

Design Thinking

to develop a **Business**

Playbook



Bring your Idea to Life

Diana Pfeffer

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The Way to your "New Business": Enjoy it !

Phase 6 - Testing

Testing is not part of the workshop. You will be guided through this phase by the Playbook and find even more.
Page 47 to 51

Phase 5 - Prototype

The Lean Business Canvas as an overview for problem, solution, features, business model and pricing.
Page 36 to 46

Phase 4 - Ideate

Ideas, ideas, ideas - you can not produce enough. But at the end you have to make your decision.
Page 30 to 35

Phase 3 - Find the right focus

We are in a meaningful process. We get to the heart of what we have learned from interviews with future customers.
Page 25 to 27

Phase 2 - Observing

We take the perspective of our future customer and look at the problem through his or her glasses. The customer-centric perspective is central to Design Thinking.
Page 20 to 24

Phase 1 - Understanding

We examine all aspects of the initial question which we have asked ourselves about a problem. It takes a lot of time to understand the problem properly.
Page 19

Phase 0 - Design Challenge

Before we start Design Thinking, we need a common, clear understanding of the problem we are trying to solve.
Page 11 to 16

The Design Thinking Phases

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How to Play?

What is this Playbook for?

The purpose of this playbook is to give you an easy introduction to your own business. On the one hand, it offers a working basis for the **practical implementation** of various methods in order to get systematically closer to your dream of your own business. Here you will find enough space to **record all the information** you have collected and to be able to view it again and again.

On the other hand, this Playbook serves to provide detailed **background information** on the methods and tasks used so that you can use them again and again in the further course of your career with business partners or friends.

In addition, this Playbook accompanies you on the first path to your own business by inspiring you with **positive brain-hacks** to continue working on your dream. On some pages you will find **space to reflect**. Take your time to think about what you have learnt and experienced in the individual phases and be aware of the significance of your emerging business.

And finally, the Playbook offers you helpful information about the **next steps** and activities you need to take in order to keep your business on safe ground and not forget anything.

Who is the Playbook suitable for?

This Playbook supports you if you want to realize your dream of your own business, but have no **idea** which product can be used to solve the problems of your growing customers. A product can also be a service.

If you plan to start your business with a product that is **sustainable and innovative**, then go through this book. Your own business idea should not be based on a simple copy cat and thus compete with your neighbours.

Even if you already have a **business idea in mind**, but still uncertain, and want to challenge your business idea, you should use this Playbook. This playbook is orientated on the innovative "Design Thinking" tool. The methods of Design Thinking are **customer-oriented and iterative**. This means that you can go through each phase over and over again.

We experience again and again that people have a hard time **getting from thinking to doing**. The methods in this Playbook make it possible to become active in simple steps and to **learn from possible mistakes**. It helps to take a step back in order

to promote new results iteratively. This creates a feeling of flow with no limits to creativity.

Finally, this Playbook is just as suitable for existing startups who are looking for a new product idea. The methods used enable the startup team to take a **joint look at the customer and his needs**.

How is the Playbook structured?

Through the Playbook 'three' different, recurring symbols accompany you:

1. Exercises



With the help of this symbol you can quickly go from exercise to exercise. Especially during the workshop many exercises will be done directly in this book.

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.

Glossary

If you want to read the meaning of some terms, you will find a glossary on pagepage 53.

Appendix

There you can find the brainstorm cards "What if..." on page 55.

Design Thinking - what is that?

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 **user-centered approach**. For this reason, the Design Thinking approach is particularly suitable for the search of business ideas.

Design Thinking uses a variety of methods, most of which are characterized by user orientation, visualization, simulation, iterative and often research-based approaches.

Another important point in the Design Thinking approach is 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. executing and 6. learning.

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.

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 present Playbook offers a good documentation for this in order to be able to orient oneself well in one's own process.

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

Chapter 1

"A journey of a thousand miles begins with a single step." Lao-tzu

This chapter starts with a personal location analysis, offers a few brainhacks to ensure the right mindset for your business from the start. The main aim is to find an interesting problem to be solved.

Me - that's who, exactly?

Programming for Success

Feedback

360 Degree Feedback

Find matching Networks

Design Challenge - Phase 0

Problem analysis

We do Brainstorming

Brainstorming to find Problem

We need a Problem Profile

Silent filtering, clustering and prioritizing

Motivate yourself with a Trick

The "Initial Question"

Problem Sizing

Me - that's who, exactly?



In order to be successful in business, it is important to have a realistic picture of yourself. What are my strengths, what are my weaknesses, where am I the best and where do I possibly need help from experts?

A. I am very ... (name the 3 most applicable personality traits)

1. 2. 3.
(mindful, sophisticated, autonomous, selfish, egocentric, communicative, patient, conscientious, greedy, generous, thoughtful, controllable, creative, materialistic, narcissistic, neurotic, optimistic, perfectionist, pessimist, self-controlled, self-confident, self-overestimating, self-realizing, self-esteem, caring, careful, unsociable, anxious,)

B. My three strengths are:

1. 2. 3.

C. My three weaknesses are:

1. 2. 3.

D. My 3 biggest experiences in the profession are:

1. 2. 3.

E. My main learning type is:

1.
(learning by doing, full analysis first, auditory learning type, visual learning type, motoric learning type, communicative learning type, person-oriented learning type, media-oriented learning type)

F. How do I tackle a project/personal challenge? What is special when I do so?

.....

G. What is important to me?

1. 2. 3.
(Action, Harmony, Nature, Peace, Freedom, Fun, Friends, Security, Independence, Individualism, Independence, Adventure, Quiet, Relaxation, Tasks, Intellect, Time, others...)

Programming for Success



We can influence our future on 3 levels and boost our success: via our body & **physiology**, via our occurrences & the resulting and stored **experiences** and finally via our thoughts & in particular via our **imagination**.

1. Physiology

Healthy nutrition and regular exercise in form of strength and endurance training are a good way to get rid of physical strength. Do something good for yourself every day with little things, such as taking 5 minutes off, looking into the distance, letting your thoughts wander and deeply breathing in and out.

Plan active time for yourself and your body every day! What do you want to do?

.....

2. Experience

Avoid people and situations that are not good for you. We are responsible for ourselves and should surround ourselves with positive energy as much as possible. Actively collect positive experiences, be mindful for things which happen right now and be grateful for the little things that fill you with joy.

Fill your treasure chest with positive experiences every day! What do you enjoy?

.....

3. Imagination

What you foresee is what you get. **Take 5 minutes, close your eyes and imagine your future, how you will be a successful owner of your own business in 2 years.** How do you look like, how does it feel, what can you hear, can you smell something? Put yourself in this imagination every day, for example before getting out of bed, but especially before an important appointment on your way becoming an entrepreneur.

Do this exercise every day – Write down your top business goal for

Today:

This week:

In 2 Years:

Feedback



Feedback from different people in your environment is especially helpful. The assessments of friends and acquaintances can be exciting. Strangers who have just received a first impression of you can also help you. Ask them about their impressions. Don't take the assessments too seriously, but think briefly about which of your behaviours gave rise to these assessments and ask yourself what impression you would like to leave as entrepreneur?

GOOD to KNOW

360 Degree Feedback

Actively gather feedback from friends, (former) co-workers and bosses?

What qualities do you associate with me?

.....

What qualities do you value in me?

.....

What trait do you find sometimes exhausting about me?

.....

ReFLECTION

What impression do I want to leave, what is important to do so?

.....

Which people bring me ahead? Which people give me positive energy?

.....

Find matching networks



Find a supporting network that shares your passion for being an entrepreneur. They ask the right questions to promote your talents and have solutions to your questions.

Maybe you can start a peer group with the colleagues from this workshop and meet and exchange ideas on a regular basis.

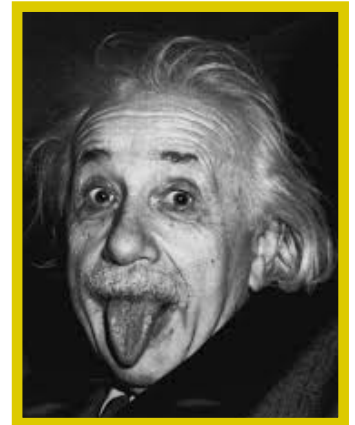
Design Challenge - Phase 0



In order to find innovative and sustainable business ideas, we need to identify a current and future problem. Good innovations solve problems that formerly had only inadequate solutions – or no solution. The desired end customers must have as urgent a need as possible to solve this problem, so that they will later make use of our service. We want to create products and services, which customers want to buy. That is why it makes sense to intensively examine the problem from different perspectives. Albert Einstein, the Swiss discoverer of the theory of relativity, once said:

"When I have an hour to solve a problem, I spend 55 minutes on the problem and 5 minutes on the solution".

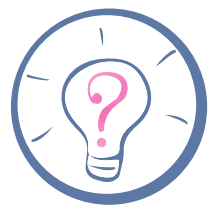
In other words, we need to make sure that everyone in the team has the same understanding of our chosen problem and wants to answer the same issue so that we can develop a business idea that actually solves that problem.



What do you think, why would he spend a such long time looking for the problem?

> Thinking deeply on a problem will cause the solution to easily appear.

Problem analysis



"Turn problems into chances or market opportunities!"

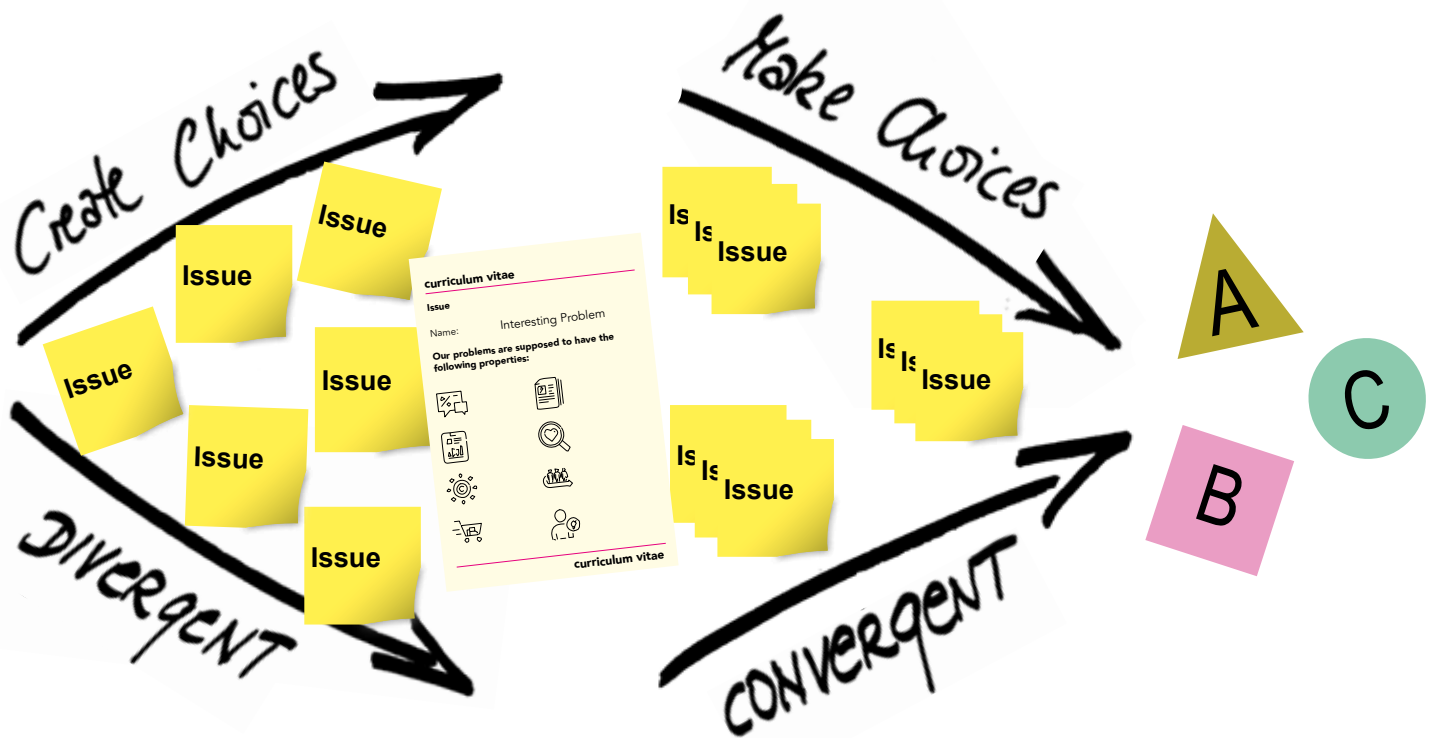
In Design Thinking, the Design Challenge is the initial theme on which the team agrees. The goal is to observe or question people on this topic. The Design Challenge is divided into 4 steps and starts with the problem search. Brainstorming is suitable for this.

We make a selection by writing as many problems as possible. Using one single post-it per problem. You may give free rein to your thoughts. Even crazy or ill-considered thoughts may be written down. The mass counts and not the class.

Since there was no evaluation of the written down thoughts up to this point, it is then important to provide a problem profile. With the help of this profile all problem ideas are checked, summarized and sorted.

The aim is to have filtered out a few interesting problems from which we can then make a selection.

The following graphic shows the brainstorming approach. First, all problems that occur to us are written on post-its. In this divergent phase we open ourselves to everything that comes in mind. Then we write a problem profile and apply it to our collected problems. Finally we are able to make choices in the convergent phase. The result is a few problems (A, B, C) which match our demands.



We do Brainstorming

GOOD to KNOW

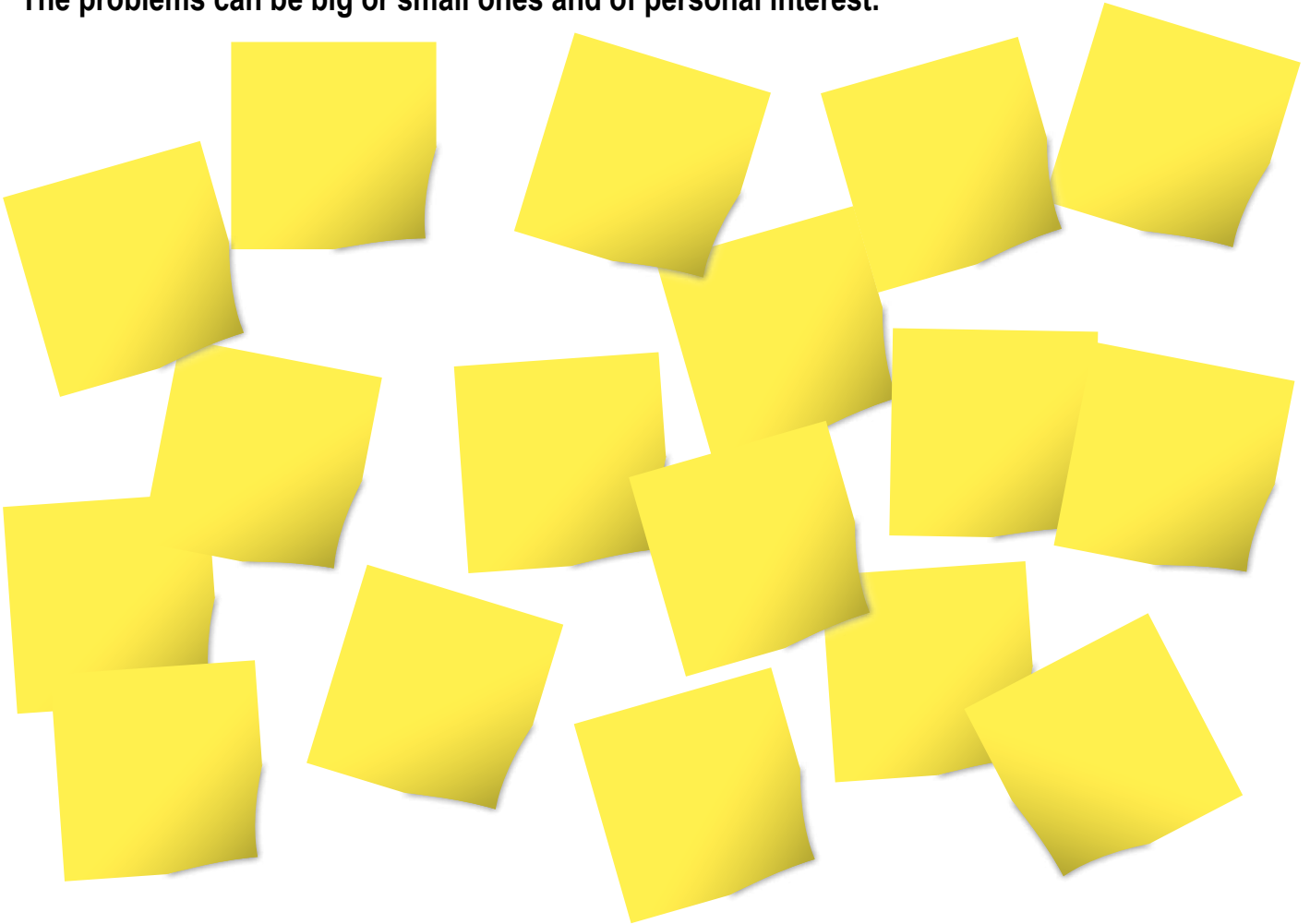
Do you know the four brainstorming rules?

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 an alien say, ... everything is allowed and desired.

Brainstorming to find Problems



What kind of problems do you and your community have, that should have been solved?
Think about things or situations you've already thought, this should be different?
The problems can be big or small ones and of personal interest.



Write everything you can think of about the question on a separate post-it.

It's best to take real post-its for these and the following exercises, which can be wonderfully rearranged and freshly reapplied. When the exercise is done, take a photo on your mobile phone, then you can come back to it later. Collect them at the end of the day and keep them labeled so that you can always fall back on your findings.

We need a Problem Profile



Now we need criteria in the form of properties that qualify our issues for the next round. Only the criterion "too crazy" is none.

Describe the characteristic that the problem must have in any case.

It could be for example the following: The problem must be controllable from our region. The problem must be exciting. The problem must still exist in the future. What are your criteria? What else is important to you? Go to the next page.

Problem Profile

Name:

Our problems are supposed to have the following properties:



Problem Profile

- The issue has to be controllable from our region (local)
- The issue has to be exciting to me
- The issue has to exist in the future
- The issue has to tackle a lot of people
- The issue has to be _____

Silent filtering, clustering and prioritizing



- Check all the problems you have collected in the brainstorming phase with your problem profile silently, to see if they match your desired characteristics. Problems that fit are in the problem pool, the others are out. No agreement in the team is necessary, problems can move in and out of the problem pool several times.
- Group together same or similar problems which are inside the problem pool.
- Now you can talk with your team about your results (A, B, C).

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

Motivate yourself with a Trick



Inform your network (Facebook, Instagram and friends) that you are developing a product / service and that you plan to be an entrepreneur. Also mention when you intend to go on the market. This motivates you to keep the ball rolling.

If you have any questions, your network will certainly help you. Asking a question costs nothing.

The Initial Question



We found a problem. Whatever, we need to define which part of the problem is most interesting to us. That's why in this part of the Design Challenge, we're exploring the problem as best we can in order to achieve an Initial Question so that everyone in the team understands equally. Please have in mind, our Initial Question must not contain any "restrictions".

1. Answer these 6 "W"-questions in silence ➔ one post-it per answer

More than one answer per question is highly welcome.



Why	Why is the problem important?	Why does it occur?	Why has it not yet been solved?
Who	Who is involved? All stakeholder...	Who is affected by the situation?	Who is a decision-maker?
What	What do we already know about the problem?	What would we like to know?	What are assumptions that could be questioned?
When	When did the problem start?	When do we want to see results?	
Where	Where does the problem take place?	Where has it been solved before?	Where have there been similar situations?
hoW	How could this problem be an opportunity?	How has an attempt been made to solve the problem?	How does the problem look like in 2050?

2. Read the answers out loud to your team.

If you miss anything, please add what comes you in mind

3. Discuss the interesting topics of your findings and add the missing aspects.

For example, where the topic comes into play, who the customer is and which stakeholders are there, etc.

4. Underline important aspects in your answers.

Try to perform this task together as a team.

5. Find one question, describing the topic as precisely as possible in silence ☹ write it on a post-it

The sentence should have the structure as described on page 16 "GOOD to KNOW".

6. Choose that sentence what covers the understanding of the whole team

If you can speak out in favor of a variant, the question will be written on a piece of paper.

GOOD to KNOW

Use the following words to formulate your "Initial" Question:

"I / we design the ... [Problem-name] experience ... new".

How can I / how could we improve ... [problem-name] ...?

Examples:

"We design the access to a diverse selection of books experience in St. Lucia new."

"How can we improve the disposal of plastics in local supermarkets?"

Your "Initial Question" is:

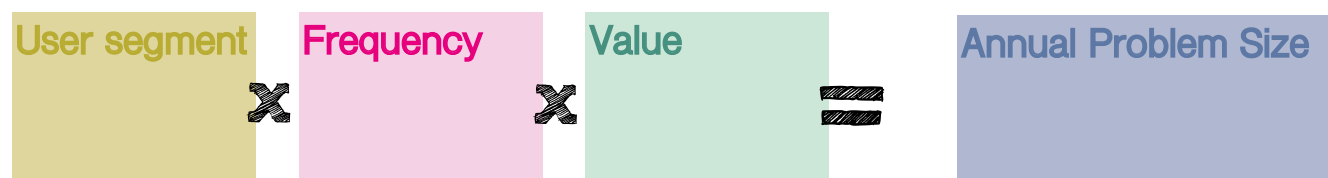
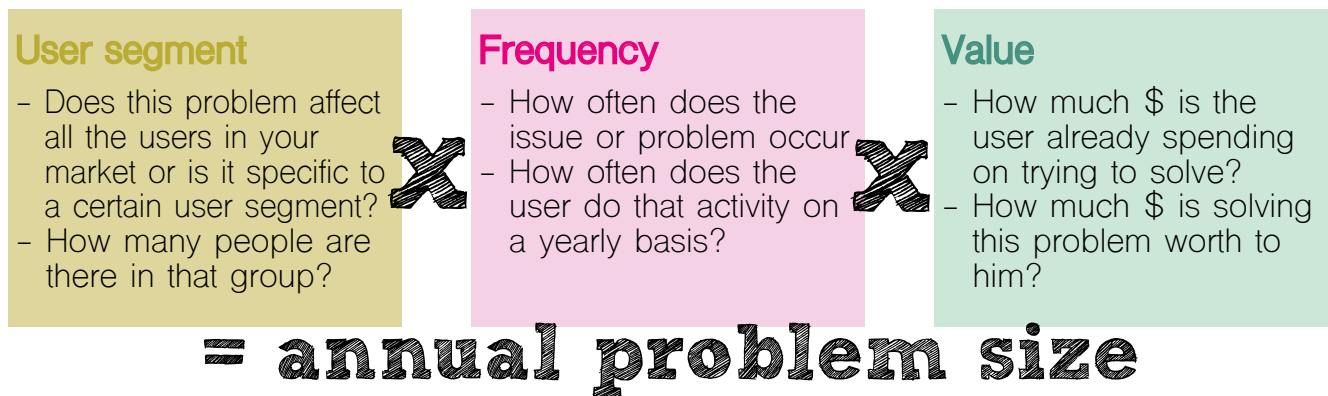
.....

Great, you've covered an important part of the groundwork already.

Problem Sizing



A rough, preliminary estimate motivates:



ReFLECTION

Reflect for the next 10 minutes. Go through the following questions, be critical of yourself and take notes!

1. Do I still remember my strengths and was I surprised by the results of the feedback on my person?

.....

.....

.....

2. How does it feel to deal intensively with the social problems of my country?

.....

.....

.....

3. How does it feel precisely to take care of your chosen problem?

.....

.....

.....

If something doesn't feel good, it's a sign that you should go back to the process and think about what you need to change to make it feel right later.

Chapter 2

"The purpose of human life is to serve, and to show compassion and the will to help others." Albert Schweizer

Chapter 2 serves to shed light on our "initial question" and to get a good understanding of your end customer. We want to know exactly who the person is who will buy a product or service from you.

Understanding - Phase 1

- Customer Problem Journey**
- Answering the open Questions**
- Assumptions Chart: Users / Needs / Motives**

Observing - Phase 2

- Define a typical User**
- Plan an Interview**
- Your questionnaire**
- Use Empathy Cards for the Answers**
- Interview**
- Add Pains & Gains at each Empathy Card**

Use the arising Connections

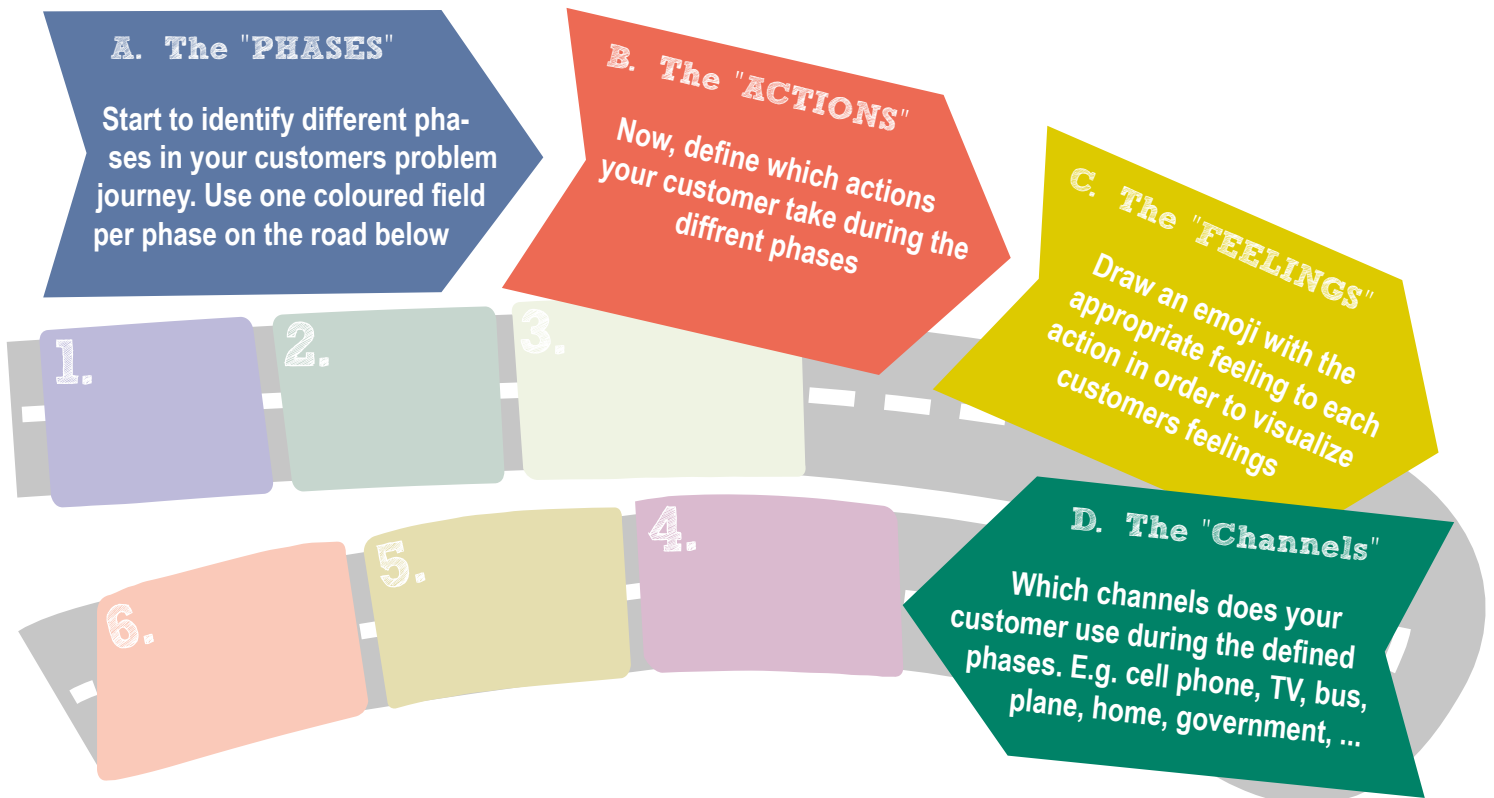
Finding the right Focus - Phase 3

- The Hidden and the Patterns over all Interviewees**
- Our Point of View**
- User Profile Canvas**
- In a Nutshell - the Point of View**

Understanding - Phase 1



In Chapter 1 we clarified in detail which problem we want to solve. Now the first phase of the Design Thinking cycle begins and we need to understand our "Initial Question" in detail. For this we will shift our perspective in order to enrich our "Initial Question". The "**Customer Problem Journey**" helps you to identify and visualize the path your customer takes when interacting with your identified problem. By using this tool you can spot problem zones that need more attention and define which problem you need to solve during the next steps.



Assumptions Chart: User / Needs / Motives

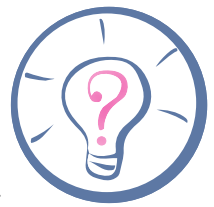


Draw a big table on a DIN A4 sheet of paper or on a blackboard and enter your users, their needs and their motives you found in your 6 "W"-Question Chart above.

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

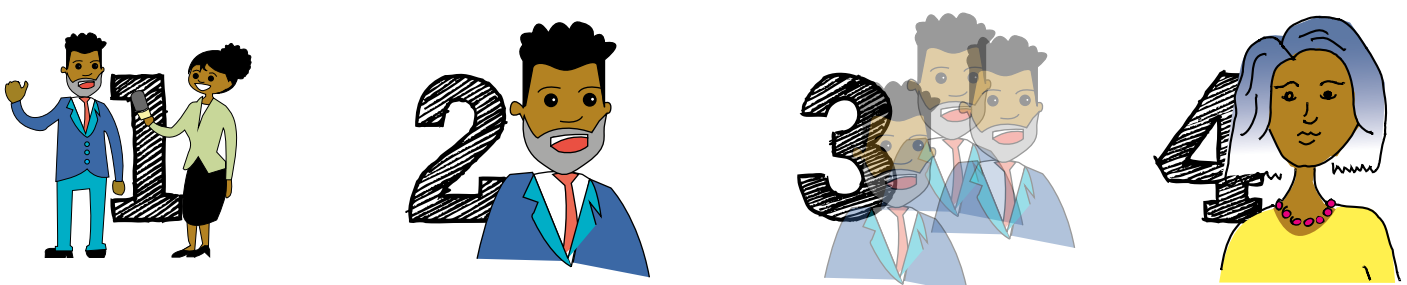
Observing - Phase 2



In the second phase of the Design Thinking cycle, we want to really understand potential customers. It is an illusion to think that we know all the lifestyles of the people for whom we want to solve a problem. It makes sense that a business idea only works if we have internalized the needs of our users and developed an understanding of these. If we manage to develop an attitude of pure curiosity while getting to know our customers, then we also experience that everything we learn will lead us to new and user-oriented solutions.

In order to learn as much as possible about our future customers, we will

1. interview,
2. write the answers down,
3. accumulate and cluster and
4. create a customer prototype in the form of a Persona.

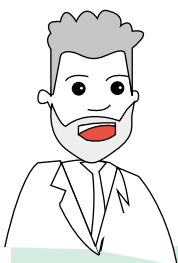


But first we will start by defining a typical user with the help of our Assumptions Chart on page 19. Then we will develop a Questionnaire with which we will ask real people about their needs regarding our Initial Question.

Define a typical User



It might be a good start to interview a person you know. In a familiar environment the nerves doesn't play tricks on you and it's a good test to check your interview planning.



However, for rich information you should approach people who are actually confronted with the problem and who belong to your expected customer segment. The more accurate information you get now, the better your product idea will be. The effort is worth it! Think and write down:

Main Target Group:

Availability of the Target Group (daytime / evening):

Male / female / any gender:

Where can you interview them in a quiet minute:

Employed / unemployed / other:

Age segment:

Plan an Interview



Before the interview starts, you need to plan the process of the interview. The following information will show you the important 5 cornerstones.

1. Introduce yourself

- *introduce yourself*
- *state the reason for the interview*
- *emphasise that there are no right or wrong answers*
- *underline how valuable the support for an interview is*
- *empathy is important; the interviewee must feel well; eye contact helps*

2. Start with a general and open question (open questions cannot be answered with yes or no and encourage the respondent to tell a story)

- *ask open questions, see example on page 26 (multiple choice questions are NOT open questions!)*
- *ask further in-depth questions and clarify queries*
- *use "why" questions to drill deeper*
- *give the person time to respond; silence is okay*
- *if something is unclear, ask with "what exactly".*
- *ask for examples*

3. Go into Detail

- *now ask the questions which are unclear to yourself*
- *search for contradictions*
- *also ask for feelings and moods*
- *ask for exceptions*
- *question how the person imagines it to be in the future*

4. Summary

- *summarize the most important points of the respondent's statements:
"I have understood you correctly that ..."*
- *drill deeper once again*
- *ask if the interviewee wants to give you something on the way.*

5. Conclusion

- *thank you*
- *ask if there are still questions from the respondent*

Your Questionnaire



Create your own questionnaire now. Maybe the form below helps you. Do not hesitate to learn from your first interviews and improve the next ones.

Use one Empathy Card per interviewee to store the answers immediately.

1. MY INTRODUCTION

My name is and I am participating in an innovation workshop where we develop our personal business idea.

I would like to emphasise, that there are no right or wrong answers, but anything that comes to your mind is of great value to us and helps us to develop a useful product for the future.

2. MY GENERAL AND OPEN QUESTION

Which experience do you associate with?

Do you have an example for me?

3. MY DETAIL

Why

Why

Why

Why

What exactly do you mean, when you say.....

- ask for examples

What do you personally think about

- search for contradictions

What feelings or moods do you have, thinking about

Can you imagine any exceptions?

How do you imagine this happening in the future?

4. SUMMARY

So, I have understood you correctly that

Anything else you want to share with us?

5. CONCLUSION

Thank you for your patience and your support. Are there any more questions?

Interviewing in a team is valuable, because conducting interviews alone is very complex. Allocate responsibilities in your team:

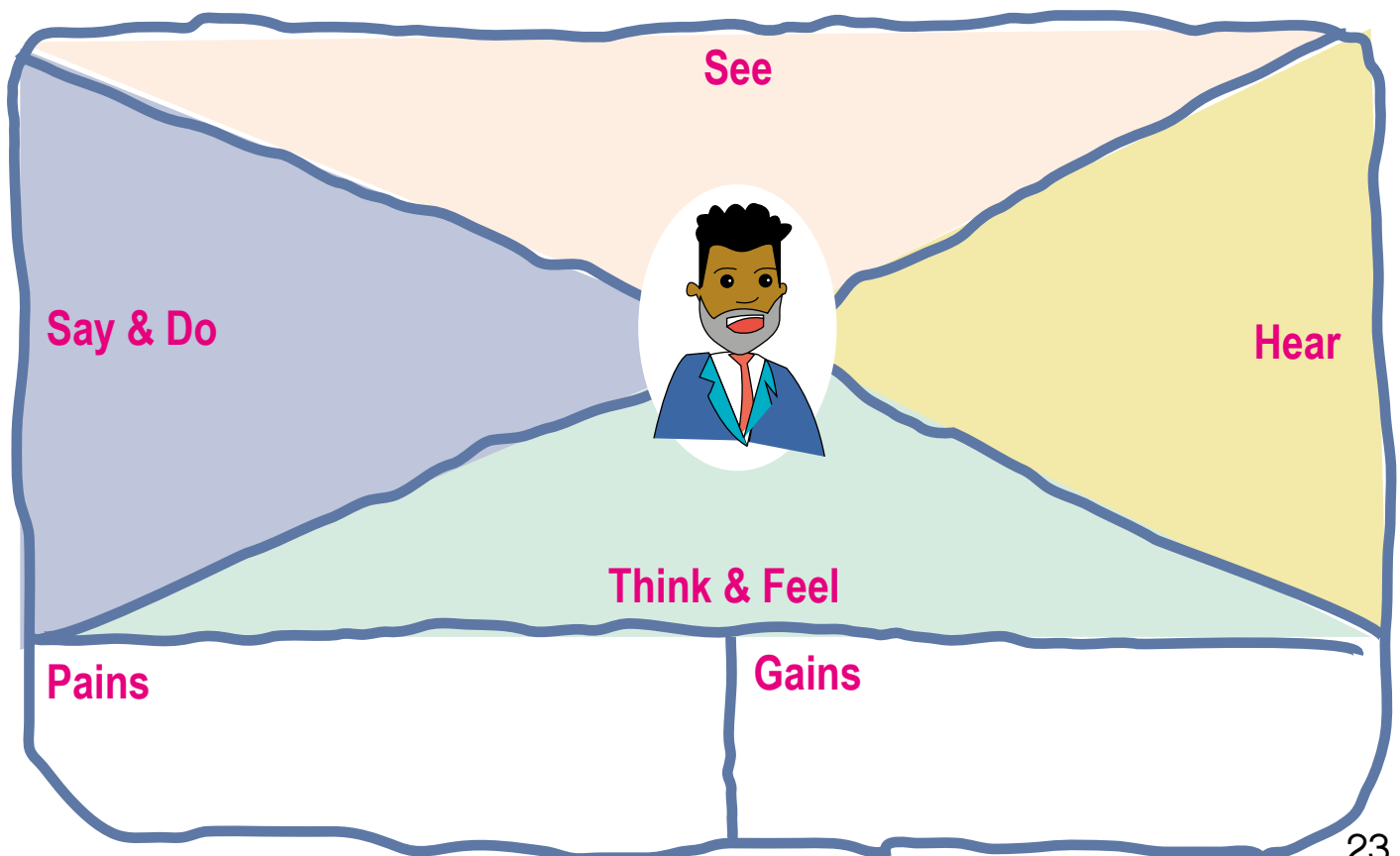
1. Who does the interview and asks the questions?
2. Who fills the answers into the Empathy Card below?
3. Who is the listener and listens especially to contradictions?
4. If possible, record the interview on your mobile phone even if there is somebody taking notes. Ask the interviewee for permission.
5. Give your interviewee a good feeling and show empathy. Give them time to think and answer. Don't put them answers in their mouth.

Use Empathy Cards for the Answers



With the Empathy Card we explore the true "needs".
In a first step, fill in the 4 colored fields during the interview.

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. What does the interviewee see? <ul style="list-style-type: none"> - What does his environment look like? - Where does he live? What does he see? 2. What does the interviewee hear? <ul style="list-style-type: none"> - What does he hear from other people? - What / who influences him? | <ol style="list-style-type: none"> 3. What does the interviewee think & feel? <ul style="list-style-type: none"> - Which emotions move him? - What does he think? 4. What does the interviewee say & do? <ul style="list-style-type: none"> - What does he say about the problem? - What must he do to solve the problem? - How does he behave? |
|--|--|



The Interview



Interview **at least 3 people** for whom a solution to the problem and your "initial question" is relevant. Use the Empathy Card next page to fill up your answers.



Example of an "Open Question":

"You look super athletic, what should a health app be able to perform to make sure that you will purchase it and how would you use it?"

Add Pains & Gains at each Empathy Card

In a second step, after the interview, also add the white fields "Pains" and "Gains" at your Empathy Cards for each interviewee above.

1. What are the pains of your interviewee?
 - What are his biggest problems and challenges?
2. What are the gains of your interviewee?
 - What opportunities and advantages could he have?



In a last step, mark all **surprising**, **exciting** and **contradictory** statements with a flash.

Use the arising Connections



The discomfort of conducting interviews must be overcome, but this task will help you with your first marketing campaign:

Ask your respondents at the end of the interview if you can contact them again when your product is on the market. They can be your first multipliers. These are people who help you to make your product known. Now that they feel part of your project, they are emotionally connected to you and your product and can help you market it.

Finding the right Focus - Phase 3



Since we want to develop a product that does not only fit exactly to one interviewee, but to as large a target group as possible, we have to merge the samples and find patterns. Especially the contradictory and interesting statements that we have marked with a flash are important interpretations. What motives and needs are behind them?

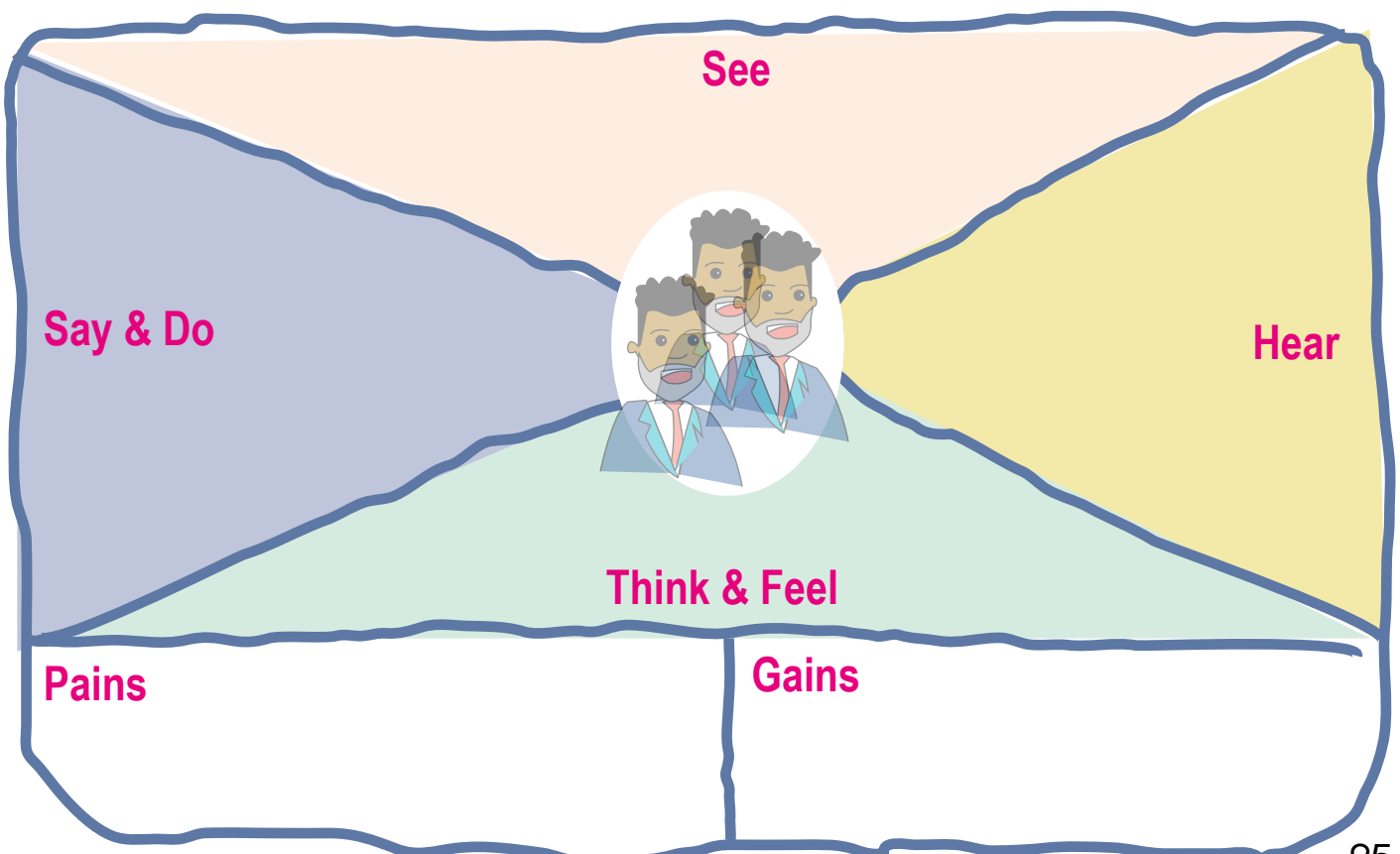
In addition, we now see more clearly what were our assumptions and what corresponds to the perspective of the interviewee.

Demanding things will come to us when we interpret and put together the answers and statements of the interviews. Be very careful and attentive in doing so.

The Hidden and the Patterns over all Interviewees

What is behind all this? We now carefully try to merge the results of the interviews we collected on the individual empathy cards into one "Empathy Map".

1. Go through the individual "Empathy Cards". Can you find patterns concerning the behaviour of your interviewee? Mark all statements on the different Empathy Cards that fit together.
2. What emotions are associated with the problem? Can you find patterns of Thinking & Feeling? Or are there different emotions?
3. Think together about the motives and needs behind them. What patterns or cluster concerning Pains and Gains can you find?



Our point of view

In the "Initial Question" we have written our selected problem into a question from our perspective. Now that we have intensively dealt with the potential users to our desired solution, we are able to change the perspective and define the focus from the user's point of view.

Therefore it makes sense to create a Persona. The Persona is a customer prototype created from the information of the "Empathy Map", which we will keep in mind when finding a solution and for which our entire team has a common idea. In this way we can tackle the solution finding in a structured and focused way.

A persona should be described as precisely as possible. That means it has a name, a gender and basic demographic data, such as age, profession, hobbies. In addition, information about the personality and character traits of the persona are recorded. On this basis the goals, needs and fears can be identified. The biography of a persona can also help to draw conclusions from the social milieu on buying behaviour.

User Profile Canvas



Name:

Age:

Gender:

Education:

Marital status / Children:

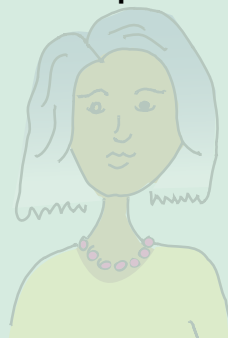
Draw a portrait:

Values & Dreams:

**Position in the company /
State of Employment:**

Hobbies / Leisure activities:

Information Channels:



**What will make the Persona happy
concerning our problem solving?**

**What will worry the Persona when using
our problem solving?**

**What jobs should our solution fulfill, in the eyes of our Persona? (Jobs-to-be-done)
Find the powerful social & emotional dimensions of the problem.**

When "Name of the Person"... (Situation)....

Then he / she will ... (Motivation)....

So he / she can (Expected result)

3.2 In a nutshell - the Point of View

At the end of chapter 2 we summarize the results to a Point of View. The sentence has a simple structure and is the beginning of our idea-finding phase.



Fill in the gaps of the following sentence together and write the complete sentence on a DIN A4 piece of paper:

How might we help **Name of your Persona**

Target of the new product / new service
.....
.....

better and thereby reach **Motives / Needs**

.....?

Reflect for the next 10 minutes. Go through the following questions, be critical of yourself and take notes!

1. What was exciting about chapter 2, what was new to you?

.....

.....

.....

2. How easy did you find it to build empathy as an interview partner?

.....

.....

.....

3. Are you a born customer profiler? How well was you able to master the analysis phase?

.....

.....

.....

4. How do it feel to go through the problem phase so intensively?

.....

.....

.....

Chapter 3

"Imagination is more important than knowledge.
Knowledge is limited. Imagination encircles the world."

Albert Schweizer

There is no limit to creativity, we start with brainstorming. Classically, brainstorming is the best way. But there are many different brainstorming variants. In Chapter 3 we check out variants to gather different ideas. The second part of Chapter 3 is all about prototyping.

Ideate - Phase 4

10by10 - the Ideation Kick-Start
Opposite Thinking - the other Reality
Brainwriting

What's in a red Dot?

Evaluate and brainstorm even more

How-Now-Wow-Matrix
Brainstorm Cards for Unique Selling Proposition

Idea Profile

Idea Profile
Validation Guide

Prototyping - Phase 5

Lean Business Canvas

Prototyping is Iteration

A picture is worth a thousand Words

NEVER fall in LOVE with your PROTOTYPE

Ideate - Phase 4



During the idea generation phase, also called ideation, you may generate and test many different solutions. The "Point of View" of Chapter 2 on page 27 is the center for all following brainstorming variants. With the "PoV" in mind, we will vary the Ideation task a bit and put ourselves into different mental games.

GOOD to KNOW

Scientists can show that both the quality and quantity of ideas in a brainstorming session depends essentially on the positive mood of the participants. Most new product ideas arise, for example, under the shower or during sports.

A positive mood, feeling good and laughter are the guarantors for our new business idea.

1. Adjust the room to your feel-good barometer.
2. Walk around the room. When you meet someone, tell them something that will do them good or make them laugh.
3. Brainstorming in diversified groups is very effective but silent, individual brainstorming makes absolute sense as well. Try both!

1. 10by10 - the Ideation Kick-Start



10x10 is an easy and fast ideation exercise designed to kick-start your ideation session. We will do several brainstorming sessions. For sure you already have a lot of ideas on your mind. Stick a big Post-it with the Point of View "How could we..." on the table/wall in front of you.

1. The first round is meant to write down **10 ideas** on **10 Post-its** in **10 minutes**.
2. When you have written down 10 ideas for your Persona, you can read your post-its aloud to the team and stick them on the wall. You don't need to discuss the ideas yet.
3. Among all the ideas in the team, select the two best and the two most funny ideas.

Requirements are not ideas.

1. Adjectives such as "cheap", "modern", "ergonomic" are not ideas in the actual sense, but demands on the product or the solution.
2. Brainstorming, however, is the search for ideas. An example of a telephone in the future would be "the telephone chip is transplanted under the skin".
3. If you find it difficult to name ideas, try drawing an idea.

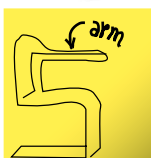
2. Opposite Thinking - the other Reality



Constraints and mental blockages have no place in an ideation session. In order to overcome these and to think playfully around the corner, we use the strong "Opposite Thinking" tool in the 2nd part of the Ideation Session. This tool asks you to familiarize yourself with the other reality of things in order to broaden the horizon of possibilities. The goal is to develop additional, more creative ideas by reversing assumptions.

Example:

How might we help Persona to create a special sitting experience with a better chair. (PoV)

ASSUMPTIONS	OPPOSITE	SOLUTION		
a chair has 4 legs	a chair has no legs	the chair hangs from the ceiling	Seat runs on rails	has a big rubber base
	a chair has arms	Backrest has the shape of a hand		...

1. Try to find 2 assumptions concerning a possible solution and write it into the first column of the table. For each, enter 2 opposites in the 2nd column. Then try to develop 3 new products for each counterpart, that makes 12 ideas in total.
2. Read your Opposite Thinkings aloud in the team and highlight interesting ideas.

3. Brainwriting



For brainwriting we need a sheet of paper, divide it with a pen into 2 columns and as many rows as number of people in your team, but at least 4 rows. Stick another Post-it with the Point of View "How could we..." on top of the paper and then start as follows:

1. Individually write 2 ideas on each post-it how you could help your Persona and stick them on the sheet of paper in the first line. Drawings, as always, are very welcome.
2. When everyone in the team has noted down their 2 ideas, all sheets rotate one person to the right. Let yourself be inspired by your neighbor's idea and try to expand the idea above.
3. Once all team members have expanded both ideas in the 2nd line, the sheet rotates again to the right. This happens until everyone in the team has added their thoughts to each idea on each sheet.

Of course you can use ideas which were found in former ideations "10by10" or "Opposite Thinking", when they fit!

What's in a red Dot?



To boost your creative mindset, you need to raise awareness over perception biases. The million dollar question that liberates and challenges our perception is then: "How can I see things differently?"

Try this exercise – art students are usually asked to do it during their first year to train their creative muscle. Find a random object, let's say a red dot. The assignment is to come up, in 5 minutes, with 5 different images where you include the red dot. E.g. it could be the nose of a clown, or the red dot on a girl's dress, or a close up of a red pimple, and so on.

Evaluate and brainstorm even more

Read the ideas from the brainwriting aloud to your team members. If you find the same ideas on the post-its from the first two brainstorming rounds (10by10 and Opposite Thinking), then group similar ideas together. If there are ideas from the first two rounds that would fit well to an idea of brainwriting, then stick the post-it into the brainwriting table. In the next step, all ideas that are left and all ideas from the brainwriting are now sorted together into the matrix next page.

4. How-Now-Wow-Matrix



Now is the time, when you can decide whether you want to continue in your team or whether you want to pursue an idea alone.

The following task helps you to make your Business Idea safe against copycat. Try applying the cards to your current idea. Use them over and over again to find Unique Selling Propositions.

5. Brainstorm Cards for Unique Selling Proposition



The 1-2 ideas that you think are the best in the How-Now-Wow-Matrix are now processed with the Brainstorm Cards. The questions on the cards in the appendix "WHAT IF" from page 55 on help you to work out the Unique Selling Proposition (USP). It is certainly no mistake to ask yourself some more questions on the topics "Market Trends", "Customer Trends", "Technological Trends" and "Emerging Economies".

1. Use the cards to get inspired. If a particular card does not generate an idea within 20 seconds, move on to the next one.
2. Read the text on the cards slowly and loudly and think together in the team about whether you can work out "Unique Selling Propositions" for your idea.

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.

Idea Profile



Hopefully you and your team are completely convinced of your business idea and are eager to start immediately with the business idea. If you have more doubts, think about where you have to work more intensively in the process and where it makes sense to start again. Iteration is part of the Design Thinking process and should not discourage you. Since everything is noted down in this Playbook, you can easily flip back a few pages.

But even if you're thinking about your future business with a heartbeat, it's important to understand that even the best idea has to be adapted and improved over and over again. Because the competitors do not sleep. That's why we'll continue with the idea profile right away. This gives you space to record your final business idea in its current state.

1. Idea Profile



A minimum of 5 sentences each section.

Describe your idea

Describe the benefit

Describe the process & the added value

2. Validation guide

YES

NO

Now we can discuss.

Would your Persona like the idea?

Would your Persona buy your product / service?

Does your product solve your described problem?

Does your product meet your expectations?

Is your product better than the existing solutions?

Is there enough money to earn with your product?

Does your product generate new problems for you?

Does your product generate problems for others?

Does your product need more features?

How safe / risky is the success of your product?

safe

risky

How high are the development costs of your product?

.....

How high are the production costs of your product?

.....

What is the most remarkable feature of your new product??

.....

What is the most critical / crucial feature of your product?

.....

What can be left out? Why? What can't be left out? Why?

.....

Share the answers with your team. Get feedback on your idea from external people. Do you have trustworthy friends / acquaintances with whom you can discuss questions and answers?

Are there any questions that trigger a latently funny feeling in you? What questions are these? Is there something you want to adjust on your product / your service because of the answers above? What?

Prototyping - Phase 5

1. Lean Business Canvas

Congratulations, you did a good job! Try to fill in the fields of the following Lean Business Canvas completely, then you have not only created a product, you have even designed a business model. The Lean Business Canvas contains the most important aspects to start a new business. Invest in the exact answer of this canvas. It is also an orientation for your first upcoming elevator pitch and helps investors understand your concept.

1 To fill in the field "Problem" you can go to page 27 under Jobs-to-be-done in the User Profile Canvas.

2 You've also done a good job at the "Customer segment" field in the User Profile Canvas on page 26. Are there any customer segments you could expand your product to in the future?

3 Details for the "Solution" field have been noted on page 34 at the Idea Profile. Specify the 3 most important properties here.

4 Also in the Idea Profile you have thought about the process. You have already decided on the "Distribution channels". Can you still specify something here and note down all channels to the customer and back?

5 The field "Unique Value Proposition" offers you space for future marketing activities to write a simple, clear and convincing message. Take a look at the "Point of View" about customer needs on page 26 again.

6 Using the Brainstorm Cards, we have tried to find "Unique Selling Propositions" for your product, the Unique Selling Proposition page 33. The USP makes it difficult for competitors to copy your product. Write them down.

7 "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.

8 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 assumptions of costs.

9 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 Glossary on page 54.

Problem
What are the 3 most important problems you solve?
Jobs-to-be-done **1**

Solution
What are the 3 most important features of your solution? **3**

Unique Value Proposition
Simple, clear and convincing message that says why your product / service is different.
Why do you deserve customers' attention? **5**

Unique Selling Proposition
What is difficult to copy, what is unique? **6**

Customer Segment
Who are your target customers?
Today:
Future: **2**

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**

Cost Structure
Costs for acquisition, sales, infrastructure, wages, infrastructure, development, creation, ... **8**

Revenue Sources
Price model, income, margins, support **7**



Discuss your Lean Business Canvas with other Groups, Participants or trustworthy Friends.

Prototyping is Iteration



First of all, the Lean Business Canvas is good enough to make relevant, basic features of a future offering to a target audience comprehensible. It makes it possible to quickly and cost-effectively receive targeted feedback from potential customers and stakeholders.

Do an iteration and ask yourself if the business idea you presented in the Lean Business Canvas is really ready for the live test? Here it is important to be very honest with yourself. The first principle in the prototyping phase is:

LOVE it - CHANGE it - LEAVE it

Is there something you want to rethink / reconsider about your business while creating your Lean Business Canvas?

.....

.....

A picture is worth a thousand words

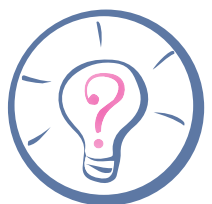


If that's true, a prototype is worth a thousand pictures. The Lean Business Canvas is not the only prototype. Another prototype is also characterized by its production with the simplest possible means in the shortest possible time. The simpler, faster and cheaper the prototype, the less painful it will be for us to discard it in case of doubt.

Set the timer to 30 minutes and give yourself that time to develop the first "something" you can put into the hands of your customer to gain their feedback. Are you prototyping a digital interface instead? Go for sketches, or use cardboard, paper, plastic cups, string, adhesive tape and additional materials like scissors, glue, bottles, cans, tape, etc. – they'll do the trick.

Remember the 2nd principle:

NEVER fall in LOVE with your PROTOTYPE !

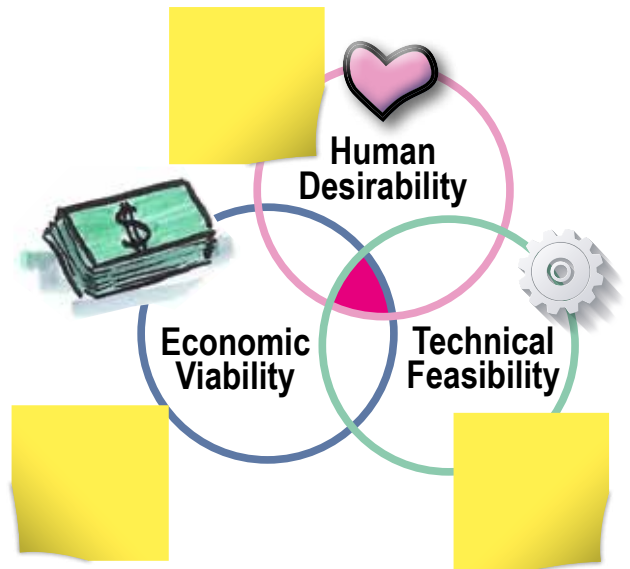


Prototyping helps us to find the right balance between "human desirability", "economic viability" and "technical feasibility". Exactly in the intersection of these 3 components lies your perfect business idea. A business idea is therefore never final and perfect. This makes it easier for us to start our own business.

We don't have to wait for the perfect business idea that surpasses all desires and that has been completely tested. Fill up the post-its: "What are the 3 demands in your specific case?".

Keep also the 3rd principle in mind, which we should never forget in the long run:

**It's a NEVER ENDING STORY :
PROTOTYPING means ITERATION;
ITERATION; ITERATION**



In the following table you will find 5 more ways to create a prototype. From the beginning it is important to visualize or shape your idea for yourself & to get feedback from trustworthy friends or even future customers.

Prototype methode	Material	Suitable for
Handicraft	Construction or enrichment of objects with paper, cardboard, cords, plastic cups, adhesive tape, etc.	Products
Mock-up	It can be a program, an interface or even an industrial product. Usually it is used as a model for presentation purposes without necessarily working. For digital presentations to stakeholders or prospective customers you will find many templates on the Internet: https://mockups-design.com	Digital or physical products
Storytelling and storywriting	Write or present your new product in the form of a story. The human brain responds excellently to stories and your listeners will quickly see if your story is coherent and makes you want your product or not.	Services
Service blueprinting	<i>Structured, graphical sequence of visible:</i> 1. physical evidence 2. customer actions 3. supplier actions. <i>And of invisible:</i> 4. background activities 5. internal background processes Download: https://servicedesigntools.org/tools/service-blueprint	Products, digital and physical services
Pretend to own	Pretend to act as if you already own the service or product. In reality, you get it from somewhere else, rent it or borrow it before making big investments. Test it with future customers & show it to other experts	Products, services

3 central Questions

...you should face when building a prototype:

1. what are the important functions of your Business Idea for the user?
2. what have you not thought about as yet?
3. why has no one else done your Business Idea as yet?



"No offer has any intrinsic value. Only the value that customers attach to it counts."

Reflect for the next 10 minutes. Go through the following questions, be critical of yourself and take notes!

1. What was exciting in the ideation phase as well by prototyping?

.....

.....

.....

2. What are your insights from teamwork?

.....

.....

.....

3. What attitude did you take in this phase and were there changes in the way you worked?

.....

.....

.....

4. Is there something you want to take with you into your working life?

.....

.....

.....

Chapter 4

"An idea is only that, until you do something with it !"

Chapter 4 goes far beyond the "Design Thinking for Business" workshop. Find out how you can test your own business with limited resources and what the next steps are.

Set yourself Milestones

Do what you're good at, get help where others are better

Elevator Pitch - be prepared

Your Vision & Mission

Define your Vision

Define your Mission

Storytelling

Testing - Phase 6

Identify and map all Assumptions

Define which Stage you want to validate

Prioritize the Validation of Assumption

Convert Assumptions into Hypotheses

Validate NOW and document the Results

How to bring it Home

What to do, when & from whom?

Glossary

Appendix

Set yourself Milestones

Determine your milestones by specifying when which task has to be completed.



Do what you're good at - get help where others are better



It is good if you can do things for your own business yourself and have at least a basic knowledge in different areas. Nevertheless, you should always ask yourself the same question:

"How much turnover would I have made in the same time I was doing things that don't suit me, that I postpone or that cause me difficulties? How quickly an expert could have done that and how much the expert would have cost me."

Unpleasant tasks often cause the business to stall.

Elevator Pitch - be prepared



Now is the time in which you must take every opportunity to make yourself and your new business known. Attract the attention of patrons, investors, customers and supporters and do so in a professional and structured way. Put together an elevator pitch, practice it in front of the mirror and spread it.



1. Problem

What problem are you aiming to solve?
How does it impact the problem owner?

Use a story to transmit your core message! See page 46.

2. Solution "What if..."

How do you propose to solve the problem?
How feasible is the solution that you have in mind?

Show a prototype or a visual representation !

3. Lean Business Canvas: Target Market, Strategy & Finance

How will you capture value?
How much value will this solution bring to you?

Show figures and focus on the underlying assumptions !

4. Credibility

What are the assumptions you validated?
Why will it work? Why should they believe in you?

Show concrete results of experiments you did!

5. Show your joy in continuing and awaken the desire to participate

What do you need to make your solution a reality?
What are the next steps?

Guide the decision by offering a clear path forward !

6. Questions & Answers

What work that you did would you like to showcase?
What kind of critical questions can you expect?

Leave blanks in your pitch to trigger specific questions !

GOOD to KNOW

Bare in mind our listeners usually only grant us **2 minutes of their attention**, regardless of whether we talk about our startup or our hobbies. It's a skill that can be harnessed and will be asked to put into practice many times throughout the day. Better start practicing and become good at it. Give yourself 2 minutes to practice the pitch and **record it** so that you can self-assess afterwards.



Your Vision & Mission?

1. Define your Vision

In the fullness, your vision act as a compass. It becomes decision-making criteria to align your day-to-day decisions with your ultimate potential.

1. Select and mark the values in the box below that you want your business to uphold – as many as you want – group the ones, that are similar. What themes do you see?

1. 2. 3. 4.

SELECTION

Ability, abundance, acceptance, achievement, acknowledgement, adaptability, adventure, affection, alertness, appreciation, approachability, assertiveness, assurance, attentiveness, audacity, availability, awareness, balance, beauty, belonging, benevolence, boldness, bravery, camaraderie, candor, carefulness, certainty, challenge, charity, cheerfulness, clarity, classy, cleanliness, comfort, commitment, compassion, competence, composure, confidence, conformity, connection, consciousness, consistency, contentment, continuity, contribution, control, conviction, coolness, cooperation, courage, courtesy, creativity, curiosity, daring, decisiveness, decorum, delicacy, delight, dependability, depth, desire, determination, devotion, devoutness, dexterity, dignity, diplomacy, directness, discernment, discipline, discovery, discretion, diversity, dreaming, drive, duty, dynamism, eagerness, education effectiveness, efficiency, empathy, encouragement, endurance, energy, enjoyment, enlightenment, entertainment, enthusiasm, exactness, excitement, exhilaration, experience, expertise, exploration, expressiveness, extravagance, extroversion, evolution, fairness, faith, fascination, fearlessness, fidelity, finesse, fitness, flexibility, flow, focus, fortitude, freedom, friendliness, frugality, fun, generosity, gentility, genuineness, gratefulness, growth, guidance, happiness, harmony, health, heart, helpfulness, heroism, honesty, hopefulness, hospitality, humility, humor, imagination, impact, impartiality, independence, ingenuity, insightfulness, inspiration, integrity, Intelligence, intensity, intimacy, intrepidity, intuitiveness, inventiveness, joy, judiciousness, justice, keenness, kindness, Knowledgeableness, leadership, learning, liberty, liveliness, love, loyalty, mindfulness, modesty, motivation, obedience, open-mindedness, openness, optimism, order, originality, passion, peacefulness, perceptiveness, persistence, persuasiveness, playfulness, pleasantness, pleasure, practicality, precision, proactivity, prosperity, purity, quietness, readiness, recreation, refinement, reflection, reliability, resilience, resolve, respect, restraint, reverence, sagacity, self-controll, sensitivity, sensuality, serenity, service, sharing, silence, simplicity, sincerity, skillfulness, sophistication, solidarity, solitude, speed, spirit, spontaneity, stability, strength, structure, substantiality, success, support, surprise, sympathy, synergy, tactfulness, temperance, thankfulness, thoroughness, thoughtfulness, thrift, timeless, traditionalism, tranquility, transcendence, trust, truth, understanding, uniqueness, unity, usefulness, valor, variety, virtue, vision, vitality, vivacity, warmth, watchfulness, wealth wholesomeness, willingness, wisdom, witness, wonder, worthiness,...

Note in the box below: How will your business have helped to change the world? Think big. Dare to dream of the most outrageous change possible. Your Vision should be so bold that it feels out of reach.

"I believe ...

YOUR VISION

Here are a few prompts to help you:

- Why do you do what you do?
- Why do you care?
- What are you fighting for?
- What is plaguing the world?
- What does the world need more of?
- What do you believe is?

But a vision is of NO value if not put into use. You must distribute and communicate your vision, your mission and your values to those you serve and those who are members of your team. Therefore create a story, see page 46.

2. Define your Mission



Your mission happens, when you do your best work. Answer the following questions:

Name of your company?
(1)

Who do you serve?
Name your ideal group of customers (2)

What do you provide for them?
State your product or service (3)

How does your customers life/job/state change as a result of your work?
Name the transformation your customer gains after successfully purchasing and implementing your product or service. (4)

How does your Organization deliver this?
Identify a few adjectives or simple phrases that describes how you perform for clients when you are at your best. (5)

Fill up the blanks with the corresponding answers above to complete your Mission.

(1) helps
(2)
to achieve (4)
by (5)
.....

YOUR MISSION

Mindset for Success - stick in mind



Important to get on the direct path to your business is to try out many things and gain experience. Give your business the biggest chance on the way by calibrating your mindset for success. Therefore, stick to the following:

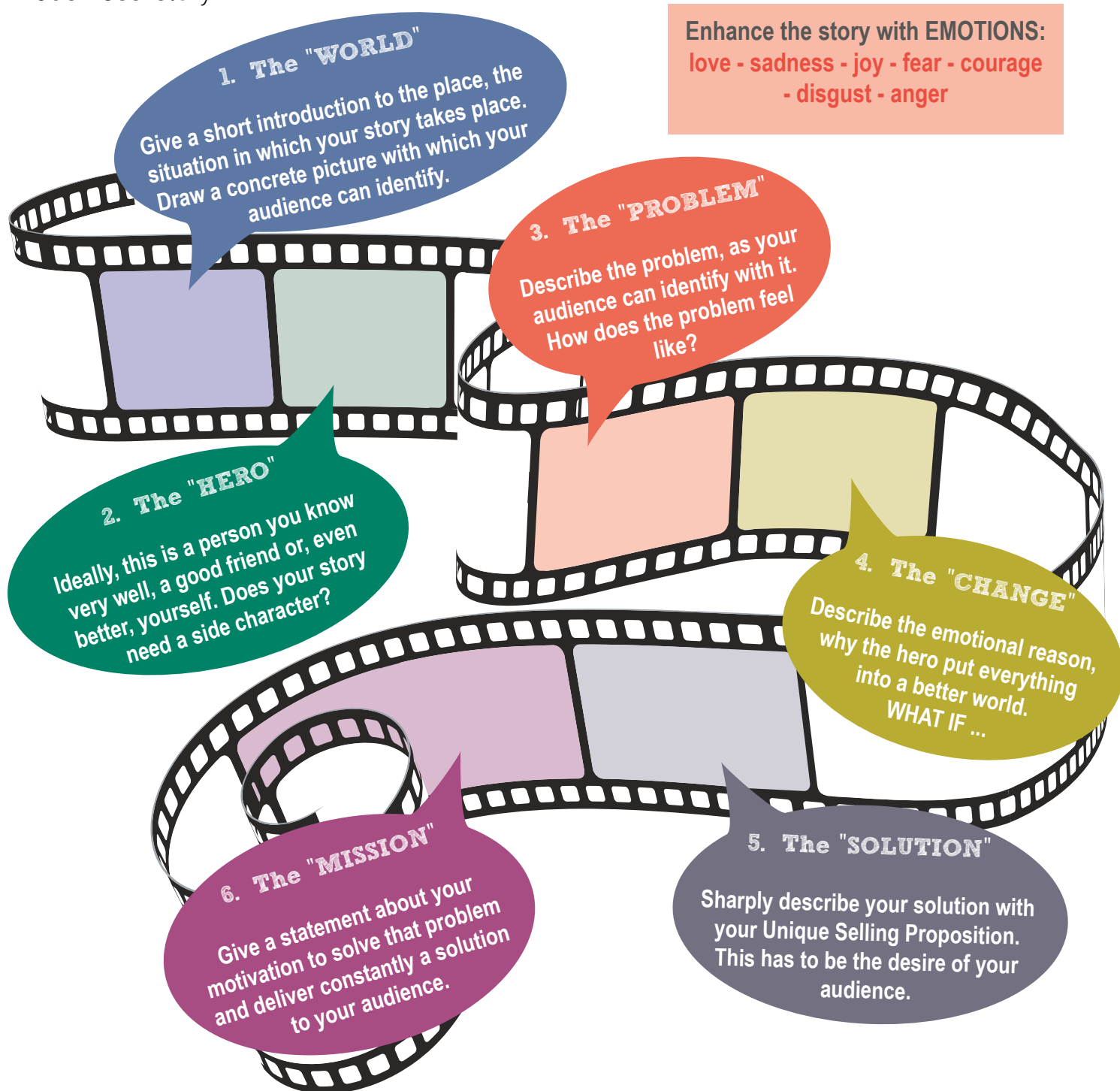
- ▶ Think big. Set the final goals high, they can't be too high.
- ▶ Anything is possible. You don't need to look for excuses.
- ▶ Celebrate yourself for every step you have taken.
- ▶ Nothing has to be perfect. That only prevents you from getting started.
- ▶ Let all that you do be done in love, then financial success comes all by itself.
- ▶ Never give up. Not even when it gets difficult.
- ▶ Go your way & don't listen to others. They never share your passion to the same extent.
- ▶ Do not compare yourself with others who have been in business for a long time.

Storytelling



"The power of a story is that it has an ability to connect with people on an emotional level." That's why you need a story about your business. People love stories more than a list of facts. Therefore, for every sticky story, we need some basic elements, for example a scenery, a hero, the mission and some more. Parts of the basic elements, we developed on the previous pages.

Follow the basic elements and fill the filmstrip up in order to create your unique business story:

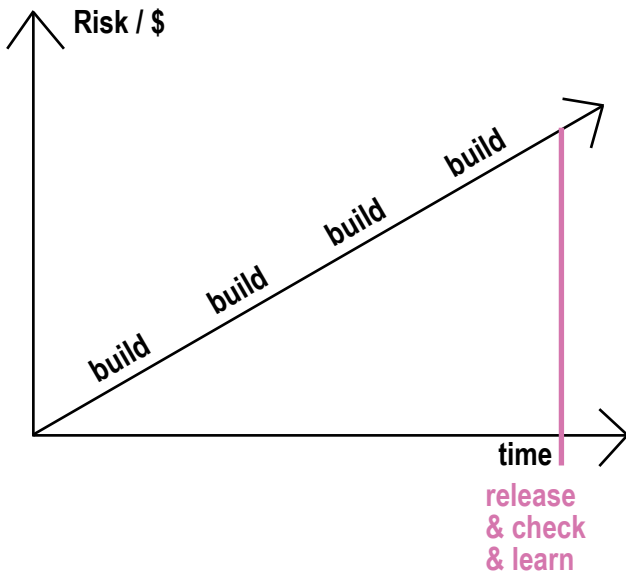


Now that you have the content, take a piece of paper and write your whole story in one go...

Testing - Phase 6

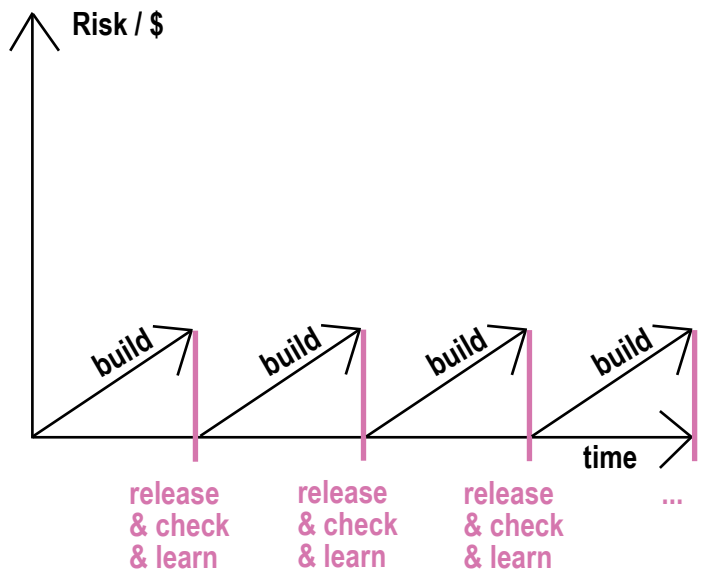


The phase in which we test in a structured manner now begins in the Design Thinking Cycle. We review the assumptions we made in Phase 1 to 5, learn from them and, if necessary, adapt our business idea. Through experiments and user tests in the manner of the Lean Model (right) we will make quick, qualitative good and low-risk decisions and can start the business much quicker.



A. Waterfall model (conventional)

- High risk
- Review of the business idea at the time of publication
- Limited iterations
- Cost-intensive
- Review of the entire concept for final publication



B. Lean Model (Design Thinking)

- Low risk
- Multiple checkpoints for verification
- Multiple iteration (correction of errors)
- Costs rise progressively
- Verification of individual hypotheses by experiments

We will confirm or reject our assumptions in the real world through testing. By testing with real customers, we will understand how they will deal with our business idea.

First we define, prioritize and translate the assumption into open questions at the beginning of the testing phase, we have the opportunity to test them and quickly get information about each assumption to improve our product. We don't wait until the entire product has been produced, and in the worst case, discard it completely. We quickly implement, test and learn. In this way we reduce the risk and thus the resources used.

Therefore, clearly define at what stage of the Design Thinking Cycle you did the assumption, in order to select relevant experiment types to validate various aspects of your business proposition. In other words: before starting an experiment, we need to define what we want to learn.

Identify and map all Assumptions



Every business concept is full of assumptions and that's also very normal! With this next steps we try to identify these assumptions and map them to create an actionable overview of which assumptions to test first. Some assumptions are so big, that the whole idea could collapse if it isn't validated by your customers. Other assumptions are important but not as critical. By identifying and mapping we focus on the essential parts first and work our way through all the assumption in time.

Define which Stage you want to validate

First, you have to be clear, which stage you want to validate. Make sure, that you tested assumptions of all stages or at least about your solution, the features, the business model and the pricing.

PROBLEM	SOLUTION	FEATURE	BUSINESS MODEL	PRICING
Does our problem represent a need for our future customers?	Does your offer solve this need and is the customer willing to pay?	Test core features that are crucial to adding value to your solution.	Test the viability of the solution you posted in the Lean Business Canvas.	Test the pricing model of your product or service.
<ul style="list-style-type: none"> Needs of customers (If you did your interviews well, it's done) Future needs 	<ul style="list-style-type: none"> • • • what are your assumptions • • 	<ul style="list-style-type: none"> • • • what are your assumptions • • 	<ul style="list-style-type: none"> • • • what are your assumptions • • 	<ul style="list-style-type: none"> • • • what are your assumptions • •

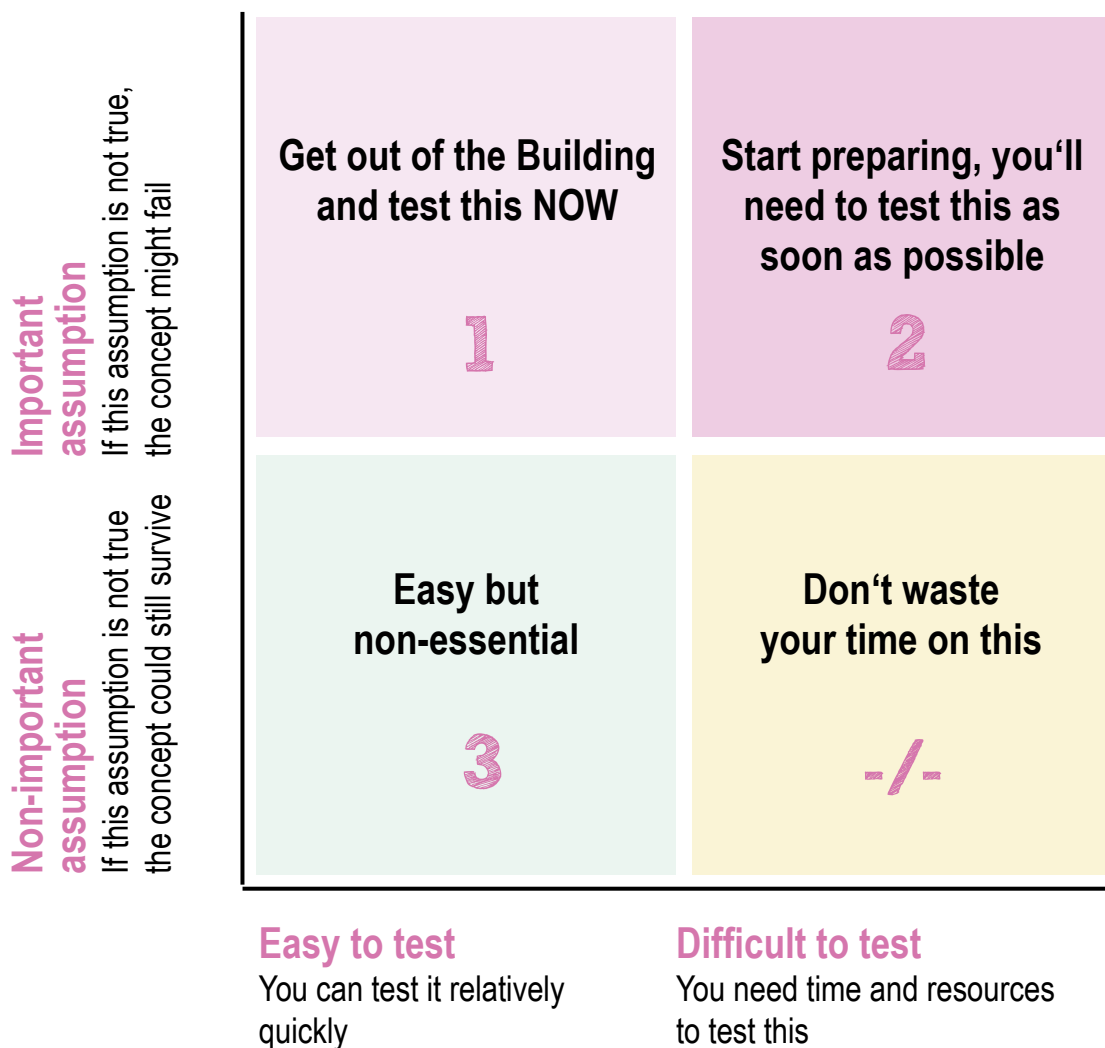
Prioritize the Validation of Assumption

The most critical assumptions are those that are about the desirability of your client and user focus. The next important assumptions are about the viability of your business model in the Lean Business Canvas.

Last but not least validate the assumptions around the feasibility. They are less critical and not as important.

Write all your assumptions on post-its. Start with those around desirability and place them into the following matrix. Focus your energies on what really matters.

First validate the important assumptions which are easy to answer. Then move to the important assumptions which are more difficult to test. Leave the non essential assumptions for later.



Convert Assumptions into Hypotheses

Once you've mapped out the assumptions, convert the assumptions into hypotheses. An assumption is something that we believe to be true without evidence to back it up.

A hypothesis, by contrast, is an educated guess about what you expect to happen in a given experiment. Hypotheses should include a cause and effect: "**If <assumption> then <condition>, because <prediction>.**" plus a numeric, measurable target. It is important to clearly define your hypotheses with metrics that are able to guide actions. See the following example how to put an assumption into a hypothesis.

Assumption	Hypothesis
My future customer will pay for that new feature.	If the demand is high enough, then a future customer will buy our new product for \$ 100 because it will help them avoid garbage and paying garbage-collecting fees.

Validate **NOW** and document the Results

It's your turn. Select the most suitable experiment to test your hypotheses. The following frame helps you to structure and focus on what really matters. It's crucial to define "success" so that you can decide whether or not to repeat, pivot or proceed.



Experiment Sheet

Name your assumption / hypothesis

Type of experiment (*see list on Glossary)

To do
Sum up the practicalities needed to run the experiment and structure them on the timeline below

timeline

For whom
Describe the target audience of this experiment

Success
Describe when the result of the exp. is successful

Description
What needs to be tested & how will you do it

Validated / invalidated ?
What's next? Further tests, pivot, improve...

Key findings
What did users tell you? Use the matrix next.

 Like What customer like or were worth mentioning	 Wishes Constructive criticism what the tester didn't like
 Questions which turned up with the experience	 Ideas which are arised during testing or presentation

How to bring it Home



Not only the quality of the product or service is decisive, but also its implementation. It is important to know who could be putting obstacles in the way and influencing decisions in the implementation process?

The credo: Turn those affected into participants and possibly seek and create win-win situations for all those involved.

What to do, when and from whom?



Tasks	Todo	Who can help
Create a Business Plan, if you need a loan	Use your Lean Business Canvas if you want to open a bank account. But to convince investors / banks for a loan, you need a more detailed Business Plan.	
Figure out the money	Be honest, how can you survive until your first money receives from your new business. What is your plan?	<i>You and your family</i>
Digital: Register a domain name	You need a professional mail address and therefore an internet domain. Who can build your Website?	<i>www.domain.com or www.domain.(your country)</i>
Open a bank account	private and corporate	
Apply for an Employer Identification Number (EIN)	An EIN helps you separate yourself from your business. You'll need it if you plan to incorporate your business or open a business bank account.	
Investigate and apply for business license	You may need one, depending on your industry and where you are located.	
Social media profiles	facebook, instagram or linkedin ...	
Thought about legal items for your product	What happen when your product hurts a client? Do you need a lawyer or an insurance?	
Incorporating your startup	Talk over structure (corporation, LLC, sole 7proprietorship) with your attorney and accountant.	
Get a lawyer	Do you need legally contract templates? Or other support?	<i>A local business lawyer:</i>
Find a mentor	A mentor can support you in striving for your goals or your entrepreneurial vision.	

Reflect for the next 10 minutes. Go through the following questions, be critical of yourself and take notes!

1. How have you liked your Elevator Pitch? How did you feel when presenting?

.....

.....

.....

2. Which task in the Testing Phase was particularly difficult for you?

.....

.....

.....

3. What do you think about your new business idea? How does it feel to start your success as an entrepreneur now?

.....

.....

.....

4. Is there something you want to take with you into your working life?

.....

.....

.....

GLOSSARY



Assumption	Something that is assumed to be true (without evidence or prior proof). It is typically based upon individual or team biases, routine behaviors or experiences, and/or projected desires that are hoped to be true. Assumptions can make or break an innovation and therefore need to be validated in order to de-risk a launch.
Brainstorming	A brainstorming is used to allow a group of people to write down thoughts on a topic as freely and openly as possible. Post-Its per thought are suitable for this, since they can be pasted, sorted and structured in the further process. Important for brainstorming are the rules, read "Do you know the 4 brainstorming rules?" on page 12.
Business Model	A description of how a business creates, delivers and captures value to customers and or/ buyers.
Convergent	Focus and limit to individual needs, functionalities or potential solutions.
Desirability	A desirable solution is one that your customer is prepared to purchase, buy or use in some form as it solves their key needs and/or problems.
Divergent	In the context of Design Thinking, it is a mind set that generates as many ideas as possible.
Feasibility	It attached to technical competencies needed in order to execute and build a new innovation.
Hypothesis	A mere assumption or assertion whose evidence must be confirmed by experimentation. Therefore a hypothesis must be formulated correspondingly, so that the conditions are recognizable.
Innovation	Innovation is the commercialization of an idea (the ability to create value through new ideas and improved solutions).
Iteration	The continuous refining and improving ideas and solutions in order to achieve the desired quality and outcome.
Lean	Lean is a project management methodology for developing business ideas, products and services through condensed product-launch cycles that involve experimentation, iteration and validated learning.
Mind Map	The mind map is a visualization technique of terms. In the middle of a mind map there is a central term around which everything else is written from the inside to the outside. The mind map can be a tool for brainstorming, because it organizes found ideas and thoughts. However, the mind map does not show any correlations.
Persona	Fictional profiles, developed as a way of representing a customers based upon their shared interests, needs, problems and daily routines. Persona's allow project teams to gain empathy and get in the minds of their target customers.
USP	A Unique Selling Proposition that sets itself apart from the competition by highlighting the unique benefits of its own offering, thus convincing consumers to buy.
Viability	Economic viability is the point at which a sustainable and repeatable business model has been prototyped and validated. After customer desirability you have to make sure that your business model works and you can earn money.

List of Tests

*Biz model (Business Model)

Test Methode	Description	Stage
1. A/B testing	A or B? Test two versions of a product with a sample of users, then use the winning version.	Solution, Features, Biz model, Pricing
2. Picnic in the graveyard	Do some research and gather information on what has been tried and failed. Use the internet as graveyard.	all Stages
3. Customer interview	Leave the building to actively learn through real, in-person interactions with cutomers. Use the interview guidance on page 21.	Problem, Solution, Features, Biz model, Pricing
4. Single-feature MVP	Avoid mega-concepts and unclear conclusions by testing a single-feature Minimum Viable Product	Solution, Features
5. Product simulation	Create digital models to virtually simulate product features and make evidence-based decisions.	Solution, Features
6. Imposter judo	Use a related website/product as if it were your own. Repackage an existing product.	Solution, Features, Biz model, Pricing
7. Pre-sales	Launch a pre-order page before kicking off production.	Solution, Features, Biz model, Pricing

List of Key Figures and Ratio

Test Methode	Description
Monthly Trend	Number of Clients
	Number of products sold
	Revenues
Working Capital Ratio Analysis	<p>This ratio indicates whether a company has enough Money/Assets to cover its Debts/Payables.</p> <p>Working Capital Ratio = Current Assets / Current Liabilities</p> <p>Note: What is an Ideal Ratio to be maintained – A ratio between 1.2 and 2.0 is Good & Sufficient</p>
Accounts Receivable Turnover Ratio	<p>An accounting measure used to quantify a firm's effectiveness in extending credit as well as collecting its receivables or money owed by clients. CASH IS KING.</p> <p>Receivable Turnover = Net Credit Sales / Average Debtors</p> <p>Average Debtors = Opening + Closing Debtors / 2</p> <p>A low receivables turnover ratio might be due to a company having a poor collection process, bad credit policies, or customers that are not financially viable or creditworthy. A company healthy services business scores 3:1 or 4:1.</p>

APPENDIX

<p>Customer trends</p> <p>Customer trends are quickly shifting. Having your finger on the pulse of innovation puts you ahead of the pack. These cards will help you come up with creative strategies to meet your customers' evolving needs. Learn from these cutting-edge ideas and use design thinking to predict what's next. Use them in conjunction with our customer empathy and customer journey map.</p>	<p>1. WHAT IF you could increase inclusion?</p> <p>Imagine ways you can address disadvantaged groups, and tailor your products and services to reduce the gap. Think of targeted discounts, or ad-hoc features. For example, Disney developed „Feeling Fireworks“, a tactile experience that gives the perception of fireworks for the visually impaired.</p>	<p>2. WHAT IF your product was so simple, a child could use it?</p> <p>Imagine a way to change your product or service so that it doesn't need any explanation. Interfaces like the ones seen on Android and iOS are largely self-explanatory, and help every user find what they're looking for.</p>
<p>3. WHAT IF you could predict customer behavior?</p> <p>Think of ways to quickly answer customers' needs by predicting them. Amazon patented a system for predictive logistics: based on buying trends, your searches, and regional data, they send products to warehouses close to you, even before you buy them.</p>	<p>4. WHAT IF you gave your customers something unexpected?</p> <p>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.</p>	<p>5. WHAT IF everyone lived in urban areas?</p> <p>By 2030, 60% of the world population will be living in cities. Imagine services that work best in these crowded hotspots known for traffic jams, apartment blocks and ubiquitous internet. Deliveroo conveniently employs young bikers who can deliver food quickly regardless of car traffic.</p>
<p>6. WHAT IF you used gamification?</p> <p>Think of ways to make using your product or service fun for customers. You can add levels, social rankings, perks, awards, missions, and sources. Waze, a „satnav“ traffic measurement system, for example, awards points for every km driven or every report added. These reports are so accurate, many car manufacturers such as Honda are leaving TomTom for Waze.</p>	<p>7. WHAT IF you could reframe your service into bite-size components?</p> <p>Duolingo turns the lengthy process of learning a new language into a playful list of small, easy 5-min lessons. They make their service free by using their students to translate bits and parts of articles. Companies like CNN and BuzzFeed pay Duolingo for this service.</p>	<p>8. WHAT IF you could offer full customization?</p> <p>Imagine ways of letting your customers customize their favorite product or service, and producing or delivering that customization cheaply. The Nike iD online store allows users to completely customize the look and feel of their shoes.</p>
<p>9. WHAT IF you turned the most annoying aspect of buying your product into an experience?</p> <p>Nike Korea's 2018 Air Max campaign had sneaker fans queue digitally using avatars and a hashtag. Digital agency PostVisual invented the first-ever hashtag queue where fans waited in line on Instagram to win a chance to buy limited edition Nike Air Max.</p>	<p>10. WHAT IF your customers moved to a new country every week?</p> <p>Revolut banking service is fully global: it can be opened online anywhere in the world, accepts payments in every currency, and charges no, or very small, fees regardless of location.</p>	

<p>TECHNOLOGICAL TRENDS Welcome to the technological revolution: augmented reality, virtual assistants, biometrics, machine learning. Contrary to science fiction predictions of yore, there is no need to fear robots. Rather, they give your company a bionic leg-up. Use the examples on these cards to envision the different technological solutions available, and position yourselves ahead of the curve.</p>	<p>11. WHAT IF you used your user's DNA to customize your service?</p> <p>Imagine ways to use heritage and DNA to help your service or product deliver more personalized offers. Spotify released a new feature that personalizes playlists that reflect the cultural music of users' heritage, based on their DNA test provided by the partner Ancestry.</p>	<p>12. WHAT IF you could use artificial intelligence?</p> <p>No business can avoid being disrupted by artificial intelligence. In the insurance industry, Lemonade uses artificial intelligence and chatbots extensively to deliver insurance policies and handle claims. It takes only 90 seconds to get insured and less than 3 minutes to get payed.</p>
<p>13. WHAT IF No staff was required?</p> <p>Amazon Go is rolling out unmanned stores, CitizenM hotels have self-service reception desks, new underground metro lines like „The lilac lane“ in Milan have driverless trains. How can you design your service to operate with not humans involved?</p>	<p>14. WHAT IF your products „Learned“ each time a service or product got used?</p> <p>Imagine each time you use your service or product, it gets better and more aligned with your needs as the user. Stich Fix provides hand-selected outfits by a personal stylist. Keep what you like, send back what you don't. They learn from your behavior to send you different proposals the next time.</p>	<p>15. WHAT IF your products could become a network?</p> <p>Imagine your solution becomes smarter the more it's used, so that it can adapt to the user's needs. Tesla cars learn each time they are driven. They even operate as a network. When one car learns something, they all learn it, helping Tesla to create a better autopilot.</p>
<p>16. WHAT IF you helped to reduce the use of technology?</p> <p>Imagine ways to help your customers use your product less. After great success with 3rd party apps, Apple included a Screen Time function to their devices, giving users an overview of how much time spent on the device, on which apps, and let users set limits on their usage.</p>	<p>MARKET TRENDS We all know that marketing is no longer about rampant consumerism or pushing products no one wants. Bring your customer to the negotiating table. Apply the customer-knows-best principle to the extreme. The customer-centric approach has never been stronger. Use these cards to improve on existing methods and devise your own ideas of how to shape the market beyond the current innovation trends.</p>	<p>17. WHAT IF Customers shared your product or service offer?</p> <p>Imagine a setup that lets customers access an asset when they need it without owning it, helping them split the cost amongst peers. Car sharing and bicycle sharing schemes follow this principle.</p>
<p>18. WHAT IF you decrease quality slightly to significantly decrease price?</p> <p>Is there a way to make your product a lot cheaper without ruining the whole experience? Ride sharing platform Cia changed the Uber door-to-door idea to a dropoff point close by, decreasing the price of rides by almost 50%</p>	<p>19. WHAT IF you owned nothing but delivered everything?</p> <p>Rappi is an on-demand delivery startup referred to as the ‚everything store‘. Its user interface looks like supermarket shelves where users can swipe any kind of item into their basket. Couriers can deliver everything on demand, from groceries, to cash from the ATM, or even dog walking sessions.</p>	<p>20. WHAT IF you could lower the barriers to use?</p> <p>Grab reaches out to taxi drivers by signing them up at airports, taxi queues, depots, etc. To facilitate the use of their services, Grab installs booths where people can wait at strategic points, even if they do not have the Grab app installed. Where can you find your users and how can you help them to adopt your offering?</p>

<p>21. WHAT IF your product or service had a premium option?</p> <p>Imagine adding a premium option to what you already provide. How can you increase value by adding an extra feature or removing a hassle of your service? Gold members of the dating app Tinder, can skip people that aren't active users anymore, and only browse people who already liked them.</p>	<p>22. WHAT IF direct advertising was forbidden?</p> <p>Imagine a world without commercials. Brand lovers would need to share their experiences with good products and services with others. Costco saves an estimated 2 % a year in costs by not advertising, allowing the company to lower prices for loyal members.</p>	<p>23. WHAT IF you went from ownership to rentals?</p> <p>Imagine ways to rent out your product or service instead of people owning them. Rent the Runway is redefining the fashion industry by renting out designer dresses that can be returned after use.</p>
<p>24. WHAT IF you turned from B2C to B2B (or vice versa)?</p> <p>Originally, Airbnb only designed a service for B2C. Later, they added B2B services, with Airbnb offering new standards for business travelers and Ryanair offering a business package.</p> <p>By the way, is there a Business partner with whom you could offer a business package?</p>	<p>25. WHAT IF you offered a service rather than a just product?</p> <p>Ease your customer's experience by combining more services into your industry. Moovel created a platform that integrates public transport, bike sharing, car sharing, taxi companies, an overall search tool and payment solution. This all-in-one solution offers mobility as a service, not just a product.</p>	<p>26. WHAT IF you allowed external providers into your service?</p> <p>Imagine ways to let other companies integrate their services into your service. Slack allows hundreds of third-party extensions into its communication platform.</p>
<p>27. WHAT IF your company had only 4 employees?</p> <p>Imagine ways to offer your products and services with a small team. Consider automation, outsourcing, and other solutions. Instagram had 13 employees when Facebook acquired it for \$ 1 billion.</p>	<p>28. WHAT IF your users were doing marketing for you?</p> <p>Imagine that instead of creating your own videos and marketing material, you let your users do the job for you. Think of user-generated content or collaborations with social media influencers. GoPro, for example, extensively leverages real footage from users for its marketing purposes.</p>	<p>29. WHAT IF you had to have a partnership?</p> <p>Think of creating new solutions with a partner company. Who would you work with? What would that create? Philips has a history of launching products in joint ventures with other companies, such as Senseo or Nivea. A big part of our business at Board of Innovation is running B2B co-development initiatives.</p>
<p>30. WHAT IF the public was willing to help you?</p> <p>Think of ways to tackle big challenges by using lots of helping hands. Think of crowd-funding/-sourcing/-investing/-lending. Lego Ideas is an ideation platform to crowdsource ideas for new products: everyone can submit, everyone can vote, and the winning ideas gain 1% of net sales.</p>	<p>31. WHAT IF your service was free for customers?</p> <p>Think of ways to earn money without asking users to pay, such as advertising, referral fees, partnerships, and premium models. Spotify's music library is entirely accessible for free, based on advertising sales and sponsored by the 30% of paying Spotify Premium users.</p>	<p>32. WHAT IF you help your customer save money?</p> <p>Consider ways to help customers save money. Blink Health is a service that turns expensive branded prescriptions into generic prescriptions (up to 90% cheaper). They can be purchased online and picked up at a local drug store.</p>
<p>33. WHAT IF you could help your competitors?</p> <p>Think of ways to leverage cooperation: Share know-how, create alliances, or show some generosity. In 2014, Tesla made all their patents public, and in 2018 they published the full blueprint of all their cars. This way, even if their technology becomes the standard, they will always be ahead of the pack.</p>	<p>34. WHAT IF you leverage radical transparency?</p> <p>Everlane is shaking up retail by making sure they are fully aware of the exact cost of their product. Their complete transparency strategy involves sharing both the source of their clothing as well as showing cost breakdowns for each item, ranging from raw material costs to transport fees and labor.</p>	<p>35. WHAT IF your customers demanded that everything be made locally?</p> <p>Imagine customers would only buy from you if you could prove that your product was created within 100 miles of the store. Instead of providing a centralized service, 3D Hubs, a platform of 3D printing, outsources production to people with 3D printers at home.</p>

<p>EMERGING ECONOMIES</p> <p>Especially in developing countries, smart innovations can represent a great added value for business and the population. New technologies and other perspectives make it possible to circumvent old conventions. Let's try it.</p>	<p>36. WHAT IF the only driver to buy was sustainability?</p> <p>Imagine that each additional kg of CO2 produced by your company makes you lose a customer. Think of products and services that have zero (or positive) impact on the planet. For example, Nike's Logistic Campus in Belgium is not only self-sufficient but also supplies energy for 1,500 additional households.</p>	<p>37. WHAT IF you could ship to where no transport infrastructure is provided?</p> <p>Imagine shipping to a very isolated area of the world inaccessible by any land-based mode of transportation. Zipline operates the world's only drone delivery system at national scale to send urgent medicines, such as blood and vaccines, to those in need - no matter where they live.</p>
<p>38. WHAT IF your production didn't depend on weather conditions?</p> <p>Imagine a world where severe and harsh weather conditions could not hinder your product's availability. CCAFS is working to develop weather index-based insurance schemes to help secure farmers' livelihoods and give them the capacity to invest in climate-smart technologies, thereby helping to secure the world's food supply.</p>	<p>39. WHAT IF your customers could not read?</p> <p>14% of the world's population is still illiterate, and only 20% speaks English. Keeping that in mind, Mercedes-Benz and Thai Health Foundation have created the 'Universal Language of Pain', transcending the borders of language and helping doctors identify pain and diagnose every known illness without using verbal language. Each pain symbol is designed based on instinctive shapes and forms that are instantly relatable to everyone.</p>	<p>40. WHAT IF your customers did not have access to electricity?</p> <p>Electricity is just one way to bring people light, but it's not the only one. E.g., GravityLight's innovative lighting device is bringing clean, safe, affordable light to families without electricity. Shell is collaborating with this unique start-up to help change lives in Kenya and around the world.</p>
<p>41. WHAT IF you could piggyback on existing networks to offer something new?</p> <p>Imagine if you did not need to invest in infrastructure to supply your new products. ColaLife is piggybacking on Coca-Cola's distribution system to bring life-saving medicine to the places, like Zambia, that need it most.</p>	<p>42. WHAT IF your customers had no bank account?</p> <p>Imagine if your revenue streams could not be realized via ordinary bank accounts. BIMA, an insurance company has partnered with Tigo Honduras, the largest mobile operator in the country to supply groundbreaking micro-insurance products that are tailored to Tigo subscribers, are mobile-delivered and are paid through mobile money.</p>	<p>43. WHAT IF your customers had no fixed address?</p> <p>Imagine that you could not use fixed and known addresses to reach your customers. E.g., MSF had to deliver aid in Lubumbashi, a city in the Democratic Republic of Congo that is home to 1.5 million residents and where addresses were not available. The solution was to partner with the American and British Red Cross, and the Humanitarian OpenStreetMap Team, to create the Missing Maps Project, crowd-sourced mapping that can be done by anyone with a laptop, anywhere.</p>
<p>44. WHAT IF you could access a market with no banking facilities?</p> <p>Imagine reaching the most remote areas of the world with no facilities for financial products by using a mobile phone. The company myAGRO sells packages of seeds and fertilizers using a mobile layaway system that allows customers to pay little by little in advance. myAGRO relies heavily on full-time staff (equipped with smartphones) to register customers and mobilize layaway payments through regular mobile phones.</p>	<p>45. WHAT IF your market had no access to schools?</p> <p>In 2007, Opportunity International, an international NPO micro-finance institution, launched its Microschools of Opportunity program. It provides loans to teachers who open schools in poor neighborhoods where children, especially girls, would otherwise lack education. Microschools enroll about 200 students. By July 2008, they operated in 50 neighborhoods and towns in Ghana and 9 locations in Malawi. Microschools are now expanding to Asia and other countries in Africa.</p>	<p>46. WHAT IF your family lived far from its main income holder?</p> <p>New work opportunities in cities are increasingly attracting rural youth, drawing them away from agriculture. The money they send back to their smallholder families can help to drive on-farm investments and cope with shocks. Armet Microfinance and CGAP designed new digital remittance products that allow Cambodian migrant workers in the city and their parents on the farm to open linked savings accounts.</p>

<p>46. WHAT IF you could integrate marginalized groups into the labor market?</p> <p>Think of maximizing the number of employees in your company by considering... neurodiversity! Indeed, neurodiversity can be a huge advantage for companies, yet people on the spectrum have often been marginalized. Now, some firms are specifically seeking them out. One example is Auticon, an award-winning IT business that employs IT consultants with Asperger's syndrome to check code.</p>	<p>47. WHAT IF your customers' lives were conditioned by traditional beliefs?</p> <p>In Nepal, there is a 100-year-old practice dictating that menstruating women have to be isolated in so-called „Red Huts“ to prevent destruction and death to their family. But during this forced isolation, it's not unusual that women die from snake bites, smoke inhalation or fire. Now, locally government economic support is now denied to families who keep their daughters out of school during menstruation, and this traditional belief is punishable with 3,000 rupee fine.</p>	<p>48. WHAT IF your business aim was to create jobs and deliver capabilities?</p> <p>Saraman is a start-up that produces affordable, earthquake-proof, prefabricated steel structures for houses, schools, and hospitals in Iran. Saraman trains young graduates to later implement their construction practices. The company has 12 permanent employees and more than 60 workers on construction sites, with other jobs being created for the lower-income communities that engage in the construction projects. While creating jobs, Saraman delivers capabilities and grows its business.</p>
<p>49. WHAT IF your goal was to create a collaborative ecosystem?</p> <p>For many of India's rural poor, selling milk is essential to their income. Amul Dairy has organized almost 2.8 million dairy farmers into an integrated system that brings more than 10 million liters of milk to market daily. Amul has transformed the milk value chain by organizing farmers and creating an efficient handling and marketing system. Milk is collected no more than 10 miles from the farmer using an automated computerized collection system that speeds up weighing, quality testing, and payment processing.</p>	<p>50. WHAT IF your business could have a positive environmental impact?</p> <p>Interface makes carpeting for commercial buildings. All of their products are carbon neutral across the entire product lifecycle. Thanks to their efforts, they've redesigned the entire manufacturing process to make it circular and less wasteful. One of their products uses discarded fishingnets and collaborates with fishermen from poor rural communities. These fishermen recover the ghost nets that are polluting their oceans and indiscriminately killing sea life, therefore helping conserve and sustainably use the ocean.</p>	<p>51. WHAT IF you could leverage refugee talent to partner with them?</p> <p>Under the Global Compact on Refugees, refugees are now active participants in the economies and communities where they reside. Pearson's Every Child Learning partnership with Save the Children aims to improve the learning outcomes and wellbeing of refugee and local Jordanian children using gamification. As part of the partnership, Pearson has collaborated with refugee and Jordanian children to design Space Hero (Batl Al Fada'a), a fun and engaging learning app to strengthen the math skills of children aged 9-12.</p>
<p>52. WHAT IF migration was not the solution?</p> <p>Hathay Bunano Proshikhan Samity produces children's toys and clothes by working with around 3,500 poor local women artisans from rural villages. Its products are marketed through wholesale and retail buyers in the EU, USA, and Australia. Payment, while made on a product basis, is in general estimated at about \$ 0.14. This is much more attractive than that rural-handicrafts typically earn. Thanks to this attractive income, women no longer have to migrate to urban areas to find work. Moreover, their economic independence has helped to lower early marriages rates.</p>	<p>53. WHAT IF your products could save people's lives?</p> <p>Diarrhea remains the second leading cause of death among children, with about half of these deaths occurring in South Asia and Africa. Amanz Abantu was set up in 1997, and since then, it has been providing water supply and sanitation to peri-urban and rural communities in the Eastern Cape, through infrastructure that meets international quality standards. Each household gets 25 l of water for free from the State. Additionally, individuals can buy water using pre-paid smartcards. Amanz Abantu has already provided access to clean water a low cost to 2.5 million people.</p>	<p>54. WHAT IF you could combat desertification with your business?</p> <p>In 2000, Huatai Paper Company launched a new strategy to substitute wood pulp for straw pulp. Mobilizing local farmers to plant fast-growing trees. Farmers get support through technology, education, and irrigation. The trees were planted on salinated land, helping to combat further desertification and contributing to carbon-dioxide absorption. Meanwhile, Huatai has grown its newsprint business while reducing its environmental impact and minimizing the risk from volatile import prices for pulp.</p>

<p>55. WHAT IF your customer uses risky fuel to run their lives?</p> <p>Refrigerators, lamps, and stoves enable vital health services, including vaccinations, and they need fuel to operate. Rural health centers operated by the Mozambique Ministry of Health have relied in the past on dangerous and inefficient kerosene. In 2002, Seattle-based VillageReach and its local partner, Mozambique Foundation for Community Development (FDC), established VidaGas to provide rural health centers with safer propane services. A pilot was launched and a micro-lending scheme was developed to ensure affordability.</p>	<p>56. WHAT IF your ROI depended on your employees' health conditions?</p> <p>The Health Enables Returns (HERproject) is a multi-company initiative run by BSR and supported by the Levi Strauss Foundation and the Swedish International Development Cooperation Agency. HERproject raises awareness of women's health issues. In a factory in Karachi, HERproject has reduced absenteeism by 11%, thanks to education about menstrual hygiene and provision of sanitary napkins in the factory clinic at a subsidized cost.</p>	<p>57. WHAT IF business did not need international aid but... a local market?</p> <p>Many current aid strategies risk undermining, rather than supporting, local markets' capacity to support refugees. Instead of traditional humanitarian aid models that give away supplies and services such as food and materials, Mercy Corps is trying to build up local market systems to meet these needs. For example, it is using cash-based assistance and matching local businesses' needs with refugee skills so that earned income channels back into local markets.</p>
<p>58. WHAT IF your company used a one-for-one business model?</p> <p>TOMS Shoes' gives one pair of shoes to kids in developing countries for each pair of shoes sold. Based on the success of this one-for-one business model, other companies began to follow it. Warby Parker donates eyeglasses to people in need, while companies like Soapbox Soaps and Two Degrees Food employ the model to help with poor hygiene and hunger.</p>	<p>59. WHAT IF company could employ accessible resource to perform humanitarian work?</p> <p>SAVE volunteering was established in 2006 in Cape Town, South Africa. With the assistance of volunteers, they develop and provide effective programs to local communities, pre-schools, and schools to assist with educational programs, youth development, sports, and skills development that will enable young people to rise above the vicious circle of poverty.</p>	<p>60. WHAT IF your company was honest about what they were selling?</p> <p>Honest is a company that wants to support ethical consumerism by providing safe household products. They ensure that you don't have to choose between what works and what's good for you. They support R&D that focuses on finding new ways to maximize the use of renewable resources, like plant-derived ingredients and recycled materials.</p>
<p>61. WHAT IF you did not need energy to safely store vaccines and other drugs?</p> <p>Nova Laboratories Ltd. has developed innovative vaccine stabilization technologies inspired by nature. Some plants, animals, and bacteria are able to survive in a dehydrated form for hundreds of years. They do this using a process called anhydrobiosis. Mimicking this strategy enables a cost-effective and simple way of making vaccines and other pharmaceutical products stable for long-term storage, eliminating the need for refrigeration.</p>	<p>62. WHAT IF you could locate your customers in a simpler way?</p> <p>What3words is a simple way to talk about location. They have divided the world into a grid of 3m x 3m squares and assigned each one a unique, 3-word address. This means anyone can accurately find any location and share it more quickly, easily, and with less ambiguity than using any other system. The service can be used via their free mobile app or online map. It can also be built into any other app, platform, or website with just a few lines of code. UK Emergency Services rolls out what3words in control rooms to save resources, time, and lives.</p>	<p>63. WHAT IF you needed to be rescued during a humanitarian catastrophe?</p> <p>UN-ASIGN Crowd is a free application used by the humanitarian community to facilitate the collection of photos, assessments, and geo-located text messaging in the field. It is specifically designed to work over low bandwidth connections, reducing bandwidth consumption by close to 90%. Photos appear in real time as long as the volunteer has a GSM or Internet connection; otherwise, they are stored and uploaded when connectivity is restored.</p>



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