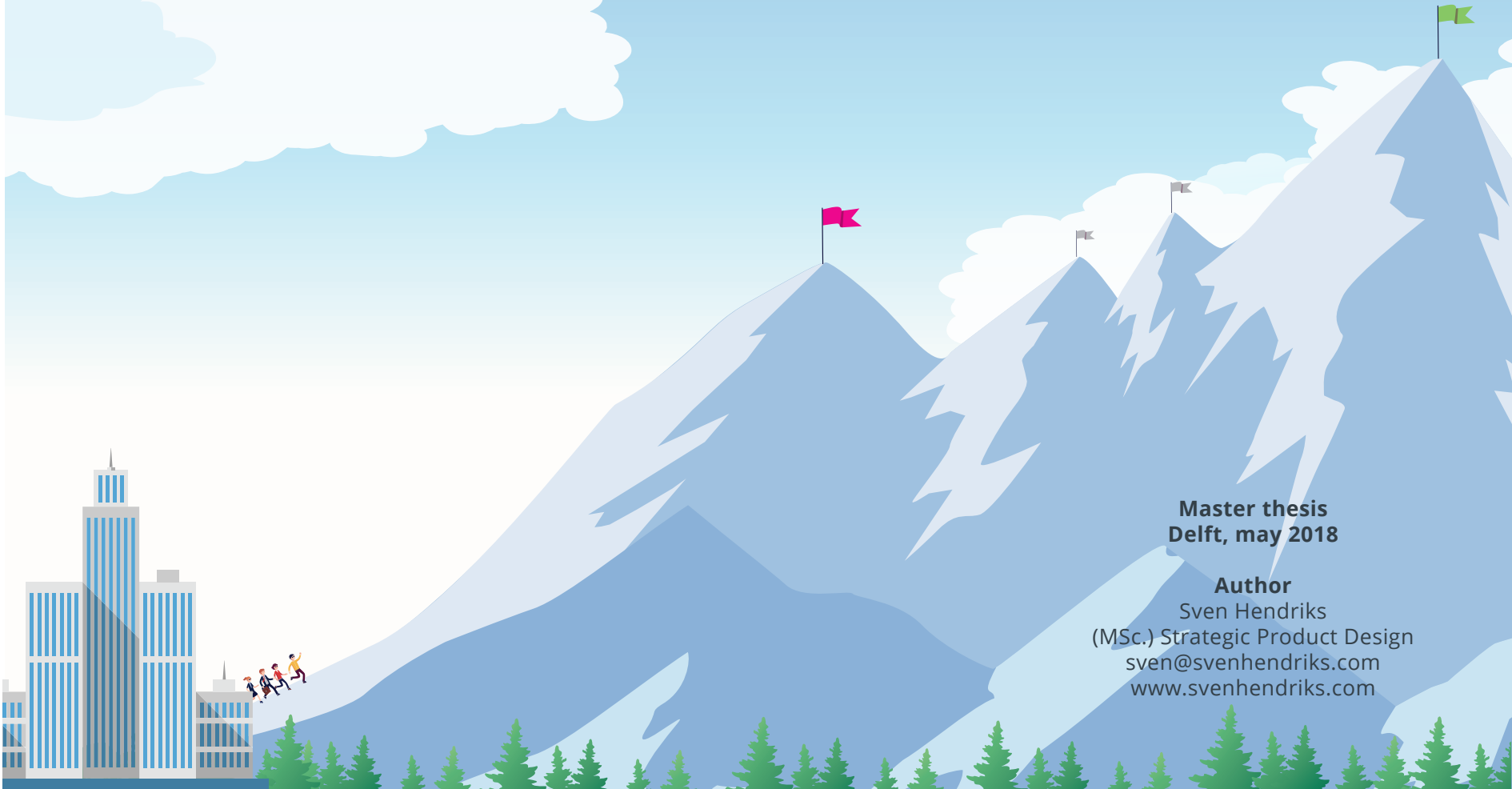


# THE MOUNTAIN OF TOMORROW

A toolset for building recurring long-term relationships through mutual understanding



**Master thesis**  
Delft, may 2018

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# PREFACE

In front of you is the final deliverable of my graduation project of the master Strategic Product Design at Delft University of Technology. This seven month long project was done in collaboration with Outside Inc. and enabled me to challenge myself constantly, to meet a lot of very interesting and inspiring people along the way and to learn a lot about myself.

I would like to dedicate this project to my father Henk Hendriks, the one person that I would always argue with but without whom I would have never gotten this far in life. I hope that I made you proud.

I would like to thank my mother for always being there for me. When I felt that everything was against me and the stress was getting to me, you were always there for me. Your comforting advice and rational thinking always motivated me to continue and soldier on. In addition to that I want to thank my sister and my friends for their constant support during my eight years of hardship trying to get a Masters degree. It would not have been possible without you all.

Thank you Quiel for your enormous belief in me and your constant support during the last few years. You showed me that being different is actually the most valuable quality you can have. I hope that the ending of this project leads to many more years of working together.

Thank you Frido for constantly challenging me during this process. Your endless knowledge surpasses me and stimulates me to do more and always improve.

Thanks to Isabelle who coached me through this whole process by being a wonderful mentor to me. You challenged me in the moments that I needed it and encouraged and reassured me when I was overwhelmed.

A special thanks to the team at Outside Inc. for being so welcoming and making me feel as if I was a part of the team. You were truly inspirational to work with.

And last but not least a special thanks to my fellow students and friends at Industrial Design Engineering. Thanks for participating in my brainstorm sessions. You guys always motivate me to excel in everything that I do.

Enjoy the read. (it is a long one!)

Sven Hendriks



# EXECUTIVE SUMMARY

Innovation is one of the most important aspects in both the business and the design environment, because of one reason: everything changes. Markets are never stable, customers' needs and wishes change and technology evolves. This leaves companies with the option to either adapt to the ever-changing conditions they are exposed to or to be changed in the face of competitive pressure.

However, innovation should happen in the right direction. The idea of innovating just for the sake of growth is outdated and obsolete. The world is out of balance and our current economy is failing us, which means that it is of high importance that we move towards a balance in which we meet the needs of all within the means of our planet.

Outside Inc. tries to contribute to this highly ambitious goal by creating innovation acceleration programs together with existing organisations that will help them find new products and services. These programs combine the entrepreneurial qualities of people with a more sustainable and social mind-set.

In order to make a real impact, Outside Inc. currently needs to grow. Not necessarily grow to become the biggest or the most profitable, but grow to become more resilient. They believe that this growth should be accomplished by creating more recurring long-term relationships instead of the single short-term relationship that are currently mostly formed with their clients.

## RESEARCH

An extensive research was conducted in order to generate insights into why client relationships are mostly single short-term. A company analysis, a case study of 8 cases and a client analysis based on 6 interviews and 2 observations uncovered, among other insights, three underlying reasons:

### **a miss-alignment in the expectations**

This miss-alignment occurs in terms of the form in which Outside Inc. and the client work together and the form in which Outside Inc. is engaged. This miss-alignment is due to an ambiguity in the communication and the lack of demarcation.

### **A diminishing of the perceived added value**

Due to the fact that clients learn and evolve from the experience with Outside Inc there is a diminishing of the perceived added value. This means that the fit between the value proposition of Outside Inc. and the client is currently lost after one program.

### **A doubt about the effectiveness of the program**

Due to the fact that Outside Inc. may not convey its value proposition correctly, there is a doubt about the effectiveness of the program. Outside Inc. currently focusses on conveying the direct results while the real value may lie in the in-direct results of a program.

## SOLUTION

In order to provide the first step towards solving these problems, a toolset is developed. This toolset consists of a workshop format, an A1 canvas and a set of cards that function as a conversation facilitation tool. The toolset is to be used in a kick-off session at the beginning of a project by the core-team. This core-team exists of two program managers and one to three representatives of the client.

By using this toolset together with the core-team, Outside Inc. program managers are able to manage the expectations, provide proper demarcation, build an understanding of the client, make the client co-owner of the process and provide a foundation for a possible new fit in the future.

## VALIDATION

The toolset has been evaluated during a test with a real client of Outside Inc. during a kick-off meeting of a program. The validation was successful but this however does not mean that the development of the tool is done. It is advised that Outside Inc. uses the toolset with more clients while doing intermediate evaluations in order to validate and iterate more.

## RECOMMENDATIONS

Furthermore, Outside Inc. is advised to continue with the improvement of their own identity and value proposition. By doing so, Outside Inc. can make the fit between the client and the value proposition easier and more adaptable to the evolution of the client.

It is also advised that Outside Inc. continues to do more client research than before. Not only by means of traditional customer research (e.g. evaluation forms/surveys etc.) but also by personally interviewing clients after approximately 1 year after finishing the program. By doing so, Outside Inc. gains valuable information but also builds a new connection with the client that could result in future programs, which could in turn, result in a recurring long-term relationship.

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# 1. Project Introduction

This chapter provides an overview and an introduction of the project itself. It describes the process of looking for a fitting project, the project aim, the project scope and the approach. It provides a structured overview of the project layout and offers a few tips on how to read this report.

# THE SEARCH FOR A PROJECT

In September of 2017 it was finally time to find the right graduation project that would form the crowning achievement of my master Strategic Product Design at Delft University of Technology . I decided that I wanted to do this final project in collaboration with a company and the search for a fitting assignment started. During this search I decided to first think about what the project should include. I came to a decision on five pillars of importance:



## **Utilise your design skills in a different line of work**

Utilising my design skills within a graduation project is an obvious choice as my master (Strategic Product Design) is design-oriented. I however really wanted to try and apply those skills in a different field of work. During my master I did an internship outside of my traditional field of work at 4Building (a construction consultancy & project management agency) and I worked at Q82 Acoustics (a company specialised in building music studios). In both situations I discovered that the design skills and the designedly way of thinking are super useful when applied in other industries. Therefore I determined that this graduation project had to be done in collaboration with a company that had a non-design background.



## **Stimulate and contribute to entrepreneurship**

During my years at Delft University of Technology I have discovered that entrepreneurship and the entrepreneurial qualities of people are of vital importance for innovation. It has been a lifelong dream of mine to become a true entrepreneur and during my studies I have had multiple opportunities to try it

out . What I discovered is that the road of entrepreneurship is full of hurdles and obstacles. I therefore wanted to contribute in some way or form to the stimulation of entrepreneurship within this graduation project.



## **Utilise your social chameleon skills**

During my bachelors and masters I have been praised for my so-called 'social chameleon' skills, which means that I can easily adapt and find my way in different layers of society. I can have great conversations with my fellow students and professors, I can talk to the board of directors of a company but I can also rub shoulders with the more practical people working on the shop floor. I therefore wanted to include this in my graduation project as I believe that it is one of the skills that makes me successful at the things that I do.





### **Work with people with a passion**

I love working with people with a passion and I feel like I can contribute the most by supporting people with a passion. Having a great idea yourself is awesome, but looking back into the past I can confidently say that I created the biggest impact by helping others with a great idea. That is why I wanted to do a graduation project that supported people with a passion.



### **Make a positive impact on an organisation**

Building on the previous point, I have to say that I wanted this project to have a positive impact on an organisation which means that I want to walk away with a feeling that I did something for that organisation. To give them another way of looking at things or to provide them with a toolset that they will actually use. Therefore I found it important that this graduation project had the ability to really generate a positive impact on an organisation.

In the end Outside Inc. was the company that I chose to work with during this graduation project. I can truly say that they best fitted my five pillars of importance and this report is therefore the result of the graduation project that I did in collaboration with them. The following pages of this chapter will describe how the assignment itself came to be and what I exactly set out to do together with Outside Inc.

1. Sven Hendriks, the writer of this report, thinking about what is important in a graduation project.

# PROJECT INTRODUCTION

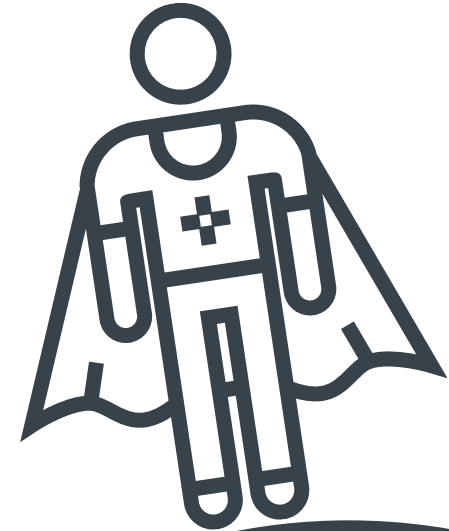
Innovation is one of the most important aspects in both the business and the design environment, because of one reason: everything changes. Markets are never stable, customers' needs and wishes change and technology evolves. This leaves companies with the option to either adapt to the ever-changing conditions they are exposed to or to be changed in the face of competitive pressure. Naturally, companies should seek to adapt themselves and become first-movers on innovation to create competitive advantage and evade negative repercussions (Morris, 2011). This means companies should be proactive in their endeavours to invest in innovation and elicit corporate success (Afuah, 2009).

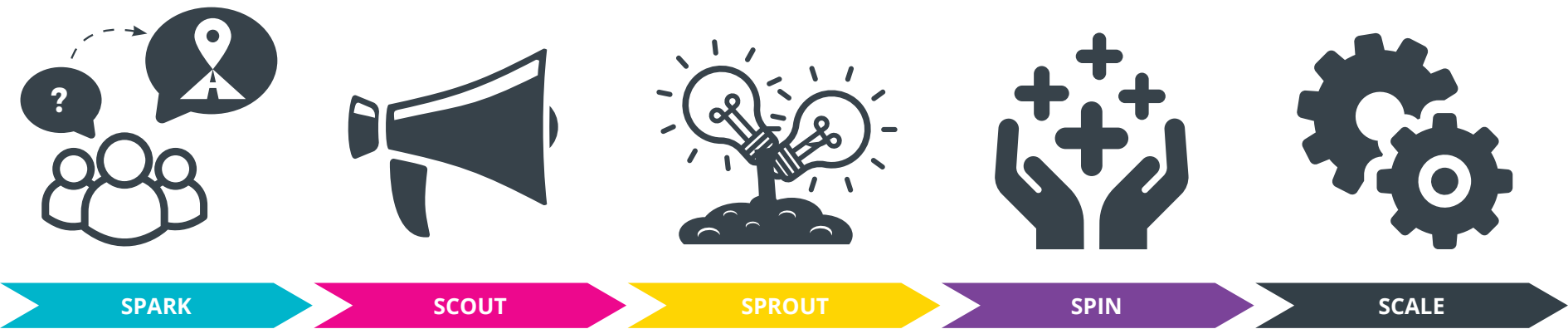
However, innovation should happen in the right direction. The idea of innovating just for the sake of growth is outdated and obsolete. Humanity is currently living far beyond the planet's means, consuming Earth's resources in such a way that according to WWF (2012), we would need two whole planets in 2030 to meet our demands annually. At the same time, many millions of people are living in extreme poverty while almost 82% of

the money generated last year went to the richest 1% of the global population (Pimentel et al., 2018). The world is out of balance and our current economy is failing us, which means that it is of high importance that we move towards a balance in which we meet the needs of all within the means of our planet.

Outside Inc. tries to contribute to this highly ambitious goal by creating innovation acceleration programs together with existing organisations that will help them find new products and services. They do this with a belief in Corporate Social Entrepreneurship (CSE) and mobilize their programs around the Sustainable Development Goals (SDGs) (For more information on CSE and SDGs, see chapter 2). By doing so they try to combine the entrepreneurial qualities of people with a more sustainable and social mind-set. These people with entrepreneurial qualities are literally seen as the superhero's that will help the world.

2. The entrepreneurial superhero that will help the world.





3. The five phases of the Outside Inc. 5S program.

They currently do this using a five-step program comprised out of a Spark, Scout, Sprout, Spin and Scale phase. Hereafter referred to as the '5S program'. A visualisation of this 5S program can be seen in Figure 3.

In the Spark phase the goals of the program are defined and an inspiring question or challenge is formed that gives direction and is disruptive,

a call to action. In the Scout phase intrapreneurs (employees within a company who are given the freedom to be an entrepreneur within the organisation) and/or entrepreneurs are mobilised to work on this question and ideas are selected. During the Sprout phase ideas are developed and validated and in the Spin phase they are developed into business models and pitched to management and various experts. Winning ideas can then be further developed and implemented in the Scale phase.

Outside Inc. works with a wide range of clients that all have their own specific goals, organizational structure and way of working.

This means that each program is tailor-made for the client using the phases in figure 3 as guide. Due to these differences and the uniqueness of each client, Outside Inc. is situated in a complex and ever-changing context.

Outside Inc. is currently five years old and as a whole they are still growing and finding their way in this context. They are constantly working towards improving themselves, their proposition, their product and their added value. Therefore the initial goal of this project was to broadly look at Outside Inc. and their program in order to create an improvement within the program.

# THE ASSIGNMENT DEVELOPMENT

As stated on the previous page, the initial goal of this project was to analyse the 5S program of Outside Inc. and to create an improvement within the program. Because of the broad nature of this loosely defined project goal, the assignment definition developed itself during the course of the project. By constantly questioning the current project aim, the assignment was iterated on five times. In order to illustrate how the assignment developed itself, this page describes the evolution of the project aim. The first why question was; "why does Outside Inc. need me?".

## Why? #1

Outside Inc. is still finding it's way in a complex context and they are constantly working towards improving themselves, their proposition, their product and their added value. Outside Inc. believes that graduating internships like these contribute to that process.

## Project aim #1

The aim of this project is to analyse the 5S program of Outside Inc. and to create an improvement within the program.

## Why? #2

Because Outside Inc. wants to grow, grow to become more resilient and grow to reach their goal of making an impact.

## Project aim #2

The aim of this project is to improve the 5S program so that it will accommodate the growth of Outside Inc. by making it easier to create programs (so that Outside Inc. can make more programs in a efficient way) & by making it easier to understand for future new program managers.

## Why? #3

Because there is no base module of the program. Every client of Outside Inc. is different which means that every one of them requires a tailor-made program. A lot of programs are made on



the basis of past programs and the past experience of the program managers. This will not work in the future.

**Project aim #3**

The aim of this project is to develop a base module of the 5S program that assists the Outside Inc. program managers in creating tailor-made programs that suit each specific client and their needs through the use of modules.

**Why? #4**

Because Outside Inc. wants to have a structured approach when designing the programs for their clients, because they want to create tailor-made programs that suit each specific client and their needs while maintaining the same quality.

**Project aim #4**

The aim of this project is to develop a structured design approach that assists Outside Inc. program managers during

the Spark phase in designing tailor-made programs that suit each specific client and their needs.

**Why? #5**

Because Outside Inc. sees that with most clients they only have single one-time relationships and clients do not always come back. Outside Inc. believes that in order to grow, they need more long-term relationships with their clients. Outside Inc. however, does not know why they do not have more long-term relationships.

**Project aim #5**

The graduation project aims to develop an understanding of why Outside Inc. currently has single one-time relationships with clients, and will aim to develop a solution that will assist the Outside Inc. program manager during the Spark phase in creating a more recurring long-term relationship with their clients.

Based on the Five-Why method, originally developed by Toyoda (founder of Toyota) in the 1930s, the assignment was eventually iterated on five times, peeling away most of the layers and revealing the actual project aim.

4. Peeling away the outer layers to reveal the actual project aim.

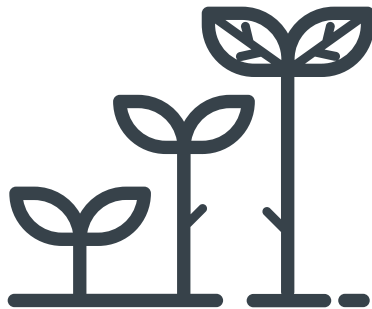
# AIM AND APPROACH

## PROJECT AIM

During the Outside Inc. strategy weekend for 2018 a strategy was determined on for the coming year(s). Among a large set of goals and actions, two targets came to the attention: Outside Inc. wants and needs to grow and they want to create more recurring long-term relationships with their clients. Outside Inc. does not necessarily wants to grow to become the biggest or the most profitable, they want to grow to become more resilient and to reach their impact goal. They believe that this growth should be accomplished by creating more recurring long-term relationship instead of the single short-team relationship that are currently mostly formed with their clients.

These two goals go hand-in-hand and will therefore form the foundation for this graduation project.

This graduation project aims to develop an understanding of why Outside Inc. currently mostly has single one-time relationships with clients, and will aim to develop a solution that will assist the Outside Inc. program manager during the Spark phase in creating a more recurring long-term relationship with their clients. This will hopefully not only stimulate the growth of Outside Inc. but will also provide the opportunity to increase their impact.



Outside Inc. wants to grow. Grow to become more resilient and to reach their goal of making an impact.



Outside Inc. wants more recurring long-term relationships with their clients. They believe that this will help them grow in the right way.

5. The two main goals that form the foundation of this graduation project.

“ The graduation project aims to develop an understanding of why Outside Inc. currently has single one-time relationships with clients, and will aim to develop a solution that will assist the Outside Inc. program manager during the Spark phase in creating a more recurring long-term relationship with their clients. ”

## PROJECT SCOPE

The scope of this project is determined by a couple of factors:

### Outside Inc.

This graduation project is done on behalf of Outside Inc. which means that this project is focused on Outside Inc. and their way of working. The yet to be developed solution will be developed for the use of Outside Inc. employees.

### The 5S program

Outside Inc. currently builds all of their programs around the 5S principle explained on page 17. Therefore this project will focus on developing a solution that will fit within this program.

### The client relationship

Within this project there will be a focus on the relationship that Outside Inc. has with their client. A client is an organisation that pays Outside Inc. for their services. This client is usually represented by one or more people that will represent that particular organization. This project will therefore focus on building a relationship with the client through the people that represent that client.

## INVOLVED PARTIES

During the course of this project a number of parties were involved. The supervisory team of Delft University of Technology supervised the project from an educational and academic standpoint while the company mentor at Outside Inc. was closely involved

to supervise from a company standpoint. In addition to this team, multiple past and present clients of Outside Inc. were involved to represent the clients viewpoint as well as multiple students of Delft University of Technology to occasionally push the project in a new direction with their fresh and surprising ways of thinking.

## PROJECT APPROACH

Based on the Double Diamond model from Design Council (2005), a slightly altered version was created for the approach within this project. The Double Diamond model is a process model that provides a graphic representation of the design process (see Appendix 1). In order to correctly visualize the approach of this project, a small diamond was added in front of the double diamond and some names were altered to better suit each phase.

This project moves through three diamonds (see Figure 6) and six subsequent phases called Initiate, Shape, Discover, Define, Develop and Deliver. Each phase is characterized by either divergent or convergent thinking and each phase builds on the outcomes of the previous one. In the following paragraphs, each is briefly addressed to explain the steps taken.

### Initiate

In this first phase the project was initiated. Through initial informal conversations, working alongside employees and reading literature on the fundamental theories behind the programs and the company, the possibilities for the assignment were explored. This part was concluded with:

- A basic understanding of the theoretical background
- A basic understanding of Outside Inc.
- A basic understanding of possible interesting assignment directions

### Shape

After acquiring a basic understanding of the situation within Outside Inc., the project was given shape. The scope and initial direction

where chosen and the goal for the project was defined.

This part was concluded with:

- An assignment definition
- A defined scope
- A research setup

### Discover

The Discover phase was about gathering information about Outside Inc. and it's way of working, but also about doing research in what was really happening within the programs and understanding how the client experienced the whole process.

This part was concluded with:

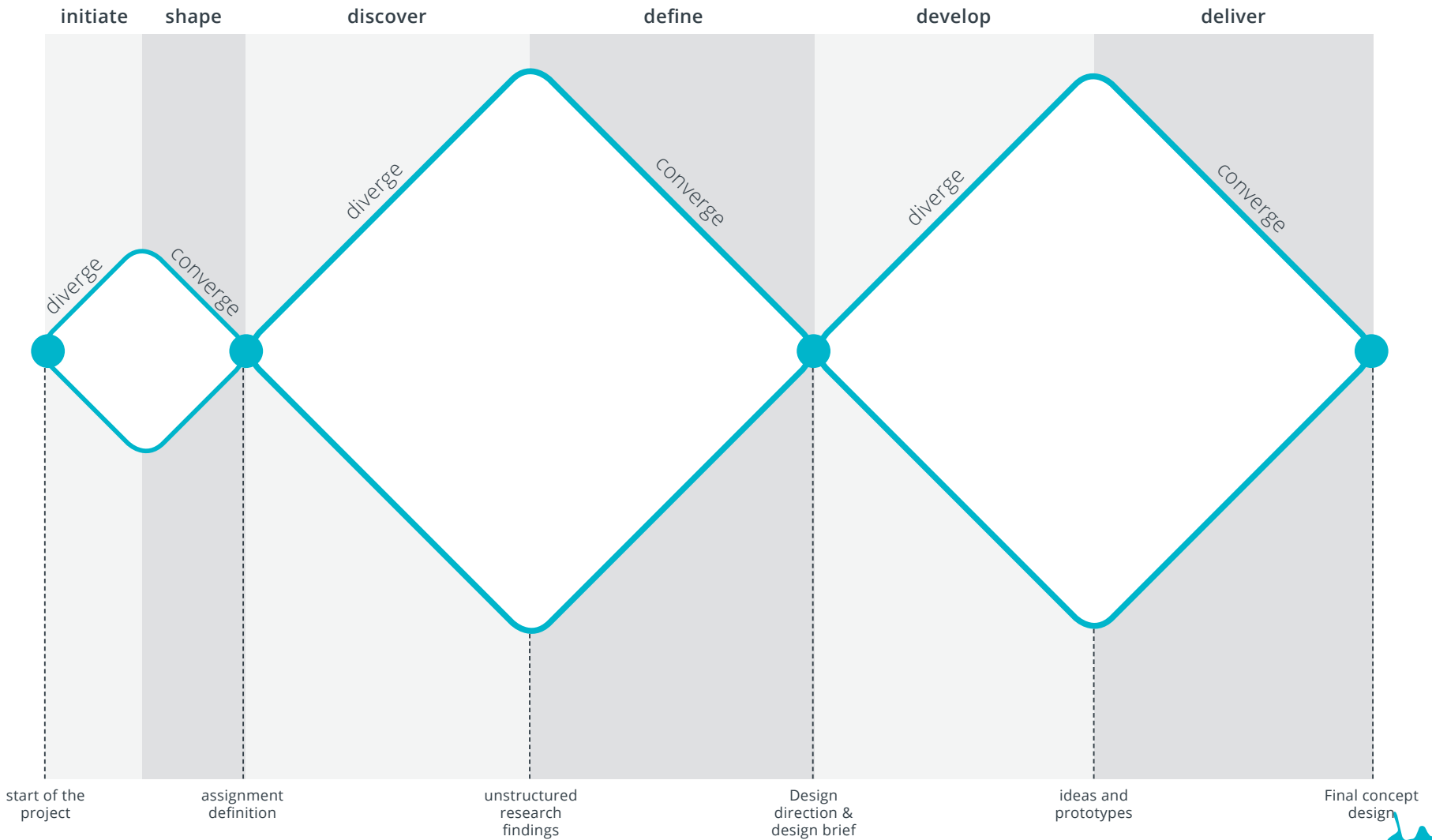
- Findings from an analysis of Outside Inc. and it's way of working
- A base-module design from an analysis of the 5S program
- Findings from a client analysis

### Define

After collecting as much valuable findings as possible in the previous part, the Define phase was all about translating those findings into insights, understanding the insight via a framework, distilling a number of design directions, choosing a design direction together with the Outside Inc. team (in a workshop format) and formulating a solid design brief.

This part was concluded with:

- A collection of valuable insights from company, program and client analysis
- A framework for understanding
- An overview of possible design directions for future endeavours
- A design brief based on one of the design directions



6. The approach of this project visualised using an altered model based on the original Double Diamond model.

## Develop

Under the guidance of the design brief, this phase was all about ideation. Through the use of multiple brainstorming sessions, with the Outside Inc. team and multiple groups of IDE students ideas were developed. After these brainstorming sessions and a few iterations with the Outside Inc. team, prototypes were built.

This phase was concluded with:

- A developed solution in the form of a concept
- A working prototype for testing purposes

## Deliver

The concept that originated from the previous phase was tested through the use of a prototype. This was done with Outside Inc. program managers within an existing client case. The test results were used to further iterate on the concept and a final concept design was made. This concept was coupled with a set of recommendations for further development in order to provide Outside Inc. with an approach and set of tools to put into action. A new prototype of the final concept design was then developed to provide Outside Inc. with an actual working product that they can try out in future projects and iterate on.

This part was concluded with:

- A final concept design
- A final prototype
- A set of recommendations
- This report
- A poster

As this project is a graduation project, there was an additional phase in the end of the project that fell outside of the traditional design model, consisting of a personal reflection and discussion part. Within this phase the possible implications were discussed

and this phase was concluded with a personal reflection on the whole process.

Because designing is in no means a straight line process, it is important to note that the process structure somewhat deviated from the original planned structure. In Figure 7, which is seen on the right page, this process structure is visualised.

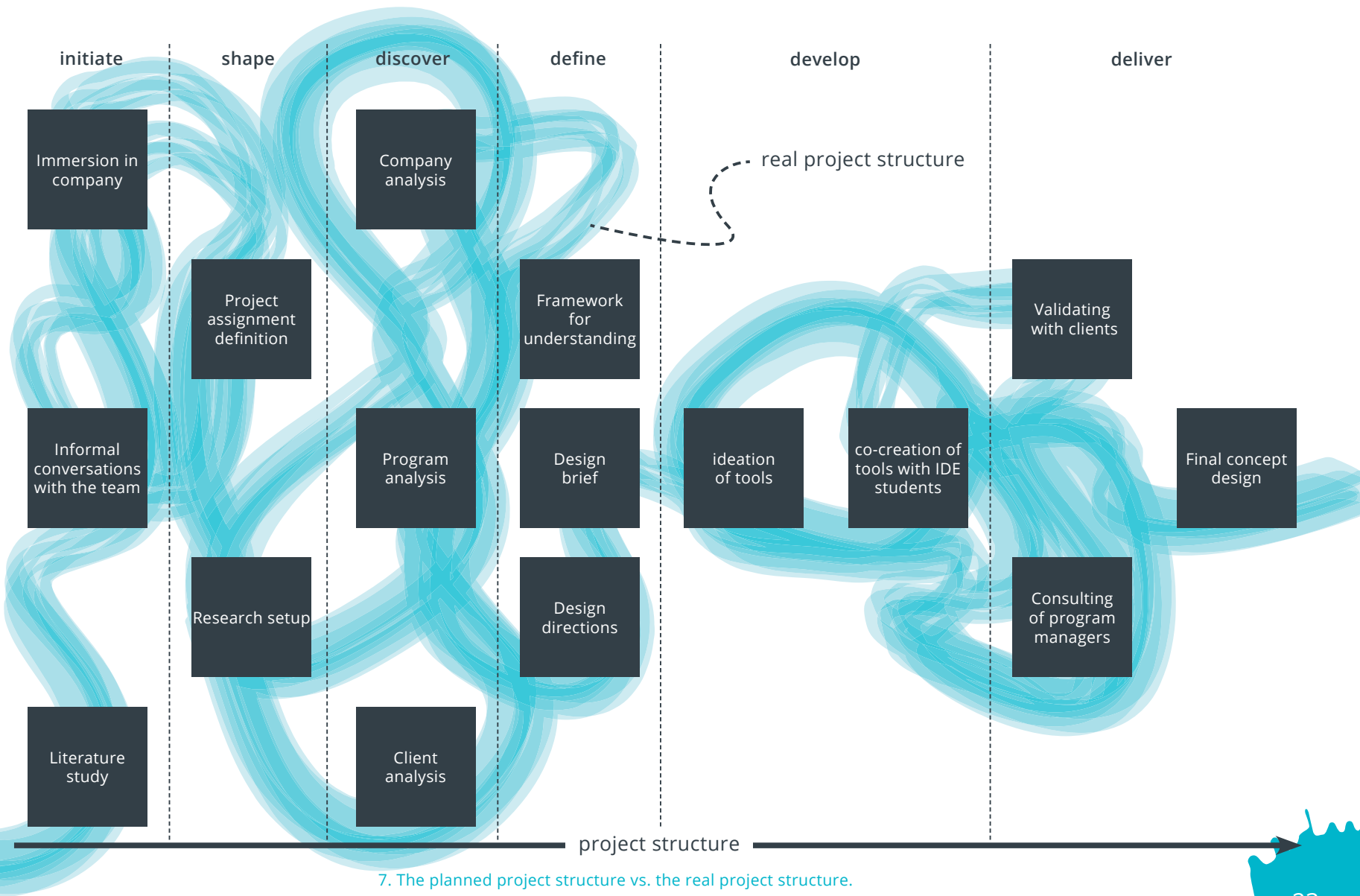
The original planned structure would move from phase to phase, working on each grey square in parallel when in the same phase. The swoosh line visualises the real project structure. Because of the nature of a design project, there is not necessary a straight line process but rather a structure of iterations in which sometimes previous phase is revisited temporarily.

## HOW TO READ THIS REPORT

This report is divided into eight main chapters in which the reader will be guided through the thought-process of the designer. Every main chapter starts with a title page and ends with a concluding page on which the key insights are summarized. Whenever there is additional information, there will be a referral to a chapter in the appendix that can be found in the in the end of the report.

### No time to read?

Just look at the images in each chapter and read the key insights after each chapter and read chapter 5 to get a feeling of what this report is all about.



7. The planned project structure vs. the real project structure.

# 2. Theoretical Background



To understand Outside Inc. and its program, it is important to first understand the theory behind it all. In this section an overview of the theory is given and the theoretical framework behind the 5S program and the vision of Outside Inc. is explained.

# CORPORATE SOCIAL ENTREPRENEUR

Corporate Social Entrepreneurship (or CSE) is the binding element in the theoretical background of Outside Inc, but what is CSE? Austin & Reficco (2008) argue that CSE is “the process of extending the firm’s domain of competence and corresponding opportunity set through innovative leveraging of resources, both within and outside its direct control, aimed at the simultaneous creation of economic and social value.” (as cited in Austin, Leonard, Reficco, and Wei- Skillern, 2006, p.1). Quite a mouthful, so what does it exactly do?

CSE aims to provide an approach that will accelerate the Corporate Social Responsibility journey, or in short CSR journey (see Figure 9). To explain CSE it is therefore good to first understand what

CSR is. CSR is defined by the European Commission (2001) as “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.”

CSR is a beautiful and ambitious goal but according to Center for Corporate Citizenship (2004) most organisations are not able to significantly integrate CSR in their organisations.

According to Austin & Reficco (2008) CSE aims to produce a significant and comprehensive transformation in the way that a company operates and sets five elements that are central to that process.

## CSE

the process of extending the firm’s domain of competence and corresponding opportunity set through innovative leveraging of resources, both within and outside its direct control, aimed at the simultaneous creation of economic and social value.

## CSR

a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.

8. The definitions of CSE and CSR.

# RSHIP TO THE RESCUE

## The five elements of CSE:

The first is an **enabling environment**. For companies to move from their old approach to CSE they need an environment in which an entrepreneurial mindset can flourish. This requires a powerful vision about where the CSR movement is taking the company and why it is vital to the company's success.

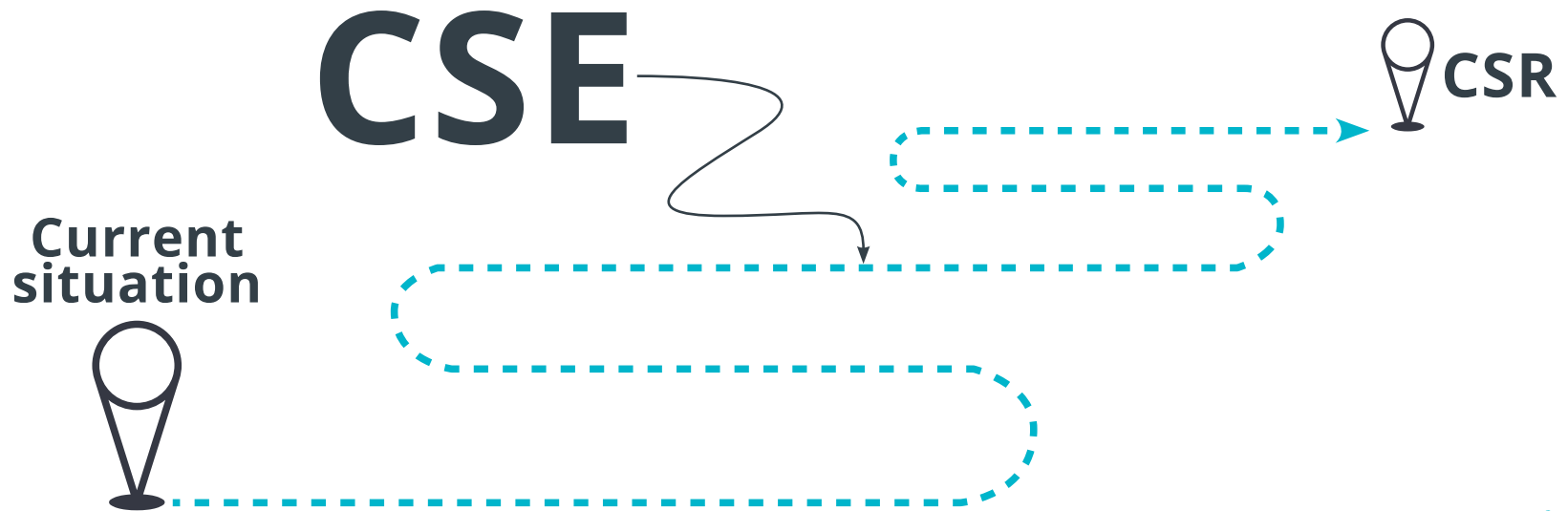
The second is **corporate purpose** which means that it is vital to see fulfilling social responsibilities as an essential component in the companies' mission and values.

The third is **value creation and double return**. A company should

aim for the double return and move from a situation of maximizing returns for investors towards optimizing returns for all stakeholders.

The fourth is **co-generating value** which is the believe that the extending of a company's domain of competences can only be done by collaborating with other organisations.

The fifth and last element is the **corporate social intrapreneurs**. The individuals that are the internal champions that continuously advocate for the integration of CSR in the fabric of the organization, that possess the capabilities to create innovative solutions and the ones that form the catalysts for change.

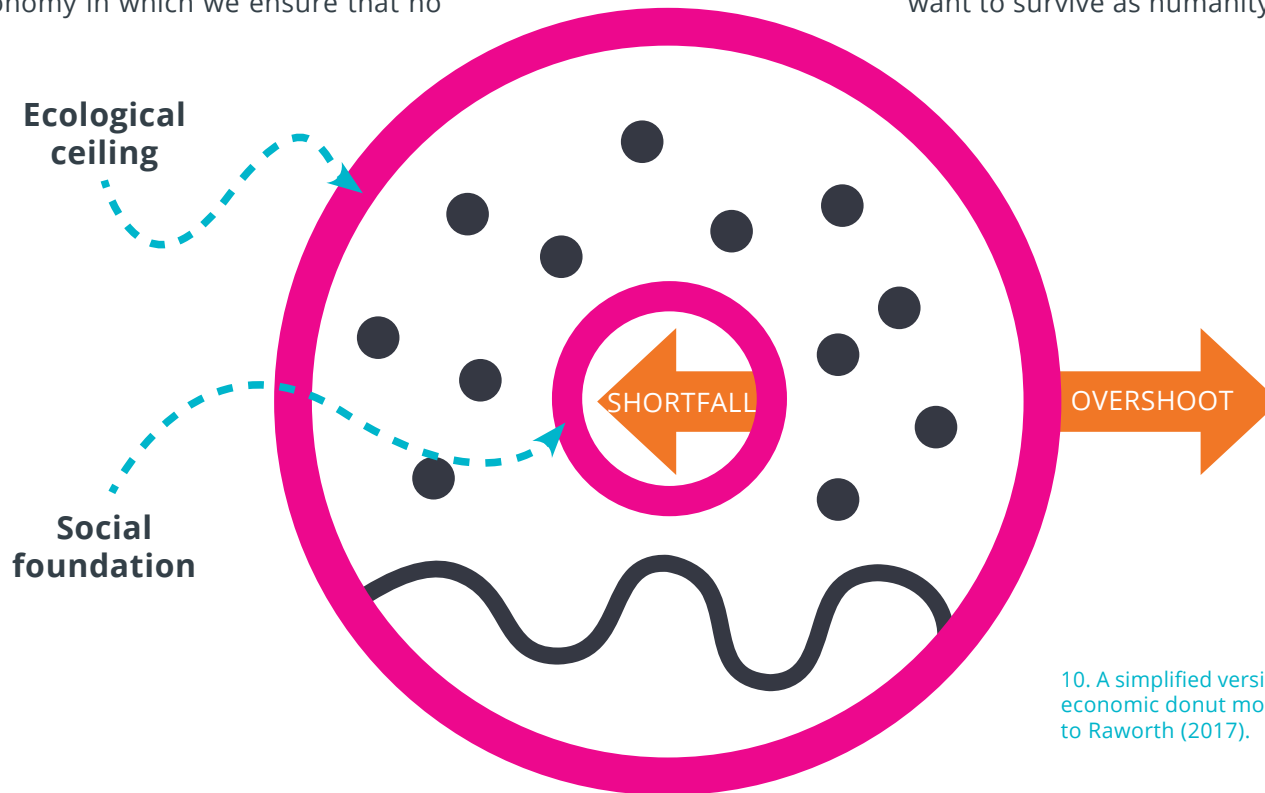


9. A visualisation of how CSE forms the road towards CSR.

# A NEED FOR A NEW ECONOMY

So why do we need CSR and CSE and why can we not just keep doing what we have been doing? In the introduction of this project this topic was already lightly touched upon by stating that we need innovation but what we desperately need is innovation in the right direction. As stated by Raworth (2017), humanity's challenge of this century is "meeting the needs of all within the means of the planet." This means that we need to create a system or a form of economy in which we ensure that no

one falls short of the essentials in life while we make sure that we do not overshoot Earth's life-supporting systems. Raworth (2017) visualised this in the shape of a donut, of which a simplified version can be found in figure 10. It is a playfully approach to visualising the challenge that we are facing and explains why we need corporates to move towards CSR. We need to get into the donut to stay save. We need to create a new system, a new economy if we want to survive as humanity.



10. A simplified version of the new economic donut model according to Raworth (2017).

# SDGs AS A FRAMEWORK

In order to incorporate the social element within their programs, Outside Inc. uses the Sustainable Development Goals (or SDGs) as a framework. The SDGs are a set of 17 goals set by the UN (2015) that together form a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. Each goal has specific targets that need to be achieved before 2030.

The SDG's are a successor to the millennium goals and are interconnected which means that in order to tackle one of the goals, you will also need to tackle issues from other goals. By using these goals as a framework for the social element in their programs, Outside Inc. provides footing and a set of goals and guidelines.



11. The 17 sustainable development goals set by the UN (2015).

# THE CORPORATE INNOVATION ECO

In the previous pages we talked about the direction of innovation and the fact that Outside Inc. believes in CSE which talks about innovation in corporations. However, corporate innovation is difficult and to understand why it is difficult, it is important to understand the Corporate Innovation Ecosystem.

Innovation Leader & Xplane (2017) created the The Corporate Innovation Ecosystem Canvas: a wonderful illustration that creates a great visualisation of that ecosystem, which can be found to the right of this page in Figure 12. Innovation Leader is a company specialised in helping change-makers in large organisations and Xplane is a visual thinking firm.

In order to successfully do corporate innovation, a large group of entities need to be aligned to make sure that the innovation that is envisioned actually holds. This basically means that a lot of stakeholders have to work together and not every stakeholder will have the same motivations and incentives to do so. The ecosystem is divided into four separate systems, the core business of a corporate, the new innovation initiatives of the corporate, the start-up ecosystem and the customer.

The core business is the central nervous system of the corporate. The need for innovation here is low when times are right and when

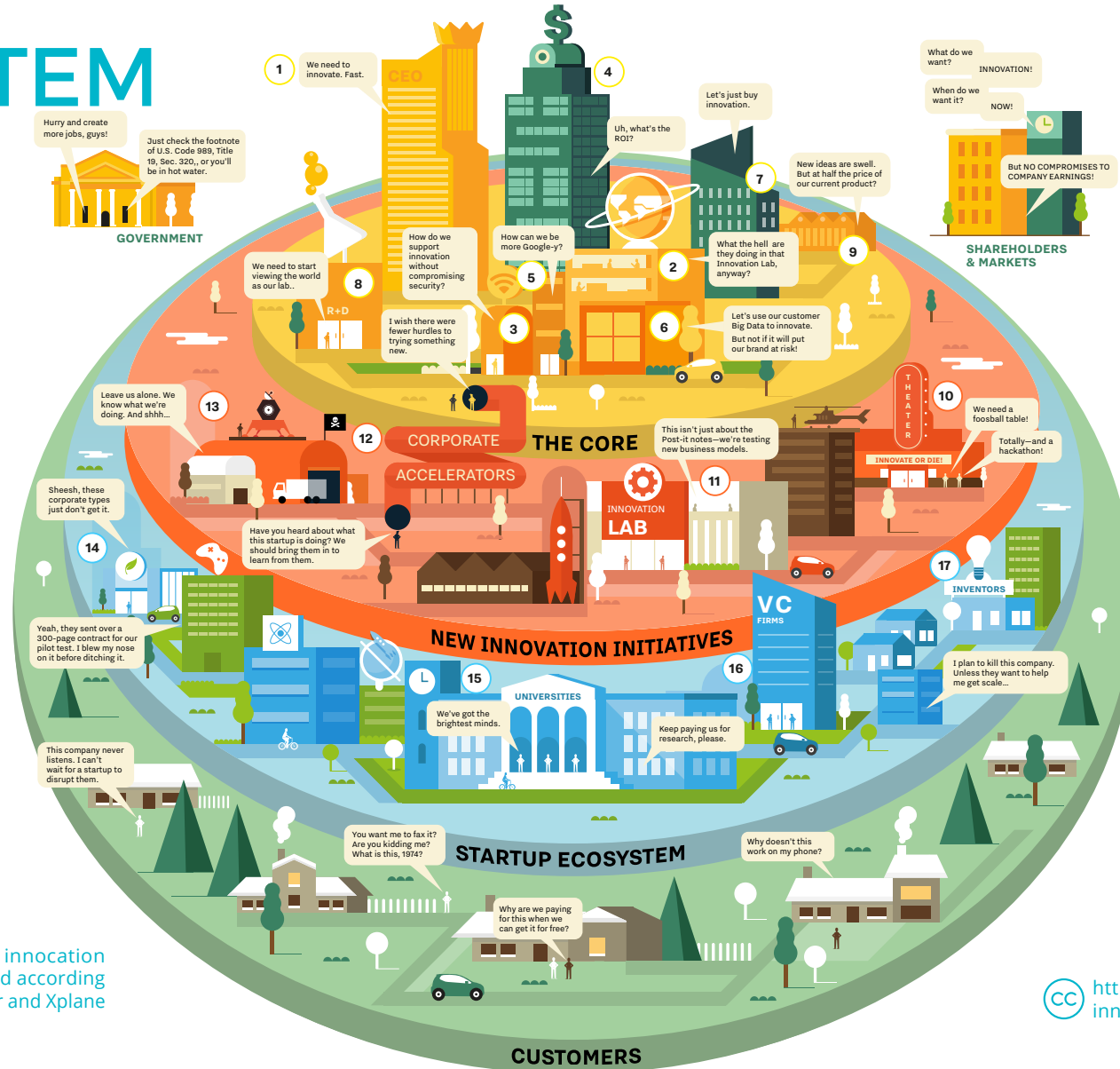
times are not right, the first reaction is usually to cut costs instead of innovate. It however is of high importance to get support from these entities in innovation because otherwise they are likely to fail.

The new innovation initiatives are usually reflected in the form of innovation labs, innovation incubators and corporate accelerators. These initiatives are usually on the edge of the business which means that they have the relative freedom of acting alone while using the resources of the core business. This however does not mean that these initiatives get the same amount of resources and attention. Important to note is that these initiatives can be great at times, but can also just be a showcase to impress the outside world and visitors.

The start-up ecosystem is located outside the corporate and is comprised of start-ups, university researchers, venture capitalists and solo inventors. This can be a great source of innovation but can be challenging to connect with. Because how do you get the Outside In and the Inside Out?

On the outer edge are the customers of a corporate. A lot of corporates have the feeling that they own the customer and its relationship, but in recent times the customer has gained a lot of power. The customer now has a voice and has to be heard.

# SYSTEM



12. The corporate innovation ecosystem visualised according to Innovation Leader and Xplane (2017).

# KEY INSIGHTS OF CHAPTER 2

## CORPORATE SOCIAL ENTREPRENEURSHIP

CSE is an approach that will help in the journey towards Corporate Social Responsibility, or rather the transition of a corporate towards embedding Corporate Social Responsibility in their DNA.

For CSE to succeed, there are five key elements that need to be in place:

- **An enabling environment**
- **A Corporate purpose**
- **Value creation and double return**
- **Co-generating value**
- **Corporate social intrapreneurs**

## A NEED FOR A NEW ECONOMY

Humanity's challenge of this century is "meeting the needs of all within the means of the planet." This means that we need to create a system or a form of economy in which we ensure that no one falls short of the essentials in life while we make sure that we do not overshoot Earth's life-supporting systems.



## SDGs AS A FRAMEWORK

In order to incorporate the social element within their programs, Outside Inc. uses the Sustainable Development Goals (or SDGs as a framework). The SDGs are a set of 17 goals set by the UN that together form a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity.

## THE CORPORATE INNOVATION ECOSYSTEM

In order to successfully do corporate innovation, a large group of entities need to be aligned to make sure that the innovation that is envisioned actually holds. This basically means that a lot of stakeholders have to work together and not every stakeholder will have the same motivations and incentives to do so.

The ecosystem is divided into four separate systems:

- **The core business of a corporate**
- **The new innovation initiatives of the corporate**
- **The start-up ecosystem**
- **The customer**

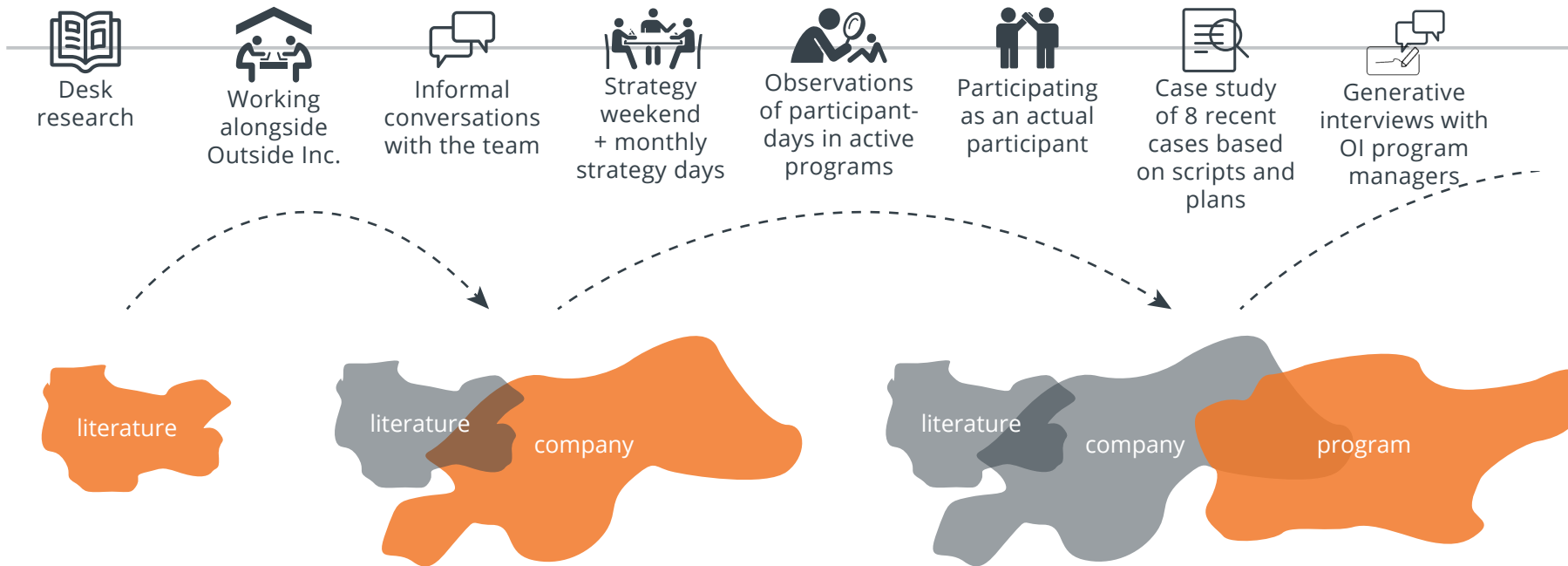
# 3. Exploratory Research

This chapter provides an overview of the exploratory research that has been done in order to understand Outside Inc. as a company, their product/added value and their current client experience. This is done to create a funded understanding of what can be improved in order to reach more recurring long-term client relationships.

# RESEARCH LANDSCAPE

The research within this project created a well-needed understanding of the whole context in which Outside Inc. operates and it really became the foundation for this graduation project and possibly even for Outside Inc. as a company itself. Due to the fact that Outside Inc. is a fairly young company of five years, a lot of things

just developed organically over time and were therefore not particularly well-documented. In order to understand the whole context, the research was conducted in such a way that it formed its own metaphorical landscape. This research landscape is visualised in figure 13 below.

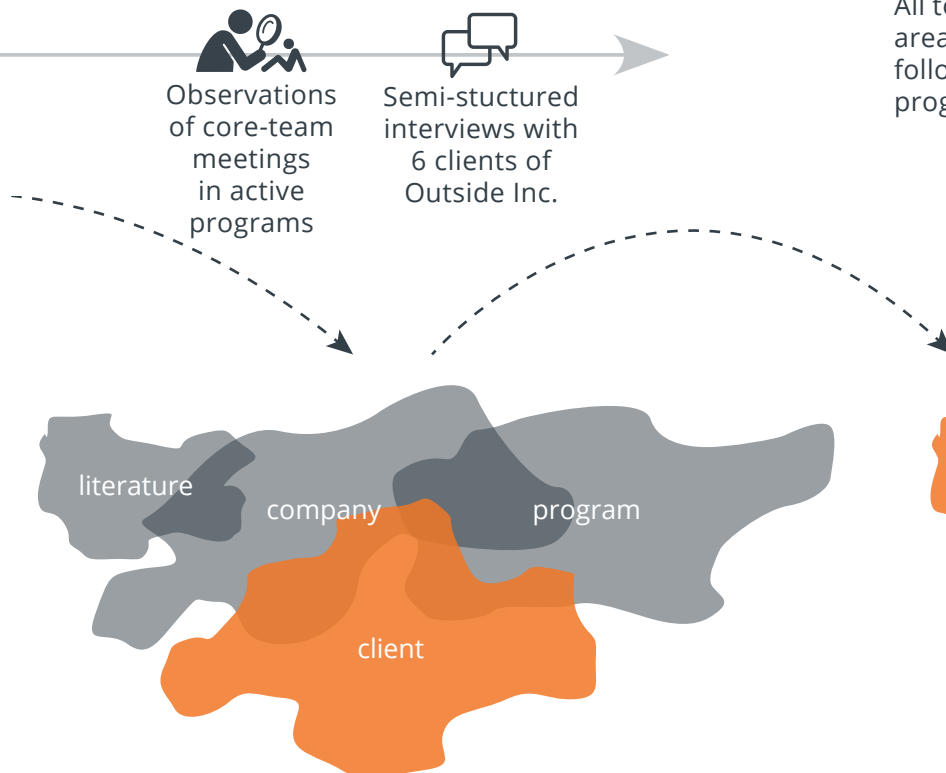


13. The evolution of the research landscape including the activities taken in each phase.

The landscape was actually formed using an iterative process in which each new area was build on the information gathered in the previous method. These areas overlap in certain places as the literature is connected through the company with an interconnected triangle of the company, the program and the client.

The research started with desk research which consisted of studying existing documentation of Outside Inc. and doing a small literature study into the theoretical background of Outside Inc. Parallel to this desk research the immersion within the company began through

a combination of working alongside Outside Inc., having a lot of informal conversations with the whole team and being apart of every strategic day in the last six months. In order to truly understand the program itself, it was important to both immerse and emerge simultaneously. Immersion was done through observation and participation while emersion was done by doing a case study and generative interviews. This all resulted in a base module of the program that has been developed in collaboration with the program developer of Outside Inc. The last unknown area was the client. In order to fully understand the client a client analysis was done based on observations of core-team meetings in active programs and semi-structured interviews with 6 clients of Outside Inc. All together this resulted in a thorough understanding of the four areas that comprise the research landscape of this project. In the following pages this report highlights the results of the company-, program- and client-analysis.



**i** **Immersion** is the act of entering and submerging yourself in the subject matter by really becoming apart of it, like diving under water.  
**Emersion** is the act of exiting or rising above the subject matter and looking at it from a different level, like getting out of the water.

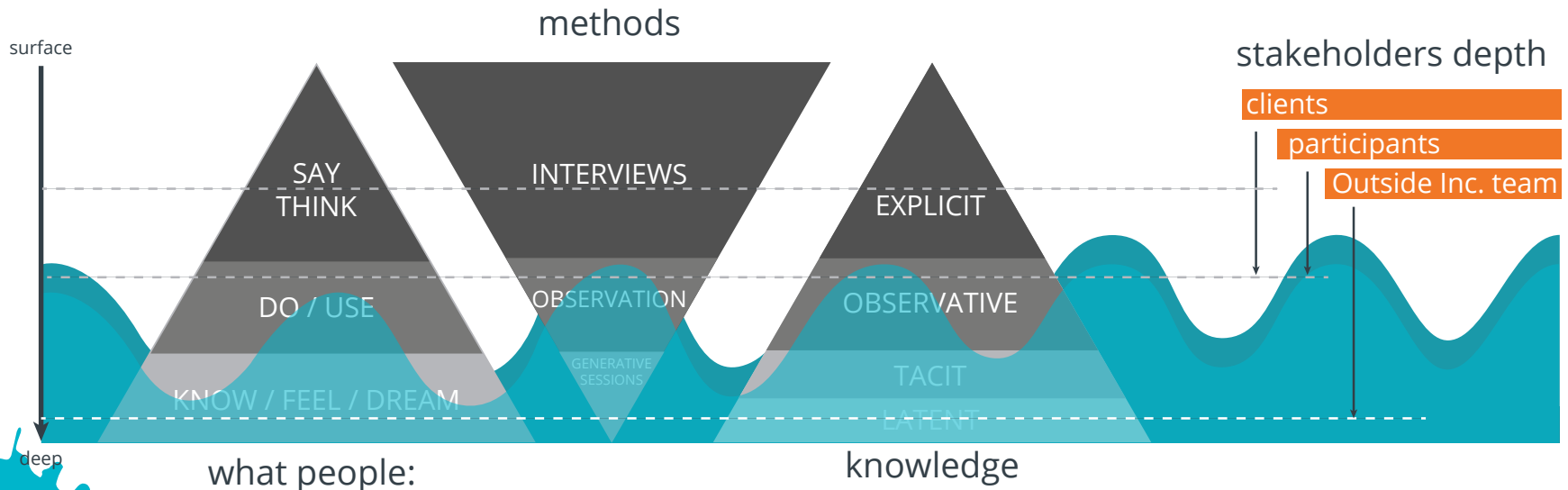
# RESEARCH METHODOLOGY

The collection of data was done based on the theory of Sanders & Stappers (2012). This theory describes a classification of methods that reveal what people Say and Think, what people Do and Use and what people Know, Feel and Dream. See figure 14.

Several methods are proposed based on the level of depth in knowledge. The deeper the level of knowledge, the more challenging the research method (in terms of time and resources). Because of this, a choice was made to choose a different level of depth for each stakeholder (see figure 14).

Because of the challenge in availability regarding the client, it was first decided that the client would only be interviewed in a traditional way. However, eventually two opportunities arose to move towards observation of the client.

The most in-depth research was done with the Outside Inc. team through the use of multiple generative research methods. Accessing the deeper levels of knowledge from the team was key in developing a thorough understanding of the current situation.



14. the depth used within every stakeholder group based on the theory of Sanders & Stappers (2012).



15. Observation of participants during a workshop of Outside Inc.

# THE COMPANY

In order to understand and grasp the full scope of Outside Inc. it is important to know the origin and history of the company, to get to know the team of employees, to understand the culture and of course their core beliefs. Because Outside Inc. is still in a storming phase, this is a complex task to fully grasp as an outsider. The company is constantly changing and evolving and not a lot of things are documented. Therefore this analysis is done by

immersion. Through the act of working alongside Outside Inc. employees, being apart of the strategic weekend, being at every monthly strategy day, having a lot of informal conversations with all Outside Inc. team members and scouring their Google drive for documentation that does exist, a basis of understanding was formed. This understanding of the company is presented in the following pages.

## ORIGIN AND HISTORY

Outside Inc. originally started as a co-creator of social impact ventures and slowly evolved towards a creator of innovation acceleration programs with a goal of creating a social impact. Outside Inc. was founded in 2013 as a joint venture of the strategic consulting company Kirkman Company and the business development & investment company of social enterprises Enviu.

The economic crisis led the founders of **Kirkman Company** to look at what they achieved until now, what they found important in life and how they wanted to add value to the world.

**Enviu** found it difficult to tackle questions that involved supporting others instead of acting on their own when it came to social impact.

The combination of the consultancy skills of Kirkman Company combined with the 'just-do-it' social attitude of Enviu was a match and **Outside Inc.** was born, with Mathijs Koper from Kirkman Company and Marieke de Nijs from Enviu as co-founders.

||◀◀ Kirkman Company

enviu

16. The formation of Outside Inc. from Kirkman Company and Enviu.





Mathijs



Marieke



Milah



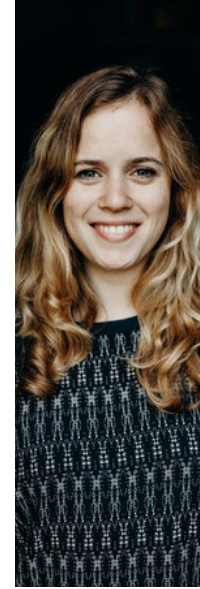
Isabelle



Martijn



Alwin



Seline



17. The Outside Inc. team.

## THE CULTURE

Outside Inc. is a company of five years old that is currently operating with seven people as a holacratic organization. These seven employees are sometimes supported by several outliers which are basically freelancers. The drive to create social impact is something that really lives in the hearts of the people working at Outside Inc.. The company has its own culture and is a strong reflection

of the personal motivation of the individuals. Everyone within the company is highly involved and invested and works from an intrinsic motivation to make the world a better place. Everyone within Outside Inc. desires innovation, but is convinced that this innovation should be for the sake of making a social impact.



## OUTSIDE INC. CORE BELIEFS:



Innovation should be done for the sake of making a social impact.



Innovation should be done by utilising the entrepreneurial qualities of people.



Innovation can be accelerated with a go-get-it mentality.



Connection is everything. By making (sometimes) unexpected connections you can create new ecosystems..



Working together is needed when innovating. To extend your domain of competences you have to work together.

18. The core beliefs of Outside Inc. according to the research.

## WHAT OUTSIDE INC. DOES:



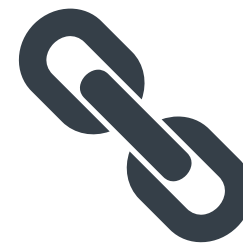
Translate an abstract goal/problem in a tangible format.



Accelerate innovation through the use of a program.



Steer innovation in a social direction.



create (sometimes unexpected) connections by taking the Inside-Out and the Outside-In.

## WHAT IS SOCIAL IMPACT?

There is no clear definition of what social impact really is. Social impact is mainly jargon and it is broad and vague. After multiple informal conversations with Outside Inc. employees, this report will define 'having a social impact' as a situation in which the actions of an organisation have a significant positive effect on the well-being of communities. A relatively small impact can be felt by the people directly associated with the organisation while a bigger impact can be felt by people in different communities, areas or even countries. Creating a social impact is something that Outside Inc. strives for in each program.

## THE TYPE OF CLIENTS

The clients of Outside Inc. are companies and organisations with a size of 250 to 4000 employees. These companies come from all kinds of sectors, have different problems and goals and are not easily fitted into one single target group.

There is no common denominator that unifies them on the surface, but according to the research of ten Kate (2016) all clients can be unified in all having a feeling of urgency or stress due to disruptions in the market.

This can also be traced back to the client interviews that will be further discussed in the client analysis on page 52. More than half of the interviewed clients stated they were looking for new and original ways to innovate in order to survive the transition. More on the client can be found in the Client Analysis chapter.

## CONCLUSION

Outside Inc. is a company that is fueled by passion and drive for accelerating innovation through the use of the entrepreneurial qualities of people, innovation for the sake of social impact.

This fuel and drive comes from the personal motivation of every employee. Everyone within the company is highly involved and invested and works from an intrinsic motivation to make the world a better place. Everyone within Outside Inc. desires innovation, but is convinced that this innovation should be for the sake of making a social impact.

Making connections between non-obvious parties, bringing the inside out and the outside in through the co-creation and facilitation of their own 5S program and working together with their clients is the crux of the company.

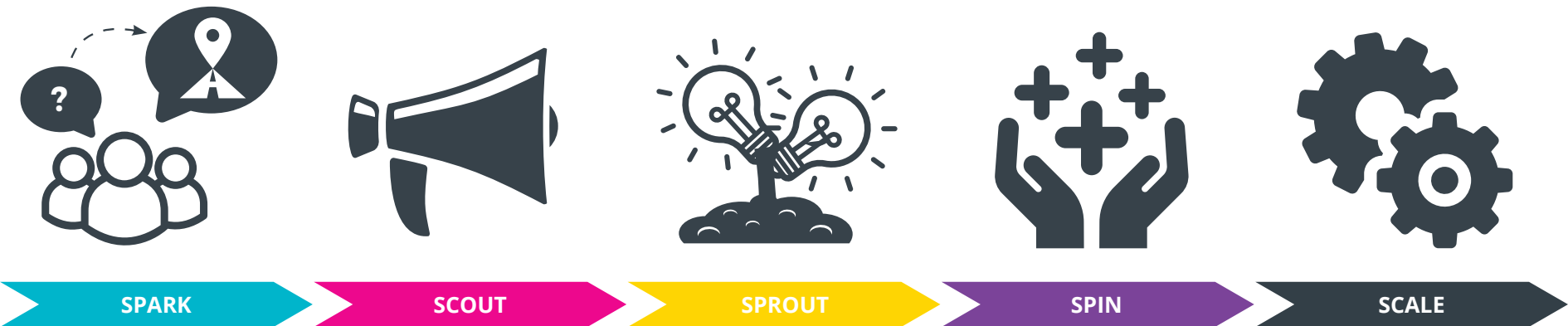
They do this with a go-get-it mentality and an everlasting positivity. The to be developed solution should fit the style and culture of Outside Inc.. It should be a solution that enables and motivates Outside Inc. employees to use it together with the client and it should increase the ability for Outside Inc. to better communicate their vision to the client.

# THE 5S PROGRAM

The 5S program as represented in figure 20 forms the foundation of every Outside Inc. program, but what actually happens in each phase of each program is not clear. At the beginning of this graduation project there was only a vague and ambiguous understanding of the program that mainly lived in the minds of the program managers of Outside Inc.. In order to truly understand the 5S program it was important to create a complete overview of the program.

The goal of the research in this chapter was to translate existing

data that was found in scripts and project-planning documents of multiple programs into one big overview, a base module of the program. This base module not only helps and supports this graduation project but also creates a better understanding and foundation of the program for Outside Inc. themselves. The result of this research is presented in the following pages.



20. The five phases of the Outside Inc. 5S program.

## UNDERSTANDING

To create a thorough understanding it was important to both immerse and emerge simultaneously. Immersion was done through observation and participation and provided a practical impression of what was happening. Emersion was done by doing a case study and generative interviews with Outside Inc. program managers and provided an overarching understanding of the programs. The final base module of the program has been developed in collaboration with the program developer of Outside Inc., Martijn ten Kate.

## CASE SELECTION

8 cases (see figure 21) were selected on the condition that they had to be done in the last 2 years, that they had to involve different program managers and that the program developer had to find them representative of the current Outside Inc. program. It was also important to have a diverse mix of both inside-out and outside-in programs. All criteria were chosen to create a representative and rich image.

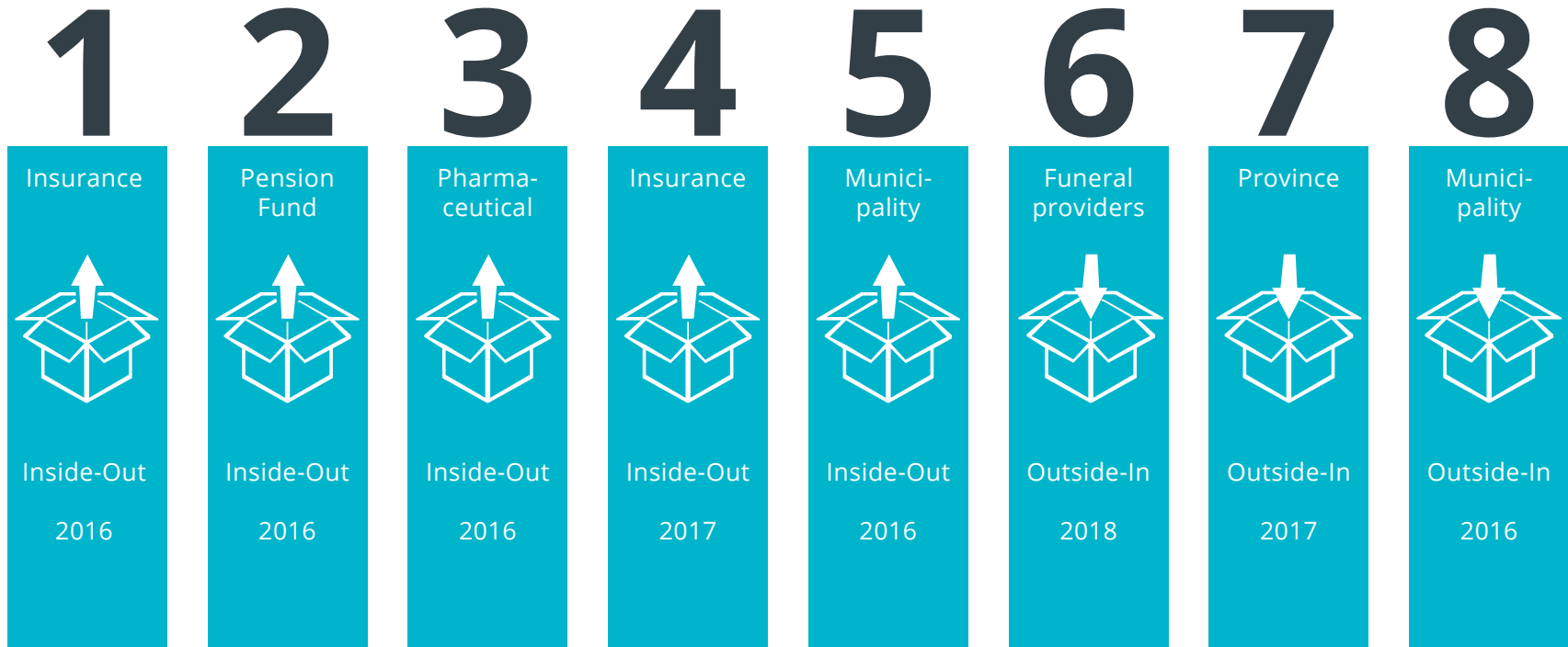


**Inside-Out program:**  
A program in which a client wants to accelerate innovation through intrapreneurship.



**Outside-in program:**  
A program in which a client wants to accelerate innovation through collaboration with entrepreneurs.

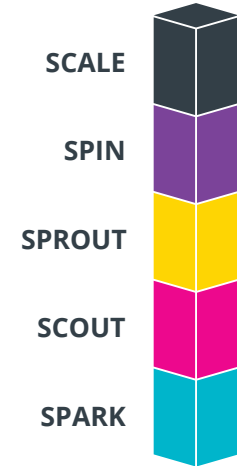
21. The selected cases for program analysis.



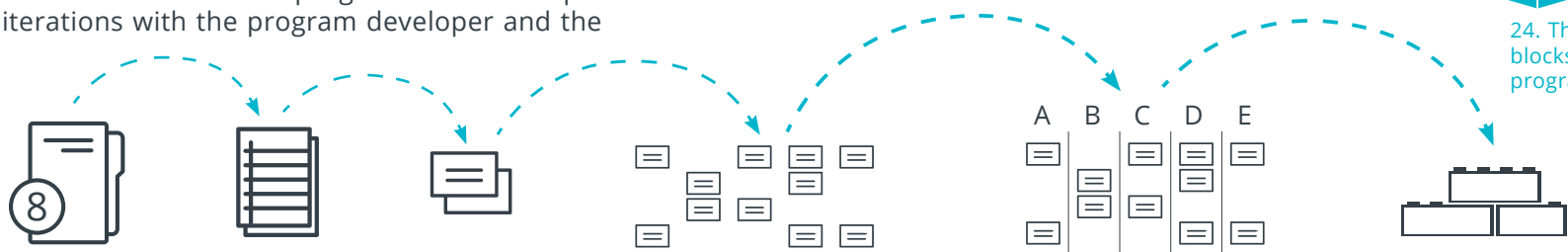
## DATA ANALYSIS

The analysis of these cases was done in collaboration with the program developer of Outside Inc., Martijn ten Kate. The analysis was done using the 'Analysis on the wall' method (Sanders & Stappers, 2012). In order to analyse the data, every case was studied using the scripts and planning documents that were available for each case. These were converted into separate parts and placed on cards. Using an analysis on the wall, these cards were placed into categories which later on were translated into separate steps, creating a starting map or a so called 'fundament' of the 5S program. After multiple iterations with the program developer and the

co-founder of Outside Inc. (Marieke de Nijs), a base module for the 5S program was formed that included an overview of the goal, the result and the used methods, formats, deliverables and events in each step. An overview of the full base module can be found in the appendix 2. Each phase forms a building block of the program that together form the basis of the program. Each program starts with a spark phase.



24. The building blocks of the 5S program.



22. The data analysis process.



23. The data analysis using the 'Analysis on the wall' method.



## THE SPARK PHASE - DEFINING THE CALL TO ACTION

Within the spark phase the program is given body and the core-team is developed. The goal of this phase is to create a suitable program for the client and to do this with a fitting "call to action". This call to action is a challenging slogan that embodies the goal of the program and is designed to mobilize possible participants. This phase is the phase in which the program is 'designed' and it currently consists of main four steps:

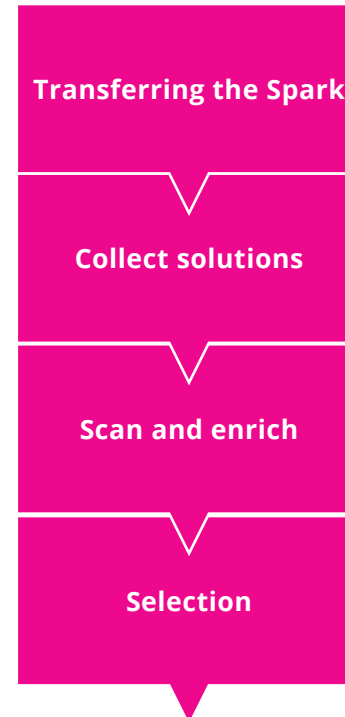


25. The steps of the Spark phase.



## THE SCOUT PHASE - ACQUIRING SOLUTIONS TO FURTHER DEVELOP

The scout phase is the beginning of the more active part of the project. Within this phase the Call to Action is communicated and promoted in different ways to attract and mobilize potential participants with a solution. After mobilization this phase also embodies a selection step which results in a selection of participants and solution that will participate in the program. This phase consists of four main steps:



26. The steps of the Scout phase.



## THE SPROUT PHASE - VALIDATING THE NEED FOR THE SOLUTIONS

The sprout phase is the starting point of the program for the participants. Within this phase the participant days start and the participants are guided and facilitated in to working towards a validated solution with a strong value proposition. This is the phase in which Outside Inc. employees shift towards a facilitative role in which the innovation acceleration can be best seen. This phase consists of three main steps:



27. The steps of the Sprout phase.



## THE SPIN PHASE - CONSOLIDATING TOWARDS A BUSINESS PLAN

The spin phase marks the last stretch for the participants and focusses on giving the solutions enough body to be communicable in the form of a business plan. The focus here lays in building the business plan and finding opportunities for possible collaboration between the participant and the client of Outside Inc., positively ending the program and creating a foundation for possible future implementation is the end-goal. This phase consists of two main steps:



28. The steps of the Spin phase.





## THE SCALE PHASE - SCALING THE SOLUTION TOWARDS IMPLEMENTATION

According to Outside Inc. the last phase should be the Scale phase, but after this research it can be concluded that the scale phase is not a building block of the program. It is rather a phase that the client will need to do themselves. Outside Inc. does offer guidance for this phase, but in none of the selected cases the client chose to utilise this guidance.

Within in all the cases it becomes clear that Outside Inc. programs end after the final day in the spin phase. After this step Outside Inc. stops being involved and the responsibility for this phase shifts towards the client.

## CONCLUSION

The Outside Inc. program is a program that until recently mainly lived in the minds of Outside Inc. employees and past programs.

The development of this base module not only helps and supports this graduation project but also forms a tool that creates a better understanding and foundation of the program for Outside Inc. themselves.

The base module gives a clear overview of the steps within the program and gave insights in the program itself. The Spark phase develops the core-team and together with this core-team shapes the program. The Scout phase scouts participants. The Sprout phase enables participants to develop their solution towards a validated value proposition. The Spin phase enables participants

to translate that value proposition into a valid business plan. The scale phase scales the solution towards implementation which is not necessarily part of the program but is something that is the responsibility of the client.

Within the context of this graduation project, the spark phase is the most interesting building block of the program. Within this phase the program is designed and the relationship with the client is formed. When focussing on the goal of creating a long-term relationship with the client, this phase is where that magic happens and it should therefore be the focus for this graduation project.

The to be developed solution has to fit within the spark phase and will be designed for use within the team intake & kickoff step.

# THE CLIENT

The last unknown area within the research landscape is the client. In order to fully understand the client a client analysis was done based on observations of core-team meetings in active programs and semi-structured interviews with 6 clients of Outside Inc.

The client is the most important stakeholder within the Outside Inc. ecosystem, especially within the scope of this graduation

## RESEARCH APPROACH

In order to collect meaningful data, this exploratory research consisted of six semi-structured interviews with clients of Outside Inc. and two separate observations of core-team meeting in currently active projects. Interviews were guided by an interview guide (which can be found in Appendix 3) and were conducted in collaboration with Milah Wouters, associate partner at Outside Inc.. The interview guide was structured into five categories that covered five different topics: The reason for doing a program with Outside Inc., the product and/or service that they received, the way that they perceived the result, the success factors and challenges and their experience with Outside Inc. Interviews were about an hour long and were recorded and summarized and the

project, as the goal is to develop a solution that will create more recurring long-term relationships between Outside Inc. and their (future) clients. Therefore the aim of this research was to truly understand the client and its experience in working with Outside Inc. and to research why most relationships currently end in a single one-time project and do not continue into a more recurring long-term relationships.

most relevant parts and statements were transcribed and transferred onto statement cards. The observations of the core-team meetings were done by sitting in on the meetings and making notes and taking down relevant statements.

## CASE SELECTION

Cases were selected using the purposeful sampling technique. This means that cases were chosen based on the judgement of the researcher. Purposeful sampling is most valuable when doing design research as it gives the possibility to cover most of the dimensions of variation in a group. in the beginning of a design process a diversity of opinions is needed to gain a rich enough image of the situation. (Sanders & Stappers, 2012)

In order to create a rich enough image, 6 cases/clients were selected on the condition that they were completed, varied across sectors, were managed by different program managers of Outside Inc. and that the selection would cover multiple years within the five year existence of Outside Inc.

The two team meetings were chosen based on the condition that they had to be in currently active cases, that one was an inside-out program and the other an outside-in program (to cover both dimensions of variation), that the whole core-team was present at the meeting and that they would cover some form of intermediate evaluation of the program.

1

Municipality  
Outside-In  
2016

2

Insurance  
Inside-Out  
2016

3

Offshore contractor  
Co-Creation  
2014



Municipality  
Outside-In  
2017

4

Province  
Outside-In  
2016

5

Pension fund  
Inside-Out  
2017

6

6

Pension fund  
Inside-Out  
2017



Funeral providers  
Outside-In  
2018

7

## DATA ANALYSIS

During the observations of the meetings notes were taken and the most relevant statements were written down and transferred to statement cards. During the interviews notes were made and afterwards the audio recordings were listened back twice. The most relevant parts were transcribed and transferred into statement cards and a summary was made of each interview and send for approval to each interviewee.

When approved, all statement cards were analysed using the “an analysis on the wall” method (Sanders & Stappers, 2012).

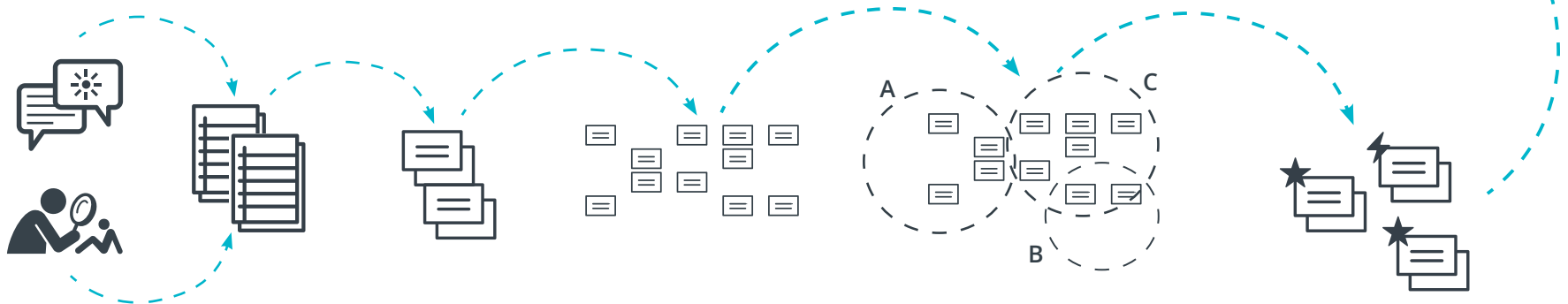
This analysis was done twice, once by the researcher himself and once in collaboration with Milah Wouters, associate partner of Outside Inc.

During this analysis a cross-case comparison was performed to allow for general patterns to emerge. Internal themes and relationships were found and were based on (dis)similarities between statements.

After the analysis, insights and themes were presented and discussed in a workshop format with the whole Outside Inc. team to validate certain insights and establish a general consensus.

## FINDINGS

Findings and insights are translated into success factors (represented by the a ★ ) and problem areas (represented by a ⚡ ) and are structured into two main categories called **the relationship** and **the diminishing of the perceived added value**. This are presented in the following pages.



30. The data analysis process.



The way or form in which Outside Inc. and the client work together



The way in which Outside Inc. is engaged

31. The areas of the relationship category.

## THE RELATIONSHIP

The client research gave a lot of insight in the importance of the relationship that is formed between Outside Inc. and the client. The category showed a lot of problem areas but also some success factors that have the potential to be very interesting within this graduation project.

During the course of a project Outside Inc. does not create a traditional customer-relationship in which Outside Inc. is a basic supplier of an order that the client requests.

Instead of that, they create a **sense of partnership**.

★ Clients praise Outside Inc. for the sense of partnership and appreciate it.

This sense of partnership is something that clients greatly appreciate but is also something that creates problem areas within the relationship. These problem areas arise due to an ambiguity in what a 'sense of partnership' actually means. This lack of

clarity within the relationship creates a misalignment in expectations of the clients and can ultimately lead to disappointment and dissatisfaction.

When breaking it down, clients distinguish two areas when talking about a sense of partnership: **The way or form in which they work together with Outside Inc.**, and **the way in which Outside Inc. is engaged.**



### Working together

For clients it is often unclear in which way or form they are working together with Outside Inc. which sometimes creates situations in which clients expect Outside Inc. to do things differently than the way they actually do things. This ambiguity thus creates a misalignment in the expectations which can be seen in the problem areas explained below.

The ambiguity in the way or form that Outside Inc. and their clients work together is mainly due to the fact that there are no explicit agreements on roles and responsibilities. There are no clear demarcations. Outside Inc. currently does invest in doing this in the beginning of the project, but the research shows that this is not done enough.

*"A point of improvement would certainly be that we would like Outside Inc. to move more towards a bigger sense of cooperation. Less of a customer-relationship and more of a partnership, a sense of doing it together[..]"*

⚡ Clients that are promised a sense of partnership expect that Outside Inc. decreases the sense of a traditional customer-relationship by doing more of the work together.

*"We are open for a more pro-active attitude from Outside Inc. within this project. That is what we want and we would only applaud that."*

★ Clients want Outside Inc. to combine working together with some leadership. They expect Outside Inc. to motivate and push them in order to get more out of it.

*"I did not expect to be asked to be as involved as I am currently am. I thought that Outside Inc. was a self-sustaining team that would call me if they needed me and I expected that Outside Inc. would work more directive."*

⚡ Clients vary in their needs of working together. Some clients want Outside Inc. to do all the work, others want to do the work together. What they all do need is more clarity on the topic.

*"Mathijs was in the board of directors but we also used Outside Inc. as a consultant and that did not work. Therefore we made Mathijs choose between us doing business with Outside Inc. or being in the board of directors. Mathijs chose to step away from the board"*

⚡ Fulfilling multiple roles at the same time can cause negative repercussions.

*"We feel that we were not advised to start using different working formats in our new program, but that we had to come up with that idea ourselves. We expect Outside Inc. to take a more pro-active leadership role"*

⚡ Clients expect Outside Inc. to take more of a leadership role.

*"Where does the responsibility of Outside Inc. stop and where does our responsibility start? That was something that was very unclear for me"*

⚡ Clients do not understand what their role and responsibilities are during the project. This is mostly focussed on where the responsibility of Outside Inc. stops and that of the client begins.

*"The goal is to really implement something in our municipality but that did not happen. The big question for us is still what kind of role we have to play as a municipality in implementing a product in the market."*

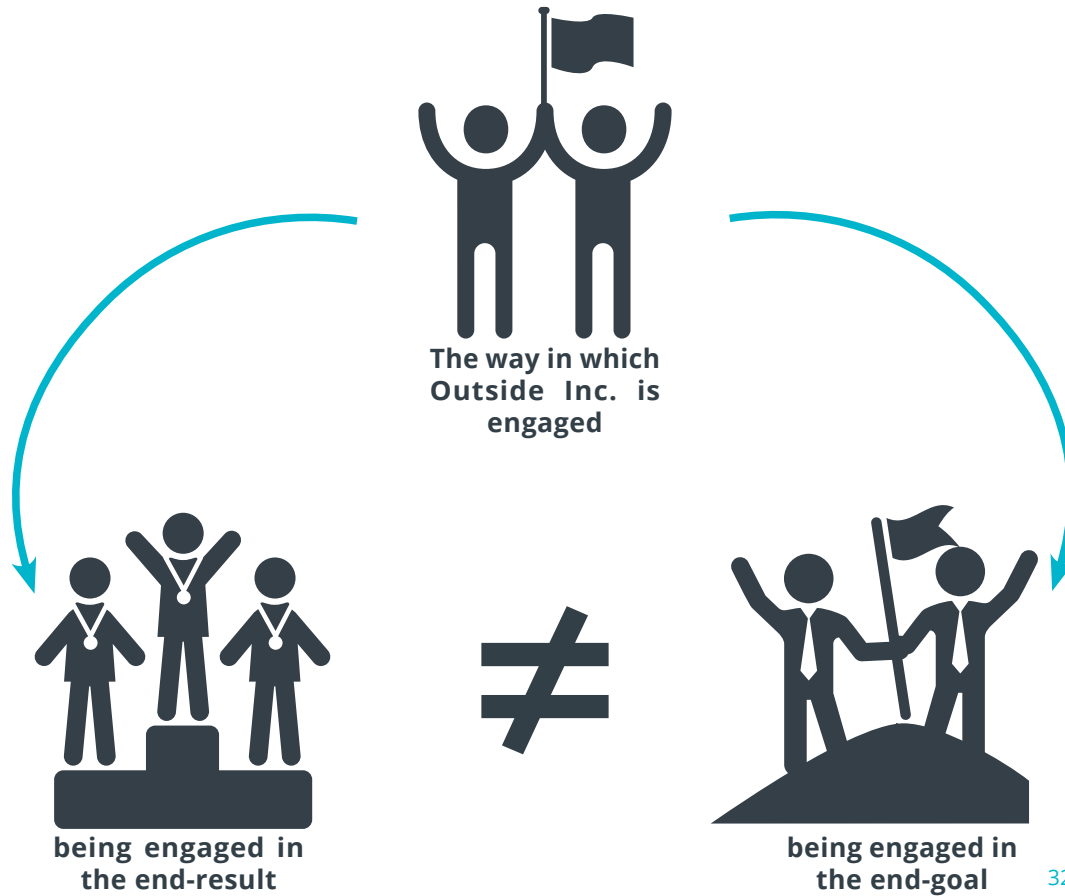
⚡ Clients do not understand their role and responsibility after the final day in the further path towards their end-goal and they also do not see how they can contribute in the right way.

*"We think that Outside Inc. should have more knowledge about the social domain in which we are operating. We know that they are not from that social domain themselves, but when they are doing this kind of a project they do encroach on that domain."*

⚡ Clients expect a level of expertness of the market that they are in.

*"Create a very precise and strong briefing in the beginning and make sure that your client also acknowledges the importance of making this before the actual start of the project. Do this to avoid disappointment on the clients' side, which could occur when there are a lot of ideas but none that are feasible."*

★ Investing more time and energy in the beginning of the project to define roles and responsibilities is something that clients would highly recommend.



**Being engaged**

When diving a little further into what being engaged actually means for clients, it becomes clear that there is a difference between Outside Inc. being engaged in reaching the end-result of the program and Outside Inc. being engaged in reaching the end-goal of the client. This distinction is not always clear and is therefore a source of un-clarity and misconception in expectations.

⚡ Outside Inc. creates the feeling that they are engaged but does not make the distinction between being engaged in reaching a successful end-result of the program or being engaged in reaching the end-goal of the client. This creates a miss-alignment in the expectations of the client as they expect Outside Inc. to stay engaged in the end-goal even when the project is past its final day.



*"Currently I have a need for someone to think with me and to have someone that can connect me to a range of interesting networks. After doing a challenge you do have a feeling that that relation will keep existing..."*

⚡ Due to this ambiguity in the way that Outside Inc. is engaged, there is a possibility that disappointment will arise.

*"Drive above involvement is the reason that I give Outside Inc. a 9 out of 10. Outside Inc. was very driven during the whole process, but not necessarily involved. For example: I really got the feeling that Marieke abandoned the project after the final day, and we had a diner to celebrate the end of the project but nobody of Outside Inc. was there."*

⚡ The drive of Outside Inc. is often mistaken for a sense of engagement, which creates a miss-alignment in the expectations of the client. During the project the client thinks that Outside Inc. is engaged but it is actually just drive that they experience.

*"Kirkman Company and Enviu are behind Outside Inc. but we never hear from them or Outside Inc. I expected more contribution from those companies as well as Outside Inc., especially if they find the cause as important as us. "*

⚡ Clients expect Outside Inc. to also contribute and engage in reaching that end-goal, even if there is no direct reward or payment for Outside Inc. this is linked to the dedication and engagement in the end-goal.



Newness and originality disappears because the client learns and evolves from the experience



There is doubt about the effectiveness and the added value does not necessary match with the presented results

33. The two areas of the added value category.

## THE DIMINISHING OF THE PERCEIVED ADDED VALUE

Besides the relationship, another key insight was discovered during this research: There is a diminishing of the perceived added value which means that clients do not see the added value anymore of Outside Inc. after doing a program. Especially when you

want more recurring long-term relationships instead of single short-term relationships this can be a big problem area. This diminishing of the perceived added value can be divided into two separate areas: **Clients learn and evolve** and **effectiveness**

**and results.** In the following pages these two categories are broken down in a set of problem areas and success factors.



### Clients learn and evolve

Every client indicated that the main reason for working with Outside Inc. was the newness and originality of it. According to clients Outside Inc. provides a new way of looking at things and uses a fresh and new approach not previously known to them. Outside Inc. gets praised by clients for this added value and it forms one of the core elements in the motivation to work with Outside Inc.. However, this newness and originality fades away because the client

learns and evolves over time. They learn from doing the program with Outside Inc. which eventually even results in a diminishing of the perceived added value. Most clients claim that they can now do it themselves because Outside Inc. taught them and provided them with tools and parallel to that they do not see the newness and originality anymore because Outside Inc. just has one working format; the 5S program.

*"You work with Outside Inc. for some guidance, but mainly for the newness of it all."*

★ Outside Inc. gets praised by clients for their newness and originality for the client. The way of working is new for the client and it forms one of the core elements in the motivation to work with Outside Inc.

*"We have a need for more newness in the programs that we do with Outside Inc.. It now is a fairly standard format for us and employees and participants are not surprised anymore. We want other and new ways of doing events, communication and different forms of working"*

⚡ The newness and originality of the program fades and it becomes a standard format. Clients are looking for more innovative working formats because they want to keep triggering their employees and potential participants.

*"Outside Inc. provided us with us with a new working format for sustainable innovation. We did and learned that method and now we do not need Outside Inc. anymore."*

*"We need Outside Inc. to be pro-active in providing new and innovative working formats. If that does not happen, we do not need Outside Inc. anymore."*

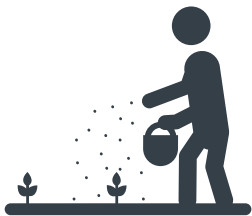
⚡ Clients learn and evolve and think that they can organize the programs themselves. They do not see the added value in working with Outside Inc. anymore.



### Effectiveness and results

A big part of the diminishing of the perceived added value can be traced back to the miss-alignment between the real added value of the program and the results that are presented to the clients. Due to this miss-alignment there is doubt about the effectiveness of the program among the clients. The focus within each programs lays on the winning ideas, the implementation of the ideas and the creation of a real impact. When evaluating the program however, it becomes clear that the added value may lay in a different ballpark:

the indirect results that are made. The learning and personal development of the core-team and the participants, the creation of cross-departmental and outside-in/inside-out connections, the publicity that a program generates and the different perspective that the program provides are all results that are not mentioned by Outside Inc. towards a client but can be very valuable.



**Impact and implementation**



**education and personal development**



**publicity and image**



**cross-departmental and outside-in/inside-out connections**



**a different perspective**

34. The results (both direct and in-direct) as stated by the clients.

*"I do not believe that the challenge-format is the right format to really make an impact and to really implement new ideas. It is great to generate momentum and visibility in the media, but I have learned that if you want something to really have an impact you need a much longer process, you cannot do it in a few months."*

*"Are the idea owners really the right people to make it a success? To what extent are the idea owners really looking for implementation or are they just fortune seekers?"*

⚡ Half of the interviewed clients had their doubts about the effectiveness of the program in terms of implementation and making an impact. This was mainly due to the lack of support during implementation and the doubt about the quality of the winning participants.

*"A result for me is that I have learned a lot and developed myself during the course of this project. What is needed for such a project, what is feasible, what is involved in making it happen and what should be the motivation and reason to start such a project?"*

*"It really is a gift that you are giving to participants in terms of personal development. If you are talking about the sustainable employability within organizations you can really say that this is a great tool."*

★ Added value can be found in the education and personal development of the core-team and the participants.

*"We wanted to become known in the market as a distinctive club of people that is doing innovative things. By doing this program we became more visible as a user-centered organization that is taking steps in the right direction."*

★ Added value can be found in the publicity that a program provides.

*"The connections that are created between the participants and the organization and the network and ecosystem that resulted from it are a very valuable result. Not only for the participants but also for me and the organization. That is also the main reason that I really want to keep in touch with Outside Inc.: the network"*

★ Added value can be found in the creation of cross-departmental and outside-in/inside-out connections that contribute to creating an innovative ecosystem

*"The challenge really broadened my scope and I learned that these kinds of working formats are very good instruments to find new technological solutions. During the whole process you really find out that you can find a whole lot of solutions in areas we did not expect beforehand."*

★ Added value can be found in the different lens that the provides.

# KEY INSIGHTS OF CHAPTER 3

## OUTSIDE INC. ANALYSIS

Outside Inc. is a company that is fueled by passion and drive for accelerating innovation through the use of the entrepreneurial qualities of people, innovation for the sake of social impact.

This fuel and drive comes from the personal motivation of every employee. Everyone within the company is highly involved and invested and works from an intrinsic motivation to make the world a better place. Everyone within Outside Inc. desires innovation, but is convinced that this innovation should be for the sake of making a social impact.

Making connections between non-obvious parties, bringing the inside out and the outside in through the co-creation and facilitation of their own 5S program and working together with their clients is the crux of the company.

They do this with a go-get-it mentality and an everlasting positivity. The to be developed solution should fit the style and culture of Outside Inc.. It should be a solution that enables and motivates Outside Inc. employees to use it together with the client and it should increase the ability for Outside Inc. to better communicate their vision to the client.

## PROGRAM ANALYSIS

The Outside Inc. program is a program that until recently mainly lived in the minds of Outside Inc. employees and past programs.

The base module (see appendix 2) gives a clear overview of the steps within the program and gave insights in the program itself. The Spark phase develops the core-team and together with this core-team shapes the program. The Scout phase scouts participants. The Sprout phase enables participants to develop their solution towards a validated value proposition. The Spin phase enables participants to translate that value proposition into a valid business plan. The scale phase scales the solution towards implementation which is not necessarily part of the program but is something that is the responsibility of the client.

Within the context of this graduation project, the spark phase is the most interesting building block of the program. Within this phase the program is designed and the relationship with the client is formed. When focussing on the goal of creating a long-term relationship with the client, this phase is where that magic happens and it should therefore be the focus for this graduation project.

The to be developed solution has to fit within the spark phase and will be designed for use within the team intake & kickoff step.

## CLIENT ANALYSIS

The client of Outside Inc. differs in a lot of ways but gave a lot of insight in the success factors and problem areas that can eventually lead towards a solution for more recurring long-term relationships.

### **Relationship**

The client praises the sense of partnership that Outside Inc. creates in the relationship, but needs more clarity on the form of working together and the way in which Outside Inc. is invested. This clarity is needed to prevent miss-alignment in the expectations of the client which aids in the minimization of dissatisfaction and disappointment.

Clarity can be provided in the form of being more transparent, making more explicit agreements and by creating a better understanding of the client and its road.

### **The diminishing of the perceived added value**

The client experiences a diminishing of the perceived added value after one or two programs. This is due to the fact that the client works with Outside Inc. for its newness and originality. This however fades over time due to the fact that the client learns and evolves during the project and the program does not adjust to that shift. The client does not see the added value in doing the program

again or does not see the added value in involving Outside Inc. in a second program because they can now do it themselves.

Furthermore, the results that are presented as results to the client do not necessary embody the results that the program has in total. A lot of the results are indirect results but they are results that clients really appreciate. These results can be found in the education and personal development of the core-team and the participants during the program, the publicity and image that the program creates for the client, the different perspective that is provided to look at a problem and the cross-departmental and outside-in/inside-out connections that are created during the program.

Due to the fact that these results are not showcased as results, half of the interviewed clients have doubts about the effectiveness of the program because the focus solely on the impact and implementation of the solutions or rather the lack of it.

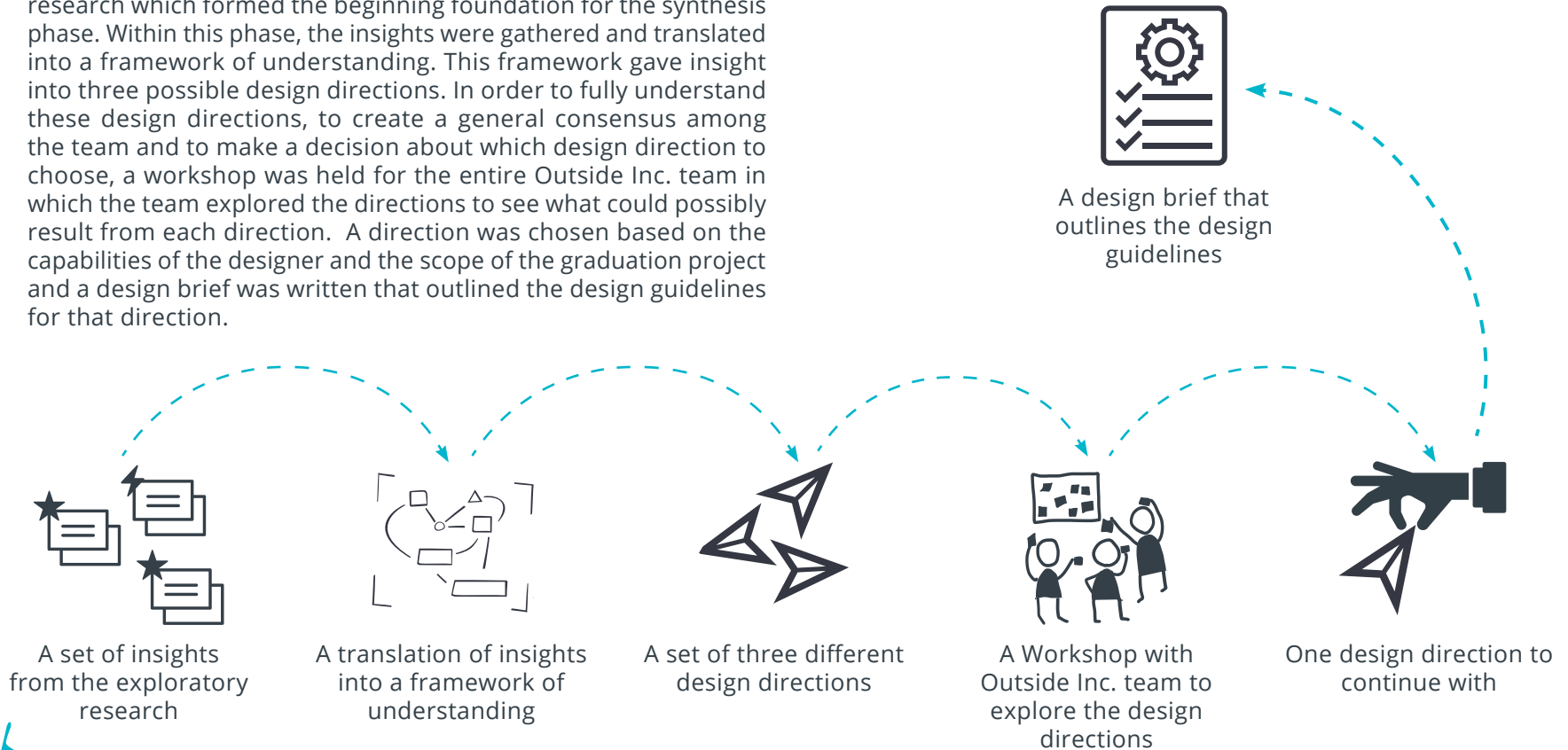
# 4. Synthesis



This chapter provides an overview of the synthesis phase of this project. A framework of understanding is presented, design directions are extracted and a choice in direction is made which is translated into a design brief.

# THE SYNTHESIS PROCESS

An extensive range of insights were gathered during the exploratory research which formed the beginning foundation for the synthesis phase. Within this phase, the insights were gathered and translated into a framework of understanding. This framework gave insight into three possible design directions. In order to fully understand these design directions, to create a general consensus among the team and to make a decision about which design direction to choose, a workshop was held for the entire Outside Inc. team in which the team explored the directions to see what could possibly result from each direction. A direction was chosen based on the capabilities of the designer and the scope of the graduation project and a design brief was written that outlined the design guidelines for that direction.



35. The synthesis process.



36. The synthesising of the insights into a framework of understanding.

# BUILDING A FRAMEWORK

All insights gathered in the previous chapter show similarities and are all connected within the ways that Outside Inc. creates value for their clients, in how they communicate this value and how they create a certain relationship with clients.

## A BASIS FRAMEWORK

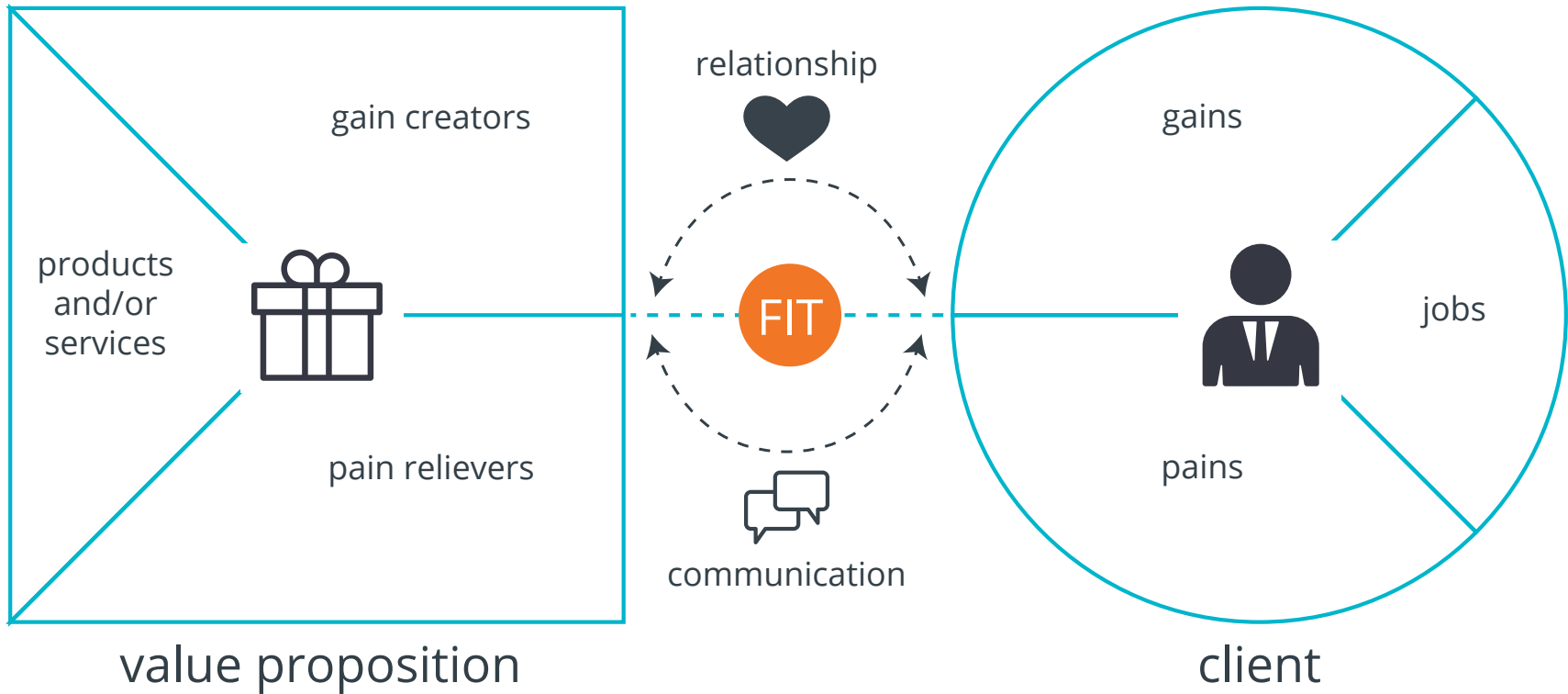
These elements are all interconnected and to understand what is actually happening behind all insights gathered and to find a set of solution directions to work with, the Value Proposition Canvas of Osterwalder and Pigneur (2014) is taken as a basis for a framework. This canvas is a tool that is developed to visualize, design and test how you create the right value for your customers (or in our case clients). It explains that in order for a company to create products and/or services that clients really want, it is of vital importance to create a good fit between the right and the left side. (See Appendix 5).

In order to build a framework for this specific graduation project, it is important to note that the value proposition canvas is a part of a larger canvas of Osterwalder and Pigneur (2009) called the Business Model Canvas (see Appendix 5). In this canvas it becomes visible that value proposition is transferred to the client via the client relationship and the channels (the ways in which the proposition is communicated). Relationship and communication are therefore an essential part of the right fit.

## A NEW FRAMEWORK

The program analysis showed that Outside Inc. essentially has to redefine this fit with every new client because every client is different and every program is tailor-made. Currently this 'refitting' of the fit happens during the spark phase of every program, but there is no clearly defined tool, process or approach that is used. Because of this the fit is never fully defined and a lot of the information in the value proposition stays ambiguous. In order to fully understand the insights, a custom made framework was made for the situation of Outside Inc.. This framework is presented in Figure 36.

On the right side of the canvas the client profile is depicted which describes the client's profile by breaking it down into its jobs, pains and gains. On the left side of the canvas the value map of the company is depicted which describes the features of the value proposition by breaking it down into products and/or services, pain relievers and gain creators. Achieving a fit between two sides is done when the products and/or services create the right pain relievers and gain creators that match one or more of the jobs, pains and gains that are important to the client. In order to correctly convey this fit, the right forms of communication and the right relationship are needed.



36. The developed framework of understanding based on the Value Proposition Canvas of Osterwalder and Pigneur (2014).

Because of the fact that every program is tailor-made and every client is different, it is essential for Outside Inc. to find the right fit for every new program. It is therefore important for Outside Inc. to:

**1. Understand their client.**

- What kind of jobs is the client trying to get done? What is the context in which the client tries to do these jobs? What are the needs that the client is trying to satisfy?
- What kind of pains does the client experience when trying to do this job or what pains are trying to prevent them from doing the job? What are the risks and concerns of the client while doing the job?
- What kind of gains does the client experience when doing the job? Do they gain certain benefits from the outcomes?

**2. Understand themselves, their organisation and their products/services.**

- What kind of products and/or services do they have to offer? Which tangible goods do they have and which intangible goods can they offer?
- How do their products/services alleviate specific pains of clients?
- How do their products/services create specific gains for their clients?

**3. Create the right relationship with the client and communicate in the right form by being explicit and clear in order to convey the value proposition in the right way.**

When looking at the insights gathered (see chapter 3) we can connect the subcategories to this framework.

First of all there is a miss-alignment in the expectations of the client in terms of the form in which Outside Inc. and the client work together and the form in which Outside Inc. is engaged. This miss-alignment is due to an ambiguity in the communication and a lack of demarcation. According to the client analysis there is a gap in expectations management and thus the communication part of the canvas seems to be lacking.

Secondly, the client analysis showed that there was a diminishing of the perceived added value due to the fact that clients learn and evolve from the experience with Outside Inc.. This means that the client progresses and changes and thus the client-side of the framework also changes. If Outside Inc. does not acknowledge this and adjusts its value proposition accordingly, the fit is lost after a program and Outside Inc. may lose its relationship with the client.

Thirdly, the client analysis showed that there is a doubt with the client about the effectiveness of the program. This is due to the fact that Outside Inc. may not convey its value proposition correctly. Outside Inc. currently focusses its value proposition on the added value in the direct results of the program. The clients however indicated that the real added value may lie in the in-direct results of the program.

In order to create recurring long-term relationships it is important that the fit stays intact over the course of the relationship. As stated above, this is currently not the case for Outside Inc. which increases the chances of Outside Inc. losing its relationship with a client after a program.

In order to improve this situation and enable Outside Inc. to create more recurring long-term relationships with their clients, three design directions are proposed:

**1. Make it clear and explicit.**

- Design a solution that enables Outside Inc. to be more clear and explicit in the communication in order to perform a proper demarcation and to manage the clients expectations so that there is little to no possibility of disappointment.

**2. Understand the client.**

- Design a solution that enables Outside Inc. to better understand the client and to realign this understanding when the client learns and evolves, so that Outside Inc can create the right fit continuously.

**3. Understand Outside Inc.**

- Design a solution that enables Outside Inc. to better understand themselves and their added value so they can ultimately provide a better value proposition that enables the correct fit.

# THE DESIGN DIRECTION

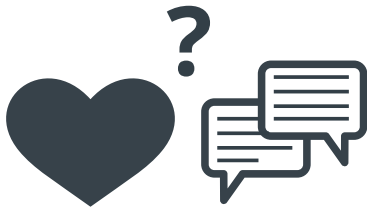
Because embarking on all three directions at once will not fit within the time-span and scope of this project, a choice was made between these directions.

In order to make the correct choice, a workshop was done with the Outside Inc. team to discover and discuss the potential outcomes of each direction and to find out which design direction would best match the capabilities of the designer of this graduation project and which would best match the capabilities of Outside Inc. themselves.

With the aim of this project (enabling Outside Inc. to create more recurring long-term relationships with their clients) in mind, it was decided that each direction was equally important in solving this problem and it was concluded that each of the three directions had to be solved to fully enable Outside Inc. to create more recurring long-term relationships.

As stated above, due to the time-span of this project it was impossible to embark on all three, so it was decided that design direction 3 would be transformed into an advice for Outside Inc. to embark on in the future as it best fitted their own capabilities. Design direction 1 and 2 best fitted the capabilities of the designer and are therefore chosen for this graduation project.





### **Make it clear and explicit**

Design a solution that enables Outside Inc. to be more clear and explicit in the communication in order to perform a proper demarcation and to manage the clients expectations so that there is little to no possibility of disappointment.



### **Understand the client**

Design a solution that enables Outside Inc. to better understand the client and to realign this understanding when the client learns and evolves, so that Outside Inc can create the right fit continuously.

37. The three proposed design directions going from direction 1 on the left to direction 3 on the right.



**OUTSIDE INC.**

### **Understand Outside Inc.**

Design a solution that enables Outside Inc. to better understand themselves and their added value so they can ultimately provide a better value proposition that enables the correct fit.

# THE DESIGN BRIEF

The aim of this graduation project is to develop an understanding of why Outside Inc. currently mainly has single one-time relationships with clients, and will aim to develop a solution that will assist the Outside Inc. program manager during the Spark phase in creating a more recurring long-term relationship with their clients.

## **The objective:**

The objective is to design a solution that will enable Outside Inc. Program Managers :

- *to be more clear and explicit in the communication by providing a set of tools that assist them in creating the proper demarcation and manage client expectations.*
- *To better understand the client and its Jobs in the present but also to realign this understanding in the future. This will be done by providing a set of tools that will assist them in extracting the right information .*

The objective is to design a solution that will enable Outside Inc. clients :

- *To become the co-owner of the process of demarcation, their own expectations and their own Jobs that they are trying to achieve.*

## **The Who:**

The solution will be designed for the core-team of every Outside Inc. project involving the 5S program. The core-team consists of two

Outside Inc. program managers and one to three representatives of the client organisation. The solution will be designed in a such a way that the program managers can facilitate and work together with the client simultaneously.

## **The When:**

The solution will be designed for use during the kickoff session in the spark phase of the 5S program of Outside Inc. as this is the moment in which the program is given body and the demarcation should be done. However, this is not the only moment that these tools will be used. Whenever the Program Manager or the client notices a deviation, the tools can be revisited to realign.

## **The design requirements and guidelines**

The insights from the exploratory research were translated into design guidelines. These guidelines are divided into a set of general requirements for the whole solution and a set of requirements that are specific to each tool.

### General design requirements

- A Flexible and practical solution and fit the go-get-it mentality of Outside Inc.
- Trigger to think outside the box
- Create a vision of the bigger picture after the program ends
- Stimulate active involvement of both client and Outside Inc.
- Should work with different levels of knowledge

- Create a foundation to work on during program design
- Should be usable in several parts of the project and the relationship to recalibrate
- Be able to be expandable and ever-evolving

Tool A: a conversation facilitation tool to extract information and to do demarcation

In order to get the right information it is important to have a tool that can be used within a conversation between the client and Outside Inc.. It should provide the right categories covering each important topic and supply Outside Inc. with a set of tantalizing questions to provide support and to motivate the client to share. Tool A will be utilised by both Outside Inc. program managers and the client while being guided by Outside Inc. program managers.

- Should serve as a conversation facilitation tool
- Create a source of valuable of information
- Provide a basis of understanding
- Trigger the client to think beyond its boundaries
- Trigger the client to talk

Tool B: a format for visualizing the extracted information and made agreements

In order to create a foundation of understanding of the client and its jobs, but also to communicate clearly, a format for visualisation is needed. This tool will form a format on which the information gathered in tool A can be presented. This tool will then serve as a foundation of understanding of the client and its jobs for both Outside Inc. employees as well as the client itself. It will also serve as a visual representation of the agreements that are made during the use of Tool A.

- Provide a tantalizing visualisation of the information
- Provide a foundation of understanding of the client and its jobs
- Define the gap between the end-goal of a program and the end-goal of the client
- Provide a foundation for agreements

# KEY INSIGHTS OF CHAPTER 4

## A FRAMEWORK

Because of the fact that every program is tailor-made and every client is different, it is essential for Outside Inc. to find the right fit for every new program. It is therefore important for Outside Inc. to:

- 1. Understand their client.**
- 2. Understand themselves, their organisation and their products/services.**
- 3. Create the right relationship with the client and communicate in the right form by being explicit and clear in order to convey the value proposition in the right way.**

First of all there is a miss-alignment in the expectations of the client in terms of the form in which Outside Inc. and the client work together and the form in which Outside Inc. is engaged. This miss-alignment is due to an ambiguity in the communication and the lack of demarcation. According to the client analysis there is a gap in expectations management and thus the communication part of the canvas seems to be lacking.

Secondly, the client analysis showed that there was a diminishing of the perceived added value due to the fact that clients learn and evolve from the experience with Outside Inc. This means that the client progresses and changes and thus the client-side of the

framework also changes. If Outside Inc. does not acknowledge this and adjusts its value proposition accordingly, the fit is lost after a program and Outside Inc. may lose its relationship with the client.

Thirdly, the client analysis showed that there is a doubt with the client about the effectiveness of the program. This is due to the fact that Outside Inc. may not convey its value proposition correctly. Outside Inc. currently focusses its value proposition on the added value in the direct results of the program. The clients however indicated that the real added value may lie in the in-direct results of the program.

In order to create recurring long-term relationships it is important that the fit stays intact over the course of the relationship. As stated above, this is currently not the case for Outside Inc. which increases the chances of Outside Inc. losing its relationship with a client after a program.

## DESIGN DIRECTIONS

In order to improve this situation and enable Outside Inc. to create more recurring long-term relationships with their clients, three design directions are proposed:

### **Make it clear and explicit.**

Design a solution that enables Outside Inc. to be more clear and explicit in the communication in order to perform a proper demarcation and to manage the clients expectations so that there is little to no possibility of disappointment.

### **Understand the client.**

Design a solution that enables Outside Inc. to better understand the client and to realign this understanding when the client learns and evolves, so that Outside Inc can create the right fit continuously.

### **Understand Outside Inc.**

Design a solution that enables Outside Inc. to better understand themselves and their added value so they can ultimately provide a better value proposition that enables the correct fit.

due to the time-span of this project it was impossible to embark on all three, so it was decided that design direction 3 would be transformed into an advice for Outside Inc. to embark on in the future as it best fitted their own capabilities. Design direction 1 and 2 best fitted the capabilities of the designer and are therefore chosen for this graduation project.

## DESIGN GUIDELINES

The proposed solution will consist of two tools that build on each other and will together form one unified solution.

Tool A: a conversational tool to extract information

Tool B: a format for organizational profile and the road of the client

The insights from the exploratory research were translated into design guidelines. These guidelines are divided into a set of general requirements for the whole solution and a set of requirements that are specific to each tool which can be found on the previous page.

# 5. The Proposed Solution

This chapter describes the proposed design solution in the form of set of tools. It takes the reader on a journey starting with a metaphor afterwhich it explains the tools.

# TOOL DEVELOPMENT PROCESS

Traditionally, this process is done using the parallel design process that is taught at the faculty of Industrial Design Engineering (IDE) at Delft University of technology. This process is based on the theory of systematic design in mechanical engineering (Roozenburg & Eekels, 1998). Visualised in Figure 39, the process starts with ideation which leads to three different ideas that are then developed into concepts. These concepts are then prototyped, tested and compared after which one concept is chosen for further development. This process however is mainly taught at IDE because it has its roots in the design of tangible products.

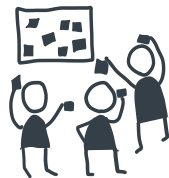
The design of a set of tools is also tangible, but has more to do with the design of aids that support a service instead of the design of physical and tangible products. Therefore a different approach was needed. Inspired by the process of fellow graduating student de Haan (2017), in the end the choice was made to follow a iterative design cycle (see figure 40). This process starts with ideation which

leads to one idea for a product. This idea is then developed into a concept that is prototyped, tested, iterated on and redesigned.

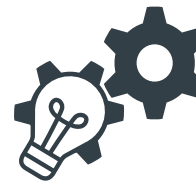
With the design brief as a guideline, a brainstorm session was done with a group of IDE students which resulted in the creation of multiple ideas. These ideas then resulted in the creation of the 1st prototype. This prototype was introduced to two program managers and an iteration session was done after which the 2nd prototype was developed. This prototype was tested in a user test with a real client of Outside Inc. to validate. A final evaluation was done with two program managers of Outside Inc. after which another iteration was done which finally resulted in the proposed solution that can be found in this chapter. Previous versions of the prototype can be found in appendix 7,



A design brief that outlines the design guidelines



A brainstorm session with IDE students

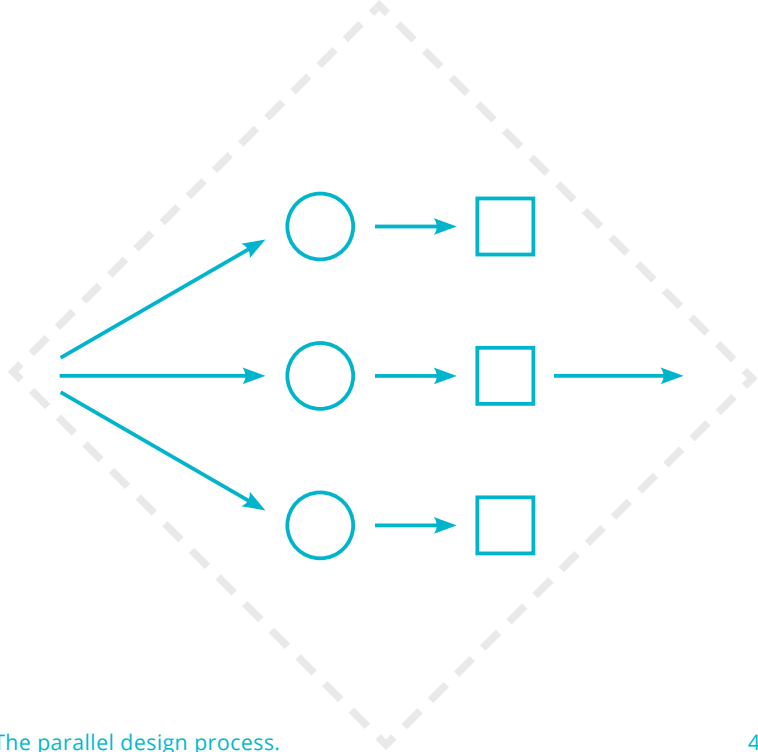


The creation of the 1<sup>st</sup> prototype

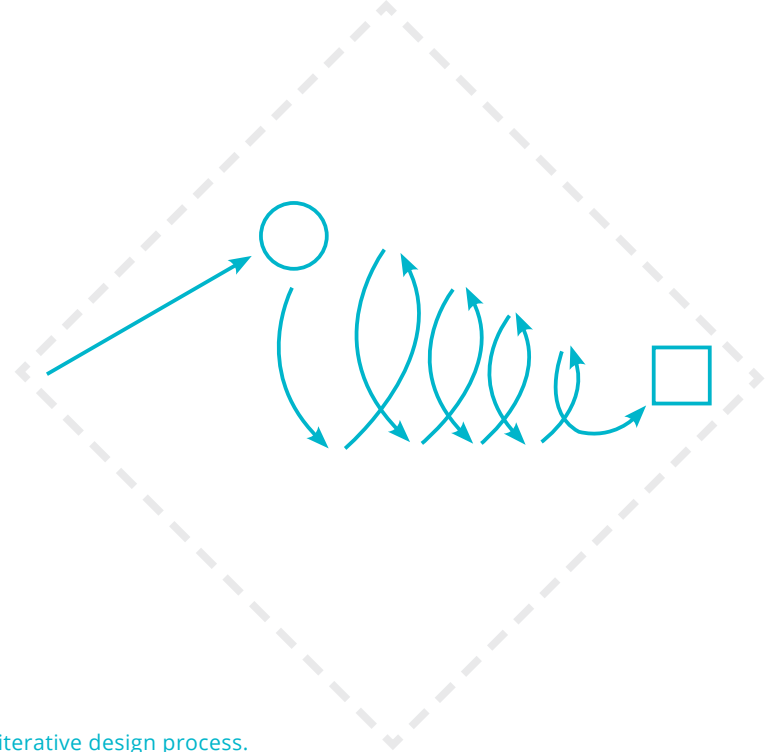


An iteration session with program managers





39. The parallel design process.



40. The iterative design process.



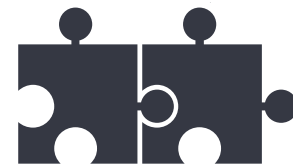
The creation of the 2<sup>nd</sup> prototype



A user test with a real client for validation



An evaluation with program managers and a last iteration



Creation of final concept design

# A NEED FOR A METAPHOR

Whenever a client embarks on a program with Outside Inc. they do so because they want to achieve something. This can be a big achievement (e.g. creating an innovation community within the organisation) or a relatively small achievement (e.g. learning something about new methods and tools they were not familiar with). They can even have multiple achievements that they want to achieve but one thing is always the same: A successful program in the eyes of a client always brings an improvement on the current situation. The client is always trying to reach a certain goal and metaphorically speaking, doing a program with Outside Inc. is like climbing the mountain towards the peak of that goal. In order to explain this, the metaphor of climbing the mountain is used as a foundation. I would now like to ask you to imagine that you are the client.

On the bottom of the mountain in the Valley of Organisations you will find your organisation, a starting point, a base camp. It is a comfortable place, but somewhere in the far distance you can see the mountains. You have been imagining what it would feel like to climb towards one of the mountain peaks and to actually stand on top of one of those peaks.

So after careful deliberation you and a couple of your colleagues decide to call Outside Inc., mountaineering specialists, and you decide that you want to climb that mountain together with Outside Inc.. You know that Outside Inc. has the knowledge to climb

successfully so after some careful deliberation you sign the contract and the adventure begins.

Climbing a mountain however, always starts with the right preparation. Before you start to go up that mountain, you first need to take the time to prepare yourself and your team to make sure that you have a proper start. Climbing a mountain is full of challenges and in order to climb a mountain and to reach its peak it is vital to first understand yourself, understand each other, agree on a starting point, decide where to sit back and rest, decide where to evaluate, decide where to go further and decide on which points you might have to reset your goals.

Outside Inc. invites you for a kick-off meeting, the first meeting of mountaineering school, and asks about your current situation. What is happening in your organisation, in the valley itself and with the people in the valley that motivates you to climb the mountain? Assessing the current situation from multiple angles gives you a more in-depth understanding about why you are doing this and provides a solid foundation for making a good plan.

When you figured that out it is now time to look at the map of the mountain range because it is important to look further than just one peak. You always saw a peak in the far distance from your office but now that you see the full map you discover that there is a whole mountain range behind it. Which peak is the right one?



And what is the plan after reaching that peak? You need to figure that out and prepare well to pick the right one. Are you going to visit the peak and then go back to the valley? Or is it going to form a base camp for future endeavours? Outside Inc. asks you to make a metaphorical leap into the future and asks to think about your ultimate mountain peak, your Mount Everest. What does that ultimate peak look like? You dream, imagine and think about it and then define that ultimate peak for your team. You place that green flag on that ultimate peak, your ultimate goal.

That ultimate goal enables Outside Inc. to determine, together with you, on which peak you should place your first base camp, the pink flag. What should that first peak look like?

Which part do we want to do first? Are we going for a peak with snow at the top? How steep is it going to be? Or in other words; What kind of characteristics does the peak need to have for it to be a successful place for a base camp towards your future endeavours? Together with Outside Inc. you pick your peak and place the pink flag.

After all that planning the map is now defined and it is time to decide on the type of gear and the roles and responsibilities within the team. Do we need to climb with just a pair of walking shoes or do we need to do it in full gear? Do you already have gear yourself, do you need to buy it or can you borrow some from Outside Inc.? How big is your budget for this climb and does it allow you to afford the gear that you need? Do you want Outside Inc. to be just a guide or do they also need them to be the sherpa that carries your stuff? These are all things that you need to consider before embarking on your climb. Together with Outside Inc. you make a plan and you make explicit agreements so that everyone is prepared for the challenge ahead.

By now you can probably understand how important it is to make sure to take time to plan before you start climbing that mountain. Getting a proper start is vital for the success of your climb. In order to support and facilitate both Outside Inc. and the client in this preparation and to make sure that all important questions are tackled before embarking on the climb, Outside Inc. and the client could use some tools. The proposed solution provides such a toolset and will be explained in the following pages.



# THE PROPOSED SOLUTION

As the metaphor explains, it is important that Outside Inc. and the client take the time for a kick-off session at the beginning of the Spark phase (see chapter 3 for an explanation of this phase). Within this session the core-team (comprised of Outside Inc. program managers & representatives of the client) need to work together in order to prepare and plan before they start to climb the mountain together.

The proposed solution provides a set of tools and a workshop format that support and facilitate the core-team during this kick-off session. It is advised that such a kick-off session is done in the beginning of the Spark phase of every program of Outside Inc.

## THE TOOLSET

The toolset is comprised of a workshop format, an A1 sized canvas, a set of conversation facilitation cards, a set of Post-it notes and a set of markers. A set of flip over sheets is optional. There are five separate parts in the workshop that subsequently tackle challenges, ultimate goals, program goals, equipment and roles. Each part has its own set of cards that are color-coded to match the colors of the Post-it notes and the spaces available on the canvas to stick the notes. Through the guidance of the workshop format, one program manager of Outside Inc. facilitates while the others in the core-team follow the workshop. The core-team moves through each part in a pre-defined order.

Each part takes approximately 15 minutes and has its own color, own set of cards and own color of Post-it notes. The core-team

uses the conversation facilitation cards as guidance, brainstorms using the Post-it notes on the flip over sheets/wall/table, writes the conclusions on a selection of Post-it notes and sticks them on the canvas in the predetermined area that matches the color. Then they move on to the next part.

## THE WORKSHOP FORMAT

The workshop takes a minimum of 90 minutes but it is advised to take a little more time when available. The setup is as follows:

- 10 min - introduction by the facilitating program manager explaining the metaphor of the mountain and the importance and goal of the workshop
- 15 min - formulating the challenges in yellow
- 15 min - formulating the ultimate goals in green
- 15 min - formulating the program goals in pink
- 5 min - Coffee break
- 30 min - Talking about the equipment and roles

### Who

As stated above, the toolset is developed for use within the core-team of every Outside Inc. program. The core team is formed before the kick-off session and exists of two Outside Inc. program managers and one to three representatives of the client organization.

### When

The toolset is to be used during a kick-off session in the beginning of the Spark phase. This kick-off session marks the official start of the phase and the program and is usually planned after the contract



Wat is de uitdaging? De maatschappelijke uitdaging

Wat is de uitdaging? De uitdaging van de potentiële deelnemer

Wat voor soort programma doel? Het programma doel #1

Wat voor soort programma doel? Het programma doel #2

De rolverdeling #3

de maatschappelijke uitdaging  
de uitdaging van de potentiële deelnemer  
de uitdaging van de organisatie

#1 het ultieme doel  
#2 het ultieme doel  
#3 het ultieme doel

het einddoel van het programma

het ultieme doel in de toekomst

de vallei der organisaties

het programma

de succes factoren

de uitrusting	de uitrusting	de uitrusting	de rolverdeling	de rolverdeling	de rolverdeling
de uitrusting	de uitrusting	de uitrusting	de rolverdeling	de rolverdeling	de rolverdeling

OUTSIDE INC.

41. The proposed solution toolset.

is signed. This however does not mean that the set will not be used afterwards. Whenever the program manager or client feels there is a deviation, the set can be reconciled to create alignment.

## HOW IT WORKS

### Managing expectations

One of the insights from the client analysis showed that there is a miss-alignment in the expectations of the client in terms of the form in which Outside Inc. and the client work together and the form in which Outside Inc. is engaged. This miss-alignment also stretches itself towards expectations in the results of a program (see chapter 3). This miss-alignment is due to an ambiguity in the communication and the lack of demarcation and can ultimately lead to disappointment and dissatisfaction of the client.

Managing the expectations of the client through clear and explicit communication and demarcation was therefore essential within this solution as it will contribute the satisfaction of the client which could in turn contribute to the ability of Outside Inc. to create more recurring long-term relationships with their clients. The toolset provides a workshop format in which the core-team is guided through five essential categories.

The first three categories tackle the expectations on the level of goals. Based on a adaption of the theory of Collins (1994) and Sanders & Stappers (2012) the workshop makes the core-team first look at the current situation and asses the challenges, then makes them jump 10 years into the future to determine their ultimate goals only to then jump back towards the goals of the program. By doing so, the client is stimulated to think about how the current situation, the future and the program are interconnected and is guided into evaluating the 'why' of the program. Doing this helps

in forming a more well-founded reasoning behind the goals of the program and could help in the alignment of expectations with the client. Furthermore, it defines the gap that exists between the end goals of the client and the end goals of the program. This gives the Outside Inc. program manager the foundation to explain the level of engagement of Outside Inc. on both peaks which could also help in the alignment of expectations.

The last two categories tackle the expectations on the level of the relationship by talking about the resources and roles. Based on a set of informal conversations with program managers about their experiences a set of questions were formulated for these two categories. These questions were chosen because multiple program managers indicated that these topics were usually left in an ambiguous state while causing the most miss-alignments in expectations during past programs. By addressing these questions, a conversation is facilitated between the client and Outside Inc. which can give the Outside Inc. program managers the ability to make more clear and explicit agreements and to demarcate the roles and responsibilities within the program.

This whole process is guided by the card-set and the canvas. The set of cards per category facilitates the conversation in order to make sure that the right questions are asked. The canvas forms a tangible object and a visualisation of the situation on which information, conclusions and agreements can be placed. By doing so, the toolset hopefully provides an opportunity to have more clear and explicit communication and to align the expectations of the client beforehand. Moreover, the tool can be re-used during the program when either Outside Inc. or the client feels like there is a deviation.





42. The toolset being used.

### **Making the client an co-owner**

As stated in the client research in chapter 3, clients praise Outside Inc. for the sense of partnership that they create. However, because of the fact that the client is paying Outside Inc. for its services, the actual relationship is still on a level of client-supplier. This creates a situation in which the client has the ability to leverage the partnership factors (and enjoying the perks of partnership) without being held accountable if something goes wrong. It is impossible to create a real partnership agreement within the client-supplier construction but this toolset does provide the ability to create the feeling (or sense) of ownership of the mountains. Using cards and a canvas as tools during a workshop helps in the translation of the information and facilitates discussion in which the client becomes co-owner of the information (Sleeswijk Visser et al., 2005).

By doing so, you can make the client feel co-responsible for the success of the program. Creating such a co-ownership aids in the management of expectations and could transfer some of the responsibility towards the client. By doing this, the sense of real partnership expands which eventually could result in the chance of building a more recurring long-term relationship.

### **Provide a possible fit for the future**

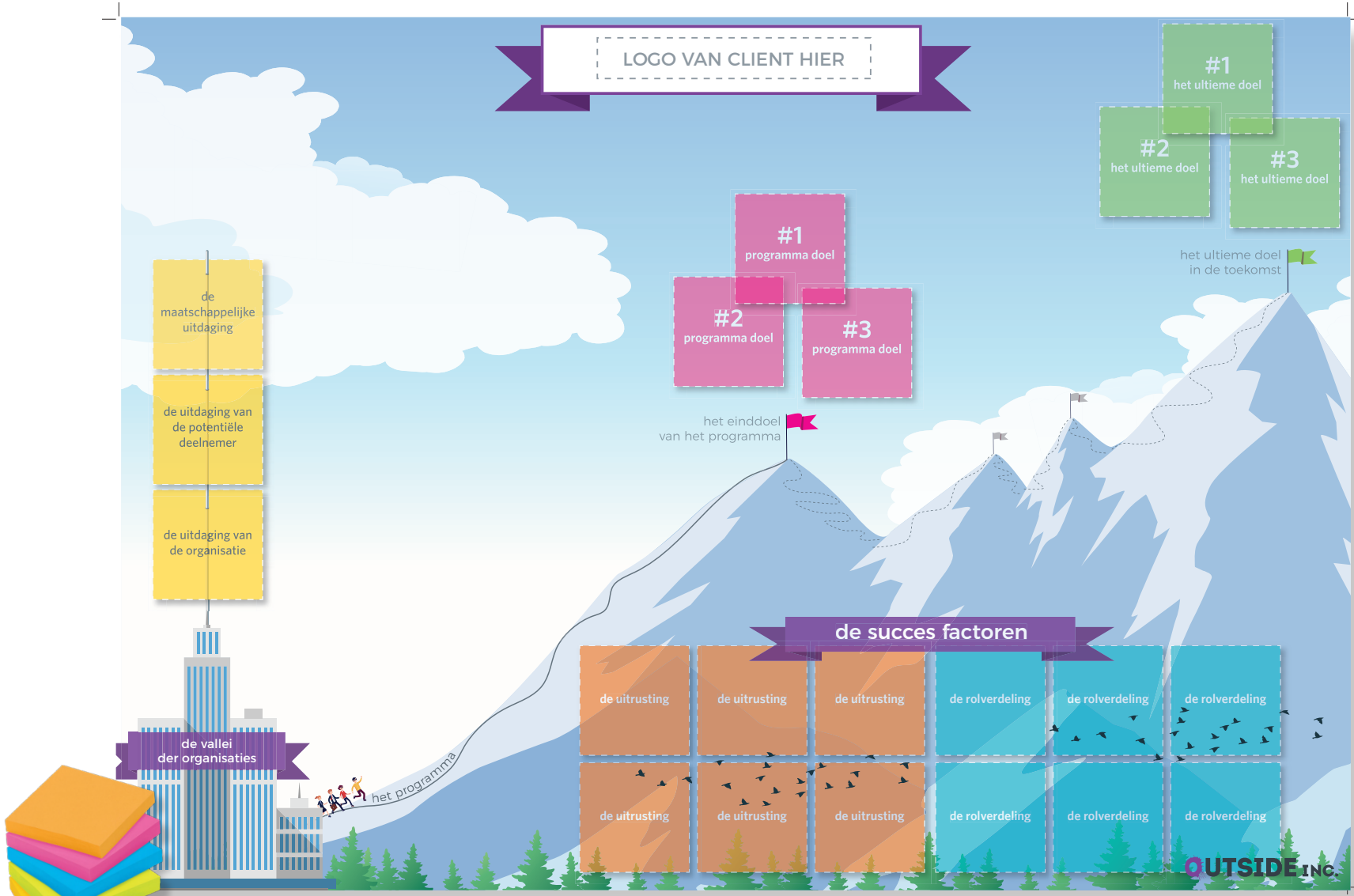
As stated in chapter 3, the client analysis showed that there was a diminishing of the perceived added value due to the fact that the client learns and evolves from the experience with Outside Inc.. This happens to a point that they do not think that another program is necessary. In order for Outside Inc. to create a recurring long-term relationship with their clients, it is therefore essential to show the client that doing one program does not necessarily bring them towards their end goal.

The canvas aids in this through the use of metaphorical visualisation.

Metaphors are powerful tools and help communicate meaning (Goatly, 2011). Through the metaphor of the mountain and using different peaks, the client is shown that there is a gap between their end goals and the end goals of the program. By doing so the client is shown that there can be more peaks (or programs) in between the current program and the end goals, which could ultimately aid in finding new fits between Outside Inc. and the client in the future.



43. The five separate sets of cards.



44. The canvas which can be filled using colour-coded Post-It notes.

# PART ONE - THE CHALLENGE



45. The set of challenge (“De uitdaging”) cards.

To provide a solid foundation for a plan, you first need to understand the current situation in the valley of Organisations and look at it from different perspectives. What is challenging in your organisation, for your potential participants and for the society?

In order to answer these questions and to form a Call to Action (a challenging slogan that embodies the goal of the program and that is designed to mobilize participants) Outside Inc. developed the so-called CSE canvas: A canvas based on their take of the CSE methodology in which they ask the client to address the customer, organizational and societal challenge and to form a Call to Action from that (see appendix 8). This canvas is used as a foundation for the Challenge (“de uitdaging”) card set.

The card-set contains four cards with a predetermined order (1a, 1b, 1c, etc). Each card contains a main question on the front

of the card. On the back of the card the user will find an assignment that describes what to do, a set of questions to get the conversation going and an example on how to formulate the challenge.

Within this card set the client is asked to first look at themselves as an organisation and to brainstorm using the yellow Post-it notes on what could be the organizational challenge. The next step is to brainstorm on the participant challenge and the last brainstorm is on the societal challenge. After the brainstorming the core-team is asked to look at the formed challenges and to find out how they work (or do not work) together. The final card asks them to define the most important challenge for each category and to put it on a yellow Post-it note and to stick it on the canvas in the yellow areas.

**Wat is de uitdaging voor jullie als organisatie?**

**OUTSIDE INC.** 1a

**Wat is de uitdaging van de potentiële deelnemer?**

**OUTSIDE INC.** 1b

**Wat is de maatschappelijke uitdaging?**

**OUTSIDE INC.** 1c

**Hoe hebben deze uitdagingen invloed op het geheel?**

**OUTSIDE INC.** 1d

Formuleer meerdere uitdagingen, schrijf ze op de gele Post-Its en plak ze op een flipover vel.

**Denk na over ...**

Welke trends en veranderingen jullie ertoe drijven om een programma te doen?

Welke uitdagingen de organisatie heeft en wat de belangrijkste zijn?

Waarom dit uitdagingen zijn?

**Een voorbeeld is...**

Nike:  
*"Onze gehele productie van schoenen wordt gedaan door kinderen met een te laag loon."*

**OUTSIDE INC.** de uitdaging

Formuleer meerdere uitdagingen, schrijf ze op de gele Post-Its en plak ze op een flipover vel.

**Denk na over ...**

Welk effect trends en veranderingen hebben op het individu?

Wat de uitdagingen kunnen zijn van de potentiële deelnemers?

Wat potentiële deelnemers van jullie kunnen gaan verwachten?

**Een voorbeeld is...**

Nike:  
*"Een medewerker van Nike ontdekt dat consumenten van Nike een steeds grotere drang naar individualiteit krijgen, maar krijgt geen tractie bij zijn manager."*

**OUTSIDE INC.** de uitdaging

Formuleer meerdere uitdagingen, schrijf ze op de gele Post-Its en plak ze op een flipover vel.

**Denk na over ...**

Wat het effect is van de organisatie op de wereld als geheel?

Welke trends en ontwikkelingen jullie zien, en hoe deze effect hebben op de organisatie?

Welke grootschalige veranderingen je ziet aankomen?

**Een voorbeeld is...**

Nike:  
*"Mensen beginnen de oorsprong en het verhaal van producten steeds belangrijker te vinden."*

**OUTSIDE INC.** de uitdaging

Bekijk alle uitdagingen en bekijk hoe ze invloed hebben op het geheel.

Cluster uitdagingen als het mogelijk is, voeg Post-Its samen als het kan en probeer een rode draad te vinden.

Definieer vervolgens voor elke categorie de belangrijkste uitdaging, schrijf die op een Post-It en plak hem op de gele vlakken in het canvas.

**Denk na over ...**

wat zien jullie gebeuren met de organisatie met deze uitdagingen?

Hebben de uitdagingen synergie, of zitten ze elkaar in de weg?

Hoe zouden deze uitdagingen een geheel kunnen vormen?

**OUTSIDE INC.** de uitdaging

46. The four cards in the challenge set, showing both the front and back side.

# PART TWO – THE ULTIMATE GOAL



47. The set of ultimate goal (“De ultieme uitdaging”) cards.

The next step is to make a metaphorical leap into the future and to think about your ultimate mountain peak, your Mount Everest. The ultimate goal (“het ultieme doel”) helps you define your ultimate mountain peak in the form of audacious goals.

Adapted from the BHAG theory of Jim Collins (2004) this card-set asks the core-team to formulate goals for over 10 years. These goals need to be simple but concise, need to be challenging and they need to be measurable.

The card set contains two cards with a predetermined order (2a, 2b). The first card in the set asks the core-team to diverge. The front of the card contains the main question. On the back of the card the user will find the assignment, an explanation on how to formulate the goals and an example of a well-known organisation to create a better understanding of what is needed. The core-team is asked to brainstorm on

these goals using the green Post-it notes.

When there are enough goals formulated, the core-team then moves on to the second card. This card asks the client to converge towards a maximum of three goals and to rank them on level of importance. When this is decided on, the core-team is asked to place the top 3 goals on the green Post-it notes and to stick them on the canvas in the green areas.

Welke ultieme doelen zijn er voor jullie als organisatie?

QUTSIDE INC.

2a

Welke drie doelen zijn het belangrijkste voor jullie als organisatie?

QUTSIDE INC.

2b

Na het formuleren van de belangrijkste uitdagingen is het nu tijd voor een sprong in de toekomst.

Formuleer meerdere ultieme doelstellingen voor de organisatie voor over 10 jaar, schrijf ze op de groene Post-Its en plak ze op een flipover vel.

Maak ze...

- simpel maar duidelijk
- uitdagend
- meetbaar

Een voorbeeld is...

Amazon:  
*"Elk boek, ooit geprint, in elke taal, allemaal beschikbaar in minder dan 60 seconden."*

QUTSIDE INC. het ultieme doel

Bekijk de verzamelde doelstellingen en bespreek ze. Zijn er overeenkomsten? Welke zijn samen te voegen? Hebben de doelen synergie, of zitten ze elkaar in de weg?

Cluster doelen als het mogelijk is en voeg Post-Its samen als het kan.

Rangschik de doelen vervolgens. Welk doelen zijn belangrijk en wat is het ultieme doel? Neem de 3 belangrijkste ultieme doelen en plak ze op de groene vlakken in het canvas.

Een voorbeeld is...

Microsoft:  
*"Een computer op ieder bureau, in ieder huis."*

QUTSIDE INC. het ultieme doel

# PART THREE – THE PROGRAM GOAL



49. The set of program goal (“Het programma doel”) cards.

After defining the ultimate goals, it is now time to go back towards the program itself. What are the goals that this program needs to have to become a good step towards those ultimate goals? The program goal (“Het programma doel”) helps you to define these goals.

Based on the findings in the client research (see chapter 3) this set of cards is created. Each card contains a question that is formulated to trigger the core-team to think about the important goals for this program and to make sure that every important question is asked.

The card set contains two cards with a predetermined order (3a, 3b) and five cards without a predetermined order. The first two cards are made to guide the core-team in the process of formulating the program goals and will be explained below. The other five cards all contain a trigger question on the front that will facilitate the conversation.

The first card in the set asks the core-team to diverge. The front of the card contains the main question. On the back of the

card the user will find the assignment, an explanation on how to formulate the goals and an example to create a better understanding of what is needed. The core-team is asked to brainstorm on these goals using the pink Post-it notes and to use the other five cards in the deck as inspiration.

When there are enough goals formulated, the core-team then moves on to the second card. This card asks the client to converge towards a maximum of three goals and to rank them on level of importance. When this is decided on, the core-team is asked to place the top 3 goals on the pink Post-it notes and to stick them on the canvas in the pink areas.

This card set is made to expand, meaning that the five cards without predetermined order are just the beginning of the set. Outside Inc. is encouraged to test this toolset in real client projects and to evaluate periodically. Whenever another important question is discovered, it can be simply added to the set to provide an even more solid base for conversation.



**Wat voor doelstellingen kan dit programma hebben?**  
OUTSIDE INC. 3a

**Welke drie doelen zijn het belangrijkste in dit programma?**  
OUTSIDE INC. 3b

**Hoe belangrijk is het creëren van een community?**  
OUTSIDE INC. 3

**Hoe belangrijk is de creatie van nieuwe oplossingen?**  
OUTSIDE INC. 3

**Hoe belangrijk is persoonlijke ontwikkeling en nieuwe dingen leren?**  
OUTSIDE INC. 3

**Hoe belangrijk is publiciteit en het creëren van een imago?**  
OUTSIDE INC. 3

**Hoe belangrijk is het kijken vanuit een ander perspectief?**  
OUTSIDE INC. 3

Na het formuleren van de ultieme doelen is het nu tijd voor het doel van het programma.

Gebruik de volgende roze kaarten met vragen als inspiratie.

Formuleer meerdere doelstellingen voor dit programma, schrijf ze op de roze Post-Its en plak ze op een flipover vel.

Een voorbeeld is...  
*"Het programma moet ervoor zorgen dat er een innovatieve community ontstaat rondom het Veluwe-gebied die zichzelf kan onderhouden, ook na het programma."*

OUTSIDE INC. het programma doel

Bekijk de verzamelde doelstellingen en bespreek ze. Zijn er overeenkomsten? Welke zijn samen te voegen? Hebben de doelen synergie, of zitten ze elkaar in de weg?

Cluster doelen als het mogelijk is en voeg Post-Its samen als het kan.

Rangschik de doelen vervolgens. Welk doelen zijn belangrijk en wat is het ultieme doel? Neem de 3 belangrijkste doelen en plak ze op de roze vlakken in het canvas.

Een voorbeeld is...  
*"Het programma moet ervoor zorgen dat zowel de deelnemers als wijzelf nieuwe en vernieuwende methodes leren die ons helpen bij het vinden van meer klantgerichte nieuwe oplossingen."*

OUTSIDE INC. het programma doel

50. The seven cards in the program goal set, showing both the front and back side of the first two cards and only the front of the other five cards.

# PART FOUR AND FIVE – THE SUCCESS



The last step in the process is to talk about the equipment (“de uitrusting”) and the roles (“de rolverdeling”). These two form the success factors of the program because they form the building blocks of the program.

In order to make sure that every important topic is discussed and every important question is asked two separate card-sets were developed that both work as a conversation facilitation tool. Based on the findings in the research (see chapter 3) and the findings during validation (see chapter 6) a set of important questions were formulated for each set.

These two card sets are also made to expand, meaning that the these question cards are just the beginning of the set. Outside Inc. is encouraged to test this tool set in real client projects and to evaluate periodically. Whenever another important question is discovered, it can be simply added to the set to provide an even more

solid base for conversation.

First the equipment (“de uitrusting”) is to be discussed. The team gets a set of orange Post-its and a flip over sheet (or wall or table). The Outside Inc. program manager than starts conversation of. The cards in the set can be used as triggers to make sure that all important topics are discussed. The team is asked to write down everything on the orange Post-it notes and to stick them on the flip over sheet.

After the discussion the most important Post-it notes are selected and placed on the canvas by the core-team. These two steps are then repeated for the roles (“de rolverdeling”).

51. The two sets of cards of the equipment (“De uitrusting”) and the roles (“de rolverdeling”),

# FACTORS



52. The six cards in the equipment set and the five cards in the roles set.

# THE CANVAS

As explained in the previous pages, the canvas is the place where all of the information is collected and presented in a visual way. The canvas forms the backbone of the toolset and is the landing area for all of the data. The canvas shows the metaphorical visualization of the mountain and has color-coded spaces for the corresponding Post-it notes.

The logo of the client will be placed in the top of the canvas to visualize that the canvas is theirs. The idea of the canvas is that the client takes it with them after the meeting. It not only serves as a way to create co-ownership, but also as something to fall back on when deviation starts to happen. The client is stimulated to keep and protect the canvas and to bring it with them when realignment is needed.

Furthermore, the canvas forms a foundation for future conversations after the final day of the program. Outside Inc. can then use the canvas to look back at the situation in the beginning of the program and suggest a new value proposition when some of the goals are met or changed.

place the logo of the client here .....

place challenge Post-it notes here .....

place ultimate goal Post-it notes here .....

place program goal Post-it notes here .....

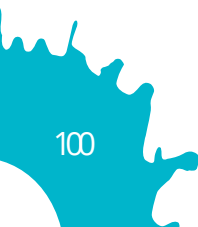
potential future programs .....

the road of the current program .....

the valley of organisations .....

place equipment Post-it notes here .....

place roles Post-it notes here .....



LOGO VAN CLIENT HIER

#1  
het ultieme doel

#2  
het ultieme doel

#3  
het ultieme doel

de maatschappelijke uitdaging

de uitdaging van de potentiële deelnemer

de uitdaging van de organisatie

#1  
programma doel

#2  
programma doel

#3  
programma doel

het einddoel van het programma

het ultieme doel in de toekomst

de succes factoren

de uitrusting

de uitrusting

de uitrusting

de rolverdeling

de rolverdeling

de rolverdeling

de uitrusting

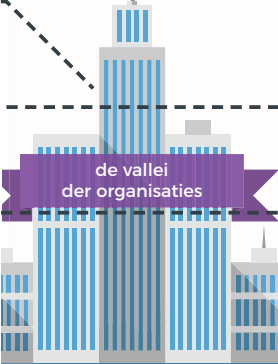
de uitrusting

de uitrusting

de rolverdeling

de rolverdeling

de rolverdeling



het programma

# IMPROVE AND ADJUST

The whole toolset and especially the card set is built around the idea that it forms the first step into the right direction for Outside Inc.. It might not be perfect yet, but that is exactly the idea. Outside Inc. is encouraged to take this toolset and further develop it in the future. By trying it out and testing it in real client situations, the tool can be refined. New cards can be added relatively easily by using the blank layout files that are provided with the set and by doing so, each conversation has the potential to be more successful than the previous one.



54. The blank layout cards for making additions to the set.



# 6. Validation



This chapter describes the steps that are taken in the validation of the toolset. It provides insights in the usefulness, applicability and value of the proposed solution. Recommendations for further development were taken from this validation and applied to form the proposed solution that can be found in chapter 5.

# THE VALIDATION

In order to validate the usefulness, applicability and value of the proposed solution, a validation workshop was done. This workshop was done with a real client of Outside Inc. within a real kick-off meeting of a new program. This was supplemented with a small evaluation session with one of the program managers. The client had never worked with Outside Inc. before. See Figure 55 and 57 for photos of the workshop.

This validation was done with the core-team of that particular program. The core-team existed of two representatives of the client and two Outside Inc. program managers. Video recordings were made of the whole process in order to review the session. Furthermore, the core-team members were asked some feedback questions at the end of the session and a small evaluation session was done with one of the Outside Inc. program managers that was participating.

## It works

The validation showed that the toolset works in the workshop format as a whole. The core-team was enthusiastic to start working with it and they all participated immediately. There was no problem with activating them to start converging and brainstorming as the amount of Post-it notes written was abundant. Each divergent phase also worked correctly as the participants immediately started to discuss and work together when asked to pick the Post-it notes to put on the canvas.

*"The jump from the current challenges towards the future and back to the program really helps with creating a more clear image of what the program should embody."*

-client representative-

Furthermore, the client noted that the jump from the current situation towards the future and then back to the program contributes to their understanding of what the program goals should embody.

## The tool is positively received as useful by both parties

The feedback from both parties was positive after the validation session. One of the program managers noted that she envisions a future usage of this toolset and suggested that she wants to start using it as quickly as possible.

*"I think that we need to use such a tool in every kick-off meeting of every program. Usually we immediately start running when we start a program, but this really helps you to take the time and think before you start running."*

-Outside Inc. program manager-

*"I think that this tool really helped us to make a step in the right direction. Formulating our goals like that really makes you think about what you are doing and why. It forms a more solid foundation to start working on."*

-client representative-



55. The validation session in progress.

## Time frame

Participants noted that the time slots of 15 minutes per phase felt relatively short and quick, but it was manageable. What is observable is that because of this relatively short time frame, the workshop works as sort of a pressure cooker. 90 minutes for the whole workshop was sufficient but when there is more time available in future kick-off meetings, it is advised to take a little more time (+5 min in each phase maximum) to ease the pressure a little if people are struggling. During the validation there was no break but it in the observations it became apparent that towards the end, participants were really longing for a break. Advice for future workshops is to implement a short coffee break of five minutes between the first three parts of challenge and goal setting and the last two parts of the success factors.

## Cards need to have questions to activate the conversation

In the validation workshop a prototype was used that utilised suggestion cards. These cards only contained possible suggestions for challenges, goals, equipment and roles but did not include any activating questions. During the observation of the validation session it was noticed that the facilitator had to ask a lot of trigger questions to make sure that every important question was included. In order to sufficiently facilitate and steer in the right direction, it is advised that the cards need to contain activating questions that facilitate the conversation.

## Providing examples is key in good formulation

During the validation the session participants asked for examples in both the challenge and the goal setting parts. Examples were not included in the card set at that time. It is therefore advised to include examples in the cards of the first three categories.

## The metaphor aids the understanding

The metaphor of climbing a mountain works in conveying the right meaning. The client noted that it is good for their understanding to see that there is a gap between the mountains. Also, it was addressed that it is motivating to see that the program is aiming for a higher place than the current valley of organisations.

*"The metaphor of climbing the mountain is really good. It helps in understanding that there is a gap between the end goals and the program goals and shows that we are aiming for a higher place during this program which really motivates."*

-client representative-

## Utilise flip over sheets for the brainstorm

During the validation workshop it became apparent that there was a need for placing the Post-it notes during the brainstorming phases. In the validation setup the core-team was asked to place the Post-it notes around the canvas but this quickly resulted in an overflow of Post-its. During the validation session a fix for this problem was found which was the utilisation of flip over sheets to collect the Post-it notes per category. It is therefore advised to include a set of flip over sheets in the toolset.



56. Using flip over sheets was shown to be useful.

### **Digital translation afterwards does not work as good**

The prototype used in the validation sessions was made to be digitally translated after the workshop. What this means is that the canvas and all of the flip over sheets are taken back to the office of Outside Inc., after which a program manager translates it to a digital version of the canvas and sends it to the client. This did not work. Bringing along all the flip over sheets was troublesome, the translation took a lot of time after the workshop itself and sending the canvas digitally did not encourage the client to print and hang the canvas somewhere in their office. Also, the client asked if they could have the canvas after the workshop which was positive

but the client was then disappointed that they had to wait for a digital version. It is advised to build the canvas in such a way that all important Post-it notes can fit the canvas and the canvas can be taken home by the client instantly. This also encourages the core-team to 'get it right' the first time around instead of needing to make another step afterwards.



57. The core-team formulating program goals.

# 7. Conclusion and discussion

This chapter describes a small conclusion of the project and addresses the level of achievement of the project aim. The limitations of the project are discussed and future recommendations are given for further development.

# CONCLUSION

The purpose of this project was to understand why Outside Inc. is currently having single one-time relationships with its clients instead of the recurring long-term relationships they desire, and to develop a solution that will assist Outside Inc. program managers in creating more recurring long-term relationships in the future.

Research was conducted in both the company itself as well as with the clients. Insights were gathered that indicated that the absence of long-term relationships could be due to miss-aligned expectations, a diminishing of the perceived added value after a program due to clients evolving and a possibility of Outside Inc. conveying the wrong value proposition towards clients.

The first two problem areas were addressed within this graduation project by proposing a solution in the form of a workshop and a set of tools while Outside Inc. is advised to address the third problem area themselves. By doing a workshop with the toolset within the kick-off session at the beginning of the Spark phase of a program, the Outside Inc. program managers are assisted in aligning expectations, demarcating roles and responsibilities and building an understanding of the client. Furthermore, the program managers get an opportunity and a foundation within this workshop to indicate that the added value of Outside Inc. does not only cover that one program but rather extends into the future, assisting the client in reaching their end goals with the help of possibly multiple programs.

## **Addressing the project aim**

At the start of this project a project aim was formed which developed itself over the course of the project. It started with the aim of analyzing the 5S program and providing an improvement on the program and then evolved towards understanding the client relationship and providing a solution to create more recurring long-term relationships.

In conclusion, this project did produce such a solution that can be interpreted as indeed an improvement on the program as well as a solution that could assist in the direction of more recurring long-term relationships. It however forms the first step within this process and is meant to be a stepping stone in both the understanding of the relationship and the eventual development of more recurring long-term relationships. It therefore should be interpreted as such.



# LIMITATIONS & RECOMMENDATIONS

This chapter describes the limitations and implications of this graduation project and suggest recommendations for future research and development within Outside Inc.

## **Limitations in the theoretical background**

At the beginning of this project a small literature study was done into the theoretical background of the company and the program. Further in the project literature was consulted were needed to create a better understanding and/or to formulate an approach for that particular part. It however has to be noted that the consulting of literature was relatively scarce due to the practical approach within this project. Furthermore, there the literature study was not done following research guidelines but had a more informative approach.

## **Limitations in the client analysis**

During the analysis phase, research was done into the client and its experience with Outside Inc.. This research was done on the basis of 8 different cases that were researched using 6 separate interviews and 2 observations. Due to a large amount of data and the time constraint of this project, data analysis and synthesis was solely done by the researcher which could have resulted in biased interpretations. In order to validate the results that are obtained, it is advised that another analysis is done to triangulate the results.

## **Limitations in the toolkit development and validation**

Within a brainstorm session with IDE students the idea was for the first prototype was acquired. The IDE students were instructed using the design brief and they developed, together with the researcher, a set of ideas. Then one idea was chosen for further iterative development. These students are all graduated or in the end phase of their masters which indicates that they should have a solid knowledge base into what a good product/service is. But because the choice for one idea was made within this group it could have resulted in somewhat biased interpretations due to the fact that the whole group existed of solely IDE students. The validation was done using a real client in a real kick-off meeting of a program which was really useful. However, due to the presence of the researcher in this kick-off meeting and the fact that a previous prototype was used, the validity of the test cannot be fully confirmed.

## **Contribution to Outside Inc.**

This graduation provides Outside Inc. with a first step towards creating more recurring-long term relationships with their clients. The research within this project gives Outside Inc. an insight into how important client research is and provides a foundation of understanding of the current experience that the client has with Outside Inc.. It provides three directions of improvement, of which two are already partly addressed in the developed toolset.

The results of this project provide Outside Inc. with a solid foundation into further developing a complete solution space in which they become able to develop more recurring long-term relationships with their clients.

### **Future recommendations**

Outside Inc. is advised to take this graduation project as a stepping stone towards further development of solutions for creating recurring long-term relationships. If Outside Inc. decides to do this, they are recommended to start using the proposed in more real-life situations with clients. By combining the use of the toolset with intermediate evaluations of the performance of the toolset, Outside Inc. can further develop the solution to best fit their needs. Empty templates of cards are supplied that can be utilised to expand the toolset. Within the development of the set it is also advised to consult a user participation tool development expert (e.g. Quiel Beekman, mentor of this graduation project) in order to validate and optimize the toolset.

Furthermore, it is advised to continue with the third design direction of improving on its own identity and value proposition. By doing so, Outside Inc. can make the fit between the client and the value proposition easier but also more adaptable to the evolution of the client. Advised is to do this with the aid of an expert in the area of brand identity and value proposition design.

The final recommendation is that Outside Inc. continues to do more client research than before. Not only by means of traditional customer research (e.g. evaluation forms/surveys etc.) but also by

personally interviewing clients approximately 1 year after finishing the program. By doing so, you gain valuable information but also build a new connection with that client that could result in future programs, which in turn, could result in a recurring long-term relationship.



# 8. Reflection



# REFLECTION ON THE PROCESS

In order to fully understand and reflect on the process it is important to first visualize what happened. Inspiration for this visualisation came from a great graduation report made by Valeria Pannunzio (2016), in which she visualised the initial planning, the actual time expense and stress level of her project. I recreated this visualisation for myself, which can be found on the right side of this spread in figure 58.

A graduation project at Industrial Design Engineering has to be done within a twenty-two week time span. My graduation project started with a clear and concise planning which included a two-week Christmas break and an additional two weeks at the end. I added these two additional weeks because I knew that the assignment definition was very vague and I therefore needed a little more time to get it all together.

In the end, this planning shifted and the actual green-light meeting got delayed by four weeks. This is due to three things that happened:

1. A delay in the client recruiting for research
  2. A delay in understanding of what Outside Inc. actually does
  3. A problem that occurred in my personal life
- A delay in the recruitment of clients for my

research was mainly due to my status as a student. Clients did not take me serious and hardly responded. An important observation is the fact that it helped to combine my research with an official customer research in collaboration with a senior member of the company. Suddenly a lot of clients wanted to talk.

It also took a very long time to fully understand Outside Inc. and the things they do, because there was hardly any documentation and a lot of ambiguity. The core of the company really lived in the minds of the people working there and therefore extraction took a lot of time.

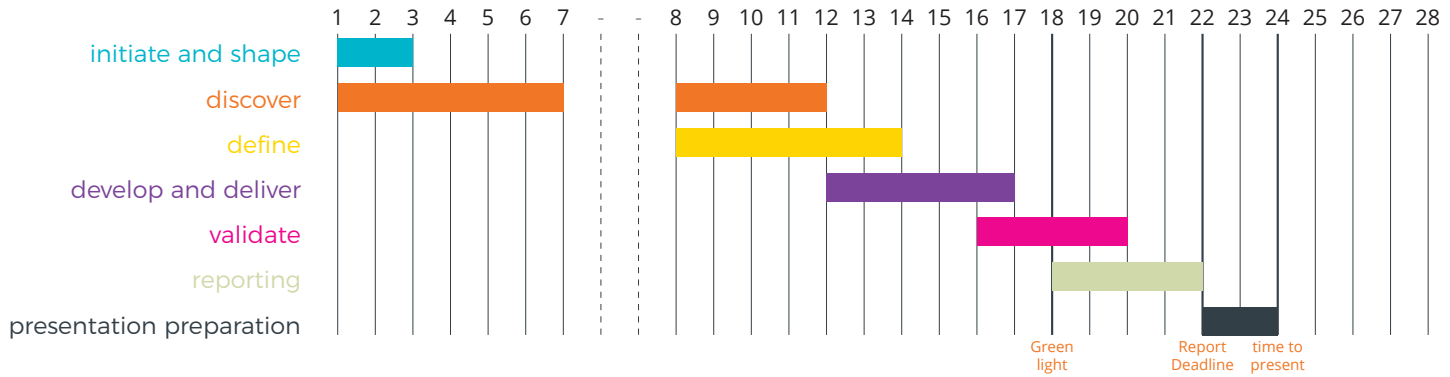
All in all, the delay of four weeks was very beneficial for this project as it gave me the time to create more value in the discover phase, something that I think forms the cornerstone of this project.

I have always experienced these delays (and levels of stress) as something negative. I have been working on changing this for a long time. However, after this project I changed my mind about this negativity. In the following pages I will dive deeper into this discovery.

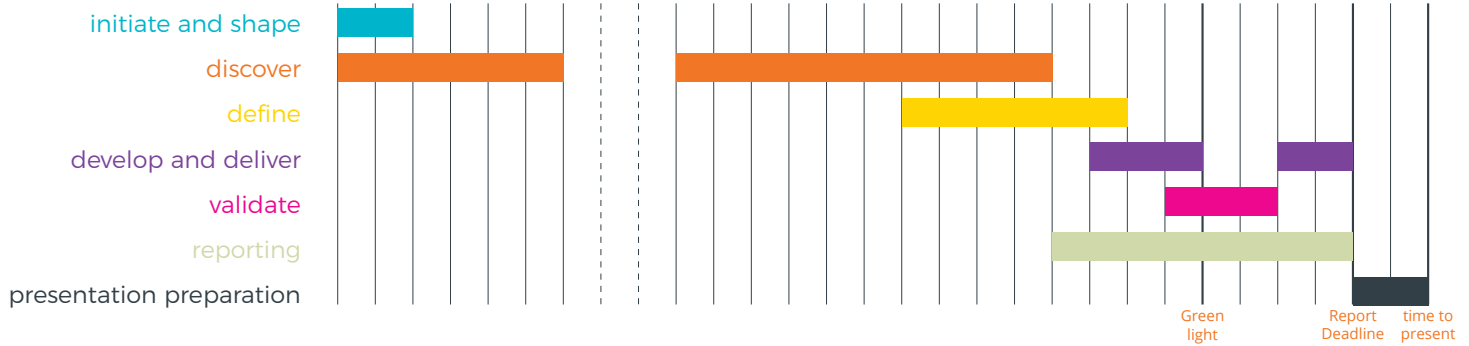
## Tips for future graduating students

- Fully immerse yourself in the company and become one of the employees for a period of time. When you feel like you are drowning, you are close.
- When looking for participants for your research, try to work together with a senior employee of the company, people will suddenly answer.
- Accept and plan for the fact that delay is imminent and that it can be a good thing.
- If you do not feel like you are in free fall on certain moments, you are not doing it right.
- Keep a good overview and plan for a higher workload towards the end of your project, it is worth it.

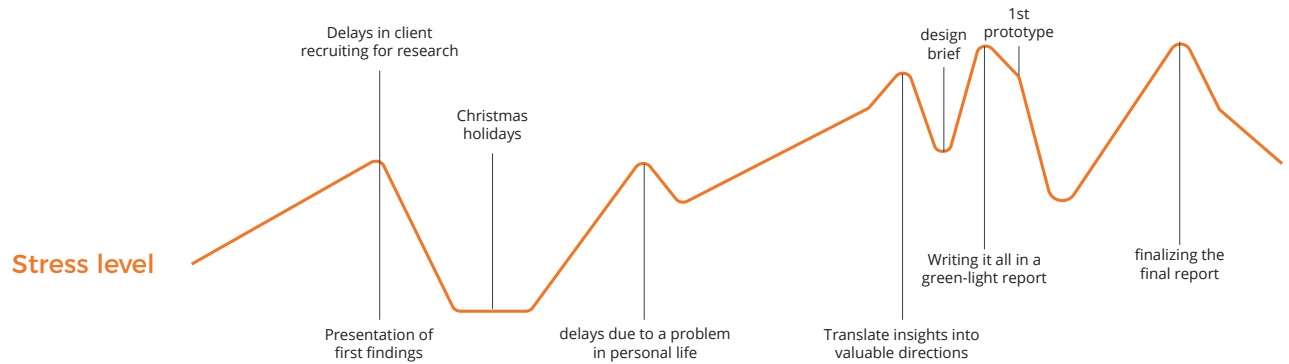
INITIAL PLANNING



ACTUAL TIME



STRESS LEVEL



58. A visual representation of the initial planning, the actual time expense and the stress level during this project.

# INSIDE THE MIND OF THE WRITER

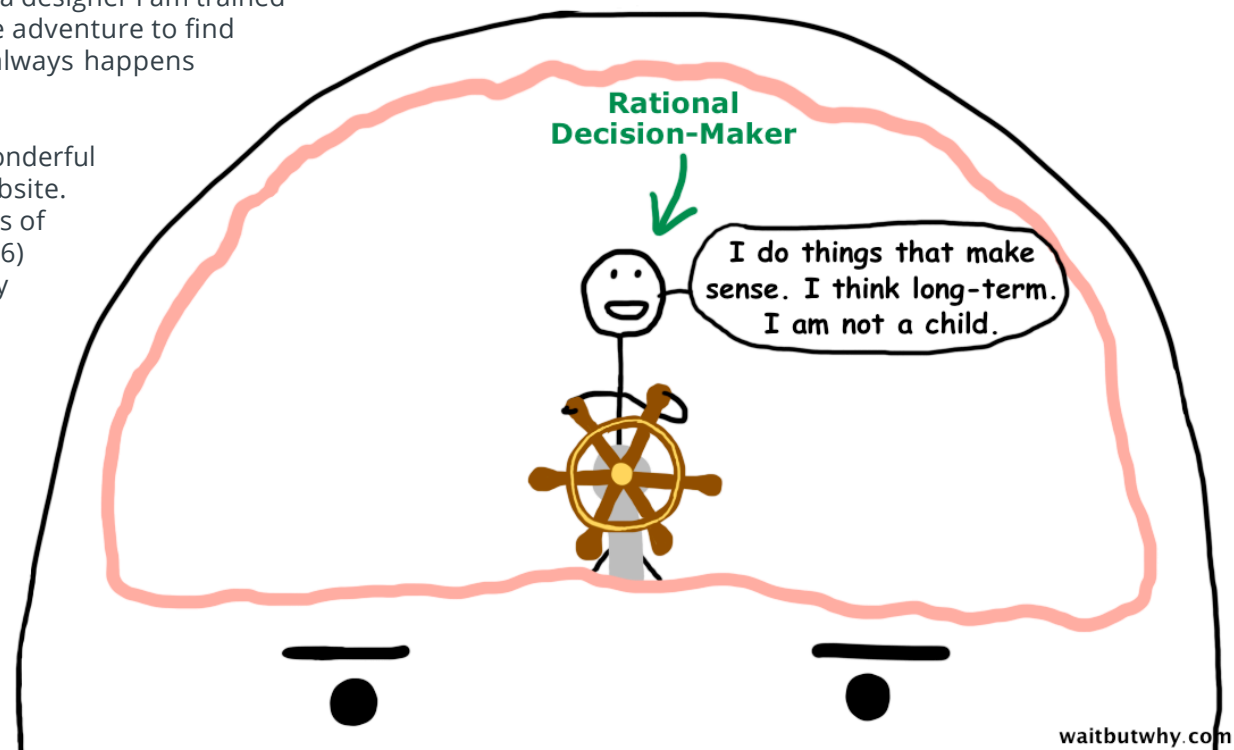
So Hi, welcome to the wonderful world of my own mind. Within this whole report I have been mainly talking in a formal writing style, but for the reflection it is time to get a little more up-close and personal!

As seen in the previous chapter, I encountered some struggles with things not going as smoothly as I wanted them to go, with actually taking a little longer than I anticipated and with some major fluctuations in my stress level. As a designer I am trained to always ask 'why?' so I went on a little adventure to find out if anyone could explain why this always happens to me, and if it is a bad thing.

During this adventure I ended up at a wonderful place on the internet: the TED talks website. Here is where I found two amazing talks of Tim Urban (2016) and Adam Grant (2016) that finally gave me some insight on why my brain could work the way it does.

When looking back at my time in primary school, high school and university I can conclude one thing: I always did (and still do) my best work under pressure. I always needed a deadline. I always tried

to divide the load of a project equally over time but the actual good results always came when the stress levels were on its highest in the two weeks before the deadline. The quality of my work always increased exponentially in that time frame. I always hated that because it made me feel like a procrastinator, and people that procrastinate are bad, right?



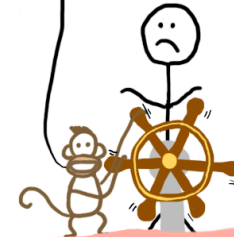
59. The mind of a non-procrastinator.



Well maybe not necessarily. To dive into this I want to first look at the explanation that Tim Urban does on the difference between the mind of a non-procrastinator (Figure 59) and a procrastinator (Figure 60).

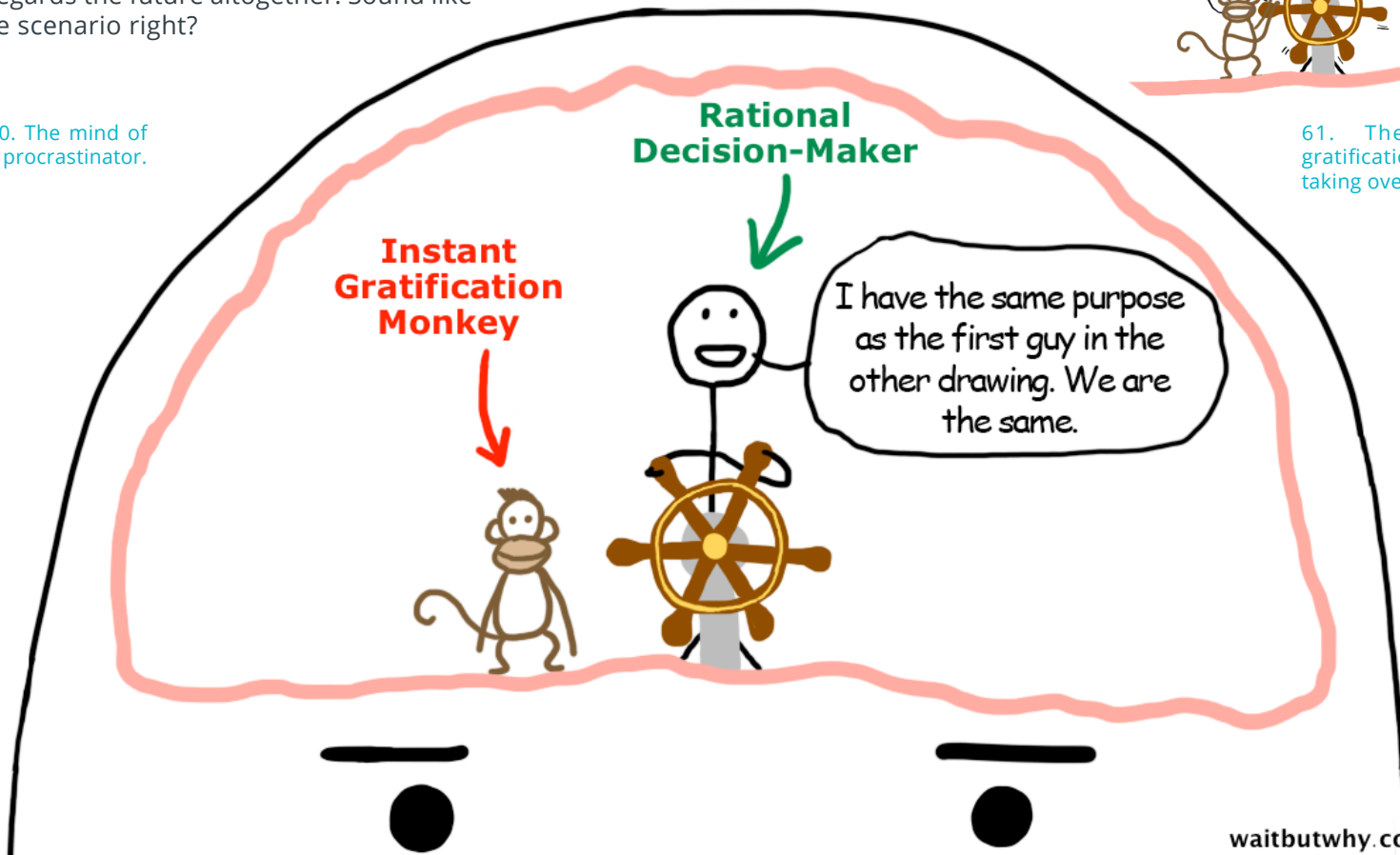
They both have a rational decision-maker on the wheel with the same purpose, but the procrastinator has a "instant gratification monkey" accompanying him. So while a normal person just divides the work equally over time and starts working, a procrastinator tries to do the same but then the monkey takes over the wheel as shown in Figure 61. This monkey only thinks in the present, ignores lessons learned in the past and disregards the future altogether. Sound like a terrible scenario right?

Let's just watch a Ted Talk on YouTube that explains everything about procrastination and the minds of creative people and then go on a YouTube spiral for hours that takes us to videos that explain how combustion engines work and lets us end at us watching endless videos of bloopers from the tv series The Office!



60. The mind of a procrastinator.

61. The instant gratification monkey taking over.



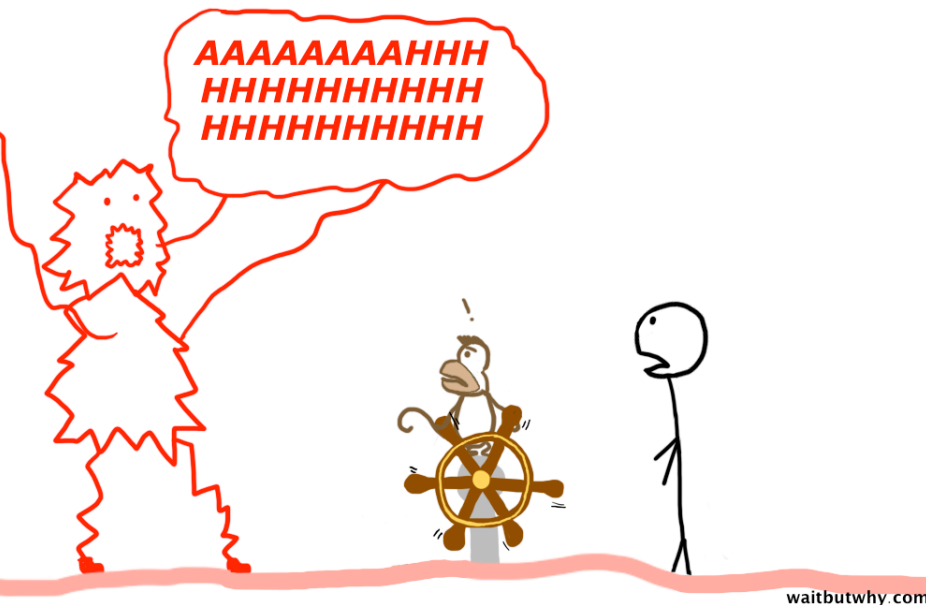
Well not necessarily, because within the mind of the procrastinator is a "Panic Monster" and the monkey is super afraid of this guy (see Figure 62). This monster wakes up when a deadline gets to close or if there is some other scary consequence. The monkey then jumps into the tree (see Figure 63), the rational decision-maker takes over and works overtime with the monster breathing down its neck, trying to correct everything that the monkey has screwed up.

Off-course this is a non-ideal situation and if the panic monster shows up to late, you will not have enough time to fix it all correctly. But if done right, procrastination can be quite useful and beneficial.

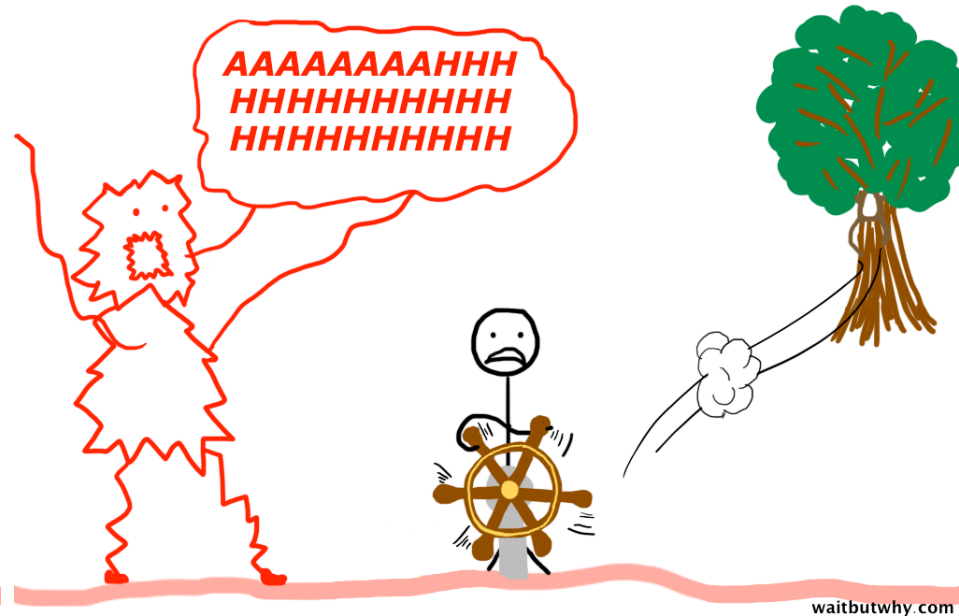
And I think that in all those years, I have learned how to utilise this and turn it into my advantage.

To explain the benefits we need to look at two studies done by professor Adam Grant who is specialised in organizational psychology. He explains that through efficient use of procrastination, original thinkers actually come up with great ideas.

When looking at his graph on the next page in Figure 64, you see that people that are chronic procrastinators wait to the last minute and are too busy goofing off which means that they do not have



62. The panic monster.



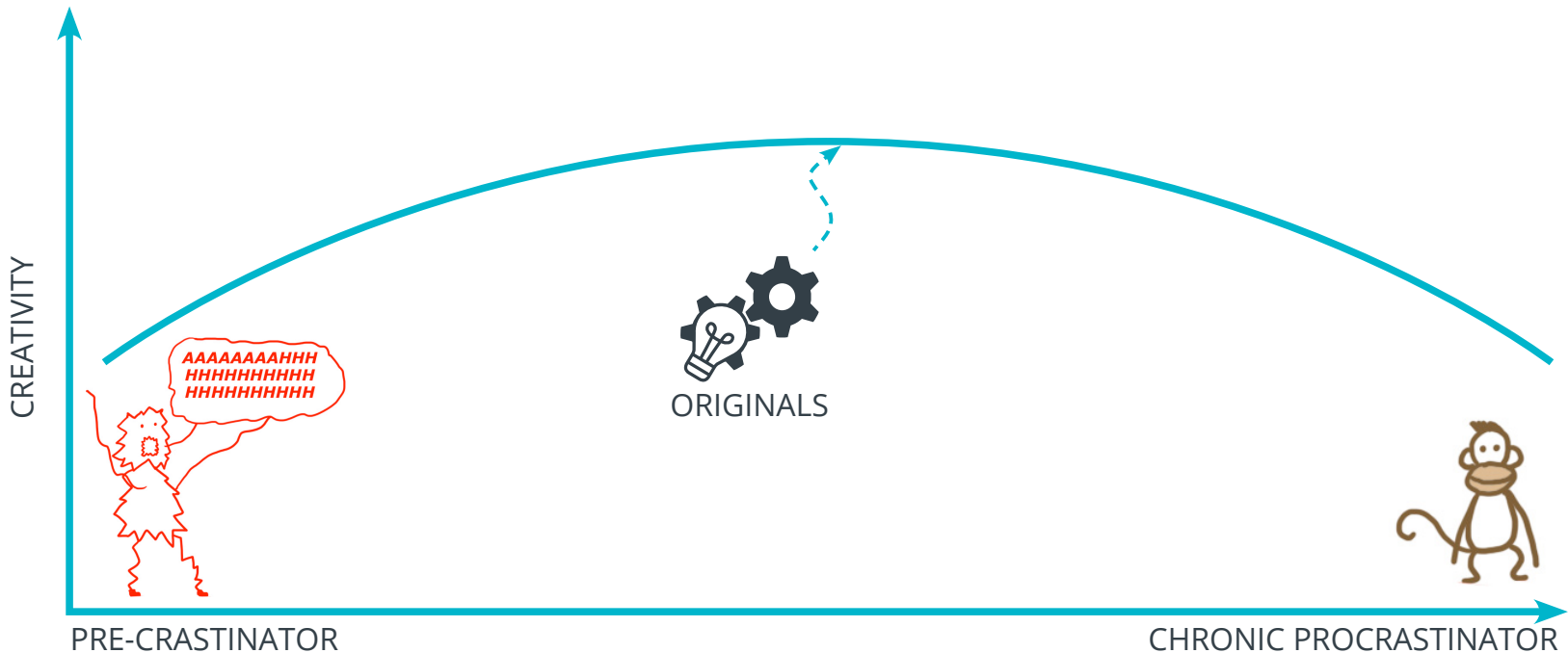
63. The monkey jumping in the tree and the rational decision-maker taking over.

any new ideas. On the other side you see the people that race in and that are in such a frenzy of anxiety that they do not have any original thoughts either. In the middle however, is a sweet spot where originals (people with original thoughts) seem to live. A spot of moderate procrastination.

According to Adam Grant, this creativity boost that original thinkers seem to have, only occurs when you are told that you are working on a problem and then you start procrastinating. The task is still active in the back of your mind which means that you start to incubate. It gives you time to think about different ideas, to think

in other ways and to make unexpected leaps.

I think that this explains my way of working and maybe also the way of working of a lot of my fellow students. In previous years I have been in battle with this way of working, but maybe, just maybe, it made me into the designer that I am today. I therefore now choose to embrace this way of working and accept certain levels of stress but will always be wary of moving too close towards a chronic procrastinator or a pre-crastinator. Moderation is key. To put it in the words of famous screenwrite Aaron Sorkin, "You call it procrastination, I call it thinking".



64. A graphical visualisation of creativity vs. procrastination.

# 9. References and Appendix

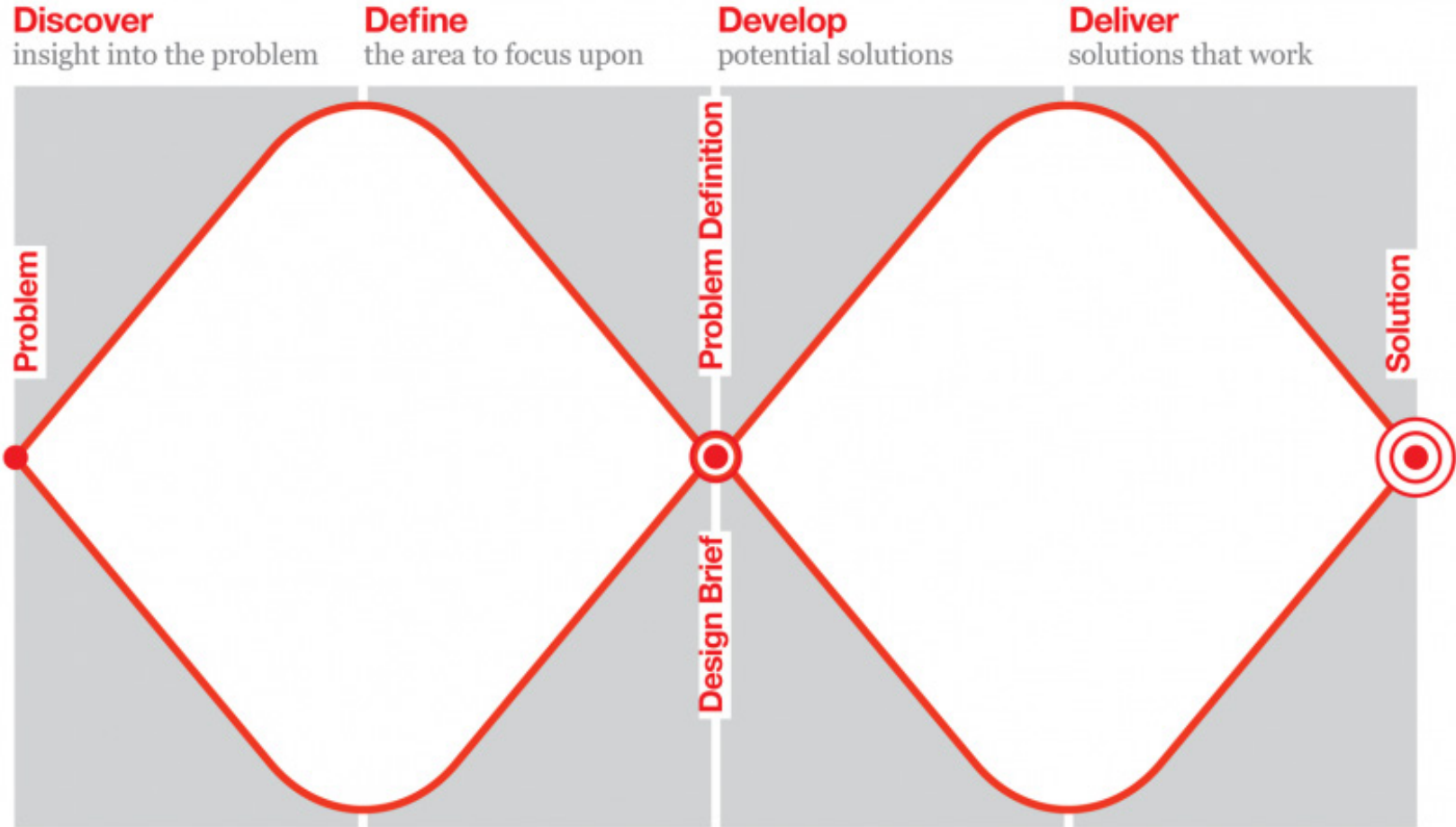


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# APPENDIX 1 - DOUBLE DIAMOND





# APPENDIX 2 - 5S FUNDAMENT

Spark - definiëren van de call to action												
Stap	Stap	Team intake en kick-off				Impact & Scope					Community bouwen & validatie	
Doel	Doel	Kernteam heeft gezamenlijk beeld van opdracht, stappen en taakverdeling met programma				20	Inzicht & begrip van de context en van de behoeftes van de opdrachtgever				11	Weten met welke mogelijke doelgroepen/rollen er rekening moet worden gehouden voor het slagen van het programma.
Uitkomst	Uitkomst	Er is een gezamenlijk begrip van samenwerking, taak verdeling doelstellingen en proces. Er is een beeld van het resultaat.					Ingevlude CSE driehoek, + achtergrond info van criteria en trend analyse					Bestand met de in kaart gebrachte community a.h.v. doelgroepen en rollen. Validatie gehouden met een deel van de mensen in deze lijst.
Aanpak	Aanpak	Methodes	Formats	Deliverables	Events	Methodes	Formats	Deliverables	Events	Methodes	Formats	Deliverables
		-Relatie opbouwen opdrachtgever & team	-Programma Dashboard -Slack		Kick Off	Verkennen van het vraagstuk/ probleem & inspiratie	-Moodboard -Waarden lijst -SDG 's -Laddering -Why How What -Brainstormen op koplopers -Trends -Interviews met doelgroep	CSE Driehoek Achtergrond of inspiratie verzameld	CSE Sessie	Community building	-Community Map -Communicatie middelen -Interview met specialisten -Customer Journey -Media kit v1.0	Kern community gemaakt: lijst met namen+rollen + eerste toezeggingen
		-Journey voor programma vaststellen	-Program Journey Map	-Plan van aanpak (ppt)						Validatiegroep vinden	Online en offline pre-scouten Desk Research -Evenementen -Andere challenges	Lijst met potentiële deelnemers
						Ambitie vanuit toekomstperspectief	-Tekening toekomstvisie -Doem scenario	- toekomstscenario				
						Ambitie vanuit trends	-bibliotheek met inspiratie	-lijst met trends				
						Ambitie vanuit persoonlijke motivatie	-moodboard -waardes -idea bucket -validatie sessie	-persoonlijke ambitie				

		Deliverables								
Stap		Call to Action			12	Spark Document	Spark Overbrengen			
Doel	11	Het begrijpen van de behoeftes, hulpvraag en gewenste uitkomst. Van daaruit vertalen van de probleem analyse en gestelde voorwaarden naar uitdagende oproep voor de doelgroep.			12		Promotie van de challenge en activeren van de deelnemer			
Uitkomst		Duidelijke oproep voor potentiële deelnemers en duidelijke voorwaarden .				Document bestaande uit: -Call to Action (Slagzin) -Scope (Ingevulde Driehoek) -Programma ontwerp -Community map -Wervende tekst en communicatiemiddelen -team en rollen	x aantal mensen weten van het programma af en zijn enthousiast om mee te doen			
Aanpak	Events	Methodes	Formats	Deliverables	Events		Methodes	Formats	Deliverables	Events
	Pre kick-off (ambassadeurs en scout' Validatie meetup (met de deelnemers)	Vertalen scope naar Call to Action	-Challenge Briefing -Format Call to Action	Call to action, criteria, prijs. planning, events -Design			Communicatiestrategie voor het activeren van je deelnemer	Communicatieplanning en planning	-Excel, word of powerpoint bestand met kanalen middelen, doelgroepen en planning	
							Promoten van het programma	Online en offline communicatie middelen Squarespace Mediakit v.20	-Persberichten -Tv/laptop scherm berichten -Website -Flyers	-lancerings evenement -Promotie activiteiten -Meetups

## Scout - Verkrijgen van oplossingen om te ontwikkelen

Stap	Ophalen oplossingen				17	Scan & Verrijking				8	Selectie				11
Doel	Het ophalen van zoveel mogelijk bestaande en/of nieuwe oplossingen				17	Begrip van en grip op de kwaliteit en kwantiteit van de (verwachte) oplossingen. Verrijken van ingediende oplossingen.				8	Het selecteren van (gecombineerde) oplossingen die het beste bijdragen aan het gewenste resultaat van het programma				11
Uitkomst	x aantal mensen hebben een oplossing gedeeld en willen deze verder uitwerken tijdens ons programma					Continu verrijking en bijsturen, ten behoeve van het behalen van de gestelde doelen en resultaten.					Geselecteerde (combinaties van) oplossingen voor deelname aan de rest van het programma.				
Aanpak	Methodes	Formats	Deliverables	Events	Methodes	Formats	Deliverables	Events	Methodes	Formats	Deliverables	Events			
	Persoonlijk Scouten van ondernemers	-bellen -stalken -evenementen	Longlist aan ondernemers		Overzicht	-Clusteren -Pipeline -Portfolio boekje -Longlist ondernemers	Overzicht van thema's/oplossingen binnen context		Beoordelen inzendingen	-experts -preselectie -individuele beoordeling	Feedback en tips & tricks voor alle inzendingen. Helpt bij het maken van een keuze	Jury Selectie			
	Genereren nieuwe oplossingen	-Brainstorm -CSE Canvas -Creative Cards -Toekomst en nu methode -Inspiratie Carroussel -Wall of Ideas -Waarde lijst	Longlist aan gegenereerd oplossingen	Idea Rally	Verrijking & Vergelijking	-Invullen creatieve verrijkings methode -Peer/Expert/Jury feedback -verbinden binnen community	Verrijking van oplossing, zekerheid dat alle oplossingen dezelfde mate van uitwerking hebben		Jury Selectie	- Briefingsdocument -Scorecard -Pre selectie sessie	Shortlist+feedback en tips & tricks voor alle inzendingen	Challenge Event			
	Ophalen bestaande interne oplossingen	-Boekenplank -Idea Bucket	Longlist aan bestaande oplossingen		Analyze	-Visualisatie	Zicht op kwaliteit en kwantiteit van oplossingen		Deelnemers selectie	-Knock Out -COCD Box -Expeditie Robinson -Persoonlijke voorkeur	Shortlist aan oplossingen				
	Opschrijven oplossing	-Why How What -Challenge Canvas -Paragraaf -format invulformulier	1 format voor ingediende oplossingen						Bekendmaking uitkomsten	Communicatiebericht	Feedback en tips en tricks teruggekoppeld aan deelnemer				
	Indienen oplossing	-Website -mondelijke bevestiging -e/mail	Longlist aan ingediende oplossingen												

		Sprout - Valideren van behoefte oplossing										
		Deliverables										
Stap	Scout Document	Startklare deelnemers				Verdiepen in (eind)gebruiker				Doorontwikkeling		
Doel		Ervor zorgen dat alle deelnemers het maximale uit het programma kunnen halen				De deelnemers door een andere bril laten kijken naar hun gebruikers en eigen aannames laten valideren				Ervor zorgen dat de oplossingen van aansluiten op de behoefte van een mi		
Uitkomst	Document bestaande uit: -Informatie over geselecteerde oplossingen en ondernemers -Longlist aan oplossingen -In kaart gebrachte intra of entrepreneurs	Geinformeerde en enthousiaste deelnemers				Alle betrokkenen hebben een beeld van de klant en haar probleem				Duidelijk gedefinieerde waarde propo		
Aanpak		Methodes	Formats	Deliverables	Events	Methodes	Formats	Deliverables	Events	Methodes	Formats	
		In Kaart brengen capaciteiten	-Team analyse -Rollen -Interviews	Team is zich bewust van hun krachten en zwaktes. Rolverdeling	Bootcamp	Waarde propositie herdefinieren	-Expert Carousel -Value Proposition Canvas	Vernieuwde waarde propositie zin	Bootcamp	Toetsen aannames en verwachtingen	-experts -Value Proposition Canvas	
		Waarde propositie helder krijgen	-value proposition canvas -Training	Verheldering waarde propositie	Bootcamp	Verkennen doelgroepen	-Customer Exploration Map -Persona -Toekomstvisie -VPC rechterkant	Er is een duidelijk beeld van de doelgroep	Bootcamp	Waarde propositie herdefinieren	-Value Proposition Canvas -Validation Board -Validation Canvas	
		Ambitie voor challenge	-Samen 'contract' ondertekenen -Amviteplan -Persconferentie -10 stappenplan	Uitgesproken ambitie en benodigdheden om dat te bereiken (tijd geld energie)	Bootcamp	Vinden fysieke klant	-Get out of the Building -Bellen -Klantenpanel	Gesprekken met potentiële klanten	Bootcamp	Eind Presentatie	-Pecha Kucha -Presentatie	
						Zoeken bewijs	-Krantenknipsels -Data -Google Search -Experts	Bewijs van bestaan klant	Bootcamp			

		Deliverables		Spin - Consolideren naar business plan								Deliverables	
Stap			Pitch Document	Samenwerkingen en Groei					Finale				Final Document
Doel	de deelnemers srkt			De manier van realisatie en groei van de oplossing is duidelijk. De manier van samenwerken met de opdrachtgever is gedefinieerd					Presentatie en selectie voor het beste concept				
Uitkomst	sitie		Concrete gevalideerde waarde propositie per oplossing	Elke oplossing heeft een een business plan en plan van aanpak die de realisatie, groei en samenwerkingen aangeeft.					(minstens) 1 winnaar				Document bestaande uit: -Winnaar(s) -Business plannen van alle oplossingen
Aanpak	Deliverables	Events		Methodes	Formats	Deliverables	Events	Methodes	Formats	Deliverables	Events		
	Er is geen iteratie nodig voor doelgroep, waarde propositie	Bootcamp		Realisatie	-Business Model Canvas -Business Case - implementatiepla n	Ingevuld business plan met financien		Presentatie	Pecha Kucha VPC Presentatie Stijl John Talbott	Presentatie per concept			
	Er is geen iteratie nodig voor doelgroep, waarde propositie	Bootcamp		Groei	-10 stappenplan -ambitie pitch	Plan van aanpak		Selectie	Dragons Den Jury Selectie Deelnemers selectie	(Minstens) 1 concept gekozen als winnaar. Investeringsbeho efte opgehaald	Demo Day		
	Gekozen winnaar als het project hier stopt			Samenwerkingen	-Experts ALOU (advantages, limitations, overcome limitations unique qualities)	Intentieverklar ing samenwerking							

# APPENDIX 3 - CLIENT INTERVIEW

PROJECT _____	CLIENT _____
DATE __/__/__	INTERVIEWEE _____
TIME __/__/__	TYPE INTERVIEW _____
CHECKLIST FOR START: <ul style="list-style-type: none"><li>• Interview guide</li><li>• Opname apparatuur gereed</li><li>• Stille ruimte</li><li>• Koffie / drinken</li><li>• Wie interviewt &amp; wie maakt aantekeningen?</li></ul>	RESEARCH QUESTIONS: <ul style="list-style-type: none"><li>• Waarom kies de klant voor Outside Inc.?</li><li>• In hoeverre voldoet Outside Inc. aan het vervullen van de wens van de klant?</li></ul>

## OPENING

- Welkom en allereerst heel erg bedankt dat u deelneemt aan ons onderzoek. Dit onderzoek doen wij vanuit Outside Inc. alsmede het afstudeerproject dat Sven Hendriks vanuit de TU Delft uitvoert voor Outside Inc. Wij zijn erg geïnteresseerd in uw perspectief en ervaring als een client tijdens het project dat u heeft gedaan met Outside Inc. Er zijn binnen dit interview geen foute of goede antwoorden en wij zullen dit interview niet binnen en/of buiten de organisatie delen met anderen, maar alleen gebruik maken van anonieme conclusies.
- Duur: De duur van dit interview zal ongeveer 1 uur duren.
- Wij weten op voorhand niet alle details over het project zodat wij er met een open blik naar kunnen kijken. Het kan dus voorkomen dat wij voor de hand liggende vragen stellen.
- Opnames: Om dit interview juist te documenteren zouden wij dit interview graag willen opnemen, gaat u hiermee akkoord?

## INTRODUCTIE

Zou u ons iets meer kunnen vertellen over uzelf en het bedrijf waar u voor werkt?

Probes:

- Wat uw rol/functie op dit moment?
- Wat zijn de hoofdactiviteiten van het bedrijf?
- Wat zijn uw verantwoordelijkheden?

## SUBTOPIC 1: DE AANLEIDING

Wat was volgens u de aanleiding waardoor u besloot om Outside Inc. in te huren?

Probes:

- Vanuit een probleem, een doel, een visie?
- Hoe kwam u terecht bij Outside Inc? (contact / website / presentatie/etc..)
- Waren wij in concurrentie? Andere kandidaten?
- Voor welke dienst heeft u Outside Inc. ingehuurd? (zelf laten formuleren)

## SUBTOPIC 2: HET PRODUCT EN/OF DE SERVICE

Wat voor soort programma heeft Outside Inc. volgens u voor u gedaan?

Probes:

- Wat voor type programma? (intrapreneurship / entrepreneurship / hybride / dagprogramma)
- Waarom hiervoor gekozen?
- [Heeft u een beeld welke diensten Outside Inc. \(nog meer\) levert?](#)
- Zelf besloten of geadviseerd door Outside Inc?

## SUBTOPIC 3: HET RESULTAAT

Kunt u ons vertellen wat volgens u het resultaat was van het programma? [Wat heeft het uw bedrijf / u opgeleverd?](#)

Probes:

- Lange termijn vs korte termijn?
- Komt dit overeen met wat van te voren was afgesproken?
- Andere indirecte resultaten?

# GUIDE

## SUBTOPIC 4: SUCCESFACTOREN EN UITDAGINGEN

### Wat is volgens u de kracht van Outside Inc?

Probes:

- Kunt u een activiteit of een moment in het proces aanwijzen die volgens u erg goed ging binnen het project?
- Waarom ging dit goed?
- Wat maakte dit voor u belangrijk?

### Wat is een zwakte van Outside Inc?

Probes:

- Welk moment of welke activiteit in het proces vond u moeizaam en/of minder goed gaan binnen het project?
- Waarom ging dit minder goed?
- Was dit vooraf te voorkomen?

## SUBTOPIC 5: QUOTES & VERWIJZINGEN

### Aan wie zou u Outside Inc. aanraden?

Probes:

- [Waarom?](#)
- Welke quote mogen wij van u opnemen over Outside Inc.?
- Mogen wij deze quote van u openbaar publiceren?
- Zou u interesse hebben in verdere samenwerking?
- Welk cijfer zou u Outside Inc geven op een schaal van 1 tot 10?

## WRAP-UP

- Heel erg bedankt voor uw tijd en de inzichtelijke antwoorden tijdens dit interview.
- Is er iets wat wij niet hebben besproken tijdens dit interview dat u zou willen toevoegen?
- Is het goed als wij contact met u opnemen als wij nog verdere aanvullende vragen hebben?
  - Hoe mogen wij u bereiken? (Tel / Email)
  - [Wilt u de uitwerking reviews of niet nodig?](#)

# APPENDIX 4 - EMPLOYEE INTERVIEW

DATE __/__/__	INTERVIEWEE _____
TIME __/__/__	TYPE INTERVIEW _____
CHECKLIST FOR START: <ul style="list-style-type: none"><li>• Interview guide</li><li>• Opname apparatuur gereed</li><li>• Stille ruimte</li><li>• Koffie / drinken</li><li>• Post-its / stiften / Flipover</li></ul>	RESEARCH QUESTIONS: <ul style="list-style-type: none"><li>• Wat gebeurt er tussen het eerste klantcontact en de uiteindelijke uitvoering van het programma (t/m bootcamps of kickoff)?</li><li>• Waar gaat het goed en waar liggen verbeterpunten?</li></ul>

## OPENING

- Bedankt dat je mee wilt doen aan mijn onderzoek. Er zijn binnen dit interview geen foute of goede antwoorden. Ik wil je graag vragen om hardop te denken.
- Duur: De duur van dit interview zal ongeveer 1 uur duren.
- Opnames: Om dit interview juist te documenteren zou ik dit interview graag willen opnemen, ga je hiermee akkoord?

## TIMELINE TEKENEN

Zou je met mij samen een tijdlijn willen tekenen van wat volgens jou zich allemaal afspeelt vanaf het 1e klantcontact tot aan het uiteindelijke uitvoeren van een programma? (als het helpt dan specifiek project uitlichten)

Probes:

- Interactie lijn / kant van de klant en kant van Outside Inc.
- Eerst stappen = geel
- Dan fases in bovenste balk aangeven
- Dan de tools die gebruikt worden = blauw
- Dan vragen / variabelen = oranje
- Welk gedeelte werk jij voornamelijk in?

## SUCCEFACTOREN, VERBETERPUNTEN EN CHALLENGES

Zou je in de tijdlijn met groen kunnen aangeven waar je vindt dat het op dit moment erg goed gaat en waar Outside Inc dus in uitblinkt?

Probes:

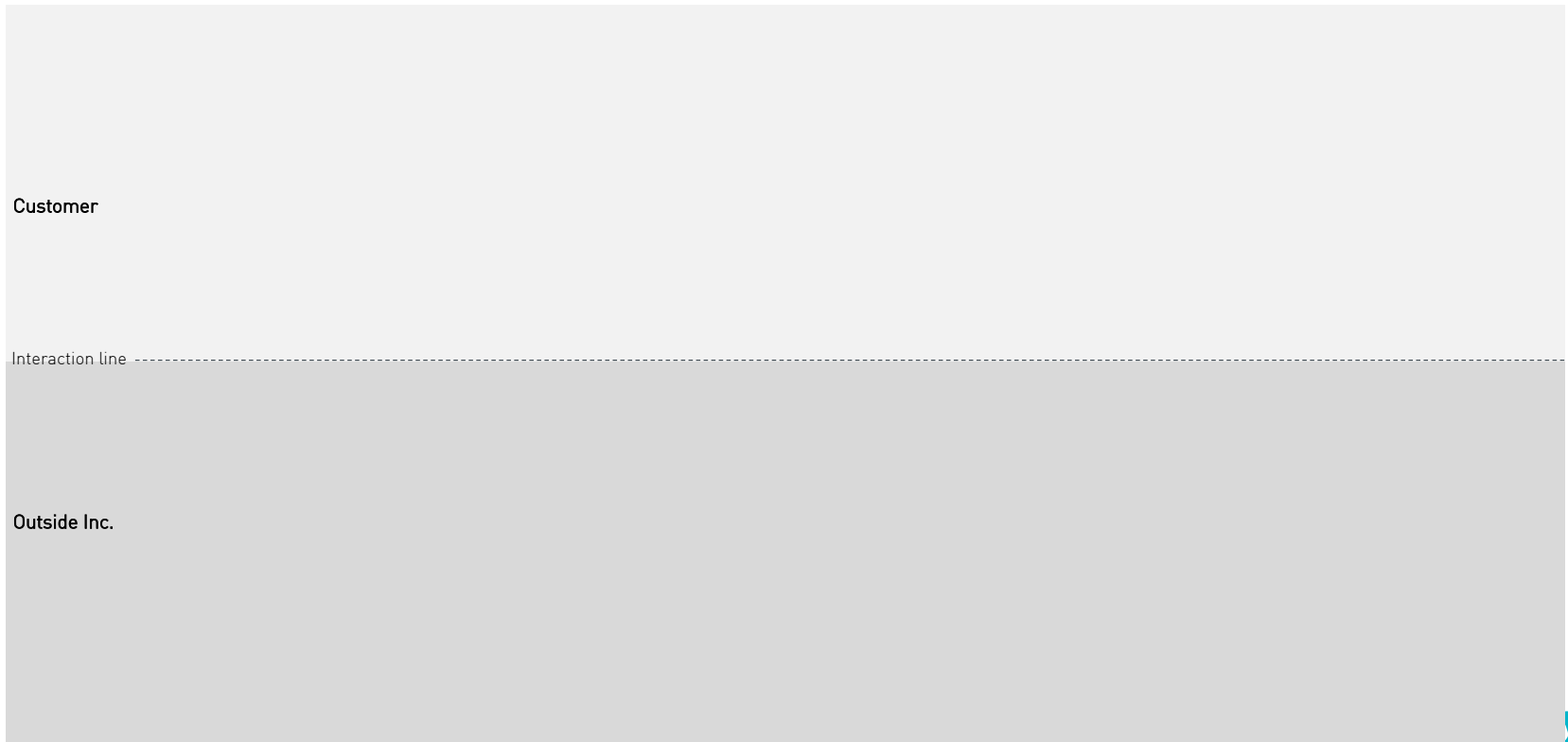
- Waarom? (graag uitspreken)
- In rood verbeterpunten en/of waar dingen niet gebeuren die wel moeten gebeuren?
- Waarom? (graag uitspreken)
- In blauw punten waar er behoefte is aan een tool of hulpmiddel?
- Waarom? (graag uitspreken)
- Prioriteit dmv van nummers?

## VARIABLEN

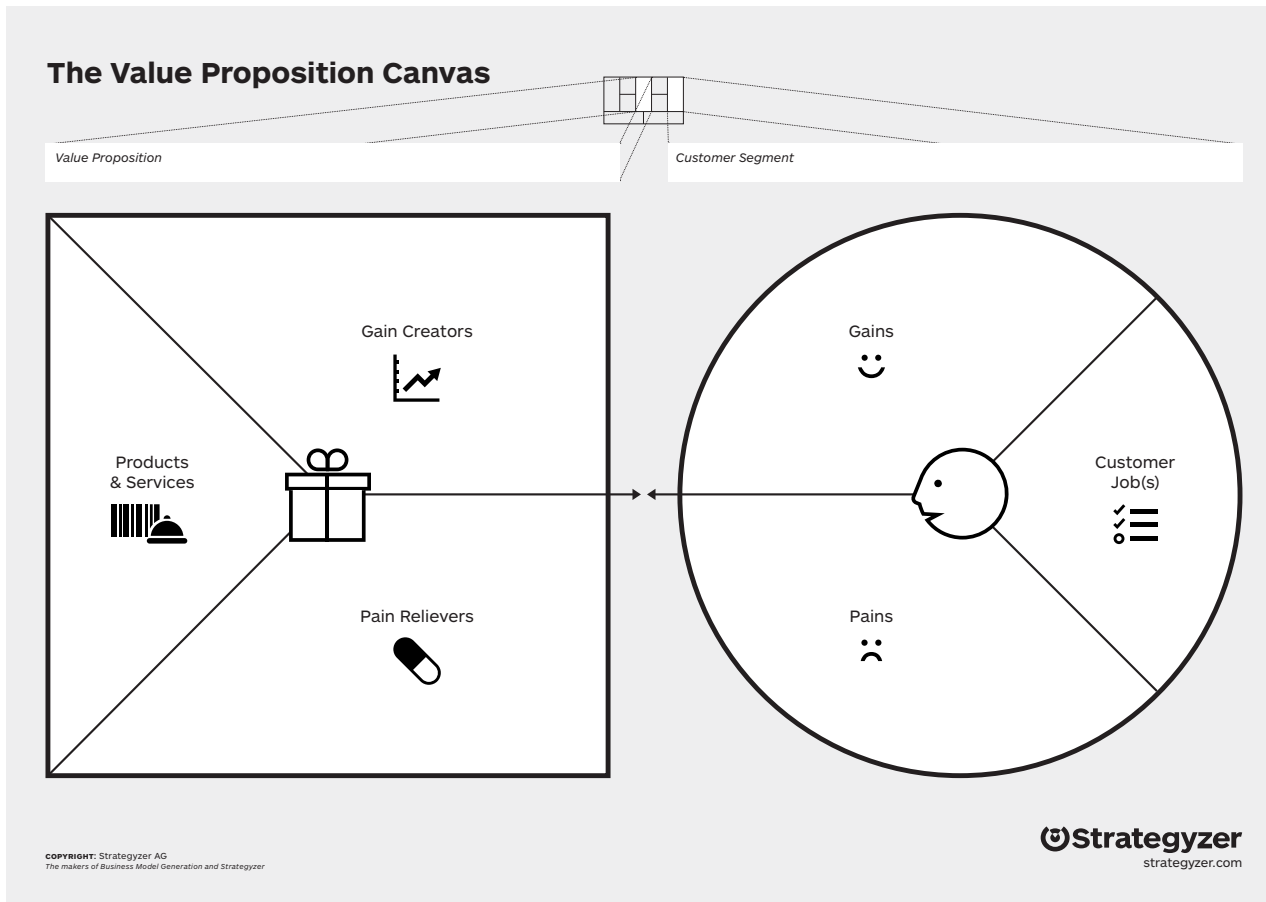
Zijn er variabelen waarvan jij denkt dat ze erg belangrijk zijn en kun je daar ook een schaal bij aangeven?



# GUIDE












# APPENDIX 5 - VALUE PROPOSITION CANVAS




# APPENDIX 6 - BUSINESS MODEL CANVAS


**The Business Model Canvas**

Designed for: \_\_\_\_\_ Designed by: \_\_\_\_\_ Date: \_\_\_\_\_ Version: \_\_\_\_\_






























Key Partners 	Key Activities 	Value Propositions 	Customer Relationships 	Customer Segments 
	Key Resources 		Channels 	
Cost Structure 			Revenue Streams 	

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**DESIGNED BY: Strategyzer AG**  
The makers of Business Model Generation and Strategyzer

 **Strategyzer**  
strategyzer.com

# APPENDIX 7 - PREVIOUS PROTOTYPES

<p>Disruptor</p> <p>OUTSIDE inc.</p>	 <p>CLIMATE CHANGE</p>	 <p>POLITICAL SHIFT IN POWER</p>	 <p>INCREASE IN POPULATION</p>	 <p>RISE IN EXPECTATIONS</p>	 <p>GREATER DIVERSITY OF NEEDS</p>	 <p>EXPONENTIAL GROWTH IN INFORMATION AND COMMUNICATION TECHNOLOGY</p>	 <p>EMERGENCE OF AN ELECTRONICALLY NETWORKED SOCIETY</p>	 <p>GLOBALIZATION OF ECONOMIES, FINANCE, STRUCTURE AND CULTURE</p>	 <p>DECLINE IN RESPECT AND ACCEPTANCE OF HIERARCHY AND AUTHORITY</p>			
 <p>RISE IN IMPORTANCE OF THE SERVICE SECTOR</p>	 <p>EMERGENCE OF THE CRITICAL CITIZEN</p>	<p>DISRUPTION WILDCARD</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>										
<p>Urgency level</p> <p>OUTSIDE inc.</p>	 <p>LEVEL 1</p>	 <p>LEVEL 2</p>	 <p>LEVEL 3</p>	 <p>LEVEL 4</p>	 <p>LEVEL 5</p>	<p>End-result of the program</p> <p>OUTSIDE inc.</p>	 <p>IMPACT AND IMPLEMENTATION</p>	 <p>EDUCATION AND PERSONAL DEVELOPMENT</p>	 <p>PUBLICITY AND IMAGE</p>	 <p>MAKING CONNECTIONS</p>	 <p>A DIFFERENT LENS</p>	<p>END-RESULT WILDCARD</p> <p>?</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Level of dedication</p> <p>OUTSIDE inc.</p>	 <p>LEVEL 1</p>	 <p>LEVEL 2</p>	 <p>LEVEL 3</p>	 <p>LEVEL 4</p>	 <p>LEVEL 5</p>	<p>End-goal</p> <p>OUTSIDE inc.</p>	 <p>BECOME OR STAY A MARKETLEADER</p>	 <p>BECOME AN ORGANISATION THAT IS SOCIALLY RESPONSIBLE</p>	 <p>BECOME AN ORGANISATION THAT ENABLES ENTREPRENEURSHIP</p>	<p>END-GOAL WILDCARD</p> <p>?</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>		

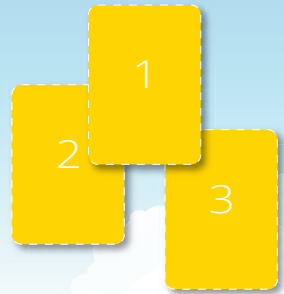
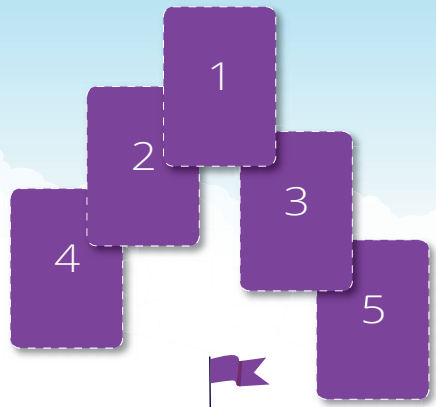
PUT YOUR LOGO HERE

**ORGANIZATIONAL PROFILE**

Disruptor	Disruptor	Disruptor
Urgency level	Level of dedication	

Why?  
.....  
.....  
.....

Why?  
.....  
.....  
.....



Customer challenge

Organisational challenge

Societal challenge

Why?

Why?

1

2

3

1

2

3



PUT LOGO HERE

de uitrusting

de uitrusting

de uitrusting

de rolverdeling

de rolverdeling

de rolverdeling

de uitrusting

de uitrusting

de uitrusting

de rolverdeling

de rolverdeling

de rolverdeling

de maatschappelijke uitdaging

de uitdaging van de potentiële deelnemer

de uitdaging van de organisatie

#1  
succes factor

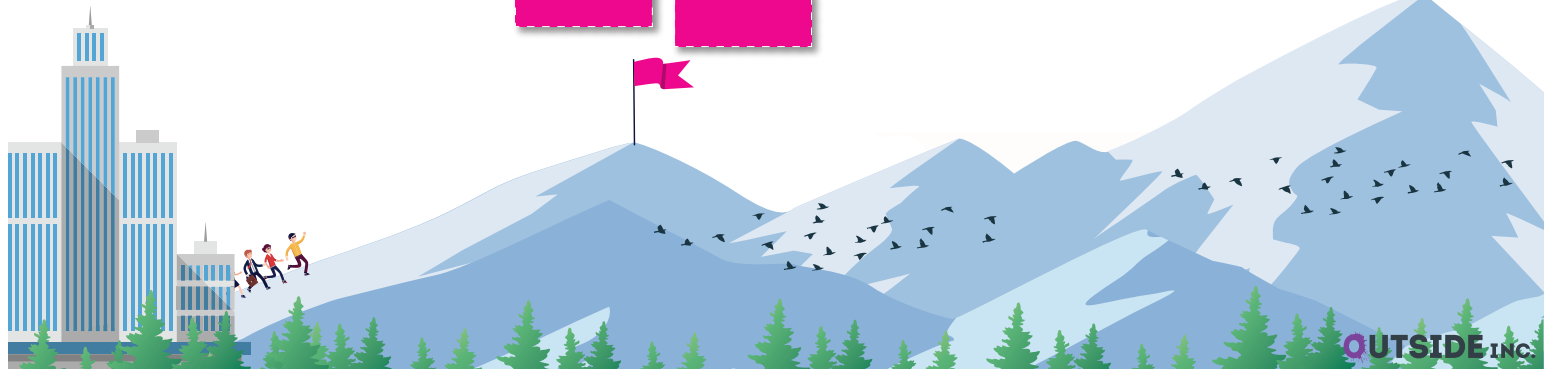
#2  
succes factor

#3  
succes factor

#1  
doel

#2  
doel

#3  
doel



# APPENDIX 8 - CSE CANVAS

COMPANY

NAME



**CALL TO ACTION**

**How** .....  
..... **?**







