

# Appendices

**The employee initiative toolkit;  
An approach to increase the effectiveness  
of employee initiatives for new service  
development.**

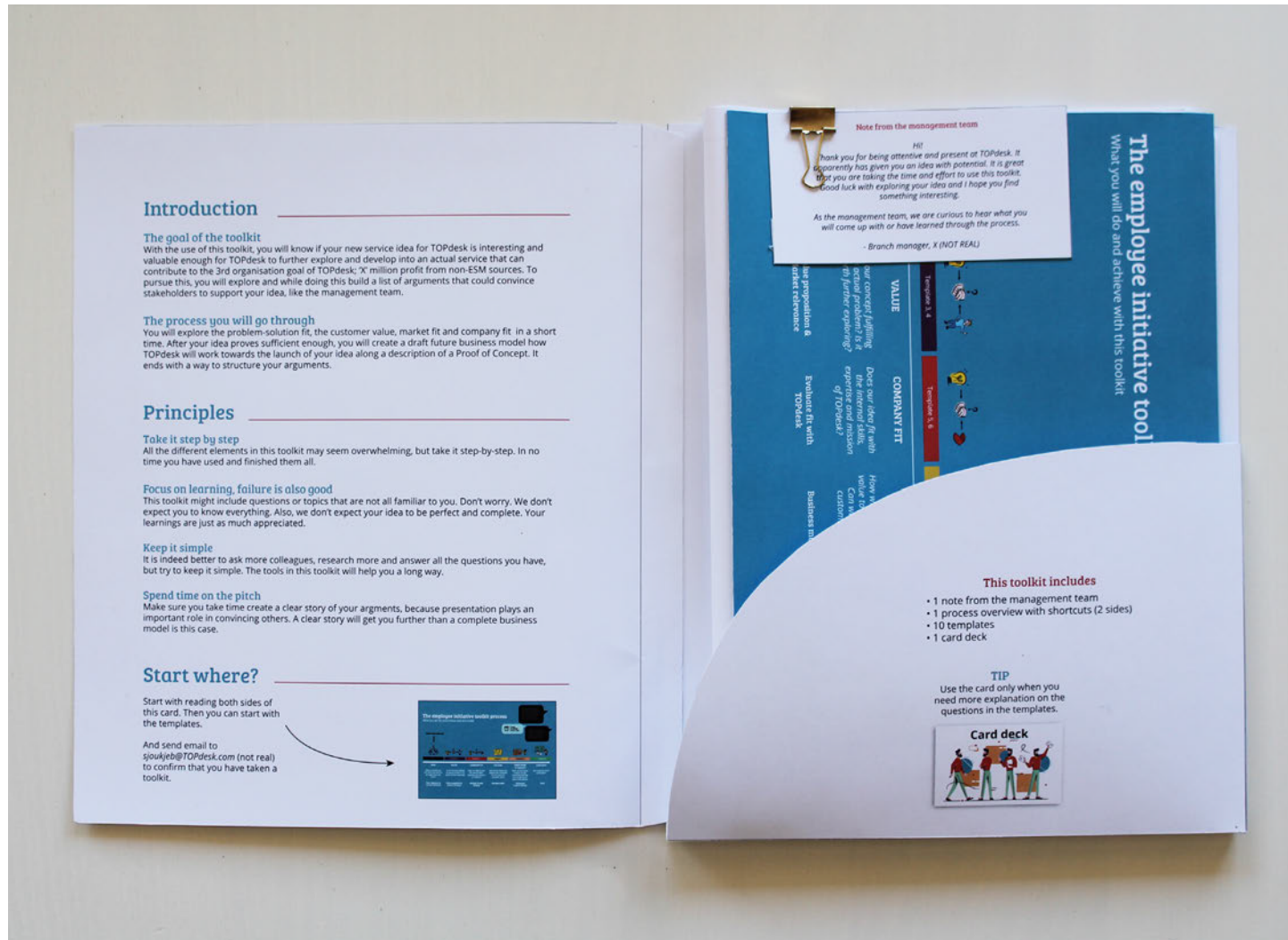
Master thesis of Sjoukje Botterweck  
MSc. Strategic Product Design

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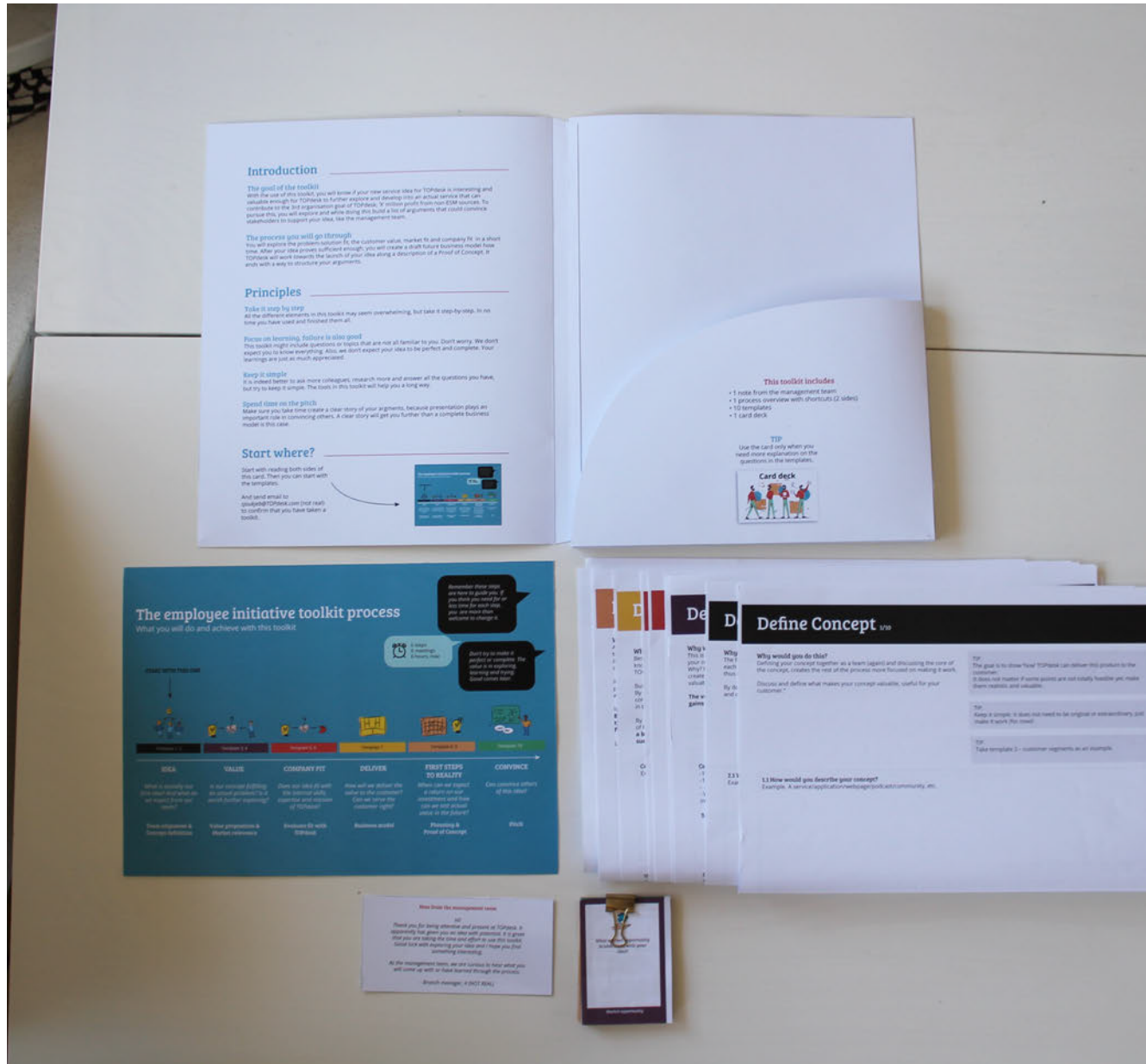
# Appendix A

## All the components in the toolkit

### Physical toolkit



# Overview of toolkit components in physical form



## The toolkit

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### Goal

With the use of this toolkit, you will know if your new service idea for TOPdesk is interesting and valuable enough for TOPdesk to further explore and develop into an actual service that can contribute to the 3rd organisation goal of TOPdesk; 'X' million profit from non-ESM sources. To pursue this, you will explore and while doing this build a list of arguments that could convince stakeholders to support your idea, like the management team.

### Process

You will explore the problem-solution fit, the customer value, market fit and company fit in a short time. After your idea proves sufficient enough, you will create a draft future business model how TOPdesk will work towards the launch of your idea along a description of a Proof of Concept. It ends with a way to structure your arguments.

## Principles

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### Take it step by step

All the different elements in this toolkit may seem overwhelming, but take it step-by-step. In no time you have used and finished them all.

### Focus on learning, failure is also good

This toolkit might include questions or topics that are not all familiar to you. Don't worry. We don't expect you to know everything. Also, we don't expect your idea to be perfect at the end. We want to hear what you have learned through this process.

### Keep it simple

It is indeed better to ask more colleagues, research more and answer all the questions you have, but try to keep it simple. The tools in this toolkit will help you a long way.

### Spend time on the pitch

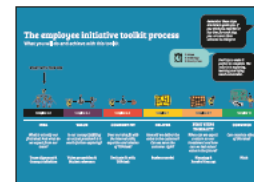
Make sure you take time create a clear story of your arguments, because presentation plays an important role in convincing others. A clear story will get you further than a complete business model in this case.

## Start where?

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Start with reading both sides of this card. Then you can start with the templates.

And send email to [sjoukje@TOPdesk.com](mailto:sjoukje@TOPdesk.com) (not real) to confirm that you have taken a toolkit.




## Front side of blue card

# The employee initiative toolkit process

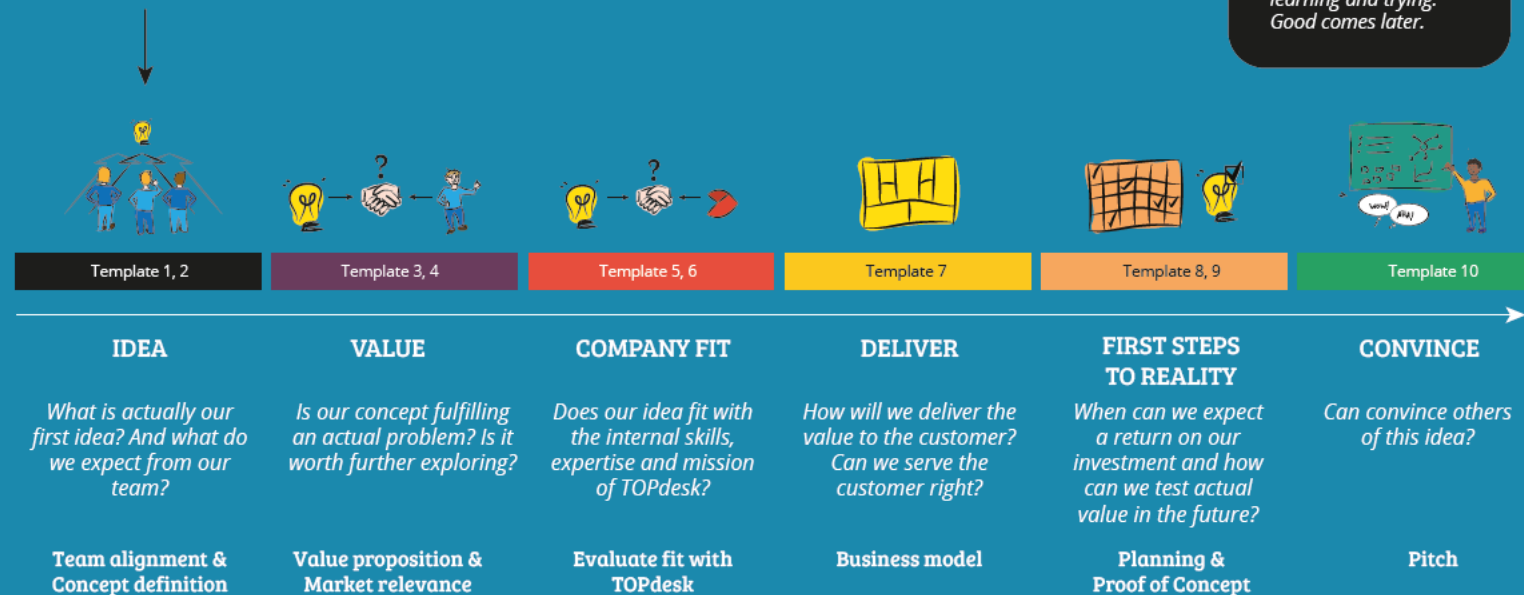
What you will do and achieve with this toolkit

Remember these steps are here to guide you. If you think you need for or less time for each step, you are more than welcome to change it.

 6 steps  
6 meetings  
6 hours, max

Don't try to make it perfect or complete. The value is in exploring, learning and trying. Good comes later.

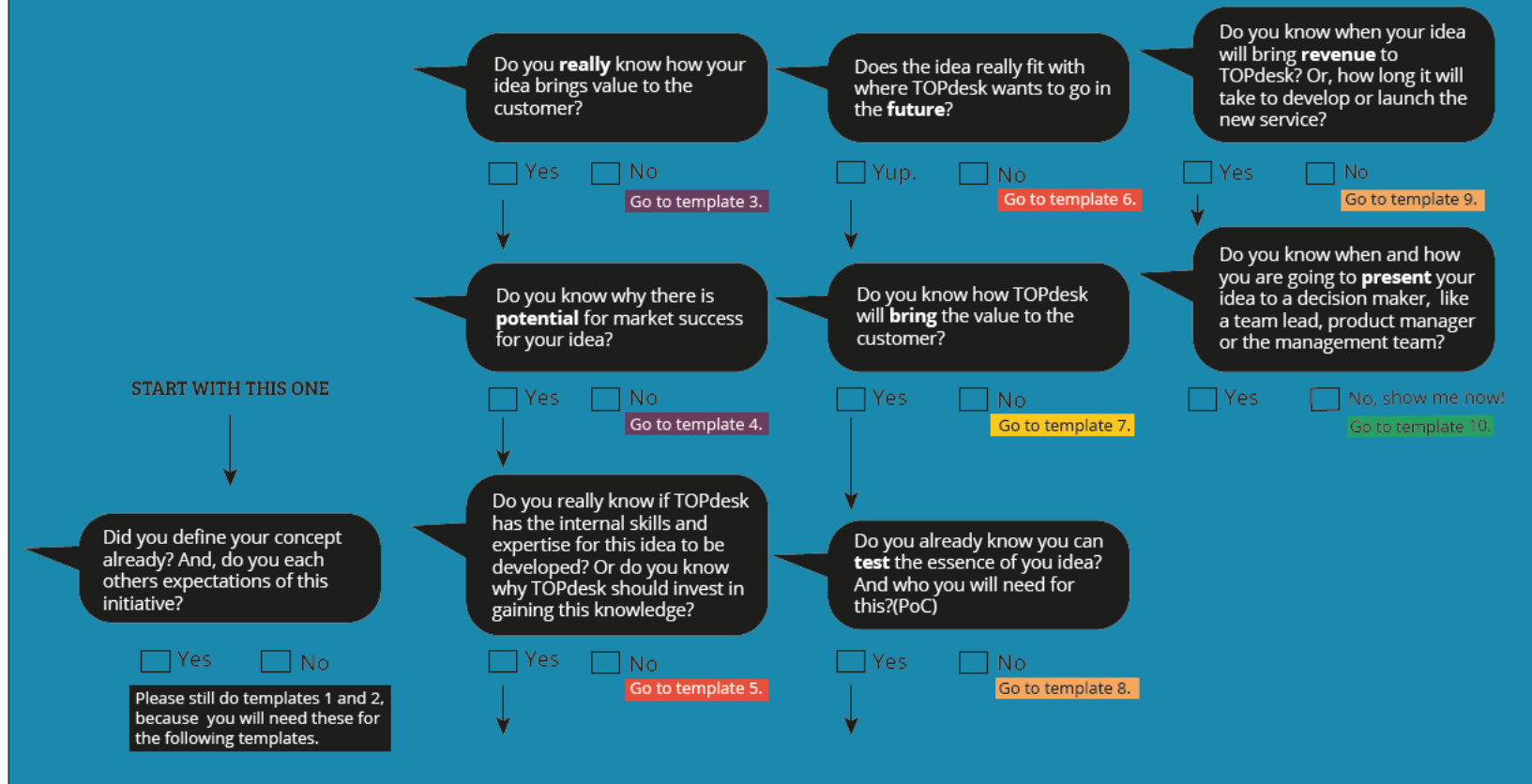
START WITH THIS ONE



## Back side of blue card

# SHORTCUTS

What template can help you the most at this moment?



## Management note

### Note from the management team

*Hi!*

*Thank you for being attentive and present at TOPdesk. It apparently has given you an idea with potential. It is great that you are taking the time and effort to use this toolkit.*

*Good luck with exploring your idea and I hope you find something interesting.*

*As the management team, we are curious to hear what you will come up with or have learned through the process.*

*- Branch manager, X (NOT REAL)*

This is what the physical templates look like together





# Template 1

## Define Concept 1/10

### Why would you do this?

Defining your concept together as a team (again) and discussing the core of the concept creates the rest of the process more focused on making it work.

Discuss and define what makes your concept valuable useful for your customer."

#### TIP.

The goal is to show 'how' TOPdesk can deliver this product to the customer.

It does not matter if some points are not totally feasible yet make them realistic and valuable.

#### TIP.

Keep it simple. It does not need to be original or extraordinary just make it work (for now)!

#### TIP.

Take template 3 - customer segments as an example.

### 1.1 How would you describe your concept?

Example. A service/application/webpage/podcast/community etc.

### 1.2 What are functionalities of this service? [overview of/ always available via Cloud]

Example. Large interface show data two separate applications in one overview combine data email payment etc.

### 1.3 Who do you think is your customer? Examples.

Example. Age living location jobs shared interests level of education etc.

### 1.5 Why is this a TOPdesk product/service or potentially so? Or why not yet?

Example. Customer-oriented, flexible solution, fits with core company values, etc.

### 1.6 How does it benefit TOPdesk, in terms of long term value?

Example. Branding, revenue, market value/coverage etc.

### Notes.

Do you have visual support?

# Template 2

## Define Team composition 2/10

### Why would you do this?

The following questions will help to explain how the skills and experience of each person in the team are relevant for the development of your project and thus enlarge the chances of success of this project.

By doing this you bring everyone on the same page you know what you can and cannot expect from each other during this process.

#### TIP.

The goal is to show 'how' TOPdesk can deliver this product to the customer. It does not matter if some points are not totally feasible yet make them realistic and valuable.

#### TIP.

Keep it simple. It does not need to be original or extraordinary just make it work (for now)!

### 2.1 What roles and skills do we need for this project to go through the development stage of this project?

Example. Developers project management finance knowledge designer etc.)

### 2.2 What roles and skills do we need for this project after the development of this project?

Example. Large interface show data two separate applications in one overview combine data email payment etc.

### 2.3 What roles, skills and strengths do we have within the team?

Is anyone (possibly) not continuing after setting up this initiative?

### 2.4 What roles or skills are we currently missing or should we add in our team when the project starts? Who can fulfil this role and who can we ask to help us?

### 2.5 What do we stand for? What are guiding principles? What are our common values that we want to be at the core of our team?

Example. Trust Transparency Humor Efficiency Explorative Quality?

### 2.6 Rules and activities

How do we communicate and keep everyone up to date? (Mail Google Drive)

How do we evaluate what we do? (Ask fellow employees connect questionnaires?)

Why are we the team that is fitted to execute this project? Why can we take the different steps and challenges of the project to make it a success?

### 2.7 Who (of this team) now thinks he/she would like to stop after this initiative? Who (of this team) is thinking about continuing after getting support?

# Template 3

## Define customer value 3/10

### Why would you do this?

This is an elaboration on the concept canvas to define what specifically in your concept brings value (nr 1). Why? By elaborating on 'how' the product/service creates the value you create additional arguments on 'why' the product/service will work and is valuable and useful to the user.

**The value is created when you know your customer, its jobs, pains and gains are addressed with your concept.**

TIP. Keep the number of answers limited. Address the points that are most relevant and important to the customer. Activities pains or gains your concept addresses with being a focus can be left out.

TIP. Be specific what the pains gains or tasks are. Ask why-why-why to makes it easier to solve.

Example. People have limited time for this activity. (Why?) They too many tasks for one day. (Why?) Managers reward only hard working / overworking employee and thus I feel pressured to do these jobs in one day.

### Customer jobs – What could be the task or tasks of the customer that:

- they are trying to perform and complete
- the problems they are trying to solve
- or the needs they are trying to satisfy?
- What are social jobs (look trendy perceived like professional)? What are emotional jobs (feeling good secure)? Examples Stay up to date improve skill set.

**3 1 Formulate the tasks or jobs that your concept is addressing from your customer.**

### Customer pain – What pains, irritations, difficulties, problems do customers experience while trying to do this job? Why is this a problem? How do you know this is indeed a real problem (Source: interview, experience, sales supporters or consultants have described this)?

Examples Don't sleep well at night often make mistakes in a software program have difficulty arranging many appointments.

**3.2 What 'pains' do you address with your concept? (The need for the concept)**

### Customer gain – What gains or benefits do your concept bring? What features or benefits of your concept are required (smartphone should be able to make calls) are expected (Apple products look and feel nice) are desired gains (..) or are unexpected (beyond customer expectations)?

Examples Don't sleep well at night often make mistakes in a software program have difficulty arranging many appointments.

**3.3 What 'gains' do you bring with your concept? (The benefits of the concept)**

### 3.4 Products and services - What tangible, intangible, digital and financial products or services does your concept offer?

Examples copyrights sales assistance consult insurance facilitation guidance (online course) web app book training.

### 3.5 Pain relievers – How does your concept ease the 'pain' of the customer?

Example. Product savings save time save money save efforts etc. Or fix underperforming solutions? By introducing new features better performance or enhanced quality?

### 3.6 Gain creators – How does your concept create customer gains and benefits?

Example. Make your customers' work or life easier via better usability accessibility more services or lower cost of ownership. Help make adoption easier through lower cost fewer investments lower risk better quality improved performance or better design.

### 3.7 How does your service create value for your customer? (Value proposition)

The concept brings the following value:

Example.

The [employee initiative toolkit] helps [employees with an idea for a new initiative] who want to [explore this opportunity by pitching for the management] by [reducing uncertainty about process and criteria for employee initiatives] and [enabling employees to fulfil these criteria effectively in a convincing pitch as there is no structured guidance or support for employee initiatives in TOPdesk (yet)].

Our [products and services] .....

helps [who] .....

who want to [jobs to be done] .....

by [reducing, avoiding (pains)] .....

and [increasing, enabling (gains)] .....

unlike [competing value proposition.] .....

Notes

# Template 4

## Define market relevance 4/10

### Why would you do this?

By being aware of trends and developments you are aware of influences that could impact your solution in the future. By understanding and recognizing these influences you can build a case why your solution is e.g. can be even more useful in the future or can handle future challenges. These arguments create credibility for the future value of your solution not only now but also in the future which supports the argument that your solution is attractive for TOPdesk to address.

### Trend

"A trend is strictly an historical change over time e.g. the rising number of individuals with an iPhone or the rising price of a barrel of oil. When for any particular issue certain variables or changes were important and decided to collect data on that variable over time that can be described into a trend.

### Development

When this is translated into a future development assuming it develops in the future with a long-term and lasting effect on and change something it is called a development. Current developments are moving in a different direction or intensifying even more." \*\*\*\*

There are technological social economic political environmental trends and developments.

### TIP.

Many large consultancies do trend and development research and summarize these publicly on their website for you to find. Examples of these are PwC Deloitte KPMG & E&Y. Try and Google these.

### TIP.

An interesting report describing 'Megatrends' summarizes the most important trends developments drivers and issues in the coming future.

"Beyond the noise the megatrends of tomorrow's world" from Deloitte \*\*\*

### TIP.

Naming the sources of your arguments will help in credibility.

### 1. What trends or developments are relevant for our concept? Why? How does it influence the market and/or customer needs?

Example. Technological trend.  
AI-fueled organizations. The goal is an AI-fueled organization in which humans and machines work together within designed digital systems to harness data-driven insights.\* \*\*\*\*

### 2. How can you describe the market your solution will operate in?

How large is the industry? Why this industry? How does this market look like in the future (growing specifying)?

### 3. What are direct and/or indirect competitors of your solution?

How is your solution different from your direct/indirect competitors?

- Compete on product form (PS4 vs XboxOne)
- Compete on gaming devices (I pads Nintendo etc. )
- Compete on other entertainment devices (SmartTV Google Chrome etc.)
- Compete on other gadgets lifestyle entertainment (cinema mountain bikes)

### 4. Market opportunity

Why is your solution filling a gap for customers?

How is your solution resilient to changes in the future (market, developments, trends)?

TIP. Use sources numbers for credibility.

### Notes.

\* AI-fueled organizations. (2019). Retrieved 7 August 2019 from <https://www2.deloitte.com/insights/us/en/focus/tech-trends/2019/driving-ai-potential-organizations.html>

\*\* <https://www.pwc.com/gx/en/issues/economy/global-economy-watch/predictions-2019.html>

\*\*\* <https://www2.deloitte.com/content/dam/Deloitte/nl/Documents/public-sector/deloitte-nl-ps-megatrends-2ndedition.pdf>

\*\*\*\* <https://www.lead-innovation.com/english-blog/trend-research/>

[] <https://visionforesightstrategy.wordpress.com/2016/04/03/trends-vs-emerging-issues-what-is-the-difference/>

# Template 5

## Define fit with TOPdesk current expertise 5/10

### Why would you do this?

A product or service is more likely to succeed when there is internal expertise on the matter. New skills can be learned and expertise can be collected but define how the situation on expertise is now what it should be in the future and what should be done for this.

Look back at template 2 on team expertise.

**TIP.** Keep the number of answers limited. Address the points that are most relevant and important to the customer. Activities pains or gains your concept addresses with being a focus can be left out.

**TIP.** Be specific what the pains gains or tasks are. Ask why-why-why to makes it easier to solve.  
Example. People have limited time for this activity. (Why?) They too many tasks for one day. (Why?) Managers reward only hard working / overworking employee and thus I feel pressured to do these jobs in one day.

**What are current strengths and skills within TOPdesk that are relevant for this concept?**  
Examples.  
Strong customer focus experienced consultancy department excellent support education top notch (relevant) software knowledge etc.

**What knowledge and skills are not currently sufficiently present (yet) and why? And how do we propose to tackle this?**  
Examples.  
Hire people with particular knowledge set up workshops for (particular) employees build new department etc.

**Why is it beneficial for TOPdesk to invest in using/gaining this knowledge and these skills besides benefiting this project (short-term and long-term)?**  
Examples.  
Helps TOPdesk brand to expand worldwide allows for faster improving (current)TOPdesk software etc.

Notes.

# Template 6

## Define TOPdesk fit 6/10

### Why would you do this?

The fit describes why your specific product/service can be developed and launched by TOPdesk and is a good idea to do this.  
When you can define this clearly you have a clear argument why your concept is a good decision to continue with and make it a TOPdesk project.

This template uses the information of previous templates.

Check the following questions and discuss if these points are fulfilled.  
Discuss how they or if they are not and why it is (still) a good decision.

### TIP.

The fit describes why your specific product/service should be developed and (possibly) launched by TOPdesk and not another company.  
When you can define this clearly you have a clear argument why your concept is a good decision to continue with and make it a TOPdesk project.

### TIP.

If you discover some fits do not match (yet) then describe why this does not have to be a problem. How can it be an opportunity for TOPdesk?

**6.1. Check the following questions and discuss if these points are fulfilled. Discuss how they or if they are not, and why it is (still) a good decision.**

#### Fit with mission / vision

Mission "Guiding organizations to achieve service excellence by getting people as engaged as possible empowering them to work together."

Yes because     Almost because     Not yet because     No because

#### Fit with TOPdesk core values

Freedom Responsibility and Trust

Yes because     Almost because     Not yet because     No because

#### Fit with current strengths (& knowledge) within TOPdesk

Strengths, skills: Template 5.

**What is the long-term value for TOPdesk when your concept is developed ( next to revenue)?**

Examples. Brand exposure exploration of this particular (non-ESM) market expanding internal knowledge etc.

**What are your most convincing arguments why your concept is desired by users?**

TIP. Look at template 3+ 4 (Consumer value Market opportunities)

**Why is TOPdesk 'the company' to pursue this project and put this product/service on the market?**

TIP. Take inspiration from template 4 & 5 (Strengths Market opportunities)

Notes.

# Template 7

## Define Business Plan 7/10

### Why would you do this?

Besides the potential success of the product/service itself it is important to know how TOPdesk is going to make this happen and get the product from TOPdesk to the consumer.

#### Business model

By defining how TOPdesk creates captures and delivers the value of your concept you evaluate whether TOPdesk has the resources to make it work in the first place or considerations that are needed in the future.

By defining the different subjects in a business model you become aware of the opportunities of the (potential) business model for TOPdesk. **Having a business model is a great argument to increase the viability of your idea.**

#### TIP.

The goal is to show how TOPdesk can deliver this product to the customer. It does not matter if some points are not totally feasible yet make them realistic and valuable.

#### TIP.

Keep it simple. It does not need to be original or extraordinary just make it work (for now)!

#### TIP.

If you have doubts take them to your product manager team lead or the management team. Take it as an opportunity to get help.

### Customer segments - For who are we creating value?

Example. Mass market niche market segmented diversified. Medical industry Watch industry industrial automation sector?

### Value proposition - What value do we deliver to the customer?

Take template 3 the last question (value proposition)

### Customer relationships - How do you intend to deal with your customers?

Example. Personal assistance self-service automated services co-creation

### Channels - Through which channels do we reach our customers?

Example. Sales force Web sales partner stores own stores pop-up stores.

### Key activities - What necessary activities does it require for the product/service to be delivered?

Example. Mass market niche market segmented diversified. Medical industry Watch industry industrial automation sector?

### Key resources - What resources does TOPdesk need to deliver this product/service, in terms of physical facilities, Intellectual, Human and Financial?

Example. Manufacturing facilities brand copyrights hire new employees constant training employees loans etc.

### Key partnerships - Who are our partners in this? Who are suppliers?

Example. Suppliers electronics chips collaboration with another brand licenses etc.

### Costs - What are the most important costs to make this happen?

Example. Certain outsourcing activities salaries development costs copyrights distribution costs.

### Revenue streams - How will TOPdesk create revenue with the product/service?

Example. Usage fee Subscription fee renting leasing Licensing Advertising?  
Does it depend on certain customers? Sales above certain number of sales.

# Template 8

## Define Proof of Concept 8/10

### Why would you do this?

A Proof of Concept is a small exercise of the product/service concept that can test a single or few functionalities of the actual designed product/service. It is used to test if the products' functionalities can work to 'proof' whether the concept can be developed and validates the technical feasibility.

It is different from a prototype. A prototype is a visualization of how the product or service will work eventually showing e.g. the layout or interaction with a product.

In this template, you define the Proof of Concept.

**By explaining how the Proof of Concept can test the functionalities and the resources needed, the MT a clearer image of the investments in time for this concept and project.**

Look back at template 1 for the list of functionalities of your concept.

#### TIP.

The goal is to show 'how' TOPdesk can deliver this product to the customer. It does not matter if some points are not totally feasible yet make them realistic and valuable.

#### TIP.

Keep it simple. It does not need to be original or extraordinary just make it work (for now)!

#### TIP.

Take template 3 - customer segments as an example.

### Testing what functionality (or combination of) will 'proof' the working of your concept? And why?

TIP. Describe only the necessary functionalities.

### How can you test this functionality? And what happens when your concept will proof to work?

Example.

By ... The PoC proofs the concept when the [functionality] shows that this [data] shows in another software. This proofs that ...

### Who and what do you need to 'make' this Proof of Concept?

Examples.

Developers buy software buy licence hire temporarily intern.

Tip. Include costs people time materials etc.

Notes.



# Template 9

## Define Future steps & Planning 9/10

### Why would you do this?

A valuable product and service is great. But what if it is going to take 5 years before it reaches the market it is the concept than still based on relevant information and will it be a success? By making estimations in steps about time and resources you create the arguments why this project is interesting for TOPdesk.

**TIP.**  
Ask mail skype or message some of your fellow colleagues to get a better idea about expenses. Together you have more insights on short notice in expenses and development. You can always ask.

**TIP.**  
Is there knowledge of online

### 1. How long do you think it will take for the product/service to be developed? Describe the time you estimate (roughly) for the different activities in the development stage of your concept.

Example. Think about testing Proof of Concept Prototyping Developing/Coding UX Design Pilot testing.  
(Does it take weeks months years?)

### How long do you think it will take for the product/service to be launched by TOPdesk (delivered)?

Example. Think about logistics set up (technical) support marketing strategy etc.

### How long do you think it will take for the product/service to create revenue and start making profit (create value)?

Example.  
First sales after 3 months with existing clients. After 1 year 2 big clients etc. This is reasonably to say because the service has clear roots in the need of a few of our current big customers.

**TIP.** Yes the amount of sales or profit might be hard to say. Try to find inspiration from previous or other product/services for inspiration.  
**TIP.** If numbers will not make sense try to make an estimation of time for first sales.

There is more space on this paper to make notes!

Notes.

# Template 10

## Define your Story for Pitch 10/10

**Why would you do this?**  
Use this template as a guide to build your pitch. The template uses and implements the arguments defined in all the previous templates implementing the criteria the management prefers to hear. Combined these create a story that is coherent easy to understand and convincing.

**TIP.**  
Describe the arguments in the pitch that are strongest and support the decision to make this concept a project. The other 'left-over' arguments collected can be used in the Q&A or for later in the process.

**TIP.**  
Show your enthusiasm. It will be recognized.

**TIP.**  
Try to make the presentation visual.

1. First, fill in the template on the back.
2. Decide for yourself:
  - The lengths of the pitch (15 min?)
  - The shape of your pitch (conversation Powerpoint presentation poster?)
  - Who will present?
3. Now build the presentation as you prefer it.  
Powerpoint keynote poster or else.

"Make your presentation as good as your idea"  
- Viki Pavlič.

\*Find the template on the back

## Create your pitch structure

**Tip.**  
- Use post-its to answer the questions on each block.  
- The colours in the block represent which template you can find your answers.

**Listening audience**  
Who are you addressing?  
What are their roles and responsibilities?  
Add key people that might be absent. Do they need to transfer a message?  
- Management team  
- Possible sponsoring / helping / permitting the project.  
- Give feedback  
- Need certain people with expertise?  
- Management team members that are absent.

**Your goals**  
What is your end goal?  
Break it down into a chain of intermediary steps that are hard to say no to.  
- Get permission from management to invest time in the project.  
- Get MT member to 'sponsor' this project.  
- Invest in new employees with certain expertise.  
- Explore this idea further for 1 month to show results.

**Their resistance**  
Imagine that they had turned down your idea! What would be their reasons?  
Identify their fears, worries, existing habits and believes that might lead to potential resistance against your idea or your call to action?  
You might want to address those either in your pitch or prepare answers for potential follow-up on the pitch (Q&A etc.)  
- Does this really have potential?  
- Are they capable of pursuing this project?  
- How likely and realistic is the ROI?

**What's in it for them?**  
Why should your listening audience care to listen and take action? How is your proposition related to the way they measure success - what drives them?  
- Customer value  
- Fit with TOPdesk  
- Market opportunity  
= Desirable, Feasible, Viable  
(Filled in all the templates :D)

**Context**  
Describe the context of your pitch.  
- Start pitch at MT (max. 20min)  
- Room: meeting room @ TOPdesk  
- Technicalities: Beamer, clicker, etc?

## Hook

Get your listener's attention, make them go "wow, tell me more."  
Build **likability**, makes them laugh, highlight what you have in common, give subtle compliment.  
Establish **credibility**: why should they listen to you?  
"We have an idea for a new solution for TOPdesk, that will contribute to profit for non-S&M, which our developers are also already very positive about."

## Problem

The **enemy**: paint a concrete, emotional picture of the thing that is getting in the way of the customer's happiness.  
Create a sense of **urgency**: why should your audience care to defeat the enemy right now? Both facts and emotional triggers work well here.  
(Optional) Sketch the **promised land** to create contrast, show how fantastic it would have been if the enemy is gone.  
(Optional) **Identify the obstacles**: why hasn't the enemy been defeated before? Address problem-related concerns of your audience.

## Solution

**Shabang!** Reveal your proposition in all its greatness. It could be a product, a service, business case or plan or any other idea.  
**Try to show, not tell.**  
Explain **concrete benefits**, both factual and emotional, that make it unique or at least unique compared to alternatives.  
(Optional) Prove your claims by providing tangible evidence. (Interview, other employees)  
(Optional) Revenue model, channel, secret sauce and other business-related topics might add here.

## Execution

**Why you?** What key achievements and past experience indicate that you're the right team to make it happen?  
**Why is this a solution for TOPdesk?**  
**How far are you?** Showcase key metrics that prove traction. Highlight the key milestones you've reached so far and the key next steps you plan to take.  
Why this? What future do you strive to create and why do you care?

## Close

Summary of key points worth remembering.  
Call to action - what are the first next actionable steps that you want your listening audience to take? It could be something small that is difficult to refuse. The great memorable close that leaves your audience in an emotional 'high'.

## Storyline

## Front side cards

<p><b>How does your idea create value for your customers?</b></p> <p><i>A product or service creates value when customer jobs (tasks, activities), pains and gains are addressed and are translated into the product/service solving these pains, creating these gains, while they can do their job.</i></p> <p>Customer value</p>	 <p><b>What market opportunity is addressed with your idea?</b></p> <p>Market opportunity</p>	<p><b>How does your idea fit or not fit with TOPdesk's current expertise (yet)?</b></p> <p>Strengths, Weaknesses,</p>	<p><i>Look back at the market opportunity card ...</i></p> <p><b>How does your idea respond to a development, trend or gap in the market?</b></p> <p>Strengths, Weaknesses, Opportunities and Treats</p>	<p><i>Look back at the market opportunity card</i></p> <p><b>Explain why your idea combines TOPdesk's expertise and market opportunity and should be invested in?</b></p> <p><i>Use card 1. and 2. to answer this question</i></p> <p>Strengths, Weaknesses, Opportunities and Treats</p>
<p><b>How does your idea translate into a Proof of Concept?</b></p> <p><i>A Proof of Concept is a version of the idea that demonstrates that it has practical potential and is feasible.</i></p> <p>Proof of Concept</p>	<p><b>How long do you think it will take for your idea to be developed, launched and gain profit?</b></p> <p>Planning</p>	<p><b>TIPS</b></p> <p><b>Mention if valuable and relevant people want to join later in this project. It improves credibility.</b></p> <p>Create a convincing and compelling presentation</p>	<p><b>TIPS</b></p> <p><b>Try to present 'your' idea as something crucial to contribute to creating profit for non-ESM for TOPdesk. Your audience will be eager to listen.</b></p> <p>Create a convincing and compelling presentation</p>	<p><b>TIPS</b></p> <p><b>Make sure your arguments are supported with correct information. It will make your argument stronger and prevents mistakes.</b></p> <p>Create a convincing and compelling presentation</p>
 <p><b>Value proposition</b></p> <p><i>A value proposition is the reason why customers turn to one company over another. It solves a customer problem or solves a customer need.</i></p> <p>Business plan</p>	 <p><b>Key activities</b></p> <p><i>The key activities are the most important actions a company must take to operate successfully.</i></p> <p>Business plan</p>	 <p><b>Key partnerships</b></p> <p><i>Key partnerships describe the network of suppliers and partners that make the business model work.</i></p> <p>Business plan</p>	 <p><b>Key resources</b></p> <p><i>Key resources are the most important assets needed to create and offer the value of your product/service</i></p> <p>Business plan</p>	 <p><b>Costs</b></p> <p><i>The costs should describe the most important costs needed to run the business model.</i></p> <p>Business plan</p>

## Back side cards

### How does the concept make use of TOPdesk's expertise while addressing a market opportunity?

How does the concept use TOPdesk strengths to address fulfill market opportunity?

How does the concept avoid or deals with threats? (competitors, trend or development)

Strengths, Weaknesses, Opportunities & Threats

### How does your idea respond to a development, trend or gap in the market?

How does the concept address the market opportunity? (*addressed before*)

What competitors, trends or developments should be watched that can make the concept less relevant or possible?

Opportunities & Threats

### How does your idea fit or not fit with TOPdesk's current expertise (yet)?

What TOPdesk company strengths does the concept depend on?

What current TOPdesk weaknesses are currently in the way for this idea to be developed and launched?

What strengths or weaknesses TOPdesk need to improve for this idea to happen?

Strengths & Weaknesses

### What market opportunity is addressed with your concept?

Is there real potential that this market can create 'value' or 'money'?

How does the idea differentiate from direct product or company competitors and thus becomes more interesting to customers?

How does your idea address relevant future technological, societal or economic trends or developments? This increases the chance of success.

Market opportunity

### How does your idea create value for your customers?

Which jobs, activities or tasks of the customer group are addressed with your idea? (made easier, faster, etc.)

How does your idea 'relieve' pains, irritations or obstacles for customers experience while trying to do their job?

How does your idea create 'gains', benefits or bonuses for your customer while trying to do their job?

Customer value

Create a convincing and compelling presentation

Create a convincing and compelling presentation

Create a convincing and compelling presentation

### How long do you think it will take for your idea to be developed, launched and gain profit?

How long will it take to develop and test the Proof of Concept?

How long will it take for the whole product to develop and test?

How long do you estimate it to take before getting revenue?

How long do you estimate it to take before making profit?

Planning

### How does your current concept translate into a Proof of Concept?

What elements are crucial in making the concept work (feasible)?

How can these elements easily and fast be tested with the customer group?

What will it test / proof?

What will this PoC look like and cost?

Who can / will create this?

Proof of Concept

### Costs

First there is a distinction between cost-driven (making lowest costs possible) and value-driven business models (more concerned on value creation). What will you choose?

For costs, think about:  
 - Fixed costs (not dependant on sales)  
 - Variable costs (dependant on sales)  
 - Economies of scale (e.g. lower bulk rates)  
 - Economies of scope (e.g. similar marketing activities my support different products.)

### Key resources

1. Physical assets: Manufacturing facilities, buildings, vehicles, machine systems, distribution networks, etc.

2. Intellectual resources: Brands, patents & copyrights, parterships, customer database.

3. Human resources: Who are they then exactly?

4. Financial resources: cash, lines or credit, etc.

### Key partnerships

Who are key partners or partners?

Which key resources are we acquiring from partners?

Which key activities do partners perform?

An example of a partnerships: a mobile phone manufacturer may licence an operating system for its handsets rather than developing it in house.

### Key activities

What activities are required to enable the value proposition?

What activities are needed to make sure the channels can be used?

What activities are needed to maintain customer relationships?

What activities are needed to produce revenue streams?

Planning

### Value proposition

More examples of value:

- Design
- Brand / status
- Price
- Customization
- Performance
- Accessibility

Business plan

# Appendix B

Image used to compare drivers and barriers for organising employee initiatives for new service development at TOPdesk. Based on input from participatory design sessions with employees



# Appendix C

The comparison between drivers and barriers for employee initiatives for new service development between the literature review and the participatory session.  
These are the drivers.

Employee-driven innovation	New Service Development	Participatory design sessions (TOPdesk)	Input participatory session with employees	Recommendation
Resources for information sharing (Kesting & Parm Ulhøi, 2010)	Effect of technology on NSD performance (Edvarsson et al. 2013)	-		Resources for information sharing
Clear vision (Voxted, 2018)	Market research (Kelly & Storey, 2000)	Clarify vision & market direction	"Define non-ESM"	Provide company vision (for NSD)
Management support (Kesting & Parm Ulhøi, 2010) (Voxted, 2018)	Management support (Kelly & Storey, 2000)	Management support and encouragement	"Stimulate from Management Team" "Ask why we do the things the way we do things now"	Management encouragement and support
Idea screening criteria (Chirillo, Richier & Schwabe, 2016)	Idea screening criteria including success/ failure criteria (de Jong & Vermeulen, 2003)	Defining success for initiatives (idea selection criteria)	"Define success" "Boundaries"	Idea screening criteria
Culture of creativity (Kesting & Parm Ulhøi, 2010)	Climate of continuous innovation for NSD (Kelly & Storey, 2000)	Open communication between management and employees		Create work culture and environment for creativity
Innovation process (Desouza et al., 2009)	Formalising NSD procedures (Desouza et al., 2009)	-		Provide guidance in employee initiatives and NSD
Organised employee-driven innovation activities (Voxted, 2018)	New service development strategy (Edvarsson et al. 2013)	-		Provide NSD strategy
??	Idea generation (Dolfsma, W., 2004)	Organised creativity	"Competition / hackaton" "Hosting an entrepreneurship contest"	
	Multifunctional teams (Edvarsson et al. 2013) Task rotation (Kelly & Storey, 2000)	Experience other people's work	"More 'taster-days'" "Experience a day of other people's work"	Success factors for employee initiatives
	Product champion (Kelly & Storey, 2000)	Create product champion	"Project group that actively brainstorms about this topic" "Put together champions"	Success factors for employee initiatives
	Customer co-creation (Edvarsson et al. 2013)	Invite external help	"Invite start-ups to pitch their ideas at TOPdesk" "Professional external coaching"	Success factors for employee initiatives
Provide time and resources (Kesting & Parm Ulhøi, 2010)	Time and resources (Kelly & Storey, 2000)	Make initiative part of daily job with available resources	"Provide the time and space for it" "One designated day to work on a personal project / business"	Time and resources
Incentives (Kesting & Parm Ulhøi, 2010)		Communicate Incentives for initiatives	"Reward program for good ideas" "Give a bonus for successful ideas"	Incentives

**The comparison between drivers and barriers for employee initiatives for new service development between the literature review and the participatory session.**

**These are the barriers.**

<b>Employee-driven innovation</b>	<b>New Service development</b>	<b>Participatory design sessions</b>	<b>Recommendation EDI for NSD</b>
Writing and documentation (Voxted, 2018)		-	Writing and documentation
Slow increase of initiatives (Voxted, 2018)		-	Slow increase of initiatives
	Misperception of actual complexity of NSD (Edvarsson et al. 2013)		Misperception of actual complexity of NSD
<p>Driver: Culture of creativity</p> <p>Relevant cultural characteristics here are: Cooperative orientation and Openness</p> <p>Effect of physical environment</p>		<p>Discouragement from colleagues</p> <p>Limited communication</p> <p>Regulations that limit freedom</p> <p>The physical work environment</p> <p>Strong hierarchy</p>	
	Lack of expertise / internal skills (Kelly & Storey, 2000) (de Jong & Vermeulen, 2003)	Lack of internal skills	<p>“Workshops to learn skills”</p> <p>“Give them tools”</p> <p>“Problem solving courses”</p>

# **Appendix D**

## **The initial project brief**



# IDE Master Graduation

## Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

**! USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT**

Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser.

### STUDENT DATA & MASTER PROGRAMME

Save this form according the format "IDE Master Graduation Project Brief\_familyname\_firstname\_studentnumber\_dd-mm-yyyy". Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1 !



family name \_\_\_\_\_  
 initials \_\_\_\_\_  
 student number \_\_\_\_\_  
 street & no. \_\_\_\_\_  
 zipcode & city \_\_\_\_\_  
 country \_\_\_\_\_  
 phone \_\_\_\_\_  
 email \_\_\_\_\_

Your master programme (only select the options that apply to you):

IDE master(s):  IPD  Dfl  SPD

2<sup>nd</sup> non-IDE master: \_\_\_\_\_

individual programme: - - - - - (give date of approval)

honours programme:  Honours Programme Master

specialisation / annotation:  Medisign

Tech. in Sustainable Design

Entrepreneurship

### SUPERVISORY TEAM \*\*

Fill in the required data for the supervisory team members. Please check the instructions on the right !

\*\* chair Milene Gonçalves dept. / section: PIM / M&O  
 \*\* mentor Quiel Beekman dept. / section: PIM / M&O  
 2<sup>nd</sup> mentor Anna Afoichini  
 organisation: TOPdesk  
 city: Delft country: Netherlands

comments (optional) Milene will coach me on grounding and process, including literature, design processes and methods. Quiel will be my coach focusing on the practical completion of participatory design and stakeholder involvement.

Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v..



Second mentor only applies in case the assignment is hosted by an external organisation.



Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.

**APPROVAL PROJECT BRIEF**

To be filled in by the chair of the supervisory team.

chair Milene Gonçalves date - - signature \_\_\_\_\_

**CHECK STUDY PROGRESS**

To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair. The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: \_\_\_\_\_ EC

YES all 1<sup>st</sup> year master courses passed

Of which, taking the conditional requirements into account, can be part of the exam programme \_\_\_\_\_ EC

NO missing 1<sup>st</sup> year master courses are:

List of electives obtained before the third semester without approval of the BoE

name \_\_\_\_\_ date - - signature \_\_\_\_\_

**FORMAL APPROVAL GRADUATION PROJECT**

To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked \*\*. Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks ?
- Does the composition of the supervisory team comply with the regulations and fit the assignment ?

Content:  APPROVED  NOT APPROVED

Procedure:  APPROVED  NOT APPROVED

comments

name \_\_\_\_\_ date - - signature \_\_\_\_\_

## Using participatory design to create a strategy for organizational change project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 11 - 12 - 2018 15 - 05 - 2019 end date

### INTRODUCTION \*\*

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

Nowadays we live in a 'pressure society', which means that keeping our work-life balance in our working environment is more difficult to manage. This causes a part of the growing number of stress and burnout complaints at work, which is bad for business and more importantly the people working there. This societal problem has been growing the last couple years, and needs a solution for people and companies to better manage the work-life balance.

The human-centred approach has been used to improve the relationship with business' own employees as a source of invention and continuous growth (Junginger, 2008). Junginger (2008) says that organizations are beginning to recognize that companies' internal operations may be intimately linked to the overall customer experience they provide. The improvement of this employee (human) relationship could be the place to work on the work-life balance in a company, while working on and improving the business performance.

However, the translation towards an organization that is truly human-centred can be challenging, because this mindset needs to go through every aspect of the organization including a matching company culture and working environment (Mootee, 2013).

Ways to create and implement organizational and cultural changes can be by adopting new approaches to organize work responsibilities. Examples are flexible working arrangements, activity/project-based working, performance-related pay, 6-hour work days, but can also include the change of cultural values and work ethics of how a person individually divides his/her working time.

Depending on which approaches, this can result in employee loyalty and engagement, increased organizational commitment, and higher job satisfaction. It can also help recruit and retain talented employees in an organization (Shagvaliyeva & Yazdanifard, 2014), which benefits business performance.

During the project I will collaborate from the HR department of the company TOPdesk. TOPdesk is a technology company providing service management software with product adaptations for different market sectors, like healthcare and education. Their current set of services help organizations run smoother, with a higher quality of service and impeccable customer experience by improving processes, growing teams' skills and delivering better services (Topdesk, 2018).

TOPdesk highly values their employee experience and is also rated as one of the current best employers of the Netherlands (Glassdoor Blog (NL), 2017).

Recently employees of TOPdesk have started to request adjustments about working from a different place or working at hours outside the normal 9 to 5h range. But TOPdesk and its HR department prefer to have their employees on the work floor during their contract time for cultural and practical reasons, like the addition and difficulties that come with purchasing technological tools for working from different places. While TOPdesk sees the value of exploring different ways and approaches of working, it has not responded to this need yet. This demonstrates a gap between fulfilling human needs and a business opportunity that could go hand in hand. To fill this gap and bring a solution into reality, there is a high likelihood for it to contain technological implementation, as shown in figure 1.

This project is about finding and creating a new approach to (re-)organize work responsibilities for TOPdesk that matches the needs of the employees, the company culture and future direction and strategy of the company using human-centred design. By taking a strategic design approach to an HR opportunity, I will create the link between the power of a company's internal operations for improved business outcomes (and its customer experience).

space available for images / figures on next page

introduction (continued): space for images

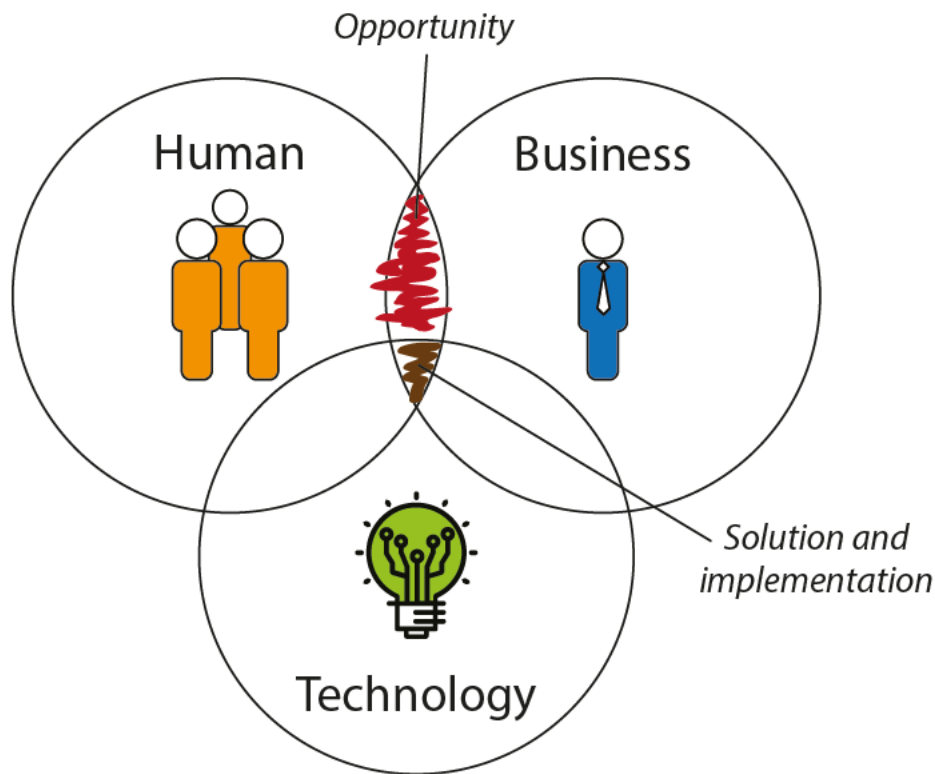


image / figure 1: The gap between the human need, business opportunity and place for implementation

### Graduation Design Process

By Sjoukje Botterweck

	1-10-100 Principle	1 5	10 15	100 40	25 = 100
<b>Design Thinking process</b> Methodology		<p>Viability Business</p>	<p>Desirability Human</p>	<p>Feasibility Technology</p>	
<b>Design research</b>		<p><b>Management &amp; HR</b> The relation between working environment and company goals</p>	<p><b>Employees</b> Perception of working environment and what 'ideal' working environment is desired</p>	<p><b>Employees, HR &amp; Management</b> Practical implication and requirements for a different way of working for stakeholders (management, Support (HR &amp; ICT), Employees)</p>	
<b>Design research</b>	Understand - Company structure - Stakeholder relationships - Inspirational examples of different ways of working	Understand - Company vision - Company culture - Company values	Understand - Employees' current way of working - Employees' desired way of working - Employee values	Understand - Link between desired future and the 'now' - Space / environment for implementation - Implementation values	
<b>Goal</b>	Understand context and create literature foundation	Create and test desired future company culture	Create and test future desired way of working	Create and test visual strategy formulation with tangible tool for organizational and cultural change.	Final strategy / concept
<b>Methods</b>	Literature review Stakeholder analysis	Participatory sessions  Can differ, because will depend on results and research questions	Observation interviews Participatory sessions  Can differ, because will depend on results and research questions	Company visits Interviews Participatory sessions  Can differ, because will depend on results and research questions	Report writing Visualizing
<b>Participatory design</b>	<p>All stakeholders are involved in all the phases of the project</p>				

image / figure 2: The project process and how I intend to approach it while involving the stakeholders

**PROBLEM DEFINITION \*\***

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

TOPdesk sees different opportunities and benefits of exploring and implementing new approaches to organize work responsibilities in their current culture and organization, because their current way of working might not fit their current innovative mind-set and project approach. Nonetheless they also see many obstacles.

These obstacles include

- company and governmental regulations on working environment
- the investment in time needed for a successful strategy implementation
- the possible resistance of wanting to change people's way of working (routine)
- the change needed in the organizational culture, which they worked hard on to build this way
- and the change in work environment and facilities (facility management)

During the project, I will address the following questions:

- How can a new approach to working improve the TOPdesk business strategy and performance?
- How to create leverage and engagement amongst TOPdesk employees for organizational change and a new approach to working?
- How can tools help TOPdesk employees to implement an organizational and cultural change?
- How can Design Thinking and Participatory Design contribute to HR being a strategic business partner?

To frame the project, the implementation of the final solution will be outside this project and is the further responsibility of HR and other support departments. The consideration of regulations needed for the solution will only be used to help frame the final solution. I will create the strategy for the head office in Delft, excluding other offices in and outside the Netherlands.

**ASSIGNMENT \*\***

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, ... . In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

I will explore and design a new and different approach to (re-)organizing work responsibilities that fits the innovative mind-set and approach of TOPdesk using Design Thinking and Participatory design, while considering the company vision, culture and employee experience.

Tangible concept framework/strategy with a tangible tool that allows HR to implement a new/different approach to organize work responsibilities in the current and future company culture of TOPdesk.

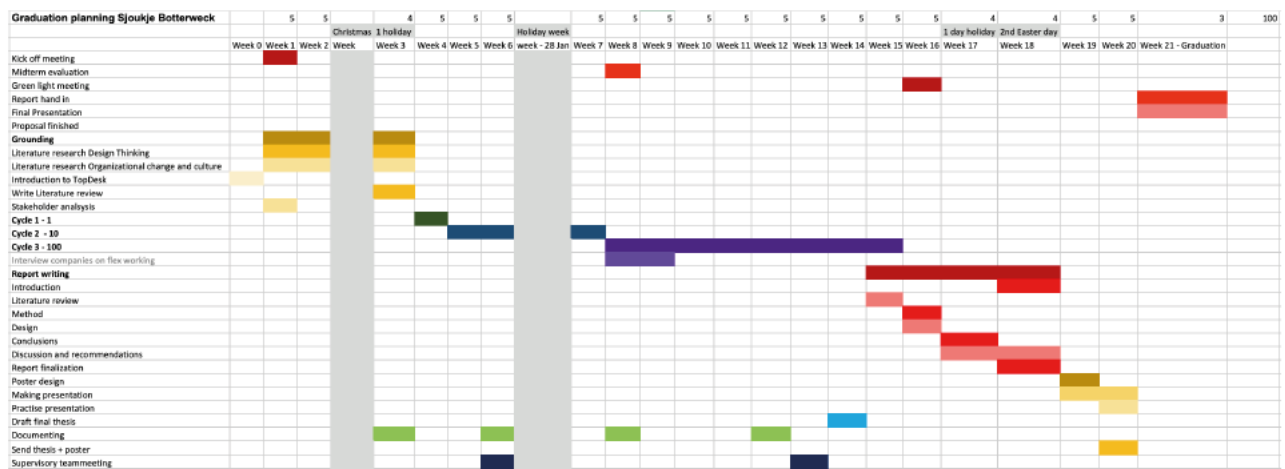
**PLANNING AND APPROACH \*\***

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date 11 - 12 - 2018

15 - 5 - 2019

end date



During this graduation project, I will apply Design Thinking in combination with participatory design. With Design Thinking, I follow the definition as it being “a framework for a human-centred approach to strategic innovation and a new management paradigm for value creation in a world of radically changing networks and disruptive technology”. Design Thinking will allow me to approach this complex problem in a structured way following design principles and methods, with the possibility to fill it in appropriately to the problem. I will do this by repeatedly going through the following stages: Framing a question, gather inspiration, generate ideas, make ideas tangible, test to learn and share the story (IDEO, 2017).

Through participatory design I will actively involve stakeholders during the process to allow stakeholder engagement and better and more accurate insights in the creation and evaluation of steps during the process for organizational and cultural change.

By applying the 1-10-100 approach, I will go through three design cycles in the process to understand, create and evaluate each idea at the end of each cycle., like shown in figure 2. Each evaluation helps to build on and create a new focus for the next cycle and ensure test moments to improve the chance of implementation success.

The first design cycle starts with a participatory session with management to ‘frame a question’ and to create direction, support and ‘permission’ from the MT. This way I can pursue the project with confidence, while telling other potential participants that they participate in a project that is approved by the management for higher engagement.

Deliverables:

Final presentation, Report, Tangible framework/strategy

## MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, ... . Stick to no more than five ambitions.

### Stakeholder involvement and management through Participatory design

Stakeholder involvement and management is something that is discussed a lot in strategic design as being very valuable during the process as well as for the result. During projects, there was often very little time to involve stakeholders because of availability of time of the client companies.

While I think stakeholder involvement is a challenge, this project would be the perfect opportunity to learn how to approach and maintain stakeholders through participatory design.

At the same time, I work and feel better in a team, so this way I 'create' my own team of involved people during the whole process, which prevents me from getting stuck on my own during the process.

This will be done partly by constantly involving people during the different phases in the project. The HR department is my 'base', who I have contact with often and I can easily ask questions.

Also, after measuring the general interest at TOPdesk, I can assume that there are enough people who want to participate and contribute to my project. Through different platforms at TOPdesk and contacts via HR I can reach a diversity of people representing TOPdesk for all kinds of project related questions.

For some support outside TOPdesk, I will have a graduation buddy, who is also graduation student, so that we can help each other with process and content feedback and some moral support from the student perspective.

### Design Thinking

During my Bachelor and Master I have been taught different design methodologies and design methods and how to choose and apply these during a design process. Often the term 'Design thinking' was used, to name what we were taught as (strategic) designers, although there is a more detailed theory behind this definition to really create a human-centred design. As a strategic designer, I am interested in what this method then actually entails. Besides that Design Thinking is a good approach for the project, that is also why I will apply Design Thinking to my create a good understanding of the method to being able to confidently being able to apply, explain and reflect on this method to rightfully discuss and maybe promote this method afterwards.

### Creating and exploring the link between HR and Strategy Design

As a designer, I have always been interested in the 'power of the people' as part of the innovation and growth of a company. During the master, organizational change and innovation management as part of this, have been discussed, it was not very in-depth. That is why I spent my elective part doing courses at the Master Strategic Human Resource Leadership at the Radboud University in Nijmegen. These courses introduced me to basic Human resource activities and practises. As I found the idea of HR really interesting, the approach and education was not very inspiring. But I do see the opportunity of a creative design approach within HR to allow this 'power of the people' to support the innovation of a company. That is why I will collaborate with the HR department of TopDesk during my graduation project.

## FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.

[Design Thinking: A Method for Creative Problem Solving. (2018). Retrieved from <https://www.ideo.com/pages/design-thinking>]

van Turnhout, K., Hoppenbrouwers, S., Jacobs, P., Jeurens, J., Smeenk, W., & Bakker, R. (2011). Requirements from the Void: Experiences with 1: 10: 100.