Design Criteria

Design Goal	
User Perceptions	
Physical Attributes	
Functional Attributes	
Constraints	

Design Brief

Project Description	
Scope	
Constraints	
Target Users	
Exploration Questions	
Expected Outcomes	
Success Metrics	

The Journey of

Responsible Party

Description of Step

| 1 | 2 | 3 | 4 | 5 | 6 |

Emotional High

Neutral

Emotional Low

Notes & References

Key Assumptions

CONCEPT NAME:		TE	2D/3D	4D
VALUE TEST • Customers want it • Customers will pay for it • Partners want it				
EXECUTION TEST • We can produce the experience technically • We can acquire customers • We can operate the business as it grows				
SCALE TEST • Addressable market is big enough • We can acquire customers affordably • Revenues exceed costs at scale				
DEFENSIBILITY TEST • We can protect advantage • Advantage increases as we grow the business				

THOUGHT EXPERIMENT

• Learn through analysis of existing data
• Typical time frame: one or two days
• No exposure to third parties required

2D & 3D SIMULATION EXPERIMENT

• Learn through dialog with market participants using storyboards or prototypes
• Typical time frame: one or two weeks
• May require us to expose our intentions to selected market participants

LIVE (4D) IN-MARKET EXPERIMENT

• Test via a live experience of the offering (e.g., a 30-day live trial)
• Typical time frame: 30 to 90 days
• Requires us to expose our offering to many market participants

Learning Launch Design

Key Assumptions to Test	Learning Launch # _____
	Who
	Where
	How
	Cost
	Time
Key Assumptions to Test	**Learning Launch # _____**
	Who
	Where
	How
	Cost
	Time

Napkin Pitch

CONCEPT NAME:

The Big Idea	Needs/Benefits

Execution	Business Rationale

To build a story of your growth project, create a narrative that roughly follows this outline:

Meet …	*hero / user*
She is a …	*role*
with a penchant for …	*personal attribute*
who wants to …	*goal*
One day she is at …	*setting*
and she tries to …	*move toward goal*
Instead of …	*intended outcome*
she discovers …	*obstacle*
Now she must …	*complication*
Just when she feels …	*authentic emotion*
she is surprised to discover …	*unexpected ally – your solution*
Suddenly …	*path to goal*
Today she is able to …	*simple path to goal*
and she can realize …	*higher-level goal or need*

As a reminder, good stories are **brief** (not more than one or two pages), focused on the **hero,** and rich with **imagery.** Good stories are not value propositions, personas, or elevator pitches.

| Stakeholder/User #1	Stakeholder/User #2	Stakeholder/User #3
Name _____	**Name** _____	**Name** _____
What is their current point of view? How will their behavior or actions need to be different in order to address my challenge?	What is their current point of view? How will their behavior or actions need to be different in order to address my challenge?	What is their current point of view? How will their behavior or actions need to be different in order to address my challenge?
What am I curious about related to this stakeholder?	What am I curious about related to this stakeholder?	What am I curious about related to this stakeholder?
How can I develop empathy for this stakeholder?	How can I develop empathy for this stakeholder?	How can I develop empathy for this stakeholder?

Persona Map
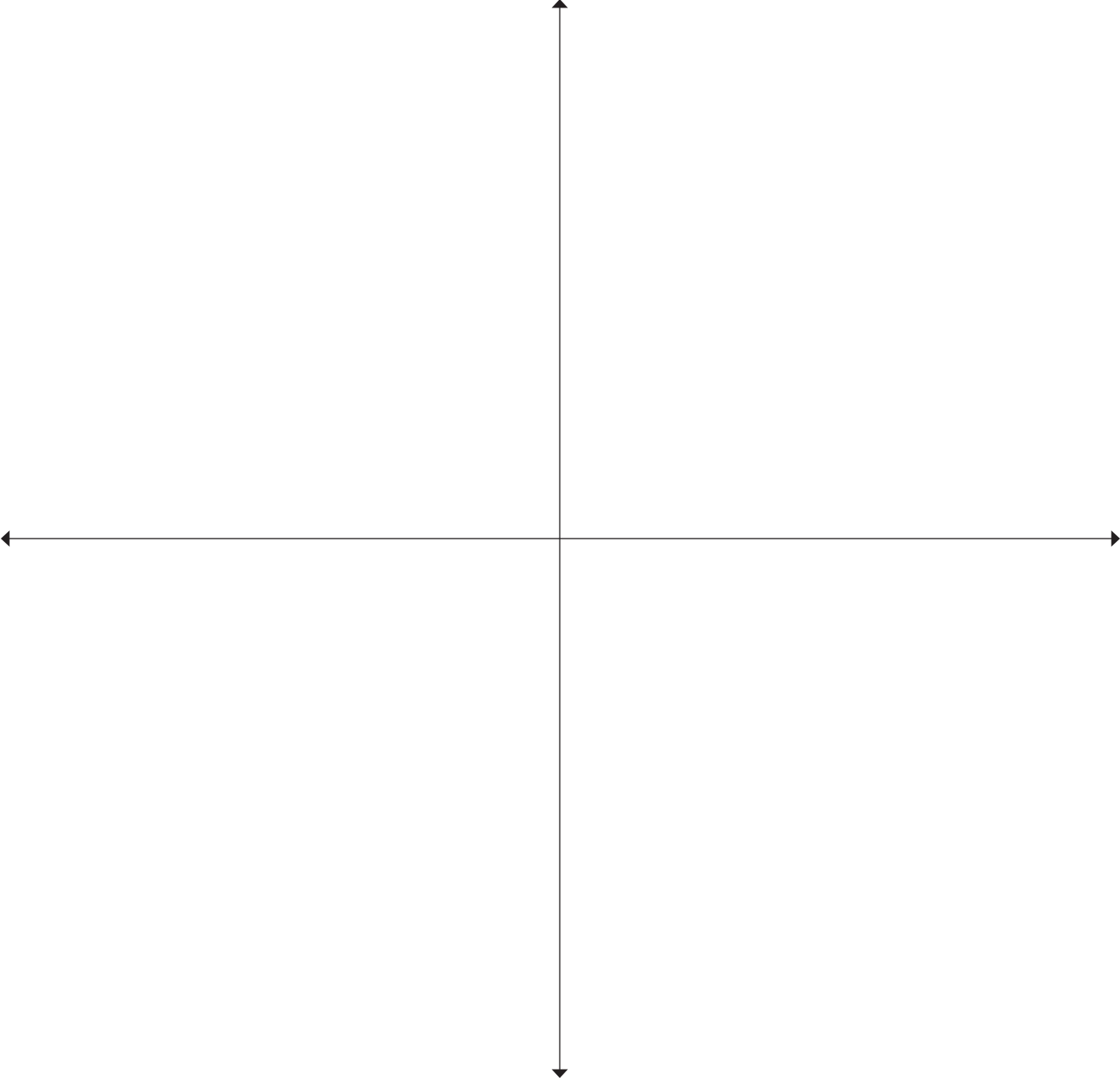
Your Project Plan

How will you approach your journey through the four questions? Take some time to investigate what tools to use and the order in which you'll use them. We suggest that you read ahead now and review the upcoming steps to familiarize yourself with the array of available tools before making your choices below.

Before you begin

- ☐ Step 1: Identify an Opportunity
- ☐ Step 2: Scope Your Project
- ☐ Step 3: Draft Your Design Brief
- ☐ Step 4: Make Your Plans

What *is*?   What *if*?   What *wows*?   What *works*?
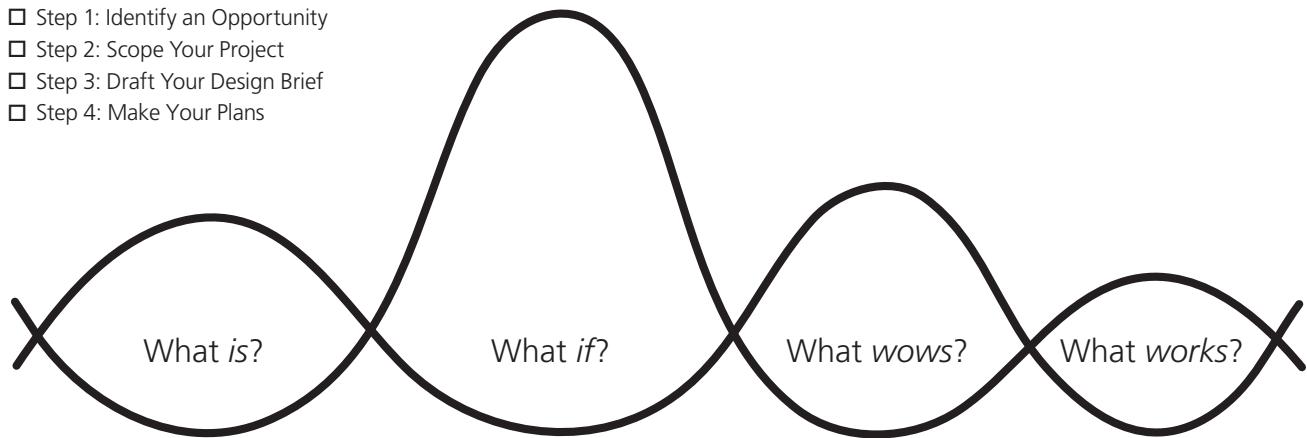
What *is*?

- ☐ Step 5: Do Your Research
  - ☐ secondary research
  - ☐ direct observation
  - ☐ ethnographic interviews
  - ☐ job to be done
  - ☐ value chain analysis
  - ☐ journey mapping
  - ☐ personas
  - ☐ 360 empathy
  - ☐ creating posters
- ☐ Step 6: Identify Insights
- ☐ Step 7: Establish Design Criteria

What *if*?

- ☐ Step 8: Brainstorm Ideas
  - ☐ blue cards and trigger questions
  - ☐ analogies/ thief and doctor
  - ☐ worst idea
  - ☐ contra-logic
  - ☐ change perspectives
- ☐ Step 9: Develop Concepts
  - ☐ anchors
  - ☐ bring-build-buy map
  - ☐ forced connections
  - ☐ combinatorial play
- ☐ Step 10: Create Some Napkin Pitches

What *wows*?

- ☐ Step 11: Surface Key Assumptions
- ☐ Step 12: Make Prototypes
  - ☐ visualization basics
  - ☐ storytelling
  - ☐ storyboarding

What *works*?

- ☐ Step 13: Get Feedback from Stakeholders
  - ☐ co-creation tools
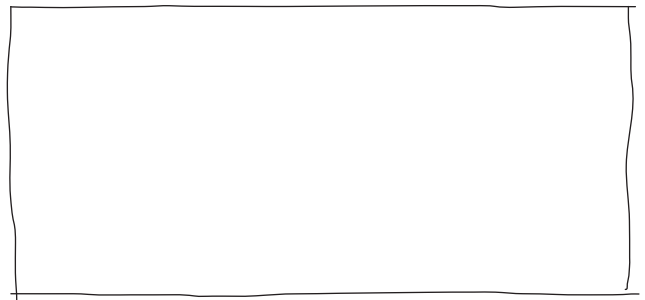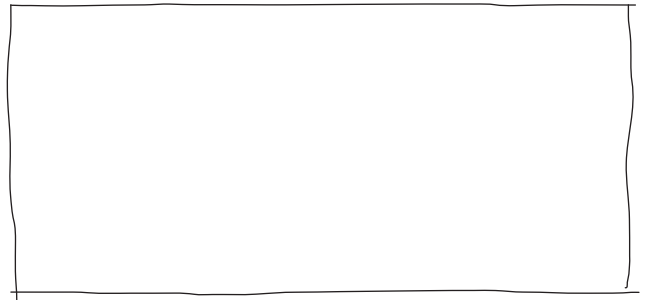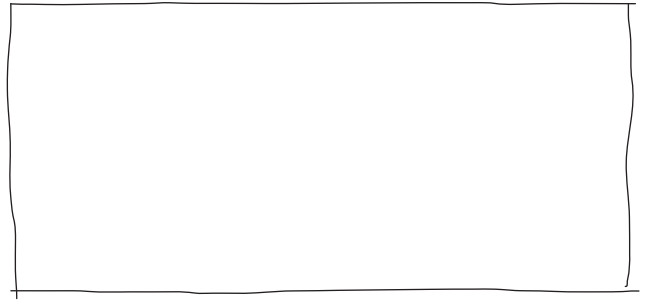- ☐ Step 14: Run Your Learning Launches
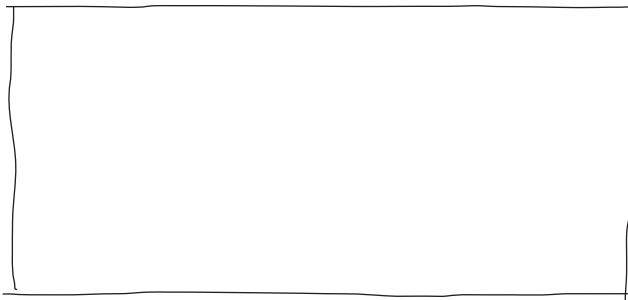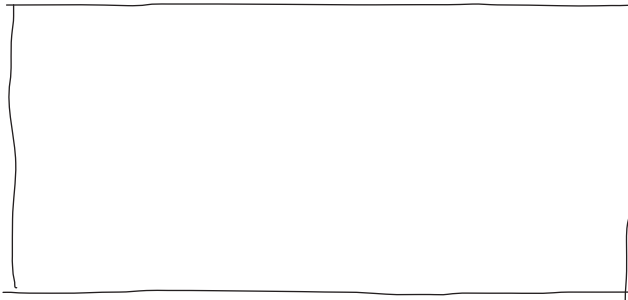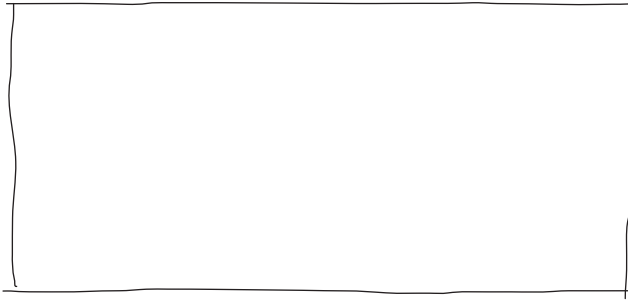- ☐ Step 15: Design the On-Ramp

Research Plan

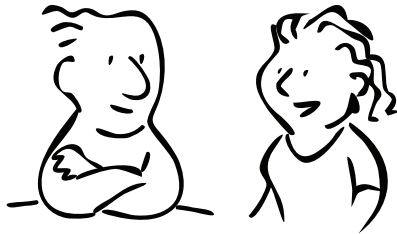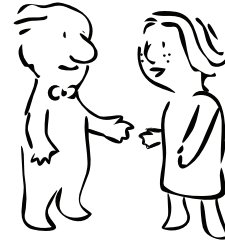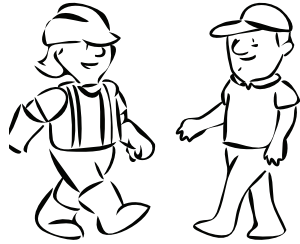| Who or what will we study?	Where will we find the people or information?	What questions/issues will we explore?	Number of observations, interviews, or inputs	When will the research happen?	Who on the team is responsible?

Scoping Template

What is a broader area of opportunity around this?

What is a broader area of opportunity around this?

Ask yourself
What's one reason this matters?

START HERE
Current area of opportunity:

Ask yourself
What's another reason this matters?

Ask yourself
What's one barrier that gets in the way?

Ask yourself
What's another barrier that gets in the way?

What is a narrower area of opportunity focused on this?

What is a narrower area of opportunity focused on this?

Storyboards

Sample Storyboard "Scenes"

Question 1

What do I already know about my business and customers or users that might matter to my project?

Question 2

What are some of the trends and uncertainties in the larger environment surrounding my project?

	Relevant Trends	Big Uncertainties
Industry		
Target Customer		
Technology		
Society		