Interreg

Co-funded by the European Union

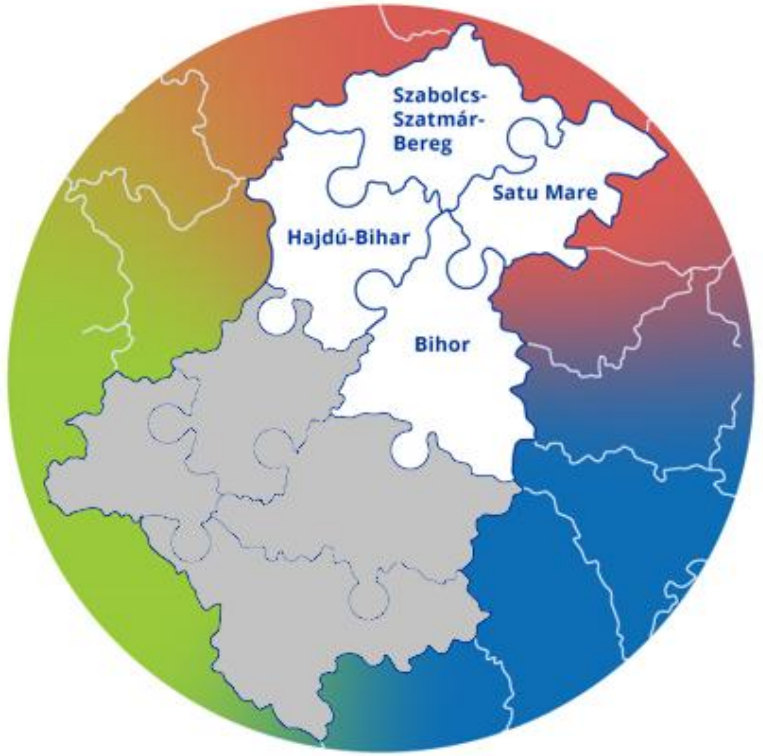
Romania - Hungary

GOVERNMENT OF ROMANIA

HUNGARIAN GOVERNMENT

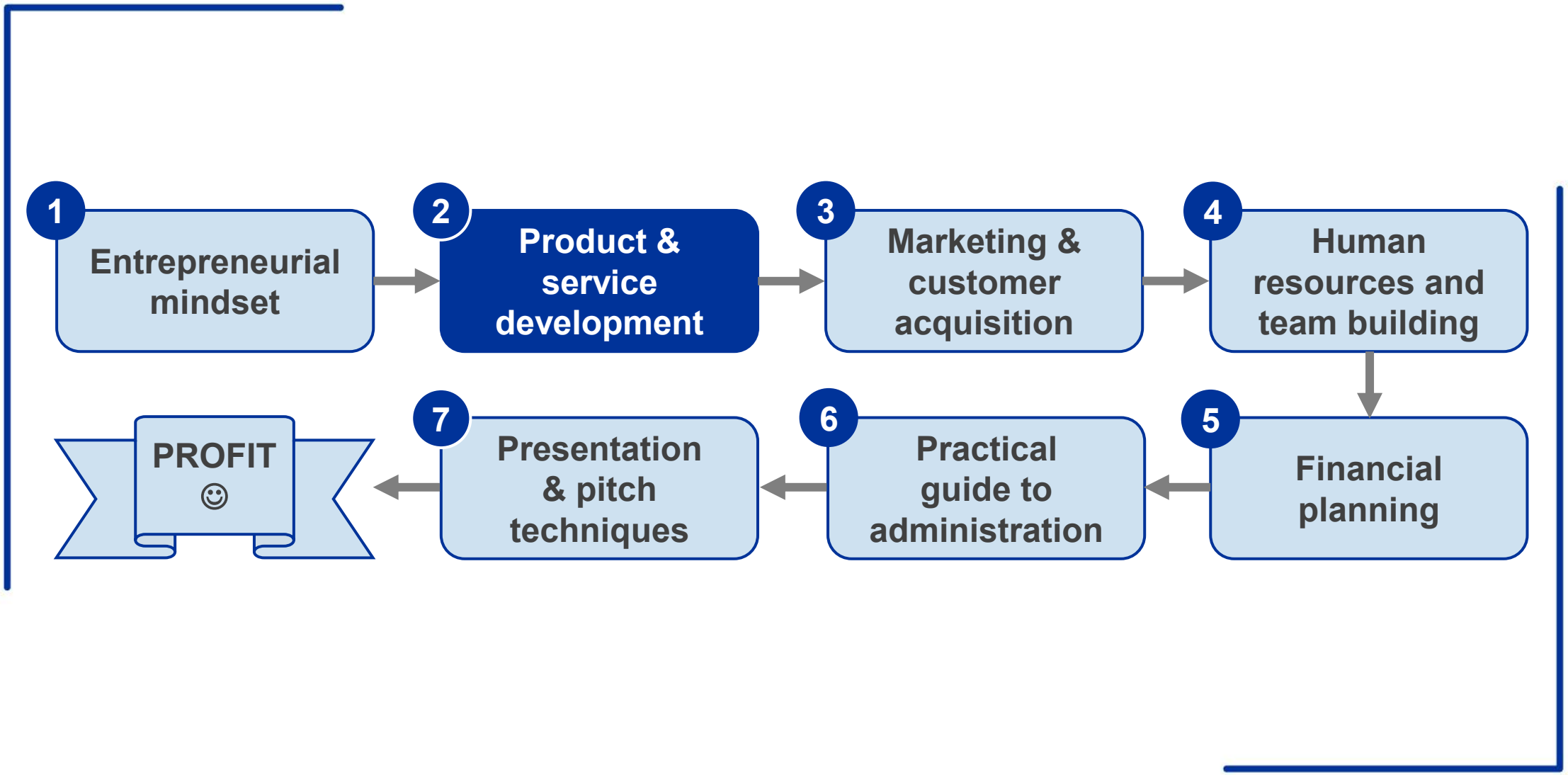
INSPIRE

Improving **N**etworks and **S**ervices to **P**romote **I**nnovative and **R**esilient **E**ntrepreneurship



Location: Nyíregyháza & Oradea
Business support workshop

interreg-rohu.eu

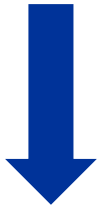

1
Entrepreneurial mindset
2
Product & service development
3
Marketing & customer acquisition
4
Human resources and team building
5
Financial planning
6
Practical guide to administration
7
Presentation & pitch techniques
PROFIT
☺

”The purpose of writing is to inflate weak ideas, obscure poor reasoning, and inhibit clarity.”

Calvin and Hobbes

Business Model Canvas

Alexander Osterwalder, 2008



Visual, easy-to-understand template
– coordinate activities; discover connections, and possible compromises

Key Partners

Key Activities

Key Resources

Value Propositions

Customer Relationships

Channels

Customer Segments

Cost Structure

Revenue Streams

Key Partners

Key Activities

Key Resources

Value Propositions

Customer Relationships

Channels

Customer Segments

Cost Structure

Revenue Streams

From this...



... to this



”Hunger is the best cook.
A tight deadline is the best designer.”



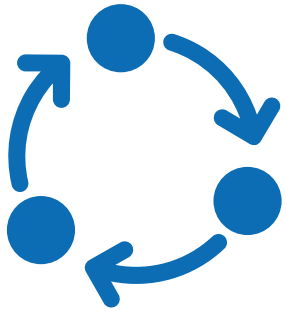
A systematic approach to creative problem-solving

Desirable, Feasible, Viable



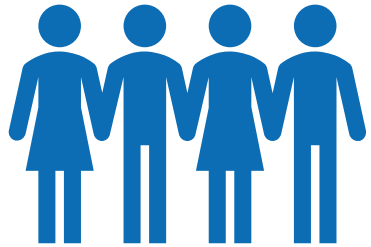
User-focused

Design thinking focuses on what people need and/or want, and delivers it to them.



Iterative development

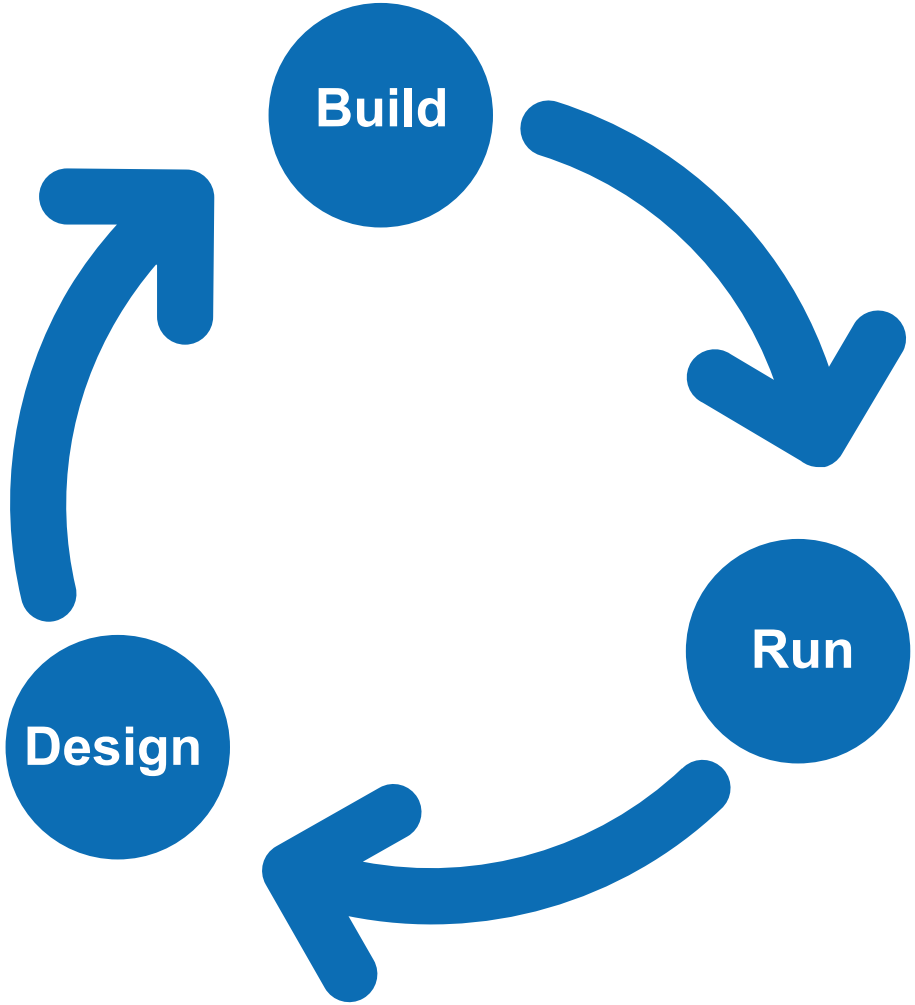
In the design thinking framework, everything is a prototype. This means that anything can be changed and improved at any time based on user feedback.



Diverse team

By involving different stakeholders and professions (e.g., sales, design, management) – and especially users – you will achieve better results.

NOT linear!



Discover *Design* *Deliver*

Empathize	Define	Ideate	Prototype	Test
				
Understanding the needs of the target group	**Identifying** the main problems of the target group	Collecting solutions, aiming to innovate – **quantity vs. quality**	**Tangible solution** (simplified version of the product/service, or some of its functions)	**Feedback** from the target group, continuous refinement of the product

Discover

Empathize



Understanding the needs of the target group

Define



Identifying the main problems of the target group

Design

Ideate

Collecting solutions, aiming to innovate – **quantity vs. quality**

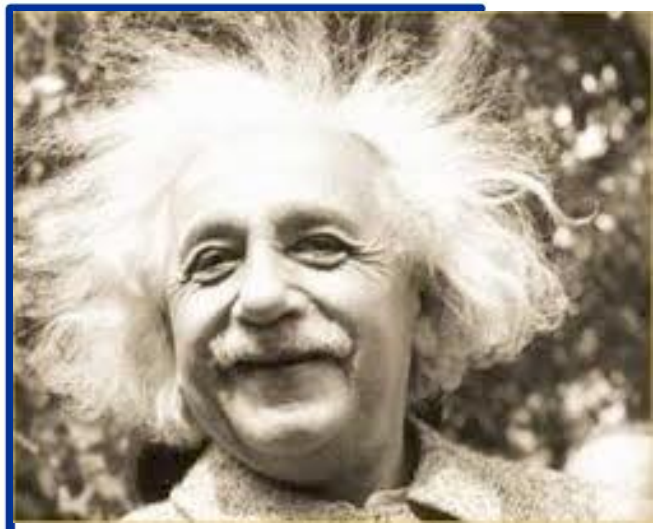
Deliver

Prototype

Tangible solution (simplified version of the product/service, or some of its functions)

Test

Feedback from the target group, continuous refinement of the product



“If I had an hour to solve a problem, I would spend 55 minutes thinking about the problem and 5 minutes thinking about the solution.”

Albert Einstein

“For every complex problem there is an answer that is clear, simple, and wrong.”

H. L. Mencken





What's the problem with problem analysis?

If we don't **understand the essence of the problem**, the solution we create is doomed to failure.
It is a common experience that we don't **invest enough time and energy into analyzing the problem**. We think we know the problem – but in reality, we don't.

When you first hear about a problem…

- … It is probably **not the real problem**
- … It is certainly much **more complex than it seems**
- … **Too easy** solutions are **suspicious**
- … It most likely cannot be solved with one brilliant solution – probably **several complementary solutions are needed**
- … It cannot be solved without **creating new problems**

User-focused

- ❑ Don’t just rely on what you’ve heard or read!
- ❑ **Identify** and **involve** your target group from the beginning
- ❑ See for yourself – **meet and talk to people** (but passive observation can also be very useful)

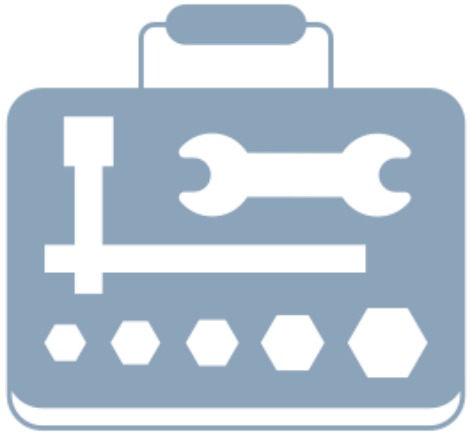

PRO TIP
Visually organizing evidence, data, and information can help you understand the problem.
REASSIGNED
AOK IN WIFES ACCOUNT
Follow THE MONEY
HE COULD NOT HAVE SEEN
DEAD IN CAR ACCIDENT
SUDDEN DISMISSAL
REMOVED RACHEL FROM REPORT
LEAD DETECTIVE
FRING CREW
SECRET BANK ACCOUNTS
AT LARGE
GOLDEN MOTH CHEMICAL
METH SUPERLAB
2000
1998
1991
The Central City Tribune
NORA ALLEN MURDERED BY HUSBAND
amc HD

Tools, methods

Personal interview
(structured, open conversation, etc.)

Site visit, guided tour

Surveys, questionnaires



Observation

Benchmarking, literature research

Process modeling

Problem tree

User story

User persona

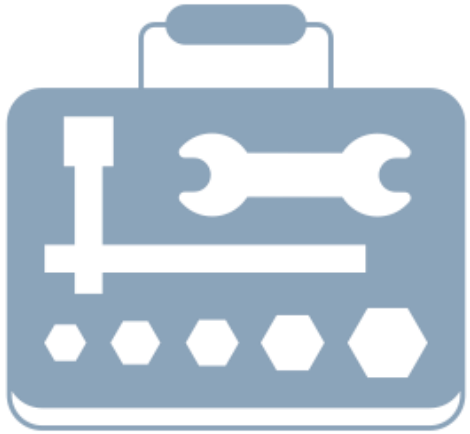
User journey

Tools, methods

Personal interview
(structured, open conversation, etc.)

Site visit, guided tour

Surveys, questionnaires



Observation

Benchmarking, literature research

Process modeling

Problem tree

User story

User persona

User journey

User persona

A fictional character embodying the distinctive characteristics of your target group

- ❑ Avoid generalizations

General target group → general message

- ❑ Segmentation

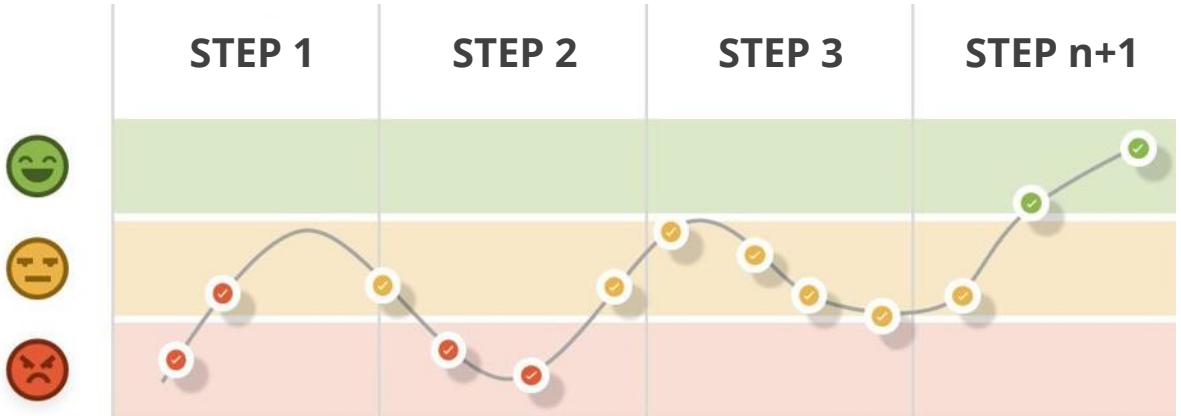
Shoes → athletes → runners, hikers, soccer players...

- ❑ Setting priorities

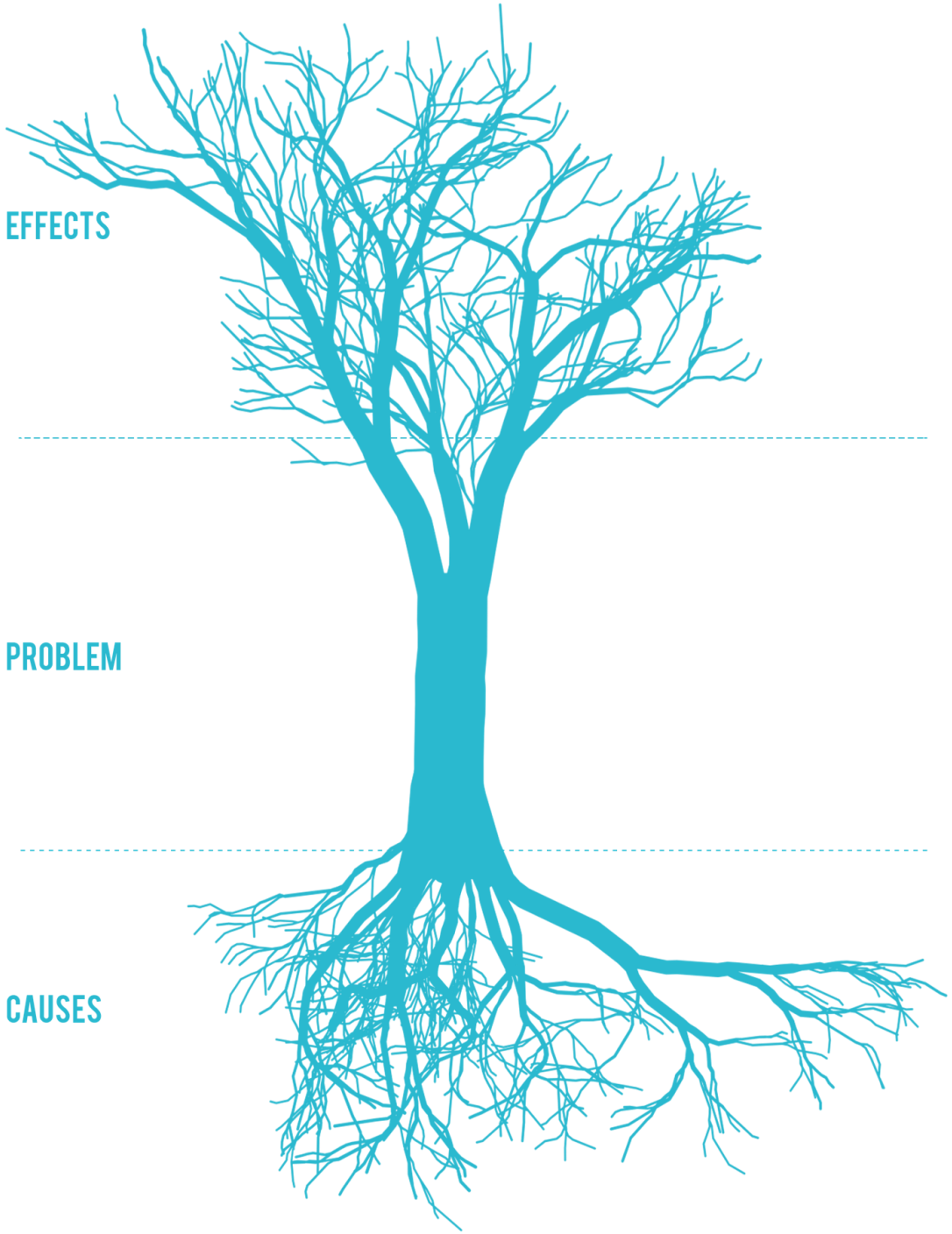


User journey

Entire path and all the experiences a person has while interacting with a product/service







Problem tree

Why?

PROBLEM

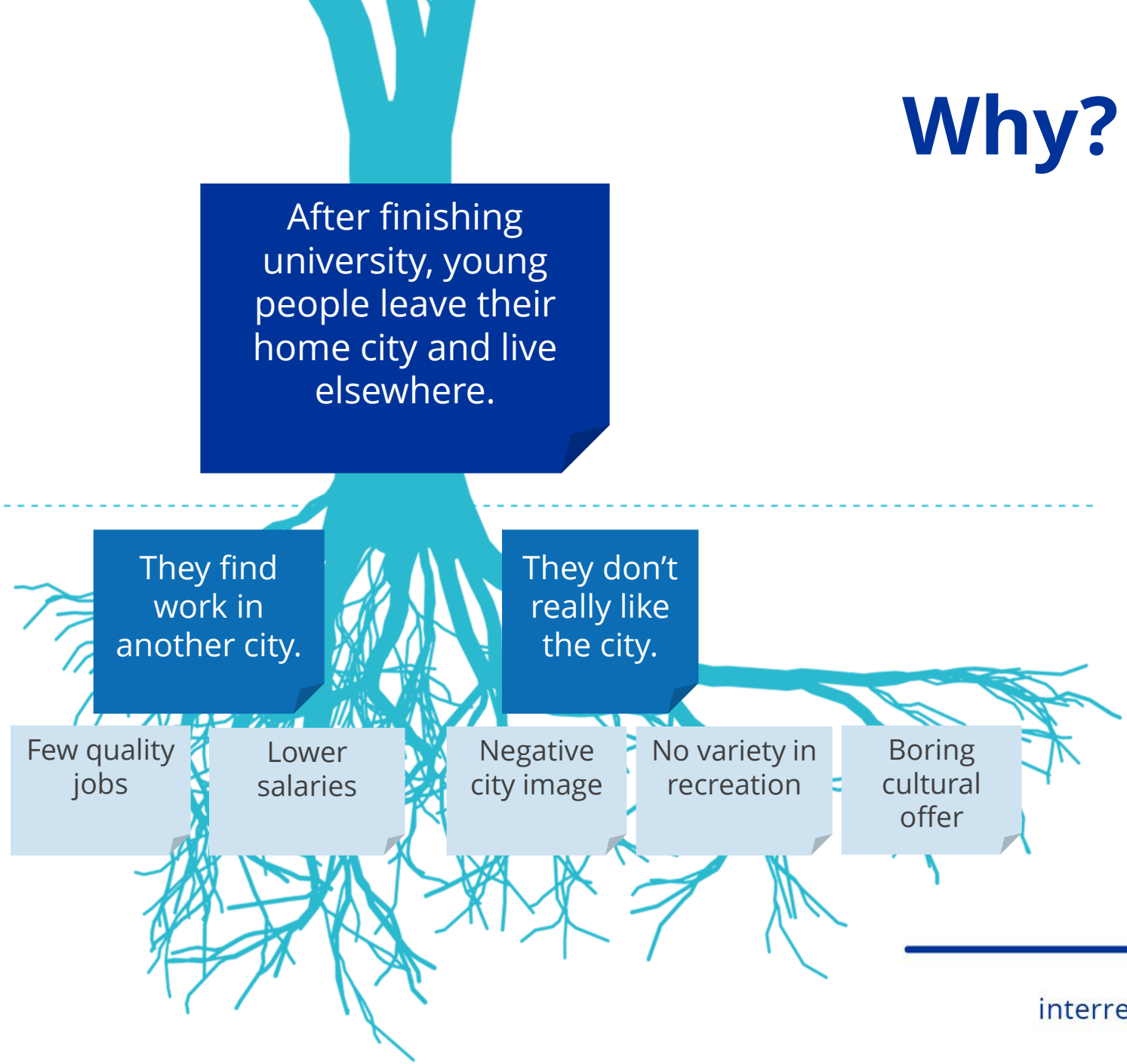
After finishing university, young people leave their home city and live elsewhere.

CAUSES

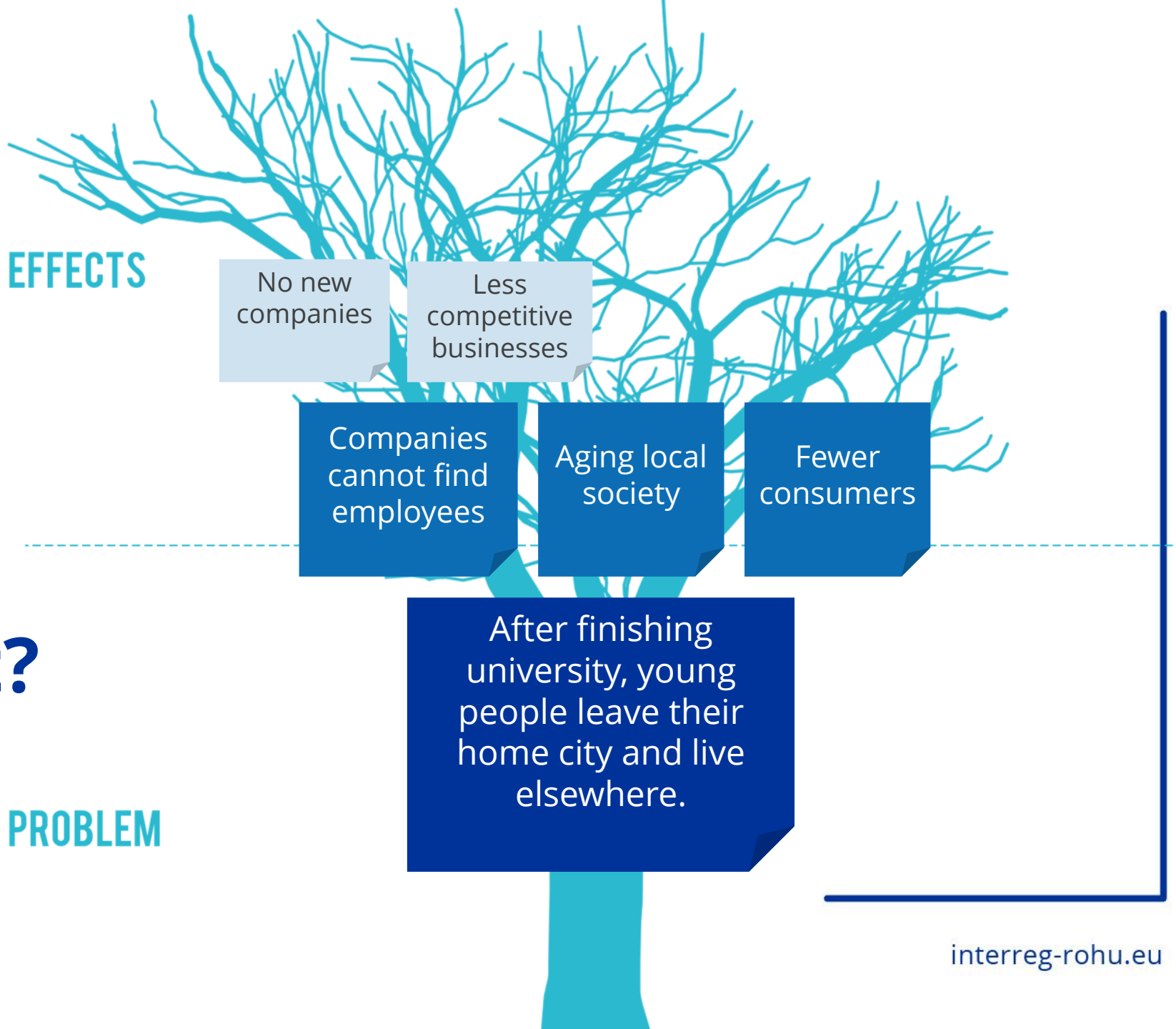
They find work in another city.

They don't really like the city.

- Few quality jobs
- Lower salaries
- Negative city image
- No variety in recreation
- Boring cultural offer



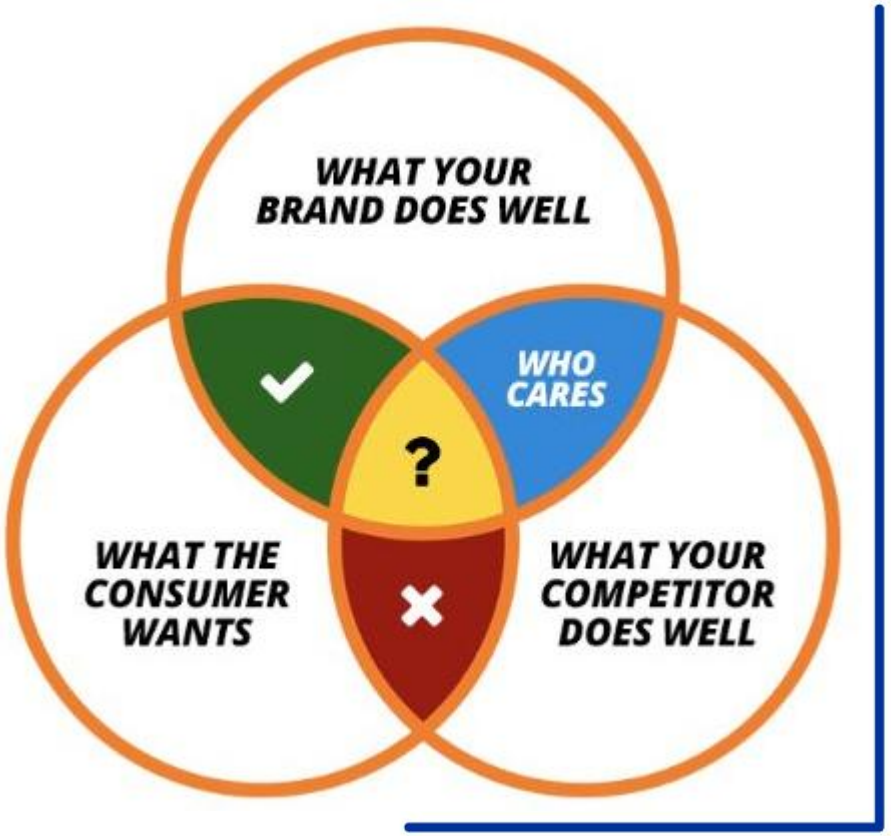
So what?


EFFECTS
No new companies
Less competitive businesses
Companies cannot find employees
Aging local society
Fewer consumers
After finishing university, young people leave their home city and live elsewhere.
PROBLEM

Value proposition

- Why would a customer choose your solution over someone else's?
- What **core value** do you convey to customers?

- How? What do you do?



Discover

Design

Deliver

Empathize

Understanding the needs of the target group

Define

Identifying the main problems of the target group

Ideate



Collecting solutions, aiming to innovate – **quantity vs. quality**

Prototype

Tangible solution (simplified version of the product/service, or some of its functions)

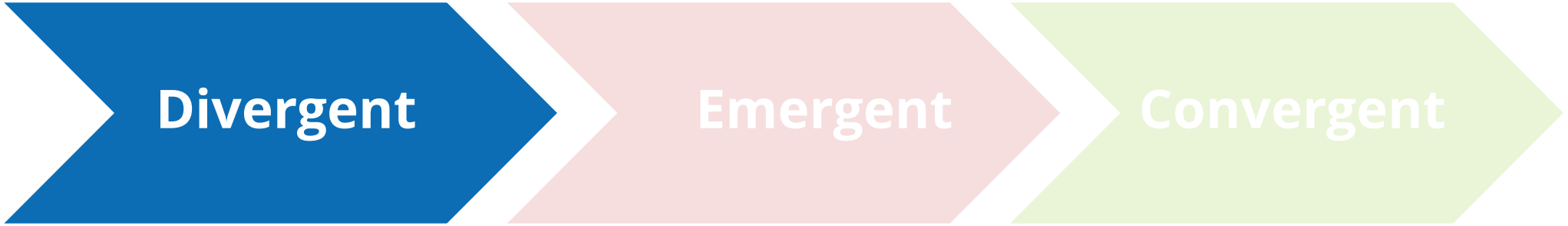
Test

Feedback from the target group, continuous refinement of the product

Creative problem-solving



Creative problem-solving



Brainstorming
Reverse brainstorming

Brainstorming – rules

- Don't judge – crazy or genius don’t matter here
- Build on others’ ideas – use *”and”* instead of *”but”*
- Focus on the problem
- Use visuals – digital or not
- Quantity over quality – ”100 ideas/hour”

Reversed brainstorming

Turning the problem inside out

Can we improve the perception of the city?
→ How can we make it worse?

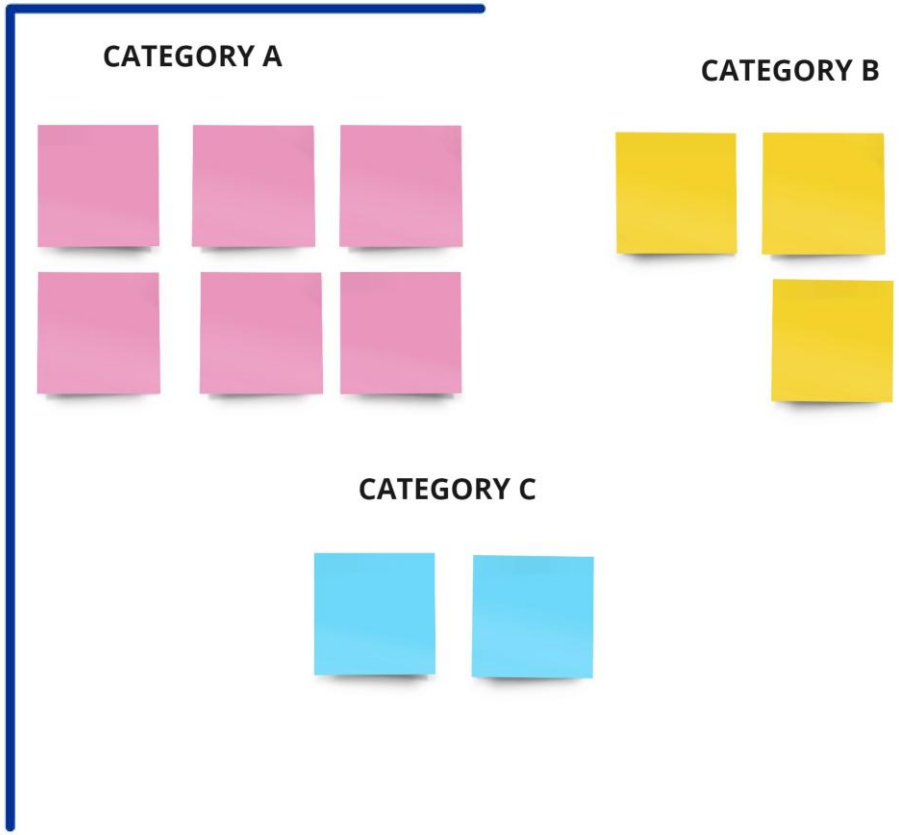


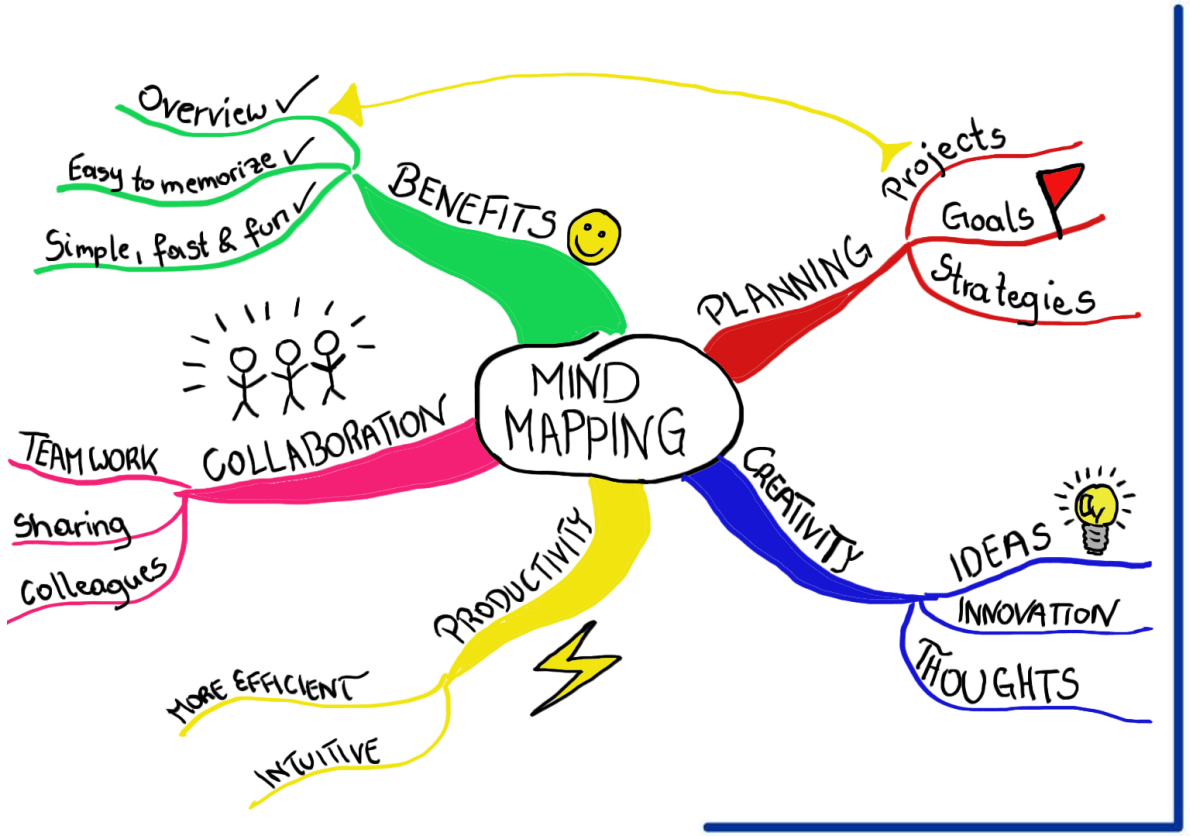
Creative problem-solving



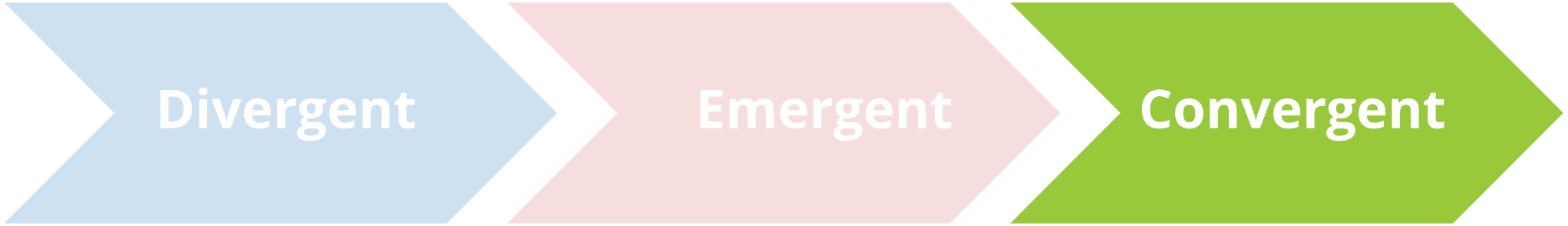
Categorization
Mind map

Structure


CATEGORY A
CATEGORY B
CATEGORY C


MIND MAPPING
BENEFITS
Overview
Easy to memorize
Simple, fast & fun
PLANNING
Projects
Goals
Strategies
COLLABORATION
TEAM WORK
Sharing
Colleagues
CREATIVITY
IDEAS
INNOVATION
THOUGHTS
PRODUCTIVITY
MORE EFFICIENT
INTUITIVE

Creative problem-solving



”NUF”

Target board

Evaluation

Idea	New	Useful	Feasible
	5	10	8
	10	4	2

"PARKING"

NEEDS DEVELOPMENT

VIABLE



Discover

Design

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Empathize

Understanding the needs of the target group

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Collecting solutions, aiming to innovate – **quantity vs. quality**

Prototype



Tangible solution (simplified version of the product/service, or some of its functions)

Test



Feedback from the target group, continuous refinement of the product

Why do it?

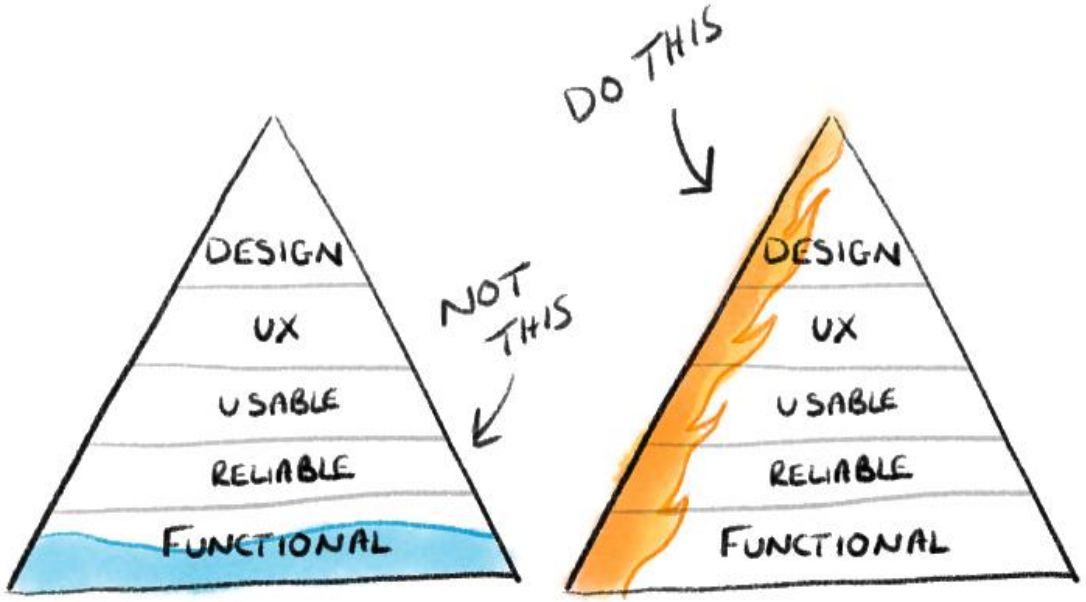
- ❑ User-focused design
- ❑ Identify problems early in development – time and resource efficiency
- ❑ Proof of concept/hypothesis

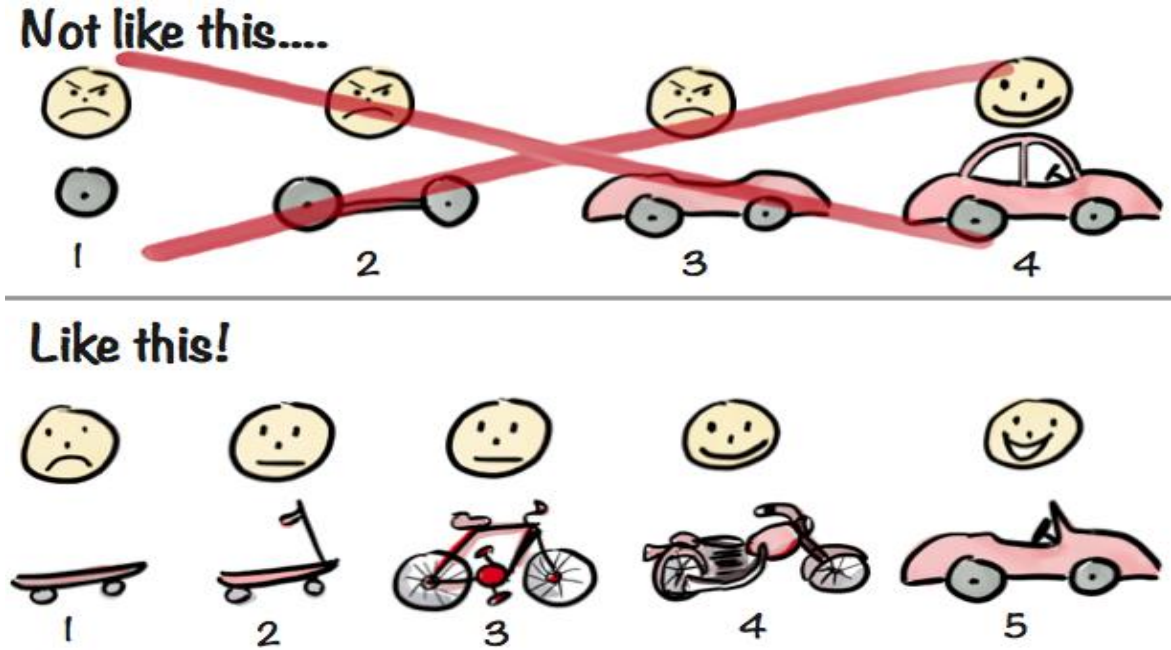
Product/service that meets the needs and expectations of users



What is a prototype?

MVP (**M**inimum **V**iable **P**roduct): a version of a product/service that has enough functionality and other features for potential customers to use and provide feedback for further development





Lo-Fi vs. Hi-Fi



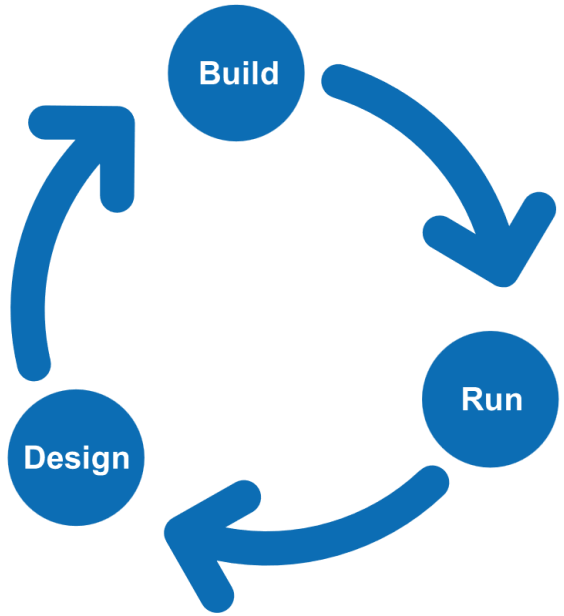
- ❑ Sketch, drawing (architectural plan!)
- ❑ Visual presentation of a process – storyboard
- ❑ User interface design on paper (before tech development)
- ❑ Replica

How to do it?

- ❑ Clearly defined goals and a clear focus BUT balanced by collecting as many **diverse opinions** as possible

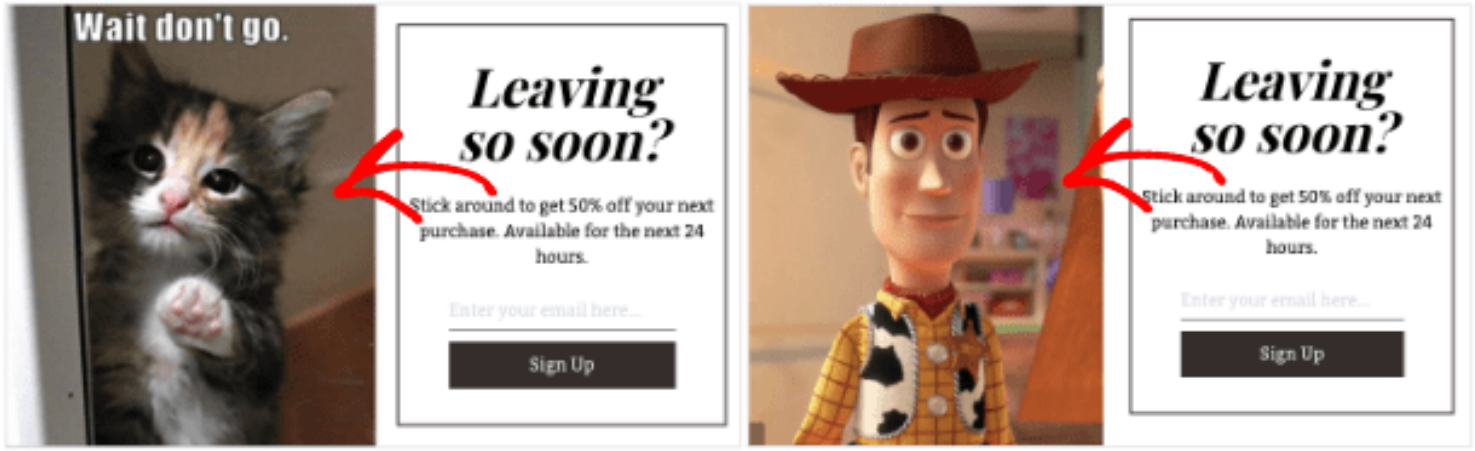
The opportunity to express **unbiased opinions** should also be given - if we only ask whether the packaging is good, then the customer will only be able to share their impressions about that detail.

- ❑ **Representative** involvement
- ❑ **Regular**, built into the development process



Examples

- Testing **demand** – Airbnb
- Testing **usability** – websites, apps, video games
- A/B (split) testing – comparing two **versions**



- Focus group testing – **conversation**, qualitative input
- ...

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