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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.

**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!

**SUPERVISORY TEAM**

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

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.

---

IDE TU Delft - E&SA Department /// Graduation project brief & study overview /// 2018-01 v30

Master thesis, 2019
**Procedural Checks - IDE Master Graduation**

---

**APPROVAL PROJECT BRIEF**
To be filled in by the chair of the supervisory team.

Chair: Rebecca Price  
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  
Of which, taking the conditional requirements into account, can be part of the exam programme: ________ EC  
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:  

Procedure:  

Comments:  

Name:  
Date: -  
Signature: 

---

**Title of Project**  
Strategizing the ideation phase of the startup studio model

---

Initiels & Name: M.E. Meijer  
Student number: 4217098

IDE TU Delft - E&SA Department /// Graduation project brief & study overview /// 2018-01 v30  
Page 2 of 7
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.

**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,...).

A startup is a temporary organization whose goal is to search for a sustainable and profitable business model. Searching is managed using startup methodologies such as design thinking, customer development and experimentation. Today, 9/10 startups fail because of: no market need (42%), insufficient financing (29%), missing team competencies (23%), price/cost issues (18%) (CBinsights, 2018), or bad timing (Gross, 2015).

To reduce these common risks, startup studios were launched. A startup studio is an organization that builds several companies in succession, with a single recipe. The studio takes a core team and entrepreneurs in residence, adds shared infrastructure and in house funding, and together with the entrepreneurs generate ideas internally and act as co-founder. This way a studio builds multiple startups parallel, trashes what doesn’t work quickly, and reassigns team to keep the expertise inside and create a critical mass of talent, financing and opportunities. Because resources are available, the startup team can focus on the product and the customer and risks are reduced.

We Are Builders is a such a start-up studio, launched in 2016, with the goal of combining software developing and entrepreneurial experience to build new companies together with entrepreneurs. Today, the startups that arose from the We Are Builders studio, launched via diverse approaches. We Are Builders wants to build startups with a set co-creative approach, this process is visualised on the next page (figure 1a). In this way We Are Builders, together with idea generators, investors and founders, wants to transform unique ideas into independent tech companies. In this process We Are Builders functions as a research partner (ideation, market research and validation) during the internal ideation (first 6 months), as an executive partner (development, marketing, sales and strategy) during the supportive growth phases (month 6-18), and as co-founder (25% share) when the company exits the studio.

Innovation in general can be seen as a messy problem: the solution space is yet to be defined and many opportunities are present at the start of an innovation process. A startup studio provide a ‘spark-to-launch’ process to entrepreneurs, that also covers the messy fuzzy front end where the solution space has yet to be defined. Entrepreneurial knowledge and development skills are a great bases for a startup studio to develop a concept and launch a company.

Startup studios in general have a very business-minded approach to ideation, market research and concept evaluation. Where more qualitative approaches are now not applied during the phases where the problem is still ‘messy’. By researching what is known, and anticipating on what is yet to discover, designers have a mindset to solve messy problems. Designers combine skills as researcher, facilitator and strategist and therefore have the ability to create innovations that are valuable for both users and organizations (Bijl-Brouwer and Dorst 2017; Calabretta and Kleinsmann 2017) and reduce the risk startup face (for example the lack of market need). The distinctive aspects of the design process are its central focus on customer needs and its collaborative activities. This makes design applicable in the first stage of creating a new innovation. Especially during early phases of market research and ideation (Leonard, Reyport, 1997) design skills add value to startup success.

The question arose: when design is added to the skillset of a startup studio, are startup studio startups less likely to fail? Therefore, this graduation project will focus on what the value of design is in the context of a startup studio, with the aim to reduce risks startups face.
introduction (continued): space for images

Executive power
Entrepreneurial experience
Strategic design

Graduation scope

image / figure 2: Graduation scope and sub challenges

Stakeholder engagement and alignment
1. What is the ideal composition of the decision-makers and who should they be?
2. How to make sure that the ideas are shared and that the team is in line with the goal?

Deep customer insights
1. How to gather and understand customer insights in the ideation phase to create a viable concept?

Manage the ‘flipping point’
1. How should a deep product-narrative be defined at the end of ideation?
2. Create a framework to evaluate ideas, with what concept to proceed from ideation to concept to growth.

image / figure 1: Current process of We Are Builders

IDE TU Delft - E&SA Department /// Graduation project brief & study overview /// 2018-01 v30

Initials & Name: M.E. Meijer
Student number: 4217098

Title of Project: Strategizing the ideation phase of the startup studio model

Marloes Meijer
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.

The process of startup creation of We Are Builders (figure 1) is based on processes of other successful startup studio and own entrepreneurial experience. This process is very business oriented and therefore there is a knowledge gap at the more generative and qualitative exploration and ideation phases. This graduation assignment will focus on the challenges faced during ideation, mapped out in figure 2. Where the main question for this graduation is: "How to reduce common startup risks, by applying design during exploration and ideation phases?"

The assignment is scoped down to exploration and ideation because of the added value to the startup scene: With methods like Lean Startup (Ries, 2011) the later more concrete phases (development and launch) are already strategized and fitted to startup creation. Therefore the combination of synthesis and analysis (Brown, 2009) that design uses during exploration and ideation will enrich the process of startup creation to reduce startup risks.

Subquestions that needs to be answered to create a sufficient ideation strategy are:
1) How to engaging and aligning stakeholders throughout this process (Alvarez&Barney, 2010, Freel, 2003)?
   1a) What is the ideal composition of the creative teams within a startup studio?
   1b) Are idea generators the same people as founders? Manage the stakeholder change during the 'flipping point' between internal ideation and supportive growth (figure 2).
2) Opportunity forming and exploiting: How to evaluate and exploit opportunities (Alvarez&Barney, 2013) at the end of the ideation phase?
3) Guarantee end user impact: how to gather and use deep customer insights (Price&Wrightley, 2013) for concept design and evaluation?

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.

"Design an ideation strategy within a startup studio context that guides internal creative teams"

The designed ideation strategy should be applicable in the changing stakeholder context and create passion for the generated concept to transform the founders network to a strong founders team.

The first phases (discover) will have the goal of setting critical assumptions and design boundaries for the ideation strategy. This will be done by researching current startup studio processes (of We Are Builders and competitors) via process analysis and stakeholder interviews. Second, research to the design process in an entrepreneurial context (roles of a designer, value of design and tools and methods) is needed to map out what values of design can contributing to startup success. Last, literature research in the fields of design, (networked) entrepreneurship, opportunity forming, deep customer insights, stakeholder alignment and co-creation will function as the scientific validation of the assumptions. Validation will also be done by sharing my findings to stakeholders via the two-weekly newsletter of We Are Builders, stakeholder interviews and (co-)creative sessions. This to verify if the design boundaries fit in the startup studio context.

The later phases (design and develop) will be focussed on designing the ideation strategy in an iterative manner. Co-creation and testing of the ideation strategy will be done using the current startup at We Are Builders as a test case and organising co-creative sessions with key stakeholders for design and development of the strategy. This to test whether the ideation strategy is contributing to reducing startup risks and if it fits the vision of We Are Builders.
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: 31 - 10 - 2018
End date: 3 - 4 - 2019

I want to plan two-weekly meetings upfront with chair/mentor. This to show progress, review work and uncertainties, and discuss goals for the upcoming weeks.

Midterm
The midterm report will be the end of my research and scoping. It’s delivery (design directions) will form the start of the design and develop stage.

Design and develop
The design and development stage will be an iterative process. I want to validate assumptions, test designs to deliver both an implementation plan for the situation today, as well as a far future vision.

Greenlight
The greenlight report will include the (first) final design which is the result of the iterative testing done after the midterm meeting. The greenlight report will also include a start of the implementation plan.

After greenlight
Between greenlight and presentation I will test the final concept again with stakeholders by using animation for quick final feedback and will focus on the implementation plan.
**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 on a specific subject, broadening your competences or experimenting with a specific tool and/or methodology. Stick to no more than five ambitions.

**Why this project?**

Within this graduation project I want to reflect my interest in design and its value for business and innovation. With this in mind, I searched for companies that are currently more commercial and business oriented. My goal was to see if I could find a match in future vision and value of design, but also to explore if my skills as a strategic design student would be added value for the company.

**Competences I want to show:**
- Designer as translator: I want to show that I can create overview and point out insights in the bigger picture by using qualitative research and visualisation.
- Designer as visionary: I want to use roadmapping for implementation and representing possible future realities.
- Co-creation: I want to communicate the importance of design as a mean for innovation and spread the principles of creative thinking through co-creation and creative facilitation.
- Concept testing: I want to test concepts with quick, little and iterative loops together with stakeholders.

**Competences that I want to develop:**
- I want to learn more about innovation strategies, and stakeholder management on an academic level. I want to address this by emphasizing literature research during exploration.
- I want to set assumptions, setup test cases and draw conclusions with visuals and prototypes in an agile way.

**What are my personal learning ambitions?**
- I want to learn how to better prioritize work and make decisions in stead of over analysing and doubting too long.
- I want to use my visualisation skills during presenting and communication.
- I want to better learn how to manage stakeholders and keep my team up to date about my work, struggles and progression.

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**FINAL COMMENTS**

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

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IDE TU Delft - E&SA Department /// Graduation project brief & study overview /// 2018-01 v30

Initials & Name: M.E. Meijer  
Student number: 4217098

Title of Project: Strategizing the ideation phase of the startup studio model
# 2. Initial planning

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<td>Write graduation assignment</td>
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<th>Company goals (future vision, believe)</th>
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<td>Literature review on: align and engage teams, opportunity forming and exploiting, end-user impact</td>
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<th>Startup studio market analysis</th>
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<td>Alignment and engagement in other sectors</td>
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<th>User (stakeholder) research</th>
<th>Qualitative research (founders, investors, core team, creative professionals)</th>
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<td>Refine and validate</td>
<td>Translate research to opportunities</td>
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<td>Cluster</td>
<td>Collaborative session on challenges and prioritization of opportunities</td>
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<td>Define search area</td>
<td>Define critical assumptions for sprints</td>
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<th>Co creative sessions (internal and external) to refine concepts</th>
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<td>Ideation (diverge)</td>
<td>Test phase 1 (set assumptions, test, Prototype)</td>
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<td>Test phase 2</td>
<td>Play out scenario, iterative testing</td>
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<td>Test phase 3</td>
<td>Lean testing</td>
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<th>Evaluate (desirable, feasible, viable) Recommendations</th>
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<td>Implementation roadmap</td>
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<th>Animation</th>
<th>Report</th>
<th>Presentation</th>
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<td>Deadline report phase 2</td>
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<td>Deadline final report</td>
<td>Graduation presentation</td>
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</table>

Midterm evaluation

Greenlight

Graduation

---

Test phase 1

Test phase 2

Test phase 3

Animation for evaluation and recommendations

---

Preperation

Pepare kick-off and planning

Write gradation assignment

Discover and analyse

Exploration

Internal analysis

Company goals (future vision, believe)

Stakeholders and processes (now, envisioned)

Literature review on: align and engage teams, opportunity forming and exploiting, end-user impact

External analysis

Startup studio market analysis

Ideation processes in other multi-stakeholder teams

Alignment and engagement in other sectors

User (stakeholder) research

Qualatative research (founders, investors, core team, creative professionals)

Justify and define

Marketvalidation

Progression on networknewsletter

Refine and validate

Translate research to opportunities

Cluster

Collaborative session on challenges and prioritisation of opportunities

Define search area

Define critical assumptions for sprints

Design & develop

Ideation (diverge)

Co creative sessions (internal and external) to refine concepts

Test phase 1 (set assumptions, test, evaluate)

Prototype

Test phase 1

Play out scenario, iterative testing

Test phase 2

Lean testing

Test phase 3

Evaluate (desirable, feasible, viable)

Further development

Implementation and final design

Implementation roadmap

Recommendations

Deliver

Poster

Animation

Report

Presentation

Animation for evaluation and recommendations
### 3. Detailed methodology

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

Brandsprint

Venture process history analysis

Internal introduction interviews

Venture process interviews

Material analysis

### Materials

- Archival data, presentation slides, blogs, news letters, informal conversations, process documents, financial documents
- Me, informal reflection and question answering on the go (while working, during lunch)

### People

- Venture CEO
- CEO, CTO, venture manager
- CEO, venture manager
- CEO, CTO, CEO, venture manager

### Goal

- Acquaintance, how did the pre start-up process with this particular venture go
- Creating a positioning statement and company/brand identity to get a better vision of the company and understand what their vision on the innovation market is and what they want to deliver to that market
- Find a red line in successes and failures in past ventures, understand what steps are taken by the WAB team and find 'gaps' that raise questions to me
- What is each individual driver to work within WAB? For founders: why did they start this company? What is the motivation to work in the current role? What is their current role
- Internal analysis of the company, their processes, past activities, focus

### Outcome

- Notes, transcript
- Positioning statement and 'why' 'how' 'what' (Sinek) of WAB
- Picture of note page x9

### Learnings

- The collaboration between venture and studio was very personal and decisions are made fully cooperative.
- Since the collaboration was so personal (almost 1:1), this venture is not a real 'studio' venture.
- Within WAB it is not clear what value is underlying the quantitative goals that are set. This makes it hard to make decisions. The step of consolidating on the 'why' is often skipped because this takes a lot of time (discussing) and no quantifiable advantage for the process.
- Putting the process to the double diamond showed that no clear 'define' stage is used during venture creation. On the other hand, might the double diamond not be the most suitable frame, since a lot of steps in venture creation are in the step 'create' (as the name states). The lacking of a clear project definition or vision might be one of the reasons why startups fail in later stages.
- Driver is helping entrepreneurs, spreading entrepreneurial knowledge. Very critical on own work and way of working. Are very vision driven and motivated by gut feeling. What feels good (and can be backed by data). Are looking for a focus area (sector) but are not willing enough to take a decision, this is seem as too risky or the need is not big enough.
- Getting to know the company, way of working, focus in presentations, way of communicating with stakeholders, how is research structured and what processes are used in venture creation.

### Methods and execution

- Semi structured interview
- GV 'Three Hour Brand Sprint' as a basis, the formulation of a positioning statement as did in BPC for the positioning statement
- Scribbles combined with interviews to make the process clear and point out the things I didn't understand

### Data collected

- Notes, transcript
- Postioning statement, Why-how-what in postits

### Form: semi structured interviews

Amount: xxx

Whome: Founder and CEO, Ideation researcher, founder and CTO, Venture manager,

Scoping canvas

Create an overview that can be compared for every venture
Expert interviews

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

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

Creative test case

Creative session, CF techniques
CEO, CFO, venture manager, growth
hacker, venture CEO, venture
employee, ideation researcher, me

Of the session: Gathering deep
insights in 'customer'
As researcher in this research: getting
to know how the team reacts on
generative and creative techniques for
insight collection

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

Form: semi structured
Amount: 5

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

Literature research

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

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

Design phase 1 -
problem discovery

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

Prepare - internal
design ideation -
values to growth

Design phase 2 -
testing

Design phase 3 -
ideating

Creative facilitation

Prepare - d.school beer session
Matrix made after first discovery to
understand, process analysis by
overlapping specific company
processes

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

Marloes Meijer

Expert interviews
Creative test case
Literature research

Design phase 1 - problem discovery
Design phase 2 - testing
Design phase 3 - ideating

External research
Designer creative session
Observation (informal)

Materials of other startup studios provided by the WAB crews,

Me
IDE graduate students or alumni

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

Of the session: Gathering deep insights in 'customer'

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

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

Form: semi structured
Amount: 5

Creative facilitation

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

Prepare - internal discussion -
design ideation - transfer values to growth department

Prepare - d.school beer session

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

By process
4. **Internal branding session**
5. Literature framework

- Value of design
  - Design
    - Norman, 2015
  - Bos de Vos, 2015
  - Price, Staker, 2017
  - Calabretta, Kleinmann, 2017

- Design in innovation
  - Bucolo, Mathews, 2011
  - Kleinmann, 2017
  - Peppou, Thurgood, Bucolo, 2017
  - Price, Wrightley, Matthews, 2017
  - Price, Kleinmann, 2018
  - Maniak, Midler, 2014

- Opportunities
  - Dimov, 2011
  - Alvarez, 2014
  - Buenstorf, 2006
  - Gregoire, 2010
  - Alvarez, Barney, 2007
  - Cohen, Levintal, 1990
  - Ardichvili, 2003

- Communication
  - Hogenhuis, 2017
  - Allan, Gloor, 2015
  - Du Chatenier, 2009
  - Breigt, Johannissen, 1998
  - Bhöme, Timico, Kleinmann, 2012
  - Kleinmann, Buijs, Velkenburg, 2010
  - Pikkarainen, Ervasti, 2017

- Co-creation
  - Kleinmann, 2008
  - Payne, 2008
  - Prahalad, 2004
  - Sanders, Stappers, 2007
  - Gebauer, 2013

- Creative process
  - Roy, 1993

- Success
  - Greiner, 1972

- Innovation
  - Chesbrough, 2015

- Engage & Align
  - Garud, Karnoe, 2003

- Strategy
  - HBR
  - Witsbank, 2006

- Networked innovation
  - Bergena, Valkenburg, 2010
  - Rehm, Goel, Junglas, 2015
  - Jiake, Wallin, Isomursu, 2015

- Startup
  - Cllinsights, 2018
  - Gelderen, Thurik, Bosma, 2005

- Business & Design
  - McKinsey, 2018
  - Van der Bijl, Brower, Dorst, 2017

- Exploration
  - Free, 2003
  - Midler, Solzerzhahn, 2008
  - Alvarez, Barney, 2013
6. Innovation matrix

Innovation matrix

<table>
<thead>
<tr>
<th>HUNTER</th>
<th>High investment</th>
<th>ORGANIZATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Venture fund</td>
<td>Innovation lab</td>
<td>My organization frequently recurs to this format as main driver for innovation</td>
</tr>
<tr>
<td>Structural partnership</td>
<td>Innovation transformation</td>
<td>My organization never tried this format</td>
</tr>
<tr>
<td>External accelerator</td>
<td>Internal accelerator</td>
<td>My organization rarely recurs to this format</td>
</tr>
<tr>
<td>Co-development track</td>
<td>Center of Excellence</td>
<td>My organization never tried this format</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPLORER</th>
<th>Low investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>External incubator</td>
<td>Internal incubator</td>
</tr>
<tr>
<td>Co-experimentation track</td>
<td>Community of practice</td>
</tr>
<tr>
<td>External hackathon</td>
<td>Design sprint</td>
</tr>
<tr>
<td>Co-creation session</td>
<td>Innovation training</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPERIMENTER</th>
<th>Spark interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovation lab</td>
<td>Innovation transformation</td>
</tr>
<tr>
<td>Innovation training</td>
<td></td>
</tr>
</tbody>
</table>
4 innovation archetypes, 16 formats

**Hunter**
Co-create business

**Builder**
Transform organizations

**Explorer**
Discover connections

**Experimenter**
Spark interest

**Typical Patterns**

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

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

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

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

**HUNTER**
- Venture Fund
- Structural partnership
- External accelerator
- Co-development track
- External incubator
- Co-experimentation track
- External hackathon

**EXPLORER**
- High investment
- External focus

**EXTREME**
- Venture Fund
- Innovation lab
- Innovation transformation
- Co-founding strategy
- Capital investment strategy

**EXPERIMENTER**
- Low investment
- Internal focus

**EXPLORER**
- Market driven

**EXPERIMENTER**
- Tech driven

*Organizations*
- Obvious corp
- Venture builders
- Project A
- Science inc
- We Are Builders
- eFounders
- The main ingredient

*Technology*
- Rocket internet
- Holland startup
- Nescio
- Aim for the moon
- Expa
- Betaworks
- Unicornify labs
- Backspace

*Innovators*
- Hitfox
- Venturelab partners
- Next
- ING innovation studios
The positioning of the startup studio in the innovation matrix is done in consultation with WAB’s CEO. A startup studio can be seen as a combination of three innovation structures: innovation lab, co-development track and the internal accelerator. The innovation lab comes closest to the concept of a startup studio. An innovation lab focuses on hosting already high potential startups, which is also a part of a startup studio model [the create stage]. The co-development track acknowledges the collaboration between two or more parties, where at a startup studio the core team also includes sector or expertise experts during the process, but keeps the core process internally. Internal accelerators focus on validation of the market fit, which is also part of the explore stage of a startup studio. But in contrast to a startup studio, teams in a internal accelerator are all made out of current employees of a larger company.

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

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

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

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

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

**Science Inc., Santa Monica**
Blockchain incubator and portfolio company that “creates, invests, acquires, and scales successful digital businesses.”

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

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

**Expa, San Fransisco**
Expa is a textbook startup studio. As they describe themselves, they “develop products, systems and services, and then form teams to scale them as independent entities.” Founder is Garrett Camp, co-founder of Uber and the founding CEO of stumbleupon.com. Expa works with proven founders to develop and launch new companies. After 10 years designing and building consumer services, the Expa team has identified many techniques that help create successful companies. Though, for all the hubbub, we haven’t seen a product emerge yet. https://medium.com/@gc/expa-labs-is-expanding-4d8243271192
**Obvious Corp., San Fransisco**

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

**BETAWORKS, New York**

Market: media

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

**EFOUNDERS, paris**

Market: work

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

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

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

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

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

**Project A, Berlin**

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

**Backspace, Amsterdam**

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

**Holland Startup, Utrecht**

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

**StarterSquad, Amsterdam**

We design, participate and fund. With our international team of highly skilled developers, designers and growth
hackers we’ll make your online startup perform smoothly and look great. Let Startersquad support your success!

**Aim for the moon, Amsterdam**

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

**The Main Ingredient, Amsterdam**

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

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

**Venture Builders**

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

**NEXT**

NEXT is consultancy firm specialized in the strategy and governance around innovating new business models. With over 30 years of entrepreneurial experience, the company has mentored over 50 startups at several accelerators and boot camps. Moreover, the company invests and helps in hands-on with strategy, running experiments, design, coding, provides office space, and much more. Now focussed on corporate startups.

**Nescio, Amsterdam**

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

**ING Innovation Studio**

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

**Unicornify Labs**

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

**Oneup, Amsterdam**

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

Process:

1. Problem statement
2. Design sprint (5 days of co-creation).
3. Validation: problem solution fit (2 months). Outcome: validated business model
4. MVP (3 months). Output: pilot
5. Beta: product market fit (3 months).

Output: proven business case
8. Creative session design process outcome

**Problem domain:**
- Problem understanding
- Problem statement
- Clear stakeholder needs
- Problem framing 2.0

**Stakeholder presentation for validation:**
- Drivers
- Design boundaries
- Value proposition canvas
- Design context
- Research overview
- Design brief
- Overview of ideas
- Team dotvoting
- The idea
- Design of solution
- MVP
- Concept
- Commitment
- Prototype
- Validation if the idea fits the problem statement
- Market fit

**Identify problem:**
- To create a goal
- Create joint goal
- Create a full story
- Find connections and focus
- Work from obvious > crazy > real ideas
- Idea selection per stakeholder (so that everybody stays in tune)
- Find points of improvement validation and reflection of MVP on brief

**Identify partners and competitive landscape:**
- Know what to solve
- Align everybody on the goal or issue
- Create overview of data
- Bring data together
- Think out of the box
- See if the idea works
- Create a business
- To show you understand the question
- Show added value for all stakeholders
- Convey understanding of the process
- Prioritize findings
- Stimulate idea flows
- Viability

**Identify problem and scope:**
- To create empathy
- Scope
- Map future needs
- Deeper/better problem understanding
- Accept design crazyness
- Identify stakeholders
- Design team + no boundaries people

**Work from obvious:**
- Interviews
- Why/how/what
- Generative techniques
- Heatmap
- Personas
- H2
- Use it!
- Implementation plan
- Observation

**Visuals:**
- Interviews
- Persona
- Visuals
- Braindump
- Problem framework
- Put in context of user
- Concept with business proposition

**Field research:**
- Scoping canvas
- Create worst case scenario
- Customer journey
- Involve stakeholders for discussion
- Creative sessions
- Dot voting
- Create physical prototype
- Business model canvas
- Concept with business proposition
- Test and iterate
- Roadmap
- Enacting
- Roadmap
- Framing
- Create a solid story
- Metaforen
- Trend research
- WWWW
- WH
- Transcript to statement card
- Cluster findings
- Amazing 8

**Sources:**
- Articles/literature
- Benchmark
- Find underlying themes
- Analogien
- Market research
- Experience map
- Movies
- Waterkoker > formule 1
- Infographics
- Envision without boundaries

**Protype:**
- Experience it yourself
- Future perfect
- Context mapping
- Data clusters
- Customer journey
- Create a solid story
- Brainwriting
- Presentation and discussion
- Create imaginative prototype
- Test and iterate
- Roadmap
- Enacting
- Roadmap
- Framing
- Create a solid story
- Metaforen
- Trend research
- WWWW
- WH
- Transcript to statement card
- Cluster findings
- Amazing 8
9.1. Blog 1 - Design x Innovation

Design x Innovation
A series on the value of design for startups

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

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

Solution fit
Is there a way to capture value back?

Problem fit
Is the solution desirable to customers?

Growth fit
Is the solution technically feasible and scalable?

Full text:
https://medium.com/we-are-builders/design-x-innovation-b366ae4e3db8
9.2. Blog 2 - Discover customer value

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

Discover customer value

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

Toolbox for discovering customer value

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

What people:

- Say
- Think

Knowledge:

- Explicit

Full text: https://medium.com/we-are-builders/design-x-innovation-2ac41ab4e5bc
The power of exploring

Why explore during innovation?

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

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

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

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

Full text:
https://medium.com/we-are-builders/the-power-of-exploring-ca412ee0f1aa


### 10.1 Process design
designer session

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

**Session goal**
How to immerse in the context of a user with the goal to define the problem definition.
- Make a process tangible
- Focus on visualisation and creative formginving and planning execution

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

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

The outcomes are shown in figure XX

### 10.2. Process design
WAB session

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

How to questions that are adressed are:
- How to define business goals?
- How to know who stakeholders are?
- How to discover market potential?
- How to understand the perspective of the end user?
- How to gather findings in one place?
- How to make findings comparable?
- How to prioritize findings?
- How to prevent self bias?
- How to prevent jumping to product ideas during problem discovery? Is this a bad thing?
- How to ‘let go’ of the spark during market research?
Raw material of the Process design designer session
11. Test phase 1 material

Knowledge dump

Context

Problem

Value

User

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

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

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

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

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

- Crucial
- Secondary

Assumption map

How you score the pieces of knowledge based on how risky or critical they feel. Place each item on the x-axes: is this something you know or do you just think it? Place it on the y-axes: is this piece of knowledge crucial or just secondary?
Look back at the assumption map and select the most interesting or crucial assumptions. With the crucial aspect of your project in mind, list specific and diverse target groups, solutions, and problems. Think about different perspectives of the solutions, different stakeholders, and sub-problems you want to solve.
Last step! You have clustered your insights on users, solutions and problems. Now is time to make vision statements. These are your:

**Vision Directions**

For user we deliver solution to solve problem.

*Not risky*

*Not critical*

*Not risky*

*Not critical*

*Not risky*

*Not critical*

*Not risky*

*Not critical*

*Not risky*

*Not critical*
12. Test phase 3 raw material

Design the **IDEAL** wallet:

1) Design a **BETTER** wallet:

**sketch** your best idea here:

![Sketch of wallet design](image-url)
GAIN EMPATHY by engaging users:

1) Interview 1:
Ask your partner to introduce themselves to you by walking you through the contents of their purse or wallet. Ask questions.

NOTES/SKETCHES:
- Klein aapje + Bonnetjes
- Prijs van muis
- Mees vreelstaat faires
- Meer pippermolen
- Spoor van pin paars
- Meer ou fluit pioen

00:05 per person

What stood out to you?

INSIGHTS:
- PRAKTISCH
- Zelfs donker paars
- LIEVER GROTER
- Tafel poets boom pioen

00:01 per person

2) Interview 2:
Go deeper. Find out more about your partner. Dig for stories.

NOTES/SKETCHES:
- ECHT TE GLEIN
- PORTOMÖZE ACET MOOS
- GESO IN PORTOMÖZE DETER.
- VLUGGE MANDELGRN.
- Aanrde pioen in DE SURE

00:03 per person

What surprised you?

INSIGHTS:
- PORTOMÖZE HOREI ACET ANOS
- VLUGGE ZELLEHES D ZUFL IN EELGRN.

00:01 per person

Articulate your current POINT OF VIEW:

3) Inventory possible NEEDS:

things they are trying to do (needs):
- VEEL PAASJES, MEER
- Sporren
- Bonks
- Smel weder voora

ways they want to feel (insight/meaning):
- VEELTS MOER MEER
- IN CONTROL, VLUGGE VOLDOOSH
- PRAKTISCH

00:03

4) DEFINE a Problem Statement:

name

NEEDS TO

STORE MEER PASJES

user's need

in a way that makes them FEEL

IN CONTROL, ALWAYS

Insight/meaning

[my problem statement]

00:03
to bring to the next page

Marloes Meijer
Generate alternatives to test:

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

6) SHARE your solutions + CAPTURE feedback.

Iteration #2!

9) Generate a new SOLUTION

Sketch your big idea, note details if necessary!
13. Create process towards framework
## 14. Concept testing session planning

<table>
<thead>
<tr>
<th>TIME</th>
<th>TOPIC</th>
<th>STEPS</th>
<th>NEEDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00-10:15</td>
<td>kickoff</td>
<td>introduction of the session, goal of the session, purpose of the day,</td>
<td>Goal of today</td>
</tr>
<tr>
<td></td>
<td></td>
<td>tell something about yourself, natte loempia</td>
<td>Icebreaker</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Write down on post its: What is remarkable?</td>
<td></td>
</tr>
<tr>
<td>10:15-10:35:</td>
<td>Obeyo spark presentation and</td>
<td>What is questionable?</td>
<td>Presentation Obeyo by Mike</td>
</tr>
<tr>
<td></td>
<td>discussion</td>
<td>What is unique?</td>
<td>Post its</td>
</tr>
<tr>
<td></td>
<td></td>
<td>stick to wall, discuss what you've written down</td>
<td>Flip chart</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fill in knowledge dump canvas</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Discuss</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fill in list</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>10:35-10:50: knowledge dump and map</td>
<td>4x knowledge dump canvas A3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fill in assumption map</td>
<td>4x assumption map canvas A3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Discuss</td>
<td>Cluster flip chart</td>
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<tr>
<td></td>
<td></td>
<td>10:50-11:00 Value proposition workshop</td>
<td>Presentation approach of value proposition</td>
</tr>
<tr>
<td></td>
<td></td>
<td>explain start, mid matrices and end exercises</td>
<td>workshop</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Try to answer the stated question and fill in the canvas</td>
<td>Desirability: Persona 3x A3, Empathy map,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Customer journey canvas</td>
<td>customer journey</td>
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<tr>
<td></td>
<td></td>
<td>Trend analysis canvas</td>
<td>Viability: Competition onion,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Translate to insight cards</td>
<td>Competition variable canvas, Market trends</td>
</tr>
<tr>
<td>11:00-11:20</td>
<td>STEP 1 - expertises to form</td>
<td>Move to matrices, map the insight cards on the different matrices</td>
<td>3x flipcharts with matrices</td>
</tr>
<tr>
<td></td>
<td>information overview</td>
<td>Discuss interesting findings</td>
<td>Insight cards</td>
</tr>
<tr>
<td></td>
<td></td>
<td>List down interesting combinations and ideas</td>
<td>Selection method, dots?</td>
</tr>
<tr>
<td>12:00 - 12:45</td>
<td>lunch</td>
<td>Recap of morning, explanation of writing down the value proposition</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Make a list of possible value propositions (for .... we deliver .... to</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>solve ....)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Put on timeline [+1, +5, +10]</td>
<td>Value proposition canvas big</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Make a research roadmap look back at the sub questions per corner.</td>
<td>Loan canvas big</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reflect on assumption map, research roadmap: now, this week, this month, approach to gather knowledge by whom</td>
<td>Draw research roadmap</td>
</tr>
<tr>
<td>12:45 - 14:45</td>
<td>STEP 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14:45 - 15:00</td>
<td>finish off</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
15. Concept testing presentation

Hello!

We are builders

Do we have a product your market needs and your customer wants?

Day planning

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

Day planning

Doel

Opstellen van een eerste value proposition en research plan voor de komende maand voor Obeyo
Who are you?

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

Obeyo presentation

Write on a post-it:
What is remarkable?
What is questionable?
What is unique?

Knowledge dump workshop

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

Doel

Aanpak

Knowledge map

Insight card

Theme
Insight title
Context
References
**Value proposition workshop**

**Doel**
Opstellen van gezamenlijke waarde propositie voor Obeyo

**Aanpak**

- **Step 1:** Work out insight cards from one edge with the hand holds of three specific canvasses
- **Step 2:** Share insights and build on each others ideas
- **Step 3:** combine insight cards to find unique concepts
- **[Lunch]**
- **Step 4:** Cluster and prioritize concepts
- **Step 5:** write shared value proposition(s)

---

**Research plan**

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

**Aanpak**

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