

DIGITRANS TRAINER'S GUIDE

Supporting SMEs in Developing Digital Business Models





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Table of contents

Introduction: Becoming a DIGITRANS Trainer	1
DIGITRANS TRAINING OBJECTIVES.....	2
TARGET GROUPS FOR DIGITRANS' TRAINING.....	2
DIGITRANS LEARNING OUTCOMES.....	2
DIGITRANS TRAINERS	3
Chapter 1: The DIGITRANS Blended Training Concept.....	4
1.1 DIGITRANS BLENDED LEARNING CONCEPT	4
1.2. DIGITRANS BLENDED LEARNING PHASES.....	5
1. Online Preparation (Introduction/Preparation Phase).....	5
2. Face-to-face training (Innovation Phase).....	5
3. Online consultation (Innovation Phase).....	5
4. Face-to-face business model workshop (Innovation Phase)	6
5. Online Learning Community (Transformation Phase)	6
Chapter 2: DIGITRANS Training.....	7
2.1. DIGITRANS METHOD OUTLINE	7
2.1.1 INNOVATION PHASE.....	8
2.1.2 TRANSFORMATION PHASE	13
2.2. CASE STUDIES	13
Maier Bio-Market GmbH	13
FOCUS Ltd.	15
Chapter 3: DIGITRANS TRAINING METHOD in practice.....	17
3.1. FACE-TO-FACE TRAINING LOGISTICS	18
3.2. DETAILED PROGRAMME OF THE FACE-TO-FACE WORKSHOP.....	19
3.3. LESSONS LEARNED AND USEFUL GUIDANCE.....	25
Checklist.....	25
Lessons Learned.....	26
3.4. FEEDBACK FORMS.....	27
DIGITRANS questionnaire for training participants.....	27
General questions.....	28
Content-related questions.....	28
Organisation-related questions	29
Online consultation template.....	30
3.5. ADDITIONAL MATERIALS AND REFERENCES	32
3.6. DIGITRANS method in 1 hour	33

Introduction: Becoming a DIGITRANS Trainer

Do you want to have the skills and competencies to train SMEs in developing digital business models? Do you know how to assist businesses to digitally transform?

This short DIGITRANS Trainer's Guide aims to support trainers and lecturers who want to provide training on the development of new digital business models using the DIGITRANS method and training materials, available on the e-learning platform www.digitrans.me.

The DIGITRANS blended learning training is a mixture of online and offline training elements allowing SMEs to deepen their knowledge in a flexible and attractive way. It can be easily adapted and provided in different training contexts. The DIGITRANS method has been tested and continuously improved during the overall project lifecycle, adapting to the SMEs needs to figure out their future in the new digital realms.

The DIGITRANS method can be applied in various settings as *business seminars, BSO training, university lectures, and workshops*.

BUSINESS MODEL DIGITAL TRANSFORMATION

Digital Transformation is one of the most discussed topics in the business world lately, but many organisations find themselves struggling with the great paradigm shift and thus the implementation on the organisational, cultural and technological level.

New technologies like the Internet of Things, Big Data, Advanced Analytics or Machine Learning are game changers for businesses. Appropriate understanding and use of new technologies will not only change the way in which customers perceive value but also influence how people work in the organisation. Therefore, the digital transformation does not end with the introduction of new technologies – cultural and organisational considerations are just as crucial.

DIGITRANS TRAINING OBJECTIVES

The main DIGITRANS training aim is to enable company's executives and staff to become capable to develop and implement in practice new competitive digital business models as well as to sensibilise SMEs in continuously transforming their company into an agile organisation ready to cope with the constant digital evolution.

The EU funded project DIGITRANS is a cooperation project of 15 project partners from 7 countries from the Danube area. Here trainers, lecturers as well as business support organisations dealing with digital transformation can find hands-on training material and guidance, complementary to the DIGITRANS platform

TARGET GROUPS FOR DIGITRANS' TRAINING

The DIGITRANS training addresses primarily SME representatives from creative industries, health, and advanced manufacturing sector. They can be divided into the following groups:

- ▶ **SME owners, SME managers, decision makers;**
- ▶ **SME employees - Digital champions, Digital transformation actors;**
- ▶ **Transformation actors - people with relevant knowledge about company processes, IT, marketing and customer support, local ecosystem.**

The DIGITRANS blended learning training method is designed to provide practical outcomes and to prepare SMEs to digitally transform their business models.

DIGITRANS LEARNING OUTCOMES

After having participated in the DIGITRANS training SME representatives will **know** easy to use methods for developing new digital business model ideas and will have **skills and competencies** to apply them in practice in their companies.

DIGITRANS TRAINERS

The DIGITRANS trainers can come from business support organisations, training organisations and universities, research institutions, local administration, start-up and innovation community, business consultancies and others.

DIGITRANS trainer can be anyone who has the following competencies and skills:

- **in promoting innovation,**
- **in moderating bigger groups and**
- **in working with CEOs or representatives from the management board.**

DIGITRANS trainers should have some preliminary knowledge on Design Thinking and business modelling and feel confident about the current digital trends.



A. Business support organisations

DIGITRANS method supports business support organisation trainers to:

- ▶ **Add new services to their portfolio;**
- ▶ **Design space and premises where to host creative seminars and workshops;**
- ▶ **Develop specific knowledge about digital transformation consultancy;**
- ▶ **Moderate and host training activities for SMEs.**



B. Training organisations

DIGITRANS method provides training organisations (universities, university of applied science, vocational training organisations etc.) with:

- ▶ **New, flexible and out-of-the box training methods and tools;**
- ▶ **Ready to use case studies for digital transformation**
- ▶ **Additional references and further materials.**



C. Business consultancies

DIGITRANS method provides business trainers and consultancy experts with:

- ▶ **Extend the scope of their services;**
- ▶ **Improve training offerings with innovative training approaches and instruments;**
- ▶ **Focus on specific issues for Digital transformation.**

Ideally, DIGITRANS training is delivered by a team of trainers combining both business and ICT background knowledge and expertise.

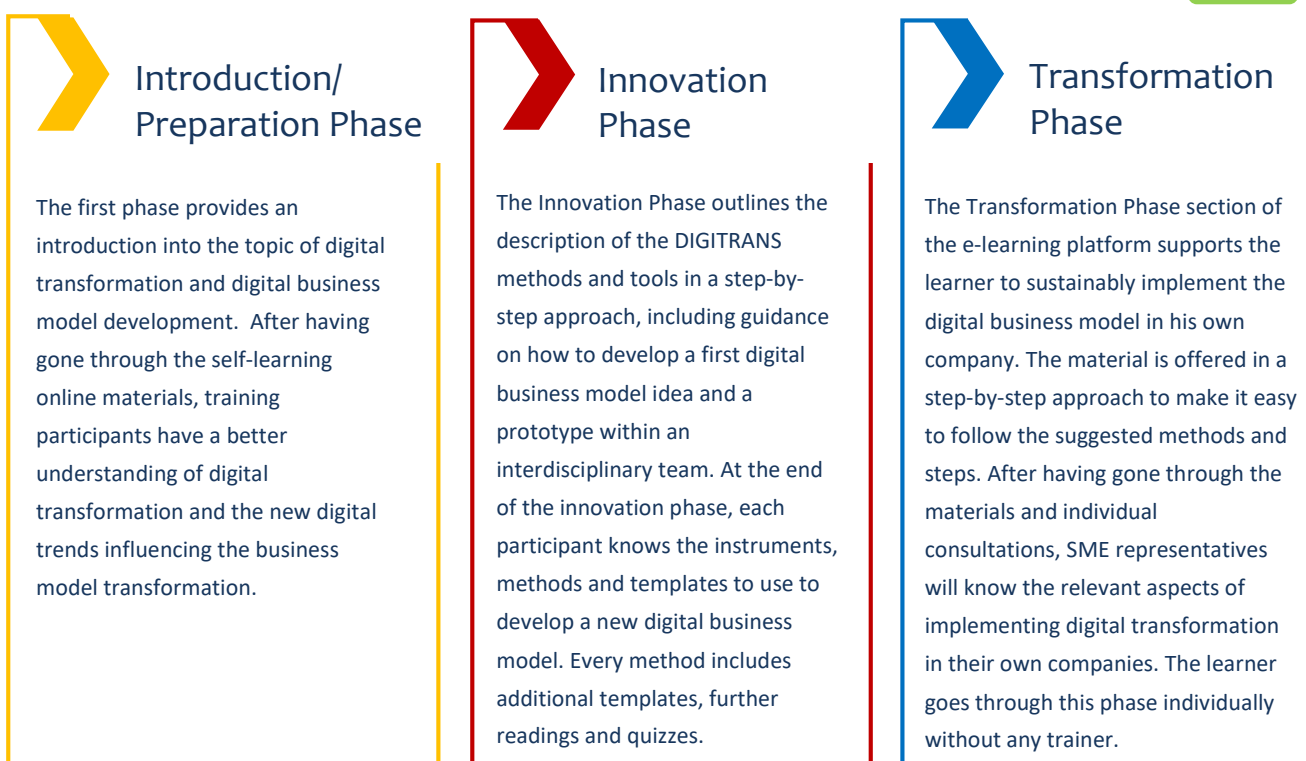
Chapter 1: The DIGITRANS Blended Training Concept

1.1. DIGITRANS BLENDED LEARNING CONCEPT

The DIGITRANS blended learning concept aims to support trainers to offer the DIGITRANS method to SMEs by combining e-learning and offline/onsite training.

As outlined in the graphic below (Fig. 1) the blended learning concept consists of three main elements:

Fig.1



1.2. DIGITRANS BLENDED LEARNING PHASES

The main three DIGITRANS phases are covering the following on- and offline training elements:

1. Online Preparation (Introduction/Preparation Phase)

The online preparation serves as preparation of face-to-face training. All training participants are asked to go through the introduction and preparation section on the [DIGITRANS platform](#) to have a common understanding of the topic of digital transformation and digital business model development as well as on new digital trends influencing the business model transformation.

2. Face-to-face training (Innovation Phase)

The face-to-face training has been set up as a one-day training of around 6-to-8 hours.

The training is targeting CEOs, representatives of the management or employees responsible to manage digital projects. The number of participants should not exceed 10-15 participants.

During this one-day workshop, the participants learn how to develop a new digital business model idea, following the DIGITRANS method framework and methods selected to support this process.

A detailed description of how this face-to-face workshop is organized, a draft program and tools are provided in the last section of this guideline.

3. Online consultation (Innovation Phase)

After having participated in a one-day workshop, the participants have the chance to receive one online consultation of 30 min. with the trainers to discuss with them their own first digital business model idea. To better prepare this online consultation the SME representative will be asked to complete a template beforehand (see Online Consultation Template, p. 29) to outline their own digital business model idea as well as their first identified critical issues to be discussed.

4. Face-to-face business model workshop (Innovation Phase)

After having participated in the one-day face-to-face workshop as well as the online consultation and after having applied with a first formulated digital business model idea, interested SMEs have the chance to participate in an individual one-day workshop in the DIGITRANS incubator situated in their region. During this individual workshop, their own digital business model idea will be discussed and further elaborated following the DIGITRANS method framework.

5. Online Learning Community (Transformation Phase)

The SME representatives are invited to exchange and to share their own experiences or ask questions to other SMEs dealing with similar problems in the [DIGITRANS LinkedIn community](#) or in the [Social Community](#) on DIGITRANS.ME. During the transformation phase, SMEs can consult learning materials on the [DIGITRANS platform](#), ask for individual consultations, online support, and assistance.

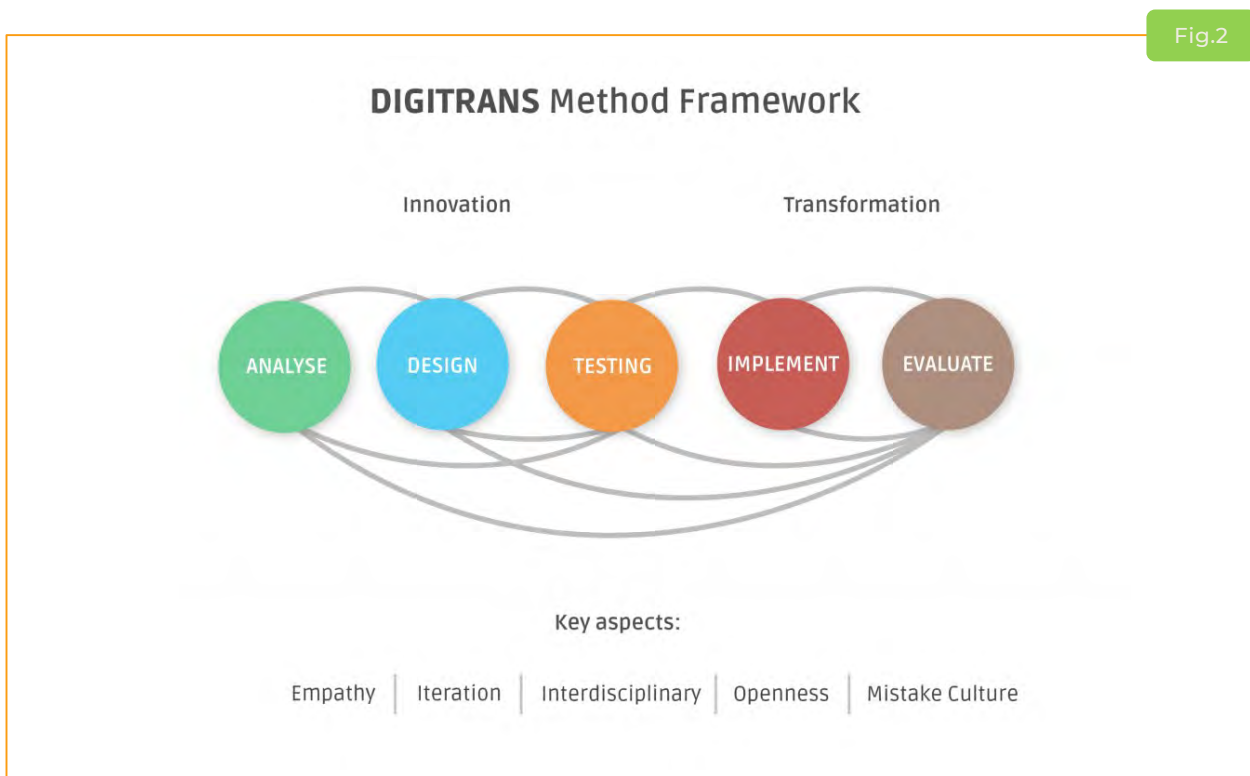
Examples of how companies experienced this blended learning training can be found in the [success stories' section on the DIGITRANS platform](#).

Chapter 2: DIGITRANS Training

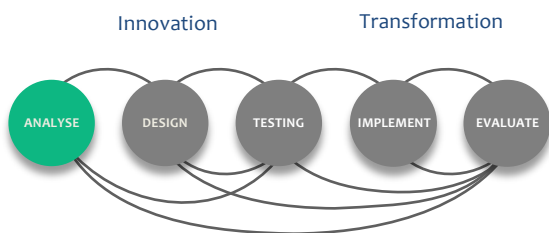
2.1. DIGITRANS METHOD OUTLINE

The DIGITRANS blended learning training (BLT) method framework adopts innovation methods and tools into SMEs' digital transformation. The DIGITRANS method is a combination of already existing and proven methods like Design Thinking, Osterwalder's Business Model and Value Proposition Canvas, the Blue Ocean Strategy, as well as other common methods as e.g. Stakeholder Map, Brainstorming or Prototyping.

The DIGITRANS Method Framework consists of two main phases. The first phase covers the innovation processes (analysis, design, and testing). The second phase includes transformation processes (implementation and evaluation). All elements of the developed blended learning training concept are following this structure in order to enhance companies to apply on practice these methods in their own context. The instruments, guidance and additional materials for both the Innovation phase (DIGITRANS training offering) and the Transformation phase (individual consultations) are available on the [DIGITRANS platform](#). A detailed description of the method and tools are provided on the [DIGITRANS project website](#).



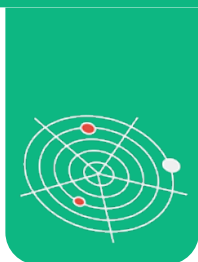
2.1.1 INNOVATION PHASE



The F2F training (see the [Detailed Programme](#)) covers the three Innovation' phases of the DIGITRANS method: Analysis, Design, and Testing.

The Analysis phase covers two sub-phases: Insight and Customer and Value Definition.

INSIGHT sub-phase



AIM

Within the insight phase, the company is collecting all relevant information regarding the company itself and its environment, such as customers, competitors and trends in the respective industry.



METHODS

1. Strategic Landscape Map
2. Strategy Canvas
3. Stakeholder Map
4. Competence Analysis

EXECUTION

Using the Insight methods helps to identify the current strategic landscape and the future prospects of the company in relation to the market, the customers, noncustomers, competitors.

Steps:

1. Let the participants read the business case they have to deal with during the whole workshop setting (10 min)
2. Present & explain the Blue Ocean Strategy Canvas, the Strategic Landscape Map and the Competence Analysis after they have read the case.
3. Participants draw their own Strategy Canvas on a whiteboard/metaplan wall, define the competing factors and their value for the business case.
4. Participants complete the Strategic Landscape Map.
5. Participants complete the Competence Analysis table
6. In parallel to the development of Strategy Canvas and the Strategic Landscape Map, a Stakeholder Map will be developed on a separate board.
7. Mark customer and partner/stakeholder with special colour; use different coloured sticky notes;
8. Select customer groups to work with (1 customer group per team).

CUSTOMER AND VALUE DEFINITION sub-phase



AIM

Within the customer and value definition phase the company is collecting all relevant information regarding their customers and their desires and pains in order to match its value proposition with their needs.



METHODS

1. Value Proposition Canvas
2. Persona
3. Customer Journey
4. Interviews

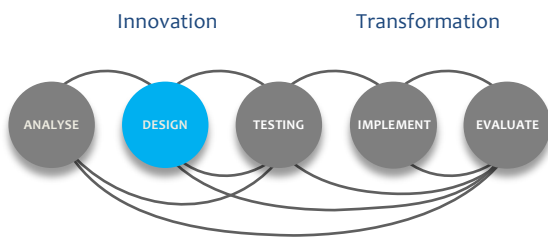
EXECUTION

Using the Customer and Value Definition methods helps to define the customers, understand their needs, pains and gains in order to synthesize the results into customer segments.

Steps:

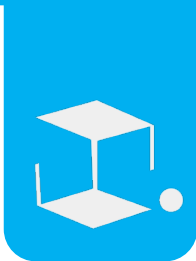
1. Present & explain the Value Proposition Canvas (will be used and continuously complemented throughout the process)
2. Participants fill in the template using sticky notes
3. Participants prioritise/rank the different findings within jobs, gains, pains
4. Participants define 2 questions per customer profile including jobs, gains, pains that can be answered in the brainwriting/brainstorming session.

In order to gather information about the customer, the participants may conduct desk research or interviews with potential customers if possible within the workshop session. One option is that the moderator takes the customer role and will be interviewed by the participants if a real situation is not possible.



The Design phase covers two sub phases: Ideation and Prototype.

IDEATION sub-phase



EXECUTION

Using the Ideation methods helps to develop innovative digital ideas that fit to the customer profile that was defined previously. After collecting ideas in a “quantity-first” approach, it is up to the participants to select their best idea for a digital innovative business model addressing the selected customers’ profile and company’s added value.

AIM

Within the ideation phase, the company is creating new creative ideas and solutions based on the findings and results of its customer analysis.



METHODS

1. Brainstorming
2. Brainwriting
3. Idea Selection

Ideas will not be criticised or discussed during the brainstorming but in the selection process. After having selected the best solution to be further developed one team member should take care on process cost calculation.

During the face-to-face training hypothetical cost calculation will be made available, with which the team will work. The trainer explains the aspect of process cost calculation within the innovation phase.

Ideation steps:

1. Choose Brainstorming or Brainwriting method depending on your group
 2. Present & explain either the Brainstorming or Brainwriting methods
- Brainstorming:

Participants conduct Brainstorming on the challenge defined at the end of the Customer and Value Definition phase using sticky notes (quantity before quality at this point).

- Brainwriting:

Participants select (first) two jobs per customer profile for which they should develop three ideas corresponding to the defined gains and pains

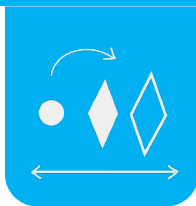
In short rounds (2:00 – 2:30 min each), they conduct the Brainwriting method

3. Each participant votes for the best three ideas resulting in three awarded ideas for the further process.

Solution Selection steps:

1. Participants discuss the three ideas answering the questions “Is the idea innovative?”, “Is it really a new digital idea?” and “Is this idea feasible from technical and economical point of view?”
2. Participants vote for the best idea or combine the existing ideas to generate a new one.
3. Participants develop a slogan describing the whole idea in one short sentence.

PROTOTYPE sub-phase



AIM

Based on the findings from the Insight, Customer and Value Definition and the Ideation phases, the team is now asked to develop a prototype in combination with a completed business model canvas in very short time. This prototype offers the chance to receive quick feedback from the potential customers and users on the new idea/solution without spending a lot of money and time.



METHODS

1. Handcrafted Prototype
2. SAP Scenes
3. Business Model Canvas
4. Scene2Model
5. Mock-up

EXECUTION

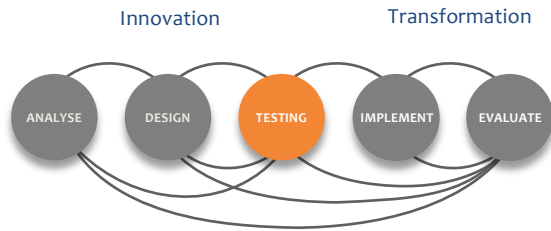
Using the Prototype methods helps to develop a first prototype to reflect the defined slogan by creating a tactile object for evaluation and discussion. The prototype is used to create a better understanding and for testing purposes.

Steps:

1. Present & explain the various materials and prototyping methods.
2. Participants gather materials they would like to use for their prototypes.
3. In parallel, participants visualize their idea with a prototype and fill in the Business Model Canvas describing the building blocks of their idea.

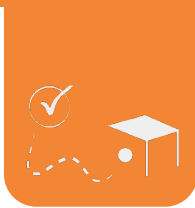
Participants should not be restricted by specifying one way of prototyping as this will result in limited ideation spaces. By summarising all relevant results in the Business Model Canvas in relation to cost structure and revenue stream, the participants see if the new digital business idea really contributes to the added value.

If you plan to use Scene2Model be aware of preparing and testing the whole process at least once beforehand.



The Testing phase is the final sub-phase of the Innovation phase to receive direct feedback on the ideas developed within Ideation and Prototyping.

TESTING sub-phase



AIM

After having developed a first prototype of the digital business model idea, it is important to receive direct feedback from potential customers or stakeholders. Testing is the phase where the assumptions in relation to the customers' needs will be verified. The team will receive valuable feedback to further improve its idea.

EXECUTION

Using the Testing method helps to receive valuable feedback from important stakeholders (within customer and partner networks) to validate, further enhance or eliminate the idea.

Steps:

1. Participants and moderators take different tester roles (customer, key partner etc.)
2. Testers challenge the prototype as well as the Business Model Canvas by trying to find flaws and gain a better understanding.
3. Participants/testers take notes collecting the test feedback.
4. Participants look back to their Blue Ocean Strategy Canvas to check whether their new digital business model idea actually creates a blue ocean compared to the old one.

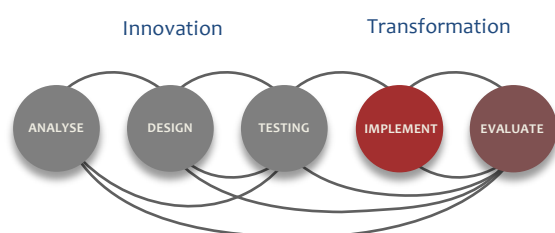
Ideally, potential customers and partners within a real-life-situation are integrated into the testing process.

www

METHODS

1. Testing
2. Minimum Viable Product

2.1.2 TRANSFORMATION PHASE



The **Transformation phase** consists of two sub-phases called implementation and evaluation. As company transformation depends on many individual factors, the DIGITRANS platform provides access to a suitable set of instruments, tools, and guidance to facilitate digital implementation, change management, and evaluation organisational processes.

During the transformation phase, the DIGITRANS trainers can support SMEs by providing individual consultations and taking part in online discussions. No workshops or trainings are expected.

2.2. CASE STUDIES

Enclosed you can find two case studies that the DIGITRANS partners used and validated while conducting workshops with SMEs. Based on them you can design your own case study fitting to the learners' profile and interests.

Maier Bio-Market GmbH

Maier Bio-Market GmbH is a trading company focusing on the distribution of organic food for local supermarkets. A total of 11 organic stores in the metropolitan area of Stuttgart and Neckar-Alb-District belong to Maier Bio-Market GmbH, which are specialized in organic food and regional products. On a whole 196 people work in the markets and headquarters of Maier Bio-Market GmbH.

Currently, the distribution policy is limited to direct sales through its own markets.

Due to the very specialized and high-quality assortment, the organic markets have an above-average catchment area. Customers include, especially, people who emphasize sustainability and are willing to pay a little more for it.

Corporate governance and administration are centralized. The staff departments and support departments, such as human resources, marketing, controlling and finance are centralised in the headquarters in Leinfelden-Echterdingen. Whereas the various markets are characterized by a strong decentralization in the area of IT with many isolated solutions. The markets' operational management is strongly encapsulated and enjoys a lot of freedom.

Maier Bio-Market GmbH has a large number of suppliers. In addition to some major suppliers, there are numerous local suppliers and resident organic farmers from the surrounding area. The fresh food of the organic farmers is delivered by the individual markets to pick up the goods from the farmers, as it's difficult for them to handle the logistics.

Procurement processes are negotiated and coordinated by major suppliers from the headquarters in Leinfelden-Echterdingen that supply all markets.

In order to promote the products, Maier Bio-Market GmbH has set up a website to outline the offers in the individual markets. So far, social media has used sporadically in the form of Facebook. Additionally, they advertise their products in local newspapers.

Maier Bio-Market GmbH has recently faced stagnating sales and increasing cost pressure by the management. The question is, to which extent a new digital business model can further increase customer attractiveness and at the same time lead to more revenue and cost savings. The managing director wants to differentiate from the existing offers, e.g. Amazon fresh or Hello fresh to increase the sustainable attractiveness for its customers. He is also open to going in a completely new direction.



FOCUS Ltd.

FOCUS Ltd. is a medium-sized Bulgarian company with main business activity - providing standardized and customer-outsized business processes and ICT services. The company is part of an international brand and provides support to many corporate clients. The company employs 230 people in several locations in Bulgaria, and thanks to its excellent ICT specialists, it has won the trust of corporate clients across the EU. In response to various queries, the company's management is exploring the possibilities of developing a new line of services within Industry 4.0.

According to leading consultancy groups, companies using Industry 4.0 technologies can be up to 10 times more competitive, efficient, faster and flexible. At the same time, nearly 40% of European SMEs do not use such technologies. The establishment of the Service Centre for Industry 4.0 is considered a good strategic opportunity. At present, there is a shortage of good ICT experts worldwide, and few organisations have the capacity to develop their own solutions due to lack of knowledge and technical skills (knowledge and experience in new technologies and flexibility).

The managers of FOCUS Ltd. want to develop a new line of solutions and to expand their partnerships with their clients/suppliers. They want also to explore the possibilities for scaling up and developing new solutions that could be implemented on both the international and local market.

Among the Industry 4.0 solutions that the company considers are IoT, Big Data, cloud technologies, AR / VR, AI and machine learning, digital twins and more. Among the main business processes that the company can support and automate via Industry 4.0 technologies are:

- ▶ **Logistics and supply chain management, warehouse management processes: real-time tracking of orders, quality control, return policies, etc.**
- ▶ **Service delivery processes: customer services.**
- ▶ **Production delivery processes: real-time control of equipment productivity, product sustainability and safety, monitoring of main production processes.**
- ▶ **Marketing campaigns and customer services.**

The main incentives for companies to undertake new investments in digitization and digital transformation are the optimization of internal processes, reducing production costs, improving the quality of products and services, improving the employees' productivity and reducing production time.

The main barriers for SMEs worldwide include a combination of factors, such as the high cost of investments, efficiency risks and returns of investment horizon, the lack of financial resources, and lack of skilled staff, market uncertainty and demand shocks. Other concerns of Industry 4.0 services are related to cybersecurity, GDPR rules, and data processing.

Evaluate the opportunities and offer possible strategies and solutions for the company to overtake the competition and position itself on the international stage as a leader in specific Industry 4.0 services.

Chapter 3: DIGITRANS TRAINING METHOD in practice

The DIGITRANS method aims to best support SME in developing its own digital business model. As DIGITRANS trainer, you will have the role to host and support the BLT process. All the materials for delivering the DIGITRANS BLT method are available on the [DIGITRANS platform](#).

In order to organize a successful DIGITRANS training, please consider the following important steps of the DIGITRANS method:

1. **ONLINE PREPARATION:** Ask the enrolled trainees by an email to read the training materials beforehand (on the [digitrans.me](#) website);
2. **F2F TRAINING:** Bring trainees together, pick up an inspiring case study and explore it in interdisciplinary teams;
3. **F2F TRAINING:** Ask trainees to come back with structured ideas about their own digital business plan.
4. **ONLINE CONSULTATION:** Organize an online consultation with them.
5. **F2F DIGITRANS WORKSHOP:** Host training for their own company and discuss the elements of the digital transformation;
6. **ONLINE LEARNING COMMUNITY AND INDIVIDUAL CONSULTATIONS:** Consult and train SMEs during the digital transformation process;

3.1. FACE-TO-FACE TRAINING LOGISTICS

Room setup and equipment

The room setup should be suitable for interactive group work, discussions and interactions. It is important to have enough flipcharts and flexible walls/meta plan for each group available.

Prepare method templates you want to use during the workshop e.g. stakeholder map, strategic landscape map before the workshop.

Laptop and projector can help you to display websites, presentations or short videos.

Prepare enough sticky notes, markers, print out templates, SAP scenes models, provide creative materials for the prototyping session (play-dough, lego blocks, paper/wood creative elements etc.)

Know your trainees, prepare ice-breakers and short information how to start;

Collect information about your trainees, their interests to enroll for the training.

Templates to be printed out

Print out enough copies of the case study that will be discussed.

Before training, print out as well on (A0 format):

1. **Value proposition canvas or Persona**
2. **Business model canvas**

- The most important issue is to manage the training participants' expectations.
- Always focus on the Big picture!
- Encourage your participants to develop a user/customer centered new digital idea.
- Business model's digital transformation is not about technologies- it is about business and customers.

3.2. DETAILED PROGRAMME OF THE FACE-TO-FACE WORKSHOP

Programme item	Aim & method/tools to be used to achieve the aim	Media/Instruments (needed to conduct the method)
ANALYSIS PHASE		
<p>Introduction</p> <p>09:30 – 10:00</p>	<p>A short introduction into DIGITRANS, aim of the workshop and presentation of the method framework.</p> <p>Short presentation round with all participants (1 member/1 min.)</p>	<p>✓ Print out of the method framework</p> <p>✓ Timer</p>
<p>10:00 – 10:15</p>	<p>Team formation and reading the case</p>	<p>✓ A printed version of the case</p>
<p>1. Insight</p> <p>10:15 – 11:00</p>	<p>AIM</p> <ul style="list-style-type: none"> ▶ Case Study description /or ▶ Clearer definition/idea where the company stands at the moment in relation to digitalisation and in which direction it wants to go to also respecting the overall company strategy <p>SME: clearer definition where the company stands at the moment in relation to their initial digital business model idea they want to further develop today.</p> <p>METHODS/PROCESS</p> <p>a. Strategic Landscape Map (work with a coordinate system) (Trends: Technology, Customer, Competitor, Economic Environment)</p> <p>b. Value Curve (Blue Ocean Strategy)</p>	<p>✓ Whiteboard/Metaplan wall,</p> <p>✓ Sticky notes (coloured), moderation cards, magnets, canvases</p> <p>✓ one printed example of the Blue Ocean Strategy Value Curve</p> <p>✓ One prepared Strategic Landscape Map</p> <p>✓ One prepared Stakeholder Map board</p>

	<p>Using 6-Path framework as a supportive instrument for CREATE. Identify new customers.</p> <p>c. Stakeholder Map</p> <ul style="list-style-type: none"> ▶ In parallel to the development of the strategic landscape a stakeholder map (incl. customers) will be developed on a separate board in relation to the business idea (in our case, not the complete SME portfolio) ▶ Mark customer and partner/stakeholder with special colour; use different coloured sticky notes <ul style="list-style-type: none"> - Partner/Stakeholders (yellow) - Customer (pink) <p>RESULT: Select 1 interesting customer group to further work with.</p>	<ul style="list-style-type: none"> ✓ Timer: 15 min. each task
<p>2. Customer and Value Definition</p> <p>10:45 – 11:30</p>	<p>AIM</p> <ul style="list-style-type: none"> ▶ Definition of the customer, understanding the customer(s) and their needs ▶ Definition of customer’s pains, tasks, gains <p>Before working with the Value proposition canvas first explain the overall canvas and the idea behind it</p> <p>METHODS</p> <p>a. Value proposition canvas (will be used and continuously be added throughout the process) Complete the canvas by using sticky notes; Prioritise the different findings within jobs, gains, pains</p> <p>An additional method to be used if there is enough time</p> <p>b. Desk research to gather information about customer / similar products (reverse image search at google)</p>	<ul style="list-style-type: none"> ✓ Value proposition canvas to be started to be filled in on the whiteboard and should be continuously filled in throughout the process ✓ Different coloured sticky notes ✓ 1 Whiteboard: Value proposition Canvas printed on A0 ✓ A flipchart to display the challenge sentence "Customer xxx needs a way to xxx (user's need)

	<p>c. Hint to the company team: Conducting interviews with potential customers is an extremely important method to get the better insight which should be done in the company</p> <p>RESULT: Summarise the main challenge/job you want to tackle for your customer on a moderation card.</p> <p>Hint on how to define the challenge: Challenge definition by using "how might we questions" or the sentence: "Customer xxx needs a way to xxx (user's need) because/ but/ surprisingly xxx (insight)."</p>	<p>because/ but/ surprisingly xxx (insight)."</p>
DESIGN PHASE		
<p>3. Ideation</p> <p>11:30 – 12:00</p>	<p>AIM:</p> <ul style="list-style-type: none"> ▶ Development of innovative digital ideas that fit the customer profile <p>METHOD</p> <p>Brainstorming</p> <p>First, the team writes down the question/the job it wants to tackle with the brainstorming session on the Whiteboard</p> <p>Each group member writes/visualises its idea on a sticky note and briefly describes the idea while putting it on the wall. Remember quantity goes for quality in this phase. The more idea you collect the better. Do not rate the ideas at this moment.</p> <p>Cluster the ideas in parallel.</p>	<ul style="list-style-type: none"> ✓ Sticky notes, whiteboard/metaplan wall ✓ 1 Whiteboard
<p>4. Selection of best solutions</p> <p>12:00 - 12:30</p>	<p>AIM:</p> <ul style="list-style-type: none"> ▶ Select the best idea for a digital innovative business model addressing the selected customers' profile and company's added value <p>METHOD</p> <p>Discussion and selection of an idea for prototyping</p>	<ul style="list-style-type: none"> ✓ Sticky notes, whiteboard/metaplan wall

	<p>a. Is the idea innovative (red dot)? Is it really a new digital idea (blue dot)? Is the idea feasible from technical (green dot) and economic point (black dot) of view?</p> <p>Hint to the team: Rankings dependent on estimation for costs and feasibility (if realistic), using the Business Model Canvas as a support tool.</p> <p>b. Distributing stickers to vote for the best ideas</p> <p>If the best-ranked idea is not feasible, switch to the second-best one. The selected idea can also be a mixture of different ideas</p> <p>INTERIM RESULT: Formulating the concrete idea in a slogan to be prototyped. Write the slogan on one sticky note, add it to the VPC above the value map and add the ideas (from the brainstorming session) to the sections on the value map.</p>	
<p>12:30 – 13:30</p>	<p>lunch break</p>	
<p>5. Prototyping</p> <p>13:30 - 14:30</p>	<p>AIM:</p> <ul style="list-style-type: none"> ▶ Development of a first prototype reflecting the defined slogan to make it haptic and to better understand it and test it <p>METHOD</p> <ul style="list-style-type: none"> a. Mockup b. SAP Scenes c. Role play d. Lego e. Modelling clay f. All sort of handicraft material g. Flowchart, type of diagram that represents an algorithm, workflow or process, showing the steps as boxes of various kinds, and their order by 	<ul style="list-style-type: none"> ✓ Everything that is needed to do handicraft work ✓ SAP Scenes, Lego, clay, all sort of handicraft material ✓ Cardboard

<p>6. Business Model Canvas</p> <p>14:30 - 15:30</p>	<p>connecting them with arrows. This diagrammatic representation illustrates a solution model to a given problem.</p> <p>If necessary split the team into two groups</p> <ol style="list-style-type: none"> Developing the strategy/process with SAP scenes, flowchart... Developing a concrete mock-up with handcraft materials <p>AIM:</p> <ul style="list-style-type: none"> Summarising all relevant results in the business model canvas also in relation to cost structure and revenue stream to see if the new digital business idea really contributes added value <p>METHOD:</p> <ol style="list-style-type: none"> Business model canvas (BMC) Transferring the main results of the value proposition canvas into the BMC If necessary from insight: a reworking of Value Proposition Canvas 	<ul style="list-style-type: none"> ✓ 1 Metaplan wall/whiteboard ✓ Business model canvas (A0) ✓ Different coloured sticky notes
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TEST PHASE

<p>7. Testing and Implementation</p> <p>15:30 - 16:30</p>	<p>AIM:</p> <ul style="list-style-type: none"> Testing and validation of the digital business model and the prototype to further improve it Developing a first draft of the roadmap to initiate the transformation phase within the company <p>METHOD:</p> <ol style="list-style-type: none"> Workshop teams experience each other's prototype and give feedback to the other team; each team should select one moderator and one who is taking notes during the testing <p>Important: It's not a sales pitch, only decisive facts are relevant to be presented; ideally, the user experiences the prototype</p>	<ul style="list-style-type: none"> ✓ 1 Whiteboard for Roadmap Definition ✓ Testing tools/method ▶ All prototypes ▶ Five Why's question ▶ Osterwalder Canvases ▶ Feedback collection grid
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	<p>b. Prototype and digital business model testing: In a workshop setting: Testing the digital business model (and the prototype) from the perspective of the different players within the Business Model Canvas (key partners) In real life situation: Test it with potential customers and partners (see methods on the right), keep getting feedback during the further development process.</p> <p>c. <u>Next steps in the company process</u>: Defining first roadmap draft for transformation phase, e.g. defining relevant measures and concrete activities to realise the measures in relation to change management linked to a timeline respecting the testing results.</p> <p>d. Positioning the new digital business model in the blue ocean strategy canvas: Each team adds its new digital business model into the initially drafted blue ocean strategy to reflect where the new business model stands in comparison to the old, the competitor's business model and how it modifies the previous business model</p>	
<p>▶ Feedback and wrap up</p> <p>16:30 - 17:00</p>	<ul style="list-style-type: none"> ▶ What are the next steps? ▶ Open feedback round to receive feedback from the participants and let the participants complete the questionnaire. 	<p>✓ Feedback questionnaire (see 3.4 Feedback Form)</p>

3.3. LESSONS LEARNED AND USEFUL GUIDANCE

Based on DIGITRANS partners' experience you can take the following tips into consideration when preparing a workshop with the DIGITRANS method:

Checklist

- Sending out an email beforehand with the link to the introduction section on digitrans.me together with the list of digital technologies
- Use a timer for each task to keep focus. It helps the participant to develop better ideas as one concentrates on the important, relevant ideas.
- Room setting: Prepare the room setup beforehand (interactive workshop setting, using flexible walls, distribute enough material & printouts to support the interactive session, prepare the prototyping material on a separate big table....)
- When using the Scene2model remember to set it up and check it in advance
- Save time by preparing the method templates in advance on a big metaplan paper asking the participants to only work with sticky notes during the workshop so that you can take the method template with you after the workshop to be used for the next one
- Remember to well explain each method within the sub-phase before the team starts working
- Remember to explain each sub-phase briefly before entering the next phase. What have the participants achieved in the phase before, on what can they build on now, what is now the aim of this sub-phase?
- Invite the participants to get along with the overall method
- Trainers should work closely together with the team, ideally 1 trainer/team
- Prepare sticky notes with exemplary aspects for the different methods (strategic landscape map, stakeholder map, VPC, BMC) to better explain the method during the workshop. Good to use an example from a different branch than the fictive case participants are working on
- Using small sticky notes to complete the canvases
- Send the ppt afterwards together with the form to prepare the online consultation and the link to the platform and the LinkedIn community

Lessons Learned

By delivering the training, the DIGITRANS partners had had the following experiences when using the different methods, approaches and organising the different training phases:

METHOD / TRAINING PHASE	OBSERVATION	PROPOSITION
BLUE OCEAN STRATEGY	<ul style="list-style-type: none"> ✓ Blue ocean strategy is hard to explain in a short amount of time. It is challenging to define the industry standard if you do not have enough data from the industry. 	<ul style="list-style-type: none"> ▶ Use pre-defined criteria for the Blue Ocean Strategy Canvas to not lose too much time in defining the criteria, e.g. in relation to the case of <i>Maier Bio-Market GmbH</i> the following criteria were pre-defined: Quality, price, exclusiveness, product range, scope;
VALUE PROPOSITION CANVAS	<ul style="list-style-type: none"> ✓ Misunderstandings between elements of Value Proposition Canvas 	<ul style="list-style-type: none"> ▶ Explain better the customers' jobs by giving concrete examples from another case /branch by adding prepared sticky notes with examples to jobs, gains, pains;
BRAINSTORMING WITH STICKY NOTES	<ul style="list-style-type: none"> ✓ Hard to define one challenge after the brainstorming phase; ✓ Selection of best idea; 	<ul style="list-style-type: none"> ▶ Challenge definition by using "how might we questions" or the sentence: "Customer xxx needs a way to xxx (user's need) because/ but/ surprisingly xxx (insight). Hint: do not concentrate on one problem only but on the overall problem cluster, in order to define one challenge; ▶ Distributing stickers to vote for the best ideas or selecting after the following criteria "What is desirable?", "What is worthwhile?", "What is feasible?"
BUSINESS MODEL CANVAS	<ul style="list-style-type: none"> ✓ Participants sometimes do not seem to be so confident in completing the canvas by themselves 	<ul style="list-style-type: none"> ▶ Use prepared sticky notes and adding them on the template directly while explaining a fictive business model case; ▶ Use a BMC canvas including key questions which supports the participants in completing the different boxes ▶ Be more involved in the teams as a trainer
TESTING	<ul style="list-style-type: none"> ✓ Participants are interested in getting to know the results, ideas from the other groups ✓ Organising it in an effective way 	<ul style="list-style-type: none"> ▶ Organizing the testing for the whole group ▶ Asking the teams to select two testers beforehand worked extremely well so that a real testing situation was established
INDIVIDUAL WORKSHOP	<ul style="list-style-type: none"> ✓ Difficult to develop customer-focused solutions without knowing customer's needs in detail 	<ul style="list-style-type: none"> ▶ Invite at least one customer to participate in the training to have the customer's perspective included right from the beginning

3.4. FEEDBACK FORMS

DIGITRANS questionnaire for training participants

Welcome to the DIGITRANS training questionnaire! It only takes 5 minutes to fill it out.

The questionnaire aims to gather your opinions and impressions about the offered training in order to improve training content, schedule, and details in the final version.

The information you provide in this questionnaire will be maintained in secured storage and it will not be communicated to anybody.

ALL INFORMATION YOU PROVIDE WILL BE TREATED CONFIDENTIAL.

Thank you for your support!



General questions

	COMPLETELY	TO A LARGE EXTENT	TO A MODERAT E EXTENT	TO A LESSER EXTENT	NOT AT ALL	N.A.
To what extent were you satisfied with training in general?						
Has the training achieved its objectives and satisfied your expectations?						
Has the training created value for digital transformation and the development of innovative digital business models?						

Content-related questions

	COMPLETELY	TO A LARGE EXTENT	TO A MODERAT E EXTENT	TO A LESSER EXTENT	NOT AT ALL	N.A.
Was the content provided in the training comprehensible and practicable?						
Has the training enabled you to understand and use processed methods and tools?						
Did the training cover all relevant issues?						
To what extent will you be able to use the method and tools in your everyday work?						
Is the training content in general applicable to your business surrounding?						

▶ **What did you like most about the content provided in the training?**

▶ **What didn't you like about the content provided in the training?**

Organisation-related questions

	COMPLETELY	TO A LARGE EXTENT	TO A MODERAT E EXTENT	TO A LESSER EXTENT	NOT AT ALL	N.A.
Were you satisfied with the organisation of the training?						
Were you satisfied with the trainer(s)?						
Were you satisfied with the training room set up and equipment?						
Were you satisfied with the training material?						
Were you satisfied with the duration of the training and included breaks?						

▶ Do you have any suggestions for improvement of the training?

Thank you very much for your feedback!

Online consultation template

Dear DIGITRANS participant!

This template has been created to guide you through the next steps of the DIGITRANS implementation process after having participated in the face-to-face training.

We ask you to convert your experiences from our first DIGITRANS workshop and to look for the next steps for your company transformation journey.

In order to enroll for the customized DIGITRANS training for your company, please fill the template and send it to us on the following email: _____ back until _____.

This will be the condition to start with the next phase, the online consultation and personalized training.

When completing this template please keep in mind that at the end of the whole process (incl. online consultation and individual workshop) we would like to support you to develop a new digital business model concept.

As mentioned during the workshop you find helpful information and guidance on the [DIGITRANS platform](#).

Preparation for the Online Consultation

First ideas for Company's Digital Business Model

Please outline your initial ideas for digital transformation. Now that some first discussions and involvement may have taken place in your company, please fill in the profile below.



A. TITLE OF THE COMPANY

B. Where is the initiative based (local, regional, international)?

C. Weblink

D. Contact person (contact data) for company's digital pilot project:

E. Current challenges:

- 1.
- 2.
- 3.

F. First ideas for digital transformation / digital business model

- 1.
- 2.

G. The framework of the digital transformation / digital business model initiative

Approximate timespan:

Approximate number and roles of employees, directly involved in this initiative:

H. Target groups:

Who will be the main customers/users that will be directly affected by your new digital business model:

I. Main digital transformation goals for your company:

- 1.
- 2.
- 3.

J. Key technologies involved in the company's digital transformation processes:

- 1.
- 2.
- 3.

3.5. ADDITIONAL MATERIALS AND REFERENCES

Books:

Osterwalder, A., & Pigneur, Y. (2010). *Business model generation: a handbook for visionaries, game changers, and challengers*. John Wiley & Sons.

Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2014). *Value proposition design: How to create products and services customers want*. John Wiley & Sons.

Kim, W. C., & Mauborgne, R. A. (2014). *Blue ocean strategy, expanded edition: How to create uncontested market space and make the competition irrelevant*. Harvard business review Press.

Martin, R., & Martin, R. L. (2009). *The design of business: Why design thinking is the next competitive advantage*. Harvard Business Press.

Rogers, D. L. (2016). *The digital transformation playbook: Rethink your business for the digital age*. Columbia University Press.

Schwab, K. (2017). *The fourth industrial revolution*. Currency.

Websites:

IDEO: <https://www.ideo.org/>

Strategyzer: <https://www.strategyzer.com/>

SAP Scenes: <https://experience.sap.com/designservices/approach/scenes>

DIGITRANS e-learning platform: <http://digitrans.me>

MOOCs – Massive Open Online Courses:

Digital Transformation course on Open SAP: <https://open.sap.com/courses/dtc1-tr>

Digital Transformation on edX: <https://www.edx.org/professional-certificate/kthx-digital-transformation>

Digital Transformation on Coursera : <https://www.coursera.org/learn/bcg-uva-darden-digital-transformation>

Company reports:

WEF, Accenture, 2016: [Digital Transformation of Industries](#)

IBM, 2010: [Digital Transformation - Creating new business models where digital meets physical](#)

KPMG: 2017, [Destination \(Un\)known: Key Steps to Guide Your Digital Transformation Journey](#)

CISCO, 2016, [IT Blueprint Digital Business transformation](#)

3.6. DIGITRANS method in 1 hour

If one does not have a whole day to impart the DIGITRANS method the following concept might be a way to give interested persons an idea on how the DIGITRANS method works and what the relevant criteria are to develop a user-centered digital business model idea.

The DIGITRANS Method – Fast Forward can be downloaded [here](https://digitrans.me) from digitrans.me.



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