

Gonçalo Nunes

Master Thesis

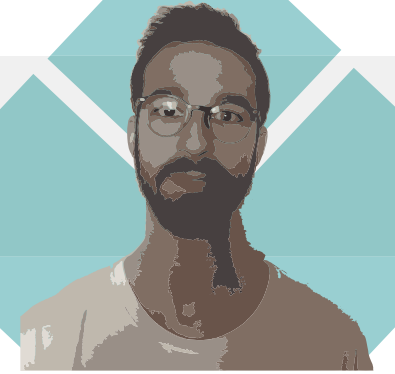
Process Report

Aalborg University of Copenhagen

May 2017



Thesis Title



STRENGTHENING RELATIONS BETWEEN  
STARTUPS THROUGH A CO-CREATION  
PROCESS IN ORDER TO DEVELOP THE  
MEANS FOR A TRANSITION PHASE INTO  
A POST SERVICE OFFERING

Abstract



Within this Thesis it will be explored and presented a proposal for how GTC can address a transition phase in order to start developing a post-service offering. The process chosen to achieve this will be on the bases of co-creation with GTC stakeholders through a design thinking approach and using Design Sprints as a Method as a way of exploration throughout all stages.

The proposal and suggestion on how GTC should implement this is called Physical Network Meeting. It is a solution for a current need that Alumni have when participating and when leaving the programme. Thus, meaning there is a lack of interaction and relations between Alumni, to which there is a need to be address. Therefore, a physical network meeting needs to be in place during the programmes as a way of facilitating exchange and start to create relations between Alumni. This is not only addressing Alumni's needs but also GTC's due to the fact that it needs having a way to follow their business afterwards, which can only happen if GTC has a Alumni Network in place.

Furthermore, and within the reflection section it will be introduced and discussed the difference between Personas and Company Personas. This reflection and introduction to a new tool will help Service Designers and Companies to analyse and have a visual overview of Businesses as well as having a new perspective towards the analyses and synthesizing research.

In the end, in the recommendation section will be given the tools and suggestions on how GTC should implement this Service Concept.



# Table of Contents



<b>Acknowledgements</b>	<b>8</b>	<b>Sprint 2 - Define</b>	<b>80</b>
<b>Reading Guideline</b>	<b>10</b>	<b>Sprint 2 - Ideate</b>	<b>86</b>
<b>Introduction</b>	<b>12</b>	<b>Sprint 2 - Prototype</b>	<b>91</b>
<b>Methodology</b>	<b>20</b>	<b>Sprint 2 - Testing</b>	<b>95</b>
<b>Sprint 1 - Understand</b>	<b>27</b>	<b>Final Concept</b>	<b>105</b>
<b>Sprint 1 - Define</b>	<b>44</b>	<b>Recommendations</b>	<b>113</b>
<b>Sprint 1 - Ideate</b>	<b>49</b>	<b>Next Steps</b>	<b>116</b>
<b>Sprint 1 - Prototype</b>	<b>56</b>	<b>Reflections</b>	<b>118</b>
<b>Sprint 1 - Testing</b>	<b>61</b>	<b>Appendix</b>	<b>123</b>
<b>Sprint 2 - Understand</b>	<b>71</b>	<b>References</b>	<b>126</b>

# Acknowledgements



This last semester of my Master has culminated with this hard working process in which I was able to learn not only do plan and deliver, on my own, an entire design process but also to learn business aspects that I never thought it would happen as well as a personal learning and growth process.

I would like, first, to acknowledge and appreciate my girlfriend, Marta Moreira, whom was a great support throughout my entire Master but in particular within this Thesis, a cornerstone to which without I wouldn't be able to achieve and deliver this entire process. Her unconditional love and kindness as well as her friendship were keystones not only for growing as individuals but also as persons. I'm forever grateful to you for everything you are and for everything you make me desire to be every day.

To my family, in particular my father and mother, I would like to appreciate all the love and support you have given me. Even though, we are far you never stop fighting for my success and for being there every-time that I needed. But also, my sisters for their support, help and strength that gave

me the confidence to pursue and inspire each day. You are all great and amazing.

To GTC and all its Co-Founders, I want to thank you for the amazing opportunity you have given me, first, with my internship and now being able also to do my own project and Thesis. With all of you I have learned different things, but overall you help me to let my fears aside and aspire to be better each day. Thank you so much in particular, and taking into consideration that in a Startup the work is always endless, you have given me the time to be creative, to teach me everything you could and inspiration to never giving up.

Also, a great appreciation for Andreas, who was able to give me different perspectives and questions, which allowed me to see and pinpoint directions that I was letting beyond.

I would like also to appreciate all the help, support and feedback that my supervisor, Nicola Morelli, has given me throughout this Thesis. His guidance and knowledge allowed me to push myself each day, which gave me the reassurance to pursue the right direction.

Thank you all so very much,




Gonçalo Nunes  
nº20152044

Copenhagen, May, 2017



## Reading guideline





This Thesis is divided in two separate reports, a Process and a Product Report.

### **Process Report**

This report that you are about to read refers to the process report. Within this process it will be described the entire journey and design process. It will be shown and presented reflections, recommendations, draws and parts to which will also be included in the Product Report

### **Product Report**

Within the Product Report it will be presented and given the Service Concept, to which Green Tech Challenge could implement. Recommendations on how it should be implemented would be given as well as what are the key aspects and advantages of choosing to follow this Concept further on.

# Introduction



## Introduction

Service Design in it all is becoming more and more well recognized. Not only its processes but also how Service Designers can be of great help to Big Companies, Startups, Public and Private Sectors.

With this in mind, we, as Service Designers, need to be able to be allways up to date in regards of new tools and methods but as well as being able to introduce new ones and actively contribute for its field.

Therefore, and In order to take to most out of the thesis and also to learn as much as possible, a list of the learning goals that I want to address and to increase my set of skills as a Service Designer is required. Therefore, such list is:

- Using Design Sprints as way of approaching the thesis with the goal of creating several ideas to be approachable as well as to be able to better work with different concepts within the same project;

- Be able to collect data and transforming it into valuable knowledge in order to create Service Concepts;
- Be able to deliver and contribute to Service Design by presenting new tools and ways of analysing Companies;
- How design processes and business can work together in order to improve current offers.

## Context

This Thesis was done in collaboration with the Company Green Tech Challenge. Such collaboration did also occurred during my internship.

The company has grown since I first start my internship, which could be seen by having only conducted 1 programme, and now having already developed 4 and doing the 5th next month. This growth has allowed me to gain new perspectives towards startups in regards of innovation, growth, business, entrepreneurship and leadership.



## Clarification & Definitions

**GTC:** Abbreviation used within the reports and the Company, which means Green Tech Challenge.

**Alumni:** The green companies that took part in one of the GTC programmes, afterwards are no longer Participants but instead Alumni, which means that they become part of a selected group that need to be tracked and measure their success.

This Thesis is a new project developed with the collaboration of Green Tech Challenge. Taking into consideration that a fellow Service Designer, Andreas Jonsson (Jonsson, 2017), did his Thesis in GTC as well, some of the research and methods presented here has been inspired from his Thesis but was further explored with more data and interviews that are not related with his Topic and are refleted upon my personal aspirations for my Thesis. Thus, seperating the two and was only used as a reference, which will be shown further on.

## Green Tech Challenge

Green Tech Challenge (GTC) has the aim to “Make green business good business”.

The reason behind such vision is due to the lack of awareness and investment towards green innovation and at the same time “fighting” against the current tendencies in using fossil energy, which pollutes the environment and the planet Earth. Therefore, the aim of GTC is to have a greener and a more sustainable world.

GTC is a company that organizes a 2-week growth programme in which 16 carefully selected green companies take part and where there is training, mentoring and a workshop designated to help those companies to thrive and provide useful knowledge in order to improve their business. In the end of the 2-week growth programme, the companies will be pitching in front of investors and industry VIP in order to get the type of funds that they are looking for.

Therefore, GTC helps those who have a concern and want to make a positive im-

act on the environment and society as well as helping in reducing emissions and pollution. The requirements for companies to take part in the GTC programme are: to have a technology, business model that can scale that can have a positive impact in a large amount of people, to have traction in sales or customers and which are looking to raise between 300.000 € - 3.000.000 €. Also, GTC is scaling and making this programme available in more cities around Europe.

Furthermore, in order for the GTC programme to have the desired success, the company has partnered with some of the leading companies from different industries who can help throughout the programme and will assist in training and mentoring the selected green companies.

Consequently, it can be said that GTC facilitates a programme in order for small companies to be taught, mentored and present their company's business to the relevant stakeholders in their industries. Thus, creating and developing an interaction between green companies and rel-

evant parties that can help them to thrive and create a greener planet.

These parties can be Partners from GTC or investors that come on the Investor Day. The type of investors can vary from Venture Capital or Business Angel and can be in different fields of expertise, such as IT, Energy, Water supplier, Sustainability, Patents and many more. On the other hand, Partners in GTC are companies that have huge expertise in different fields and industries and can help startups in the fields of consultancy as lawyers, patent, sales, and many more.

## Learning Goals

There is a curriculum of well thought learning goals to which this Master thesis should follow.

### Knowledge

- Must have knowledge about the possibilities to apply appropriate methodological approaches to specific study areas.
- Must have knowledge about design theories and methods that focus on the design of advanced and complex product-service systems.

### Skills

- Must be able to work independently, to identify major problem areas (analysis) and adequately address problems and opportunities (synthesis).
- Must demonstrate the capability of analysing, designing and representing innovative solutions.
- Must demonstrate the ability to evaluate and address (synthesis) major organisational and business issues emerging in the design of a product-service system.

### Competences

- Must be able to master design and development work in situations that are complex, unpredictable and require new solutions (synthesis).
- Must be able to independently initiate and implement discipline-specific and interdisciplinary cooperation and assume professional responsibility (synthesis).
- Must have the capability to independently take responsibility for own professional development and specialisation (synthesis).

## Personal aspirations

### Leadership

Throughout my entire life I had a strong presence in all the projects there I put my mind in. Service Design, in particular, has allowed me to perceive others with higher perspectives and mindset, which can be translated in having users throughout the entire design process.

My aim is to lead others by example and always put aside my beliefs and instead having others, to whom the end Service is meant to be, in the center of the entire process and lead others in achieving this mindset.

### Entrepreneurship

With my background experience and aspirations, I was able to collect insights towards how to conduct businesses but also to be inspired to create my own. Therefore, and with a strong belief in my set of skills and design process, my goal is to deliver services with a strong user driven focus that can help business to perceive the importance of Service Design as well as to show how to implement it.

### Human-centered design

Nowadays, it is more important than ever to deliver Services to whom they are meant to be used and not deliver products for the sake of creating them. Thus, enhancing the importance regarding user and consumers in design processes in order to make Services that are going to meet with their needs and struggles.

This mindset needs to be put into practice in all fields in which companies are but also in public and private sectors.

My aim within this thesis is to show the relevance in having the user in the design process but also the benefits that it can bring to the end result. The reason to this choice is not only a personal aspiration but also a professional experience that I gain through my internship, in which I saw the strengths and impact that this mindset can have, be reached and opt to follow for more than one Company.

## Collaboration

The process in which this Thesis was conducted is entirely my own, but had the feedback and input of a fellow Service Designer, Andreas. His help and suggestions were based on conversations and discussions related to untouched topics and tools, which will be further presented in the reflection sections.

It is also relevant to mention the participation of GTC team in some exercises as well as insights that are valuable to pinpoint needs and struggles that GTC is facing.



## Initial Mindset

Taking into consideration my previous experience in the company, Green Tech Challenge, as well as my own perception towards the company needs and aspiration, discribed previously, I presented to the co-founders of the company some of my views in regards of a Thesis Collaboration, which could help them further along.

The reason to this choise was not only the above mentioned, but also, due to the fact that I saw an untaped field that GTC was negletcing to address in order to further deliver a Service that can fit with the needs of its Stakeholders, in particulary, Startups/ Alumni.

Green Tech Challenge is currently delivering great value to all the participant Sartups but is neglecting them once the programme is over.

When reflecting into the Service offer provided by GTC, it can be said that it has two separate stages, Pre-Service and Service. Taking into consideration that GTC is lacking a Post-Service and a Transition Phase between the Service and the Post-Service, there is a gap to be address and to be thought out.

Thus, meaning that in order to exist and to create a Post-Service there is, first, necessary to approach and to delivered a Transition Phase in order to create a smooth passage into the Pos-Service stage.

With this thought in mind a visual representation was outlined so it can provide a visual aid into this initial mindset (Figure 1).

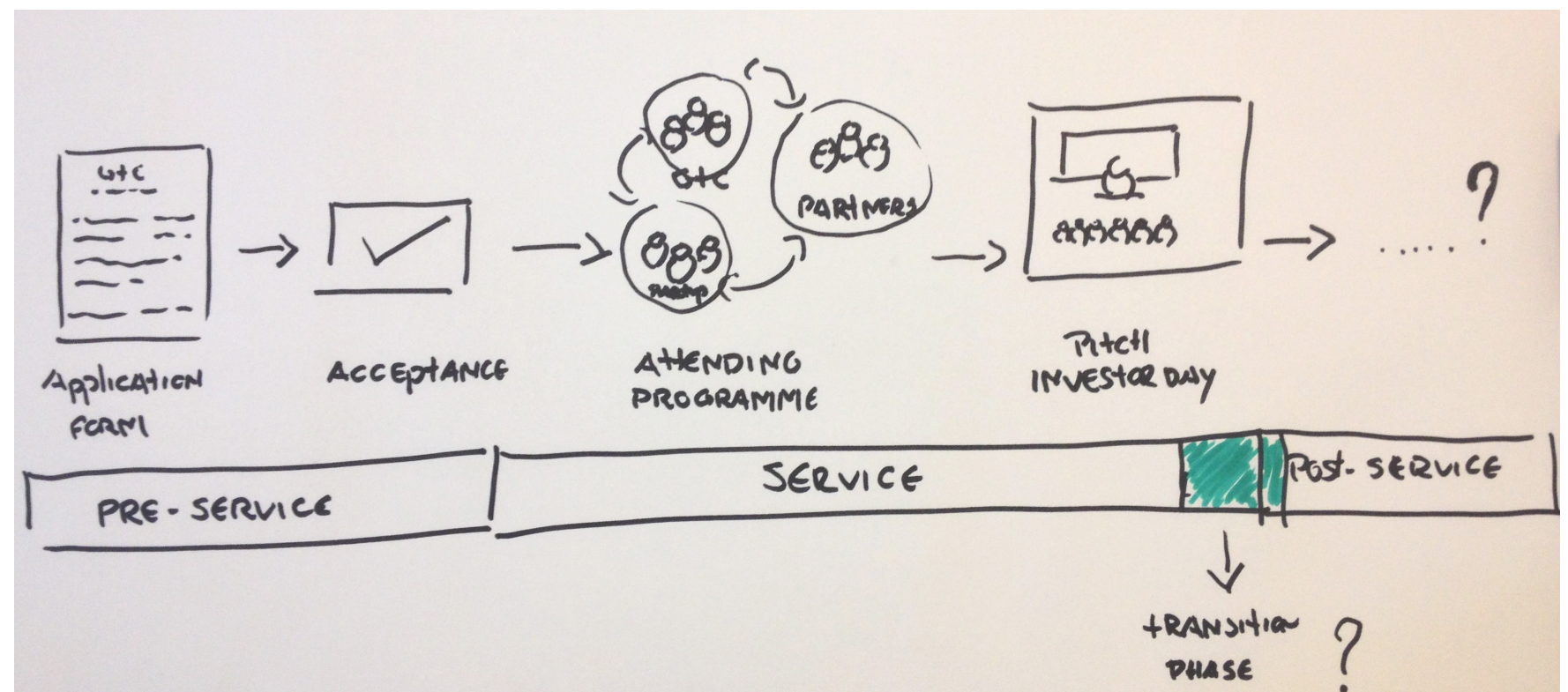


Figure 1 - GTC Service Offering through Startups journey

## Problem Statement

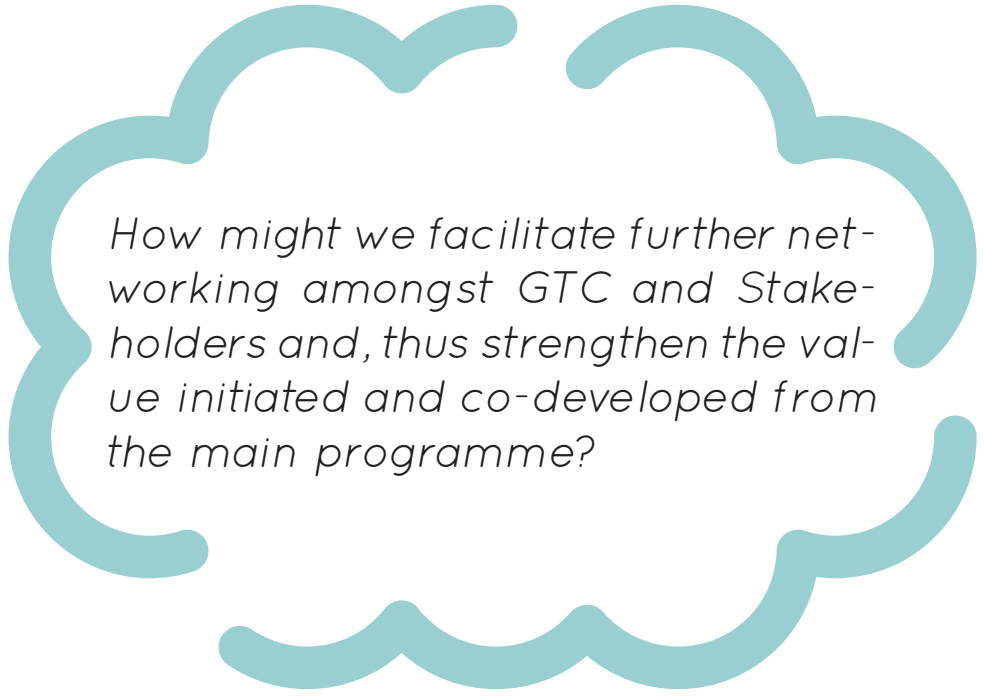
The data above synthesized was transformed into an initial problem statement in which the Thesis project will have an initial commencing start.

Based on the data collected, researched and learning goals for the Thesis, an initial problem statement was done with these thoughts in mind.

The context for this is still broad and as room to be explored. The aim within this is

an initial approach that serves as an initial mindset in order to explore all the potential angles before narrowing down into a more concrete and specific one.

Therefore, this Thesis will have this mindset as a starting point and through the design process, thinking and methods will be narrowing down and explaining the importance towards a transition phase for a post-service offering.



*How might we facilitate further networking amongst GTC and Stakeholders and, thus strengthen the value initiated and co-developed from the main programme?*

# Methodology



Throughout this thesis methods and tools will be used based on the Service Design Thinking approach.

The approach in which this Thesis is developed is through a qualitative and quantitative path. This was chosen due to my personal aspirations, in particular, Human Centered Design (IDEO), because it can allow to have those to whom the design is meant to be delivered but at the same time by having a quantitative approach can also allow to further strengthen and validate the insights and research developed.

Furthermore, and within this Thesis tools and methods will be used based on the book “This Is Service Design Thinking” (Stickdorn and Schneider, 2016), but also “The Design of Business” (Martin, 2009) at the same time that internet resources will be mentioned and used accordingly.

## Service Design Thinking

*“Service Design, as a practice, generally results in the design of systems and processes aimed at providing a holistic service to the user.” (Sandoval and Sortland, 2015)*

We, as Service Designers, need to think in those to whom we are designing for. Thus, thinking and having users insights and perspectives into the design process. By having an holistic view and mindset towards a conceptualization of a new service or improvements to an already existing one can allow to see the “bigger picture” at the same time that it can allow to emerge insights and perspectives that otherwise will be left behind.

Service Design is still a new interdisciplinary approach that combines different methods and tools and, even though you could be a teacher or student its definition doesn't have a common understanding. This doesn't mean that there is no concense regarding what it means and what it can bring and do for the public and private sector.

*“It is a new way of thinking as opposed to a new stand-alone academic discipline. Service Design is an evolving approach...” (Stickdorn and Schneider, 2016)*

The ability of using different methods and tools allow to think outside the box and to bring to light new and renovated perspectives. This ability to shift perspectives and use new ones bring to Service Design a multidisciplinary way of thing that can allow us, Service Designer, to put ourselves between people, business and technology and combine them in the development of Services.



## The 5 Principles

Taking into consideration that there is no common definition to Service Design, Stickdorn and Schneider, 2016, refer to the use of 5 Principles that serves as a guidance for thinking while designing for services (Stickdorn and Schneider, 2016).

### 1. User-Centred

In order to design for those who the service is meant to be, the Services should take into account their experiences at the same time that we should to develop those Services through the eyes of the user.

### 2. Co-Creative

Taking into consideration that Service Design has an holistic perspective towards the entire process of designing, it should include all the stakeholders involved within that same process in order to assure to have the perspective and insights of those to whom should experience the Service.

### 3. Sequencing

In order to assure that this process is meeting with the stakeholder needs and desire, tools such as, blueprints and journeys can allow a smooth sequence of in-

terrelated actions.

### 4. Evidencing

By having a physical evidence of the existence of the service can assure the visualization of the conceptualization of the Service. Thus, making them touchables can give reassurances towards the Service.

### 5. Holistic

Having an entire perception of the surrounding of a Service is required in order to understand and have all perspectives towards the conceptualization and concretization of the Service.

## Human Centered Design

*“It’s a process that starts with the people you’re designing for and ends with new solutions that are tailor made to suit their needs. Human-centered design is all about building a deep empathy with the people you’re designing for; generating tons of ideas; building a bunch of prototypes; sharing what you’ve made with the people you’re designing for; and eventually putting your innovative new solution out in the world “ (IDEO.ORG)*

When using Human Centered Design within a design process can soothe the desires and needs to whom the service is meant to be used. By having the user

thought throughout the entire process and actively participating can reassure not only those who are using the service but also make them emphasized and taken into consideration.

Designing Services has a process in which empathy is one of the key elements in the success of its outcome.

Therefore, and when starting to have a plan for designing a service processes should be used and thought throughout.

## IDEO 5 Steps

IDEO and its approach to design processes can help organization to innovate (IDEO, 2015). Taking into consideration that this Thesis has a user focus throughout its process and a need to bring to light the needs of those GTC is helping, I’ve recognized that IDEO and its way of approach can help to reassure that those needs are well thought. A visual representation of this process can be seen below (Figure 2).

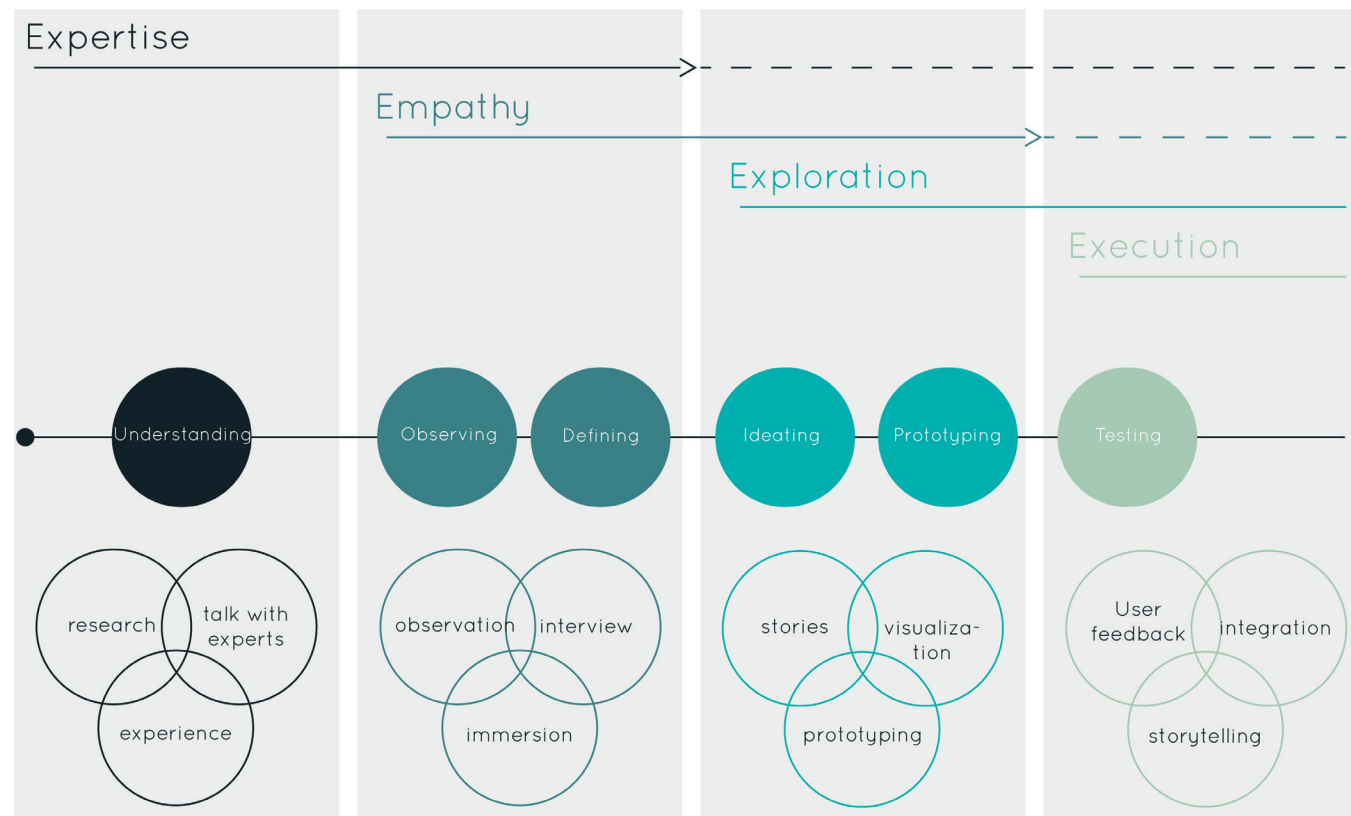


Figure 2 - Diagram outlined of the Design process - Inspired in IDEO

## Qualitative and Quantitative Approach

In order to better perceive the users and have a better understanding towards their needs, a qualitative approach can allow to have personal relation with those we are designing for at the same time that combining it with quantitative approach may bring to the surface more data collection and analysis. This usage of both approach is defined by Mixed Methods (Bjørner, 2015). As Thomas Bjørner writes in his book;

*“Mixed methods research is the type of research in which a researcher or team of researchers combines elements of qualitative and quantitative research approach (e.g., use of qualitative and quantitative viewpoints, data collection, analysis, inference techniques)”*

Furthermore, this unique perspective towards consumer patterns understanding and analyses can be used through and described into three different structures. Even though, it could be pertinent to mention and refer all, for the purpose and relevance of this Thesis only one will

be mentioned.

The reason to this is due to the fact that the one chosen reflects directly within the process in which this Thesis was led. Therefore, the structure used out of the three is the first one, which refers to:

### **1. Convergent parallel mixed methods: Qualitative + Quantitative = Interpretation**

By choosing to do both approaches separately but at the same time (in parallel), can allow to compare or associate data and bring them together in a true comprehension (Creswell, 2013).

The data analyses was done by data collection that Green Tech Challenge stores upon the participants application as well as further data stored from other stakeholders interviews conducted in the past and stored for the purpose of improving the current Service. In order to complement this data analyses, field work was also done in order to further correlate and interpretate both.

## Design Sprints

Taking the IDEO Way as a process in which this Thesis is followed, Design Sprints and its approach will be the frame behind the entire processes. Thus, meaning that instead of having only one process throughout this Thesis two were made with the intent of generating more information, ideation, understanding and further prototyping and testing.

Design Sprints are normally used within one week and are meant to be used to solve problems in a short period of time. This has a structure based on the design thinking of IDEO.

*“The sprint is a five-day process for answering critical business questions through design, prototyping, and testing ideas with customers. Developed at GV, it’s a “greatest hits” of business strategy, innovation, behavior science, design thinking, and more—packaged into a battle-tested process that any team can use.” (GV, 2016)*

Even though, normally Design Sprints are used within one week, this Thesis will have a longer period behind each sprint. Hence, using the frame behind Design Sprints in order to make more than one Design Process throughout this Thesis. Taking into account that Design Sprints have a flexibility in its process as well as quick process from start to finish, it can be said that in order to achieve my personal aspirations, within this Thesis, the approach behind it should follow a strong basis throughout.

Furthermore, and when considering that multiple design processes may assure several solutions to the development or improvement of a service, as well as having a continuous working progress for its success in implementation, can allow to bring this to the surface. By having processes working in connectivity through sprints but also the ability of looking back

and forward can meet with the mindset and environments in a Startup.

The ultimate goal within the choice of using this approach is not only the previously mentioned but also making sure that one process and its solution are unpolished and meeting with the needs of those we are designing for. Therefore, and in the end of the first Design Sprint, its reflection and outcomes will be further explored during the second and improved upon, as well as its phases.

## Initial Mindset

When considering that one of the strongest values that GTC is able to deliver, further underlined and shown in this Thesis, is the network facilitated and created during the programmes, one may question on “How to guarantee that this keeps happening without GTC’s direct influence?”.

In order to answer to this question, it is first necessary to understand the reason behind the choice of working to present possibilities to solve this need. GTC aims to make *Green Business Good Business*, and is currently doing this by bringing to the surface otherwise untapped and unnoticed Startups with workshops that can help them with key elements to success at the same time that is presenting them to key industry players as well as Investors.

The planet is not getting any better sooner and these Startups are making and developing solutions that can help the Earth and its population.

This is the mindset behind my personal goals in life as well as GTC. Thus, being a perfect match to be able to work in a company with such vision at the same time that helping it to further create more successful Programmes and strong relations between Startups and, therefore creating communities. As the saying goes, *We are stronger together*, this Thesis aims to allow this premise to happen not only during the programmes but also afterwards.

Furthermore, and with this in mind, the initial problem statement has the key elements described previously and underlined below.

How might we **facilitate further networking** amongst GTC and Stakeholders and, thus **strengthen** the **value initiated** and **co-developed** from the main programme?

Sprint 1 - Understand



## Initial Meeting with Co-Founders

As a kick-off of this Thesis, an initial session with GTC Co-Founders was set with the goal of presenting my first problem statement and receive their feedback as well as gain new knowledge and perspectives towards the current GTC needs.

Furthermore, and considering that this Thesis will have suggestions for improvements, it is also required to have a clear understanding in terms having common goals with the company as well as a co-creation process throughout this endeavor.

Therefore, and when presented the initial statement, both confirmed the need to continuing the value that is currently being provided, to all the stakeholders. They also expressed the desire from the Partners and GTC to have some sort of quartely meetings with Alumni. Alumni are startups that already took part on one of the GTC programmes.

Thus, enhacing the importance towards Alumnis to be together after the programme at the same time having a strong bonds being developed between Alumni.

## Research

Research was made in order to understand the assessment that Alumni, Partners and Investor had towards the most recent programme developed, which was the Berlin one in January.

This was done based on the Typeform made where they had to evaluate the programme as well as from data collected within Green Tech Challenge (Figure 3).

Based on the data shown, which is based on the Alumni, it can be said that they would like to recommend GTC within their network, which reflect directly with the value that GTC is delivering and want to continuing to deliver. Therefore, the value that can be seen is that GTC is creating and generating networking within the programmes but that same networking is not being further pursued.

### How likely is it that you would recommend it to a friend or colleague?

13 out of 13 people answered this question

Average: 8.77

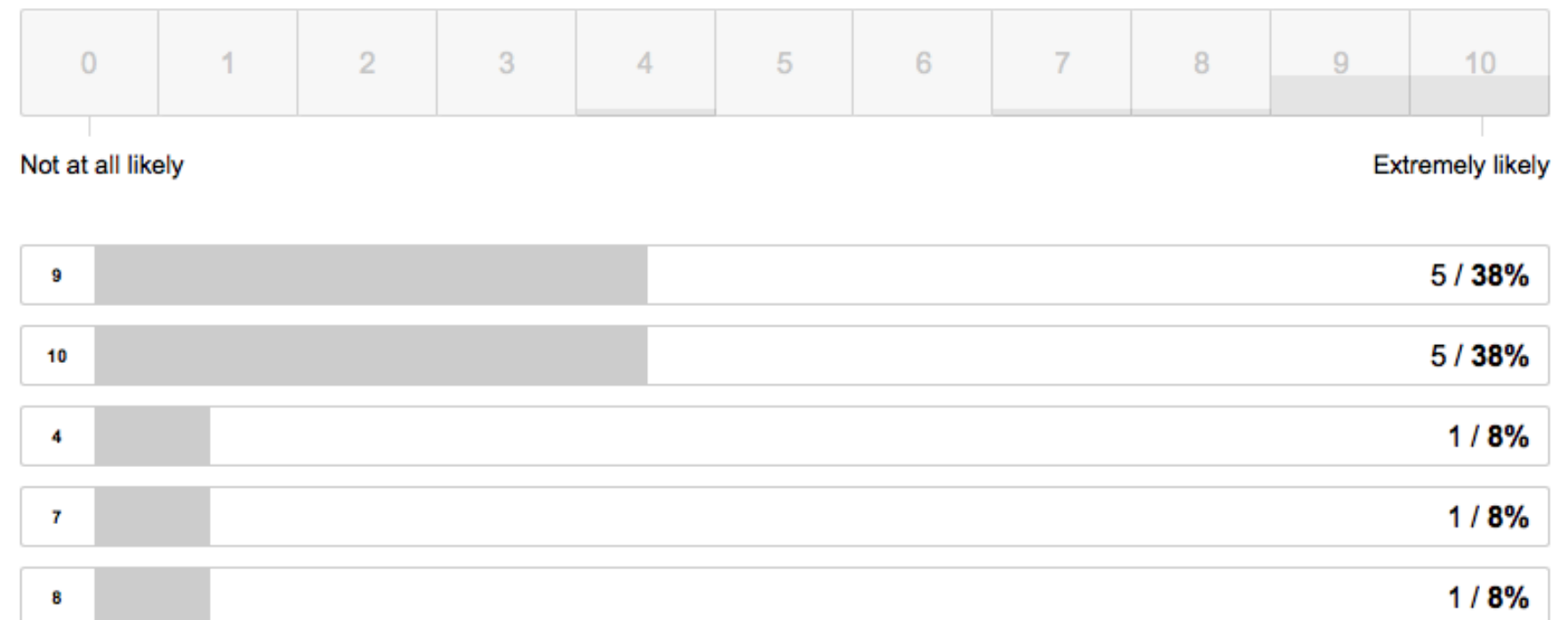


Figure 3 - Question taken from a Typeform questionnaire sent to Alumni



## Research

Based on the Typeform sent to Alumni, another one was sent to Investors. This provided a way of continuing the analyses and collection of data as well as having a better understanding towards one of the GTC stakeholders.

Although the number of responses from the Investors was short comparing to the amount that was present in the programmes, it still can bring valuable information towards their feedback regarding how GTC is running the programmes.

Based on the data collected from the Investors, the goal was to learn and perceive the quality of GTC programme as well as the startups that took part. Ultimately, this information will not only lead to uncover the value that they see in GTC programme but also what could be further improved.

Figure 4 reflects on the quality of the startups pitches. Further questions can be seen in the Appendix A.



Figure 4 - Question taken from a Typeform questionnaire sent to Investors

As it can be seen above, a clear picture starts to take form, in the sense that Investors qualify the Startups in an average way, which reflect directly in the probability of them investing in those same startups, thus giving forth the conclusion of the 2.8 average rating given. Therefore, an initial Investors statement can be made, which is based on the hidden (can be seen from the rating given) desire that they express, “In order for us (Investors) to invest in promising green startups perhaps a better quality of those same startups could help us in that direction”.

This doesn't mean that Investors don't see value that is coming out of the programmes and that same statement can be made from the information collected in the typeform, in which Investors would share and recommend the programme within their own network.

Also and considering data collected from past interviews with Investors, it was possible to identify a few aspects that they like to know firsthand before getting to know green startups. Such information is described below in bullet points:

- Know about the Accelerator programmes that Startups have participated;
- Knowing who are the big clients accounts that they already have and the benefits that they see in having such clients;
- Knowing which big clients accounts they would like to have as well as an attach information in order to understand the value that they see those accounts can bring to their businesses.

(interview with investors and key points inspired on Andreas Jonsson Thesis, Jonsson, 2017)

## Research

In order to have a better overview of all GTC stakeholders needs and desires, it is also necessary to perceive what is the feedback that GTC Partners have towards the programme but also to understand how GTC can provide continuous value to them.

Therefore, an analysis into the data gathered and developed by GTC was done (Appendix B). The goal behind this data was to have an enlightened perception regarding the workshops done with the collaboration of one of GTC Partners as well as to documentate such evaluation. Thus, enhancing the importance that Alumni have in the process of improving the workshops but also to better understand how Partners and GTC can provide a continuous value to them.

Through this data it was possible to comprehend that the participants had a positive feedback towards the programme and workshops runned. Also from one of the Partners feedback, it was possible to see that they saw great value in helping startups in terms of advisory as well as

to guide the startups in their own paths. Although, this was positive feedback towards the programme and workshops, they stated that one hour for each startup was too short due to the fact that it didn't allowed them to continuing working and help them, which lead them to prioritise what to address.

This feedback can be perceived and analysed in two possible outcomes. One is that each session can be prolonged for more than one hour, which can provide a better outcome not only for partners but the startups but at the same time it can mean that one day would not be sufficient for all the startups to receive advisory and, therefore, increasing the time frame of the entire Programme and changing the concept behind GTC programmes. The other perception that it can be taken is that since Partners expressed the desire to have more time with each startup to advise them, a possible outcome for that would be to developed, after the Programme, a workshop day focused on continuing to advise them or to follow their business and help them.

Thus, confirming a desire to continuing to deliver value created in the programme after its end and, therefore to have a continuous networking happening between all the stakeholders.

## Research

Further analysis on the GTC Berlin 2017 was done via phone calls and its information was made into a google spreadsheet (Appendix C). The goal within the data collection was to gather information towards the programme through the eyes of those who participate in the programme, startups.

As an overall, the feedback was positive in the sense that it allowed startups to have a better overview of their business as well as the ability to increase their network and be exposed to potential deals during the investor day. Even though they had a good experience throughout the programme they gave a few recommendation in regards of what could be done in a better way as well as what they would like GTC to improve. Therefore, they stated that the application process in which startups go through in order to be participants is too long and should be more precise, also it was expressed that the programme should be more tailored accordingly to the participant startups in order to meet with their needs.

As a consideration for the future, these statements and assessments of each programme can allow GTC to be more concrete in terms of giving and providing what startups expect from the programmes as well as seeing what GTC is lacking in delivering. Thus, meaning that from the feedback given, GTC should find a way to develop tailored workshops that could match with the participants needs and fields of business.

As a complementation of this analysis, it was necessary to have also the perspective of those who organize and facilitate the programme, GTC Co-Founders. In order to do this, it was asked to them how they perceive the programme as well as recommendations for future programmes.

In its all, the co-founders were pleased with the development of the programme, although improvements should be done or taken into consideration in order to not only keeping up the good assessment from the programmes but also to continuing to deliver the value that GTC and stakeholders bring to the programme.

Therefore, and seeing the need to communicate beforehand to Partners and Startups how the workshops are done and what are the benefits, GTC has the need to share information to all its stakeholders in order to have a smooth and time efficient programme.

## Interview

In order to further understand the perspective of those who have already participated in the programmes as well as seeing common patterns from Alumni within different countries, an interview with one of the Copenhagen Alumni, YoooWe, was made.

The same questions was made and it got a similar reply. Which can then be translated into a identification of a common pattern towards the value that is currently being developed from the programmes.

Furthermore and with the Alumni data, further interviews were done in order to see what is considered to them as a value that GTC bring but also to see how GTC can continuing to deliver those same values.

An interview was conducted among with two of the Alumni in GTC CPH 2016, YoooWe and Closay, where the goal was to continuing to understand what could be done for them in order to continuing to deliver previous identified value. Therefore, and from the interview was possible to see that they see value in continuing to networking and share their success stories among Alumni. Although they identify this need for continuous networking, they don't see it has being a priority for the near future but perhaps for the long term awareness that they perceive that could bring value to them.

## Interview

Another interview was conducted, but this time the aim of it was to have a different perspective of Service Design and its design processes. Such interview was conducted with a Professor at Aalborg University, Heilyn Camacho.

Furthermore, and within the interview it was discussed several ways of conducting design processes. Ultimately, the professor gave me some feedback towards my choice of Design Sprints, such as being able to guarantee a connection between sprints, but also gave some recommendations and suggestions regarding also a topic that should be taken into account.

Therefore, by using design processes in order to help in identifying patterns and directions in which the thesis can go as well as to using this design in business as a way of improving values in a longer term for the stakeholders involved.

Overall, this interview allowed to gain some perspectives towards the direction and how to conduct design processes within this Thesis but also to perceive a more business oriented understanding regarding the benefits in a longer timeframe for those whom the service is meant to be used.

## Value Map

In order to better understand and have a better overview of GTC and its stakeholders a value Map was done. Value map (Figure 5) is a tool that allows to highlight in a visual way the existing links that GTC creates between startups, Partner and Investors.

As it can be seen, this map not only represent the value that is being created through GTC and its Programmes but also it represents the ecosystem around GTC. The interaction that occur and, which GTC facilitates, happens within the Programmes and each interaction between Partners and Participant Companies differ in the type of workshops that are runned.

They can differ from lawyer advises, patten experts, sales or pitches. The other interaction that occurs is between Participant Companies and Investors where the connections is made within the Investor day in which the startups pitch their business cases to the Investors and then when interested they are approach and funding may happen or network is developed.

GTC role is to facilitate this interaction between all the stakeholders as well as helping the participant companies to create and develop network between the stakeholders.

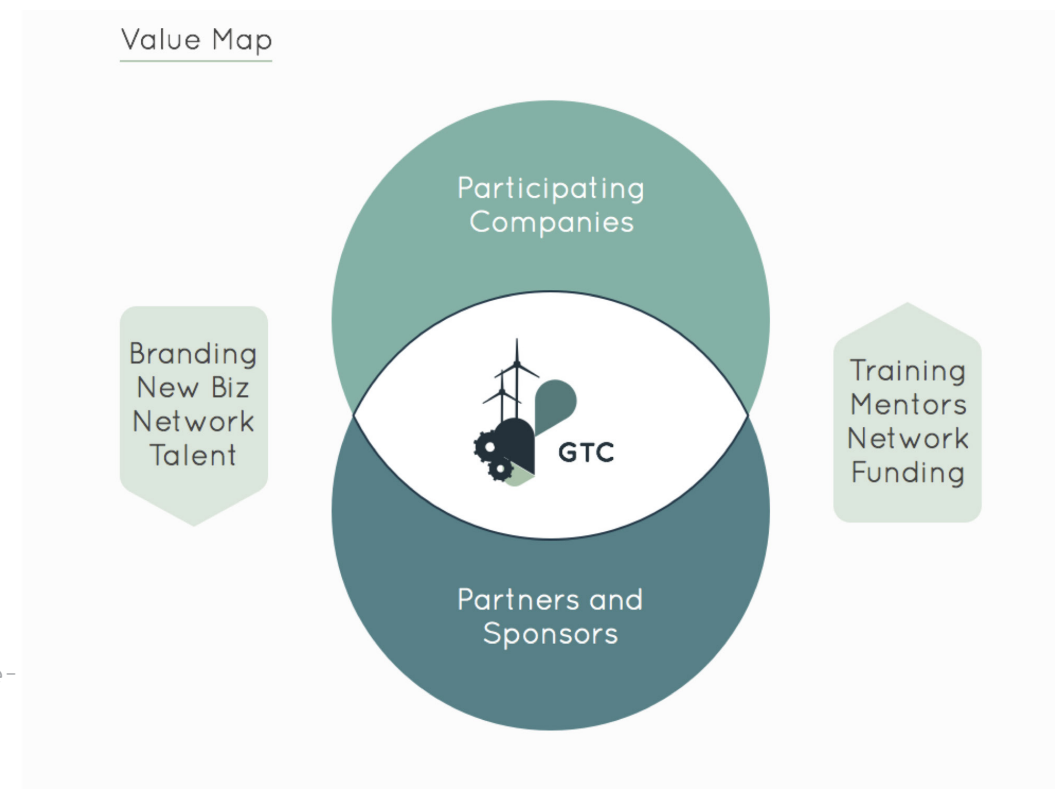


Figure 5 - Value Map explaining the links between GTC stakeholders

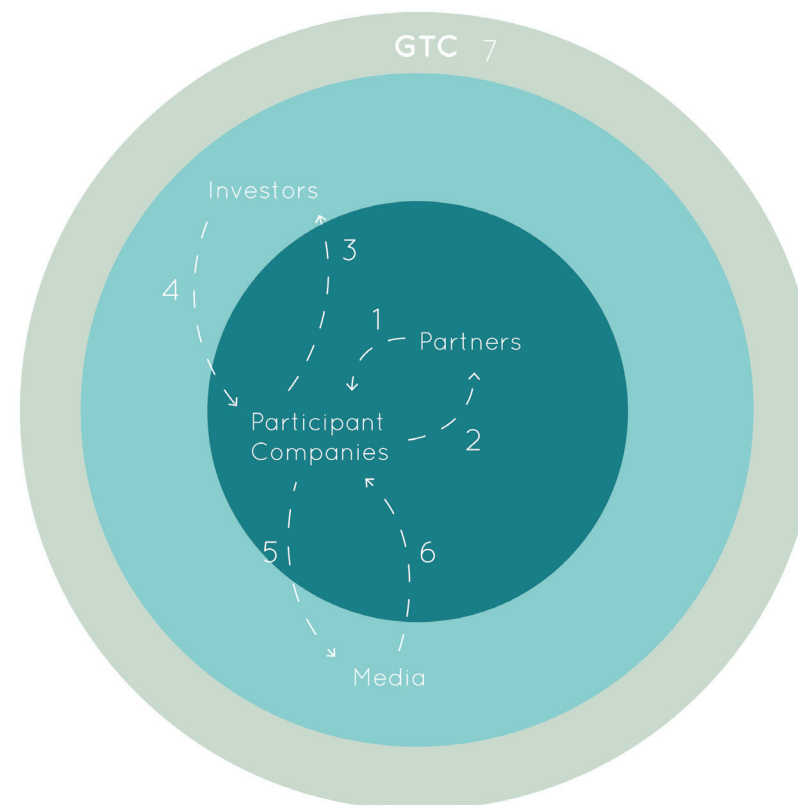


## Ecosystem Map

Based on the previous explanation of the type of intercommunication between the stakeholders, an Ecosystem Map was sketched and can be seen further on (Figure 6).

The inner circle represents the internal stakeholders of GTC due to the fact that the main interactions during the programme is between Partners and Participant Companies. The circle around the inner circle corresponds to the external stakeholders, which only interact with the Participant Companies during the Investor Day,

Furthermore. GTC is represented in the outer circle due to the fact that all the circles within represent the type of ecosystem that GTC has and which GTC facilitates. Thus, GTC englobes all the internal and external stakeholder within its ecosystem.



### Legend:

1. Mentor/ Training/ Network Startups
2. Opportunity to see new Talent/ Tech  
Chance to know new Businesses  
Increase Network
3. Opportunity to invest in new Talent/ Tech  
Network with Startups
4. Chance to have a opportunity to receive funding & bust the company  
Increase Network & Know people in relevant fields  
Receive validation of the Business
5. Opportunity to see new Talent/ Tech
6. Awareness/ Visibility/ Branding
7. GTC facilitates all the interaction within the Programmes

Figure 5 - Ecosystem Map of GTC stakeholders



## Analysis into the Programmes

In order to have an unlighted perception of the needs and struggles of the stakeholder, it is required to analyse all the stakeholders involved in GTC. Therefore, I decided to start looking at the Alumni businesses, who are a huge part of GTC stakeholders and to whom the Programmes are designed for. Such analyses is based on the feedback and responses gathered from the round 2 applications forms that Alumni go through. These Alumni are companies that took part of GTC programmes in Copenhagen 2015 and 2016 as well as Berlin 2017 and Lisbon 2017.

Taking into consideration that Alumni are part of the stakeholders around GTC, an analyses to their top 3 challenges, motivations and expectations when going to GTC programme is necessary in order to understand their struggles and needs.

The reason behind these analysis is due to the fact that they represent the desires and struggles that startups face. Therefore, charts were made based on the response from the round 2 application form, which every company goes through, with the goal to have an overview and to identify a common pattern that may exist between all the Alumni across the different programmes runned in different countries (see Figures 6, 7 and 8 of the graphs).

### Top 3 Challenges

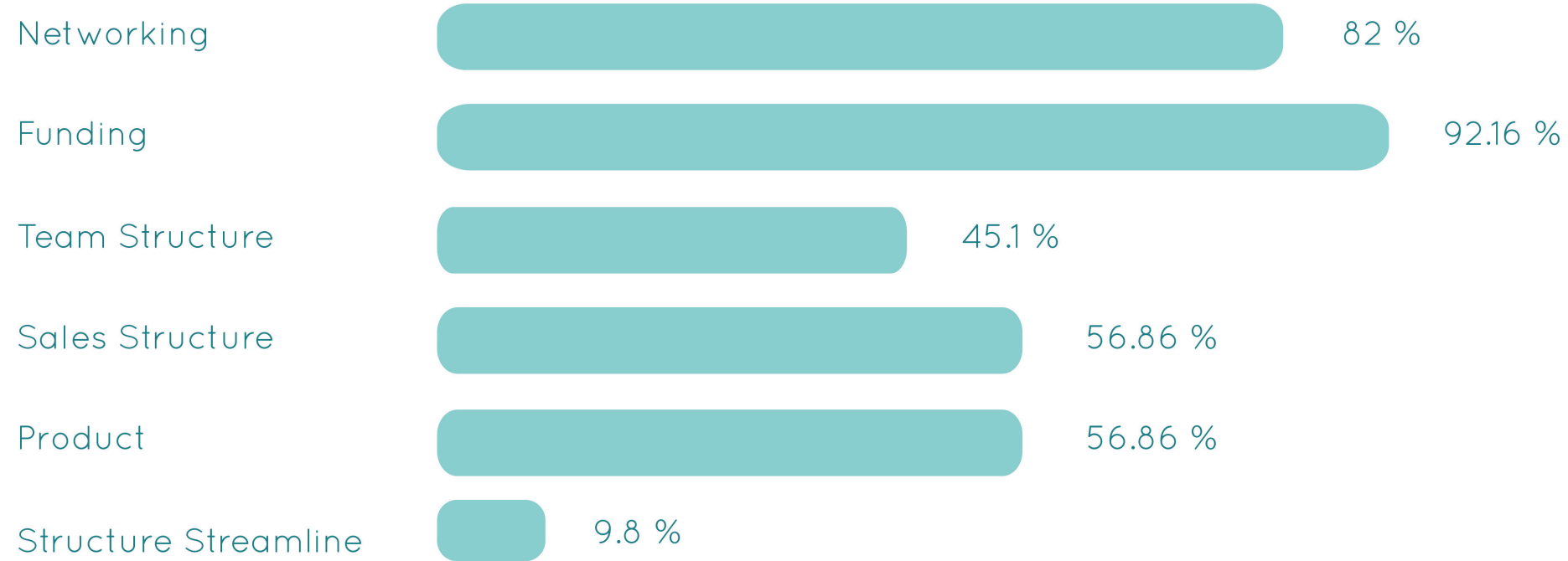


Figure 6 - Top 3 Challenges that Startups have when applying to the programmes

### Motivations

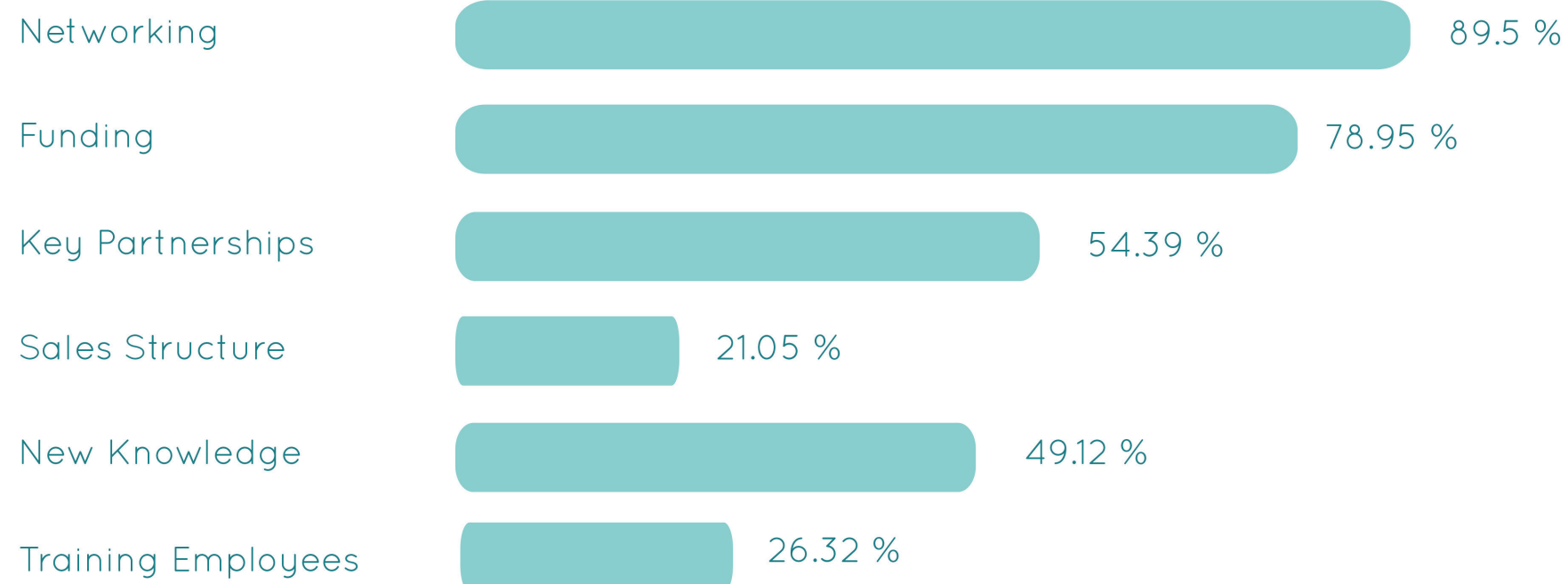
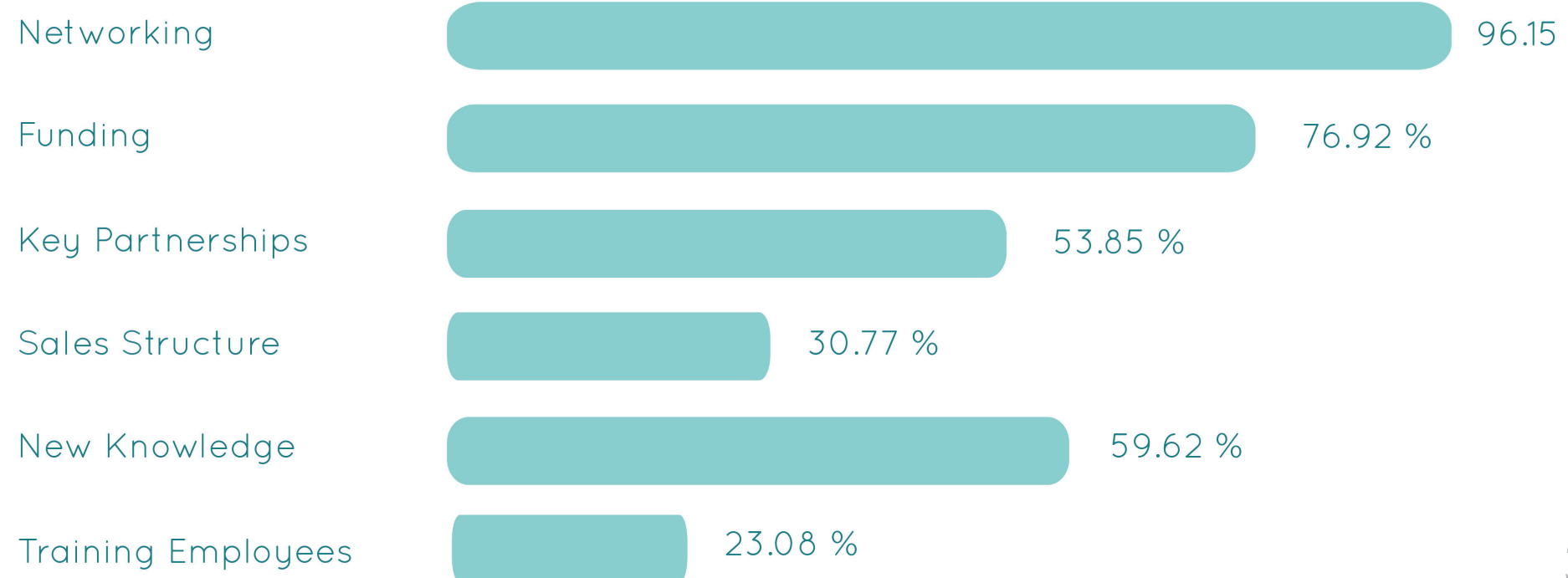


Figure 7 - Motivations that Startups have when applying to the programmes

## Expectations



*Figure 8 - Expectations that Startups have when applying to the programmes*

## Sum up of Analysis into the Programmes

The first chart represents the top 3 challenges that Alumni face when applying to GTC programmes. As it can be seen, a common pattern between all the Alumni in the different programmes exists. Such patterns are Networking, Funding and Product.

From the second chart above, Motivations when before going to the programme, it can also be seen a common pattern between Alumni. These common patterns are Network, Funding and Key Partnerships.

As it can be seen from the third chart, a common pattern can be outline from all the Alumni that took part in GTC programmes. Such pattern is based on the expectation of Network, Funding and New knowledge.

As an overall, it can be said that the top 3 challenges, motivation and expectations are the same, which can be translated in the type of programmes that GTC provides. Therefore, the most rated need and struggle that Alumni faces when applying to GTC is Networking. Taking into consideration that the aim of GTC in running the programmes is not only to provide and create Networking between startups and relevant Partners within different fields but also to mentoring them, one can assume then that GTC is bridging and delivering what Alumni express as a challenge, motivation and expectation in going to GTC programmes.

When considering that GTC delivers to Alumni what they state as a struggle, networking, it can be said that while looking at the entire business year, GTC is only providing this for a short amount of time, one week. Thus, this can be translated into a gap that GTC could approach and bridge. The reason that GTC may choose to pursue this is due to the fact that once the programme is over, it's up to Alumni, Partners and Alumni to communicate and network among each other.

Furthermore, and in order to keep track of all the recommendations given to GTC, a document was created with the goal of following and changing features within GTC, so it can be possible to attend to GTC stakeholders needs (Appendix D).

As it can be seen, in this document, there it is expressed a need to facilitate contact between the stakeholders involved in the programmes in order for them to have contact prior to the programme but also afterwards. This can assure a way to start the networking before the programmes and continuing to deliver value to those who participate once the programme is over.

## GTC Programme Intensity

GTC is only providing and creating Network in a short period of time during the programmes. A representation of this timeframe can be seen and perceived by an intensity graph, with an overview of an entire year (Figure 9).

This graph represents a timeframe of one year where the intensity that GTC brings, throughout the year to the start-ups, is represented in pink. As it can be seen, there is room and gap that GTC could bridge.

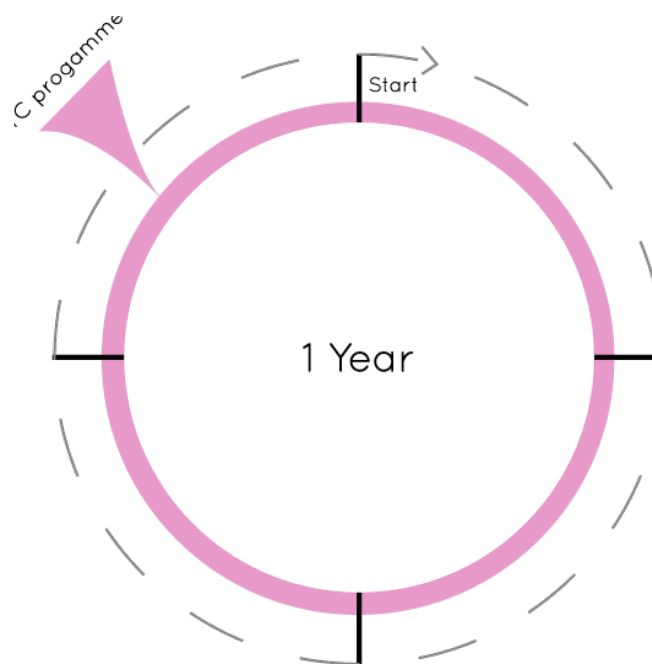


Figure 9 - Intensity Graph explaining the network intensity that is generated

Ultimately, the goal within this thesis is to bridge this gap and develop a service concept to be prototyped and tested, which can help not only GTC but also its stakeholders.

With this in mind, a graph was done in order to represent how this intensity could be spread throughout the year, while maintaining the quality of the programmes (Figure 10).

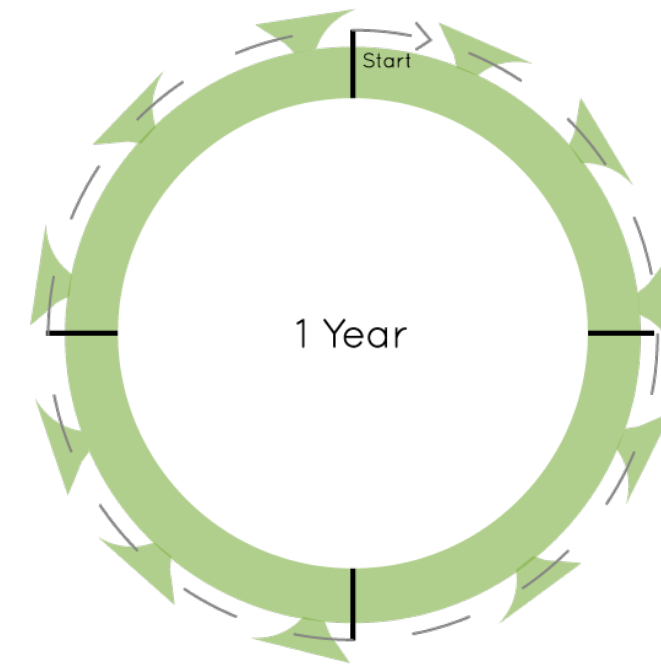


Figure 10 - Intensity Graph explaining how the intensity could be further explored during the year

## Reflections from Understand phase

This marks the end of the first phase within the Sprint 1, the Understand phase. Although, it is the end of this phase, it doesn't mean that further into the Sprint 2 the research and data collected will not be further iterated and further explored.

Taking into consideration that using Design Sprints can assure going back further in another Sprint as well as the ability to conclude or validate the data and key findings reached at this stage, one may state that the conclusion taken until this moment are not finished and will be further concluded within the next Sprint.

## Key Findings from Understand Phase

From the research done was possible to pinpoint several topics that could be further developed within the design process. Such topics could be seen from the interviews conducted with Alumni, from the feedback and recommendations received from Partners, Investors and GTC staff and also from the data collected and analyse from the round 2 application form.

Therefore, those topic are within Network, which was possible to highlight from the application forms and from the recommendations from Partners, Investors and GTC staff. Also it was express a desire from the feedback and recommendations given from GTC Partners and Alumni that they would like to have a platform where Alumni could share their progress during the individual workshops as well as the progress done after the programme.

Sprint 1 - Define



Based on the key findings from the Understand phase, the design sprint is now moving from and to the Define Phase. Here the design process will reflect on the data collected and ideate upon it. Where the goal is to generate insight statements from the stakeholder in order to have a clear understanding of their needs as well as to create insight questions, which can be further explored during a defining exercise.

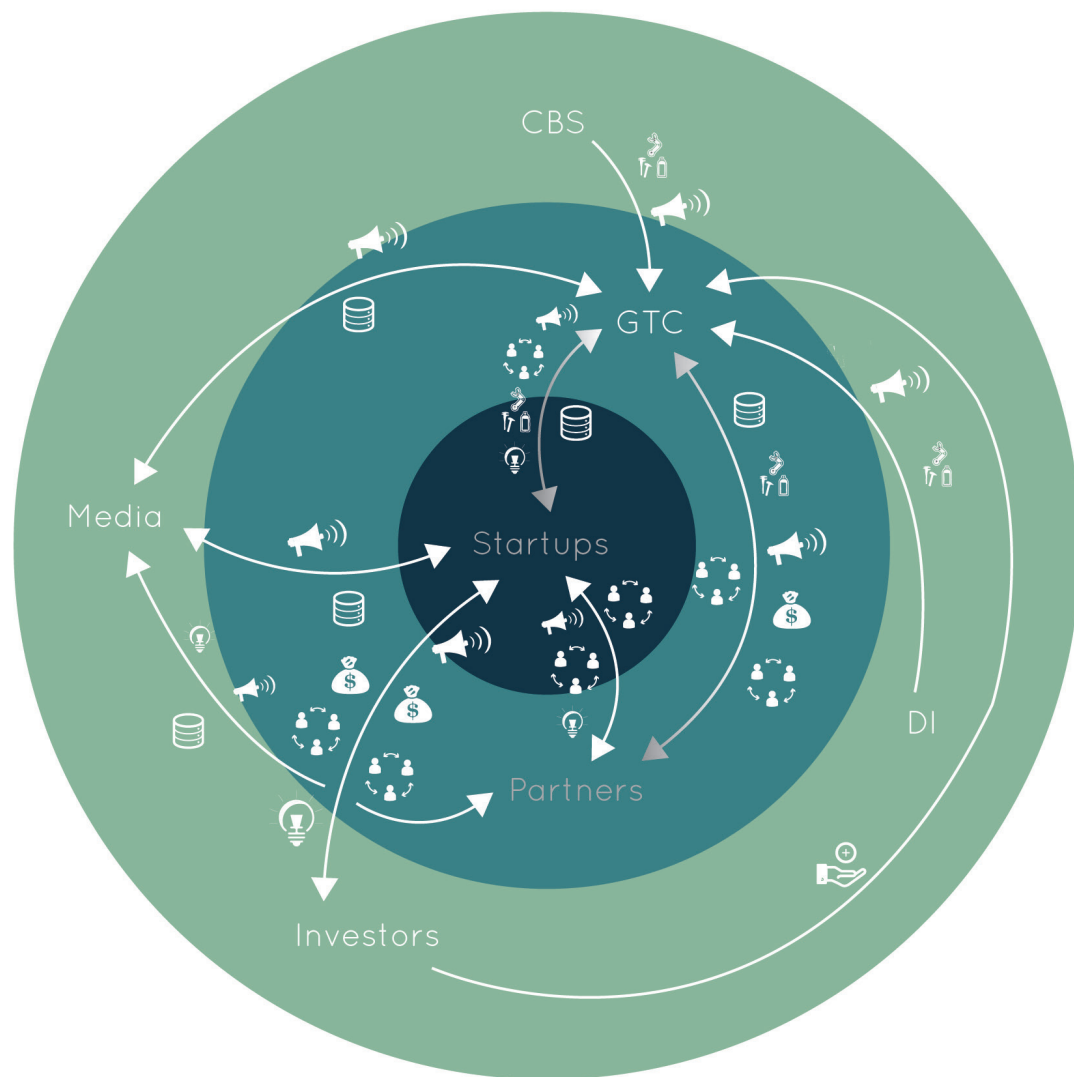
## Actors Map

Taking into consideration that a clear picture is starting to take form, in terms of relations between the stakeholder, an Actor's Map (Stickdorn & Schneider, 2013a), was done with the aim of representing such interactions as well as the type of relations that occur between the different stakeholders (Figure 11).

The focus behind this Actor's Map was to follow the current setting in which GTC Copenhagen 2015 and 2016 were runned, which represent the main programmes that GTC runs. The difference that happened between the programmes runned in Copenhagen from the ones runned in Berlin and Lisbon are connected to the physical places in which the programmes are done as well as the type of Media, Partners and facilities in which the Programme and GTC rely on during the year.

For example, at the time that GTC goes to other countries to run the programmes, the GTC Team is splitted and the facilities in which GTC uses in a daily bases is divided into two places. The same happens with the Media coverages that changes from programme to programme as well as some of the Partners and Investors, who are part of the Stakeholder of GTC.





Legend:











-  Network / Connection
-  Investment / Return of Investments
-  Data / Content
-  New Knowledge to Improve Business
-  Marketing / Publicity
-  Tools / Facilities
-  Value
-  Target Group
-  Facilitators
-  Institutions

Figure 10 - Actors Map explaining relations between stakeholders

## Insight Statements

Following the Actors Map, insight statements were, therefore, explored and can be access by order, Insight statements - Partners, Alumni, GTC and Investors, in the Appendix E, F, G and H.

By having these statements in mind, it is possible to move forwards while having the ability to look back at the statements when in doubts. Having these files created with the goal of summing up all the research done in statements and, thus, giving the possibility of looking at them and save time while doing, can assure a smooth process.

## Partners Insight Statements

From the overall Partner insight statements it is possible to underlined and resume their needs into topics:

- more time within the one on one sessions with Startups;
- start networking with Startups before the one on one sessions;
- have a online sharing findings platform for Startups.

## Alumni Insight Statements

From the overall Alumni insight statements it is possible to underlined and resume their needs into topics:

- start networking with Startups and Partners before the one on one sessions;
- have a continuously network throughout the programme and afterwards;
- understanding who are the Startups customers.

## GTC Insight Statements

From the overall GTC insight statements it is possible to underlined and resume their needs into topics:

- facilitate more networking between all the stakeholders;
- develop a newsletter for Alumni to share their succes stories;
- develop networking sessions after the programme.

## Investors Insight Statements

From the overall Investors insight

statements it is possible to underlined and resume their needs into topics:

- Startups more tailored to the Investors fields;
- lack of awareness towards the Startups;
- start networking with Startups before the Investor Day.

## Reflections from Define phase

This marks the end of the second phase within the Sprint 1, the Define phase. Although, it is the end of this phase, it doesn't mean that further into the Sprint 2 the narrow point of view will not be further explored.

Taking into consideration that using Design Sprints can assure going back further in another Sprint as well as the ability to conclude or validate the focus and key findings reached at this stage, one may state that the conclusion taken until this moment are not finished and will be further concluded within the next Sprint.

## Key Findings from Define Phase

From the insights statements done was possible to pinpoint several topics that could be further developed within the design process. Such topics could be seen from the insights statements from Alumni, Partners, Investors and GTC and also from the its conclusions.

Therefore, those topic are related to the needs expressed from GTC stakeholders within the Insight statements. This provided a simple and quick way of showing all the data collected at the same time that it provided a way o synthesizing that same data. Thus, those topics can be further pinpointed into an overall topic and which is a common needs from all the stakeholders involved.

Furthermore, that identified common need is to have and to facilitate further networking. Taking into consideration that it is also the value that GTC delivers, it should be also a value that should be further improved.

Sprint 1 - Ideate



Based on the key findings from the Define phase, the design sprint is now moving from and to the Ideate Phase. Here the design process will reflect on the data collected and synthesizing and ideate upon it. Where the goal is to generate more focus questions statements from the stakeholder in order to identify common patterns based on their needs as well as to Service ideas, which can be further explored during into the Design Process.

## “How Might We...?”

Furthermore, and having these insights in mind, “How might we...?” exercise, based on the method (IDEO 2015: 85), can be made, using the statements created from the stakeholders, and developed each one, accordingly. This type of exercise can allow the emerge of different topics from each stakeholder, that could be further explored, and then grouping them according to similar needs that stakeholders may have. Therefore, such exercise will focus on each stakeholder and, the “How might we..?” questions will be, by order Alumni, Partners and GTC, presented further on;

- How might we facilitate a way for Alumni to start networking with Partners, after the programme?
  - How might we facilitate a way for Partners to share key findings from the individual sessions with Alumni?
  - How might we, at GTC, facilitate a way to communicate success stories from Alumni?

The inspiration behind the How Might We...? exercise was on a book called "The Design of Business" (Martin, 2009), in particular to a tool called "The Knowledge Funnel" (Figure 11).

Like it can be seen above, in the beginning of an ideation phase there is a "mystery" and no exact idea of the outcome and as the design process is being further developed the idea/s are narrowing down until a clear picture of the Service Concept can be identified and presented.

Therefore, and following this tool and having an understanding of the stakeholders needs in mind, the How might we..? exercise can bring not only a brainstorm of possible ideas that are going in the direction of the stakeholders needs but also more structured and organized perspective of ideas in which the Thesis can follow.

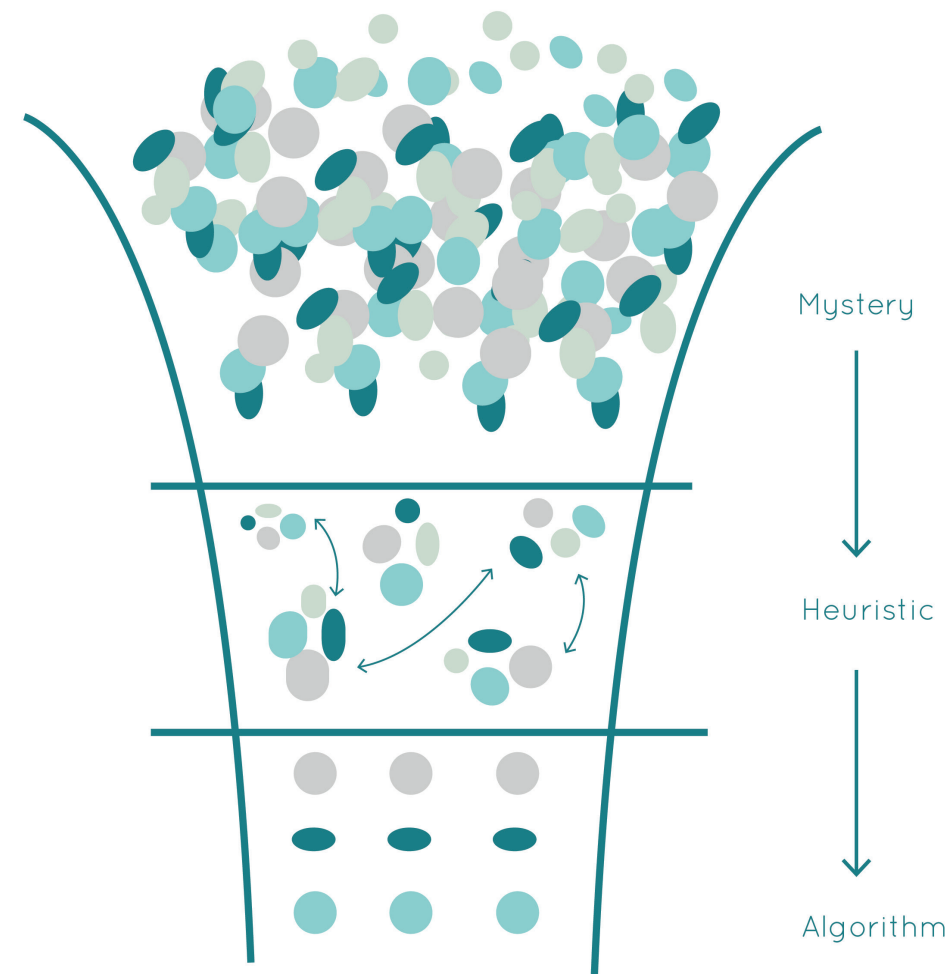


Figure 11 - Graph inspired on the "Knowledge Funnel"

Based on the "How Might we...?" questions created, the further exploration of the exercise was performed amongst the Service Design team at GTC and GTC Team in order to see the potentiality and different perspectives that it may bring.

At the time of creation of the “How might we..?” question, the midterm presentation for the thesis was taking place, which gave the opportunity to bring into the design process my fellow peers and Service Design experts with a outsider perspective towards the ideation process and GTC. From that session, it was possible to see patterns emerging, and which were further taking into consideration when combining the midterm exercise and the GTC Team “How might we..?” exploration.

Taking into consideration that doing this type of exercise just amongst the SD team could bring the same outcome due to similar background, it was decided to make this exercise along with the rest of the GTC team. Thus, bringing to the exercise a multidisciplinary team that has expertise in different fields, such as Anthropologist and Business Development.

At the same time, and since they have also experience with working in close proximities with the stakeholders involved in GTC, they can also bring their perspectives and needs into ideating upon the “How might we..?” questions.

Furthermore, and with this mindset in place, the exercise was conducted and the final process can be seen in the following Figures.





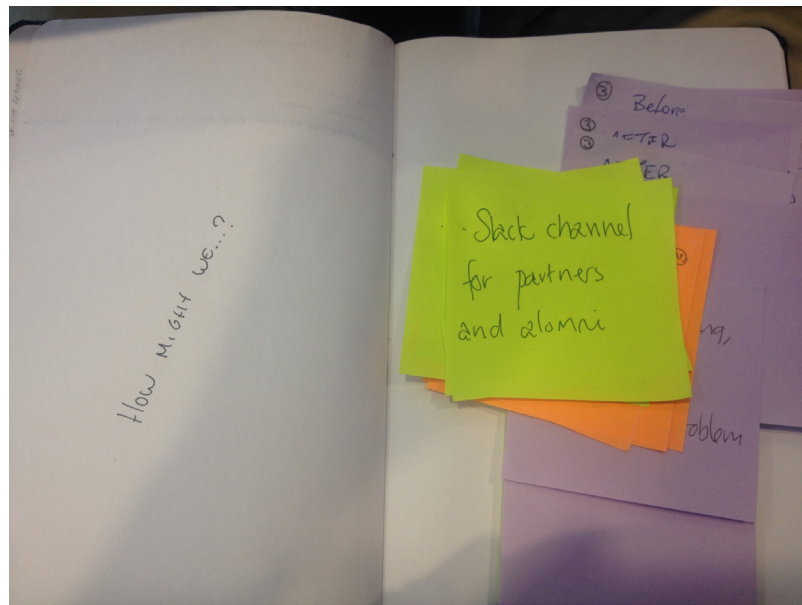


Figure 12 - Cluster from the exercise session at the mid-term presentation

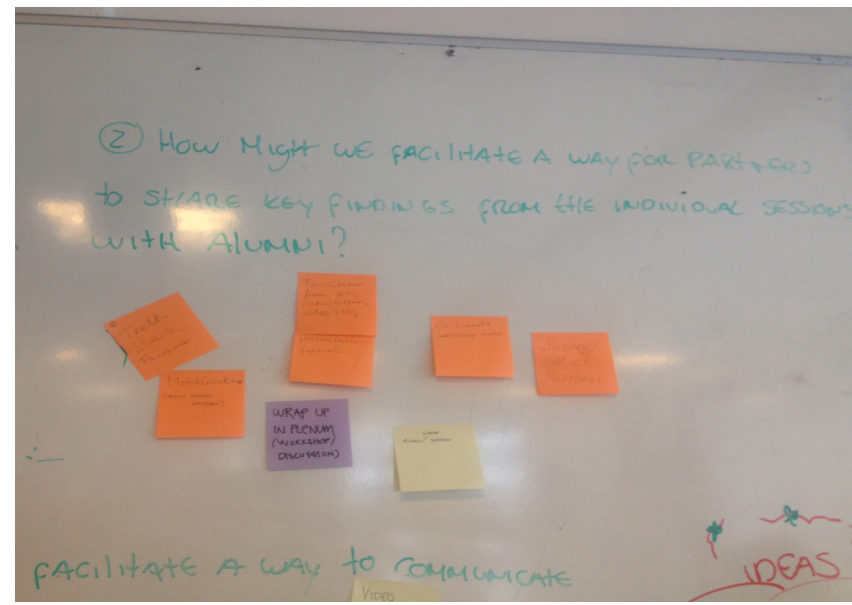


Figure 14 - Cluster from the two sessions organized in a white board (How Might We...? question 2)



Figure 15 - Cluster from the two sessions organized in a white board (How Might We...? question 3)

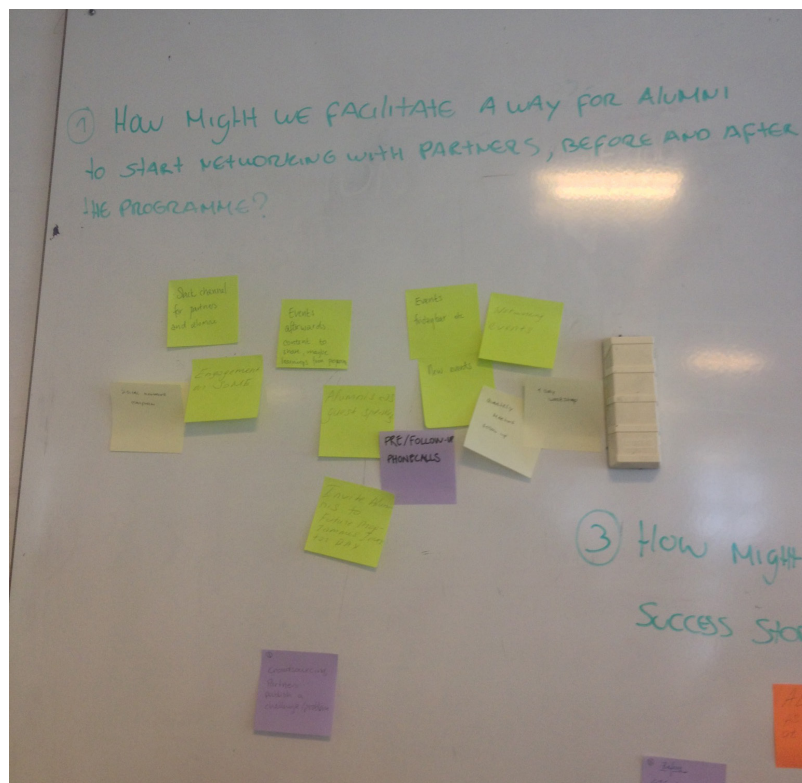


Figure 13 - Cluster from the two sessions organized in a white board (How Might We...? question 1)

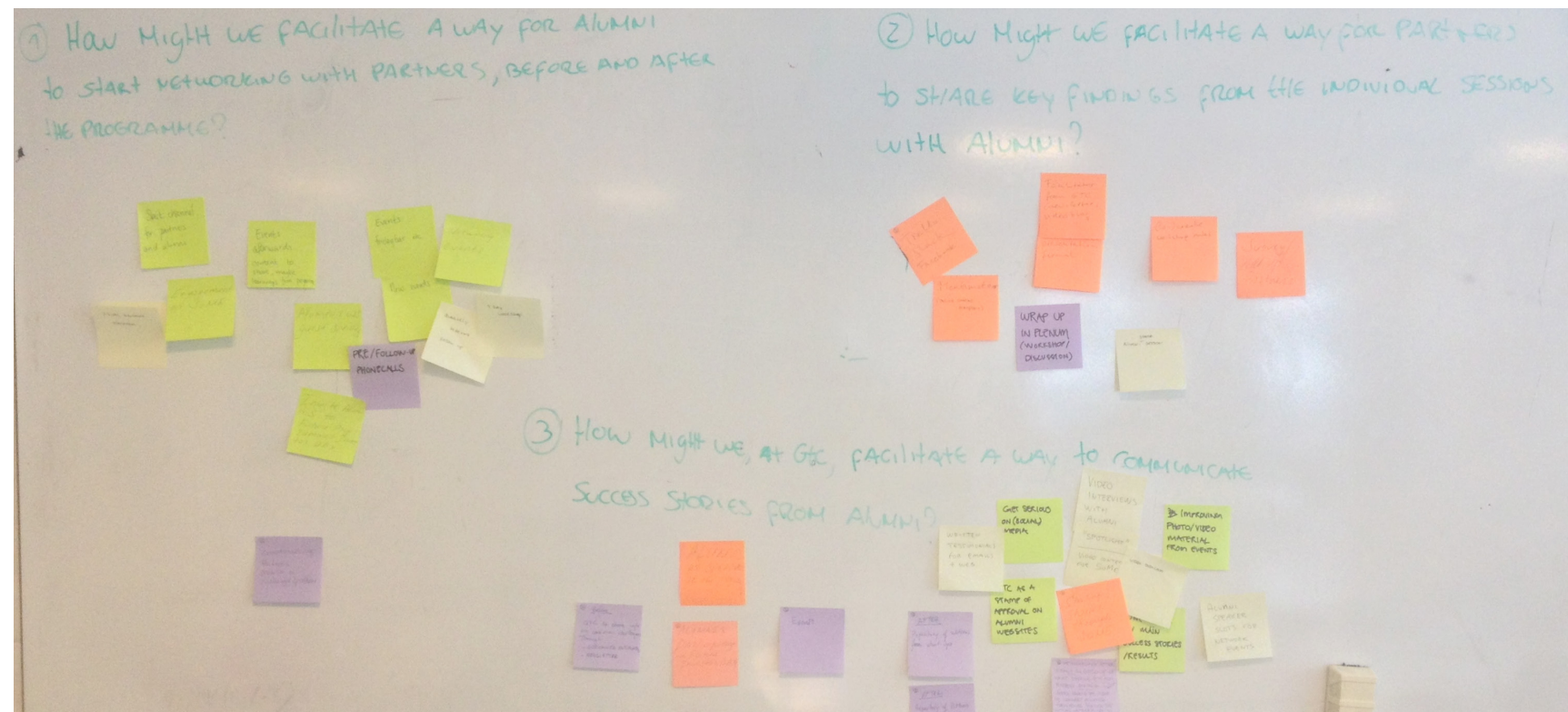


Figure 16 - Cluster from the two sessions organized in a white board



## Reflections on the exercise

The session's outcome was beneficial not only because it had a multi-disciplinary team but also the participation of my fellow peers at the University but also due to the fact that it allow to see different possible ideas for a service concept to be further pursued during the design process. Therefore, several topics were possible to underline, which were based on the patterns recognition identified from the exercise. Those topics are related to physical events, like a quarterly follow up meeting, or an online video presence where startups and relevant GTC stakeholders would interact in order to share their stories and business cases, or even a creation of a Slack channels for Alumni and Partners to keep networking after the programme.

Once the exercise was complete, a discussion amongst the GTC team took place, in which a question emerge "Why are the How might We questions focused only on the after of the programme?".

Although the focus on this thesis is in a post/ after service offering, it is a pertinent question due to the fact that in order for it to be a post/ after service there is a need to create a transition to occur between the programme and after the programme. Thus, and as it was concluded from the talk between the team, in order to provide a continuous networking between GTC stakeholders it is, first, necessary to strengthen the networking during the programme in order to make a smooth transition into a after/ post service offering that may occur.

Furthermore, these three Service Ideas are still unpolished and need to be further tested and validated amongst GTC and its stakeholders in order to validate their desire in regards to meet with their aspirations.

Therefore, and once these Service Ideas are further explored and iterated upon, a more concrete and detailed explanation will be further presented. Thus, one or more Service Concepts will appear and delve into.

## Service Ideas

Based on the ideation exercise “How Might We..?” it was possible to pinpoint three possible directions or Service Ideas that are going towards the needs of GTC stakeholders.

In order to have a better perception regarding the Service Ideas, three sketches ideation were made (Figure 17, 18 and 19). The aim in doing these is not only to have a visual aid towards the Service Ideas but also to give the potentiality of a more concrete Service Idea to take form. First a description of the Service ideas is made and further on the sketches will be shown within the prototype phase.

### **1. Service idea of an online video sharing/ streaming**

Taking into consideration that all the stakeholders expressed the need towards having more network to be facilitate as well as an online sharing platform, this idea is going in the direction of those needs. Therefore, in an online sharing/ streaming platform Alumni can share or livestream with other Alumni in order to share their succes stories or to give recommendation towards eachothers businesses. Partners

can follow and track Alumni Business in the platform as well as request for a live-stream session with Alumni.

### **2. Service idea of an online chat/ slack channel for Alumni/ Partner**

The idea of an online chat/ slack channel for Alumni/ Partner was generated from one of the ideation exercise. This Service Idea is going in the direction and assumption that both, Alumni and Partners, don't have much extra time to spend in meeting with other Alumni or Partner due to a time demanding that a Businesses have. Thus, a creation of, for example, a slack channel where Alumni and Partners could interact with each other without spending to much time could help to bridge the need of more network and interactions between Alumni and Partners.

### **3. Service idea of a physical network meeting between Stakeholders**

Taking the GTC programme as an example as well as the need of having further physical session in place, this idea is going in that same direction. Thus, enhancing the importance towards having more

meetings between the stakeholder in order to better connect each other at the same time that reassuring a smooth transition for another Service offering for after the current GTC service offering.

Sprint 1 - Prototype



Based on the description of the Service Ideas, the ideate phase is now moving to a Prototype phase.

Within the Prototype phase the goal is to develop narratives and sketches for the Service Ideas to be tested as well as to have a better understanding of the process and mindset in which the testing sessions will be developed.

Furthermore, it has become to take form a clear picture towards the needs that Alumnis have and what type of a Service could be further explored in order to meet with those needs.

At this stage, there was still three Service Ideas and no clear framework for having a prototype to test or a narrative to present during the testing phase.

Therefore, it will be first presented the sketches behind the Service Ideas in order to have a clear picture of the sequence in which the future Service could have. Then a narrative of those Service will be described.

It is also necessary to mention that at this point a decision will not be made, in terms of choosing a Service Idea, until the testing of the three Service Ideas.



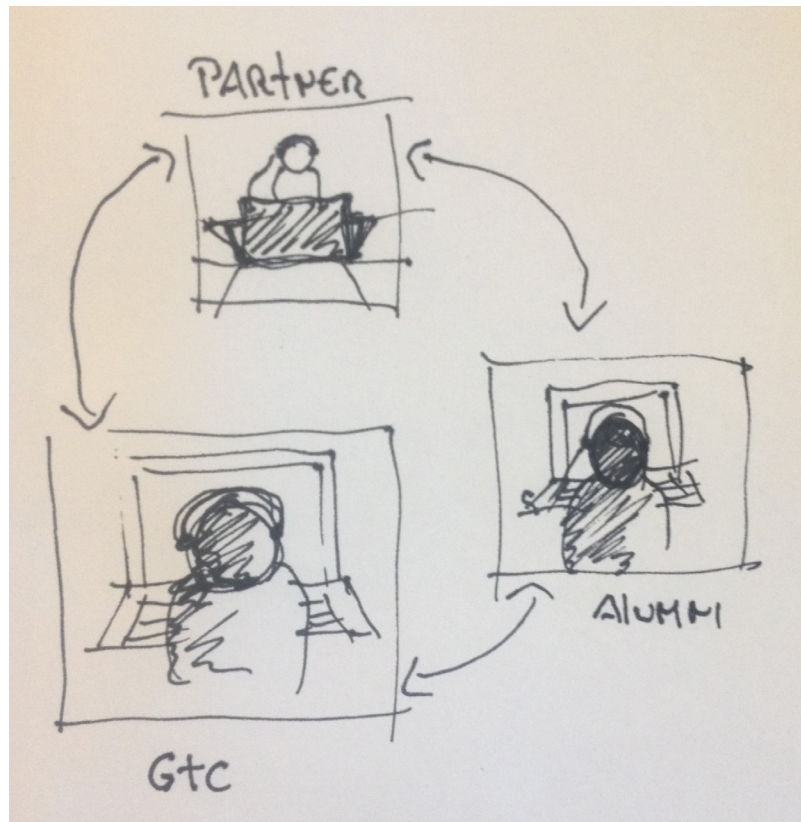


Figure 17 - Sketch of the Service Idea of an on-line video sharing/ streaming

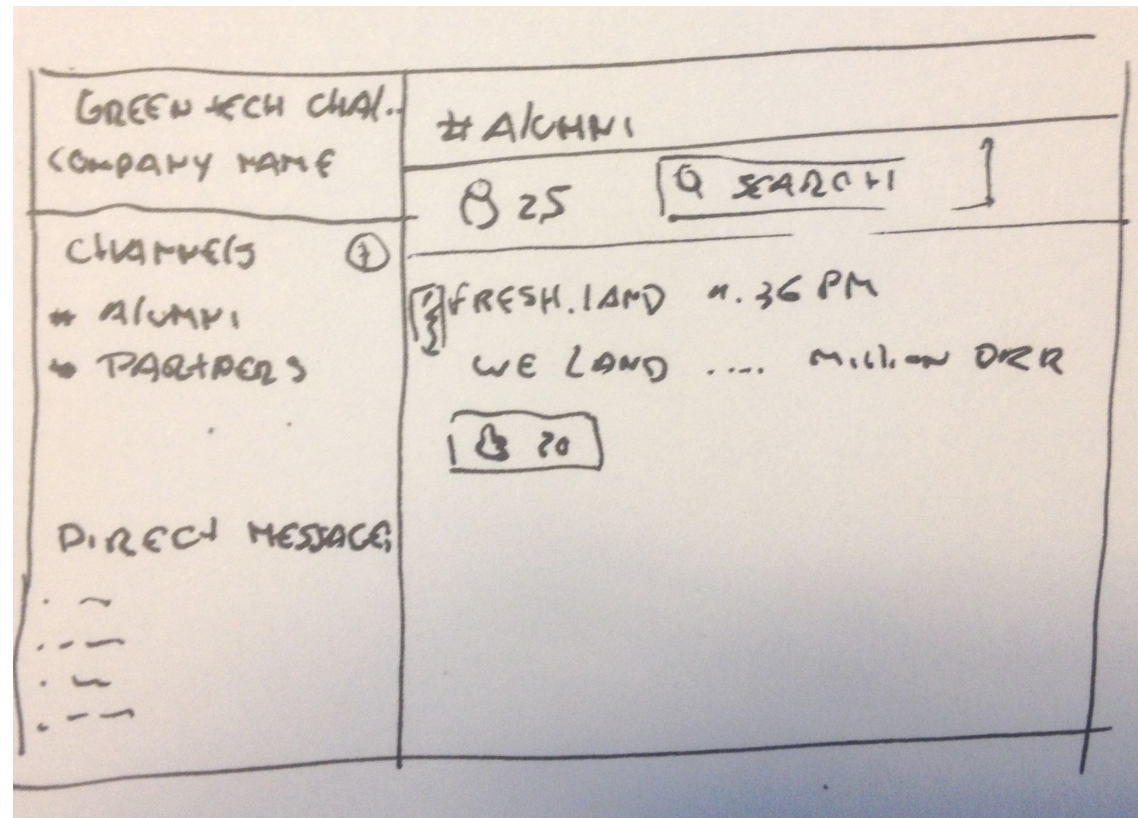


Figure 18 - Sketch of the Service Idea of an online chat/ slack channel for Alumni/ Partner

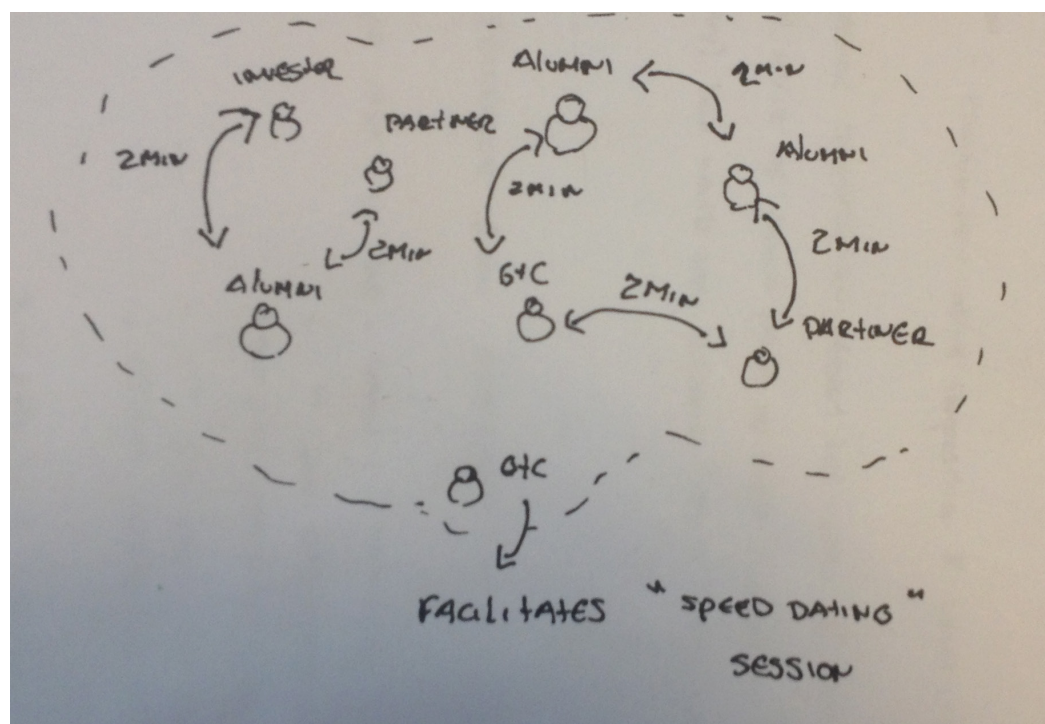


Figure 19 - Sketch of the Service Idea of a physical network meeting between Stakeholders

## Narrative of the Service Ideas

### **1. Narrative of the Service idea of an on-line video sharing/ streaming**

Within the sketch one example of how the Service Idea can be tested and the settings behind it, can be seen.

Thus, an exchange of interactions between GTC, Alumni and Partners is taking place via, a Skype call. Here GTC facilitates the contact between the Alumni and Partners as well as the session. The aim within this session is to develop and provide further network between the two stakeholders at the same time that is providing partners a way to keep tracking the Alumni business after the programme.

### **2. Narrative of the Service Idea an online chat/ slack channel for Alumni/ Partner**

As it can be seen, the sketch is providing an example of the settings in which the slack channel can take as well as visual aid towards how it can be used by Alumni, in this example.

In this case it is presented one of the channels, General, in which Alumni can post a success story as well as presenting on the left side some of other possible channels.

### **3. Narrative of the Service Idea of a physical network meeting between stakeholders**

The sketch is providing a visual support on how a session can be facilitated between the stakeholders as well as the stakeholders that can be involved in the session.

The narrative of the session is meant to have a framework of a “speed dating”, where each pair will have 2 minutes to present themselves and then swap by another pair. The aim within this is to provide the stakeholders further network as well as to start developing relations between them in order to have a smooth transition for an post service offering.

## Reflections

From the narratives and sketches of the Service Ideas some aspects of the initial thoughts were further iterated and a more clear picture is taking form of the potentialities that each Service Idea may have and bring to all the GTC stakeholders.

Therefore, further key elements within each narrative presented was possible to underline;

- In the first Service Idea, there is no fee to be charged in order to take part of the session;
- It could be difficult to plan a online session due to lack of time of Alumni and Partners;
- the second Service Idea can provide a way for Partners to track Alumni Businesses;

- the second Service Idea, by facilitating a channel for Alumni to share their success is giving them a way of keeping a track on each other;
- also it can provide a way for Alumni to ask for recommendations on a specific issue that they are facing as well as to further interact with each other after the programme;
- the third Service Idea is providing all stakeholders to have a way of networking with each other which can be of great value not only during the programme but also further on;
- also it is providing a way for the stakeholders to start creating bonds with each other

Sprint 1 - Testing





Based on the narrative and sketches of the Service Ideas, the Prototype phase is now moving to a Testing phase.

Within the Testing phase the goal is to test narratives and sketches for the Service Ideas as well as to have a better understanding towards the perspective of those to whom the Service is meant to be used.

In order to see the outcome that these Service Ideas may have, it is necessary to know the point of view of those who are part of the GTC Ecosystem, such as the Participant Companies, who are the key stakeholder and aim in which GTC is doing its programmes.

All the Service ideas will be taken into consideration when going forward to this stage due to the fact that one of the goals for this Thesis is not only to present one viable suggestion and recommendation for implementation of one solution but whereas to explore all the potentialities that all the ideas may have and provide GTC all the possible paths in which the company can choose to go on.



## Framework of the testing sessions

The settings in which the testing sessions will be made, are going to be through the means of interviews. The aim of this approach is to have a clear and personal understanding from their perspectives as well as to gain new knowledge for further iteration within the Sprint 2.

Therefore, and based on this, a session with one of the Alumni was conducted with the aim of knowing their perspectives and also recommendations on the Service Ideas. The session was held with Closay, who participated in Green Tech Challenge Copenhagen 2016. From the session was possible to discuss the feasibility of these ideas, recommendations on how to be implemented as well as from which ideas they would see the most value that could come out of it.

The conversation started with the presentation of one idea (slack channel for Alumni), where it was presented the benefits of using such platform, like knowledge or leads sharing or insights gathered from individual sessions with Partners.

Even though, most Alumni are within different fields of industry, the sharing of such insights could help other Alumni to think in different ways on how to improve their businesses. When faced with this idea, Alexander (Co-Founder of Closay), stated that having such channel to be available to them, as way of continuing the relationship started during the programme, could be beneficial due to the fact that it could bring useful knowledge to be shared because some of the challenges that companies face are similar, even though they are in different types of business.

Furthermore, and when discussed the type of usage that they would give to the channel, it was expressed that it would not be on a daily basis and that he was afraid that such channel would only be used by few of the Alumni. Thus, meaning that if a slack channel for Alumni was to be implemented that it wouldn't bring as much value as the programme is providing as well as the motivation to be part of such community would not have the same intensity and outcome as the programme

has. Therefore, and based on this feedback, one may say that while there is positive value to come out of this Service Idea, there are also negative points which would make such Service to not have the outcome that is supposed to have as well as the value started from the programme would not continue to be delivered.

Afterwards, it was also discussed and presented the Service Idea of an online sharing knowledge, via Skype. E.g. Here Alumni and Alumni would have the chance to share their knowledge or leads or insights gotten from individual sessions with partners via Skype and facilitated by a GTC member. The value that is being provided here is, first, the time of sharing such knowledge, because as it is well known startups are a bit stressed of time and having the ability of not leaving the working space at the same time that they would be able to gather useful insights that could be of great help to their businesses.

Once confronted with this idea, the co-founder of Closay, expressed that he saw great value to be delivered from those sessions due to the time constrain the Startups have. Thus, giving the strength to the main premise that GTC has in providing this programme's, "Value per minute". It was also presented the possibility of doing the same but between Alumni and Partners, with the goal of having a way of Partner to follow up on the companies after the programme as well as giving useful knowledge with different point of views from different Alumni that have the same challenges. Alumni would also be able to ask for feedback on their current businesses and, therefore, strengthening the network between all the stakeholders in GTC.

The overall feedback received from this Service Idea, was positive and it was expressed that there was more value to come out of such Service that the Slack channel for Alumni, due to the fact that it could mean receiving and sharing knowledge, follow up other Alumni businesses and be followed up, be mentored and continue the network started from the programmes. Also, it was recommended that

in order to set up a session, different times should be available to be picked from and also with whom the conversation was going to be with.

Having in mind the previous conversation held with the co-founder of Closay, another meeting took place between GTC and one of the Partners, Accenture, with the goal to get feedback towards the business as well as to test the idea of the online sharing knowledge concept but also the slack channel idea. Once the feedback regarding the business took place, it was possible to discuss the feasibility of the ideas and recommendation for its implementation.

Therefore, initially, it was presented the idea of the Slack channel in which it was discuss how it could be optimized or the value in creating such channel. Even though, Accenture, believed that could be a way to continue with the network, they also didn't saw enough value, from the point of view of Partners, as well as the motivation and time for Startups in going to such channel to share knowledge or leads that they may have.

Afterwards, the online sharing knowledge concept was presented in order to understand the perspective of those whom do the one on one sessions with Startups and also the see which feedback there was towards the implementation and development of such concept. Once Accenture heard the idea behind the concept, they told that it was an idea with potential due to the value that can be generated not only between Alumni but also between Alumni and Partners, at the same time that GTC and Partners can have a way to follow up on the progress that Alumni have done since the programme.

Another positive outcome that was pinpointed was in terms of the point of view GTC in which it was express that GTC could continue to identified the pre identified value from the programmes, Networking, and have a way not only to follow up on their business but also to increase the prices of the packages offerings.

Furthermore, and as an overall recommendation for this concept to have the best outcome possible it should be further tested as an already delivered service that could be optimized with trial and error until the result and outcome from the sessions was meeting with the aim of its development. It was also said that these sessions shouldn't take more time than the one on one sessions from the programmes in order to keep the value of the physical mentoring sessions within the programme.

During this meetup another suggestion from Accenture was provided, which is going in the direction of the third service idea. This suggestion was based on providing a physical network meeting between all the stakeholder in order to strengthen the network started during the programmes but at the same time improve or even start relations between Alumni. In this way, it would allowed all parties involved within GTC to created an even stronger bond between each other. Thus, this suggestion allowed to go deeper into the service idea and start building a service concept on it.

Taking into consideration that the goal for this thesis is not only to developed a

service that can go into strengthen the network started during the programmes but also to be able to have in mind the business aspect behind the implementation and to address all the stakeholders within GTC, a meeting with the Co-Founders of GTC took place in order to be able to fulfill these goals.

During this conversation it was presented the three service ideas previous described, with the goal of not only informing the team of the current process but as also to received feedback and recommendations on them. Since all the co-Founders have an enlightened perspective towards the needs of the stakeholders involved in GTC, their suggestions and insights are going into the directions of those which this service is meant to be created but as well confirming or denying the service ideas.

Therefore, the co-founders provided a huge range of insights towards the service ideas as well as giving their own perspectives in regards to the needs of the stakeholders of GTC. In particular, when discussed about the physical network meeting it was expressed great interest

due to its potentiality due to the fact that themselves received the desire from Partners and Investors in having a physical network meeting after the programme with the goal of not only following on the progress of the Alumni but also to have a way to continuing to network and strengthen the bonds between the other stakeholders started during the programme. As a recommendation for this service idea to be implemented, the co-founders suggest that I should test this format for a follow up meeting to take place where the goals are to build and toughen the relations between the stakeholders in which GTC would facilitate the networking event with a structure in the beginning and more loosen in the end. Thus, this is reinforcing the service idea at the same time that is giving strength and validation to develop a Service Concept based on this idea.

Furthermore, it was also presented the service idea of an online sharing knowledge where it was discuss its feasibility, value and how it could be implemented. From the co-founders it was possible to see interest in developing such service offering to Alumni but also Partners due to the fact that these stakeholder need a way to save time from their businesses to keep networking with each other at the same time that it can allow to share knowledge, give suggestions and follow up on the progress of each other's businesses.

## **Physical Network Meeting Service Concept**

The mindset behind this Service Concept came from the Third Service Idea.

In its beginning, the service idea was a physical network meeting between stakeholders, where it was facilitate a physical session between GTC stakeholders and where a setting like a "speed dating".

From the interview session testing it was possible to have a clear understanding and perspective towards the viability of the idea and a more concrete concept was taking form.

Therefore, the Physical Network Meeting Service Concept came to a initial definition, but taking into consideration that it is a working process concept its final concept will be improved and perfected as the sessions take place. Thus, meaning that its definition, recommendation and suggestion on how to be implemented will be further described in the end of the Sprint 2 and in the section destined to recommendations and implementation.

## Testing the Physical Network Meeting Service Concept

With these reflections and feedback in mind, and in order to see the viability or improvements of the Physical Network Meeting Service Concept, a testing session took place. It is a working progress and will be worked and improved upon with the aim of strengthen the bonds and relations between Alumni as well as between Alumni and Partners.

The session was tested, first, only between startups in order for them to start creating bonds and relations between each other. Also and taking into account that this is the stakeholder that is lacking the most interactions, this session aims to decrease that gap.

Initially, It was presented the workshop and the settings, which is based on a “speed dating” format, and the aim of doing, which was to meet other startups quickly, losing the feeling of “awkwardness” and at the same time and, since the programme has only 5 days, start to built network between Alumni during the programme so it can make a smooth

transition into a post-service offering afterwards.

Once presented the frame for the workshop it was asked for the startups to pair with another startup that they didn't knew as well as the topic that they could used during the conversation, which was presenting the company and how you are selling your product or service. For the “speed dating” format to work it was implemented a 1 minute timeframe per pair and then swapping to their left, accordingly.

See next Figures of the testing session within the further pages.





Figure 20 - Testing session of a Physical Network Meeting (Introduction and explanation)



Figure 21 - Testing session of a Physical Network Meeting (session in place)



Figure 22 - Testing session of a Physical Network Meeting (session in place)



Figure 23 - Testing session of a Physical Network Meeting (session in place)

Furthermore, and once the session was over and by having in mind that it is a working process and will be improved upon, it was asked the startups to give feedback, positive or negative, or suggestions towards the workshop.

Therefore, it was first given a positive feedback regarding the outcome of the session because it allowed to know other startups and their business fast and since there was a topic in mind to use during the 1 minute conversation it became easier to start networking and create a bond. Another feedback was towards the space between each other, which lead sometimes to the increase of the noise which, in some cases, was making people talk over each other. At the same time, all startups appreciated the opportunity and value taken from the session due to the fact that it gave them the chance to know and have an initial physical touchpoint with other startup.

As suggestion it was towards the 1 minute, which in some cases lead the conversation to “die” halfway. One may argue that, one of the aims behind this exercise is to have a starting topic in mind during

the workshop and if in fact a strong bond is starting to emerge to have a way to afterwards to continue to develop and strengthen the relation. Also for future improvements to this workshop, when people are paired with another, time will be given to each individual in order to present him/herself, for example, when taking the settings from the photo it could be implemented the left side to speak first for 1 minute and once the time is over the right side presents itself for the same amount of time.

Furthermore, It was also suggested that this workshop should be implemented during the programme, which it will be and will have the goal of being introduced and executed during the first day of the programme as a way of starting to network and share contact information. Further Figures of this session can be seen further on.





Figure 24 - Feedback on the Testing session of a Physical Network Meeting



Figure 25 - Feedback on the Testing session of a Physical Network Meeting



Figure 26 - Feedback on the Testing session of a Physical Network Meeting



Figure 27 - Overall Perspective of the Testing session of a Physical Network Meeting

Sprint 2 - Understand





## Reconsidering initial Problem Statement

In order to be more accurate to the entire focus within the first sprint, it is necessary to reconsider the initial Problem Statement.

Taking into consideration that the focus for the Service Concept has changed from GTC and all its Stakeholders to Alumni, it is fundamental to change the initial problem statement to a more concrete and to the point problem statement. The initial one was:

*“How might we facilitate further networking amongst GTC and Stakeholders and, thus strengthen the value initiated and co-developed from the main programme?”*

Throughout the second sprint all the design process will shift its focus to a more accurate focus according to its Problem Statement.

Therefore, a new one can be seen below, which is going into the direction of not only the focus of suggestion for implementation of a Service Concept but also more accurate according to the main target that GTC has a mission to help with.

*“How might we facilitate further networking amongst Startups and, thus provide a way to strengthen the relations amongst each other and the value initiated and co-developed from the main programme?”*

The reason for the shift of focus is due to the fact that Alumni are the GTC stakeholder to whom the company is delivering and doing its Service offering. Hence, it is relevant to address this target group in a

way that can allow GTC to keep innovating its service offering at the same time that it may bring a smooth transition to Alumni for a future post-service offering.

## Initial Thoughts and Mindset

The design sprint 1 finished with a testing session in order to see the validation and feasibility of the Service Concept of a Physical Network Meeting. Once it was possible to test and received recommendations and feedback for improvements, those same enhancements will be further taken into consideration and developed upon at a later stage during the second design sprint.

Therefore, and taking into account that design sprints allow to move back into the design process and improve or add new untapped information and insights towards the needs and challenges of stakeholders in order to bring to light their own view. Thus, bridging missing links of understanding and research which can either validate the insights and Service Concept previously tested and ideated upon.

The design sprint 2 will have the same settings of sprint 1 in the sense that it will follow the IDEO 5 steps.

Consequently, and with this in mind in an initial and first stage of the 2nd sprint it will take place an understanding phase to which it will focus on going through the same process developed as in sprint 1 but it will be further added information regarding new Alumni from Helsinki as well as new data gathered from GTC team.

In order to do the same analyses as previously developed during sprint 1 for all the Alumni, until the time of the 1st understanding stage, it is required to look into the newly fresh Alumni from Helsinki.

Initially, it was pinpointed the challenges and motivations from the application rounds to which the startups go through when applying to GTC programme. This information was summed up and made into a more and easier way of looking into data, which can be seen further below (Figure 28 and 29).

### Top 3 Challenges

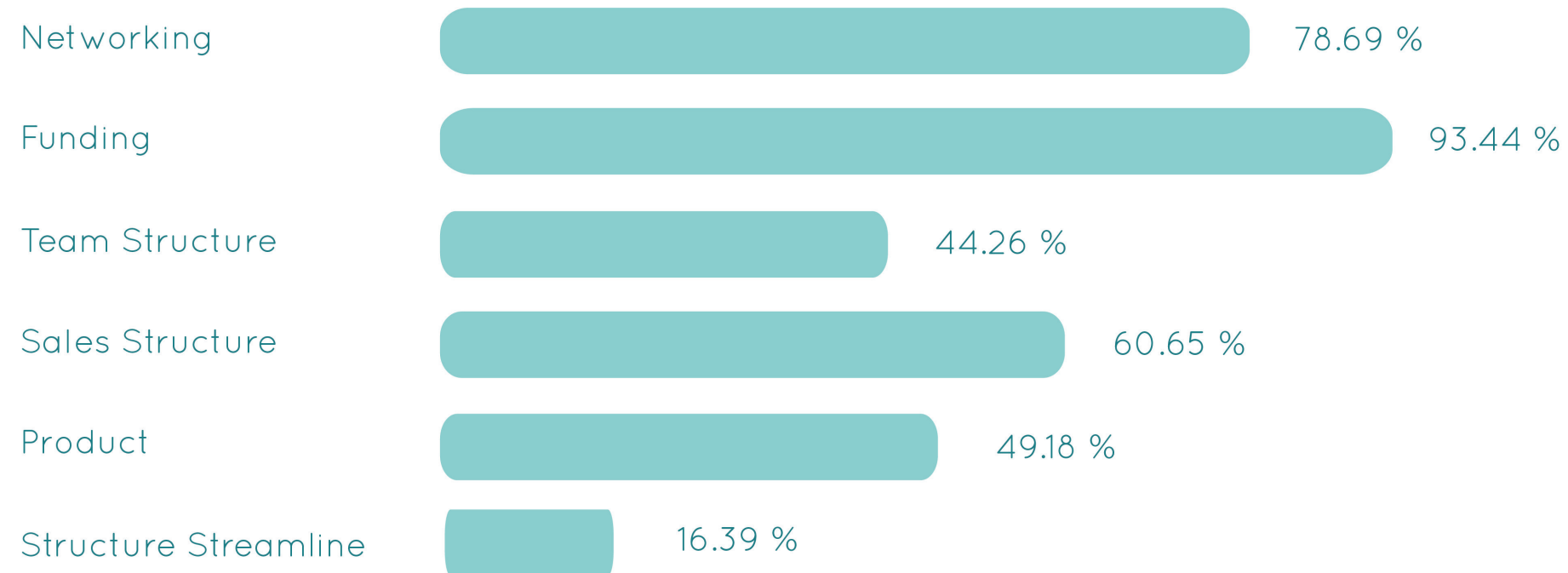


Figure 28 - Top 3 Challenges that Startups have when applying to the programmes (all data)

### Motivations

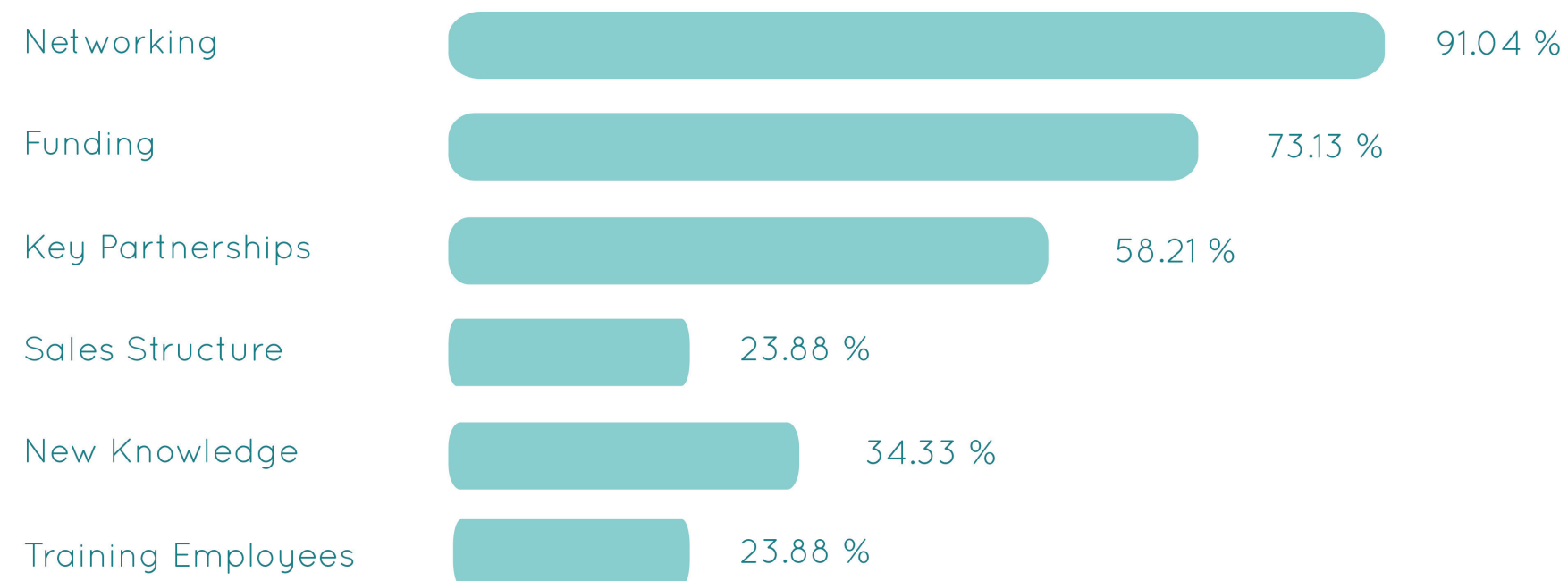


Figure 29 - Motivations that Startups have when applying to the programmes (all data)

## Sum up of Analysis into the Programmes

The aim in having all these data from all the Alumni summed up into two charts is due to the fact that at the time of the first sprint, there was no selection for the Startups in Helsinki. Thus, enhancing the importance towards having an updated data validation in regards to their needs but also due to the fact that these two topics of the chart represent the needs and struggles of those who participate in the programmes.

The first chart represents the top 3 challenges that Alumni face when applying to GTC programmes. As it can be seen, a common pattern between all the Alumni in the different programmes still remains similar, even though the overall percentages alternated. Such patterns are Networking, Funding and Product.

From the second chart above, Motivations before going to the programme, a common pattern still remains between Alumni. These common patterns are Network, Funding and Key Partnerships.

As an overall, it can be said that the top 3 challenges, motivation and expectations are the same, which can be translated in the type of programmes that GTC provides. Therefore, the most rated need and struggle that Alumni faces when applying to GTC is Networking.

Taking into consideration that the aim of GTC in running the programmes is not only to provide and create Networking between startups and relevant Partners within different fields but also to mentoring them, one can assume then that GTC is bridging and delivering what Alumni express as a challenge, motivation and expectation in going to GTC programmes.

## Further Analysis

From the data above, it can be said that Network continues to be the most identified value that startups expect to gain and developed during the programme. Having this in mind and to see if this value was delivered during the programme a Survey to Alumni was decided to make, from GTC team, as a way of receiving their feedback towards the programme.

Therefore, and in order to have a better understanding of how the programme was developed as well as to see if those challenges, expectations and motivations were addressed or if GTC help them during the programme, this survey was conducted with the goal of collecting data and present it in a visual and synthesized way. Consequently, one question within this data can be seen within the Figure 30 (for the entire questions see Appendix I).

### 7) In your application for GTC you stated a main current issue. Did GTC help you resolve that in any way?

(11 responses)

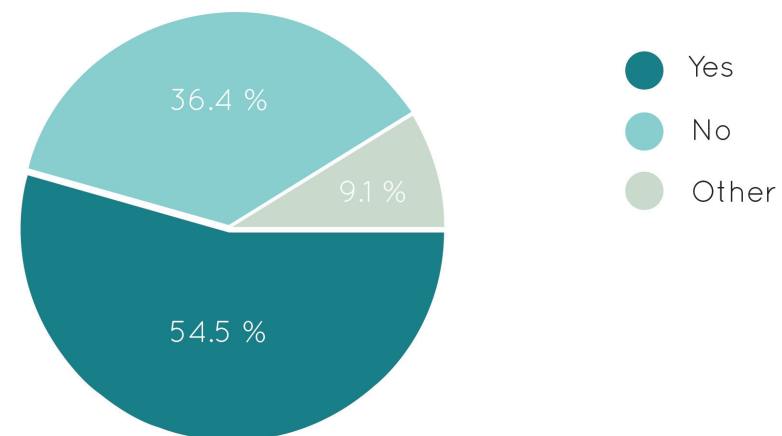


Figure 30 - Reply and data analysis taken from the Survey conducted to Alumni

As it can be seen above from the survey, it can be said that GTC helped, in the majority of times, Alumni to resolve their challenges or struggles to which they were facing before the programme. This can be seen not only from the investments that Alumni were able to get, through the network that GTC helped to build, but also by the way they were able to go internationally. Even though, GTC provided useful knowledge to Alumni in order to be prepared for investments as well as to create a network, it can also be seen that Alumni still have same problems after the programme to which GTC wasn't able to address, 36.4% representing 4 out of 11 startups.

Thus, giving space for improvements and/ or development of services that can approach and solve those challenges that Alumni had before and after the programme.

Furthermore, and taking into consideration that the two most identified challenges and motivations before and when applying to GTC programme were Funding and Network, one may conclude that GTC is delivering and addressing those some pinpointed topics.

Thus, meaning that these two most identified challenges and motivations can reflect on the core value that GTC programmes is delivering, which is networking that can later on ,in a later stage, provide a way to Alumni to be able to get Investments.



## SWOT Analysis

In order to better understand and have an overall perspective regarding the current GTC service, a SWOT (Jackson, S., Joshi, A. and Erhardt, N. (2003) analysis was done. This can allow to bring to the surface the type of strengths that GTC has, the weaknesses that the business currently has, the opportunities that it may bring not only for GTC but also for all the stakeholders involved in the programmes and the threats that the company faces in a daily bases.

Also and when having ideation on the service concept to further explore, a new SWOT analysis on that can allow to see the potential that the service concept may have.

Next, it can be seen the current SWOT analysis of GTC into more detail (Figure 31).

## THE SWOT ANALYSIS OF

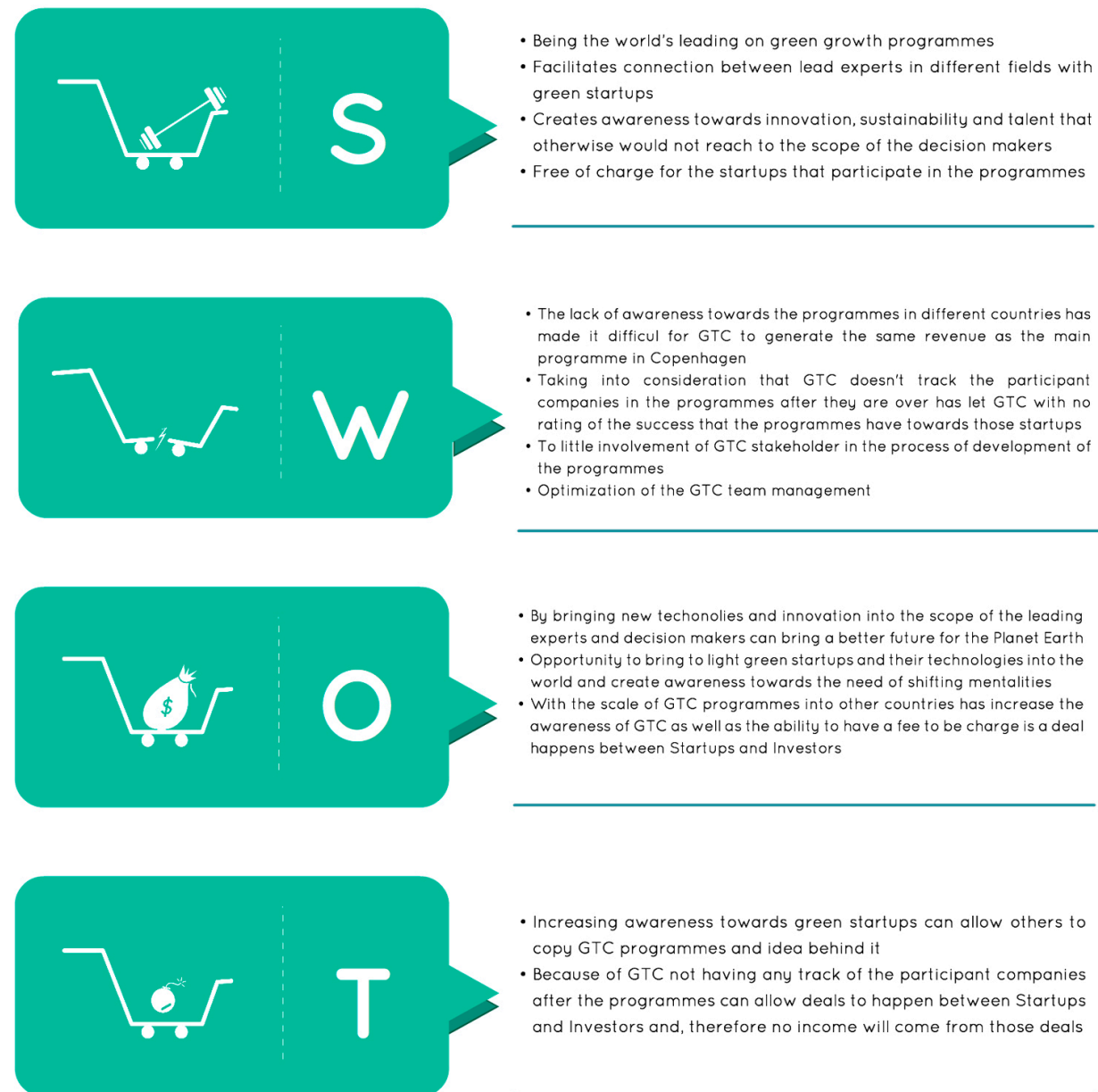


Figure 31 - SWOT Analysis of the Current Service

## User Journey

In order to have a sharpened perspective towards the journey that a startups (afterwards Alumni) goes before and during the programme, a map of an user/customer journey (Stickdorn & Schneider, 2013b) can bring to light in a summarized and illustrated way the interaction that happen in each stage (Figure 32).

Furthermore, and as it can be seen, this journey has the main target of GTC, the startups, as the focus in order to present its journey and overall touchpoints. vice.

Thus, reflecting the interactions in a Pre-Service where the startups are invited, apply and are confirmed to be part of the programme, and in a Service stage where the startups participate, are mentored, pitch in the investor day and network with the GTC stakeholders. This also echoes in the current Service offer that GTC has at the current present.

Journeys are an essential gadget to service designers due to the fact that it allow to serve as a complementary tool to a Service Blueprint, which can represent the individual journeys of the stakeholders around the current service.

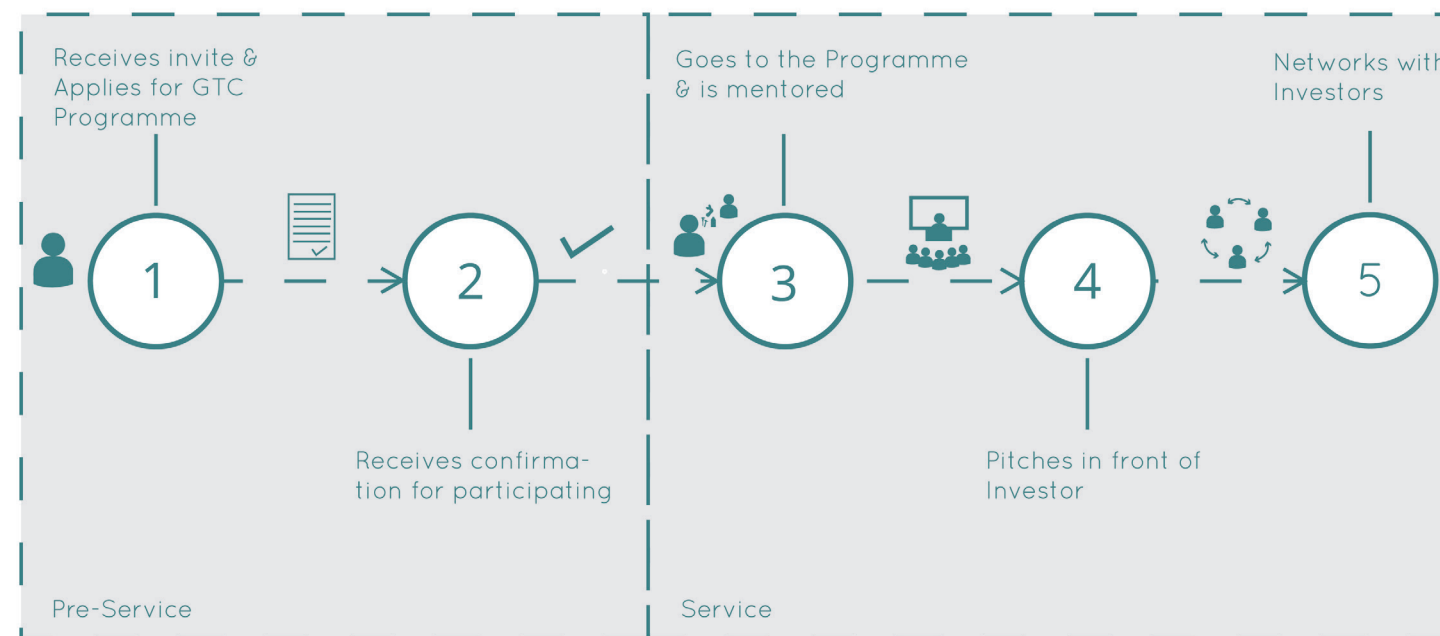


Figure 32 - Current User Journey

Sprint 2 - Define



After the shift in focus and the reconsidered Problem Statement, the analysis done and iterated upon the one developed during the first sprint, gave the reassurance that this change was the most promising. Thus, providing the best outcome to those whom GTC is facilitating its Service.

The purpose in choosing to focus in startups as main target for second Sprint is due to the fact that GTC aims to not only help startups to thrive but also to connect them with each other and develop a network of Green Startups and, thus, creating awareness towards Green Business and the necessity to go Green either then doing harmful solutions for the planet.

At the same time, and taking into consideration that GTC provides and focus on developing Network between the stakeholder and not Funding, I've decided that Funding is not a relevant topic to explore. This is not only due to the aim of the Service offering that GTC is providing but also it is not a key element within the selection process of a Startups to go to the programme.

Within this Define Phase, the tool called Service Flip from the Circular Design Guide (ellenmacarthurfoundation, 2016) will be used, which will be further described and explained.

## Service Flip Tool

The Service Flip tool is an added tool to this Thesis due to its highly relevant way of presenting and explaining Service Concept through the means of comparison the existing Service to the one that is meant to be developed.

Therefore, it can allow to provide an overall perspective towards the potentiality of the concept idea as well as to see the impact that it may bring and differences from the current Service offering.

This tool is used with the aim to compare current services and services that are intended to be implemented or improved upon, which can further allow to see the key differentiating aspects between each other as well as to provide a clear and simple understanding to the new suggestion of service.

Therefore, first, an analysis to the current GTC Service was done in order to have a simplified outline of the user need, different ways that it may be delivered and what the service experience is and, to which it can be seen below (Figure 33).

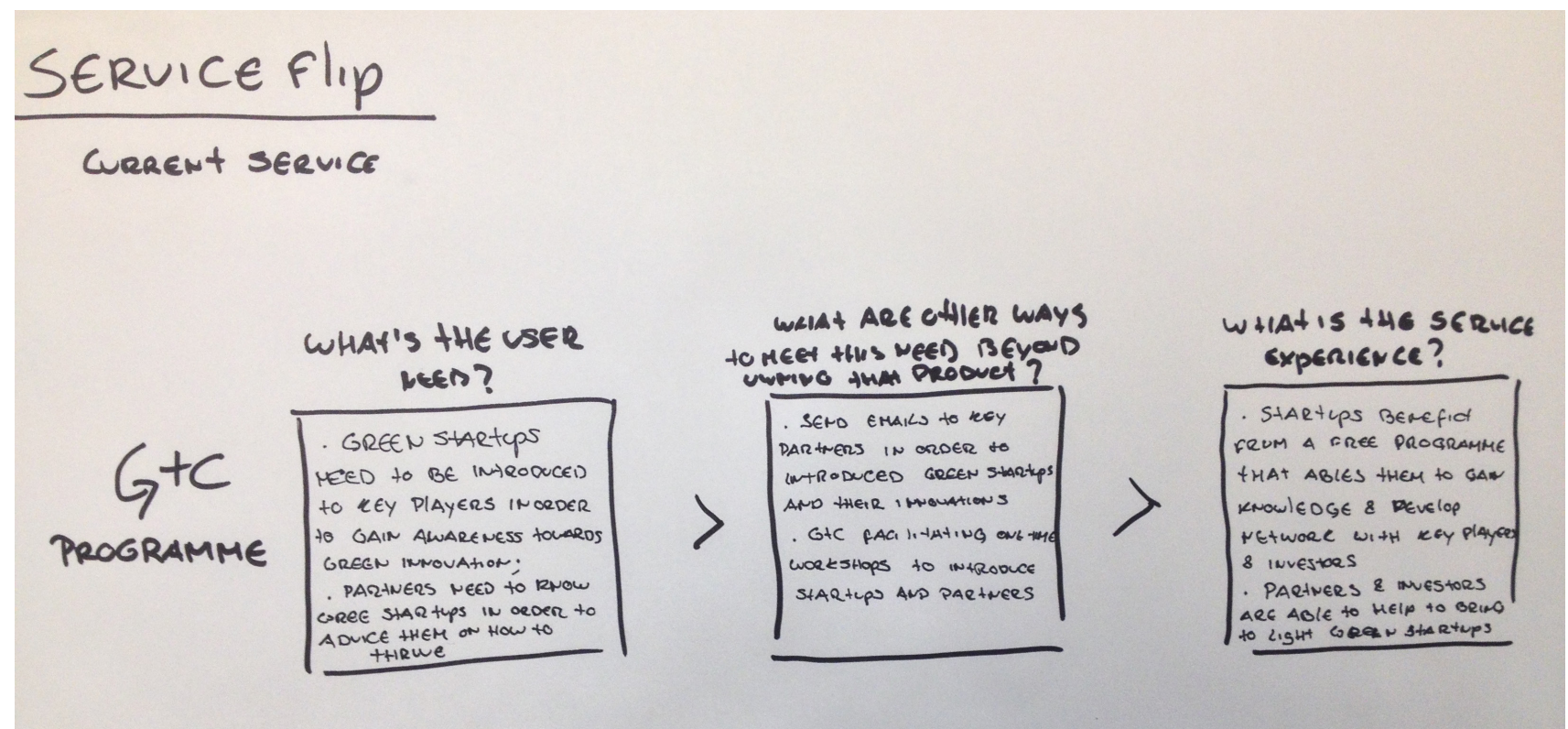


Figure 33 - First step of the Service Flip (Current Service)



In order to be completed, the Service Flip tool, it is relevant to, first, mention that the above part of it refers to the current GTC Service offering and that the difference between this one and the part below presented, referring to the Service Concept suggestion, is that it has an added fourth box feature of how to implement the system behind the concept (Figure 34).

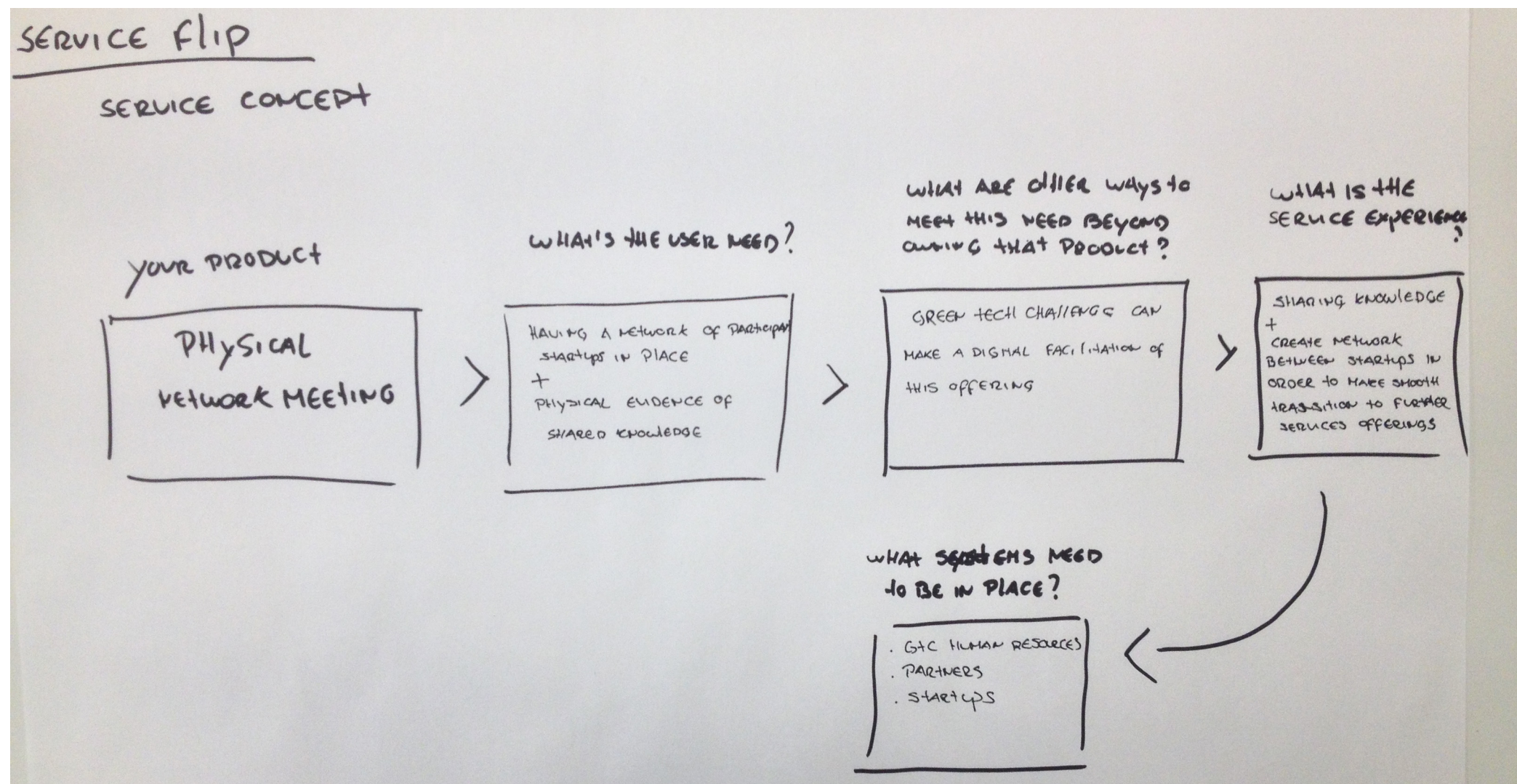


Figure 34 - Final step of the Service Flip (Service Concept of this Thesis)

## Service Blueprint

Service Designers need to be able to use their tool kit accordingly to the task at hand. When analysing a Service and the touchpoint / interactions between the stakeholders, a tool such as Service Blueprints (Stickdorn & Schneider, 2013c) can bring to light the synergy involved around those who take part in a Service.

Therefore, and in order to explain in a concise and visual way all the complex information regarding the multi intercommunication between the stakeholders, a Service Blueprint of the current GTC service was done (Figure 35).

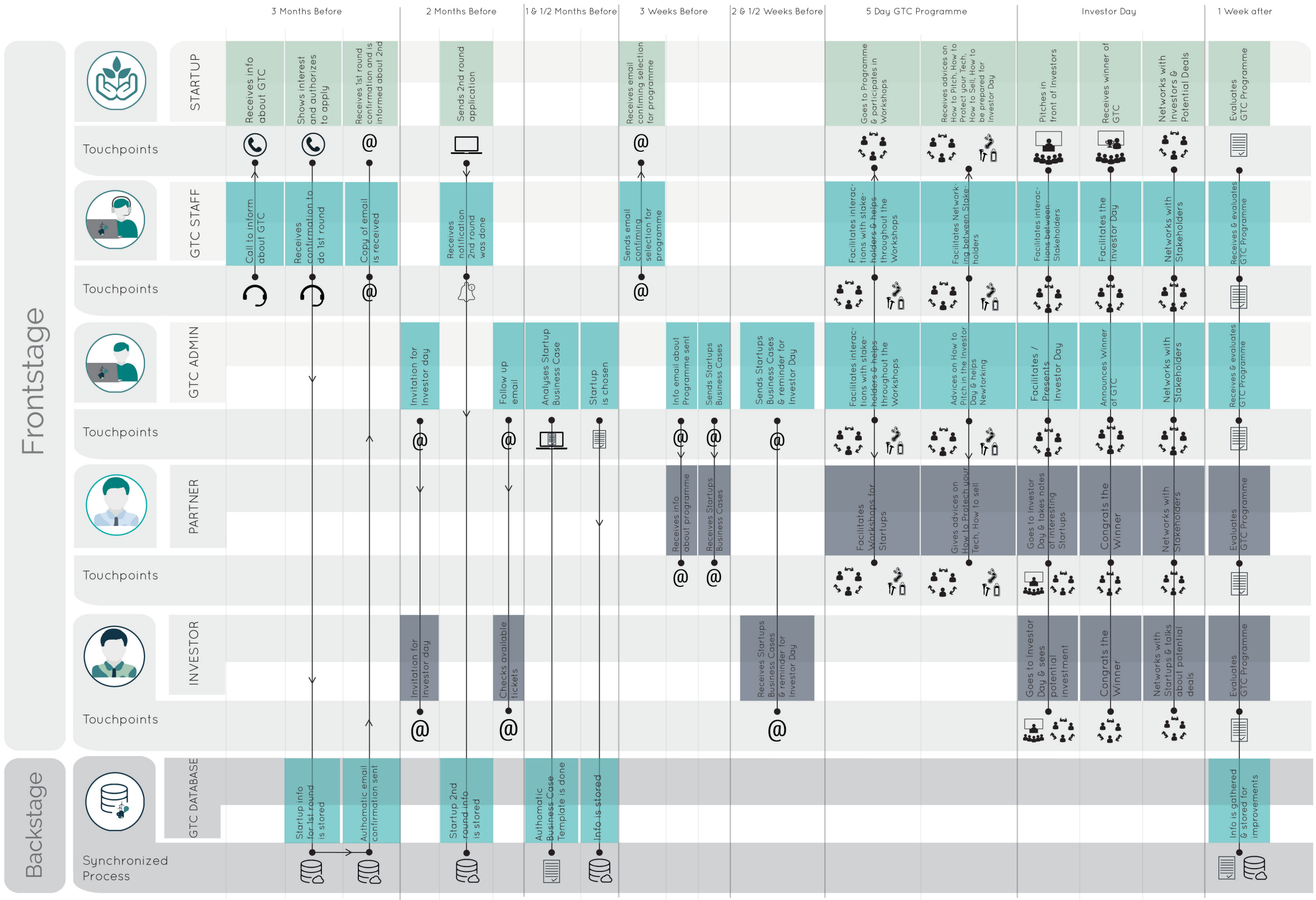


Figure 35 - Service Blueprint



Sprint 2 - Ideate



Based on the key findings from the Define phase, the design sprint is now moving from and to the Ideate Phase. Here the design process will reflect on the data collected, on the results and feedback given during the first sprint as well as ideating into possible outcomes in order to provide more tangible value for Alumni.

Furthermore, and within the ideation phase sketches will be presented with the aim of presenting possible physical evidences of the exchange of knowledge during the sessions of the Service Concept. Also, a more concrete and refined perception of the Service Concept will emerge and be fundamental itself by the ideation and further prototype and test.

## **Mindset behind the Ideation**

Taking into consideration the feedback provided and key elements taken from the testing sessions at the end of the first sprint, it was clear that in order for the Service Concept to have a physical evidence of the knowledge being shared it should itself have a tangible proof of that communication.

Therefore, and once having this clear understanding that a physical proof of that exchange should be in place, it was also perceived that Alumni would gain extra value by having this evidence due to the fact that it can allow them to better understand not only other Alumni but also to have a way of further network with them.

## Creating a smooth transition for a Post-Service Offering

While thinking in the Service Concept being developed, it is relevant to mention that GTC only has a current Service in place. That Service aims to help Green Startups to thrive and developed connections with other Green Startups but also with key industry players. GTC during this Service offering has the role of facilitator and supporting role throughout this endeavor.

Once the Programme is over, Startups become Alumni and, currently, that is all they receive from GTC as a Post-Service. Attempts have been made in order to attend this need, but due to several difficulties none has become highly differentiated for Alumni.

Therefore, GTC, needs currently to think on *“How can we strengthen the most identified value of the programmes in order to have in place a post-service offering?”*.

In order to answer this question Startups need to think only on what they can gain from going into GTC Programmes. Thus, enhancing the importance that the programme has for their future but also because once being within the programme they would have a continuation of the current Service. Hence, having a smooth transition into a post-service offering, which is the aim of this Thesis.

Furthermore, and to strengthen the value that is being created during the programmes, it is necessary to understand that Network is the most recurrent value being developed and identified previously. Therefore, in order to strengthen that same value GTC needs to have in place ways of further facilitate Network sessions to their main target group focus. By doing so, GTC will create more relations between Alumni and thus having smooth path for a transitioning between the current Service and future post-service offerings.

## Revised Problem Statement

*“How might we facilitate further networking amongst Startups and, thus provide a way to strengthen the relations amongst each other and the value initiated and co-developed from the main programme?”*

## Sketches & Brainstorm

Once a clear overview of the current GTC and Alumni need was in place, as well as the identification and research developed until this time in the process, a lot of ideas were generated and iterated upon.

Thus, meaning that there were several ideas on how to solve those needs but by iteration and continuously co-developed work a final concept was in place.

## Physical Network Meeting

The Service Concept came to its understanding due to the clear perception that GTC needs, first, to think on how to provide a smooth transition for a post-service offering.

In order to do so, it needs to have in place ways that can reassure that same smooth transition. That same transition to happen in needs to have within the current Service, extra Service offerings that can guarantee no struggle of developing post-service offerings.

Therefore, the Physical Network Meeting is a extra Service Offering that aims to further strengthen the network in place during the Programme, while having the possibility of further network to happen between the Alumni.

GTC can put in place this Service Concept in place with the recommendation that will be provided in the designated section within this Thesis.

But in order to present them, it is necessary to address the Physical exchange that needs to be in place so Alumni may have a tangible proof of swapping knowledge.

Furthermore, and with this in mind and as an inspiration of the Company Persona, a initial draft of a Business Profile was developed (Figure 36). Further definition will be given in the Prototype phase.



## Value of a Business Profile within the Service Concept

### Startups (before being Alumni):

. Knowing beforehand that GTC has within the programme Network Sessions in place that can help them to create relations with other Startups;

. By being facilitated to them a Business Profile of their Company to be shared and swapped can allow a bigger awareness and visibility towards their Business.

### GTC:

. By providing Business Profiles, GTC is giving the tools for Startups to have in place an Alumni Community, which is one of GTC goals and my own;

. By implementing this Service Concept is bridging and addressing a way of making a smooth transition for Startups to have when becoming Alumni and being offered a Post-Service offering.

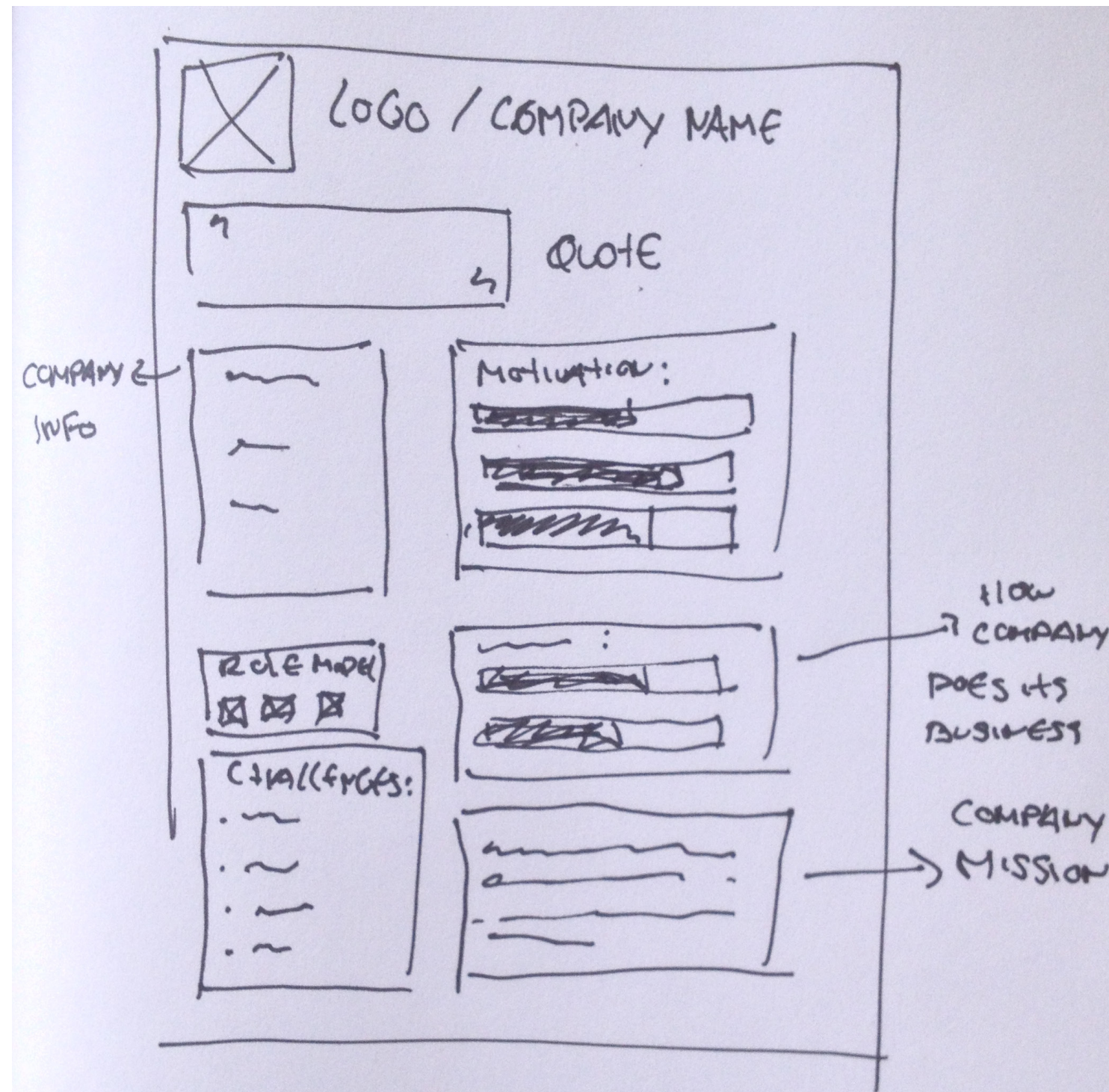


Figure 36 - Sketch of a possible Business Profile

Sprint 2 - Prototype



Based on the iteration, feedback and recommendation from the testing workshop session developed and co-created during sprint 1, there was clear necessary improvements to be added on into the facilitation of the workshop.

Therefore, and also as a mutual reflection of my own and my supervisor Nicola Morelli, there was no doubt that Startups needed a proof of the sharing knowledge that has been started in that session.

Thus, having a way to further continue the co-developed value started, network, as well as keeping track, seeing relevant and similar interests / goals or challenges that can originate in partnerships and further networking after the programme.

By doing so this solution concept is providing Startups a way to not only start networking and creating bonds with each other but also to have a way of continuing to commute and make a smooth transition for after the programme, which is then helping Alumnis to have a sense of community that can generate into sharing knowledge and help other Alumni's to thrive.



## Business Profiles

With this in mind and having the company persona as an inspiration in order to present company's information in a simpler and easier way, a previously ideation into a business profile was developed with the aim of startups to have a way to proof the knowledge that is being shared.

It is, first, necessary to understand and explain that Company Personas and Business Profiles are different from each other. Thus, meaning that Company Personas are made to be used and developed to create merged gathered information from different and similar companies in order to make a fiction, non existing, company based on that same data.

On the other hand, Business Profiles are used in the same way, in the sense that is meant to present company's information in a simpler way and synthesized form but, instead of being data collected from more than 2 companies and created a fiction company it is then based on a real and concrete company that is trying to present and share their business in a simpler and easier way.

Therefore, and with this clear understanding between the different components that each one has it, a Business Profile, an example of a template, based on the ideation phase, was developed in order to test amongst Alumni with the aim of improving and see the value that it may bring during the workshop session. Such template can be further seen in Figure 37 and once validate its viability, a final version will be made based on a real company, that was previously in one of GTC programmes.

# CleanEnergy



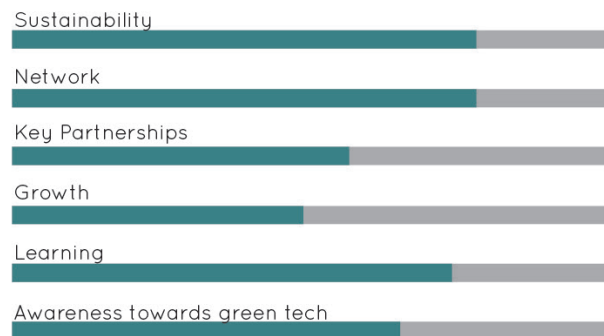
*"We are all about Iconic, emotional product that raises awareness about the lack of energy in the world"*

Nº of employees: 13

Location: Copenhagen

Industry: 

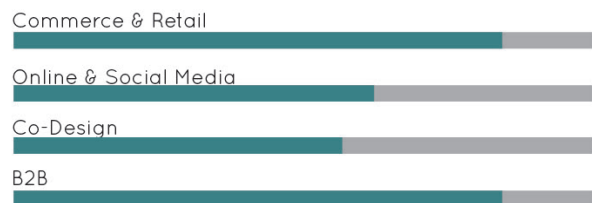
### We are Motivated by...



### Role Models



### We do business through...



### Our Challenges are...

- . Right Staff;
- . Finance Growth
- . Most Efficient & Attractive Product
- . Moving from Startup to next professional state

### Our Mission...

More then half of the world population's doesn't have energy and more then 70% don't have clean energy. Our aim is to decrease this alarming numbers and facilitate cheap, economic, clean and sustainable energy to everyone. Solar energy is not being used to its full potential, and due to our background we can use the stored energy to fuel houses, electric cars, entire villages.

Figure 37 - Prototype of Business Profile template to be tested

Sprint 2 - Testing



Based on the prototype of a Business Profile template as well as all the prototype key funding from the first sprint, the Prototype phase is now moving to a Testing phase.

Within the Testing phase the goal is to test the Business Profiles and the implementation of the Service Concept of a Psysical Network Meeting in order to have a better understanding towards the perspective of those to whom the Service is meant to be used.

In order to see the outcome that these may have, it is necessary to know the point of view of those who are part of the GTC Ecosystem, such as the Participant Companies, who are the key stakeholder and aim in which GTC is doing its programmes.

## Mindset for Testing the Business Profile Template

The aim within these testing sessions was to understand if Alumni saw value in exchanging a business profile during the workshop and what they could gain with having a proof of the knowledge shared amongst startups.

The overall goal with this testing session was not only to be able to validate and see the value in this service concept but also to develop bonds between startups in order to create communities of Alumni once the programme is over.

Thus, creating and allowing to emerge a transition phase for the Alumni once the programme is over at the same time that it can bring new Services offerings from GTC to deliver.

Furthermore, and once all the data was collected the suggestions and feedbacks given are going to be taken into consideration for further improvements due to the fact that the aim for this Service Concept is that is a working progress process in which all the participants will take a huge role in its success.

## Testing the Business Profile Template and Service Concept

Three testing sessions were facilitated, one between two Alumni, Yooowe and Clo-say, in which it was presented the concept behind the workshop and the business profile of a company, the second one took place within the Lisbon Programme and the third one was between GTC Co-Founders, with the aim of presenting the improvements to this service concept and suggest how to do further implementation within one of the further programmes as well as to gain valuable insights towards the concept and feedback for potential enhancements or validation of the concept.

The first testing session, was conducted in the bases of a normal conversation in which the goal was to pinpointed the value that could be generated, from their point of view, as well as to gain knowledge towards suggestions on how it could be further implemented and if they saw that it could have been beneficial for them to had this offering during their programme.

Consequently, and once presented the Business Profile to both Alumni, it was asked to analyze it and provide feedback towards the template, which both agreed that was giving enough information to understand the company vision and struggles and, therefore providing valuable physical evidence of the company that they are meeting for the first time. Also and, as it was additionally suggest, “Taking into consideration that we had badges during the programme with our names and company it could be a great way of saving these profiles as well as to have our own to be shared...” (Yooowe’s employee quote).

Afterwards, it was discussed the timings that they felt comfortable to have in order to have an initial conversation during the workshop to which both Alumni agreed on having 2 minutes each.

Furthermore, and as an overall feedback towards the service concept, both Alumni saw great value to be coming out of the workshop session because it would allow them to have an initial bases of conversation to pursue afterwards as well as having a proof of other business at the same time that they could relate to other's struggles at a faster step which can, evidently, lead to potential partnerships.

It was also testing the Service Concept with the exchange of the Business Profile, where it was simulated an one minute session between the two in which they swap business profiles. The aim here was to test the viability of doing such workshop with a physical evidence of exchanged knowledge. This revealed to be a best and suitable option because once the session was over they were able to have a better look into each others' business and have an initial basis for future network, which was further validated from both (Figure 38).



*Figure 38 - Testing Service Concept with the Business Profile (one minute session)*



The second testing session took place within the Lisbon Programme. The reason behind this choice was due to the fact that this Service Concept needed to be tested in order to see its feasibility and improvements that it could bring to the network and relations between Startups as well as to see its potentiality for further programmes. It is relevant to mention, though, that at the time of this testing session the business profile template to be added to the service concept was still in development and, therefore, wasn't tested within this session.

Furthermore, and within this session it was tested the Physical Follow-up Meeting service concept. The settings were similar to the first testing session conducted during sprint 1 but with some alterations made by adding the suggestions provided during the feedback session after the first test within testing phase of the first sprint.

Those improvements were added, such as the time that each person had, one minute, as well as only one person speaking per pair, which gave an overall of two minutes before swapping and therefore,

giving the necessary time for everyone to speak and to be spoke to.

Another feature added to the framework was the space between pair, which gave people the necessary distance in order to have a normal and smooth conversation to exchange knowledge and start network with other startups. Thus, giving a validation to the Service Concept as well as its implementation and working progress throughout all the programmes.

The reason to this statement can be corroborated not only by the previous explanation but also by the feedback giving by the overall consentement provided from Startups, in which it was state *"it was a great knowledge shared experience that help us to mingle, network and create bonds with each other"*.

Further on (Figure 39 and Figure 40) it can be seen the Physical Network Meeting being conducted during the Lisbon Programme, in which it can be observed some of the suggestions implemented.



Figure 39 - Testing Service Concept within the Lisbon Programme



Figure 40 - Testing Service Concept within the Lisbon Programme

A third session was conducted amongst one of GTC's co-founder, Joachim. The aim within this session was to, first, present the improved service concept and suggestions on how it could be implemented, secondly, and based on the feedback given from the second testing session, understanding the Startups and future Alumni needs in order to provide ,within all programmes, similar settings so this Service Concept can have the best outcome possible.

Therefore, the business profile to be feature, as well during the workshop session, was presented and why it could be of great value for the startups. Thus, giving startups not only a physical meeting between startups but also a physical proof of the knowledge shared within that same meeting.

Even though GTC co-founder realized the potentiality of this recommendation and suggestion for improving the workshop session, unfortunately and due to GTC lack of human resources in order to develop those business profiles to all participant startups, at this time, it can't be further added into future programmes.

The settings for the workshops within the programmes will be improved as each programme is developed, but the core value for its implementation should be the same, providing startups a way to meet, network and create bonds and relations with each other through the means of a workshop session, similar to "a speed date" format, but with key features that can help startups to developed network amongst each other as well as to have a physical evidence of the knowledge being shared.

Joachim, one of GTC co-founder, agrees with the settings behind the service concept due to the fact that it is the best suitable way for startups to start creating bonds from the kickoff of a programme.

Also, he sees of great value the core format in which the workshops should be done not only from the point of view of the startups but also from GTC perspective because it can allow to create further service offerings to startups. Thus, addressing a smooth way for a transition phase between the current service and a post service.

## **Improving Prototype of the Business Profile from testing sessions**

Based on the feedback received from the testing sessions, it was, first, necessary to improve the business profile template due to it being fictional and also for the previous definition given of a business profile.

Also, all suggestions for improvements were taken into consideration, especially, in terms of amount of text that can make startups spend less time and, thus, having a clear and better understanding of the message they want to promulgate as well as the receiving message of other's companies.

Therefore, and in order to be more accurate to its definition of the Business Profile, explain previously, an improved and not fictional version of was done, which is based on an Alumni company (Figure 41).

As it can be seen, minor adjustments were made, but the major difference between both is the fact that this Business Profile is based in a real and concrete company and, therefore, is accurate to its definition and aim into its development.

The suggestions were taken into scrutiny and improved upon, as seen further up. Thus, meaning that this is a final Business Profile and its ready to be used and implemented during one of the forthcoming programmes that GTC runs.



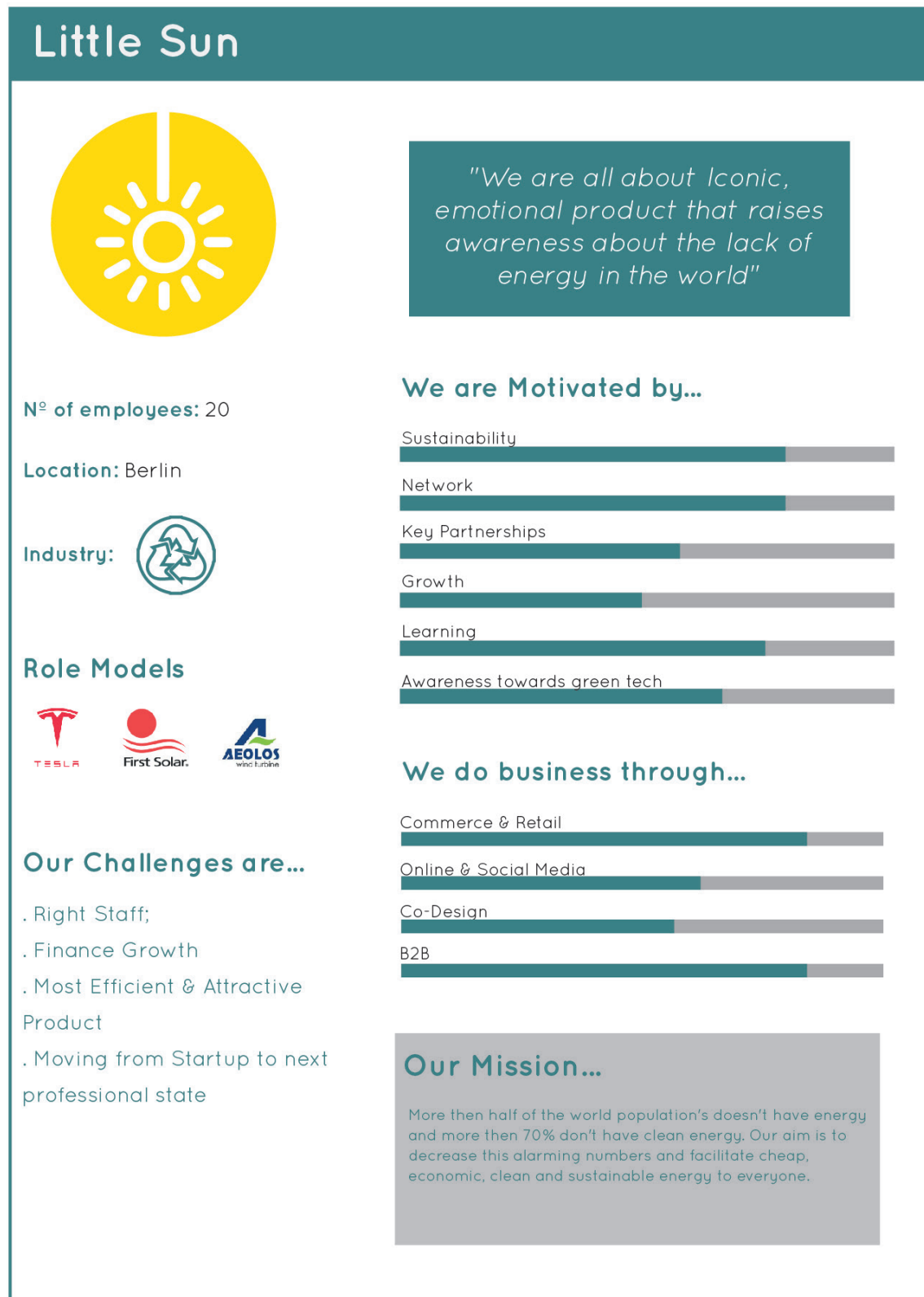


Figure 41 - Improved and Final Prototype of a Business Profile

Final Concept





Within this section, the final concept for developed during this Thesis will be presented and explained.

Therefore, the final concept is called Physical Network Meeting. The end result is still unpolished due to its co-design settings in which it will be polished based on feedbacks and recommendations provided from the Startups and GTC.

In order to see a more simplified description please refer to the Product Report.

## Description of Concept

Physical Network Meeting is a physical intercommunication session that connects Startups with each other with the aim of creating an Alumni Community.

When a Startups goes to the first day within a GTC programme, a network session between Startups is facilitated where Business Profiles are made available in order for them to share their Business details with other Startups.

Within the Business Profiles, Startups are able to see similar struggles or interests that they have, which can be an “ice breaker” for starting to create bonds.

GTC facilitates the network session as well as the Business Profile that will be available to each Startups on the back of their GTC Badge for the Programme.

GTC has the aim of developing a community of Alumni in order to start developing post-service offerings.

GTC while introducing this Service offering within the main Service is making a smooth transition for a post-service offering.

By implementing this, GTC will have start to develop a community of Alumni that can take further network to happen between Alumni and without spending extra effort and GTC resources.

Even though, is meant to be only for Alumni, doesn't mean that in the future GTC can replicate this for the other stakeholders. But within this thesis only, the Alumni part will be explored.

# Physical Network Meeting

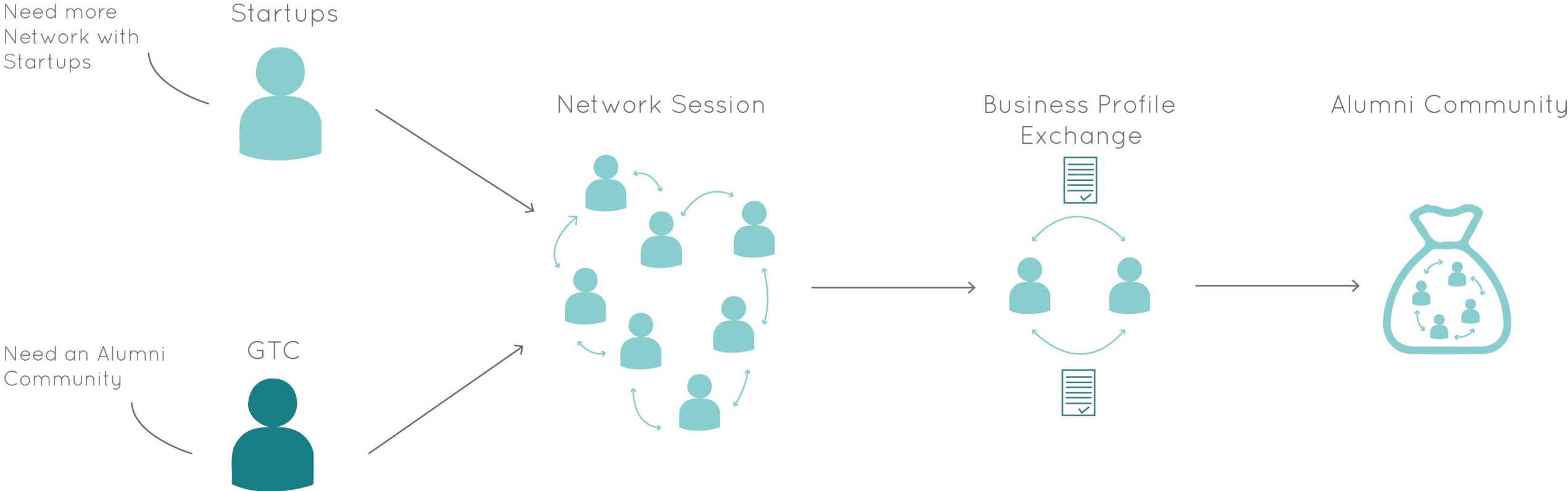


Figure 42 - Illustration of Physical Network Meeting

## User Journey

Based on the previous explanation of the current Startup Journey, an improved version based on the Service Concept was developed (Figure 43).

Within this Journey there is a few changes in the process that Startups go through, which can be seen from the highlighted green steps. Even though, they are small added features, it can assure a smooth passage, for Startups, not only through the programme but also for after the programme.

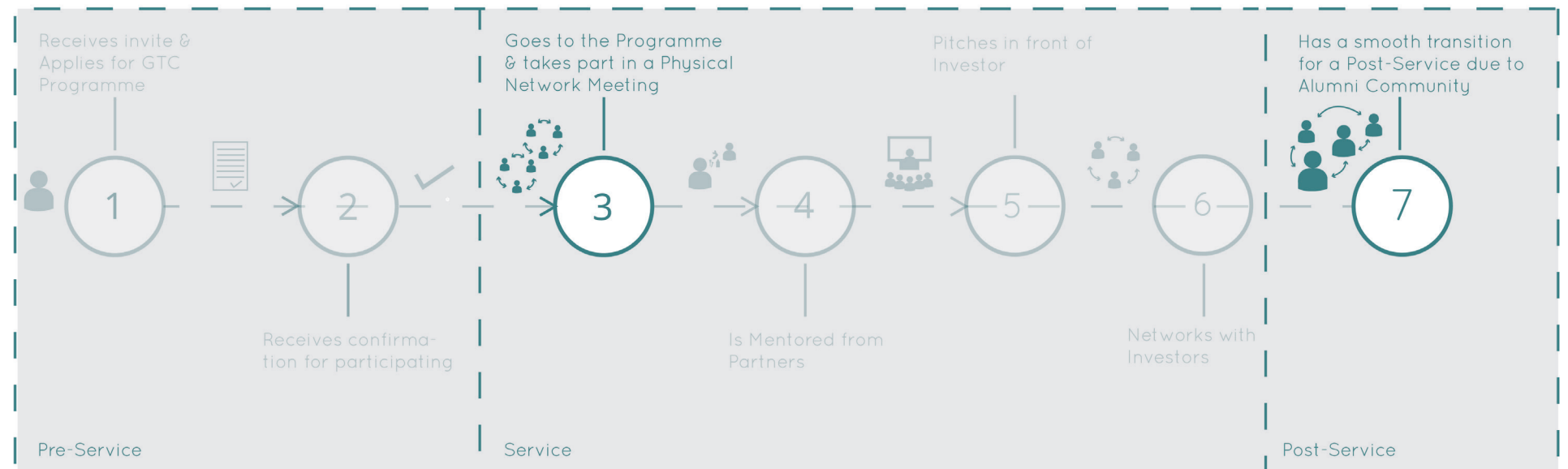


Figure 43 - User Journey of Physical Network Meeting

## Value Proposition

The value proposition identifies the value that is being added as well the opportunities that it can bring. The customer is the one to whom the value should be considered because it is for them that we create/ improve systems and services.

The customer is the center and focus throughout the entire design thinking process, which is the key factor for creating innovative an customer centered design solution.

Therefore, the value propostion for the Service offering within this Thesis, has this mindset in place and aims to bring to the surface the needs of those who are the main target of GTC in order to strenghten their bonds and developed relations between Startups with the ultimate goal of creating Alumni Communities. Unlike other similar services out there, GTC doesn't require a percentage fee, from the Startups, in order to be in the programme as well as to be part of an Alumni Community.

## Service Blueprint

Based on the previous explanation of the current Service blueprint, an improved version based on the Service Concept was developed (Figure 44).

Within this Blueprint there is a few changes in the process that Startups go through, which can be seen from the highlighted section. Even though, they are small added touchpoints features, it can assure a smooth transition, for Startups, not only through the programme but also for after the programme.

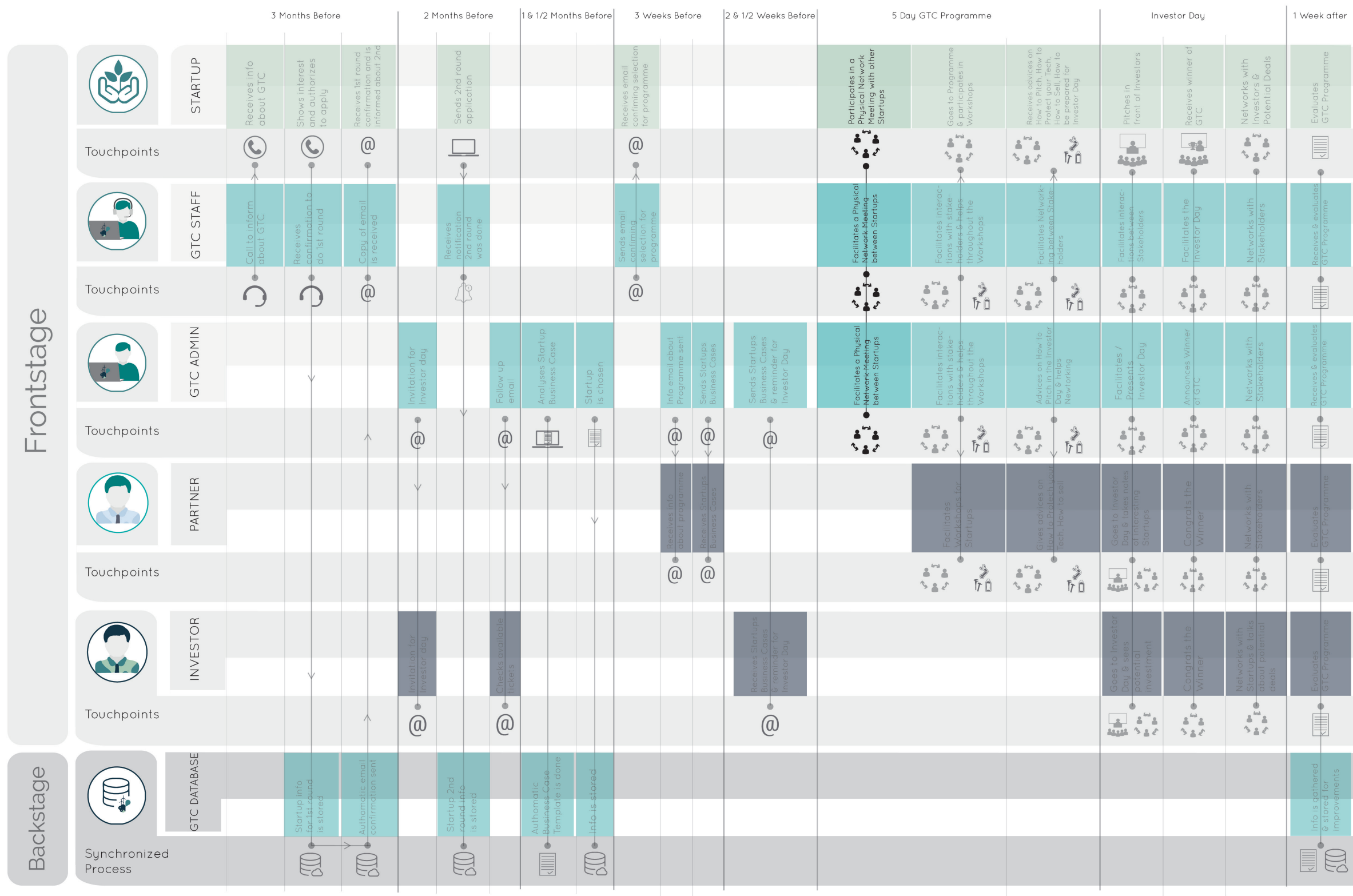


Figure 43 - Blueprint of Physical Network Meeting



## General Reflections

Within this section, I will reflect on the reason behind doing user journeys and service blueprint for both, the current service and the service concept. Also a small remark will be made in regards to business aspects.

### User Journeys

As it can be perceived from the two user journeys, small changes exist. These added features allow to have a better overview of the current journey of Startups with a comparison to the Service Concept behind presented.

By splitting the journeys into steps it becomes clear the difference in process between one and the other as well as becoming clear what extra value it gives to the Startup journey.

It has become crystal clear that Startups when going to the programme and once leaving it, they never keep track or

contact with other Startups.

Therefore, when presenting the outcomes that Startups can have when going and when leaving the programme through the mean of an user journey, it becomes clear not only to Startups but to GTC how an Alumni Community can be created.

### Service Blueprints

The reason behind doing two Service Blueprints is similar to the User Journeys. The difference between one and the other is that the Blueprint highlights the touchpoint between all the Stakeholders involved within the Service, whereas the user journey only reflects on the journey experience that one stakeholder has throughout the Service.

Here the added feature of the Service offering to be added to the current Service in order to provide a smooth transition for

a post-service offering, is shown with an highlighted section the additional touchpoints and interactions that this Service concept has as distinguished feature from the current service.

### Business remarks

Throughout this thesis the business aspect was barely touch and approach.

The reason to this choice is due to the fact that one of the aspirations for this Thesis was to develop a Service Concept that could provide the Stakeholders a way to strengthen their bonds with each other at the same time that by doing so it would generate a smooth transition for future post-service offerings. Thus, creating a Service that is co-designed and has a concern to help Startups to better network but also to create Alumni Communities with no concerns of Business aspects.

## Recommendations



## Introduction

Based on the final description of the final Service Concept, this section within this Thesis will reflect and present how it should be further implemented, as well as explaining the mindset that should be in place in order for the Service Concept to have its best outcome possible.

### How to implement the Service Concept

In order to take the most out of the Service Concept, several settings should be in place, which are further explained below:

- Before the programme develop the Business Profiles of each participant startup;
- The network session should be done during the first day of the programme;
- Startups should be introduced on how the session will be facilitated and the settings of it;

- GTC should facilitated the Business Profiles at the same time that the GTC programme badges are given;
- GTC should split the Startups into pairs;
- Each pair of Startups will have 2 minutes each to present to the other Startup their Business and exchange the Business Profile;
- Once the first 2 minutes are over, a GTC staff should mention to startups that the time is over and that they should swap for another pair;
- Once all the Startups have swap with each other and the opportunity to get to know each other is done, GTC should state that Startups have now a way to further continue to network with each other in order to start creating Alumni Communities.

Even though, these are the key settings behind the Service Concept, its success depends on the continuous feedback and iteration on improvements in order to developed on each programme better and better Network session between Startups.

## **Mindset that should be in place**

Taking the key setting that should be done in order to implement the Service Concept, it is necessary to mention that this Concept should be meant to be used as a continuous development process.

The aim for this is due to its highly relevant framework that is in place, in which Startups are the key focus and key element for its success. Thus, enhancing the importance of the feedback that Startups have towards the end of each session in order to provide newly and fresh knowledge regarding considerations and recommendations that should be taken into account and further iterated in order to reassure not only its success but also that an Alumni Community is developed.

Beforehand, and taking into consideration that creating Alumni Communities is one of the aims that GTC currently has, GTC staff and whom facilitates the session should have in mind that providing this opportunity to Startups can reassure not only an active presence during the programme but also is providing a way for Startups to further strengthen their relations between each other,

Next Steps



Within this Section, further steps that will follow are going to be presented and explained.

The aim of doing this is not only to present the already success that this Service Concept had already during the Lisbon Programme, but also to explore it once again during the next programme, Helsinki.

## Next Steps

In order to present and explain the further steps that will be taken, key topics will be shown as a way of demonstrating it. Therefore, such topics are:

- Take the Lisbon Programme example of its implementation and further iterate upon the feedback give;
- Since during the Lisbon Programme, the Business Profiles were not developed and, therefore not explored its potentiality and feasibility, during the Helsinki Programme they should be tested and implemented;
- Implement the Service Concept in its all during the Helsinki Programme;
- Once finished the Helsinki Programme, use the feedback provided and iterated upon them in order to further be improved and delivered during the next programme, Copenhagen one;
- Make this iteration after each programme until the process is smooth and quick;

- Once reached this, further steps should be taken into consideration in order to provide and facilitate further post-service offerings towards a Service that can be a continuation of the value being created within this Service Concept.



# Reflections



## The choice of not using personas VS creating Company Personas as a tool for Service Designers to use when analysing Companies

Personas (Ilama, 2015), allows to represent visually the user. Its representation is based on user research and real users.

The reason behind not using personas to further explore the potentialities that it may bring in the design process is, mainly, due to the fact that GTC and its Stakeholders are Companies and not persons. Even though those companies are composed by people, GTC stakeholders are Companies, thus not being useful to represent them through a tool such as Personas. This means that, although there is interactions between persons and individuals from GTC and the stakeholders companies, they don't represent the company, individually, in its all. Therefore, giving strength to the premise of the use of Personas during a design process.

Having this thoughts in mind, as well as the not existing tool for creating Company Personas, it was discussed amongst the SD GTC team, that developing a template and further explanation on how to use it

and why, can bring valuable knowledge and insights towards companies. The reason behind this discussion is due to the fact that when analysing a company or creating personas based on individuals from a company, it is only bringing the perspective of specific individuals within a company. Taking into account that a company is made by a group of individuals it can be more valuable to represent those companies with an overall perspective, thus creating a Company Persona. Therefore, and also because GTC ecosystem is composed by companies, such tool can represent the company's perspective, pain points, needs, motivations and interest, to be presented in a more concrete and self explanatory way.

When considering the role of a Service Designer, and how a tool such as Personas is used in order to analysed, explain and present information in a more concrete and simplified way, one may consider that having a tool that can do the same as this one but not focusing on individuals but

instead on a group of individuals, such as Companies, can be of great value to have in their own set of toolkit.

Thus, increasing their capability of researchers but also the ability to have an holistic perspective towards businesses and how they can be represented. This can also give Companies the tool to see and have a better understanding of how their company is perceived as well as having a way to show internally the vision that a company has, which can be of great value in order to have the entire company in sync in regards to a common goal. At the same time when having a new member coming to the company, having such tool can allow the new employee to understand the company's goals, vision, struggles and motivation so he can feel in sync with the company as well as being able to connect and present possible solutions to struggles that the company may face.

A discussion was held at the midterm presentation, with the goal of having the perspective of my fellow Service Designers Experts and student peers.

The overall aim was to gain perspectives towards the creation of such tool that could help to not only increase the Service Design toolkit but also to validate the development of this tool.

The feedback provided gave me a new and improved insights towards on how to do it, the parameters that should be included as well as to whom is the tool suppose to be seen.

Before ideating into the layout for the Company Persona template, it is necessary, first, to understand that companies have different stakeholders and those stakeholders are in different stages of business or industries and, therefore it is required to develop different parameter according to each type of Company Persona. Once having this is mind, and taking GTC as an example, three Company Personas were made based on the its Stakeholders, which are Alumni Personas, Partners Personas and GTC Personas. The aim behind this approach is to explain in

a synthesized and visual way the different parameters and aesthetics that Company Personas may take form and according to the stakeholders.

By having this thought in mind a list of the possible parameters for each one were lined up and ideate upon. Thus, meaning that they are not defined and are still to be polished. Therefore the parameters are the following;

- **Parameters for Alumni Persona:**

- . team size / background
- . Looking for x DKK
- . Type of Industry
- . Company struggles / challenges
- . Goals / Brand Identity
- . Vision / Elevator Pitch

- **Parameters for Partners Persona:**

- . Looking for x type of startup
- . goal / brand identity
- . struggle / challenges
- . type of industry / portfolio
- . vision

- **Parameters for GTC Persona:**

- . Goals
- . Vision / Elevator Pitch
- . Challenges

After this ideation, and taking into consideration that GTC has more than 50 Alumni at this time, and that by the end of the year will have more than 100, it is necessary to do and developed Alumni Personas according to the industry fields in which they are in. Thus, addressing a large group of startups and presenting them with common and similar goals, motivations, field of industry, channels and mission.

## Company Persona Mindset

Taking into consideration that the focus of the Service Concept developed and presented within the recommendation section, are Alumni Businesses, it would only be shown an Alumni Persona.

Even though, it is only going to be shown an Alumni Persona this doesn't mean that the layout behind it can't be used and taken into consideration when developing either a Partner Persona or GTC Persona.

Therefore, the layout is meant to be the same but only the parameters of each Company Persona is changing according to the type of Company that it is and also who is supposed to be using the template.

For example, when a Partner is looking into an Alumni Persona he is looking for specific key elements such as team size, or type of field, or company vision. On the other hand, when Alumni are looking into a Partner Persona they are looking for key

elements that are in sync with the aim of the Company or the type of field that they are in and which can help them in order to take the most out of the one on one sessions. Thus, meaning that the templates are meant to be provided beforehand for the programme as a way of getting to know others. GTC Personas can be used and seen in the same way by Partners or Alumni.

Company Personas can and should be used also within the Company. The aim in doing this is not only to have a way to present visually to a new company members the vision, field of industry, the size of the company and so on, but also to provide a way of easy welcoming and time efficiency.

From the point of view of GTC, the Company Persona of Alumni and Partner is meant to serve as a reference for when thinking of the type of startups that GTC wants for its programmes as well as

providing a visual aid for when GTC is ideating or wants to deliver a new Service offering.

Furthermore, and when thinking of how GTC can take the most from the Partners Persona, one may say that similarities exist in the way they are supposed to be used and settings for when thinking of a new Service to be developed.

It is also necessary to mention that this Company Personas are fictional and are only based on the overall existing data from Alumni, Partners and GTC itself.

Therefore, and with this mindset in place an Alumni Persona was developed and can be seen in the Figure 42.

# CleanEnergy



"We are all about Iconic, emotional product that raises awareness about the lack of energy in the world"

N° of employees: 13

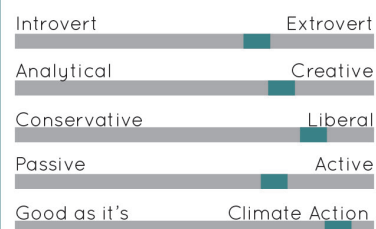
Location: Copenhagen

Looking for: 750.000 €

Lifetime Revenue: 2.500.000 €



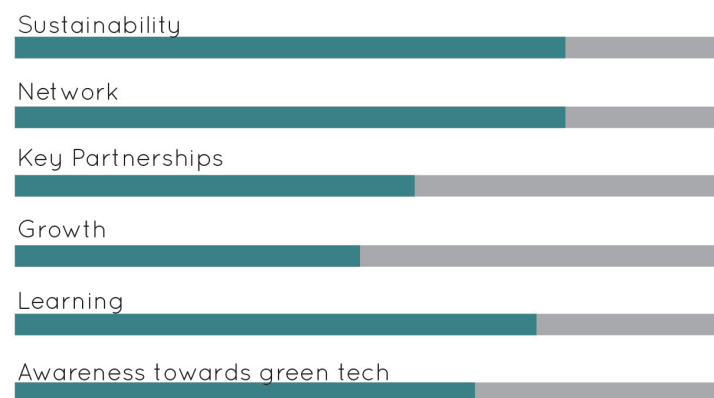
## We are...



## Our Struggles/ Challenges are...

- . Right Staff;
- . Finance Growth
- . Most Efficient & Attractive Product
- . Moving from Startup to next professional state

## We are Motivated by...



## Our Goals are...

- . No poverty
- . Renewable Energies
- . Good Jobs & Economic Growth
- . Climate Action
- . Reducing Emissions

## Our Mission...

More then half of the world population's doesn't have energy and more then 70% don't have clean energy. Our aim is to decrease this alarming numbers and facilitate cheap, economic, clean and sustainable energy to everyone. Solar energy is not being used to its full potential, and due to our background we can use the stored energy to fuel houses, electric cars, entire villages.

## Role Models



## We do business through...

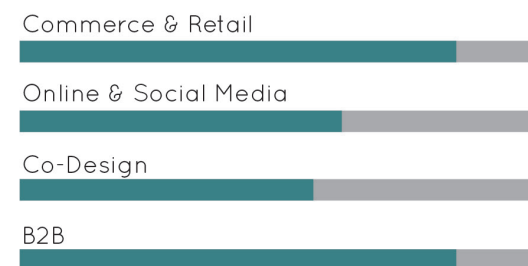


Figure 42 - Layout of an Alumni Persona

## Using Design Sprint during a Design Process

Throughout this Thesis, Design Sprints were a key elements to its outcome.

First, having the opportunity to work and collaborate within the entire process of the Thesis with GTC allowed me to put into a real life needs from Companies all the knowledge gathered through the Masters in order to present and explore a solution. Thus, enhancing the importance of the awareness collected during the Master towards teamwork.

Design Sprint. has gave me a particular interest due to the fact that it can allow a project to move forward quickly at the same time that if something within the process was not taken into account it can be further explored in another Sprint.

This can be beneficial because, as I learned from previous Projects, sometimes the process can be stuck due to several reasons and by having Sprints it can allow the process to be unstuck.

Within this Thesis, two sprints were made. But before doing them research and previous experiences using them were taken into consideration before choosing this approach for conducting a Design Process.

Even though, each Sprint is meant to be used within 5 days and have a team of fellow designers in place, each Sprint during my Thesis had more time due to its timeframe as well as flexibility within the Method chosen but also because it was an one man Projects.

At all times during a design sprint, time is a key factor while conducting tasks. As a facilitator and executor of tasks, a plan of the key topics that should be address during each phase should be outline and prepared beforehand. This Thesis is an example of that.

As an overall recommendation for conducting Design Sprints, a Team of at least two to three people should be taken into consideration due to the time constrain of a Design Sprint but also due to the work task that is demanding during a Project such as this one.



# Appendix



**Appendix A** - <https://goo.gl/YInPpC>

**Appendix B** - <https://goo.gl/QecDfE>

**Appendix C** - <https://goo.gl/4Ws2nZ>

**Appendix D** - <https://goo.gl/AjTUJc>

**Appendix E** - <https://goo.gl/MV3XiF>

**Appendix F** - <https://goo.gl/RYxfQb>

**Appendix G** - <https://goo.gl/0kuQeG>

**Appendix H** - <https://goo.gl/EbJdU3>

**Appendix I** - <https://goo.gl/0pOvZV>

## References



Bjørner, T. (2015). *Qualitative methods for consumer research*. 1st ed. Latvia: Henning Persson, p.21.

Creswell, J.W. (2013) *Research design: Qualitative, quantitative, and mixed methods approaches*. 4th edn. Thousand Oaks: SAGE Publications : SAGE Publications..

ellenmacarthurfoundation. (2016). *Service Flip*. [online] Available at: [https://www.ellenmacarthurfoundation.org/assets/design/Service\\_Flip\\_Final.pdf](https://www.ellenmacarthurfoundation.org/assets/design/Service_Flip_Final.pdf) [Accessed 9 Apr. 2017].

IDEO (2015) *The field guide to human centered design: Design kit*. IDEO.

Jonsson, A. (2017). *REINFORCING RELATIONSHIPS AND CO-CREATING MUTUAL VALUE IN THE POST-SERVICE PHASE OF GREEN TECH CHALLENGE*. Master. Aalborg University of Copenhagen

Iama, E. (2015). *Creating Personas*. [online] Available at: <http://www.ux-booth.com/articles/creating-personas/> [Accessed 2 Apr. 2017].

Martin, R. (2009). *The design of business*. 1st ed. Boston, Mass.: Harvard Business Press.

Nadya Direkova & the Google Sprint Masters Mountain View, March 2015;

Sandoval, S. and Sortland, O. (2015). *Building a Service Design explanation*. [online] Oda Sortland. Available at: <http://odasortland.com/service-design-explanation/> [Accessed 3 Mar. 2017].

Stickdorn, M. and Schneider, J. (2016). *This is service design thinking*. 1st ed. Amsterdam: BIS.

*The design sprint — GV* (2016) Available at: <http://www.gv.com/sprint/> [Accessed: 1 March 2017].