III. Detailed outline

A. Introduction (250 words)

Suggested flow:

○ **Introducing context of the study and problem statement**

● Choose a real-world organizational aspects (e.g. health service, training process) OR a non-organization-related aspects (e.g. healthy soil, staff satisfaction, etc.) that is current and pressing and has negative consequences for the organization, its employees, or the community at large.

Example: An effective learning culture is a necessary component of an organization's ecosystem, where individuals are encouraged to gain and share knowledge. Companies that learn fastest and adapt well to changing environments perform the best over time (Edward Hess n.d.). However, cultivating an effective learning culture is no small feat.

- **Purpose and methodology of the report**

The purpose of this report is to offer a holistic approach to addressing the issue through the application of Design Thinking.

It is structured into three primary sections, which correspond to the five steps of the Design Thinking framework: empathizing, defining, ideating, prototyping, and testing, as outlined by Swapnil (2021).

→ This document will pinpoint the problem and delve into its underlying causes. Subsequently, it will examine the selected solution using various methods. In the end, it will meticulously detail prototypes of the concept, taking into account ethical implications.

B. Body

Hint:

● Delve into the essential and optional tools for our project. For each of these required tools, especially those related to design thinking, you need to expand upon four key aspects:

4 KEY ASPECTS TO INCLUDE	
○ **Purpose**	Briefly explain your rationale for using this tool/method

○ **Implementation**	Describe in short how your team used this tool/method
○ **Output**	What information was forthcoming from implementing this tool/method? Include easily viewable graphs, images, or tables.
○ **Insights**	What are the main learnings or insights you gained from having used this tool/method? How does this assist your team in progressing toward the proposed solution

Phase 1 – Empathize and Identify

Before writing the parts, write a paragraph about the objective of phase 1:

Hints:

- Gain a deep understanding of the problem from the affected individuals' perspectives.
- Actively engage and listen to the target audience to gather real-world insights.
- Employ empathy to ensure a human-centered approach in identifying the problem.
- Uncover the root causes and underlying factors of the issue.
- Use the insights obtained to guide effective and relevant solution development.
- Prepare for creating solutions that are tailored to the users' actual needs and experiences.

Phase	Tool
1	Secondary research
	Journey Mapping, Empathy Mapping, Value Chain Analysis
	Problem Statement
	Root-cause Analysis (Ishikawa, 5 WHY's, Pareto)
	Mind Map - to summarize

1.1. Secondary Research

Expected outcome: Identify Key Problem - State Consequences If Problem Remains Unsolved

a. Purpose:

Hints:

According to Emmanuel Manu, and Julius Akotia (2021), Secondary research methods can offer a range of benefits. The methods:

- are comparatively quicker than primary research and can save time;
- are less expensive than primary research;
- can offer possibilities to study topics that are too sensitive to undertake by engaging first-hand with people and institutions;
- can enhance the scale of research that can be conducted even with time and resource constraints;
- can help to prevent respondent fatigue, which is a usual occurrence with primary data collection as participants become tired of completing questionnaire surveys or participating in interviews.

b. Implementation:

Hint:

- ***Sources used:*** such as industry reports from credible agencies, academic journals for theoretical frameworks, market analysis from consulting firms, news articles for recent developments, or case studies for practical insights.
- **Explain the process of data analysis by answering following questions**
  - Did you use qualitative content analysis for textual data or statistical analysis for quantitative data?
  - Were there specific software tools or frameworks (like SWOT analysis, PESTLE analysis) employed to synthesize and interpret the findings?

Example:

There is considerable potential to apply both qualitative and quantitative secondary research methods across various built environment disciplines.

Research students in the fields of construction management, construction project management, quantity surveying, construction law and dispute resolution, real estate and property management, and civil engineering can apply secondary qualitative or quantitative methods that are based on either re-analysis of published academic literature or re-use of pre-existing raw datasets. (Emmanuel Manu, and Julius Akotia, CRC Press LLC, 2021). Our team systematically reviewed and annotated key scholarly articles, reports, and case studies.

c. Output:

Hint:

- ***Presentation of Findings:***
  - Identify Key Problem - State Consequences If Problem Remains Unsolved
  - Organize your findings logically.
    - For quantitative data, use graphs and charts (like bar charts for market size, trend lines for growth patterns).

- For qualitative insights, summarize key points in bullet points or tables.

Example of using academic literature:

- Initially, the most pressing challenge is the disparity between educational training and the skill requirements of the job market, as highlighted by Yang and Tran (2022).

  For instance: rapid advancements in technology necessitate skills that differ significantly from those typically provided in educational institutions.
- Next, the lack of investment in employee training and development hinders career advancement and income growth for workers.

  → This situation leads to reduced employee engagement, widening economic disparities, and social unrest, as indicated by the OECD (2020).
- Lastly, as previously discussed, organizational learning is crucial for companies to remain competitive in the rapidly changing economy.

  → The absence of this development has led to a decline in Vietnam's economic competitiveness.

→ This situation underscores the critical issue of a weak organizational learning culture in Vietnam. Therefore, we will focus on developing a solution for this problem in the next phase.

- Each visual or summarized point should directly relate to your project's objectives.

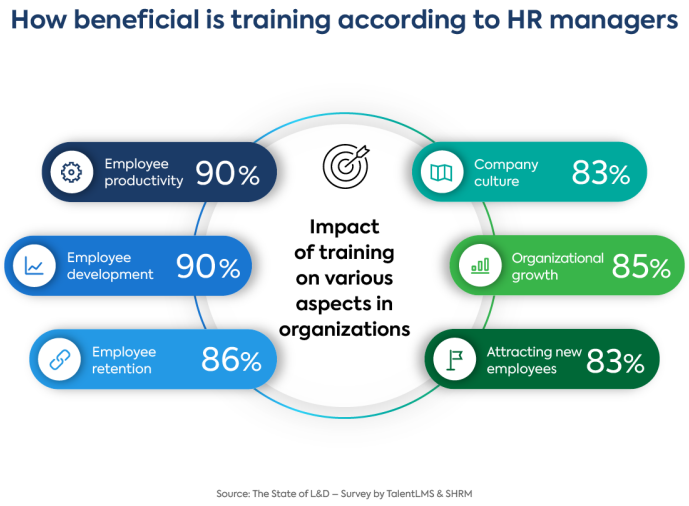


Figure 1: The importance of training in organizations

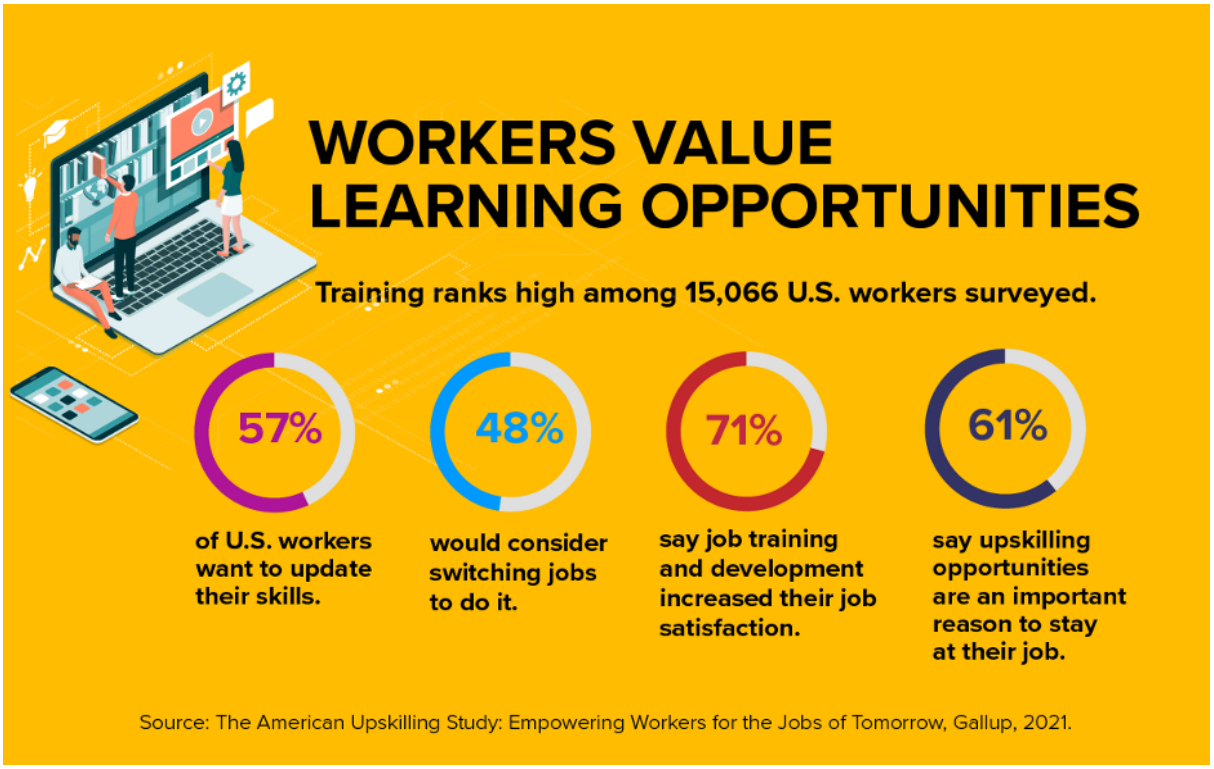
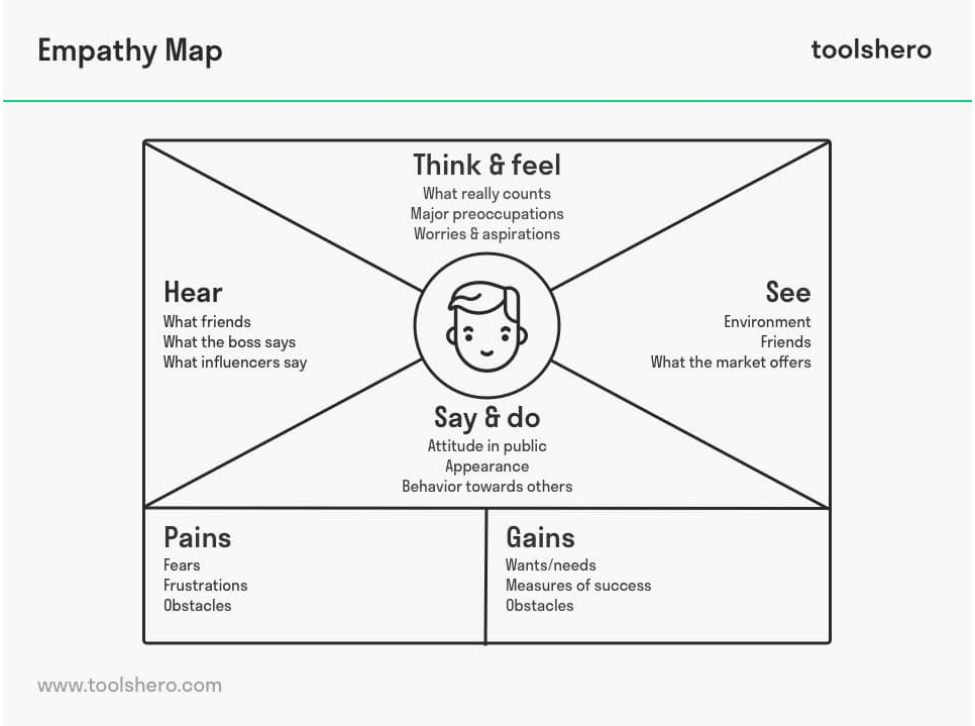


Figure 2 : Workers value learning opportunities

Example of using Empathy map:



Customer of Green Movements Products:

- Think & Feel:
  - + Overly expensive (Rodinger, 2015)
  - + Skepticism towards organic productclaims (Guilibert, 2013)

    + Concern for health and lifetyle (Basha, 2015)
    + Little concern for the environment (Le-Anh, 2020)
- See:
    + Roughly same nutritional value and taste
- Pain:
    + Similar product line "100% Organic"
    + Don't understand organic labels (Maloney, 2014)
    + Average monthly salary ~7 million VND (Appendix 3)

→ **Insight Analysis:** These insights suggest a gap in customer understanding and value perception, highlighting the need for effective communication and education about the benefits and authenticity of green/organic products.

d. Insights:

Hint:

- ***Key Learnings and Insights:*** Could include emerging trends, gaps in the market, insights about consumer preferences, or technological advancements etc.
- Connect these insights to your project by answering following questions:
    - How have they influenced your problem definition, solution development, or strategy? ***For example, did the research highlight a particular customer pain point that your solution addresses? Did it reveal a market opportunity that your project can capitalize on?***

1.2. Problem Statement

Note: Use the template provided. It must clearly identify who the customer or end-user is that is experiencing the problem.

1.3 Root Cause Analysis - Ishikawa Diagram

a. Purpose

- The Ishikawa Diagram, also known as the "Fishbone Diagram," is a tool for visualizing and investigating the potential causes of a specific event or outcome. It is particularly useful in business for identifying the causes behind issues (MindManager, n.d.).

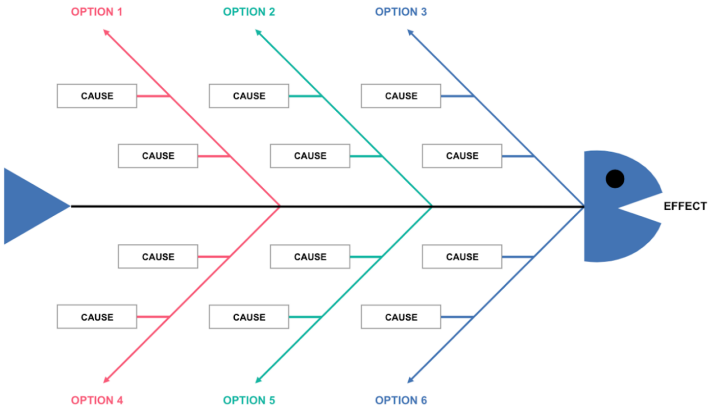
b. Implementation

- This approach involves identifying the main root causes for the problem, supported by secondary research. The method is based on the problem statement and the pain points identified earlier.

c. Output

Example:
The investigation identified four key reasons for the lack of effective employee engagement in Vietnamese organizations:

- **Insufficient Leadership Motivation**: In Vietnam, only a minority of organizations (34%) recognize the importance of employee skills and knowledge (Thời Báo Ngân Hàng, 2021). This lack of emphasis from leaders often translates into reduced employee participation in developmental programs.
- **Employee Disengagement**: Employees frequently focus more on completing immediate job tasks rather than engaging in training. This issue is compounded by unclear career objectives and a fear of being perceived as weak for needing training, particularly when such programs are mandatory or seen as punitive (Harvard Business Review, 2019).
- **Inefficient Training Schedules**: Training schedules often clash with employees' work schedules and do not account for varying skill levels. In the U.S., for example, only a small percentage (37%) of corporate training programs have been deemed effective, despite significant investments in these initiatives (eLearning Industry, 2018).
- **Unreliable Learning Resources**: Encouragement of self-directed learning often leads to the use of unreliable and unqualified sources, risking the incorporation of incorrect information into work practices (Behav, 2022; Bach, personal communication, April 25, 2023).



d. Insights

Example:

- The Ishikawa Diagram helped in pinpointing the core issues affecting the employee engagement in Vietnamese organizations.

- Understanding these root causes allows for the development of targeted solutions that address the fundamental problems, potentially leading to more effective and sustainable outcomes.

1.4 Mind Map - to summarize

a. Purpose:

***Hint**:*

- ***Rationale for Choosing Mind Mapping:***
  - Visually organize complex data, foster creative connections between different problem aspects, and
  - Engage the team in a collaborative brainstorming process.

For example:

The benefits of mind mapping have been discussed by several writers (McGriff, 2000; Buzan, 2007; Edward, 2011). They believe that mind mapping can balance the brain, help to organize thoughts, improve the creativity, speed of learning and memory. Dawson et al. (2005) state that mind mapping is a type of prewriting method as the first stage of the writing process and as the point at discovering and exploring our initial ideas about a subject. “Prewriting helps us to get our ideas on paper, though not usually in an organized form, and brainstorm thoughts that might eventually make their way into our writing” (Dawson et al., 2005).

References:

- McGriff, S. (2007). Instructional systems program.Pennsylvania: Pennsylvania State University.
- Buzan. T. (2007). Buku pintar mind map untuk anak. Jakarta: PT Gramedia Pustaka Utama
- Edward, L. (2011). Advantages and disadvantages of mind maps. [Online]. Available at: http://iqmindbrainlibrary.com/[accessed on November 25th , 2012].
- Dawson, M., & Essid, J. (2005). Pre-writing: clustering. University of Richmond Writing Center.

b. *Implementation*:

***Hint**:*

- Mind Mapping Methodology:
  - Initial Brainstorming: Your team could gather and freely generate ideas related to the problem through **open discussions, individual ideation sessions, or using prompts to encourage diverse perspectives.**

→ Mention the methods used to ensure that this phase was inclusive and comprehensive, capturing a wide range of potential problem aspects.

○ Categorizing and Connecting Aspects: After brainstorming, these ideas **were categorized. by grouping similar issues together, identifying overarching themes, and recognizing sub-themes within these larger categories.** Describe the criteria or logic your team used for categorization, such as based on the problem's nature (e.g., technical, social, economic aspects), the stakeholder involved, or the impact level.

○ Decision-Making in Map Layout and Structure: The process of identifying major themes and how sub-themes or related ideas branched off from these central nodes. Explain how this structure was designed to reflect the complexity of the problem and the relationships between different aspects. Mention any challenges faced in organizing the map and how they were resolved.

- Tools and Collaboration:

○ **Selection of Mind Mapping Tools:** Specify the mind mapping software or tools your team used, such as XMind, MindMeister, or Lucidchart with the features of the chosen tool that made it suitable for your project, such as user-friendliness, the ability to handle complex data structures, or compatibility with other software.

○ **Collaborative Features:** How did it facilitate team input and interaction? For example, discuss features like real-time collaboration, comment sections for team discussions, or the ability to share and edit the map among multiple users.

○ **Integration of Various Data Types:** The tool allowed for the integration of different types of data. This could include the ability to embed text descriptions, link to external resources, add images or icons for visual emphasis, or connect to data sources for dynamic content.

For example:

Initially, we identify the core concept, which represents the primary issue: the weak culture of organizational learning in Vietnam. Subsequently, we employ lines, arrows, and similar elements to depict the relationship between this central notion and the outcomes that arise from it.

c. Output:

Hint*:*

- ***The map should include:***

○ ***Main Themes: The most prominent branches of the mind map, the core problem.***

○ ***Sub-Aspects: should represent specific challenges, factors contributing to the main theme, or different perspectives on the issue.***

- ***The specific areas your team has chosen to address in your solution development. This can be achieved through:***

○ Visual Cues: Utilize color coding, annotations, or symbols to distinguish these focus areas. For example, use a specific color to highlight the branches representing the problem aspects you will tackle.

○ Annotations: Add brief notes or symbols that explain why certain areas are chosen as the focus, such as their significance, feasibility, or impact.

For example:

d. Insights:

Hint:

- ***In-Depth Problem Understanding:***

○ The mind mapping process uncovered new dimensions of the problem and revealed hidden connections between different aspects. For example, did it highlight any unexpected cause-and-effect relationships or synergies between issues?

○ Mind mapping helped in understanding the scale of each problem aspect and its impact. This might include recognizing which issues have the widest-reaching consequences or are most central to the problem.

- Influence on Solution Direction:

○ The insights from the mind map influenced the prioritization of certain problem aspects in your solution efforts. If certain areas appeared more critical or urgent, discuss how this has steered the focus of your project.

○ The mind map is being used to guide the development of solutions. For example, are there specific branches of the mind map that have directly informed the design of your proposed solutions?

- Strategic Impact on the Project:

○ Reflect on any strategic shifts in your project's direction that resulted from insights gained through the mind map. Did the mapping process lead to a reevaluation of your initial assumptions or goals?

○ Whether the mind mapping process revealed any new opportunities for innovation or highlighted potential challenges that your project will need to address.

Tips:

1. **Deepen Secondary Research with Local Insights**

- Tip: Integrate more specific data and case studies relevant to Vietnam. This could involve conducting interviews or surveys within Vietnamese organizations to understand their unique challenges and perspectives.

→ Provides a clearer, more localized understanding of the issues, making your solutions more relevant and effective.

2. Clarify and Strengthen Root Cause Analysis

- Tip: Use tools like the 5 Whys or deeper levels of the Ishikawa (Fishbone) diagram to drill down to the most fundamental causes of the identified problems. → Helps in pinpointing the exact issues to be addressed, leading to more targeted and impactful solutions.

3. Enhance Mind Map Utilization

- Tip: Develop your mind map to not just break down the Ishikawa diagram further, but to also explore connections between different root causes and their broader implications. → Provides a more comprehensive view of the problem, revealing interdependencies and hidden facets.

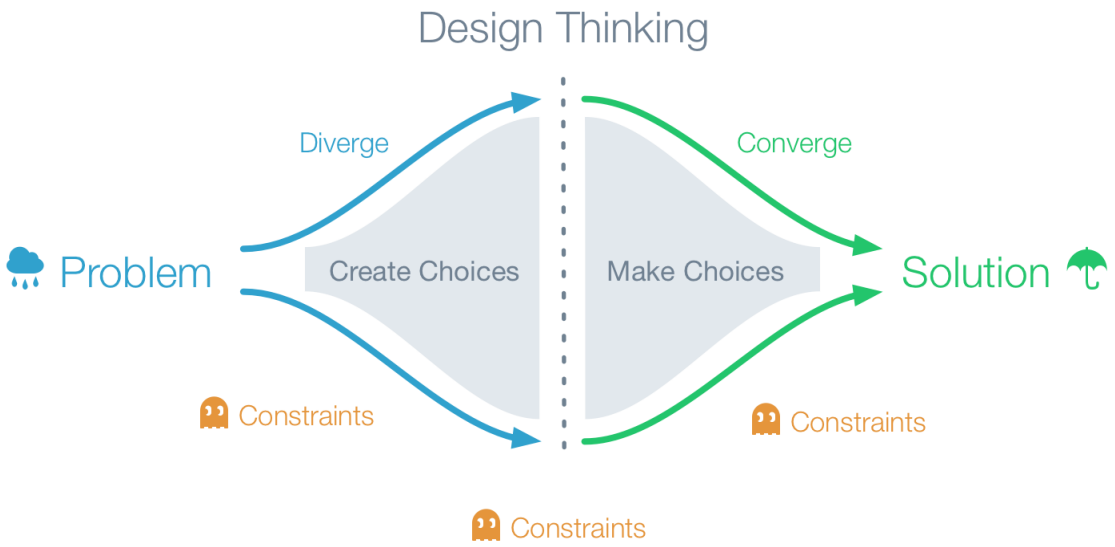
4. Streamline Problem Statement Development

- Tip: Refine your problem statement by directly linking it to the most significant root causes identified. Focus on fewer, more impactful issues. → Creates a more focused and manageable scope for your project, improving the clarity and direction of your work.

5. Incorporate Empathy Tools Effectively

- Tip: Employ empathy tools such as personas, empathy maps, or user journey maps to gain deeper insights into the experiences and perspectives of those affected by the training issues in Vietnam. → Fosters a more human-centered approach, ensuring that solutions are not just technically sound but also emotionally and culturally resonant.

Phase 2 – Ideate



Phase	Tool
2	**La Salle Matrix** - Brainstorming - Divergent Thinking
	Ideate - Convergent Thinking
	Value Proposition Canvas

2.1. Brainstorming - Divergent Thinking - La Salle Matrix

a. Purpose:

Hint:

- ***Rationale for Using La Salle Matrix:***
  - ***its effectiveness in generating a diverse range of ideas,***
  - ***encouraging creative thinking beyond conventional boundaries, and***
  - ***systematically exploring different dimensions of the problem.***

→ Emphasize the purpose of using this method in generating a broad spectrum of ideas for solving the identified problem.

For example:

Brainstorming allows students to think critically about ideas and solutions, form connections, and share ideas with peers. The activity allows exploring and expanding a student's ability to think critically and laterally. As students get actively involved, brainstorming aids the process of learning and improves academic performance. (Brainstorming. In Instructional guide for university faculty and teaching assistants, Northern Illinois University Center for Innovative Teaching and Learning, 2012).

- La Salle Matrix

"Matrix Thinking," formulated by Roger La Salle, is a method focusing on simple and practical innovation. It aims to enhance tangible products, services, processes, and identifying new business opportunities, a process termed "Opportunity Capture" by La Salle.
The methodology underlines the critical need for continual improvement in today's fast-evolving business landscape. It highlights the risks of stagnation, emphasizing the necessity for businesses to consistently innovate and adapt to remain relevant and competitive. Matrix Thinking advocates for a proactive approach in identifying and capitalizing on emerging opportunities, recognizing the shortening lifespan of traditional business strategies and models.

b. Implementation:

Hint*:*

- The steps your team followed to implement the La Salle Matrix method such as:
  - Begin by detailing how your team set up the La Salle Matrix.
    - This involves creating a matrix with several categories or dimensions that are pertinent to your problem.
    - These categories could be based on different aspects such as customer needs, technological advancements, market trends, competitive landscape, regulatory environment, and socio-economic factors.
  - Explain the rationale behind choosing each category or dimension.

    For example, if 'technological possibilities' was a category, discuss why technology is a crucial aspect of your problem. This might involve its relevance to developing innovative solutions or how technological trends are influencing the problem space.
  - The way your team approached idea generation within each category of the matrix, such as: focused brainstorming sessions for each category, encouraging team members to think freely and creatively within the defined parameters of each category.

○ Ideas were encouraged to flow across categories: Could involve techniques like rotating team members between different categories, or having periodic reviews where ideas from one category were examined for potential application in others.

○ They way ideas were encouraged to flow across categories. This might involve techniques like rotating team members between different categories, or having periodic reviews where ideas from one category were examined for potential application in others.

- Detail the composition of your brainstorming team by emphasizing the diversity in terms of expertise, backgrounds, and perspectives.

  For instance, the team might include members with technical expertise, marketing insight, customer experience focus, or financial analysis skills.

For example:

		Catalysts											
		Future gazing	I wish	Requestion	New function	New technology	IYFIHYDIW	New material	New design	Tracking	Inversion	Transfer	Reduction
Seeds	Change												
	Accessories (Add On's)												
	Complementary products (Goes with)												
	Channel enhancements (Same outlet)												

Figure 6: La Salle Matrix model

c. Output:

Hint:

- ***Present the outcomes of the brainstorming session, ideally in a format that reflects the La Salle Matrix structure. This could be a table or a grid showing the ideas categorized according to the matrix dimensions.***
- ***Include visual representations, such as charts or graphs, if applicable, to illustrate the range or distribution of ideas generated.***

For example:

We have generated 16 ideas in order to innovate the learning products and services that have the potential to tackle the problem of poor organizational learning culture (see Figure 7,8.9,10).

		Catalysts											
		Future gazing	I wish	Requestion	New function	New technology	IYFIHYDIW	New material	New design	Tracking	Inversion	Transfer	Reduction
Seeds	Change		Employees can opt for courses that they are interested in Employees can learn and access from any devices anytime, anywhere	Instead of asking how to develop organizational learning culture, we can ask how to encourage employees' willingness that they can self-learn. Answer: Create an friendly learning environment and reward employees successfully completing the courses.				E-materials: eco-friendly, reduce paper wastes.		Tracking the learning process	The purpose of this learning method is creating a learning environment and improving employee's learning path and job skills. However, some Will these people become the tutors that can create their own courses to teach and share knowledge to others?		

Figure 7: La Salle Matrix's output for Change

		Catalysts											
		Future gazing	I wish	Requestion	New function	New technology	IYFIHYDIW	New material	New design	Tracking	Inversion	Transfer	Reduction
Seeds	Accessories (Add On's)				Networking with others via share, comments, messages. Inform and reminders to employees about schedule .								Can all users access the platform in one account to save operating costs?

Figure 8: La Salle Matrix's output for Accessories

		Catalysts										
		Future gazing	I wish	Requestion	New function	New technology	IYFIHYDIW	New material	New design	Tracking	Inversion	Transfer	Reduction
Seeds	Complementary products (Goes with)				Customize learning program for each individuals	Cloud server: store learning materials and employees learning implementation data.	Employees don't understand the knowledge of the course. Are there any experts and assistants who can support them?					In fact, several speakers or influencers deliver their message and speech via podcasts. Will we be able to borrow these concepts to create podcasts for users to listen and learn the knowledge, but also can do some housework at the same time.	

Figure 9: La Salle Matrix's output for Complementary products

		Catalysts											
		Future gazing	I wish	Requestion	New function	New technology	IYFIHYDIW	New material	New design	Tracking	Inversion	Transfer	Reduction
Seeds	Channel enhancements (Same outlet)	An learning environment where employees are always willing to learn to improve their job skills	It's easier to find relevant learning courses. Employees can review and relearn the topics or knowledge.				Employees don't know how to choose courses that fit them. Can the system recommend users some courses based on their purpose and interest?						

Figure 10: La Salle Matrix's output for Channel enhancement

d. Insights:

***Hint**:*

- How the La Salle Matrix helped in uncovering unconventional or innovative solutions that might not have surfaced through traditional brainstorming methods: could include cross-disciplinary solutions, ideas that combine different technologies in novel ways, or approaches that challenge industry norms. → when applied to the same problem space, led to a broad spectrum of solutions, ranging from incremental improvements to radical innovations.
- how the brainstorming session influenced the prioritization of certain ideas in the solution development phase. For instance, if ideas in the technology category were particularly innovative or feasible, explain how this has steered the focus towards technology-driven solutions.
- Strategic Implications for the Project:
  - New Opportunities for Innovation: Could include insights into untapped market segments, the application of emerging technologies, or novel business models that were highlighted through the diverse ideas.
  - Discuss whether the brainstorming process led to a reevaluation of the project's focus or approach. This could involve shifting towards a more user-centric approach, reconsidering the feasibility of certain solutions, or even redefining the problem statement based on new insights gained.

For example:

The La Salle Matrix enabled us to discover unique, innovative solutions beyond traditional brainstorming, leading to a range of ideas from incremental to radical innovations. It particularly highlighted technology-driven solutions due to their novelty and feasibility. This process opened new avenues for innovation, revealing untapped markets and novel business models, and prompted a strategic reevaluation. We shifted towards a user-centric approach and redefined our problem statement, reflecting the transformative impact of this method on our project's direction.

2.2. Decision Making - Convergent Thinking

a. Purpose:

***Hint**:*

- Rationale for Using Convergent Thinking: could be its role in narrowing down ideas, focusing on practical and feasible solutions, and aligning the brainstormed ideas with the project’s objectives and constraints.

For example:

Decision making refers to the process of selecting a course of action from multiple alternatives to achieve a desired goal or outcome. It is a fundamental cognitive and problem-solving activity that individuals, groups, organizations, and even artificial intelligence systems engage in regularly. Decision making involves assessing available options, evaluating their potential consequences, and ultimately choosing the best course of action based on various criteria, preferences, and constraints.
A Review of Judgment and Decision-Making Research in Accounting and Auditing" (Robert Libby and Hun-Tong Tan, 2000)
Convergent thinking is an essential component of problem-solving and is commonly used in educational and assessment contexts to evaluate a person's ability to apply logic and analytical skills to find a solution. (W. K. Estes, 1995)

b. Implementation:

Hint:

- Describe the specific process or methodology your team followed to converge on certain ideas. This might involve techniques like SWOT analysis (evaluating strengths, weaknesses, opportunities, and threats), feasibility studies, or cost-benefit analyses.
- Discuss the criteria or parameters used to evaluate and select ideas such as Resource availability, potential impact, alignment with user needs, scalability, or innovation potential.

c. Output:

Hint:

- Present a summary or visual representation of the decision-making process. This could include tables or flowcharts that show how different ideas were evaluated against the set criteria.

d. Insights:

Hint:

- Learnings from Convergent Thinking:
    - What your team learned about the effectiveness of the criteria used for idea evaluation. For instance, did certain criteria like market feasibility, user-centricity, or cost-effectiveness prove to be more pivotal in decision-making than others?
    - Share new understandings gained about what makes a solution both feasible and impactful. This could include insights on aligning solutions with user needs, market demands, technological trends, or scalability considerations.

- Explain how the outcomes of the convergent thinking phase are guiding the subsequent stages of your project.

For instance, are they informing the design process, shaping the prototype development, or influencing the approach to user testing?

2.3. Value Proposition Canvas

a. Purpose:

***Hint**:*

- ***Rationale for Value Proposition Canvas: Emphasize its role in ensuring that your solution is intricately tailored to the needs, pains, and gains of the target market.***

For example:

First, a good VP does not require any further explanation. It should be clear after reading it once.
Second, a strong VP should be unique, as it is meant to differentiate a platform from rival ones. Third, one should be careful not to overstate how much value the new venture can deliver. Remaining honest is key. (Paul Belleflamme & Nicolas Neysen, 2020)

b. Implementation:

***Hint**:*

- ***Steps in Filling Out the VPC:***
  - Customer Jobs: Identifying tasks, problems, or needs the customers are trying to address.
  - Customer Pains: Pinpointing frustrations, obstacles, or risks that customers face in their tasks.
  - Customer Gains: Highlighting the aspirations, benefits, or positive outcomes customers seek.
- ***Team Collaboration***
  - Discuss the structure of these sessions, such as how the team was divided (e.g., into smaller groups focusing on different segments of the VPC), the use of brainstorming techniques, or how facilitators guided the discussions.
  - Explain how the team ensured that diverse viewpoints were considered in the VPC process. This could involve team members from different departments, backgrounds, or areas of expertise contributing their insights.
  - Describe the methods used by the team to reach consensus on the VPC elements. This could include voting systems, discussion forums to

reconcile differing opinions, or iterative feedback loops where the VPC was continuously refined based on team input.

c. Output:

Hint:

- ***Present a well-organized and visually clear VPC. This should include a diagram or chart that clearly maps out how your product or service (pain relievers and gain creators) meets the customer profile (jobs, pains, gains). → Clearly demonstrate, possibly through annotations or highlighting, how the VPC relates to your identified target market.***

Example:

Each unit in the Value Map is ensured to fit to each unit in the Customer Profile (see Figure 14). For instance, the 24/7 Support features, which provide the support services from assistants, tutors and experts when employees suffer some difficulties to acquire new knowledge.

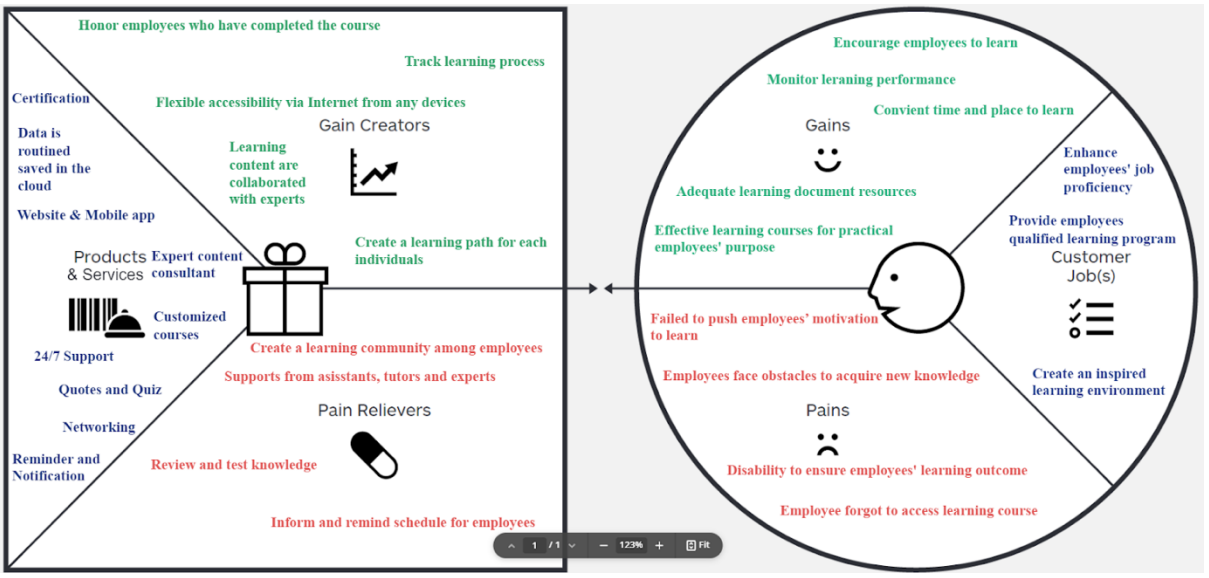


Figure 14: Value Proposition Canvas for organizational learning culture enhancement.

d. Insights:

Hint:

- Share profound insights gained from developing the VPC (unexpected customer needs, the most significant pain points, or key gains that your product or service can uniquely address)

- The VPC has specifically influenced the development of your solution on aspects like feature design, service delivery methods, or marketing strategies that have been tailored based on the VPC findings.
- Consider whether the VPC highlighted new market opportunities, influenced a pivot in your project strategy, or offered insights into how to differentiate your solution in the competitive landscape.

For example:

From Value Proposition Canvas, we now have a clear picture of our target market, hence develop a solution with features that can satisfy them as well as tackle all of thier issues (pain) in reality. This step is important towards the product development in Phase 3.

Phase 3 - Prototype

Phase	Tool
3	**Customer Pitch**
	B-M-L table
	MVP
	Lead Generation Landing page

3.1. Customer Pitch

a. Purpose:

Hint*:*

- Importance of a Customer Pitch: Highlight its role in succinctly communicating the core value of your solution, its relevance to the target market, and the problem it aims to solve. Emphasize the pitch's importance in engaging potential stakeholders, such as investors, partners, or customers.

For example:

Its primary aim is to articulate the unique value proposition of a product or service, address the specific needs or problems of the target audience, and motivate them to take a desired action, such as making a purchase, signing up for a service, or engaging in a business relationship. (Evans, D, 2017). It serves as a crucial tool in marketing and sales strategies to create a favorable impression and generate interest among potential customers. (Kushner, M, 2020).

b. *Implementation*:

Hint:

- Describe the step-by-step process your team followed to develop the pitch. This should include how you addressed each element of the Strategyzer template:
  - Problem Statement: How you articulated the problem your solution addresses.
  - Solution Overview: Detailing the solution and its key features.
  - Unique Value Proposition: Highlighting what sets your solution apart from existing alternatives.
  - Customer Segmentation: Identifying and describing your target customer groups.
  - Market Potential and Positioning: Outlining the market opportunity and how your solution fits within the current market landscape.
- Explain how insights and data from various stages of your project were integrated into the pitch (market research findings, results from the Value Proposition Canvas, and feedback from potential users)

For example:

c. Output:

Hint:

- Provide a detailed written narrative of your customer pitch. This narrative should encompass all elements of the Strategyzer template, presenting a cohesive and compelling argument for your solution.
- Any visual aids or graphical elements used in the pitch. These might be charts showing market size or growth, infographics explaining your solution, or diagrams illustrating how your product works or fits into the market.

For example:

We use Strategyzer template to prepare for customer pitch.We identify the problems, customers' pain points and then state the value proposition. After that, we offer plans, solutions which are able to address underlying issues and provide the benefits.

d. Insights:

Hint:

- Were there elements of the narrative that particularly resonated with your intended audience? Evaluate aspects like the clarity of your problem statement, the persuasiveness of your solution's benefits, and the compelling nature of your value proposition.
- Elaborate on how the process of creating the pitch influenced the direction or refinement of your project. For instance, did the need to articulate your project clearly in the

pitch lead to simplifying or modifying aspects of your solution? How did focusing on the pitch help in identifying gaps or areas for improvement in your project?

- Discuss whether the pitch crafting process provided new insights into market needs or competitive positioning that led to changes in your project strategy. Did it highlight unique market opportunities or competitive threats that you had not fully considered before?
- Reflect on how your pitch can be utilized in real-world scenarios. For example, consider its potential use in investor meetings to secure funding, in customer presentations to generate interest, or as part of marketing campaigns to build brand awareness.

3.2. B-M-L Table

a. Purpose:

Hint:

- Rationale for B-M-L and MVPs:
  - Minimizing waste (in terms of time, resources, and effort) by rapidly developing prototypes (MVPs) that are good enough to test market hypotheses. → prioritizes learning over perfection in the early stages of development.
  - Allows for continuous improvement and adaptation of the product, ensuring that the final solution is closely aligned with customer needs and preferences → helps in refining the product based on real-world use, rather than assumptions.

For example:

The build-measure-learn (BML) loop is implemented to swiftly ascertain consumer preferences and develop a viable solution through multiple hypotheses and iterative testing using a preliminary version of the product (Cook, Bikkani, and Carter, 2022). During this development phase, Minimum Viable Products (MVP) often provide maximal learning opportunities with minimal effort required.

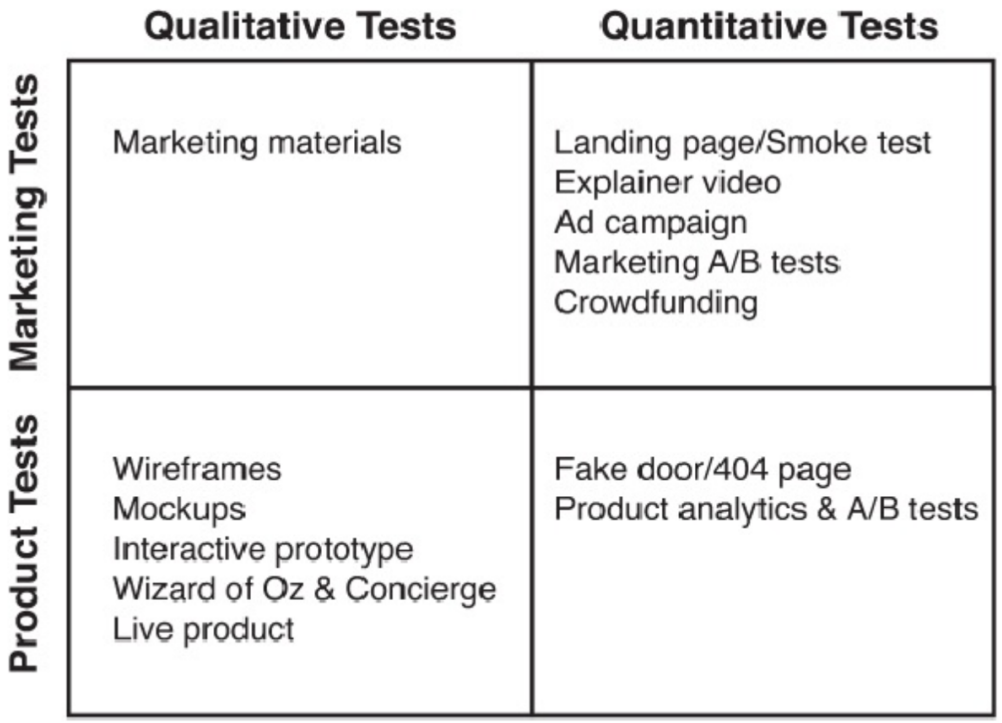


Figure: Olsen & Wallace 1970, MVPs tools

b. Implementation:

Hint:

- Identifying Key Assumptions
- Identifying Primary needs of your target market → Core Functionalities = Minimum Requirements for testing

→ Types of experiments or tests you would run

e.g. A/B testing, user interviews, or usage analytics.

→ Metrics or criteria you plan to use to measure the success of the MVPs in these experiments

e.g. user engagement rates, feedback scores, conversion rates, or other relevant metrics., etc.

For example:

Well-designed products and services link to the ability of designers of interpreting needs, but they often struggle getting valuable contributions from users when developing innovative products and services. Minimum Viable Products (MVPs) address this problem through a practice of connected learning and development. MVPs are useful to test the utility of a product before making efforts to improve its usability and desirability.

DESIGN DRIVEN INNOVATION – MINIMUM VIABLE PRODUCTS FOR LOCAL ENTREPRENEURSHIP IN NEPAL

Design Driven Innovation–Minimum Viable Products and Energy Solution in Rural Nepal

We designed and created visual presentations or prototypes for each MVP, focusing on the essential features of our proposed solutions.

c. Output:

Hint:

- Provide a comprehensive description or visual representation of your MVP (detailed sketches, wireframes, or digital mock-ups, clearly showing the features and design of the MVPs, etc)
- Present a well-structured B-M-L table. This table should clearly outline your main assumptions, the specific experiments you plan to run, and the metrics for validation. Each column of the table should be clearly labeled and detailed enough to provide a clear roadmap for your testing phase.

For example:

MVP	DESIRABILITY ASSUMPTIONS	EXPERIMENTS	METRICS
Animated Explainer Video	Organizations with poor learning culture have an urgen need for this solution	Attract leaders/managers/owners that currently experiencing poor learning culture in their organizations to a landing page where they watch video and complete a survey	1. Number of site's visitors that show interest in the concept by clicking in the video. 2. % of vistors who agree that this is a big problem
Wireframe	The app usableness and performance meet the expectations of users	Demo wireframe to a number of potential users and record their feedback	1. Provides all required fuctions 2. User-friendly and aesthetic appealing lay out
Lead-generation Landing Page	Customer understand the mission of the solution and how the solution works	Provide customer a 'How Can We Help' request form where they need to fill out a form with their contact information first and then ask for more detailed description of the solution or other related questions	The number of submissions shows the deeper level of interest with the project
MVP	**FEASIBILITY ASSUMPTIONS**	**EXPERIMENTS**	**METRICS**
Technical Specifications	Appropriate learning management system (LMS) technology does exist to perform the required functions	Desk research to explore what current LMS technologies can deliver the tasks (ex. SAAS LMS)	State of LMS technology (SAAS LMS) (concept/ under development, undergoing testing, performance validated)
MVP	**VIABILITY ASSUMPTIONS**	**EXPERIMENTS**	**METRICS**
Free Trial	Potential customers after the free-trial for the test version say that they want to convert to subscription customer for the final verson	1. Provide a call-to-action (CTA) button on the landing page that reads "Sign up for a free trial" where customers can download the test version of the app after signing up. 2. Require customers to do a survey at the end of the free trial period to gather feedback and ask if they want to continue.	1. % of customers that ready to pay for the subscriptions 2. Customer satisfaction score

Table 2: B-M-L Table

d. Insights:

Hint:

- Realizations about the most critical features for user validation, insights into potential market demands, or understanding of the challenges in developing and testing MVPs.
- more detail how this process is shaping your project's development path. For instance, have these plans led to a pivot in your project's focus? Have they helped in refining your understanding of what your target market values most?

3.3. Lead-Generation Landing Page

a. Purpose:

Hint:

- The lead-generation landing page aims to capture potential customers' interest, collect valuable leads, and serve as a marketing hub.
- It's an effective tool for assessing market interest and collecting initial data about prospective customers.

b. Implementation:

Hint:

- Our team designed and developed the landing page by identifying the key message, selecting a user-friendly layout, and choosing effective call-to-action (CTA) elements.
- We focused on creating a landing page for each Minimum Viable Product (MVP) that emphasized user engagement and data collection.

c. Output:

Hint:

- The output includes functional landing pages with integrated analytics, allowing for the tracking of user engagement and responses.
- These pages feature well-designed layouts, clear content presentation, and interactive elements like CTAs and lead capture forms.
- tools are integrated for monitoring visitor behavior and conversion rates.

Functional landing pages with integrated analytics for tracking user engagement and responses.

d. Insights:

Hint:

- Insights from the lead-generation landing page revealed the effectiveness of various design elements and the challenges of creating engaging content.
- The interactions on the page provided valuable information on customer preferences and behaviors, which are now informing our marketing strategies and product development efforts.

4. Ethical Consideration

Suggested flow:

1-2 sentences: Introduce potential ethical issues in your project.
2-3 sentences: Discuss how you addressed and mitigated these issues.

Tips

- Identify and address key ethical issues such as data privacy and user consent.
- Discuss the measures taken to mitigate these issues.

Theory/Angle:

- GDPR and ethical considerations in innovation projects.

Source of Reference:

- GDPR guidelines for data protection.

D. Conclusion (200 words)

Suggested flow:

- 1-2 sentences: Recap the main findings of your project.
- 2-3 sentences: Reflect on the impact and implications of these findings.
- 1 sentence: Suggest potential areas for future research or development

IV. Tips & Tricks

- **Sources**

JSTOR and Google Scholar:

- Visit Google Scholar for a wide range of academic articles.
- Access JSTOR through your educational institution's library portal or visit JSTOR.

Data and statics

- Visit the BLS website at bls.gov for a wide range of economic and labor statistics.
- The World Bank's data can be found at data.worldbank.org, and the United Nations' statistics division is accessible at unstats.un.org.
- The World Bank's data can be found at data.worldbank.org, and the United Nations' statistics division is accessible at unstats.un.org.

Government and International Organizations:

- For the Bureau of Labor Statistics, go to BLS Website.
- Visit the World Bank's website at World Bank and the United Nations at UN.

News and Business Publications:

- Check out The Economist and Financial Times.
- Harvard Business Review is available at HBR.

Data Visualization and Graphs Sources:

- Statista can be accessed at Statista.
- Tableau Public Gallery is available at Tableau Public.

Image Libraries:

- For professional images, visit Getty Images or Shutterstock.
- Free images can be found on Unsplash and Pixabay.

Creating Custom Graphs:

- Use Microsoft Excel or Google Sheets for custom graphs.
- For designing graphics, Canva is a user-friendly option.