# The Hackers Toolkit

Brought to you by **Prescribe Design Boston**
and the broader design community

# Purpose

A "minimum viable product" framework for rapidly solving problems and turning ideas into compelling business models.

# Contents

This guide contains the following,
ready to use tools, templates and frameworks

# Discover

## UNDERSTAND THE CUSTOMER

## DEFINE THE PROBLEM

# *Empathy Mapping*

The first step in understanding the problem, is articulating what we know about a particular type of user. Empathy mapping externalizes knowledge about users in order to 1) create a shared understanding of user needs, and 2) aid in decision making.

**Tasks**
What tasks is this person trying to complete?
What questions do they need answered?

**Emotions**
How is this person feeling about their experience?
What really matters to them?

**Influences**
What people, things or places may influence how the person acts?

Image
Name
Demographics

**Pain Points**
What pain points might this person be experiencing that they hope to overcome?
What are their perceived barriers?

**Overall Goal**
What is this person ultimate goal?
What are they trying to achieve?

**Stakeholder Questions:**

What do you not yet know about your customers / stakeholders?

This customer needs a better way to: _____

because: _____

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# *Journey Mapping*

Map your customer's journey to understand their pain points build a set of touchpoints that improve the customer's experience.

| BUYER PERSONA | | | | | |
|---|---|---|---|---|---|
| Demographics | Professional Role | Buying Decisions | Resources and Influences | Values and Goals | Challenges |

Name

| BUYER'S JOURNEY | | | | | |
|---|---|---|---|---|---|
| | Awareness | Engagement | Evaluation | Purchase | Post-Purchase |
| Actions | | | | | |
| Questions and Thoughts | | | | | |
| Touchpoints | | | | | |
| Opportunities | | | | | |

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# *Point of View Template*

Synthesize users research findings into insights that inform your solution.

| User | Need | Insight |
|------|------|---------|
|      |      |         |

INTERACTION DESIGN FOUNDATION | INTERACTION-DESIGN.ORG

# *"How Might We..." Template*

For an idea to be relevant, we need to understand the problem it is attempting to solve. How Might We (HMW) Questions recognise the potential in user problems to highlight a plethora of potential opportunities.

## How might we _____
action

_____
what

## for _____
customer

## in order to _____
what change?

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# *Design*

# *Orthodoxy Challenge*

Orthodoxies are deeply held beliefs about what drives success in a company or industry. If left unchallenged these beliefs can blind us to new opportunities. Breakdown your own orthodoxies by imagining your company was bought by a successful company in a different industry.
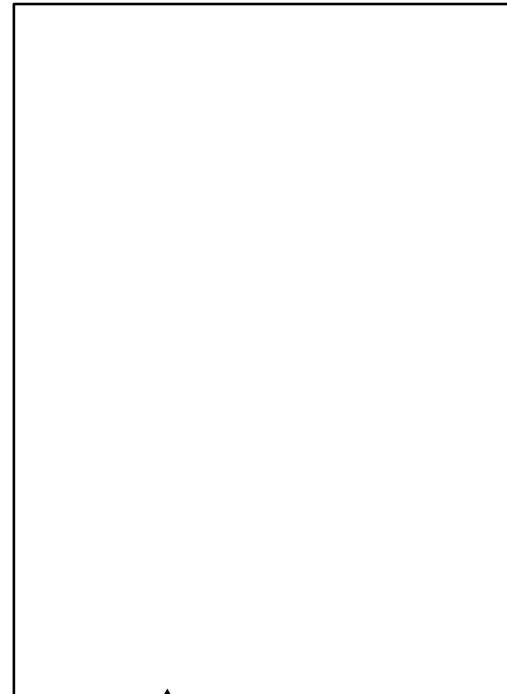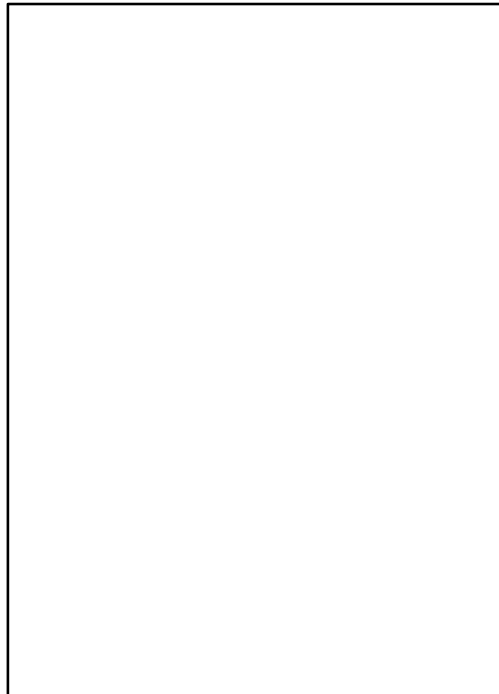
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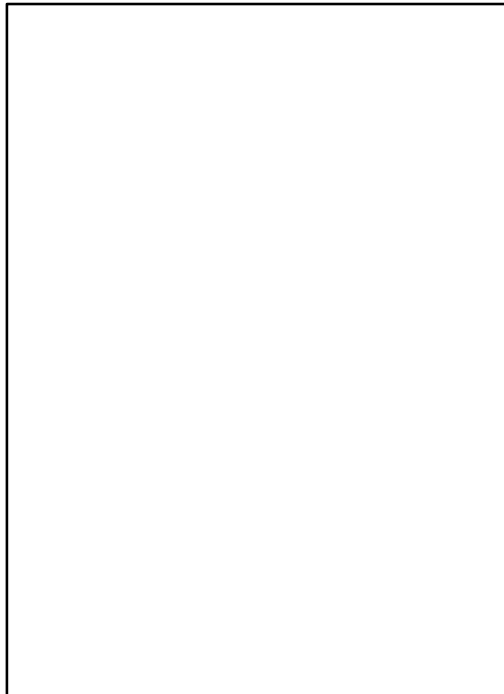
Yesterday your company was acquired by (circle one):
Apple / Google / Southwest airlines / other:

---

| What would they change? Consider strategy, business model, target customers, values, offerings, structure, and process. | Why would they make these changes? | What rules / beliefs / policies / misconceptions were responsible for us acting in this way? |
| --- | --- | --- |
| | | |

These are your orthodoxies; circle the ones you think can / should be challenged

**IIT Institute of Design**

# BJ Foggs Behavioral Change Model

Three elements must converge at the same moment for behavior to occur: motivation, ability and trigger. When a desired behavior does not occur, one of these is missing.

SUCCESS

← action line

FAIL

MOTIVATION

high

low

ABILITY

hard

easy
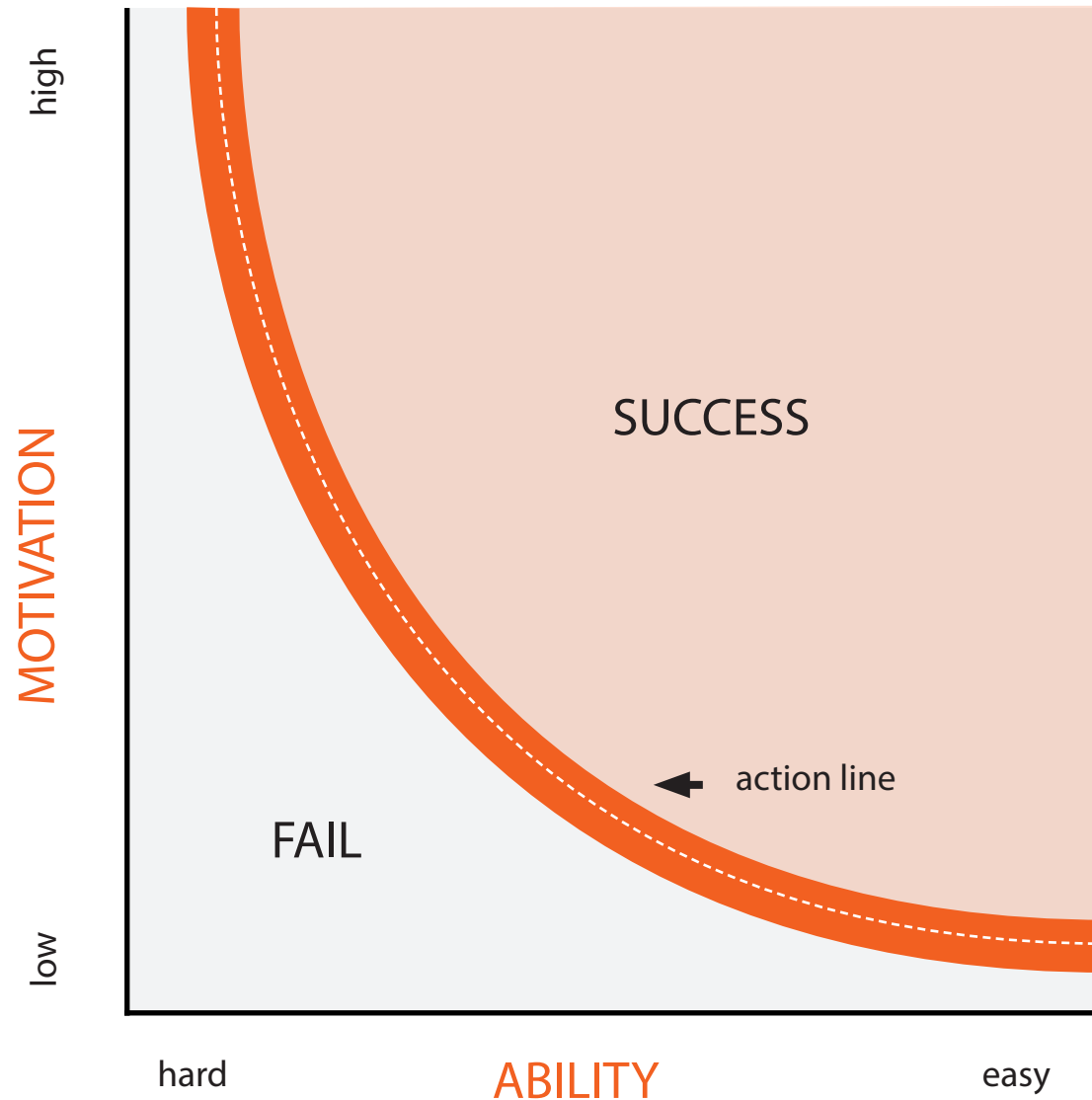
# The Elements of Value Pyramid

What kind of value am I trying to provide? The Harvard Review study shows that the higher the elements you choose and deliver, the faster you'll be able to grow and have profit. But it's important to understand that to be able to deliver on these higher-order elements, you first need to have a strong foundation and provide at least some of the functional elements.

**SOCIAL IMPACT**

Self-transcendence

**LIFE CHANGING**

Provides hope    Self-actualization

Motivation    Heirloom    Affiliation/belonging

**EMOTIONAL**

Reduces anxiety    Rewards me    Nostalgia    Design/aesthetics    Badge value

Wellness    Therapeutic value    Fun/entertainment    Attractiveness    Provides access

**FUNCTIONAL**

Saves time    Simplifies    Makes money    Reduces risk    Organizes    Integrates    Connects

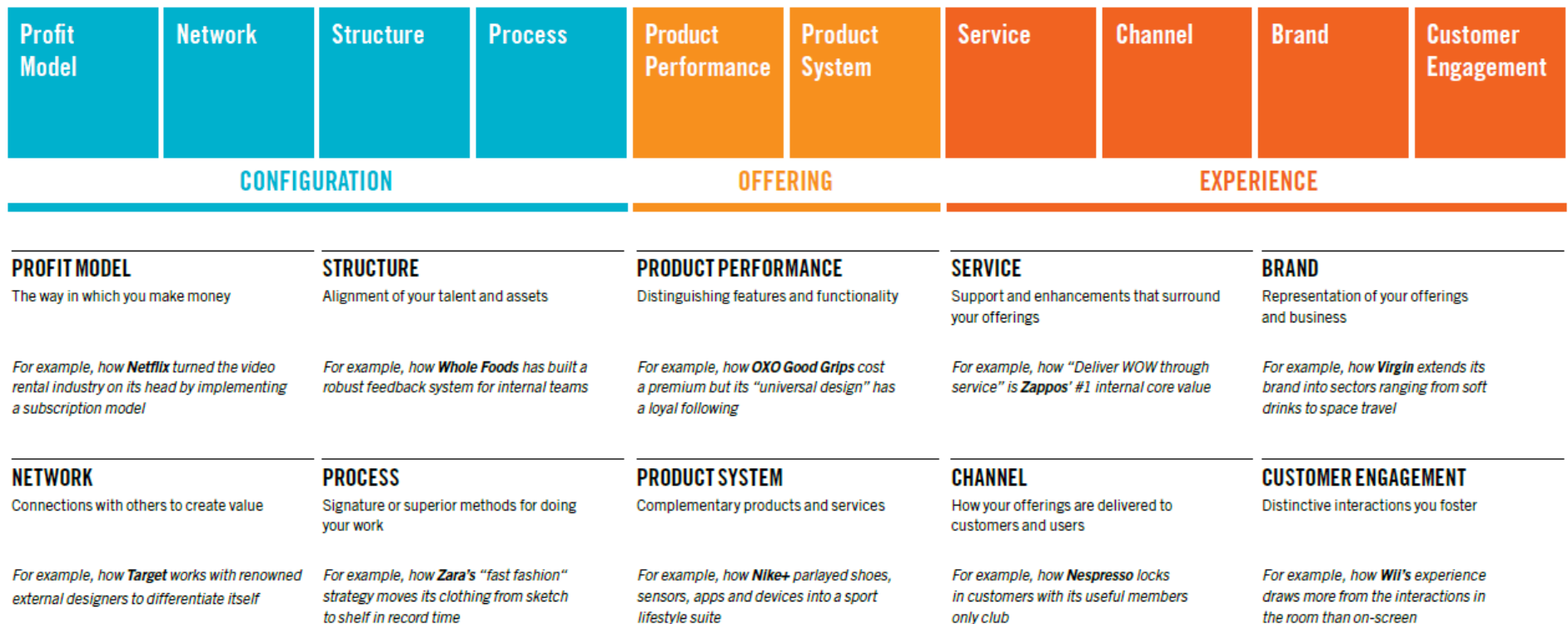Reduces effort    Avoids hassles    Reduces cost    Quality    Variety    Sensory appeal    Informs

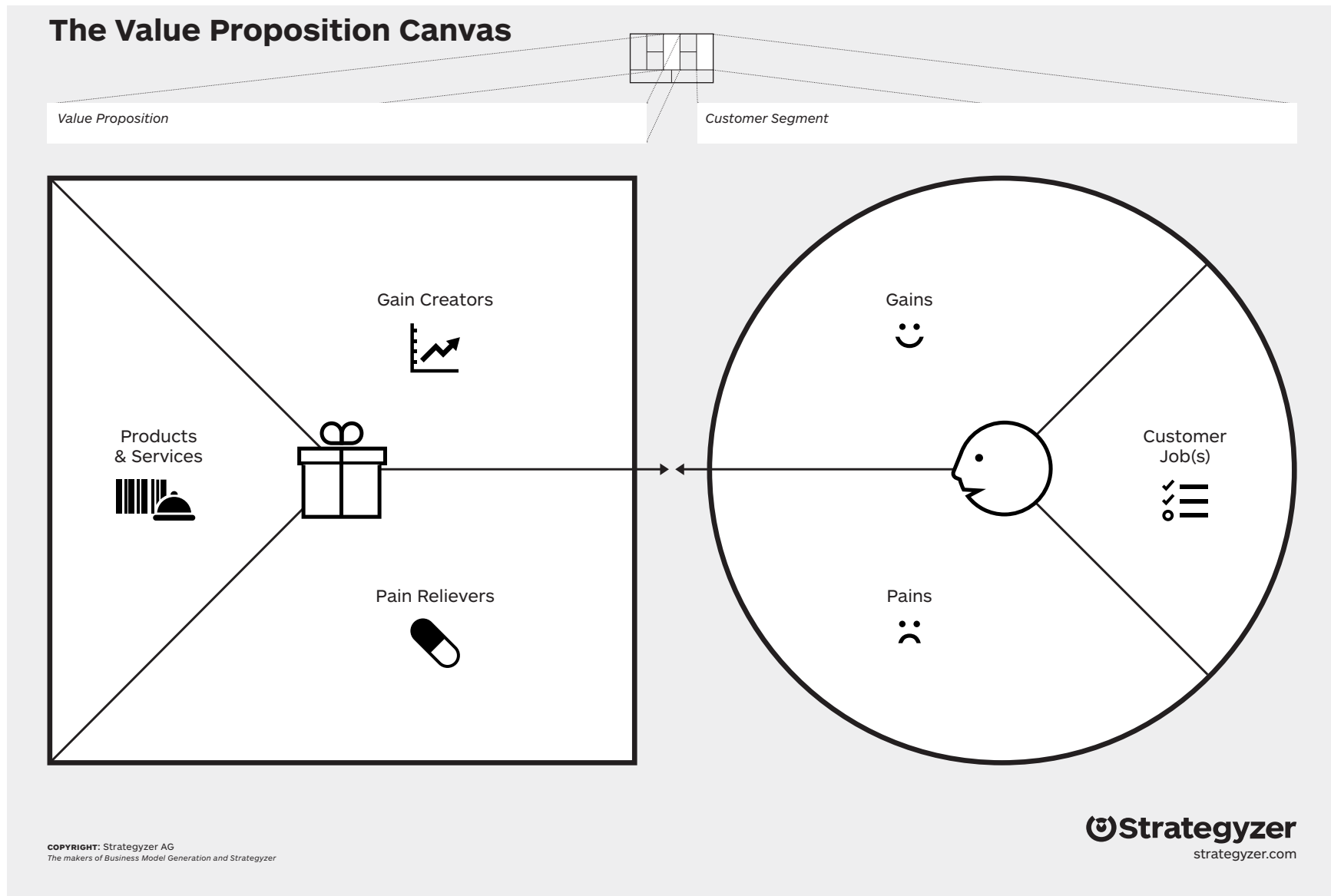https://hbr.org/2016/09/the-elements-of-value

# 10 Types of Innovation

Creating new products is only one way to innovate, and on its own, it provides the lowest return on investment and the least competitive advantage. The Ten Types of Innovation® framework provides a way to identify new opportunities beyond products and develop viable innovations.

| Profit Model | Network | Structure | Process | Product Performance | Product System | Service | Channel | Brand | Customer Engagement |
|---|---|---|---|---|---|---|---|---|---|
| CONFIGURATION | | | | OFFERING | | EXPERIENCE | | | |

### PROFIT MODEL
The way in which you make money

For example, how **Netflix** turned the video rental industry on its head by implementing a subscription model

### STRUCTURE
Alignment of your talent and assets

For example, how **Whole Foods** has built a robust feedback system for internal teams

### PRODUCT PERFORMANCE
Distinguishing features and functionality

For example, how **OXO Good Grips** cost a premium but its "universal design" has a loyal following

### SERVICE
Support and enhancements that surround your offerings

For example, how "Deliver WOW through service" is **Zappos'** #1 internal core value

### BRAND
Representation of your offerings and business

For example, how **Virgin** extends its brand into sectors ranging from soft drinks to space travel

### NETWORK
Connections with others to create value

For example, how **Target** works with renowned external designers to differentiate itself

### PROCESS
Signature or superior methods for doing your work

For example, how **Zara's** "fast fashion" strategy moves its clothing from sketch to shelf in record time

### PRODUCT SYSTEM
Complementary products and services

For example, how **Nike+** parlayed shoes, sensors, apps and devices into a sport lifestyle suite

### CHANNEL
How your offerings are delivered to customers and users

For example, how **Nespresso** locks in customers with its useful members only club

### CUSTOMER ENGAGEMENT
Distinctive interactions you foster

For example, how **Wii's** experience draws more from the interactions in the room than on-screen

# Value Proposition Canvas

The Value Proposition Canvas is a tool which can help ensure that a product or service is positioned around what the customer values and needs. It is a detailed look at the relationship between two parts of the Osterwalder's broader Business Model Canvas; customer segments and value propositions.

## The Value Proposition Canvas

Value Proposition

Customer Segment

Gain Creators

Products & Services

Pain Relievers

Gains

Customer Job(s)

Pains

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# *Value Proposition Template*

Ad-libs are a great way to quickly shape alternative directions for your value proposition. They force you to pinpoint how exactly you are going to creating value. Prototype three to five different directions by filling out the blanks in the ad-lib below

## Our _____

*Products and Services*

## help(s) _____

*Customer Segment*

## who want to

_____

*jobs to be done*

## by _____  _____

*verb (e.g., reducing, avoiding)*   *and a customer pain*

## and_____  _____.

*verb (e.g., increasing, enabling)*   *and a customer gain*

## (unlike _____)

*competing value proposition*

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www.strategyzer.com/vpd

# Prototype

## DEVELOP THE BUSINESS MODEL

## TEST THE SOLUTION

# Business Model Canvas

A quick way to experiment with and defining a business idea or concept. It is a one page document which works through the fundamental elements of a business or product, structuring an idea in a coherent way.

## The Business Model Canvas

| Designed for: | Designed by: | Date: | Version: |

| Key Partners 🔗 | Key Activities ✓ | Value Propositions 🎁 | Customer Relationships ♥ | Customer Segments |
|---|---|---|---|---|
| | Key Resources | | Channels 🚚 | |

| Cost Structure 🏷 | Revenue Streams 💰 |
|---|---|

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# *Product Feature Tree*

Using the metaphor of a gardener pruning a tree, this exercise helps teams to map out the minimum viable product offerings by determining which features are critical infrastructure and core features versus those that may be added to the product overtime. This game can be played as an internal team to develop feature or with end-users as a means of gathering feedback.

new feature branch

new feature branch

new feature branch

core, existing features

Build your roadmap on ProdPad

infrastructure
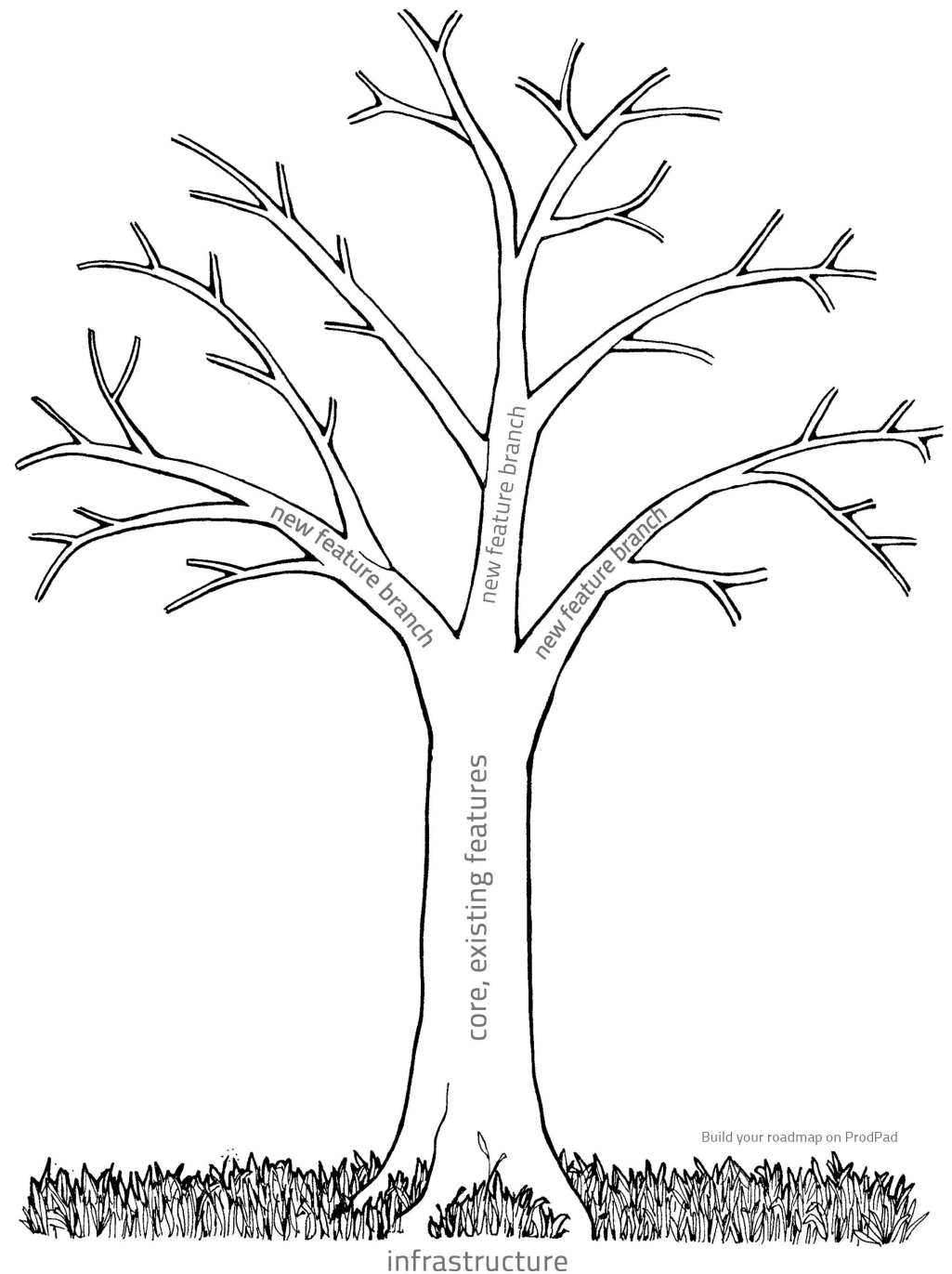
# Seven Questions to Assess Your Business Model Design

Assess your business model design, circle how to perform on a scale of 0 - 10.

### 1. Switching Costs

0 ——————————————— 10

Nothing holds my customers back from leaving me

My customers are locked in for several years

### 2. Recurring Revenues

0 ——————————————— 10

100% of my sales are transactional

100% of my sales lead to automatically recurring revenues

### 3. Earning vs. Spending

0 ——————————————— 10

I incur 100% of my costs of COGs before earning revenues

I earn 100% of my revenues before incurring costs of goods &services sold (COGs)

### 4. Game-changing Cost Structure

0 ——————————————— 10

My cost structure is at least 30% higher than my competitors

My cost structure is at least 30% lower than my competitors

### 5. Others Who Do the Work

0 ——————————————— 10

I incur costs for all the value created in my business model

All the value created in my business model is created for free by external parties

### 6. Scalability

0 ——————————————— 10

Growing my business model requires substantial resources and effort

My business model has virtually no limits to growth

### 7. Protection from Competition

0 ——————————————— 10

My business model has no moats, and I'm vulnerable to competition.

My business model provides substantial moats that are hard to overcome

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# *Pitch*

PITCH YOUR IDEA

# *Pitch Deck Do's*

## 1. TELL A STORY & ENGAGE PEOPLE EMOTIONALLY

Everyone loves to hear stories, even the investors. So tell an exciting story about your startup.

## 2. LIMIT EACH SLIDE TO EXPRESSING ONE IDEA

You want to keep your entire audience on the same page

## 3. PREPARE TO MAKE A GREAT FIRST IMPRESSION

First impressions are powerful. Believe it. The first 2-3 minutes are the most important

## 4. SHOW THE PEOPLE BEHIND YOUR IDEA

Focus on a significant, relevant accomplishment for each person in a team that identifies that person as a winner

## 5. KEEP A CONSISTENT LOOK IN PRESENTATION

Use the same font, size, color and capitalization format across all slides of your investment pitch deck.

## 6. KNOW YOUR METRICS BETTER THAN ANYONE

Traction speaks louder than words.
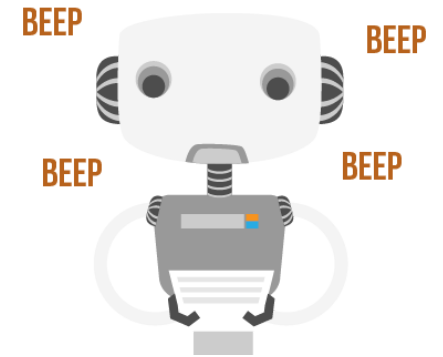
# *Pitch Deck Dont's*

## 1. DON'T USE TOO MANY BULLET POINTS

Limit the bullets. Too many bullet points will kill a presentation.

## 2. DON'T MAKE IT TOO LONG

Average entrepreneur pitch: 38 slides. Average VC attention span/cranial capacity: 10 slides. Do

## 3. DON'T READ WORD BY WORD FROM YOUR SCRIPT.

You will sound like a robot and miss the all-important eye contact with the audience.

## 4. DON'T CREATE A TEXT-RICH, PICTURE-POOR PRESENTATION.

People cannot read and listen at the same time. Great visual inspire and engage people emotionally.

## 5. DON'T COME UNPREPARED

Try to anticipate the kinds of questions they might have and be prepared with answers.

## 6. DON'T USE SMALL FONTS

Always use a font large enough to be seen by all audience members. Use 32- to 44-point for titles and no smaller than 28-point for the text or bulleted items.