Cluster Booster Academy

Training Days 3 and 4
2022/23

An initiative of the European Union
**Agenda Cluster Booster Academy (Day 3)**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>09.00 – 09.15</td>
<td>Welcome and introduction to the workshop</td>
</tr>
<tr>
<td>09.15 – 11.30</td>
<td><strong>Presentation of participant’s experiences:</strong> Challenges and learnings while setting up and implementing your business model improving action plan</td>
</tr>
<tr>
<td>11.30 – 12.00</td>
<td><strong>Design thinking:</strong> Introduction and overview</td>
</tr>
<tr>
<td>12.00 – 12.15</td>
<td><strong>Design sprint:</strong> Technique to create, stress-test and validate new ideas</td>
</tr>
<tr>
<td>12.15 – 13.15</td>
<td>Lunch break</td>
</tr>
<tr>
<td>13.15 – 14.45</td>
<td><strong>Design sprint deep-dive:</strong> How to run sprint days</td>
</tr>
<tr>
<td>14.45 – 15.00</td>
<td>Coffee break</td>
</tr>
<tr>
<td>15.00 – 16.45</td>
<td><strong>Break-out session solutions to challenges (1/2):</strong> Mini design sprint - Creating and preparing solutions to biggest challenges</td>
</tr>
<tr>
<td>16.45 – 17.30</td>
<td><strong>Keynote:</strong> Impulse speech</td>
</tr>
<tr>
<td>17.30 – 17.45</td>
<td>Wrap-up and Q&amp;A</td>
</tr>
</tbody>
</table>
**Agenda Cluster Booster Academy (Day 4)**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>09.00</td>
<td>Welcome day 4 and short recap</td>
</tr>
<tr>
<td>09.15</td>
<td>Welcome day 4 and short recap</td>
</tr>
<tr>
<td>09.15</td>
<td>Break-out session solutions to challenges (2/2):</td>
</tr>
<tr>
<td>09.15</td>
<td>Creating and preparing solutions to biggest challenges</td>
</tr>
<tr>
<td>10.30</td>
<td>Coffee break</td>
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<tr>
<td>10.30</td>
<td>Coffee break</td>
</tr>
<tr>
<td>10.45</td>
<td>Keynote: Impulse speech</td>
</tr>
<tr>
<td>12.00</td>
<td>Lunch break</td>
</tr>
<tr>
<td>12.00</td>
<td>Lunch break</td>
</tr>
<tr>
<td>13.00</td>
<td>Self-reflection and break-out session on individual action plan:</td>
</tr>
<tr>
<td>13.00</td>
<td>Create an action plan for a solution to a challenge and adopt it to your</td>
</tr>
<tr>
<td>13.00</td>
<td>individual cluster</td>
</tr>
<tr>
<td>13.00</td>
<td>Pitch the action plan and receive feedback</td>
</tr>
<tr>
<td>13.00</td>
<td>Integrate feedback into action plan</td>
</tr>
<tr>
<td>16.00</td>
<td>Final Q&amp;A, feedback and closing of the training</td>
</tr>
</tbody>
</table>

**Keynotes:**
- Impulse speech

**Interactive session:**
- Break-out session solutions to challenges (2/2): Creating and preparing solutions to biggest challenges
- Self-reflection and break-out session on individual action plan:
  - Create an action plan for a solution to a challenge and adopt it to your individual cluster
  - Pitch the action plan and receive feedback
  - Integrate feedback into action plan

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An initiative of the European Union
Source: IMP³ROVE
Presentation of experiences after virtual training
Please illuminate on challenges and learnings while setting up and implementing your improved business model action plan.

**Instructions**

1. You are divided into 2 groups, each consisting of equal amount of people.
2. Please present your most valuable learnings, takeaways & main challenges to your group (~3 minutes).

<table>
<thead>
<tr>
<th>Learnings/ Takeaways</th>
<th>Main Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>- ...</td>
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</tbody>
</table>
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?
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.

Source: IMP³ROVE
Design thinking is an iterative, user-centered innovation process that comprises three overlapping design phases.

**Design (thinking) process**

1. **Starting Point**
   - Observation
   - "What should the optimal office chair look like?"

2. **Brainstorming**
   - "How to address the child eyeglass market in India?"

3. **Idea prototyping and testing**

Source: Roger Martin, 2009; Brown and Wyatt, 2010; IMP³ROVE
In essence, design thinking tries to balance desirability, feasibility and viability to identify the best solution.

Managerial questions:

- What do our members really want?
- What are the relevant “unknown unknowns” we should be aware of?
- Are we able to leverage a solution that we already developed before?
- Will our members see value in it?
- Are all our teams convinced of this idea?
- Wouldn’t it be too costly to create it?
- How should the final solution look like?

Selected managerial questions: Desirable, Feasible, Viable.
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

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)

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

Principles / Mindsets

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

Source: Lisa Carlgen, Ingo Rauth, Maria Elmquist, 2016; IMP³ROVE
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

Source: Lisa Carlgren, Ingo Rauth, Maria Elmquist, 2016); IMP³ROVE

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Design sprint technique
### Do these five issues sound familiar to you?

<table>
<thead>
<tr>
<th>Issue</th>
<th>Strong need for applying a design sprint approach</th>
<th>Medium need for applying a design sprint approach</th>
<th>Little need for applying a design sprint approach</th>
<th>Does not apply at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of time to think deeply about ideas and define the focus when a lot is at stake</td>
<td><img src="#" alt="High" /></td>
<td><img src="#" alt="Medium" /></td>
<td><img src="#" alt="Little" /></td>
<td><img src="#" alt="None" /></td>
</tr>
<tr>
<td>High effort to align with colleagues, hard to have everyone in the same room</td>
<td><img src="#" alt="High" /></td>
<td><img src="#" alt="Medium" /></td>
<td><img src="#" alt="Little" /></td>
<td><img src="#" alt="None" /></td>
</tr>
<tr>
<td>Delayed decisions and lengthy development processes</td>
<td><img src="#" alt="High" /></td>
<td><img src="#" alt="Medium" /></td>
<td><img src="#" alt="Little" /></td>
<td><img src="#" alt="None" /></td>
</tr>
<tr>
<td>No clear deadlines for testing ideas with members</td>
<td><img src="#" alt="High" /></td>
<td><img src="#" alt="Medium" /></td>
<td><img src="#" alt="Little" /></td>
<td><img src="#" alt="None" /></td>
</tr>
<tr>
<td>Limited insights on member feedback</td>
<td><img src="#" alt="High" /></td>
<td><img src="#" alt="Medium" /></td>
<td><img src="#" alt="Little" /></td>
<td><img src="#" alt="None" /></td>
</tr>
</tbody>
</table>

**Example**

The more issues apply, the better a design sprint can help.
## What if we provided the following radical five answers?

<table>
<thead>
<tr>
<th>Issue</th>
<th>Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of time to deeply think about an idea</td>
<td>Block 5 days in full – instead of weeks and months with recurring meetings</td>
</tr>
<tr>
<td>Lots of effort to align with colleagues, hard to have everyone in the same room</td>
<td>Assemble a team of key experts (once)</td>
</tr>
<tr>
<td>Delayed decisions and lengthy development processes</td>
<td>Quick and smart decisions within 5 days</td>
</tr>
<tr>
<td>No clear deadlines for testing with members</td>
<td>Test a prototype with members on day 5</td>
</tr>
<tr>
<td>Limited insights on member feedback</td>
<td>Leverage member feedback for iterations and planning ahead</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Day</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday</td>
<td>Map out your goals, issues to work on, risks and processes</td>
</tr>
<tr>
<td>Tuesday</td>
<td>Sketch out your ideas for solutions to the potential issues</td>
</tr>
<tr>
<td>Wednesday</td>
<td>Vote on the ideas presented and choose the most promising ones</td>
</tr>
<tr>
<td>Thursday</td>
<td>Develop a prototype based on your pre-work throughout the week</td>
</tr>
<tr>
<td>Friday</td>
<td>Conduct a series of 5 interviews to test your prototype and decide on next steps</td>
</tr>
</tbody>
</table>

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

Source: Google Ventures, IMP³ROVE
An example: expanding the cluster service offerings

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

Source: Google Ventures, IMPROVE

An initiative of the European Union
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

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

Source: Google Ventures, IMP³ROVE
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

---

<table>
<thead>
<tr>
<th><strong>Steps</strong></th>
<th><strong>Definition of goal</strong></th>
<th><strong>Definition of risks</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Key activities</strong></td>
<td></td>
<td></td>
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<tr>
<td>---</td>
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</tr>
<tr>
<td>Think about the next 6-12 months or even further and write down your long-term goal based on questions, such as:</td>
<td>Now think about potential risks which could come up during the process and write them down based on questions, such as:</td>
<td></td>
</tr>
<tr>
<td>- Where should this project lead to?</td>
<td>- What are potential risks?</td>
<td></td>
</tr>
<tr>
<td>- What would successful outcomes look like?</td>
<td>- What could possibly go wrong?</td>
<td></td>
</tr>
</tbody>
</table>

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

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**Example**

**LONG-TERM GOAL**

- Provide more customers with access to unlimited fashion offers.

---

**POTENTIAL RISKS**

- Confused customers
- Subscription model not well received
- Landing page unattractive
- Not something for everyone
For a successful sprint it is important for everyone to be on the same page and aim for the same goal (2/2)

**Definition of sprint questions**

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?

**Steps**

**Key activities**

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

**Example**

Source: Google Ventures, IMPROVE
Once you have decided what your goals are, you can map out the sprint process and define next steps.

Steps

Definition of actors and goal

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.

Mapping the member/customer journey

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?

Key activities

**Monday**

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

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

Steps

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

“How might we?”

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

Key activities

Monday 14:00 – 16:00:
Interviewing key experts and brainstorming ideas

Example

Source: Google Ventures, IMPROVE
A voting system will allow for a clear vision on what the majority considers most important.

**Steps**

**Grouping HMWs**

- Try and **group similar HMW notes** together.
- If some HMW notes cannot be grouped, collect them to one group of “miscellaneous”.

**Vote**

- 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.

**Key activities**

- Try and group similar HMW notes together.
- If some HMW notes cannot be grouped, collect them to one group of “miscellaneous”.

**Example**

Monday 16:00 – 16:30: Categorizing and voting on ideas.
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**

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.

**Make a decision**

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**

Key activities

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

Source: Google Ventures, IMPROVE
On Tuesday you will start developing potential solutions to the issues defined on Monday

<table>
<thead>
<tr>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td>10:00 – 12:30</td>
<td>Fostering inspiration by reviewing other companies’ and own company's ideas</td>
</tr>
<tr>
<td>12:30 – 13:00</td>
<td>Division of map into sketches</td>
</tr>
<tr>
<td>13:00 – 14:00</td>
<td>Lunch break</td>
</tr>
<tr>
<td>14:00 – 17:00</td>
<td>4-step approach for sketching solutions</td>
</tr>
</tbody>
</table>
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!

**Steps**

**Research other products**

- 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

**Lightning Demos**

- 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

**Key activities**

- **Research other products**
- **Lightning Demos**

**Example**

- **PRODUCTS:**
  - Fab Fit Fun
  - Amazon Subscription
  - Glossy Box
  - Fabletics
  - Just Fab

**Tuesday**

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

### Key activities

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

1. Every team member writes down their names next to the process step they are interested in.
2. 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

![Example Map](image)

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Source: Google Ventures, IMPROVE
### 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

<table>
<thead>
<tr>
<th>Steps</th>
<th>Recap and note taking</th>
<th>Doodling ideas</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Key activities</strong></td>
<td>Take ~ 20 minutes to walk around the room, look at the material you have accumulated so far and simply take notes to recap</td>
<td>This is where you get creative. Brainstorm and roughly write down or draw your ideas for the prototype (~20 minutes)</td>
</tr>
<tr>
<td></td>
<td>Then, skim the notes you have written down and mark the ones that you consider most important</td>
<td>This is just to get your creativity started</td>
</tr>
<tr>
<td></td>
<td>– E.g. to win over the customer, focus on events that are linked to heavy fashion spending, e.g. weddings and proms</td>
<td>Once you are done, mark the most promising ideas you want to focus on the most</td>
</tr>
<tr>
<td></td>
<td>– Show value-add/ savings for the customer</td>
<td>– E.g. adding price comparisons between one-time purchases and renting: more clothes for less money</td>
</tr>
</tbody>
</table>

### Example

**LOCAL-TENN GARL.**

**WHICH CUSTOMERS WITH WHOM TO D.INFO WITH**

- **I can cut the customer**
  - Focus on events that are linked to heavy fashion spending, e.g. weddings and proms
  - Show value-add/ savings for the customer

**ONE-TIME VS RENTAL**

- More clothes for less money
- More savings on how quickly turn benefits (one-time purchase vs. subscription)
Reassess your idea from different angles and wrap up with a final storyboard

Turn your abstract idea into a tangible concept!

<table>
<thead>
<tr>
<th>Steps</th>
<th>Key activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crazy 8s</td>
<td>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.</td>
</tr>
<tr>
<td>Final sketch</td>
<td>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.</td>
</tr>
</tbody>
</table>

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

Example

Source: Google Ventures, IMPROVE

An initiative of the European Union
On Wednesday you will review the solutions and start planning the prototype.

<table>
<thead>
<tr>
<th>Time</th>
<th>Agenda topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00 – 11:30</td>
<td>Review and selection of Tuesday’s potential solutions</td>
</tr>
<tr>
<td>11:30 – 13:00</td>
<td>Decision of final solutions for prototype</td>
</tr>
<tr>
<td>13:00 – 14:00</td>
<td>Lunch break</td>
</tr>
<tr>
<td>14:00 – 16:00</td>
<td>Planning of the prototype</td>
</tr>
</tbody>
</table>
Review Tuesday’s ideas and narrow it down to the most interesting ones to define ideas for the prototype

Steps

1. Reviewing yesterday’s ideas
   - 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

2. Voting on final ideas
   - 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

Key activities

- Reviewing yesterday’s ideas
- Voting on final ideas

Example

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

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

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.

Steps

Select winning ideas

Compete or combine

Key activities

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

Example

Source: Google Ventures, IMP³ROVE
Combine the best ideas into one winning storyboard (1/2)

Steps

Getting started

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.

Step-by-step

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.

Key activities

Getting started

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.

Example

Wednesday

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

Source: Google Ventures, IMPROVE

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

Key activities

- Finalize the storyboard

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.

Example

Wednesday
Planning of the prototype (contd.)

Source: Google Ventures, IMPROVE
On Thursday it is getting serious! Develop your prototype!

<table>
<thead>
<tr>
<th>Time</th>
<th>Agenda topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00 – 13:00</td>
<td>Assign tasks and start prototyping</td>
</tr>
<tr>
<td>13:00 – 14:00</td>
<td>Lunch break</td>
</tr>
<tr>
<td>14:00 – 17:00</td>
<td>Test run and finalizing the prototype</td>
</tr>
</tbody>
</table>

Throughout the whole Thursday you can already start writing the interview script
Divide the tasks to team members and start assembling the prototype

**Steps**

**Division of tasks**

Keep in mind that your prototype only needs to be realistic, but not perfect. They key is to trigger an honest reaction from the testers. Thus, it is enough to create a realistic illusion. The Facilitator will assign the following jobs:

- Makers
- Stitcher
- Writer
- Asset collector
- Interviewer

**Assembling of prototype**

It is now time to assemble all of the prototype parts into one and make sure they also click into place. Look for mistakes, typos, and illogical steps in between.

Even though this is a prototype only, it must be believable, therefore make sure it is a coherent and complete prototype.

**Key activities**

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

**Example**

Source: Google Ventures, IM³ROVE
After having assembled a rough prototype, do a dry run to test and potentially finetune one more time.

**Steps**

Dry run for testing/finetuning

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.

**Key activities**

- Dry run for testing/finetuning

**Example**

**Thursday**

14:00 – 17:00: Test run and finalizing the prototype
On Friday it’s show time! Use the day to learn the most from your test interviews

<table>
<thead>
<tr>
<th>Time</th>
<th>Agenda topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>09:00 – 13:00</td>
<td>Interviews</td>
</tr>
<tr>
<td>13:00 – 14:00</td>
<td>Lunch break</td>
</tr>
<tr>
<td>14:00 – 17:00</td>
<td>Interviews (contd.) and next steps</td>
</tr>
</tbody>
</table>
Now it’s your time to shine! Introduce the testers to your prototype and gather their feedback.

**Conducting interviews**

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.

**Source:** Google Ventures, IMPROVE

**Example**

**What did you not like about this service/product?**

**What would you expect next?**

**Key activities**

- Conducting interviews
- Introduce the testers to your prototype and gather their feedback

**Steps**

- **Friday 09:00 – 13:00:** Interviews

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

**Steps**

Gathering data for next steps

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.

---

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

**Key activities**

Source: Google Ventures, IMPROVE
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)

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

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Training day 3 (today)  
Training day 4 (tomorrow)
Keynote: Orsolya Szaplönyczay
Final Q&A
Cluster Booster Academy

Training Day 4
2022/23
# Agenda Cluster Booster Academy (Day 4)

<table>
<thead>
<tr>
<th>Time</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>09.00 – 09.15</td>
<td>Welcome day 4 and short recap</td>
</tr>
<tr>
<td>09.15 – 10.30</td>
<td>Break-out session solutions to challenges (2/2): Creating and preparing solutions to biggest challenges</td>
</tr>
<tr>
<td>10.30 – 10.45</td>
<td>Coffee break</td>
</tr>
<tr>
<td>10.45 – 12.00</td>
<td>Keynote: Impulse speech</td>
</tr>
<tr>
<td>12.00 – 13.00</td>
<td>Lunch break</td>
</tr>
<tr>
<td>13.00 – 16.00</td>
<td><strong>Self-reflection and break-out session on individual action plan:</strong></td>
</tr>
<tr>
<td></td>
<td>– Create an action plan for a solution to a challenge and adopt it to your individual cluster</td>
</tr>
<tr>
<td></td>
<td>– Pitch the action plan and receive feedback</td>
</tr>
<tr>
<td></td>
<td>– Integrate feedback into action plan</td>
</tr>
<tr>
<td>16.00 – 16.30</td>
<td>Final Q&amp;A, feedback and closing of the training</td>
</tr>
</tbody>
</table>

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**Break**

**Beginning/Ending**

**Italics** Interactive session

An initiative of the European Union

Source: IMP³ROVE

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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)

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

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

(~25 minutes per challenge)

---

**Definition of the solution:**

**Break-out session**

**Action** What will be done?

- Step 1:
- Step 2:
- Step 3:
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)

2. Coffee break (10 minutes)

3. Pitch your action plan to the other participants and receive further ad-hoc feedback and inspirations. (90 minutes)

4. Integrate the feedback and inspirations received into your action plan. (20 minutes)
The following structure can be used for your individual action plan

<table>
<thead>
<tr>
<th>Action</th>
<th>Responsible</th>
<th>Deadline</th>
<th>Peer Feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td>What will be done?</td>
<td>Who will do it?</td>
<td>By when?</td>
<td>What do your peers think?</td>
</tr>
<tr>
<td>Step 1:</td>
<td></td>
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<tr>
<td>Step 2:</td>
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<td>Step 3:</td>
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<td>Step 6:</td>
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</table>
Feedback