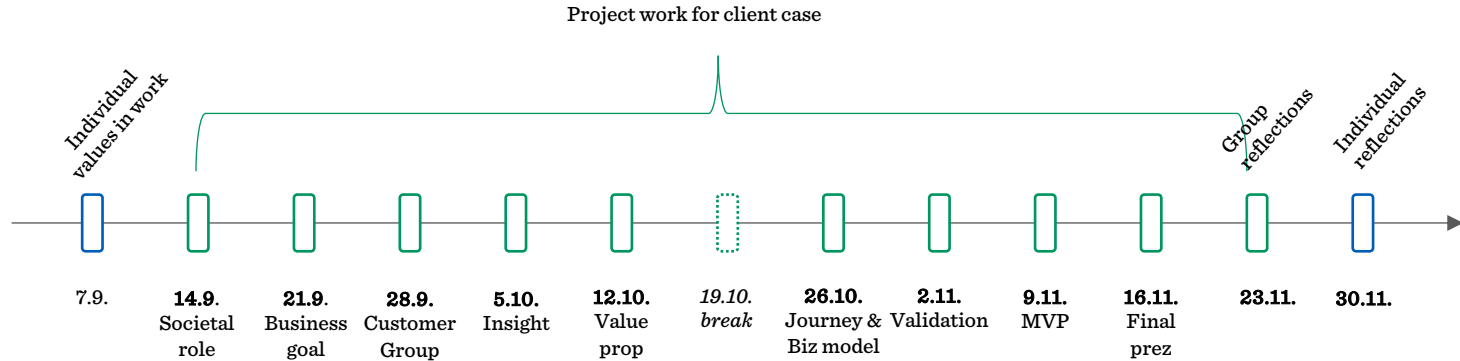


A collection of vintage tools and objects arranged on a dark wooden surface. The items include a large pair of pliers, a hand saw, a hammer, a pickaxe, a smaller axe, a utility knife, a pair of work gloves, a flashlight, a metal cup, a metal lid, a circular metal object with a logo, and a curved metal tool. The scene is lit from the left, creating shadows.

CS-E280
SOCIETAL
DESIGN
PROJECT

Risto Sarvas
Hanna Hämäläinen
September 21st, 2020

Course Schedule



We might slightly tweak as we go,
but the basic blocks are here.



W	Objective	What did we do? <i>(Meri Terho's project)</i>	After the week
3	Business Objective and defining project scope	<ul style="list-style-type: none"> - First meeting with customer - Start planning interview structure 	Defined the objectives of the project and selected a target segment
4, 5	Collect customer/end-user insight with interviews	<ul style="list-style-type: none"> - 8 interviews within the target group - Created 3 personas from the interviews 	3 customer groupings within the target segment and a bunch of ideas for the solution
6	Summarizing the research and ideas into a Value Proposition	<ul style="list-style-type: none"> - Intensive Ideation session - Created first drafts of Fake Ads to crystallize the value propositions 	Narrowed down the findings and ideas into 3 concept ideas
8	Customer Journey Mapping & Business Model	<ul style="list-style-type: none"> - Presenting mid-project findings and Business Model Canvas workshop with the customer - Further develop one of the concepts 	Have an understanding of the business context and more insights to the concept
9	Validation with Prototyping	<ul style="list-style-type: none"> - 3 Solution Concept Interviews with end-users - Define concept and ideate MVPs 	Validated value proposition!
10	Plan (and execute) MVP Start preparing Final Presentation!	<ul style="list-style-type: none"> - Plan and create the Facebook prototype campaign - First draft and storyline for final presentation 	Structured value proposition and plan of how to communicate it to the target group
10	Prepare for Final Presentation Validation Campaign Results		
11	Final Presentation Week Create Portfolio-case		

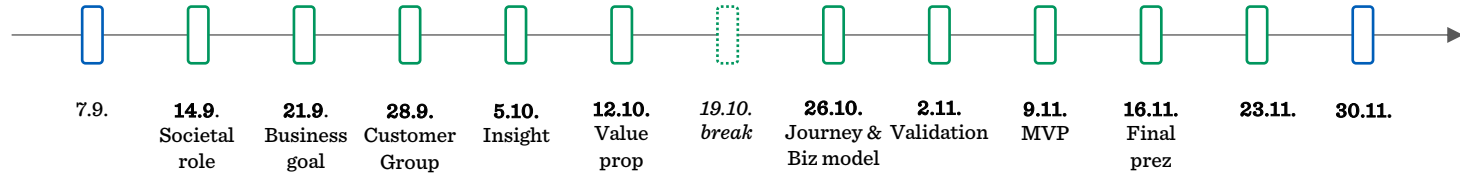
NO SOLUTION!

*YES SOLUTION
+ evidence.*

Background

"The hinge"

*Communicating
what you've done!*



Final Prez = 90% course Evaluation Criteria

Positioning: What was the brief? Business goals? Societal context?
Positioning within client's organization & activities?

Strategic Focus of Customer Groups: who, why, who not.

Describe the customer transformation:
the story of who do you want the customers to become.

The concept (under the hood):
what is it, how does it work, how does it differentiate, benefits to client & end user?
Which parts are critical at this stage (end of November)?

Evidence: what is your argumentation + evidence
to back up your decisions, focus, and next steps.

Your contribution: what is the value of your work?

Clarity of presentation. Remember, it should be understandable to outsiders.

Your grade is shaped also by

- Your growth as a team.
- Judges comments.
- Coaches' comments.
- Clients' comments.
- Any potential major factors.

In a nutshell

You write down the value you want to create for your client.

8 weeks pass by.

You make your case on how you created value for your client.

We assess how you succeeded.



A high-angle, black and white photograph of a room filled with rows of empty, modern black chairs. The chairs are arranged in a grid pattern, and the floor is made of large, light-colored tiles. The lighting is dramatic, with strong shadows and highlights, creating a sense of depth and texture. The text is overlaid on the image in a clean, white, sans-serif font.

Absences.

All Mondays are mandatory.

**Contact us, if you miss one.
(preferably in advance)**

Part I

Last week & This week



We have our first deliveries!

- Aim for about 3 minutes.
It forces you to tell only what is relevant.
- All we really want to hear are answers to the questions.
Everything is extra (in good and bad).
- No solutions. Not even if your client wants them at this stage.
Leave room for understanding the underlying needs.
- Keep the package clear, simple, and understandable.

**LAST WEEK'S LEARNING GOAL:
Client's societal role**

How does your client shape the society it is part of?

*How do they see their role,
and what evidence they have in fulfilling that role?*

*How do you describe that role
in the context of this course project?*



Shadow Lessons Learned?

Client can be prepared, or not.
Design work actually starts before the project.

Someone has to run the conversation.
“Who is responsible here?”

Working with a new team takes time:
roles, skills, shared language & terms, calendar...

Shadow Lesson for Whole Course

If it isn't 100% clear to someone...

In real design/project work:
you take charge (others help, but you lead),
your attitude & commitment = professionalism,
everyone is needed to make the team work.

You have no choice but to make it work.

SUCCESS = TEAM WORKS
(can't learn from the books,
got to experience it)

**THIS WEEK'S LEARNING GOAL:
Getting the business objectives**

*What is the goal of the project?
Why is it important to the client?*

How will you know you have succeeded?

In November?

In January?

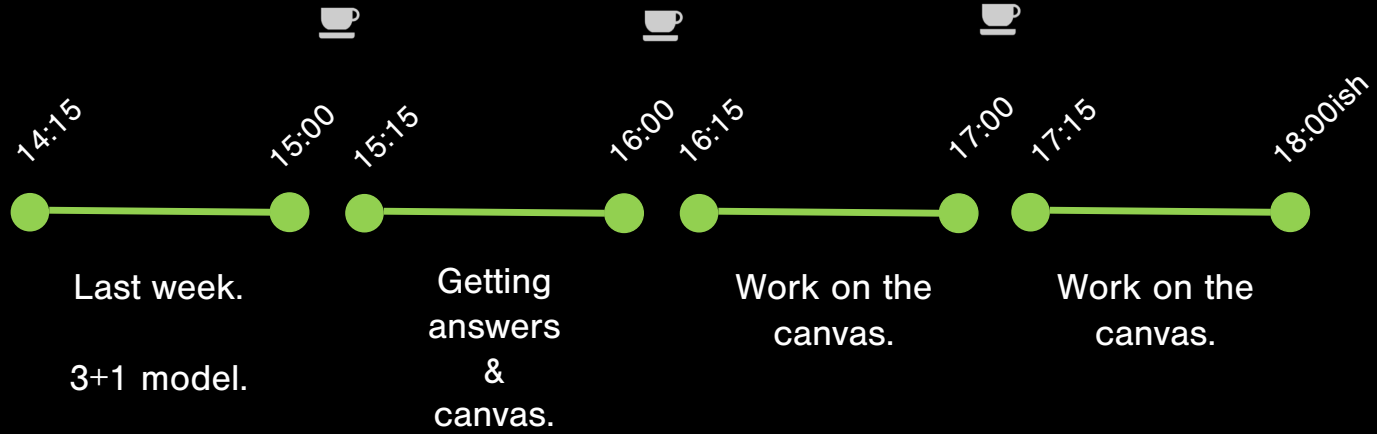
In June 2021?

*Shadow lesson:
Goals, objectives and success criteria
are not given. They are co-created.*

NEXT WEEK:

*The tricky world of
“who are our customers?”*

14.9. Business Objective



Intro of the week 1/3 😊

The Fundamentals of any Innovation, ever.

3 new products
out by end of
H1/2020.

Cut down
customer
acquisition costs
by 15%.

NPS from 6.1 to
9.0 in 3 months.

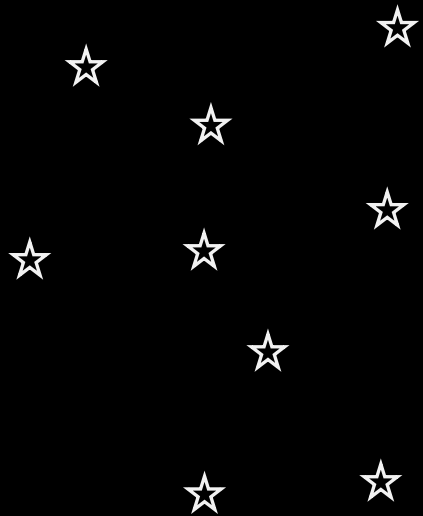
Help families with
small children find
our culture
offerings.

COMPANY'S GOALS

CUSTOMER'S GOALS

COMPANY'S GOALS

CUSTOMER'S GOALS



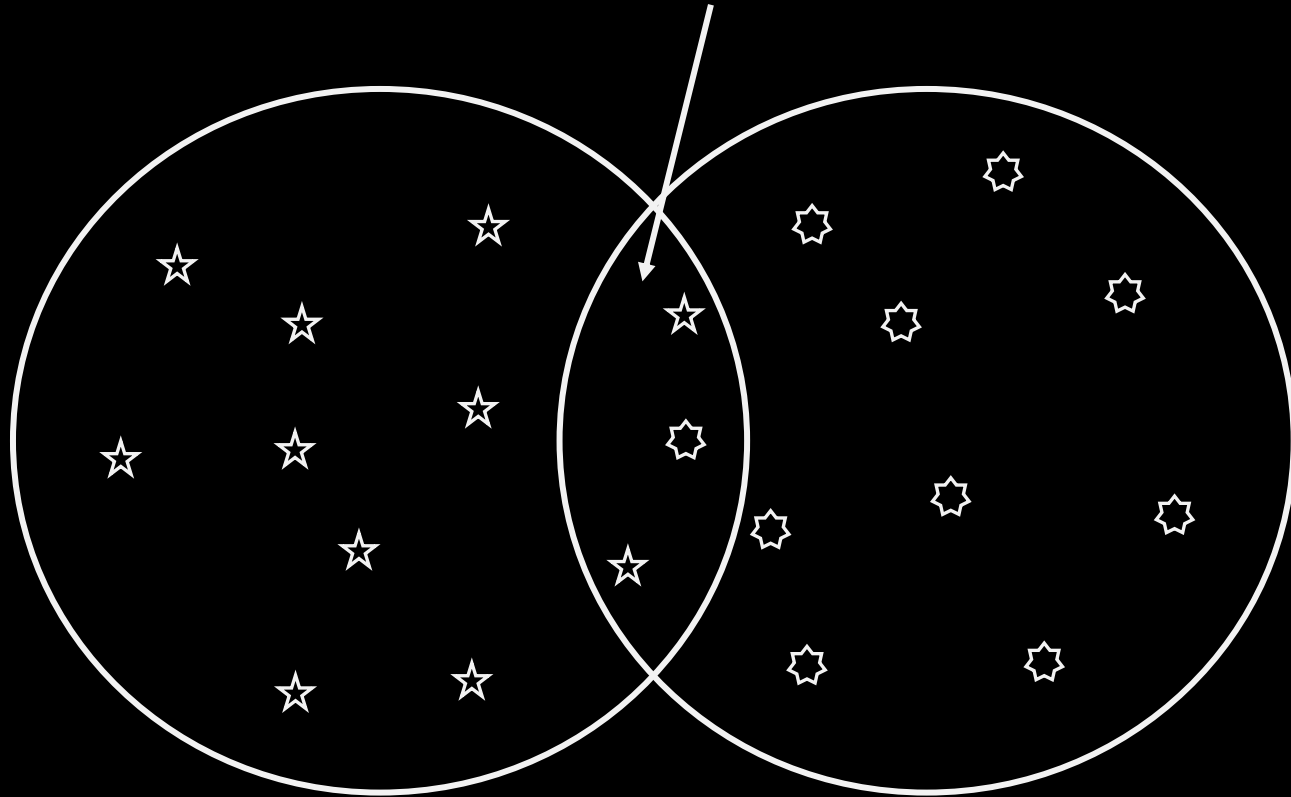
I need to get out of the house, but where to go with kids?

When should I apply for daycare for our youngest kid?

I should meet my friends more.

I need better monitoring of my kids' screen time.

“SOLUTION SPACE”



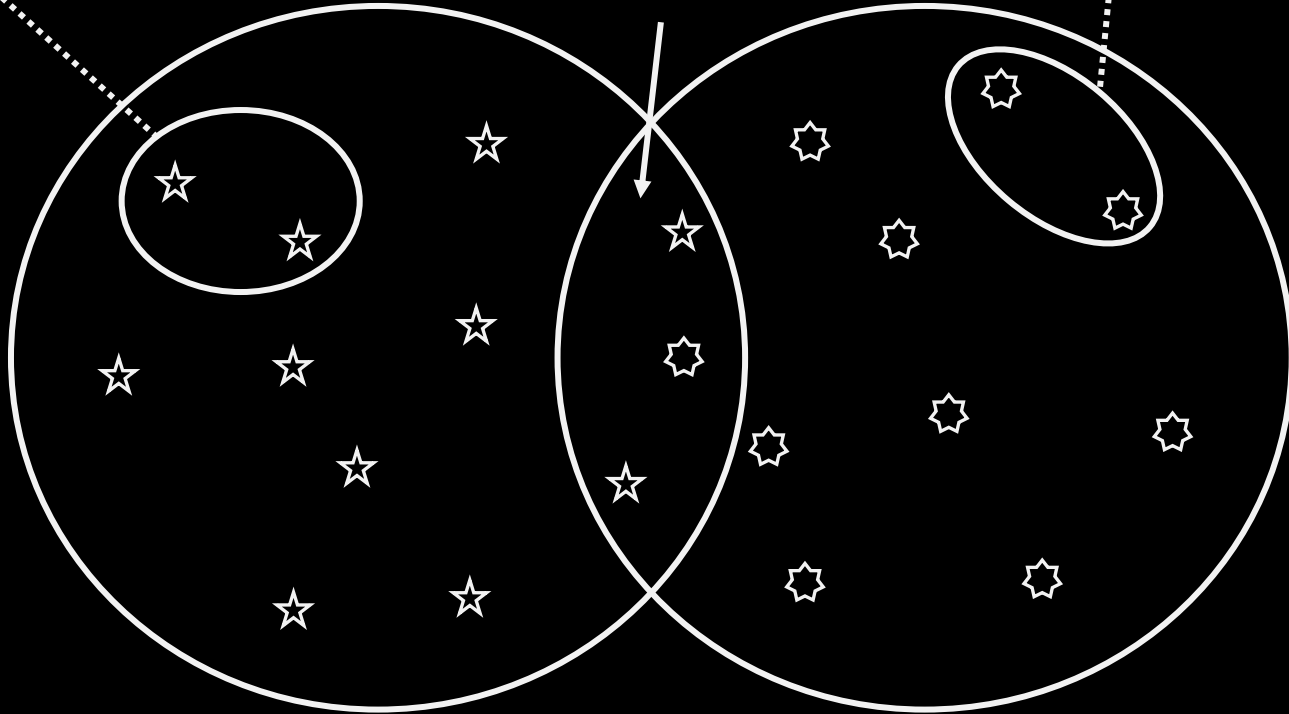
YOUR COMPANY'S GOALS

YOUR CUSTOMER'S GOALS

the customer doesn't
give a s*it

**Customer-centric
AND
Added value**

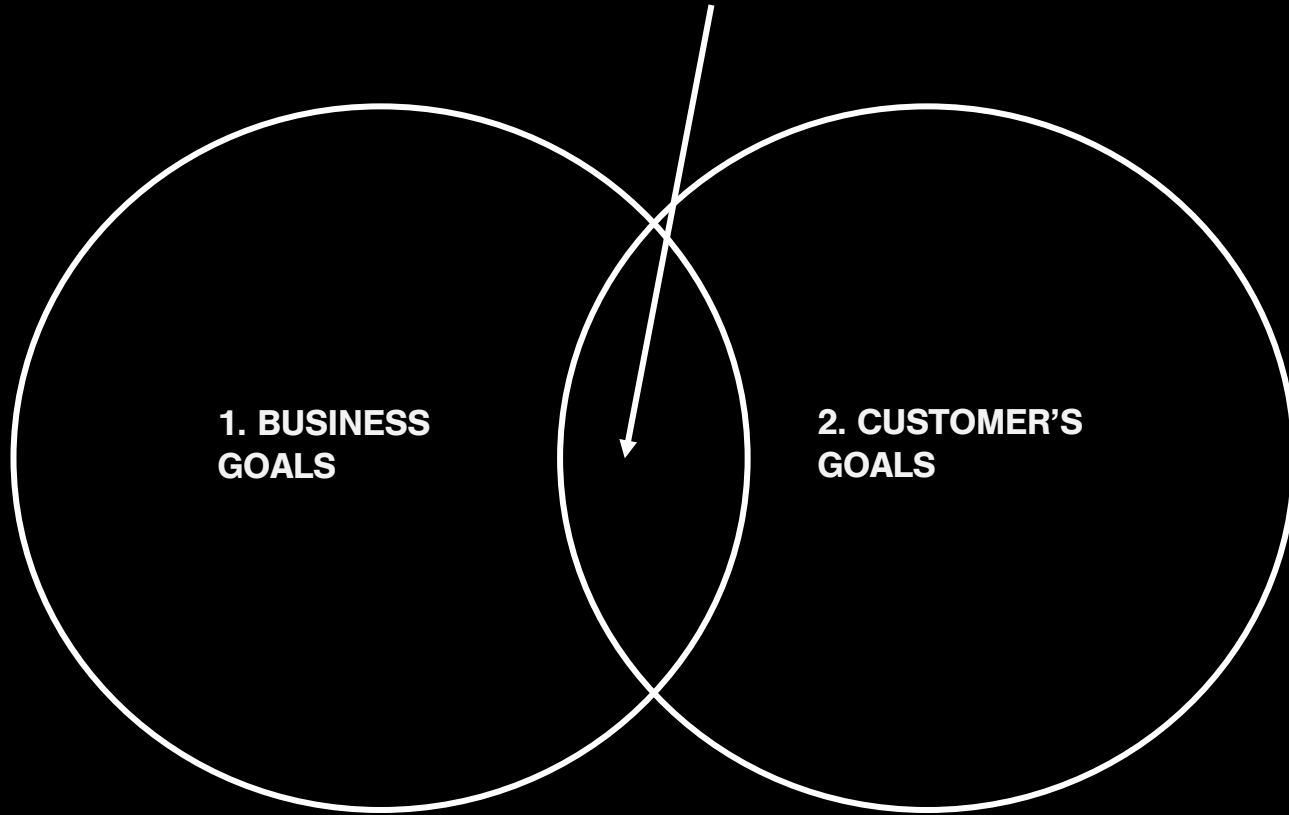
no value for you



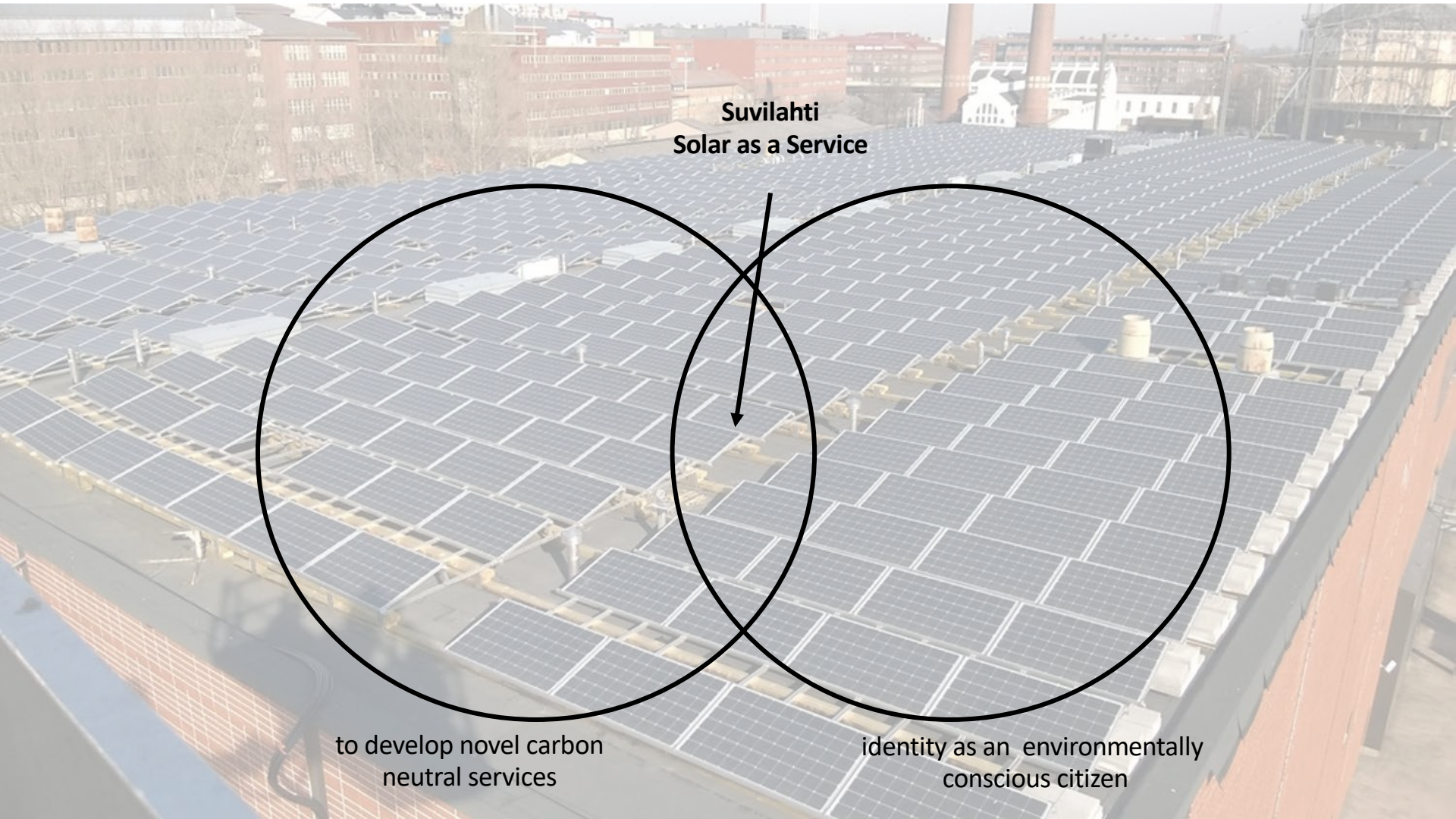
YOUR COMPANY'S GOALS

YOUR CUSTOMER'S GOALS

3. YOUR DESIGN



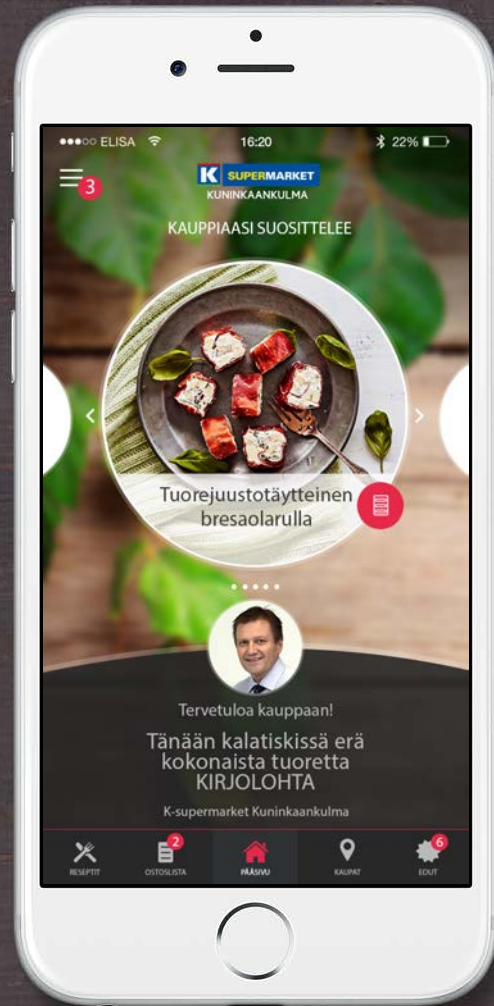




**Suvilahti
Solar as a Service**

to develop novel carbon
neutral services

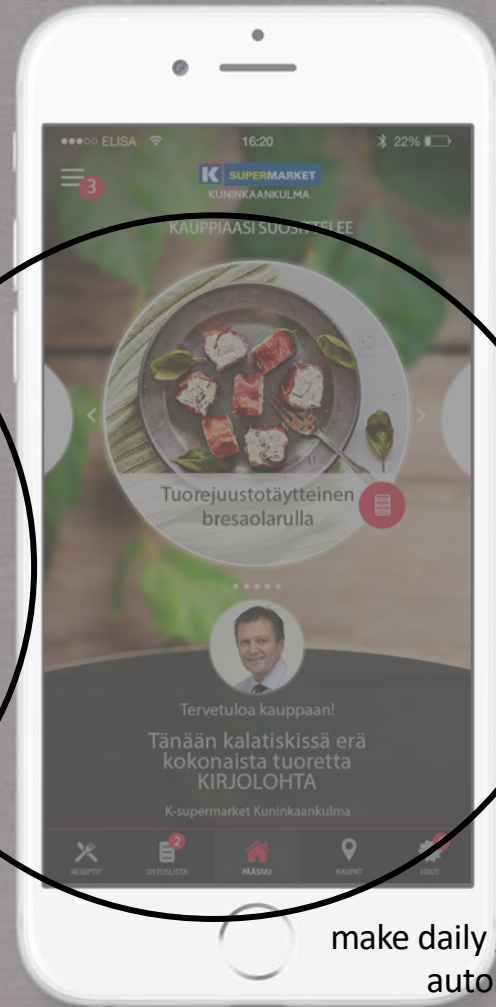
identity as an environmentally
conscious citizen



K-Ruoka mobile app



strengthen customer relationship by being relevant on a daily basis



make daily grocery chores automatic and easy

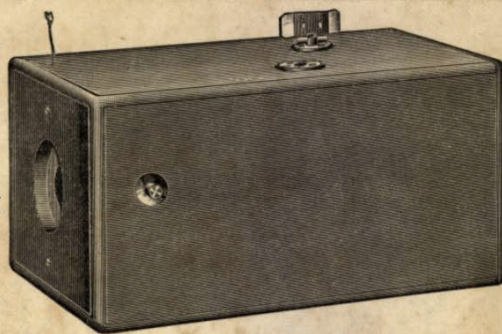
future LEAN SERVICE CREATION

Size:
3¼ x 3¼ x 6½ inches.
Weight:
1 lb., 10 oz.

PRICE, \$25.00.

Loaded for 100 pictures, including Sole Leather Carrying Case with Strap.

Size of Picture:
2¼ inches diameter.



ONE-HALF LENGTH.

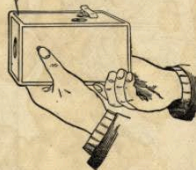
THE KODAK CAMERA.

A NYBODY who can wind a watch can use the Kodak Camera. It is a magazine camera, and will make one hundred pictures without reloading. The operation of taking the picture is simply to point the camera and press a button. The picture is taken instantaneously on a strip of sensitive film, which is moved into position by turning a key.

A DIVISION OF LABOR. After the one hundred pictures have been taken, the strip of film (which is wound on a spool) may be removed, and sent by mail to the factory to have the pictures finished. Any amateur can finish his own pictures, and any number of duplicates can be made of each picture. A spool of film to reload the camera for one hundred pictures costs only two dollars.

No tripod is required, no focusing, no adjustment whatever. Rapid rectilinear lens. The Kodak will photograph anything, still or moving, indoors or out.

A PICTURESQUE DIARY of your trip to Europe, to the mountains, or the sea-shore, may be obtained without trouble with a Kodak Camera, that will be worth a hundred times its cost in after years.



A BEAUTIFUL INSTRUMENT is the Kodak, covered with dark Turkey morocco, nickel and lacquered brass trimmings, enclosed in a neat sole leather carrying case with shoulder-strap—about the size of a large field-glass.

Send for a copy of the **KODAK PRIMER** with Kodak photograph.

THE EASTMAN DRY PLATE AND FILM CO.,

Branch: 115 Oxford St., London.

ROCHESTER, N. Y.

The Kodak Camera (1888)

Size:
3½ x 3¼ x 6½ inches.

Weight:
1 lb., 10 oz.

PRICE, \$25.00.

Loaded for 100 pictures, including Sole Leather Carrying Case with Strap.

Size of Picture:
2¼ inches diameter.



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THE EASTMAN DRY PLATE AND FILM CO.,

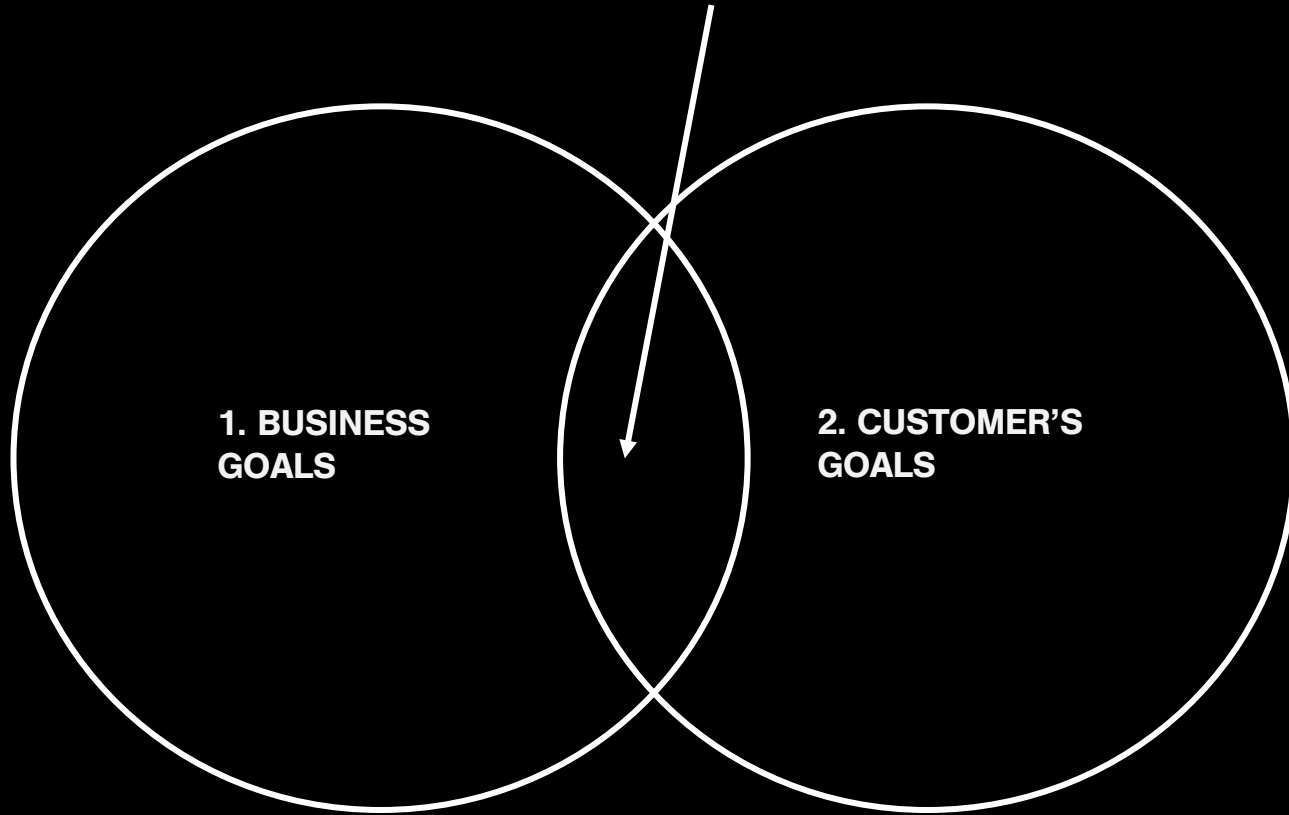
Branch: 115 Oxford St., London.

ROCHESTER, N. Y.

To create a market for
celluloid film photography.

To be able to create memorabilia of everyday life by
yourself.

3. YOUR DESIGN



YOUR DESIGN

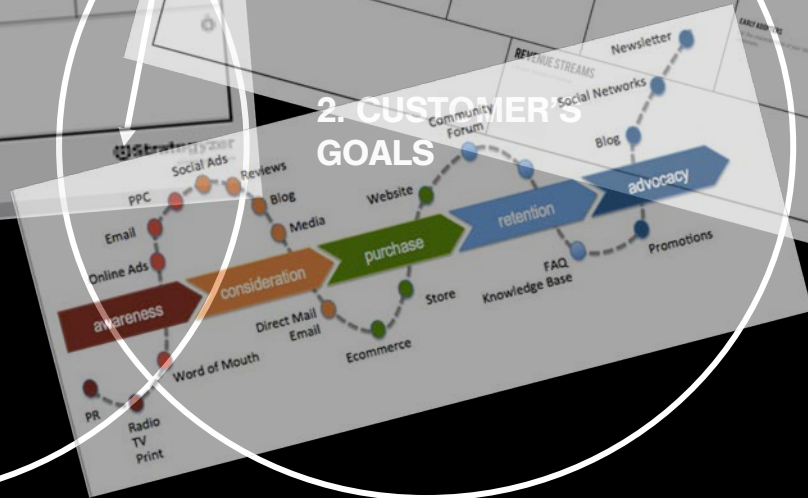
The Business Model Canvas



1. BUSINESS GOALS



2. CUSTOMER'S GOALS



Lesson Learned:

At the end of the day,

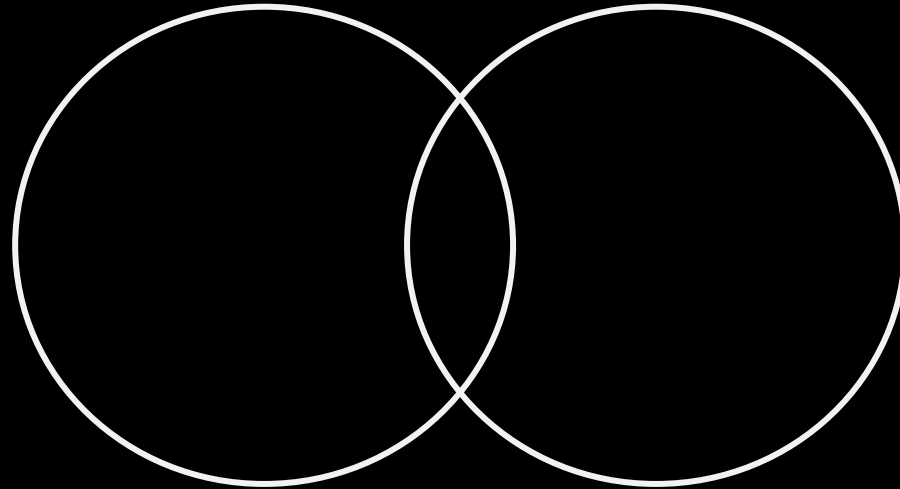
it is about combining
our own goals with our
customers' goals.

...in a sustainable way.



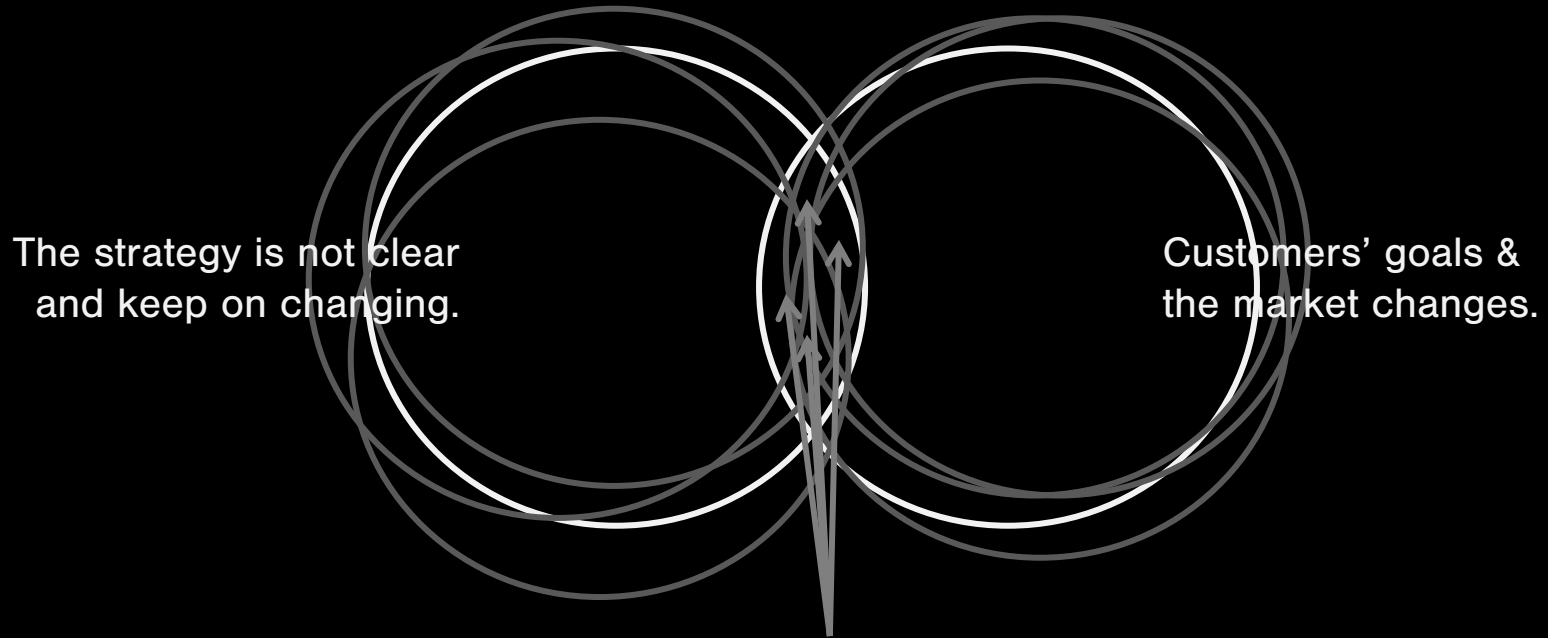
This model works when we know what to create.

Strategic goals
& objectives
remain stable.



Customer's
expectations
and needs
are predictable.

But do we live in stable & certain times?
Does your client want you to do “known stuff”?

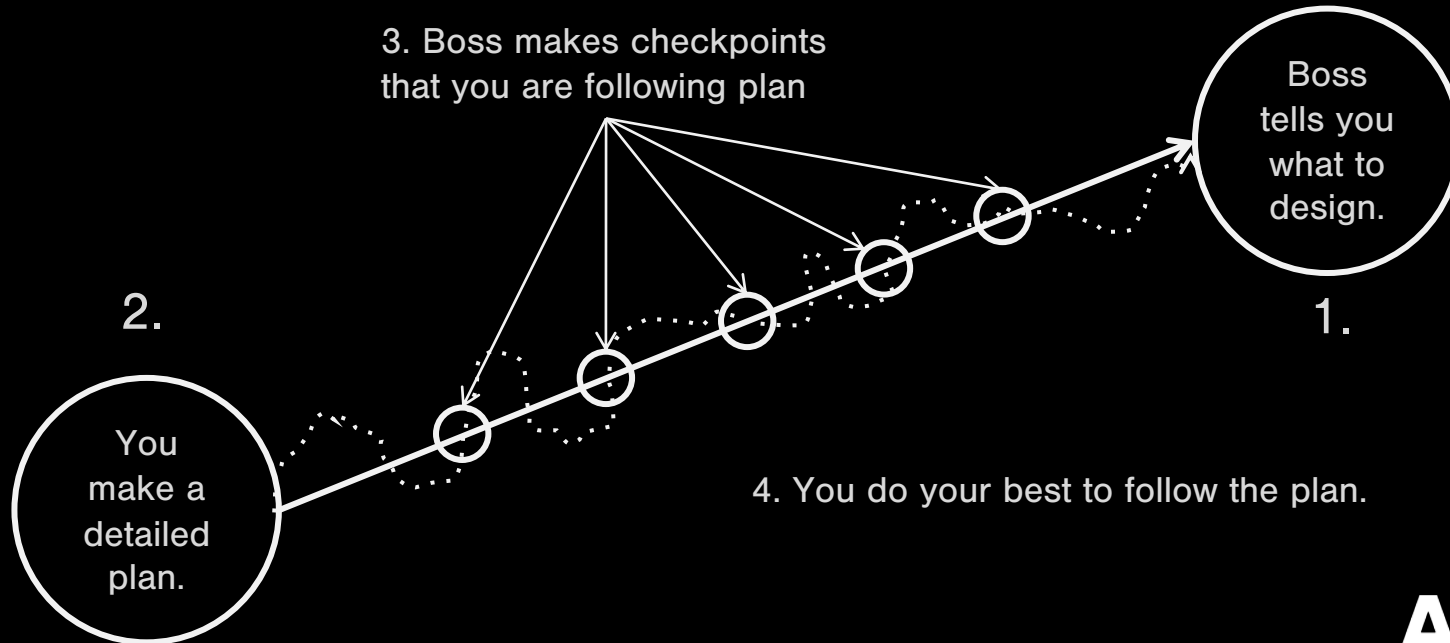


Your solutions, ideas, and design should change and
adapt continuously.



This is where the whole
agile / lean thinking comes in.

Traditional Model of Doing



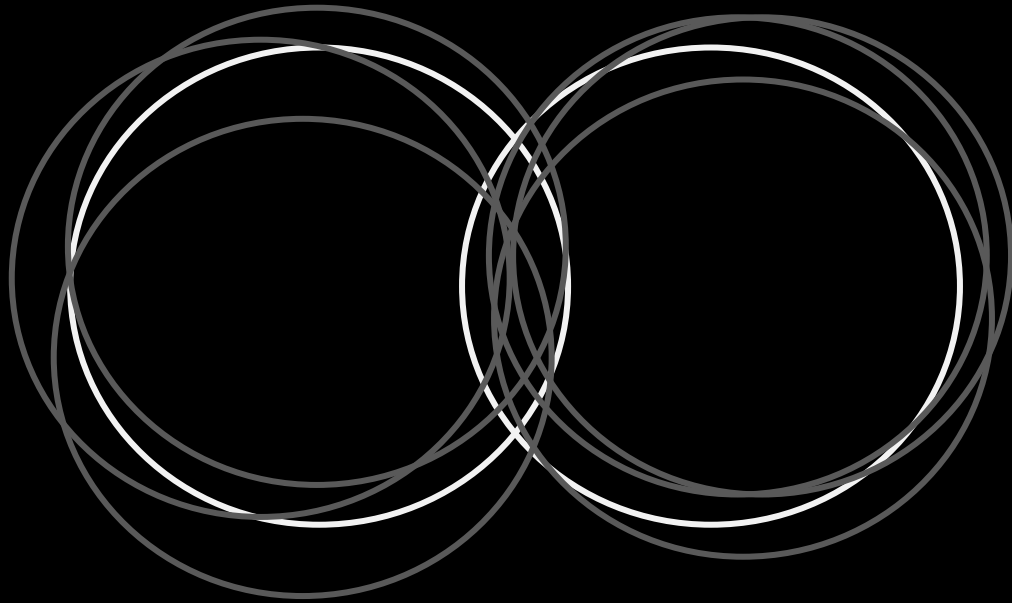
Traditional Model of Doing...

...relies 100% on
the initial plan &
the boss knowing best.

It relies on **predictability**.

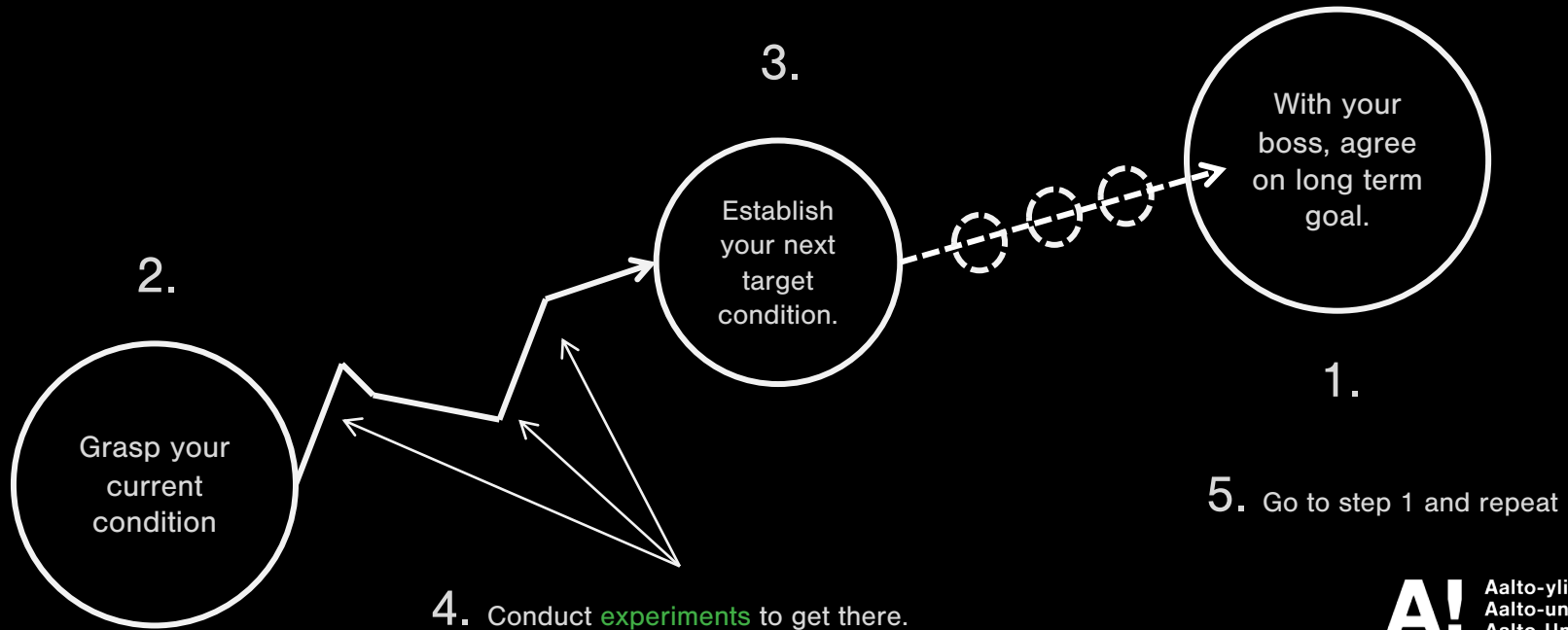


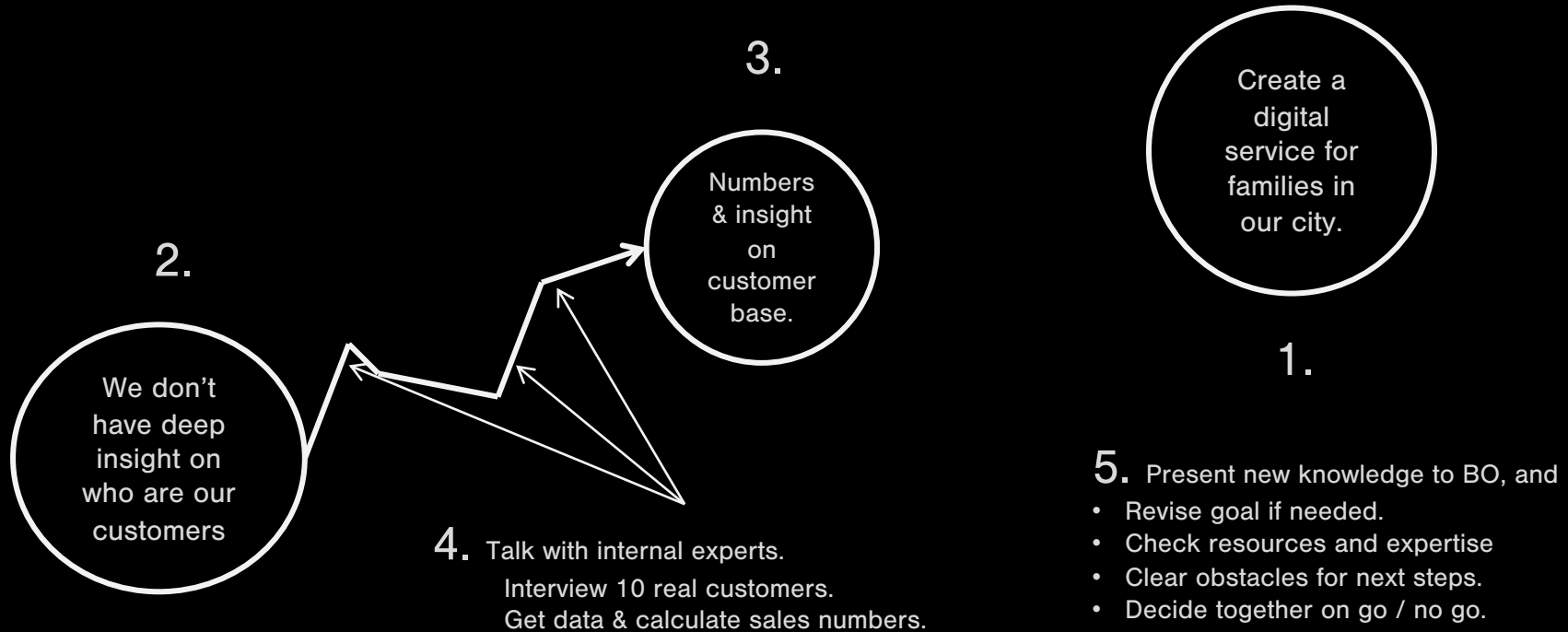
But do we live in stable & certain times?



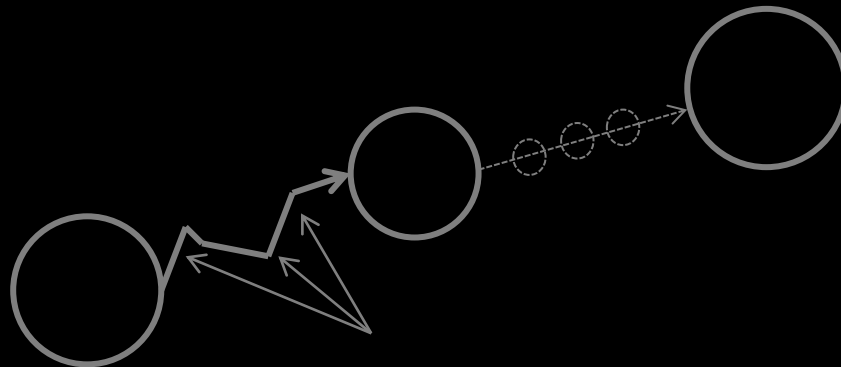
The Toyota Kata model for continuous improvement.

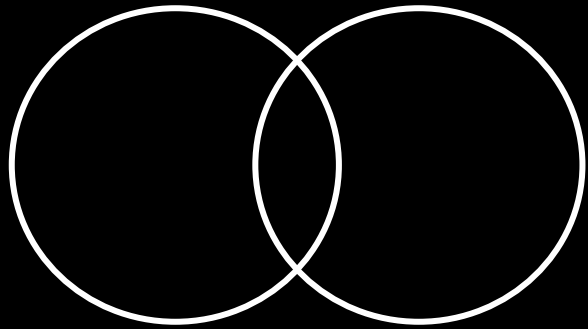
Reference: Mike Rother, Toyota Kata.



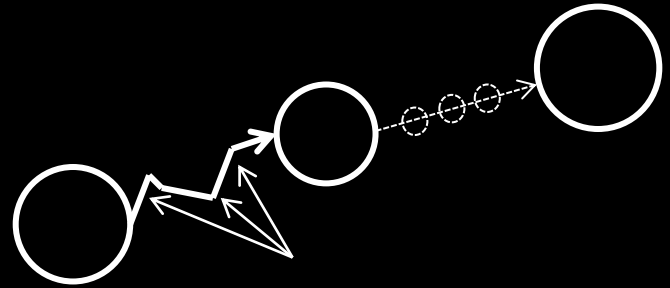


Growth hacking,
Build-Measure-Learn,
Toyota Kata,
Iterative development,
The Lean way...

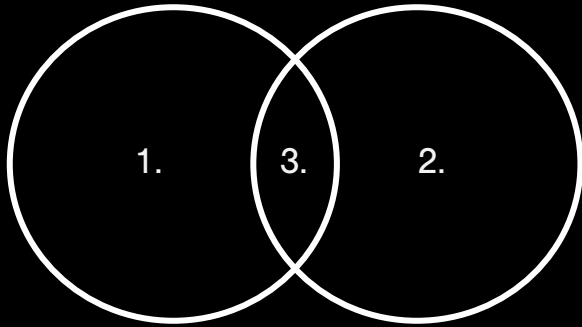




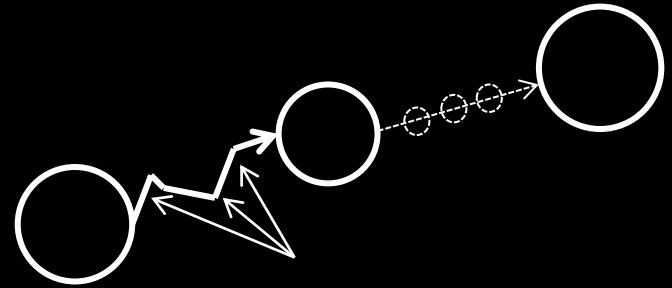
+



1. Why are we doing this?
2. Who are our customers?
3. What is our value prop?



+



Clear Objective, then...

Build.

Measure.

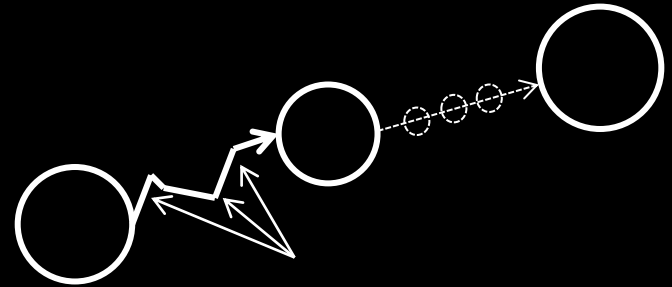
Learn

= experiment.

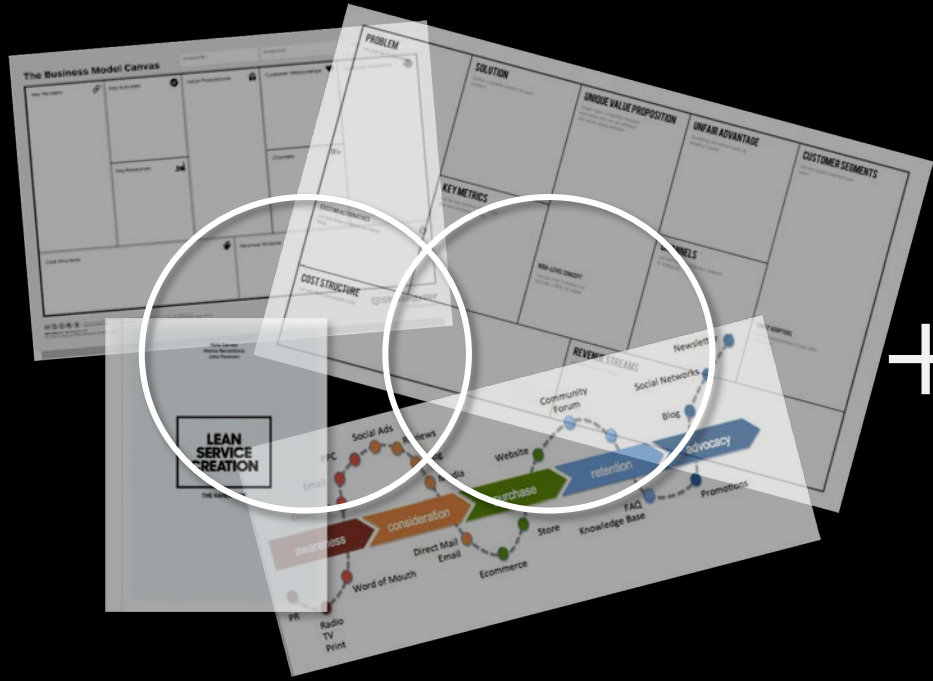
Think it as a coloring book.



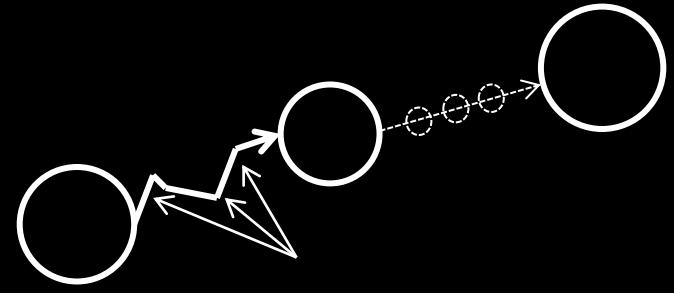
+



Experiment to fill out the
big picture.
Step by step.
Learning as you go.

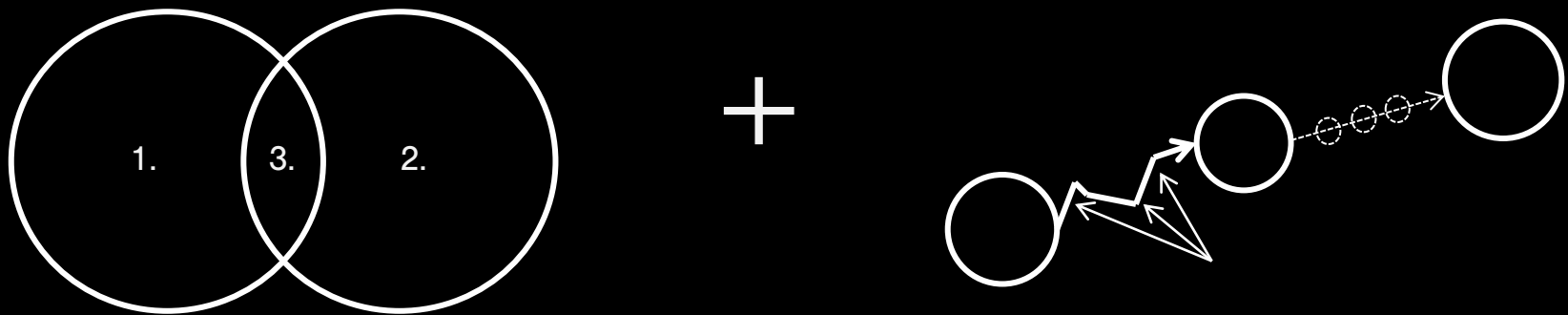


+



Experiment to get them filled.

That's all there is to it.

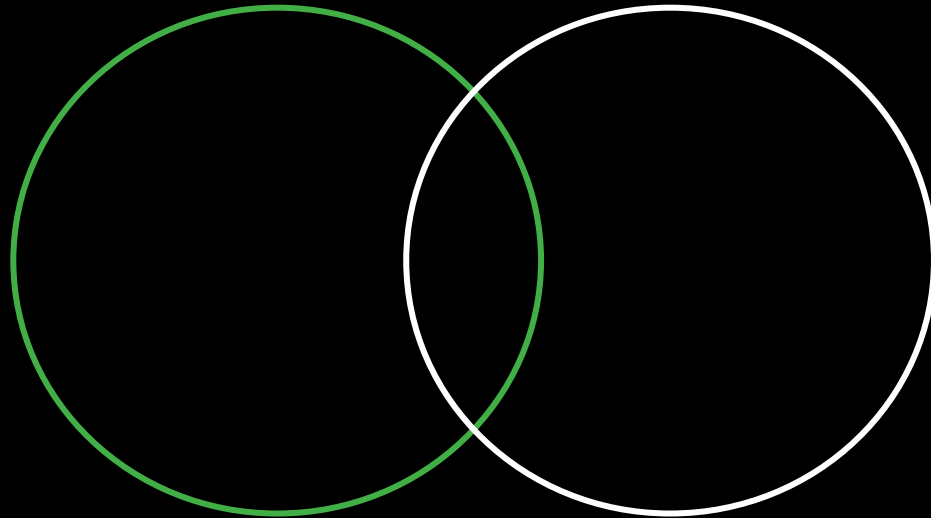


We continue 15:20

break

Intro of the week 1/3 😊

STRATEGIC PURPOSE



Main stream vs. New stream

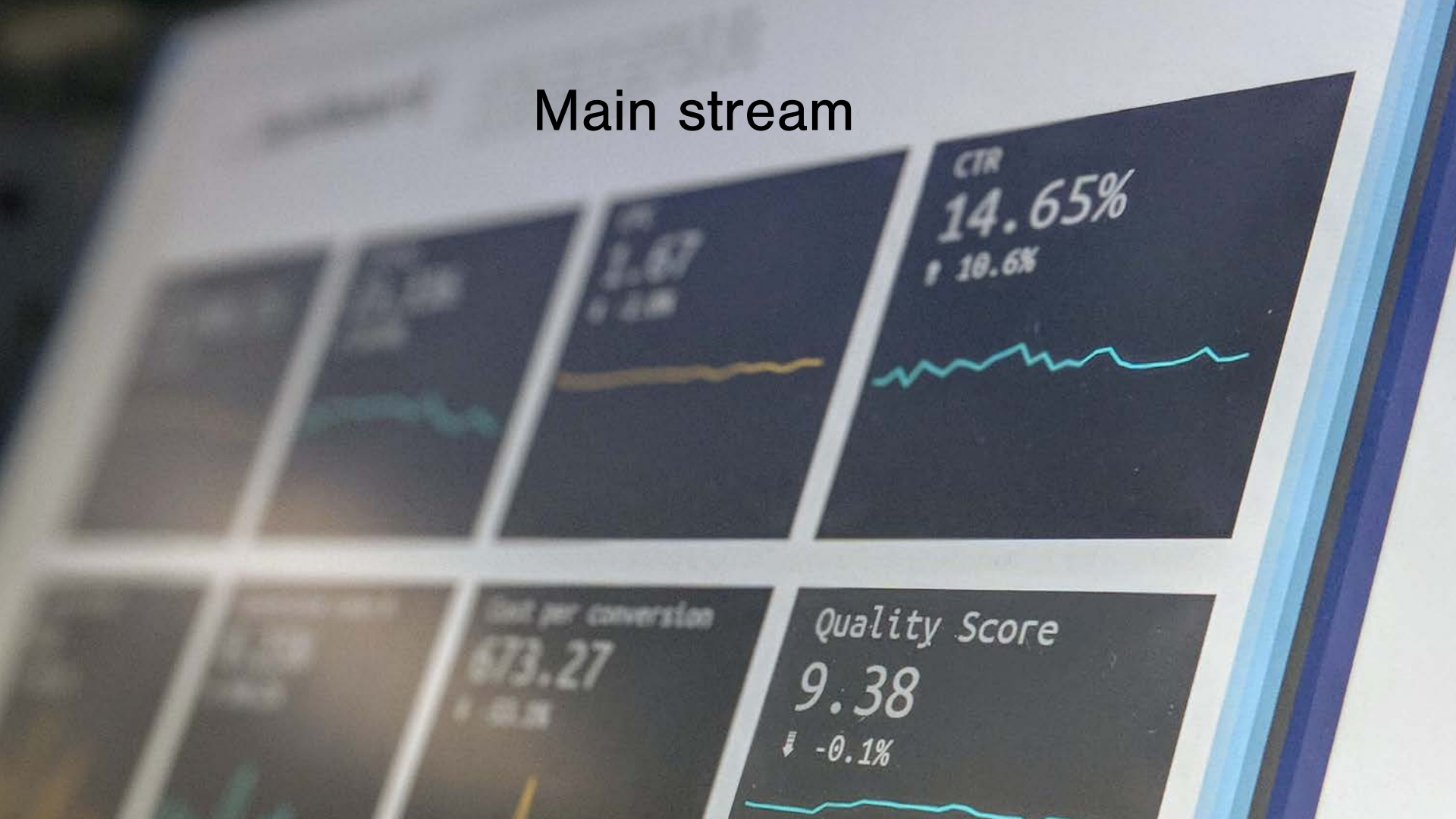
Kanter, R.M., 1989. Swimming in newstreams: Mastering innovation dilemmas. *California Management Review*, 31(4), pp.45–69.

Laine, T. 2018. How to make continuation and resource allocation decisions in innovation portfolios. Master's thesis, Aalto University.

A wide-angle photograph of a person standing in the shallow ocean waves at sunset. The person is seen from behind, wearing a light-colored top and dark shorts. The water is a vibrant blue, and the sky is filled with soft, white clouds. The sun is low on the horizon, creating a warm, golden glow. The text "New stream" is overlaid in the center of the image.

New stream

Main stream



MAIN STREAM



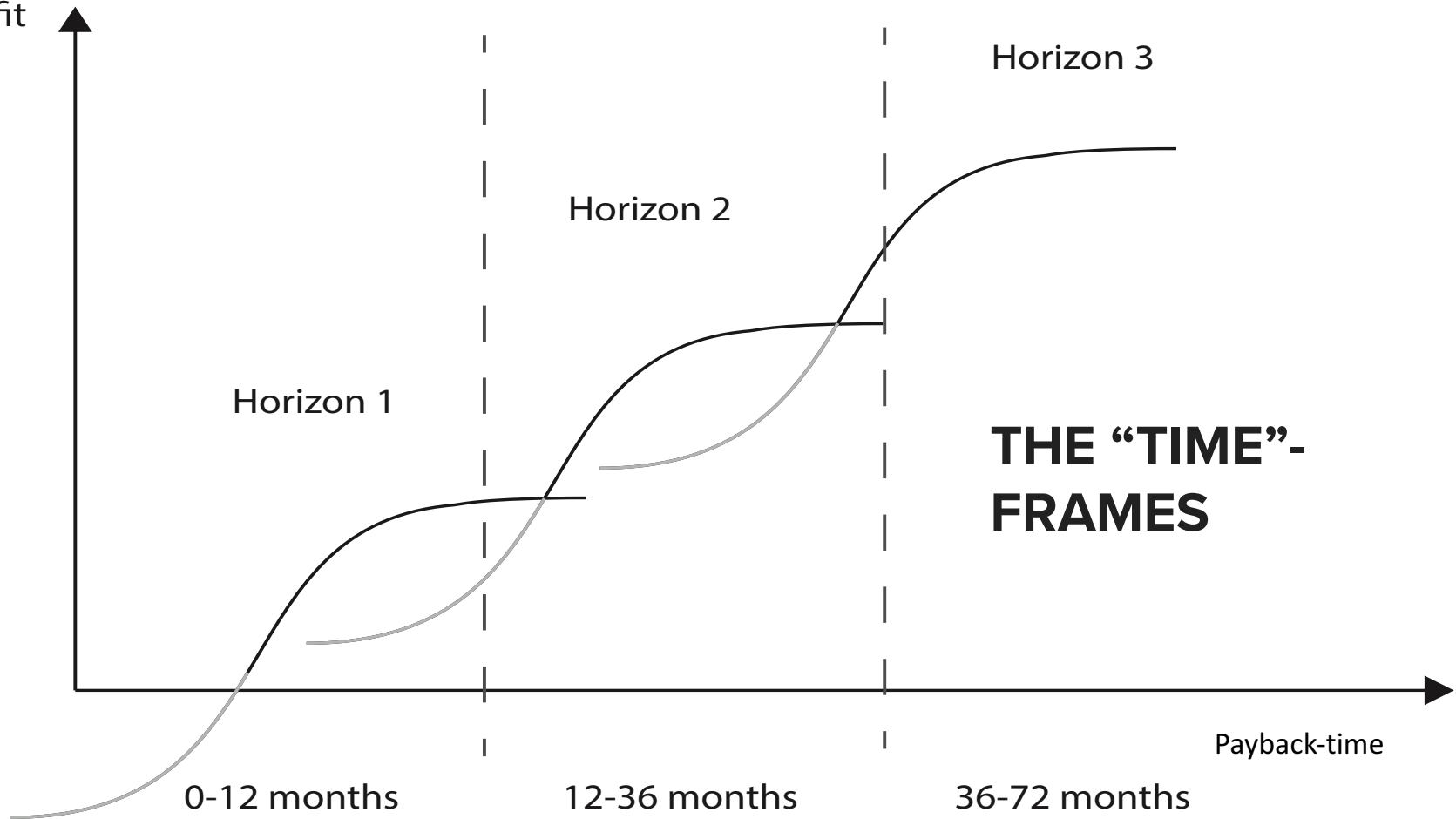
MAIN STREAM

Optimize for success
Good at adaptation
Sustaining innovations
Historical data
Time frame 0-24 mo

NEW STREAM

Optimize for failure
Good at being adaptive
Disruptive innovations
Hypothesis driven
Time frame 2-5 yrs

profit



Horizon 1

Horizon 2

Horizon 3

**THE "TIME"-
FRAMES**

0-12 months

12-36 months

36-72 months

Payback-time

What is your **strategic** purpose?

Courtney, H., Kirkland, J. & Viguerie, P., 1997. Strategy Under Uncertainty.
Harvard business review, 75 (Nov/Dec 97), pp.67–79.

Big Bet

Your innovation has significant positive payoffs in one or more scenarios but a negative effect in others.

CFO:

“We are heavily investing in your project, because if successful, it has huge payoffs. This is our big bet.”



An option

An innovation that yields a significant positive payoff in some outcomes and a small negative effect in others.

CFO:

“We want the option to invest more once we know better. But we also want the option to kill the project without heavy losses.”



No-regret-move


Your innovation has positive payoffs in any future scenario.

CFO:

“This is worth investing whatever happens.”

A blackboard with a white border is positioned on a sidewalk. The words "GOOD", "VIBES", and "ONLY" are written in white, bold, sans-serif capital letters, stacked vertically. The background shows a blurred street scene with a person and a building.

GOOD
VIBES
ONLY



this is the **big picture** in which
you find yourself:
lots of projects and initiatives.



...and this is **you** in the bigger portfolio of strategic initiatives.

Intro of the week 2/3 😊

Business Objective and Context

Create this together with the person funding this project.

Who needs to be involved?

(Stakeholders, people from parallel or related projects...)

How will we know that we've succeeded?

(After a month? After a year...? Write concrete goals.)

What is our business objective?

(What is the (business) impact we are aiming to create?
What is the business challenge we are trying to solve?)

How far are we aiming?

(Are we doing a incremental innovation, a breakthrough, or are we disrupting the market? When are we expected to have a viable business?)



What is our strategic purpose?

(Are we an option to be invested in if need be? Are we the big bet that will change our company? Or are we a no-regret move that will be beneficial no matter what?)

Societal role & impact

(What are the societal values or discourses our organization wants to part of? What change our organization aims to achieve? How does this relate to this project's business objective?)

Risks, restrictions and things we need to take into account?

(Budget, Schedule, Team practicalities, Organization, Legal, Current business, pandemics...)



1.

Societal role & impact

(What are the societal values or discourses our organization wants to part of? What change our organization aims to achieve? How does this relate to this project's business objective?)

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(Budget, Schedule, Team practicalities, Organization, Legal, Current business, pandemics ...)

Objective and Context

person funding this project.

How will we know that we've succeeded?

(After a month? After a year...? Write concrete goals.)

our business objective?

(business) impact we are aiming to create?
(business challenge we are trying to solve?)

2.

3.

ASK WHY.

Societal role & impact

(What are the societal values or discourses our organization wants to part of? What change our organization aims to achieve? How does this relate to this project's business objective?)

What is our strategic purpose?

(Are we an option to be invested in if need be? Are we the big bet that will change our company? Or are we a no-regret move that will be beneficial no matter what?)

Risks, restrictions we need to take

(Budget, Schedule, Organization, Legal, pandemics ...)



4. 5.

Who needs to be involved?

(Stakeholders, people from parallel or related projects...)

How will we know that we've succeeded?

(After a month? After a year...? Write concrete goals.)

What is our business objective?

(What is the (business) impact we are aiming to create?
What is the business challenge we are trying to solve?)

How far are we aiming?

(Are we doing an incremental innovation, a breakthrough, or are we disrupting the market? When are we expected to have a viable business?)



Societal role & impact

(What are the societal values or discourses our organization wants to part of? What change our organization aims to achieve? How does this relate to this project's business objective?)

What is our strategic purpose?

(Are we an option to be invested in if need be? Are we the big bet that will change our company? Or are we a no-regret move that will be beneficial no matter what?)

Risks, restrictions and things we need to take into account?

(Budget, Schedule, Team practicalities, Organization, Legal, Current business, pandemics ...)

Why is your organization doing this?
Are we part of some larger initiative?

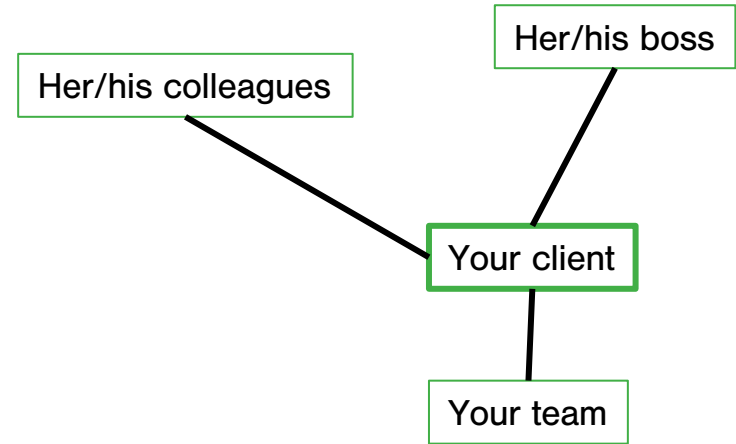
Why is our project important?
How does it fit your strategy?

What is the impact we should aim for?

How do we know we have been successful?
At the end of the course? End of this year? Next summer?

What is the group of people we target?
Why are they strategically important for you?
Is there a sub-group we should initially focus on?

On an axis of “just do it” ... “crazy wild ideas” where you put your expectations?



Few words about metrics & measurement...

Let's plan for the *societal* metrics... just like any metrics.

S.M.A.R.T.

Specific, Measurable, Achievable,
Relevant, Timely

D.U.M.B.

Doable, Understandable,
Measurable, Beneficial

What is our objective?

How do we know we have reached it?

How do we know we are on our way there?



Note the different metrics!



Dashboard

Are on the right track?



Final metric

Did we achieve our goal?

Asking strategic questions is simple.

Answering strategic questions is difficult.

Writing them down is even more difficult.

Making them even slightly measurable is difficulties :)

...now you are on your own.

Risto is available via Telegram.

*(Risto will make a short video
about this week's video questions & risks)*

break



Your three biggest risks this week

No accountability:

you give answers to "just to fill the canvas",
not because you want to truly understand.

Remember: you are writing down your own
success criteria 😊

Too focused on a solution.

Too focused on
end-user needs.



Video #2: Objectives and why.

(Remind, who is your client or what is your project?)

What is the business objective? What is the business impact you aim for?

Why is it important for your client's organisation?

How will it take the organisation forward? In the short & long term?

How will you know you've been successful?

Who are (at the moment) your potential customers/target groups?

Why are they important to the client organisation?

What will you do next week?

NOTE! Compared to last week, be more concrete and tangible!

