

GIJS VAN WULFEN



ONLINE

PRACTICAL METHODS, TECHNIQUES AND TOOLS TO KICK-START YOU 100% ONLINE

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Andrew Constable
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and Rody Vonk**

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PRACTICAL METHODS,
TECHNIQUES AND
TOOLS TO KICK-START
YOU 100% ONLINE

BIS Publishers
Borneostraat 80-A
1094 CP Amsterdam
The Netherlands
T +31 (0)20 515 02 30
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www.bispublishers.com

ISBN 978 90 6369 621 4

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ONLINE INNOVATION PRACTICAL METHODS, TECHNIQUES AND TOOLS TO KICK-START YOU 100% ONLINE

GIJS VAN WULFEN

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CONTENTS

INTRODUCTION
6-7



1
ONLINE INNOVATION IS MORE RELEVANT THAN EVER
8-21



2
10 COMMON PITFALLS STARTING INNOVATION ONLINE
22-35



3
THE BEST ONLINE INNOVATION TOOLS
36-63



4
ONLINE INNOVATION TECHNIQUES
64-77



5
THE ACHILLES HEEL OF WORKING ONLINE
78-89



6
10 RULES FOR ONLINE INNOVATION
90-111



7
ONLINE INNOVATION METHODS
112-149



8
THE LIGHTNING DECISION JAM
150-167



9
THE DESIGN SPRINT
168-187



10
THE FORTH INNOVATION METHOD 100% ONLINE
188-209



11
HYBRID INNOVATION: THE BEST OF BOTH WORLDS
210-221



APPENDIX 1
25 ONLINE TOOLS FOR INNOVATION
222-245



APPENDIX 2
10 ONLINE INNOVATION METHODS
246-256

THE AUTHORS
258-259

INDEX
260-263

ONLINE INNOVATION

If you would have asked me at the beginning of 2020 whether you could effectively innovate 100% online, I would have said, 'NO WAY!' And now I know I was so wrong. Yes, you can innovate your organisation 100% online. You can devise new products, services, experiences, processes, and business models without any doubt. Since 2020 we, and many others with us, have proven this in practice.

Of course, it was quite a struggle to bring our FORTH innovation methodology 100% online, after its being employed as a 'best practice' for initiating innovation offline for 15 years. We made all the beginner mistakes ourselves. We copied the methodology one-on-one from offline to online with eight-hour workshops a day, which was utterly boring. We experimented with online tools, which in those days, could not handle 25 people brain dumping their ideas simultaneously on the digital collaboration board. Everyone's screen froze, and we had to break away from the online brainstorm. And most of us were untrained in handling those online tools, so each time, the plenary session had to be stopped to explain again 'how to vote', for example, on the digital collaboration board. We had a steep learning curve and managed to work out an inspiring online process for the FORTH innovation method, which delivers great results when working remotely.

For almost all organisations, the transition to remote work in 2020 and 2021 was a restrictive work-from-home one that they hadn't been planning to do. They didn't have the communication or collaboration policies, the online tools, nor a working-online culture in place. All at a time when innovation was needed more than ever to deal with completely new market circumstances. As we saw people struggle, making the common mistakes we did too, we decided to write this practical book to guide people to become great online innovators.

ONLINE INNOVATION inspires you with effective online collaboration tools, techniques, methods, and rules to kick-start yourself to innovate your work and your organisation completely online. That's why this is a practical 'HOW-INNOVATE-ONLINE' book. After describing ten common pitfalls, we share some great tools and techniques that work in practice. We discuss the 'Achilles' heel' of innovating online and present you ten methodologies you can use for online innovation in a hands-on way. The Lightning Decision Jam, the Design Sprint, and the FORTH innovation method will be highlighted, and we work out a hybrid version of this methodology. At the end of the book, you find a systematic description of twenty-five tools and ten methods to get a clear overview at a glance to help you pick the right ones for your online innovation journey.

We hope that this book is a support for you as a consultant, coach, facilitator, manager, or student in the field of design (thinking) and innovation. We are sure that innovating online is here to stay. We see a huge increase in hybrid innovation projects, combining offline and online workshops – using all the online advantages while being personally engaged offline.

Next, there are a few people I'd like to thank specifically: my excellent online-skilled co-authors Maria Vittoria Colucci, Andrew Constable, Florian Hameister, and Rody Vonk, without whom I could never have published this book; designer Frederik de Wal for co-creating another book with me in a wonderful style; text editor John Loughlin; and publisher Bionda Dias for her support making ONLINE INNOVATION a reality.

Let's innovate online!

Gijs van Wulfen



CONTENTS

P. 114 INNOVATION METHODS CREATE COMMON LEARNINGS

P. 115 CHART: OVERVIEW TEN ONLINE INNOVATION METHODS

P. 116 1. PROBLEM FRAMING

P. 116 WHAT IS PROBLEM FRAMING, AND WHY USE IT?

P. 118 ONLINE PROBLEM FRAMING

P. 122 CHART: ONLINE PROBLEM FRAMING STEPS, TECHNIQUES, AND OUTCOMES

P. 123 2. THE CUSTOMER EXPERIENCE DECK

P. 123 WHAT IS THE CUSTOMER EXPERIENCE DECK, AND WHY USE IT?

P. 124 APPLYING THE CUSTOMER EXPERIENCE DECK ONLINE

P. 125 CHART: ONLINE CUSTOMER EXPERIENCE TECHNIQUES AND OUTCOMES

P. 126 3. LEAN STARTUP

P. 126 WHAT IS LEAN STARTUP, AND WHY USE IT?

P. 128 ONLINE LEAN SPRINT

P. 129 CHART: ONLINE LEAN SPRINT STEPS, TECHNIQUES, AND OUTCOMES

P. 130 4. BUSINESS MODEL CANVAS

P. 130 WHAT IS THE BUSINESS MODEL CANVAS, AND WHY USE IT?

P. 131 ONLINE PROCESS BUSINESS MODEL CANVAS

P. 132 CHART: ONLINE BUSINESS MODEL CANVAS STEPS, TECHNIQUES, AND OUTCOMES

P. 134 5. PRETOTYPING

P. 134 WHAT IS PRETOTYPING, AND WHY USE IT

P. 137 ONLINE PRETOTYPING

P. 139 CHART: ONLINE PRETOTYPING STEPS, TECHNIQUES, AND OUTCOMES

P. 140 CHART: THE PRETOTYPE CANVAS

P. 141 6. PURPOSE LAUNCHPAD

P. 141 WHAT IS PURPOSE LAUNCHPAD, AND WHY USE IT?

P. 143 THE PURPOSE LAUNCHPAD PROCESS

ONLINE

P. 147 7. THE CIRCULAR DESIGN PROCESS

P. 147 WHAT IS THE CIRCULAR DESIGN PROCESS, AND WHY USE IT?

P. 148 THE ONLINE CIRCULAR DESIGN PROCESS

P. 148 CHART: CASE STUDY – THE MILAN FOOD POLICY

P. 149 KEY MESSAGES FROM THIS CHAPTER

CHAPTER 7



ONLINE INNOVATION METHODS

INNOVATION METHODS CREATE COMMON LEARNINGS

More elephants: the blind men and an elephant
The parable of the blind men and an elephant originated in the ancient Indian subcontinent, from where it has been widely diffused. It is a story of a group of blind men who have never come across an elephant before and who learn and conceptualise what the elephant is like by touching it. Each blind man feels a different part of the elephant's body, but only one part, such as the side or the tusk. They then describe the elephant based on their limited experience, and their descriptions of the elephant are different from each other. In some versions, they come to suspect that the other person is dishonest, and they come to blows. The parable's moral is that humans tend to claim absolute truth based on their limited, subjective experience as they ignore other people's limited, subjective experiences, which may be equally valid.

From a Wikipedia search for 'Blind men and an elephant.'

Innovation requires a method: to expand your perception of reality, to develop many ideas, to hold on when you feel lost on your journey, to get feedback from customers, and to co-create in a structured way. Innovation is a shared learning process from which its participants get an open mind and a greater awareness of the business, the market, the customers, and even themselves. Exchanging, challenging, and working together is the basis of the 'We-innovation' process, as we like to call it, instead of 'Innovation'. Quoting Gijs van Wulfen: 'you can invent alone, but you can only innovate together.'

Since there are no in-person connections among the team when innovating online, using structured methods helps to guide you, keep the pace, and monitor your progress on the innovation journey.

Remote working limits the exchange and cross-pollination between individuals, making serendipity difficult, and creates obstacles against effective innovation processes. And, since we work remotely, the innovation methods we use are also online. Working remotely powerfully affects established organisations' innovation processes. The lack of in-person connection gives more freedom, flexibility, and quality of life. However, you run the risk of anarchy. Rigorous and structured methodologies will prevent that.

You cannot use innovation methods tout court without tailoring and adapting them to the online setting.

Innovating online means maintaining the creative power of each method in a remote setting. It is more important to modify activities, times, and tools to keep the strength of a method intact than to remain faithful to it in an online setting. You cannot copy a method from in-person to online, but you need to understand the essence of transforming and adapting it for online use.

Using online methodologies allows you to control simultaneity and complexity, and to stay more connected.

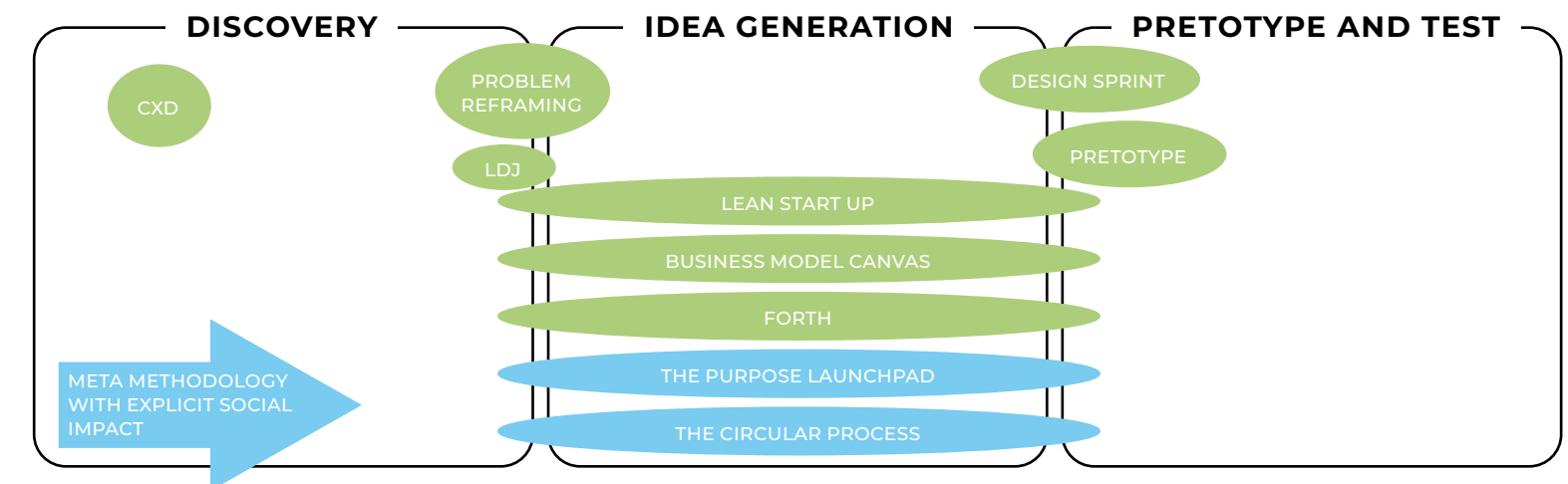
With online methods, you can work efficiently in different settings with tools that amplify and enhance people's skills by giving them the possibility to be creative in an easy and inspiring way. With fewer costs and effort comes the opportunity to have more diversified teams in terms of experience,

culture, and skills, with the ability to deliver much more creative power. Chapters 3 and 4 described tools and techniques to work synchronously and asynchronously, to stay connected, and to govern complex innovation processes.

Online innovation enhances iterative and fast-paced methodologies.

The methods described below are iterative, have rapid and repeated cycles, and give continuous feedback. From this point of view, online methods empower these processes because they provide teams – whether in a company or a startup – with tools to collaborate simultaneously and rapidly, share work immediately, combine parts of the process asynchronously, and moments of decision-making and alignment synchronously. Many startups already know this because their teams are dispersed worldwide, but it represents a quantum leap for organisations to work in-person.

CHART: OVERVIEW TEN ONLINE INNOVATION METHODS



We have experienced directly, and through the experience of other practitioners around the world, that online innovation works and is consistent with a lean way of working. We've chosen ten online innovation methods that can bring you innovation in a structured, rigorous way:

- ▶ Three innovation methods for short online workshops: Problem Framing, the Customer Experience Deck (CXD), and the Lightning Decision Jam (LDJ).
- ▶ Two methods for online innovation sprints of a week or less: Prototyping and the Design Sprint.
- ▶ Five methods for online innovation projects in which we feature the FORTH innovation method: Lean Startup, the Business Model Canvas, the Purpose Launchpad, and the Circular design process.

You will find seven methodologies in this chapter. The Lightning Decision Jam, Design Sprint, and the FORTH innovation method have dedicated chapters, respectively Chapters 8, 9, and 10, because we consider them very critical for online innovation.

All these methods have incorporated the principles of design thinking. Design thinking is a multidisciplinary human-centred approach with (at least) three phases:

1. Discovery by listening and observing.
2. Idea Generation, leading to out-of-the-box ideas.
3. Prototype and Testing of new solutions with users.

CXD, Problem Framing, and LDJ are more focused on the discovery phase, Pretotype more on the pretotype and test phase, while all the other methods embrace all the three phases. Some of them are for startups or specific phases of a company, such as Purpose Launchpad and Lean Sprint. But they can very well be used by organisations that want to innovate products or services. Others, such as the CXD, give insights into the way people within teams perceive their customers. Some, like the FORTH innovation methodology, effectively boost an effective start of innovation. The Purpose Launchpad and the Circular Process are meta-methodologies, combining various other methods to thrive social impact.

How is this chapter structured?

In this chapter, you will find a brief overview of each method and why to use it. As our focus is online innovation, we explain the online process describing tools and techniques you need to apply to run any one of them successfully. For each of the methods, you will find a chart in which we list the method's steps, the online techniques used, the timeframe, and the outcomes. The listed steps are specific for each method. We do not describe all the activities, for example check-ins, energisers, and breaks that are necessary for every online innovation process. For this, you can check Chapter 6, which gives you an overview of the ten rules you need to apply in all online innovation processes. The Lightning Decision Jam, the Design Sprint, and FORTH are explained in Chapters 8, 9,

and 10. Our focus is on how to apply the methods and facilitate them online, maintaining their effectiveness.

METHOD 1. PROBLEM FRAMING

Don't use it if you quickly fall in love with solutions.

'If I had an hour to solve a problem, I'd spend 55 minutes thinking about the problem and five minutes thinking about solutions.' This quote of Albert Einstein explains the 55/5 rule, which is the superpower of problem framing.

What is Problem Framing, and why use it?

Problem framing helps to define the right problem at the beginning of an innovation process. Many of you experienced the situation in your own company or as a consultant that the problem you're trying to solve seems to not be the right one, which you discovered only after spending time and money. In business, we have many examples of products or services not addressing the right problem. This usually happens because we are doers; instead of living the discomfort of addressing the problem, we'd start working toward a solution. Additionally, solutions are usually copies of our past successful experiences. However, it is not wise to assume that what worked in a certain situation in the past will work again in the future. Thinking about our switch from in-person to online collaboration, for example, the right question wasn't how to replicate methodologies using video conferencing but how to brainstorm at a distance while engaging people online.

D. Spradlin first explained the idea of problem framing in Harvard Business Review^[1]. The Design Sprint Academy then developed it as a preliminary step in running Design Sprints to ensure effective outcomes.

'Problem Framing is a framework, based on design thinking principles and methods, used to understand, define, and prioritise complex business problems and help stakeholders make better decisions, fast.'^[2]

Use it before any innovation process to determine whether a problem is relevant or not for the company and the market, build alignment among the team over the problem, and have a clear, shared definition of the real issue you're going to work on.

The Problem Framing Power

You can apply problem framing to attain alignment and a shared vision before an innovation process so that you may better explore a defined problem or explore the company's future vision.

The Challenge

The challenge is to frame a real problem. Don't stop at the first statement. Try to reach the essence of the problem by asking yourself more 'Why' questions. Investigate your assumptions during the process and verify that your team is convinced about the outcome.

The three main phases are:

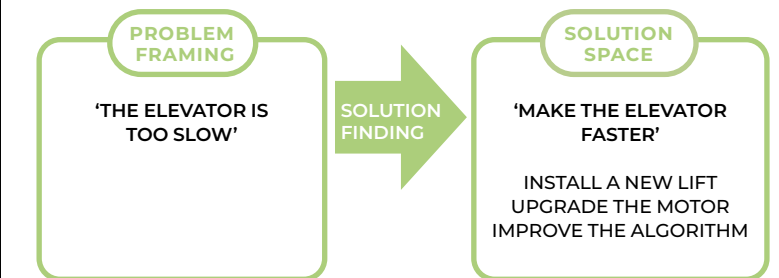
1. Establish a business need. The goal is to deliver a shared definition of the requirements in a factual statement.
2. Contextualise the business and user perspective by gaining insights into how this problem affects your organisation and your customers.
3. Reframe the Problem.

The output is a clear and shared problem statement to start the ideation phase.

The Slow Elevator Problem^[3]

Imagine this: You are the owner of an office building and your tenants complain about the elevator. It's old and slow and they often have to wait. Several tenants are threatening to cancel their leases if you don't fix the problem.

When asked, most people quickly identify some solutions: replace the lift, install a stronger motor, or perhaps upgrade the algorithm that runs the lift. These suggestions fall into what I call a solution space: a cluster of solutions that share assumptions about what the problem is – in this case, the elevator is slow. This framing is illustrated below.



However, when the problem is presented to building managers, they suggest a much more elegant solution: Put up mirrors next to the elevator. This simple measure has proved wonderfully effective in reducing complaints because people tend to lose track of time when given something utterly fascinating to look at – namely, themselves.

The mirror solution is particularly interesting because it is not a solution to the stated problem: It doesn't make the elevator faster. Instead, it proposes a different understanding of the problem. Note that the initial framing of the problem is not necessarily wrong. Installing a new lift would probably work. The point of reframing is not to find the 'real' problem but, rather, to see if there is a better one to solve. The very idea that a single root problem exists may be misleading; problems are typically multicausal and can be addressed in many ways. The elevator issue, for example, could be reframed as a peak demand problem – too many people need the lift at the same time – leading to a solution that focuses on spreading out the demand, such as by staggering people's lunch breaks. Identifying a different aspect of the problem can sometimes deliver radical improvement and even spark solutions to problems that have seemed intractable for decades.

Source: Thomas Wedell-Wedellsborg, Are You Solving the Right Problems? Reframing them can reveal unexpected solutions, HBR January-February, 2017

Who should be involved in a problem framing workshop?

You should aim to include a diverse mix of relevant stakeholders in the company: those who can make decisions afterward, people who are bringing different perspectives and competencies, those who are struggling or have been working for an extended period with the problem, and people with a fresh view. It's essential to have enough diversity of opinion as problem framing works best with different perspectives and when people don't drive straight to the solutions. Both vision and expertise are needed.

Online Problem Framing

This methodology works exceptionally well online. The advantages are that you can quickly connect relevant stakeholders with no travel costs and scheduling complications. You can send in advance research or data should you need it for the internal or external analysis. You have all the steps in a digital format. And you can apply many of the online techniques, as we'll explain later.

Which tools do you need?

Online Whiteboard tools for realtime collaboration

You can use Miro or Mural to collaborate online in realtime with all participants. These tools have handy features like digital post-it notes, voting, and a timer. And a great feature in Miro is the 'Bulk mode', which allows participants to contribute individually without being distracted from what others are writing. When preparing your board in advance, follow the general rules on setting your board as mentioned in Chapter 6. You can also find a predefined template for Problem Framing in Miro and one for problem statement in Mural. You can upload them and adapt them to your needs. There's also a predefined template on Trello, an easy collaboration board upon which the team can share ideas.

Videoconferencing for communicating

During your workshops, you can use a video conferencing tool. We suggest Zoom or Butter. These tools have break out rooms to split participants into smaller groups.

Collaboration in execution

To follow-up with the team, you can use a tool like Slack, which offers various communication options such as channels, private groups, and direct messaging. You can share documents and files across teams and in a one-on-one format. Also, Google drive fits the purpose of sharing files.

Another tool is Padlet, where you can compile documents, links, and images with team members.

Tools for preparation and instruction.

In one possible set up among many, you can use SessionLab to set your agenda and share it beforehand with your team, Calendly to book the workshop with the team, and Loom, a video messaging tool, to get your message across through instantly shareable videos about how to use the tools or to illustrate the steps.

Tools for making the workshop interactive

You can use Tscheck.in, a simple tool to start a conversation on a personal level by asking questions, or Mentimeter to do instant polls and Q&As, to make your online workshop interactive. You can find a complete description of these tools in Chapter 3.

The online duration of problem framing can vary enormously, from a short 90-minute workshop to a six-hour workshop divided into two sessions. Here we explain the 90-minute to three-hour process. For the longer sessions, you would spend the additional time going deeper into the contextualisation phase to better understand its issues and customers.

Problem framing can be divided into three phases to fit the online setting:

1. Establish the business need.
2. Contextualise it into the business, and into the user perspective.
3. Problem reframing.

1. ESTABLISH THE BUSINESS NEED

In this phase, you have to understand what the needs of any given business are that you are prepared to address. The goal is to deliver a shared definition of the requirements in a factual statement. It is important that everybody is on board and that participants have both time to express their ideas and to discuss and challenge them.

You can divide this phase into four steps:

1. Individual brainwriting on the business needs. Participants think individually and get inspired by what others write.
2. First problem framing. The facilitator asks Why and How questions to get to the root of the problems, transforming vague statements into more concrete ones.
3. Affinity mapping. The facilitator asks the group to cluster all the items into similar groups to see if the team can add more elements to the problem.
4. Choosing criteria; using, for example, the business impact/effort matrix, and then voting on it. At the end of this phase, you will have drafted a concrete problem statement.

2. CONTEXTUALISE THE PROBLEM ON YOUR BUSINESS/CUSTOMERS

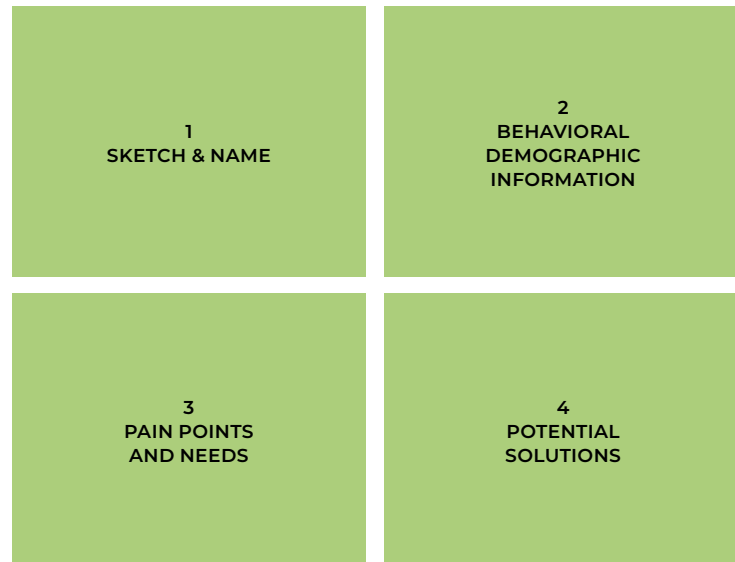
The two steps of this phase are:

1. Understand the impact on your organisation. Here you can use a great variety of tools like SWOT analysis or Business Model Canvas to answer the effects of the problem on your business and set a future vision. You can do this by individual brainwriting to fill in the matrix or canvas.

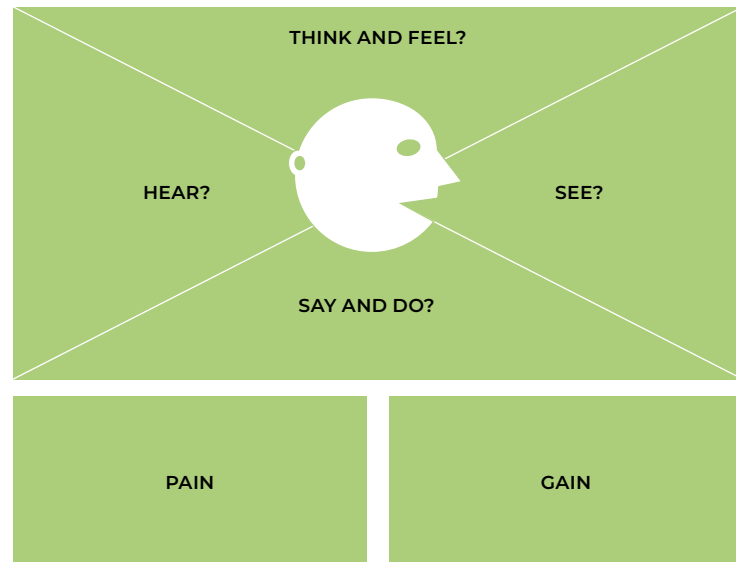
2. Customer insights. The main questions to ask are, Which customers are affected by the problem? And, How are they achieving their goals today? You can use Proto-Personas or an Empathy Map to describe your customer.

Again, you will do online brainwriting on each of the templates. Place participants in pairs in break out rooms to do the affinity mapping and then have them issue a report. To answer the How question, you may use the Customer Journey Map Template.

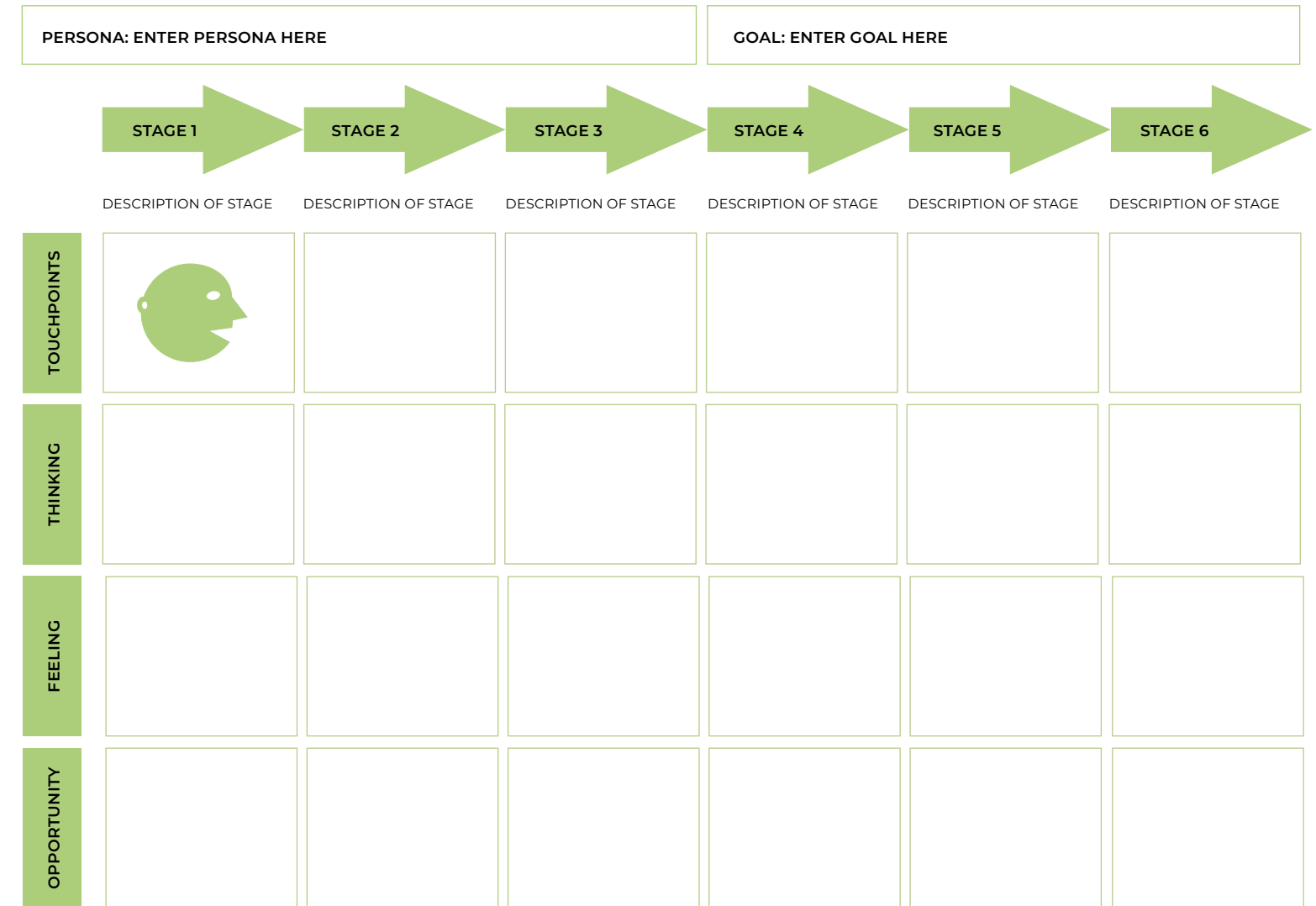
PROTO-PERSONA



EMPATHY MAP



CUSTOMER JOURNEY MAPPING



You can use brainwriting for the different steps of the Customer Journey Map. Now you need to match the 'business' and 'customers' to see the overlap. Use the insights gained to transform the problems into challenges with the 'How Might We' questions. The 'How Might We' (HMW) question template is popular in Design Thinking. The HMW-questions should be specific and linked to what you learned during this phase. Define them broad enough not to address the solution too small and positively draft the question; after collecting all the HMW-questions, the team votes for the more relevant one.

CHART: ONLINE PROBLEM FRAMING TECHNIQUES AND OUTCOMES

PHASE	STEPS/TEMPLATES	ONLINE TECHNIQUES	TIME 90 min/3 hours	OUTCOMES
1. ESTABLISH THE NEED	<ul style="list-style-type: none"> ▶ Brainwriting. ▶ First framing. ▶ Affinity Mapping. ▶ Vote. 	<ul style="list-style-type: none"> ▶ Together-alone and Bulk mode for brain-writing. ▶ Anonymous voting. 	15 to 30 minutes	A shared definition of the needs in a concrete statement.
2. CONTEXTUALISE THE PROBLEM EXPERIENCED BY YOUR BUSINESS/ CUSTOMERS	<ul style="list-style-type: none"> ▶ Understand the organisation impact/SWOT Business Model Canvas. ▶ Customer Insights/Proto-persona, Empathy map, Customer Journey Map. 	<ul style="list-style-type: none"> ▶ Lightning Demo. ▶ Break out rooms to work on the different part of the templates. ▶ Bulk mode. ▶ Chat function. 	60 to 120 minutes	<ul style="list-style-type: none"> ▶ Impact on the organisation. ▶ Persona description. ▶ Overlaps between the two.
3. WRITE A PROBLEM STATEMENT	<ul style="list-style-type: none"> ▶ Individual writing. ▶ Voting. 	<ul style="list-style-type: none"> ▶ Together-alone to write the problem statement. ▶ Anonymous voting. 	15 to 30 minutes	A clear problem statement with a common language to share.

3. WRITE A PROBLEM STATEMENT

Now it's time to reframe your problem using the top-voted HMW-question to write a problem statement. There are two steps to take:

1. Write problem statements. Each person in the team writes a problem statement individually and then shares it with the team.

A good, complete problem statement should contain four elements: Who is having the problem? What is the problem? When is it happening/what is the context? Why is it important to solve/why will we or our users care? Please apply the 40-20-10-5 rule. State your problem in 40 words. Cut it down to 20, then to 10 and end up with a 5-word problem statement.

2. Participants vote for the most relevant problem statement. In the chart on previous page, you can find the phases of problem framing with the techniques you can use online. For a complete description of all techniques, check Chapter 4.

METHOD 2. THE CUSTOMER EXPERIENCE DECK

Don't use this if you think that feelings are merely hairdressers' chat.

What is the Customer Experience Deck, and why use it?

The Customer Experience Deck (CXD) was created in 2019 by Jeremy Dean to 'help teams build a shared understanding of their customers.'^[4] It's a simple nine-step process to build your customers' shared vision and start innovating the customer experience. You can apply it to create a shared understanding of the client's needs and get insights on the critical elements of the desired customer experience and how you can work together to shape it. You can then integrate it in other more structured methodologies: in the FORTH innovation method in the Observe and Learn phase, before the customer friction interviews, or in the Business Model Canvas in the Customer relationship section. Another way of using the CXD is to innovate internal practices and working starting from the customer experience. So, it's the first step in the discovery phase. Afterwards, use other online innovation methods to continue.

The CXD is a nine micro-step process that leads a group to identify a customer segment they want to work with and

understand the customers' desired and undesired feelings. In the first seven steps, participants individually address the question:

How do we want our customers to feel and how do we want them not to feel?

This question triggers a process of description, discovery, and sharing of the team's customer experience, aiming to align the vision. Through the detailed description of the emotions you want to elicit with your product or service, you create a common language and gain valuable insights. The Customer Experience Deck workshop must be attended both by people involved in the customer experience and others whose work is not related to it. It is also essential that decision-makers join in to follow up on the actions defined.

The first phase involves identifying a customer segment or proto-persona on which to focus the trigger questions. Individuals work in subgroups to choose the relevant emotions, explain their vision, share the facts and evidence upon which they base it, and verify assumptions. It ensures that there is alignment on the desired experience at the end of the workshop and how to detect it. When the groups come back to the plenary workshop, vote to identify the five top emotions they want to focus on in two areas: the one they would like their customer to feel and the one they don't want their customers to feel.

In the next phase, the team works on a canvas to identify the signals, which detect emotions among customers and the actions and good practices to introduce. You can complete the workshop by reconstructing the customer journey map to identify the three most important moments in your customer's journey or interaction with your business.

The CXD Power

The CXD can be a great starting point for developing innovation based on the client's needs. It helps organisations to adopt a customer-centric approach in all areas.

The Challenge

CXD is a method of gaining insights into one's customers, but on its own, it is unlikely to trigger a process of innovation. Keep the focus on the evidence the team has. Don't let too many assumptions invalidate the process. Invite people to ask customers directly.

Applying the Customer Experience Deck online

You can apply CXD via a two to three-hour online workshop, depending on the group size. That could be between 10 to 20 people if you're able to divide them into break out rooms. If you are working with a large team and want to add the Customer Journey Map, you need to run another 60-minute workshop the following day.

Which tools do you need?

Online Whiteboard tools for realtime collaboration

We use Miro to run the CXD, but Mural works just as well to collaborate online in realtime. On the board, you need to upload the card and the canvas template, then set up each phase at a different area of the board to allow sufficient space for participants to work on. You can read general rules on how to set your whiteboard in Chapter 6.

Videoconferencing for communicating

As for the Problem Framing method, you can use video conferencing tools with break out rooms as you need to divide participants into smaller groups. Zoom or Butter work well.

Tools for preparation and instruction

You can use SessionLab to set your agenda. It is not necessary to explain the process in advance because it is very simple and made to be entirely synchronous.

Tools for making the workshop interactive

As with every innovation method, making the workshop interactive requires an onboarding phase. It should be concise and could encompass the storytelling of experiences with clients in different situations. You can use Mentimeter for a quick poll.

In the following chart, you can find the main steps and techniques for the Customer Experience Deck for each phase.

CHART: ONLINE CUSTOMER EXPERIENCE TECHNIQUES AND OUTCOMES →

PHASE	STEPS	ONLINE TECHNIQUES	TIME 2 h/4 h (3h + 1h)	OUTCOMES
OUR CUSTOMERS	<ul style="list-style-type: none"> ▶ IDENTIFY YOUR CUSTOMERS ▶ PERSONIFY 	<ul style="list-style-type: none"> ▶ Together-alone to brainwriting in silence. ▶ Anonymous voting to choose the customer segment. 	10 to 15 minutes	The customer segment or the Proto-persona is selected.
HOW DO WE WANT OUR CUSTOMERS TO FEEL?	<ul style="list-style-type: none"> ▶ PRIMARY FEELINGS ▶ FRINGE FEELINGS 	<ul style="list-style-type: none"> ▶ Participants split into break out rooms to sort out the related feeling cards. ▶ Synchronous sharing with the large group. ▶ Anonymous vote. ▶ Chat function to communicate during the workshop. 	30 to 60 minutes	Agreement on the top five primary feelings and top five fringe feelings the team or organisation wants customers to feel.
HOW DO WE WANT OUR CUSTOMERS NOT TO FEEL?	<ul style="list-style-type: none"> ▶ PRIMARY FEELINGS ▶ FRINGE FEELINGS 	<ul style="list-style-type: none"> ▶ Participants split into break out rooms to sort out the related feeling cards. ▶ Synchronous sharing with the large group. ▶ Anonymous vote. ▶ Chat function to communicate during the workshop. 	30 to 60 minutes	Agreement on the top five primary feelings and top five fringe feelings the team or organisation doesn't want your customers to feel.
CANVAS	<ul style="list-style-type: none"> ▶ EMPATHY How do we know our customers are feeling this? ▶ ACTIONS To help our customers feel (insert feeling), we need... 	<ul style="list-style-type: none"> ▶ Participants split into break out rooms complete the Customer Experience Canvas. ▶ Share synchronously with the large group. ▶ Anonymous vote. ▶ Chat function to communicate during the workshop. 	20 to 45 minutes	
CUSTOMER JOURNEY MAP	<ul style="list-style-type: none"> ▶ The most important moment of the customer journey. ▶ Ways to amplify positive feelings and remove the negative ones. 	<ul style="list-style-type: none"> ▶ Participants work together-alone, writing the three most important moments in their customer journey of interaction with their business. ▶ Choose cards on different journey steps. Anonymous vote. ▶ Synchronous work to ideate ways to amplify positive feelings and eliminate negative ones. ▶ Chat function to communicate during the workshop. 	30 to 60 minutes	Three most important moments of the Customer Journey and ideas to amplify the positive feelings.

METHOD 3. LEAN STARTUP

Don't use it if you want to slow down and take your time.

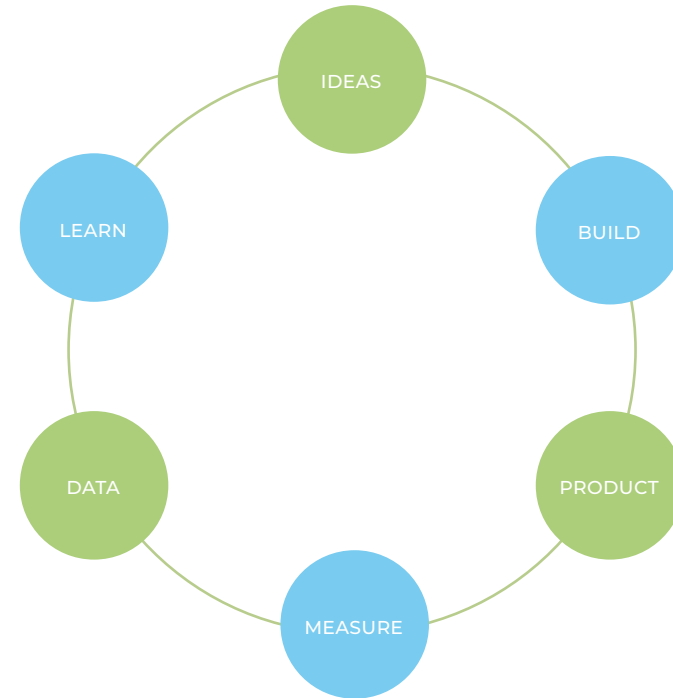
What is Lean Startup, and why use it?

Lean Startup is a methodology for developing businesses and products. The Lean Startup method was originated in 2008 by Eric Ries^[5] using his personal experiences adapting lean management and customer development principles to high-tech startups. The method combines experimentation, iterative product releases, and validated learning. The Lean Startup method seeks to increase value-producing practices during the earliest phases of a company to have a better chance of success. It emphasises customer feedback over intuition and flexibility over planning.

The five principles of Lean Startups are

1. Entrepreneurs are everywhere.
2. Entrepreneurship is management.
3. Validated learning.
4. Innovation accounting.
5. Build-measure-learn.

Lean Startup aims to shorten product development cycles and avoid developing a product nobody wants. 'The Lean Startup method is not about cost; it's about speed.' But how long it takes to go from an idea to a successful business will vary greatly among sectors. Unlike typical yearlong product development cycles, Lean Startup eliminates wasted time and resources by developing the product iteratively and incrementally. The iterative feedback loop is a three-step process



Developing a minimum viable product (MVP), the 'version of a new product which allows a team to collect the maximum amount of validated learning about customers with the least effort', plays a crucial role in Lean Startup. The goodness of the MVP is not measured by its efficiency but by its ability to generate learning. The measure of a startup's progress is, in fact, learning. The speed of execution serves to transform leap-of-faith assumptions into metrics to be validated rapidly. The validation of the assumptions takes place through innovation accounting. This method requires acquiring accurate data through feedback from cohorts (homoge-

neous clusters) on the MVP, identifying the relationship between improvements made to the product and the drivers of the growth model. Based on the data, it is decided whether to persevere with continuous improvements or to make a major change to test a new hypothesis.

The Lean Startup Power

In this method you learn by doing, and what you learn comes from the most important source: your market and customers.

The Challenge

You always need to have a clear broad view; you'll be pushed to explore as many directions as possible, which might create chaos that is very hard to deal with for you, for the development team, for management, and eventually even for your customers. The Lean Startup process has four phases and is supported by the Lean Canvas, a template designed and tested by Ash Mayura to guide and monitor the process. In four phases, the solution is developed in line with the customer problem and validated.

PROBLEM-SOLUTION FIT

1. Understand the problem or, better, 'love the problem'.
2. Define the solution.

PRODUCT-MARKET FIT

3. Validate qualitatively.
4. Verify quantitatively.

Based on the results of the validation and the lessons learned, the process is reiterated. The Lean Canvas^[6] is a model adapted from the Business Model Canvas by Ash Mayura, containing the following nine boxes:

- a. The problem: a list of the three main problems and existing alternatives in other market segments.

- b. Target customers and the early adopters.
- c. The unique value proposition. It will be revised several times. In the initial phase, you must define the broad and specific scope not calibrated in the middle of the market to catch everyone.
- d. The solution to solve the problem for one or more target customers. At this stage, the solution does not have all the details of implementation.
- e. The channels of distribution.
- f. The revenue streams. They already include price because it is an important element of the MVP validation, defining the target customers.
- g. The cost structure with the current operational costs.
- h. Key metrics.
- i. The unfair advantage. It's something that cannot be easily copied or bought by your competitors.

As you can imagine, the canvas's design is also an iterative process, so not every box has to be filled at the first shot when developing your idea. In defining the solution, the next step is to rank your business model to three types of risks:

Product Risks	Technical feasibility
Customer Risks	Customer Pain Level
	Ease of reach
	Market Size
Market Risks	Price/Gross Margins
	Assemble the Problem Team/Solution Team

Before moving on to Product/Market Fit, you formulate a falsifiable hypothesis, 'a statement that can be proven wrong'. It means that it should be measurable and contains numbers. Validate qualitatively and verify quantitatively. In this method, as in prototyping, there is no need to have a lot of quantitative data but to proceed by approximations. Strong negative signals tell us to change something, and positive signs urge

us to continue to verify through quantitative data. In the validation phase, the most important element is to correlate the feedback to characteristics and features because the final product does not yet exist. It is necessary to know in which direction to go. Furthermore, validation data must be accessible to all involved. The validation process continues parallel to the development of the solution in an ongoing process.

Online Lean Sprint

Although it was born for startups, this methodology can be usefully applied to companies that need to innovate their offer. The team must be diversified and include people with complementary experience, skills, and thinking attitudes. The enthusiasts and the critics and, above all, the decision-makers should all be involved.

Which tools do you need?

Online Whiteboard tools for realtime collaboration. Use an online whiteboard tool like Miro or Mural to collaborate online with all the participants. You need to prepare all your boards in advance and upload the templates you need, for example, the Lean Canvas.

Videoconferencing for communicating. We already mentioned Zoom and Butter because they are easy to use and provide breakout rooms.

Collaboration in execution. As mentioned at page 118 some useful tools to follow up with the team involved are Slack, Google drive, Dropbox, and Padlet.

Tools for Prototyping and Testing. Here you can use a great variety of tools, like social media: YouTube to make a video explaining your new product or service and LinkedIn to

publish a landing page and a video or an article explaining your offer. There are also tools developed to help you design your pretotype and prototype. Some examples, described in Chapter 3, include Marvel, which allows you to turn any sketch or image into an interactive prototype for an app or website and Toonly, which is an animated explainer video creator that you can use to create simple videos to provide information on your solution and how it works. When you need to test your ideas online and collect feedback from customers, Google Forms allow you to do this in a simple and versatile way.

The various online phases, models, and techniques are described below from a remote Lean Startup team's perspective.

CHART: ONLINE LEAN SPRINT STEPS, TECHNIQUES AND OUTCOMES

PHASE/QUESTIONS	STEPS	MODEL/TEMPLATES	ONLINE TECHNIQUES / TOOLS	TIME	OUTCOMES
PROBLEM-SOLUTION FIT ▶ Do I have a problem worth solving? ▶ Will they pay for it? ▶ Can It be solved?	▶ Understand the problem. ▶ Define the solution.	▶ Problem framing or Job To Be Done. ^[7] ▶ Lean Canvas.	▶ The ones used in Problem Framing. ▶ Synchronous team brainwriting on each section of the canvas. ▶ Together-alone on the Unique Value Proposition. ▶ Lightning Demo to collect data. ▶ Leave the Canvas available so team members can add resources afterwards. ▶ Visualise.	Two-hour online workshop, having the problem framing workshop/Job To Be Done inter-views.	▶ Top three problems. ▶ Existing alternatives.
PROBLEM-SOLUTION FIT Identify the riskiest parts.	Rank your business model to product risks, customer risks and market risks.	Lean Canvas.	Synchronous work with break out rooms to identify the product, customer, and market risks.	Two-hour online workshop.	Top three solutions.
PRODUCT-MARKET FIT Have I built something people want?	▶ Validate qualitatively. ▶ Verify quantitatively.	▶ Pretotype. ▶ Problem Interview. ▶ Solution Interview. ▶ Dashboard.	▶ Pretotyping. ▶ Make a Video. ▶ Virtual Room.	Every three to five days, an online meeting to share results and iterate the model.	A continuous feedback loop with the customer.

METHOD 4. BUSINESS MODEL CANVAS

Don't use it if you want to think outside the nine 'boxes'.

What is the Business Model Canvas, and why use it?

The business model generation process is a well-known methodology developed in the 2000s by Alexander Osterwalder^[9]. His best-known tool is the Business Model Canvas (BMC), used to map business models and understand where the competitive advantages, risks, and opportunities lie. It's applied to make better-shared decisions on an everyday basis, monitor the evolution of different areas of the model, and make incremental changes in your offerings. The well-known nine blocks of a BMC are:

1. **Customer Segments.** You can have one or several. *For whom are we creating value?*
2. **The Value Proposition.** The way an organisation solves customer problems and satisfies customer needs. *What value do we deliver to our customers?*
3. **Channels.** The way an organisation delivers its value proposition through communications, distribution, and sales channels. *Through which channels can we reach our customer segments?*
4. **Customer relationship.** The way the organisation communicates with the customers. *What type of relationship does each of our customer segments expect us to establish and maintain with them?*
5. **Revenue streams.** The revenue streams generated by the value proposition. *For what value are our customers willing to pay?*
6. **Key resources.** The resources are necessary to create and deliver the value proposition. *What key resources do our value propositions require?*
7. **Key Activities.** *What key activities do our value propositions require?*

8. **Key partnerships.** *Who are our key partners? Who are our key suppliers?*
9. **The Cost Structure.** The fixed and variable costs. *What are the most important costs inherent to our business?*

The BMC is also a methodology to innovate a company's offer or business model because it allows us to identify specific areas from which to innovate. There are four areas of the canvas from which innovation can spark:

1. **Resource-driven**, when an organisation expands its business model using existing infrastructure or partnerships. For example, during the first phase of the pandemic, *Innova*^[9], an Italian startup from Brescia, had the idea of installing 3D-printed respiratory valves on Decathlon diving masks, thus making up for the lack of respiratory machines. Decathlon supported the company by providing the CAD model and supporting engineers to integrate the project in the best possible way.
2. **Offer-driven**, when innovation starts from your offer. For example, schools in many countries have changed their teaching processes through online teaching because of Covid-19.
3. **Customer-driven**, based on customer needs, such as the apps created to manage queues at supermarkets where there were restricted entrances due to the pandemic's safety measure.
4. **Finance-driven**, innovations driven by new revenue streams pricing mechanisms or reduced cost structure. On a newspaper website, the customer does not have to have a subscription anymore but can pay for each article he wants to read at a minimal fee, invoiced immediately.

The Business Model Process Power

The BMC can be applied in a lot of ways: for ideation, for visual thinking or for scenario analysis. Moreover, the canvas itself can be integrated with other innovation methodologies. In Problem Framing, you can apply it in the initial phase of defining the problem to be solved. In the Blue Ocean strategy, you can use the canvas to identify which strategy to create value and not compete on costs.

The Challenge

As the business model process is structured and integrates many models and tools, you could get stuck in the analysis phase. We suggest implementing it in an iterative way to build better versions of itself every time.

You define a new business model in five steps:

1. Mobilise, when you prepare, create awareness, and momentum, defining the team.
2. Understand, when you 'research and analyse' elements needed for your business model design.
3. Design, when you transform your ideas into a prototype to validate them.
4. Implement, when you put into practice what you've designed in your model.
5. Manage, when you adapt and modify your business model in response to market feedback.

There's no fixed duration. It could take you a few hours, a few days, or a few weeks when you iterate the process. The Business Model Process's output is a clear, complete, and shared canvas with nine essential elements of the new business model, plus prototypes or prototypes to be tested, and clear and defined actions with the team on how to proceed.

Online Business Model Canvas Process

The Business Model Canvas process is already used online in the case of remote teams. From this point of view, all the ten techniques described in Chapter 4 can be applied because, in the process, there are moments of alignment and engagement of the team, ideation, visualisation and storytelling, decision, and design of the solution.

Tools

You can use many of the tools already mentioned when explaining the previous methods on this chapter:

Online Whiteboard tools for realtime collaboration, we suggest Miro or Mural. On Boardle you can find a ready-to-use Mural Canvas template; other templates are available in Miroverse by Miro.

Videoconferencing for communicating During your BMC workshops, you can use a video conferencing tool providing break out rooms. We suggest Zoom or Butter.

Collaboration in execution Slack, Google drive, Dropbox or Padlet work well.

Tools for preparation and instruction Use SessionLab to set your agenda and co-create with co-facilitators, Calendly if you need to share your calendar with the team, and Loom to make nice videos about how to use the tools or to illustrate the steps.

Tools for making the workshop interactive You can use Tcheck.in, a simple tool to start a conversation at a personal level by asking questions.

Tools for Prototyping and Testing

Here you can use a great variety of tools, already mentioned on page 128 of this chapter: social media to communicate your new offering; tools developed to help you design your prototype and pretotype, like Marvel and Toonly; Canva to create graphical pretotype in an easy way; Google Forms for when you need to test your ideas online and collect feedback from customers.

CHART: ONLINE BUSINESS MODEL CANVAS STEPS, TECHNIQUES AND OUTCOMES

Source: our elaboration from A. Osterwalder, Y. Pigneur – Business Model Generation, John Wiley & Sons, Inc., Hoboken, New Jersey, 2010. Page 255-265

PHASE	ACTIVITIES	MODELS	ONLINE TECHNIQUES	TIME	OUTCOMES
MOBILISE	<ul style="list-style-type: none"> ▶ Frame project objectives. ▶ Test preliminary business ideas. ▶ Plan. ▶ Assemble team. 	<ul style="list-style-type: none"> ▶ Business Model Canvas. ▶ Storytelling. ▶ Problem framing. 	<ul style="list-style-type: none"> ▶ Team and engagement building through synchronous work and engagement tools. ▶ Visualisation for the storytelling phase. ▶ Make videos to explain the process and the tools. 	One to two-hour workshop.	<ul style="list-style-type: none"> ▶ An energised innovation team. ▶ Shared objectives, methodology, and tools. ▶ Common language. ▶ An engaging story.
UNDERSTAND	<ul style="list-style-type: none"> ▶ Scan environment. ▶ Study potential customers. ▶ Interview experts. ▶ Research what has already been tried. ▶ Collect ideas and opinions. 	<ul style="list-style-type: none"> ▶ Business Model Canvas. ▶ Business Model Patterns. ▶ Customer Insights. ▶ Visual Thinking. ▶ Scenarios ▶ Business Model Environment ▶ Evaluating Business Models. 	<ul style="list-style-type: none"> ▶ Asynchronous work: people collect and sharing data. ▶ Synchronous collect learnings. ▶ Break out rooms. ▶ Lightning Demo. 	It depends.	<ul style="list-style-type: none"> ▶ Shared learning on the market, customers, and technology. ▶ New business model patterns.

PHASE	ACTIVITIES	MODELS	ONLINE TECHNIQUES	TIME	OUTCOMES
DESIGN	<ul style="list-style-type: none"> ▶ Brainstorm. ▶ Prototype. ▶ Test. ▶ Select. 	<ul style="list-style-type: none"> ▶ Business Model Canvas. ▶ Business Model Patterns. ▶ Ideation. ▶ Visual Thinking. ▶ Prototyping. ▶ Pretotyping. ▶ Scenarios. ▶ Evaluating Business Models. ▶ Strategy Managing Multiple Business Models. 	<ul style="list-style-type: none"> ▶ Synchronous and Asynchronous brainstorming. ▶ Anonymous voting. ▶ Visualisation. ▶ Break out rooms. ▶ Together-alone 	Two to three-hour workshop.	<ul style="list-style-type: none"> ▶ New ideas. ▶ Pretotype. ▶ Prototype.
IMPLEMENT	<ul style="list-style-type: none"> ▶ Communicate and involve. ▶ Execute. 	<ul style="list-style-type: none"> ▶ Business Model Canvas ▶ Visual Thinking ▶ Storytelling ▶ Managing Multiple Business Models 	All the techniques explained in Chapter 4 are suitable for this phase.	It depends.	Business Model implementation.
MANAGE	<ul style="list-style-type: none"> ▶ Scan the environment. ▶ Continuously assess your business model. ▶ Rejuvenate or rethink your model. ▶ Align business models throughout the enterprise. ▶ Manage synergies or conflicts between models. 	<ul style="list-style-type: none"> ▶ Business Model Canvas. ▶ Visual Thinking. ▶ Scenarios. ▶ Business Model Environment. ▶ Evaluating Business Models. 	All the techniques explained in Chapter 4 are suitable for this phase.	Ongoing.	An ongoing process of validation and adaption.

METHOD 5. PRETOTYPING

Don't use it if you want to rely on your dreams for a long time; the reality check could be hard.

What is Pretotyping, and why use it

Pretotyping is a method to quickly and economically validate whether your idea is worth pursuing in your innovation process. The word Pretotype is a neologism created by Alberto Savoia^[10]. It is a fake product or service you want to realise that simulates and precedes the real one. The main reason to use it is 'to make sure you are building the right It before you build It right.' It aims to see if the market is interested in a product or service before investing too much time and resources in developing an innovative idea.

Pretotyping is also a way to test if you are suitable for the product: that you possess the energy, commitment, and motivation in the case it happens to be a success. The starting point of a pretotype process is that you have an idea and write it as a simple concept with a target customer and an ideal price. Before investing much money in a real prototype and a launching campaign, you collect feedback from your potential market by doing market experiments.

Pretotyping was initially developed at Google in 2010. Since then, it has evolved by the continuous practice of many organisations and practitioners worldwide. There's an online professional community^[11] that is spreading and experimenting with the method, developing tools to apply it, and extending its scope to everyday life. Instead of getting lost in thoughts and procrastinating, you can also try to pretotype your habits before deciding whether they are the right ones, as Saibelle Khaibeh says in the first episode of the official Pretotype podcast on Spotify.

Let's start from the beginning. In his lecture at Stanford^[12], Alberto Savoia describes seven main elements:

1. Obey the law of market failure, as data show that most of the new ideas will fail in the market even if competently executed.
2. Make sure you are building the right It before you built It right. The right It is a product that, if competently executed, will have success.
3. Don't get lost in 'thoughtland', the land of opinion, because opinions are biased and have no value without data.
4. Trust only on Your DATA (YODA). Data collected yourself satisfy the criteria of 'freshness, relevance, trustworthiness, and significance'.
5. Pretotype it. Build a simple artefact or technique to collect YODA very quickly and inexpensively.
6. Say it with numbers. Concretely express your hypothesis; for example, X% of Y (market) will do this.
7. Think global, test local. Start as soon as possible to test and to get your first data.

The Pretotype Power

The power of pretotyping is to reverse the classical approach from, 'If we build it, will you buy it?' to 'If you buy it, we will build it' You can do that by putting together intuition and math rules to get relevant data quickly and cheaply.

The Challenge

One pretotype experiment is not enough to validate an idea, depending on how much you have to invest; you need to do at least three to five. You also need to choose the right market in which to test the pretotype, and to not make the pretotype-phase last too long.

Pretotyping is a five-step process.

1. Isolate the key assumption: define what the premises of the new idea are.

The first step would be to write your idea in a simple statement, for example, The Magic Mirror, displaying music, news, and the day's agenda. Then it would help if you wrote a market engagement hypothesis, for example,

In the morning, instead of watching your phone or tablet while preparing yourself for the day, you can have music, news, and your agenda written on your mirror so when you brush your teeth, shave or apply makeup, you can comfortably read it.

We suppose this is the output of using the problem framing methodology, a design sprint, or divergent idea generation phase and a convergent phase where people chose the ideas, refined the concept, and put it down transparently.

2. Make your market engagement hypothesis concrete and verifiable by clear and quantifiable assumptions.

You need to transform this market engagement hypothesis into numbers, and a specific testable market hypothesis: the XYZ hypothesis. This is a tricky step because it's not easy to preview your market share. So, what you need to do is to identify the minimum percentage of the market you need to make your product worth developing. Accordingly, write your XYZ hypothesis this way:

At least X% of Y (market) will do Z. For example, 'At least 10% of people with a two-bathroom house will buy a mirror with a display for 100 euros'.

How can this be tested it in the world? Check out the next phase.

3. Hypozoom: think about how you might test locally, quickly, and inexpensively while staying true.

Hypozoom means to zoom in on your potential market until you find a representative XYZ on a smaller scale that you can test quickly and more comfortably, with participants not being your friends and family. For example, 'At least 10% of the people living in San Siro, Milan will buy a 100 euros magic mirror'. In this way, you can collect data that satisfy the criteria of freshness, relevance, trustworthiness, and significance. At this point, you have the market hypothesis, and you should find an easy, quick, and effective way of testing with a pretotype.

4. Choose a type of pretotype. Plan it. Test it.

In this phase, you choose the best technique to validate the data and build the pretotype, costs, and time. There are different types of pretotyping techniques, depending on the product, service, or target audience; you can find them in the book, The Right It, and choose the most suitable one for you. The crucial point here is that when you think of a technique, you have to evaluate so-called skin-in-the-game: an engagement action made by your potential client that shows interest in the product and validates your hypothesis. That's the critical point, together with the XYZ hypothesis of this method because almost everyone is so in love with their ideas and doesn't like having them disconfirmed by others. That's why when pretotyping the facilitator will explicitly ask the group to think about 'skin-in-the-game' – concrete actions of you and your future customers.

What are examples of skin-in-the-game? Give a personal email address or phone number, give time and attention, pre-order something, provide money to buy something right now, introduce the pretotype in your offer and share with clients. The most valuable skin-in-the-game actions

would be giving money to have the product, as Tesla customers did to ensure they will have a model. Still, it could also be considered valuable to provide a real email address, a telephone number, or giving time to talk about the product or even show them to your client. Thumbs up or down, likes, and smiling faces on social media are not relevant as these reactions' conversion rates are unproven.

Amazon's Build It: how to get skin-in-the-game from future customers

'Build It' is a brilliant example of prototyping from the world's e-commerce leader. Amazon announced that periodically they would present some concepts asking customers which they want to see built. It not only requests an opinion to enter the program, but also that you should also put skin in the game by pre-ordering it.

If a concept reaches its pre-order goal in 30 days, Amazon will build it and those who pre-ordered it will be among the first to get their hands on it at a special price. Customers will be charged if and when the product ships. If the pre-order goal is not met, the product will not be built, and people won't be charged. It's low risk, high reward, and a whole lot of fun. Below, you will find two examples from their first-day edition.

Smart Sticky Note Printer

Using voice-to-print technology, this hands-free smart sticky note printer that works with Alexa makes it easy to print your shopping lists, to-do lists, reminders, calendar events, or fun items like puzzles. All you have to do is ask. The printer uses thermal technology, so it never needs ink or toner, and paper rolls are easy to refill.

Smart Nutrition Scale

Smart Scale works with Alexa to offer hands-free, instant access to nutritional information for thousands of ingredients and food based on weight. Paired with an Echo Show, you can also view nutritional information at a glance. Alexa remembers your frequently used foods and defaults to those items. Simply say, 'Alexa, ask Smart Scale how much sugar is in these blueberries,' or 'Alexa, ask Smart Scale to weigh 200 calories of blueberries.'

Source: www.aboutamazon.com

5. Analyse the data, make tweaks, repeat the process.

The last phase of the method is data analysis. You can do it by rating the feedback you had from your sample in terms of skin-in-the-game intensity from the zero-value opinion or comments on social media to a small-value validated email (1 point), a cash deposit (50 points), or a real paid order (250 points). Time is also considered a way of putting skin in the game because people's time is precious. The basic idea here is that quality data connected to your hypothesis and linked to engaged potential customers are infinitely more valuable than a tremendous amount of data with no skin in the game.

At the end of the process, you put your data on a TRI-meter (The-Right-It-meter) to interpret the data you collect as objectively as possible. This is a five-scale metric for the likelihood of success varying from very unlikely (10%) to very likely (90%). At this point, you have to look at the results of the prototyping experiment and place them on the ladder according to whether they are far below your hypothesis, in line, or far above. Since it is not a question of applying a mathematical formula, it is crucial

to remain objective in interpreting the results. The best way is to compare them with the group that designed the product and the prototype and with someone else in the company.

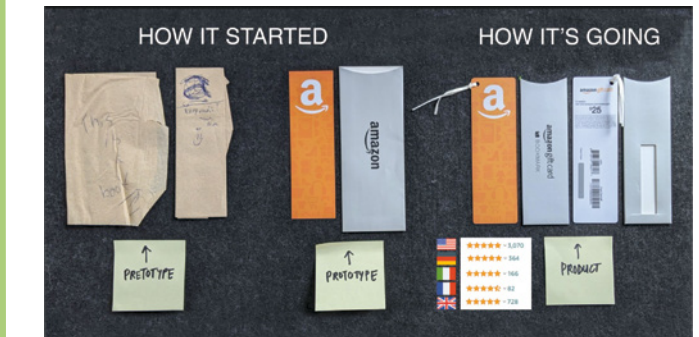
Prototyping is used to obtain the rapid validation of your hypotheses. It is an iterative method, so be ready to repeat it, change features, attributes, turn it inside out, and use all the creative techniques that can be useful to adjust it after the first results. The exciting thing is that you do this after you have your relevant data from the market.

Pretotyping amazon gift cards

'Here we go.... I joined Amazon as a data engineer on the gift-card team. It bothered me that gift cards and the emotions attached had such a short lifespan. After claiming the balance, the gift card had no use. I had an idea. I chugged a coffee and grabbed a stack of builder tools: napkins, straws, and scrap paper. After a couple of hours, I had the prototype you see. A napkin as a 'book' and a folded napkin as a 'bookmark gift card' saying, 'Keep reading! -Love Mom', and I was embarrassed. But I stopped random people in random buildings for feedback over the next hour to get my go/no-go data. People loved it. I had the right it.

Within months we launched our new Gift marks in five countries and were awarded two patents. They are still available. I truly believe innovation can be paralysed due to fear of embarrassment. How many ideas never become something, anything tangible? Are they all terrible ideas, or are we too scared to take that first step?

As Alberto Savoia quotes, Reid Hoffman, the founder of LinkedIn, said, 'If you are not embarrassed by the first version of your product, you've launched too late.'



Source: LinkedIn post by Farzad Darouian, Principal Product Manager: Data Engineering Core | Inventor and Patent Holder | ex-Amazon^[13].

Online Prototyping

Let's take the prototyping process online. The team consist of those who came up with the idea and all those who can present elements to falsify it. Therefore, mix experts in technology, market segment, product, service, people with a higher vision of the business, and people from other departments and business areas. For a startup, this is more difficult because the whole team is firmly committed to the cause. Still, you can decide to invite some outsiders in some of the phases, for example, the one when you perform hypozoom or when you analyse the results of the first experiments and put them in a TRI-meter. In applying this method, you can use all the online innovation techniques described in Chapter 4 to work and co-create together.

Which tools do you need?

Online Whiteboard tools for realtime collaboration, mentioned on page 118 of this chapter, for example, in Boardle you can find a predefined template for prototyping made on Mural (see the box the prototype Canvas).

Videoconferencing for communicating with break out rooms, like Zoom or Butter.

Collaboration in execution, like Slack, Google drive, Dropbox, Padlet.

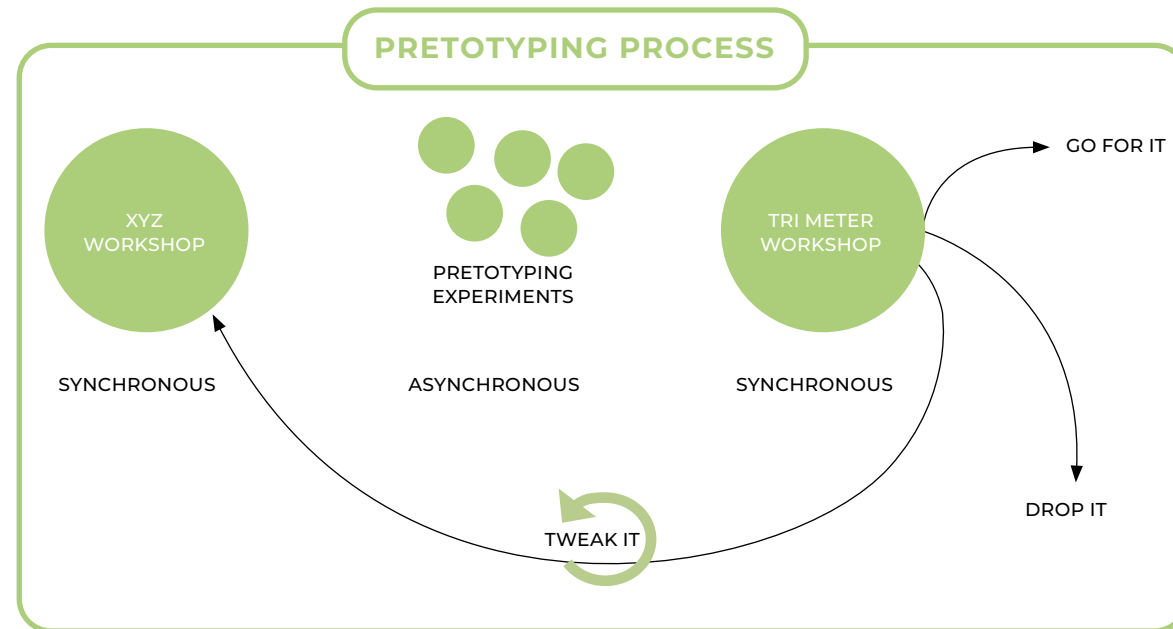
Tools for making the workshop interactive, like Tcheck.in or Mentimeter

Tools for Prototyping and Testing, mentioned on page...of this chapter, like YouTube, LinkedIn, Marvel, Toonly, Canva, and Google forms.

The online steps could be done both in synchronous and asynchronous ways, as shown in the picture.

IDEA MEH

Output of Ideation process or other innovation methods



Here you find a way to go through the different steps. If you're prototyping inside a company, share the approach, method,

techniques, and tools upfront. Collect concerns to understand which phases you need to focus on most.

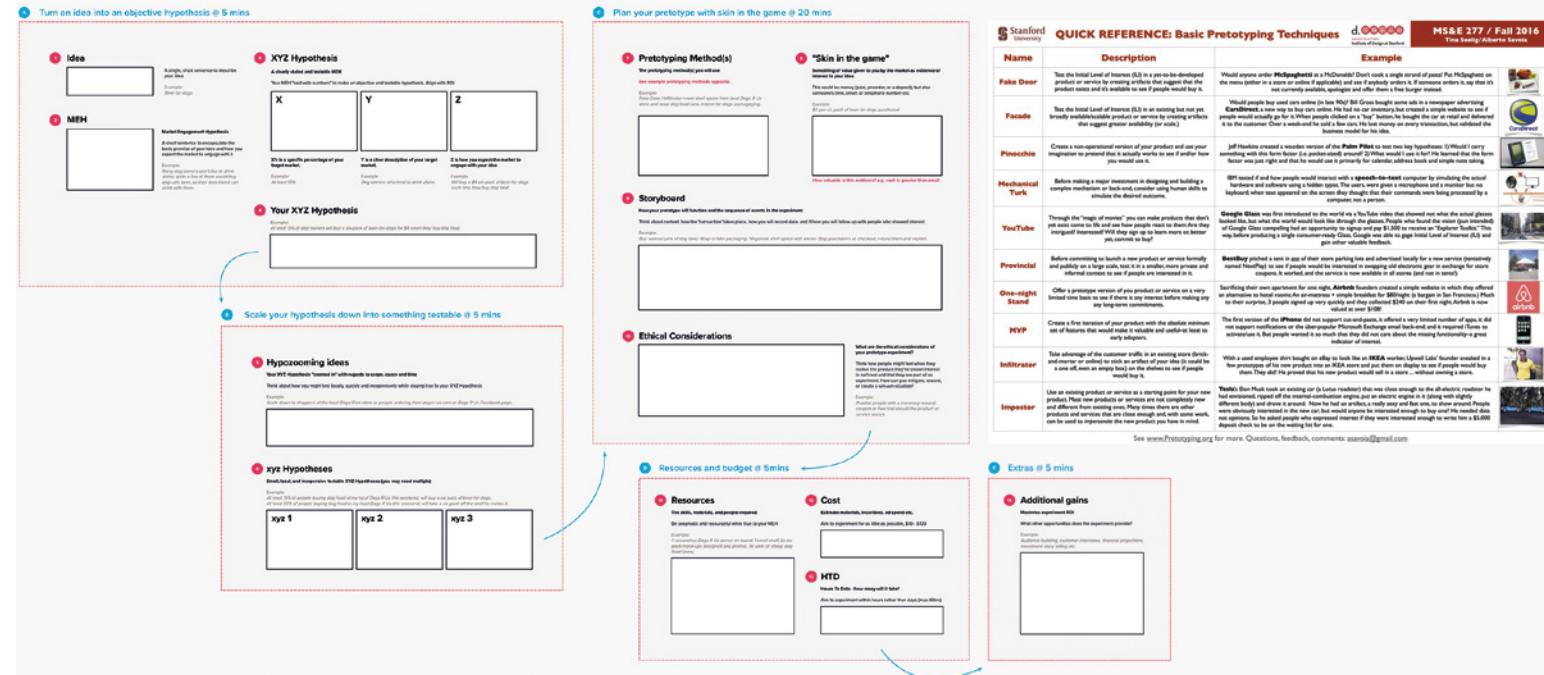
ONLINE PRETOTYPING STEPS, TECHNIQUES, AND OUTCOMES

PHASE/QUESTIONS	STEPS	MODEL/TEMPLATES	ONLINE TECHNIQUES	TIME	OUTCOMES
TURN AN IDEA INTO AN OBJECTIVE What is your X% of Y (market) that will do Z (something at a certain price)?	XYZ WORKSHOP ▶ Formulate the XYZ hypothesis. ▶ Hypozoom to formulate an XYZ.	PRETOTYPE CANVAS (see box in this chapter)	▶ Working synchronously. ▶ Asynchronous vote the XYZ hypothesis. ▶ Working in small groups in break out rooms. ▶ Lightning Demo to collect data to formulate the hypothesis.	One to two hours	Make a market engagement hypothesis that is concrete and verifiable by clear and quantifiable assumptions.
PRETOTYPE Which prototype best suits my experiment?	▶ Define the prototype technique. ▶ Set up the prototype. ▶ Define the skin-in-the-game.	Basic Prototype techniques.	▶ Asynchronous work. ▶ Making Videos to show how the prototype works.	30 to 60 minutes	A prototype to collect YODA with skin-in-the-game.
PRETOTYPE EXPERIMENT Are customers buying it?	▶ Experiment. ▶ Experiment. ▶ Experiment.		Asynchronous workgroups in competition to gain quicker and more relevant YODA.	It depends on how long it takes to build a prototype and get data that makes sense.	YODA.
TRI-meter How likely is it that this prototype experiment would generate this data?	▶ TRI – Meter WORKSHOP. ▶ Share YODA. ▶ Put it into the TRI-meter. ▶ Decide.	TRI-Meter	Break out rooms where subgroups share the YODA they have and decide where to put it in the meter.	Two hours	▶ Go for it. ▶ Drop it. ▶ Tweak it.

CHART: THE PRETOTYPE CANVAS

Prototype Planning Canvas v1

Adapted from The Right It: Why So Many Ideas Fail and How to Make Sure Yours Succeed, by Alberto Savoia



We interviewed Chris Callaghan, UX Director at McCann Manchester, who designed a Canvas to go through the different phases of the prototype method. You can use it, since it is on Boardle^[14]. He taught it to a remote team of 20 students at Hyper Island Manchester in a two-hour workshop where students designed a set of prototypes to be tested in the following hours. Immediately following the workshop, one group of students launched a prototype with the fake-door prototyping method. They used Facebook ads to drive people to a landing page with sign-up as a measure of interest.

In the Canvas below, you can see the phases and how he divided them into chunks and timebox. As you can see, 'boxes' are pretty short. Although it was an educational setting, when developing 'real prototypes' (it seems like an oxymoron), time should be short because the hypothesis is a first guess, something that makes sense to your business but not necessarily the result of an extended analysis and research process. Chris divided the team into subgroups of four, each of which developed a different idea going through the phases. When they were in subgroups, they briefly discussed the assignment then the plenary shared the results to be put on the canvas. So, at the end of the workshop, each group had a ready-to-test prototype. One of the students' challenges in the room was to think about the prototype to develop. This may require additional time and asynchronous thinking in a dedicated prototype ideation phase.

METHOD 6. PURPOSE LAUNCHPAD

Don't use it if you think *the purpose is a buzzword*

What is Purpose Launchpad, and why use it?

Purpose Launchpad is an open methodology and a mindset to generate and evolve early-stage initiatives into purpose-driven organisations to make a significant difference. It was developed by Francisco Palao, with the input of more than 150 contributors around the world^[15]. It was designed to help people build purpose-driven organisations and evolve their mindsets to become explorers who will discover the right path to create a new organisation, business, product, or service that will make a positive impact in the world. It works for startups or teams with an early-stage idea. It is also applicable to established organisations that want to transform themselves into purpose-driven organisations. It is a meta-methodology, meaning that it includes many innovation frameworks and methods like design thinking, design sprints, agile, and scrum. It's like having a toolkit with all the tools inside, and you only take certain tools when applicable, depending on the situation within the organisation.

The Purpose Launchpad is a holistic approach meaning that you work on eight interconnected key areas: Purpose, People, Customer, Abundance, Viability, Processes, Product, and Metrics. There is no clear linear order of development. It is, however, true that one should not move on to the next stage without having evolved all of the key eight areas. They don't necessarily evolve in the order of appearance in the spiral diagram. The assessment might show that, for example, Viability is further developed than People and Customer. In such a case, focussing on the People and Customer axes in the next sprints is advisable to help evolve all axes evenly outward on the radar. The reason to do this is to ensure that it

is not a 'false sense of viability'. An organisation might be successfully selling products, giving them the belief that they've obtained a successful value proposition and business model. Still, until this is validated against the pains, gains, and needs of both the internal organisation, the wider community, and the (potential) customers, it remains a hypothesis. To ensure successful long-term viability and growth, and prevent a possible crash-and-burn scenario when going mainstream, evolution takes place along all the axes. In each evolutionary phase (Explore, Evaluation, and Impact), different tools and strategies are applied along each of the eight key areas.

The Purpose Launchpad Power

The Purpose Launchpad aims at transforming team culture and making a positive impact on the world. So, it not only innovates products, services, or business models but also evolves a team culture. It combines the power of scrum and sprints with other proven methods and frameworks, such as design thinking, Lean Startup, and customer development processes, embracing complexity while keeping things together at the same time.

The Challenge

It is new for many organisations to operate with a larger purpose in mind. Most organisations have designed all of their processes around profit and loss, not positively impacting the world. Even our economic models measure progress based on revenues and cost.

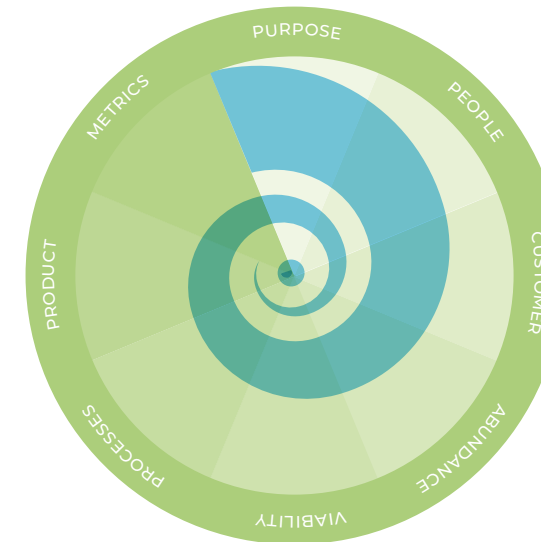
There are four key components in the process of Purpose Launchpad. It is an iterative model, which means that you might (have to) pivot your product and/or business model numerous times on your journey to growth. The insights you gain by the use of the components will help you ensure validated growth.

1. The first phase is to understand the so-called 'Massive Transformation Purpose' of the initiative. Such a Purpose covers what your team and organisation want to bring to the world and how you and your organisation would like to affect the world in a positive way, like TED's 'Ideas Worth Spreading'.
2. Then, the team goes through the online assessment made up of 24 questions covering all the eight interconnected key areas. The assessment outcome is outlined on a radar graph with a score for each of those eight key areas. The overall outcome of the graph will also indicate the evolutionary stage you are currently in. There are three evolutionary stages.
 - ▶ *Exploration* – focused on finding the key elements of the initiative.
 - ▶ *Evaluation* – focused on evaluating the key hypotheses of the initiative.
 - ▶ *Impact* – focused on growing the organisation to maximise its impact in the world.

The Purpose Launchpad mentor determines the required focus points (backlog items) and what framework might be useful in the upcoming sprint, trying to create a perfect circle and making the circle bigger and bigger all the time.

3. The central component is a Sprint. Each sprint begins with an assessment. The sprint focus is a result of the assessment. If your score is very good on product but low in the customer area, you will run a design thinking process talking to customers, assessing the pains and the gains. Based on the assessment, you determine the methodology. If you score low on people, your sprint will focus on this using the Team Canvas to create insights into the organisation's gaps.

4. After the first sprint, you can complete the first Purpose Launchpad Scorecard when you measure the eight areas of actions to be done to evolve. It is a scorecard and dashboard managed by the certified Purpose Launchpad mentor, where you measure each sprint's progress. It is a central component during each online mentoring meeting between the team and the mentor. The progress is not measured based on completion of the backlog tasks but based on how much you have learned during each of the backlog steps and which new insights you have gained. Every week you monitor the scorecard progress visualised in graphs. The Purpose Launchpad Board provides the mentor and the organisation with valuable insight into how to help rapidly evolve the team and organisation as a whole, as the people are a critical element in the initiative's successful growth. After closing every sprint before opening a new one, you check the mood among the team.



Then you start a new iterative process on the eight areas of the model. The goal is to evolve each of the eight areas of the launchpad and grow the initiative and organisation from Exploration to Evaluation to the exponential impact phase.

The Purpose Launchpad Process Online

This Purpose Launchpad process has been designed for online innovation. It does not have a fixed timeframe, nor are there fixed scheduled workshops. It is dependent on the stage that your initiative is in, the skillset and mindset of your people, and the need of the project based on the regular Purpose Launchpad Assessments by the mentor. Depending on all these factors, it can take weeks, months, or longer to evolve your initiative and organisation towards (exponential) growth. The Purpose Launchpad can be applied as a set of principles, tools, or a structured, iterative process. This makes the method highly flexible and perfect for online innovation.

The team meets with the mentor regularly, often weekly. Depending on the progress and need, the team can move bi-weekly during the Evaluation and Impact phase of the Purpose Launchpad process. The process starts with a kick-off workshop. The mentor facilitates the team through a series of tools and activities designed to help the team define the initiative's Massive Transformative Purpose and find alignment around the individual and organisational values.

At the start of the process, the mentor and team agree on a fixed meeting time during which they will close the running sprint and open a new one. This is usually on a weekly basis and at the beginning of the week. During this meeting, varying from one to one-and-a-half hours, the team updates the mentor on their progress of the backlog items assigned to them by the mentor. The insights are measured and recorded on the Purpose Launchpad Board; the mentor closes the current sprint and opens it based on a new

Purpose Launchpad Assessment performed by the mentor. During the sprints, the team members work asynchronously with the mentor. On a need-basis, additional training master-classes or coaching workshops on the provided tools and frameworks are scheduled during which one or more of the backlog items are covered under the mentor's guidance.

We interviewed Michael Smits, a Dutch Certified Purpose Launchpad Mentor, about this methodology's online experience.

Who is this online Purpose Launchpad method for?

'It's for those that believe in empowering their employees and colleagues, who believe in strengthening collaboration, seek alignment in values, and believe they are in business to contribute to society and advance humanity and life as a whole. It's for those organisations that believe in autonomous teams and wish to transform into a purpose-driven exponential organisation.'

How does the Purpose Launchpad process work?

'After facilitating the definition of the Purpose and Values, I generally work with the team on the alignment of their strengths and facilitate the appointment of a team coordinator, who is responsible for organising teamwork during the sprints and mobilising the team to prepare efficient updates for the mentor during their recurring mentoring meetings. Some teams are more autonomous than others; some need more guidance. If needed, I provide them with additional help, either by providing additional tools, setting up templates for them, or providing them with self-learn resources. This is not always enough, and a team might require additional training and coaching. In such cases, I assign the coordinator the task to coordinate and schedule the required additional workshops with the team. I try to help them as much as I can, as it is also part of my purpose to help

them grow. But it is also the purpose of the method itself, as it is equally important that the process helps to evolve the initiative to exponential growth as it is to realise exponential growth among the team and its team members.'

Which tools do you need?

'Depending on the skillset and current way of working of the team, I decide to use templates I have prepared in Google Docs/Slides and Sheets or, when the team has worked with tools like Miro before, I set up collaboration boards for them in which they can work on the different templates.'

For communication with the teams, Michael always has an easy and quick communication channel open with them, like a WhatsApp or Slack channel.

A smaller team not as familiar with the different tools and principles, like design thinking, customer development et cetera will move slower in the beginning, but from experience, will create traction quite quickly, as they tend to develop the right entrepreneurial mindset quicker than teams who are accustomed to work in set ways already.

What about time? Is it different in an online setting?

'In the Purpose Launchpad, there's not a predefined time-lapse, and because you don't have fixed workshops or activities, you can easily adapt to the online shift. Ideally, an organisation adopts the Purpose Launchpad as their agile workflow process forever, as it is, as far as I know, the most comprehensive methodology thus far. And you do not have to apply it continuously as a rigid iterative process. However, I recommend using the Sprint framework embedded in it, even if you run two or three-week sprints. But if you do not want to, you can also apply the purpose launchpad as a set of principles or a framework with the different tools the mentor provides you. However, if you want to experience the

method's power as a structured, iterative process towards growth and impact, I recommend committing a year to it, because it is not just about the transformation of product and services. After one year, you'll start to see the real priceless value: the evolution and transformation of the team and its team members. Often, this is already visible after a month or two, but after one year, the mindset shift will have created ripples throughout the organisation.'

How does the process work for established organisations?

'In an established organisation, it is often different compared to startups. You often have to deal with a set way of working, scheduling meetings, and already established internal processes. The same rule applies there. If the organisation wants to experience the method's true power, they should commit to it for at least one year. However, you can already achieve great results by applying the method as a set of principles of a framework under the mentor's guidance. You don't have to do it the startup way. Besides, in my experience, in an established organisation, people generally are much more stuck in their day-to-day. They often need to be accompanied a little more if you want to achieve the maximum feasible growth. They tend to, especially in the beginning, treat the backlog items like tasks when the key element is not about completion but about maximising learning and gaining insights. You take the next steps and develop your innovation further based on those learnings and insights. It takes you from an inside-out approach to an outside-in approach. Customer value, customer experiences, and even employee value and experiences are designed and developed based on continuous and real conversations and learnings from the customer and other stakeholders. It is not so evident in most organisations. Also, often the project tends to be one of the many other tasks the team members have. That too is not beneficial, but a reality. So, in such cases, I tend to schedule workshops with the team to facilitate amplified

learning and growth along all of the eight key areas. Usually, they start to experience that it works after four to five weeks. That's when the mind shift starts to happen, and you can gradually work towards the setup with weekly mentoring meetings.'

In the box below, there's an example of the evolution path of a startup in education.

Purpose Launchpad evolution of a startup in education

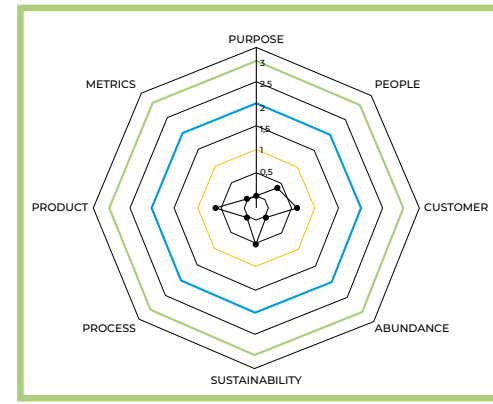
The evolution of a startup in education is visualised by means of the outcome of each assessment. The organisation had an idea of what they wanted to do but had no idea where to start. I helped them clarify their purpose, values, and even their Moonshot, Mission, and Vision, even though this is not critical, since they were clearly still in the Exploration phase. They had done a lot of groundwork, but much of it was (are) hypotheses until validated with real customers and stakeholders.

The pictures show an overview of their evolution in a couple of weeks from the Exploration to the Evaluation phase. They are not further evolving with real paying customers (early adopters), so the methodology does help to move quickly towards experimenting with paying customers, and all of the development is done with hardly any investment. That's the power of this methodology because you are almost co-creating with customers and the community.

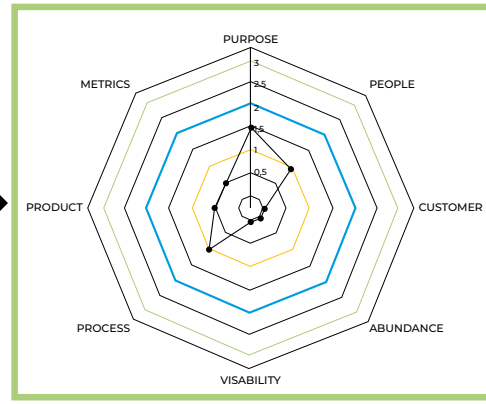
This startup in education was mentored by Michael Smits, a certified Purpose Launchpad Mentor.

PL Explore Phase

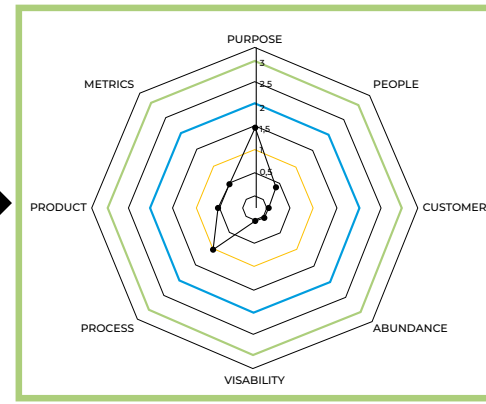
PL Evaluation Phase



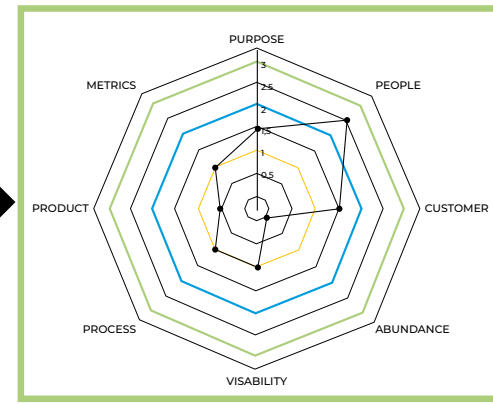
Before Purpose Workshop



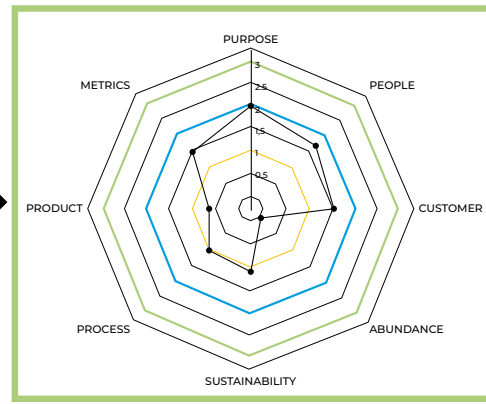
Start of Sprint #1



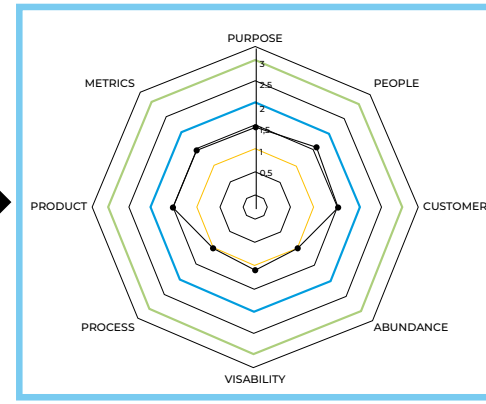
Start of Sprint #2



Start of Sprint #3



Start of Sprint #4



Start of Sprint #5

METHOD 7. THE CIRCULAR DESIGN PROCESS^[16]

Don't use it if you think that we have endless resources on our planet.

What is the Circular Design process, and why use it?

The Circular Design Process is a meta-methodology. The aim is to innovate products that reflect the principles of the circular economy. It is a design thinking process specialising in creating circular design products, services, and business models, originated by IDEO and the Ellen MacArthur Foundation. Premises of the methodology are that pressure to sell has led to a disregard for products' environmental impact, resulting in the need to extract more and more resources from the planet, increasing waste, worsening pollution, and consumerist behaviour. The European Commission estimated that 80% of a product's environmental impact is determined during its design stage^[17]. According to journalist Richard Girling, we throw away 80% of what we purchase within six months of buying it^[18].

'McKinsey and Company have estimated the economic benefit of moving towards a closed-loop economy by examining the following durable goods industries in the European Union: The automotive sector and other transport; machinery and equipment; furniture; radio, TV and communication; medical precision and optical equipment; and finally, office machinery and computers. By studying these industries, they found that: "(...) the circular economy represents a net materials cost savings opportunity of US\$ 340 to 380 billion per year.' (World Economic Forum 2014, p. 20)^[19]

The Circular Design Process Power

This aims to solve local problems but with a large-scale impact. The process uses expertise and experience from all

over the world, and therefore, the possibility to work remotely is of great value.

Challenges

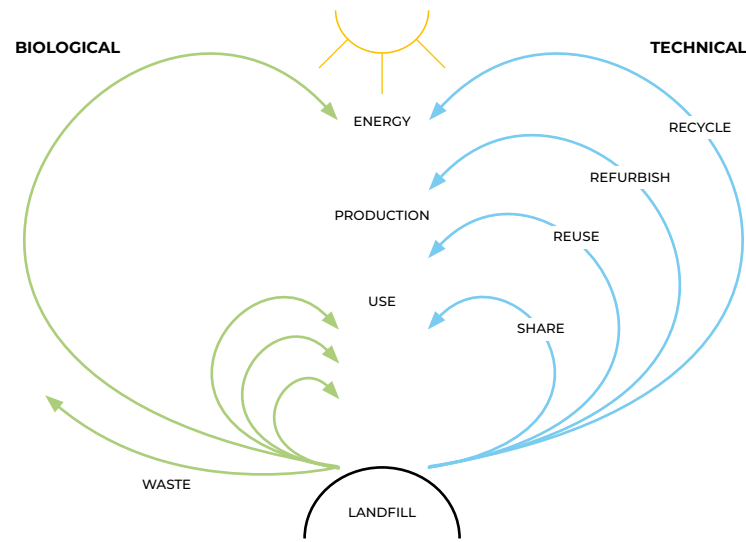
Make sure that people are aligned on the circular economy principles and definitions. Make sure you, as a facilitator, understand the *why* and *for what* of the single methods to pick the right one. Go quickly into the first loop using learning loops, rapid prototyping, and circular buy-in to validate your circular innovation early.

The circular design process has a butterfly shape, showing that instead of ending the product lifecycle in the landfill, four loops can be used in the following order: reuse, refurbish, remanufacture, and recycle.

The circular design process comprises four stages and incorporates approaches such as design thinking and human-centred design.

- ▶ **Understand** – Get to know the user and the system.
- ▶ **Define** – Put into words the design challenge and your intention as a designer.
- ▶ **Make** – Ideate, design, and prototype as many iterations and versions as you can.
- ▶ **Release** – Launch your design into the wild and build your narrative; create loyalty in customers and deepen investment from stakeholders by telling a compelling story.

For each of the four phases, there are six methods with templates available on the Circular Design Guide, adapted to the Circular economy principles. In addition to these twenty-four, there are four advanced ones concerning the use of materials. The process may last from a couple of days to a month. It depends on the output you want to design. It's an iterative process, so many loops will be taken to develop learning and the right output.



Source: Ellen McArthur foundation/

The Online Circular Design Process

In the Circular Design toolkit^[20], you will find many templates for the innovation journey's four phases. Each phase can be implemented online. It is an iterative process, so it is important to be quick with the first release, use online techniques to engage.

Which tools do you need?

The online techniques can all be used depending on the methods you use, and the same can be said of the tools. Digital whiteboards (Miro, Mural, Klaxoon) work fine, and to get connected, Zoom or Butter make sense. Loom and SessionLab help to prepare the workshops. And with Canva

and Google Forms, you can prepare prototypes for simple tests. In addition to these, you can also use tools for prototyping and design, including YouTube videos.

CHART: CASE STUDY

The Milan Food Policy

The need: Every second, the equivalent of six garbage trucks of edible food is wasted globally. Less than 2% of the valuable nutrients in food by-products and human waste are recovered for productive use in cities. The modern food system is degrading and unhealthy, but cities could hold the key to changing this.

The solution: The Municipality of Milan and Fondazione Cariplo has taken a bold new strategic approach to support a new food system by developing the Milan Food Policy, a tool to support the city's food industry players to manage food-related challenges.

What makes the Milan Food Policy circular: Through local procurement, developing logistics for distributing surplus food, and valorising discarded organic material, Milan is making the most of its food resources while supporting the regeneration of natural systems.

The benefits: By working with local public and private organisations and supporting innovation, Milan has seen important reductions in food waste and the associated costs. Through awareness-raising and capacity building, local organisations involved with food are also able to evolve and benefit from this positive shift.

Source: www.ellenmacarthurfoundation.org/case-studies/the-milan-food-policy/ / CHART Case study – The Milan Food Policy – BOX

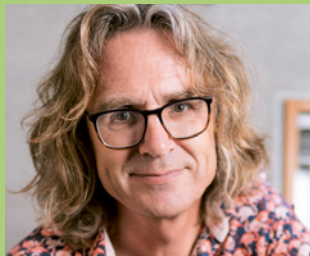
In this chapter, we have presented you with seven methodologies to innovate online. Because of their massive impact, we are great fans of the Lightning Decision Jam, the Design Sprint, and the FORTH innovation method and we dedicate separate chapters to them. We start by introducing the Lightning Decision Jam to you in Chapter 8.

KEY MESSAGES FROM THIS CHAPTER

- ▶ **Innovation methods create common learnings.**
- ▶ **Using online methodologies allows you to control simultaneity and contemporaneity and to stay more connected.**
- ▶ **Because there's no in-person connection among the online team, use structured and rigorous methods to keep pace and monitor your results.**
- ▶ **You cannot use in-person innovation methods tout court without tailoring and adapting to the online setting.**
- ▶ **Online innovation enhances iterative and fast-paced methodologies.**
- ▶ **Don't use a method just because of the method itself. Match the purpose of your initiative and your organisation's characteristics with the superpower and benefits of the online methods presented.**

- [1] Dwayne Spradlin, Are You Solving the Right Problem?, HBR September, 2012
- [2] <https://designsprint.academy/about-problem-framing/>
- [3] Thomas Wedell-Wedellsborg, Are You Solving the Right Problems? Reframing them can reveal unexpected solutions, HBR January-February 2017
- [4] <https://www.ridersandelephants.com/thecustomerexperiencedeck>
- [5] Eric Ries, The Lean Startup, Penguin Random House, UK; 2011
- [6] Ash Mayura, Running Lean, O' Really Media Inc. California, 2012
- [7] JTBD It's a method to understand customer behaviours by focusing on the job a specific product should do for a customer instead of on the product. Clayton Christensen first used the name in an HBR article describing a fast-food chain wanting to improve milkshake sales.
- [8] A. Osterwalder, Y. Pigneur – Business Model Generation, John Wiley & Sons, Inc., Hoboken, New Jersey, 2010
- [9] Innova is a heterogeneous team of engineers, designers, and communication experts who collect ideas from all sectors and turn them into concrete objects. <https://www.industriaitaliana.it/isinnova-stampa-3d-di-valvole-per-respiratori-polmonari-componenti-meccanici-e/>
- [10] Alberto Savoia: 'The right It, why so many ideas Fail and How to Make Sure Yours Succeed', Harpers Collins Publishers, New York, 2019
- [11] You can find interesting discussions, videos, and experiments on prototyping on the following social media outlets: the YouTube Channel, 'The Right it – Video Lessons by Alberto Savoia'; LinkedIn group, 'Prototyping Professionals', ignited by Robert Skrobe; the Spotify channel, 'The official Prototyping Podcast', by Jonathan Sun and Robert Strobe
- [12] You can watch the full lecture on YouTube at <https://www.youtube.com/watch?v=3sUozPcH4fY>
- [13] https://www.linkedin.com/posts/farzaddarouian_pretotyping-beembarassed-activity-6765359977457696768-1n41/
- [14] The template has been designed on MURAL, and you can find it on Boardle <https://www.boardle.io/boards/222>
- [15] <https://www.purposelaunchpad.com>
- [16] <https://www.ellenmacarthurfoundation.org>
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- [19] Ministry of food and agriculture of Denmark – Best Practice Examples of Circular Business Models
- [20] <https://www.circulardesignguide.com>

ABOUT THE AUTHORS



Gijs van Wulfen

Gijs (Dutch; 1960) is a worldwide authority in innovation and design thinking. He worked as a marketer in the fast-moving consumer goods industry, and as a strategy consultant before founding the FORTH innovation method in 2005. FORTH is a scientifically proven methodology for the start of innovation, which is implemented on six continents. In 2020 the methodology was taken 100% online with great success.

His third book on innovation, 'The Innovation Maze', was crowned as Management Book of the Year. As a LinkedIn Influencer, he has 330,000 followers.

From Crete, the island where he lives, he inspires people all over the world to be amazing innovators in a practical way with his keynotes, books, webinars, Clubhouse audio-events, and YouTube videos. Recently Gijs is one of the authors of the Future-Fit Manifesto, the successor of the Agile Manifesto of 20 years ago.

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Maria Vittoria Colucci

Maria Vittoria is Italian, living in Milan. In her job, she supports leaders and organisations to innovate and to build a culture for innovation. Her expertise is in innovation methods and remote facilitation, as well as in cultural and leadership innovation.

She is a business economist who started her career as a marketing consultant, then became fascinated by design thinking and human experience (HX). Having graduated in Economics, earning an MBA, becoming a FORTH Innovation Master facilitator, Executive Counsellor, and Coach, she likes to combine and merge knowledge and practices to promote innovation, change, and well-being.

She's been working for more than 25 years in management consulting companies with major clients across different industries. In 2015 she co-founded Evidentia B-Corp, a consulting agency based in Milan (www.evidentia.it). She co-edited the Italian version of the book 'The Innovation Expedition' of Gijs van Wulfen.

In the 100% online switch she is working to give a human touch to the online experience.

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Andrew Constable

Andrew is an MBA qualified Forbes magazine contributor, innovation and growth marketing specialist, and Lean startup coach working with startups and organisations to gain traction with their product or digital solution. Andrew helps teams generate ideas, develop products, and get noticed in the market. Andrew builds entrepreneurial mindsets to create and improve products via a metric-driven method.

Andrew runs a Lean startup, Innovation & Growth marketing agency, focusing on creating more successful startups and growth-focused organisations via Innovation methods. Andrew is a certified Leanstack & Lean startup coach, a FORTH innovation method facilitator and a Growth marketing specialist.

Andrew is a member of the Association of Business Mentors, a fellow of the Institute of Innovation and Knowledge Exchange, and a member of the association of MBAs.

Andrew has over 20 years of experience in product management in global organisations, managing complex relationships at a strategic level and driving business change. Having spent his career working across organisations of various sizes, he has a good grasp of the needs of organisations, whether it is a startup or a more established organisation.

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Florian Hameister

Florian, as a Remote Innovation facilitator, helps companies to fill their development pipeline with attractive products, services, and business models.

With over 10 years of experience in the producing industry as an industrial engineer and project manager, he made probably all the mistakes in the product development you can. It is this experience he uses to help his clients become unstuck and innovate again. Through his passion for remote facilitation, he is able to enjoy his family life to the fullest and is taking up gardening. He is a big fan of the circular economy and tried to start worm composting about six years ago. After having over a thousand fruit flies on the walls, he figured composting in an apartment has its limits. Since moving to the countryside, he is giving it a second try.

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Rody Vonk

Rody, based in The Netherlands, has been working as an entrepreneur for almost 20 years. He started his career as a creative concept developer in advertising agencies. Now Rody uses his creative background to develop disruptive ideas and strategies for organisations that become stuck in their daily routine or projects. What he has learned from these assignments are welcome examples and sources of inspiration in his training, workshops, and presentations on Design Thinking, Serious Creativity, and Innovation.

The training Rody facilitates is characterized by the combination of theory and practical group work. Hands-on activities and group discussion as well as interactive exercises and the application of different tools and techniques blend throughout his sessions.

Over the years he has facilitated face-to-face and online sessions around the globe in countries in Europe, Africa, and the Middle-East for hundreds of people with a great variety of job titles (innovation managers, product owners, board room members, R&D experts etc.) for a wide range of (international operating) organisations and multinationals.

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INDEX

4-part sketch 182
5 senses toolbox 98

Active innovators 17, 18
Affinity mapping 122
AJ&Smart 171
AltSpace 215
Amazon Build It 136
Amazon gift cards 137
Anonymous voting 71, 108, 109, 122, 125, 133, 196, 205
AR/VR technology 214, 215
Augmented reality 214

Bad internet 24
BigScreen VR 215
Bloom, Nicholas 12
Boardle 39, 108, 131, 138, 235
Braindump 203
Brainstorm process 202
Break out rooms 72, 100, 108, 122, 125, 132, 133, 139, 154, 156, 164
Bulk mode 43, 72, 108, 109, 122, 158, 159, 161, 172, 196
Business Model Canvas 119, 122, 123, 127, 130, 131, 132, 133, 254
Butter 39, 50, 108, 109, 118, 128, 131, 148, 154, 164, 232
Butterfield, Stewart 46

Callaghan, Chris 141
Calendly 39, 108, 119, 131, 174, 237
Canva 39, 132, 148, 240
Carroll, Lewis 32
Chat function 74, 108, 122, 125
Circular Design Process 147, 256
Claxoon 108

Co-facilitation 99, 108
Colucci, Maria Vittoria 7, 258
Comic Book Hero 203
Concept assessment 206
Concept improvement 206
Concept improvement workshop 205, 206, 218
Concept-making workshop 4
Concept presentation 205
Concept testing 218
Concept transfer workshop 219
Constable, Andrew 7, 259
Crazy 8s 183
Ctrip 12
Cultural differences 31
Customer Experience Deck (CXD) 123, 124, 248
Customer feedback 206
Customer frictions 200, 201
Customer frictions workshop 201, 218
Customer interviews 205
Customer journey 120
Customer journey mapping 121, 122, 124, 125

Dias, Bionda 7
Discovery preparation workshop 201
De Wal, Frederik 7
Design Sprint 170, 251
Design Sprint Process 172
Design thinking 122, 142, 170
Digital whiteboards 25, 28, 95, 175, 216
Distractions 80
Donut 107
Dropbox 109, 128, 131

Einstein, Albert 155
Ellen Macarthur Foundation 147
Empathy map 120, 122

Emrich von Kajdacsy, Jens 89
End presentation workshop 208, 219
ESKA 195
Exploration preparation workshop 218
Exploring trends 218

Facebook 10
Figma 184
Fondazione Cariplo 148
FORTH ideation space 67
FORTH innovation journey 192, 209
FORTH innovation method 19, 123, 190, 217, 252
FrameVR 215
Franklin, Benjamin 26
Full Steam Ahead 197, 217

Glue 215
Google Drive 118, 128, 131
Google Forms 39, 109, 148, 175, 197, 214, 241
Google Meet 39, 185, 234
Google Slides 156

Hameister, Florian 7, 193, 194, 259
Hoffman, Reid 137
Hololens 214
Homecoming 207, 217
Howspace 39, 109, 228
Hybrid FORTH innovation process 219, 220
Hybrid innovation 211, 215, 217
HypoZoom 135, 139

Idea directions 204
Idea directions workshop 204
Ideation workshop 203, 216
IDEO 147, 170
Impact-Effort matrix 162, 163

Innovation 16
Innovation assignment 198, 205
Innovation focus workshop 198, 217
Innovation opportunities 199
Innovation opportunities workshop 199
Innovation sweet spots 18
Innovation team 198

Jitsi Meet 39, 232
Jobs to be done 129

Kahoot 243
Keely, Larry 17
Kickoff workshop 199, 217
Klaxoon 39, 148, 229
Knapp, Jake 170, 171, 180, 183

Lean canvas 127, 128, 129
Lean Sprint 128
Lean Startup 126, 142, 253
Lightning Decision Jam 152, 157, 249
Lightning demo 74, 122, 132, 139, 181, 182
LinkedIn 128
Loom 39, 54, 109, 119, 131, 148, 174, 185, 236
Loughlin, John 7

Magic Leap 214
Making workshops interactive 39, 61, 242
Marvel 39, 57, 128, 132, 238
Mayura, Ash 127
McKinsey and Company 147
MeetinVR 214
Mentimeter 39, 61, 109, 242
Meyer, Erin 31
Microsoft teams 39, 107, 108, 156, 231
Middel, Coenie 196

Minimum Viable Product (MVP) 126
Mini new business case 207, 208
Mini new business case workshops 218
Miro 39, 42, 108, 109, 118, 124, 128, 131, 148, 156, 158, 159, 160, 172, 174, 175, 176, 196, 197, 203, 205, 216, 224
Mozilla Hubs 215
Municipality of Milan 148
Mural 39, 44, 108, 109, 118, 128, 131, 138, 148, 156, 160, 216, 225

Netiquette checklist 106
New product brainstorm 218
Nreal 214

Observe & Learn 123, 199, 217
Observe & Learn workshops 201, 218
Online collaboration 39, 41, 224
Online Design Sprint 172
Online innovation 20
Online innovation methods 114, 115, 247
Online innovation pitfalls 22
Online innovation rules 93
Online innovation techniques 65
Online innovation tools 14, 25, 37, 39, 40, 224
Online lean sprint 128
Online magical moments 86
Online onboarding 86
Online prototyping 137
Online problem framing 118
Online time 104, 109
Online voting 105
Osterwalder, Alexander 130, 192

Padlet 39, 107, 109, 119, 120, 227
Palao, Francisco 141
Pandemic 15
Petriglieri, Gianpiero 83

Phillip Morris International 197
Poll 75, 76
Preparation and instruction 39, 52, 235
Pretotype 135
Pretotype canvas 138, 139, 140
Pretotyping 129, 134, 251
Pretotyping process 138
Problem framing 116, 119, 124, 129, 132, 248
Problem-market fit 127, 129
Problem-solution fit 127, 129
Problem statement 122
Proto-persona 120, 122, 123
Prototype 184, 185
Prototyping and testing 39, 56, 132, 238
Purpose Launchpad 141, 255
Purpose Launchpad scorecard 143
PWC 12, 13

Quest 214

Raise Ideas 202, 217
Reactive innovators 18, 19
Rec Room Immersed 215
Remote collaboration 13
Resilience 16
Ries, Eric 126
Rules of engagement 29
Rumii 215

Savoia, Alberto 134
SCAMPER 203
SessionLab 39, 52, 108, 109, 119, 124, 131, 148, 197, 235
Shuffler, Marissa 83
Silly things 203
Slack 39, 46, 109, 118, 128, 131, 144, 156, 165, 228
Slow elevator problem 117

Smits, Michael 144
Spatialchat 108, 109, 214
Speechelo 39, 109, 239
Spotify 109
Spradlin D. 116
Star-model facilitation 101, 108
Storyboard 184
Storytelling 132, 133
Survey 75, 76, 108, 109, 205
SWOT analysis 119, 122
Synchronous and a-synchronous work 69, 109, 132, 133, 139, 196

Team introduction workshop 199, 217
Tech onboarding 94, 108, 175
Tech facilitator 99
Test Ideas 205, 217
The Innovation Expedition 190
Toonly 39, 58, 109, 132, 238
Trello 39, 107, 108, 109, 118, 226
TRI-meter 136, 138, 139
Tscheck.in 39, 64, 108, 119, 131, 242
Typeform 197

User Journey Map 180
UserTesting.com 172, 185

Value proposition 130
Van Wulfen, Gijs 7, 34, 114, 153, 190, 193, 258
Van Zijderveld, Kees 195
Video conferencing 25, 28, 39, 48, 83, 175, 230
Virtual room design 66
Virtualist 215
VISPA 215
Visualisation 133
Vonk, Rody 7, 259

Watercooler 107
WhatsApp 144
What would Apple do? 203
Wonder.me 39, 108, 109, 233
Working together-alone 70, 122, 125, 133, 156, 203
World Time Buddy 173

Yukita, Daisuke 104
YouTube 128, 148

Zoom 14, 19, 39, 48, 83, 108, 118, 124, 128, 131, 148, 154, 164, 174, 175, 176, 185, 197, 230
Zoom fatigue 84
Zuckerberg, Mark 10



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