

HOW TO

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P08

Design a better business and the double loop

> PREPARE

P24

Prepare your team, your environment, and how you work

● POINT OF VIEW

P46

Be a rebel, develop your vision, create design criteria

🔍 UNDERSTAND

P82

Understand your customer, context, and business

💡 IDEATE

P124

Learn to ideate, expand your ideas, and select ideas

🎯 PROTOTYPE

P152

Bring ideas to life, sketch, and make prototypes

🧪 VALIDATE

P180

Find the riskiest assumption, experiment, and pivot

>> SCALE

P214

When and how to scale; Investment Readiness Level

APPENDIX

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Index, the team, and acknowledgments

8 | CHAPTERS

48 | CASE STUDIES

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7 | CORE SKILLS

29 | DESIGNERS

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> 150 | VISUALS

USE THIS BOOK

FILLED WITH **PERSONAL STORIES**
AND EXPERIENCES FROM **29**
DESIGN PRACTITIONERS AND
THOUGHT LEADERS SUCH AS...

STEVE BLANK
SERIAL ENTREPRENEUR,
AUTHOR, LECTURER
P243

DOROTHY HILL
VP OF STRATEGY, ING BANK
P63

ROB FITZPATRICK
AUTHOR, *THE MOM TEST*
P89



TOOL ICON LEGEND



PERSONAL
This tool requires
personality.



TANGIBLE
This tool helps you
build something.



GENERATE OPTIONS
This tool helps you
to create options.



CREATE FOCUS
This tool helps
you to decide and
select.



NORMAL SESSION
Normal work
session.



PRESSURE COOKER
High-intensity
session.



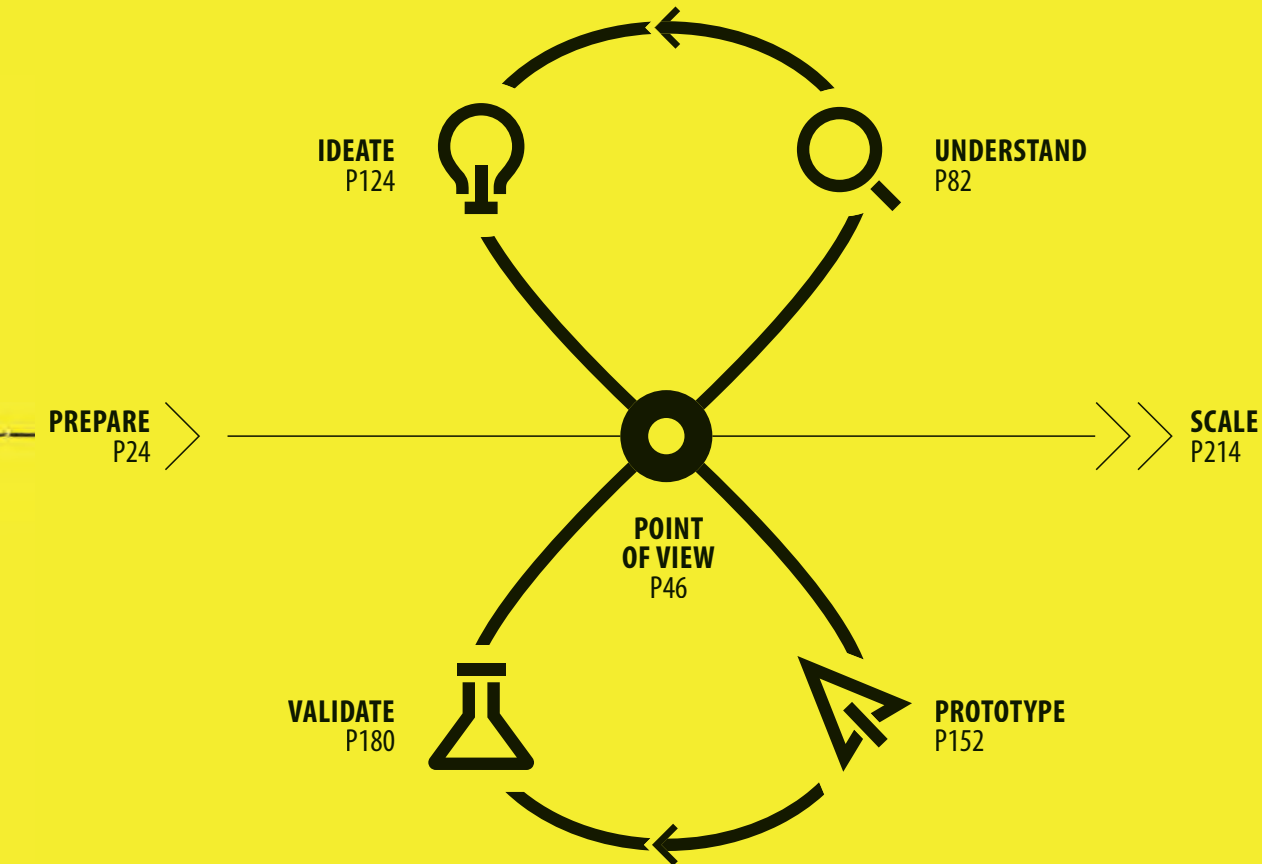
TEAM SIZE
Small or large team
sizes.



REVISIT
How often do you
need to revisit this?

THE DOUBLE LOOP

A DESIGN JOURNEY





POINT OF VIEW P46

Design is human. The journey you take will help to inform your point of view going forward.



UNDERSTAND P82

All design journeys start with the customer, context, and your business in mind. Understanding these is the key to designing something better.



IDEATE P124

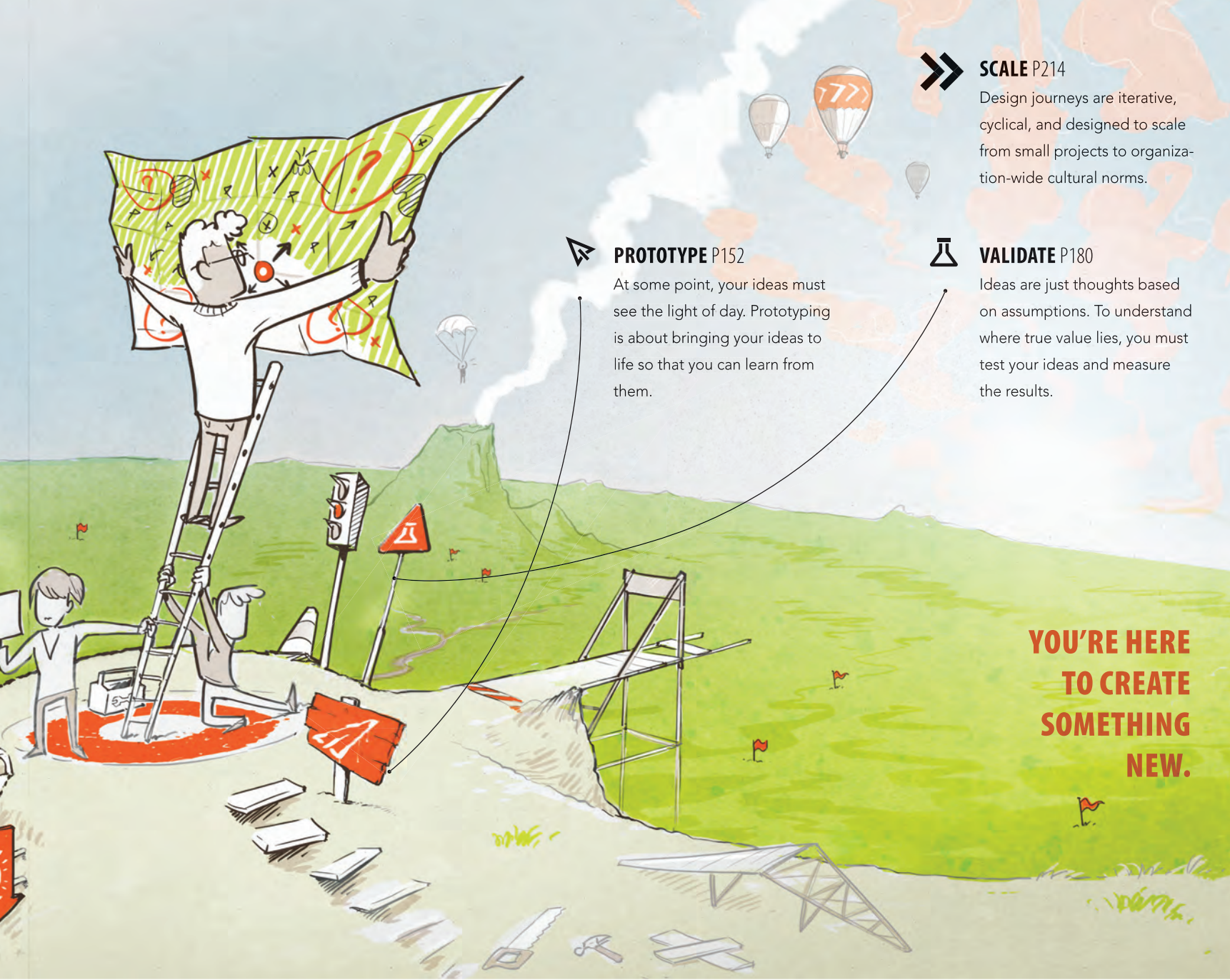
There is no single right solution. Ideation will enable you and your team to unlock and build upon each other's ideas.



PREPARE P24

Design is a team sport that requires preparation to be done well.





SCALE P214

Design journeys are iterative, cyclical, and designed to scale from small projects to organization-wide cultural norms.



VALIDATE P180

Ideas are just thoughts based on assumptions. To understand where true value lies, you must test your ideas and measure the results.



PROTOTYPE P152

At some point, your ideas must see the light of day. Prototyping is about bringing your ideas to life so that you can learn from them.

**YOU'RE HERE
TO CREATE
SOMETHING
NEW.**



FAST PASSES

WANT QUICK ANSWERS?

We have provided you with some fast tracks so you don't have to stand in line waiting for your future. These fast tracks will guide you to the relevant tools, skills, or case studies. Learn from the experience of others and apply it now.

FLIGHT NO. **BM 1106** 03:21 **J30 18E**
FAST FREQUENT FLYER
START BOARDING GATE SEAT NO.



I WANT TO DESIGN A STRATEGY

I need a plan of action to take my team to our desired future state.

STEPS:

- » Understand your current business model(s) and understand your customers by observing and asking questions 86
- » **Develop a point of view** by creating your 5 Bold Steps Vision® and transforming your vision into a story and seeing if it resonates 58
- » Ideate new business model options 142
- » Prototype new value propositions 152

PAGES:

FLIGHT NO. **BM 1106** 03:21 **J30 18E**
BOARDING PASS - FAST TRACK
START BOARDING GATE SEAT NO.



I WANT TO DO BUSINESS PLANNING

I want to move **beyond spreadsheets** and explore business planning with my team.

STEPS:

- » Map the current context you operate in 110
- » Understand your current business model 114
- » Understand your (future) customers 98
- » **Revisit your company's vision** 56
- » Design future business model options 142
- » Propose ideas to prototype 152

PAGES:

FLIGHT **DB B1Z8**
TIME **05MAR** GATE **G13** SEAT **19B**
FAST PASS
BOARDING PAS

BOARDING PASS - FAST TRACK

4.11 TIME 20:00 SCREEN 03 ROW SEAT 15 21

I WANT A STRONG & SHARABLE VISION

I want to develop a **North Star** with my team so we know where we are headed.

- STEPS:**
- » Develop your point of view and make a Cover Story vision® with your team **PAGES: 64**
 - » **Validate your cover story in- and outside your company** **180**

360 DEGREES 3D VISION Cinemadive View

I WANT TO CREATE A SWOT OF MY BUSINESS

What are the **strengths, weaknesses, opportunities, and threats** for my business?

- STEPS:**
- » Understand the context of your business **PAGES: 110**
 - » Understand your business model(s) **86**
 - » Determine strengths and weaknesses **116**

UNIQUE OFFERING! -FAST PASS-

I WANT TO INNOVATE /GROW MY BUSINESS

There are no shortcuts, but we do provide you with some fast tracks so you don't have to stand in line waiting for your future.

- STEPS:**
- » Do the Double Loop **PAGES: 16**

4.11 TIME 20:00 SCREEN 03 ROW SEAT 15 22

I WANT TO WORK AS A STARTUP

Here's how you can work lean and mean when you want to bring your idea to market. **Learn from startups.**

- STEPS:**
- » Prepare your **point of view** **PAGES: 48**
 - » Understand: observe and ask questions (!) **86**
 - » Ideate your business model options **142**
 - » Sketch a low- and high-fidelity prototype **172**
 - » **Validate, validate, validate** **180**
 - » Tell stories during your journey **72**

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CHEAP AND FAST

GRAB YOUR PASS!



You won't win a soccer match with 11 strikers or a football match with only quarterbacks. The same holds for business. Whether you're trying to win in sports or in business, it's crucial to employ players with varying skills (and superpowers) – the team needs to be multidisciplinary.



Don't forget to have fun together! Hey! Who brought the drone to the party?!



Unusual suspects: that new graduate you just hired; a high-energy up-and-comer; or someone young, with interesting ideas, that you think of as an idealist.

Sales and marketing gurus who know the customer.



A strategist or product manager who always has the North Star in mind.

Kickass visual facilitators to drive the project forward, harnessing all of the energy.

Lateral thinkers, mavericks and rebels, hackers, developers, and designers.

An executive sponsor takes responsibility when things get tough.

Ambassadors and fans to increase engagement.

A PLACE TO HUDDLE

There should be places to huddle in order to think through and discuss new ideas.

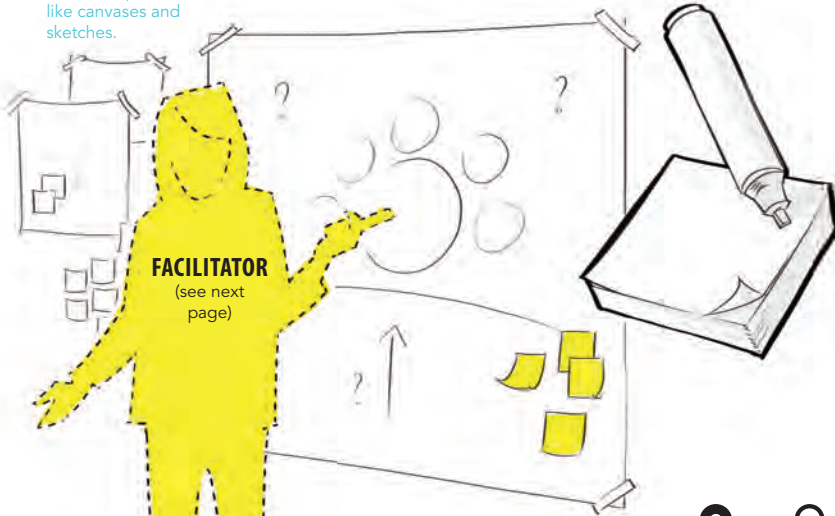


GET ENOUGH SPACE

Does the room have the capacity to hold your entire team comfortably while sitting as well as moving around?

WALL SPACE

Any design environment must have ample wall space to hang or tape artifacts, like canvases and sketches.



FACILITATOR
(see next page)

TOOLS

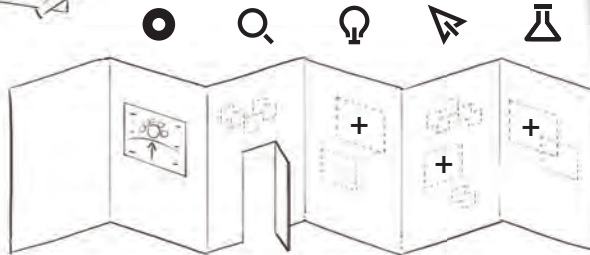
Do you have all of the necessary tools for design: sticky notes, paper, markers, canvases, etc.?

KEEP IT UP

Ideally, your artifacts should be left in the room during your project.

VERSATILE FURNITURE

You must be able to rearrange the tables and chairs in the room to facilitate different modes of working.



SHOPPING LIST

BEANBAG - CHECK OUT FATBOY
UNUSUAL FURNITURE - CHECK STEELCASE

TAPE - MAKE SURE YOUR WALLS DON'T
COME OFF

MARKERS - FOR YOUR MARKER SNIFFING
HIPPIES

STICKY NOTES - GET THE RIGHT BRAND
SO THEY DON'T FALL DOWN
(WWW.3M.COM)

FLIP CHARTS OR LARGE-FORMAT PAPER

LARGE-FORMAT CANVASES

GRAPHIC OR FLEXIBLE WALLS - CHECK OUT
THESE GUMS (WWW.NEULAND.COM)

MAKE SURE A COFFEE MACHINE OR FRIDGE
IS CLOSE BY!

As you move along your design journey, your war room (should) be the heart of the progression.

ever possible, design a war room: a physical space in your company where people can meet, work, and see the progress visually. Alternatively, you can design temporary, popup spaces that can be rolled into and out of rooms efficiently. You will see the team start to work and think differently. ■

BE EARLY

Make sure to arrive at least an hour before the start of the workshop to make sure everything works, that there is coffee and water available, and to test the wifi and the projector.

AGENDA, ROLES, RULES

Always start with agenda, roles, rules, and outcomes. Agree on these with the team.

TIME SLOTS

The minimum length to schedule is 15 minutes, but preferably work in 30-minute increments.

STRATEGIC VISION

You can design strategic vision. For more info look at the vision section in Point of View, page 58.

COFFEE BREAKS

Never skip coffee breaks. And yes, they really take 30 minutes. People need a break!

WRAP-UP

In the wrap-up, come back to the objectives and make sure everything is covered.

Josephine Green

Facility management
Caterina

SCREENPLAY

Workshop STR

Location: Amsterdam
Time: 09:00 - 12:30

Time	Topic	A
09:00 15 min	Setup and introduction	S A R C
09:15 90 min	Team Exercise Strategic Visioning What is our long-term vision and ambition level? What impact does this have on our business model? What are the implications of our ambition level for the business model?	I Y I
10:45 30 min	Break	
11:15 60 min	Share your vision story! Teams will present their visions to others and get feedback	
12:15 15 min	Wrap-up	

Workshop STRATEGIC Visioning for <Client> on <Date>

	Responsibility	Contact Details
erator	Inspire & guide throughout the day	<Phone> <Mail>
esigner	Visual facilitation	<Phone> <Mail>
agement	Achieve best possible outcome	

CALL SHEET
 Make a call sheet with the most important people needed during the day. Take special care to become friends with the location's technical people – they can save your day.

LOCATION CHECK
 Always check the location before you run a workshop there. Nasty surprises will ruin the outcome of your session.

op STRATEGIC Visioning for <Client> on <Date>

Activity	Who?
Short background – Why are we here? Agenda (drawing) Roles and rules Outcome of workshop	Workshop host
Explain exercise What is vision? (5 minutes) Explain strategic visioning map, 5 Bold Steps Vision® (10 minutes)	On screen by Strategy designer
Team exercise Divide into groups of 4–6 people Put sticky notes on vision, vision themes, and how this shows up (60 minutes) Determine the 5 bold steps (15 min)	Supported by facilitator
Capture Collect flip charts and take pictures – mark captured flip charts.	Strategy designer
Plenary presentations Plenary presentations by teams (30 min) Identify top 3 makers & breakers (15 min) Determine design criteria (15 min)	Teams present Strategy designer connects
Wrap-up Wrap-up of learning this morning. Next steps. End the workshop.	Strategy designer

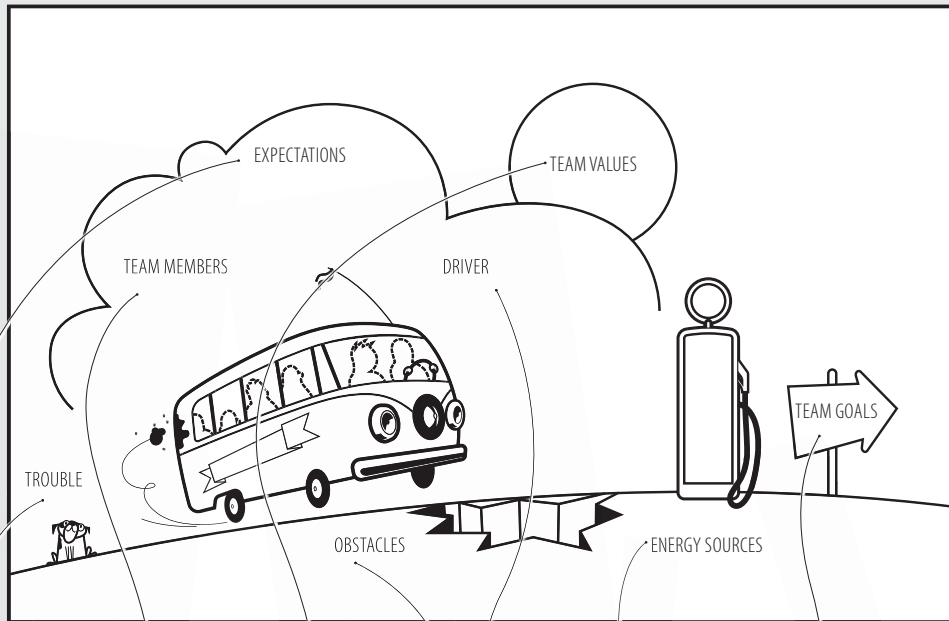
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 imbi-
 have
 the
 for

o others

LOCATION CHECKLIST

- LOTS OF WALL SPACE
- ABLE TO TAPE TEMPLATES TO THE WALL
- SPACE TO WALK AROUND
- DAYLIGHT AND FRESH AIR
- NO DISTRACTIONS
- REFRESHMENTS
- TABLES NOT AS CONFERENCE BUT TABLE GROUPS
- ABLE TO PLAY MUSIC DURING EXERCISES

TEAM CHARTER CANVAS



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TROUBLE

What will you do when the shit hits the “van”?

EXPECTATIONS

What do the team members expect from each other in order to be successful?

TEAM MEMBERS

Who is on the bus and what will each person individually bring to the team: e.g., role, personal core value, skills, personal slogan, character trait?

TEAM VALUES

What are the values the team lives by? Are these values recognized by all team members?

DRIVER

Who is behind the wheel? Who is navigating?

OBSTACLES

What could prevent the team from working together fruitfully and reaching their goal?

ENERGY SOURCES

What generates energy in the group? What gets everybody running and going for the best results?

TEAM GOAL

What is the goal the team wants to reach? When are all the team efforts successful?

A Connected Vision

SallyAnn Kelly joined as CEO of Aberlour Childcare Trust with a clear mandate: to embed a clear strategy.

As she sought to achieve real lasting change, it became clear to her she would have to engage the whole organization.



JUNE 2014:

SALLYANN KELLY TAKES POST AS CEO AND FINDS AN ORGANIZATION IN NEED OF CLEAR DIRECTION.



JULY-AUG 2014:

SALLYANN TAKES AN INTERNAL SAFARI THROUGH THE ORGANIZATION TO CREATE A POINT OF VIEW.



DEC 2014:

5 BOLD STEPS VISION® AND STRATEGY WORK WITH SLT AND DIRECTORS.



JAN 2015:

CONNECTS 5 BOLD STEPS TO DRAFT STRATEGY AND PRESENTS TO THE BOARD.



JAN-FEB 2015:

CONSULTS WITH OVER 300 STAFF (43% OF ORG) FOR FEEDBACK, TO MAKE IT MORE PRACTICAL.



FEB 2015:

IMPLEMENTS REVISIONS IN FINAL DRAFT OF THE STRATEGY + CORPORATE BUSINESS PLAN FOR YEAR 1 OF 3-YEAR STRATEGY.



WOULDN'T IT BE GREAT TO
CREATE A MINI STRATEGY
BOOKLET FOR EMPLOYEES?



MARCH 2015:
PRESENTS STRATEGY TO
THE BOARD.



APRIL-JULY 2015:
WORKSHOP TO ENGAGE
STAFF/EMPLOYEES WITH THE
STRATEGY (WHAT DOES IT
MEAN FOR YOU? WHAT ACTIONS
WILL YOU TAKE?).



APRIL 2015:
CREATES MINI VISUAL STRATEGY
BOOKLETS AND SENDS A
PERSONAL COPY + THANK YOU
LETTER IN THE POST TO EACH
EMPLOYEE.



MAY-DEC 2015:
IMPLEMENTS YEAR 1 OF
STRATEGY. NEW INITIATIVES
LAUNCHED IN SUPPORT OF
VISION ELEMENTS.



JAN 2016:
STRATEGY REVIEW DAY. BUILD/
MEASURE/LEARN LOOP PUT IN
PLACE.

HOW IT SHOWS UP

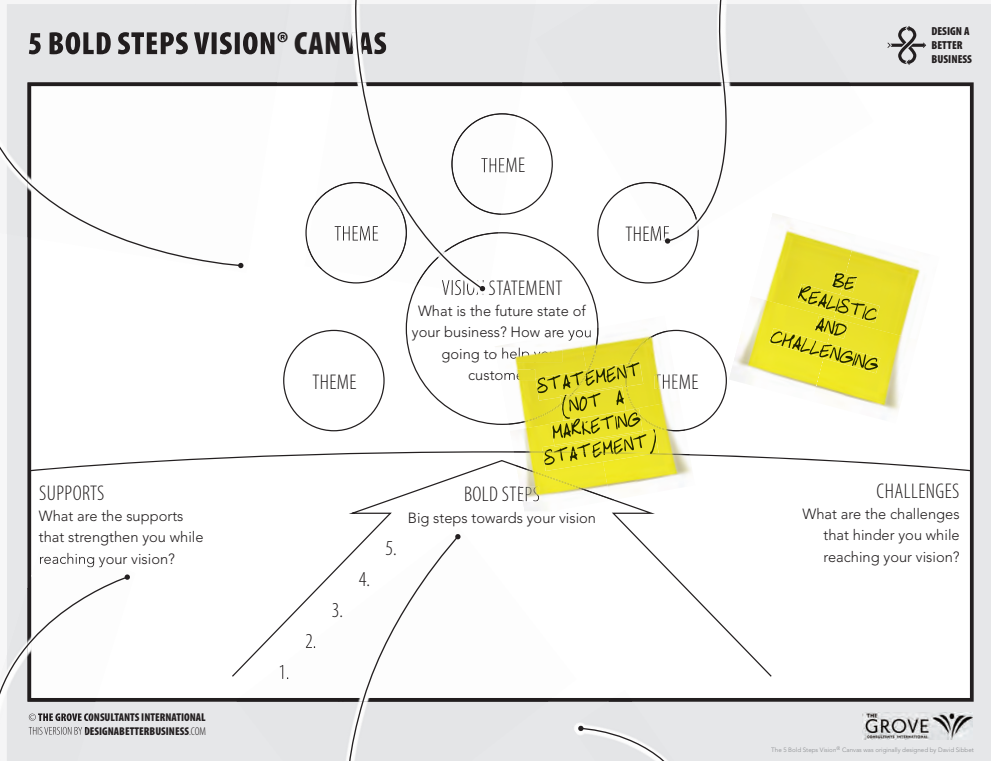
How will the themes show up in our company? How will they make the vision themes concrete and how will they inspire others?

VISION STATEMENT

What is the future state of our company?
How are we going to help our customers?

ESSENTIAL THEMES

What are the essential themes supporting our vision? Describe them in 1 or 2 single words.



SUPPORTS AND CHALLENGES

What are the supports and challenges that enable or hinder us from reaching our future?

5 BOLD STEPS

What are the 5 bold steps to take in order to achieve your vision?

KEY VALUES

What are the crucial values that form the foundation for your vision and steps? How can we align those values?

CASE 5 BOLD STEPS VISION® ING BANK

5 BOLD STEPS VISION® CANVAS

CONFIDENTIAL
STRATEGY
DOCUMENT

PROTECTION

TAKEN IN THE BANKING INDUSTRY

FOR FINANCIAL ADVICE



SUPPORTS

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ANTICIPATE

BANK IN YOUR
POCKET

CLIENTS
ONLINE
24/7

EMPOWER

ANY TIME
ANYWHERE

EMPOWERING
PEOPLE TO
STAY AHEAD
IN LIFE AND
BUSINESS

SIMPLE
PROCESSES

PLAIN
LANGUAGE

CLEAR AND
EASY

FAIR
PRICES

CLEAR
PRODUCTS

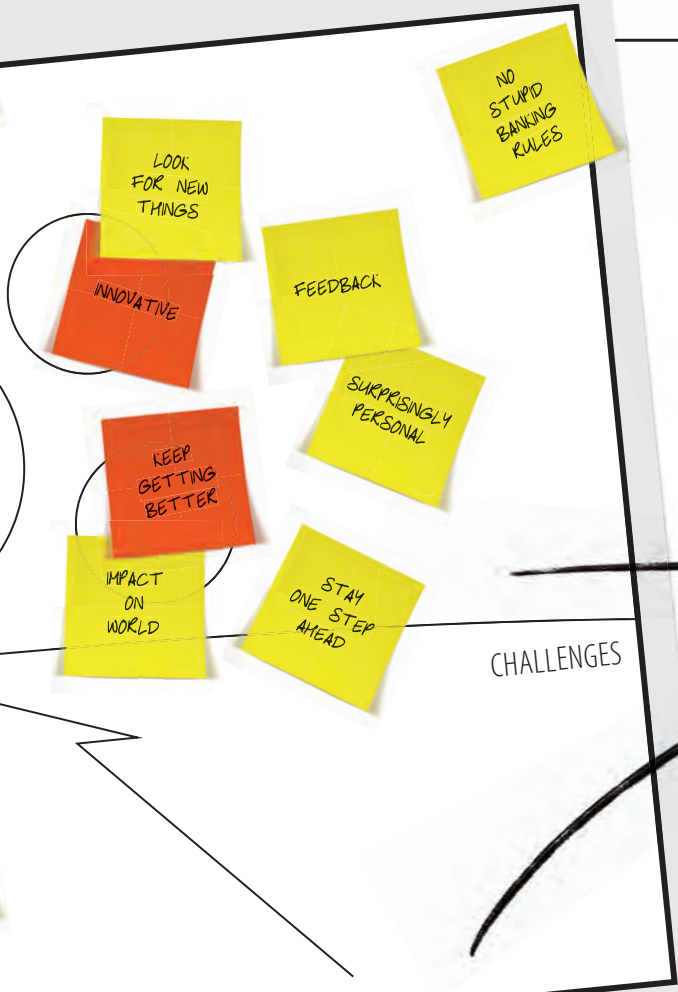
BOLD STEPS

EARN PRIMARY
RELATIONSHIP

TO REDEFINE THEIR VISION, ING HAD WRITTEN A CORPORATE STRATEGY DOCUMENT. VALUABLE INFORMATION, BUT HOW DO WE TRANSLATE IT INTO AN ACTIONABLE VISION?

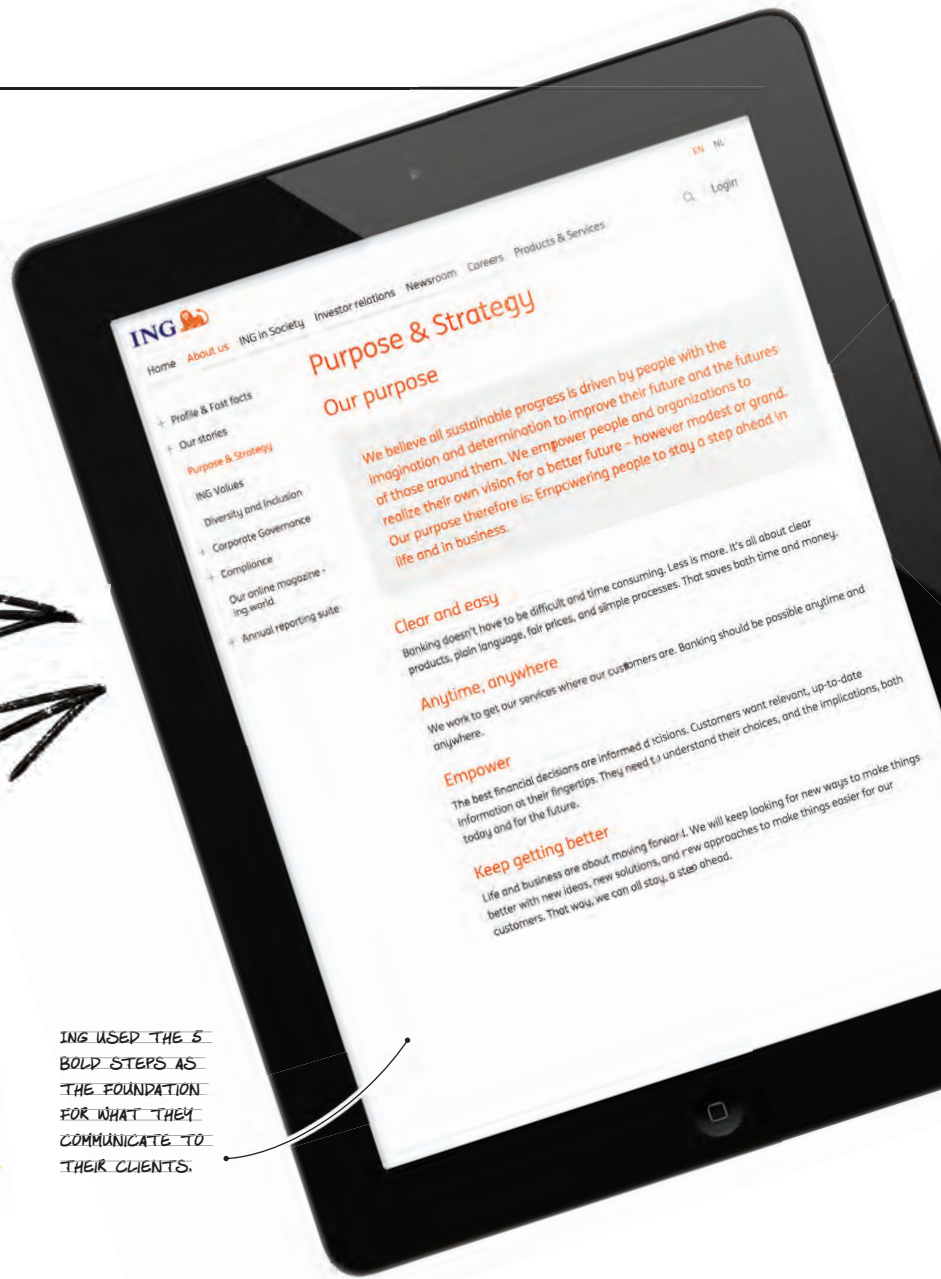
THE TEAMS DECIDED TO CUT OUT THE HEADERS OF THE IMPORTANT PAGES AND USED THEM TO INITIALLY PLOT THE VISION THEMES AND HOW THEY SHOW UP.

- 1.
- 2.
- 3.
- 4.
- 5.



THE GROVE CONSULTANTS INTERNATIONAL

The 5 Bold Steps Vision® Canvas was originally designed by David Sibbet

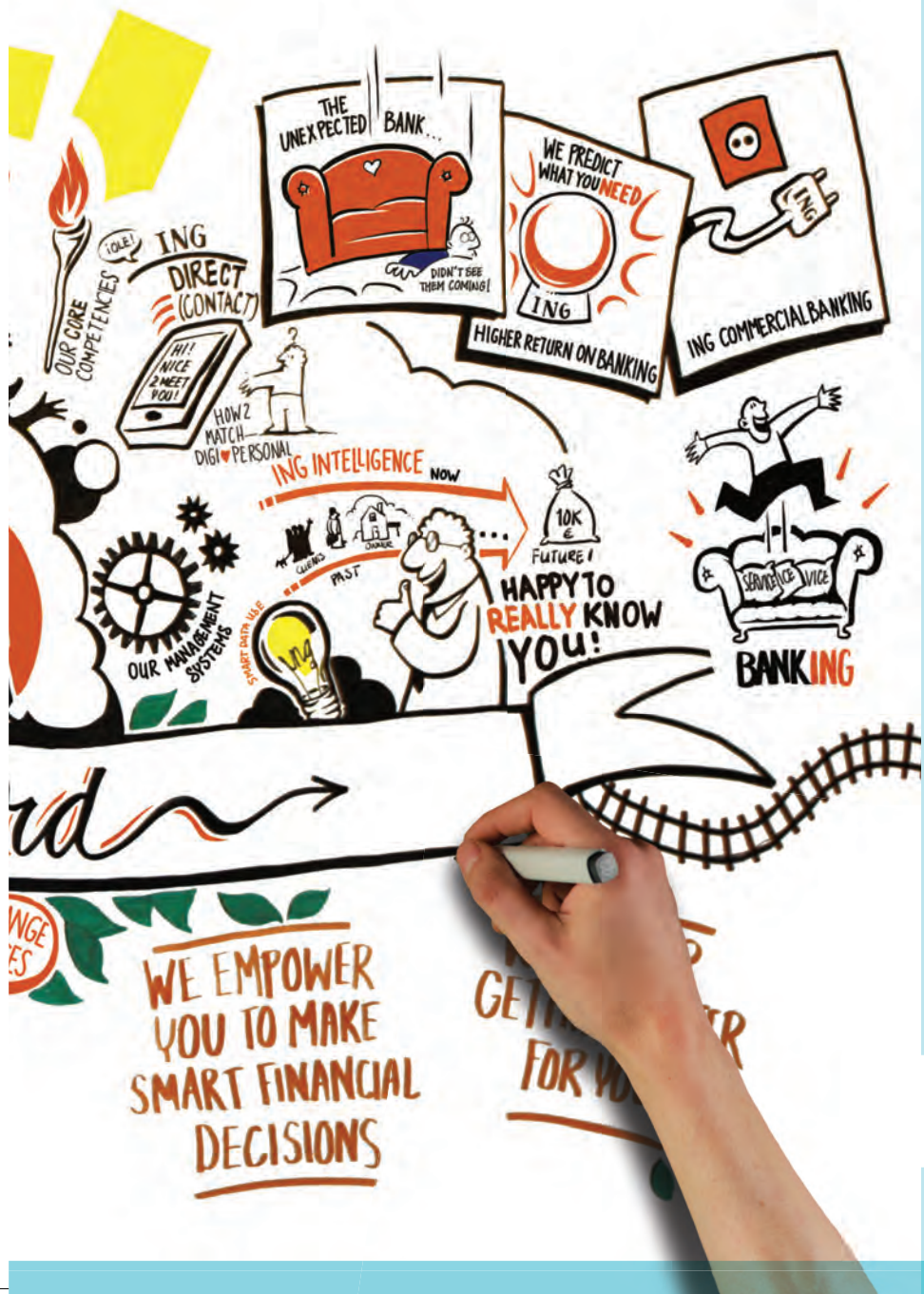


ING USED THE 5 BOLD STEPS AS THE FOUNDATION FOR WHAT THEY COMMUNICATE TO THEIR CLIENTS.

EXAMPLE VISION VISUALIZED

ALONG WITH THE FIRST DRAFT OF THE VISION, VISUAL NOTES WERE TAKEN DURING THE MEETING. THEY NOW HAVE A PROMINENT SPOT IN THE OFFICE SO EVERYONE CAN GET INSPIRED.





COVER

Make the cover really jump out. Don't limit yourself to just sticky notes. Draw or cut and paste pictures from magazines.

HEADLINES

Put down some eye-popping headlines. What would make people stop in their tracks and read the article?

BOTTOM LINE

What does it all boil down to? What has been achieved according to the article?

COVER STORY VISION® CANVAS



MAGAZINE COVER

BIG HEADLINES

THE INTERVIEW

THE BOTTOM LINE

IS THIS FOR REAL?

BIGGEST CHANGE EVER

QUOTE

CATCHY QUOTE

#HASHTAGS

TWEETS

INSTAGRAM PICTURES

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The Cover Story Vision® Canvas was originally designed by David Sibbet

SOCIAL MEDIA

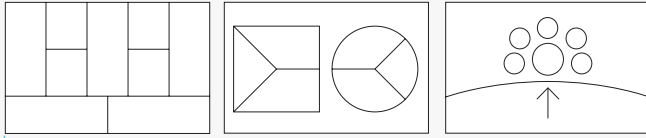
Use social media and Instagram photos to add more flavor to your story. What would get retweeted?

QUOTES

Don't just mention the positive quotes. Ask yourself how your competition and critics will respond.

INTERVIEW

Who is telling your story in the interview? Is it someone you work with? Your customer? What is the interview about?

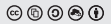


Use insights from the Business Model Canvas, VP Canvas, and Vision Canvas as input for the design criteria.

DESIGN CRITERIA CANVAS



MUST
SHOULD
COULD
WON'T



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The MoSCoW prioritization method was originally developed by Dai Clegg

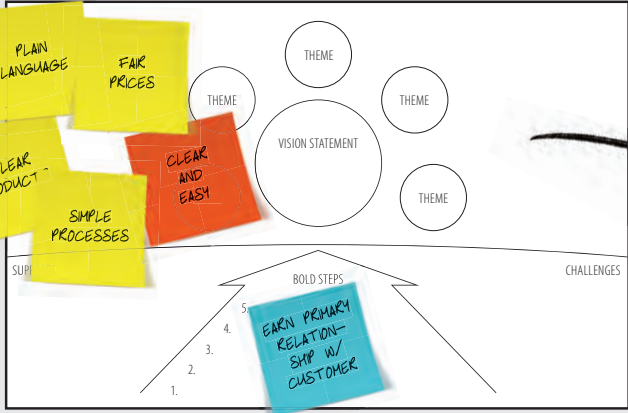
MUST HAVES
Nonnegotiable elements that you can't leave out

SHOULD HAVES
Nonvital criteria you would love to have

COULD HAVES
Anything not immediately connected to realizing your vision

WON'T HAVES
Nonnegotiable things you definitely will NOT do

5 BOLD STEPS VISION® CANVAS



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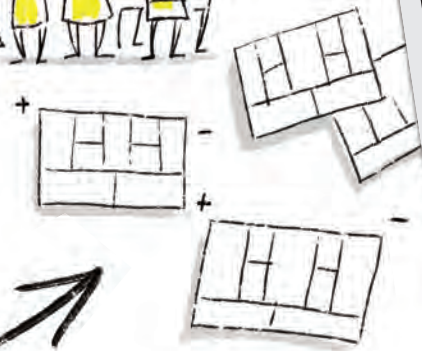


HERE IS AN EXAMPLE OF HOW
ING SELECTED THE MOST
IMPORTANT DESIGN CRITERIA FOR
THEIR NEW BUSINESS MODEL AND
VALUE PROPOSITION.

FILTER OUT THE
DESIGN CRITERIA FROM
YOUR VISION.



WHAT DID YOU
LEARN FROM YOUR
CUSTOMERS?



TAKE THE 5
MOST IMPORTANT
CRITERIA FROM THE
CONTEXT MAP.

WHAT CRITERIA COME
FROM STRENGTHS AND
WEAKNESSES OF YOUR
CURRENT BUSINESS
MODEL CANVAS?

DESIGN CRITERIA CANVAS

MUST



SHOULD

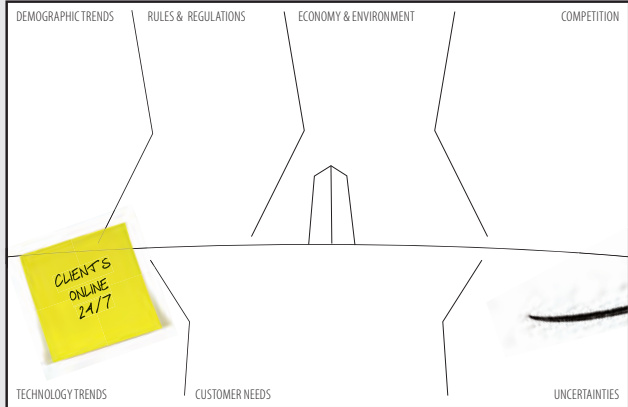


COULD

WONT

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CONTEXT CANVAS®



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WHERE WILL THE DESIGN CRITERIA SHOW UP? IN THE BUSINESS MODEL? IN THE VALUE PROPOSITION?

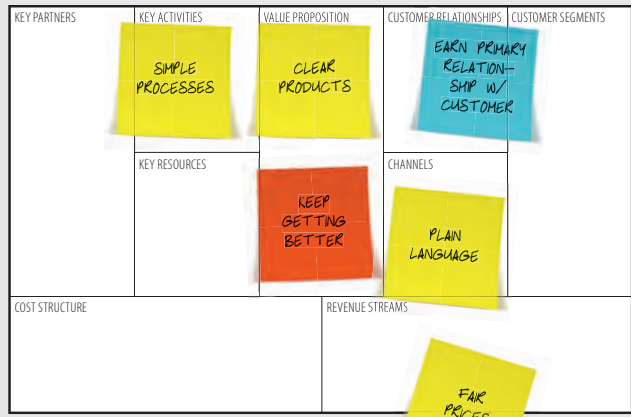


HOW DOES THIS TRANSLATE?

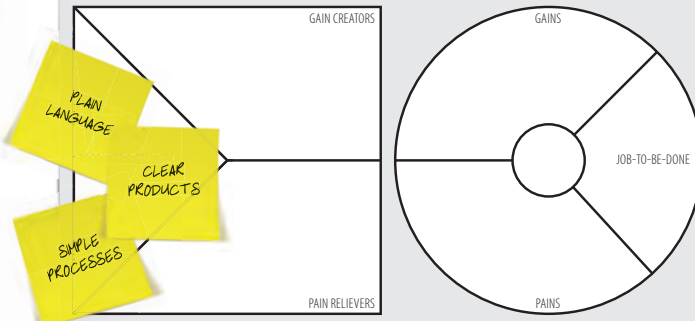
DESIGN CRITERIA WILL HELP STRUCTURE BRAINSTORM SESSIONS AND HELP YOU MAKE EDUCATED DECISIONS IN YOUR DAILY JOB.



BUSINESS MODEL CANVAS



VALUE PROPOSITION CANVAS



SUBJECT

What is the title and subject of your story?

GOAL

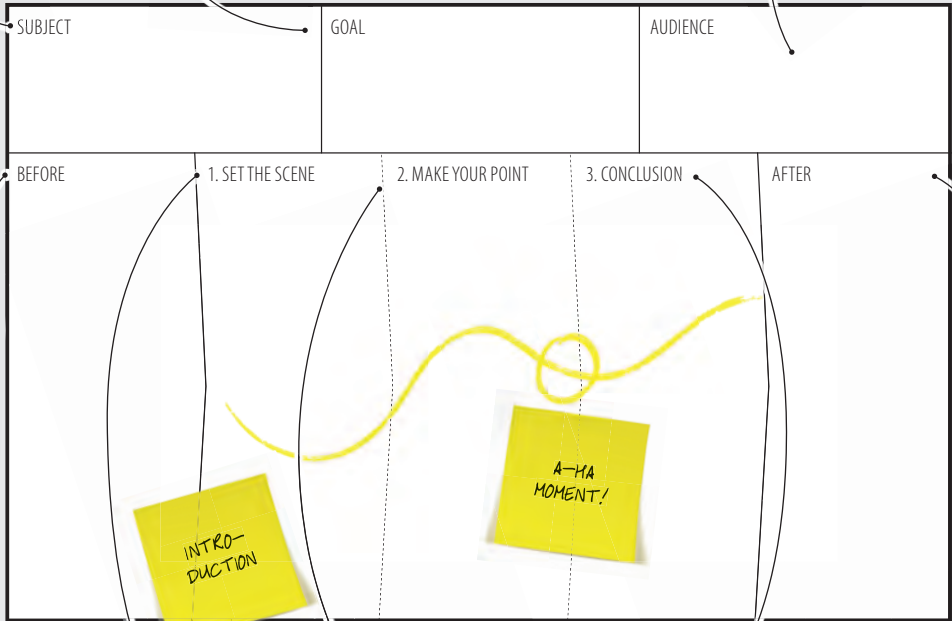
What is the goal you want to achieve? Why are you telling the story?

ENERGY

How do you envision your audience's emotional roller coaster during the story? When will they have the most energy?

AUDIENCE

Who is your audience? Map them as a persona!

STORYTELLING CANVAS

DESIGN A BETTER BUSINESS.COM

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BEFORE

What do your audience members feel, think, know, want, etc., about the subjects in your story before they hear it?

SET THE SCENE

Create a context (based on emotion, ethics, or facts) that helps the audience get in the mood of things.

MAKE YOUR POINT

What is the main message you want to come across which will help support a change of heart with the audience?

CONCLUSION

What are the arguments, facts, and anecdotes in your story? Where are you going to place them?

AFTER

Do audience members feel, think, know, want, etc., after they hear the story? Be specific!

STORYTELLING CANVAS

SUBJECT		GOAL		AUDIENCE	
THE FUTURE OF TRANSPORTATION		GET THEM ONBOARD		COMPANY LEADER-SHIP	
BEFORE	1. SET THE SCENE		2. MAKE YOUR POINT		AFTER
	3. CONCLUSION				
BUSINESS AS USUAL DRONES PRIVATE LIFE IN- AND OUTSIDE CAR MORE CARS ON THE ROAD EMERGING TECH SELF-DRIVING CARS		OPTIONS EXIST OUTSIDE THE CAR FREEDOM OF CHOICE		INVEST IN NEW IDEAS	

1 FILL IN THE CANVAS AS DESCRIBED ON PAGES 74-75. MAKE SURE YOU COVER ALL AREAS.

2 SIT TOGETHER WITH VISUAL ARTIST TO PLOT THE STICKY NOTES FROM THE CANVAS ON A (BIG) PIECE OF PAPER. MAKE A FIRST SKETCH. ARE ALL THE BUILDING BLOCKS THERE? IS IT THE RIGHT LOOK AND FEEL?





SELF-DRIVING CARS

MORE CARS ON THE ROAD

PRIVATE LIFE IN- AND OUTSIDE CAR

FREEDOM OF CHOICE

3 FINIMIZE THE SKETCH. IT WILL BE A GREAT CONVERSATION PIECE TO SUBSTANTIATE AND SHARE YOUR STORY. AND OPTED FOR A BIG PICTURE. YOU COULD ALSO BUILD A SERIES OF IMAGES, AN ANIMATION, OR A SLIDE DECK USING THE CANVAS.

HERO'S JOURNEY CANVAS

12. RETURN WITH ELIXIR
The hero brings back the new knowledge for everyone to use

1. ORDINARY WORLD
Setting the scene

2. CALL TO ADVENTURE
The hero becomes aware of the need to change

3. REFUSAL OF THE CALL
The hero ignores the call, because...

4. MEETING THE MENTOR
Someone or something that convinces the hero that change is possible

5. CROSS THE THRESHOLD
The hero takes action and has initial success

6. TESTS, ALLIES, ENEMIES
Progress becomes difficult, help comes from unexpected sources

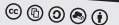
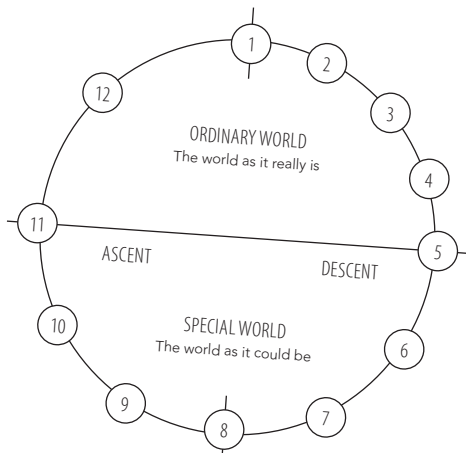
7. THE APPROACH
The hero starts to make headway, comes to the edge of the dangerous place where knowledge is hidden

8. ORDEAL, DEATH, & REBIRTH
The hero barely overcomes the most difficult test and is changed

11. RESURRECTION
The hero realizes he survived and has new knowledge

10. THE ROAD BACK
The hero deals with the consequences of his ordeal

9. THE REWARD
The hero now receives a means to repeat his success more easily



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DON'T GO EMPTY-HANDED
BRING MATERIALS TO RECORD, NOTE,
TAPE, AND SKETCH YOUR FINDINGS.
THAT WAY YOU'LL REMEMBER EVERY
SMALL DETAIL MORE EASILY. AND IT
MAKES IT EASIER TO SHARE THEM
WITH YOUR TEAM.

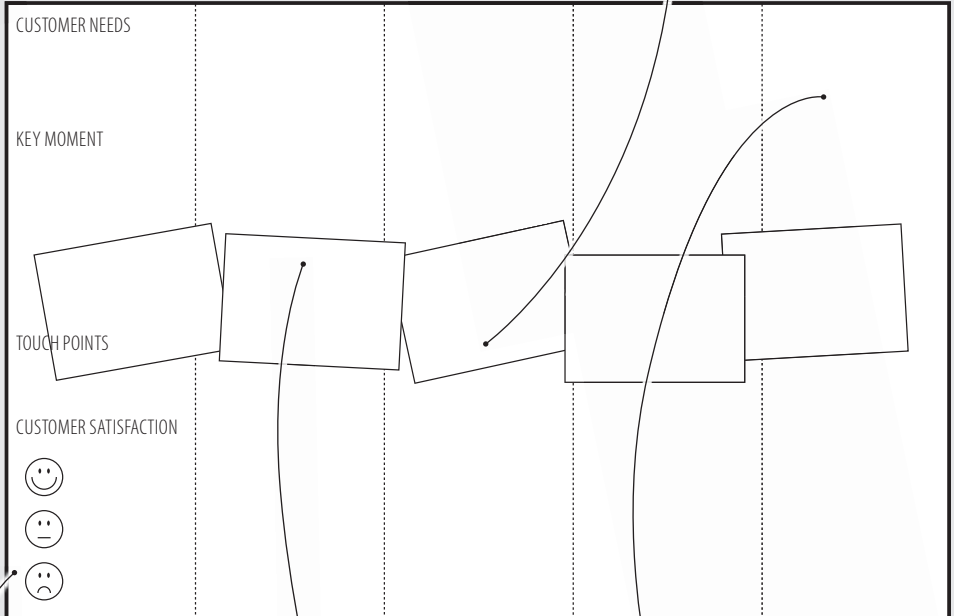
PERSONA

Start with defining the customer personas that you are creating the journey for. Be specific (e.g., name, age, occupation, marital status).

TOUCH POINTS

What are the different moments of interaction with the customer (e.g., in a shop, online, via webinar, by phone, mail, or in contracts)?

CUSTOMER JOURNEY CANVAS



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MOOD

What is the customer's mood at that very moment? Are they happy, frustrated, angry? What in the moment makes it so?

TIMELINE AND STAGES

Define at least 5 moments in the journey. What is the time span? What is the step-by-step experience for the customer? How much time has passed in the journey? Don't overcomplicate: test with customers (see page 86) to see what to adapt.

CUSTOMER NEEDS

What is the job the customer wants to get done in each of the stages? For example, if your customer seeks to identify the company they want to work with, we need to understand the various touch points. What are the questions customers have at each point?

VALUE PROPOSITION CANVAS

GAIN CREATORS

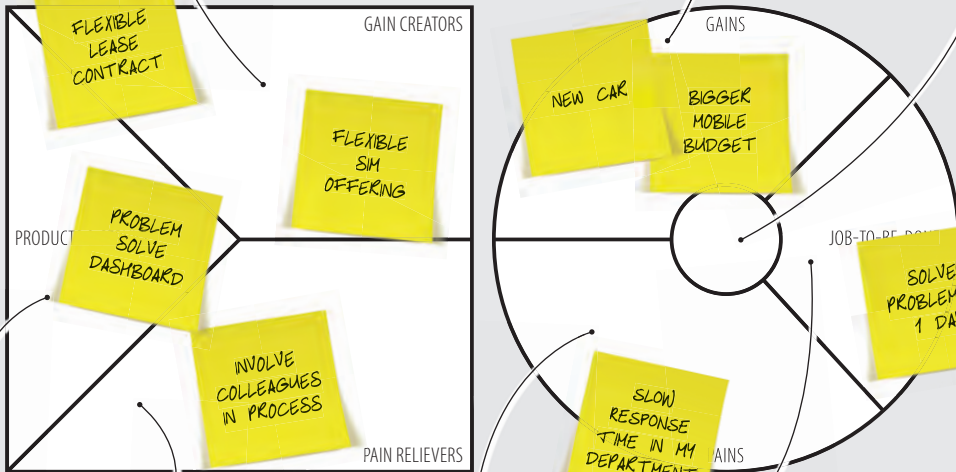
What can you offer your customer to help him fulfill his gains? Be concrete (in quantity and quality).

GAINS

What would make your customer happy? What outcomes does he or she expect, and what would exceed their expectations? Think of the social benefits, functional or financial gains.

PERSONA

Who is he/she (e.g., profession, age). Is this persona buyer, user, decision maker?



PRODUCTS AND SERVICES

What are the products and services you can offer your customer so he can get his job done? How is it not a silver bullet?

PAIN RELIEVERS

How can you help your customer relieve his pains? Be explicit about how they can help.

PAINS

What is annoying or troubling your customer?
What is preventing him or her from getting the job done? What is hindering your customer's activities?

JOB-TO-BE-DONE

What is the job your customer is trying to get done in work or life? These could be both functional and social. What basic needs do your customers have (emotional and/or personal)?

DEMOGRAPHIC TRENDS

Look for data on the demographics, education level, employment situation. What are the big changes in these areas? And what about policies, rules, and regulations?

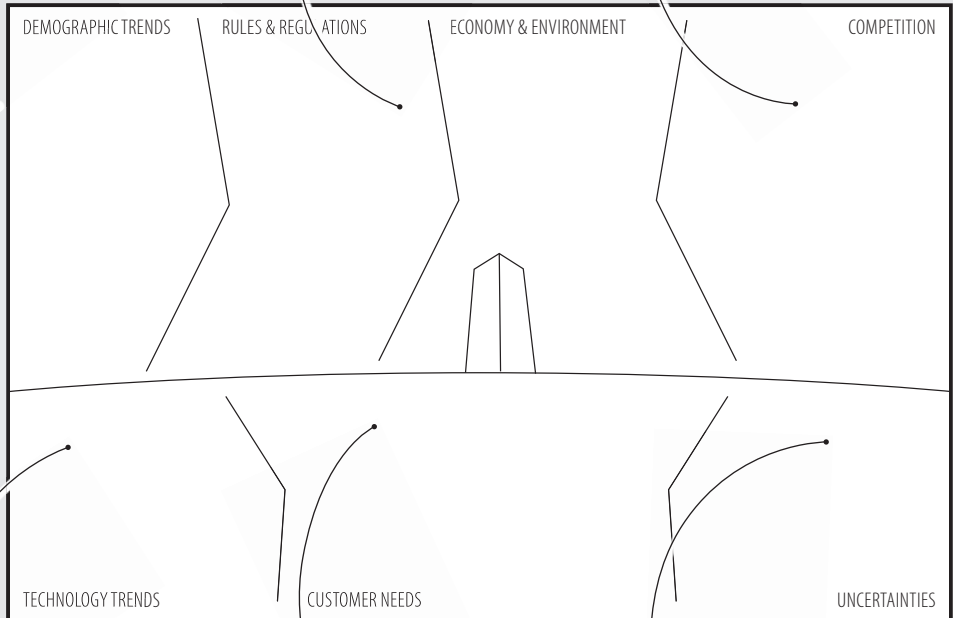
ECONOMIC CLIMATE

Be specific in your descriptions, and stay away from container words and abstractions. For example, what is important to you about the economic climate?

YOUR COMPETITION

Try to find unexpected competition. Are there new entries? Competition coming from unexpected sources?

CONTEXT CANVAS®



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THE GROVE
CONSULTANTS INTERNATIONAL
Based on the Context Map designed by David Sibbet

TECHNOLOGY TRENDS

What technology trends do you see emerging that are going to impact your business?

CUSTOMER NEEDS

What new customer needs are surfacing? Do you see any big shifts in behavior? Are there new trends going mainstream?

UNCERTAINTIES

Do you see any important uncertainties? Things that will have a big impact but it's unclear how or when?

EXAMPLE CONTEXT CANVAS® BNP PARIBAS FORTIS

CONTEXT CANVAS®



Cloud
SHADOW BANKING



GROVE CONSULTANTS INTERNATIONAL
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THE GROVE
CONSULTANTS INTERNATIONAL
Based on the Context Map designed by David

MOVE!

WHAT IS THE ECONOMIC
CLIMATE WE PLAY IN?



REGULATORS

WHAT RULES &
REGULATIONS
DO WE HAVE TO
ABIDE BY?

END OF
BANKING
3-6-3

THE

BUSINESS MODEL CANVAS

VALUE PROPOSITION

What are your products and services? What is the job you get done for your customer?

KEY PARTNERS

List the partners that you can't do business without (not suppliers).

KEY ACTIVITIES

What do you do every day to run your business model?

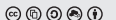
KEY RESOURCES

List the people, knowledge, means, and money you need to run your business.

COST STRUCTURE

List your top costs by looking at activities and resources.

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
	KEY RESOURCES		CHANNELS	
COST STRUCTURE			REVENUE STREAMS	



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strategyzer.com

CUSTOMER SEGMENTS

List the top three segments. Look for the segments that provide the most revenue.

CUSTOMER RELATIONSHIP

How does this show up and how do you maintain the relationship?

CHANNELS

How do you communicate with your customer? How do you deliver the value proposition?

REVENUE STREAMS

List your top three revenue streams. If you do things for free, add them here too.

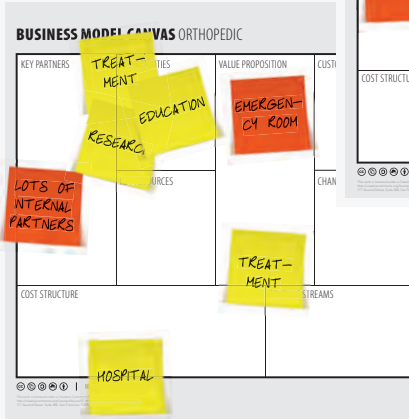
1 Start by mapping out the business on a high level: only the most important, vital aspects of the business model.

2 Link up the building blocks: every value proposition needs a customer segment and a revenue stream!

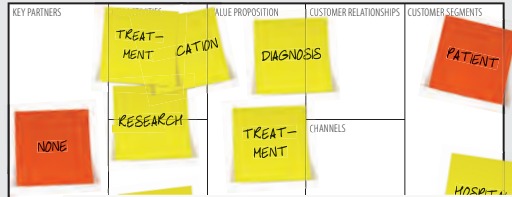
3 Don't mix ideas for a future state with what is going on right now, and don't mix different departments!

PORTFOLIO OF BUSINESS MODELS

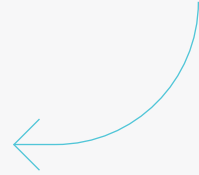
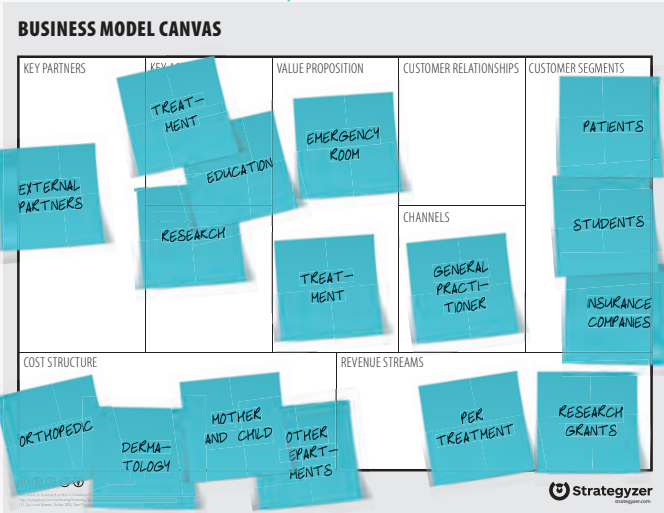
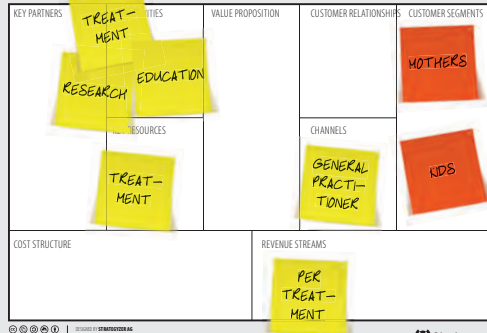
At Maastricht University Medical Center, we first mapped the different departments, noting similarities and differences.



BUSINESS MODEL CANVAS DERMATOLOGY

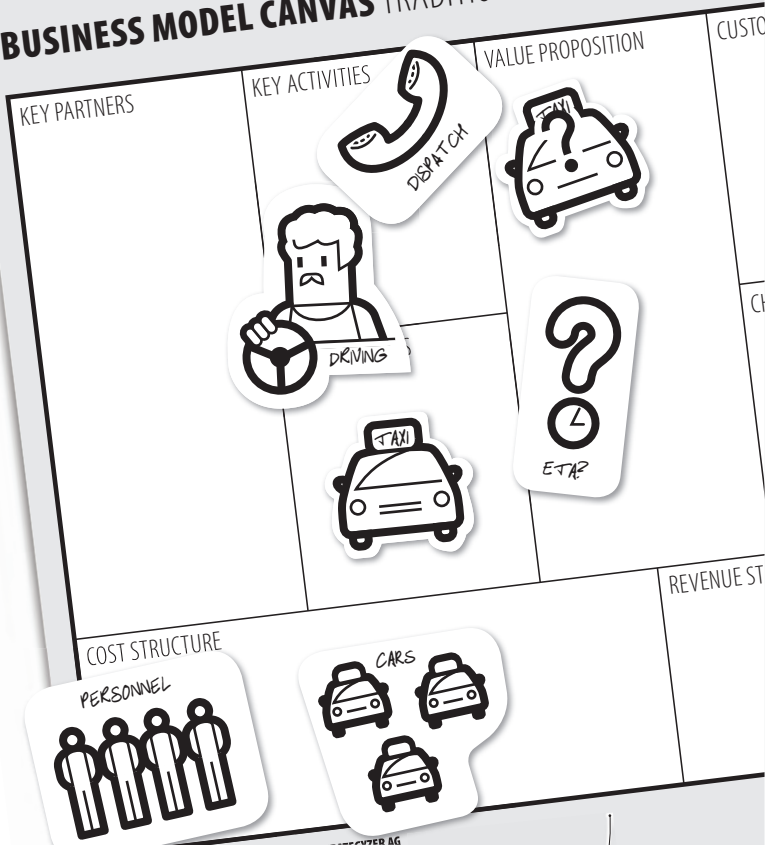


BUSINESS MODEL CANVAS MOTHER AND CHILD



Only then did we tackle the high-level business model for the medical center itself. If we had mixed them together, the model would have been too complex to be useful.

BUSINESS MODEL CANVAS TRADITIONAL TAXI




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THIS IS AN EXAMPLE OF THE TRADITIONAL TAXI COMPANY BUSINESS MODEL. THE TAXI MODEL IS LINEAR AND LACKS A CONNECTION WITH (CURRENT) CUSTOMER NEEDS.

CUSTOMER RELATIONSHIPS

CUSTOMER SEGMENTS















AS AN EXAMPLE WE HAVE COMPOSED TWO BUSINESS MODELS: ONE FOR A TRADITIONAL TAXI COMPANY AND ONE FOR UBER. WITH THESE IT'S EASY TO COMPARE BOTH MODELS AND UNCOVER THEIR STRENGTHS AND WEAKNESSES.



BUSINESS MODEL CANVAS UBER

CHANNELS

REVENUE STREAMS

<p>KEY PARTNERS</p>	<p>KEY ACTIVITIES</p> 	<p>VALUE PROPOSITION</p> 	<p>CUSTOMER RELATIONSHIPS</p> 	<p>CUSTOMER SEGMENTS</p>  <p>DRUNK</p>
	<p>KEY RESOURCES</p>  <p>DATA</p>	 <p>INCOME OPPORTUNITY</p>	<p>CHANNELS</p>  <p>APP</p>	 <p>DRIVER</p>
<p>COST STRUCTURE</p>  <p>APP DEVELOPMENT</p>  <p>CARS</p>		<p>REVENUE STREAMS</p>  <p>% DRIVERS</p>  <p>CREDIT CARD</p>		

UBER'S BUSINESS MODEL IS A MULTISIDED PLATFORM, CREATING VALUE BY MATCHING TWO DIFFERENT CUSTOMER SEGMENTS: DRIVERS FOR HIRE AND PEOPLE WHO NEED TO GO FROM A TO B. UBER'S STRENGTHS ARE THE DATA THE PLATFORM GENERATES AND THE TRANSPARENCY OF ORDERING A RIDE.





RANDOMIZE

Use a dictionary to blindly pick random words. Once you have 10–20 words, try to make combinations. Those will lead to new associations and new ideas.



ANALOGY

Look for an analogous situation. How does your idea or problem translate to a mobile phone? Horse racing? Look at objects around you for inspiration.



COMBINE

Take your idea and combine it with another one that seems unrelated. Or, apply it to an object you see on your desk, or a person, or an activity. What does that look like?



MAKE IT EXTREME

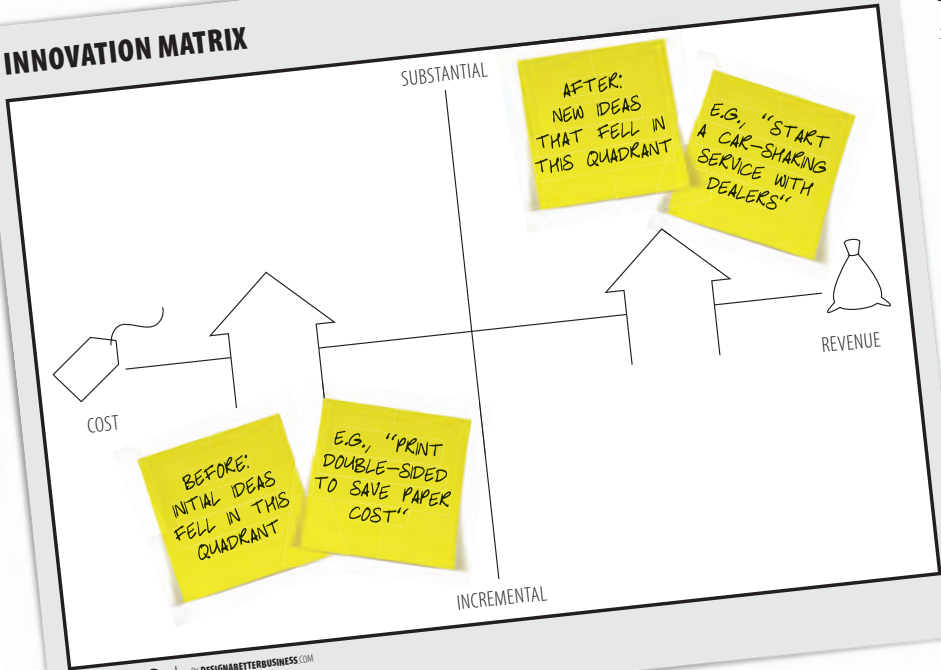
What is the most extreme version of your idea you can come up with? Can you blow it up? What if everyone uses it? What is the opposite of your idea?



"ANIMALIZE" IT

If your idea was an animal, what would it be? What are its characteristics? Would it bite? Would you be able to domesticate it? What if it were a car? Or a person?

INNOVATION MATRIX



Add the different things you want to come up with, e.g., a channel, value prop, and revenue model, for each segment. Or ideate for variations of the same thing.

Try to put in the different customer segments along the top. That way you can generate ideas for each segment and accommodate their needs.

You can add as many columns as you want. However, for an effective result, we don't advise going over a total of 20 cells.

HOW MIGHT WE ... INSPIRE PEOPLE TO LEAVE THE OFFICE BEFORE MIDNIGHT?

CUSTOMER
SEGMENT
1

BOOK
DESIGNERS

CUSTOMER
SEGMENT
2

BOOK
AUTHORS

CUSTOMER
SEGMENT
...

CHANNEL
1

SOCIAL
MEDIA

PHOTOS
OF
BEACHES

COUPONS
FOR
DRINKS

AUTOMAGI-
CALLY

IDEA

BLOCK
NOISE

CHANNEL
2

WEARABLE
TECH

REMINDERS
TO
STAND

TRACK
NATURAL
LIGHT

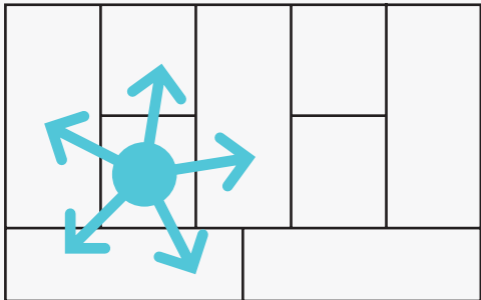
TRIGGER
LAPTOP
SHUTDOWN

ORDER
BURGERS

CHANNEL
...

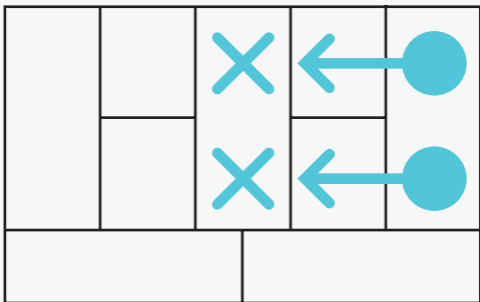
Come up with a number of different ideas for each cell, and try to avoid taking the easy way out by just making variations on a theme.

Tip: To spice up the exercise, add an extra "wildcard" row where your team needs to come up with ideas that do not fit in any of the other categories.



EPICENTER: RESOURCE DRIVEN

All businesses contain key resources that are the fundamental elements of the engine under the hood. In Amazon's case, this was its IT infrastructure. If you were to start over with just your key resources intact, what could you do with them that you're not doing now?



PATTERN: MULTISIDED PLATFORM

Multisided platforms are business models that serve two or more customer segments, whereby one customer segment usually uses the platform as the channel to exchange value with the other customer segment. Google makes money from advertisers via AdWords using a multisided platform.

WHAT IF...

TRIGGER QUESTIONS

Aim for 20–30 trigger questions, which will take 10–15 minutes to ask.

you **stopped selling** your #1 product or service?

you offered it **for free**?

you turned your **product into a service**?

you **only sold it online** or offline?

you offered a **subscription model**?

you used a **bait and hook** model?

you offered a **freemium** model?

your offering was **B2C** or **B2B** only?

you could **eliminate fixed** costs? How?

> **500 IDEAS**

CLUSTERING YOUR IDEAS

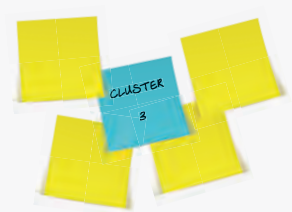
You can use affinity mapping (i.e., put similar things together) to cluster like ideas.

PARKING LOT

Perhaps you'll find some things that are not directly useful or related. A parking lot makes it easy to save those for later.

KEEP IT VISIBLE

Keeping the wall of ideas visible makes people come back to the ideas they had. Check the wall one last time: what did you miss?



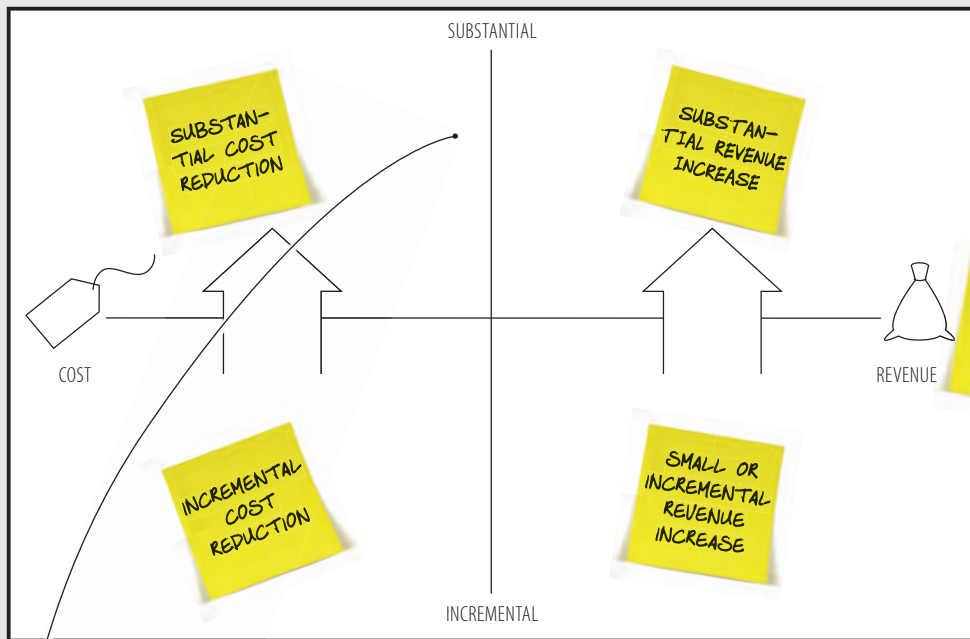
3-5 CLUSTERS



RECORD YOUR WORK

Take a picture to record your visual wall.

INNOVATION MATRIX



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THE TOP QUADRANTS

The ones where you want your ideas to end up in.

DON'T STOP

If you have categorized your ideas and the top quadrants aren't quite filled in, try another round of ideation.

LOW-HANGING FRUIT

There could be low-hanging fruit in any one of the quadrants that

represent quick wins. When the matrix is completely filled in, you might even distribute these

to people who can take them further. But the ideas on the top make the biggest changes. ■

SELL TICKETS

SELL THE TICKETS FOR
WHATEVER YOU WANT TO SET UP
TO SEE WHAT PEOPLE RESPOND
TO THE MOST.

RESPONSE

BY CHANGING THE PITCH YOU
CAN GET A GOOD PICTURE
OF WHAT THE REAL PROMISE
SHOULD BE.



PLAYTHROUGH/WALK-THROUGH

BUILD A MINIMAL PROTOTYPE. SEE
IT AS A VERY ROUGH SKETCH OF
WHAT YOU HAD ENVISIONED.

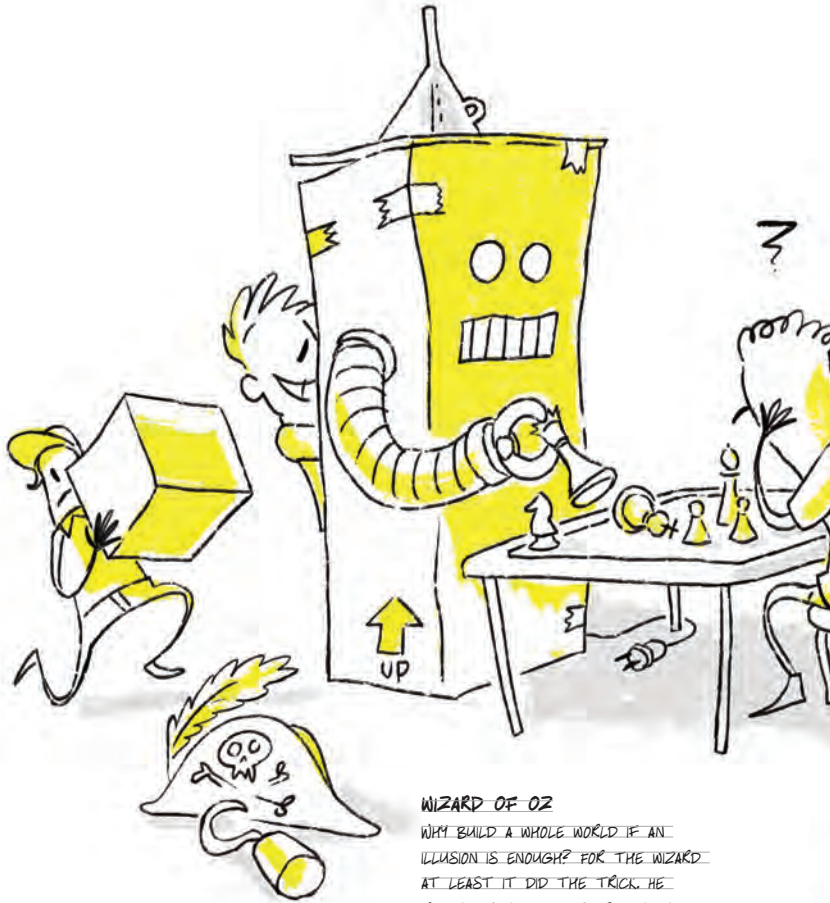


DIGITAL PROMISE

A LANDING PAGE WITH TWO BUTTONS
TO CLICK ON CAN GIVE YOU MUCH
MORE INSIGHT THAN ASKING PEOPLE
WHICH SERVICE THEY LIKE BEST.

CONCIERGE (1)

INSTEAD OF SETTING UP COMPLICATED
LOGISTICS FOR THE PROTOTYPE, YOU
CAN ORGANIZE IT DIFFERENTLY BY
DOING IT YOURSELF.



WIZARD OF OZ

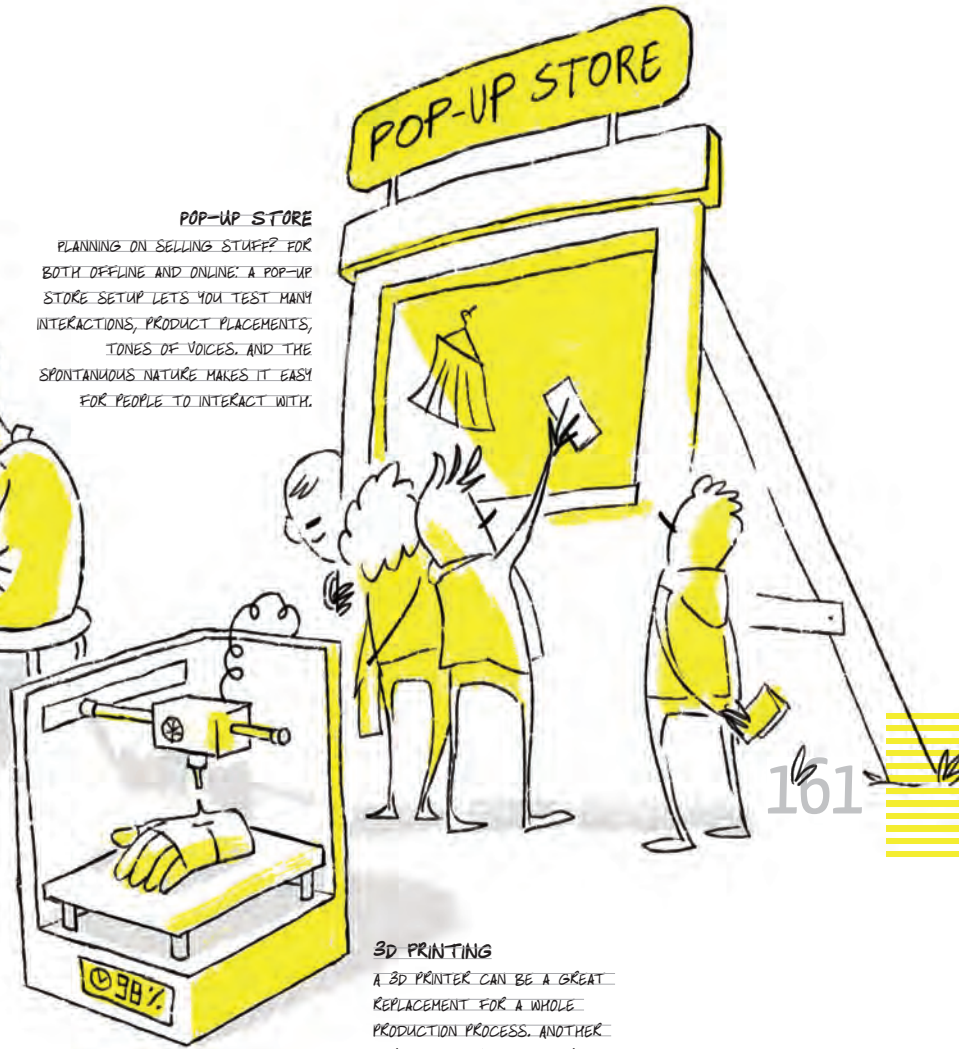
WHY BUILD A WHOLE WORLD IF AN ILLUSION IS ENOUGH? FOR THE WIZARD AT LEAST IT DID THE TRICK. HE FOOLED THEM ALL WITH SMOKE AND MIRRORS.

THIS "CON" CAN TAKE SEVERAL SHAPES. THE BASIC IDEA IS THAT FROM THE OUTSIDE IT LOOKS THE PART. THE INNER WORKINGS (OF A SERVICE, A MACHING, AN EVENT) ARE HANDLED BY YOU OR SOMEONE ELSE.

CONCIERGE (2)

THE ADVANTAGE AGAIN IS THAT YOU ARE ALSO THE ONE OBSERVING THE RESPONSES, SEEING WHERE THINGS GO WRONG, WHAT WORKS OR IS MISSING.

POP-UP STORE
 PLANNING ON SELLING STUFF? FOR BOTH OFFLINE AND ONLINE. A POP-UP STORE SETUP LETS YOU TEST MANY INTERACTIONS, PRODUCT PLACEMENTS, TONES OF VOICES. AND THE SPONTANEOUS NATURE MAKES IT EASY FOR PEOPLE TO INTERACT WITH.



3D PRINTING

A 3D PRINTER CAN BE A GREAT REPLACEMENT FOR A WHOLE PRODUCTION PROCESS. ANOTHER ADVANTAGE IS YOU WILL HAVE TO SIMPLIFY YOUR PRODUCT. A GREAT MOMENT TO CHECK YOURSELF FOR FEATURE CREEP.

TOYS AND OTHER FIGURINES ARE GREAT, BECAUSE THEY'RE ACCESSIBLE, AND THEY INVITE YOU TO BE CREATIVE, WORKING WITH WHAT YOU HAVE.

DICE CAN INTRODUCE A RANDOM ELEMENT IN YOUR TESTS, MAKING SURE YOU'RE NOT JUST FOLLOWING A BIAS.

STORY CUBES

LEGOS ARE GREAT TO BUILD A FAST PROTOTYPE REPRESENTATION WITH. THE COOL THING IS, YOU WON'T WORRY IF IT LOOKS COOL.

PLAYING YOUR PROCESS STEP BY STEP USING BASIC GAME PIECES CAN HELP YOU IDENTIFY PROBLEMS EARLY ON.

PAPER, MARKERS, AND FINE LINERS ARE THE BASIC TOOLS FOR SKETCHING ON THE NEXT PAGE YOU CAN SEE THEM IN ACTION.

PROTOTYPING TOOLS

PROTOTYPE » TOOL » PROTOTYPING TOOLS

ANY OBJECT CAN REPRESENT ANYTHING WHILE YOU'RE PROTOTYPING IN AN EARLY STAGE. LOOK AROUND YOU!

OCULUS RIFT

IN THE NEAR FUTURE VR WILL BECOME AVAILABLE FOR EVERYONE.

MAKE A TANGIBLE REPRESENTATION USING PLAY-DOH OR CLAY TO EXPLORE SHAPES.

STICKY NOTES AND COLORED PAPER, THE MAINSTAYS OF PROTOTYPING.

PAPER PROTOTYPES MAKE IT EASY TO ENGAGE THE ENTIRE TEAM EVEN WHEN THEY DON'T HAVE DEVELOPER SKILLS.

IF YOU DO HAVE ACCESS TO THE RIGHT SKILLS, EVEN PROTOTYPING HARDWARE IS ACCESSIBLE NOWADAYS.

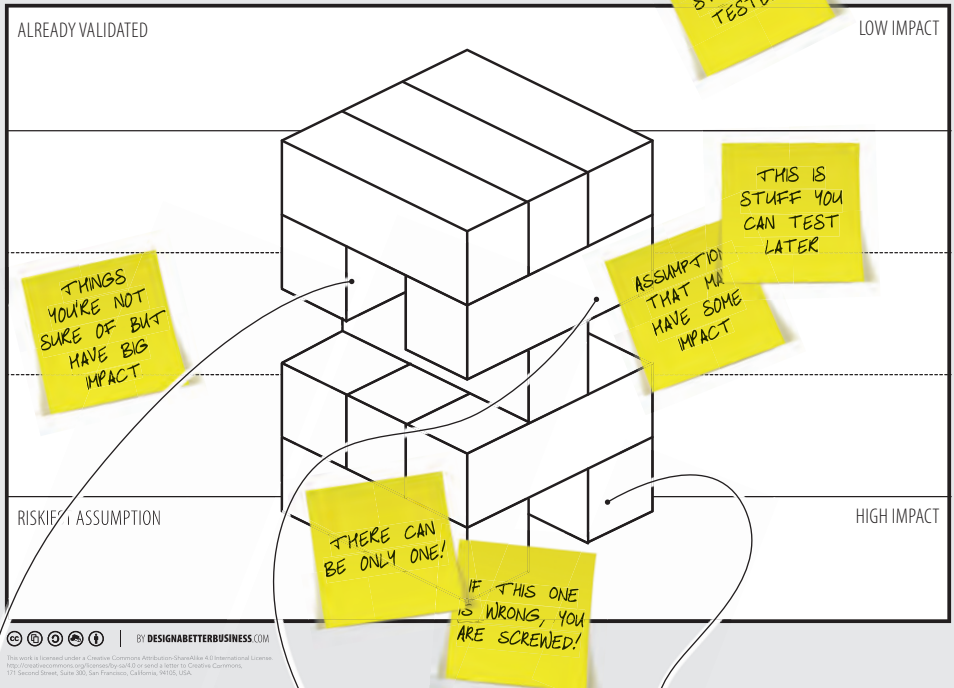
ARDUINO KIT

NFC CHIPS

TO GET YOUR TEAM TO PROTOTYPE, PICK 1 OR 2 MEDIA AND SET UP A TABLE LIKE THIS ONE, FILLED WITH MATERIALS.



RISKIEST ASSUMPTION CANVAS



WRITE DOWN ASSUMPTIONS

With your team, start by just writing all your assumptions on sticky notes, but don't stick them on yet. Refer to the war room and your point of view for inspiration.

Then, put the assumptions onto the template, each team member placing them in the middle three boxes, where they think it's best. Don't discuss yet!

ARRANGE ASSUMPTIONS

Now, with your team, take turns moving sticky notes around. Try to find out which assumption is the riskiest one. When sticky notes move back and forth between boxes, put them halfway between.

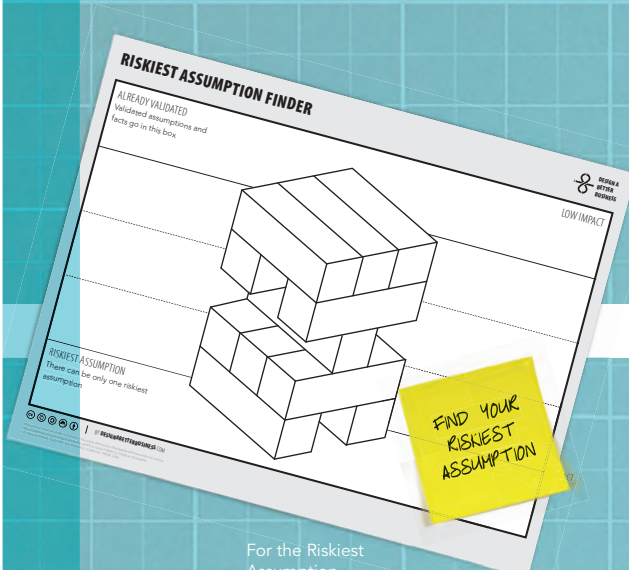
FUNDAMENTAL ASSUMPTIONS

Finally, go over each box and see if there are any assumptions in there that really depend on others (move them up) or that are fundamental (move them down).

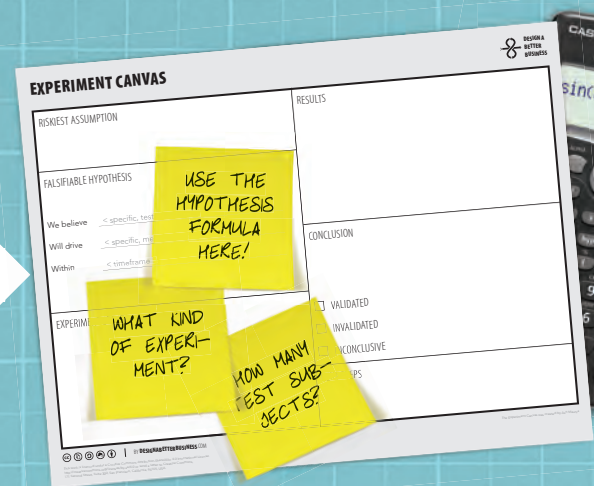
After about 15 minutes, you should have only a few left in the lowest box. Vote with your team as to which one you think is the most fundamental one.

BRING ON THE SCIENCE

If all of this experimentation, measurements, and metrics sounds like science, well, it is.



For the Riskiest Assumption Canvas, see page 200.



ESTIMATE THE OUTCOMES OF THE EXPERIMENT. HOW MANY TIMES WILL YOU GET AN OUTCOME? WHAT WILL SUBJECTS DO?

For the Experiment Canvas, see page 204.

1

RISKIEST ASSUMPTION

First, find your riskiest assumption. The one that, if it is wrong, makes the whole idea fall to pieces.

2

HYPOTHESIS

Next, create a hypothesis for your assumption. What does it really mean? How can you measure it?

3

TEST SUBJECTS

Select a representative group of test subjects for the experiment. Rule of thumb: get at least 20 to 30 people.

4

PROTOTYPE

Create the simplest possible prototype to test your hypothesis with. Get inspiration from the prototype chapter.



KEEP A LOGBOOK TO TRACK YOUR RESULTS AND THE STEPS YOU TOOK RUNNING THE EXPERIMENTS. THAT WAY YOU CAN MAKE SURE YOUR RESULT IS VALID.

THE POINT OF YOUR EXPERIMENT IS NOT TO CONFIRM YOUR HYPOTHESIS. THE POINT IS TO TRY TO FALSIFY IT. IF YOU CAN'T DO THAT, YOUR ASSUMPTION MUST BE TRUE!

AFTER A POSITIVE RESULT IT MAKES SENSE TO DOUBLE CHECK IT. DID YOU ASK THE RIGHT QUESTIONS? WERE YOU CRITICAL ENOUGH? IT WOULD BE BAD NEWS IF YOU LET YOURSELF OFF THE HOOK TOO EASILY!

EXPERIMENT CANVAS	
RISKEST ASSUMPTION	RESULTS
FALSIFIABLE HYPOTHESIS	CONCLUSION
We believe <specific, testable action>	
Will drive <specific, measurable outcome>	
Within <timeframe>	
EXPERIMENT SETUP	

ON THE MONEY

WAY OFF

CLOSE CALL

PERSEVERE

Pick your next riskiest assumption and start to validate that.

PIVOT

Back to the drawing board! Reassess your point of view and see if you can find a different solution to validate.

REDO EXPERIMENT

We may have botched the test. Check the setup, subjects, and hypothesis. Try to replicate your result.

5

RUN THE EXPERIMENT

Run the experiment you designed. Don't worry if things don't go as planned. The point is to learn.

6

GET YOUR DATA

Compare your data against the predictions you made. Were they far off? Right on the money? Or is it a close call?

7

MAKE A DECISION

Based on the results you got, you can now decide to pivot, persevere, or redo the experiment.

RISKIEST ASSUMPTION

FALSIFIABLE HYPOTHESIS

We believe < specific, _____ >
Will drive < specific, _____ >
Within < timeframe > _____



USE THE
FORMULA
HERE!

EXPERIMENT SETUP



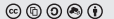
HAVE A LOOK
AT PROTO-
TYPING!

RESULTS

CONCLUSION

- VALIDATED
- INVALIDATED
- INCONCLUSIVE

NEXT STEPS



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The Experiment Canvas was created by Ash Maurya

RISKIEST ASSUMPTION

What is the riskiest assumption you want to validate? And why is it so important?

FALSIFIABLE HYPOTHESIS

Declare the expected outcome beforehand. Try to have a good estimate rather than fake precision!

EXPERIMENT SETUP

What is the prototype you will use to test with? What are the important variables and metrics? Is it quantitative or qualitative?

RESULTS

Enter the qualitative and/or quantitative data resulting from your experiment.

CONCLUSION

Summarize your findings. Did your result validate or invalidate the hypothesis? Or was it inconclusive?

NEXT STEPS

Do you need to pivot, persevere, or redo the experiment?

VALIDATION CANVAS



	START	PIVOT 1	PIVOT 2	PIVOT 3	PIVOT 4
RISKIEST ASSUMPTION					
CUSTOMER SEGMENT					
CUSTOMER NEED					
PROTOTYPE TO VALIDATE WITH METHOD					
MINIMAL SUCCESS CRITERION					
RESULT: PIVOT OR PERSEVERE					

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Adapted from the Validation Board created by Ash Maurya

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RISKIEST ASSUMPTION

What is your current riskiest assumption to test with an experiment?

CUSTOMER

Define your value proposition. Split it in parts: your customer, the customer need you are solving for that customer, and the solution you assume solves that problem.

VALIDATE

Describe the method you want to test with. What kind of experiment is it?

What are the minimal criteria for success?

RESULTS

Keep track if your experiment validated or invalidated the assumption and what your findings were. Did you pivot? Or persevere?

Over time, you can see what your progress has been.

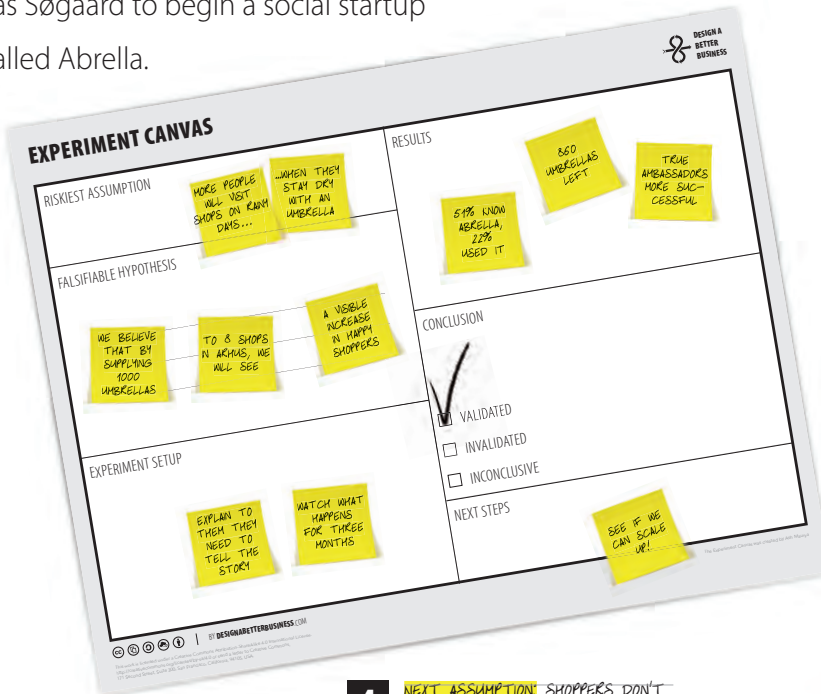
EXAMPLE THE JOURNEY OF Abrella

LET IT RAIN

Three years ago, a rainy holiday in Taiwan triggered Andreas Sogaard to begin a social startup called Abrella.



1 ANDREAS WAS ON A WET VACATION IN RAINY TAIWAN, WHEN HE SPOTTED A STAND OF LOST UMBRELLAS. HE DECIDED TO TAKE ONE WITH HIM AND BROUGHT IT BACK TO WAIT FOR ITS OWNER WHEN THE RAIN STOPPED.



TO TEST THIS ASSUMPTION, ANDREAS STARTED A PILOT PROJECT. HE ALSO WANTED TO FIND OUT IF PEOPLE WOULD THROW AWAY OR STEAL THE UMBRELLAS. HE FOUND 8 SHOP OWNERS, WHO TURNED OUT TO BE ABRELLA'S BEST AMBASSADORS.

5



2 THAT GAVE HIM AN IDEA. HIS NATIVE DENMARK IS BLESSED WITH OVER 171 RAINY DAYS EVERY YEAR. PERHAPS HE COULD MAKE THOSE DAYS A BIT BETTER FOR EVERYONE BY STARTING A SOCIAL UMBRELLA BUSINESS! HIS FIRST ASSUMPTION SHOPKEEPERS WILL LOVE THIS IDEA. ABRELLA WAS BORN.

4 NEXT ASSUMPTION: SHOPPERS DON'T VISIT THE SHOPS BECAUSE THEY DON'T WANT TO GET WET. AN UMBRELLA MAKES THAT PROBLEM GO AWAY.

3 BACK IN DENMARK, HE DID HIS FIRST EXPERIMENT: HE WENT TO TALK TO SHOP OWNERS ON RAINY DAYS AND ASKED THEM HOW BUSINESS WENT. THEY TOLD HIM THEY LOST 75% OF THEIR REVENUE WHEN IT RAINED.

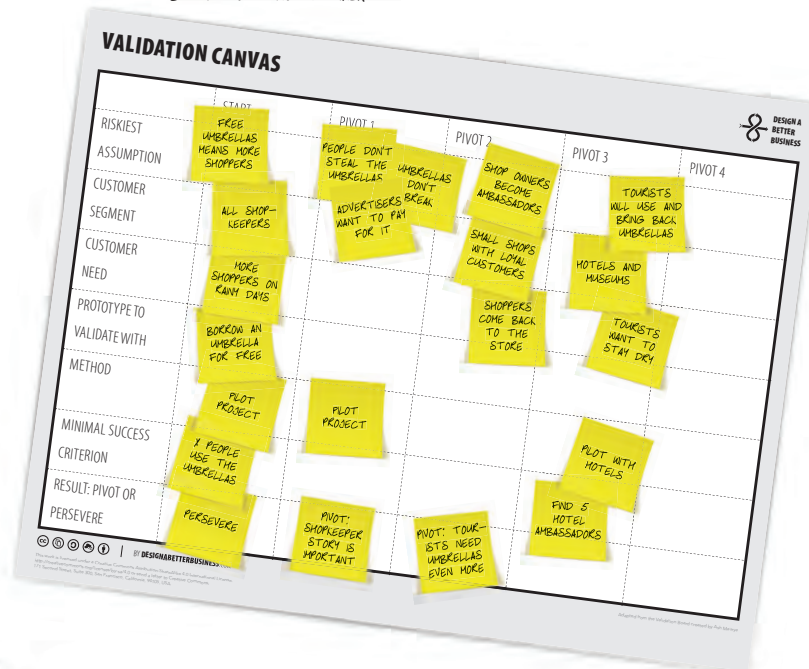


6 THE PILOT WAS A SUCCESS, WITH THE BIGGEST FINDINGS THAT PEOPLE DID NOT TRASH OR STEAL MANY UMBRELLAS, AND THAT SHOP OWNERS WHO WERE TELLING THE STORY RIGHT SAW MORE HAPPY RETURNING CUSTOMERS WHEN IT RAINED. FOR THOSE SHOPKEEPERS, THIS WAS A NEW WAY TO BUILD A LONGER RELATIONSHIP WITH THEIR CUSTOMERS, AMBASSADORS MATTER.

ANDREAS ASKED 200 PEOPLE ON THE STREETS OF ARHUS IF THEY KNEW ABOUT ABRELLA, AND AN ASTOUNDING 52% ANSWERED "YES" AFTER THE PILOT. PEOPLE LIKED THE STORY AND SPREAD THE WORD TO THEIR FRIENDS. AFTER THOUGHT: INSTEAD OF ORDERING 1000 UMBRELLAS FROM CHINA AND WAITING FOR 3 MONTHS TO GET THEM, IT WOULD HAVE BEEN MUCH FASTER AND EASIER TO BUY 100 OF THEM AT IKEA...

9 DURING THEIR JOURNEY, THEY FIGURED OUT THAT THE PEOPLE WHO REALLY NEED AN UMBRELLA ARE MOSTLY PEOPLE FROM OUT OF TOWN. LOCALS CAN ALWAYS GO SOMEWHERE TO GET DRY, BUT VISITORS AND TOURISTS HAVE NO OPTIONS, SO THEY ARE NOW ADDING HOTELS AND OTHER ENTRY POINTS AS NEW AMBASSADORS.

1000 UMBRELLAS WERE STOCKED IN HIGHLY VISIBLE DISPENSERS, THE WATER FROM THE WET UMBRELLAS MAKES FLOWERS GROW IN THE TOP OF THE DISPENSER



SCALING UP, THEY STARTED TO FOCUS ON OTHER PROBLEMS, SUCH AS LOGISTICS: SOME PLACES LOST LOTS OF UMBRELLAS. AT ONE POINT, THEY SUDDENLY FOUND OUT THERE WERE NO MORE UMBRELLAS LEFT IN STORAGE! IN THE END, THEY PIVOTED TO A MORE ENGAGED PART OF THEIR CUSTOMER SEGMENT: ONLY SHOPS THAT WERE TRUE AMBASSADORS. THEY STAYED IN TOUCH WITH THE AMBASSADORS BY HAND-DELIVERING UMBRELLAS BY BIKE.



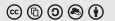
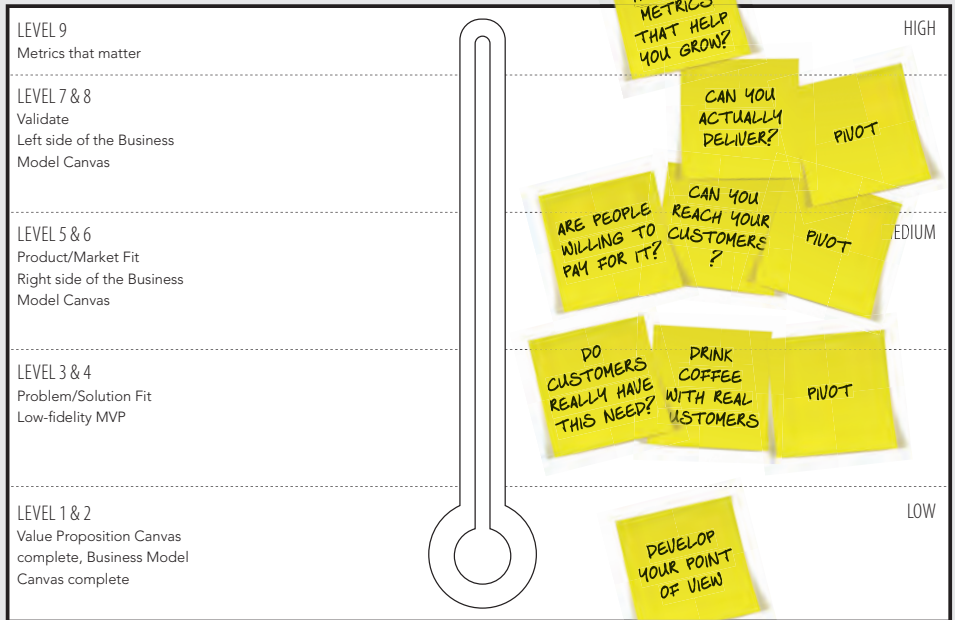
7 AFTER THE PILOT, HATTIAS EDSTROM JOINED ABRELLA AS A CO-FOUNDER AND THEY STARTED TO SCALE UP. MORE ADVERTISERS, MORE SHOPS, MORE UMBRELLAS... THEY WERE VOTED THE MOST INNOVATIVE STARTUP OF DENMARK IN 2015. THINGS WERE LOOKING GREAT!



8



INVESTMENT READINESS LEVEL



BY DESIGNABETTERBUSINESS.COM

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The Investment Readiness Level was created by Steve Blank.

LEVEL 1 & 2

Define what you want to start or change, fill in the Business Model Canvas, and clarify your assumptions.

LEVEL 3 & 4

Get out of the building and understand your customer. Get quotes that illustrate findings and insights.

LEVEL 5 & 6

Find your product market fit, understand customer flow, channels, and how to attract and keep customers.

LEVEL 7 & 8

Understand the left side of your business model. How will you handle key parts like resources and costs?

LEVEL 9

Scale your business and the changes you've made focusing on the metrics that matter.

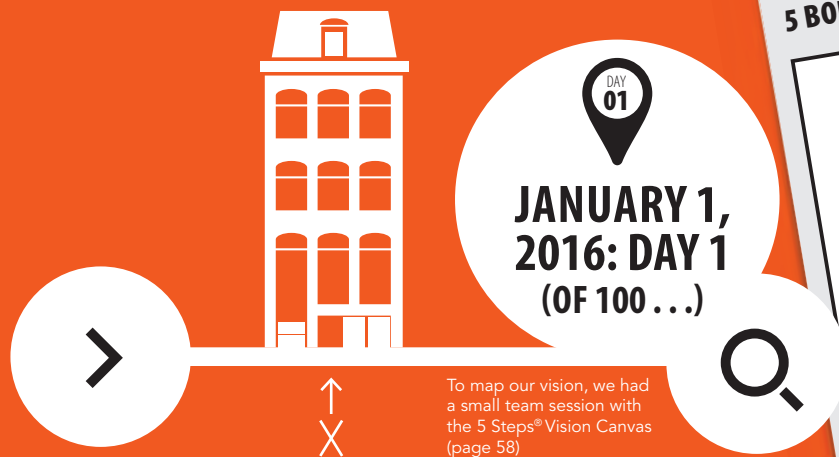
TIPS

What is your learning journey? Make the IRL company and industry specific. Look at the numbers game: the number of hypotheses and number of interviews.

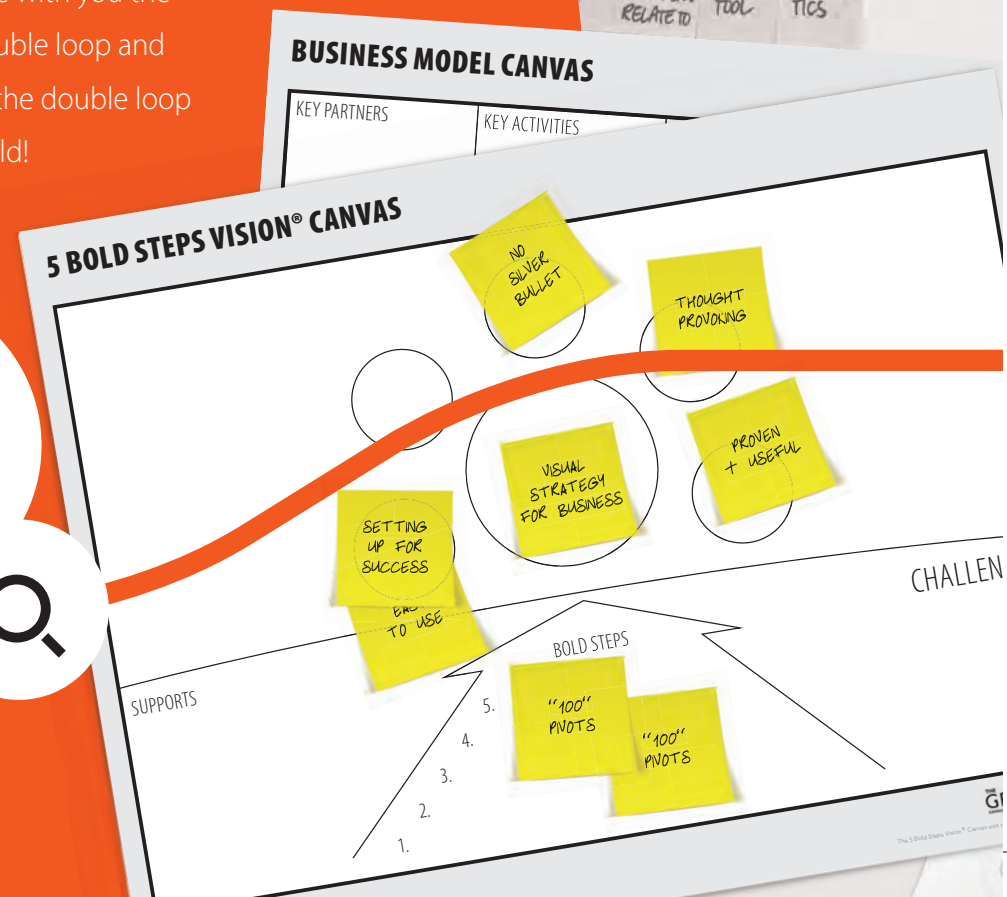
THE MAKING OF

A BOOK IN 100 DAYS

Hidden in our “dungeon” for three months in Amsterdam, the making of this book was a journey in and of itself. We want to share with you the messy process we went through: following our own double loop and killing many darlings. Looking back, we clearly see that the double loop shows up in our own design journey as well – as it should!



To map our vision, we had a small team session with the 5 Steps® Vision Canvas (page 58)



DESIGN CRITERIA -

M	S	C	W
MUST	SHOULD	COULD	WON'T
BE THOUGHT PROVOKING	BE LINKED TO EXISTING THEORY	HAVE ADDITIONAL ONLINE CONTENT	BE A "SILVER BULLET"
PROVEN EXAMPLE DRIVEN	BE USEFUL AS TEXT-BOOK		BE COMPLETE
HUMAN/PERSONAL EXPERIENCE	APPEAL TO EARLY ADAPTERS		THEORETICAL APPROACH
BE PERSONAL P.O.V.	STARTING POINT FOR VOICE		
APPEAL 2 MASS AUDIENCE			

DESIGN FIRST

As this book is about design, we wanted to make that a major part of the end result. We used an unorthodox approach to do this and started to work design-first. Every spread in the book started as a blank page with the whole team using sticky notes defining the content and ideas for the looks.

We worked visually, and had all of the spreads on a big wall in our office, so the team could see the flow and put sticky notes with remarks and ideas on there. From these sketched spreads we'd make prototype designs in Indesign. Only then was actual text written, tailored as much as possible to the space on the page. And we would select among these prototypes, either judging them ourselves or having others give feedback first.

VISUAL DRINKING!

DESIGN AND CONTENT GO HAND IN HAND

"IT'S NOT ANOTHER SILVER BULLET"



DAY 10
Plotting chapters with sticky notes on the wall

DAY 15
Initial design (font set, color scheme, mood board)

DAY 28
48% finished: proofreading session



In design, thinking wrong is right.

CHALLENGES



FIRST IMPRESSION
 We prototyped over 30 different cover designs and pasted them into bookshop photographs to compare them against other titles. The yellow one turned out to be the most visible. We also put dummy books in real stores to see people's reactions!

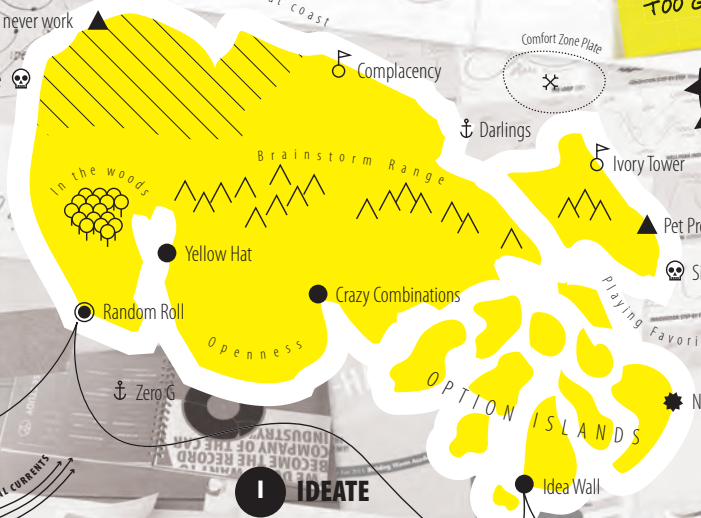
ISLANDS

To explain the design journey, we started with the metaphor of islands. People seemed to like it, so we started to make detailed designs.

Yet when we had made a dummy of the book with the island structure, the proofreaders felt it was too gimmicky. It was too complex to tell the story with that metaphor.



Proofread session:
 major overhaul navigation book needed.



HELP! THE ISLAND STRUCTURE IS TOO GIMMICKY!

I IDEATE



KILL YOUR DARLINGS

We wanted to make a book that was easily navigable and had a clear structure, and we spent a lot of attention on getting that right, or so we thought. Three times our proofreaders told us that they were completely lost in the book. And three times we had to restructure the book and change the navigation. Each time we learned more and could improve the product. We had to throw away good stuff to get there.

KILL THE ISLANDS
:(

KILL YOUR DARLINGS

GETTING BACK ON TRACK

DAY 30

Dealing with uncertainty



DAY 33

Back to 0% finished
Restart design using the (new) double loop.

DAY 45

15% finished
Finishing up Understand chapter (again).

DAY 57

25% finished
Finishing up Prepare chapter.

BACK TO THE DRAWING BOARD: DOUBLE LOOP

257



OBSERVING PROOFREADERS LIVE AND ON GOOGLE HANGOUT



WE TURNED
OUT TO BE
ATYPICAL
READERS

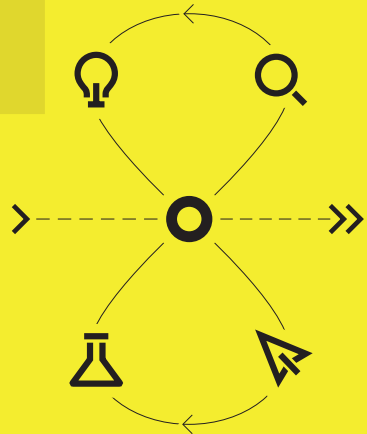
- TOCS CHECK
 - END CHAPTER CHECK
 - PAGE NOS
 - REFERENCES / BOOKS
 - BIOS & FACES
 - ACKNOWLD.
 - COVER
 - WRAP UP PAGE / END CH.
 - MAKING UP THE
 - COMMERCIAL PAGE -
- FAST PASS (CON)
- STILL NOT DONE
- LOREM
- PLUMES
- PAPER PROTOTYPE

ARE ALL
RELEASE
FORMS SIGNED?

PAGE
NUMBERS

NEED
MORE
COPY!

UNDERSTAND YOUR CUSTOMER JOURNEY
UNDERSTAND YOUR CUSTOMER JOURNEY
UNDERSTAND YOUR BUSINESS



DAY
67

43% finished
Finishing up Point
of View chapter.

DAY
70

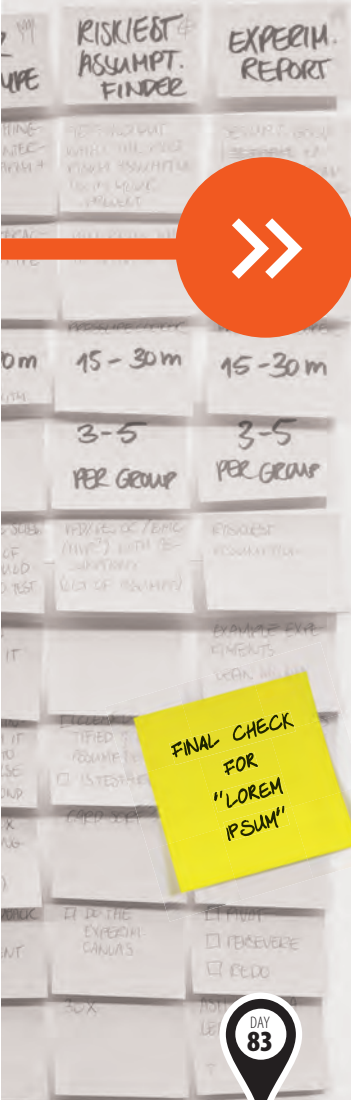
72% finished
Finishing up all
(planned) illustrations.

DAY
77

82% finished
Finishing up Validate, Intro,
and Prototype chapters.

DAY
82

6 dummies printed
for next proofreading
session.



SCALE
The last stretch is much more about details and hard work, dominated by checklists, consistency, and finalizing texts and visuals, making everything pixel perfect.

IT'S NOT A LINEAR PROCESS

Designing anything, including a book, is not a linear process. Not only in terms of iterations, pivots, and finding the right direction, but also in terms of planning and progress.

The progress is exponential: the first chapter took a whole month. The second chapter went twice as fast, and in the home stretch we rebuilt the entire book in a week. In the beginning, we used a lot of time to decide and explore. In the end, the blueprint was totally clear. Knowing that, we could plan the design process to finish exactly on time!



94% finished
Finishing up Ideate chapter.



96% finished
Finishing up Scale chapter.



98% finished
Consolidating/deleting redundant pages.



98.5% finished
Cleaning up page references.



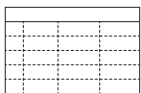
99.9% finished
Finishing up final chapter.



PUBLISHED!

VISUAL INDEX OF TOOLS

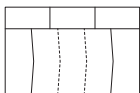
SCREENPLAYS



40

POINT OF VIEW

STORYTELLING CANVAS



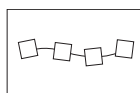
74

TEAM CHARTER



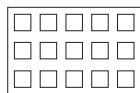
42

CUSTOMER JOURNEY



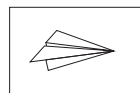
100

CREATIVE MATRIX



140

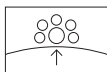
PAPER PROTOTYPE



174

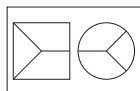
PROTOTYPE

5 BOLD STEPS VISION®



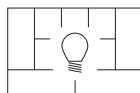
58

VALUE PROPOSITION



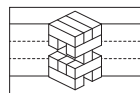
106

BUSINESS MODEL IDEATION



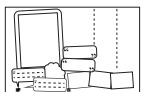
142

RISKIEST ASSUMPTION



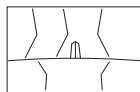
200

COVER STORY VISION®



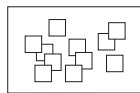
64

CONTEXT CANVAS®



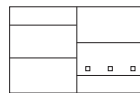
110

WALL OF IDEAS



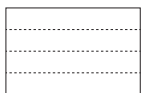
144

EXPERIMENT CANVAS



204

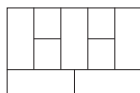
DESIGN CRITERIA



68

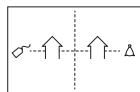
UNDERSTAND

BUSINESS MODEL CANVAS



116

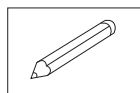
INNOVATION MATRIX



146

IDEATE

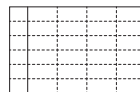
SKETCHING



172

PROTOTYPE

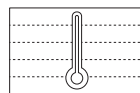
VALIDATION CANVAS



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VALIDATE

INVESTMENT READINESS



244

SCALE

PREPARE

POINT OF VIEW

THE AUTHORS



PATRICK VAN DER PIJL

Patrick is CEO of Business Models Inc. and producer of the worldwide bestseller *Business Model Generation*. He is passionate to help entrepreneurs, leaders, rebels, and corporate companies to innovate their business model and design a future strategy.

 @patrickpijl  ppijl

JUSTIN LOKITZ

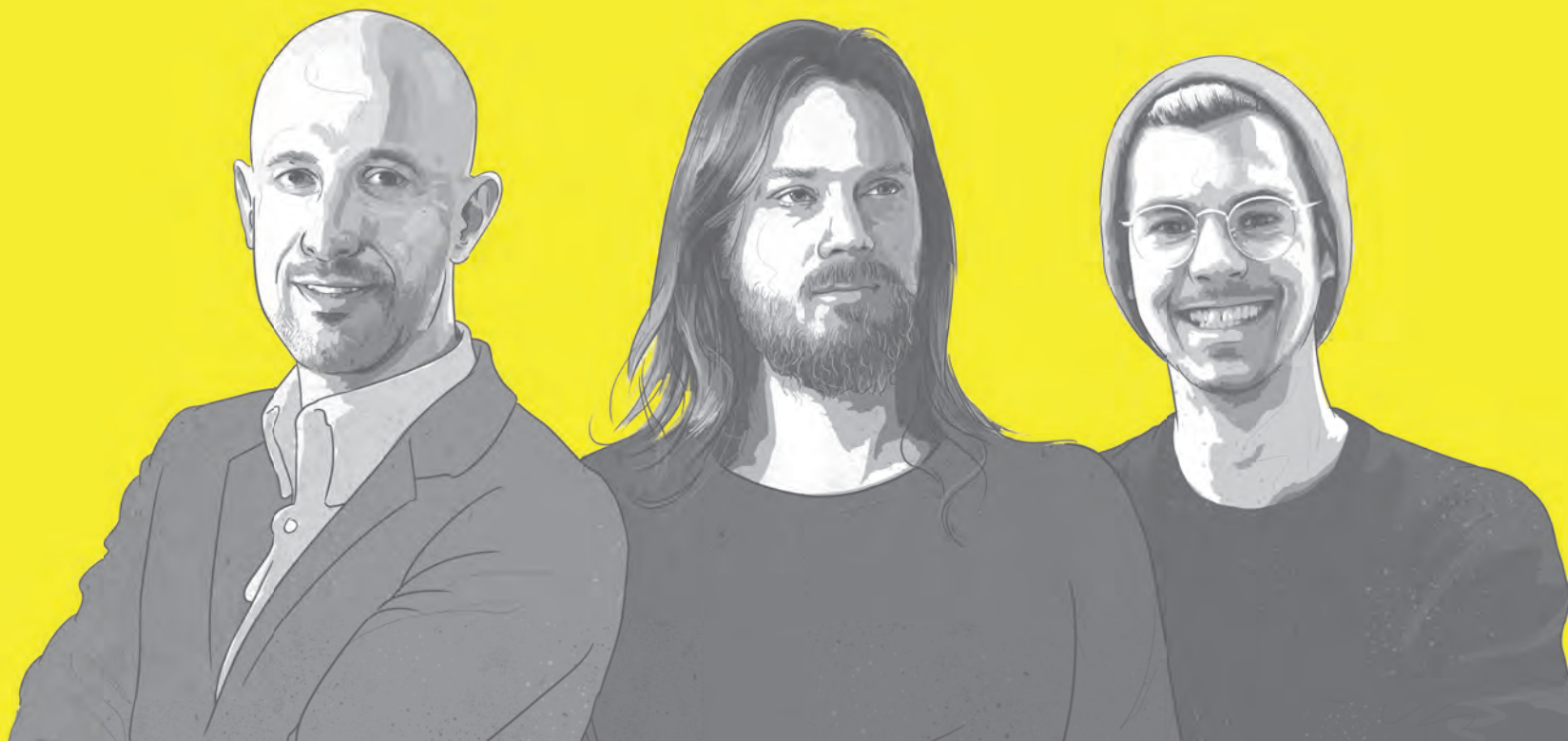
Justin is an experienced strategy designer and Managing Director of the Business Models Inc. San Francisco office. He leverages his experience across a wide range of industry sectors to help companies design innovative, sustainable business models and strategies for the future.

 @jmlokitz  jmlokitz

LISA KAY SOLOMON

A passionate design strategist and executive educator, Lisa creates immersive leadership experiences at the MBA in Design Strategy at the California College of Arts and Singularity University. She is the coauthor of the bestseller *Moments of Impact*.

 @lisakaysolomon  lisakaysolomon

**MAARTEN VAN LIESHOUT**

Maarten is partner at Thirty-X. He has applied visual thinking at an early stage for a Dutch idea factory, turning ideas into visual and tangible experiences. He always brings a new perspective to the table – and always stimulates others to get involved in the action.

 @maartenvl  mvlieshout

ERIK VAN DER PLUIJM

Erik is founder and creative director at Thirty-X. He loves making complex things simple and finding the hidden structure of things. He mixes design, code, and strategy, using his experience from art and design, artificial intelligence, computer games, and the startup scene.

 @eeevdp  erikvdpluijm

JONAS LOUISSE

Jonas, a visual thinker at heart, started as an entrepreneur and designer straight after receiving his MSc in Neuropsychology. He loves to use his design and psychology skills to get his head around complex stuff and to get people on the same page.

 @jonaslouisse  jonaslouisse