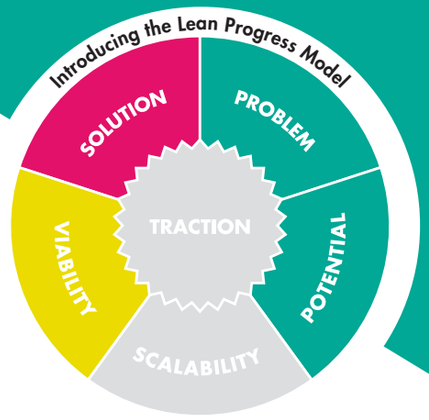
"This is a must-read for anyone involved with innovation and startups. Read this to lead your lean projects to success."
Jeff Gothelf, co-author Lean UX and Sense & Respond



Are you innovating the lean way but missing structure and guidance?
Do you know whether or not you need to pivot?
Will your project bring the desired financial return?

If you are preoccupied by questions like this, the Lean Innovation Guide is for you. It guides you using the Lean Progress Model, a tool that takes the Lean Startup approach to the next level and increases the speed and success rate of any innovation and startup project. Lean is the right approach for innovation, but the Lean Progress Model will help you make the most of it. The book follows the structure of the model and provides you with the toolbox you need to successfully innovate the lean way. Jam-packed with value and tips, this guide is sure to remain your go-to in the years to come. Look no further! Get the book before your competitor does.

David Griesbach is the Swiss expert in Lean Innovation and Lean Startup and has advised countless companies and innovation teams. Since 2013, David has been running one of Europe's first and most intensive Lean Startup courses at the Lucerne School of Business in Switzerland. He is an acclaimed trainer, consultant, and sought-after keynote speaker.

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LEAN INNOVATION GUIDE

DAVID GRIESBACH

BIS

Design: equipo.ch

"A unique guide packed with valuable insights and techniques for accelerating your innovation and startup success."
Ash Maurya, author and creator of Lean Canvas

LEAN INNOVATION GUIDE



A Proven Approach for Innovation Success

DAVID GRIESBACH

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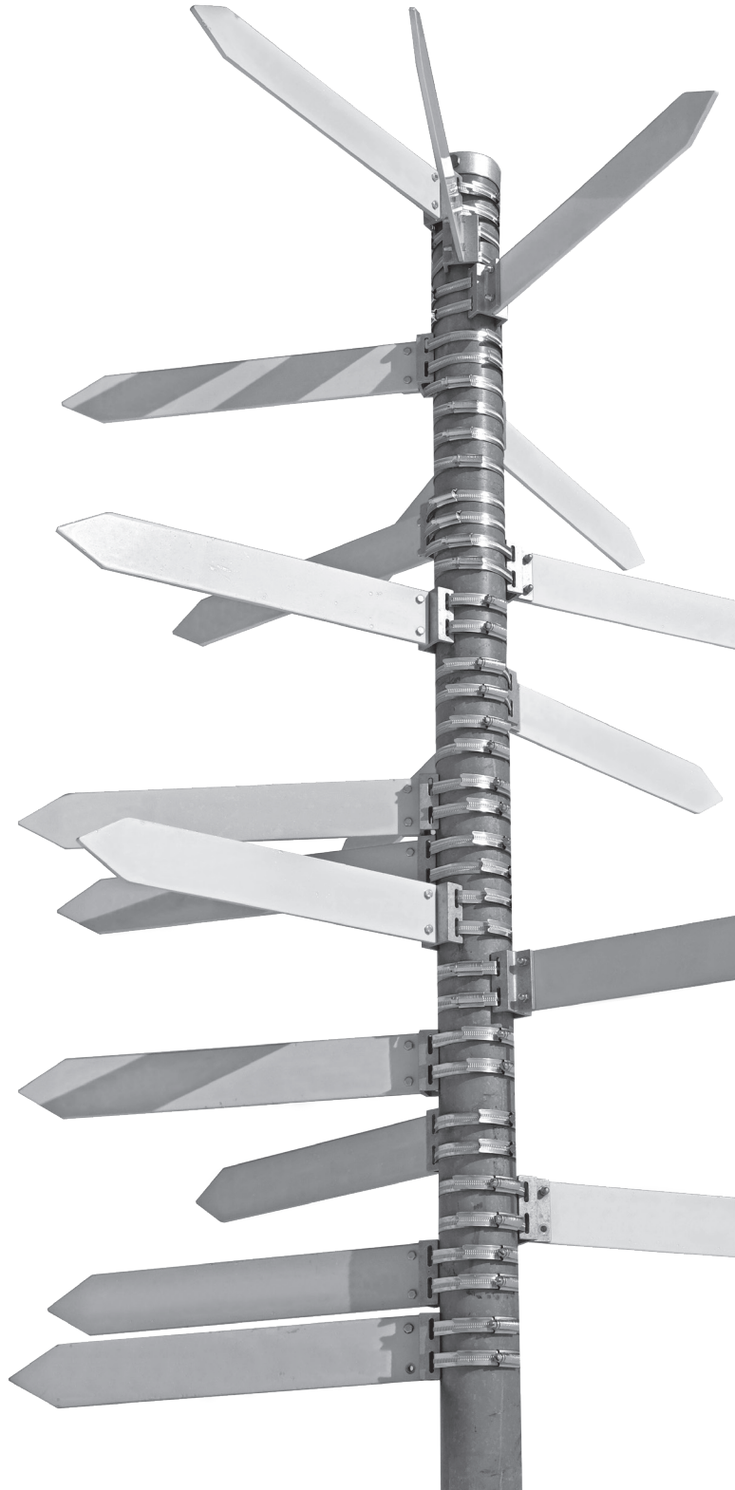
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To my wife Samira,
our daughters Léa and Olive,
and my parents who have
always believed in me.

Very early in my career at the age of 23, I was given the responsibility of developing a web-based solution for the execution of customer projects at one of Switzerland's biggest communication agencies. The request had come from one of our main clients, a Swiss subsidiary of a global telecommunications provider. The company wanted to be able to collaborate independent of time and place, and also access the project history at any time. Naturally, our project team first spoke at great length with users, both within our agency, and also with our clients, to define the requirements and specifications. For approximately 50,000 euros we had external software programmers develop a solution that met the identified requirements in every respect. Projects could be set up for users with different access rights, and the type of notifications and their frequency could be customized for each user. Just like today's social media channels, each project and its communication history was posted chronologically on a "news wall" of sorts, thus ensuring constant transparency.

How did the users react? Neither the client's users nor our consultants ever used the solution. The whole thing was a total failure. And for me personally, it was a very disappointing experience. Why did the client want the solution and then end up not using it, after all that? Had we not understood what exactly would have provided the desired added value? And how could I have better managed the project? Should we have had even more discussions with the potential users? Should they have been even more involved in the development, and more consistently? Over the next few years, these unanswered questions and so many more kept going through my head…



… until I met the inventor of the Business Model Canvas, Alex Osterwalder, in 2011. He invited me to one of his first master classes, at which point I became aware of the Lean Startup movement. It immediately became clear to me that the Lean approach would resolve my long unanswered questions regarding the unsuccessful extranet project, and that Lean Startup would unleash a transformation that would overhaul innovation management from the ground up.

Extreme uncertainty as a challenge in the innovation process

In the case of innovative products and services, the challenge lies in the fact that as developers, we always believe we're creating an added value that will be seen as such by potential customers. But because innovations inevitably entail wide-ranging modifications—for example, due to new solutions for existing or new problems, new user behavior or new distribution channels—there's really no way for us to know in advance if and how the desired added value will actually be identified by the customers. The Lean approach has found a better way of dealing with this extreme uncertainty.

Lean Startup and related approaches have thus laid the foundation for the paradigm shift needed in startup and innovation management. At around the same time, I was already working on developing a similar approach as part of my PhD thesis. With this in mind, I immediately saw the potential of Lean Startup. From this point forward, I dedicated myself to the topic and have since committed myself to Lean as a ground-breaking approach to innovation management.

Lean Innovation instead of Lean Startup

In this book, I will be using the term Lean Innovation and I refer to any innovation processes and activities being conducted according to the Lean approach described here, whether in a startup, a SME or a corporation.

While Lean Startup finds its origins in the startup scene, it not only depicts how startups come to be but also describes a generally new approach to developing innovative businesses, products and services. The term "Lean Innovation" also includes all closely associated methods such as customer development[1], running Lean[2], agile innovation management or related concepts.

Extreme uncertainty openly acknowledged

The Lean approach openly acknowledges the extreme uncertainty around innovation projects and innovative startups, whereas traditionally, the business plan would try to get a handle on uncertainty through planning that was as accurate as possible. The innovation process according to Lean Innovation concedes from the outset that in most cases, the original innovation idea will have to be changed to guarantee market success. Quite a few innovation projects even have to be abandoned so that the limited resources can be implemented for new, much more promising ideas. The earlier a change in direction or the necessity to end the project is identified, the leaner our process is.

Unknown assumptions as the basis for experimentation

Lean Innovation has also recognized that innovation projects are based on a multitude of assumptions. For example, we assume that customers are not fully satisfied with the previous solutions, or that potential customers get their information through a specific media channel and we can use that channel to promote our innovation. The assumptions depict smaller and larger risks that have to be prioritized. Thanks to prioritization, the largest risks and their underlying assumptions can first be tested, namely through experimentation such as interviews with potential customers, an initial website to collect e-mail addresses, or a prototype. With the help of prioritization, which also requires continuous testing and adapting, the

innovation process becomes extremely agile and lean because we only invest the minimum in order to learn what is next-most important or represents the highest risk. This process lets us gradually advance towards genuine added value for potential customers and thus the success of the innovation project. In the traditional planning process, the potential customer's decision remains unpredictable right up to the very end, thus representing a considerable risk. Thanks to experimentation, Lean Innovation allows us to identify the route to an innovation project that satisfies potential customers and will thus also be financially successful.

Worldwide Lean Innovation transformation in the works

The Lean approach is already being implemented in the startup and entrepreneur world, but corporations have also started to align themselves to these new paradigms of innovation management. These include, in Switzerland, companies like Swisscom, AXA Versicherungen and Rivella, and in Germany, companies like Lufthansa, Kärcher and Sennheiser. But global companies like General Electric, Proctor & Gamble, Google and Dropbox have also been using Lean Innovation for several years now.[3] Because this is truly a fundamentally new form of innovating, companies and staff are still considerably challenged by this transformation. And many small and medium-sized businesses haven't even started to develop innovative products and services using the Lean approach. We thus find ourselves on the threshold of this transformation.



In the traditional planning process, the customer's decision remains unpredictable right up to the very end.

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INTRODUCTION

HOW WILL YOU BENEFIT FROM THIS BOOK?

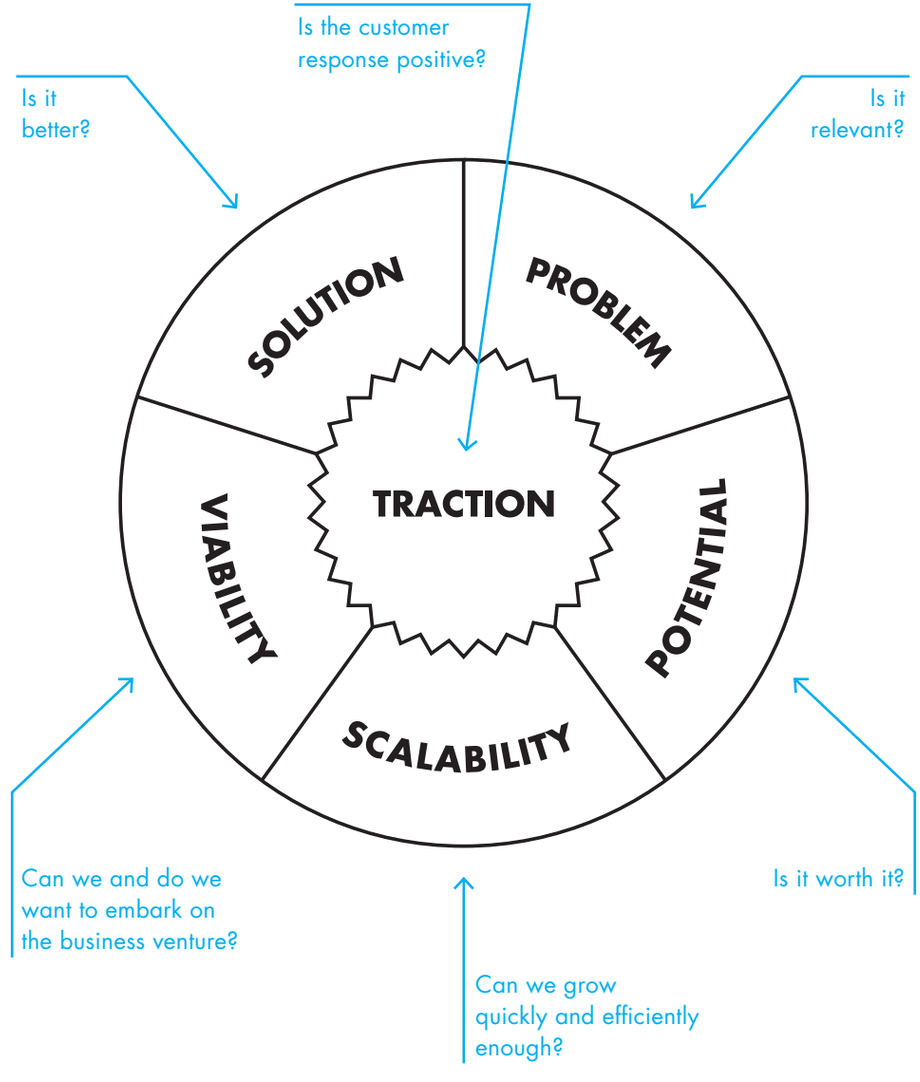
I promise that the benefits you derive from this book will be two-fold. First, to date, there is no compact and clearly structured summary of the key ideas, models and tools applied in the Lean Innovation approach. The first part delivers on that promise. If you're new to Lean Innovation or still don't know everything about it, this first part is the perfect foundation and a great introduction. If you're already an expert, you can look up specific topics or use the book to refresh your memory. In addition to defining Lean Innovation, the first chapter explains the key ideas and models. This is followed by a detailed explanation of why Lean is the right approach for innovative startups and innovation management in a company. The first part ends with a toolbox that succinctly introduces the most widely-used tools.



Consolidation of the most important Lean Innovation books, models and tools

Second, you'll have the Lean Progress Model at your fingertips. This new tool will allow you to efficiently introduce and successfully implement the Lean Innovation approach. In the traditional process, we stuck to the business plan, which promised safety and clarity, even if only outwardly. By contrast, Lean Innovation requires that we go through an open-ended exploration and learning process. For this, we need a guide that shows us the process or the current status of a startup or innovation project at a glance. To date, there has been no such guide, and this is exactly what the Lean Progress Model delivers. It consists of the six key success factors of a startup or innovation project. The associated guiding questions help direct the process and the stoplight colors indicate the current status based on interactions and experimentation conducted with potential customers.

The model is explained in depth in the second part using the six success factors. Each factor has its own chapter explaining the key thoughts in detail, supplemented with helpful models and methods. Each chapter ends with the success factor's key guiding questions and a helpful tool so you can choose the right stoplight color. The third part shows you how you can optimally apply the Lean Progress Model and properly synchronize it with the company-specific processes. Using a concrete example, I demonstrate how the Lean Progress Model helped a customer avoid unnecessary investments and develop true added value in a very short time. In conclusion, the model serves as a structure that allows individuals, teams and organizations to assess the model with respect to the preferred success factor. Seven different innovation templates can be identified.



The Lean Progress Model for successfully implementing Lean Innovation

HOW DOES A LEAN PROGRESS MODEL IMPROVE THE SUCCESS OF YOUR STARTUP OR INNOVATION?

In the hundred or so startup or innovation projects I've had the privilege of supporting using the Lean Innovation approach, it became clear to me that many users are struggling with this new approach to innovation. We are so trained and taught to use analyses that are as precise as possible when we theoretically forecast and plan how a project should go, that a gradual forward-looking approach to exploration and learning is something we still need to internalize. As worthwhile and important as Lean Innovation is, applying it brings its own challenges, which need to be mastered:

1. Without a business plan, there needs to be an alternate transparent focus as to where we currently find ourselves in the open-ended learning process.

2. The open process can result in people getting lost in the many opportunities. That is why a strong focus and prioritization are fundamental to operating in a manner that is truly lean.

3. Lack of speed is another key source of waste in the innovation process. We have to test the most important assumptions as quickly as possible and derive the necessary modifications based on this.

The Lean Innovation models and tools developed up to this point have not yet been able to adequately solve these key challenges. This is exactly where the Lean Process Model is applied. The six success factors of an innovation project provide direction and make it clear as to all the things you need to pay attention to and where you currently are in the exploration and learning process. Thanks to the guiding questions, you know exactly what needs to be tested, and in what order.

In addition, the color scheme helps you assess a project in as little time as possible and to plan the next development steps using the evaluation. In summary, the Lean Progress Model helps you introduce a maximum amount of transparency, focus and speed to your startup and innovation projects so that there is no longer anything standing in the way of success.

WHO IS THE BOOK AND THE MODEL MEANT FOR, AND HOW SHOULD THEY BE USED?

Essentially, the book and the model are directed at anyone who deals with innovative business opportunities, products and services and, more generally, with added value for customers and users. The book and the model will support you in a variety of ways:

- Above all else, Lean Innovation is intended to make and keep businesses and organizations successful in the long term, thus avoiding unnecessary investments.

- The Lean Innovation Guide will allow you to develop new business opportunities, products and services that will provide your customers with real added value.

- This book will allow you to quickly and efficiently introduce Lean Innovation as a method and philosophy in your business and to further disseminate it throughout your organization. Anyone who deals with new business opportunities, products and services, and added value for customers, even in the broadest sense, should have and use the Lean Innovation Guide. An investment that pays off, many times over.

- The progress model allows you to better manage the innovation process according to Lean principles, to identify process progress within seconds, and to transparently communicate this to various stakeholders.

- This gives you the tools you need to dramatically increase innovation speed and considerably shorten the time it takes to achieve success.

- It's not just about that big "innovation design." The Lean Progress Model helps you strictly maintain user and value direction, even for less extensive product improvements and new functionality, as well as internal optimization.

- In terms of education and further education, the Lean Innovation Guide provides you with a condensed introduction to Lean Innovation methods, which is very much appreciated by participants. If your role is to support and coach innovation projects, you'll find the process of following the Lean Progress Model extremely transparent and coherent.

- The points above demonstrate that the Lean Innovation Guide and the Lean Progress Model are beneficial to people in a wide variety of roles within a company and other organizations: CEOs, executives, department heads, strategists, innovation managers and their teams, research and development staff, product managers, business developers, software and hardware engineers, startup founders, contractors, consultants, trainers and lecturers.

HOW IS THE BOOK DESIGNED?

The title says it all: it's designed as a pocket guide or coach, a handbook to accompany you along every step of implementing a Lean Innovation approach. The book is meant to help you navigate a development and innovation process that is often unpredictable. For this reason, I opted for a very specific structure: individual topics, ideas, models or tools are printed on facing pages or across four pages. An associated image provides additional clarification for the text on the facing page, but is also meant to stimulate thought and reflection.

1

LEAN INNOVATION: INTRODUCTION

WHAT IS LEAN INNOVATION?

DEFINITION: LEAN INNOVATION IS AN **INNOVATION PROCESS***, THAT THROUGH **CONTINUOUS DEVELOPMENT**, **TESTING** AND **OPTIMIZING**, **PROVES** **OR REJECTS** THE **MARKET VIABILITY** OF AN INNOVATION IDEA **AS QUICKLY AND AS LEAN AS POSSIBLE.**

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FOR AN EXPLANATION OF THE KEY IDEAS AND MODELS, GO TO THE INDICATED PAGES FOR EACH OF THE UNDERLINED TERMS.

*also includes innovation methodology, innovation philosophy or an innovation paradigm

An innovation project is commercially viable when four conditions are met simultaneously. For many projects, this is not the case from the outset. But we use Lean Innovation to try to prove or refute as quickly as possible that all four conditions apply or do not:

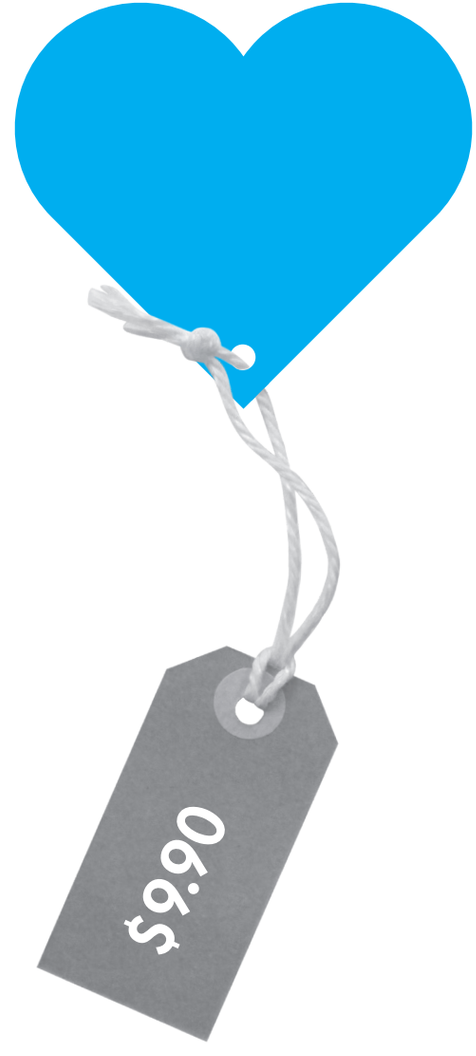
1. The innovation idea must address a solvable problem. A solution for an irrelevant problem will never be commercially viable, as the customers aren't even looking for a solution.

2. The new solution has to be better than alternative solutions. Previous solutions can also be very simple, such as "writing down a list." Added value only occurs if the problem is solved in a manner that is significantly better.

MARKET VIABILITY

3. The customers need to map the timeline, have a financial budget for the solution and be willing to use the budget for this and no other solutions or topics. And enough potential buyers for the solution are needed.

4. The customers need to map the timeline, have a financial budget for the solution and be willing to use the budget for this and no other solutions or topics. And enough potential buyers for the solution are needed.[9]

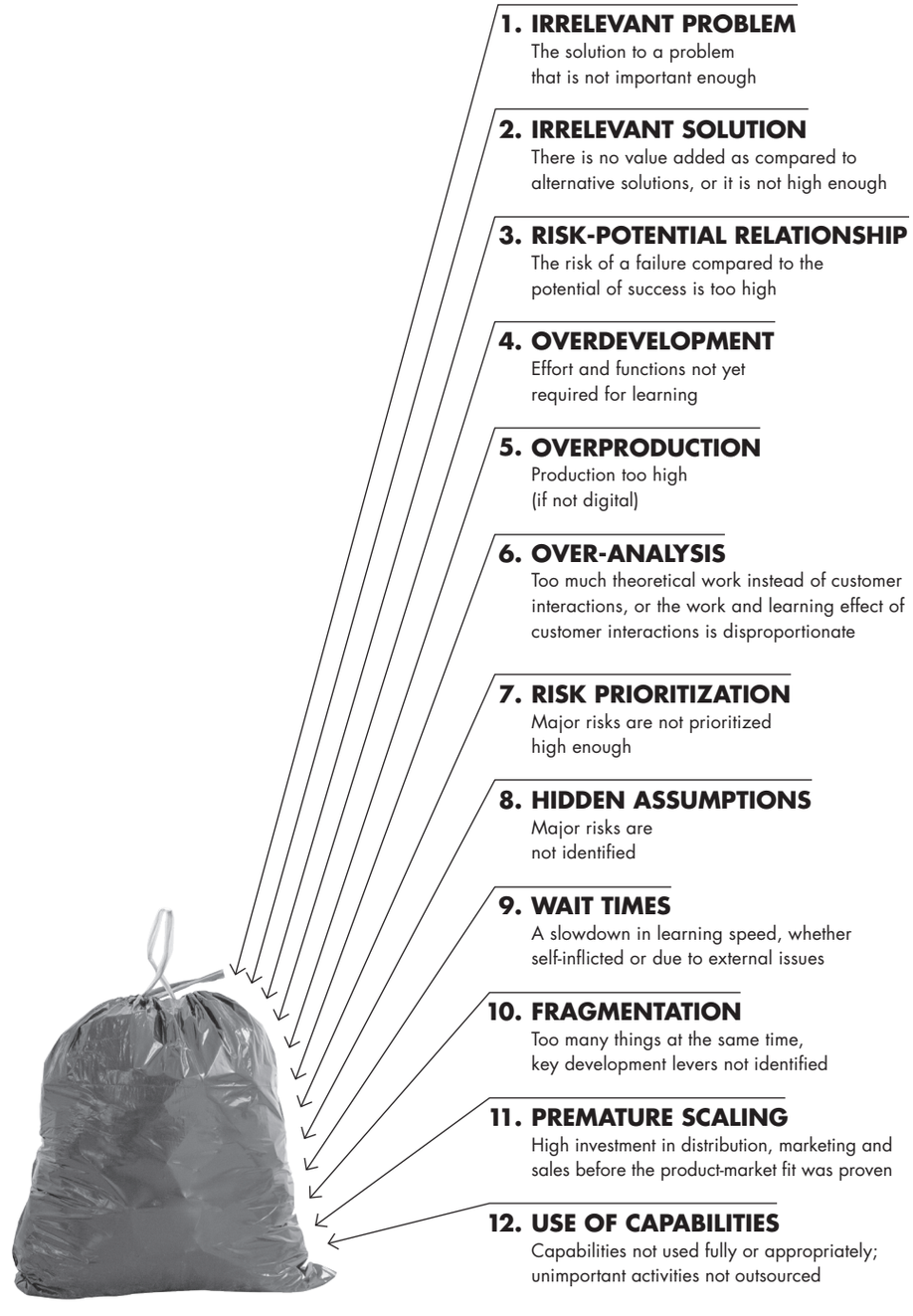


No customer interest or money means no market viability

The term “Lean” is so important that it needs to be explained once more. It comes from the term “Lean Thinking,” which has been applied in production companies using Lean Production or Lean Manufacturing for several decades now. The term “Lean” stands for waste reduction—the elimination of all unnecessary steps in the production process. The final product of production is, however, unlike with the innovation process, known beforehand.

AS QUICKLY AND AS LEAN AS POSSIBLE

The requirements for innovation are entirely different from those for production. We don’t know what the final product will be and find ourselves in an open-ended learning and exploration process to find out which problem can be solved with which new approach. In the investment field, lean refers to omitting high-risk development and marketing investments. We only develop and invest in what is most important in order to test the highest risk assumptions and continuously improve the innovation idea. Time spent must also be seen as an investment. The earlier we know if an idea promises to be successful, the more quickly we can ramp up this idea to market maturity; if the opposite holds true, we need to devote ourselves to a more promising idea. Lean refers to a minimum investment of time and money with a maximum learning effect. At least twelve different forms of waste can be identified in the innovation process.



Twelve types of waste to be avoided in the innovation process

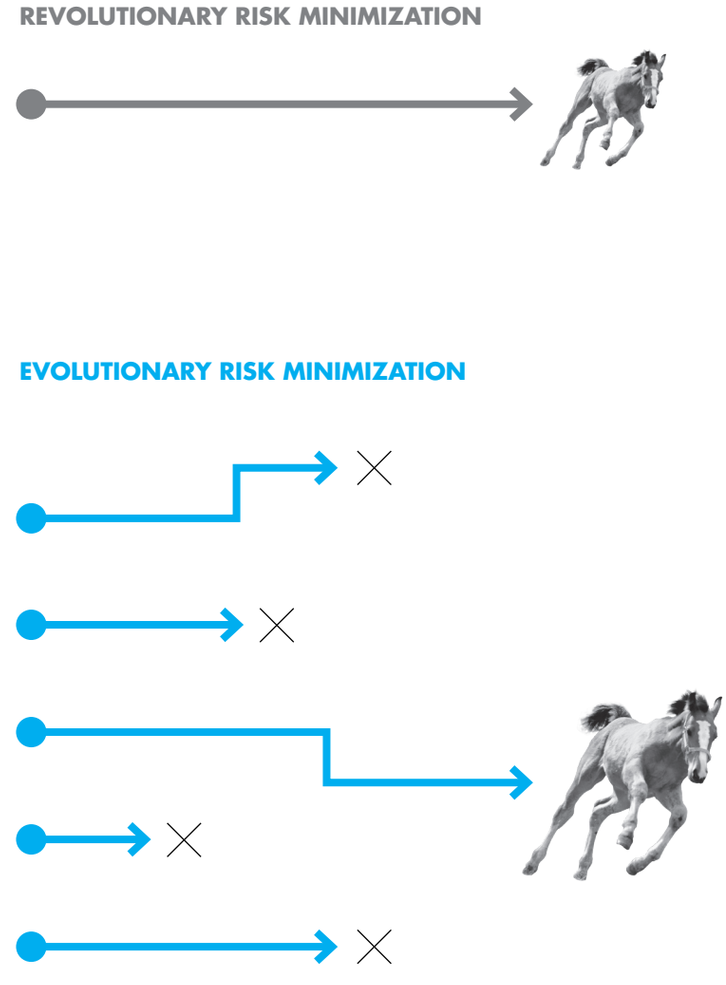
TRADITIONAL RISK MINIMIZATION:
THROUGH REVOLUTION

The traditional approach assumes that the more we analyze, reflect and pre-plan from the outset, the more successful the innovation will be on the market. Once the idea has been selected and planned, we have to systematically implement it. We put all our eggs in one basket and hope that at the end of the process, the customers will also recognize the value added that we've planned for. Through sheer willpower, the innovation is to be introduced to the world and the market as a revolution.

A NEW SPIN ON RISK MINIMIZATION

LEAN RISK MINIMIZATION:
THROUGH EVOLUTION

The Lean approach to risk is completely different. According to this approach, we need to be aware that many facets of the idea will change. We embark on the exploration and learning process with an open mind to find out which direction to follow in terms of developing the idea to ensure market viability. We go through small learning cycles to check over and over whether we're still on the right path or whether we need to change direction. Plus, as an established business, we don't just enter a single idea into the race, we also track several ideas simultaneously and let them compete against each other or against failure. Through iterative modeling and natural selection, the innovation is to be introduced to the world and the market as a evolution.



Risk minimization according to Lean happens through the evolutionary selection of projects

Explorative interviews are a key instrument for interacting with and learning from potential customers and users. At first, it takes a bit of resolve to leave your desk and get out there to talk with people. But we can learn so much in a very short time. Even if interviews seem time-consuming at first glance, from a Lean approach perspective, they make a lot of sense: We can expect to save ten hours of development time for every hour invested in an interview.[19]

INTERVIEWS AND OBSERVATION

Conducting lean interviews according to Lean Innovation processes isn't very easy and needs some practice. The templates on the next few pages are a good support tool. You can download this and other tools from www.leaninnovationguide.com The first questionnaire is general in nature and can be used in every phase of the process. The two other questionnaires distinguish between problem and solution interviews. For every product, you first have to identify which problems the innovation project should solve. The solution isn't discussed at the beginning. There's always the risk of wanting to convince interview partners about our ideas for a solution, rather than trying to understand their problems. Don't fall into this trap! It's about learning, not selling. That's why we need to, above all else, listen to our potential clients and better understand what their world looks like, and how we can possibly support them with a better solution.

Another way to research user behavior is through observation. Observing potential customers solving problems in natural situations can provide important additional insights.

General interview template (adapted from Alvarez, 2014)

INFORMATION ON THE INTERVIEW Name, place and time, contact info, role, demographics, etc.

GENERAL QUESTIONS

1. Please explain how you currently resolve/deal with ..... .

2. Are there certain tools, products, apps, tricks or do you get help to do/resolve ..... ?

3. Who is involved in decisions in this field, and in what way?

4. Can you tell me how you last dealt with/resolved ..... ?

5. Can you please tell me more about the positive and negative experiences you had with this process?

6. If you were able to magically come up with a dream solution, what would it be?
   Note: It doesn't have to be realistic. Wish away, the sky's the limit!

7. Are there any topics in the field of ..... that I should ask you about?
   Or what other key aspects can you expand on?

Other people or interview partners?

Would you like to receive updates? Can we contact you?

Thank you for your support!

Questionnaire for problem interviews (adapted from Maurya, 2012)

INFORMATION ON THE INTERVIEW Name, place and time, contact info, role, demographics, etc.

PROBLEM 1

How do you currently solve this problem?

Assessment of the problem (Intensity, frequency, overall relevance)

PROBLEM 2

How do you currently solve this problem?

Assessment of the problem (Intensity, frequency, overall relevance)

PROBLEM 3

How do you currently solve this problem?

Assessment of the problem (Intensity, frequency, overall relevance)

ADDITIONAL PROBLEMS NOT YET IDENTIFIED

Other people or interview partners?

Would you like to receive updates? Can we contact you?

Thank you for your support!

Questionnaire for solution interviews (adapted from Maurya, 2012)

INFORMATION ON THE INTERVIEW Name, place and time, contact info, role, demographics, etc.

SOLUTION 1

How would this solution be a better or worse solution to the problem?

Assessment of the solution (Enthusiasm, advantages, disadvantages, added value)

SOLUTION 2

How would this solution be a better or worse solution to the problem?

Assessment of the solution (Enthusiasm, advantages, disadvantages, added value)

SOLUTION 3

How would this solution be a better or worse solution to the problem?

Assessment of the solution (Enthusiasm, advantages, disadvantages, added value)

ADDITIONAL SOLUTIONS

TESTING THE PRICE "The price will be ....."
Reaction

Other people or interview partners?

Would you like to receive updates? Can we contact you?

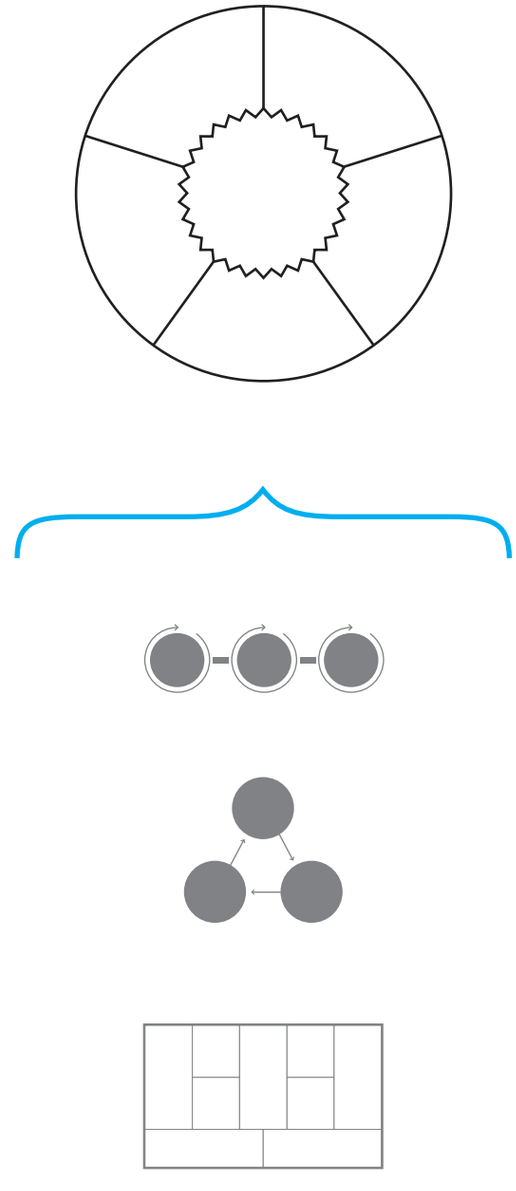
Thank you for your support!

2

THE LEAN PROGRESS MODEL

A META MODEL FOR LEAN INNOVATION

The Lean Progress Model serves as a meta model for the high-level and transparent management of startup and innovation projects. It's only with this model that you can really successfully use the Lean approach and master the associated challenges. The three key advantages of the model are discussed on the next few pages.



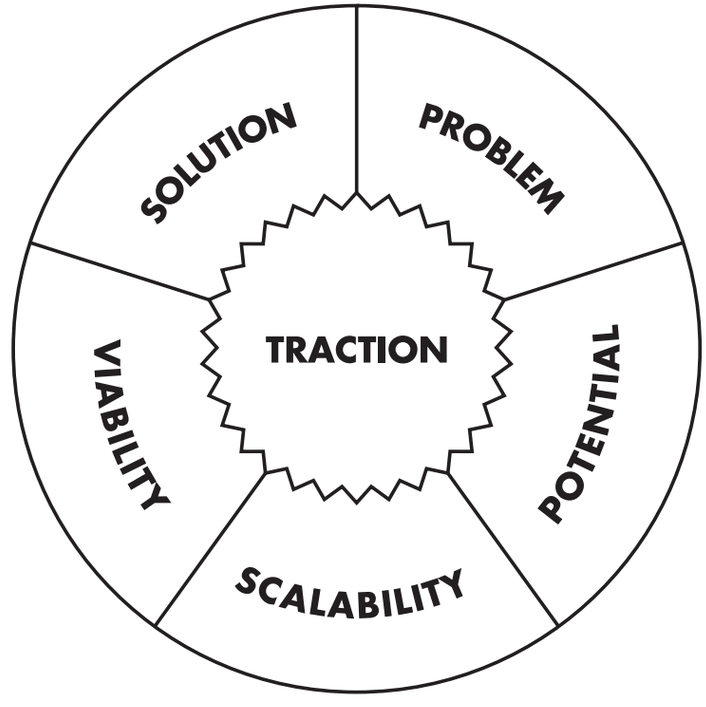
The Lean Progress Model as a meta model for the Lean Innovation process

The Lean Progress Model shows the six key success factors of startup and innovation projects at a glance: (1) Problem, (2) solution, (3) viability, (4) potential, (5) scalability and (6) traction. The sixth factor, traction, measures the hopefully ever-increasing proof of user and potential customer demand. We can directly influence the factors in the outer circle of the model and configure them accordingly, whereas the "traction" factor serves as an indicator of the market.

MAXIMUM GUIDANCE: SIX SUCCESS FACTORS

The Lean Progress Model helps you maintain a high-level overview of the project, so at the highest level of abstraction. This is very valuable both for collaborating in the project team and for communicating with various internal and external stakeholder groups, like top management or investors. The model thus provides maximum guidance, so that Lean Innovation can be successfully implemented.

THE LEAN PROGRESS MODEL

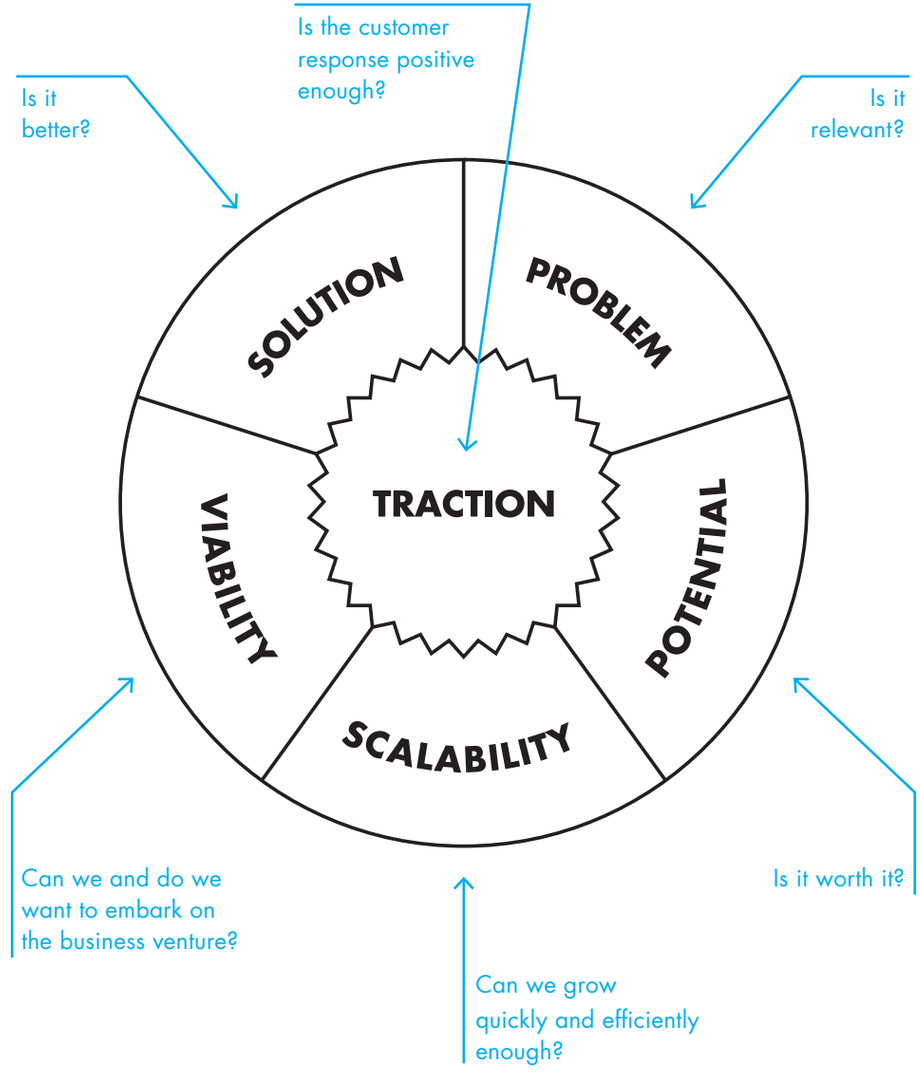


The six success factors of startup and innovation projects

Within the six success factors, a guiding question and several lower-level questions need to be answered. These guiding questions help you better navigate through the exploratory learning process, to focus on the questions that are currently most important in the process progress, and lastly, to really experience the Lean Innovation approach.

MAXIMUM FOCUS: PRIORITIZED GUIDING QUESTIONS

The open-ended questions guide us through the process according to Lean philosophy: First, we want to find out if it's even worth solving the problem. The new solution has to be better than alternative solutions. The potential has to be large and interesting enough, or be appropriate for the investment-risk relationship. The business and its business model must be viable. This means it has to be possible to profitably produce, offer and market the product. Naturally, one prerequisite is technical feasibility. Ideally, the startup or innovation project is scalable, ensuring quick and efficient growth. Traction as an indicator is at the center of the model and answers the question of whether potential customers on the market will react positively enough to our solution through increased use and purchases.



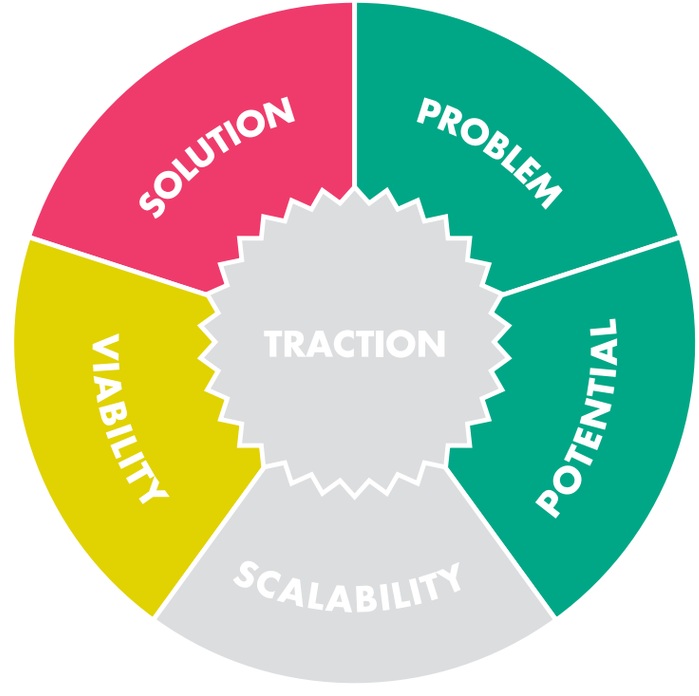
The key guiding questions for startup and innovation projects

In order to identify as quickly as possible where the learning process and the assessment progress currently stand, the model uses the tried and true color coding of the traffic light system.

The colors let you see immediately where the startup or innovation project is in the process and which fields need to be optimized and tested as quickly as possible. For example, if the "problem" and "potential" fields are green, as shown in the image on the facing page, the "solution" field is red, and the "viability" field is assessed as yellow, we need to quickly test the solution field further and, if possible, optimize it. After ten to twelve weeks at most, it should be clear if an applicable problem can be solved with an approach that is notably better. This corresponds to the first "problem-solution fit" phase in the Lean Innovation process.

MAXIMUM SPEED: COLOR CODING

Color coding indicates where we need to quickly explore and learn more. It thus doesn't just contribute to high speed, but also helps—as do the guiding questions—us focus, so that whatever is next in importance or has the highest risk is always tested and optimized.



RED = negative assessment
GREEN = positive assessment
YELLOW = unclear assessment
COLORLESS = not yet tested

The traffic light colors show the process progress and motivate you to test and optimize as quickly as possible.

PROBLEM

SUCCESS FACTOR 1
IS IT RELEVANT?

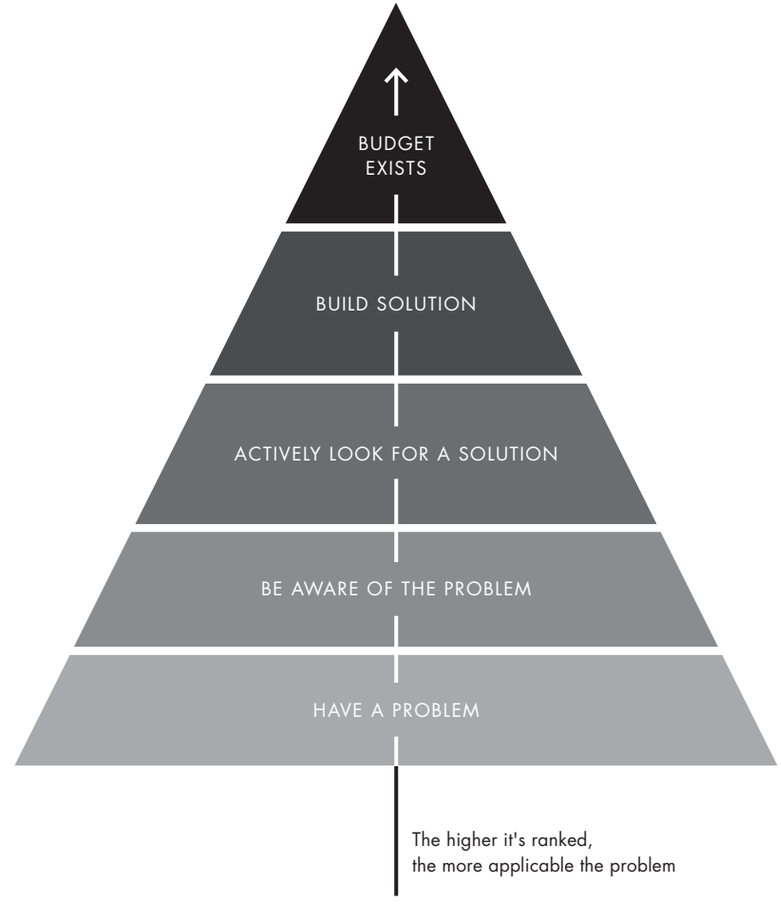
First, we'll look at the success factor "problem" in the model. After all, an innovation can only be successful if it solves a problem that hasn't yet been solved (this is rare), that hasn't yet been solved satisfactorily enough, or if the solution to this problem can be fundamentally improved.

A problem is only good if it's relevant to the potential customer. If customers don't see the problem as such or if the problem isn't important enough, they will never be interested in a new solution, even if we solve the problem in a much better way. The opposite also holds true: if we come across a relevant problem, potential customers are generally very open to new solutions.

WHAT IS A GOOD PROBLEM?

The more important the problem is from the customer perspective and the more actively potential customers have been searching for a solution, the bigger the chances that an innovation will be successful. The problem-applicability pyramid shown on the facing page is a valuable tool for estimating the importance of a problem. The higher potential customers are categorized on the pyramid, the bigger the chances for the innovation's success.

The intensity and frequency of the problem are also to be factored in as part of the assessment: The longer, more frequently and extensively a problem occurs, the sooner it needs to be solved and the longer, more frequently and extensively the solution will be used. For example, we travel from home to other locations and back almost daily. It comes as no surprise that many projects try to address this attractive problem with innovations and traffic solutions.



The problem-applicability pyramid (according to Blank et al., 2013)

Some people generally object to the term “problem” in the field of innovation or management. Some argue that it’s more of a pessimistic term and should be replaced with the term “challenge.” Others point out that potential customers don’t have problems, they have needs that have to be met. And then there are others who talk about “pains” that need to be relieved.

WHY THE TERM “PROBLEM”?

In my opinion, we should agree on the term “problem” in the field of startups and innovations, but use it and interpret it in a neutral sense, as it is not negative per se. There are many reasons for choosing the term “problem”:

1. Designating a situation as a problem makes us perceive it as more important and applicable than when we talk about a challenge or a need.
2. Every challenge and need can also be translated as a problem. If we do that, it makes it clearer which solution could be valuable for the problem.
3. If we use the term “need,” we often end up in discussions as to whether the needs have to exist beforehand or whether we can also create them. There is a risk that we will look for a need for our solution, rather than the other way around. In addition, a need demands that customers’ thoughts are already turned towards a solution, which limits the solution space.
4. The term “pain” is often used as a synonym for problems. However, this is incorrect, as problems can result in “pain,” which can have varying intensities, depending on the problem. It’s about indirect side-effects and not the core that needs to be solved.



The word “problem” as the best benchmark for innovations

MAIN QUESTION
SUCCESS FACTOR
"PROBLEM"

IS THE PROBLEM RELEVANT ENOUGH ?

SUB-QUESTIONS
SUCCESS FACTOR
"PROBLEM"

1 **HOW RELEVANT IS THE PROBLEM FOR POTENTIAL CUSTOMERS?**

2 **ARE POTENTIAL CUSTOMERS AWARE OF THE PROBLEM?**

3 **HOW OFTEN AND FOR HOW LONG HAS THE PROBLEM BEEN HAPPENING?**

4 **HOW MUCH OF A PAIN AND HOW EXTREME IS THE PROBLEM?**

5 **HOW MUCH MORE OF A POSITIVE IMPACT WOULD A BETTER SOLUTION HAVE?**

6 **HAVE POTENTIAL CUSTOMERS ALREADY LOOKED FOR A SOLUTION?**

7 **HAVE POTENTIAL CUSTOMERS ALREADY TRIED TO SOLVE THE PROBLEM THEMSELVES?**

8 **ARE POTENTIAL CUSTOMERS ENTHUSIASTIC WITH RESPECT TO THE PROBLEM?**

9 **ARE POTENTIAL CUSTOMERS ENTHUSIASTIC WITH RESPECT TO A NEW SOLUTION?**

10 **WHICH KEY PROBLEM IS THE FOCUS AND WHAT ARE THE LOWER-LEVEL PROBLEMS?**

11 **WHICH ASPECTS OF THE PROBLEM DO WE STILL NEED TO BETTER UNDERSTAND?**

12 **ARE THERE RELATED PROBLEMS THAT WE STILL NEED TO TAKE INTO CONSIDERATION?**

RED

YELLOW

GREEN

NEGATIVE RESPONSE TO THE SOLUTION

THE PROBLEM ISN'T A PROBLEM, OR IT'S NOT IMPORTANT ENOUGH

The potential customers are pretty happy with the current situation as it is. That's why they have no wish to help in further development or to find out about new solutions.

UNCLEAR RESPONSE TO THE SOLUTION

THE POTENTIAL CUSTOMERS HAVE A PROBLEM OR ARE MODERATELY SATISFIED WITH THE CURRENT SITUATION

Nevertheless, they don't know which problem needs to be solved. We might be on the trail of something interesting, but it's not clear, what it is. Potential customers are open to new solutions, but have neither actively looked for them nor developed their own solution. They're open to the matter and to new solutions, but don't react enthusiastically.

POSITIVE RESPONSE TO THE SOLUTION

POTENTIAL CUSTOMERS REACT VERY ENTHUSIASTICALLY TO THE PROSPECT OF A NEW, BETTER SOLUTION TO A VERY CLEAR PROBLEM.

They readily provide information about the problem and want to know more about the solution and stay informed. Some of the potential customers want to help us better understand and develop a better solution. Some have already tried to develop a workaround.

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END NOTES

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ABOUT THE DESIGNERS

Equipo is a design studio for visual communication in Basel. Since its founding in 2007, they have worked in the fields of print and corporate design as well as designing interactive media. The company owners, Christian Heusser and Roman Schnyder, learned their craft at the Academy of Art and Design in Basel, which, in the 1920s, helped shape the so-called “Swiss Style,” a tradition in typography and grapic design that continues to influence modern-day work. The owners of Equipo also lecture for the “Human Computer Interaction Design” Master’s program at the Eastern Switzerland University of Applied Sciences and the University of Basel.

www.equipo.ch

LEAN INNOVATION TOOLS

The Lean Innovation Guide website is a knowledge platform where you can find a PDF of the poster for the Lean Progress Model and other tools.

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