A good
warm-up
is everything!

HPI School of Design Thinking
Hasso-Plattner-Institut | Universität Potsdam

Welcome to

session #03

d.launchpad FastForward

Norman & Hendrik

Who we are ...

Hendrik & Norman

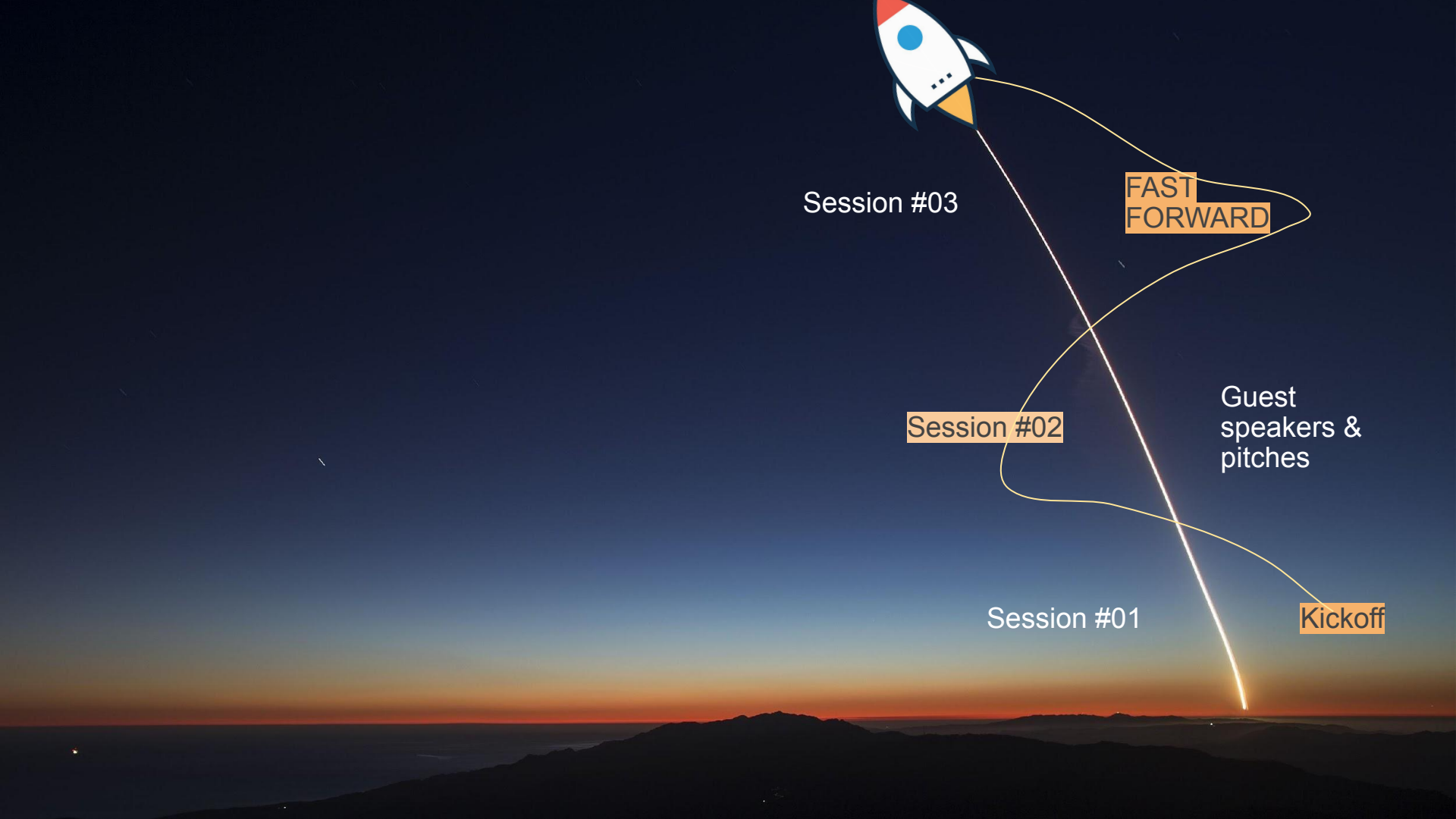
D-School Alumni 2018/2019

Participated in HPI business plan competition with “MeetInTheMiddle”

Founded the d-launchpad at D-School

d.launchpad

A growing community of d-school students, alumni & staff, who want to tackle real-world problems, develop innovate ideas further and aim at creating impact as successful entrepreneurs


Session #03
FAST FORWARD
Guest speakers & pitches
Session #02
Session #01
Kickoff

Our goal is to ...

Get you from idea to prototype in a day

Spread the lean startup spirit

Grow a community of makers & potential entrepreneurs

What's your goal for today?

2'

1. Collect your expectations on post-its
2. Stick them onto the whiteboard

What is a startup?

“A human institution designed to create a new product or service under conditions of **extreme uncertainty**” - Eric Ries

1. understand problem

2. solve problem

3.create impact

Happinezz rulez!

This workshop is a
prototpye! Bear with us.

TO GET TO KNOW

AND YOUR IDEA

SUSTAINABLE DEVELOPMENT GOALS

1 NO POVERTY

2 ZERO HUNGER

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

6 CLEAN WATER AND SANITATION

7 AFFORDABLE AND CLEAN ENERGY

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

14 LIFE BELOW WATER

15 LIFE ON LAND

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS

SUSTAINABLE DEVELOPMENT GOALS

LIFE'S A BITCH!

Present your startup idea

1'

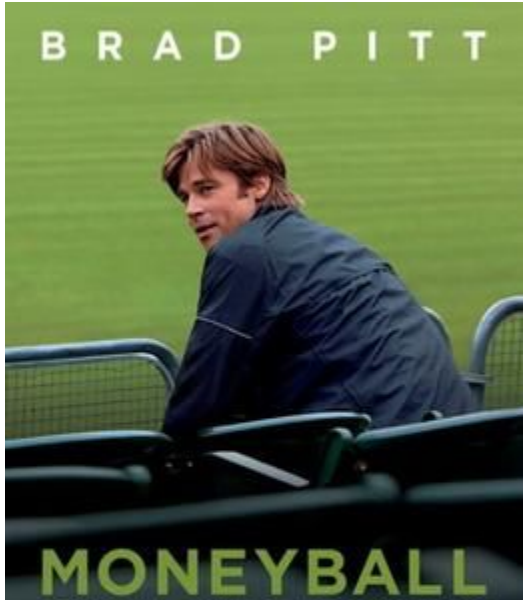
Choose!

5'

1. If you have no team decide on a challenge you would like to join
2. Form teams of equal size
3. Get together!

Team

Together Everyone Achieves More



Why starting as a team?

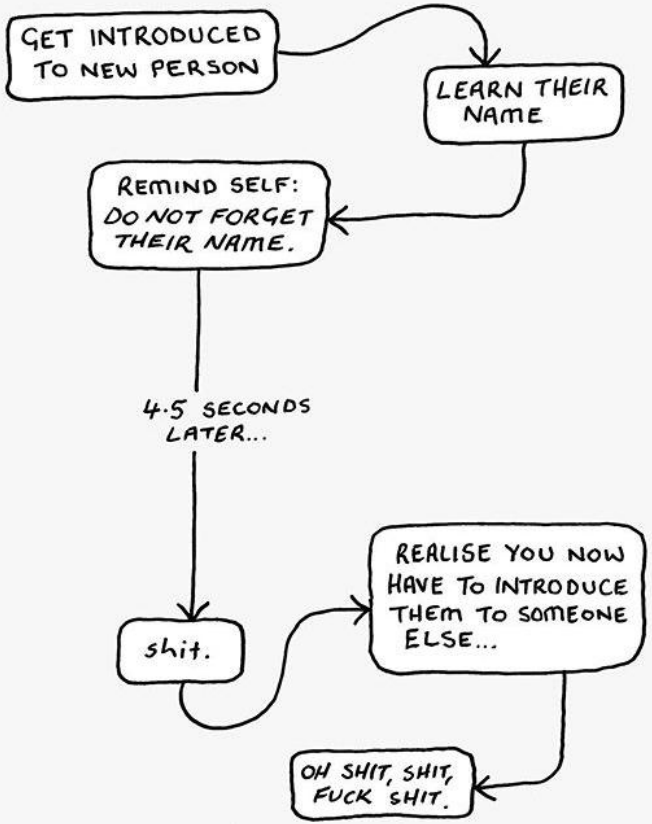
1. Starting a business is hard. Really hard!
2. Distribute the stress
3. Only a co-founder will understand what you are going through
4. Problem-solving can‘t be one-sided
5. Advisors are advisors, not partners
6. Split the early startup costs
7. Mitigate risk for investors

What makes startup teams thrive

- Stellar teams have diverse skillsets, soft & hard skills
- Shared entrepreneurial passion
- Shared strategic vision & goals
- Common purpose
- Empowering one another
- TRUST

It’s time to meet your team

MEETING NEW PEOPLE



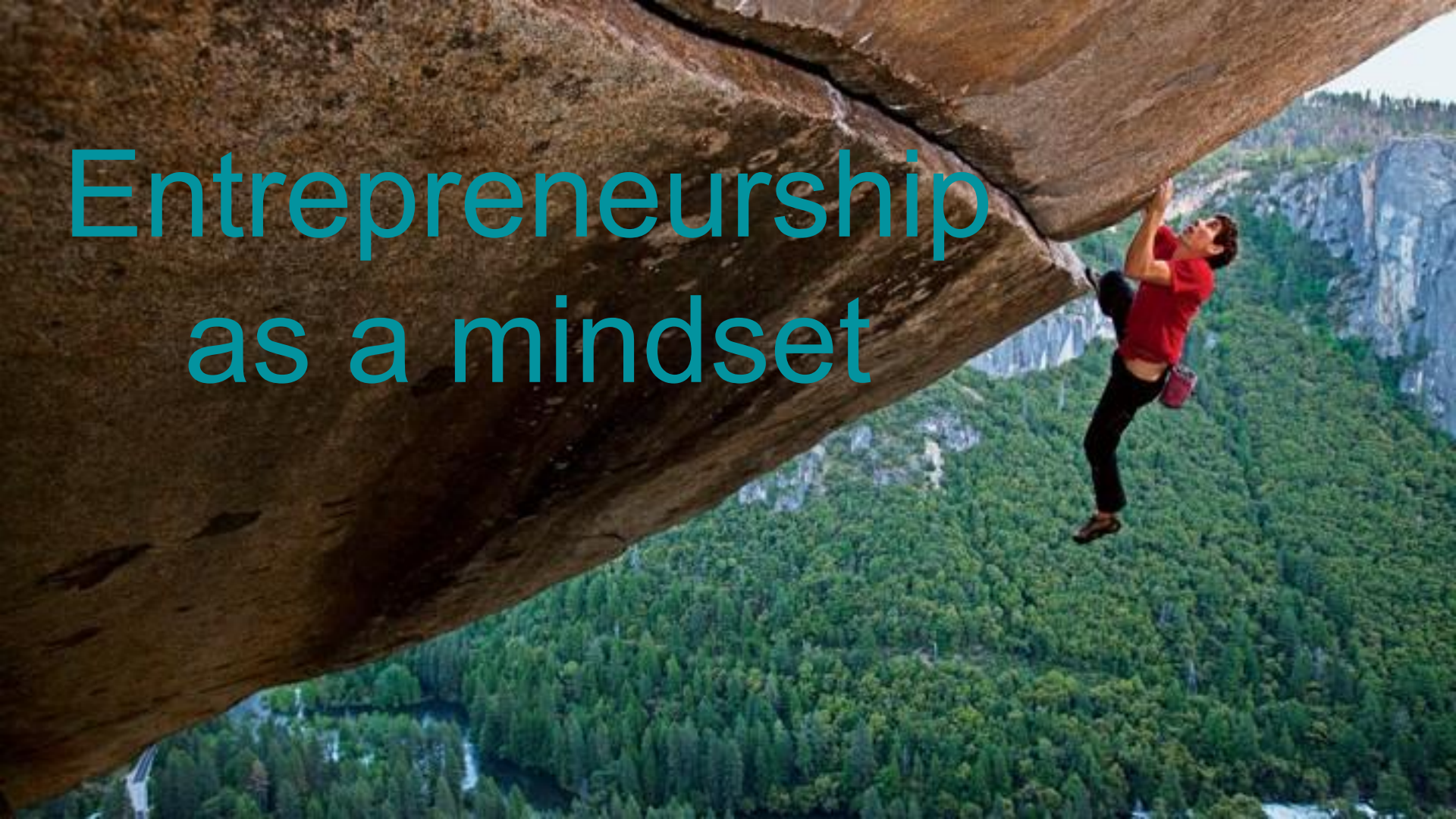
@instachaaz

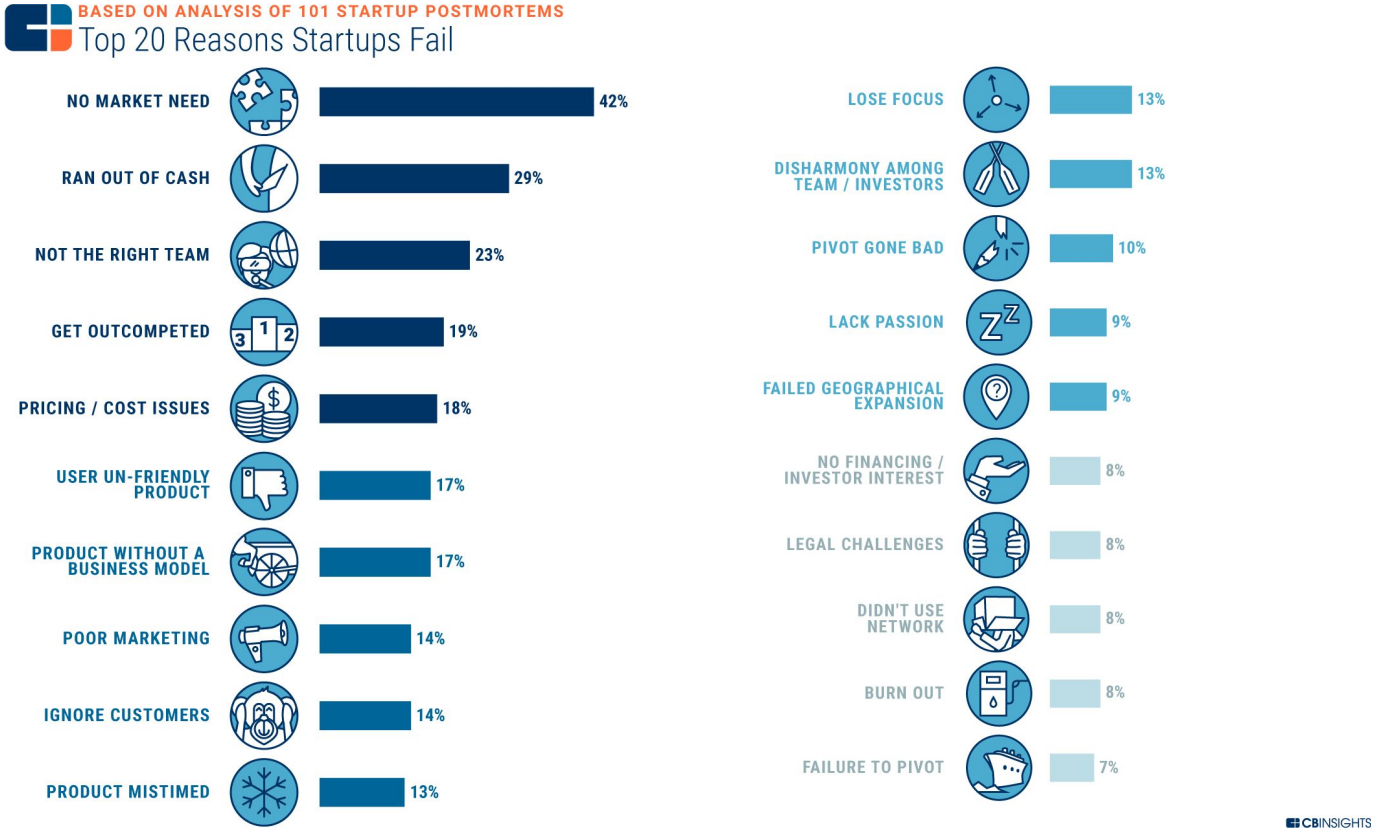
10'

Share!

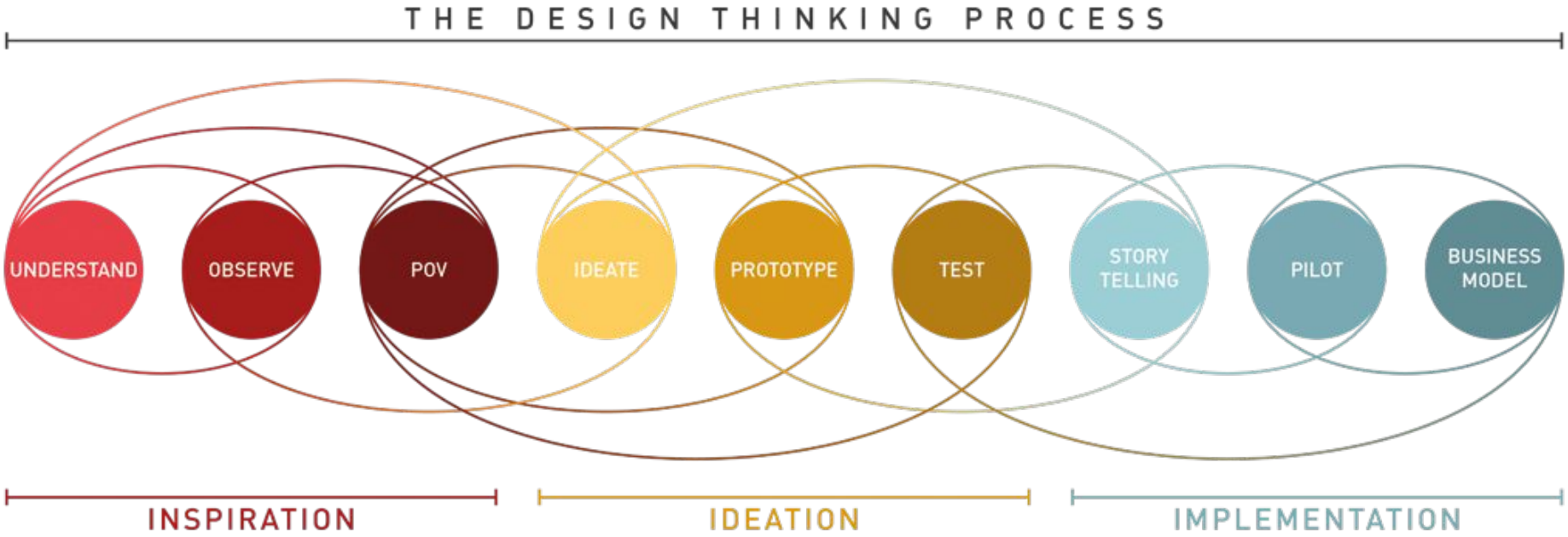
1. Hi, my name is …
2. My super power is / I am good at …
3. My goal for today is …
4. Find one commonality

Entrepreneurship as a mindset

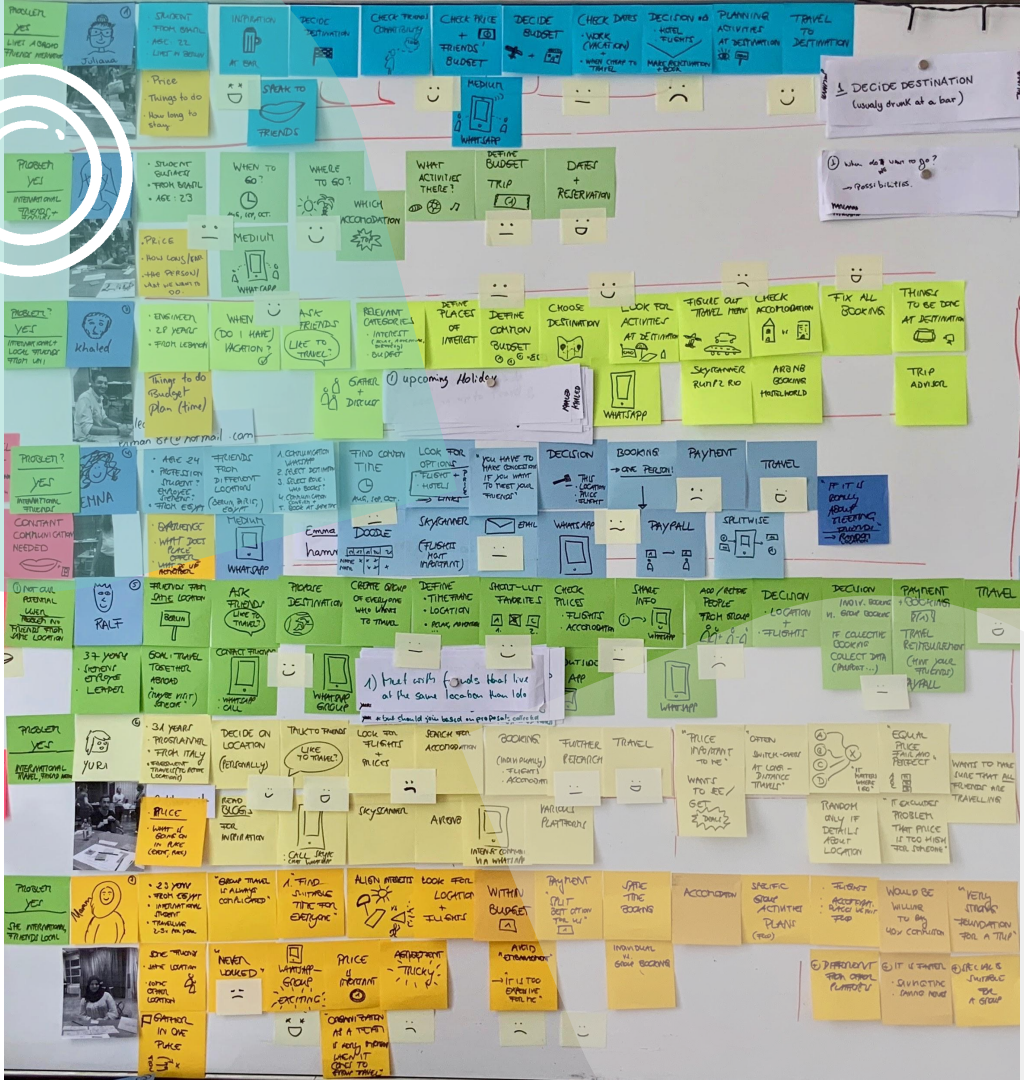




Source: CB Insights reports on Top 20 reasons for startup failure


THE DESIGN THINKING PROCESS
UNDERSTAND
OBSERVE
POV
IDEATE
PROTOTYPE
TEST
STORY TELLING
PILOT
BUSINESS MODEL
INSPIRATION
IDEATION
IMPLEMENTATION

User-centered innovation



Part I:

Understanding the problem

1

UNDERSTAND

2

UNDERSTAND!

15 ′

1. Highlight key terminology
2. Share associations you have and what you know already with your team
3. Discuss commonalities, differences
4. **Gain a common understanding of your challenge**

2

OBSERVE!

3

30'

Observe!

1. Think of your potential users
2. **Prepare interview questions**
3. “Tell me about the last time you ….”
4. Take notes (especially of quotes + contradictions)

3

UNPACK your findings

3

UNPACK!

30'

1. Share your interview insights with your group
2. Take notes on one-colored post-its
3. What are your main insights
4. Cluster

60'
Lunch
Enjoy!

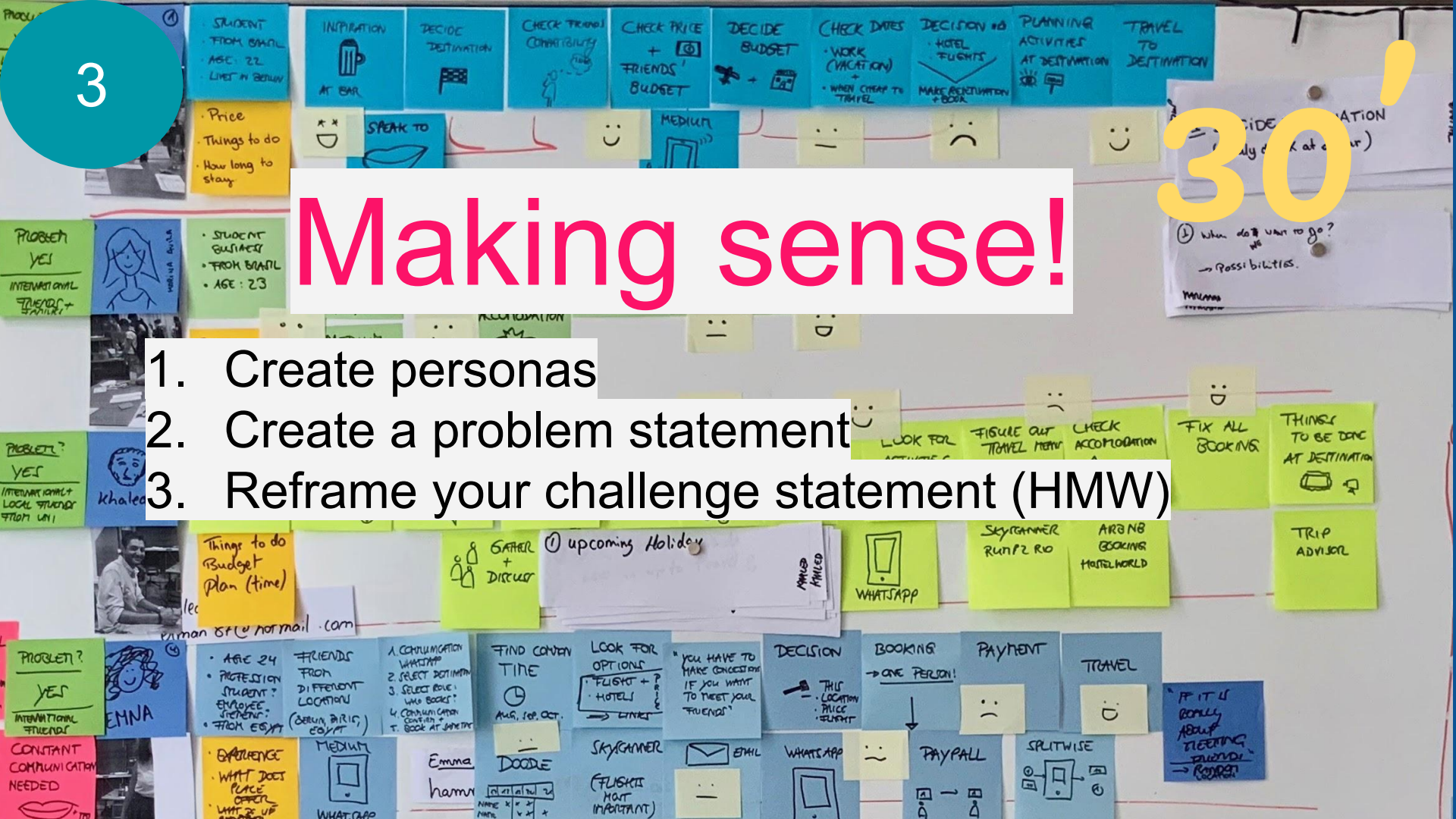
Warm-Up

3

Making sense!

30'

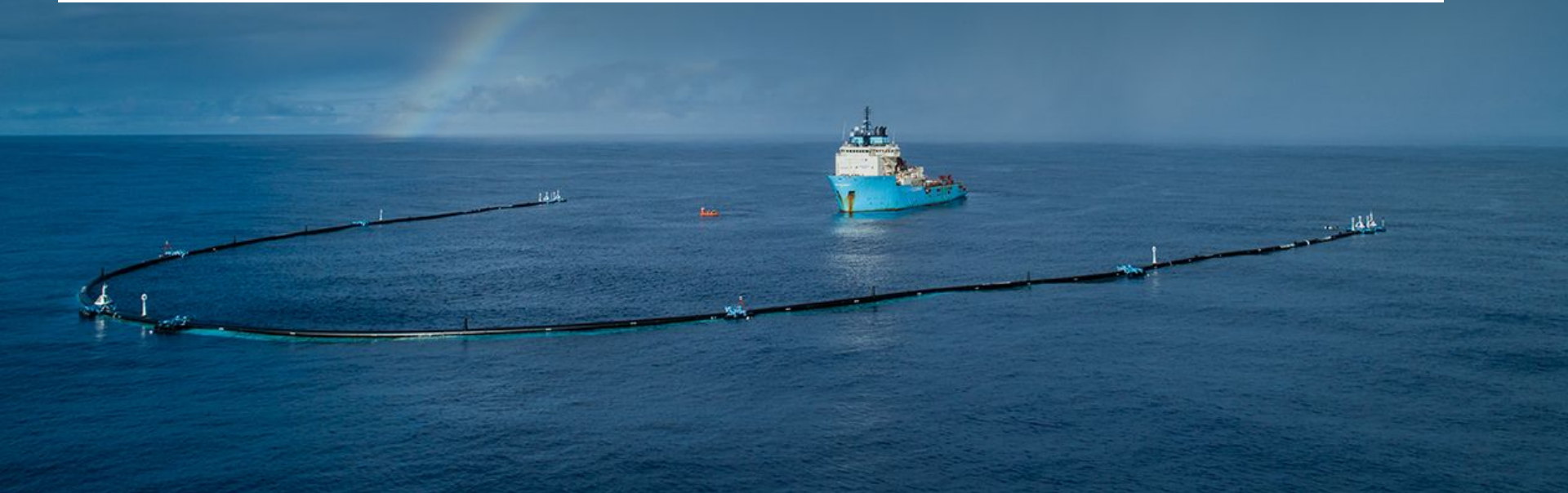
1. Create personas
2. Create a problem statement
3. Reframe your challenge statement (HMW)



INPUT
TRENDS

Part II:

Solving the problem



4

GENERATE IDEAS

20'

3 Methods:

Warm-Up: Yes-And

1. Silent Brainstorming
2. How would Elon Musk solve this problem
3. ...

5

THE POWER OF A PROTOTYPE

5

THE POWER OF A PROTOTYPE

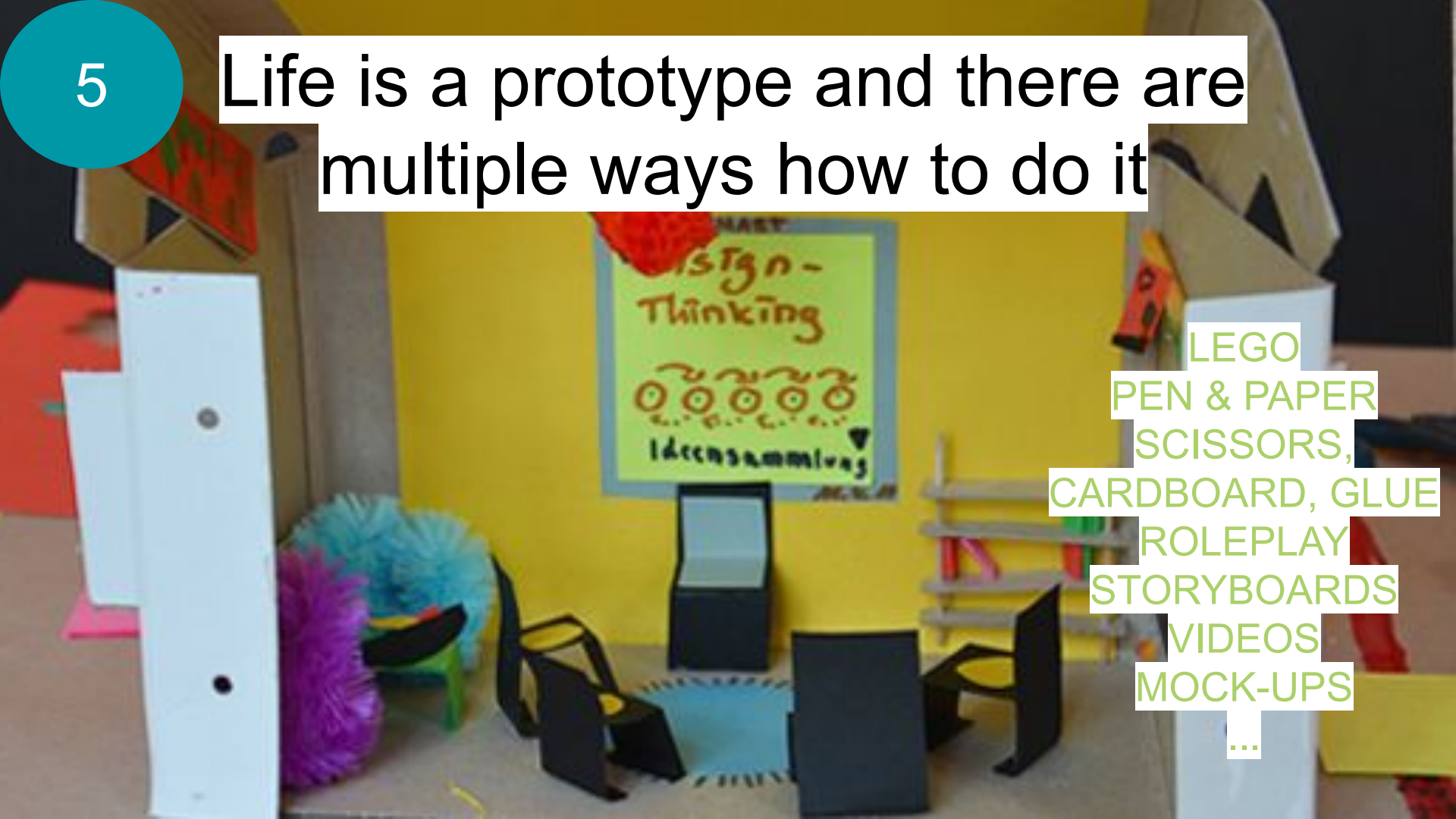
… helps you get a common understanding

… acts a first touchpoint to your users

…to get specific feedback

5

Life is a prototype and there are multiple ways how to do it

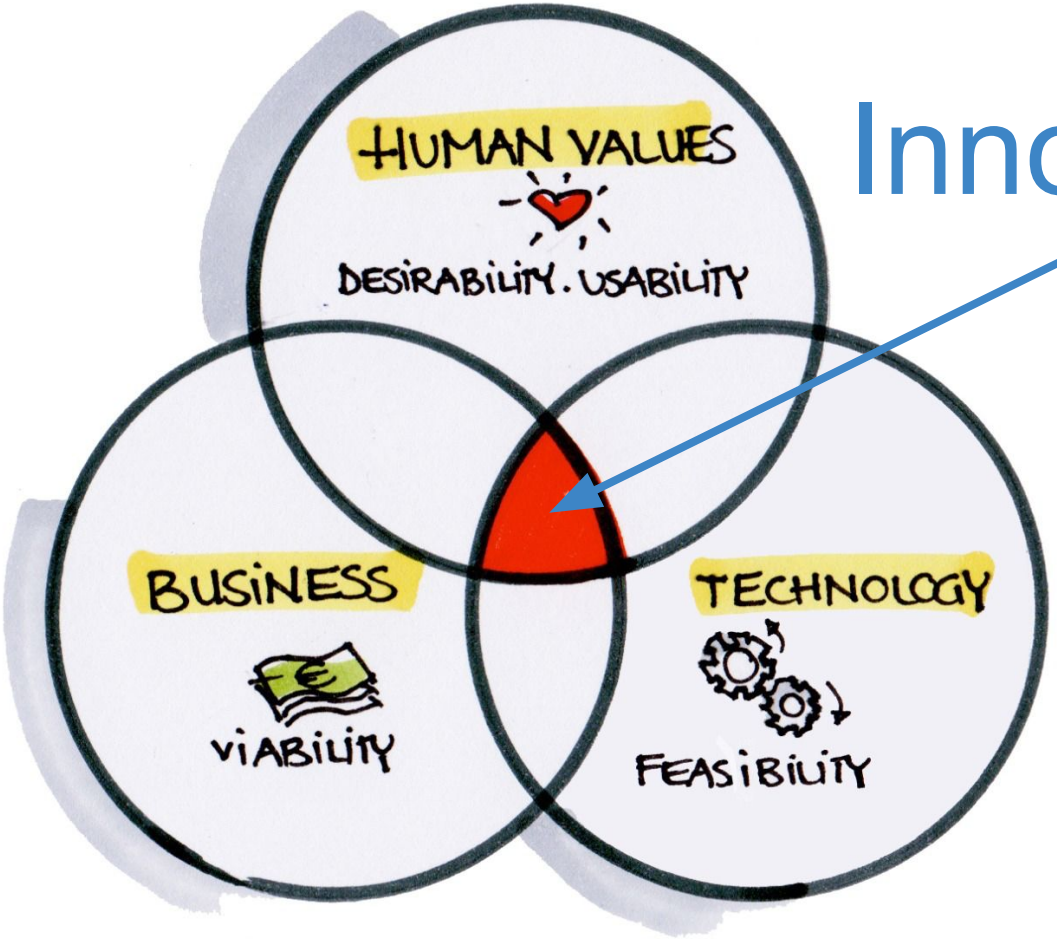


LEGO
PEN & PAPER
SCISSORS,
CARDBOARD, GLUE
ROLEPLAY
STORYBOARDS
VIDEOS
MOCK-UPS
...

5

20'

BUILD A PROTOTYPE


HUMAN VALUES
DESIRABILITY. USABILITY
BUSINESS
VIABILITY
TECHNOLOGY
FEASIBILITY

Innovation

6

EXPERIMENT

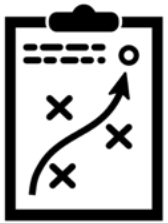
WHY DO STARTUPS FAIL?

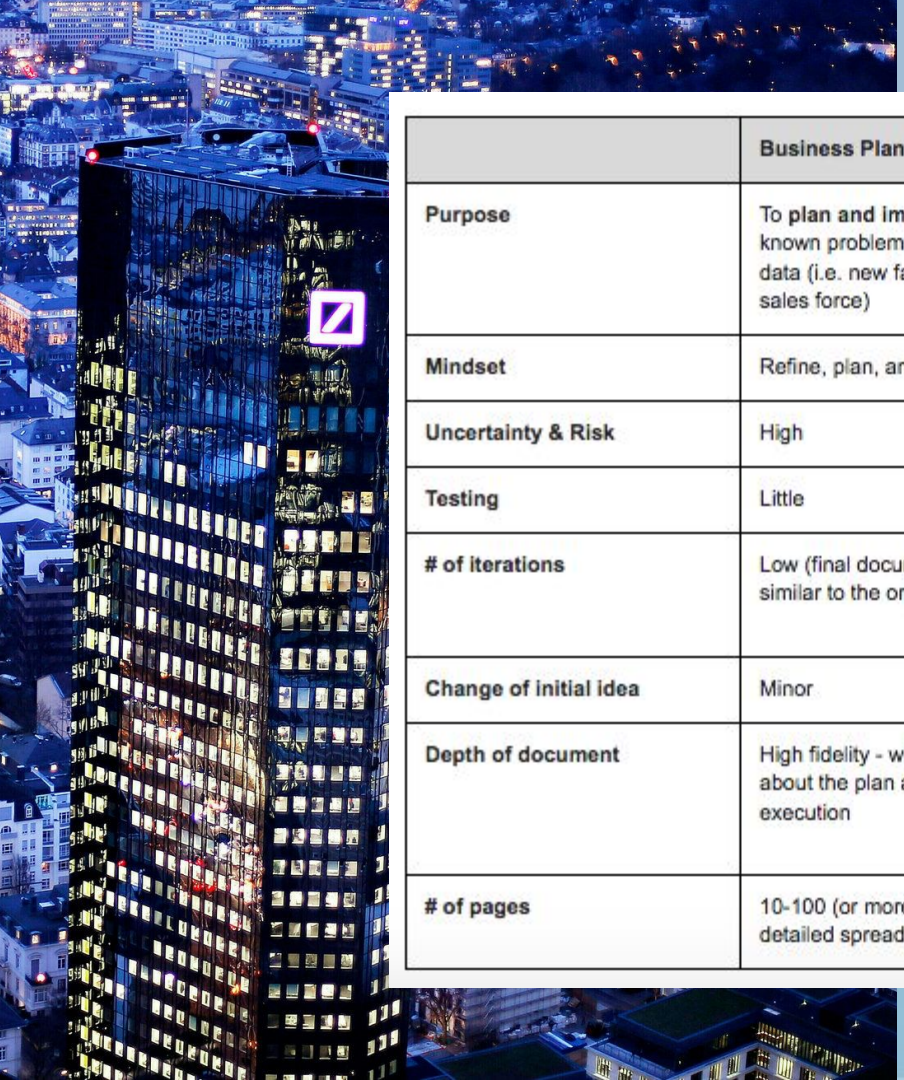
PROBLEM

MANY DEVELOP PRODUCTS **NOBODY NEEDS**

NEED

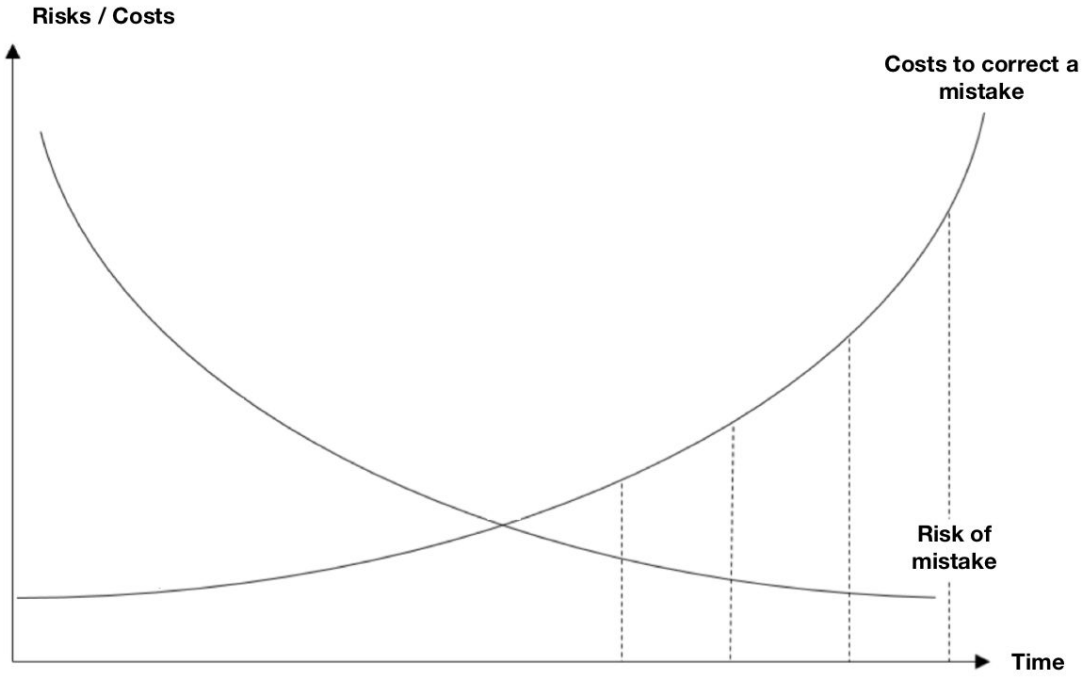
A METHODOLOGY THAT HELPS STARTUPS TO **AVOID FAILURE**

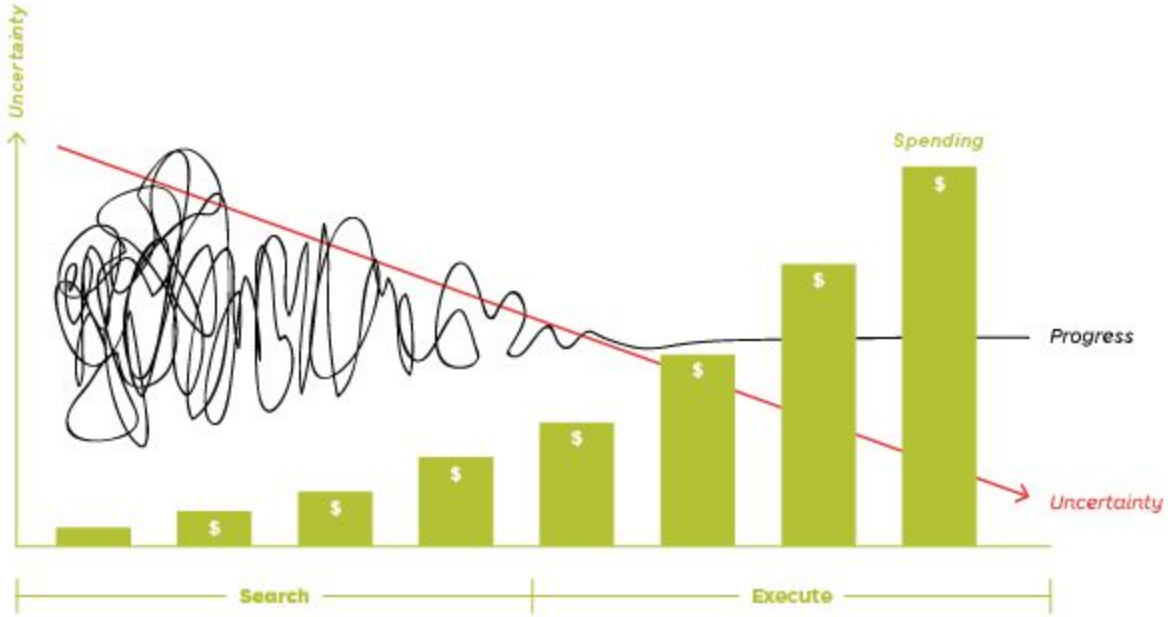




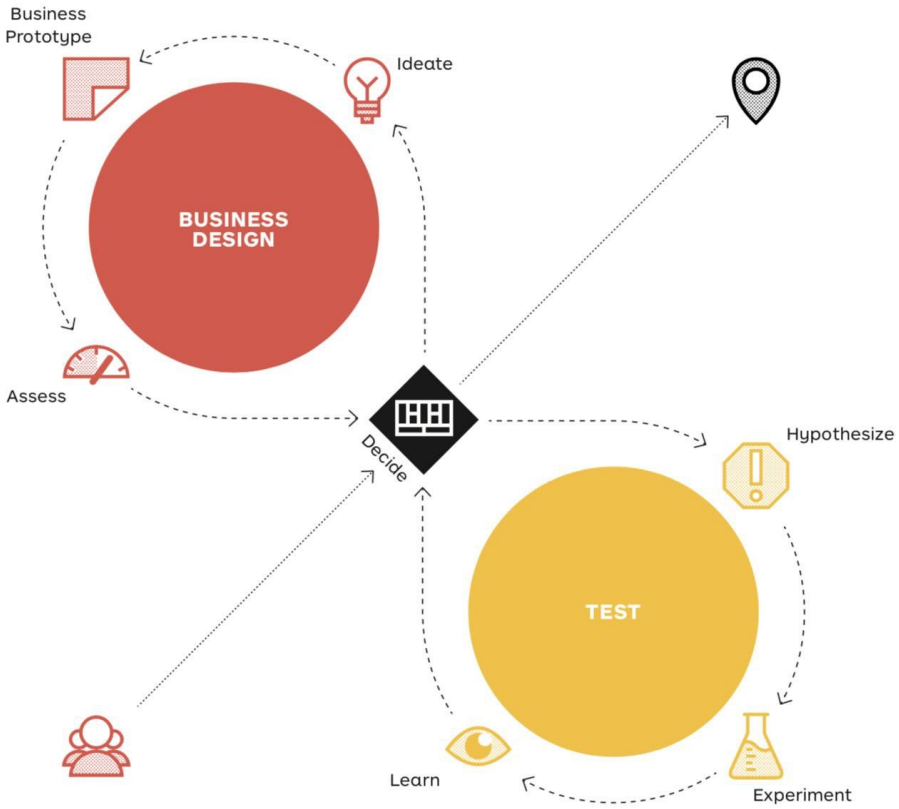
	Business Plan	Canvases + Lean Startup
Purpose	To **plan and implement** a known problem with known data (i.e. new factory, expand sales force)	To **search and find evidence** for a value proposition customers want + a profitable & scalable business model
Mindset	Refine, plan, and execute	Prototype, test, and iterate
Uncertainty & Risk	High	Lower over time
Testing	Little	Frequent
# of iterations	Low (final document looks similar to the original one)	High (final document - when you've tested your idea - looks totally different from initial one)
Change of initial idea	Minor	Complete
Depth of document	High fidelity - with lots of detail about the plan and its execution	Low fidelity at the beginning - with increasing detail, the more an idea is tested and risk reduced
# of pages	10-100 (or more), including detailed spreadsheets	1-5, BMC + VPCs + Evidence from testing

THE LEAN
STARTUP
How Today's Entrepreneurs Use
Continuous Innovation to Create
Radically Successful Businesses
ERIC RIES


Risks / Costs
Costs to correct a mistake
Risk of mistake
Time


Uncertainty
Spending
$
Progress
Uncertainty
Search
Execute

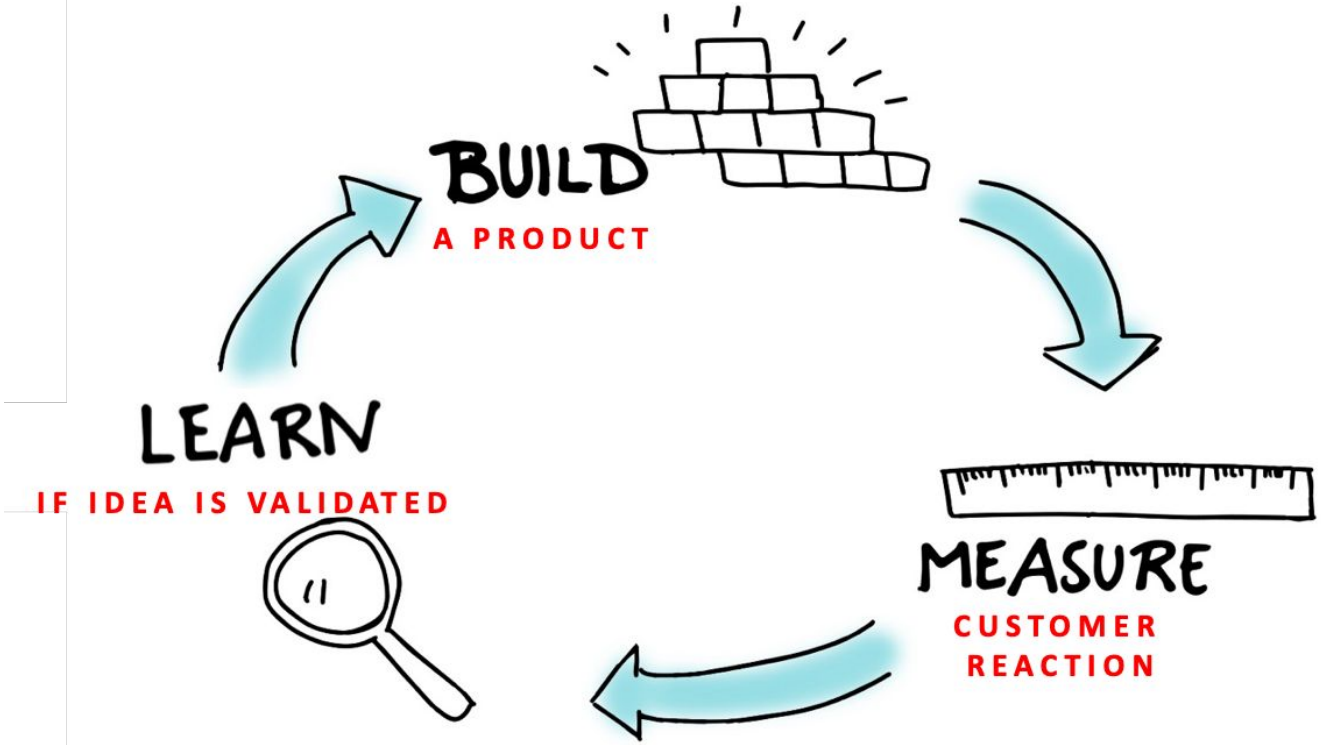
How to?


Business
Prototype
Ideate
BUSINESS
DESIGN
Assess
Decide
Hypothesize
TEST
Learn
Experiment

How to

Explainer video
Crowdfunding
Wizard of Oz
Smoke test
Single feature MVP
A/B Testing

LEAN STARTUP METHODOLOGY



©Picture by Tessa Cooper

Successful businesses like ...

GOOGLE

TESLA

NESTLE

AIRBNB

DEVELOP THE HABIT OF LEARNING AND PRACTICING BUSINESS MODEL THINKING

THE LEAN CANVAS

A BETTER WAY TO INNOVATE

PROBLEM

List your top 1-3 problems.

EXISTING ALTERNATIVES

List how these problems are solved today.

SOLUTION

Outline a possible solution for each problem.

KEY METRICS

List the key numbers that tell you how your business is doing.

UNIQUE VALUE PROPOSITION

Single, clear, compelling message that states why you are different and worth paying attention.

HIGH-LEVEL CONCEPT

List your X for Y analogy e.g. YouTube = Flickr for videos.

UNFAIR ADVANTAGE

Something that cannot easily be bought or copied.

CHANNELS

List your path to customers (inbound or outbound).

CUSTOMER SEGMENTS

List your target customers and users.

EARLY ADOPTERS

List the characteristics of your ideal customers.

COST STRUCTURE

List your fixed and variable costs.

REVENUE STREAMS

List your sources of revenue.

LEAN CANVAS

THE VEGAN SANDWICH STAND

PROBLEM	SOLUTION	UNIQUE VALUE PROPOSITION	UNFAIR ADVANTAGE	CUSTOMER SEGMENTS
List your top 1-3 problems.	*Outline a possible solution for each problem.*	*Single, clear, compelling message that states why you are different and worth paying attention.*	*Something that cannot easily be bought or copied.*	*List your target customers and users.*
	KEY METRICS *List the key numbers that tell you how your business is doing.*		**CHANNELS** *List your path to customers (inbound or outbound).*	
EXISTING ALTERNATIVES *List how these problems are solved today.*		**HIGH-LEVEL CONCEPT** *List your X for Y analogy e.g. YouTube = Flickr for videos.*		**EARLY ADOPTERS** *List the characteristics of your ideal customers.*

COST STRUCTURE	REVENUE STREAMS
List your fixed and variable costs.	*List your sources of revenue.*

Source: leanstack.com

LEAN CANVAS

THE VEGAN SANDWICH STAND

PROBLEM *List your top 1-3 problems.* **EXISTING ALTERNATIVES** *List how these problems are solved today.*	**SOLUTION** *Outline a possible solution for each problem.* **KEY METRICS** *List the key numbers that tell you how your business is doing.*	**UNIQUE VALUE PROPOSITION** *Single, clear, compelling message that states why you are different and worth paying attention.* **HIGH-LEVEL CONCEPT** *List your X for Y analogy e.g. YouTube = Flickr for videos.*	**UNFAIR ADVANTAGE** *Something that cannot easily be bought or copied.* **CHANNELS** *List your path to customers (inbound or outbound).*	**CUSTOMER SEGMENTS** *List your target customers and users.* **EARLY ADOPTERS** *List the characteristics of your ideal customers.*
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Source: leanstack.com

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COST STRUCTURE *List your fixed and variable costs.*			**REVENUE STREAMS** *List your sources of revenue.*	

Source: leanstack.com

LEAN CANVAS

THE VEGAN SANDWICH STAND

PROBLEM	SOLUTION	UNIQUE VALUE PROPOSITION	UNFAIR ADVANTAGE	CUSTOMER SEGMENTS
List your top 1-3 problems. • NO VEGAN FOOD PLACE • NEED TO PREPARE & BRING OWN FOOD • ...	*Outline a possible solution for each problem.*	*Single, clear, compelling message that states why you are different and worth paying attention.*	*Something that cannot easily be bought or copied.*	*List your target customers and users.* • VEGANS WHO WORK AT HWR • AGE 20-35 • INCOME 35K
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LEAN CANVAS

THE VEGAN SANDWICH STAND

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- QUALITY VEGAN FOOD
- FOOD STAND AT HWR
- FAST SERVICE

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- WE PROVIDE ... WITH A SIMPLE, TASTY & HEALTHY FOOD ALTERNATIVE AT THEIR WORKPLACE

HIGH-LEVEL CONCEPT
List your X for Y analogy e.g. YouTube = Flickr for videos.

- MCDONALDS FOR VEGANS

UNFAIR ADVANTAGE
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- MCDONALDS FOR VEGANS

UNFAIR ADVANTAGE
Something that cannot easily be bought or copied.

- TOTHER A VEGAN CHEF
- FIRST TO OFFER VEGAN ALTERNATIVE

CHANNELS
List your path to customers (inbound or outbound).

CUSTOMER SEGMENTS
List your target customers and users.

- VEGANS WHO WORK AT HWR
- AGE 20-35
- INCOME 35K

EARLY ADOPTERS
List the characteristics of your ideal customers.

COST STRUCTURE
List your fixed and variable costs.

REVENUE STREAMS
List your sources of revenue.

Source: leanstack.com

LEAN CANVAS

THE VEGAN SANDWICH STAND

PROBLEM
List your top 1-3 problems.

- NO VEGAN FOOD PLACE
- NEED TO PREPARE & BRING OWN FOOD
- ...

EXISTING ALTERNATIVES
List how these problems are solved today.

SOLUTION
Outline a possible solution for each problem.

- QUALITY VEGAN FOOD
- FOOD STAND AT HWR
- FAST SERVICE

KEY METRICS
List the key numbers that tell you how your business is doing.

UNIQUE VALUE PROPOSITION
Single, clear, compelling message that states why you are different and worth paying attention.

- WE PROVIDE ... WITH A SIMPLE, TASTY & HEALTHY FOOD ALTERNATIVE AT THEIR WORKPLACE

HIGH-LEVEL CONCEPT
List your X for Y analogy e.g. YouTube = Flickr for videos.

- MCDONALDS FOR VEGANS

UNFAIR ADVANTAGE
Something that cannot easily be bought or copied.

- MOTHER A VEGAN CHEF
- FIRST TO OFFER VEGAN ALTERNATIVE

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- NUMBER OF RETURNING CUSTOMERS
- RATING TRIPADVISOR

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COST STRUCTURE
List your fixed and variable costs.

- 19 € CAC
  18 € ADVERTISEMENT
  1 € DISCOUNT
- 3500 €/MONTH RENT
- 3,50 €/SANDWICH

REVENUE STREAMS
List your sources of revenue.

Source: leanstack.com

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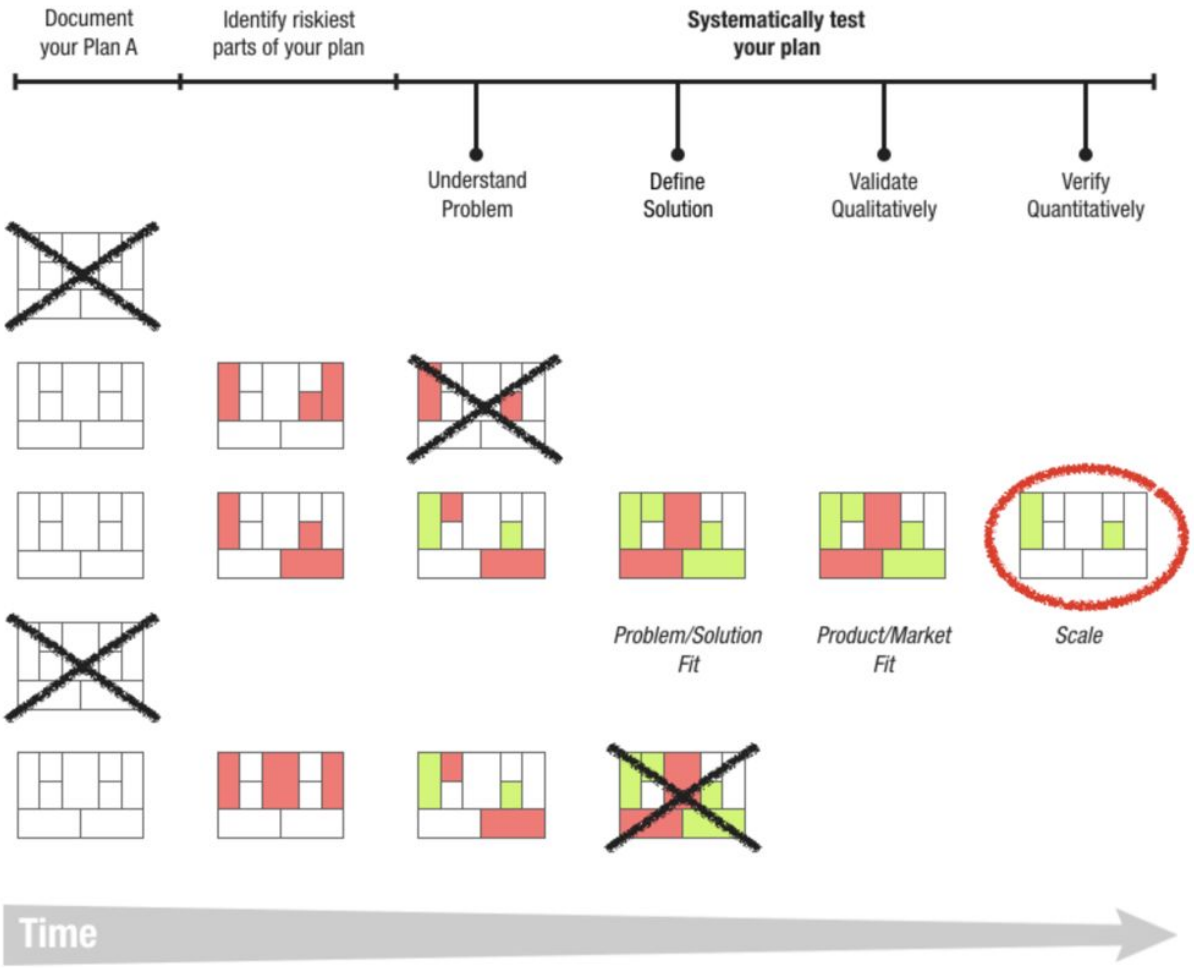
- 19€ CAC
  18€ ADVERTISEMENT
  1€ DISCOUNT
- 3500€/MONTH RENT
- 350€/SANDWICH

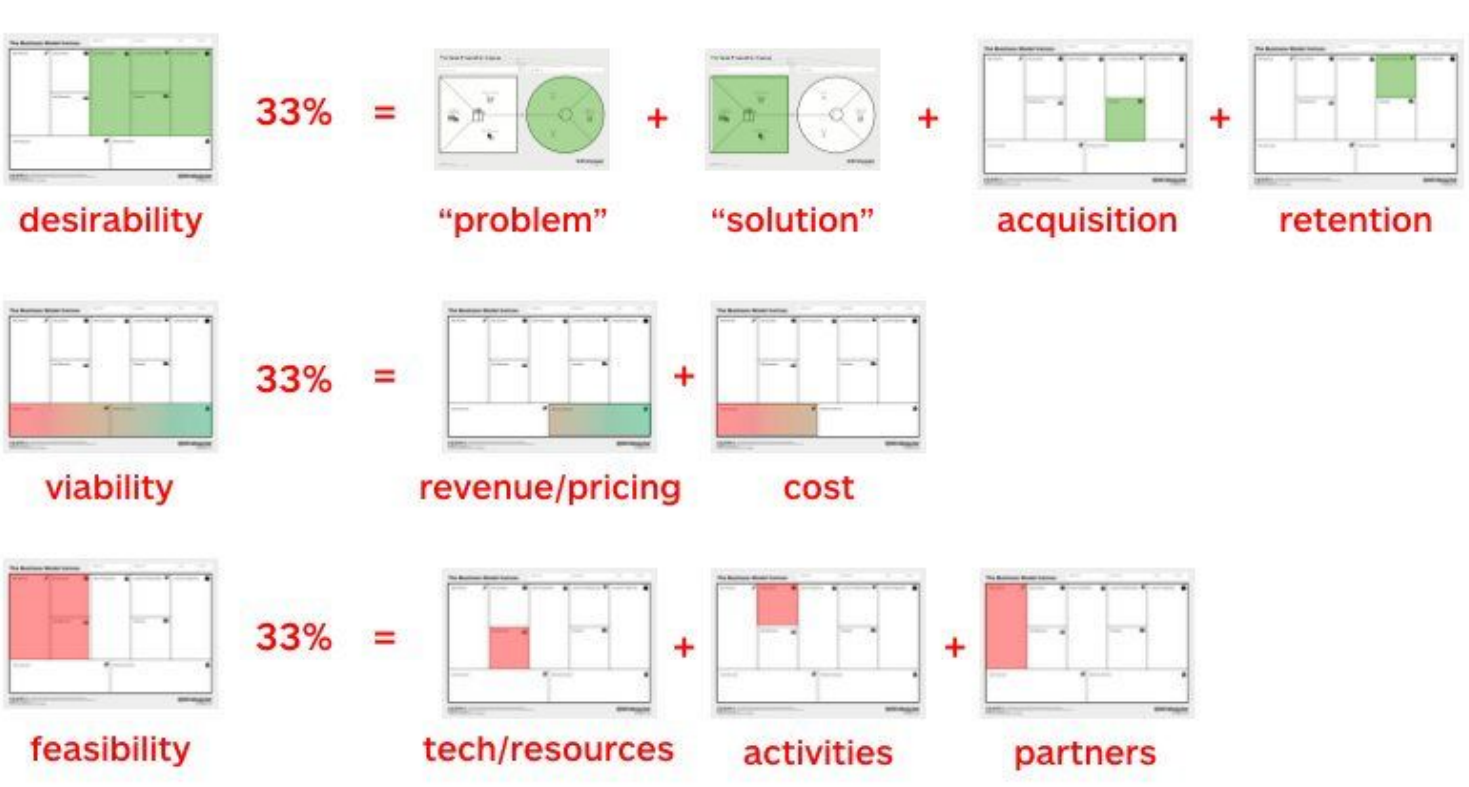
REVENUE STREAMS
List your sources of revenue.

LIFE TIME VALUE SINGLE CUSTOMER: 240,-
8€ PER LUNCH
30x TIMES

x 12

Source: leanstack.com


Document your Plan A
Identify riskiest parts of your plan
Systematically test your plan
Understand Problem
Define Solution
Validate Qualitatively
Verify Quantitatively
Problem/Solution Fit
Product/Market Fit
Scale
Time


33% = + + + +
desirability
"problem"
"solution"
acquisition
retention
33% = +
viability
revenue/pricing
cost
33% = + +
feasibility
tech/resources
activities
partners
100%
80%
60%
40%
20%
0%

Problem-Solution Fit - this occurs when you have evidence that customers care about certain jobs, pains, and gains. At this stage you've proved the existence of a **problem** and have designed a value proposition that addresses your customers' jobs, pains and gains. 10.11.2014

> Product-Market Fit means that your product has evolved to the point that the market finds it attractive and you can therefore start to scale up your company.
>
> – The Founder's Playbook

Design Your Experiments with the Test Card

Structure all of your experiments with this simple Test Card. Start by testing the most critical hypotheses.

Download the Test Card and do the exercise online

1

Design an experiment
Describe the hypothesis that you want to test.

Outline the experiment you are going to design to verify if the hypothesis is correct or needs to be rejected and revised.

Define what data you are going to measure.

Define a target threshold to validate or invalidate the tested hypothesis.
Caveat: Consider following up with additional experiments to increase certainty.

Test Card — Strategyzer

AdWords campaign	May 1, 2014
Natasha Hanshaw	2 weeks

STEP 1: HYPOTHESIS
We believe that businesspeople are looking for methods to help them design better value propositions.
Critical:

STEP 2: TEST
To verify that, we will launch a Google AdWords campaign around the search term "value proposition".
Test Cost: Data Reliability:

STEP 3: METRIC
And measure how the advertising campaign performs in terms of clicks.
Time Required:

STEP 4: CRITERIA
We are right if if we can achieve a click-through rate (CTR) of at least 2 percent (number of clicks divided by total impressions of ad).

Copyright Business Model Foundry AG
The makers of Business Model Generation and Strategyzer

Name the test, set a due date, and list the person responsible.

Indicate how critical this hypothesis is for the entire idea to work.

Indicate how costly this test will be to execute.

Indicate how reliable the measured data are.

Indicate how long it takes until this test produces results.

How will I learn?

Testing
OWLET
BMC
usinessModel
COMPETITION
NAL EVENT
10:00 - 12:00

30'

TEST YOUR PROTOTYPE

1. Set-up a scenario for testing
2. Form assumptions
3. Test with users
4. Collect their feedback

What’s my take-away?

Collect learnings on post-its

Share them with the group

Stick them onto the whiteboard

HPI School of Design Thinking
Hasso-Plattner-Institut | Universität Potsdam

Thanks for

joining our

d.launchpad FastForward

Norman & Hendrik

Go out there!

Go wild!

Start up!

d.launchpad