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Value chain innovation toolbox

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EXECUTIVE SUMMARY

The change brought about by innovation drivers - such as digitisation or circular economy - dominates the current entrepreneurial and socio-political discourse. The main focus is on the question of how companies can successfully manage change and develop their business potential. The combination of e.g. digitalised products (smart products) in combination with services opens up new opportunities for companies to secure or improve their market and competitive position in the future.

This document is primarily aimed at:

- decision-makers and experts in medium-sized companies who are involved in the implementation of change processes in their companies.
- Intermediaries and innovation support providers who are willing to improve their innovation support tools and processes.

The aim is to provide a methodological guide with a practice-oriented presentation, as well as to inform about the support possibilities up to concrete advice of the CHAIN REACTIONS pilots within the framework of the CHAIN REACTIONS pilots.

Innovation toolbox

The Innovation Toolbox is divided into three parts corresponding to the innovation journey model developed by CHAIN REACTIONS, namely analysis, development and testing. In this initial version of the CHAIN REACTIONS' Innovation Toolbox, the following tools supporting the phases of the VALUE CHAIN INNOVATION process model are made available. The focus is on the analysis and ideation/development phases, which are also the core of the CHAIN REACTIONS activities, whereas the testing phase is more specifically performed within the targeted companies. The tools are described in the form of method cards, which aim at providing practical information with respect the implementation of the methods.

1 VALUE CHAIN INNOVATION PROCESS

This chapter deals with value chain innovation processes in the framework of CHAIN REACTIONS. For this purpose, an overview of the process model is given and then the individual phases are described in detail.

1.1 Overview of the transformation process model

The transformation process model for generating value chain innovation processes (innovation journey) from the perspective of a support organisation is shown below (Figure 1). It is divided into the following phases:

- Awareness raising and networking
- Transfer of methodological knowledge to practice
    - Analysis
    - Ideation / development
    - Testing
- Implementation or use (which is not implemented in the framework of the project activities)

These phases are described in the following. The process model is aimed at individual companies or groups of companies. The individual phases can be repeated; it is also possible to jump back from one phase to an earlier phase, if it appears to be useful from the point of view of the participants.

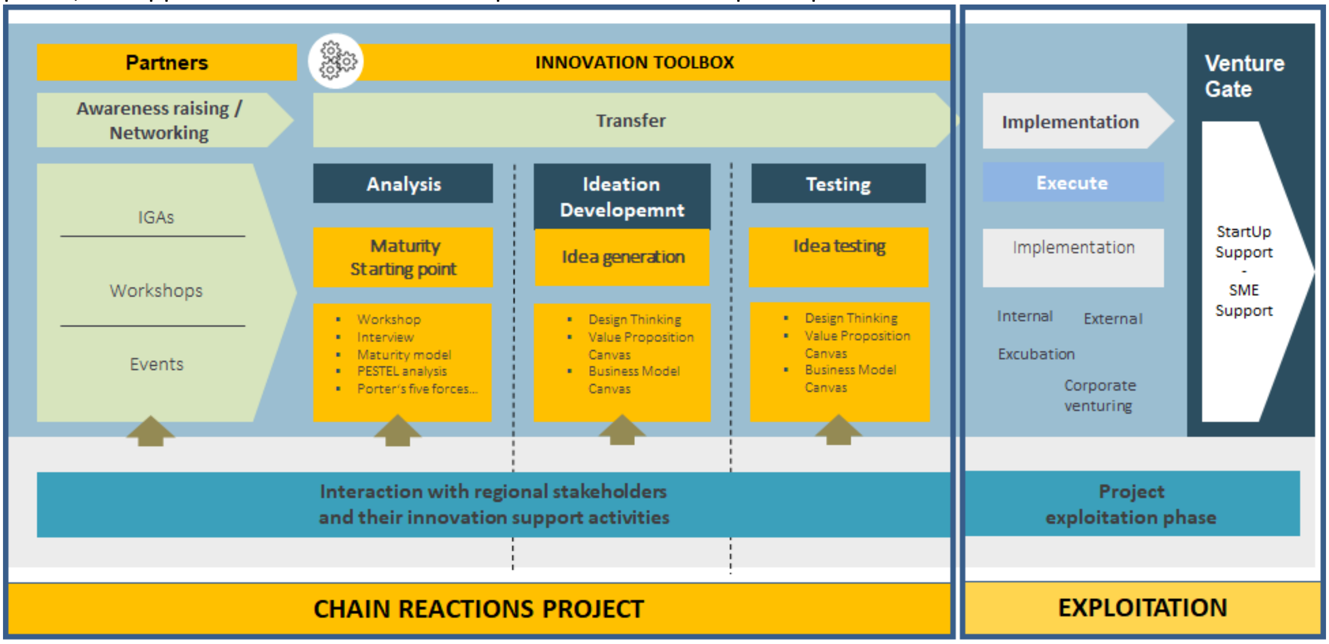


Figure 1: CHAIN REACTIONS innovation journey
Source: own representation

Phase - Awareness raising and networking

The first phase of the model serves to disseminate information and **creating awareness for the relevance and necessity of VALUE CHAIN INNOVATION** and the need for action. It includes lectures and discussions with decision-makers as well as information stands at information events and congresses. Another communication channel is online information, which can be accessed by interested parties following an event to deepen the subject matter. Likewise, event-independent access is possible at any time. The primary target group of activities in the first phase are decision makers from SMEs. This group of people is particularly interesting, as a VALUE CHAIN

INNOVATION implementation should always be accompanied by the greatest possible support from the management. Without this support, changes in the business model and product portfolio cannot be successfully implemented in practice.

This phase is necessary because in many companies the awareness of the problem and the scope of the development of innovation drivers as well as the far-reaching influence on their own company, including products and services, is often not yet consciously perceived in the company and by all decision-makers. Often companies do not perceive the need for action at the moment, because the current business situation and product sales are good; likewise, everyday life is dominated by operative business. However, it must be kept in mind that many of the competitor's products are changing and the company itself must participate in this development if it is not to lose touch.

Phase - Transfer of methodological knowledge to practice

In the second phase of the model, the focus is on **training users** (partners and members of regional Innovation and Growth Alliances as well as businesses involved in the pilots) in order to build up methodological knowledge among them. For the analysis of the existing product and service portfolio of a company in preparation for the development of innovative business models, products or services, it is necessary to apply different methods depending on the scope of the product and service portfolio or the size of the company. For a successful application of these methods, it is necessary that at least some of the persons who will later be entrusted with these tasks in the company attend a method training course beforehand.

Within the framework of these methodological training courses, aspects of the following topics, for example, will be further deepened: Business Model Canvas, Blue Ocean Strategy or Design Thinking. For a successful development of a VALUE CHAIN INNOVATION, it is recommended to involve at least one external specialist with experience in the methods, who coordinates and controls the application of certain methods (parts of methods) depending on the situation and time as well as on the available facts in the company.

Within transnational pilots, the project partners will experiment together with selected SMEs the application of the methods for the three phases of VALUE CHAIN INNOVATION processes:

- Analysis,
- Ideation / development,
- Testing.

The process model presented has the advantage that it is particularly well adapted to the requirements of the target group of SMEs through surveys from workshops, observations and evaluations. Special attention was paid to making the application as user-friendly as possible, so that the best possible results can be achieved through a high level of acceptance by the target group.

1.2 Innovation toolbox

As soon as sufficient awareness of the relevance of VALUE CHAIN INNOVATION has been created in regional organisations and selected businesses, the "transfer" phase aims at communicating and implementing methods and tools for the development of VALUE CHAIN INNOVATION in regional innovation support organisations. The target group for the method training courses conducted in this phase are the actual users of the CHAIN REACTIONS method set, which we name the Innovation Toolbox.

1.2.1 Scope of the Innovation Toolbox

The Innovation Toolbox is divided into three parts corresponding to the innovation journey model, namely analysis, development and testing. In practices, after each sub-phase has been completed, the system checks whether it was completed successfully or whether a repetition (iteration) of the sub-phase is necessary. The following figure shows the process flow.

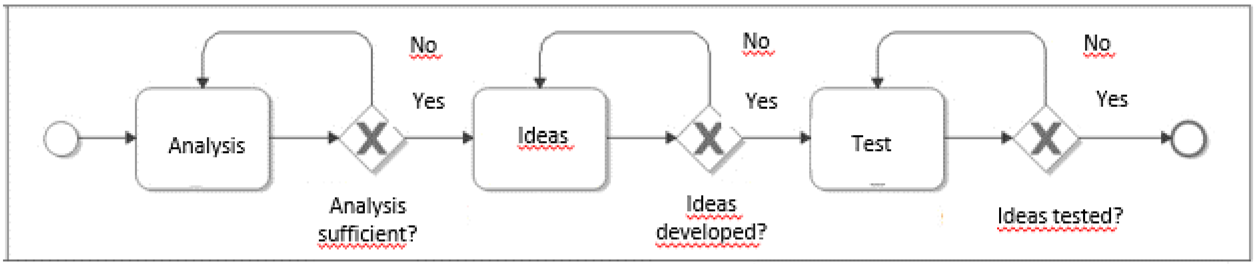


Figure 2: Sequence of the VALUE CHAIN INNOVATION process.
Source: Own representation.

The **analysis** considers the current state of the company, its products, customers, the current market situation as well as external effects that influence the company and its offer (see Figure 3). Each of these points is based on methods which are run through and processed in a certain order. At the end of the analysis workshop, a standardized analysis cockpit is filled with the information developed and distributed as a summary to the participants and interested stakeholders in the company. In the next step, this summary serves as a reference point and basis for discussion during development. Another use of this compressed information compilation becomes apparent if the workshop parts of the Create Phase cannot be held on consecutive days for organizational reasons. Here, the condensed compilation of the developed contents helps to pick up all workshop participants at a later date and to start the next phase of the "Create " process on a common basis. This is the development phase and includes the development of concrete VALUE CHAIN INNOVATION ideas.

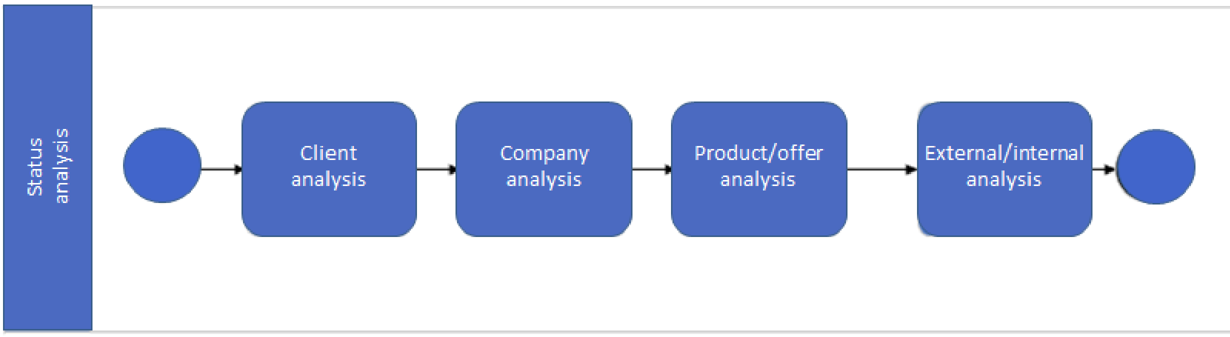


Figure 3: Analysis Phase Modules in the CHAIN REACTIONS Process Model
Source: Own representation.

The **ideation / development phase** is divided into three areas (see Figure 4). First, ideas are generated and collected, then individual ideas are selected, elaborated in more detail and finally presented in an idea gallery. The final point of the development is the evaluation of the developed ideas by workshop participants and decision makers. The selected ideas are then transferred to the test phase, where they undergo initial tests.

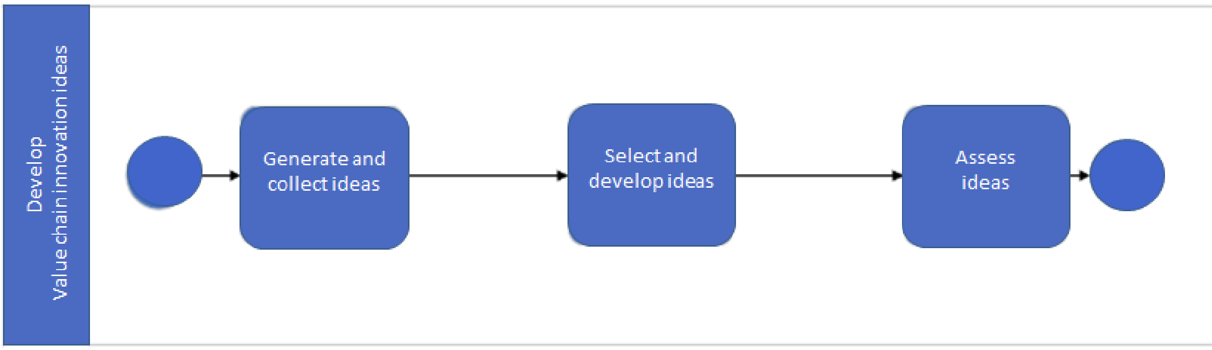


Figure 4: Testing VALUE CHAIN INNOVATION idea(s) as second sub-phase of the "Create" phase
Source: Own representation.

The **testing phase** again consists of four sub-items (see Figure 5).

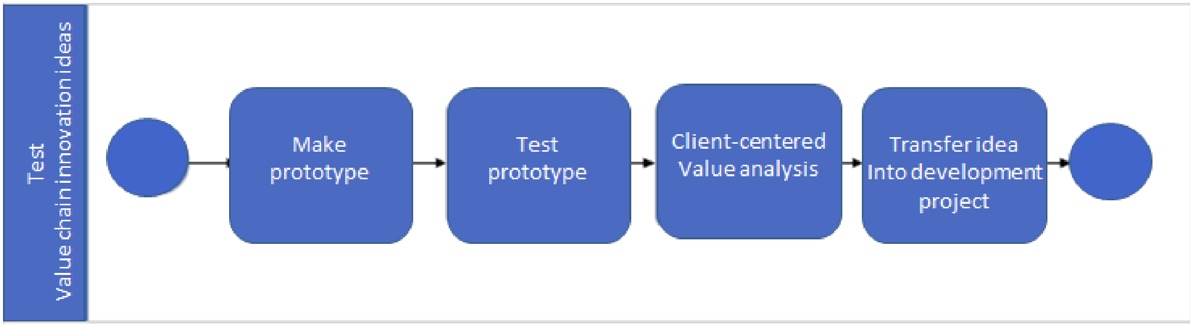


Figure 5: Testing VALUE CHAIN INNOVATION idea(s)
Source: Own representation.

1.2.2 Content of the Innovation Toolbox

In the initial version of the CHAIN REACTIONS' Innovation Toolbox, the following tools supporting the phases of the VALUE CHAIN INNOVATION process model are made available. The focus is on the analysis and ideation/development phases, which are also the core of the CHAIN REACTIONS activities, whereas the testing phase is more specifically performed within the targeted companies.

PROCESS PHASE	TOOLS
ANALYSIS	Customer and expert interviews Customer empathy map Personas Customer experience cycle Non-customer analysis Structure-culture analysis Competence atlas Product service system status Business model canvas Strategy curve Unique selling point Stakeholder map

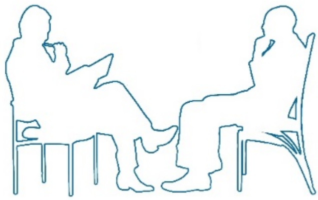
	External effects (extended PESTEL analysis) SWOT
IDEATION / DEVELOPMENT	Define vision Value proposition canvas 4-action framework (ERRC - Eliminate, Reduce, Increase, and Recreate) Inspiration cards Generation of product service system ideas 2x2 and scrum matrix Idea gallery
TEST	Service blueprint De Bono thought hats Wire frames

The tools are described in the form of method cards, which aim at providing practical information with respect the implementation of the methods.

ANNEX: RESOURCES – TEMPLATES

Description of tools

Customer and Expert Interviews



View your offer through the eyes of customers and experts...

What

Customer interviews can be used to gather information about customer needs, experiences, behaviour and motivation in relation to a particular offer. In order to capture further perspectives on the offer or a specific question in addition to the customer's view, internal and external experts are also interviewed using this method. These can, for example, provide information on strategic aspects, development aspects or previous efforts on the topic.

As a result of the method one receives a customer empathy card with the collected information of all workshop participants from the customer interviews. In addition, the results of the expert interviews are summarised according to topic areas.

This method is used at the beginning of the analysis phase, as the information collected is used as a basis for further methods in the analysis, development and test phase.

How

Before the interviews can begin, it should be determined which product, which service or which offer is to be considered and what the objective, i.e. the development question, is for the entire product service system workshop.

Depending on the interviewer's experience, the interviews require a certain amount of practice. Therefore, a rough procedure should be defined in advance. This could be designed as follows for customer interviews, for example:

- Presentation of the other workshop participants
- Subject of the interview: User experience of the customer

How

- The interviewer then asks his questions about:
  - What is the offer used for? When is the offer used?
  - What are obstacles to use? Is there potential for improvement?
  - What is your experience? Positive/negative experiences?

A possible procedure for expert interviews would be e.g:

- Presentation of the other workshop participants
- Subject of the interview: Development question and considered offer
- In an expert interview, questions on the following topics are useful:
  - Would the expert add something to the development question or formulate it differently?
  - What possibilities / perspectives does the expert see for the offer?

During the interview, all workshop participants take notes. For further evaluation, the notes of all participants are then summarised and prepared.

To apply the method, a workshop participant is needed to conduct the interviews, the other participants follow them and take notes. For the interviews customers, users, internal and external experts are needed.

In practice, it has been shown that the rapid establishment of a personal contact with the interviewee is helpful to create a basis of trust and thus to increase the gain in knowledge. Furthermore, it makes sense to address the emotional level in customer interviews, i.e. to ask for direct experiences and their evaluations in order to understand backgrounds and motives.

Why

The method aims to collect information about customers, non-customers, the market and competition. In addition, a new perspective on the present situation is to be gained.

Advantages of the method:

- Comprehensive insights through the combination of customer and expert interviews
- Interview partners can be flexibly addressed and the process adapted
- Requests possible

literature

Knapp, J. / Zeratsky, J. / Kowitz, B. (2016): SPRINT. How to Solve Big Problems and Test New Ideas in Just Five Days. Simon & Schuster Paperbacks: New York.

Competence Center Usability Medium-Sized Businesses (no year): Manual of Methods. User-centric development. Online at: http://www.usabilityzentrum.de/dokumente/Methodenhandbuch.pdf (Called on 21.08.2017).

Reason, B. / Lovlie, L. / Flu, M. B. (2016): SERVICE DESIGN FOR BUSINESS. A Practical Guide to Optimizing the Customer Experience. Wiley: Hoboken, New Jersey.

practical check

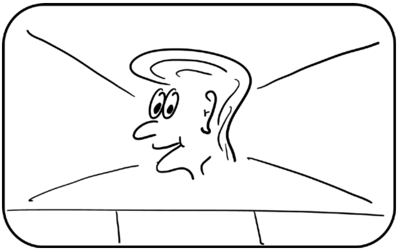
prerequisites
- Interview guide required (good preparation)
- Only applicable for existing customers
- An alternative in the absence of a clientele are interviews with experts from your own company

practical tips
- Clear target for interviewers required
- Due to time constraints, only 3-5 interviews can be conducted during the workshops.
- Also possible by telephone
- The interviewer should conduct 2-3 test interviews beforehand, e.g. with internal experts, in order to gain confidence and adjust questions if necessary.
- Each workshop participant can enter their perception of the interview results in the template of the customer empathy card, which is then consolidated into one customer empathy card per customer group after joint discussion.

Temporal aspects
- Duration: Total approx. 2 - 2.5 h, per respondent approx. 30 min, of which 15 - 20 min Interview

overall impression
- Although the method is relatively time-consuming in terms of time, it can be well integrated into the analysis workshop with appropriate preparation and customer selection.
- All workshop participants receive an authentic impression of the customer's needs.

Customer Empathy Map



Investigate the needs of your customers and get to know them...

What

The customer empathy card serves the simple and clear representation of knowledge about the customer. This method helps to generate a better understanding of the client's environment, behaviour, concerns and needs.

As a result, the user receives information about what the customer perceives, who or what influences him/her, which problems exist with current solutions and how any added value can be generated.

Application area for this method is, for example, the recording of an actual state within the scope of the analysis phase "problem solving".

How

At the beginning, the innovation team is trained in interview methods and the structure of the customer empathy card is explained. Subsequently, as many interviews as possible are conducted with target customers in order to pick up the average opinion or as many individual aspects as possible. Finally, the interview results are transferred to customer empathy cards and compared with the results of all other interviews.

The interview partners are primary customers who use a product or service from the provider.

For practical application, it is recommended that the interviews be conducted personally on site, as this is the only way to record and interpret all the emotions and gestures of the interviewees.

Why

The analysis of the individual views of the customers, as well as their tasks, needs and problems, is intended to generate a better understanding of the situation of the customers. This understanding serves a purposeful development of products/services, which correspond to the needs of the customer.

Advantages of the method:

- **Easy to use**
- **Clear presentation**
- **Good comparability of individual categories among different respondents**
- **Enables a good starting position for the creation of personas**

literature

d.School (o. J.): Method Empathy Map. Online unter: https://dschool.stanford.edu/wp-content/themes/dschool/method-cards/empathy-map.pdf (Abgerufen am 02.08.2016).

Gray, D.; Brown, S.; Macanufo, J. (2010): Game Storming. Sebastopol: O'Reillly.

Osterwalder, A; Pingeur, Y (2010): Business Model Generation. New Jersey : Wiley.

Unger, R; Chandler, C (2012): A Project Guide to UX Design. Berkely: New Riders.

XPLANE (o. J.): DNA of Change. Worksheet No.3 Empathy Map. Online unter: http://cdn2.hubspot.net/hub/375601/file-1450136163-pdf/worksheet_03_visual_alignment.pdf?t=1469828957698 (Abgerufen am 02.08.2016).

practical check

prerequisites

- Method is in need of explanation, therefore an introduction of the method and its rules by the workshop moderator is necessary, in particular the individual fields ("see", "think", "hear", "tasks", "wishes", ...) are to be explained by means of descriptive examples.
- Previously conducted customer/expert interviews are a prerequisite.

practical tips

- The meaning of the fields must be clear to the workshop participants in order to achieve results. Especially the fields "see", "hear", "believe and think" are not immediately understandable and can lead to misinterpretations. Therefore the moderator should give assistance with the classification.

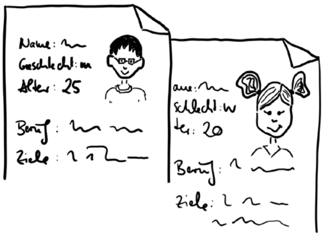
Temporal aspects

- Meaningful results can be achieved in approx. one hour if the method is well introduced (½).

overall impression

- After a short introductory explanation, the method is well applicable in practice.
- The customer empathy card can be set up quickly after the customer interviews and plays an important role in the analysis of customer benefits.

PERSONAS



Describe your customer groups as personas to get a clear idea of them...

What

Personas describe a group of users as individual fictitious persons, with the aim of giving developers and designers a more precise idea of the users of the offer. A persona includes their name, goals, tasks and needs, as well as the person's skills and training.

The results are descriptions of human archetypes that represent a large group of users.

Personas can, for example, be used in the analysis phase to examine customer benefits together or instead of the customer empathy card.

How

In order to obtain a sufficient data basis for the creation of personas, existing market research results can be used or new data can be collected through interviews and questionnaires. The collected data is analysed and divided into groups with similar characteristics. Representative characteristics are identified for the most important target groups.

Fictitious users (personas) are derived from the results of the analysis and assigned properties. These are, for example: First and last name, picture, age, gender, profession, wishes, usage behaviour. The personas can then be further refined in a group discussion. The resulting result is divided into primary and secondary personas. The primary personas represent the main target group.

The personas can then be used whenever information about the requirements and needs of the target group is needed.

How

Personas should be created with the involvement of external stakeholders or relevant in-house employees, but can also be created without any direct user involvement.

The necessary data should then be collected in advance for this purpose. At least one internal participant is involved as the executing person. He assumes the role of the organizer and either the analyst (if existing data is used) or the moderator (if he collects his own data). The organiser should have sufficient knowledge about the relevant offer as well as the corresponding target or user groups.

Giving a persona a name is one of the most important points in a successful definition. This should be composed of an adjective and a subjective. The name is intended to create a concrete individual in the minds of the developers. The assignment of images/photos/drawings of faces to the fictitious persons facilitates identification with them. For this purpose, e.g. photos from databases can be used, drawings can be created or images from catalogues can be cut out. Personas should contain few redundancies. No more than three primary personas should be defined.

Why

Personas serve to give developers and designers a more accurate idea of the users of the offer, so that they can take the view of the personas during the offer development and thus align an offer on the basis of the needs of future user groups and define requirements.

Advantages of the method:
Personas promote understanding of the specific requirements and needs of user groups. This allows the project team to develop a common understanding of the task and a user-centric attitude more quickly. In addition, product-related communication between the departments involved is supported. Furthermore, even a small number of personas is sufficient to represent the needs of many users.

literature

Stickdorn, M.; Schneider, J. (2014): This is service design thinking. Basics – Tools – Cases. Amsterdam: BIS.

Over nickel, F.; Brenner, W.; Naef, T.; Pukall, B.; Schindlholzer, B. (2015): Design Thinking. The manual. Frankfurt am Main: Frankfurter Allgemeine Buch.

Usability in Germany (2016): Methoden. Personas. Online unter: http://www.usability-in-germany.de/definition/personas (Abgerufen am: 16.11.2016).

practical check

prerequisites

- Performed customer interviews and created customer empathy card for each customer group.
- Explanation of the framework conditions by the moderator.

practical tips

- Personas should represent descriptive "personalities" that are described at least in the (product-) relevant aspects.
- For easier identification, the personas should not only be described, but also represented optically in pictures, sketches, photos.
- As a rule, no more than 3 primary personas should be defined.

Temporal aspects

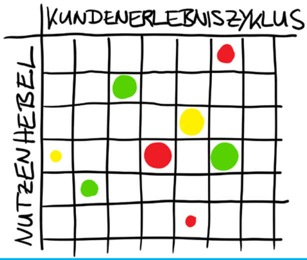
- After explanation of the method approx. 30min per persona.

overall impression

- Personas give customer groups a face so that their needs can be more easily derived.
- For developers, who usually have no direct customer contact, a better identification with the different customer groups is possible.

Interreg CENTRAL EUROPE European Union European Regional Development Fund CHAIN REACTIONS

CUSTOMER EXPERIENCE CYCLE



Get an overview of customer benefits and obstacles to the use of your offer...

What

With the customer experience cycle, the customer benefit of an offer is examined in seven phases from purchase through use to disposal. The method checks which benefits are important to the customer, where there is potential for new value promises and where there are obstacles to benefits. The method can also be used to check whether a particular offer already exists among competitors.

The method can result in an overview with evaluated benefit spaces, on the one hand according to the importance for the customer and on the other hand according to the respective performance of the company. In addition, an overview can be created with obstacles to use.

The customer experience cycle, for example, can be used in the analysis phase to investigate customer benefits and barriers to benefits. But the method can also be used to test a new offer.

How

In a matrix, the method compares seven phases of a customer's experience cycle with one offer (information - purchase - delivery - use - additions - maintenance - disposal) and six benefit levers (customer productivity, simplicity, ease, risk, fun and image, environmental friendliness).

The fields created in the matrix are regarded as useful spaces. On the one hand, they can be examined to determine how important which use space is for the customer and how well the own company satisfies this use with an offer. On the other hand, the matrix can be used to examine the useful spaces for use obstacles and to evaluate their urgency.

How

From the matrix a certain combination of useful spaces can be derived, which are interesting or important for the customer. The company can focus on these areas of use with a new or adapted offer.

In order to create a customer experience cycle, a team should be put together that has in-depth knowledge of the customers, their values and their usage needs.

When applying the method, not all utility rooms need to be evaluated; depending on the offer, individual rooms or phases can be omitted. It should also be noted that customers do not attach the same importance to all phases. It is therefore important to gather information about the customers in advance and to know their tasks, problems and needs.

Why

The goal of the customer experience cycle is to uncover a benefit innovation. A new or existing offer is checked for its benefit (value) for the customer. In addition, the method is intended to show which obstacles to the use of the service exist.

Advantages of the method:

- Good overview and clear structure
- Relatively simple application

literature

Chan Kim, W.; Mauborgne, R. (2016): The Blue Ocean as a strategy. How to create new markets where there is no competition. 2nd Aufl. Munich: Carl Hanser.

Methode.de GmbH (no year): The buyer-benefit matrix. What does the customer experience? Online at: http://www.methode.de/st/Methoden/Kaeufer_Nutzen_Matrix.htm (Retrieved on 16.11.2016)

Walter, R. (2013): Tools. Buyer-benefit matrix. Online at: http://geschaeftsmodell.blogspot.de/2013/03/werkzeuge-kaufer-nutzen-matrix.html (Retrieved on 16.11.2016).

practical check

prerequisites

- Complex method, short training required before use
- Both sufficient customer and product experience necessary to apply method.
- Benefit layers of the basic schema must be adapted in advance to the customer and product conditions.

practical tips

- Allow sufficient time for discussion of the selected rankings in the table. This usually leads to better results, which in turn form the basis for the subsequent steps.
- Easier classification by using a 5-point scale instead of the usual 3-point scale for evaluation.

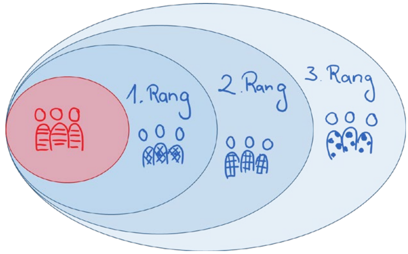
Temporal aspects

- Duration approx. 2 ½ hours.

overall impression

- The results of the method are essential for the subsequent steps, therefore the quite high expenditure for this method is justified.

NON-CUSTOMER ANALYSIS



Look at your non-customers and discover new demands...

What

The non-customer analysis is intended to identify new demand in order to increase supply to the market. For this purpose the non-customers are divided into 3 categories - soon-to-be, refusing and unexplored non-customers - and analyzed, why these do not use the offer.

The result of the method is a summary overview of non-customers - divided into three ranks. In addition, this categorisation contains the reasons why a non-customer does not buy the offer.

How

In preparation, information on non-customers and their concerns about the existing offer should be researched. The method divides the non-customers of an offer - depending on the relative distance to the own market - into 3 ranks.

- **1st rank: soon-to-be non-customers:** They are on the margins of the market and use the offer because it is necessary for them, but to a small extent. Mentally, they're not customers. If there's another option, they don't buy anymore.
- **Rank 2: Non-customers who refuse:** These non-customers have decided against the offer of the market. They don't use the offer or they can't afford it.
- **Rank 3: unexplored non-customers:** On this rank are the customers in distant markets. You have not yet taken advantage of the opportunity offered by the offer. Similarly, they have not yet been considered as potential customers by the industry as their demand and business opportunities have only been linked to other markets.

How

After the non-customers have been uncovered and assigned to the 3 ranks, reasons are compiled for the individual ranks, why these non-customers do not use the offer and/or why they want to leave the market. Here it can be quite possible that there are reasons, which are valid for several ranks at the same time.

When evaluating the method, all 3 ranks of non-customers are considered first. In addition, it should also be checked whether there are significant similarities across two or three ranks. If there is a common ground and it offers a greater customer gain than a rank in itself, the company should focus on it.

The non-customer analysis should be carried out with persons from the areas of sales and marketing or market research. Non-customers can also be involved in the analysis of the reasons for a non-purchase.

The practical application should also bear in mind that buyers cannot only be end customers, but also other participants in the value chain, such as middlemen.

Why

The study of the 3 ranks of non-customers aims at discovering new demand and thereby increasing the market for an offer. The aim is to find non-customers with essential similarities to which they attach importance. The aim of the method is, so to speak, a desegmentation and not an even finer segmentation of the own market.

literature

Chan Kim, W.; Mauborgne, R. (2016): The Blue Ocean as a strategy. How to create new markets where there is no competition. 2nd Aufl. Munich: Carl Hanser.

practical check

prerequisites

- Method briefly explain, in particular the three ranks of "non-customers" ("soon-to-be", "deniers", "unexplored") are to be explained in detail.
- Expertise from sales and marketing must be available
- Result documentation in the form of a matrix with "non-customers" and reasons why these are "non-customers".

practical tips

- Method with brainstorming in the group.
- Identify "non-customers", assign them to a rank and name possible reasons. Enter the results directly into the results matrix.

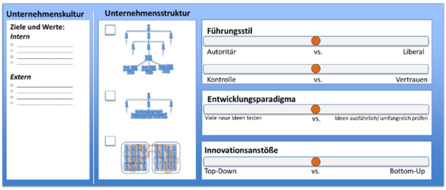
Temporal aspects

- Duration: at least 20-30 minutes.

overall impression

- method well applicable in practice, as long as the necessary sales expertise is available in the team.
- Supports the generation of new customer groups.
- Results of the method provide concrete indications for the design of suitable product service offers for the corresponding customer segments.
- Although unexplored "non-customers" are relatively difficult to evaluate in the short time available, they offer great potential.

STRUCTURE-CULTURE-ANALYSIS



Question the corporate structure and culture. Is there? …

What

The method of structure-culture analysis aims to analyze companies not only on the basis of facts and figures, but also to consider other factors.
More and more innovative companies have new and agile corporate structures, which can range from a flat hierarchy to a network or swarm organisation. Therefore it makes sense to consider the current corporate structure in order to be able to draw attention to possible development scenarios. Further points of analysis are the leadership style, the development paradigm and the question where innovation impulses come from in the company.
In the area of cultural analysis, the method distinguishes between internal and external goals and values of the company and thus also carries the self-image of the company to the outside world. This method is carried out in the area of analysis.

How

First, a PowerPoint slide is displayed that represents a template of the analysis. Then the method card is filled in the following order by query technique from the circle of workshop participants: Corporate structure, management style, development paradigm, innovation initiatives and corporate culture. The query starts with the company structure, as this is a comparatively simple question and does not represent any potential for discussion. The complexity of the criteria asked for increases in the listed order and concludes with the (experience has shown) most complicated category, the corporate culture.

Why

Using the method, the status in the thematic areas can be queried easily and uncomplicatedly. In addition, this method should encourage the participants to reflect and give impulses for questioning the status quo by pointing out, among other things, agility criteria.

Advantages of the method:

- A simple method that makes you think.
- Fast feasibility
- If there is no corporate culture definition, the most important basic values are recorded and agreed in a short period of time

literature

Use-PSS (2017), Pforzheim University of Applied Sciences

practical check

prerequisites

- Meaningful working template for the classification of corporate culture and structure
- Open discussion about corporate culture and structure must be possible

practical tips

- First discuss and, if necessary, add values under the guidance of the moderator. Then fill in the template together.

Temporal aspects

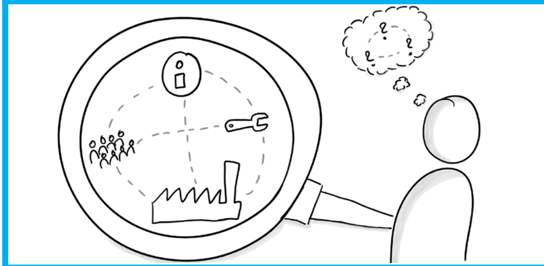
- Duration approx. 15 minutes.

overall impression

- Unproblematic application with good, guided presentation and open discussion.

CHAIN REACTIONS

COMPETENCE ATLAS



Which competencies are slumbering in the company?

What

Existing competencies in the company can be very valuable and in combination can lead to or support new innovations. Conversely, a lack of competences can also block innovation, since no relevant knowledge is available or cannot (yet) be built up. Therefore, this method has the goal of analysing and documenting the business areas, core competencies and resources of the company under consideration.

How

In order to obtain the relevant information, the workshop participants will be asked to brainstorm on business areas, core competencies and resources. The moderator takes these terms, documents them on a metaplan wall and clusters them - if necessary.

Why

The information gained here is of great relevance for the further course of the workshop, since possible future innovation ideas require certain competences for their implementation.

Advantages of the method:

- **Short duration**
- **Simple implementation**

literature

No literature - Own development based on real workshop experiences.

practical check

prerequisites

- Prepared template

practical tips

- After a short discussion, jointly enter values for the core competencies, business areas and resources.

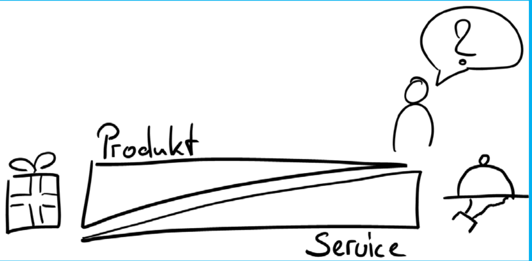
Temporal aspects

- Duration approx. 10 minutes.

overall impression

- Good, valid findings in a short time.

Product Service System Status



How much service is already in your offer today ... ?

What

The methodology is part of the analysis phase and aims to make a statement about the current offer. The theoretical basics of Product Service Systems (PSS) are presented and explained in a short and clear form and at the same time an assessment of the current offer in the PSS context is possible.
The method offers the participants an overview of possible PSS characteristics and the status of their offer in such a classification.

How

The procedure is divided into two steps, namely the transfer of knowledge and the implementation of the learned contents. First, the PSS theory according to Tukker (2004) is presented and made tangible with practical examples. In a second step, the workshop participants will discuss their own offer with each other and examine its theoretical characteristics. Finally, it is determined which product shares and which service shares are available in the current offer.

Why

Since an awareness of the relevance of the PSS topic should already exist before the application of this method, the procedure described above is to be seen as a further building block of theoretical knowledge transfer. Furthermore, the theory is directly applied to a concrete problem and awareness for a future PSS offer is created.

aims

Advantages of the method:
- Knowledge transfer in combination with direct application
- Simple transfer through "learning-by-doing

literature

Tukker, A. (2004): Eight types of product–service systems. In: Bus. Strat. Env. (Business Strategy and the Environment), Vol. 13 (4), S.246-260

Tukker, A. (2006): New Business for Old Europe: Product-Service Development, Competitiveness and Sustainability. Greenleaf Publishing Limited, Sheffield.

practical check

prerequisites

- Presentation and explanation of the Tukker model, in particular the definition and classification of the service shares and their terminology.
- Clear (descriptive) delimitation of the terms product and service depending on the sector

practical tips

- Illustration of the different classes of product service systems through examples, preferably from the industry of the company under investigation.
- Question and verify company information on product and service shares
- For better visualization, enter the result directly into the Tukker template

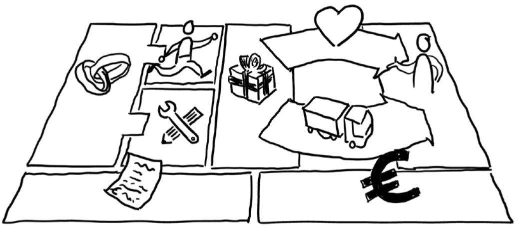
Temporal aspects

- Duration approx. 15-20 minutes.

overall impression

- Easy-to-use method
- The method makes an important contribution to illustrating the status quo of the company with regard to service orientation.
- Helps to develop a "feeling" for the possible applications of product service systems in the company

Business Model Canvas



Analyze your current business model or test new strategic alternatives...

What

The Business Model Canvas is a concept for business models. It makes it possible to describe and analyse one's own business model as well as models of competitors or other companies.

The result of the method is a schema with an actual and/or target business model. For example, the Business Model Canvas can be used in the analysis phase to map the current business model.

How

In the preparation phase, a team with diverse participants should be put together. The business model then has to deal in depth with the information on the individual fields of the business model canvas and compile it.

In a joint workshop, the individual basic modules of the Business Model Canvas are then developed. New ideas are to be generated. The goal here is quantity rather than quality. Ideas are then sorted out according to criteria and a business model canvas is created for each of them. The following basic modules are part of the Business Model Canvas:

1. **Customer segments:** Here the different groups of people or organisations to be reached and served are defined.
2. **Value proposition**: Products and services that create value for a specific customer segment are described.
3. **Channels:** Here it is shown how a company communicates with its customer segments and achieves these in order to transfer a value contribution.
4. **Customer relationships:** describes the types of relationships that a company maintains with specific customer segments.
5. **Revenue streams:** They represent the revenues generated by a company through a customer segment.

How

6. **Key Resources: The** most important resources needed to run the business model are described here.
7. **Key activities:** This module describes the most important activities that a company must perform in order for the business model to work.
8. **Key partners:** The network of suppliers and partners is shown here so that the business model works.
9. **Cost structure:** All costs incurred by operating the business model are shown here.

Subsequently, prototypes should be created for the developed business models in order to test them further.

To create a Business Model Canvas, a diverse team should be used in terms of seniority, age, experience level, business area, customer knowledge and expertise. In addition, it makes sense for less experienced groups to have an organizer who guides them through the canvas and checks that the brainstorming rules are adhered to when brainstorming ideas, etc.

For the practical application of the method, it makes sense to print the Business Model Canvas on a large poster and hang it on the wall. The fields can thus be filled in together in the group (preferably with Post-its).

Why

The aim of the method is to describe or change and analyse a business model in order to try out new strategic alternatives. The resulting model can also be described as a blueprint for a strategy.

Advantages of the method:

- Simple, intuitively understandable
- visualization
- Suitable for teams, it promotes communication
- Contexts become apparent
- Customer orientation and value proposition

literature

Faltings, T. (2011): Business Model Canvas Poster German V 1.1. Online at: http://fa.ltings.de/files/downloads/2014/01/geschaeftsmodellcanvasposter.pdf (Retrieved on 11.10.2016).

Osterwalder, A.; Pigneur, Y. (2010): Business Model Generation. A Handbook for Visionaries, Game Changers, and Challengers. Hoboken, New Jersey; Canada: John Wiley & Sons.

Utz, T. (no year): Visual presentation and development of business models. Lecture series WissensWertes. Institute for Innovation, Design and Engineering IDEE-FHS. FHS St. Gallen. Online at: https://www.fhsg.ch/fhs.nsf/files/IMS_Pr%C3%A4sentationWissenswertes/$FILE/Pr%C3%A4sentation%20Thomas%20Utz.pdf (Retrieved 18.10.2016).

practical check

prerequisites

- More complex method, therefore many explanations are usually necessary depending on the previous knowledge.
- Please note that a separate canvas must be created for each relevant customer segment.

practical tips

- Explain terms as clearly as possible using the template
- Provide illustrative examples

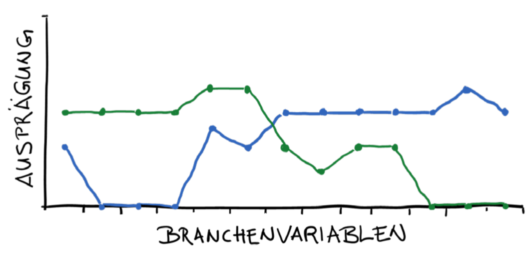
Temporal aspects

- Duration approx. 30 minutes.

overall impression

- Suitable for practical use
- Leads quickly to concise, meaningful results

STRATEGY CURVE



Compare your offer with the industry variables of the market and the offer of the competition...

What

The strategy curve is used to record the current status of the company's offer with regard to the key criteria of the known market. It serves as a diagnostic tool. They also serve as the basis for a framework of action to develop a new value proposition.

As a result, the method provides a graphical representation of the relative performance of your company across the industry variables of the market. In addition, the own offer is compared with that of the competition.

The method can be used, for example, in the analysis phase to present the current strategy of the own offer.

How

In preparation, information on key market criteria and competitive offers should be researched.

In the first step, the horizontal axis is machined for the strategy curve. For this purpose, the key criteria (also industry variables) that make up the market of the offer are developed and applied. These are important criteria that are valuable for the customer or customer groups.

The vertical axis is then considered. It represents the offer level, i.e. the value the customer receives, per criterion. A high level generally stands for a high value and vice versa. An exception is the price; here a high level means that the offer is expensive. For each industry variable, the own offer is assessed and entered in the chart. If these points are connected with each other, the strategy curve results. The most important competitors are then viewed in the same way and their curves are also plotted.

How

The next step is to interpret the strategy curve and work with the 4-action framework (ERRC - Eliminate, Reduce, Raise and Create) to find an offer for an unrivalled market. See Methodological Map 4-Action Framework in the area of "Development".

To create a strategy curve, a heterogeneous team should be put together to look at the customer, the market and the competition from different perspectives. An organizer to coordinate the implementation is especially useful for untrained groups.

When applying the strategy curve, it is important to reorient oneself, to take a new perspective, so to speak, on the market problems to be solved. The focus should shift from competitors to alternatives and from customers to non-customers.

Why

The aim of the strategy curve is to record the current status of the company's offer with regard to the key criteria of the known market. In addition, the method aims to find out on which factors the competition concentrates and what value the customers receive from current offers.

Advantages of the method:
The method provides a good and quick overview of the market under consideration. In addition, it supports the search for and finding of unrivalled markets by a clear and simple representation of the industry variables and the respective characteristics of these variables in different companies.

literature

Chan Kim, W.; Mauborgne, R. (2016): The Blue Ocean as a strategy. How to create new markets where there is no competition. 2nd Aufl. Munich: Carl Hanser.

practical check

prerequisites

- Topic must be well prepared by companies
- Prior to the workshop, the industry variables must be identified, which are then discussed and selected in the workshop.
- Considered competitors must be selected and researched beforehand.
- Assessment of competitors usually not feasible in the workshop - This has to be done as a "homework".

practical tips

- Use template without industry variables and enter in workshop
- Discuss the characteristics of the evaluations (which means 1,2,3, ...) and bring participants to a uniform level (standardise)
- Fill in a template for your own company during the workshops. When analysing competitors, care should be taken to ensure that discussions about competitors are only held within a defined timeframe, provided that the necessary information has been researched in advance.
- If necessary, only deal with your own company in the workshop and competitors in the aftermath

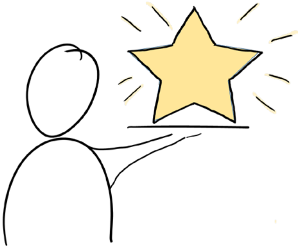
Temporal aspects

- Duration approx. 1-2 hours (minimum).

overall impression

- Well applicable in practice
- High expenditure of time
- In order to carry out the method during the workshop, good preparation and homework completion are required.

UNIQUE SELLING POINT



Is what you offer your customers unique?

What

The objective of this method is to determine whether the current offer has a unique selling proposition compared to the competition. In addition, a unique selling proposition simultaneously indicates whether the company can offer its customers a unique offer. This method is used in the analysis phase, but can also be repeated as often as required.

How

In the analysis workshop, participants are asked to examine their current offer for one or more unique selling points. In a further step, a motto for the offer is to be created. This motto should make it possible to advertise the current product.

Why

The procedure described is intended to capture the market situation of the offer under consideration and at the same time to show whether it is unique in any way.

Advantages of the method:

- **Short duration**
- **Ask relevant questions for the further course of the workshop**
- **Creates awareness of the issue and encourages discussion**

literature

Chan Kim, W.; Mauborgne, R. (2016): The Blue Ocean as a strategy. How to create new markets where there is no competition. 2nd Aufl. Munich: Carl Hanser.

practical check

prerequisites

- none

Temporal aspects

- Duration approx. 10 minutes.

overall impression

- Simple, fast results with the required precision

STAKEHOLDER MAP

Visualize your internal and external stakeholders and whose relationships with each other...

What

The Stakeholder Map enables a comprehensive, visual representation of different groups involved in a specific service / product / offer. By graphically illustrating such a complex situation, the relationships between these stakeholders can be analysed and possible fields of action uncovered.

The result of this method is a visual overview of all stakeholders, both internal and external, and their relationships with each other. If required, a further map with all stakeholders and their similarities can also be displayed.

Application area for this method is, for example, the recording of the actual status of the stakeholder situation of the current service / product / offer within the scope of the analysis phase.

How

The first step is to create a comprehensive list of stakeholders (e.g. departments, customers, partners or legislators). This can be done with the help of interviews and research or within a workshop by brainstorming with the participants. As far as known, it makes sense to record the interests and motivation of the respective stakeholders.

The list of stakeholders should also indicate whether it is an internal or external stakeholder. The relationship between the groups and how they interact with each other will then be examined. What kind of relationship is it, a good, neutral or conflict-ridden relationship?

How

Finally, the stakeholders are depicted on a map, e.g. on a flipchart. For this purpose, an inner circle with the internal stakeholders is created and a ring with the external stakeholders is recorded on the outside. Finally, the relationships between the respective stakeholders are depicted with arrows and symbols.

If one also wants to consider the commonalities of the stakeholders, a further map can be created in which the participants are grouped according to their commonalities (e.g. interests, motivation, etc.). If the situation is not too complex, both cards can be combined.

Sensible participants in the method itself or for interviews in advance are persons directly involved in the service / product / offer (internal and external) who have a good overview of the stakeholders. In addition, participants from different departments of the company are important to capture different perspectives and get a comprehensive list of stakeholders and their relationships with each other. Especially the recording of (internal) relationships is not always easy, which is why a neutral person is useful for moderation and documentation.

In practice, it has been shown that it can be useful to subdivide stakeholders into companies and their environment and to further subdivide the company into internal and external stakeholders.

Why

The Stakeholder Map is intended to provide an easily accessible overview of the complex stakeholder situation, through which both pain points and areas with potential opportunities can be uncovered.

Advantages of the method:
- the illustration visualizes well and simply a complex situation
- comprehensive overview of all parties involved
- enables categorization of groups according to importance and influence
- highlights issues that affect different stakeholder groups at the same time

literature

Stickdorn, M.; Schneider, J. (2014): This is service design thinking. Basics – Tools – Cases. Amsterdam: BIS.

dins ServiceDesign (no year): Stakeholder Map. Online at: http://servicedesign.designismakingsense.de/portfolio-item/stakeholder-map/ (Retrieved on 15.8.17).

practical check

prerequisites

- Clearly identify stakeholders, differentiate between internal and external stakeholders if necessary.

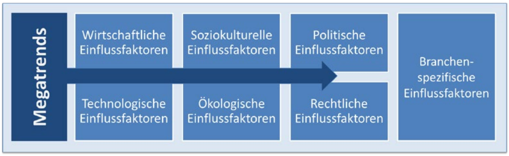
Temporal aspects

- Duration approx. 15 minutes.

overall impression

- Stakeholder classification simple,
- Relationships between stakeholders more difficult to map
- Meaningful results
- Time target of 15 minutes was adhered to exactly

External Effects



Consider external influencing factors of your environment and market...

What

This method is an extended PESTEL analysis. The PESTEL analysis is used to identify economic, technological, socio-cultural, ecological, political and legal influencing factors. It was supplemented by an analysis of megatrends and industry-specific influencing factors.

The result of the method is a graph with an overview of the most important external effects that (can) have an influence on the company and the offer.

The "External Effects" method can be used to analyze and present the situation of the market and environment prior to the development of product service system ideas.

How

In advance, it makes sense to conduct research on the current status and future development of the market and environment in order to have an information basis for the implementation of the method.

At the beginning of the method, relevant megatrends are defined. To this end, we can draw on well-known studies on this subject, such as those conducted by Z punkt GmbH, as an aid. Then, based on the previously collected information and the knowledge of the participants, past, current and future influencing factors are defined and assigned to the respective categories. The following influencing factors, which are the subject of the PESTEL analysis, should be considered:

- Economic: e.g. economic growth, interest rate level, exchange rates
- Technological: e.g. innovation, information and communication technology
- Socio-cultural: e.g. population structure, education, culture

How

- Ecological: e.g. location, infrastructure, natural resources
- Political: e.g. foreign policy, stability of the political system
- Legal: e.g. legal system and state constitution, legal awareness

In addition, the "External Effects" method also takes into account whether there are special industry-specific influences that should also be observed.

After applying the method, it can be examined how the identified factors are currently changing, how they will change in the future and what effects this will have on the company. The relationships between the factors should also be taken into account.

This method should be used by people from different areas and functions of a company in order to obtain a variety of perspectives on the external effects. It may also make sense to involve external consultants who have specific knowledge of market developments.

When applying the method in practice, it must be borne in mind that only external influencing factors over which the company or industry has no direct influence are included. In addition, one should try to identify only the most important factors with the greatest influence, so that the analysis does not get out of hand in the aftermath.

Why

The method aims to prepare external influences in a structured way in order to take these factors into account in the later PSS development phase. A further objective is to keep an eye on the external effects, as their changes can have a positive or negative impact on the company and its offering at any time.

Advantages of the method:

- Clear preparation of the many different factors
- Holistic consideration of external opportunities and risks

literature

Walsh, G. / Deseniss, A. / Kilian, T. (2009): Marketing. An introduction based on case studies. Springer: Berlin, Heidelberg.

Johnson, G. / Scholes, K. / Whittington, R. (2011): Strategic Management. An introduction. Analysis, decision and implementation. Pearson: Munich.

Theobald, E. (2016): PESTEL analysis. The most important factors influencing the macroenvironment. Online at: https://www.management-monitor.de/de/infothek/whitepaper_pestel_Analyse.pdf (Retrieved on 22.08.2017).

Z_punkt GmbH (2017): Megatrends. The global drivers of change that determine the future of your business. Online at: http://www.z-punkt.de/themen/artikel/megatrends (Retrieved on 23.08.17).

practical check

prerequisites

- Explain in detail what the influencing factors refer to, otherwise it is unclear whether the sector, product or company is meant.
- Explaining the demarcation between megatrends and industry-specific influencing factors

practical tips

- Summarize political and legal influencing factors if necessary, since these often overlap.

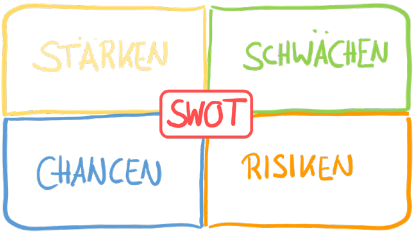
Temporal aspects

- Duration approx. 30 minutes.

overall impression

- Can be used without any previous knowledge

SWOT ANALYSIS



Consider the strengths and weaknesses of your company as well as the opportunities and risks of your environment...

What

The SWOT analysis serves to present information about the company and its environment in a structured way. It consists of an internal analysis, in which strengths and weaknesses of the company are considered, and an external analysis, which concentrates on opportunities and risks of the market.

The result of this method is a SWOT diagram with prepared information that can be used as a basis for further analyses. This analysis identifies and points out the need for action.

The method can be used to analyze and present the situation of companies and markets prior to the development of product service system ideas.

How

In preparation, information about the company and the market must be researched and compiled. This information must then be filtered and categorised according to the four areas of strengths, weaknesses, opportunities and risks.

Within the **external analysis,** possibilities and risks of the technological and economic environment of the company are worked out. Opportunities can be trends, market influences, certain events or ideas from which the company can benefit. Risks, on the other hand, are events or influences outside the control of the company that must be planned in or minimized. The following points should be examined in the external analysis: Trends in work and lifestyle, customers, price sensitivity and demand elasticity, competition, technologies, regulations and guidelines, suppliers, potential partners.

How

With the help of the **internal analysis,** the strengths and weaknesses of the company are determined internally. Strengths are skills that enable companies to act well. On the other hand, characteristics that prevent the company from operating well on the market are weaknesses. This analysis should consider the following aspects: Core competencies and core processes, brand power, financial situation and cost structure, product portfolio, R&D projects, handling of technology, employee skills, management competencies, corporate culture.

In the last step, all information should be collected in a SWOT chart.

The SWOT team should consist of many people from different areas and functions of a company. If necessary, external persons such as suppliers or consultants can also be integrated. As organizer, a person should be chosen who is trusted, who is considered objective and who is respected.

In practice, it should be noted that the statements should be presented in a descriptive manner, not interpreted. Some information cannot be unambiguously assigned, it should then be displayed in all possible categories. The external analysis should not be neglected, even if the procurement of information is more complex. A sharp separation between internal and external analysis is important. The method should be combined with other analyses, as it is only used to prepare information.

Why

The aim of this method is to prepare a structured presentation of all the information on companies and the market and to present it in the four areas of strengths, weaknesses, opportunities and risks. This is intended to create a basis for (strategic) analyses.

Advantage of the method:

- The SWOT chart is a reusable representation of the situation of companies and the market.

literature

Harvard Business School Press (2006a): SWOT analysis I. Looking outside for threats and opportunities. Excerpted from Strategy: Create and Implement the Best Strategy for Your Business. Harvard business essentials. Boston, Mass.: Harvard Business School.

Harvard Business School Press (2006b): SWOT analysis II. Looking inside for strengths and weaknesses. Excerpted from Strategy: Create and Implement the Best Strategy for Your Business. Harvard business essentials. Boston, Mass.: Harvard Business School.

Kotler, P.; Berger, R.; Bickhoff, N. (2016): The Quintessence of Strategic Management. What You Really Need to Know to Survive in Business. 2. Aufl. Berlin, Heidelberg: Springer.

Schawel, C.; Billing, F. (2014): Top 100 management tools. A manager's most important book From ABC analysis to target agreement. Fifth Aufl. Wiesbaden: Gabler.

practical check

prerequisites

- None, since the method is generally known.
- The moderator must ensure that the aspects and their impact on the company are described.

practical tips

- In case of difficulties with the description of the external effects, it is best to use a card query.
- In case of difficulties in describing the external aspects, the results of the PESTEL analysis can be used.

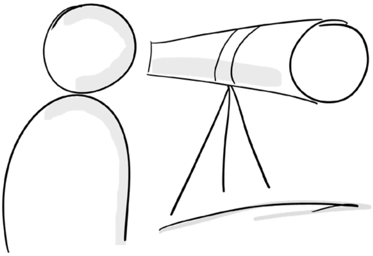
Temporal aspects

- Duration 30-45 minutes.

overall impression

- The gain in knowledge regarding the external aspects is relatively small, but it effectively and structurally summarises and validates the results of some previous methods (in particular PESTEL). However, there is no redundancy, as the results would not be achievable without the previous methods.
- Method well known in practice, which can be used without much effort.

DEFINE VISION



*Where would you like
You as a company
in the medium term?*

What

This method can be used at the beginning of a creative phase to define a common vision for the previously outlined goal. Alternative methods are, for example, future press releases or board speeches.
The results obtained here can be very diverse and strongly depend on the target group, the industry and the workshop participants.
Possible results can be targeted at high-profile publications, directed towards social media, a classic interview or, as described above, a press release. The future customer view of an offer can also be displayed.

How

At the beginning, the workshop participants are taught the meaning of this procedure. The moderator presents some possible categories for the presentation of a vision and distributes moderation cards. In a joint brainstorming session, the participants write their ideas on the cards. These are collected and clustered by the moderator. The method is completed as soon as the collected contents make enough sense to be able to build on them.
Ideally, the collected content should be visually prepared again and visualized for the entire group.

Why

The aim of the method is to generate a common image of all participants and to define this as a development goal. With this method you can address this target within a short time.

Advantages of the method:

- Short duration
- Common image
- Community definition of an objective
- Viewing the future from many different angles is possible

literature

Van der Pijl, P.; Lokitz, J.; Solomon, L. K. (2016): Design A Better Business. Hobboken, New Jersey: John Wiley & Sons.

practical check

prerequisites

- Specify structure: Where do we want to go?
- The objects used as vehicles (magazine cover, title line, tweets, customer quotes, hashtags, instagram pictures) must be explained and illustrated using examples (e.g. the entry slide used in the fact sheet).
- Removing hurdles to formulate meaningful claims

practical tips

- Bringing cards into logical contexts while pinching.
- Quotes from customers are the easiest to deduce and form the basis. Therefore, these should be started in order to ease the entry hurdle.
- The following ideas on the title line, hashtags and other objects give brief and concise hints on the vision to be formulated for the product service system.

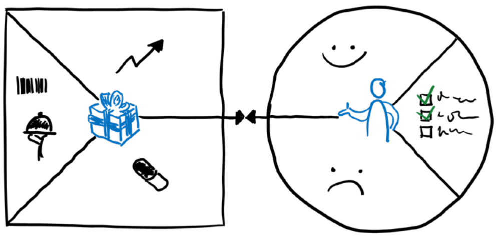
Temporal aspects

- Duration approx. 15-20 minutes.

overall impression

- The method is well accepted, after short start-up difficulties, lively participation and many creative objects/ideas can be generated.
- In a relatively short time a vision for the product service system can be developed with which all WS participants can identify themselves.

VALUE PROPOSITION CANVAS



Consider your ideas by confronting your value proposition with customer needs...

What

The Value Proposition Canvas method can be used to compare customer needs with the value of products and services on offer and to develop an offer tailored to the target group.

The result of the method is a scheme with a comparison of value offer and customer needs. It is shown whether these two sides fit together, i.e. whether the tasks, pain and additional benefits of the customer can be fulfilled with the offer.

The Value Proposition Canvas can, for example, be used in the development phase to check ideas.

How

The Value Proposition Canvas consists of two parts: the customer profile and the value card. With the help of the customer card, the target group is described and the customer understanding is recorded. The respective offer and its value promise is represented by the value card. Then it is checked whether there are aspects in the two parts that fit together.

In order to understand the target group, the following points are considered:

- **Tasks**: The primary goal which the customer tries to achieve in order to satisfy a certain need in his life.
- **Added value**: These are customer needs that go beyond the normal benefits necessary to perform the tasks.
- **Pain**: The pain that arises when you have to cope with current solutions to complete the tasks.

How

The following aspects are considered when considering the value proposition:

- **Product & Services:** This is the offer (products/services) that is to be sold.
- **Additional Benefits Sponsors**: They describe the value that is created by the offer and goes beyond mere problem solving.
- **Painkiller**: The main contribution of the offer to the problem solution of the customer.

The Value Proposition Canvas can then be integrated into the Business Model Canvas and the idea for a business model further developed.

In order to create a value proposition canvas, a heterogeneous team with customer knowledge and professional competence should be set up for the offers. In addition, it makes sense to use an organizer who leads through the canvas for less experienced groups.

As with the Business Model Canvas, it makes sense to print the Value Proposition Canvas on a large poster and hang it on the wall. The fields can thus be filled in together in the group (preferably with Post-its). The filling in of the respective fields is supported by guiding questions.

Why

The aim of this method is to systematically look at the customer / target group and their problems, tasks and needs and to derive meaningful products and services from them. In the same way, the method can be used to check whether an idea for a new offer meets the needs of the customer / target group.

Advantages of the method:

- Transparency: shows what the customer wants in a simple way
- Risk minimization: helps to check whether an idea is suitable for the customer

literature

Osterwalder, A.; Pigneur, Y.; Smith, A.; Bernarda, G. (2014): Value Proposition Design. How to Create Products and Services Customers. Hoboken, New Jersey: John Wiley & Sons.

practical check

prerequisites

- Explanation of method required for entry (entry screen with explanation)
- Explain in particular the three components (additional benefits, jobs, pain).

practical tips

- Question to start with: Which customer groups should be addressed with the possible product service systems? The personas generated during the analysis phase should be used.
- Compare the insights gained with those from the customer empathy card (analysis phase) and adjust them if necessary.
- First describe the jobs (entry level) and then formulate additional benefits and pain.
- Allow discussion among participants.
- Question the ideas of the participants by the moderator, i.e. check for meaning, in order to avoid misunderstandings.

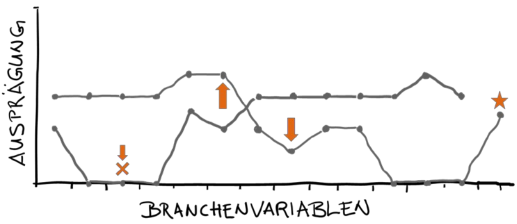
Temporal aspects

- Duration: approx. 30-45 minutes, if necessary, allow for extension

overall impression

- Very productive method, with which many ideas and approaches for product service systems can be generated from the customer's point of view.
- Allow enough time or react flexibly, as the results provide important insights for the subsequent methods.

4-ACTION FRAMEWORK (ERRC)



View your strategy curve from different angles and develop a new offer ...

What

Using the 4-action framework (ERRC - Eliminate, Reduce, Increase, and Recreate), the strategy curve is edited to find an unrivaled market. The framework supports new perspectives on the market problems to be solved. The method leads to finding alternatives and to include not only customers, but also non-customers in the consideration.

Based on the graphical representation of the strategy curve of the current offer, a new value curve is obtained. It shows how new demand can be created and how the value of the offer can be increased for the customer. Here, too, the current offer of the competition can be shown for comparison.

The method can be used, for example, in the development phase to generate new ideas for the current strategy of the own offer.

How

In order to create a new value curve from the existing strategy curve and thus a new market, the following four questions should be answered:

- **Eliminate: Which industry standard factors should be eliminated?**
- **Reduce: Which factors should be reduced below the industry standard?**
- **Raise: Which factors should be increased beyond the industry standard?**
- **Create: What factors should be offered beyond the industry standard that have never been offered before?**

The first question leads to the elimination of factors in which companies in the sector compete with each other. These are often taken for granted, although they no longer generate any value for the customer.

How

The second question examines whether products or services have been developed oversized to outperform the competition. The companies offer too much to the customers, increase thereby their cost structure however no additional profit has from it. Question 3 aims to uncover compromises that the customer has to make because of the industry. The fourth question aims to find new sources of value for the buyer and create new demand. This means that costs should be reduced by considering the dimensions "Reduce and Eliminate". The simultaneous processing of the dimensions "increase and create" is intended to invest and create value for the customer.

After answering the questions, the respective characteristics of the industry variable are adjusted (i.e. increased, reduced or eliminated) or a new industry variable is created for the own offer. The adjustments result in a new strategy curve.

A heterogeneous team should be put together to work on the strategy curve with the ERRC framework in order to be able to include different perspectives on the offer. An organizer to coordinate the implementation is especially useful for untrained groups.

Why

The method aims to develop an offer for a new market, which offers the customer a completely new experience and at the same time keeps his own cost structure low.

Advantages of the method:
- Clear and easy to understand illustration of the new value proposition
- When applying the method, the focus is simultaneously on differentiation and on low costs in order to counteract the cost-value conflict of objectives.

literature

Chan Kim, W.; Mauborgne, R. (2016): The Blue Ocean as a strategy. How to create new markets where there is no competition. 2nd Aufl. Munich: Carl Hanser.

practical check

prerequisites

- Explain the ERRC methodology and background of the strategy curve in detail using an illustrative example (e.g. smartphone).
- Review of the strategy curve from the analysis phase and discussion of the values defined in the analysis.
- All participants should have a common standard of values in order to avoid that different values are entered for the same ideas, although the intention is the same.

Temporal aspects

- Print strategy curve in A3 format and distribute to participants
- Industry variables must be precisely worked out and formulated for valid results. If necessary, adjust or add them again.
- Justify and document deviations of the values for analysis, as these represent a basis for new ideas.
- Provide food for thought for the further development of the strategy curve, e.g. how the product can be given more functionality or emotionality.

Temporal aspects

- Duration approx. 10 minutes for the introduction and review, 20 minutes for the adjustment and 20 minutes for the presentation and discussion of the changed strategy curves.

overall impression

- Verifies and improves the strategy curve from the analysis workshop in terms of the product service system and is thus a good basis for the strategic direction of the company's products.

Interreg CENTRAL EUROPE
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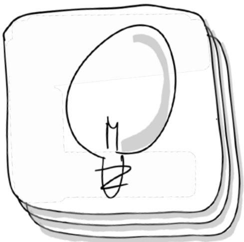
CHAIN REACTIONS

INSPIRATION CARDS



For which areas of application can your offer be of use?

What

Existing offers are usually seen in the context in which they are used and new areas of application are seldom sought. Project groups are also focusing on familiar markets and customers with their newly conceived offerings. The aim of this method is to open up new areas of application for both existing and new products.

outcome

How

As a basis, maps are used which contain designations for a wide variety of industries and application areas. The cards are revealed and read out one after the other by the participants. After each card has been drawn, each participant should make a contribution to how the offer discussed can be adapted and applied to the specific application or industry. After drawing all cards, all documented individual ideas can be collected on a metaplan wall and later taken up again in the creative process.
The entire project team is involved in the implementation of the method. For practical use, the use of adhesive labels is recommended for the documentation of ideas.

Why

The aim of the method is to encourage the participants to look beyond their own horizons. Ideally, this will identify numerous new fields of application for an existing or just conceived product and develop solutions for them directly.

Advantages of the method:

- Many ideas in a short time
- Everyone can contribute something to the task
- Creative process without evaluation
- Great acceptance in practical implementation

literature

Chan Kim, W.; Mauborgne, R. (2016): The Blue Ocean as a strategy. How to create new markets where there is no competition. 2nd Aufl. Munich: Carl Hanser.

practical check

prerequisites

- The sense and purpose of the inspiration cards.
- Participants are also open to unconventional ideas.
- No criticism or "disparagement" of the contributions of others.

practical tips

- Adapt questions to the company/product
- The moderator should promote mutual inspiration among the participants by explaining the individual cards.
- Document approaches for new ideas gained in the discussion immediately, so that they do not disappear in the further course of the discussion.

Temporal aspects

- Duration approx. 1 hour.

overall impression

- method works extremely well, many new ideas are generated, provided that the participants are competently staffed, but needs sufficient time.
- Very motivating for the participants due to direct experiences of success.

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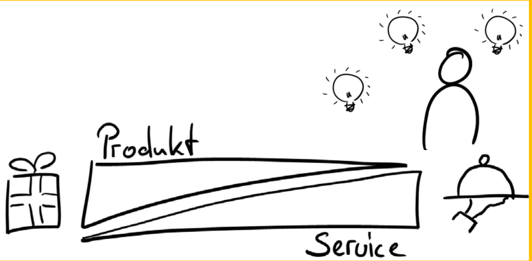
CHAIN REACTIONS

Generation of PSS Ideas



Develop new ideas that directly fit the PSS classification

What

The product service system Taxanomie according to Tukker (2004) is probably the best known representation of various types of PSS offers. It gained some notoriety in the scientific literature, but did not "make the leap" into practice.
With this method, various PSS characteristics are presented and the current or newly developed offer is mapped using Tukker's taxanomy. This approach can also be used later in the creative process.

How

The Product Service System Taxanomy according to Tukker is presented to the participants in a structured manner by the moderator. In addition, initial questions from the participants are clarified and answered, as the method is sometimes difficult to understand at the beginning due to the scientific background. Here the need for explanation depends strongly on the project group and its previous knowledge.
The workshop participants then depict the current offer or the previously developed idea on the taxonomy. In a further step, the participants are animated to find new solutions for the remaining fields of the taxonomy. Ideally, this process will generate new ideas for future product service packages.

Why

The aim of the method is to motivate the participants of the workshop to break away from their usual patterns of thinking by presenting new perspectives. For the participants it is much more pleasant to fill them than to have to think about the perspectives on their own. A more experienced moderator (m/f) who has both theoretical PSS knowledge and a command of the underlying concepts and business models is important for implementation.

Advantages of the method:

- change of perspective
- Mix of science and practice

literature

Tukker, A. (2004): Eight types of product–service systems. In: Bus. Strat. Env. (Business Strategy and the Environment), Vol. 13 (4), S.246-260

Tukker, A. (2006): New Business for Old Europe: Product-Service Development, Competitiveness and Sustainability. Greenleaf Publishing Limited, Sheffield

practical check

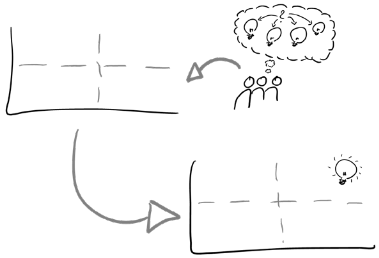
prerequisites
- Introduction to Tukker's PSS system.
- Make the ideas worked out in the previous methods conscious again, so that they flow into the considerations.

practical tips
- Collect ideas on all aspects of service (product-oriented, benefit-oriented, result-oriented).
- Work in a group rather than individually in order to use mutual inspiration and gain a uniform understanding of service characteristics.

Temporal aspects
- Duration approx. 15-30 minutes.

overall impression
- In particular, brings forth many new ideas in the area of "result-oriented". These are particularly valuable, since ideas in the areas of "product-oriented" and "benefit-oriented" are usually already available.

2x2 and Scrum Matrix



Which idea do we approach first?

What

The combination of the "2x2 Matrix" and "SCRUM Matrix" methods supports the selection and prioritisation of suitable ideas in the idea-finding process with regard to quality, feasibility and the available time window for implementation. In this way, ideas developed in advance can be analysed and evaluated in terms of customer benefit and differentiation from the competition. In a second step, the evaluated and prioritized ideas can also be analyzed for customer benefit and timeliness and the most suitable ideas can be selected for the implementation phase.

How

At the beginning, the innovation ideas developed in advance are written on sticky notes and filed ready to hand. Subsequently, a 2x2 matrix is recorded on an A0 sheet, in which one axis represents the customer orientation and the other the differentiation from the competition. Now the ideas are jointly applied to the matrix by the innovation team, whereby the first good ideas already emerge.

Then another matrix is recorded on a second A0 sheet. In this case, the axis designations are customer orientation and time feasibility. In a further step, the prioritized ideas are taken from the first matrix and placed in the new one. Once all the relevant stickers have been distributed, the method is complete.

How

The dimensions of the matrices can also be individually adapted depending on the application.

Why

This combination of methods makes it possible to select, evaluate and prioritise ideas. At the end of the analysis, those ideas crystallise which are customer-oriented and at the same time stand out from the competition, which can represent an innovative and attractive offer for customers. In a second step, the ideas are also checked for their feasibility in terms of time and the degree of customer orientation is checked.

Advantages of the method:

- Two-stage process
- Reduction of the complexity of decisions, as at most two dimensions have to be considered at the same time
- Easy selection of relevant ideas

literature

Rustler, F. (2016): Thinking tools of creativity and innovation. Midas Management Verlag AG, St. Gallen, Zurich. 3rd edition

practical check

prerequisites

- Explain the structure of 2x2 and Scrum matrix.
- Builds on the results (ideas) of the previous ideas.

practical tips

- Use metaplan walls with the results of the previous methods and transfer them to the two matrices (moving the cards).
- Classification into the different quadrants in the group discuss.
- Discuss customer benefits controversially in order to assess whether the benefits are actually perceived by the customer and thus rewarded.

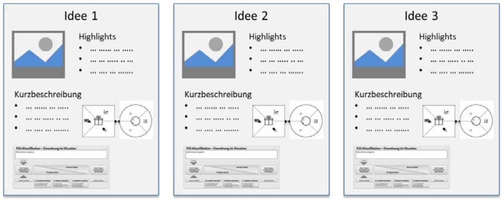
Temporal aspects

- Duration approx. 30 minutes for both matrices.

overall impression

- Simple classification of the ideas under different points of view possible, thereby simple structuring and first prioritization of the ideas.

IDEA GALLERY



Work out your ideas and let them become concrete and understandable for others…

What

The idea gallery method serves on the one hand to work out ideas and on the other hand to let ideas be evaluated and supplemented by others. Ideas collected in advance can be concretized and presented in a way that others can understand.

As a result of the method you get a gallery with several ideas, which were all worked out according to a similar scheme.

The idea gallery is used, for example, in the development phase after the generation and collection of ideas.

How

Before the individual ideas are worked out with the method, it makes sense to review the results of the workshop and take notes. If necessary, an additional search can also be carried out.

Then ideas are worked out by the participants. The ideas should be well thought through and presented in detail as well as easily understandable.

A representation of an idea should contain the following points:

- **A meaningful title,**
- **an illustration / sketch of the idea,**
- **the most important highlights,**
- **a short description of the idea,**
- **the PSS status of the idea, and**
- **a Value Proposition Canvas to check if the customer's requirements are met.**

How

Optionally the representation of the idea can be supplemented by further points, e.g.:

- Business Model Canvas
- service blueprint
- wire frames
- customer journey

Even a first, simple prototype to clarify the idea can make sense here.

Afterwards, all ideas are hung next to each other like in a gallery. The respective ideas are briefly presented and then evaluated by everyone. If one of the participants has additions, he can attach them with an adhesive label to the corresponding idea.

For the application of the method, a heterogeneous team should be put together in order to obtain ideas from different perspectives. Participants should develop ideas alone or in teams of two. A moderator is very useful for this method to explain methods and coordinate the process.

The practical application has shown that flipchart paper attached to a screen is very suitable for the presentation of ideas. In addition, depending on the level of knowledge of the participants, it makes sense to provide material to explain the methods.

Why

The aim of the idea gallery is to present an abstract idea in detail so that it becomes "concrete" and everyone can understand it as well as evaluate it critically and fairly. In addition, the method is to be used to filter out particularly good ideas by means of the evaluation step.

Advantages of the method:

- Clear presentation of several ideas
- Similar presentation of ideas enables easy comparison
- An idea is thereby concretized, to be understood for others and also to be evaluated.

literature

Knapp, J. / Zeratsky, J. / Kowitz, B. (2016): SPRINT. How to Solve Big Problems and Test New Ideas in Just Five Days. Simon & Schuster Paperbacks: New York.

practical check

prerequisites

- Ideas are prioritized by the participants e.g. by adhesive dots.
- Elaboration in teams, whereby good to very good results are already achieved with teams of 2.

practical tips

- Elaboration of title, highlights, short description and value proposition canvas as a MUST. Other methods (e.g. Business Model Canvas or Wire Frames) as required.
- Each team works out an idea.

Temporal aspects

- Duration approx. 1 - 1.5 hours per idea and team.

overall impression

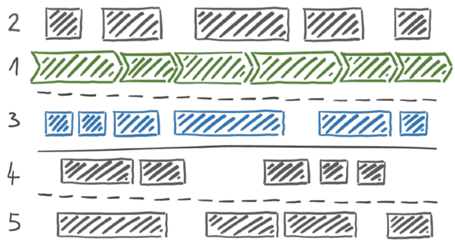
- Time-consuming, but detailed elaboration and presentation of ideas. A high degree of maturity that allows a direct decision to be made on the follow-up of ideas.

| Analysis

| Development

| Test

SERVICE BLUEPRINT



View your services from all perspectives and uncover weak points...

What

The Service Blueprint forms the basis for the design, control and development of services. It represents a service schematically, taking into account the customer and provider views. The links between the individual components of a service are displayed.

As a result, the user receives a visual scheme that shows the views of the user, the service provider and other partners involved. The method also enables the identification of customer contact points, processes running in the background at the provider and weaknesses in the service.

This method can be used, for example, to test a service prototype, but it can also be used to develop or analyze service.

How

The following steps are necessary to create the service blueprint schema:

1. Present the known **actions of the customer** as a rough procedure.
2. The points at which the customer comes into contact with the provider (**touchpoints**) and assign them to the respective actions of the customer.
3. Enter the **actions of the provider** with customer contact in the scheme and assign them to the actions of the customer.
4. Show the **activities of** the provider **in the background** without customer contact and assign them to the visible actions of the provider.
5. Display the **supporting processes** in the background and map the links with other areas involved in the service.

How

After the blueprint schema is created, vulnerabilities, such as long wait times, can be identified. If such a vulnerability has been found, this location is considered in detail in the workflow to find ways to address the vulnerability.

The Service Blueprint should be revised regularly to reflect changes in the customer or vendor.

The departments / teams / persons involved in the service are required to carry out the method.

For practical application, it is recommended that the Blueprint Schema be created within a collaborative workshop with those involved in the service process.

Why

The service blueprint is used to specify and detail individual aspects of a service. At the same time, the preferences of the customers and the environment in which the service provider operates are mapped. The method also aims to identify weaknesses in the service process and to identify customer contact points. Through the regular revision of the Blueprint, the provider remains agile and can react to changes.

Advantages of the method:
- User-centered: The service blueprint is built on the basis of the customer's actions.
- Iterative: It can be extended bit by bit and does not have to be a complete illustration of the service from the outset.
- Scalable: The service schema can be kept rough, but can also be displayed in detail.
- Flexible: The Blueprint can be easily combined with other methods.
- Reusable
- The weak points can already be identified on paper.

literature

Kingman-Brundage, J. (1993): Service Mapping. Gaining a concrete perspective on Service System Design. In: Scheuing, E. E.; Christopher, W. F. (Hrsg.): The Service Quality Handbook. New York: Amacom, S. 148–163.

Mediaworx (2012): Service Blueprinting. Nachhaltige Services kollaborativ gestalten. Workshop. Berlin: World Usability Day. Online unter: http://2012.wud-berlin.de/programm/slides/workshop-service-blueprinting.pdf (Abruf am 18.08.2016).

Shostack, G. L. (1984): Designing services that deliver. In: Harvard Business Review, Vol. 61 (1), S. 133–139.

Stickdorn, M.; Schneider, J. (2014): This is service design thinking. Basics – Tools – Cases. Amsterdam: BIS.

Thought hats from De Bono

View a problem from different perspectives and make better decisions...

What

With the help of De Bono's thinking hats, solutions can be found and/or new ideas generated by a targeted view of a problem from different perspectives. The different schools of thought make it possible to form a more comprehensive opinion on decision-making.

As a result of the "Think Tanks of de Bono" one receives an evaluation of a problem or an idea with arguments from different points of view. New ideas can also be generated. In addition, decisions or measures taken may be results of the method.

The thinking hat method can be used for problem analysis, solution development or brainstorming and evaluation.

How

In order to use the method successfully, users should be able to quickly and flexibly rethink and move away from a previously assumed position. If necessary, this should be practised in advance with the participants.

Six imaginary thinking hats are used to carry out the method "Thinking hats of De Bono". Each hat represents a different way of thinking / direction or role. The whole group is wearing the same hat at the same time. They are set up one after the other and the problem / topic is considered. The order may vary.

The following schools of thought are used by the method:

- **White hat** - information, actual condition
- **Red Hat** - Intuition, Feelings, Instinct

How

- **Black hat** - dangers, difficulties, weaknesses and potential problems
- **Yellow hat** - advantage, benefit, value
- **Green hat** - creative ideas
- **Blue hat** - think process management, moderation other hats

Subsequently, the decisions and measures taken should be implemented and the newly generated ideas further developed.

The method can be used with groups but also with an individual. For groups, the implementation should be accompanied by a moderator.

The method should be carried out in a disciplined manner, the given time frame and roles should be adhered to. It also makes sense to use the blue hat at the beginning and at the end. In addition, the black hat should not be worn after the green one.

Why

The method aims to find solutions to problems through a creative-intuitive search. Here, the problem is systematically viewed by the users from different perspectives. The aim of the method is to finally make a decision on a specific problem or topic.

Advantages of the method:

- Systematic approach: The topic is considered step by step from different perspectives.
- Better problem solving: By looking at it from different perspectives, more approaches to solutions can be uncovered.
- Avoids hiding information: By using different schools of thought, the hiding of potential information is avoided. The formation of a more comprehensive opinion on decision-making is made possible.
- Low resource and organizational costs

literature

CreaJour (2006): Complex creative methods for problem solving. Creative methodology 6 Thought hats. Online at: http://www.creajour.de/wissenswertes/artikeldesmonats/artikeldesmonatsmaerz06.html (accessed on 13.09.2016).

deBono (2014a): De Bono Toolkit. Six Thinking Hats. Make better, faster decisions. Online unter: http://www.debono.com/de-bono-toolkit/six-thinking-hats/ (Abgerufen am 23.8.2016).

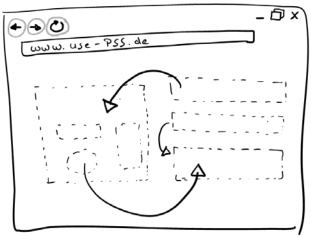
deBono (2014b): What are the Six Thinking Hats? Online unter: http://www.debono.com/de-bono-toolkit/six-thinking-hats/what-are-the-six-thinking-hats/ (Abgerufen am 23.8.2016).

Islami, A. (2013): Creative social management. Wiesbaden: Springer trade media.

Lang, A.; Demirhanöz, S.; Völklein, C. (2015): The Six Hats Method by Edward de Bono. Video. Ravensburg-Weingarten University of Applied Sciences. Online at: https://www.youtube.com/watch?v=BmEzIfw2r68 (Called on 23.08.2016).

Schawel, C.; Billing, F. (2014): Top 100 management tools. A manager's most important book From ABC analysis to target agreement. Fifth Aufl. Wiesbaden: Gabler.

WIRE FRAMES



Sketch in a short time a digital offer and check it for Usability aspects...

What

The wireframe method uses hand-made schematic images of digital surfaces. The methodology shows their structure and at the same time provides information on how individual components relate to each other and interact. This tool can also be used to coordinate a common orientation or a common approach in the development team.
Wireframing is used wherever digital offers have to be sketched out. These can be created as stand-alone products or as part of a digital product service system.

How

For the creation of wireframes either empty paper sheets or wireframe templates are required. It is also possible to enter drafts directly into a PowerPoint template, for example.
The target medium can first be sketched on blank sheets of paper. Target media for wireframes may include browser windows, smartphone screens, tablet screens, or Smartwatch displays. They differ mainly in ad size and aspect ratio. In contrast to blank sheets of paper, wireframes templates offer the advantage that the most important formal conditions for sketching digital advertisements are already in place and the creators can concentrate directly on the content.
Several individual wireframes can be combined to form complete digital services and software processes. In addition, they can be very well used as a sum to track the "journey" of the customer.
The method is implemented by the respective project team, which deals with the design of a particular idea.

Why

The aim of the method is to illustrate a service that was previously conceived and developed in the creative process. The focus is on the user and his "journey" through the service. Through the design of the individual process steps, the entire process is worked through by the project team, traced and checked for validity.

Advantages of the method:

- User-centered
- Very variable in terms of effort
- Flexible time frame
- Simultaneous examination of the usefulness of the planned offer

literature

Stickdorn, M.; Schneider, J. (2014): This is service design thinking. Basics – Tools – Cases. Amsterdam: BIS.

practical check

prerequisites

- Explain the rules in detail, as they need to be explained.
- At least four participants required for the method to be carried out in a meaningful way
- All participants must create initial ideas. These should be creative and, if possible, unconventional.
- Ideas go once through the whole round (all around), i.e. everyone completes each idea once.

practical tips

- When documenting the ideas, leave enough room for further additions in the subsequent rounds.
- Moderator should motivate to lateral thinking.
- Final round with presentation of ideas by idea authors important, albeit time-consuming.

Temporal aspects

- Duration approx. 30 minutes for the generation of ideas in the rounds and approx. 30 minutes for the presentation of the ideas.

overall impression

- Creative methodology to encourage lateral thinking.
- Very effective!
- Ideas are taken up and refined or directed into other highly interesting paths, thus the quality of the ideas increases strongly.
- Although lateral thinking is stimulated and new ideas result from it, these are usually very realistic and can be pursued further.