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Social Innovation Method Toolbox

D-Care Labs project

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Social Innovation Method Toolbox

(for entrepreneurs and intrapreneurs in the field social service provision)

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INTRODUCTION

WHY A METHOD TOOLBOX FOR SOCIAL INNOVATORS?

Realizing social needs, developing first ideas and transforming them into fruitful innovation is a hypothesis based and iterative process of entrepreneurial or intrapreneurial actions. Social innovation labs support the innovation processes by the application of creativity methods. They are semi-autonomous organization formats, which provide an experimental space beyond organizational hierarchies and routines (cf. Gryszkiewicz et al. 2016). The lab participants build up entrepreneurial competencies (cf. Bacigalupo et al. 2016) through a methodically guided lab process and meanwhile create their own social innovation projects. The agile project development thereby supports the entrepreneurial and intrapreneurial learning. The lab participants – social entrepreneurs and intrapreneurs – undergo several lab cycle phases, using a variety of innovation methods in different stages of problem analysis and solution development. Ideally, the methods pre-structure exploration and exploitation within the innovation process. Explorative approaches imply the experimental search for new opportunities, while exploitative approaches focus on the projects' refinement and further development. Several iterative loops mirror a culture of trial and error, which stimulates the reflection on new perspectives along the lab process. The newly gained perspectives reveal entrepreneurial opportunities and the possibility to transform process-related uncertainties into creative solutions. With the combination of entrepreneurial and intrapreneurial actions and agile project activities, social innovation labs aim to improve the situation of target groups in need and their overall quality of living.

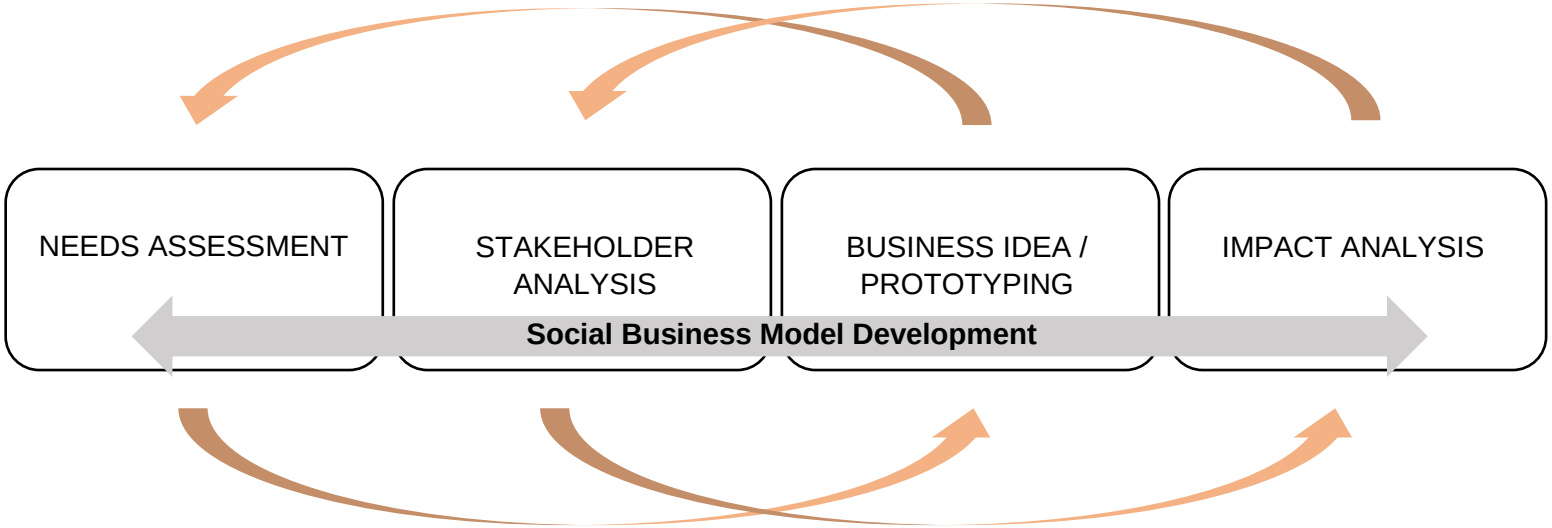
This method toolbox is an outcome of the incubation of nine D-Care Labs in the Danube Region. The D-Care labs themselves have been set up as part of a transnational lab cycle. The toolbox aims at integrating the innovation methods into the regional labs' lab cycle in order to develop sound social business models. It contains a methodical guideline, which addresses lab operators and facilitators. The structure follows the overall innovation process, providing an overview to innovate with social impact. Brief insights of practical tools are presented in consecutive steps. Although the structure leans on the innovation process in a lab format, it also offers a flexible implementation of particular elements into different innovation formats. In terms of content, the methods address innovators, entrepreneurs and intrapreneurs, in the field of social innovation developing new solutions. However, creating new solutions is a complex business. Therefore, a methodical guide has to recognize the complexity of a social business model development to make it manageable at the same time. To unravel these complex interactions between innovation initiatives and the systemic

environment the toolbox divides schematic steps, to provide a structured approach. The setup of the toolbox makes it easier especially for nascent social entrepreneurs and intrapreneurs to deal with uncertainties that arise in the innovation process. This supports dealing with *liability of newness* and systematically promotes opportunity recognition as core elements of entrepreneurial experiences (cf. Politis 2005). These and further entrepreneurial competence areas, as categorized for example in the EU competence framework (cf. Bacigalupo et al. 2016), are addressed by the toolboxes methodical approach.

HOW TO USE THE METHOD TOOLBOX

The method toolbox follows a holistic approach: It starts with an empathy based needs analysis, continues with a stakeholder analysis and business model development and ends with an impact analysis. Each phase includes different methods and tools, which are briefly described to get a first impression of their application. The methods presented are well-tested examples from various established publications on Design Thinking and Social Innovation. Some originate from the more narrow application context for practitioners, while others, such as the RSIN model, are a result of scientific studies but have been proven as practical tools. Besides the short explanation and the graphics, literature references are given for a more detailed look on each method. The **'origins of methods'** boxes explain in addition the broader context of the here proposed **four stages for the innovation process** (seen in the **model below**). As already said before, the four stages represent different phases of a typical innovation process, although the sequences do not imply a strict schedule. The stages rather provide guidance that allows iterations in practice. A qualitative and quantitative needs assessment is essential for the whole innovation process. Before thinking about possible solutions, it is highly important for a deep understanding of the target group needs. The needs assessment is the fundament of the innovation process, which is why the toolbox starts with empathy based tools for an understanding of the user group. Apart of the user group, there are plenty of stakeholders in the respective field of social innovation. A comprehensive stakeholder analysis reveals the system in which social innovation is embedded. The social business model takes up the conducted analysis and transforms ideas gradually into a sound prototype, which can be tested and refined. The impact analysis completes the innovation process. Impact models outline the aspired change in different categories and thereby reveals opportunities for social impact investors.

Iterative model of a holistic lab approach to create social business models



FIELD OF APPLICATION

The presented methods are designed for innovation labs with a special social impact alignment. It offers support for social entrepreneurial initiatives in terms of start-up activities as well as new solutions within existing organizations. As described in the EntreComp Framework entrepreneurship is a transversal competence of entrepreneurs and intrapreneurs (cf. Bacigalupo 2016 et al.). However, the field of social innovation is very broad as is its definition: “Social innovation is about new ideas that work to address pressing unmet needs. We simply describe it as innovations that are both social in their ends and in their means” (Murray et al. 2010).This is taken into account at various points in the methods to reflect the social dimension

of the business model in the overall process. The broad definition of social innovations offers several advantages. Innovative solutions refer to different levels of business models, which means that there are numerous ways to create social value. This may involve, for example, the financing models, as well as the social service model itself or the employment of a certain group of people. A broad understanding of social innovation as well includes new solutions in different sectors. In this respect, the application of the methods is not limited to specific organizations or sectors, as particular aspects of the business model can also be understood as social innovation. The method toolbox therefore addresses organizations and start-ups of all sectors. Further, the systemic embeddedness of social innovation initiatives show a cross-sectoral ecosystem in which new solution emerge. From a resource-based perspective, social business models are in many cases the result of cross-sectoral investments, which is why the method toolbox places a special focus on stakeholder and impact analysis.

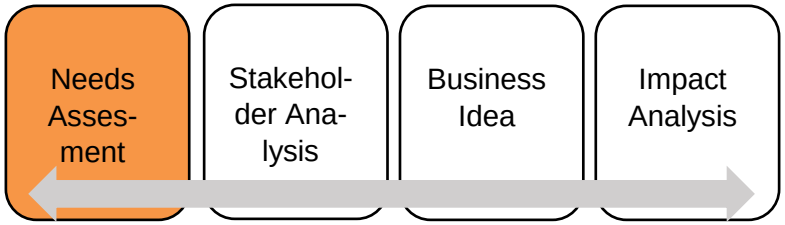
ORIGINS OF METHODS: NEEDS ASSESMENT

At the early stage of the lab cycle, a deep understanding of the target group is essential. A qualitative needs assessment allows uncovering ill-defined or unknown needs of the people for which social innovators are creating new products. The qualitative methods enable social innovators to an empathy-based change of perspective towards their users. Inspired by scientific research, the methods put an emphasis on generating narratives by the users.

Users are the experts in the context of the human centered design. Although the social innovators might already have concrete theories about the needs of the user groups, it is very unlikely that they know all about the living conditions of their users. Therefore, a genuine curiosity is needed. Pre-assumptions have to be tested as hypothesis and, if necessary, discarded or rethought within the different steps of the needs assessment.

The needs assessment is a process of exploration and therefore iterative by nature. The individual steps on the right side show an ideal-typical sequence, which is, however, characterized by multiple iterative loops. This way, the needs assessment specifies the challenge the social innovators are dealing with.

The needs assessment can be seen as the foundation for the subsequent phases, in which the knowledge gained about the user group is always used as a guide. Therefore, it is important to build an understanding of the potential users at the beginning and to take on their perspective in order to create suitable solutions in the interest of the customers in the course of the innovation process.

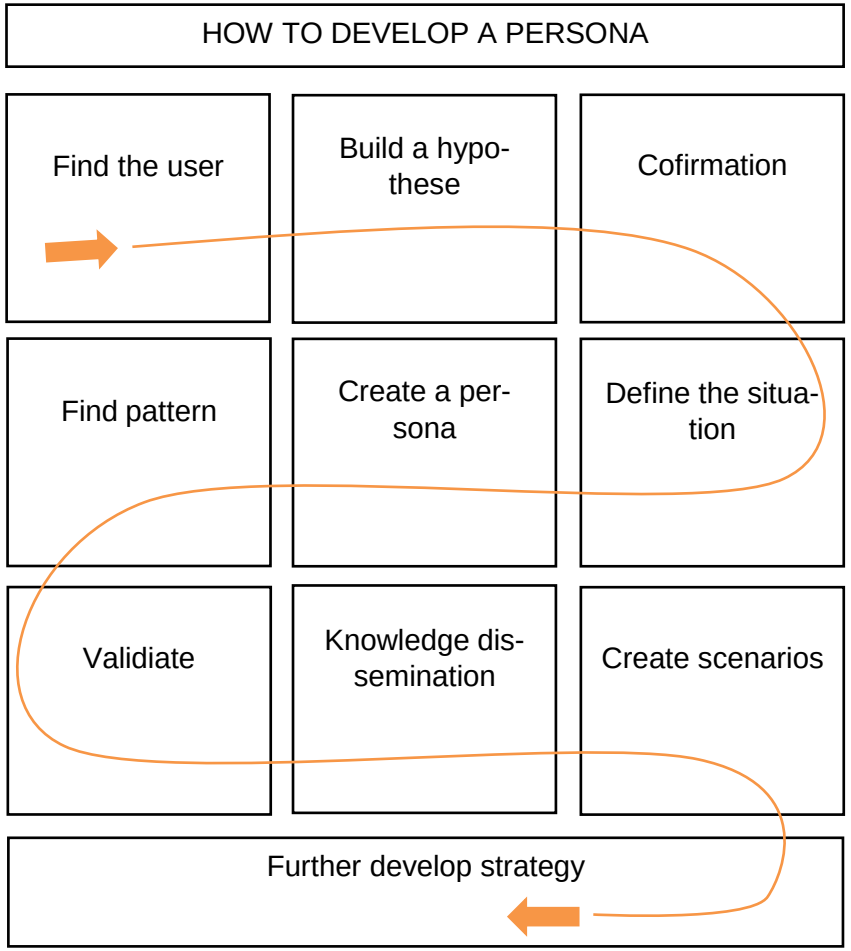


METHODS:

PERSONA

The goal of the process of creating a persona is to find out users' true needs and frame the challenge in the field of innovation. Although the persona addresses groups of people as typical users, it is important at this step to imagine the typical user as a 'real person'. A persona is thus an imaginary person, representing the experiences, preferences and interests of a future target group. Based on the existing knowledge, the design team creates a first draft of the persona, but iterates it throughout the whole process of empathizing and investigating more knowledge. The persona is improved and refined step by step. Tools to visualize and structure the knowledge of the persona will help to promote creativity and out of the box thinking.

The 'User profile canvas' and the 'Empathy map' are examples of how to structure or visualize the experiences or current situation of the user.

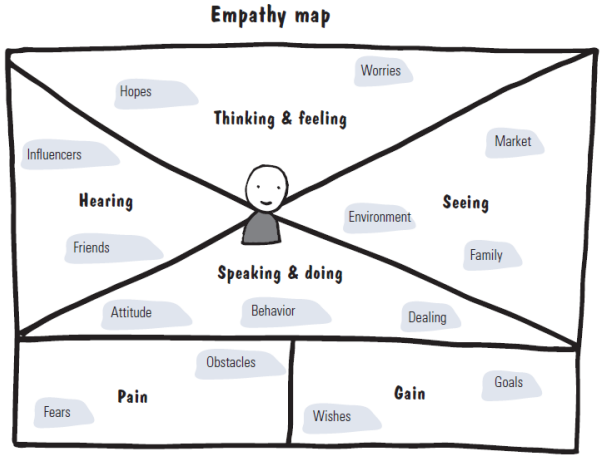


Literature & Grafic steps «How To Develop A Persona» based on:
Lewrick, M. / Link, P. / Leifer, L. (2018): The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Businesses and Ecosystems (2nd ed.). Wiley, p.26,32,33.
Other:
Stickdorn, M. / Hormess, M. / Lawrence, A. / Schneider, J. (2018): This Is Service Design Doing. O`Reilly, p.41-43.

TOOLS TO CREATE PERSONA: EMPATHY MAP

The Empathy Map designed by Dave Gray is a human-centred design toolkit and helps to understand costumers, their view on the world and how they interpret it.

It provides access to the customer through a systematic framework and aims to fully understand the emotional world to clarify the user needs and lab goals. The Empathy Map allows you to look inside the target's head, describe AND understand emotions, motivations, wants and needs.



HOW TO USE

The empathy map is divided into different sections. Each is labelled with a category that explores the user's external, observable world and their internal attitudes. The fields are arranged according to the senses.

Thinking & feeling: What thoughts and feelings accompany the customer?
Seeing: What does the customer perceive visually from their surroundings?
Hearing: To what sounds and acoustic impressions is the customer exposed to?
Speaking & doing: What statements does the customer make, what does s/he do in everyday life or in certain situations?

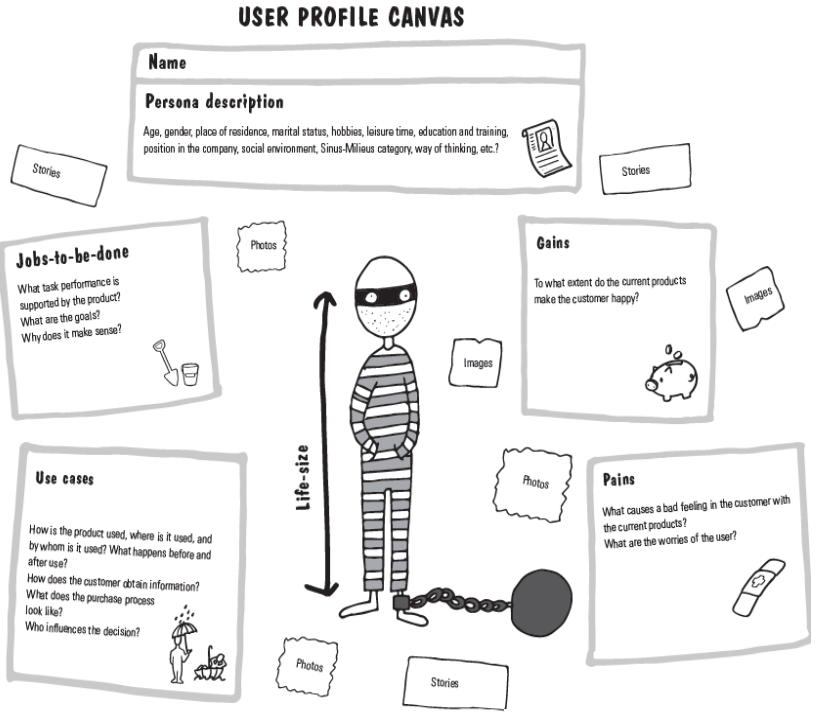
The four fields will be added to the categories of Pain and Gain to identify the fears, worries and problems of the customer on the one hand and wishes, needs and dreams on the other.

Literature & Grafic «Empathy Map» :
Lewrick, M. / Link, P. / Leifer, L. (2018): The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Businesses and Ecosystems (2nd ed.). Wiley, p.28.

TOOLS TO CREATE PERSONA: USER PROFILE CANVAS

The User Profile Canvas is used to understand problems by developing a fictitious person who represents the target group.

With the help of strategy work and clustering, a real person emerges with experiences, curriculum vitae, preferences as well as private and professional interests. The aim of the User Profile Canvas is, to uncover true needs and to think out of the box.



HOW TO USE

Various categories have to be filled in and answered as part of this method. These include the description of the person, followed by jobs that need to be done, user cases, gains and pains.

Chose research methods if necessary to frame individual behaviour in the context of communities. Different methods of research reveal interesting insights (individual interview, group interview, self-documentation, community-driven discovery, expert interviews etc.)

Literature :
Lewrick, M. / Link, P. & Leifer, L. (2020): The Design Thinking Toolbox: A Guide to Mastering the Most Popular and Valuable Innovation Methods (1st ed.). Wiley p.97,98.
Grafic « User Profile Canvas »
Lewrick, M. / Link, P. / Leifer, L. (2018): The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Businesses and Ecosystems (2nd ed.). Wiley, p.27.

TOOLS TO CREATE PERSONA: PHOTOJOURNAL & INTERVIEW

The combination of the following two methods allows you to gain an initial insight into the life of the potential user in the sense of human-centered design. With the photojournal and the interview, the user himself is the expert and opens up his perspective to you.
Photojournals allow people to tell their stories and capture everyday moments and dynamics with snapshots. With individual visual excerpts from the everyday life of the users, you have a basis for questions in your hand. Photo journals are a preview of your interviews.

In the social innovation process, the customers are in the center, so their thoughts and expectations are of great importance. Interviews allow respondents to answer well-prepared questions in a safe setting and give them the opportunity to tell how they see things in their own words. By paying attention to verbal and non-verbal expressions, you as the interviewer can learn about the mindset, behavior and lifestyle of your users.

The results of INTERVIEWs and PHOTOJOURNALs could be easily combined with the visualization tools presented before.

Literature:
Ideo.org: Design Kit. Methods (https://www.designkit.org/methods)
Graphic «Photojournal & Interview»:
Own representation (Magdalena Nägelsbach)

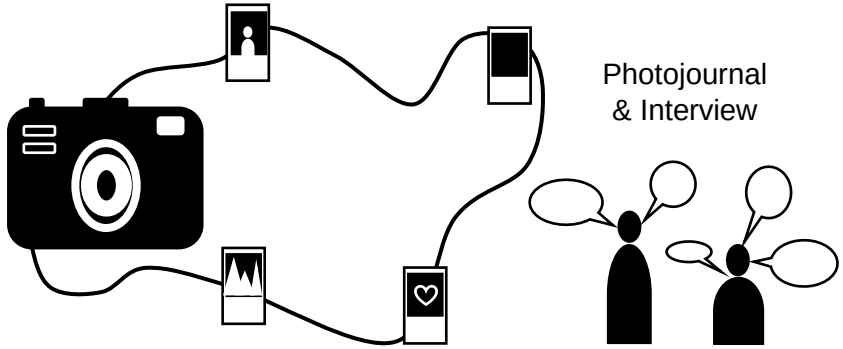
HOW TO USE

Ask your customer to take photos of inspiring situations for a few days to get to know a person's context and environment and understand how they use products or services. The evaluation of the photos automatically results in a procedure that may be of use in the customer journey method. Questions may arise from the recordings that can be included as a guide in the interview.

Several methods are available for conducting an interview:

Interview-guides:

Lewrick, M. / Link, P. / Leifer, L. (2020): The Design Thinking Toolbox: A Guide to Mastering the Most Popular and Valuable Innovation Methods (1st ed.). Wiley, p.57-66.



Photojournal & Interview

CUSTOMER JOURNEY

The Customer Journey reconstructs the path from customer to product. The method may help you think through key moments when your customer experiences your solution. It should help you visualise a customer's experience from start to finish. By mapping the customer journey, it is possible to better understand the customer's perspective and to identify and understand their relationships.
It answers questions about awareness, consideration, purchase, service and loyalty. A step-by-step breakdown is provided in relation to Actions, Touchpoints, Thoughts, Emotions and Potentials.

Questions for the journey:

How did the customer become aware of your solution?

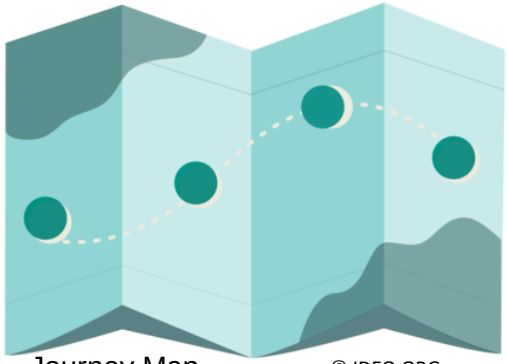
How does he make the decision to try it out?

What does the first customer interaction and engagement look like when he benefits from the idea?

How does he possibly tell others about it?

Literature & Grafic «Journey Map»:
Ideo.org: Design Kit. Journey Map. (https://www.designkit.org/methods/63)

Other: Stickdorn, M. / Hormess, M. & Lawrence, A. & Schneider, J. (2018): This Is Service Design Doing. O`Reilly, p.44-57.



Journey Map

HOW TO USE
The user journey is often presented in a linear course and includes the individual stops that the customer passes on his journey. Starting from the customer's profile, to the recognition of needs, through the decision-making and using your provided solution finally becoming a repeat user. The individual steps are analyzed with regard to the market aspects and the needs, desires, emotions and areas of tension of the user. Afterwards, it is worthwhile to record the journey you have made in a storyboard.

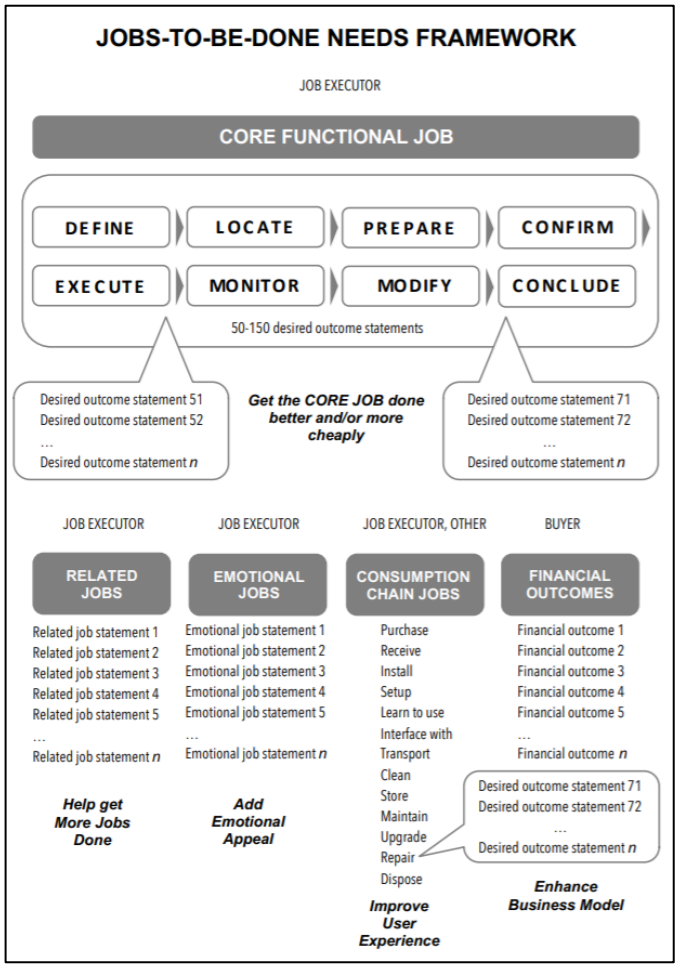
JOBS-TO-BE-DONE

The Jobs-To-Be-Done method provides a framework for defining, categorising, capturing, and organising all your customers' needs. The Jobs-To-Be-Done card clearly names tasks so that all stakeholders share a common understanding of what a need is and which customer needs are unmet.

HOW TO USE

As a basis, the needs of the customers must be uncovered. Which needs are not being met and which niches are emerging in the customer landscape? By asking why your customer wants to rent the product and what tasks it then fulfills, direct and indirect (often hidden) goals of the customer are analyzed, as well as a functional, emotional and social dimension from the customer's point of view. Not all dimensions need to be present, it's more about raising awareness.

„The Jobs-to-be-Done Needs Framework reveals the complexity involved in understanding all the needs in a market. It is not as if the customer has a handful of needs, or that there is just one customer. A diverse group of customers in a given market often collectively have well over 100 needs“ (Ulwick, 2016, p.49).



Literature & Graphic «Jobs-To-Be-Done Needs Framework» :
Ulwick, A. W. (2016): Jobs to be Done: Theroy of Practice. Idea Bite Press.

Other: Lewrick, M. / Link, P. / Leifer, L. (2018): The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Businesses and Ecosystems (2nd ed.). Wiley, p.31.

IN ADDITION: QUANTITATIVE NEEDS ASSESSMENT

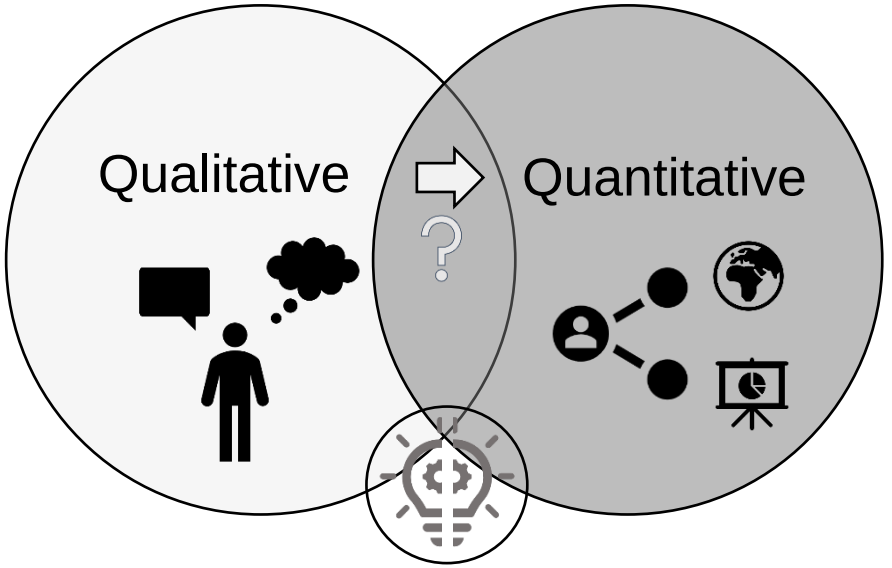
With qualitative need assessment, a hypothesis is created in the innovative process, which focuses on the user. The user functions as an expert to convey his or her thoughts, feelings, experiences and perception of the environment. In order to make the hypothesis meaningful - to test and validate it - a quantitative assessment can be conducted in addition to the qualitative research. This focuses on data from fieldwork, which is essentially generated via questionnaires, tests or structured interviews. Such an analysis reveals the contextual influencing factors of the target group and enables insights into larger correlations. These correlations can be particularly important for the subsequent disaggregation of systems, networks and actors, because unlike qualitative assessment, they reach beyond the individual point of view and name contexts more generally.

Examples of important and interesting topics for the quantitative needs assessment:

- Demographic Changes
- Innovation Policies in the certain field of innovation
- Funding Streams

Literature: Reis, R. (2009): Quantitative and Qualitative and Assessment Methods. Stanford University, Stanford.
Grafic «Combine Methods» :
Own representation

Combine Methods



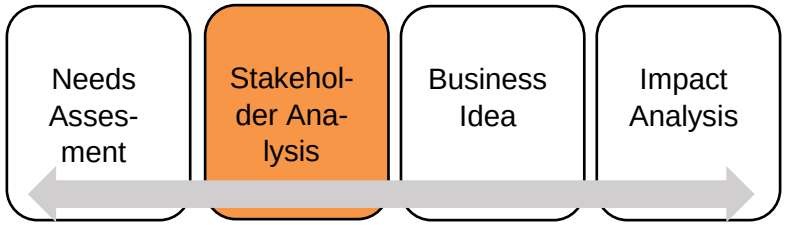
HOW TO USE

A combination of both methods helps to gain a holistic understanding of the customers. Nevertheless, the quantitative survey is preceded by a qualitative one, as initial findings are needed to derive a hypothesis and test & validate it within a market-based or national context. Figures obtained from surveys, standardised interviews or tests can then be evaluated and interpreted with regard to the hypothesis.

ORIGINS OF METHODS: STAKEHOLDER ANALYSIS

Social innovation being successful, depends in great parts on the regional context they are placed into. One root cause lies in the regional character of challenges, which social innovation is meant to face. “In order to overcome these challenges, social innovation even uses networks and cooperation at regional level” (Kleverbeck et al. 2016, p.365). Cooperation and networks among actors interested in change is therefore crucial, e.g. for the purpose of financial support or access to expertise. Another root cause for the necessity of networks and cooperation is the multidimensional character of current challenges, like climate or demographic change, just to name a few. Being aware of suitable cooperation partners bears the opportunity to increase knowledge, sense of identity, access to general resources and might compensate insecure environments (Haxeltine et al. 2017, p.7f)

The stakeholder analysis is therefore a crucial element in the process of developing social innovation. Together with the ‘Needs Assessment’ mentioned before it also follows an iterative approach. The main goal is to understand which actors are involved and how these actors relate to each other. It will become clear that one actor might have different relations and coalitions at the same time. Mapping your system supports your understanding of actors involved in the solution development process and the respective actor behaviour. Another way mapping your ecosystem helps you in finding a solution is the reduction of complexity (Göpel et al. 2016, p.20). You might find out that the situation is not as complex as expected and shows at the same time structural wholes in your cooperation structure.



Approaches for Ecosystem Mapping

ECOSYSTEM MAPPING: IDENTIFYING REGIONAL SOCIAL INNOVATION SYSTEMS

To explore the things happening around the users, which might enable or inhibit their behaviour the ecosystem mapping is a promising method. The context of a target group usually contains a variety of dynamics and constraints that influence their lives, such as stakeholders, services available or governing institutions. Exploring these might help to identify the shifts that need to happen, and where a design effort is needed the most.

The RSIS (Regional Social Innovation System) is a tool for practitioners to create an Ecosystem Map for innovations, which are created by a cross-sectoral group of organizations as context specific resource constellations. Social innovation contributes to sustainable and inclusive growth by creating impact in different target groups. There is collaboration between actors of different fields like politics, research, economy & civil society. Different roles are fulfilled, working towards each other and jointly responsible and accountable for the success of social innovation: inner core / social innovators, supporters, promoters, policy, intermediaries.

HOW TO USE
Ecosystem mapping is generally about creating a picture of the business environment or value chain starting from the customer with all associated elements such as people, companies, stakeholders, flows, systems, interactions and relationships. Depending on the tool, the analysis is more specific or more open.

Literature & Grafic «Regional Social Innovation Ecosystems»
Terstriep, J. et al. (2016): Boosting SI's Social & Economic Impact. Institute of Work and Technology, p.57.
IDEO. Human (2015). Centered Design Toolkid (2nd ed.).

ECOSYSTEM MAPPING: STAKEHOLDER NETWORKS

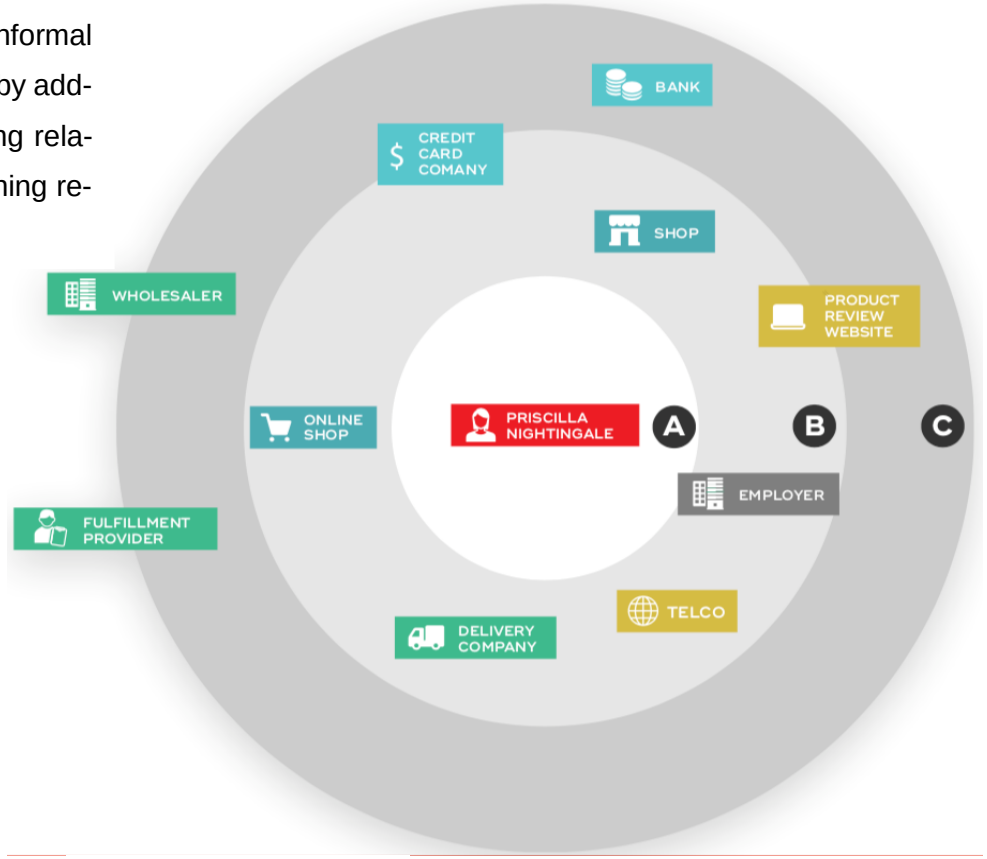
The stakeholder map can be used to provide an overview of which persons, institutions and organizations are significantly involved in or affected by the problem solution. A Stakeholder maps enables to chart and analyze the interplay between various internal and external stakeholders and helps to identify formal and informal networks. With a map of stakeholders, you can "actively redesign a system by adding or eliminating certain stakeholders; by creating, changing, or eliminating relationships between stakeholders; or by deliberately strengthening or weakening relationships (Stickdorn et al., 2018, p. 59).

HOW TO USE

In the human-centered approach, the customer is placed at the center. From him, the stakeholders are ordered according to their purpose and in relation to the customer's perception or aspect of influence:

(A) Essential Stakeholders
(B) Important Stakeholders
(C) Other Stakeholders

Literature & Grafic «Stakeholder map» :
Stickdorn, M. / Hormess, M. / Lawrence, A. / Schneider, J. (2018): This Is Service Design Doing. O`Reilly, p.58-61.

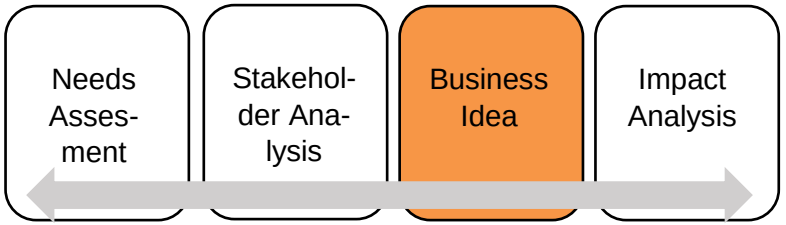


Stakeholder map

ORIGINS OF METHODS: BUSINESS IDEA & PROTOTYPE

A comprehensive picture of the user was developed, existing problems were highlighted and specific challenges were defined. In response to these identified challenges, the search for a suitable solution idea takes place. Concrete methods are needed to follow up on promising impulses and to structure the process around the generation of solution ideas appropriately. By drawing on existing knowledge about the user, creativity is framed and a change of perspective is initiated. To be open to new ideas, it is important to break away from preconceived notions and go through this phase with creative, free thinking. The principle of quantity over quality exists here to create a broad spectrum of possibilities through the accumulation of many ideas. Critical evaluation patterns are left out of this phase in order to open the solution field to all thoughts and thus also give unusual ideas a place.

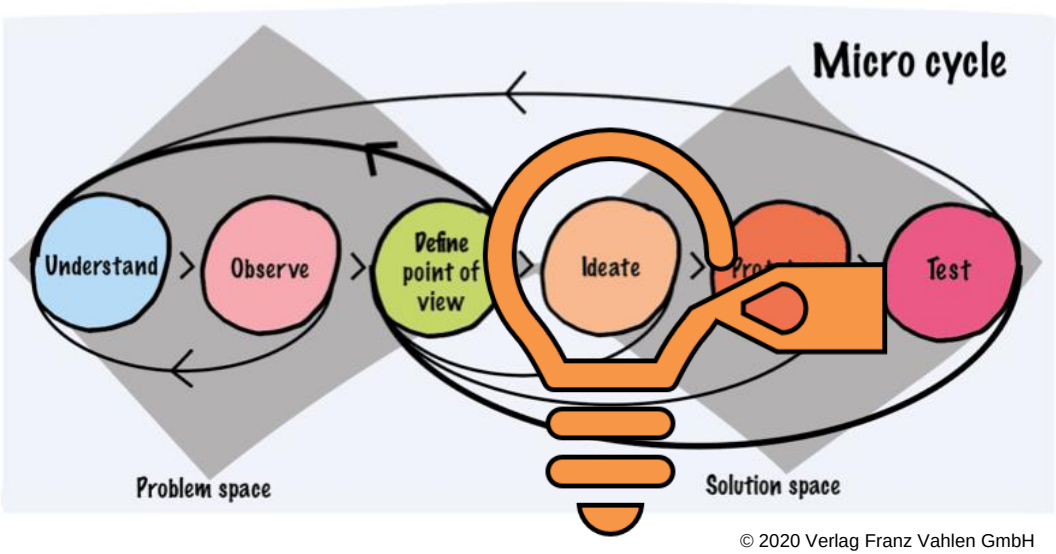
Evaluation only takes place when the filtered idea becomes a tangible product that can be touched and tested: The prototype. The transition from idea generation to prototyping is fluid. Prototyping brings ideas to life and allows the social innovator to have their idea tested and evaluated by potential users. This allows not only the product itself, but also the ideas and expectations of the users to be reflected and revised again and again. This repetitive cycle of understanding, testing, observing, optimizing until understanding again, etc. enables the product to be developed into a market-ready solution. Building & testing a prototype is characterized by its fast & low-cost possibility of reflection.



METHODS

IDEATION

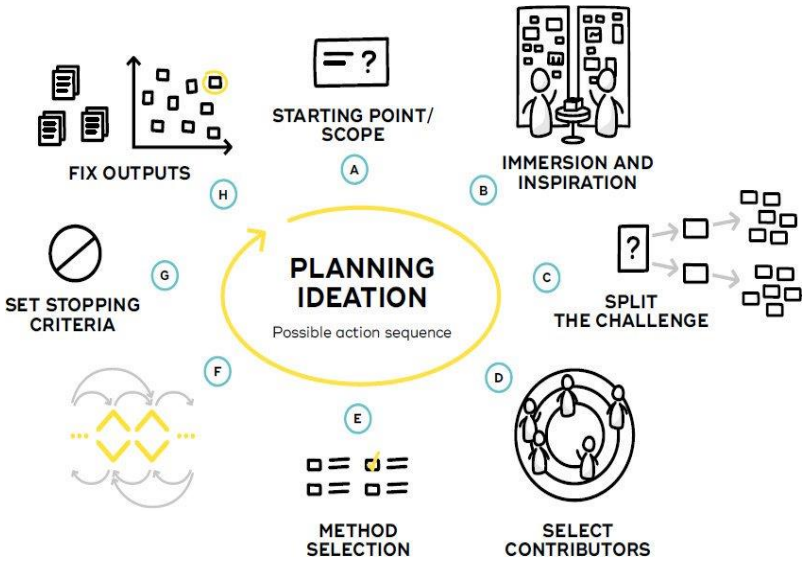
Ideas act in the innovation process like oil in the drive motor. However, idea generation does not take place randomly: The previous outputs form the starting point from which the idea phase is planned. The goal in this step is not to find the one perfect solution. Rather, the goal is to open up the solution space and generate many different ideas in order to discard, structure and concretize them in the further course of the design thinking process. "Learning to let go of ideas to make way for new ones is a crucial skill of service design" (Stickdorn et al., 2018, p. 158). The character of the social innovation process is reflected in the aspects of creativity, cooperation and reflection within the idea generation.



Literature:
Stickdorn, M. / Hormess, M. / Lawrence, A. / Schneider, J. (2018): This Is Service Design Doing. O`Reilly, p.156-173.
Grafic «Micro cycle»:
Lewrick, M. / Link, P. / Leifer, L. (2020): The Design Thinking Toolbook: A Guide to Mastering the Most Popular and Valuable Innovation Methods (1st ed.). Wiley, p. 22.

IDEATION

Idea generation requires brainstorming and a reflection mechanism, which can be stimulated by different methods and materials depending on the problem and the team constellation. Two methods are given as examples below. Overall, idea generation requires an open environment in which participants can brainstorm innovatively, creatively and without prejudice. Group exchanges should be facilitated to stimulate a change of perspective and bring together many different possibilities from which a unique idea can later develop. However, for all its openness and spontaneity, idea generation can benefit from a clearly articulated process as a foundation. To this end, Stickdorn et al. (2018) present a planning ideation process that can lead to successful ideation in 8 steps.



SELECTING & STRCUTURING IDEAS

Top Five

The top five tool takes you from the deep thought phase back to a simpler level and asks for 5 five ideas or themes. This can lead to new structuring, key ideas or ways of shaping.

Prototype-Mapping

This worksheet helps you to review existing concepts and make a selection at the end. The tool can be used optimally following the Customer Journey Map.

Literature & Grafic «Planning Ideation»:
Stickdorn, M. / Hormess, M. / Lawrence, A. / Schneider, J. (2018): This Is Service Design Doing. O`Reilly, p.156-173.
Examples of Selectiong and Structuring Ideas & Other :
Ideo.org: Design Kit. Top Five (https://www.designkit.org/methods/top-five)

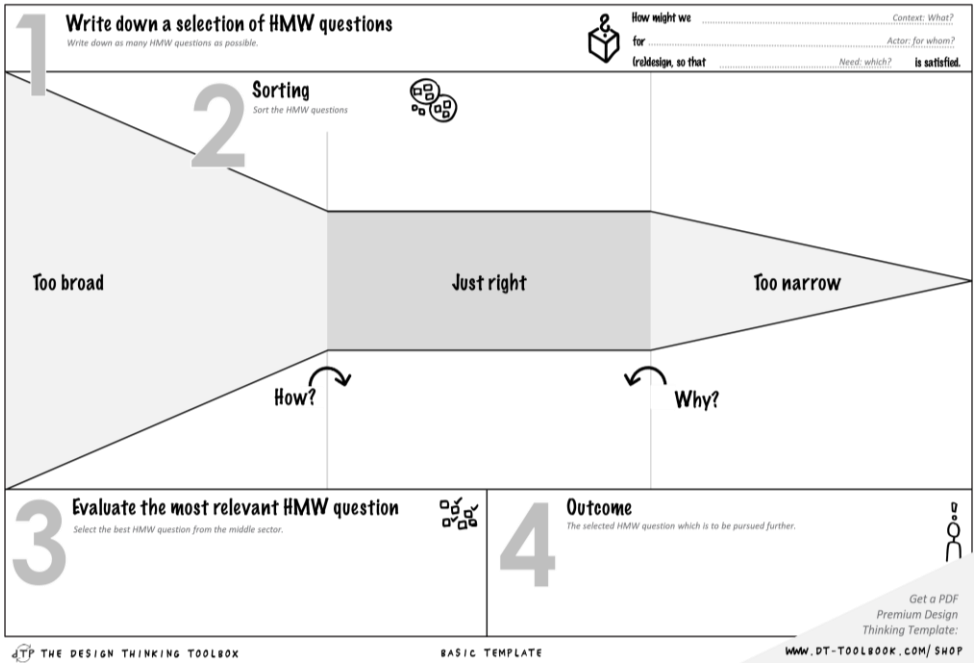
HOW MIGHT WE…

In the point of view phase, the "How Might We"- method can be used as a basis for brainstorming.

HOW TO USE
Already gained knowledge about the user or the current situation are transformed to questions. By rephrasing, rigid problems can be loosened and blockages in considerations can be overcome. The question perspective also leads from problem-oriented to solution-oriented thinking. The questions simultaneously serve as framing and possibility and should therefore not be formulated too openly, but with a certain amount of leeway. The answers to the questions form the basis for the subsequent brainstorming. Thus, this method is used to purposefully develop a further design possibility from the previous results.

Literature & Example & Grafic «Template HMW Questions» :
Lewrick, M. / Link, P. / Leifer, L. (2020): The Design Thinking Toolbook: A Guide to Mastering the Most Popular and Valuable Innovation Methods (1st ed.). Wiley, p.124-128.

Other: Ideo,org. Design Kit. How might we (https://www.designkit.org/methods/how-might-we)



If your question is too broad, ask yourself how you can address something concretely.

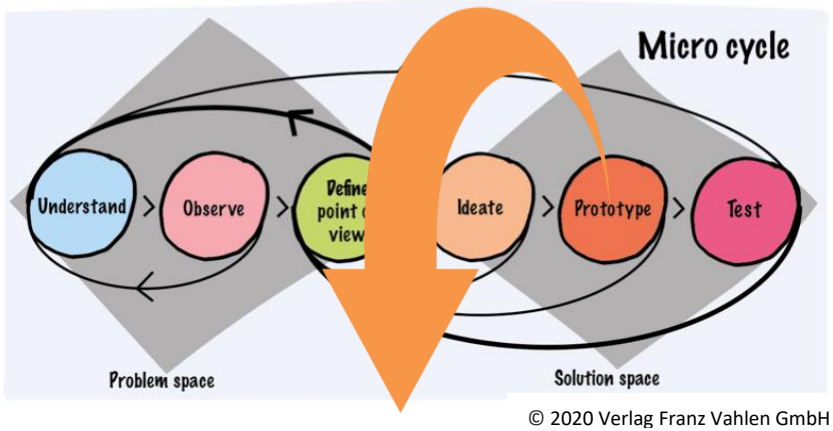
If your focus is too narrow, take a more open approach to the why with your question.

Example: „How do we have to design the solution so that no one wants to use anything else?"

PROTOTYPING

With prototyping you can produce a test version of your business idea cheaply and quickly, which makes your plan understandable and enables early feedback. Prototyping is an integral part of the design thinking process and makes testing as the final step possible.

Prototyping allows you to bring your idea to life, think ahead with your hands and give your product a story. From a rough fabrication to a market-ready model - the main advantage is the prototype guiding you through the feedback to a better understanding of your users and the possibility to change or redesign the product early on. Prototyping permits mistakes and failure and also helps resolve misunderstandings through communication about the product.



HOW TO USE

Many different materials can be used and combined in various ways. Whether with build, knead, craft, paint, fold, cut, print:

With this method, there are no limits to creativity. You only need the right tools to create the prototype of choice.

Literature:
Lewrick, M. & Link, P. & Leifer, L. (2018): The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Businesses and Ecosystems (2nd ed.). Wiley, p.108-116.
Grafic «Micro cycle» :
Lewrick, M. / Link, P. / Leifer, L. (2020): The Design Thinking Toolbook: A Guide to Mastering the Most Popular and Valuable Innovation Methods (1st ed.). Wiley, p.22.

Prototype dimensions and variants: Stickdorn, M. & Hormess, M. & Lawrence, A. & Schneider, J. (2018): This Is Service Design Doing. O`Reilly, p.222.

TEST PROTOTYPE

The prototype is created, now the testing phase begins. Testing the prototype means checking the manufactured product for user-specific qualities before its release.

The tester, as a potential user, provides you with the necessary feedback, helps to identify problems and understand the user even better. The testing process can vary depending on the prototype, with each type of testing bringing different benefits to understanding.

The testing phase in the design thinking process is closely coupled with the first steps of understanding and observing the user. The information from these previous phases should always be incorporated into the optimization of one's own prototype.

Prototyping Report Card

This Card helps to focus on what you want to learn through testing and to document these experiences in a meaningful way afterwards

→ *https://www.designkit.org/methods/build-run-prototypes*

HOW TO USE: TWO EXAMPLES

Solution Interview

The Solution Interview is for more advanced prototypes and leads to meaningful answers & observations

→ *https://www.dt-toolbook.com/solution-interview*

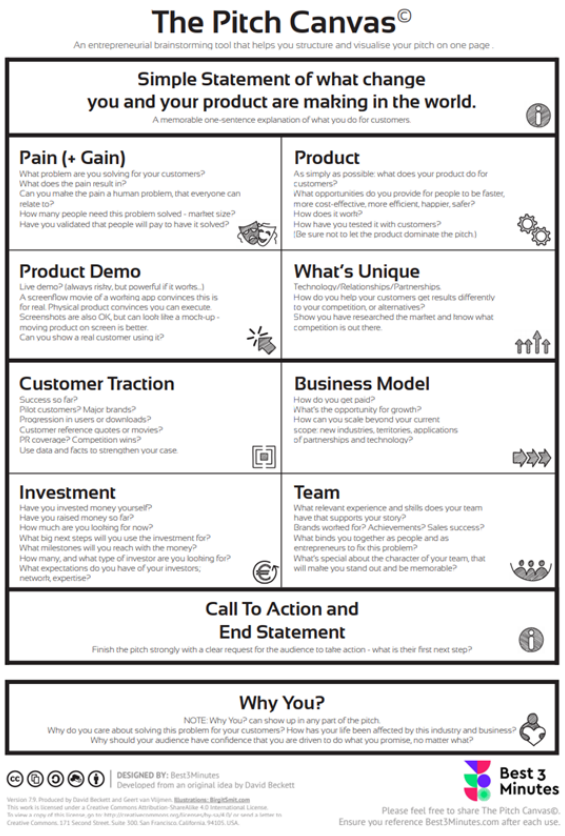
Literature:
Lewrick, M. / Link, P. / Leifer, L. (2020): The Design Thinking Toolbox: A Guide to Mastering the Most Popular and Valuable Innovation Methods (1st ed.). Wiley, p.212.

PITCH

With a pitch you can present your idea. What is it about, how does it work, why is it important and who benefits from it? Key questions that are explained briefly and precisely in the pitch to convince potential customers, financiers, stakeholders and / or shareholders that the idea is forward-looking and worth supporting.

HOW TO USE
1. Formulate the essence of your product, service or experience within one minute. The uniqueness of the idea must be recognisable in context, main message, explanation and call to action. 2. Present it clearly and unambiguously. Sell your idea by saying how and why it is important. 3. Format the idea and its story in the form of a brochure, website, book or presentation. Multiple formats and professional support is allowed and often useful! 4. The level of detail and story depends on the target group - so be sure to adapt and communicate in a specifically tailored way.

Literature:
Ideo,org: Design Kit. Create a pitch (https://www.designkit.org/methods/create-a-pitch)
Graphic «The Pitch Canvas»:
David Beckett (2018): The Pitch Canvas (https://best3minutes.com/the-pitch-canvas/)



SOCIAL BUSINESS MODEL CANVAS

according to the Business Model Canvas of Osterwalder & Pigneur

The Social Business Model Canvas is an adaptation of the Business Model Canvas and helps social actors to elaborate their business model under the social idea.

HOW TO USE

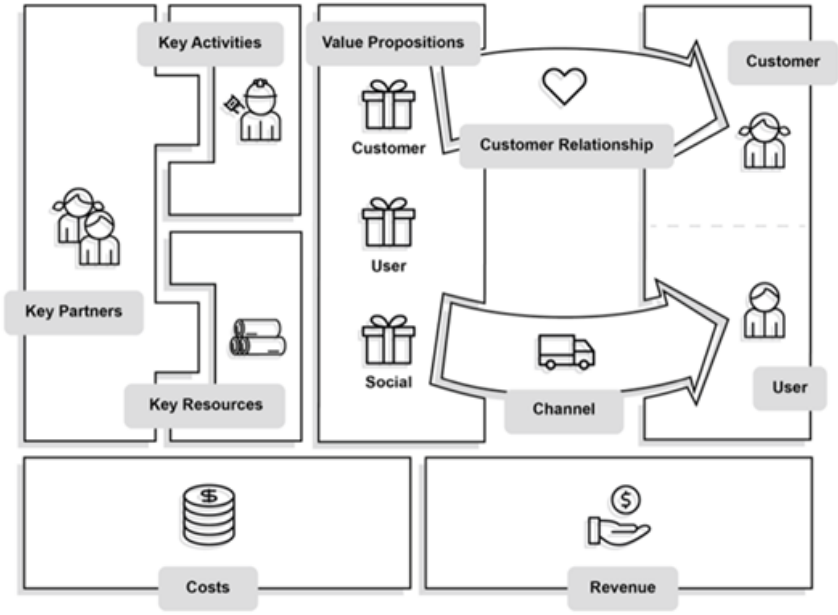
The fields are filled in, according to the idea of the nine blocks like the Business Model Canvas, but subdivisions are made:

User and customer each get their own perspective. In the value proposition, a distinction is made between the user proposition, the customer proposition and the social proposition.

Advantages of using a Social Business Model Canvas

- Enables overview & stabilises focus
- Easier & quicker to understand
- Flexible & versatile use
- Clear visualisation & representation of interrelationships
- Consideration of all necessary segments & concrete subdivision into sub-segments

Social Business Model Canvas



Literature:
Osterwalder, A. & Pigneur, Y. (2010): Business Model Generation. A Handbook for Visionaries, Game Changers, and Challengers. John Wiley & Sons.
Grafic «Social Business Model Canvas» :
Own representation based on the BMC template by Osterwalder Pigneur. The latter was enhanced by the distinction between customer and user, which is central to social services.

VALUE PROPOSITION CANVAS

With the Value Proposition Canvas as a complement to the Business Model Canvas, you concretely develop your value proposition for your customer and user group.

HOW TO USE

The value proposition has two sides: On the right you define your customer profile which is compared to the value map on the left side.

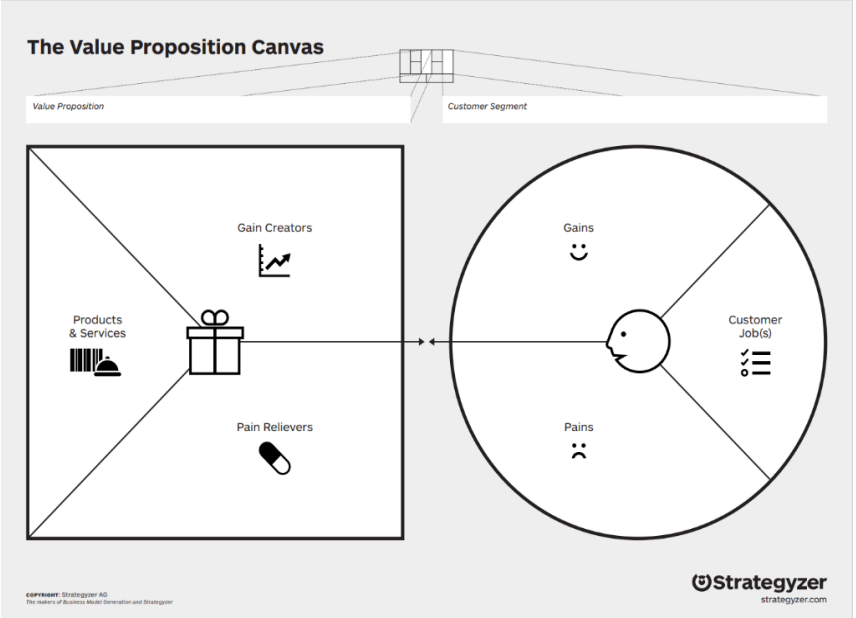
Take a look on your customer segment within three perspectives:

1. Customer Jobs: Tasks that have to be completed
2. Pains: Challenges and frustrations of your customer
3. Gains: Positive outcomes your customers hope to achieve

Three different perspectives are possible

1. Products & services: On which your value proposition builds on
2. Pain Relievers: The way your products and services are pain relievers
3. Gain Creator: The way your products create value

To fill in these fields illustrates how your value proposition addresses the wants and needs of your customers



Literature & Grafic «The Value Proposition Canvas» :
Strategyzer 2020: The Value Proposition Canvas (https://www.strategyzer.com/canvas/value-proposition-canvas)

BUSINESS MODEL NAVIGATOR

The Business Model Navigator is used in order to better understand the key drivers of business model success and to foster innovation through a structured approach. This is a research-based compilation of methods aims to improve decision-making in business model innovation processes and facilitate the initiation, ideation, integration and implementation phases.

The Business Model Navigator is a publication that studied 350 business model innovators. The results show that about 90 % of their innovations are new combinations of already existing concepts, ideas or business models. In this comprehensive study, the authors have further identified 55+ patterns that form the basis for a successful business model. These patterns show how to revolutionize businesses and drive powerful change. Practical templates and recipes for success enable the development and optimization of business models. The methodology conducts innovators to sharpen the framework of their business models and shows approved techniques to overcome fears of change in existing organizations and programmes.

© BMI Lab

Literature:
Gassmann, O. / Frankenberger, K / Choudury, M. (2020): The Business Model Navigator. Pearson, p.21.

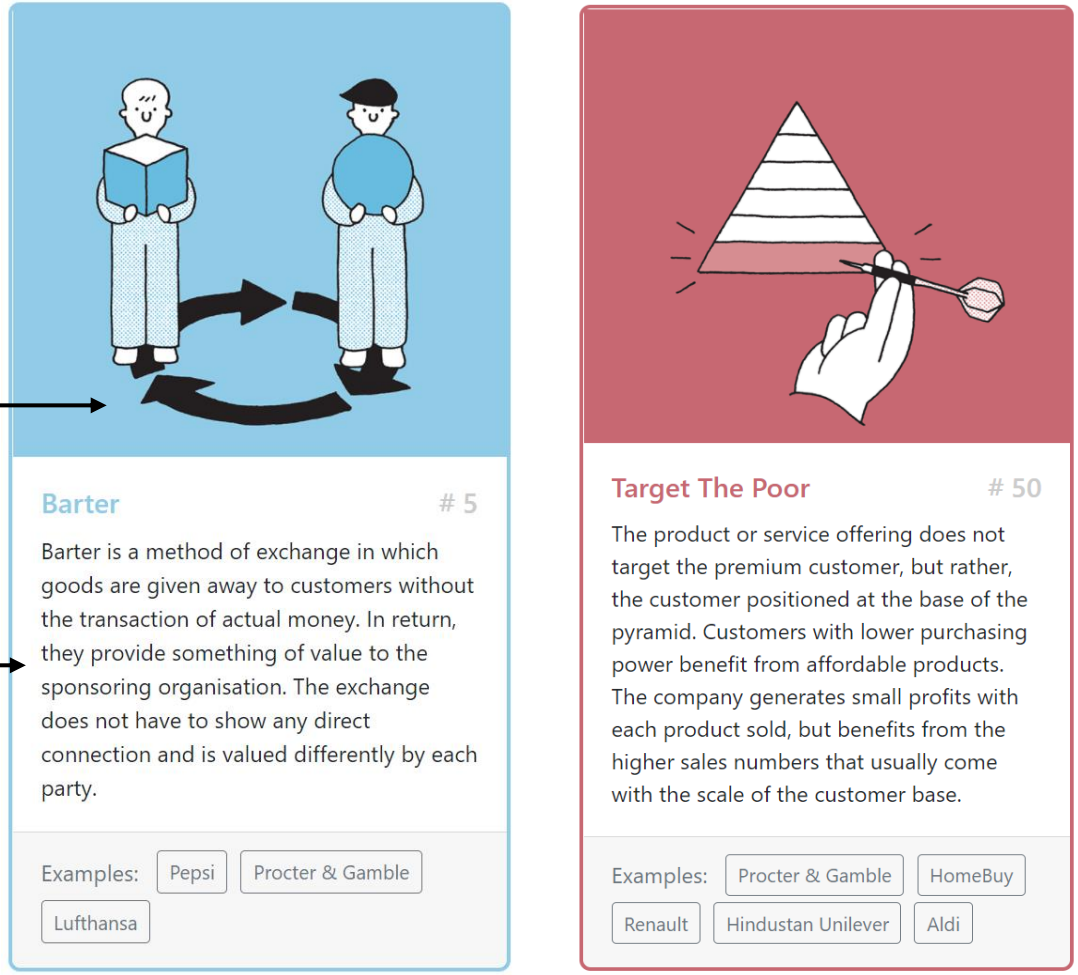
BUSINESS MODEL NAVIGATOR: BUSINESS MODEL PATTERN CARDS

The pattern cards are a spin off from the empirical experience with the business model navigator. 90% of all business models come from a combination of 55 basic business model patterns. The compilation of the pattern cards represents an intuitive practice tool for joint business model development for (social) innovators.

Each of these patterns can be found in the Business Model Navigator with:

an illustration,
a short description,
and practical example of companies

With these cards, you can generate ideas and discover new possibilities of your innovative solution. Business patterns are the guides to your own business model. They can be used as a supporting template during the innovation process and helps your team during brainstorming activities.

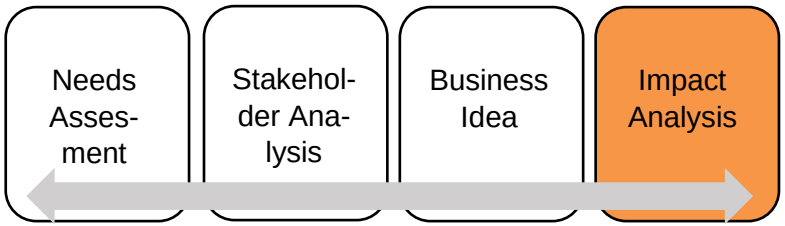


Business Model Patternd Cards

Literature:
Gassmann, O. / Frankenberger, K / Choudury, M. (2020): The Business Model Navigator. Pearson, p.21.
Grafics «Business Model Pattern Cards» :
BMI Lab: Explore: Patterns (https://businessmodelnavigator.com/explore)

ORIGINS OF METHODS: IMPACT ANALYSIS

The question of impact is increasingly posed in the field of social innovation. This is due to the fact that investors do not only want to give their money for the purpose of charity, but beyond seek to shape the status quo. They want to measure their societal contribution (cf. Then et al. 2017, p.2). Having their origins in the field of social investment, measuring your expected impact has many advantages more. Impact measurement contributes to structuring the changes you want to achieve. The structuring itself can be devided into different milestones within your project and also on a timescale (Short-term, mid-term and long-term). Another advantage beyond the expected consequences of invested ressources and sorting the process of changes you want to achieve is the function of decision-making. Focussing on the innovations' impact enables at the same time a permanent adjusting of decisions in the direction of the overall goal. One challenge of measuring impact in the field of social innovation is its complexity since it cannot be reduced to monetary analysis. Measuring impact in social innovation requires an individual set of indicators developed within and after the development process of the social innovation itself. Examples for several impact models with their respective indicators may be shown on the following pages. However, all of them do have in common that they identify and illustrate inputs, outputs, outcomes and the programs' activities in general (cf. Then et al. 2017, p.96). The aforementioned stakeholder analysis can be part of the later impact analysis, since stakeholders as contributors of money or expertise represent one form of input. Services, as the programs' direct outputs lead to further adaptions in the programs' environment (Outcomes). The number and peculiarities of impact in form of societal changes can later be determined after the deduction of deadweight. As deadweight, we consider changes that would have occurred in any case and are not due to the programs' outputs and outcomes.



METHODS:

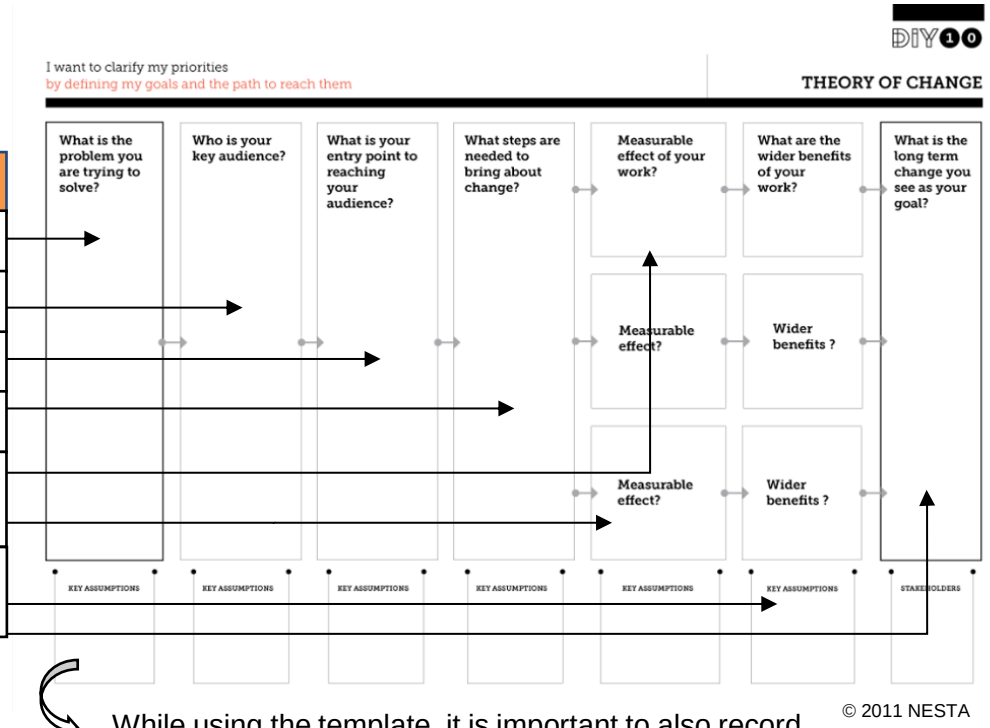
Literature:
Then, V. / Schober C. / Rauscher, O. / Kehl, K. (2017): Social Return on Investment Analysis. Measuring the Impact of Social Investment, Palgrave.

THEORY OF CHANGE

The Theory of change belongs to the impact models. It aims to identify necessary steps for change and the prerequisites for project success. It also helps to make one's own role visible in the course of the project process

The Theory of Change forms a meaningful bridge between what is and what should be. Step by step, it is checked whether the planned impact goal can be achieved with the activities. In doing so, possible stumbling blocks can be identified in advance by reflecting on the central assumptions.

HOW TO USE
Identify your overall vision of change and the problem you want to solve
Fill in which people are most affected and where you start your work
Define practical steps which are necessary to reach change
Write down immediate results based on the actions before
List the further results of your work. These are the prerequisites for realising the vision
The impact goal is at the end, but should be determined at the beginning of the project.



While using the template, it is important to also record and note the key assumptions of the individual steps

Literature & Grafic «Theory Of Change»:
Nesta: Development Impact and You (https://diytoolkit.org/tools/theory-of-change/)

IMPACT LOGIC

Social innovations are characterized by the fact that they bring about effective solutions to problems in relation to the common good. The solutions (in the form of products or services) generate an impact that needs to be analyzed. For a concrete analyzation, the impact logic can be illustrated in different ways.

The first three levels are the prerequisites that must be fulfilled in order to have an impact at all. These stages include the **OUTPUT**.

Levels 4-6 describe the **OUTCOME**, thus the effects achieved within the target group. These result from the outputs and activities in the run-up. Therefore, from level 4 onwards, we can speak of actual impact.

For the step into the last stage, the target group then changes: The **IMPACT** occurs beyond the actual target group in society. Society here can mean bringing about change in a specific region, a social class, a country, etc.

Impact Staircase 2016 PHINEO gAG

Literature;
Kehl, K. / Then, V. / Rauscher, O. / Schober, C. (2018): Wirkung und Wirkungsmessung von Innovationen in Organisationen des Sozialwesens. In: Eurich, J. / Glatz-Schmalleger, M. & Parpan-Blaser, A. (Hrsg.): Gestaltung von Innovationen in Organisationen des Sozialwesens. Springer VS, S.281.282.
Kurz, B. / Kubek, D. (2016): Logic Model. In: Social Impact Navigator. The Practical Guide For Organizations Targeting Better Results (2nd ed.). Phineo AG.
Grafic «Impact Staircase»:
Kurz, B. / Kubek, D. (2016): Logic Model. In: Social Impact Navigator. The Practical Guide For Organizations Targeting Better Results (2nd ed.). Phineo AG, p.5.

IMPACT LOGIC

The impact model is a causal model in which the steps build on each other, reflect relationships and follow a certain logic. The formulation of effect relationships thus takes place in a processual formulation of assumptions and hypotheses. Impact models should represent the complex reality as far as possible, and at the same time reduce this complexity. In order to do justice to this construct, one goes to the formulation of connections, which can be clarified in so-called effect chains.

Impact models are not static, they are dynamic as part of the transformative innovation process. Therefore, the formulation of impact models is done with regard to iterative action loops.

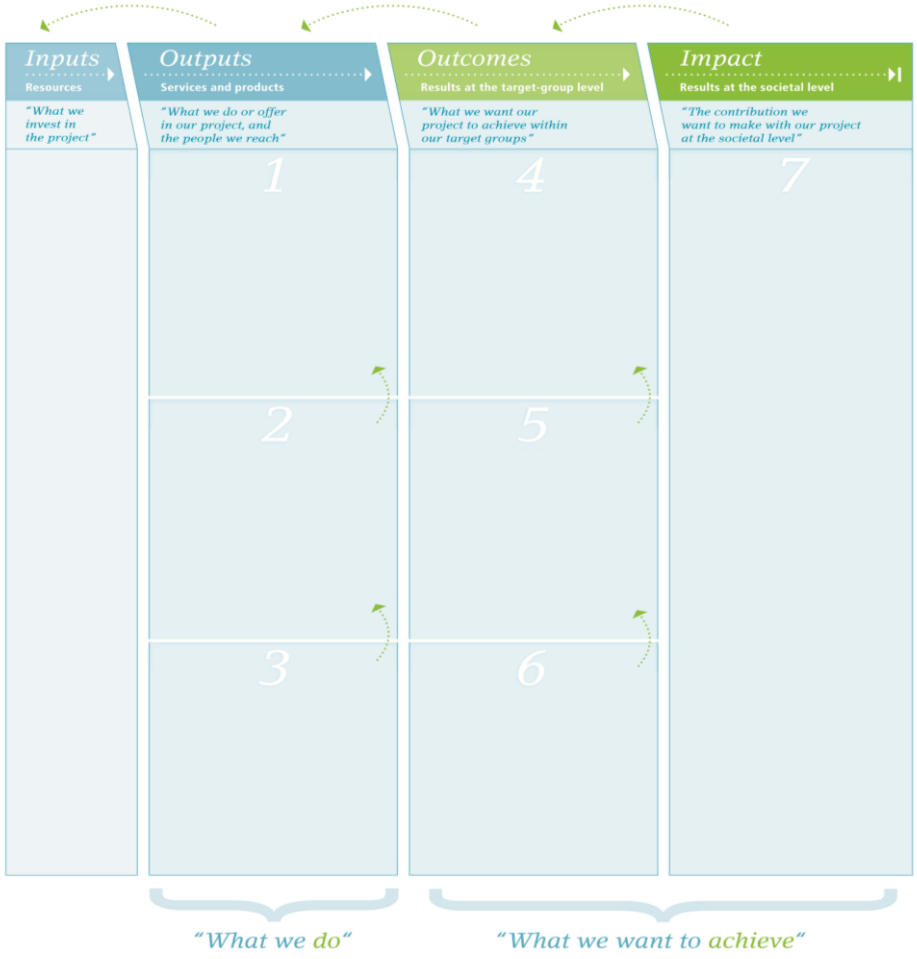
„WHAT WE DO"

The first three steps describe your services and products as results of your products.

„WHAT WE WANT TO ACHIEVE"

Steps 4-7 reflect the impacts that the project aims to generate.

Literature:
Kurz, B. / Kubek, D. (2016): Logic Model. In: Social Impact Navigator. The Practical Guide For Organizations Targeting Better Results (2nd ed.). Phineo AG.
Grafic «Logic Model» :
Social Impact Navigator: Creating a logic model (https://www.social-impact-navigator.org/planning-impact/logic-model/creating-logic-model/)



Logic Model

INTRAPRENEURSHIP BUISINESS MODELLING

Generating a social innovation means going through an iterative process that often requires patience, time and dedication. That ideas fall by the wayside and the innovation process runs into the void despite existing costs does not seem to be particularly rare, especially in larger companies. Resistances such as the striving for error-free productivity, the reduction of uncertainty and complexity as well as a traditional understanding of innovation play a role. In order for an intrapreneur to pursue the developed idea or not to lose the developed business model on the way to implementation, there is a need for a strategic approach.

Corporate intra- / entrepreneurship is understood as a best practice with to overcome the hurdle between companies and the successful generation of innovative business models. Small start-ups are founded within the institution for this purpose, which develop and test their own business models with the help of the lean innovation approach.

Literature:
Lean Apps 2018: 3-Step Guide To Corporate Entrepreneurship or Intrapreneurship (https://www.theleanapps.com/quick-3-step-guide-corporate-entrepreneurship-innovation/)

LEAN INNOVATION IN 4 STEPS
- „Validate your most critical unknown assumptions“ - „Identifying the minimum viable product“ - „Developing the first version quickly and testing it with customers, ideally in a real-world competitive situation“ - „Repeating the process until the core product is competitive, or pivoting to explore a new approach“

HOW TO USE

The practice around the **Corporate Entrepreneurship** provides to develop business models with small start-up teams and to test them for their feasibility within a few weeks. This speed avoids unnecessary costs for the company and overcomes the well-known chasm.

In terms of the lean innovation approach, the collection and evaluation of ideas is done with the involvement of the employees. 10 hours per head of the start-up teams should be invested in idea generation per week. The collection of ideas and voting can take place via a platform.

A 12-week programme is planned for this phase, in which the start-up teams go through the corporate entrepreneurship process and carry out their lean experiments. Consistent discussion and monitoring based on feedback plays a key role in this process.

The execution program runs over a period of six months with monthly targets:
0-2 months: Create user experience for customers
2-3 months: Launch a Minimum Viable Product
3-4 months: Customer acquisition / usage optimization
4-6 months: Determine product market fit

Literature & Grafic section «3 Steps to Corporate Entrepreneurship»:
Lean Apps 2018: 3-Step Guide To Corporate Entrepreneurship or Intrapreneurship (https://www.theleanapps.com/quick-3-step-guide-corporate-entrepreneurship-innovation/)

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