

"PROBLEM TO GROWTH & SCALE FRAMEWORK"

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

Prof. Dr. Patrick Link

Lucerne University of Applied Sciences & Arts
School of Engineering and Architecture
Technikumstrasse 21

CH 6048 Horw

patrick.link@hslu.ch

+41 79 571 34 89





"PROBLEM TO GROWTH & SCALE FRAMEWORK"

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

1 DESIGN THINKING

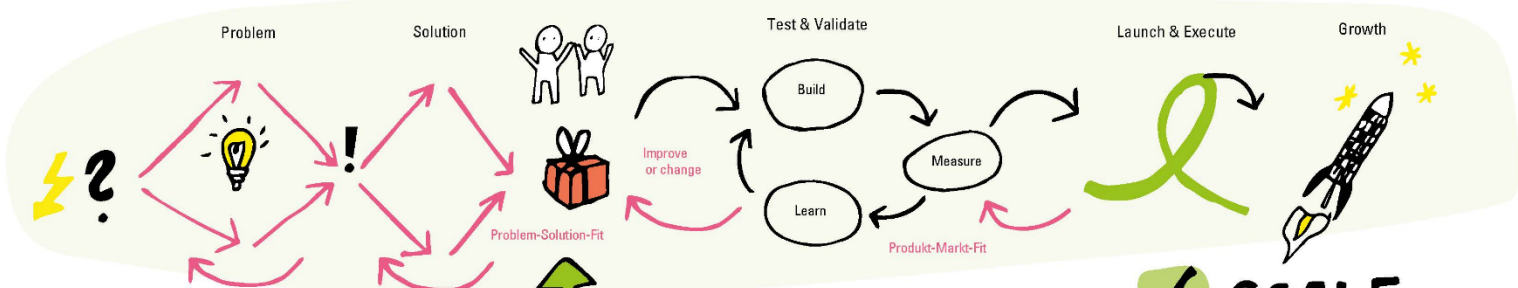
- Bestimme deine potenziellen Nutzer, Kunden und Stakeholder
- Erkenne mit Design Thinking die wahren Kundenbedürfnisse
- Finde gleichsam elegante, wie einfache Lösungen
- Nutze Systems Thinking und Data Analytics

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
- Überprüfe das Mindset und die Fähigkeiten in deiner Organisation und folge nicht einfach einem Blueprint
- Bring die gesamte Organisation einen Schritt nach vorne und geh neue Wege



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

The «Lean Canvas» is a tool to develop business models for start-ups. It helps you to describe important aspects of your business idea. In order to start, you will have to make some assumptions. These will be validated in a further step with the help of experiments.

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.

First work on the numbered fields in the order that suits you best. In general, the problem (1) is compared with the solution (4) first.

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

Problem What are the main problems your business model should solve? Describe the 1-3 top problems of your customer.	Solution Describe one solution for each problem.	UVP (unique value proposition) What are the values you want to put across to your customers? We are looking for a simple, clear message that explains why the solution is original and significant. - Profit maker - Problem solver - How does your solution support your customer in their job to be done?	Unfair advantage You need something that makes it difficult for others to copy your solution.	Customer segments Make a list of the target and user groups. For whom are we creating value? Who are your most important customers? While you work on this panel, create a persona. Describe it on the right hand side.
	Key figures What measurable figures can verify, whether the solution is working or not?	Channels Which channels can you use to reach your customer segments?	High-Level concept X for Y analogy is there a simple analogy you can use? (e.g. YouTube = Flickr for video)	Early Adopter Describe the characteristics of your ideal customer. While you work on this panel, create a persona. Describe it on the right hand side.
Existing alternatives How have the problems been solved so far?				
Cost structure Make a list of the fixed and variable costs.		Revenue streams Make a list of your source of income.		

Create a detailed customer profile for the early adopters (early customers, who embrace your new product/service before others) and for other user groups (that will buy the product/service after the early adopters)

Name Description of persona Age, gender, residency, social environment, sinus milieu, mindset, etc.	
Job to be done What task fulfillment is supported by the product/service?	Pains What is it that the customers don't like about the current products/services?
Application scenarios How and where is the product/service used? What happens before and after using the product/service?	Gains What is it that the customers like about the current products/services?
Name Description of persona Age, gender, residency, social environment, sinus milieu, mindset, etc.	
Job to be done What task fulfillment is supported by the product/service?	Pains What is it that the customers don't like about the current products/services?
Application scenarios How and where is the product/service used? What happens before and after using the product/service?	Gains What is it that the customers like about the current products/services?

EXPERIMENTS (Prototype – Test – Learn)

Some of the assumptions which you made for the Lean Canvas are more important than others. The assumptions that are essential to your success are called critical assumptions. Now it is important to verify the critical assumptions with the help of experiments. Try to test one assumption at a time and build a prototype. Creating quick and dirty prototypes allows you to test a number of ideas without investing a lot of time and money up front.

Experiment 1 Step 1: Hypothesis We believe, that... Step 2: Test To verify this, we will... Step 3: Measure And measure... Step 4: Criteria We are on the right track, if...	Outcomes 1 What have we learned? <hr/> Documentation of the test (photos, etc)	Experiment 2 Step 1: Hypothesis We believe, that... Step 2: Test To verify this, we will... Step 3: Measure And measure... Step 4: Criteria We are on the right track, if...	Outcomes 1 What have we learned? <hr/> Documentation of the test (photos, etc)	Experiment 3 Step 1: Hypothesis We believe, that... Step 2: Test To verify this, we will... Step 3: Measure And measure... Step 4: Criteria We are on the right track, if...	Outcomes 1 What have we learned? <hr/> Documentation of the test (photos, etc)
---	---	---	---	---	---

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 präzise, klare Absicht, die erklärt warum die Lösung anders und beachtenswerter ist.	Unfairer Vorteil Erwas, das es den anderen schwer macht, die Lösung zu kopieren.	Kundensegmente Lasse die Ziel- und Nutzergruppen auf. Für wen schaffen wir Wert? Wer sind deine wichtigsten Kunden? Nenne dazu die Persona (siehe Kapitel 1.1).
Bestehende Alternativen Wie wurden diese Probleme vorher gelöst?	Kennzahlen Welche messbaren Zahlen zeigen, ob die Lösung funktioniert?	Kurzkonzept X für Y-Ansatz Gibt es eine ähnliche Analogie? (z.B. YouTube = Flickr für Video)	Kanäle Über welche Kanäle werden unsere Kundensegmente erreicht werden?	Early Adopter Beschreibe die Eigenschaften der idealen Kunden. Nenne dazu die Persona (siehe Kapitel 1.1).
Kostenstruktur Liste die Besten und variablen Kosten auf.	10		Einnahmequellen Liste die Erlösquellen auf.	9
1	4	3	7	2
5	8	11	6	2



Download-Link www.leancanvas.ch

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

The Lean Canvas is a tool to provide a focus for start-ups. It helps you to describe your business model in a clear and concise way. It is based on the Business Model Canvas, but it is adapted to the needs of start-ups. It is a tool to help you to describe your business model in a clear and concise way. It is based on the Business Model Canvas, but it is adapted to the needs of start-ups.

Complete the template while making notes, a teacher will start working on that later. Consider how to fit your idea into the canvas based on your ideas. First work on the canvas and then in the order that all the boxes in general, the problem fit is compared with the solution fit. Do not forget to be explicit in your ideas, but do not be explicit.

Problem What is the main problem your customers are trying to solve? Describe the 1-2 big problems of your customer.	Solution Describe one solution for each problem. What is your solution? How does your solution address your customer's problem? How do you plan to launch your solution in the market? How do you plan to reach your customer in the market? How do you plan to reach your customer in the market?	Unfair Advantage What is something that makes it difficult for others to copy your business? What is your unfair advantage? How does your unfair advantage address your customer's problem? How do you plan to reach your customer in the market? How do you plan to reach your customer in the market?	Customer Segments Who are the target and user groups for your solution? How do you plan to reach your customer in the market? How do you plan to reach your customer in the market?	Channels How do you plan to reach your customer in the market? How do you plan to reach your customer in the market?	Revenue Streams How do you plan to reach your customer in the market? How do you plan to reach your customer in the market?

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 one assumption, create a minimum viable product (MVP) and test it with a small number of users. Record everything that you learn and use it to improve your business model.

Experiment 1 Step 1: Hypothesis (or Expectation) Step 2: Test (to verify the test) Step 3: Measure (to see how well it works) Step 4: Criteria (to see when you can stop testing)	Outcome 1 What have we learned? Documentation of the test (photos, etc.)	Experiment 2 Step 1: Hypothesis (or Expectation) Step 2: Test (to verify the test) Step 3: Measure (to see how well it works) Step 4: Criteria (to see when you can stop testing)	Outcome 2 What have we learned? Documentation of the test (photos, etc.)	Experiment 3 Step 1: Hypothesis (or Expectation) Step 2: Test (to verify the test) Step 3: Measure (to see how well it works) Step 4: Criteria (to see when you can stop testing)	Outcome 3 What have we learned? Documentation of the test (photos, etc.)
--	---	--	---	--	---

Smart-up

Describe a selected customer profile for the next customer (early customer) and interview your customer before starting your business. Create a persona for the customer and use it to describe your business model. Use the persona to describe your business model. Use the persona to describe your business model. Use the persona to describe your business model.

Name What is the name of your customer? What is the name of your customer? What is the name of your customer?	Job to be done What job is your customer trying to get done? What job is your customer trying to get done? What job is your customer trying to get done?	Application scenarios How do you plan to reach your customer in the market? How do you plan to reach your customer in the market?	Barriers What are the barriers to your customer's success? What are the barriers to your customer's success? What are the barriers to your customer's success?
---	--	--	--

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

"PROBLEM TO GROWTH & SCALE FRAMEWORK"

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

Prof. Dr. Patrick Link

Lucerne University of Applied Sciences & Arts
School of Engineering and Architecture
Technikumstrasse 21

CH 6048 Horw

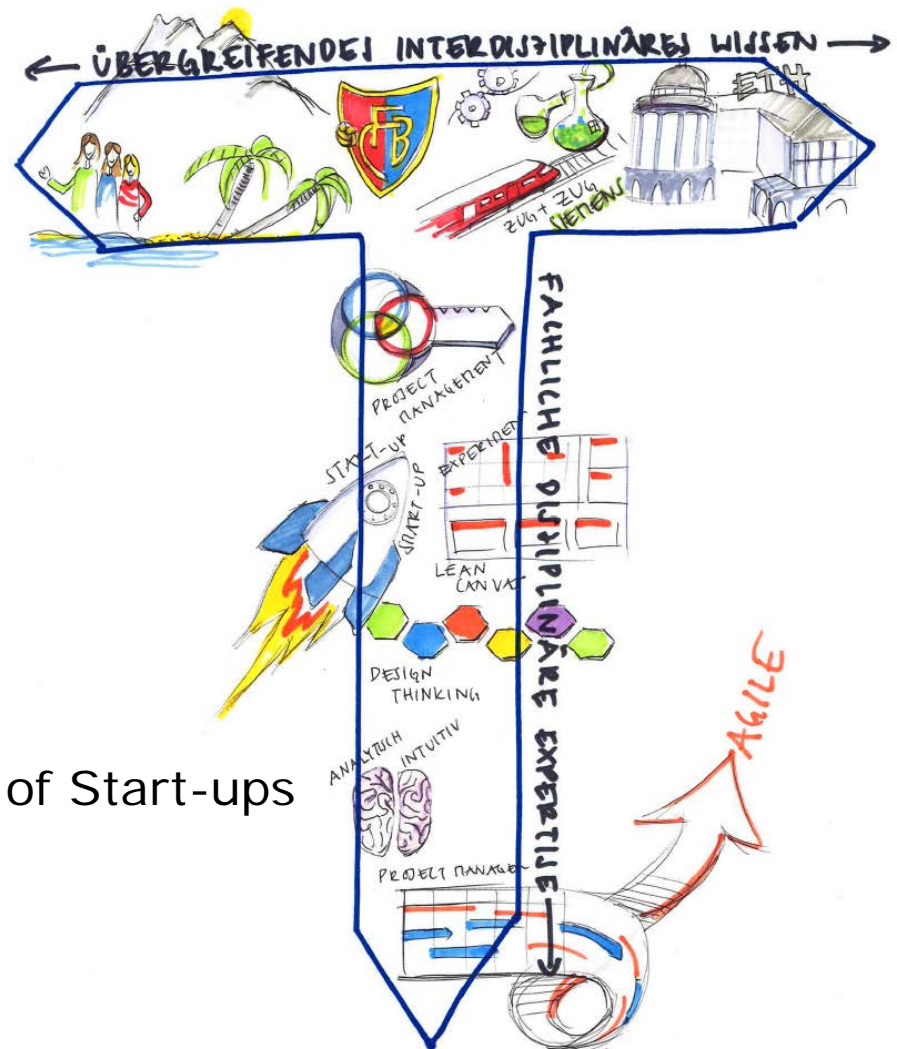
patrick.link@hslu.ch

+41 79 571 34 89



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

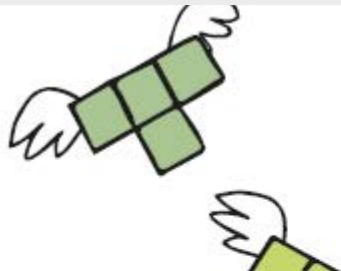


DAS DESIGN THINKING PLAYBOOK

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

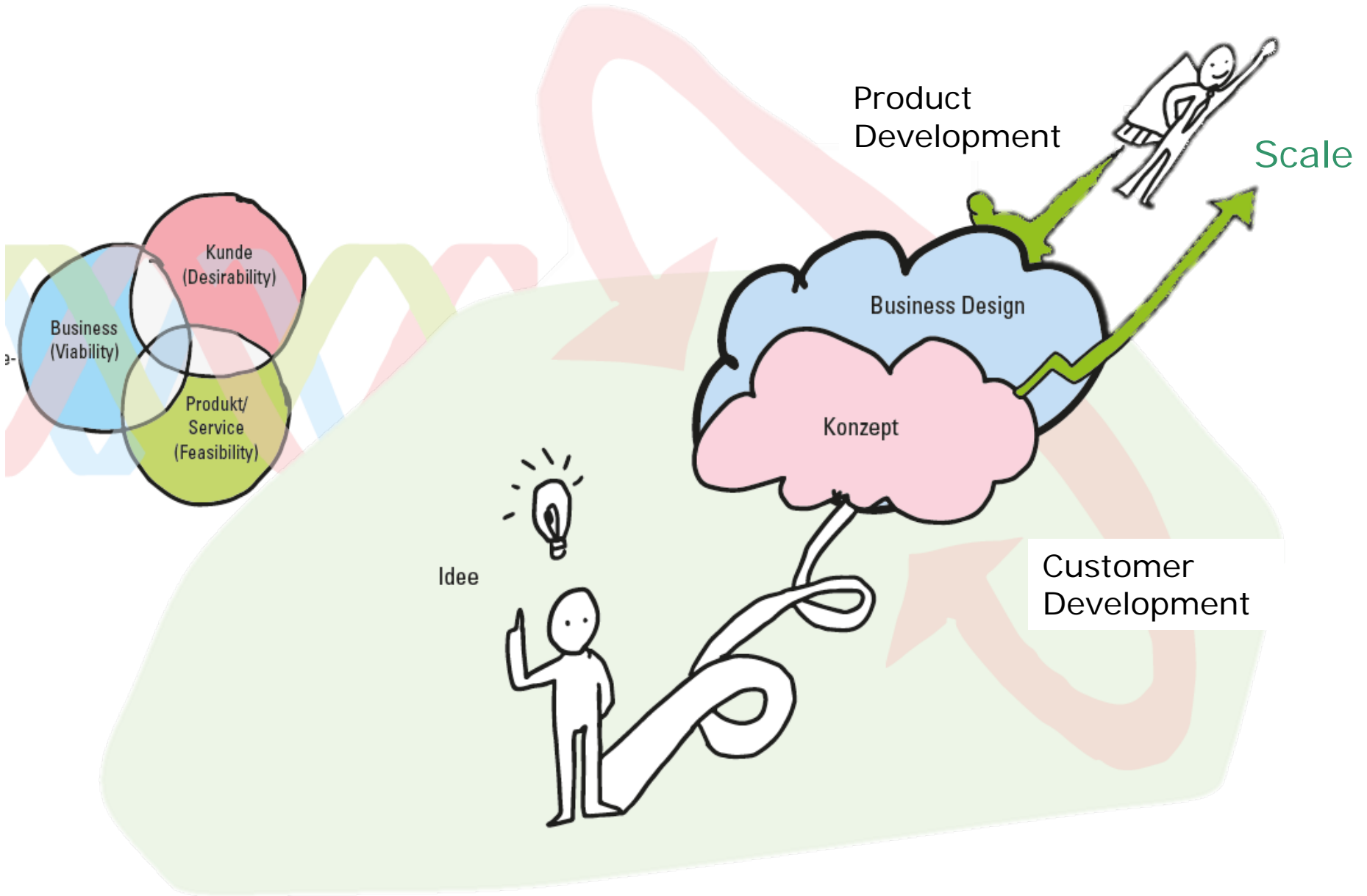
- 2.1. Wie gestalten wir kreative Räume und Umgebungen?
- 2.2. Welchen Mehrwert bieten uns interdisziplinäre Teams?
- 2.3. Wie visualisieren wir Ideen und Geschichten?
- 2.4. Was macht eine gute Geschichte aus?
- 2.5. Was heisst es Veränderung als Facilitator einzuleiten?
- 2.6. Wie bereite ich die Organisation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

3. ZUKÜNFTIGE ERFOLGSFAKTOREN IM DESIGN THINKING

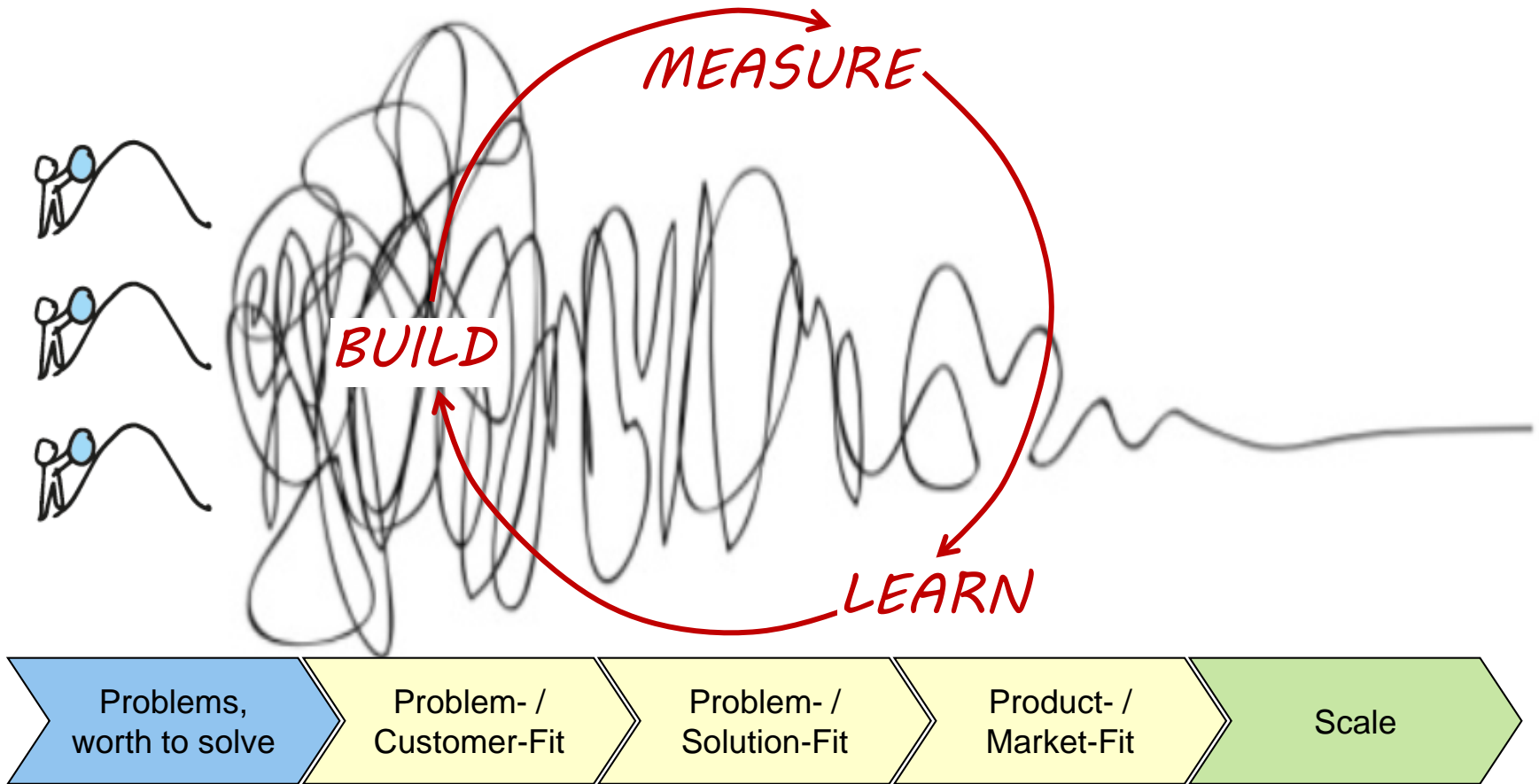
3.2 WIE BAVEN WIR LEAN EIN GESCHÄFTSMODELL AUF?

- 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?

"PROBLEM TO GROWTH & SCALE FRAMEWORK"

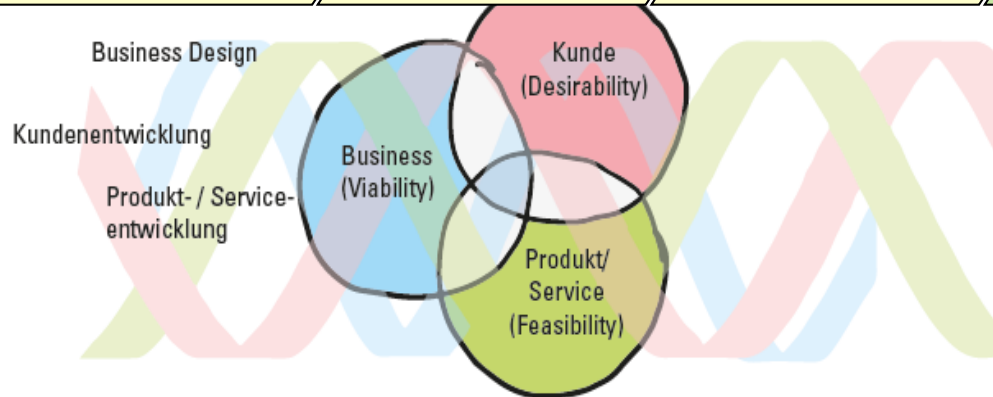
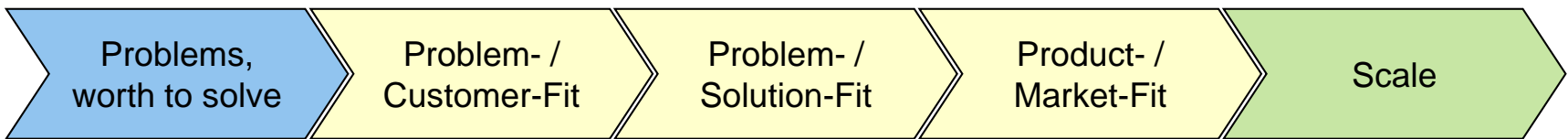
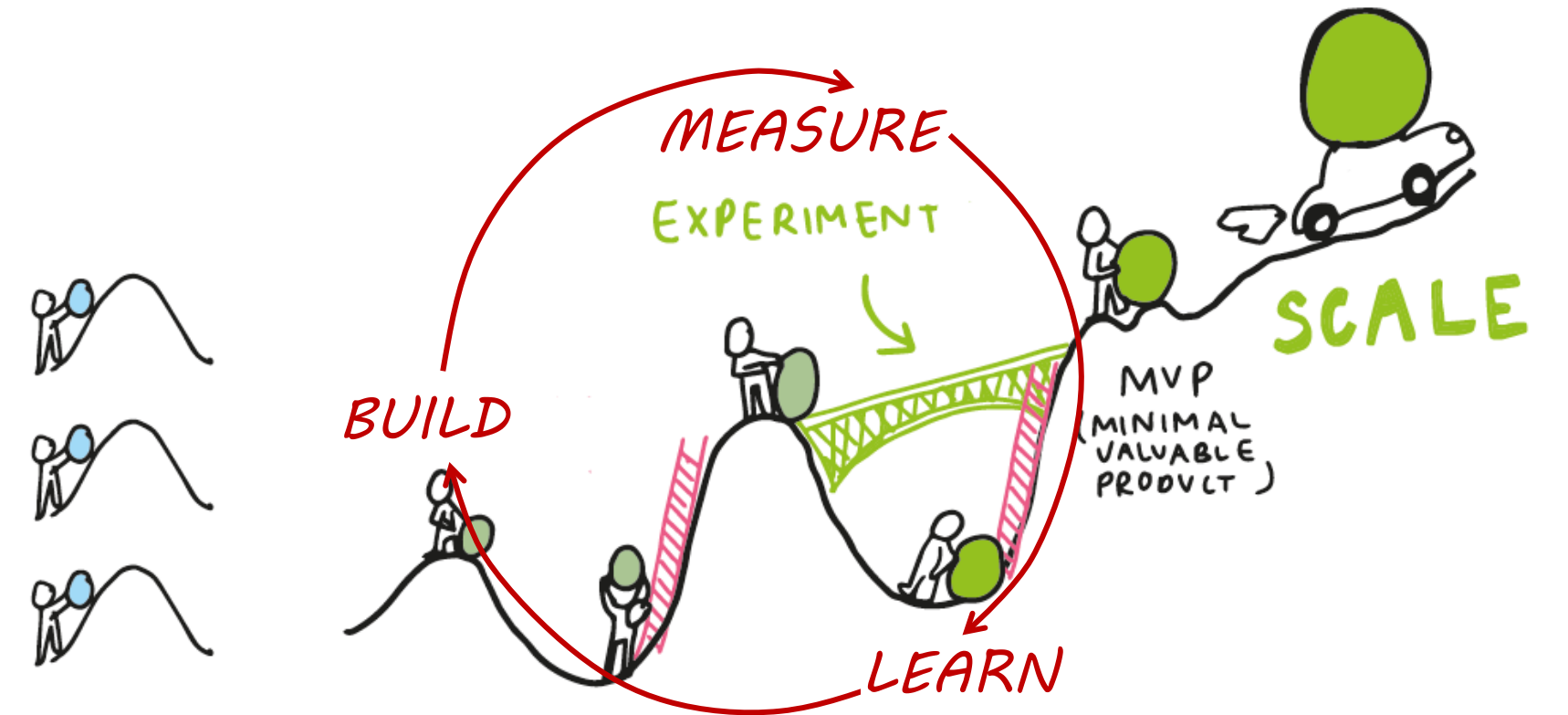


"PROBLEM TO GROWTH & SCALE FRAMEWORK"

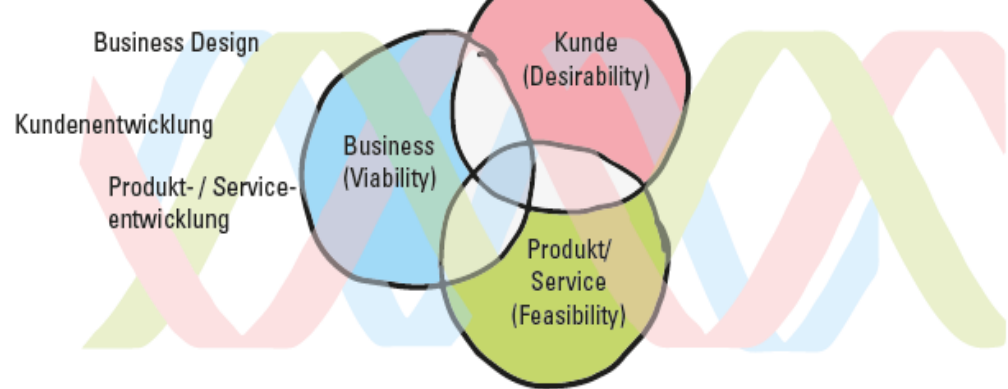
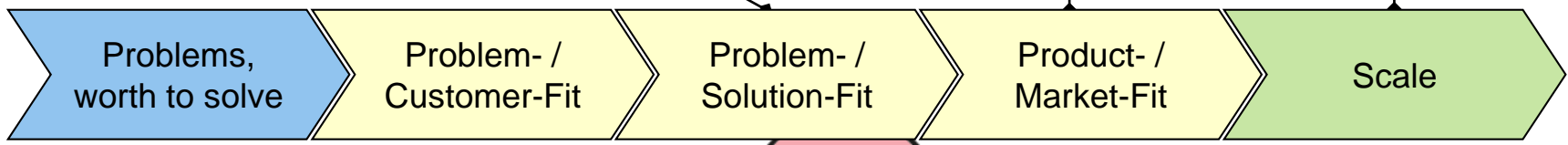
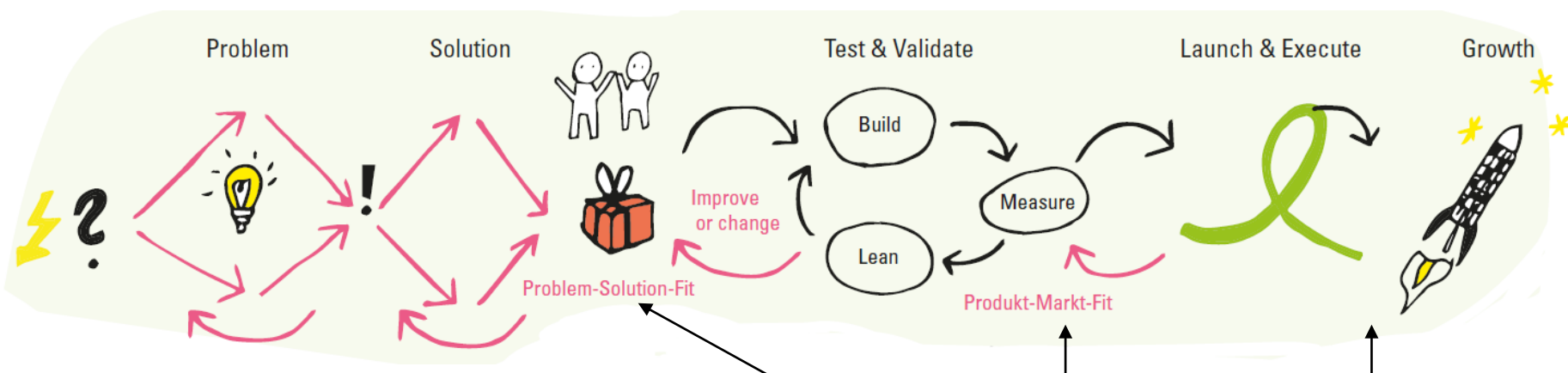


Search for a functioning, scalable business model

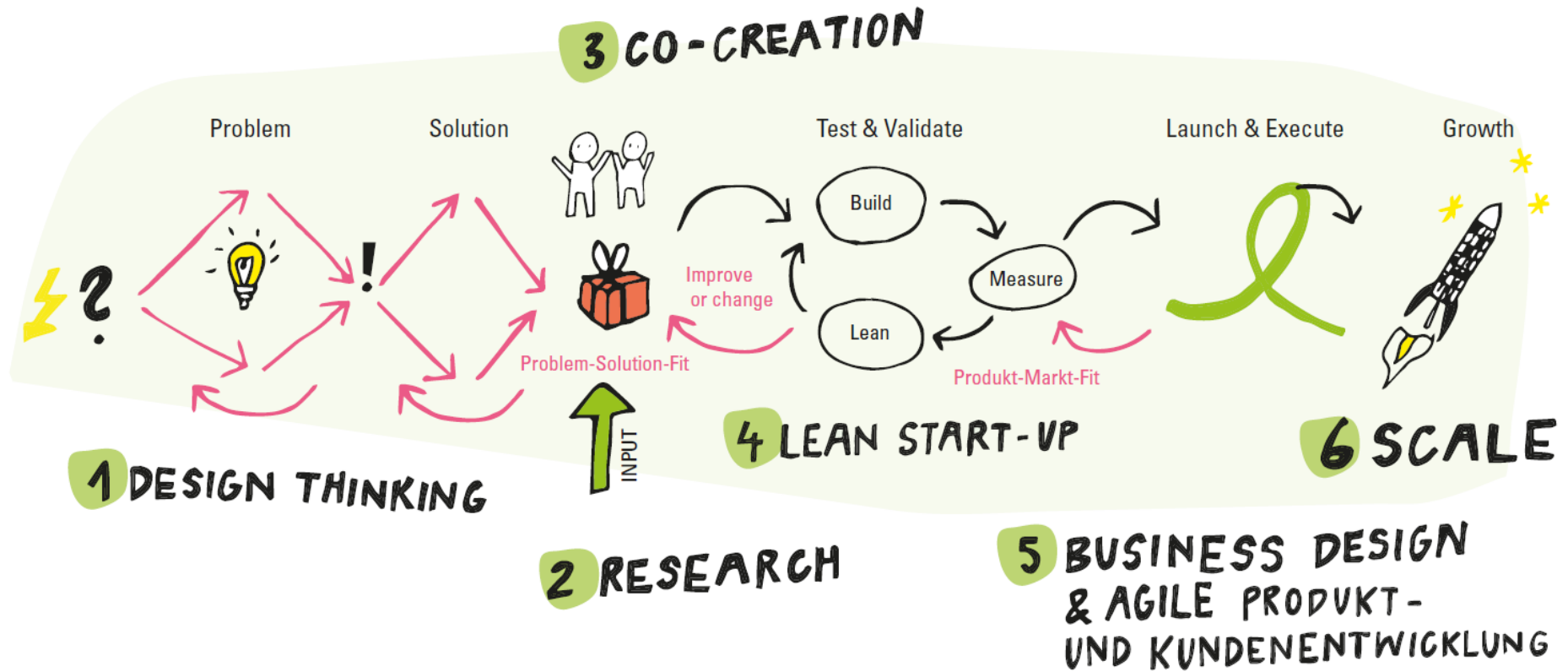
"PROBLEM TO GROWTH & SCALE FRAMEWORK"



"PROBLEM TO GROWTH & SCALE FRAMEWORK"



"PROBLEM TO GROWTH & SCALE FRAMEWORK"





"PROBLEM TO GROWTH & SCALE FRAMEWORK"

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

1 DESIGN THINKING

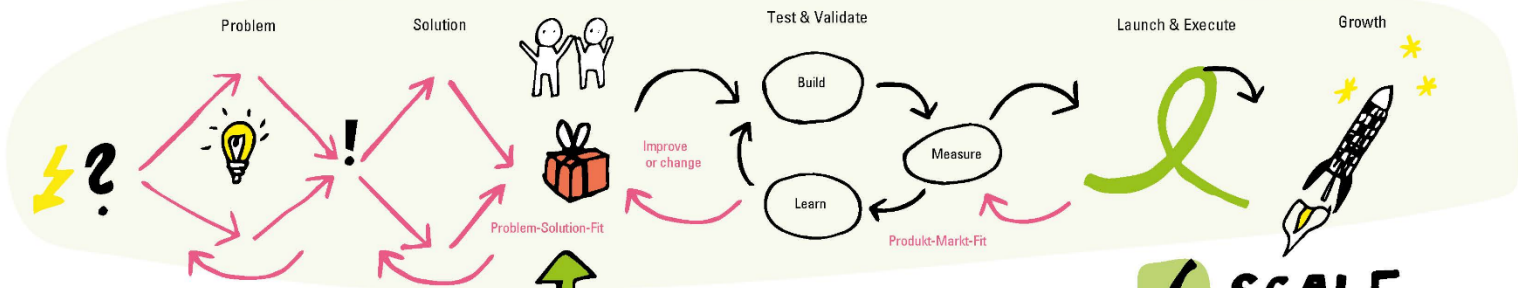
- Bestimme deine potenziellen Nutzer, Kunden und Stakeholder
- Erkenne mit Design Thinking die wahren Kundenbedürfnisse
- Finde gleichsam elegante, wie einfache Lösungen
- Nutze Systems Thinking und Data Analytics

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
- Überprüfe das Mindset und die Fähigkeiten in deiner Organisation und folge nicht einfach einem Blueprint
- Bring die gesamte Organisation einen Schritt nach vorne und geh neue Wege



DAS DESIGN THINKING PLAYBOOK
 WWW.DT-PLAYBOOK.COM

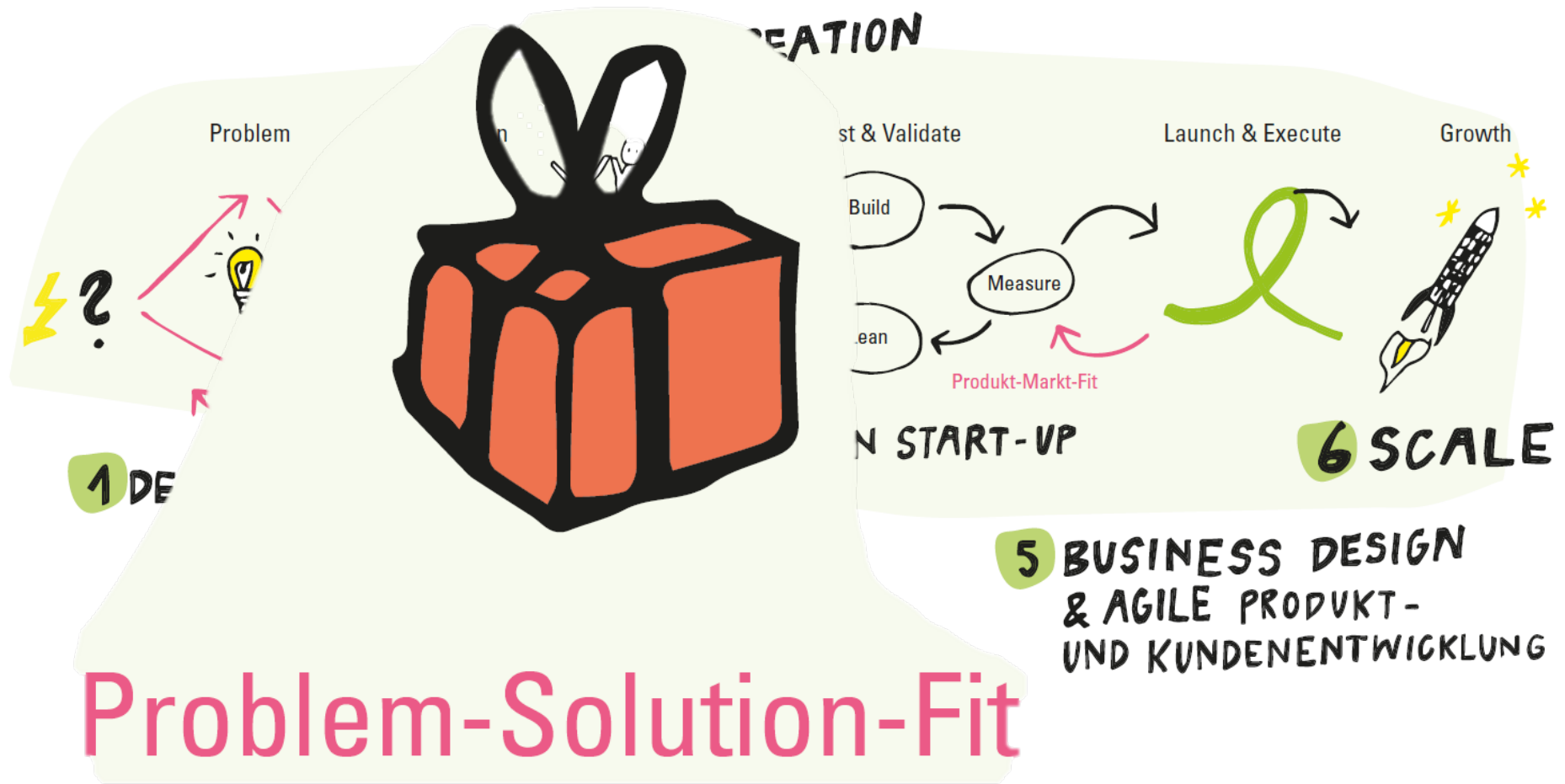


Das Design Thinking Playbook
 Michael Lewrick, Patrick Link, Larry Leifer
 304 Seiten, kartoniert.
 ISBN Deutschland: 978-3-8006-5384-3

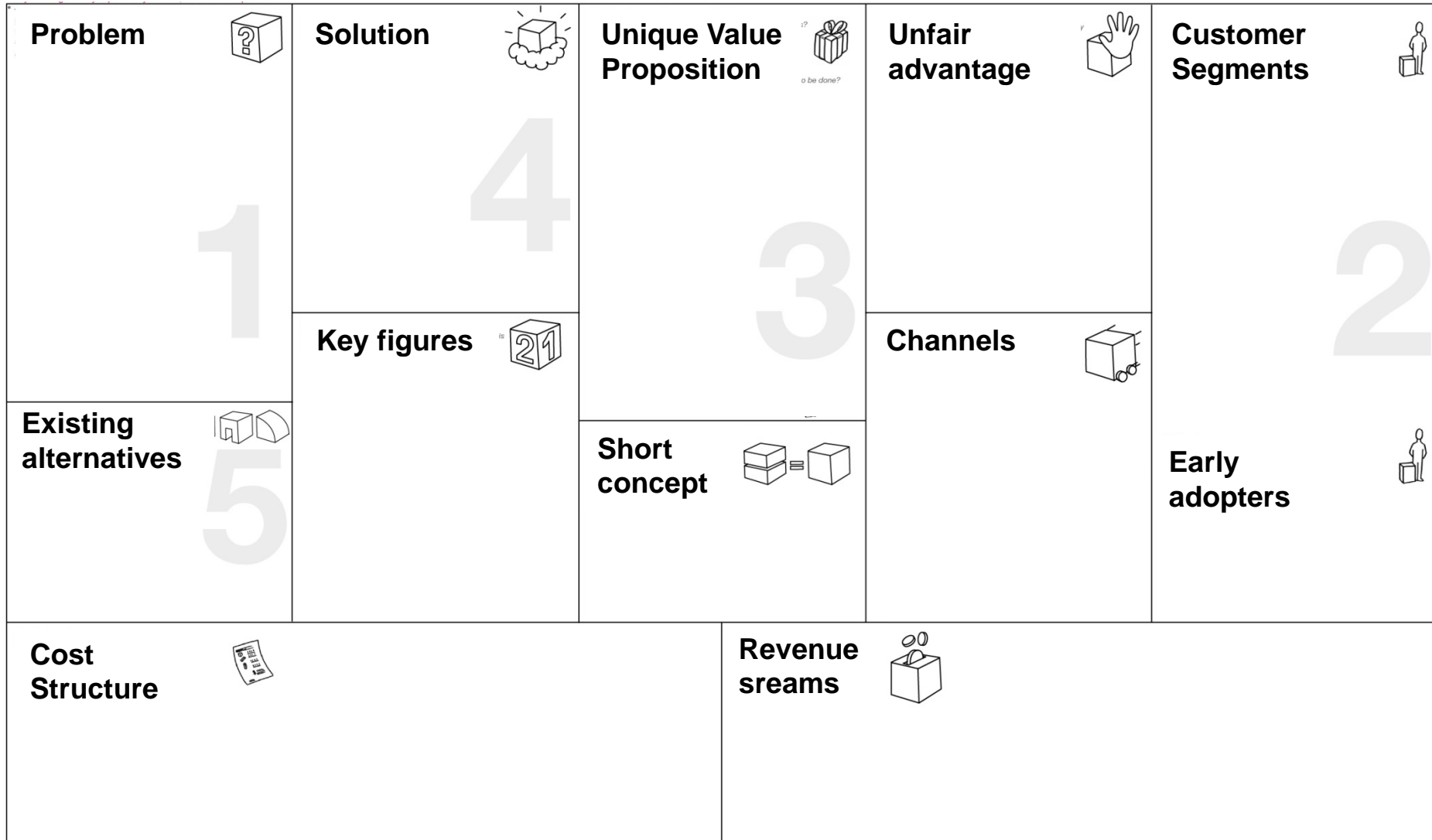


Deutsche Version: jetzt erhältlich bei Amazon!
 English Version: coming soon!

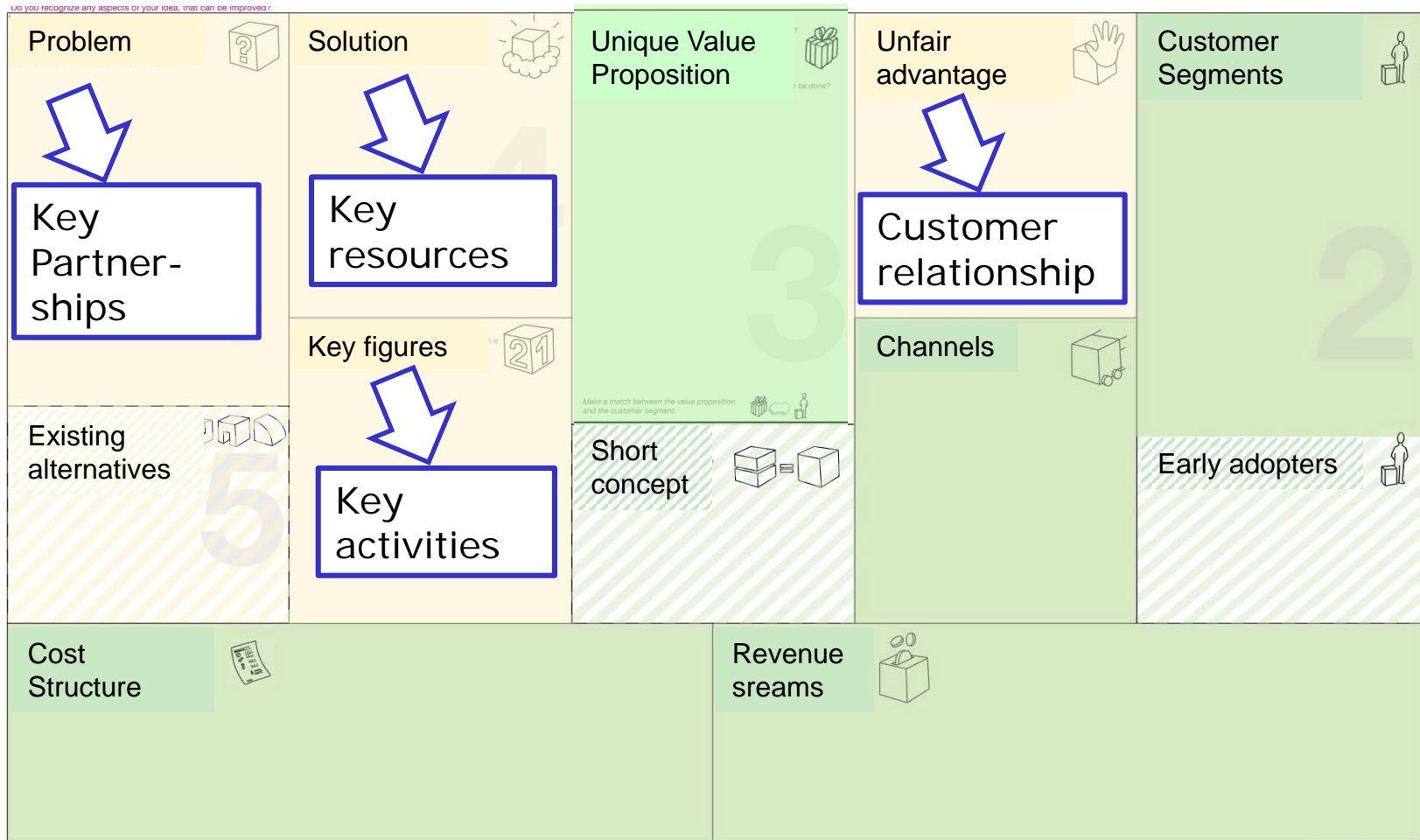
"PROBLEM TO GROWTH & SCALE FRAMEWORK"



Lean Canvas (by Ash Maurya)



Differences Lean Canvas and Businessmodell-Canvas



LEAN CANVAS: Whowants Whatforbecause..... Motivation

The «Lean Canvas» is a tool to develop business models for start-ups. It helps you to describe important aspects of your business idea. In order to start, you will have to make some assumptions. These will be validated in a further step with the help of experiments.

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.

First work on the numbered fields in the order that suits you best. In general, the problem (1) is compared with the solution (4) first.

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

1 Problem What are the main problems your business model should solve? Describe the 1-3 top problems of your customer.	4 Solution Describe one solution for each problem.	3 UVP (unique value proposition) What are the values you want to put across to your customers? We are looking for a simple, clear message that explains why the solution is original and significant. - Profit maker - Problem solver - How does your solution support your customer in their job to be done?	2 Unfair advantage You need something that makes it difficult for others to copy your solution.	Customer segments Make a list of the target and user groups. For whom are we creating value? Who are your most important customers? While you work on this panel, create a persona. Describe it on the right hand side.
5 Existing alternatives How have the problems been solved so far?	High-Level concept X for Y analogy is there a simple analogy you can use? (e.g. YouTube = Flickr for video)	Early Adopter Describe the characteristics of your ideal customer. While you work on this panel, create a persona. Describe it on the right hand side.	Cost structure Make a list of the fixed and variable costs.	
			Revenue streams Make a list of your source of income.	

Create a detailed customer profile for the early adopters (early customers, who embrace your new product/service before others) and for other user groups (that will buy the product/service after the early adopters)

Name Description of persona Age, gender, residency, social environment, sinus milieu, mindset, etc.	
Job to be done What task fulfillment is supported by the product/service?	Pains What is it that the customers don't like about the current products/services?
Application scenarios How and where is the product/service used? What happens before and after using the product/service?	Gains What is it that the customers like about the current products/services?
Name Description of persona Age, gender, residency, social environment, sinus milieu, mindset, etc.	
Job to be done What task fulfillment is supported by the product/service?	Pains What is it that the customers don't like about the current products/services?
Application scenarios How and where is the product/service used? What happens before and after using the product/service?	Gains What is it that the customers like about the current products/services?

EXPERIMENTS (Prototype – Test – Learn)

Some of the assumptions which you made for the Lean Canvas are more important than others. The assumptions that are essential to your success are called critical assumptions. Now it is important to verify the critical assumptions with the help of experiments. Try to test one assumption at a time and build a prototype. Creating quick and dirty prototypes allows you to test a number of ideas without investing a lot of time and money up front.

Source: Ash Maurya, Running Lean 2011

Source: following A. Osterwalder, Value Proposition Design 2014

Experiment 1 Step 1: Hypothesis We believe, that... Step 2: Test To verify this, we will... Step 3: Measure And measure... Step 4: Criteria We are on the right track, if...	Outcomes 1 What have we learned? <hr/> Documentation of the test (photos, etc)	Experiment 2 Step 1: Hypothesis We believe, that... Step 2: Test To verify this, we will... Step 3: Measure And measure... Step 4: Criteria We are on the right track, if...	Outcomes 1 What have we learned? <hr/> Documentation of the test (photos, etc)	Experiment 3 Step 1: Hypothesis We believe, that... Step 2: Test To verify this, we will... Step 3: Measure And measure... Step 4: Criteria We are on the right track, if...	Outcomes 1 What have we learned? <hr/> Documentation of the test (photos, etc)
---	---	---	---	---	---

Source: following A. Osterwalder, Value Proposition Design 2014

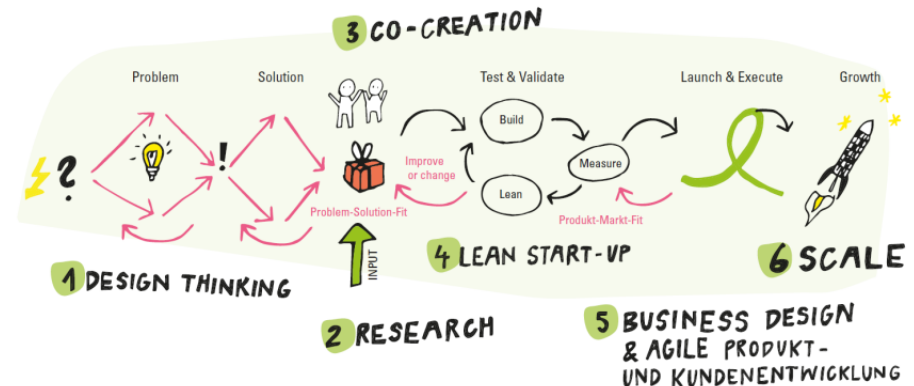
Description of the business opportunity Target market Number of potential users/customers (market size) Scalability; growth Key challenges for scaling

Prof. Dr. Patrick Link
www.hs-niederrhein.de

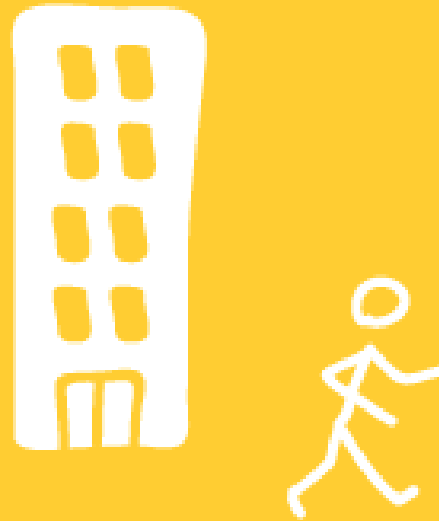
Success factors

- 1 Customer and user orientation
- 2 Document your business model
- 3 Iterate and learn (Prototyping)
- 4 Test risks systematically
- 5 Right 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 Wertversprechen wird den Kunden? Formuliere eine präzise, klare Absicht, die erklärt, warum die Lösung anders und beachtenswerter ist.	Unfairer Vorteil Erwek, das es den anderen schwer macht, die Lösung zu kopieren.	Kundensegmente Lebe die Ziel- und Nutzergruppen auf. Für wen schaffen wir Wert? Wer sind deine wichtigsten Kunden? Nenne dazu die Persona (siehe Kapitel 1.1).	
Bestehende Alternativen Wie wurden diese Probleme bisher gelöst?	Kennzahlen Welche messbaren Zahlen zeigen, ob die Lösung funktioniert?	Kurzkonzept X für Y-Ansatz Gibt es eine ähnliche Analogie? (z.B. YouTube = Flickr für Video)	Kanäle Über welche Kanäle werden unsere Kundensegmente erreicht werden?	Early Adopter Beschreibe die Eigenschaften der idealen Kunden. Nenne dazu die Persona (siehe Kapitel 1.1).	
Kostenstruktur Liste die Besten und variablen Kosten auf.	10		Einnahmequellen Liste die Erlösquellen auf.	9	
1		4		7	
5		8		6	
3		11		2	



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

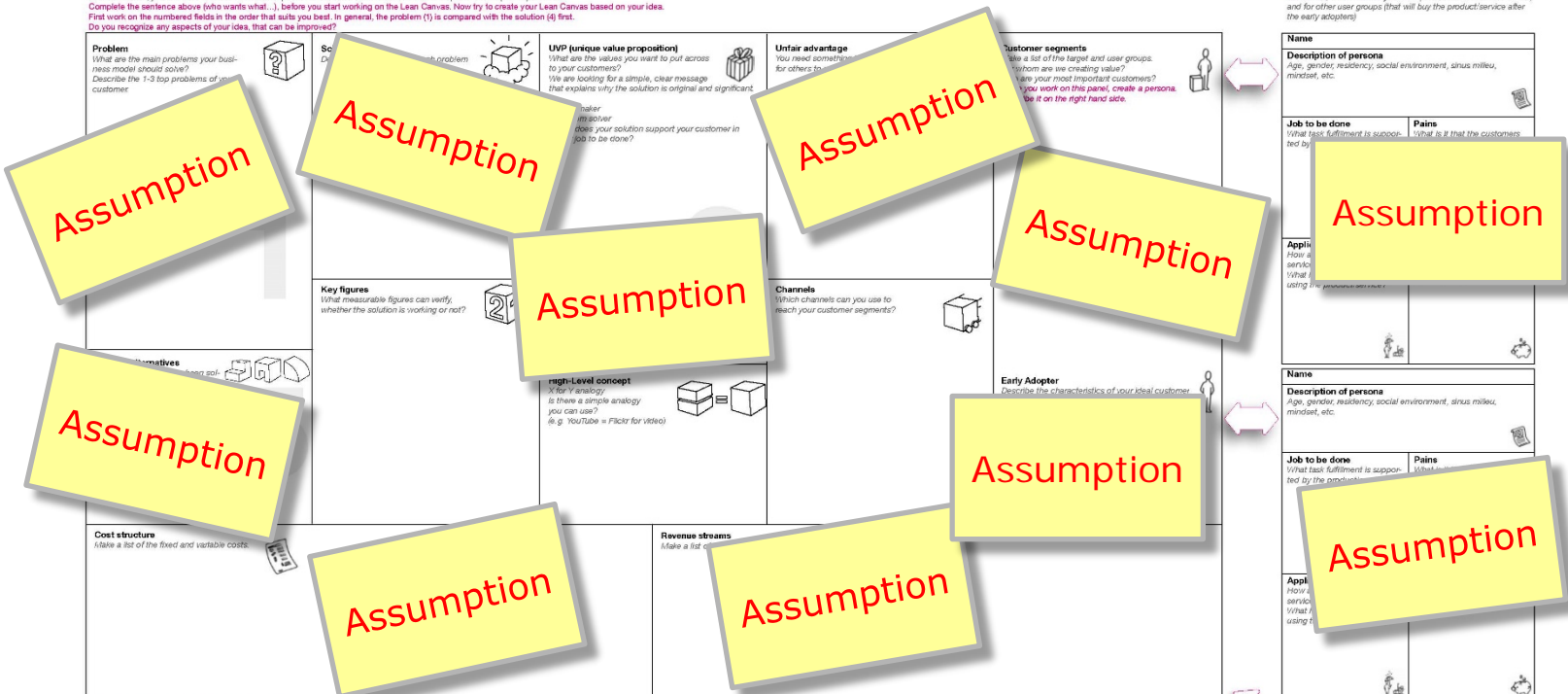
LEAN CANVAS: Who...wants...for...because..... Motivation

The Lean Canvas is a tool to develop business models for start-ups. It helps you to describe important aspects of your business idea. In order to start, you will have to make some assumptions. These will be validated in a further step with the help of experiments. 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. First work on the numbered fields in the order that suits you best. In general, the problem (1) is compared with the solution (4) first. Do you recognize any aspects of your ideas, that can be improved?

Problem What are the main problems your business model should solve? Describe the 1-3 top problems of your customer.	Solution Describe your solution to the problem.	UVP (unique value proposition) What are the values you want to put across to your customers? We are looking for a simple, clear message that explains why the solution is original and significant.	Unfair advantage You need something for others to copy.	Customer segments Make a list of the target and user groups. Whom are we creating value for? Who are your most important customers? You work on this panel, create a persona. Be it on the right hand side.
Key figures What measurable figures can verify, whether the solution is working or not?	Channels Which channels can you use to reach your customer segments?	High-Level concept What if analogy: Is there a simple analogy you can use? (e.g. YouTube = Flickr for video)	Early Adopter Describe the characteristics of your ideal customer.	
Cost structure Make a list of the fixed and variable costs.	Revenue streams Make a list of the revenue streams.			

Create a detailed customer profile for the early adopters (early customers, who embrace your new product/service before others) and for other user groups (that will buy the product/service after the early adopters)

Name	Description of persona Age, gender, residency, social environment, status, milieu, mindset, etc.
Job to be done What task fulfillment is supported by the product/service?	Pains What is it that the customer experiences?
Application How is the service used? What is the user's motivation for using it?	



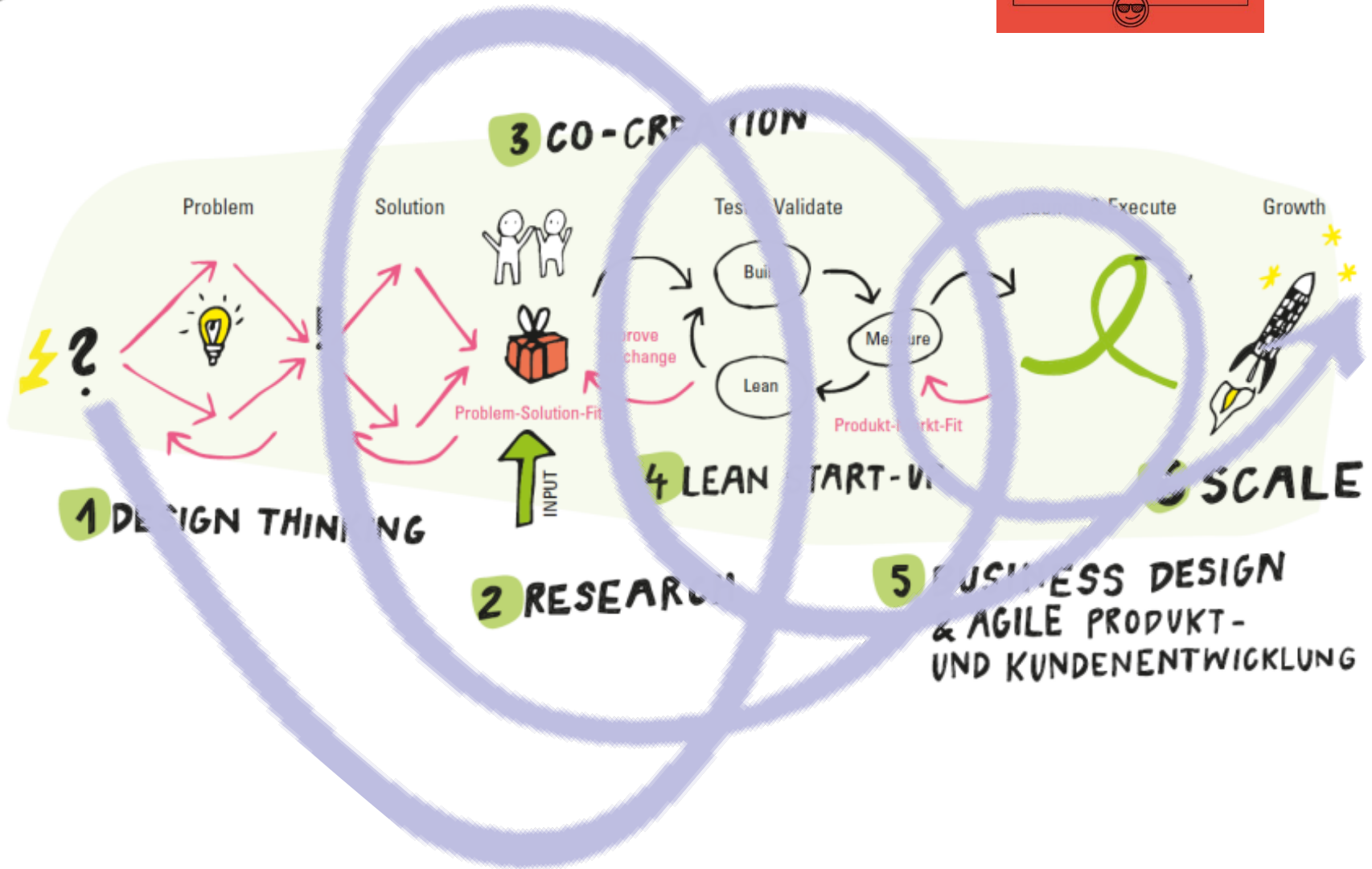
EXPERIMENTS (Prototype - Test - Learn)
Some of the assumptions which you made for the Lean Canvas are more important than others. The assumptions that are essential to your success are called critical assumptions. How it is important to verify the critical assumptions with the help of experiments. Try to test one assumption at a time and build a prototype. Creating quick and dirty prototypes allows you to test a number of ideas without investing a lot of time and money up front.

<p>Experiment 1</p> <p>Outcomes 1</p> <p>Step 4: Criteria We are on the right track, if...</p>	<p>Experiment 2</p> <p>Outcomes 1</p> <p>Step 4: Criteria We are on the right track, if...</p>	<p>Experiment 3</p> <p>Outcomes 1</p> <p>Step 4: Criteria We are on the right track, if...</p>
--	--	--

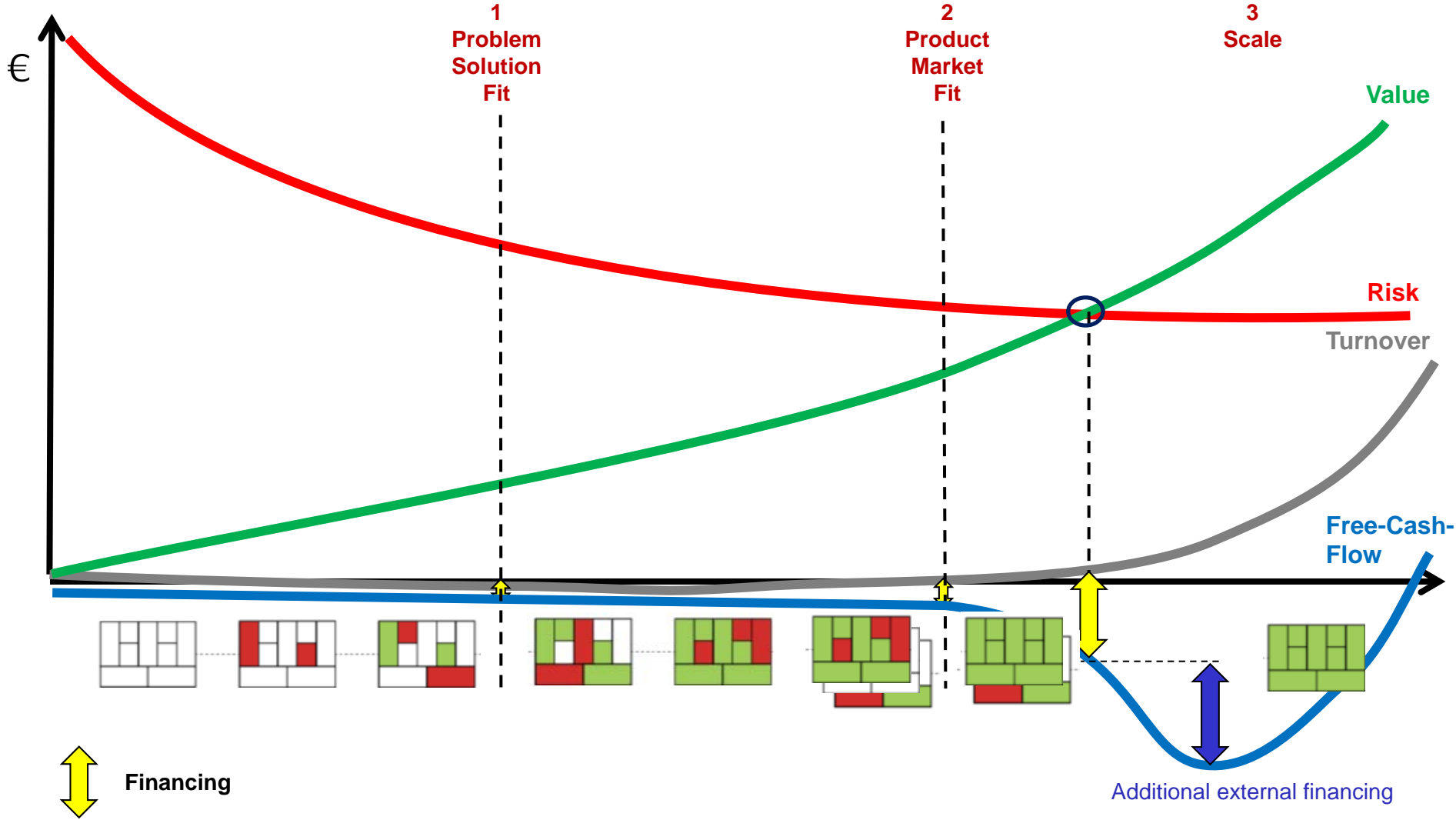
Description of the business opportunity
Target market
Number of potential users/customers (market size)
Scalability; growth
Key challenges for scaling

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

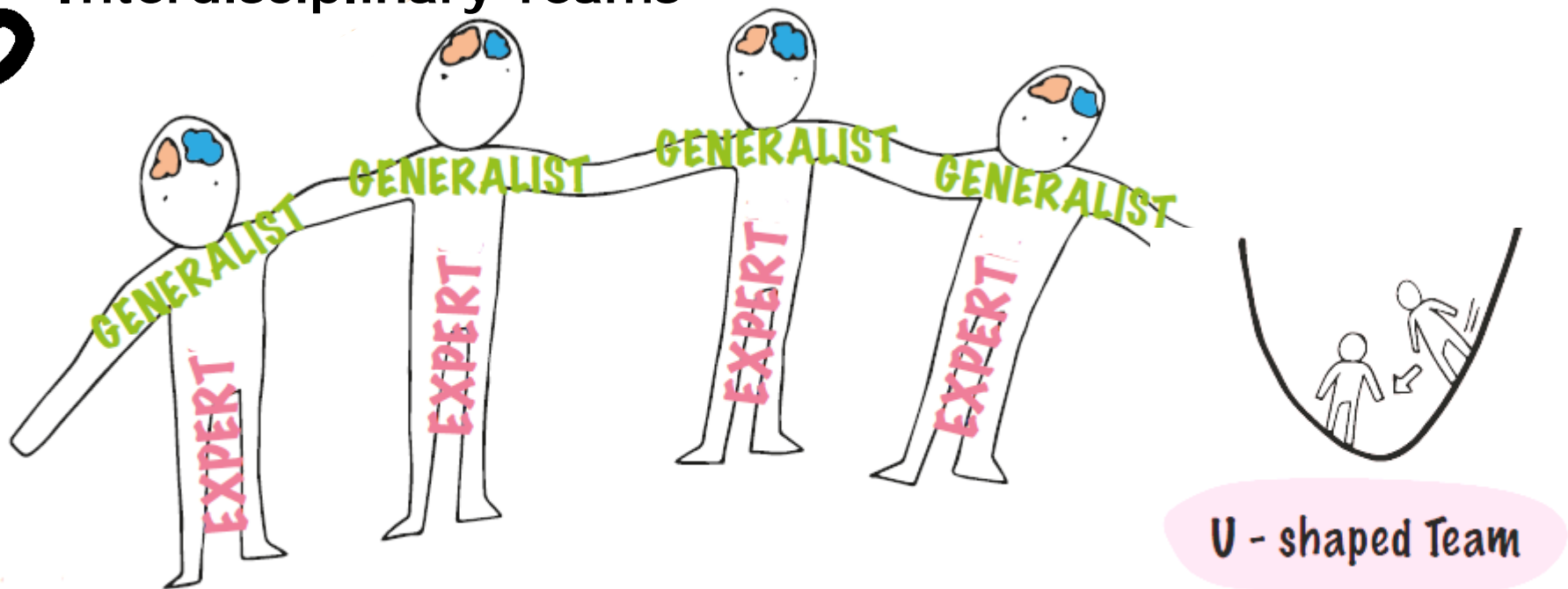


Develop process awareness

Networked Collaboration

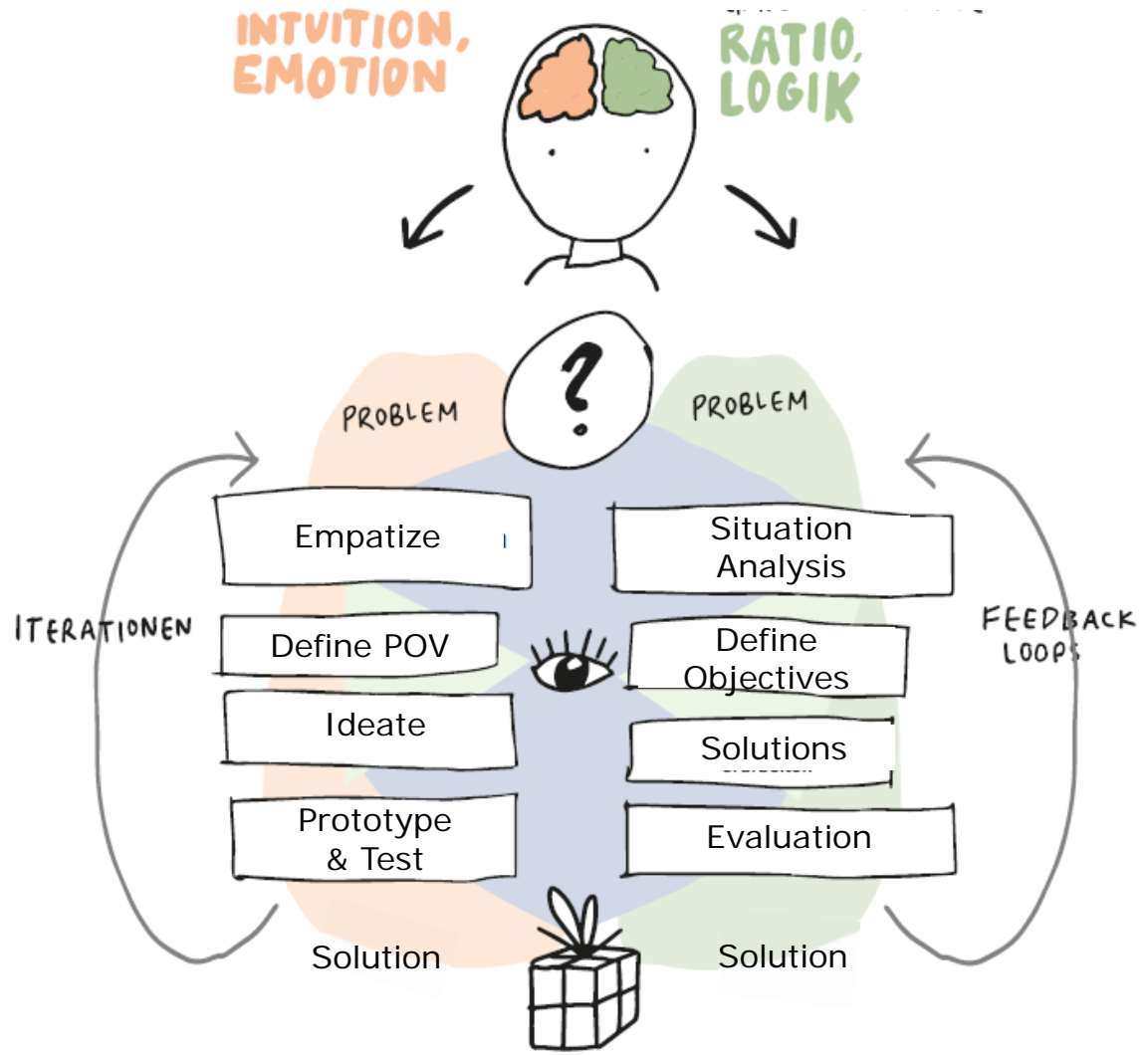
Reflect your actions and acting

6 Interdisciplinary Teams

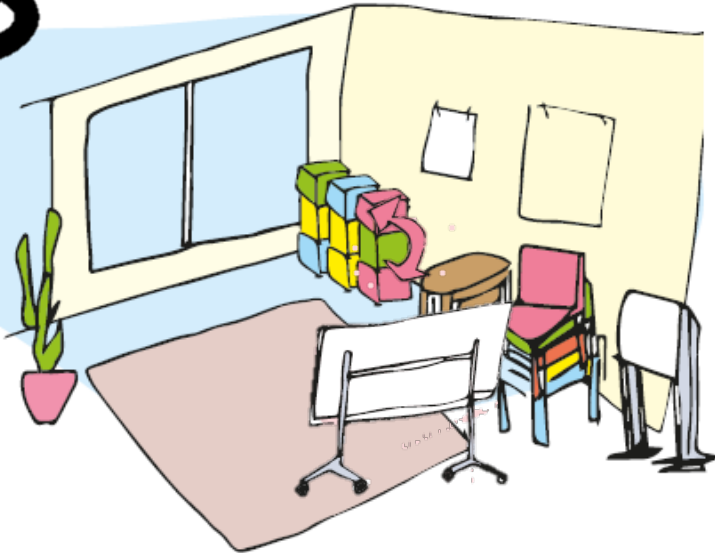


- Work in inter- or multidisziplinary teams („radical collaboration“)
- Constructive team work („build on ideas of others“)
- Distinctive questioning of the problem („change perspective“)
- Positive attitude towards uncertainty („embrace ambiguity“)
- Joint Vision (e.g. How might we...)
- Common and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

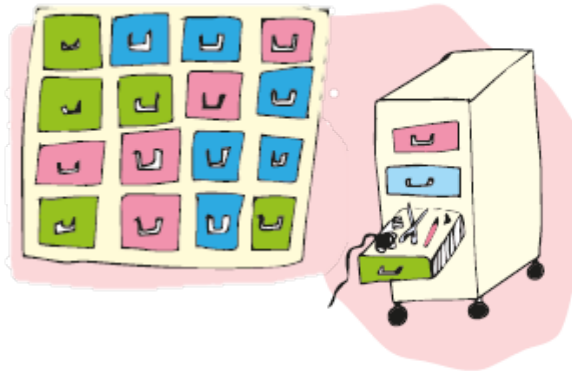
7 Holistic Problem Solving Process



8 Variable Space



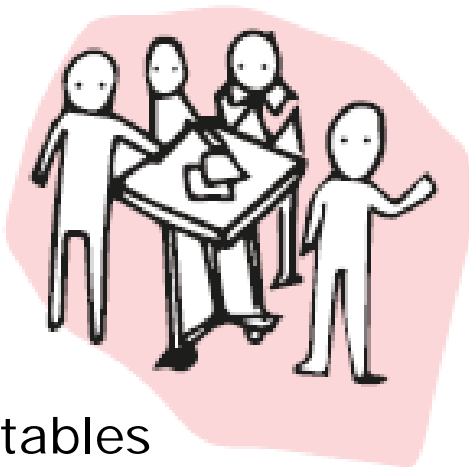
Flexible, mobile furniture



Prototyping Material



Make Meaning

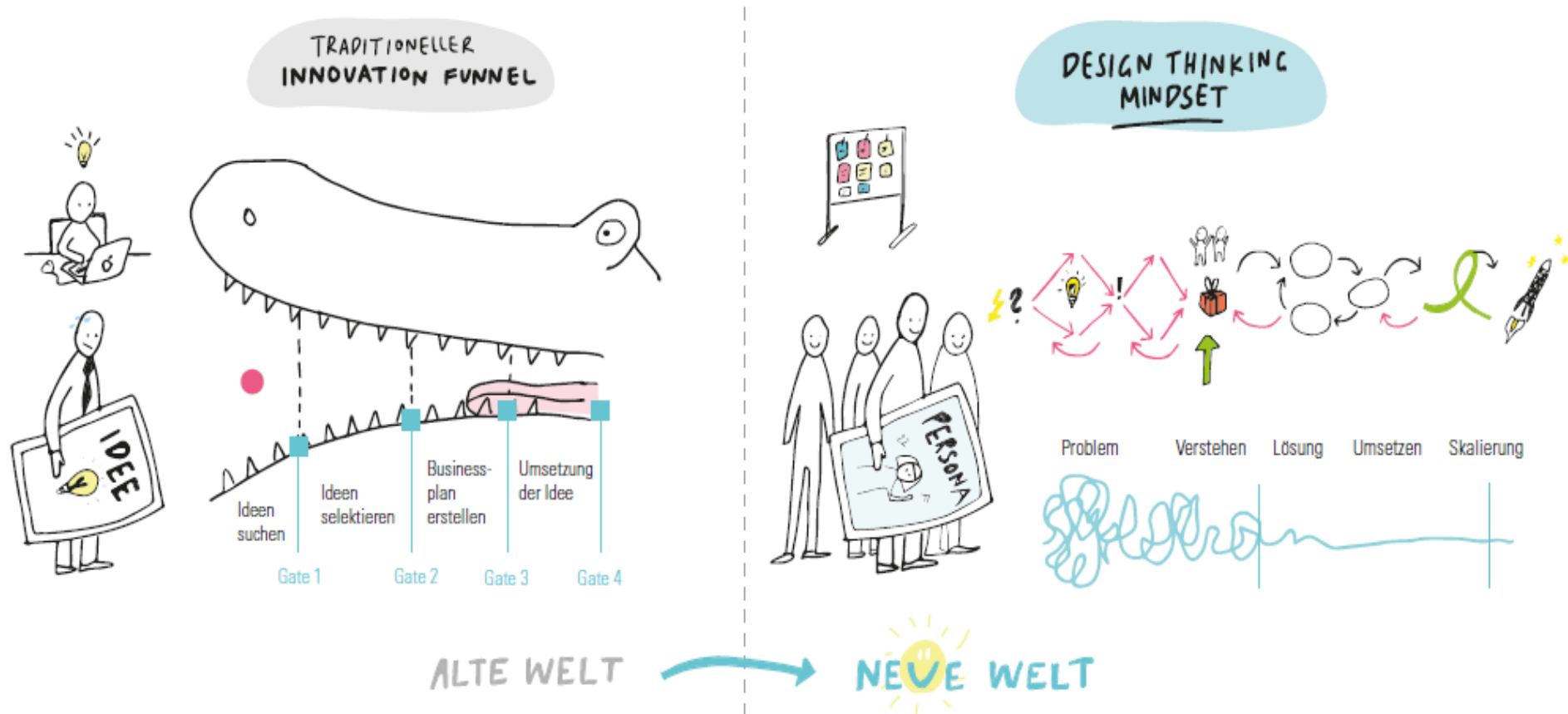


High tables



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 describe an idea in a concise and structured way. In order to start, you will need 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 are the 1-2 big solutions of your customer?	UVP (unique value proposition) What are the values you want to put across to your customer? How are you solving the problem, what message do you want to convey and what are the benefits? What makes your solution stand out from the competition?	Initial advantage What is something that makes it difficult for others to copy your business?	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?	High-Level concept What is the concept of your idea? e.g. YouTuber - Partner for sales	Revenue streams How is your business generating revenue?	Early Adopter Describe the characteristics of your first customer. Who you most on this canvas, create a persona, describe it on the right side of the canvas.	None
Cost structure What are the major fixed and variable costs?	Application scenarios What and where is the product/service used? What happens before and after using the product/service?	None	None	None

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 one assumption, create a minimum prototype. Creating a minimum prototype allows you to test a number of assumptions involving a lot of time and money up front!

Experiment 1 Step 1: Hypothesis (or expect. result) Step 2: Test (to verify the test) Step 3: Measure (what measure) Step 4: Criteria (to set on the right side of the canvas)	Outcome 1 What have we learned? Documentation of the test (photos, etc.)	Experiment 2 Step 1: Hypothesis (or expect. result) Step 2: Test (to verify the test) Step 3: Measure (what measure) Step 4: Criteria (to set on the right side of the canvas)	Outcome 2 What have we learned? Documentation of the test (photos, etc.)	Experiment 3 Step 1: Hypothesis (or expect. result) Step 2: Test (to verify the test) Step 3: Measure (what measure) Step 4: Criteria (to set on the right side of the canvas)	Outcome 3 What have we learned? Documentation of the test (photos, etc.)
---	---	---	---	---	---

Description of the business opportunity
 To get the most out of this booklet, please describe your business opportunity in a few sentences. What is your business? What are your goals? What are your challenges? What are your opportunities? What are your risks? What are your strengths? What are your weaknesses? What are your competitors? What are your customers? What are your partners? What are your suppliers? What are your distributors? What are your channels? What are your marketing strategies? What are your sales strategies? What are your financial strategies? What are your legal strategies? What are your ethical strategies? What are your social strategies? What are your environmental strategies? What are your cultural strategies? What are your political strategies? What are your economic strategies? What are your technological strategies? What are your scientific strategies? What are your artistic strategies? What are your sports strategies? What are your leisure strategies? What are your health strategies? What are your education strategies? What are your career strategies? What are your life strategies? What are your death strategies?

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

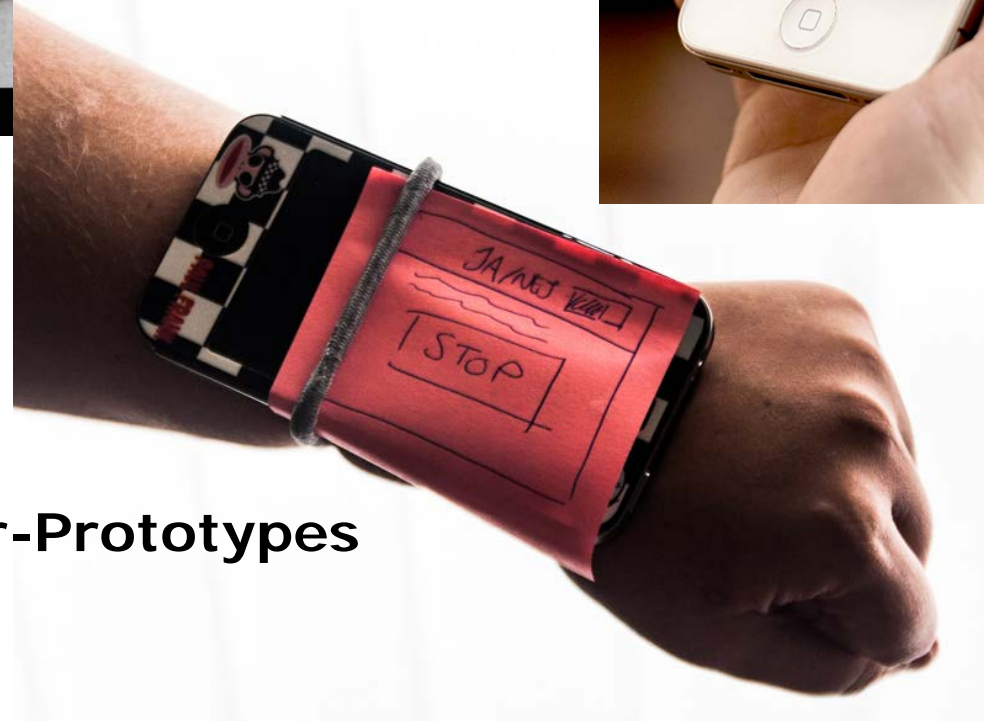
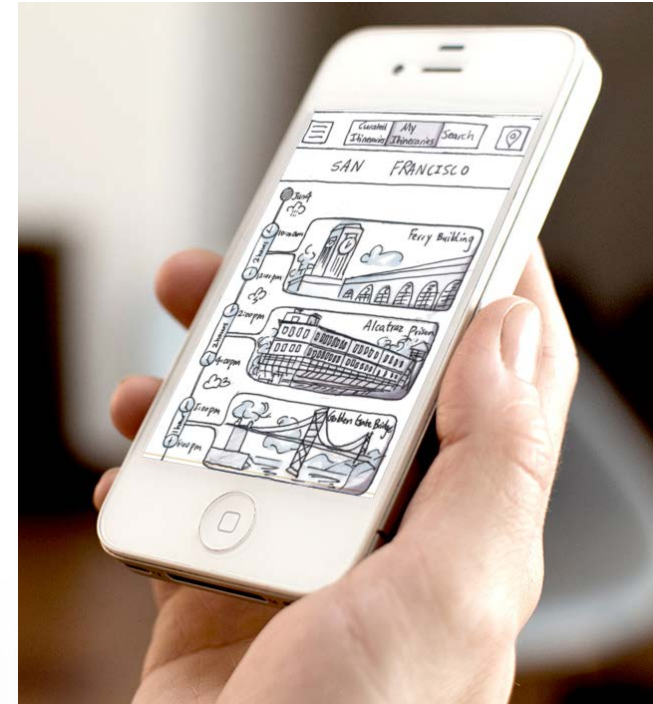
3 Iterate and Learn (Prototyping) Minimize waste – maximize learning



Prototypen



COURTESY PALM



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

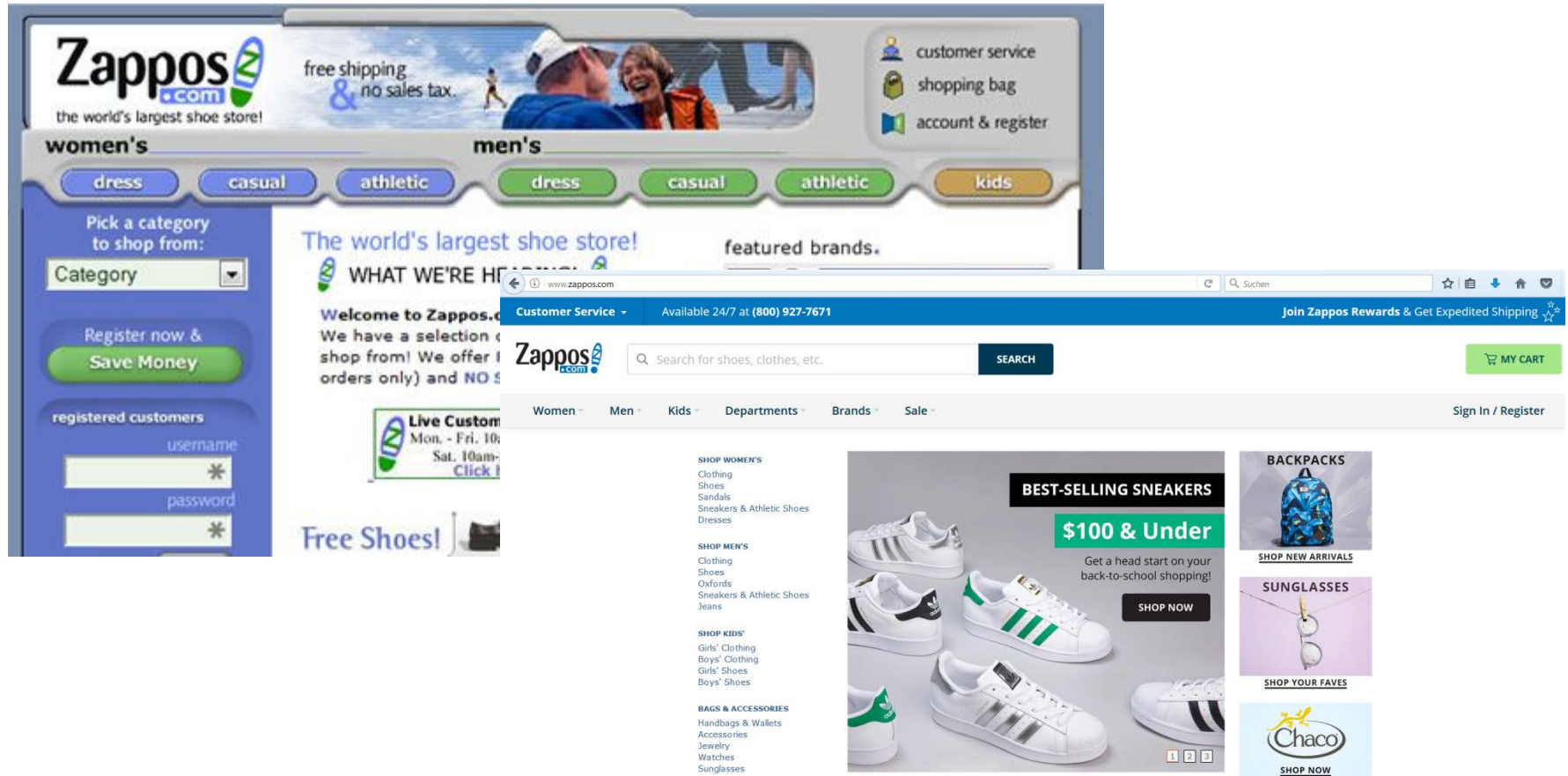


Before their launch, Dropbox had already got 5K subscribers, all based on their video.

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

Wizard of Oz or Mechanikcal 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

