

To be used with Lean Service Creation 3.0 canvases

The Lean Service Creation Handbook

The Lean Way to Create:

- ▶ Loveable Services
- ▶ Better Future
- ▶ Successful Business
- ▶ Future-Capable Organisation

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Dear Reader

In 2013, when we crafted the first version of Lean Service Creation (LSC) with Risto Sarvas and Juha Pesonen, it was all about blending the business, user and tech viewpoints with a holistic process and a toolkit for creating digital services. Six years and hundreds of LSC projects later, we know that there needs to be a fourth dimension as well. We need to consider and plan for the societal and environmental impact of digital services from the very beginning of a project.

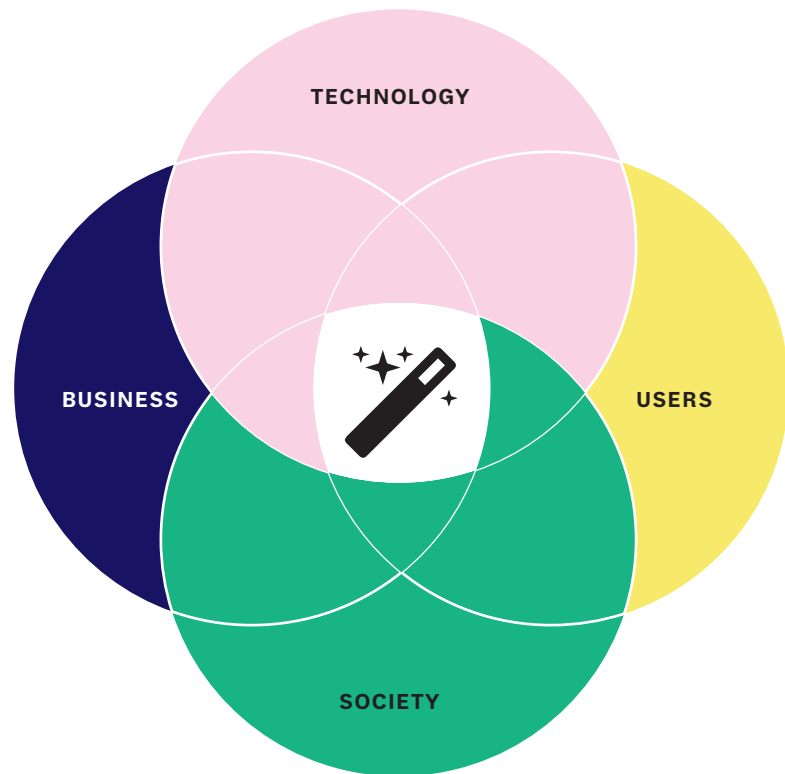
There are plenty of canvases that help teams create digital services from either a business point of view or from a societal or an environmental perspective. We feel strongly that teams shouldn't have to choose between designing services that are commercial or services that have a positive impact on society and the environment. The purpose of LSC 3.0 is to help innovation teams

create digital services that are successful commercially and which also deliver as much net positive social and environmental impact as possible.

LSC has come a long way and continues to evolve as a practical process for empowering teams to prototype and bring environmentally and socially responsible digital services to market quickly and cost effectively. On behalf of the whole LSC community, thank you to the hundreds of innovators, creators and change agents who helped to shape it. lsc@futurice.com and www.leanservicecreation.com are here to listen. Join the conversation on Facebook and via the LinkedIn communities.

Hanno Nevanlinna
Director of Culture, Co-founder
Futurice

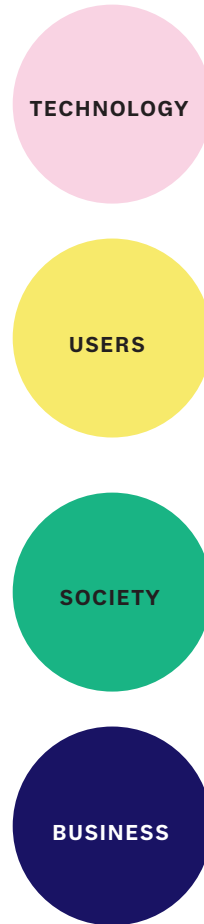
What is lean service creation?



When it comes to creating digital services, common mistakes include prioritising commercial considerations and focusing too much on internal processes. It's also easy to get overly immersed in design thinking and start to believe that only the user's needs matter. Alternatively, it's tempting to be highly tech focused, obsessing over different tech features and losing sight of the wider offering. Or maybe there's a fixation on changing the world for the better and focusing solely on pro bono projects for non-profits.

At Futurice, we are passionate about building self-sustaining services that balance commercial imperatives with the user's needs, can be built with the resources we already have and which help to make the world a better place. With that in mind, the LSC process aims to harness both a company's existing resources and emerging tech, to create a commercial, user-centered solution that also delivers a positive environmental and social impact.

Our approach undoubtedly means there are many factors to consider at the same time. Does that make the whole process harder? On the contrary, in our experience, having more parameters to work to actually guides teamwork more effectively and means we identify the solutions that really work more quickly.



LSC AS A SET OF TOOLS

To put it simply, LSC is a set of canvases loosely presented in order of preference. The goal is to provide you and your team with an innovation checklist and a system for organising the answers. In an increasingly digital world, the canvases are deliberately designed to be tangible: they are posters that can be stuck on a wall so that your team can collaborate, discuss and work together in the same physical space.

LSC AS ACTIONS AND BEHAVIOUR

As you can probably tell by now, the LSC canvases are so much more than passive questions and tools. The LSC method encourages you and your team to act and behave differently. The canvases gently push you to deliver concrete results: to facilitate co-creation, to give and receive quality feedback, to experiment, try out and prototype, to fail fast, iterate and learn, to tackle problems step by step, turn abstract ideas into tangible ones, to show, listen and talk to others.

LSC AS A NEW WAY OF THINKING

Once you adopt LSC tools and actions you will probably find yourself reflecting on your old ways of thinking. That's our aim! We have witnessed the following changes in people and teams who have embraced LSC. They:

- Are wary of functional silos.
- Create multidisciplinary teams and give all experts an equal voice.
- Are more holistic and able to understand the bigger context.
- Embrace uncertainty.
- Co-design with customers.
- Maximise realism and minimise self-deception.
- Always validate building, measuring and learning.
- Have an open and curious mind.
- Have fun while working.

LSC AS A SHARED LANGUAGE

It's much easier to change yourself than to try to change others. To get your team (or your whole organisation) to truly collaborate, you need a shared language.

LSC is designed to provide a shared language between business, data science, programming, design, research, marketing and so on. LSC makes it possible for you, your team, bosses, stakeholders, subcontractors, customers etc. to engage as equals. No one, not even the bosses or experts, can hide behind their own jargon, and everyone is given an equal voice with which to give feedback and to be creative.

LSC AS A COMPANY CULTURE

Imagine a group of people sharing the same language for tools, actions and thinking. That's when your whole company culture begins to transform. Transform into what? LSC implies an organisation that is proactive about change, rapid in its iterations and which is constantly learning. And because of all this, it's successful in creating new services and, ultimately, in regenerating itself as a business. To this end, LSC supports a new type of leadership, where both top executives and grassroots experts can be leaders because they are each followed and

respected. And these leaders make mistakes and learn from them, they get their hands dirty, they trust people and help them to succeed.

LSC AS SOCIAL CHANGE

Digital transformation is when major forces shape society, leading to new products, services, businesses and ways of living and working. That's why, like them or loathe them, people such as Facebook's Mark Zuckerberg, Amazon's Jeff Bezos and Tesla's Elon Musk, who possess the skills, tools and thinking to create successful new businesses, have a lot of societal power. However, these skills should be equally available to everyone – not just a small group of educated and connected professionals. That is why we are committed to making LSC open, free, and available, so that anyone anywhere can learn, apply and create new products and services, and shape society via LSC. We would like you to join the movement!

What's the best way to use LSC?

Treat LSC like a trusted friend who has been in your situation many, many times previously. And like a true friend, LSC is ready to ask difficult questions and push you out of your comfort zone. The

LSC canvases are not designed to do your job for you, but they do provide a starting point, a robust set of specific questions to answer and of concrete actions to take.

WHO ARE THE CANVAS SETS FOR AND HOW DO THEY USE THEM?

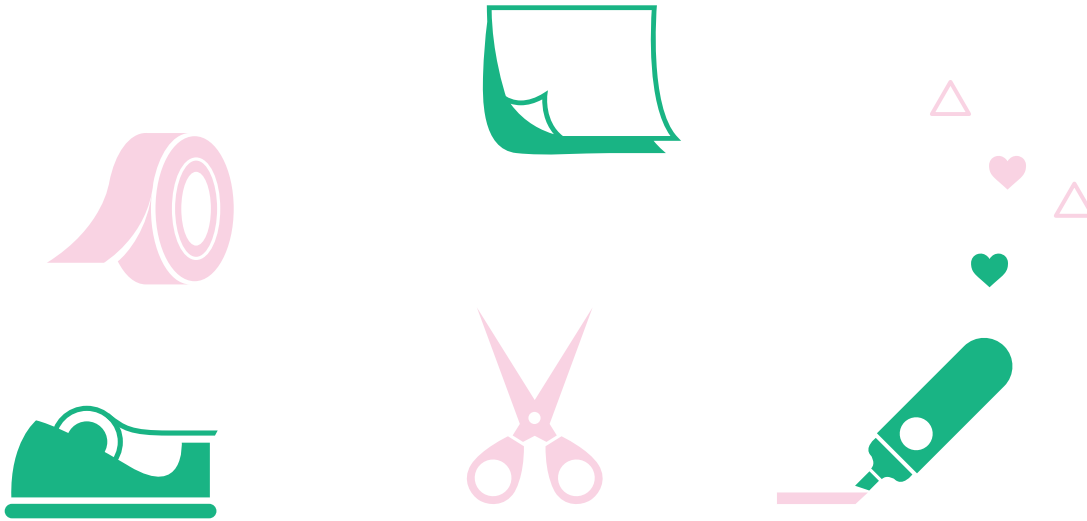
- Product development teams in traditional organisations, to introduce new customer- centric and experimental workflows.
- Experienced service designers use LSC to remind themselves of business questions and more technical issues.
- Business people use the canvases to integrate an operational customer- centric core into their work.
- Internal functions use the canvases to bring customer centricity and experimentation culture to internal process development.
- Engineers use the canvases to integrate design thinking into their agile work

methods and systems architecture planning.

- Start-ups use LSC to communicate their ideas and to decide where to go next.
- R&D organisations use the canvases to create a shared language and an agile and customer-centric way of working.

THE CANVASES WORK BEST AS:

- A comprehensive checklist to ensure that you have looked at your service from all relevant angles.
- A simple step-by-step process to introduce a shared language and a common methodology to a multi-disciplinary team.
- A visible, fast and easy way of communicating your work to other



people, and encouraging them to give relevant feedback.

- An easy toolbox to adapt and apply to different types of services and work cultures.
- A proven tool to create new, innovative services in a fast, efficient and holistic manner.
- A step-by-step guide on how to create new businesses in the digital era.

WHAT'S NEEDED TO GET STARTED?

- Some basic knowledge of product and service development. The more experienced you are, the faster you can learn to adapt and apply the canvases.
- A creative and results-oriented mindset. The tools will never create awesome

results by themselves. At the end of the day, you and your team drive performance.

- A humble attitude. You must be willing to throw away precious or sacred ideas. You have to be able to listen to your customers and colleagues. You have to be ready to accept irrelevant and obtuse feedback. Be humble and ask yourself: are you building a new business or boosting your ego?
- Pens of different colours. Lots of sticky notes in different colours and sizes. Tape, scissors, paper, empty walls, rulers, glue and a room where all this comes together. Basically, visit a playgroup and get inspired :)

Lots of canvases so where to focus?

There are a lot of canvases. Do we really need to do them all? It depends on what your goal is. Are you aiming to have a ready-made business pitch to secure some internal funding (in which case do it all!), or are you making a small incremental improvement to an existing service (in which case, select the most relevant canvases).

In some instances you might want to use an alternative way of working. For example, when it comes to internal projects, you might not need the business model canvas.

That said, make sure the whole team is well placed to skip key canvases. It's not enough that you personally know the stuff. Often the easiest way to proceed is to do all of the canvases but to complete the more straightforward canvases quickly. For example, allocate 10 minutes per canvas. Think about the next investments in the project. If they are big (requiring a lot of money/time), take more time over the canvases. If they are small (for example, they can be easily tested), plan less and test more.

	PHASE	WHY		CANVASES	OK TO SKIP?
1	Business objective	This is the most important phase. For the team to function effectively, you need a common goal which everyone supports.	16 20	Business Objective and Context Immersion	Never If the team knows the sector extremely well.
2	Users needs	If you want to create services your customers love, you need to understand their needs, emotions, motives and values. There is huge value in the whole team being involved in the insight interviews.	24 28 30	Customer Grouping Script Creator Insight	If you have a clear focus group already. If you have better ways of gathering user insight. You should always do this with the team, even though you might think that you have the necessary user insights already.
3	Ideation	A good idea that fulfils business, user and society's needs and is also technically feasible.	34 38	Ideation Sandbox Idea Accelerator	If you have a good idea already. Always good to do.
4	Concepting	A compelling idea is a good start but falls short of being a concept.	40 44 48 50	Rational Concept Sheet Concept Sheet Impact Optimiser Customer Engagement	Always good to do. If the concept has the same value proposition as the rest of the product line. If the concept is about a simple internal process. Don't skip
5	Business model	It's nice that users love the idea/ concept, but is there a business case for going ahead?	54	Business Model & Market Size	There is no free lunch! Always consider the value exchanges in your concept.
6	Validation	Cool concepts are just bets if you haven't validated your assumptions.	56 58 60	Feasibility Study Evaluating the Concept Validation	No risk in implementing the concept. You are going forward with the concept anyway. Never skip.
7	Wrapping it all up	Making sure you capture the essence of all these phases.	62 66	Minimum Lovable Product Pitch Creator	Concept is already the bare minimum. No need to make a summary out of the project.

Service Vision Sprint

This is the core of the LSC process. It's sometimes referred to as the design phase, but it's so much more than that. Regardless of what you are doing: creating a totally new business, making iterative enhancements to existing services or anything in between, you should always commit to this phase.

At the end of this phase you will know what your service is all about. You will have a validated value proposition and a business case that has been thoroughly tested.

Service Vision Sprint is an iterative process. Revisit the canvases several times as your concept evolves and becomes more focused. Don't move ahead until you have validated all your core assumptions.

This sprint phase is important because it's where you get the multidisciplinary team on the same page and give them a sense of ownership. You make the work truly meaningful to everybody as the team members meet the end users, get to understand and care about their needs, and build a service/feature/business that will rock.

1

BUSINESS OBJECTIVE

Never skip

Business Objective & Context

Why is your company doing this? What business objective are you solving by building this product or service? This is where you need to tie your project to the wider context of your company and society at large.

It's essential to work in partnership with the person who came up with the business need/

service/product/idea in the first place. It's also really important to consider expectations around the business impact of what you're designing. This will help you focus on the right goals and allow you to make decisions that support these goals. You're not just building an app or a service, you're trying to achieve something bigger.

WHAT IS OUR BUSINESS OBJECTIVE?

Which business goal / problem / need / opportunity are you solving for your company?

Try and select an objective that can be solved in a number of different ways. Remember: a good business objective does not imply a pre-defined solution.

HOW FAR ARE YOU AIMING?

What is the ambition of the project? Is it incremental change or disrupting your own business? Or is it something in between?

WHAT IS YOUR STRATEGIC PURPOSE?

How important is the project? Does it need to succeed? Is it okay to fail? If there are problems in the main business what happens to this project? What time frame are you aiming for?

WHO NEEDS TO BE INVOLVED?

There are probably other people to keep on board as well. Who are the internal stakeholders? People from other projects? Are there any veterans who have earned their battle scars? What about any third parties who are essential in providing the service to the customer? Does Marketing need to be kept in the loop? Customers will be listed in the following canvases.

HOW WILL YOU KNOW THAT YOU HAVE SUCCEEDED?

Imagine yourself one year from now. How do you know that you succeeded in achieving the business objective? Is it the number of customers you have? Profit? Twelve percent growth? Fame? A medal from the king of Sweden? – Does your boss agree with your measure for success?

Next, answer the same questions using a timeframe of one month from now. Think about the process. How do you know your project is proceeding smoothly?

SOCIAL AND ENVIRONMENTAL IMPACT

All companies have both a positive handprint on the world and a negative footprint. Which means they need a strategy for how to increase the positive impact and decrease the negative impact. Each new product and service you create needs to be aligned with this strategy.

WHAT RESTRICTS US?

A limited budget? Huge corporate bureaucracy? Too many internal stakeholders? Legal restrictions on selling your grandma to cover costs? Are there time constraints: maybe you only have two months to get this new product up and running? Perhaps your current business is doing too well to support risk-taking? Or maybe your team lacks certain skills?



1

BUSINESS OBJECTIVE

Business Objective and Context

Create this together with the person funding this project.

Who needs to be involved?

(Stakeholders, people from parallel or related projects...)

How will we know that we've succeeded?

(After a month? After a year...? Write concrete goals.)

What is our business objective?

(What is the impact we are aiming to create? What is the business challenge we are trying to solve?)

How far are we aiming?

(Are we doing an incremental innovation, a breakthrough, or are we disrupting the market? When are we expected to have a viable business?)



What is our strategic purpose?

(Are we an option to be invested in if need be? Are we the big bet that will change our company? Or are we a no-regret move that will be beneficial no matter what?)

Social & environmental impact

(Based on our strategy & mission & values what are the positive societal and environmental impacts that we aim to boost and what are the impacts we aim to reduce.)

Risks, restrictions and things we need to take into account?

(Budget, Schedule, Organization, Legal, Current business, ...)

TIPS

- Fill this in together with the person funding this project.
- Make sure you agree the business objective together and come up with a maximum of three shared metrics.
- Make sure your goals are very specific - e.g. your service is looking to increase subscribers by 20%.

TYPICAL PITFALLS:

- Focusing on user problems as this should be only about your company.
- Canvas completed too quickly as the team rushes on to the more creative canvases. This is by far the most important canvas.

DEFINITION OF DONE:

- Everybody in the team should have a strong feeling that the goal of the project is crystal clear; and it should have been shared with the person funding the project.



1

BUSINESS OBJECTIVE

Immersion

We understand. You have lots of ideas and the team wants to start the fun, hands-on design work from scratch. But hang fire!

Allocate some time to go through these questions with the team.
Doing the background work properly

now will save weeks of wasted time later on. And remember: there's nothing wrong with learning from the leading solutions in the market. Discover the best solutions and build on them.

OUR BEST GUESS OF THE CUSTOMER'S PROBLEM

At this stage, what's your best guess of the problem worth solving for your customers? Don't worry if you're not sure, just make an educated guess. Doing this also provides a useful insight into who your customers are ;)

Remember: knowing how your customers use your existing services doesn't mean you understand their point of view, their daily life and their problems worth solving.

HOW IS THE CUSTOMER SOLVING THE PROBLEM / ADDRESSING THE NEED CURRENTLY?

Your business competitors are not the only alternatives the customer has when trying to solve their problem. You might also be competing for the customer's time and attention with their friends and a good bottle of wine. Often a viable alternative to your solution is for the customer to just let it be and do nothing at all. Inaction and/or inertia are powerful competitors!

INSPIRING PRODUCTS, SERVICES OR ORGANISATIONS THAT HAVE A POSITIVE IMPACT ON THE WORLD...

Everyone can think of examples of companies that are doing great business AND making a positive impact on society. Look for examples of these companies both inside and outside the sector you work in.

HOT START-UPS AND INSPIRING SERVICES

When was the last time you were inspired by a cool new service? At work? At home? List the awesome stuff that inspires you. It might have nothing to do with the service you're working on, but there has to be a reason why you (and everyone else) loves it. What makes it so captivating?

WHAT DATA DO YOU HAVE ABOUT THE AREA YOU'RE WORKING ON?

If it's an area of the business/customer need that you have been working for years, you may already have valuable data about it. Having access to data that no one else



1

BUSINESS OBJECTIVE

does might be your unique advantage. Don't underestimate its value.

WHAT DOES THE DATA TELL YOU?

How many users are there? How much do they pay? How often do they use your service? How many have stopped using it? Look at the trends behind the figures. You could experiment with using the Growth Hacking canvas to map your conversion funnel. What does the data tell you about your old business and/or your competitors' businesses? Can you identify a business opportunity that you should try to take advantage of?

WHAT NEW DATA DO YOU NEED?

What data would be useful to have before moving forward with the concept? Should you add better analytics to the current service before trying to guess what to fix?

Is the information you need stuck within some other division of the company? Typically more data is available than is accessible directly

to you / your team. What data do you need? Do you need to commission market research? Or do more in-depth analysis of the data you already have?

WHAT WILL YOU DO TO GET IT?

Share out the tasks and agree who will be responsible for what. Make sure you obtain the relevant data quickly so that you are able to build the next phases of LSC on the basis of hard facts. If there is a three-week wait to obtain the data analyst's services, find smart ways to jump the queue. Or learn to carry out the analysis yourself. In short, do whatever it takes to get the data!

Immersion

Know where you are and to build on others' work.

What is your best guess of the customers problems/needs?

How is the customer solving the problem / handling the need now?

Identify the inspiring products, services or organisations that have a positive impact on the world.

What are the hottest related start-ups?

What data do we have about the topic?

What does it tell us?



What new data do we need?

How are we going to access it?



TIPS

- Choose and complete the most meaningful boxes for your project: you don't need to fill out every section.
- Google, google, google.
- Explore any data gathered in projects similar to yours.

TYPICAL PITFALLS:

- Focusing on current rivals and not looking widely enough at competition from less obvious places.

DEFINITION OF DONE:

- This canvas is actually never done. You should come back to it at least a couple of times during this sprint: once after ideation and once after concepting.

2

USERS NEEDS

Customer Grouping

This is the canvas for grouping your customers. Remember, you won't get it right the first time. Refining and re-drawing your customer groups based on what you learn is the key to success. Start with one group unless it's obvious that there are two clearly distinct ones. As you learn more about your

customers and their problems, you will probably find a rationale to split the group.

Oh, and defining your groups by basic demographics is plain lazy. Different groups have different problems worth solving. Love the problem!

COMMON IN ALL CUSTOMER GROUPS

You can start with this box or leave it until last. The point is that your groups might have different problems, but there could still be common things among them. If they are common enough, perhaps they can all become your customers.

GROUP NAME

Yup. You'd better name your group. Write it on a sticky note, chances are you'll change it. And while you're at it, draw a picture or find an image that represents your group. Have fun with it.

DESCRIPTION

Write down three bullet points that describe a person who fits your group. Think of it like this:

if a person walks up to you, what three key characteristics would tell you whether they belong in your group or not?

PROBLEM WORTH SOLVING

From the customer's perspective (a customer who fits into this group, of course) what problem do they have that is worth solving? And if you haven't yet talked to any real people in this group, write down your assumption about what problem they might have that's worth solving.

MAIN GROUP? WHY/WHY NOT?

The one thing that's bound to happen is that you will have more than one group. Unless you have rock-solid reasons for working with several groups simultaneously, choose one as your primary group. Then write down your rationale: why is this the main group rather than the others? Remember, you can come back to this canvas at any time and change your decision. (Unless you ordered the "LSC Canvases Stone SlabEdition". In that case your decisions might be... well... carved in stone. :P)



Customer Grouping

Your best guess of who you aim to serve.

Identified customer need:

Description:

Group name:



Identified customer need:

Description:

Group name:



Main Group:

Identified customer need:

Description:

Group name:



Main Group:

Common in all user segments:

TIPS

- Focus on defining the groups based on the assumed needs.
- It's OK to guess. We will validate this in the next phase.
- Select the main target group strategically. Who are you going to start with? Are you going for the masses or a premium niche group?

TYPICAL PITFALLS:

- Using the company's formal segmentation which typically isn't based on user needs.
- Selecting a main target group that is unrealistic - e.g. CEOs of Fortune 500 companies.

DEFINITION OF DONE:

- First time: when you know who to go to, to interview.
- Second time: when you have validated the grouping.

2

USERS NEEDS

Insight interviews are at the core of creating a good service. The problem is that they're not easy to plan and execute. This canvas helps you to create a multipurpose interview script. It's definitely

not the only way of running interviews but it helps you to focus on the essentials. Lack of focus in our opinion is one of the most common mistakes LSC teams make at this stage.

Script Creator

WHAT DO YOU NEED TO LEARN ABOUT THE INTERVIEWEE?

List the four most important things you need to learn about the interviewee. Focus on the stuff that makes a difference. Needs, habits, emotions, values and perhaps something that helps confirm whether the person belongs to the user group you are targeting.

Then figure out questions that will deliver the best answers in the interview. If you already have an idea of the solution, it's important not to mention it in the interview! You're not trying to sell the interviewee anything, you're trying to understand them. It's like being on a date. You should be more interested in your date than in your own stories...

TELL ME ABOUT THE LAST TIME

A really good way of conducting interviews is to draw the customer journey/day/... together with the interviewee. This is a tool to prep you for it.

1. Guess phases of the customer's journey related to your solution/service

This is just a guess, but try to imagine what

steps the user takes in the context of the presumed need/opportunity. In the interview, you can use this as an outline to either talk through or keep in your head.

2. What do you need to learn about the actions and motives related to this phase?

What are the most essential answers you need to find out related to this phase?

3. What do you need to learn about the emotions and values related to this phase?

Yes, you really need to discuss emotions in the interview. Even in B2B scenarios. These answers will make all the difference in the concepting phase. Aim to understand the emotions and values driving the action. Now do a practice interview with a blank sheet of paper. Use this tool to guide the interview. Make sure you get the answers to all the post-its listed here but especially be open to everything that feels surprising to you. Explore those surprising moments and ask a lot of whys.

Script Creator

Preparing for the insight interviews.

Don't ask what the user wants, try to find out what she needs on the deeper level.

What do we need to learn about the interviewee?

How to ask about it in the interview?

How to ask about it in the interview?

How to ask about it in the interview?


How to ask about it in the interview?

Ask; "Tell me about the last time you..." and draw a timeline with the customer.

A good way of conducting interviews is to draw the timeline/journey with her on a piece of A3 paper, ask a lot of 'why' questions and then seek to understand the emotions and values related to the events. Fill this template in first, then write a script out of it and try it out.

1. Which phases of the customer's journey are related to your business?

2. What do we need to learn about the actions and motives related to these phases?



3. What do we need to learn about the emotions and values related to these phases?

Intro

- ? How to introduce yourself and the interview?
- ? How will the answers be handled?
- ? How to ask the basic info?
- ? How will you know the person belongs to the select customer group?
- ? What kind of warm up question would help us to understand the everyday life of the interviewee?

Thank you

- ? How will you reward the interviews? How will you end the conversation? How will you follow the time? Any ending questions:
- ? is there anybody else we should talk in your organisation?
- ? We are working on solving these problems, is it OK to interview you again?

How will you document the interview?

Agree on the practicalities with your team. Remember to always write down the things that surprised you!

ASK WHY.

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TIPS

- When you have something that looks like the start of a script, try it out immediately. Use the first person available. Learn and iterate.

TYPICAL PITFALLS:

- Only one team member does the interviews.
- Not enough focus on finding the interviewees.
- Interviews scratch the surface and you don't learn anything about the user's emotions, real needs, motives and values.

DEFINITION OF DONE:

- Clear plan on how to conduct the interviews.

2

USERS NEEDS

Insight

Get out of your office and meet some real people! How many people should you interview? Start with five. What you are looking for are insights about your customers/end users and to find a problem worth solving. That's why your first interviews are so-called "problem interviews": you are doing your best to see the world from the customers' perspective and to find a problem that you might solve for them.

Ask for facts and examples, ask them to draw a picture if need be. Ask why, ask why again, and then ask why once more. They should talk about 80% of the time, you

just gently guide them and ask for clarification when necessary. Do not, repeat, DO NOT talk or ask about your solutions or ideas for a service. The innovation genie will strike you down if you present a solution at the problem interview stage!

Immediately after each interview, write down the three most important findings.

[At the end of this booklet we have added a special cheat sheet for conducting good interviews].

INSERT PHOTO HERE

Ask the interviewee if it's OK to take their photo. A photo will make it easier for you to remember the person you met and their situation. It's also a practical way to show your team and the product owner that you didn't just dream up the insights: they are based on answers and opinions from real people.

NEEDS + OTHER KEY FINDINGS

What were the important tasks, jobs and pain points the customers you interviewed told you about? How can you enhance their everyday lives? What do they need to do? What did each interviewee really need?

THOUGHTS AND FEELINGS

Every successful service resonates at an emotional level. Therefore, you need to understand how people think and feel about issues related to the problem area.

What were the feelings and aspects related to the need / existing way of dealing with the problem? Did you find something the users really liked, or were their experiences frustrating or painful? Write it down.

If you forgot to ask them how they felt

about things, call them straight back. And try to remember for next time.

WHAT SURPRISED YOU?

What unexpected things have you learned? Did you learn anything new? This is you learning about your customers and it's priceless.

THE USER NEEDS A WAY TO...

Draw a conclusion: what do you think they actually needed? Maybe they said they need coffee, but you think they actually need something to wake them up in the morning. Find a good quote here that summarises what they actually said. Also, write down any key findings you think are relevant.

RELATED EMOTIONS

Did you find positive feelings or factors to emphasise, or frustrating / negative emotions or factors you could address?

IT'S IMPORTANT BECAUSE

What makes your findings important? Does your insight and the problem amount to a real problem worth solving? Can you identify some unique advantage your company or business has related to these findings?



Insight

Our understanding of customer motivations that will unlock a business opportunity.

Needs + other key findings:

Thinks and feels:

Surprised us:



NAME:



NAME:



NAME:



NAME:



NAME:

Select the needs we want to meet to fulfil the business objective:

The user needs a way to:

It's important because:

Related emotions and values:

TIPS

- Somebody who was not present at the interviews the others about the needs, thoughts and feelings and surprises that emerged. Nothing else is allowed to be said. Take enough time to summarise the needs your team has chosen to fulfil in this project.

TYPICAL PITFALLS:

- Waaaaay too much time used for going through a single interview. It's not about sharing everything that happened in the interview, instead it's about focusing on the essentials.

DEFINITION OF DONE:

- You can easily state what needs you are planning to solve and how you selected them.



3

IDEATION

Ideation Sandbox

Business problem? Check. Customer segment? Check. Talked with several people in that segment? Check. Great!

Now you are ready to explore this canvas, where you are free to create ideas for solutions that solve your business problem AND solve the problems worth solving for your customers AND help to solve society's needs.

The better you understand the problem worth solving, the more effective and fun this ideation phase is. Having clear boundaries around your problem "sandbox" will improve the quality of your ideas. Start by filling out the boundaries and then move on to the ideas.

USER NEED/PROBLEM

From the interviews, select the customer's needs and problems that you want to solve to reach your original business objective.

EMOTIONS AND VALUES

From the interview, write down the emotions and values attached to the problems and needs you selected. These are related thoughts, feelings, emotions, hurdles etc. that the customer currently experiences. Remember that these emotions exist independent of your service.

PURPOSE OF THE SERVICE FOR THE USER

What job does the service do for the user? Take the needs, emotions and values and write down the main purpose of the service. What is the value, the task your service needs to fulfil and why is it important to the user?

BUSINESS OBJECTIVE

Write a summary of the business objective. Is it still valid after the interviews? Iterate if needed.

COMPANY MISSION

Whatever you are creating it should be in line with the company mission.

TEAM MISSION

What is your ambition level for the project? How high are you aiming? These questions help to frame the ideation process.

PURPOSE OF THE SERVICE FOR SOCIETY

What is the social good your service aims to deliver?

CONCRETE IDEAS THAT MEET THE USER, BUSINESS OBJECTIVE AND/OR SOCIAL PURPOSE

Now it's finally time to start ideating. Come up with small and big ideas. Try to stay inside the sandbox most of the time, but sometimes it's good to find solutions out of the box as well.



Ideation Sandbox

To kickstart the first round of ideation

User need/problem

Write it down on a high enough level so that your idea is not the only solution available.

Emotions and values

Related emotions and values from the interviews.

Purpose of the service for the user

What job does the service do for the user? Take the needs, emotions and values and write down the main purpose of the service for the user.

Business Objective

What is the objective of the service for your company?

Ideas that fill the user need, business objective and/or society purpose

After filling the sides of the sandbox start to ideate.

Company Mission

What is the mission of your organisation?

Team Mission

What is the ambition of the team? What do you want to achieve?

Purpose of the service for the society?

How should the service help the society and environment?



TIPS

- Make sure everybody knows all the design criteria.
- If you are already in love with an idea, write that down first. Then look for new ideas.
- Start with a five-minute silence as everybody writes their own ideas.
- Share the idea and remember NOT TO JUDGE but build on others' ideas.
- If you need better ideas try different ideation techniques: how will this be solved in the future? How would [insert famous person/company here] solve this? What's the most outrageous way of solving the need?
- Group the ideas and build on top of them.

TYPICAL PITFALLS:

- No grouping is done. After all the ideation effort, you select the initial idea but don't evolve it.
- You rush to select the seed idea and don't look at the bigger, more strategic picture.

DEFINITION OF DONE:

- You have an idea that you think addresses the user's needs and enables you to fulfil the business objective.

3

IDEATION

“Love the problem not the solution” is way easier said than done. We tend to fall in love with our ideas. We are often stuck with our first idea - the one we might have had even before the first interviews. The best concepts are created by constant iteration,

whereby we look at the idea from different angles, validate it and constantly keep it moving.

This tool starts the iteration of your concept; and every single canvas after this continues the work.

Good to do always

Idea Accelerator

SEED IDEA

Insert the most lucrative idea to the left and then ideate ways to make the draft concept meet the user needs more completely. Choose the three best and group to the right.

BEHAVIOURAL GAP

For your concept to be a success, your users will need to change their habits or, in the case of B2B concepts, their processes. Write down the change your concept is based on and then ideate how to make the gap between current and future behaviours/processes smaller and easier. Don't focus on small tweaks to the concept. Be open to radical changes too.

BUSINESS OBJECTIVE

Bearing in mind the business goal, what is the weakest aspect of the concept? To make this a better business for you, where should you focus? Repeat the ideation or find ways to build on top of the concept to make it a better concept for you.

SOCIAL PURPOSE

What is the social and environmental impact of the concept? How does it compare to your original goal?

Ideate to achieve a significantly greater net positive impact. This is about considering the negative and positive impact your solution involves and adding these together. Is the total value positive? Can you increase it even more?

ACCELERATED IDEA

You now have good ideas about how to improve the concept. Rewrite the concept. Remember: don't just add features to it, instead try to change the essence of the whole concept.

When you are done, vote as a team on how you should proceed to the next canvas. Should you redo this canvas with the new concept or choose a different seed idea?

Idea Accelerator

To make the most out of the selected seed idea

Seed idea

Select the best idea from the Ideation Sandbox canvas as the seed idea.



Three best ideas to make the concept draft (seed idea?) better fulfil the user need

--	--	--

Behavioural gap

What is the behavioural change the user needs to adapt to use the service?

Three best ideas to help the user over the gap. Try to change the core of the idea. Don't just add a manual...

--	--	--

Business objective

Regarding the business objective where does the concept draft fall shortest?

Three best ideas to make the concept match the business objective better.

--	--	--

Social purpose

What is the social and environmental impact of this idea? How is it compared to your goal?

How could the concept have a bigger and better social impact or be more sustainable?

--	--	--

Accelerated idea

Write down the holistic concept that has been created based on these new ideas.

Are you ready to proceed? Or should we redo this canvas by using the accelerated concept as a seed idea?

NO!

YES!

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TIPS

- Run the concept through the accelerator as many times as you like: it's still making the idea better.

TYPICAL PITFALLS:

- You end up adding new features to the service instead of really changing its essence.
- After the acceleration, the idea you take to concepting is still the original idea that you had at the beginning of this LSC work.

DEFINITION OF DONE:

- When you are proud of the idea and don't see any value in running the accelerator again.

4

CONCEPTING

After you have brainstormed and generated ideas, select the best ideas from all three groups and create a full concept of them. You might end up with multiple concepts to choose from. While creating the concept, keep your focus on

the customer's problem and on the concept's feasibility and business potential. You might want to read over canvas #1 to remind yourselves of the business objective you are aiming for.

Good to do always

Rational Concept Sheet

HOW DOES IT WORK?

Describe how the concept works in detail/in practice. What does the customer or end user do with it?

VALUE TO THE END-USER

What is the value the solution brings to the user or customer? What's the problem it's solving and how?

WHAT MAKES YOUR SOLUTION SPECIAL?

How is the solution different from what's already in the market? Why is your solution better?

VALUE TO YOUR BUSINESS

How does this solution fix your business problem? What direct and indirect value does it create?

SOCIAL AND ENVIRONMENTAL IMPACT

What positive environmental and social impact will the concept have?

RATIONAL VALUE PROPOSITION

You should now have everything you need to write a strong rational value proposition: you know your customer's needs/problems, you know how your solutions are meeting these needs.

CONCEPT NAME

Now it's time to give the concept a descriptive name. Especially if you have multiple concept ideas, it's good to give each of them a name so that as a group you can talk about them more easily.

Rational Concept Sheet

Draft a concept out of your idea

Concept name?

How does it work?

Value to the end-user?



What differentiates it from other solutions to the same problem?

Value to our business?

Social and environmental impact?

Rational value proposition:

END USER:

NEED:

SOLUTION:

TIPS

- Be precise. Make sure you really can explain how the concept works.
- Make sure you crystallise the value proposition.

TYPICAL PITFALLS:

- You look only at the idea and miss the concept around it.

DEFINITION OF DONE:

- You are able to describe how the concept works; and how it benefits the different stakeholders.

4

CONCEPTING

So you now have an understanding of what the concept is all about from the rational perspective. The irrational, the value-based and emotional side of the concept is way more important than we tend to

think. This canvas will help you to work out the real core of the value you are creating for the user. This is the base for your brand work. How do you talk about the service?

Concept Sheet

NEGATIVE EMOTIONS

What are the negative emotions related to the customer's needs? What did you discover in the insight interviews related to the concept you created?

List the ways the concept is helping with the negative emotions. Is it reducing them, changing them to positive or helping in some other way?

POSITIVE EMOTIONS

What are the positive emotions related to the customer's needs? What did you discover in the insight interviews that is related to the concept you created?

How are you making the most out of these positive emotions? Remember that you can still change the concept. It's not set in stone.

VALUE GAP

Often our values differ from our actions. And we feel bad about it, or our customer's brand suffers from it. Based on the interviews, what is the value gap you uncovered?

How is your concept helping to fill the value gap?

EMOTIONAL VALUE PROPOSITION

Put aside the rational offer you are providing. Write down the value proposition by talking only about the emotions and values.

What is the mental reward for the customer?

VALUE PROPOSITION

You should now have everything you need to write a compelling value proposition: you know your customers' needs/problems, related emotions, you know how your solutions are fixing the needs, creating emotional value and helping customers live according to their values. Combine the essence of the emotional and rational value propositions. Try to write a coherent story. But while coming up with beautiful sentences, make sure you don't lose the real value....

FAKE AD

The fake advertisement is the first prototype you take to your customers. It's a perfect prototype for testing your value proposition. Use the template to design a print ad that could be in a newspaper or at a bus stop.

The image should convey either the problem you are solving for the user, or the value you are creating for them. Remember, most people only look at the image. Brainstorm a good headline that attracts the right customer to read more.

Make time to write the copy. Write it as a letter to another person. Then, depending on time, finalise your advertisement with pen and paper or design tools and using proper brand guidelines. Try out a few different approaches to see how well customers understand them.

If you find it hard to explain your solution and the value to your customer in a fake ad or landing page, your concept might be too complicated!



Concept Sheet

Adding the emotional and value level to the concept

Negative emotions?

What are the negative emotions related to the needs of the customer?

How is the concept helping with the negative emotions?

Positive emotions

What are the positive emotions related to the needs of the customer?

How is the concept making the most out of the positive emotions?

Value gap

What is the gap between customers values and current actions?

How is this concept helping to fill the value gap?

Emotional value proposition:

END USER:

EMOTIONAL NEED:

SOLUTION:

Combine both value propositions here:

What is the mental reward for the customer?

Fake advertisement – The first prototype:

Create the first prototypes of your service by creating a fake ads. You can use them to test your value proposition. Use blank paper as template. The following ad template is a good starting point.

PICTURE:

CAPTION:

HEADLINE:

COPY:

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TIPS

- Really focus on the emotional and value layer even if you are working on a B2B setup.
- While creating the combined value proposition, make sure you get elements from both the rational and the emotional value propositions.
- If writing the value propositions is difficult, teasing a fake ad out of it usually helps the team!

TYPICAL PITFALLS:

- The fake ad ends up as a slogan rather than describing a product -e.g “L’Oreal because I am worth it.”

DEFINITION OF DONE:

- You can communicate your value proposition via an ad.

4

CONCEPTING

Products and services really do impact the world for better or for worse. We need to look at how we can minimise the footprint of our proposed service and, at the same time, we need to ensure we maximise the positive impact and make the most out of it in our marketing, for example.

This canvas helps you ideate

your service to maximise its net positive impact on the world. Think about the good and the bad impact your solution creates: when summing up, is the total positive? Can you increase it even more?

Start from the centre with the current impact and then move to the outer ring to ideate a better impact.

Impact Optimizer

CURRENT STATE ANALYZES

List (as objectively as possible) the concept's positive social impact and its positive environmental impact.

Then list the negative social and environmental impact. Try to look at the direct impact and at any indirect impact.

IDEATION

Come up with tweaks, nudges, ideas on how to make the positive impact even bigger and on how to make the most out of the exceptionally good impact you are having.

Then ideate on how to reduce the negative impact. For example, how can you change the concept so that it would have a smaller carbon footprint?

When you are ready to look at the concept ask yourself: does it have a big enough net positive impact? If yes, move forward and update the concept and value proposition canvas. If not, decide whether you should start the ideation again. Or even kill the project.

5

BUSINESS MODEL

Never skip

Customer Engagement

A product is so much more than just an interaction between the user and the interface. Consider yourself lucky if your customers like your value proposition enough to visit your website/app etc. A good service comprises a continual cycle of generating new leads and converting them into satisfied

customers. A successful service is one that succeeds in helping customers take the next step in the cycle by becoming advocates for your service. In order to keep that cycle turning and not churning, you need to define activities, resources and partners.

AWARENESS

Where are your customers? Where do they go to when the problem worth solving arises? Do they call a friend? Do they search for an answer on Google? Do they pick up a manual? Maybe they ask their Facebook friends.

Whatever the answer, you should be there, where your customers are, and when they are in the right mindset. That's when they should become aware of your service. Write down the two to three most important places/ways and means of catching their attention.

INTEREST

They've heard about your service. Great. But you need to get them to engage more with the service, to do something that makes them think that your service might be valuable and worth trying. Is it a brochure, a landing page with useful information, a free trial, a discount coupon, or a personal visit from you? Maybe it's through a partner company.

PURCHASE

By now, the customer should have a good idea of the value you are offering. How do you make them buy your service? What are they thinking at this stage and what are their alternatives? How can you help them make a purchase decision? Remember, sometimes

there's no money moving at this stage (e.g. your service is free of charge, or free to download). This is really about the decision to acquire the service and the decision to start using it.

FIRST USE

Yay! They completed the purchase and you are on the right track. However, it doesn't end here. Now you need to deliver the promises you made in the value proposition. Put simply, you need to get them to use your service! Record here what happens the very first time they use it. First impressions are important.

CONTINUED USE

A huge majority of mobile apps are used only once. So how do you get users back to your service again and again? Plan a way to make the service an integral part of their work/life/thoughts/actions!

ADVOCATE

How can you transform your customer to become your salesperson? If the customer really loves your service, they are probably willing to share and recommend it to other people. Save your marketing costs and find a strategy to make it go viral!



5

BUSINESS MODEL

WHAT PREVENTS?

Think of the customer journey as a loop with two tracks. The first track is for listing the obstacles that currently make it difficult for your customer to progress from one phase of the customer journey to the next. These could be thoughts, feelings, prejudices as well as tangible obstacles such as missing touchpoints or a lack of functionality.

WHAT ENABLES?

This is the second track of the circle. List here how you will make it easy for the customer to progress from one phase to another. These are your answers to the problems identified in the “What prevents?” track.

KEY ACTIVITIES?

At this stage you have a good idea of how your customer journey progresses from one phase to another. Look at the journey and identify the most important activities you need to undertake to get customers moving from one phase to the next. Do you need to actively monitor search keywords in Google? Have a service desk at a bricks-and-mortar office? Deliver the product to the customer's

home? Enable credit-card payments for your service? It's usually good to separate the activities required to keep the service working, from those required to build it in the first place.

KEY RESOURCES?

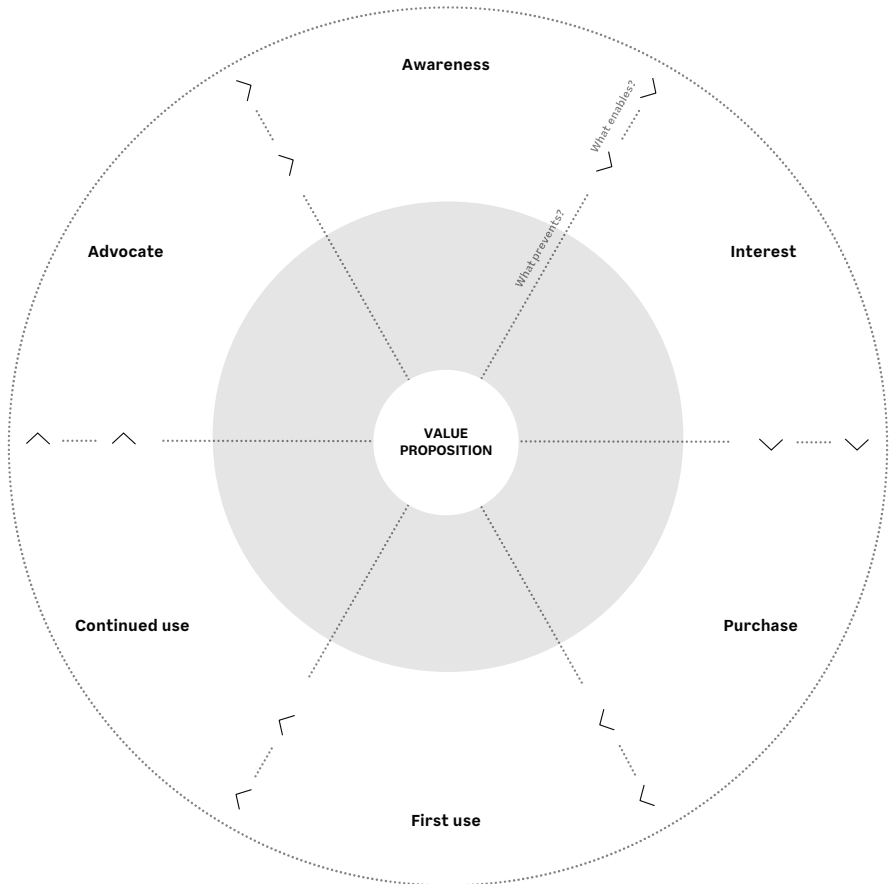
What are the most important resources you need to keep the customer journey moving? Your existing customer base located in your CRM system? Data on actual use? A trusted brand? A working distribution channel? A working billing/invoicing relationship with the customers?

KEY PARTNERS?

Wouldn't it be nice if you could do everything? Well, often you can't and more often you shouldn't. Who could you partner with to carry out non-core activities? Maybe there's a non-competing business that has a working delivery channel or a fantastic customer relationship. Could a supplier who maybe already provides you with gadgets or raw materials help out in other less obvious ways? List the potential partners plus the key activities and resources they could bring to your customer journey circle.

Customer Engagement

How do we get people to become our advocates? Ideation continues!



Key activities:

What key activities do our value propositions require? Our distribution channels? Customer Relationships? Revenue streams?

Key resources:

What key resources do our value propositions require? Our distribution channels? Customer relationships? Revenue streams?

Key partners:

Who are our Key partners? Who are our key suppliers? Which Key resources are we acquiring from partners? Which Key activities do partners perform?

TIPS

- Start with the inner circle.
- Go for concrete changes to the concept, not just marketing tweaks.
- See your product as a holistic service experience.
- Select what you will add to the concept and what you will leave out.

TYPICAL PITFALLS:

- You end up filling the outer circle with marketing, more marketing, lower price, ease of use, even better ease of use and with a recommendation button. All well and good, but these activities don't help improve the concept.

DEFINITION OF DONE:

- You have an updated concept canvas.

5

BUSINESS MODEL

Business Model & Market Size

This is the canvas for seeing if your concept makes any sense from a cost and revenue perspective. Sometimes people like to tackle these questions earlier in the process. However, we believe there is a risk in working out the business case without having a good enough understanding of your customers and the actual service

you should build for them. Like all the questions in these canvases, some answers might require a considerable amount of work. Therefore, you have to use your judgement by balancing “best guess” and “accurate data”. Start with your best guess and only dig deeper when it comes to answering the most critical questions.

WHO PAYS WHOM? HOW MUCH?

Yes, as it's as simple as that. How much do your customers pay and who do they pay? Maybe they pay your partner and not you directly? Maybe your service is free? Maybe there are different prices for premium and basic levels?

WHAT IS THE REVENUE MODEL?

Where do you get your money? Directly from the paying customers or from your partners in a revenue-sharing model? Or perhaps your service boosts sales of your other services and your revenue is indirect? And what is the model for obtaining that revenue: monthly subscription, one-time fee, pay-per-use...?

HOW ARE CUSTOMERS PAYING TODAY? HOW MUCH?

If you have found a problem worth solving, then people are already tackling it somehow – if not, the problem you have found is probably not big enough to be worth solving commercially. Typically your users will already be paying for their current way of solving the problem, so chances are, if it meets their needs well enough they will be prepared to pay for yours.

WHERE AND HOW DO YOU ANCHOR THE PRICE PERCEPTION?

For example, when Apple introduced the iPad, did it say that the device was like a smartphone but bigger and more expensive? Or did Apple say that it was like a laptop, but lighter and less expensive? You get the point, right?

To do this, you should have a good idea of the existing solutions that people use and the price perceptions they have about related services. For example; users typically expect to pay €10/month for Netflix, €9.99/month for Spotify; <5€ for smartphone apps;€0 for social networking tools;. 6,000 €/day for strategic digitalisation consulting.

WHAT'S YOUR TOTAL ADDRESSABLE MARKET?

So how many people fall into your segment? Three, 3,000 or 3 million? Your total addressable market is absolutely everyone who could buy your concept. What's your market? Local, national, global?



5

BUSINESS MODEL

WHAT'S YOUR POTENTIAL TARGET MARKET?

Not everyone will buy your service or product. They might buy your competitor's product, they might not have the money right now and so on. Make an educated guess about how many customers you could get, if all goes well. Yes, it's tricky to estimate, but give it a go.

FIRST- YEAR SALES

How much will you sell in the first year? How many customers can you win and how much revenue will this generate? What's realistic? Can you commit to this?

PLAN FOR FIRST- MONTH SALES

Where do you go first? Who are the high potential customers you should sell this to first? Does seasonality matter? (e.g.in the run-up to Christmas customers might have different spending priorities)? How many customers can you win and how much revenue can you gain?

WHAT'S YOUR COST STRUCTURE?

The best things in life are free. However, running a service isn't one of them. What

are the most important costs? Salaries, advertising, fuel for trucks, service and upkeep of your backend, royalties for IPR owners...? It's a good idea to separate development costs and running costs so you know how much it takes to launch your concept and how much it takes to keep it running. Again, start with your guesstimates and then dig deeper when needed.

KEY ELEMENTS OF EBIT

EBIT is earnings before interest and taxes. Certain key elements can influence EBIT more than others. Are there costs that change depending on the weather, for example? Is there one revenue stream that has better margins than the others? Is there some element that you should prioritise more than others?

Business Model & Market Size

Thinking through the high level business case.



Who pays whom?
How much?

What is the revenue
model?

How are customers paying
today? How much?

Where and how do you
anchor price perception?



Total addressable
market:

1st year sales:



Potential target
market:

Plan for 1st month sales:

Cost structure?



Key elements for EBIT?



TIPS

- Explore other business models beyond the one your company uses.

TYPICAL PITFALLS:

- Your target market doesn't match the selected customer group.
- Your price point is determined by looking at the expenses and not the value you are providing.

DEFINITION OF DONE:

- You're able to explain the business case to your managers.

6

VALIDATION

So you think you've come up with a good concept. Can you build it? Even though the idea of LSC is that builders are included as part of the team from the very beginning, it's all too easy to get carried away and ignore how feasible your proposed service is

from a practical point of view. Feasibility issues might be related to your organisation's ability to create something new, or to what technology is available, or to the budget needed to make the service profitable.

Feasibility Study

BIGGEST IMPLEMENTATION ISSUES:

List at least four major identified risks. For example, what is the most risky tech dependency?

HOW TO VALIDATE THE RISK

Make a plan. How can you check whether the risk is real or not?

FINDINGS & SOLUTION

After you have completed the validation, share the learnings and decide how to move forward.

GO BACK TO THE FUTURE

In the future you will have totally new kinds of technology helping you to fulfil the user's need. How could the new tech help solve the user's needs?

What can we learn from the new tech right now?

REDUCE PROJECT RISK BY SIMPLIFYING THE SERVICE

Come up with at least two different and effective ways of simplifying the service to lower the risk, make it easier to build and reduce costs.

How would these changes affect the value proposition?

Feasibility Study

To make sure we can make this happen

Biggest implementation issues?

Potential issue:

What is the most risky tech dependency? What in our organisation is preventing this from happening? What is risky in building it?

Potential issue:

Potential issue:

Potential issue:

How to validate:

How can we test this and eliminate the risk?

How to validate:

How to validate:

How to validate:

Findings & solution:

What did we learn and change?

Findings & solution:

Findings & solution:

Findings & solution:

Back to the future:

What will this concept look like in the future?

How to take advantage of it? How to keep an eye on it?



Reduce project risks by simplifying the service:

How could we simplify the service to make it easier to build:

How would this change affect the value proposition?

TIPS

- Start with the more concrete implementation risks.
- Try to prove that the service can't be built.

TYPICAL PITFALLS:

- You go easy as you love the concept

DEFINITION OF DONE:

- You've validated the assumptions and you now know how you need to change the concept to make it more feasible.

6

VALIDATION

OK, by now your initial concept is ready. Before you start bringing your concept to life, it's time to slow down and take a sanity check. Does the concept still fit the original business objective? Is it feasible considering your resources?

We call this phase The Death Star to remind you that you have to make tough decisions. Are you really ready to proceed? Should you iterate, or even kill the concept and take several steps back? In the words of Obi-Wan Kenobi: "That's no moon ..."

Profiling the Concept

A. EVALUATE THE CONCEPT

Start by filling the star. Be democratic - forget each other's rank or status. Start with silent work. Let everyone mark his/her own estimates on the scale.

When you're done, take time to discuss and justify everyone's opinions. In general, the outer circle represents the positive aspects of the concept and inner circle represents the negative aspects. It's up to you to set the parameters. There are no strict rules around what's good enough. If you want, you can set the thresholds in advance once you have set the goals for the project.

B.VOTE

When you have completed the profiling tool you have a picture of the concept. Does it meet the goals and expectations? Do you all understand what the concept is? Is it doable? Should you proceed? Discuss and vote. Or discuss and let the leader/product owner make a well-informed decision. Remember, there's no shame in iterating. It's a sign of courage to go back and admit that you're smarter now than you were before.

6

VALIDATION

So now we have a concept. In the old world we'd start applying for financing for the implementation stage. LSC requires us to go and test whether our assumptions are correct, and whether the concept rocks or not. Guess which approach

saves more money? Bear in mind that you're not aiming to prove you have a great concept, you're aiming to prove it sucks. Be honest with yourself and put your baby to the test.

Never skip

Validation

HOW TO VALIDATE YOUR VALUE PROPOSITION

Take your value proposition and test it. Don't just ask for opinions about it, actually measure the effects. Use the fake ads, user interviews, live landing pages, prototyping, piloting or whatever it takes to validate your value proposition.

The best way to find out whether your solution is crap is to ask the customers to "pay" for it in one form or another. Will they actually hand over €10, rather than just say that they would? Or would they agree to a pilot study? Will they give you their contact information to take part in further interviews? Often at this early stage it's enough to establish whether the customer actually understands your solution.

HOW TO VALIDATE YOUR CUSTOMER GROUPING

In order for the business to rock, you need to have a wide enough customer base. Write down your plan for identifying the target customer group for your value proposition. Interviews, polls, etc are good tools.

HOW TO VALIDATE YOUR CUSTOMER GROUP'S WILLINGNESS TO PAY

Is the customer's problem important enough that they are willing to pay for your solution? How much?

Don't guess, validate! Insert your plan here. Use fake selling, interviews etc.

RESULTS

Add the results from the three tests here. Be honest with yourself!

CONCLUSION

What kind of conclusions do you draw from the results?

VOTING

As a team, vote on the conclusions. You need to agree: have the tests been extensive enough and were they a success or not as a test? Did they get validated or not? If you end up with conflicting responses, you need to discuss them.

SHOULD WE PROCEED?

As a team, vote on whether you should proceed, iterate or kill the project.

Validation

Don't assume, validate. Do whatever it takes to question your concept.

How might we validate our:
VALUE PROPOSITION

CUSTOMER GROUP

BUSINESS MODEL

RESULTS

RESULTS

RESULTS

CONCLUSION

CONCLUSION

What size?

CONCLUSION

How much € ?



Should we proceed?

NO!



WE HAVE TO
ITERATE



YES!



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TIPS

- List the most vital things to validate.
- Make a plan.
- Execute it.
- Once you have the data you need to make decisions, be open to changing the concept!

TYPICAL PITFALLS:

- In the rush to move the project forward you don't carry out rigorous validations or are not critical enough with the findings.

DEFINITION OF DONE:

- You can prove to the rest of the organisation why you should create the service. Or why you shouldn't..

7

WRAPPING IT ALL UP

Minimum ~~Viable~~ Lovable Product

What is the leanest prototype you can get away with creating in order for your Minimum Viable Product (MVP) to be valuable to your customers and be useful for your own strategy and for your business objectives?

We've debated long and hard about what exactly an MVP is and what it

should be. Does anything you build for an experiment count as an MVP or does an MVP have to be something bigger and more sophisticated? In a nutshell, we wanted to re-name MVP to spare you the interesting, but sometimes unproductive discussions that the term inspires ;)

Really, we want to emphasise that the Minimum Lovable Product (MLP) should be about building the leanest/most minimal version of your product/service that your customers are likely to fall in love with. That said, it's pointless to build an MLP that doesn't deliver enough value for your own strategic/business goals.

Having worked with the experimenting canvas, you should have a set of experiments planned out, as well as some success criteria for measuring each experiment. Use your own judgement to decide whether to bundle the experiments into an MLP, or whether the experiments are sufficiently easy and quick to conduct that there is no need to build anything concrete at this point. If making a few phone calls or interviewing people will do for now, stick with that.

USER NEEDS?

The MLP won't help you validate your value proposition or product/market fit if it doesn't provide real value to the end user. So it has to be lovable. Make a list of the aspects and values - in order of priority - that you must, at the very least, deliver to your customer. Don't make a long list of features.

BUSINESS GOALS AND REQUIREMENTS?

There was a reason why your company started doing this project in the first place. Go back to the business goals and requirements you wrote down in the Business Objective and Context phase. What was the business objective, strategic goal and validated learning that made this project important? What does the MLP have to achieve for it to be meaningful in terms of your company needs?

There might be other aspects you have to take into account in the MLP: regulations, your company brand, data protection, etc. If you decide to take a risk and cut corners, you should do it intentionally, not out of ignorance.

MINIMUM IMPLEMENTATION?

You have now defined the minimum value that the MLP has to deliver to your customers and your business. Taking both into account, what is the absolute minimum you must do to make it happen?

Minimum really means minimum: if a feature or investment can be left for later, leave it.



7

WRAPPING IT ALL UP

Minimum ~~Viable~~ Lovable Product

Nothing but the essential.

User needs

What is the absolute minimum needed for the user to love your solution?

Business Requirements

What is the minimum value we have to achieve from the business point of view?

Minimum implementation

What is the absolutely minimum that needs to happen to deliver a first solution?

Needs MVP must fulfill

Should

Could

ASK WHY.

To MVP backlog. >

Later

Features, integrations, investments and requirements we don't yet need in the MVP.

TIPS

- Look behind the features.
- The idea is to build the first version that allows you to understand as fast as possible what a killer service could look like.

TYPICAL PITFALLS:

- You only talk about service features. and not about user needs.
- You add too much.
- You don't add enough.

DEFINITION OF DONE:

- You can confidently describe what you need to build next and why.

7

WRAPPING IT ALL UP

Pitch Creator

You now know what you're doing. You've validated the most essential parts of the concept. If you haven't already done so, now is the time to introduce the concept to the rest of the organisation to request resources or to pitch it to investors...

This pitch creator aims to help you build a simple, solid story so you can transition to the next stage of the project. The most typical pitfall at this stage

is that you only talk about the concept, the features... and totally forget to talk about how have you validated the needs and the value proposition.

The first row of questions are from the Business Objective & Context canvas. If you work in a corporation you probably got these from your managers. If so, remember to refer back to them when addressing these points.

CHALLENGE

What's happening in the world? Describe the relevant trends and changes in your business landscape.

WHY?

Why is it important to you? How is it related to your mission?

HOW?

What's your business objective?

TARGET GROUP

What kind of target group did you find and what needs, motives and emotions do they have based on your research? In the pitch it's good to explain how you conducted the interviews, how many you did and so on. This approach allows you to present your findings as facts, not opinions.

WHAT?

What is the value proposition and how does the concept work. Remember to talk about the emotional value proposition and don't focus solely on features.

VALIDATION

This is the most critical part of your pitch. If you don't have solid validation, you have only guesses. How have you validated the value proposition, business case, feasibility?

IMPACT

What is the customer, social and business impact you are creating? With the help of these you can create a solid story.

NEXT STEPS

If you can clearly describe the next steps you give a dynamic impression of your team. This includes explaining what you are doing, what you are going to validate next, and what you need from others and WHY!



7

WRAPPING IT ALL UP

Pitch Creator

For wrapping it all up and getting others to commit

Challenge = Opportunity

What's happening in the world? Relevant trends, changes in the business landscape...

Why

Why is it important to us? Why now? How is our mission statement related to this?

How

What's the business objective for this project? What is the endeavour we want to drive & benefit from?

Validated target group and their needs

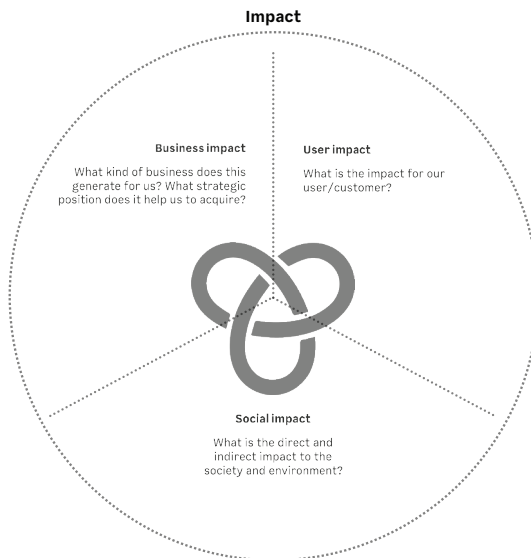
What kind of target group did you find and what needs, motives and emotions do they have based on the interviews?

What

What is the concept and its value proposition (emotional and rational)?

Validation

How have you validated the value prop and what did you find out?



Next steps

What's happening next? What will we validate next? What do we need from the audience? How do we keep your colleagues informed?

TIPS

- Focus on the evidence from the validations.
- Talk about facts not your opinions.
- Clearly describe the business reasoning for the whole project.

TYPICAL PITFALLS:

- Your pitch is the same one you started the project with.

DEFINITION OF DONE:

- You have a pitch that you've tried out, that covers all the phases you've explored during this sprint.



It's all about teamwork!

The whole idea of LSC is to give multidisciplinary groups of people the tools and the mindset necessary to flourish as a team. These tools will help groups to focus on the right topics, to iterate continually, and to get to know one another as real people in order to become an effective team.

It's impossible to over-emphasise the importance of a positive team spirit in creative work. All teams encounter struggles and test the limits and patience of each team member. In such situations, it may seem easier to stomp ahead with the project instead of challenging what

the team is doing and improving how the team is working together. The problem with this approach is that teamwork is not only as important as the project goals, it's crucial for success.

The following canvases aim to help you improve teamwork on a weekly and daily basis, and to make your team's progress visible to others.

IT'S ALL ABOUT TEAMWORK!

The “Weekly Smile” canvas helps you and your team to take time to get to know one another.

Draw your smile and tell everyone how you feel. Encourage your team to share what is going on in their lives, both privately and professionally. We human beings are an undivided whole. Negative life

experiences outside work can affect our mood and work performance. And that's ok! No one's expecting you to be Wonder Woman or Superman.

This part might sound gooey but your team is all you've got! So make sure you do your absolute best to keep them motivated.

Weekly :)

NAME

In most cases this is pretty obvious. But if you are working with a new multidisciplinary team full of people you've never met before, it might be a good idea to take a photo of each teammate – if it's OK with them!

WEEK 1, 2, 3...

Draw your smiley on a sticky note. Tell your teammates how you're doing. Be concise. Concentrate on your mood and the factors influencing it. Don't spell out all the tasks you've got on your to-do list, or wander off topic.

A team member might draw a sad face and explain that their one-year-old baby was ill and kept them up all night. It's up to you how graphic you wanna be. ;)

The important thing is to take care of one another. Is there something you or another teammate could do to support your tired colleague?

It's also important to pay attention to your colleagues' feelings and moods over time so you are alert to any longer-term shifts and can offer the appropriate support.

HOLIDAYS

Note down any planned holidays on the canvas so they're visible! It's so easy to forget that an essential team member is flying off to Hawaii in two weeks' time. Managing absences in advance allows the project to run smoothly and also lets the lucky team member enjoy their time off without interruptions.

Weekly :)

The team is all you've got. Make sure they're happy and motivated!

NAME	WEEK 1	WEEK 2	WEEK 3	WEEK 4	HOLIDAYS

TIPS

- Have regular time for the meeting.
- Stand up, don't sit.
- The group needs to be small enough to be intimate.
- Go personal, but don't force it!

TYPICAL PITFALLS:

- Too many people and you talk only about the project stuff.

DEFINITION OF DONE:

- You know how your colleagues are doing on a human level and you can take that into account.

IT'S ALL
ABOUT
TEAMWORK!

It's human nature to slip back into old habits. So once a week use the Weekly LSC Board to help you focus on the essential.

by staying standing! As the work progresses week by week, remember to keep senior management updated.

Go through the canvas together with the team and keep it short

Weekly LSC Board

TECHNICAL ISSUE

Identify the most critical technical issue each week. Don't hide or forget about it. Make it visible and, most importantly, tackle it!

BUSINESS QUESTION

Try to think about the project from a venture capitalist's perspective. Pinpoint any new opportunities or challenges that you might have picked up along the way. Are there any critical business issues that the whole project is dependent on? Would you be willing to bet your grandma's savings on the project?

END-USER ISSUE

What is your biggest fear currently with regards to the user needs, usability and value proposition?

BIGGEST FEAR / LIMITATION

What keeps you awake at night? What holds you back or limits your work this week? Fix it and stop stressing.

VALIDATION

A frequent Build–Measure–Learn cycle means that you’re always validating your hypotheses, decisions and implementations.

What are you validating currently? If you find yourself standing in the weekly meeting without anything to validate, you’re doing something wrong. Are you sure you aren’t making assumptions about your end-users that you’re not aware of?

TRANSPARENCY

Your team should always aim to be as transparent as possible. Even though the team knows what it’s doing, other people in your organisation might not. In their eyes, you’re consuming a lot of money and resources, as well as randomly changing direction from one week to the other. Transparency is key to gaining your colleagues’ trust.

Communicate regularly and proactively. Share what you’re doing and why - the validated reasons behind your actions. Not just at the beginning, but also at regular intervals throughout the project.

Use this part of the canvas to track your progress. Do the relevant stakeholders know

what you are working on and why? It’s a subjective opinion, so be true to yourself.

LAST/NEXT RETRO

Retros are no good if you don’t hold the sessions regularly. If they’re visible - i.e. marked on the board, you’re more likely to have them. You’re never too busy to have a retro. It doesn’t take long.

LAST/NEXT USER TEST

Frequent testing should be a part of your team’s DNA, giving you the chance to recalibrate on the go. If you postpone testing, you might end up finalising features that do not deliver end-user value!

LAST/NEXT DEMO

Demos give you deadlines, they make your work visible, generate trust and allow you to share your learnings. Schedule your demos in advance in order to get the right people to attend.

LAST/NEXT PERSONAL GOAL-SHARING SESSION

Sharing your personal and learning development goals with the team can help realise those goals. Your team members can help you take more responsibility in key areas if they’re aware of your goals.



Weekly LSC Board

Keeping the momentum through the build phase

Right now what's the most critical:

Technical issue

Business issue

End user issue

Week's biggest:

Fear/Limitation

Week's validation:

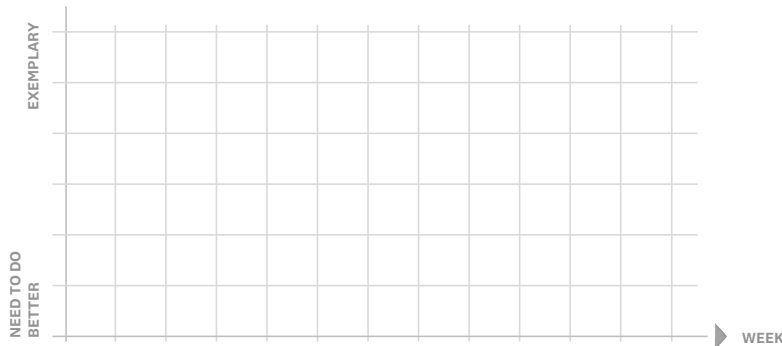
What is validated by the work we are now doing?

Last

Next

	Last	Next
RETRO		
USER TEST		
DEMO		
TIME TEAM SHARED PERSONAL GOALS		

How well are we making our work visible to the relevant stakeholders?



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TIPS

- Set a regular time for the meeting.
- Stand up, don't sit.

TYPICAL PITFALLS:

- You revert to the old school way of working.

DEFINITION OF DONE:

- Everybody knows what's important right now.

IT'S ALL
ABOUT
TEAMWORK!

Agile Board

Agile methodologies come with their own ways of keeping daily and weekly tasks organised and visible. Usually it's some kind of a board on the project room's wall.

The most important function of an agile board is to help visualise what the whole team is working on, how the work is proceeding and who is responsible for what.

It helps the team to see the bigger picture and to identify where they can help one another. Ideally the agile board links with the project backlog.

The product owner has the prioritised list, but it's always

the team that decides which items from the sprint should be worked on first.

Keep the team focused on the right tasks and track progress. To be honest, this canvas is way too small for real project work. It's basically a placeholder for your team's favourite approach - Scrum board, Kanban, whatever feels best for the team. Do it yourself: use whiteboard, magnets, masking tape, flip chart paper. If you have a multi-site team, it might be a good idea to go digital. If you are not familiar with agile tools, google: "Scrum board", "Kanban", "agile board"!

STORIES

A good story comprises a high-level description with essential information for the team to work on. We recommend cutting down the implementation work to small stories that bring clear value to the customer or your business. Remember the KPIs. The team is not a feature factory.

TO DO

Cut the stories into pieces and smaller tasks. There should always be a step small enough to be completed in a day. Achieving small, tangible goals is motivating.

IN PROGRESS

In progress means that someone is actively working on the task. If you/they stop working on it, remove it.

Who is working on which task? Use colour coding, magnets, or whichever prop floats your boat to indicate who's doing what. As a rule of thumb, there should be a maximum of two tasks per team member. Taking on a lot of parallel work might look nice on the board, but it's inefficient. Having to switch contexts frequently creates serious friction for the team's ability to work at speed.

TESTING

Before the stories and tasks are completed, they have to be tested. Always do the tests as soon as possible. If not, you end up building on unvalidated work.

DONE

Whoohoo! You guys are progressing. Stack completed stories here.

Be honest with yourself and the team.

Prepare yourself mentally. Something you considered to be ready might get re-assigned to work-in-progress. You never know what might come up.

DEFINITION OF DONE

You've successfully completed your task, implemented the new feature and it seems to be working. But is it really done? People might have very different perceptions of what exactly constitutes done. Have you, for example, completed integration, performance, stability, user acceptance and regression testing, as well as refactoring, release notes, code reviews and user documentation? It's not that you need to necessarily do all of the above. Just be aware that done is a relative concept!

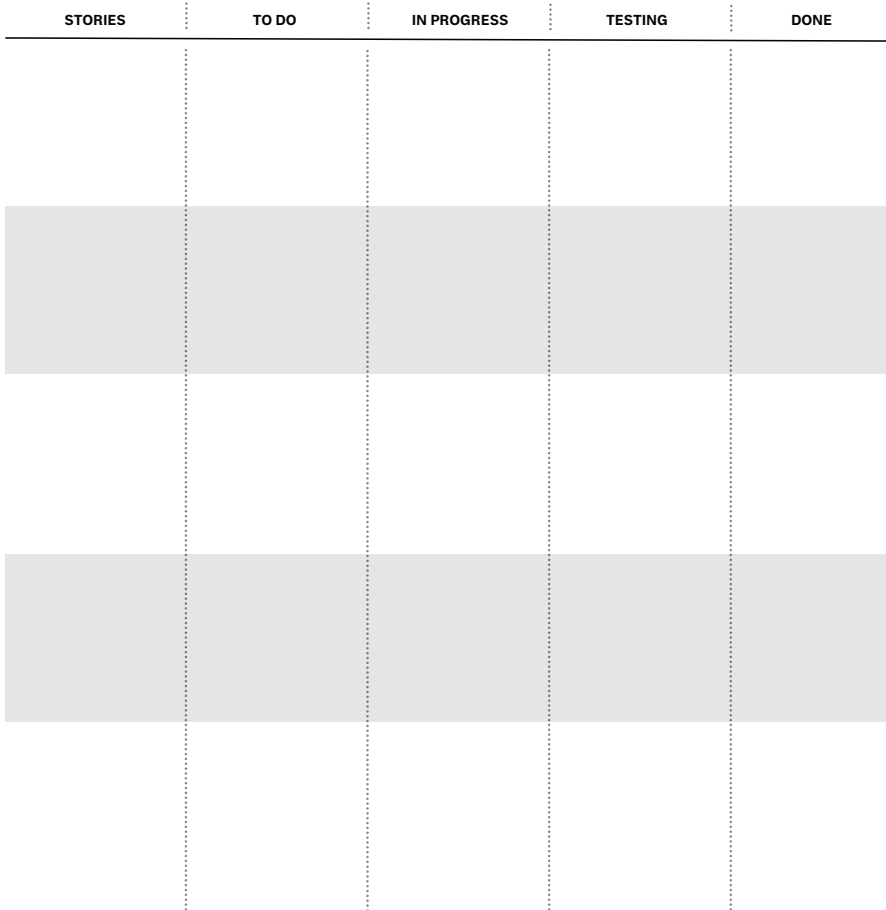
The important thing is to create clear, shared rules that are visible to all team members at all times.



IT'S ALL
ABOUT
TEAMWORK!

Agile Board

Use agile tools that best fit your project phase and team.



OUR DEFINITION OF DONE:

TIPS

- Set a regular time for the meeting.
- Stand, don't sit.

TYPICAL PITFALLS:

- As the project moves forward, the need for agile ways of working changes. In the beginning, Scrum is good and in the later part, Kanban might be the answer.

DEFINITION OF DONE:

- Your team has self-organised.

IT'S ALL ABOUT TEAMWORK!

LSC is not just about iterating the concept you're working on, it's also about improving the way you work together as a team.

There are many different ways to hold a retrospective. We've included a couple of twists and turns in our version that we hope you will enjoy. Nevertheless, it might be a good idea to change the retro canvas from time to time to keep things interesting.

Remember that a retro does and should not have to be a long meeting. Once everybody knows the drill, just provide a short update and adjust your improvement focus together.

As always, have a few minutes in silence before everybody shares their thoughts.

Retrospective

KEEP DOING

Remember to state the obvious. The things that you as a team are doing well. Not just the "bad" stuff that needs to be improved.

MORE OF / START

Think about what the team should do more of. What new ways could help you be more productive and enjoy working together?

LESS / STOP

This is the place for the stuff that might be bugging you. What should the team do less of or stop doing entirely?

TO DO

After everybody has contributed their opinions, vote which of the changes (1-4) you will focus on next, and who is responsible for

implementing them. Don't choose too many development topics at the same time. It's also a good idea to add the suggestions to the Agile board, where they're visible.

DONE

When the next retro starts, first go through what happened to the to-do items from the last retro. How well did the proposed changes work? Are they done or should you continue with them?

Select one change that really worked well and add it to the retro diamonds canvas up next.

Retrospective

Reflect, learn, change, and share

Keep doing:

What's going well? What should we keep doing?
(You can use this same canvas for multiple retros.)

Do more / start:

What should the team do more or start doing?

Do less / stop:

What should the team do less of or stop altogether?

TO DO: Select (1-4) what items to change next. Who is responsible?

--	--	--	--

DONE: Start the next retro by going through the results of the last retro.

--	--	--	--



What change did you make based on the last retro that worked well? Add it to the Retro Diamond canvas and remember to share with other teams as well!

TIPS

- Don't start from scratch every time. Build on the previous retros.

TYPICAL PITFALLS:

- Teams might feel that retros are easy to postpone but that's exactly why they should happen.
- You talk about the service/product and not about how the team works.

DEFINITION OF DONE:

- You have dedicated time for reflecting how you work as a team.
- You have agreed at least one change to help the team work better. to aim to make the teamwork better.

IT'S ALL
ABOUT
TEAMWORK!

Sharing is caring. Once your team has made proven improvements to its ways of working, why keep them to yourself? Share your learnings! Add them to this canvas so that you will remember them, and colleagues from different teams can learn from

your pearls of wisdom. By having these publicly visible reminders you will also communicate that you are constantly developing the core, your team.

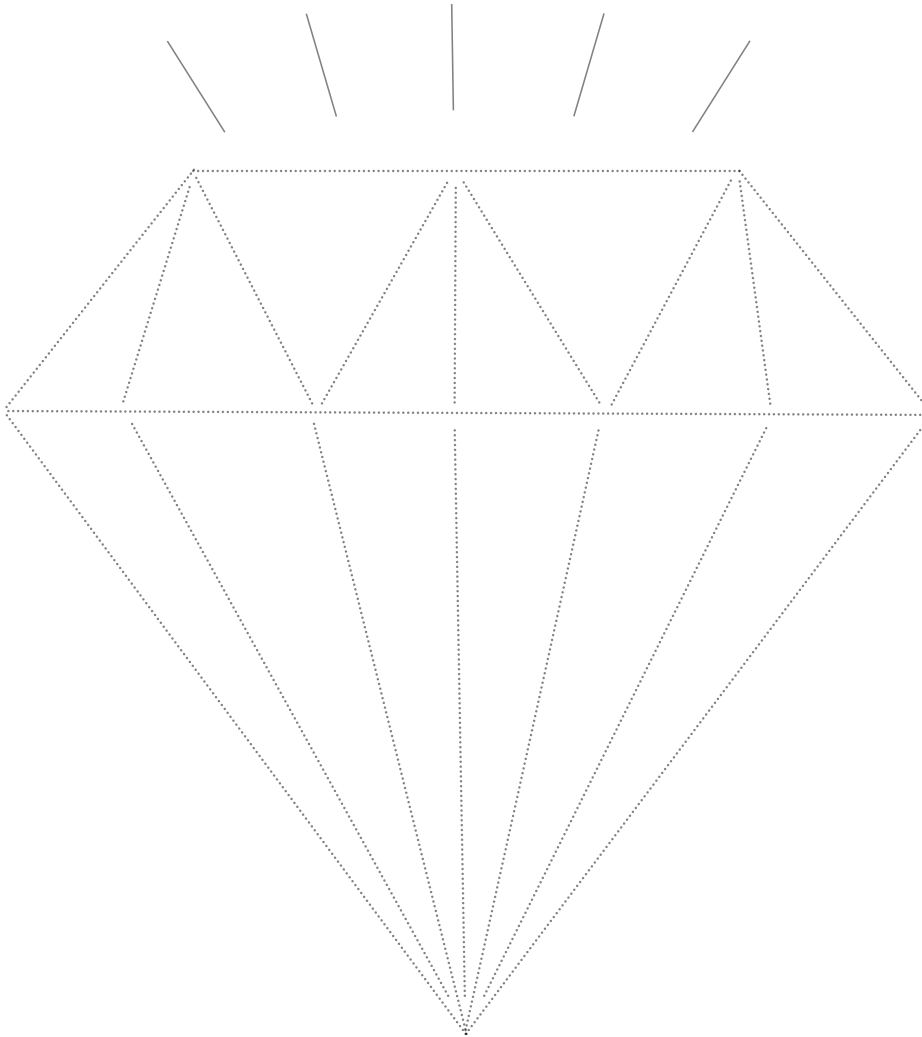
Retro Diamonds

OUR GREATEST RETRO FINDINGS

You probably decided to make some changes in the previous retro. Which one of those changes turned out to be the best one? If you did multiple really good changes, add them all!

Retro Diamonds

Track and share what your team has learned.



TIPS

- Create a culture in your organisation where you actively share the retro findings!
- This tool acts as a reminder of what good retros look like.

TYPICAL PITFALLS:

- You use it once then forget to have retros.

DEFINITION OF DONE:

- Colleagues outside your team know about your best improvements.

IT'S ALL
ABOUT
TEAMWORK!

Experimenting

If you were working on something extremely difficult and complicated, like the first landing on the moon, would you just assume that your calculations were right, that the gear works smoothly, that operating in zero gravity will go as you assumed, and that the astronauts are ready for the mission because they look fit and smart? No. You wouldn't just bring everything together and start the countdown. Instead you would break down the process into pieces and start step-by-step experiments with the engines, hardware, human factor and so on.

This canvas will help you focus on what is meaningful and critical in getting your business up and running. This is the antidote to that slavish corporate culture where you blindly follow the official process steps no matter what. "According to our Corporate Innovation Process we should build a prototype, because we are in phase B3... although we all can see from this canvas that the most critical thing is to test the value proposition." All in all: you should be doing what is important, not what is in a manual somewhere.

OUR RISKIEST ASSUMPTIONS

At this stage of the LSC process you have made a lot of guesses and assumptions. Some of the assumptions might be educated, but there will also be some assumptions that are shakier. Anyhow, it's time to return to all those tricky areas where you had to move on rather than spend days figuring out the right answer.

This is how it goes: gather your team around this canvas. Each person lists one or two critical assumptions, one per sticky note. A critical assumption is one where if wrong, the whole service vision fails. The assumption can be about technology, business, customers, the project itself, your organisation... it can be whatever is critical for building what you have planned and your concept's success right now. Put all the sticky notes on this first column. Talk them over briefly. Then vote on which ones you think are most critical.

HOW TO EXPERIMENT

You can take this step with all the assumptions or just the most critical ones. However, it's better to write down all the assumptions before planning the experiments. An experiment is a simple, fast and inexpensive way to get maximum knowledge (learning) about your assumption. A good experiment requires creativity: it is so easy to fall into traditional methods that are often too cumbersome or heavy. For example, "We assume that our client organisations are

willing to install new wi-fi in their premises."

Slow and heavy experiment: "Let's have a marketing research agency conduct a study about it." Fast and inexpensive experiment: "Hey, we know the venue managers. I'll call three of them right now to see what they think about it."

SUCCESS CRITERIA

The problem with assumptions is that they are your assumptions. It's extremely important to define the success criteria before carrying out the experiment, because the results often require some interpretation, and, well, we humans love to interpret things in a way that suggests we were right all along.

KEY FINDINGS

This is where the most valuable knowledge is gathered. This is where you write down the things you learned from the experiment. You will, of course, learn whether you met the success criteria or not. And you will learn lots of other things as well: for example, about communicating your value proposition, about technological choices in building the experiment, about your customers when recruiting them to participate in the experiment, and so on.



IT'S ALL
ABOUT
TEAMWORK!

Experimenting

Validating your assumptions before building it.

	OUR MAIN ASSUMPTIONS	HOW TO EXPERIMENT	SUCCESS CRITERIA	KEY FINDINGS
IF THE CONCEPT OR BUSINESS DOESN'T WORK, IT WILL FAIL BECAUSE OF:				

DO YOU THINK? DO YOU KNOW? DID YOU CHECK?

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TIPS

- Focus on the most essential things to experiment with.
- Use this constantly as a side canvas. while completing all the other canvases. Park your assumptions here.
- Organise and update the canvas regularly.

TYPICAL PITFALLS:

- You try to prove that the concept works and not the other way around.

DEFINITION OF DONE:

- You've done the validations, written down the findings and reacted accordingly.

APPENDIX 1

LSC INTERVIEWING CHEAT SHEET.

WARM-UP

A good interview is a discussion, not an interrogation. Build trust by having a relaxed and friendly atmosphere.

- Introduce yourself and other interviewers, and their role in the interview.
- Tell the reason and theme of the interview on a broad level.
- Tell what will happen to the answers: who will see them, how will you use them etc.
- Remind that all answers and comments are important, especially criticism.
- Remind that you are there to learn from the interviewed person, that s/he is the expert here. Remind also that there are no right or wrong answers.
- Start with questions that are easy to answer so that you get the conversation flowing.
- For example, age, job title, job, where do they live, in what kind of a house

SECRETS OF SUCCESS

The goal of the interview is to see the world from the interviewee's perspective, and to understand what problems, needs, desires, wants etc. there might be. Be prepared to dig deeper than the first obvious answer. Try to figure out their motives and rationale for thinking, doing or feeling in a certain way. What are their underlying goals and motives?

- Ask for concrete examples: "Tell me about the last time you..."
- Avoid questions that can be answered simply yes or no. Ask open-ended

questions, such as "Why do you..."

What did you think when... How did you then...?"

- Use the words why, how and what a LOT!
- Let them speak! The interviewee should be doing 80% of the talking.

LOOK OUT, IT'S A TRAP!

People are friendly and you're a nice person. Therefore, they want to please you with their answers, and tell you what they think you want to hear. Humans, can't live with them, can't live without them. Nevertheless, here are a few tricks:

- Don't reveal your hand. Don't tell them what you assume or what you think is a good solution for their problems (the "solution interview" is for that).
- Avoid questions that reveal the answer you are looking for.
- Don't generalise, be specific.
- Leave a few seconds of silence between their answer and your next question. They might continue with interesting stuff to fill the silence.
- Act stupid. Ask them "why?".

FINALLY

- Remember to thank them for their time and valuable comments.
- Use the opportunity to ask them for permission to interview again and if they know anyone else you could interview.
- Immediately after the interview: write down three things that you found interesting or popped into your mind during the interview!



Lean Service Creation

Lean Service Creation is a product and service design methodology forged in the crucible of real-world project work. It was born out of insights from hundreds of projects in a wide variety of organisations from major corporations to educational institutions.

The methodology is used by designers, business managers and developers all over the world. It brings together the best parts of user-centric design, lean business thinking, agile development and a startup mentality.

This handbook contains the LSC canvases needed to use the methodology, as well as simple instructions for their use. It helps you ask the right questions, whether you're developing a revolutionary app or internal services to make sure your organisation embraces continuous learning. And everything in between.

Try it and see. Lean Service Creation is open source.

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