

KICK BOOK

KICKBOX®

**WELCOME TO THE KICKBOOK,
THE HANDBOOK FOR INTRAPRENEURS!**

Every adventure begins with a first step – and so every successful innovation begins with a spark or an igniting idea to change the world. The KICKBOOK is that first step – one that most people never even take. You are one of the bold few.

The KICKBOOK will help you analyze your idea, validate it and present it to potential sponsors!

The book is based on experience gained from thousands of intrapreneurs who were working on their Kickbox innovation projects in organizations such as Swisscom, Adobe, Roche, Siemens Energy, Implenia, SBB, Georg Fischer, Baloise Group, CSS, LGT, ETH Zurich and many more.



**CONGRATULATIONS
ON YOUR KICKBOX!**

**“It's about being
able to move
quickly, and listening
to customers.”**

MARK RANDALL, FOUNDER OF ADOBE KICKBOX





THE KICKBOXER THE KICKBOXER TEAM*:

A kickboxer is an intrapreneur who has been given the freedom and the resources within their company to validate their idea and drive their project forward.

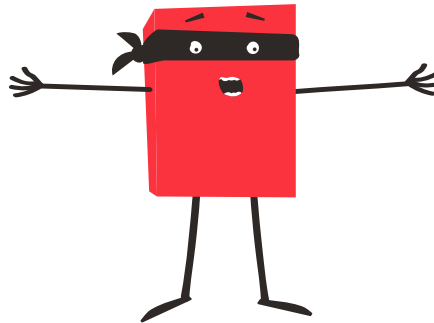
CREATIVITY

SUPPORT

COURAGE

PERSEVERANCE

FREEDOM



* Are you already part of a team? Congratulations; you can make use of everyone who is involved! If not, then keep an eye out for potential allies. Do you want to know what makes a good team? Scan the QR code.

INTRO

You are going to fully research the potential of your idea. This book will help you with valuable considerations, exercises and tests, so you can be more confident about your hypotheses. Like a detective, you'll gather evidence for your assumptions. This helps you to minimize uncertainty and strengthen your argument. The result will be an informative presentation that you can use to convince potential sponsors.

The KICKBOOK is here to assist you. No one will be checking up to see whether you've done the exercises: you alone will decide how you use it. Your journey as an intrapreneur could be compared to a rollercoaster ride: one day you receive positive feedback on your idea and the next it's torn to shreds. Don't give up! This kind of (emotional) rollercoaster ride is part of the innovation process.

If you realize at some point that you can't complete the project, it's not the end of the world. You can get off at any time. Not every idea serves a customer need. The important thing is that you take your new experience away with you and share it with your network.

Resilience is key! If you talk publicly about your KICKBOX project, you can significantly increase your resilience.

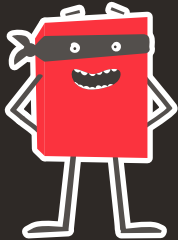
That's why you should take a selfie with your KICKBOX - no bla, just do - and post it on social media with these hashtags.



↙
#KICKBOX
#intrapreneurship
#rready

KICKBOX PROCESS

The process gives you a basic structure. However, be aware that getting an idea validated often requires turning back, repeating and trying again.



2 weeks

START

LET'S GET STARTED -
NO BLA, JUST DO!

P. 20

PROBLEM

IS THE PROBLEM
WORTH SOLVING?

P. 32



4 weeks

1 week

1 week

SOLUTION

**DOES THE SOLUTION
CREATE VALUE FOR
CUSTOMERS?**

P. 86

CONCEPT

**DO I HAVE A
CONCEPT FOR THE
NEXT PHASE?**

P. 150

CONVINCE

**CAN I CONVINC
OTHERS OF MY IDEA?**

P. 188

SHORTCUTS

Do you want to take the quickest possible route?
Then navigate directly to the pages for which
you can't yet give a positive response to the
question and complete the relevant tasks.
Good luck!



Hello, are you doing okay?
Do you know your motivation and
are you sure of it?

Yes! No (go to p. 26)



Can you describe exactly how
people solve the problem
now and why the current
solution is not ideal?

Yes! No (go to p. 64)



Hi! Me again. Do you know
how many people may potentially
have this problem?

Sure! No (go to p. 73)



Do you know at least three
people in your network who
are excited about your idea?

Yes! No (go to p. 100)



Were you able to find out how
much the test subjects were
prepared to pay for your solution?

Yes! No (go to p. 126)



Were your assumptions proven to be true in the market test?

Yes! No (go to p. 133)



Do you know who the first customer for your solution is and how you can locate them?

Yes! No (go to p. 133)



Do you have an idea of how the first functioning version of your solution should look, how you would like to implement it and the cost?

Yes! No (go to p. 171)



Do you know how to reach the sponsors?

Yes! No (go to p. 193)



Are the next steps and your request to the sponsor clearly formulated?

Yes! No (go to p. 199)



Have you agreed a date and time with the sponsor?

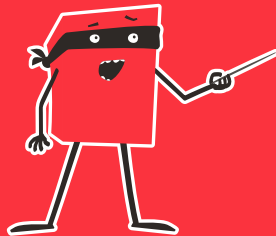
Yes! No? Well, no time like the present!

HOW DOES THE KICKBOOK WORK?

These are neutral



This is John R. Boxly. He will be by your side with tips throughout the book. He looks cute, but he's quite pushy and will kick your backside if you need it.



Online materials

Scan the QR codes in the KICKBOOK to access additional materials, download additional templates and much more.



ExtraKicks

Find the ExtraKicks in the book and use them to take your validation to a new level.

Try it
and see.



kbx.li/h3a



THE KICKBOX PRINCIPLES

Familiarize yourself with the core KICKBOX principles. As a Kickboxer, you will use new (working) methods and gain new experience.



To find out whether your business idea meets a customer need, you need to discuss it with lots of people, both inside and outside your company. Presenting your idea again and again can be tiring, but you'll learn how to sum up your idea better, get feedback and convince people of its benefits.



There are no successful intrapreneurs who developed their idea from behind their desks, who didn't back their words up with action or who preferred colorful PowerPoint slides over customer feedback. That's why the KICKBOOK encourages you to move on from the theoretical concept and carry out real experiments.



Congratulations! When you opened this book, you became a CEO. You alone will decide now how you develop, test, present and make a success of your idea. But don't forget, good CEOs know exactly which experts to ask for advice, and when. Ultimately, you make all the decisions, but you're not alone – so use your network!



You are using this book because you have an idea. But you might also have opened this book because you're driven by a vision. Be bold and think big! A vision gives you something to hold on to on your rollercoaster ride. But be aware that it's impossible to implement a vision in one go. That's why this book leads you ever closer to your vision, step by little step.

And don't forget that you are part of a company, so share your story with your colleagues! Who knows, maybe you'll soon find a new team member.



SUCCESSFUL BUSINESSES BEGAN LIKE KICKBOX: DROPBOX CASE STUDY

Instead of going to the market with a completely developed product, Dropbox began with a prototype and developed step by step to become a product with more than 500 million users.

THE DROPBOX VIDEO PROTOTYPE

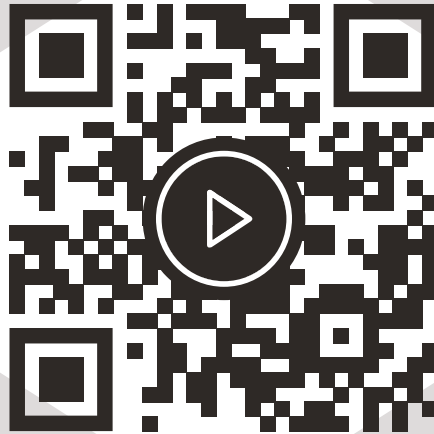
Dropbox originally began with a three-minute screen recording to present its service (which did not yet exist). This allowed Dropbox to affordably test whether there was a customer need for its service. They used the comments beneath the video to adapt the product development in the best way to suit customer needs. At the same time, Dropbox was able to attract genuine prospective customers for its market launch.

Today, Dropbox is one of the largest document storage providers in the world.

Do you think that only a start-up can achieve something like this? Not true! According to Steve Jobs, even Macintosh started as an intrapreneurship project.



Check
it out.



kbx.it/17

RRREAEA

DY?



Down your
espresso
and...



SECTION 01

STA- RT

Let's get started - no bla, just do!



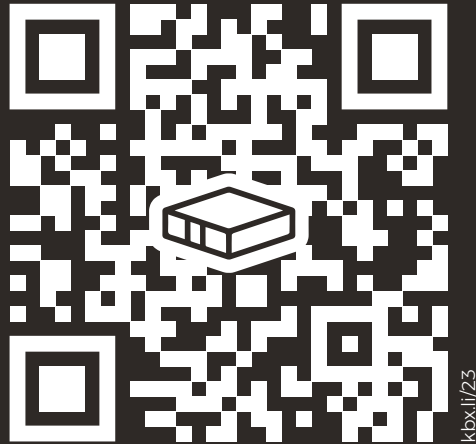
“Working hard for something we don’t care about is called stress. Working hard for something we love is called passion.”

SIMON SINEK



MARK'S KICKBOX TIP

What's the most important thing
to be a successful intrapreneur?



Mark Randall, Kickbox founder

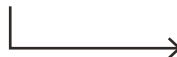
WHY DO YOU WANT TO BECOME A KICKBOXER?

Before you take your foot off the brake and begin your innovation project adventure, check whether it is in line with your personal goals. Your motivation and passion are key!

What is your main motivation?



The exercise on the next page will help you to explore your main motivation in greater depth.



EXERCISE

YOUR REASONS FOR MOTIVATION



Reasons for motivation are as diverse as people are different from each other. There's no right or wrong answer.

We all function on three levels: what we do, how we do it and why. Start with the 'why', as that is the purpose, reason or conviction that drives each of us on a daily basis. Everyone can easily explain the 'how' and 'what', but very few people can say why they do what they do. Can you do it?



Decide on your three most important motivation reasons and then take 15 minutes for a quick brainstorming session to find your personal 'why'.

Pssst, if you get stuck, you'll find a cheat sheet on the next page.



YOUR REASONS FOR MOTIVATION

BRAINSTORMING: YOUR PERSONAL 'WHY'

'Start with why' by Simon Sinek is a great method of finding your own 'why'.



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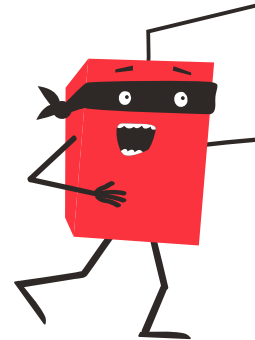
BE INSPIRED

OTHER KICKBOXERS' REASONS FOR MOTIVATION!

Put a cross by all the motivation reasons that apply to you.

Complete the list if there are any others.

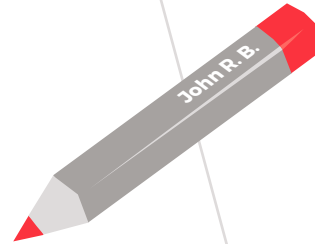
- Proving to myself that I can do it.
- Being a positive example to others.
- Coming up with something that makes sense.
- Doing something to help others.
- Creating something others love.
- Starting something new.
- Making a difference.
- Showing the world I'm innovative.
- I love challenges.
- I love to surprise people.
- I have a healthy ego.
- I want it. It doesn't exist yet.
- I want to sort something out.
- I want to create something that corresponds to my values.
- Increasing my visibility within the organization.
- Increasing my visibility outside the organization.
- Helping my family.
- Helping my community.
- Having a feeling of personal satisfaction.
- Receiving a pay raise or a bonus.
- Finding a better job.
- Life is a game that takes me to the next level.
- Showing my worth.
- Changing the world.
- Spending more time with my customers.



GETKICKBAND.COM

- Impressing women.
- Impressing men.
- Impressing everyone.
- Nobel prize.
- World peace.

Motivating intrapreneurs



READY TO CARRY ON?

Use these little stop-off points in the KICKBOOK to work out whether you're ready to move ahead.

TIP: To properly validate your idea, you should read through the questions carefully and answer them honestly.



Hello, are you doing okay?
Do you know your motivation and
are you sure of it?

Yes!

No (p. 26)



NOTE:

If you have to answer something with 'No', then go back to the relevant section and run through it again.



Great! Then off you go. Good
luck exploring the problem you
want to solve!

Thanks!

SECTION 02

PRO- BLEM

Is the problem worth solving?



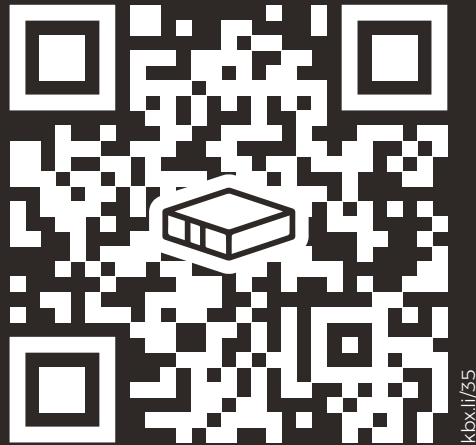
**“If I had an hour to solve
a problem I'd spend
55 minutes thinking
about the problem and
5 minutes thinking
about solutions.”**

ALBERT EINSTEIN



MARK'S KICKBOX TIP

Why do problems matter more
than solutions?



Mark Randall, Kickbox founder

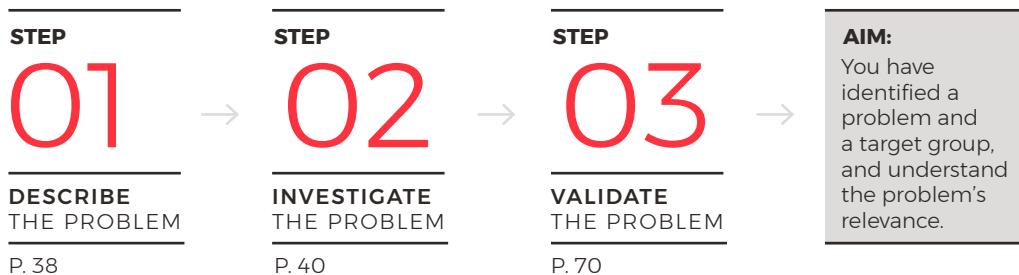
INTRO

Intrapreneurs are solution-focused by nature. They want to make things, implement them and watch them grow. However, if we leap to develop a solution too quickly, it's more likely we will miss our target. That means that although we make products, they

may not be suitable and may never succeed in the market.

That's exactly why it's so important to identify the right problem and to understand it well enough to be able to unlock its full potential.

SECTION OVERVIEW:



STEP

01

DESCRIBE



EXERCISE**DESCRIBE THE PROBLEM**

10 min.

Step one is easy: Use the empty space to write down which problem you'd like your idea to solve.

THE PROBLEM:

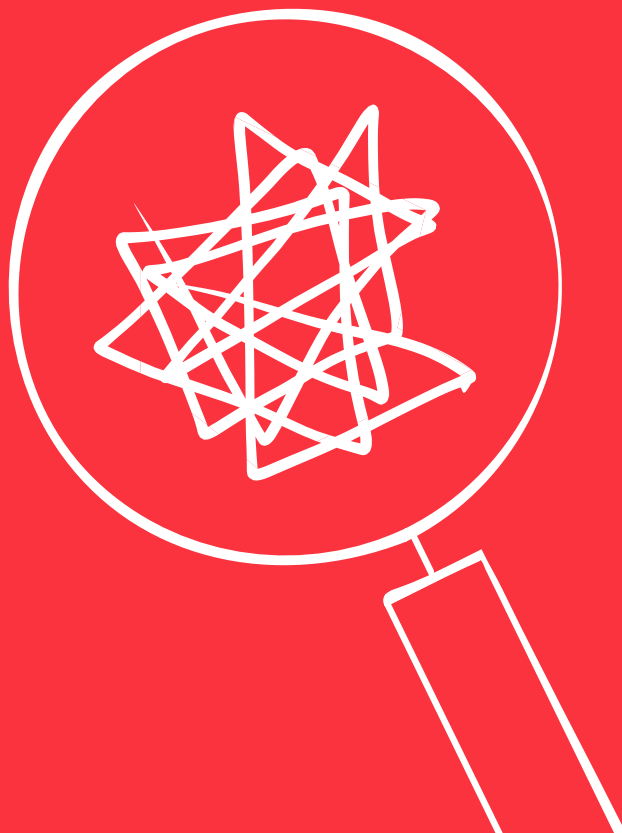
Try to
formulate
the problem
from the
perspective
of the person
it affects.



STEP

02

INVESTIGATE





EXERCISE

CREATE YOUR IDEAL CUSTOMER

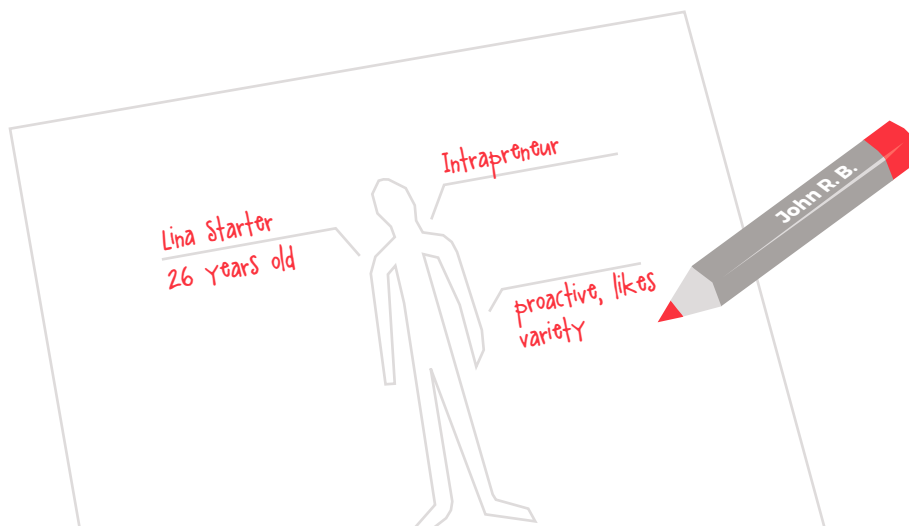
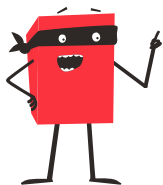


10 min.

Now describe at least one real or fictional person facing the problem described. Use the template on the next page and simply write down what comes to mind. Ten minutes should be enough.

Quick tip:

Even change projects within an organization or solutions for corporate customers ultimately involve a person affected who has certain decision-making powers; i.e. a potential target customer. Who is that and what motivates them?



WHAT ANNOYS ME:

WHAT I WISH:

NAME:

AGE:

PROFESSION:

INCOME:

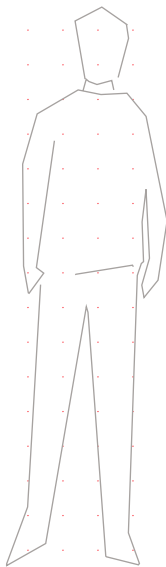
MARITAL STATUS:

PLACE OF RESIDENCE:

HOBBIES:

FAVORITE BRANDS:

WHAT I LIKE:



FORMULATION OF THE PROBLEM FROM THE PERSON'S PERSPECTIVE:

IN WHICH SITUATION DOES THE PROBLEM OCCUR?

HOW DOES THE PERSON CURRENTLY SOLVE THE PROBLEM?

WHY IS THE CURRENT SOLUTION NOT IDEAL FOR THE PERSON?

Download
templates



Kbx.II/43

FROM IDEAL CUSTOMER TO REAL CUSTOMER

Now it's time to go on a research mission and seek out your ideal customer in real life. Or, in other words, to find them, meet them and understand them.

There's no better way to do this than a personal interview.

Be careful: It's too early for online surveys at this stage. Right now, the most important thing is to get a sense of feelings, recognize signals and to get to know potential customers better on a personal level. That means that under no circumstances should you hide behind a digital survey.





1 day

EXERCISE

PROBLEM INTERVIEW

How exciting! Now you can put your idea to the test for the first time and get to know your ideal customer for real.

This step is key if you really want to delve into the problem. However, unfortunately, for many people, this step is also the most uncomfortable, as you now need to leave your desk – you can't hide behind your computer any longer.

This also means leaving your comfort zone and going out to find potential customers to talk and listen to.

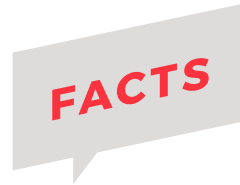
On the next page, you will learn what you need to pay attention to.



WHAT DO YOU NEED TO BE CAREFUL OF IN INTERVIEWS?



It's important to go into the interview with the right attitude. Be open to hearing things you don't expect and adopt the role of the active listener. An interview is at its best, after all, when the interviewee does most of the talking. You want to learn from them!



Don't ask hypothetical questions, such as "Would you...?" Instead, ask about past situations, such as "When was the last time you...?". This means you get facts instead of opinions.



'Why' is the key word in an effective problem interview. Always ask about and try to understand the cause of the problem.

Learn how you can get to the heart of every problem with five 'Why?' questions.



kbx:11/46



Don't try to sell anything, including your idea, and don't mention any solutions yet. It's too soon for that. Better to find out what kind of solution your target customer wants, what they would be prepared to pay for, what criteria they use to decide, what is really important to them, etc.



Schedule a follow-up meeting and stay in touch. At a later stage in the process, you can come back to the same people and present your solution to them. Always ask if they know other people in the same situation or with the same problem, and whether you can contact them too.



WHERE CAN I FIND THE RIGHT CONTACTS?

Think about who in your personal or professional network corresponds to the person you imagined in the previous step. Approach them and ask them for an interview.

Don't have anyone in your network who matches your vision? Think about where you could find these people inside or outside your company. Can you find them on LinkedIn or other social media channels? Is there a relevant forum, a physical location or event where these people spend their time?

HOW MANY INTERVIEWS ARE NECESSARY?

As soon as answers overlap, confirm and repeat, then you have gathered enough 'evidence' for now.

Google says, as a rule of thumb, that five interviews per target customer group will suffice at this stage.

Quality over quantity! It's better to do fewer (five) interviews, but with the right people. People who have the problem themselves. Anything else is a waste of time!



WHAT SHOULD YOU ASK PEOPLE?

Of all the problems (or partial problems) you'd like to solve, which hurts the person most?

Does the person have the problem or need that you have imagined?

What costs are incurred due to the problem (cost of alternative solutions, lost time etc.)? What would a solution to the problem be worth to the person?

How does the person currently solve the problem (work-arounds or an alternative solution)?

ONLINE MATERIALS

You can find a template online on how to structure a good problem interview.



kbx.11/49



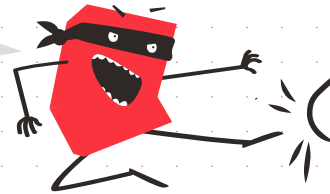
Extra materials



YOUR NOTES ABOUT THE INTERVIEWS:



**Now it's time
for you to get
out of the
building!**



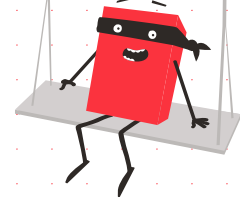
YOUR NOTES ABOUT THE INTERVIEWS:

WHAT WAS CONFIRMED?

WHAT WAS NEW/SURPRISING?

WHAT DOES THAT MEAN FOR YOUR IDEA?

Gather quotes,
don't interpret.



DESCRIBE

INVESTIGATE

You need a bit of overcoming to go out and interview people? Take a look at the video of Apple founder Steve Jobs; he explains why it's worth approaching people.



Check
it out.



kbx.li/55

Have you spoken to potential customers?

Of course...

Really?

I told you...!

REAL

To tick this page, we recommend using the extra wide Edding 850 marker.



Y? Yes!

Quit hassling me...



GRE



AT!

**CONGRATULATIONS -
YOU HAVE SPOKEN TO YOUR FIRST POTENTIAL TARGET CUSTOMERS!**



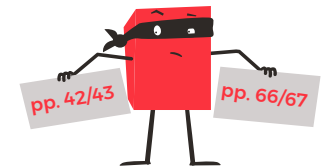
Your various meetings should have reduced your initial uncertainties about the problem.

Now you're ready to draft a revised and, above all, detailed description of the target customer and the problem. In doing so, think about which of the people you interviewed have genuine potential as customers. What do they have in common and what distinguishes them from the others? Are the problem and its cause exactly the same? How do these people currently solve the problem? Take another look at your interview notes and then use the template on the next double page to

describe your ideal customer and the problem once again.

Compare the completed template with the earlier one in the KICKBOOK. How much more certain are you of your ideal customer? Of the problem? What has changed? What have you learned?

**Nothing has changed?
Then you can be fairly
sure that you need to
do another round of
interviews.**





Version 23

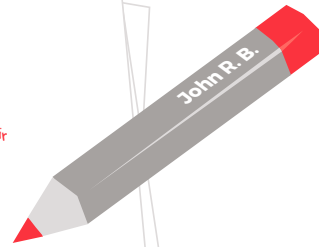
Michael Starter
~~32 years old~~
~~26 years old~~
32 years old

Intrapreneur

Humdrum, 9-to-5, dull
working life



proactive, wants to get
others excited about their
idea, wants more doers,
believes in the company,
wants to contribute to
its success



Lina Starter
26 years old

proactive

WHAT ANNOYS ME:

WHAT I WISH:

NAME:

AGE:

PROFESSION:

INCOME:

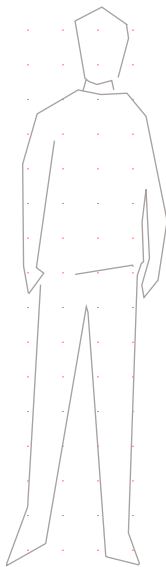
MARITAL STATUS:

PLACE OF RESIDENCE:

HOBBIES:

FAVORITE BRANDS:

WHAT I LIKE:



FORMULATION OF THE PROBLEM FROM THE PERSON'S PERSPECTIVE:

IN WHICH SITUATION DOES THE PROBLEM OCCUR?

HOW DOES THE PERSON CURRENTLY SOLVE THE PROBLEM?

WHY IS THE CURRENT SOLUTION NOT IDEAL FOR THE PERSON?

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templates



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READY TO CARRY ON?

You have described the problem and the ideal customer, and left your desk for the first time to discover more about both. You were able to find out whether

someone actually has the problem, and if they do, how serious it is for them and how they currently deal with it.



Hi! How's it going?
Do you know several people
who have this problem?

- Sure!
- No (p. 48)



Have you got genuine statements
from people with the problem?

- Of course :)
- No (p. 45)



Can you clearly describe people
with the problem?

- You got it!
- No (p. 64)



Can you exactly describe the situations where the problem occurs for the people?

Sure!

No (p. 64)



Can you describe exactly how people solve the problem now and why the current solution is not ideal?

Sure!

No (p. 64)



Kick'n'go!

Thanks!



NOTE:

If you have to answer something with 'No', then go back to the relevant section and run through it again.

STEP

03

VALIDATE



VALIDATE THE PROBLEM



You've spoken to people who are actually facing the problem, and have learned a lot from doing so. You now know the problem your target customers have, how they currently solve it and why the existing 'solutions' are unsatisfactory. Before you set about creating the missing, improved solution, it's now time to critically analyze what you have learned. Do enough people face this problem? Is the problem really that big? Is there actually a need for a new, better solution?

This step is key, as it will help you work out whether the problem is worth your time and energy in developing a solution.



qr.kbx.li/71



You can find additional resources online to show you how to validate a problem and quantify your findings.

Let me Google that for you |



GOOGLE ANALYSIS



30 min.

Start with a simple Google analysis, firstly to gain more background knowledge and secondly, to find quantifiable data. What should you search for? Here is a small selection:

🔍 TARGET AUDIENCE

(e.g. dog owners or PR managers):

- How many are there?
- Where do they meet (online and offline)?
- Are there different (sub-)groups?
- Are there relevant statistics, etc.?

🔍 PROBLEM

- How often does the problem come up in the online search?
- How does the target audience deal with it?

🔍 SOLUTIONS

- What solutions/work-arounds exist currently?
- How much do they cost, how effective are they, where are they available, etc?

Do research for as long as you can find new information, but don't get lost in the process. Generally speaking, you need less than 30 minutes to discover enough to supplement your existing knowledge. So set your alarm (30 minutes) and get Googling!



You'll find space to make notes on the next page. →

NOTES:

Consider setting up an inspiration board, where you can stick all your search results, person templates, important findings, etc. This can help you to recognize patterns and not lose sight of what you have already learned.





10 min.

This classification should help you to assess your idea's potential correctly.

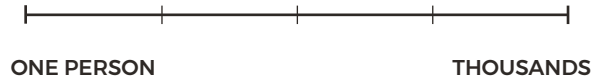


INTERPRET YOUR VALIDATION

Try to quantify the findings of the validation.

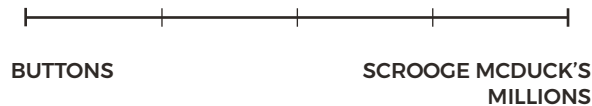
MARKET SIZE

The market size indicates how large your actual target audience is. In other words, the number of people that would actually buy your product. Put a cross to indicate how you perceive the size of the market.



WILLINGNESS TO PAY

In turn, willingness to pay indicates how much a target customer is prepared to pay for a solution to their problem.



For corporate ideas, you can ask yourself: How many companies employ a person who has this problem and who has the authority to make decisions for change? What budget does this person have at their disposal?

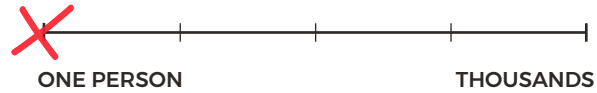
Which of the following three scenarios reflects your situation?

pp. 77-79

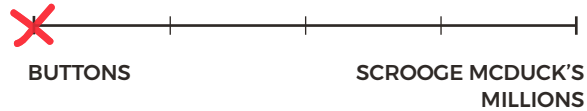


SCENARIO 01
BACK TO THE START

HOW MANY PEOPLE HAVE THE PROBLEM?



HOW MUCH ARE PEOPLE WILLING TO PAY FOR A SOLUTION TO THE PROBLEM?



↓

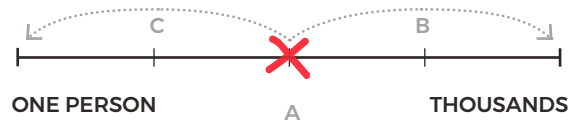
Bummer! Your problem isn't relevant enough. It's not worth solving!

Consider whether there's a way of expanding the problem area or finding a more appealing market. If not, you should look around for a new problem.

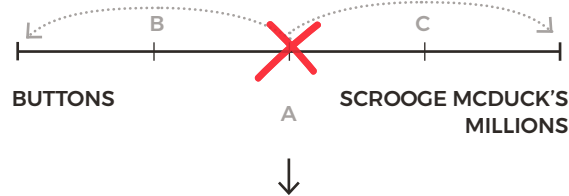


SCENARIO 02
IT DEPENDS ...

HOW MANY PEOPLE HAVE THE PROBLEM?



HOW MUCH ARE PEOPLE WILLING TO PAY FOR A SOLUTION TO THE PROBLEM?



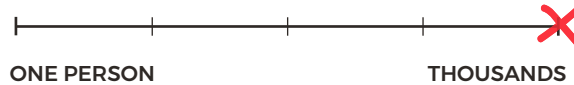
Examine your idea with a critical eye and consider whether the positive effect (high value) offsets the negative (low value).



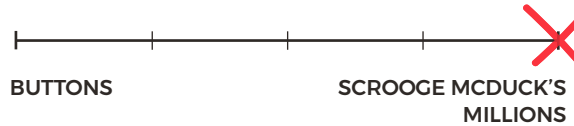
A few people willing to pay a lot or many people willing to pay a little do not necessarily mean you should scrap your idea. On the contrary! Think about luxury goods, such as a Maserati, which only a few people can afford, or coffee, which is relatively cheap but sells in huge quantities.

SCENARIO 03
ON WE GO

HOW MANY PEOPLE HAVE THE PROBLEM?

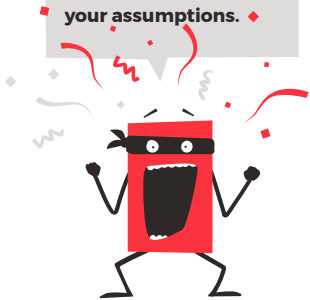


HOW MUCH ARE PEOPLE WILLING TO PAY FOR A SOLUTION TO THE PROBLEM?



Congratulations! You have identified a problem that's relevant enough to solve.

But be careful: a too positive a result in this exercise may mean that you perhaps still don't understand your market fully. Ideally, you should go back and do another self-critical validation to check your assumptions. ♦



DESCRIPTION OF THE PROBLEM

Note down your problem before you go any further. Try to summarize the problem briefly and succinctly in a maximum of two sentences.

A concise description of the problem will help you, and others who are working on the project, to set the right focus.

A GOOD PROBLEM DESCRIPTION ANSWERS THE FOLLOWING QUESTIONS:

- What is the problem and who has it?
- Where and when does the problem occur?
- What impact does the problem have?

Ideally, hang your problem description in a prominent place on your inspiration board and make it the wallpaper on your computer screen, so you see it all the time.



RECORD WHAT YOU HAVE LEARNED ON THE KICKMAP

Use the KickMap in the flap at the end of the KICKBOOK to record your findings. What has surprised you most?

What has been confirmed?
What is new and unexpected? Etc.

KM

Regularly recording what you have learned will help you to draft a convincing presentation for sponsors when you get to the end of the KICKBOOK.

KICKMAP
AN OVERVIEW OF THE MOST SIGNIFICANT INSIGHTS FROM THE INTRA-ENTREPRENEURSHIP PROJECT

PROBLEM		SOLUTION	
TARGET CUSTOMERS	PROBLEM		
CONCEPT			
BUSINESS MODEL	TEAM	NEXT STEPS	REQUEST

READY TO CARRY ON?

After you successfully found people with the problem under examination, you were able to use online research to find facts to back up your findings. Building on that, you did an initial classification

of your problem to see whether it was worth continuing. Lastly, you wrote a memorable problem description and noted down your findings.



Hi! Me again. Do you know how many people might potentially have the problem?

Yes!

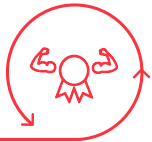
No (p. 73)



...and how often the problem affects them?

Yes!

No (p. 73)



NOTE:

If you have to answer something with 'No', then go back to the relevant section and run through it again.



Do you know how severe the problem is for these people?

- You got it!
- No (p. 73)



Are they prepared to pay for the solution to the problem?

- Yes!
- No (p. 73)



Fantastic!
Can you describe the problem in two sentences?

- Yes.
- No (p. 80)



Congratulations!
That sounds promising.
Stay on the ball!

- Thanks, stranger!

**THE
PROBLEM
IS WORTH
SOLVING.**





SECTION 03

SOLU- TION

Does the solution create
value for customers?



**“ Life’s too short to
build something
nobody wants.”**

ASH MAURYA

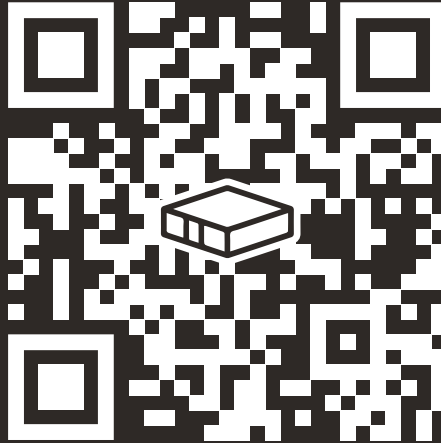


Ash's book *Running Lean* offers a great opportunity to delve more deeply into iterative and customer-oriented solutions development.



MARK'S KICKBOX TIP

Why do you tell innovators to stop
building things?



kbx.li/89



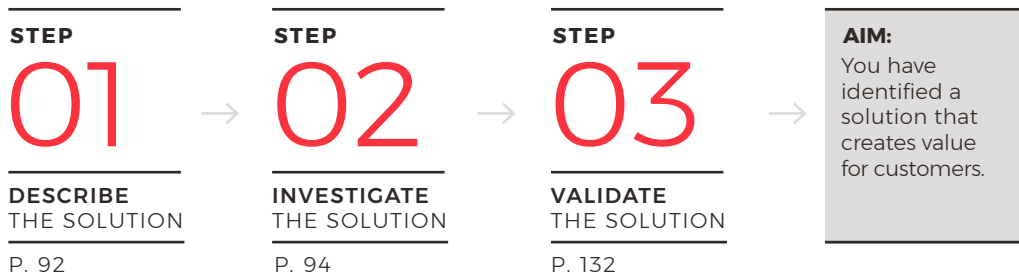
Mark Randall, Kickbox founder

INTRO

Now it gets really exciting! You start to work on your idea. But be careful: Don't leap straight into the end product. Instead, constantly examine with your target customers whether the solution or approach solves the problem properly and in line with customer wishes.

Your ultimate solution is created through ongoing testing, learning and iteration, and will become increasingly clear over the course of this process. Don't expect to have your ultimate solution already. And don't fall in love with your first approach.

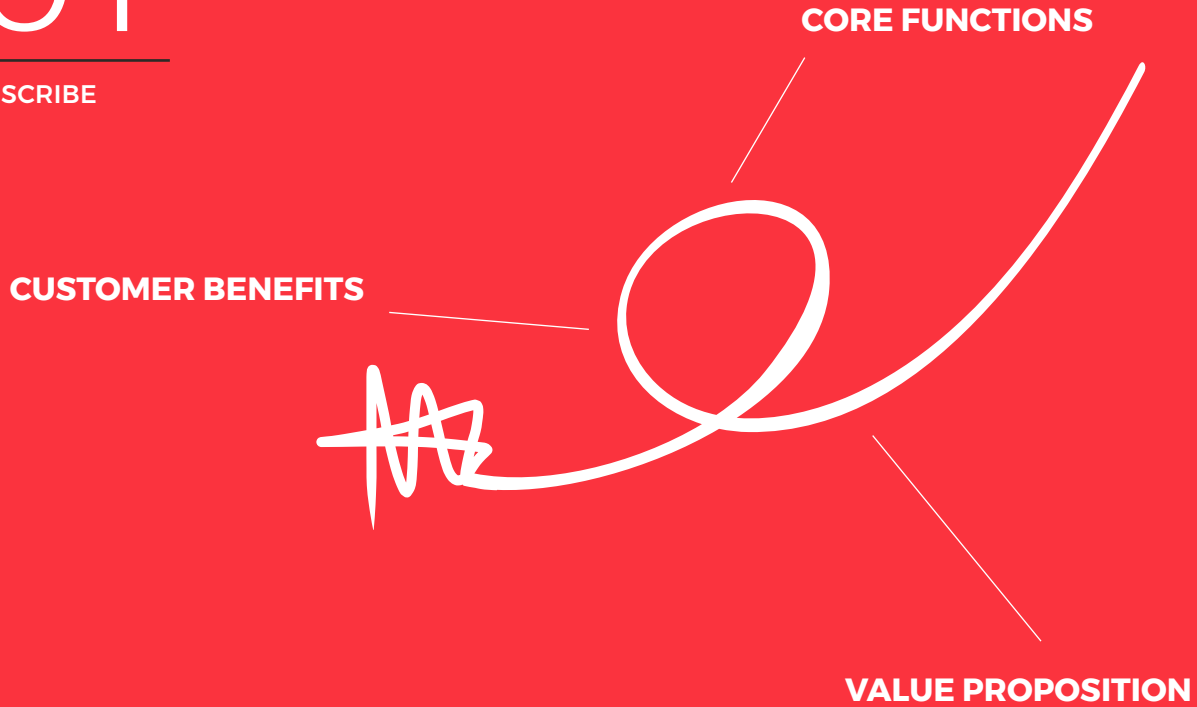
SECTION OVERVIEW:



STEP

01

DESCRIBE



EXERCISE**DESCRIBE THE SOLUTION**

20 min

Just as in the 'Problem' section, this is simply about describing your ideas for a solution. Always keep your problem description in mind. What do you want to solve?

What is your solution?

What benefits/
added value does
my solution give
the customer?

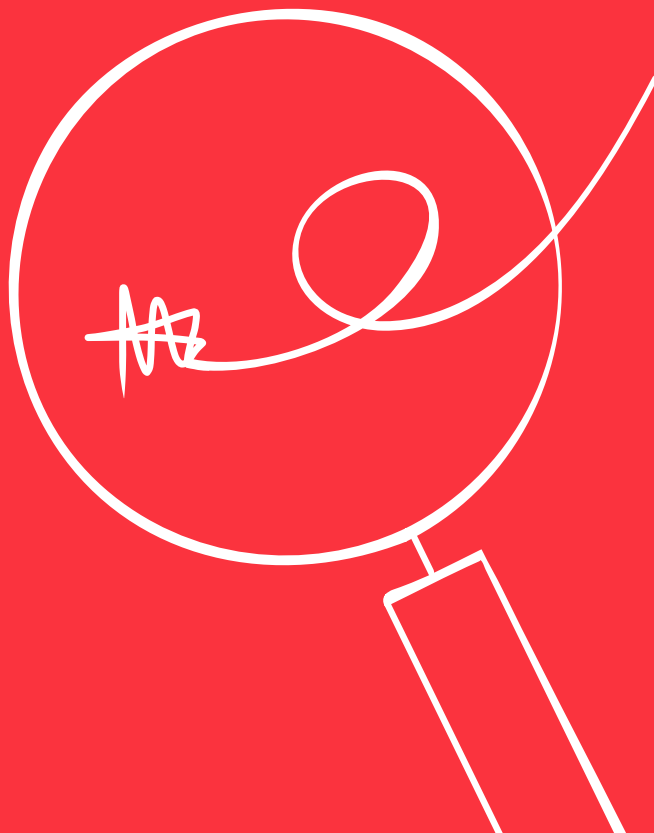


What key
functions
should my
solution
include?

STEP

02

INVESTIGATE





INVESTIGATE THE SOLUTION

The 'Solution' section should help you to answer the following key question:

DOES THE SOLUTION CREATE VALUE FOR THE CUSTOMER?

To find out whether the solution has genuine value for the customer, you will learn to build a simple prototype to make your idea tangible. In solution interviews with your target customers, you will then gain valuable insights.

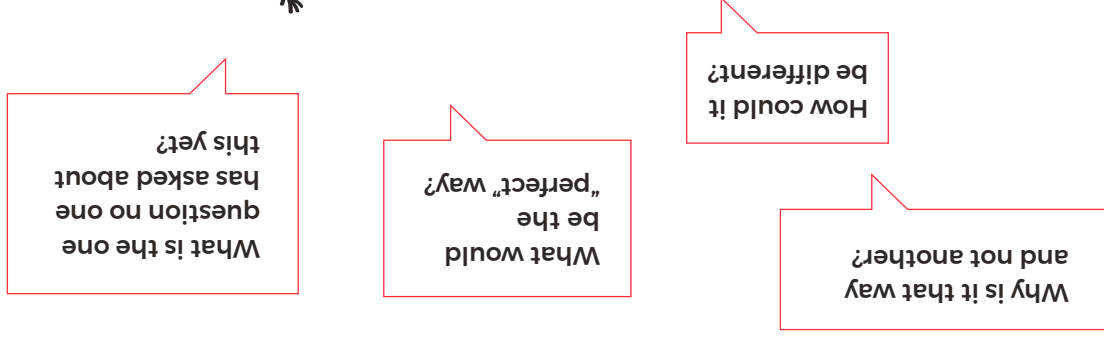
Although you already have a firm solution in your head, it's now time to stop and consider other solutions. You now understand the problem much better and should check whether there might be other solutions to it. Use the following thought experiment to do this.

**DESCRIBE AT LEAST FIVE VARIATIONS/
ALTERNATIVE SOLUTIONS:**

THOUGHT EXPERIMENT: CHANGE OF PERSPECTIVE



To consider other solutions, you need to change how you think and see things. Consider things carefully, change perspective and imagine how someone else might perceive a problem or situation. A child, for example, or the oldest person you know; a great inventor or someone from the future. What would they say to you if you asked them the following questions?



Helpful websites |



DO A GOOGLE SEARCH



30 min

As previously in the 'Problem' section, it's worth doing a quick Google analysis at this point. Examine new thoughts, find out what's already available, look

for new inputs and acquire background knowledge. In your follow-up research, focus on your solution ideas and search, for example, for the following:

Q DEMAND

- How often are existing solutions purchased?
- Where are they purchased?
- What is purchased more often than others?
- Why is it purchased more often?

Q SOLUTIONS

- What is already available?
- Which partial solutions exist?
- Who are these solutions for?

Q COMPETITORS

- Who are your competitors? Who is currently offering something similar?
- How successful are the competitors?
- What do they do particularly well?
- Are there customer reviews?

Competitors are great; they prove that the problem exists.



EXERCISE

THE IDEA NO ONE IS INTERESTED IN



1 hour

The number one reason why many innovations don't survive the first 18 months: it's a product nobody wants!

To avoid this as much as possible, Amazon (the world's biggest online retailer) developed a way to discover at an early stage whether the customer would find the potential product of interest.

The method consists of three steps that work for physical and digital products alike.

For this exercise, continue with the idea you consider to be particularly promising.



STEP 1:
CREATE a
press release

Anyone who wishes to launch a new product with Amazon has to create a hypothetical press release, as though the product were already developed and ready for sale.

You can also use this method and write a press release for your product. You'll find space to make notes on the next page.



STEP 2:
CIRCULATE the
press release

Send the completed press release to your work colleagues, friends, acquaintances and interviewees, and ask them for their opinion. Do not let them know that you are behind it. What do they think of the article?



STEP 3:
CHANGE
and inspire

Keep adapting your article until at least three people are excited about the story. After all, as we have said before, there's nothing worse than developing a product or service nobody wants.

If necessary, refer back to the other solutions you developed.



Draft
your press
release.



Adapt the method to suit your idea. For example, write an intranet article for an internal product or a specialist article for a specialist product...



A large rectangular area with a red border, containing a grid of small red dots for writing.

EXTRAKICK

Become a total press ninja in
just a few steps.



Look: a secret tip!



ATTENTION-GRABBING HEADLINES

WHAT DOES YOUR COOL SOLUTION TO THE PROBLEM LOOK LIKE? (PRODUCT IDEA, KEY FEATURES, DIFFERENCE FROM COMPETITORS)

CALL TO ACTION. (WHAT SHOULD THE READER DO NEXT)

NEW GADGET

for young and old

*Trendy, fresh and different!
Stand out from the crowd!*

*Incredible product!
My colleagues ask me about it every day. I can only recommend it.
GINA COOL, 22.*

Sign up at GETKICKBAND.COM

WHO IS THE PRODUCT INTENDED FOR AND WHAT IS THE PROBLEM IT SOLVES?

A QUOTE FROM YOU AND A HYPOTHETICAL CUSTOMER. (BENEFITS, TIME AND COST SAVINGS, ETC.)

EXERCISE

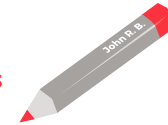
DRAFT YOUR VALUE PROPOSITION



Your reflections when writing the press release and the valuable feedback from friends and acquaintances will have prepared you for this task. Try to reflect your idea in a single, succinct sentence. You will need this often.

EXAMPLE:

“My idea is a **stylish headband** for **fashion-conscious intrapreneurs** that **motivates and enables an inspiring day at work**, in contrast to **boring work clothes.**”



MY IDEA IS:

PRODUCT/SERVICE



TARGET CUSTOMERS



“A _____ for _____ ,

KEY FEATURE



that _____ and therefore

MAIN BENEFIT



_____, in comparison to

EXISTING ALTERNATIVE



_____”

DESCRIBE



INVESTIGATE



READY TO CARRY ON?

After identifying a problem that is worth solving, you considered various solutions. You then researched the solutions and verified interest in your

favored solution. You drafted a value proposition, based on the feedback you gathered.



Have you found an approach that could be used to solve the problem?

You got it!

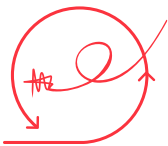
No (p. 93)



Have you examined the problem from different angles and developed different solutions?

Sure!

Nope (p. 95)

**NOTE:**

If you have to answer something with 'No', then go back to the relevant section and run through it again.



Have you got initial feedback from people in your network?

- You got it!
- No (p. 100)



Do you know at least three people in your network who are excited about your idea?

- Yes!
- Nope (p. 100)



Can you describe your solution briefly and succinctly?

- Sure!
- No (p. 106)



Great!
On you go.

- Thanks, John!

**A picture's worth
1,000 words and a
prototype is worth
1,000 pictures.**





BUILD AN INITIAL PROTOTYPE



4 hrs

You have researched various solutions, gathered initial feedback and obtained a clearer picture of what will and won't work. Now, as a next step, you should test whether this withstands reality and the solution really works. In the next step, you will translate your findings into the **first experimental prototype**.

The prototype helps you to make your solution clear and easy to understand. This is important as it enables you to capture genuine reactions in the subsequent solution interviews.

On the next pages, learn more about the prototyping mindset and decide on your own prototype based on the different examples.

PROTOTYPING MINDSET



An important point is that this is the very first prototype and doesn't need to be **perfect**. No design prizes are being handed out here. It's just about making the idea tangible.



The aim is to be able to put something on the table **or in someone's hands** that they can interact with. Whether it's an app draft, a simple website or a cardboard model.



In many cases, you can use a simple **black and white version** to start with at this point. So everyone is aware that it is a prototype and the discussion doesn't revolve around details such as color, etc.



It's also important **not to fall in love** with your first solution, as there's a high probability that you will soon scrap it anyway.

You'll find examples of possible prototypes on the following pages. Choose the method that's right for you.





**EXAMPLE****SOFTWARE PAPER PROTOTYPE**

Sketch a smartphone screen or internet browser on a piece of paper, and then draw what your customers see when they open your app or website. On additional pages, draw what happens when you click a button. Focus on the essentials. You can design things later. What does the user need to see to understand the solution? Find the eureka moment and depict this in a way that's clear and easy to understand.

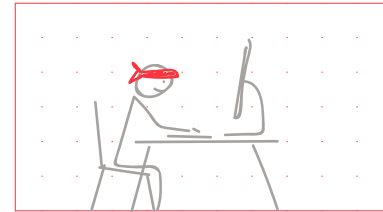
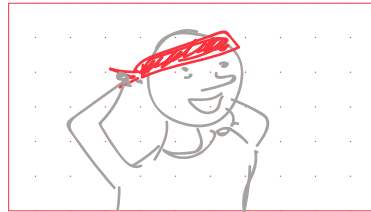
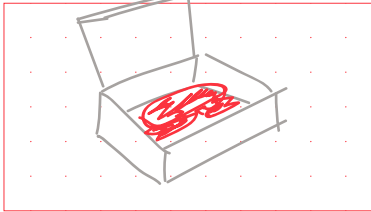
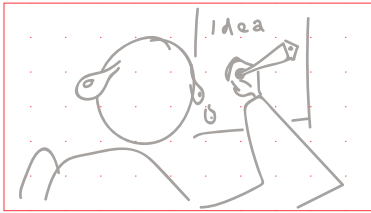
TIP: Start by sketching the entire user workflow as quickly as you can, even if you're still unsure about the details. The second time around, it's easier to eliminate the mostly interrelated mistakes.



kbx.li/115



From the initial draft to the app or website - familiarize yourself with online tools that can help you take your prototype to the next level.



**EXAMPLE****SERVICE STORYBOARD**

Tell the story of how customers will use your solution. Think about specific characters, places, situations, times of day and other influencing factors. Capture the story scene by scene. Consider the key moment in the use of your product. Explain what happens before and after. How does a customer come into contact with your product in their day-to-day life? How do they experience it? How does it inspire them?

TIP: Don't worry about your drawing style, don't get lost in details and use text only in speech bubbles.

kbx.li/117



Learn online how you can use easily understandable tools to make a short video from your storyboard. This can be a very powerful prototype, in particular for complex products, process innovations and services.



EXAMPLE**CARDBOARD MODEL**

If your solution consists of hardware, a shape model is a valuable way to make something tangible. If you hold something in your hand, it's much quicker to present and view it from different perspectives. Discussions take a completely different course rather than in a vacuum. Build a simple model of your product from paper, cardboard or other craft materials. You can also repurpose a random object spontaneously (an eraser can become a high-tech sensor) to present your product.

TIP: Start with a simple sketch. Find inspiration from people you know or online, and then start building straight away.

kbx.li/119



Discover a collection of hardware prototypes and find out how you can use technologies such as 3D printing, etc.

As the KICKBAND is a physical product, I opted for this prototype. Which version will you choose?



NOTES AND SKETCHES FOR YOUR PROTOTYPE

- Software paper prototype
- Cardboard model
- Service storyboard
- _____



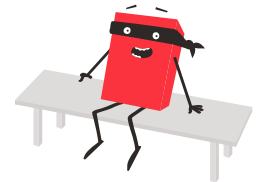


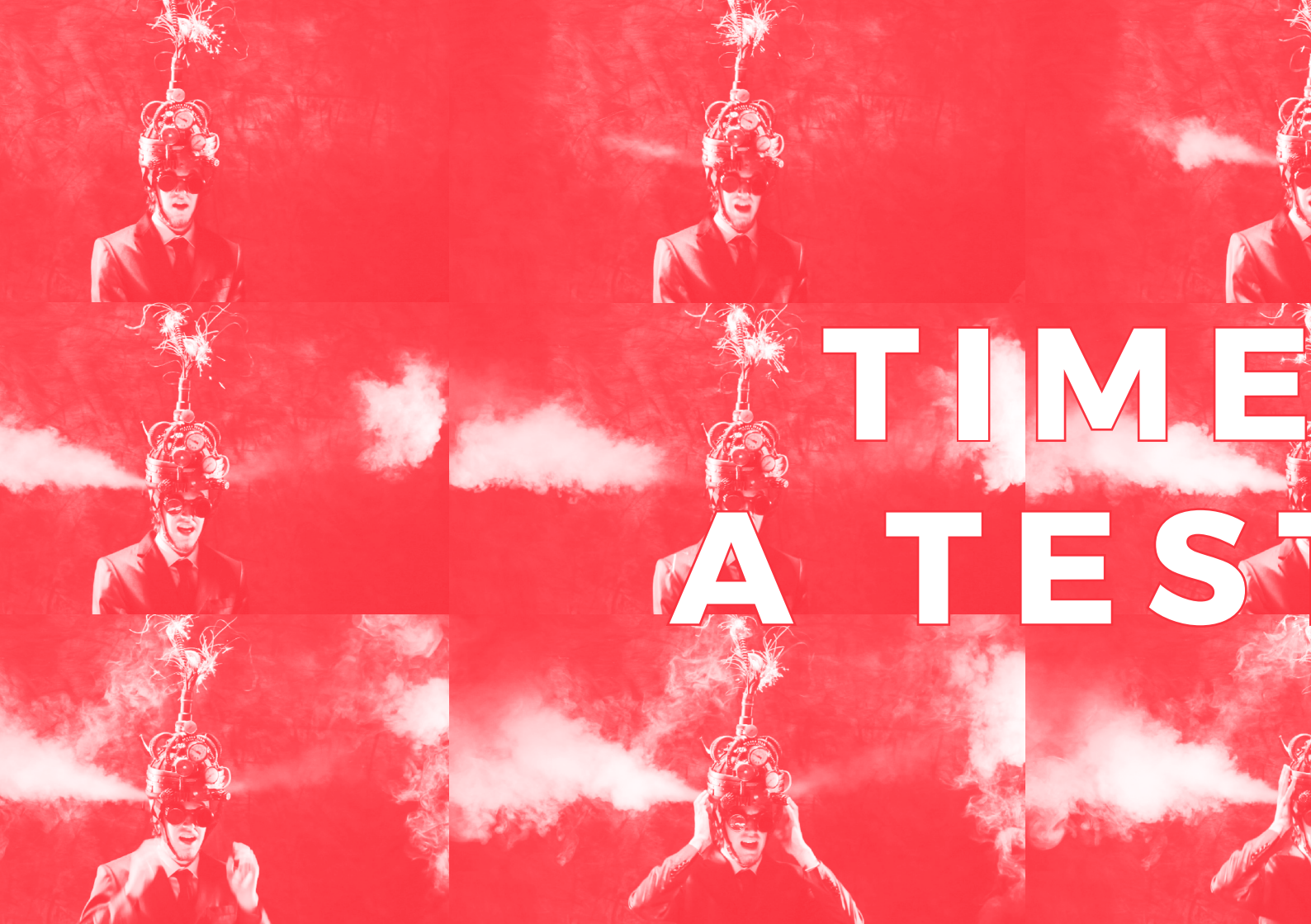
DID IT

WORK?

↳ Yes? Great!
You have de-
signed your
first prototype!

Before you go ahead and use your prototype in the solution interviews, show it to a few colleagues to get their initial reactions and make improvements if necessary.





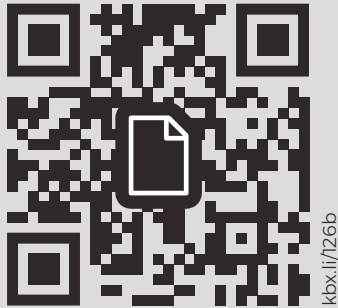
TIME A TEST



FOR
T RUN!

ONLINE MATERIALS

You will find an interview template online, as well as a video that will take you through a real solution interview.



↑
Extra materials

EXERCISE

SOLUTION INTERVIEW



With the prototype, you are now well equipped for solution interviews and for gathering feedback. Meet people from your target audience and test out your idea using the prototype:

Which aspect of the product demo did the target person find particularly useful?

In their opinion, what is superfluous? Which function is an absolute must-have?

DON'T SIMPLY FOCUS ON THE PERSON'S ANSWERS. OBSERVE EXACTLY HOW THEY HANDLE THE PROTOTYPE:



TIP: You can also use this opportunity to test your price expectations. Build the price into the prototype. For instance, introduce it as a 'pricing' sub-page in your online prototype or as a price tag on your physical prototype. Watch out carefully for your interviewee's reaction.

Don't forget that negative and critical answers are extremely valuable to you. These inputs enable you to continually

adjust your prototype and gain new knowledge. Step by step, this will make your solution more relevant for the target group.

It's also important that you don't slip into the role of a salesperson or even begin to defend your solution. It's primarily about listening. Ideally, you should read through the problem interview tips again (p. 46)!



YOUR INTERVIEW NOTES:

WHAT WAS CONFIRMED?

WHAT WAS NEW/SURPRISING?

WHAT DOES THAT MEAN FOR YOUR IDEA?



READY TO CARRY ON?

After you firmed up your solution idea, you built your first prototype. This enabled you to present your solution

to potential target customers and to gather genuine feedback.



Have you shown your solution to several people who have this problem?

You got it!

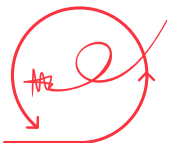
No (p. 126)



Were the testers able to confirm that your idea solves their problem?

You got it!

Nope (p. 126)



NOTE:

If you have to answer something with 'No', then go back to the relevant section and run through it again.



Can you quote people who describe how your idea solves their problem?

- You got it!
- No (p. 126)



Were you able to find out how much the test subjects were prepared to pay for your solution?

- You got it!
- No (p. 126)



Perfect!
On to the validation.

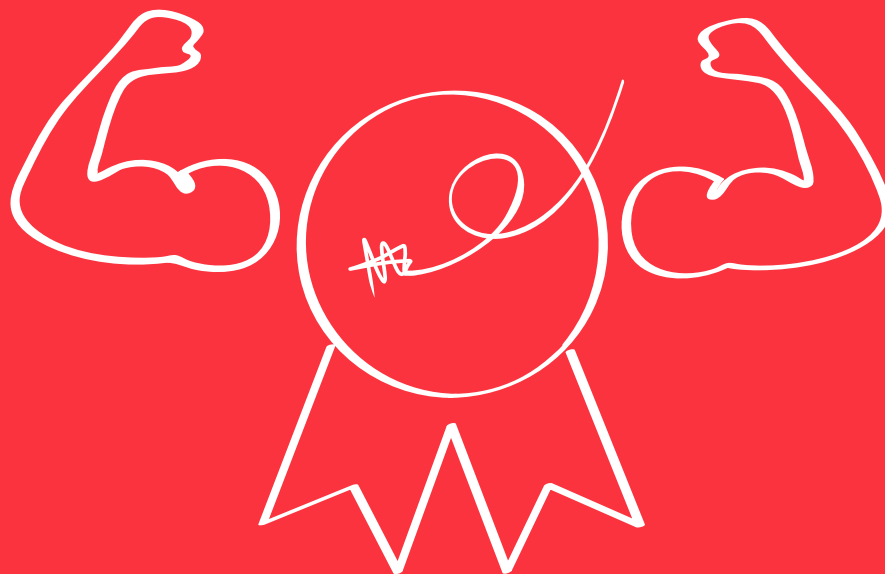
- Will do!



STEP

03

VALIDATE





EXERCISE

VALIDATE THE SOLUTION



approx. 2 days

WHY VALIDATING A SOLUTION?

You've investigated the solution and gathered your findings. Now the next step is about proving the still-hypothetical customer interest in realistic tests; that is, examining your idea and the findings.

HOW TO VALIDATE A SOLUTION?

There are several ways to perform realistic tests in order to validate your findings without developing the end product and having it ready for sale. The guiding principle here is **'fake it till you make it'**. However, it's not about pulling the wool over people's eyes. It's about testing your solution under the most realistic conditions possible.

WHAT IS A SMOKE TEST?

A smoke test is an activity in which a tangible or experiential raw version of a product is used. This can be a website or a sales conversation in a retail branch for promotion of a new, as of yet unavailable product.

A smoke test involves creating a fake version of a potential end product that is intended solely to answer the question of whether people would pay for the new product's added value.

Check out the video on the next page and take the quote that follows it to heart. They are both quite long, but worth the time and will prepare you for your own smoke test.



You learned about another smoke test right at the beginning of this book. Do you remember the Dropbox video? Now here you are too and soon you will carry out your own smoke test.



FAKE RESTAURANT

The best restaurant in London

AMAZING: A restaurant in London sneaked its way up to the number one spot on TripAdvisor, the biggest travel platform in the world – without even being a restaurant.

“If you're worried about disappointing some potential customers - don't be. Most of the time, the experiments you run will have a zero percent conversion rate - meaning no customers were harmed during the making of this experiment.

And if you do get a handful of people taking you up on the offer, you'll be able to send them a nice personal apology.

And if you get tons of people trying to take you up on your offer - congratulations. You probably have a business. Hopefully that will take some of the sting out of the fact that you had to engage in a little trickery.”

ERIC RIES



kbx.li/135



Eric's book *Lean Start-up* can help you to acquire the basic principles of using the right experiments to learn a lot very quickly.

WHAT WOULD I LIKE TO VALIDATE?

You not only need to consider how you wish to design the tests, but also **what** exactly you would like to test.

How will you measure **potential customers'** reactions to determine whether you're on the right path?

You should formulate the criteria as precisely as possible. These tests are not only capable of **confirming or quashing your assumptions**, they can also provide completely unexpected answers that open up new prospects for the product concept – your idea develops further.

This step allows you to make changes almost for free and observe what happens time and again: from changing the font and adapting the core message to trying to address another target audience altogether.

TIP: Unless it is absolutely necessary for your tests, omit your employer's logo at this point and do the tests using a fictitious logo. The time that you would otherwise have to spend on internal clarification is much better spent carrying out an appropriate smoke test.

A good assumption is structured as follows: If we do X, we expect Y, because we believe Z.



HERE ARE TWO EXAMPLES OF GOOD ASSUMPTIONS:

If we focus on quality instead of functionality, the proportion of over-40s who leave us their email address will double.

If we adjust the value proposition to be about classes for adults instead of children, registrations will increase by 25%.

ONLINE MATERIALS

Discover useful tools online that will help you to structure your tests.



↑
Extra materials

ANALOG SMOKE TESTS

You might think that analog tests are easy. After all, you don't have to grapple with digital tools such as website builders, online advertising and email programs. However, the offline customer test comes with another challenge: tracking results. It's easy to capture reactions such as clicks and newsletter subscribers online, but tricky to measure reactions to a flyer in the real world. Consider this in your implementation and be inspired by the following three analog smoke test versions.

POSTER

Design a poster with your value proposition and pricing. Consider where the target group spends time and where you should therefore hang the poster. You now have two options by which to measure the reactions: set up next to the poster and observe how people react to it, or have the poster refer to a web page or document where you can then measure clicks. You could also add a QR code to the poster, for example.



FLYER/BROCHURE

You can also reach many people in your target audience with a flyer or brochure. If what you have to offer requires detailed explanations, a brochure is an option. Consider how you can measure reactions to your product.

TIP: A flyer or brochure is also a good way to test your idea within your own company. Also, a poster with tear-off stubs is a great option.



SALES TALK

Depending on what you have to offer, it may make sense to offer the product or service directly in conversation with customers. How do they react to it and what percentage of them actually agrees to buy the product? These sales talks also give you the opportunity to test various aspects of your product: mention different prices, highlight different functions and test different sales situations.



DIGITAL SMOKE TESTS

As previously discussed, digital smoke tests open up a range of exciting opportunities to observe and analyze user behavior. New services that make creating online smoke tests even simpler and thus reduce complexity are springing up almost every day.

PRODUCT NEWSLETTER

Email is probably the easiest way to perform an online smoke test. Create a mailing list and use a newsletter program such as MailChimp to send a professional email to everyone on the list. Make sure that you do not use your personal email address as the sender, so the hurdle is just the same as in real life (if the email goes out to strangers).

Try to incorporate the identified core messages into the message and work with images and videos to make the email even more appealing. Include links and analyze how often they are clicked – most programs allow this as standard.

TIP 1: Make multiple versions of your email and send them to equal-sized distribution lists. Learn what works better and optimize this for your next iteration.



EXTRAKICK

Create a professional smoke test in just a few steps with the ExtraKick.



Look: a secret tip!

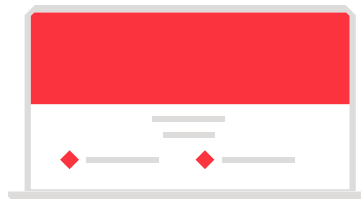


PRODUCT WEBSITE (LANDING PAGE)

Many website builder programs allow you to build your own simple landing page free of charge or for an affordable fee. You do not require any special IT knowledge to do this and will realize that it is not difficult to create a presentable website for your product online.

As soon as it is ready, you need to bring users to your website in order to carry out the smoke test. An effective option is shown in in the ExtraKick. However, it's

even easier to simply send the link to your friends and acquaintances - without mentioning, of course, that you are behind the website (like in the product newsletter). For instance, you can share the link on your personal social media channels and observe how many people try to buy the offer or sign up to the newsletter.



ONLINE MATERIALS

You will find a range of useful tools online that will help you to create an effective digital smoke test.



↑
Extra materials

IMPORTANT: In contrast to prototypes, which are crude and sketchy, the smoke test should be appealing in its design. It has to be able to survive in the real world and compete with many other products. Ask yourself who in your network has an affinity for design and get support. However, this is still not a design competition.

TIP: You will find more help to set up your smoke test online.

The smoke test should allow you to gather enough data to make clear statements about your solution and its benefits for the target audience.

Up until now, we have always relied on what people SAY.

Example:

80% say that cultured meat is cool and they would eat it. However, not even 50% do when actually faced with it. It is now time to check whether people are prepared to DO or to GIVE something for your solution. If people DO or GIVE something for your solution, that is strong evidence that your solution offers added value.



NOTES AND SKETCHES FOR YOUR SMOKE TEST

- Poster
- Product newsletter
- Flyer/brochure
- Product website
- Sales conversation

DO the smoke test first, then turn to the next page.



READY TO CARRY ON?

After the initial valuable feedback from the solution interviews, it was then about checking the growing assumptions in a real test set-up, or

smoke test. You were able to find out whether interest was just theoretical or genuine, and whether the target customers would actually turn their



Could you test your solution in real conditions?

- Of course!
- Nope (p. 133)



Were your assumptions proven to be true in the market test?

- Absolutely!
- No (p. 133)



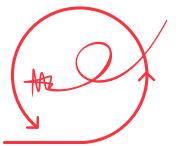
Did you get confirmation that your target customers are willing to inform themselves about your solution or even pay for it?

- You got it!
- No (p. 133)



Do you know who the first customer for your solution is and how you can attract them?

- Sure!
- Nope (p. 133)



NOTE:
If you have to answer something with 'No', then go back to the relevant section and run through it again.



record it here

Awesome! Record what you learned from the 'Solution' section in the KickMap, then on we go!

- Merci!



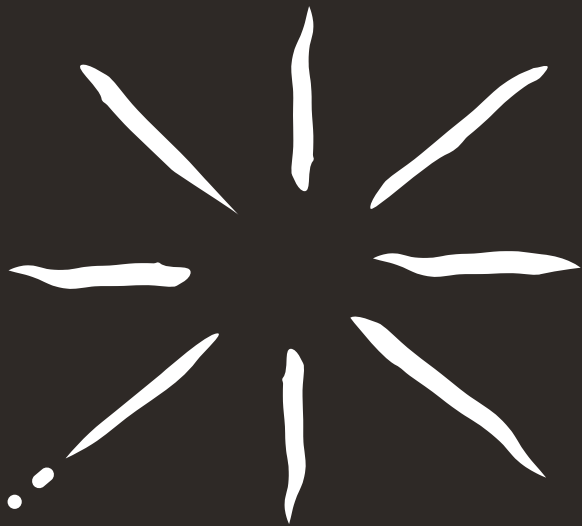
**THE SOLUTION
VALUE FOR YOUR
CUSTOMERS
GENERATES,
IT DOES.**



SECTION 04

CON- CEPT

Do I have a concept
for the next phase?



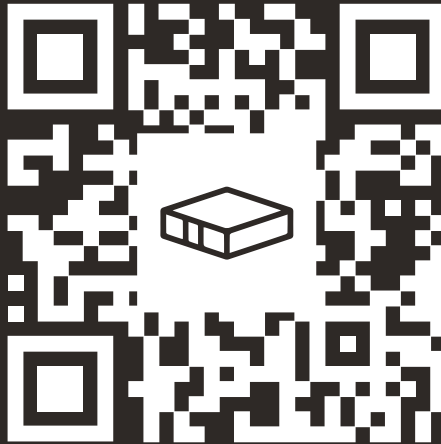
“The difference between a vision and a hallucination is that other people can see the vision.”

MARC ANDREESSEN



MARK'S KICKBOX TIP

How do I get my organization to support my innovation?



kbx.li/153



Mark Randall, Kickbox founder

INTRO

You have a validated problem and a validated solution. But what else do you need to convince sponsors to invest in you and your idea?

FIVE-YEAR VISION

What do you want to have achieved with your idea in five years' time?

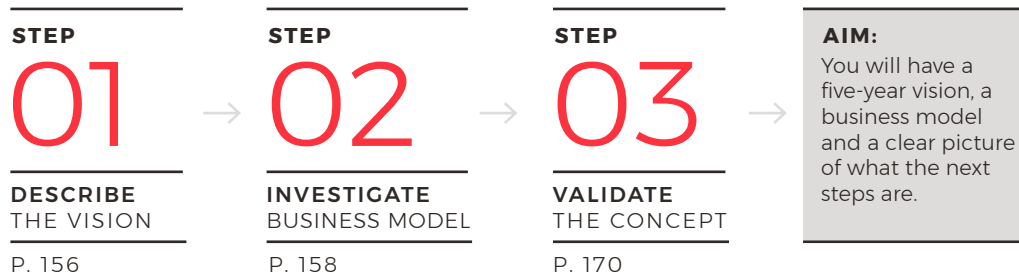
BUSINESS MODEL

How would you like to earn money with your solution?

NEXT STEPS

Which assumptions do you want to verify in the next few months? What do you need in order to do that?

SECTION OVERVIEW:



STEP

01

DESCRIBE

BUSINESS MODEL

VISION

MVP



EXERCISE

**DESCRIBE YOUR
FIVE-YEAR VISION**



15 min

Use the help questions to craft your five-year vision and record it below.

My world in five years



Have another look at your WHY on page 25. Why are you doing it, how are you doing it and what have you achieved in five years?



What have I achieved in five years?



Where will I and my idea be in five years' time?



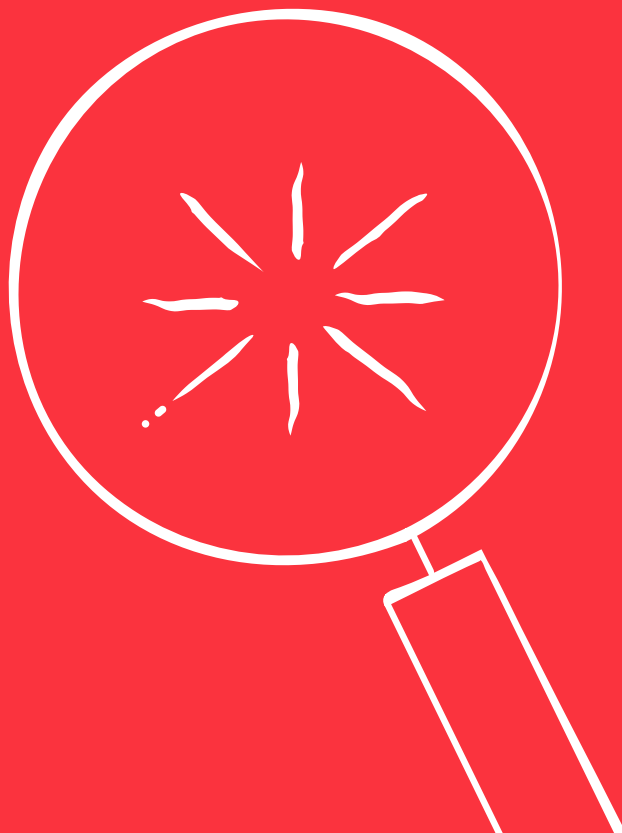
The relationship with my employer



STEP

02

INVESTIGATE



EXERCISE**INVESTIGATE YOUR BUSINESS MODEL**

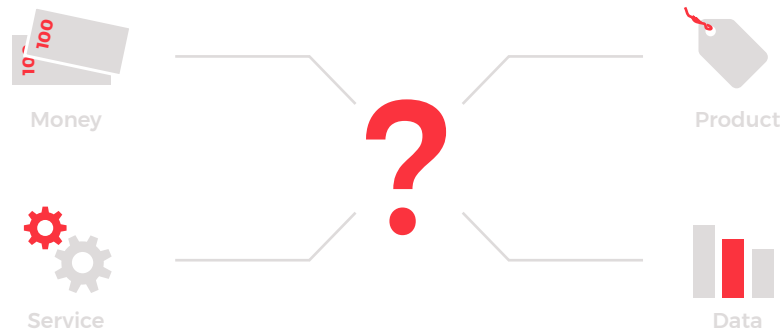
4 hours

If you'd like to convince sponsors of your idea, it's essential to grapple with your business model. How would you like to earn money, what are your tasks, how do you reach customers, etc.

You must think in dimensions that attract the interest of potential sponsors.

So, not in dollar steps, but in million-dollar steps.

However, thinking in business models is not a trivial matter and requires a little creativity. Take inspiration from the examples on the next two pages.



CUSTOMER RELATIONSHIP

Business models differ according to the customer segment and customer relationship. Here are three widely used categories:



BUSINESS TO CONSUMER (B2C)

From you, directly to the consumer.

Prices in the B2C market are normally transparent and the same for all consumers. Typical sales channels include online stores (Wallmart.com) or own outlets (McDonald's).



BUSINESS TO BUSINESS (B2B)

From you to a corporate customer.

Usually, goods and services sold B2B are priced high. Prices can vary depending on the size of the company or the sales volume. B2B products can include anything from software (Salesforce) to machinery (John Deer). Sales typically occur directly via sales staff.



BUSINESS TO BUSINESS TO CONSUMER (B2B2C)

From you to the corporate customer, and from them to the end consumer.

You may sell your product to a corporate customer, but issue end-customer advertising to boost its sales. Such as on booking.com: B2B – the acquisition of hotels and B2C – the acquisition of travelers.



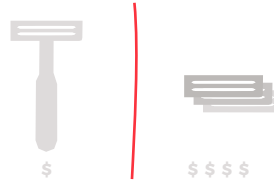
MONETARIZATION

Monetization models can vary greatly, irrespective of the customer relationship or segment. Here are three examples:



FREEMIUM

Your entry-level product is free of charge. This means that you reach a massive number of end-users. Some of these use your product frequently and intensively, and thus want to make use of the chargeable extra features. You earn your money from these premium customers. This is popular with B2C software solutions such as Dropbox.com.



RAZOR AND BLADE

Famous examples are Gillette and Nespresso. You buy a cheap basic product (razor or coffee machine). To be able to use it over time, you need repeated supplementary products (razor blades or coffee capsules). The majority of the money comes from the supplementary products.



SUBSCRIPTION MODEL

Subscriptions are becoming increasingly popular. They apply to services such as Spotify or Netflix, but also razor subscriptions (Dollar Shave Club) and food subscriptions (Hello Fresh). The recurring revenue from subscription models and the inertia of consumers, which means they are unlikely to cancel, make this a lucrative business model.



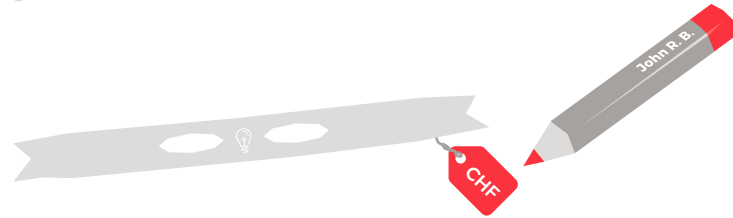
ONLINE MATERIALS

You will find useful techniques online that will help you to calculate, visualize and further develop your business model.

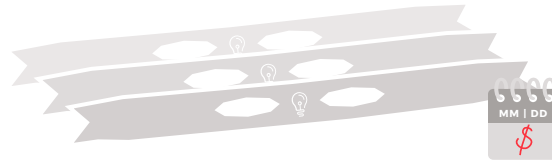


↑
Extra materials

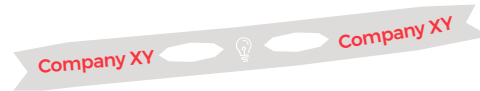
Single item



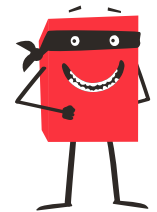
Subscription



Company giveaway



Now it's your turn to set out three potential business models for your idea:



EXPLORE AND FURTHER DEVELOP THE BUSINESS MODEL

Discuss the three draft business models with colleagues and consider the risks and opportunities involved in each model. Consider dimensions such as the following:

PARTNERSHIPS:

Which partnerships will bring you closer to the customer?

CHANNELS:

What different ways are there to bring your product to the customer?

Where do you have an ace up your sleeve or where could something go wrong?

MARKET DEVELOPMENTS/SOCIETY:

Which developments on the market or in society could play into your hands or upset your plans?

TECHNOLOGY:

Which new technologies can create an advantage for you or make your product obsolete?

DECISIONS:

What fits with the company strategy?

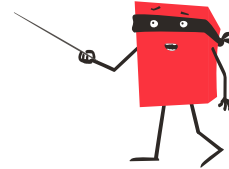
Which management decisions may have a positive or negative impact on your business model?

COMPETITIVE ADVANTAGE:

How can you ensure that your solution cannot be easily copied and that you can distinguish yourself from the competition?

What came out of your conversations?
With which business model are you moving ahead?
Mark it with a cross.

- Business model 01
- Business model 02
- Business model 03



WHAT ARE THE KEY FINDINGS FROM YOUR CONVERSATIONS?

KM

Record what you have learned about your business model in the KickMap. This will make it easier for you later, when you need to design a convincing presentation.



READY TO CARRY ON?

You showed that your solution generates value for the customer. Then you looked at whether and how your idea can bring value for you and your company. You

wrote down your vision for the future and considered various possible ways to earn money from your solution, as well as the costs such an approach might incur.



Have you formulated your five-year vision?

Yes!

No (p. 157)



Have you considered several business models and decided on one?

Yep!

Nope (p. 159)



NOTE:

If you have to answer something with 'No', then go back to the relevant section and run through it again.



Do you have a rough idea of how much revenue you can generate with your solution?

- You got it!
- Non (p. 159)



Are you aware of what it roughly costs to implement and operate your solution?

- You got it!
- No (p. 159)



Great!
On you go!

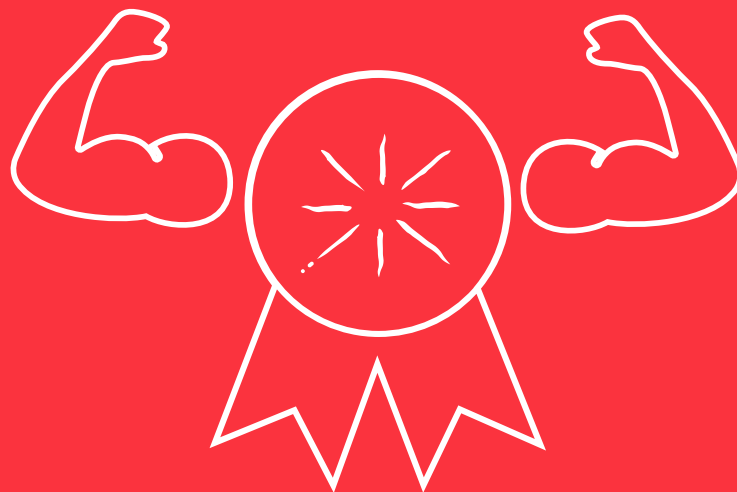
- Thanks!



STEP

03

VALIDATE





4 hours

EXERCISE

PREPARE THE VALIDATION

This section deals with the PREPARATION for the validation of your concept. The actual validation, or verification and provision of evidence for your concept, doesn't happen until the next phase, the proof of concept phase. However, in order to find at least one sponsor for this next phase (Section 5: Convince), it is important that you give it some thought. Only then will you be able to highlight what your next planned steps are and the resources you need for the proof of concept phase.

However, first, you need to ask yourself exactly what your critical assumptions are:

If I haven't achieved my vision in five years' time, what has happened?

Note down the three biggest show-stoppers on the next page and formulate a verifiable assumption for each of them.



SHOW-STOPPER:

Customers like existing options better than our product.

ASSUMPTION:

If we give the customer the choice between our product and the existing alternatives, we expect that over 70% will choose our product, because we think our product is more appealing.

SHOW-STOPPER:

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ASSUMPTION:

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FIND THE RIGHT TEST TO VERIFY YOUR CONCEPT

An MVP is a good way to examine your most critical assumptions.

WHAT IS AN MVP?

A ‘minimum viable product’ is a minimal but functional version of a new product that allows you to examine the key added value for the customer with the least outlay.

WHAT TYPES OF MVP EXIST?

Reread the part about smoke tests in the ‘Solution’ section (p. 133). Websites and email smoke tests can be used very effectively to verify different assumptions. This also applies in the proof of concept phase. On the next page, you will be introduced to two new types of MVP.

The aim of an MVP is to gain an understanding of your customer’s interest in the product, without fully developing the product itself. The earlier you can determine whether your product appeals to customers, the less effort and money you will invest in a product that won’t succeed in the market.



You can find other types of MVPs and supporting documentation online.



kbx-11/173

TWO TYPES OF MVPS

CONCIERGE MVP

With a concierge MVP, the customer receives manual support. This reveals whether there is a need for the solution or not – without a product being built.

Example: You want to develop a digital helper for day-to-day tasks. To find out whether there is any demand for this and what the focus should be, you offer your service for USD 10 per month: the customer gets your telephone number. That means that you can personally make a restaurant reservation for your customer, do their shopping, etc. This model won't scale up, but it gives you a quick way to learn a lot about customers.

ADVANTAGES:

- Proximity to the customer helps you learn a lot
- No technology or product required

DISADVANTAGES:

- No interaction with product, which can lead to false conclusions
- High use of resources



WIZARD OF OZ MVP

With this MVP, it looks from the outside as if the solution is already built and functional, but in reality all 'automated' workflows are done manually.

Example: You want to launch a financial advisor chatbot. However, instead of a programmed algorithm answering the customer, a person does in the same way that the programmed chatbot would. This allows you to verify your assumptions, without having to invest in developing an algorithm.

ADVANTAGES:

- Real interaction between customer and product allows realistic observations
- Quicker and more affordable than actually building the product

DISADVANTAGES:

- You need a great deal of knowledge about the product to realistically imitate an automated process.



YOUR MVP

Describe your MVP. What does your first product version include and which three functions are essential? Make sure that the MVP contributes to examination of the most critical assumptions. Use what you learned from the 'Solution' section to define the right MVP. Where possible, the MVP should help you to acquire initial customers and prove that your idea can be implemented.

WHAT ARE THE THREE MOST IMPORTANT

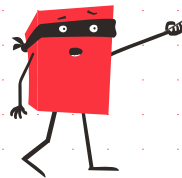
Combine the three test scenarios into one MVP that will allow you to learn as much as possible about your customers, and verify your assumptions with the minimum amount of effort.



DRAFT YOUR MVP

- Smoke test
- Concierge
- Wizard of Oz
- _____

The proof of concept is about verifying and proving your concept. The MVP is a central element of this phase; however, usually there is still preparatory and follow-up work to be done.



EXPERT FEEDBACK

Get feedback on your considerations from people in your professional or personal network who have already been in your position, worked/are working in the same market or generally know a great deal about early-stage projects.

Maybe there are former Kickboxers in your company who could help you here?

Incorporate the feedback (are your vision and the favored business model still the same?) and use what you have developed to convince sponsors of you and your idea in the next section.



KM

Record what you have learned in the KickMap. What has been confirmed? What is new?

WHAT ARE THE KEY FINDINGS FROM YOUR CONVERSATIONS?

Online, you will find structured help to gather feedback on your concept and detect blind spots early on.



kbx.ll/183a

READY TO CARRY ON?

After you had considered your vision and potential business model, you specifically envisaged the next steps. This enabled you to identify your critical assumptions

and draw up a plan of how you would verify these in the next phase. You also highlighted what resources and personnel support you need.



Do you have an idea of how the first functioning version of your solution should look, how you would like to implement it and what it costs?

- Sure!**
- Nope (p. 171)**



NOTE:

If you have to answer something with 'No', then go back to the relevant section and run through it again.



Have you discussed your plan for the proof of concept phase with others and obtained feedback?

- Ja
- No (p. 179)



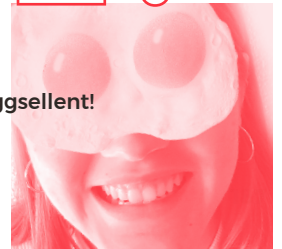
Excellent!
When you have copied your findings into the KickMap, continue straight on to the final section.

- Let's go!

YOU HAVE A
VISION, A BUS
AND A CLEAR
WHAT THE NEX

A FIVE-YEAR
BUSINESS MODEL
OR PICTURE OF
NEXT STEPS ARE.

↳ Eggsellent!



SECTION 05

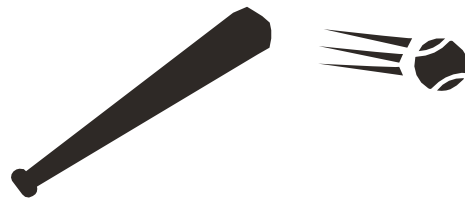
CON- VINCE

Can I convince others
of my idea?



**“ It’s hard to beat a person
who never gives up.”**

BABE RUTH



MARK'S KICKBOX TIP

OK, I'm ready to pitch to the CEO!
How should I do it?



kbx.li/791



Mark Randall, Kickbox founder

CONGRATULATIONS AND WELCOME TO THE FINAL STAGE OF THE KICKBOOK



1 day

You've reached the final stage and have come a long way. Some may have given up already, but you have stayed on the ball. Some call that inner strength. Others call it stubbornness.

Going through all the stages, you have developed new skills and turned what you have learned into specific arguments. These experiences are valuable, as every action has prepared for you for this moment. Now it's time to introduce measures. Your idea has to be accepted by your company and earn the support of sponsors. Perhaps you've heard that this final stage is difficult. But you've come this far, and now you're ready to take the final step.

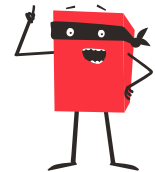
HOW CAN I ACCESS THE NECESSARY RESOURCES?

If resources are available within the organization, they are usually allocated to a project. So you need to do more than simply show a potential sponsor that your idea is 'good'. You must convince them that it's better than an idea that's already being financed. If you stick to the usual rules of the game, you will be waiting patiently in line for 'unallocated resources', and you'll realize just how rare these are.

TIP 1 Sponsors want to see figures! The facts and figures about real customers that you have already gathered will help convince sponsors.

TIP 2 It's worth meeting your potential sponsors in person. They need to see the fire in your eyes, because they need to be convinced by you as a person and not just your ideas. Draw up a list of executives in all areas that come into contact with your idea. Locate as many co-workers or colleagues as possible who are in regular contact with the person you have in mind. They need to hear your **pitch** before you talk to them. If they like your idea, ask them to mention your project

A pitch is a presentation of a business idea within a limited period of time. This means you need to get to the point quickly.



and talk about it positively when they speak to the person you have in mind. If they don't want to, ask why. They know the executive's business priorities. Use their recommendations and tips. They could be the key to a 'yes'.

TIP 3 A real prototype is more impressive than any pitch. If you make your idea tangible, this is much more convincing to people than PowerPoint slides and concepts.

TIP 4 Tackle the aims the potential sponsor/manager wishes to achieve. Consider whether and how your project contributes to at least one of them and how this was proven during your validation.

You will find other useful documents online that can help you get to grips with the different roles and interests of stakeholders.



kbx.ii/195

NOTE DOWN FIVE POTENTIAL SPONSORS IN YOUR COMPANY, INCLUDING THEIR AIMS:



WHAT TO PITCH?

INSPIRING PITCHES BY SUCCESSFUL STARTUPS

Online, you will find a collection of 30 start-up pitches, including original slides by Facebook and Airbnb.

Be inspired.



↑
Extra
materials

THE KEY ELEMENTS OF YOUR PITCH



You have looked at the problem more closely, examined your fundamental assumptions and reduced uncertainty. Show your audience what the problem is, why it's a 'real problem' and how you proved this.



You have developed a solution for this problem and tested it on the market. Show the audience how you tested solution and what the feedback was. In particular, show why customers prefer your solution to the existing options. And don't forget to demonstrate your prototype.



You have shown that your solution is the answer to a 'real' problem. In the KICKBOOK, however, you also considered how you can earn money with your idea. Accordingly, you should explain to the audience how the money flows and how you researched the willingness to pay.



CHAMPION & TEAM

A pitch isn't like a normal presentation! You need to convince your audience not only of your idea, but of yourself; why are you the right person/team to take the next steps? Why are you the right person/team to implement the next steps? And who will support you on this journey?



NEXT STEPS

If you are given a budget to proceed with the project, what will the next steps look like? Which assumptions have to be tested next? What does the proof of concept set-up look like?



REQUEST

End your pitch with a clear request. What do you want? What do you need (financial and non-financial resources) in order to implement the next steps you mentioned?

Thanks to the **KICKBOOK**, you have already prepared all the necessary content. Now you need to compile it into a presentable form and create an overall story.



KM

You will find all the dimensions in your KickMap.

TIPS FOR A SUCCESSFUL PITCH

TIP 1:

Start with a hook

Be aware that potential investors hear a lot of ideas every day and have a busy schedule. This means their attention span is short. That's why it's important to open the presentation in an interesting/creative/eye-catching way. Use tools!

Brainstorming

In three minutes, write down all the creative (and not so creative) openings you can think of for your presentation.

Hook as in fishing. It's about getting your audience on the hook from the start and not letting go.



TIP 2:**Focus on the validated idea**

Companies such as Facebook, Airbnb or Buffer did not get their first investment from an idea. They were able to show a prototype and initial figures. Compile a list of the quantitative and qualitative evidence that supports your idea.

TIP 3:**Tell a story - make it personal**

The most effective way of convincing someone is to tell a story instead of simply reeling off facts. A story becomes convincing when it's personal and tangible.

Example

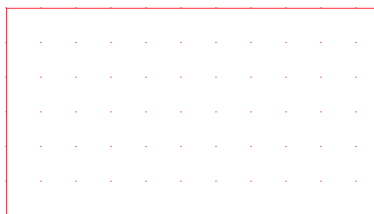
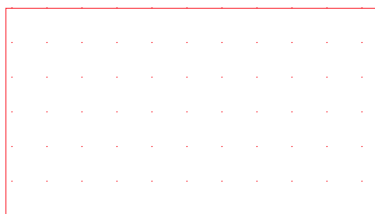
You have established that a friend of yours has a problem. You then created a product outline to check whether you have truly understood their problem. In the customer interview, you determined that a new version is required. To test it with several customers afterwards, you built a website and gathered feedback. The results were good and now you need the budget to carry out further experiments to prove the business is viable.

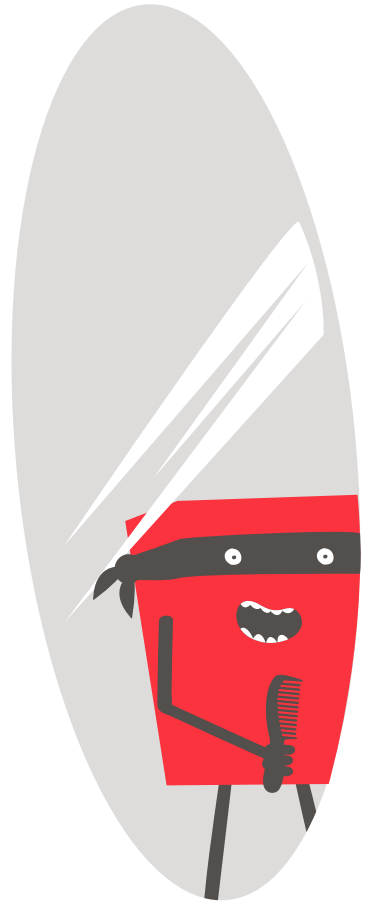
DRAFT YOUR PITCH HERE



Open up your KickMap and try to transfer what you have learned from the different sections into an attractive presentation.







**Practice makes perfect...
Presenting is all about practice.
Bring in your friends and family
so they can give you feedback on
your pitch.**



BEFORE THE PITCH?

AUDIENCE

Who's sitting in the audience?

How many people are there and who are they?

What do the attendees look like and what are they called?

Google their names, so that you can greet the audience members by name.

Specialist areas?

Which specialist areas are covered by the audience (look on LinkedIn)?

Professional or personal connection?

Do you have a professional or personal connection with someone in the audience (e.g. the same university or a mutual friend)?

Previous knowledge?

What do people already know about your idea and the market you are working in?

Language?

What language is spoken/understood by those present?

Consider in advance what questions the audience might ask and make sure that you have all the answers ready at your presentation.



BEFORE THE PITCH

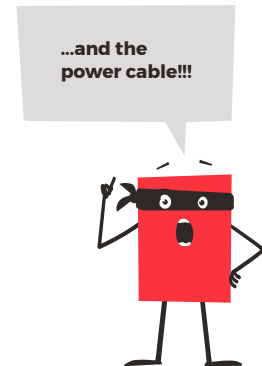
TIME LIMIT AND INFRASTRUCTURE

How much time do you have?

Schedule enough time for a discussion/Q&A. You should also assume that some people will arrive late or need to leave early, and that it will take a few minutes to set up the technology.

Which tools are at your disposal?

Projector, flipchart, post-its, etc.? Do not forget to take an adapter for your computer (HDMI, VGA, Apple, etc.).



READY TO CARRY ON?

Having investigated the problem and the solution and carefully considered the next steps, you incorporated everything into a convincing presentation. You have also grappled

with who could be potential sponsors and considered how you can convince them. After practice, you are now ready for your big performance!



Do you know at least three potential sponsors and their aims?

- Sure!
- No (p. 196)



Do you know how to reach the sponsors?

- Of course :)
- Non (p. 194)



Does your presentation contain the following: hook, problem, solution (including prototype), business model, team?

- You got it!
- No (p. 198)



NOTE:

If you have to answer something with 'No', then go back to the relevant section and run through it again.



Are the next steps and your request to the sponsor clearly formulated?

- Sí!
- Afraid not (S. 198)



Have you shown your pitch to other people and incorporated their feedback?

- Yes!
- No (p. 204)



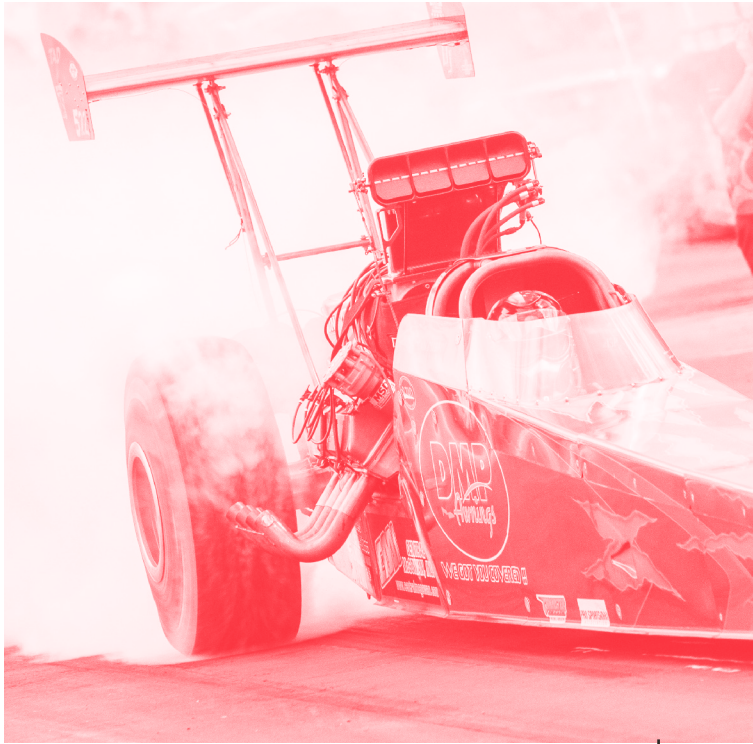
Have you practiced the pitch five to 10 times?

- Course!
- Nope (p. 204)



Have you agreed on a date and time with the sponsor?

- Sure!
- No? Well, no time like the present!



→ On to your pitch!



Were you able to convince one sponsor?

e at least

You bet!

A red-tinted photograph of people clinking wine glasses at a social gathering. The word "CHE" is overlaid in large white letters. The background shows several hands holding wine glasses, with a blurred face of a person smiling in the lower-left corner. The overall mood is festive and celebratory.

CHE



ERS!



kbx.li/216

This book is based on the insights gained from countless innovation projects and on the collaboration of intrapreneurs from a variety of firms. Take a look at everyone who has contributed and help shape it with your feedback.



KICKBOOK - THE HANDBOOK FOR INTRAPRENEURS FROM AROUND THE WORLD

Congratulations – you have proved that you are a true intrapreneur! You have no doubt gained a great deal of knowledge and learned new methods and ways of working. You haven't just learned these methods in theory, you have also used them in your KICKBOX project. Share what you have learned with your network – regardless of whether you will soon implement a proof of concept or not. Add your valuable KICKBOX intrapreneurship experience to your LinkedIn profile: What idea did you validate? Which methods did you use? Here's some quick inspiration:

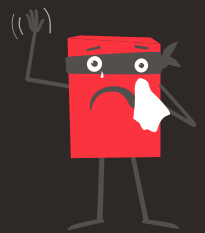
- brainstorming tools
- idea development and validation
- design thinking methods
- lean start-up methods
- business model development
- customer interviews
- quantitative customer tests
- smoke tests
- presentation skills

Share your KICKBOX story on social media and let others know what your KICKBOX experience was like, how it is continuing and why others should also validate their ideas using KICKBOX.

#KICKBOX
#intrapreneurship
#rready



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RO



LITERATURE WE HAVE USED AND BUILT ON

The KICKBOOK was created to support intrapreneurs along the rollercoaster ride of innovation. In terms of methodology, it is based on the Kickbox framework designed by Mark Randall and the ADOBE KICKBOX team: www.kickbox.org.

The rready-Team (www.rready.com) developed the book further, based on its own experiences, specialist literature and input from other authors and experts. We would like to list these here. Links to additional sources, theories, materials and resources have been provided at various points in the book via QR codes.

INTRO

P. 16F: The Dropbox example originates from a guest article in

TechCrunch by Eric Ries, author of *The Lean Startup*. The article explains the origins of Dropbox: <https://techcrunch.com/2011/10/19/dropbox-minimal-viable-product/>

GETTING STARTED

P. 22FF.: The ‘Start with WHY’ theory is based on the TEDx video about the ‘Golden Circle’ by Simon Sinek. Simon advocates the importance of knowing the ‘why’ behind his own activities. https://www.youtube.com/watch?v=u4ZoJKF_VuA

PROBLEM

P. 46F.: The interview guidelines were compiled on the basis of the book *Value Proposition Design* by Alex Osterwalder. It is a user-oriented book particularly recommended for innovation teams: <https://>

www.amazon.com/Alexander-Osterwalder/e/B0037M2W0E

P. 48: In his book, Jake Knapp from Google Ventures sets out the basis for the recommended number of people you should interview when starting the validation process and how such an interview should be conducted. There are other great resources on the *Google Ventures Design Sprint* website: <https://www.gv.com/sprint/>

P. 49: The book *Running Lean* by Ash Maurya provides the basis for preparation and conduct of problem interviews. A recommended book for entrepreneurs and intrapreneurs: <https://www.amazon.com/Ash-Maurya/e/B006MW5OSS>

P. 51: Steve Blank’s ‘Customer

Development' method provided the basis for authors such as Eric Ries and Ash Maurya. That's why a John R. Boxly visualization in the KICKBOOK is dedicated to Steve Blank and his famous phrase, "Get out of the building". Here is the link to Steve's website: <https://steveblank.com/>

SOLUTION

P. 100FF.: Neil Patel, online marketing expert and best-selling author, examined Amazon's 'press release' method in a blog post. <http://www.neilpatel.co/amazon/>

P. 126F.: As with the problem interview, the solution interview section draws on Ash Maurya's book *Running Lean*: <https://www.amazon.com/Ash-Maurya/e/B006MW5OSS>

P. 135: This section also draws on an article by Eric Ries, author of *The Lean Startup*: <http://www.startuplessonslearned.com/2008/11/using-adwords-to-assess-demand-for-your.html>

CONCEPT

P. 159: The business model kit by Board of Innovation served as the inspiration for the preparation and visualization of the section on business models. <https://www.boardofinnovation.com/tools/business-model-kit/>

P. 161: The descriptions of the business model versions were inspired by '55 patterns of innovation' by the St. Gallen BMI Lab: <https://bmilab.com/pattern-cards>

P. 174F.: The description from openclassrooms.com was used to explain the different types of MVP: <https://openclassrooms.com/en/courses/4544561-learn-about-lean-startup/4703206-discover-the-4-types-of-minimum-viable-product>

CONVINCE

P. 195: Startup wiki from [Startplatz.de](http://startplatz.de) was used to help explain the word 'pitch' for all readers: <https://www.startplatz.de/startup-wiki/pitch/>



MAX.GW. 36.4
TARE 67.7
MAX.C.W. 8.4
CU CAP. 76.6
58.7
71
2.7



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THE ORIGIN OF KICKBOOK

With the launch of ADOBE KICKBOX, **Mark Randall** created a movement that has resulted in the transformation of employees at Swisscom and countless other companies. **KICKBOX** lays the foundations for creation of a corporate culture that provides the ideal conditions for cultivating **intrapreneurship** and **grass-roots innovation**.

In recent years, we have been able to support **1'000+ intrapreneurs** in various organizations and have learned what works and what does not.

We decided to share this knowledge and **wrote the KICKBOOK** based on our experiences. In the full spirit of the Kickbox Open Source movement (**kickbox.org**), we decided not to venture on this journey alone but to

gather input from other experts and incorporate this in the book.

The KICKBOOK is the result of co-creation workshops, feedback sessions with countless innovative companies, Kickboxers and intrapreneurship experts.

We have tried to cite all those contributors on the following pages. We are aware that this list is not exhaustive and that other experts have contributed to the end result.

We would like to thank them all sincerely!

The authors: **David Hengartner, Ralph Hartmeier, Reto Wenger & Vinzenz Leuenberger**

SINCERE THANKS TO ALL CONTRIBUTORS

First and foremost, we would like to thank **Mark Randall**, serial entrepreneur and former VP of Creativity at Adobe, for starting Kickbox.

We would like to thank **Damien Julien** and **Jonas Habermacher** from distylerie.com for the design and conceptual assistance.

Huge thanks also go to our current and former team at **Swisscom** and **rready (rready.com)**:

In alphabetical order:

Angela Vogel, Aurelio Simione, Damian Ruchti, Dario Brühwiler, Dario Fontana, Denis Weiss, Dietrich Aumann, Eduardo Abreu, Fenja Persello, Flavia Pinto Pinheiro, Frank Ren Feng, Ivan Apud, Janic Siegenthaler, Jonah

Jablonski, Kolja van der Vaart, Lars van Hilten, Linda Thoma, Maarten den Heyer, Manon Bolli, Manuel Mader, Manuela Disch, Manuela Kiener, Mike Bindemann, Moritz Houmard, Nathan Probst, Niculina Töndury, Oleg Kuroptiev, Onur Uyar, Paola Medina, Samira Duddek, Sarina Rutz, Soraya Rouhani, Stefan Egger, Stefanie Ladstätter, Tanja Julmy, Tina Cvijetic, Tina Werro, Valentin Back, Yannick Dienst

The same applies to our fantastic partners:

Christopher Waldner (christopherwaldner.com), **Dino Beerli** (superloop.ch), **Ivan Mele** (heynew.ch), **Michael Hunkeler** (impacthub.ch), **Roman Hungerbühler** (creaholic.com).

And we would like to thank all those who took the time to read the draft version of the KICKBOOK, to discuss the Kickbox framework, and who assisted us with valuable feedback and input:

Adrian Maurer, Alice Maurer, Anina Senn, Anja Zimmermann, Annette Schütz, Antje Niemann, Attila Makra, Chris Renfer, Christian Bächtold, Christian Capello, Christian Nagel, Claudia Winkler, Cristina Bucher, Damian Fankhauser, Daniel Tumovec, Dominik Hiller, Dominik Thomann, Francois Julita, Friso Jankowsky, Ivan Büchi, Ivo Scherrer, Jana Thiel, Jaqueline Matijevic, Julia Kuhn, Katrin Winiarski, Klea Gorgievski, Laurene Descamps, Luise Saure, Manuel Geitner, Marc Flammer, Maren Kottler, Markus-

-Alexander Metz, Martin Everts, Martin Zulliger, Matthias Wegmüller, Mitzi Holohlavsky, Monika Müller, Pascal A. Miserez, Patrick Meister, Peter Wenger, Richard Dolmetsch, Roland Keller, Roman Hagmann, Roy Franke, Serge Tumelero, Silvia Baroni, Simon Schmidli, Stefan Gerber, Tobias Gerber, Tobias Grimm, Tom Schrooyen, Urs Rothmayr, Vanessa Fieres, Veronika Sallenbach

Many thanks for your outstanding contribution.

IMPRINT

Third edition 2022

Publisher:

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Switzerland

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KICK MAP

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KICKMAP

AN OVERVIEW OF THE MOST SIGNIFICANT INSIGHTS FROM THE INTRAPRENEURSHIP PROJECT



PROBLEM



SOLUTION

TARGET CUSTOMERS

PROBLEM

Grid area for Target Customers

Grid area for Problem

Grid area for Solution



CONCEPT

BUSINESS MODEL

TEAM

NEXT STEPS

REQUEST

Grid area for Business Model

Grid area for Team

Grid area for Next Steps

Grid area for Request