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Open Source Tools for

Change Agents

- the what, the how and the why

Lean Service Creation

Futurice

Content

Introduction

IN 2013, ONE OF FUTURICE'S clients made an exceptional request. Instead of an assignment to create new digital services, they asked Futurice to teach them how they work.

That was when the process known as Lean Service Creation was formulated into a series of canvases for the first time. Since then, Futurice has printed the series of tools in over 15,000 distributed booklets and taught people how to use them in dozens of companies, universities and public institutions.

The impact of the simple set of poster canvases has been incredible, yet to a certain extent invisible: known only to those who participated in the process, and to the staff of Futurice who facilitated them.

The ramifications of the process have been, more often than not, profound, sometimes even revolutionary, for both individuals and organizations. This is why the creators of LSC tools decided to share not only the tools in another print run of the canvas set, but also the user experiences and insights of people who have adopted them.

When Hanno Nevanlinna, Head of Culture at Futurice, called me to get recommendations for good writers, I felt tempted. Even though my daily work as a management consultant is far from that of a reporter, the thinking behind the Lean Service Creation process appealed to me.

THE REASON IS SIMPLE: in digital transformation, companies and organizations often struggle with the whole process of change: both the what and the how. The need to change is there, even the will for renewal, too often overlapping with far too many simultaneous projects and urgent daily matters to attend to, on top of conflicting views on what to prioritize, where to invest time and resources, and so on.

Lean Service Creation seemed like a set of tools that aids with all of those issues. I wanted to find out if such simple poster canvases can actually help solve them. Even more, I wanted to see what happens to people who work with them.

Furthermore, it seemed to me that the pioneering culture of Futurice, a company built on the values of autonomy, transparency and trust, is embedded in the Lean Service Creation process.

For a company to actually rely on its staff to transform the business and create new value by focusing on the customer seems self-evident, but reality is often far from it.

Based on what I know of Futurice, their thriving business is actually linked to those values and autonomy of the personnel in everyday life.

Founded in 2000 on software development, Futurice has since grown into a business of over 500 people in five countries with a turnover of 50 million euros. Having been honoured twice as the best workplace in Europe, the company is very serious about developing its autonomous, humane culture even further.

So I agreed to accept Hanno's request, with a hidden motive to learn the tools myself. I attended several one-day courses and company demo sessions, interviewing the developers of the tools, the Futurice staff members using them and clients implementing them.

THE LSC PROCESS is a smart compilation of widely-used tools for concisely creating new digital services. After talking to people familiar with the process, it became clear that LSC is both a great enabler and a ruthless mirror. It often brings out the hidden potential of participants and empowers them. Yet it can also reveal hidden motives, dysfunctions or discrepancies at any given organization.

Often, it has triggered transformations far beyond just creating new digital services, in people, teams and entire organizations. It is a powerful tool.

In this book, you'll find members of the Futurice staff talking about their perceptions, experiences and lessons. There are three examples of organizations and companies that have adopted and implemented the tools in their business. There are views of leaders who have faced the digital disruption in their daily work and discovered the potential in the changing business environment. To unlock the potential, they have used tools and thinking methods of various kinds, including LSC.

In the second half of the book, you will find the updated canvases accompanied with a short user manual.

Thanks to Hanno Nevanlinna for giving me the opportunity to delve into the world of Lean Service Creation, and to those who gave their time for interviews and insights.

This book is targeted at anyone with the ambition to learn, grow and do meaningful work with others. Change agents, enjoy!

Marjaana Toiminen
April 2018, Helsinki

The Revolution from Within

A set of posters for new business development trigger a transformation of thought and action

THE FRAMING

It started out, as new thinking often does, with atoms of insight gained during a long, unbroken succession of days, weeks, months and years.

Even for **Isaac Newton**, the apple that struck his head would have been no more than a minor nuisance if he had not already been reflecting on the idea of gravity.

The need to formulate a sustainable, repeatable and transformative *process for creating new digital services* had been present in Futurice's practice for years. The need to crystallize this and share it grew as its potential was revealed in their daily life, in their work with customers.

"Once the management understands their role, they also see a possibility for a new

That is how Lean Service Creation came into being in 2013, as a client requested Futurice to teach them how they work in creating digital services. That is when the Futurice way of thinking, which has now grown into the Lean Service Creation process, was documented for customers for the first time.

Since then it has been tested in dozens of organizations, proven useful and even revolutionary by thousands of users. Multinational corporations such as Wärtsilä, Tesco, Telia and BMW have successfully implemented it at scale. Educational institutions, organizations within the public sector and a vast number of companies of all sizes and various business sectors have benefitted from it.

The set of tools has expanded and the process itself has evolved over the years. The relevance, potential uses and purposes of the process have grown dramatically – perhaps even exponentially.

In every industry, the spread of new digital technologies and the rise of new disruptive threats are transforming business models and organizations. Globalization, changing customer behaviour, the lowering of market entry barriers, along with the rise of the data-driven platform economy, all pose potential threats to businesses from the industrial age.

Amid the accelerating speed of change, the ability to adapt, change and react has become a crucial skill for all organizations, regardless their size or industry.

type of dialogue, that is much more rewarding than the old hierarchy of order and obey."

We might claim that there is not a single company, institution, association or government service where the rapid shift sparked by digital transformation has not brought about fundamental changes.

But there are. Of course there are.

THERE MIGHT BE an awareness of the digital shift, but no urge to change. There might be a compulsion, but not a need. There might be a willingness to change, but indecision as where to focus, no structure to make it happen in the midst of all the everyday hassles.

Or, even more frequently, there might be a strategy and will to change, but also an inability to act upon intentions. Or, a company might lack a shared vision of the future and even a shared language to analyse the transformation they face.

In the digital business environment, the processes of the analogue world may no longer be sufficient, or they may have even become outdated altogether. Yet companies need to adapt, need to grow, need to transform.

Lean Service Creation is a step-by-step guided path for developing new digital services in an agile, customer-centric way. In actuality, and all simplicity, it is a set of poster canvases with questions. The LSC process supports the discovery of new business opportunities and supports the process to develop, iterate, manage and eventually launch them. It is a step-by-step guide to create new business in the digital era.

As simple as it sounds, there is more to it. There are fundamental changes that the LSC process triggers. Once implemented, it changes the way people work and communicate. Digital transformation is, after all, less about the technology and more about the way we think and act.

Lean Service Creation promotes a transformative, collaborative culture that is fit to face the challenges of the digital era.

In the end, any successful transformation or change is about the people. It always is.

WHY IS THIS IMPORTANT NOW?

Gary Hamel, the legendary writer on strategy, innovation and management, has formulated the situation of the companies of the industrial age quite bluntly: "Right now, your company has 21st-century internet-enabled business processes, mid 20th-century management processes, all built atop 19th-century management principles."

Added to that, the world around companies and their market environments is transforming by leaps and bounds. Of all the firms that made it onto the Fortune 500 list in 1995, only 57% still existed 20 years later.

The research institution Gartner has predicted that by 2027, one fifth of all market leader companies will lose their position to others founded

"The process itself is a trigger for a more fundamental renewal, for rewiring the way you work – and think."

after the year 2000, because of a lack of digital business advantage.

Yet an astonishing number of companies still seek growth primarily via cost reduction. The need to change is far more common than the courage to transform.

According to **Barry O'Reilly**, author of *Lean Enterprise*, only 29% of companies on the Fortune 500 list have plans for new products as a source of growth. If the number is accurate, the lack of innovation is in stark contrast with the countless possibilities of the digital era.

"We have an amazing ability in digital technology to iterate in seconds, to capture volumes of data on how users behave and engage with our systems at scale. Yet most of the processes we build around our business operations are slow and legacy-oriented. We have long, slow feedback loops that do not match the speed of the market or the complexity we are dealing with. Yet this is the world most of us are faced with," O'Reilly says.

NO WONDER companies and organizations are perplexed and even anxious as they watch the digital age unfold.

"The digital age is the age of uncertainty, a period of transformation that is impacting all industries. The business logic that has served for decades may collapse unexpectedly or be challenged by a newcomer, a disruptor," says **Eeva Raita**, Head of Culture Advisory at Futurice. Raita has facilitated LSC processes for companies of different sizes and strategies in Finland and Germany.
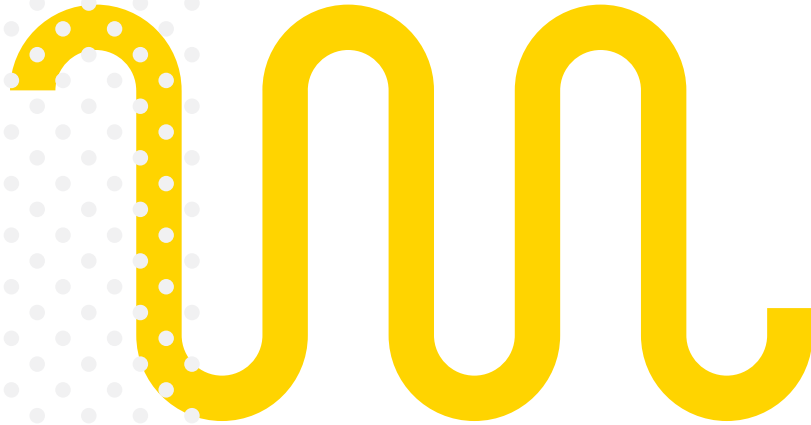
"Quite often companies face challenges, not just with their business but also with their organizational culture, as these two are obviously intertwined. You need to be able to change both the business and the culture from within the company in order to survive. That is why Lean Service Creation tools were devised: to help companies and organizations trigger renewal on many levels," Raita says.

In his book *The Startup Way*, **Eric Ries** describes the differences of a pre-digital company and a digital-native company by categorizing two fundamental ways of working: that of a modern company and that of an old-fashioned company. This comparison ignores the actual age or size of the organization, and focuses on how it operates and the principles of its business practice.

According to Ries, a modern company focuses on long-term growth rather than on cash flow, and is made up of cross-functional teams that work together to serve customers through iterative processes. It is committed to continuous innovation, channelling the innovation process via an internal structure – an inner startup, for example.

An old-fashioned company is made up of experts working in silos. It prefers projects based on "vanity metrics" – numbers designed to look as good as possible, instead of "revealing the truth".

Additionally, in an old-fashioned company the staff multitask and divide their creativity and focus across many different kinds of projects at the same time.

That division is an oversimplification of the diverse world of organizations, but it reveals the fundamental issue: the way a company is organized, what it measures, how it collaborates and communicates, both internally and with its customers, has implications for its ability to thrive in the digital age.

The success of a company in the 21st century may even depend on these factors.

The first step towards thriving in the digital age is grasping the fundamental nature of the change. Digitizing services, investing in technology or adding competencies are not enough. According to a recent study by Microsoft, digitizing parts of an existing business or developing new initiatives around technology are unlikely to succeed unless the company has transformed its culture and organization to support the digital transformation.

"Some years ago, the main driver for developing digital services was having them 'because our competitors have them'. Now, the motives have more to do with the digitalization of the economy. But executives may still find it hard to articulate a strategy in a way that really com-municates to staff. Managers are used to talking on a meta-level, not in a way that is tangible in everyday life," says **Hanno Nevanlinna**, Director of Culture at Futurice.

Transformation is not only about the products. It is about the culture, the shared understanding. The culture of a company is always initiated from the top.

"Digital transformation means transforming the leader's role as well. In our experience, this is often the hardest part. We face it quite often when developing new digital services for our clients. The digital environment is essentially a transparent one, in which management need to be able to give reasons and argue for their vision," Nevanlinna says.

"No customer has ever approached us with a request of changing the management. But that is often where the process leads," he says.

"Customer-centricity, which is at the heart of Lean Service Creation, transforms the role of the manager into an enabler. The role of the management is not smaller – on the contrary. Learning to enable development processes is not easy, but it is crucial. The transformation is often hard for any executive, as it often goes deep into the identity of the leader."

WHAT IS LSC, ACTUALLY?

Defined broadly, it is a support system for humans to collaborate and communicate on a specific task. The purpose of the LSC canvases is to direct the development of a service, product or business initiative in a customer-centric way. The process is built around customers, their unmet needs and their reactions.

One of the basic principles of the canvas set is to "find a problem worth solving", or, in business terms, to identify a substantial and scalable business opportunity.

The canvases support the process from discovering customer needs to formulating business goals; then designing the service that meets the identified need or solves the customer's problem, testing and iterating the service – all the way until an actual pilot, a minimum viable product, is created.

"LSC incorporates the best elements of startups: Lean experimentation, learning from the customer, and working in cross-functional teams. The major advantage of the process is the set of concrete, sustainable tools it provides for ideation, testing and implementation," Raita says.

Having a path to follow and a set of questions to answer in each phase gives the team developing the service not only a structure but a shared language to operate with. This, in turn, makes it easy for a team of diverse backgrounds and competencies to communicate constructively and collaborate effectively.

Still, every team developing a service has to define how they will collaborate, share out tasks, and analyse the answers and results that they come up with. The canvases are both the compass and the path they tread, without knowing where it will end.

"Lean has become a buzzword, and many of our clients have picked up on it, on rapid prototyping, testing and iterating. Design thinking has also already been fashionable for years, with many companies appreciating its holistic approach, and concepts such as customer journeys. In addition, the Agile philosophy has taught many organizations that, to get results, they must have a core team that works seamlessly together," says **Risto Sarvas**, one of the driving forces behind the LSC.

"Lean, design thinking, and Agile represent ways of thinking that address the same issue: how to create successful new digital services. We wanted to streamline all of them together, to put them into a single integrated process," Sarvas explains.

According to him, the Lean Startup process gave the toolset of constantly validating assumptions. Design thinking provided the tools for delving deep into the customer's needs. From Agile thinking, LSC borrowed the principle of working in cross-functional teams in a focused way.

"What LSC has in common with lean thinking is the ideology of failing fast. You avoid making pointless investments in products that won't solve real problems or fulfil actual needs. In a way, you could call it risk management. But in comparison with lean development and the Lean Startup philosophy, the Lean Service Creation process that we have developed allows you to concentrate much more on the customer at every stage," says Juha Pesonen, a Lean Service Creation Coach at Futurice.

Companies or institutions might start with a specific program of the LSC process or an entire project structured around the LSC tools. Once a company or an organization recognizes the
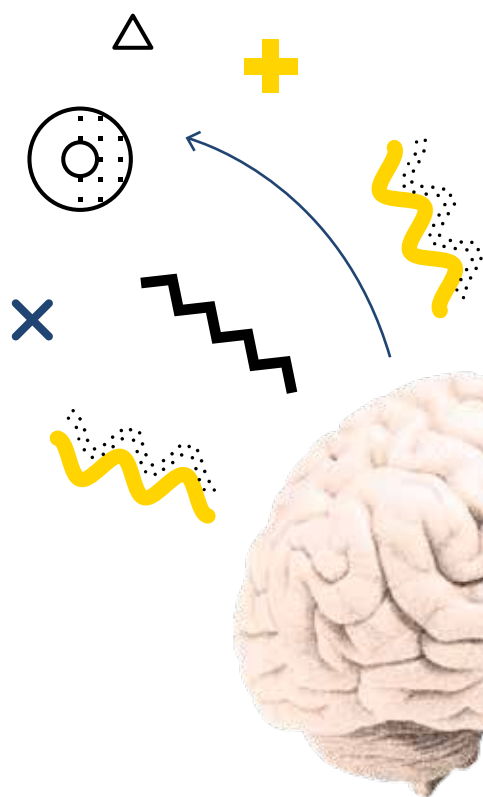
potential and opportunities of the tools for their new business development or evaluation of their existing products, they often extend it further.

Raita describes the two most common approaches: "We can facilitate an LSC process by building a team that consists of Futurice staff and the client's key people on the project. Usually, this type of project is Futurice-led, with the client providing the crucial information needed for the project," she says.

"The other common option is having the LSC team consist of our client's staff, with Futurice team members guiding the process. There might be several teams working on different business concepts for months. During that time, we are able to learn about the client's culture and help them transform, while creating new business ideas or developing existing ones."

ONE OF THE companies using the LSC thinking is the telecom corporation Telia, which uses the Lean Service Creation tools widely across its entire organization and various functions.

"Essentially, the Lean Service Creation process made us feel like a real startup within a big corporation. It spurred a lot of enthusiasm. Every team worked hard on their concepts and demos, even competed with each other," recalls **Janne Mikola**, Product Manager at Telia.

From their first projects with LSC, the company has gained competence and experience to run LSC processes whenever they need them – by themselves. There might be as many as ten different LSC projects running within the company at any given time.

"For us, Lean Service Creation is not a process with a start and an end, but rather the way we work at Telia, an essential part of it. To co-create with our customers, to test fast and iterate is always the way we initiate new things," says Mikola.

WHAT IS THE IMPACT INSIDE THE COMPANY?

"The tool is not only about the outcomes that it generates. First of all, when people working on a new concept actually learn to listen to the customer's needs and feelings, it transforms them. The work instantly becomes much more meaningful when you understand its impact first hand," Nevanlinna says.

According to him, after dozens of cases with various companies and institutions, the experience of going through an LSC project is usually empowering for all participants.

"People speak in a different tone of voice, in the new language that they have learned. The tools enable a collaborative, autonomous way of working in cross-functional teams. This unlocks people's potential in a way that surprises them.
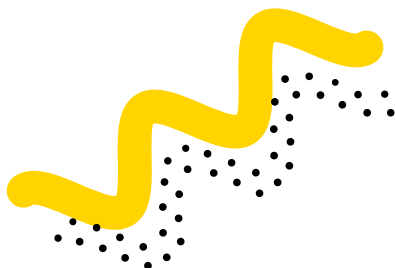
Their eyes shine as they connect with their customers and their teammates in a profound way," Nevanlinna adds.

Over the years, Mikola has discovered two major advantages in the Lean Service Creation process at Telia.

"First, it prioritizes the voice of the customer in creating new services. The second is that all teams do it in a similar manner. To have a consistent way of focusing on the customer is immensely important for a large corporation. It brings certainty, clarity and transparency," he says.

Certainty, clarity and transparency are vital in any company, especially in organizations attempting to transform. Finding meaning and consistency in change are valuable assets in the company culture.

"When you discover the meaning of your work, you gain ownership of it. You become aware of how you can have an impact, instead of being a mere resource for the company," Nevanlinna says.

THERE ARE SETBACKS and difficulties as well.

"To be able to work in a cross-functional team you have to be willing to collaborate on your ideas, instead of owning them. This can be difficult at first, because people tend to want to hold on to their own expertise. However, on the modern environment, expertise is essential, but collaborating seamlessly with other experts is even more valuable– realizing the power of working together to achieve more," Eeva Raita says.
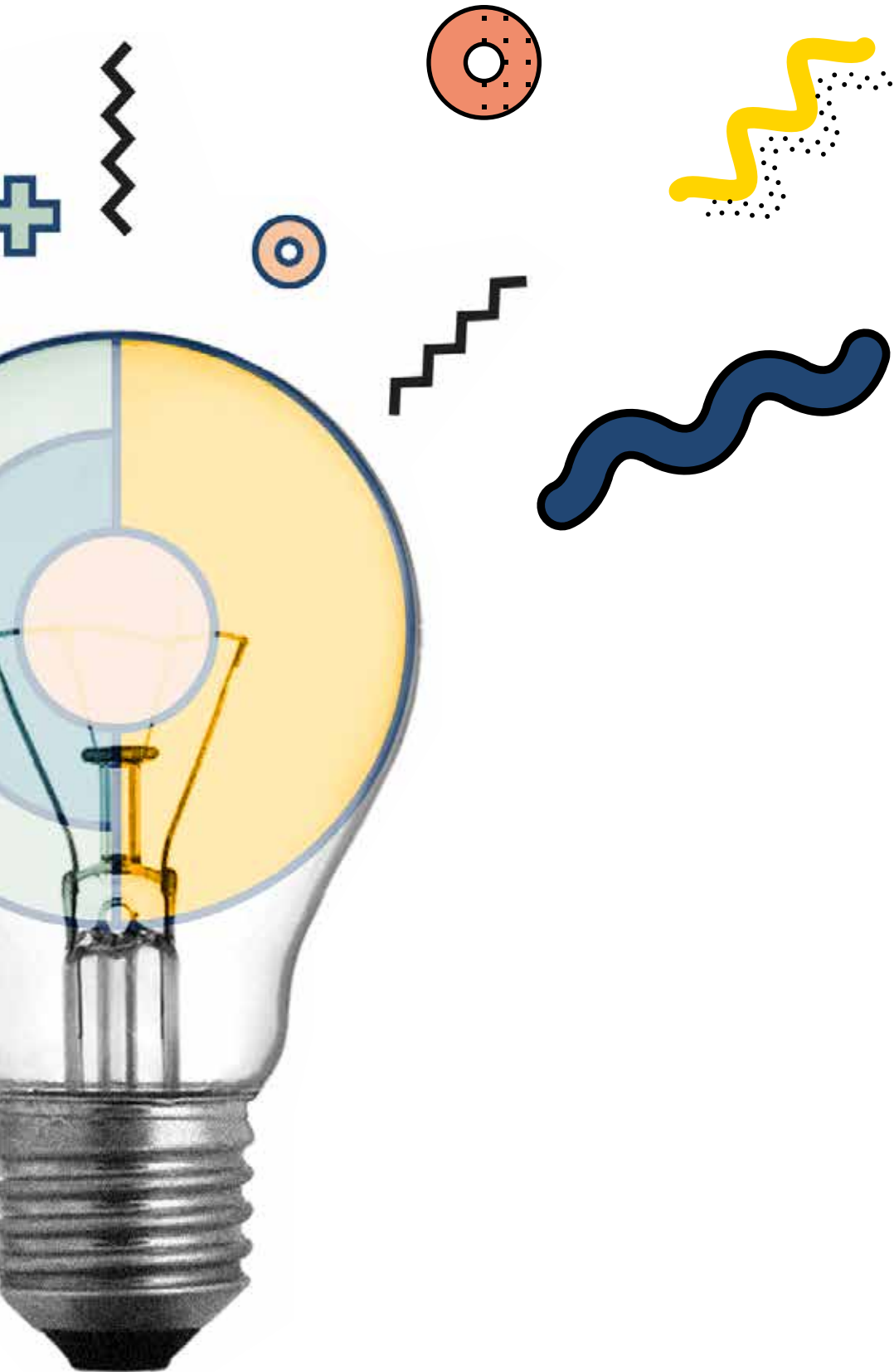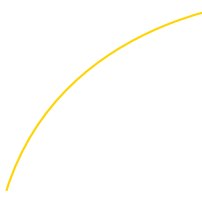
"Technology has a huge impact on our society. The values we adopt within companies will make a difference in the transformation ahead. At Futurice our values are trust, caring, transparency and continuous development. The LSC tools match those values. They have huge potential, if they are used on a large-enough scale throughout society."

Risto Sarvas, Futurice

"The new role of the leader is to be vocal about the what, not the how. Communicating

"LSC is a tool that allows these experts to work together and to find a common language, to create, agree and disagree. A shared language is fundamental to the creation process," Raita concludes.

The process, while bringing out the participants' hidden potentials, also uncovers unspoken conflicts or differences of interest within the organization. Most importantly, it puts the intentions and mindsets of all the executives under the spotlight. It reveals the company's values in practice.

"If a company has declared that its value is trust, it has to demonstrate that. It needs to trust people in everyday life. Trust is at the core of Futurice's culture. That's why at Futurice, the teams work autonomously on client projects; there is no middle management level," Nevanlinna points out.

"In a team-based project like LSC, the role of the company management is to enable independent, focused work by the team, to demonstrate the vision, to provide support, and to ask questions that help the team move forward. There is no room for micromanagement or bureaucratic barriers. But for many managers, it is hard even

→ the end goal, showing trust and giving up on power."

to verbalize their vision. 'We want an app' is not at all the way to do it."

According to Nevanlinna, the most successful LSC projects start with coaching management to understand the process, the tools, the values of autonomy and transparency.

"Once management understand their role, they also see a possibility for a new type of dialogue that is much more rewarding than the old hierarchy of command and obey," he says.

"The new role of the leader is to be vocal about the what, not the how. Communicating the end goal, showing trust and giving up on power."

WHAT IS THE REWARD? – A LEARNING ORGANIZATION

"The industrial age was about scaling efficiency. The digital age is about scaling learning."

Those are the words of **John Hagel**, a Deloitte consultant and a future-of-work visionary. They resonate well with the aims of the Lean Service Creation process.

In order to scale digital services, a company also needs to learn and to scale internal learning efficiently. O'Reilly talks about the ability to inno-

vate at scale as being the final step in a corporate-level transformation.

"In order to innovate at scale, you need to reduce the learning anxiety," O'Reilly has said. According to him, corporate-level innovation cannot depend on a single team or on the company's "digital stars". Innovation has to be embedded across, and to be the responsibility of, all teams.

"There are two levers in any organization: survival anxiety and learning anxiety. Our business is going to die if we don't do something! That is survival anxiety. The aim of reducing learning anxiety is to enable ordinary people to do extraordinary things, to enable an endless flow of capability and growth."

In addition to relieving anxiety, LSC triggers empowerment.

"This is a set of tools that empowers the information age office workers in companies and institutions. The tools empower workplaces and make them better for the people who work in them. Better workplaces, happier people. That is what Futurice aims for: We want to leave a much bigger footprint on the world than just the products we develop. For us, it is important that tools that trigger change are spread and adopted," Sarvas says.

SHARING TOOLS that enable change also has a potential societal influence.

"Technology has a huge impact on our society. The values we adopt within companies will make a difference in the transformation ahead. At Futurice, our values are trust, caring, transparency and continuous development. The LSC tools match those values. They have huge potential if they are used on a large enough scale throughout society." ◉

"Digital transformation is less about technology and more about how we think and act."
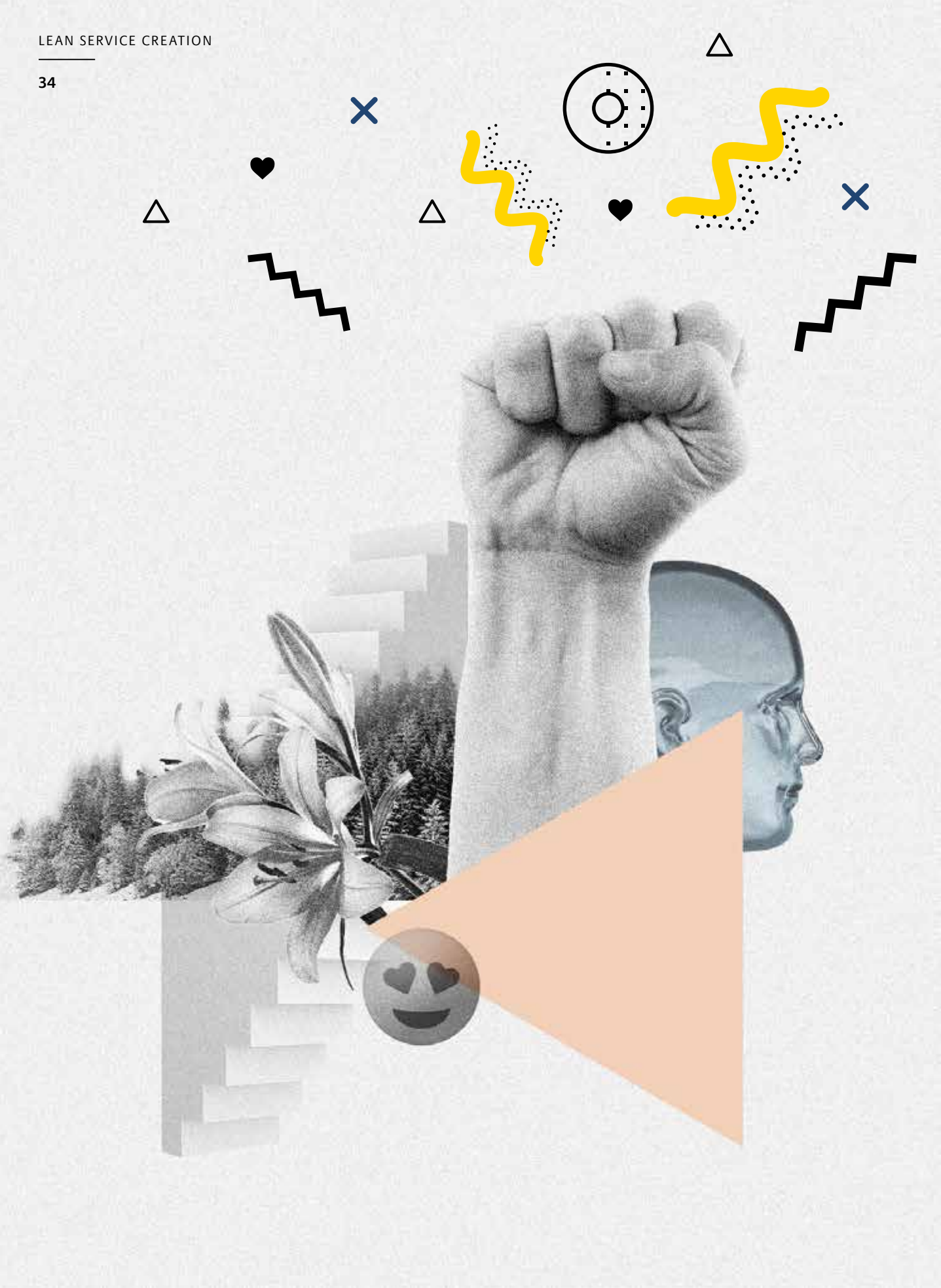
Lean Service Creation
MANIFESTO

LEAN SERVICE CREATION (LSC) is a systematic and adjustable way for multidisciplinary teams to create new services. LSC stems from Futurice's experience with thousands of software projects and it stands on the shoulders of Lean Startup, Agile methods and Design thinking. Hence, LSC is more than a service design process. LSC is your Sherpa guide through all the phases of creating services from early ideation to finishing the last lines of code.

What is unique about LSC is that is has a social mission: to make the best practices of design & development freely accessible to everyone. That is why LSC is free to use, free to adapt, and free to grow. This has made LSC probably the most validated and used open source service creation process on the planet. It is used from Finland to Brazil and from big corporations and universities to startups.

In practice LSC consists of a set of canvases that outline the relevant phases in a successful service creation process. Asking the right questions at the right time is by far the most important part of creating a product or service. Each LSC canvas poses a series of questions appropriate for a particular phase of the process. Keep in mind, however, that there is no orthodox order of canvases that you must obey and follow! Rather, LSC is open for modifications and should always be adjusted to the project at hand.
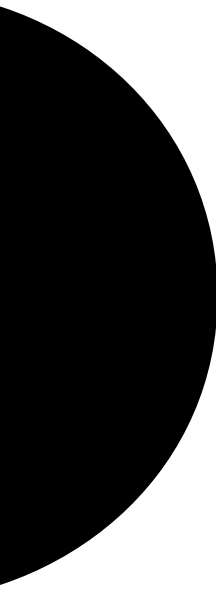
Importantly, LSC is much more than ink on paper. It is, first and foremost, about the mindset and practices that enable the creation of successful services. Hence, what counts at the end of the day is not whether you use LSC canvases, other canvases, or no canvases at all. What counts is whether you really are able to live and work by these basic principles:

All for the Team, Team for All

1 principle

CREATIVITY FLOURISHES in a team of multi-disciplinary individuals that care for each other and trust each other. And it requires systematic curation of teamwork to find the team's own best practices and routines. It also requires for the team to be open to new people and new ideas, i.e., for the team to leave the door open for others. Hierarchies and airtight social groups are poison to creativity and innovation. Caring and trust are the remedy.

Love the problem not the solution

Us humans are rigged to create solutions and then falling in love with them because they are our babies. That's why the world is full of technical solutions looking for a problem. You should fall in love with the problem, not the solution. A real problem will not disappear that easily, but you should be able to change your solution very quickly. Love your customer's problems. Love your organisation's business problems. Try millions of solutions that solve them both at the same time.

2 principle
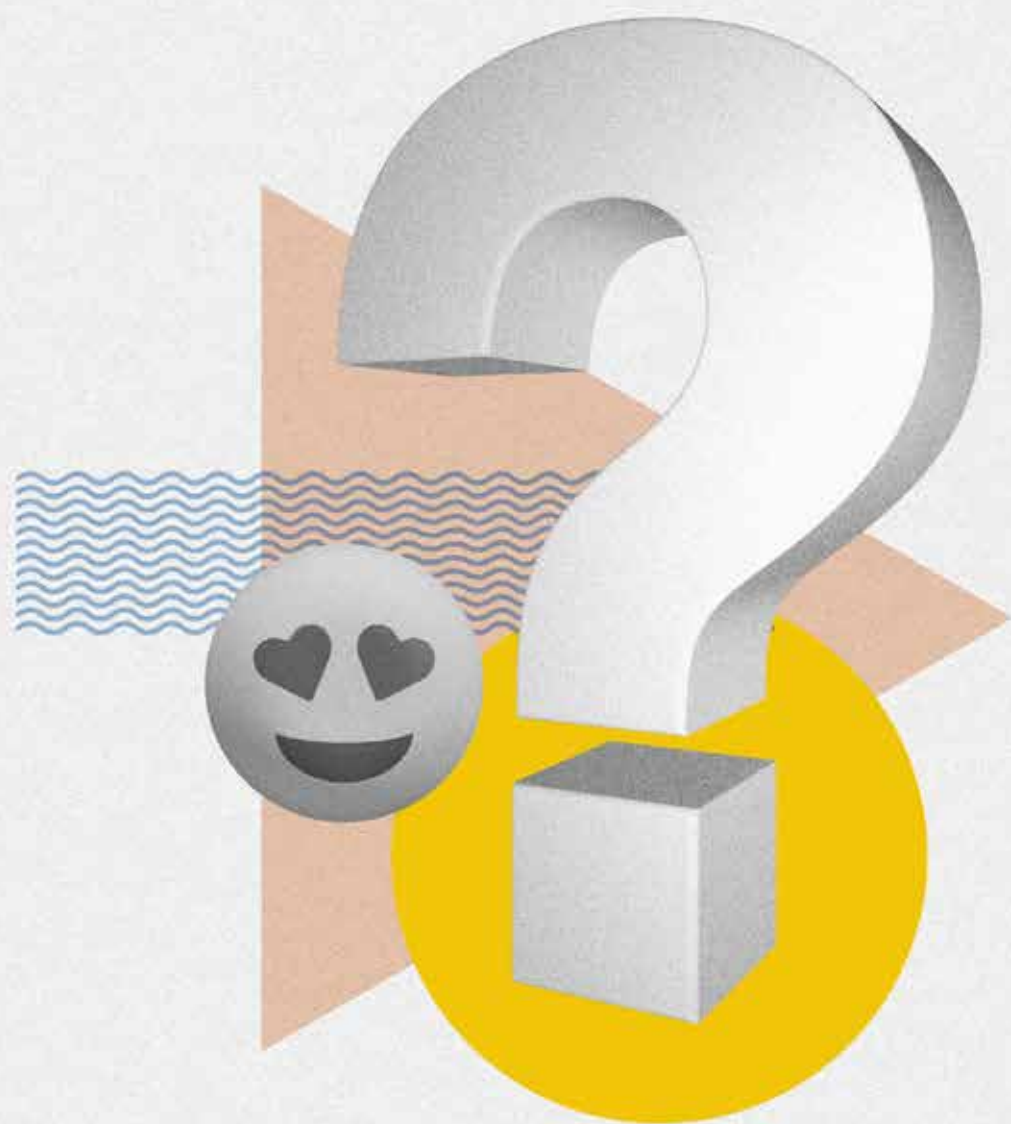
3 principle

No matter what you do, be transparent about it
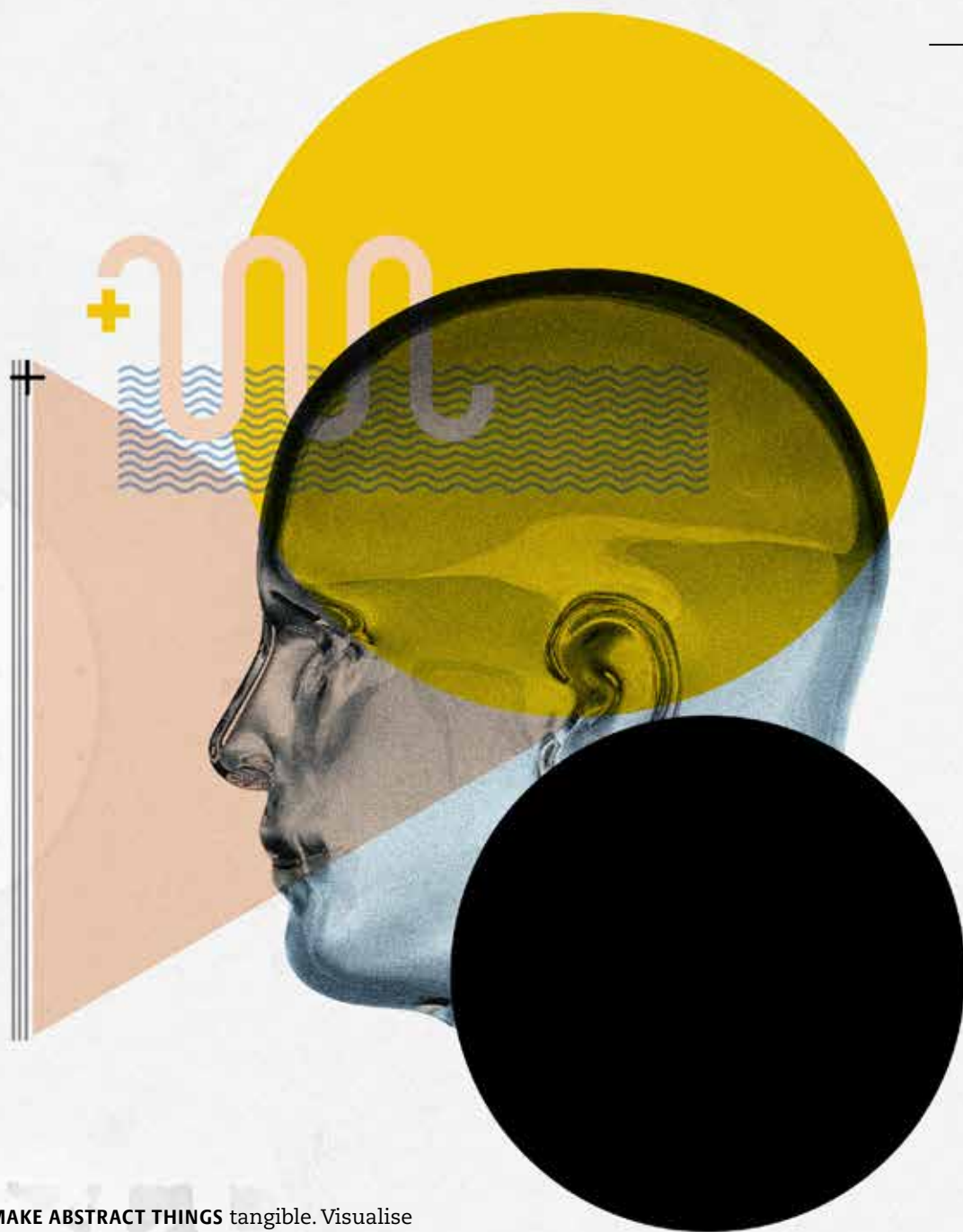
MAKE ABSTRACT THINGS tangible. Visualise complex dependencies. Make your decisions and rationale understandable. Make things transparent so that others can take part, co-create, chip in, help you, give feedback, and bring their expertise to the table. Being transparent is the only way to take your work forward and create something bigger than any individual can achieve.

4 principle

Never stop iterating, never stop learning

EVERY STEP IN creating a new service is a learning point. No matter if you fail or succeed in your step, you should learn from it. And to learn is often to go backwards and iterate. To be able to go back and forth is to have good clear goals that leave room for iteration. The enemy of iteration is a detailed project plan that forces the team to worship micro-level targets that are far removed from reality. The sign of a good goal and target is that they are also iterated and changed as the team learns and gets smarter. Demand broad clear goals from your executives that leave room for learning and iteration.

principle

5

See the Forest, See the Trees, Spot the Squirrel

THERE IS ALWAYS a bigger picture. Every project is a part of a larger objective. If you can't see the big picture, you don't understand how your work fits in, and ultimately, you don't know what is the required impact of your work. Once you know the big picture, you can draw a line between the details of your work and the broader objectives. This gives you the superpower to bind high-level strategy and detailed implementation seamlessly together.

Hanno Nevanlinna, Eeva Raita and Risto Sarvas

VOICES FROM THE INSIDE:
Kalle Tuomi, Creative Director
& Strategist at Futurice

You Are the Change Agent

(and here's the best toolbox you could have)

"AFTER GOING IN-DEPTH into the Lean Service Design process, I have realized it is about giving structure to any creative process, regardless of the end result. Up to now, coming from the advertising world, I have regarded all tools as nonsense, as unsuited to creative work. But in all those years in marketing I have secretly longed for a framework, a structure. The creative industry takes a sceptical view of any creative process or method, relying more on its ability to create magic.

Marketing and advertising are business sectors that really need tools like this. Before, we used to talk about integrated marketing, but now it is more about building a relationship and engaging with the customer. To succeed in that your narrative has to be clear and you have to be concise with it at all the touchpoints, right down to the last detail.

Technology should be the great enabler for achieving that, but too often it is far from it.

I fell in love with this method, even though I often find myself hating technology, or the fact that technology is not developed on the users' own terms, and not focusing on the people that actually use it. I also hate digitization gone wrong, or executed badly. It is a horrendous mistake to think that simply by creating digital self-service functions you will make people happy.

Technology and design enable intuitive and enjoyable user experiences that are almost unconscious to the user: the customer simply enjoys following or using your service, without necessarily rationally understanding why. That's far more meaningful than just producing an application or digitalizing a service. That is using technology in a creative, user-centric way. I have called this approach the new creative – a combination of brand and technology.

Lean Service Creation provides the language and the process for making all this happen. It is creative thinking at its core, limitless design enabled by technology.

Before I got acquainted with lean, I was almost afraid of it. It has become a synonym for cost-efficient. Companies may think they are lean when they kill new projects as fast as possible. 'Yep, we failed fast. Check'. More than ever you need to understand the big picture, the strategy that sparks experiments. Lean must not replace thinking. You still need to be ruthlessly analytical to pick out the best ideas. The yellow Post-its on the wall won't help you unless you use your analytical skills. The problem with methods is that you tend to trust them in the wrong way. The world doesn't change by itself.

On a corporate level, or within an organization of any size, the great advantage of lean is that people learn how to get out of their silos and collaborate in a meaningful way. The method is fundamentally inclusive. If you work in the back office, you can participate in the co-creation of new business ideas. If you consider yourself a creative genius, you can make your brilliant insights even

bigger and better by sharing them within the process. You become part of it: you claim ownership of the process and your own work in a new way. You don't get chances like that in a regular meeting where you are trying to decide onabout a project. This sort of live-business/live-action role play has potentially huge ramifications for learning together as a team and as a company.

After all, in the ever-accelerating digital transformation, companies have a responsibility to help their employees to learn to think and act in the complex business environment. Here's the method for that.

On an individual level, being able to see where the world is heading, being more perceptive, recognizing and seeing the context behind the transformation is certainly an advantage, for your own personal choices as well. When entire business areas are transformed and get disrupted, you as an individual realize that you, too, can be a change agent. You can be a part of the change, one of the architects of the future.
You don't need to just let it happen to you.

Yes, you guessed it, I think we should be talking about a revolution here. Even though it's a series of canvasses. But clearly also something bigger. Much bigger." ⬡

"Before I got acquainted with *lean*, I was almost afraid of it. It has become a synonym for cost-efficient. Companies may think they are lean when they kill new projects as fast as possible. 'Yep, we failed fast. Check'."

Kalle Tuomi, Futurice

CLIENT CASE: Ossi Porri, Development Manager at Helen (presently at Leanheat Oy)

When lean and corporate collide

Matching corporate culture with lean service creation isn't always easy. Especially when the approaches applied diverge radically from corporate routines.

HIGHLY QUALIFIED EXPERTS find it surprisingly hard to rely on anything other than their own knowledge. The traditional model is engineer-centric rather than customer-centric: You make the product, put it out into the world, and wait for someone to grab it. It was a tremendous change at Helen to turn to the customer and ask them what they want. It meant a change of principles.

Another obstacle is willingness to change. From my perspective it seems that, if the company is making money and the organization is happy with what they've got, any incentive to make changes can become forced, artificial. Innovations become no more than brand-polishing campaigns – harmless and ineffective. They don't spring from the need to reorganize the business, to find new income streams that will carry the business into the future.

Once companies grow big enough, say, into billion-euro enterprises, the people at the top can see their priority as being not to make mistakes, that is, to avoid decisions that might lead to risk taking. For example, if a phase in the corporate-innovation process involves making business plans for the next 20 years, you know the outcome will be completely artificial. No one can make solid plans for an untested idea that will last for two decades. In comparison, it's easy for the executives to maintain the status quo and avoid risks.

"How can you run lean processes when everyone's calendar is booked up for months and months ahead?"

*Fake Advertisement is a phase in the Lean Service Creation process, where the team creates an ad of the prototype being designed, imagining it as it were if actually realized.

These examples are just to illustrate how hard it is to reconcile lean and traditional ways of working. Failing fast and cheaply goes against the engineer-centric culture in which processes are long-lasting and comprehensive.

For us at Helen, for example, when we launched the Lean Service Creation process in the New Services unit, it was extremely difficult to try get access to the participants' calendars. How can you run lean processes when everyone's calendar is booked up for months and months ahead?

The Lean Service Creation process empowers the team to make the vital decisions for designing and testing new business concepts. At Helen we produced experimental ideas on new themes, such as the sun or the electric car, and finding innovative, functional solutions that matched our customers' needs.

Each week started with a new theme and ended with a sprint demo session, with the Strategy Lead and other executives. We even voted on the demos, had competitions and so on.

The difficulties arose when the course ended and the participants returned to their units after engaging in lean methods in cross-functional teams. The level of support needed to continue with the methods they had learned varied radically from one department to another.

Another difficulty is deciding whether to concentrate on developing the concept with the customer or to spend your time preparing slide shows to convince corporate executives who are not part of the living process.

Of all the different phases in the Lean Service Design process my favourite is the Fake Advertisement* that you make for the product idea. This is the first prototype to customer-test your idea.

I have tweaked this phase a bit, and used it not only to present the idea to the customer, but also to ignite their initial interest in it, and to get a commitment to acquire it if it is ever launched. That's how we introduced solar panels to Helen's customers, and we got 2 000 potentially interested buyers in a short period of time. We were very direct and sincere about the fact that the product did not yet exist, and would only be realized with sufficiently many interested clients. This has proven to be a way to successfully launch several new business ideas. But it was not always seen as fitting into the corporate environment.

To be able to transform, corporations need to make changes in their organization. Agile and lean can collide with the corporate culture, often so there are no easy solutions. One way of enabling a faster route for conducting experiments is to divide core business and new business into separate companies. My choice, however, was to join a smaller company that seeks to disrupt the entire energy business, as a proper start-up should. ◉

Helen is a Finnish energy production company with 400 000 clients. Ossi Porri is a development manager for new digital energy services. He is presently at Leanheat Oy.

"Innovations become no more than brand-polishing campaigns if they don't spring from the need to reorganize the business."
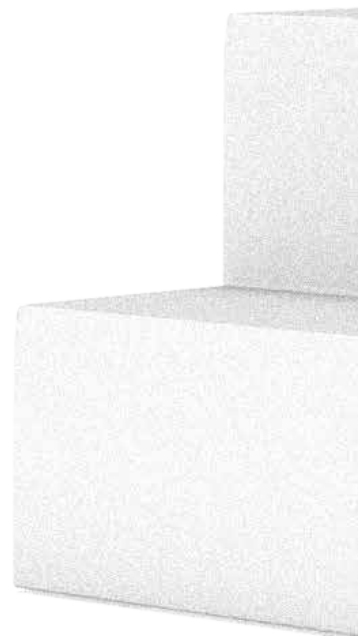
Ossi Porri

FLASH VIEW:
Marco Ryan, Chief Digital Officer at Wärtsilä

Scaling Learning on a Corporate Level

Any successful transformation requires communication and collaboration. LSC tools can be a way for people to realise the true value of them, Marco Ryan says.
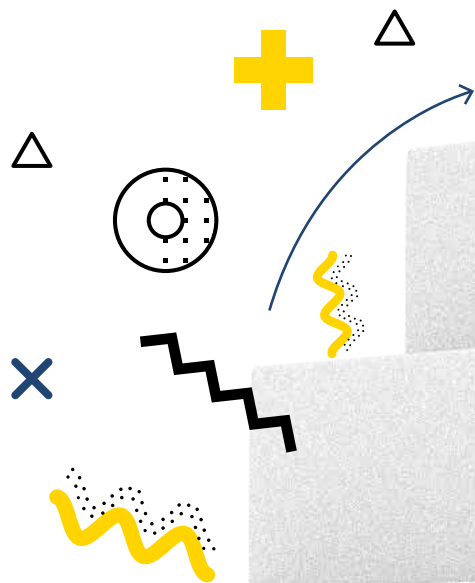
I AM AN advocate of LSC. Overall it is a very well-structured, pragmatic approach to effectively doing design thinking. The idea of combining lean service design with a modular framework can be excellent. Is it better or different than other working methods? Well, so much depends on the people, their passion and ability to bring it to life.

Also, you need management support to make the most of it. That can be as simple as resource prioritization, with dedicated time for that built into the process in sufficient measure. It's no good getting people excited about something, then saying you still have to manage your everyday tasks simultaneously. And to make the process feel safe, the leaders need to be able to say that it is a learning process, you can and are allowed to fail.

The essential thing is collaboration and communication. There might be resistance to developing and changing them in any profound way. Lean Service Creation can help break down that resistance. It can be a way for people to realise the true value of collaboration and communication. Sometimes they even turn into avid advocates of the subject.

In our innovation strategy at Wärtsilä we actively encourage our colleagues to suggest internal startups. We think of them as intrapreneurs. We are interested in the incubator methodology, but we also look at acquisitions and early-stage partnerships. We've set up an acceleration centre

at Wärtsilä, where we learn about, test and scale these issues and learn the culture that goes with them.

How do you apply the digital mindset to big companies? How do you change the clock speed? These are the vital questions for corporations right now. We need to do things faster, to be more ruthless in our processes. If you change the culture in a corporation so that collaboration and communication function on a new level, if you get that buy-in, you are able to scale at a pace that startups can very rarely achieve.

I guess what I learned from the startup world is that you don't need legions of people to achieve this. You need passion.

At Wärtsilä we come from a very data-led, insight driven corporate culture, with great emphasis on business-value creation. Everything we do has to have value for the customer. That helps us prioritize.

My own methods in my work? The first thing is to stay connected and maintain an inquisitive mindset. I visit Silicon Valley to stay ahead of the game. I try to teach myself new things regularly; how to actually do things instead of just talking

about them. For example, I developed a mobile app that I put on the market to make sure I understood the processes involved. I am a data scientist by background, you see.

You need to be curious. You need people who are willing to collaborate and communicate. Then you need to rely on them to try their best and deliver. ⬤

Wärtsilä is a global leader in smart technologies and complete lifecycle solutions for the marine and energy markets. By emphasising sustainable innovation, total efficiency and data analytics, Wärtsilä maximises the environmental and economic performance of the vessels and power plants of its customers.

VOICES FROM THE INSIDE: Juha Pesonen, Lean Service Creation Coach, Senior UI & Concept Designer at Futurice
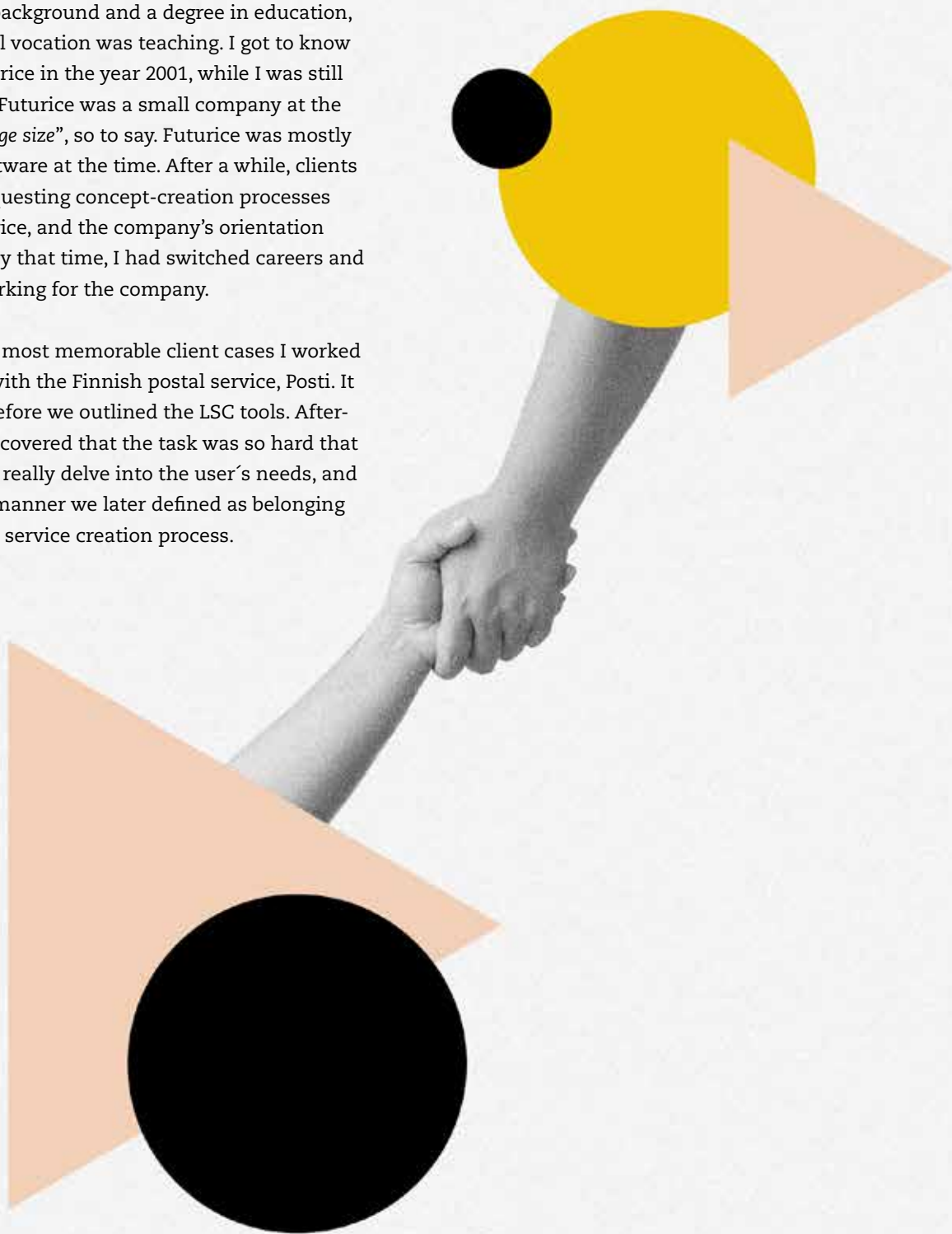
Trust *the* Process

– you will be surprised at what you are capable of doing with it

Create a campaign for politics! Design a landfill site! You can create a variety of things with the LSC tools, but the beauty of the process is it allows you to focus on the customer from the beginning to the end.

"I HAVE A background and a degree in education, my original vocation was teaching. I got to know about Futurice in the year 2001, while I was still a student. Futurice was a small company at the time, "*garage size*", so to say. Futurice was mostly coding software at the time. After a while, clients started requesting concept-creation processes from Futurice, and the company's orientation changed. By that time, I had switched careers and started working for the company.

One of the most memorable client cases I worked with was with the Finnish postal service, Posti. It was way before we outlined the LSC tools. After-wards I discovered that the task was so hard that it made us really delve into the user´s needs, and work in a manner we later defined as belonging to the lean service creation process.

At the time, Posti was interested in digitizing parts of their delivery process for morning newspapers. We realized there was no way we could succeed with the project sitting in our office and trying to figure out the best solutions. We had no idea what the work of a newspaper deliverer entailed. So we did night shifts, following them at their work, on their delivery routes.
We tried to understand, for example, how they use address lists and building keys while holding newspapers, what the lighting was like in the corridors – all the little details involved in their work.

Before we got to know their job through observation, we thought we had some good ideas for them, but afterwards we realised how wrong we were. We knew nothing about newspaper delivery, and for me, as a designer it would have been a catastrophe to design a service that might have made the daily work of thousands of people delivering newspapers more stressful or more time consuming.

After the initial insights into the delivery process, I designed the layout, and the coders made dummies out of them in a fast pace without intergrating them to the system of the client. Then we tested the dummies, iterated, and tested again. Probably tens of iterations in all.

Afterwards, I realized that several elements from the Lean Service Creation prosess were already there, in our approach in the Posti case. For example, the key issue of bringing the business proposition and the user needs together, in the same process. A systematic way of researching user insight, a cross-functional team, agile way of working, continuous validation, experimenting,
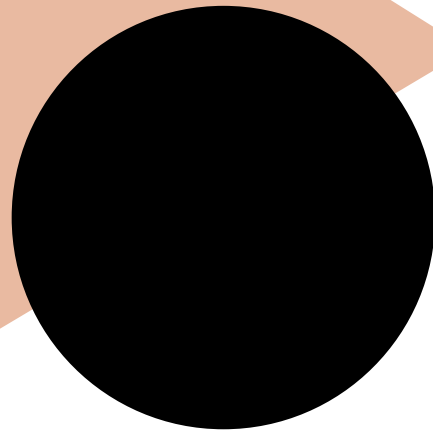
testing and interaction with all the stakeholders throughout the process – those elements are a vital part of the process we know as Lean Service Creation today.

When several clients requested projects that needed tools like these, "the package", now known as LSC, came into being. The reason it was developed at Futurice rather than at some other company working on software and digital services has to do with Futurice's culture and values. Futurice's autonomous culture, low hierarchies and decision-making principles provided the foundations for Lean Service Creation to grow.

Over the years, Futurice has developed the LSC process into a systematic programme that is very down-to-earth, hands-on, concrete and easy to use. It has been tested in several business sectors and in dozens of companies. It has proven itself both useful and helpful.

As you know, the LSC process combines the methods of developing lean, agile and design thinking in a unique way, and it is this combination that makes it valuable. If you look at its elements, you realize why.

The difference from design thinking, for example, is its business orientation. In the LSC process you never lose sight of the business objective. With designers it's often the case that they love the customer's problem so much they end up ignoring the business problem, despite the fact that it's the very reason the project exists. Or they trust their gut feeling too much. LSC is a tool for testing whether your gut feeling is right or wrong.

"One of the best experiences is seeing how the group finds a shared language and is able to work in a structured manner, with visible goals, which it achieves."

Juha Pesonen

The agile working methodology and Futurice's Lean Service Creation process are somewhat similar. Like the agile process, LSC proceeds in steps. You come back to your initial ideas, iterate, and develop them further. The cycle of iteration is actually very close to the agile process. But agile, too, is just a method. It doesn't have the business context built in.

What it has in common with lean thinking is the ideology of failing fast. You avoid making pointless investments in products that won't solve real problems or fulfil actual needs. In a way, you could call it risk management. But in comparison with lean development and the Lean Startup philosophy, the Lean Service Creation process that we have developed at Futurice allows you to concentrate much more on the customer at every stage.

One of the most surprising discoveries over the years has been the flexibility of the tools: you can create a campaign for a political party, to discover a way to reach the voters – or, for example, plan a landfill site, using the same tools. It's truly remarkable the range of things you can create with LSC.

For me, the most profound lesson has been trusting the process. I never imagined myself to be a process-oriented person. I have been a designer, someone who is innovative and imaginative. But in the end, the ideas are the easy part. Falling in love with them is a major temptation. The process makes you validate your ideas from all the relevant angles. Yet it leaves you room to use your capabilities and gives you space to form insights throughout the various phases.

One of the advantages of LSC from a staff viewpoint is that the process gives participants a context in which to shine, to show off their skills and abilities. During the programme, it is normal for the participants to glow with excitement, everyone is filled with enthusiasm. Participants with various backgrounds discover that they get more out of themselves than they ever thought they would. And that the process adds to their skills and abilities, rather than diminishing them, as some might fear.

One phase that quite often causes tension is when the company's decision processes collide with the LSC process. Middle-management hierarchies and responsibilities can become obstacles to the process. On the other hand, the LSC process can reveal inefficiencies in the company that might otherwise have remained hidden. In some organizations, the management has allocated space for LSC programmes, letting them function like internal startups within the corporation.

It has been necessary to come up with tools to integrate the LSC programme into the organization's management systems. So far, Lean Service Creation has been a tool for the development team. Now, we are about to introduce tools for the management team as well.

I have coached LSC programmes ranging from one-day crash courses to schemes that last weeks, months or years. One of the best experiences is seeing how the group finds a shared language and is able to work in a structured manner, with visible goals, which it achieves."

Client Case: Janne Mikola, Product Manager at Telia

Consistency and

Telecom company Telia uses Lean Service Creation tools on a wide scale in the organization. The benefit of a shared tool is consistency and transparency: everyone knows what is being done and why.

Customer
Focus
at Scale

"**TELIA IS A** prominent telecom provider in the Baltics and in Nordics. These days, we use the Lean Service Creation process at a large scale throughout the company, and the importance of the tools have been recognized at the top level. There might be approximately ten LSC programs ongoing in Telia as we speak. And, at the moment we are launching a LSC process that we steer by ourselves. We have created a lot of new competence within the company with LSC and are now able to operate on our own. Obviously, it makes us extremely proud to be able to say that.

My first encounter with the process was the crash course, one day deep dive into the system. It was perplexing at first, and I did not really get it. The concept idea we worked on was something we came up with just to learn the process. The relevance of Lean Service Creation hit me, when we started working on an existing, actual project, a real problem.

At the time of our very first LSC course, the company had launched an inner startup working model with its own management structure and steering group. There were three teams working within that program with lean service creation tools, and I was in one of them. Our aim was to renew some of our key business areas, a b2b network formerly called Datanet. During the program we developed a highly advanced version of it, called Telia SD-WAN, which has turned out to be a huge success in our service offering for b2b clients. To describe it simply: it is a faster and more efficient network for companies for internal use.

Essentially, the Lean Service Creation process made us feel like a real startup within a big corporation. It spurred a lot of enthusiasm, every team worked hard on their concepts and demos, even competed with eachother. The implementation of the demo phase was almost like a game, there was voting and prices and so on. For us it really worked, it lifted the spirits and brought people together. The collaboration between people who hardly knew eachother was superb. All ideas were treated equally, everyone had the courage to speak up.

Iteration was at the core of the project. At each phase, we had the possibility to pivot, change direction if needed. And we did, after a mutual decision. We had an investor meeting regularly, in order to introduce new findings and the assumptions that had changed, new possibilities for piloting concepts, and of course, for feedback. This was very unusual for the corporation. There was nothing formal in the process, and the decision making process differed radically from the traditional one. It was a pure development project backed by the management.

After having finished the LSC course the big question was, how to move on. We had worked our way through the canvases and had come up with the MVP, the pilot. My role was to figure out, how to organize the actual development of the concept after the LSC course was over. More canvases for that phase would have been needed. The solution I came up with, was to go back to the most important achievements we had made in the process, the major findings and slice each one of them into a separate development item to go forward. Recently, as I have heard, Futurice has created more canvases to cover this part of the process as well.

"Essentially, lean service creation process made us feel like a real startup in a corporation."

There are two major advantages in the Lean Service Creation process. First, it prioritises the voice of the customer in creating new services. The second is that all teams do it in a similar manner. To have a consistent way of focusing on the customer is immensely important for a large corporation. It brings certainty, clarity and transparency.

For us, Lean Service Creation is not a process with a start and an end, but rather the way we work at Telia, an essential part of it. To co-create with our customers, to test fast and iterate is always the way we initiate new things. Also, we use the tool box in various ways, sometimes we might pull out one specific canvas, and work only that one phase. Recently, for example, we wanted to test whether the positioning of two of our customer products was optimal. We worked on the business model canvas to find out.

Once I got familiar with the process, it surprised me how widely used most of the tools are. It is not about Futurice pulling developing tools from their sleeve, it is about compiling classic, well known processes together. So if there is someone who doubts these methods, I would encourage them to get to know the origin of the tools. They are known worldwide, but not in the way Futurice uses them."

Telia is a multinational telecommunications operator and service provider in the Nordic and Baltic countries. The publicly listed corporation has a turnover of 2,4 billion euros. The Finnish company employs approximately 3 000 people and has a turnover of 1,29 billion euros

"It is a sneaky way to bypass status prestige and to force everyone to work together with the focus on the customer. Encouraging collaboration is good, but a method that forces working across silos and functionalities, disregarding hierarchies, is even better. The method and the process are the great equalizers."

Jaan Orvet, Futurice

VOICES FROM THE INSIDE:
 Jaan Orvet, Head of Global Creative at Futurice

Get Naked and Listen

The Lean Service Creation process starts with getting rid of all your preconceived notions about your idea and your audience. It also means cutting through the bullshit on an organizational level, getting past the titles, the hierarchies that can interfere.
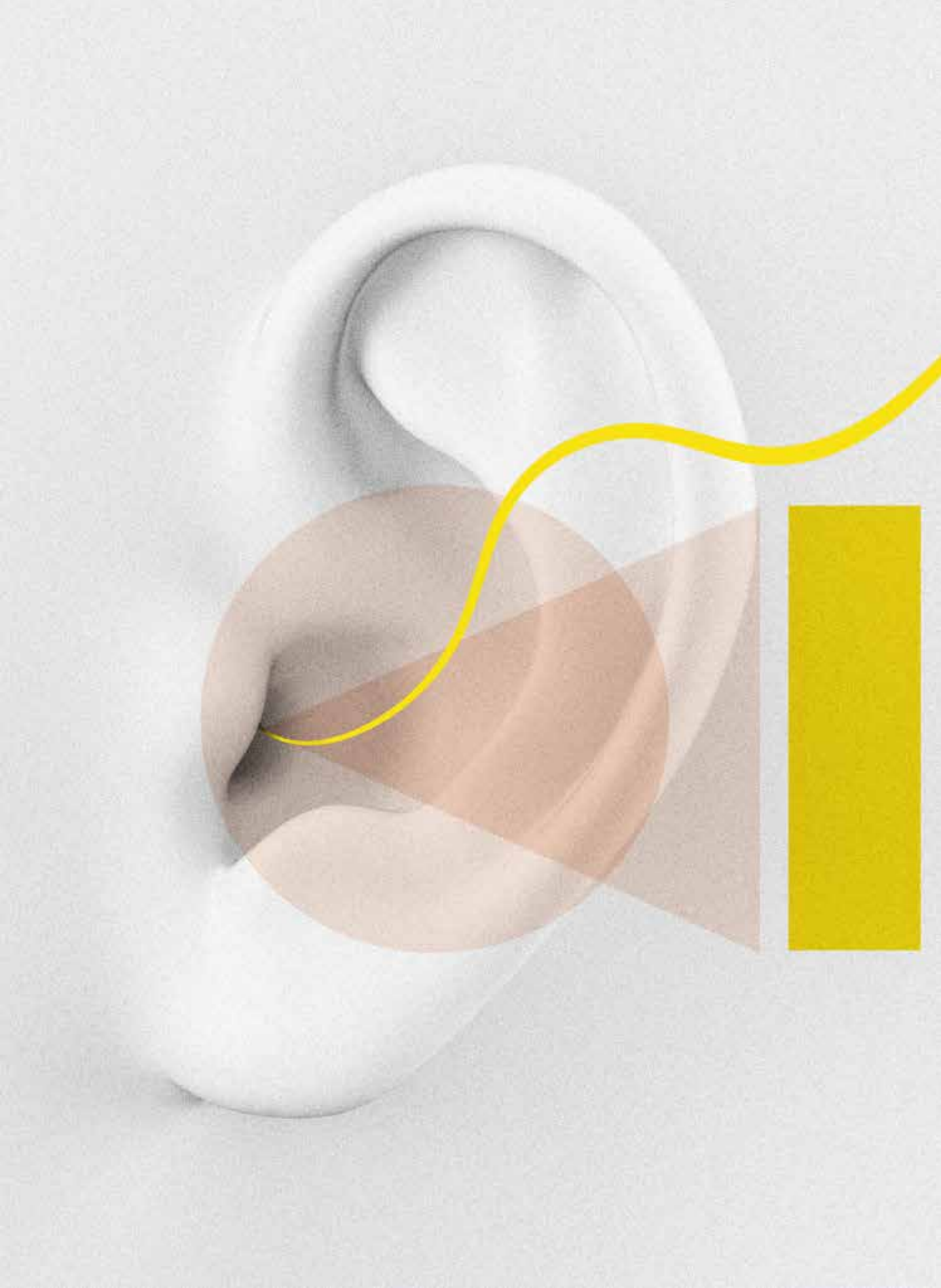
"NOT ALL BOSSES are good leaders. But all organisations have people who are seen as the true leaders. Hierarchies have previously prevented them from using their capacity to develop the business. In lean and agile processes, teams work autonomously, which enables a new level of collaboration.

Of course, that's not the whole picture. The goal and intentions have to be stated in all agile processes. Autonomy without purpose or direction is just anarchy. There is no place for that.

Our task is to bring together what the client's audience wants and what the company – our client – wants. Sometimes we get challenged, sometimes the outcome of the creation is something none of us had imagined. But if a company is not interested in focusing on the needs of their audiences and in really listening to them, maybe their first step should be to use LSC to understand themselves.

'Listen' is the sticker slogan on my laptop. Listening is at the heart of design. But it has to go both ways. There has to be a dialogue. It's not about what I say, it's a conversation. In the same way, LSC is not a dogma. There are enough of those already.

LSC has much in common with the design methods I used previously. In LSC I can recognize my values of humility and a human-centred approach.

LSC was half of the reason I joined Futurice. I felt I couldn't evolve my thinking from where it was. By practising LSC I am joining a bigger movement. I am seeing the evolution of – presence, actually. If you allow this thinking to have presence in your professional life, you will benefit from it. And you will see when it is relevant and when it is not.
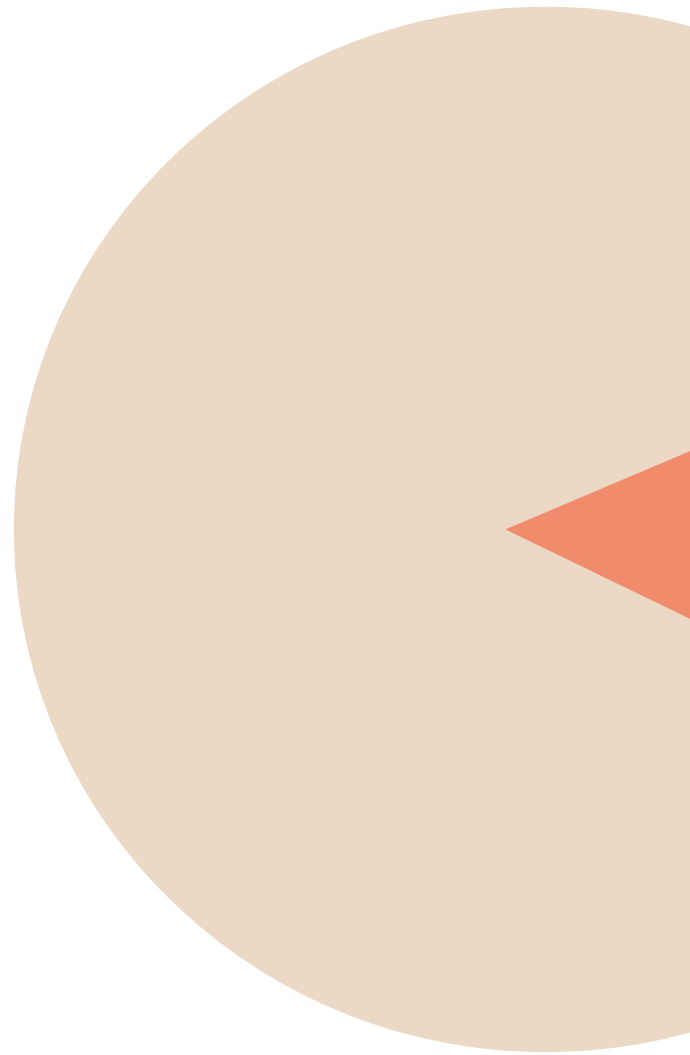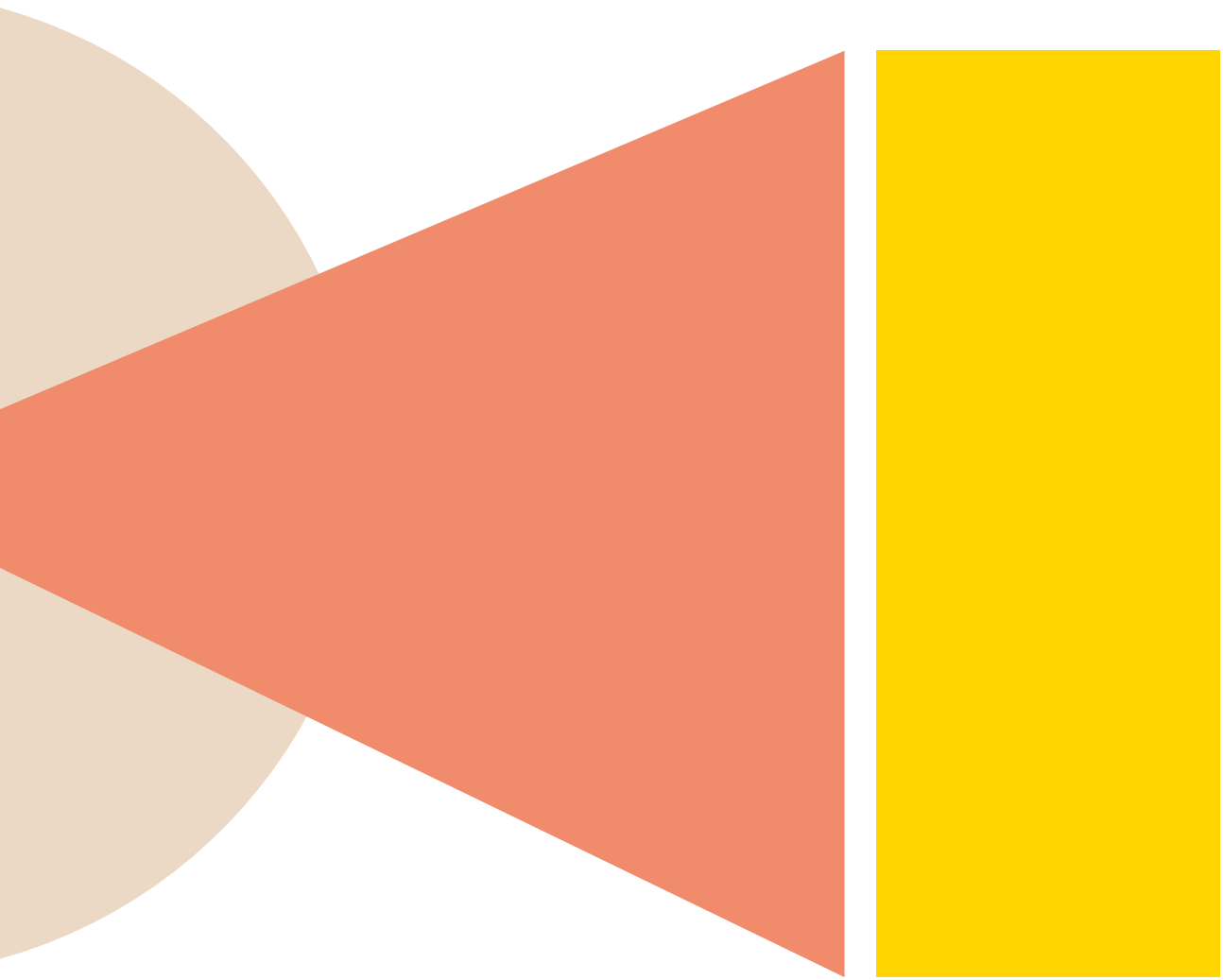
"'Listen' is the sticker slogan on my laptop. Listening is at the heart of design. But it has to go both ways. There has to be a dialogue. It's not about what I say, it's a conversation. In the same way, LSC is not a dogma. There are enough of those already."

Jaan Orvet, Futurice

Tools, services and interactions are no longer stuck behind a sheet of glass. That is excellent, because screens were such a strain from a designer's point of view.

So now we are no longer working to the screen all the time, as we were just a moment ago, it makes all environments equal: everything everywhere is a touchpoint with customers.

That is why people and ethics come first, not the screen. We are at the point where we can start over: We can create services on human terms." ⬤
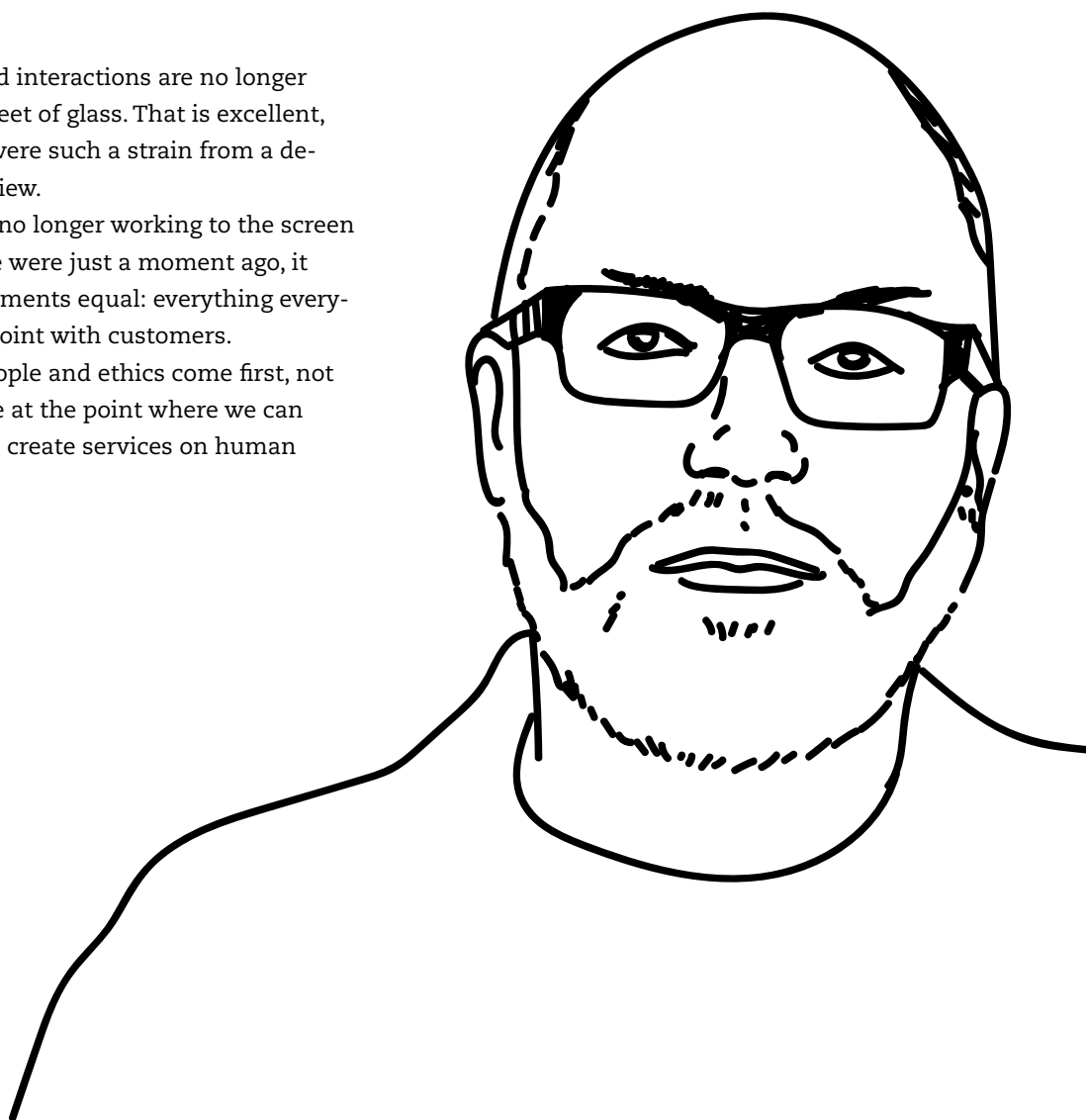
INTERVIEW WITH Jussi Aho, CEO at Fira
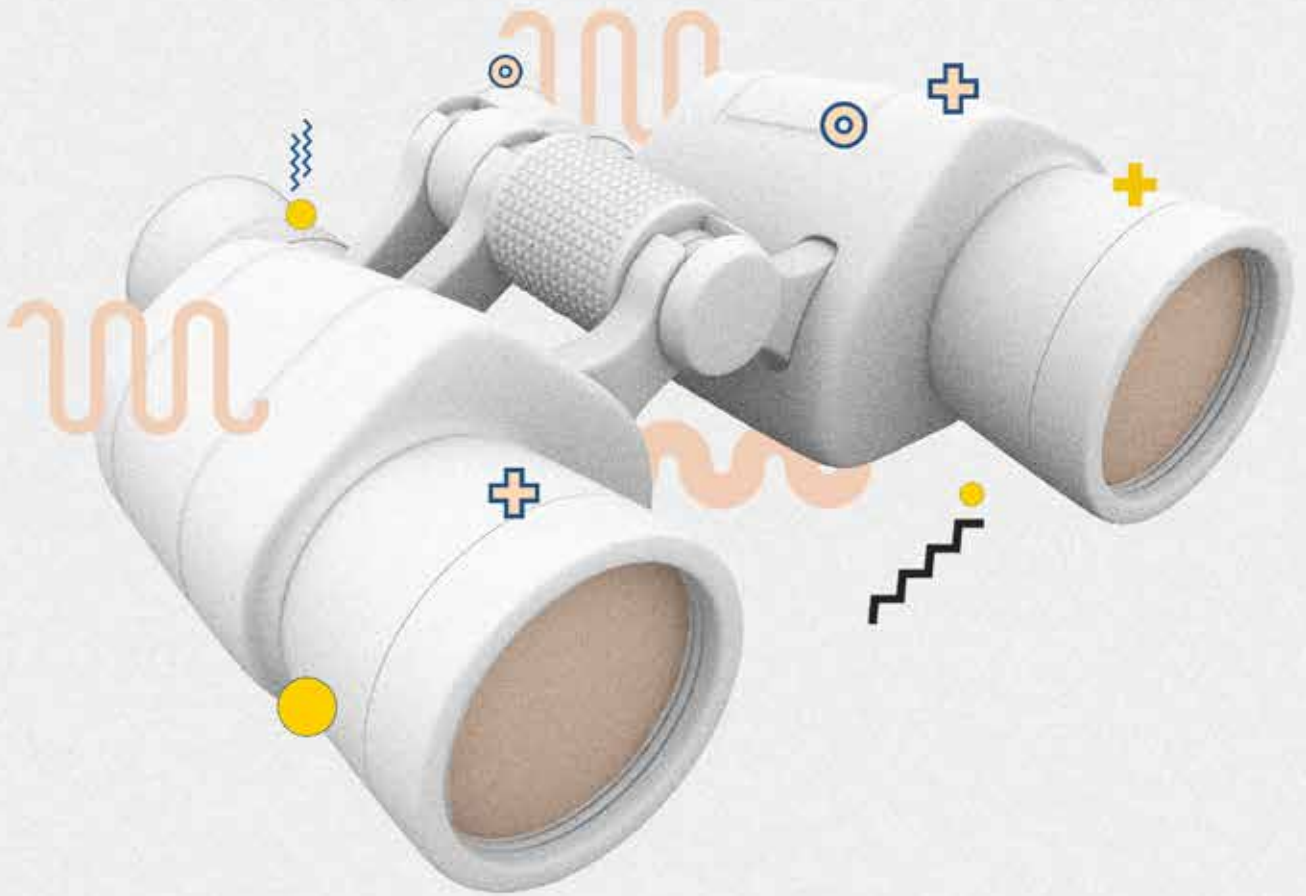
Communicate and collaborate

– then define the future

Jussi Aho is known as a disruptor in the construction business – so far, mainly in Finland. Fira, the company he runs, has introduced groundbreaking services ranging from co-created buildings to whole-building pipe renovations done in a fortnight. Interaction and future orientation are the focal points of his strategic thinking.

What are the key elements of success in a bold digital transformation? Or of bold new business ideas in general?

A good quality interaction is at the core of success in transforming any company or organization. The way a company is managed should enhance it. Learning, which is vital in any transformation process, depends on the quality of the interaction.

The will to innovate has to be embedded in the culture of the company. The culture has to be oriented in the same direction: taking care of current operations and looking for new ideas and breakthrough innovations. Organizational silos are the antithesis of a culture like that.

How important is the organization's structure – or the management model?

Whatever you do, you have to keep in mind the goal of the company. Digitalization gives an opportunity to multiply the company valuation by developing the scaleability of the business. When you are launching new services or products, you have to understand how these products or services are connected to this goal, and then decide on KPI´s. Are you aiming at a world-class breakthrough? If so, the company needs world-class dynamics to drive the process, and KPI´s are also very different.

We have defined a structure that we call Fira´s Strategy House to identify out how to achieve our main goals and scalability our business. It´s not only to make incremental changes, but to really bend the curve and enable disruptive things to happen in our business.

"When you are launching new services or products, you have to decide on the goal and the key elements of success. Are you aiming at a world-class breakthrough? If so, the company needs world-class dynamics to drive the process."
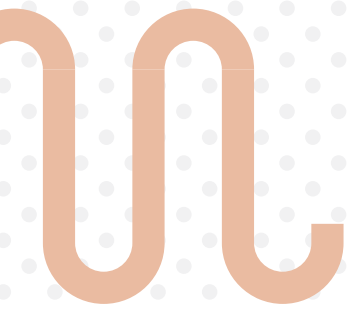
The answer depends on the company's goals. If your aim is merely to run the business, you need a different organizational structure than if your aim is to disrupt your own business and scale it internationally.

How do you outline a future-proof strategy?

A modern strategy involves a two-way thinking process. It is essential to develop your current business, but what is even more crucial is changing the angle of approach and envisioning where you need to be in, say, 5 or 10 years, and then identifying steps from the future back to the present. In that process you end up outlining your transformative services and products.

How central is the idea of co-creation to the strategy?

This originates in the idea of individuality, of offering our clients customized services. We introduced the concept of the "service engineer", who is the first face customers see when starting a project with us. They then define the customer's needs together. Involving customers in this process means being able to design a customer path through the project. One common reason the construction business is mostly incapable of listening to clients' needs is that they have no interface, physical or digital, for that involvement.

When do you know if your strategy is a success?

Again, it all depends on what you are aiming at. You have to define your must-win battles. Once you know your goals, you have to align the entire organization with them. That's where your abilities as a leader are tested. You have to create a smarter community throughout the company, a communication-oriented community. That in itself promotes a smarter way of doing business.

Client Case:
Jukka Helin, Head of Digital Customer Experience at Vapo (presently at Kela)

How to Change and Never Turn Back?

The digital transformation in Vapo, a Finnish heat and fuel company, was launched when the top management started investing in growth. Lean Service Creation process enabled the shift in thinking: from a fuel production company to a service oriented one.
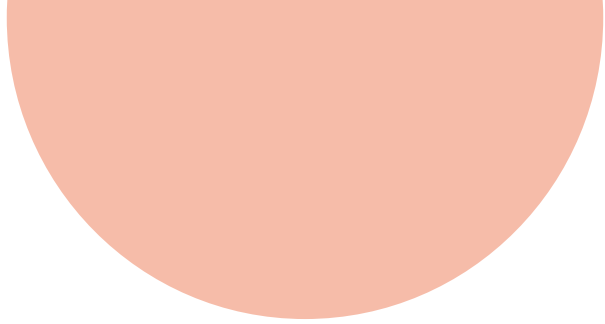
"ENGINEERS MIGHT BE excellent at solving problems, but are they really good at solving the problems that need to be solved or interrogating the problem itself? How brilliant are they at seeing causes and effects and broader connections? In other words, we might be excellent at problem solving, but are we good at stepping out of the box entirely? We also need to be aware that we all have our own ideological and experiential baggage when we start working on new ideas or making changes.

Philosophers would spend time questioning whether the entire process makes any sense, or if anything does, for that matter. I see this as an injection of the humanities into computational science – gently questioning the question itself throughout the process.

Developing new ideas is a process that requires good intentions, and the drive to make things happen. During that process you have to be extremely flexible about what the solution or end result might turn out to be.
That's where Lean Service Creation comes in.

"What does it mean when peat is turned into a service?"

It is fair to say that this way of working is nothing new, in the software business it has been the standard for ages. Simply because of a lack of resources it has been necessary to slice the process into small modules and to try things out before moving on. This is has been at the core of software development, but it hasn't been called a method.

So, obviously, I am more interested in what can be gained from the process than in the process itself.

And to be able to achieve anything valuable with this, the executive level has to grasp the thinking behind Lean Service Creation. What is being done, and to what end.

At VAPO, an energy production company, the digital transformation was initiated by top management. After a few tough years with declining profits, multiple organizational changes, layoffs and public criticism of our ecological profile, our top management began investing in future growth. They put effort into recruiting scientists and digital talents, developing sustainable energy solutions, and outlining the transformation of the business. At that point, there was no talk of the method needed to support the change.

Prior to that, we had launched digital platforms, for instance, a web shop for all of our services. Our business is very straightforward: we burn peat in the furnace that heats a building or an entire city.

But now the question was a more profound one: What does it mean when peat is turned into a service? This, for example: You install sensors in the peat silos to gather data, how often peat transports are needed, then you customize and streamline the order and delivery process, and develop the best digital applications to make it easy, seamless and cost efficient. Once you are thinking about your business as a customer-need-based service, a variety of opportunities open up.

It has now been one and a half years since we started practising Lean Service Creation to generate these new business opportunities. This is a fairly short time in the company's history. I am very proud of what we've achieved: We have learned to listen to our clients and their needs, and to collaborate on new business ideas based on them in a new, iterative way. The entire executive team has been involved in and committed to all the LSC projects and the whole programme.

"Engineers might be excellent in solving problems, but are they really good at solving the problems that NEED to be solved or questioning the problem itself?"

Jukka Helin

The question now is: Will it stick? It's always easy to go back to the way things were, so to speak: make a business plan, draw up a budget, and then the executives make a decision.

In fact, I think, agile development and the waterfall method both play a role in organizations, but it is obvious that the waterfall approach is much easier in the traditional sense: you make decisions that determine what will happen, when and how much cash you are going to use, who is responsible, and what's in it for me. In traditional thinking the waterfall method exists to minimize risk, but the real way to minimize risk is to have a continuous process where you continually test out your idea, in small modules, and make assumptions as you go on based on those iterations."

FLASH VIEW:
Kristian Luoma, Head of OP Labs

The Danger with Tools

"The danger of tools is that you start to believe it is the tool that delivers the end result. Tools are mainly about what and how, but the why is the most important. If you are able ask the w question with a tool and challenge your way of working, it will prove its usefulness. Using an adequate tool draws your attention to the problem: what is the problem you actually should start solving. It serves you well in a market that transforms and where customers have unmet needs. The tool forces you to be empathetic to understand and define them.

The question is after defining the problem, how do you turn our guess into insight, that is solid. Where does the process lead you? Where are you aiming at? The tool does not free you from thinking, and it certainly is no silver bullet. You need to turn your guesses into facts. LSC is a petri dish for that purpose."

INTERVIEW WITH JOHN OSWALD, Global Head of
Advisory at Futurice

LSC is a Movement, Not a Method

John Oswald has built a career in scaling design methods in large consultancies. He sees Lean Service Creation as a movement that aims to make companies "future capable". Conceiving of LSC as a methodology misses the point, Oswald argues.

What is your goal as a Global Head of Advisory?

Broadly speaking my mission is to inspire, coach and connect teams across different countries where Futurice is already established. I want us to be a team that collaborates and invents new practices. My aim is for Futurice to continue to reinvent this new profession of business design, to explore what technology and design can do when combined with empathy. You can only inspire clients by helping them join the dots.

You have a background in consulting and design in large global organizations. How do the dots connect in your career?

I have no education in design whatsoever. I am so pleased to be able to work with a company like Fjord. They took a risk with me. We created a concept of business design that concentrated on human-centred problem solving. To succeed in that, we need to have empathy built into our organizations. That inevitably leads to organizational change.

Fjord was acquired by the global consulting agency Accenture, and the process gave me an awareness of how broken consulting had become. It had lost its way. The way it was being done was actually to derisk innovation for clients, despite the fact that problem solving should embrace a creative mentality. Accenture hired me essentially to change that. So I grew the business design function to 13 studios, recruited 400 people over four years. Then I started to worry it was getting too safe again.

What led you to join Futurice in the first place?

The prospects for Futurice are very appealing, there is a lot more free thinking and experimenting than in consulting, design or software companies in general. I love how everything here is open source; there is both push and pull to develop things.

I met Tuomas Syrjänen, the CEO, two years ago through a mutual colleague. The more I caught up with Tuomas, the more I thought this company was really interesting. At Fjord I was already starting to look at how companies can help organizations evolve, help them have a living business, so to say. The way I see Futurice is like a continuation of that, a social experiment, which seeks to bring out the potential of the human beings in the workplace. Futurice really encourages decision making and courage at work.

How does Futurice compare to competitors from your viewpoint?

Futurice has a very organic approach to technology. Service-oriented software houses can often be too conceptual in their approach. At Futurice we can build pretty much what we want. You do bring things to life, and that forces you to tighten up your conceptual thinking, not only onto a more realistic level, but it actually opens your mind. I think it is easier for a technology company to get into design than vice versa.

I have evolved my thinking at Futurice. The way Futurice practises the LSC principles is inspiring. It works. I can see it.

"Our mission is to develop the ways humans and machines cooperate in order to develop society."

Futurice works on the fringes of consulting, design and technology – it is the new essential profession. We could be articulating a broader movement that has a culture with deep roots in humility and ethics.

We might be working on a client project and have quite a lot of impact on the entire organization. You act differently when you work well together, everything in business is different when you've got each other´s back.

Our mission is to develop the ways humans and machines cooperate in order to develop society.

What is the core of Lean Service Design?

There is a huge risk of seeing it as a methodology. It is not a methodology at its core. It is a mindset involving problem solving and collaboration. A more accurate label would be to call it "lean change enablement", since it is a mindset that helps conduct experiments that themselves evolve entire ways of working.

Thinking about new services is important, we just need to broaden it out to think about, not just digital products, but machine learning, virtual reality, and so on. We are on the cusp of an immense change. We might know some of the answers, but we haven't designed them yet.

One could say that LSC is not a product. We sell LSC projects and coaching to our clients, which is nice and useful. But there is a lot more scope for our movement. We need to evolve LSC. We need to help companies grasp what it means to be future capable within organizations, and we can also help them with lean organizational ethics, for example.

Organizations might approach us with questions like: What kind of products will we be launching in 5 to 10 years?, which is fine. Helping with particular products that can go wrong is all very practical, but you need a bigger framework to help organizations become future capable. And there are several entry points for that challenge.

Corporations often claim that their aim is to develop future-proof business concepts. What is your take on that?

It is total bullshit. Nothing can be future proof, but we can build organizations that are future capable, harness the right technology, and use it in a meaningful way. We can help the organization to learn continually, so that people will be inspired to lead and change things.

What is the significance of having an innovation strategy?

Clients are more scared than ever. Everyone was excited 15 years ago: Let's get on the web and do things. Now there is so much more uncertainty.

Innovation strategy for me has an image of executives trying to figure out what is the right message for the board of the company, rather than trying to find the right questions to ask about the future.

Innovation strategy is a contradiction in terms. Strategy is a word that has become highly commoditized. The traditional approach is that you do a lot of benchmarking, "hypnotize first and proof later". You align the Board of the company with things that are not offensive to anyone.

Innovation is the opposite. It means discovering, not what people need now, but what their unspoken needs are, then iterating on continuously iterating on what you learn.

You mentioned that you read a lot. What books would you recommend to future-oriented change agents?

First, *Reinventing Organizations* by Frederic Laloux, an important book for all organizations. Second, *The Cluetrain Manifesto*, this is a view onto the changing world by some of the real founding forces of the internet: Rick Levine, Christopher Locke, Doc Searls, and David Weinberger, written at the turn of the millennium. Third, a piece of wonderful fiction by Dave Eggers, called the *Circle Thought Experiment*. Fourth, *Purity* by Jonathan Franzen, one of the great storytellers of our time. The book shows the humanity behind all the progress, and paints a very realistic picture of just how damaging some of what we do on the internet can be.

Why is it important to read fiction?

I often think we are better professionals the more fiction we read. *

"LSC is a mindset involving problem solving and collaboration. A more accurate label would be to call it 'lean change enablement', since it is a mindset that helps conduct experiments that themselves evolve entire ways of working."

John Oswald

John Oswald on customer experience in financial services at a Futurice seminar in London, October 2017.

"It's easy to be seduced by beautifully designed customer experiences and apps. However, as companies like Uber are painfully discovering, customer experience needs to be sustainable. This means remembering that customers, employees and ethics intersect and that delivering a great customer experience must not come at the expense of a great employee experience.

We are all in this together and the brands that deliver best in class customer experiences must be similarly ambitious when it comes to ensuring and delivering a great employee experience. Customer experience isn't purely a customer-facing mission – people are our greatest assets, here to deliver it, in the first place.

From exposure to 4 000–10 000 ad messages a day, to checking our phones 1 500 times a week, we consumers have ever-increasing claims on our time. Outstanding customer experience should avoid adding to the noise and aim to be attention saving rather than attention claiming, a phrase I'm borrowing from Trendwatchers.

A key focus needs to be on finding ways to quietly solve consumers' pain points or problems in the background."

Four things to remember

- Notes for a random LSC user

1.

LSC brings structure and focus to service creation, but leaves room for creativity

THE WORLD is full of tools for service creation, but most of them only help you with a certain phase or task (take a business model canvas for an example). What I like about LSC is that contains a curated set of canvases that walk you through all the steps needed for creating and/or developing services and products.

What people love about LSC is that gives both structure as well as focus on the entire service creation process and helps them to focus on the right questions at the right time. This is typically what people are looking for: simple tools that guide the process, but don't take too much attention, so that the team can focus on what's really relevant - the content.

People sometimes ask if they really have to use all the canvases, or complain that a certain canvas is missing something. We at Futurice do our best to remind them that LSC should not be a seen as something fixed and rigid. Instead, it's a starting point, a base where teams can bring customer-centricity, multi-disciplinary and transparency to service creation.

2.

LSC is all about iterative development and learning to appreciate 'good enough'

ONE OF THE cornerstones of LSC is constant iteration and learning. This is why LSC itself is an example of iterative development. I don't think it ever will be finished. At the same time, what I like most about LSC is that it teaches teams to settle for *good enough* to get things done.

At least for me, having a background for perfectionism, one of the most liberating things about LSC has been that sometimes good enough is better than perfect, because 'it's ready and working'. When new teams start using LSC they are often surprised that we move so fast, act on things, and ask for user feedback long before we are ready. But as the Agile Manifesto pushes teams to focus on producing working software and maximising the work *not done*, LSC helps teams to get to things *done*.

3.

LSC is practical and empowers people to take action

MOREOVER, while most organisations and leaders know in theory that they should be customer-centric or get their team to work in a more lean way, what they often lack is the concrete tools that help them bring these principles into action. This is why LSC has become so popular both among our clients as well as universities that teach it: it is concrete and leads to action.

4.

LSC is no silver bullet

IT IS GOOD to remember that, as the name suggests, LSC is a toolset for lean service creation. Originally developed for the creation of services and products, it fits best for service and product development and also quite nicely for creating and developing processes in a lean way.

It's no silver bullet that will solve all of a leader's, organisation's or even a team's troubles and challenges. Instead, it will support the team to create services and products in a lean way.

For a company to really become iterative, customer-centric, and transparent as a whole, a lot more has to change than the service and product development process. The organisation has to rethink its structures, practices, and processes – and how all of this is led and managed.

This is why we at Futurice are increasingly focusing on client projects where we not only coach teams but also their leaders to drive a more profound change in the organisation.

Eeva Raita, Head of Culture Advisory at Futurice

The
Canvases

Lean Service Creation
the Handbook 2.0

Hanno Nevanlinna
Juha Pesonen
Risto Sarvas

Dear Reader

Lean Service Creation (LSC) goes back to 2013 when one of our clients, instead of asking us to deliver an app for them, wanted us to teach them how to create digital services. That's when the first set of tools and canvases, combining lean principles, design thinking, and agile philosophy, were put together as a package for our clients to utilize. Feels like a century ago!

Now, in February 2018, over 15 000 printed LSC books have been distributed, and countless more downloaded. LSC has been taught directly to thousands of individuals, it has become the cornerstone of digital transformation in companies, such as Wärtsilä, Telia, BMW, Tesco, and Posti, and it is even being taught in universities. Most importantly, LSC is utilized for what it was originally intended to do: helping teams achieving success in business critical projects!

Nowadays, LSC has a steady team behind it at Futurice. In addition to the original creators of the package, there's Eeva Raita, Salla Heinänen, Lina Yassin and Mirkka Länsisalo developing LSC coaching, and Nelli Myllylä curating LSC communities. Not to mention our dear friends & colleagues both inside and outside of Futurice, who have been invaluable with their suggestions and feedback. Have a careful read at the credits section to appreciate the communal effort!

Once in a while we find ourselves contemplating what's behind the success. Perhaps LSC got one thing right from the beginning: it's not really about the tools and the methods, it's about people. It's what you make out of it. LSC is not something you just download off the internet and plug in. The real power of LSC is that it has been designed with great respect to the people facing the challenge of creating a new business. And we want to do it together with you. So, please pretty please give us feedback, join our events, be in touch, and help us make LSC better.

lsc@futurice.com and *www.leanservicecreation.com* are always there to listen. Join the Facebook group and the LinkedIn community as well. With respect and gratitude to all you innovators, creators, and change agents out there who are making LSC into something bigger.

On behalf of the whole LSC team,

Risto, Hanno, and Juha

What is Lean Service Creation?

LSC AS A SET OF TOOLS

To put it simply, LSC is a set of canvases in a loose order of preference. The goal is to provide you and your team with a checklist, and a way to organise the answers. The canvases are designed to be physical posters on a wall so that your team can collaborate, discuss and work together in the same physical space.

LSC AS ACTIONS AND BEHAVIOUR

As described above, the canvases are more than passive questions and tools. LSC encourages certain actions and behaviour. The canvases gently push you to create concrete results: to facilitate co-creation, give and receive quality feedback, experiment, try out and prototype, fail fast, iterate and learn, tackle problems step-by-step, turn abstract things into something tangible and show, listen and talk to others.

LSC AS THINKING AND ATTITUDE

Once you adopt LSC tools and actions you probably find yourself reflecting on your old ways of thinking. That is the point! LSC implies a specific mentality: Beware of functional silos. Aim for multidisciplinary teams and give all experts an equal voice. Rock beats scissors and concrete results beat a pre-defined process. Be holistic, see the bigger context. Embrace uncertainty. Co-design with customers. Maximise realism to overcome self-deception. Always validate = Build, Measure, Learn. Have an open and curious mind. Have fun while working. Go home, kiss your spouse, and give your Mom a call (i.e., there are more important things in life than LSC :).

LSC AS A SHARED LANGUAGE

It is easier to change yourself than to change others. To get your team (or your whole organisation) to truly collaborate you need a shared language. LSC is designed to be your lingua franca between business, data science, programming, design, research, marketing and so on. LSC makes it possible for you, your team, bosses, stakeholders, sub-contractors, customers etc. to have an equal ground. No one can hide behind their own jargon (not the bosses, not the experts) and everyone is given a voice to give feedback and to be creative.

LSC AS A COMPANY CULTURE

Imagine a group of people sharing the same language for tools, actions, and thinking. That's when your whole company culture begins to transform. Transform to what? LSC implies an organisation that is reactive to change, rapid in its iterations, and constantly learning. And because of all this, it is successful in creating new business. To achieve this, LSC supports a new type of leadership, where both top executives and grassroot experts are leaders because they are followed and respected. And these leaders make mistakes and learn from them, they get their hands dirty when required, they trust people and help them succeed.

LSC AS SOCIAL CHANGE

What is one of the major forces shaping our societies? ICT innovations, products and services that create new business. That is why the people who have the skills, tools, and thinking to create new business have a lot of societal power. This power should be equally available to everyone – not solely to a small group of educated professionals. That is why we actively make LSC open, free, and available so that anyone anywhere can learn, apply, and create new products and services, and shape the society via Lean Service Creation. We would like you to join the movement!

From Whom, Why: How?

Treat Lean Service Creation like a friend of yours who has been in your situation many, many times. And like a true friend, LSC is ready to ask you difficult questions and push you outside your comfort zone.

The canvases here can't do your job for you but they give you a starting point, a rough outline, specific questions to answer and concrete actions to do.

WHO HAVE USED THE CANVAS SET AND HOW?

- Product development teams in traditional organizations while starting to use new kind of customer centric and experimental workflow.
- Experienced service designers use the set to remind them of business questions and more technical issues.
- Business people use it to operationalize a customer-centric core into their work.
- Engineers use the canvases to integrate design thinking into their agile work methods and architecture planning.
- Start-ups use it to communicate their ideas and to see where to go next.
- R&D organisations use it to form a shared language and an agile and customer-centric way of working.

THE CANVASES WORK BEST AS:

- A comprehensive checklist that you have looked at your service from all angles.
- A simple step-by-step process to introduce into a multi-disciplinary team to create a shared language and a common methodology.
- A visible, fast, and easy way of communicating your work to other people and encouraging them to give quality feedback.
- An easy toolbox to adapt and apply to different types of services and different existing work cultures.
- A proven tool to create new innovative services fast, efficiently, and holistically.
- A step-by-step way to introduce and teach how new business is created in the digital era.
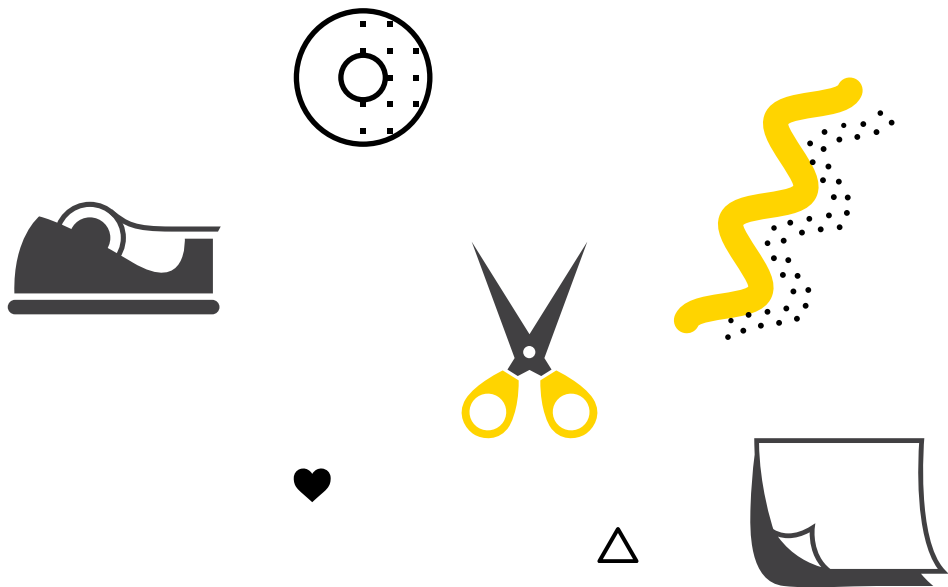
WHAT IS NEEDED TO GET STARTED?

- Some basic knowledge of product and service development. The more experienced you are, the faster you adapt the canvases to work best for you.
- A creative and result-oriented mindset. The tools will never create awesomeness by themselves. At the end of the day, you an your team have to create the success.
- A humble attitude. You must be ready to throw away your darling ideas. You have to be able to listen to your customers and colleagues. You have to be ready to accept irrelevant and sometimes stupid feedback.
- Be humble and ask yourself: are you building a new business or building your ego?
- Pens of different color. Lots of different size sticky notes of different colors and sizes.
- Tape, scissors, paper, empty walls, rulers, glue, and a room where all this comes together. Basically, go visit a kindergarten and see what they have there :)
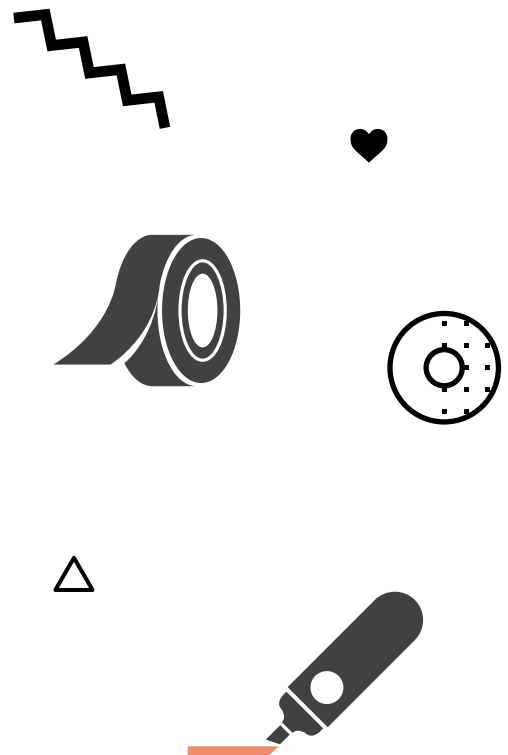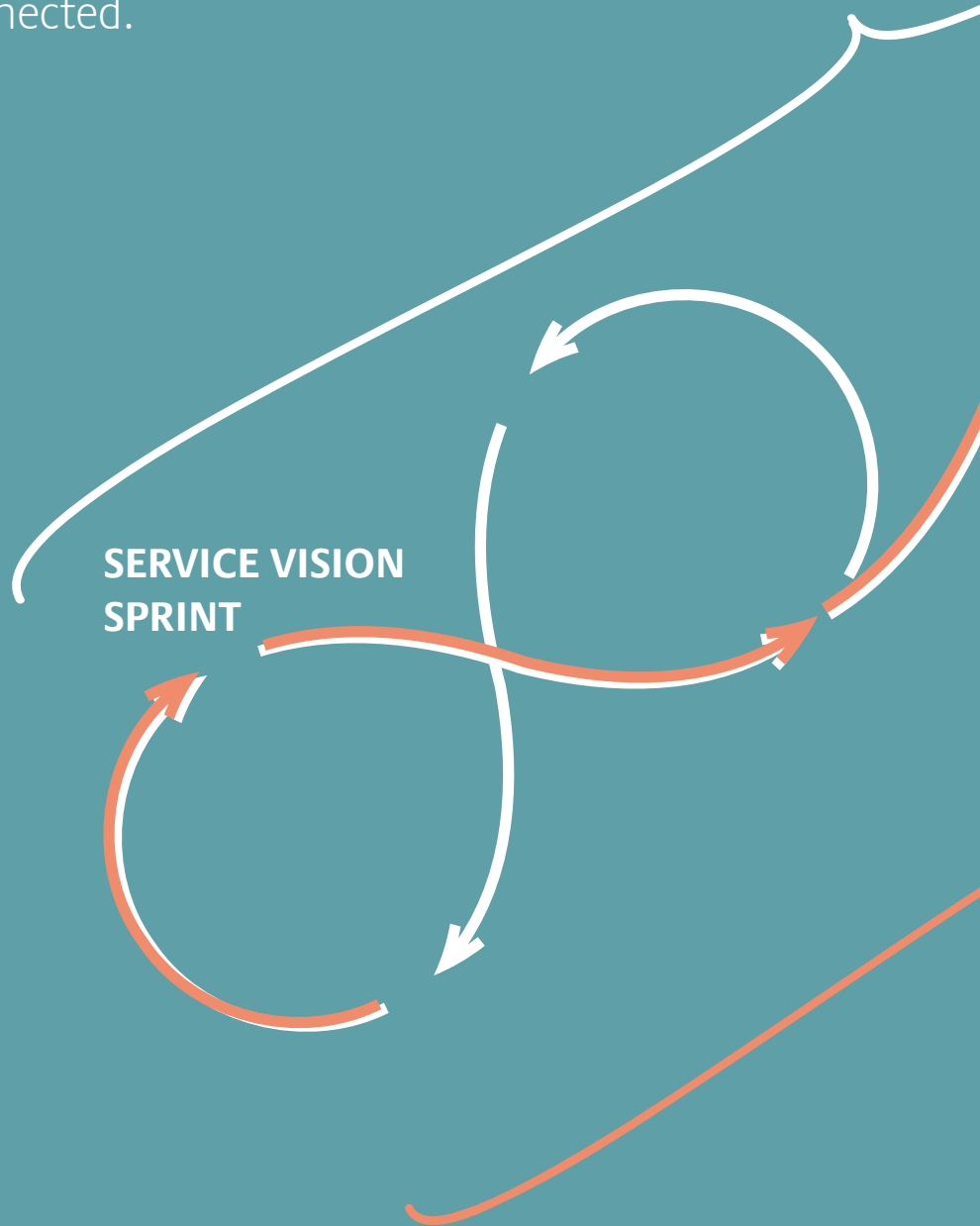
Lean Service Creation set of Tools

This is how all the canvases
are interconnected.

**TOOLS FOR
MANAGEMENT**

**SERVICE VISION
SPRINT**

GROWING IT HUGE

DEFINING AND
BUILDING THE
MVP

TOOLS FOR TEAMS

DAILY WORK

LEAN SERVICE CREATION CANVASS BREAKDOWN

TOOLS FOR TEAMS DAILY WORK

FOR MANAGEMENT

SERVICE VISION SPRINT   Iterate until success criteria from management passed

DEFINING AND BUILDING THE MVP

GROWING IT HUGE

When doin bigger feature changes use relevant set of SVS canvases.

IT'S ALL ABOUT TEAMWORK!

The whole idea of LSC is to give multidisciplinary groups of people the tools and the mindset necessary to flourish as a *team*. These tools will help groups to focus on the right topics, to iterate continuously, and to get to know one another as real persons in order to become an effective team.

You really can't overemphasise the importance of a positive team spirit in creative work. Nor can you ignore the fact that all teams encounter struggles, testing the limits and patience of each team member. In such situations, it seems easier to stomp ahead with the project instead of challenging what the team is doing and improving the ways in which the team is working together. The problem with such an approach is that not only is teamwork as important as the project goals are now, in fact, it is a necessity for success.

The following canvases are here to help you improve teamwork on a weekly and daily basis and to make your team's progress visible for others.

WEEKLY :)

The "Weekly Smile" -canvas, helps you and your team to take the time to get to know one another.

Draw your smile and tell us how you feel. Encourage your team to share what is going on in their lives, both private and professional. We human beings are an undivided whole. Negative life experiences outside of work can affect our mood and work performance. And that's ok! No-one's expecting you to be Superman.

This part might sound like the "gooey stuff", but your team is all you've got! So make sure you do your absolute best to keep them motivated.

NAME

In most cases this is pretty obvious. But if you are working with a new multidisciplinary team full of people you've never met before, it might be good idea to snap a photo of each teammate – If it's OK with them!

WEEK 1, 2, 3…

Draw your smiley on a sticky note. Tell your teammates how you're doing. Be concise and time efficient. Concentrate on your moods and the reasons behind them – don't spell out all the upcoming tasks you've got on your to-do list, or wander off topic.

A team member could for example draw a downward smile and explain that their one-year-old baby was ill and kept them up the whole night. It's up to you how graphic you wanna be. ;)

The important thing is to take care of one another. Is there something that you or another teammate could do to support the tired colleague? Also remember to keep in mind the big picture. One or two sleepless nights here and there might be fine, but several in a row is alarming.

HOLIDAYS

Note down your upcoming holidays on the canvas so they're visible! It's so easy to forget that an essential team member is flying off to Hawaii in two weeks time. Managing absences in advance allows the project to run smoothly and also lets the lucky vacationist to enjoy his time-off without interruptions.

WEEKLY :)

– Your team is all you got, make sure they are happy and motivated!

NAME	WEEK 1	WEEK 2	WEEK 3	WEEK 4	HOLIDAYS

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WEEKLY LSC BOARD

No matter what, it's just human nature to slip back into old habits. So once a week do a sanity check with the Weekly LSC Board. It helps you to focus on the essential.

Go through the canvas together with the team and keep it short! Have you heard of stand-up meetings? Standing up will increase your efficiency. As the work advances week by week, remember to keep the dialogue open with your business owners.

TECHNICAL ISSUE Identify the most critical technical issue each week. Don't hide it, don't forget it. Make it visible and, most importantly, address it!

BUSINESS QUESTION Think from the perspective of a venture capitalist. Pin-point any new opportunities or challenges that you might've picked up along the way. Are there any critical business issues that the whole project is dependent on? Would you be willing to bet you grandma's savings account on the project?

END-USER ISSUE What is your biggest fear with regards to the user need, usability and value proposition at the moment?

BIGGEST FEAR / LIMITATION What keeps you awake at night? What holds you back or limits your work this week? Fix it and stress no more!

VALIDATION A frequent Build–Measure–Learn cycle means that you're always validating your hypotheses, decisions and implementations. What are you validating currently? If you find yourself standing in the weekly meeting without anything to validate, you are doing something wrong. Are you sure you aren't making some assumptions about your end-users that you're just not aware of?

TRANSPARENCY Your team should always aim to be as transparent as possible. Even though you as a team know what you are doing, that doesn't mean that other people enjoy the same visibility. In their eyes, you are consuming a lot of money and resources, randomly changing direction from one week to the other. Transparency is key in gaining the trust of your organisation. Communicate pro-actively and regularly. Share what you're doing and why - the validated justifications behind your actions. Not just in the beginning but also at regular intervals throughout the project. Use this part of the canvas to track your progress. Do the relevant stakeholders know what we are working on and why? It's a subjective opinion, so be true to yourself.

LAST/NEXT RETRO Retros are no good if you don't hold the sessions regularly. If they're visible on the board, you're more likely to have them. You're never too busy to have a retro. It doesn't take long.

LAST/NEXT USER TEST Frequent testing should be a part of your team's DNA, giving you the chance to recalibrate on-the-go. If you postpone testing, you might end-up cementing features that do not deliver end-user value!

LAST/NEXT DEMO Demos give you deadlines, they make your work visible, generate trust and share your learnings. Schedule your demos in advance to get the right people to attend.

LAST/NEXT PERSONAL GOAL SHARING SESSION Sharing your personal and learning development goals with the team can help realize those goals. Your team members can help you take more responsibility in some topic if they're aware you want to do so.

WEEKLY LSC BOARD – Ensure Lean Service Creation during the building phase

RIGHT NOW WHAT IS THE MOST CRITICAL...

TECHNICAL ISSUE

BUSINESS QUESTION

END USER ISSUE

WEEKS BIGGEST FEAR / LIMITATION

LAST / NEXT RETRO

LAST / NEXT USER TEST

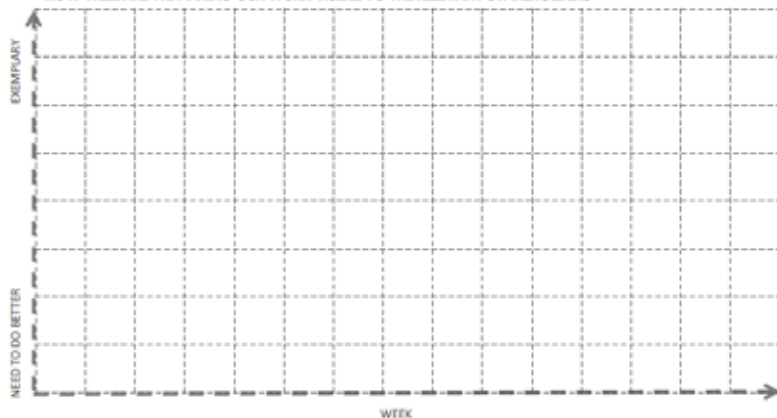**VALIDATION**

What is validated by the work we are now doing?

LAST / NEXT DEMO

HOW WELL ARE WE MAKING OUR WORK VISIBLE TO THE RELEVANT STAKEHOLDERS

EXEMPLARY

NEED TO DO BETTER

WEEK

LAST / NEXT TIME TEAM SHARED PERSONAL GOALS

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AGILE BOARD

Agile methodologies have their own ways to hold a weekly and daily tasks organized and visible. Usually it's some kind of a board in the project room's wall.

The most important function of an agile board is to visualise for the whole team what we're working on, how the work is proceeding and who is responsible for what. It helps the team to see the bigger picture and where they can be of help to one another. In the wider context, the agile board links with the backlog. Product owner has the prioritized list, but it is always the team that autonomously pulls some of the highest ordered items to be worked on the sprint.

Keep the team focused on the right tasks and track the progress. To be honest this canvas is way too small for real project work. It's basically a placeholder for your teams own favourite way – Scrum board, Kanban, whatever feels best for the team. – Do it yourself: use white board, magnets, masking tape, magic paper. If you have a multi-site team, it might be good idea to go digital. If you are not familiar with agile tools, do some googling: "Scrum board", "Kanban", "agile board"!

STORIES

A good story is a high-level description with essential information for the team to work on. We recommend cutting the implementation work to small stories that bring clear value to the customer or your business. Remember the KPI's. The team is not a feature factory.

TODO

Cut the stories into pieces and smaller tasks. There should always be a step small enough to do with couple of spare hours. Achieving tangible goals is motivating even if they were small.

IN PROGRESS

In progress means that really is actively working on the task. If you stop working on it, Remove it. Who is working on which task? Use color coding, magnets, or whatever prop floats your boat to indicate who's doing what? As a rule of thumb: max two items per team member. Taking on a lot of parallel work might look nice on the board, but is proven to be inefficient. Context switches are poison for the teams velocity.

TESTING

Before the stories and tasks are done, they have to be tested. Always do the tests as soon as possible. If not, you end up building on unvalidated work.

DONE

Whoo! You guys are progressing. Stack completed stories and stories here. Be honest with yourself and the team. Prepare yourself mentally. Something you considered to be ready might get re-assigned to in-progress. You never know what might come up.

DEFINITION OF DONE

You've successfully completed your task, implemented the new feature and it seems to be working. But is it really done? People might have very different perceptions of what exactly constitutes as done. Have you, for example, done integration, performance, stability, user acceptance and regression testing, as well as refactoring, release notes, code reviews, and user documentation? It's not that you need to necessarily do all of the above. Just be aware that done is a relative concept! The important thing is to create clear, shared rules that are visible to all team members at all times.

AGILE BOARD

- use agile tools that best fit your project phase and team.

OUR DEFINITION OF DONE

STORIES	TO DO	IN PROGRESS	TESTING	DONE

futurice LEAN SERVICE CREATION

RETROSPECTIVE

LSC is not just about iterating the concept you are working on, it's also about improving the way you work together as a team.

There are many different ways to hold a retrospective. We've included a couple of twists and turns in our version that we hope you will enjoy. Nevertheless, it might be a good idea to change the retro canvas from time to time to keep things interesting.

Remember that a retro does not and should not have to be a long meeting. When everybody knows the drill, just give a short update and adjust your improvement focus together. As always, a few minutes in silence before everybody shares their thoughts.

KEEP DOING

Remember to state the obvious. The things that you as a team are doing well. Not just the "bad" stuff that needs to be improved.

MORE OF / START

Think about what the team should do more of? What new ways could help you be more productive and enjoy working together?

LESS / STOP

This the place for the stuff that might be bugging you. What should the team do less of or stop doing entirely?

TODO

After everybody has contributed their opinions, vote which of the changes (1–4) you will focus on next, and who is responsible for implementing them. Don't choose too many development topics at the same time. It's also a good idea to add the suggestions to the Agile board, where they're visible.

DONE

When the next retro starts, first go through what happened to the last retro's selected todo items. How well did the proposed changes work? Are they done or should you continue with them?

Select one change that was really good and add it to the Retro Diamond canvas up next.

RETROSPECTIVE - Reflect, learn, change, and share.

KEEP DOING

What's good, what should the team keep doing? You can use this same canvas for multiple retro's.

MORE OF / START

What should the team do more or start doing?

LESS / STOP

Something the team does but it should stop or do less.

TODO: Select (1-4) what items to change next. Who is responsible?

DONE Start the next retro by going through last retro's results.

What change did you do based on last retro that worked really well? Add it to the Retro Diamond canvas and remember to share with other teams as well!

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RETRO DIAMONDS

Sharing is caring. When your team has made proven improvement to your ways of working, why keep it to yourself? Share your learnings!

Add it to this canvas so that you will remember it yourself better and your colleagues from different teams can learn from your crown jewels.
By having these publicly visible you will also communicate actively that you are constantly developing the core, your team.

As always, a few minutes in silence before everybody shares their thoughts.
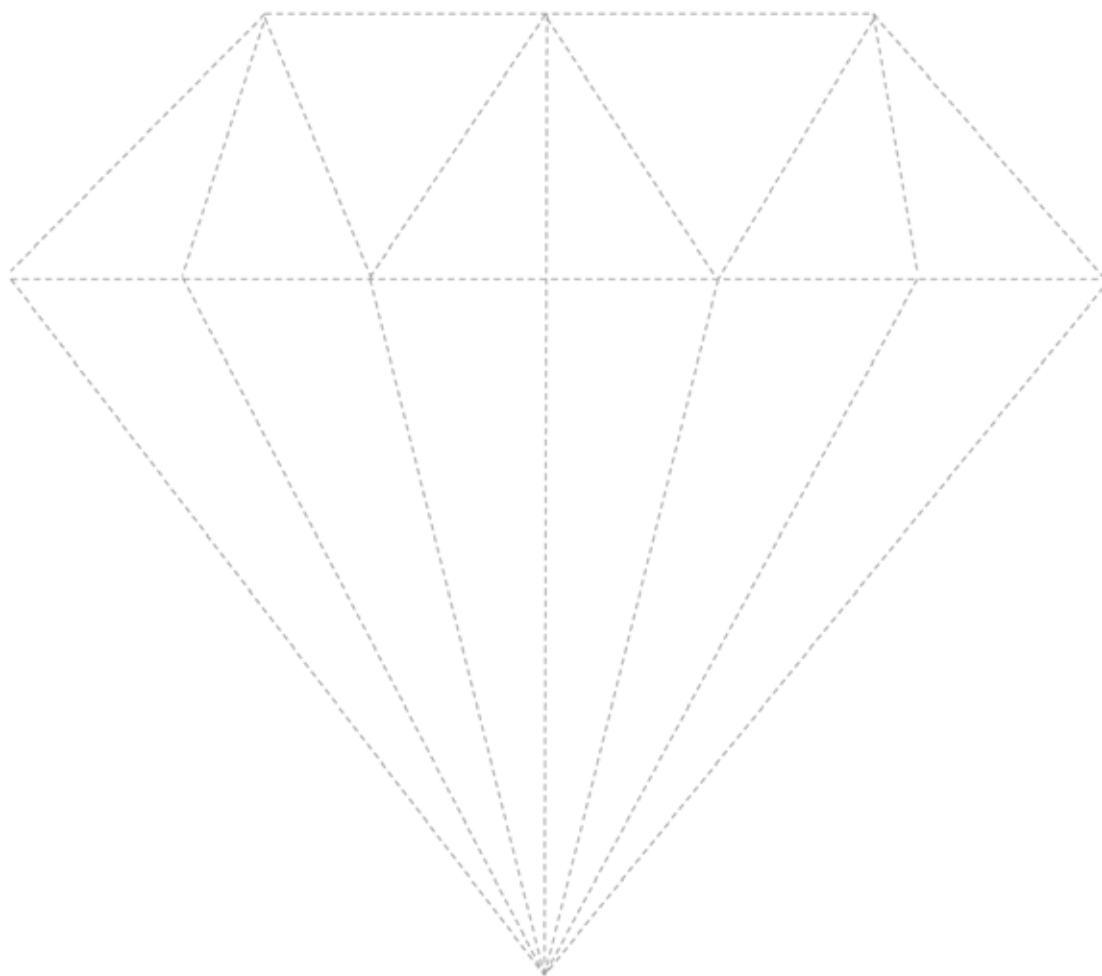
Our Greatest Retro findings

You probably decided to do some changes in the previous retro. Which one of those changes turned out to be the best one? if you did multiple really good changes, add them all!

RETRO DIAMONDS - Remember and share your teamwork learnings

OUR GREATEST RETRO FINDINGS.
COPY WITH PRIDE.

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EXPERIMENTING

If you were working on something obviously extremely difficult and complicated, like the first landing on the moon, would you just assume that your calculations are right, the gear works smoothly, operating in the zero gravity goes as you assumed and the astronauts are ready for the mission, cause they look fit and smart? No. You wouldn't just put the pieces together and start the countdown. Instead you would cut the process into pieces and start step-by-step experiments with the engines, hardware, human factor and so on.

This canvas will help you focus on what is meaningful and critical in getting your business up and running. This is the antidote for idiotic corporate culture where you should follow the official process steps no matter what. "According to our Corporate Innovation Process we should build a prototype, because we are in phase B3… although we all can see from this canvas that the most critical thing is to test the value proposition." All in all: you should be doing what is important, not what is in a process.

OUR RISKIEST ASSUMPTIONS

At this stage of the LSC process you have made a lot of guesses and assumptions. Some of the assumptions might be educated, but for sure there are also some assumptions that are hard to recognize. Anyhow, it's time have a look at all those places where you had to move on rather than spend days figuring out the right answer.

This is how it goes: gather your team around this canvas. Each person lists one or two critical assumptions on a sticky note. A critical assumption is such that if it is wrong, the whole service vision fails. The assumption can be about technology, business, customer, the project itself, your organisation… it can be whatever is critical for building what you have planned and your concepts success at this moment.

Put all the sticky notes on this first column. Talk them over briefly. Then vote on which ones you think are most critical.

HOW TO EXPERIMENT

You can do this step with all the assumptions or just the most critical ones. However, it is better to write down all the assumptions before planning the experiments. An experiment is a simple, fast, and inexpensive way to get maximal knowledge (learning) about your assumption. A good experiment needs some creativity: it is so easy to fall into traditional methods that are often too cumbersome or heavy. For example, "We assume that our client organisations are willing to install new wi-fi to their venues." Slow and heavy experiment: "Let's have a marketing research agency conduct a study about it." Fast and inexpensive experiment: "Hey, we know the venue managers. I'll pick up my phone and call three of them right now to see what they think about it."

SUCCESS CRITERIA

The problem with assumptions is that they are your own assumptions. It is extremely important to define the success criteria before doing the experiment, because often the results from the experiment require some interpretation, and… well… we humans love to interpret so that it looks like we were right in the very beginning.

KEY FINDINGS

This is where the most valuable knowledge is gathered. This is where you write down the things you learned from the experiment. You will, of course, learn whether you met the success criteria or not. And you will learn lots of other things as well: e.g., about communicating your value proposition, about technological choices in building the experiment, about your customers when recruiting them to participate in the experiment, and so on.

EXPERIMENTING – Finding the answers before building it..

IF THE CONCEPT/BUSINESS WON'T WORK IT FAILS DUE TO:

OUR MAIN ASSUMPTIONS	HOW TO EXPERIMENT	SUCCESS CRITERIA	KEY FINDINGS

DO YOU THINK? DO YOU KNOW? DID YOU CHECK?

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PRE PHASE, THE MANAGEMENT TRACK

Through hundreds of LSC projects, we've gotten a lot of requests for different types of tools & canvases, such as portfolio management, strategy and leadership to name just a few.

We're trying to keep the canvas set as simple and compact as possible, so naturally we couldn't fulfill every single wish. In this section we do, anyhow, introduce three new canvases that should address the most frequent *managerial* issues we've come across. We present to you: LSC Management Track.

First of, everybody should know what the goal of your project is. You'd be surprised how often problems in projects actually arise from bad briefs. Second, the team should understand why it is important to achieve the goal, and third, how the results will be measured. Don't mess up a perfectly nice project with the wrong metrics!

FOR MANAGEMENT

TRENDS

You can't plan your each and every move in the digital future. The world changes way too fast for that. You can, however, examine the bigger trends around you and make informed predictions into the future.

This enables you to form strategies, instead of mindlessly reacting to what competitors are doing, and lead the way.

This canvas is a tool to make the megatrends visible in your business. It's a good idea to give this as a homework for the team and management so they can fill it some days while doing their daily routines.

MEGATRENDS

Choose the most relevant megatrends for your business and your clients and add some more if relevant.

HOW DOES THE MEGATREND SHOW UP IN THE DAILY NEWS

Look for news that reflect the megatrend in your business domain and generally. What's the tone of voice? These give you glance of what's already happening.

HOW DOES THE MEGATREND SHOW UP IN ADVERTISEMENT, MEDIA, SOCIAL MEDIA, ENTERTAINMENT AND PRODUCTS

Do the same exercise in the advertisement and entertainment world. These give you view on what's happening next in the domain. They communicate about the value shifts.

TRENDS AND PHENOMENA THAT INFLUENCE THIS PROJECT

Do an analysis of your findings. What brings opportunities and what poses threats to your business/project.

TRENDS – Look in the big world and what kind of possibilities & threats there are...

MEGATRENDS

Globalization	Urbanization	Climate change	Democratic change	Technological development	Individualism	Shifts in global economic power	?

HOW DOES THE MEGATREND SHOW UP IN THE DAILY NEWS?

In your domain?

In general?

HOW DOES THE MEGATREND SHOW UP IN ADVERTISEMENT & MEDIA & SOCIAL MEDIA & ENTERTAINMENT & PRODUCTS?

In your domain?

In general?

TRENDS & PHENOMENA THAT INFLUENCE THIS PROJECT?
Brings opportunities   Poses threats

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STRATEGIC BUSINESS OBJECTIVES

Successful work is always based on having common ground on what we are doing and why.

An easy way to give teams as much autonomy as possible is to base decisions on tested facts not on managements opinions.

LSC is all about building on validated learnings. That's why the decision to start the whole design/development process should be based on facts as well.

With this canvas you will end up having one or more business objectives you can start to evaluate, iterate and learn from with the LSC core process.

WHAT IS OUR STRATEGIC FOCUS AREA?

What part of our strategy are we trying to tackle? Try to be specific – Even though we know that everything is always interlinked.

WHAT DATA TELLS US

After analyzing the data we have of on our customers, products, business, competitors, trends etc. we've derived the following conclusions. Be sure you can show this data and the conclusions to the team working on the topic.

BUSINESS OBJECTIVE

Based on the strategy and the findings of the data what kind on initiatives we could have to fix the problem or sees the momentum? There should always be multiple possibilities to solve the issue. If you end up with only one did you come up with it before analyzing the situation, before understanding the problem? Having multiple options also helps you to understand and frame the actual business initiative.

WHY SHOULD WE DO THIS?

Why should we try to solve the strategic issue with this initiative? What's good in it? Does it enable fast learning with modest resources or why?

WHY NOT?

Try to prove yourself wrong. Why shouldn't we do this? Too long learning cycle? Out of our reach? Poor fit with current teams knowhow?

STRATEGIC BUSINESS OBJECTIVES — How do we decide what to do?

WHAT IS OUR STRATEGIC FOCUS AREA?

WHAT DATA TELL US?

BUSINESS OBJECTIVE	BUSINESS OBJECTIVE	BUSINESS OBJECTIVE
WHY SHOULD WE DO THIS?	WHY SHOULD WE DO THIS?	WHY SHOULD WE DO THIS?
WHY NOT?	WHY NOT?	WHY NOT?

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SUCCESS IS A PROCESS

Especially in the digital world (but not limited to) the hardest thing for organizations to grasp is that the service isn't ready when the first version is out. It's an everlasting iterative learning process. And due to that the key metrics change during the life cycle.

The most typical problem is that when the MVP is out the management is just looking at the revenue it's bringing and dooming it as a failure. This canvas tries to create the discussion on seeing the different phases and setting phase specific metrics. It should make visible the work needed to create a successful product or service. Fill it up with the most relevant stakeholders.

CRITERIA FOR SUCCESS

What are we aiming at with this phase? What is the best metrics to help us guide the work to the correct direction? What should management follow? Why this metrics? How does it differ from the next phase?

You can and quite likely should fill this row already in the beginning of the project. You will need to redo it as the project advances. Having some idea of the phases will help you communicate the long road to other stakeholders. Just remember to iterate! If you are in an environment where it-eration isn't that acceptable don't fill more than the current and next phase.

CURRENT STATUS

Where are we now compared to the Success criteria? What are we doing and experimenting. Refill this weekly.

Just to clarify per week you are filling only one column at a time.
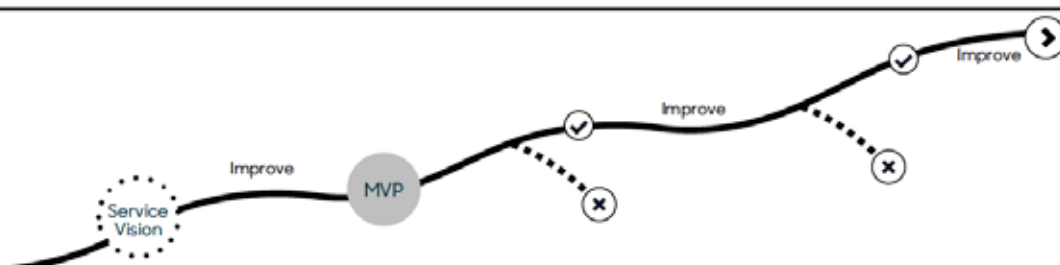
LEARNINGS AND ASSUMPTIONS

What have we learnt? What does the metrics tell us? What kind of conclusions can we pull out of it?

ACTIONS

What have we decided to do based on the learnings? Be as concereate as possible.

SUCCESS IS A PROCESS — Where are we and were do we aim next?!

	FINDING THE PROBLEM WORTH SOLVING	BUILDING THE MVP	MAKING IT STICK	GROWING IT HUGE	MAKING MONEY
Criteria for success	Identify a problem painful enough that it's worth solving. Will anyone care?	Build the first functional version of your validated idea. Can we build it on time and in budget.	Address the problem in a meaningful way. Can you make people return and stick?	Start organic and artificial user acquisition activities. Are your users inviting new users?	Focus on optimizing revenue and profits. Can you fund the operations so that the business plan is still solid?
	Goal accomplished ☐	Goal accomplished ☐	Goal accomplished ☐	Goal accomplished ☐	Goal accomplished ☐
Current status					
Learnings & assumptions					
Actions					

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SERVICE VISION SPRINT

This is the core of LSC. It's often called as "just" the design phase but it's so much more. Regardless of what you are doing: creating a totally new business, making iterative enhancements to existing service or anything between this phase you should always do.

After this you will know what your service is all about. You will have a validated value proposition and a tested business case.

It's an iterative process. You should do most of the canvases a few time as your concept has evolved and focused. Don't move ahead until all your base assumptions have validated.

So why is the service vision sprint so important? It's the phase where you get you multidisciplinary team on the same page. Here you give ownership to all of the team members. You make the work truly meaningful to everybody as you let the team members meet the end users, understand their needs, care and build together a service/feature/business that will rock.
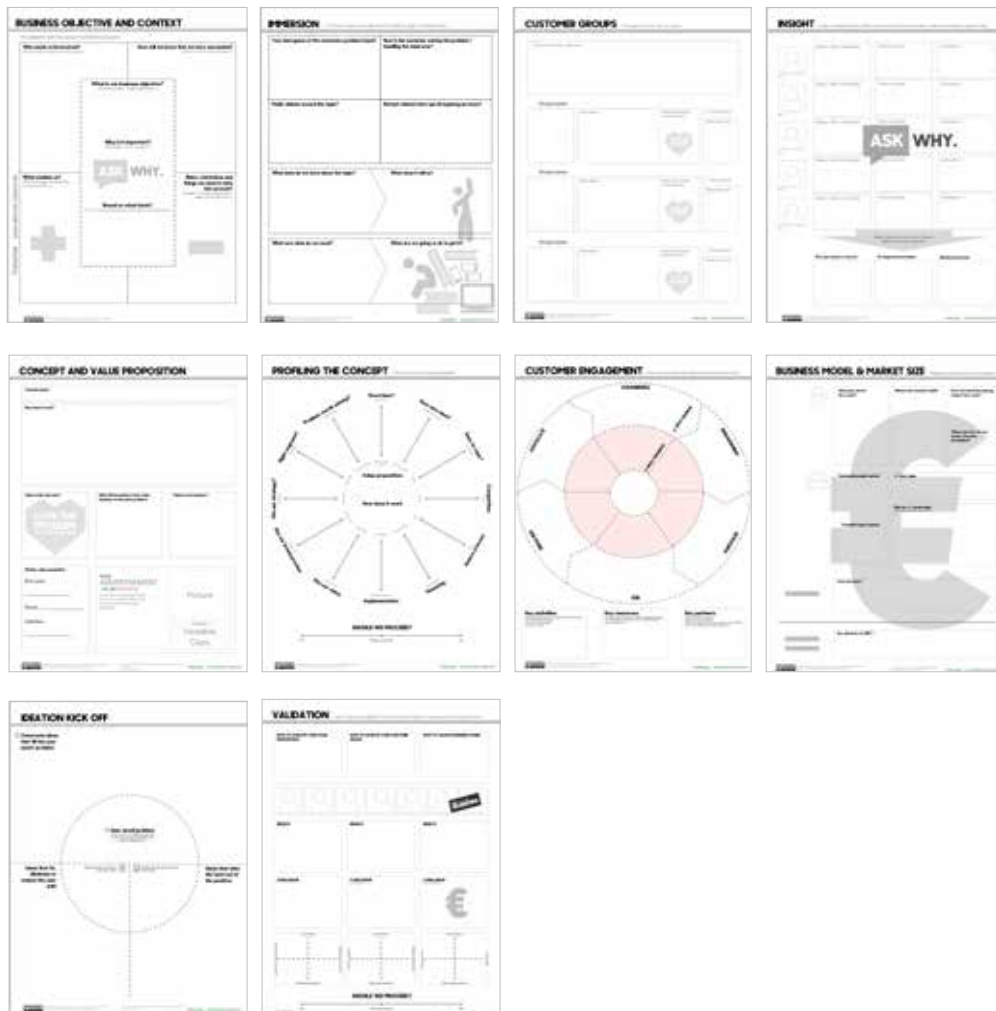
BUSINESS OBJECTIVE & CONTEXT

Why is your company doing this? What business objective are you solving by building this product or service? This is where you tie your project to the larger context of your company.

Therefore, it is essential to start off *together* with the manager, who came up with the business need/service/product/idea in the first place. It's really important to consider what is the expected business impact of whatever it is that you're designing. It will help you focus on the right goals and make decisions independently. You're not just building an app or a service. You're trying to achieve something bigger.

WHAT IS OUR BUSINESS OBJECTIVE?

Which business goal / problem / need / opportunity of your company are you solving? This should be an objective that can be solved in many ways. A good business objective does not imply a pre-defined solution.

WHY IS IT IMPORTANT?

You should be doing something that has a meaning and creates a positive impact when successful. How does it fit your company's strategy? Your department's strategy? Any other reasons why this particular business objective is more important than others?

BASED ON WHAT FACTS?

What data do you have to back all this up? Facts over opinions. This question is here for two reasons:

1. Making sure we have the facts collected why we should do this project
2. It gives a common ground for the team and management. #transparency

WHO NEEDS TO BE INVOLVED?

There are probably other people to keep onboard as well. Who are the internal stakeholders? People from other projects? Any veterans who have earned their battle scars? Third parties that are essential in providing the service to the customer? Brand and marketing? Customers will be listed in the following canvases.

HOW WILL WE KNOW THAT WE HAVE SUCCEEDED

Imagine yourself one year from now. How do you know that you succeeded in achieving the business objective? Number of customers? Profit? Twelve percent growth? Fame? A medal from the king of Sweden? – Does your boss agree with this? Next, answer the same questions for one month from now. Think about the process. – How do you know your project is proceeding smoothly?

WHAT ENABLES US?

Is there some special resources that gives your team or company an advantage doing this? – Existing user pool or infrastructure? Unique data, knowhow or resources?

RISKS, RESTRICTIONS AND THINGS WE NEED TO TAKE INTO ACCOUNT

A limited budget or schedule? Your huge corporate bureaucracy? Too many internal stakeholders? Your current business is doing too well to support risk-taking? Or perhaps you know that your team lacks certain skills?

BUSINESS OBJECTIVE AND CONTEXT

Fill together with the person funding this project

Who needs to be involved?
(stakeholders, old and related projects..)

How will we know that we have succeeded?
(After a month? After one year?)

What is our business objective?
(business problem/need/opportunity..)

Why is it important?
(How does it fit our strategy?)

ASK WHY.

What enables us?
(Brand strategy, competences, market position, ...)

Risks, restrictions and things we need to take into account?
(Budget, Schedule, Organization, Legal, Current business..)

Based on what facts?
(The most essential data we have about the objective?)

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IMMERSION

We know. You have lots of ideas and the team wants to start the fun hands-on design work from the scratch. – Stop!

Take some time and go trough these questions with the team. Doing your background work properly will save you weeks of time later. And remember: it's not a shame to copy and learn from the best solutions in the market. Discover the best solutions around and build on that.

OUR BEST GUESS OF THE CUSTOMER'S PROBLEM At this stage, what is your best guess of the problem that is worth solving for your customer. Don't worry if you are unsure, just write down your educated guess. Btw, this is also your best guess of who your customers are ;) Knowing how your customers use your existing services doesn't mean that you understand the customer's point of view, their daily life and their problems worth solving.

HOW IS THE CUSTOMER SOLVING THE PROBLEM / HANDLING THE NEED NOW? Your business competitors are not often the only alternatives the customer has in solving his/her problem. You might be competing for the customer's time and attention. The competition might be the customer's friends and a good bottle of wine. Or even better: often a viable alternative to your solutions is for the customer to just let it be and do nothing at all. That's a real competitor.

PUBLIC DEBATE AROUND THE TOPIC What do the papers write about your topic? What about social media? The conferences in your business? This is a great way to understand the problems, feelings and current issues surrounding your topic. Also, your service should aim to bring something new to this debate: a solution everyone is craving for.

HOTTEST RELATED START-UPS AND INSPIRING SERVICES When was the last time you were inspired by a cool new service? In your work? In your private life? List the awesome stuff that inspires you. It might have nothing to do with the service you

are working on, but there has to be a reason why you and all the other people love it. What is the thing that makes it so catching?

WHAT DATA DO WE HAVE ABOUT THE TOPIC? If you have been working on the branch for years or you even have existing service or user pool related to the topic you are working on, you most probably have valuable data about it. Exclusive data might be your unique advantage on the market. – Do not underestimate the value of it.

WHAT DOES IT TELL US? What does the data tell you about the users? How many are there, how much they pay, how often they use your service, how many have left the service and so on. Look also the trends of the figures. If suitable you can use the Growth Hacking canvas to map your conversion funnel. What does the data tell you of your old business and/or competitors business? – Can you find an business opportunity that you should try to take advance of?

WHAT NEW DATA DO WE NEED? What data would be valuable to have before moving forward with the concept? Should we add better analytics to our current service before trying to guess what to fix? Is the relevant information trapped to some other division of the company? Typically there is more data available than is accessible directly to you / your team. What data do we need? Do we need to order a market research? Do some cross analyzes of the data we already have?

WHAT ARE WE GOING TO DO TO GET IT? Share the tasks and define who will be responsible. Make sure you get all the relevant data fast enough so that you really build the next phases of LSC on top of hard facts. If there is a 3 week que to the data analyst buy some bun and try to get ahead of the line. Learn to do the analyses yourself. Do whatever it takes to get the data.

IMMERSION
- To know where you are and to build on top of others work.

Your best guess of the customers problem/need?

How is the customer solving the problem / handling the need now?

Public debate around the topic?

Hottest related start-ups & inspiring services?

What data do we have about the topic?

What does it tell us?

What new data do we need?

What are we going to do to get it?

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CUSTOMER GROUPING

This is the canvas for grouping your customers. Remember, you can't get it right the first time. Refining and re-drawing your customer groups based on what you learn is the secret to success.

Start with one group, unless it is bloody obvious that there are two clearly different ones. As you learn more about your customers and their problems, you probably find rationale to split the group.

Oh, and defining your groups by basic demographics is simply lazy. Different groups have different problems worth solving. Love the problem!

COMMON IN ALL CUSTOMER GROUPS

You can start with this box or fill it last. The point is that your groups might have different problems, but nevertheless, there could be common things among them. If they are common enough, perhaps they can all become your customers.

GROUP NAME

Yup. You better name your group. Write it on a sticky note, you will change it many times later on. And while you're at it, draw a picture that represents your group. Or why not print a descriptive photo. Have fun with it.

DESCRIPTION

Write down three bullet points that describe a person that fits your group. Think it like this: if a person walks up to you, what are the three most important things so that you know whether this person is in your group or not.

PROBLEM (ASSUMED) WORTH SOLVING

From the customer's perspective (a customer who fits into this group, of course) what is the problem s/he has that is worth solving. And if you haven't yet talked to any real person in this group, write down your assumption.

MAIN GROUP? WHY/WHY NOT?

The thing that is bound to happen is that you will have more than one group. Unless you have rock solid reasons for working with several groups at the same time, choose one as your primary group. Then write down your rationale: why is this the main group and why the others are not. Keep in mind, you can come back to this canvas anytime and make a new decision. (Unless you ordered the "LSC Canvases Stone Slab Special Edition". In that case your decisions might be... well... carved in stone. :P)

CUSTOMER GROUPS - Choose who you aim to serve.

Common in all user segments:

Group name:
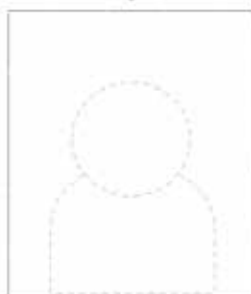
	Description:	Need (assumed) worth solving:	☐ Main group?
		LOVE THE PROBLEM	Why/why not?
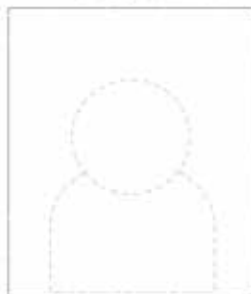
Group name:

	Description:	Need (assumed) worth solving:	☐ Main group?
		LOVE THE PROBLEM	Why/why not?

Group name:
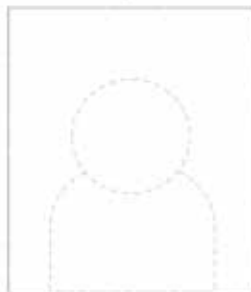
	Description:	Need (assumed) worth solving:	☐ Main group?
		LOVE THE PROBLEM	Why/why not?

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INSIGHT

Get out of your office and meet some real people! What you are looking for are insights about your customers/end users and to find a problem worth solving.

That's why your first interviews are so-called "problem interviews": you are doing your best to see the world from their perspective and to find a problem that you might solve for them. Ask for facts and examples, ask them to draw a picture if need be. Ask why, ask why again, and then ask why once more. Then ask why. They should talk 80% of the time, you just softly guide them and ask for clarifications if need be. Do not, I repeat, DO NOT talk or ask about your solutions or ideas for a service. The gods of ethnography shall smite you if you present a solution at the problem interview stage! Immediately after each interview, write down the three most important findings. How many should you interview? Start with five. See also the end of this booklet. There we have added a special cheat sheet for doing good interviews.

INSERT PHOTO HERE

You met real people – right? Let it show! Ask the interviewee if it's OK to take a photo of them. An authentic snapshot makes it easier for you to recall the situation and the person you met. It is also a practical way to show your team and the product owner that you didn't just come up with some insights and they are based on answers and opinions from actual people instead.

NEEDS + OTHER KEY FINDINGS:

What were the important tasks, jobs and pain points the interviewed customers told you about? How can you help their daily lives? What did this person really need? What do they need to do?

THINKS AND FEELS

Every successful service resonates on an emotional level. Therefore, you need to understand how people think and feel about the topics related to the problem domain. What were the feelings and aspects related on the need / existing way dealing with the problem?. Did you find something the users really liked or was there something frustrating or painful? Write in down. If you forgot to ask them how they felt about things, call them back. Now! And don't forget to do that for the next interview.

SURPRISED US

What unexpected things you learned? Something new? This is pure gold: this is you learning about your customers!

THE USER NEEDS A WAY TO

Make a conclusion: what do you think they actually needed? Maybe they said they need coffee, but you think they actually need something to wake them up in the morning. Write here a good quote of what they actually said. Also, write here any key findings you think are relevant.

RELATED EMOTIONS

Did you find positive feelings or aspects to emphasize, or frustrating things or negative emotions or aspects you could tackle?

IT'S IMPORTANT BECAUSE

What makes your findings important? Is your insight and the problem really a real problem worth solving? Do you already see some unique advantage your company or business has related to these findings?

INSIGHT – Deep understanding of the customer's motivations that unlocks a business opportunity

Name:	Needs + other key findings:	Thinks and feels:	Surprised us:
Name:	Needs + other key findings:	Thinks and feels:	Surprised us:
Name:	Needs + other key findings:	Thinks and feels:	Surprised us:
Name:	Needs + other key findings:	Thinks and feels:	Surprised us:
Name:	Needs + other key findings:	Thinks and feels:	Surprised us:

ASK WHY.

Select the needs we want to solve to fulfill the business objective:

The user needs a way to:	It's important because:	Related emotions:

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IDEATION KICK OFF

Business problem? Check. Customer segment? Check. Talked with several people in that segment? Check. Great!

Now you are welcome to this canvas, where you finally have the permission to create ideas for solutions that solve your business problem AND solve the problems worth solving for your customers.

First fill the inner circle based on the insight from the interviews and then brainstorm around them to find large and small ideas. Do not hesitate to use any good ol' brainstorming techniques here, such as How Might We... statements or other tips'n'tricks for breaking mental logjams hindering creativity.

USER NEED/PROBLEM

From the interviews select the customers needs and problems that you want to solve to reach your original business objective.

NEGATIVE ASPECTS AND EMOTIONS

From the interview write down the negative emotions attached to the selected problems and needs. These are the negative thoughts, feelings, emotions, hurdles etc. that the customer has in doing or related to those jobs. Remember, that these emotions exist independent of your service.

Sometimes people are so used to their daily routines that it's hard for them to recognize the jobs and aspects which could be managed more easily. To find these routines you have to ask questions of concrete situations – for example daily steps in detail. "What did you do next? Why? How did it go? How it could have been better?"

POSITIVE ASPECTS AND EMOTIONS

These are the positive thoughts, feelings, aspects, emotions, results etc. that the customer has in getting solving those needs.

IDEAS THAT SOLVE THE CUSTOMER'S PROBLEM

After you have selected the needs, problems and emotions you are going to solve, you can start to brainstorm solutions. Ideate small or large ideas that fill the user need or solves their problem. The idea doesn't need to be a "full" idea, it can just solve one angle of it. You might even call them just features.

IDEAS THAT FIX, ELIMINATE OR REDUCE THE CUSTOMER'S PAIN

Now try to create ideas that aim to remove or reduce the negative aspects and other things that cause the negative emotions.

IDEAS THAT TAKE THE BEST OUT OF THE POSITIVE EMOTIONS

Focus on the positive emotions and try to ideate how could you make the most out of the positive emotions. How can you amplify to positive as much as possible.

IDEATION KICK OFF

② **Concreate ideas that fill the user need/ problem**

① **User need/problem**
Write it down on a high enough level
so that your ready made idea is not
the only solution to it.

Ideas that fix, eliminate or reduce the user pain

Related negative emotions ☹ and their cause:

☺ Related positive emotions and their cause:

Ideas that take the best out of the positive

The Value Proposition Canvas is the property of Strategyzer.com and Strategyzer AG.
www.strategyzer.com

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CONCEPT AND VALUE PROPOSITION

After you have brainstormed and generated ideas, select the best ideas of all three groups and form a full concept of them.

You might end up with multiple concepts to choose from. After you have brainstormed and generated ideas, select the best ideas of all three groups and form a full concept of them. You might end up with multiple concepts to choose from. Keep your focus on the customer's problem, feasibility, and business potential while creating the concept. You might want to read over your canvas #1 to remind yourselves what is the business objective you are aiming at.

HOW DOES IT WORK?

Describe how the concept works. What does the customer or end user do with it and what happens "under the hood" on a rough level.

VALUE TO THE END-USER

What is the value the solution brings to the user or customer? What is the problem it's solving and how?

WHAT MAKES OUR SOLUTION SPECIAL?

How is the solution different than what is already in the market? Why our solution is better?

VALUE TO OUR BUSINESS

How does this solution fix our business problem? What direct in indirect value does it create?

WRITTEN VALUE PROPOSITION

You should now have everything you need to write a good value proposition: you know your customers need/problems,

you know the emotions attached and you know how your solutions is fixing the needs, reducing negative emotions and taking the best out of the positive.

CONCEPT NAME

Now it's time to give the concept a describing name. Especially if you have multiple concept ideas it's good to give it a name so you can, as a group talk, about it more easily.

FAKE ADD

The fake advertisement is your first prototype you take to your customers. It is a perfect prototype to test your value proposition. Use the template to design a print ad that could be in a newspaper or a bus stop.

Choose a picture that is informative and relays the feeling and relationship you want. Remember, most people only look at the picture. Brainstorm a good headline that attracts the right customer to read more.

Reserve some time for writing the copy. Write it as a letter to a another person. Then, depending on your time, finalize your advertisement with pen & paper or design tools and proper brand guidelines. Try out few different approaches and see how customers understand them. If you find it hard to explain your solution and the value to your customer in a fake ad or landing page, your concept might be too complicated!

CONCEPT AND VALUE PROPOSITION

Concept name?

How does it work?

Value to the end-user?

LOVE THE PROBLEM NOT THE SOLUTION

What differentiates it from other solutions to the same problem?

Value to our business?

Written value proposition:

End-user:

_____

Need: _____

Solution:

_____

FAKE
ADVERTISEMENT
THE FIRST PROTOTYPE

Create the first prototype of your service by creating a fake ad. You can use it to test your value proposition.

Picture

Caption

Headline

Copy

The Value Proposition Canvas is the property of Strategyzer.com and Strategyzer AG.
www.strategyzer.com

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PROFILING THE CONCEPT

Allright. At this phase you have the idea of your initial concept ready. Before you start pouring more cement into your concept it's time to slow down for a moment and have a sanity check. Is the concept still fitting the original business objective? Is it feasible considering your resources?

We call this phase The Death Star. It might be somewhat theatrical but it reminds you that you have to make decisions. Are you really ready to proceed? Should you iterate, or even kill the concept and take several steps backward. In the words of Obi-Wan Kenobi: "That's no moon…"

A. VALUE PROPOSITION
To ensure that everyone are on the same page, add the value proposition here.

B. HOW DOES IT WORK?
Describe the concept shortly. List the key functionalities, solutions and required elements whatever they might be to make sure the whole team is talking about the same concept.

C. PROFILE THE CONCEPT
First start filling the star. Be democratic and forget each other's rank and status. Start with silent work. Let everyone mark his/her own estimates on the scale.

When you are done. Use time to discuss and justify each one's opinions. In general you might consider the outer circle as the positive side and inner end as the negative. But it's really up to you. There are not strict rules or thresholds on what is good enough. If you want, you can set the thresholds in advance when you have set the goals for the project.

D.VOTE
When you have filled the profiling tool you have a picture of the concept. Does it fill the goals and expectations? Do you all understand what the concept is? Is it doable? Should you proceed with the concept? Discuss and vote. Or discuss and let the leader/product owner make a well-informed decision. Remember! It's not a shame to iterate. It is a sign of courage to go back and admit that you are smarter now than you were before.

PROFILING THE CONCEPT – It's time to face the wet blanket
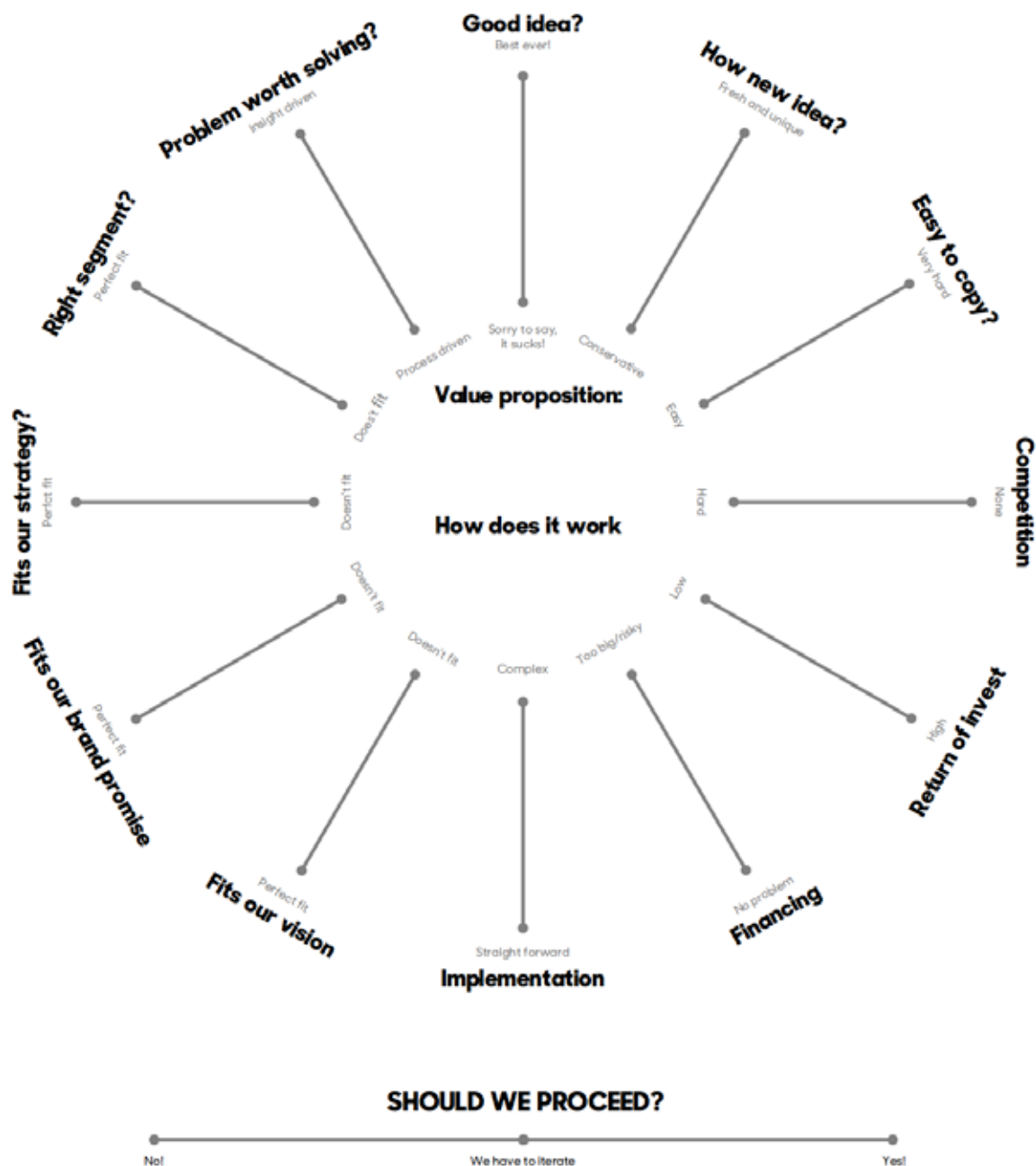
Good idea?
Best ever!

Problem worth solving?
Insight driven

How new idea?
Fresh and unique

Right segment?
Perfect fit

Easy to copy?
Very hard

Process driven

Sorry to say,
It sucks!

Conservative

Value proposition:

Doesn't fit

Easy

Fits our strategy?
Perfect fit

Doesn't fit

How does it work

Hard

Competition
None

Doesn't fit

Doesn't fit

Low

Fits our brand promise

Complex

Too big/risky

Return of invest
High

Perfect fit

Fits our vision

Straight forward

Implementation

No problem

Financing

SHOULD WE PROCEED?

No!   We have to iterate   Yes!

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CUSTOMER ENGAGEMENT

A product is much more than just interaction between the user and the interface. Consider yourself lucky if your customers like your value proposition so much that they go through the effort of getting your UI in front of their faces.

A good service is a continuous cycle of getting new leads and turning them into happy customers. A successful service is one that succeeds in helping customers take the next step in the cycle by becoming advocates for your service. To keep that cycle turning and not churning, you need to define activities, resources and partners.

AWARENESS

Where are your customers? Where do they go to when the problem worth solving rises? Do they call their niece or nephew? Do they search for an answer from Google? Do they pick up a manual? Maybe ask Facebook friends? – Whatever the answer, you should be there where your customers are, and when they are in the right mindset. That is when they should become aware of your service. Write down 2–3 most important places/ways and how you catch their attention.

ENGAGEMENT

Now they've heard about your service. Great. But you need to get them to engage more with the service, to do something that makes them think that your service might be something valuable worth trying. Is it a brochure, a landing page with valuable information, a free trial, a discount coupon, or a personal visit from you?
.

PURCHASE

The customer should by now have a good idea of the value you are proposing for them. How do you make them buy your service? What are they thinking at this stage and what are their alternatives? How can you help them make a purchase decision? Remember, sometimes there is no money moving at this stage (e.g., your service is free of charge, or free to download). This is really about the decision to acquire the service and the decision to start using it.

USE

Yay! They did the purchase and you are on the right track. However, it doesn't end here. Now you need to deliver the promises you have made in the value prop. To put it simply, you need to get them to use your service! Write here what happens the very first time they use it. First impressions are important.   »

CUSTOMER ENGAGEMENT – How do we make people advocate the service

AWARENESS

ENGAGEMENT

2 WHAT ENABLES

1 WHAT PREVENTS

ADVOCATE

USE MORE

USE

PURCHASE
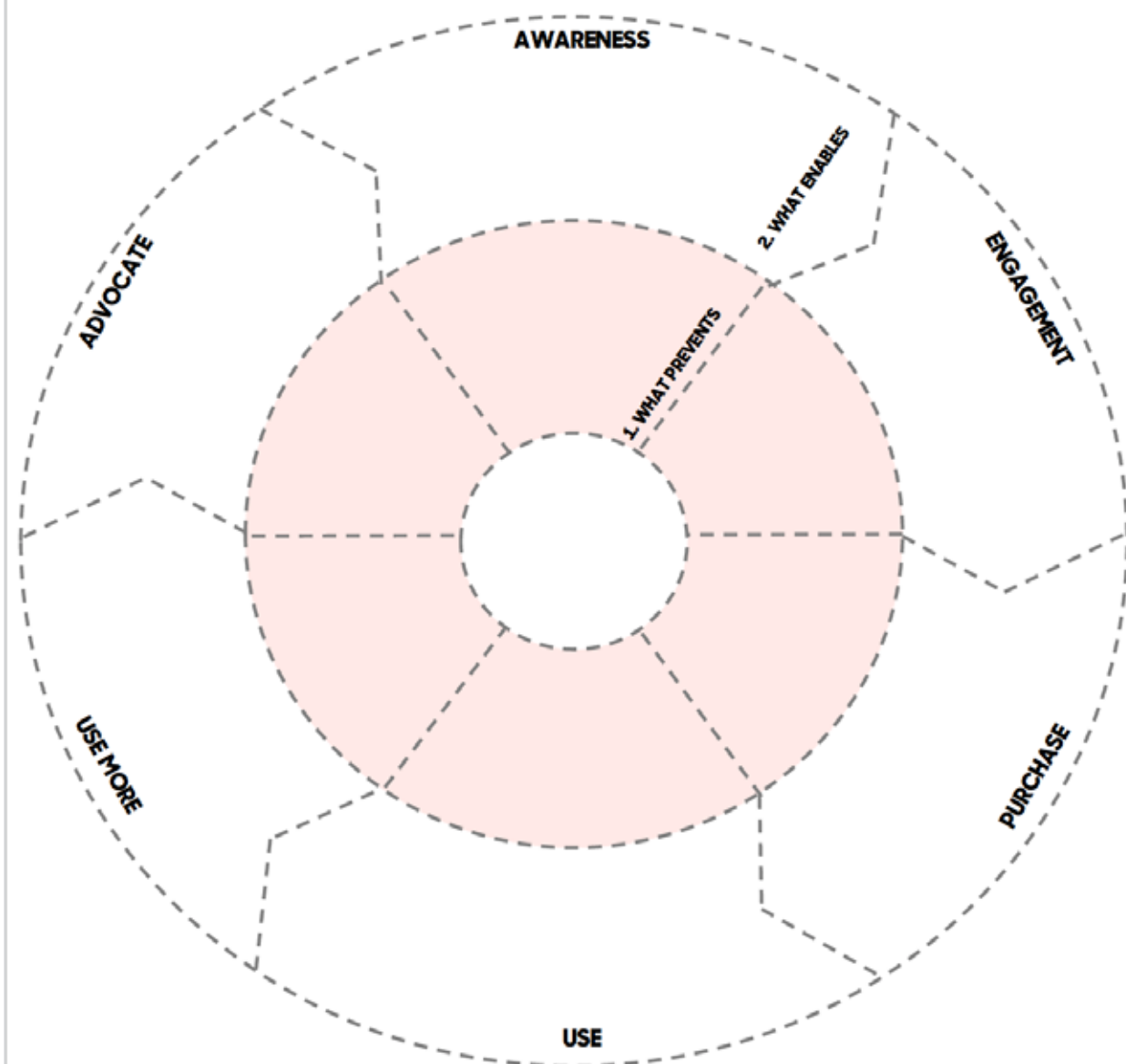
Key activities:
What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

Key resources:
What Key Resources do our Value Propositions require?
Our Distribution Channels? Customer Relationships?
Revenue Streams?

Key partners:
Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

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CUSTOMER ENGAGEMENT

USE MORE

They say that a huge majority of mobile apps are used only once. So how do you get them back to your service again and again? Plan a way to make the service an integral part of their work/life/thoughts/actions!

ADVOCATE

How to change the customer to your sales person? If the customer really loves your service, she is probably willing to share and recommend it to other people. Save your marketing costs and find a strategy to really make it viral!

WHAT PREVENTS?

You can look at the customer journey as a circle with two tracks. The first track is listing the obstacles that currently make it difficult for your customer to move from one phase to another. They can be thoughts, feelings, prejudice as well as physical obstacles, missing touchpoints or lack of functionality.

WHAT ENABLES?

This is the second track of the circle. List here how you will make it easy for the customer to go from one step (phase) to another. These are your answers to the problems identified in the "What prevents?" track.

WHAT PREVENTS?

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KEY ACTIVITIES?

At this stage you have a good idea of how your customer journey (ideally) goes from one step to another. Look at the journey and now identify the most important activities you need to do to keep that circle rolling. Actively monitoring search keywords in Google? Service desk at the brick-and-mortar office? Delivering the product to the customer's home? Getting credit-card payments for your service? It is usually good to separate the activities to keep the service working, and the activities to build the service in the first place.

KEY RESOURCES?

What are the most important resources you need to have (or already have) to keep the circle rolling? Your existing customer base in your CRM system? Data on actual use? A trusted brand? A working distribution channel? A working billing/invoicing relationship with the customers?

KEY PARTNERS?

Wouldn't it be nice if you could do everything? Well, often you can't and more often you shouldn't. Maybe there is an existing business that does not compete with you but has a working delivery channel or a fantastic customer relationship, or just the perfect brand. Or maybe they are your suppliers that provide you with the gadgets or raw materials. Whatever the case, list here the partners plus the key activities and resources they bring to your customer journey circle.

BUSINESS MODEL & MARKET SIZE

This is the canvas for seeing if this makes any sense from the perspective of costs and revenue. Sometimes people like to jump into these questions earlier than this.

This is the canvas for seeing if this makes any sense from the perspective of costs and revenue. Sometimes people like to jump into these questions earlier than this. However, we believe that there lies a danger of calculating the business without having a good enough understanding of your customers and the actual thing you should build for them. Like all the questions in these canvases, some answers might require lot of work. Therefore, you have to use your judgment in balancing between "best guess" and "accurate data". Start with your best guesses and then dig deeper only on the most critical ones.
Who pays whom? How much?

Yes, as simple as that. How much do your customers pay and to whom? Maybe they pay your partner and not you directly? Maybe your service is free? Maybe there are different prices for premium and basic levels?

WHAT IS THE REVENUE MODEL?

Where do you get your money? Directly from the paying customers or from your partners in a revenue sharing model? Or perhaps your service boosts the sales of your other ser-

vices and your revenue is indirect? And what is the model of getting that revenue: monthly subscription, one-time fee, pay-per-use...?

HOW ARE CUSTOMERS PAYING TODAY? HOW MUCH?

If you have found a problem worth solving, then people are already dealing with it somehow – if not, the problem you have found is probably not big enough to be a true business case. Anyway, often they already pay something to someone at some stage of their current solution. And remember: Time is money!

WHERE AND HOW DO YOU ANCHOR THE PRICE PERCEPTION?

When Apple introduced the iPad, did they say that it was like a smartphone but bigger and more expensive? Or did they say that it was like a laptop, but lighter and less expensive? You get the point, right? »

BUSINESS MODEL & MARKET SIZE – Making sure there is the business

Who pays whom? How much?

What is the revenue model?

How are customers paying today? How much?

Where and how do you anchor the price perception?

Total addressable market:

1ˢᵗ year sales:

Plan for 1ˢᵗ month sales:
How much? How? To whom? Who?

Potential target market:

Cost structure?

Key elements for EBIT?

This canvas has elements from the Business Model Canvas (originally by Strategyzer AG.

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BUSINESS MODEL & MARKET SIZE

To do this, you should have a good idea of the existing solutions that people have and the price perceptions they have about related services. Netflix 10€/mo. Spotify 9.99€/mo. Smartphone apps <5€. Social networking tools 0€. Strategic digitalization consulting 6 000 €/day.

TOTAL ADDRESSABLE MARKET?

So how much are there people who fall into your segment? Three, 3 000 or 3 million? Total addressable market is absolutely everyone who could buy this. What is your market? Local, national, global?

POTENTIAL TARGET MARKET?

The fact of the matter is, not everyone will buy your service or product. They might get the competitor's product, they might not have the money at the moment, or whatever. This is your educated guess of how many customers you actually could get, if all goes well. Yes, it is tricky to estimate, but just do it.

1ST YEAR SALES:

The first year, how much will you sell? How many customers and how much revenue? What is realistic? Can you commit to this?

PLAN FOR 1ST MONTH SALES:

Where do you go first? Who are the most potential first customers that you should sell this to? Does the time of the year matter (e.g., hockey fans have a different emotional mindset off-season and on-season)? how many customers and how much revenue?

COST STRUCTURE?

Best things in life are free, but running a service is not one of them. What are most important costs? – Salaries, advertising, fuel for trucks, service and upkeep of your backend, royalties for IPR owners…? It is usually good to separate development costs and the running costs to see how much it takes to make it happen and how much it takes to keep it running. Again, start with your guesstimates and then dig deeper when needed.

KEY ELEMENTS OF EBIT?

EBIT is earnings before interests and taxes. In other words, your profit, which is revenue minus costs. Simple, isn't it. However, there are sometimes key elements that influence the EBIT more than others. Is there some cost that changes depending on, for example, the weather? Is there a revenue stream that has better margins than others? Is there some element that you should optimize more than others?

VALIDATION

So we have a concept and in the old world we would now start to apply for financing for the implementation. But in the LSC model we need to go and test if our assumptions are correct, and does the concept rock or not.

Guess which approach saves more money? Keep in mind: don't aim to prove you have a great concept, aim to proof it sucks. Be honest to yourself and put your baby to the test.

HOW TO VALIDATE YOUR VALUE PROPOSITION

Take your value proposition and test it. Don't ask for mere opinions about it but instead measure the effects. Use the fake ads, user interviews, live landing pages, prototyping, piloting or whatever it takes to validate your value proposition.

The best way to know if your solution is crap, is to get the customers give you something of value. Will they pay real money to get it? Really hand you over 10€, not just say that they would? Or perhaps they agree to a pilot study? Or they give you their contact information to take part in further interviews? However, often at an early stage it is enough to see whether the customer understands your solution at all :)

HOW TO VALIDATE YOUR CUSTOMER GROUPING?

In order for the business to rock you need to have a wide enough customer base. Place here your plan for estimating the customer group for your value proposition. Interviews, Polls, etc are good tools.

HOW TO VALIDATE YOUR CUSTOMER GROUP'S WILLINGNESS TO PAY

Is the customer's problem such that the she is willing to pay for it? How much? Don't guess, validate! Insert your plan here. Use fake selling, interviews etc.

RESULTS

Insert your results from the three tests here. Be honest to yourself!

CONCLUSION

What kind of conclusions do you draw from the results?

VOTING

As a team, vote on your opinion about the conclusions. Two dimensions: have the tests been extensive enough and was it a success or not as a test? Did it get validated or not? If you get conflicting responses you need to discuss them.
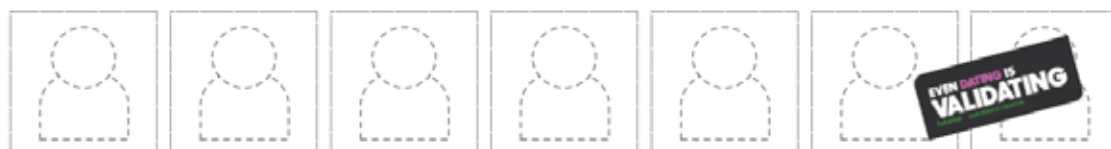
SHOULD WE PROCEED?

As a team, vote if you should proceed or iterate or kill the project.

VALIDATION – don't assume, validate. Do what ever it takes to prove your concept is bad.

HOW TO VALIDATE YOUR VALUE PROPOSITION

HOW TO VALIDATE YOUR CUSTOMER GROUP
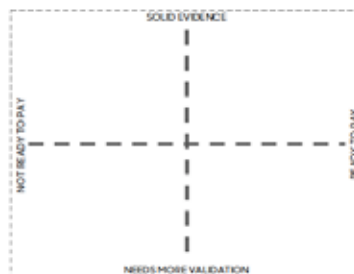
HOW TO VALIDATE BUSINESS MODEL

EVEN DATING IS VALIDATING

RESULTS

RESULTS

RESULTS

CONCLUSION

CONCLUSION
What size?

CONCLUSION
How much? €
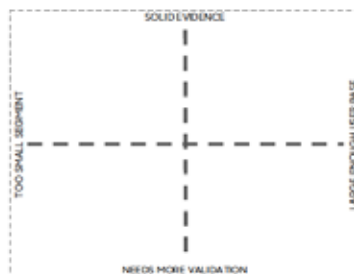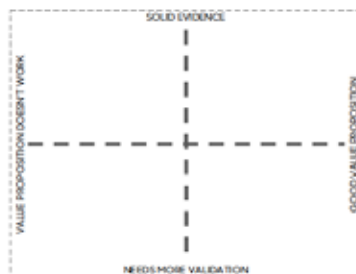
€

SOLID EVIDENCE

VALUE PROPOSITION DOESN'T WORK | GOOD VALUE PROPOSITION

NEEDS MORE VALIDATION

SOLID EVIDENCE

TOO SMALL SEGMENT | LARGE ENOUGH USER BASE

NEEDS MORE VALIDATION

SOLID EVIDENCE

NOT READY TO PAY | READY TO PAY

NEEDS MORE VALIDATION

SHOULD WE PROCEED?

No! —— We have to iterate —— Yes!

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DEFINING AND BUILDING THE MVP

After the Service Vision Sprint it's time to start building the service. First you need to define what's the very first launchable version of the service and what kind of metrics should you be following.

When you know what to build just do it. But do it using all the team tools described in the first section of the handbook. Use the weekly :) to follow your team moods and to create empathy. Use retrospectives to evolve as a team. Slice up the work using agile methods (Scrum, Kanban,…). And then have the weekly meetings where you make sure that you are still validating and not doing agile in a sandbox.

MINIMUM ~~VIABLE~~ LOVABLE PRODUCT

What is the minimum you have to build for an MVP to be valuable to your customers, your own strategy and the business objectives?

We've had countless of hours of debates about what exactly an MVP is and what it should be. Is anything built for an experiment an MVP or does an MVP have to be something "bigger"? In a nutshell, we wanted to re-name the concept to spare you the interesting, but sometimes less fruitful discussions that the term inspires ;)

Really, we want to emphasize that the MLP should focus on building the minimum that your customers will fall in love with. That being said, it's pointless to build a MLP that doesn't bring enough value for your own strategic/business goals.

USER NEEDS?

The MLP doesn't help you validate your value proposition or product/market fit if it doesn't provide real value to the end user. So it has to be lovable. Make a prioritized list of the aspects and values you must, at the very least, deliver to your customer. Don't make a long list of features. There is only one way to really prioritize: it has to be a numbered list.

BUSINESS GOALS AND REQUIREMENTS?

There was a reason why your company started doing this project in the first place, Recall the business goals and

requirements you wrote down in the Business objective & Context phase. What was the business objective, strategic goal, validated learning or whatever reason made this project important? What do you have to achieve with the MLP for it to be meaningful for your company needs?

There might be other aspects you have to take into account in the MLP: regulation, your company brand, data protection, etc. If you decide to take a risk and cut corners, you should do it intentionally, not out of ignorance.

MINIMUM IMPLEMENTATION?

You have now defined the minimum value to your customer and your business the MLP has to deliver. Taking both into account, what is the absolutely minimum you must do to make it happen?

Minimum really means minimum: if a feature or investment can be left for later, leave it.

LOVABLE
MINIMUM ~~VIABLE~~ PRODUCT. nothing but the essential

USER NEEDS

What is the absolute minimum required fro the user to fall in love with your solution?

BUSINESS REQUIREMENTS

What is the minimum value we have to achieve from the business point of view?
Strategic goals / business goals / validated learning / technical and regulatory requirements to fulfil?

MINIMUM IMPLEMENTATION

What is the absolutely minimum way to make it happen?

NEEDS MVP MUST FULLFILL

SHOULD

ASK WHY.

To MVP backlog

Later

Features, integrations, investments and requirements we don't yet need in the MVP.

COULD

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MVP BACKLOG

We've had countless of hours of debates about what exactly an MVP is and what it should be. Is anything built for an experiment an MVP or does an MVP have to be something "bigger"?

In a nutshell, we wanted to re-name the concept to spare you the interesting, but sometimes less fruitful discussions that the term inspires ;)

This canvas is the tool to move from planning to executing. You have your assumptions in the Experimenting canvas and you have the features for the MLP (i.e., MVP). So let's list them into an actionable backlog (i.e., a fancy todo list). This canvas is the antidote for endless planning and analysis: you simply list the things to be done to get the MVP out there. Note! This is not a technical backlog for building stuff. Here you list all required actions, and they might include asking for more budget, contacting potential partners etc.

TECHNICAL ISSUE?

Look at the Experimenting board, and transfer from that board the most burning technical issue (assumption) at the moment. What technical assumption is both most important and most probably be the trickiest to implement or is the biggest question mark?

BUSINESS QUESTION?

Again, look at the Experimenting board, and transfer from that board the most burning business question (assumption) at the moment. It might be about your company's business (we do not have funding), or it might be about the business

model of your service (we have no idea what people would actually pay for this). Or perhaps the business question is about your competitors.

END USER VERIFICATION?

Do you have the segment right? Are these really the people that you will target first? Have you validated your value proposition enough? Are you talking the customer's language?

THE BACKLOG

The most important thing about a backlog is not how it is structured. The important thing is that it is actually followed and things get done. Here is your first backlog to get you started. List here the tasks (or user stories) to be implemented in your MVP. Then in the To Do part list the name of the person who is going to do the task. When the person starts doing it, move it to the In Progress column, and when it is done, move it to the last one. This helps the team to see who is doing what, and it helps the individual to see what needs to be done. It is good practice to have a limit on how many tasks one person can have "in progress" at the same time. Otherwise you lose focus and nothing gets done. In the long run, your backlog probably grows and you need to build a new one that is bigger and takes up a whole wall. However, start with this and you have a running start.

MVP BACKLOG — What is in between current state and the launched MVP

RIGHT NOW WHAT IS THE MOST CRITICAL...

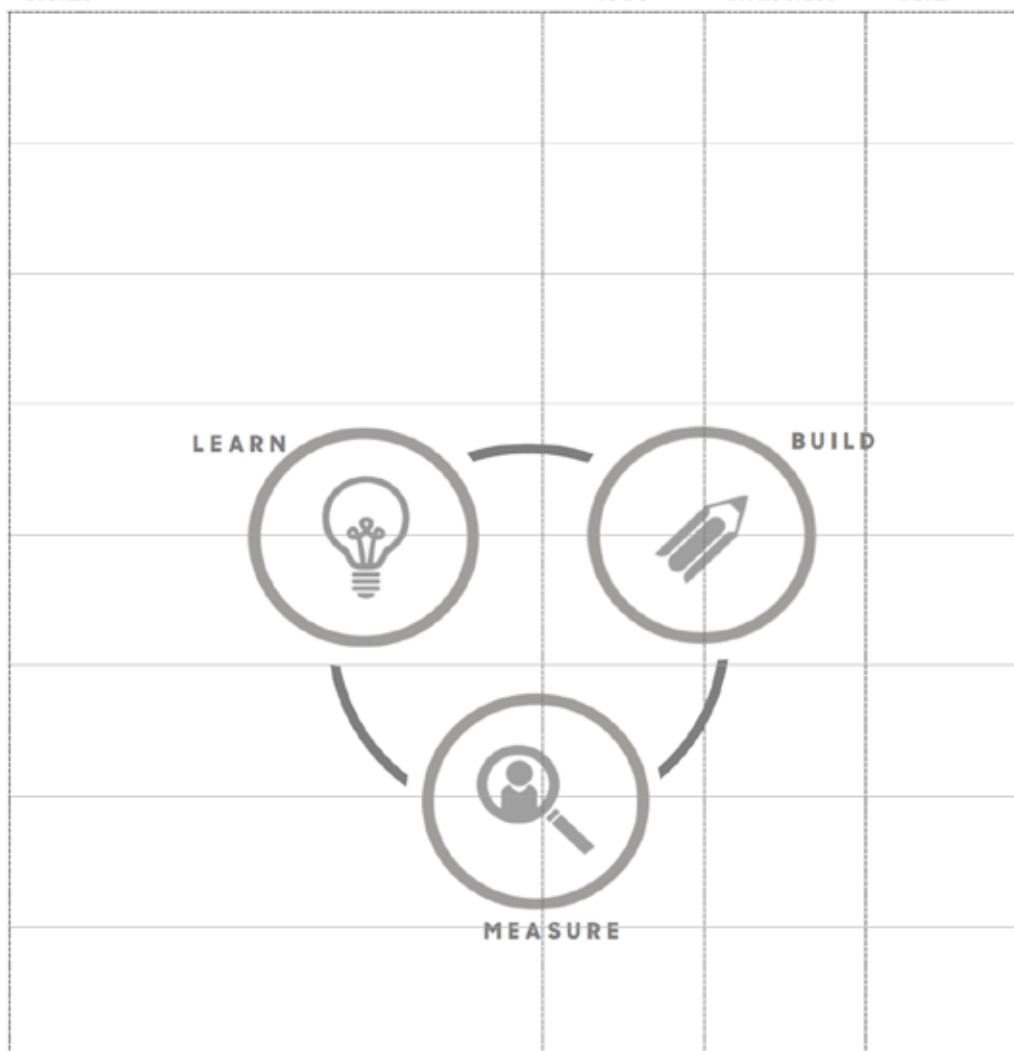**TECHNICAL ISSUE?**

BUSINESS QUESTION?

END USER VERIFICATION?

STORIES	TO DO	IN PROGRESS	DONE

LEARN

BUILD

MEASURE

WHAT TO MEASURE?

You can use this canvas in the very beginning or here at the end. The point is to make you define the metrics of your work, and give you clarity and focus.

VALUE PROPOSITION METRICS

Re-write here the problem worth solving you have identified for your customers. Your value proposition should address this problem. In other words, what should you measure to help you make sure your value proposition is understood and speaks to your customers? Or even better, that they accept or buy your value proposition? Sometimes it might be measuring the recommendations (e.g., net promoter score), a survey every week, or regularly interviewing a handful of customers.

SERVICE METRICS

Start by writing here most important part of your service. Have a look at the Customer Engagement canvas. Have a look at the Most Lovable Product canvas. What is the most important element at this stage, and how do you measure it? Awareness and clicks on your web ads? The amount of downloads? Purchase decisions? The recommendation tool you built?

BUSINESS METRICS

Go back to the very first canvas, the Business Goals and Limitations canvas. What is the business problem you are solving and how will you know that you have succeeded? Should you measure revenue, profit or costs? Is your business goal to acquire new customers? Or perhaps your business goal is to raise the profit margin of the core service of your company?

WHAT TO MEASURE – MVP is out. What to measure to make it rock?

VALUE PROPOSITION METRICS

[customer's problem]
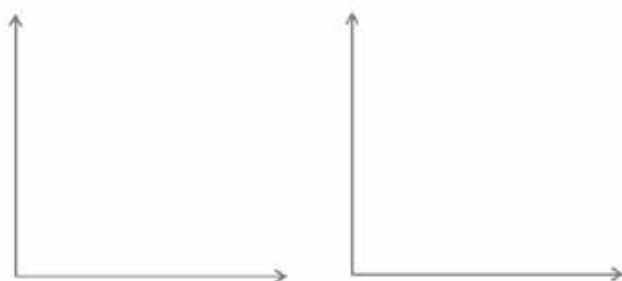
LOVE THE
PROBLEM
NOT THE SOLUTION

[insert metrics here]
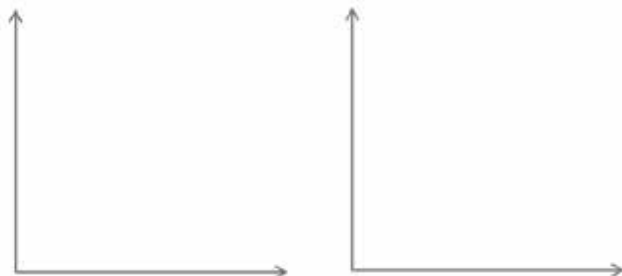
SERVICE METRICS

[most important service elements]

[insert metrics here]

BUSINESS METRICS

[your business goal]

€

[insert metrics here]

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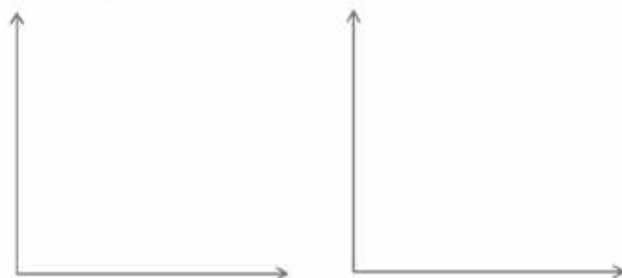
GROWTH HACKING

When you go live with your service, you finally get actual, hard data. Real users, real actions and real business. Now the main thing is to continue iterating the service to make it rock, and then grow it huge!

When you go live with your service, you finally get actual, hard data. Real users, real actions and real business. Now the main thing is to continue iterating the service to make it rock, and then grow it huge!

The same LSC workflow applies to this phase as well: Build, Measure, Learn. Constantly conduct experiments and validate your assumptions. Make changes to the service and measure the effects. And if the changes you did don't have the desired effects, a good idea typically is to roll back to the previous version. The same rule applies not only to digital services but also to everything from physical products to process enhancements.

Love your data, know it, breath it and above all be interested in the "why" behind it. The frequency with which you should use this canvas depends on your release cycle.

A: VISUALIZE YOUR ANALYTICS

Start by mapping your analytics. Good idea is to draw it so that you can make the progress visible. This helps to create trust towards the rest of the organization. Draw the percentage of people moving from one phase to another. Write down also the actual amount of users/usage. If you have a

goal for the phase, mark that as well.

B. THE WHY

Why isn't the conversion flow better? Why are we losing users? The analytics might only reveal that there is a problem, but not the reason behind it. If you don't know the reason you need to do some research. User tests and user interviews are typically a good way to start.

C. MOST CRITICAL BLOCKER RIGHT NOW

Where to focus next? A typical setup is that as you don't get enough users through the funnel you (or the management) want to increase marketing. But if you have a problem say in registration process, extra marketing won't just be about spending money but creating huge amount of disappointed customers.

So carefully select the most critical issue to focus on first, figure out a solution, make an experiment out of it and measure the effect.

GROWTH HACKING — Where are our bottlenecks. where to focus.

How many? Why this
many? Why not more?
What should we do?

Total number of users

AWARE

How many recommend us to
their friends? Do they have the
tools to do it? What is our NPS?
What do we need to change?

ASK WHY.

Who are we getting to engage?
Why not more? What could we
do?

ASK WHY.

Total number of users

ADVOCATE

ENGAGE

Total number of users

What percentage of the users move from aware to engage?

ASK WHY.

100% 90% 80% 70% 60% 50% 40% 30% 20% 10% 0%

**MOST CRITICAL BLOCKER
RIGHT NOW**

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

ASK WHY.

USE MORE

Total number of users

PURCHASE

Total number of users

ASK WHY.

START TO USE

ASK WHY.

Total number of users

Why aren't people returning to
us? Something wrong with the
value proposition? They don't
remember? Something else?
What & why? And what should
we do about it?

What's limiting people of
purchasing our product?

People made the
investment but didn't
start to use. Why?

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Credits

The canvases have been put together, iterated, modified, and/or actively used by Hanno Nevanlinna, Juha Pesonen, Risto Sarvas, Eeva Raita, Nelli Myllylä, Mirkka Länsisalo, Mari Piirainen, Yrjö-Kari Koskinen, Anna Kolehmainen, Suvi Numminen, Tuomo Laine, Oleg Grenrus, Oskar Ehnström, Heli Ihamäki, Antti Partanen, Sebi Tauciuc, Salla Heinänen, Janetta Ekholm, Kalle Tuomi, Jussi Hacklin, Anastasiia Kozina, Virpi Vaittinen, Jaana Olsson, Magno de Santana Silva, Ville Tervo, Minna Mustakallio, Altti Rautalahti, Ilkka Auer, Anniina Lehtinen, Pikka-Maaria Laine, Liisa Korpela, Luiz Soyer, Barry O'Reilly, OP Saksa, and tens of other experts who have contributed in making LSC better. You know who you are <3

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We want to make this the best and most usable toolset out there, and share it to everyone for free.

Appendix 1

LSC Interviewing Cheat Sheet.

WARM-UP

A good interview is a discussion, not an interrogation. Build trust by having a relaxed and friendly atmosphere.

- Introduce yourself and other interviewers, and their role in the interview.
- Tell the reason and theme of the interview on a broad level.
- Tell what will happen to the answers: who will see them, how will you use them etc.
- Remind that all answers and comments are important, especially criticism.
- Remind that you are there to learn from the inter-viewed person, that s/he is the expert here. Remind also that there are no right or wrong answers.
- Start with questions that are easy to answer so that you get the conversation flowing.
- For example, age, job title, job, where do they live, in what kind of a house

SECRETS OF SUCCESS

The goal of the interview is to see the world from his/her perspective, and to understand what problems, needs, de-sires, wants etc. there might be. Be prepared to dig deeper than the first obvious answer. Try to figure out their motives and rationale for thinking, doing or feeling in a certain way. What are their underlying goals & motives?

- Ask for concrete examples: "Tell me about the last time you…"
- Avoid questions that can be answered simply yes or no. Ask open-ended questions, such as "Why do you…

What did you think when… How did you then…?"
- Use a lot the words why, how, and what.
- Let them speak! Roughly 20% of you talking and 80% the interviewed.

LOOK OUT, IT'S A TRAP!

People are friendly and you're a nice person. Therefore, they want to please you with their answers, and tell you what they think you want to hear. Humans, can't live with them, can't live without them. Nevertheless, here are a few tricks: Don't show your cards. Don't tell them what you assume or what you think is a good solution for their problems (the "solution interview" is for that).

- Avoid questions that reveal what wouldbe the answer you are looking for.
- Don't generalize, be specific.
- Leave a few seconds of silence between their answer and your next question. They might continue with interesting stuff to fill the silence.
- Act stupid. Ask them "why?".

FINALLY

Remember to thank them for their time and valuable com-ments.

- Use the opportunity: ask them a permission to inter-view again and if they know anyone that you could interview.
- Immediately after the interview: write down three things that you found interesting or popped into your mind during the interview!

About the authors

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Hanno is one of Futurice's founders and has been an integral part of steering the agency from a startup to an international company that creates award-winning services and has offices in major cities in four different European countries. At Futurice he has founded the company's design team and worked as head of HR as well as Director of Culture.

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