



CLUSTER  
BOOSTER ACADEMY

# Cluster Booster Academy

Training Days 3 and 4

2022/ 23



An initiative of the European Union



# Agenda Cluster Booster Academy (Day 3)

09.00 – 09.15	Welcome and introduction to the workshop
09.15 – 11.30	<b>Presentation of participant's experiences:</b> Challenges and learnings while setting up and implementing your business model improving action plan
11.30 – 12.00	<b>Design thinking:</b> Introduction and overview
12.00 – 12.15	<b>Design sprint:</b> Technique to create, stress-test and validate new ideas
12.15 – 13.15	Lunch break
13.15 – 14.45	<b>Design sprint deep-dive:</b> How to run sprint days
14.45 – 15.00	Coffee break
15.00 – 16.45	<b>Break-out session solutions to challenges (1/ 2):</b> <i>Mini design sprint - Creating and preparing solutions to biggest challenges</i>
16.45 – 17.30	<b>Keynote:</b> Impulse speech
17.30 – 17.45	Wrap-up and Q&A

 Beginning/ Ending

 Break

*Italics* Interactive session



An initiative of the European Union

Source: IMP<sup>3</sup>ROVE

# Agenda Cluster Booster Academy (Day 4)

09.00 – 09.15	Welcome day 4 and short recap
09.15 – 10.30	<b>Break-out session solutions to challenges (2/ 2):</b> <i>Creating and preparing solutions to biggest challenges</i>
10.30 – 10.45	Coffee break
10.45 – 12.00	<b>Keynote:</b> <i>Impulse speech</i>
12.00 – 13.00	Lunch break
13.00 – 16.00	<b>Self-reflection and break-out session on individual action plan:</b> <ul style="list-style-type: none"> <li>– <i>Create an action plan for a solution to a challenge and adopt it to your individual cluster</i></li> <li>– <i>Pitch the action plan and receive feedback</i></li> <li>– <i>Integrate feedback into action plan</i></li> </ul>
16.00 – 16.30	Final Q&A, feedback and closing of the training

 Beginning/ Ending

 Break

*Italics* Interactive session



An initiative of the European Union

Source: IMP<sup>3</sup>ROVE



# Presentation of experiences after virtual training



# Please illuminate on challenges and learnings while setting up and implementing your improved business model action plan

## Instructions



You are divided into 2 groups, each consisting of equal amount of people



Please present your most valuable learnings, takeaways & main challenges to your group (**~3 minutes**)

Learnings/ Takeaways	Main Challenges
- ...	- ...
- ...	- ...
- ...	- ...



An initiative of the European Union

Source: IMP<sup>3</sup>ROVE

# Design Thinking: overview, techniques and tools



# Your interactions with design thinking

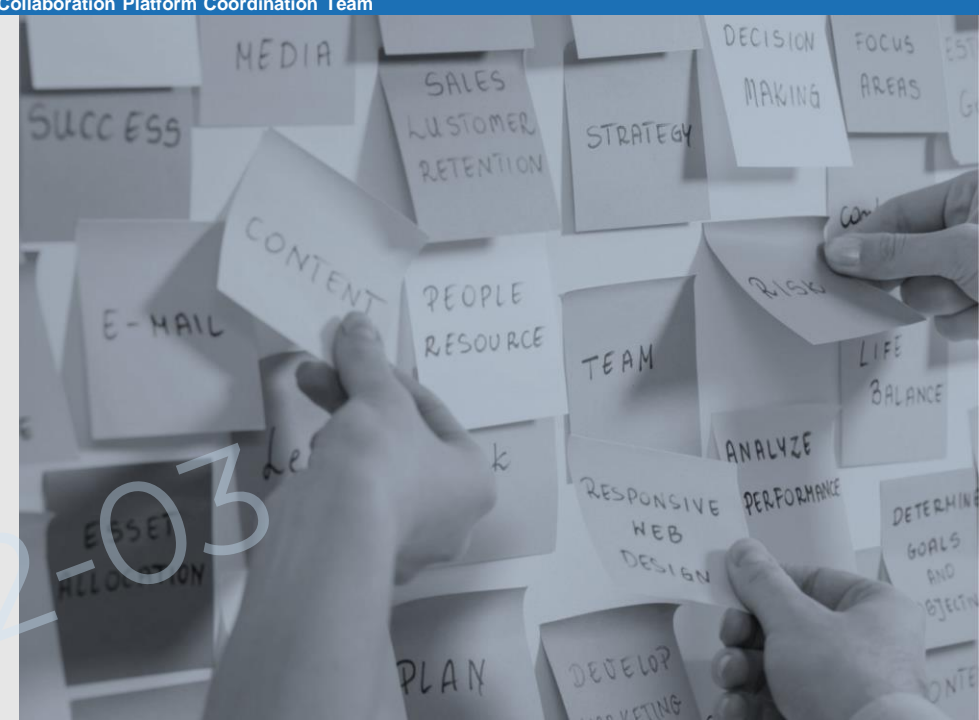
What do you associate with design thinking?



Have you had experiences with design thinking?



What do you think are advantages of design thinking?



An initiative of the European Union

Source: IMP<sup>3</sup>ROVE

# Design thinking yields valuable advantages for cluster managers

Why is design thinking important for cluster managers?

## Design thinking can assist cluster managers in...

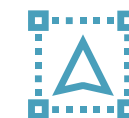
### ... better understanding member needs

By adopting a **user-centered approach**, design thinking helps cluster managers to understand the **needs, wants, and limitations** of individuals and organizations within their cluster.



### ... encouraging creativity and collaboration

Design thinking promotes a **culture of creativity and collaboration** and encourages team members to **share ideas, challenge assumptions, and work together** to find novel solutions to problems.



### ... creating innovative and effective policies and programs

By following a **structured process**, design thinking helps cluster managers to **generate and evaluate a wide range of ideas**, leading to the development of more innovative, effective policies and programs.



### ... promoting experimentation and learning

Design thinking encourages a prototyping mindset, which allows managers and teams to **quickly test and iterate on their ideas**.



### ... helping members to stay competitive

By **embracing design thinking**, cluster managers can help their clusters and members to **stay ahead of the curve and remain relevant/ competitive**.



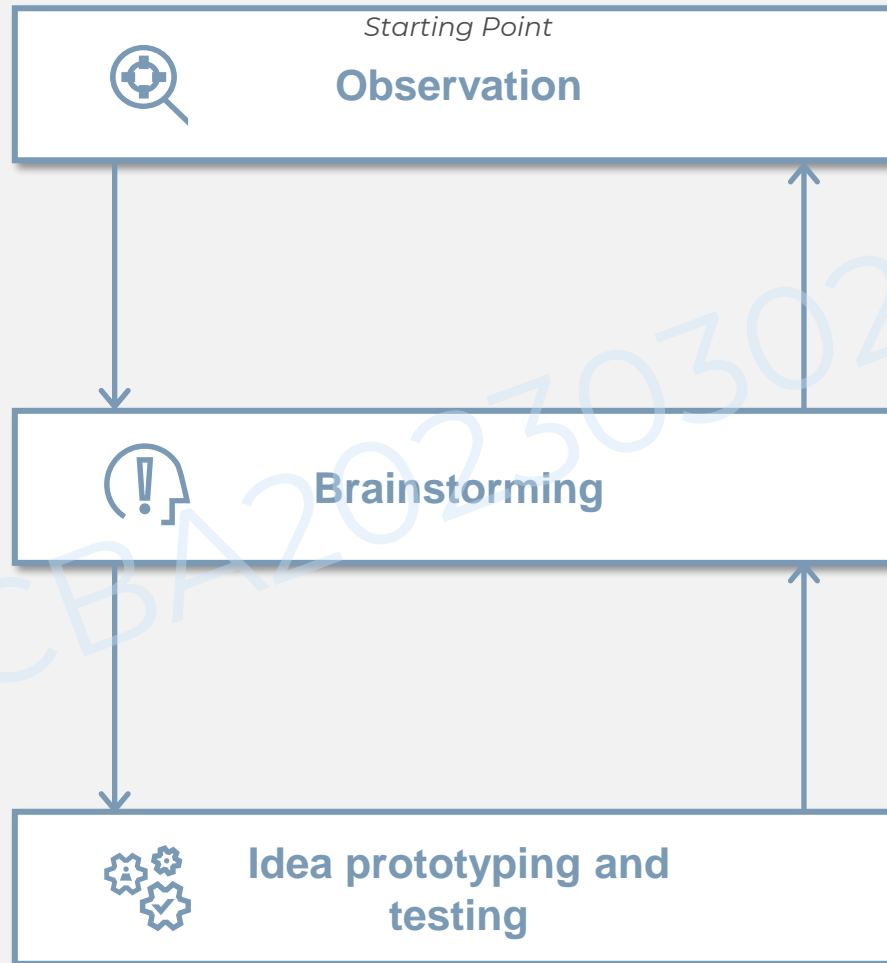
An initiative of the European Union

Source: IMP<sup>3</sup>ROVE



# Design thinking is an iterative, user-centered innovation process that comprises three overlapping design phases

## Design (thinking) process



“What should the optimal office chair look like?”



“How to address the child eyeglass market in India?”

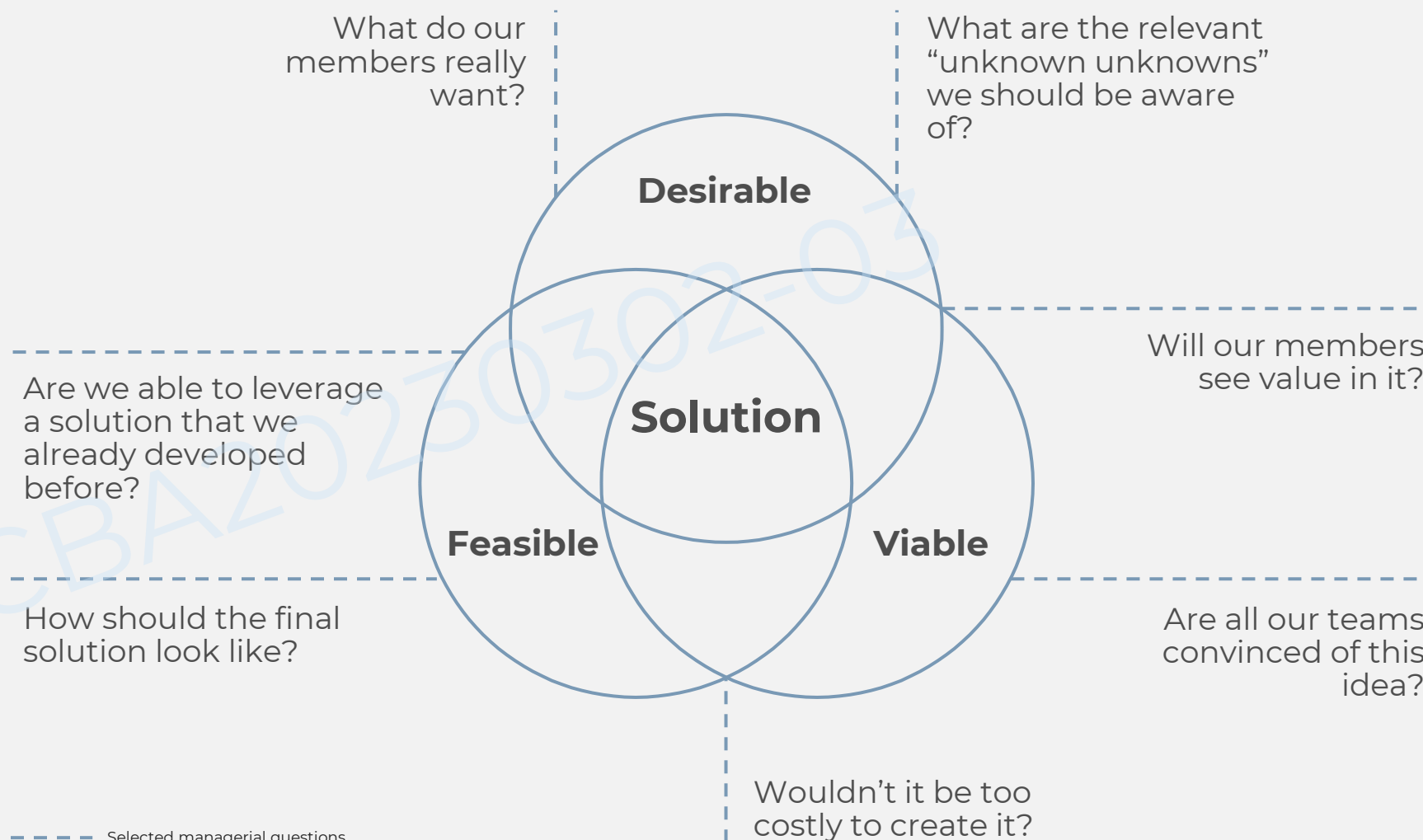


An initiative of the European Union

Source: Roger Martin, 2009; Brown and Wyatt, 2010; IMP<sup>3</sup>ROVE

**In essence,  
design  
thinking  
tries to  
balance  
desirability,  
feasibility  
and viability  
to identify  
the best  
solution**

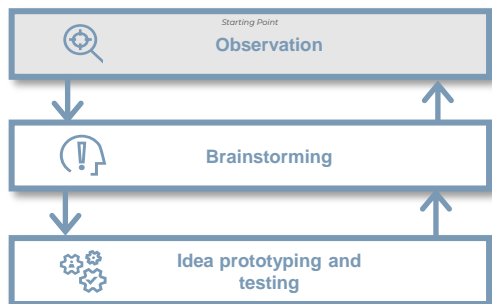
## Managerial questions



An initiative of the European Union

Source: IMP<sup>3</sup>ROVE

# During the observation phase, the problem to be solved is explored in detail



## Objectives

- **Identify** not only conscious, but also **unconscious needs**
- **Gain insights**
- **Frame** a **problem** in a **different** way



## Practices

- Challenge and reframe the initial problem to **expand** both **problem and solution space**
- Seek to **understand latent needs** and **pain points** of users (empathize) and let this understanding guide all work
- **Use** a qualitative, **context specific approach** in user research
- **Synthesize research insights**, e.g., via finding patterns



## Selected techniques

- **Ethnographic research**
- **Informal meetings** with members
- Accumulate **user stories** and anecdotes
- **Journey mapping, empathy map, persona**
- User **feedback sessions**
- **‘How-might-we-questions’**
- **‘Five why’**
- **‘The problem statement’** (Point Of View), **‘painstorm’**, **‘FOG’** (fact, opinion, guess)



## Principles / Mindsets

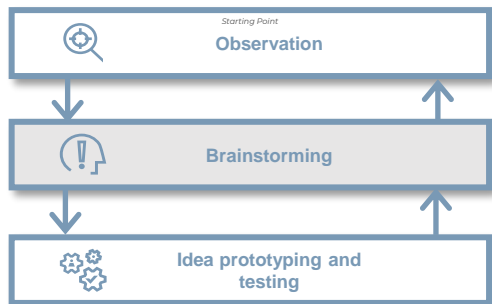
- **Empathic**
- **Curious**
- **Non-judgemental**
- **Open** to the unexpected
- **Unconstrained thinking**
- **Comfortable** with complexity and ambiguity



An initiative of the European Union

Source: Lisa Carlgren, Ingo Rauth, Maria Elmquist, 2016); IMP<sup>3</sup>ROVE

# During the brain-storming phase, a variety of ideas is created, discussed and refined



## Objectives

- **Leverage interdisciplinarity** and insights from other (external) positions
- **Develop ideas** to **solve the key issue**



## Practices

- **Create diverse teams** and let everyone's opinion count
- **Collaborate** with **external entities**
- **Seek diverse** perspectives and **inspirations** (variety of fields, broad research)
- **Take a holistic perspective**



## Selected techniques

- **Brainstorming** techniques
- **Work iteratively** (divergent, convergent)
- **Converge** based on a **diverse set of ideas**
- **Post-it notes**



## Principles / Mindsets

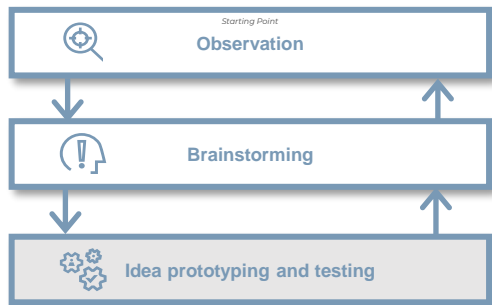
- **Open** to differences in **personality type/ background**
- **Democratic spirit**
- **Integrative thinking**



An initiative of the European Union

Source: Lisa Carlgren, Ingo Rauth, Maria Elmquist, 2016; IMP<sup>3</sup>ROVE

# During the idea prototyping and testing phase, the product or service is visualized to be tested with various stakeholders



## Objectives

- Visualize, test & refine ideas
- Remove “language barriers” and reach common understanding



## Selected techniques

- Creation of rough physical mock-ups by using e.g., paper, card-board, glue and foam, Lego, or anything available
- Sketching, storyboarding
- Storytelling, role-play, video
- Writing ‘ugly code’, wireframes
- Creation of flexible and physical space that supports experimentation and visualization



## Practices

- **Make** ideas, data and **insights** visual and **tangible** to externalize knowledge, communicate and create new ideas
- **Make rough representations**
- **Provide experiences** to enable understanding
- **Prototype quickly** to learn
- Test solutions quickly and often: **share prototypes with others**
- Follow principle: “**Fail often and fail soon**”



## Principles / Mindsets

- **Thinking through doing**
- Bias towards action
- **Curious** and **creative**
- **Playful** and **humoristic**
- **Optimistic** and **energetic**
- **Learning-oriented**
- **Eager to share**

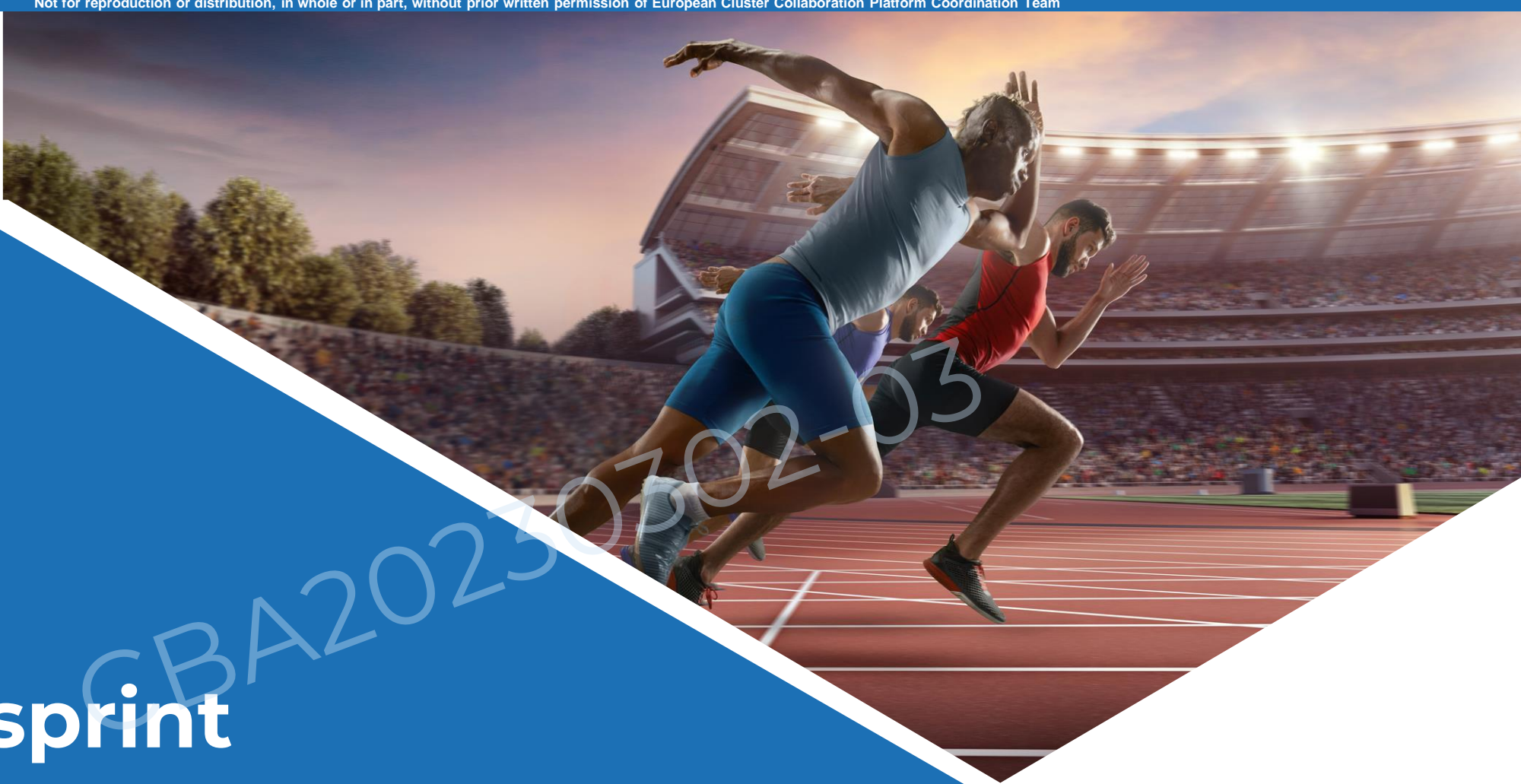


An initiative of the European Union

Source: Lisa Carlgren, Ingo Rauth, Maria Elmquist, 2016; IMP<sup>3</sup>ROVE



# Design sprint technique

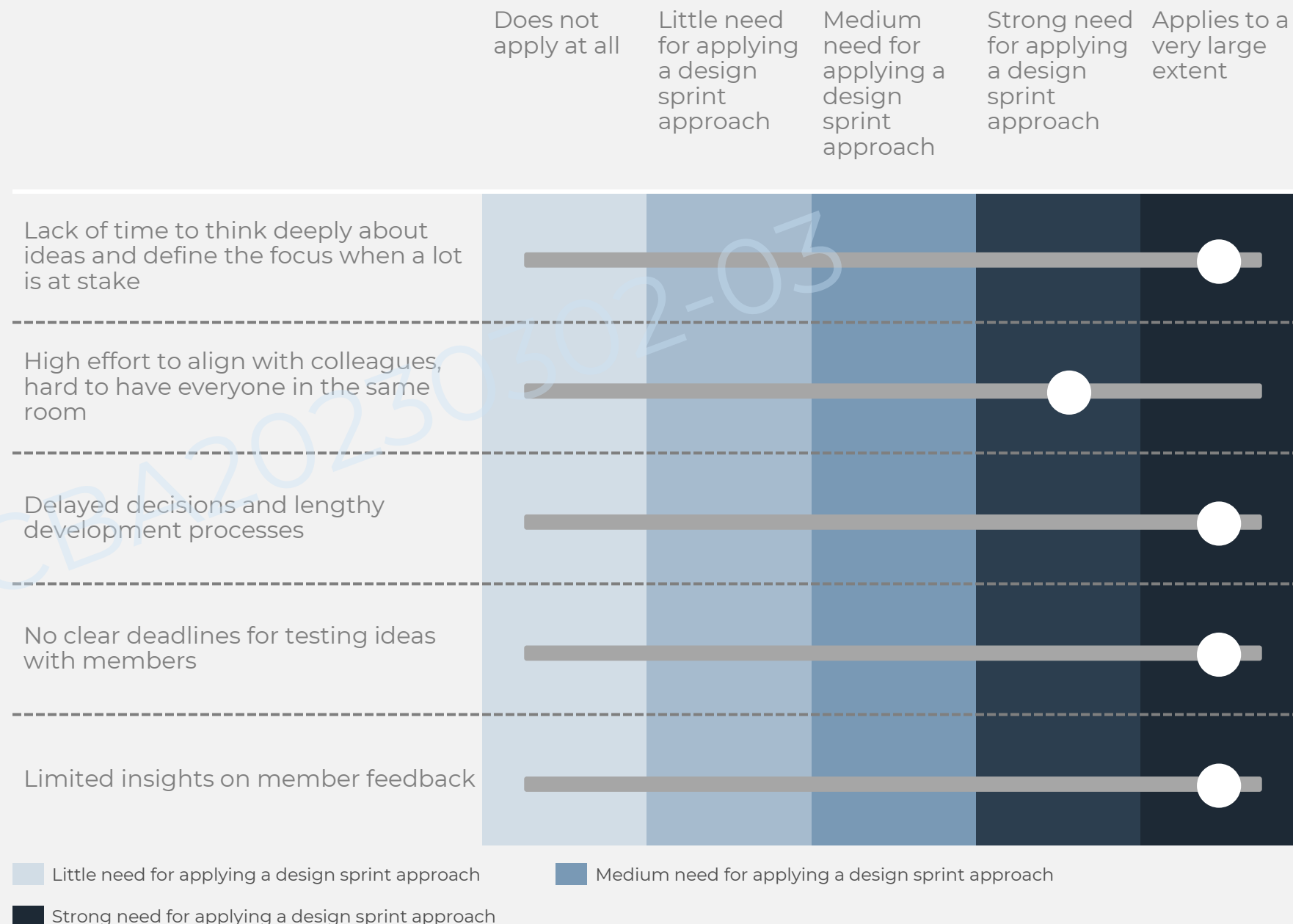


# Do these five issues sound familiar to you?

## Example

The more issues apply, the better a design sprint can help

## 5 common issues



An initiative of the European Union

Source: IMP<sup>3</sup>ROVE

# What if we provided the following radical five answers?

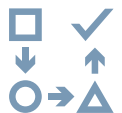
## Issue



Lack of time to deeply think about an idea



Lots of effort to align with colleagues, hard to have everyone in the same room



Delayed decisions and lengthy development processes



No clear deadlines for testing with members



Limited insights on member feedback

## Solution



Block 5 days in full – instead of weeks and months with recurring meetings



Assemble a team of key experts (once)



Quick and smart decisions within 5 days



Test a prototype with members on day 5



Leverage member feedback for iterations and planning ahead



# The design sprint moves from a clearly defined business problem to a member/customer test within 5 days

## Monday

Map out your goals, issues to work on, risks and processes



## Tuesday

Sketch out your ideas for solutions to the potential issues



## Wednesday

Vote on the ideas presented and choose the most promising ones



## Thursday

Develop a prototype based on your pre-work throughout the week



## Friday

Conduct a series of 5 interviews to test your prototype and decide on next steps



Throughout the week you will also recruit a test group for the final day



An initiative of the European Union

Source: Google Ventures, IMP<sup>3</sup>ROVE

# An example: expanding the cluster service offerings

## Situation

High uncertainty  
regarding the clusters'  
options and the  
members' interest in  
particular services

## Monday

- Deciding to expand the cluster service offerings
- Defining cluster members' satisfaction as the main goal
- Mapping out potential risks



## Tuesday

- Sketching out potential new services
- Collecting a total of 12 competing ideas



## Wednesday

- Discussing ideas and potential new service offerings
- Deciding for the most promising new service based on voting and discussions



## Thursday

- Developing a "prototype" service offering with a detailed explanation, value-add, cost and price, etc.



## Friday

- Presenting the new service to cluster members'
- Determining the interest for the new service
- Documentation of guests' spontaneous reactions



**Result: The most requested service will be developed and incorporated in the clusters' offering**







# Structuring sprint days

# 4 factors are essential for the setup of a design sprint

## Gather the right team



- Gather a team of fewer than 7 people
- Select a “Decider” who will be responsible for the outcome
- Select a “Facilitator”

## Clear your schedule



- Block 5 days in a row (10 AM to 5 PM) for the sprint only, preferably one working week
- Do not schedule in any overtime



## Prepare the set-up



- Book a ‘war room’ for the whole sprint
- Prepare flip charts and general office supply
- Prepare beverages and snacks

## Gather your test group



- Identify 5 members/ customers
- schedule interviews for the last day of the sprint, i.e., Friday

# Follow Fashion Attack on their first design sprint journey

## Fashion Attack – Background

### Company Profile



**Fashion Attack is a start-up**



#### **Business model idea:**

- For a monthly **subscription fee** (different subscription models available) customers can choose a defined number of fashion items in the online shop and wear them for as long as they want.
- If they are interested in trying out new pieces, they **simply send back** the items they have been wearing **and exchange** them for new ones.
- Depending on the subscription model customers choose, they can for instance have 4 items at any given time and wear them as much as they want.
- **Returning the clothes is easy and free of charge.** All items are dry cleaned before the customer receives them.



**Fashion Attack** would like to use the design sprint approach to validate the idea



**On Monday  
you will  
start your  
sprint by  
mapping  
out your  
problems,  
actors and  
goals**

## Monday

Time	Agenda topics
10:00 – 10:15	Welcome and introduction to the sprint
10:15 – 11:30	Overall goals, potential risks and key questions
11:30 – 13:00	Mapping the process: From actors, process steps to goals
<b>13:00 – 14:00</b>	<b>Lunch break</b>
14:00 – 16:00	Interviewing key experts and brainstorming ideas
16:00 – 16:30	Categorizing and voting on ideas
16:30 – 17:00	Deciding on target issues and ideas



An initiative of the European Union

Source: Google Ventures, IMP<sup>3</sup>ROVE

# For a successful sprint it is important for everyone to be on the same page and aim for the same goal (1/2)

## Monday

10:15 – 11:30: Overall goals, potential risks and key questions

Steps

Definition of goal



Definition of risks



Key activities

Think about the next **6-12 months or even further** and write down your long-term goal based on questions, such as:

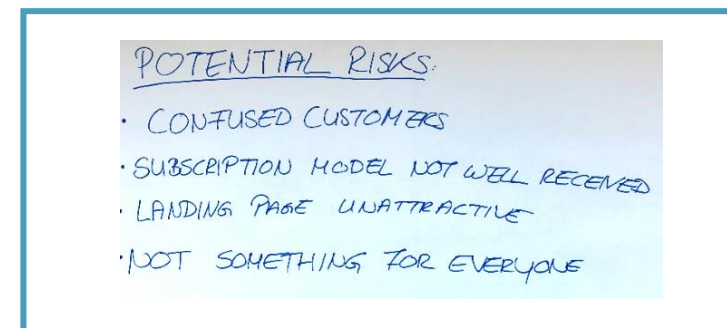
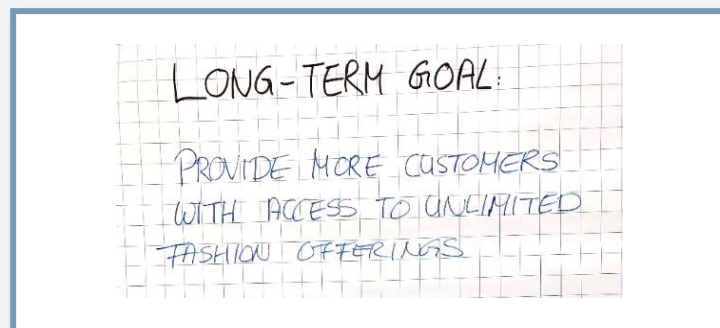
- Where should this project lead to?
- What would successful outcomes look like?

Write down your long-term goal on the whiteboard for everyone to see

Now think about **potential risks** which could come up during the process and write them down based on questions, such as:

- What are potential risks?
- What could possibly go wrong?

Example



An initiative of the European Union

Source: Google Ventures, IMP<sup>3</sup>ROVE



# For a successful sprint it is important for everyone to be on the same page and aim for the same goal (2/2)

## Monday

10:15 – 11:30: Overall goals, potential risks and key questions

### Steps

#### Definition of sprint questions

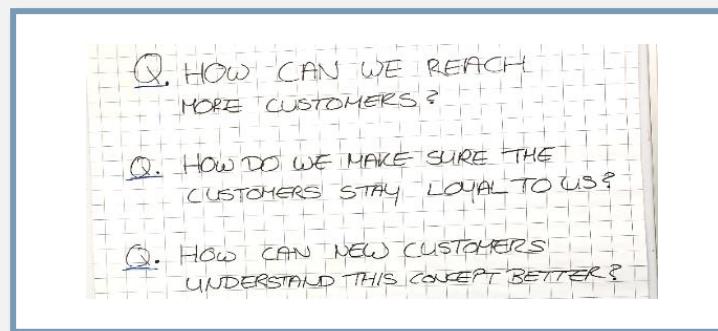


### Key activities

In order to define the sprint questions, **think of assumptions and questions**, e.g.:

- To reach more members/ customers what has to be done? – They have to understand the concept.
- Now turn this into a question: How can new members/ customers understand this concept better?

### Example



An initiative of the European Union

Source: Google Ventures, IMP<sup>3</sup>ROVE



# Once you have decided what your goals are, you can map out the sprint process and define next steps

## Monday

11:30 – 13:00: Mapping the process: From actors, process steps to goals

### Steps

#### Definition of actors and goal



#### Mapping the member/customer journey



### Key activities

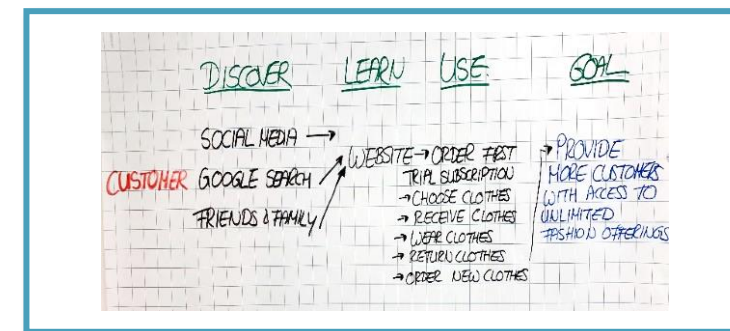
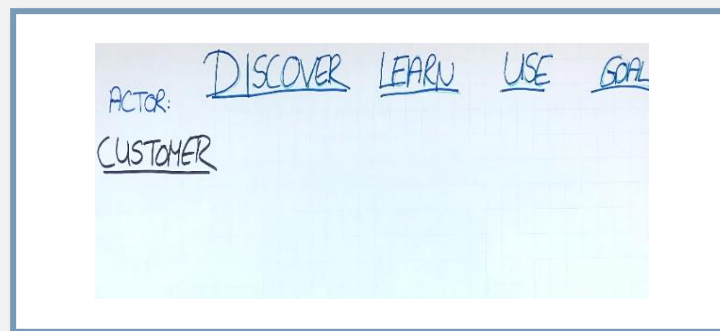
Define the **key actors** involved when delivering your service – in the most simple case only your member/customer

Insert the defined **goal** you want to achieve in this project, e.g. “provide customers with access to unlimited fashion offerings” to guide the mapping

Now fill in the gaps in between by walking along the **member/customer journey**.

- “**Discover**”: How does the member/customer initially find out about your service/ product?
- “**Learn**”: How does the member/customer gain deeper knowledge about your service/ product?
- “**Use**”: How does the member/customer use your service/ product?

### Example



# Including expert knowledge from different fields will help you refine your map further and gain focus

**Monday**

14:00 – 16:00:

Interviewing key experts and brainstorming ideas

Steps

Interview experts



“How might we?”



Key activities

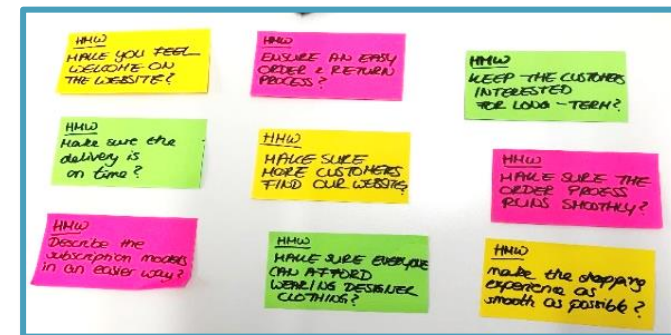
**Interview selected experts** (within or outside company) - structure:

- Introduce the sprint
- Bring the experts up to speed on progress made so far
- Let them speak freely about what should be considered to reach the defined goal
- Ask experts to review your map and to share ideas on how to refine it
- Efficiently gain comprehensive knowledge by including a variety of different experts

While listening to the experts, take sticky notes in form of **“How might we?”** questions:

- Write **“HMW”** in the left top corner
- Draft points as questions, e.g.
  - *Expert may stress importance of a very simple shopping experience*
  - *Note question: “How might we make the shopping experience as smooth as possible?”*
- Pin all HMW notes to the wall in no particular order

Example



An initiative of the European Union

Source: Google Ventures, IMP<sup>3</sup>ROVE

# A voting system will allow for a clear vision on what the majority considers most important

Steps

Grouping HMWs



Vote



Key activities

Try and **group similar HMW** notes together

If some HMW notes cannot be grouped, collect them to one group of "miscellaneous"

With so many notes at hand, it is important to prioritize. Use a voting system to decide which notes to look at closer. **Every team member gets 2 votes (dots) and the Decider gets 4**

Pin the dots to any note you deem important and which you think should be seriously considered

Always keep the **long-term goal** as well as the most important sprint questions you want to answer in mind

Example



Monday

16:00 – 16:30: Categorizing and voting on ideas



An initiative of the European Union

Source: Google Ventures, IMP<sup>3</sup>ROVE

# Finally, you will come to a decision and define who the target actor and what the target moment will be

Steps

Combine notes and map



Make a decision



Key activities

Select the **HMW notes with the most votes** and stick them on the map. This will visualize which steps in the process might need special attention.

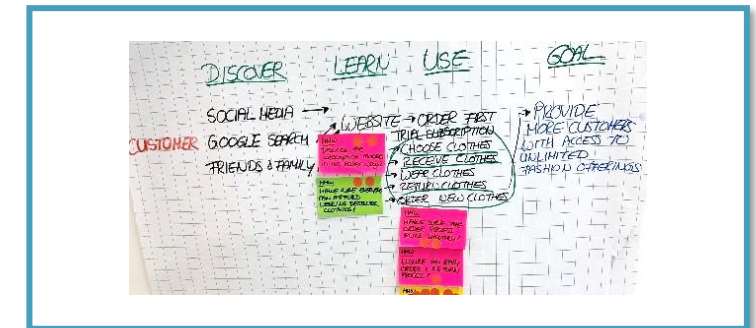
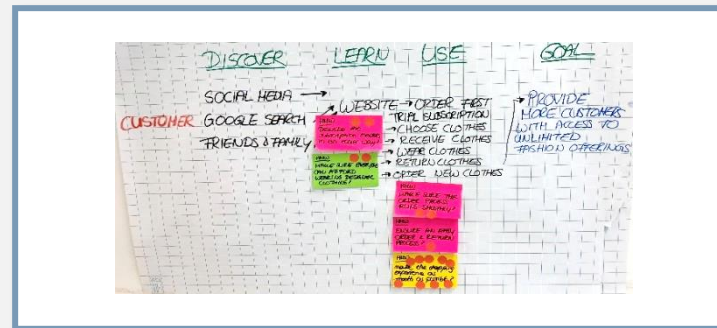
Now based on your findings **pick a target actor and a target moment** in the member/ customer journey which you want to focus on. The Decider has the final say and will make the decision.

- E.g. the sprint team of Fashion Attack has decided the conviction that this subscription model is something they need. How can we convince the customer of this service and have them sign up for the trial subscription?

Example

Monday

16:30 – 17:00: Deciding on target issues and ideas



An initiative of the European Union

Source: Google Ventures, IMP<sup>3</sup>ROVE



**On Tuesday  
you will start  
developing  
potential  
solutions to  
the issues  
defined on  
Monday**

## Tuesday

Time	Agenda topics
10:00 – 12:30	Fostering inspiration by reviewing other companies' and own company's ideas
12:30 – 13:00	Division of map into sketches
<b>13:00 – 14:00</b>	<b>Lunch break</b>
14:00 – 17:00	4-step approach for sketching solutions



An initiative of the European Union

Source: Google Ventures, IMP<sup>3</sup>ROVE

# You do not have to reinvent the wheel. Get inspiration from great minds and great ideas

*Gather ideas that might inspire you to develop promising solutions!*

## Tuesday

10:00 – 12:30: Fostering inspiration by reviewing other companies' & own company's ideas

Steps

Research other products



Lightning Demos



Key activities

Take your time to research **successful services/ products**

**Think outside the box:** Do not limit yourself to your own industry

**Make a whiteboard list** of the most interesting products you found

Now everyone will give a **short 3-minute presentation** on the product they listed

One team member will take notes and quick sketches on the whiteboard during these presentations

Example

PRODUCTS:  
FAB FIT FUN  
AMAZON SUBSCRIPTION  
GLOSSY BOX  
FABLETICS  
JUST FAB

WHAT CAN  
BE LEARNED  
FROM THOSE  
PRODUCTS  
FOR THE  
SPRINT  
QUESTION?



An initiative of the European Union

Source: Google Ventures, IMP<sup>3</sup>ROVE

# Divide the work to ensure the highest efficiency throughout

Everyone has different strengths and interests. Leverage them!

**Tuesday**  
12:30 – 13:00: Division of map into sketches

Steps

## Division of the map



Key activities

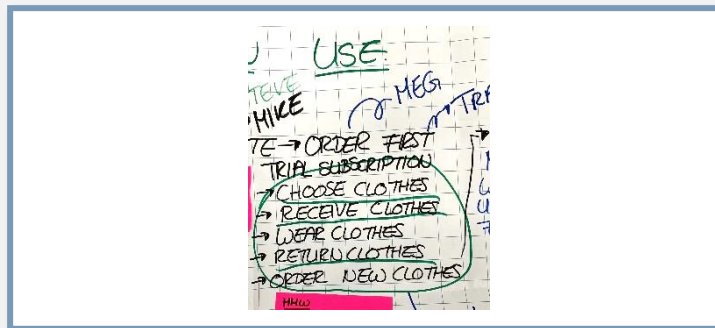
In order to work efficiently, **divide the map** into responsibilities

Every team member writes down their names next to the process step they are interested in

If the distribution turns out to be uneven, ask for redistribution

- E.g. 2 people could focus on how to win over the customer to sign up for their first trial subscription and another 2 could focus on perfecting the initial choice of clothes

Example



An initiative of the European Union

Source: Google Ventures, IMP<sup>3</sup>ROVE



# Brainstorm ideas and let your creativity take over

*This 4-step approach is to be conducted by everyone individually!*

**Tuesday**  
14:00 – 17:00: 4-step approach for sketching solutions

Steps

Recap and note taking



Doodling ideas



Key activities

**Take ~ 20 minutes to walk around the room**, look at the material you have accumulated so far and simply take notes to recap

Then, skim the notes you have written down and mark the ones that you consider most important

- E.g. to win over the customer, focus on events that are linked to heavy fashion spending, e.g. weddings and proms
- Show value-add/ savings for the customer

This is where you get creative. **Brainstorm and roughly write down or draw your ideas for the prototype** (~20 minutes)

This is just to get your creativity started

Once you are done, mark the most promising ideas you want to focus on the most

- E.g. adding price comparisons between one-time purchases and renting: more clothes for less money

Example

LONG-TERM GOAL:  
PROVIDE CUSTOMERS WITH  
ACCESS TO UNLIMITED FASHION  
OFFERINGS

↓  
TO win over the customer:

- Focus on events that are linked to heavy fashion spending, e.g.: weddings & proms
- show value-add/savings for the customer (one-time purchase vs. subscription)

HOW TO ACHIEVE THE  
GOALS WITH THE PROTOTYPE:

- ADD PRICE COMPARISONS BETWEEN ONE-TIME PURCHASE & RENTING, MORE CLOTHES FOR LESS MONEY
- SHOW GRAPHICS ON HOW QUICKLY TRENDS CHANGE (⇒ NOT WORTH THE INVESTMENT IF ONLY WORN FOR ONE SEASON)



# Reassess your idea from different angles and wrap up with a final storyboard

Turn your abstract idea into a tangible concept!

**Tuesday**  
14:00 – 17:00: 4-step approach for sketching solutions

Steps

Crazy 8s



Final sketch



Key activities

This exercise serves to explore **alternatives of your idea**

For this exercise fold a sheet of paper into **8 squares**

Then pick the strongest idea you have gathered in the previous step and **sketch a variation of that idea into each square**

However, you have only **1 minute** for each square

The idea is to view your idea from different angles

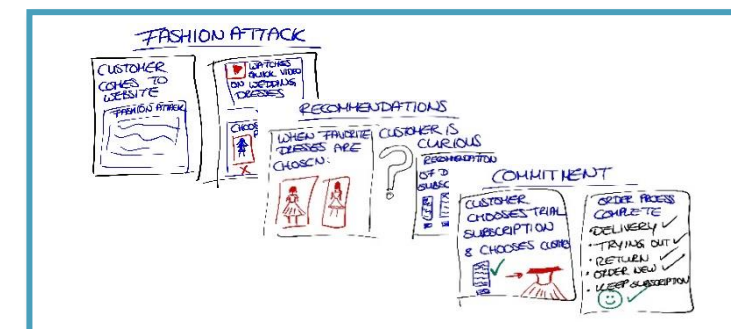
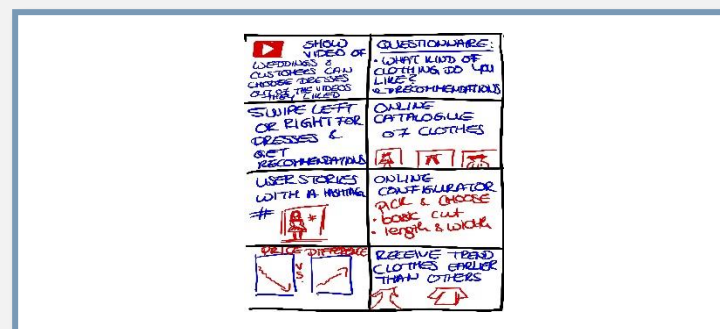
Once you have decided on **one idea** you want to present to the team, **sketch a mini storyboard**

This storyboard will be a **stand-alone** document and should be self-explanatory to the others without any voice-over

Consider this **sketch a pitch of your idea** and walk along the member/customer journey and explain all the steps

Finally, gather everyone's sketches and put them aside for Wednesday

Example



An initiative of the European Union

Source: Google Ventures, IMP<sup>3</sup>ROVE

# On Wednesday you will review the solutions and start planning the prototype

## Wednesday

Time	Agenda topics
10:00 – 11:30	Review and selection of Tuesday's potential solutions
11:30 – 13:00	Decision of final solutions for prototype
<b>13:00 – 14:00</b>	<b>Lunch break</b>
14:00 – 16:00	Planning of the prototype



An initiative of the European Union

Source: Google Ventures, IMP<sup>3</sup>ROVE



# Review Tuesday's ideas and narrow it down to the most interesting ones to define ideas for the prototype

## Wednesday

10:00 – 11:30: Review and selection of Tuesday's potential solutions

### Steps

#### Reviewing yesterday's ideas



#### Voting on final ideas



### Key activities

First, take all of yesterday's sketches and hang them on the wall for everyone to see

Then, every team member walks around and **puts stickers on the sections which they consider interesting**

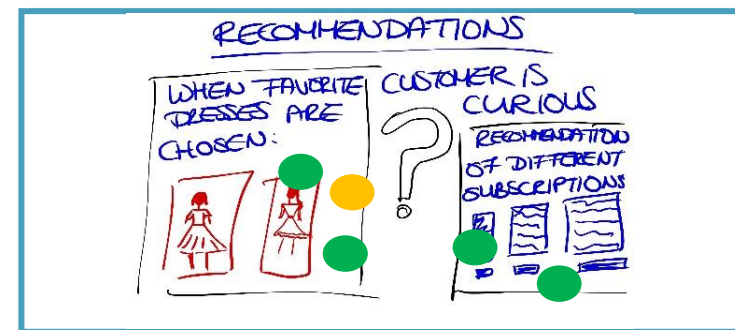
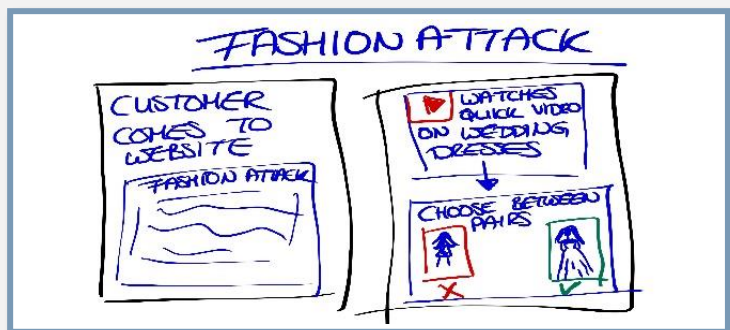
Comment on the most interesting sections and take notes on the wall as to why they are interesting

Every team member gets to **vote by choosing the most compelling solutions using dots**

Afterwards everyone has one minute to explain why they consider the solutions as the most interesting ones

**The Decider has 3 votes (different coloured dots)** and chooses the ideas that should be implemented in the prototype

### Example



# Review Tuesday's ideas and narrow it down to the most interesting ones to define ideas for the prototype

## Wednesday

11:30 – 13:00: Decision of final solutions for prototype

### Steps

#### Select winning ideas



#### Compete or combine



### Key activities

Now it is time to focus on and group **the winning ideas together**

The remaining ideas can still be valuable in case of blind spots

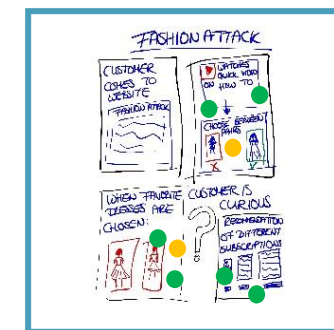
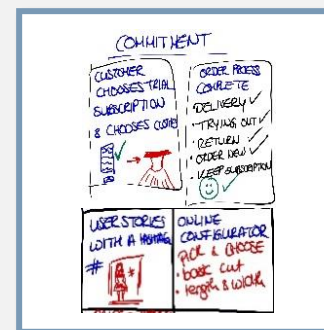
- One winning idea is to do a how-to video for the subscription model
- Another winning idea is to choose the favorite dresses followed by recommendations for similar dresses and for a subscription model that would fit this specific customer's needs

If the votes show **more than one favorite idea**, then either try to combine them into one coherent framework or

**Consider developing two different prototypes** and have them both tested for feedback

To give the testers a more realistic impression decide on two different brand names for the competing prototypes

### Example



# Combine the best ideas into one winning storyboard (1/ 2)

Steps

Getting started



Step-by-step



Key activities

To get started on the final storyboard, start by drawing a **grid on the whiteboard with 10-15 squares**, big enough to draw in them. Assign one person to fill in the frames as you go

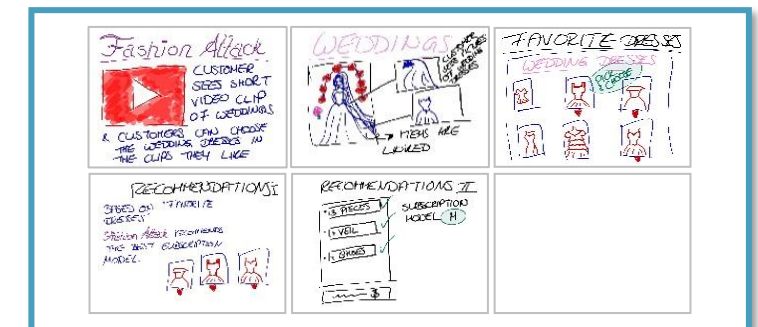
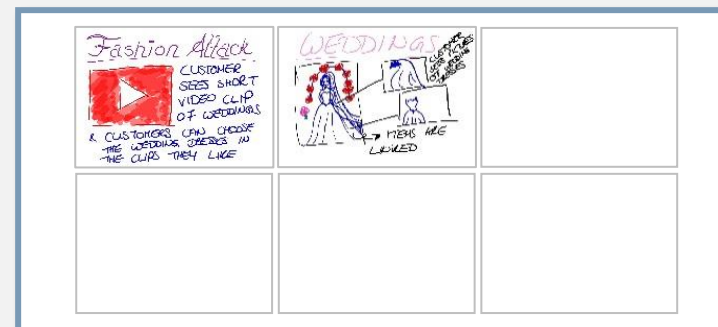
Next, gather all the ideas which you previously had agreed upon

Now, consider **where you want the story in your story board to start**. It could revolve around how your customer perceives you and your product in the first place

Once the beginning is set, **step by step** fill out every frame from left to right, illustrating **the whole user story** and what you imagine your (test) member/ customers to go through and what your prototype to look like

Where appropriate attach your previous sketches to the steps accordingly

Example



**Wednesday**  
14:00 – 17:00: Planning of the prototype



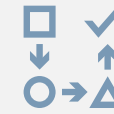
An initiative of the European Union

Source: Google Ventures, IMP<sup>3</sup>ROVE

# Combine the best ideas into one winning storyboard (2/ 2)

## Steps

### Finalize the storyboard



## Key activities

Review the frames and make sure they tell **one coherent process**

Consider this storyboard as the **blueprint for your prototype**

Essentially, you have already done most of the work before. The final storyboard is basically **a combination of all the winning ideas**

What should be included, how does the member/ customer journey look and how should the member/ customer experience be? All of these questions should be ideally answered in this storyboard for everyone to see

**Wednesday**  
Planning of the  
prototype (contd.)

## Example



An initiative of the European Union

Source: Google Ventures, IMP<sup>3</sup>ROVE

**On Thursday  
it is getting  
serious!  
Develop  
your  
prototype!**

## Thursday

Time	Agenda topics
10:00 – 13:00	Assign tasks and start prototyping
<b>13:00 – 14:00</b>	<b>Lunch break</b>
14:00 – 17:00	Test run and finalizing the prototype



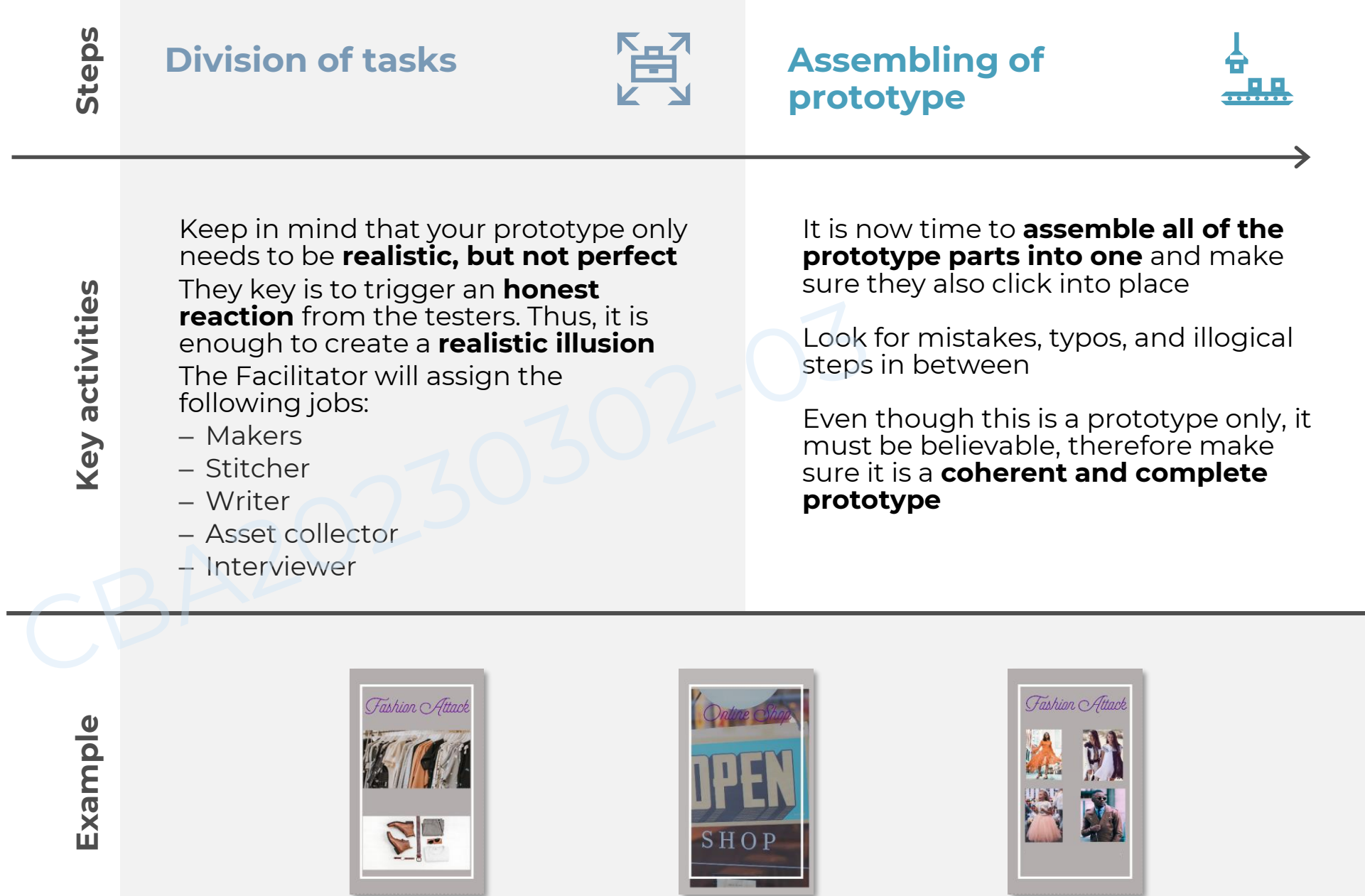
Throughout the whole Thursday you can already start writing the interview script



An initiative of the European Union

Source: Google Ventures, IMP<sup>3</sup>ROVE

# Divide the tasks to team members and start assembling the prototype



**Thursday**

10:00 – 13:00: Assign tasks and start prototyping



An initiative of the European Union

Source: Google Ventures, IMP<sup>3</sup>ROVE



**After having assembled a rough prototype, do a dry run to test and potentially finetune one more time**

**Steps**

**Dry run for testing/ finetuning**



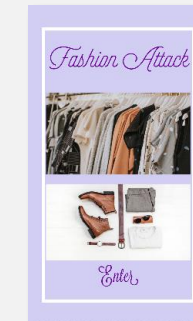
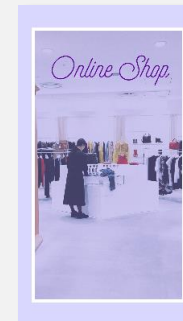
**Key activities**

Apply the finishing touches on your prototype and then start testing! It is important to have a **dry run within the team before the test interviews**

This dry run allows to expose mistakes which you can still patch before the interviews

The Stitcher will give a **tour of the whole prototype**, which will also serve as a brief to the Interviewers

**Example**



**Thursday**

14:00 – 17:00: Test run and finalizing the prototype



An initiative of the European Union

Source: Google Ventures, IMP<sup>3</sup>ROVE

**On Friday  
it's show  
time! Use  
the day to  
learn the  
most from  
your test  
interviews**

## Friday

Time	Agenda topics
09:00 – 13:00	Interviews
<b>13:00 – 14:00</b>	<b>Lunch break</b>
14:00 – 17:00	Interviews (contd.) and next steps



An initiative of the European Union

Source: Google Ventures, IMP<sup>3</sup>ROVE

# Now it's your time to shine! Introduce the testers to your prototype and gather their feedback

## Steps

### Conducting interviews



## Key activities

Each interview is scheduled **for one hour**, allowing **5 interviews** a day

After a nice welcome, start with small talk to ease the testers into this interview and ask them for their consent to record the interview for learning purposes

Give a brief **introduction to the prototype**

Let them test the prototype and find their own user experience

**Motivate them to think out loud** by asking the right questions

Finally, ask typical feedback questions to have a clear view on what the testers liked, disliked, found difficult, etc.

## Example

**Friday**

09:00 – 13:00: Interviews

What did you not like about this service/ product?



What would you expect next?



An initiative of the European Union

Source: Google Ventures, IMP<sup>3</sup>ROVE

# Review the received feedback and decide on next steps within the team

## Steps

### Gathering data for next steps



## Key activities

After lunch you will continue with the interview during which the rest of the team will be in a separate room and monitor the interviews

First, draw a grid on the whiteboard with every interviewee's name and with whatever you want to focus on, i.e., sprint questions you want answered, or the different functionalities, or process step of the user story

**Everyone takes notes on post-its, capturing interesting points**, positive and negative remarks (preferably color-coded) and put them accordingly on the whiteboard

Then group the positive and the negative feedback together on a separate whiteboard accordingly

**Compare these notes now with the sprint questions you defined** on Monday

Within the group review the notes, the sprint questions and discuss next steps.

## Example

	LAUREN	JOSEPH	BETH	HAYA	HATT
LANDING PAGE					
CLOTHES OVERVIEW					
ORDER CLOTHES					
RECEIVE CLOTHES					
RETURN CLOTHES					

	LAUREN	JOSEPH	BETH	HAYA	HATT
LANDING PAGE	POSITIVE	POSITIVE			
CLOTHES OVERVIEW	POSITIVE	POSITIVE			
ORDER CLOTHES	POSITIVE	POSITIVE			
RECEIVE CLOTHES	POSITIVE	POSITIVE			
RETURN CLOTHES	POSITIVE	POSITIVE			

POSITIVE	NEGATIVE
POSITIVE	NEGATIVE
POSITIVE	NEGATIVE
POSITIVE	NEGATIVE
POSITIVE	NEGATIVE
POSITIVE	NEGATIVE

Friday

14:00 – 17:00: Interviews (contd.) and next steps



An initiative of the European Union

Source: Google Ventures, IMP<sup>3</sup>ROVE



# Break-out session: solutions to challenges (1/ 2)

# Break-out session: design sprint

## Instructions

Within today's and tomorrow's break-out sessions we want to apply theory and conduct a small-scaled version of the design sprint technique. We will cover the following for **three** challenges:

1

Please **list any ideas you have to solve the corresponding challenge**. To do so, you can write on post-its and place these on the board.

(~20 minutes per challenge)

2

Once all ideas are placed on the board, think of a **categorization** and **vote** for the **best** idea.

(~15 minutes per challenge)

*Training day 3 (today)*

3

Please **detail out** the best idea per challenge.

(~25 minutes per challenge)

*Training day 4 (tomorrow)*





# Keynote: Orsolya Szaplanczay



# Final Q&A



An initiative of the European Union

Source: IMP<sup>3</sup>ROVE





CLUSTER  
BOOSTER ACADEMY

# Cluster Booster Academy

Training Day 4

2022/ 23



An initiative of the European Union



# Agenda Cluster Booster Academy (Day 4)

09.00 – 09.15	Welcome day 4 and short recap
09.15 – 10.30	<b>Break-out session solutions to challenges (2/ 2):</b> <i>Creating and preparing solutions to biggest challenges</i>
10.30 – 10.45	Coffee break
10.45 – 12.00	<b>Keynote:</b> <i>Impulse speech</i>
12.00 – 13.00	Lunch break
13.00 – 16.00	<b>Self-reflection and break-out session on individual action plan:</b> <ul style="list-style-type: none"> <li>– <i>Create an action plan for a solution to a challenge and adopt it to your individual cluster</i></li> <li>– <i>Pitch the action plan and receive feedback</i></li> <li>– <i>Integrate feedback into action plan</i></li> </ul>
16.00 – 16.30	Final Q&A, feedback and closing of the training

Beginning/ Ending  
Break

*Italics* Interactive session



An initiative of the European Union

Source: IMP<sup>3</sup>ROVE



# **Break-out session: solutions to challenges (2/ 2)**

# Break-out session: design sprint

## Instructions

Within today's and tomorrow's break-out sessions we want to apply theory and conduct a small-scaled version of the design sprint technique. We will cover the following for **three** challenges:

1

Please **list any ideas you have to solve the corresponding challenge**. To do so, you can write on post-its and place these on the board.

(~20 minutes per challenge)

2

Once all ideas are placed on the board, think of a **categorization** and **vote** for the **best** idea.

(~15 minutes per challenge)

*Training day 3 (yesterday)*

3

Please **detail out** the best idea per challenge.

(~25 minutes per challenge)

*Training day 4 (today)*





# Break-out session: design sprint

## Instructions

In yesterday's break-out session, the best solutions to three challenges were appointed. Within this session, it is the task to detail out the solutions by determining a definition and subsequently the necessary steps (creation of small action plan). This task is to be seen as a group task

# 3

Please **detail out** the best idea per challenge.  
(~25 minutes per challenge)

Training day 4 (today)

**Definition of the solution: ....**

### Break-out session

**Action** What will be done?

Step 1:

Step 2:

Step 3:



An initiative of the European Union

Source: IMP<sup>3</sup>ROVE

# Keynote: Alain Tubiana





# **Break-out session: Action plan solutions to challenges**

# Self-reflection and break-out session: Individual action plan

## Instructions

# 1

Please **reflect** on the “**solution action plans**” developed in this morning’s break-out session.  
Please **choose one action plan** you would like to **advance** and make it suitable to your individual cluster.

(60 minutes)



*Reflection-phase*



Coffee break  
(10 minutes)

# 2

**Pitch** your **action plan** to the other participants and receive further **ad-hoc feedback** and **inspirations**.

(90 minutes)



*Break-out-phase*

# 3

**Integrate** the **feedback** and **inspirations** received into your **action plan**.

(20 minutes)



*Reflection-phase*



An initiative of the European Union

Source: IMP<sup>3</sup>ROVE

# Self- reflection: Template

The following structure can be used for your individual action plan

Action <i>What will be done?</i>	Responsible <i>Who will do it?</i>	Deadline <i>By when?</i>	Peer Feedback <i>What do your peers think?</i>
Step 1:			
Step 2:			
Step 3:			
Step 4:			
Step 5:			
Step 6:			



An initiative of the European Union

Source: IMP<sup>3</sup>ROVE

# Final Q&A



An initiative of the European Union

Source: IMP<sup>3</sup>ROVE



# Feedback



An initiative of the European Union

Source: IMP<sup>3</sup>ROVE