

Enterprise Design Starter Kit

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Enterprise
Design
Associates



00 Getting started

01 Stack

02 Scan

03 Scenario

04 Sprint

05 System

00 Getting started

Thank you for downloading the Enterprise Design Starter Kit. This is a sneak preview of the more comprehensive [Enterprise Design Framework](#), developed by [Enterprise Design Associates](#) over 10 years of professional practice with various organizations, and available to our network members.

The Starter Kit is designed to help you frame and unpack enterprise-level challenges with your peers, applying a design process in a collaborative and systemic fashion.

This Kit package are licensed under a Creative Commons [Creative Commons Attribution NonCommercial NoDerivatives 4.0 International](#) license: in short, you can use the Kit for your and your team's design work, with your peers and clients. You are not allowed to modify or re-distribute it, or make money from commercial use (such as selling the Kit, offering training or dedicated Enterprise Design consultancy based on the contents of the Kit).

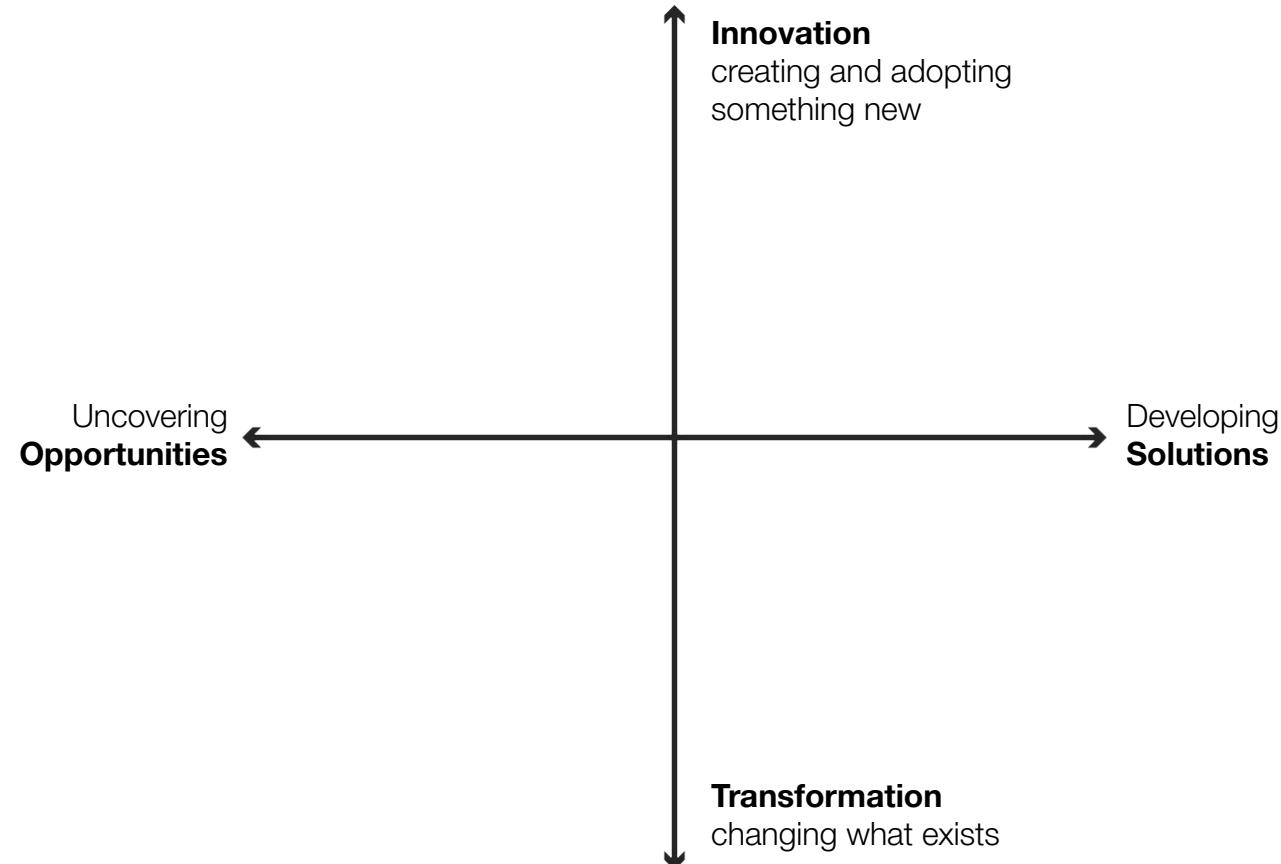
Enterprise Design is about enterprise-level innovation and transformation, by design.

Enterprises are complex systems, and need to constantly adapt to a changing environment by

- developing innovations and
- transforming what exists.

Enterprise Design helps with this by

- identifying opportunities and
- developing solutions.



Michael L. Tushman:
The Ambidextrous Organization
HBR 2004

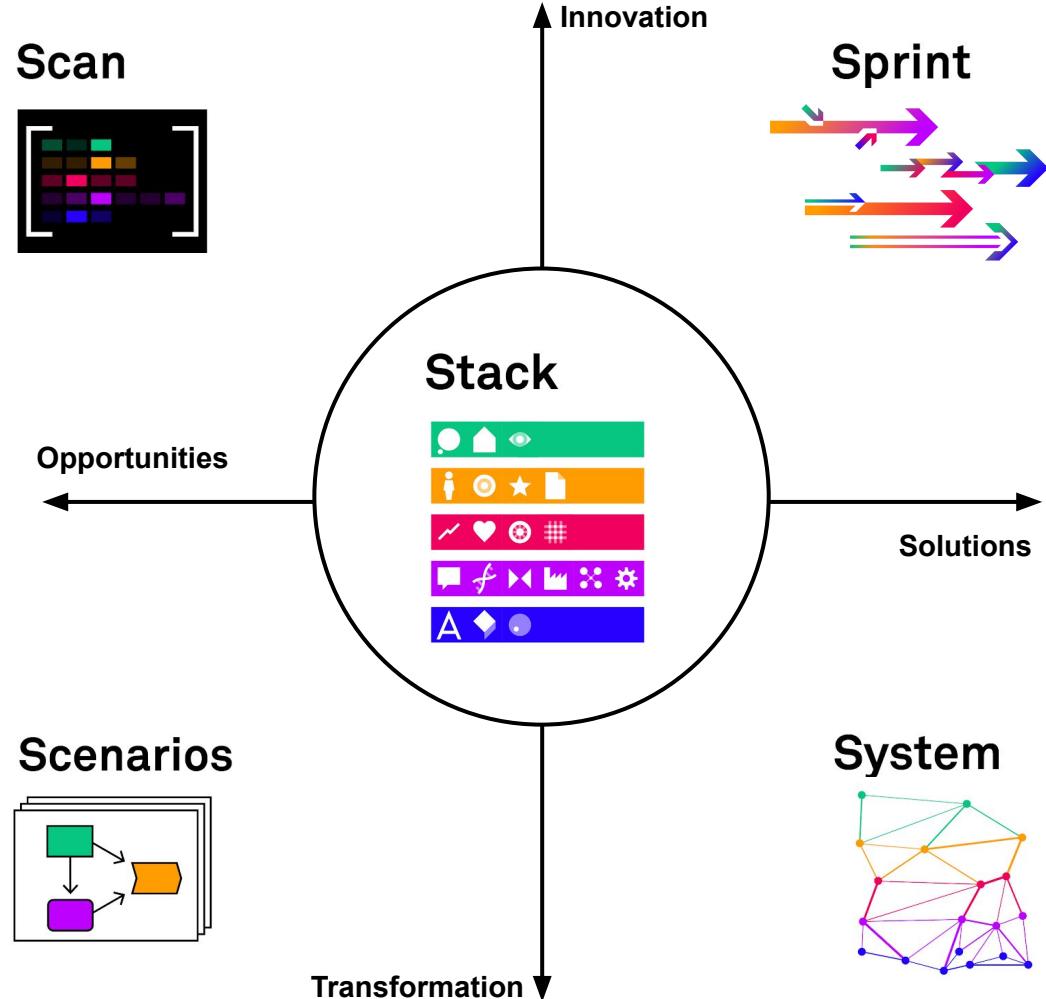
Roberto Verganti:
Design Driven Innovation
HBR 2009

Components

The Kit contains an entry level tool corresponding to each component of the [Enterprise Design Framework](#), allowing you to explore it together with your team or client.

The 5 components are

- Stack (a shared vocabulary)
- Scan (a research tool)
- Scenarios (a mapping language)
- Sprint (a workshop format)
- System (a tool for sharing & reuse)



Example Case

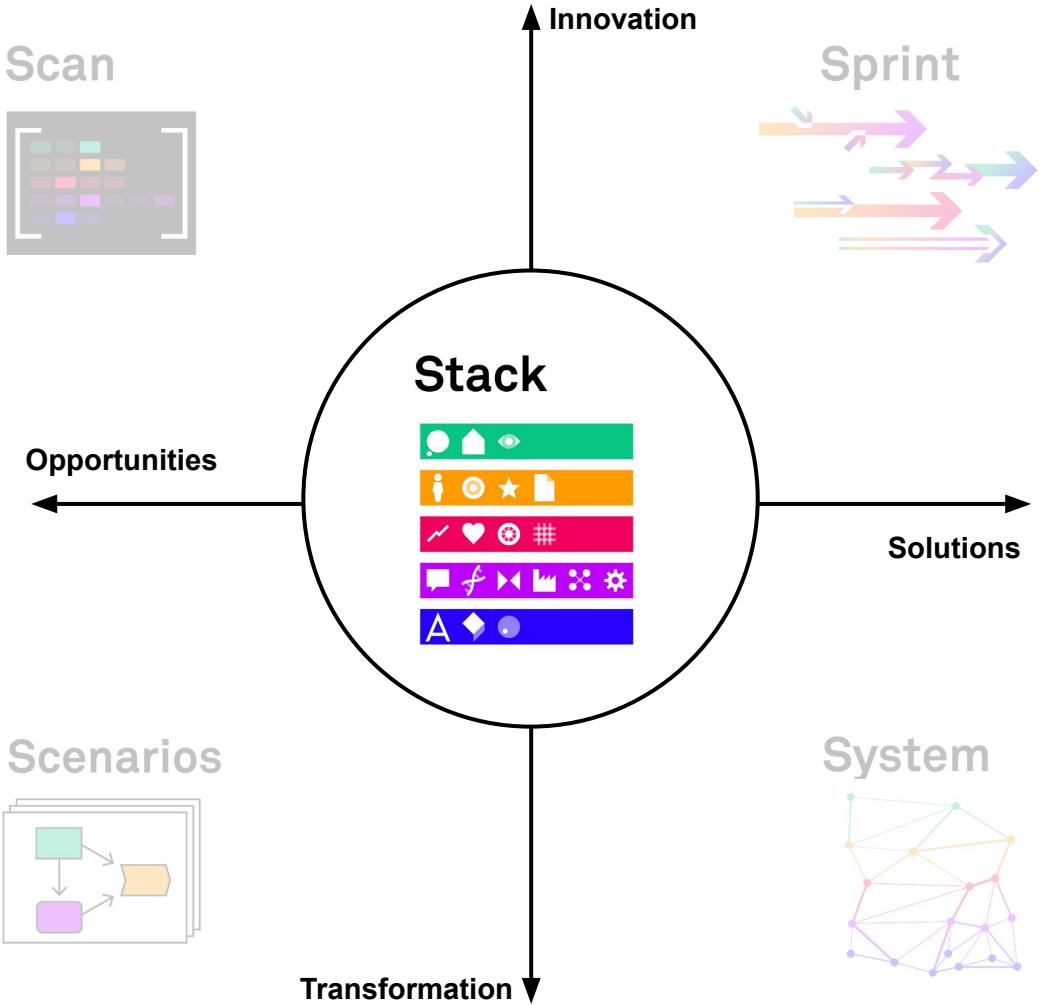


The Kit includes example content from a fictional model company, *Eduprise Ltd.*, to help you apply the different tools in your practice.

Since over 15 years, *Eduprise* is providing professional training to companies and public institutions. The company provides classroom training, both public courses for individual learners and custom in-house courses for entire teams. To deliver, they rely exclusively on external expert teachers from science and industry, working for *Eduprise* as freelancers.

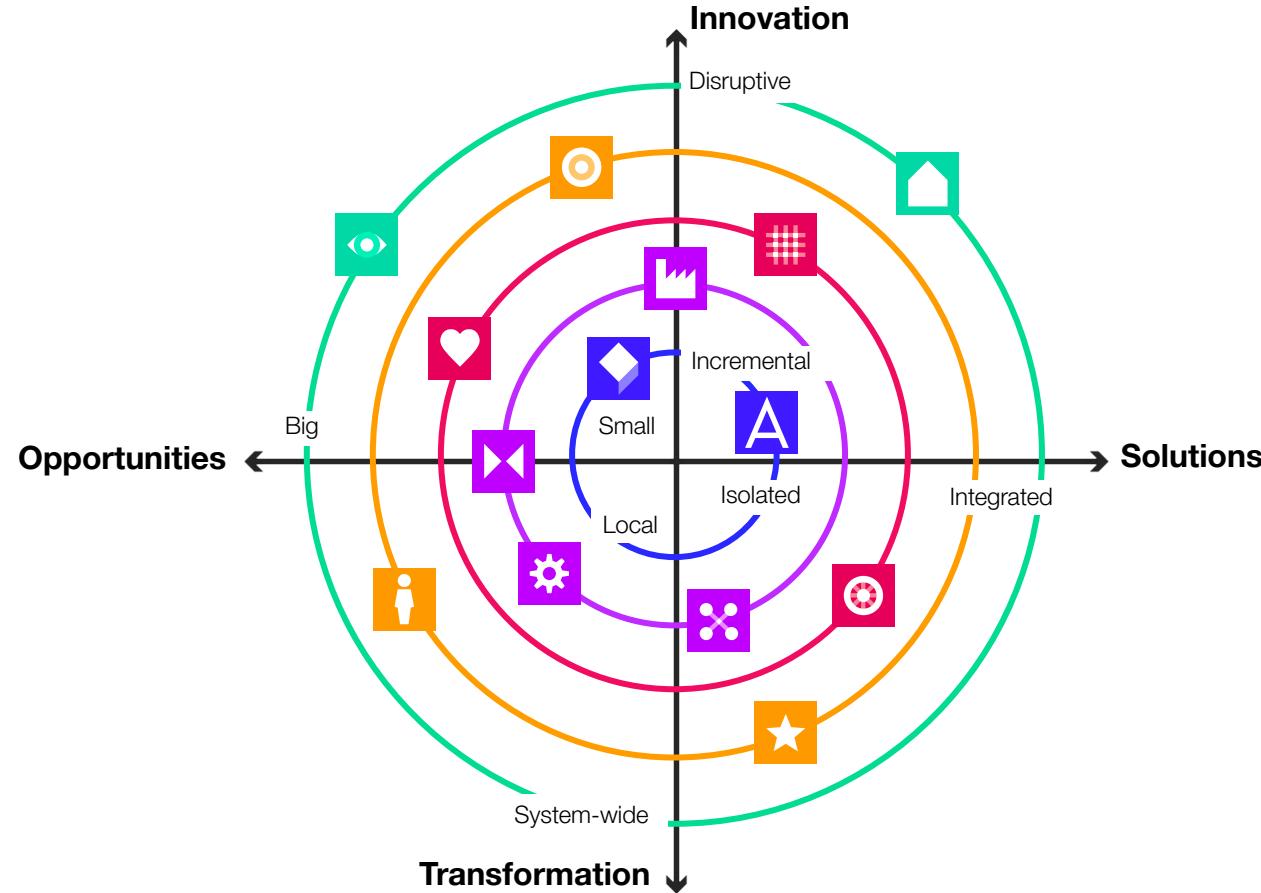
Over the last two years, subscription numbers and revenue have been in decline. The board therefore started an Enterprise Design program to embrace new forms of learning and compete with new entrants (such as digital MOOC providers), while building on the strengths of the existing business capabilities and customer relationships.

01 Stack



The **Enterprise Design Stack** helps navigating multiple concerns in complex systems.

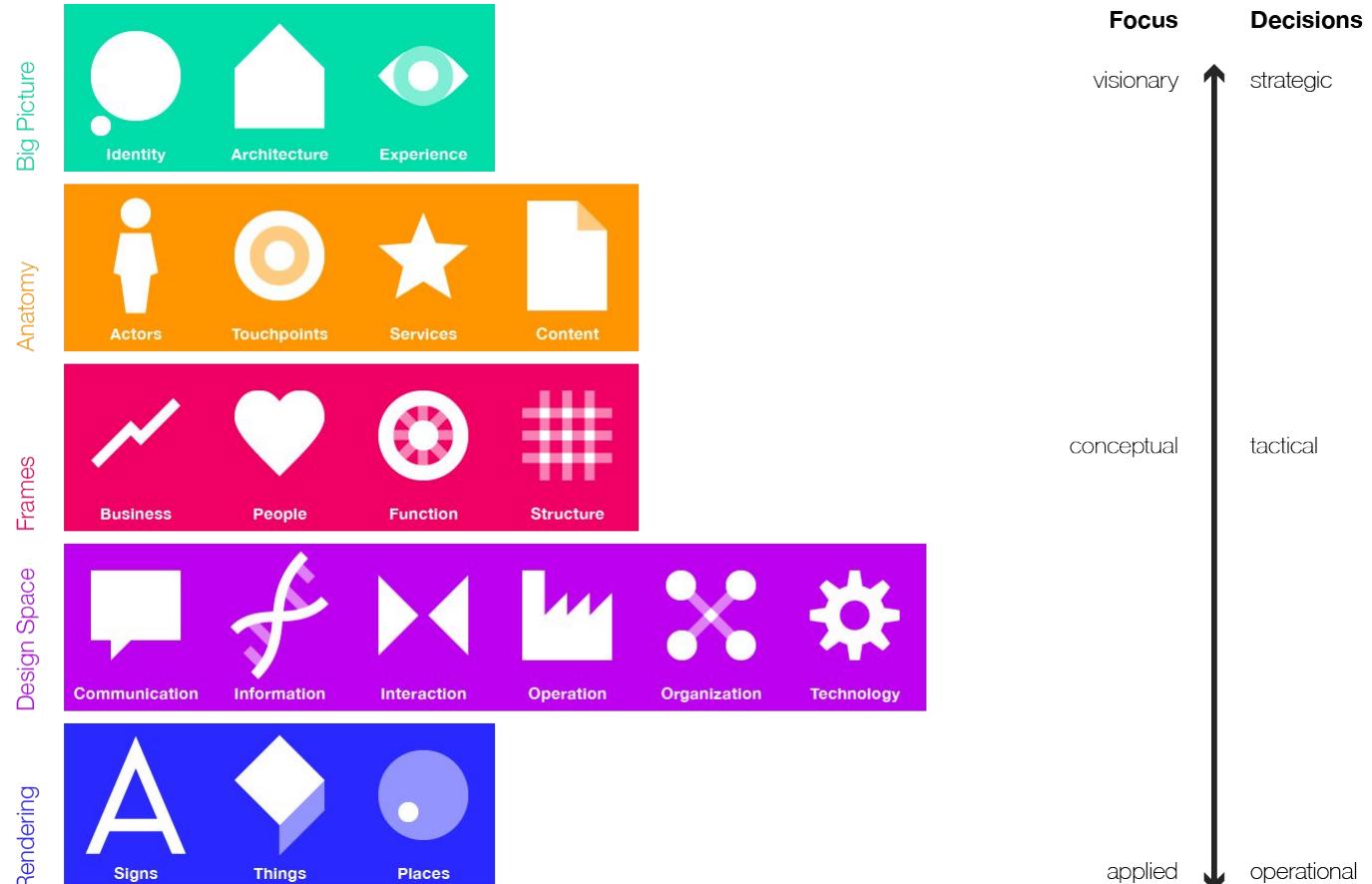
Across a spectrum from identifying opportunities to developing solutions for innovative and transformative endeavours, the Stack of 20 aspects helps bridging high-level *Big Picture* thinking with the tangible *Rendering* of the enterprise in daily reality. In between, conceptual aspects are used to make the links and translate between these extremes.



Enterprise Design Stack

As a conversation tool, the Stack continuously clarifies two critical design questions:

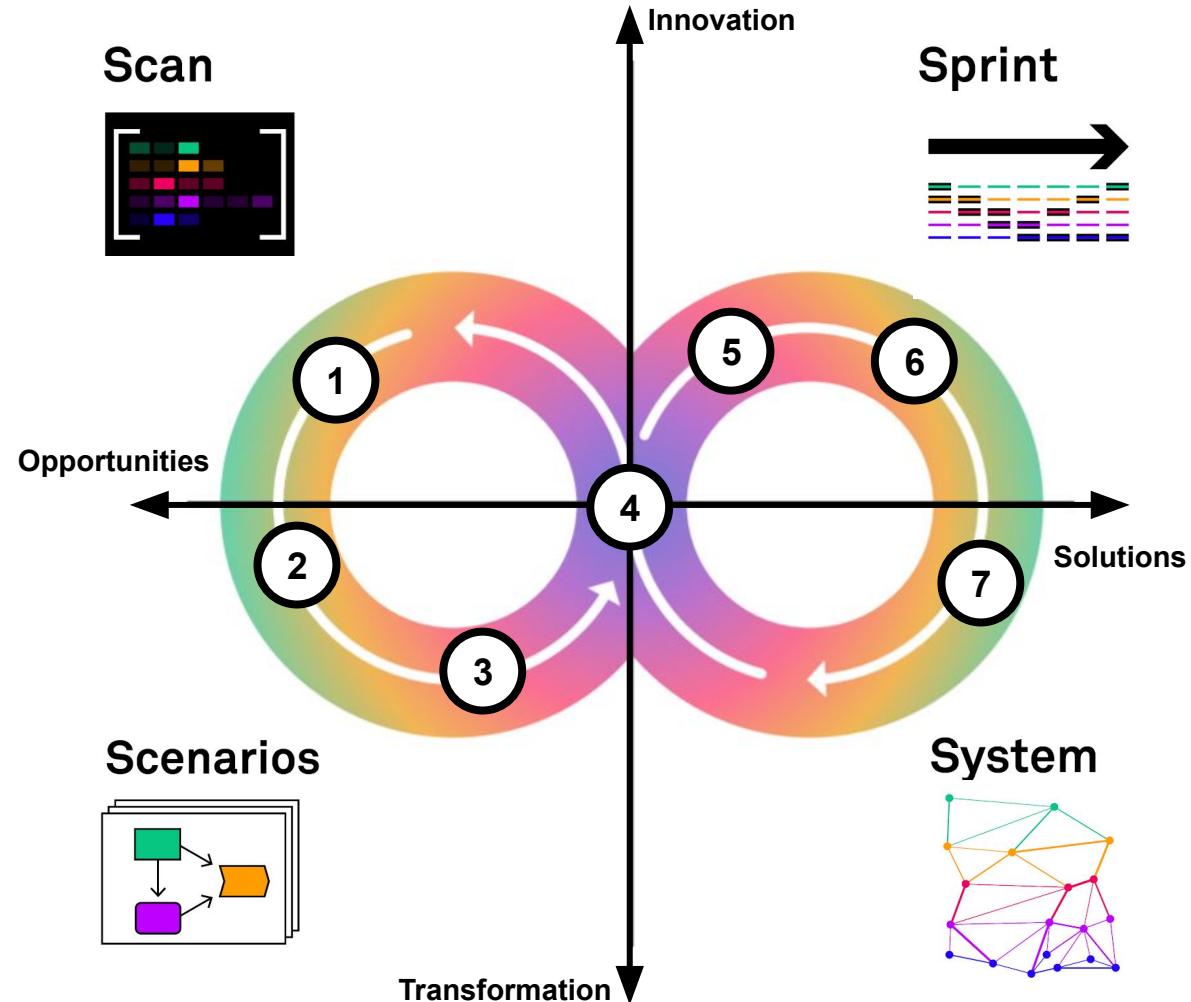
1. Bridge: from vision (Big Picture) to applied results (Rendering)
2. Focus aspects: specific attention points to be explored/resolved, others to be consciously set aside to decrease complexity.



Enterprise Design Approach

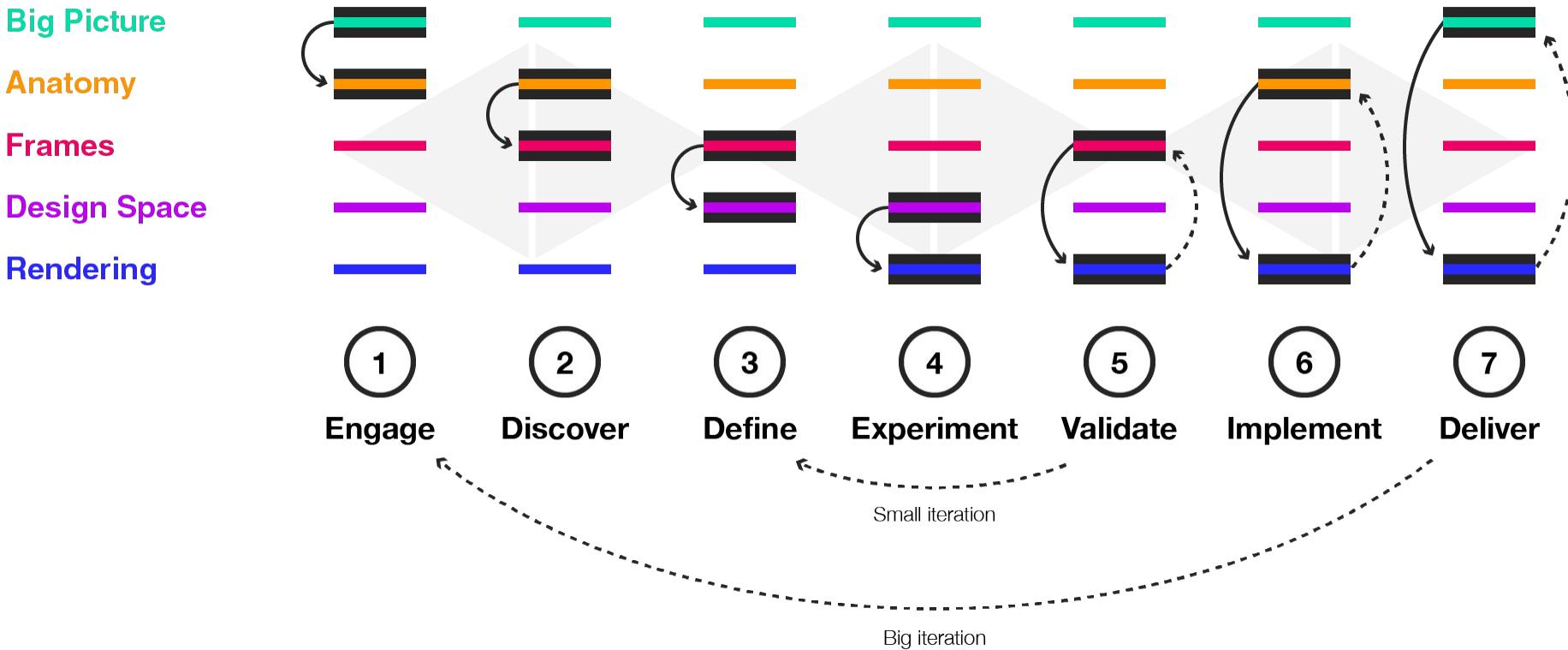
The Enterprise Design Framework uses the Stack as universal shared vocabulary. Each tool applies this vocabulary to be used according to the challenge and wider context of the whole enterprise.

The Enterprise Design approach follows 7 iterative steps of a typical design or design thinking process, to be applied in a fractal manner: from big initiatives to short workshops, we always go through these steps.



Enterprise Design Approach

An Enterprise Design Approach follows a typical design process, with the addition of the Stack as navigation aid. This provides a structure to bridge Big Picture intent with Rendering items, towards a coherent outcome.



Instructions

Goal

Understand the Stack layers and aspects, be able to use them to explore your challenges and opportunities.

Use it when

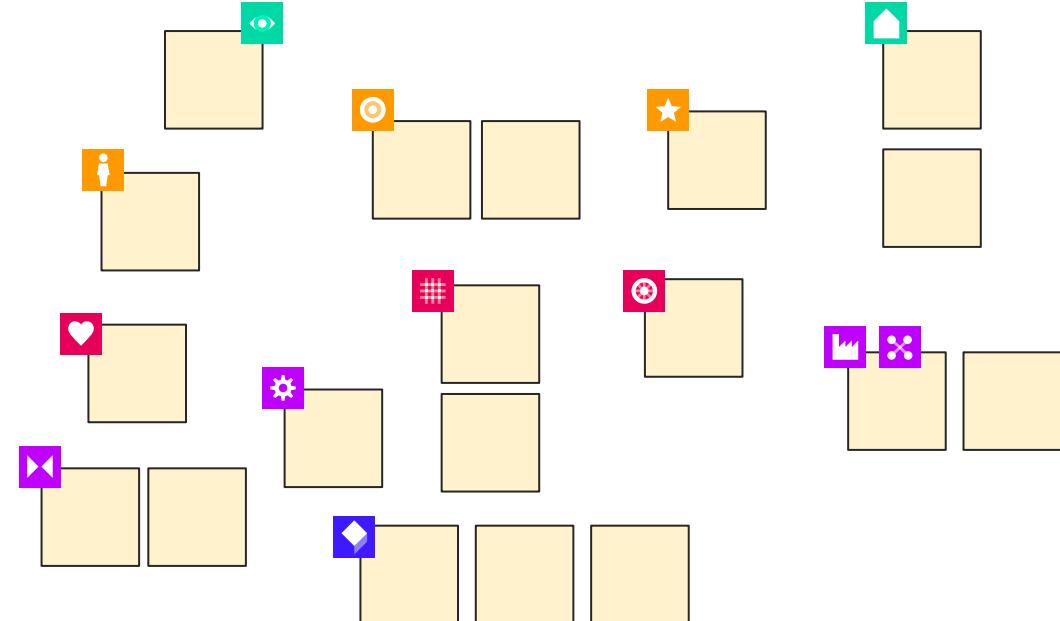
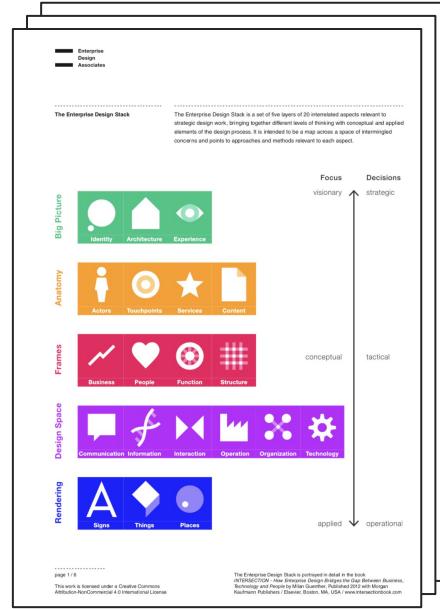
You want to consider which aspects to explore, discuss and prioritise, eg for selecting expert team members, stakeholders or techniques.

How to use it

Read through the Stack aspects. Consider if and how they apply as valuable perspectives for your challenge or initiative.

Materials: 01 Stack Reference.pdf

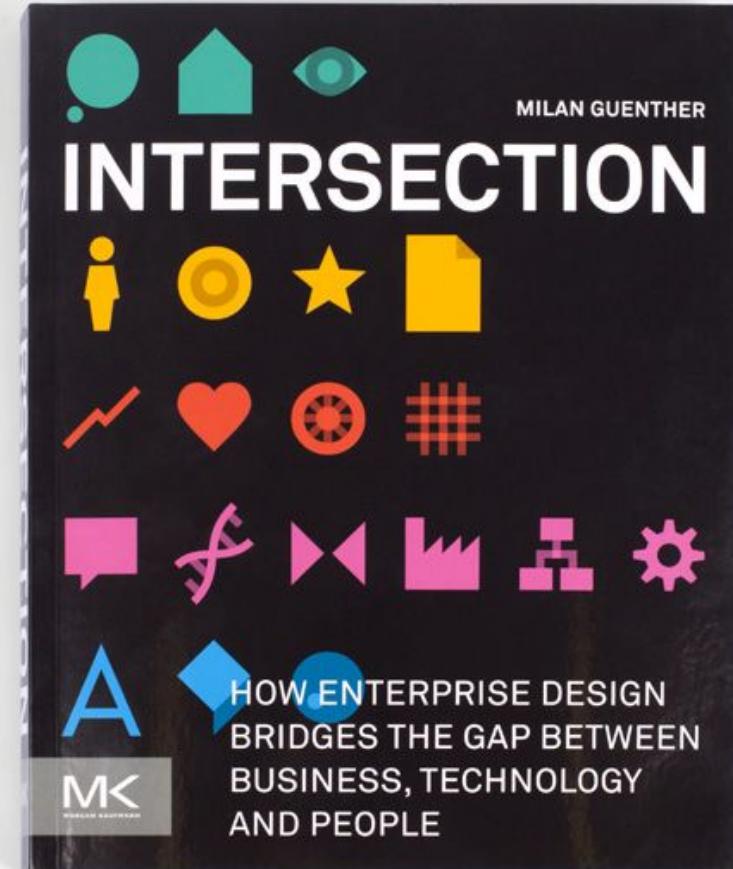
Use this document to get familiar with the Stack layers and aspects and apply them as perspectives when discussing Enterprise Design challenges with your team or peers.



Learn more

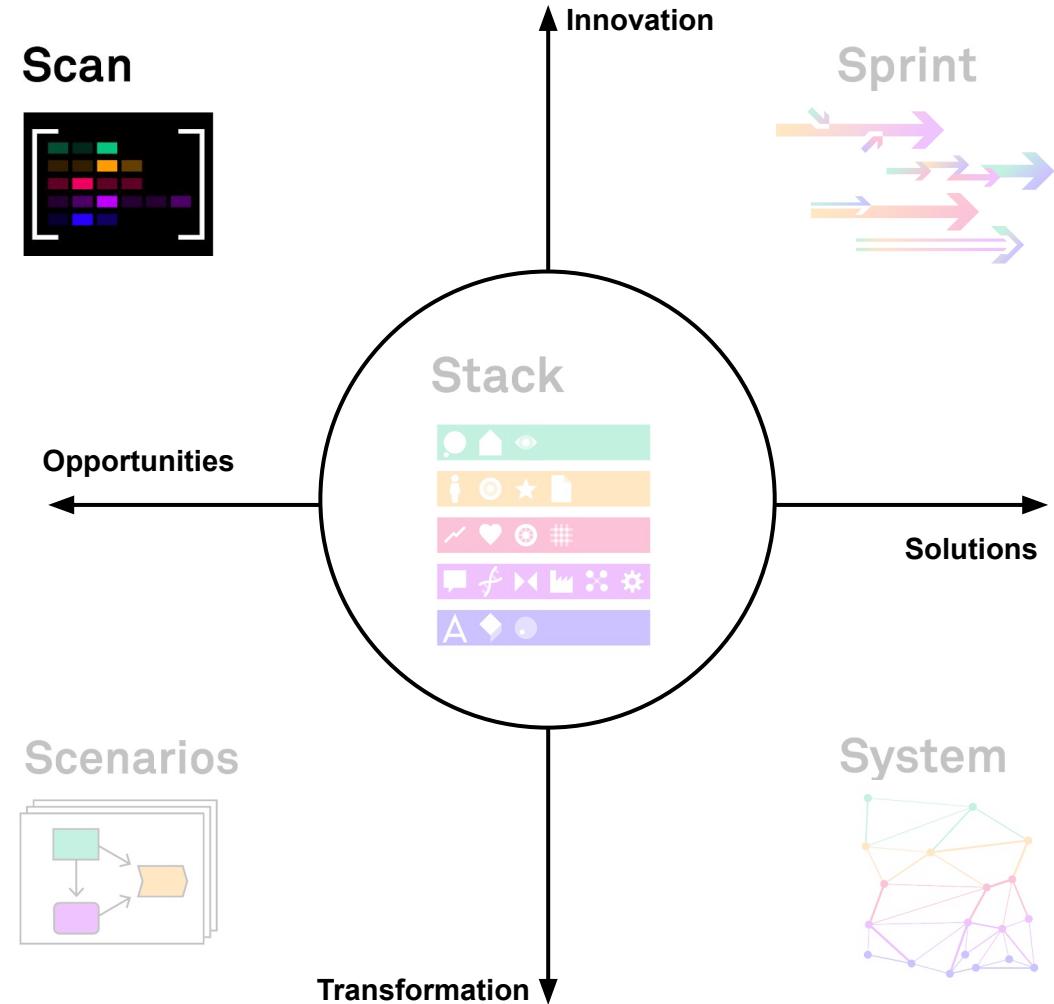
The Enterprise Design Framework and Stack is featured in our book *Intersection*, with detailed descriptions and case studies for each layer and aspect.

<http://intersectionbook.com>

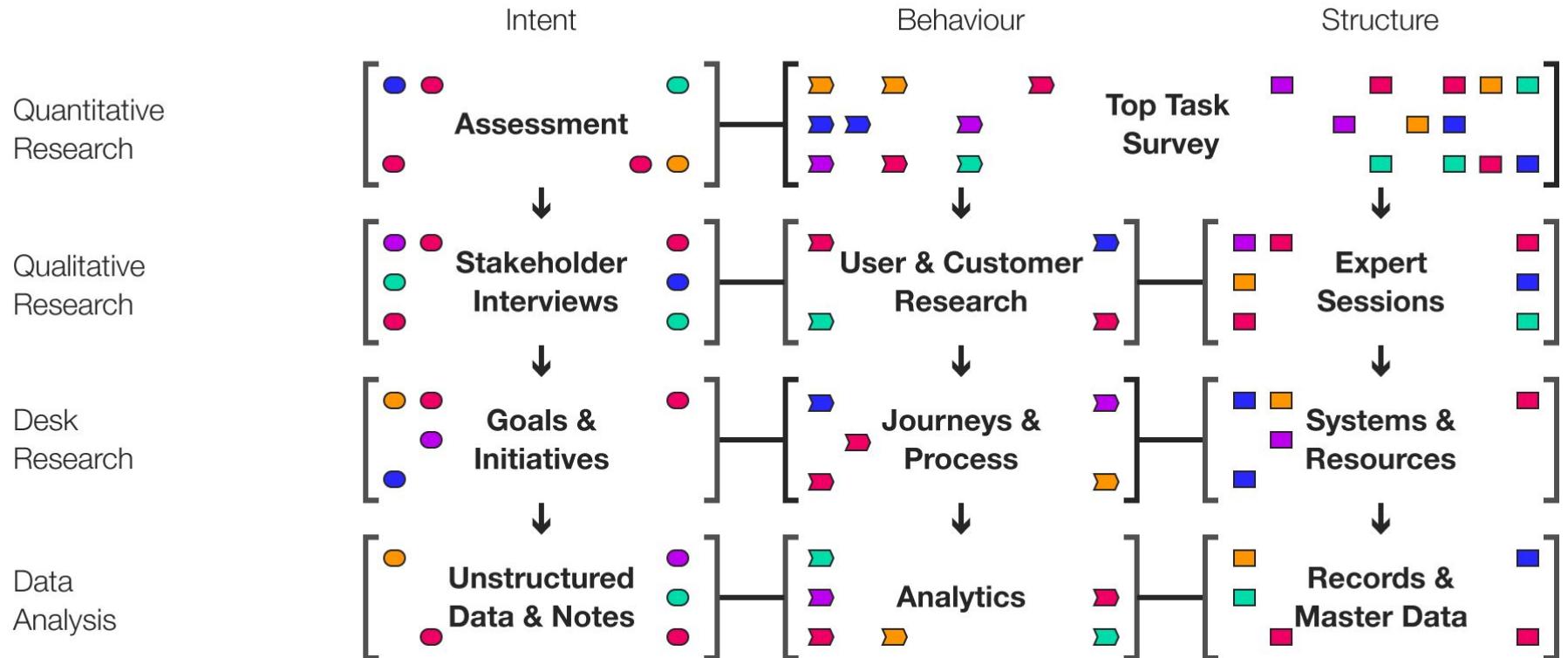


02 Scan

Apply a 360° research tool to reveal innovation opportunities from your ecosystem. Combine all data sources, ideas and insights into a comprehensive synthesis to drive your decision-making, blending different techniques for maximum insight.



The Enterprise Design **Scan** is a blend of research and analysis techniques.



02.01 Scan Interview

Goal

Carry out initial research with stakeholders to inform an Enterprise Design initiative and inform your choice of aspects to consider

Use it when

You want to inform your approach through conversations and insights

How to use it

- **Have conversations with stakeholders and take notes of their statements**
- **Collect “How Might We...?” statements for challenges that came up**
- **Reframe your challenge into a single statement**
- **Select 3-5 priority Stack aspects that came up in the conversation**

Materials: 02.01 Scan Interview.pdf

Front: conduct stakeholder interviews and frame Enterprise Design challenges

Back: highlight recurring aspects, and add key observations per aspects

Enterprise Design Scan

Stakeholder Interviews — Interview Sheet

Statements

How might we?

How might we... ?

How might we... ?

How might we... ?

How might we... ?

Challenge

We will (re)design ... for ... in a world where ...

Stack Aspects

- Big Picture
 - Identity
 - Architecture
 - Experience
- Anatomy
 - Actor
 - Touchpoints
 - Services
 - Content
- Frames
 - Business
 - People
 - Function
 - Structure
- Design Space
 - Communication
 - Information
 - Interaction
 - Operation
 - Organization
 - Technology
- Rendering
 - Signs
 - Things
 - Places

Enterprise Design Scan

Stakeholder Interviews — Results Evaluation Sheet

Stack aspects	Number of mentions	Count	Observations
Big Picture			
Identity			
Architecture			
Experience			
Anatomy			
Actor			
Touchpoints			
Services			
Content			
Frames			
Business			
People			
Function			
Structure			
Design Space			
Communication			
Information			
Interaction			
Operation			
Organization			
Technology			
Rendering			
Signs			
Things			
Places			

02.02 Scan Survey

Goal

Get an assessment of enterprise qualities through positive and negative statements from customers, managers and partners

Use it when

You want a high level direction of what matters to your audience members

How to use it

- **Distribute the survey sheet (Page 1) to customers, managers and partners**
- **Count the votes per aspect (positive, negative and overall number)**
- **Calculate the sentiment: per aspect, subtract negative from positive votes**
- **Fill in the summary sheet per audience group**

Materials: 02.02 Scan Survey.pdf

Page 1: Survey sheet

Page 2: Criteria, positive and negative statements per Stack aspect

Page 3: Evaluation sheet

Page 4: Evaluation summary

Assessment Survey

You are: Customer Employee Manager

Select the most important statements. Choose up to 5.

- Create patient well-being is better
- Create well-being for the customer
- Create well-being for the employee
- Create well-being for the manager
- Create well-being for the culture
- Create well-being for the organization
- Create well-being for the product
- Create well-being for the service
- Create well-being for the system
- Create well-being for the brand
- Create well-being for the people
- Create well-being for the environment
- Create well-being for the technology
- Create well-being for the design
- Create well-being for the place
- Create well-being for the process
- Create well-being for the culture
- Create well-being for the organization
- Create well-being for the product
- Create well-being for the service
- Create well-being for the system
- Create well-being for the brand
- Create well-being for the people
- Create well-being for the environment
- Create well-being for the technology
- Create well-being for the design
- Create well-being for the place
- Create well-being for the process

Enterprise Design Scan
Assessment Survey Criteria and Statements

Stack aspects	Negative	Positive
Big Picture		
Identity	A clear shared sense of purpose	Clear what they do and stand for
Experience	Coherent brand image lived in culture	Consistent experience across touchpoints
Know-how	Commitment to people's lives	Contribution to people's lives
Assisting		
Actor	An understanding of the moving parts	A clear set of services with well-defined value add
Technologies	Good relationships with all key stakeholders	Value creation, staff and culture
Services	A clear set of services with well-defined value add	Balanced approach
Structure	Intuitive, easy to use	Values, hybrid service
Framing		
Business	Diversify new revenue product/service models	Novel and interesting offerings
People	Gets along in the people it addresses	Creates value
Technology	Information is well managed, structured and presented	Information is well managed, structured and presented
Structure	Clear domain focus, simple hierarchy	Clear domain focus, simple hierarchy
Design Space		
Communication	Easy to understand design	Easy to understand design
Information	Information is well managed, structured and presented	Clear messages, easy to talk to
Interaction	Information is hard to find or understand	Information is hard to find or understand
Opportunity	Information is hard to use	Creates more informative when need it
Organization	Well designed learning model and processes	Stays and retains
Technology	Well designed learning model and processes	Stays and retains
Rendering		
Sights	Good spatial design	Creates familiarity and belonging
Things	Great graphics, typography, interfaces	Great graphics, typography, interfaces
Places	Places are accessible to their users	Places are accessible to their users

Enterprise Design Scan
Assessment Survey Evaluation Sheet

Stack aspects	Negative	Positive	Vote count	Sentiment
Big Picture				
Identity	A clear shared sense of purpose	Clear what they do and stand for		
Experience	Coherent brand image lived in culture	Consistent experience across touchpoints		
Know-how	Commitment to people's lives	Contribution to people's lives		
Assisting				
Actor	An understanding of the moving parts	Good relationships with all key stakeholders		
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Services	A clear set of services with well-defined value add	Balanced approach		
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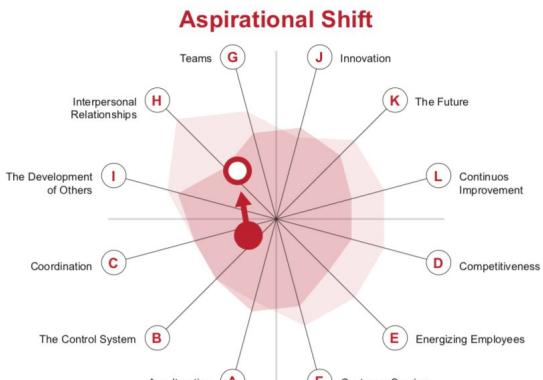
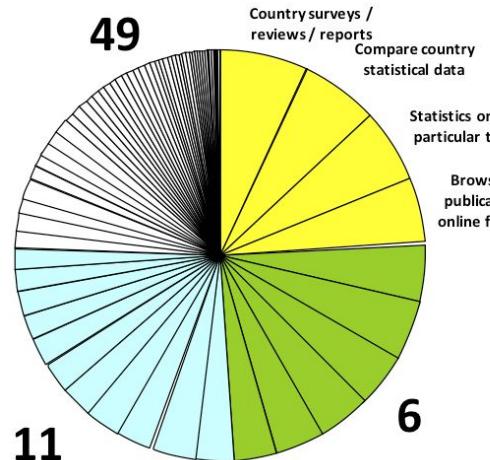
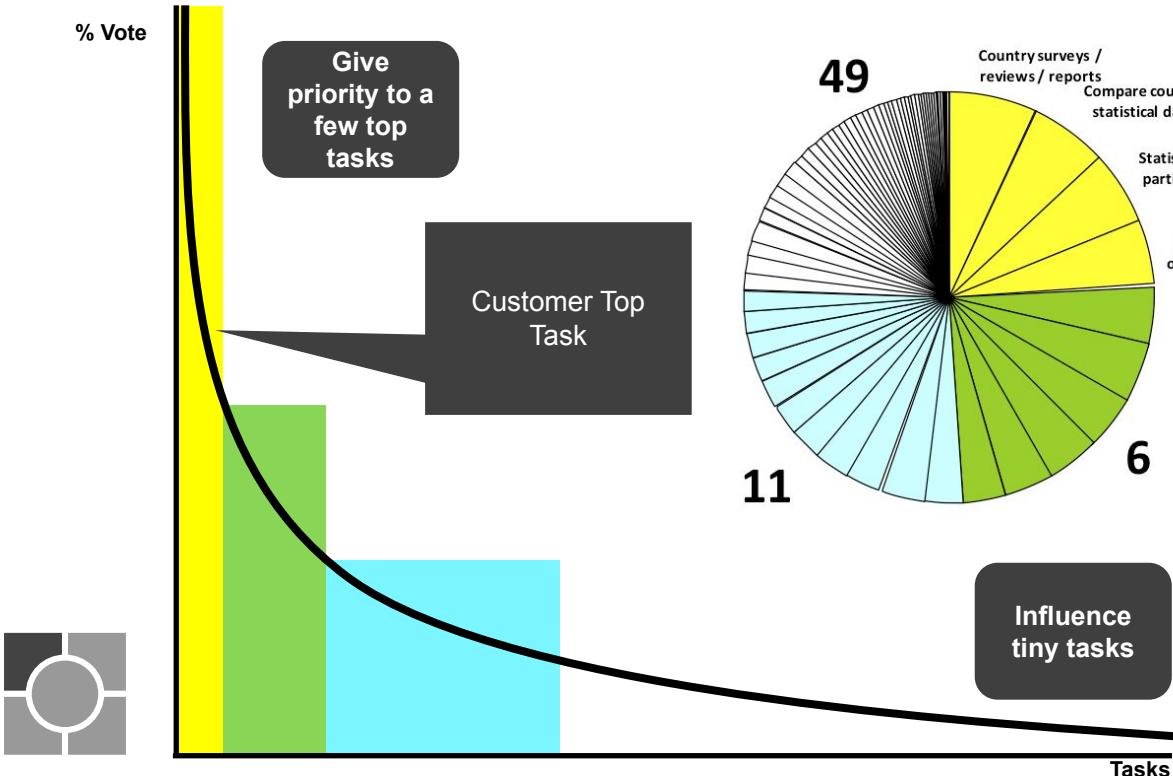
Enterprise Design Scan
Assessment Survey Evaluation Summary

Stack aspects	Criteria	Customers	Employees	Managers
Big Picture	A clear shared sense of purpose			
Identity	Universal brand image lived in culture			
Experience	Information is well managed, structured and presented			
Know-how	Commitment to people's lives			
Assisting				
Actor	An understanding of the moving parts			
Technologies	Good relationships with all key stakeholders			
Services	A clear set of services with well-defined value add			
Structure	Intuitive, easy to use			
Framing				
Business	Diversify new revenue product/service models			
People	Gets along in the people it addresses			
Technology	Information is well managed, structured and presented			
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Rendering				
Sights	Good spatial design			
Things	Great graphics, typography, interfaces			
Places	Places are accessible to their users			

The document *Eduprise Scan Survey Results.pdf* contains an example evaluation.

Learn more: 02.03 Scan Sheet.pdf

Running a full custom Enterprise Design Scan gives you the data evidence to prioritise and make design decisions with confidence. See this sheet for research insight sources or techniques, and get in touch to learn more.



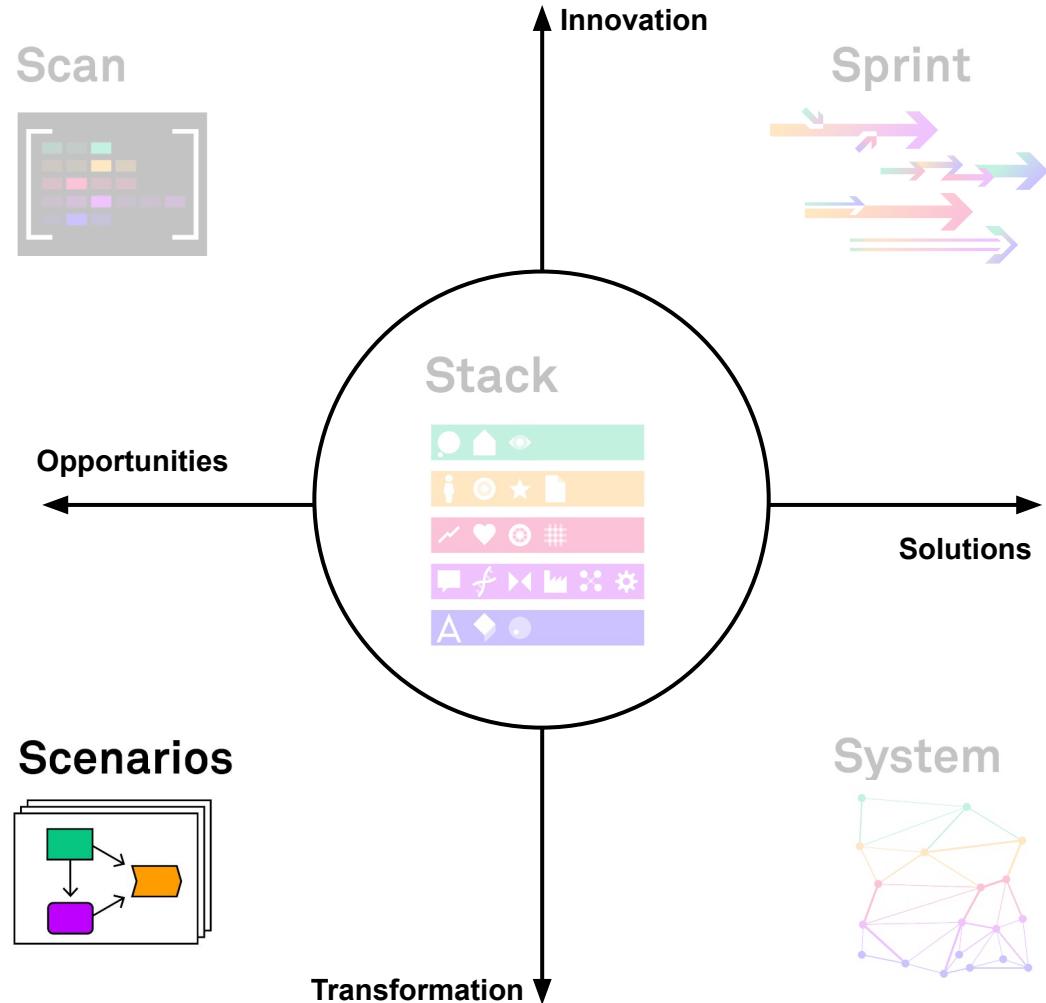
MOST TIME-CONSUMING ACTIVITIES



03 Scenario

Map out Customer Experience, Operating Model, Strategic Drivers and other relevant perspectives on your enterprise ecosystem and organization.

Translate, connect and make sense of all the pieces to create a shared view on the enterprise as a whole, identify opportunities and design transformations.



Instructions

Goal

Learn how to express your current/future Enterprise Design in visual maps and enable collaborative decision-making

Use it when

You want to map out your enterprise journey map in its current state, and work out an aspirational future state

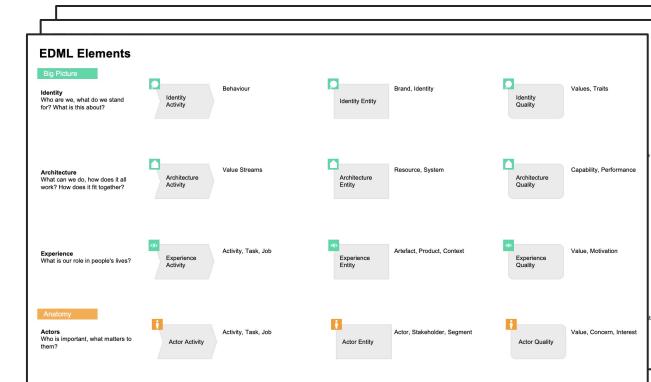
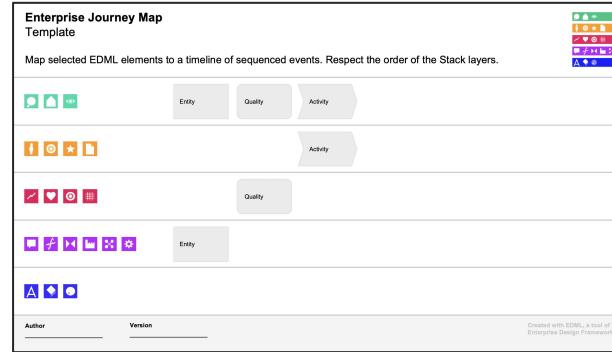
How to use it

- **Select a set of up to 5 aspects to relate to each other**
- **Add the aspect icons to the template in order of the Stack layers**
- **Express activities, entities and qualities along a shared timeline (a full reference is part of the template document)**

Materials: 03.01 Scenario EDML Template.pptx

The template document contains

- Language elements, relationships and Stack icons
- A full reference of EDML elements per Stack aspect



For workshop settings, use sticky notes with *03.02 Scenario Workshop Canvas A3.pdf*. The document *Eduprise EDML mappings.pptx* contains a set of example mappings to guide you when creating your own maps in EDML.

Enterprise Design Modelling Language (EDML) Elements

Vocabulary to express your Enterprise Design



Activity

Enterprise dynamics and behaviour:
Process, Task



Quality

Enterprise motivation and performance:
Goal, Value, State



Entity

Enterprise structure and assets:
Entity, Concept

By adding the Stack aspects and connecting elements using a set of simple relations, we can express a large variety of viewpoints and connect them through reuse and translations.

Stack Aspects to visualize key perspectives



Big Picture



Anatomy



Frames



Design Space



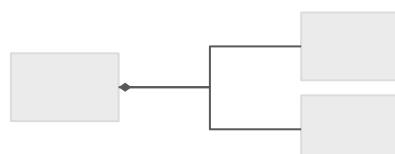
Relations to explore and trace the links



An element is related, connected or linked to another



Depicts a flow or sequence of behaviour from one element to another



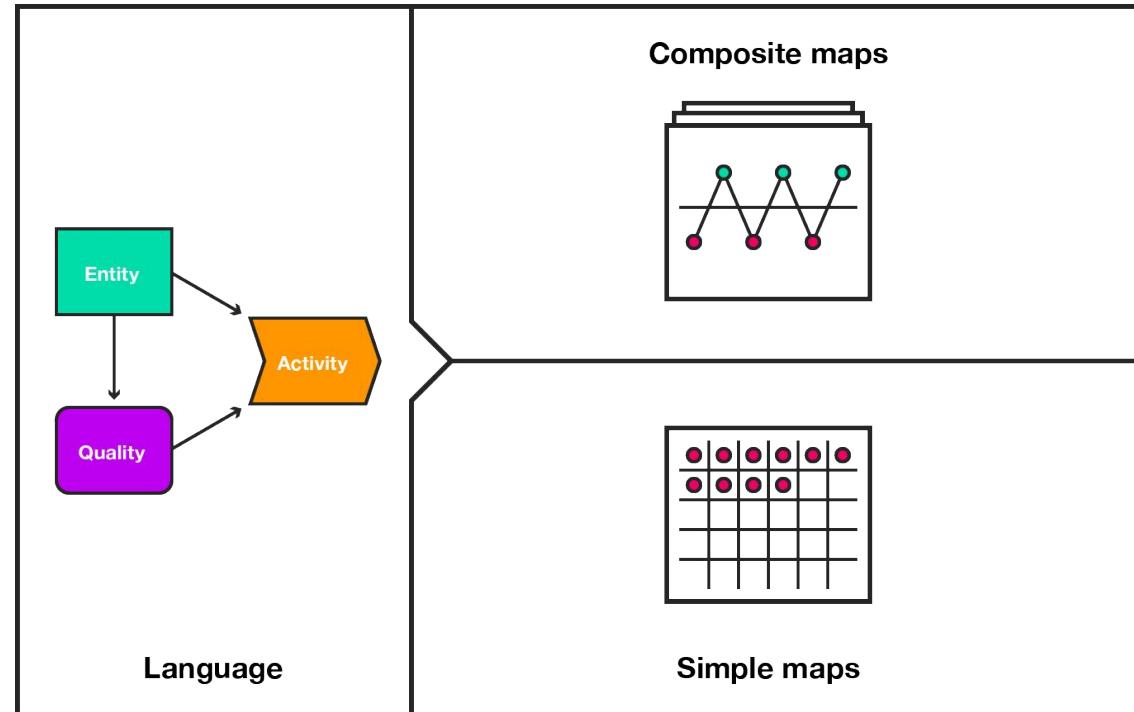
An element is composed of or aggregates other elements.

Learn more: 03.03 Scenarios EDML Sheet.pdf

Refer to this document for a reference of mappings and elements supported by EDML. It is designed as a common language to enable traceability using simple (single aspect) and composite (multiple aspects) mappings. Besides the usual office productivity tools, with QualiWare there is support for a repository based, collaborative enterprise modelling tool.

Typical topics for EDML mappings include

- Strategy, Products and Markets
- Customer Experience and Journeys
- Service Design and Delivery
- Business Models and Architecture
- Process Design and Operations
- Organization Design and Structure
- IT Systems and Applications
- Agile Development and Delivery

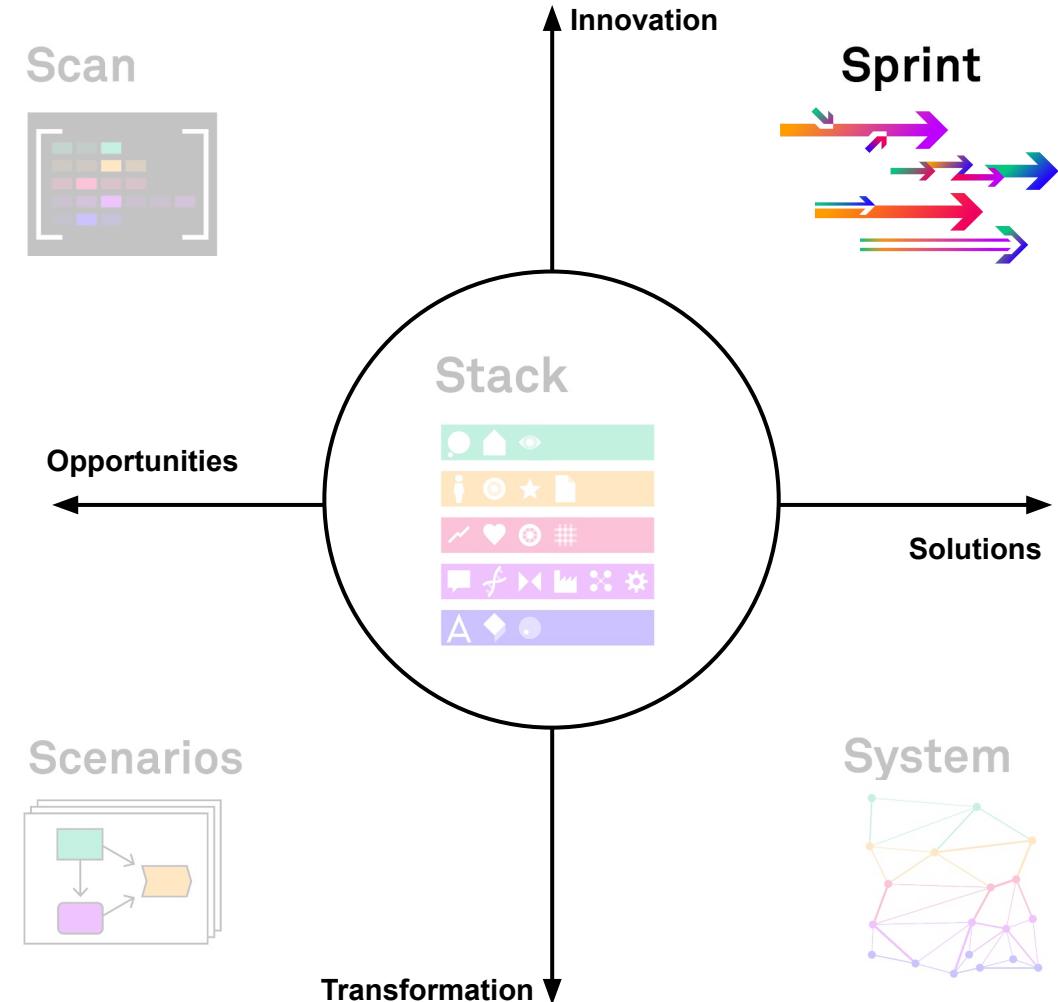


supported platforms



04 Sprint

Respond to priority challenges in record time. The Enterprise Design Sprint format makes GV-style Design Sprints from the agile startup world enterprise-compatible. Engage your stakeholders, identify strategic options, and rapidly co-design, test and build innovative solutions. Compress weeks of work into just a few days.



Instructions

Goal

Understand how to run an Enterprise Design Sprint workshop, try it out with peers in a short time frame

Use it when

You want to go through an Enterprise Design Sprint process exercise with your team, client, stakeholder community or peers

How to use it

- **Follow the instructions on the canvas (takes about 3-4 hours to complete)**
- **Select relevant Stack aspects as you go along**
- **Pin the results to the wall and discuss your Sprint exercise results**

Instructions (Details)

Write your name into the “Designer” box.

- 1** Engage: Find a partner (your client), and run a briefing interview with them (you’re designing for them). Formulate the challenge.
- 2** Discover: switch partners to find your customer.
Interview them and formulate How might we...? statements
- 3** Define: reflecting these challenges and insights, use the EDML vocabulary to map the current state of your enterprise, and a desired target state. Find a new partner (your peer designer) to get feedback on your concept
- 4** Experiment: draw 6 ideas (Renderings) representing the new enterprise
- 5** Validate: go back to your customer for feedback, then to your client.
- 6** Implement: make a blueprint to define front-stage and back-stage activities
- 7** Deliver: choose a Twitter handle, formulate your first Tweet and draw a picture

Materials: 04.01 Sprint Canvas A3.pdf

Enterprise Design Sprint

Big Picture

Anatomy

Frames

Design Space

Rendering

www.enterprisedesign.it

1. Engage 0:15
Get started build a team, develop a vision, and define the challenge.

2. Discover 0:15
Understand the enterprise: meet your audience and explore the problem space

3. Define 0:20
Capture the status quo > envision the future: make models

4. Experiment 0:10
Develop options: get inspired, note and sketch ideas, and make the future enterprise space

5. Validate 0:20
Test and tweak your design: make prototypes, challenge assumptions, and gather feedback

6. Implement 0:20
Make it happen: plan the execution of your design, document and explain

7. Deliver 0:05
Launch your new enterprise: communicate, manage the transition, evaluate impact.

Sketches

Idea 1	Idea 2	Idea 3
Idea 4	Idea 5	Idea 6

Customer feedback

Client feedback

Blueprint

Discuss your blueprints

Your first tweet

Choose your Twitter handle

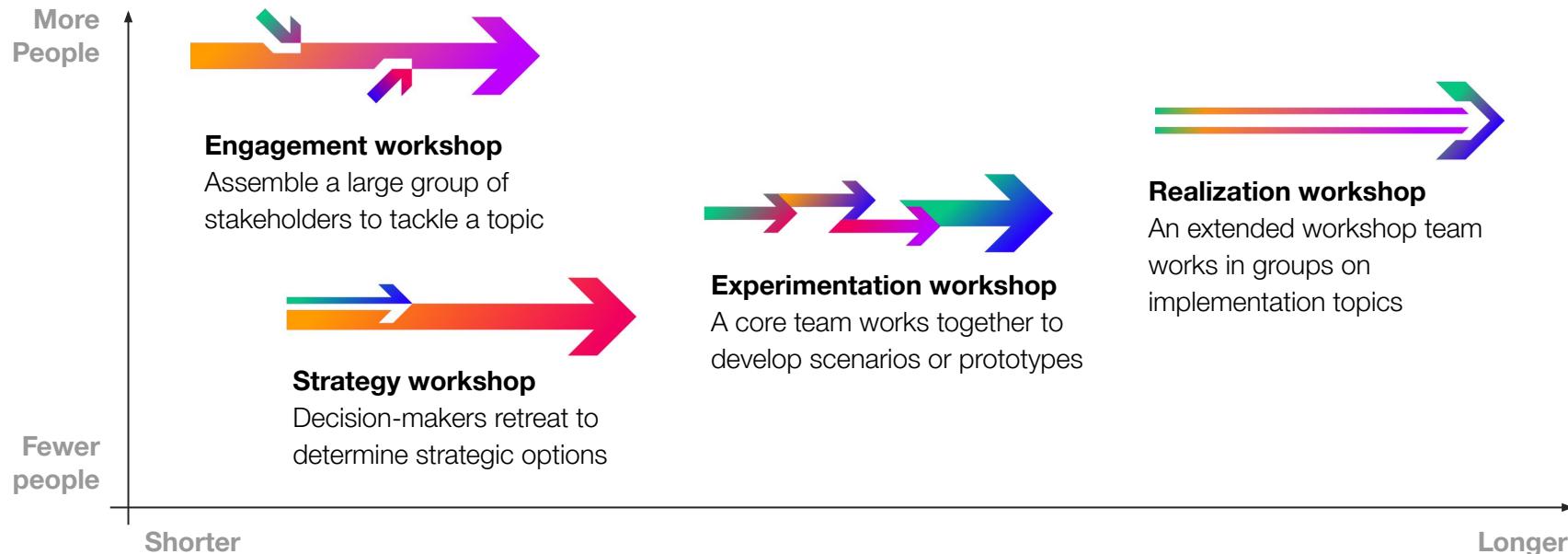
Write your first tweet. As op it won't

#enterprisedesign @ent_des www.enterprisedesignprint.com www.enterprisedesign.io

Learn more: [04.02 Sprint Sheet.pdf](#)

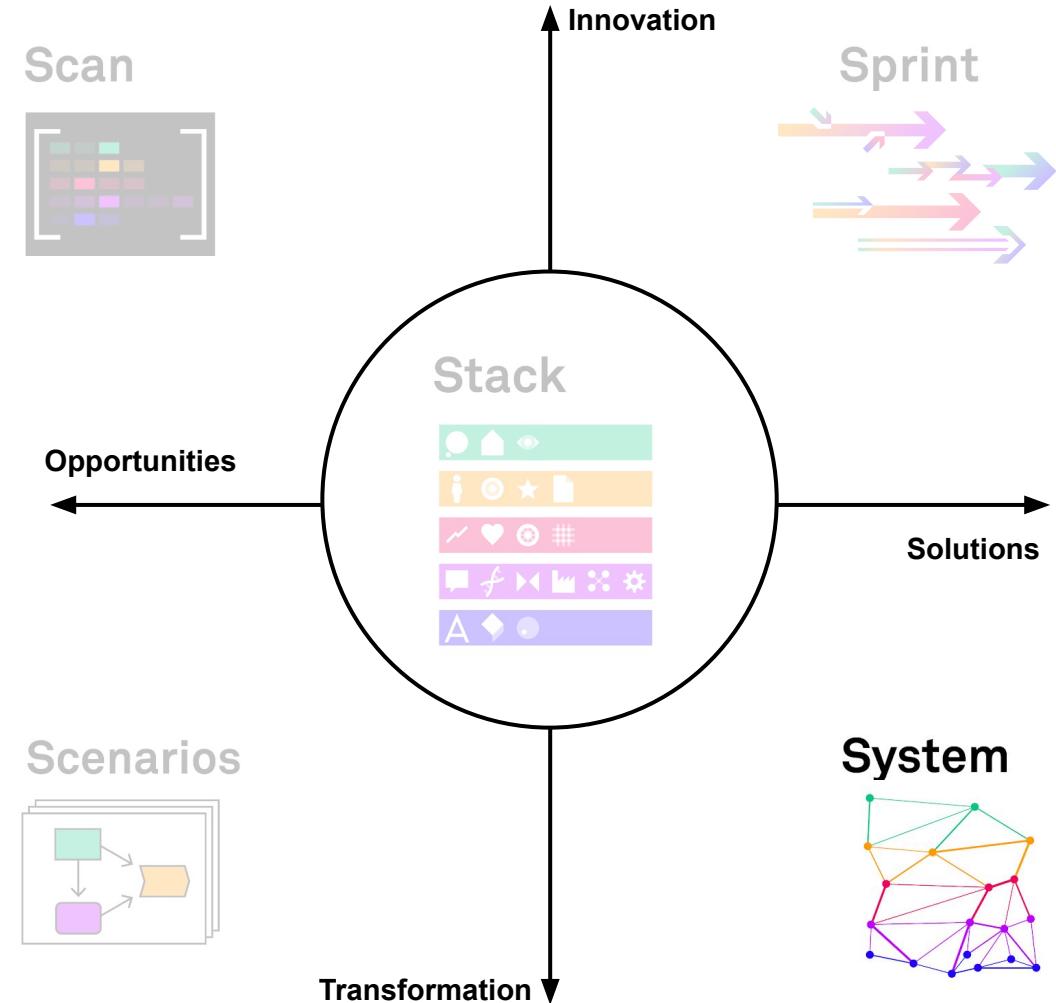
We developed a set of Enterprise Design Sprint Flavours to adapt GV's original Design Sprint Methodology to environments facing enterprise and market complexity. Each configuration is adapted to a specific situation teams in an enterprise environment are often confronted with. Refer to this document for an overview of Sprint flavours and agenda items.

For more on this, see our [Talk at Interaction18](#). We are also offering a [Certified Enterprise Design Sprint Master](#) training.



05 System

Enable your teams across the enterprise to self-organize and make better design decisions faster, through a system of established practices and readymade building blocks. Deliver a coherent, integrated set of solutions across the experience of your customers, and achieve transformation at scale involving all key stakeholders.



Instructions

Goal

Understand the rationale of establishing a universal system for Enterprise Design

Use it when

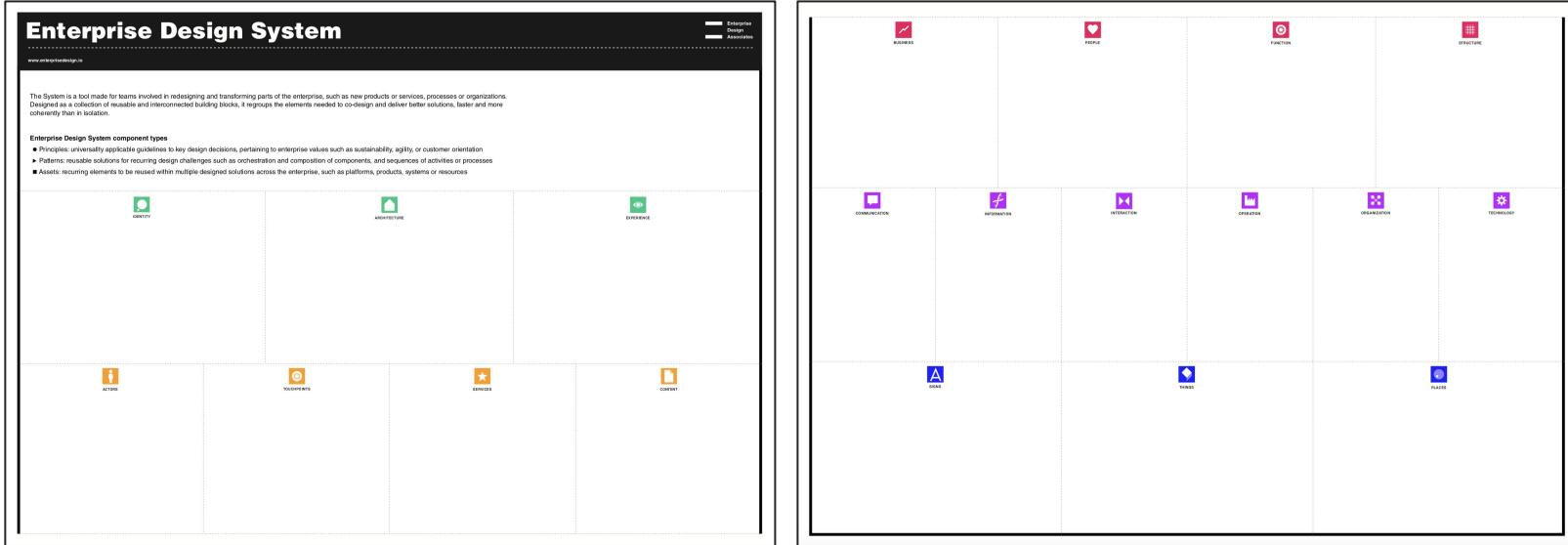
You want multiple teams to work towards a shared idea or vision, and therefore start an inventory of reusable elements

How to use it

For each Stack aspect, list

- universally applicable principles
- ▶ repeating patterns, and
- reusable assets

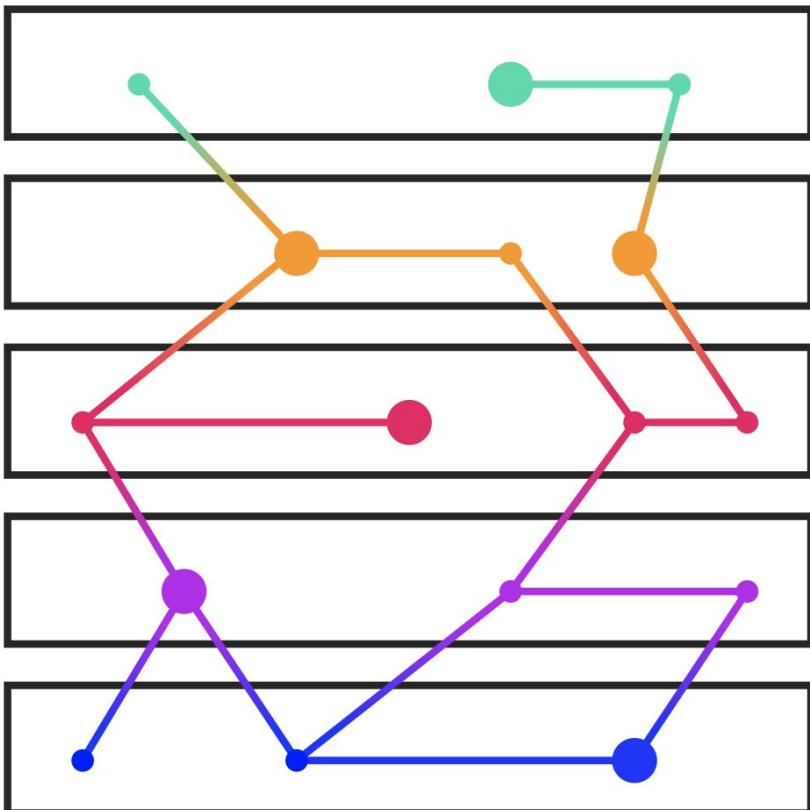
Materials: 05.01 System Canvas A3.pdf



Learn more: *05.02 System Sheet.pdf*

A full Enterprise Design System is a product designed for teams doing Enterprise Design work across the organization.

This sheet contains an overview of principles, patterns and assets that form a part of such a system (depending on your choice of priority Stack aspects, and digital systems typically present in enterprises that form part of the wider system landscape).



About **Enterprise Design Associates**

We are a global network of Enterprise Designers. We work with enterprises of all shapes and sizes on *innovation and transformation by design*.

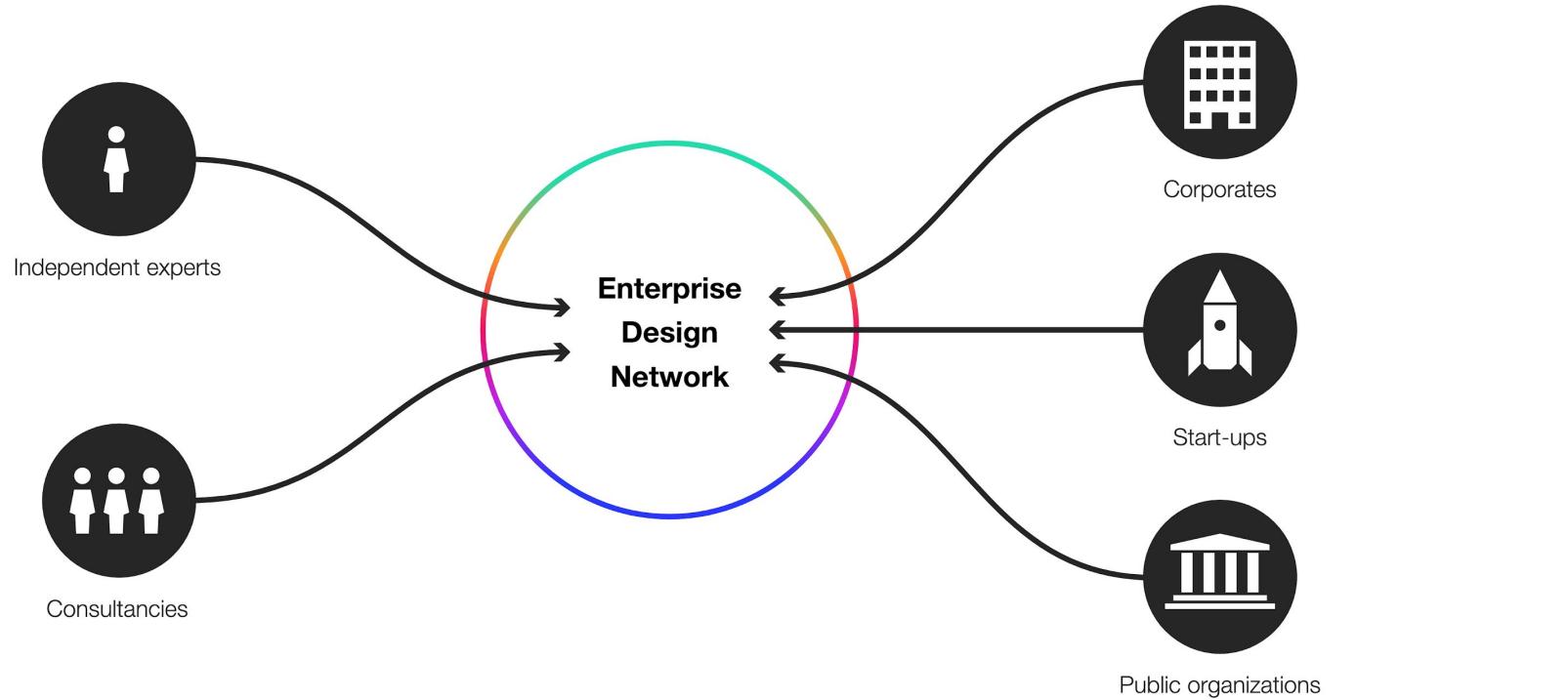
The logo consists of three horizontal bars of increasing length from left to right. The first bar is the shortest, the second is of medium length, and the third is the longest.

**Enterprise
Design
Associates**

Enterprise Design **Associates**

An expert pool of Design Partners. a hand-picked cast of independent experts and niche consultancies, supporting Enterprise Design initiatives.

A peer network of Enterprise Leaders pioneer Enterprise Design within organizations, facilitate adoption and run initiatives.



**Enterprise Design
Associates**

**Core Team
Partners
Enterprises**

**Join our
network**

Enterprise
Design
Associates



INTERSECTION19

Designing Enterprises for Better Futures

Conference
September, 17-18
Lisbon, Portugal



Videos from past editions & registration:

www.intersectionconf.com

Enterprise Design Certifying Courses

Level 0: One day seminar to get started, designed for
Product/Service/UX Designers and Business/Enterprise Architects



Level 1: Certified

Enterprise Design Sprint Master:

2 day course and Sprint practice mentoring



Level 2: Certified

Enterprise Design Practitioner:

6 week blended learning course



Level 3: Certified Advanced

Enterprise Design Practitioner

6 week blended learning course



enterprisedesign.io/learn-and-adopt/

enterprisedesign.io

hello@eda.cx

@ent_des

Please give us your feedback:

<https://forms.gle/npG4kLzaBVn6C7sv7>

