

# INNOVATOR GUIDE: ESSENTIAL THINGS YOU SHOULD KNOW AS A CORPORATE INNOVATOR

GOLDEN NUGGETS OF INFORMATION  
WE'VE BEEN SHARING WITH YOU OVER  
THE PAST MONTHS IN ONE PLACE

TAKE A LOOK >



# HOW TO APPLY DESIGN THINKING IN YOUR DAILY WORK

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# Design Thinking

is an iterative **process** that guides you to **better understand the problem**, challenge your assumptions, and **identify multiple strategies and solutions** that might solve the problem for good.

So basically a systematic approach to actually solve a problem.



✗ It is neither **just for innovation units**, nor a thing that **only designers** do.

✓ It can be applied in **all sorts of situations to solve all kinds of problems** -

hence, it turns **YOU** into a better **PROBLEM SOLVER**.



The method consists of **5 PHASES**:

**Empathize** - gain a deep understanding of the user and problem

**Define** - define the problem more concretely

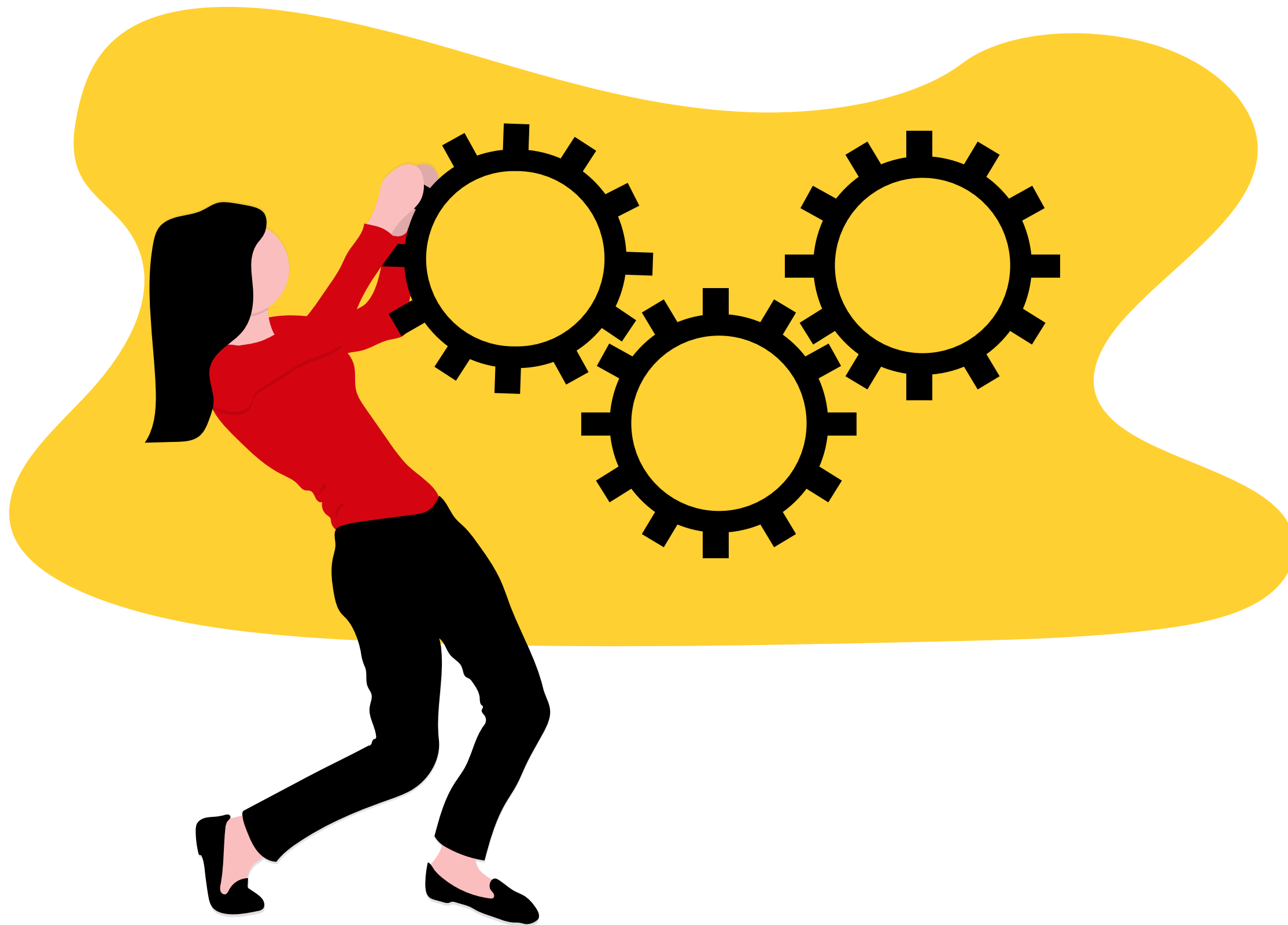
**Ideate** - come up with multiple solutions that might solve the problem

**Prototype** - create a prototype of your solution

**Test** - test it with real users



Think of design thinking as a **mindset**: you can go through the process **step by step** or decide to conduct steps **simultaneously**.



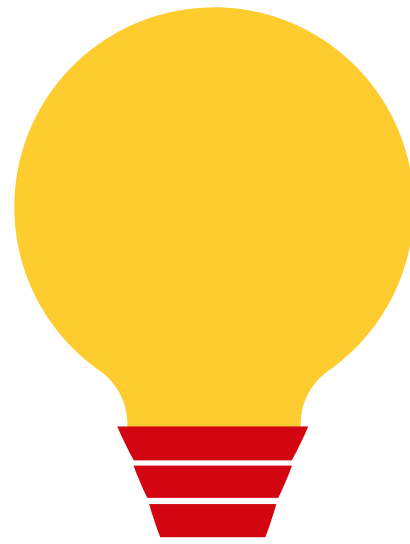
# How to apply design thinking?

Let's imagine you have to prepare an important presentation for your boss and her colleagues.

Ideally, you start with:

- 1) understanding who the target group of this presentation is (**Emphasize**),
- 2) you find out which questions need to be answered / problem solved with the presentation (**Define**),
- 3) you brainstorm the structure & key points that should be covered and prioritize them (**Ideate**),
- 4) you create the first draft of your presentation (**Prototype**),
- 5) and share it with your colleagues for feedback and guidance (**Test**).





This approach will lead to a **much better result** than if you would have started putting slides together without having **the target group and problem** in mind!



# **GIVE DESIGN THINKING A GO!**

LEARN MORE ABOUT IT  
VIA THE LINK IN THE  
FIRST COMMENT.



# SOLVE YOUR DAILY WORK PROBLEMS WITH IDEATION

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# Ideation

is a powerful method that can **solve any kind of problem** — unexpected or trivial, big or small.

It helps you to come up with as many inside-the-box and outside-the-box solutions as possible.



There are **hundreds of ways** to ideate and brainstorm.

Not all of them are effective though.

But the **one we'll share** with you has proven to bring great ideas to the table.



It's a simple **10-minute**  
exercise called

**10 X 10**

and it will help you to solve your  
challenges without stress and  
frustration.

Curious? **Let's jump right in!**



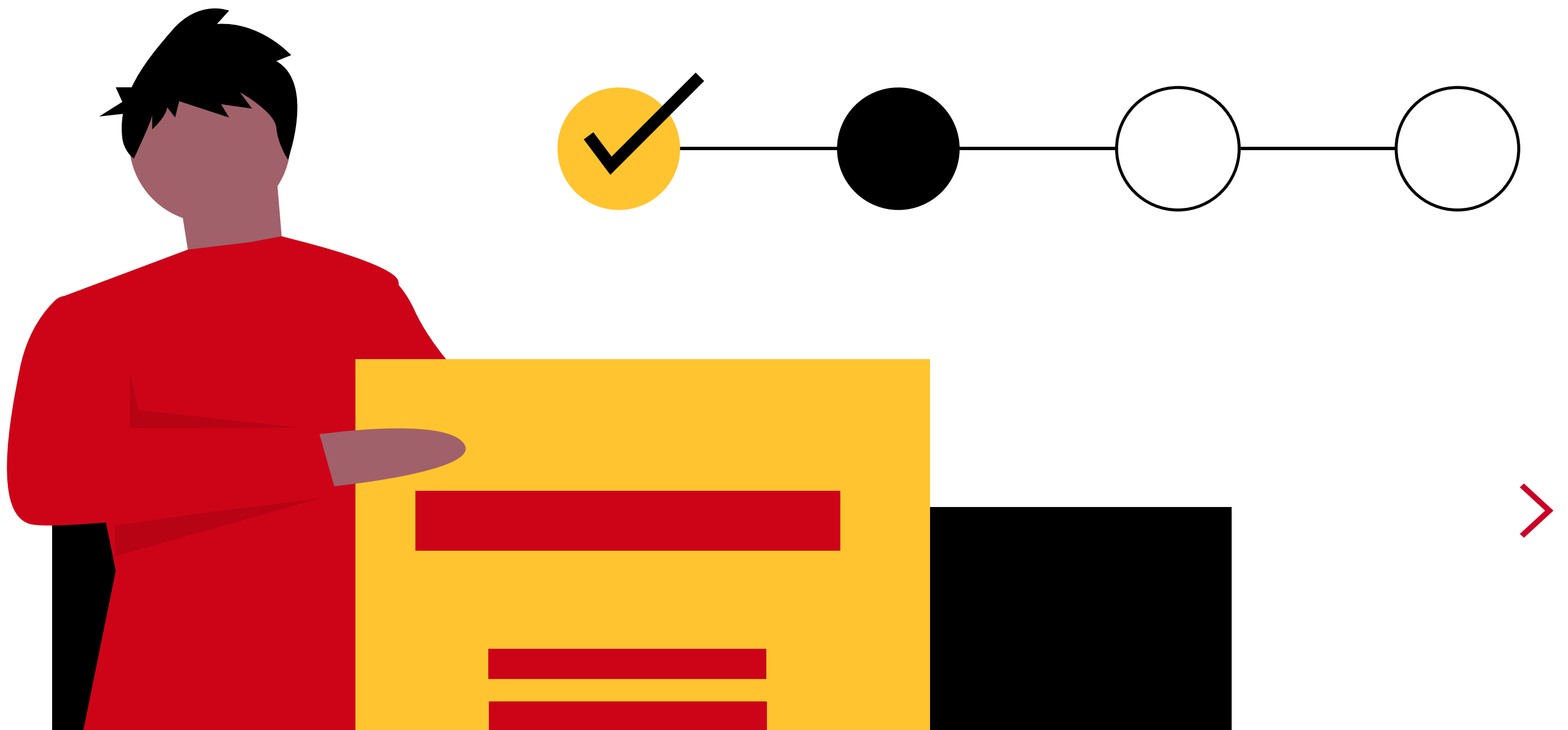
# 4 steps to follow:

Step 1: **Generate** (5 minutes)

Step 2: **Curate** (1 minute)

Step 3: **Vote** (3 minutes)

Step 4: **Arrange** (1 minute)



When starting the session, make sure you focus on a specific challenge at hand, and even more importantly - phrase it as a **“How might we”** question.

What's HMW? Simply a **problem statement with a solution-focused phrasing**. Check out the example.

“We can't have a team christmas party in person this year.”

**“How might we** organize an engaging online christmas team party to celebrate together?”

## Step 1: Generate (5 minutes)

*Tell your team to write down as many ideas as possible in 5 minutes.*

It's **the quantity of ideas** that matters at this stage, not the quality.

**1 idea per sticky note** and with legible handwriting!

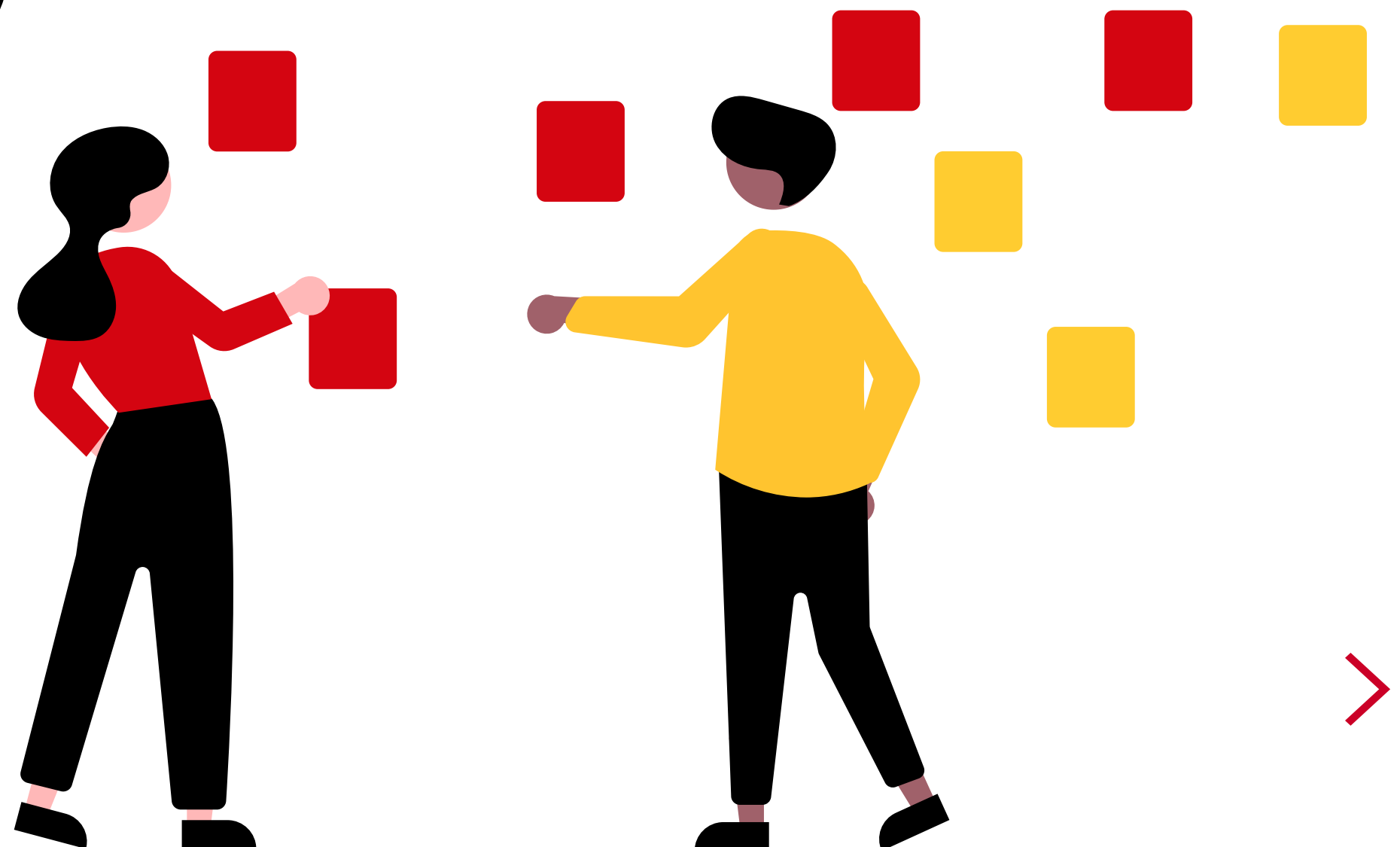
If someone gets stuck (indication: not writing) **encourage them to keep going** and to not worry about how good or bad the ideas are.



## Step 2: Curate (1 minute)

*Let each member select their top 10 ideas, and throw the rest away.*

Everyone should then **stick their ideas to the wall** (not grouping them, just sticking randomly - trust the process).



## Step 3: Vote (3 minutes)

*As a moderator, take down the repeating ideas. Participants then get 10 voting dots each, and vote for the ideas they like the most.*

(They can put as many dots as they want to 1 idea, they can vote for their ideas, they can't ask for explanations on ideas - they should rather go with their guts).



## Step 4: Arrange (1 minute)

*Simply visualize the results: the ideas with most dots go on top of the board. What you got there now are your best 10 (or less) ideas.*

**THAT'S IT! 10 FOR 10 FORCES YOU TO BE QUICK, AND LESS ATTACHED TO YOUR IDEAS.**

NOW ITS YOUR TURN TO TRY! WITH YOUR COLLEAGUES, FRIENDS OR FAMILY.

**READY, SET, IDEATE!**



# PRODUCTIVE TEAM MEETINGS? HERE IS HOW

TAKE A LOOK >

***“71% of meetings are considered unproductive — meaning that they had no clear outcome and no productive next steps”. \****

How do you make sure YOURS are a **valuable time investment?**

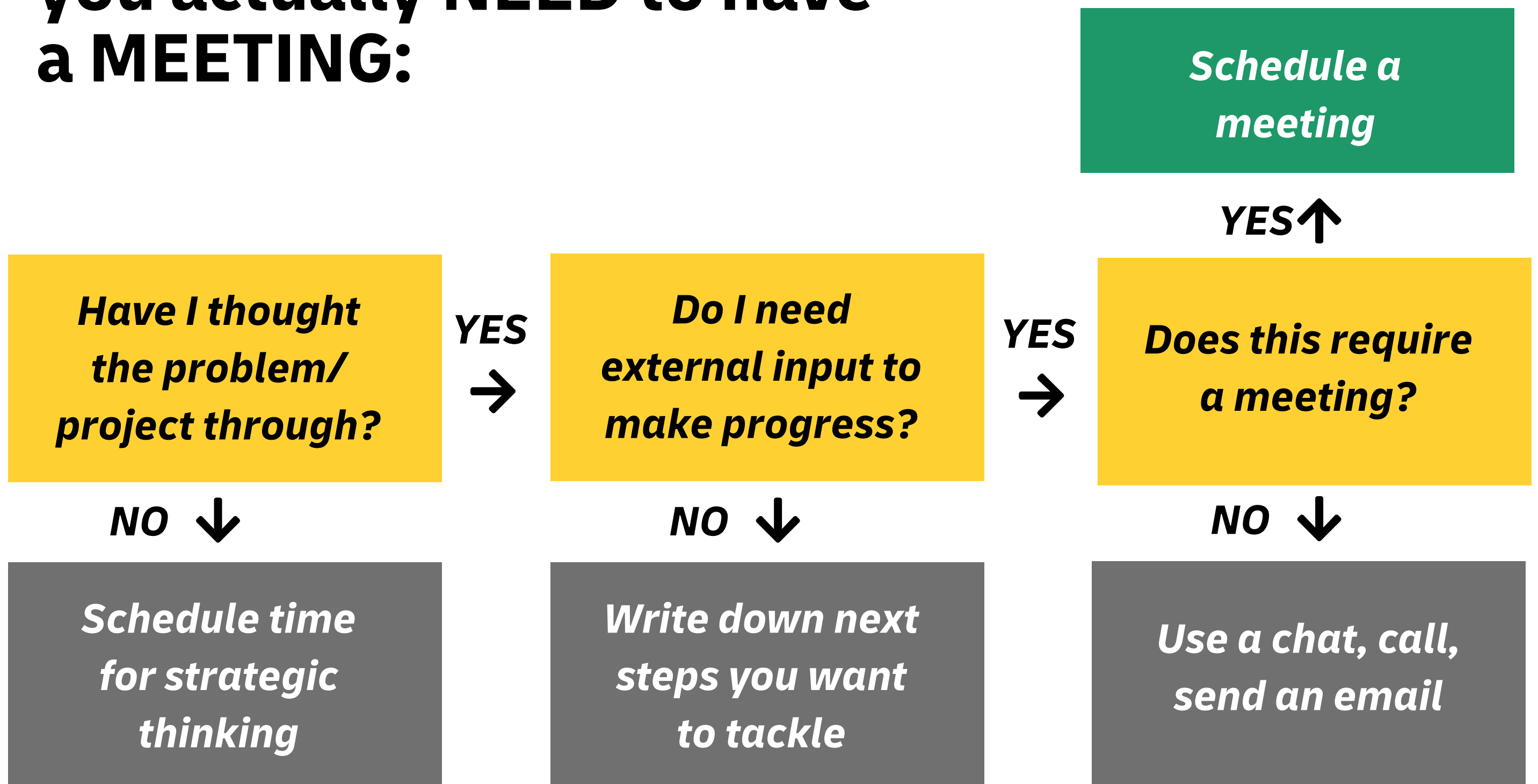
**Look at the 8 most common mistakes people make when having meetings and how you can avoid them. →**

\*Microsoft study

# 1. An overload or lack of meetings

*“In the 1960s, executives spent less than 10 hours per week in meetings. Fifty years later, the number jumps to 23 hours.”*

**At first, try to figure out if you actually **NEED** to have a **MEETING**:**



## 2. Absence of a clear goal

The meeting's **purpose** should be communicated clearly from the very beginning and be understood by all attendees. It's best if it's phrased as a noun. ***For example:***



an Action list to tackle challenge A



a decision on topic B



strategy for Q1



### **3. Lack of open communication - some opinions don't have space to be heard or get rejected**

If your meeting's goal is not just to inform your team about something but to have a discussion and joint decision, make sure you ask participants directly for their opinion to encourage active listening and participation.

***Rule: No one speaks twice until everyone speaks once. Keep an eye on the colleagues who stay quiet, and encourage them to speak up.***



## 4. Lack of attention and presence

Set ground rules with your team:

- **show up on time**
- **be prepared**
- **put your phone and laptop away**
- **participate fully**

Getting rid of distractions and multitasking allows you to be more focused and bring better ideas to the table.

## **5. Not enough preparation**

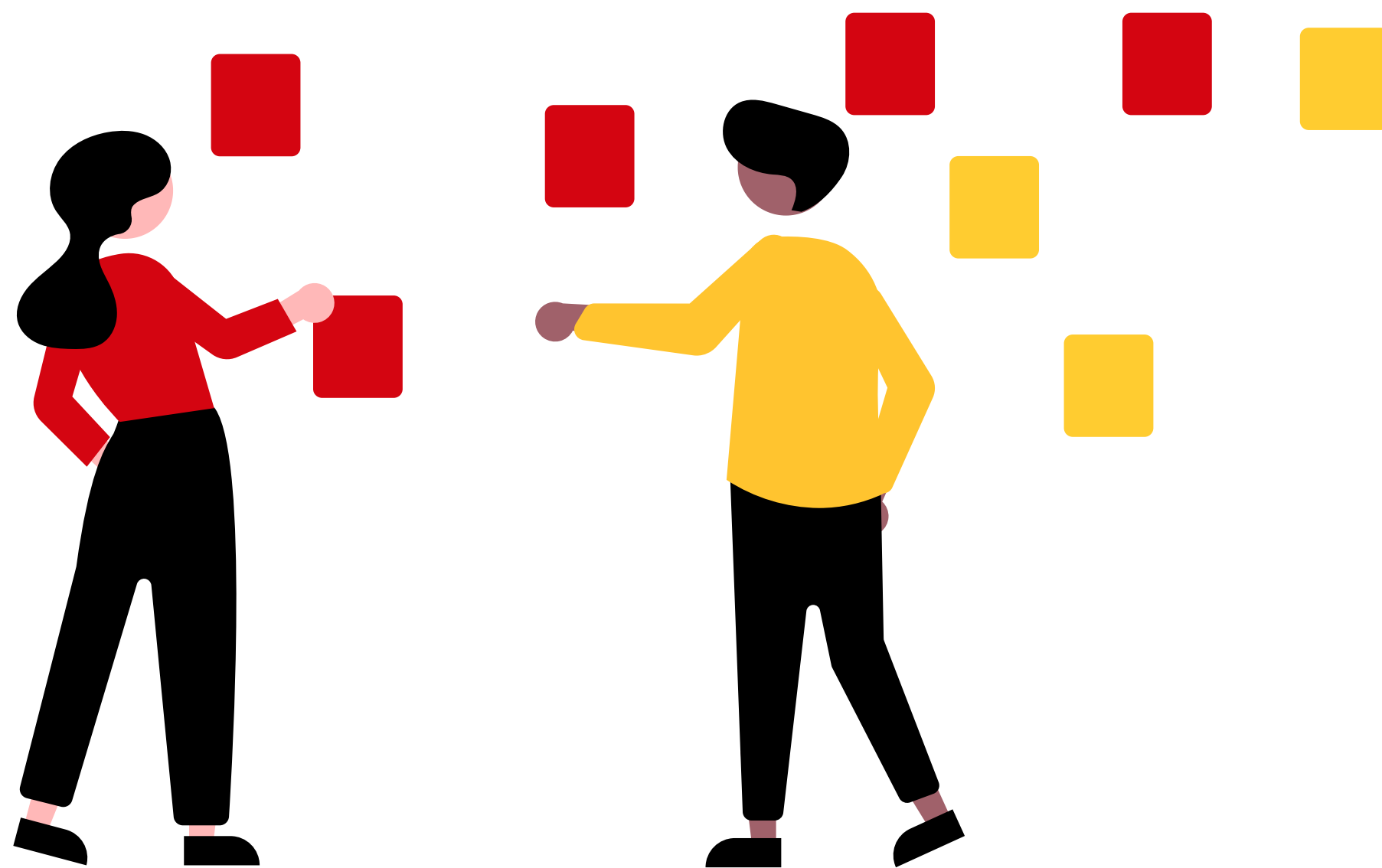
**Preparation is 90% of a successful meeting – share the purpose of the meeting and a clear agenda with participants in advance. Share any additional information needed. Provide a pre-read and instructions on the tools you will use and how to use them.**

***In a meeting the focus should be a real-time discussion, not an explanation.***



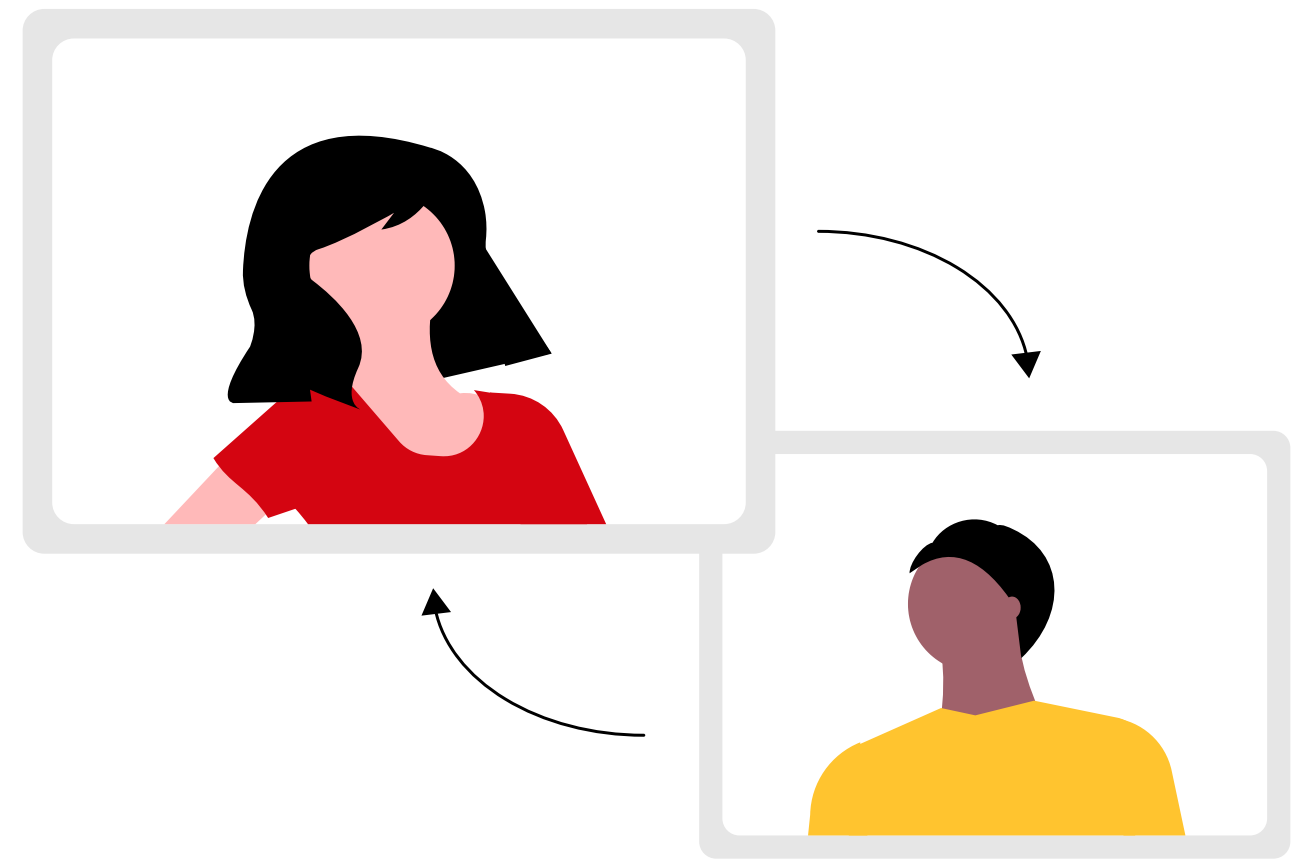
## 6. Lack of diverse perspectives

Meetings should be scoped appropriately. Make sure to invite all the relevant stakeholders. ***The diversity of perspectives and backgrounds can be invaluable when it comes to the brainstorming of innovative ideas.***



## 7. No clear guidance and timeboxing

Make sure to avoid those issues by ***defining clear roles beforehand.***

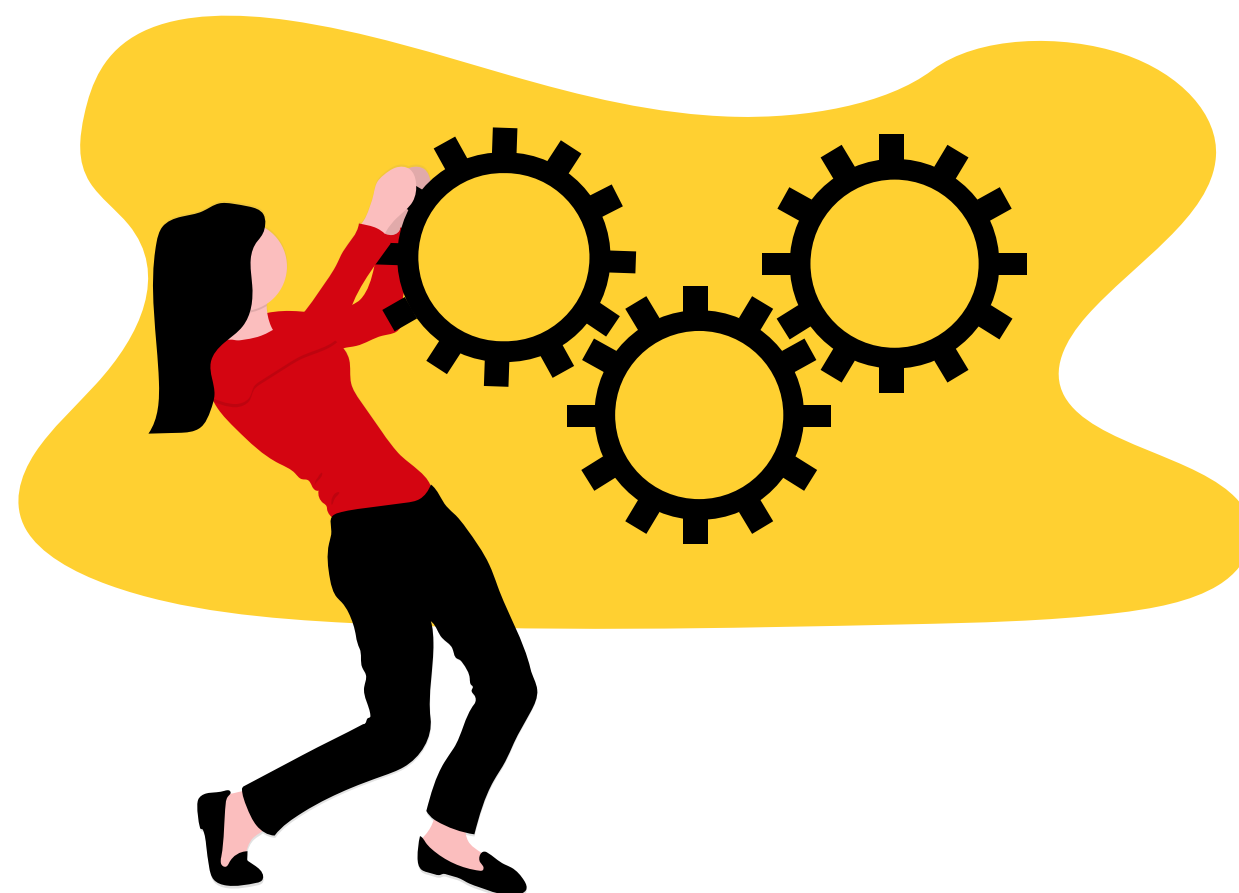


It's important to have a **moderator** who will keep the pace and ensure the meeting reaches its purpose in time. Have a dedicated **notes keeper**, as moderator won't have time to take notes. Alternatively: record the session or use a digital white-board.



## 8. Inability to draw a conclusion or define clear action steps

The desired outcome of the meeting should ideally not be to have another meeting. ***Drive the discussion in the direction of the goal*** (that is tangible and easily understood by everyone) you are trying to achieve, and make sure your team doesn't go off-topic too often.



# **WHAT ARE YOUR TEAM'S CHALLENGES WITH MEETINGS?**

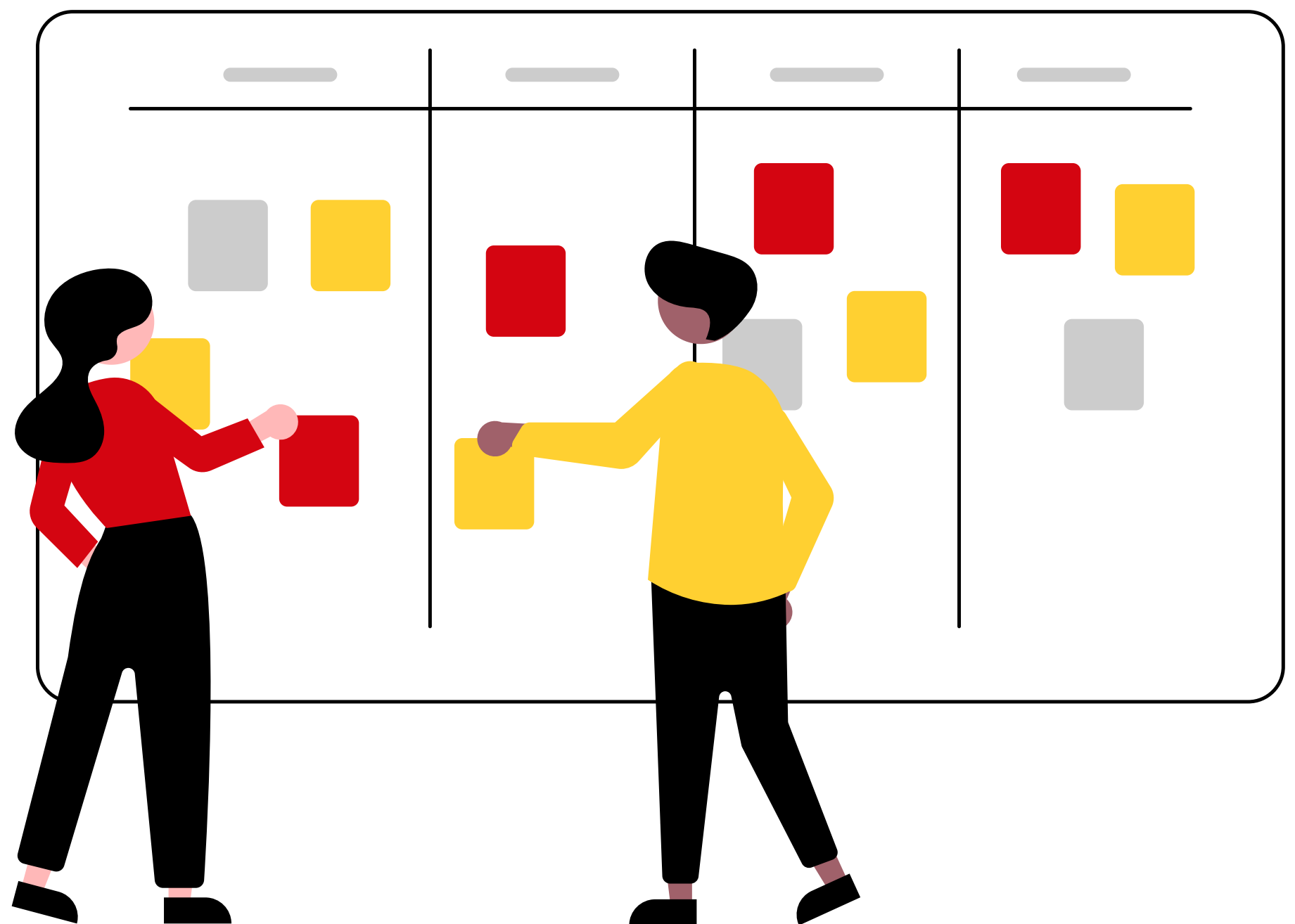
BASED ON THE PREVIOUS  
POINTS, WHAT IMMEDIATE  
STEPS CAN YOU TAKE TO  
IMPROVE YOUR MEETINGS'  
QUALITY?

# HOW YOUR TEAM CAN GET STARTED WITH SCRUM

TAKE A LOOK >

# ✨ SCRUM ✨

is a **#process** to help people solve problems and complete projects as **productively** as possible while ensuring the projects they work on are as **valuable** as possible.



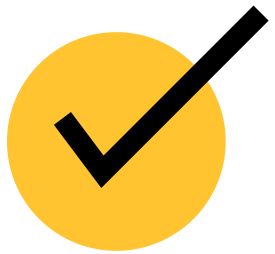
# How do you know if SCRUM is right for YOUR team?



You have well-defined projects



Your projects can be broken down into bite-sized chunks



Impromptu work doesn't define your week.



You are focused on getting feedback and making improvements.



# SCRUM in a nutshell

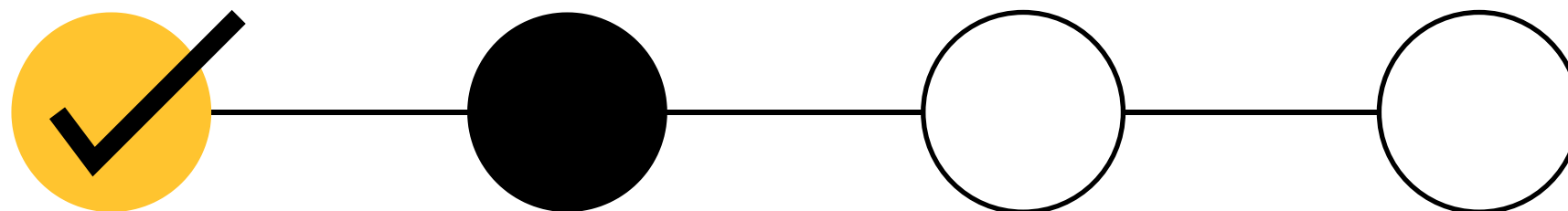
Scrum breaks huge projects down into ***actionable tasks, done by cross-functional teams.***

Teams work in short timeframes called ***sprints***. Each sprint begins with a ***plan*** and ends with a ***review*** of the work completed and an ***additional review of the way in which the team worked together.***



# SCRUM in a nutshell

Each task that is of high priority and that will be tackled in the coming sprint, will be moved from the ***product backlog*** to the ***sprint backlog*** with the goal to have it ***completed*** at the end of the sprint.



**Seems like it could work for you?**

**Start small: Eat the reindeer  
one bite at a time!**



## **1. Choose your pilot project.**

Best fit would be the one that is possible to break down in working packages.

## **2. Form your team.**

Your team should be cross-functional, and be able to work together on getting actionable task done.



### 3. Define your roles.

Assign a ***product owner*** (has a clear vision of the project, and can break it down into tasks and prioritize them), and a ***scrum master*** (facilitates the process and makes sure to get all the problems out of the way.)

### 4. Schedule the meetings.

From ***sprint planning meeting*** to ***daily sprints***, to ***sprint review*** and ***retrospective***.

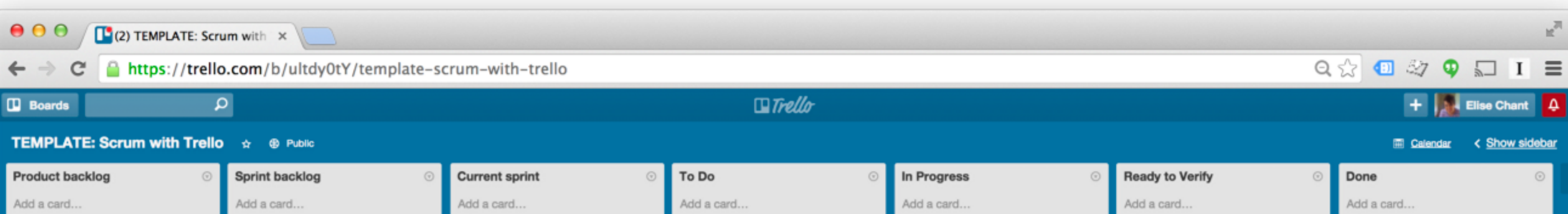
## 5. Set up and fill in your artefacts.

Fill your ***product backlog*** with all tasks related to the project and decide which tasks to move to your ***sprint backlog*** for your first sprint.

## 6. Plan your first SPRINT.

Plan your first sprint tasks in detail, define deadlines (some tasks might need to be done before the sprint ends), and ***give it a shot!***

# Tool Tip



**Use Trello for your product backlog and sprint backlog and to cover the progress within each sprint (*to do, doing, done*).**



# **READY TO TRY SCRUM?**

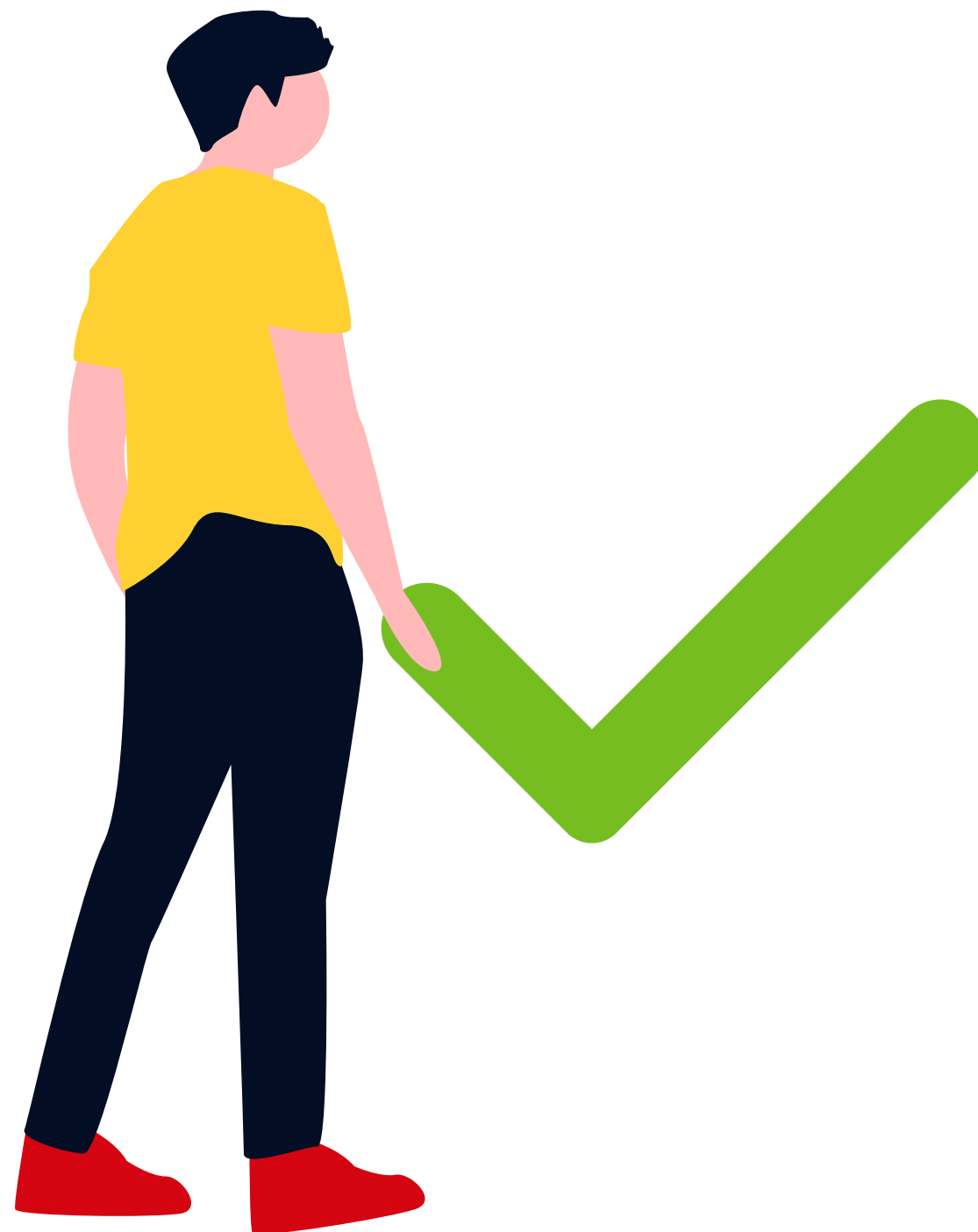
GIVE IT A GO, AND SHARE  
YOUR FIRST IMPRESSIONS IN  
THE COMMENTS.

# **CUSTOMER DISCOVERY INTERVIEWS: WHAT QUESTIONS TO ASK**

**TAKE A LOOK >**

# Goal:

Understand the customer's needs and challenges - **explore the what, why and how.**



## Questions to avoid

**✗ *Do you think it's a good idea?***

***Would you buy this product?***

People will most likely say “yes” to be considerate with your feelings.

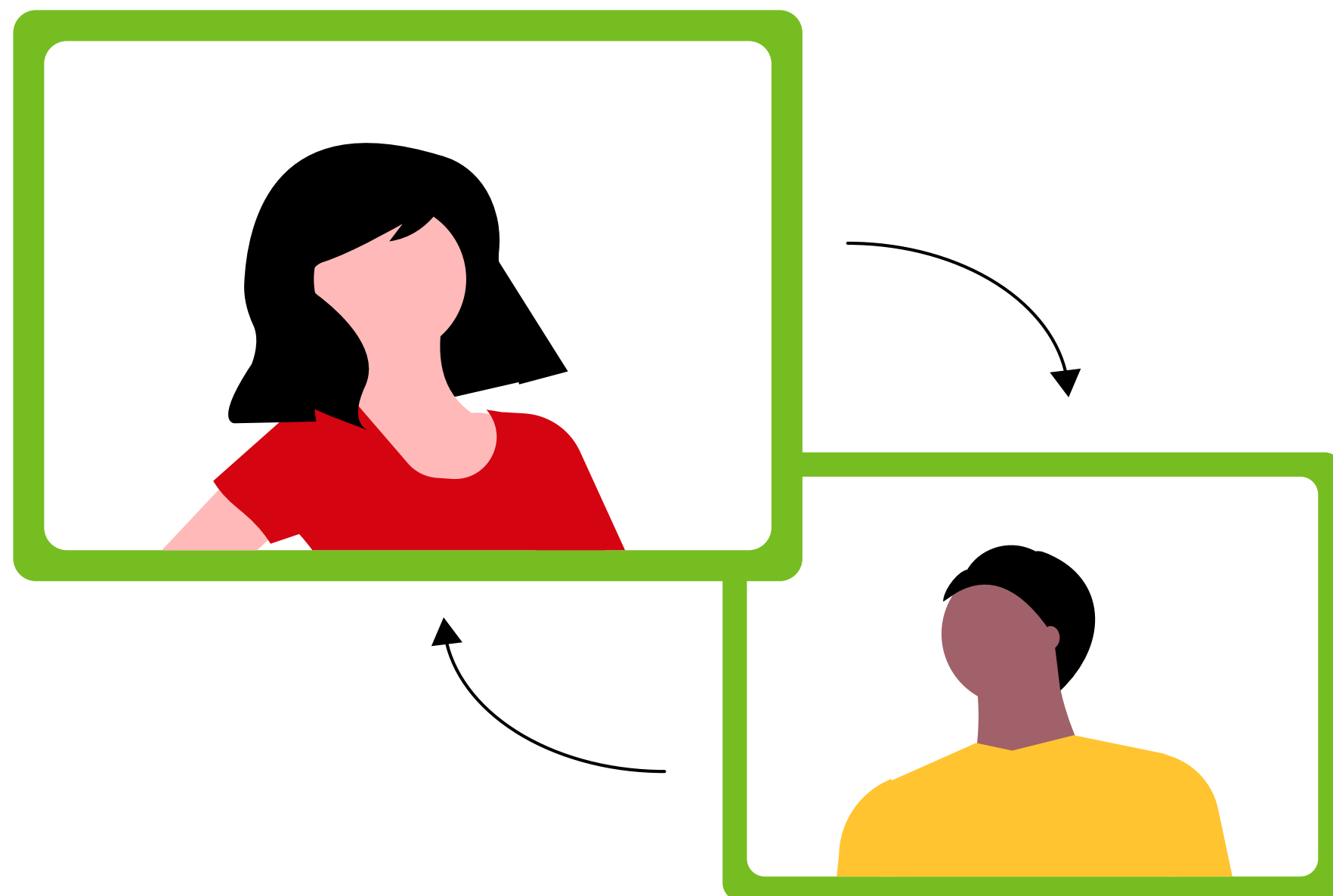
**✗ *How much would you pay for this solution?***

People tend to underprice; the answer won't help you with your pricing model.










✨ Questions to ask instead:  
Understand what your customer is  
trying to accomplish. ✨

- ✓ When was ***the last time*** you did A?
- ✓ ***How often*** do you do A?
- ✓ ***Why*** do you do A?



# Questions to find out how they currently solve their problem.

-  Could you please tell me ***how you usually do A?***
-  Could you please ***show me how you currently do A?***
-  Which ***step is the most challenging*** for you?
-  Are you ***happy with your current solution*** to do A?
-  Do you use ***any other ways to do A*** besides your current solution?
-  Why did you choose ***this solution?***
-  Did you ever consider ***alternative solutions?***



 **Questions to find out what is preventing them to solve the problem.** 

- ✓ What is **challenging** for you while doing A?
- ✓ What do you **like** about doing A?
- ✓ What happens if you **fail** to achieve A with your current solution?
- ✓ How much **time/money**/any other resource are you losing because of this issue? Ask for a specific quantifiable answer.
- ✓ How does it make you **feel**?



# ✨ Tips & Tricks for interviewers. ✨

## 💡 ***Observe emotions:***

Is there anything specific that causes the customer to express different emotions?

## 💡 ***Understand the context:***

Are there any other people involved with the problem or solution?

## 💡 ***Uncover the triggers:***

Which questions make the customer seem frustrated?



**LEARN MORE ABOUT CUSTOMER  
DISCOVERY INTERVIEWS  
AT [DHLSTARTUPLAB.COM/BLOG](https://dhlstartuplab.com/blog)**

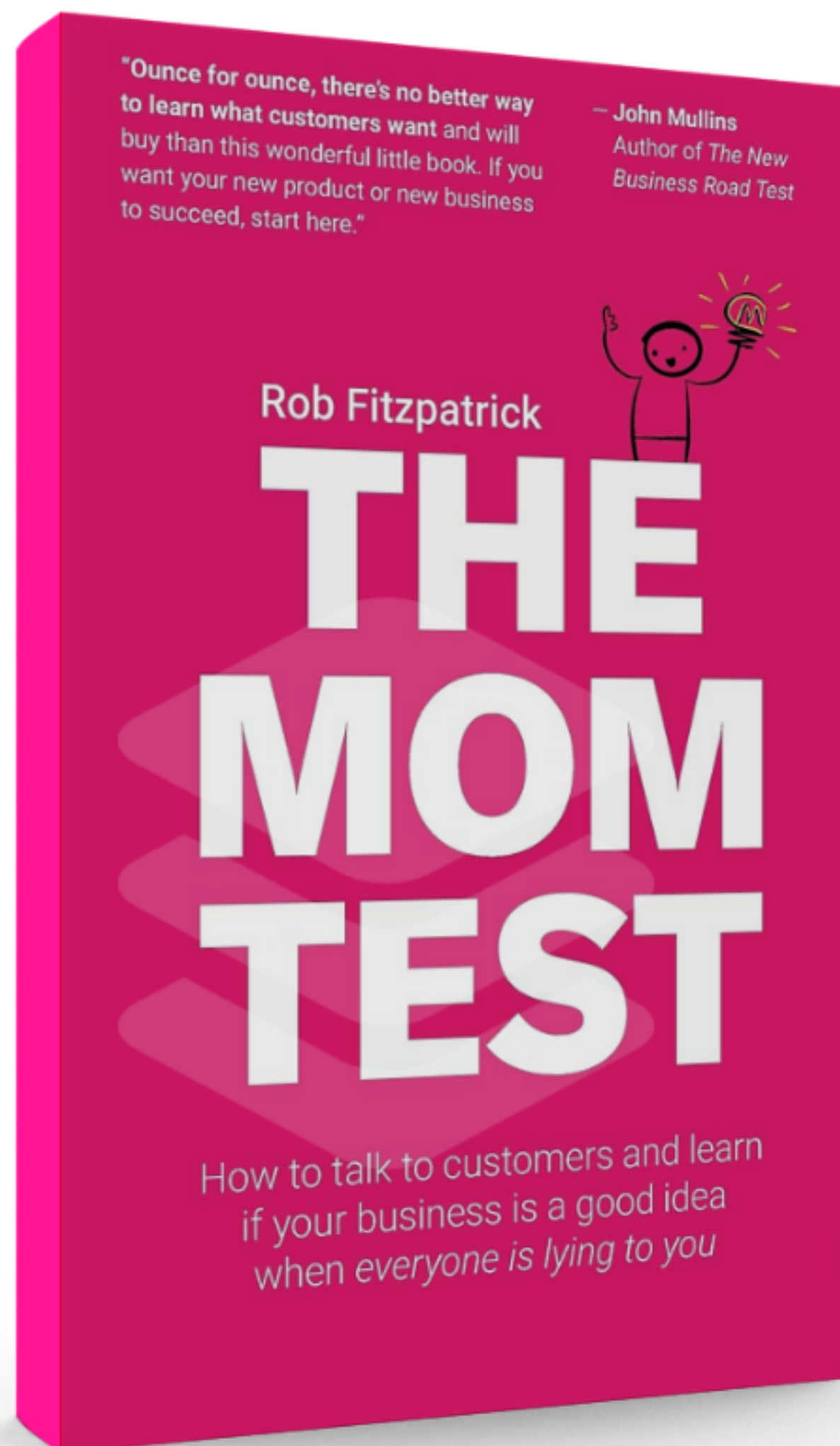
GIVE IT A GO, AND SHARE  
YOUR FIRST IMPRESSIONS  
IN THE COMMENTS.



**YOU'VE FALLEN IN  
LOVE WITH YOUR IDEA.  
FIRST, MAKE SURE IT'S  
WORTH THE EFFORT!**

TAKE A LOOK >

Start with asking  
**the right questions.**  
Here is how. ➡



# ✨**RULE #1:** **Use open-ended questions.** ✨

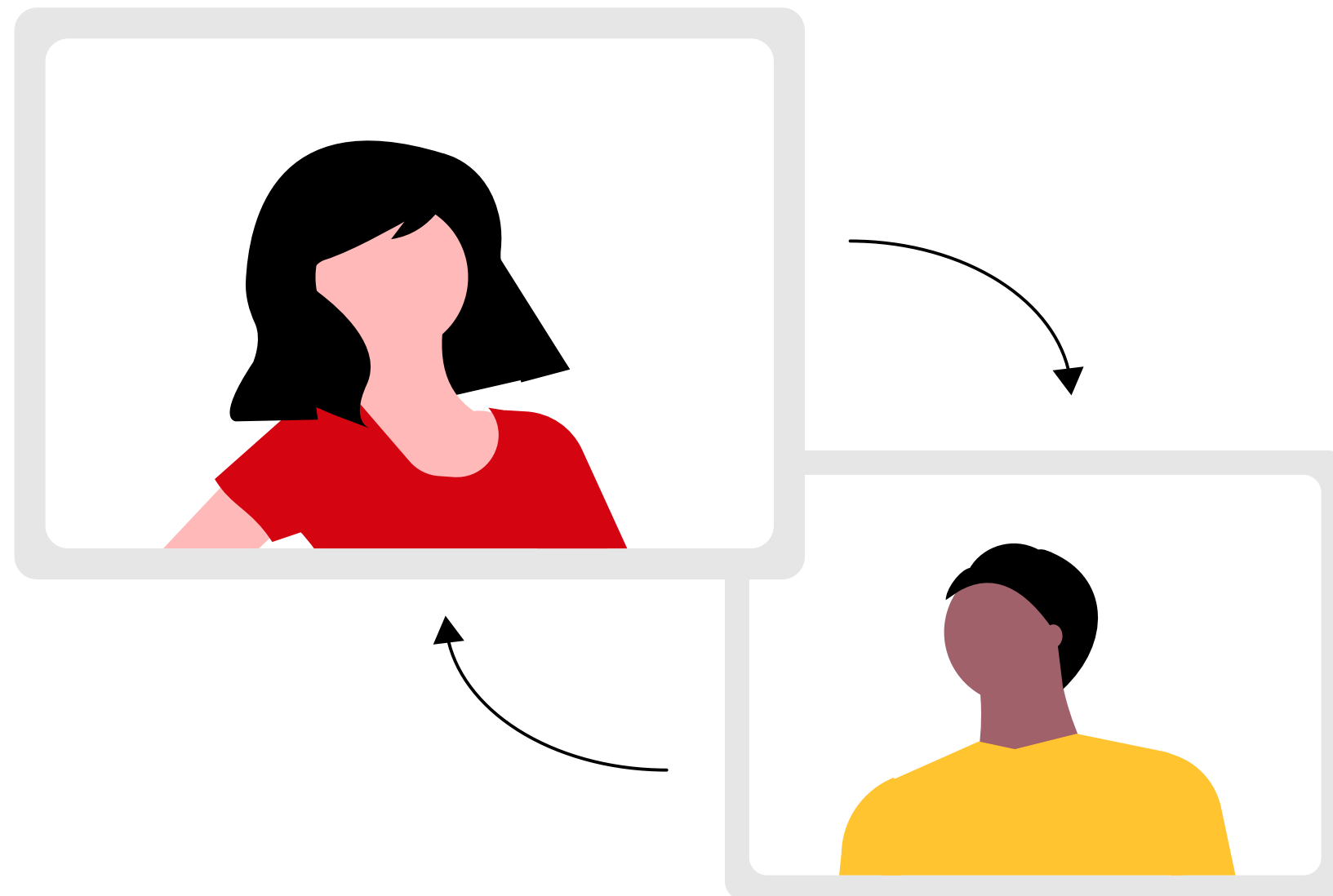
People tend to sugarcoat if they think it's what you want to hear, especially if you already have invested time and effort.

To avoid that, ask open-ended questions, starting with “***what***”, “***how***”, and “***why***”. This allows your customer to tell you about (the context of) their problem without suggesting to them that some answers might be good or bad.



# ✨ **RULE #1:** **Use open-ended questions.** ✨

The easiest way to find the root cause is to ***ask “why?” 5 times***. Do this whenever your customer talks about their experienced problem.



## **RULE #2:** **Be more precise.**

Sentences that contain “***I would***”, “***I will***”, “***I might***”, “***I could***”, etc. contain a hypothetical or future promise most of the time and are not based on facts.

Don't ask questions about what your customer would or should do, instead, ***ask questions about what they have done***, how they are trying to solve their problem, and why they are trying to solve their problem.



## **RULE #3: Listen at least twice as much as you speak.**

Your goal is to ***get as much information out of a customer interview as possible.*** Therefore, make sure that most of the time it's your potential customer who's talking, not you.

Don't rush into the next question if you've received a short quick answer, if you remain quiet for a few seconds, chances are high your interviewee will reveal more, and start sharing details. Also, ***ask follow-up questions*** to get in-depth insights.



# **READY TO TRY THE MOM TEST?**

GIVE IT A GO, AND SHARE  
YOUR FIRST IMPRESSIONS IN  
THE COMMENTS.

# **NEED MORE HELP FRAMING THE QUESTIONS?**

STAY TUNED FOR OUR  
NEXT POST!

# IDENTIFY AND ENGAGE THE RIGHT STAKEHOLDERS IN YOUR PROJECTS EARLY ON

TAKE A LOOK >

***Let's start with the basics:***



***Stakeholder:*** An individual, group, or organization who may affect or be affected by a decision, activity, or outcome of a project, program, or portfolio.



***Let's start with the basics:***



***Stakeholder management :***

The processes, tools, and techniques to effectively engage stakeholders in project decisions and execution based on the analysis of their needs, interests, and potential impact.



# Why is it important to engage stakeholders at an early stage?

Early stakeholder involvement provides the ***foundation for long-term engagement and support.***

Failing to engage key stakeholders who are impacted by or have an impact on your project may result in distrust and / or lack of support.



# Engage stakeholders right from the start to...

💡 ***Gain relevant insights.***

💡 ***Get buy-in and make them an ambassador of your project/solution.***

💡 ***Learn about your stakeholder's needs and make sure your messages are targeted and delivered timely.***

💡 ***Establish long-term relationships and create a sense of shared responsibility.***



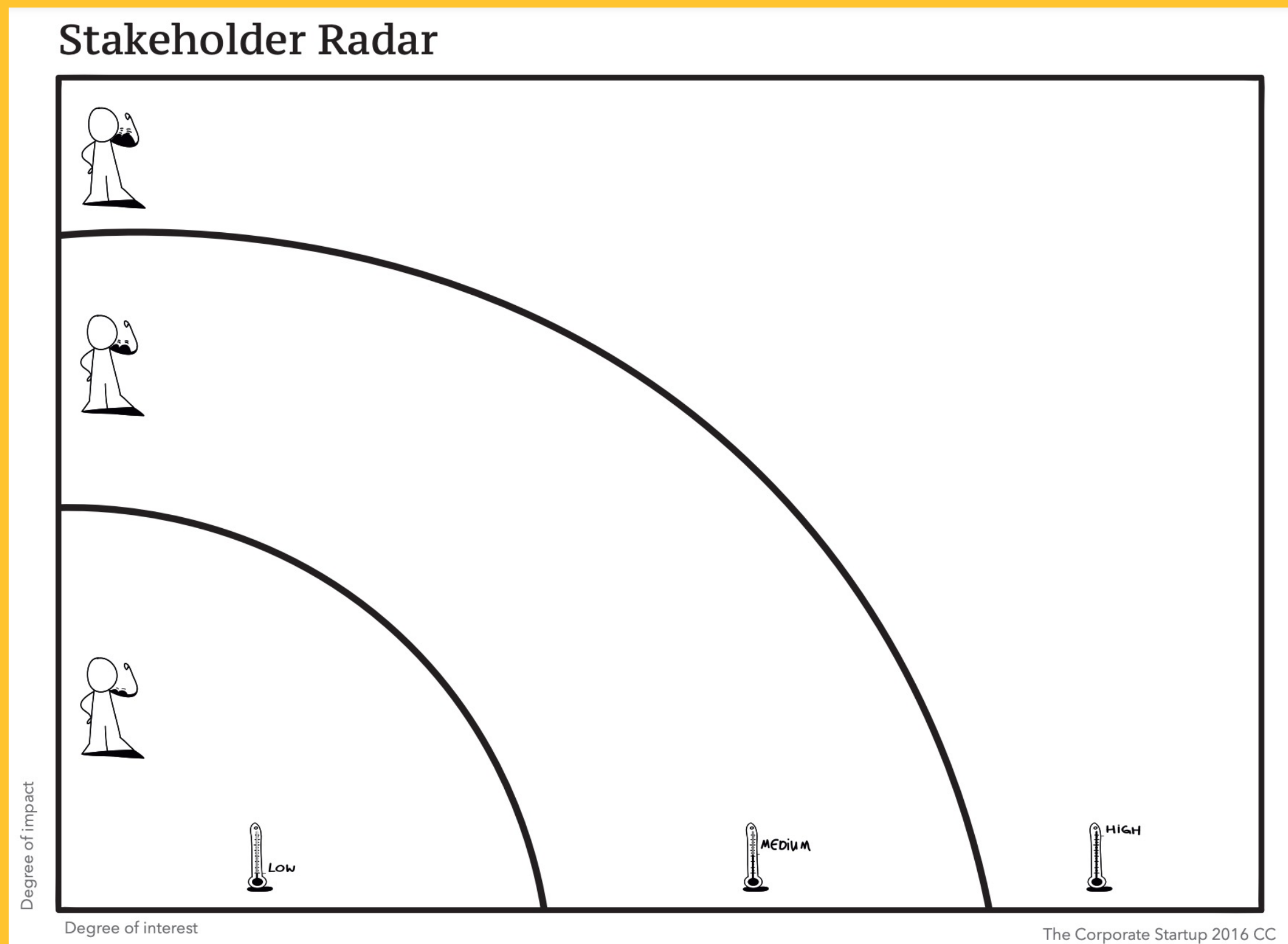
Always remember:

***“How project teams tackle the process of identifying and engaging stakeholders right from the start of their project determines the degree to which stakeholders commit to the project’s objective.”***

Already hooked?  
Here is how you get started.



# STEP 1: Map all relevant stakeholders in a “Stakeholder Radar”



**X** = the amount of interest in your idea  
**Y** = the amount of impact/organizational power a stakeholder has in your organization



# STEP 2: Prioritize Key Stakeholders

## <TEAM NAME> STAKEHOLDER MANAGEMENT

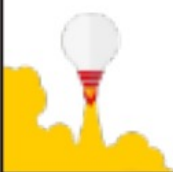


### HIGH INTEREST/HIGH IMPACT

- Stakeholder
- Stakeholder
- Stakeholder

### HIGH IMPACT/LOW INTEREST

- Stakeholder
- Stakeholder
- Stakeholder







Use the Stakeholder Radar to create ***a list*** of high impact/high interest and high impact/low-interest stakeholders.



## **STEP 3: Strengthen your stakeholder relationships**

Involve your stakeholders and make sure you...

-  ***Invite them to relevant meetings or set up dedicated update calls.***
-  ***Get their advice and sparring to evaluate potential risks and opportunities.***
-  ***Update them on the progress of your project and understand their vision.***
-  ***Learn about their ambitions, insights and organizational weight.***



# READY TO GIVE IT A SHOT?

START WITH THE  
“STAKEHOLDER RADAR”  
AND DEFINE YOUR NEXT STEPS.

# 5 STEPS TO EMBRACE AN INNOVATION MINDSET IN YOUR DAILY JOB

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## ✨STEP #1: set some time aside to ideate. ✨



Finding the time or head-space to think creatively can be tough. But it's a vital part of developing innovative ideas. *Google put in formal rules requiring every employee to dedicate one day a week to think out of the box and to work on side projects.* Whilst one full day might not be possible for everyone, ***consider taking a few hours a week to get out of your usual environment and to think about something new.*** Surprise your colleagues and bring one or two new ideas, big or small, to your next team meeting.



## ✨STEP #2: Increase collaboration with others. ✨

The people you work with — colleagues, clients, suppliers, and customers — are your ***most valuable resources***. You might have some wonderful innovators hidden away in your organization that you've not yet tapped into, and *the more people you have contributing, the more power you'll have to generate and develop great ideas.*



## ✨STEP #3: Take calculated risks.✨

Mark Zuckerberg's guiding philosophy, the "Hacker Way," openly encourages Facebook employees to *"make bold decisions, even if that means being wrong some of the time."*

***Don't be afraid of occasional mistakes***, they are a powerful source of learning. Overcome them quickly, and come up with better solutions.

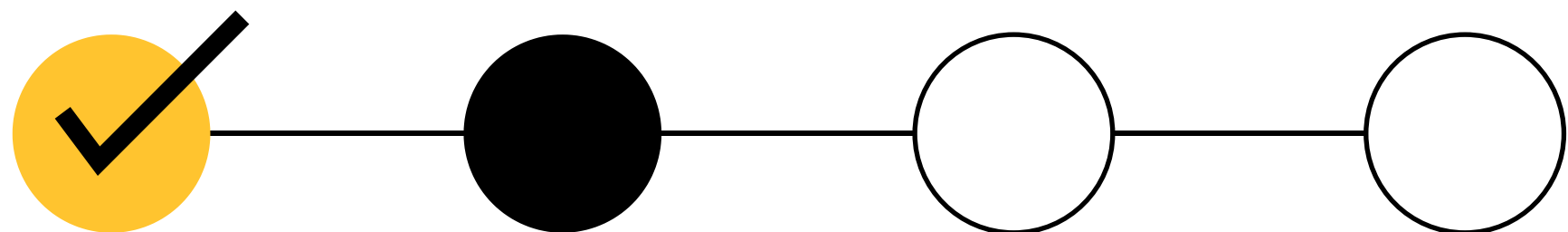


## ✨ **STEP #4: Start small.** ✨

The words “change” and “innovation” can strike fear in the hearts of those too comfortable in their working routine.

***Start with small innovations and ideas.***

Think of innovation as a spectrum: at one end, smaller, incremental changes can be introduced before moving up to the more ***disruptive and transformative innovations on the other end.***

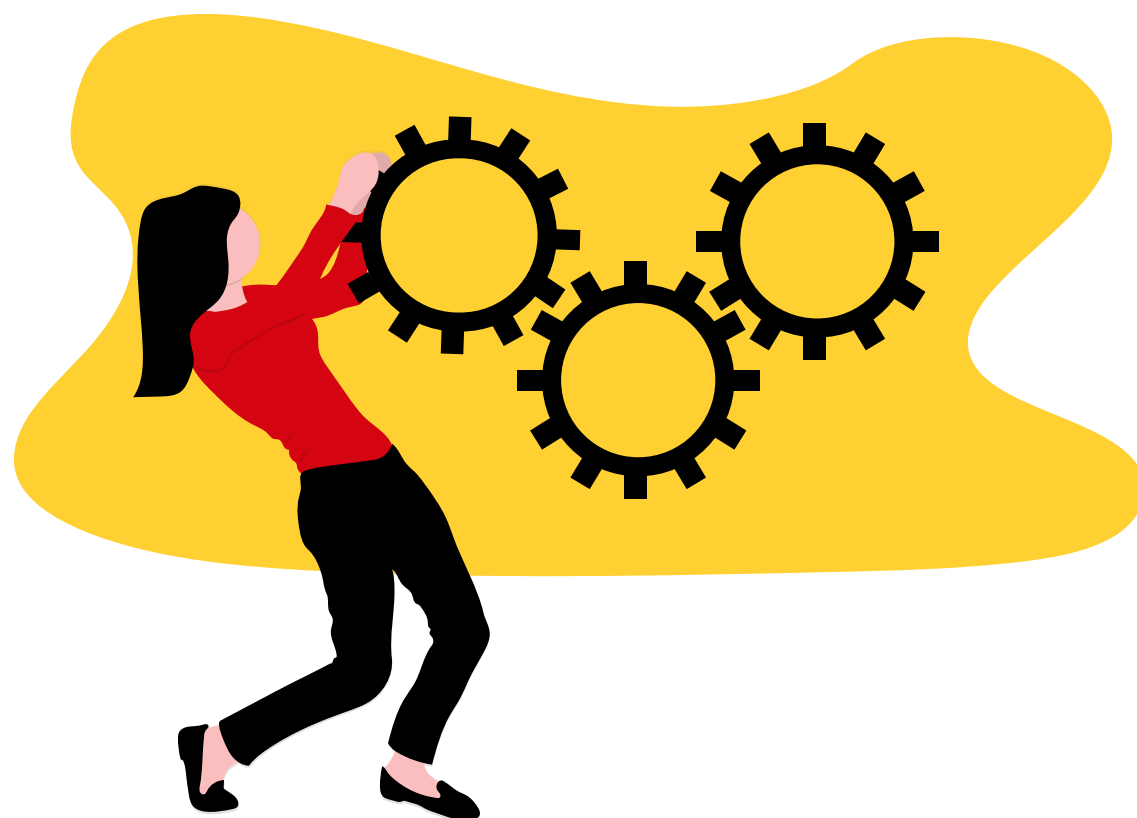


## ✨ **STEP #5: Test your ideas quickly.** ✨

*Don't hold on to your ideas for too long.*

Find a way to implement them ***in a quick and lean way*** to collect the ***initial learning about your ideas' potential outcomes***. If the results are not promising - adapt and iterate.

*The faster you move, the faster you will arrive at the right solution.*



**INNOVATION IS FUN,  
SO GIVE IT A SHOT.**

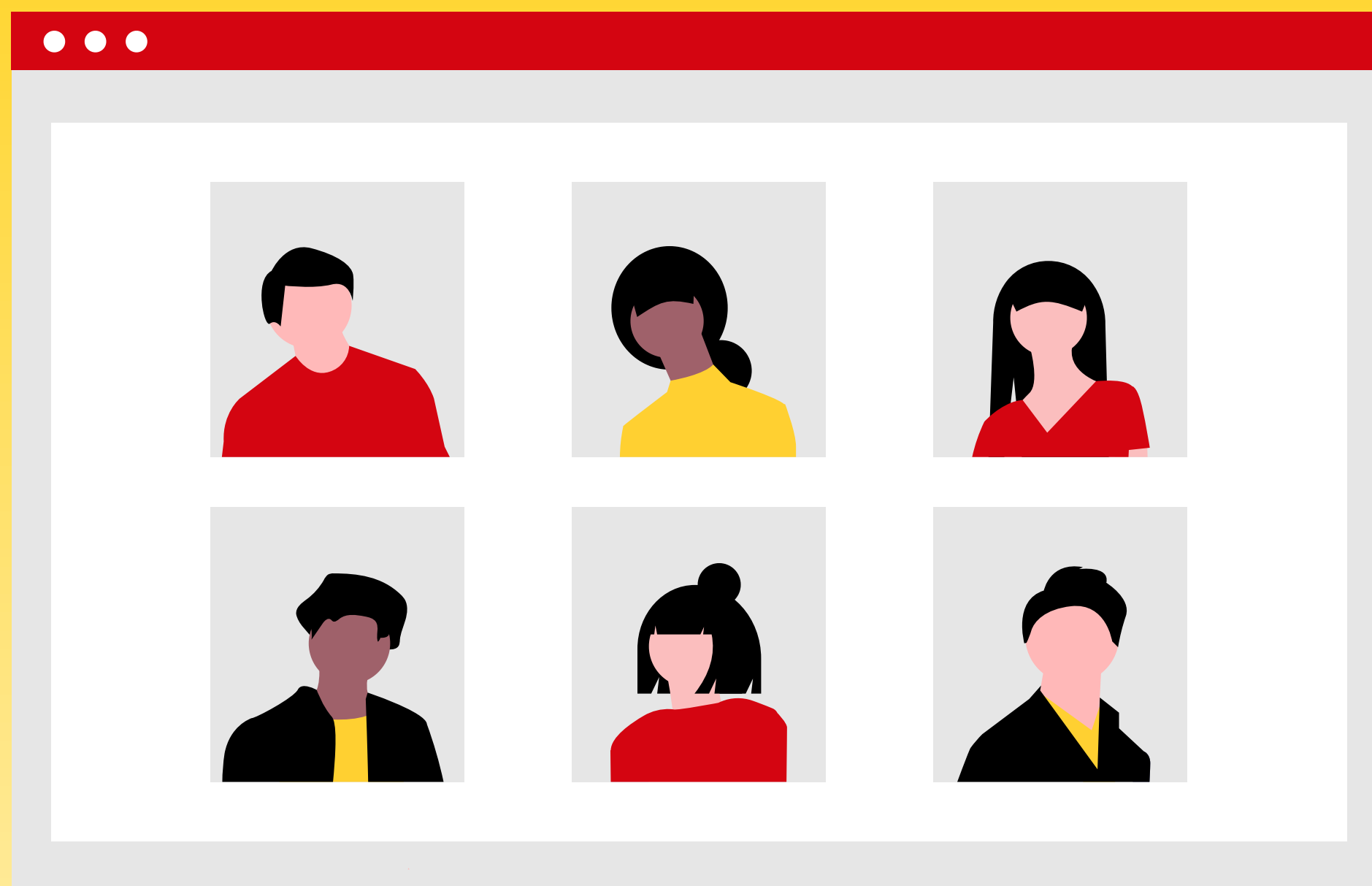
TRY IT STEP BY STEP, AND YOU  
WILL SEE HOW IT CAN SPICE UP  
YOUR WORKING ROUTINE.



START-UP LAB UNIVERSITY

# HOW TO BUILD STRONG REMOTE TEAMS

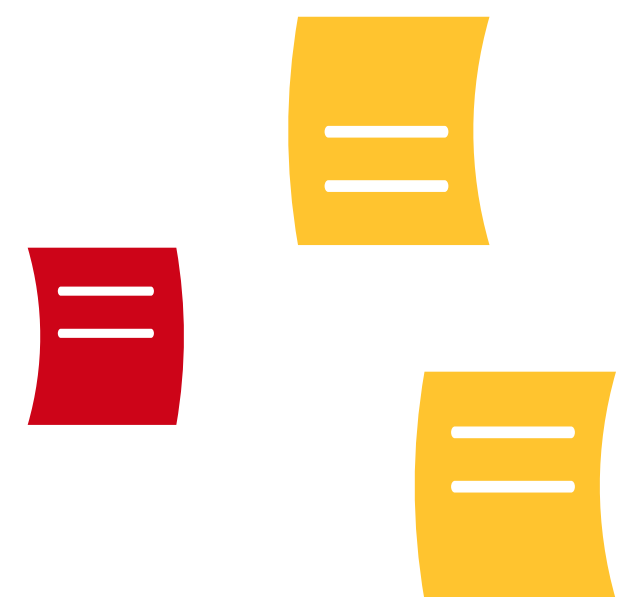
TAKE A LOOK >



## STEP #1: Get the basics right.

***Vision*** and ***values*** are the foundation of a strong culture!

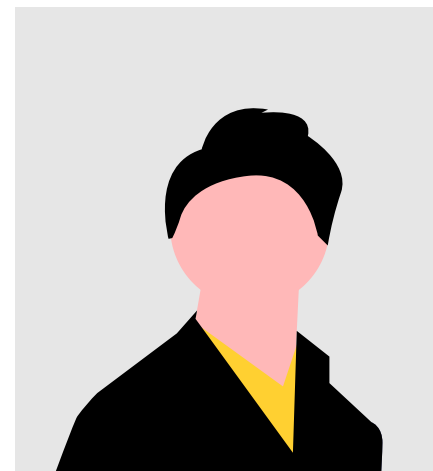
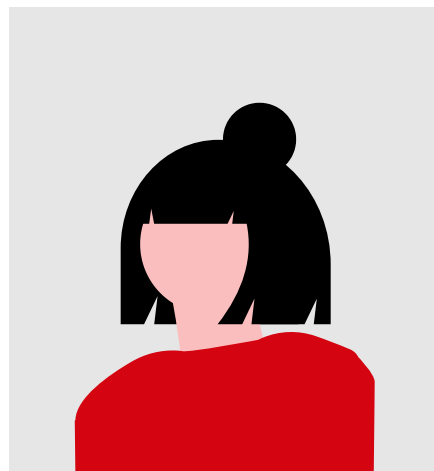
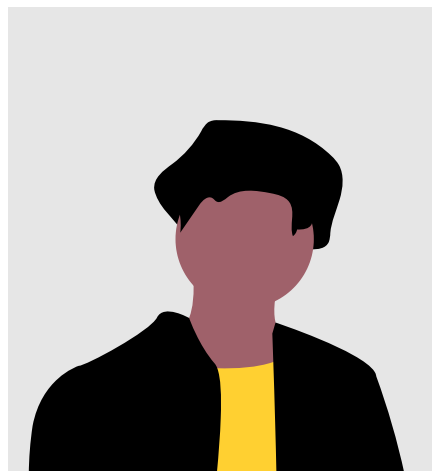
Especially when not being in the same physical space, your team needs a clear vision and direction - which needs to be ***communicated, explained, and backed by each team member.***



## STEP #1: Get the basics right.

While the vision defines where the company is going, ***values are the signposts that guide staff on how to get there.***

Values work only when lived and exhibited by each team member, so ***make sure everyone is on board.***



## STEP #2: Define the right tools and how to use them.

Which tools do you use to get in touch with others or to work together?

*Here are some examples:*

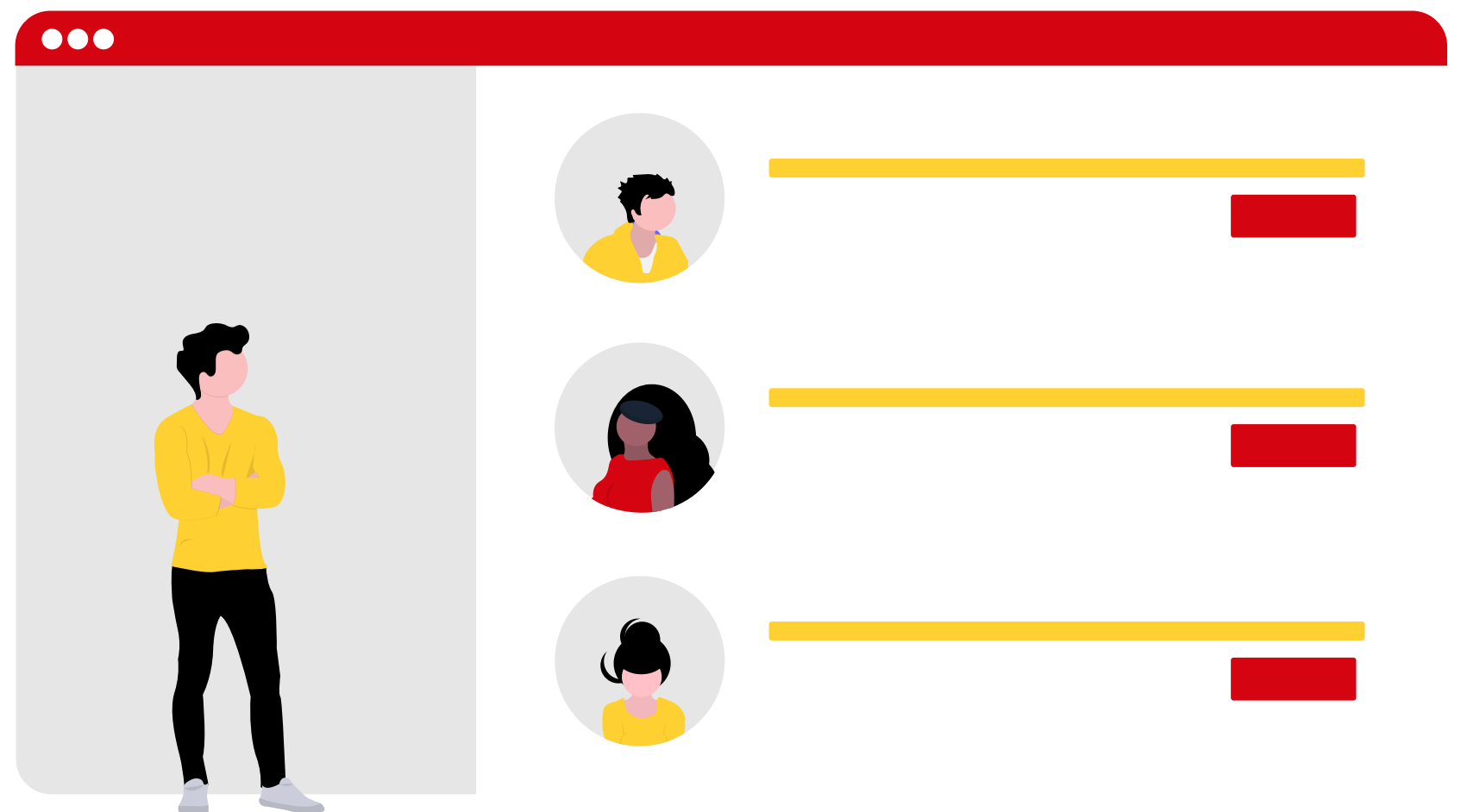
✓ **Slack** for asynchronous communication,

✓ **Zoom** for video calls,

✓ and/or whiteboard tools like **Mural** to collaborate in real-time.

## STEP #2: Define the right tools and how to use them.

***Create guidelines on how to use each channel and how to communicate on those channels*** (e.g. with a Netiquette). Remember: it is much harder to give feedback or have tough conversations when not talking face-to-face.



## STEP #3: Communicate, communicate, communicate.



Stay up to date with what your colleagues are working on by introducing ***daily stand-ups*** in the morning or evening.



Know what bothers your employees/colleagues by setting up ***one-on-ones*** to understand their feelings, what they like, and what challenges they face.



Learn from each other through ***Lunch & Learn-sessions or mystery coffees*** and allow each team member to share their skills and expertise.



Replicate the kitchen/coffee machine experience through ***virtual coffees, social check-ins or by setting up a slack channel*** purely for not-work-related topics or to share some jokes.

## STEP #4: Do something special together.

Just because you can't have an offsite or meet after work for a beer, doesn't mean you cannot create ***special moments*** together.

*How about....*



turning your casual Friday into a ***dress-up Friday*** call with drinks



a ***virtual quiz night*** on kahoot or any other platform



a ***joined escape room*** session



an ***art challenge or cooking club***



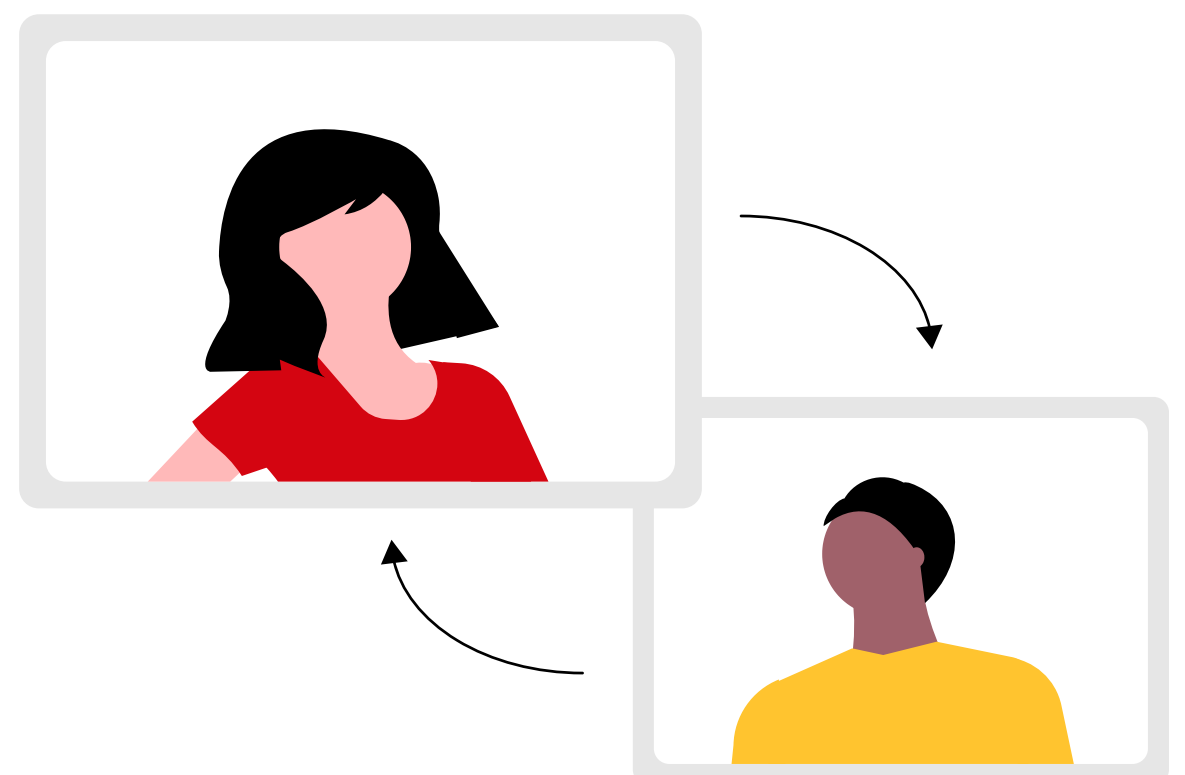
***learning something new*** together with AirBnB's virtual experiences



...

And if you still feel there is a bit of tension in your team or your team members don't know each other that well yet, ***check out those great icebreakers*** to get everyone in the right mood:

***<https://snacknation.com/blog/virtual-team-building/>***

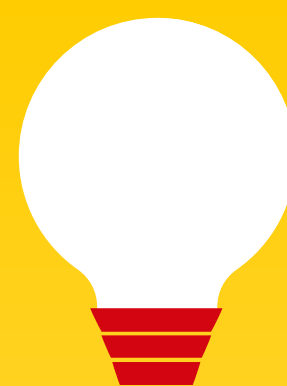


**IT'S NOT EASY, BUT  
WORTH IT TO BECOME  
A DREAM TEAM.**

PLEASE, SHARE YOUR IDEAS  
AND HACKS TO CREATE A  
KICK-ASS TEAM.

DAILY INNOVATION

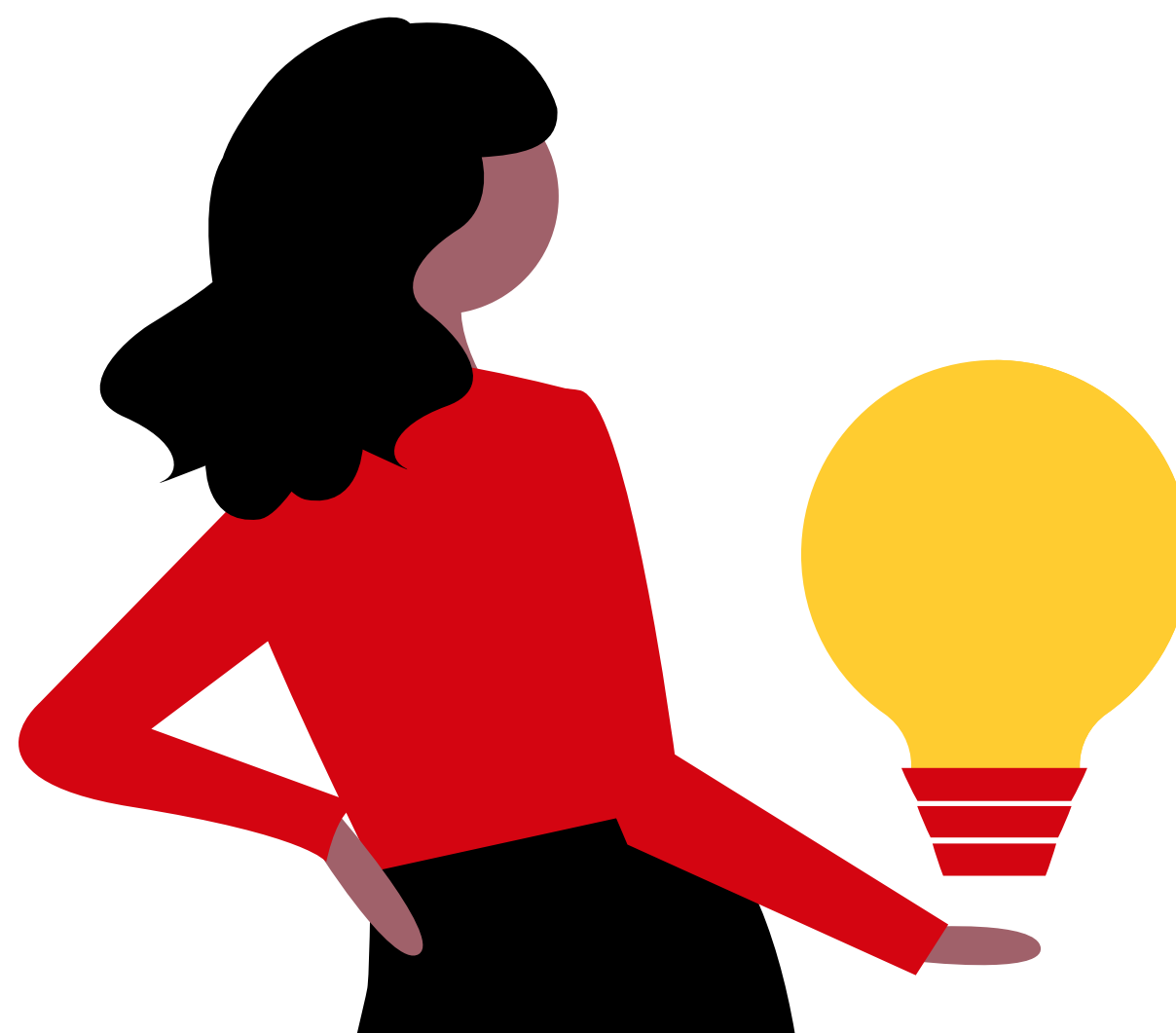
# 3 SIMPLE STEPS TO SELL YOUR IDEAS TO YOUR BOSS OR COLLEAGUES



TAKE A LOOK >

## ✨ **STEP #1: Focus on the opportunity.** ✨

Each idea entails an opportunity that can be seized or a problem that should be solved - ***explain the opportunity you have identified and the impact it potentially has on your team, customer and/or company.*** Your “pitch” should make the “***problem-solution***” connection as clear as possible.



## ✨ **STEP #2: Be clear and on point.** ✨

Quite often, you only have a minute to pitch your idea. That's why entrepreneurs are mastering the “**one-sentence pitch**” (short and comprehensible, 10 seconds max) and “**elevator pitch**” techniques (quick and convincing 30 - 90 seconds max).

*Check out the examples, and adapt it to your own idea/project.*



# One-sentence pitch

Structure:

**MY COMPANY [COMPANY NAME] IS DEVELOPING [A DEFINED OFFERING] TO HELP [A DEFINED AUDIENCE SOLVE A PROBLEM] – WITH/BY [SECRET SAUCE].**

Example:

**MY COMPANY X IS DEVELOPING A WEB-BASED SOCIAL SEATING CHECK-IN PLATFORM TO HELP AIR TRAVELERS SEE WHO IS ON BOARD AND ASSIGN FLIGHT SEATS WITH ONE CLICK – BY USING LINKEDIN AND FACEBOOK.**



# Elevator pitch

Structure:

**MY NAME IS [YOUR NAME] AND I AM A  
FOUNDER OF [COMPANY NAME]. WE  
OFFER [PRODUCT/SERVICE] FOR [TARGET  
AUDIENCE] TO [VALUE PROPOSITION].  
UNLIKE [COMPETITORS], WE [UNIQUE  
SELLING POINT]. FINALLY WE HAVE  
[LATEST MILESTONE].  
[CALL TO ACTION].**



# Elevator pitch

Example:

**MY NAME IS X, AND I AM A FOUNDER OF  
COMPANY Y. WE OFFER A PLATFORM FOR  
YOUNG FOUNDERS AND LARGE COMPANIES TO  
BUILD AND RUN THEIR OWN ONLINE STORES.**

**UNLIKE OTHER MARKETPLACES WE LET YOU  
BUILD YOUR OWN ONLINE STORE AND CREATE  
YOUR OWN BRAND WITH TOOLS TO SELL  
THROUGH MULTIPLE CHANNELS, MOVE  
INVENTORY, START SMALL AND SCALE FAST.  
FINALLY, WE HAVE 500K COMPANIES USING  
OUR COMPANY'S PRODUCT. VISIT  
COMPANYYY.COM FOR A FREE TRIAL.**



## ✨ **STEP #3: Convince the HIPPOs.** ✨

No worries, you don't have to go to a zoo to find one. In this example, we refer to “***Highest Paid Person's Opinion***,” whose views can quite often define the response of the whole crowd. **To convince your HIPPOS:**

- ✓ ***visualize & simplify*** your ideas
- ✓ benchmark ***your data***
- ✓ tell ***a story***
- ✓ proactively ***ask them for input***



**TRY THOSE 3  
SIMPLE TRICKS,**

AND REMEMBER: PRACTICE WINS  
EVERYTHING. EVERY TIME IT WILL  
BE EASIER AND EASIER TO TELL A  
COMPELLING STORY.

DAILY INNOVATION

**DON'T FALL IN LOVE  
WITH YOUR IDEA  
STRAIGHT AWAY.  
TEST IT FIRST!  
HERE IS HOW.**



TAKE A LOOK >

Have you heard of

## ✨**VALIDATED LEARNING?**✨

A term and process introduced by Eric Ries which is about ***acquiring a new chunk of knowledge, immediately putting it into practice*** and then ***measuring its results to validate the effects.***

Its core principle: ***the riskiest assumptions around your idea's success need to be (in)validated before continuing.***



## HERE IS HOW TO START:



think of all the ***risks*** that might jeopardize your idea's success



***test*** if those risks are real or not by translating them into ***hypothesis*** and ***(in)validating them***



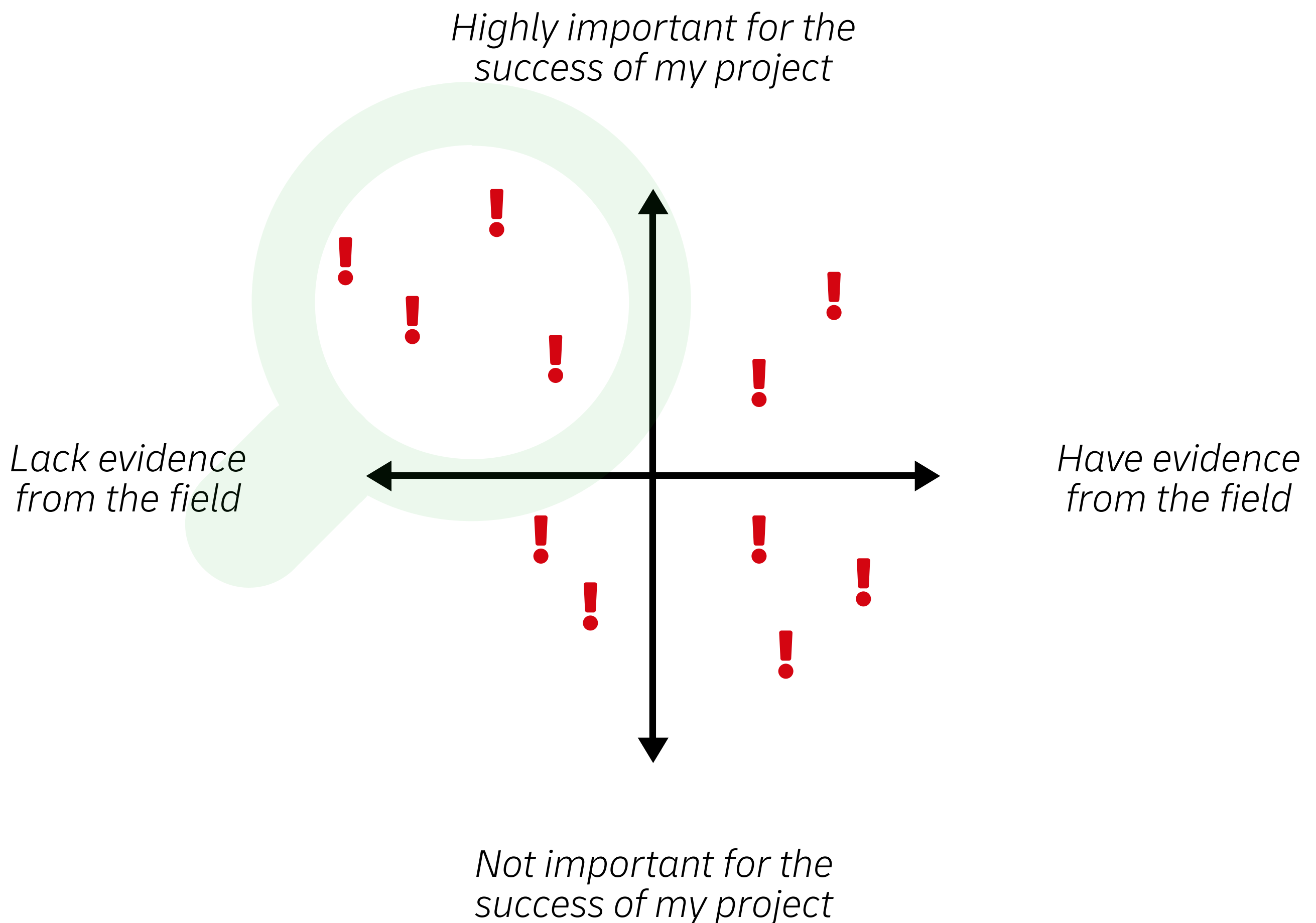
## Hypotheses are *testable, precise & discrete*

✗ “We believe our customers would like to know the exact delivery date of the products ordered.”

✓ “We believe our **targeted group of customers in Brazil aged 20 - 50 y.e.** would like to know **the exact delivery date** of the goods ordered when **finalizing their purchase in the checkout.**”




# Prioritize your hypotheses by choosing the riskiest one(s) (with the least evidence & of most importance)



To ***validate or invalidate*** your hypotheses, you need to ***run small experiments*** that give you enough proof to reduce uncertainty and to de-risk your assumption.

Use this ***test card*** by Strategizer to define your experiment and to document your learnings. You can do several iterations or different types of experiments to (in)validate your hypothesis. The more evidence, the better.

## Test Card



Test Name



Deadline

Assigned to

Duration






STEP 1: HYPOTHESIS

We believe that

Critical:  
  


STEP 2: TEST

To verify that, we will

Test Cost:    Data Reliability:   

STEP 3: METRIC

And measure

Time Required:   

STEP 4: CRITERIA

We are right if

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The makers of Business Model Generation and Strategyzer

<https://www.strategyzer.com/>



After each experiment, fill in a corresponding ***learning card*** to collect insights and to make ***informed decisions*** on pivoting or letting go of your idea.

# Learning Card

Strategyzer

Insight Name

Date of Learning

Person Responsible

STEP 1: HYPOTHESIS

We believed that

STEP 2: OBSERVATION

We observed

Data Reliability:

STEP 3: LEARNINGS AND INSIGHTS

From that we learned that

Action Required:

STEP 4: DECISIONS AND ACTIONS

Therefore, we will

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The makers of Business Model Generation and Strategyzer

<https://www.strategyzer.com/>



You can ***test any idea*** (no matter how small it is) with this approach. Don't assume you know the answers already.

Get the ***evidence from your customers, colleagues, stakeholders*** involved, and then you'll know for sure.



DAILY INNOVATION

# WHAT'S A MVP, AND HOW CAN IT HELP YOU TO (IN)VALIDATE YOUR IDEAS?



TAKE A LOOK >

**A *MVP* is an early stage product with just enough features to satisfy early customers and collect information.**

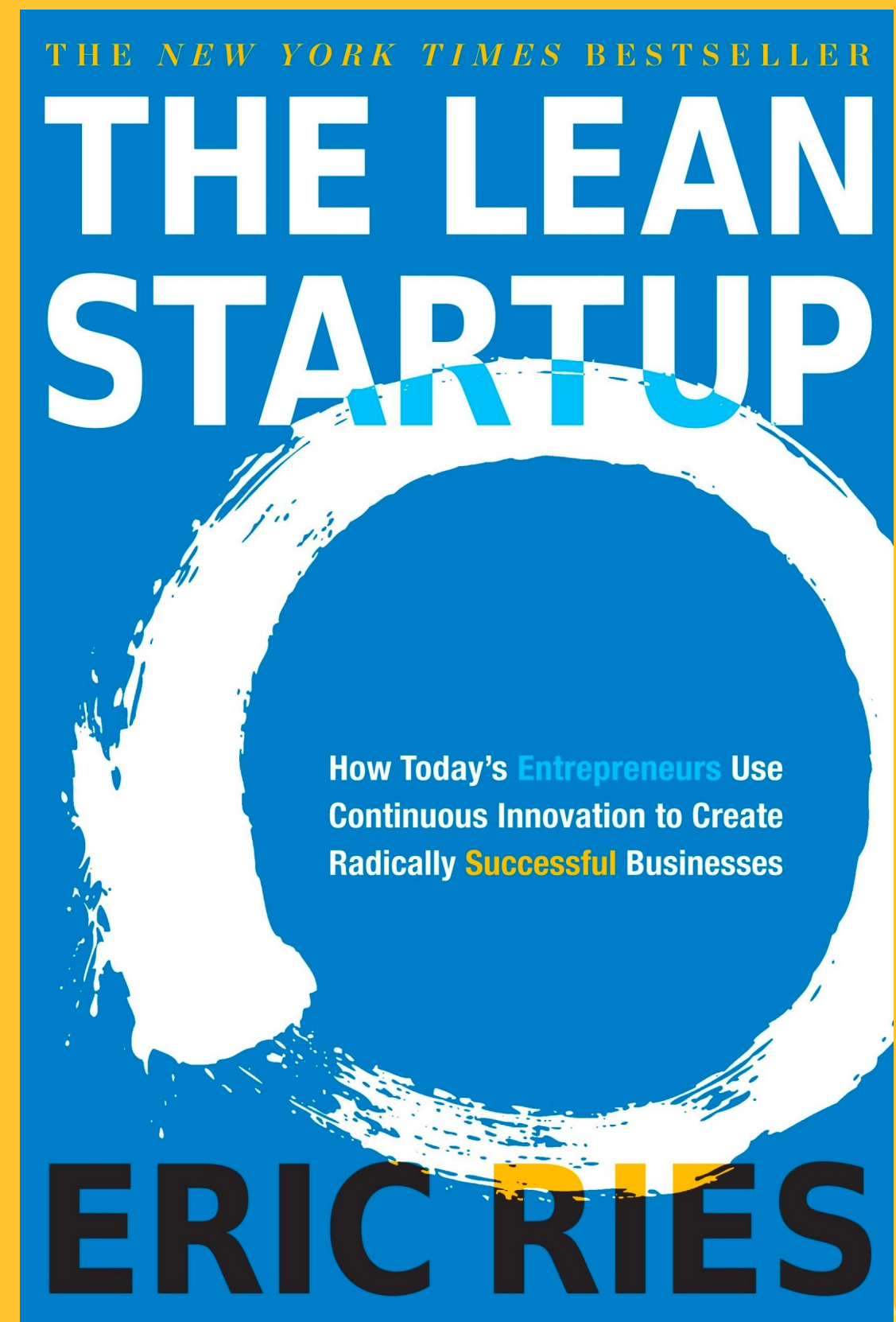
It is all about ***simplification***:  
Think about the simplest way of how  
to test and (in)validate your product idea.

PS: Check out the ***no-code MVP***  
approach to save time and money.



Learn from your customer's feedback and either ***build an advanced version of your MVP or improve the current version of it to learn more.***

An iterative process following the ***Build-Measure-Learn*** logic which is based on the Lean Startup approach.



# 3 types of MVPs that are common



***The Concierge Model***

***The Wizard of Oz***



***Sell before make***



**Concierge: “*Let me take care of that for you*”**

Concierge MVPs involve ***manually helping your users accomplish their goals*** as a means of validating whether or not they have a need for what you’re offering. Building a product is not even necessary.

**Example:**



STITCH FIX

*StitchFix - an online styling service - started with its founders getting on the phone and actually talking to people, ordering clothes for them.*



## Wizard of Oz: “Pay no attention to the man behind the curtain”

The Wizard of Oz MVP creates ***an illusion of a fully functional product***, but secretly depends on manpower to deliver the solution. On the front end, you deliver the impression of a completely functional product; however, on the back end of the product, you have to ***execute all orders manually***.

**Example:**



*Zappos started with practically no inventory and purchased the shoes after customers bought them from their ‘fully-functional’ online shop.*



## Sell before make: “Sell the value proposition of your idea.”

If people (or companies) are **willing to pay upfront** for a product they receive later, that signifies a great demand. A good example of this is a crowdfunding campaign.




### Example:



*Oculus Rift who raised \$2.5 million in a Kickstarter campaign followed by series A and series B rounds before Facebook acquired the company.*



# Avoid the most common mistakes with MVPs

-  *Don't fixate on being ready with too many features - only the most crucial ones matter at this stage*
-  *Define a clear feedback process and engage with your test customers regularly*
-  *Make sure you draw insights from the feedback and learnings collected*



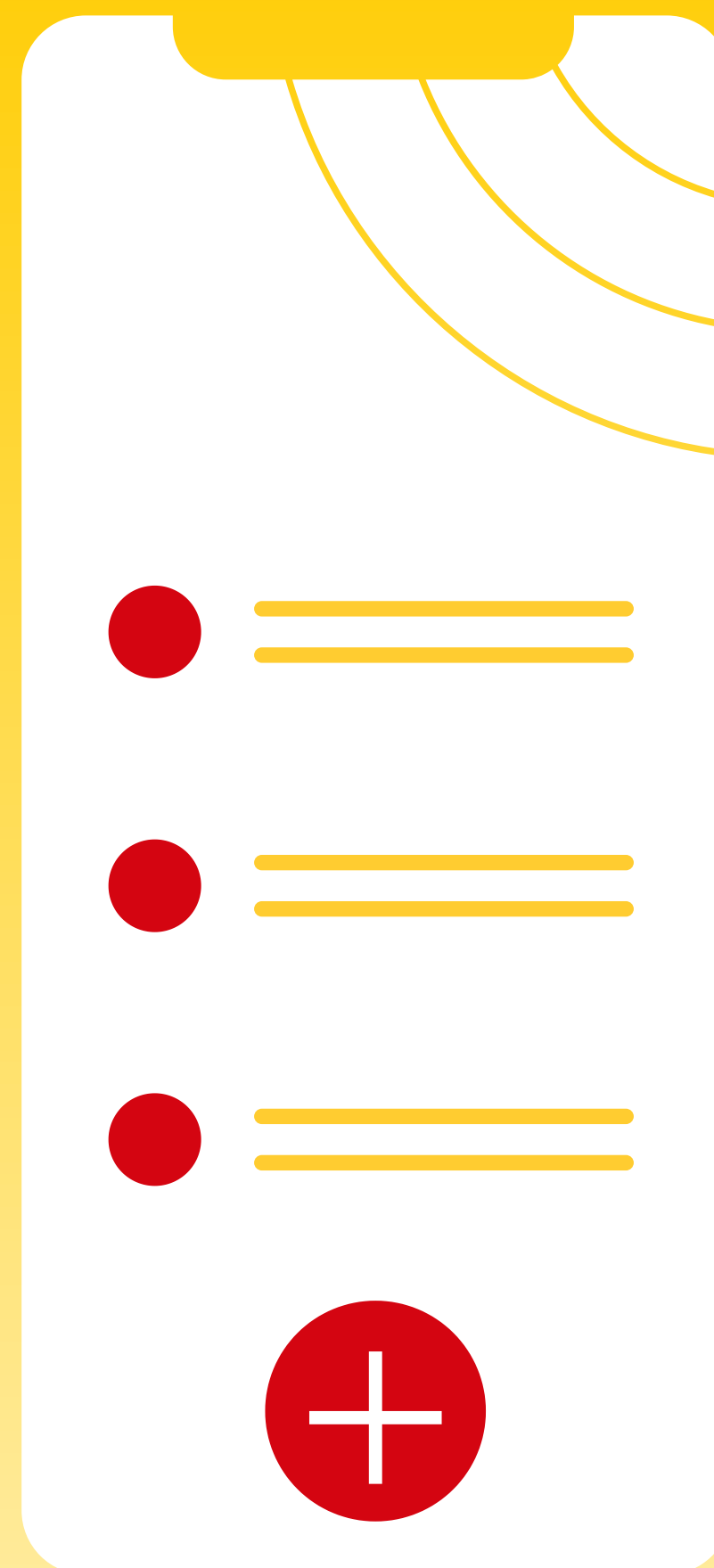
**CHOOSE AN MVP  
APPROACH THAT  
MAKES THE MOST  
SENSE FOR YOUR IDEA.**

LEARN MORE AT THE LINK  
IN THE FIRST COMMENT.

DAILY INNOVATION

# 5 COMMON PITFALLS WHEN DESIGNING A BUSINESS CASE

TAKE A LOOK >



A **BUSINESS CASE** is a written or verbal **value proposition** - evaluating the benefits, costs and risks of a new project - with the intention to **educate a decision maker** and convince them to take some kind of action.



# **THE MOST COMMON PITFALLS WHEN DESIGNING A BUSINESS CASE**



# **#1: NOT BEING BRUTALLY HONEST WITH YOURSELF**

*(e.g. when it comes to the serviceable obtainable market or competitive environment).*

When we come up with new ideas, they are mostly based on personal experiences and assumptions.

**We tend to focus on the solution instead of starting with a proper customer analysis** to understand the problem/need of the actual user.

This leads to **unrealistic estimations that will be challenged by decision-makers/gatekeepers.**

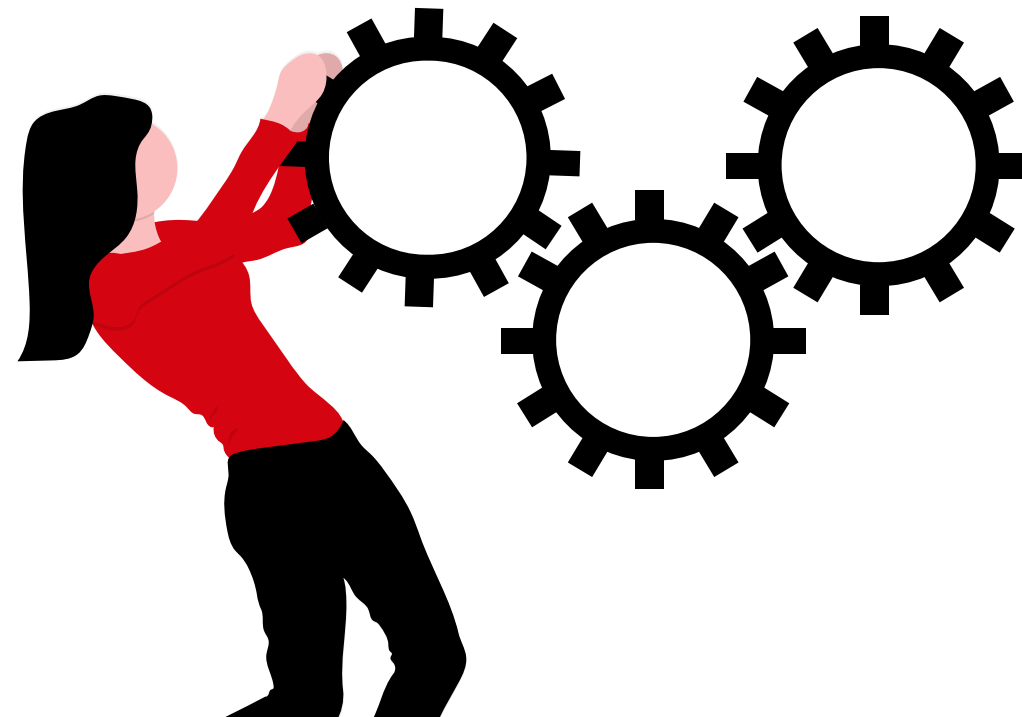
**→ Show that you've done your homework, be critical, and base your assumptions on hard facts.**



## **#2: FOCUSING ON GROWTH, BUT FORGETTING ABOUT COSTS**

If your plan is to grow your sales by 25% in the second year post launch, **don't forget to think about how it impacts the resources you need and the costs that are associated with it.**

More material, more sales people, more marketing investment etc.

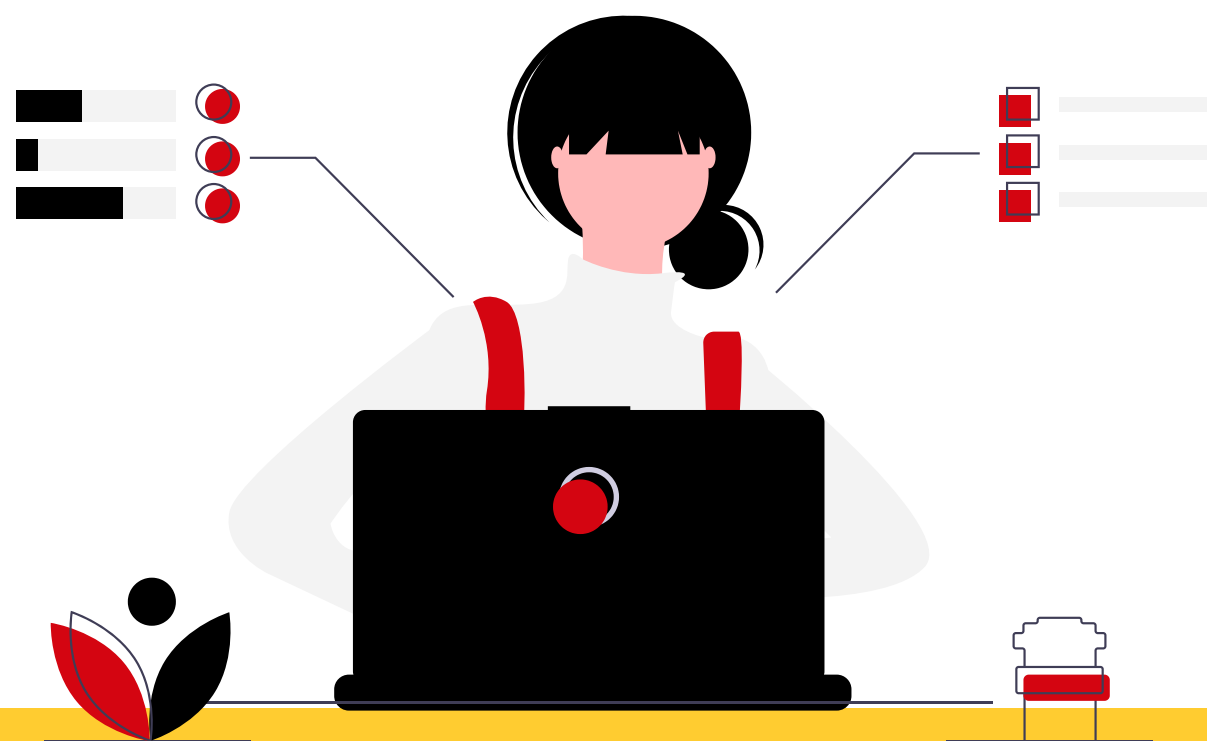


**→ Your metrics are linked to each other and you should be aware of it.**



## #3: NEGLECTING THE LITTLE THINGS

This common pitfall goes hand in hand with underestimating the resources you need, but here it's about the **nitty gritty but very important details that are often overlooked, such as legal fees, insurance, hiring costs, software subscriptions, taxes, unanticipated pivots etc.**



→ **better be safe than sorry. Take your time and research all the costs associated with your new business.**

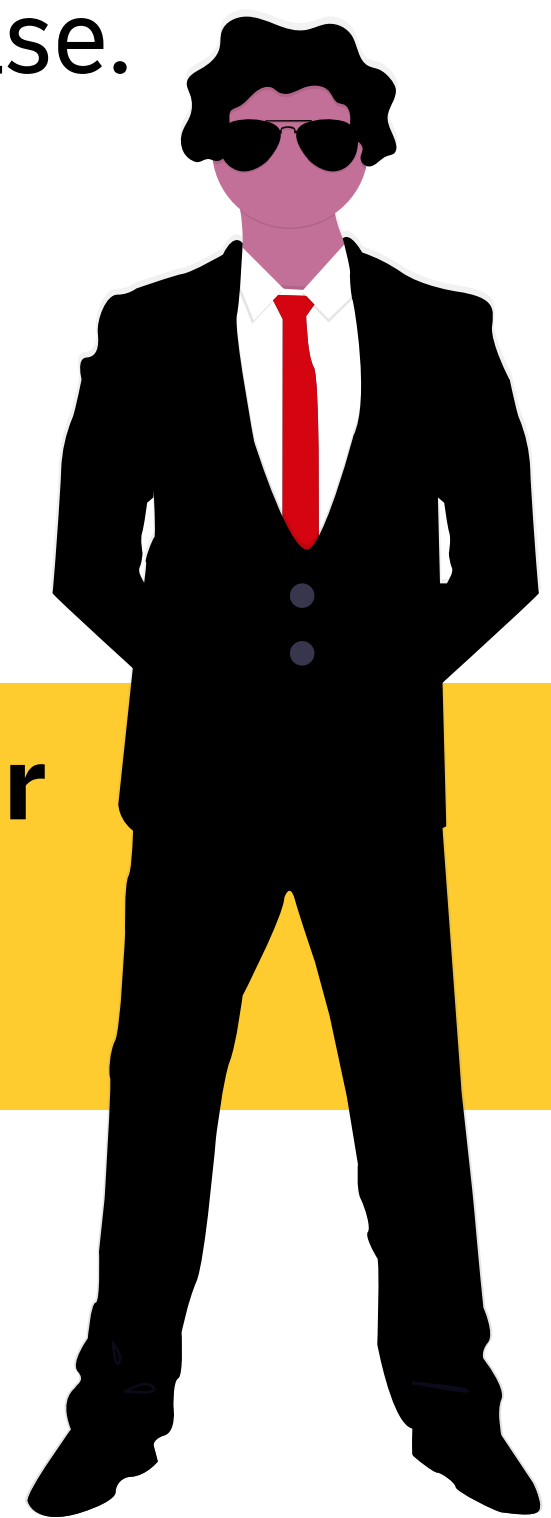


## #4: GLOSSING OVER THE RISKS

The easiest way to poke holes in a business case is to ask, “**What if?**”.

It can be difficult to identify risks yourself, so **ask someone else to challenge you.**




Ask that person to challenge the assumptions you’ve made as you build your business case.



→ **Encourage your team to think like your stakeholders and address the concerns they are likely to have.**

## **#5: NOT CONSIDERING THE STRATEGIC GOALS OF YOUR STAKEHOLDERS**

Especially while developing intrapreneurial ideas, as you build your business case, make sure you are meeting a clear business need that aligns with your stakeholders' goals. What's the strategic imperative? Does your company focus on:

-  **Innovation or profitable core?**
-  **Increased customer satisfaction or improved operational efficiency?**
-  **Open to hire new people or focus on automation?**

**Whatever your stakeholders' goals are, show how your project aligns with them - and how it can help them achieve their goals while you achieve yours.**

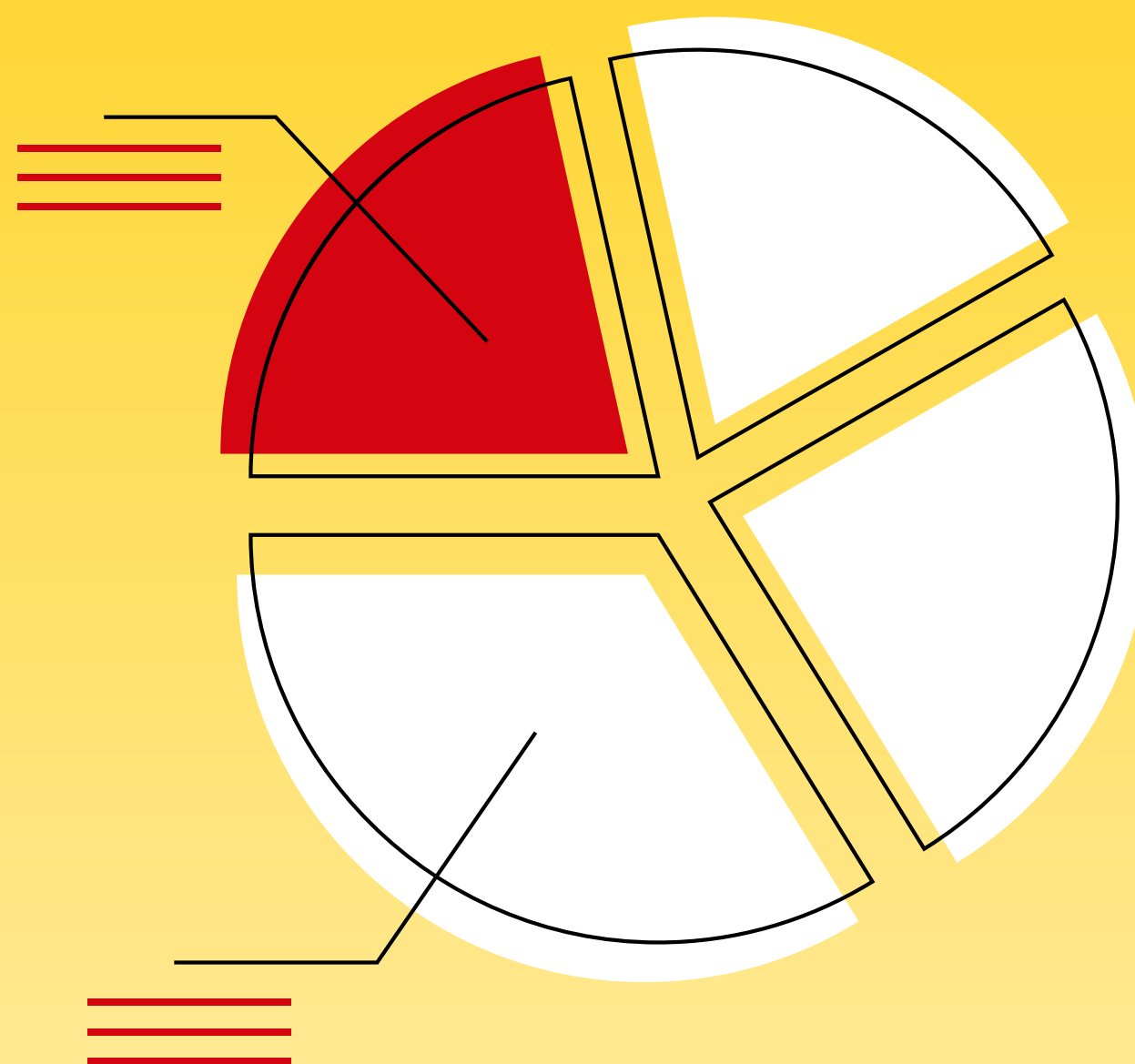


**AVOID THOSE PITFALLS,**

AND YOU'LL END UP WITH A  
COMPELLING BUSINESS CASE  
THAT IS HARD TO CHALLENGE  
AND HARD TO SAY NO TO.

DAILY INNOVATION

**IS YOUR POTENTIAL MARKET  
BIG ENOUGH TO BUILD  
A SOLUTION FOR?  
LET'S FIND OUT.**



TAKE A LOOK >



There are two main methods to answer this question:

**TOP-DOWN** and  
**BOTTOM-UP** forecasting.



## TOP-DOWN:

start with a **MACRO** perspective  
and move towards a **MICRO** view.

For this, use the  
**TAM-SAM-SOM** model.

***total available***

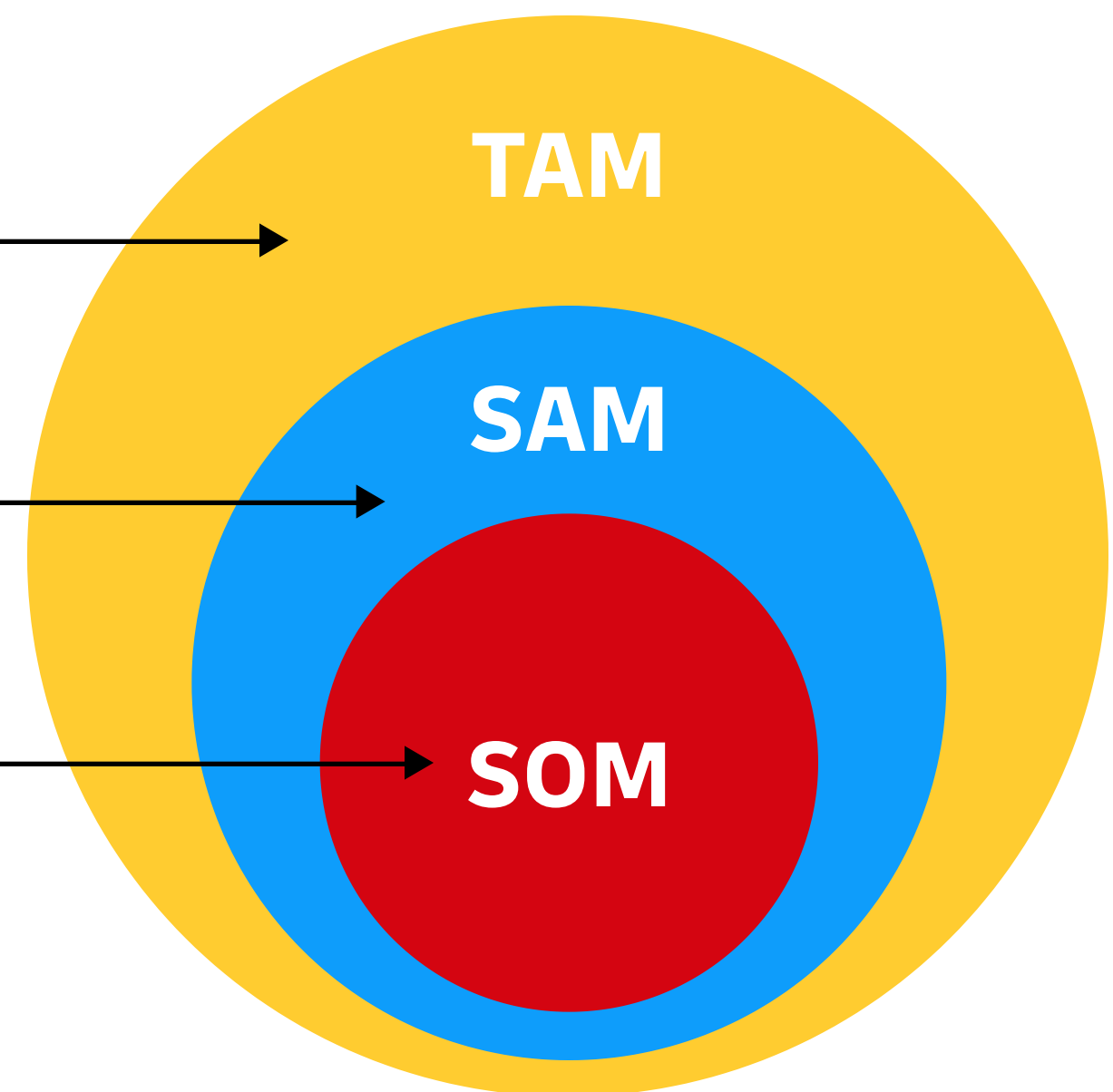
market

***serviceable available***

market

***serviceable obtainable***

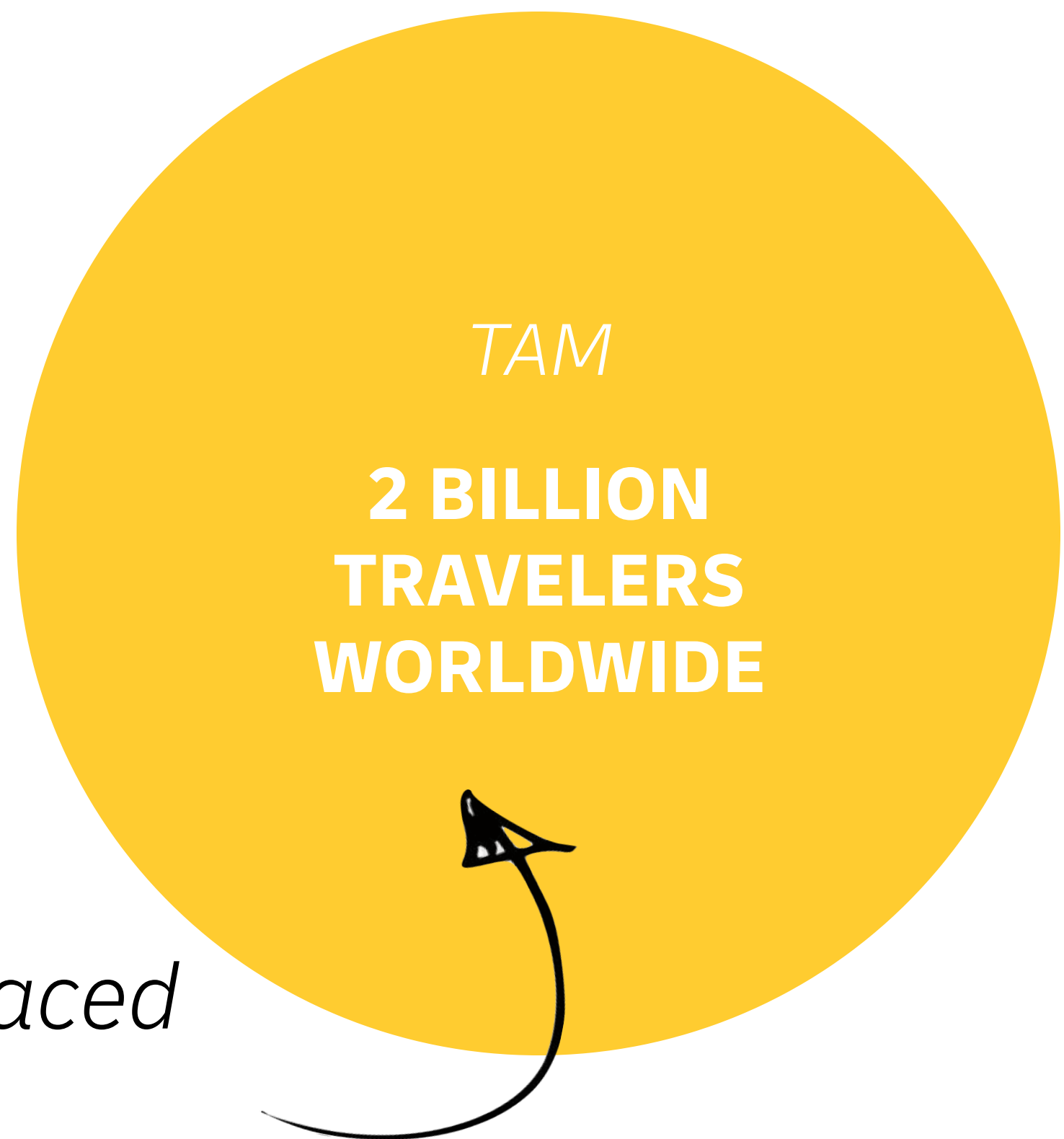
market



**TAM** (total available market):  
the total worldwide market for  
your product or service.



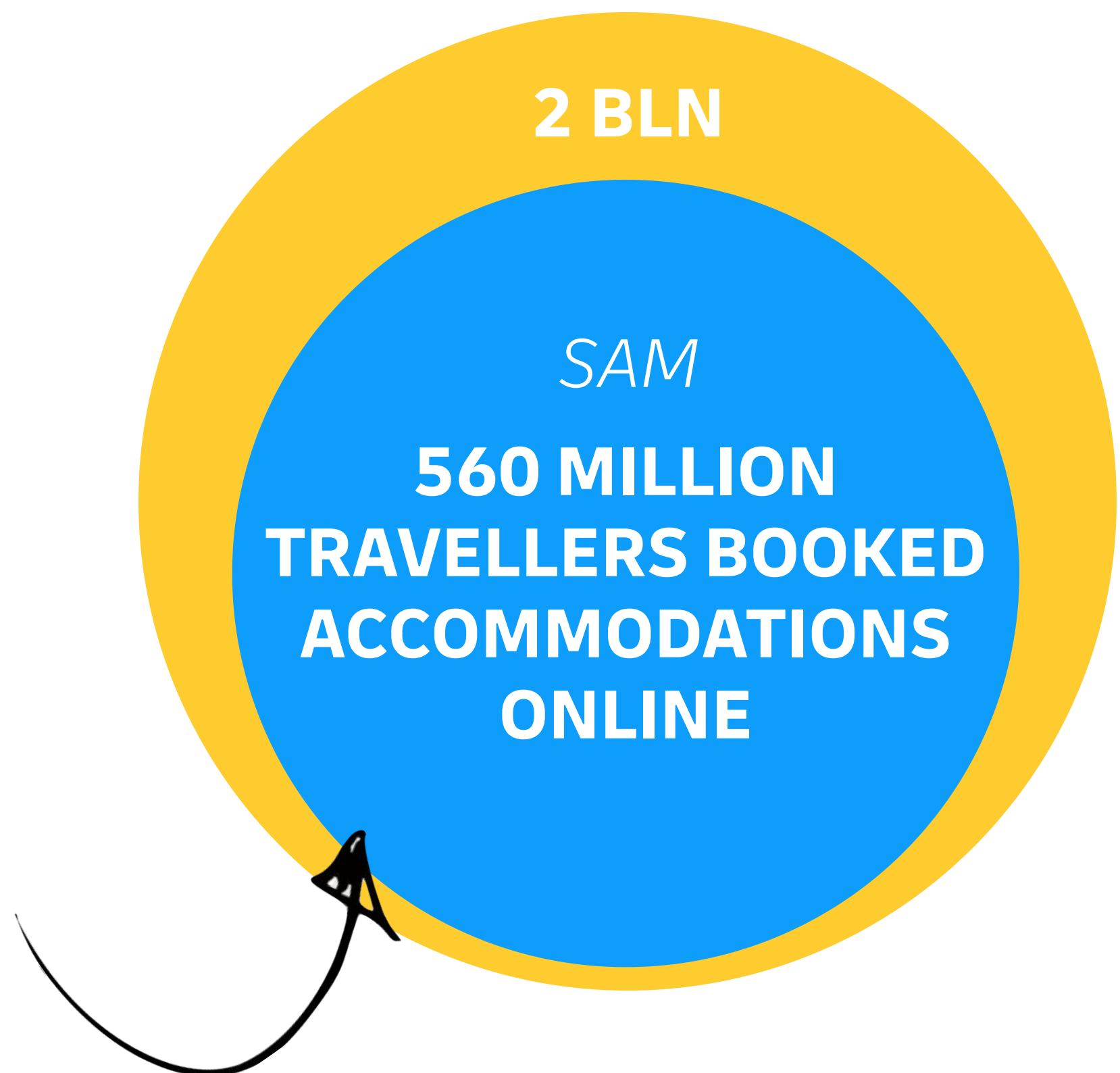
*When Airbnb  
launched, they faced  
a market of*



**SAM** (serviceable available market):  
the part of that market you address  
with your specific offering (the niche  
market) adjusted for your  
geographical reach.



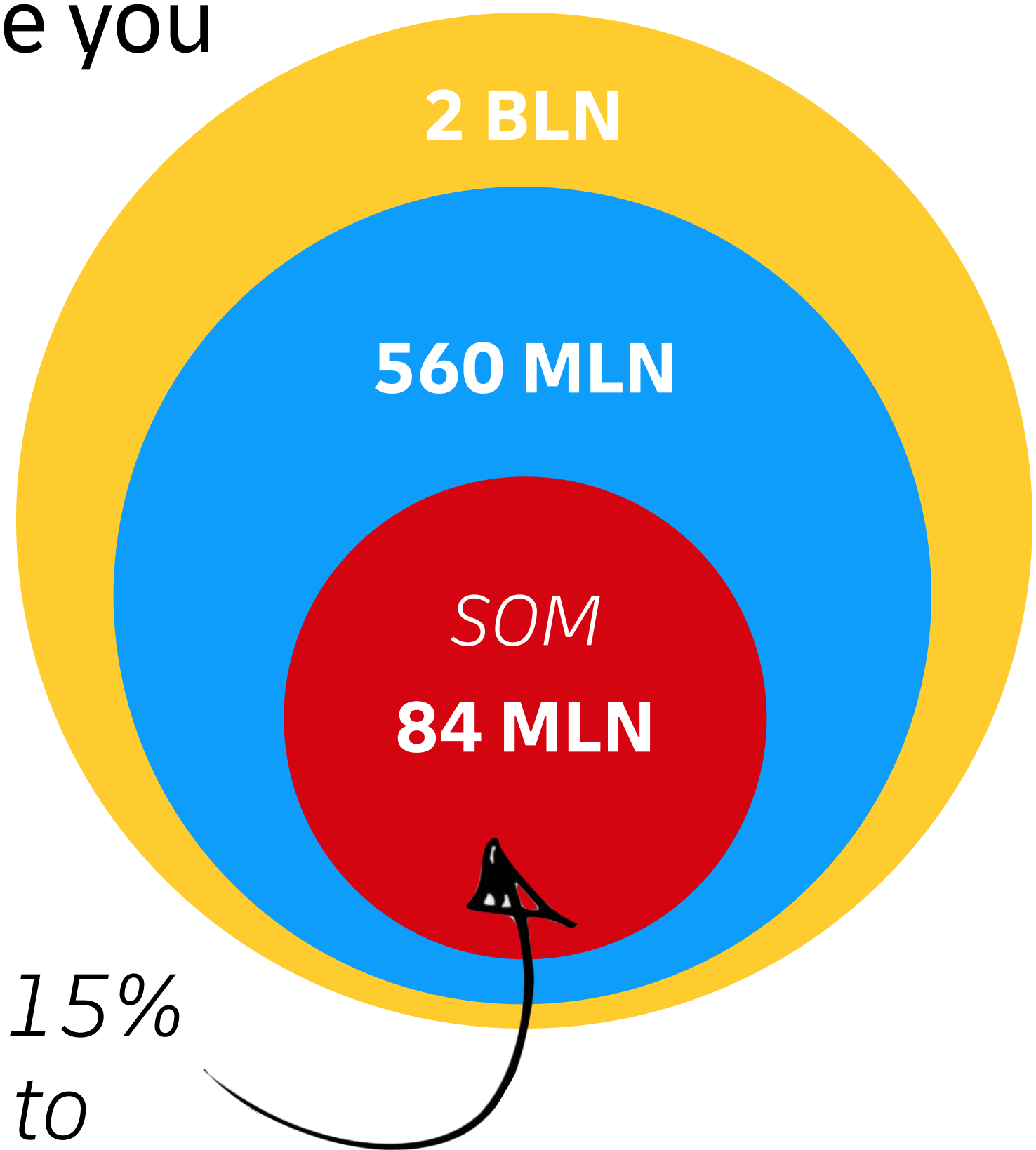
*Out of TAM*



**SOM** (serviceable obtainable market): the part of SAM you can actually realistically capture, given the existing competition. SOM is equal to your sales target as it represents the value of the market share you aim to capture.



*Airbnb's target was to reach a market share of 15% - that translates to*



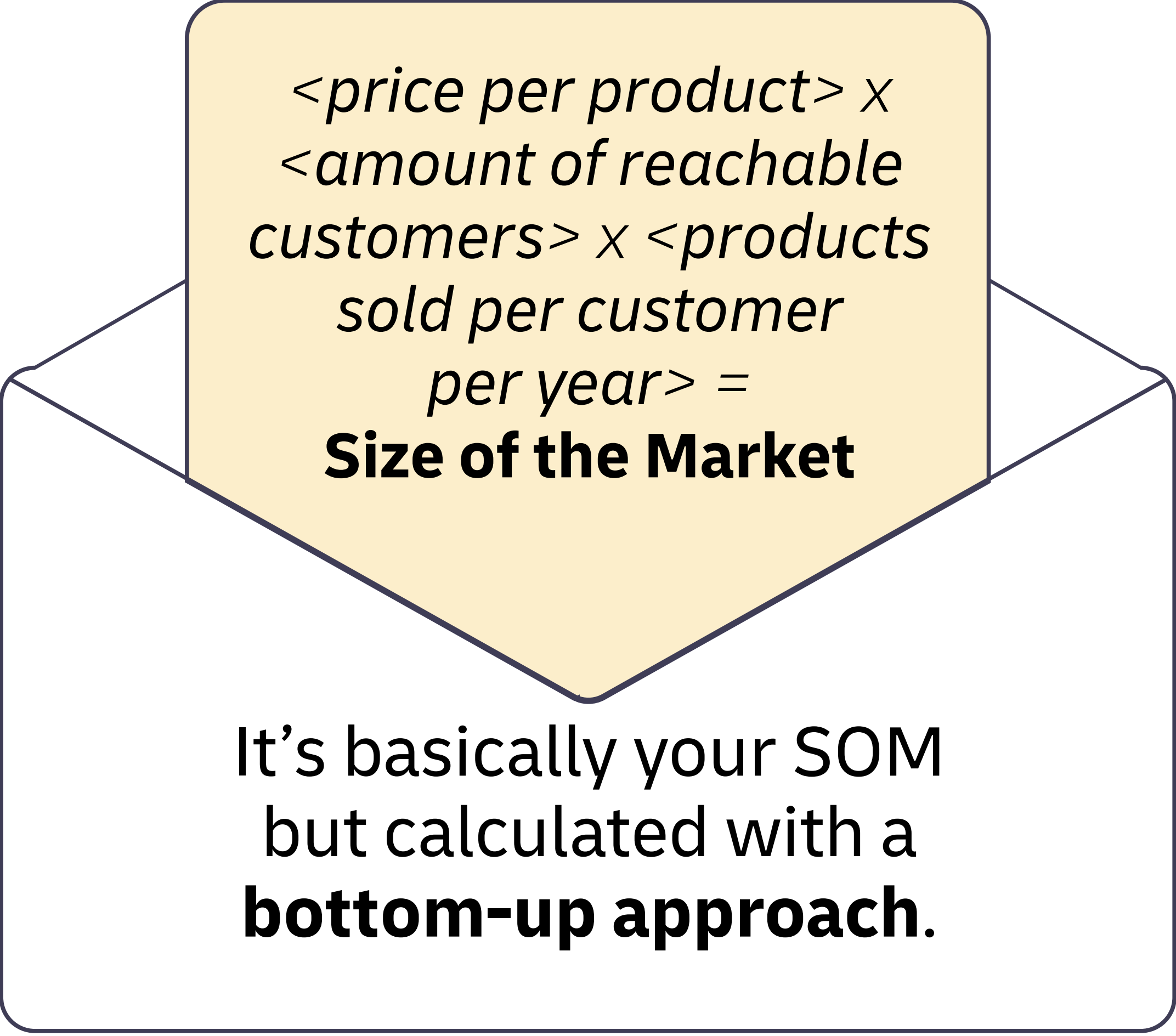
## BOTTOM-UP:

less dependent on external factors (the market) but leverages **internal company-specific data** such as sales data or your company's internal capacity.

For this calculation, you can use the “**Back of the envelope**” method.



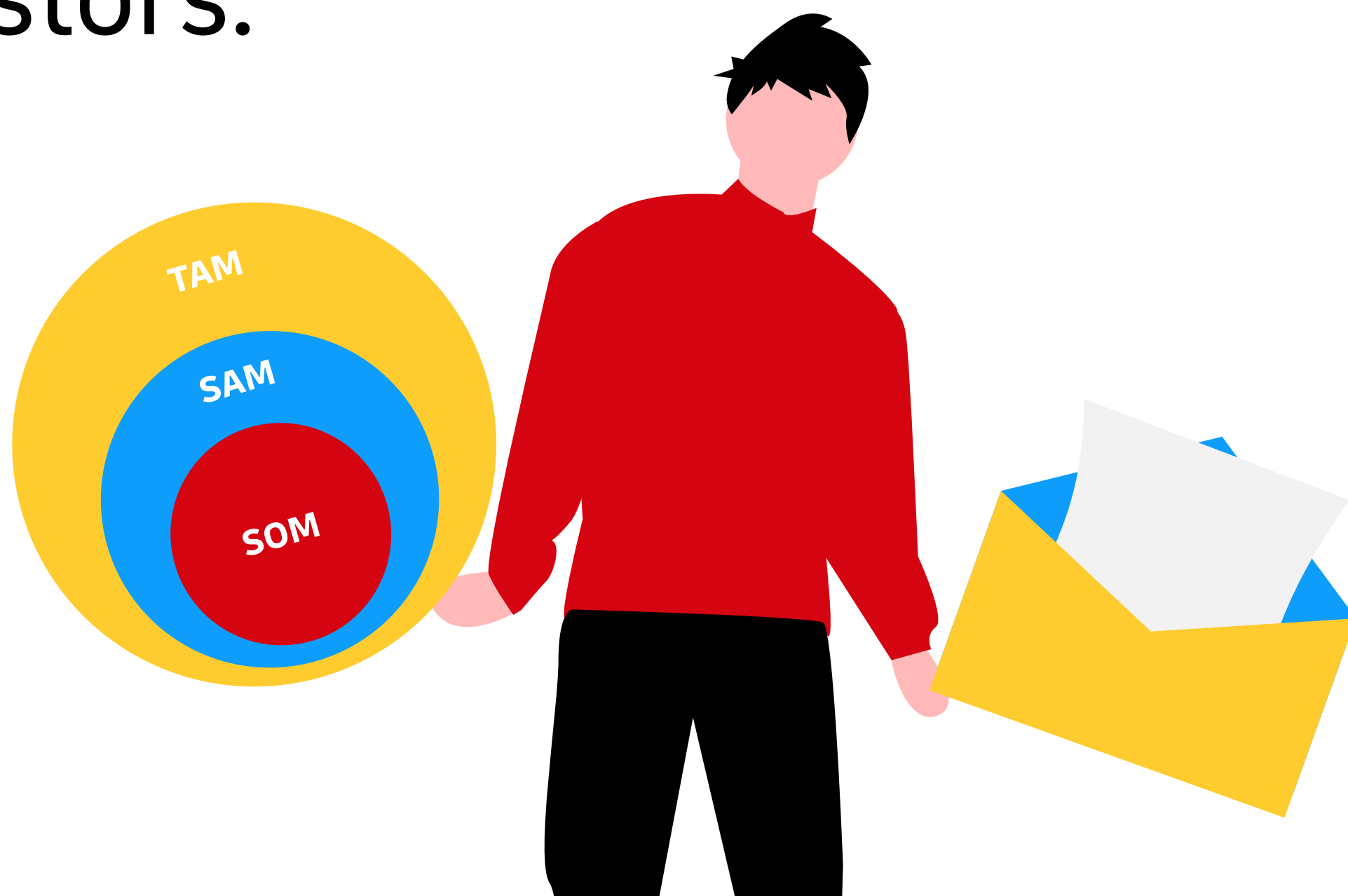
On the back of an envelope  
(or any close-by available piece  
of paper) do the following calculation:


$$\begin{aligned} &<price\ per\ product> \times \\ &<amount\ of\ reachable \\ &customers> \times <products \\ &sold\ per\ customer \\ &per\ year> = \\ &\mathbf{Size\ of\ the\ Market} \end{aligned}$$

It's basically your SOM  
but calculated with a  
**bottom-up approach.**

**We recommend using both of those methods** to estimate the potential market for your business ideas.

They will provide you with **two valuable perspectives** essential for you and your future colleagues, stakeholders, and investors.



**YOU'RE ALL SET TO  
IDENTIFY YOUR IDEA'S  
POTENTIAL AND THE  
IMPACT IT COULD HAVE  
ON THE MARKET.**

GET STARTED AND LET US  
KNOW IF YOU HAVE ANY  
QUESTIONS.

DAILY INNOVATION

# **FINANCE 1-0-1: MOST IMPORTANT FINANCIAL KPIs FOR STARTUPS**



TAKE A LOOK >

# **COSTS “Money out”**

***Costs = Set-up costs + Running costs\****

***\*(Fixed costs + Variable costs)***

**Set-up costs:** hard assets (facilities & equipment), activities and investments, experiments to (in)validate your hypotheses prior to your launch.

**Fixed costs:** salary, rent, energy costs, insurance, etc.

**Variable costs:** maintenance, commodities, advertising, etc. (depending on production & sales volume)

**!** **Keep in mind:** your costs estimates must correlate with the sales volume planned.



# Revenue “Money in”

***Revenue = price x estimated (realistic) amount of sales***

**Price:** Research the typical market price, estimate what customers will be willing to pay for the new service, calculate the margin.

**Estimated sales amount:** (go bottom-up!)  
how many products/services can you provide per year and in the next 2-3 years?

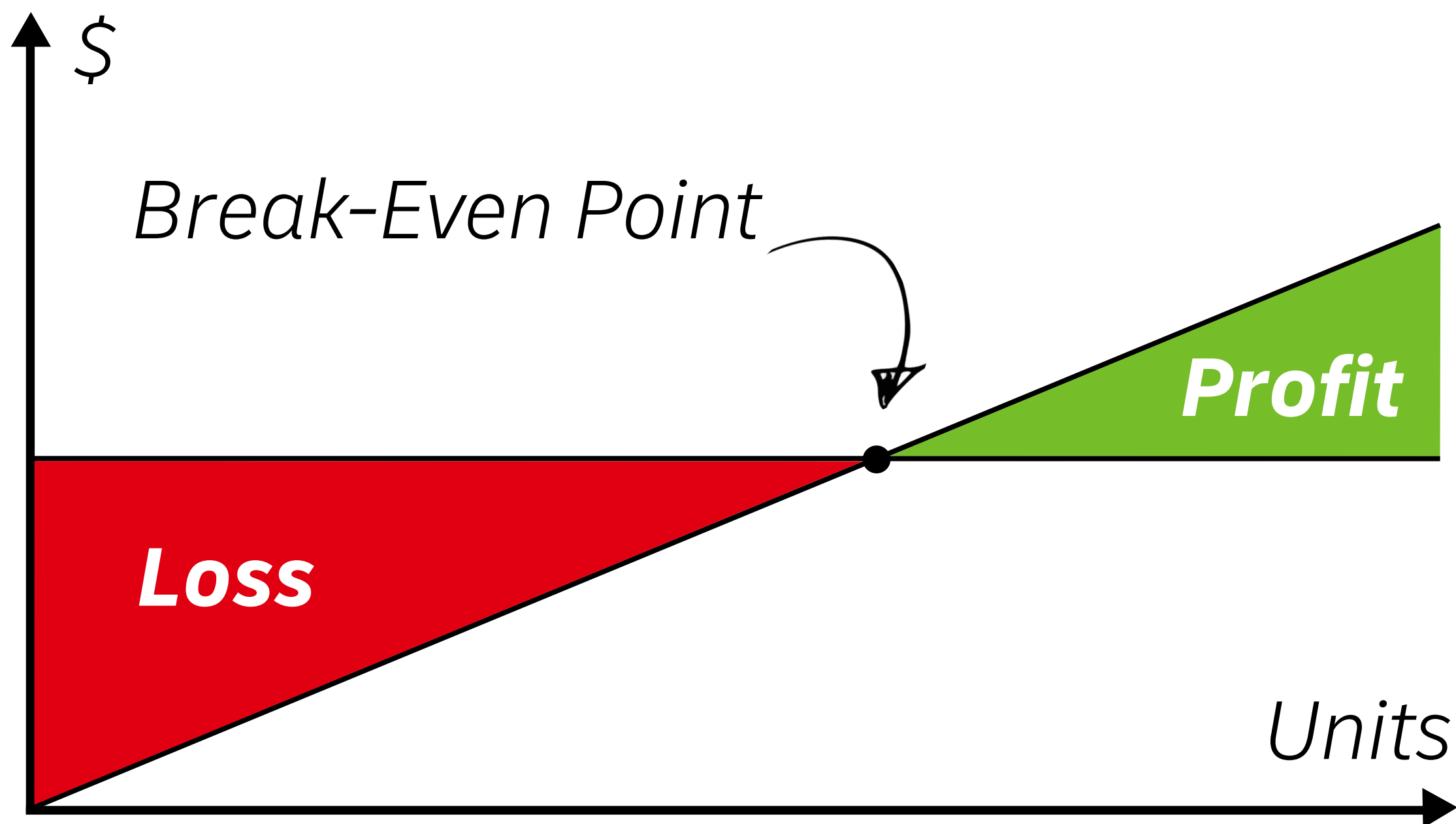
**Keep in mind:** Odds of startup’s survival depend on how fast you can generate revenue/savings. That’s why it’s so crucial to estimate it early on and make sure your activities contribute to this goal.



# Break-even Point: Revenue = Costs

(Break-even Point is the point where total revenue is equal to total costs, i.e., there is no profit or loss.)

***Break-even Point in Units = Fixed Costs / (Price - Variable Costs)***



**BURN = “Money out - Money in”**

***Example:***

**March 2021**

**Expenses = 25K**

**Revenue = 10K**

**Burn = 25K - 10K = 15K**

Burn rate represents your **negative cash flow** - the rate at which your business is losing money. Always be aware of how much money you actually lose compared to your estimates. If you are running out of money earlier than predicted, start looking for additional backing or cut down on costs.



**Growth rate (%) =**

**(Money in (month 2) - Money in (month 1)) / Money in (month 1)**

***Example:***

**March 2021 revenue = 10K**

**April 2021 revenue = 12K**

**Growth rate = (12K - 10K) / 10K = 0.2 = 20%**



## Bonus:

### ✨ How to not run out of money ✨



Know your **cash balance** and burn at all times.



Understand how your **expenses are going to increase** over time.



**Assume you will never raise money again** and still have a plan for reaching profitability.



**GIVE IT A SHOT AND  
START PLAYING WITH  
SOME NUMBERS!**

HAVING YOUR FINANCES  
SORTED IS KEY TO SURVIVE  
LONG-TERM.

DAILY INNOVATION

# WHY A STRONG VISION IS KEY TO WIN THE HEARTS AND MINDS OF FUTURE INVESTORS

TAKE A LOOK >



## From idea to vision

Your **IDEAS** are *what you want to do, the products you want to build, and how to achieve that*. They tend to be *short-term* and *objective-based*.

Your **VISION** is about the *desired results of your company's efforts*, the situation you want to create *long-term*. It incorporates the *meaning* and *purpose of your business*.



## ***This means:***

Your IDEAS or solutions can change while your overall ***VISION remains!***

## ***Example:***

Instagram's vision to '***capture and share the world's moments***' allows for different IDEAS contributing to the same overall VISION.



# Why your project needs a clear vision ★

Most new businesses start with an *idea*. But behind your idea needs to be a ***strong vision***.

→ Your vision is your ***north star!*** ★

A framework for ***decision making***, an anchor to ***guide your team*** and a tool to ***inspire and excite your stakeholders*** and future ***shareholders***.

→ It allows you to take others on a journey to ***(en)vision the future***.



# Examples of strong vision statements



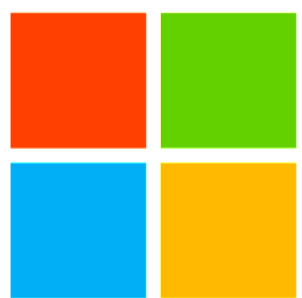
Bring inspiration and innovation to ***every athlete***\* in the world.  
(\*If you have a body, you are an athlete.)



Belong ***Anywhere.***



A world ***without poverty.***



(At its founding): A ***computer on every desk*** and in every home.



## ***TOOL: 10-YEAR PRESS RELEASE***

Communicate the ***vision of your project.***

***Ask yourself: what have you  
achieved in 10 years from now?***



# Step #1: Each team member answers key questions on sticky notes

Examples:

- ✓ *Why, in your voice, did you make this product?*
- ✓ *What makes this product extraordinary?*
- ✓ *How would your favorite customer describe the experience of the product?*
- ✓ *What problem did you target with the product?*
- ✓ *What hurdles might you have overcome in bringing this product onto the market?*
- ✓ *What impact might your product have made for customers, companies, communities, etc.?*

## Step #2: Discuss, align and select the most inspiring answers for your 10-year press release



## **Step #3: Write your 10-year press release. What should be in the headline? What's part of the copy?**

Consider:

- ? *Why do you do what you do?*
- ? *Why do customers love your solution?*
- ? *How did you change the life of your customers?*
- ? *How did you get where you are today?*

Make sure to tell a story and come up with a fitting title, subtitle, and body copy.

## **Step #4: Make sure all team members agree on what has been written**



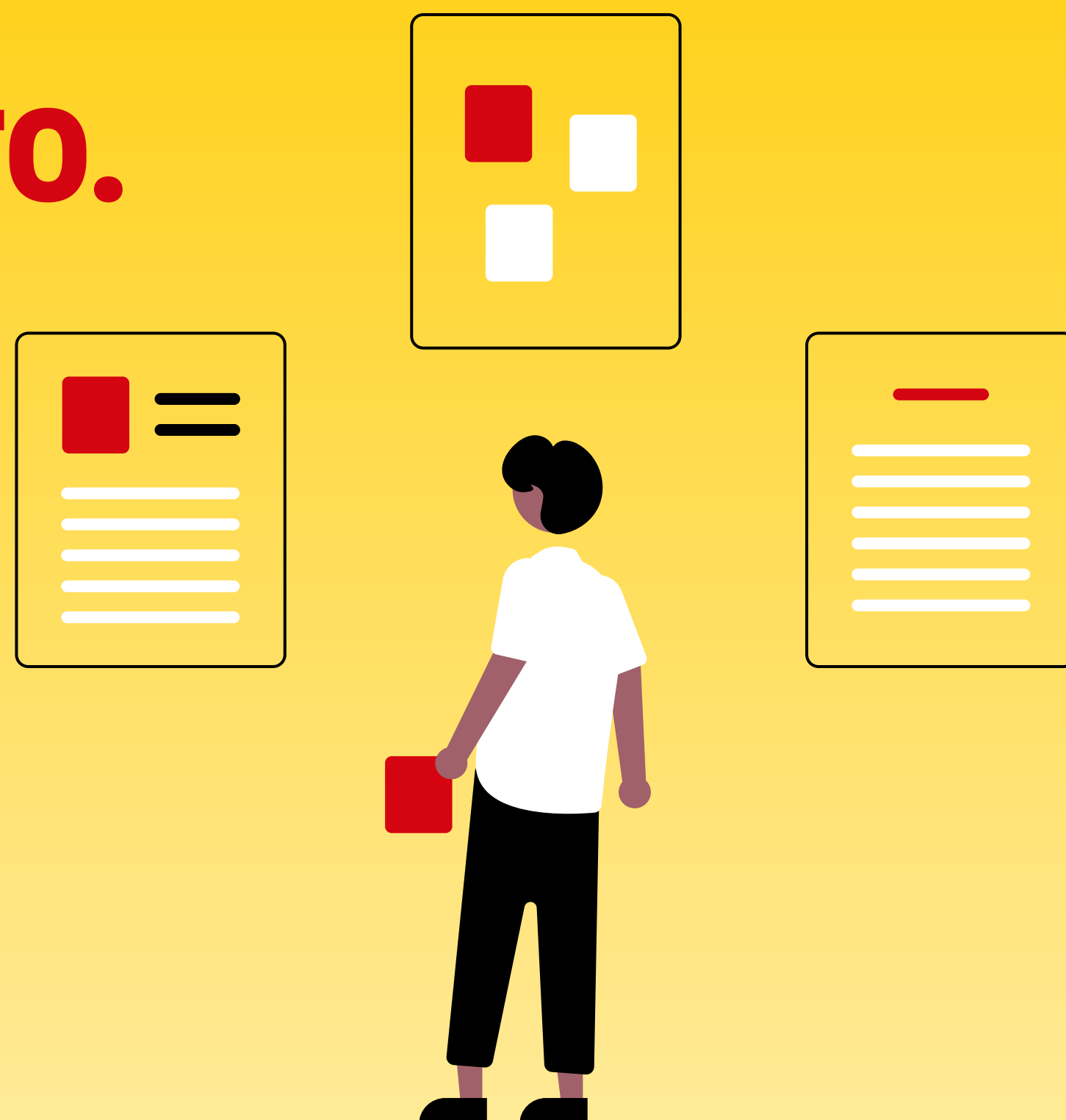
**TRY IT YOURSELF AND  
DEFINE THE VISION  
BEHIND YOUR IDEA.**

“VISION IS THE ART OF SEEING  
WHAT IS INVISIBLE TO OTHERS.”  
— JONATHAN SWIFT

DAILY INNOVATION

# HOW TO LINK DESIGN THINKING, LEAN STARTUP, AND AGILE. AND HOW NOT TO.

TAKE A LOOK >

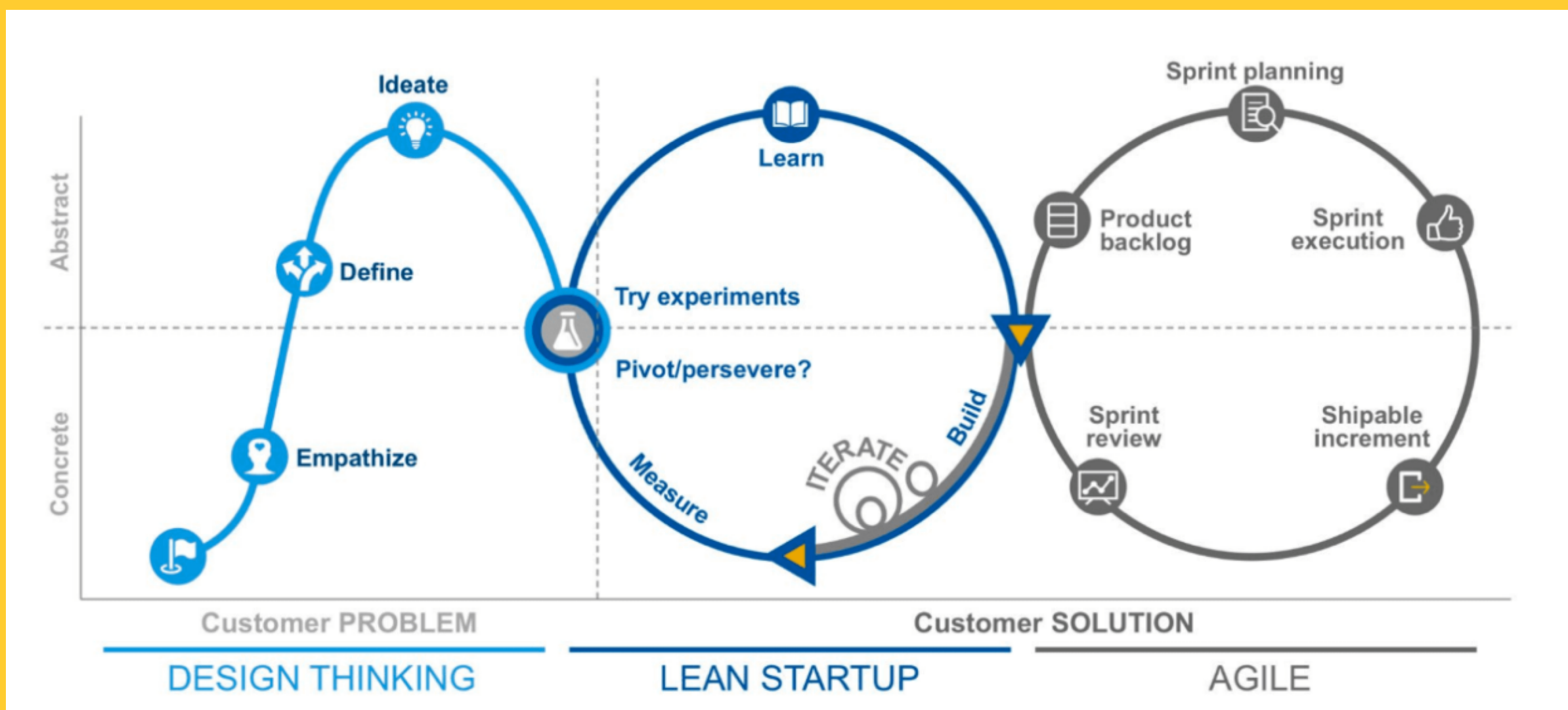


There are many methodologies you can utilize when starting a business or building a product - but it is not always easy to make them work for you and to link them seamlessly.

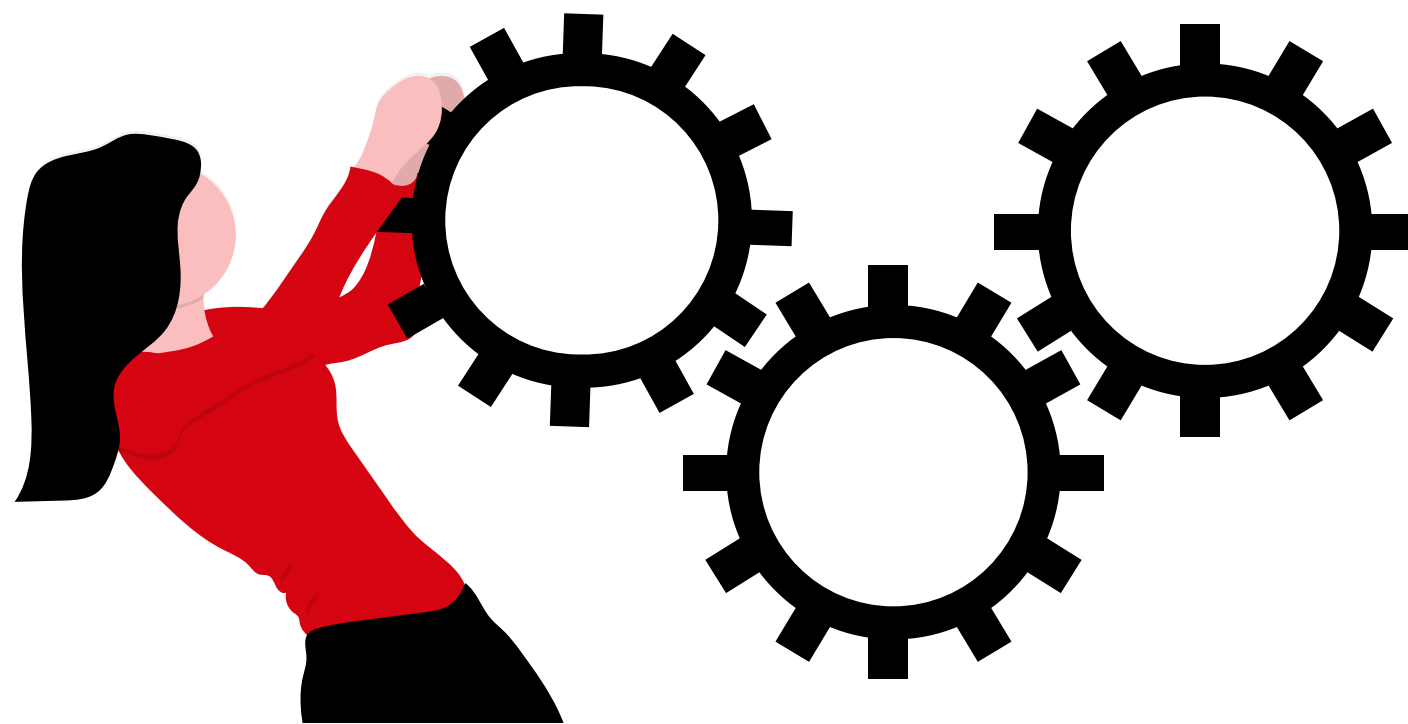
**Here's what to keep in mind!**



Gartner published a diagram that links three well-known methodologies - **Design Thinking**, **Lean Startup**, and **Agile** - creating an integrated framework for continuous innovation.



**Applied right**, the different strengths of those methodologies can **complement each other** by being merged into **one iterative framework around discovery, delivery, and improvement.**



**Applied wrong**, this can lead to a linear sequence of **sub-processes and sub-cycles**, creating a waterfall process 2.0.



# Combining the strengths of **Design Thinking, Lean Startup, and Agile**

**DESIGN THINKING** is about working closely with your users/customers to really understand their problems and pain points.

**STRENGTH: Understand the user and the problem.**

**LEAN STARTUP** is based on the principle of (in)validating hypotheses through experiments in an iterative build-measure-learn cycle to increase product-market fit.

**STRENGTH: Build something that users really want.**

**AGILE** development involves discovering requirements and developing frequent and incremental 'solutions' through the collaborative effort of cross-functional teams and their customer/end-user.

**STRENGTH: Build it in the right way.**



# Link, don't add



Make sure to create a process that is not linear, but **iterative with focus on continuous testing, refining, and building.**



Use aspects of design thinking to **continuously explore your users and their problems and to build hypotheses** around your potential solution and business model.



**Utilize Lean Startup to test those hypotheses** through experiments and to work towards a solution that creates real value.



Leverage the principles of agile development, such as **cross-functional teams or fast feedback loops, to increase speed and to save resources.**



**Don't forget!**

**A methodology is actually a mindset:** a commitment to listen to your customers, to work with others across functions and hierarchies, to validate assumptions instead of taking them for facts.

With those principles in mind,  
**take the freedom to adapt the process so it fits your needs, environment, and setup.**



# **METHODS, TOOLS, AND PROCESSES.**

WHAT ARE YOUR EXPERIENCES  
AND INSIGHTS?

DAILY INNOVATION

# WHAT DOES IT TAKE TO PERFORM WELL AS A TEAM?



TAKE A LOOK >

# CHALLENGES TEAMS MAY HAVE TO OVERCOME:



- ! Different **expectations** towards a project
- ! Different **visions** of its' successful execution
- ! Different **personalities** (clashing when it gets stressful)
- ! Absence of clarity regarding assigned **roles** & responsibilities
- ! Absence of **feedback culture** & collaboration **rules**



Teamwork makes the dream work:  
**Here are**



**simple tools that can help you  
and your team to set a basis  
for productive teamwork  
in less than a half-day.**



# TOOL #1: 16 PERSONALITIES TEST

*It will help you to:*



**Get to know each person** in the team on a deeper level.



Understand **why people in your team do things differently** and how you - as a team leader or colleague - can leverage that. Find out if your colleague is rather a networker or a numbers person.

*How to:*

Each team member does the test individually, before you discuss the results in the group:

**[www.16personalities.com](http://www.16personalities.com)**



## TOOL #2: TEAM CANVAS

*It will help you to:*

- ✓ Align within the team on **goals, values,** and **purpose.**
- ✓ Find the perfect **role** for each team member.

The diagram is a strategic planning canvas. At the center is a heart shape labeled **PURPOSE**. Below the heart, the text reads: "Why we are doing what we are doing in the first place?". Surrounding the heart are seven boxes, each with a title, an icon, and a set of questions:

- PEOPLE & ROLES** (Icon: Two people): What are our names and the roles we have in the team?
- COMMON GOALS** (Icon: Target): What you as a group really want to achieve? What is our key goal that is feasible, measurable and time-bounded?
- VALUES** (Icon: Person with a checkmark): What do we stand for? What are guiding principles? What are our common values that we want to be at the core of our team?
- RULES & ACTIVITIES** (Icon: Three horizontal lines): What are the rules we want to introduce after doing this session? How do we communicate and keep everyone up to date? How do we make decisions? How do we execute and evaluate what we do?
- PERSONAL GOALS** (Icon: Thought bubble): What are our individual personal goals? Are there personal agendas that we want to open up?
- NEEDS & EXPECTATIONS** (Icon: Speech bubble): What each one of us needs to be successful? What are our personal needs towards the team to be at our best?
- STRENGTHS & ASSETS** (Icon: Rocket): What are the skills we have in the team that will help us achieve our goals? What are interpersonal/soft skills that we have? What are we good at, individually and as a team?
- WEAKNESSES & RISKS** (Icon: Warning sign): What are the weaknesses we have, individually and as a team? What our teammates should know about us? What are some obstacles we see ahead us that we are likely to face?

At the bottom left of the canvas, there is a text box: "What are we called as a team?"



*How to:*



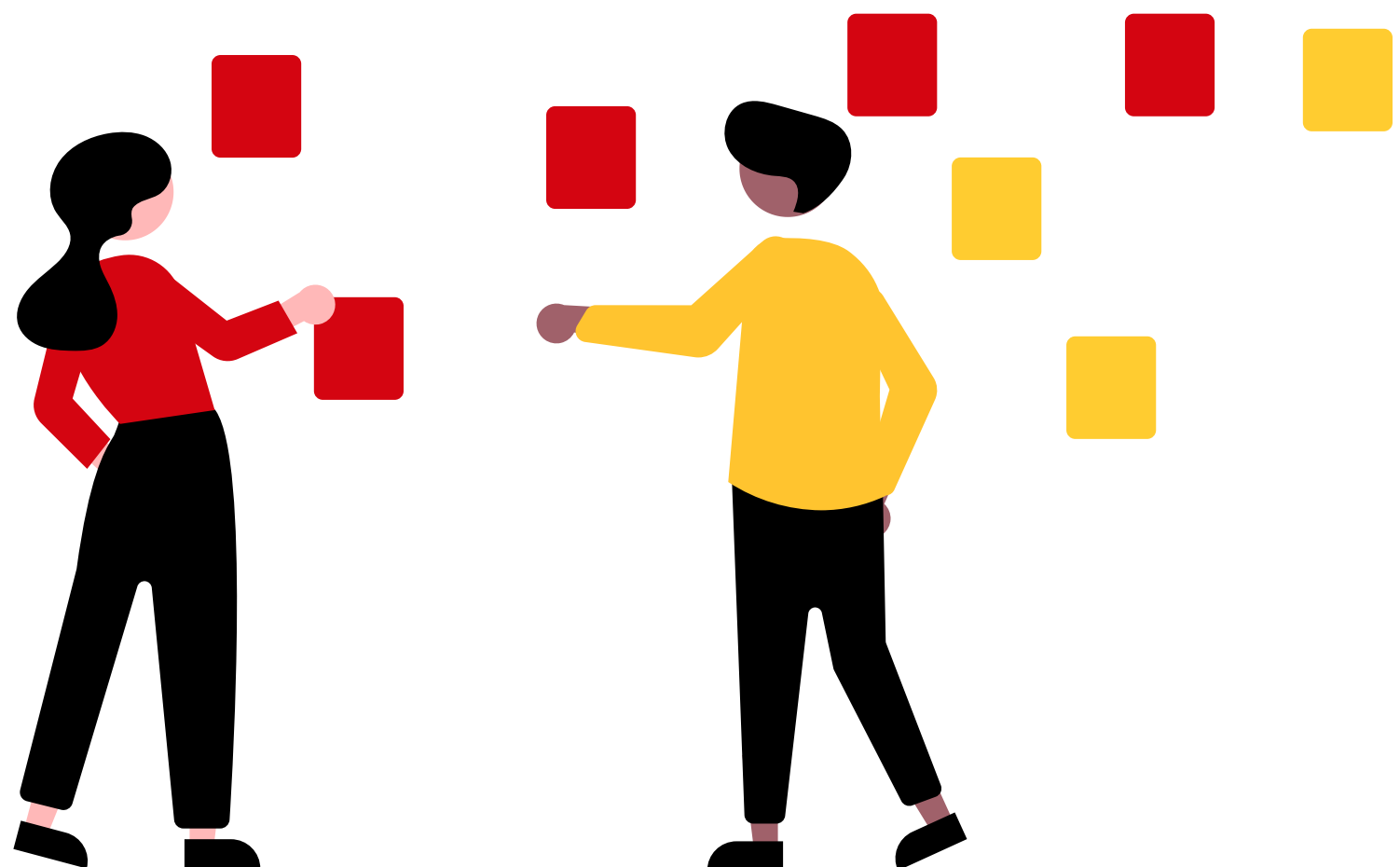
**Dedicate at least 2 hours** as a team.  
Bigger teams (6 people+) would need more time so everyone can express themselves.



**Explain the purpose** of the exercise to get everyone in the right mindset.



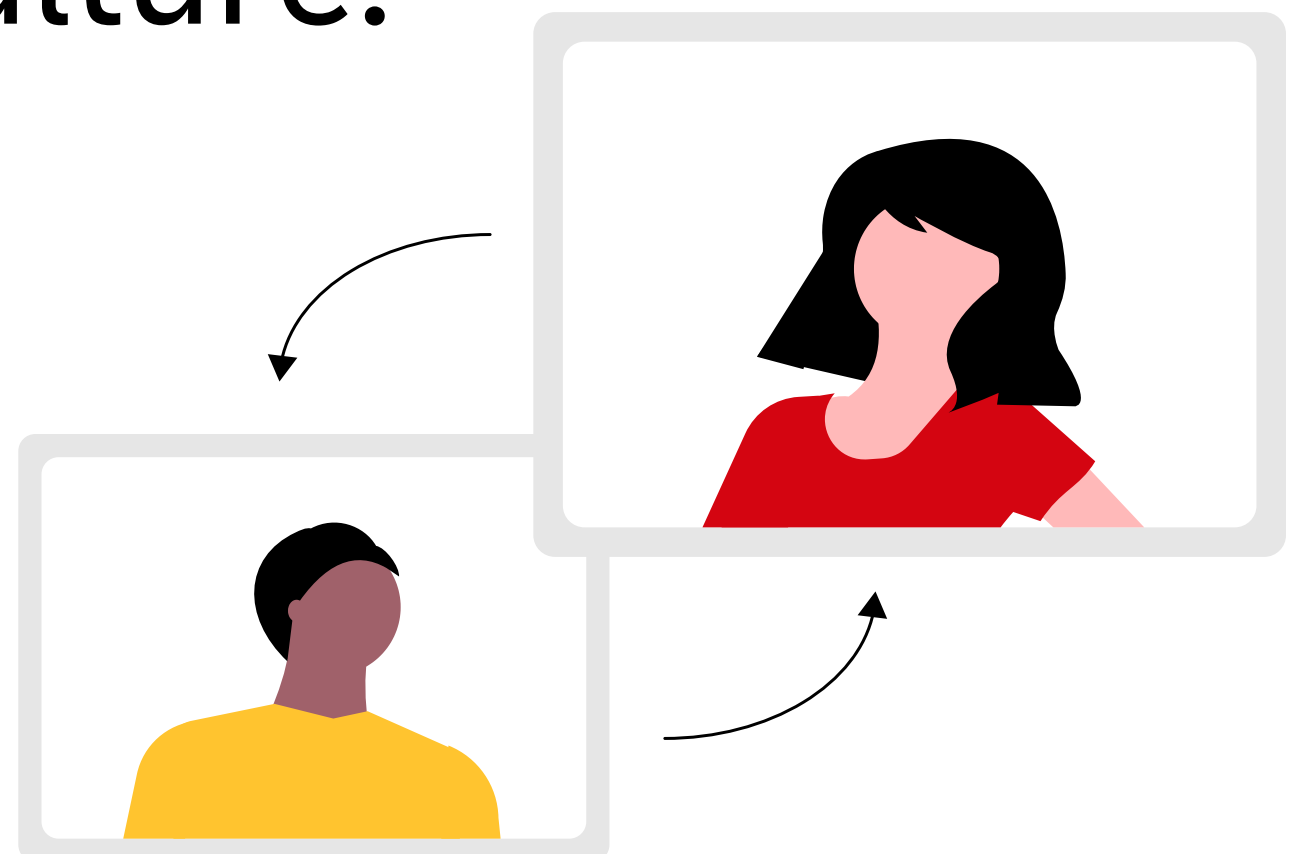
Take post-its and **go through each of the blocks** one by one.



# THOSE TWO EXERCISES WILL HELP..

✓ Teams who are **just starting** to work together.

✓ Teams who've **been working** together for quite some time and need to re-align on their vision, goals & expectations and improve their working culture.

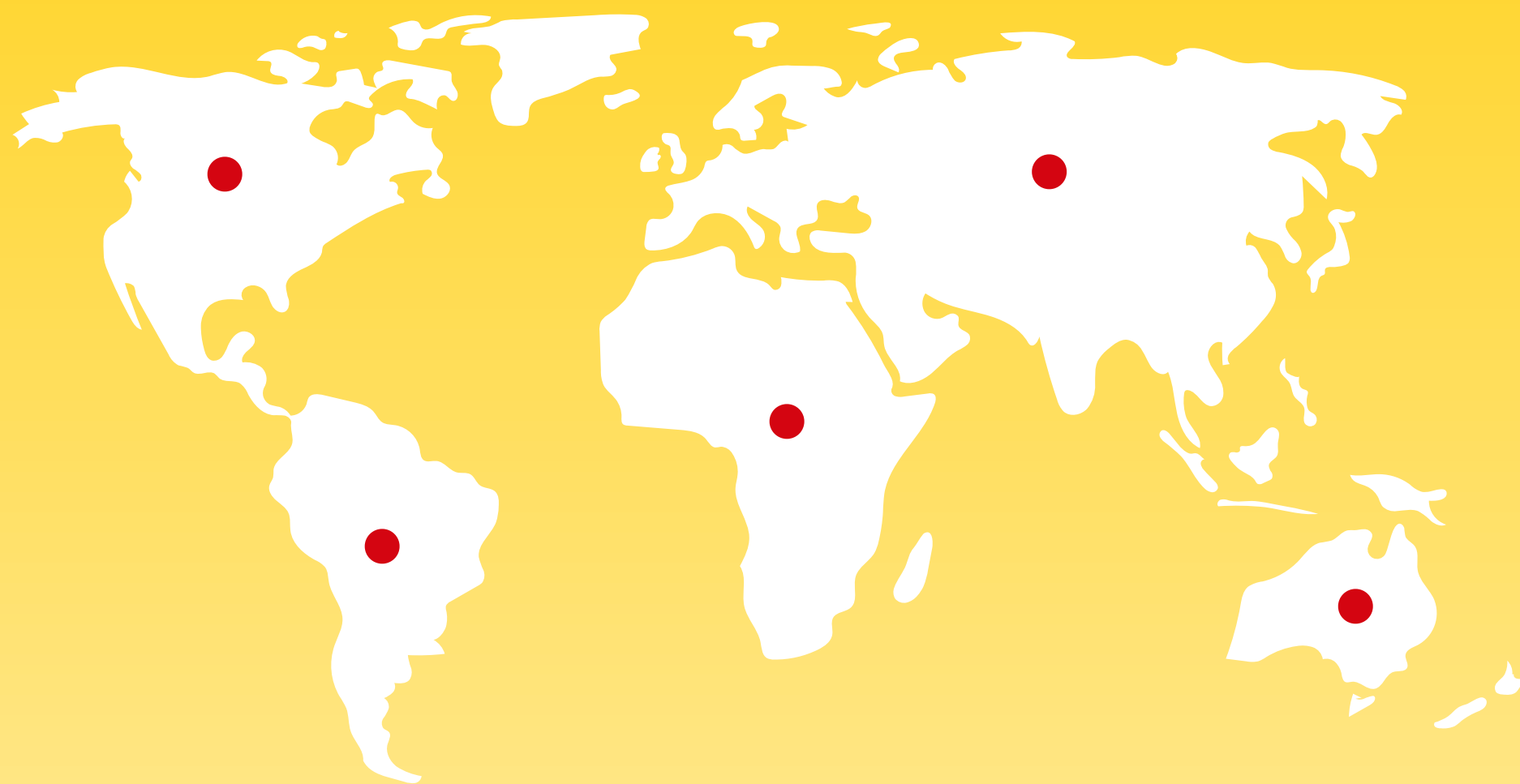


**LET'S REDEFINE HOW  
WE WORK TOGETHER**

AND EXPLORE WHAT'S POSSIBLE  
WITH A KICK-ASS TEAM!

DAILY INNOVATION

# HOW TO: COMPETITOR ANALYSIS



TAKE A LOOK >



**STEP 1:** Create a list of all available solutions for the problem you are trying to solve.

Consider **all alternative solutions** to get the job done.

*Example: Car2Go  
Available Solutions*



- ➔ Walking
- ➔ Public Transport
- ➔ Own Car

- ➔ Uber
- ➔ Taxi
- ➔ Bike

...



## **STEP 2:** Research your competitors and cluster them in “direct” or “indirect” ones.

A direct competitor is a company with a very similar product or service that is accessible within the same market as yours.



*For example, different pizza shops have no major differences in the eyes of their customers.*

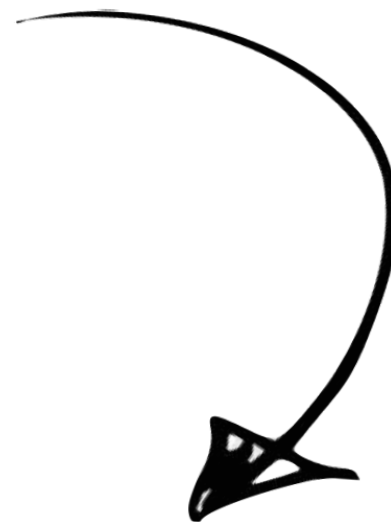
An indirect competitor is a company that supplies different types of products but satisfies the same needs.



*For example, a pizza shop competes indirectly with a kebab, but directly with another pizza shop.*



*Example: Car2Go*



## **DIRECT COMPETITORS**



Drive Now



Zipcar

## **INDIRECT COMPETITORS**



Uber



Public Transport



## **STEP 3: Define your competitive advantage (USP).**

You need to have a clear understanding of your competitive advantage in order to succeed in the market.

*Beware!*

- ! Always compare yourself based on the **customer benefits** you create, not based on features.
- ! Customers do not care about features if these do not create any **value to them**.



## Example: Car2Go

You can use a graph like this to first map out the most important benefits for the customers, and then compare yourself with your competitors:



Once you outlined the major customer benefits you create, in comparison to your competitors, identify the **secret sauce** of your solution. It's the benefits that make it unique.



**NOW YOU KNOW WHAT  
YOUR COMPETITORS  
HAVE TO OFFER, AND  
WHAT MAKES YOUR  
SOLUTION UNIQUE.**

USE THAT KNOWLEDGE IN  
COMMUNICATION WITH  
POTENTIAL CUSTOMERS,  
INVESTORS, AND OTHER  
RELEVANT STAKEHOLDERS.

**THANK YOU FOR  
ENGAGING WITH OUR  
CONTENT! WE HOPE YOU  
FIND IT INSIGHTFUL.**

APPLY THESE LEARNINGS IN  
YOUR DAILY JOB, AND KEEP ON  
INNOVATING! #DOWHATYOULOVE  
#SHAPETHEFUTURE