner to introduce themselves to you by walking you through the contents of their purse or wallet. Ask questions.

NOTES/SKETCHES:

- Klein a compact
- Prijs per mopper.
- Meest gebruikt papjes
- Meer penpennen
- Spont ou pen Bonus.
- Meen ou

LIEVER GROTER + BONNETJES

meer praktisch in jas of tas

00:05 per person

What stood out to you?

INSIGHTS:

- PRAKTISCH
- ZELFS BARNEE PAPJES
- LIEVER GROTER.
- TAS MOET VOOR POMPOMMEE

00:01 per person

2) Interview 2:

Go deeper. Find out more about your partner. Dig for stories.

NOTES/SKETCHES:

- ECHT TE KLEIN
- POMPOMMEE MET MAAL
- GED IN POMPOMMEE DETER.
- VLEGGE HANDELIJGEN.
- ANOEGE PAPJES TE BE JURE.

00:03 per person

What surprised you?

INSIGHTS:


- POMPOMMEE MOET MET MAAL
- VAN DE ZELFHEID ZWEL ANGELEJH ME.

00:01 per person

Articulate your current POINT OF VIEW:

EMPATHY

3) Inventory possible NEEDS:

 MYRTE
name

things they are trying to do (needs):


- VEEC PAPJES, MEER.
- SPONTEN
- Bonus
- Snel weer weg

ways they want to feel (insight/meaning):

- VELLE ALLES MEE
- IN CONTROL, VLEGG, WOODSH
- PRAKTISCH.

00:03

4) DEFINE a Problem Statement:

 MYRTE
name

NEEDS TO STORE MEER PAPJES
user's need

in a way that makes them FEEL

IN CONTROL, ALWAYS
insight/meaning

[my problem statement]

00:03 to bring to the next page!

d. @ @ @ @ @

Generate alternatives to test:

PROTOTYPING

5) Sketch **3-7** RADICAL ways to meet your user's needs:

[put problem statement here]

1. 

2. 

3. 

4. 

5. 

6. 

7. 

00:05

6) SHARE your solutions + **CAPTURE** feedback.

1. Unpacken 2. Nutzer suchen 3. Nutzer suchen 4. Daten lesen 5. Nutzer Modell 6. Generieren 7. Top, Handoff.

00:03 per person

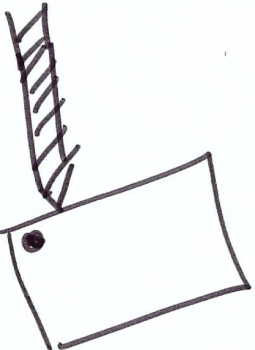
Iteration #2!

EMPATHY + PROTOTYPING + FEEDBACK


9) Generate a new **SOLUTION**

[put problem statement here]

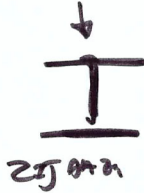
Sketch your big idea, note detail if necessary!




MEMBERS COVERS



INSTANCES



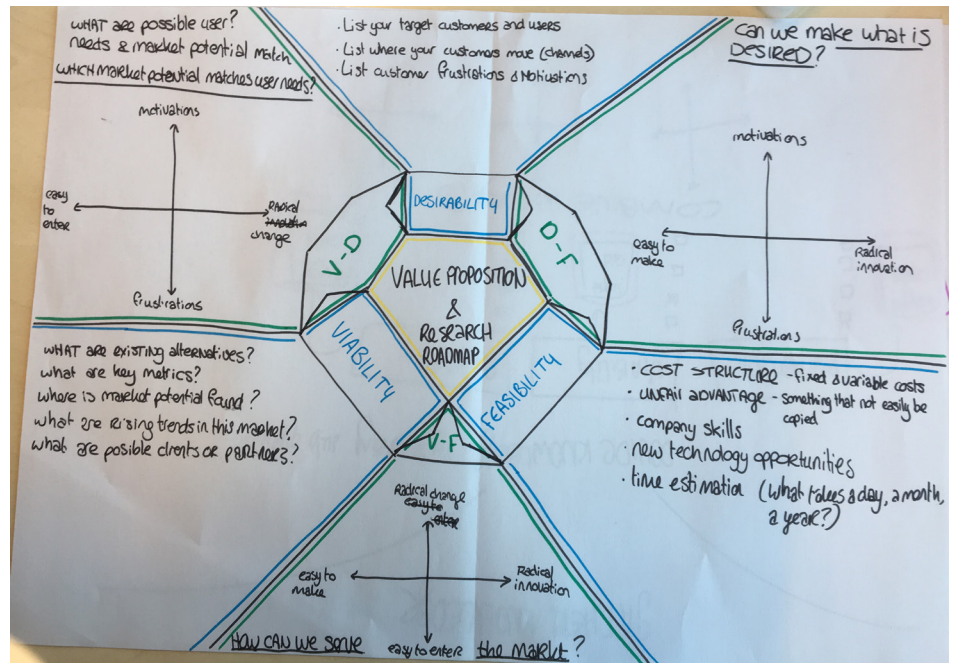
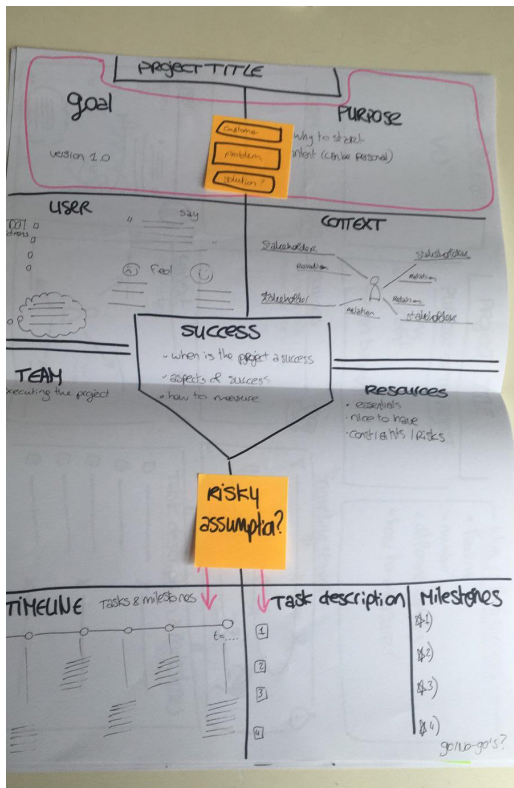
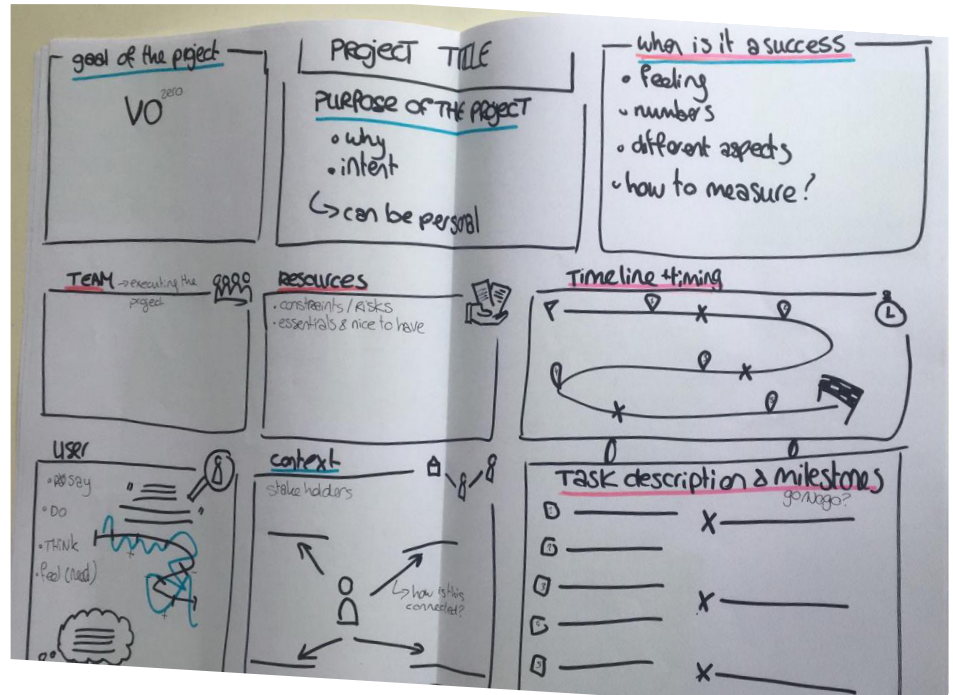
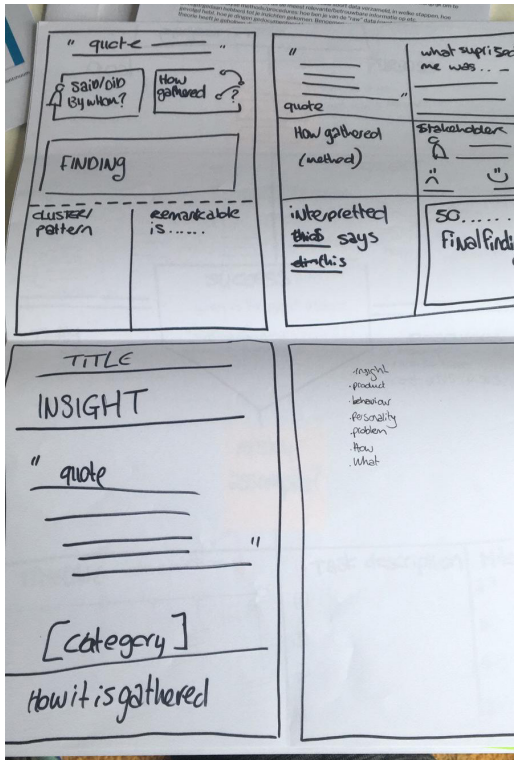
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Bo. Va

00:03

13. Create process towards framework



14. Concept testing session planning

TIME	TOPIC	STEPS	NEEDS
10:00-10:15	kickoff	introduction of the session, goal of the session, purpose of the day, tell something about yourself, natte loempia Write down on post its: What is remarkable?	Presentation: Planning Goal of today Icebreaker
10:15-10:35:	Obeyo spark presentation and discussion	What is questionable? What is unique?	Presentation Obeyo by Mike Post its Flip chart
10:35-10:50:	knowledge dump and map	Stick to wall, discuss what you've written down Fill in knowledge dump canvas Discuss Fill in list Fill in assumption map Discuss	4x knowledge dump canvas A3 Cluster flip chart 4x assumption map canvas A3 Presentation approach of value proposition workshop
10:50-11:00	Value proposition workshop	explain start, mid matrixes and end exercises	Overview and step by step
11:00-11:20	STEP 1 - expertises to form information overview	Try to answer the stated question and fill in the canvas Customer journey canvas Trend analysis canvas Skillscanvas Translate to insight cards	Desirability: Persona 3x A3, Empathy map, customer journey Feasibility: Brand DNA, company skills, new tech innovations Viability: Competition onion, Competition variable canvas, Market trends 3x flipcharts with matrixes Insight cards
11:20-11:45	STEP 2 - combinations to form insights	Move to matrixes, map the insight cards on the different matrixes Discuss interesting findings	Place to cluster insight cards
12:00 - 12:45	Lunch	List down interesting combinations and ideas	Selection method, dots?
12:45 - 14:45	STEP 3	Recap of morning, explanation of writing down the value proposition Make a list of possible value proposititions (for..... we deliver to solve) Put on timeline (+1, +5, +10) Make a research roadmap: look back at the sub questions per corner. Reflect on assumption map, Reserach roadmap: now, this week, this month, approach to gather knowledge by whome	Value propostion canvas big Lean canvas big Draw research roadmap
14:45 - 15:00	finish off		

15. Concept testing presentation



WE ARE BUILDERS

OBEYO VALUE PROPOSITION WORKSHOP

Hello!

WE ARE BUILDERS

**DO WE HAVE A PRODUCT
YOUR MARKET NEEDS AND
YOUR CUSTOMER WANTS?**




WE ARE BUILDERS

Doel

Opstellen van een eerste value proposition en research plan voor de komende maand voor Obeyo



Day planning



Topic introduction

Knowledge dump workshop

Value proposition workshop

Research plan

Day planning

- 10:00-10:15 kick-off
- 10:15-10:30: Obeyo presentation and discussion
- 10:30-11:00: Knowledge dump workshop
- 11:00-12:00 Value proposition workshop 1/2
- 12:00-13:00 Lunch
- 13:00-15:00 Value proposition workshop 2/2

Who are you?

- Tell something about yourself
- What makes you the most happy in your house?



MICHAEL VAN LIER

Obeyo presentation

Write on a post-it:

What is remarkable?
What is questionable?
What is unique?

Knowledge dump workshop

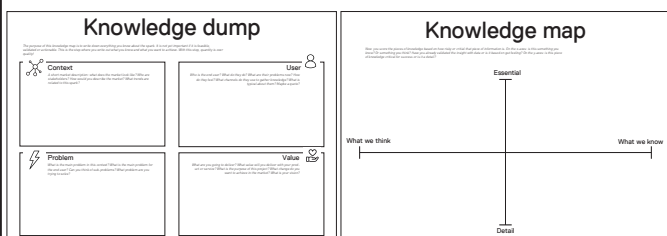


Doel

Delen van kennis over de real estate markt en het invullen van de knowledge map



Aanpak



Fill in: 5 min
Discuss: 5 min

Cluster knowledge: 10 minutes

Fill in: 10 minutes

Insight card

Theme
Insight title
Context
References

Value proposition workshop



Doel

Opstellen van gezamenlijke waarde propositie voor Obeyo

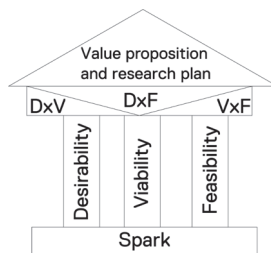


Aanpak

- Step 1: Work out insight cards from one edge with the hand holds of three specific canvasses
- Step 2: Share insights and build on each others ideas
- Step 3: combine insight cards to find unique concepts

[Lunch]

- Step 4: Cluster and prioritize concepts
- Step 5: write shared value proposition(s)



Research plan



Doel

Opstellen van een plan van aanpak van de Obeyo research de komende maand: wat weten we nog niet (goed genoeg)?



Aanpak

- Reflecteer op de **knowledge map**: klopt dit nog met de zojuist opgestelde value proposition? Welke informatie zijn nog assumpties?
- Reflecteer op **expertise canvasses**: welke onderdelen hebben we niet goed genoeg kunnen invullen? Is dit essentieel om te weten te komen?
- **Prioriteer**: welke vragen kunnen we de komende week beantwoorden? Welke de komende maand? Met welke methode? Wie is verantwoordelijk?