Design for Innovation
In the Maritime industry
Klaipeda - Lithuania 26th - 27th September

Day one

KLAIPĖDA SCIENCE
AND TECHNOLOGY PARK

actionable

CREATIVE TRADITIONAL
COMPANIES COOPERATION

interreg
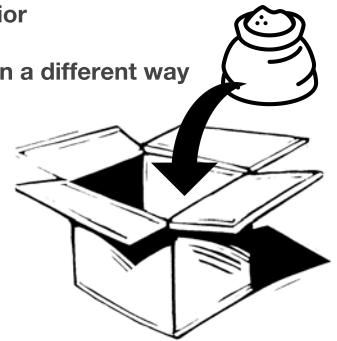South Baltic

European
Regional
Development
Fund
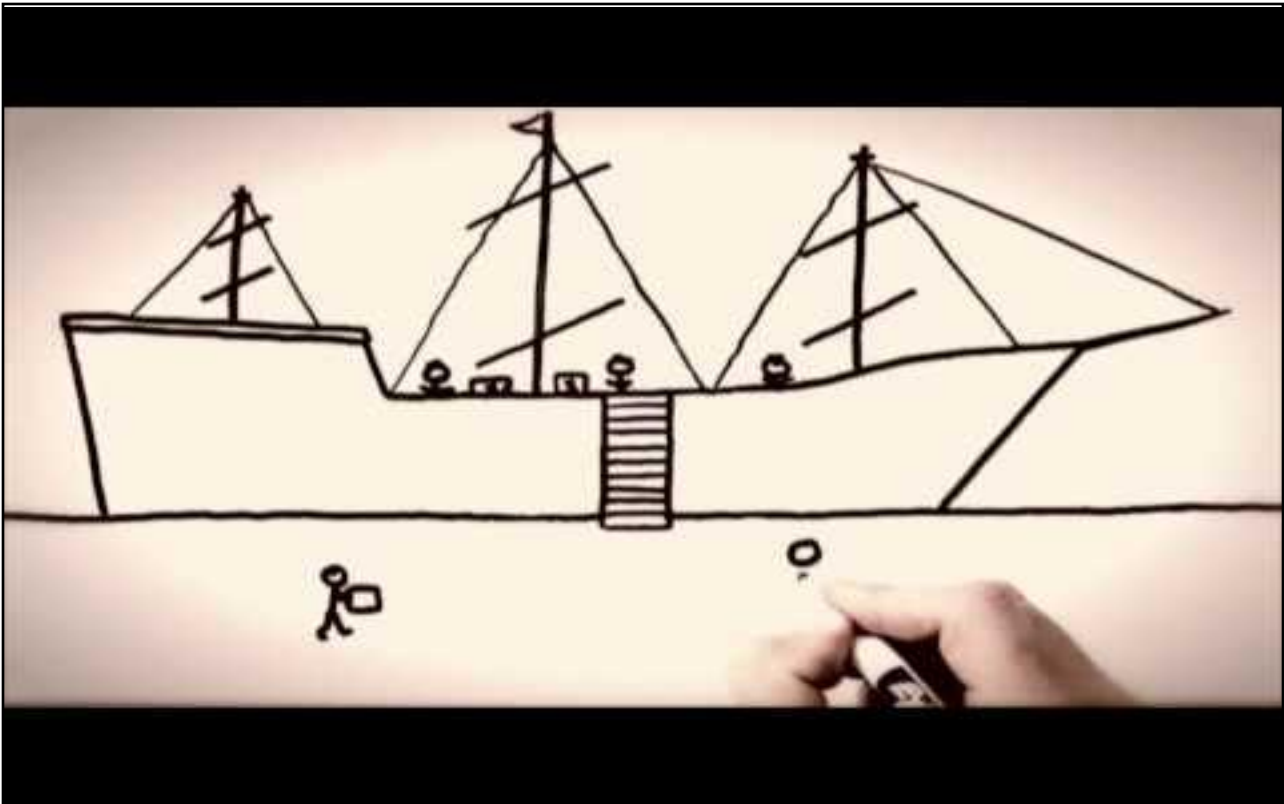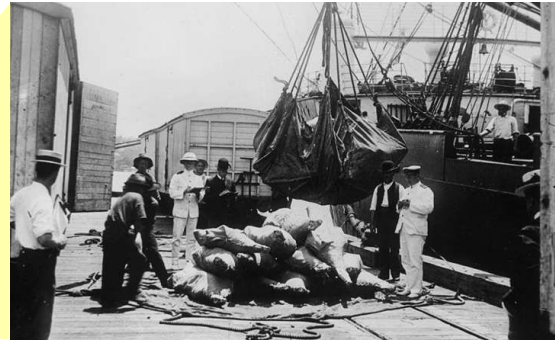
Putting himself in the situation of the end-user

Observed user behavior

Framed the problem in a different way

We have codified this way of thinking and we are going to share it with you today.

It is called Design Thinking

FULL DESIGN INNOVATION CYCLE

Day 1

Introductions
What is Design Design thinking?
Identifying a stakeholder and challenge to focus on
User research
Problem definition
Brainstorming
Idea Proposal

Day 2

Wrapping idea in a business model
Expanding the innovation opportunity
Identifying the assumptions
Validating through experiments

Trevor Vaugh
Faculty Maynooth University / Strategic designer

Maynooth University — National University of Ireland Maynooth

OLYMPUS — Your Vision, Our Future
INTUITIVE SURGICAL
COVIDIEN
BARD

actionable innovation
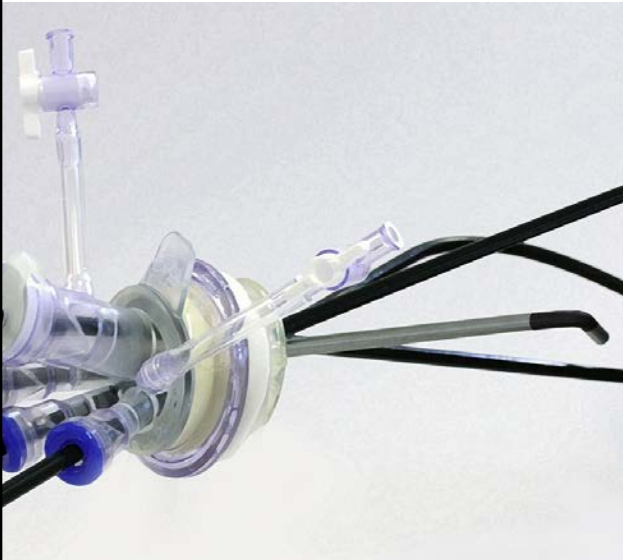
Programme Director MSc Design Innovation

12 years medical device innovation
50 granted and pending patents
4 radical, 2 disruptive products on the market
Cleveland clinic's top 10 innovations 2009

Partner at Actionable Innovation
Clients: Vhi, Musgraves, IDA, Openet, Ovacare, Irish Times, AIB

World-first surgical devices

**LESS SURGERY- Top 10
innovations 2009**

**FDA lifted ban on procedure
Procedure Cost savings of approx $10k Fewer
perioperative complications**

Martin Ryan
Faculty Maynooth University / Design Entrepreneur

Programme director BSc Product
design at Maynooth University

Inventor and director of BUA Saddles

Multi-Award winner: Dyson design award, ISPO
sports design award, IDI, JEC composites
award, Dupont 40/40

Partner at Actionable Innovation
Clients: Vhi, Musgraves, IDA, Openet,
Ovacare, Irish Times, AIB
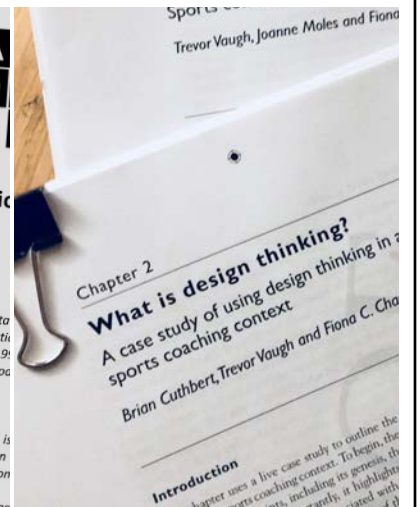
The biggest advance in saddles since...saddles

Research to Action ↻

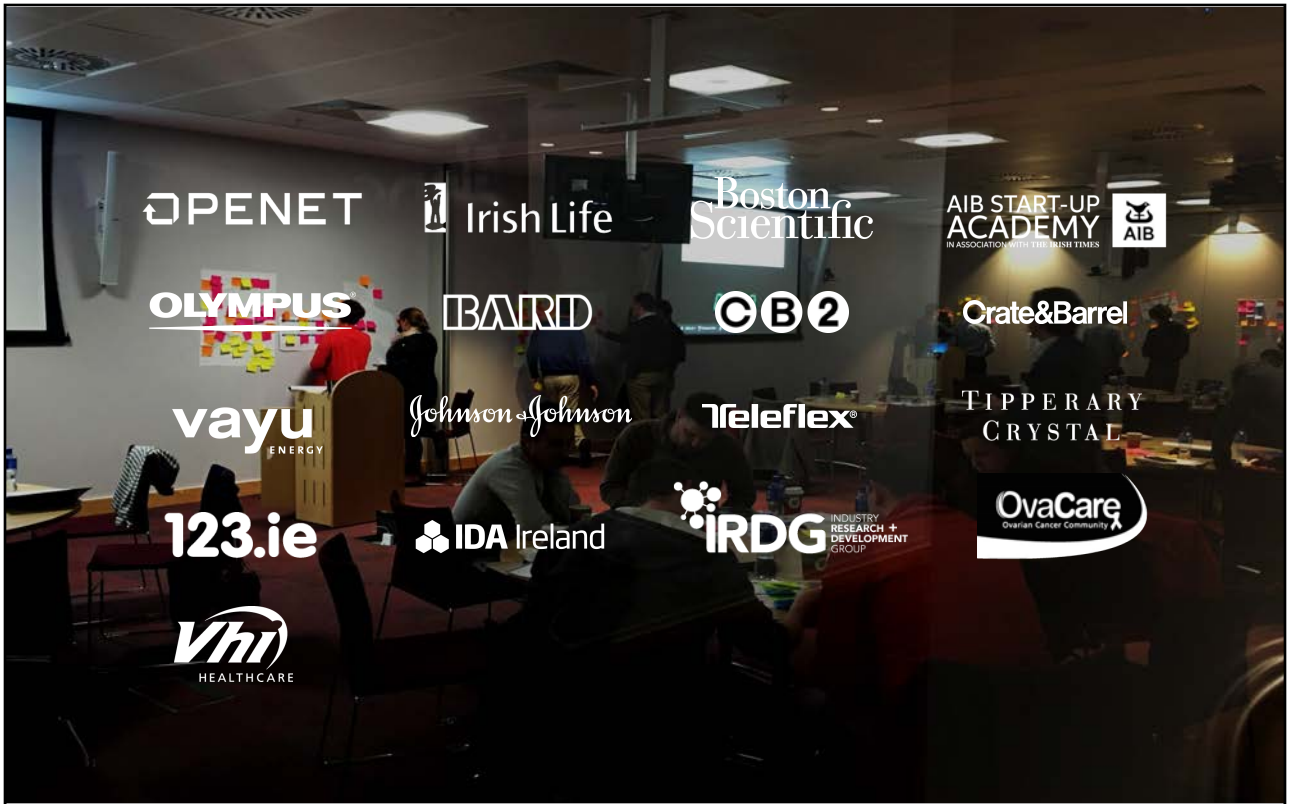Over the next 1.5 days we are going to challenge you to re-imagine and improve A service, product or process important to your organisation

You will use an approach called **Design Thinking**

A design Design Thinking approach

> "a human-centered approach to innovation that draws from the designer's toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success"
>
> — *Tim Brown, CEO of IDEO*

For the maritime industry, the next generation of naval architects and marine systems engineers must be like the next generation of aerospace or automotive innovators: **capable of engineering, design thinking and, most importantly, they must have a convergent mindset**.

Christopher J. Wiernicki
Chairman, President, and CEO of
American Bureau of Shipping,
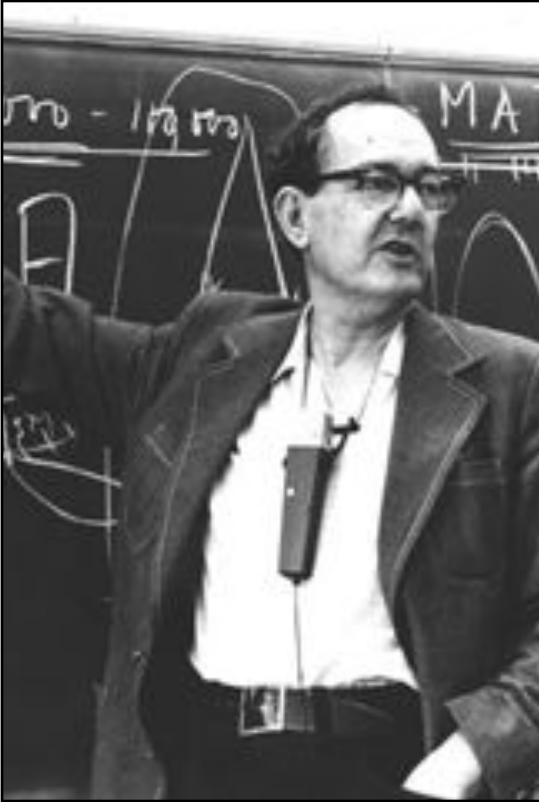
"To design is to devise courses of action aimed at changing **existing situations into preferred ones**"

Herbert Simon
Two times Nobel laureate

"design thinking" and "human-centered design" methodologies **are driving how the Coast Guard leads innovation**. They play a critical role in designing challenges and prototyping potential solutions generated by the workforce.

It's about **supporting the Coastie with the idea**, and how we couple our strategic needs with the Coast Guard men and women that have the talent and knowledge to help us design solutions that **get us from our current state to our desired state**."

Bert Macesker
Executive Director
US Coast Guard Research & Development Center

90% of new companies fail

70% of innovation & Intrapreneurship efforts fail

99% of app's lose money

Turbulent times!

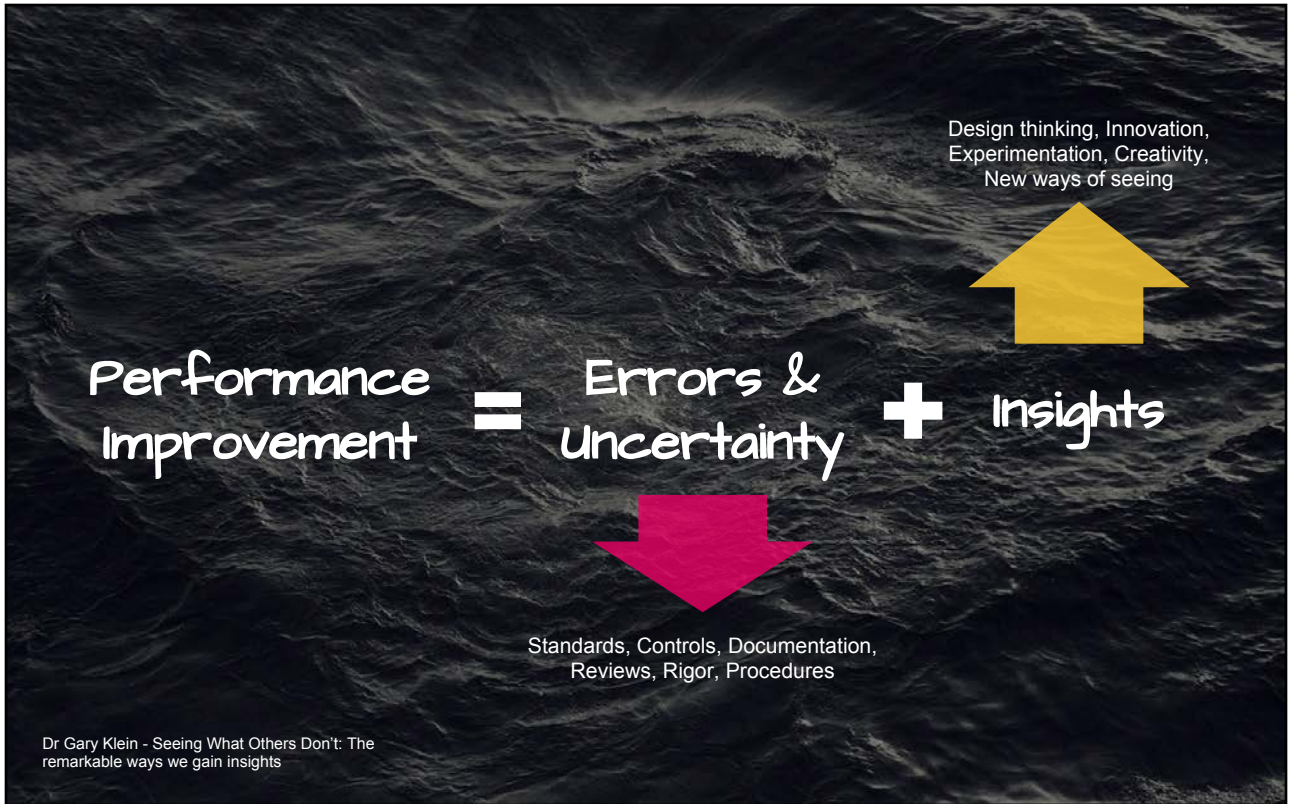**95%** of new consumer products fail

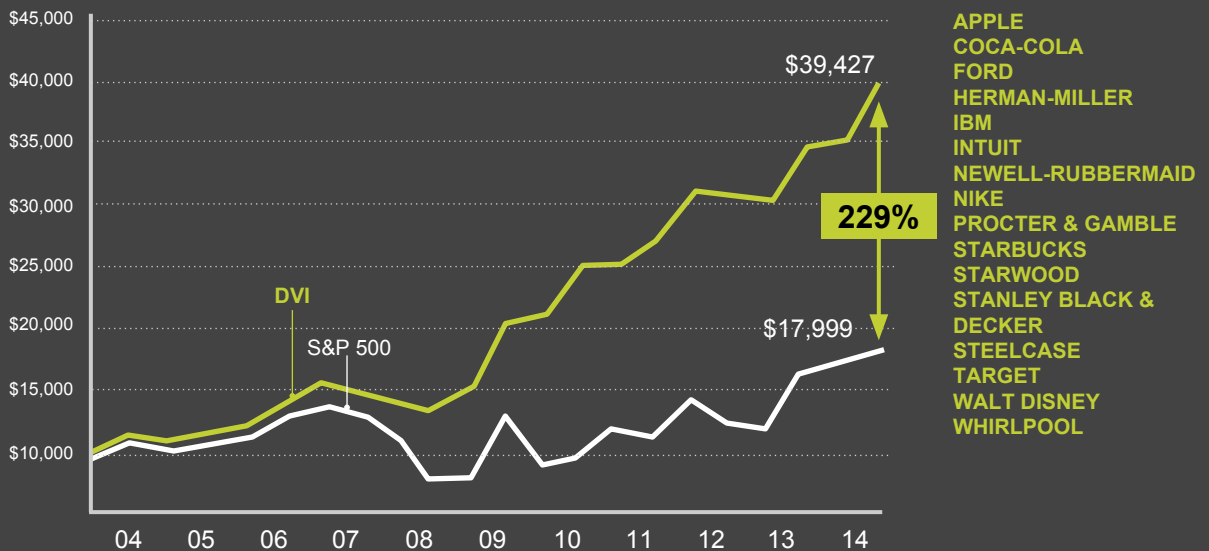**25%** of employees feel they are living up to their creative potential

77% 77% of CEOs struggle to find creativity and innovation skills

"The marine industry faces major challenges, and we must confront old mindsets to be able to solve these challenges optimally. We need to think afresh, find new methods, and welcome input and knowledge from other disciplines and industries.
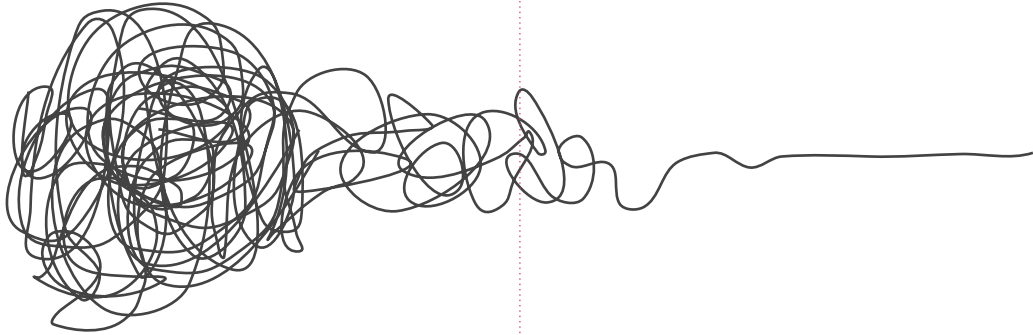
Tor Eirik Homme
Director of Grieg Seafood ASA

Performance Improvement = Errors & Uncertainty + Insights

Design thinking, Innovation, Experimentation, Creativity, New ways of seeing

Standards, Controls, Documentation, Reviews, Rigor, Procedures

Dr Gary Klein - Seeing What Others Don't: The remarkable ways we gain insights

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Design driven companies outperform s&P 500 by 219%

$39,427

229%

DVI

S&P 500

$17,999

APPLE
COCA-COLA
FORD
HERMAN-MILLER
IBM
INTUIT
NEWELL-RUBBERMAID
NIKE
PROCTER & GAMBLE
STARBUCKS
STARWOOD
STANLEY BLACK & DECKER
STEELCASE
TARGET
WALT DISNEY
WHIRLPOOL

Start

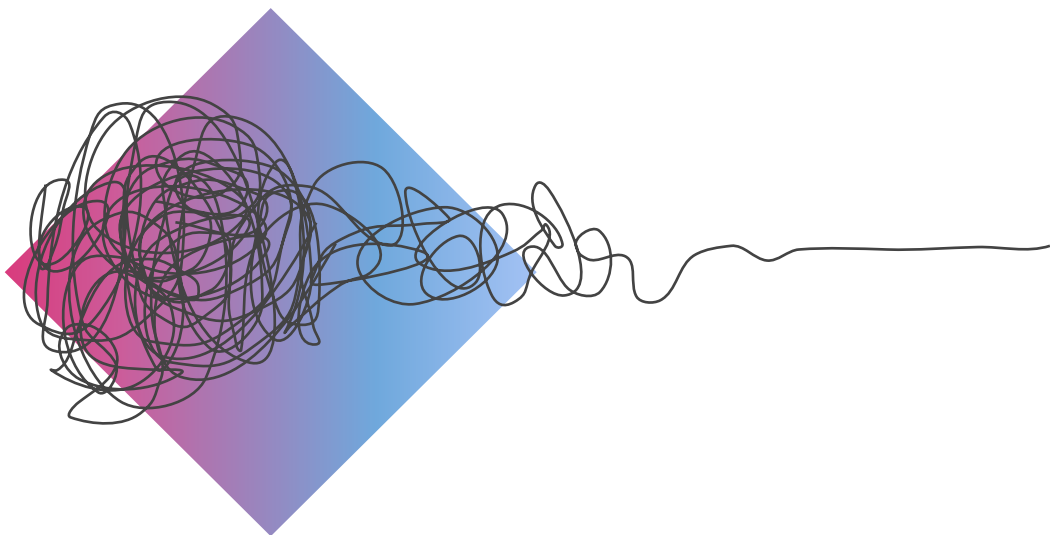**Ambiguous = Hard**   **Clarity = Easier**

Problem Space
Getting the <u>right</u> project

Solution Space
Getting the <u>project right</u>

Start

End of the beginning
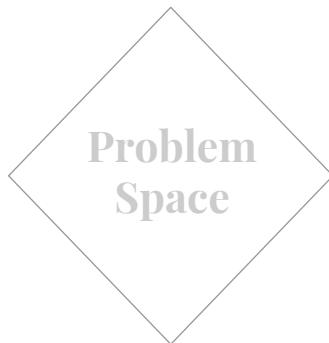
A design challenge

Each year, more than 1 million babies die on the day they are born. 98% of these deaths occur in the developing world

Your challenge – design a low cost incubator. 1% of standard cost for use in countries such as Nepal. **Under €250**

Value engineering?
Cheaper components?
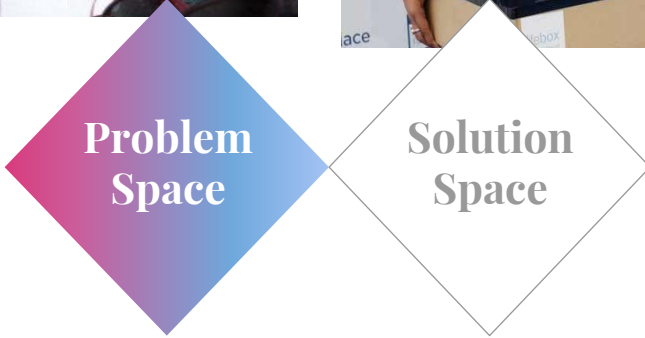Better process
Cost cutting?
Funding?
Sponsorship?

Problem Space

Discover **Define** **Develop** **Deliver**

Problem Space · Solution Space

Discover — Define — Develop — Deliver
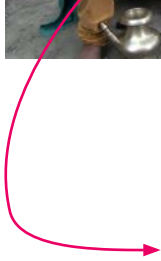

Unused · Broken

Problem Space

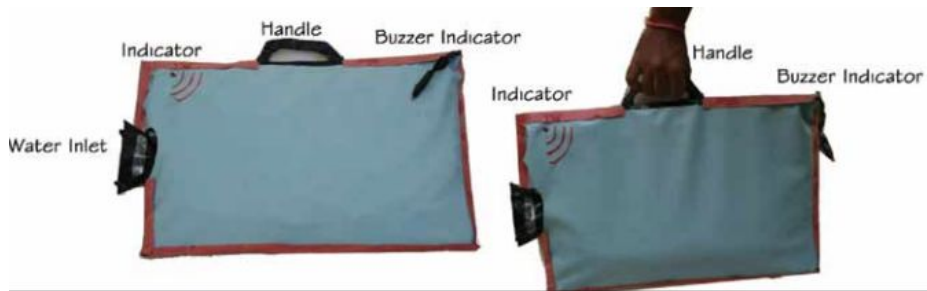**Solution Space**

Discover   Define   Develop   Deliver

Fig 132: Prototype of a hand held whoopie/ hot water bottle

Fig 133: Testing with existing hot water bottles

Fig 134: Checking pcm temperature

Embrace - $25
(1/1000th cost of)
300,000 Infants Reached

START

Desirable
Customers want it

DESIGN INNOVATION

Feasible
We can make it

Viable
We should do it

arrive academy

iRDG
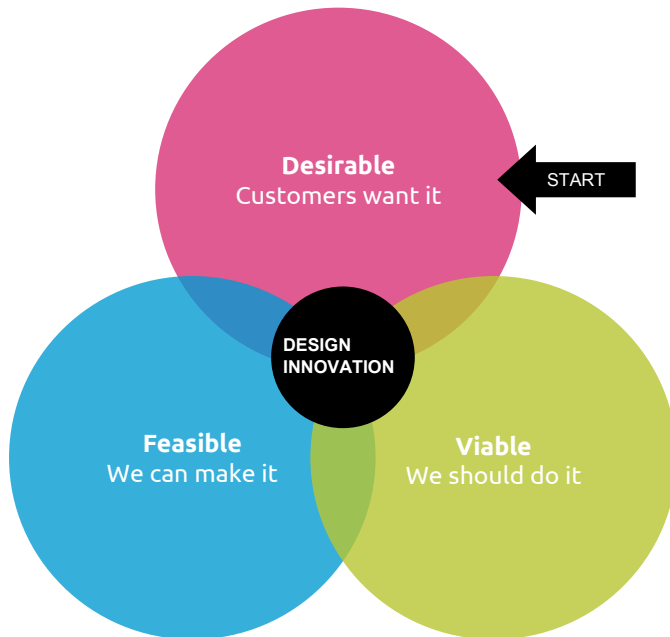
95% of innovation initiatives fail
90% of new products fail
72% CEO's say they're not out-innovating competitors

Start

Problem Space
Getting the right project

Solution Space
Getting the project right

End of the beginning

Bloomberg Technology

"If I had only one hour to save the world, I would spend fifty-five minutes defining the problem, and only five minutes finding the solution

Problem Space
Getting the <u>right</u> project

Solution Space
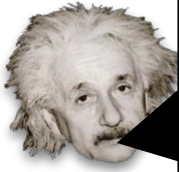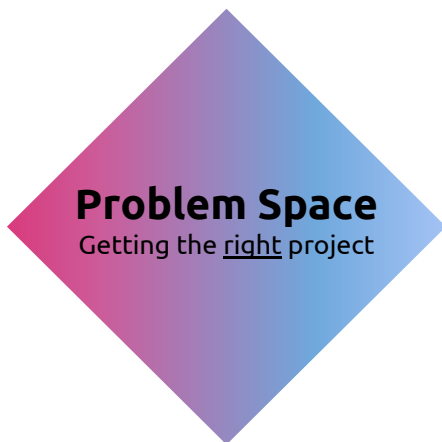Getting the <u>project right</u>

End of the beginning

arrive academy   IRDG

Problem Space
Getting the <u>right</u> project

Think about your organisation.....

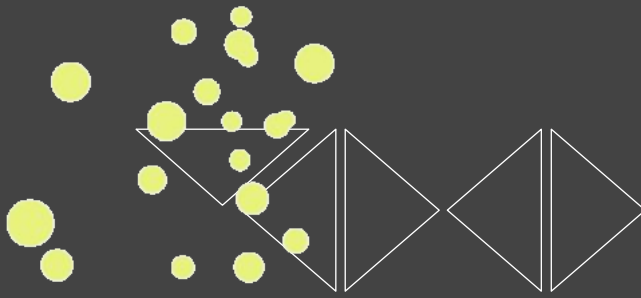**Do you really understand the problem or are you making big assumptions?**

Who do you need to better understand to get to the root cause?

What is the origin of this problem?
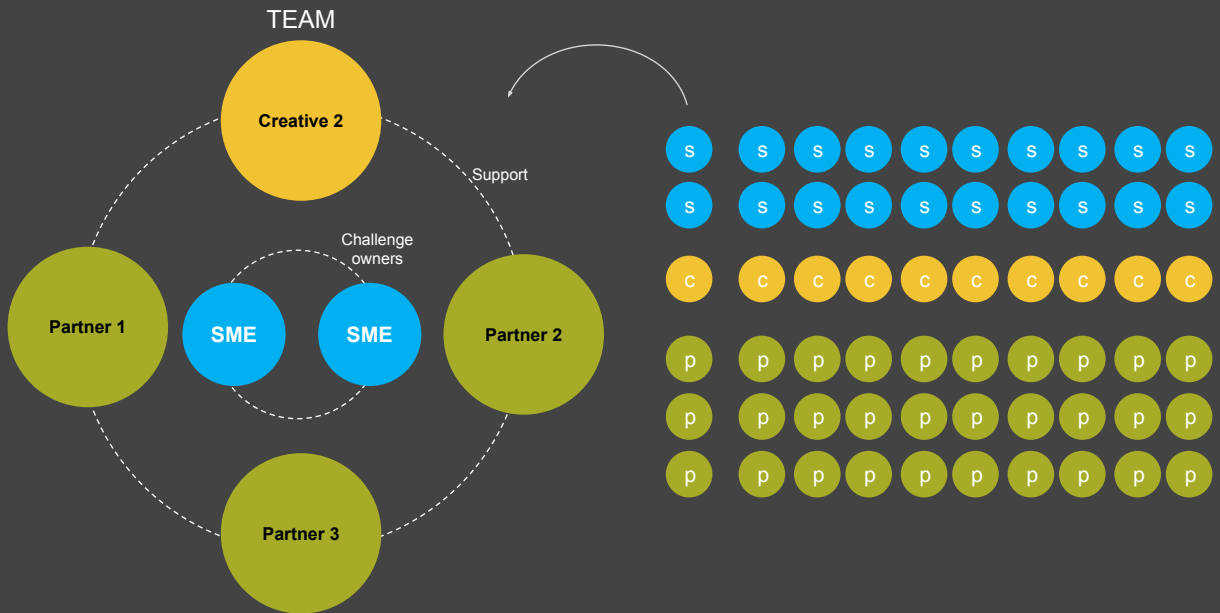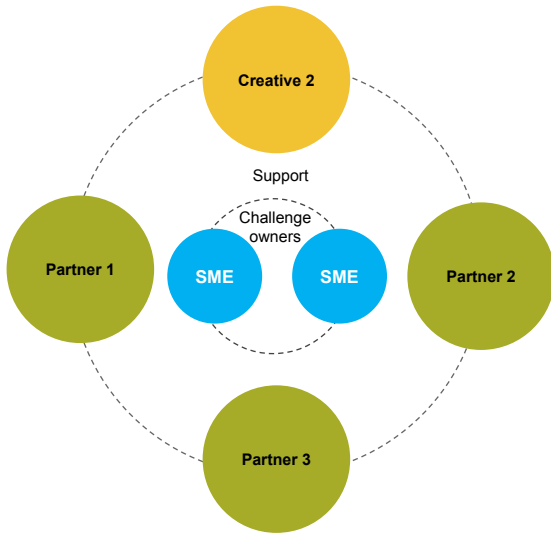
arrive academy   IRDG

Project team

actionable
Insight-led innovation, strategy & change

20x SME 10x Creative 30x Partner

(interdisciplinary, representing academia, science parks and policy makers)

TEAM

Creative 2

Partner 1

SME

SME

Partner 2

Partner 3

Support

Challenge owners

S	S	S	S	S	S	S	S	S	S
S	S	S	S	S	S	S	S	S	S
c	c	c	c	c	c	c	c	c	c
p	p	p	p	p	p	p	p	p	p
p	p	p	p	p	p	p	p	p	p
p	p	p	p	p	p	p	p	p	p

10 groups of 6

2 x SME
1 x Creative
3 x Partner

5:00 Stop

Understand

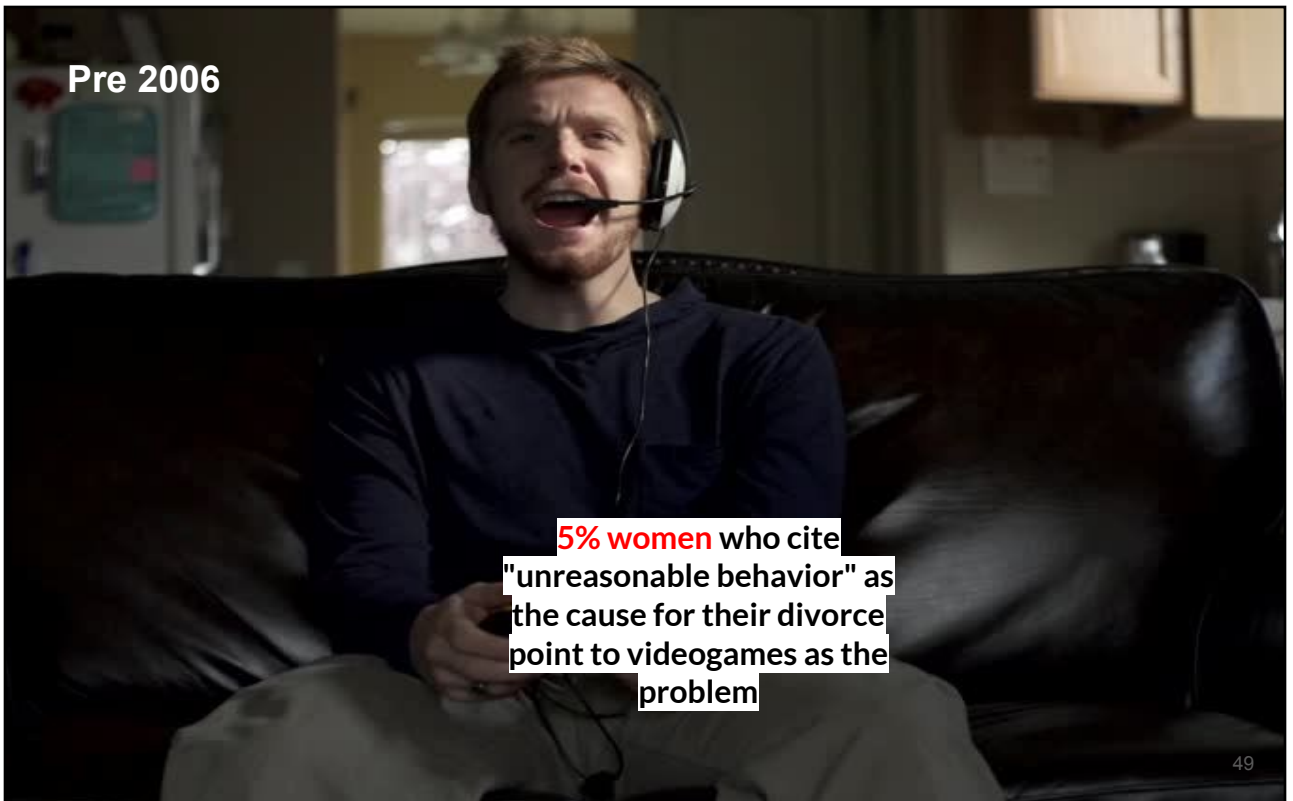Where to play?

actionable
Insight-led innovation, strategy & change

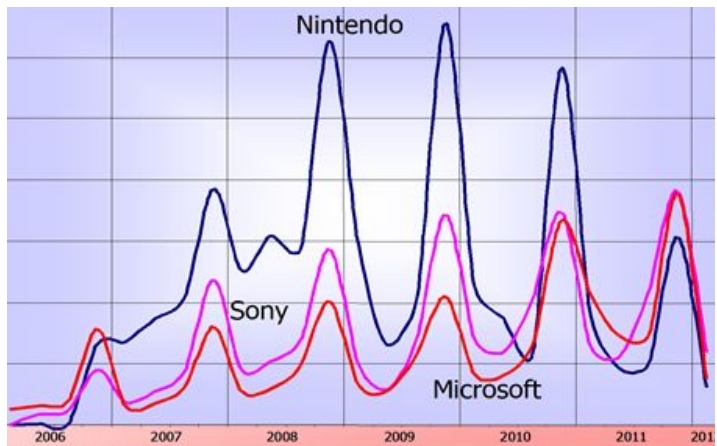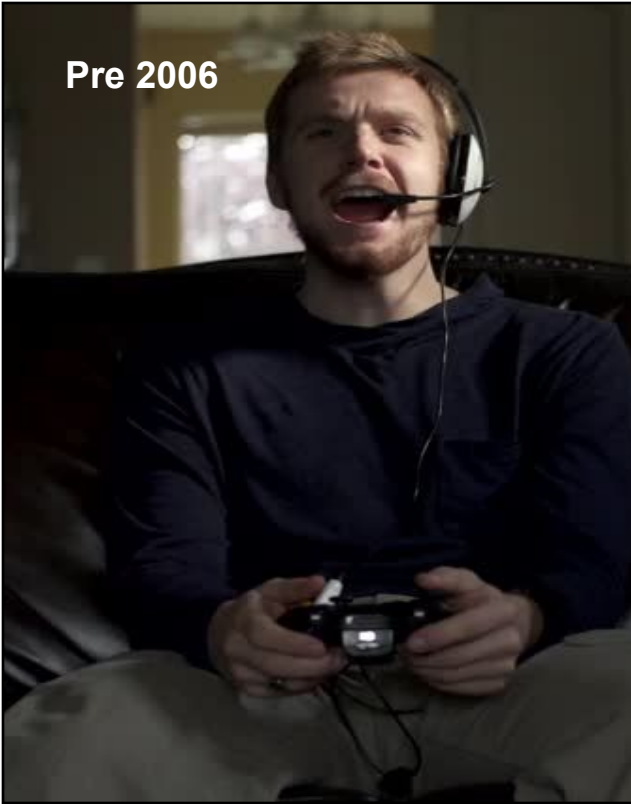"We're not thinking about fighting Sony, but about how many people we can get to play games"

Satoru Iwata - President of Nintendo 2002 - 2015

Pre 2006

5% women who cite "unreasonable behavior" as the cause for their divorce point to videogames as the problem
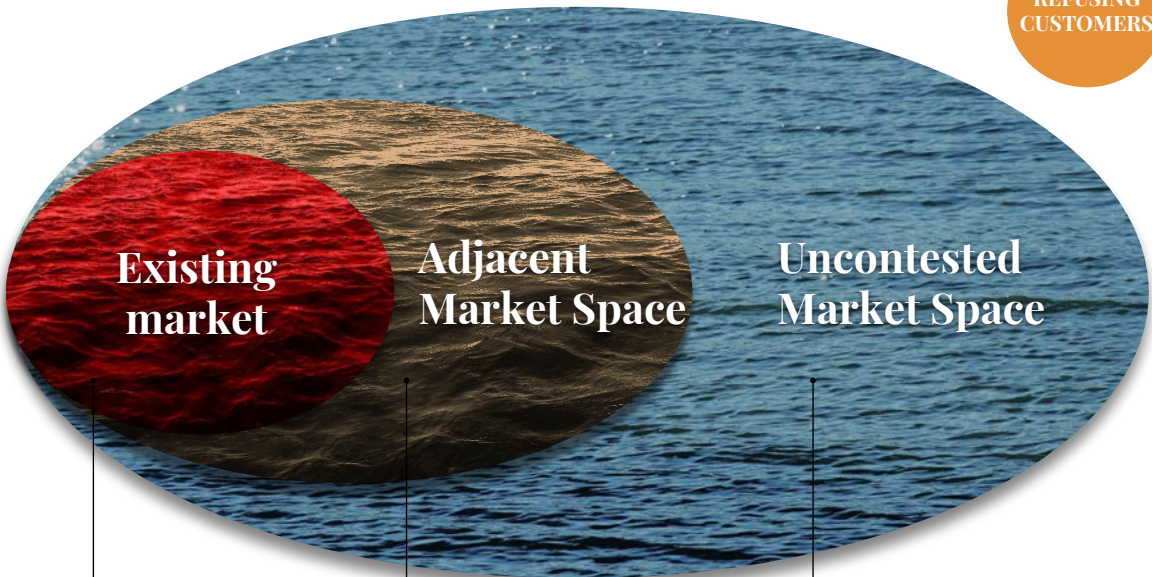
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Pre 2006

Post 2006
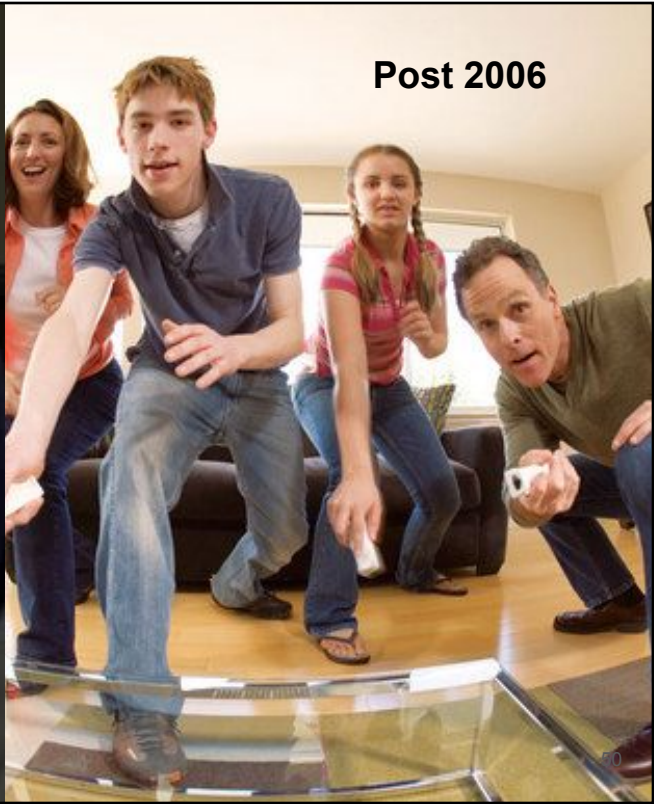
Blue Ocean Theory:

Strategic Supremacy with creator:
1. Search out uncontested markets
2. Make the competition irrelevant

52

Consider non-customers

REFUSING CUSTOMERS

Existing market

Adjacent Market Space

Uncontested Market Space

TODAY'S CUSTOMERS

SOON TO BE CUSTOMERS

UNEXPLORED CUSTOMERS

Kim & Mauborgne

Pre 2001 | Post 2001
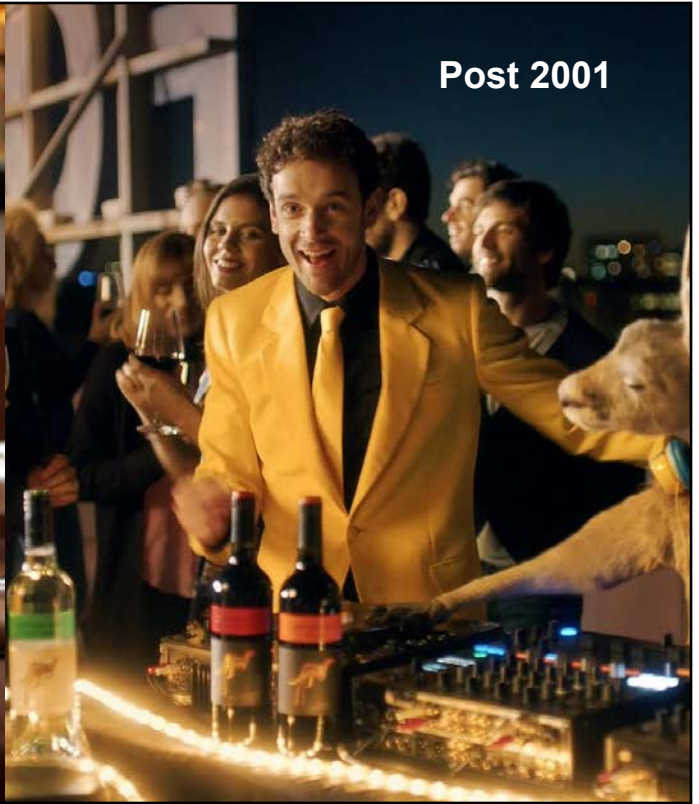
Impact

Top exported Australian wine

No1. US Imported wine brand

3% → 20% Australian share of US market
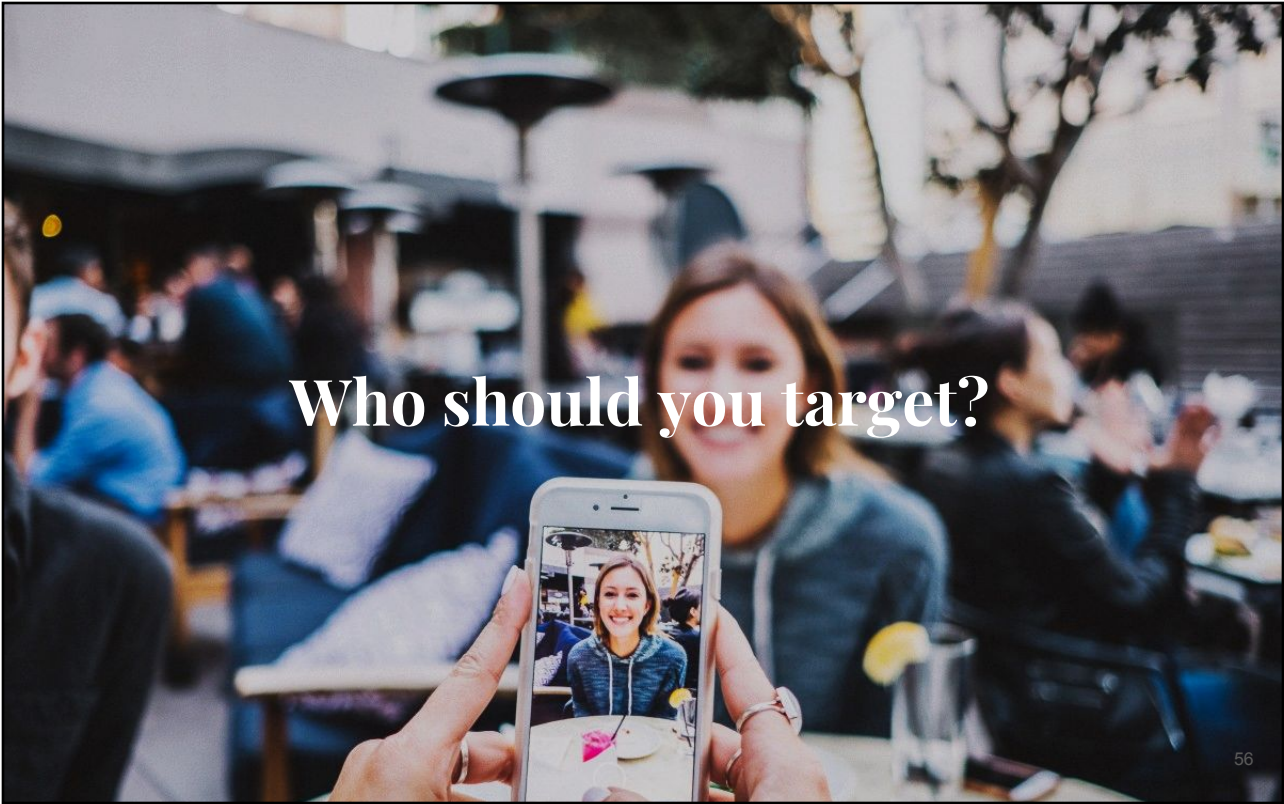
Who should you target?

Customer / Problem

10:00 Stop

List 3 existing customer segments for your business

List 3 adjacent customer segments with similar needs
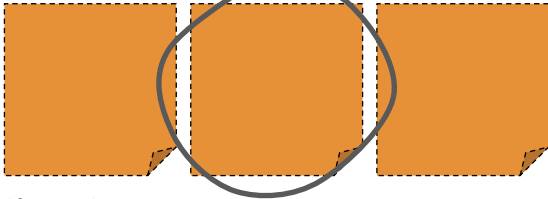
List 3 non customers
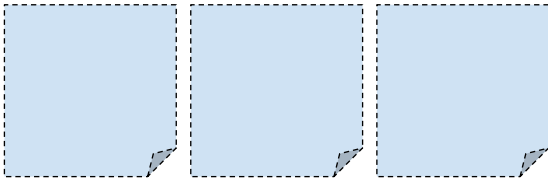
Customer to focus on for today's challenge

Segmentation: Demographic or Location or Behavioural or Attitude
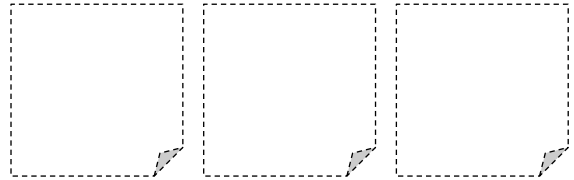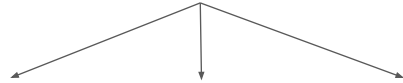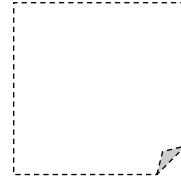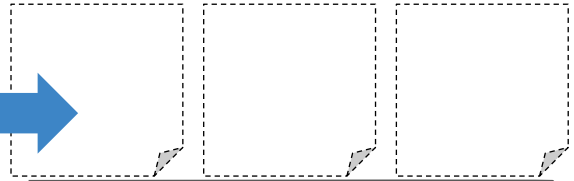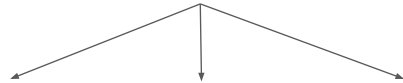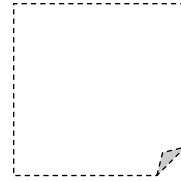
List 3 things that are broken for this customer or turns them away?

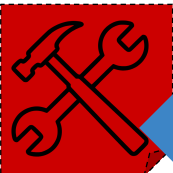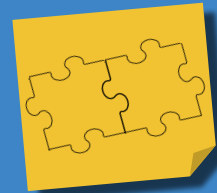# Pick a segment with potential

What is the value of the segment?

How does it fit with your organisation?

What is the strength of competitor offerings?

A quick calculation....

Size of the prize
Putting a value on customers

Customer segments?	Total segment population	Percentage motivated to buy?		Relevant population?		Avg spend		Value
WINE	240m No. of adults	X	95%	= 228m	X	$135 $10 x 13 bottles	=	$31b
BEER	240m	X	96%	= 230m	X	$456 $5 x 91 bottles	=	$105b
SPIRITS	240m	X	90%	= 216m	X	$361 $9 x 40 bottles	=	$78b

We need to better serve

this customer

starting with

_____.

this process
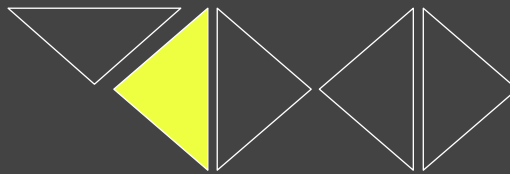
Discovery

actionable

Insight-led innovation, strategy & change

Slide 1

1/ Ethnography / Observation
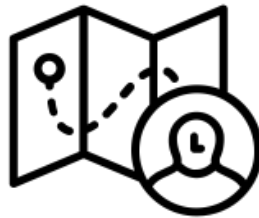
2/ Experience mapping

3/ Empathy mapping

Slide 2

Organisation

Stakeholder

Service, process, product etc.

Experience

Suddenly, bad weather struck...
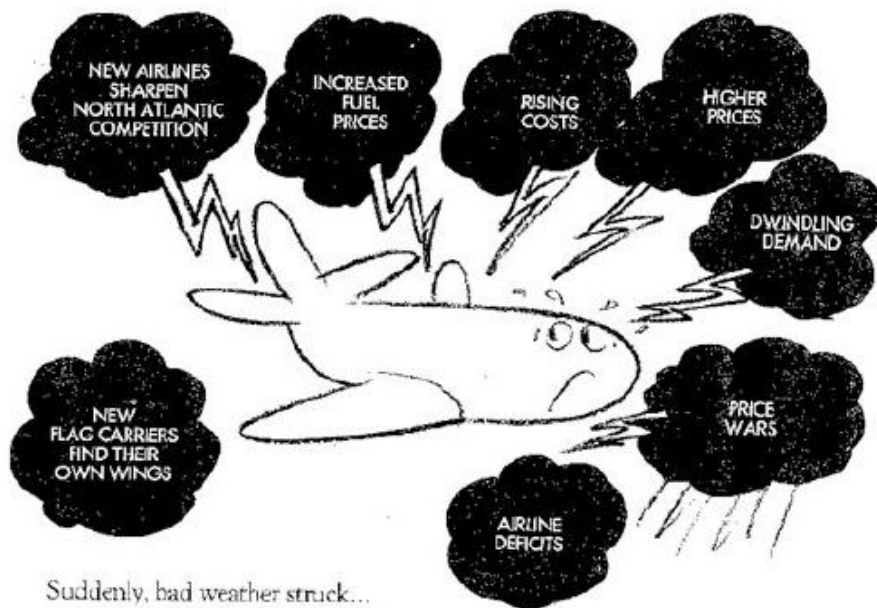
SAS is 'created' 50 million times a year, 15 seconds at a time. These 50 million 'moments of truth' are the moments that ultimately determine whether SAS will succeed or fail as a company. They are the moments when we must prove to our customers that SAS is their best alternative.

Jan Carlzon

Moments of misery   Moments of "mediocre"   Moments of magic!
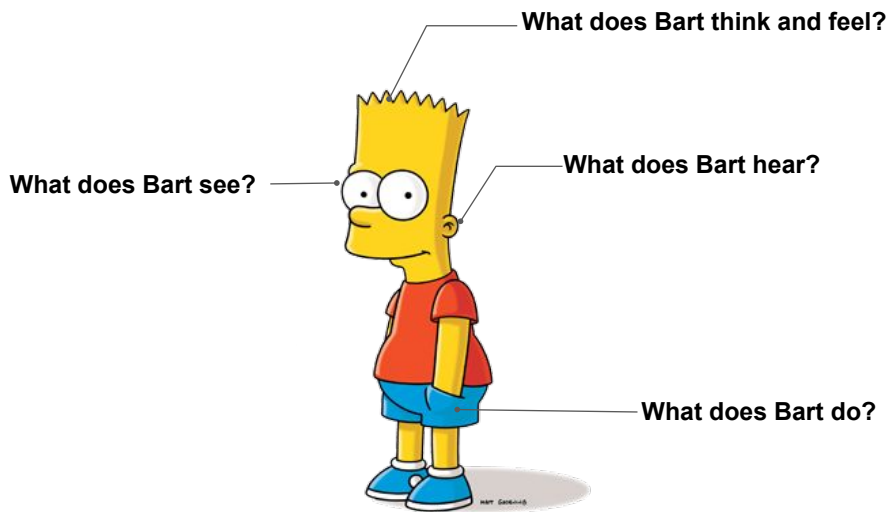
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What does Bart think and feel?

What does Bart see?

What does Bart hear?

What does Bart do?
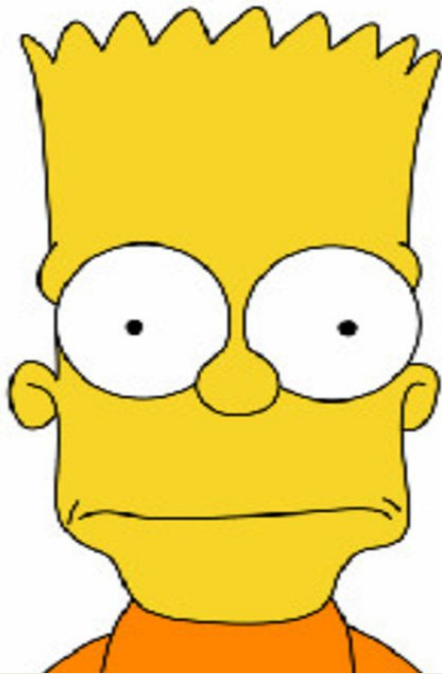
EMPATHY MAP

More than 3, less than 7 words!

What does he(she) THINK & FEEL
What really counts / Major preoccupations
/ Worries / Aspirations

What does he(she) HEAR
from Management
In the news
From competitors
From influencers
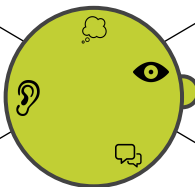
What does he(she) SEE
Environment
Problems
Market
Others doing

What does he(she) SAY & DO
What it their attitude / appearance / Conflicts
between what they say and feel?

SME's Complete a full empathy map for identified stakeholder. Group assist SME

45:00

Coffee

Well deserved!

"We found in the past that if they didn't understand the buyer, designers would just go off and design something for themselves,"

Moray Callum, executive director of Ford Americas design
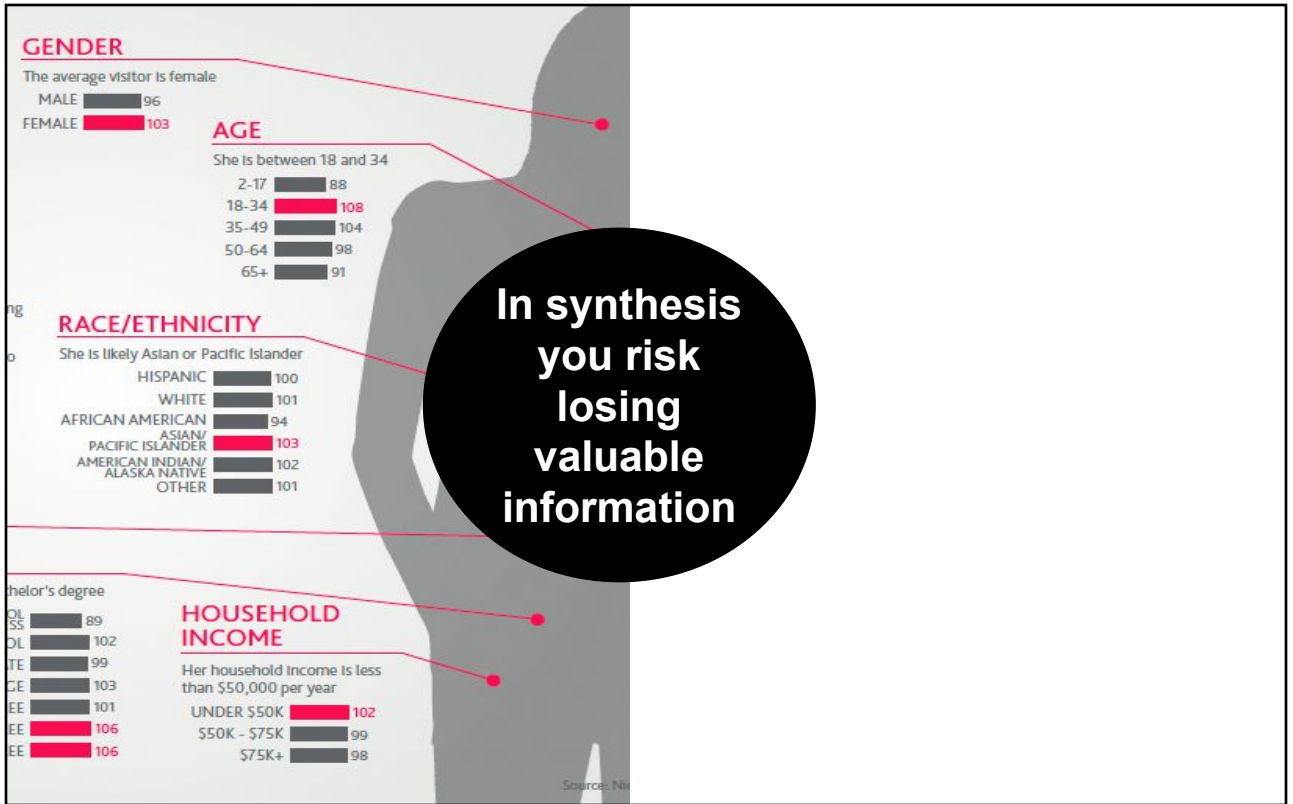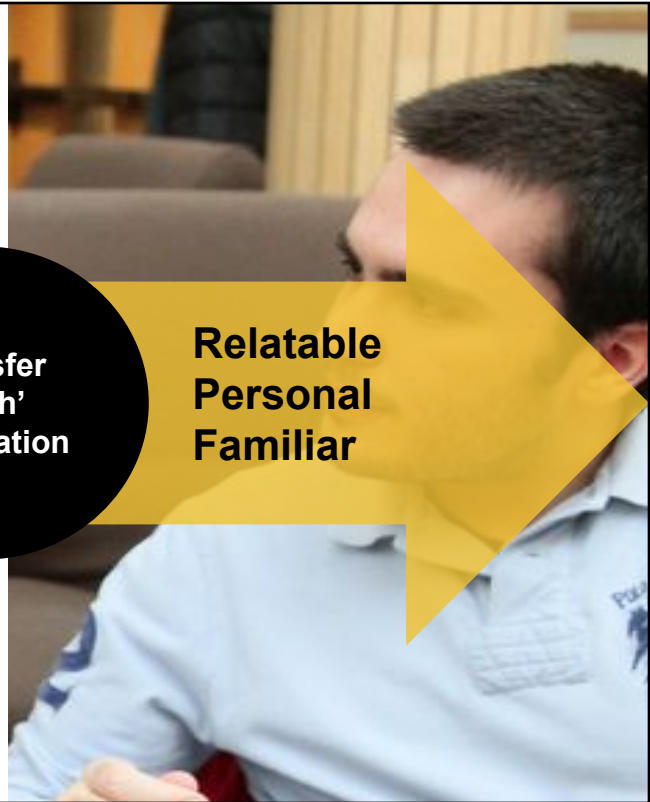
Transfer 'Rich' information → Relatable Personal Familiar

Potential customer - Irish supermarket chain

Lyndsey, 27
Educated, lower income but high quality aspirations

"I am cost conscious but not a bargain hunter"

Basic Facts
- Age 29
- 3 children, 1 toddler, baby twins
- profession: home maker, (ex- event organiser)
- single income
- small terraced house
- main shop: Lidl
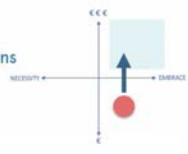
Doesn't buy at SV now but could be tempted

Behaviour & life situation

Lyndsey lives with her teacher husband in the northern suburbs of Dublin. They have a 3 year old daughter and 2 month old twins. She is very health conscious, listening to nutrition pod casts while shopping and blending freshly cooked food in her NutriBullet.
She is a Lidl fan because it enables her to buy fresh food and still keep enough money for some quality things in life, like a holiday to Perpignan, France. She writes weekly meal plans and detailed shopping lists. Offers on the leaflets coming through the door are circled during the week (emails and texts risk getting lost).
Branded: "I used Pampers and Waterwipes in the beginning, but now own brand is fine"
Online takes too much quality time away. "I tried online (bad experience, Tesco, 2010) - too long and complicated - never again".

"If we do a big shop in Tesco it can get really expensive". "A basket that costs €30 in Lidl might cost €50 in Dunnes"

"I hate the Tesco look & colours" (Tesco falls between the 2, not cheap not nice either).

"Lidl feels more boutique, fresh foods stacked up like whole foods". "Lidl has great patês, cheese and pesto"

"SuperValu is a bit out of my price bracket but they do have lovely stuff"

"SuperValu is lovely, the bakery is nice but expensive. Their sausages are legendary"

"I buy fresh vegetables, never jars". "I have always cooked for Anna"

"I buy something on offer if I see it, like in the centre aisle at Lidl"

My needs and motivation
- Bringing quality to everything I do, if possible
- Treat me like an intelligent human being (nice environment, friendly staff)

What puts me off:
- "feeling like a walking wallet" impersonal treatment, offers
- poor quality
- poor value for money

Jill Anderson

Bio

Jill is a Regional Director who travels 4-8 times each month for work. She has a specific region in which she travels, and she often visits the same cities and stays at the same hotel. She is frustrated by the fact that no matter how frequently she takes similar trips, she spends hours of her day booking travel. She expects her travel solutions to be as organized as she is.

Personality

Introvert		Extrovert
Analytical		Creative
Loyal		Fickle
Passive		Active

Preferred Channels

Chrome

Mobile

Email

Traditional Ads

"I'm looking for a site that will simplify the planning of my business trips."

AGE: 35
WORK: Regional Director
FAMILY: Married, 1 Child
LOCATION: Austin, Tx
ARCHETYPE: The Frequent Flyer

Organized   Practical

Protective   Hardworking

Goals

- To spend less time booking travel
- To narrow her options quickly

Frustrations

- Too much time spent booking - she's busy!
- Too many websites visited per trip
- Not terribly tech savvy - doesn't like the process

Motivations

Price

Comfort

Convenience

Speed

Loyalty/Miles

Brands

KAYAK   Expedia

ACE HOTEL   lyft

10:00 Stop

Personality photo / Drawing
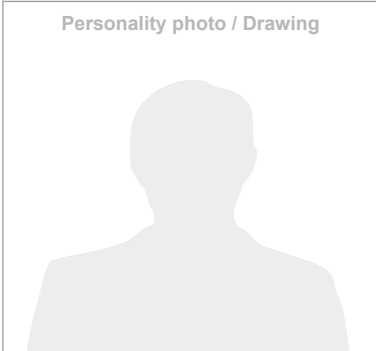
Behaviour & life situation
Briefly outline their personal life and work situation, and their attitudes towards both.

Quotes from the person that captures their attitude, specific to the design challenge.

Name:

Age:

Sex:

Occupation:

Marital & family status:

☹ **Pains**
Based on the design challenge, what are their fears? Frustrations? Obstacles / Challenges?

Wins ☺
What target does she/he want to reach? How do they measure success? What does good look like?

actionable

What was your coffee experience?

€12

€120

Sold to google for €3.4bn

Lunch

Well deserved!
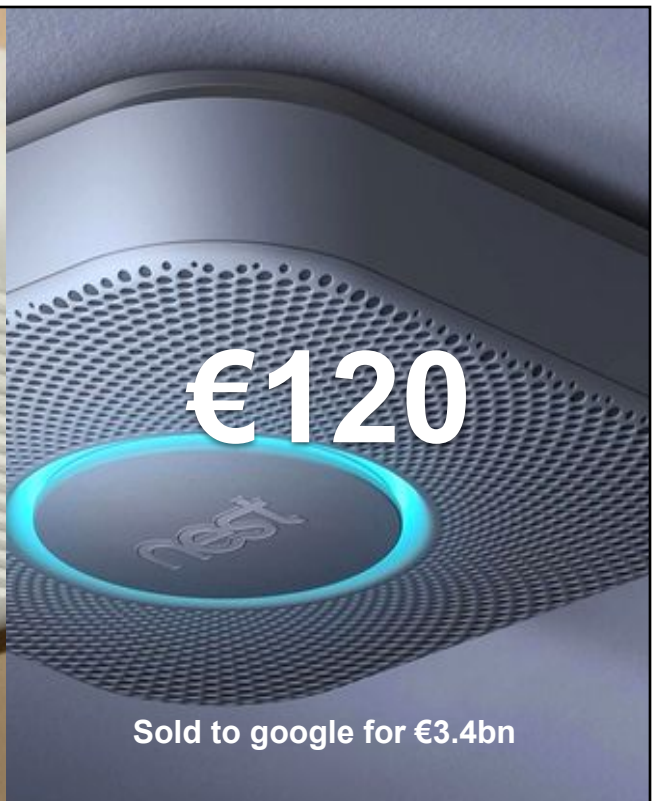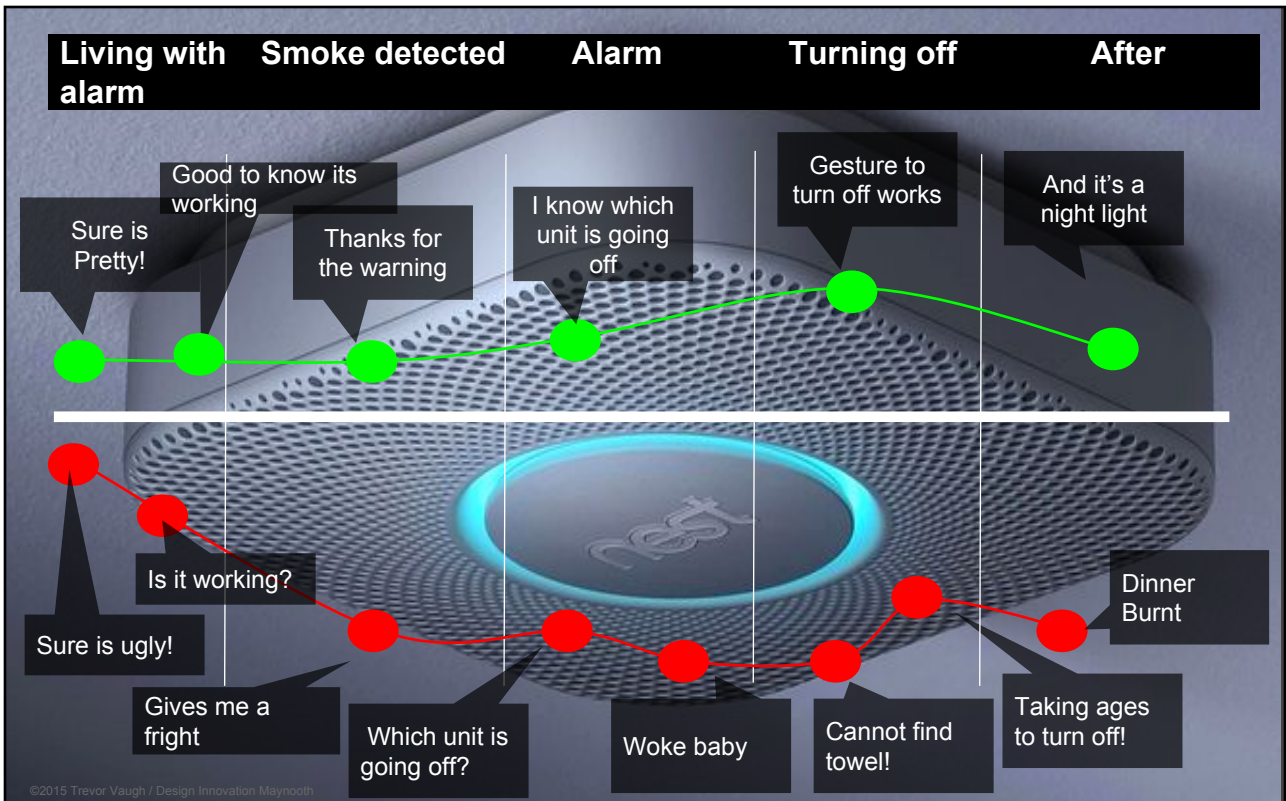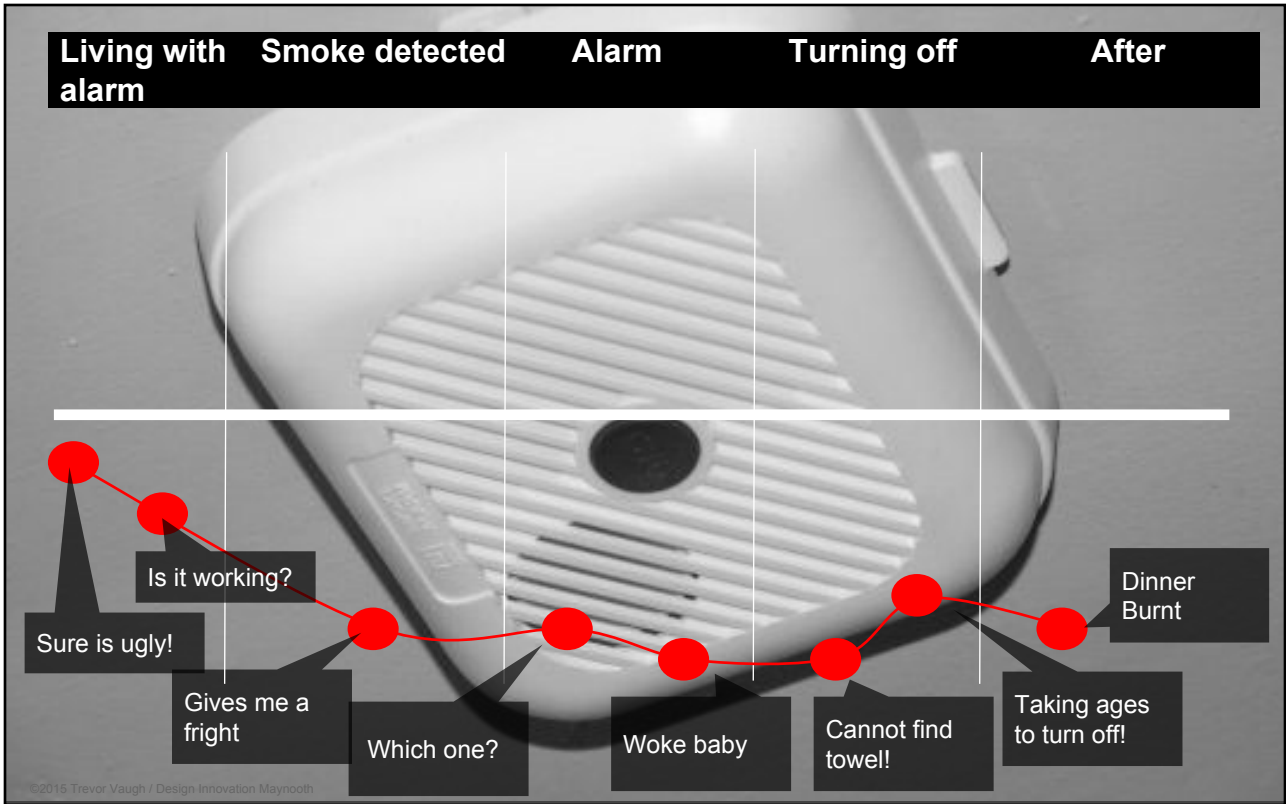
Journey Map
A tool for prioritising your key stakeholder

actionable

	Plotted Experience					
😊						
Plotted Experience	Neutral line					
😞						
1. Journey steps						
2. Touchpoints People Objects						
3. Thinking Wants / Needs						
4. Feelings Stressed Happy Anxious						

SMEs - complete an experience map for the chosen stakeholder problem

E.g. Sourcing product, making a purchasing decision, Selecting partner company.

45:00

Definition

actionable

Insight-led innovation, strategy & change

Insight

Creativity is just connecting things. When you ask creative people how they did something, they feel a little guilty because they didn't really do it, they just saw something. It seemed obvious to them after a while."

Steve Jobs
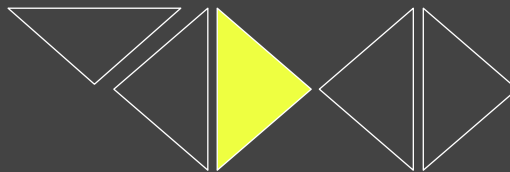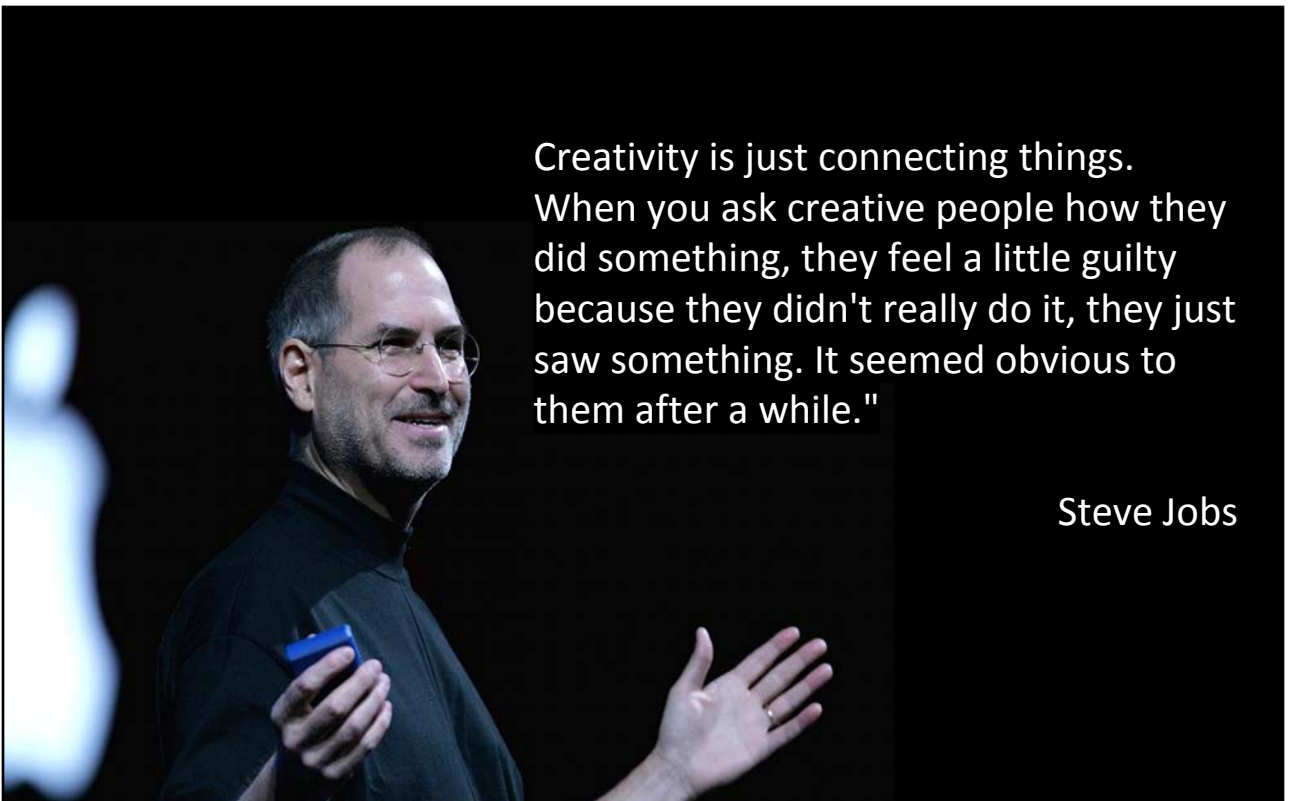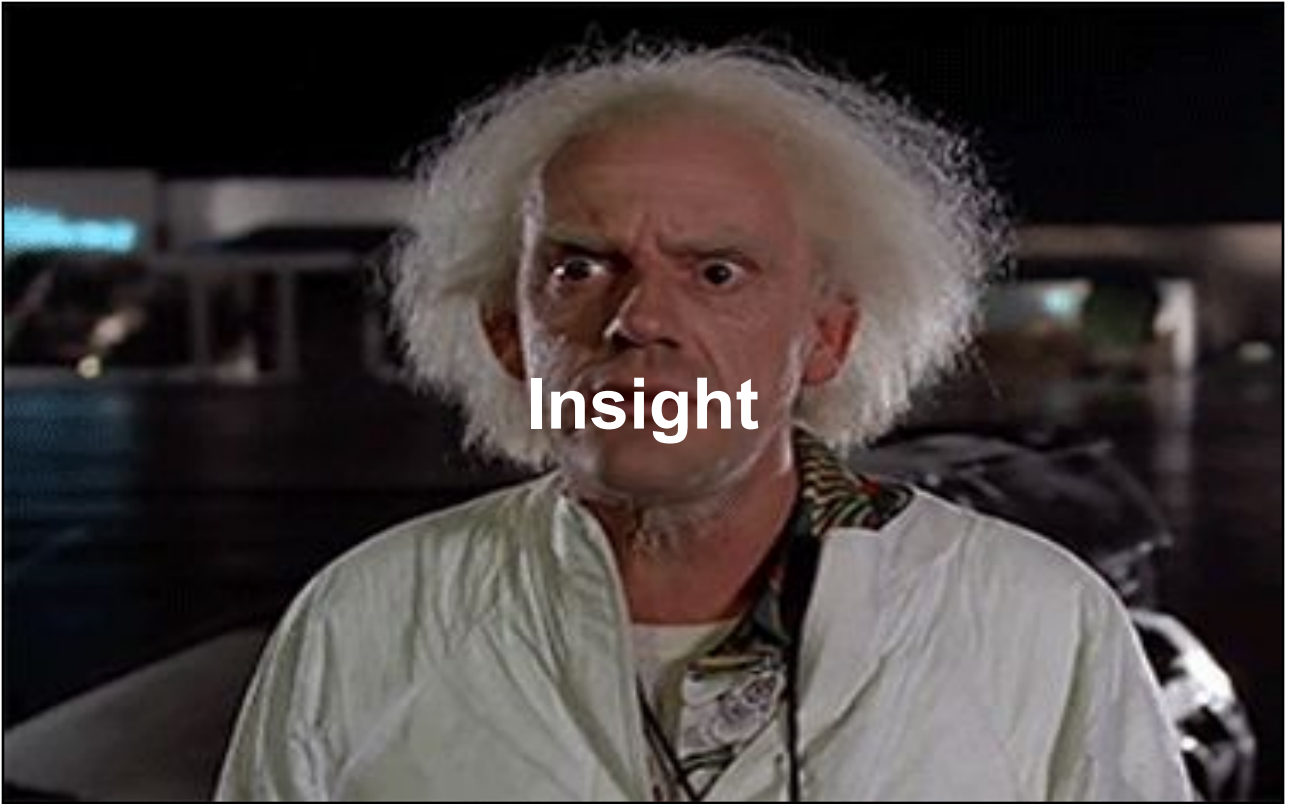
Insights shift us toward a new story, a new set of beliefs about a human behaviour that is more accurate, more comprehensive, and more useful. A better story

I saw this + I know this = Insight

Analyse your field notes and document interesting observations, anomalies, or things you found particularly unique.

Start to answer the "why" based on your own personal experiences and what you know about the situation

Draw insights from the key observations in each group.

Informed intuition

Insight   +   Trend/Pattern

A human behaviour relevant to the challenge

Technology or market based

= Design idea

Drawn from: Jon Kolko

What you saw + What you know + Trend/pattern = Insight

What you saw + **What you know** + **Trend/pattern** = **Insight**

Growth in manufacturing/ internationalisation after war.

Labor costs going up

FACEMASH

We are let in for our looks? No. Will we be judged on them? Yes.

Who's Hotter? Click to Choose.

Dialing Progress

Problems

X10

Top 3 problems	How might we...	This is significant because.... (Trend / statistic / market pattern)
1		
2		
3		

actionable

Insight note
Make problems actionable

Top 3 problems

How might we...

Th
(Tr

Problems

X10

1st most
Important note

How Might We..

10:00
Stop

Rephrase the problems as questions by adding "How might we" at the beginning

Problem
"There are just so many small items to get on board!"

HMW
"How might we allow small items be loaded onto boats quicker"

actionable

Insight note
Make problems actionable

Problems

X10

actionable

Top 3 problems

1st most Important note

3rd Important note

How might we...

How Might We..

This is significant because....
(Trend / statistic / market pattern)

Trend? Pattern?

Is there a significant trend, pattern, statistic that aligns with your identified HMW problem?

E.g. 40% rise in ships leaving port
Labor costs increasing

Development

actionable
Insight-led innovation, strategy & change

As a group we want you to brainstorm solutions to the 3 How Might We statements.

How Might We..

How Might We..

How Might We..

Solo Brainstorm

Idea 1	Idea 2	Idea 3
Idea 4	Idea 5	Idea 6
Idea 7	Idea 8	Idea 9

10:00 Stop

How would _____ solve the problem?

9 to shine +
Through other eyes

How would _____ solve the problem?

What will the solution look like in 100 years?

What is the worst idea you can come up with to solve the problem?

10:00 Stop

Experience –The new battleground

89%
of companies expect to compete mostly on the basis of customer experience, versus 36% four years ago
- Gartner

50%
Of consumer product investments will be redirected to customer experience innovations
Gartner

86%
of buyers will pay more for a better customer experience.
- Gartner

6x
More likely to buy with a positive emotional experience
- Temkin group

73%
Of consumers trust recommendations from friends and families, only 19% trust direct communication

5X
More likely to forgive a mistake if there is a positive emotional experience
- Temkin group

Values of design thinking

User-centered

Services should be experienced through the customer's eyes

Co-creative

All stakeholders should be included in the service design process

Iterative

Service design is an exploratory, adaptive, and experimental approach, iterating toward implementation

Sequencing

The service should be visualised as a sequence of interrelated actions

Evidencing

Intangible services should be visualised in terms of physical artefacts

Holistic

The entire environment of a service should be considered

Marc Stickdorn - This Is Service Design Doing

Design for Innovation Workshop
Klaipeda - Lithuania 24th - 25th September

Day two
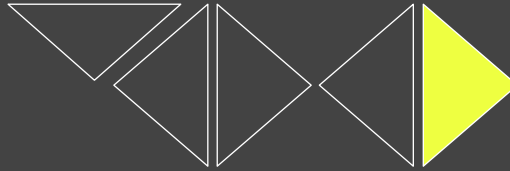
KLAIPĖDA SCIENCE AND TECHNOLOGY PARK

actionable

CREATIVE TRADITIONAL COMPANIES COOPERATION

interreg South Baltic

EUROPEAN UNION European Regional Development Fund

Delivery

actionable
Insight-led innovation, strategy & change

Select one idea from all the brainstorming yesterday. Illustrate it as a Storyboard highlighting innovation & improvement

Establishing shot of classroom. One student snoring. One sits up in alarm over assignment.
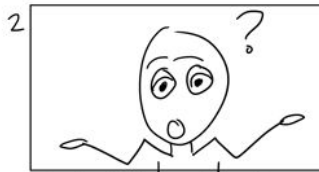
Student feels overwhelmed. Voiceover: "I've never done this!" Camera pans slowly to make space.
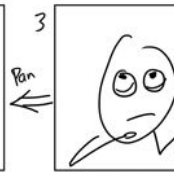
Ideas surrounde... bubble. Brainstorm may also be video montage surrounded by blurry frame.
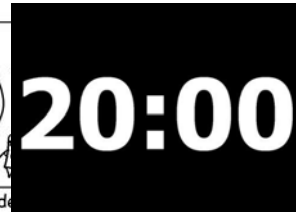
Moment of clarity. "Aha!" Ding or chimes; lightbulb moment.

Working in a dark dorm room. Sounds of clock ticking and pencil scratching on paper.
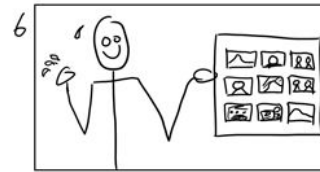
Proudly shows off finished storyboard. Wipes sweat off brow. Victory music. Zoom in on storyboard.

Submitting via Coursework. Fade out as if ending.

Back to the classroom. Keep as similar as possible to original. "Elaborate on your storyboards!"

Back to the drawing board. Looking haggard but determined. Fade out.

Delivery

actionable
Insight-led innovation, strategy & change

Supplier → Manufacturer → Distributor → Retailer → Shopper
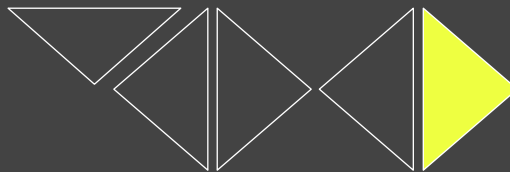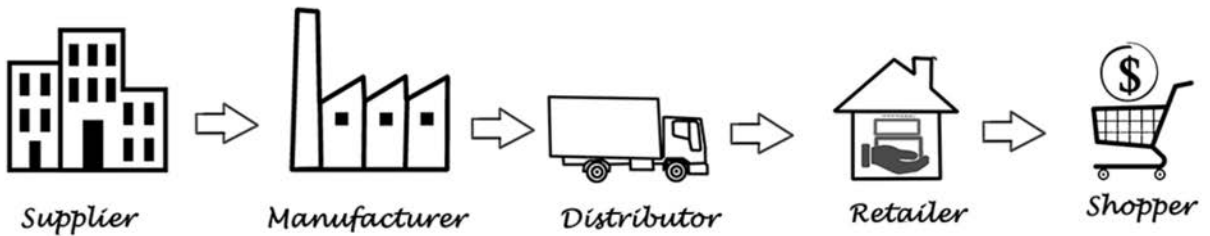
A **business model** helps organisations to **realise the economic value** of their product, services, business and/or technology"

One and done
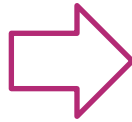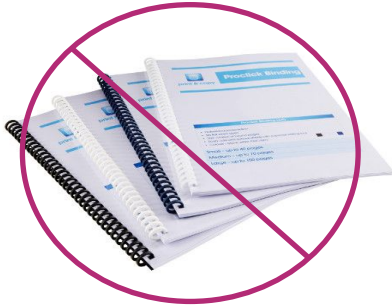
Experiment & Learn
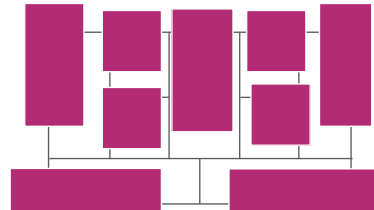
This report, by its very length, defends itself against the risk of being read.

Winston Churchill
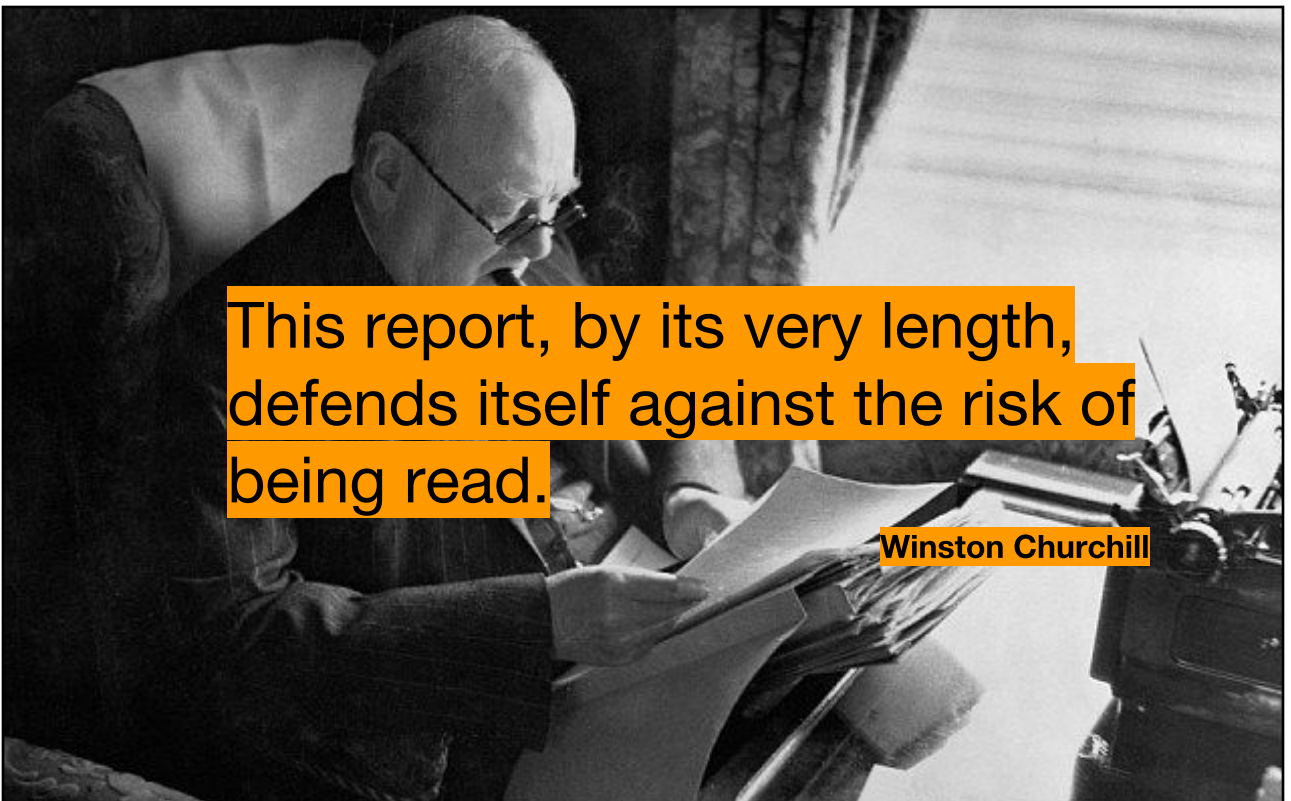
Overarching principle: Validated learning

Build a model and then use experiments to validate (or invalidate) the model

Just like design - hypothesis and test

Lean Canvas

Great for start-ups

PROBLEM
List your top 1-3 problems.

2

SOLUTION
Outline a possible solution for each problem.

3

KEY METRICS
List the key numbers that tell you how your business is doing.

7

UNIQUE VALUE PROPOSITION
Single, clear, compelling message that states why you are different and worth paying attention.

4

HIGH-LEVEL CONCEPT
List your X for Y analogy e.g. YouTube = Flickr for videos.

UNFAIR ADVANTAGE
Something that cannot easily be bought or copied.

9

CHANNELS
List your path to customers (inbound or outbound).

6

CUSTOMER SEGMENTS
List your target customers and users.

1

EXISTING ALTERNATIVES
List how these problems are solved today.

EARLY ADOPTERS
List the characteristics of your ideal customers.

121

COST STRUCTURE
List your fixed and variable costs.

8

REVENUE STREAMS
List your sources of revenue.

5

Three step process

Capture:
Document a starting plan

Prioritise:
identify riskiest parts

Experiment:
Systematically test your plan

Room for improvement?

Problems	Solution	UVP	Unfair advantage	Customer segments
Am I pregnant?				**Positively awaiting**
How long have I been pregnant?				Newly wed Young couple ...
Is it reliable?				
	Key metrics		**Channels**	
			Pharmacy	
			Super -market baby aisle	
Cost structure		Revenue streams		

A new channel!

To better serve a customer segment

Problems	Solution	UVP	Unfair advantage	Customer segments
Am I pregnant?				Positively awaiting
How long have I been pregnant?	Key metrics		Channels	Newly wed Young couple …
Is it reliable?			Pharmacy	Nervously anticipating
			Super-market baby aisle — Supermarket contraception aisle ★	Teen Night outer … ★
Cost structure			Revenue streams	

124

Room for improvement?

Problems	Solution	UVP	Unfair advantage	Customer segments
	High end console performance and graphics	Realistic immersion in a virtual world		Hardcore gamers
	Key metrics		Channels	
Cost structure			Revenue streams	
Tech development costs — Console production — Console subsidies			Consoles (loss leader) — Profit on games — Royalties from game developers	

125

Focusing on a new customer segment!

To better serve a customer segment

High end console performance and graphics

Realistic immersion in a virtual world

Problems	Solution	UVP	Unfair advantage	Customer segments
	Motion control technology	Motion controlled games		Hardcore gamers
	Key metrics	Group interactive entertainment	Channels	Casual gamers & family gamers

Console subsidies

Cost structure		Revenue streams		
Tech development costs (reduced)	Console production	Consoles (Profitable)	Profit on games	Royalties from game developers

126
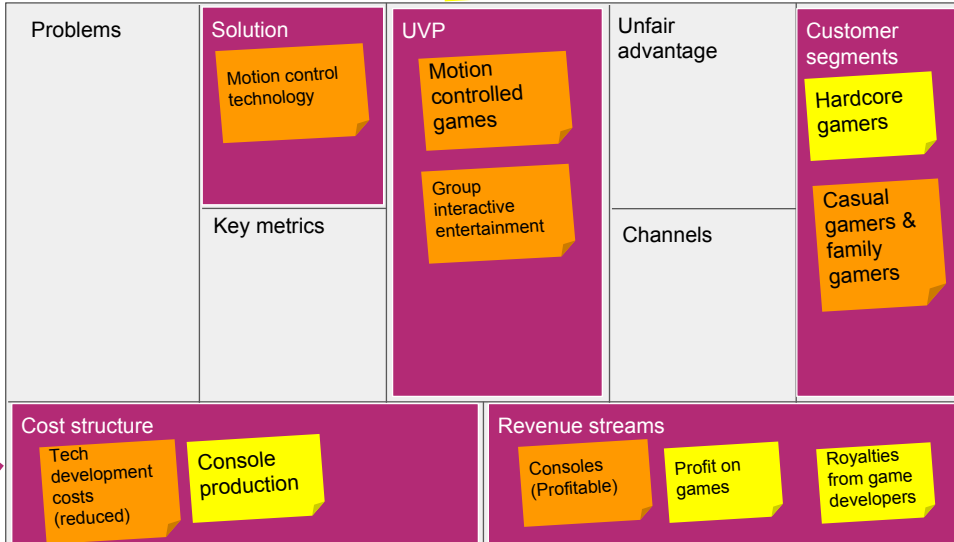
The new normal for coffee
Nespresso

Problems	Solution	UVP	Unfair advantage	Customer segments
		Cafe grade coffee	Patent protected pod system	Households
	Key metrics		Locked-in	Business
			Channels	
			Nespresso store	Retail (machine sales only)
			Online	Mail order

Reseller (middleman)

Cost structure	Revenue streams	
	Coffee machines	Repetitive Coffee pod sales

127

As a group Populate one lean canvas to deliver your concept to market.

Shock absorbing seat

The many Jobs of a saddle

Lean Canvas

PROBLEM	SOLUTION	UNIQUE VALUE PROPOSITION	UNFAIR ADVANTAGE	CUSTOMER SEGMENTS
List your top 1-3 problems	Outline a possible solution for each problem.	Single, clear, compelling message that states why you are different and worth paying attention.	Something that cannot be easily bought or copied.	List your target customers and users.
Need different saddles for different disciplines				Eventers (& multidiscipline riders)
Saddles are often uncomfortable	**3**		**9**	**1**
Horses require different saddle sizes / horses change shape	**KEY METRICS**	**4**	**CHANNELS**	
	List the key numbers that tell you how your business is doing.		List your path to customers (inbound or outbound).	
EXISTING ALTERNATIVES	**7**	**HIGH-LEVEL CONCEPT**	**6**	**EARLY ADOPTERS**
List how these problems are solved today.		List your X for Y analogy e.g. YouTube = Flickr for videos.		List the characteristics of your ideal customers.
				Semi-pro eventers

COST STRUCTURE	REVENUE STREAMS
List your fixed and variable costs.	List your sources of revenue.
8	**5**

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Slide 1

Lean Canvas

PROBLEM
List your top 1-3 problems

- Need different saddles for different disciplines
- Saddles are often uncomfortable
- Horses require different saddle sizes / horses change shape

EXISTING ALTERNATIVES

- X2 Saddles
- Second hand saddle market
- Adjustable saddle (by specialist)
- Retro-fit pads

COST STRUCTURE
List your fixed and variable costs.

SOLUTION
Outline a possible solution for each problem.

3

KEY METRICS
List the key numbers that tell you how your business is doing.

UNIQUE VALUE PROPOSITION
Single, clear, compelling message that states why you are different and worth paying attention.

4

HOW ARE THESE PROBLEMS SOLVED TODAY?

Competitor solutions?
Workarounds/substitutes/Alternatives

UNFAIR ADVANTAGE
Something that cannot be easily copied or bought.

9

CHANNELS
List your path to customers (inbound or outbound).

CUSTOMER SEGMENTS
List your target customers and users.

- Eventers (& multidiscipline riders)

1

EARLY ADOPTERS
List the characteristics of your ideal customers.

- Semi-pro eventers

Slide 2

Lean Canvas

PROBLEM
List your top 1-3 problems

- Need different saddles for different disciplines
- Saddles are often uncomfortable
- Horses require different saddle sizes / horses change shape

EXISTING ALTERNATIVES

- X2 Saddles
- Second hand saddle market
- Adjustable saddle (by specialist)
- Retro-fit pads

COST STRUCTURE
List your fixed and variable costs.

8

SOLUTION
Outline a possible solution for each problem.

- Modular saddle with interchangeable parts for total flexibility
- Soft structural suspension for comfort
- DIY panel adjustment to fit a wide range of horses

KEY METRICS
List the key numbers that tell you how your business is doing.

7

POSSIBLE SOLUTIONS FOR EACH PROBLEM?

E.g

Soft structural suspension for comfort

In the absence of a solution...

Describe an outcome the user cares about - try to be specific

E.g

The saddle will be comfortable for horse and rider

CUSTOMER SEGMENTS
List your target customers and users.

- Eventers (& multidiscipline riders)

1

EARLY ADOPTERS
List the characteristics of your ideal customers.

- Semi-pro eventers

Lean Canvas

Slide 1

PROBLEM	SOLUTION	UNIQUE VALUE PROPOSITION	UNFAIR ADVANTAGE	CUSTOMER SEGMENTS
List your top 1-3 problems	Outline... problem...	Single, clear, compelling message that states why you are different and...		List your target customers and users.

PROBLEM

- Need different saddles for different disciplines
- Saddles are often uncomfortable
- Horses require different saddle sizes / horses change shape

EXISTING ALTERNATIVES

- X2 Saddles
- Second hand saddle market
- Adjustable saddle (by specialist)
- Retro-fit pads

SOLUTION

- Modular saddle with interchangeable parts for total flexibility
- Soft structural suspension for comfort
- DIY panel adjustment to fit a wide range of horses

KEY METRICS

UNIQUE VALUE PROPOSITION

- 2 saddles in one –interchangeable without a saddler
- The saddle that is comfortable for horse and rider. By cantilevered technology the saddle offers a shock absorbing effect.
- Universal fit, fits 90% of horses

HIGH-LEVEL CONCEPT

- If adidas made saddles - this would be it

UNFAIR ADVANTAGE

CHANNELS

CUSTOMER SEGMENTS

- Eventers (& multidiscipline riders)
- Semi-pro eventers

EARLY ADOPTERS

'FINISHED STORY BENEFIT'

TRANSLATE FOR CUSTOMER

ANALOGY

1

6

COST STRUCTURE
List your fixed and variable costs.

8

REVENUE STREAMS
List your sources of revenue.

5

15:00

Slide 2

PROBLEM	SOLUTION	UNIQUE VALUE PROPOSITION	UNFAIR ADVANTAGE	CUSTOMER SEGMENTS
List your top 1-3 problems	Outline... problem...	Single, clear, compelling message that states why you are different and...	Something that cannot be bought or copied	List your target customers and users.

PROBLEM

- Need different saddles for different disciplines
- Saddles are often uncomfortable
- Horses require different saddle sizes / horses change shape

EXISTING ALTERNATIVES

- X2 Saddles
- Second hand saddle market
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- Retro-fit pads

SOLUTION

- Modular saddle with interchangeable parts for total flexibility
- Soft structural suspension for comfort
- DIY panel adjustment to fit a wide range of horses

KEY METRICS
List the key numbers that tell you how your business is doing

7

UNIQUE VALUE PROPOSITION

- 2 saddles in one –interchangeable without a saddler
- The saddle that is comfortable for horse and rider. By cantilevered technology the saddle offers a shock absorbing effect..
- Universal fit, fits 90% of horses

HIGH-LEVEL CONCEPT
List your X for Y analogy e.g YouTube = Flickr for videos.

- If adidas made saddles - this would be it

UNFAIR ADVANTAGE

9

CHANNELS

6

CUSTOMER SEGMENTS

- Eventers (& multidiscipline riders)
- Semi-pro eventers

1

EARLY ADOPTERS
List the characteristics of your ideal customers.

COST STRUCTURE

SOURCES OF REVENUE

REVENUE STREAMS
List your sources of revenue.

- Online direct sales - €2000/saddle
- Wholesale to Independent retailers €1150/saddle
- Consumables - sold direct Flaps €540 Panels €160

135

Lean Canvas

PROBLEM
List your top 1-3 problems.

- Need different saddles for different disciplines
- Saddles are often uncomfortable
- Horses require different saddle sizes / horses change shape

EXISTING ALTERNATIVES
- X2 Saddles
- Second hand saddle market
- Adjustable saddle (by specialist)
- Retro-fit pads

SOLUTION
Outline... problem.

- Modular saddle with interchangeable parts for total flexibility
- Soft structural suspension for comfort
- DIY panel adjustment to fit a wide range of horses

K...

PATH TO CUSTOMERS

- **Jumpstart channels**
- **Scalable channels**

UNIQUE VALUE PROPOSITION
Single, clear, compelling message that states why you are different and...

- **2 saddles in one** -interchangeable without a saddler
- **The saddle that is comfortable for horse and rider.** By cantilevered technology the saddle offers a shock absorbing effect..

9

UNFAIR ADVANTAGE
Something that cannot easily be bought or copied.

CHANNELS
List your path to customers (inbound or outbound).

- Webshop
- Specialist saddle seller
- Riding instructors
- Trade shows

5

CUSTOMER SEGMENTS
List your target customers and users.

- Eventers (& multidiscipline riders)

1

EARLY ADOPTERS
List the characteristics...

- Semi-pro eventers

COST STRUCTURE
List your fixed and variable costs.

8

REVENUE STREAMS
List your sources of revenue.

- **Online direct sales -** €2000/saddle
- **Wholesale** to Independent retailers **€1150/saddle**
- **Consumables - sold direct** Flaps €540 Panels €160

136

Lean Canvas

PROBLEM
List your top 1-3 problems.

- Need different saddles for different disciplines
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EXISTING ALTERNATIVES
- X2 Saddles
- Second hand saddle market
- Adjustable saddle (by specialist)
- Retro-fit pads

SOLUTION
Outline... problem.

- Modular saddle with interchangeable parts for total flexibility
- Soft structural suspension for comfort
- DIY panel adjustment to fit a wide range of horses

KEY METRICS

Key customer activities:
1.Choosing this saddle over others in the tack room 2.Testimonial feedback

Success metric:
250K in first year Acquiring 84 direct sales & 133 wholesales

HOW IS YOUR BUSINESS DOING?

- **Key numbers to track?**
- **Actual sales/indicator of sales**

UNIQUE VALUE PROPOSITION
Single, clear, compelling message that states why you are different and...

- **2 saddles in one** -interchangeable without a saddler
- **The saddle that is comfortable for horse and rider.** By cantilevered technology the saddle offers a shock absorbing effect..

9

UNFAIR ADVANTAGE
Something that cannot easily be bought or copied.

CUSTOMER SEGMENTS
List your target customers and users.

- Eventers (& multidiscipline riders)

1

EARLY ADOPTERS
List the characteristics...

- Semi-pro eventers

COST STRUCTURE
List your fixed and variable costs.

8

REVENUE STREAMS
List your sources of revenue.

- **Online direct sales -** €2000/saddle
- **Wholesale** to Independent retailers **€1150/saddle**
- **Consumables - sold direct** Flaps €540 Panels €160

137

Lean Canvas

PROBLEM
List your top 1-3 problems

- Need different saddles for different disciplines
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EXISTING ALTERNATIVES

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SOLUTION
Outline...
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The saddle that is comfortable for horse and rider. By cantilevered technology the saddle offers a shock absorbing effect..

Universal fit, fits 90% of horses

HIGH-LEVEL CONCEPT
List your X for Y analogy e.g. YouTube = Flickr for videos

UNFAIR ADVANTAGE
Something that cannot easily be bought or copied

9

CHANNELS
List your path to customers (inbound or outbound)

Webshop
Specialist
Riding instructors

CUSTOMER SEGMENTS
List your target customers and users.

Eventers (& multidiscipline riders)

1

EARLY ADOPTERS
List the character...

COST STRUCTURE
List your fixed and variable costs.

Fixed costs: €80k
Staff 20k
Patent 40k
Rent 20k

Variable costs: €170k
Stock 100k (150 saddles)
Travel 20k
Trade Shows 20k
Marketing 20k
Sundries 10k

WHAT ARE YOUR COSTS?

- Do you have sufficient runway funding to get started?

For e.g. our breakeven on yr1 was 250k

138

Lean Canvas

PROBLEM
List your top 1-3 problems

- Need different saddles for different disciplines
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EXISTING ALTERNATIVES

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SOLUTION
Outline...
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Key customer activities:
1. Choosing this saddle over others in the tack room 2. Testimonial feedback

Success metric: 250K in first year Acquiring 84 direct sales & 133 wholesales

UNIQUE VALUE PROPOSITION
Single, clear, compelling message that states why you are different and...

2 saddles in one -interchangeable...

UNFAIR ADVANTAGE
Something that cannot easily be...

CUSTOMER SEGMENTS
List your target customers and users.

Eventers (& multidiscipline riders)

1

EARLY ADOPTERS

Semi-pro eventers

CROSSCHECK FOR FIGURE ALIGNMENT

saddle seller
Trade shows

COST STRUCTURE
List your fixed and variable costs.

Fixed costs:
Staff 20k
Patent 40k
Rent 20k

Variable costs:
Stock 100k (150 saddles)
Travel 20k
Trade Shows 20k
Marketing 20k
Sundries 10k

REVENUE STREAMS
List your sources...

Online direct sales - €2000/saddle

Wholesale to Independent retailers €1150/saddle

Consumables - sold direct Flaps €540 Panels €160

139

Lean Canvas

PROBLEM
List your top 1-3 problems

- Need different saddles for different disciplines
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EXISTING ALTERNATIVES

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SOLUTION
Outline... problem...

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Single, clear, compelling message that states why you are different and...

- **2 saddles in one** -interchangeable without a saddler
- **The saddle that is comfortable for horse and rider.** By cantilevered technology the saddle offe... ...ck absorbing eff...
- Uni... of h...

HIGH-LEVEL CON...
List your X for Y an... YouTube = Flickr f...

If... s...

UNFAIR ADVANTAGE
Something that cannot easily be bought or copied.

- Patent pending

CUSTOMER SEGMENTS
List your target customers and users.

- Eventers (& multidiscipline riders)

1

EARLY ADOPTERS
List the character... c...

- Semi-pro eventers

COST STRUCTURE
List your fixed and variable costs.

Fixed costs:
Staff 20k
Patent 40k
Rent 20k

Variable costs:
Stock 100k (150 saddles)
Travel 20k
Trade Shows 20k
Marketing 20k
Sundries 10k

REVENUE STREAMS
List your sources of revenue.

- **Online direct sales** - €2000/saddle
- **Wholesale** to independent retailers **€1150/saddle**
- **Consumables sold direct** Flaps €540 Panels €160

HOW WILL YOU DEFEND YOUR INVESTMENT?

15:00

10 Types of Innovation

10:00 Stop

		Profit model: who might we make additional revenue from x?	**Network:** How might we connect better with partners to create value?
Structure: How might we organise, develop or find talent?	**Process:** How might we do what we do better than anybody?	**Product performance:** How might we make x deliver more value?	**Product system:** How might we complement x with additional products
Brand: How do we position the brand and transport our values with it?	**Customer engagement:** How can we engage the customer and deliver value by that?	**Service:** How do we create value in servicing the customer?	**Channel:** Which channels do we use to deliver the value?

Profit model: How might we make money in a new way?

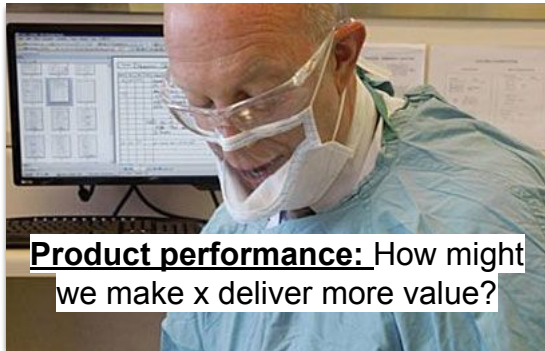**Network:** How might we connect better with partners to create value?

Structure: How might we organise, develop or find talent?

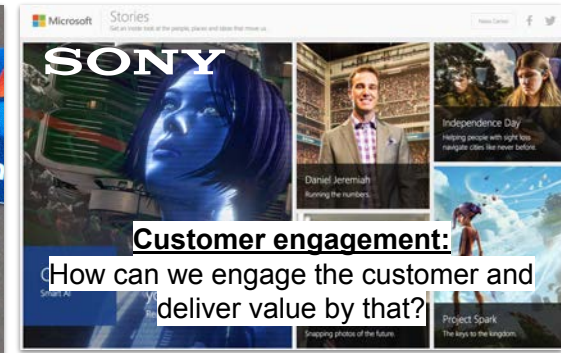**Process:** How might we do what we do better than anybody?

Product performance: How might we make x deliver more value?

Product system: How might we complement x with additional products

Brand: How do we position the brand and transport our values with it?

Customer engagement: How can we engage the customer and deliver value by that?

Service: How do we create value in servicing the customer?

Channel: Which channels do we use to deliver the value?

Solution Storyboard
Visualise your solution

FINAL

As group, use the '10 types of innovation' template to expand your concept.

actionable

Coffee
Well deserved!

DESIRABLE

- [ ] **Customers will love this because?**

- [ ] **Our target customer for this concept is?**
(tip: How would you describe your primary customer segment?)

- [ ] **The problem our customer wants to solve is?** (tip: what does your customer struggle with or what need do they want to fulfill)

- [ ] **Our customer cannot solve this problem today because?** (tip: what obstacles have prevented customers from solving this)

- [ ] **The outcome our customer wants to achieve is?** (tip: what qualitative / quantitative outcomes happen in your customer's life)

VIABLE

- [ ] **Our Early Adopters will be?** (tip: what customer segment will be the first to use your?)

- [ ] **Our acquisition strategy for obtaining new customers is?** (tip: what will be your one or two main acquisition channels)

- [ ] **Our customers will use our product repeatedly because?** (tip: what would customers come back to do and how often would they do it)

- [ ] **We will generate revenue by?** (tip: what will be the primary way you make money)

FEASIBLE

- [ ] **Our biggest technical or engineering challenges are?** (tip: what major architecture challenge could get in the way of building)

- [ ] **Our biggest legal or regulatory risk will be?** (tip: what laws or regulations could prevent you from operating)

- [ ] **Our primary competitors to our product are?** (tip: list out the top 1-3 competitors to your product)

- [ ] **Our team is uniquely positioned to win because?** (tip: what makes your team well suited to beat the market)

1. Write one assumption or question per sticky note.
2. Evaluate each item quickly and on your own—roughly plot them on the grid where they make most sense.
3. Once many items are on the grid, begin to discuss and reposition them in relation to each other—how certain are you in knowing the correct answer to the question, and how risky is it if you're wrong?
4. Focus the discussion on the items in the upper-right quadrant. These are the assumptions and questions that most urgently need further validation and inquiry.

actionable

PROTOTYPING
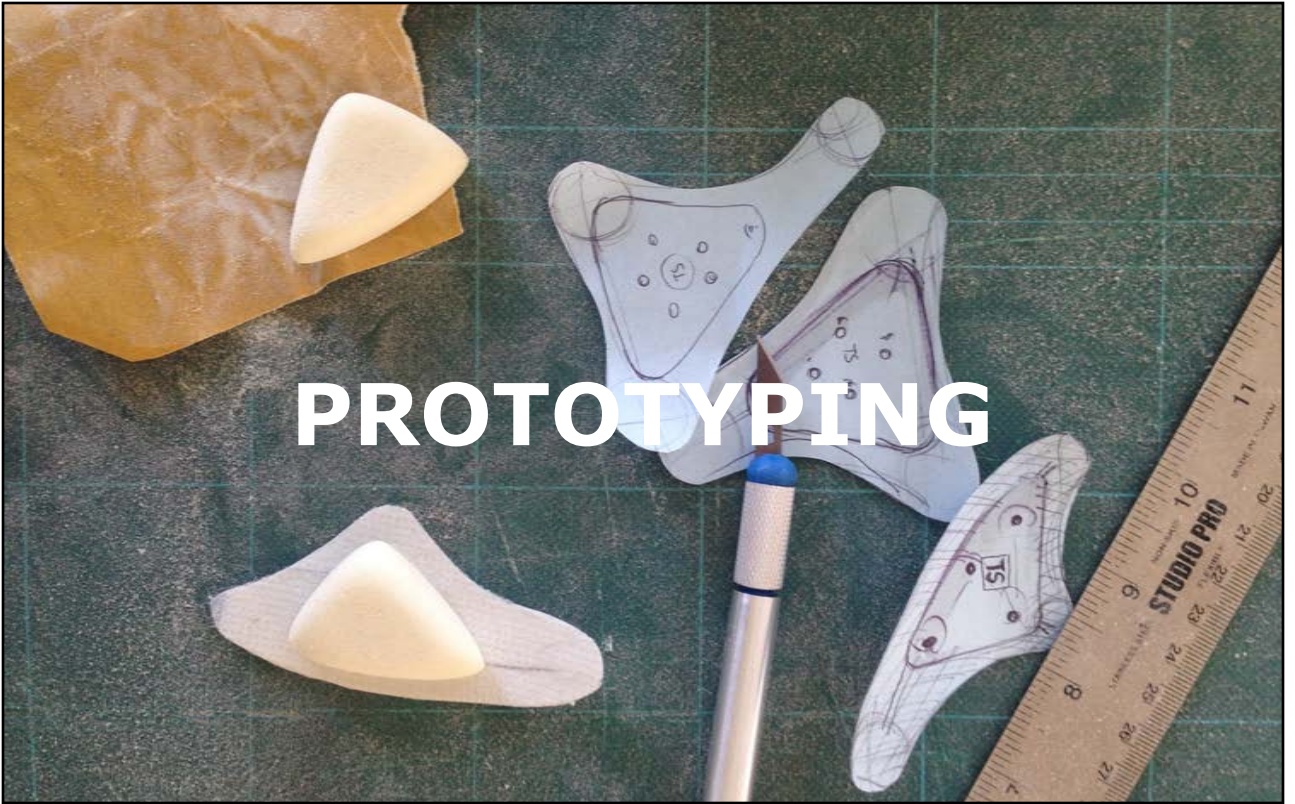
Webby People's Voice, Family & Kids Apps, 2016
Kidscreen Award, Best Game App, 2016
IDEA Silver, Web and App, 2012
Webby Award, Parenting, 2011
Babble.com Top 50 iPhone Apps for Kids, 2010

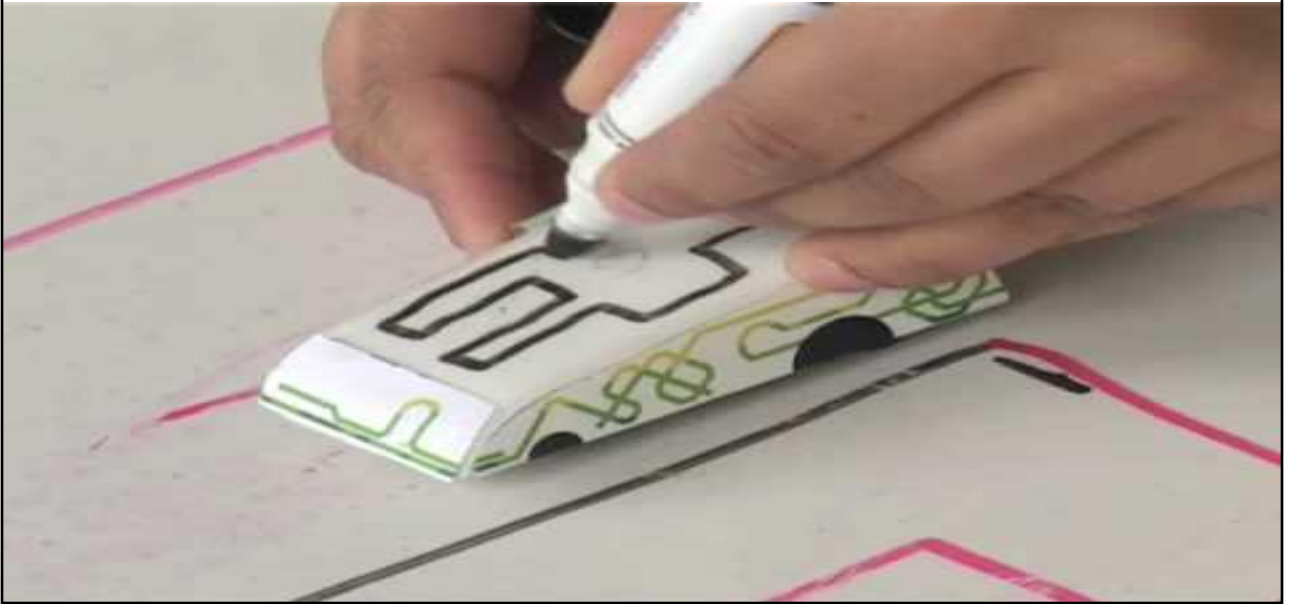**Top 100 paid iPhone apps in the iTunes store.**

Assumption:
My new pharmacy service Idea will appeal to the target market

Assumption:
Kids will enjoy the play with this toy

Through the 3" full color touchscreen interface, there are multiple ways to interact with Tech Touch Lightning McQueen.

DESIGN YOUR OWN TRACK

Draw any shape you want!
Lightning will race that path!

CUSTOM RACEWAY

GO!

Assumption to be tested:
People will Buy shoes online (1999)

Assumption to be tested:
People would Buy shoes online (1999)

Zappos*

Assumption to be tested:
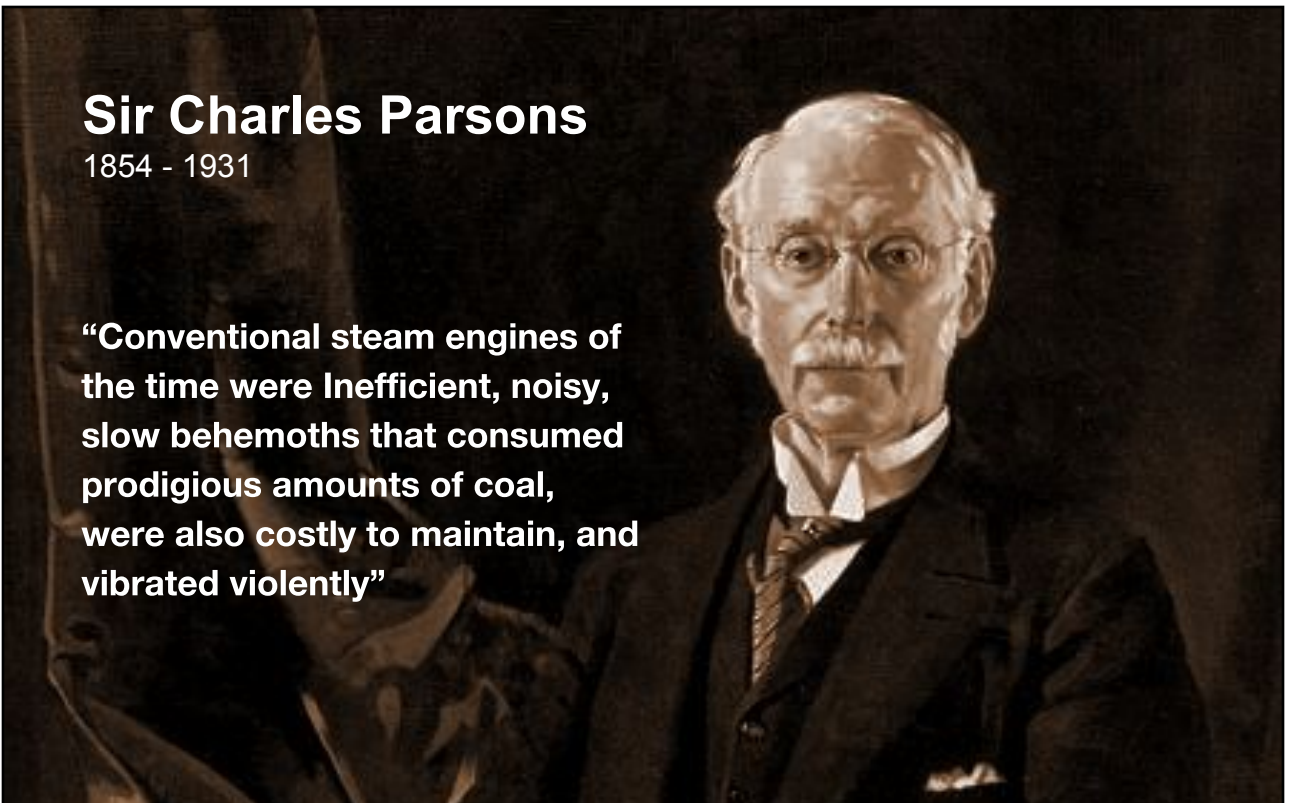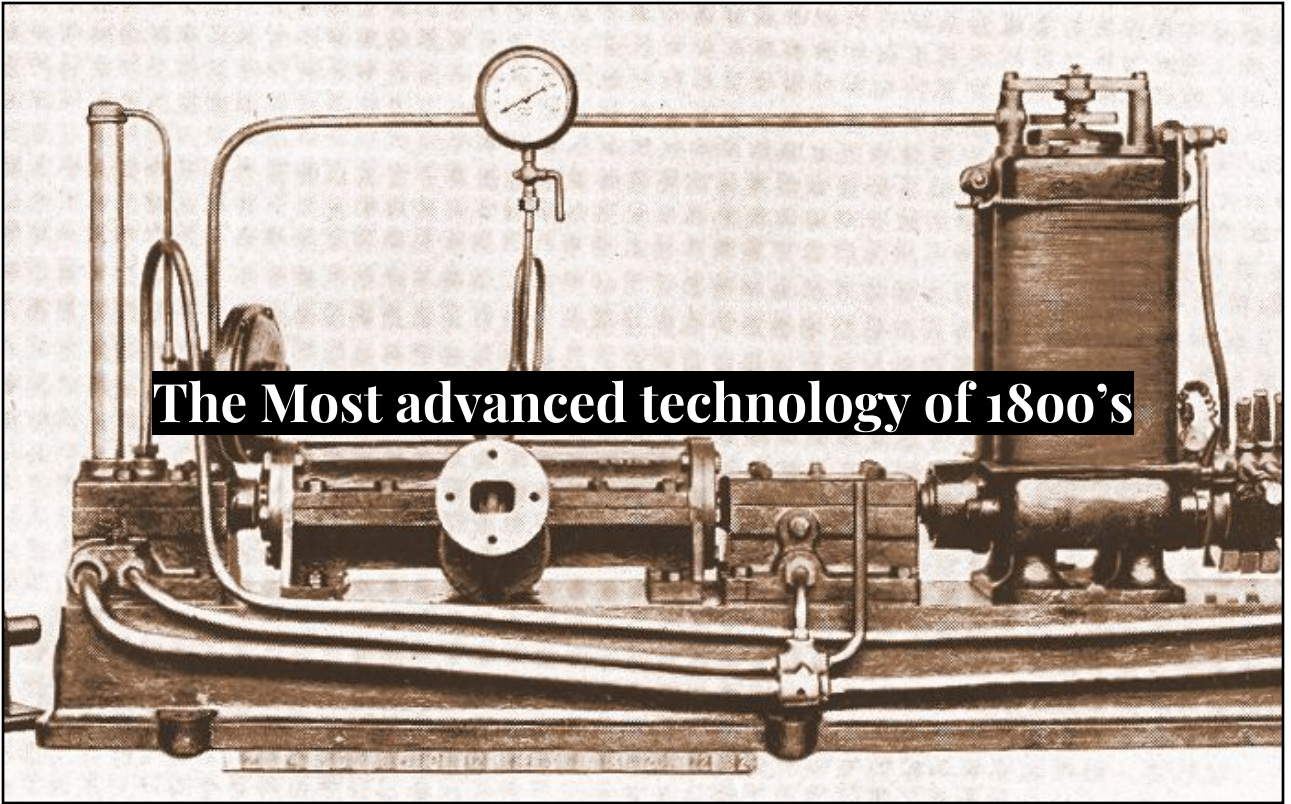*Customer will appreciate the pricing and value proposition of our radical new pharmacy concept.*
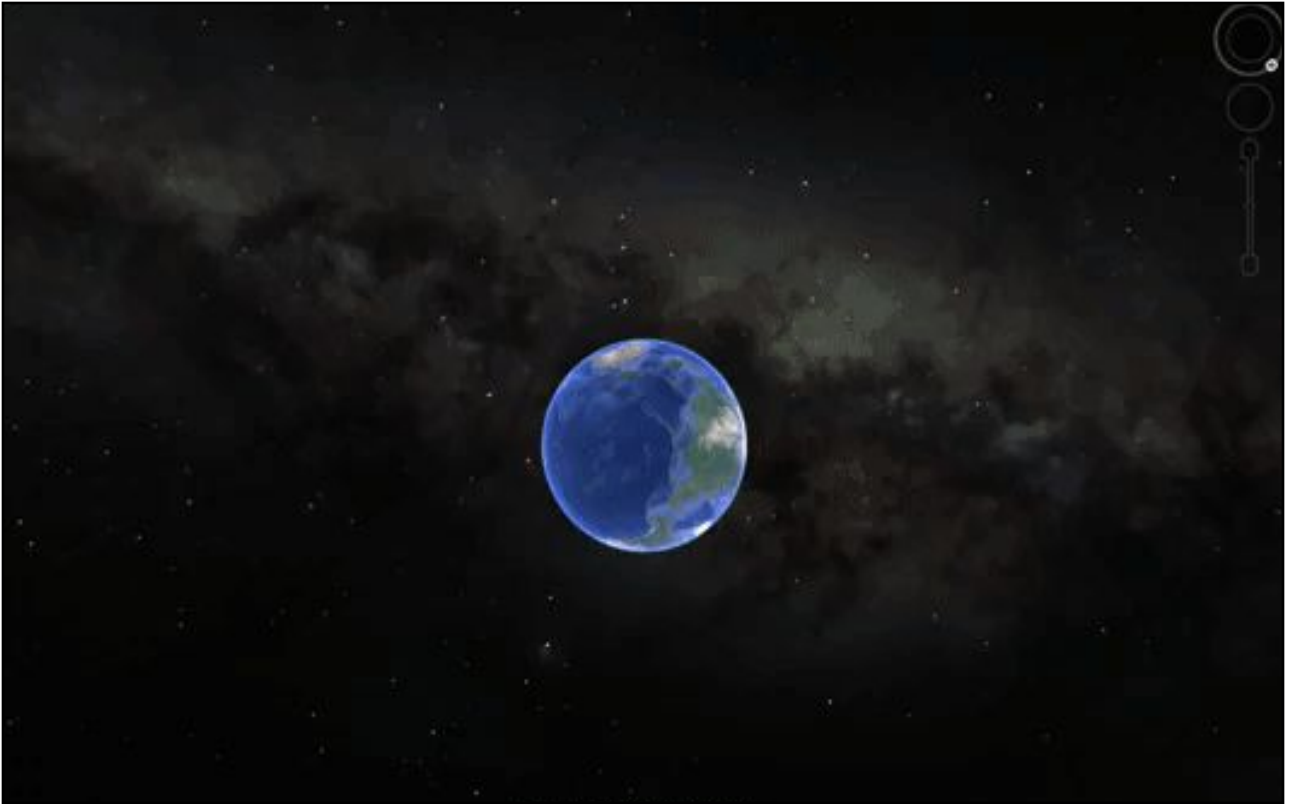
Sir Charles Parsons
1854 - 1931

"Conventional steam engines of the time were Inefficient, noisy, slow behemoths that consumed prodigious amounts of coal, were also costly to maintain, and vibrated violently"

The Most advanced technology of 1800's

"He delighted in the making of models, not for show, but for their utility in the demonstration of some principle in which he was interested at the time"
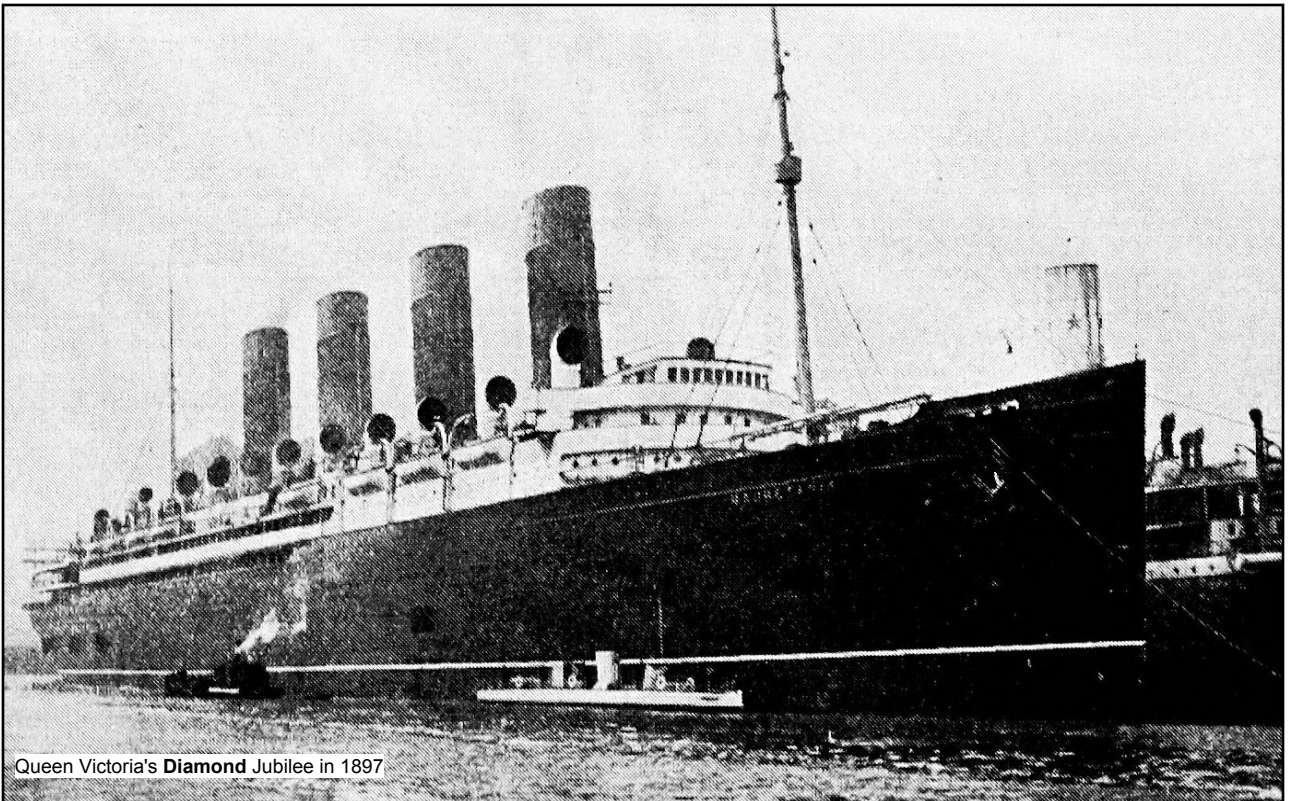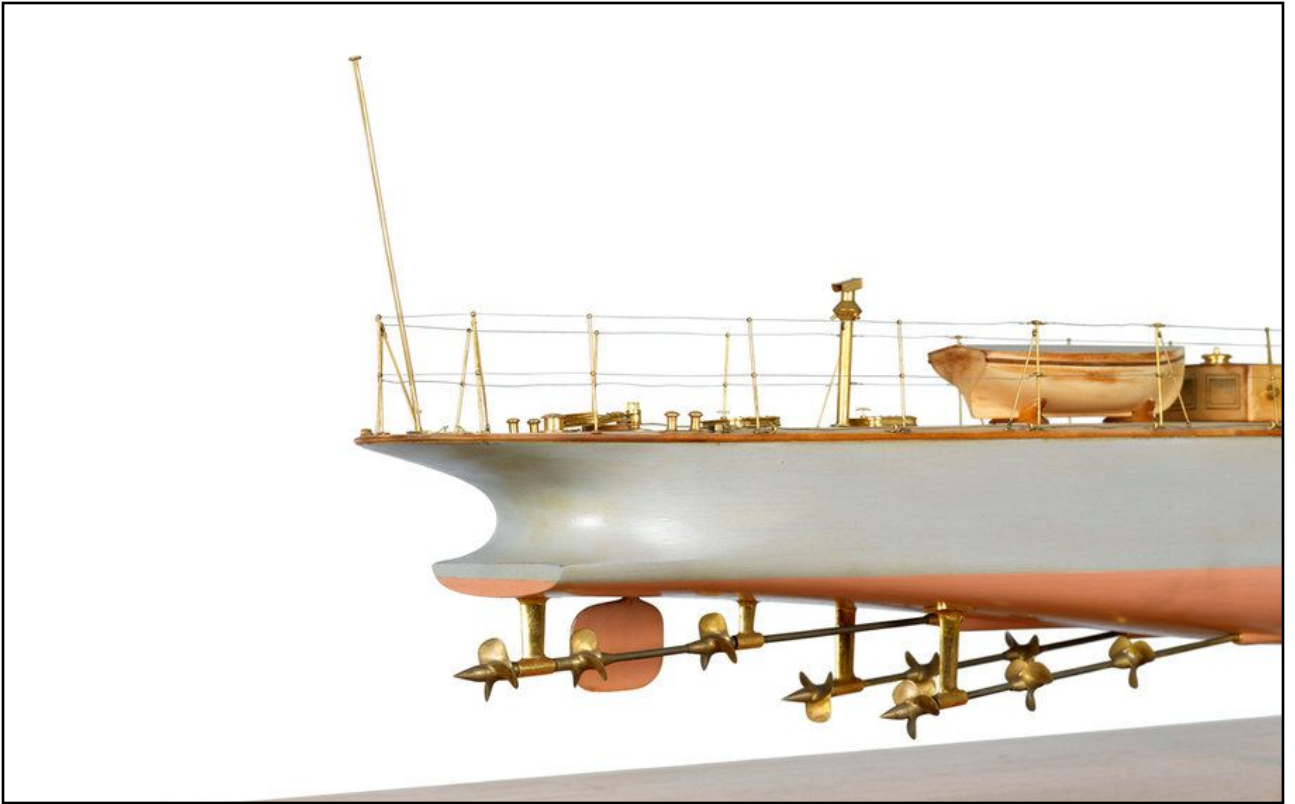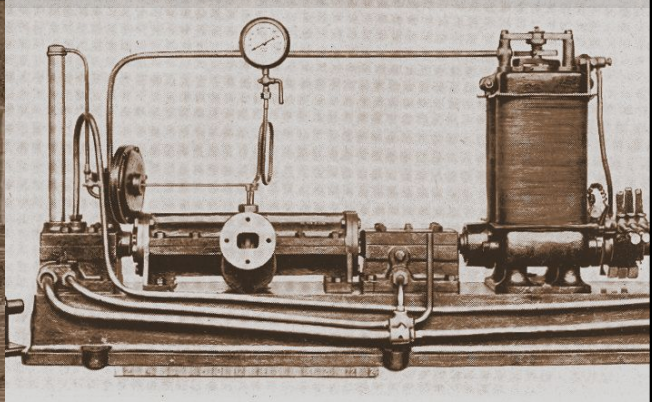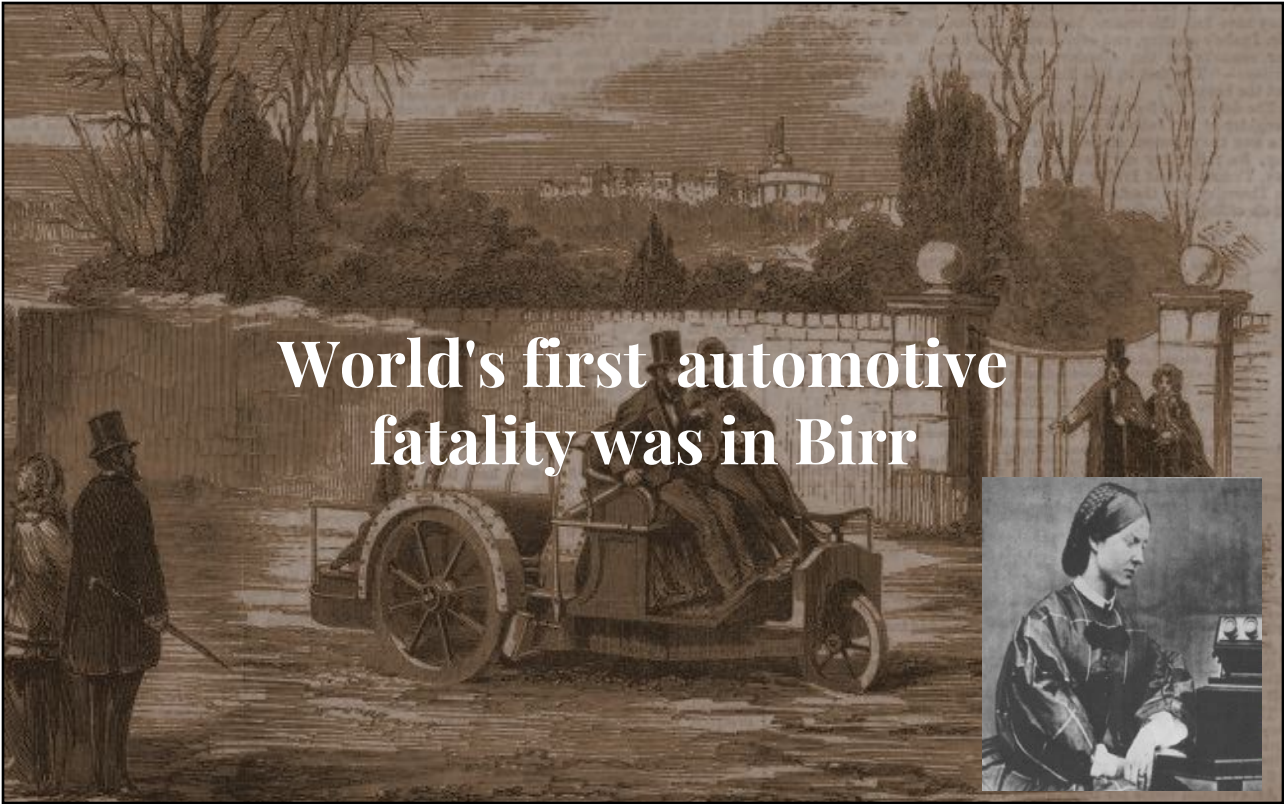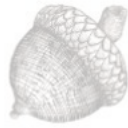
Queen Victoria's **Diamond** Jubilee in 1897

World's biggest telescope was in Birr

The Spiral Nebulae was Discovered from Birr

World's first Dark room was in Birr

World records for tallest Box hedge is in Birr

World's first automotive fatality was in Birr

Design is a

Mindset

Noun: mīn(d)-ˌset the established set of attitudes held by someone.

What was the secret?

Finding problems worth solving based on human values

Big ambition & prepared to start small

Iterating & learning project into existence

Bridging technology and humanity

Experimenting creatively towards desirability, viability & feasibility

Created a culture of experimentation

Thank you!
Any Questions?

Trevor.vaugh@MU.ie - @TrevorVaugh

Martin.Ryan@MU.ie

actionable