

Aegis Innovation Training

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Today's Session

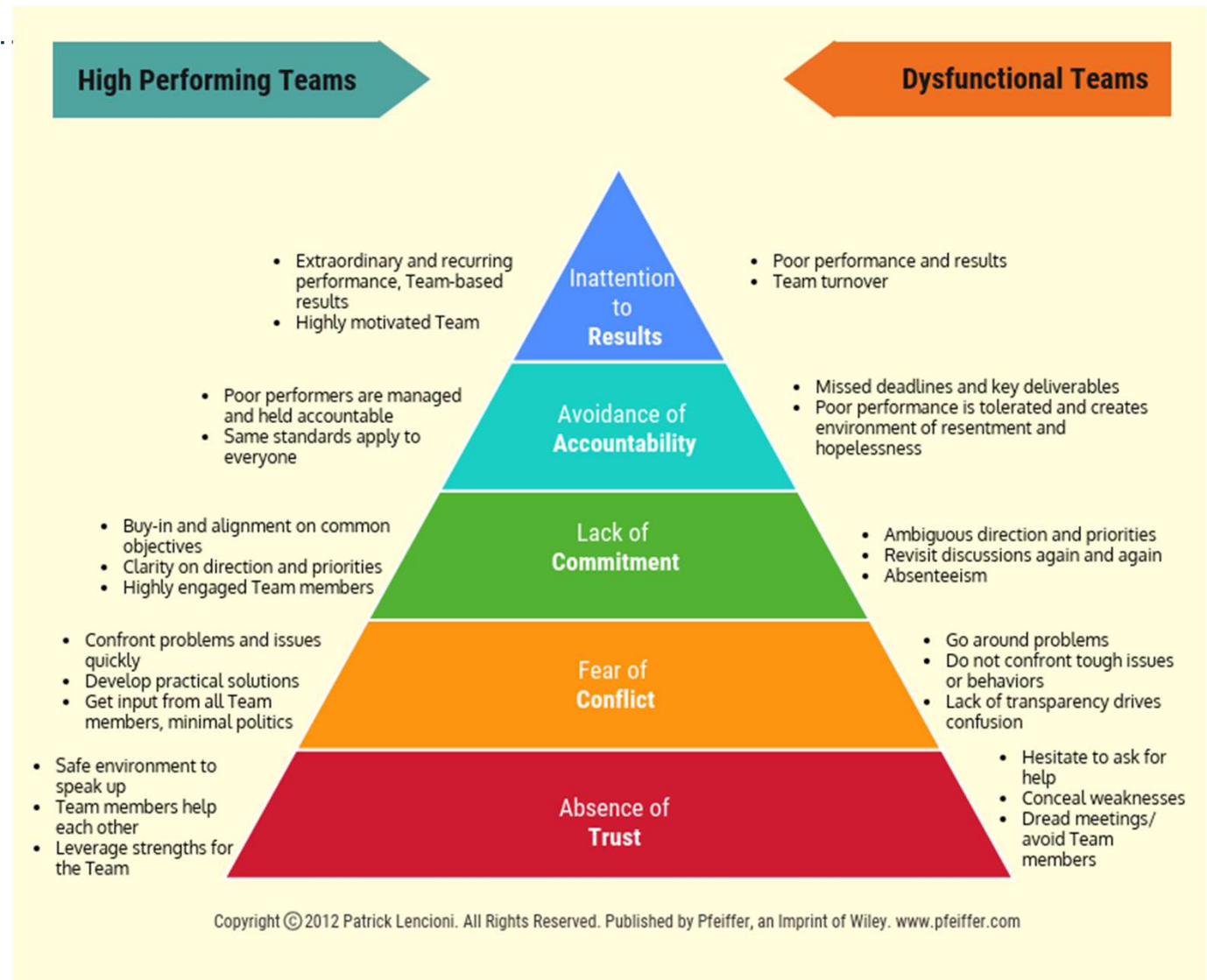
- Introductions
- Working successfully in teams
- Starting Points for ideas
- Sense-making the context
- Designing a response
- Evaluating and Developing ideas
- Business Plans

Working successfully in Teams

Working in groups: contributions, roles, and rules

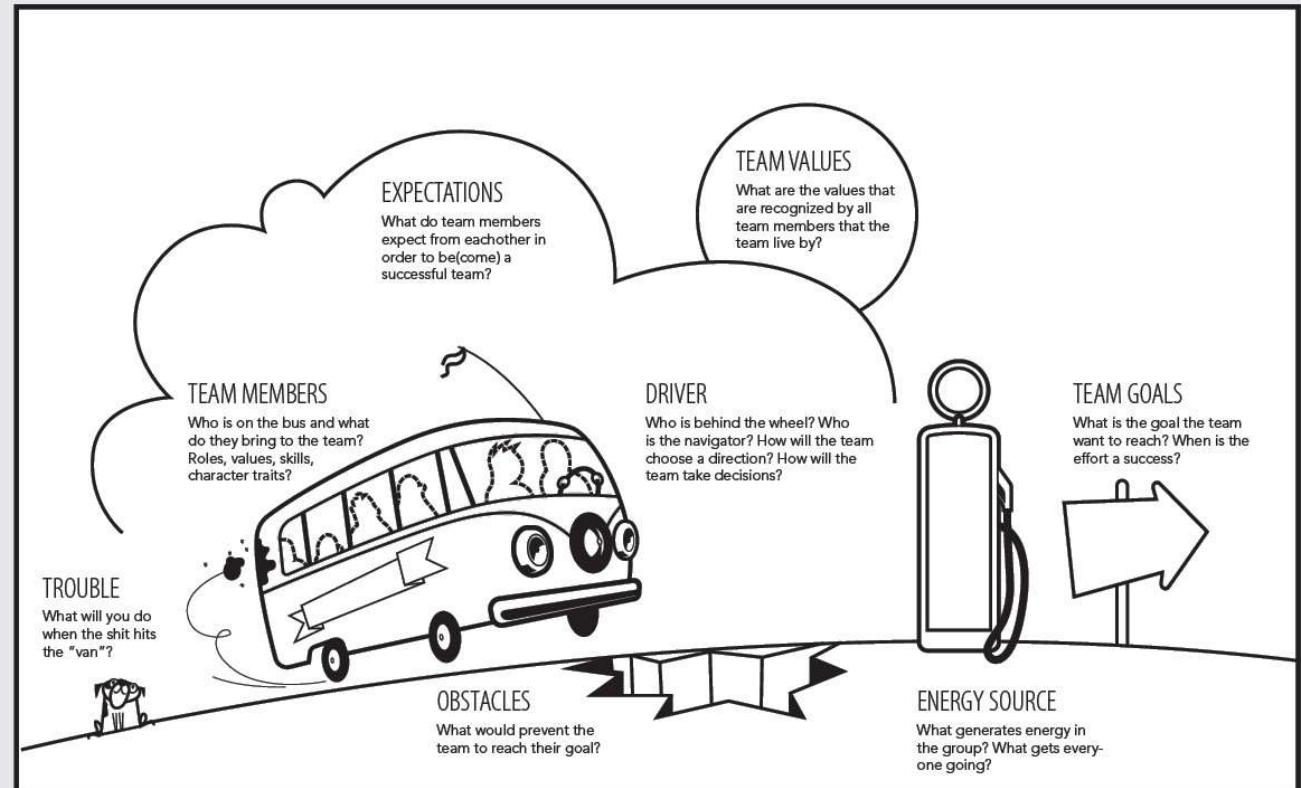
- Think about your individual **goals** and for the challenge:
 - Write 3 down – what are you hoping to get by participating?
- What is everyone bringing to the project; specific **skills** or **interests**?
 - Write 3 things down you think you can bring to the team or challenge?
- What are you less confident of? What might be something you need to work on?
 - Write down 3 things that might be a stretch or personal challenge
- Discuss!
 - How can you make the most of what you have (and patch what you don't)?
 - Consider formal roles or allocated duties
 - Set some **Ground Rules** for how you'll meet, communicate, and manage tasks.

Overcoming Team Dysfunction



Team Charter Canvas

TEAM CHARTER CANVAS



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11 Second Street, Suite 300, San Francisco, California, 94105, USA.

<https://www.designabetterbusiness.tools/tools/team-charter-canvas>



a Manual of Me

explains how you do,
not what you do

Sort of like a user manual for a person, the Manual of Me is a handy guide for others to help them get the best from you at work



Create your Manual of Me

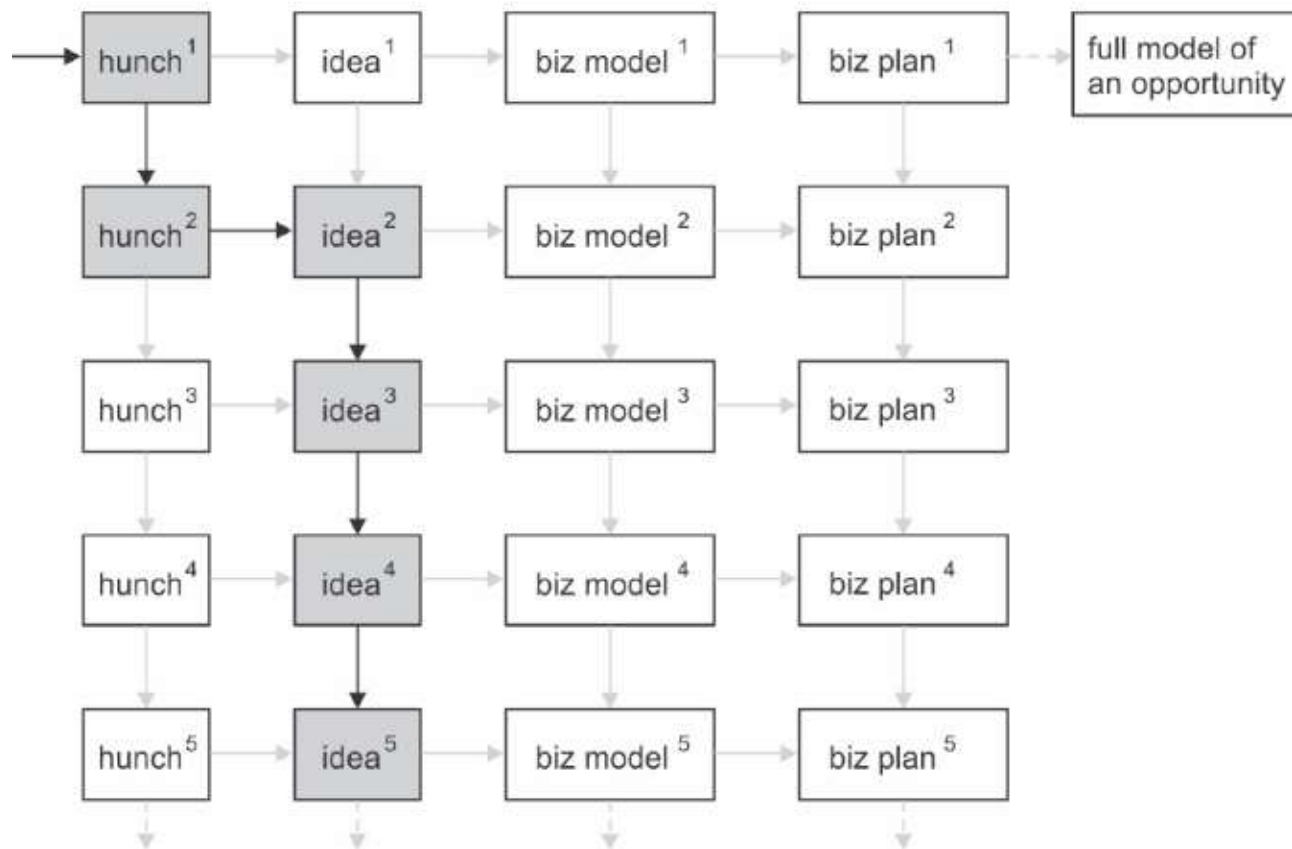
Already have one?
[Recall it here](#)

Do it: <https://www.manualof.me/> Learn about it: <https://medium.com/leapers/introducing-manual-of-me-91021385d812>

Starting Points



The idea development process is not linear...



Bruton, A. (2016) Deliberate Opportunity Design (DOD)

Good ideas come from ‘Spare Parts’ and ‘Firewood’

Practice origin: Stephen Johnson ‘Where good ideas come from’ (2011)

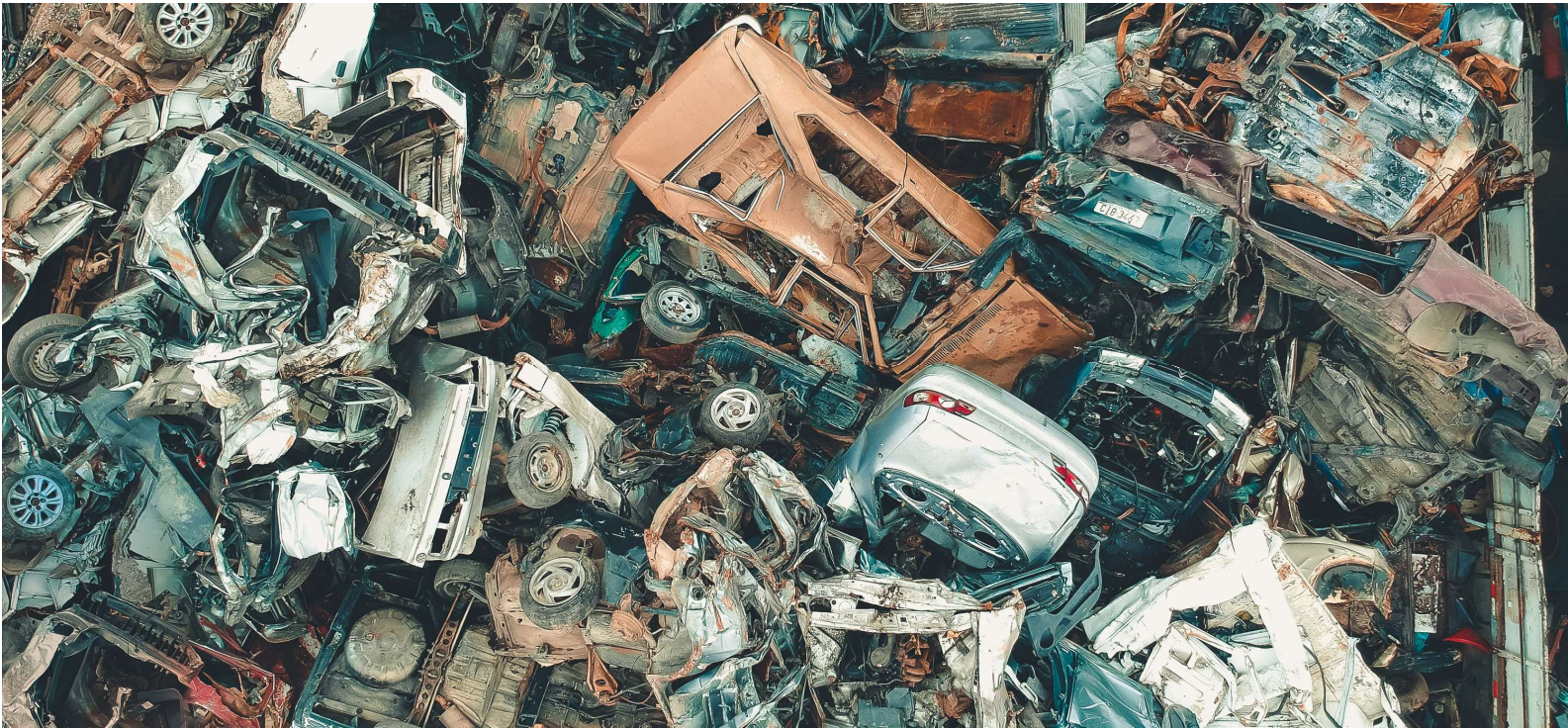


Photo by [sergio souza](#) on [Unsplash](#)

Spare Parts – Starting Points

Practice origin: Stephen Johnson 'Where good ideas come from' (2011)

Spare Parts or Starting Points are essential elements of the self-assembly approach to developing ideas.

It's using your own context and experience as the source of ideas of value.

A gathering of hunches, interesting test results, and unexpected revelations that make good ideas accessible to everyone.

<https://www.telegraph.co.uk/culture/books/8141223/Where-Good-Ideas-Come-From-by-Sтивен-Johnson-review.html>

These are all potential Starting Points

- **“Opportunities”** - a pressing problem/opportunity that you’ve identified
- **“Pain points”** - a pain point that impacts you or others
- **“Topics”** - a topic that excites you
- **“Trends”** - a trend you would like to explore
- **“Hunches”** - a hunch or theory you have
- **“Ideas”** - an idea you’ve been thinking about

What starting points can you identify for your own challenge based on the brief?

**New tech opportunities? User pain points?
Emerging trends? Novel methods or approaches?
Niche use-cases?**

In groups, share some starting points then...

#1 Categorise:

- Opportunity
- Pain Point
- Topic
- Trend
- Hunch
- Idea

#2 Dig deeper:

- Why?
- *Why?*
- ***Why?***
- *Why?*
- *Why?*

#3 Scan:

- **S**ocial trends
- **T**ech trends
- **E**conomic trends
- **E**nvironmental trends
- **P**olitical/Policy trends
- **L**egal trends
- **E**thical trends

What drives new ideas and innovations?

- Need: identification of problems encourages people to solve them
- Possibility: another breakthrough provides a 'stepping stone'. Someone asks "what if?"
- Connections & networks
- Time and space to explore
- 'Spare parts'
- Bravery & foolishness
- "Engineered serendipity"

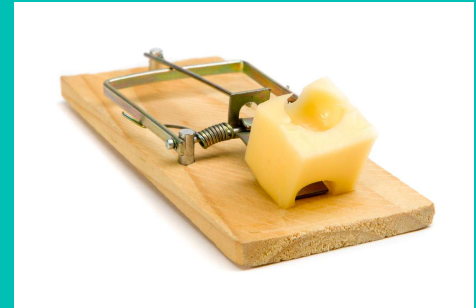
Innovation Defined

- “An Innovation is the implementation of a new or significantly improved product (good or service).”
 - OECD: Oslo Manual
- An idea – acted upon.
- Success in innovation is measured by its adoption or impact, not its novelty.
- **Product Innovation** – a new product or service (with significant new or improved features)
- **Process Innovation** – a new or improved production or delivery method
- **Marketing Innovation** – changes to positioning, pricing, packaging etc
- **Organisational Innovation** – changes to a firm’s practices, organisation or external relations (including the *Business Model*)

Ask the right question...

- How do I build a better mousetrap?
- How do I catch more mice?

- What is a shoebox for?
- What could you use a shoebox for?
- How many uses can you think of for a shoebox?
- Can you think of 100 ways to use a shoebox?



Idea-generation principles

- Diverge first!
- Reserve judgement
- Permit the Silly/Crazy/Useless (No Criticism)
- Stretch – ‘generate 100’
- Re-express / Illustrate / Build on other’s Ideas
- Wear someone else’s shoes
- Constraints can give direction

SCAMPER

- **S**ubstitute (materials)
- **C**ombine (purposes)
- **A**dapt (for...)
- **M**odify (scale up or down)
- **P**ut to alternative use
- **E**liminate (an element)
- **R**everse

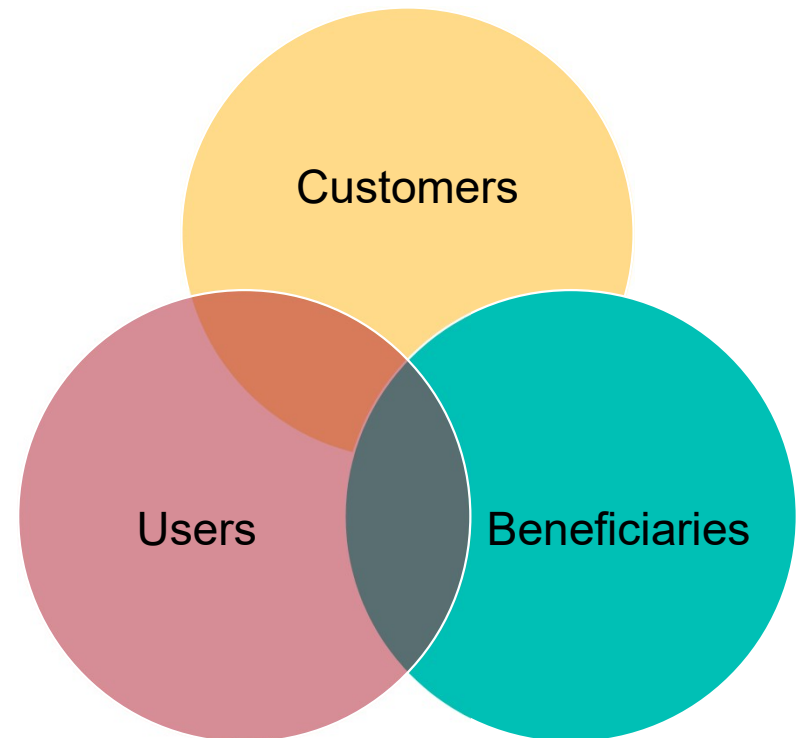
Generate some initial solutions...

Making Sense

Understanding the systems and
contexts within which an idea
exists

System Actors

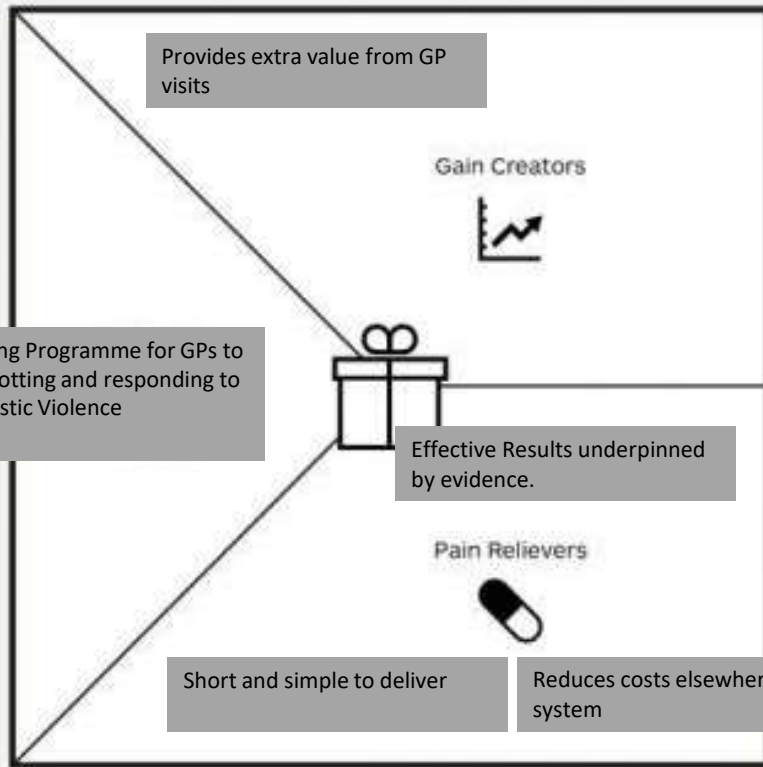
- When you consider your starting point:
 - Who are the customers, who 'own' the decision-making? (the 'gatekeepers')
 - Who (or what) are the users, who (or what) is using your idea to deliver change?
 - Who are the beneficiaries, who gets impacted positively?



The Value Proposition Canvas

Value Proposition: **IRISi**

Customer Segment



Training Programme for GPs to aid spotting and responding to Domestic Violence

Provides extra value from GP visits

Gain Creators



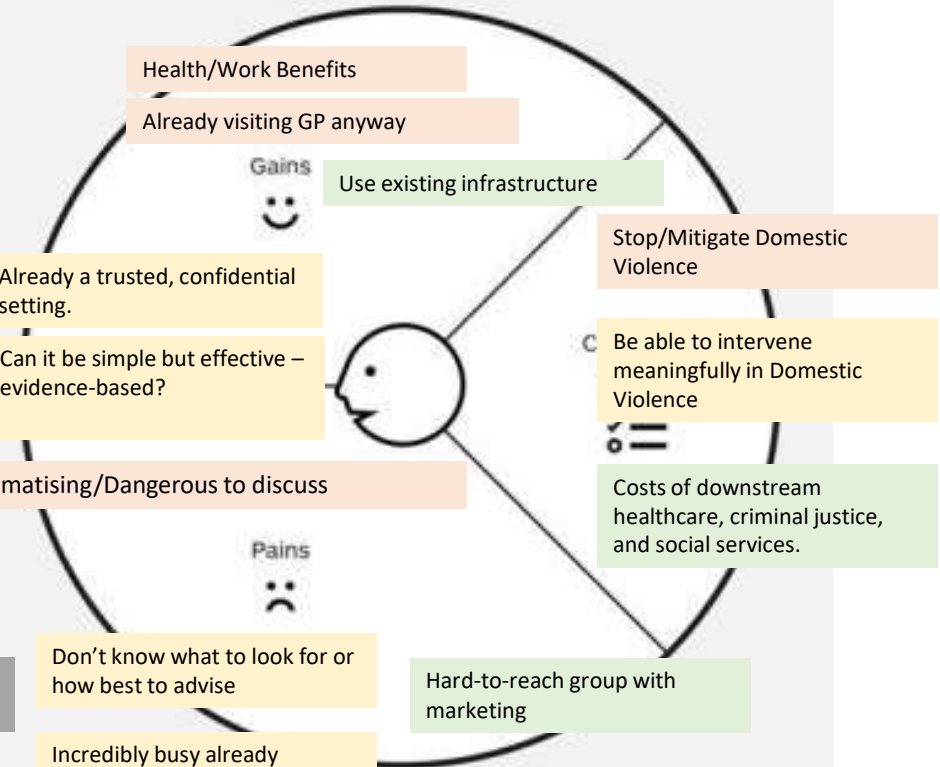
Effective Results underpinned by evidence.

Pain Relievers



Short and simple to deliver

Reduces costs elsewhere in system



Health/Work Benefits

Already visiting GP anyway

Gains



Use existing infrastructure

Already a trusted, confidential setting.

Can it be simple but effective – evidence-based?

Stigmatising/Dangerous to discuss

Stop/Mitigate Domestic Violence

Be able to intervene meaningfully in Domestic Violence

Costs of downstream healthcare, criminal justice, and social services.

Pains



Don't know what to look for or how best to advise

Incredibly busy already

Hard-to-reach group with marketing

Taking the first step

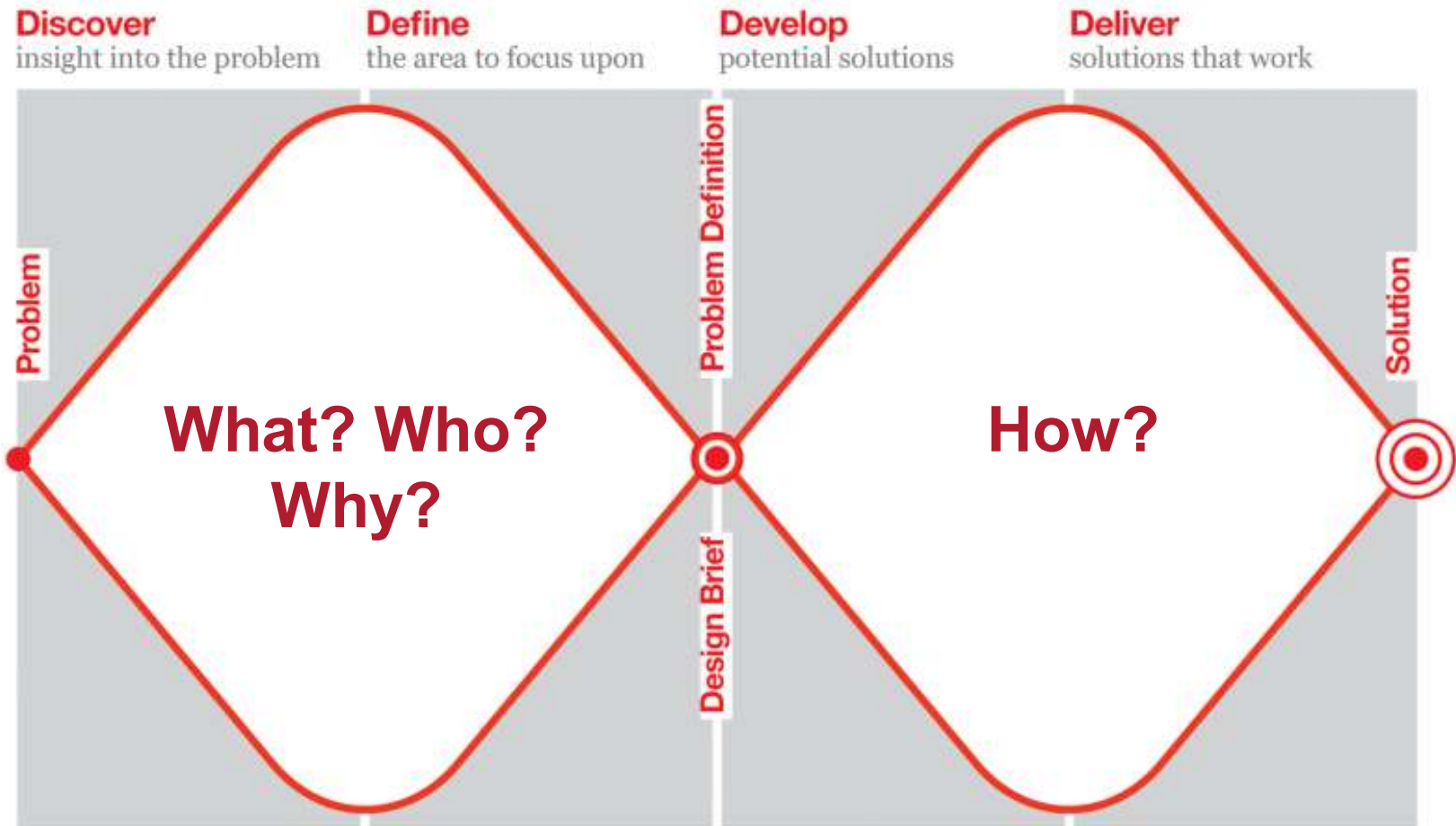
- Getting started is the hardest bit
 - Identify a grand goal
 - Identify the gap you're trying to bridge
 - Consider your options
 - Find a place you're able to start
- **GROW**
 - **Goals** – what will success look like?
 - **Reality** – where are you now?
 - **Options** – how could you bridge the gap? (**How Might We?**)
 - **Willingness** – which option are you willing and able to take?

Group Task – 15 minutes (it's a rapid work-through!)

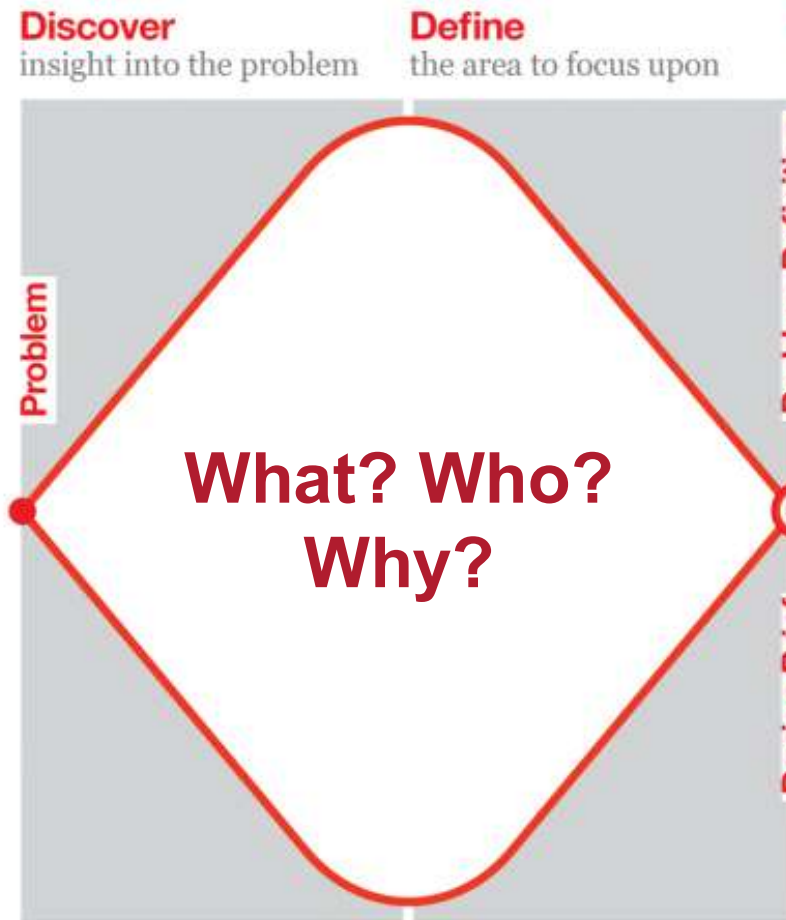
- Pick one starting point from those you've identified
 - If it's a problem – fine
 - If it's a solution you might need to identify the problem it solves!
- Identify the System Actors (5 minutes)
 - (Beneficiaries, Users, Customers)
- Identify 3 potential *named* actors you could engage to effect change (5 minutes)
 - (consider who has Influence vs who has Interest)
- Work through the GROW model (5 minutes)
 - (Goals, Reality, Options, Willingness)
- You might generate more questions than answers – that's expected!

A Process of Designing

Introducing *Design Thinking*
as a framework for exploring
problems and ideas



The Design Council's Double-Diamond design process.



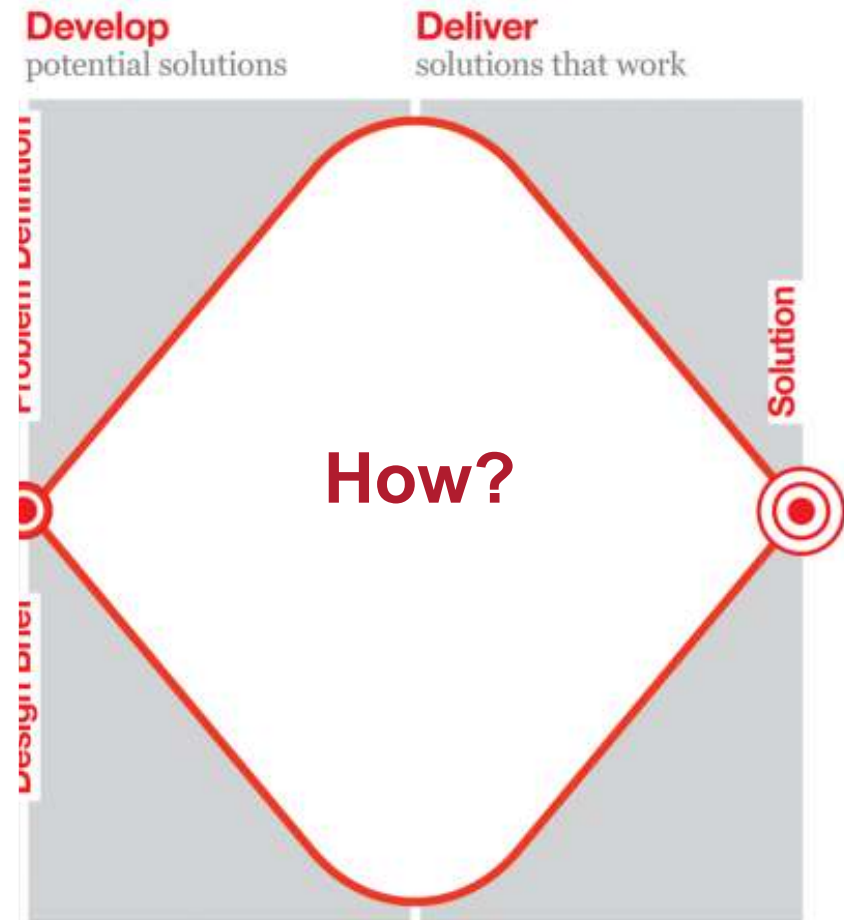
Discovery & Definition:

- Secondary Research
- Primary Research
 - Stakeholder engagement
 - 'User Experience'
 - 3M's research model:
 - Observation
 - Ask questions
 - Experiment and prototype
- Prioritisation of issues found
- What can be acted upon?

The Design Council's Double-Diamond design process.

Ideation & Prototyping:

- Generate lots of ideas
- Evaluate those ideas
- Test and Prototype them
- Select the best...



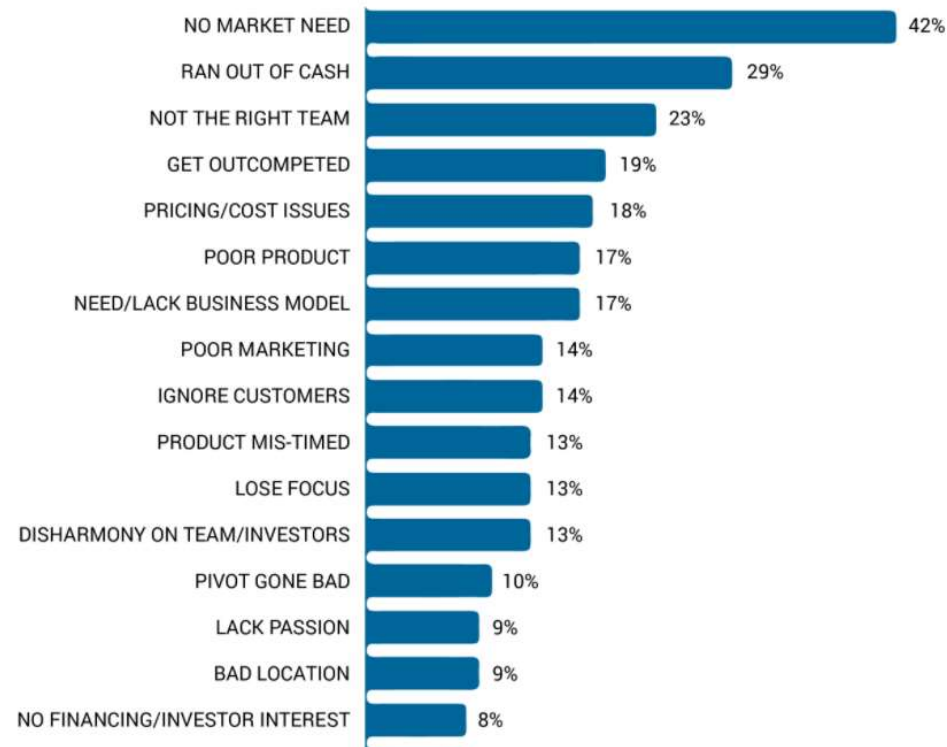
The Design Council's Double-Diamond design process.

Evaluating and Developing ideas

Validating the problem: the fate of start-ups and spin-outs

THE TOP 20 REASONS STARTUPS FAIL

Based on an Analysis of 101 Startup Post-Mortems



<https://www.cbinsights.com/research/startup-failure-reasons-top/>

The fate of research ideas

Technology Readiness Levels (TRL)

TRL9 **Operations**

TRL8 **Active Commissioning**

TRL7 **Inactive Commissioning**

TRL6 **Large Scale**

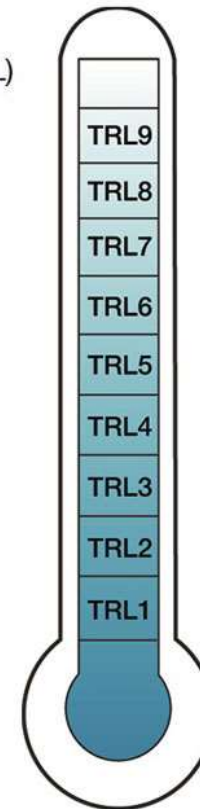
TRL5 **Pilot Scale**

TRL4 **Bench Scale Research**

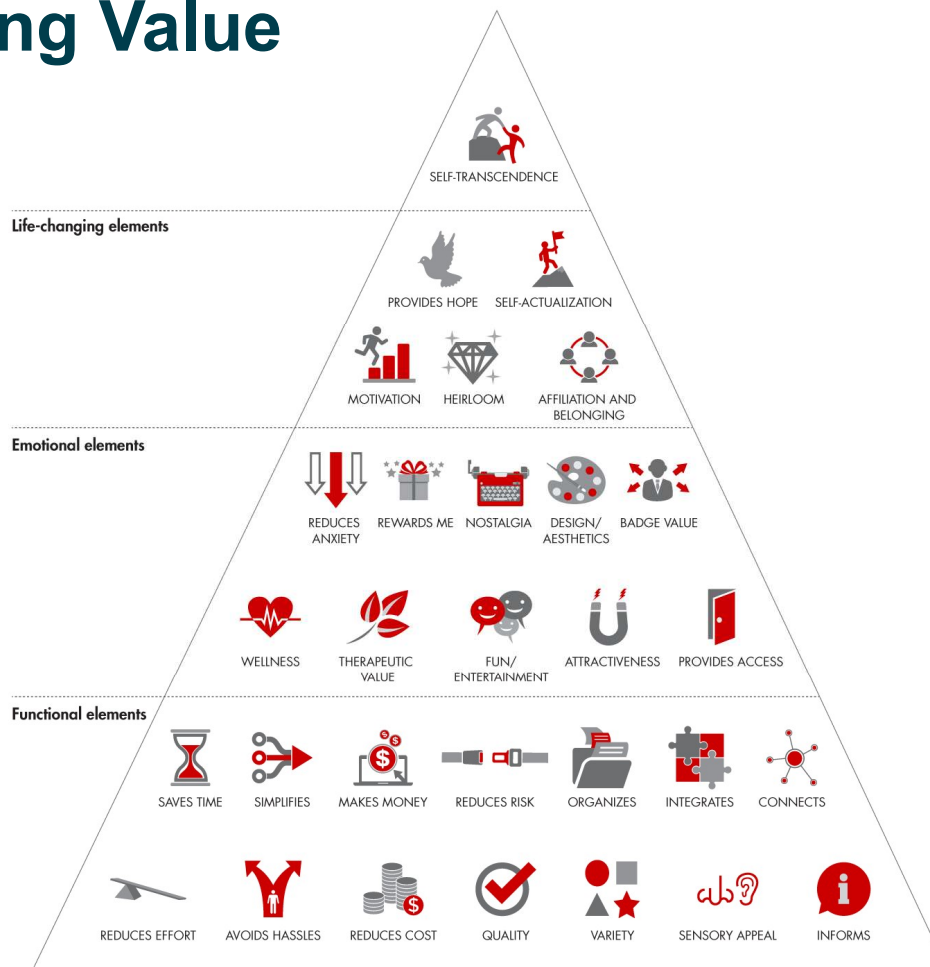
TRL3 **Proof of Concept**

TRL2 **Invention and Research**

TRL1 **Basic principles**



Creating Value



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If we have successfully identified and empathised with our users and stakeholders, we can start to identify the values they seek from any interaction.

This is a model developed by consultants Bain & Co as a model for understanding those values. It's a useful starting-point for thinking about framing the value of your offer.

How might you frame the value sought by your users and stakeholders in simple terms?

How are your products/services improving lives?



Things to grow

- Time and money
- Happiness and fulfillment
- Confidence + aspiration
- Skills and capability
- Employability
- Friends and Status
- Wealth and comfort
- Health and fitness



Easier days

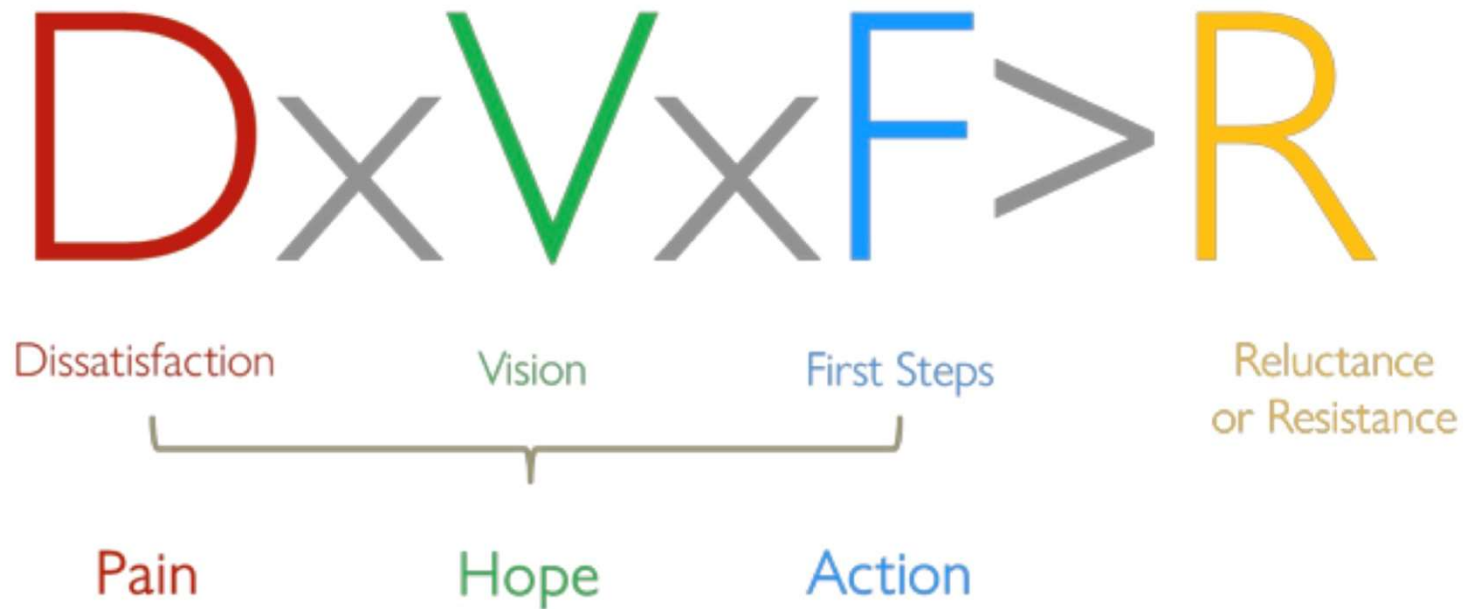
- Less cost and effort
- More fulfilling
- More predictable
- Fewer mistakes
- More fun and laughter
- More companionship
- Less tiring / frustrating
- More freedom / relaxing



Things to shrink

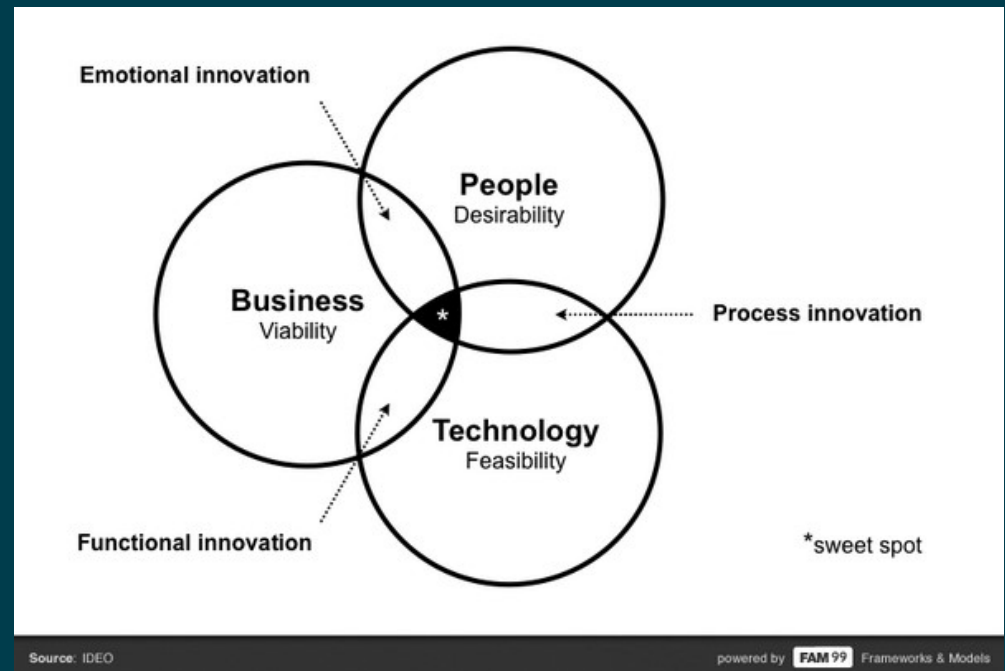
- Wasted time and cost
- Physical / mental pain
- Stress and misery
- Effort to do things
- Debt and worry
- Bad habits + behaviours
- Mental / physical blocks
- Weight and ill health

The Formula for Change



How do you evaluate an idea as a *business* idea?

- **Desirability:** Do (enough) people want it (more than the alternatives)?
- **Feasibility:** Can it be made? Will it work?
- **Viability:** Do the profits outweigh the costs? Can it be sustained and scaled?



Unintended Consequences

- A systems-based approach also helps identify the wider impacts of innovation...
 - How might a 'superfan' of your idea take it too far?
 - How might a 'bad actor' abuse your idea?
 - Who or what else disappears or is marginalised if your idea succeeds?



<http://tarotcardsoftech.artefactgroup.com/>

ARC IDEA CANVAS

IDEA:	AUTHOR:
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<p>PROBLEM/OPPORTUNITY</p> <p>What problem are you solving or what opportunity are you creating?</p> <p>Are you able to provide a quantification of the problem or opportunity?</p> <p>Are you able to provide a qualified example of the problem or opportunity?</p>	<p>HYPOTHESES TO TEST</p> <div style="border: 1px solid #ccc; height: 40px; margin-bottom: 5px;"></div> <div style="border: 1px solid #ccc; height: 40px; margin-bottom: 5px;"></div> <div style="border: 1px solid #ccc; height: 40px;"></div>
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<p>FIRST AUDIENCES: Beneficiaries, Users, Customers, Stakeholders</p> <p>Who will benefit most or most easily be benefitted? Who will use the idea to create that benefit? Who is buying it to be used? Who else might be interested?</p> <div style="border: 1px dashed #ccc; height: 120px; margin: 10px 0;"></div> <p>How will you reach each of these groups?</p>	<p>HYPOTHESES TO TEST</p> <div style="border: 1px solid #ccc; height: 40px; margin-bottom: 5px;"></div> <div style="border: 1px solid #ccc; height: 40px; margin-bottom: 5px;"></div> <div style="border: 1px solid #ccc; height: 40px;"></div>
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<p>SOLUTION/MITIGATION</p> <p>What is your idea and how does it create value?</p> <p>What makes it better than existing solutions or alternatives?</p> <p>Is the idea easily replicated by others?</p>	<p>HYPOTHESES TO TEST</p> <div style="border: 1px solid #ccc; height: 40px; margin-bottom: 5px;"></div> <div style="border: 1px solid #ccc; height: 40px; margin-bottom: 5px;"></div> <div style="border: 1px solid #ccc; height: 40px;"></div>
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<p>IMPACT MODEL</p> <p>How will you measure it's being adopted and creating an impact?</p>	<p>HYPOTHESES TO TEST</p> <div style="border: 1px solid #ccc; height: 40px; margin-bottom: 5px;"></div> <div style="border: 1px solid #ccc; height: 40px; margin-bottom: 5px;"></div> <div style="border: 1px solid #ccc; height: 40px;"></div>
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<p>REVENUE MODEL</p> <p>How (and from where) will you acquire initial and ongoing funding to provide your product or service?</p>	<p>HYPOTHESES TO TEST</p> <div style="border: 1px solid #ccc; height: 40px; margin-bottom: 5px;"></div> <div style="border: 1px solid #ccc; height: 40px; margin-bottom: 5px;"></div> <div style="border: 1px solid #ccc; height: 40px;"></div>
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The original Idea Canvas was created by: Ben Mumby-Croft and Dr Harveen Chugh

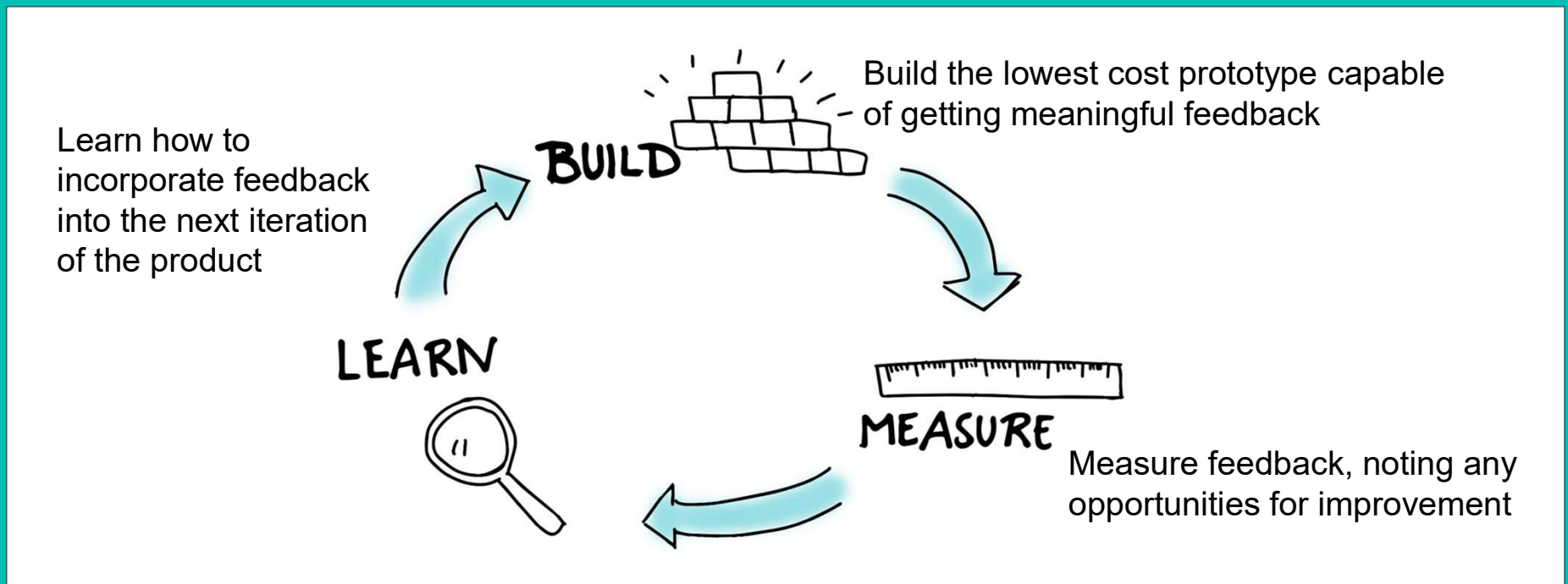
This version was developed by Dave Jarman for use by the ARC Accelerator in 2023.

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DISCOVER

Co-create new products with your prospective customers





The Design Squiggle

Noise / Uncertainty / Patterns / Insights

Clarity / Focus

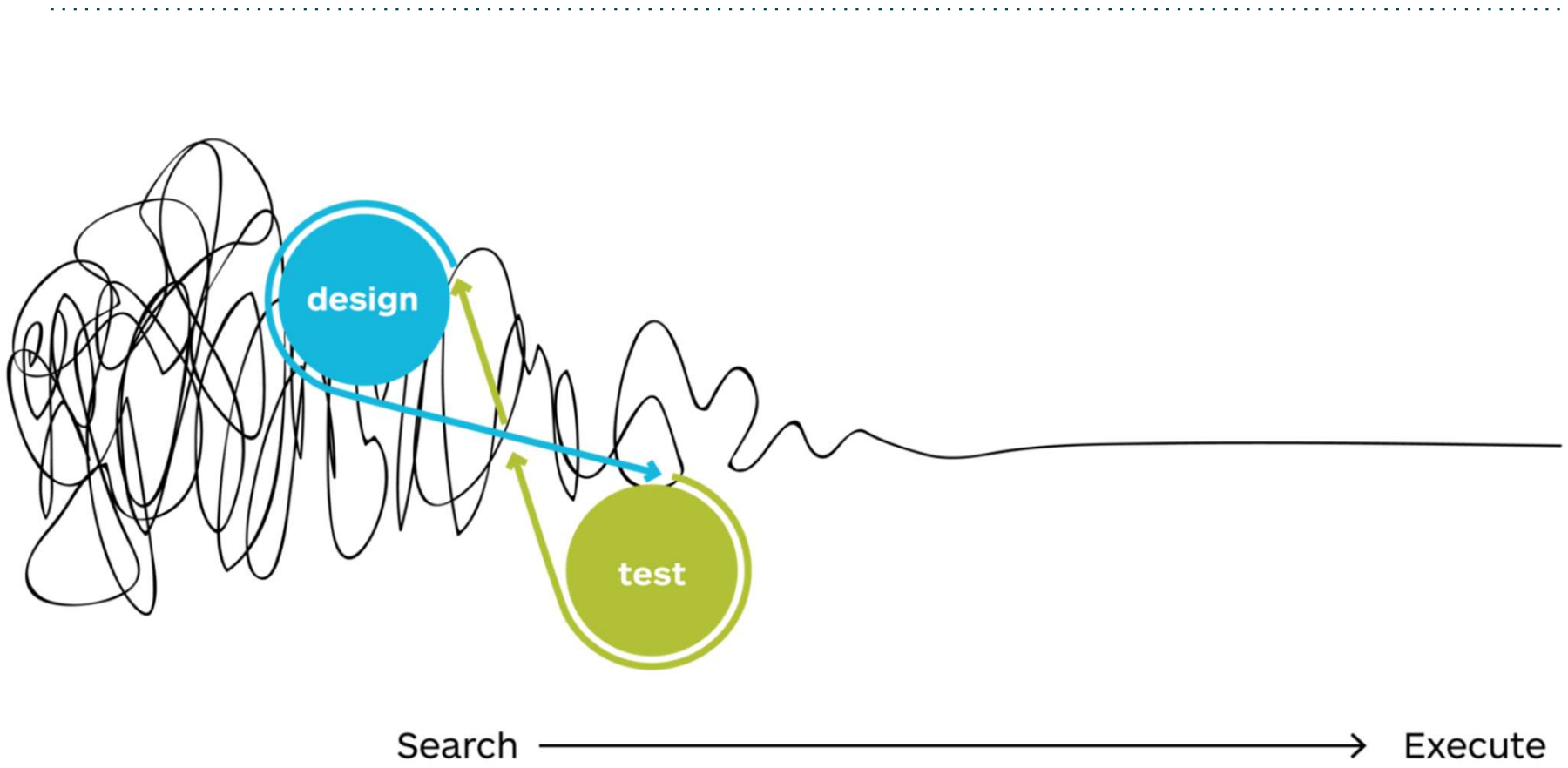


Research & Synthesis

Concept / Prototype

Design

[Source: Damien Newman](#)

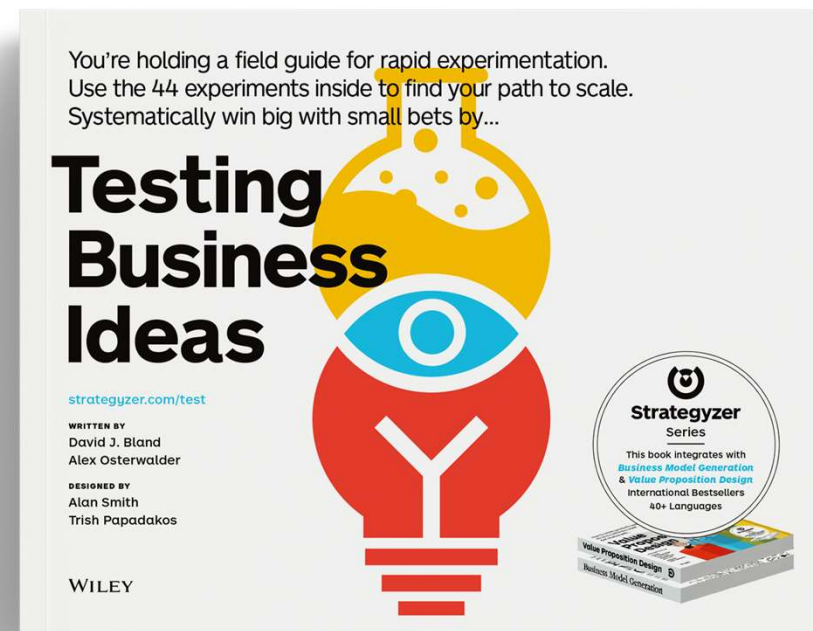


Strategyzer.

“It doesn’t matter how beautiful your theory is, it doesn’t matter how smart you are. If it doesn’t agree with the experiment, it’s wrong.”

Richard Feynman, Theoretical Physicist.

Very useful books - Strategyzer



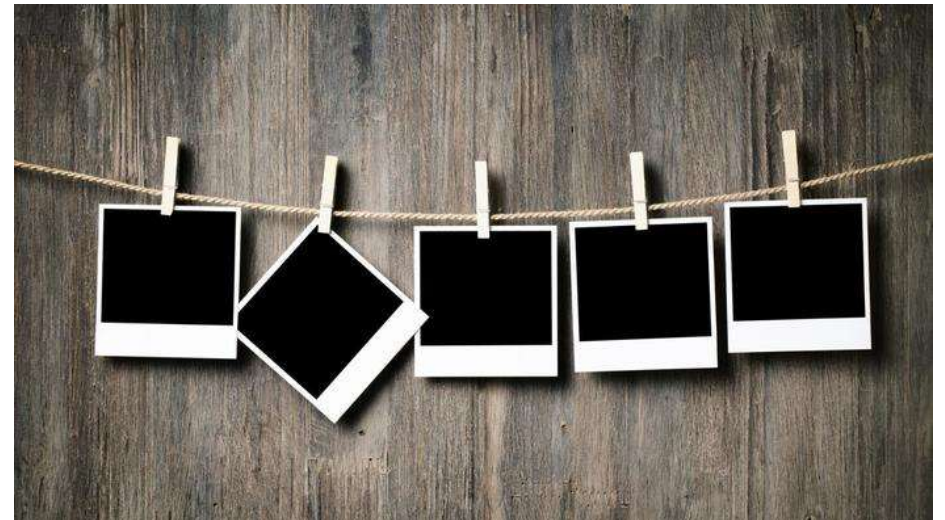
Images: <https://www.strategyzer.com/books>

Business Plans

What goes into a business plan to make it convincing?

Business Plans

- What is a Business Plan?
 - A methodology?
 - A blueprint?
 - A forecast?
 - A guess?
 - A snapshot in time?
- All of the above.
- A compelling story (with evidence)
- A set of qualified assumptions.



Business Plans

- No ideal size or structure.
- Exec summary is a must.
- Then lead with whatever is most compelling...
- Provide evidence that qualifies the assumptions you're making.

'Typical' Elements:

- Product/service description – what is it?
- Market analysis – who wants it?
- Competitor analysis – who are we up against?
- Strategy – how will we succeed?
 - Pricing
 - Route to Market
 - IP/barriers to entry
- Logistics/operations – details, details...
- Team – who are we?
- Financials – do the numbers add up?
 - Where does the money come from
 - Including potential exits

A Business Plan on one page? Try the 'Lean Canvas'

LEAN CANVAS

Title: _____ Created By: _____ Date: _____

PROBLEM List your top 1-5 problems.	SOLUTION Outline a possible solution for each problem.	UNIQUE VALUE PROPOSITION Single, clear, compelling message that states why you are different and worth paying attention.	UNFAIR ADVANTAGE Something that cannot easily be bought or copied.	CUSTOMER SEGMENTS List your target and users.
EXISTING ALTERNATIVES List how these problems are solved today.	KEY METRICS List the key numbers that tell you how your business is doing.	HIGH LEVEL CONCEPT List your X for Y analogy (e.g. YouTube - Flickr for videos).	CHANNELS List your path to customer (inbound or outbound).	EARLY ADOPTERS List the characteristics of your ideal customers.
COST STRUCTURE List your fixed and variable costs.		REVENUE STREAMS List your sources of revenue.		

Lean Canvas is adapted from The Business Model Canvas (BusinessModelGeneration.com) and is licensed under the Creative Commons Attribution-Share Alike 3.0 Unported License.

The Elevator Pitch

- **Who** are you?
- **What** is it: either:
 - 1: *This* is a problem, *here* is our solution.
 - 2: *This* is our idea, it solves *this* problem.
- **Why**: It's better than the existing options because...
- (If you have time): **How** you'll achieve this...



www.bristol.ac.uk/innovation

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