

lab of tomorrow **manual**

for sustainable business co-creation

Preface: a new and effective way to engage the private sector

The *lab of tomorrow (lot)* programme is a new and effective way to engage the private sector in delivering lasting solutions to the Sustainable Development Goals (SDG): It offers development organisations a programme and proven tools to catalyse tailored, innovative business ventures that address local SDG challenges. This manual consolidates the extensive experience that GIZ's *lot* project team has gained in conducting 19 such sustainable business development programmes in collaboration with more than 300 companies (as of February 2023). It provides comprehensive guidelines and supporting materials that enable other interested development organisations and projects to conduct *lot* programs in a self-directed manner.

The manual is written for both **programme planners** and **implementers**:

- If you are new to the *lot* programme and would like to find out if it is relevant to you, you can view all key information on its elements and benefits in Chapter 1 – Basics.
- For a step-by-step guide to preparing or implementing your own *lot* programme, go to Chapter 2 – Programme.
- For tried and tested tools to assist you during implementation, please refer to the tool index in Chapter 3 – Toolkit. Relevant tools are also hyperlinked from each activity in Chapter 2.

The entire manual is hyperlinked. You can navigate the manual by clicking underlined text and

- the individual elements of programme illustrations
- the back button in the top left corner to go back to the previous level
- the sitemap button in the top right corner to go to a detailed, clickable directory of all manual contents.



[lab of tomorrow website](#)

For the latest updates on current, upcoming and past *lot* programmes and the resulting ventures, please check out our website.



The manual is written for programme planners and programme implementers. Look for the following icons:



Programme planners



Programme implementers

Getting started: modular approach

There are plenty of different ways to successfully work through your own *lab of tomorrow* programme. The **procedure described in this manual is an idealised flow** aimed at fostering new sustainable businesses. The *lot* programme has four phases: [0_prepare](#), [1_understand](#), [2_ideate](#) and [3_incubate](#). In chapter 2 of this manual, we describe the required outputs for each programme phase and the default steps for reaching them.

We have worked hard to make the descriptions in this manual as comprehensive as possible. Remember that depending on your resources and desired outputs, **each programme is a bit different**. Therefore, it is crucial that you do not blindly follow the procedure as described but **adapt** it where necessary **to fit your requirements**. Let the desired output of each programme phase and workstream be your guiding stars. Always refer to them to judge if you want to apply a certain tool, skip a specific activity or add extra steps. Please feel free to mix and match the methods in a way that fits your goals and working style.

With this in mind, the manual should provide you with everything you need to implement your own lab of tomorrow programme successfully.

We hope that the manual will inspire your work as much as ours.

– The *lot* team

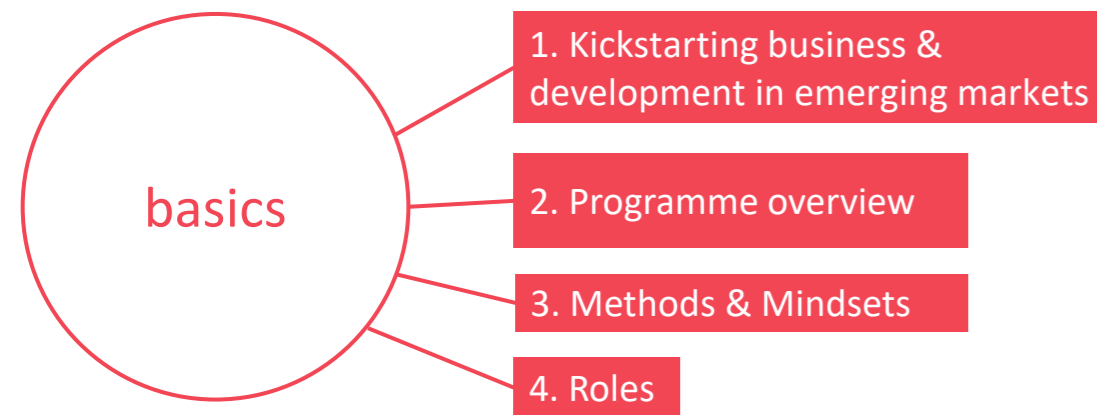


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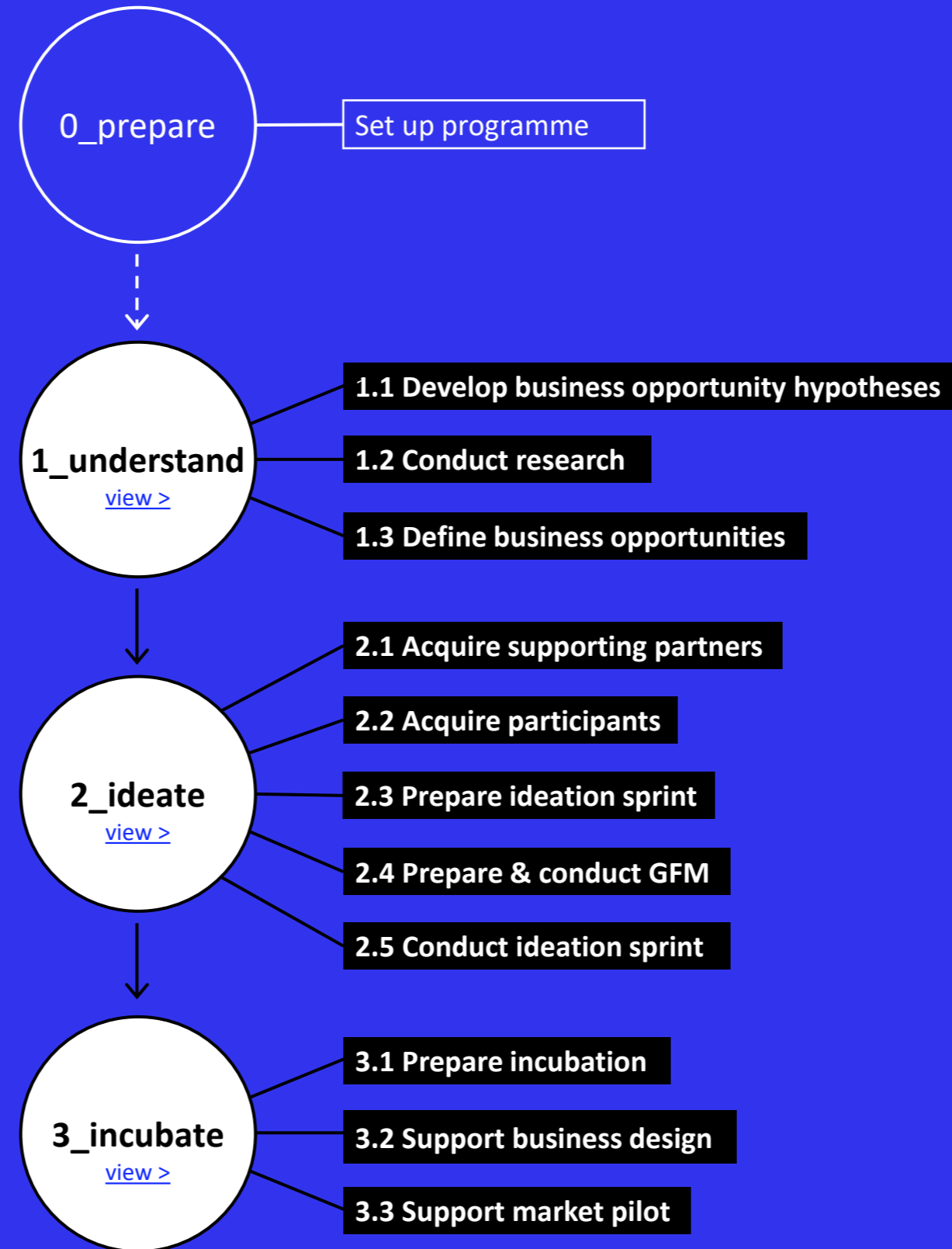
get to know the *lab of tomorrow* programme



Chapter 2 – Programme



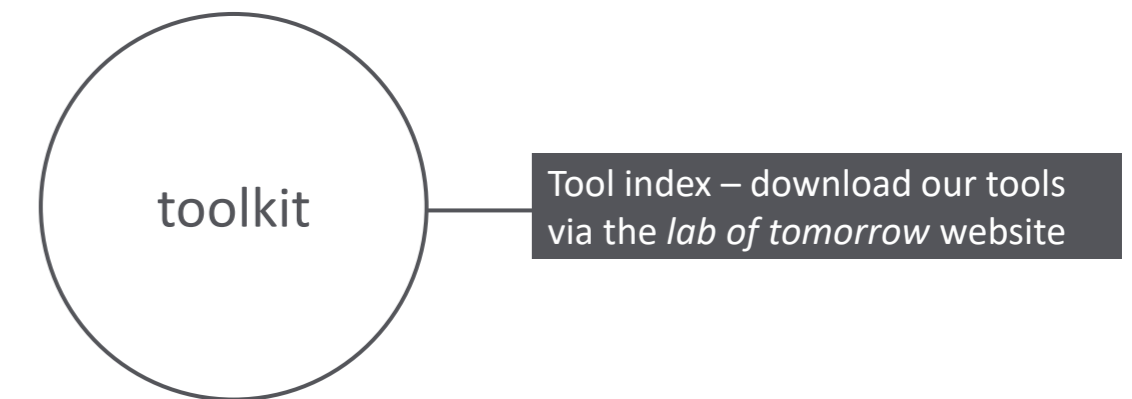
learn how to implement the *lab of tomorrow* programme



Chapter 3 – Toolkit



access tools & templates



Key: Chapter relevant for...



Programme planners



Programme implementers

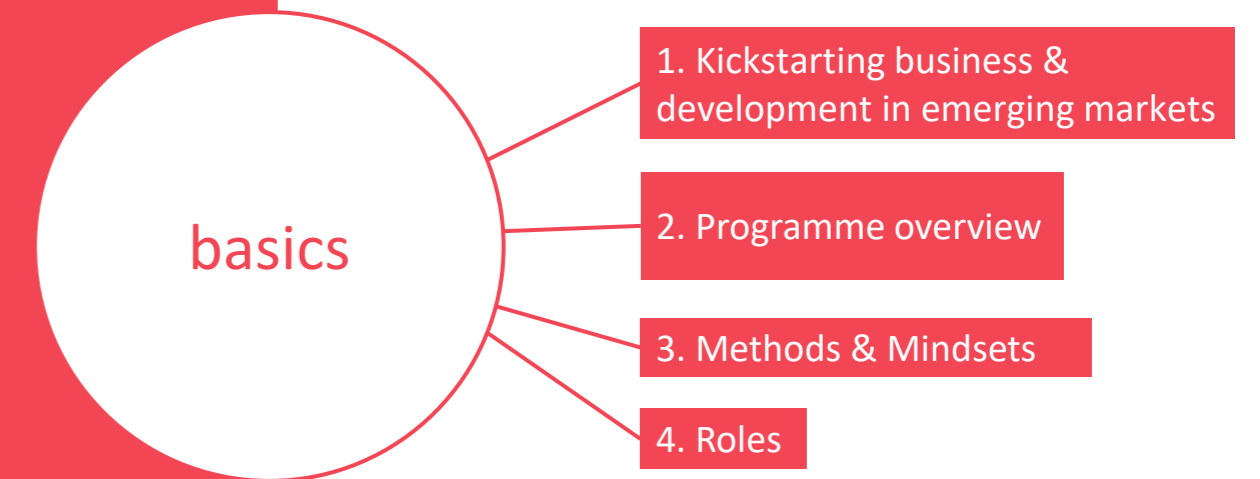
Chapter 1 – Basics



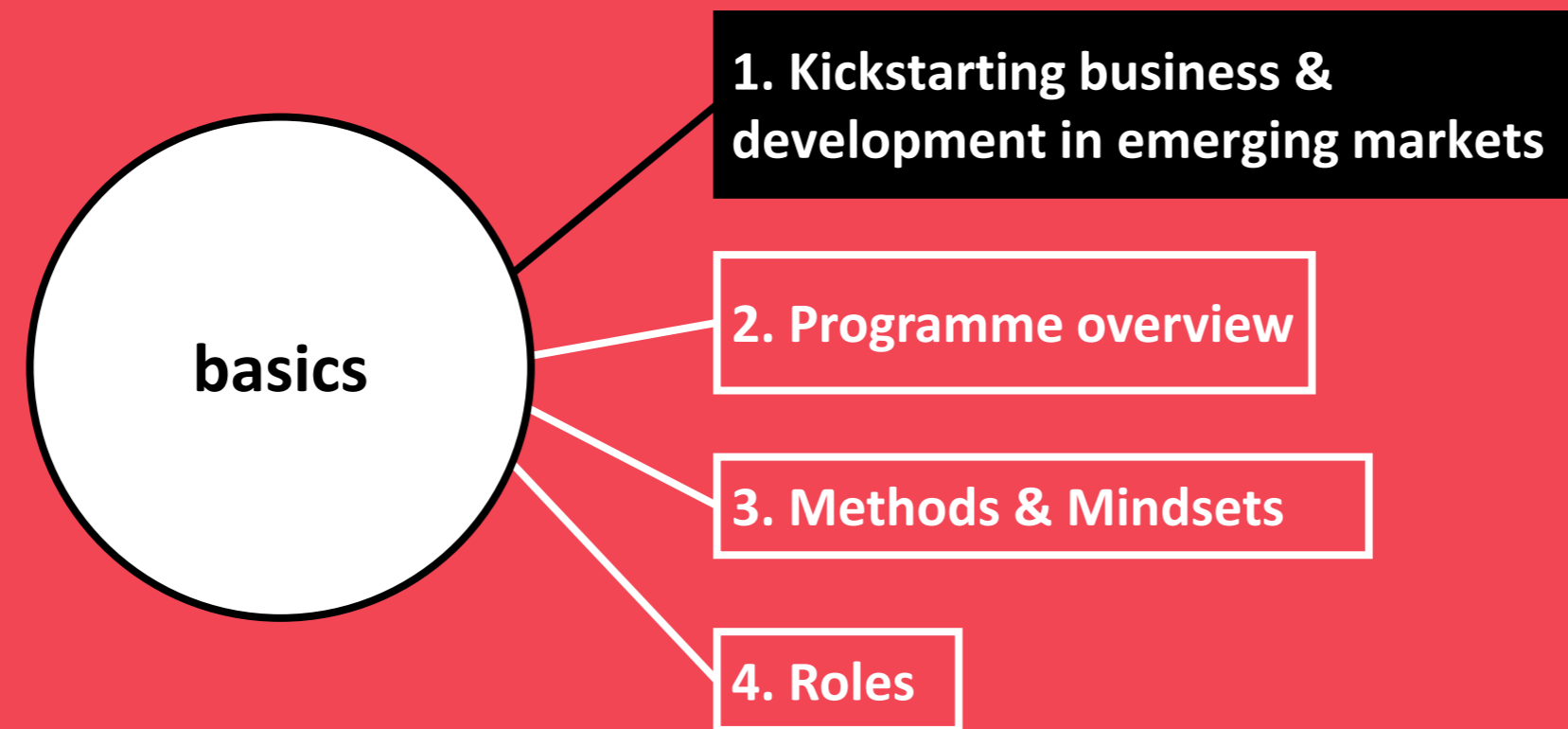
get to know the *lab of tomorrow* programme

What you'll learn

Understand what the *lab of tomorrow* programme is and how it creates SDG impact through new business. Get an overview of the programme contents, its design principles, the roles involved and the necessary resources.



get to know the *lab of tomorrow* programme



Kickstarting business and development in emerging markets

The *lab of tomorrow* is a business development programme to solve specific challenges in developing countries and emerging economies. The programme inspires local and European businesses to jointly create new products and services that meet local needs, guided by Design Thinking principles and supported by topic experts and the public sector. The results are viable ventures owned and driven by the private sector that make a strong, self-scaling contribution to reaching the SDGs.

There are ample opportunities for creative business solutions that meet the twin objectives of lasting positive impact on the Sustainable Development Goals (SDGs) and profit generation for businesses. For example, have you heard about solar-powered cooling systems that enable Ugandan milk producers to access more distant markets, in exchange of a share of their extra profits? A digital tool for small-scale health service providers in Kenya, that facilitates stock management and timely sourcing of quality medication? Or a commercial mobile fruit drying and programmeing unit, that enables Ugandan farmers to turn about 25% of their previous surplus fruit into cash? All these examples have one thing in common: they were developed in *lab of tomorrow* (*lot*) programmes.

Sustainable business models address development challenges in a self-sustaining manner, yet they often don't happen on their own. While some sources estimate that the SDGs represent a market potential of 12 trillion USD, businesses are often unaware of local needs and commercial opportunities. The *lab of tomorrow* programme changes this by identifying cases for sustainable business and enabling private sector actors to tackle these potentials.



The lab of tomorrow – places and topics February 2023

COMPLETED

Zambia // Increasing tax revenues from SMEs

Kenya // Food not waste

Access to medicines

Prevention and control of non-communicable diseases

Prevention of food losses in the fish sector

Cambodia // Sustainable garment production through effective labour inspections

Uganda // Access to affordable and reliable energy

Egypt // More and better skilled staff for the tourism sector

Thailand // Decreasing plastic waste

Mexico // Connecting solar PV projects

Rwanda // Circular food systems

Balkan // Trust in cross-border e-commerce

Namibia // Strengthen Biodiversity

Ghana // Prevention and control of non-communicable diseases

IN PROGRESS

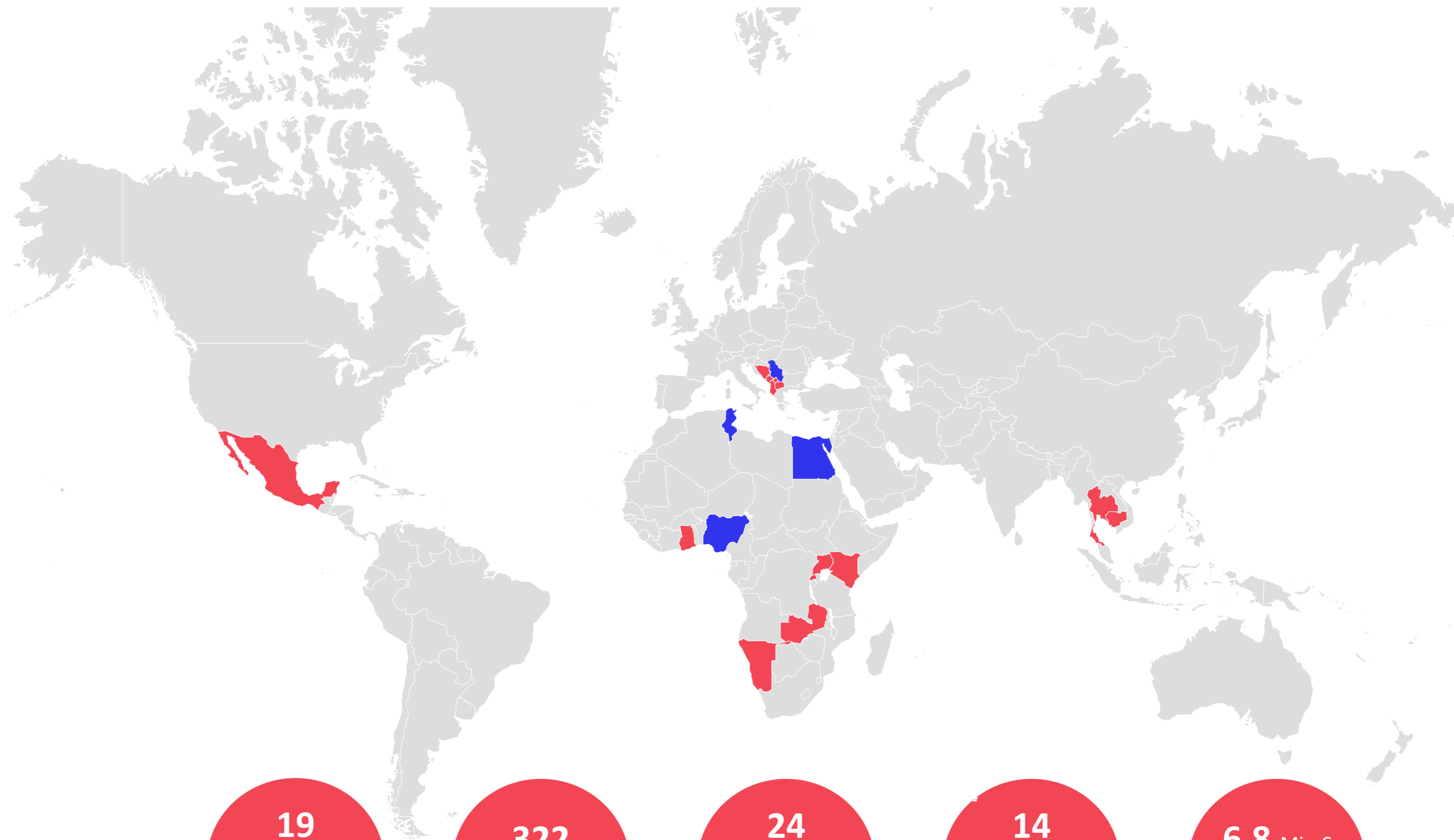
Tunisia // Improving energy efficiency

Advanced manufacturing for cleaner production

Serbia // Utilization of biogenic waste

Nigeria // Public transportation & e-commerce

Egypt // Circular packaging systems



Creating shared value for *lot* programme initiators and participating companies

Perspective of the *lot* programme initiator

The *lab of tomorrow* is your opportunity to **activate the private sector for achieving lasting SDG impact**. It has been the choice of donors and companies for solving development challenges all over the world. Each *lab of tomorrow* programme takes about 9 months in total and starts with a development challenge. The results are market-based solutions, developed and operated by private sector companies. As initiator, you are typically not part of the emerging ventures, but benefit from their impact.

What is your role as an initiator?

- You provide the initial spark: As the initiator, you kick off your *lot* programme by selecting the development challenge and target country.
- You implement and steer the programme as project manager.
- You provide the necessary financial and human resources for implementing the programme.
- You investigate local unmet needs with business potential in conjunction with topic experts for your participants to tackle.
- You provide business development services such as facilitated workshops and coaching, enabling the programme participants to create new ventures.

How do you benefit as an initiator?

Engage the private sector to solve development challenges!

- **Harness private sector resources** – innovation capabilities, capacity, finance and skills – **for the SDGs**
- **Foster tailored, user-centric solutions** that effectively address local development challenges, rather than ‘exporting’ pre-defined solutions
- **Promote long-term SDG impact** through sustainable business models, as opposed to short-term, project-based approaches
- **Expand your network** and contribute to building a **local innovation eco-system**

Perspective of companies joining the *lot* programme

The *lab of tomorrow* is your opportunity to **gain facilitated and de-risked access to emerging markets and new revenue sources together with new business partners!** The ~ 6-month business development programmes are tailored for companies who seek to develop their business sustainably in emerging economies. The results are viable ventures owned and driven by you. Each programme tackles business cases with a distinct topical and regional focus. It enables you to co-create a new product or service by matching you with relevant local and international business partners. If your team is committed, you receive business development coaching and further support to bring your new venture to the local market.

What is your role as a company?

- You create new products or services that tackle opportunities for sustainable business in interdisciplinary teams.
- You develop working business models and a minimum viable product for piloting in the target market.
- You own, implement and scale the venture independent of donor money.

Your benefits in the ~ 6-month *lab of tomorrow* programme include:

Gain facilitated and de-risked access to new markets and revenue sources!

- **Business case sourcing:** In the run-up to each programme, the programme initiator identifies unmet needs that offer cases for sustainable business for you to choose from. They typically do so by leveraging their own strong on-the-ground insights and local business experts.
- **Participant sourcing & matching:** The initiator matches you with relevant local and international companies in interdisciplinary teams.
- **Business development coaching:** As a team, you co-create a new product or service in an Ideation Sprint. The best business ideas benefit from a subsequent 4-month incubation program with state-of-the-art business development coaching and further added benefits.
- **Partner network access:** Gain access to further business partners, investors, mentors and political partners from the worldwide *lot* network.

Benefits for different stakeholder groups at a glance

What makes the *lot* programme effective? It aligns the values and interests of businesses, governmental and non-governmental development partners as well as customers and beneficiaries of solutions, and therefore produces shared benefits for everyone involved in the programme. The graphic summarises benefits for key stakeholder groups.



Average requirements for programme implementation

- **8-10 months time**
- **50% capacity of a responsible full-time expert** managing and owning the programme over the course of the programme
- **100-200 expert days of assistance through Design Thinking and Business Design facilitators.** The exact amount of required expert days depends on a number of variables, including:
 - **Internal** availability of **human resources** within your own project for implementing the *lab of tomorrow* programme
 - **Strength of** existing relevant **private sector network** of your project
 - **Need for** additional research on the development challenge and your target group(s)
 - The **desired number of business solutions** you would like to catalyse (**typically 2-6**). Note: a higher number of desired solutions increases the chance that at least one solution will persist in the market, but also increases programme costs.



Average programme results



Activation of 30 relevant companies from target sectors and geographies



Generation of 6 new product or service ideas tailored to the unmet needs of the target group(s)



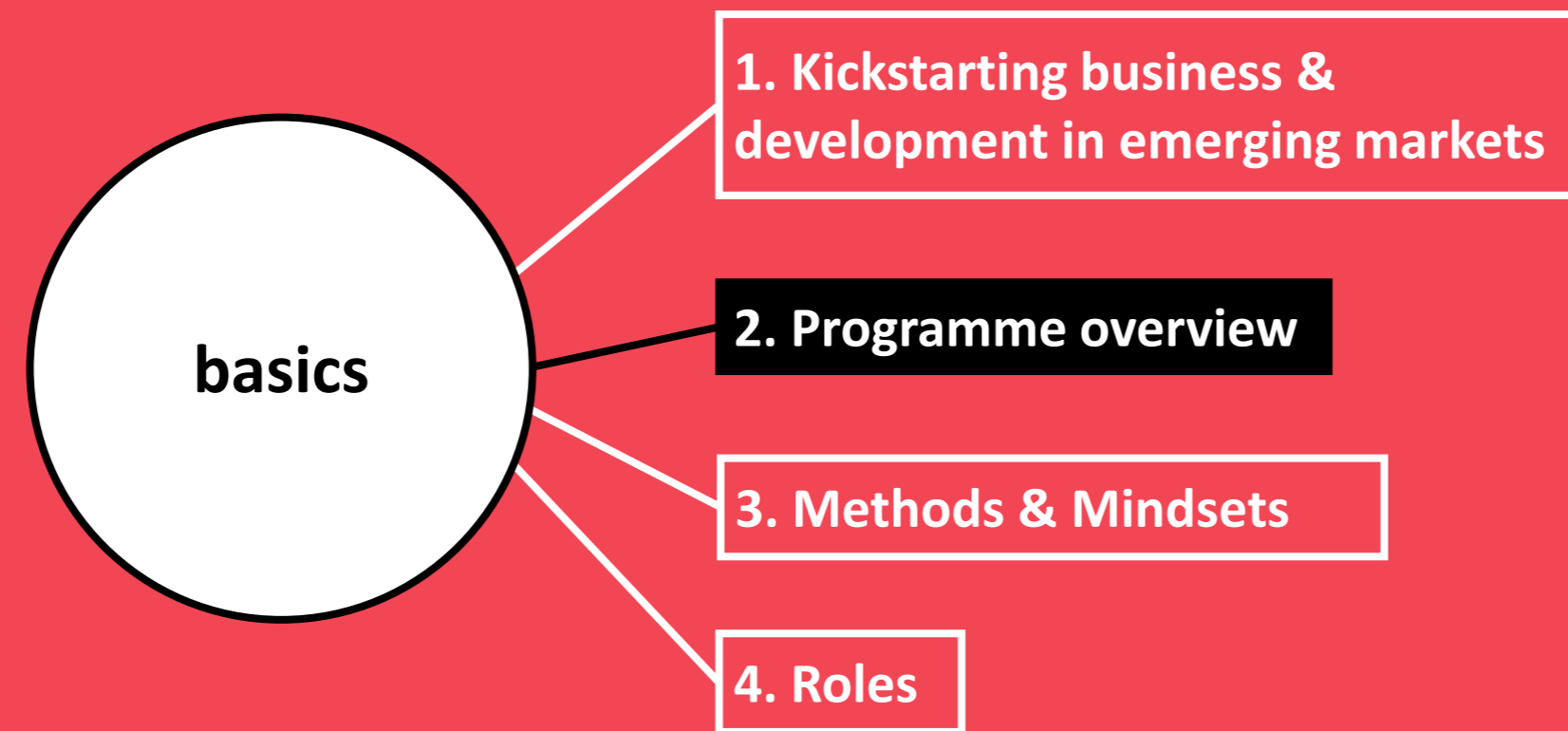
1-2 new businesses make it to the market/ enter the market



Long-term, self-scaling SDG impact through the new businesses. Typical impacts include

- Creation of new paid jobs
- CO2 savings
- Economic empowerment

get to know the *lab of tomorrow* programme



The *lab of tomorrow* programme at a glance

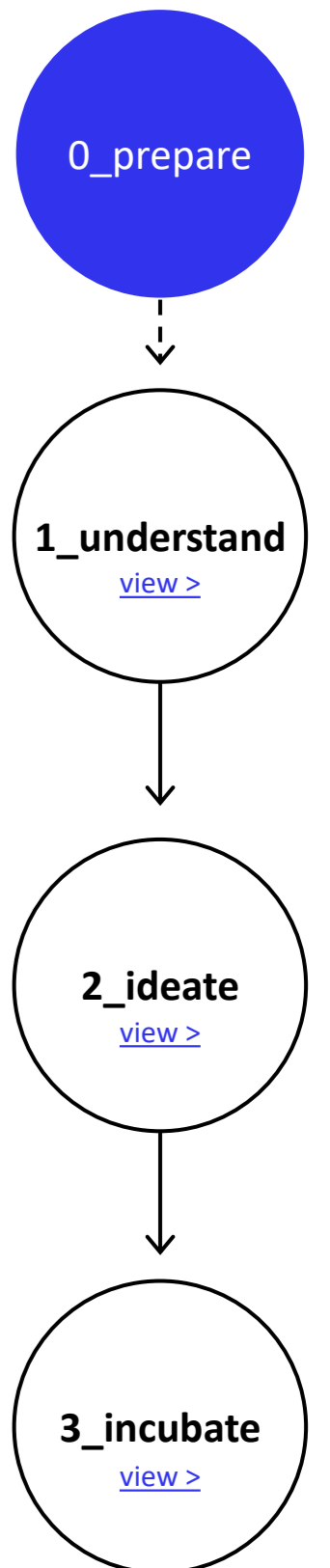
The *lot* programme consists of 4 phases: [0_prepare](#), [1_understand](#), [2_ideate](#) and [3_incubate](#). Each phase includes different workstreams and activities, which are explained in detail in [Chapter 2 – Programme](#). The core focus in the 4 phases is to:

[0_prepare](#) the *lot* programme: defining a general development challenge and setting up the programme. This also includes defining KPIs, completing the implementing team, distributing roles and tasks and creating an implementation plan.

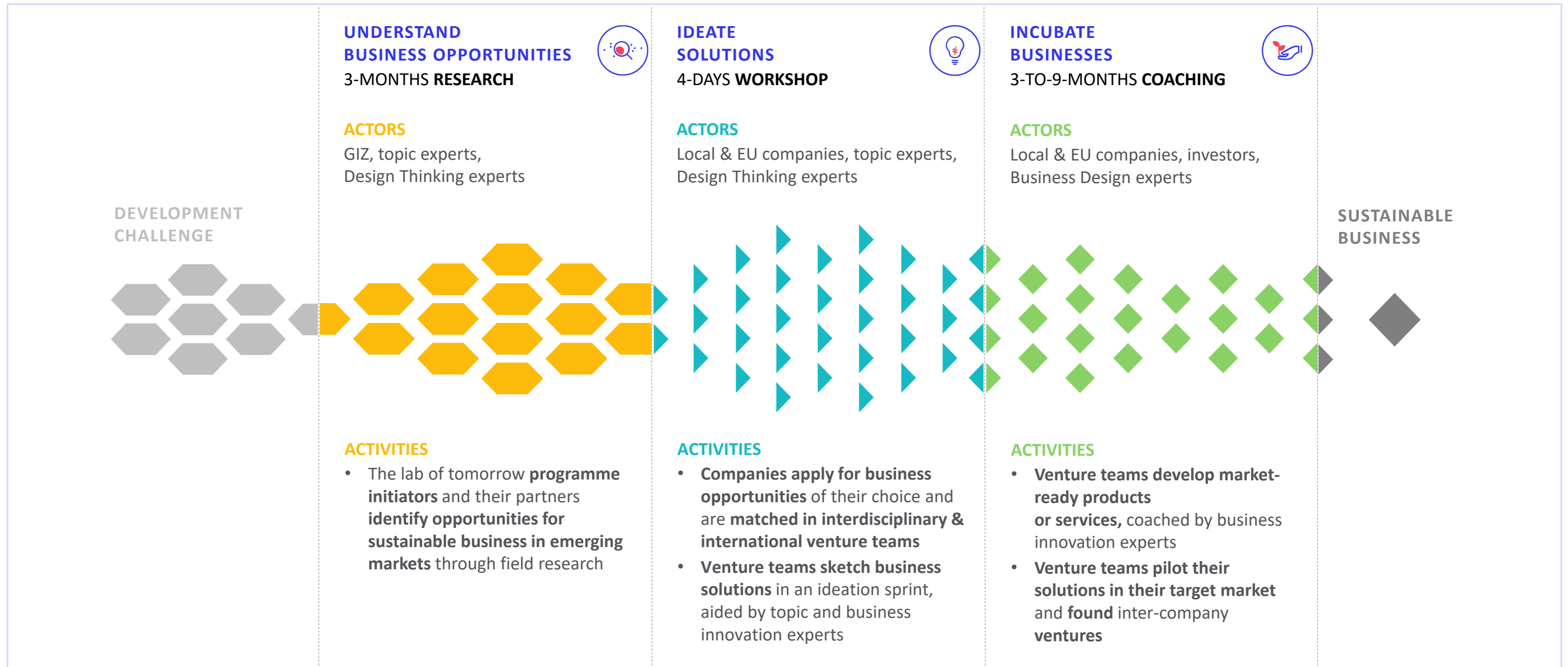
[1_understand](#) opportunities for sustainable business: uncovering unmet needs of people affected by the challenge and potential customers of solutions. Investigating the interests and needs of all stakeholders of the chosen development challenge is essential for this. These insights form the basis for defining opportunities for sustainable business and attracting suitable companies with the ideal backgrounds and capabilities for creating solutions to the identified unmet needs.

[2_ideate](#) new products or services that tackle unmet target group needs: the participating companies – often supported by actors from local public sector, civil society and academia – ideate tailored business solutions in small, interdisciplinary groups. This typically happens in an ‘[Ideation Sprint](#)’ – an intense 3-4 day workshop supported by professional facilitators. At the end of the Ideation Sprint, participants will have come up with an initial outline of their business model.

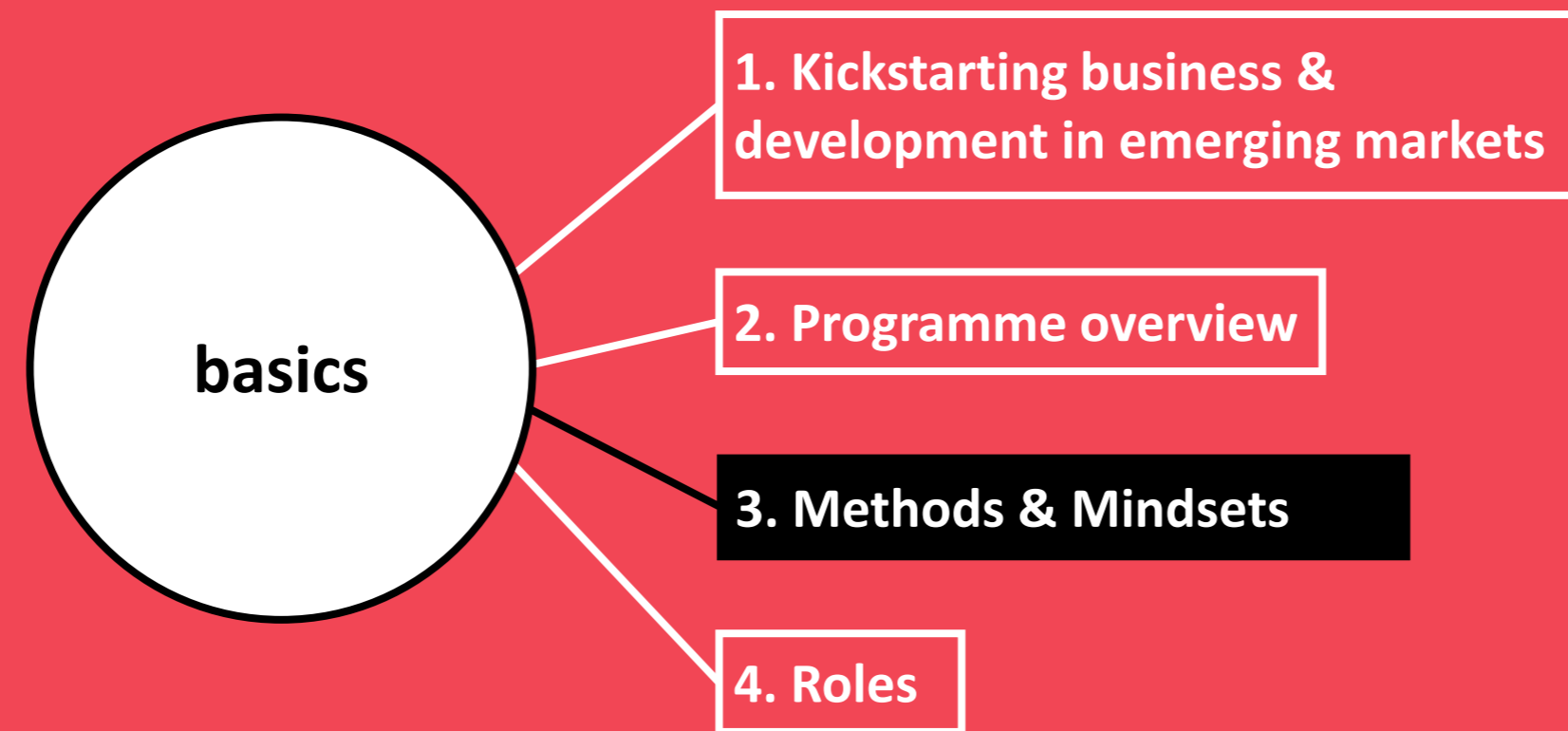
[3_incubate](#) the most promising ventures emerging from the programme: after the Ideation Sprint, participating teams can apply for incubation support – i.e. for refining, testing, and ultimately piloting their business model in the target market, to ensure that they address the needs of their target customers in a practical and viable way. Typically, the incubation phase takes about 3-4 months and encompasses coaching for the teams by Business Design experts and might also include additional in-kind support. The incubation phase closes with a pitch in front of investors and follow-up programme representatives.



The *lab of tomorrow* programme at a glance



get to know the *lab of tomorrow* programme



Introduction: key principles of the *lab of tomorrow* programme

The *lot* programme builds on the **Design Thinking** method and derivative methods such as **Business Design**. In the following pages, we will describe these methods and corresponding mindsets in more detail.

The *lot* programme leverages **four key principles** from Design Thinking: *user focus*, *co-creation*, *prototyping* and *iteration*. These principles ensure innovative outcomes that are desirable for all stakeholders involved.



1. **User focus:** Understanding the unmet needs of people or organisations affected by a specific development challenge and derivative business opportunities is the basis for developing desirable business solutions.



2. **Co-creation:** Co-creation refers to the joint development of new solutions and business models by the participating companies. By bringing in a broad range of expertise and perspectives, multi-stakeholder co-creation is a critical enabler of innovation.



3. **Prototyping:** Solutions are prototyped, tested and assessed with target customers as early as possible in the innovation programme to verify their desirability from a user point of view, their technical feasibility and their economic viability. Prototyping thus reduces market risks and development costs.



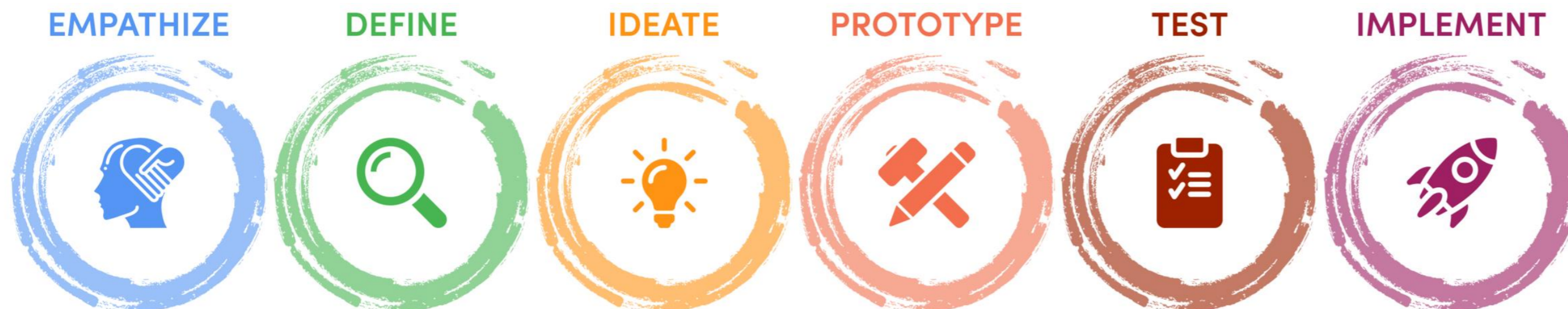
4. **Iteration:** Solution ideas and business models are constantly refined in order to produce increasingly mature solutions.

lab of tomorrow methods: Design Thinking

Design Thinking is a process for creative problem solving. Design Thinkers look at problems through the lens of those affected and thus put themselves in the role of the user when solving problems. They ideate different solution ideas and validate these through a constant cycle of prototyping and testing with their target users. Along the programme of new solution development, Design Thinking offers us a wealth of tools and mindsets.

Design Thinking helps us to

- Better understand the unmet needs of the people we aim to cater new solutions to
- Create new solutions that are *desirable* for their target customers
- Reduce the risk associated with launching new ideas, products, and services.



Source: [Freshworks Studio](#)



Additional Resources:

[Design Thinking Mindset for Innovation - HPI](#)

[How An Innovative Mindset Can Take You Somewhere Unexpected – Forbes](#)



In chapter 2 of this manual, placed at the beginning of each *lot* programme phase you will find a short mindset introduction. These are designed to help you understand why a specific mindset is helpful for this phase and how to apply it.

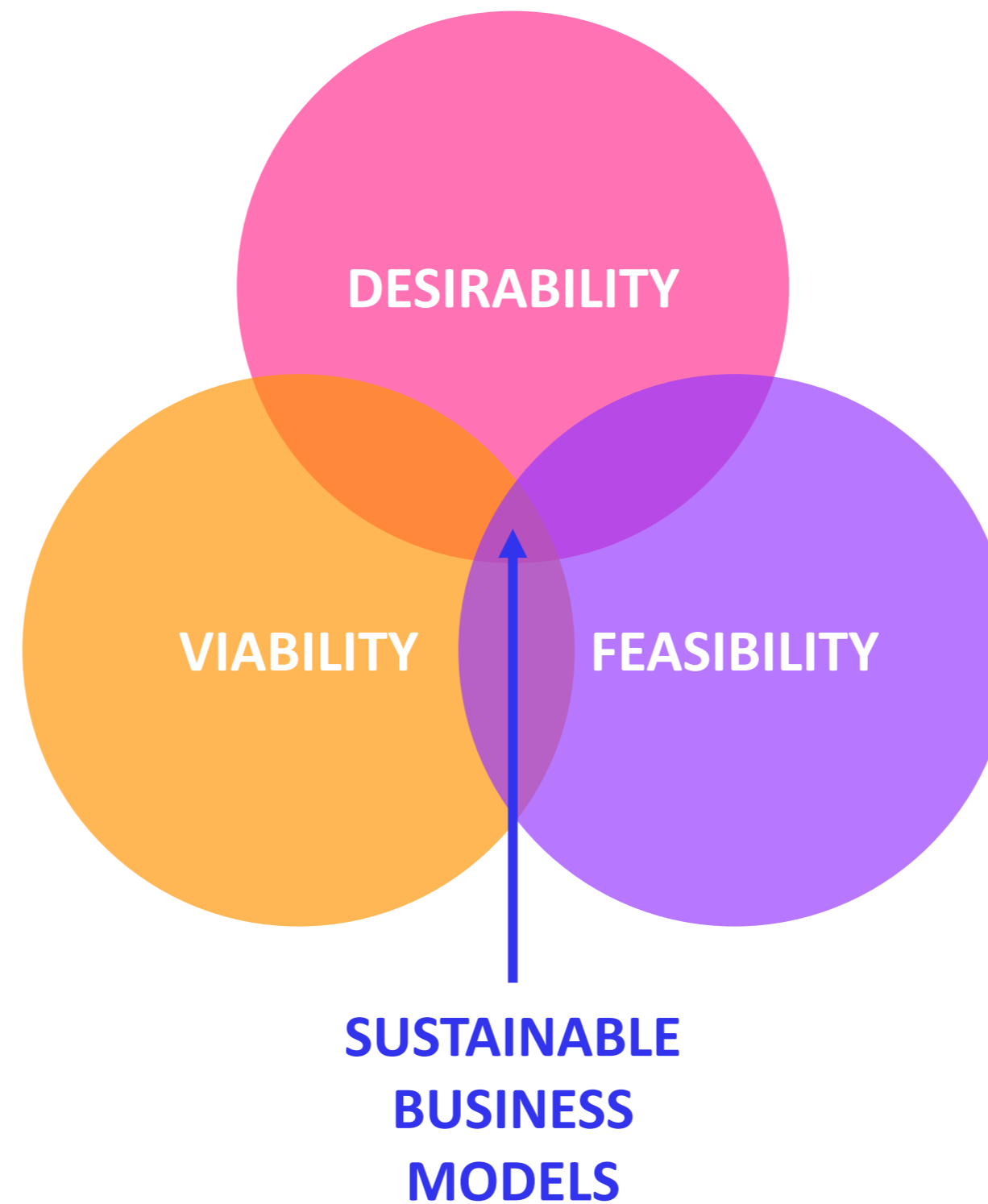
lab of tomorrow methods: Business Design

Design Thinking is a powerful method for creating new solutions that are *desirable* for their target customers. But ideating a desirable product or service is just the first step. To make a solution work sustainably, it must also be technically *feasible* to produce and deliver and financially *viable* for stakeholders. To achieve this, we use the **Business Design** method.

Business Design is the application of Design Thinking principles to business development.

Business Designers design all the components of a new venture – from identifying customer segments to creating a minimum viable product and understanding the price people are willing to pay – using Design Thinking tools and mindsets.

- Create a minimum viable product fast
- De-risk business development
- Achieve a mature business model fast



lab of tomorrow mindset: divergent and convergent thinking

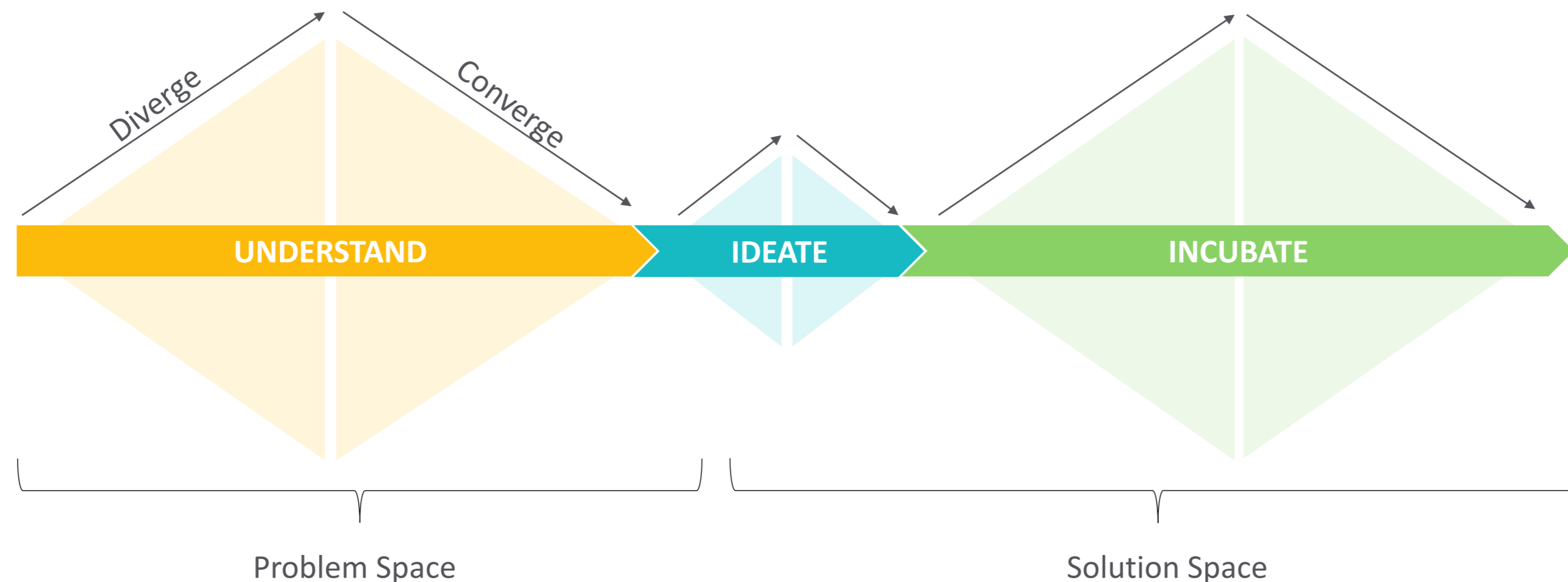
Throughout the *lot* programme you will apply the diamond model, whereby you switch between two modes: the **divergent mode**, which is all about openly exploring possibilities without judgement; and the **convergent mode**, where you evaluate the information gathered and make selections and decisions.

In the case of the *lot* programme, we go through the diamond model three times:

(1) **UNDERSTAND** phase: explore the problem space. **Diverge** by discovering unmet needs and perspectives related to your problem. **Converge** by breaking down the information you have gathered and defining opportunities for sustainable business.

(2) **IDEATE** phase: open up the solution space. **Diverge** by ideating solution ideas (a lot of them!) and **converge** through prototyping, testing and iterating the most promising solution ideas.

(3) **INCUBATE** phase: design the ideal business model around the chosen solution idea. **Diverge** by exploring different options for each business model component – from customer segments, offering and value proposition to revenue model, pricing and distribution channels. **Converge** through prototyping, testing and iterating each component.

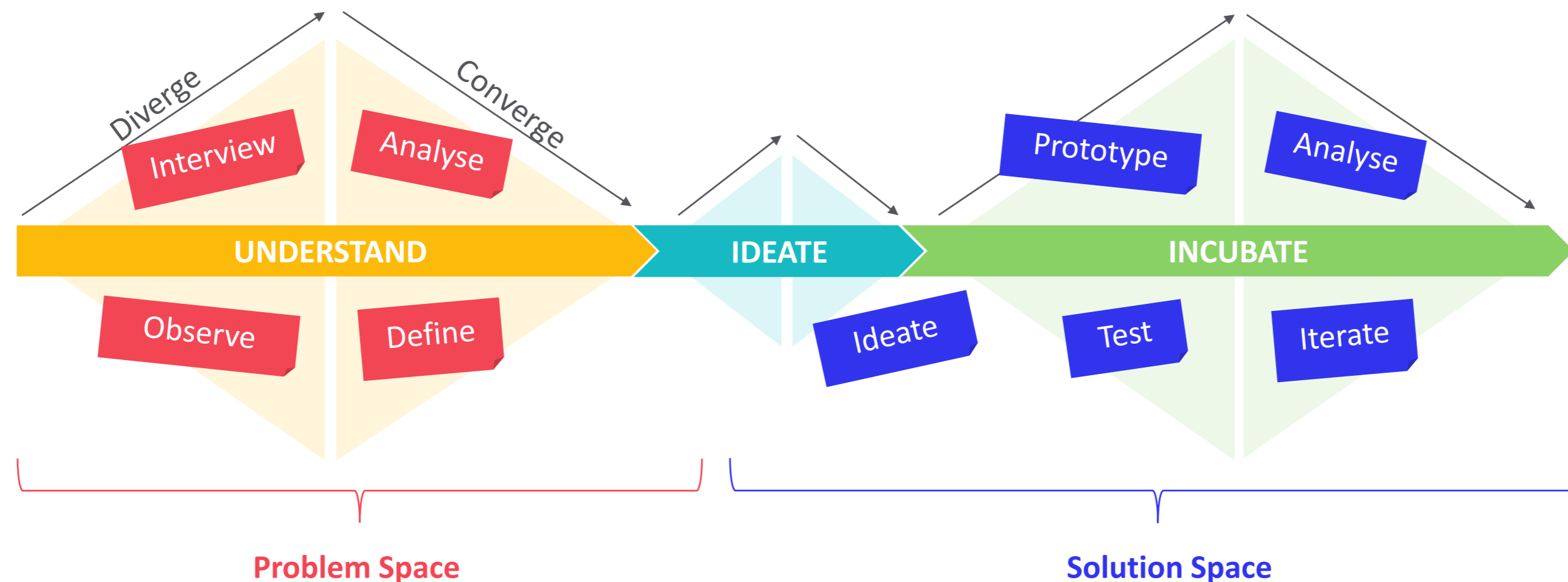


lab of tomorrow mindset: problem space and solution space

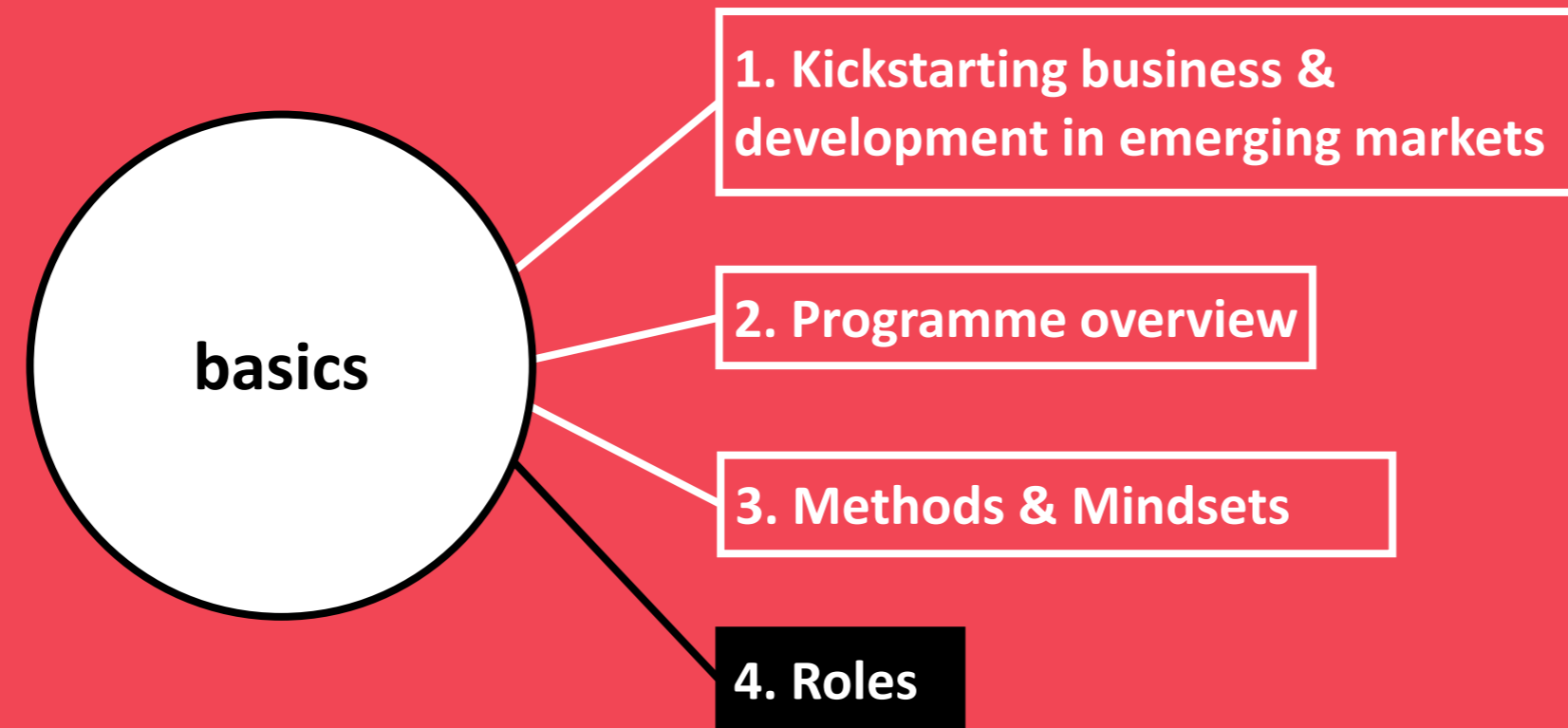
The *lot* programme can be divided into two major spaces – the problem space and the solution space. Each requires its own distinct mindset.

The **problem space** falls into phase **1 – UNDERSTAND** and is all about identifying unmet needs that offer opportunities for sustainable business solutions. Here, we dig deep to understand the root causes of our challenge. We talk to people affected to empathise with them, collect data and analyse findings. We defer premature judgements and stay curious. The insights let us frame opportunities for sustainable business.

The **solution space** falls into phases **2 – IDEATE** and **3 – INCUBATE**. Only when entering the solution space, we think about how to solve our challenge and leverage the opportunities for sustainable business. In this space, the participants of the *lot* programme generate solutions ideas and make them tangible as fast as possible through prototypes in order to test them with target users and stakeholders.



get to know the *lab of tomorrow* programme

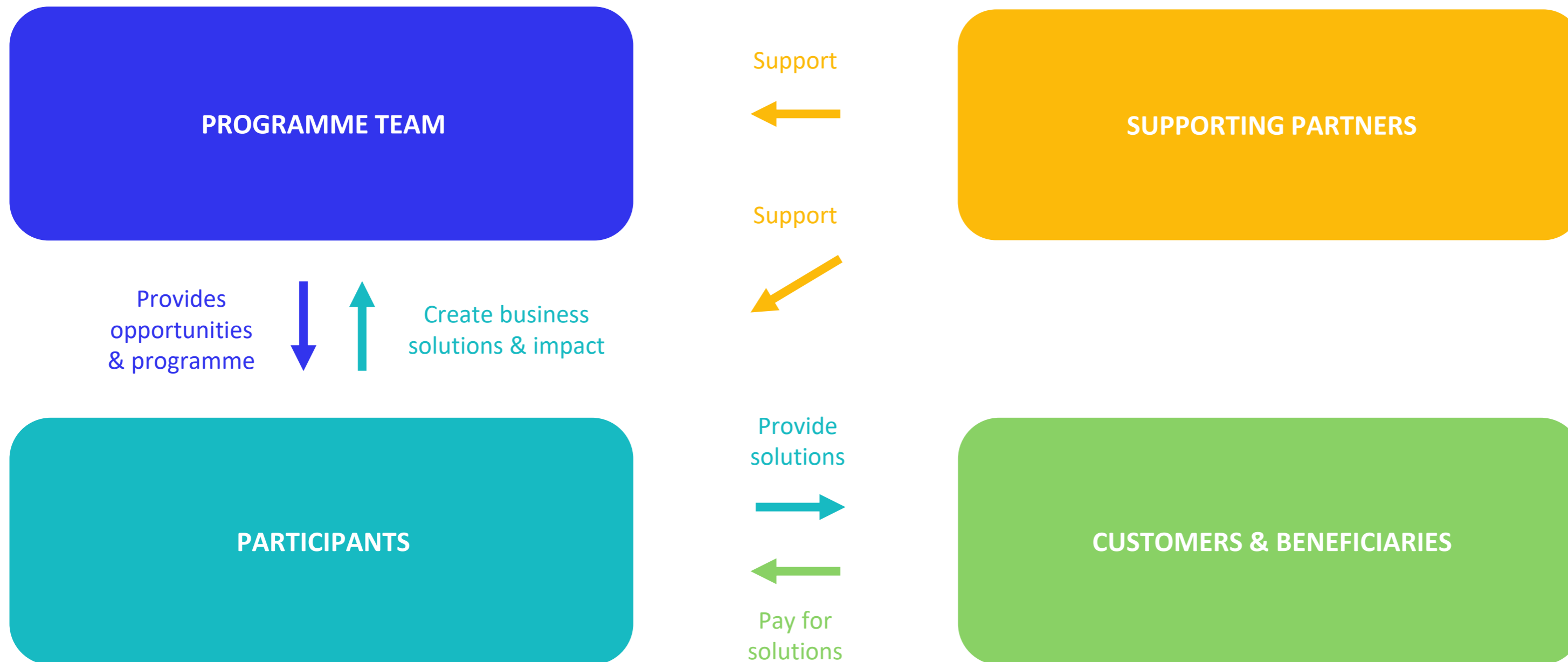


Roles in the *lab of tomorrow* programme: an introduction

The lab of tomorrow is a complex multi-stakeholder programme. In this section, you will learn which different roles and responsibilities exist. We differentiate four broad categories: **programme implementers**, **supporting partners**, **participants** and **customers & beneficiaries**.



Study this section carefully to avoid confusion in the programme team and among stakeholders throughout the programme.



Overview of roles

(1) Programme team

Jointly steers and implements the programme. This manual is written for programme implementers. The core implementing team includes a programme lead and several facilitators.

Programme lead

Facilitators (Design Thinking & Business Design experts)

Subject matter experts
(optional)

(2) Supporting partners

Help to make the programme a lasting success. Supporting partners may assume one or several partner roles; some organisations may also act as both participants and partners.

Topic experts

Political partners

Funding partners (optional)

Follow-up partners (investors, incubators, accelerators)

(3) Participants

Local and European company representatives and entrepreneurs working in interdisciplinary venture teams of 4-6 people to *co-create sustainable business models* during the Ideation Sprint and Incubation phases.

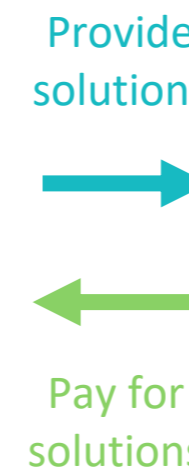
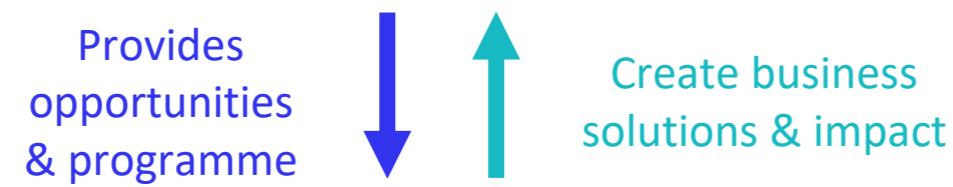
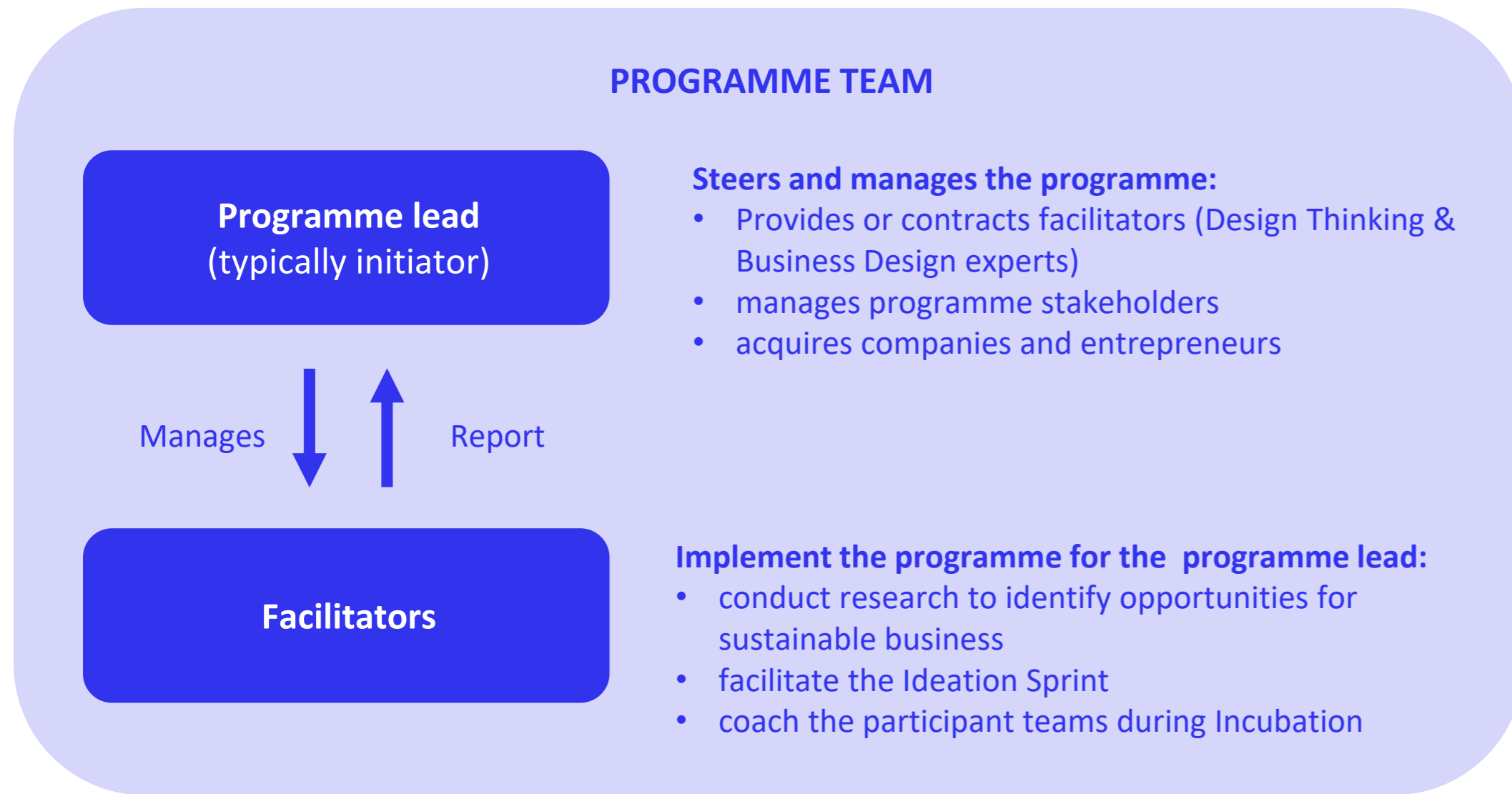
Venture teams

(4) Customers & beneficiaries

Potential customers are *willing to pay for solutions* to the challenge. Beneficiaries *benefit from solutions* to the challenge. While each customer is also a beneficiary, other beneficiaries may receive positive effects from solutions without paying themselves.

Customers

Beneficiaries



Overview of roles

CATEGORY	ROLE	DESCRIPTION	EXAMPLE <i>lot 11 – tackling non-communicable diseases in Ghana</i>
Programme team	Programme lead	The project or individual owning and steering the lot programme	GIZ project „Strategic Partnership Technology in Africa“, GIZ project „Ghana Heart Initiative“
	Facilitators	Design Thinking and Business Design experts implementing the lot programme	Design Thinking Ghana Hub
	Subject matter experts (optional)	Experts who help guide the implementing team with challenge-related expertise throughout the programme	Two medical professionals with distinguished on-the-ground health system experience and strong networks
Supporting partners	Topic experts	Experts in the field of the challenge who can contribute to understanding the challenge and its business potentials	Experts from public health institutions, health practitioners such as pharmacists, doctors and nurses, patient associations, NGOs, etc.
	Political actors	Public sector actors who provide political backing for the programme	Ghana Ministry of Health, Ghana National Health Insurance Scheme, etc.
	Funding partners (optional)	Actors who may support the lot programme with funds or in-kind services	Development cooperation projects working in the field of non-communicable diseases, foundations, etc.
	Follow-up partners	Actors who may support the venture teams with investments or in-kind services	Seedstars, GreenTec Capital Partners, Impacc, Bayer Grants 4 Apps, Boehringer Ingelheim Making more Health and many more
Participants	Venture team members	Companies or entrepreneurs willing to co-create solutions of the challenge in venture teams	Novartis, Cardiolyse, PharmAccess, Cerner, Bayer, Boehringer, Emena Pharmacy Ghana, Triggerise, Lecturio and many more
Customers & beneficiaries	Customers	People or organisations affected by the challenge willing to pay for solutions to the challenge	Potential customers included patients, pharmacies, hospitals, medical companies and government institutions
	Beneficiaries	People or organisations affected by the challenge who would benefit from solutions	People at risk of falling ill with non-communicable diseases, patients, medical professionals, etc.

Programme team

Programme lead

The person with overall responsibility for the lab of tomorrow programme.

The programme lead typically is a staff member of a development organisation who seeks innovative solutions to a specific local development problem. They lead the organisation of the *lot* programme, including the definition of the challenge, provision of facilitators and communication with all stakeholders. The programme lead typically invests about 50% of their working time over a period of about 8-10 months for the *lot* programme. Additional support by other staff might be required in busy times such as the acquisition of participants and the run-up to the Ideation Sprint. Factors influencing the workload are the number of venture teams that enter incubation and the extent to which tasks are outsourced to facilitators.

Facilitators

The group of people responsible for the methodological conduct and implementation of the programme.

Facilitators are a team of consultants provided or hired by the programme lead. They are experts in Business Design and Design Thinking and should also be proficient in project management. In practice, the programme lead often enters a contract with a single agency which sub-contracts associated consultants. Ideally, one agency should assist the entire *lot* programme, and from the Ideation Sprint on, one consultant should support each venture team. Core tasks of the facilitators include conducting qualitative field research, implementing the Ideation Sprint, and coaching the venture teams during the Incubation phase. Depending on the programme lead's budget and capacity, facilitators may also steer the overall project management, and help to define the development challenge.

Subject matter experts (*optional*)

Contracted expert(s) with profound challenge-related expertise.

The programme lead may also hire consultants who are experts in the development challenge that the *lot* programme aims to address. Areas of expertise may include knowledge of local markets, technological possibilities, legislation, cultural circumstances, and local language. The expert may help to define the challenge, assist in conducting research or advise the venture teams during the Ideation Sprint and Incubation phase. Contracting a subject matter expert is optional and depends on the human resources already available in the implementing team.

Supporting partners

Topic experts

Expert(s) with profound challenge-related expertise.

Topic experts are individuals with outstanding insights in the field of the challenge. They typically stem from academia, the public sector, NGOs, civil society organisations or company associations. They may contribute in one or more of the following ways:

- Participate in the Challenge Framing Workshop to shape the focus of the lab of tomorrow programme together with other topic experts
- Become interview partners to provide expertise to deepen the lot team's understanding of the challenge
- Become feedback providers to support the venture teams with dedicated expertise, e.g. in legal matters, market knowledge, etc.
- Conduct research for the lot programme on a topic specified by the *lot* team.

Political partners

Actors or entities providing political backing for the programme.

Political partners are local and international public sector actors with a shared interest in addressing the development challenge. They may facilitate the programme through their network and provide important information on the policy and regulatory context of potential solutions.

Supporting partners

Opportunities for topic experts

Expert(s) with profound challenge-related expertise.

- 1**
Participate in the Challenge Framing Workshop
 Shape the focus of the lab of tomorrow programme together with other topic experts.
 3-4h workshop
- 2**
Become interview partner
 Provide expertise to deepen the lot team's understanding of the challenge.
 1-2h interview
- 3**
Become feedback partner
 Provide expertise to help the venture teams create impactful solutions.
 30 minutes per feedback session
- 4**
Conduct research for the lot programme
 Investigate a topic specified by the lot team.
 Depending on scope of assignment

Supporting partners

Funding partners (*optional*)

Parties interested in co-financing the programme – either with financial or with in-kind resources.

Funding partners share the programme lead's interest in finding solutions to the development challenge and are willing to provide financial support or in-kind support to the programme. Motivators for funding partners include

- contributing to solving the development challenge (SDG impact)
- influencing the framing of the challenge
- promoting their own products or services (e.g. if provided as in-kind resources)
- fostering ventures they may invest in.

Funding partners of past *lot* programmes include companies, political organisations, and foundations.

Follow-up partners

Parties who may offer continued technical or financial support to the emerging venture teams after the end of the programme.

Follow-up partners are critical to facilitate the actual implementation of sustainable business models because the typical *lot* programme ends at a rather early stage of business development. They may include:

- Incubator, accelerator, and similar programmes helping venture teams to bridge the gap between an early stage and fully operational business, e.g. through advice, networks, and seed capital
- Investors providing the financial means that venture teams need to scale their business operations

Supporting partners

Opportunities for funding partners

Parties interested in co-financing the programme – either with financial or with in-kind resources.

1

Co-fund programme

Take over a certain percentage of the overall programme costs or cover selected costs.



- contribute to solving the development challenge (SDG impact)
- influence framing of the challenge
- foster ventures they may invest in
- Foster ventures they could market their own products or services to



E.g. cover 20 % of programme costs or covering Sprint venue costs

2

Support programme with in-kind services

Provide non-financial resources that facilitate programme implementation.



- contribute to solving the development challenge (SDG impact)
- influence framing of the challenge
- promote their own products or services (e.g. if provided as in-kind resources)
- foster ventures they may invest in
- foster ventures they could market their own products or services to



E.g. host the Ideation Sprint in own facility

3

Support venture teams with funds

Provide money to one or more individual ventures – WITHOUT earning shares of those ventures.



- contribute to solving the development challenge (SDG impact)
- foster ventures they may invest in
- Foster ventures they could market their own products or services to



E.g. provide 10.000 € per venture team

4

Support venture teams with in-kind services

Provide non-financial resources to one or more individual ventures – WITHOUT earning shares of those ventures.



- contribute to solving the development challenge (SDG impact)
- promote their own products or services (e.g. if provided as in-kind resources)
- foster ventures they may invest in
- foster ventures they could market their own products or services to



E.g. provide web development services

Participants

Venture teams

Interdisciplinary, international teams of programme participants who co-create a sustainable business model that addresses the development challenge (or one of its business opportunities) during the Ideation Sprint and Incubation phase.

- **Each venture team should include 4 to 6 participants** who are **committed to creating new sustainable business solutions** and bring in relevant expertise and resources.
- The venture team members should consist of an **even mix of local and EU actors**.
- There should **never be more than 1 representative from the same organisation** in each team.
- **At least two thirds of the venture team members should be from the private sector**.
- Ideally, include **at least one entrepreneur and / or start-up business representative per venture team**. This increases the likelihood of sustained commitment after the Ideation Sprint.
- Non-private sector venture team members might stem from the public sector, relevant NGOs, academia, etc.



Attracting the right private sector participants is crucial for making the *lot* programme a success. Preferred private sector backgrounds include business development, operations, innovation and research & development.

They should bring:

- **Ideas or existing solutions which can be adapted to be part of the solution to be developed** (e.g. 2 actors per venture team with such)
- **Other Capabilities, resources, and networks for bringing the solution to the market** (the support provided in the incubation phase of the programme is typically not financial)
- **Commitment to invest time and resources** for creating a new business model and bringing it to market
- Openness to co-creation of new solutions (that may deviate from their existing solution approaches)
- An entrepreneurial mind-set and hands-on attitude
- Dedication to sustainability
- Ideally, sufficient decision power within their own organisation

Customers & beneficiaries

Customers

Parties interested in buying business solutions emerging from the lot programme.

Customers enter into a direct commercial transaction with businesses emerging from the lot programme. In practice, customers can be

- individual consumers of solutions (B2C market)
- companies (B2B market)
- political institutions seeking a solution that contributes to the SDGs – for example, innovations that stimulate economic growth, cater to underserved clients, or deliver a broader public good (e.g. reducing plastic waste).

Involving potential customers when defining business opportunities and for testing early solution ideas helps ensure that business solutions are demand-oriented and viable.

Beneficiaries

Actors ultimately benefitting from business solutions emerging from the lot programme.

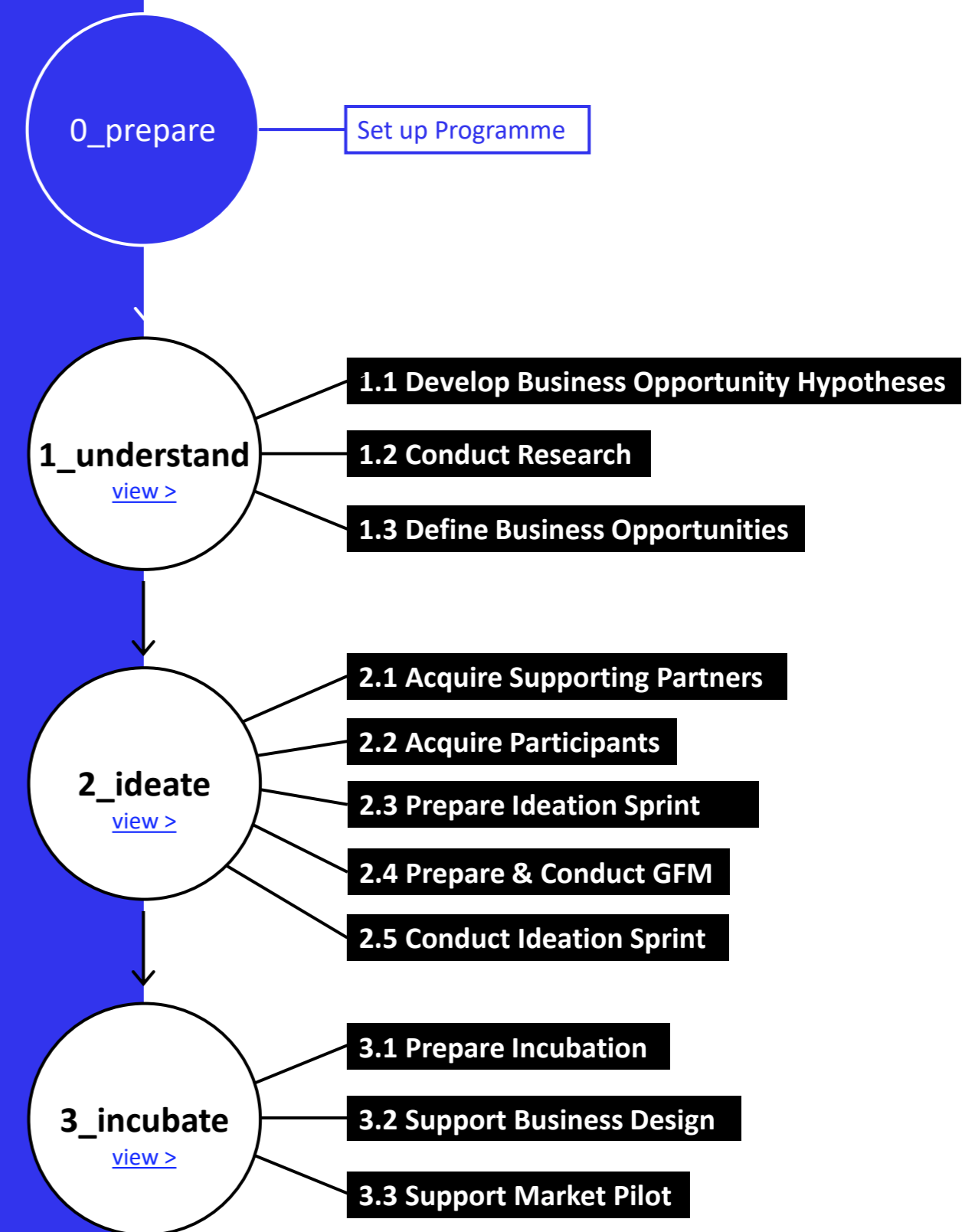
Beneficiaries ultimately benefit from the business solutions, in line with SDG targets. Although each customer is also a beneficiary, beneficiaries must not be the direct customers of solutions. They may also receive positive effects of the solutions indirectly.

Chapter 2 – Programme

learn how to implement the *lab of tomorrow* programme

What you'll learn

This chapter is a manual for the *lab of tomorrow* programme. It guides you through the four programme phases and explains all necessary workstreams and activities. Follow the manual to implement your own *lab of tomorrow* programme in a self-directed manner!

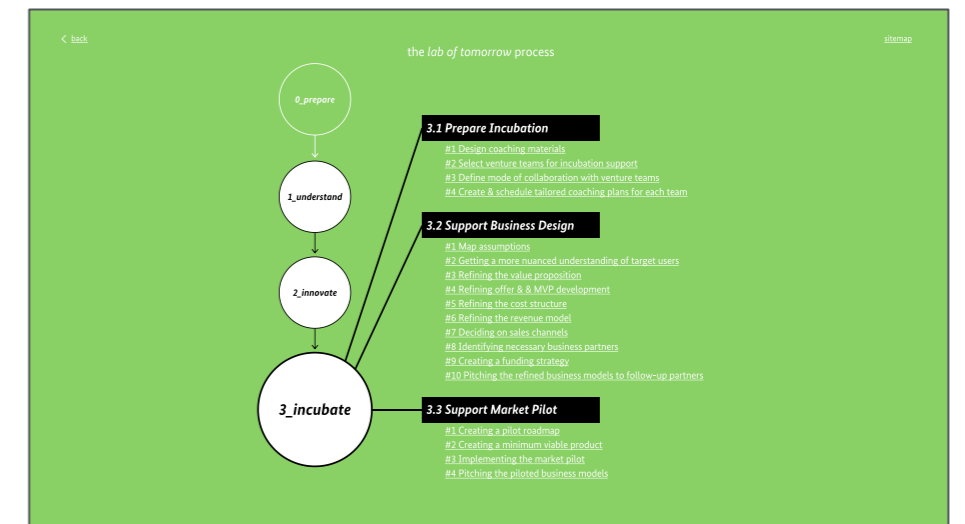
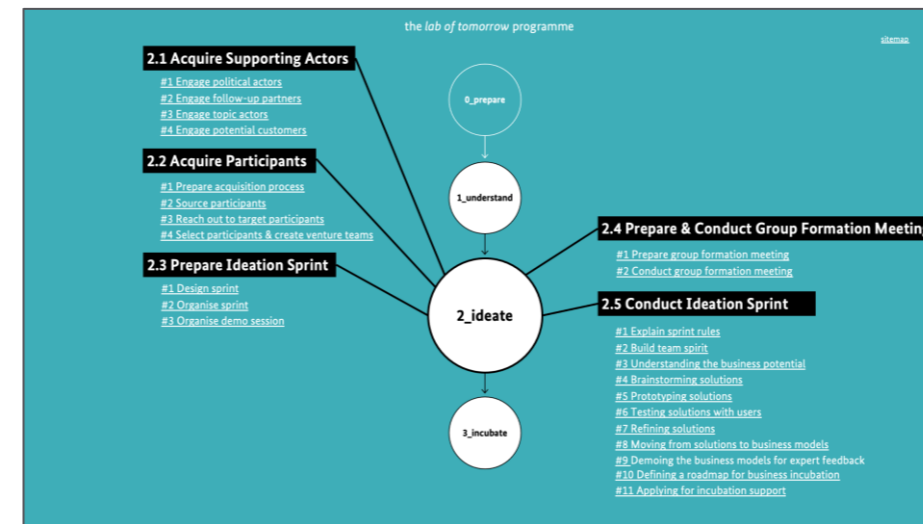
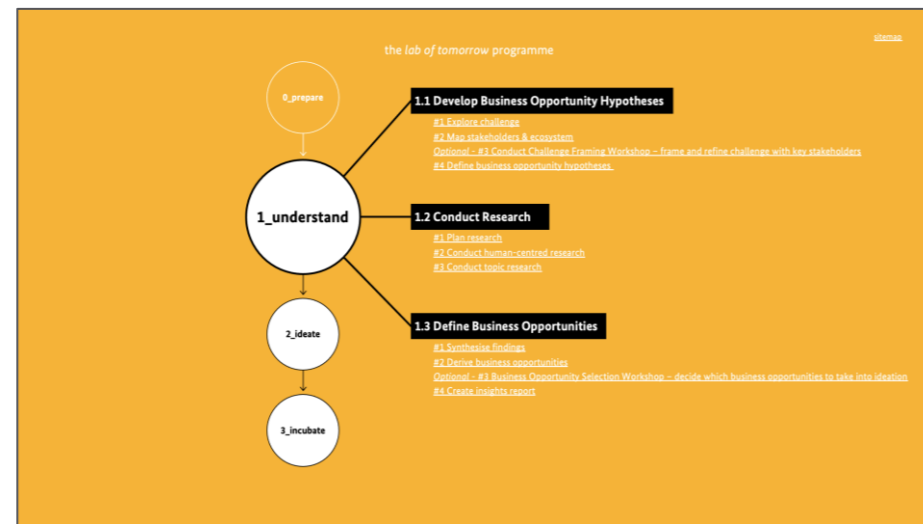
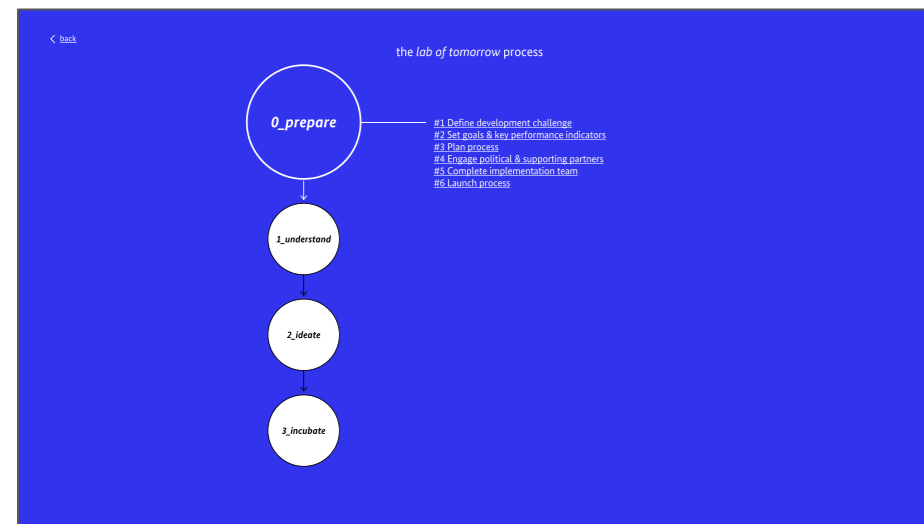


the *lab of tomorrow* programme

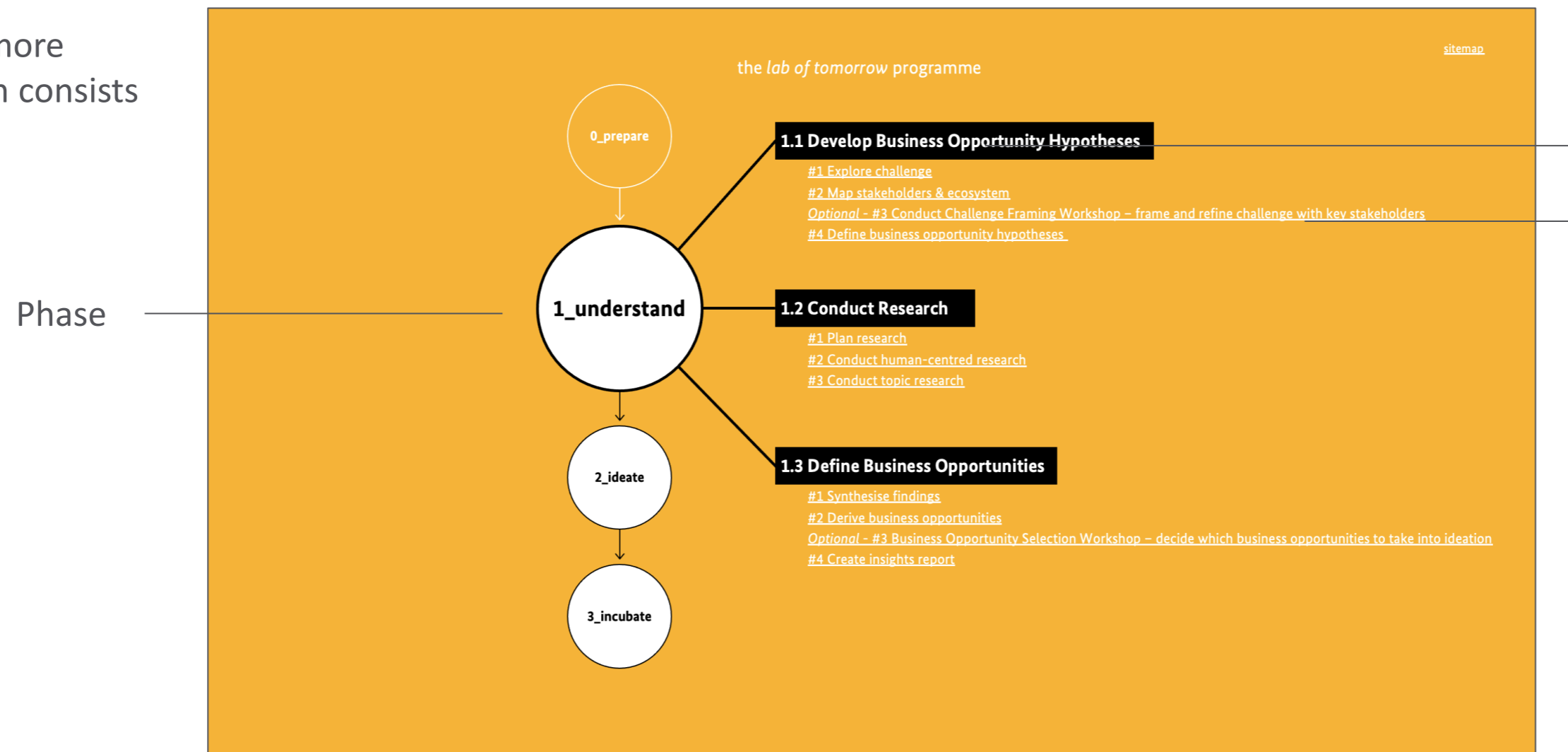
Tutorial

How to use the programme manual: structure

The lot programme has 4 phases: **0_prepare**, **1_understand**, **2_ideate** and **3_incubate**.



Each phase comprises one or more workstreams. Each workstream consists of a number of activities.

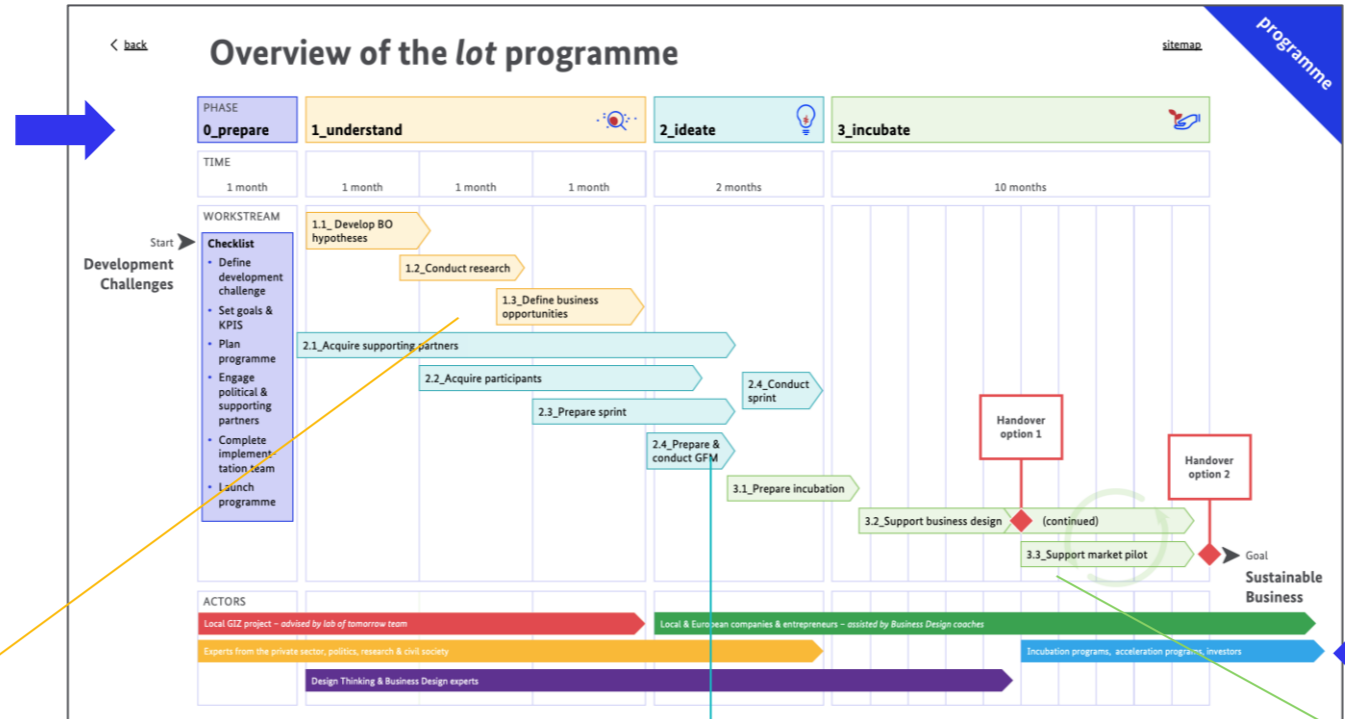
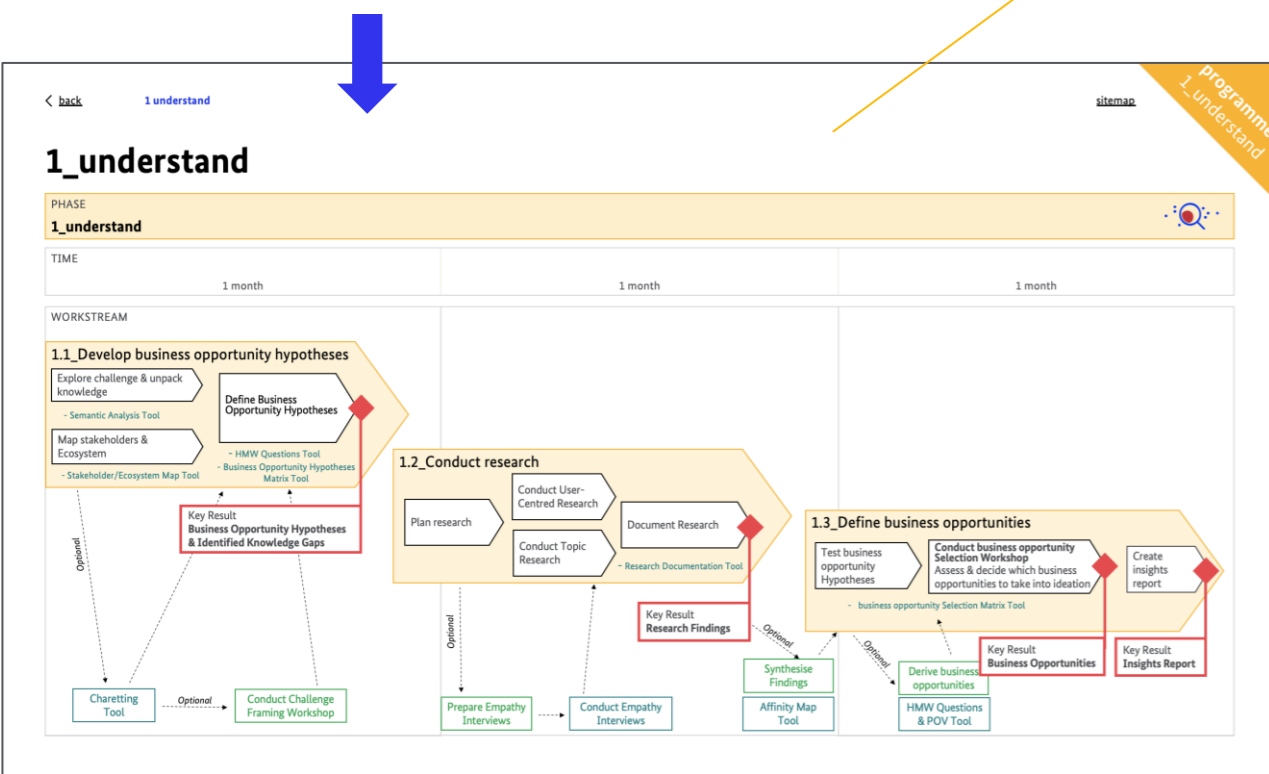


Workstreams
Activities

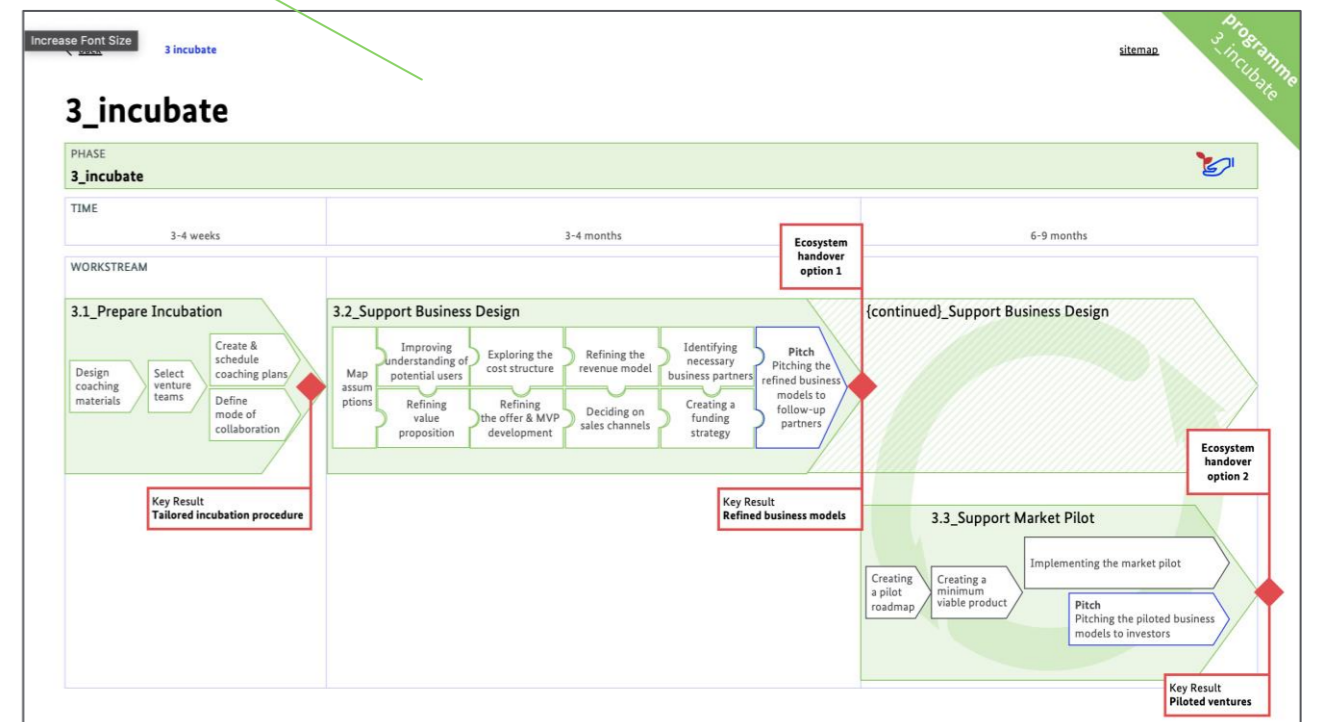
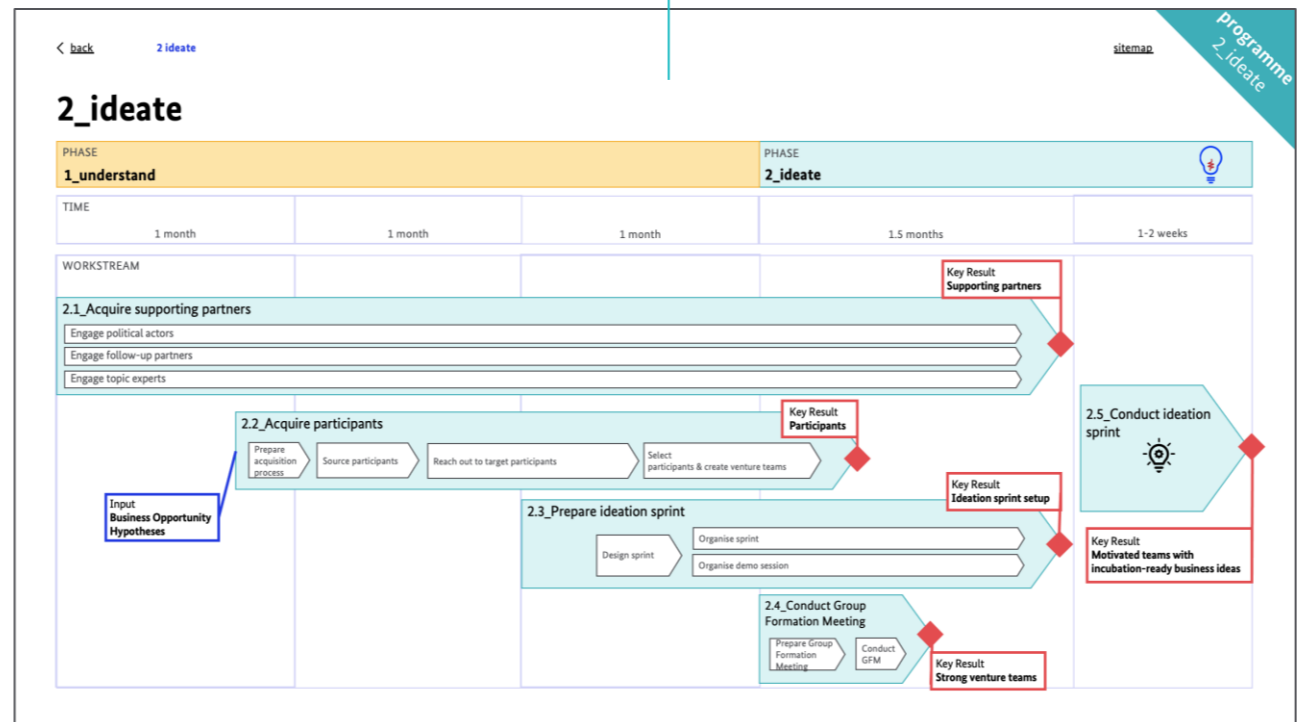
How to use the programme manual: structure

We have included charts to visualize the programme. The overview chart lets you view the programme on phase and workstream level.

In each phase you find a more detailed chart that lets you view the workstreams and activities within the phase.



The colourful arrows below the chart illustrate which actors are predominantly active at different stages of the programme.



How to use the programme manual: phase level



At the phase level, we have additionally included a 'mindset' slide that helps you approach the phase with the appropriate focus.

Side bar with additional information

Overview of the phase contents

Description of the purpose and prerequisites for the phase

< back 1 understand sitemap

1_understand

Overview

During the UNDERSTAND phase you will: (1) frame your challenge, (2) conduct research and (3) define sub-challenges for the Ideation Sprint.

Purpose:

- Explore your challenge and create alignment in the implementing team
- Identify unmet needs of your target user groups and constraints for business creation
- Define actionable sub-challenges that can be tackled by the participating teams in the Ideation Sprint
- Acquire strong participants eager to tackle the challenge by co-creating business solutions
- Acquire relevant supporting partners for your process

What you will need:

- General idea of the development challenge you want to tackle
- A project team with clearly defined roles
- Project plan

PROCESS 1_Understand

1-3 months

Make sure that the whole project team is on the same page and has similar expectations of the process when going into the Understand phase.

SIDESTRIP ELEMENTS ON THIS LEVEL INCLUDE:



Timeframe



Options



Success Factors



Links

How to use the programme manual: workstream level

Description of the purpose of the workstream

Illustration of the contents and implementation flow of the phase / workstream

= Input **= Output**

Click on each activity (white arrows) to view its description

Side bar with additional information

1.1 Develop Business Opportunity Hypotheses

Purpose:

- Explore your challenge and create alignment in the implementing team
- Define initial business opportunity hypotheses
- Identify knowledge gaps for your research
- Gauge stakeholder interest in your challenge

At a glance:

Start by unpacking everything you know about the challenge in the project team. Talk to experts to learn about the context, root causes, drivers and effects of the challenge. Break down the challenge into its different components and develop business opportunity hypotheses. Identify potential customers and beneficiaries of solutions, hypothesise about their unmet needs and identify knowledge gaps for your research.

Activities in this workstream

General challenge (Input) → 1.1_Develop Business Opportunity Hypotheses (Output)

1.1_Develop Business Opportunity Hypotheses (Output) → Charetting Tool (Optional Input) → Conduct Challenge Framing Workshop (Optional Output)

Key Result: Business Opportunity Hypotheses & Identified Knowledge Gaps

Legend: **= Input** (blue box), **= Output** (red box). White arrows are clickable to view activity descriptions.

SIDE BAR ELEMENTS ON THIS LEVEL INCLUDE:

Timeframe

Options

Success Factors

Links

How to use the programme manual: activity level



Tools referenced in the side bar link to the downloadable file on the lot website.

Detailed descriptions of each programme activity

< [back](#) 1 understand 1.1 Develop Business Opportunity Hypotheses #1 Explore challenge & unpack knowledge [sitemap](#)

#1 Explore challenge & unpack knowledge

At this stage, you are mainly exploring the challenge on a systemic level, trying to get a good overview of its context, root causes, and the actors involved.

Start by unpacking what you know already about the challenge in the project team and create alignment. The **Semantic Analysis** can help you to do so. Also consider the following questions:

- What assumptions do you have around the challenge?
- Why is there an opportunity for sustainable business in the current landscape?
- What makes this challenge appealing to you and what do you hope to learn and explore?

We recommend to consult with selected stakeholders with a good overview such as political institutions, private sector associations, and research institutions as early as possible to learn their perspectives on your challenge and frame it in its economic, cultural, political and regulatory context.

Optional:
IF you don't fully understand the root causes of the challenge
AND/OR IF potential user groups aren't clear
AND/OR IF you don't have a comprehensive understanding of their specific needs

We recommend to break the challenge down into different areas. This can help you to prioritise which areas of the challenge you want to focus on. To arrive at the different areas that compose the challenge, you may conduct a **Charetting** session in the project team to arrive at potential users and unmet needs that you can then cluster into areas. Later on you can take these areas (and the outputs from Charetting) with you to the optional challenge framing workshop (see "Optional: Conduct challenge framing workshop" in this section) and assess and refine the different areas together with key stakeholders of the challenge to make an informed decision which ones to focus on down the programme. Alternatively, you can run the entire Charetting exercise in the challenge framing workshop

Once you have achieved a common understanding of the challenge, update the **Briefing Note** that helps you approach stakeholders.

programme
1 Understand

- programme Lead, Facilitators
- Assessing and refining the challenge jointly with key stakeholders also helps to get their buy-in for further participation in the programme.
- Consider hiring topic experts who can help you exploring (and narrowing down) the challenge.
- Semantic Analysis Charetting (Optional) Briefing Note Template

SIDE BAR ELEMENTS ON THIS LEVEL INCLUDE:



Roles



Options



Success Factors



Tools



Links



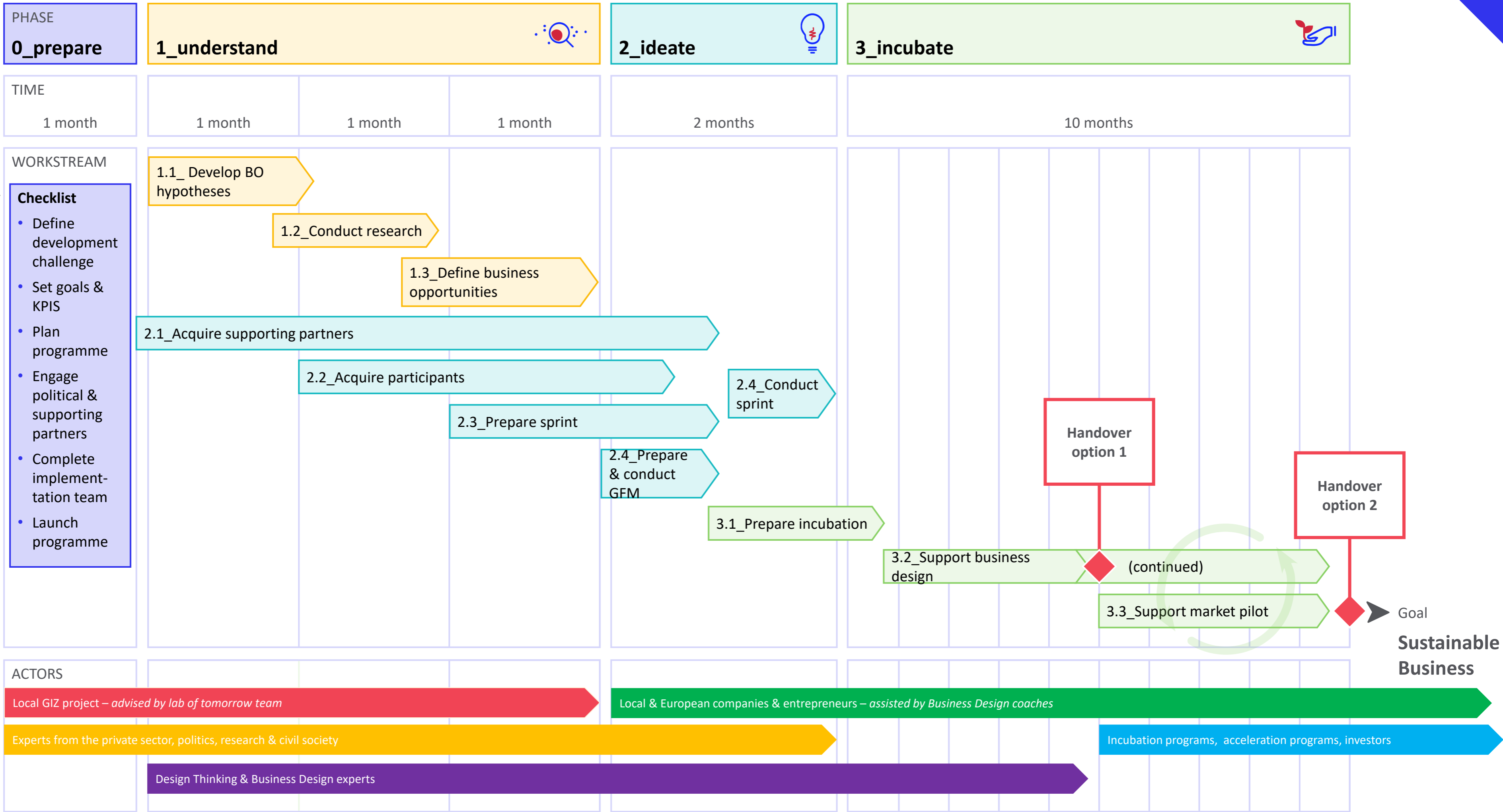
Notes

the *lab of tomorrow* programme

Programme overview

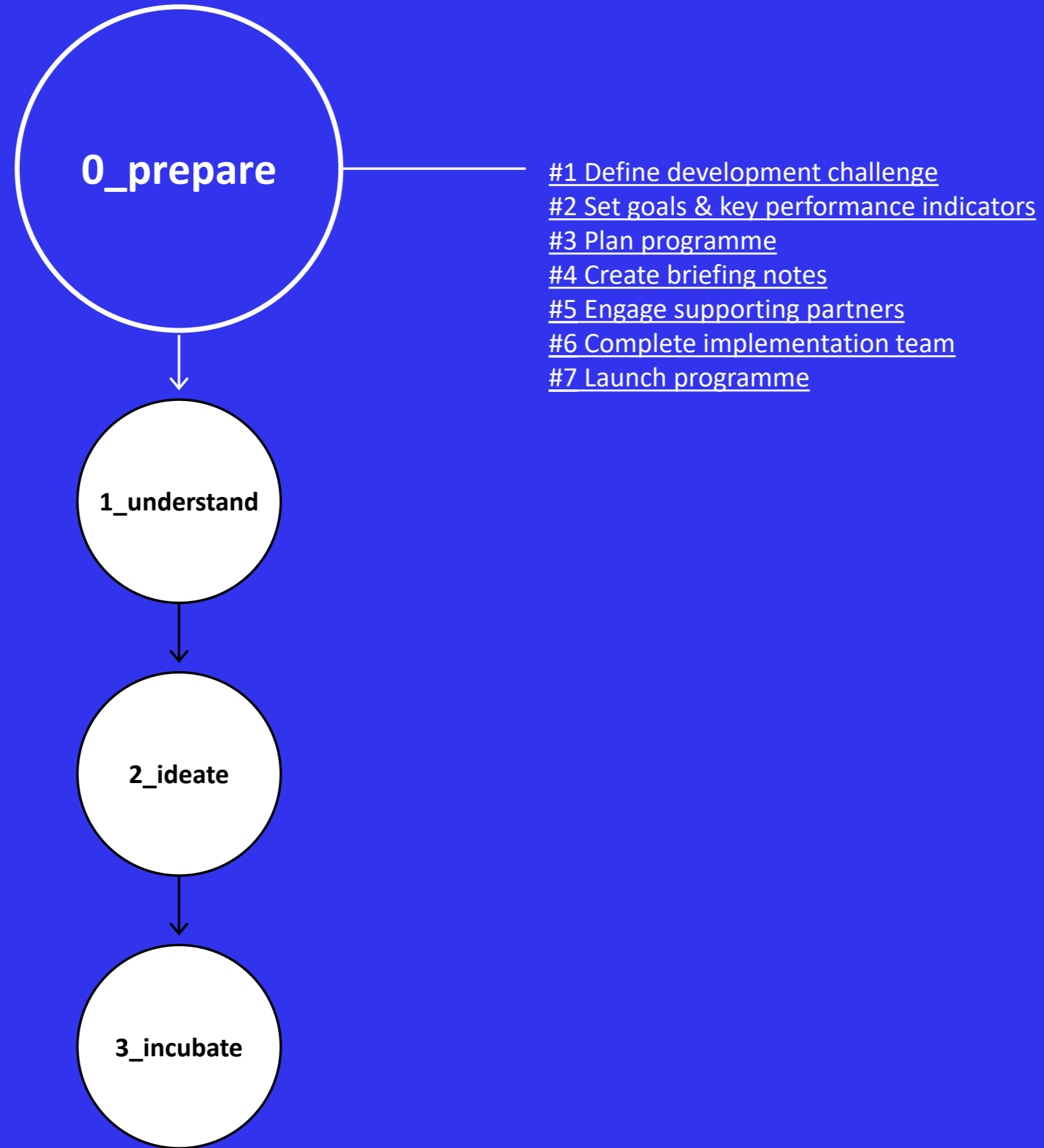
Overview of the *lot* programme

Start Development Challenges



Goal Sustainable Business

the *lab of tomorrow* programme



0_prepare



1 month



Go through the Prepare activities conscientiously and take the time needed for getting everybody on the same page. Setting up a clear working structure and expectations will benefit you throughout the programme.

Purpose:

- Define which development challenge with business potential you want to tackle.
- Scope and plan your lab of tomorrow programme.
- Allocate the necessary human and financial resources and launch the programme.

At a glance:

Get started with your *lot* programme by defining the topic, creating a *lot* programme team, developing a realistic project plan, and setting clear expectations, roles and tasks that will guide everybody through the programme.

Activities in this workstream

General development challenge

Define development challenge

Set goals & KPIs

Plan programme

Create briefing notes

Engage political & funding partners

Complete implementation team

Launch programme

Key Result
Implementation plan

= Input

= Output

EXPLAINER: What is a development challenge?

A development challenge is a social or environmental problem that offers potential for market-based solutions.

Development challenge examples:

- “How might we prevent and control non-communicable diseases in Ghana in order to relieve the Ghanaian health system?”
- “How might we contribute to a circular food system Rwanda?”
- “How might we enable cooled transport in Western Kenya to reduce food losses?”

The challenge should neither be too broad to be actionable nor too limiting for creative solutions.

It should offer both

- opportunities for viable business solutions (i.e., there need to be actors willing to pay for solutions to the challenge or individual aspects of it); and
- sustainability impact (i.e., solutions to the challenge should contribute to reaching the UN Sustainable Development Goals)

#1 Define development challenge

To get started, define the development challenge you want to tackle with new business solutions. If you do not yet have a concrete idea for a development challenge, you may narrow down relevant social and environmental challenges in the field of your work by asking:

- What are the unmet social, economic or environmental needs of our target group(s)?
- Why is there currently no solution? (This allows you to identify potential red flags for working on a specific need, such as restrictive regulations.)
- Is there potential for a sustainable business solution? (If the answer to this questions is yes and there are no major red flags speaking against tackling it, you may have found the right challenge for your programme.)

Once you have a general idea what the challenge might be, the **Challenge Quiz** helps you to quickly map and assess your challenge. The quiz will also prompt you to think about companies which might provide solutions.

We recommend to talk to some of these companies as early as possible in order to find out if the challenge is relevant to them and whether they see potential for business solutions. We also recommend talking to other key stakeholdes in the field of your challenge to learn their perspectives.



Programme Lead



BROAD VERSUS SPECIFIC CHALLENGES

A broad challenge...

- + is likely to attract more diverse participants
- + lends itself to a wider range of possible solutions
- may increase the cost and duration of the programme.

A more specific challenge...

- + may enable more targeted participant acquisition
- + facilitates a more manageable research focus
- is likely to offer a more limited range of possible solutions



In order to move ahead, it is crucial that the companies consulted see the potential for business solutions to the challenge.



Assessing and refining the challenge jointly with key stakeholders also helps to get their buy-in for further participation in the programme.



[Challenge Quiz](#)

#2 Set goals & key performance indicators

Based on your programme goals, set KPIs for each phase and workstream of your programme. These will help you keep track of your progress and provide an objective basis for collaboration with facilitators. Examples of KPIs include:

- the target number of participants (16 to 36)
- the target distribution of participant backgrounds (private sector, public sector or other)
- the target number of venture teams in which your participants will work (4-6)
- the target number of participants per venture team (4-6)
- the target number of venture team coaches (ideally, 1 dedicated coach per venture team)
- the target number of venture teams that should apply (or enter) the incubation phase (e.g., 5 out of 6).



Programme Lead



Experience suggests that a programme with more than 6 venture teams / more than 36 active participants is difficult to manage.



It is normal that not all teams make it to the incubation stage. Put quality before quantity!

#3 Plan programme

Planning your programme ahead based on your defined goals and KPIs puts you in a strong position for efficient implementation. Begin by defining the overall set-up of the programme:

- What **financial and human resources** do you require? (You may use the [Cost Calculation](#) to gauge this information.)
- What kinds of **partners** do you need for steering the programme and making it a success?
- What (rough) **timeline** do you envision? (Duration of each phase & workstream, including Ideation Sprint date and location.) Start adding these points directly into your [Project Plan](#).

Next, think about the final stages of your programme by defining:

- **for how long you intend to provide incubation services** to emerging businesses
- **what types of incubation services you will provide**; typical options include providing general coaching, facilitation and advisory services only; providing additional targeted technical assistance and advice to specific business models; and / or additional financial support. At this point, you do not need to agree on every detail, but you should have clearly defined your service offer before starting your participant acquisition
- **what your exit strategy** is (see option in the side bar), i.e., when do you plan to hand over the emerging businesses to investors or other follow-up partners such as other incubation or accelerator programs?

Planning ahead this way allows you to

- ensure clear expectation management with partners and participants
- contract facilitators based on clear terms of reference
- adopt a coherent project management approach.



Programme Lead



EXIT STRATEGY

There are two exit options for your incubation services:

a) After Business Design (~ 3 1/2 months after the Ideation Sprint)

You assist the participating teams in creating the ideal business model for their solution but leave the support of market piloting to other partners.

Please note: At this early stage the teams may find it difficult to convince investors or support programs of their business ideas. It is crucial that you assist the venture teams in finding follow-up partners – e.g., through hosting a pitch in the end of the Business Design stage.

b) After Business Design and Market Pilot (~ 9 months after the Ideation Sprint)

You continue to support the venture teams throughout the pilot of their businesses in the target market. This requires extra resources for coaching. You may also provide additional financial or in-kind services to the teams to help them create and deploy their minimum viable product. Your support stops once there is clear evidence of the businesses' market potential. This exit option increases the chance of a smooth handover to follow-up programs or investors.



Cost Calculation
Project Plan Template

#4 Create briefing notes

Create two Briefing Notes: a **Participant Briefing Note** that helps you to approach potential participants and a **Supporting Partner Briefing Note** for potential supporting partners (such as topic experts, political partners, etc.). Information to include in your briefing notes:

- Introduction to the lab of tomorrow programme (goals, methods, timeline)
- Topic and background of challenge
- Business opportunities (once defined)
- Benefits of participating in or supporting the programme
- How to get involved
- Contact

In addition to the Briefing Notes, you may create a **One Pager** as a shorter version which can be shared with potential partners (and participants) as a brief introduction to your lab of tomorrow programme.



Programme Lead



Keep updating your briefing notes throughout the programme as you learn more about the challenge and its potential business opportunities



Participant Briefing Note Template
Supporting Partner Briefing Note Template
One Pager Template

#5 Engage supporting partners

Use the [Supporting Partner Briefing Note](#) to engage relevant **supporting partners** early on:

- **Political partners** whose backing you need (such as BMZ and relevant public sector actors from the target country).
- **Funding partners**, i.e. organisations who might be interested in co-funding your programme or the resulting ventures (such as relevant foundations, other development cooperation projects, impact investors, etc.).
- **Topic experts** (e.g. from academia, the private sector, civil society, etc.) who can help you to develop a better understanding of the target market and opportunities for sustainable business during the *understand* phase or support the ventures teams during *ideate* and *incubate* phases with their expertise.

Gaining the support of partner organisations makes participant acquisition much easier by giving your programme additional traction and networks to leverage.

NOTE: *Once you know the broad topic of your lot programme, you should start with engaging supporting partners. Please refer to section 2.1 in the manual for information on supporting partner acquisition.*



Programme Lead



Keep updating your briefing note throughout the programme as you learn more about the challenge and its potential business opportunities



Supporting Partner Briefing Note Template
One Pager Template

#6 Complete implementation team

A complete implementation team includes the roles 'lot programme lead' and 'facilitators' and may optionally also include additional 'subject matter experts'.

If the programme lead and their team cannot take on the role of the facilitators themselves, they need to identify and contract external facilitators who should...

- have strong expertise in project management, Design Thinking and Business Design
- implement the programme throughout the different phases (research, workshops, coaching, etc.)

Refer to the [Example Terms of Reference](#) for contracting suitable experts.

Additional subject matter experts may be contracted at this point or throughout the programme in situations where the programme lead and the facilitators lack necessary topic expertise (e.g., for framing the challenge or making effective decisions which business opportunities to take forward to the sprint).

If the team does not have good access to potential participants and supporting partners, including a party with a strong network in the implementation team is recommended (e.g. business cluster from relevant industry).



Programme Lead



In-house or outsourced project management

In case of sufficient internal staff capacity and resources, the programme lead may take a more active role in programme management and delegate less to the facilitators.



Write precise and clear Terms of Reference clarifying responsibilities and KPI-based deliverables. Require the facilitators to assign one lead project manager to ensure efficient communication with the programme lead.



Contract the facilitators as early as possible to ensure a shared vision and drive ownership.



[Example Terms of Reference](#)

#7 Launch programme

Start your programme with a kick-off in the whole implementation team by jointly reviewing and defining the

- programme goals and format
- distribution of roles and responsibilities (for this use the [Roles and Responsibilities Template](#))
- Means and structure of communication and collaboration.

Fill the [Project Plan](#) for your joint implementation.



Programme Lead, Facilitators



A shared project plan and clear distribution of roles and tasks are essential for making the programme a success.

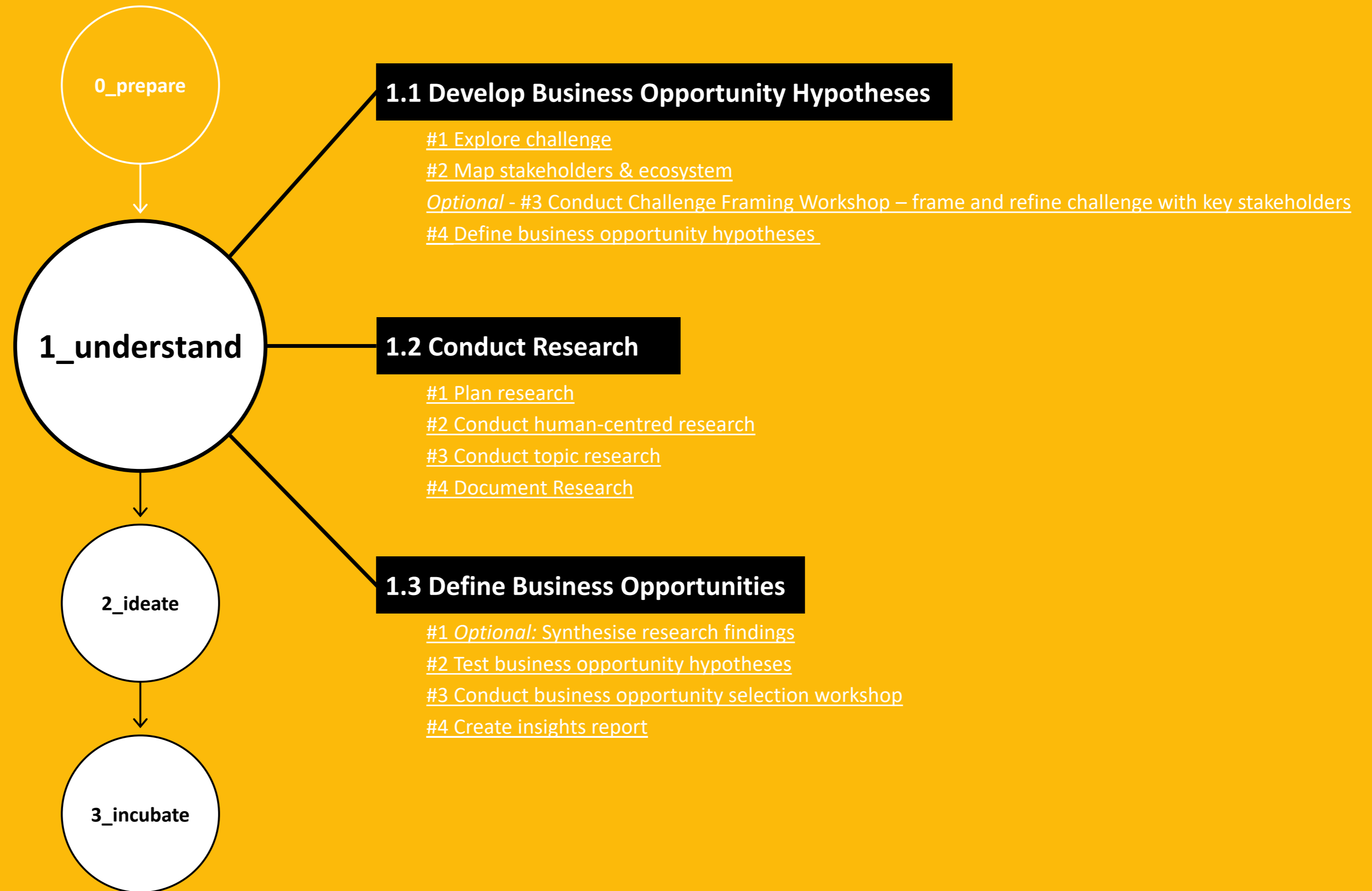


You may use an online, non-static project management tool (such as Asana or Trello) to manage tasks more efficiently.



[Project Plan Example](#)
[Roles and Responsibilities Template](#)

the *lab of tomorrow* programme



1_understand

Overview

During the UNDERSTAND phase you will: (1) frame business opportunity hypotheses, (2) conduct research and (3) define the final business opportunities for the Ideation Sprint.



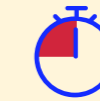
Purpose:

- Explore your challenge, select focus areas and create alignment in the implementing team
- Identify unmet needs of potential customers and constraints for business creation
- Define actionable business opportunities that can be tackled by the participating teams in the Ideation Sprint
- Acquire strong participants eager to tackle the opportunities by co-creating business solutions
- Acquire relevant supporting partners for your programme



What you will need:

- The development challenge you want to tackle
- A general idea about potential business opportunities
- A project team with clearly defined roles
- Project plan



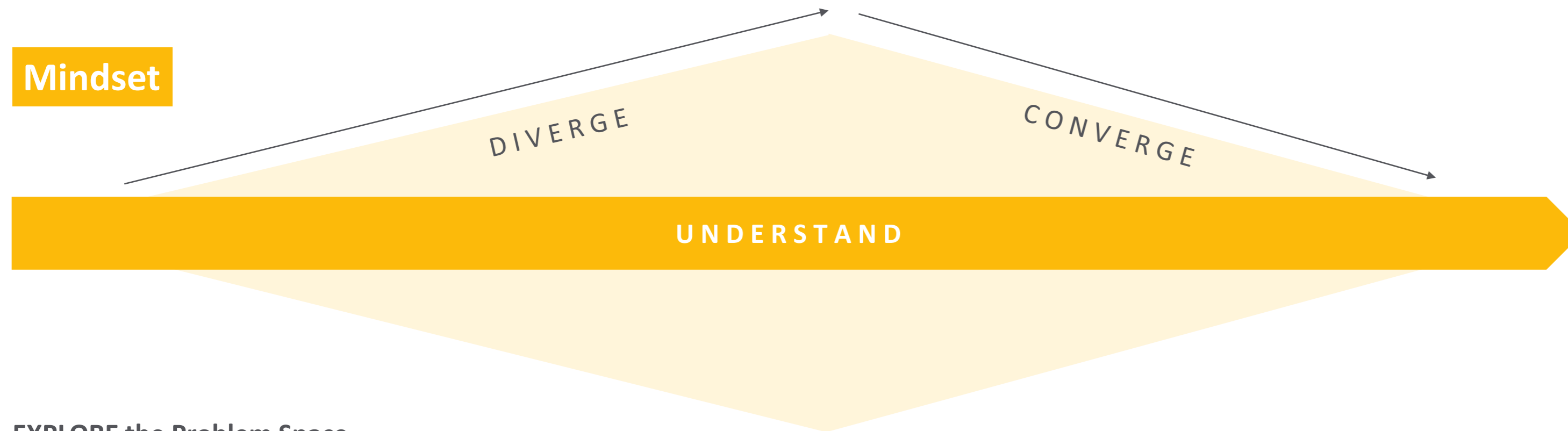
3 months



Make sure that the whole project team is on the same page and has similar expectations of the programme when going into the Understand phase.

1_understand

Mindset



EXPLORE the Problem Space

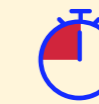
During the UNDERSTAND phase, focus on identifying the needs and perspectives of people or organizations affected by your challenge in order to learn more about the problem(s) and to identify opportunities for sustainable business. Do not think about solutions at this stage – that is the focus of **phase 2_ideate!**

HOW?

Take the time to properly dive into needs and perspectives by empathizing with the people or organisations affected by the challenge. Defer your own judgement and assumptions. Be open-minded, curious and always dig deeper. Define the business opportunities only once you feel you have explored enough aspects and spoken to enough people affected.

WHY?

It is important not to get caught in one's own assumptions at this point, since they can obscure where the true opportunities for sustainable business lie that your target participants would want to tackle and that people affected by the challenge would really be willing to pay for.



3 months




Exercising empathy with the people affected by a challenge plays a big role in uncovering their unmet needs. Check this IDEO article to learn more: [Empathy on the Edge](#)

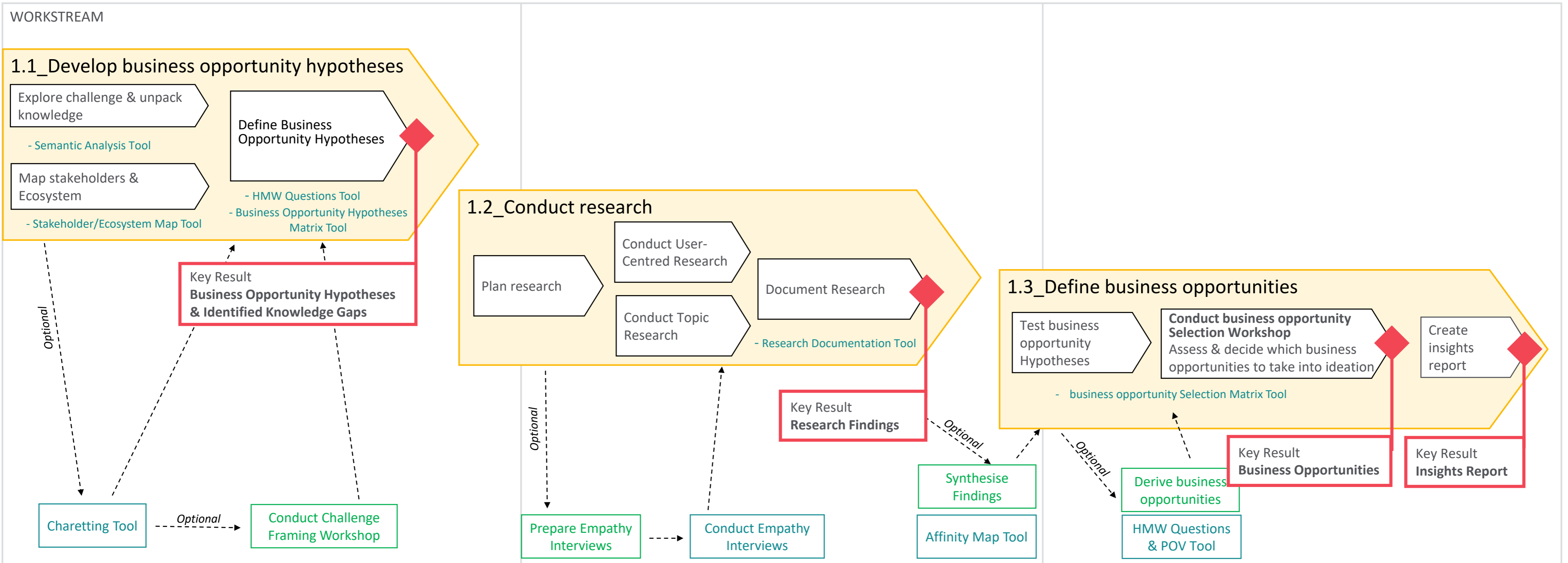
1_understand

PHASE

1_understand

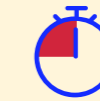


TIME	1 month	1 month	1 month
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1.1 Develop Business Opportunity Hypotheses



1-3 months



Focus on exploring the challenge and identifying the unmet needs of the people affected by it at this stage. Do not spend too much time thinking about potential solutions yet!

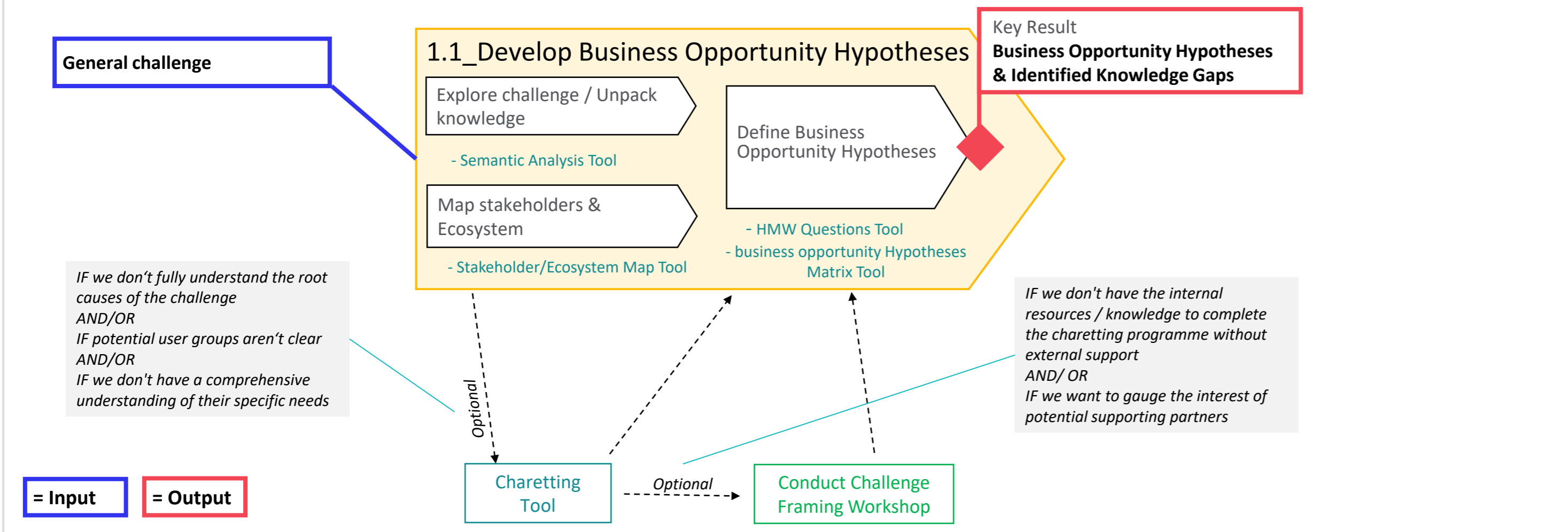
Purpose:

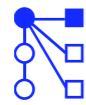
- Explore your challenge and create alignment in the implementing team
- Define initial business opportunity hypotheses
- Identify knowledge gaps for your research
- Gauge stakeholder interest in your challenge

At a glance:

Start by unpacking everything you know about the challenge in the project team. Talk to experts to learn about the context, root causes, drivers and effects of the challenge. Break down the challenge into its different components and develop business opportunity hypotheses. Identify potential customers and beneficiaries of solutions, hypothesise about their unmet needs and identify knowledge gaps for your research.

Activities in this workstream





EXPLAINER: What is a business opportunity?

A business opportunity describes an unmet need of a clearly defined target group with a willingness to pay for a solution to that need.

To check the strength of a business opportunity, fill in the **Business Opportunity Matrix** and explore the following questions:

- Is there a clear unmet need?
- Is it clear who would benefit from a solution?
- Is it clear who would be willing to pay for a solution?
- Are there companies and entrepreneurs interested in creating new products or services that tackle the unmet need?
- Are the constraints of tackling this opportunity clear? (Under which conditions – such as regulatory restrictions, competition, etc. – does the solution need to work?)
- Is there potential for different types of solutions? (The corridor of potential solutions should be neither too broad nor too narrow. Different kinds of solutions should be possible to make the most out of the creative ideation programme, but the business opportunity should also not feel too broad to tackle.)
- Are there any technical or regulatory reasons speaking against tackling the business opportunity?

Development challenge example:

“How might we better protect the biodiversity in Namibia by creating digital, biodiversity-based businesses in the conservation landscapes and by capitalising on the local population’s expertise and resources?”

Business opportunity examples:

- How might we enable the tourism sector and zoos to add new income streams by allowing people to experience Namibian nature virtually via digital (live) content provided by local tourism actors and research institutions, as well as landscape guardians?
- How might we encourage gamers and nature lovers to engage in biodiversity-based digital and gamified experiences, that build on content provided by local communities?
- How might we digitally and directly connect nature-lovers with local communities guarding wildlife (landscape guardians) to increase spending for nature protection?

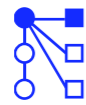
Additional data and information about each business opportunity should be compiled in an **Insights Report** after thorough research.



Talk to topic experts to explore potential business opportunities.



Start by creating business opportunity hypotheses: which potentials for sustainable business do you see? Then conduct research to fill in knowledge gaps and discover additional business opportunities. Compile what you have learned in an insights report. Provide the insights report to the participants of your *lot* programme to help them prepare for the ideation of viable solutions.



#1 Explore challenge & unpack knowledge

At this stage, you are mainly exploring the challenge on a systemic level, trying to get a good overview of its context, root causes, and the actors involved.

Start by unpacking what you know already about the challenge in the project team and create alignment. The **Semantic Analysis** can help you to do so. Also consider the following questions:

- What assumptions do you have around the challenge?
- Why is there an opportunity for sustainable business in the current landscape?
- What makes this challenge appealing to you and what do you hope to learn and explore?

We recommend to consult with selected stakeholders with a good overview such as political institutions, private sector associations, and research institutions as early as possible to learn their perspectives on your challenge and frame it in its economic, cultural, political and regulatory context.

Optional:

IF you don't fully understand the root causes of the challenge

AND/OR IF potential user groups aren't clear

AND/OR IF you don't have a comprehensive understanding of their specific needs

We recommend to break the challenge down into different areas. This can help you to prioritise which areas of the challenge you want to focus on. To arrive at the different areas that compose the challenge, you may conduct a **Charetting** session in the project team to arrive at potential users and unmet needs that you can then cluster into areas.

Later on you can take these areas (and the outputs from Charetting) with you to the optional challenge framing workshop (*see "Optional: Conduct challenge framing workshop" in this section*) and assess and refine the different areas together with key stakeholders of the challenge to make an informed decision which ones to focus on down the programme.

Alternatively, you can run the entire Charetting exercise in the challenge framing workshop

Once you have achieved a common understanding of the challenge, update the **Briefing Note** that helps you approach stakeholders.



Programme Lead, Facilitators



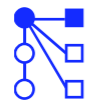
Assessing and refining the challenge jointly with key stakeholders also helps to get their buy-in for further participation in the programme.



Consider hiring topic experts who can help you exploring (and narrowing down) the challenge.



Semantic Analysis
Charetting (Optional)
Briefing Note Template



#2

Map stakeholders & ecosystem

At this stage you identify the most important stakeholders of your lab of tomorrow programme and visualize them on the **Stakeholder Ecosystem Map**. This crucial analytical step will allow you to reduce the complexity of your project's stakeholder landscape by grouping stakeholders with common needs and interests relative to your development challenge. Eventually the **Stakeholder Ecosystem Map** is a key step towards a structured and efficient partner acquisition for the later Ideation Sprint.

Identify and map all important stakeholders along their sector affiliation and their scope of operation, including:

- Private actors (such as investors, service providers, suppliers etc.) are potential solution providers
- Public sector actors that are contributing to the challenge or may have an interest in solving the challenge.
- Civil society representatives/organizations that are relevant for the success of potential solutions
- Users and organisations that might be willing to pay for solutions
- Beneficiaries that are affected by the development challenge and would benefit from a solution
- Companies that may be interested in the business opportunity associated with the challenge
- Topic experts that could help to learn more about the challenge and its business potential
- Funding partners who might be interested in supporting a solution

The clustering of stakeholder into subgroups and the identification of key actors within, will then allow you to reduce complexity of the relevant stakeholder landscape. Furthermore, this step allows you to identify key actors with regards to their leverage and relevance regarding your development challenge. This information can be directly translated into "Acquisition List" of your LoT-Project Plan.

In an additional step you might also want to take a systemic perspective on the development challenge by visualising the relations and interactions of the most important stakeholders. In this regard the **Stakeholder Ecosystem Map** is great for communicating and exploring the challenge with stakeholders and provides a great basis for your later research.



Programme Lead, Facilitators



Keep refining your Stakeholder Ecosystem Map up to date as you learn more about the development challenge and possible solutions.



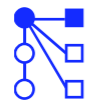
Creating the Stakeholder Ecosystem Map can also show your team where information on the stakeholder ecosystem is lacking. These might be areas where more research or expert knowledge is necessary.



Transfer the most important stakeholders into the LoT-Project Plan and make use of you Stakeholder Ecosystem Map's findings to plan your Ideation Sprint acquisition



Stakeholder Ecosystem Map



#3

Optional: Conduct challenge framing workshop

IF we don't have the internal resources / knowledge to complete the charetting programme without external support AND/ OR IF we want to gauge the interest of potential supporting partners

We recommend conducting a challenge framing workshop. The challenge framing workshop is a 2-4 hour workshop with about 5-10 key stakeholders of your challenge. It helps you

- gauge stakeholder interest in tackling the challenge
- deepen your insight into the challenge
- select business opportunity hypotheses and identify knowledge gaps as starting points for your research
- identify potential customers of solutions to the challenge
- hypothesise about potential customers' possible backgrounds, problems, and needs

Brief your participants with your completed **Semantic Analysis** and **Stakeholder & Ecosystem Map** and bring a list of the most relevant areas of your challenge to the workshop. During the workshop, let participants add to and refine the different areas of the challenge. Prioritise the different areas and choose the most relevant ones for your subsequent research. Have the participants work through the **Charetting** exercise for each focus area .

We recommend to involve stakeholders who can help you to obtain a good overview on the

- antecedents and effects of the challenge
- different stakeholders affected by it and their unmet needs / pain points
- local market and challenge-related business opportunities
- context (economic, political, social, technological, ...).

For a help in acquiring relevant topic experts, check the **Topic Expert Acquisition Guideline**. Relevant actors from the following stakeholder groups are of particular interest: academia, private sector associations, political institutions, organisations representing potential users (you may also include actual potential users if feasible), civil society organisations.



Programme Lead, Facilitators



If your development challenge is occurring in a single value chain, you may not need to break it down into different areas and prioritise them but can start with Charetting directly.



For an efficient workshop, prepare the Semantic Analysis and Stakeholder & Ecosystem Map in advance.



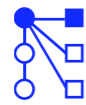
You may also conduct multiple challenge framing workshops. For example, you may subdivide the workshop into two parts: the first part for conducting a semantic analysis, refining your Stakeholder & Ecosystem Map. The second part for conducting Charetting.



Follow up by inviting the workshop participants to in-depth expert interviews during 1.2 'Conduct Research'



Semantic Analysis
Stakeholder & Ecosystem Map
Charetting



#4

Define business opportunity hypotheses

The key result of this first part of the Understand phase is a set of identified **business opportunity hypotheses** and **identified knowledge gaps**. You reach these business opportunity hypotheses by breaking your general development challenge down into separate assumed business opportunities that are the basis of specific business opportunities the venture teams will focus on in the ideation sprint and work on throughout the *lab of tomorrow* cycle. At this stage, these assumed business opportunities are mostly hypotheses as in-depth analyses on these will only follow in the next steps of the Understand phase. The **How Might We Questions Tool** will help you in formulating business opportunity Hypotheses. HMW questions are jumping-off points for generating ideas: good questions are the foundation for clear, targeted, and user-oriented business solutions in the Ideation Sprint. A good example might be the question: *“How might we improve access to diagnostics in rural hospitals to help medical staff prevent and control non-communicable diseases in Ghana?”*

These formulated business opportunities can then be integrated in the **Business Opportunity Matrix Tool** which will help you with assessing the suitability and quality of the formulated business opportunity Hypotheses. Further, it provides a framework and initial set of questions that will be crucial for getting a clearer picture of how comprehensive your knowledge about each of these business opportunity hypotheses is and what knowledge gaps remain. These knowledge gaps will then guide you through the research phase afterwards.

The **Business Opportunity Matrix Tool** is one of the most central tools in the programme and you will come back to the results of this exercise and extensions and variations of the tool several times throughout the understand phase. We therefore recommend doing this exercise very thoroughly.

NOTE: Once the Business Opportunity Hypotheses are completed, you should add these to the Briefing Note and start immediately with participant acquisition in parallel to the remaining steps of the Understand Phase. Please refer to sections 2.2 in the manual (pages 88 tp 93) for information on participant acquisition.



Programme Lead, Facilitators



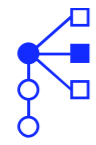
If you have very thorough knowledge internally about the general challenge you are working on, you may already have a pretty clear idea what the business opportunity hypotheses might be at the start of the Understand phase and use the different steps rather for refining your initial ideas.



How Might We Questions Tool
Business Opportunity Hypotheses Matrix



Once the Business Opportunity Hypotheses are completed, you should add these to the Briefing Note and start immediately with participant acquisition



1.2 Conduct Research

Purpose:

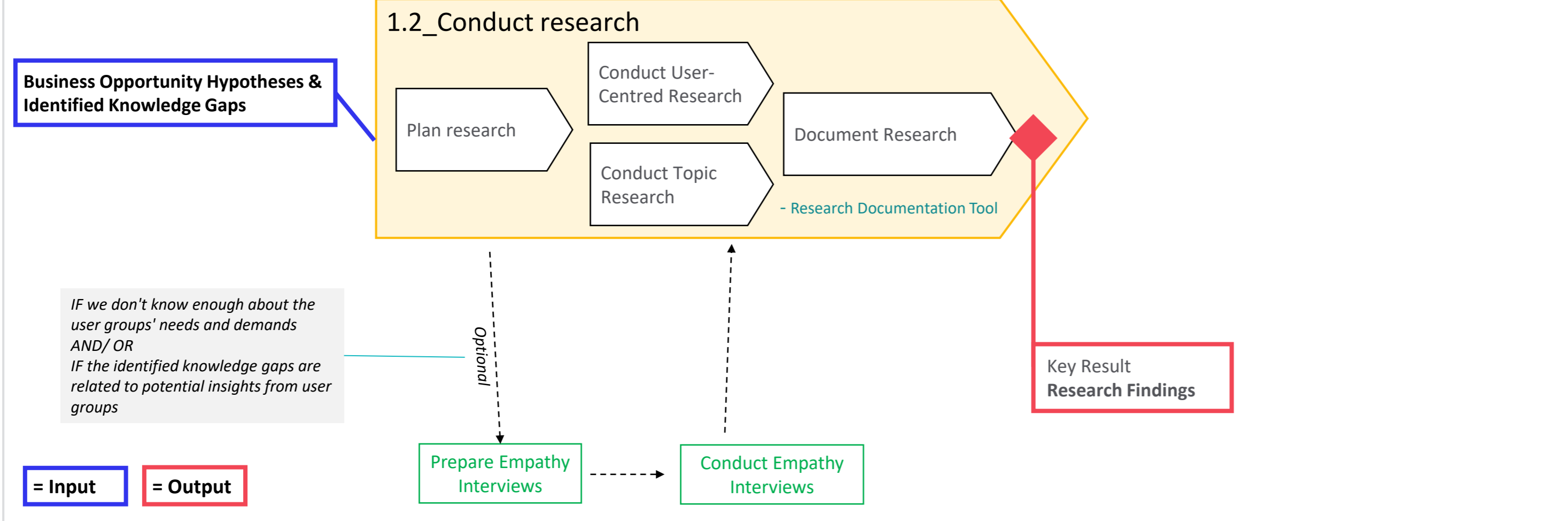
- Uncover the unmet needs of people affected by the challenge and learn what they value (– and what they would pay for)
- Identify the constraints that your programme participants will need to consider when designing their business solutions (such as local market conditions, regulations, and technological standards)

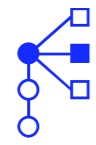
At a glance:

After you have defined your business opportunity hypotheses and identified your knowledge gaps, it is time to zoom in: Deepen your understanding of the underlying problems and the potentials for business solutions through

- **human-centred research** (interviews with potential customers of solutions & other challenge stakeholders)
- **topic research** (secondary research)

Activities in this workstream





EXPLAINER: Which data should you collect in your research?

Your research should help you to close your knowledge gaps identified in the **Business Opportunity Matrix Tool**. This then helps you to test your derived hypotheses and in the final step decide which business opportunities are suitable.

Possible research questions to fill your knowledge gaps could be the following:

- Who are the actors affected by the challenge?
- What are their unmet needs related to the challenge?
- Which of these needs are most urgent?
- Which current fixes do people use to cope with the challenge?
- Who would be willing to pay for solutions?
- Which companies or entrepreneurs might be interested in creating new products or services to cater to those needs?
- What are the market conditions in the field of the challenge?
- Which regulations affect working on the challenge?
- ...

Moreover, further research about the topic of your challenge (beyond the knowledge gaps) can help you to get a more holistic understanding of it or to discover additional business opportunities.

For more orientation which information you should have gathered by the end of your research and subsequent synthesis, check the **Insights Report Example**.



#1 Plan research

Take a look at the business opportunity hypotheses and knowledge gaps that you have identified in 1.1 Develop business opportunity Hypotheses. The hypotheses and knowledge gaps should be great starting points for your research, pointing you at who you need to talk to and what information you need to obtain. Two layers of research will have to be conducted: **user-centred research and topic research**

Create a **Research Plan** and include information such as

- What information can you get out of desk research?
- Who do you need to talk to?
- What do you want to learn from this person or organisation?
- Who will conduct the interview?
- What is the scheduling status of the interview?

The **Business Opportunity Matrix Tool** from the previous step is an important navigator for identifying your key research questions and key knowledge gaps you need to focus on in your research.

Optional (but recommended):

IF we don't know enough about the user groups' needs and demands

AND/ OR IF the identified knowledge gaps are related to potential insights from user groups

We strongly recommend conducting **Empathy Interviews**. Prepare **Interview Guidelines** for semi-structured **Empathy Interviews** according to the information that you want to learn from your target interviewees. Schedule interviews with the people of interest or, if possible, speak to them directly in the field. The latter also allows you to observe their everyday environment, which can go a long way in empathising with them and in understanding their needs.

Good preparation also includes having a plan for documenting your findings. We recommend following the logic of the **Research Documentation Tool** to allow each of your researchers to systematically capture data from their desk research or interviews.



Facilitators



[Research Plan Example](#)
[Interview Guideline Example](#)
[Business Opportunity Hypotheses Matrix](#)
[Research Documentation Tool](#)
[Preparing Empathy Interviews \(Optional but recommended\)](#)



#2 Conduct human-centred research

Qualitative, human-centred research in the field helps you to better understand the people and organisations affected by your challenge, including their unmet needs, motivations, behaviours, attitudes, and personal circumstances. In most cases this is done with the help of empathy interviews. To learn more about this technique, check [Preparing Empathy Interviews](#) and [Conducting Empathy Interviews](#).

Optional (but recommended):

IF we don't know enough about the user groups' needs and demands

AND/ OR IF the identified knowledge gaps are related to potential insights from user groups

We strongly recommend conducting [Empathy Interviews](#).

The most important group to understand and empathise with are the potential customers (and other beneficiaries) of would-be business solutions that might emerge from your programme. Ideally, speak to them in their everyday environment and make the interview feel like a casual conversation. Engage all senses in your interviews: how people say things can often be more telling than what they are saying, and a glimpse of their circumstances can sometimes yield more information than a catalogue of questions.

Also talk to other stakeholders of the challenge. These might include potential solution providers (companies or entrepreneurs), universities and research institutes, political actors, civil society organisations, and NGOs, etc. Knowing different perspectives on the challenge will help you a great deal in distilling the most important information from your research findings, avail the definition of the right business opportunities, and facilitate the invitation of suitable programme participants.



Facilitators



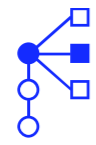
Consider hiring local field researchers for deeper qualitative insights. They have a better understanding of the cultural context of their research subjects.



Capture key moments from your field research in photos, videos, or audio, if possible.



Conducting Empathy Interviews (Optional but recommended)
[Research Documentation Tool](#)



#3 Conduct topic research

Additional research about the topic of your challenge can help you to get a more holistic understanding of it, including insights into:

- target markets and socio-economic trends
- political and regulatory circumstances
- technological possibilities.

This allows you to identify the constraints that your programme participants will need to consider when designing their business solutions. This could either be done through **desk research** or through **interviews**.

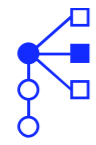
You may hire dedicated topic experts for this (see role 'topic experts' in category 'programme implementers').



Facilitators, Topic experts (optional)



Consider hiring topic experts to explore technological and regulatory aspects and the market context of your challenge.



#4 Document Research

Properly documenting your research findings in a lean, efficient and effective manner is crucial for the research programme. We recommend following the logic of the **Research Documentation Tool** to allow each of your researchers to systematically capture data from their desk research or interviews. This Tool strongly builds on the **business opportunity Matrix Tool** and will thus allow for very targeted research documentation with a focus on your previously identified knowledge gaps and business opportunity hypotheses and will hence be instrumental for testing your business opportunity hypotheses in the next step.

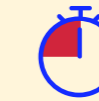
During your research, your team spread out and gathered as much information as it could. Now it is time to get back together and jointly unpack what you have found. Through your research you will likely dig up hundreds of interesting data points. For example, each researcher may first capture their notes individually on paper or in a digital document and filter out the most relevant information. This filtered information then needs to be captured on a shared online document such as the **Research Documentation Tool** to join up the findings from different researchers.



Facilitators, Researchers



Research Documentation Tool



1.3 Define Business Opportunities

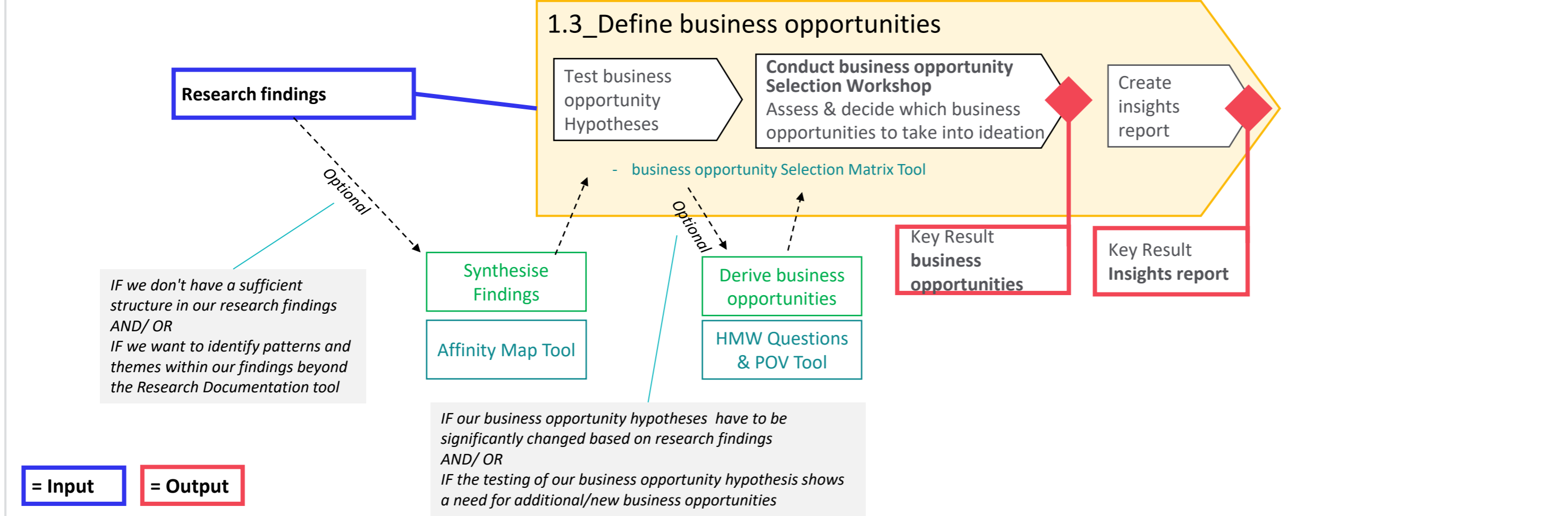
Purpose:

- Synthesise your research findings into insights
- Define actionable business opportunities that can be tackled by the participating teams in the Ideation Sprint
- Create an insights report that will enable your programme participants to create user-centred business solutions

At a glance:

You have gathered lots of information about your business opportunity hypotheses and have filled your previously identified knowledge gaps. Now it is time to make sense out of this information. Refine your business opportunity hypotheses or derive additional business opportunities based on concrete user groups and their needs that can be tackled with new sustainable products or services. Compile insights for each business opportunity in a report.

Activities in this workstream





EXPLAINER: What is an insights report?

Once you have synthesised the learnings from your research and decided which business opportunities to take forward to the ideation sprint, it is time to create a report that informs your participants. This **Insights Report** captures everything important about the identified business opportunities. When compiling the information for the report, lean on the findings from your **Business Opportunity Matrix**.

Good insights reports have 3 qualities.

1. They **INFORM** about what potential customers need and want.
2. They **INSPIRE** by motivating participants to create suitable solutions.
3. They are **MEMORABLE**: They are written in a vivid and compelling way.

You may capture your insights in a presentation, website, or another suitable format. Make your insights accessible and tangible; where appropriate, video, audio, photos, and graphics beat text.

For more orientation which information you should compile, check the **Insights Report Example**.



#1 **Optional: Synthesise research findings**

IF we don't have a sufficient structure in our research findings

AND/ OR IF we want to identify patterns and themes within our findings beyond the Matrix tool

We recommend to **synthesise** your research **findings**, as the **Research Documentation Tool** not always captures all your relevant insights, or you may still lack structure in some of your findings.

Building on the research findings and new insights gained from the Research Documentation Tool, **the Affinity Map** is used to take a second look at your Business Opportunity Hypotheses and if necessary to identify themes and areas for the development of new hypotheses.

Affinity mapping helps you thus to obtain an overview of gathered research information, to attribute research findings to existing Business Opportunity Hypotheses and reflect on their coherence and to identify themes and areas for potential new Business Opportunity Hypotheses.



Facilitators



Make sure that you share the research findings (especially the insights from the interviews) with your fellow researchers as unfiltered as possible. Some details that don't seem important to you, might turn out to trigger additional thoughts by other team members.



Affinity Map



#2 Test business opportunity hypotheses

After you have documented your findings in the **Research Documentation Tool** and have filled all crucial knowledge gaps and in some cases have synthesised additional research findings, it is time to use these insights and findings to test your business opportunity hypotheses. Following the guiding questions in the **Business Opportunity Matrix Tool**, you need to identify which of the business opportunity hypotheses may actually be suitable **business opportunities** for the ideation sprint based on your research findings, which ones may have to be refined, and which ones need to be deleted altogether because the initial hypothesis didn't hold true.

Following this programme of testing the business opportunity hypotheses and transforming the suitable ones into actual business opportunities, you will either move directly to selecting the most relevant business opportunities out of this longer list for the ideation sprint and prioritising them by business potential and suitability (see *#2 Conduct business opportunity selection workshop*) or you do an extra loop and develop new/additional business opportunities beyond your hypotheses or significantly change the initial hypotheses through the optional step of *“Optional: Derive business opportunities”* (see next slide)

Optional: Modify business opportunities or create new ones

IF our business opportunity hypotheses have to be significantly changed based on research findings

AND/ OR IF the testing of our business opportunity hypothesis shows a need for additional/new business opportunities

We recommend doing an extra loop to derive business opportunities. In this step you can develop new or additional business opportunities beyond your tested business opportunity hypotheses and / or make significant changes to your hypotheses in order to transform them into suitable business opportunities. Make sure to frame business opportunities that are suitable starting points for the ideation of business solutions through the teams in our Ideation Sprint

For this step you can go back to the **How Might We Questions Tool** that will help you with reformulating your hypotheses or developing new business opportunities. The additional and reformulated business opportunities will then be added to the **Business Opportunity Matrix Tool** for the next step *#2 Conduct business opportunity selection workshop*.



Facilitators

Business Opportunity Matrix
How Might We Questions



#3 Conduct business opportunity selection workshop

You may conduct a workshop with selected private sector stakeholders to gain their perspectives and assess their interest in the possible business opportunities or you complete this step through an internal workshop. Together you rank and pick the most promising business opportunities for the Ideation Sprint and further refine business opportunities if needed. Knowing your business opportunities will allow you to acquire relevant participants for the sprint in a targeted manner. You should use the **Business Opportunity Matrix Tool** for this process.

Check i.a. the following criteria to evaluate the strength of your business opportunities:

- Is there a clear target group? (Who will buy and benefit from a solution?)
- Is there a clear unmet need? (Which problem of the target group must be solved?)
- Are there potential solutions providers interested in creating new products or services that tackle the unmet need? (Which companies or entrepreneurs would be willing to provide a solution?)
- Are the constraints of tackling this challenge clear? (Under which conditions – such as regulatory restrictions, market does the solution need to work?)
- Is there potential for different types of solutions? (The corridor of potential solutions should be neither too broad nor too narrow. Different kinds of solutions should be possible to make the most out of the creative ideation programme, but the business opportunity should also not feel too broad to tackle.)
- Are there any technical or regulatory reasons speaking against the business opportunity?

OPTIONAL

IF you do not feel 100% sure about which business opportunities to pick:

Include potential participants of your programme and potential customers of solutions in the selection of the strongest business opportunities to make more robust decisions and gauge their interest.



Programme Lead, Facilitators



If you choose to conduct a workshop with external stakeholders in this step, be pragmatic: a half-day workshop with 5-10 participants is typically enough. Business opportunities can still be reframed later, even during the Ideation Sprint.



After having chosen your business opportunities, you may conduct extra research if you feel that there are open questions remaining.



Business Opportunity Matrix



#4 Create insights report

Capture your research insights for the overall challenge and each selected business opportunity in an **Insights Report**. Make your insights accessible and tangible; where appropriate, video, audio, photos, and graphics beat text.

You may capture your insights in a presentation, website, or another suitable format.



Facilitators



Good insights reports have 3 qualities.

1. They **INFORM** about what users need and want
2. They **INSPIRE** by motivating participants do find suitable solutions
3. They are **MEMORABLE**: They are written in a vivid and compelling way.



Make the report easy to understand and tangible. Consider replacing text with video, audio, photos, and graphics.



Insights Report Template

2.1 Acquire Supporting Actors

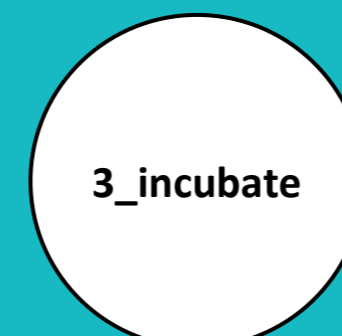
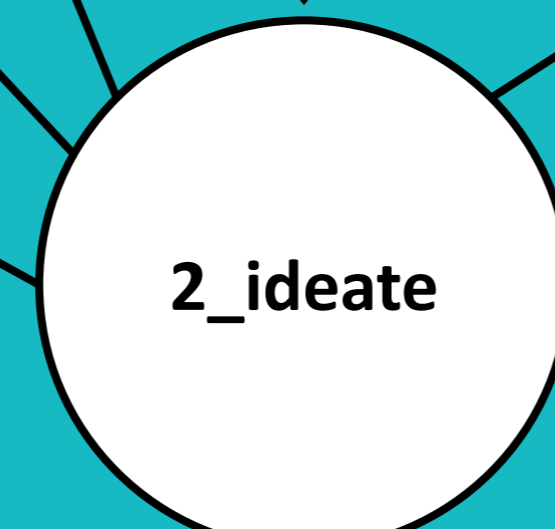
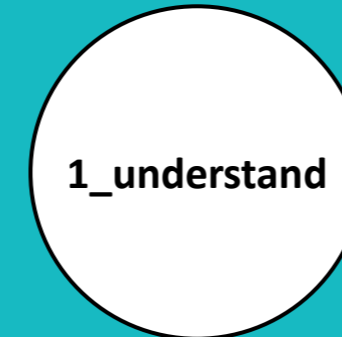
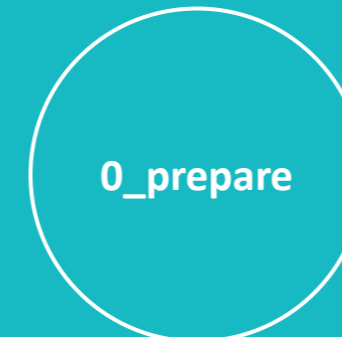
- [#1 Engage political actors](#)
- [#2 Engage follow-up partners](#)
- [#3 Engage topic experts](#)
- [#4 Engage potential customers](#)

2.2 Acquire Participants

- [#1 Prepare acquisition process](#)
- [#2 Source participants](#)
- [#3 Reach out to target participants](#)
- [#4 Select participants & create venture teams](#)

2.3 Prepare Ideation Sprint

- [#1 Design sprint](#)
- [#2 Organise sprint](#)
- [#3 Organise demo session](#)



2.4 Prepare & Conduct Group Formation Meeting

- [#1 Prepare group formation meeting](#)
- [#2 Conduct group formation meeting](#)

2.5 Conduct Ideation Sprint

- [#1 Explain sprint rules](#)
- [#2 Build team spirit](#)
- [#3 Understanding the business potential](#)
- [#4 Brainstorming solutions](#)
- [#5 Prototyping solutions](#)
- [#6 Testing solutions with users](#)
- [#7 Refining solutions](#)
- [#8 Moving from solutions to business models](#)
- [#9 Demoing the business models for expert feedback](#)
- [#10 Defining a roadmap for business incubation](#)
- [#11 Applying for incubation support](#)

2_ideate



Overview

During the IDEATE phase you will: (1) prepare the ideation sprint, (2) acquire committed participants, (3) acquire supporting actors for sprint and incubation, and (4) conduct the ideation sprint.



Purpose:

- Plan and prepare ideation sprint in which your participants will generate sustainable business ideas
- Acquire participants eager to tackle the identified business opportunities with new products or services and match them in interdisciplinary teams
- Acquire supporting actors for the sprint and subsequent incubation (topic experts, investors, ...)
- Conduct the Ideation Sprint



What you will need:

- Clearly defined business opportunities (if applicable)
- 4-6 teams consisting of 5-6 participants each



2 months



The Ideation Sprint as tried and tested in previous *lab of tomorrow* programmees is an intense 3-5 day workshop that can be conducted in-person or remotely. Its core components are

- team building of motivated interdisciplinary venture teams, each tackling a specific business opportunity
- collaborative development of impactful business solutions in each venture team
- rapid prototyping, testing with potential users, and refining of solutions based on user feedback
- sketching viable sustainable business models for each solution in preparation of the subsequent incubation phase
- presenting the sustainable business model sketches in front of an expert review group for rapid feedback
- application for subsequent incubation support.



PARALLEL CONDUCT OF 3 WORKSTREAMS

The 3 workstreams

- “2.1 Prepare Sprint”,
- “2.2 Acquire Participants” and
- “2.3 Acquire Supporting Actors for Sprint & Incubation”

should be implemented in parallel!

2_ideate



Mindset

From Problem to Solution Space // EXPLORATION and IDEATION

During the IDEATE phase, the venture teams will start from clearly defined problems (business opportunities) and then open up the space for solutions. At this point of the programme, it is finally time to generate brilliant solution ideas.

HOW?

In order to leverage the creative potential of all programme participants, encourage them to:



Build on the ideas of others



Encourage wild ideas



One conversation at the time



Remember your persona



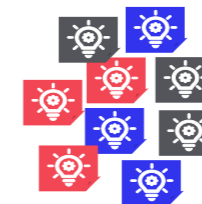
Stay focused



Defer judgement



Be visual



Go for quantity

WHY?

Creating a safe space/no-judgment-zone, allows all team members to become creative and encourages out-of-the-box thinking, even if this is something they are not used to. We don't only want to come up with obvious solution, the goal is to dig deep and find innovative solutions. Sometimes this means something completely new, but often it means applying existing solutions to a new framework.



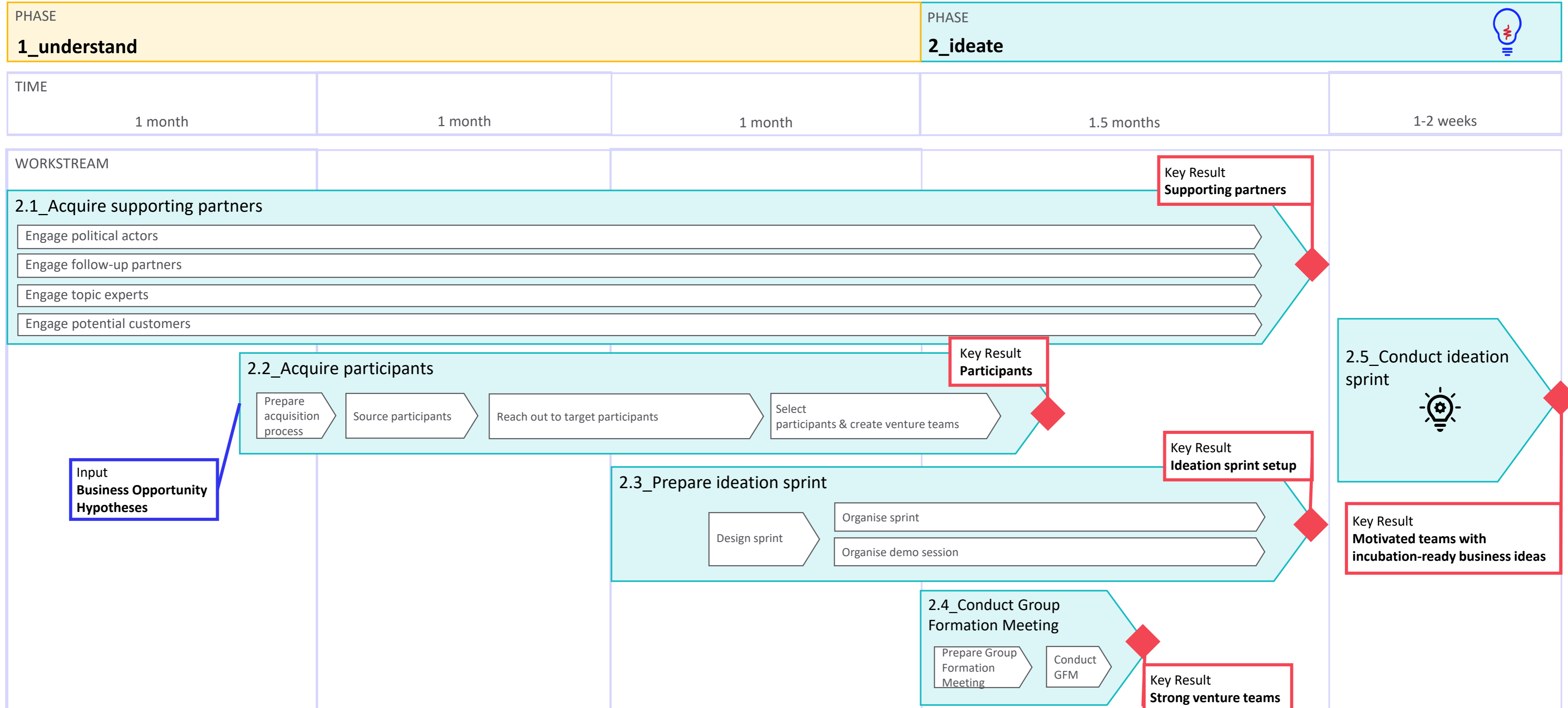
2 months



Additional Resources:

- TED Talk: [David Kelley – How to build your creative confidence](#)
- TED Talk: [Tom Wujec – Got a wicked problem? First, tell me how to make toast](#)
- TED Talk: [Duncan Wardle – The Theory of Creativity](#)
- TED Talk [Tim Brown – Tales of creativity and play](#)

2_ideate





2.1 Acquire Supporting Partners



4 months



Get the buy-in of potential follow-up partners by involving them as early as possible – e.g., by inviting their feedback on business ideas at the end of the Ideation Sprint.

Purpose:

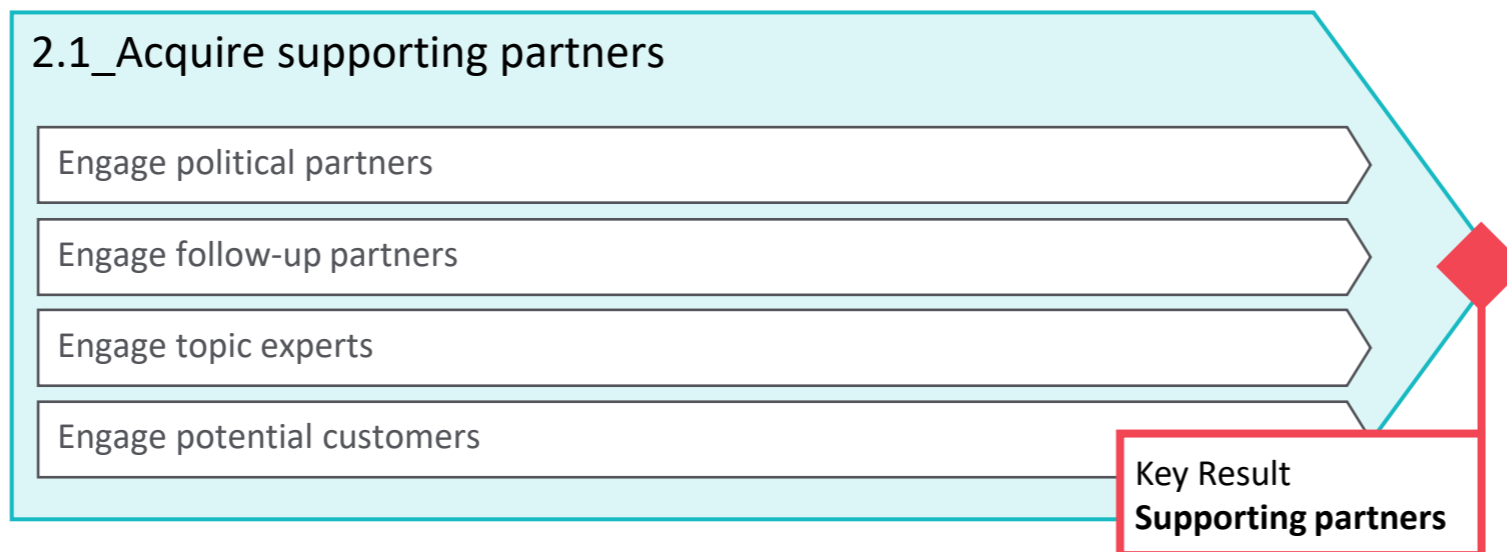
- Acquire political partners who can give your programme credibility and facilitate access to further partners
- Acquire potential customers of solutions and topic experts as providers of valuable feedback for the venture teams
- Acquire follow-up partners for your programme (e.g., investors, business incubation and accelerator programmes)

At a glance:

Continue to engage supporting partners for your programme (see **activity #5** in **0_prepare**) – now with focus on the ideation sprint.

Acquire supporting and enabling actors that can help make your Ideation Sprint and subsequent Incubation a success by providing feedback, financial resources, or in-kind services to the venture teams.

Activities in this workstream



= Input

= Output



#1 Engage political actors

Based on your stakeholder map, select and engage public sector actors who might support your programme in one or more of the following roles:

- Opening words at the sprint
- “Jury” member at the sprint demo session
- Expert for feedback sessions within the sprint



Programme Lead



Involve political actors whose backing is crucial to the success of your programme and who can lend it credibility.



Supporting Partner Briefing Note

#2 Engage follow-up partners

Based on your stakeholder map, identify and reach out to relevant follow-up partners for the implementation and scaling up of the emerging business models after the end of your programme, including:

- **investors** who can provide finance to one or more of the emerging businesses
- **incubators, accelerators** and similar **programmes** that can offer continued financial and/or technical support
- other actors who might offer in-kind or financial support to the teams, such as local GIZ projects or foundations.

Invite them to the demo session at the end of the Ideation Sprint and subsequent pitches in the 3_incubate.



Programme Lead, Facilitators



Get the buy-in of potential follow-up partners by involving them as early as possible – e.g., by inviting their feedback on business ideas at the end of the Ideation Sprint.



Supporting Partner Briefing Note



#3 Engage topic experts

Inviting additional topic experts to the sprint can help the teams to improve their business ideas fast through access to deep local knowledge and early feedback. You may select and engage:

- Potential customers/users of solutions (e.g., for validation/testing sessions during sprint)
- Topic experts (e.g. relevant experts from academia, impact investors, NGOs, etc. Make sure to utilise your network of previously engaged experts!)
- lot mentors (see also lot partner list)

Topic experts might support the teams in one or more of the following ways:

- As feedback providers in expert feedback slots throughout the sprint
- As feedback providers in the final demo session
- As a pool of “flying experts” at the Ideation Sprint who the venture teams can turn to throughout the sprint for information and feedback.
- As "on-demand researchers" who the venture teams can turn to throughout the Sprint whenever they feel they need additional data (such as target group demographics, regularly conditions, etc.).

#4 Engage potential customers

Make sure to also engage potential customers for each business opportunity as feedback experts / test users. This allows the venture teams to get feedback from the very start, enabling them to de-risk their business models early on.



Programme Lead, Facilitators



You may engage topic experts already involved in 1_understand (e.g. for the Challenge Framing Workshop or as interviewees).



Supporting Partner Briefing Note



Programme Lead, Facilitators



You may engage potential customers that you have met during your research.



Supporting Partner Briefing Note



2.2 Acquire Participants

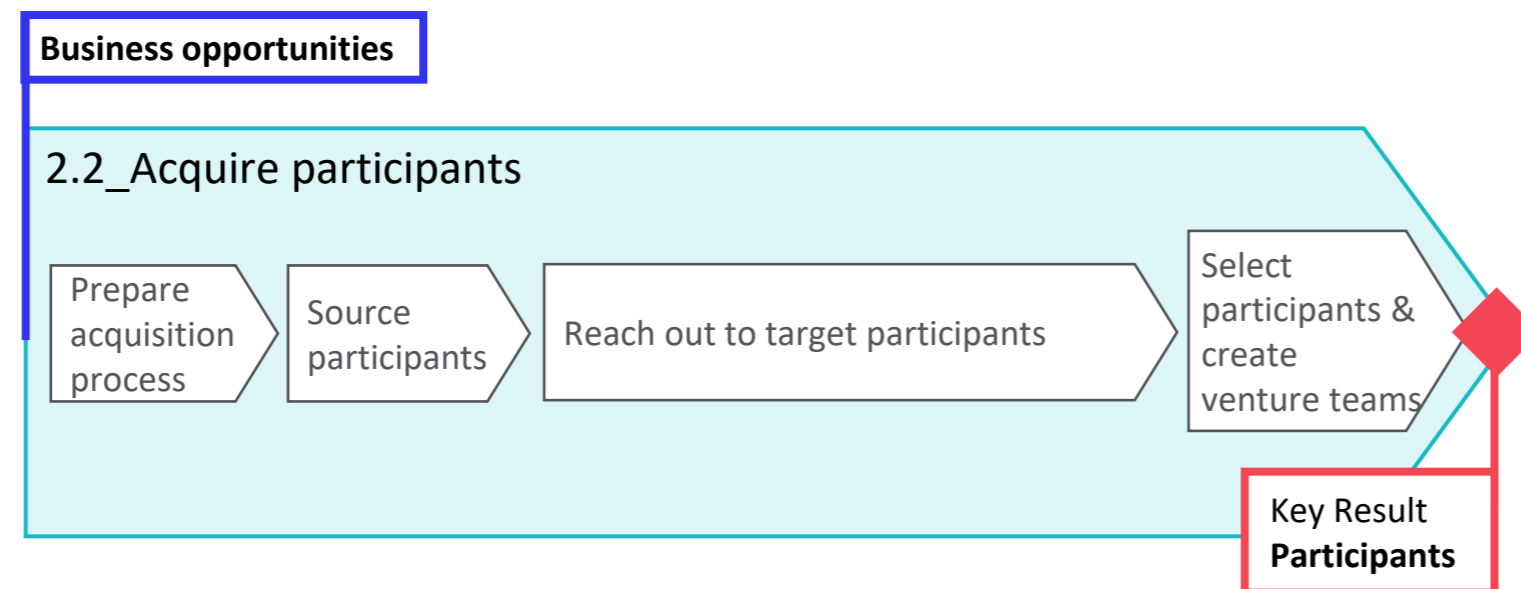
Purpose:

- Acquire strong participants eager to co-create business solutions for the given challenge(s)
- Create strong interdisciplinary venture teams and brief them about the business opportunity that they are about to tackle

At a glance:

The participants are the most critical resource for each *lab of tomorrow* programme. Selecting the right actors and composing them in well-balanced venture teams is crucial for making the programme a success.

Activities in this workstream



= Input

= Output



3 months



Number of participants

Opting for fewer participants...

- + leads to a more manageable programme, requiring more limited human and financial resources
- means that fewer ideas are likely to be developed

Opting for a higher number of participants

- + increases the likelihood of generating at least one successful idea
- + reduces the risk that business ideas are discontinued if any participants drop out
- increases the number of resources that you will need



Track and coordinate partner and participant acquisition in a shared contact management tool used by all implementing team members.



EXPLAINER: How to set up a well-balanced venture team

1 Sort your participants according to business opportunity preferences and potential role:

- Adaptable product/product development** (Green box): Company with an existing product that might be adjusted or of which parts could be taken to create a new product or service for the business opportunity AND/OR company with strong innovation and product development capabilities (typically international companies)
- Distribution/access to target group** (Blue box): Company with access to the target customers of a business opportunity AND/OR with distributional capabilities (typically from target country)
- Entrepreneur** (Purple box): (Local) Individual or early stage start up with a lot of drive and possibility to commit a lot of time for implementing the new business

2 Fill venture team template with suitable actors:

BUSINESS OPPORTUNITY 1

Team 1

Adaptable product/product development	Assign Country	Company Name
Adaptable product/product development	Assign Country	Company Name
Adaptable product/product development	Assign Country	Company Name
Distribution/access to target group	Assign Country	Company Name
Distribution/access to target group	Assign Country	Company Name
Entrepreneur	Assign Country	Company Name

Team 1 Waiting List

Define Role	Assign Country	Company Name
Define Role	Assign Country	Company Name

BUSINESS OPPORTUNITY 2

Team 2

Adaptable product/product development	Assign Country	Company Name
Adaptable product/product development	Assign Country	Company Name
Adaptable product/product development	Assign Country	Company Name
Distribution/access to target group	Assign Country	Company Name
Distribution/access to target group	Assign Country	Company Name
Entrepreneur	Assign Country	Company Name

Team 2 Waiting List

Define Role	Assign Country	Company Name
Define Role	Assign Country	Company Name

3 Fictional example:

BUSINESS OPPORTUNITY 1: How might we reuse biogenic waste from rural households in Ghana?

Team 1

Adaptable product/product development		Waste Management GmbH
Adaptable product/product development		Biogenic Residuals LLC
Adaptable product/product development		Green Waste Technology AG
Distribution/access to target group		Waste Collection Limited
Distribution/access to target group		Landfill Supplies GmbH
Entrepreneur		Jeffrey James (Serial Entrepreneur in Waste Management Field)

Team 1 Waiting List

Distribution/access to target group		Trash Bin Limited
Entrepreneur		Klaus Brinkmann (Freelance Waste Management Consultant)



#1 Prepare acquisition process

Prepare your acquisition activities well to increase the chances of success.

Check the [Acquisition Guideline](#) to familiarise yourself with the acquisition programme. It includes:

- Information about the ideal venture team composition
- Ideal participant profiles and participation criteria that should ideally be fulfilled by candidates
- A visualisation of the acquisition programme and its steps
- Key selling points for winning over target participants.

Next, decide whether to take a participation fee (see option in sidebar).

Design an [Application Form](#) that lets you assess the fit and commitment of candidates. In the form, let candidates select the business opportunities (if applicable) that they are most interested in to inform the composition of venture teams.

Update the challenge website of your programme and set a clear deadline for applications.



Programme Lead, Facilitators



A participation fee...

- + can help ensure that only committed candidates apply for your programme
- + can increase perceived value of the programme
- risks undermining the effectiveness of your programme if a large or important share of participants are representatives from smaller organisations or businesses. In this case, it may be better not to take a fee.



Depending on the nature of your challenge and target participants, carefully consider whether or not to ask for a participation fee (see options for more details).



Close applications 1-2 weeks before your Ideation Sprint to avoid being overwhelmed by late applications.



[Acquisition Guideline](#)
[Application Form](#)



#2 Source participants

For each business opportunity, search for adequate potential participants and add them to the **Acquisition List** (see tab in the lab of tomorrow **Project Plan**). Participants for each business opportunity should include local and international company representatives and entrepreneurs. To facilitate participant sourcing:

- Contact entrepreneur and start-up networks
- Contact relevant company networks (such as industry associations)
- Contact universities
- Contact GIZ networks

You can find examples for each of these multipliers in the *lab of tomorrow* **Partner List**.



Programme Lead, Facilitators



Get started with participants sourcing as soon as possible, or as soon as it makes for your programme. Sourcing a good combination of local and European participants can sometimes take a while.



In your Acquisition List, note the capabilities and resources that make each candidate valuable for the lot programme. This helps you to get an overview which capabilities and resources may be available through prospect participants and where there are gaps.



Participant Acquisition Guideline
Acquisition List in Project Plan
Partner List in Project Plan



#3 Reach out to participants

For each business opportunity, create a longlist of companies that might be interested in tackling it with a profitable and sustainable new product or service.

To reach many potential participants at the same time:

- Consider attending events (conferences, fairs, workshops, etc.) where you can make contact with many potential participants.
- Advertise your programme through all available channels of the implementing team and your supporting partners (e.g., Twitter, LinkedIn, mailing lists).

Reach out to individual companies (or entrepreneurs) in a personalized manner (refer to the [Participant Acquisition Guideline](#) for additional guidance):

- Ideally, establish contact to the business development department of the target company (or another relevant department, such as research & development or innovation).
- Send out a Briefing Note prior to a personal phone call.
- In a phone call, brief them about the opportunity for business development that the lot programme offers them. Make it clear that the goal of the programme is to create profitable joint ventures with positive SDG impact.
- Present them the business opportunities arising from your research. For each business opportunity they are interested in, the company may send 1 employee.
- After the phone call, the business development department should be able to pick the employee within their company with the ideal background for participating in the *lab of tomorrow* programme. This person should have strong expertise related to the business opportunity they are set to tackle. Typical backgrounds for such personnel include *business operations*, *innovation departments* and *research & development*.
- Make it clear that the person needs to apply for the *lab of tomorrow* programme via the application form on the *lab of tomorrow* website.



Programme Lead, Facilitators



In order to individualise your candidate outreach, make sure to understand their motivations and incentives, and how your programme can be useful to them.



Manage expectations by making benefits and required inputs clear to your target participants. Be transparent about the terms and conditions of any potential financial or in-kind support you may provide during the incubation phase.



[Participant Acquisition Guideline Briefing Note](#)



#4 Select participants & create venture teams

Select the most promising applicants, based on your participation criteria (for reference, see success factor in sidebar). Particularly crucial: each participant should be committed to invest time and resources to create new business, meaning that they are committed to participate in both the Ideation Sprint and Incubation Phase!

Assign your participants to different venture teams, each dedicated to one of your business opportunities. Compose the venture teams according to the following criteria:

- **Each venture team** should include **4 to 6 participants** who are committed to tackling the same business opportunity with business solutions and bring in relevant expertise and resources.
- The venture team members should consist of an **even mix of local and EU actors**.
- There should **never be more than 1 representative from the same organisation** in each team.
- At least **two thirds of the venture team members** should be **from the private sector** (non-private sector venture team members might stem from the public sector, relevant NGOs, academia, etc.)
- Preferred private sector actor backgrounds include business operations, innovation and research & development
- Ideally, **include at least one entrepreneur** and / or start-up business representative **per venture team**. This increases the likelihood of sustained commitment after the Ideation Sprint.
- **Include actors with a balanced set of expertise, resources and networks** to each team. You may use the **Venture Team Template** for this. Actors should either bring:
 - **Existing solutions approaches** that could be adapted
 - **Access to the target group/potential customers**
 - **Product development expertise**
 - **Team development expertise**

After you have composed the venture teams, share your insights report to help them prepare for the Ideation Sprint.



Programme Lead, Facilitators



Ideal participants bring:

- Commitment to invest time and resources to create new business (commitment to participate in both the Ideation Sprint and Incubation Phase!)
- An entrepreneurial mind-set and hands-on attitude
- Dedication to sustainability
- Openness to co-creation
- Expertise relevant to the challenge
- Sufficient decision power within their own organisation.
- For corporate participants, a background in business development, innovation management or business operations.



A larger number of participants does not necessarily lead to improved success. Fewer highly committed participants can create better solutions than a disengaged crowd.



Consider creating several venture teams for the same business opportunity, if you have a high number of participants.



You can either assign participants to different teams before the Ideation Sprint or leave participants to form teams at the beginning of the sprint. The first option allows you to ensure a good mix of participant expertise and interests in each team and for team members to get to know each other before the Ideation Sprint. The second option facilitates a good fit of personalities on the team.



Avoid being rigid about your venture teams' composition – let members exchange their spots if necessary.



[Participant Acquisition Guideline](#)
[Venture Team Template](#)



2.3 Prepare Ideation Sprint

Purpose:

- Design your Ideation Sprint format and create working materials.
- Thoroughly plan and organise the Ideation Sprint as a basis for efficient implementation.

At a glance:

The Ideation Sprint is the core of the *lab of tomorrow* programme. This is where participants generate new sustainable business ideas. By thoroughly preparing the sprint you lay the groundwork for successful business creation.



2 months



IN-PERSON VERSUS REMOTE SPRINT

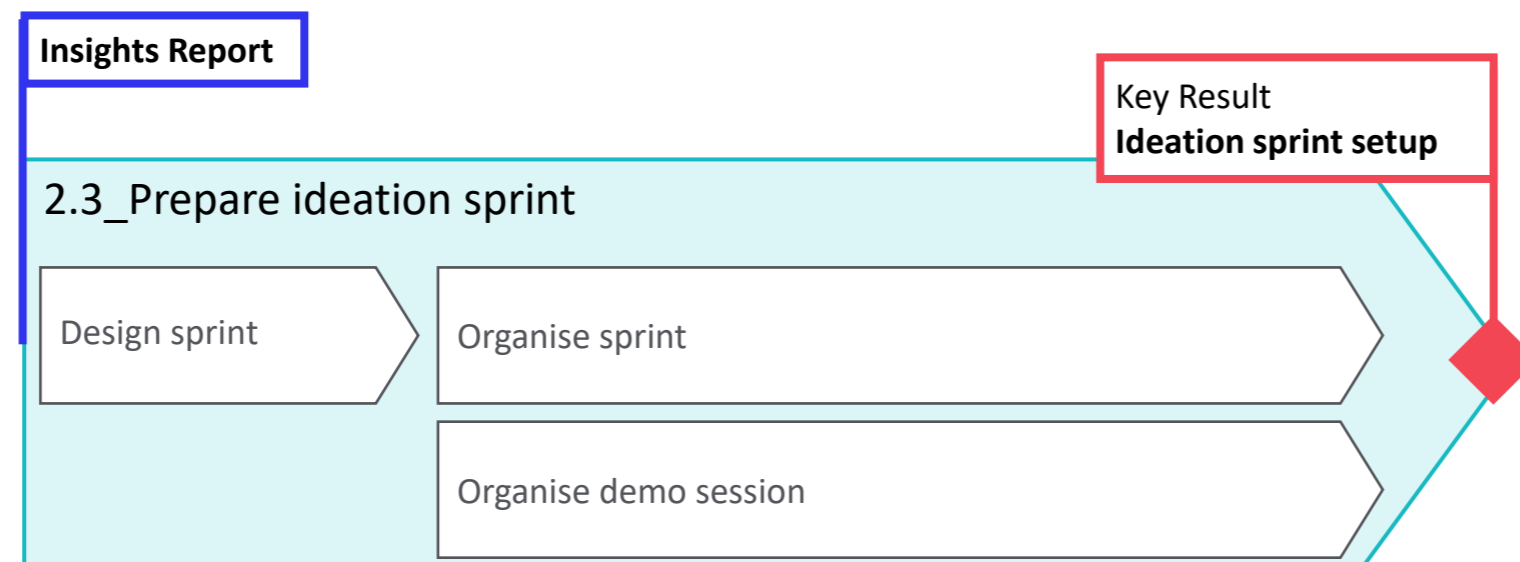
An in-person sprint...

- + facilitates an environment of trust
- + makes it easier to keep up a high energy level throughout the sprint and can help to reduce drop-outs
- may increase the costs and logistical efforts required

A remote sprint

- + is more accessible for participants from all over the world and all company sizes
- + makes it easier to document all work steps by using online whiteboards that can be continued to work on during incubation
- makes it harder to foster trust in the newly formed venture teams
- can lead to more distractions and participant drop-outs
- is more difficult to moderate and makes it harder to encourage active participation

Activities in this workstream



= Input

= Output



EXPLAINER: Example of an ideation sprint macro agenda

lot 14: Towards a circular food system in Rwanda

In-Person
Teams in
Kigali

KICKOFF

Monday, 31st May 2021, 4-6pm
(remote only via Zoom Call)

- Introduction
- Overall Information
- Team & Challenge overview
- Team break out session

		Day 1, Wednesday	Day 2, Thursday	Day 3, Friday	Weekend		Day 4, Monday	Day 5, Tuesday
Arrival on Site	8.30am	8.30am	8.30am	8.30am			8.30am	8.00am
Workshops starts	9am	9am	9am	9am			9am	8.30am
	Lot Intro	Ideation	Testing Theory			Sustainable/Circular Business Model Canvas, Impact statement & Implementation Plan	Demo with Jury <i>remote for all teams</i>	
	Team Building		Testing Field Trip				Reflection, Next Steps & Check-out	
	Lunch 12:30–2pm	Lunch 12:30–2pm				Lunch 12:30–2pm	Drinks & Lunch celebration @ Impact Hub Kigali starting at 1pm	
	Problem Understanding & Framing	Prototyping				Demo Preparation & Dry Run		
Workshops ends	4:30 pm	4:30 pm	3pm			5pm <i>or as long as your team wants to prepare for the final day...</i>	1pm	
	Drinks & snacks @Impact Hub Kigali, starting after the workshop		Dinner & Campfire Talk @Repub Lounge starting at 7pm					



#1 Design Ideation Sprint

Begin by developing a **Macro Agenda**: planning the date and location, rough outline of the sprint and who you need to involve. A typical sprint takes about 3-4 in-person days (or about 7 half-day remote modules). Carefully weigh the pros and cons of an in-person or remote sprint (see option on previous slide) and adjust the Ideation Sprint design to your specific needs and objectives. Different setups can work equally fine!

In a next step, define the **Micro Agenda**: fill the **Macro Agenda** with life by adding details. Which sessions do you want to host on which day? What are the required inputs and desired outputs of each session? Which methods do you want to use? Which (technical) tools will you use?

After having drafted the **Micro Agenda**, create working materials for your participants through which they can empathise with their target users and understand the constraints under which new business solutions need to thrive. Base these materials on the insights from your research and the chosen methods. Continue by designing and preparing working materials for all planned activities from your Micro Agenda. Refer to the *lab of tomorrow* toolkit for a comprehensive collection of Ideation Sprint tools (see tools for 2_ideate).

It is recommended that the lead coach creates a Coach-Handbook for the other coaches, which lists the different tools and facilitation options. It is not compulsory for the design thinking agency to use the lot tools for the sprint and as long as the goals are reached, you can use your own tools or combine different ones. It is also important that each coach assesses individually which tools are helpful for the specific team and, if necessary, leaves out or adds tools and sessions.



Facilitators



Thorough preparation is key. The Ideation Sprint aims to achieve a lot in just a few days. A lack of preparation may cost you valuable time.



If you are opting for a remote sprint, you will need to set up online whiteboards. Provide a technical onboarding to avoid frustration at the beginning of the sprint.



Macro Agenda Example
Micro Agenda Example
All Tools for 2_ideate



LOCATION OF IDEATION SPRINT

In the target country

- + Easier inclusion of local actors
- + Facilitates user tests
- + Possibly cheaper
- If your organisation doesn't have any local staff: potentially more difficult to organise

Outside the target country

- + More feasible if you plan on having a majority of international participants
- Quality of solutions might suffer from lack of local context
- More difficult to implement user tests



#2 Organise Ideation Sprint

Find an inspiring venue to boost participants' creativity and collaboration.

If feasible, include cultural events in the sprint – you may for example invite local musicians to provide an introduction on the first day and help participants to immerse themselves in the local context.

Carefully plan logistical aspects of your Ideation Sprint, including transportation and accommodation for the participants.

Organise catering according to needs – preferably local food.

Organise the documentation of the sprint (ideally photo and video).



Facilitators



Explore whether your programme partners might be able to offer to a suitable venue.



In order to attract only committed participants, travel and accommodation costs should be paid by them.



Assess whether cultural and language barriers might affect your Ideation Sprint and plan how you can mitigate them (e.g., by hiring translators).



#3 Organise Demo Session

Prepare the demo session that concludes the sprint. In the demo session, the venture teams present their solution ideas and business model sketches to an expert feedback circle and a broader audience of potential supporting actors who might help the teams to further develop their ideas.

Select and invite suitable feedback providers from the local and international start-up ecosystem, such as investors and incubation and acceleration programs (see activity 2.3.2 'engage follow-up partners').

You may distribute an **Evaluation Sheet** to feedback providers in order to get more structured feedback.

Invite other relevant partners and stakeholders (e.g., management from sending companies, political partners, topic experts, etc.) to the demo session get the venture teams exposure and backing.



Programme Lead, Facilitators



Expert review circles can be involved in-person or remotely.

Their physical presence at the Ideation Sprint...

- + facilitates a more engaging presentation and feedback experience for your venture teams
- + allows venture teams to benefit from additional expert feedback in selected working sessions
- is more difficult to organise than feedback via videoconferencing



Invite investors and representatives of potential follow-up programmes to the review group.



Invite the management from the companies that are sending their employees to work in the venture teams to get their backing.



Consider inviting your expert review group for additional feedback sessions during the business incubation phase.



Strong, energetic moderation and exact time keeping are crucial for a successful demo event.



Evaluation Sheet



2.4 Prepare and conduct Group Formation Meeting

Purpose:

- Create strong venture teams
- Make sure the right expectations are set for the sprint
- Give participants the possibility to change their assigned teams
- Possibility for participants to ask questions and meet the lot Team

At a glance:

The right constellation of each venture team is crucial for the success of the Ideation Sprint and incorrect expectations might be a major risk for success of the Ideation Sprint. The **intention of the Group Formation Meeting** is to set the right expectations and **strengthen the pre-assigned groups** but also **assess the fit of participants** for the respective groups and **allow for flexibility and changes between groups** before the sprint if need be.



2 weeks



The Group Formation Meeting should be online so that local and international participants are able to join.

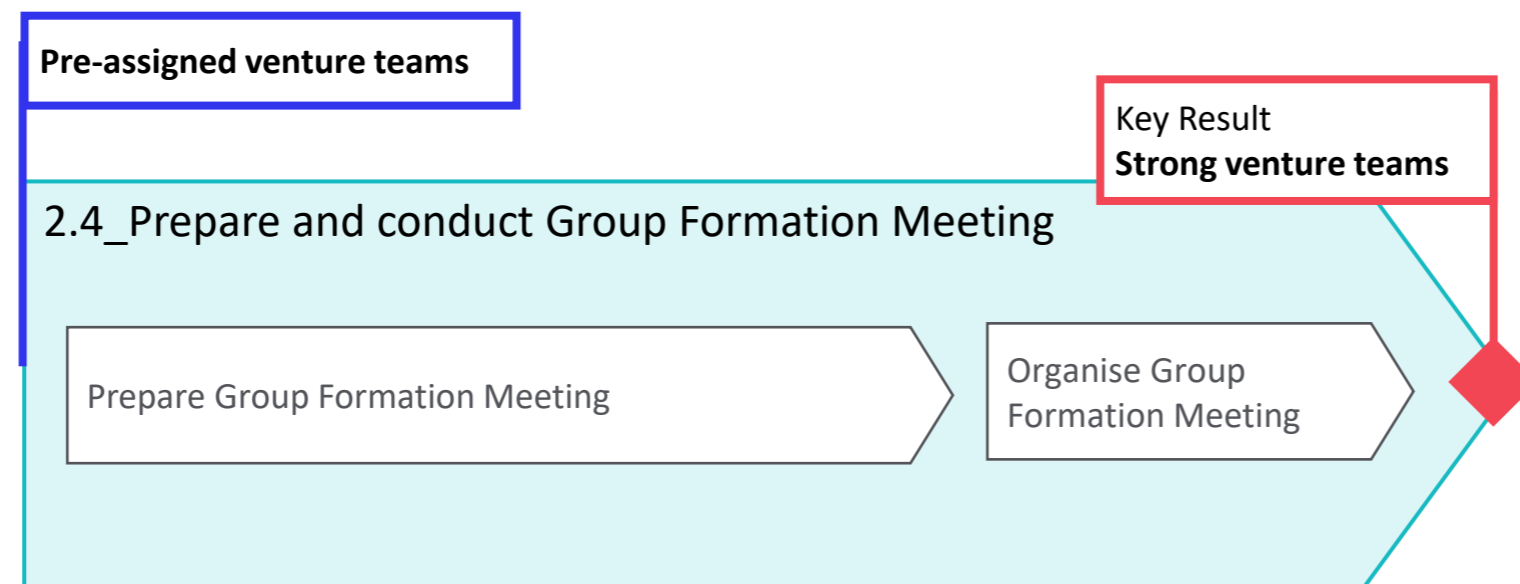


Once the sprint has started changes are theoretically still possible as case-by-case decisions but should ideally be prevented by the Group Formation Meeting and the opportunity for changing groups before the sprint



Explain about the goal of the sprint, the necessary commitment and the used design thinking approach in order to make sure the expectations are set in the right way.

Activities in this workstream





#1 Prepare Group Formation Meeting

Begin the preparation phase for the Group Formation Meeting (GFM) by creating an external **Macro Agenda**. The GFM should take around three hours and consist of four parts:

- Introduction to Lot (*plenary*)
- Team Building (*group work*)
- Start of Business Opportunity Framing (*group work*)
- Q&A session (*plenary*)

The Macro Agenda can be high level but should be detailed enough, that participants get an understanding of what the meeting entails.

In the next step, set a date for the GFM, create the online event (on Zoom or Microsoft Teams) and share the link and information with the participants. To make sure everyone is on the same page at the start of the sprint, underline that the **attendance is mandatory**.

Then define the **Micro Agenda** and fill it with life by adding details. Keep in mind the following questions: Which activities would you like to do in each session? Who will be facilitating which part? What are the required inputs and desired outputs of each session? Which methods do you want to use? Which online tools/whiteboards will you use?

Complete the online whiteboards at least a few days before the event so that every coach can get familiar with it in advance.



Facilitators



Thorough preparation is key.



You will need to set up online whiteboards.
Provide a technical onboarding to avoid frustration at the beginning of the sprint.

Macro Agenda Example
Micro Agenda Example



#2 Conduct Group Formation Meeting

Introduction to Lot (*plenary*): Introduce the whole lot team and the coaches and create a background slide with pictures and names so that its easier for the participants to remember them. Underline the approach, goal of the sprint and necessary commitment, so that expectations are set in the right way. Mention that a Non-Disclosure-Agreement will be signed on the first sprint day. Check whether some enterprises need it in advance to get the go from their company.

Team Building (*group work*): There are multiple different possible approaches but it is important that participants share their names, location and what their business is doing so that everyone gets an idea of who is in the own team. On the right side there are examples of two helpful tools: *World Map Tool* and *Skill Galaxy Tool*.

Start of Business Opportunity Framing (*group work*): The coaches briefly introduce the specific Business Opportunities to all participants in their group and in the next step, different aspects / problem fields within the business opportunity and underlying root causes are collected by the participants. The results are then presented to the other teams. During the session, the coaches check with their teams, whether there are already specific wishes or ideas for the testing excursion, so that suitable stakeholders can be contacted in advance.

Q&A session (*plenary*): Briefly share the Macro Agenda for the Sprint and open the forum for all participants to ask questions about any remaining issues or topics regarding the upcoming sprint. Mention the possibility to change groups if participants think they would fit better to another group. However, in this case, participants should let the implementing organization know as soon as possible, so that the groups can be finalised a few days before the sprint.



Facilitators



At the start of the group session, give a short introduction about the online tools so that everyone is able to use them.



Communicate to the participants that a Non-Disclosure-Agreement will be signed on the first day of the sprint.



Group Formation Meeting Template
Non-Disclosure-Agreement Template



2.5 Conduct Ideation Sprint

Purpose:

- Build team spirit
- Enable teams to generate impactful business ideas
- Filled in Sustainable Business Model Canvases
- Creation of MVP development roadmaps
- Team demo decks

At a glance:

The Ideation Sprint is the beginning of the journey to new sustainable business solutions. This is where the magic happens: enable the venture teams to ideate impactful solutions for their chosen business opportunities. Focus on building motivated teams with strong business ideas and encourage them to bring their ideas to life in the subsequent incubation phase.



1 week



Consider letting the team members get to know each other prior to the Ideation Sprint, e.g., via preparatory webinars.

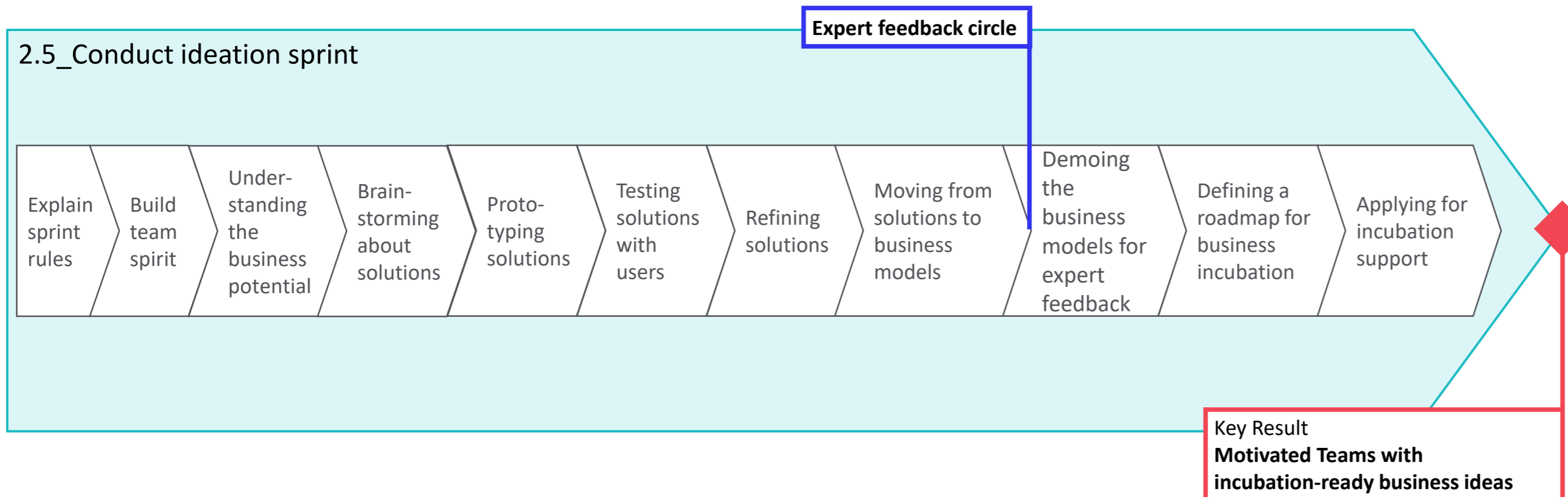


Provide clear guidance on good practices in Business Design and SDG impact orientation. The latter requires continuous attention, especially to broaden private sector participants' traditional business design priorities.



Maximise opportunities for expert and stakeholder feedback to refine business ideas. Consider having the subject matter expert(s) on site so that your venture teams can access their expertise at any time during the sprint.

Activities in this workstream



= Input = Output



#1 Explain sprint rules

Provide a compelling introduction to the principles of the Ideation Sprint and make sure that all participants are at ease with its collaborative approach and required mindset. It is key that all participants collaborate at eye level to develop brilliant solutions in motivated teams. Don't hesitate to repeat the rules throughout the sprint. Check the mindset slide for 2_ideate in this chapter to view the most important rules to convey.



Facilitators



Ideation Sprints work best when everyone is clear about the rules and different mindsets that should be applied at different stages of the programme.

#2 Build team spirit

Provide enough time and a fun method to allow your participants get to know each other – especially within their venture teams. The Ideation Sprint is the beginning of the Business Design programme. Spending enough time on team-building is important for motivating your teams. A **Graphic Gameplan** can be a good start for the venture teams to come together and find a common motivation and vision for their ventures. Since the time during the sprint can be limited, encourage your teams to engage with each other outside of the sprint as well.



Facilitators



Leverage the expertise of your participants by fostering a collaborative spirit not just within but also between teams.



Graphic Gameplan



#3 Understanding the problem and its business potential

Make sure that participants have a clear understanding of the business opportunities that they will tackle. Within each venture team, let your participants share what they already know about the challenge they seek to tackle. Present key elements from your research that highlight the business potential and help the venture teams to immerse themselves into the needs of targeted users. Give the teams enough time to do some research and interviews on their own to develop an in-depth understanding of the problem they are trying to solve. For example, invite topic experts so that the venture teams can conduct **Expert Interviews** to gather more insights.



Facilitators



Not everybody gets the opportunity to read the insights report before the Ideation Sprint. This is an important moment for building a common understanding of user needs in the field.



Expert Interviews

#4 Brainstorming solutions

Through ideation techniques, foster the venture team's creative and collaborative thinking to generate possible solutions for their business opportunities. Most participants already have an idea in their head from the start – by creating a creative, safe, and collaborating space for everybody you are encouraging the participants to think beyond pre-existing ideas and think of new, innovative solutions. Take a look at the mindset slide for 2_ideate in this chapter to view the rules for brainstorming and use the **Ideation Tools** (see sidestrip) to create such a space for your participants during the Ideation Sprint. A number of different tools and methods can be used for idea generation. Don't just focus on one method but encourage the teams to try out different ideation methods.



Facilitators



Encourage participants' inventiveness - sometimes it is the most imaginative ideas that yield the best solutions!



Alternative Perspectives
Structuring and Selecting Ideas
Sanchez
Idea Napkin
Evaluating Ideas



#5 Prototyping solutions

Help your venture teams to concretise their ideas through rapid prototyping. The main purpose of developing prototypes is to explore whether solutions are desirable, feasible, and viable. **Prototypes** help visualise the ideas, for the venture teams and user testing, without them it is harder for teams to gain valuable feedback. In order to figure out which prototypes make sense for each team, let them fill out the **Experiment Template for First User Tests**. This will help the teams understand which type of prototype they need in order to test their solution with users.

Different solutions lend themselves to different Prototyping Tools, e.g.: prototypes built from paper, Lego or other building materials, **Storyboards**, idea napkins, **Wireframes**, and role plays.

#6 Testing solutions with users

Help your venture teams get in touch with potential users for a **Basic User Test** of their prototypes. This allows them to collect feedback for refining their solutions.

Depending on the location of your Ideation Sprint and the types of target users, there are different ways to do quick user tests. You may

- let your venture teams go out and talk to potential users directly,
- invite potential users on site, or
- arrange video or telephone calls with potential users.



Facilitators



Experiment Template for First User Tests
Prototype Examples
Storyboards
Wireframes



Facilitators



Make your teams test the relevance of ideas with potential users as early as possible. If that is not feasible, role-playing can help you to get feedback, too.



Foster exchange between your venture teams. All participants bring relevant expertise and can be a great resource for cross-team feedback.



Basic User Test
Feedback Grid



#7 Refining solutions

Help the teams to adjust and enhance their solutions based on the user feedback they received. What worked? What didn't work? How might the venture teams redesign their solutions to better meet the needs of their potential users? Refining solutions will also be important for the next phase, so ensure that this is something the venture teams understand and are able to conduct on their own.



Facilitators



Compile all questions and ideas emerging from the user feedback. If you can't act on all of them during the Ideation Sprint, they will provide valuable inputs to the subsequent incubation phase.

#8 Moving from solutions to business models

Guide venture teams in turning their solutions into sustainable business models by filling in the **Sustainable Business Model Canvas**. Help the teams answer these key questions:

- How are they going to create value for their users?
- How are they going to create social, economic and/or environmental value in line with the SDGs?
- What will be their rough cost structure?
- What revenue model suits their ideas best?
- How are they going to deliver their solution to users?
- What partners do they need?
- What is the eco-social cost of the solution?

You may also help the teams hone in on their value proposition (see bullets 1 & 2 above) using a **Value Proposition Canvas**.



Facilitators



Keep focusing participants' minds on the SDG impacts of their business models. This is not always easy given that many of your participants do not have a development background.



Sustainable Business Model Canvas
Value Proposition Canvas



#9 Demoing the business models for expert feedback

Have the venture teams to create **Demo Decks** and present their solutions in front of your expert review group at the end of the Ideation Sprint. This allows them to collect valuable advice for moving forward and will serve as a practice for the final pitch at the end of the incubation phase.

There are two ways to host your feedback session:

- on site, face-to-face
- digitally, streaming the teams' presentations live and having the experts provide feedback via video link.



Facilitators



Consider inviting one or more members from your expert review group to provide ongoing feedback to your teams as "flying experts", for instance during the business modelling session.



Having one dedicated expert provide feedback on each of the four areas desirability, feasibility, viability, and sustainability can make the feedback programme more efficient.



Demo Deck Template
Evaluation Sheet

#10 Defining a roadmap for business incubation

Let the venture teams revisit their **Graphic Gameplans** and assist them in agreeing on how they will address the expert feedback from the demo. This includes:

- Issues they need to focus on before entering the incubation phase;
- Issues that they need to work on throughout incubation; and
- Roles, responsibilities and resources in the venture team.

The roadmap should include steps towards MVP (minimum viable product) creation.

The definition of roles, responsibilities and resources can be done by means of a **Memorandum of Understanding**.



Facilitators



MoUs among venture team members can help to ensure commitment to the tasks agreed upon.



Graphic Gameplan
Memorandum of Understanding



#11 Applying for incubation support

Towards the end of the Ideation Sprint, present the procedure for entering the incubation phase again to your participants. Encourage venture teams with promising business ideas to apply for continued support to incubation. Be clear about the **Criteria** for admission to the incubation phase. Along with a statement of their motivation and team structure, venture teams are typically required to submit their refined business model sketches and roadmaps with their applications by a fixed deadline.



Facilitators



As outlined in 0_prepare, you may choose to support business incubation through

- general coaching, facilitation, and advice;
- targeted technical assistance and advice to specific business models; and/or
- financial support.



Communicate very clearly what forms of support you offer during the business incubation phase.



Participants must be well informed about the documents required for applications and the selection criteria you will use.

For instance, you might let the venture teams refine their business model sketches and roadmaps after the Ideation Sprint up to the application deadline and then base your decision on their refined business model sketches and roadmaps. For an example of criteria to apply, see tool 'Selection Criteria'.

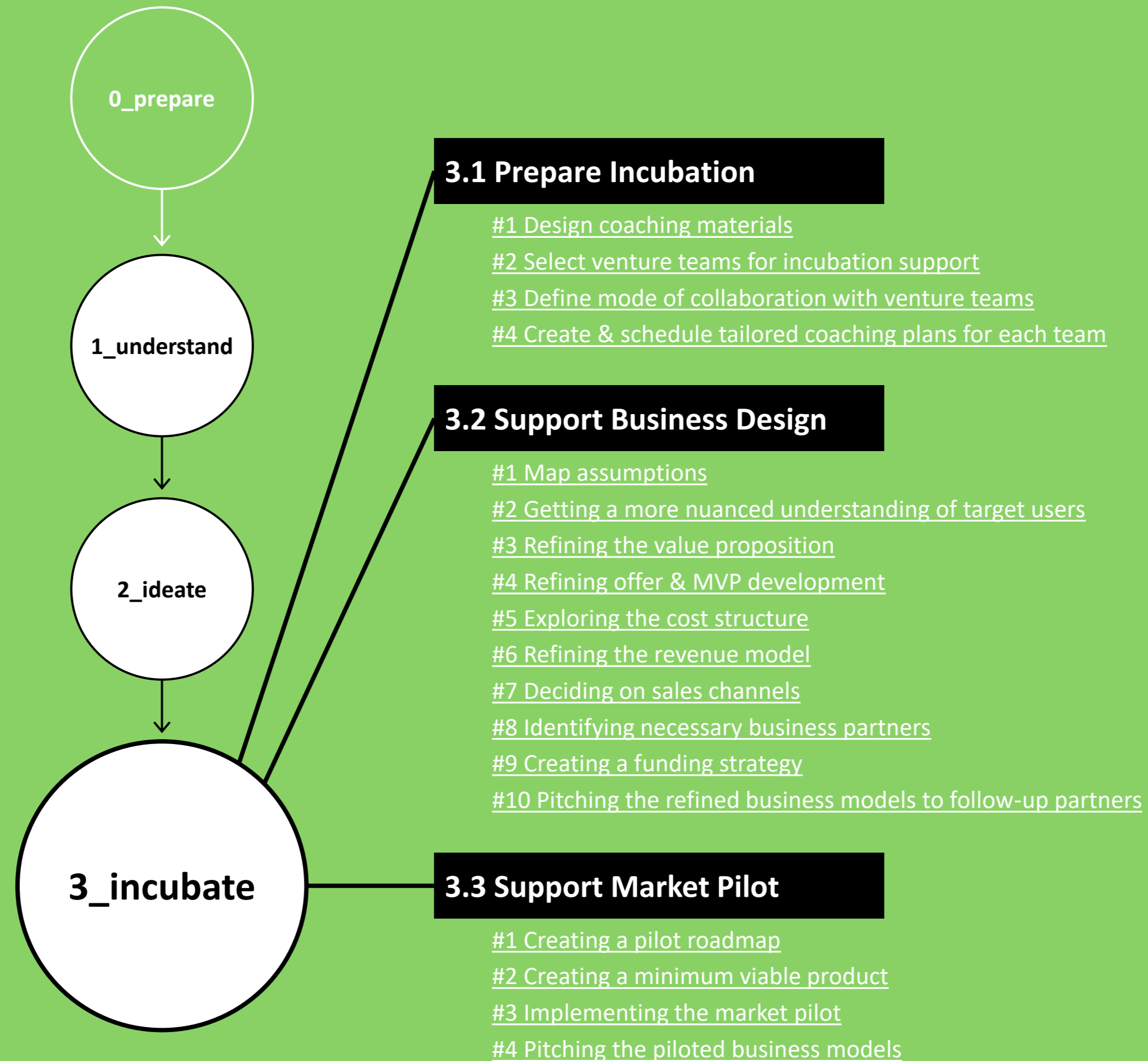


Start the Incubation phase as soon as possible after the Ideation Sprint to keep up the momentum. If necessary, facilitate venture team applications by helping them to complete the required documents.



Incubation Selection Criteria

the *lab of tomorrow* programme



3_incubate

Overview

During the INCUBATE phase you will: (1) prepare the incubation phase, (2) support Business Design, and (3) support market pilot.



Purpose:

- Support teams in designing the ideal sustainable business model for their solution
- Support teams in developing MVPs (Minimum Viable Products) and in piloting them in the target market
- Support teams in preparing and executing strong pitches in front of investors and other potential follow-up partners to ensure a smooth continuation of the ventures after the end of the programme



What you will need:

- Assumptions for each Business Model Component (filled in Sustainable Business Model Canvas from Ideation Sprint)
- MVP development roadmap from Ideation Sprint
- Team demo decks from Ideation Sprint



4-14 months



Designing the ideal business during incubation should be a flexible programme. Each venture team must design all key components of their business model, but the exact order of activities and timing of the market pilot might vary between venture teams depending on the nature of their solutions.

3_incubate

Mindset

EXPERIMENTING in the Solution Space with the Business Design method

Throughout incubation, the venture teams design the ideal business models for their solutions and bring them to life.

HOW?

At this stage the teams apply the **Business Design** method by getting off their desks and **making abstract ideas real and tangible**. They do so by testing each component of their business model – from their offer to their pricing model and distribution channels – with target users and stakeholders **through prototypes**.

WHY?

The venture teams reduce risks through a constant circle of testing, validating, and iterating the business models. As their offer and business start to take shape, the venture teams can quickly learn what is and isn't working.



4-14 months



Critical tools in Business Design:

- **Sustainable Business Model Canvas**
Used by the venture teams to map each component of their business
- **Assumption Mapping**
Used to map the critical assumptions that would have to be true for each business model component to work
- **Experiment Template**
Used to define suitable experiments for testing all critical assumptions

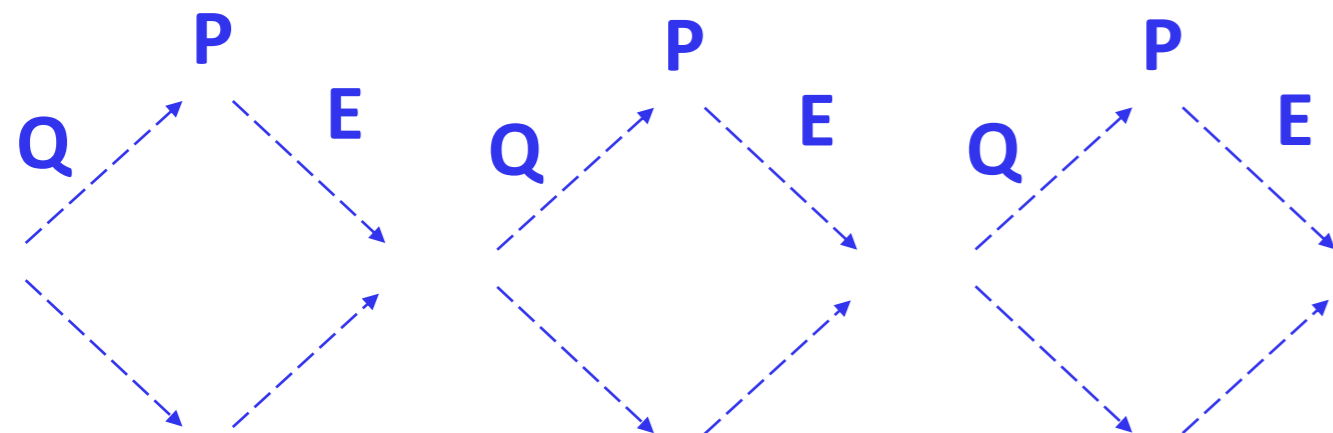


Additional resources:

- Chris Nyffeler, IDEO Executive Design Director - [Why Everyone Should Prototype \(Not Just Designers\)](#)
- IDEO U – [What is Business Design?](#)

The Three Steps of Prototyping

Prototyping is an essential part of Business Design. Instead of coming up with a plan for how every part of a business *could* work, design an ongoing sequence of small, rapid prototypes to learn how the business *will* work. This is a three-step programme:



- Q** – Frame a QUESTION based on assumptions
- P** – Build PROTOTYPES to test with people
- E** – Collect EVIDENCE to inform future business decisions

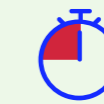
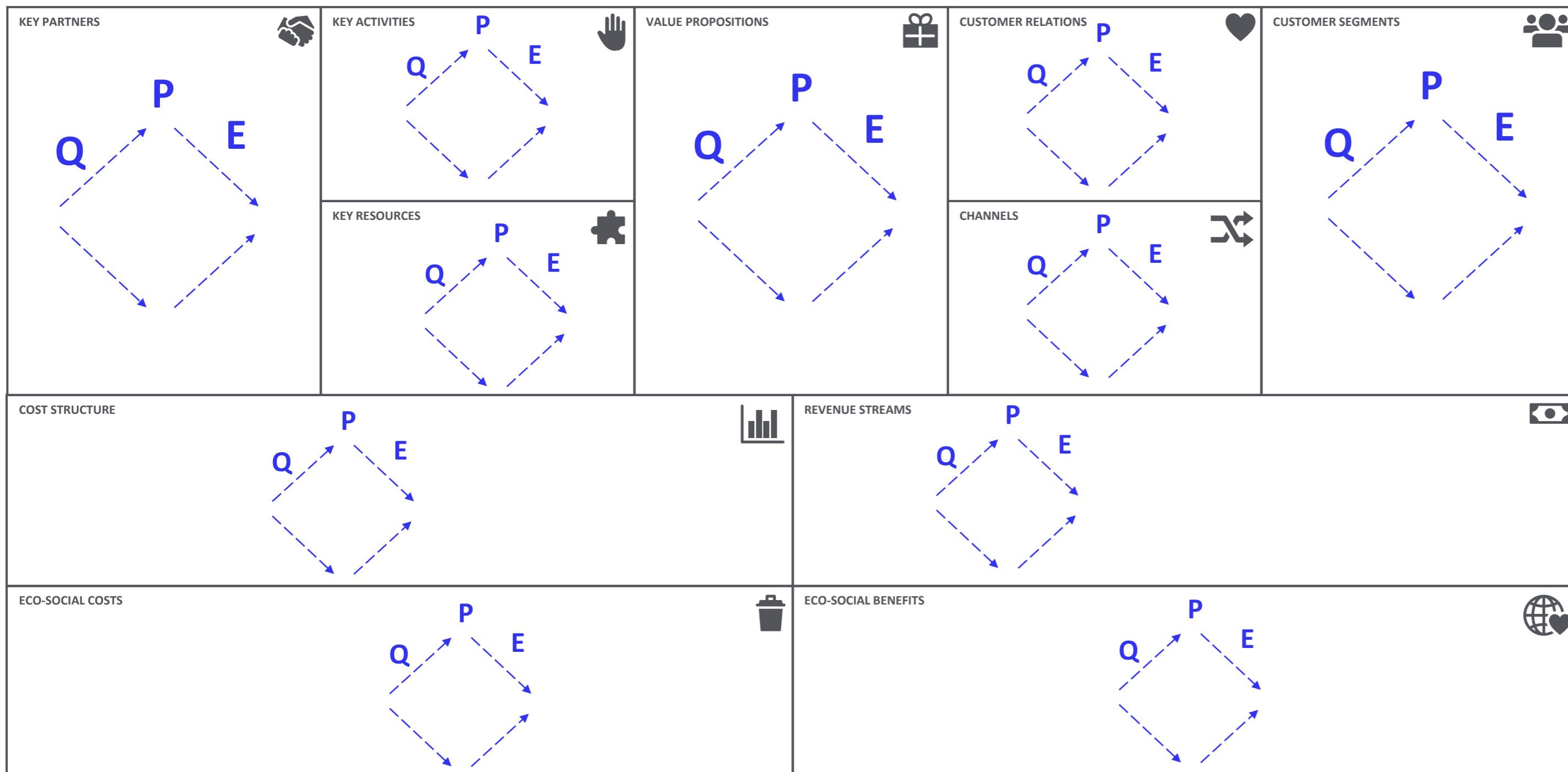
Source: [IDEO U](#)

3_incubate

Mindset

Business Design and the Sustainable Business Model Canvas

As you go through the incubation phase apply the question/prototype/evidence approach to each component of the Sustainable Business Model Canvas. Don't assume – always validate all your hypotheses with actual user feedback.

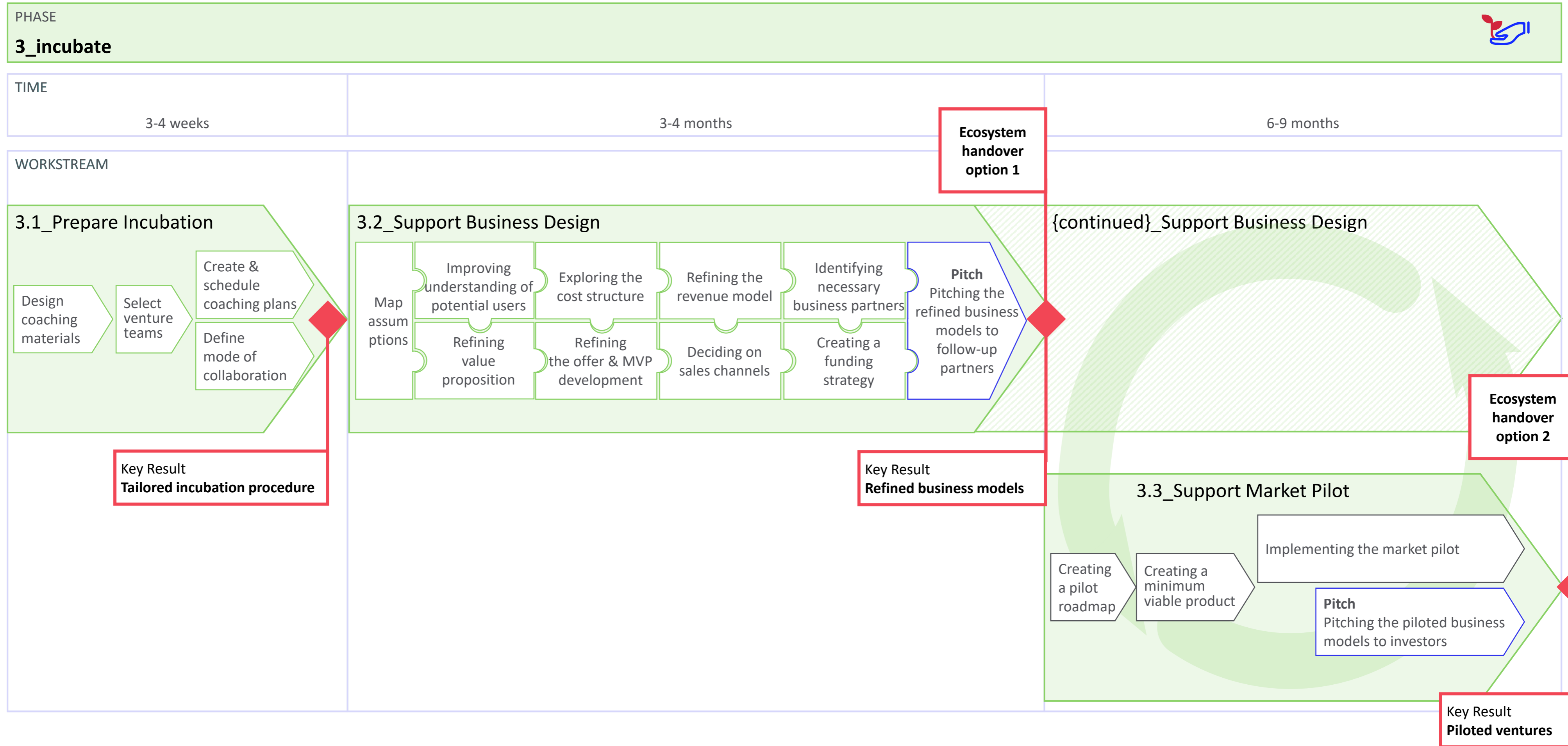


4-14 months



Help the venture teams map their assumptions for each business model component, define experiments to test the most critical ones using the experiment template and support them in iterating each business model component based on the findings.

3_incubate





3.1 Prepare Incubation



3-4 weeks



At this point you should have defined the scope and exit point of your incubation services to match the goals of your programme (compare activity #3 “Plan programme” in 0_prepare for more details and the pros and cons of different exit points.).

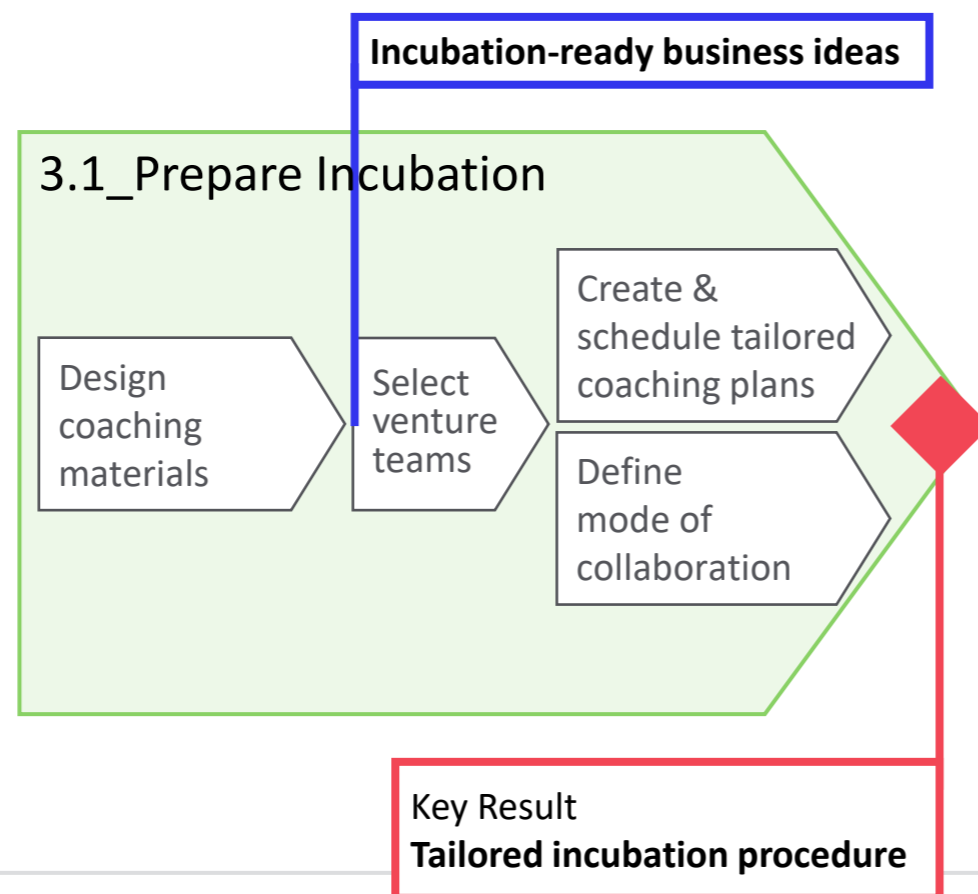
Purpose:

- Design coaching materials for a smooth work flow
- Select the most promising venture teams
- Create & schedule tailored coaching plans for each venture team
- Set up a working structure by defining the means of collaboration and communication in each team

At a glance:

Create an efficient procedure for testing, refining, and piloting the sustainable business ideas developed in the Ideation Sprint. Prepare the necessary coaching materials and other potential services that you might offer. In parallel, select the most promising venture teams for incubation support.

Activities in this workstream



= Input

= Output

Key Result
Tailored incubation procedure



#1 Design coaching materials

Develop and prepare all necessary materials for coaching your venture teams in designing their business. IDEO's Business Design method has strongly inspired the methodology and incubation materials suggested in this handbook. You can use these materials, customise them, or create your own materials. For an overview of key coaching components, check the list of activities in 3.2 Business Design.



Facilitators



If you choose to use Business Design as a method, we encourage you to consistently apply it throughout Incubation. Sticking to one method leads to a more coherent experience for your participants.



3_incubate tools

#2 Select venture teams for incubation support

Decide which ventures teams are fit for incubation. Not all venture teams will necessarily be able to qualify for the incubation phase – and that is ok. Make sure to select venture teams that bring a high level of motivation and promising business idea. Take a look at the provided **Selection Criteria** for more helpful criteria the teams should fulfill.



programme Lead



Consider feedback from the expert review group provided at the end of your Ideation Sprint. Use clear criteria and a simple assessment form for screening applications by venture teams. Select applicants quickly in order not to lose momentum.



Incubation Selection Criteria



#3 Define mode of collaboration with venture teams

Together with the venture teams, determine whether to conduct the coaching sessions remotely or in-person. Agree on the tools you want to use for working and communicating with the venture teams.

At this time, it would also be a good idea for the team members to think about how a team collaboration could possibly look like. This does not have to be set in stone yet, but it is helpful to think about everybody's preferred team formation when entering the incubation phase. While the team might not yet know what type of legal structure makes sense for their business solution, we strongly recommend getting the teams to think about this early on. A **Memorandum of Understanding** can be a good starting point for formalizing the collaboration.

#4 Create & schedule tailored coaching plans for each team

Plan a session schedule together with your venture teams and create a **Coaching Plan** based on your prepared coaching materials and the venture team roadmaps. Ensure that the schedule allows you to cover all aspects of business design (see activities in 3.2 Business Design) within a given timeframe.



Facilitators



REMOTE VS. IN-PERSON COACHING SESSIONS

Remote

- + Feasible with dispersed teams
- + Potentially cheaper
- Weaker team experience

In-person

- + Helps venture teams to grow their team spirit
- + Helps coaches to build a motivational ambience
- Higher logistical requirements



Tools such as Google Drive and Slack have proven to be highly useful in past programmees.



Memorandum of Understanding



Facilitators



You may opt for a more ad-hoc coaching style if a session schedule doesn't cater to the needs of your venture teams.



Experience suggests that it works well to organise your sessions over the course of 3 months, beginning a maximum of 2 weeks after the Ideation Sprint.



Coaching Plan Example



3.2 Support Business Design

Purpose:

- Support the venture teams in designing the ideal business model for their solutions
- Support venture teams in developing MVPs
- Help the teams to prepare and conduct a strong pitch in front of investors and other potential follow-up partners

At a glance:

At this stage the venture teams need to design each component of their business model to make their solutions desirable for users, financially viable for shareholders, and feasible to build and deliver. Help the teams to validate each business model component through experiments and to iterate based on their findings.



3-4 months



Help the venture teams to find compelling answers to 3 questions:

- **How will they create value?**
The teams optimise their solutions by refining their value proposition, i.e., the benefits they provide to users, and their offer, e.g., the actual product or service they create.
- **How will they capture value?**
The teams elaborate their cost structure and design the optimal revenue model for their businesses.
- **How will they deliver value?**
The teams determine their sales channels and engage necessary partners for delivering their solutions.

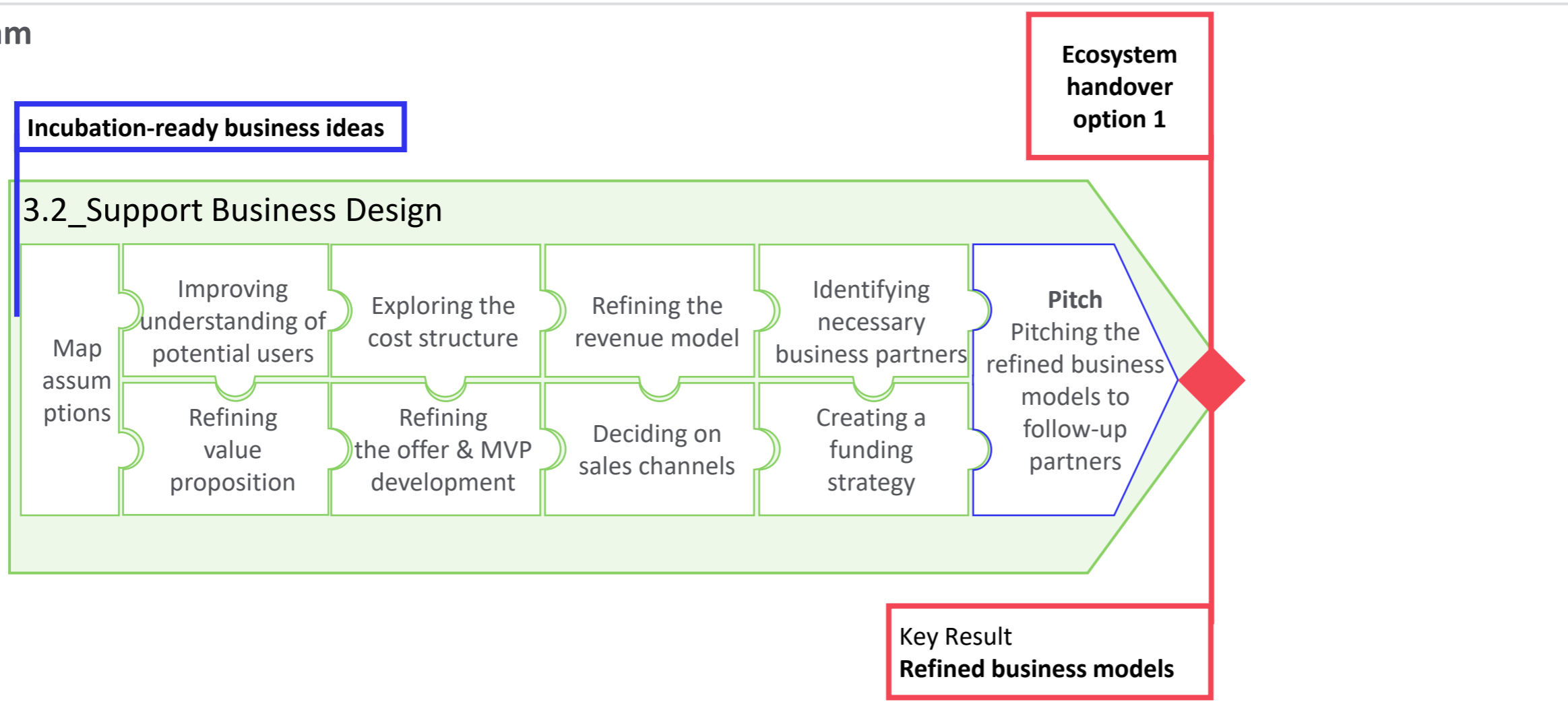


Remind the teams: fulfilment of a human need is at the heart of every business. Designing a sustainable, successful business means deeply understanding people's behaviours and motivations beyond data and surveys.



The different activities in this workstream do *not* need to be completed in the order presented!

Activities in this workstream





#1 Mapping assumptions

In the Ideation Sprint the venture teams have sketched each component of their business model in a Sustainable Business Model Canvas. Before they start working on each component, help them to map the assumptions that each component of their business model is based on using the **Assumption Mapping** template. This allows the teams to identify the critical assumptions that would have to be true for their business model to work.

In the subsequent steps of Business Design, the venture teams will test the critical assumptions for each component of their business model in experiments. Experiments create evidence that strengthens or refutes their assumptions, helping them to refine their business models, reducing risk and uncertainty.

For each critical assumption, the teams fill in an **Experiment Template** to describe the assumption they want to test and how they will do it. A good experiment should be measurable, and the pass rate should be set before the results are in. That is why the teams should also define measurement and success criteria in advance to be able to classify their test results later.



Facilitators



Assumption mapping is also a good way of identifying the right incubation coaching starting point for the venture teams.



Assumption Mapping
Experiment Template

#2 Getting a more nuanced understanding of potential users

This is the foundation of designing a strong value proposition, the essence of each business. Help the venture teams better understand: Who are potential users of their solutions? What are their needs? What are their attitudes, behaviours and motivations? Are the consumers of their product also their customers? If not, what is the relation between the two groups?

You may have the teams revisit their **Persona** or create an **Empathy Map** for this.



Facilitators



Persona
Empathy Map



#3 Refining the value proposition

Support the venture teams in enhancing their value propositions, i.e., the benefits provided to users of their solutions that are not provided by competitors. The value proposition determines the offer, i.e., the concrete product or service that the teams will need to create. Working on the **Value Proposition Canvas** helps the teams to structure their thinking.



Facilitators



Let each venture team prototype and test their value proposition repeatedly with their potential users to find out whether it resonates with them and how to improve it.



Value Proposition Canvas
Experiment Template

#4 Refining the offer & MVP development

Help the teams create a compelling product or service offer that creates the intended value for users and addresses the development challenge as effectively as possible. No business gets their offer exactly right the first time. Encourage the venture teams to build prototypes of their offer as fast as possible and test them with potential users.

This allows the teams to quickly take steps towards creating a **Minimum Viable Product** (MVP) – a basic version of their offer that already has all the key functionalities to make it a working product ready for piloting in the market.



Facilitators



It is crucial not to lose sight of the SDG impacts that your programme set out to tackle, even for highly promising business ideas. Keep an open mind about both likely positive and potential negative SDG impacts of business models and continue to probe ways to maximise positive results.



Minimum Viable Product Examples
Experiment Template



#5 Exploring the cost structure

Let the teams unpack the cost structure of their business. Which costs are fixed? Which are variable? Which costs are essential for providing their solutions? Essential costs can be both fixed or variable. Have the teams create a **Cost Sheet**.



Facilitators



Start by letting your teams have a first go at listing the five to ten most important costs associated with their business model. Getting these out of their head and onto paper will help them to see some truths about their business.



Cost Sheet Example
Experiment Template

#6 Refining the revenue model

A revenue model specifies who will pay for your offer and how. Let the venture teams explore which revenue model suits their solution best. How can they maximize revenue? How can they create a frictionless paying experience for their users? Often it also makes sense to combine more than one revenue models for your business solution. Research helps the teams to get a sense of what is out there in terms of revenue models.



Facilitators



Encourage teams to think outside the box: Considering all stakeholders in their business, and what value they are getting and bringing, can offer clues about who is best placed to pay for your offer (e.g., advertisers or other partners, instead of consumers).



[List of popular Revenue Models B2B from Board of Innovation](#)
[List of popular Revenue Models B2C from Board of Innovation](#)



Experiment Template



#7 Deciding on sales channels

Help the venture teams identify the most efficient and viable ways for getting their solutions to their users. The teams can build prototypes to test which channels works best and refine based on user feedback.

#8 Identifying necessary business partners

Let your venture teams define which partners (e.g., suppliers or distributors) they need for bringing their businesses to life. Who do they need in order to create their offer and to deliver it to their users? How can they get these partners involved?



Facilitators

[Distribution Channel Selection Tool](#)
Experiment Template[Article: The Different Sales Channels: How to Sell Your Product?](#)

Programme Lead, Facilitators



Assist your venture teams in making contact with potential partners where possible.

Stakeholder Map
Experiment Template



#9 Creating a funding strategy

Let your teams determine the funds needed for scaling up their business. Help them to identify, assess and engage different funders. These may include commercial investors, business angels, crowd-funding platforms, foundations, donor and other government agencies.

Help the venture teams to refine their **Demo Decks** into strong **Pitch Decks**. Provide constructive feedback to venture teams as they develop and practice funding pitches to the most appropriate potential funders. If you lack the internal capabilities, invite an external pitching coach to give the teams pitch training.



Facilitators



A good pitch needs rehearsal. Encourage teams to practice their presentations.

Funding Strategy
Demo Deck

#10 Pitching the refined business models to follow-up partners

Organise a pitch event where the venture teams present their refined business models in front of potential investors and other follow-up partners. This is a great chance for ensuring a seamless continuation of the emerging businesses after the end of your programme. Expert feedback also helps the teams to move forward with a clear vision of how they can further enhance their businesses.



Programme Lead, Facilitators



Leverage your partner network. Connect your venture teams with follow-up partners by inviting them to the pitch event - in particular incubation and acceleration programs. At this early stage, most businesses are not yet likely to attract support from investors.

Pitch Deck
Evaluation Sheet

HANDOVER OPTION 1: HANDOVER AFTER 3.2 SUPPORT BUSINESS DESIGN

(~ 4 months after the Ideation Sprint)

At the end of the Business Design stage the venture teams will have created strong business model concepts and should have already begun to develop their minimum viable products. This puts them in a good position for entering another incubation program or attracting early investments from business angels, their companies and peers.

Please note: At this early stage the teams may however find it difficult to convince most other investors and support programs of their business ideas. If you stop your incubation support at this stage, it is crucial that you assist the venture teams in finding follow-up partners, such as local incubation programs.



3.3 Support Market Pilot

Purpose:

- Create minimum viable product
- Pilot minimum viable product in the target market
- Continue business design
- Pitch validated business model in front of investors

At a glance:

Help the venture teams to pilot their businesses in the market. Support the teams in (creating and) deploying their minimum viable product - a 'basic' version of their solution that enables them to gather valuable feedback from initial users. Based on the evidence from the market pilot, let your teams refine their business models.

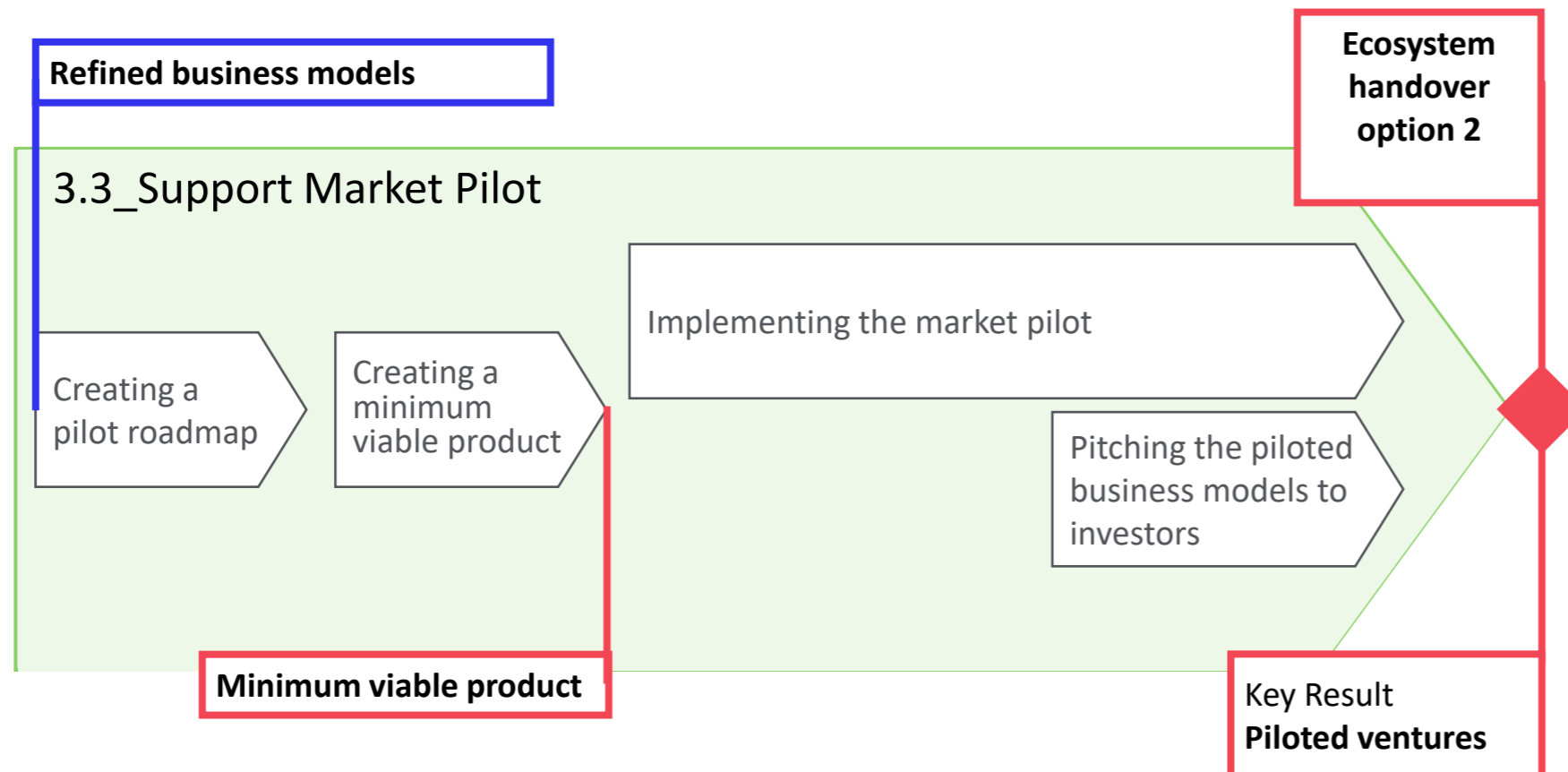


6-9 months



Connect your venture teams with follow-up programs and investors to ensure a seamless continuation of the emerging business after the end of your incubation support.

Activities in this workstream



= Input **= Output**



#1 Creating a pilot roadmap

Help the teams to develop a roadmap for their pilot. What do they need in order to create a minimum viable product? How will they go to market with it? What do they seek to learn through their pilot? How are they planning to attract investments or other follow-up support?



Facilitators



Consider hiring subject matter experts who can assist your venture teams in technical, regulatory or other relevant questions.



Pilot Roadmap Example

#2 Creating a minimum viable product

Assist the venture teams in creating a minimum viable product that they can pilot in the market. Depending on the nature of the business solution, this can be anything from a working prototype of an app to a physical product.



programme Lead, Facilitators



You may opt for a more ad-hoc coaching style if a session schedule doesn't cater to the needs of your venture teams.



#3 Implementing the market pilot

Support the teams in implementing their minimum viable products in the market. This is a crucial moment for collecting evidence on which parts of their business models work and which do not. Based on the insights, encourage your teams to continue refining their business models.



Programme Lead, Facilitators



Connect your venture teams with potential implementation partners through your network.

#4 Pitching the piloted business models

Organise another pitch event where your venture teams pitch their refined and piloted business models in front of investors and other follow-up partners. At this stage, your venture teams should have collected enough evidence for attracting investments.



Programme Lead, Facilitators



Consider an online event to minimise transaction costs.



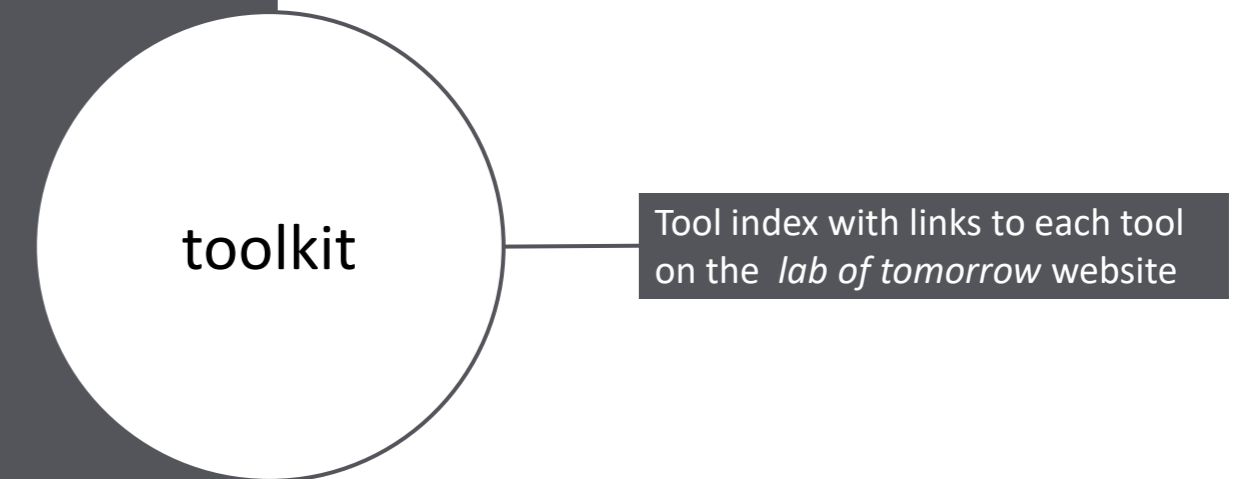
Pilot Pitch Example

Chapter 3 – Toolkit

access tools & templates

What you'll learn

This chapter contains an index of all the tools and templates you need for implementing your own *lab of tomorrow* programme: access the tools via the tool index and download individual tools or the whole toolkit from the *lab of tomorrow* website.



Tool index

Get your copy of the toolkit on the lab of tomorrow website! The package includes all tools in BLACK colour

PLEASE NOTE: For tools in RED colour, reach out to the lab of tomorrow team to get your copy

<u>0 prepare</u>	<u>1 understand</u>			<u>2 ideate</u>							<u>3 incubate</u>			
	1.1 Develop Business Opportunity Hypotheses	1.2 Conduct Research	1.3 Define Business Opportunities	2.3 Acquire Supporting Partners	2.2 Acquire Participants	2.3 Prepare Ideation Sprint	2.4 Conduct Group Formation Meeting	2.4 Conduct Ideation Sprint			3.1 Prepare Incubation	3.2 Support Business Design		3.3 Support Market Pilot
<u>Challenge Quiz</u> (see lab of tomorrow website)	Semantic Analysis	<i>Example Research Plan</i>	Storytelling/Unpacking	<i>Example Briefing Note</i>	<i>Example Briefing Note</i>	<i>Example Macro Agenda</i>	<i>Example Group Formation Meeting</i>	Graphic Gameplan	<i>Example Prototypes</i>	<i>Example MoU</i>	<i>Example Coaching Plan</i>	Assumption Mapping	Distribution Channel Selection Tool	<i>Example Pilot Roadmap</i>
<i>Cost Calculation</i>	Charetting	<i>Example Interview Guidelines</i>	Affinity Map		<i>Example Application Form</i>	<i>Example Micro Agenda</i>	Non-Disclosure-Agreement Template	Expert Interview	Prototyping Tools	<i>Example Incubation Selection Criteria</i>		Experiment Template	<i>Funding Strategy</i>	<i>Example Pilot Pitch</i>
<i>Example Project Plan</i>	Stakeholder Ecosystem Map	Preparing Empathy Interviews	Persona		<i>Participant Acquisition Guideline</i>	<i>Example Evaluation Sheet</i>		Alternative Perspectives	Basic User Test			Empathy Map	<i>Demo Deck</i>	
<i>Example Terms of Reference (ToR)</i>	How Might We Questions	Conducting Empathy Interviews	User Journey		<i>Partner List</i>			Structuring and Selecting Ideas	<i>Feedback Grid</i>			Value Proposition Canvas	<i>Pitch Deck</i>	
<i>Example Project Plan</i>	Business Opportunity Matrix	<i>Research Documentation Tool</i>	Point of View (POV)		<i>Venture Team Template</i>			Sanchez	Sustainable Business Model Canvas			<i>Example Minimum Viable Product</i>	<i>Evaluation Sheet</i>	
<i>Example Briefing Note</i>			How Might We Questions					Idea Napkin	Value Proposition Canvas			<i>Example Cost Sheet</i>		
<i>Roles & Responsibilities Template</i>			Business Opportunity Matrix					Evaluating Ideas	<i>Demo Deck</i>			<i>Example Revenue Model Sheet</i>		
			<i>Example Insights Report</i>					Experiment Template for First User Tests	<i>Example Evaluation Sheet</i>			List of Popular Revenue Models		

[< back](#)

appendix

APPENDIX

glossary

references

Glossary

Methods

Business Design

Business Design combines entrepreneurial and design skills to develop new products, services and business models. In order to create meaningful products, services, and business models, Business Design radically focuses on the fulfilment of human needs. This requires a deep understanding of people's behaviours and motivations that goes beyond data and surveys. Prototyping is an essential part of Business Design. Instead of coming up with a plan for how every part of a business *could* work, Business Design proposes an ongoing sequence of small, rapid prototypes to learn how the business *will* work by constantly testing every part of the business with users and stakeholders.

Design Thinking

Design Thinking is an agile management method that combines a range of human-centred design approaches – which focus on the needs and requirements of users – to develop desirable product and service ideas and solutions in interdisciplinary teams. Six key activities of the Design Thinking programme are:

understanding, observing, establishing a point of view, ideating, prototyping and test.

Ideation Sprint

In the context of a lot programme, the Ideation Sprint is a short, structured workshop. It relies on Design Thinking and Business Design methods to facilitate the collaborative development of new business ideas and business models addressing SDGs with interdisciplinary participants.

Business modelling

Business model

In simple terms, a business model outlines how a company plans to make profit, with key considerations including the products or services that it will sell, the intended customer base and anticipated expenses. *Lot* programmees to date have applied the following, more technical definition of a business model: “A business model is a representation of organisational value

creation (how value propositions are made), value delivery (how value propositions reach and unfold for respective customers and further stakeholders), and value capture (how the focal company and its customers and further stakeholders obtain net value from their interaction)” (Breuer & Lüdeke-Freund, 2017, 122). Business models are often mapped onto a visual template or “canvas”.

Sustainable business model

Traditional business models create financial value for their shareholders, while their products or services create benefits for customers. In sustainable business models, value is extended to both non-monetary forms of value and multiple stakeholders. In the context of *lot* programmees, value generated by sustainable business models relates to economic, social and environmental benefits in line with the Sustainable Development Goals, for users (customers and consumers) of products and services, other public or private stakeholders, and/or the wider public. Sustainable business models are also financially viable for their shareholders, meaning that they are likely to be maintained in the long-term.

Glossary

Product development

Prototype

In Design Thinking, prototyping is an essential design step and refers (in a broader sense) to anything (such as a sketch, a model, or a role-play) created to elicit useful feedback from potential users or stakeholders. From products and services to advertisement, cost structures, revenue models, sales channels or entire business models – anything can be prototyped.

Minimal viable product (MVP)

A MVP provides just enough features (minimal functionality) to provide some value-add for early customers and allows gathering their feedback for future development. The basic idea is to gather feedback before investing in a full-fledged product. Implementing a small-scale pilot of a business model in a local market indicates the financial viability of the business model in the actual market setting and turns it into an investment object.

lot context

Sustainable Development Goals

The 2030 Agenda for Sustainable Development (SDGs), adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries to end poverty, improve health and education, reduce inequality, and spur economic growth – while also tackling climate change and working to preserve our oceans and forests.

Development Challenge

A development challenge is an unmet need of a clearly defined target group which offers potential for business solutions.

Overarching development challenge example:

“How might we prevent and control NCDs in Ghana in order to relieve the Ghanaian health system?”

Business Opportunity

Business Opportunities are suitable starting points for the ideation of business solutions through the venture teams in the Ideation Sprint.

Business Opportunity example:

“How might we improve access to diagnostics in rural hospitals to help medical staff prevent and control NCDs?”

Business Opportunity requirements:

- Target group defined (who will benefit from and / or buy a solution?)
- Unmet need defined (what do they need a solution for?)
- Market demand identified (willingness of one or more parties to pay for potential solutions)
- Constraints identified (under which conditions does the solution need to work?)
- Solution corridor restricted (business opportunity allows for multiple solutions but is not too broad to tackle)
- No technical or regulatory reasons speak against the business opportunity

Further Reading and References

Websites

- [lab of tomorrow website](#)
- [IDEO website](#)
- [UN SDGs website](#)

Articles

- [Design Thinking Mindset for Innovation - HPI](#)
- [Empathy on the Edge - IDEO](#)
- [The SDGs as business potential – Business Commission](#)
- [Why Everyone Should Prototype \(Not Just Designers\) – IDEO](#)
- [What is Business Design? – IDEO U](#)

Videos

- TED Talk: [David Kelley – How to build your creative confidence](#)
- TED Talk: [Tom Wujec – Got a wicked problem? First, tell me how to make toast](#)
- TED Talk: Duncan Wardle – [The Theory of Creativity](#)
- TED Talk: Tim Brown – [Tales of creativity and play](#)

Tools

- [Board of Innovation: Revenue Models B2B](#)
- [Board of Innovation: Revenue Models B2C](#)
- Article: [The Different Sales Channels: How to Sell Your Product?](#)
- Tool: [Distribution Channel Selection Tool](#)

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