Design Thinking
to develop a Business

Trainary

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Bring your Business to Life

german
cooperation
DEUTSCHE ZUSAMMENARBEIT

Finanzgruppe
Sparkassenstiftung für
internationale Kooperation

Trainary of Design Thinking

Make a diffrence for Emerging Countries

Emerging countries, also known as developing countries, are nations that are trying to invest in more productive capacity. They are moving away from their traditional economies that have relied on agriculture and the export of raw materials. But compared with developed countries, the labor market offers not enough jobs through a free market economy yet. That means a lot of adult people but even more, the youth, are unemployed. Apart from the humanitarian and social tragedy that causes low per capita income and high unemployment, the gross domestic product remains low and the internal market is insufficiently stimulated.

On their way to a flourishing labor market, emerging countries don't have crisis-resistant economies and the security and fairness of wage are not guaranteed. At that described situation, micro and small businesses are the backbone of the economy. Courageous entrepreneurs of micro businesses feed their families and often give relatives or a few employees the opportunity for employment or additional income.

We can contribute the development of the economy by supporting people in emerging countries to find a unique, sustainable and future-orientated business idea. A big challenge, which is possible thanks to the Design Thinking method.

Often, however, business ideas are limited to a few ideas in the field of agriculture, transport and food, which show little or no differentiation, compete strongly with each other and are often unsustainable. However, there are courageous people who are ready to take on the responsibility of an entrepreneur and wait only for the (divine) inspiration of a resounding idea.

We can shorten the waiting time with the help of Design Thinking for Business Workshops.

Together, let us discover new ideas and new approaches in the form of innovative micro businesses and support new entrepreneurs in order to boost the economy of emerging countries and simultaneously capitalize on the worldwide technological development.

Design Thinking is „Serendipity" – the fortune of unexpected discovery

How is the Trainary structured?

Through the Trainary ‚five' different, recurring symbols accompany the attentivem reader:

1. Methodes & Exercises

This symbol leads to the description of methods, exercises and warm-up exercises used in the Playbook.

2. Background information

If you would like to know more about the „Design Thinking" method and about individual phases, you can find background information there.

3. Brain-hack

In order to successfully start a new business, the mindset must also be focused on success. These exercises and hints are important partners on your way to success.

4. Appendix

Here you will find all the materials you need for a successful workshop at a glance.

4. Executive Summary
5. Extra Knowledge
6. Work instructions

KEEP it SHORT

GOOD to KNOW

HOW to DO

Contents

Design Thinking for Business

Business Ideas through Design Thinking

Design Thinking is an approach that leads to problem solving and the development of new ideas. The aim is to find solutions that are convincing from the end user's point of view. One speaks of a client-orientated approach. For this reason, the Design Thinking approach is particularly suitable for the search of business ideas.

In order to create or develop innovative business ideas, a variety of methods and tools are available. This means putting these methods in the right context of the usage. Design Thinking is a reflective toolbox that focuses on people and puts the end user in the spotlight. Despite complex systems in the professional environment, this methode switches between perspectives, enables open mindset and supports childlike curiosity in order to find innovative solutions for problems.

Success factors of Design Thinking

Client orientation means, we create a clear value proposition for the user of the new product or service with the help of stories, visualization and simple language.

Various states of thinking which scientifically endure in occupational psychology are actively taken up with the help of 'Warm-ups' in order to animate appropriate brain regions to work. For instance, different task as focusing versus innovating are supported by stimulating appropriate important brain areas.

Mental imaginations open a huge barrier-free thinking space in which infinite possibilities, combinations and variations can be worked out quickly and easily.

An essential principle of the Design Thinking approach is iteration. Behind this lies the willingness of the team or of a person to look back at the process already undertaken, to question the work already done and, if necessary, to go back one or two phases, to adapt or reject individual parts. The prerequisite for stepping back is the documentation. To facilitate this on an easy way, we developed the brand new Playbook, which offers a good documentation in order to orientate participants well in one's own process.

Another important point in the Design Thinking approach is diversity, the assumption that problems can be better solved if people from different disciplines work together in a creative environment, jointly develop a question, consider the needs and motivations of customers, and then develop concepts that are tested several times.

The procedure is based on 6 important phases: 1. understanding, 2. observing, 3. defining points of view, 4. finding ideas, 5. prototyping and 6. testing.

Developers and representatives of the method are the computer scientist Terry Winograd, Larry Leifer and David Kelley, the founder of the design and innovation agency IDEO, who also market the concept.

Design Thinking **for** Business

INTRO
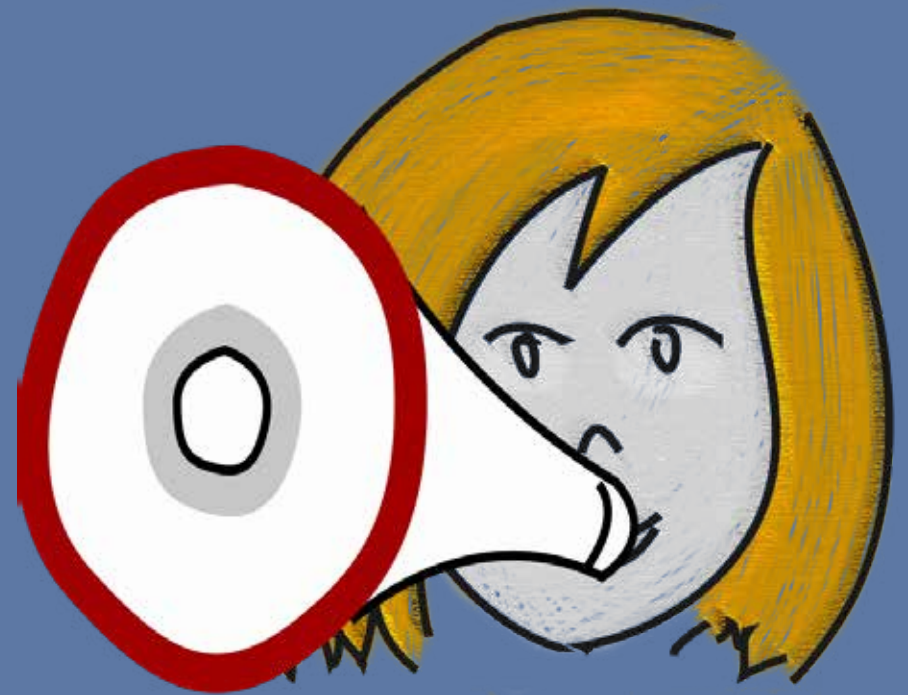
Core factors for DesignThinking Workshops

1. People-centered

People have abilities, experiences, needs, desire and frustration. Both the Design Thinking process is people-oriented and lives the belief that in our high-tech world, people are capable of creating great things. The solution finding process is also characterized by the customer-oriented perspective.

2. Problem Awareness

As Albert Einstein said: *„When I have an hour to solve a problem, I spend 55 minutes on the problem and 5 minutes on the solution".*

That's why it's crucial in Design Thinking to understand what we're working on, what our larger goal is, and what the problem is from the perspective of the future customer.

3. Diversity

Innovation is not dependent on the number of outstanding experts. On the contrary, great innovations are created where different people with different experience and knowledge work together. Innovation is created when people can empatically look through the eyes of the future customer.

4. Beginner's Mindset

Design Thinking stands for open-mindedness, pleasure in learning and the willingness to quickly test in reality whether ideas achieve the desired effect or whether the team has to take a step back by iteration to rethink assumptions made.

5. Awareness of the Design Process

For the team in the Design Thinking Process it is essential to know where they are in the cycle and what goal has to be achieved.

For the facilitator it is important to understand that for different tasks the team has to be prepared differently and when the task has to be finished. The facilitator has to understand the Design Thinking process very well.

6. Storytelling & Imagination

The value proposition and the vision of an idea must be communicated according to the addressee. It is therefore important to take their needs into account and to practice the presentation well.

7. Start Doing

Design Thinking does not live from isolated thinking, but from doing. All phases are determined by doing, shaped by interacting and are documented by the Playbook. The future entrepreneurs should let this flow as directly as possible into the next steps.

1. People-centered

By working on a Design Thinking process with people we are also confronted with their skills, experiences, needs, desires and frustrations.

When we speak of a people-centered Design Thinking process, it is primarily the task of the facilitators to prepare the whole process in order to give the innovators access to all the skills they have by nature, for example by organizing a positive, comfortable and above all creative environment. Or by offering exercises that activate both sides of the brain to be as creative as possible. Last but not least, motivating the innovators also means showing them that they are capable of achieving great things and supporting them in believing in themselves.

The focus on potential users of a solution is the second area in terms of the people-oriented method. Throughout the whole process we look through the end user's eyes, because our business idea must appeal to the end user in order to buy our offer as often as possible. It is a fact that an innovation only works if we have internalized the needs of our users. This is possible when we are where our future users are, when we go to them and interview them. The core approach for innovators in the Design Thinking process is: Find out what assumptions you have about the needs of your future user and try to verify them with the real opinion of prototypical users.

Customer Desirability

Economic Viability

Technical Feasibility
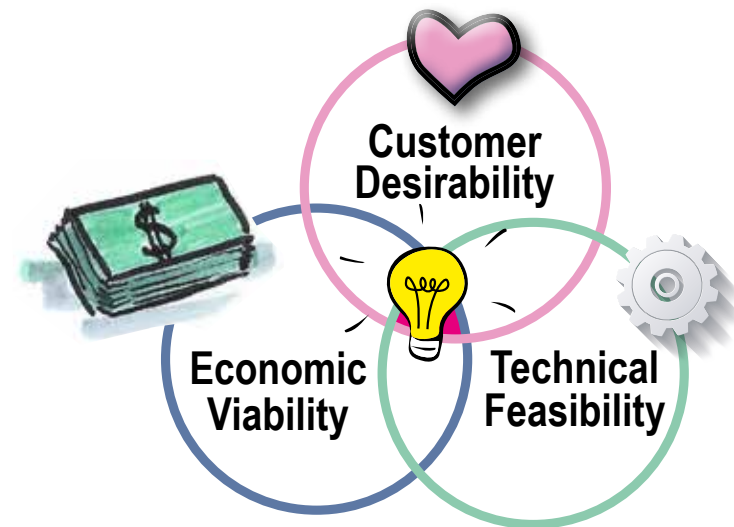
Successful innovations arise from the needs of the customer (Customer Desirability), a solution that is profitable (Economic Viability) and practicability (Technical Feasibility). Innovations that achieve a balance between these 3 components have a significantly lower risk associated with market introduction. It help teams to learn faster and finally the attention to all 3 dimensions can lead to solutions that are truly innovative.

KEEP it SHORT

People-centered Workshop

- We organize a creative environment
- We support access to the whole brain capabilities
- We motivate innovators to do great things
- We confirm innovators in beliefing in theirselves

User-centered Approach

- We step in the shoes of our clients
- All Design Thinking Phases are characterised by the user-oriented perspective

2. Problem Awareness

Design Thinking turns problems into chances or market opportunities. So the process has to be, first to understand the problem deeply. As Albert Einstein said: *„When I have an hour to solve a problem, I spend 55 minutes on the problem and 5 minutes on the solution".*

This is exactly the meaning of Design Thinking. To find a good business idea, you have to understand the problem in detail from the user's point of view. We are very careful with assumptions we have about the problem. It's better to ask the people who are working on the problem to get a deeper insight.

Dealing intensly with the problem automatically generates solutions. It is important as a facilitator explaining the difference to the innovators, making them aware of the drift into the solution when it take place and guiding them back into the problem space. Sometimes it is really difficult for the innovators to focus only on problems when solutions seems so obvious. Then give the innovators the opportunity to write their first ideas on post-its to save the idea and continue with the problem space.

For problem awareness it is helpful to create a Problem Profile. The Problem Profile is a description of the characteristics that are required and serves as a filter. The Problem Profile is also the starting point for a common understanding of the

Design Thinking Team and to initiate the creative process. This ensures that everyone in the team is heading in the same direction and that energy is not directed to the wrong issues.

- The Problem Profile must be **broad enough** for creative freedom to unfold.

- The Problem Profile must be **narrow enough** that we can solve it within our workshop time frame and with the available resources of people and money.

Design Thinking Problem Awareness

- Turns problems into market opportunities
- Deep and detailed understanding of problems
- Verify your own assumptions about problems
- Dealing seriously with the problem generates automatically high-quality solutions
- Our problem research leads to a Problem Profil
- The Problem Profile enables a common understandig
- The Problem Profile is starting point for the ideation prozess

3. Diversity

Diversity means teams of people with different gender, different age, different profession and different experiences work together in the Design Thinking process. Especially teams with exclusively professionals of a certain field must be very careful not to create a „white elefant" by developing a high specific and futuristic product. Very few customers are interested in such innovations. These products have a high risk, a low probability of implementation and are difficult to stop. This shows us, that diversity of team members is crucial.

It is important that members of a team trust each other, communicate respectfully to each other and become good listeners to each other. No question is silly. All questions must be allowed and has to be answered seriously.

The team size varies and depends on the **Design Challenge**, i.e. what problem to be solved and how complex the problem is. The optimal team size is between 3 and 5 people.

In our Design Thinking for Business workshop we do not have the possibility to form equal team sizes. It depends on the interest of the innovators which problem they are interested in. The innovators have the opportunity to choose their problem, which leads them to their Business Idea.

This means that it is quite possible that only one person is looking for a solution of a specific problem. In this case this person needs special support from the facilitators. This is possible because we always have two or three facilitators per Design Thinking for Business workshop.

GOOD to KNOW

Because of a diverse team it is essential to beginn a Design Thinking process, with a common understanding by defining an initial theme called "Design Challenge". The Design Challenge must be formulated that users can be interviewed and observed on it and that the definition does not contain any solutions or limitations.

KEEP it SHORT

Design Thinking Diversity

- Differences in gender, age, profession & experiences
- Highly and one-sided professioned people tend to create "White elephants"
- We build a climate of trust
- We try to build empathy, see Warm-up "Change the Role"
- We communicate with respect at eye level
- Team size depends on the interest of innovators but contain max. 5 person each team

4. Beginner's Mindset

Innovations often arise when people question the actual state with the "why". For the Design Thinking process, it is precisely this open-minded attitude, the curiosity to understand more deeply why something is as it is and why it is or could not be any different. During the Design Thinking Process, various exercises will help to assume the status of a Beginner's Mindset.

Specifically, Design Thinking encourages to question things as if one had no idea at all. Like an alien entering the earth for the first time and wondering why the rolling vehicles stink.

"If your mind is unbiased, it's open to anything. There are many possibilities in the mind of a beginner, but there are few in the mind of an expert." Shunryu Suzuki

When people act in this Beginner's Mindset, they are open to learn new things with pleasure. Not only in the Design Thinking process are results significantly better, where a culture of error tolerance is lived. This means that making mistakes, making the wrong decision, is ok as long as the learning process starts. This prevents that people are afraid of errors and freeze in inactivity.
This is about the constructive handling of mistakes:
- learning from mistakes,
- dealing productively with mistakes
- being error-friendly, namely not to be afraid of mistakes
  this is the result of innovative learning.

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But not only the participants of the Design Thinking Workshop shoud be put into the Beginner's Mindset. It is just as important that we as facilitators always ask as if we were beginners. We are never the experts on the participants' lives, environment or business. So we should be aware and very careful that we have to ask questions to make the participants reflect and find their own solutions!

GOOD to KNOW

The Beginner's Mindset is central, because it makes us capable of acting and helps us to ask the right questions. It is a good idea to adopt this open-minded and questioning mindset in our everyday lives. Routines can help to ask "Why" in specific situations per day. It is small changes in our mindset that enable us to ask questions differently and look at problems from different perspectives.

KEEP it SHORT

Design Thinking Behaviour

- We say goodbye to prejudices about "how things work"
- We set expectations aside about "what will happen"
- We ask simple questions
- We strengthen our curiosity to understand facts and problems in depth
- We open ourselves to new possibilities
- We accept errors and ask why they have occurred
- We try things out and learn from them

5. Awareness of the Design Process

An important success factor as facilitator in Design Thinking is knowing where you stand in the process. Especially the transition from a diverging to a converging phase is not trivial. In other words, when has the open way of thinking collected enough material to create a large enough choice to then adopt a focused way of thinking to make the right choice. This applies to both the problem space and the solution space. Thus the Design Thinking process can be visually represented in a double diamond.

Problem Space   **Solution Space**
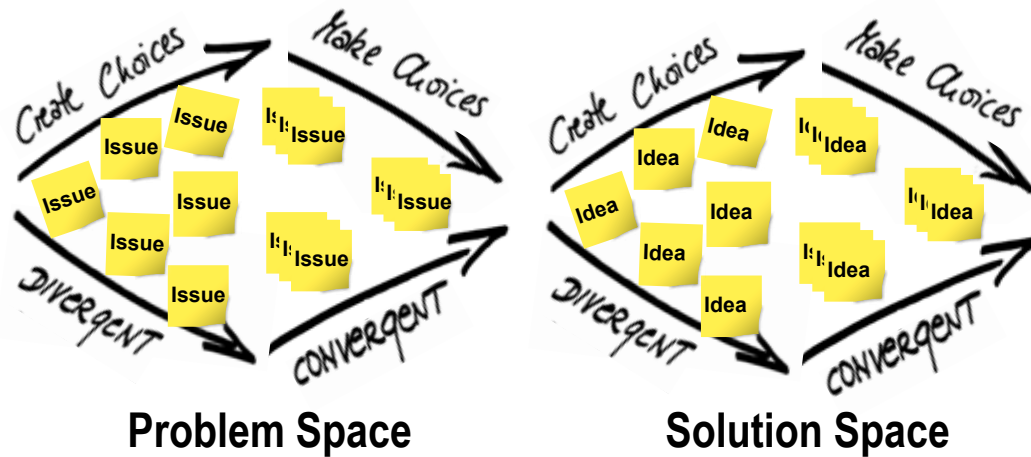
We either develop many new ideas (we diverge) or we focus / integrate on sample groups, needs, functionalities or potential solutions (we converge).

The trick is to end the divergent phase of creative collecting at the right time and move on to the convergent phase.

Since the total duration of the Design Thinking for Business workshop is given and the agenda at the Appendix shows a certain time per exercise, the challenge is somewhat easier to solve. Specific Warm-ups help to quickly adopt the different mental states.

It is usually not an option to shorten the Design Thinking process to save time, as results from each exercise are needed for the next exercise.

It is also important to know where you are in the process in order to proceed iteratively. This means that if a result does not meet the expectations, it is essential to jump back in the process and start again at a suitable point. This is only possible with a good knowledge of the process flow. The accompanying Playbook, which automatically documents the entire process and the workshop, provides us with support in this respect.

KEEP it SHORT

Design Thinking Process

- We need good knowledge about the process
- The process has a problem space and a solution space
- We support the divergent phase and turn over to the convergent phase if enough choices are created
- We don't shorten a specific exercise
- We accept and force iteration in order to receive good business ideas
- We use the Playbook as documentation

6. Storytelling & Imagination

Visualization and imagination are two very powerful methods to be successful. Whether in the Design Thinking process or on the way to becoming a successful entrepreneur, it is a great advantage to know and master these two methods. The starting position is clear. Since the beginning of mankind, drawings and stories have passed on important information from generation to generation to remind the own community of rituals or to protect them from dangerous situations in the future. For this reason the human brain is well trained and sensitized for stories and drawings. It is well known that concepts in the human brain work through pictures. Also stories run in the brain like a drawn storyboard. We use storytelling to share our business idea with shareholders and stakeholders and to arouse interest. We use drawings at every opportunity, by drawing it becomes obvious when an idea is not consistent. That is why drawings say more than 1000 words.

By writing ideas on post-its, our thoughts come alive. We can move, group and discard them, again and again.

„How to make toast." There are 1000 possibilities to show it by a drawing. Depends on the concept you have in mind.

https://www.ted.com/talks/tom_wujec_got_a_wicked_problem_first_tell_me_how_you_make_toast

It is the task of the facilitators to encourage innovators to draw, visualize and tell stories, to take away the fear of lack of artistic ability. Every drawing, every story has a great added value.

During an imagination we close our eyes and let a positive, desired state or a known beneficial scene take place in front of our mental eye. In this way we try to immerse ourselves in the scene with as many sensors as possible (smell, taste, hearing, touch, feel). (See more in capter Additionals). Thereby the subconscious extends its antennas, the so-called reticular activation system. This is a filter system that ensures that of all the information that our 5 senses perceive every second, 3 types in particular get through and are then consciously perceived:

1. new information
2. vital information
3. emotionally important information

With Imagination we program our brain to bring all influences from the environment, which fit our goals and our well-being, into our consciousness, into our experience.

KEEP it SHORT

Design Thinking Process

- Drawings and stories are most powerful for human brains
- Using one single post-it for each idea, thought or problem
- We support innovators drawing concepts
- We help preparing a good story for the Elevator Pitch
- We use imaginations to Program on Success

7. Keep up the good Work

The Design Thinking process supports creativity through interaction between innovators, between facilitators and innovators and future customers and innovators. These dynamics produce new, substantial and valuable ideas. This has to be attended with mindfulness and can also lead to different moods of the participants. The facilitator's task is to absorb these moods, to leave room for them and to lead them into productivity.

Usually these are very positive moods, such as laughter, being surprised, etc.

It is exactly this positive mood that needs to be actively encouraged, for example through Warm-up exercises.

If blockades are perceived by the innovators or their drifting away, it is important to make appropriate offers that reopen the creative space. For example, if innovators drift from the problem area to the solution area in the first phases of design thinking, the facilitator offers an idea parking lot to secure the ideas in focus and to enable the innovators to enter the problem area again without any fear losing that idea.

To do this, the facilitator must be very clear in the Design Thinking process and communicate this clarity as an aid in any time.

The general attitude of the facilitator in the Design Thinking process is not that of a senior teacher, but that of a servant leader. Everything in the facilitator's head revolves around the question of

"How I can support the innovator in such a way that he can devote himself to the tasks as optimally as possible."

This can mean that the trainer praises the participants for their hard work and motivates them to stay on the path and keep going.
It can also mean that the trainer steps in and actively participates where blockages have arisen or tasks are challenging. Alternatively, the trainer can go along to the interviews as a "note-taker".

KEEP it SHORT

Keep up the good Work

- Openness to dynamics and unexpected situations - sensitivity to the mood of the participants
- Laughter is important, especially about yourself
- Actively control discussions and offer an "ideas park"
- Clear instructions and timelines to innovators
- Willingness to help in the execution of the tasks
- Motivation of the participants for the current goal, such as a high quantity of ideas or more depth in knowledge

Design Thinking Cycle

We orientate ourselves in Design Thinking by 6 phases: Understanding, observing, finding the right focus, ideating, prototyping and testing. Each phase is characterized by reflecting on what has been worked out. The first 3 phases belong to the problem space, the last 3 phases to the solution space.

0. Design Challenge

Before Design Thinking can begin, the Design Challenge must be completed. That means we find a problem that interests us, that needs a solution, for which there is a demand. The Design Challenge is a question, an initial topic (Initial Question) in which the innovator himself and everyone in the team is interested. A well-formulated Design Challenge aims to ensure that all team members in the Design Thinking process think in the same direction. That everyone has the same understanding of the problem.

1. Understanding

In the first phase of the Design Thinking process we would like to learn more about the potential user, his wishes and the tasks he has to do. At the same time we sharpen the creative framework for which we want to design solutions. To define the Design Challenge, we use WHY questions and HOW questions to further open or narrow the framework. We successively try to learn more about our potential user. In the „Understanding" phase, the aim is to exchange views on all possible aspects of the problem from the Design Challenge and also to consider the context of the problem. All aspects and questions that fit the problem are discussed in the team.

2. Observeing

Only reality shows whether our assumptions regarding the needs of our future customers and our assessment of the problem understanding are confirmed. Therefore we have to go to the future user or customer for verification and get his opinion, experience, mindset. By observing the future user we collect new information and as much information as possible about the problem, about needs, actions and thoughts, about motivations and behaviour of the user. It is therefore important to identify and put aside one's own assumptions and previous knowledge and to focus entirely on what the user says, thinks, feels and who is influenced by whom or by what.

3. Finding the right focus

In this phase we concentrate on evaluating the collected findings, interpreting them carefully and weighting them. Patterns of the typical end user are worked out in order to adapt the future offer to a broad and uniform customer segment. The results are then incorporated into the synthesis, the point of view. It is therefore important to record the really important and as yet undiscovered needs of users in a precise formulation. The more accurately we work here, the easier it will be to find ideas and develop the business idea in the next phase.

Design Thinking Cycle

Problem Space
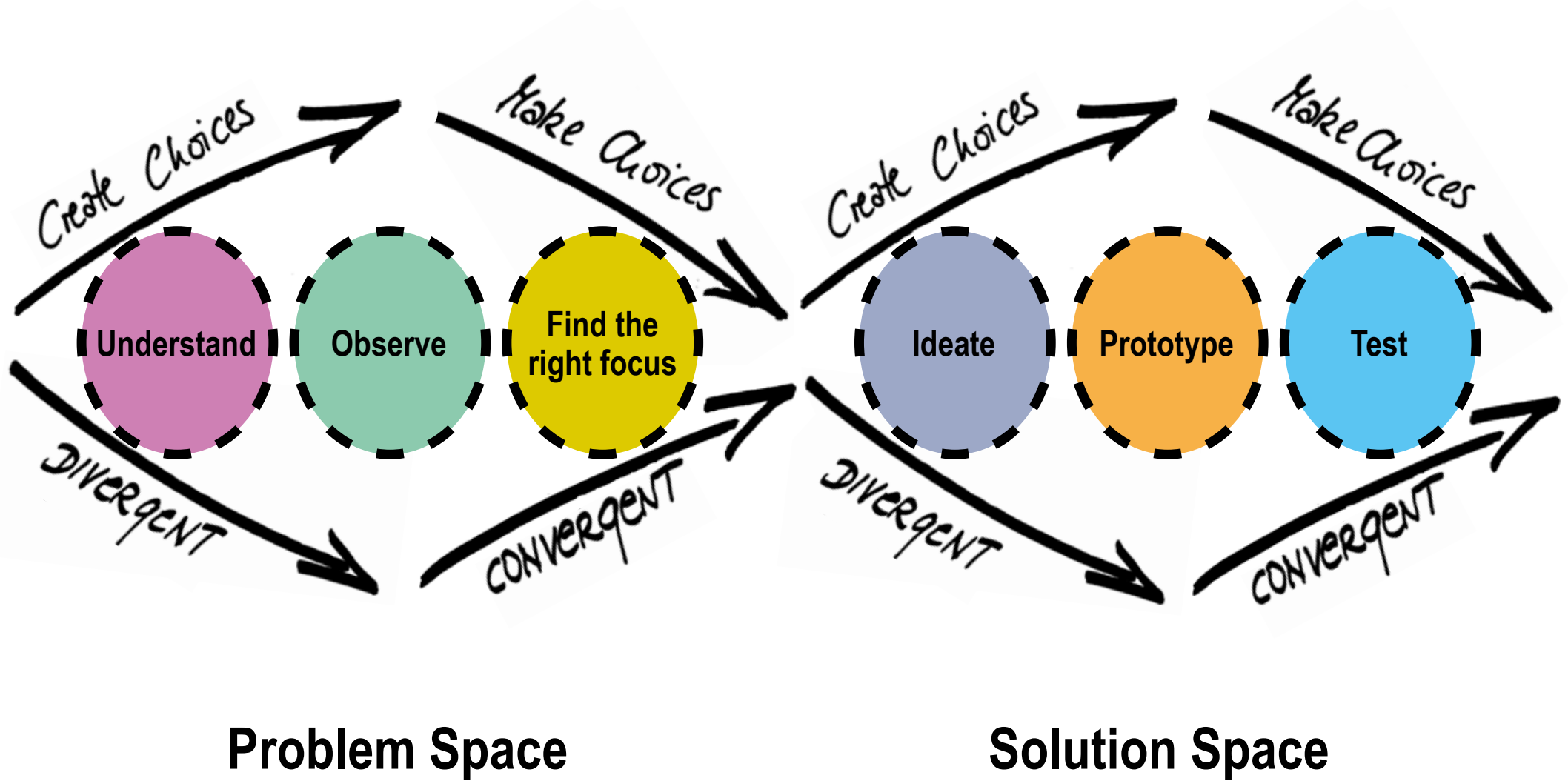
Solution Space

4. Ideating

After we have defined the point of view, the „Finding ideas" phase follows. The purpose of the idea finding phase as well known as „Ideating" is to find solutions for our problem.
Usually, different forms of brainstorming or specific creativity techniques, such as working with analogies, are used to explore different dimensions of the need.
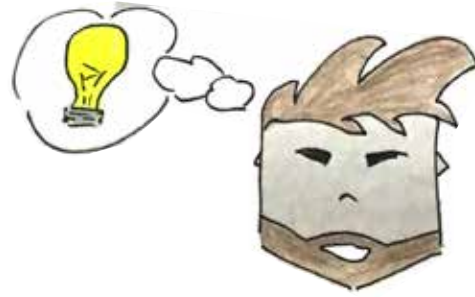
5. Prototyping

Building prototypes helps us to test our ideas or solutions quickly and without risk with our potential users. Especially digital solutions can be prototyped with simple paper prototypes or mockups. The tools are very simple: craft materials, paper, aluminum foil, pipe cleaner, glue and Sellotape are often enough to make our ideas tangible and experiential. In the Playbook of the Design Thinking for Business workshop we use the popular Lean Canvas to quickly get a first overview of our created business idea. With the creation of the Lean Canvas, we have already taken another step and not only created a business idea, but an entire business model.

6. Testing

Once the prototype has been created, it will be checked soroughly with the future users. We use the Lean Business Model for testing. This model provides that all assumptions, which are converted into functionalities, are tested in the reality and with the end user. Thus we reduce the risk of having put on a white elephant. This procedure enables us to learn as our business idea develops and to implement what we have learned immediately.

Innovation

An innovation is the development of something new that is relevant because it generates benefits. So whether an innovation is an idea or solution is ultimately decided by the user or customer. In other words, a business idea that is not implemented is absolutely worthless. For this reason, the widespread fear that other people might steal an idea that already exists in a person's head is unfounded, because the idea in a person's head alone is worth nothing and therefore does not need to be protected against theft. The only way to generate a profitable business idea from an idea is to implement it. Get into action and breathe life into the business idea.

In order to ensure that an innovation has the desired impact, the entire innovation process must revolve user-centered around the people who will ultimately use the innovation.

Other factors that lead to the success of innovations are the following:

A certain amount of freedom is necessary to release creativity. This requires 2 dimensions, a place that motivates free thinking and a time that is reserved for not dealing with anything else but the idea.

That's why many good ideas are born under the shower or while running.

To enable creativity, not only the room with chairs and tables must be appealing, but also the spirit that the team conveys must promote well-being. Mutual respect and trust are elementary requirements to be creative. This promotes the courage to learn from mistakes and supports constructive feedback.

These are all ingredients needed for a good "Design Thinking to develop a Business" workshop.

Innovation
- Innovative is something new that generates benefits
- The customer determines the value of an innovation
- Bring your Business Idea to life
- A place where people feel good and that motivates to be creative
- Free time to think intensively about an idea
- A positive team culture with respect and trust
- Error-friendly and lerning from mistakes are important
- Use contructive feedback to improve an idea

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Creativity

Science has good insights into how creative thinking works and can be supported. Different mental states can be identified methodically. Concentration, the closed mode and letting go, an open mode, are relevant for the creative process. Specifically, it is recommended to think about a problem in a concentrated way for a limited time and then wait „ unlimited" in the maturing process (incubation) for the illumination. The incubation phase and the illumination phase take place outside the concentrated work phase in the workshop. Optimally, the Design Thinking method allows for great progress during the workshop due to changes in perspective, diversity in teams, customer perspective and activating tools. Nevertheless, it is a rule that really good ideas need a time to mature. Time makes its contribution and Team-WhatsApp groups support idea generation even after the workshop.

1. Preparation Phase

Through targeted, concentrated work, mental information is collected, problems defined, interests reconciled or a goal outlined. This phase typically takes place for a limited period of time and also in concentrated work.

2. Incubation Phase

This is the actual birth of the new idea. At some point a possible answer to the problems discovered is unconsciously found. One speaks here also of subconscious matu-

ring processes and of divergent thinking in all directions is characterized. This happens rather unconsciously. The brain works in this open state for an unlimited period of time.

3. Illumination

The AHA-experience is the moment when it „clicks". In other words, the moment in which novel approaches to solving the problem arises.

4. Verification

The fourth phase is also important and is often forgotten, so that no innovation takes place. In order to bring good ideas to life, they must be recorded. They must be tested in initial implementations and feedback must be obtained from experts and end users. Through the iterative process the idea is finally developed or dropped.

Iteration and... Documentation

An essential principle of the Design Thinking approach is iteration. Behind this lies the willingness of the team to look back at the process already undertaken, to question the work already done and, if necessary, to go back one or two phases, to adapt or reject individual parts.

A change of perspective helps us to think about the problem in detail and to recognize errors promptly.
An early exchange with future users as well as with experts is essential for this. Not just waiting until we come across disagreements in the exchange. The innovators must actively seek for feedback.

A basic requirement for iteration is to define goals to be achieved. We do so by filling in:
– a Problem Profile
– a User Profile
– a Idea Profile

With a Profile next to us, reflection makes sense:

What have we learned?
Do we have enough information?
Do we know our future client good enough?
With what do we want to continue?
Have we reached our defined goals so far?
What was surprising for us and why?
What was exciting or new for us?

Another basic requirement for iteration is the documentation. It is elementary to capture core aspects on the way to the business idea. The documentation ensures that the valuable intermediate results are preserved and that iteration is possible in the first place.

Incubation phase and illumination typically take place outside the concentrated work phase – after the workshop. The documentation of results also makes sense for this.

KEEP it SHORT

Iteration
• Look back and be willing to learn and to go steps back
• Take different perspectives
• Exchange with future users and experts
• Gather active for feedback
• Take time to reflect about things have done

Documentation
• Capture core aspects to make iteration take place.

Sustainability

Sustainable business models are based on business ideas that make a contribution to the EQUITY, ECOLOGY and ECONOMY. They establish a business that is based on the principles of sustainability and translates these into business. As with other business models, they focus on the benefits or value proposition for their customers, partners, employees and themselves. Sustainable business models offer creative solutions for the challenges of our time, especially with regard to the protection of climate, environment, biodiversity, natural ecosystems and fair treatment of stakeholders.

New sustainable products and services, have also given rise to completely new industries in recent years, such as the „share economy". This has completely redesigned the range of goods and services on offer. The focus here is not on the sale, but on the (re-)use of these. This in turn leads to a substitution of industrial goods by services, which in turn results in numerous service innovations that are reflected in business models. The benefit of sustainable business models lies in the fact that they contribute to reduced material use and thus resource consumption. This helps to conserve resources and save energy.

If our business is sustainable, we need to look at the entire supply chain and our networks. This also means that all parts from production to delivery channels to sales adhere to protocols for a fair and humane work environment, for equality between men and women and between disadvantaged communities.

Founders who implement sustainable business models create added value for society now and in the future. They often use the latest findings and technologies to generate this added value. They establish a positive link between sustainable development of the company, society and the environment. By saving energy and resources, for example, not only can costs be reduced in the production of goods, but ecological and social improvements in the supply chain can also be achieved.

Through product and sustainability innovations, new market segments can be opened up, companies can enhance their reputation and the identification and retention of employees can be increased. Overall, the implementation of sustainability innovations can generate competitive advantages for companies. Green start-ups and companies with their sustainable business models are innovation and growth drivers. They contribute to the realization of social goals and interests.

KEEP it SHORT

Sustainability
- Makes a contribution to the equity, ecology and economy.
- It is a value proposition for customers, stakeholders & themselves.
- It supports the idea of re-use of things. (internet of things)
- The entire supply chain is under reconsideration to ensure, fairness and equity for everyone.
- Sustainability is an added value for society now and in the future.
- Is an opportunity for new markets, new businesses and new services, a chance to become more competitive.

Planning an Online Workshop

Do you have a decent software for an online workshop? There are a variety of applications on the market, whatever you use, make sure you have done a test and that you are familiar with all the necessary features.
Be aware that participants will have problems dialing in the first time. A good way to handle this situation is to share the responsibility between the trainers. For example, one trainer explains the rules of the workshop and the host can help the participants with the problems.

On the first day of the workshop, ask if everyone agrees to conduct a WhatsApp group. This will allow you every morning to welcome participants an hour before the workshop begins and ensure that they are prepared.
This WhatsApp group can continue as a peer group after the workshop to discuss issues, programs, or information.

We recommend that you prepare your online workshop in such a way that you determine in advance who does what and when. Try to change the trainer with each new exercise. A pleasant workshop feeling is created when the trainers talk to each other as they would physically.

Plan as well in advance, who is responsible for recording. Participants always have interest in listening to parts of the workshop again and again.

Together with the invitation code for the meeting we send the participants a short letter per email with all relevant invormation about the conditions of the workshop. E.g. that they need a piece of paper and a pencil, that the workshop starts punctual, that the participants should inform the trainers if they are unable to attend a workshop day.
We do also like to point out in that letter that the workshop is interactive and participants work non-stop on developing their own business. Only in "cosumer" mode the workshop makes no sense unless they want to spend the time and rework the tasks in the evening.

How is keeping the time? Make sure that on person / trainer is responsible for the time schedule. This does not have to be exact to the minute, but the rough guideline should be followed.

KEEP it SHORT

Planning an Online Workshop
- Choose a software and test the features.
- Be prepared that participants will have problems the fist day.
- Creating a WhatsApp Group has many advantages.
- Create a schedule and determine who does what.
- Build a pleasant workshop atmosphere.
- Make sure that the workshop is recorded.
- Send a e-mail with relevant conditions for the workshop
- Who is the time keeper?

Online Interaction

Spontaneous reactions are reduced to a minimum in on-line interaction. Therefore we have to use new and unusual techniques. Motivate your participants to turn on the laptop camera. Agree with your participants to use signals such as "like", "clapp hands", "love" or "stop" because of the necessary muting.

Open and either/or questions for a short feedback make no sense. Ask precisely for "Give me the thumbs up" if you agree, or "Write in the chat if ...".

Make your own participants list with names and businesses. Make sure, that you interact with every single participant and make ad hoc examples with their businesses. Therefore a list is indispensable.

Motivation is mandatory and even more important in on-line conditions. Involving participants means asking for their opinion, ask for results and discuss them alltogether. Praise participants for good work, for brave ideas, for thinking out of the box.

Build on trust through empathy. Have a small talk bevor the workshop starts with participants and trainers alike. Show a little bit of your privacy: what have you done last day after the workshop....

Rephrase every explanation at least 2 times. Not everybody is attentive at the first explanation, we need a second or a third variant to understand what the task is for.

Guide the participants through step by step explanations. This keeps the participants engaged and the trainer can actively direct their attention away from distractions towards the content of the workshop. Long periods of silence allow thoughts to drift away. It is helpful to break the silence again and again with a quiet an calm voice so that no one is disturbed too much by paraphrasing or by giving a new example. Use relaxing music to bridge a short period of silent work.

KEEP it SHORT

Online Interaction
- Turn on the laptop camera is mandatory.
- Agree to use signals: "like", "clapp hands", "stop", "love".
- No open question and either/or questions.
- Conduct a list with names and businesses and notes.
- Interact regularly with every single participant.
- Build empathy through small talk and personal stories.
- Rephrasing at least 2 times is essential
- Step-by-step explanations, music and examples help to draw attention to the exercise.

Physical Workshop Planing

In Design Thinking teamwork is a central aspect and for this reason it is important to bring the participants together in one place. This is a good way to create a common understanding of a problem, idea and potential solutions.
If the facilitator succeeds in guiding the group in a goal-oriented manner, creating a positive group dynamic and using the tools effectively, then something good will come out of a Design Thinking for Business workshop.

In addition, the facilitator is responsible for planning the workshop. At the same time the facilitator must have the flexibility to respond to the situation, wishes and needs of the group and be prepared to make ad hoc changes in the process. Fortunately, the certified facilitator of the Design Thinking for Business workshop has all the prepared documents, such as agenda, tools, Playbook and schedule at his disposal.
It is important that the facilitator always knows what the goal behind the exercise is.
To prepare the workshop, necessary documents such as the agenda are printed out. The Playbook has to be printed by the local print shop and a room has to be organized.

Even if many things are already prepared for the Design Thinking Workshop for Business, it makes sense to ask yourself the following questions:

- Who are the participants?
- Do the participants know each other?
- What is the training level of the participants?
- What are the expectations of the participants?

The size of the group can vary. The maximum group size should not exceed 5 persons per team and 16 in total.
As already mentioned, a Design Thinking for Business workshop is very laber intensive. Therefore it is essential to conduct the workshop with at least 2 or 3 facilitators.

On the day of the workshop we recommend to be there early to prepare the room accordingly. It is important that there is enough room and free space. Since we need a lot of space to work, every space is used, including the walls, which we can make into an excellent working surface with large sheets of paper, for example. Depending on the task and team size, a table island should be provided for each team.

KEEP it SHORT

Workshop Planing

- We are well prepared for the workshop
- It is good to have some details about the participants in advance.
- Group size do not exeed 5 persons per team (16 in total).
- We are minimum 2 facilicators per workshop, better more.
- We need enough room and use walls as well.

How is a Creative Room?

The space in which we creatively unfold has an influence on team dynamics, results and the joy of working. Design Thinking works best where people feel comfortable.

A good room should stimulate, inspire creativity, invite reflection, encourage cooperation and above all be functional. In the end, the interior design is irrelevant, as long as the room concept gives us the flexibility to change everything so that we can work and practice Design Thinking in it.

Ideally, work should be done standing up. This helps the participants to become actively involved and to do more than just consume information. When sitting, we are quickly in the mode of a session or a lecture from which we let ourselves be sprinkled. It's relaxing, but doesn't help much when it comes to creating the next big market opportunity. Rooms that can be quickly adapted to group or individual work situations are ideal. It should be large enough to allow interaction, i.e. at least 60 square metres for 16 participants.

Often there are no bar tables. These can be easily made by placing a table on 4 chairs. Check the stability beforehand, but experience shows that this works surprisingly well. It also immediately gives the desired impression of "being different".

Any form of whiteboards, writeable walls, flipcharts are welcome to record and visualize work results. It has also proved to be a good idea to cover the walls with paper over a large area, so that the walls can be written on and posters, photos, flipcharts and post-its can be easily attached.

In order to keep the feel-good factor high, it is recommended to have enough water, coffee, juice, but also fruit, chocolate, biscuits as snacks. A good workshop also goes through the stomach and the creative work makes everybody hungry.

KEEP it SHORT

Workshop Planing
- The room has an impact on the results of the workshop.
- A good room has to stimulate, inspire, invite people to be creative.
- Work should be done standing up.
- We need walls or boards to write and to stick post-its on it.
- Snacks do fill up the energy level.

Wrap-up

The end of a workshop is as formative as the beginning. Often the last impressions remain with the participants. An abrupt end triggers dissatisfaction and the goal must be to take the positive mood with you.

Make sure that clear next steps and tasks are defined and assigned at the end.

The end of the workshop must be planned in as much detail as the beginning.

Final Feedback

We only learn if we reflect regularly and so a feedback round, e.g. "I Like, i wish, I wonder" is a good way to learn and develop as a team. The retrospective can take place on 2 levels: 1) Moderation and team dynamics 2) Content, goals and problem solving

Required Material

Material: – Flipchart Paper
            – DIN A4 Paper
            – Whiteboard Marker
            – Paper Marker
            – Post-its (at least 1 – 2 blocks per person)
            – Pens

What kind of material does it need?

"Thinking with your hands" and "showing things than just talking about them" are 2 important parts of Design Thinking. We achieve both by transforming ideas into physical prototypes. For this we need material to quickly build simple things. In addition, templates, such as a Lean Canvas can be printed on DIN A3 and thus serve as a work surface. Have a look on page 36 – 38 in the Playbook.

Workshop Material:
            – Facilitator's Canvas
            – Agenda printed for each participant
            – Playbook printed or editable PDF for each participant
            – Design Challenge Poster

Different Schedules

1. Original "Design Thinking to develop a Business" Concept

In order to really be able to interview suitable interview partners, the Design Thinking for Business workshop plans to leave the 2nd day at free disposal. Participants of the workshop can plan the 2nd day independently.

When and where to meet with the team members or with persons in a mall in order to conduct the interviews optimally.

2. The Evening Schedule

There are also participants of the Design Thinking for Business workshops for whom an evening event is more suitable. In this concept, the 4th evening is intended for the execution of interviews.

For the online Workshop we do have 2 diffrent offers.
Option A: Design Thinking for Beginners
Option B: Design Thinking to grow a Business
The first one is a 10 half day workshop, the ladder one is a 9 half day workshop.

For a detailed overview, see the agenda for the different workshop concepts in the Appendix.

Different Schedules

The Original Design Thinking for Business Concept

DAY 1	DAY 2	DAY 3	DAY 4
Design Challenge / Understanding	Observing / Interviews	Finding the right fokus / Ideation	Ideation / Prototyping

½ DAY — Elevator Pitch

The Half-day Schedule

½ Day 1	½ Day 2	½ Day 3	½ Day 4	½ Day 5
Dig out a Problem	Design Challenge	Understanding	Observing / Interviews	Finding the right fokus

½ Day 6	½ Day 7	½ Day 8	½ Day 9	½ Day 10
Ideation	Unique Selling Proposition	Prototyping	Vision&Mission Storytelling	Elevator Pitch

Design Thinking for Business

In Detail

0. DESIGN CHALLENGE

Dig out a Problem

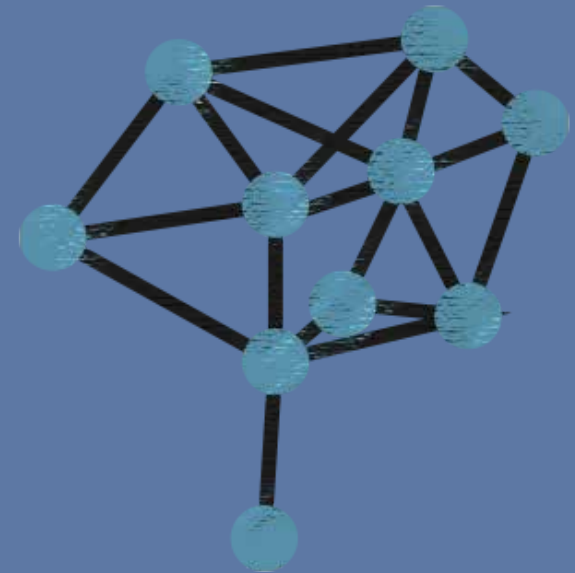On page 22 we talked about sustainability. The concept of sustainability covers different things. Amongst others, that the new business idea lasts a long time. That over time, the user value is enhancing through our product and our small business is getting more & more competitive. This means, that finding a business idea has to be innovative, it has to be something what until today does not exist on the market. We want to avoid copycat with our business idea. We want to avoid taking away business from our neighbors.

How can we find a sustainable Business Idea?
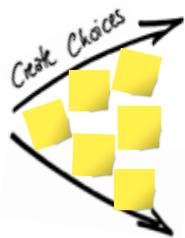
In order to find a unique, customer desired, economic viable Business Idea, we first of all think about problems in our country, in our community, in our times, that should have been solved. Therefore we use the brainstorming method.

Of all the possible problems, that we found, we filter out the ones that are most appropriate for us. From these we can finally make a personal selection.

Problem Profile

Name: Interesting Problem

Our problems are supposed to have the following characteristics:

Problem Profile

In order to filter the for us most appropriate problems we need a list of characteristics, which the problem has to fullfill. We can easily put all other problems aside. The Problem Profile is our filter.
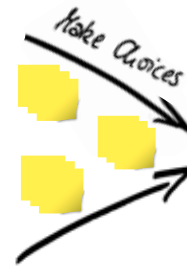
To make it easy the Playbook defined the following filter characteristics. First we only look for problems that we can control and that is located in our region (local). As well the problem has to be exciting to us personally, has to exist in the future and has to tackle a lot of people. Of course there could be a lot more filter characteristics.
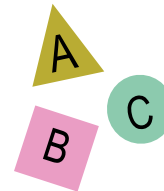
If we extracted that problem which fits into our Problem Profile we have to find the interesting aspect of our problem, which we want to work with in the next several years as entrepreneurs.

"What is the problem you want to solve with the bottom of your heart?"

Brainstorming
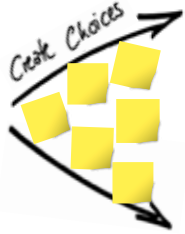
The first step of the DESIGN CHALLENGE, contains brainstorming, a method that promotes the generation of new, unusual ideas in a group of people. The aim is for the participants to spontaneously come up with answers to questions asked, inspiring each other in the best case scenario, and to let points of view flow among themselves into new approaches to solutions and ideas.

In the scope of our workshop, all ideas are individually noted on post-its and pinned to the wall or table for all to see.

All participants should produce ideas without any restrictions and combine them with other ideas. The time frame for brainstorming in this phase should be between 30 to 40 minutes. The group should be put in a productive and inventive mood by the appropriate Warm-up.

During the brainstorming the following basic rules apply, which are also printed in the Playbook and which are read out loud before the exercise:

GOOD to KNOW

1. **No criticism**: every thought is welcome, no matter how crazy. There is no discussion, no criticism and no evaluation.

2. **Mass instead of class**: the amount of ideas counts. The more the better. Each idea is written on a separate Post-it and comes to the wall.

3. **Further spinning allowed**: no idea belongs to someone. Further spinning makes sense.

4. **Lateral thinking encouraged**: to digress, to think round the corners, to think nonsense, what would alien say, ... everything is allowed and desired.

Problem Profile
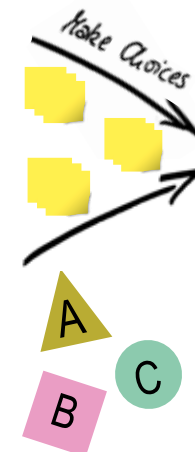
After the limitless generation of answers to the starting question: „Which problems exist that should be solved", the second step follows, sorting and evaluating. To ensure that the evaluation is structured, we have prepared a Problem Profile, which can be extended individually. All ideas are now tested for their fit with the profile characteristics.
The characteristics must be chosen wisely.
Only the criterion „too crazy" is none.

The selection is the last step of the brainstorming:

"What is the problem you want to solve with the bottom of your heart?"

The Problem Scope

Despite the Problem Profile, the selection of problems that the participants of the Design Thinking Workshop want to continue working with can vary widely. The success of the workshop depends largely on the nature of the problem. If the problem is too general and the possibilities it contains too diverse, the team will not be able to develop workable solutions for their own small business.

If the problem is too narrowly defined, the team will not be able to develop creative ideas and existing solutions will be taken along as the only possibility throughout the whole process.

The task 6 "W" questions and the subsequent "Initial Question" should give the participants the opportunity to

1. **develop a common understanding of the problem in the team and**

2. **define the right scope of the problem so that the whole Design Thinking process will be successful.**

The challenge for the trainer is to accompany the individual teams very closely in defining their problem. In order to support the teams in defining the scope of their problem, the following 3 questions help:

1

User segment

- Does this problem affect enough users in your market or in your specific region?
- Can you estimate a number of people?

2

Frequency

- How often does the issue or problem occur for your users
- Once a lifetime or every day?

3

Value

- How much $ is solving this problem worth to the user?
- Donations are unlikely.

Initial Question

The exercise of the 6 "W"-Questions should help the teams to get a better and common understanding of the problem before they describe their "Initial Question".
It is suggested that the teams write the "Initial Question" on a piece of paper to remember it for the coming phase.

1. Understanding

During the DESIGN CHALLENGE we clarified the scope and finally recorded it in a concrete sentence.

In the first phase of the Design Thinking cycle, the "Understanding", we want to better understand how the problem presents itself by starting a

"Customer Problem Journey".

We are trying to document the individual phases that lead to our problem.

In a second step, we add to the phases the actions that people, users, stakeholders, etc. contribute or suffer. In the 3rd step we enrich the journey with the help of emojis with the feelings of those involved. In the last step we complete the phases with channels or medias that are elementary for the phases of the development of the problem.

With the next exercise, the

"Assumption Chart"

the participants change the perspective a little bit and work out the different user groups that most likely have the defined problem.

These can be age groups, interest groups, regional groups or socio-demographic classifications.

For each user group we try to record the needs of the respective group in the 2nd column of the chart. By need we understand their wishes, desires, demands or something mostly material that is necessary for life. "Condition or experience of a lack, connected with the desire to eliminate it". Related but different is the description of the motive, which is placed in the 3 columns. Motive from the Latin: motus "movement, drive" stands for the specific targets that drive a specific user group.

Example:

| USER	NEEDS	MOTIVES
Health conscious adults	Stay healthy	Feel fit and active
Overweight women	Lose weight	Fear of illness Fear of isolation Pressure from employer

Can you find more user groups for a Sports App and add their needs and motives?

2. Observing

The "Observing" phase is a very important phase and one of the core elements of the Design Thinking Cycle, because first of all the participants & teams are guided to look through the eyes of their future clients. And secondly, here they deeply accept that everything they know about the problem and the people who have this problem are all assumptions. In order to really meet the needs of future customers, they must be sure that these assumptions correspond to reality and if not, they have to adjust the assumptions so that the products or services they offer will end up selling thousands and thousands of times.

Typical User
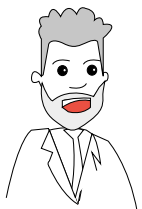
In a structured manner, a "typical user" is first defined. Based on assumptions, the participants think about who a future customer might be and where they could meet him for an interview.

Questionnaire

In the next step, the teams are instructed to create a questionnaire and divide the tasks (interviewer, notes writer, listener) during an interview in advance within the team.

Empathy Card

At best, the participants can enter the specific answers from the interviews into an Empathy Card. To do this, the participants urgently need to look at the Empathy Card and the corresponding question from the Playbook in advance. It is important here that answers are entered through activities and with the help of verbs. No headwords with nouns. Astonishing and important quotations and statements should be written down literally. Only the first 4 coloured fields have to be filled in during the interview.

Interview

Participants of the workshop have to interview **at least 3 people** for whom a solution to the problem and their "Initial Question" are relevant.

The participants should interview at least 3 possible future clients. Not all workshops take place where the participants can find optimal interview partners or future clients are not available when the teams are looking for them. Therefore, the basic schedule of our workshop concept is to give participants one day to conduct their interviews at the best possible location finding their interview partners.
If this should still not be possible for the participants, relevant interviews can also be conducted by telephone or with team members or trainers.

However, for rich information they should approach people who are actually confronted with the problem and who belong to the expected customer segment. The more accurate information they get now, the better the product idea will be later.
After the interviews, the teams have time to reflect on the interviews again and jointly enter the Pains & Gains per interview. During reflection, the participants mark statements that were surprising, exciting and contradictory with a flash symbol.

Key elements of Surveys

The Playbook on pages 21 and 22 provides examples of a questionnaire for the participants. Nevertheless, trainers should understand a little more precisely how a questionnaire for the interview should ideally look like:

The general approach of a survey has simple scientific findings as its basis. For surveys that are equipped with "yes/no" options or with rating scales, a large number of interviews (at least 100) is required to obtain meaningful results. This is not feasible for the Design Thinking Workshop. Therefore, this workshop concept is based on a qualitative rather than a quantitative survey. By using open questions to explain the context of an opinion or view or assessment, we obtain a higher density of information. Furthermore, distortions in the assessment due to the lack of context can be avoided.

The analysis of qualitative surveys is not trivial. Using the Empathy Cards as a collection method on page 23 of the Playbook, the focused collection of respondents' answers is simplified and targeted.

In order to implement a qualitative survey, we try to animate the interviewee to tell us his/her story about the situation in which he is confronted with the interested problem. If an interviewee is in the narrative flow, he or she will be least influenced or pushed in a direction of expected answers by the interviewer and new and rich insights into the interviewee's world of experience will be the result.

Interview partners do not find it easy to share their experiences with a stranger. It is therefore essential that interviewers try to build up empathy with the respondent before the interview begins. During the interview, pressure or stress should be avoided as much as possible. If the interviewee starts to falter, it makes sense to give him time. A silent phase helps the interviewee to become clearer about his or her own story and it shows that the interviewer has patience and a deep interest in the story.

Empathy can be created by the interviewers introducing themselves, explaining the reason and personal meaning for the interview. A few words of encouragement and a smile can also help break the ice.

Only after the interviewee has told the whole story and the interviewer has made sure that that is all what comes to his/her mind, it is time to ask more specific questions. With why-questions we try to get a deeper understanding and to ask for inconsistencies or surprises. This part of the interview is also important and the interviewer needs a lot of time to answer these questions, because these why-questions are not self-evident.

Precisely because the interviewee's world of experience is not self-explanatory, the interviewers' summary of the interview towards the end of the interview helps to ensure that the story and the details are correctly understood and interpreted.

3. Finding the right Focus
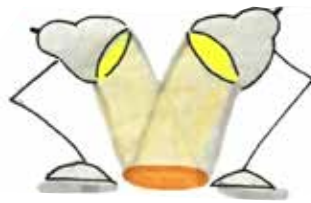
Finding the right focus is not easy, but it is possible on the structured path we have started.
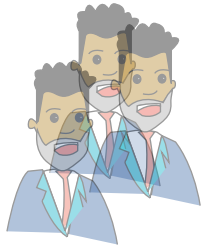
Empathy Map

Therefore the teams or participants have to review all interviews in the Empathy Cards and find similarities in terms of patterns.

It is a balancing act to put same things together and at the same time not to miss important, interesting aspects. But both, patterns and important aspects have to be written down in the Empathy Map.

User Profile Canvas

The User Profile Canvas consists of different components. A Persona represents a fictitious character, and is created to represent a user or customer type. The Persona should be described as precisely as possible. That means it has a name, a gender and basic demographic data.

On this basis and with the help of the Empathy Map the wishes and worries of the Persona regarding the problem can be derived.

With the "jobs-to-be-done" first a situation is described from the user's point of view. Secondly the motivation of the Persona is explained and thirdly the expected result is specified.

All of this serves to give the team a common, detailed idea of a user group, for which innovations are then sought in the next phase of Design Thinking.

Point of View

All tasks carried out by the participants to find the right focus consolidate into one Point of View. The "Point of View" sentence has a simple structure and is the beginning of the following ideation phase.

GOOD to KNOW

Example for the simple structure of the PoV:
"How might we help Robert (Persona), to stay healthy better and thereby reach fitness and activity."

The "PoV" is the starting point and question for the subsequent generation of ideas.

4. Ideation

Ideation includes brainstorming and validation. The various brainstorming exercises build on each other.

10by10

The 10x10 brainstorming is intended as a brainwashing. While the participants have been busy with problems for so many hours now, of course some sticky ideas came to mind, which the participants are convinced are the best and only single ideas ever. To give participants the opportunity to put these important ideas on paper and to reopen their minds to other ideas, the Ideation phase begins with the task 10by10. In this task, participants have to write down 10 ideas in 10 minutes. The time pressure helps to find even fast & dirty ideas that can be reused, improved and extended in the following thinking games.

Opposite Thinking

In order to avoid tapping on old tracks, the second brainstorming is thinking around the corner. This task requires a lot of mental strength and openness. But it trains the participants to use both brain hemispheres and to accept that following new tracks or unknown thoughts can achieve an unexpected, awesome result.

Trainers need to be aware that participants sometimes have difficulties in starting this task, because they are not familiar with thinking 'outside the box'. Join and help the teams for the first minutes with this Opposite Thinking.

Brainwriting

Brainwriting is also completely opposite to the last two exercises. The participants now have time to deal intensively with new ideas. The input for this is provided by the ideas of team colleagues. The task is to continue, improve or extend an idea that the teammate had previously. Of course it is accepted to use ideas from the last two exercises if nothing else comes in mind, but only if they fit perfectly with the first idea.

How-Now-Wow-Matrix

If we classify all the ideas developed into this matrix, we validate them in terms of the effort, the difficulty of realizing the idea and at the same time in terms of the originality of the idea. By originality we mean how innovative the idea is. How radically new this business would be if we implemented this business idea.
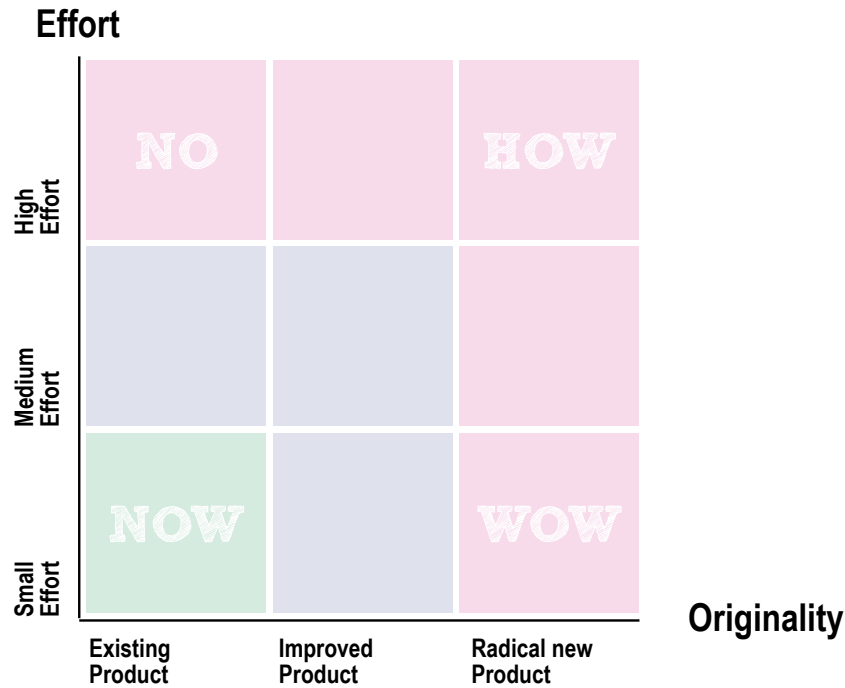
Effort

NO – Already existing business ideas with high effort are not interesting.

HOW – High effort but radically new idea leads to the question how to realize it? Is help on the horizon?

NOW – Small Effort but already existing ideas can possibly be a good idea to start a business very quickly, earn the first money and later realize the HOW–idea.

WOW – Small Effort and a radical new Business Idea or product is the innovation you wanted. Congratulations. Sometimes the customer is not ready for radical new products. Then it makes sense to start with an improved product and slowly transform it into this radical innovation.

GOOD to KNOW

We have now reached an important point in the Design Thinking for Business workshop. Due to the concept that as many people as possible should participate in the workshop and not just one business idea should be developed for one person, we have formed teams over the past phases and let people with the same interests work together.

At this point of the workshop, there are now various options for the participants.

1. they can continue as a team and later possibly start a business together,

or

2. individuals can form smaler teams and continue together on same ideas as other groups,

or

3. people can continue working individually and on same ideas.

Unique Selling Proposition

Finding the unique business idea is by no means easy. Only very few companies are unique. Just look around, how many clothing stores, hardware stores and electricians are really unique?

The key to effective selling in this situation is a "unique selling proposition" (USP). Until you can find out what makes your business unique in a world of homogeneous competitors, you will not be able to successfully implement your business idea and sales efforts.

Brainstorm Cards

Determining the Unique Selling Proposition for the own new product requires hard work and creativity. One way to start is to analyze how other companies use their USPs to their advantage. That's why workshop participants will find "WHAT IF" cards with a sticky question to think about adding value to their future customers in terms of

- "customer trends",
- "technological trends",
- "market trends" and
- "emerging economies".

> **WHAT IF** **you give your customers something unexpected?**
>
> Go the extra mile: surprise your customers with a present, a nice message or smart packaging. Tomorrowland, a world-famous music festival, delivers its tickets in an artsy box. Their stages feature detailed decors. Even their garbage collectors wear themed outfits.

As an example, a real existing business is described under the question. These cards should inspire the participants' emerging business ideas. Not all cards fit all business ideas. If after 30 seconds of careful analysis of the mentioned USP nothing occurs to them, the next card contains the next chance. One thing is certain, reading these cards can help to learn a lot about how companies differ from their competitors.

Idea Profile

The Idea Profile serves as a concretization exercise and summary of the business ideas developed so far. This is certainly not final, but it is needed again for the Lean Canvas in the Prototyping phase and now it is the right time to do it.

Using post-its for this exercise has the advantage that they can be pasted onto the Lean Business Canvas later.

Use Post-its

Validation Guide

The Validation Guide is a combination of closed and open questions that can be discussed in a team as well as with friends or other reliable persons. Especially the open questions provide information on how to improve the business idea. The feedback is of great added value.

5. Prototyping
Lean Canvas

Problem	Solution	Unique Value Proposition	Unique Selling Proposition	Customer Segment
What are the 3 most important problems you solve? **Jobs-to-be-done**	**What are the 3 most important features of your solution?** **3**	Simple, clear and convincing message that says why your product / service is different. Why do you deserve customers' attention?	**What is difficult to copy, what is unique?** **6**	**Who are your target customers?** **Today:** **Future:**

Key Figures

How do you measure success and monitor improvements?

e.g. number of website visitors **9**

Distribution Channels

Your way to the customer and back

4

1   **5**   **2**

Cost Structure

Costs for acquisition, sales, infrastructure, wages, infrastructure, development, creation, ...

8

Revenue Sources

Price model, income, margins, support

7

40

The Prototype

The construction of prototypes serves to make the selected ideas tangible and experienceable. The prototypes range from a simple critical function prototype to the final prototype. For the construction of prototypes we use simple material that is good enough to test a function or an experience. This approach is expressed in our Design Thinking motto: Love it! Change it! Or Leave it! Early failure gives us the opportunity to learn and build a better prototype in a next iteration.

In this workshop we use the Lean Canvas as Prototype Methode.

The Lean Canvas

As Prototype, the next important tasks the teams need to perform is getting their idea(s) out from their head into a tangible format so that they can communicate that with others, especially with stakeholders or investors. In the past, this usually meant a well-researched business plan, that would usually take weeks (more like months) to create.

In contrast, the Lean Canvas helps quickly to formulate a possible new business idea, the business model, the problem, the distribution channels and more in the dynamic lean Methode. Having the Lean Canvas as a visual guide made this part "communicating the model/idea" so much more effective – the most valuable function of the tool.

The mustard coloured fields (1, 2, 3 and 6) of the above

Lean Canvas have been developed in the previous phases of the Design Thinking Cycle and only need to be transferred properly.

In the "Ideas Profile", the participants also thought about the processes of their new business. Specifically, they have already decided on some "distribution channels". Now the participants have to specify these and note all channels to the customer and back?

The "Unique Value Proposition" is a clear, convincing and sticky statement that describes the value of your offering, how you solve your customers' needs. Take another look at the "Ideas Profile" on customer benefit on page 34.

"Revenue Sources" are important so that your business also pays for itself monetarily. How can you generate revenue? Are there any other sources? Try to make assumptions and evaluate them later.

Just as important is the "Cost Structure". Try to hold on to it and think about how to keep costs as low as possible. In a first step write down assuptions of costs.

Finally, it is important to think about how you can measure your success. Determine "Key Figures" that you want to check regularly in order to identify improvements. See a List of possible "Key Figures and Ratios" on the Playbooks Glossary on page 54.

Elevator Pitch

Before participants can begin to sell their product or service to anyone else, they have to sell themselves on it. An Elevator Pitch is nothing else. Getting time from an interested audience, the most important thing is to sell the own energy and the spirit of the business. The content that must be in an elevator pitch is explained in the playbook, here in the training we discuss other success factors that are no less important for an elevator pitch.

Mandatory content or let the show start
Some content, especially from investors, is necessarily required. See the Playbook page 43.

Storytelling or painting a picture for the audience
The audience loves to hear a good story, and by the way, the content sticks better in their brains. Page 46.

Vision & Mission or reach for the stars
This is a view of the world that the company and the people are working towards, not what they are expected to do now. Page 44/45 in the Playbook.

Transfer or fine feathers make fine birds
Everything always looks so great on paper, but performing an elevator pitch is very challenging. On the right side are some aspects that are very profitable for the presentation.

Start with a BANG! Ignore what's incomplete or the fact that you're nervous. Show some confidence! Don't start with any excuse.

Make a personal connection! Know your audience & try to relate to their world. For example: "When I was 5 I wanted to become an..."

Always be positive! Don't use your pitch to complain about corporate, politics, frustrations, ... Being negative doesn't help you deliver your message.

Be brave when needed! Dare to speak up, for example if a specific budget or a specific requirement is needed.

Be honest! If you don't know something yet, just say so. Don't try to invent an answer out of thin air! When you're honest, the jury might be more open to help you with missing info as when finding out what you've got wrong.

Make eye contact! Tell your story with confidence and make eye contact with your audience. Don't focus too long on just one person. Look at the whole audience.

Repeat important items! Seriously, repeat important items. It helps your audience remember.

Use silence to enforce your statement! It really works. A presenter has the urge to speak. Therefore a moment of silence may seem like minutes, but the audience will not conceive it that way.

Clarify the purpose! Bring a direct message to certain people in the audience. Remind them why they should listen and what's in there for them.

Be prepared for questions! You may even leave out some important information and provide it during the question and answer session.

A metaphor is a good story-telling tool. It helps the audience to understand and remember your story better.

Design Thinking for Business

Warm-up

Semantic Cards

All participants are colourfully distributed in the room.

The facilitator asks a question and invites all participants to gather in the room according to their answers. For example, "what is the first drink they take in the morning?"

After 5 – 7 rounds most of the participants have met each other one or two times and, while searching the group, have simultaneously described their own position to the others.

In doing so they can proceed from the general to the specific. The last question for example could be "What did they get annoyed about last?"

True and false

The participants are standing in groups of 5 in a circle so that they can look at each other.

They all describe 2 facts from their lives about themselves. One fact is true, the other is faked. It helps when the workshop facilitator opens the round.

After each person, the facilitator lets the participants vote by a show of hands: "who believes fact A was fake?" then "who believes fact B was fake?"

The narrator solves the riddle with a short commentary on the story.

Blind Portrait

The task is that 2 people talk to each other and at the same time portray each other without looking at the sheet. The couples have 2 minutes time for this.

Simple daily topics are suitable as topics of conversation. (The facilitator suggests a topic of conversation.)

It is important to explain to the participants beforehand that the exercise is not about drawing as recognisably as possible, but that the results will really be best if the sheet is not looked at in between. You can see very quickly from the results who has drawn blindly and who has not. It is not about drawing lifelike.

Afterwards, each "artist" writes the name of his model on the sheet and briefly introduces the person to the other participants on the basis of the drawing. If the participants agree, the pictures will be attached to a wall with masking tape so that they are clearly visible to everyone.

Change the Role

All participants are in teams of 2.

Round 1
Partner A interviews partner B on a specific question. After 3 minutes, there is a switch and partner B interviews partner A on the same question. The couples are informed at the beginning that it is important to listen carefully to their partner.

Possible topics are "How did you spend your last weekend?" or "What do you like to do in your free time?

Round 2
Each participant looks for a new partner in the room.The interview topic remains the same. But now the interviewer slips into the role of the previous partner and answers as a transformed person. This means that partner C interviews partner A, but he answers as partner B. Of course in the ego wording. Then partner C describes the topic from the perspective of his previous partner D.

How to make Toast

All participants receive a sheet of paper & a pen.

The task is that participants should visualize for themselves and silently in 3 minutes how he/she prepares toast. Afterwards, the drawings are looked at and discussed together.

What is the focus of the drawing? On the preparation process or the purchasing process? Or on the kitchen appliances, like pan, toaster, oven? Or a cosy meal?

The Warm-up is intended to introduce the convergent thinking of the "Find the right Focus" phase. Here it is important that the participants become aware that they are now changing from an open, divergent approach to a view focused on the future customer. Which perspective do they adopt? Looking at the simple process of preparing toast, this Warm-up makes it clear how differently the participants set their focus.

10 minutes

Have a look here:

https://www.ted.com/talks/tom_wujec_got_a_wicked_problem_first_tell_me_how_you_make_toast

5 Ways to use

The participants form teams of three or four.
Each team gets an object, e.g. a cup, an EC card, a paper clip, or a cable. Anything can be chosen here. Each team member receives a piece of paper and a pen.
In 5 minutes each team member thinks of as many (at least 5) alternative uses for the team item as possible and draws them on the paper.
New ways of using the object should be developed. Each team member now has 2 minutes to share their ideas with the others in the team.

The Warm-up serves to open up and allow unusual and wild ideas. "Out of the box thinking" should be stimulated. Many ideas should be created in a short time without having to rethink or directly evaluate them.

10 minutes

Star-fighter Contest

The participants form teams of 2 or 3. Each team receives an A4 sheet of paper.

In 2 minutes they have to silently build a paper airplane that flies far. An additional challenge is that each participant builds the paper plane with his weak hand, i.e. right-handed people build with their left hand and vise versa.

After the 2 minutes each team writes the names of the team members on the flyer.

All teams bring their fliers to a starting line from where the fliers are thrown at the same time.

The winning team with the furthest flying paper plane is cheered.

GOOD to KNOW

The warm-up serves to get into the action and "think with your hands". In the "prototyping" phase, the aim is to make the idea physically tangible or experienceable quickly and easily. The focus should be on building to-gether and not on discussing how each individual proce-dure would work.

15 minutes

Online Warm-ups

Time Machine

Don't forget the imagination video of the first day "Programming to Success".

5 minutes

Tree wishes

Talking about wishes and dreams can be a great way to energise an online workshop and get people talking. In this virtual energizer, participants are encouraged to choose three wishes and introduce them to the group.

GOOD to KNOW

This can be a great way to help a group bond as future entrepreneurs with same needs and questions and generate conversation over a longer term.

Timebox this part of the exercise to create a bit of pressure and get people moving quickly!

10 minutes

Draw a smile

Encourage the participants to experiment on their own how strong the wholeness of emotions, physics and learning success can be. An easy way and very quick result is the experiment "Draw a smile":

Let them put a pencil between their teeth. As soon as they perform this scientifically proven physical intervention, they can feel a smile on their face and a lighter feeling appears in their body. Give it a try!

Shake down

Let's face it – doing a online workshop is a sedentary business so a small physical break can be priceless. This Warm-up can serve as a palette cleanser between more complex tasks.

Incentivize one of your more athletic co-trainer or participant to lead a 2-minute stretch exercise through video chat or simply encourage your colleagues to stand up from their desks and jump a couple of times.

As a group, perform 8 shakes of the right arm, 8 shakes of the left, 8 shakes of the right leg and 8 shakes of the left leg. Each time counting each shake as a group from one to eight.

Some physical activity will fire up your workshop participants and co-trainers and clear their heads for a while.

GOOD to KNOW

This exercise can serve as a Warm-up, especially if the next topic is diffrent from the last one, to make a clear break and to show that something new will start now. But also when we have various strenuous tasks in order to refresh the participants' mind.

5 minutes

Ideation - synchronize both sides of the brain

Left hand / starting point Thump & Smallfinger:
Place the tip of your thumb on the tip of the smallest finger. Like a piano player, now touch the tip of the ring finger with the tip of your thumb, then the tip of the middle finger and finally the tip of the index finger. Now do the same backwards: thumb and index finger, thumb and middle finger, thumb and ring finger, thumb and little finger. Repeat this a few times.

Right hand / starting point Thump & Indexfinger:
Place the tip of your thumb on the tip of the index finger. Now touch the tip of the middle finger step by step, then the tip of the ring finger and finally the tip of the little finger with your thumb. And do the same backwards: thumb and little finger, thumb and ring finger, thumb and index finger, thumb and little finger. Repeat this a few times.
Here comes the challenge: Do both hands at the same time, at the same speed but in opposite directions.

GOOD to KNOW

This warming up serves to "synchronize both halves of the brain". If we can ensure that both sides of the brain are encouraged to do a good job, especially in the idea phase, then better ideas and more holistic ideas will emerge.

10 minutes

Stories around the circle

Human beings are naturally born storytellers. With this online energizer, you'll take some time to connect to one another through telling a shared story and be encouraged to have fun while improvising too!

The organiser starts with a line like "Once upon a time, in a land far away, 5 people got together to solve all the world's problems. Everything seemed easy, until one day one of the people saw on the horizon..." and invites the next person in the group to continue the story and add the next line. This keeps going until everyone's contributed to the story.

GOOD to KNOW

This exercise can serve as a Warm-up, especially bevore the Storytelling and Vision/Mission Seshion.
It is as well a good Warm-up to motivate participants to be ceative before Ideation day starts.

5 minutes

20-20-20

We know this for sure, but sometimes we forget. Working on the computer is exhausting for our eyes and our brain. Therefore follow this rule as often as possible:
Take a look at an object every
20 minutes, that is
20 feet away, for at least
20 seconds.   Easy, right?

Who's the artist

This is a great, creative online energizer you can have the participants prepare during the online meeting. Invite each participant to draw an image that tells a unique story or fact about their lives. They can use pen and paper or draw it digitally.

If you want to make it more challenging, give participants only thirty seconds to draw their picture, or do not permit any erasing or editing. Drawings that are drawn at speed and contain mistakes can help this exercise generate extra laughs.

Remote Pencil Pitch

Many of us will have seen a movie where one salesperson asks another to try selling them a pencil. How about we take that idea, add some potential for hilarity and move it online?

In the online pencil pitch, we recommend setting up some powerpoint slides of weird and wonderful objects or use what you find on your desk. Then, inviting your participants one by one to pitch whatever comes up on the next slide to the rest of the group. Time it so participants have thirty seconds to pitch – bonus points if participants can think outside of the box while pitching. This is a great online energizer that encourages improvisation.

GOOD to KNOW

We love this exercise as it encourages people to be creative, changes up the flow of the workshop and allows people to share personal experiences in an effective, safe environment. It's also very easy to run and can be amended to suit your online workshop setup.

15 minutes

GOOD to KNOW

This exercise trains the participants in their sales skills. Every entrepreneur is also a salesman: of his product, his service and his business model. This exercise also strengthens creativity and shows that not everything has to be perfect, but it can be much better with humor.

10 minutes

Design Thinking **for** Business

Additionals

Individual Analysis

The Playbook begins with the question "Me – that's who exactly?" When we start a business, the most important thing is to take some time and think about our strengths and weaknesses, our wishes and how we see ourselves in the future.

Before we ask what we could do in our lives to finance our lifestyle, it is so useful to think about our strengths and we- akness, but also about our existing experiences and the way we learn most easily.

Anyone can achieve everything, but if we constantly have to do things that are part of our weaknesses, it is questionab- le whether we will ever be successful. Because people with talent in exactly these areas will always be much faster, or at least will have to expend much less energy for the same results.

But just reflecting is not enough. We can help our brain to be successful. There is no question that our body, our past experiences and our imagination can help us to become a successful entrepreneur. Therefore, participants are invited to go through the

Programming for Success"

and make suggestions on a daily basis in the future.

Brain Hacks

The human brain is a wonderful thing and does incredible things every day, but at the same time our brain is also unsuitable for certain thought processes.

For example, "the base rate error" when our brain evaluates characteristics of persons more importantly than the actual likelyhood that a person can be what we assume he or she to be.

Scientifically extremely well described is also the uncons- cious influenceability of our brain. The "Florida Effect" de- scribes how test persons who hear words like "wrinkle", "Florida" or "bald head" walk automatically slower than if the same persons do not hear these words before walking. Exactly this influencability can be used for productivity and success in new business.

Many more brain hacks can be found on the Internet. In the Playbook, Brain Hacks were integrated at appropriate places to program the brain of workshop participants for success in a very simple way.

Autosuggestion & ...

Autosuggestion and Visualization are important techniques to practice and cultivate a successful life. Programming a positive stream of subconscious thoughts into your mind, you can control your reality, and ultimately the outcome of your personal and professional goals.
Why should we not use this techniques if it contributes to making the business success of the participants a reality. Especially after the workshop, it is difficult for many to stay in action and continue on the path they have chosen every day.

When you set out to practice positive self-talk techniques like autosuggestion and visualization, you may find that you have a stream of negative thoughts that continually run through your mind. This is okay – your work is to correct each negative statement that flows through your mind.
For example, each time you say to yourself, "I'll never be able to finish this..." or "I'm a terrible public speaker..." take a moment to stop and correct the thought. Instead, say "I will do the best I can to finish this project," or "I will get myself some training and become a better public speaker."
Positive self-talk means getting rid of the negative thoughts that run through your mind on a regular basis – some that you may not even hear!

Autosuggestion is the technique that harnesses the power of your internal dialogue – your constant stream of thoughts and judgments and beliefs – and uses it for positive, affirmations. Often, this involves changing negative beliefs and perceptions that we learned from our parents, friends, partners and experiences.
You can practice autosuggestion anywhere, and at any time. It is especially helpful to spend 10 to 15 minutes practicing autosuggestion before a stressful situation, like a meeting or sports game. All you need to do is sit quietly, breath deeply, and allow yourself to be open to the thoughts and ideas you are about to tell yourself. Then repeat positive statements about yourself and the future outcome of a goal or intention or event.

HOW to DO

Believe in and feel what you are telling yourself. Linking suggestions to emotion increases their potency.
Talk to yourself like you would to a close friend.
Phrase your suggestions positively, and avoid negatives like "not", "less", "won't", "don't" and "can't."
Repetition is key. Each time you repeat a suggestion, try to find a way to make it a stronger, more powerful and meaningful statement.

Some examples of positive autosuggestion include:

"I will close the sales presentation and secure this client!"
"I am a capable and positive person!"
"I deserve the success that I will achieve!"

... Visualization in Practice

Visualization is another mind tool that successful people use to program their brains for success.
Visualization complements autosuggestion and harnesses the power of your mind's eye to realize your goals.

It's simply visualizing in your mind how something is going to happen or play out on a repeated basis. Visualization is commonly used in sports training, and has been proven to improve performance better than just practice alone.
The technique can be used by anyone, however, and will generate the same results on performance and outcome.
When we visualize an event or situation, or an object or possession, we attract it into our life.
Teach yourself this step-by-step visualization exercise.

Visualization should be done with a relaxed and positive attitude, as well as with an openness and willingness to accept whatever outcome may present itself.
Sit comfortably in a quiet space – your office, home, or in nature.
Pick a goal or intention to focus on.
Relax your entire body, and take several long deep breaths.
Tune into your inner voice, and connect to the feeling that you truly believe this goal or intention.
Begin to visualize the achievement of that goal, or realization of your intention.
Create a clear and detailed mental picture, using all five senses.
Allow yourself to feel how you believe you will feel when you have achieved your goal, and how much you desire to reach that goal. What will you smell then? Can you hear something?
Finish with a positive affirmation about the outcome of your goal or intention.
Repeat this process at least once per day, for about 10 minutes.
Powerful positive people have the strength to create powerful positive change in their lives and the lives of those around them.

Trainer's Mindset

What does the Design Thinking Mindset mean for us trainers?

On page 12 of the Trainary we have described the Beginner's Mindset. Of course, we trainers also use the same Beginner's Mindset, such as being curious, having an open attitude, and being tolerant of mistakes. But for us trainers this has as well another component.

In many areas, trainers differentiate themselves from the participants by demonstrating their knowledge in "the manner of the old teacher" in order to generate raison d'être and to convince. In contrast, in the Design Thinking Workshop we encourage participants to adopt a courageous, not completely self-controlled behaviour. Thoughts that are far from reason and logical-rational knowledge should be presented to the community, to the team. In order to encourage this behaviour, we trainers have to communicate with the participants at eye level instead of like an "old teacher".

At the same time, however, we must maintain absolute control over the process and ensure a safe framework for the participants.
- This includes showing appreciation and recognition to the participants if they make courageous or open contributions.
- If we expect participants to be tolerant of mistakes, we must also set an example that we are not error-free and show ourselves from a more vulnerable side.

- By demonstrating confidentiality on more personal issues, we are raising the bar for security to the participants.
- We are responsible for the respectful interaction among the participants and also treat all participants with respect.

The best way to meet this challenge is to see yourself as a facilitator, as the person who should make it easier for participants to get closer to the goal of innovation. As a servant leader, who sees himself as a server for the team and for the innovation and provides everything possible for the smooth running of this workshop.
- This naturally includes professional preparation of the necessary material.
- To have the process in flesh and blood to be able to answer questions regarding "Why are we doing it this way now" at any time.
- This also means to support the teams individually with active participation and role reversal in difficult exercises.
- To participate in the Warm-ups ourselves, in order to adopt the same thought and behaviour format as the participants.

Design Thinking for Business

Appendix
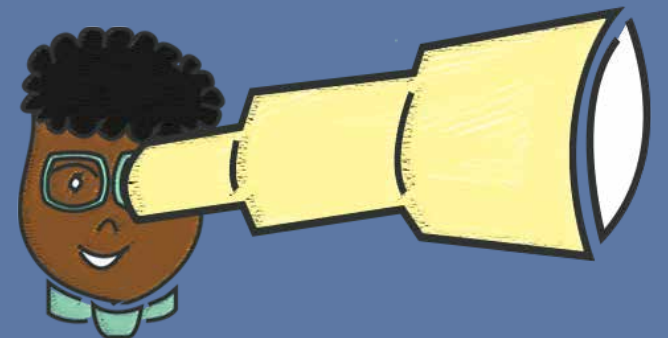
Agenda Day 1

The first day is reserved for the Design Thinking Phase 0,1 and 2, what is Design Challenge, Understanding and the preparation of the Observing Phase.

Workshop Agenda: Designe Thinking for Business

First day

O'clock	Who?	Topic	Learnings	Content	Methode	Tools	Note	Time
09:00		Welcome everybody	Learn something about the trainer	What is the Foundation, who are we? Agenda of the day	one word and answer	–	Participants can say one word – Trainers say something about	10'
09:10		Prayer			Monolog	–		10'
09:20		Me – that's who exactly	Position determination	Realistic picture of yourself – strengths, weaknesses, experiences	Questionnaire	Playbook	Playbook Page 8 / **Homework**: 360 Degree Feedback	20'
09:40		Semantic Cards	Get in contact	Questions to the audience. Trainers get an overview of the participants.	Semantic map	Warm-up	Trainary Page 41	15'
09:55		Brainstorming to find Problems	Find local Problems to be solved	Problems that should be solved.	Brainstorming	Post-it's	Playbook Page 13	35'
10:30	all	Morning Break						10'
10:40		Problem Profile & Clustering	Filter, cluster and prioritize the found problems	Define and use the criteria in the form of properties the problems have to fullfill.	Filter, cluster, prioritize	Profile for Problems	Playbook Page 13, 14	15'
10:55		Initial Question	Deep insight of the problem	Answer these 6 "W"-questionsin in silence and formulate the initial question.	Individual task and group task	6 W-questions	Playbook Page 15 , 16	50'
11:45		Problem Sizing	Estimate the value of the Problem	A rough, preliminary estimate the annual problem size motivates. User segment x Frequency x Value = Annual problem size	Calculation	Playbook	Playbook Page 16	10'
11:55		ReFLECTION	What is important to me?	Reflect about the first phase of Design Thinking.	Reflection	Playbook Questions	Playbook Page 17	5'
12:00	all	Lunch						45'
12:50		Warm-up	Eases up the atmosphere	True and false - in groups of 5 everybody tells 2 short facts about himself. One is true, one is false and the others have to guess.	Storytelling	Warm-up	Trainary Page 41	10'
13:00		Customer Problem Journey	Deep insight of the problem	Think about the Phases how the problem develops, the Actions the persons have, the feelings of the persons and the Channels, the persons use.	Group task - problem analyse	DIN A4 paper /	Playbook Page 19	60'
14:00		Assumption Chart	What are users, needs and motives	Draw a big table and organize the Mindmap before into "user", "needs" and "motives".	Group task – problem analyse	Blackboard or big paper	Playbook Page 19	30'
14:30		Warm-up	Energizing, trains the ability to "let go".	Blind Portrait – in groups of two both have a dialog about simple daily topics. Meanwhile both portray each other without looking at the sheet.	Energizing exercise	Sheet of paper, pen	Trainary Page 41	15'
14:45		Define a typical user	Know more about your future client	Who will be your main target group, where do you find this persons, where is a good place to make your interviews.	Discussion	Questionnaire	Playbook Page 20	20'
15:05		Your Questionnaire	Plan and Create your	Write down all your questions and expected interesting themes.	Write a questionnaire	Sheet of paper, pen	Playbook Page 21, 22	65'
16:10		How to organize our interview	Preparation of an Interview	When and where tomorrow? Who ist responsible for what…	Plan making, select the role	Sheet of paper, pen	Playbook Page 22	20'
16:30		Feedback round	Feedback for the trainers	Feedback about the first Workshop day.	Feedback	Feedback tool	Who notes the feedback ?	15'
16:45		Prayer	Thank God for the day					

Agenda Day 2

The second day is an interview day. All teams can organize themselves. The interviews must take place where potential future customers are most likely to be found. Also the time of the interview must be chosen so that potential future customers are not met in a hurry.

Workshop Agenda: Designe Thinking for Business								
Second day			At free disposal					
O'clock	**Who?**	**Topic**	**Learnings**	**Content**	**Methode**	**Tools**	**Note**	**Time**
Depends on availability of future clients	Individual Team Meeting	**Interview**	Step into the user's shoes	Interviews and fullfill the Empathy Cards for Answers	Interview & Empathy Cards	Empathy Cards for Notes	Participants prepare as many as interviews will take place	30' each Interview

Agenda Day 3

The third day begins with Finding the right Focus in the morning. After lunch we arrive at that point of the workshop, everyone has been waited for so long, it is the Ideation. During the next hours everything is about different variations of brainstorming. We train the brain by thinking outside the box on certain topics.

Third day

0'clock	Who	Topic	Learnings	Content	Methode	Tools	Notes	Time
09:00		Welcome everybody to the 3rd Day		Anything left from the day before?				10'
09:10		Prayer						5'
09:15		Warm-up	Empathy and listening	Change the Role – A interviews B for a specific question. Than C asks A about the same question and A answers as if he would be B.	Empathy and listening		Trainary page 42	15'
09:30		The Hidden and the Patterns	Analyse the interviews	Merge all the interviews and identify pains and gains.	Empathy Cards in Groups	Empathy Cards	Playbook page 25	30'
10:00	all	Morning Break						10'
10:10		User Profile Canvas	Deep insight of the problem	Fill out the User Profile Canvas and create a Persona	Persona & Jobs-to-be-done	Table	Playbook page 26, 27	60'
11:10		Point of View	Define the common point of view	How might we help… we turn our problem question into the view of a future client	Use the simple structure of the sentence: "how	Sentence structure	Playbook page 27	30'
11:40		Reflection	Insights about chapter 2	Reflect about Understanding and Observing.	Answer the questions	Table	Playbook page 28	10'
11:50	all	Lunch						45'
12:35		Warm-up	Leads to a convergente Mindset	5 Ways to use – one object for each team. Everybody write down 5 way how to use the object alternatively.	Think outside the box	Different objects, paper, pen	Trainary page 43	10'
12:45		10by10	Park all ideas already in mind	Select patterns of cluster. Define behaviour, emotions, pains and gains	Ideation, Brainstorming variation	post-its	Playbook page 30	15'
13:00		Opposite Thinking	Think playful around the corner	Find the opposite of the assumptions and create new products	Ideation, Brainstorming variation	post-its, DIN A4 sheet	Playbook page 31	45'
13:45		Brainwriting	Silent brainstorming	Continue the ideas of team members silent individual brainwriting	Ideation, Brainstorming variation	DIN A4 sheet	Playbook page 32	45'
14:30		How-Now-Wow-Matrix	Evaluation and clustering of all ideas	Evaluation concerning Effort and Originality in order to make a decision how to continue.	Evaluation of the Ideation	Playbook	Playbook page 33	45'
15:15		Brainstorm Cards	Unique Selling Proposition (USP)	Use the "What if…" Cards to think about usp's	Brainstorm Cards	Playbook Appendix	Playbook page 33	60'
16:15		Idea Profile	Summarize the Idea	Description of the idea, the benefit, the added value and the process	Idea Profile Table	Playbook	Playbook page 34	30'
16:45		Feedback round	Feedback for the trainers	Feedback about the first Workshop day.	Feedback	Feedback tool	Who notes the feedback ?	15'
17:00		Prayer	Thank God for the day					

Agenda Day 4

The fourth day is totally dedicated to the topics evaluation and proto-typing.
This means bringing the de-veloped business idea into a cle-arly arranged canvas. The parti-cipants are invited to learn some very useful tools like storytelling or elevator pitch to be prepared for their future.

Fourth day

O'clock	Who	Topic	Learnings	Content	Methode	Tools	Notes	Time
09:00		**Welcome everybody**		Anything left from the day before?				10'
09:10		**Prayer**						5'
09:15		**Reflextion**	Reflexion of the Idea Profile	Discussion about the Idea Profile	Discussion & Reflexion	Idea Profile	Playbook page 34	30'
09:45		**Validation Guide**	Reflexion	Answer the question on page 39 honestly	Questionnaire in the Playbook	Playbook	Playbook page 35	20'
10:05		**Warm-up**	Build a prototype by your own	Star-Fighter Contest	Warm-up	Paper, pen	Trainary page 44	15'
10:20		**Morning Break**						15'
10:35		**Lean Canvas**	Developing a reduced Business Model for Start-ups	Fill up a Lean Business Canvas for the own Business Idea	Questionnaire in the Playbook	Playbook	Playbook page 36, 37	60'
11:35		**Prototyping is Iteration**	Validate the business idea	Love it – Change it – leave it	Discussion & Reflexion	Playbook	Playbook page 38	25'
12:00	all	**Lunch**						45'
12:45		**Set yourself Milestones**	Plan next steps	Determine milestones by specifying when which task has to be completed.	Set Milestones	Playbook	Playbook page 42	20'
13:05		**Mission & Vision**	Develope a mission and a vision	A mission happens, when a business does ist best work.	Questionnaire in the Playbook	Playbook	Playbook page 45	30'
13:35		**Storytelling**	Tell the story about your Business	Tell a story by defining a world, a problem, a hero, a	Storytelling	Playbook	Playbook page 46	30'
14:05		**Elevator Pitch**	How to prepare an Elevator Pitch	Write an Elevator Pitch for the upcoming event.	Elevator Pitch	DIN A4 sheet	Playbook page 43	60'
15:05		**Feedback round**	Feedback for the trainers	Feedback about the first Workshop day.	Feedback	Feedback tool	Who notes the feedback ?	45'
15:50		**Prayer**	Thank God for the Business Idea					