



DIGITRANS - Digital Transformation In The Danube Region

# Validated DIGITRANS Method Framework

VERSION 2

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## 1. Introduction

This document discusses the DIGITRANS method strategy and its implementation in training context. It is mainly addressing trainers and SME representatives who would like to guide teams through the process of developing a new digital business model idea. It gives an overview on the DIGITRANS Method Framework which was developed by the DIGITRANS consortium in 2017. It outlines the main steps within the method framework and their purposes to create value for SMEs when it comes to their digital transformation and more specifically - for development of innovative digital business models.

The DIGITRANS method is a combination of already existing and proven methods like Osterwalder's Business Model and Value Proposition Canvas, Design Thinking or the Blue Ocean Strategy offering valuable tools to SMEs for free. Therefore, some tools included in the DIGITRANS method description are linked to these external links or to the externally developed tools but included in this document. Other method descriptions which are already very common e.g. Stakeholder Map, Brainstorming or Brainwriting but are not yet described in a hands on approach for SMEs to be used in their daily business have been developed by the DIGITRANS consortium and are added to this document in the annex section. Internal links are included in the text to simplify the reading process.

To ensure soundness and applicability, the DIGITRANS method framework ran through several rounds of validation by internal as well as external quality gates. Internally, all project partners were involved to guarantee fitness regarding regional challenges and needs. Externally, expert interviews were conducted and participants of the pilot workshops at Herman Hollerith Centre, Böblingen (Germany, HSRT) as well as Petru Maior University, Tirgu Mures (Romania, AUPM) were asked for feedback. These feedback loops did not only serve the refinement of the DIGITRANS method framework but also supported the transfer of methodological knowledge. The input from various sources of feedback was implemented where adequate in the present method framework.

The DIGITRANS method framework is the basis for the blended learning training which will be offered to SMEs between May 2018 and April 2019 in the seven partner regions and also for the training content to be developed for the e-learning platform by March 2018. It is expected that when offering the trainings small changes might still be needed to be made in the method framework depending on the lessons learned and feedback received from the participants.

Furthermore, this document is also the basis to structure the DIGITRANS e-Learning platform to be set up by June 2018 presenting on the one hand the DIGITRANS method as well as the method tools to SME representatives, trainers, consultants or business support organisations. All method materials will be included on the e-Learning platform. The DIGITRANS e-Learning platform will be the main hub where SMEs will find all necessary information and supporting tools to work with the DIGITRANS method.

## 2. DIGITRANS Method Framework

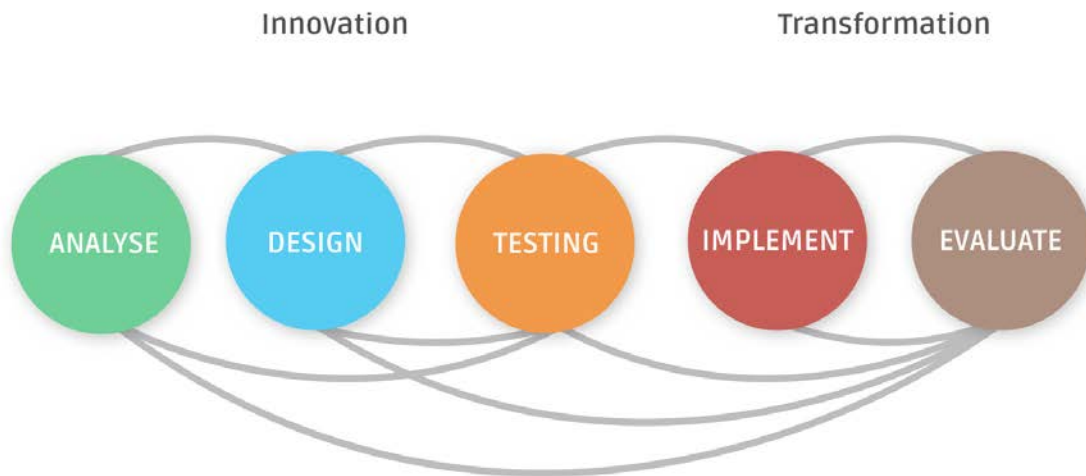
The validated DIGITRANS Method Framework is divided into three main elements that describe the two main phases – the innovation and the transformation phases - as well as the methods and tools accompanying the phases.

The first phase is called Innovation and contains three main sub-phases:

- a) The **analysis**, including the initial identification of the innovation potential of the respective company / of the concrete business case to be tackled during the workshop and the analysis of the stakeholders (targeted customers as well as potential partners).
- b) The **design**, comprising ideation, selection of potential solutions and creation of prototypes. The cost-benefit analysis of these potential solutions is also assigned to this phase.
- c) The **testing**, including the testing of the developed prototype and business model canvas.

The second phase is called Transformation. It contains all relevant processes for digital business model transformation like development and organizational implementation including the change management at its core. Each phase has specific methods and tools assigned to it that are regarded as best suiting the development of a digital business model. The result of the DIGITRANS process is a new or enhanced idea for a digital business model as the starting point for the digital transformation. A simple presentation of the method framework, empathizing the iterativeness, is given in Fig. 1.

## DIGITRANS Method Framework



### Key aspects:

Empathy | Iteration | Interdisciplinary | Openness | Mistake Culture

*Figure 1: Presentation of the DIGITRANS Method Framework*

A more detailed visualization in form of business process models is presented in chapter 3 and 4, further describing the Innovation and Transformation phases.

### 3. Innovation Phase

Within the DIGITRANS Method the Innovation Phase is the part where SMEs will start developing their new digital business model by running through the **analysis, design** and **testing**.

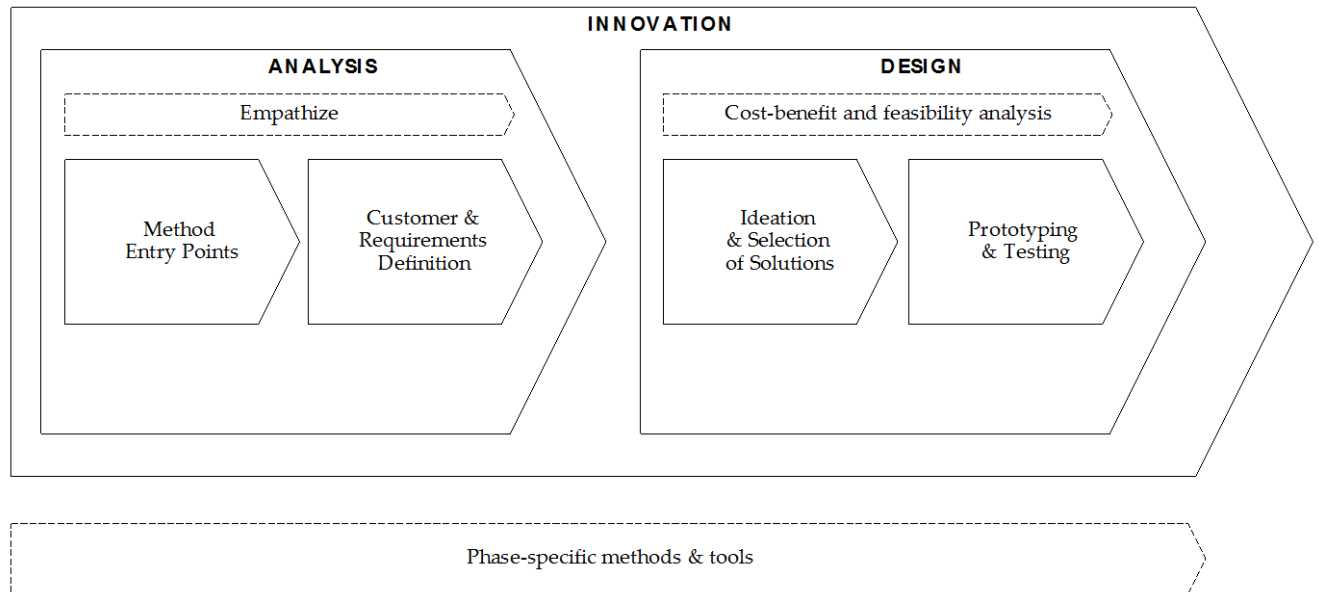


Figure 2: Overview of the Innovation Phase of the Method Framework

To support SMEs in the development of a new digital business model based on the DIGITRANS method the consortium decided to offer specific face-to-face workshops to SMEs. The face-to-face workshop will be one of the four core elements to introduce the DIGITRANS method to SMEs next to the online consultation and the individual company workshops to be organised in the regional incubation centres which will follow the face-to-face workshops. The DIGITRANS e-Learning platform to be launched in June 2018 will be the fourth element throughout which interested SMEs will receive guidance and find supportive online material to develop their own digital business model idea within the DIGITRANS method framework.

How the Innovation Method Workshop will be conducted is outlined in the following. This overview does not only offer the structure for the face-to-face workshop but also describes how to best work through the innovation phase. In addition, it includes propositions in relation to which method tool might be best suited to further develop a digital business model.

This overview is mainly addressing trainers and SME representatives who would like to guide teams through the process of developing a new digital business model idea.

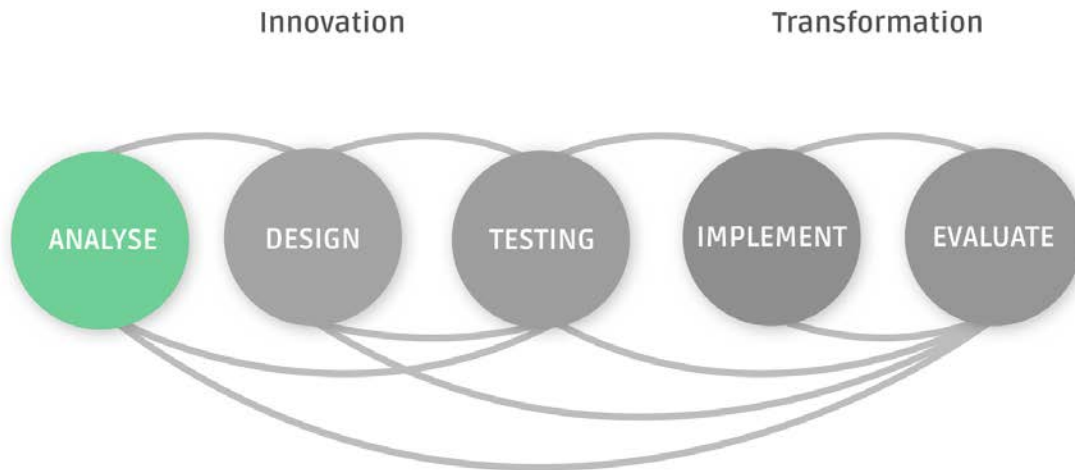
After having completed the innovation phase of the DIGITRANS method

- the participants will have developed a new digital business model by having developed and tested a first prototype of their digital business model idea and completing a business model canvas to outline the additional value of the new digital business model.
- the participants should be able to work with the DIGITRANS method framework in their own working environment and should know how to use the different tools to develop a digital business model with their colleagues/staff.

For the company it will be the starting point to transform its business model into a digital one.





### 3.1 Analysis Phase



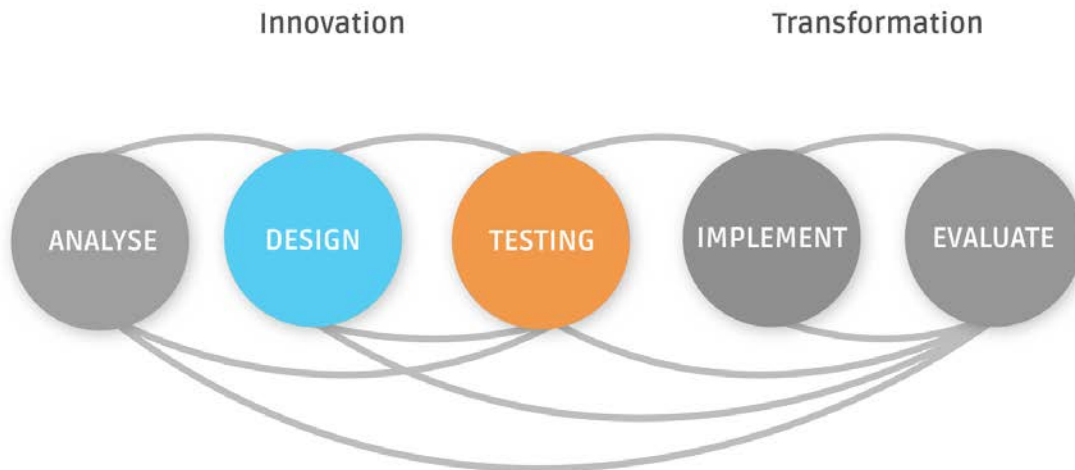
The analysis phase mainly focuses on the determination of the company's situation regarding its business model on a very high level. It is important to stress on the difference between the DIGITRANS method and the classic problem analysis that is often presented in the other methods, where the concrete problem definitions or challenges are derived. Being an innovation method, the room for thoughts should not be narrowed down, as it will most likely lead to a restricted mind-set with poor innovation ideas as the result. Therefore, the analysis should be regarded as a stage that is strongly focused on empathizing. Similar to Design Thinking, empathy is crucial to an innovation-centered method as it allows the participants to set aside their own assumptions in order to gain insights into the organization's situation with respect to the digitalization. Therefore, not concrete problems or challenges are addressed, but general business objects like products, customers and partners are roughly captured to initially identify potentials for innovation. It should give a clearer view on where the company currently stands with respect to the digitalization.

In detail, the analysis phase will be structured as follows:

Sub-Phase	Aim	Methods
 <p><b>Insight</b></p>	<p>Within the insight phase the company is collecting all relevant information regarding the company itself and its environment, such as customers, competitors and trends in the respective industry.</p>	<ol style="list-style-type: none"> <li>1. <a href="#">Strategic Landscape Map</a></li> <li>2. <a href="#">Strategy Canvas</a></li> <li>3. <a href="#">Stakeholder Map</a></li> <li>4. <a href="#">Competence Analysis</a></li> </ol>
	<p><b>Execution</b></p>	
	<p>Using the Insight methods helps to identify the current strategic landscape and the future prospects of the company in relation to the market, the customers, noncustomers, competitors.</p> <p><b>Steps:</b></p> <ol style="list-style-type: none"> <li>1. Let the participants read the business case they have to deal with during the whole workshop setting (10 min)</li> <li>2. Present &amp; explain the Blue Ocean Strategy Canvas, the Strategic Landscape Analysis and the Competence Analysis after they have read the case.</li> <li>3. Participants draw their own Strategy Canvas on a whiteboard/metaplan wall, define the competing factors and their value for the business case.</li> <li>4. Participants complete the Strategic Landscape Analysis.</li> <li>5. Participants complete the Competence Analysis table</li> <li>6. In parallel to the development of Strategy Canvas and the Strategic Landscape Map, a Stakeholder Map will be developed on a separate board.</li> <li>7. Mark customer and partner/stakeholder with special colour; use different coloured sticky notes;</li> <li>8. Select customer groups to work with (1 customer group per team).</li> </ol>	


Sub-Phase	Aim	Methods
 <p><b>Customer and Value Definition</b></p>	<p>Within the customer and value definition phase the company is collecting all relevant information regarding their customers and their desires and pains in order to match its value proposition with their needs.</p>	<ol style="list-style-type: none"> <li>1. <a href="#">Value Proposition Canvas</a></li> <li>2. <a href="#">Persona</a></li> <li>3. <a href="#">Customer Journey</a></li> <li>4. <a href="#">Interviews</a></li> </ol>
	<p><b>Execution</b></p>	
	<p>Using the Customer and Value Definition methods helps to define the customers, understand their needs, pains and gains in order to synthesize the results into customer segments.</p> <p><b>Steps:</b></p> <ol style="list-style-type: none"> <li>1. Present &amp; explain the Value Proposition Canvas (will be used and continuously complemented throughout the process)</li> <li>2. Participants fill in the template using sticky notes</li> <li>3. Participants prioritise/rank the different findings within jobs, gains, pains</li> <li>4. Participants define 2 questions per customer profile including jobs, gains, pains that can be answered in the brainwriting session.</li> </ol> <p>In order to gather information about the customer, the participants may conduct desk research or interviews with potential customers if possible within the workshop session. One option is that the moderator takes the customer role and will be interviewed by the participants if a real situation is not possible.</p>	

### 3.2 Design and Testing Phase





The design phase is following the analysis phase. It aims to develop the first concrete digital business model ideas and prototypes based on the findings carved out in the analysis phase. Within this phase the SMEs will be encouraged to create new digital business solutions using methods to support open minded thinking e.g. brainstorming, prototyping etc. To sensibilise SMEs on the importance to implement iterative working processes in their organisation and how this will influence the further development in the company, testing will also be an important part of this phase.

In detail, the design phase will be structured as follows:

Sub-Phase	Aim	Methods
 <p><b>Ideation</b></p>	<p>Within the ideation phase the company is creating new creative ideas and solutions based on the findings and results of its customer analysis.</p>	<ol style="list-style-type: none"> <li>1. <a href="#">Brainstorming</a></li> <li>2. <a href="#">Brainwriting</a></li> <li>3. <a href="#">Idea Selection</a></li> </ol>
	<p><b>Execution</b></p> <p>Using the Ideation methods helps to develop innovative digital ideas that fit to the customer profile that was defined previously. After collecting ideas in a “quantity-first” approach, it is up to the participants to select their best idea for a digital innovative business model addressing the selected customers’ profile and company’s added value.</p> <p><b>Ideation steps:</b></p> <ol style="list-style-type: none"> <li>1. Present &amp; explain the Brainstorming and Brainwriting methods</li> <li>2. Participants select (first) two jobs per customer profile for which they should develop three ideas corresponding to the defined gains and pains</li> <li>3. In short rounds (2:00 – 2:30 min each) they conduct the Brainwriting method</li> <li>4. Each participant votes for the best three ideas resulting in three awarded ideas for the further process.</li> <li>5. Participants conduct Brainstorming on the three selected ideas using sticky notes (quantity before quality at this point).</li> </ol> <p><b>Solution Selection steps:</b></p> <ol style="list-style-type: none"> <li>1. Participants discuss the three ideas answering the questions “<i>Is the idea innovative?</i>”, “<i>Is it really a new digital idea?</i>” and “<i>Is this idea feasible from technical and economical point of view?</i>”.</li> <li>2. Participants vote for the best idea or combine the existing ideas to generate a new one.</li> <li>3. Participants develop a slogan describing the whole idea in one short sentence.</li> </ol> <p>Ideas will not be criticised or discussed during the brainstorming but in the selection process. After having selected the best solution to be further developed one team member should take care on process cost calculation.</p>	

During the face-to-face training hypothetical cost calculation will be made available, with which the team will work. The trainer explains the aspect of process cost calculation within the innovation phase.

Sub-Phase	Aim	Methods
 <p><b>Prototype</b></p>	<p>Based on the findings from the Insight, Customer and Value Definition and the Ideation phases, the team is now asked to develop a prototype in combination with a completed business model canvas in very short time. This prototype offers the chance to receive quick feedback from the potential customers and users on the new idea/solution without spending a lot of money and time.</p>	<ol style="list-style-type: none"> <li>1. <a href="#">Handcrafted Prototype</a></li> <li>2. <a href="#">SAP Scenes</a></li> <li>3. <a href="#">Business Model Canvas</a></li> </ol>
<b>Execution</b>		
<p>Using the Prototype methods helps to develop a first prototype to reflect the defined slogan by creating a tactile object for evaluation and discussion. The prototype is used to create a better understanding and for testing purposes.</p>		
<b>Steps:</b>		
<ol style="list-style-type: none"> <li>1. Present &amp; explain the various materials and prototyping methods.</li> <li>2. Participants gather materials they would like to use for their prototypes.</li> <li>3. In parallel, participants visualize their idea with a prototype and fill in the Business Model Canvas describing the building blocks of their idea.</li> </ol>		
<p>Participants should not be restricted by specifying one way of prototyping as this will result in limited ideation spaces. By summarising all relevant results in the Business Model Canvas in relation to cost structure and revenue stream, the participants see if the new digital business idea really contributes to the added value.</p>		

Sub-Phase	Aim	Methods
 <p><b>Testing</b></p>	<p>After having developed a first prototype of the digital business model idea it is important to receive direct feedback from potential customers or stakeholders. Testing is the phase where the assumptions in relation to the customers' needs will be verified. The team will receive valuable feedback to further improve its idea.</p>	<p>1. Testing</p>
	<p><b>Execution</b></p> <p>Using the Testing method helps to receive valuable feedback from important stakeholders (within customer and partner networks) to validate, further enhance or eliminate the idea.</p> <p><b>Steps:</b></p> <ol style="list-style-type: none"> <li>1. Participants and moderators take different tester roles (customer, key partner etc.)</li> <li>2. Testers challenge the prototype as well as the Business Model Canvas by trying to find flaws and gain a better understanding.</li> <li>3. Participants/testers take notes collecting the test feedback.</li> <li>4. Participants look back to their Blue Ocean Strategy Canvas to check whether their new business model idea actually creates a blue ocean compared to the old one.</li> </ol> <p>Ideally, potential customers and partners within a real-life-situation are integrated into the testing process.</p>	

## 4. Transformation Phase

Within the transformation phase the company needs to deal with the sustainable implementation and realisation of their digital business model idea developed during the innovation phase. This requires on the one hand the application of new structures and organisational processes such as iterative, interdisciplinary working processes and on the other hand to equip their employees with new skills and competences to involve them actively in the transformation process. During the transformation phase, DIGTRANS will offer SMEs assistance by providing them guidelines and raising their awareness on the importance of proper change management mechanisms as well as on the creation of digital culture elements within the organization. A vivid connection will be established between the method framework and the blended learning training concept and the e-learning material to be developed in early 2018.

Another important part of the transformation phase will be the Digital Business Model Workshop to the companies who already have a concrete digital business model idea. The workshops will be offered in the new established project partners' incubator centres.

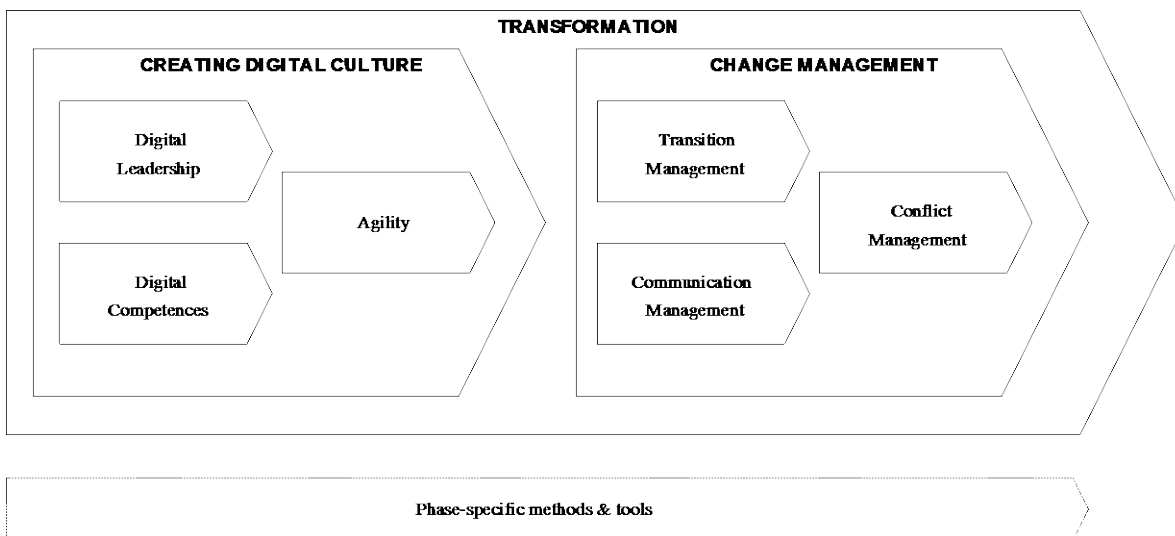


Figure 3: Overview of the issues to be addressed in the Transformation Phase (to be further developed in WP6)

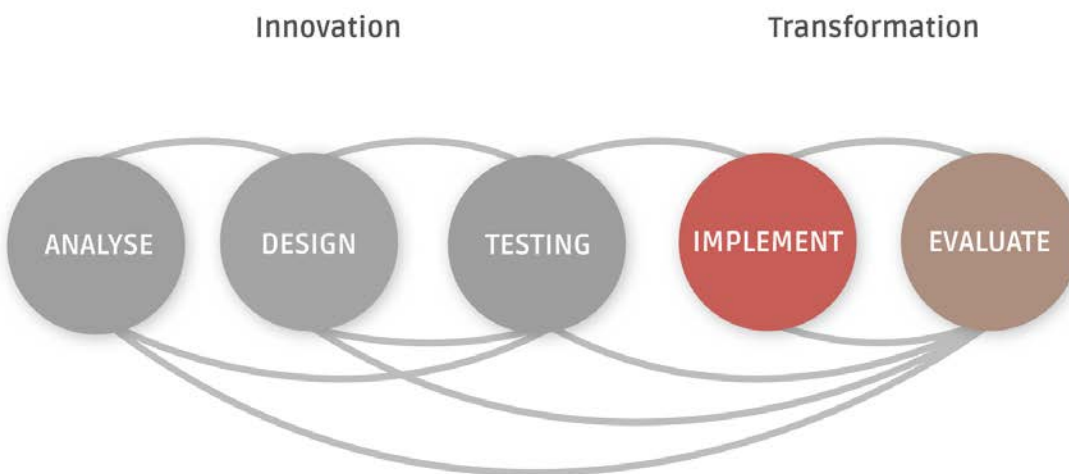
Figure 3 presents an overview of the main topics that have to be addressed when speaking about the transformation of a company's business model into a digital one, the so called transformation phase. This includes the creation of a digital culture and traditional change management aspects that have to be considered from the vantage point of digitalization.



The method consists of adopting a highly iterative approach and thus loops should be expected and anticipated throughout the whole process including the innovation and the transformation phase.

A more detailed information on the phase can be found in chapter 4 – Transformation Phase.

#### 4.1 Structure of the Transformation Phase



The following table gives an overview on the structure of the transformation phase.

The transformation phase will mainly be covered by online training material offered on the DIGITRANS e-Learning platform which will guide the SMEs through this phase.

##### ***Transformation***

Introduction into the transformation phase
Step 1: Create a vision of your future digital business model based on the results of the DIGITRANS workshop (Innovation part)
Step 2: Roadmap development/refinement (interdisciplinary team)
Step 3: Implement a digital leadership framework
Step 4: Bring your employees on board
Step 4 a: Communication strategy (listen and communicate)
Step 4 b: Qualification of your employees (Organise trainings for your employees on digital competences, digital literacy, new methods) to realise your digital business model
Step 4 c: Reward system
Step 5: Implement open, interdisciplinary team structure

Step 6: Implement new working processes/culture

Step 6a: iterative working processes (prototype, share, get feedback, refine/improve...)

Step 6b: agile working processes

Step 6c: open collaboration (internally & externally)

Step 7: Evaluation/Lessons Learned of the transition process for your digital business model

Step 8: Revise your vision/strategy of your digital business model

## 5. Conclusions

Thinking out of the box is not only the biggest obstacle but also the most important success factor for the digital transformation. Leaders have to start “think digital” by being open-minded and embrace innovation in their company. Employees have to be encouraged to apply the digital mindset and participate in the transformation process. This mantra is reflected in the way the DIGITRANS method framework was built and is presented to SMEs.

The framework is not only meant to create a better understanding for small and medium-sized enterprises (SMEs) on how to transform into the digital age. It is also supposed to help them to adapt their mindsets to these growing demands for speed and agility coming with the digitalization.

Digital transformation involves partially reinventing the business overall, including its strategy, leadership ways, operations and culture. The main aim is to constantly increase the organization’s digital maturity on every level.

For the whole DIGITRANS method framework it is crucial to progress iteratively not only within one phase but also between the innovation and the transformation phases. This means that feedback loops are highly recommended and after each step it should be considered to jump back for changes or adaptations. This will also support SMEs to match the aforementioned demand for agility to react more quickly on new developments to remain competitive. It is inevitable to understand that the digital transformation is not going to stop and companies will find themselves on an everlasting journey with the need to adapt, rethink and reshape the company constantly.

## 6. Annex

On the following pages, the additional tools to be used when working through the Innovation phase of the DIGITRANS method are listed.

### 6.1 Strategic Landscape Map

The strategic landscape map (see graphic below) is a helpful method to identify and analyse the environment of a current business model of a company to kick off the innovation phase.

Before starting to develop new digital business model ideas it is important to have a clear idea where the current business model stands at the moment in relation to competitive trends, customer trends, technology and legal trends and to identify relevant movements in the economic environments as such. This also helps to identify the challenges but also the potentials of the current business model which might be valuable for the new digital one.

Process:

1. Draw the coordinate system on the whiteboard or metaplan wall with four fields (upper left: technology/legal trends, upper right: customer trends, lower left: competitor trends, lower right: ongoing economic environment)
2. Discuss with your team the main points per category. Also, use the internet to find additional relevant information.
3. Write one idea, relevant aspect per sticky note and add it to the respective section

These findings will help the participants to complete the [blue ocean strategy canvas](#).

The strategic landscape analysis template should remain visible during the entire digital business model development process so that the participants can use it as a basis also to identify the strengths and weaknesses of the current business model to be used for the further development.

Process Phase: Innovation – Analysis – Method Entry Point

Time scope: 30-45 min.

Materials needed: Metaplan wall, different coloured sticky notes, pens, mobile internet access

### Strategic Landscape Map

technology/legal  
trends

customer  
trends

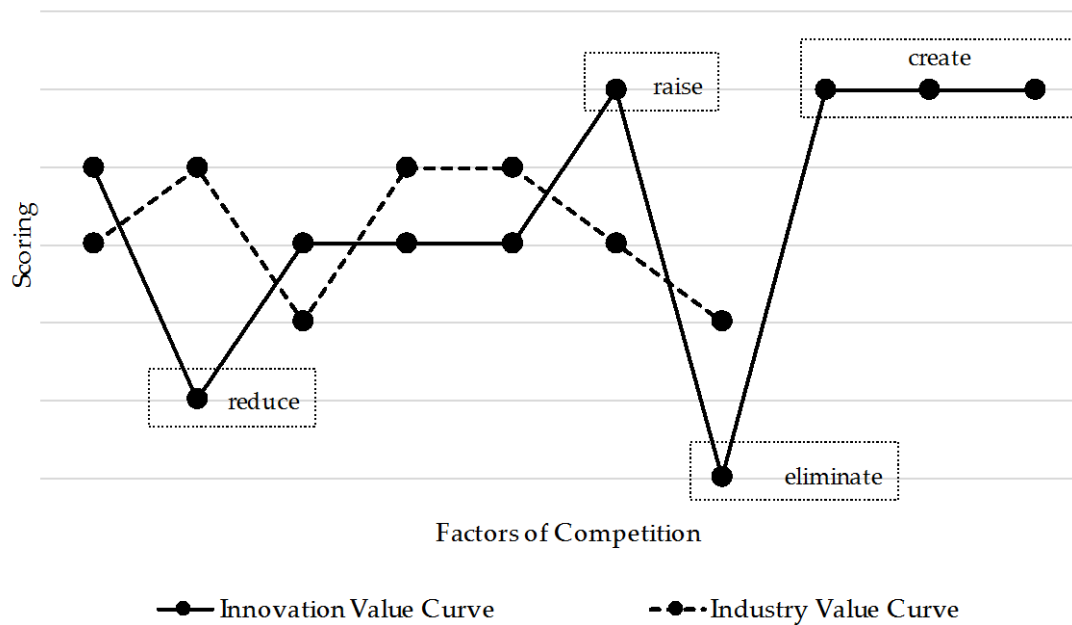
competitor  
trends

ongoing economic  
environment

## 6.2 Blue Ocean Strategy Canvas

- Define relevant competing factors and discuss to what degree the company and its competitors satisfy these factors
- Collect your findings and attach them to your coordinate system
- Discuss the value curves of the company and its competitors

### Blue Ocean Strategy Canvas



#### Remark:

Besides defining the company's status quo, this template can also be used to create a new innovation value curve. The Four Action Framework can be used as a supportive tool for that (see Fig. 2).

Fig. 1 Example for Strategy Canvas

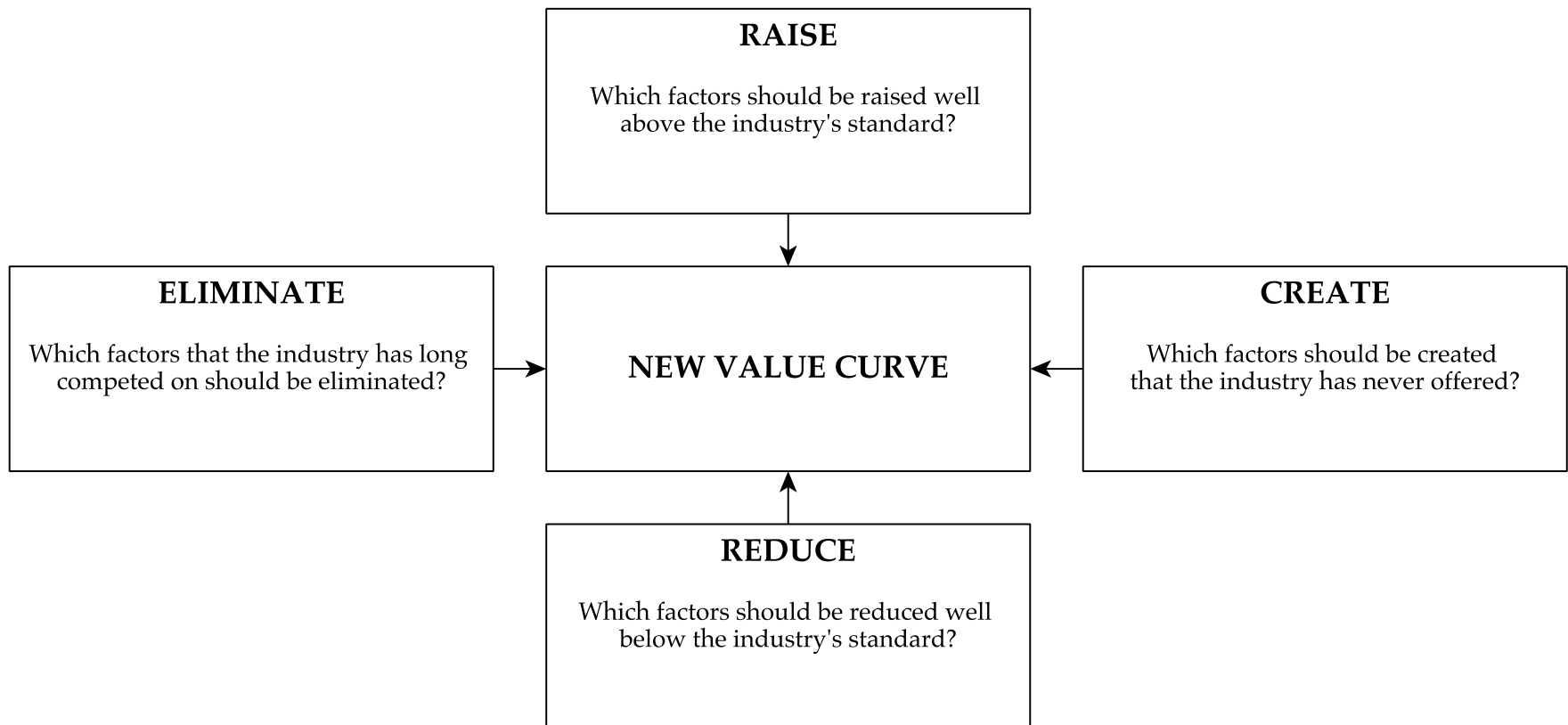
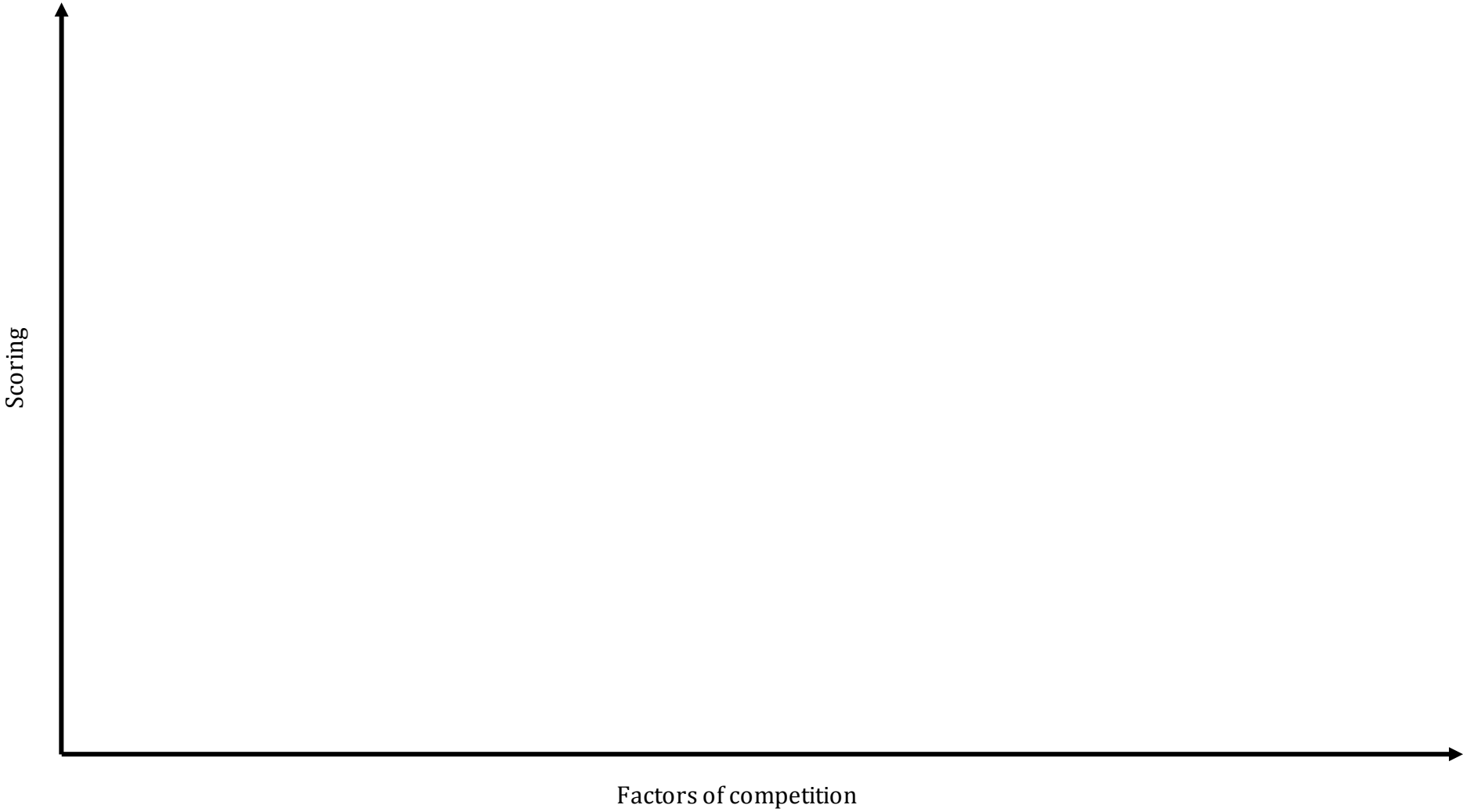


Fig. 2: Blue Ocean Four Action Framework

Further information can be found at <https://www.blueoceanstrategy.com/tools/>





## 6.3 Stakeholder Map

### Purpose

The stakeholder map is a method to visualize the various groups involved in a particular product or service, such as companies, customers, partner, suppliers etc. The stakeholders can be visualized by different sizes to show the different impact or influence and importance they have. You can also link the interrelations of the different stakeholders, this helps to visualize and analyse how the stakeholders influence each other.

### Steps

1. Start collecting the relevant stakeholders in a simple list by writing one stakeholder on one sticky note (use different colors for different kinds of stakeholders, e.g. yellow for customers and blue for partners)
2. Divide them into supportive and problematic stakeholders
3. Add one sticky note to each stakeholder with a quote expressing their thoughts, opinions, or expectations in relation to your company
4. Save the stakeholder map and refer to it as you move through the process.

### Implementation

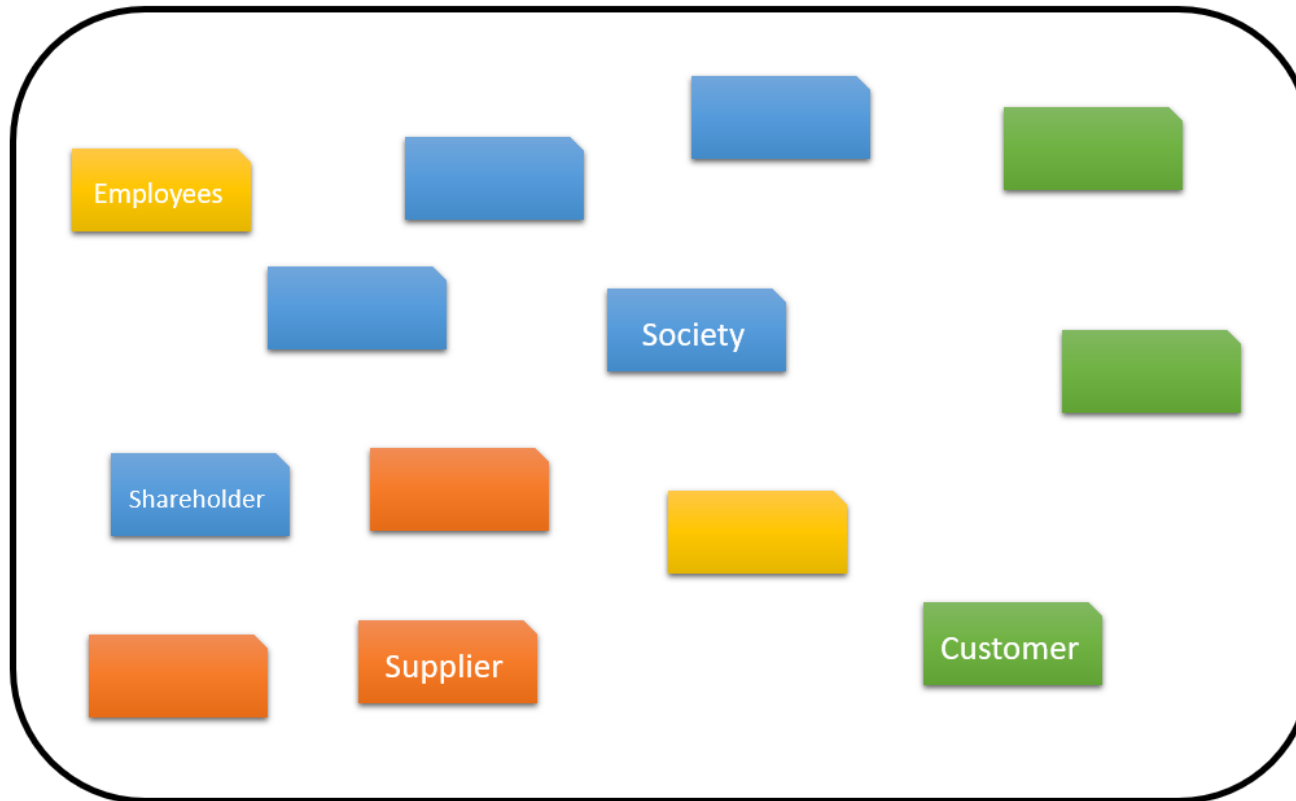
The stakeholder map can be created using a Whiteboard or a metaplan wall. You can use colored sticky notes or moderation cards and magnets to visualize the stakeholders. You should work in a Team with 3-7 participants. The suggested time is 30-45 minutes.

Examples and possible Templates can be found and downloaded at:

<http://www.tools4dev.org/resources/stakeholder-analysis-matrix-template/>

<https://www.smartsheet.com/free-stakeholder-analysis-templates>

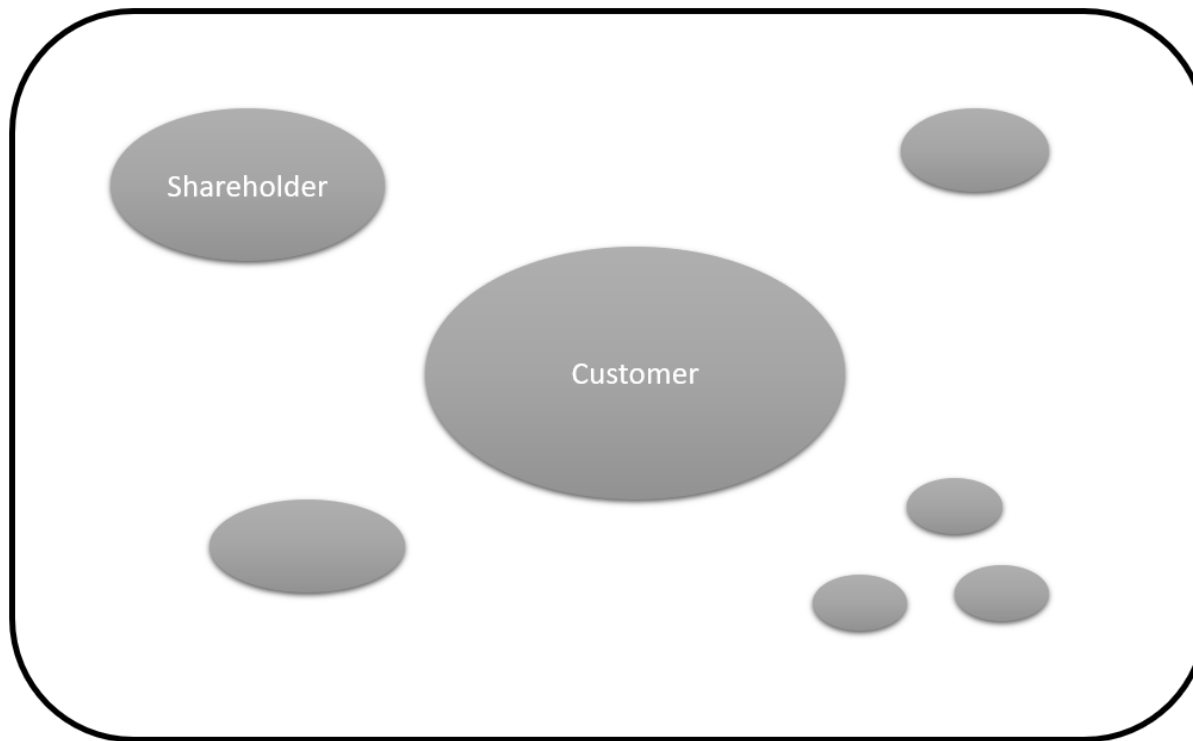
**Example:**



The Stakeholder can be grouped by customers, shareholder, supplier, employees etc. with different color codes.

Another grouping can be internal or external stakeholder.

*Fig. 3: Example of a Stakeholder Mapping*



Another method (e.g. when using a Whiteboard) is to represent the influence or importance by the size of the elipses.

*Fig. 2: Another Example of a Stakeholder Mapping*

Note: you can combine these two methods

Further information can be found at: <https://uxdict.io/design-thinking-stakeholder-maps-6a68b0577064>

## 6.4 Competence Analysis

To conduct a competence analysis with your team, complete the following table (ideally with one HR representative) on a metaplan wall or whiteboard:

Competence	Basic? Key? Core?	Valuable?	Rarely?	Hardly imitable?	Transferable?
Example Competence 1	Core	Yes	Yes	Yes	Yes
...					

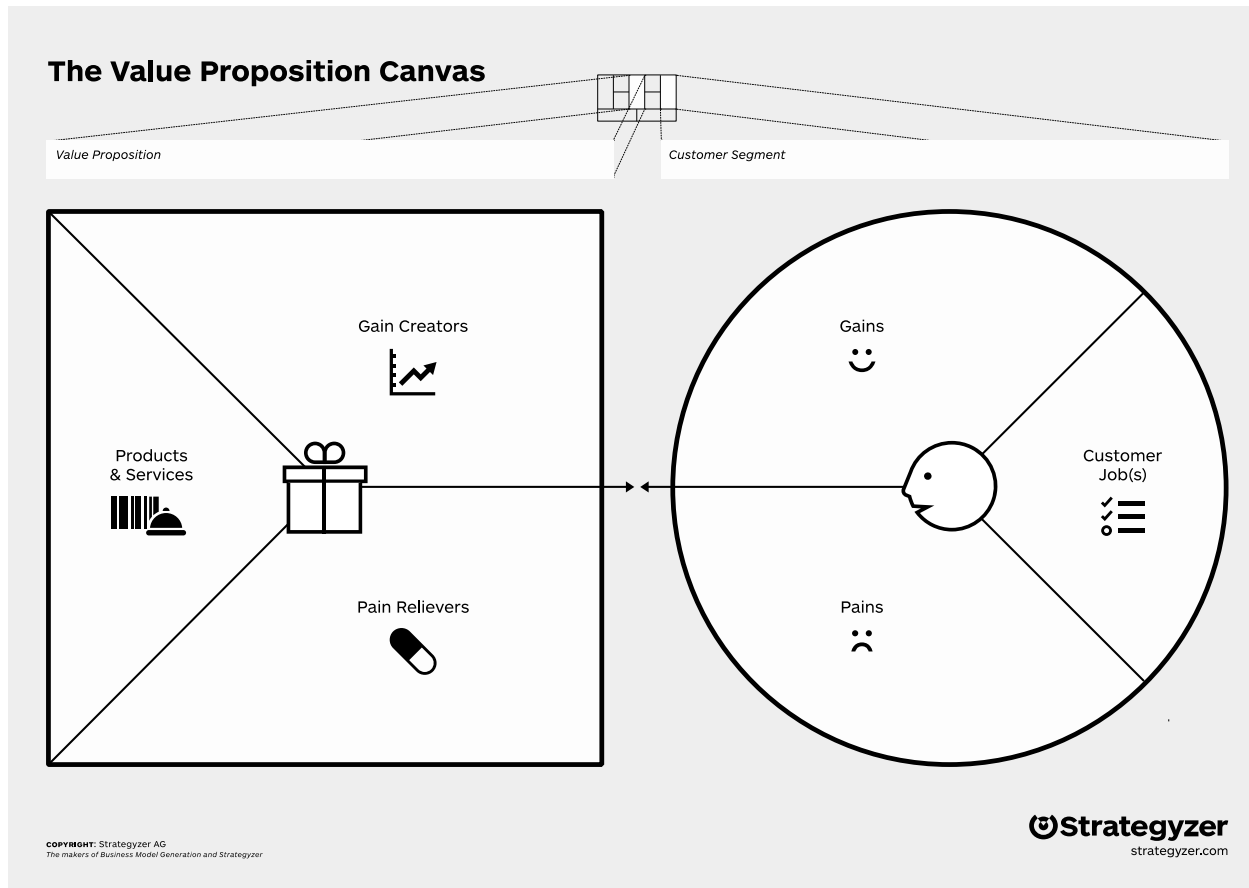
When collecting the relevant competences ask yourself the questions

- Which market am I currently serving, which one do I want to serve and what competences do I need for that?
- What does my current or potential new customer expects from me and which competences do I have/need to address these needs?
- Which specific digital competences do I have/need to address these needs?

To classify the identified competences ask yourself if the competence is

- Valuable (Is it valuable?)
- Rarely (Is this a rare competence?)
- Hardly imitable (Is this a unique competence?)
- Transferable (How can the existing core competences be used for new product development/ or within new markets?)

## 6.5 Value Proposition Canvas [OPBS15]



The Value Proposition Canvas can be downloaded here: <https://strategyzer.com/canvas/value-proposition-canvas>

## 6.6 Persona

A persona is an archetype representing your ideal customer. A persona is generally based on user research and incorporates the needs, goals, and observed behaviour patterns of your target audience. It creates empathy towards the target groups/customers to be addressed by the digital business model and will influence decisions and activities. At first ideal-typical criteria and characteristics will be described which all persons of this group have in common. The description will be validated through interviews, observation and other research activities and might be changed/adapted throughout the iterative process.

**PERSONA (Name):** \_\_\_\_\_

Image	Age, sex, family status: Place of residence: Profession: Hobbies, interests:  Bibliographic dates:  Typical Quote:
-------	---

*That inspires me:*

*That's important to me:*

*This is what I reject:*

*,Places to be':*

Daily Routines:  Aims, needs, desires:  Problems, concerns  Technology (IT, Internet, Social Networks, Software)	
--	--

*3 things I can't live without:*

*In my fridge, I always have:*

## 6.7 Customer Journey

A customer journey helps to better understand the customer on its way to purchase a product, service or just to reflect how a user would behave during a certain situation. Considering different steps and details of that process can illuminate areas for potential insights. Creating a journey map is an excellent way to systematically thinking about the steps or milestones of a process.

### **How to run a customer journey:**

1. Consider a process or journey that is relevant, or even tangential to, your problem space.
2. Identify potential customers and group in pairs (1 interviewer & 1 customer).
3. Conduct an interview/observation with the potential customer to identify relevant aspects when running through a certain process, e.g. buying something, using a certain tool and note all relevant experiences, user's needs etc.

Remark: a customer journey can be enriched with additional information throughout the whole process. The journey can also be described initially, without a concrete idea of product or service in mind. It can then, later in the process, be added and possible benefits examined.

### **What material is needed:**

Pen, paper

### **Number of participants involved:**

2 team members to conduct the customer journey ideally with potential customers; in a workshop setting one team member can take the role of a customer the other team member asks questions, observes the customer.

## 6.8 Interviews

Conducting interviews is essential to gather insights and understanding of the needs of your potential customer you want to address that cannot be achieved via desk research. The aim of conducting interviews is to better understand the motivation, behaviour, intention or opinion of your potential customer in relation to your problem, challenge product. Ideally, interviews should be conducted with representatives of each customer/relevant stakeholder group and in the place where they are working/living so that you get a better understanding of their mindset, behaviour and lifestyle.

### **How to organise interviews:**

4. Define roles for the interviewees (e.g. interviewer, note-taker, photographer)
5. Prepare the questions and keep in mind to design them as open as possible
6. Start with broad questions (person's life, values and habits) and later on move to more specific ones with respect to the challenge
7. Write down exactly what the person says and not what you think is meant - ideally take notes regarding the mimics and gestures
8. Analyse your interview
- 6 Present your findings

### **What material is needed:**

Pen, paper, recording device

### **Number of participants:**

Ideally, not more than three persons



## 6.9 Brainstorming

- Remember quantity goes for quality in this phase. The more idea you collect the better.
- Do not rate the ideas at this moment.
- Build on the ideas of the others: Try to use the method “yes and....” if one team member proposes an idea to build on this one before going to the next one.
- Encourage wild, unconventional ideas. This helps to open up new perspectives.
- Stay focused on the topic. Always try to stick to the question/the job you defined at the beginning of the brainstorming session
- If a team get stuck it can be animated through questions such as “What would Obama say?”, “What would Superman do?” etc.

## 6.10 Brainwriting

Brainwriting is another method of brainstorming.

At the beginning, the group selects the first relevant jobs (e.g. two) from their customer profile list which needs to be addressed in the brainwriting session to solve the overall challenge. The group members decide who will address which job in the brainwriting session.

Each participant writes three ideas related to the selected job on a separate sheet (see template on the following pages). This idea sheet will be circulated to the other participants in a round. Each participant is asked to add additional ideas to or to further elaborate the ideas indicated above.

Use a timer for each round. We would propose 2:30 min/round.

Structure of the idea sheet:

**Job:** \_\_\_\_\_

Idea for Customer Segment

1.1. \_\_\_\_\_

1.2. \_\_\_\_\_

1.3. \_\_\_\_\_

Additional Ideas of participant (\_\_\_\_): \_\_\_\_\_

\_\_\_\_\_

Additional Ideas of participant (\_\_\_\_): \_\_\_\_\_

\_\_\_\_\_

Additional Ideas of participant (\_\_\_\_\_): \_\_\_\_\_

---

Additional Ideas of participant (\_\_\_\_\_): \_\_\_\_\_

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### 6.11 Idea Selection

After having collected as many ideas it is now time to select the best idea to be further developed into a digital innovative business model addressing the selected customers' profile and company's added value.

#### **How to select ideas:**

1. Take the board with all the collected ideas from the brainstorming or brainwriting session.
2. Cluster, categorize ideas
3. Talk about the positive, challenging, most inspiring, innovative or most promising (technical point of view, budget and resource wise...) aspects of the categorised ideas.
4. Based on this discussion select/create the idea which seems to you the most promising. It can also be a mixture of different ideas.
5. Put those ideas which (currently) don't work in another corner of the board as a kind of idea garage.
6. In case your team cannot select an idea by discussion, give each team member three points which he/she can distribute on sticky notes. The idea with the most points is the one the team will further develop.
7. Formulate the idea in a slogan to be prototyped in the next step.

#### **What material is needed:**

Pens, sticker, whiteboard

#### **Number of participants involved:**

The whole team

## 6.12 Handcrafted Prototype

The purpose of handcrafted prototypes, as with every kind of prototype, is to visualize an idea developed based on user research and stakeholder input to create a common basis of understanding and discussion. It helps to make ideas tangible, to better understand the processes and interaction that are behind this idea to learn through making and to receive quick feedback by presenting the idea to people you are designing for.

### How to create prototypes:

1. Put the slogan you have crafted after the idea selection visible next to you.
2. Prepare the materials that you wish to use.
3. Develop your prototype remembering the needs of your customer you have identified in the analysis phase and you now want to solve with your prototype.
4. Keep in mind it is a prototype. No need to develop something perfect but something tangible that reflects your idea. Prototypes are meant to be tested, evaluated and replaced by something better.
5. Ideally, create a slogan that speaks for your story and describes your prototype.
6. Take your prototype out and let it test from people, your potential customers you are designing for.

### What material is needed:

All kinds of handcraft materials, supplies, modelling clay, cardboards or LEGO blocks

### Number of participants involved:

The whole team

## 6.13 Business Model Canvas [OPSM10]

**The Business Model Canvas**

Designed for: \_\_\_\_\_

Designed by: \_\_\_\_\_

Date: \_\_\_\_\_

Version: \_\_\_\_\_

<p><b>Key Partners</b></p> <p>Who are our key partners? Who are our key suppliers? Which activities do we require from partners? Which key activities do partners perform? Which resources do partners provide? Which channels do partners use? Which customer segments do partners serve?</p>	<p><b>Key Activities</b></p> <p>What key activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams? Key Resources?</p>	<p><b>Value Propositions</b></p> <p>What value does we deliver to the customer? Which one of our customer problems are we helping to solve? Which benefits do products and services create a offering to each Customer Segment? Which customer needs does we satisfying? Key Resources? Key Activities? Key Channels? Key Partners? Key Customer Segments? Revenue Streams?</p>	<p><b>Customer Relationships</b></p> <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which one are we establishing? How are they integrated with the rest of our business model? How costly are they? Key Resources? Key Activities? Key Channels? Key Partners? Key Customer Segments? Revenue Streams?</p>	<p><b>Customer Segments</b></p> <p>For whom are we creating value? Who are our existing and potential customers? Key Resources? Key Activities? Key Channels? Key Partners? Key Customer Segments? Revenue Streams?</p>		
<p><b>Key Resources</b></p> <p>What key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams? Key Partners? Key Activities? Key Channels? Key Customer Segments? Revenue Streams?</p>		<p><b>Channels</b></p> <p>Through which Channels do our Customer Segments want to be reached? How are we reaching the customer? How are our Channels integrated? Which ones are our best? Which ones are most cost efficient? How are we integrating them with customer relations? Key Resources? Key Activities? Key Partners? Key Customer Segments? Revenue Streams?</p>			<p><b>Revenue Streams</b></p> <p>How much value are our customers really willing to pay? How are they currently paying? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues? Key Resources? Key Activities? Key Channels? Key Partners? Key Customer Segments? Revenue Streams?</p>	
<p><b>Cost Structure</b></p> <p>What are the most important costs incurred in our business model? Which key resources are critical to success? Which key activities are most important? Which key channels are most important? Which key partners are most important? Which key customer segments are most important? Key Resources? Key Activities? Key Channels? Key Partners? Key Customer Segments? Revenue Streams?</p>				<p><b>Revenue Streams</b></p> <p>How much value are our customers really willing to pay? How are they currently paying? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues? Key Resources? Key Activities? Key Channels? Key Partners? Key Customer Segments? Revenue Streams?</p>		

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The Business Model Canvas can be downloaded here: <https://strategyzer.com/canvas/business-model-canvas>

## References

- [OPBS15] OSTERWALDER, ALEX ; PIGNEUR, YVES ; BERNARDA, GREG ; SMITH, ALAN: *Value Proposition Design*. Frankfurt: Campus Verlag, 2015 — ISBN 978-3-593-50331-8
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