

BA Innovation Workshop

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From idea to business concept

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Modules 1 – 5

Odense, Slagelse, Sønderborg, Esbjerg, Kolding





Entrepreneurship Centre
...fostering entrepreneurship

BA Innovation Workshop

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Module 1

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| Module 1 | Introduction and kick off |
| Aim | Introduction to the workshop and the challenge/case To start the creative process |
| Content | <p>Participants are introduced to the specific case.</p> <p>Ideation phase.</p> <p>Presentations</p> <ul style="list-style-type: none"> • Introduction to campus • Introduction to the course Entrepreneurship • Introduction the workshop • Introduction to ideation <p>Forming of groups and introduction to workshop assistants. Creativity session.</p> <p>Ideation</p> <ul style="list-style-type: none"> • Idea generation • Looking for opportunities |
| Tools | <p>Description of the case. Group forming tools</p> <p>Tool Training sheets</p> <ul style="list-style-type: none"> • Focus your search – Know what you are looking for • Trendspotting – Identify general trends • Creative focus – define your question • Brainstorm – Generate ideas – lots of ideas • Negative brainstorm <p>Hand in day 1</p> |
| Output | Each groups hands in 3-5 ideas in title form. |

Group forming "Name Game"

Form a circle. The one with the darkest shirt starts.

Say your name and a verb starting with the same letter as your name. Illustrate your verb/skill while you say it.

E.g. My name is Charlotte and I can cook.

The person to the left repeats it and presents herself in the same way. And so on until everybody has presented themselves.



Group assignment: "What do we have in common?"

Each group discusses what similarities there are within the group.

Does everyone have a bike? Have you all been to London? Do you all dislike cheese? Etc.

You have 15 minutes to come up with 5 similarities (crazy, special, unexpected or?).

Present to the other groups.



Know what you are looking for - but be open about where you look!

When you want to make user driven innovation, you should start by defining what you are looking for:

Who do we want to do something for? Define the buyers and users that you want to develop something for. Be careful not to define the problem too narrowly - and don't say anything at all about the solution.

The most important is to find the right problem and solve it right - not solving the wrong problem right!

What is valuable to us? Even if you work with user driven innovation, you should also gain from it yourself:

Who would we love to have as customers?

In which areas do we want to improve our own skills?

Where do we have unique skills, that could be the basis for developing something new?

Which ethical standards should be the foundation of the business?

How feasible ideas do we seek? Must our ideas be realized fast, or is it all right to develop ideas, that it will take a long time to realise. And should it be feasible with our own money, or will we accept taking loans or involving investors to realize our idea.

Identify general trends through observation of lifestyle. Read magazines, visit fairs, search the web. Speak to opinion leaders, specialists and experts - or read what they write.

Trends can be found in lifestyle, culture, politics, technology and many other areas.

Four important trend indicators

Economics and demography. Economic and/or demographic changes cause many long lasting trends.

Who have become richer? Or poorer? Where do people want to live? How many kids do they get? When? When do they start your working career. When do they retire? Etc.

Shortfalls. A trend often starts, when we will demand what we feel we fall short of in our lives.

What do we long for? What do we have too little of? What do we want a little more of?

Backlash. A new trend will often be a reaction against what has become mainstream or a clash with whatever has been dominant in the market for years.

What is getting a little to ordinary? What are we bored with or tired of doing, buying and looking at.

Style. The style ideals will often swing like a pendulum from one extreme to the other. Which style ideals ar starting to swing the other way. Clothes, haircut, home, body ideals etc.

“To have a usable answer, you need a good question”

Creative Focus is a method for formulating assignments and problems in such a way that it appears to generate ideas in the following creative process.

The specific formulation of the assignments is decisive for what ideas then occur.

The usage presupposes a joint conception of the assignment or problem.

Method

1. Formulate the assignment as a question – begin with how/what/when/why etc.
2. Formulate the assignment as brief and open as possible, preferable only one sentence.
3. Formulate the assignment from different viewpoints/angles. Ask the question in different ways.
4. Choose the preferred formulation.

Take Off Market User **Idea** Concept Evaluation

1. Arrange the meeting for a group of the right size and make up (typically 4-8 people)
2. Write the initial topic on a flip board, white board or other system where everyone can see it. The better defined, and more clearly stated the problem, the better the session tends to be.
3. Make sure that everyone understands the problem or issue
4. Review the ground rules
 - Avoid criticising ideas/suspend judgement. All ideas are as valid as each other
 - Lots, Lots & Lots - a large number of ideas is the aim, if you limit the number of ideas people will start to judge the ideas and only put in their 'best' or more often than not, the least radical and new.
 - Free-wheeling. Don't censor any ideas, keep the meeting flow going.
 - Listen to other ideas, and try to piggy back on them to other ideas.
 - Avoid any discussion of ideas or questions, as these stop the flow of ideas.
5. Have someone facilitating to enforce the rules and write down all the ideas as they occur (the scribe can be a second person)
6. Generate ideas - either in an unstructured way (anyone can say an idea at any time) or structure (going round the table, allowing people to pass if they have no new ideas).
7. Clarify and conclude the session. Ideas that are identical can be combined, all others should be kept. It is useful to get a consensus of which ideas should be looked at further or what the next action and time scale is.

FOCUS GENERATE SORT DEVELOP EVALUATE

Negative Brainstorm



Take Off Market User **Idea** Concept Evaluation

Positive question

Describe your task as a question - like "how do we solve problem X?"

Negative question

Reformulate the question to a negative question - the opposite of the positive question.

Examples:

How do we create a solution, that the users won't use?

How do we create a solution, that we can't make a profit on?

How do we create a solution, that no distributors will take in?

Negative ideas

Create ideas from the negative question. It will be a kind of reverse and distorted ideas.

Positive ideas

Go through each negative idea and try to change it into a positive idea. That will not be possible for all ideas, but it may lead to surprising and original ideas.

FOCUS **GENERATE** SORT DEVELOP EVALUATE

Hand in form for module 1

Innovation workshop

Team number: _____

Team name: _____

Based on the case presented to you, each team must hand in 3-5 ideas in title form:

1. _____

2. _____

3. _____

4. _____

5. _____



Module 2

| | |
|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Module 2 | Idea selection and concept formulation |
| Aim | Based on the ideation phase each group decides on 1 idea and formulates a short description of the idea and concept. |
| Content | Idea evaluation Idea sorting Idea specification Idea improvement |
| Tools | Tool Training sheets <ul style="list-style-type: none"> • Summarizing – Create an overview of your ideas • Idea sieve – Prioritize your ideas • Idea improvement • NAF – Novelty, attractiveness & feasibility |
| Output | Each group hands in 1 specific idea. Describe "We will ... to ... by..." <ul style="list-style-type: none"> • Idea / What • Target group / who • Implementation / how |

Summarizing



Take Off Market User **Idea** Concept Evaluation

Summarizing is used to create an overview when a large amount of ideas have been produced.

Grouping

Sort the ideas by topic or in groupings with natural affiliations. (This might cause some debate)

Overlapping

Screen the individual ideas, search for overlaps, by assessing if the idea is a copycat of some of the other ideas (like a sub idea to a main idea), if this is the case it should be deleted.

Combination

Screen the individual ideas again and see if there are natural affiliations or combinations that can be compiled as one idea. Do this combination of ideas when/if you find this.

Elaboration

Is the individual idea clear and concrete so everybody understands it, otherwise the idea must be elaborated by asking how, if you cannot elaborate on the idea, then delete it.

Relevance

Clear out ideas that has no value for a solution to the problem or assignment. Ask for each idea:

- Is this idea relevant for the purpose? (Your problem definition). If not, delete it.

FOCUS GENERATE **Sort** DEVELOP EVALUATE

The idea sieve is a method for fast prioritising of a large number of ideas.

The techniques Summarizing and The idea sieve are supplementing each other and are useful tools if you first use the Summarizing followed by The idea sieve.

The idea sieve is a method for assessing and prioritising the ideas, NB! This method also works on its own.

Choice of criteria

Choose 1, 2 or 3 simple assessment criteria that fit this specific task.

Examples:

- Is the idea feasible?
- Is the idea useful?
- Is the idea new?
- Is the idea competitive?

Individual assessment

Every group member must individually make up their mind of how he/she would assess every idea based upon the assessment criteria agreed upon in the group.

Based upon this personal assessment he/she appoints each idea with points according to the following scale:

| | |
|-----------------------|----------|
| Criteria are met: | 2 points |
| In doubt: | 1 point |
| Criteria are not met: | 0 point |

Count and prioritizing

Chairperson makes a counting of the points. When the points are counted, the ideas are prioritized based upon the score of each idea.

Take Off Market User **Idea** Concept Evaluation

1. Idea description

All members of the group must have the same clear picture of what the idea is.

Therefore start by making a description of the idea, continue until everybody has the same perception of the idea.

2. Strengths

Find all strengths of the present idea.

3. Weaknesses

Seek for weaknesses of the idea, find all problematic qualities of the idea.

4. Idea development

Look at the strengths in Step 2 and search for improvements or developments.

5. Idea development

Look at the weaknesses in Step 3 and search for ways to alter or avoid these weaknesses.

How can this be done?

6. Summarize

Assess the individual ideas and suggestions from Step 4 and 5.

The ideas and suggestions which can be utilised, recapitulate these with the basic idea.

FOCUS GENERATE SORT **DEVELOP** EVALUATE

Take Off

Market

User

Idea

Concept

Evaluation

This is a simple way of scoring / assessing potential solutions to a problem. Give a score out of 10 for each of the three items:

Novelty How novel is the idea? If it isn't novel for this situation, it probably isn't very creative

Attractiveness How attractive is this as a solution? does it completely solve the problem? Or is it only a partial solution?

Feasibility How feasibly is it to put this into practice? It may have been a really attractive solution to use a time machine, but is it really feasible?

Once you have the mark out of 30 for each potential solution, you can easily rank them to then refine the top few.

FOCUS

GENERATE

SORT

DEVELOP

EVALUATE

Hand in form for module 2

Innovation workshop

Team number: _____

Team name: _____

In short, describe your idea in the following way:

“We want to _____ for _____ by _____”

(eg. We want to *provide efficient means of transport for students* by *providing them with cheap tickets.*)

Please notice that you explain:

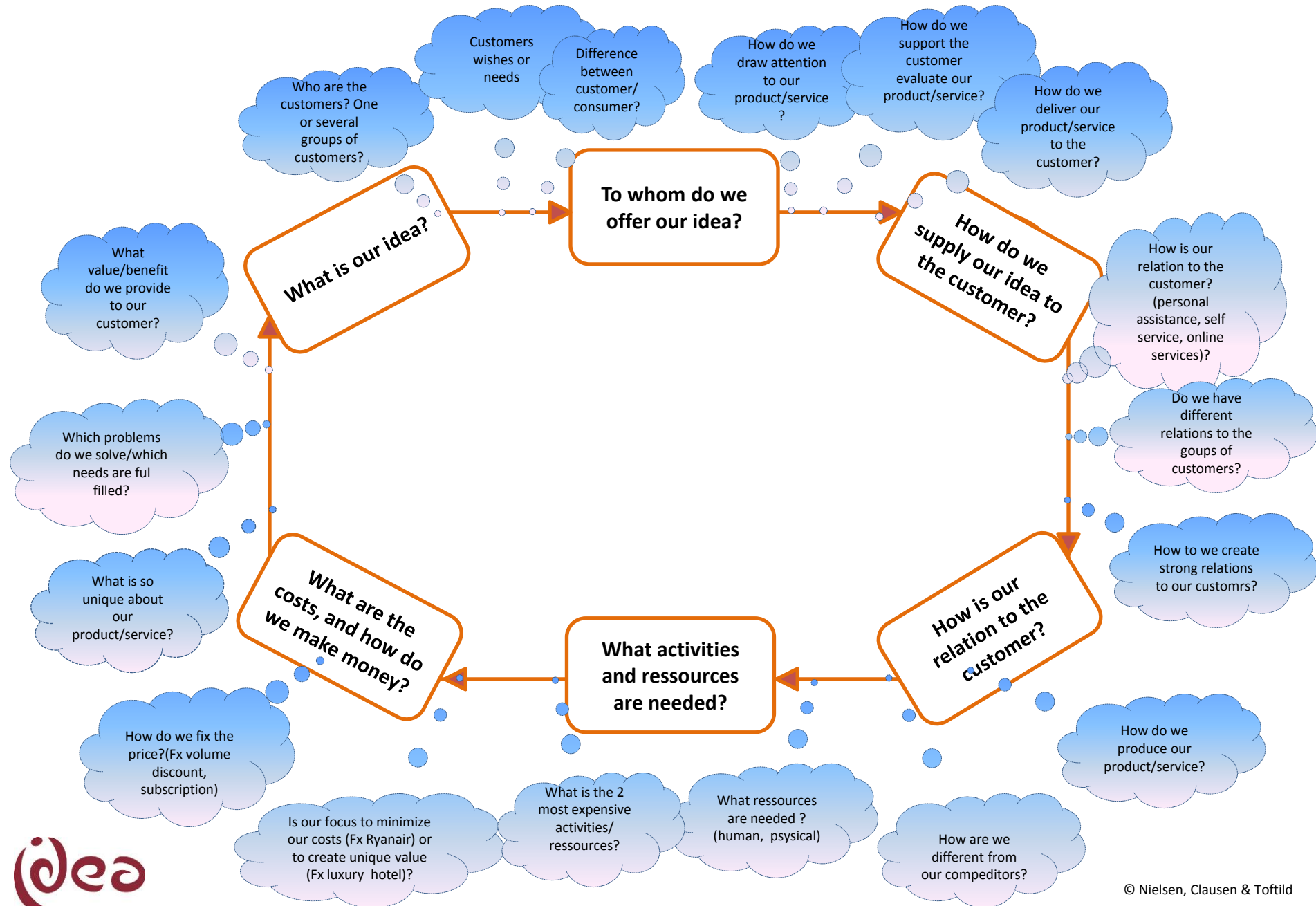
- *What* it is you plan to do
- *For whom* you are making it
- *How* you plan to make it



Module 3

| | |
|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Module 3 | Idea, market and users |
| Aim | Describe the business potential related to your idea. |
| Content | <p>The business potential – the financial viability of the idea.</p> <p>Business Model Canvas Describe the market, customers and competitors Who are your users “Show me the money” Visualize the idea</p> |
| Tools | <p>The Circle of Business – what elements are part of the business rationale</p> <p>Business Model Canvas – based on the Circle of Business</p> <p>Tool Training sheets</p> <ul style="list-style-type: none"> • User profiles – illustrate who your users are • Storyboards – visualize your concept |
| Output | Business Model Canvas |

Circle of Business...



Business Model (based on the Circle of Business)

| | | | |
|--------------------------------------------------|--------------------------------------|----------------------------------------------------|--------------------------------------------|
| What is our idea? | To whom do we offer our idea? | How do we supply the idea to our customer? | How is our relation to our customer |
| What activities and resources are needed? | | What are the cost and how do we make money? | |

Take Off

Market

User

Idea

Concept

Evaluation

Make up a person that represents a group of users. A user profile should describe the specific user in very specific details. Fx.

Name Yes, give him or her a name. You will find, that he/she can not be given just any name.

Portrait Find a photo to portray the profile. It helps your imagination.

Demography Sex, age, family status, address, occupation, education, income etc.

Personal goals and values. What would the person like to achieve and what are his/her personal values - in general and concerning the specific product area. What is good and what is bad.

Consumption and buying habits If your product/service is for private use, it is especially relevant to consider which specific products and brands the profile buys - and where they are bought.

Needs What are the specific needs and problems in the area, where you are searching for solutions.

Skills How experienced and knowledgeable is the person concerning your product area. What are his habits, at where are the limits of his abilities.

Perspective on the task and product For which purposes is the person using the product or service, and how important are these in his daily life? What is the persons role, when the product/service is used.

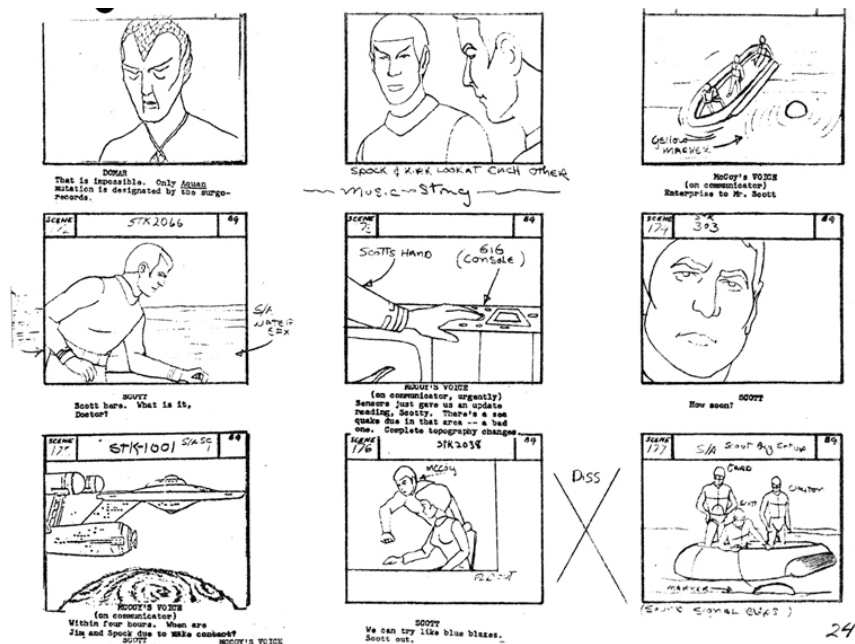
Storyboards



Take Off Market **User** Idea Concept Evaluation

Make little **cartoons** of **scenarios** where the target user is using your product or service, or where he/she is doing something, where you want to make it easier or better for the user. Focus on the critical actions and situations.

You might also use photos to illustrate the senario. Make them yourself while observing the user in action or search the web.



Hand in form for module 3

Innovation workshop

Team number: _____

Team name: _____

Your concept:

Hand in a description of your concept based on the Circle of business and the Business Model Canvas:



Module 4

| | |
|-----------------|-------------------------------------------------------------------------------------------------------------------------------------|
| Module 4 | Pitch your idea |
| Aim | To present your idea – sell the idea and concept |
| Content | Presentation skills Pitch training Prepare a pitch |
| Tools | Power point on pitching |
| Output | Each group delivers a 3 min pitch, focusing on selling the idea including e.g. power point slides, story board, posters, video etc. |

Hand in form for module 4

Innovation workshop

Team number: _____

Team name: _____

Your pitch / presentation:

In the form of a power point, pictures, slides, posters or notes for your 3 minutes presentation.



Module 5

| | |
|-----------------|----------------------------------------------------------------------------------------------------|
| Module 5 | Final pitch and evaluation |
| Aim | To present the idea Evaluate the ideas and selection of the most promising idea and concept |
| Content | Presentation in front of a jury |
| Tools | Evaluation form – scale 1-5 |
| Output | All teams make a presentation Each team is given feedback The winners are... |

Evaluation

Innovation workshop

Jury member name: _____

Team number.: _____

Team name: _____

On a scale from 1-5 you must evaluate the following (5 being best):

| | |
|-------------------------------------------------|--|
| Is the idea: attractive | |
| Is the idea: feasible | |
| Is the idea: imaginative | |
| Is the idea: at the right time and place | |
| Is the idea: profitable | |
| How was the presentation | |
| TOTAL | |