

Understanding Living Lab concepts and co-creation

Module 2 – Management of Living Labs

Isabelle Couture, ENoLL

12 April 2023



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This project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement No 101000349 (ALL-Ready).

Module 2 “Management of Living Labs”

Innovation Management / Panel
Management / Pilot Management / Impact

Dimitri Schuurman & Gilles Wuyts

12.04.23



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Meet the team



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CONTENT

10:00	Welcome and context setting - Isabelle Couture
10:10	Introductions of our trainers - Dimitri Schuurman and Gilles Wuyts from imec
10:20	Innovation Management process: problem space / solution space / adoption diffusion space / scaling space
10:50	Panel Management tips & tricks
11:20	Short break - 15min
11:35	Pilot Management process & mapping canvas
12:05	Impact assessment methodology
12:35	Closing & wrap-up
13:00	End of Session

OVERVIEW LIVING LAB MANAGEMENT ROLES

Living Lab
/
Program
manager

Living Lab Organization / Platform

Project /
Pilot
manager

Living Lab Project

Panel
Manager
/
Stake-
holder
manager

Living Lab User & Stakeholder Activities

Innovation
manager

<https://biblio.ugent.be/publication/5931264/file/5931265.pdf>

Innovation Management process:

problem space / solution space / adoption diffusion space / scaling space

OVERVIEW LIVING LAB MANAGEMENT ROLES

Living Lab Organization / Platform

Living Lab Project

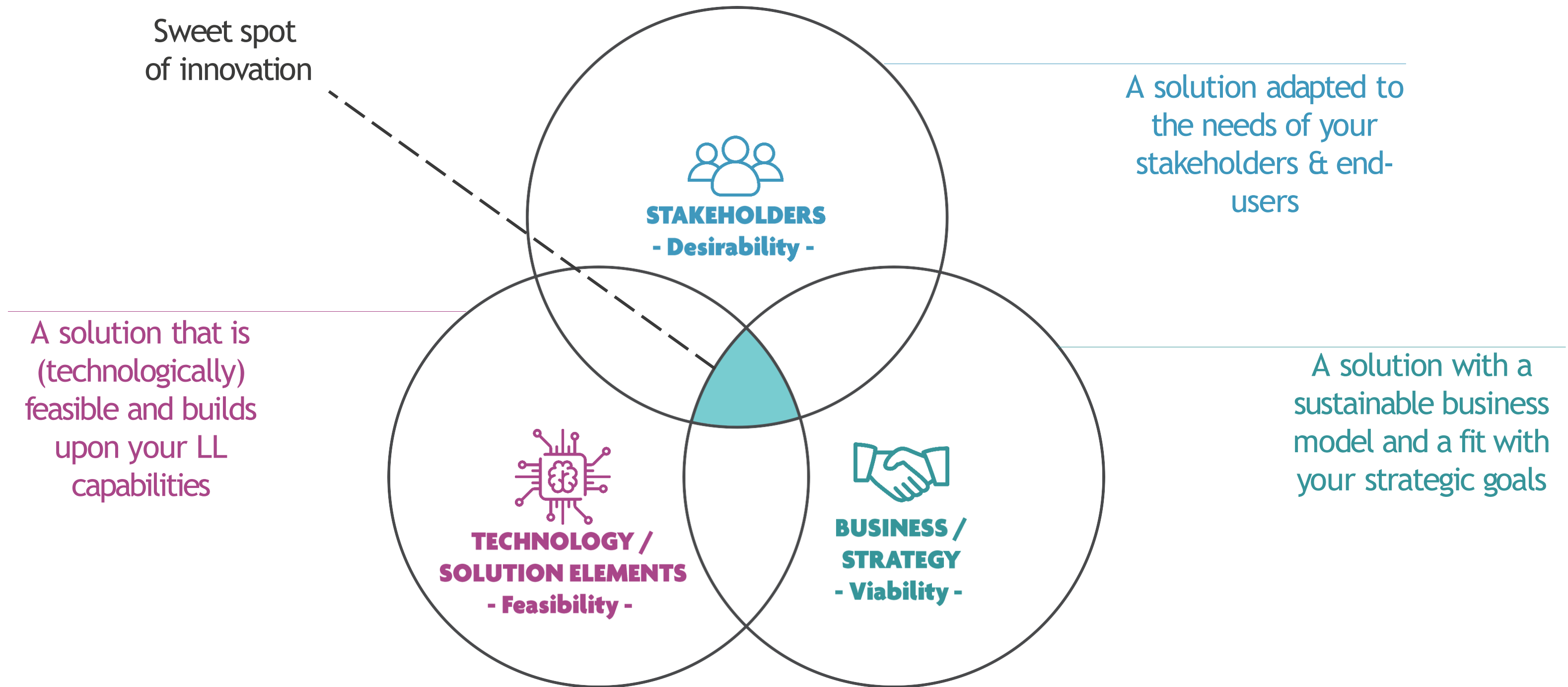
Living Lab User & Stakeholder Activities

**Innovation
manager**

<https://biblio.ugent.be/publication/5931264/file/5931265.pdf>

THREE ELEMENTS OF INNOVATIVE LIVING LAB SOLUTIONS

INNOVATION = DESIRABILITY + VIABILITY + FEASIBILITY

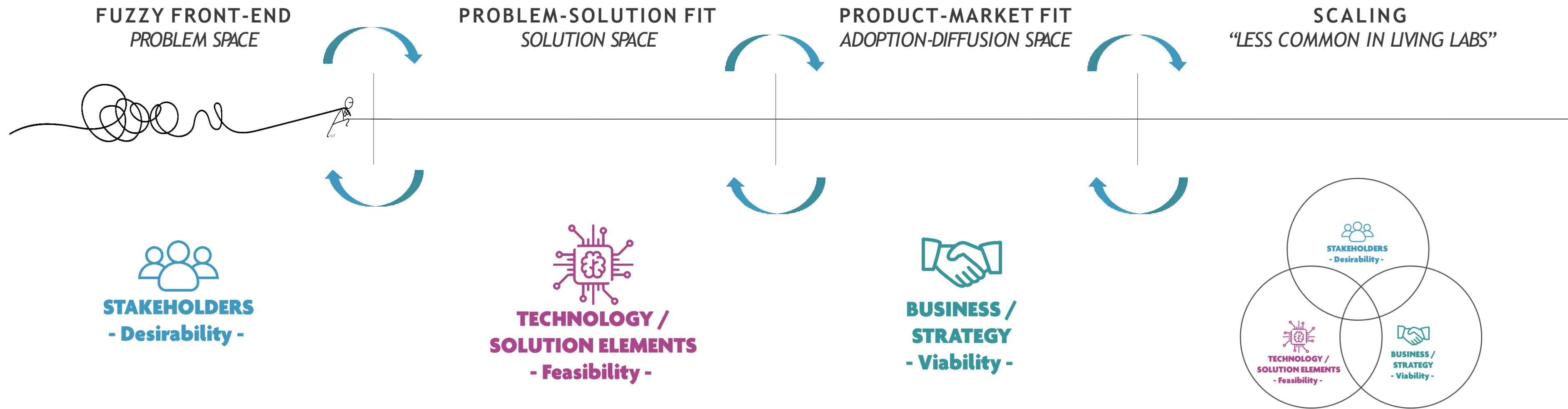


Bland, D. J., & Osterwalder, A. (2019). *Testing business ideas: A field guide for rapid experimentation*. John Wiley & Sons.

Hunsaker, B. T., & Thomas, D. E. (2017). *The Viability Triad—Desirability, Feasibility, and Sustainability as the New Strategic Decision Imperative*. *J. Manag. Policies Pract*, 5, 1-4.

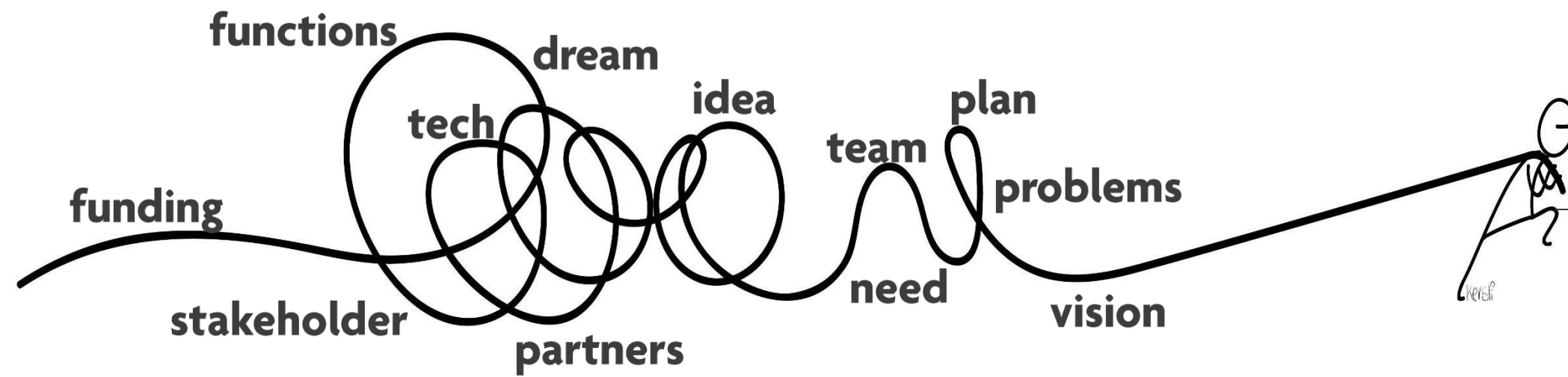
LIVING LAB INNOVATION MANAGEMENT PROCESS

SYSTEMATIC INVESTIGATION OF THESE INNOVATION ELEMENTS



LIVING LAB INNOVATION MANAGEMENT PROCESS

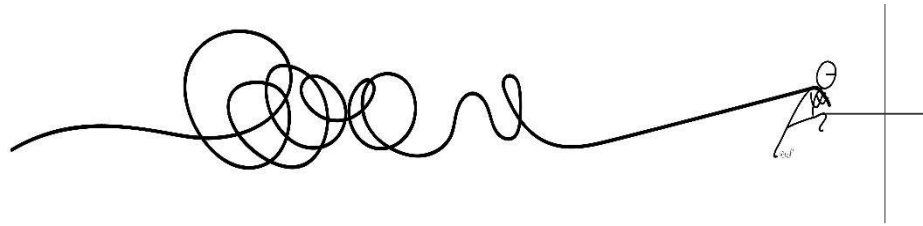
FUZZY FRONT-END
PROBLEM SPACE



LIVING LAB INNOVATION MANAGEMENT PROCESS

MAIN QUESTIONS & TYPICAL ACTIVITIES

FUZZY FRONT-END
PROBLEM SPACE



*Who are the
main problem
owners?*

*What is the
issue/opportunity?*

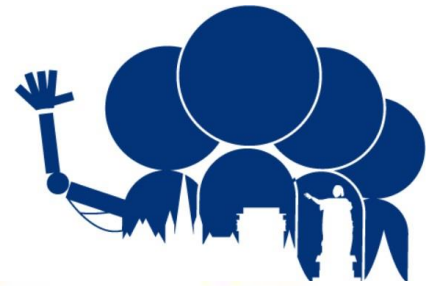
*What options are
there currently
available to tackle the
problem?*

- Stakeholder mapping
- Contextual inquiry
- Co-creation workshops
- User interviews/surveys
- State-of-the-Art research

...

HELLO JENNY-CASE

IMPROVING QUALITY OF LIFE VIA CO-CREATIVE TECHNOLOGY IMPLEMENTATION



City of People



<https://www.mdpi.com/2071-1050/13/12/6954/pdf>

IDENTIFYING & SCOPING THE PROBLEM

FUZZY
FRONT-END

KICK-OFF



*Challenges in
urban care*

WORKSHOPS



Focus on elderly

CONTEXT SCAN



*Focus on social
isolation*

<https://www.mdpi.com/2071-1050/13/12/6954/pdf>

DEEP UNDERSTANDING OF THE LONELY SENIOR NEEDS & CURRENT PRACTICES

FUZZY FRONT-END

INTERVIEWS & OBSERVATION WITH ELDERLY IN SOCIAL ISOLATION

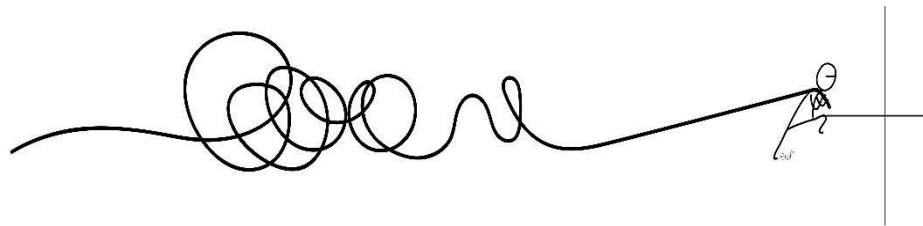
DESK RESEARCH FOR CURRENT PRACTICES

WORKSHOP WITH STUDENTS & CITY OFFICIALS



LIVING LAB INNOVATION MANAGEMENT PROCESS

FUZZY FRONT-END PROBLEM SPACE



*Who are the
main problem
owners?*

*What is the
issue/opportunity?*

*What options are
there currently
available to tackle the
problem?*

- Elderly people in isolation
 - City officials
 - Students social work
- Reduce feeling of isolation
- Improve matchmaking current initiative
 - Personal initiative from elderly
 - ‘Custom’ matchmaking by city officials

LIVING LAB INNOVATION MANAGEMENT PROCESS

MAIN QUESTIONS & TYPICAL ACTIVITIES

PROBLEM-SOLUTION FIT
SOLUTION SPACE

*What solution(s)
(components) are available?*

*What value can they
bring to the problem
owners?*

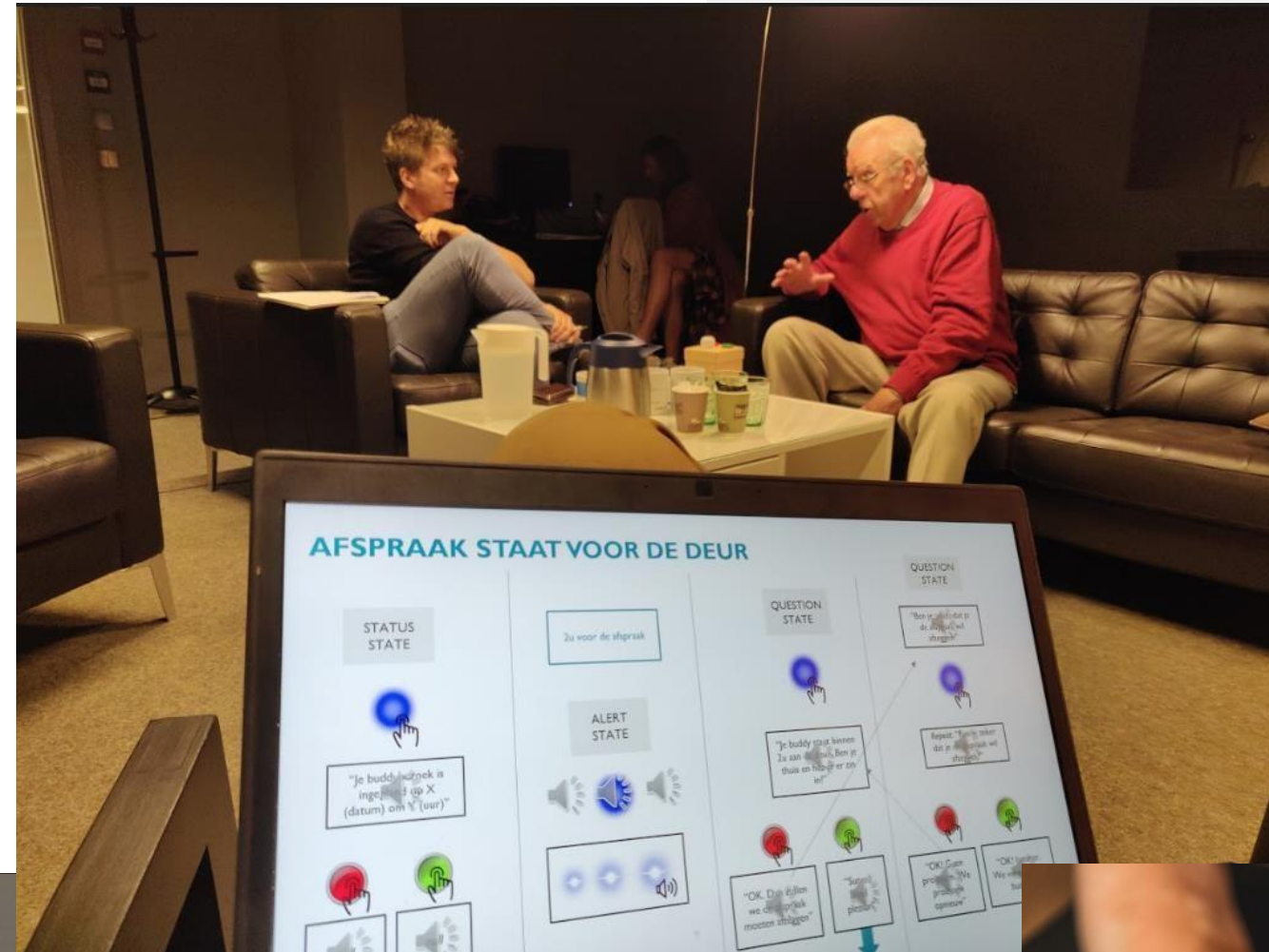
*Can we create a
solution that really
makes the difference?*

- Applied research
- Technology scouting / patent search
 - Co-design sessions
- Small-scale / controlled testing
 - Qualitative evaluation

...

MAKING EXPLICIT SOLUTION CHOICES (DESIGN/ USE CASE/ PROTOTYPING)

PROBLEM-SOLUTION FIT





LIVING LAB INNOVATION MANAGEMENT PROCESS

PROBLEM-SOLUTION FIT
SOLUTION SPACE

*What solution(s)
(components) are available?*

*What value can they
bring to the problem
owners?*

*Can we create a
solution that really
makes the difference?*

- Smart speaker
 - Motion detection sensors
- Connection to existing systems
 - Pro-active detection of loneliness
- Seamless communication & follow-up across devices
 - More & better matches
- Decreased feelings of anxiety & loneliness

LIVING LAB INNOVATION MANAGEMENT PROCESS

PRODUCT-MARKET FIT
ADOPTION-DIFFUSION SPACE

*Who is the primary
user group of our
solution?*

*How does real-life and/or
longer term usage
impact our solution?*

*What are the business
model/strategy
implications of our
solution?*

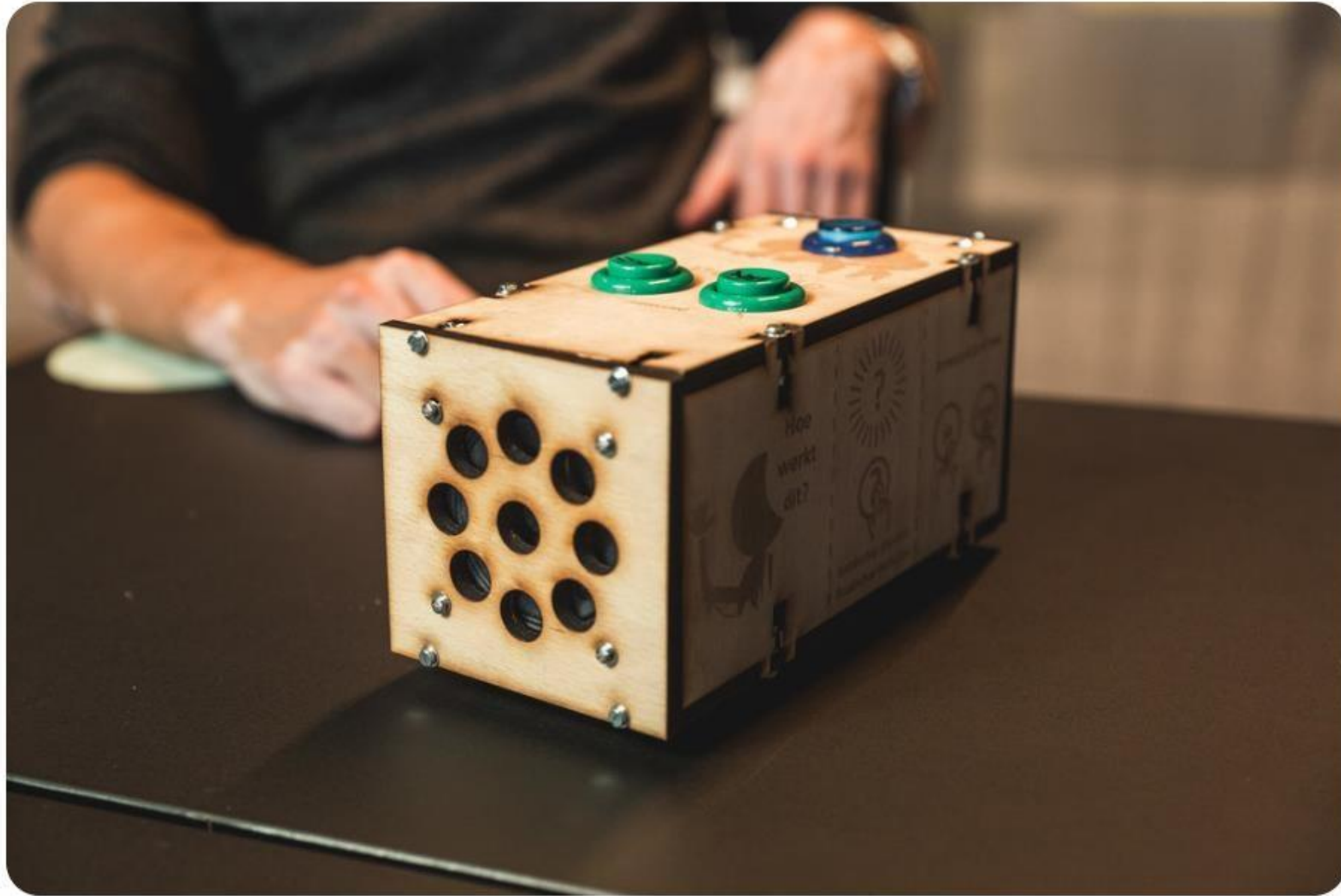
- Larger-scale / longer-term testing
 - Real-world testing
 - Quantitative evaluation
- Business model design & testing
 - Impact assessment

TESTING FOR IMPACT

PRODUCT-MARKET FIT



Hello Jenny wint 'Slim in de stad'-subsidie



DeMorgen.

Gentse project 'Hello Jenny' zet technologie in om eenzaamheid bij ouderen tegen te gaan



Het Gentse project Hello Jenny heeft op 7 mei 2019 de 'Slim in de stad'-subsidie van de Vlaamse overheid gewonnen. Het project zet slimme technologie in om ouderen in contact te brengen met buddy's uit de buurt, en zo vereenzaming tegen te gaan. De prijs is goed voor 145.000 euro.

LIVING LAB INNOVATION MANAGEMENT PROCESS

PRODUCT-MARKET FIT
ADOPTION-DIFFUSION SPACE

Who is the primary user group of our solution?

How does real-life and/or longer term usage impact our solution?

What are the business model/strategy implications of our solution?

- Elderly people
- Public & private healthcare companies
- Caregivers
- ‘Loneliness’ detection / algorithm should be improved
- Difficult to prove long-term impact on mental health
- Not-invented-here syndrome
- Scale is needed for a viable business model, clear effects are needed for a public roll-out

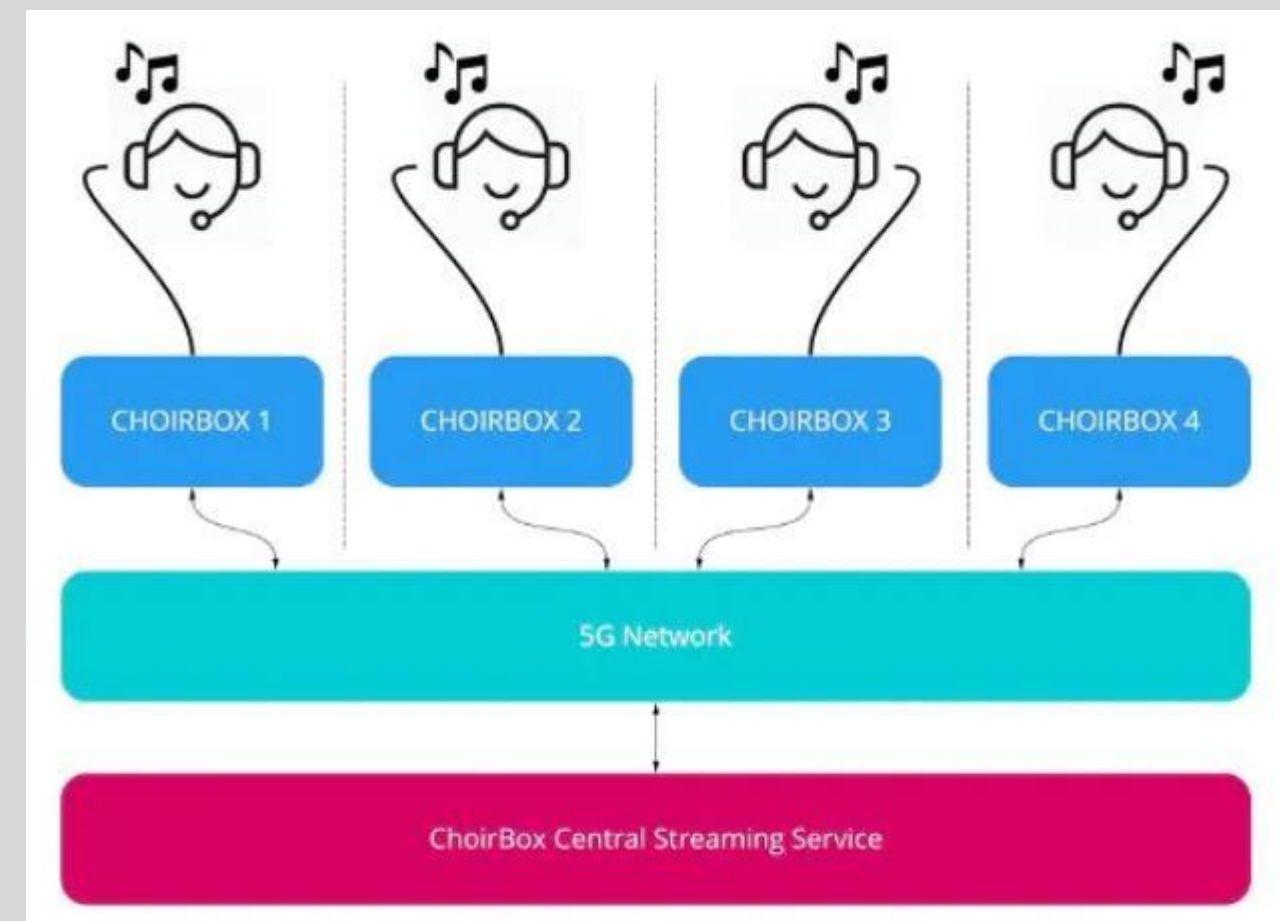
LIVING LAB INNOVATION MANAGEMENT PROCESS

SCALING
“LESS COMMON IN LIVING LABS”

*Who are the later adopter segments?
How can we facilitate large-scale production & uptake of our solution?*

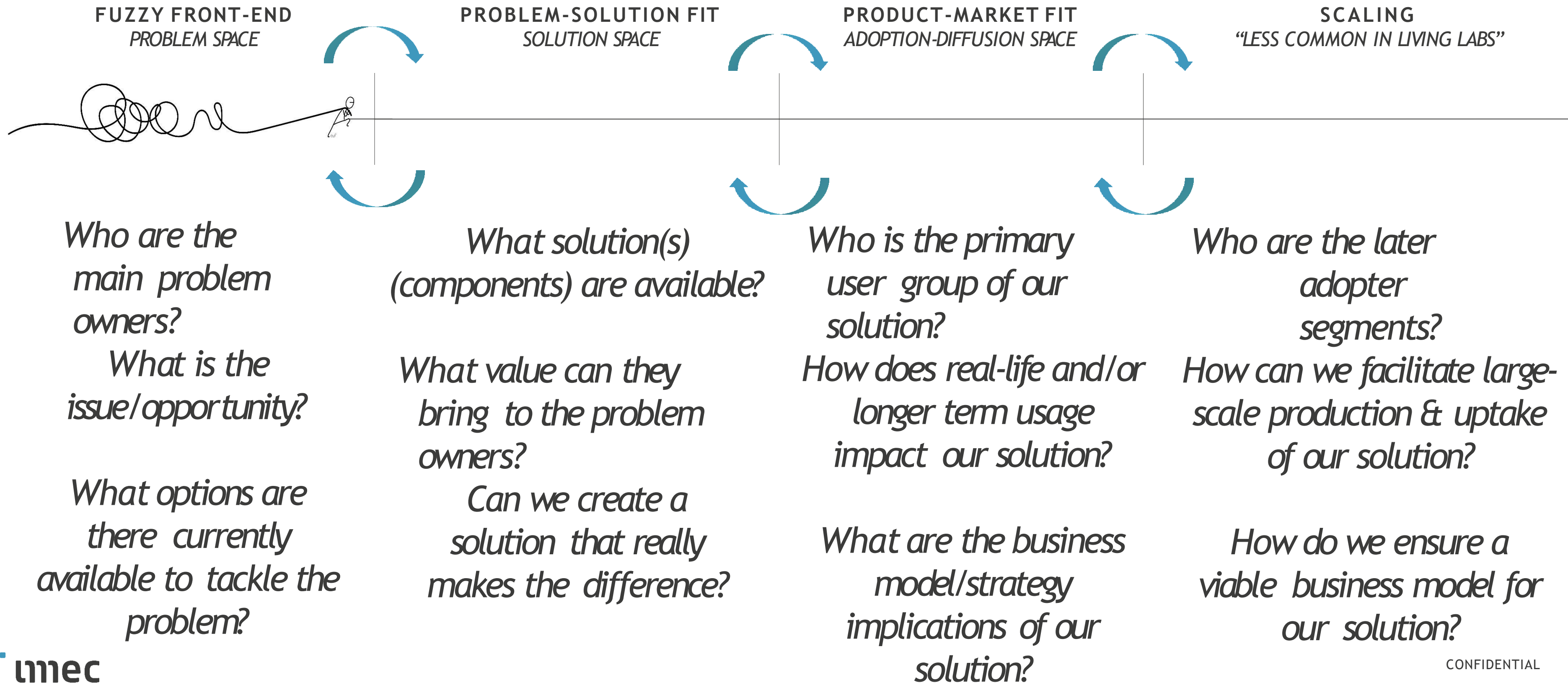
How do we ensure a viable business model for our solution?

- We reused the technology in other projects with success!



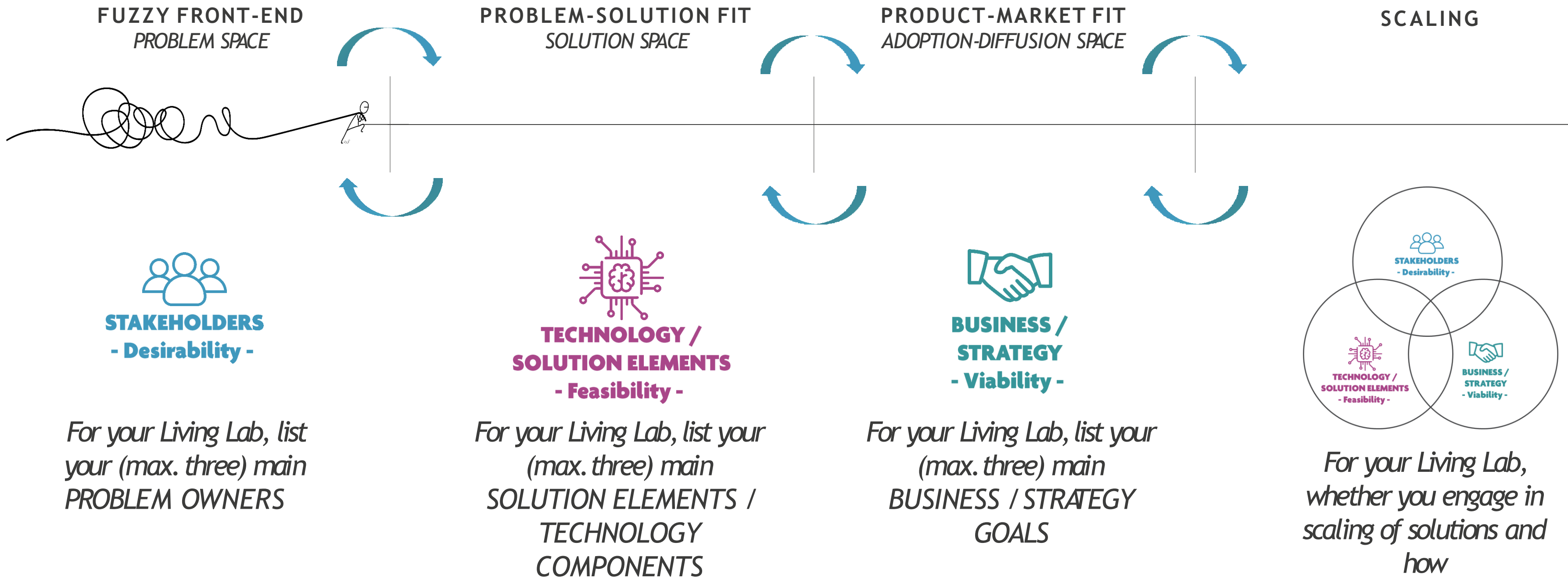
<https://www.imec-int.com/en/articles/choirbox-enables-remote-and-real-time-choir-performances>

LIVING LAB INNOVATION MANAGEMENT PROCESS



MIRO EXERCISE 1

https://miro.com/app/board/uXjVMU019Gk=?share_link_id=599044126518



Panel Management tips & tricks

OVERVIEW LIVING LAB MANAGEMENT ROLES

Living Lab Organization / Platform

Living Lab Project

Living Lab User & Stakeholder Activities

Panel
Manager
/ Stake-
holder
manager

WHAT DOES A PANEL MANAGER DO?



In essence, we do 4 things:

Panel management

Find

Panel of test users

Network of partners

In-the-field recruitment

Engage

Set up a User involvement strategy

Set up a User involvement infrastructure

Protect

GDPR-compliant

Is it ethical?

Support

Execution of research steps

PANEL MANAGEMENT INSIGHTS



Panel



Community



Hired Panel

PANEL MANAGEMENT INSIGHTS



	Panel	Community	Hired Panel
Time investment	++	++ (super high)	-
Operating cost	+	++	-
(Mostly) local	-	++ (very local)	/
Frequency of projects	++	+	/
Type of projects/research	Much is possible	Community - oriented	Mainly surveys
Committed testers	+	++	--
For learning/interest	+/-	++	-
For the incentive	+/-	-	++
Circulation of participants	-	--	+
Added value	+	++ (super high)	+/-
Dropout rates	+	-	++

HOW TO...COMMUNITY?



- You can only facilitate, not create, a community
- Community working can be time-consuming and complex
- Communication within communities is harder to control
- Enough interesting content and/or activities are needed to keep a community active
- Not all your panel members will be active members of your community

TYPES OF DROP-OUT IN LIVING LAB FIELD TESTS

Participant-related drop-out

Participants only participate in the startup of the field test, but they have not started to test that innovation

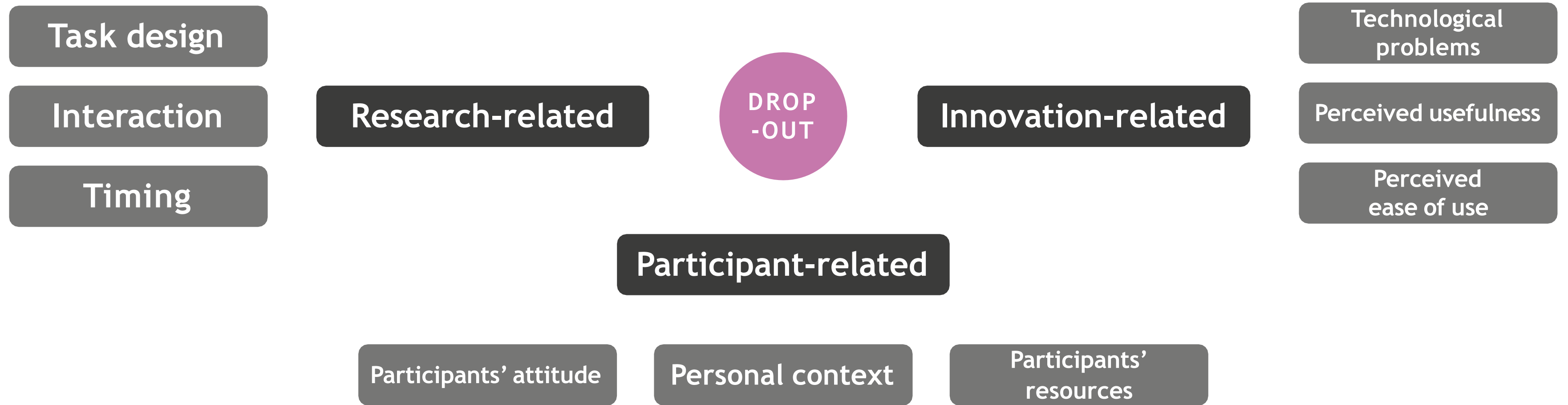
Innovation-related drop-out

Participants stop using the innovation because of motivational or technical reasons related to the innovation

Research-related drop-out

Participants stop participating in the research component of the field test, you don't get feedback anymore from them

TAXONOMY FOR DROP-OUT IN LIVING LAB FIELD TESTS



<https://timreview.ca/article/1155>

PROBLEM SPACE HELLO JENNY

USER INVOLVEMENT

<i>STAKEHOLDER</i>	People from city of Ghent	Elderly in isolation	Students
<i>User type involved</i>	Consortium partners	Inhabitants of specific 'problematic' building	Target user group of current practice
<i>Recruitment strategy</i>	Via intrinsic motivation (open call to consortium)	Via project partner (city of Ghent)	Via 'owner' of 'current practice' (professor)
<i>Incentive</i>	A potential solution for their problems	Human contact	Intrinsic motivation & study points
<i>Intensity of involvement</i>	HIGH - Involvement in three scoping workshops	MEDIUM - Interviews 'in situ'	MEDIUM - Co-creation workshop

SOLUTION SPACE HELLO JENNY

<i>STAKEHOLDER</i>	People from city of Ghent	Elderly immobile	Students
<i>User type involved</i>	Consortium partners	3 inhabitants of specific 'problematic' building	Target user group of current practice
<i>Recruitment strategy</i>	Via intrinsic motivation	Via project partner (city of Ghent)	Via 'owner' of 'current practice' (professor)
<i>Incentive</i>	A potential solution for their problems	Traveling outside of their homes	Intrinsic motivation & study points
<i>Intensity of involvement</i>	HIGH - Involvement in project follow-up meetings + co-design workshops + user recruitment	HIGH - Prototype testing in controlled lab- setting	MEDIUM - Co-design workshop

ADOPTION DIFFUSION SPACE HELLO JENNY

<i>STAKEHOLDER</i>	People from city of Ghent	Elderly immobile	Students
<i>User type involved</i>	Consortium partners	10 inhabitants of specific 'problematic' building	10 students
<i>Recruitment strategy</i>	Via intrinsic motivation	Via project partner (city of Ghent)	Via 'owner' of 'current practice' (professor)
<i>Incentive</i>	A potential solution for their problems	Human contact	Intrinsic motivation & study points
<i>Intensity of involvement</i>	HIGH - Involvement in project follow-up + recruitment immobile elderly + testing of prototype	HIGH - Involvement 'in situ' field trial	HIGH - Involvement 'in situ' field trial

Pilot Management process

& mapping canvas

OVERVIEW LIVING LAB MANAGEMENT ROLES

Living Lab Organization / Platform

Project /
Pilot
manager

Living Lab Project

Living Lab User & Stakeholder Activities

<https://biblio.ugent.be/publication/5931264/file/5931265.pdf>

PILOT MANAGEMENT: OPTION 1

Living Lab Organization / Platform

Living Lab Pilot

Living Lab Pilot

Living Lab Pilot

**Pilot User &
Stakeholder
Activities**

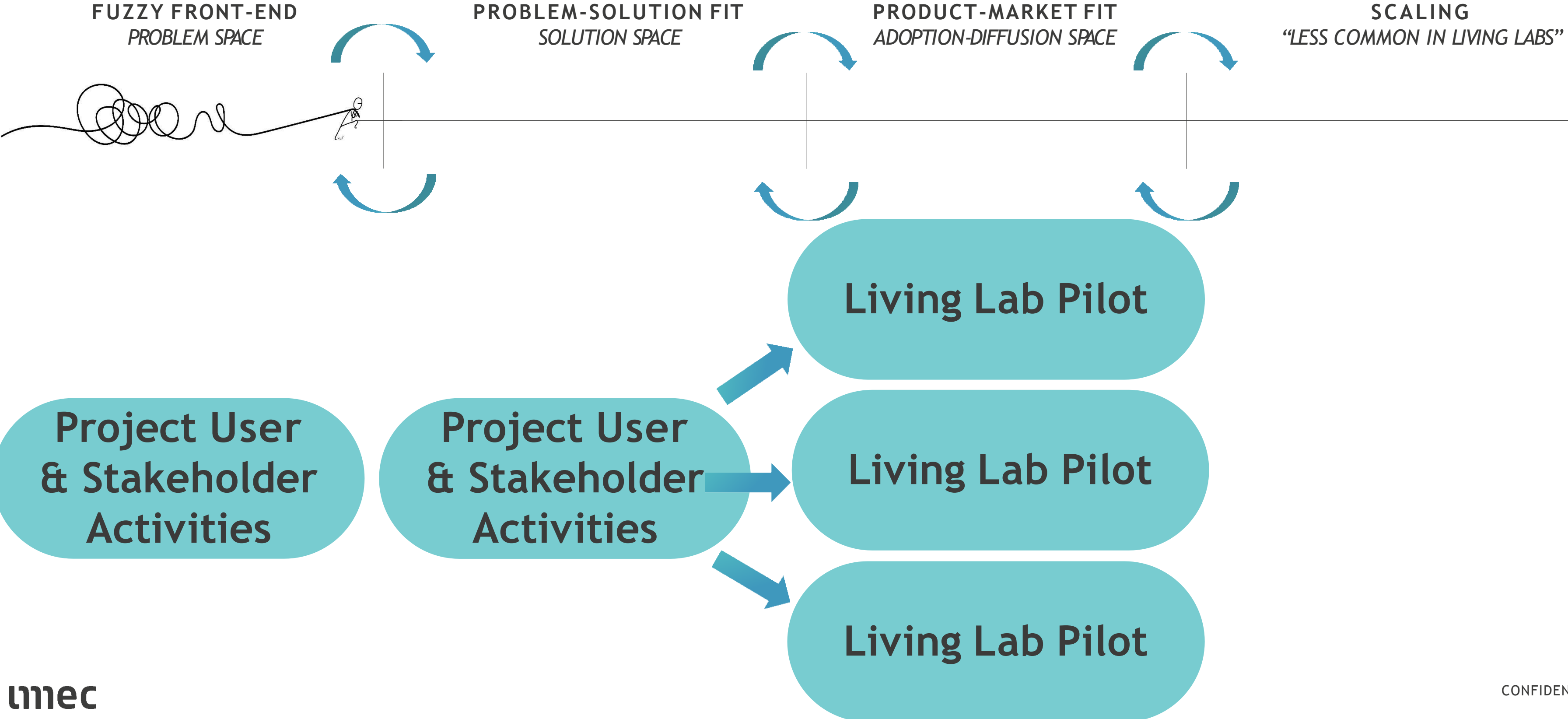
**Pilot User &
Stakeholder
Activities**

**Pilot User &
Stakeholder
Activities**

<https://biblio.ugent.be/publication/5931264/file/5931265.pdf>

PILOT MANAGEMENT: OPTION 2

PER PILOT/PROJECT



PILOT MANAGEMENT PROCESS

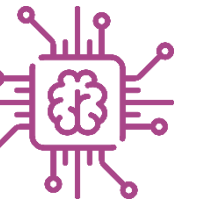
1. **Align on pilot scope & goals** *(with #pilots and/or within the LL project)*
2. **Choose a supporting methodology & supporting pilot canvas** *(to be used across #pilots and by #people)*
3. **Train the methodology & canvas** *(for the #pilots)*
4. **Execute the pilot activities & report in the supporting canvas** *(#people report their activities)*
5. **Follow-up via the canvasses** *(by the pilot/project manager)*

INNOVATRIX - ASSUMPTION BASED INNOVATION FRAMEWORK

CUSTOMER SEGMENT	<i>WHAT CUSTOMER SEGMENTS TO FOCUS ON? WHAT ARE KEY CHARACTERISTICS?</i>
NEEDS	<i>WHAT ARE THE NEEDS OF THIS CUSTOMER SEGMENT? HOW DO WE PRIORITIZE THESE NEEDS?</i>
CURRENT PRACTICES	<i>WHAT ARE COMPETITORS, ALTERNATIVES OR CUSTOMER BEHAVIOUR? WHAT ARE THE PAINS AND GAINS OF THE CURRENT PRACTICES</i>
VALUE PROPOSITION	<i>WHAT (MEASURABLE) IMPACT WILL YOU CREATE FOR THIS CUSTOMER SEGMENTS?</i>
SOLUTION	<i>WHAT ARE THE COMPONENTS OF YOUR SOLUTION? HOW DO THESE COMPONENTS DIFFER FOR THE DIFFERENT CUSTOMER SEGMENTS?</i>
KEY PARTNER	<i>WHO ARE YOUR KEY PARTNERS? HOW TO INTERACT WITH STAKEHOLDERS?</i>
VALUE CAPTURE	<i>WHAT VALUE (MONETARY AND NON-MONETARY) DO YOU RECEIVE IN RETURN? WHAT PRICES SHOULD YOU SET AND HOW?</i>
BARRIERS	<i>WHAT ARE THE BARRIERS FOR ADOPTION, USAGE AND MARKET ENTRY?</i>



STAKEHOLDERS
- Desirability -



TECHNOLOGY / SOLUTION ELEMENTS
- Feasibility -



BUSINESS / STRATEGY
- Viability -

CUSTOMER SEGMENT	LONELY & IMMOBILE SENIOR	OCMW EMPLOYEES	ENGAGED STUDENTS WITH INTERESTS IN CARE & INNOVATION
NEEDS	Social contact to prevent loneliness <input type="checkbox"/> Being reached by information channels/care initiatives <input type="checkbox"/> Signalization on physical (immobility) and psychological (anxiety) barriers to ask for help <input type="checkbox"/>	Support from volunteers/citizen initiatives <input type="checkbox"/> Better signalization of needs senior <input type="checkbox"/>	Being socially engaged <input type="checkbox"/>
CURRENT PRACTICES	Visit from family <input type="checkbox"/> Visit from caregivers <input type="checkbox"/>	Fixed visits <input type="checkbox"/>	Existing volunteer initiatives <input type="checkbox"/> Compulsory internship <input type="checkbox"/>
VALUE PROPOSITION	Overcome barriers to ask for help <input type="checkbox"/> Communication of passive signals for loneliness <input type="checkbox"/>	More support from network (students) <input type="checkbox"/> Better insights in the need for visit <input type="checkbox"/>	Link between senior & student <input type="checkbox"/> Incentive through credits/badges <input type="checkbox"/>

SOLUTION CONNECTING CUSTOMER SEGMENTS

PROBLEM-SOLUTION FIT

CUSTOMER SEGMENT

LONELY & IMMOBILE SENIOR

OCMW EMPLOYEES

ENGAGED STUDENTS WITH INTERESTS IN CARE & INNOVATION

NEEDS

Social contact to prevent loneliness
 Being reached by information channels/care initiatives
 Signalization on physical (immobility) and psychological (anxiety) barriers to ask for help

Support from volunteers/citizen initiatives
 Better signalization of needs senior

Being socially engaged

CURRENT PRACTICES

Visit from family
 Visit from caregivers

Fixed visits

Existing volunteer initiatives
 Compulsory internship

VALUE PROPOSITION

Overcome barriers to ask for help
 Communication of passive signals for loneliness

More support from network (students)
 Better insights in the need for visit

Link between senior & student
 Incentive through credits/badges

SOLUTION

Detection of activity with door and window sensor
 Communication with interface through buttons

Dashboard with data on interactions senior & student
 Dashboard to monitor loneliness senior

Technology to receive question for visit from senior

PROBLEM-SOLUTION FIT

PRODUCT-MARKET FIT

	Problem-Solution Fit	Product-Market Fit	Product-Market Fit
VALUE CAPTURE	<ul style="list-style-type: none"> Positive impact on wellbeing of vulnerable citizens Data that can feed policy making 	<ul style="list-style-type: none"> More efficiency Increased job satisfaction 	<ul style="list-style-type: none"> Positive impact on wellbeing of vulnerable citizens Inclusive image of the city among students
KEY PARTNERS	<ul style="list-style-type: none"> IMEC Students OCMW 	<ul style="list-style-type: none"> Gentlestudent 	<ul style="list-style-type: none"> OCMW GentleStudent
BARRIERS	<ul style="list-style-type: none"> Technology aversiveness Difficult to detect loneliness using sensor data 	<ul style="list-style-type: none"> Lack of quality control Technology aversiveness Skeptical on detection loneliness through sensors 	<ul style="list-style-type: none"> Quality control Technology aversiveness

PRODUCT-MARKET FIT

FIT? 

CUSTOMER SEGMENT

LONELY & IMMOBILE SENIOR

OCMW EMPLOYEES

ENGAGED STUDENTS WITH INTERESTS IN CARE & INNOVATION

NEEDS

Social contact to prevent loneliness
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Signalization on physical (immobility) and psychological (anxiety) barriers to ask for help

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Being socially engaged

CURRENT PRACTICES

Visit from family
Visit from caregivers

Fixed visits

Existing volunteer initiatives
Compulsory internship

VALUE PROPOSITION

Overcome barriers to ask for help
Communication of passive signals for loneliness

More support from network (students)
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Link between senior & student
Incentive through credits/badges

SOLUTION

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VALUE CAPTURE

Positive impact on wellbeing of vulnerable citizens
Data that can feed policy making

More efficiency
Increased job satisfaction

Positive impact on wellbeing of vulnerable citizens
Inclusive image of the city among students

KEY PARTNERS

IMEC
Students
OCMW

Gentlestudent

OCMW
GentleStudent

BARRIERS

Technology aversiveness
Difficult to detect loneliness using sensor data

Lack of quality control
Technology aversiveness
Skeptical on detection loneliness through sensors

Quality control
Technology aversiveness

CHOOSEYOUR SUPPORTING CANVAS

GENERIC CANVASES

BUSINESS MODEL CANVAS

The most well-known
and used

Easy to understand, less
easy to go in detail

No explicit links
between the elements

Not suited for more
complex ecosystems

The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

Key Partners Who are our Key Partners? Who are our Key Suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform? MOTIVATIONS FOR PARTNERSHIPS Distribution and pricing Reduction of risk and uncertainty Acquisition of particular resources and activities	Key Activities What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams? CATEGORIES Production Problem Solving Platform/network	Value Propositions What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying? CHARACTERISTICS Newness Performance Customization "Getting the Job Done" Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability	Customer Relationships What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they? EXAMPLES Personal assistance Dedicated Personal Assistance Self-Service Automated Services Communities Co-creation	Customer Segments For whom are we creating value? Who are our most important customers? Mass Market Niche Market Segmented Overlapped Multi-sided Platform
Key Resources What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams? TYPES OF RESOURCES Physical Intellectual (Brand, patents, copyrights, etc.) Human Financial	Channels Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines? CHANNEL MODELS 1. Awareness How do we raise awareness about our company's products and services? 2. Evaluation How do we help customers evaluate our organization's Value Proposition? 3. Purchase How do we allow customers to purchase specific products and services? 4. Delivery How do we deliver a Value Proposition to customers? 5. After sales How do we provide post-purchase customer support?	Cost Structure What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive? IS YOUR BUSINESS MODEL Cost Driven (lowest cost structure, low price value proposition, maximum automation, extensive outsourcing) Value Driven (focused on value creation, premium value proposition) SAMPLE CHARACTERISTICS Fixed Costs Salaries, rents, utilities Variable costs Economies of scale Economies of scope	Revenue Streams For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues? TYPES Asset sale Usage fee Subscription Fee Lending/Renting/Leasing Licensing Royalties/usage fees Advertising FIXED PRICING List Price Product feature dependent Customer segment dependent Volume dependent DYNAMIC PRICING Negotiation (Bargaining) Yield Management Real-time Market	

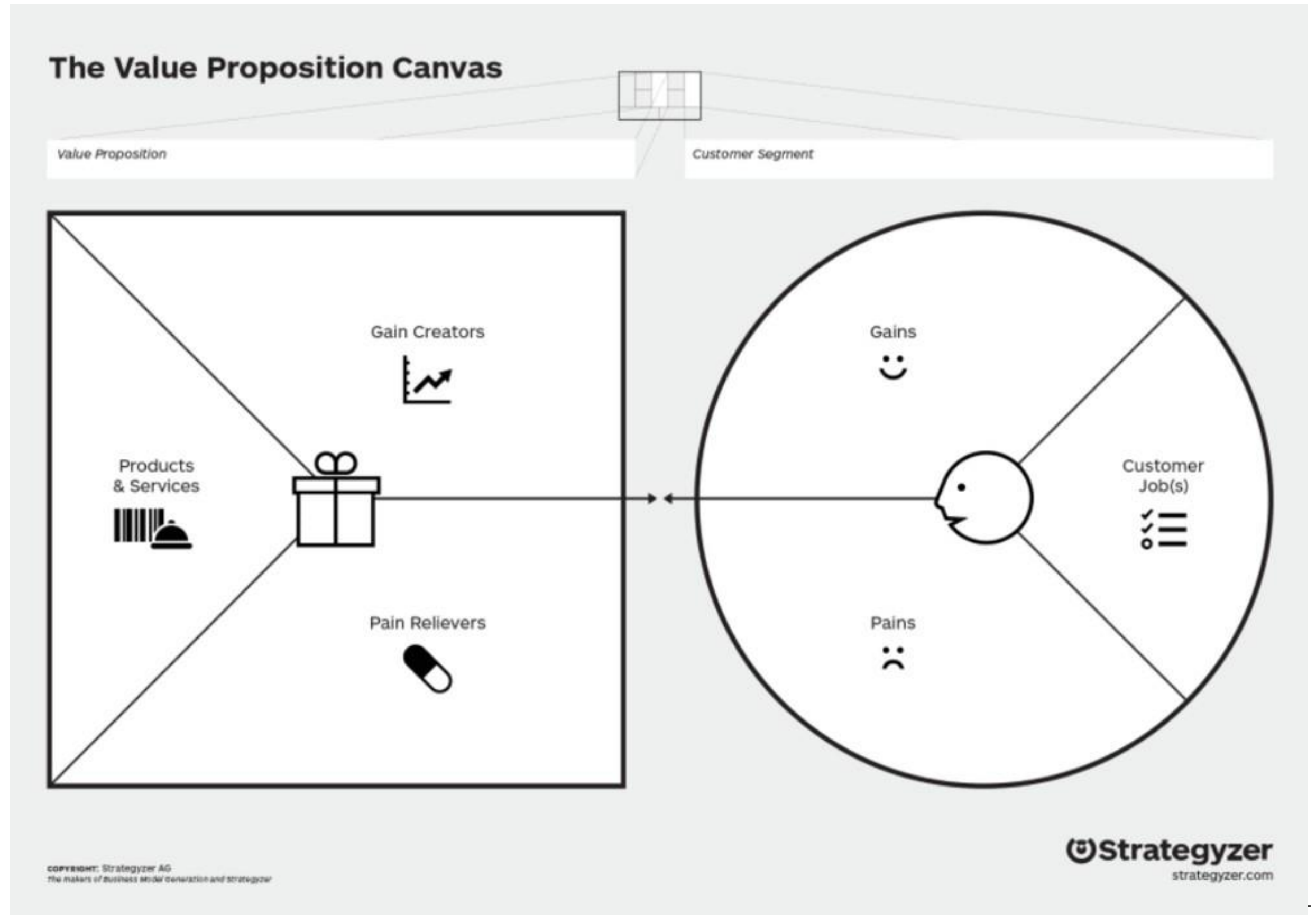
GENERIC CANVASES

VALUE PROPOSITION CANVAS

Good addition to BMC

Needs to be combined with other canvasses

Not suited for complex ecosystems



GENERIC CANVASES

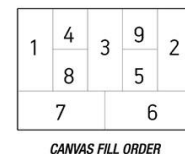
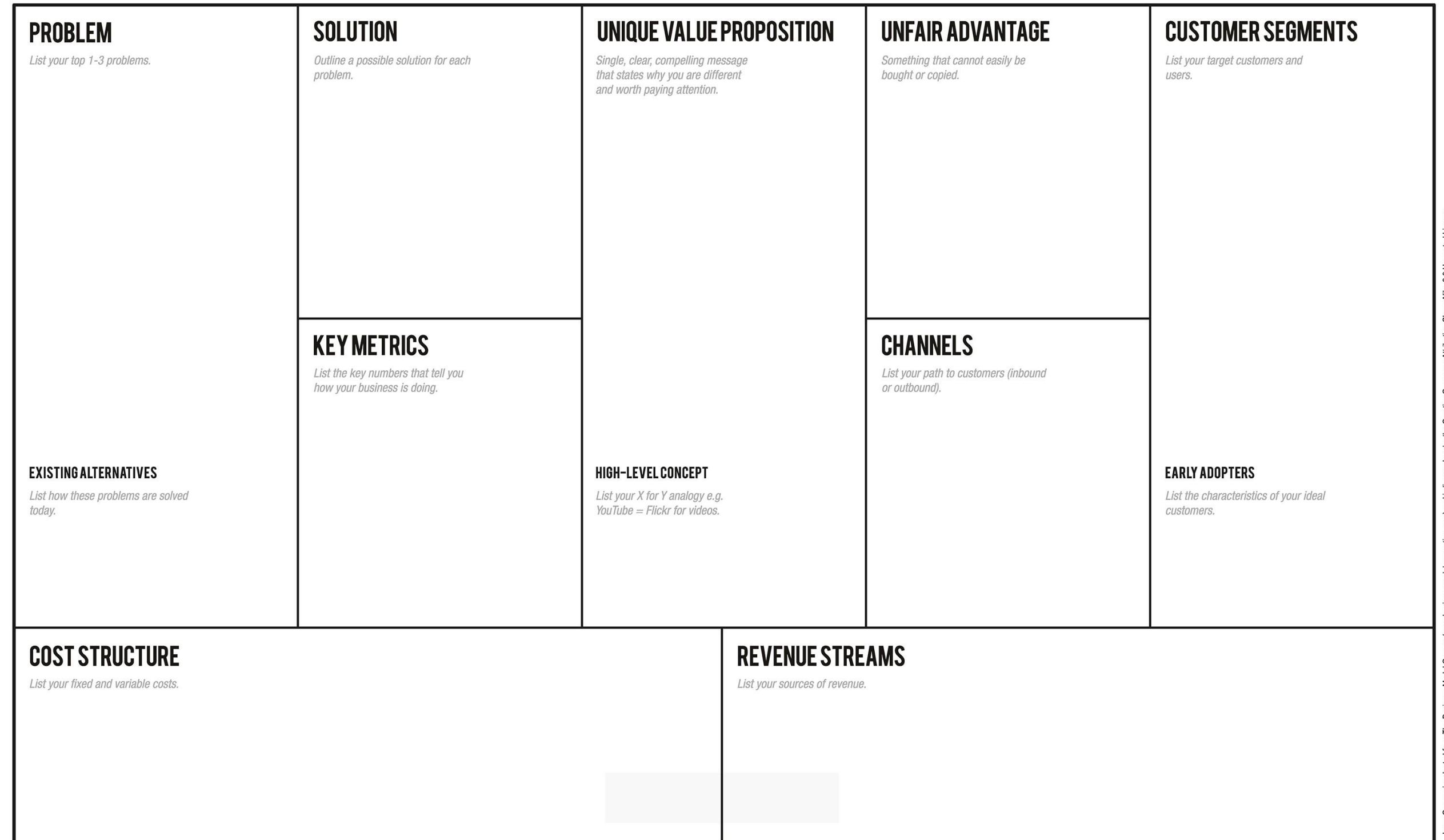
LEAN CANVAS

Update to BMC

More focussed on
iterative testing

Not suited for more
complex ecosystems

No visual link
between segments
and other
characteristics



GENERIC CANVASES

PRODUCT/MARKET FIT CANVAS

Great canvas for P/M fit testing

Assumes you have a good view on your customer segment(s)

Needs to be combined with other canvasses

The Product/Market Fit Canvas

Designed by:

On:

CUSTOMER SEGMENT:

PRODUCT OR SERVICE:

Characteristics & jobs to be done

WHO is the typical customer for your product/service and what job(s) he/she is trying to get done?

<>



Alternatives

The approach(es) your customer is currently taking to get their job(s) done, including the tools they are using

Problems & needs

WHY do your customers need to use your product/service in order to get their job(s) done?

<>



Key features

The essential elements that your product or service must have to meet your customers' needs and solve their problem

Channel

HOW do your customers acquire your products/services?

<>



Value for the channel

The value your channel will get by offering and selling your product

User experience

WHAT does your customer do with the product to get real value?

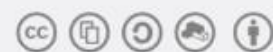
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Key metrics

The key things to measure to know if your customer is getting real value. These key metrics will help you to know if you've achieved Product-Market Fit

Co-created by a group of innovation practitioners from all around the world. Further information at www.productmarketfitcanvas.com



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GENERIC CANVASES

INNOVATRIX

Combination of BMC ,
value proposition
canvas, lean canvas
and P/M fit canvas

Assumes multiple
customer/stakeholder/
user segments

Assumes different
needs, practices,...
per segment

INNOVATRIX imec.livinglabs

imec

CUSTOMER SEGMENT				
NEEDS				
CURRENT PRACTICES				
VALUE PROPOSITION				
SOLUTION				
KEY PARTNERS				
VALUE CAPTURE				
BARRIERS				

FOLLOW-UP VIA ONLINE TOOL

IMEC DIGITAL TOOLBOX FOR INNOVATION MANAGEMENT

Imec's platform for innovation and venture coaching

- Each Living Labs received login credentials
- Digital Twin canvas
- Assumption-based approach to innovation
 - Map assumptions
 - Validation activities
 - Update board
 - Update / iterate / pivot

The screenshot displays the 'Sample Project' interface within the IMEC Digital Toolbox. The top navigation bar includes 'Campaigns', 'Projects', 'Manage', 'Users', and 'About'. A search bar for 'Search Projects' and a 'Support' link are also present. The main content area is titled 'Sample Project' and features a navigation bar with 'Dashboard', 'Project Info', 'Documents', 'Workshops', 'Assessments', 'Objectives', 'Innovation Tools', and 'Reports'. The 'Innovation Tools' section is highlighted. Below this, there is a 'Digital Twin Innovatrix' section with a '+ Add' button. A 'Kick-off' section is also visible. The main content area is a grid of cards, each representing a different category: 'Main Stakeholder', 'Needs', 'Current Practices', 'Current Datasets / Models', 'Jobs-to-be-done', and 'Value Creation'. Each card has an 'Add assumption' button and an edit icon. The interface is clean and modern, with a dark header and a light background.

MIRO EXERCISE

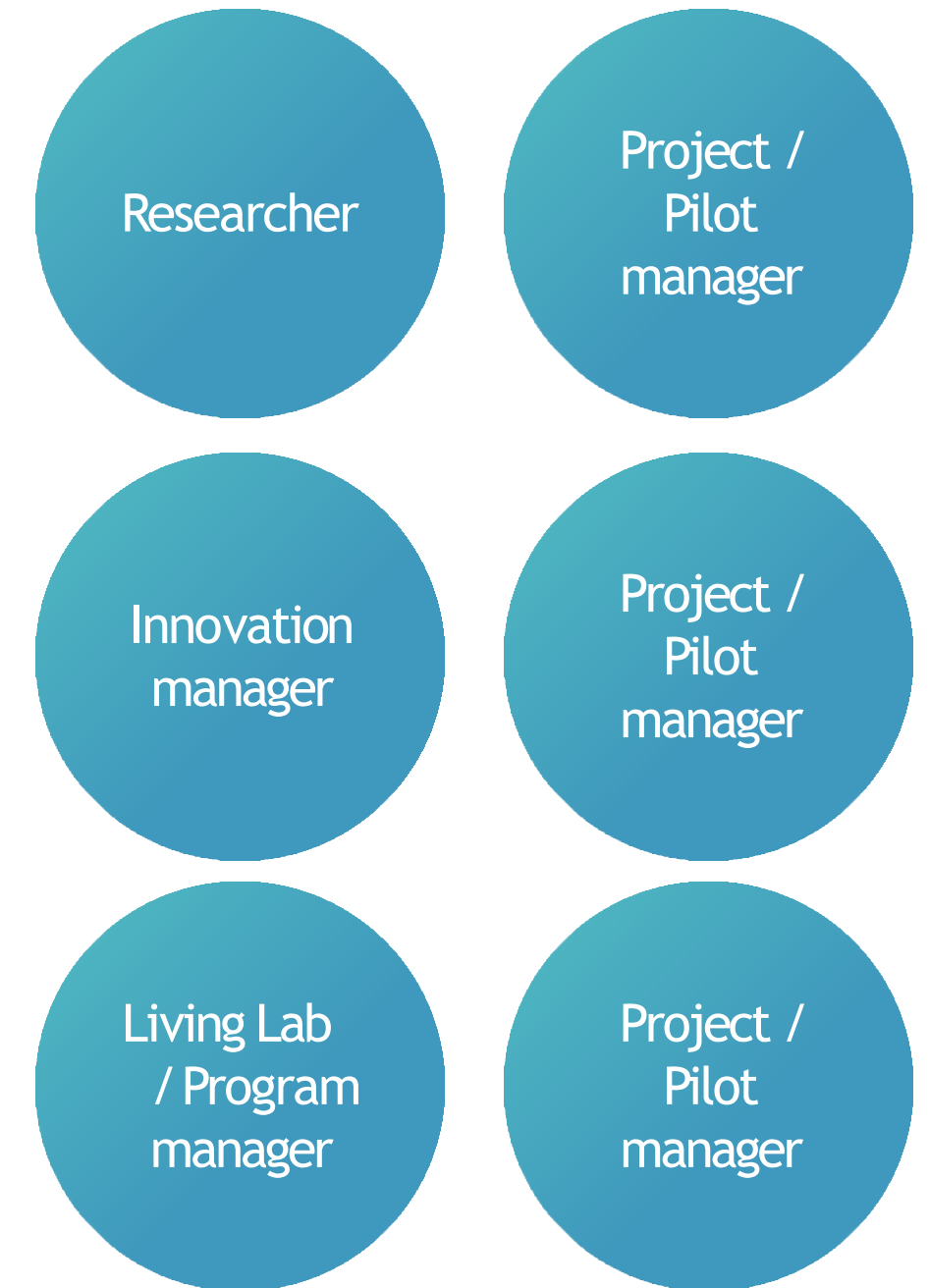
ADAPT YOUR OWN PILOT/PROJECT CANVAS

- **Less is more** - it should display the most relevant and critical information regarding your innovation project
- **Customize** - adapt existing canvasses to your own needs, rephrase wordings, add/delete categories, co-create the canvas with your LL stakeholders
- **Update & archive** - keep track of updates and archive them, in later stages it is extremely useful to have a 'logbook' of actions taken and of the shifting knowledge regarding your innovation project - by thinking this through, you select the most critical/essential elements to be included

IMPACT ASSESSMENT

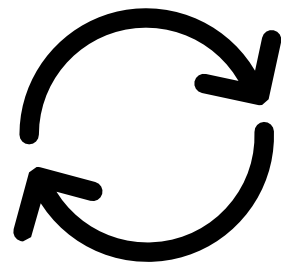
TYPES OF IMPACT ASSESSMENT

- **IMPACT ON THE ENVIRONMENT - SCIENTIFIC IMPACT**
 - Experimental setting with control variables
- **IMPACT ON USER'S NEEDS**
 - Real-world testing
- **IMPACT ON STRATEGIC GOALS**
 - Long-term testing



STRUCTURED & ITERATIVE TESTING

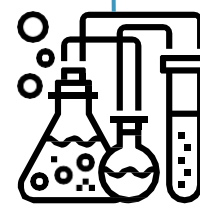
VALIDATE/INVALIDATE
ITERATE



INNOVATRIX imec.livinglabs ASSUMPTION & VALIDATION MATRIX imec

CUSTOMER SEGMENT				
NEEDS		ASSUMPTION		
CURRENT PRACTICES			VALIDATE	
VALUE PROPOSITION		INVALIDATE		
SOLUTION			UNKNOWN	
BARRIERS				
VALUE CAPTURE				
KEY PARTNERS				

Validate/Invalidate
Assumptions



Test
key assumptions

Define
key assumptions



TESTING FOR IMPACT

1. Pre-post test format with control conditions
2. Loneliness & general wellbeing
3. Input for business model scenarios



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DEFINE SUCCESS CRITERIA FOR YOUR CRITICAL ASSUMPTIONS

TEST CARD

STEP 1: hypothesis
We believe that

STEP 2: test
To verify that, we will

STEP 3: metric
And measure

STEP 4: criteria
We are right if

TEST CARD

STEP 1: hypothesis
We believe that

STEP 2: test
To verify that, we will

STEP 3: metric
And measure

STEP 4: criteria
We are right if

TEST CARD

STEP 1: hypothesis
We believe that

STEP 2: test
To verify that, we will

STEP 3: metric
And measure

STEP 4: criteria
We are right if

Before you start testing



- CPC: € 0,59
- CTR: 1,04 %

TEST CARD

STEP 1: hypothesis

We believe that

soccer coaches are looking for a way to save time

STEP 2: test

To verify that, we will

run an ad on Facebook with time saving as USP

STEP 3: metric

And measure

we look at how big to CTR will be against the other ad

STEP 4: criteria

We are right if

the CTR is significantly higher than the other ad

NEXT SESSION

- Co-creation methods & tools
- Testing and validation methods & tools
- Repurposing of today's content to your specific cases

FURTHER READING...

- Innovatrix: <https://timreview.ca/article/1225>
- Testing: <https://timreview.ca/article/1204>
- Living Labs & Lean-Startup: <https://timreview.ca/article/1201>
- Living Lab methodology: <https://timreview.ca/article/956>
- Impact measurement in Living Labs: <https://doi.org/10.1016/j.tele.2018.02.003>
- PhD on Living Labs: <https://biblio.ugent.be/publication/5931264/file/5931265.pdf>



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www.all-ready-project.eu



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101000349 (ALL-Ready).



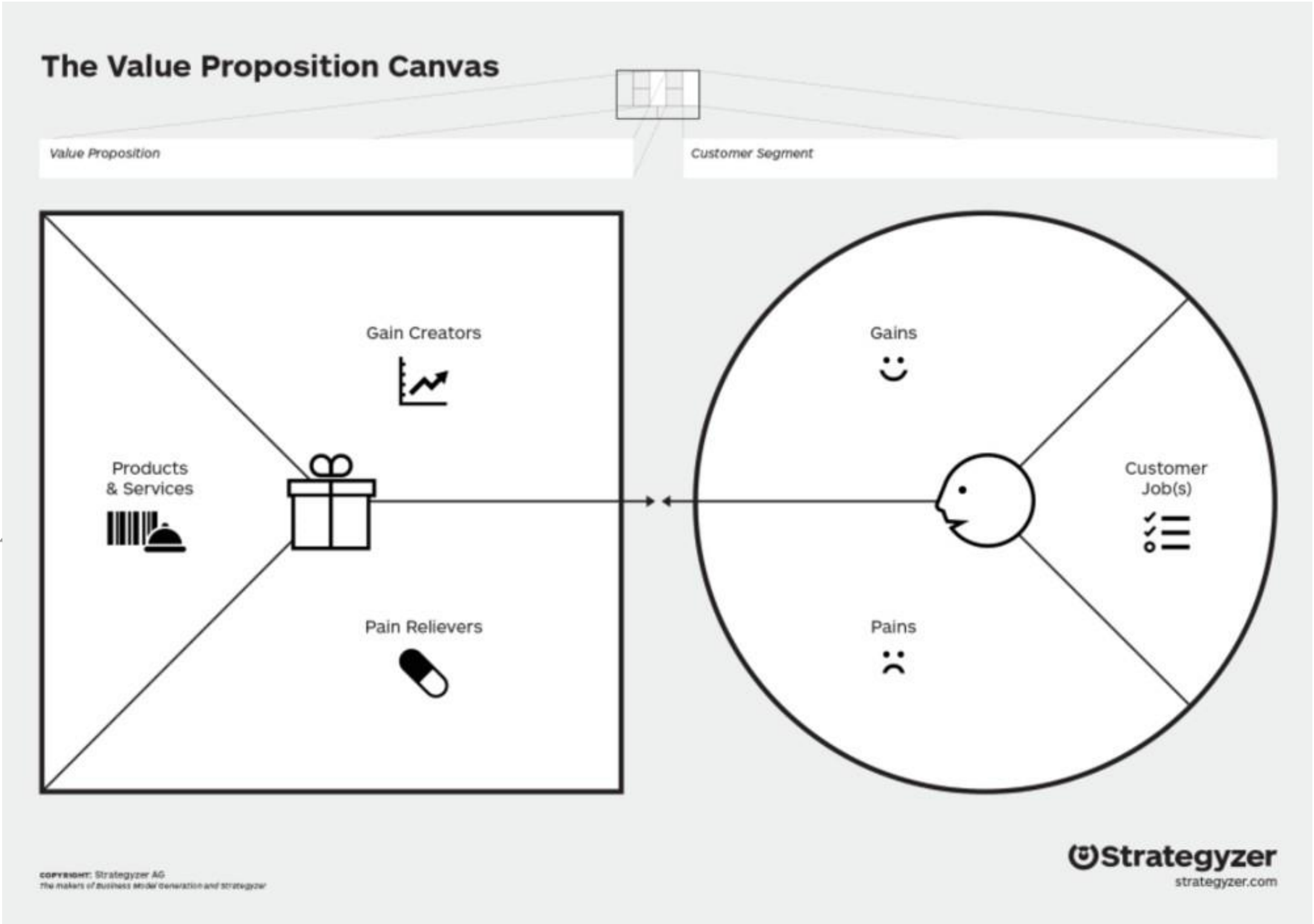
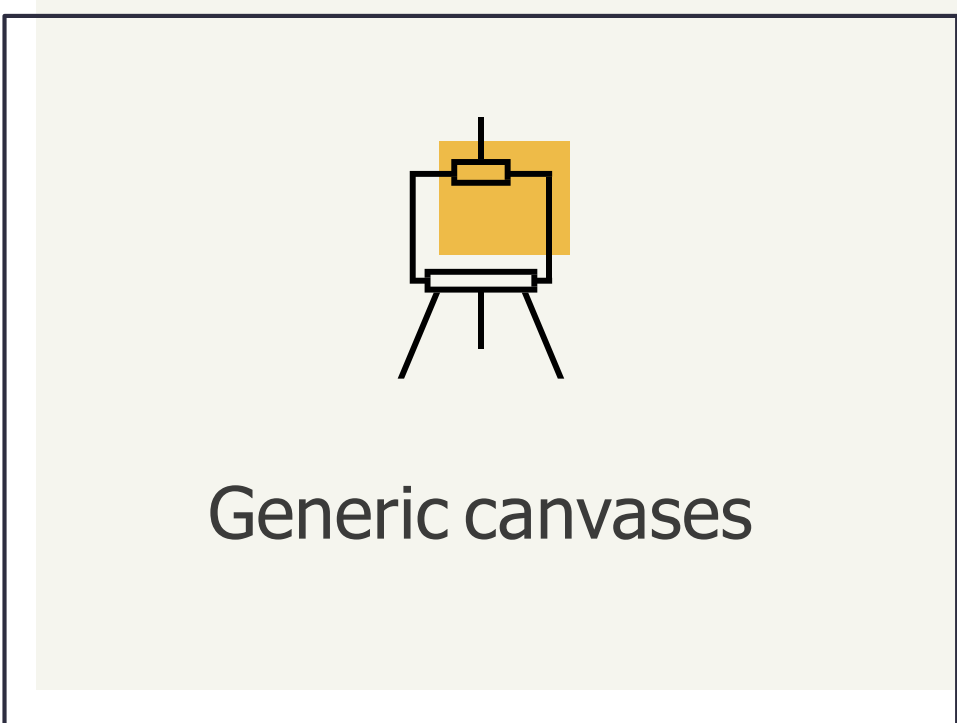
mec

embracing a better life

INNOVATION CANVASSES

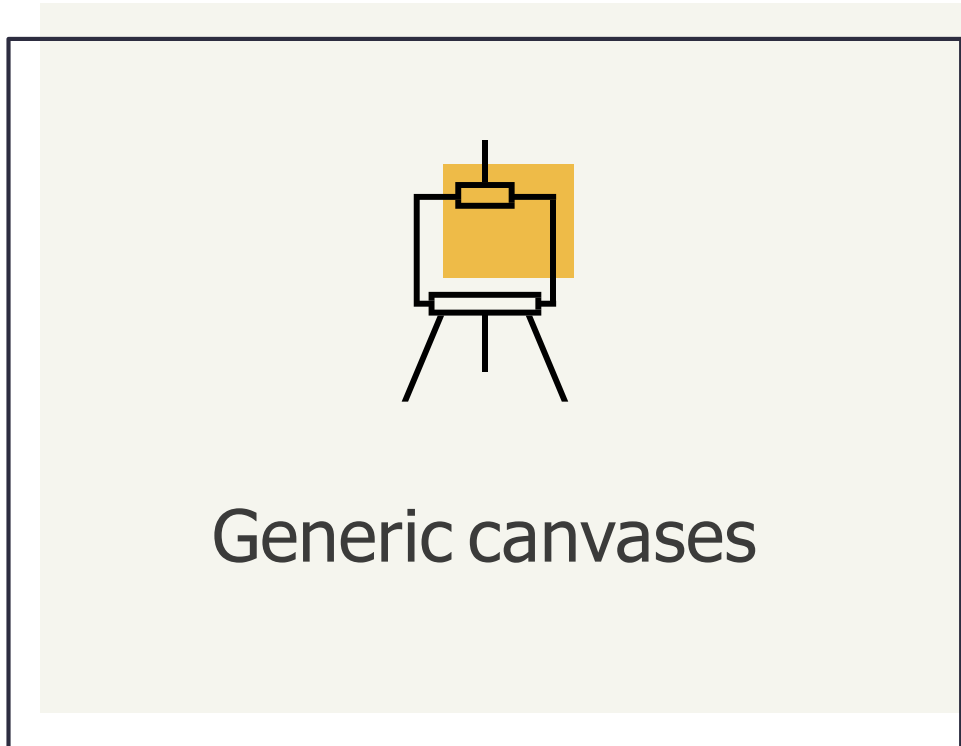
GENERIC CANVASES

VALUE PROPOSITION CANVAS



GENERIC CANVASES

BUSINESS MODEL CANVAS



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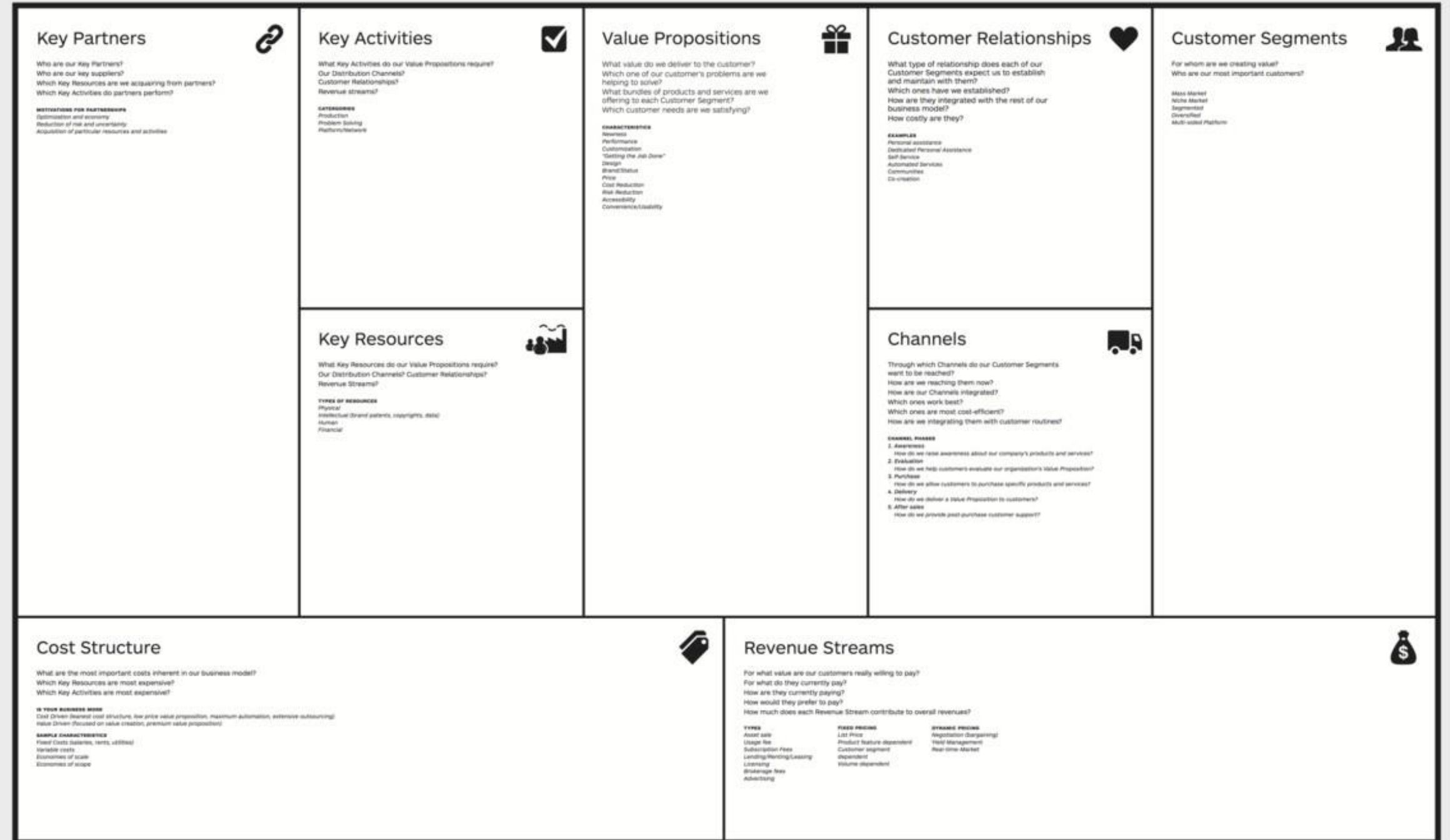
The Business Model Canvas

Designed for:

Designed by:

Date:

Version:



DESIGNED BY: Business Model Foundry AG
The makers of Business Model Generation and Strategyzer

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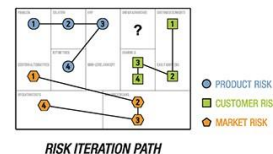
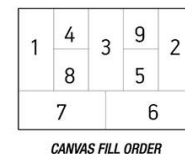
GENERIC CANVASES

LEAN CANVAS



Generic canvases

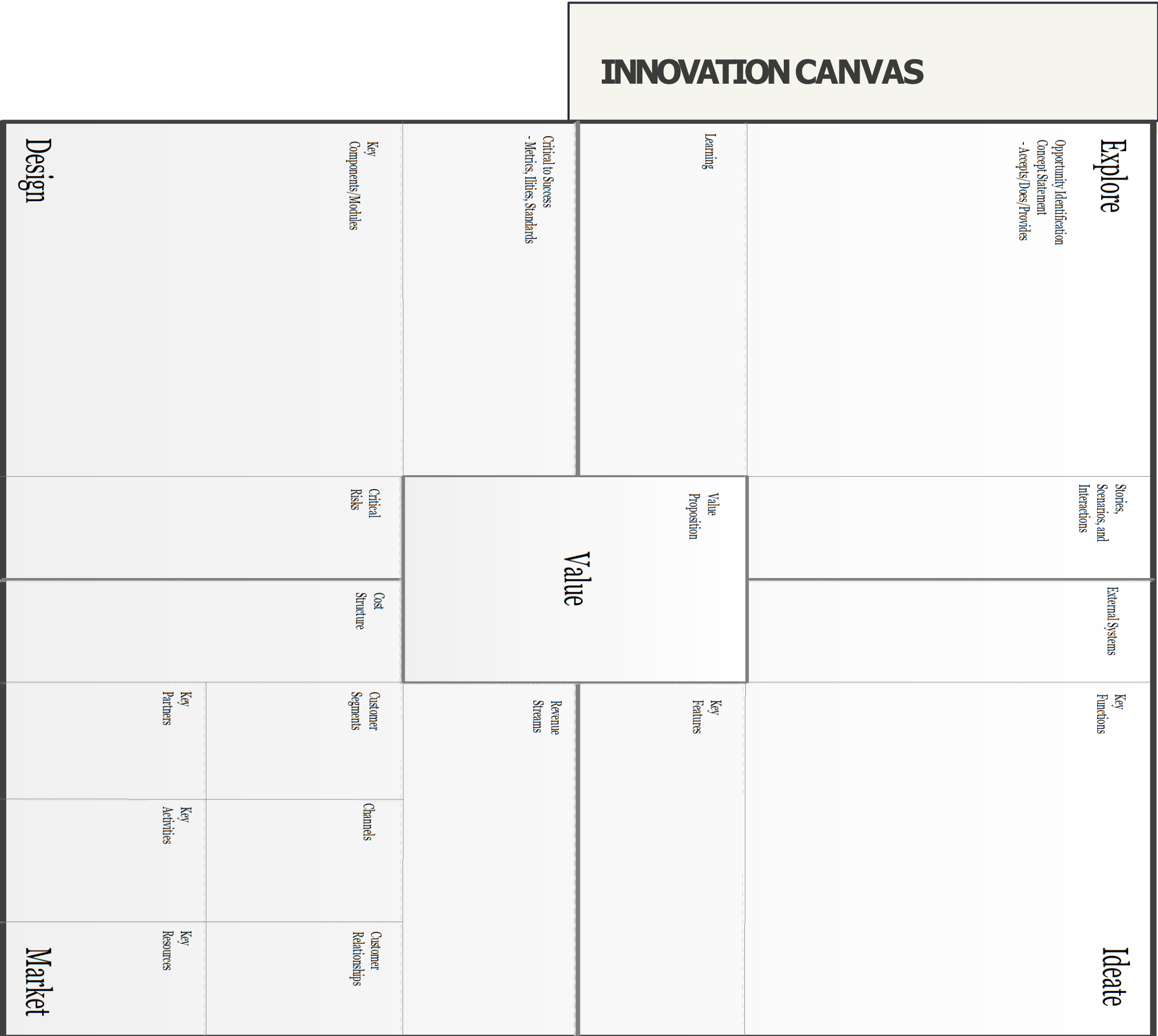
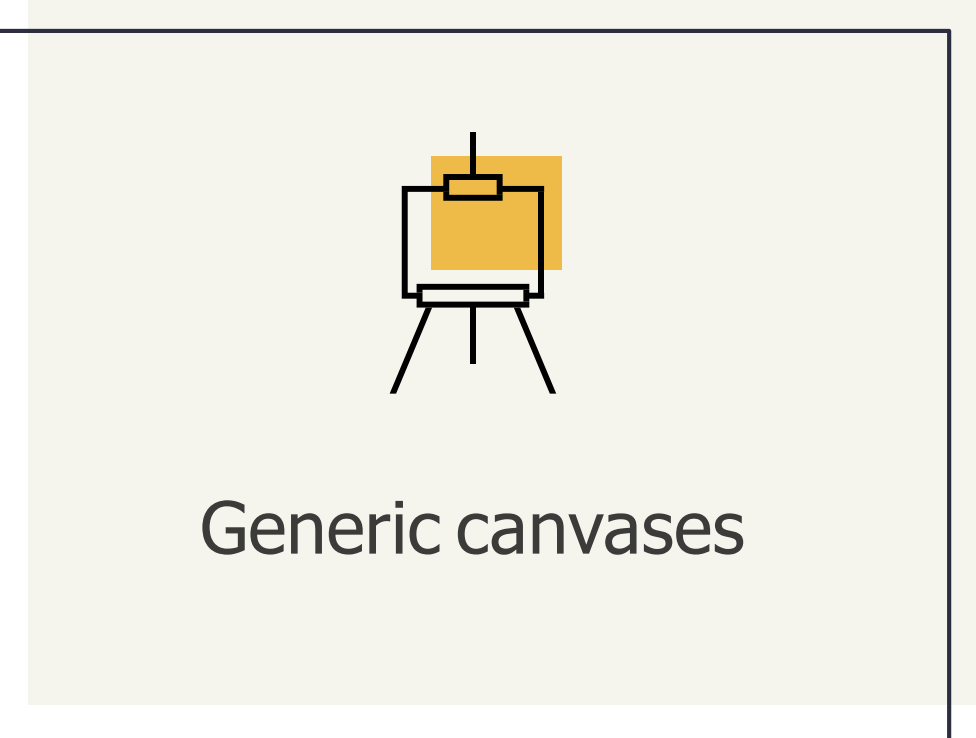
PROBLEM <i>List your top 1-3 problems.</i>	SOLUTION <i>Outline a possible solution for each problem.</i>	UNIQUE VALUE PROPOSITION <i>Single, clear, compelling message that states why you are different and worth paying attention.</i>	UNFAIR ADVANTAGE <i>Something that cannot easily be bought or copied.</i>	CUSTOMER SEGMENTS <i>List your target customers and users.</i>
	KEY METRICS <i>List the key numbers that tell you how your business is doing.</i>		CHANNELS <i>List your path to customers (inbound or outbound).</i>	
EXISTING ALTERNATIVES <i>List how these problems are solved today.</i>	HIGH-LEVEL CONCEPT <i>List your X for Y analogy e.g. YouTube = Flickr for videos.</i>		EARLY ADOPTERS <i>List the characteristics of your ideal customers.</i>	
COST STRUCTURE <i>List your fixed and variable costs.</i>		REVENUE STREAMS <i>List your sources of revenue.</i>		



Lean Canvas

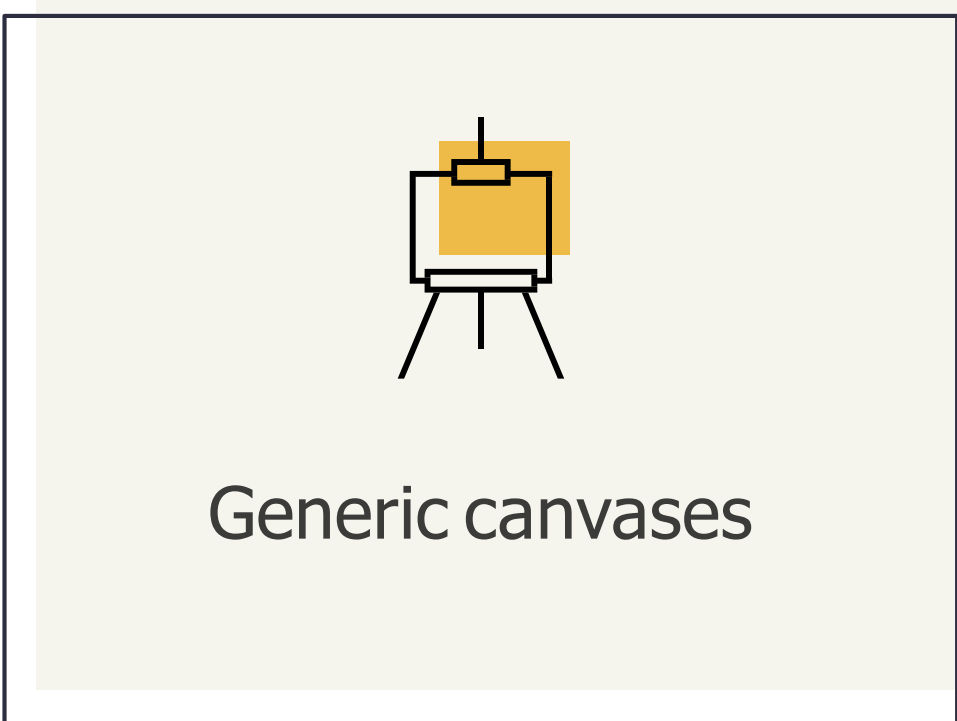
Created by Spark59 // Online version available at www.leancanvas.com

GENERIC CANVASES

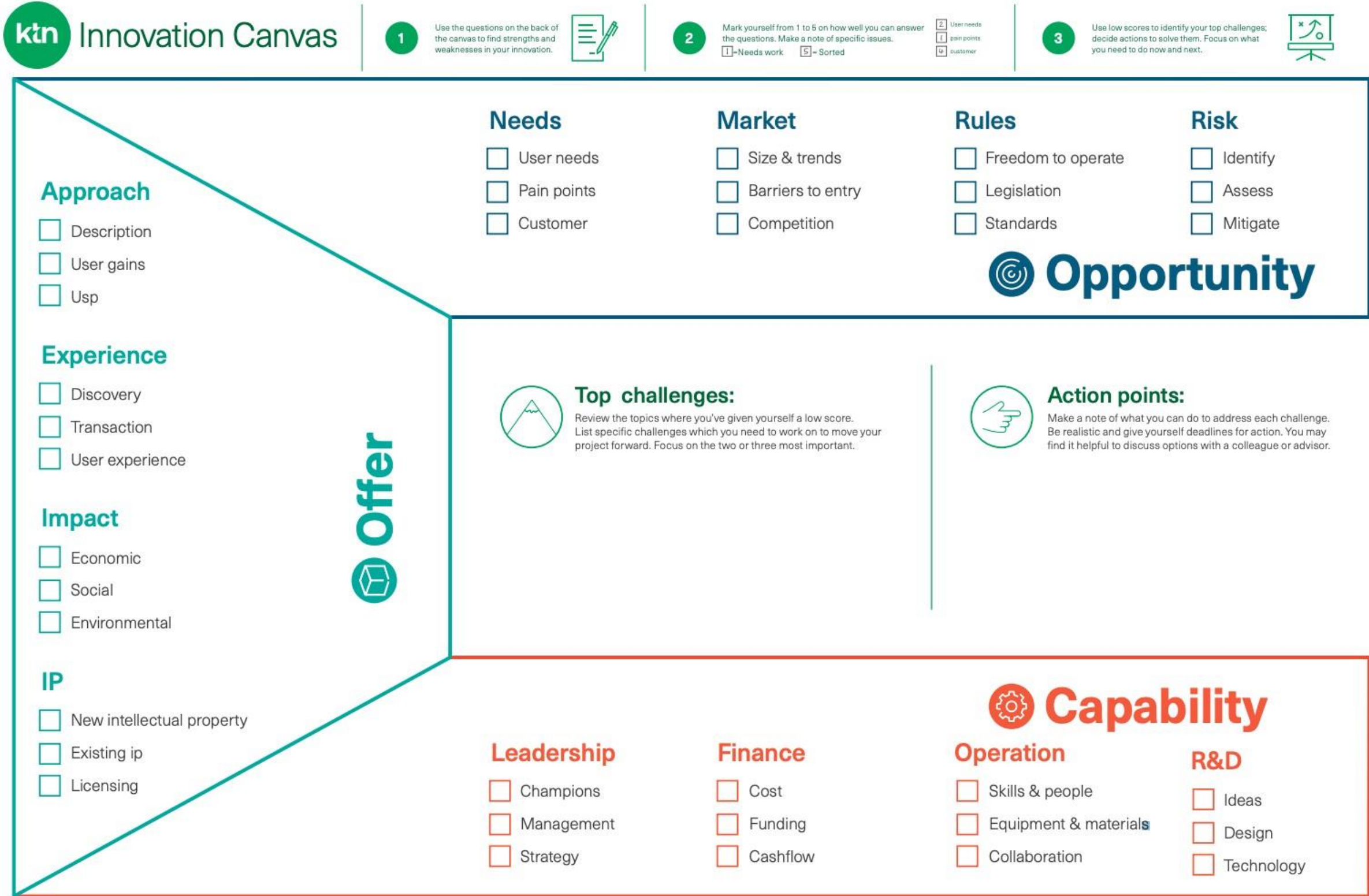


The Innovation Canvas

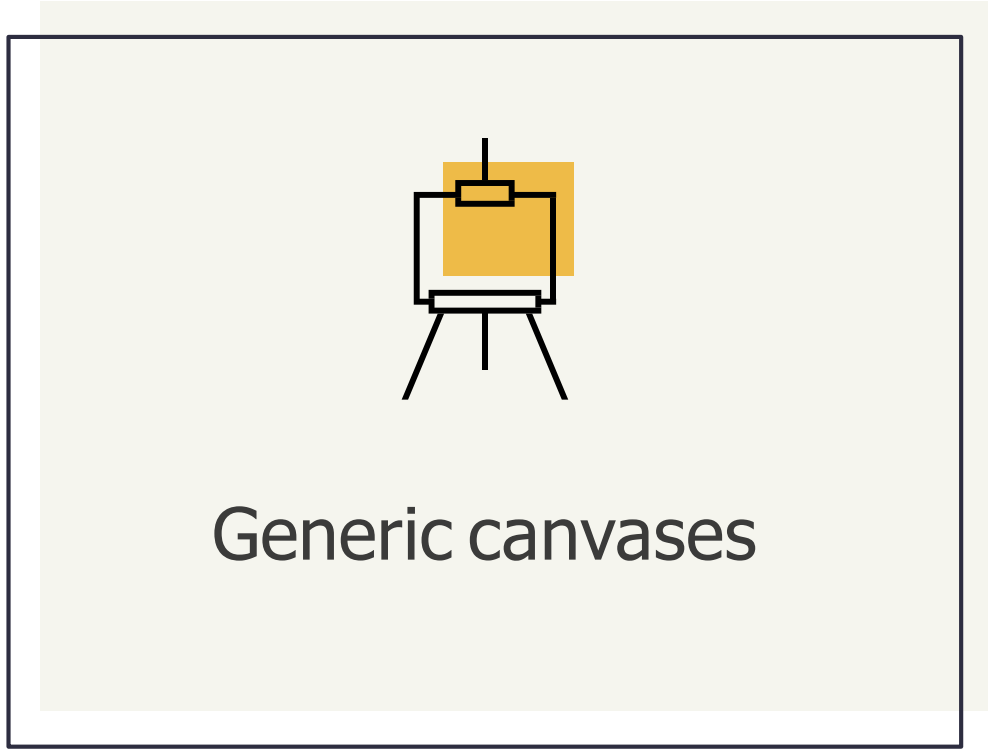
GENERIC CANVASES



INNOVATION CANVAS (KTN)



GENERIC CANVASES



PRODUCT/MARKET FIT CANVAS

The Product/Market Fit Canvas

Designed by:

On:

CUSTOMER SEGMENT:

PRODUCT OR SERVICE:

Characteristics & jobs to be done

WHO is the typical customer for your product/service and what job(s) he/she is trying to get done?



Alternatives

The approach(es) your customer is currently taking to get their job(s) done, including the tools they are using

Problems & needs

WHY do your customers need to use your product/service in order to get their job(s) done?



Key features

The essential elements that your product or service must have to meet your customers' needs and solve their problem

Channel

HOW do your customers acquire your products/services?



Value for the channel

The value your channel will get by offering and selling your product

User experience

WHAT does your customer do with the product to get real value?



Key metrics

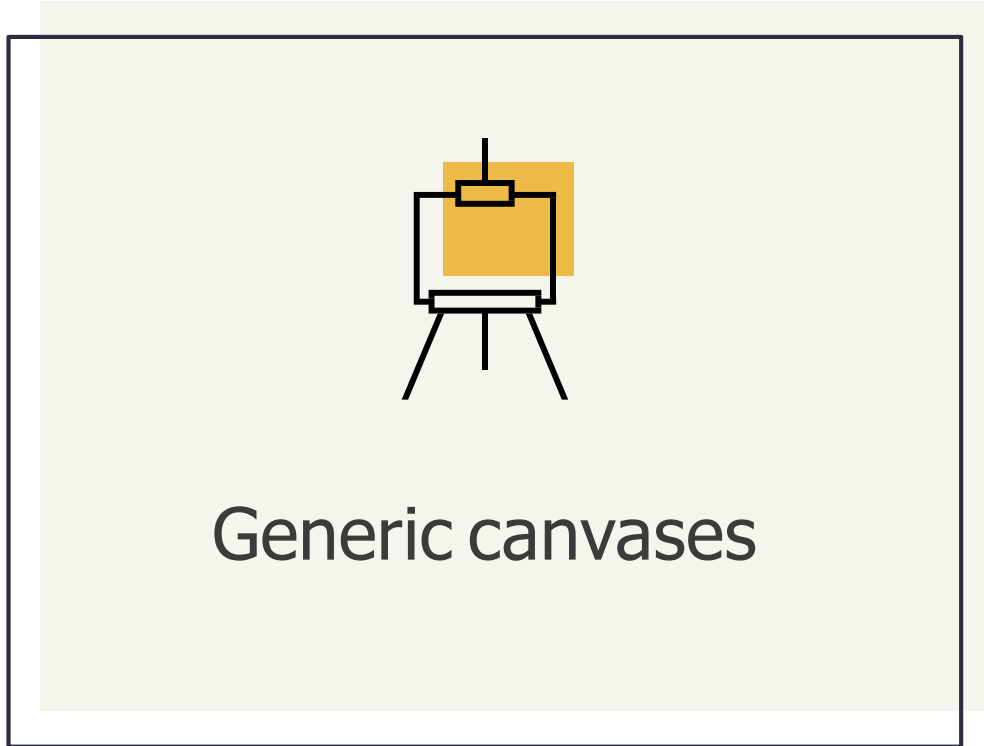
The key things to measure to know if your customer is getting real value. These key metrics will help you to know if you've achieved Product-Market Fit

Co-created by a group of innovation practitioners from all around the world. Further information at www.productmarketfitcanvas.com



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GENERIC CANVASES



BUSINESS CASE CANVAS



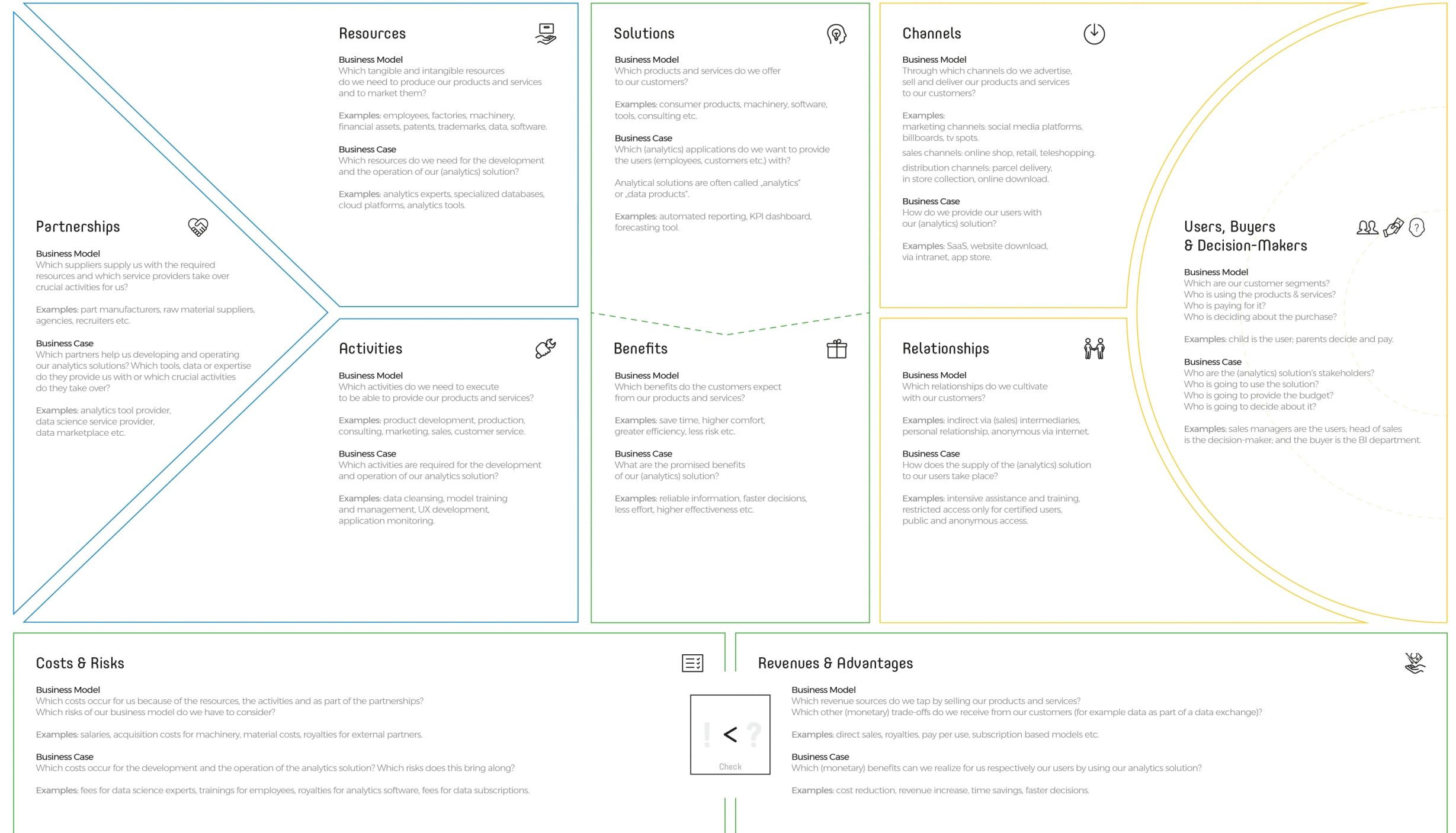
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Designed by:

Date:

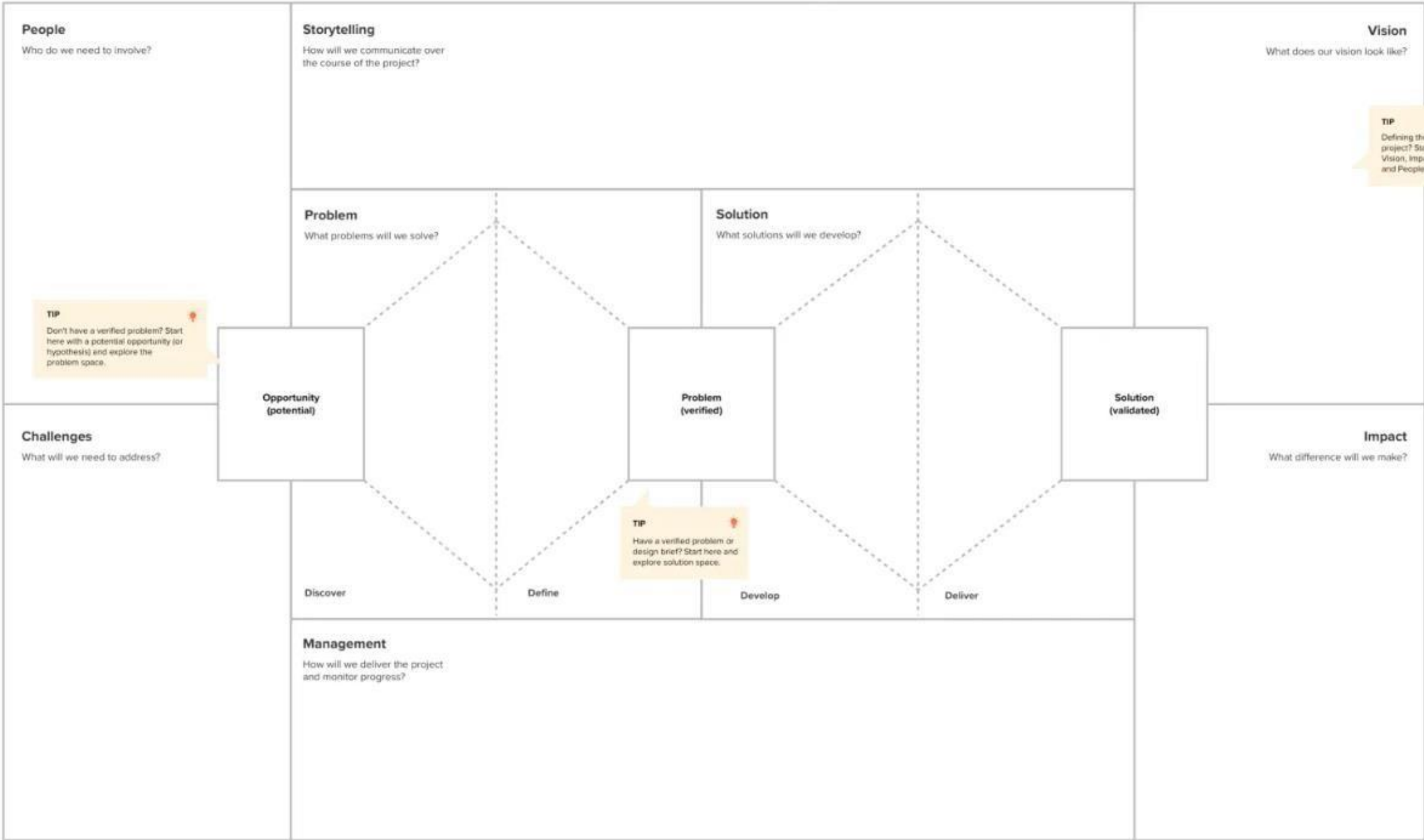
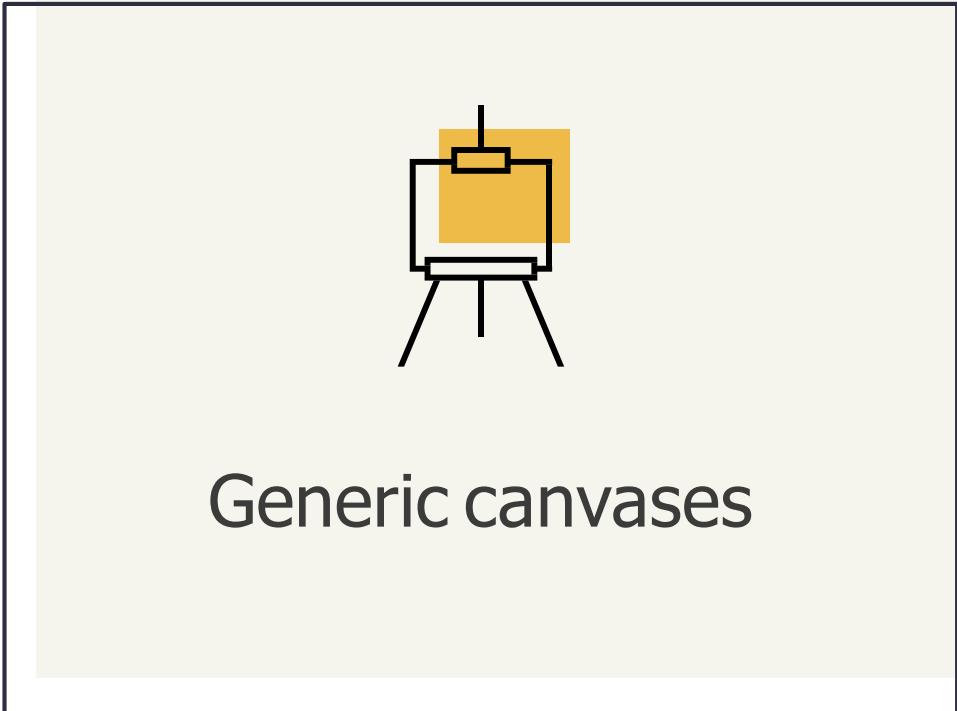
Version:

Business Model / Case

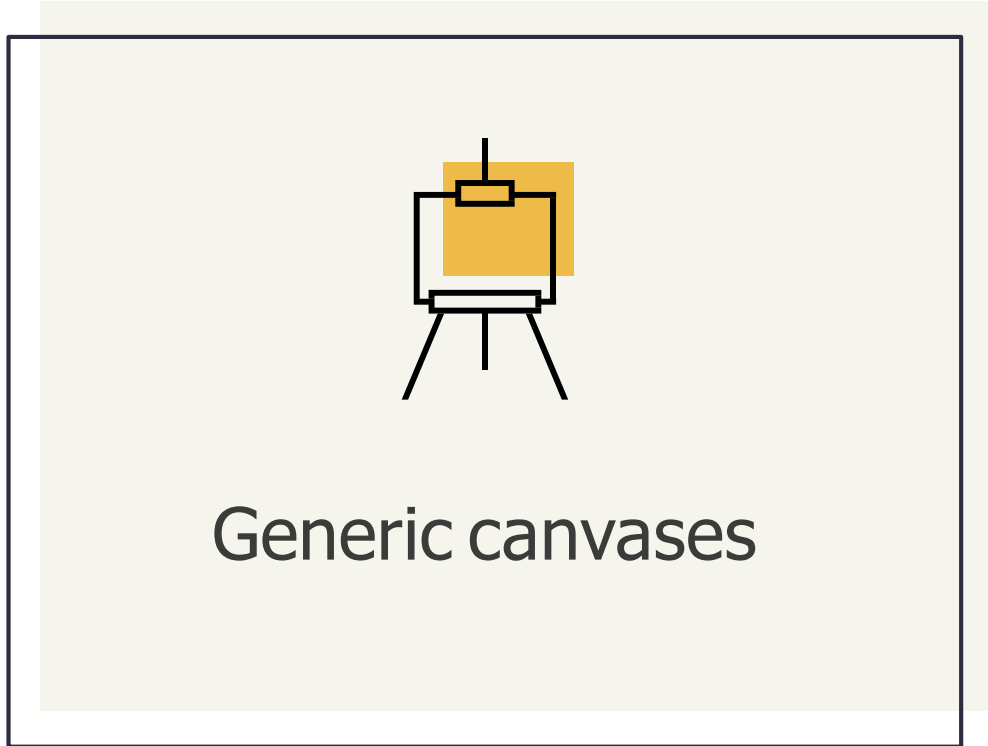


GENERIC CANVASES

DESIGN THINKING CANVAS



GENERIC CANVASES



TECHNOLOGY CANVAS

TECHNOLOGY

Orange Hills™ GmbH | www.orangehills.de | Follow us on Twitter: @orangehillsgmbh

Team
Iteration 1 2 3
Date

Functional principle

How does our technology work?

Components

What are the main components of our technology and how do they work together?

Technological readiness

How "mature" is our technology and what evidence helps us make this assessment?

TRL

- TRL 9 Ready for integration in products / services
- TRL 8 System tested in operational environment
- TRL 7 Complete system developed
- TRL 6 Technology prototype ready for demonstration
- TRL 5 Technological components integrated and tested
- TRL 4 Basic technological components developed
- TRL 3 Technical feasibility successfully proved
- TRL 2 Technology concept formulated
- TRL 1 Functional principle observed

Benefits

What (perceivable) benefits is our technology able to create for different stakeholders?

Team

Who is part of our team and how committed and qualified are we (really)?

Completeness of skill set

"Do we have all skills on board we need to market our technology?"

Passion to "invest"

"Are we ready to invest our (spare) time and (personal) savings?"

Management support

"Is our management willing to provide advice, resources and protection when needed?"

Willingness to overcome barriers and resistance

"Are we willing to fight for our project even when 'shit hits the fan'?"

high

low

high

low

high

low

high

low

Unfair advantage

What makes us as a team / organisation "special", which is hard to copy?

Customer scenarios

GENERIC CANVASES

TECHNOLOGY CANVAS



Generic canvases

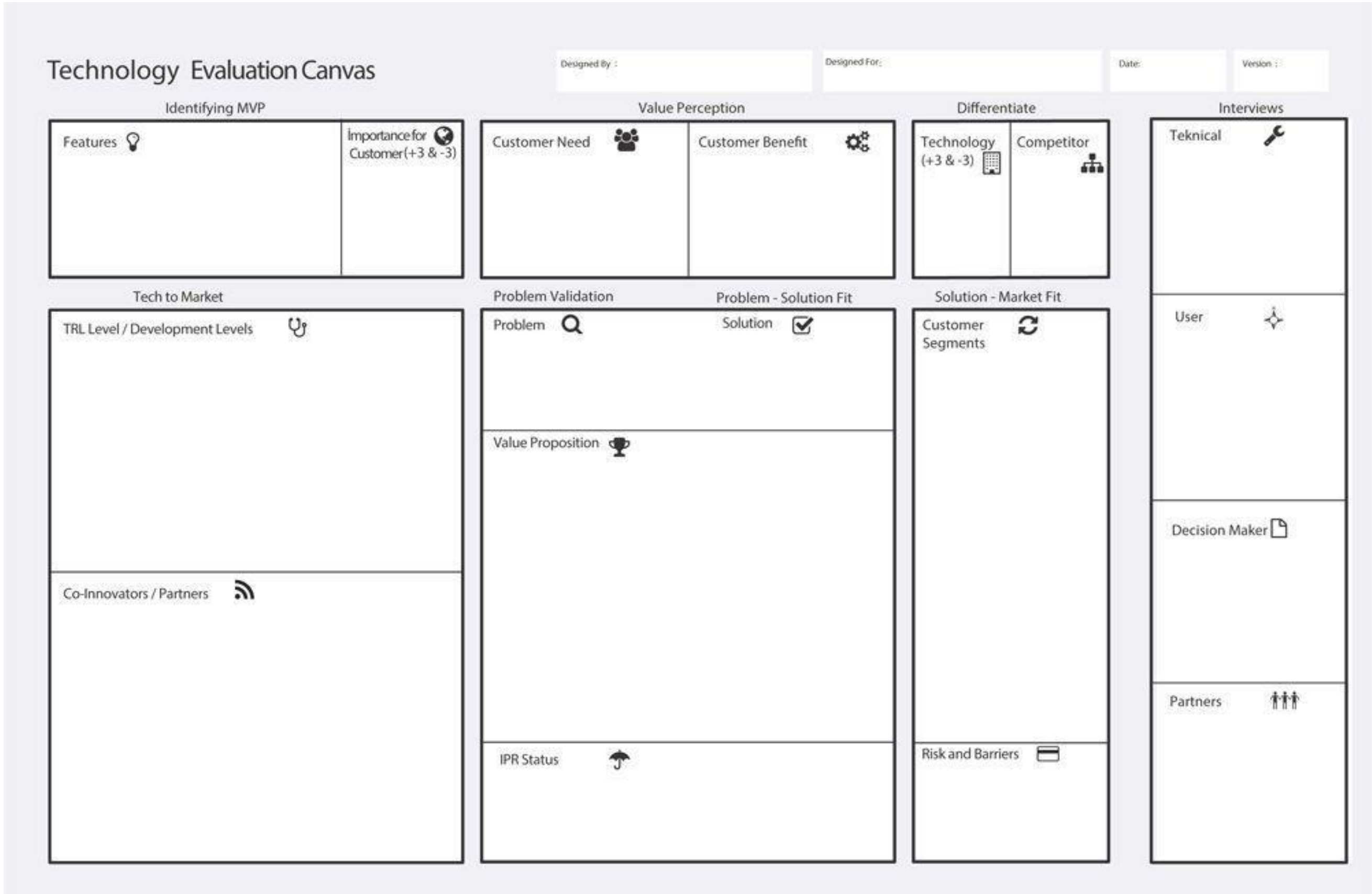
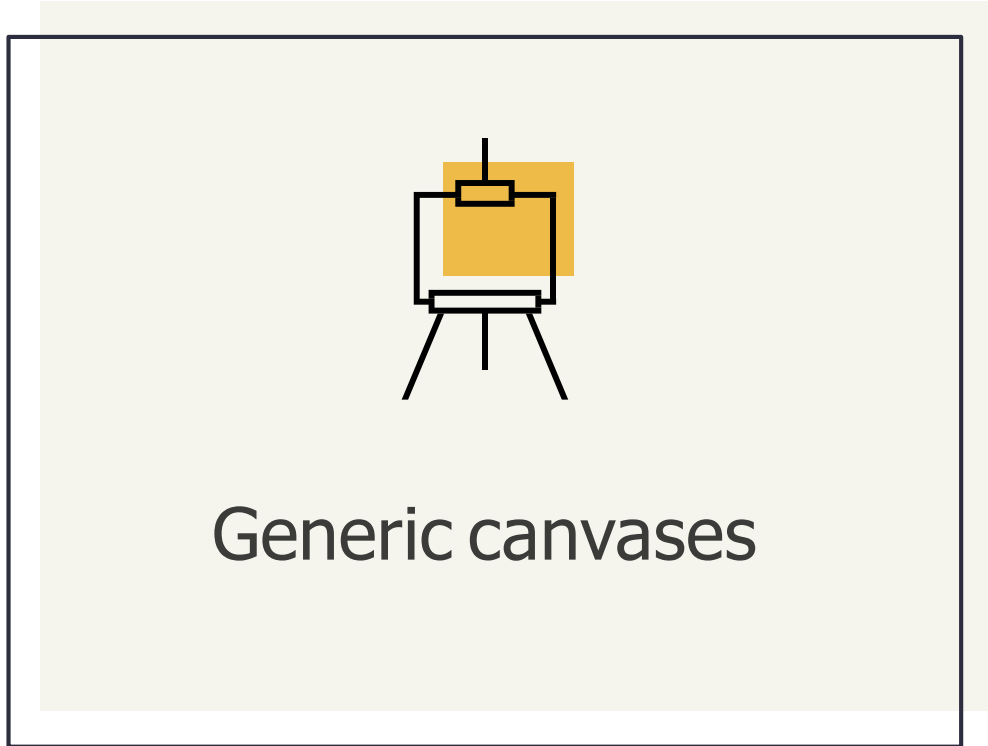
<p>Business Strategy</p> <ul style="list-style-type: none"> • What key business priorities does technology need to support? • What technology challenges are limiting your ability to meet business objectives? • What is the desired future state of your business-enabling technology? • What are the key success measures? 	<p>Ecosystem</p> <ul style="list-style-type: none"> • How does the software system fit into the business ecosystem? 	<p>Architecture / Design</p> <ul style="list-style-type: none"> • What is the supporting architecture? • What is the technology stack(s) supporting the system? • Consider, compute, storage, databases, operating system, platform, infrastructure 	<p>Security, Identity & compliance</p> <ul style="list-style-type: none"> • What is the current security model? (e.g. defence in depth, egg shell, etc) • What is the worst thing that could happen? • What is the level of risk around these events? • What controls do we have in place? 	<p>People & Capability</p> <ul style="list-style-type: none"> • What is the skill base of the teams supporting technology? • What gaps exists? • Are there any immediate areas for uplift or resourcing? • What is the current state of the culture within the technology area?
<p>Solution(s)</p> <ul style="list-style-type: none"> • What are the key products / services supported by the technology strategy? • Are the solutions currently in market? • New product or service not yet developed? 	<p>Integration / partners</p> <ul style="list-style-type: none"> • What are the third-party dependencies? 	<p>Channels</p> <ul style="list-style-type: none"> • What interaction channels are supported within the system? Face-to-face, web, mobile, devices, etc? • Are there any key considerations / objectives in enabling the user experience? 	<p>Data & Analytics</p> <ul style="list-style-type: none"> • What data do we collect? • How available is the data for use? • What systems support data capture and exchange? • What kind of analytics do we require and how often? • Do we require real-time or batch data? • Are we sharing data with third-parties? 	<p>Ways of working</p> <ul style="list-style-type: none"> • What processes and governance are in place? • What challenges exist associated with culture and ways of working?
<p>Cost structure</p> <ul style="list-style-type: none"> • What areas of the system consume the greatest cost? • What are the areas with potential for cost saving? • What are the areas that pose risk of cost increase? 		<p>DevOps</p> <ul style="list-style-type: none"> • What is the current velocity of delivery? • What kind of delivery standards are in place? • Are there clearly defined performance metrics around the software delivery cycle? • What level of automation is there for deployment and testing? 		<p>Information and Monitoring</p> <ul style="list-style-type: none"> • What monitoring systems are in place? • What level of redundancy is in place?

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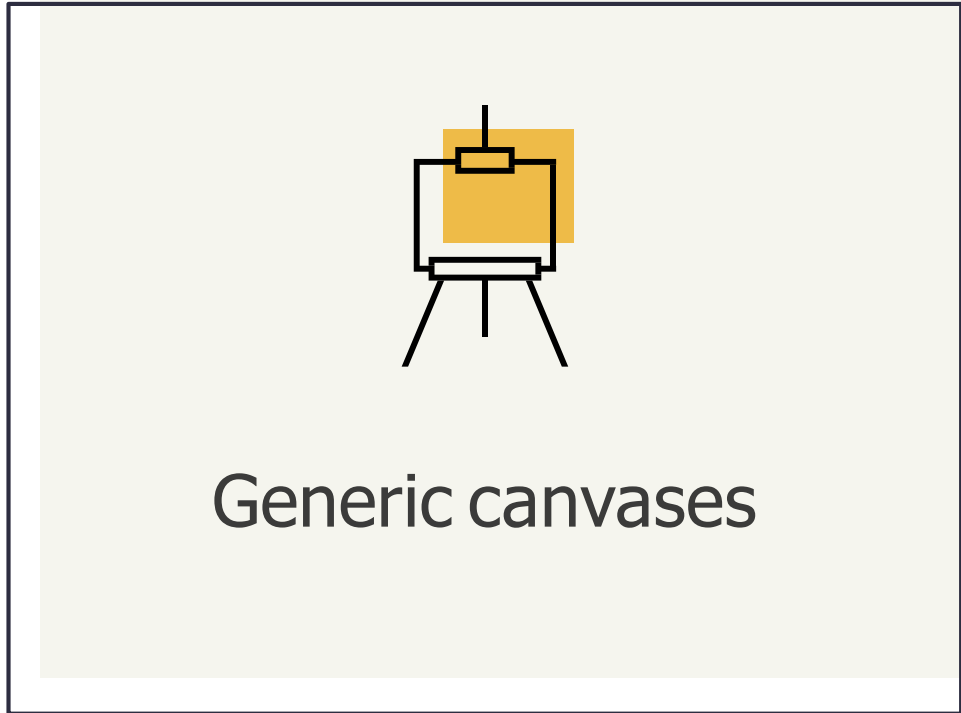
GENERIC CANVASES

TECHNOLOGY EVOLUTION CANVAS



GENERIC CANVASES

JOBS TO BE DONE CANVAS



Jobs-To-Be-Done Canvas™

Powered by Outcome-Driven Innovation®
v1.2

Job Executor e.g. the end user

Core Functional Job-to-be-Done verb + object of verb + contextual clarifier

CONSUMPTION JOBS	1. DEFINE	2. LOCATE	3. PREPARE	4. CONFIRM																																										
<table border="0"> <tr> <td><u>Executor</u></td> <td><u>Other</u></td> <td></td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>Acquire/Purchase</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>Receive</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>Install</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>Setup</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>Learn to use</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>Use/Interface with</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>Store</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>Move</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>Maintain</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>Repair</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>Upgrade</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>Replace</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>Dispose</td> </tr> </table> <p>What technology or product assumptions are you making? Or are you considering an altogether new product?</p> <p>Which of these jobs must be executed to support product consumption? Who is responsible for execution?</p>	<u>Executor</u>	<u>Other</u>		<input type="checkbox"/>	<input type="checkbox"/>	Acquire/Purchase	<input type="checkbox"/>	<input type="checkbox"/>	Receive	<input type="checkbox"/>	<input type="checkbox"/>	Install	<input type="checkbox"/>	<input type="checkbox"/>	Setup	<input type="checkbox"/>	<input type="checkbox"/>	Learn to use	<input type="checkbox"/>	<input type="checkbox"/>	Use/Interface with	<input type="checkbox"/>	<input type="checkbox"/>	Store	<input type="checkbox"/>	<input type="checkbox"/>	Move	<input type="checkbox"/>	<input type="checkbox"/>	Maintain	<input type="checkbox"/>	<input type="checkbox"/>	Repair	<input type="checkbox"/>	<input type="checkbox"/>	Upgrade	<input type="checkbox"/>	<input type="checkbox"/>	Replace	<input type="checkbox"/>	<input type="checkbox"/>	Dispose	<p>Plan, Select, Determine</p> <ul style="list-style-type: none"> • • • <p>What aspects of getting the job done must the customer define upfront to proceed?</p>	<p>Gather, Access, Retrieve</p> <ul style="list-style-type: none"> • • • <p>What items must be located – tangible/intangible – to do the job?</p>	<p>Setup, Organize, Examine</p> <ul style="list-style-type: none"> • • • <p>How must the customer prepare the inputs and the environment to do the job?</p>	<p>Validate, Prioritize, Decide</p> <ul style="list-style-type: none"> • • • <p>What must the customer verify before proceeding to ensure success?</p>
<u>Executor</u>	<u>Other</u>																																													
<input type="checkbox"/>	<input type="checkbox"/>	Acquire/Purchase																																												
<input type="checkbox"/>	<input type="checkbox"/>	Receive																																												
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<input type="checkbox"/>	<input type="checkbox"/>	Learn to use																																												
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<input type="checkbox"/>	<input type="checkbox"/>	Maintain																																												
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<input type="checkbox"/>	<input type="checkbox"/>	Replace																																												
<input type="checkbox"/>	<input type="checkbox"/>	Dispose																																												
	5. EXECUTE	6. MONITOR	7. MODIFY	8. CONCLUDE																																										
	<p>Perform, Transact, Administer</p> <ul style="list-style-type: none"> • • • <p>What must customers do to execute the job successfully?</p>	<p>Verify, Track, Check</p> <ul style="list-style-type: none"> • • • <p>What must the customer monitor to ensure the job is successfully executed?</p>	<p>Update, Adjust, Maintain</p> <ul style="list-style-type: none"> • • • <p>What might the customer need to alter for the job to be completed successfully?</p>	<p>Store, Finish, Close</p> <ul style="list-style-type: none"> • • • <p>What must the customer do to finish the job?</p>																																										
RELATED JOBS	DESIRED OUTCOMES																																													
<p>What other functional jobs is the executor trying to get done before, during, and after execution of the core job?</p>	<p>Overserved (reduce cost & complexity)</p> <p>(For core and consumptions jobs)</p> <p>Table Stakes (must address)</p> <p>What outcomes do you hypothesize are not important yet highly satisfied? These are opportunities for cost reduction.</p> <p>What outcomes do you hypothesize are very important and very satisfied? These must continue to be satisfied.</p> <p>What outcomes do you hypothesize are neither important or satisfied? These needs should not be considered.</p> <p>What outcomes do you hypothesize are very important and not very well satisfied? These are opportunities to add value.</p> <p>(do not address / stop addressing)</p> <p>Irrelevant</p> <p>Outcome = Direction + Metric + Object of Control + Contextual Clarifier</p> <p>(add value)</p> <p>Underserved</p>																																													
EMOTIONAL JOBS																																														
<p>How do job executors want to feel by getting the job done? How do they want to be perceived by others?</p>																																														



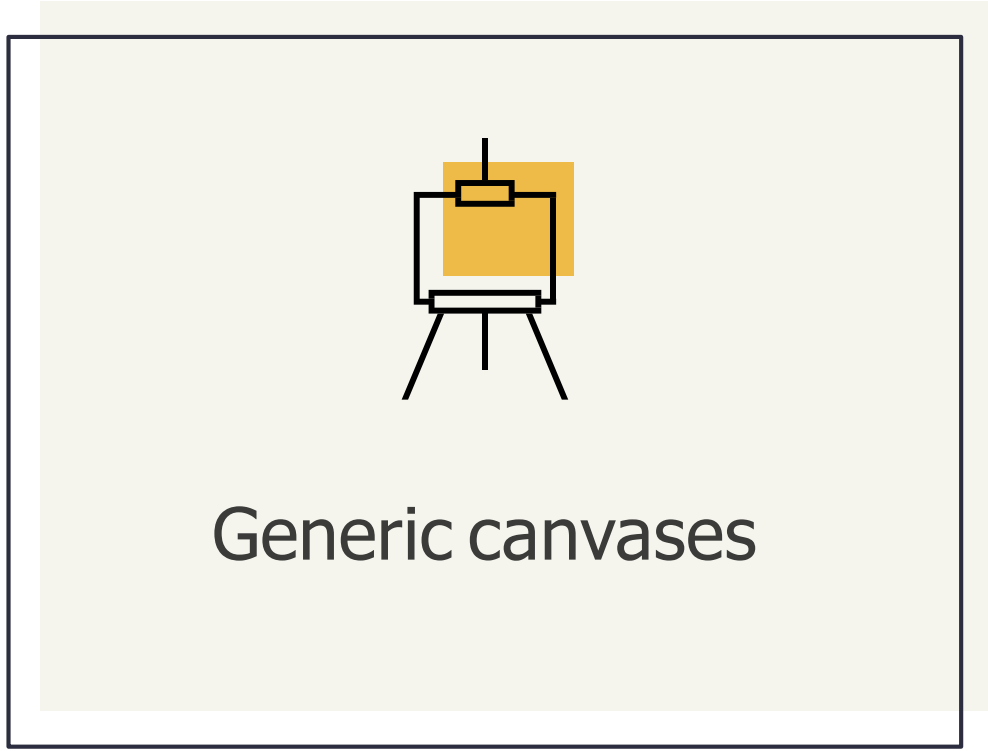
The Jobs-to-be-Done Canvas™ is licensed under a [Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License](https://creativecommons.org/licenses/by-nc-nd/4.0/).

Use the canvas in a team workshop as a starting point before going into deeper ODI research.

DEVELOPED BY: Tony Ulwick and Mike Boysen of Strategyn, LLC. More information can be found at jobs-to-be-done.com and strategyn.com.

GENERIC CANVASES

JOB TO BE DONE CANVAS



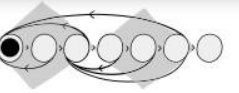
Project:
Team:
Version & Date:



Brief instructions: The aim is to record customer tasks (jobs-to-be-done) in a structured way and to gain new insights. The JTBD consists of three elements: (1) description of the situation, (2) explanation of motivation and (3) expected result.

JOBS TO BE DONE

More tips & tricks for this template on book page: 75



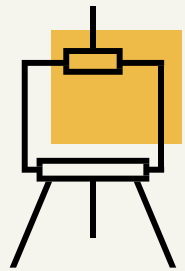
Lewrick / Link / Leifer
The Design Thinking Toolbox
978-1-119-62919-1

	<p>1 Situation <i>Describe the situation and application.</i></p> <p>Sentence: <u>When I ...</u></p>	<p>2 Motivation <i>Explain the motivation.</i></p> <p>I want to... _____</p>	<p>3 Expected result <i>Define the result and goal of the task.</i></p> <p>so I can ... _____</p>
1st iteration	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>		
2nd iteration	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>		
3rd iteration	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>		

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GENERIC CANVASES

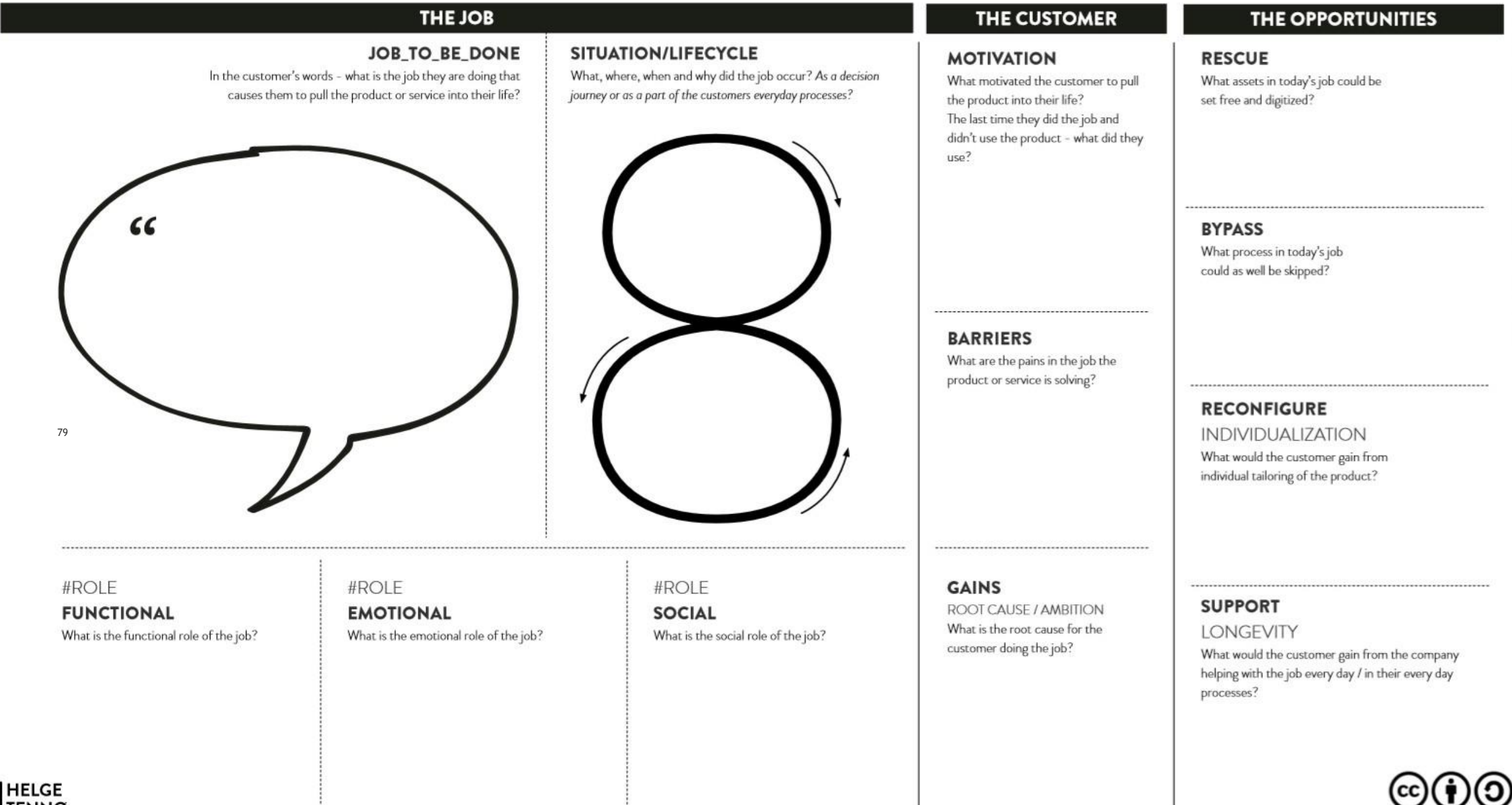
CUSTOMER JOB TO BE DONE CANVAS



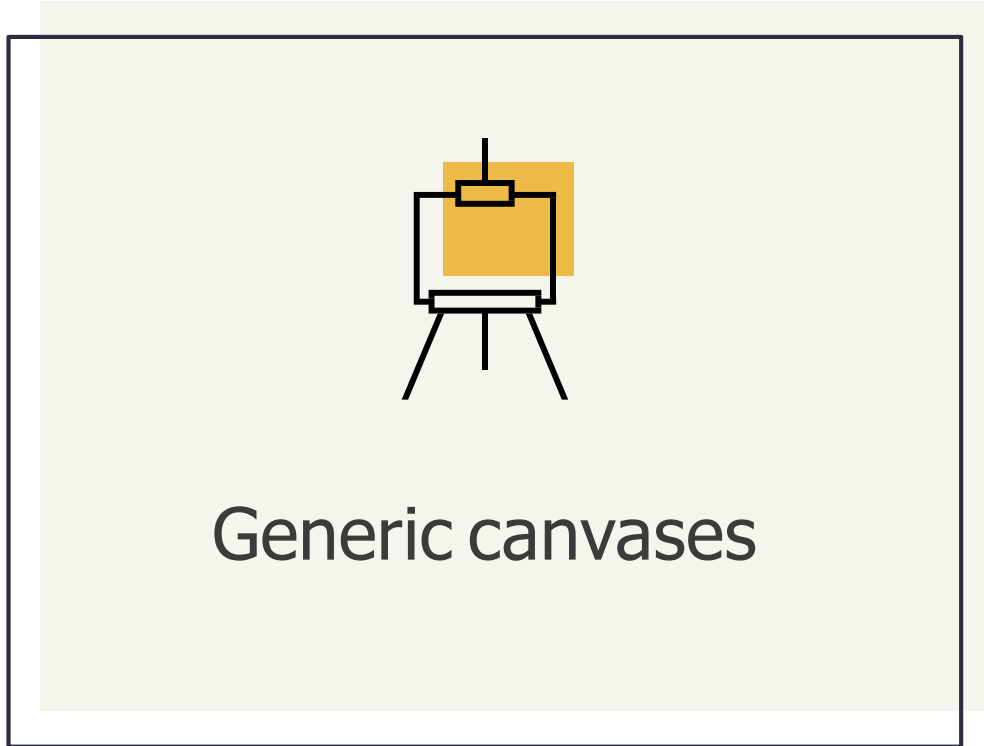
Generic canvases

THE CUSTOMER_JOB_TO_BE_DONE CANVAS - HT_PROTOTYPE_002

The Customer_Job_To_Be_Done Canvas is built on the ideas of Clayton M. Christensen, Scott D. Anthony, Gerald Berstell and Denise Nitterhouse in their MIT Sloan Management Review Article Finding The Right Job For Your Product. It is also extended/influenced by Shoshana Zuboff's McKinsey Quarterly Article Creating Value in The Age of Distributed Capitalism.
THIS TOOL IS A PROTOTYPE. NEVER USE IT AS IT IS. BUT UNDERSTAND IT, YOUR OWN SITUATION AND CUSTOMER JOB'S - AND THEN REDESIGN IT TO YOUR INDIVIDUAL NEEDS. GOOD LUCK



GENERIC CANVASES



PLAY TO WIN CANVAS

Play-to-Win Strategy Canvas

STRATEGIC ISSUE

Why do we need a new strategy?

EXAMPLES
 Winning brand relevance
 Declining revenue growth
 New competitive threat

1. Winning Aspiration

What bold and measurable outcomes define our strategic ambition?
 What defines winning with customers? Against top competitors?

EXAMPLES
 Lead US airline industry in customer satisfaction and profitability
 Become the leading social media platform for business professionals

A winning aspiration is a future-oriented statement that focuses outward on winning with your most important customers and against your very best competitors. Avoid playing to play, e.g. "improve sales 50%."

2. Where To Play

What should be our playing field? In what spaces will we compete?
 What current spaces should be changed? Where will we NOT focus?

EXAMPLES
 Geographic; customer segments; products/services; distribution channels; production stages

Choosing where to play implies choosing where not to play. Do not attempt to be everything to everyone, everywhere. Strategy is about focusing resources.

3. How To Win

What are the sources of our sustainable competitive advantage?
 What key offerings differentiate us and provide superior value?

EXAMPLES
 Quality; price; speed; new-of-use; design; durability; convenience; technology; style; unique experience

To win you must consistently offer a better value proposition than everyone else. The two basic ways are low cost, or differentiation. [SEE LINK](#)

4. Capabilities Needed

What critical skills and core activities must consistently be performed at the highest level in order to achieve the advantage in each of our chosen spaces?

EXAMPLES
 Brand building; deep customer understanding; R&D prowess; channel relationship-building

Identify deeply holding all your current strategies. List only those that produce a competitive advantage in chosen spaces and that are relevant to customers.

5. Systems Required

What key management systems, processes, and structures must we have in order to sustain our competitive capabilities and support our strategic choices?

EXAMPLES
 CRM systems; leadership development process; salesforce management system; performance reviews

List only the critical management systems that will be needed to operate, monitor, measure, support and sustain the unique set of core capabilities listed above.

6. Reverse Engineering

What must be true in order for this strategy to be a set of winning choices?
 What conditions must be met? What are the potential barriers to success?

EXAMPLES
 Industry structure remains stable; channels will pay a premium; competitors won't wage turf war

INDUSTRY

what must be true about the structure of our industry?

what must be true about the attractiveness of our segments?

CUSTOMER VALUE

what must be true about what our end customers truly value?

what must be true about what our channels truly value?

RELATIVE POSITION

what must be true about our capabilities vs. the competition?

what must be true about our costs vs. the competition?

COMPETITION

what must be true about how our competitors will react?

Asking "what must be true?" is strategy's magic question. Answering this question in key areas reveals potential barriers to success in the future.

TEAM

VERSION

DATE

7. Strategic Tests

How will we test our "what must be true" conditions?

TEST LEVEL:
 _____ Learn
 _____ Smart-scale
 _____ Definitive

1. CONDITION

what condition are we most worried might not be true?

why is it so worrisome?

2. HYPOTHESIS

what is it that we must learn?

what is our testable belief? (i.e. "if we do X, Y will happen")

3. EXPERIMENT

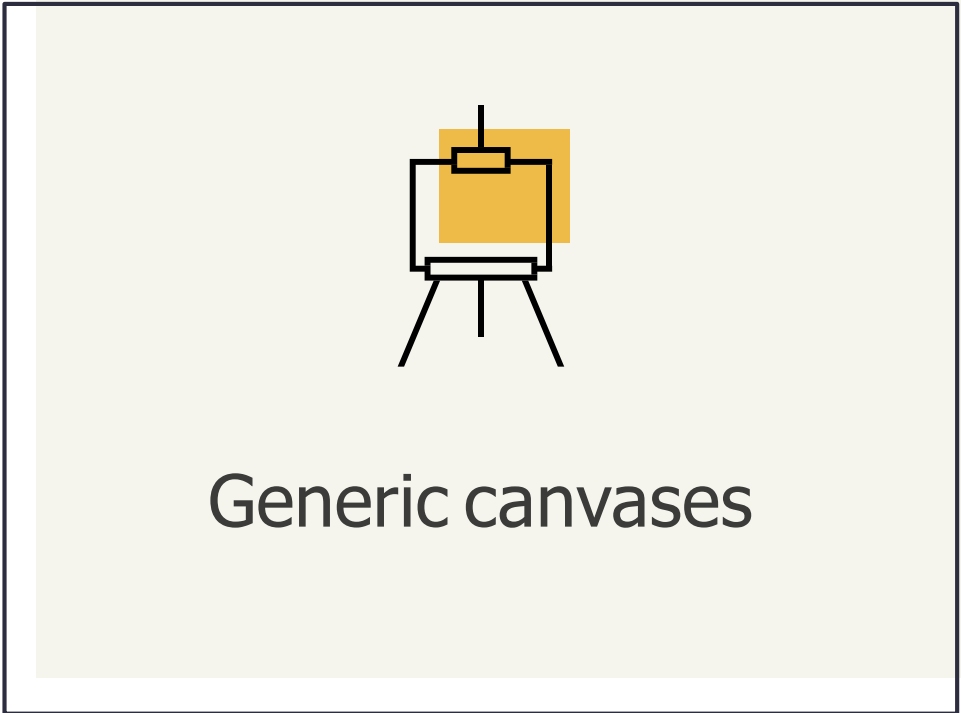
how will we test our hypothesis?

what target measure will be our standard of proof?

Start with the most worrisome assumption and run a simple, fast and cheap test.

GENERIC CANVASES

SCENARIO CANVAS



Scenario Canvas 1.0
Create scenarios, understand and design user-product interaction
Images from www.businessmodelgeneration.com
Knowledge partner in User-centered Design: www.invoke.nl
Find more canvases, online workshops, workshop facilitators and knowledge on: www.knowledge.li

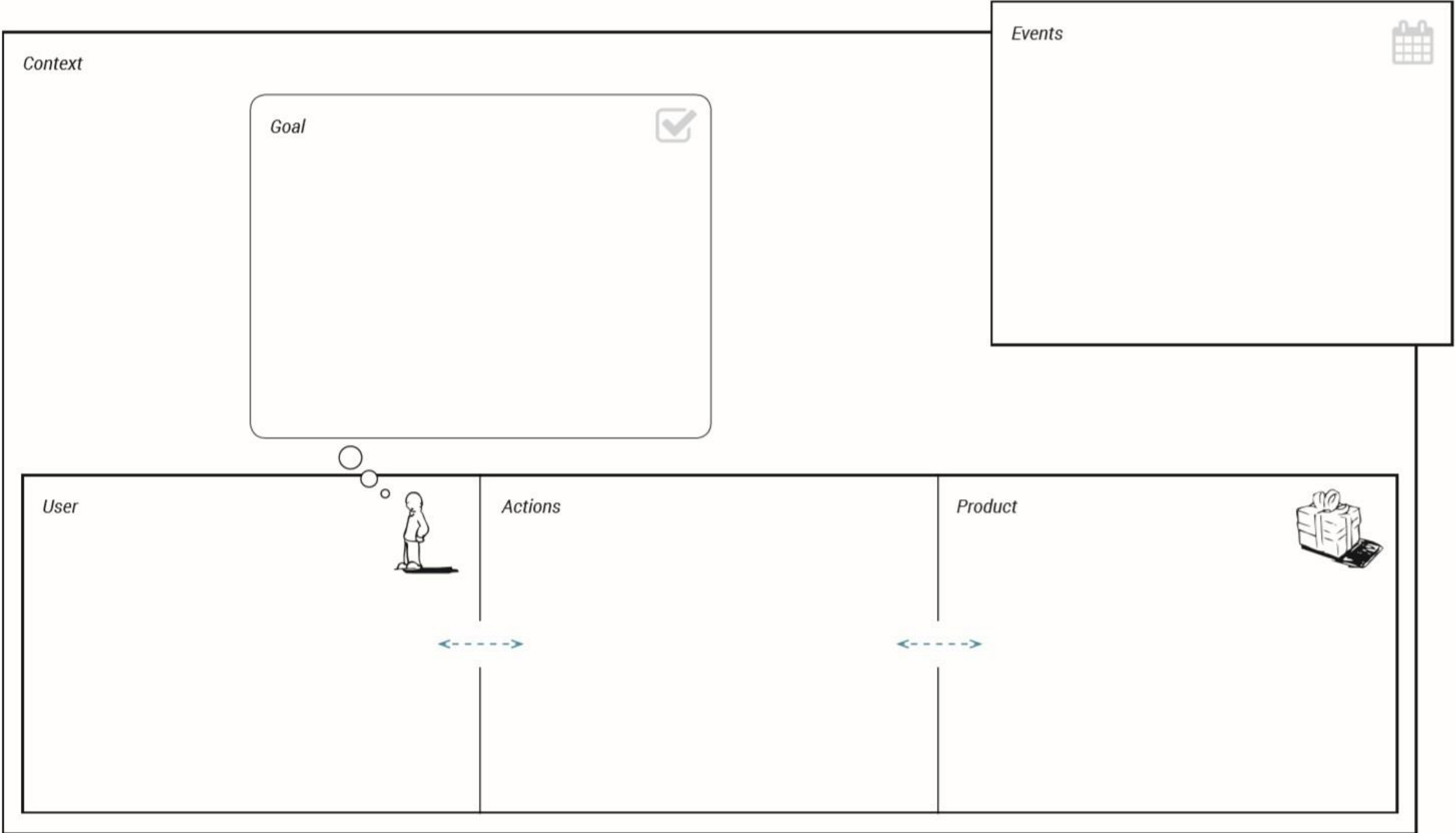
QR code

Designed for: _____

Designed by: _____

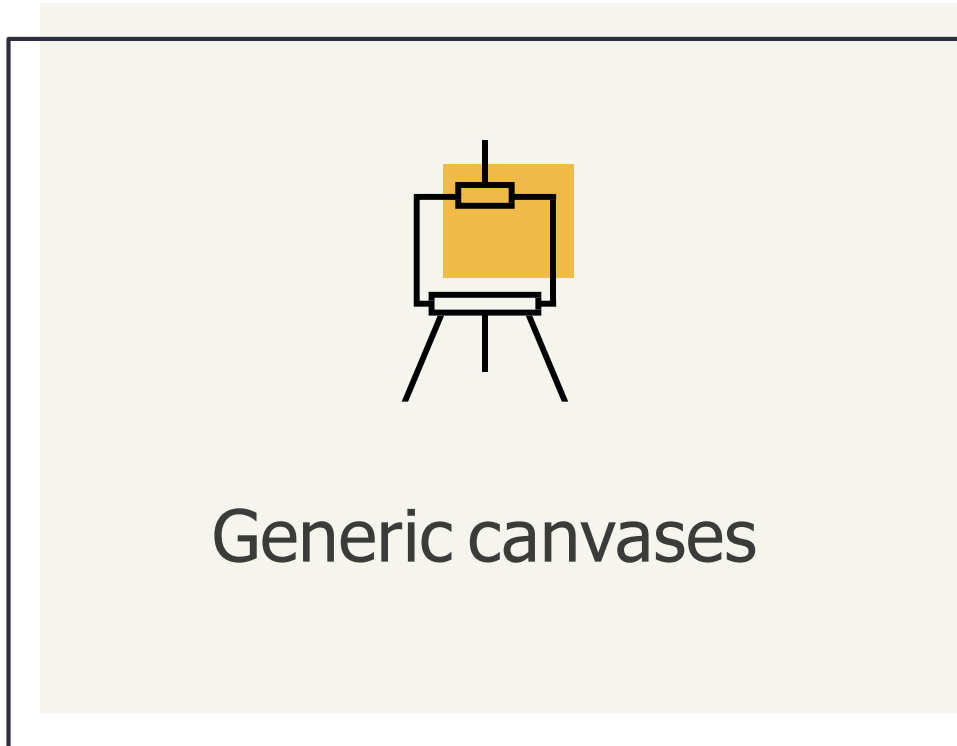
Date: _____

Iteration No.: _____



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EXPERIENCE CANVAS



Atlassian

Experience Canvas

Hypothesis: We think that will have the following effect

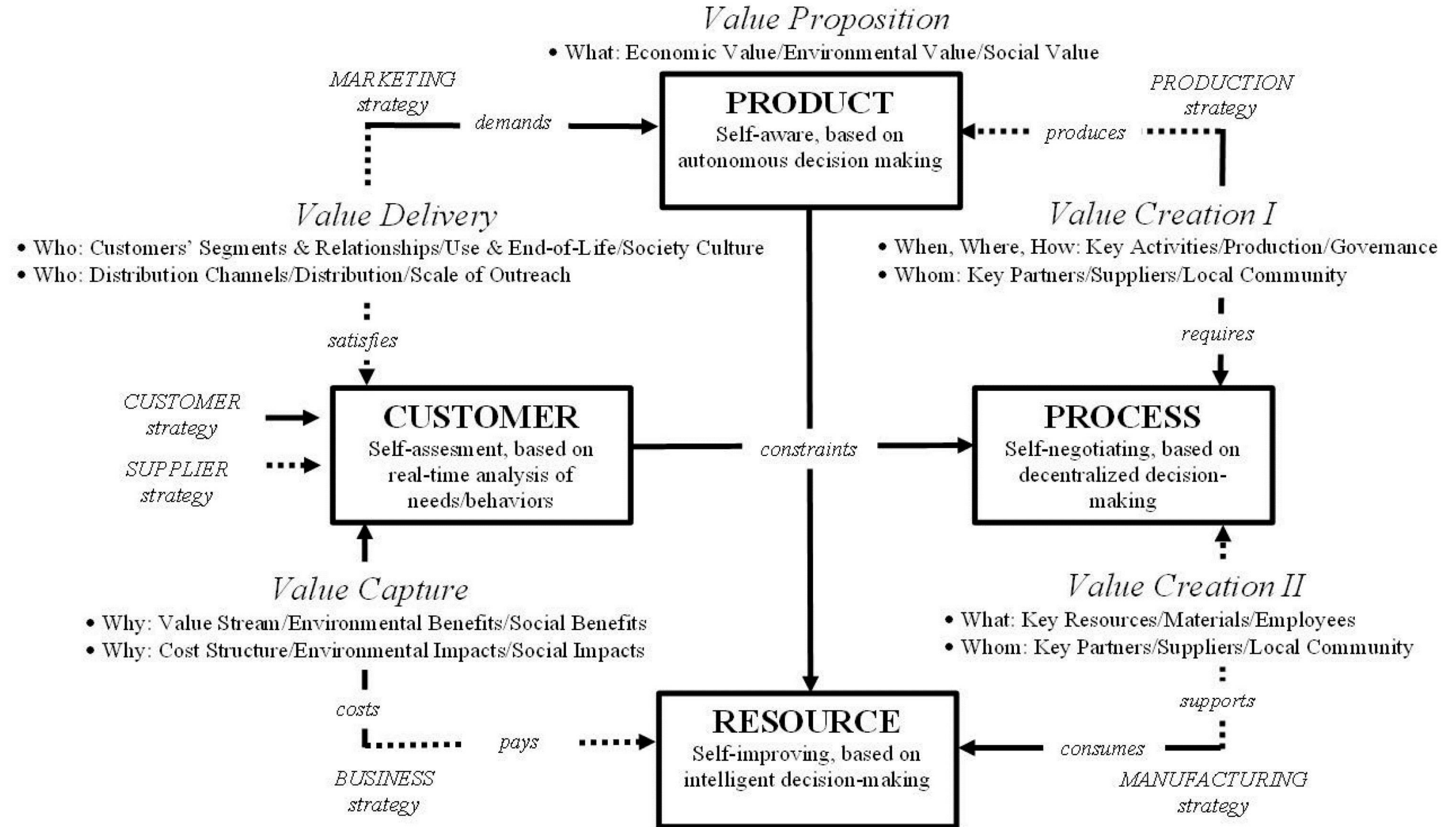
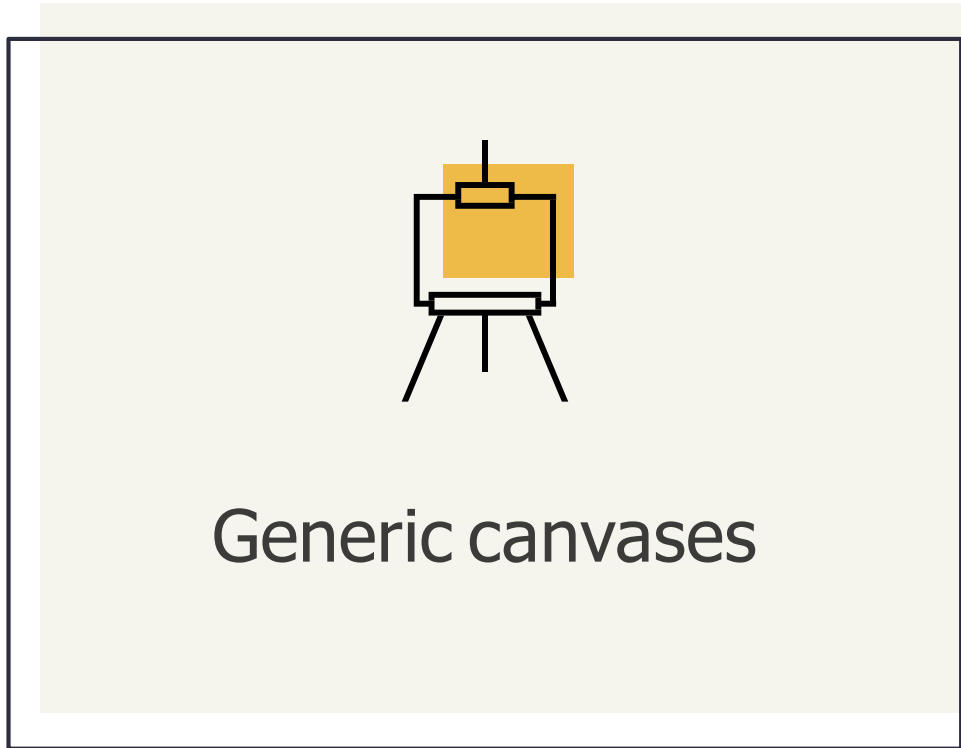
Date: _____
Iteration: _____

Problem <p>What triggered the hypothesis?</p> <p>Clearly list challenges, issues, analytics facts and assumptions</p>	Idea <p>Early thoughts/options to solve this?</p> <p>Best practices Patterns Comparative reviews</p>	Value <p>What is the likely user benefit and business benefit?</p> <p>Expected user gains \$ business benefits Technical benefits Competitor analysis Expected analytics change</p>	Stakeholders <p>Who needs to be happy and actually has a say in it, who needs to be informed?</p> <p>Driver: Team below Approver: 1 (max 3) Consulted Informed</p>	Personas <p>Who will use this?</p> <p>Build on the persona sets we already have or create ad-hoc personas</p>
	MVE <p>The smallest, easiest, fastest-to-make version of your idea that you can reasonably launch as an experience.</p>		Team <p>Keep it small and keep it balanced. Shouldn't overlap with Stakeholders above.</p>	
End to end demo <p>Tell a story end to end from the very beginning on</p> <p>5 key scenarios end to end as role play, sketches, lo-fi and hi-fi prototypes, real code, the MVE</p>			Test results <p>Test early and often with humans and customers</p> <p>Test results and recommendations</p>	

Decision: Refine keep team / Refine split into multiple teams / Pivot, run another round / Stop

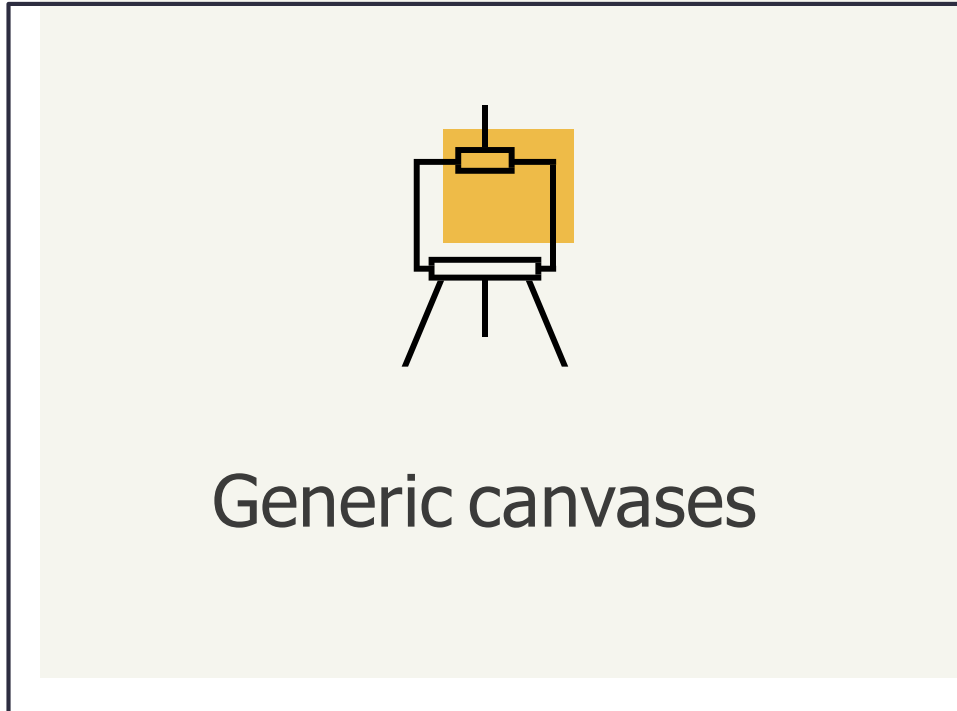
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CPPR FRAMEWORK



GENERIC CANVASES

CONSUMER TREND CANVAS



CONSUMER TREND CANVAS

TREND: _____

1. ANALYZE

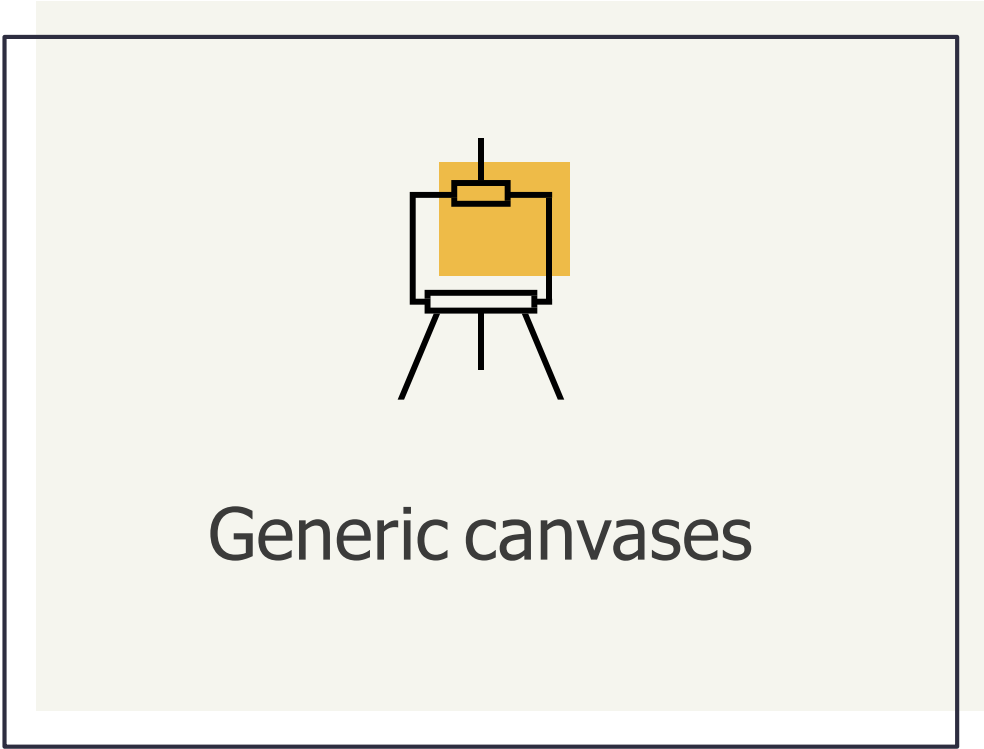
2. APPLY

Basic Needs Which deep consumer needs & desires does this trend address?	Drivers of Change Why is this trend emerging now? What's changing? Shifts: Long-term, widespread macro changes Triggers: Recent, short-term changes or technologies
Emerging Consumer Expectations What new consumer needs, wants and expectations are created by the changes identified above? Where and how does this trend satisfy them?	Inspiration How are other businesses applying this trend?

Innovation Potential How and where could you apply this trend to your business?
Who Which (new) customer groups could you apply this trend to? What would you have to change?

YOUR INNOVATION(S!)

GENERIC CANVASES

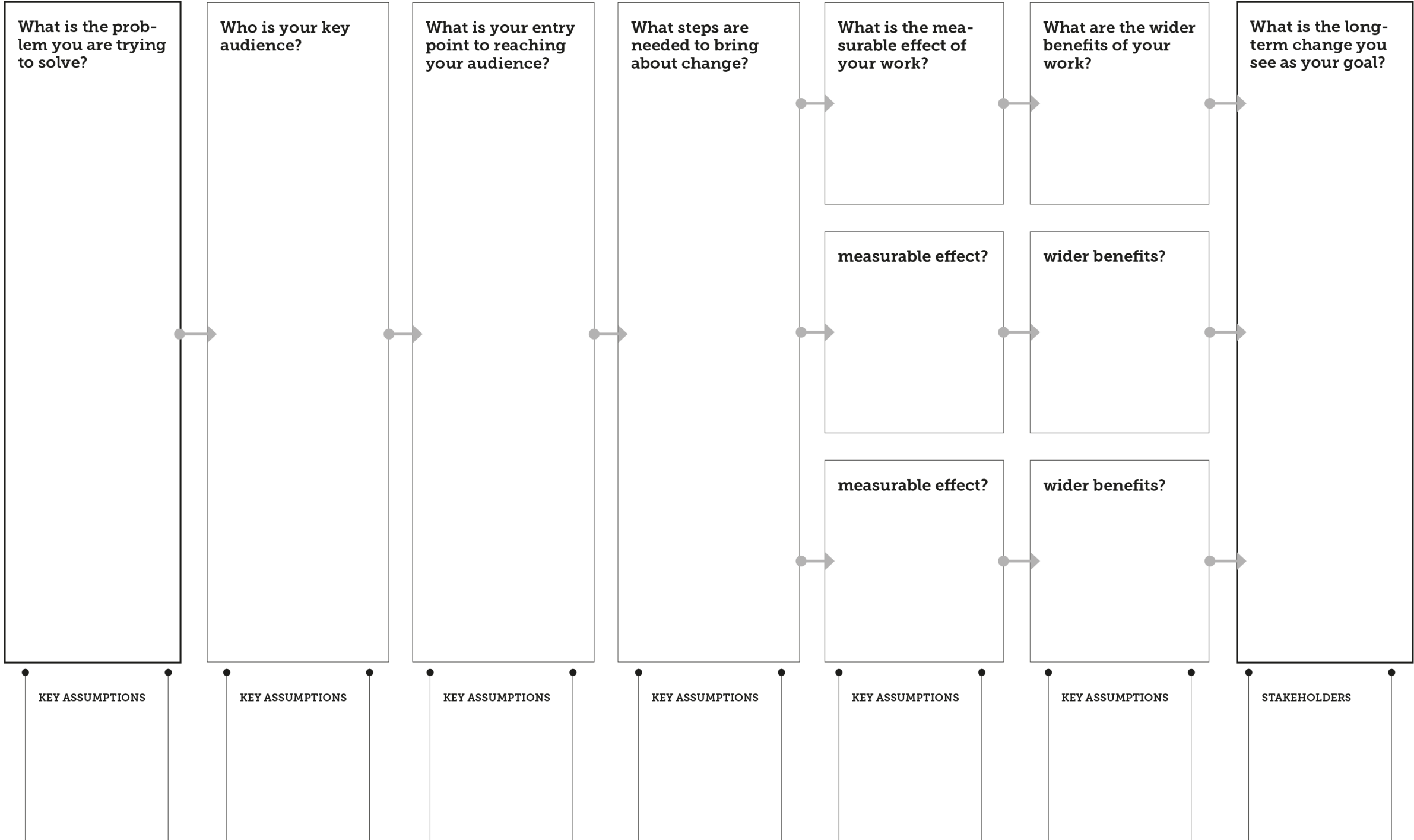


THEORY OF CHANGE CANVAS



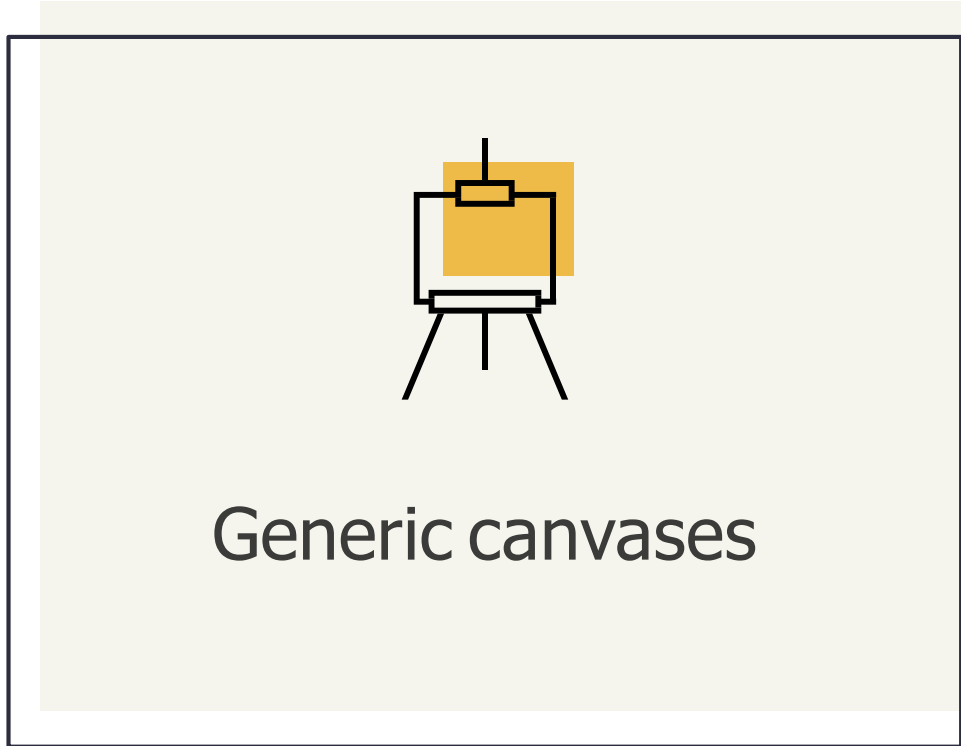
I want to clarify my priorities
by defining my goals and the path to reach them

THEORY OF CHANGE



GENERIC CANVASES

DIGITAL TRANSFORMATION



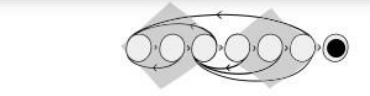
Project:
Team:
Version & Date:



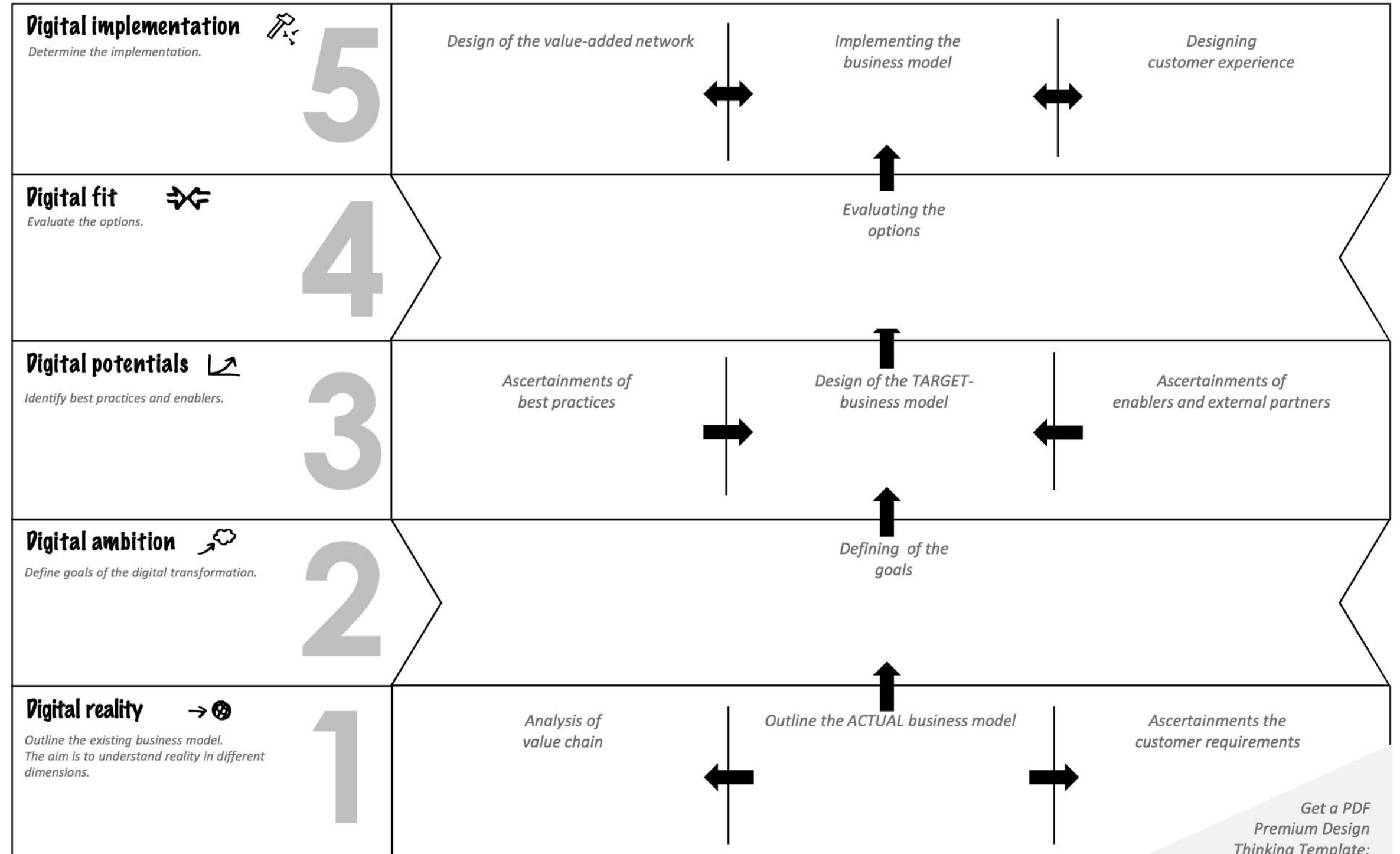
Brief instructions: The Digital Transformation Roadmap helps to integrate initial digital product and service ideas into the existing business model and at the same time to develop a future business model. On the one hand, the current and future customer needs are considered.

DIGITAL TRANSFORMATION ROADMAP

More tips & tricks for this template on book page: 281



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Thank You!

For more information on the ALL-Ready Capacity Building Programme,
please contact:

Isabelle Couture isabelle.couture@enoll.org

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www.all-ready-project.eu



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101000349 (ALL-Ready).