

# Design Thinking in a Box



**DESIGN  
THINKING**

 Kimberly-Clark

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# 00. Intro







# Why Design Thinking at K-C

Essential to our redefined Ways of Working is our focus on consumers and Design Thinking is a proven method for elevating innovation by truly putting the consumer at the center. It's about practicing empathy to find the real problems that consumers face and solve them in an iterative, agile, flexible and real time manner.

The good news is that we've already seen successful applications of Design Thinking happening at K-C. So this is a great opportunity for all of us to practice it

in a more mindful, systemic manner. Design Thinking can be applied against any problem that we want to solve.

As we strive to deliver our purpose, Better Care for a Better World, I encourage you to embrace Design Thinking as a common philosophy to make the life of the consumer better, because better care can't wait.

**Alison Lewis,**  
Chief Growth Officer at Kimberly-Clark

# What is Design Thinking in a box?

DESIGN THINKING IN A BOX IS A DIGITAL INTERACTIVE TOOLKIT  
DESIGNED TO HELP YOU FIND THE SUPPORT THAT YOU NEED  
TO PRACTICE DESIGN THINKING ON YOUR OWN.

What you will find here is not another process to adhere to, but rather a set of tools to help you focus on the consumer and keep their needs at the center of everything you do while smartly innovating on your brands and business.

You will be able to flip through pages using the pdf document and also click through the digital interactive version whenever you need to. We encourage you to familiarize yourself with the DT in a Box toolkit and use it in real time as you work through your innovation challenges to achieve outstanding results! So... why wait? Start exploring Design Thinking in a Box today!

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# Design Thinking journey:



## 1. UNDERSTAND



### Key Activities:

- Scope an innovation challenge
- Validate that your challenge is worth solving
- Identify your audience

### Output:

- Articulated challenges with an understanding of success
- A clear conception of your audience
- Innovation thesis

### Tools:

Scoping Canvas pg 19	Team Canvas pg 21	KEY TOOL Persona pg 23	Journey Map pg 25
Design Screener pg 27	KEY TOOL Empathy Interview Guide pg 29	Linear Unpacking pg 31	Opportunity Sizer pg 33
KEY TOOL HMW Builder pg 35	Challenge Priority Matrix pg 37	Research Scan pg 39	Value Proposition Builder pg 41



## 2. ENVISION



### Key Activities:

- Ideate around relevant triggers and challenges
- Develop multiple concepts
- Check market opportunity

### Output:

- 100+ ideas
- Multiple concepts
- A solution worthy of testing

### Tools:

Crazy 8's pg 49	KEY TOOL Analogy thinking pg 51	Opposite thinking pg 53	How-now -wow pg 55
Idea Shopping Cart pg 57	KEY TOOL Concept Cards pg 59	KEY TOOL Build it, Break it, Fix it pg 61	Features Mapper pg 63
Market Scan pg 65	Ballpark Figures pg 67		



## 3. PROTOTYPE



### Key Activities:

- Design and run solution validation experiments
- Develop a clear and concise story
- Prototype selected solutions

### Output:

- A compelling narrative
- Low-fidelity prototypes
- Validated learnings

### Tools:

KEY TOOL Assumption Mapper pg 77	Experiment Picker pg 79	Experiment Card pg 81	KEY TOOL Experiment Plan pg 83
Validation Interview Guide pg 85	Prototyping Canvas pg 87	Observation Tracker pg 89	Horizon Planning pg 91
Storyboard pg 93	KEY TOOL Pitching Canvas pg 95	Service Blueprint pg 97	

# 3 Lenses of Innovation

Most organizations look at innovation through the lens of feasibility. They ask themselves, “What can we build?” or, “How can we leverage a specific technology?”

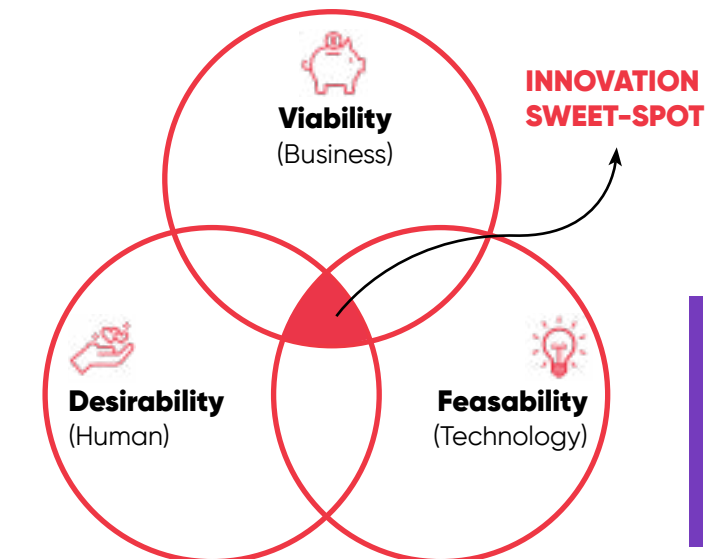
While feasibility is important, we view it as the last step in a process that starts with focusing on desirability. We ask questions such as, “Who is our consumer? What do they want? Does our proposed solution solve their problem?”

Your first job as an innovator is to find the answers to these questions.

Once you have validated your proposed solution, meaning you have made sure it solves a real consumer problem, only then should you consider the viability of your idea. Focus on questions such as, “What are the sustainable business models that can support our solution? How much value will we capture?” After validating desirability and viability, it’s typically time to start pitching for funding in order to further refine

your value proposition and begin looking into the feasibility side of things.

The most important question during a pitch is, “How do you know?” You should be able to back up your claims about desirability and viability. To do this, you’ll design and run experiments to (in)validate your riskiest assumptions throughout this process.



**DESIGN THINKING** is about de-risking new products and services by continuously validating key assumptions about desirability and viability.





# 01. Understand



# Understand

During the Understand phase, you will explore how things stand today and uncover key challenges. One of the main reasons projects and business ventures fail is because of a lack of market need. Therefore, a thorough understanding of your problem and who it affects is the most critical aspect of the Design Thinking journey.

You will answer questions such as, “Who is your consumer? What are their problems? How are they currently solving those problems? Is the problem we identified worth solving?”

Throughout the Understand phase, you’ll need to validate your riskiest assumptions about the problem with consumers.

At the end of the Understand phase, you’ll have formulated a clear innovation thesis that outlines your target consumer and the problem you are trying to solve based on validated learnings.

To get to problem fit, you will have to show that you have a clear understanding and validation of who your end-user is, and which problem you will try to solve.

AT THE END OF THIS PHASE:

You will have established a method and criteria to evaluate success.

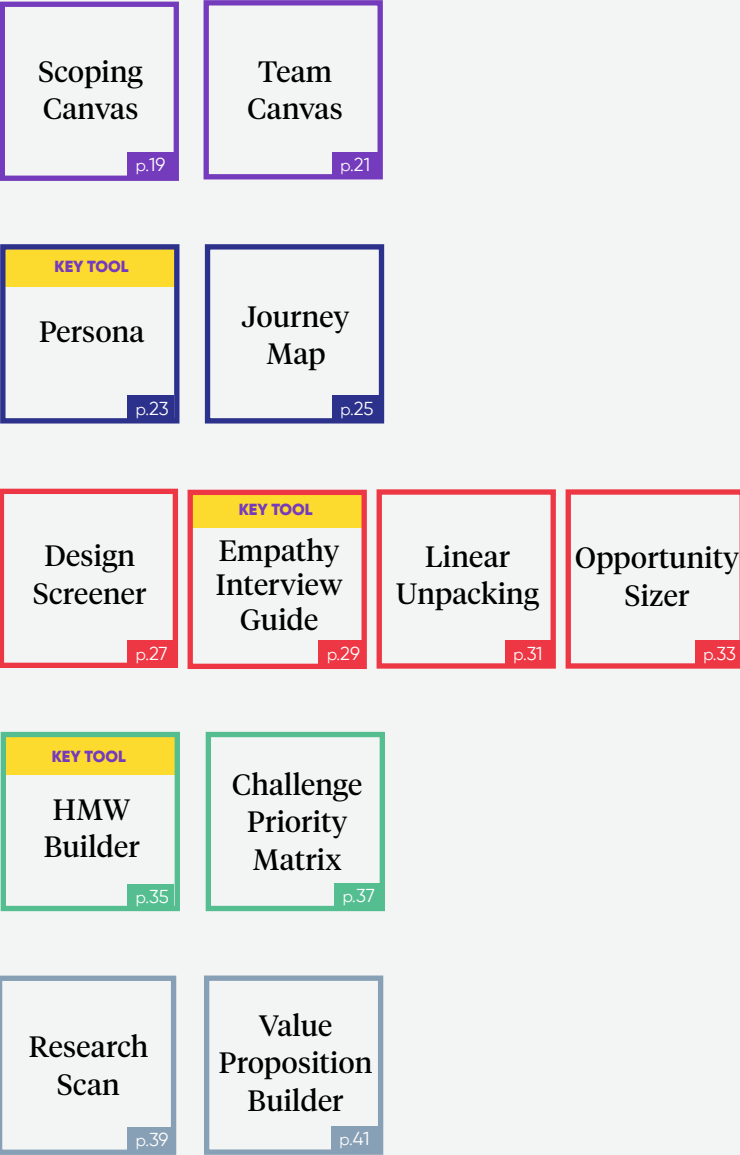
You will have a clear understanding of your audience pains, gains, and jobs-to-be-done.

You will have validated that this need is worth solving.

You will have articulated a single-minded challenge.

You will have assessed the white space around the opportunity.

IF NOT, GO BACK TO ONE OF THESE TOOLS



# Scoping Canvas

The scoping canvas will help your team align on the scope of your innovation project.

The scoping canvas is your starting point in this business design journey. Clearly define what's in scope and what's out of scope, without deciding on a specific solution or problem to solve.



## PHASE GOAL

Established a method and criteria to evaluate success

Time:  
120 min

Difficulty:  
● ● ●

### Step by step

- > Individually fill in the 7 boxes of the canvas with sticky notes. (15 min)
- > The team leader should facilitate a discussion starting from box 2 to box 8. Don't take longer than 10 minutes per box. (70 min)
- > Have a final discussion on outstanding items from the previous step. (10 min)
- > Individually reflect on box 1 and write down your challenge statement. (10 min)
- > Have a discussion on box 1 and agree on a final challenge statement. (15 min)

**TIP:** Ask for feedback on your scoping canvas from colleagues, consumers, etc., and revisit your challenge statement.

## Scoping Canvas

<b>1</b> The Challenge	<b>3</b> Current Situation	<b>5</b> Questions	<b>7</b> Related Initiatives & Resources
What is your challenge?  Why is this challenge important for the team?	What is the current consumer journey? Any pains or problems?  What are consumer's alternatives and why are they not happy?	What are some questions we want to address?  What are some unknowns we want to find out more about?	Are there any projects which recently explored similar business areas/challenges? Do you have any market research/reports done which could help us out?  What are some insights, facts we already know that can guide the team to better understand the challenge?  Who should we speak to that's sitting on insights, expertise, experiences that are valuable for our challenge?
<b>2</b> Consumer Segment	<b>4</b> Assumptions	<b>6</b> Goal/Success	
Who do you want to create value for? Are there existing personas?	What are the underlying assumptions/hypothesis that lead us to do this project?  We need to test the assumptions that ...	What is it you want to achieve with this project?  What would be a successful outcome for you?  We aim to [complete this field] with this project.	

Team:



# Team Canvas

The team canvas is a strategic framework that helps your team align on your goals, purpose, roles, and skills, along with rules and activities.

An open discussion about the different elements of the team canvas will help you avoid misunderstandings and frustrations later on in the process.



## PHASE GOAL

Established a method and criteria to evaluate success

Time:  
75 min

Difficulty:  
● ● ●





### Step by step

- > Individually complete the goals section (5min) before having a team discussion on it. (10 min)
- > Individually complete the roles and skills section (5min) before having a team discussion on it. (10 min)
- > Individually complete the purpose section (5min) before having a team discussion on it. (5 min)
- > Individually complete the values section (5min) before having a team discussion on it. (10 min)
- > Individually complete the rules and activities section (5min) before having a team discussion on it. (15 min)

**TIP:** Start the session by asking everyone to draw the person on their left and then show it to the group.

Team:

## Team Canvas

<div> <b>Goals</b></div> <div>What we want to achieve as a group? What are our key goals that are feasible, measurable and time-bounded?</div> <div>What are our individual personal goals?</div>	<div><b>Roles &amp; Skills</b> </div> <div>What are our names? What skills and strengths do we have on board of our group? What composition of roles would help us get where we want to be?</div> <div>What are we called as a group?</div>	
<div> <b>Values</b></div> <div>What do we stand for? What are our guiding principles? What are our common values that we want to be at the core of our team?</div>	<div><b>Purpose</b></div> <div>Why we are doing what we are doing in the first place?</div>	<div><b>Rules &amp; Activities</b> </div> <div>What are the rules we want to introduce after doing this session? How do we communicate and keep everyone up to date? How do we make decisions? How do we execute and evaluate what we do?</div>

# Persona

The persona is a tool designed to help you visualize and better understand your consumer segment.

It is the starting point of your problem exploration journey. The key to completing a persona is realizing that it’s never finished. You will be continuously updating it as you gather more stories and insights from your interactions with real consumers.



## PHASE GOAL

Clear understanding of your audience pains, gains, and jobs-to-be-done

Time:  
60 min

Difficulty:  
● ● ●

### Step by step

- > Have a group discussion about what kind of persona(s) fall within your scope. (15 min)
- > Individually fill in a persona template, clearly indicate with a “?” the things you assume to be true, but are not sure about. (15 min)
- > Present your personas and decide on the persona you want to focus on as a starting point. (15 min)
- > Have a final discussion on what you don’t know and what you would like to find out about your persona. This will be important for your problem validation interviews. (15 min)

**TIP:** You can focus on multiple personas, but this means that you will have to complete all the exercises for each persona. It’s often better to start with one, build and test a solution, and then start focusing on expanding your market.

Team:

## Persona

Visualize your persona here

About this persona:  
Name?  
Background?

1

Pains

Fears, frustrations, and anxieties

2

Gains

Hopes and dreams

3

Jobs to be done

What are they trying to do?  
Why is it important for them?

4

Reality

How do we achieve those goals today? Any barriers in their way?

5

Stories and Observations

Write down quotes or observations that best describe their experience.

6

Context

Are there other factors that we should take into consideration?



# Journey Map

A journey map is a tool designed to help you better understand how a consumer is solving a problem.

Completing a journey map will help you identify unknowns, opportunity areas, and potentially map out possible solutions. You should update your journey map as you learn more about your consumers through interactions with them.



## PHASE GOAL

Clear understanding of your audience pains, gains, and jobs-to-be-done

Time:  
90 min

Difficulty:  
● ● ●

### Step by step

- > Agree on the persona around whom you are creating a journey map. (10 min)
- > Complete box 1 based on your current understanding of how the consumer solves their problem. (10 min)
- > Do the same for boxes 2-4. (30 min)
- > Review the entire journey. (10 min)
- > Revisit your journey map after you’ve interviewed some consumers. (30 min)

**TIP:** Repeat this exercise once you have identified a solution and compare the two scenarios.

Team:

## Journey Map

1


Phases - Identify different phases in your user’s journey


2

Actions - Define which actions your consumer takes during the phases above

3

Feelings - Draw a line of emotions with each action to visualize their feelings. Identify pains and gains.





4

Opportunities - Which channels does your consumer use during the defined phases?

# Design Screener

The design screener is intended to be a shorthand approach to aligning on the ‘who’ involved in the research. It should help to refine the types of participants to engage with and raise any discussions around gaps in the insight strategy.



## PHASE GOAL

You will have validated that this need is worth solving

Time:  
40 min

Difficulty:  
● ● ●

### Step by step

- > When thinking through who to interview during the insights process, start by assessing the full spectrum of potential actors from across your full ecosystem. (20 min)
- > In the requirements row, you are looking to articulate any specific criteria that each participant much meet in order to be enrolled in the study. (10 min)
- > In the logistic row, start by creating some benchmarks for how the research will be run. For example, how many participants within a given participant type, how long a call, etc. (10 min)

**TIP:** Companies tend to focus their research on the stakeholders (buyers or users) of key accounts, but there is also an opportunity to look more broadly across the ecosystem and identify emerging insights hidden below the surface. Consider the outliers or extreme users who might be related to the challenge. Unique perspectives can provide an interesting point-of-view and create a richer conversation.

Team:

## Design Screener

	Participant #1	Participant #2	Participant #3	Participant #4	Participant #5
Description					
Requirements					
Logistics					



# Empathy Interview Guide

The Empathy Interview Guide is a tool to help you conduct your first consumer interviews.

Interacting with consumers is a crucial part of the problem exploration phase. The empathy interview guide will give you the sample questions and pointers you need to get the most insight out of it.



PHASE GOAL

You will have validated that this need is worth solving

Time:  
110 min  
(plus interview time)

Difficulty:  
● ● ●

Step by step

- > One person in the team should prepare interview questions with the empathy interview guide. (30 min)
- > Test the first version interview questions with your teammates and refine the script together. (30 min)
- > Interview at least 5 consumers. One person does the interviews, and one person takes notes. (5 x 50 min)
- > Have a team meeting to discuss the results (look for patterns!) and update your persona, consumer journey map and empathy interview script. (50 min)

**TIP:** You typically have to repeat this process at least twice to hone in on the right problem to solve.

Team:

## Empathy Interview Guide

Learning Goal		Target Subjects		
What do you wish to learn from your discovery work? What assumptions are you evaluating?		Who are the people you will reach out to during this understand phase?		
Build Rapport	Job-To-Be-Done	Pains	Gains	Wrap Up
> Greet and introduce yourself  > Share the context of the ask  > Warm up with simple questions about themselves  > Confirm approval to record interview for note taking purposes	> Ask stories about the day-to-day  > Probe at how their role and responsibilities are evolving  > Assess the shifting landscape across the hospital supply chain	> Ask for stories about their current problems and struggles  > Probe at emerging or unmet needs  > Gain quantitative inputs: frequency, effort spent, costs	> Obtain a picture of their future ambitions, wishes and goals  > Capture current and emerging hacks, alternatives, and solutions  > Solicit predictions and visions	> Pause for questions, say thanks!  > Prompt a potential follow-up

# Linear Unpacking

The Linear Unpacking tool helps you to systematically make sense of your interviews and get to insights.

Insights require you to see past the surface of what your interviewees are saying. It also requires you to see trends and patterns. It's with these insights that you can truly understand your consumers and create breakthrough innovation.



## PHASE GOAL

You will have validated that this need is worth solving

Time:  
20 minutes per interview

Difficulty:  
● ● ●

### Step by step

- > For each interview you conduct, use the prompt questions to reflect on what you've heard, and fill out the sections accordingly. (20 min, per interview)
- > Once you've finished documenting each interview, take a step back and try to find patterns and trends across the set of interviews. (20 min)

**TIP:** Try to capture direct quotes when relevant as a good verbatim quote will go the furthest when presenting your findings.

Team:

## Linear Unpacking

<div>1</div> <div>User</div> <div>Who did you meet?</div>	<div>2</div> <div>Observations</div> <div>What tensions, contradictions or surprises did you notice that stop them from achieving their goal?</div>	<div>3</div> <div>Real need</div> <div>What is the user trying to do or achieve?</div>	<div>4</div> <div>Insight</div> <div>What is causing these tensions, contradictions or surprises? What emotions motivate the user to behave this way?</div>



# Opportunity Sizing

The Opportunity Sizer is designed to help you make a quick guesstimate regarding the value of a specific consumer problem.

This is not about making complicated Excel spreadsheets that are tweaked until they show a billion-dollar opportunity. It’s a simple tool that forces you to agree on a couple of key assumptions. Keep adjusting the template after you’ve (in)validated those assumptions.



### PHASE GOAL

You will have validated that this need is worth solving

Time:  
60 min

Difficulty:  
● ● ●

### Step by step

- > As a team, refer back to your persona and journey map and agree on which problem you would like to explore further. (10 min)
- > Individually complete the opportunity sizer using your best guesses and simple Google searches. Make sure to write down your key assumptions and benchmarks. (20 min)
- > Compare your notes and work together as a group to fine-tune your opportunity sizer. (20 min)
- > Have a team discussion to decide whether the problem size is big enough to continue with problem validation interviews, or whether you should pivot and focus on a different problem. (10 min)

## Opportunity Sizing

### 1 Problem

Which problem or pain did you discover?

Describe the user’s problem or pain point

### 2 User Segments (# users)

- > Does this problem affect all the users in your market or is it specific to a certain user segment/profile?
- > How many people are there in that group?

x

### 3 Frequency (# times/user)

- > How often does the pain or problem occur during the bigger activity?
- > How often does the user do that activity on a yearly basis?
- > So how often is this pain felt in a year?

x

### 4 Severity (\$/time)

- > How much \$ is the user already spending on trying to solve, reduce or avoid this problem?
- > How much \$ is solving this problem worth to the user?

= Annual problem size

Team:

### 5 Evolution: Boosters

- > Look at the Political, Economical, Socio Demographic, Technological, Environmental and Legal trends
- > What trends will boost the problem size?
- > What is the growth rate of these boosting trends?

### 6 Evolution: Setbacks

- > Look at the Political, Economical, Socio Demographic, Technological, Environmental and Legal trends
- > What trends will decrease the problem size?
- > What is the growth rate of these setback trends?

# HMW Statement Builder

The How Might We statement builder is a tool that allows you to explore potential innovation concepts.

Your innovation thesis will be the starting point for the development of your solution, so be sure to consider all the insights from the Understand phase.



PHASE GOAL

You will have articulated a single-minded challenge

Time:  
90 min

Difficulty:  
● ● ●

Step by step

- > Review the updated persona(s), consumer journey(s), and interview notes. (30 min)
- > Individually write down multiple actions, subjects, and outcomes. (10 min)
- > Jointly, make at least 5 combinations of possible HMW statements. (10 min)
- > Have a team discussion to decide on your innovation thesis, taking into consideration what this would mean in terms of potential solutions. (40 min)

**TIP:** Ask for feedback from an outsider.

## HMW Statement Builder

1

Action

What do you want to achieve?  
(e.g. redesign, encourage, improve, solve...)

2

Subject

Who is going to be impacted, affected or influenced?  
(e.g. millennials, sales managers, retired women...)

3

Outcome

What would you like to ideally achieve?  
(e.g. frictionless, affordable, fun, engaging...)

Team:

# Challenge Prioritization Matrix

The Challenge Prioritization Matrix tool helps you quickly align on which challenge is worth your time and effort. It uses a principle of force comparison to strip away some of the inherent bias that exists at the start of any engagement.



## PHASE GOAL

You will have articulated a single-minded challenge

Time:  
45 min

Difficulty:  
● ● ●

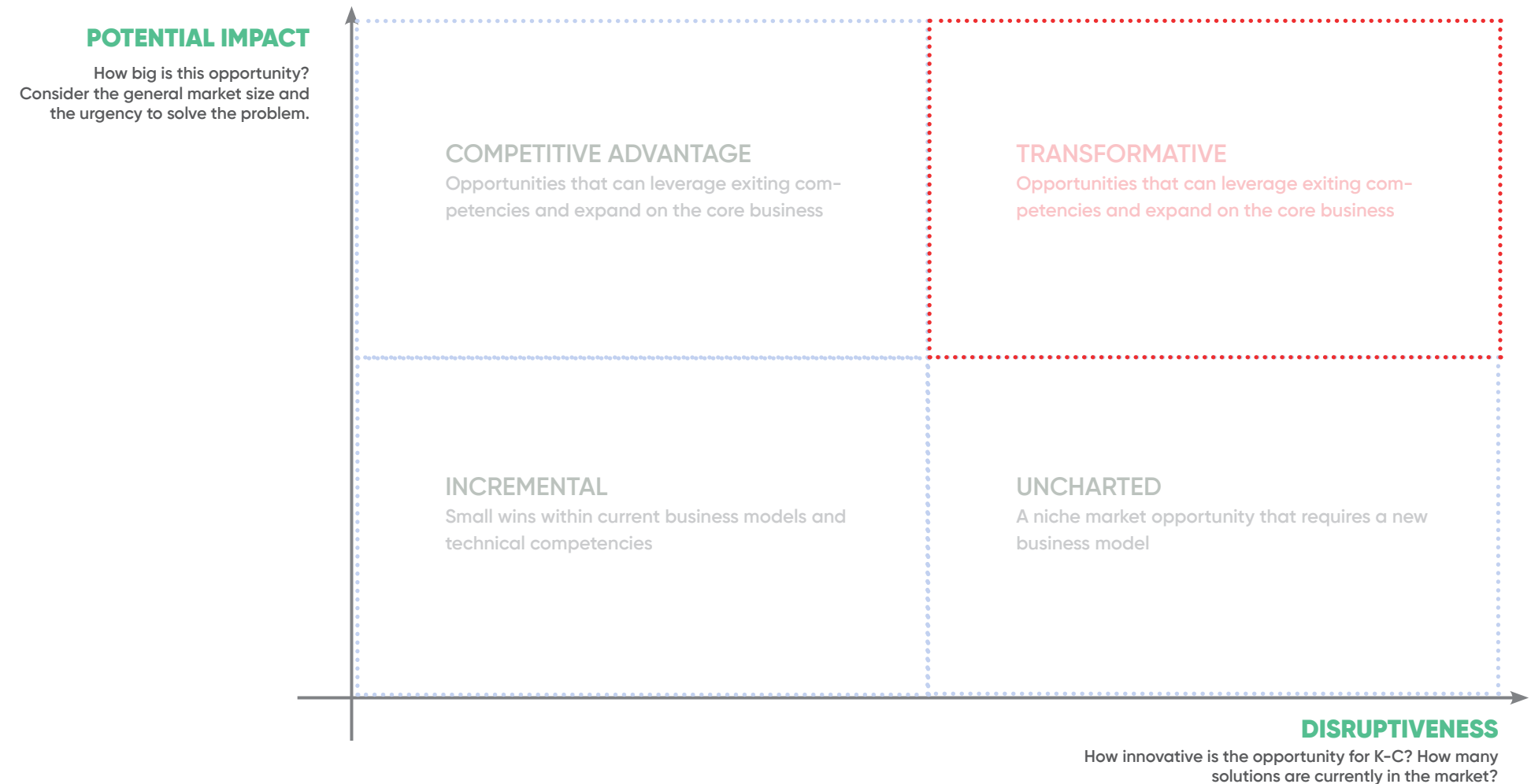
### Step by step

- > Transfer (either copy and paste or move) the challenge statements from the generation exercise over the prioritization matrix. (5 min)
- > Place each challenge on the matrix based on uncertainty (number of unknowns) and impact (how critical this challenge is to your business). (20 min)
- > Have a discussion with team members around which challenges require more and less attention now. (10 min)
- > Choose one challenge statement to proceed with. (10 min)

**TIP:** This tool can be used in multiple shapes and forms throughout the course of the insight process. Feel free to change the labels on the matrix based on the needs of your engagement.

Team:

## Challenge Prioritization Matrix





# Research Scan

The Research Scan ensures that work is not being duplicated but rather building off previously conducted research and existing insights. Use it as a jumping off point for next steps in the engagement and to get up to speed in a challenge fast.



## PHASE GOAL

You will have assessed the white space around the opportunity

Time:  
120 min

Difficulty:

### Step by step

- > Before conducting any proprietary work, start by conducting a scan of internal resources for any relevant insights to start from. As you read through existing materials, list out of the source in the first column. (60 minutes)
- > Respond in the appropriate sticky notes and place them in the appropriate sections of the grid (10 min)
- > A few key items to be aware of:
  - > **Source:** Where the information was pulled from. Get specific include file names if possible.
  - > **Research Type:** How was the research conducted? Include any helpful details.
  - > **Key Takeaways:** Any interesting learnings or areas of the research worth flagging?
  - > **Use case:** How do you imagine this supporting the new brief?
  - > **Usefulness:** Was this source worth having a deeper exploration of?
  - > **Comments:** Any additional thoughts, questions, or reactions?

Team:

## Research Scan

Source	Research type	Key Takeaways	Use case	Usefulness	Comments
				Mark X on scale to indicate impact: <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div>LOWHIGH</div>	
				Mark X on scale to indicate impact: <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div>LOWHIGH</div>	
				Mark X on scale to indicate impact: <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div>LOWHIGH</div>	
				Mark X on scale to indicate impact: <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div>LOWHIGH</div>	
				Mark X on scale to indicate impact: <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div>LOWHIGH</div>	
				Mark X on scale to indicate impact: <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div>LOWHIGH</div>	

# Value Proposition Builder

The Value Proposition Builder is a method to match the audience needs with the capabilities of the business. The goal of this tool is to create a clearly articulated “pitch” of how our solutions can add value.



## PHASE GOAL

You will have assessed the white space around the opportunity

Time:  
50 min

Difficulty:  
● ● ●

### Step by step

- > Start on the left side of the canvas. Based on the research, what are the gains (opportunities / ambitions), pains (unmet needs / frustrations), and jobs-to-be-done (roles / responsibilities) of the audience. (30 min)
- > On the right, plot the ways your potential solution or brand could respond to the audience. e.g. What benefits will delight the audience (gain creators), what benefits will reduce frustrations (pain relievers), and what features / structures will help support them in their jobs-to-be-done (products and services)? (10 min)
- > Based the above work, use the bellow MadLib template to craft a commercial story (mini value proposition) of the emerging opportunity. (10 min)

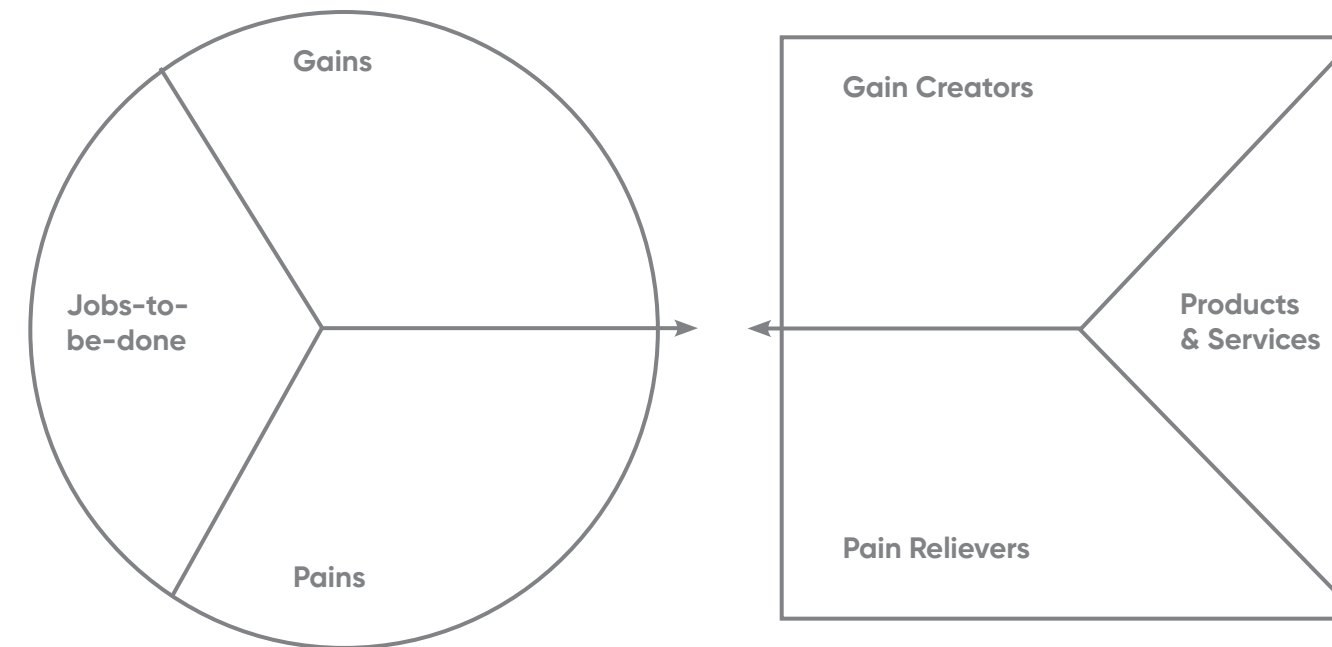
**TIP:** Think about this as your first step in thinking commercially. What’s good for the audience is ultimately good for the business and therefore the value proposition should be written in this way.

## Value Proposition Builder

1 Gains, Pains, Jobs-to-be-done

2 Gain Creators, Pain Relievers

3 MadLib



For   
consumer/segment

who are dissatisfied or who dream of

pain, gain, or job-to-be-done

we offer   
solution

which provides

key problem-solving capability or benefit

Unlike ,  
main alternative

we   
differentiating features or benefits

Team:

BEFORE YOU MOVE FORWARD,  
ARE YOU ABLE TO CHECK OFF  
THESE BOXES?

☐

You have established  
a method and criteria to  
evaluate success.

-----

☐

You have a clear understand-  
ing of your audience pains,  
gains, and jobs-to-be-done.

-----

☐

You have validated that this  
need is worth solving.

-----

☐

You have articulated a sin-  
gle-minded challenge.

-----

☐

You have assessed  
the white space around  
the opportunity.

-----

IF NOT, GO BACK TO  
ONE OF THESE TOOLS

Scoping  
Canvas

p.19

Team  
Canvas

p.21

KEY TOOL

Persona

p.23

Journey  
Map

p.25

Design  
Screener

p.27

KEY TOOL

Empathy  
Interview  
Guide

p.29

Linear  
Unpacking

p.31

Opportunity  
Sizer

p.33

KEY TOOL

HMW  
Builder

p.35

Challenge  
Priority  
Matrix

p.37

Research  
Scan

p.39

Value  
Proposition  
Builder

p.41



Well Done!

You now have a sense of what challenge  
is worth solving and have explored what  
audience you’re solving for. With these ele-  
ments, you’re ready to begin envisioning a  
better future state.



## 02. Envision



# Envision

DURING THE ENVISION PHASE, YOU WILL USE THE PROBLEM YOU HAVE VALIDATED DURING THE UNDERSTAND PHASE AS A STARTING POINT TO IDEATE A VARIETY OF SOLUTIONS AND WORK TOWARDS A MORE REFINED CONCEPT.

Falling in love with your initial idea without thoroughly exploring alternatives is a sure way to diminish your chances of success. Instead, strive to answer questions such as: “Have all the solutions been considered? Which features offer the most value? Does the end-user value the solution that has been designed?

By answering these questions, you will de-risk your project by avoiding solutions that your audience won’t adopt. After exploring a range of options, you will have a clearer vision of the solution and be able to present a more compelling proposal.

AT THE END OF THIS PHASE:

You will have explored multiple, non-obvious solutions

You will have prioritized your ideas along decision making criteria

You will have developed your top idea(s) into a clear concept

You will have conducted a market sense-test

IF NOT, GO BACK TO ONE OF THESE TOOLS

Crazy 8's

p.49

KEY TOOL

Analogy Thinking

p.51

Opposite Thinking

p.53

How-Now-Wow

p.55

Idea Shopping Cart

p.57

KEY TOOL

Concept Cards

p.59

KEY TOOL

Build it, Break it, Fix it.

p.61

Features Mapper

p.63

Market Scan

p.65

Ballpark Figures

p.67

# Crazy 8's

Crazy 8s is an easy and fast ideation exercise designed to kick-start your ideation session.

We all have pre-conceived solutions in mind. By starting your ideation session with Crazy 8s, you have the chance to put those on paper and share them with the rest of the team.



## PHASE GOAL

You will have explored multiple, non-obvious solutions

Time:  
120 min

Difficulty:  
● ● ●

### Step by step

- > Align on your How Might We statement as a group. (5 min)
- > Set a timer for 8 minutes and individually draw or write out one solution in each of the 8 squares. (8min)
- > Present your ideas to the group and build on each other's ideas . (30 min)

## Crazy 8's

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

Team:

# Analogy Thinking

Analogy Thinking helps you to identify and apply the best features from other solutions.

Don't try to re-invent the wheel. Look at what's happening in your industry and other industries to identify underlying principles at work. Then, consider how you might apply them within the context of your projects.



PHASE GOAL

You will have explored multiple, non-obvious solutions

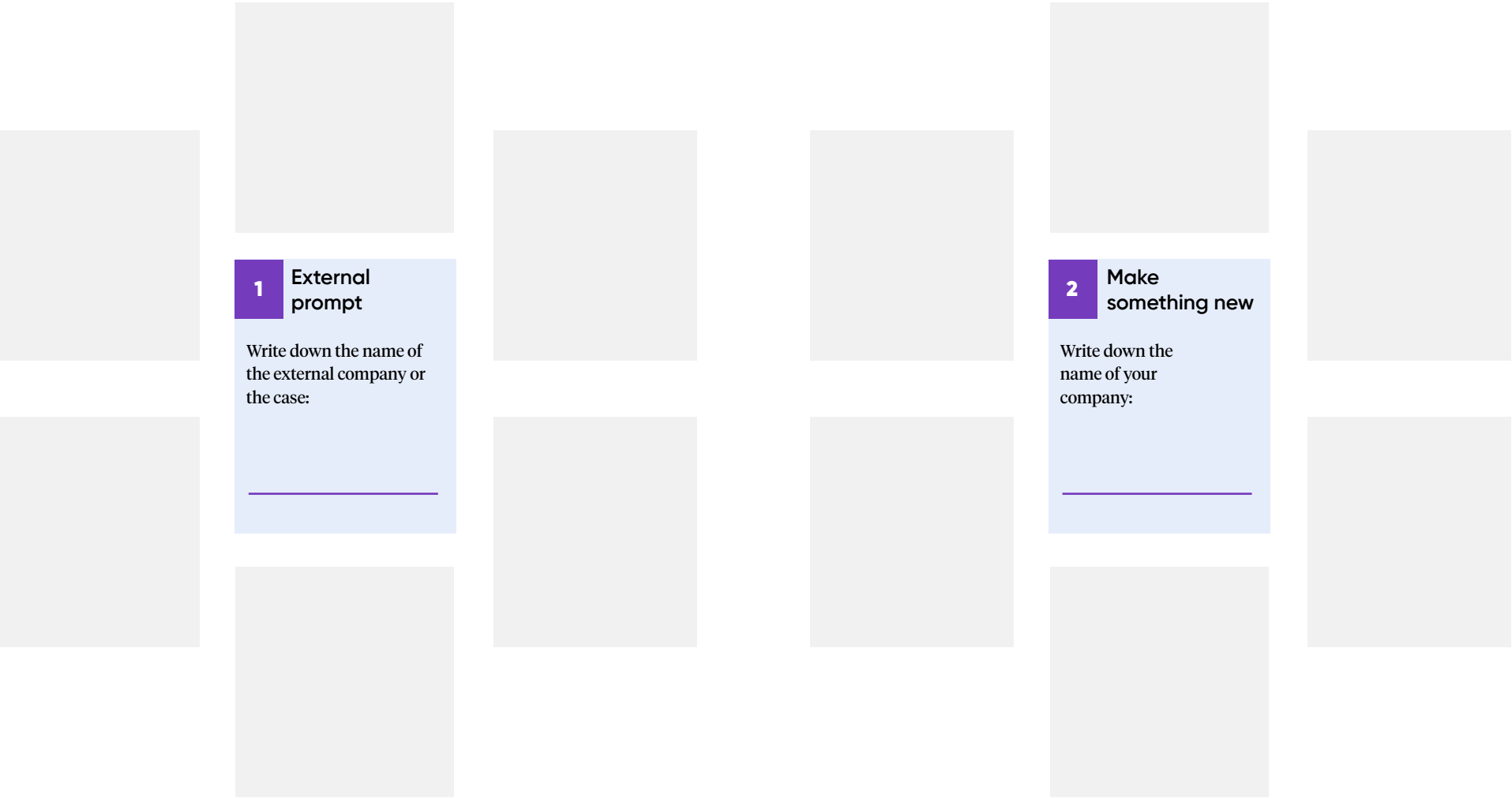
Time:  
120 min

Difficulty:

Step by step

- > Individually look for two inspiring examples (one within your industry and one outside your industry). (15 min)
- > Present the examples to each other. Don't take more than 1 min per example. (10 min)
- > Decide on the three most inspiring examples as a group and take one analogy thinking template per example. (5 min)
- > Individually list what makes the example great and put it on sticky notes on the left side of the canvas. (10 min)
- > Individually try to apply those lessons to your problem or solution. Don't just copy, build on what makes it great. (10 min)
- > Have a group discussion to expand on each other's ideas. (10 min)
- > Repeat steps 4-6 for the remaining two examples. (60 min)

## Analogy Thinking



Team:

# Opposite Thinking

Opposite Thinking will help your team challenge their assumptions about the problem and possible solutions to come up with non-obvious ideas.

Opposite thinking is more than just an ideation tool, it's a mindset that you should try to apply throughout your innovation journey.



## PHASE GOAL

You will have explored multiple, non-obvious solutions

Time:  
60 min

Difficulty:  
● ● ●

### Step by step

- > Individually list 2 assumptions you have about the problem you are trying to solve or about solutions that you have in mind. (10 min)
- > Share your assumptions and add them to the column on the left of the opposite thinking template. (10 min)
- > Individually pick an assumption and define one or two opposite realities in the second column. (5min)
- > Individually think about these new realities, how they impact your problem, and add potential solutions to the third column. (5min)
- > Keep repeating steps 3 and 4 until you have identified opposite realities and potential solutions for all assumptions. (10 min)
- > Review all proposed solutions as a team and build on each other's ideas. (20 min)

**TIP:** Don't hesitate to build upon the opposite realities or proposed solutions of your team members!

## Opposite Thinking

1 Assumption	2 Opposite	3 Solution
Describe the assumption you have about your concept or domain.	Describe the opposite or extreme of this assumption	Describe a new service, offering, improvement out of the opposite or extreme
<div></div>	<div></div> <div></div>	<div></div> <div></div> <div></div>

Team:



# How-Wow-Now Matrix

The How-now-wow matrix helps you to map and rank your ideas based on the level of difficulty for your organization to implement them, but also based on how innovation they are.

The goal is to identify the key ideas to move forward with and which can be put into the parking lot.



## PHASE GOAL

You will have prioritized your ideas along decision making criteria

Time:  
120 min

Difficulty:  
● ● ●

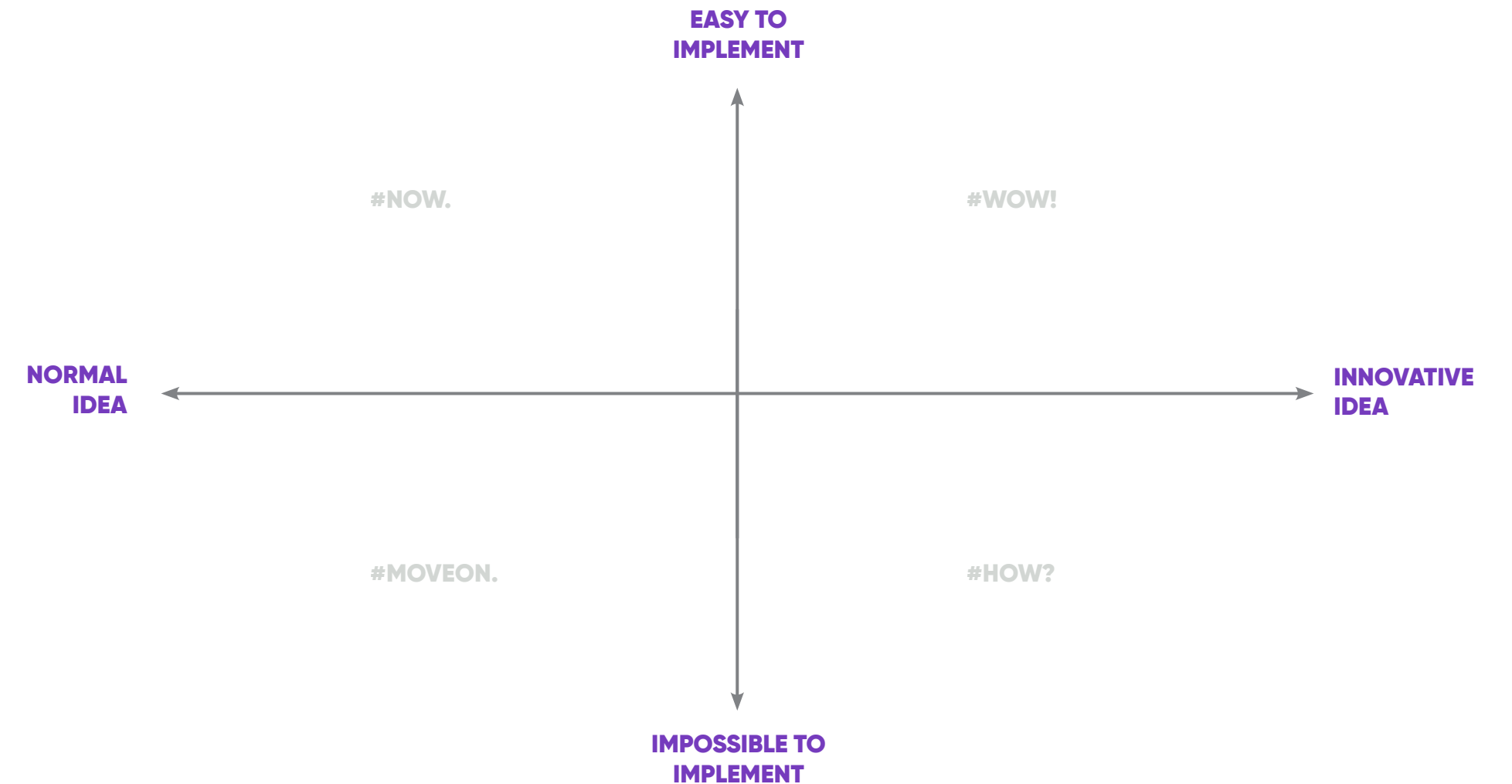
### Step by step

- > Individually go through all the ideas you have from ideation rounds and plot them on the matrix. (10 min)
- > Wow ideas are those that are most innovative but also easy to implement.
- > Now ideas are those that are not so innovative and highly feasible
- > How ideas are the ones that are very innovative but also difficult to implement, so might require further exploration.
- > As a group, discuss if there were any major discrepancies between where individuals places their ideas. (10 min)
- > As a group, decide which idea, or cluster of ideas, are worth moving forward with. (10 minutes)

**TIP:** Cluster similar ideas together to make them stronger and more interesting.

Team:

## How-Wow-Now Matrix



# Idea Shopping Cart

The Idea shopping cart tool helps you evaluate your ideas and decide what's key to include in your solution.

In this exercise, you're asked to define your best ideas according to certain decision-making criteria. Feel free to add or change the criteria based on your specific project-based needs.



## PHASE GOAL

You will have prioritized your ideas along decision making criteria

Time:  
40 min

Difficulty:  
● ● ●

### Step by step

- > Go through the pre-defined criteria and individually put in at least one idea per criteria. (20 min)
- > Individually spend time picking the most important criteria for your project and your favorite ideas. (10 min)
- > As a group, discuss which you chose and why. (10 min)

**TIP:** Use the ideas you identified during the other brainstorming activities.

Team:

## Idea Shopping Cart

An original idea

An idea for in 5-10 years

An idea to implement now

Addressing a new market

About a new offering

An idea you just really like

We can implement <5 years

Potential of > 1M USD

Delivers competitive advantage

# Concept Cards

The Concept Card tool helps you add depth and complexity to your best ideas.

The purpose of the tool is to make sure the most important aspects of an idea have been considered, especially as you go on to test and experiment with your solution. Remember, an idea on a sticky note is not a concept.



PHASE GOAL

You will have developed your top idea(s) into a clear concept

Time:  
25 min

Difficulty:  
● ● ●

Step by step

- > As a group, go through and answer the five prompt questions. (20 min)
- > Spend time sketching or dropping web images in about your solution to help bring it to life. (5 minutes)

**TIP: Steer clear of abstract language and answer the trigger questions as concretely as possible.**

Team:

Concept Cards

1	<b>Audience</b> Describe who your solution is designed for	<div>Sketch it! Visualize your solution</div>
2	<b>Who have the problem of</b> Describe your problem	
3	<b>We offer</b> Describe the solution you're offering	
4	<b>First ideas to see results</b> Describe first revenue model ideas	
5	<b>Enablers</b> What is needed to make this solution a reality?	

# Build it. Break it. Fix it.

The Build it. Break it. Fix it. tool was designed to collaboratively develop an idea as a team.

In this exercise, different team members are asked to look at ideas and build upon each other’s work. The goal is to iterate in order to refine the original concept.



PHASE GOAL

You will have developed your top idea(s) into a clear concept

Time:  
60 min

Difficulty:

Step by step

- > Individually pick 1 idea you would like to explore in more detail. (5 min)
- > Individually complete the first step of the template by sketching out your ideas. (10 min)
- > Work through the template complete steps 2-4. (15 min)
- > Individually review the work your team members did on your idea. (5 min)
- > Ask everyone to present their original idea and the most valuable iterations in no more than 2 minutes per person. End the exercise by having a short discussion on each idea. (25 min)

Team:

Build it. Break it. Fix it.

1

**Describe It.** Write your concept in a sentence or two.

2

**Build It.** 10x the concept, sketch a version that is more extreme.

3

**Break It.** Sketch out why it might fail, point out a potential weakness.

4

**Fix It.** Sketch a new solution that solves the problem that was pointed out.



# Features Mapper

The Features Mapper is designed to clarify a proposed solution by focusing on key features.

Converging is a critical step in the innovation process. The features mapper will help you make the right decision in terms of which concepts or features to take forward.



## PHASE GOAL

You will have developed your top idea(s) into a clear concept

Time:  
120 min

Difficulty:  
● ● ●

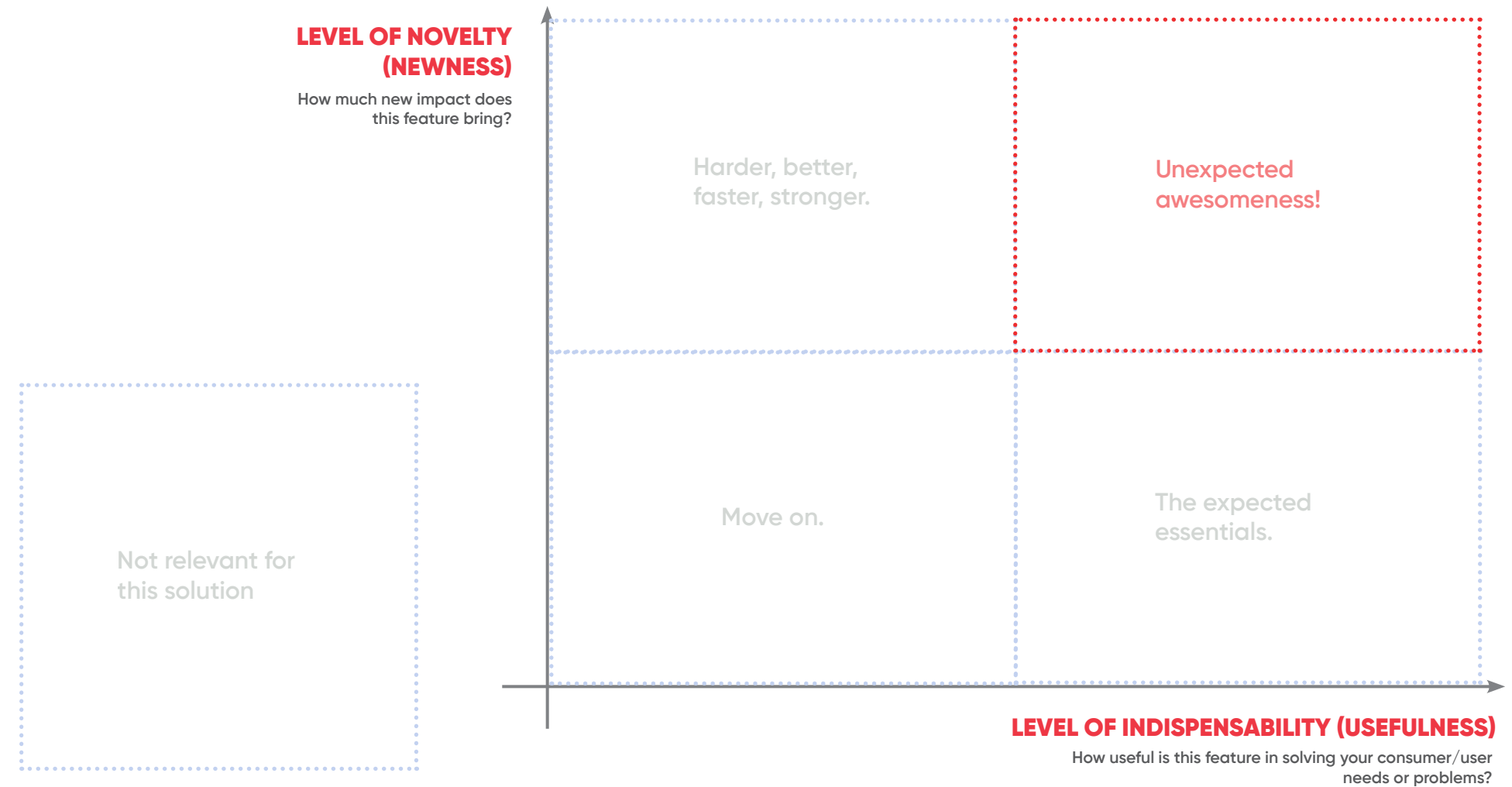
### Step by step

- > Have a group discussion and identify a potential solution that you want to explore in more detail. (10 min)
- > Individually list 5-10 features that you think should be a part of this solution. (10 min)
- > Individually place those features on the features mapper based on how much pleasure each feature brings to the consumer and how indispensable the feature is. (10 min)
- > Focus on the upper quadrants and discuss all features in it. Try to be as critical as possible and challenge each other about the value a feature brings or how easy it is to test. (20 min)
- > Have a group discussion and decide whether you want to move forward with the proposed solution. If not, repeat the exercise with another solution. (10 min)

**TIP:** You should end with no more than 8 features in both upper quadrants combined.

Team:

## Features Mapper



# Market Scan

The Market Scan tool is to be used once you have a sense for the specific markets, regions, and communities you plan to enter. It is intended to raise specific threats based on where you'll play and provide situational context, which should feed into your project and execution strategy.



## PHASE GOAL

You will have conducted a market sense-test

Time:  
55 min

Difficulty:  
● ● ●

### Step by step

- > Spend time researching (and/or brainstorming) potential and existing threats for a specific market that may need to be considered for the deployment of or long-term sustainability of a solution. (30 min)  
Tip: Try to produce at least 20 threats – which can be a specific company or competitor name, a behavior change, a new law coming to pass, etc.
- > Plot the threats on the axis according to the emergence of the threat and the potential disruptiveness of the threat. (10 min)  
Tip: Feel free to cluster similar threats within a circle.
- > Use the uncovered threats (starting with the biggest risks) to inform mitigation plans and strategies to withstand the probable future. (15 min)  
Tip: It is important to not just stick to top of mind threats. Consider what's happening outside of the category that may have an in impact.

**TIP:** Consider using a PESTEL analysis to help you uncover the threats to be placed on the market landscape.

## Market Scan



Team:

# Ballpark Figures

The Ballpark Figures template is a tool designed to help you make a guesstimate of the value your solution will generate.

A key element of the ballpark figures exercise is making the assumptions behind your guesstimates very explicit so that you can refine them as you learn more about the business model supporting your solution.



## PHASE GOAL

You will have conducted a market sense-test

Time:  
60 min

Difficulty:  
● ● ●

### Step by step

- > Individually review the ballpark figures template and write down (in words) what you need to know to calculate a guesstimate for your business model. (15 min)
- > As a team, compare your findings and agree on a formula (in words). (15 min)
- > Divide tasks and try to turn words into numbers. If you don't have direct estimates as to the right numbers, use a benchmark or make an educated guess, but make sure the underlying assumptions are explicit. (15 min)
- > Calculate your guesstimate and have a group discussion about the impact of the results. (15 min)

## Ballpark Figures

Team:

1 Buyer Who buys your offering?	2 User Who uses your offering?	3 Frequency How often is offering sold? How often is offering used?	4 Potential How large is the part of the total market you will address?	5 Value What is the pricing of your offering?
<div>or</div>				

= Revenue

BEFORE YOU MOVE FORWARD,  
CAN YOU CHECK OFF ALL THE BOXES?

☐

You have explored multiple,  
non-obvious solutions

-----

☐

You have prioritized your  
ideas along decision  
making criteria

-----

☐

You have developed your top  
idea(s) into a clear concept

-----

☐

You have conducted a  
market sense-test

-----

IF NOT, GO BACK TO  
ONE OF THESE TOOLS

Crazy  
8's

p.49

KEY TOOL

Analogy  
Thinking

p.51

Opposite  
Thinking

p.53

How-  
Now-Wow

p.55

Idea  
Shopping  
Cart

p.57

KEY TOOL

Concept  
Cards

p.59

KEY TOOL

Build it,  
Break it,  
Fix it.

p.61

Features  
Mapper

p.63

Market  
Scan

p.65

Ballpark  
Figures


p.67



# Well Done!

You have pushed yourself through  
rounds of ideation and have  
developed robust concepts. Now  
you're ready to run experiments with  
your proposed solutions and collect  
feedback from your audience.





**Insanity is doing the  
same thing over and  
over and expecting  
different results.**

**Albert Einstein**





## 03. Prototype

# Prototype

AT ITS CORE, PROTOTYPING IS ABOUT COLLECTING FEEDBACK SO YOU CAN ITERATE EFFECTIVELY ON YOUR SOLUTION.

The Prototype phase begins by articulating the key underlying assumptions of your concept. From there, you will devise experiments and prototypes to (in)validate those assumptions, systematically derisking your project as you prepare to launch.

Your goal at this stage is to learn. You shouldn't spend excess time or effort building a prototype with too many bells and whistles. It should

have just enough functionality for consumers to engage with, allowing you to capture feedback in the form of their behaviors and reactions.

Remember, if you invalidate a key assumption or uncover new information that requires you to take a step back in the process – that's good! It's always better to know if a solution will fail while you're still prototyping, rather than after it's available to the mass market.

AT THE END OF THIS PHASE:

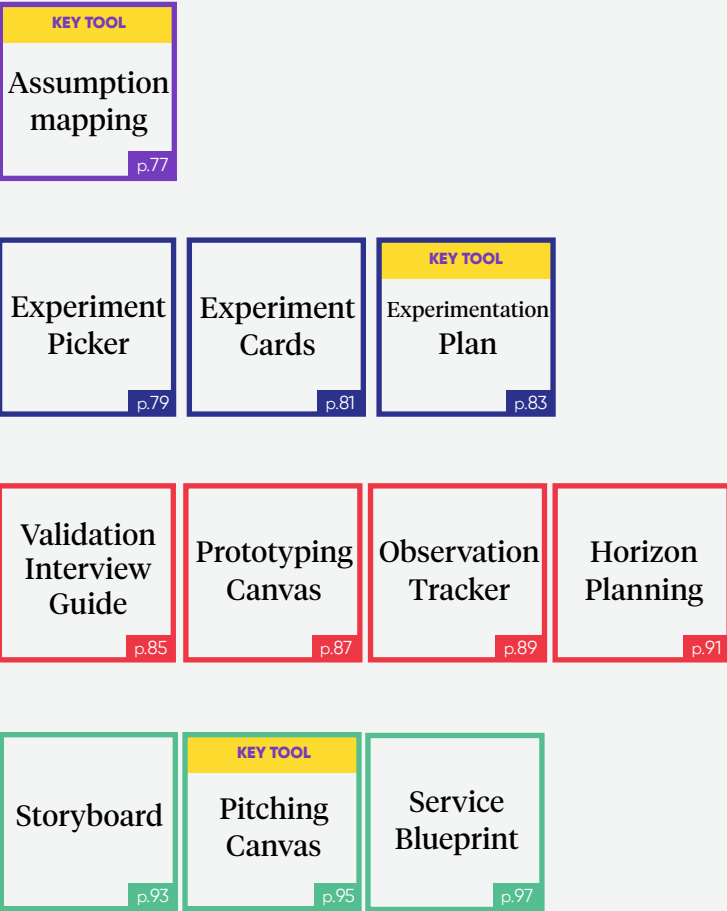
You will have mapped your assumptions and identified the key ones

You will have developed an experimentation plan

You will have created a low fidelity solution to test and iterate upon

You will have drafted a compelling storyline

IF NOT, GO BACK TO ONE OF THESE TOOLS



# Assumption Mapper

The Assumption Mapper is a tool designed to help you identify and prioritize your key assumptions about desirability, viability, and feasibility.

The key to de-risking your innovation project is not just identifying the riskiest assumptions – the ones that if invalidated would kill your project – but also figuring out which ones are the easiest to test.



## PHASE GOAL

You will have mapped your assumptions and identified the key ones

Time:  
60 min

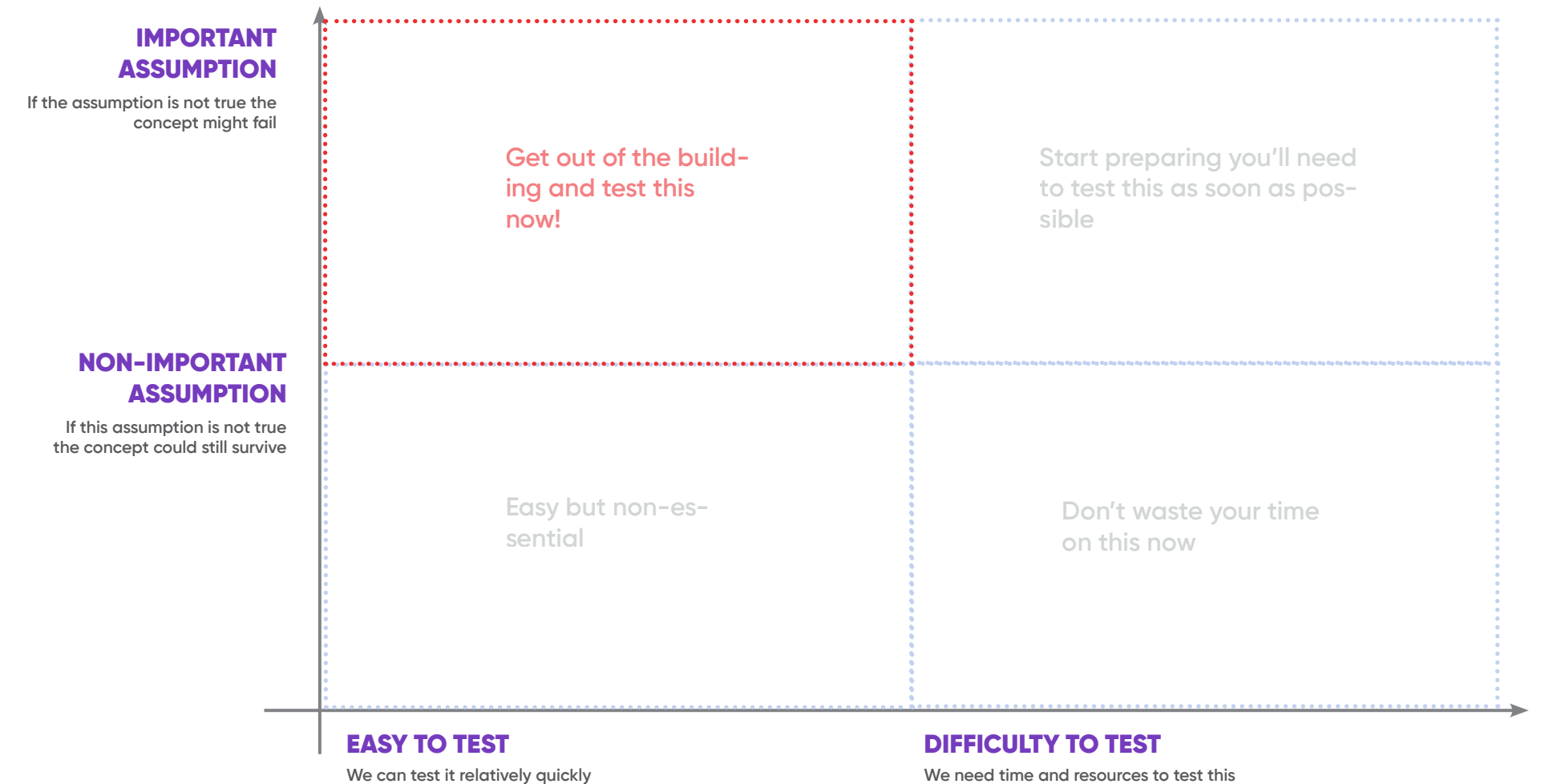
Difficulty:  
● ● ●

### Step by step

- > Individually write down at least 4 key assumptions about desirability, viability, and feasibility. (10 min)
- > Share your assumptions and build on each other's assumptions. (15 min)
- > Identify which assumptions are critical by asking yourself: If this assumption were invalidated, would it kill our project? (15 min)
- > Focus on the critical assumptions and identify which ones would be easy or difficult to test. (10 min)
- > Agree with the team on which assumptions you will test first based on your assumption map. (10 min)

Team:

## Assumption Mapper





# Experiment Picker

The Experiment Picker is a digital tool designed to help you select the right type of experiment to validate your key assumptions.

By answering a couple of key questions, you can select possible experiments and learn more about how to design them.



## PHASE GOAL

You will have developed an experimentation plan

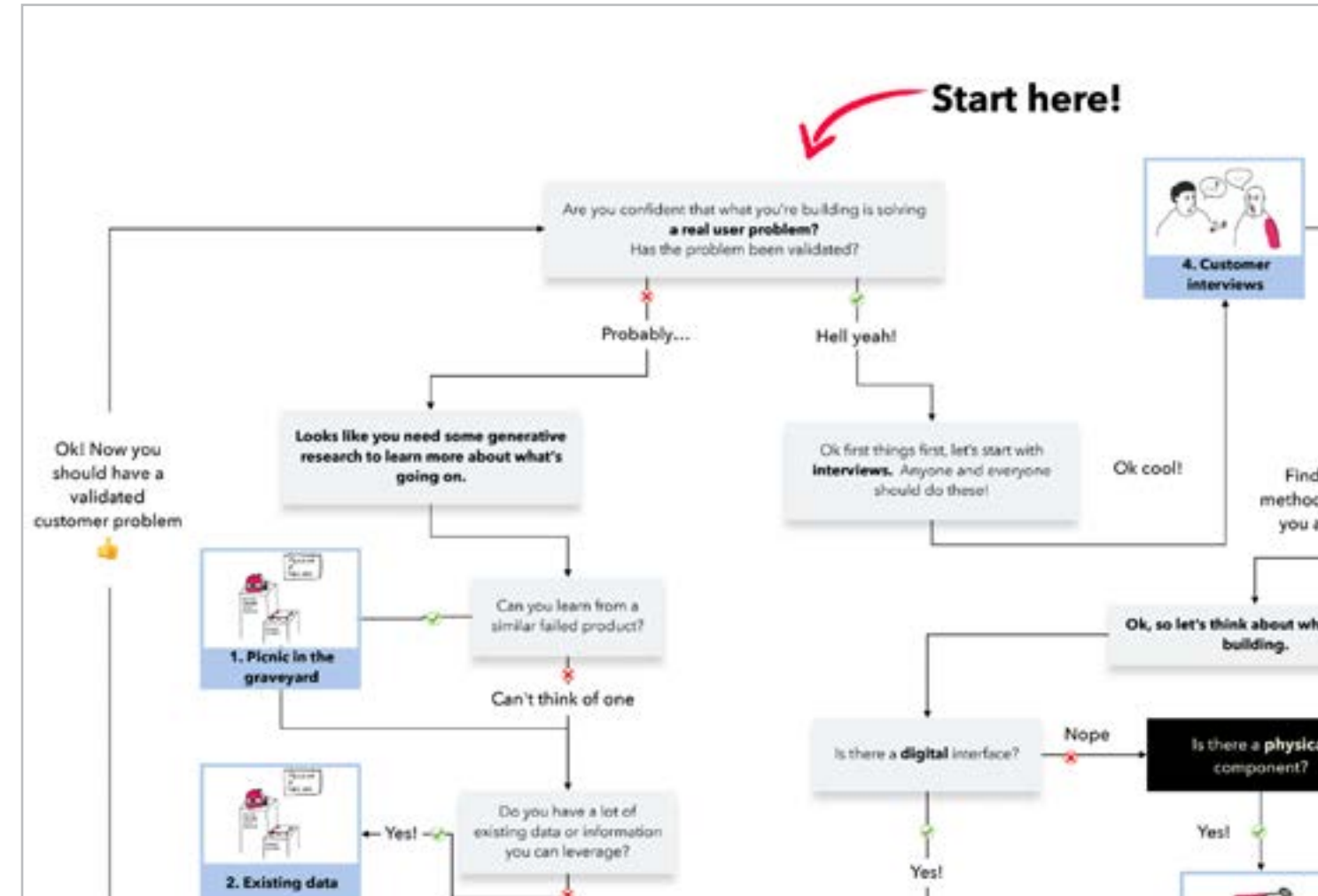
Time:  
40 min

Difficulty:  
● ● ●

### Step by step

- > Pick the key assumptions that you want to validate based on the assumption mapper exercise. (10 min)
- > Complete the experiment picker for each and discuss the resulting recommendation with your team. (30 min)

## Experiment Picker [Preview]



Team:

### Viewing Instructions

The image on the left is a preview of a portion of the Experiment Picker, not the full tool as this tool is larger than other tools. To view the full size tool, please refer to the folder labeled “K-C Design Thinking PDF Tools”.

# Experiment Cards

The Experiment Card is a tool designed to plan your experiment and move from assumption to validated learning.

A key element of experimentation is translating an assumption into different hypotheses, defining success criteria, and designing a bias-free experiment. The experiment card provides a useful framework to do this.



## PHASE GOAL

You will have developed an experimentation plan

Time:  
60 min

Difficulty:  
● ● ●

### Step by step

- > Review the experiments you identified with the experiment picker tool. (10 min)
- > Individually complete an experiment card. (15 min)
- > Pass around filled-in experiment cards and write down feedback on sticky notes. (10 min)
- > Have a group discussion about the planned experiments to ensure that all experiments have a clear hypothesis, success criteria, etc. (15 min)
- > Wrap-up by reviewing the next steps, roles, and responsibilities. Don't forget to book a meeting to analyze the results of your experiments. (10 min)

**TIP:** Cluster similar ideas together to make them stronger and more interesting.

## Experiment Cards

1

Type of experiment  
A/B testing, explainer video, pre-sell, ...

2

Description  
What needs to be tested and how will you do it?

3

For  
Describe the target audience of this experiment

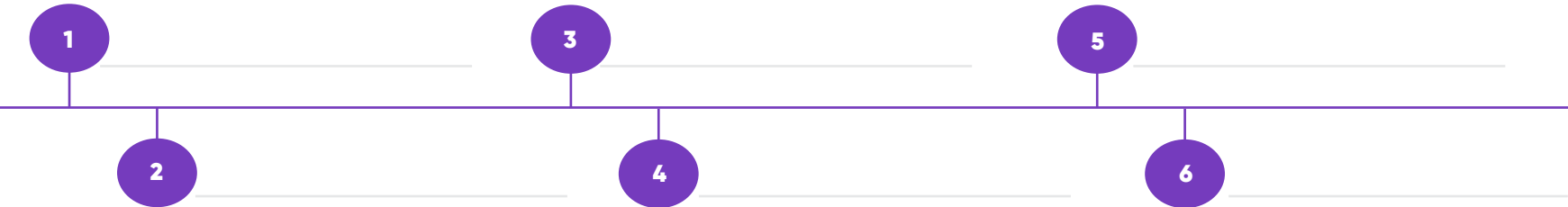
4

Success  
Describe what would make this experiment successful

5

To do  
Sum up the practicalities needed to run the experiment and structure them on the timeline.

Sketch it!  
Visualize your solution



Team:

# Experimentation Plan

An experimentation plan is a way to map out all your experiments in one place. It also becomes a simple tool to delegate actions and keep individuals informed if multiple teams are working on validating a solution.

As assumptions or concepts are tested, learnings should be captured alongside recommendations of how to proceed. This allows for a constant flow of decision makings.



PHASE GOAL

You will have developed an experimentation plan

Time:  
50 min +

Difficulty:  
● ● ●

Step by step

- > List out all the assumptions you are looking to validate in order of how critical they are and feasibility to test. (20 min)
- > For each assumption, explain what experiment will be run, your testable hypothesis for each experiment (what do you believe may occur), the KPIs that will measure success, the audience or segment you will run the experiment on, any logistics for the experiment (how many, how long, etc) and finally any preparation required to be successful. (20 min)
- > After you run each experiment, document your learnings and create a recommendation for how to proceed. (10 min, per experiment run)

**TIP:** Consider the minimum requirements to test your concept. What are the most resource effective ways to test your hypothesis?

Team:

Experimentation Plan

<div>1</div> <div>Assumption</div> <div>What are we looking to test?</div> <div></div>	<div>2</div> <div>Experiment</div> <div>How are we looking to test it?</div> <div></div>	<div>3</div> <div>Hypothesis</div> <div>What do we believe may happen?</div> <div></div>	<div>4</div> <div>KPI's</div> <div>How do we measure success?</div> <div></div>
<div>5</div> <div>Audience &amp; Format</div> <div>Who are we targeting?</div> <div></div>	<div>6</div> <div>Prep</div> <div>What is required to prepare?</div> <div></div>	<div>7</div> <div>Learnings</div> <div>What did we find out?</div> <div></div>	<div>8</div> <div>Recommendations</div> <div>What should happen next?</div> <div><input type="checkbox"/> Continue <input type="checkbox"/> Pivot <input type="checkbox"/> Kill</div>
<div>1</div> <div>Assumption</div> <div>What are we looking to test?</div> <div></div>	<div>2</div> <div>Experiment</div> <div>How are we looking to test it?</div> <div></div>	<div>3</div> <div>Hypothesis</div> <div>What do we believe may happen?</div> <div></div>	<div>4</div> <div>KPI's</div> <div>How do we measure success?</div> <div></div>
<div>5</div> <div>Audience &amp; Format</div> <div>Who are we targeting?</div> <div></div>	<div>6</div> <div>Prep</div> <div>What is required to prepare?</div> <div></div>	<div>7</div> <div>Learnings</div> <div>What did we find out?</div> <div></div>	<div>8</div> <div>Recommendations</div> <div>What should happen next?</div> <div><input type="checkbox"/> Continue <input type="checkbox"/> Pivot <input type="checkbox"/> Kill</div>

# Validation Interview Guide

The Validation Interview Guide tools is designed to guide you through your first problem validation interviews.

Use these example questions to design your interview scripts. Truly understanding your target consumers is key to the success of your venture, and it's hard to understand people without talking to them.



### PHASE GOAL

You will have created a low fidelity solution to test and iterate upon

Time:  
30 min

Difficulty:  
● ● ●

### Step by step

- > Read the suggested questions and consider which work for your solutions and which you would cut out. (10 min)
- > Then spend time brainstorming what questions are missing - which key topics might be missed based on the current layout? (15 min)
- > Before you conduct the interview, spend time reviewing your questions and the general tips. (5 min)
- > Tip: Even with the perfect questions, the interviews are meant to be fluid, so if you uncover an interesting subject, don't be afraid to pursue a new line of questioning.

**TIP:** Try conducting the interviews as a 2 person team – it allows one person to focus on the questions while the other takes notes.

## Validation Interview Guide

### 1 Main Goal: understand the context of the user & look for 'pains'

- > Can you tell me more about the last time you did [X]?
- > What are the reasons you do [X]?
- > How often do you do [X]?
- > What are you trying to achieve/get done by doing [X]?
- > Could you describe step by step how you do [X]?
- > Which step is the most time-consuming/most difficult/most expensive?
- > Can you quantify this? (e.g. "losing 20 min per day")
- > Why is that?
- > If you could take out/avoid 1 step, which would you pick?
- > Why did you decide to go for this solution/process?
- > Did you ever compare alternative solutions to solve problem [X]?
- > How often do you experience problem [X]?
- > What happens before/after you experience problem [X]?
- > What don't you like about [X]?
- > How would you compare this (negative) experience to [X]?
- > Can you show me how you do [X]?
- > Have you ever tried to improve [X]?
- > Can you describe your solution?
- > Would you change anything today?
- > What is the maximum you would pay (to invest) to tackle problem [X]?
- > Are you paying for a solution today?

### 2 General Tips

- > Don't interrupt people too soon. If you are silent, people might feel uncomfortable so they will tell you more to avoid silence.
- > Don't ask them to invent the future (solution).
- > Ask why, why, why... to have a very detailed view on what actually happens.
- > A question that can be answered with just yes/no is not enough. Ask for more info.
- > Ask for references or specific numbers where possible. "It's easy to do." is not enough. "It takes 10 min & 6 steps to complete X." is already better.
- > Look for evidence/proof of existing behavior!

# Prototyping Canvas

The Prototyping canvas tool is designed to help you quickly isolate and test your key assumptions.

The canvas is laid out as an A/B test for Facebook ad, but the principles behind the tool (isolated assumption experimentation) can be widely applied, in digital formats and beyond.



## PHASE GOAL

You will have created a low fidelity solution to test and iterate upon

Time:  
40 min

Difficulty:  
● ● ●

### Step by step

- > Spend time reviewing your concept and the key assumption(s) you'd like to test, then populate the left-hand side accordingly. (10 min)
  - > Tip: This tools works most effectively when you isolate one assumption, so either choose to have the same image with different text, or different images with the same text.
- > Brainstorm with your team how you can tease out your assumption(s) in either words or pictures. (20 min)
- > Fill in the appropriate images copy. (10 min)

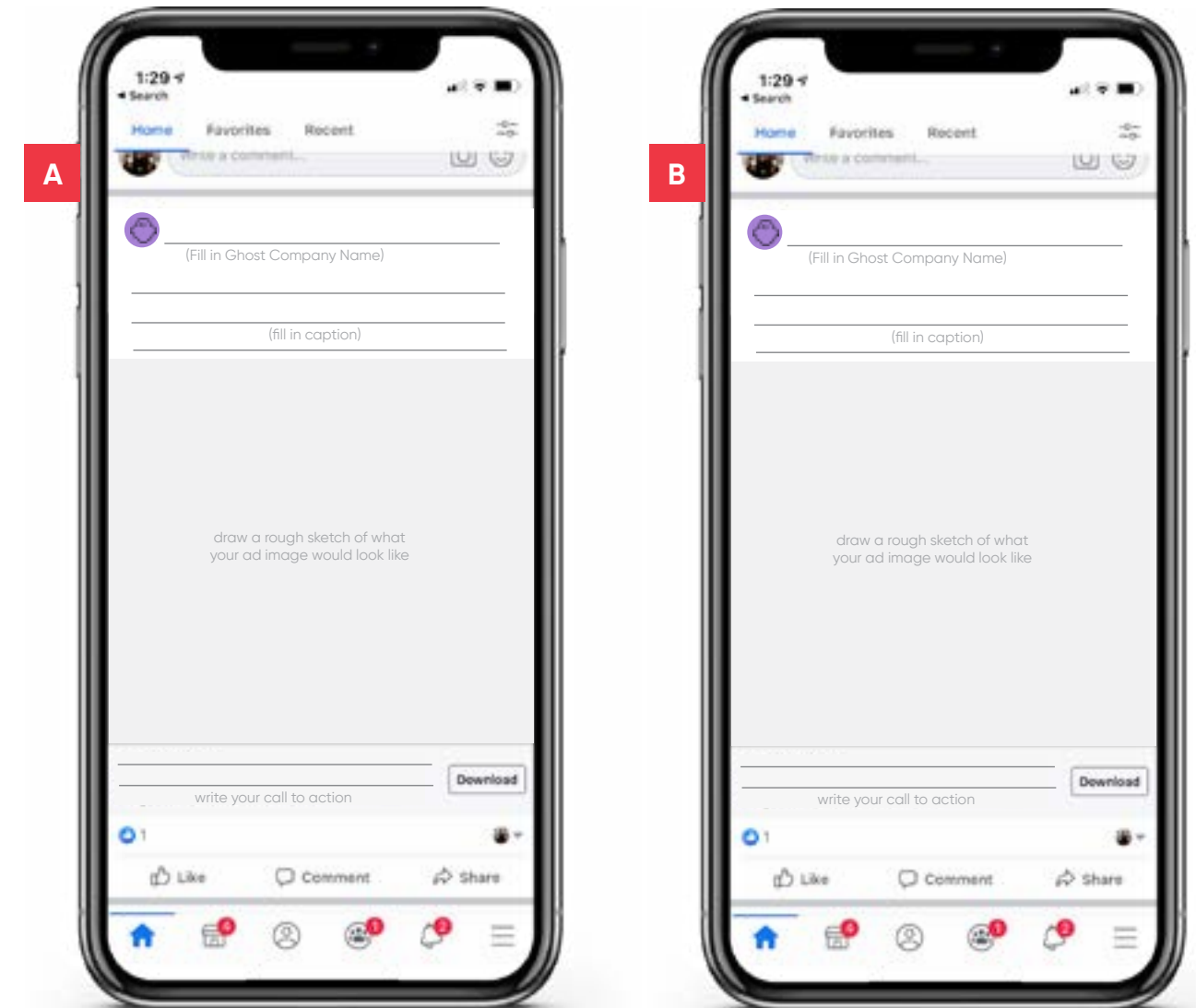
**TIP:** Don't be afraid to do an iteration or two on how you capture your assumptions!

## Prototyping Canvas

**Concept 1:** Place your main concept and its two assumptions on the space below

Describe your concept here

Place Assumptions Here





# Observation Tracker

The Observation Tracker tools is designed to help you during the observation phase of empathy.

Doing primary research assists in uncovering true consumer insights, which are the foundation to breakthrough innovation.



## PHASE GOAL

You will have created a low fidelity solution to test and iterate upon

Time:  
75 min

Difficulty:  
● ● ●

### Step by step

- > Spend time reviewing who your audience is and where you can go to glean insights about their relevant behaviors. (10 min)
- > Go out and observe the consumer/users’ behaviors. (45 min)
- > Use the example questions in the tool to capture the consumer/ users’ surroundings and understand what their relationships with it is. (20 min)

**TIP:** Try to go in with an open mind, be respectful of the users/consumers environment and capture as much as you can

Team:

## Observation Tracker

1	What workarounds did the consumer/user have?		
2	What do you find surprising about their behavior?		
3	What did their surroundings look like? How did the user/consumer organize their environment?		
4	How was the user/consumer influenced by the different spaces? How did they interact with them?		

# Horizon Planning

The Horizon Planning tool is designed to help you map your goals over the short- medium- and long-term.

With this tool, you'll have a clearer sense of what it will take to achieve your ideal future.



## PHASE GOAL

You will have created a low fidelity solution to test and iterate upon

Time:  
40 min

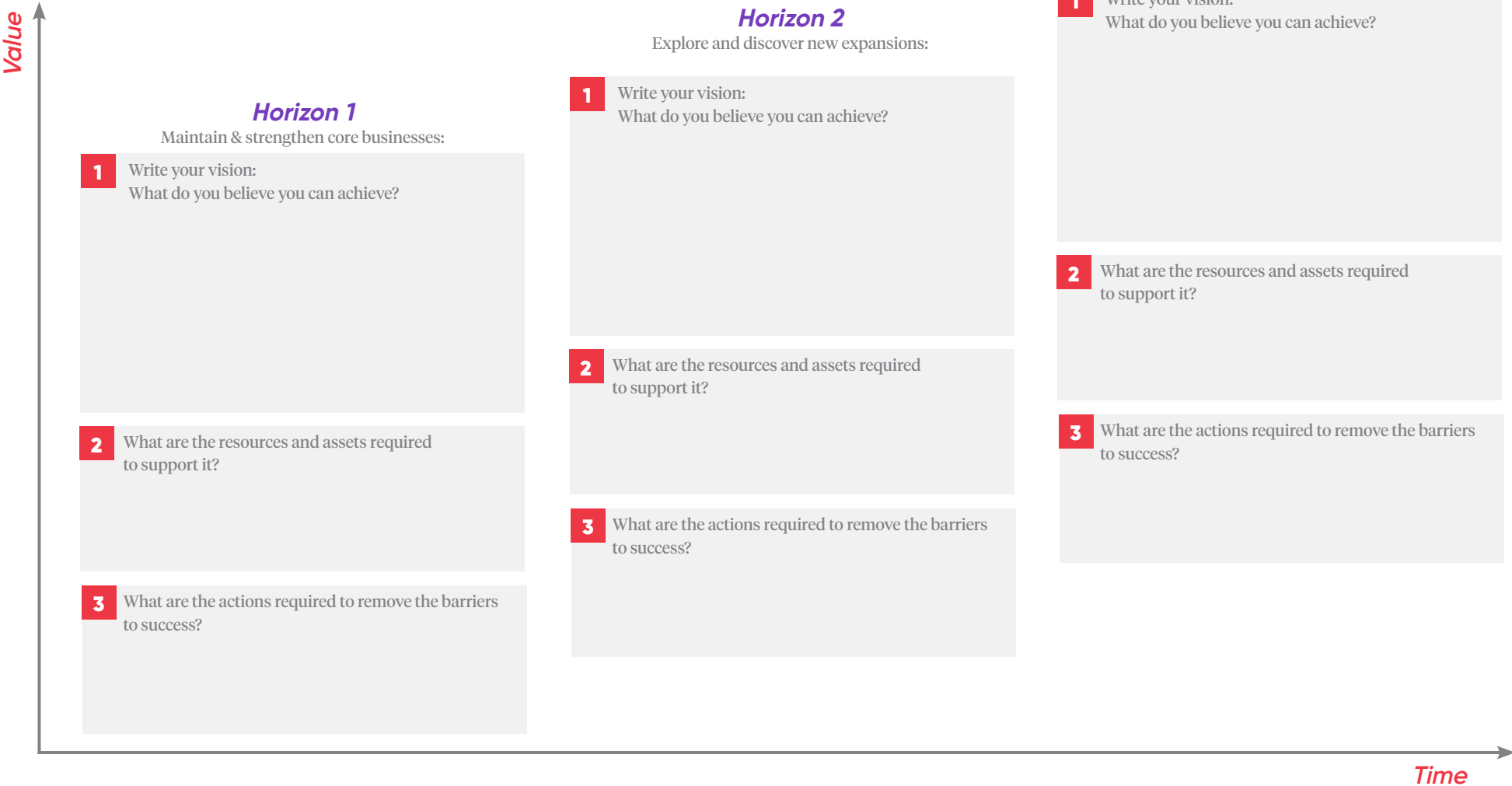
Difficulty:  
● ● ●

### Step by step

- > Start by mapping the evolution of the scenario over time across the three horizons. Be sure to define a time period in which these are likely to occur. (10 min)
- > In the first row, consider what you believe can be achieved over time based on the insights uncovered in the research. (10 min)
- > Next list out the required assets and supports over each time horizon that will help to bring to life what you are hoping to achieve. (10 min)
- > Finally, list out the actions that need to be taken to remove the barriers to success in an effort to enable of the sticky notes above this row. (10 min)

**TIP:** Horizon 1 is typically under 12 months.  
Horizon 2 is 2 – 5 years and Horizon 3 is 5 – 10 years.

## Horizon Planning



Team:

# Storyboard

The Storyboard tool is a simple – and cheap – way to prototype your solution by visualizing user interactions.

The storyboard is a narrative form that focuses on people and their actions, thought, goals, emotions, and relationships. It helps people understand how your solution will fit within the world.



## PHASE GOAL

You will have drafted a compelling storyline

Time:  
50 min

Difficulty:  
● ● ●

### Step by step

- > Spend time reviewing who your audience is and where you can go to glean insights about their relevant behaviors. (10 min)
- > Illustrate your story almost like a comic strip. (20 min)
- > Use the example questions in the tool to capture the consumer/ users’ surroundings and understand what their relationships with it is. (20 min)

## Storyboard

Storyboard

Team:

# Pitching Canvas

The Pitching Canvas is a tool to build the storyline of your pitch, covering all essential building blocks: Understand, Envision, and Prototype.

Senior buy-in is a prerequisite of the scaling phase. Taking the time to design a concise storyline is crucial in getting the necessary buy-in.



## PHASE GOAL

You will have drafted a compelling storyline

Time:  
60 min

Difficulty:  
● ● ●

### Step by step

- > On sticky notes, individually write down all possible elements you could cover regarding the problem, solution, business model, credibility, and call to action. (10 min)
- > Have a group discussion to focus on the key message that you want to get across regarding the problem, solution, business model, credibility and call to action. (20 min)
- > Divide roles and ask half the team to be critical and move non-essential elements to the Q&A. The other half of the team can argue against it. Decide together what isn't essential. (15 min)
- > Improvise a mini 5-minute pitch based on the current version of the pitching canvas. Make changes if necessary. (10 min)
- > Divide roles and assign 1 person to design a draft pitch based on the pitching canvas. Set a meeting to review the draft pitch deck and iterate on it. (5 min)

Experimentation plan

Team:

## Pitching Canvas

<div>1</div> <div><b>Problem to solve</b> What problem are you aiming to solve? How big is the problem space?</div> <div>TIP: EXPLAIN FROM A HUMAN-CENTERED PERSPECTIVE.</div>	<div>2</div> <div><b>Solution/offering</b> How do you propose to solve the problem? How does your solution differ from existing solutions?</div> <div>TIP: SHOW A PROTOTYPE OR VISUAL REPRESENTATION.</div>	<div>3</div> <div><b>Value of solution/offering</b> How will you capture value? How much value will this solution bring to your organization?</div> <div>TIP: SHOW BALLPARK FIGURES AND FOCUS ON THE UNDERLYING ASSUMPTIONS.</div>
<div>4</div> <div><b>Credibility</b> What are the assumptions you validated? Why will it work? Why should they believe in you?</div> <div>TIP: SHOW CONCRETE RESULTS OF EXPERIMENTS.</div>	<div>5</div> <div><b>Call to action/Next steps</b> What do you need to make your solution a reality? What are the next steps?</div> <div>TIP: GUIDE THE DECISION BY OFFERING A CLEAR PATH FORWARD.</div>	<div>6</div> <div><b>Q&amp;A</b> What other work would you like to showcase? What kind of critical questions do you expect ?</div> <div>TIP: LEAVE BLANKS IN YOUR PITCH TO TRIGGER SPECIFIC QUESTIONS.</div>

# Service Blueprint

The Service Blueprint is similar to other Service Design tools, which is a growing field within Design Thinking – but focused on improving interactions rather than products.

The tool can come in handy when determining how to launch a product.



## PHASE GOAL

You will have drafted a compelling storyline

Time:  
60 min

Difficulty:

### Step by step

- > Start by mapping the top 5 or so key phases that you would like to consider with the deploy. (5 min)
- > On the next row, document the key steps, actions, and milestones that happen within each of those phases. For example, within on-boarding you'll have to prepare materials and train teams. (10 min)
- > In the next row, list out all the end-user interactions and touch-points. (10 min)
- > Continue down each row filling out the required detail within each of the phases on the top. Front-of-Stage interactions are the consumer-facing touch-points. The Back-Stage interactions are the touch-points required internally to make all the above happen. Partner interactions are the key touch-points required with both internal and external partners per phase, and then finally – the support processes and interactions can be any specific tools, checks, etc. that happen internally. (25 min)
- > Use all of this to inform a step-by-step deployment plan. (10 min)

perimentation plan

Team:

## Service Blueprint

Stages e.g Discover, Compare, Buy, Use, Share, Stop, Renew	
Touchpoints	
End user actions	Line of Interaction
Front of stage interactions	Front Stage Back Stage Line of Visibility
Back-stage Interactions	
Other partner actions	Line of Internal Interaction
Support processes and systems	



AT THE END OF  
THIS PHASE:

IF NOT, GO BACK TO  
ONE OF THESE TOOLS

You will have mapped your  
assumptions and identified  
the key ones



KEY TOOL

Assumption  
mapping

p.77

You will have developed an  
experimentation plan



Experiment  
Picker

p.79

Experiment  
Cards

p.81

KEY TOOL

Experimentation  
Plan

p.83

You will have created a low  
fidelity solution to test and  
iterate upon



Validation  
Interview  
Guide

p.85

Prototyping  
Canvas

p.87

Observation  
Tracker

p.89

Horizon  
Planning

p.91

You will have drafted a  
compelling storyline



Storyboard

p.93

KEY TOOL

Pitching  
Canvas

p.95


Service  
Blueprint

p.97



Great job!

By running various experiments, you have (in)validated your thinking and ensured that the consumer stays front-and-center throughout your process. At this point, you're ready to present your finding and push your projects forward!

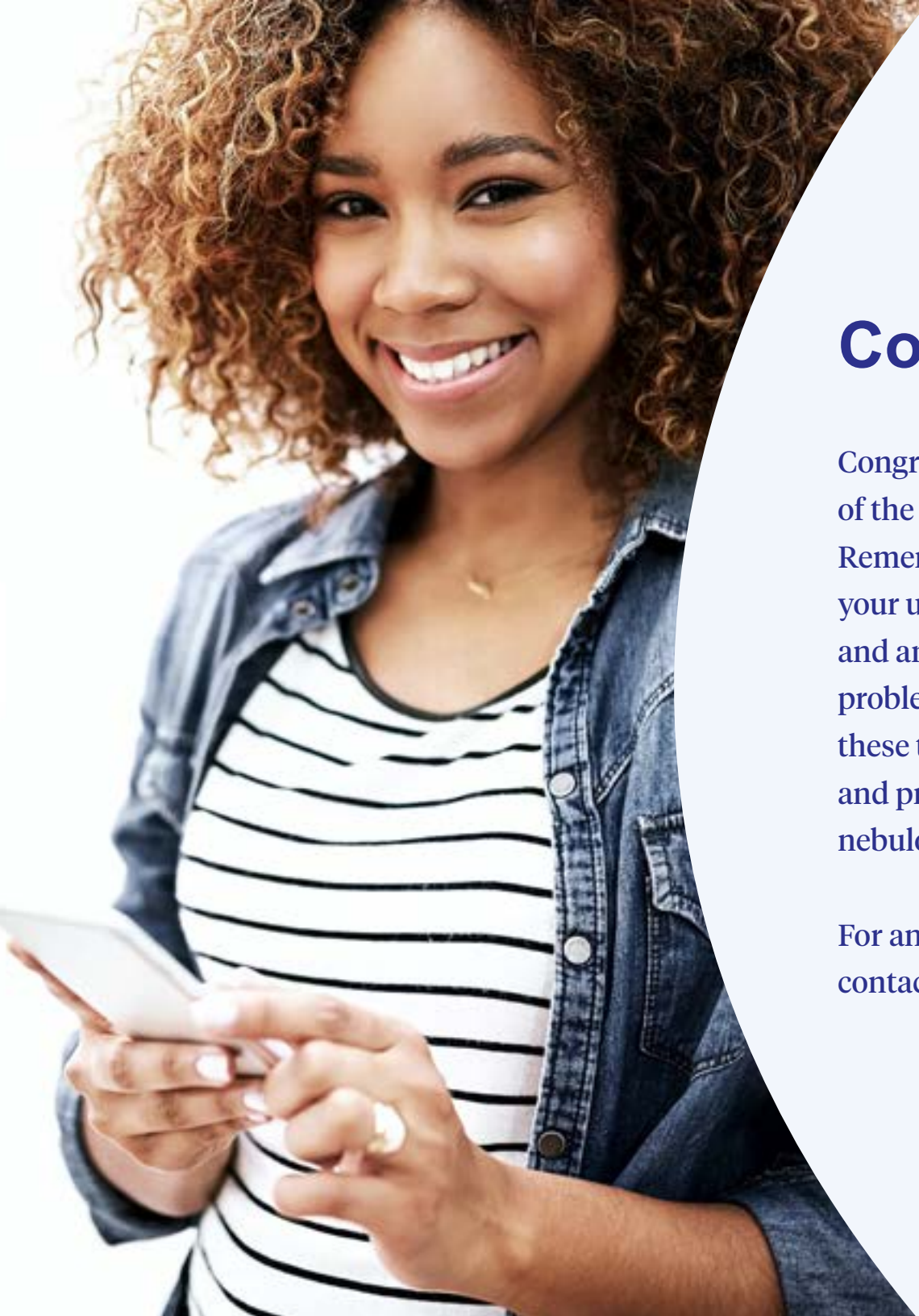
A group of people are walking away from the camera in a desert landscape at sunset. In the foreground, the backs of three people are visible: a person in a light-colored patterned shirt, a person in a dark long-sleeved shirt and a dark cap, and a person with curly hair in a blue jacket. The background features several Joshua trees and rolling hills under a warm, golden sky. The text is overlaid on the left side of the image.

**Your assumptions are  
windows on the world.  
Scrub them off every  
once in a while, or the  
light won't come in.**

**Isaac Asimov**

Science fiction author





# Congratulations!

Congratulations on working through the three steps of the Kimberly-Clark way of Design Thinking! Remember, Design Thinking is not meant to replace your usual ways of working, rather it is a mindset and an approach to supplement how you approach problems and get to innovative solutions. Hopefully these tools helped put the consumer front and center and provided a starting point in an otherwise nebulous process.

For any feedback or questions, do not hesitate to contact Federica Fedele or Oscar Betancourt.

## Understand

Scoping Canvas p.19	Team Canvas p.21	Journey Map p.23	KEY TOOL Persona p.25	Design Screener p.27	KEY TOOL Empathy Interview Guide p.29	Linear Unpacking p.31
Opportunity Sizer p.33	KEY TOOL HMW Builder p.35	Challenge Priority Matrix p.37	Research Scan p.39	Value Proposition Builder p.41		

## Envision

Crazy 8's p.49	KEY TOOL Analogy Thinking p.51	Opposite Thinking p.53	How-Now-Wow p.55	Idea Shopping Cart p.57	KEY TOOL Concept Cards p.59	KEY TOOL Build it, Break it, Fix it. p.61
Features Mapper p.63	Market Scan p.65	Ballpark Figures p.67				

## Prototype

KEY TOOL Assumption mapping p.77	Experiment Picker p.79	Experiment Cards p.81	KEY TOOL Experimentation Plan p.83	Validation Interview Guide p.85	Prototyping Canvas p.87	Observation Tracker p.89
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