

"PROBLEM TO GROWTH & SCALE FRAMEWORK"

How to combine Design Thinking,
Lean Start-up and agile development

Prof. Dr. Patrick Link

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School of Engineering and Architecture
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+41 79 571 34 89





"PROBLEM TO GROWTH & SCALE FRAMEWORK"

... EINE VON VIELEN METHODEN UND WERKZEUGEN AUS DEM DESIGN THINKING PLAYBOOK ...

1 DESIGN THINKING

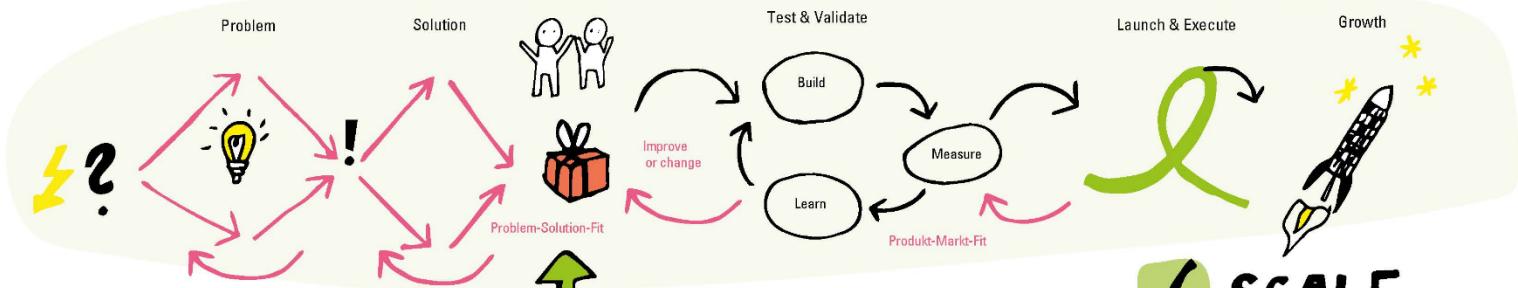
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- Erkenne mit Design Thinking die wahren Kundenbedürfnisse
- Finde gleichsam elegante, wie einfache Lösungen
- Nutze Systems Thinking und Data Analytics

3 CO-CREATION

- Binde weitere Kunden, Nutzer und Lead user ein
- Hol dir die nötige Hilfe von aussen
- Arbeite in Teams über Abteilungs- und Unternehmensgrenzen hinweg
- Entwickle MVPs und baue Vertrauen zu Partnern und Kunden auf

5 BUSINESS DESIGN & AGILE PRODUKT- UND KUNDENENTWICKLUNG

- Verlagere deine Aktivitäten von der Problemlösung und Lösungsfindung auf das Finden des richtigen Geschäftsmodells mit Business Design
- Entwickle das Produkt und das Geschäftsmodell agil weiter, z.B. mit Methoden wie SCRUM
- Denke bei der Entwicklung von Geschäftsmodellen in Varianten



2 RESEARCH

- Verstehe das Problem und die Situation ganzheitlich
- Nutze Marktforschungsinstrumente
- Validiere und ergänze deine Erkenntnisse

4 LEAN START-UP

- Nutze den Lean Start-up Ansatz, um mit wenig Kapital dein Angebot weiter zu entwickeln
- Strukturiere die Lösung schrittweise
- Verbessere und validiere mit schnellen Iterationen dein Geschäftsmodell
- Kläre mit Experimenten die grössten Unsicherheiten ab

6 SCALE

- Bereite die Organisation für Wachstum und Skalierung vor
- Etabliere skalierbare Prozesse, Strukturen und Plattformen
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DAS DESIGN THINKING PLAYBOOK
WWW.DT-PLAYBOOK.COM



Das Design Thinking Playbook
 Michael Lewrick, Patrick Link, Larry Leifer
 304 Seiten, kartoniert.
 ISBN Deutschland: 978-3-8006-5384-3



Deutsche Version: jetzt erhältlich bei Amazon!
 English Version: coming soon!

LEAN CANVAS: Whowants Whatforbecause..... Motivation

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Complete the sentence above (who wants what...), before you start working on the Lean Canvas. Now try to create your Lean Canvas based on your idea.

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Do you recognize any aspects of your idea, that can be improved?

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EXPERIMENTS (Prototype – Test – Learn)

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Source: Ash Maurya, Running Lean 2011

Source: following A. Osterwalder, Value Proposition Design 2014

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Description of the business opportunity Target market Number of potential users/customers (market size) Scalability; growth Key challenges for scaling

Success factors

- 1 Customer and user orientation
- 2 Document your business model
- 3 Iterate and learn (Prototyping)
- 4 Test risks systematically
- 5 Righ mindset
- 6 Interdisciplinary teams
- 7 Holistic problem solving process
- 8 Variable space

Problemstellung Welches sind die Hauptprobleme, die der Geschäftsbereich lösen muss? Beschreibe die am bis drei größten Probleme unserer Kunden.	Lösung Beschreibe eine Lösung für jedes Problem.	Ableistungsmerkmal (Wertangebot) Welches Wert verspricht wir den Kunden? Formuliere eine stichartige, klare Botschaft, die erklärt warum die Lösung anders und beachtenswerter ist.	Unterschiedsvorteil Erwek, was es den anderen schwer macht, die Lösung zu kopieren.	Kundensegmente Lege die Ziel- und Nutzergruppen auf. Für wen schaffen wir Wert? Wer sind deine wichtigsten Kunden? Nenne dazu die Persona (siehe Kapitel 1.1).	
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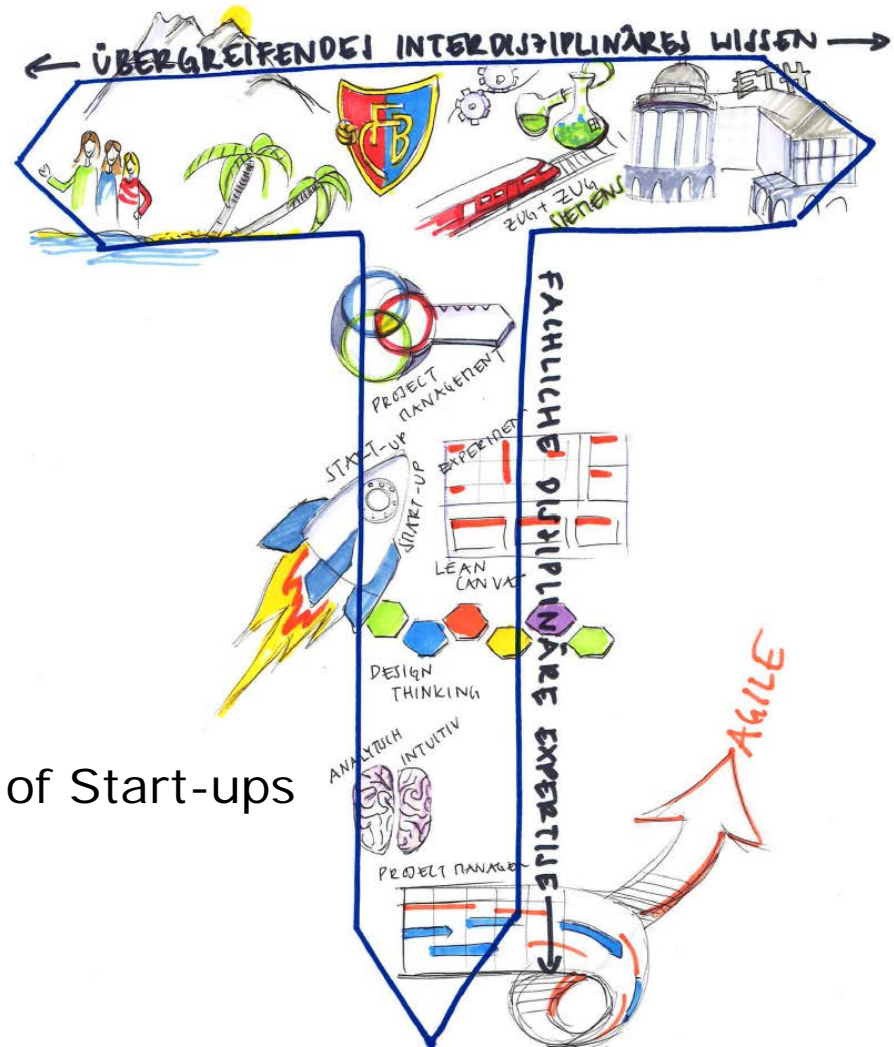
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My Background

- Mechanical Engineer
- 5 years: Chemical industry
- PhD at the BWI (now: M-TEC of ETHZ)
- 8 years Siemens
- Since 2010:
 - Prof. for Product Innovation
 - Design Thinking Coach
 - Co-leader Smart-up- Support of Start-ups
- Co-Founder
- Research in new methods

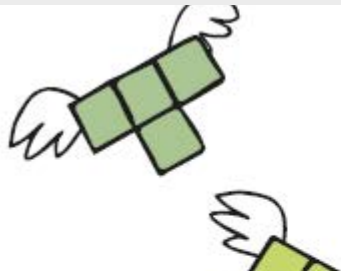


DAS DESIGN THINKING PLAYBOOK

WWW.DT-PLAYBOOK.COM

1. TRADITIONELLE ERFOLGSFAKTOREN IM DESIGN THINKING

- 1.1. Für wen ist das Buch?
- 1.2. Was heisst es den Prozess im Griff zu haben?
- 1.3. Wie erhalten wir eine gute Problemdefinition?
- 1.4. Wie entdecken wir Bedürfnisse von Nutzern?
- 1.5. Wie bauen wir Empathie zum Nutzer auf?
- 1.6. Wie generieren wir Ideen?
- 1.7. Wie strukturieren und selektieren wir Ideen?
- 1.8. Wie finden wir den richtigen Fokus?
- 1.9. Was macht einen guten Prototyp aus?
- 1.10. Wie können wir effizient testen?



2. AKTUELLE ERFOLGSFAKTOREN IM DESIGN THINKING

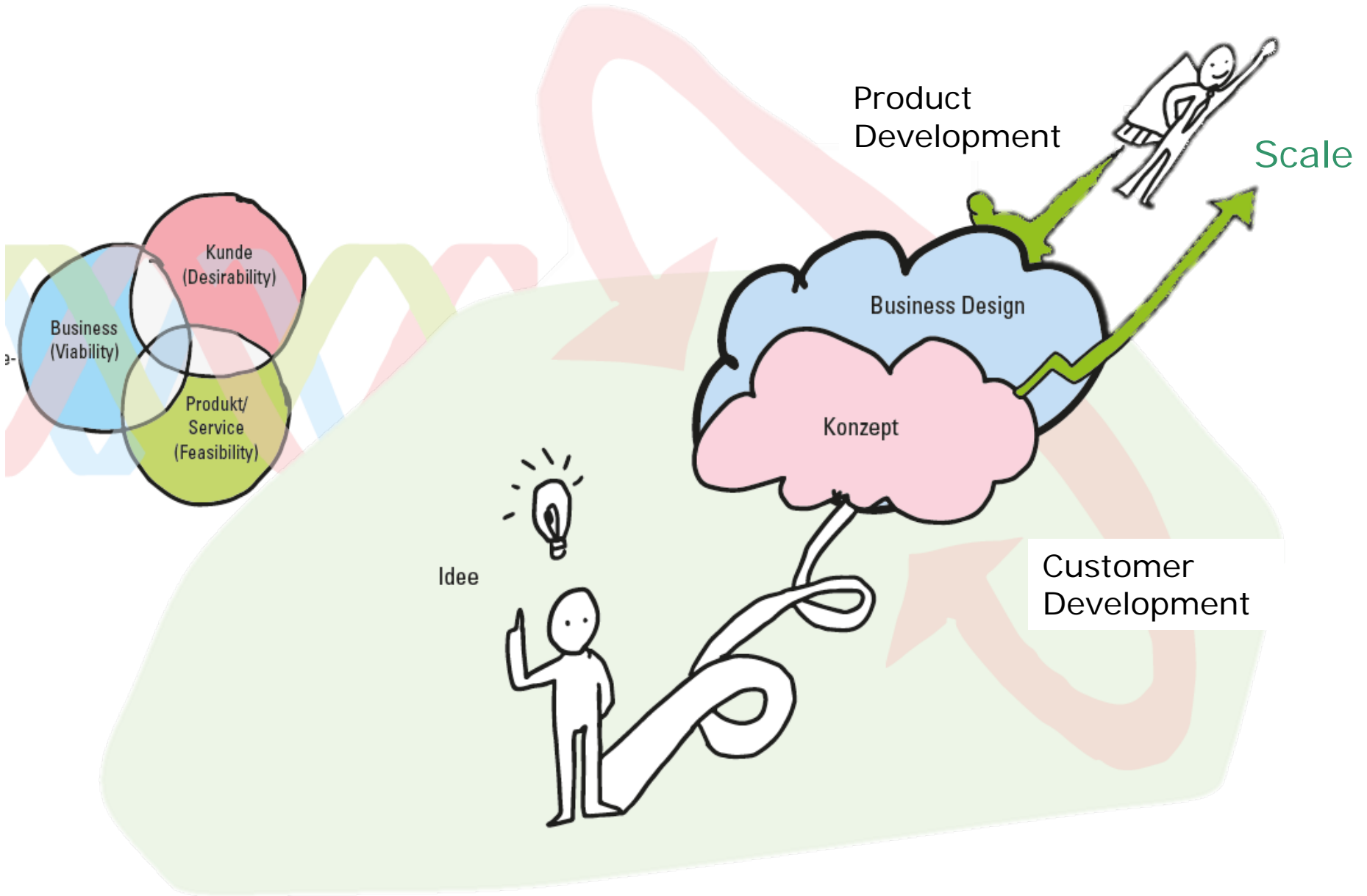
- 2.1. Wie gestalten wir kreative Räume und Umgebungen?
- 2.2. Welchen Mehrwert bieten uns interdisziplinäre Teams?
- 2.3. Wie visualisieren wir Ideen und Geschichten?
- 2.4. Was macht eine gute Geschichte aus?
- 2.5. Was heisst es Veränderung als Facilitator einzuleiten?
- 2.6. Wie bereite ich die Organisation für den neuen Mindset vor?
- 2.7. Wie können wir bewährte Management Methoden mit einbeziehen?

3. ZUKÜNFTIGE ERFOLGSFAKTOREN IM DESIGN THINKING

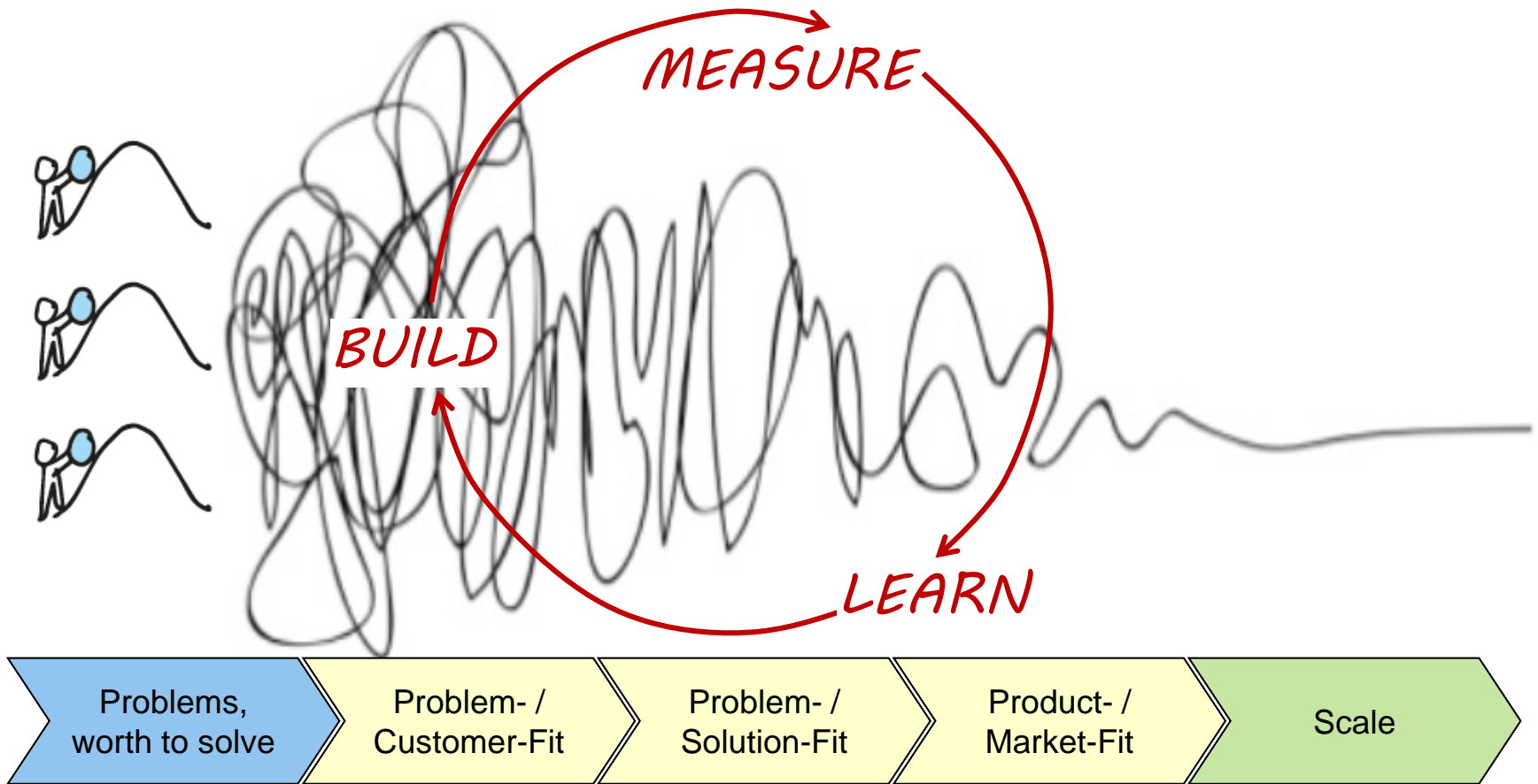
3.2 WIE Bauen wir LEAN ein Geschäftsmodell auf?

- 3.4. Wie implementieren wir unsere Lösungen erfolgreich?
- 3.5. Was sind die Designkriterien der Digitalisierung?
- 3.6. Wie neue Technologien helfen ein einzigartiges Kundenerlebnis zu erzeugen
- 3.7. Data Analytics: Was versprechen hybride Modelle?

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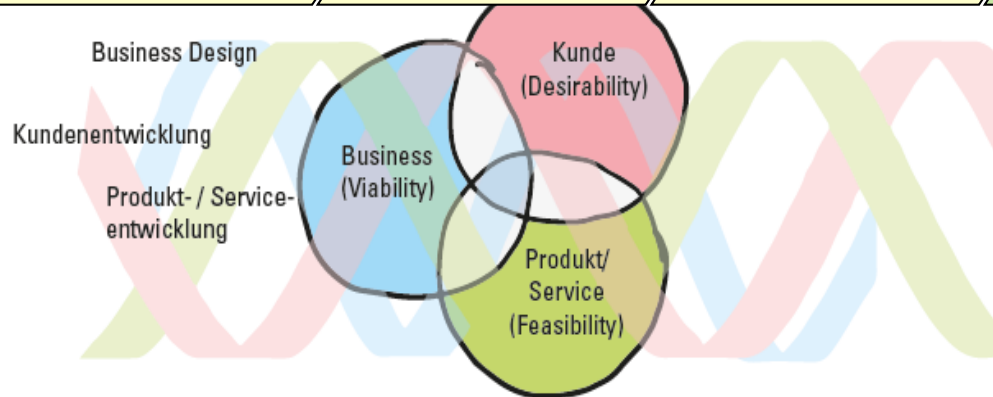
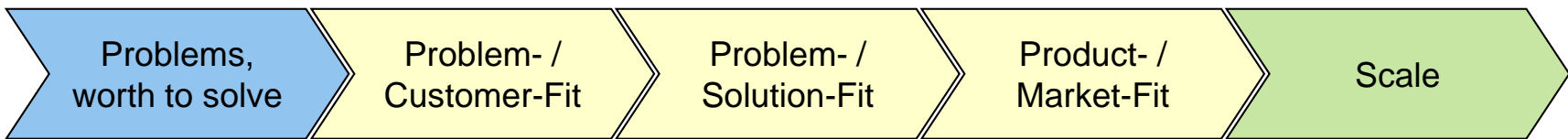
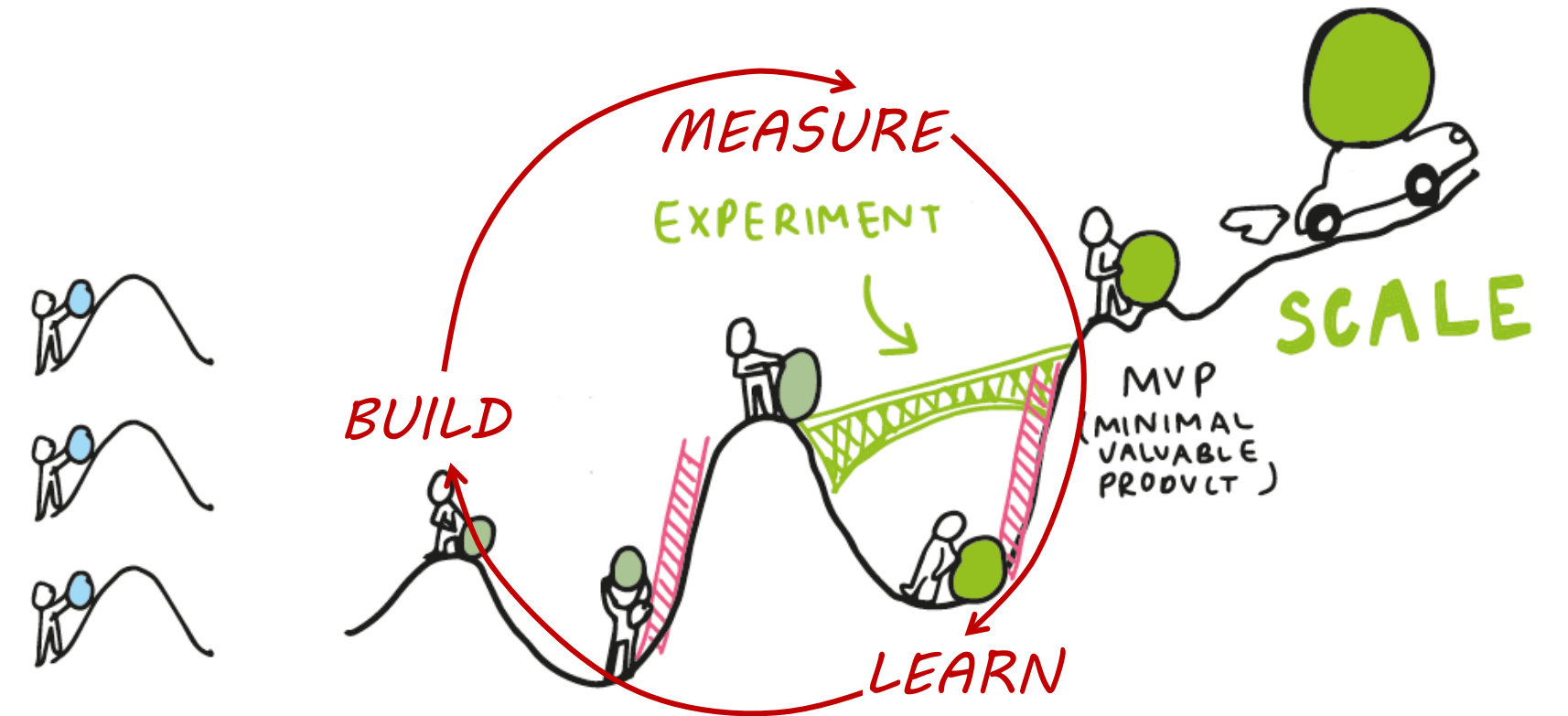


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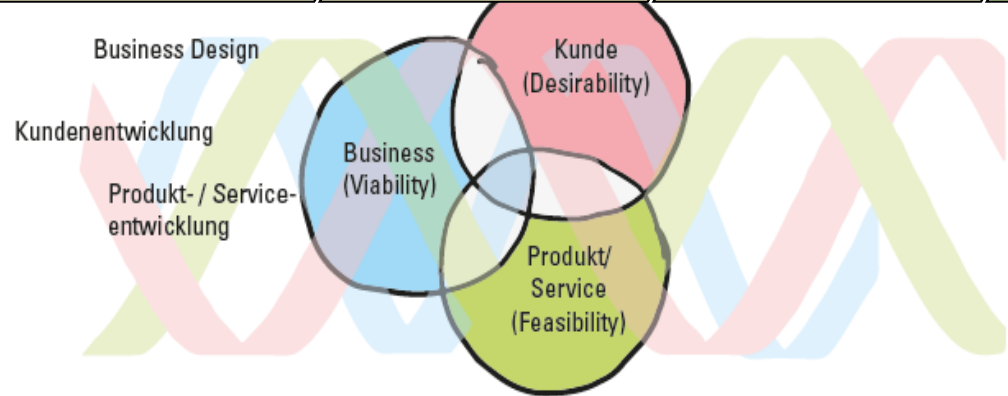
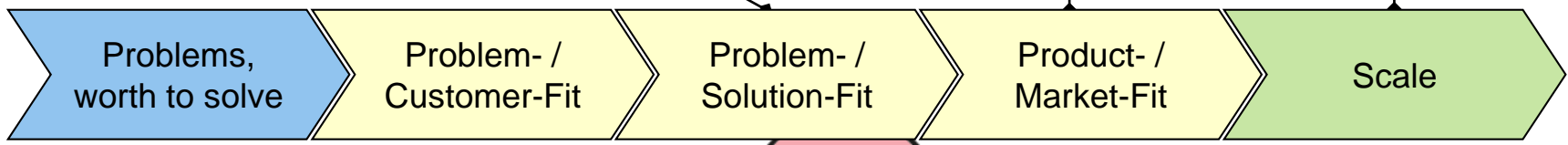
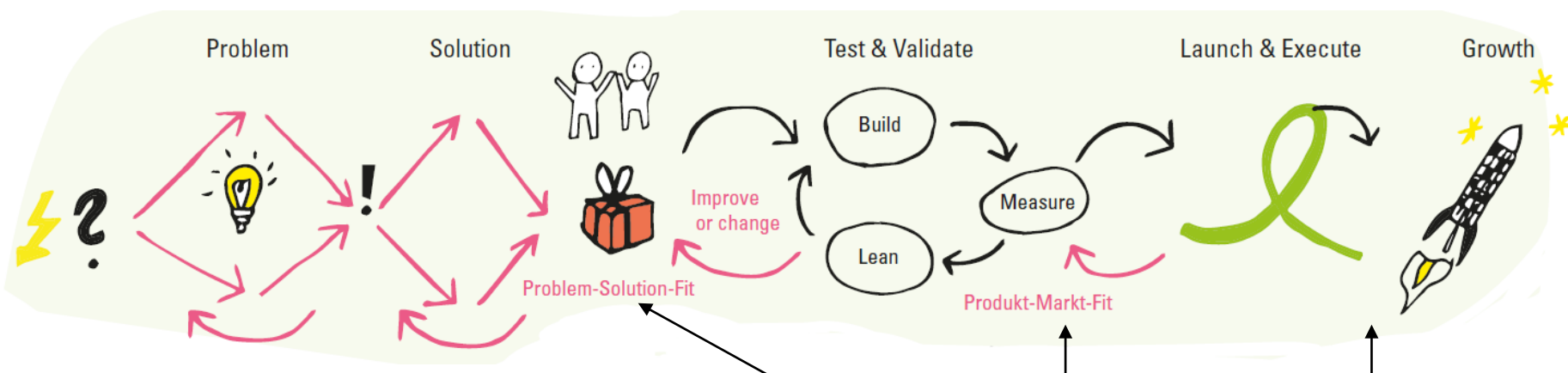


Search for a functioning, scalable business model

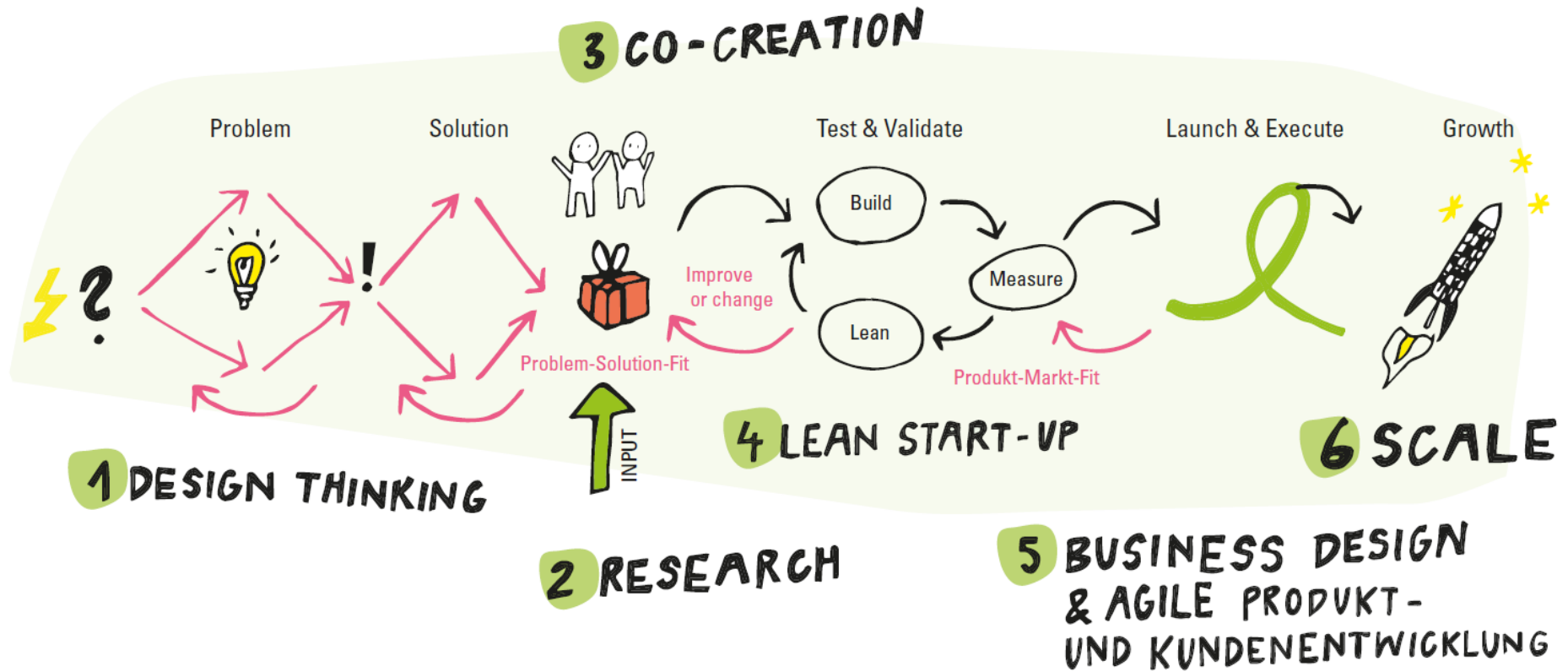
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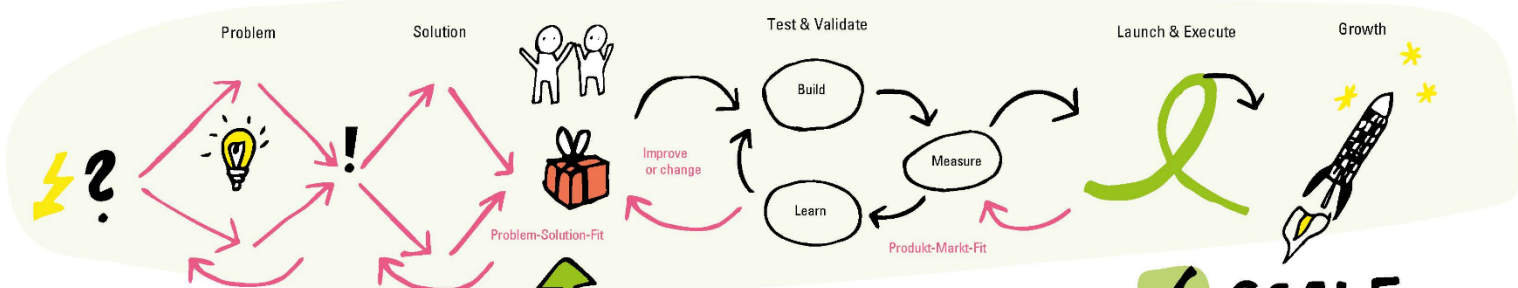
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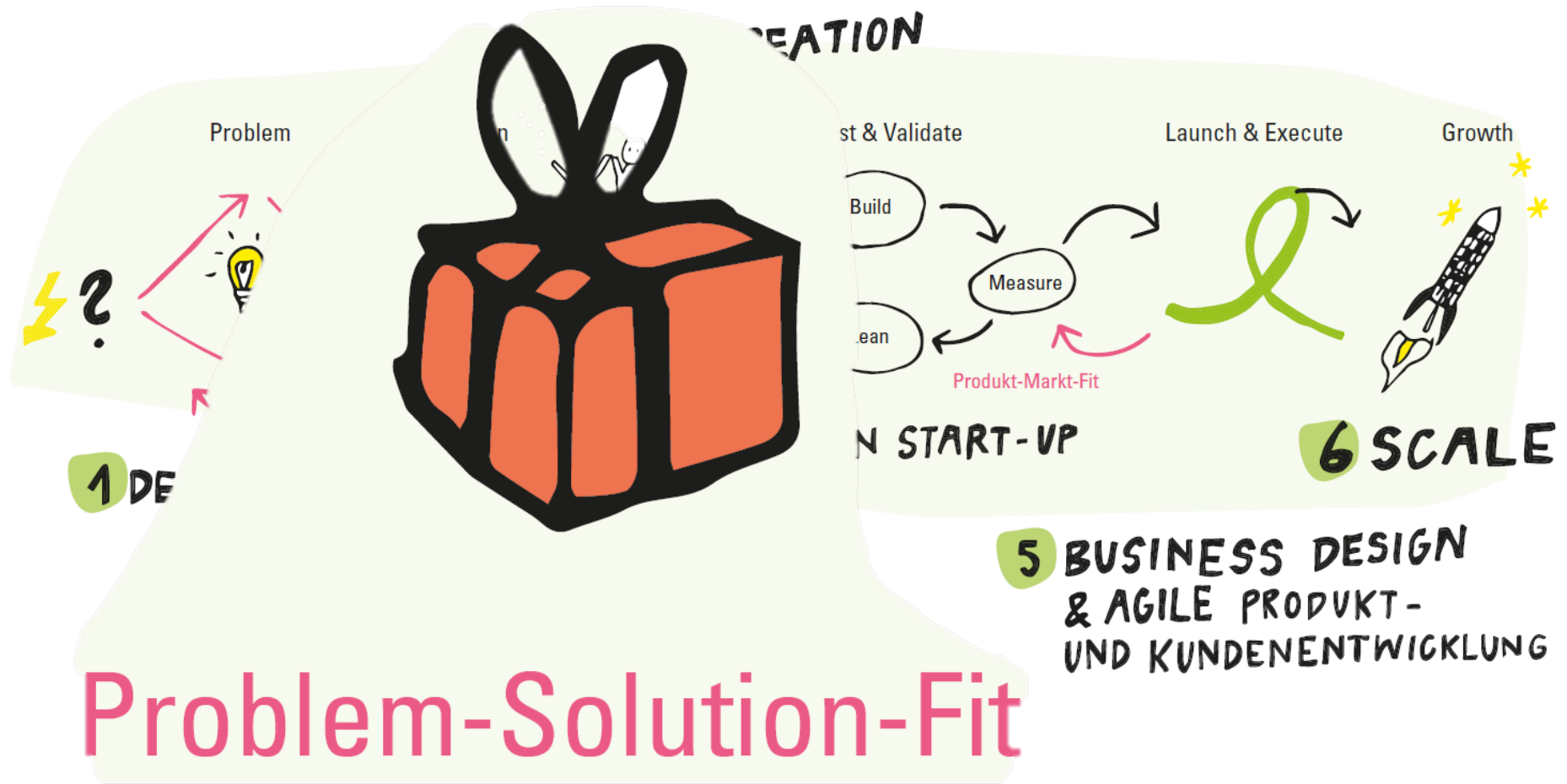


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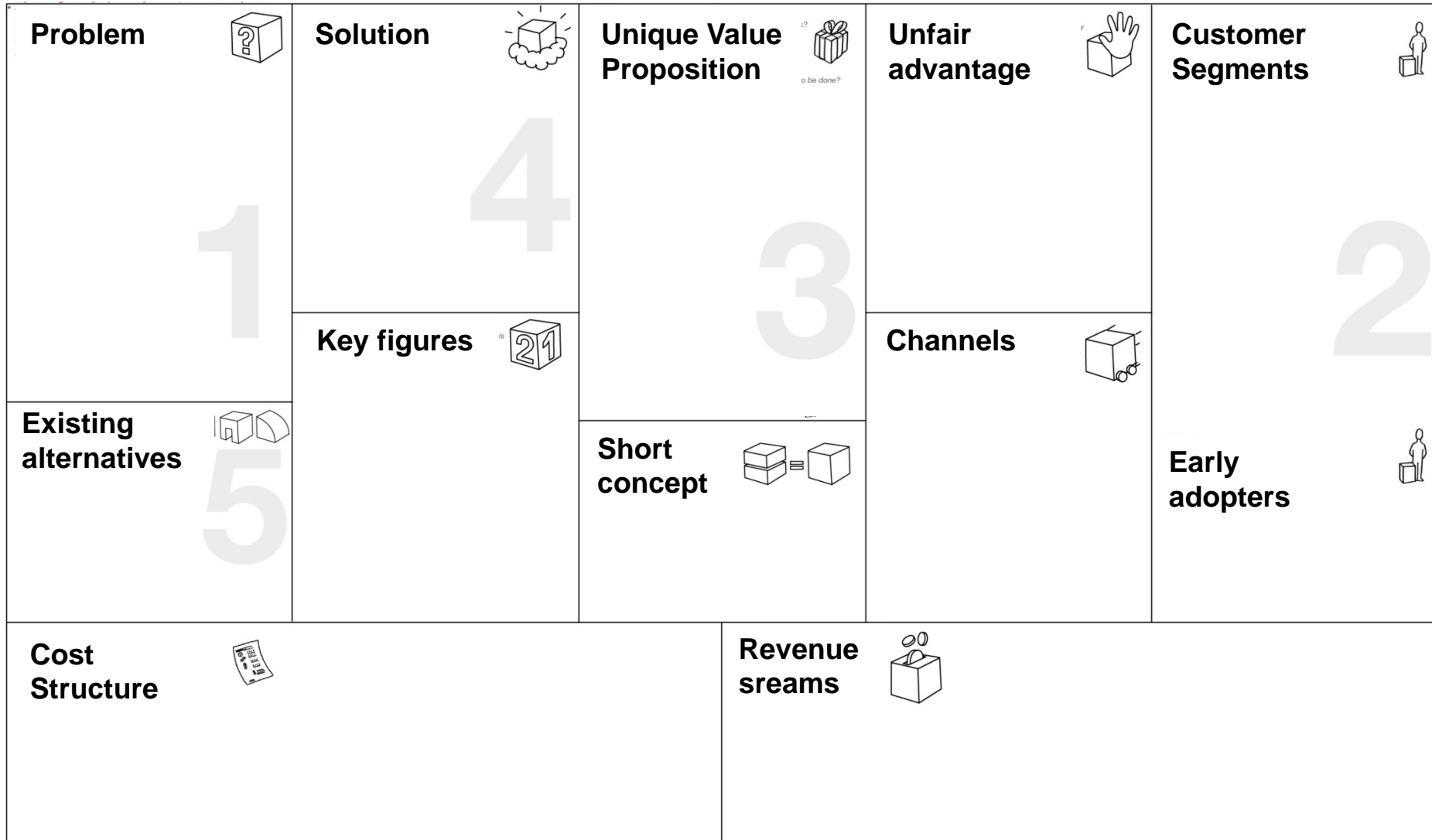


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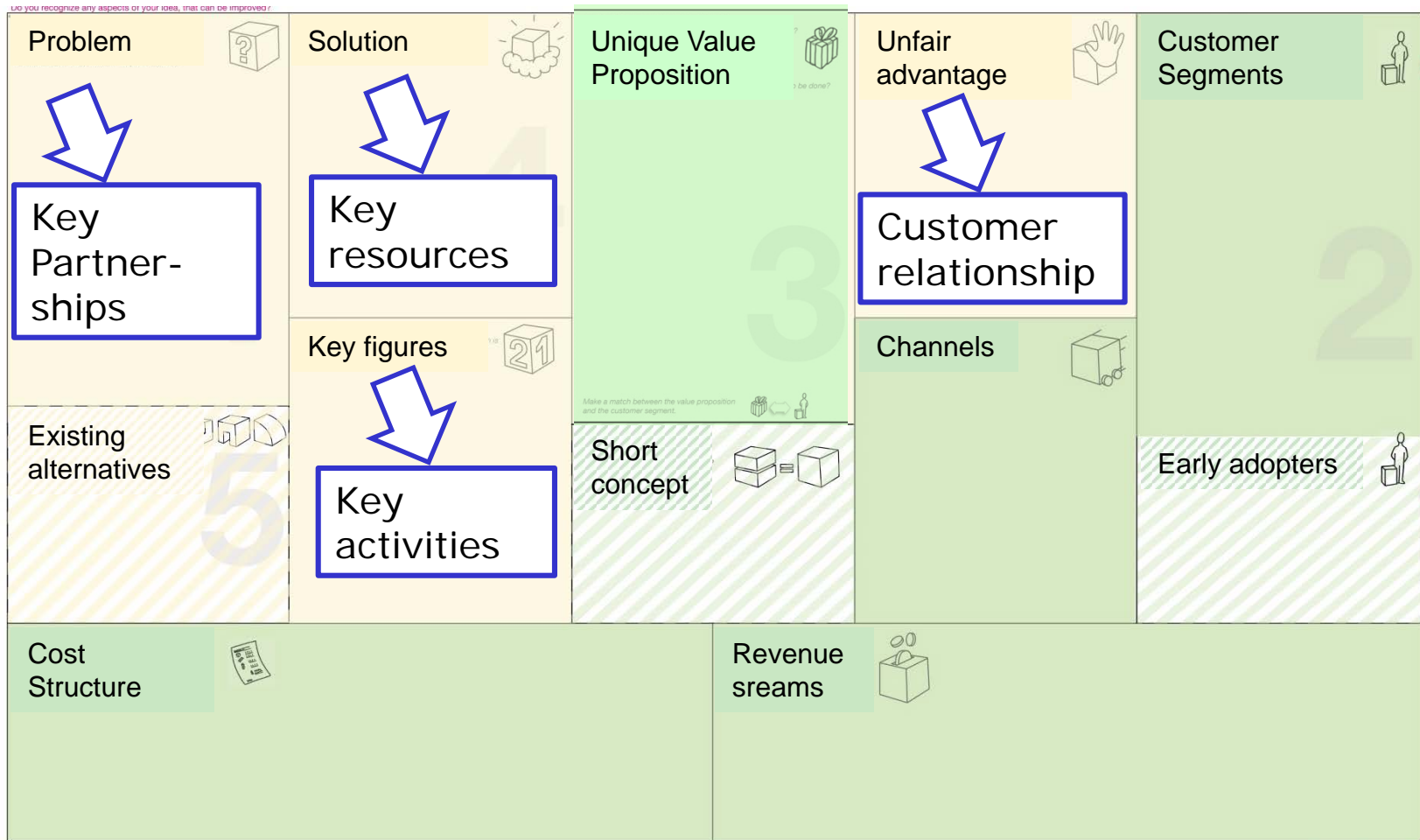
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Lean Canvas (by Ash Maurya)



Differences Lean Canvas and Businessmodell-Canvas



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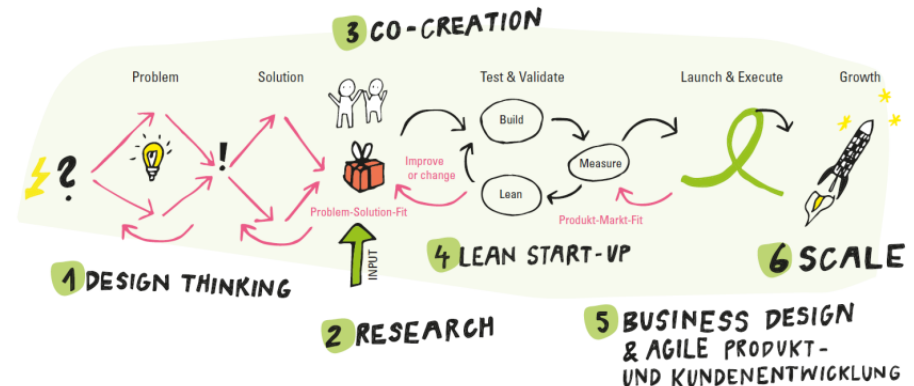
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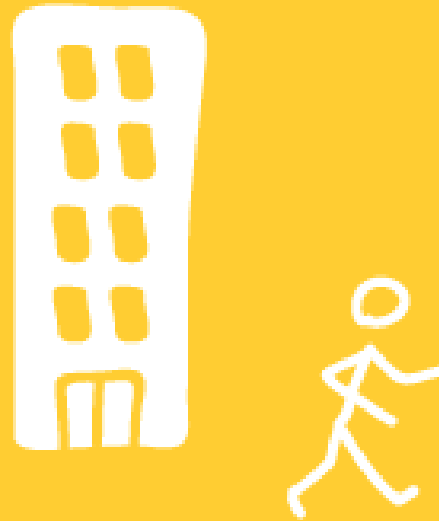
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Customer and User orientation (Desirability)



Get-out-of-the-building

«There are no Facts inside your building, so get outside»
(Steve Blank)

2 Document your business model (Viability) Test your hypothesis with potential customers

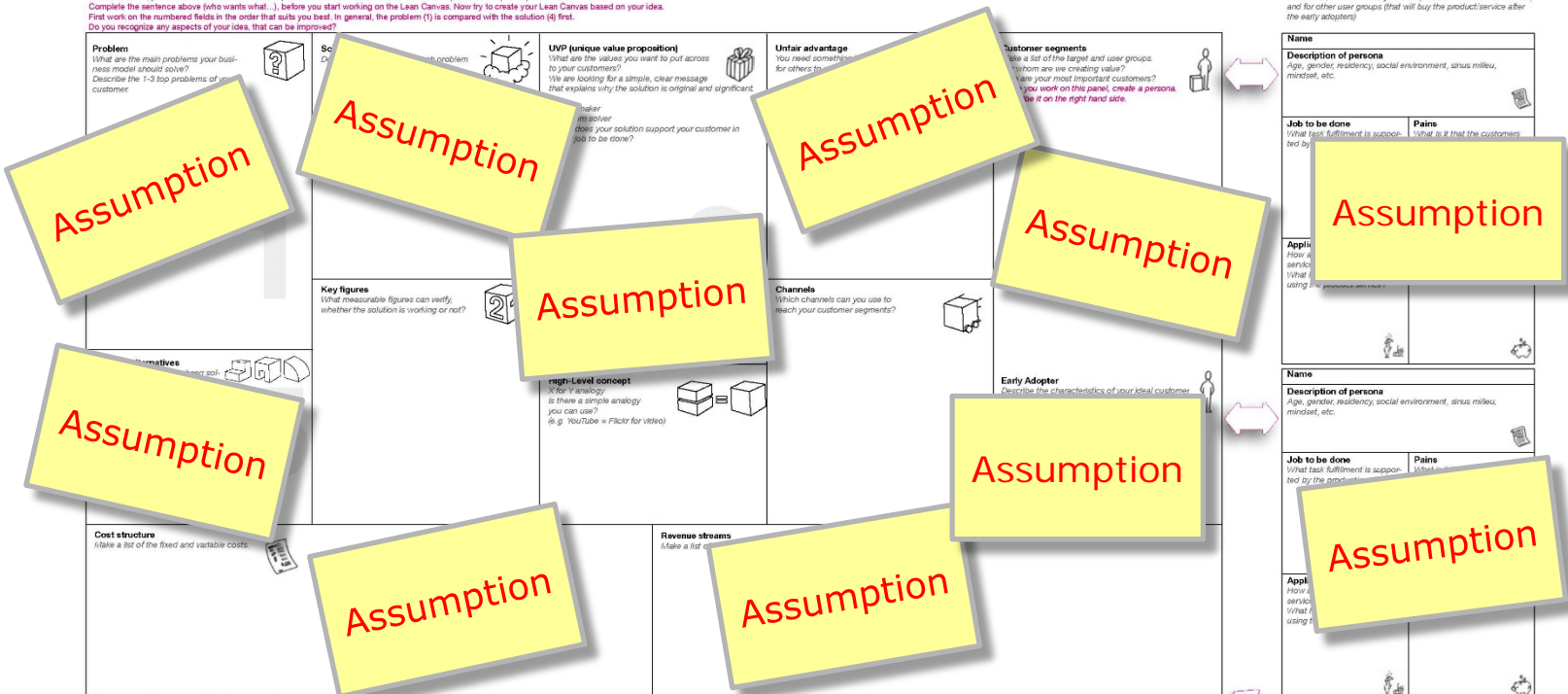
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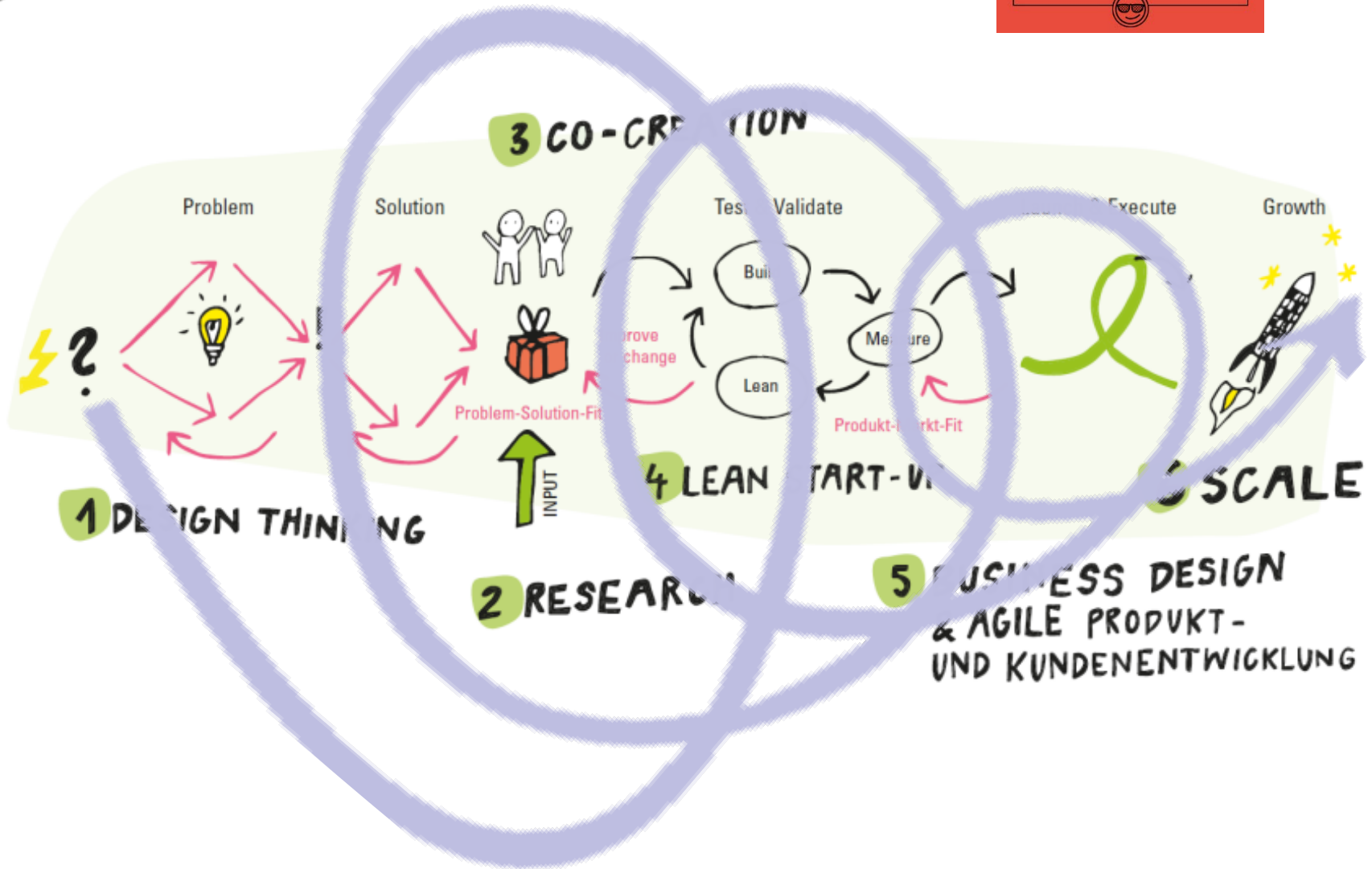
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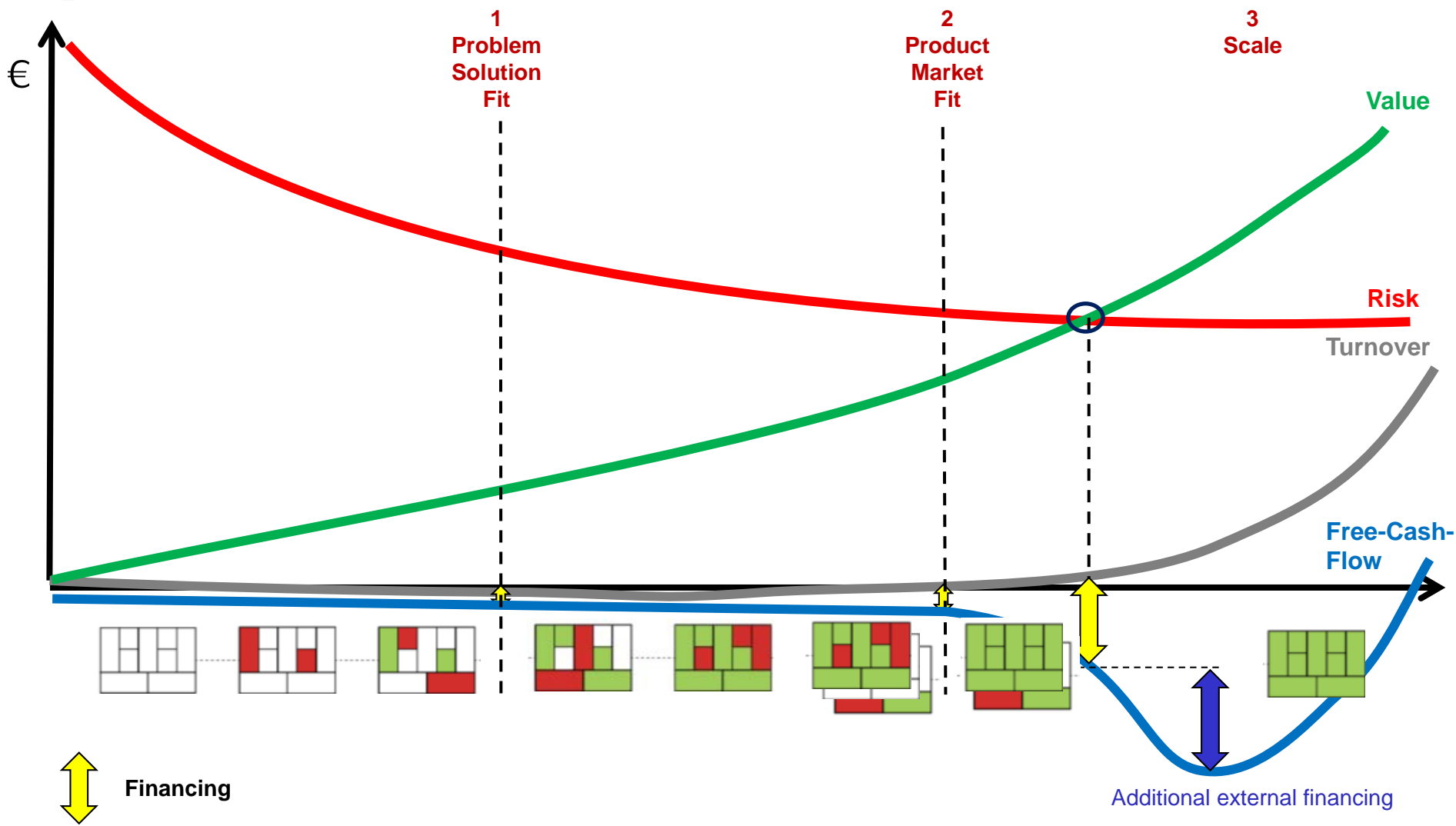
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3 Iterate and Learn (Prototyping)

Minimize waste – maximize learning



4 Test the biggest Risks systematically



5 The right Mindset for your Organisation

Driven by curiosity
- Human and User centered

Co-Create, Grow & Scale
- With varying mental states

Accept complexity

Visualize and show

Experiment & iterate

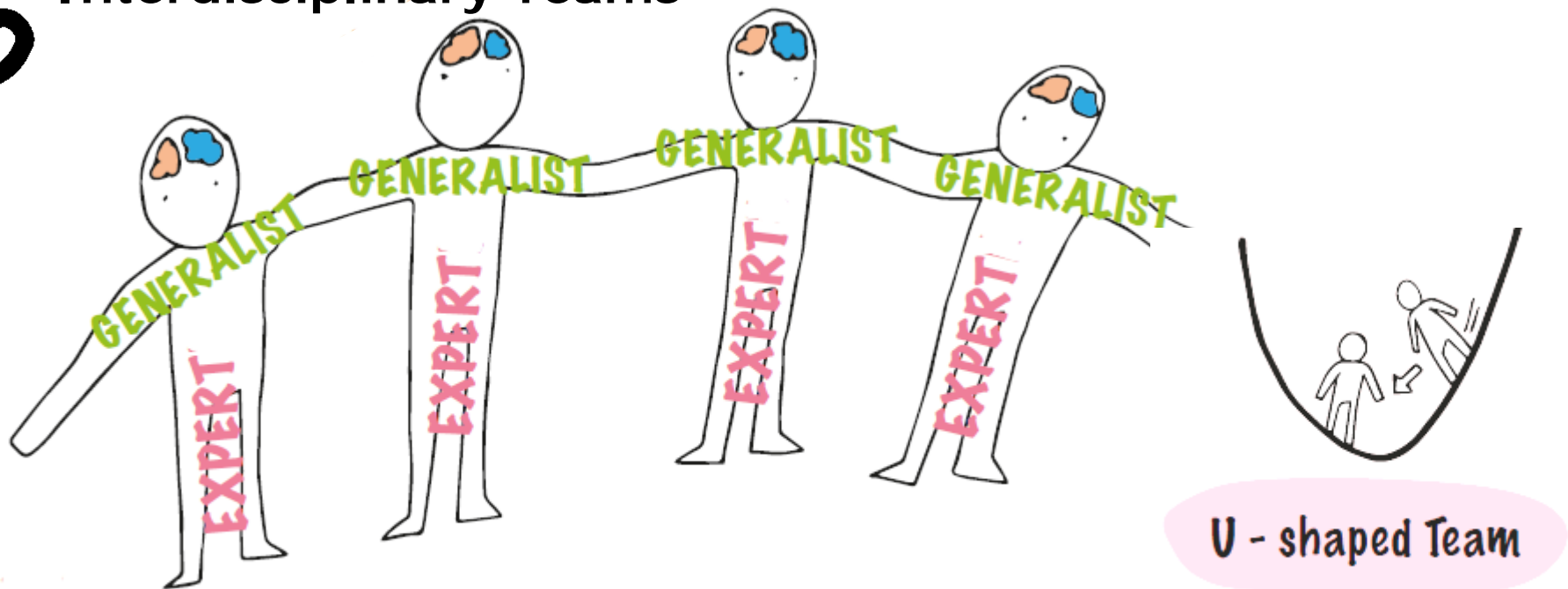


Develop process
awareness

Networked
Collaboration

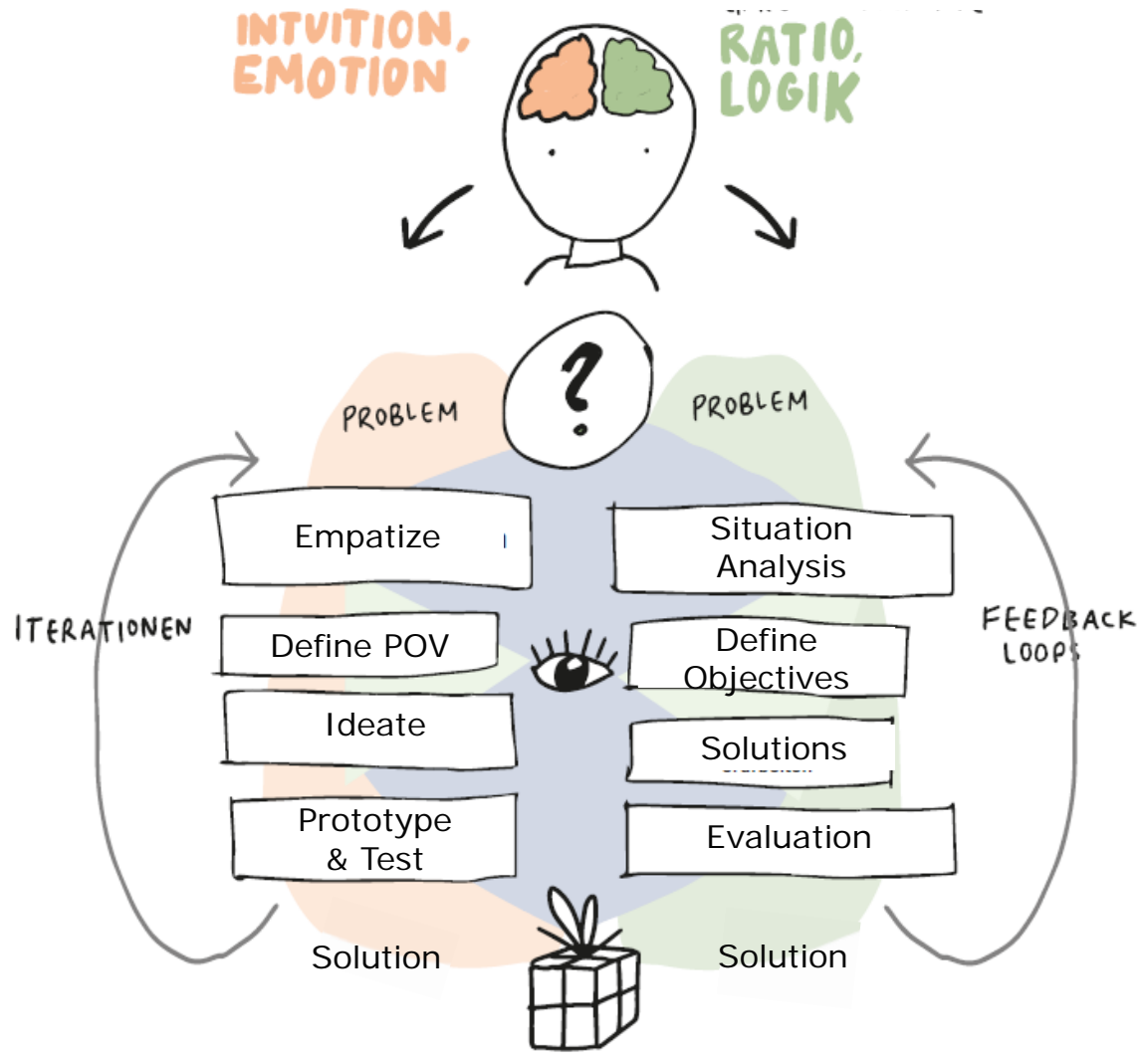
Reflect your actions
and acting

6 Interdisciplinary Teams

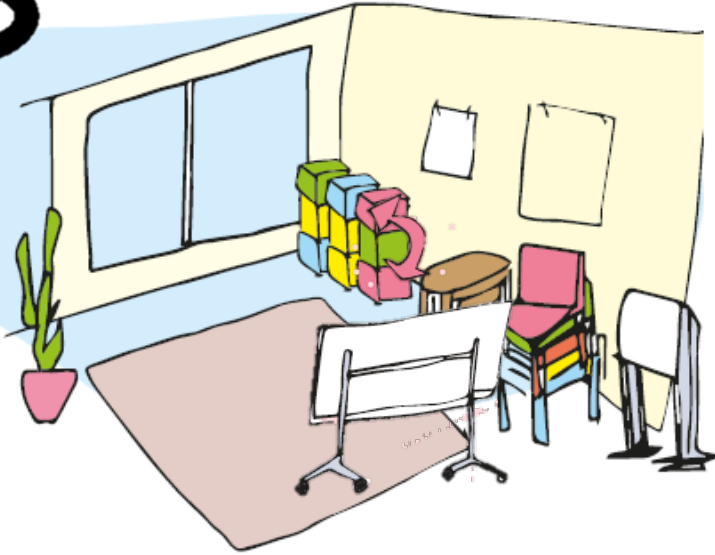


- Work in inter- or multidisziplinary teams („radical collaboration“)
- Constructive team work („build on ideas of others“)
- Distinctive questioning of the problem („change perspective“)
- Positive attitude towards uncertainty („embrace ambiguity“)
- Joint Vision (e.g. How might we...)
- Common and agreed values (e.g. brainstorming and feedback rules)
- Concrete, open and positive feedback
- Trust and respect

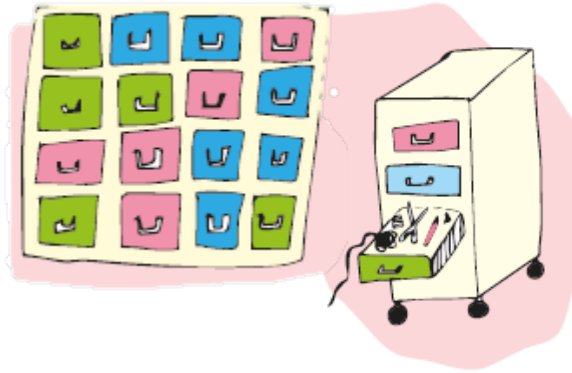
7 Holistic Problem Solving Process



8 Variable Space



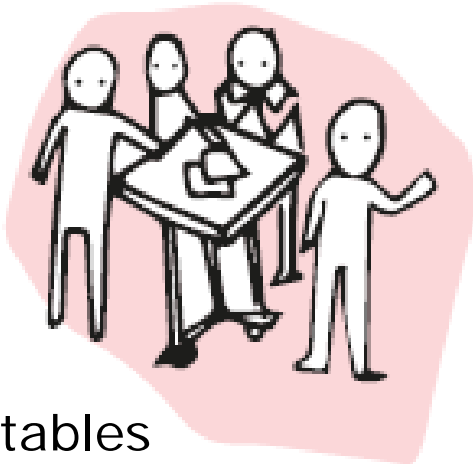
Flexible, mobile furniture



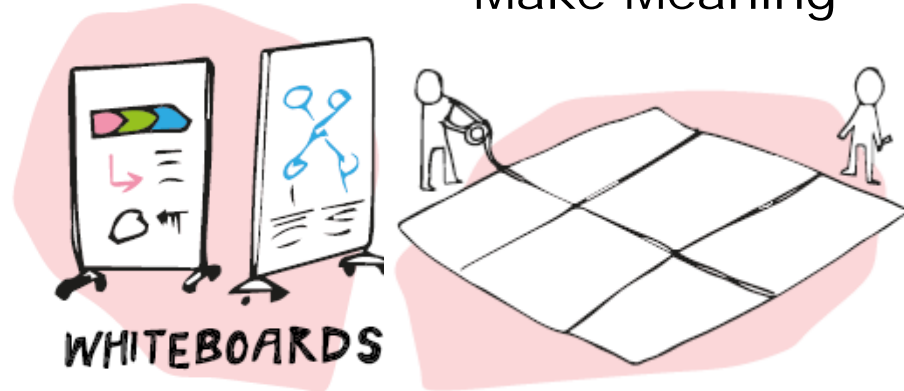
Prototyping Material



Make Meaning

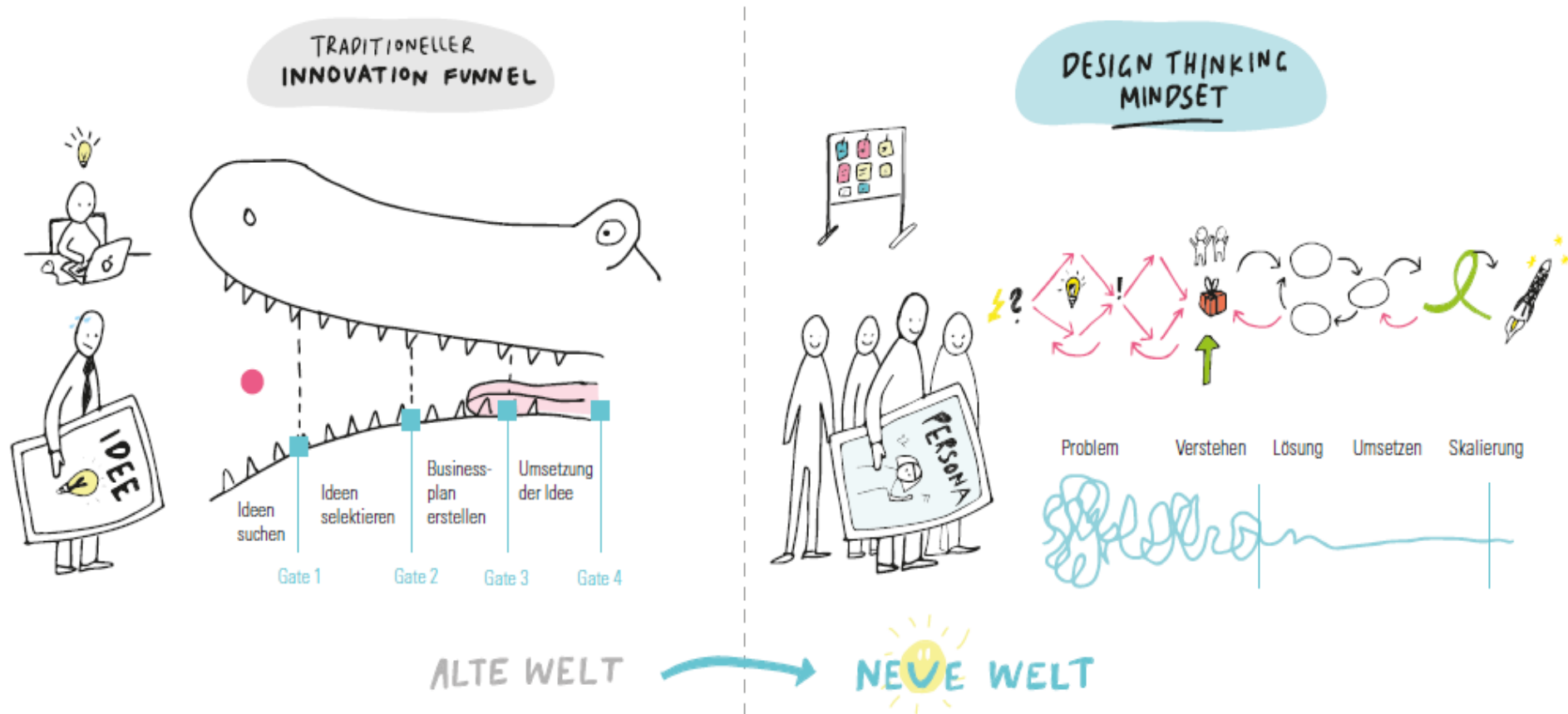


High tables



Different visualisation possibilities

Transformation of the Organization



DAS DESIGN THINKING PLAYBOOK
WWW.DT-PLAYBOOK.COM

DAS DESIGN THINKING PLAYBOOK

WWW.DT-PLAYBOOK.COM



Available in German (now) and in English (Spring 2018)

Thank you for your attention

Download-Link www.leancanvas.ch

LEAN CANVAS: Who... wants... for... because... Motivation

The canvas template is used to generate business models for start-ups. It helps you to develop a business model for your business idea. In order to start, you will have to make some assumptions. These will be validated in a later step with the help of experiments. Complete the template while making notes, a review of the start-up idea and the canvas based on your notes. First work on the template fields in the order that are on your side. In general, the problem fit is compared with the solution fit. Do not forget to set objectives for your idea. What can be expected?

Problem What is the main problem your customers really struggle with? Describe the 1-2 big problems of your customer.	Solution Describe one solution for each problem. What is your value proposition? What are the values you want to put across to your customers? Do not neglect any the solution in regard to content and requirements! Profit model: Are you making any profit? How does your customer assess your customer in the long run?	Unique advantage You must something that makes it difficult for others to copy your business. What are the values you want to put across to your customers? Do not neglect any the solution in regard to content and requirements! Profit model: Are you making any profit? How does your customer assess your customer in the long run?	Customer segments Define a list of the target and user groups for whom you are creating value? Who are your most important customers? Who are you not on this canvas, create a persona, describe it on the right side of the canvas.
Existing alternatives How have the problem been solved so far? Revenue streams Make a list of different sources of income.	Cost structure Make a list of fixed and variable costs.	Early Adopter Describe the characteristics of your ideal customer. Who you most on this canvas, create a persona, describe it on the right side of the canvas.	

EXPERIMENTS (Prototype - Test - Learn)
Some of the assumptions which are made for the Lean Canvas are more important than others. The assumptions that are essential to your success are called critical assumptions. It is important to test the critical assumptions with the help of experiments. To test an assumption, create a minimum viable product. Creating a minimum viable product allows you to test a number of ideas without investing a lot of time and money up front!

Experiment 1 Step 1: Hypothesis (to evaluate, test) Step 2: Test (to verify the test) Step 3: Measure (to document) Step 4: Criteria (to learn on the right side of the canvas, etc.)	Outcome 1 What have we learned? Step 1: Hypothesis (to evaluate, test) Step 2: Test (to verify the test) Step 3: Measure (to document) Step 4: Criteria (to learn on the right side of the canvas, etc.)	Experiment 2 Step 1: Hypothesis (to evaluate, test) Step 2: Test (to verify the test) Step 3: Measure (to document) Step 4: Criteria (to learn on the right side of the canvas, etc.)	Outcome 2 What have we learned? Step 1: Hypothesis (to evaluate, test) Step 2: Test (to verify the test) Step 3: Measure (to document) Step 4: Criteria (to learn on the right side of the canvas, etc.)
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Smart-up
 Description of persona: Age, gender, education, social environment, status, income, contact, etc.
 Job to be done: What job do you want to support and by the product/service?
 Application scenarios: How and where is the product/service used?
 Other aspects before and after using the product/service?
 Gains: How do you expect that the customer will benefit from the product/service?
 Pains: How do you expect that the customer will be affected by the product/service?
 Description of the business opportunity: To gain the market, a number of individual basic customers must be reached over a certain period of time. Any challenges for scaling.

Lucerne University of Applied Sciences and Arts
HOCHSCHULE LUZERN

Smart-up
Ideation Booklet
In 4h zur eigenen Firma!

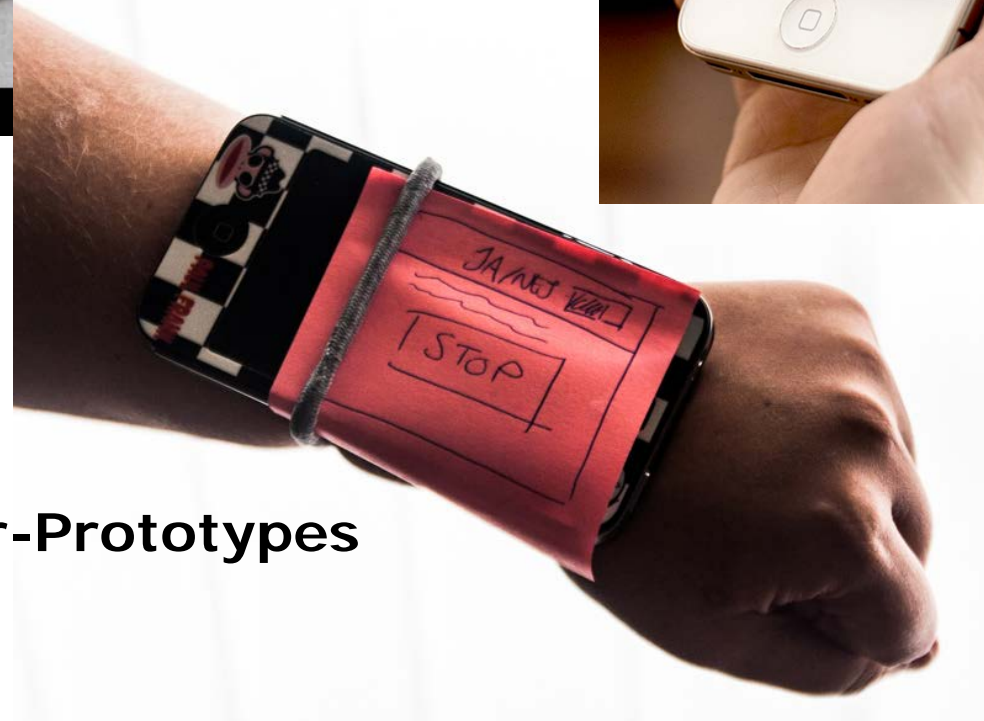
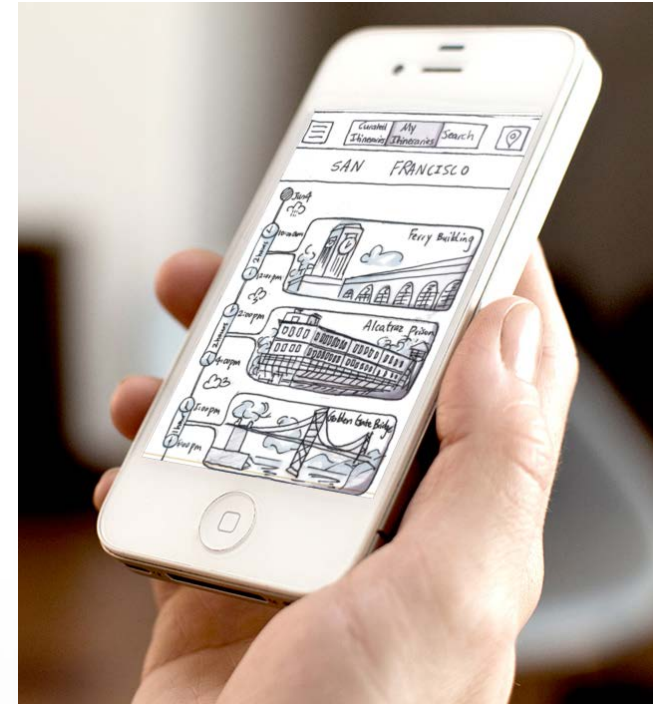
www.hslu.ch/smart-up

A0-versions including the «ideation booklet» can be ordered by mail:
patrick.link@hslu.ch or info@leancanvas.ch

3 Iterate and Learn (Prototyping) Minimize waste – maximize learning



Prototypen



Mock-up's, Paper-Prototypes and Pinocchios

Software Prototype

Paper Prototyp
(also Powerpoint possible)



Quelle: <https://www.kickstarter.com/projects/1990245787/sticky-jots?lang=de>

Explanation Video Example: Dropbox

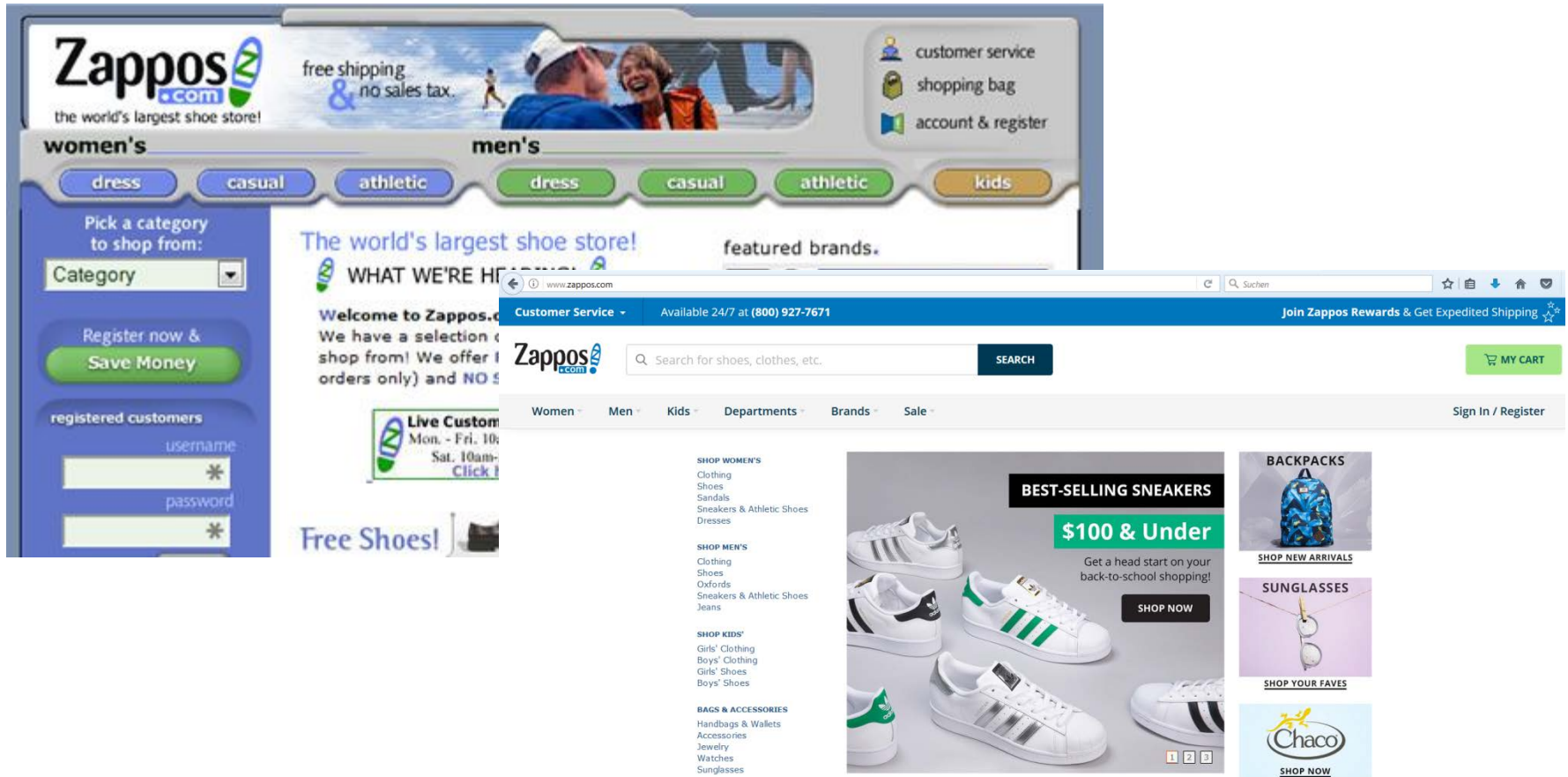


Before their launch, Dropbox had already got 5K subscribers, all based on their video.

Quelle: <http://scalemybusiness.com/the-ultimate-guide-to-minimum-viable-products/>

Wizard of Oz or Mechanical Turk

Example : Zappos



Quelle: <http://scalemybusiness.com/the-ultimate-guide-to-minimum-viable-products/> , Image Source: Archive.org.

Types of Prototypes

Art	Beschreibung	Grad der Auflösung			Geeignet für / Beispiele
		tief	mittel	hoch	
Skizze	Papier oder digital, skizziert oder gekritzelt, auf Flipchart oder kleineren Papiergrößen wie A3 oder A4 oder auch Post-it.	X			Praktisch alles
Mock-up	Zeigt den Gesamteindruck eines Systems, ohne notwendigerweise zu funktionieren.		X		Produkte, digital oder physisch
Wireframe	Früher konzeptioneller Entwurf eines Systems. Zeigt funktionale Aspekte und die Anordnung von Elementen auf.	X			Webseiten
Diagramm	Dient zum Aufzeigen von Zuordnungen. Damit kann geprüft werden, wie Ideen miteinander verknüpft sind und wie sich das Erlebnis über die Zeit verändert.	X	X		Räume, Prozesse, Strukturen
Papier	Bau oder Anreicherung von Objekten und Produkten mit Papier oder Karton.	X			Produkte, digital oder physisch. Möbel, Accessoires
Storytelling und Storywriting	Kommunizieren oder Präsentieren von Abfolgen und Geschichten.	X	X	X	Erlebnisse
Storyboards	Die end-to-end Customer Journey einer Serie von Bildern oder Skizzen aufzeigen. Kann auch als Grundlage für ein Video, für Storytelling oder als witzige Art ähnlich einem Comic verwendet werden.	X	X		Erlebnisse
Video	Aufnahme und Darstellung auch von komplexen Szenarien.	X	X		Erlebnisse
Open Hardware Plattformen	Analoge und digitale Schnittstellen für die Kombination mit Motoren und Sensoren.		X	X	Elektromechanische Systeme
Foto	Fotomontage für die simulierte Darstellung einer Situation unter Einsatz von Bildbearbeitungs-Software.	X			Produkte, digital oder physisch. Erlebnisse
Physisches Modell	Zeigt eine zweidimensionale Idee in drei Dimensionen auf. Kann in Form eines 3D-Drucks erfolgen, aber auch anhand anderer Materialien wie beispielsweise Lego erbaut werden.	X			Produkte, Räume und Umgebungen

Art	Beschreibung	Grad der Auflösung			Geeignet für / Beispiele
		tief	mittel	hoch	
Service Blueprinting	Strukturierte Beschreibung von Services für die umfassende Erlebnisgestaltung in der end-to-end Customer Journey.	X	X	X	Produkte, digitale und physische Services
Geschäftsmodell	Systematische Darstellung von geschäftlichen Zusammenhängen und Beziehungen, beispielsweise mit dem Business Model Canvas oder Lean Canvas.	X	X	X	Geschäftsmodelle
Rollenspiel	Emotionales Erlebnis des Kunden mit einem Produkt oder Service, gespielt durch Projektteammitglieder.	X	X		Erlebnisse
Bodystorming	Nachbilden von spezifischen Situationen unter körperlichem Einsatz der Projektteammitglieder.	X			Physische Erlebnisse
Pinocchio	Rudimentäre, nicht funktionierende Version eines Produkts.	X			<i>Palm Pilot (Personal Digital Assistant)</i>
Minimum Viable Product (MVP)	Lauffähige Version eines Systems oder einer Version, nur mit der allernotwendigsten Funktion versehen.	X	X	X	Digitale Produkte, Software
Fake door	Kreierter, getäuschter Zugang für ein Produkt, welches noch gar nicht existiert.	X	X		<i>Zynga, Dollar Shave Club</i>
Pretend to own	So tun, als würde man es (Raum, Produkt, Angebot etc.) besitzen; effektiv aber bezieht man es anderswoher, mietet oder leiht es, bevor gross investiert wird.	X	X	X	<i>Zappos, Tesla</i>
Re-label	Ein anderes Produkt mit einer eigenen Marke und Verpackung versehen.	X			Produkte, Services
Wizard of Oz (auch „Mechanical Turk“ genannt)	Benutzer interagieren mit der Schnittstelle einer Anwendung, die gar nicht existiert. Die Reaktionen des Systems werden durch handelnde Personen simuliert.	X	X		<i>IBM's speech to text Experiment</i>

Grad der Auflösung:

- tief = in einer frühen Phase
- mittel = erste Lösungsansätze
- hoch = eher finale Lösungen

