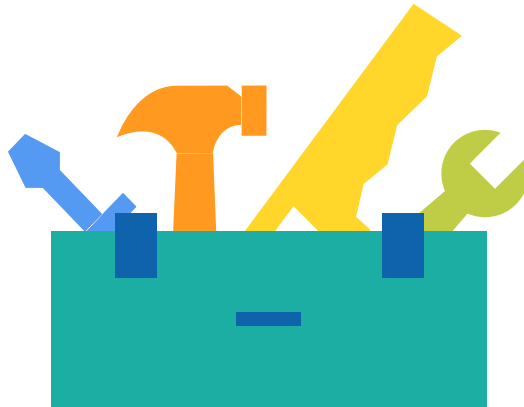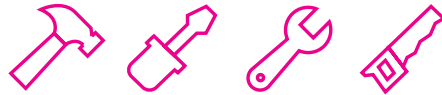# FUTURE LAB

TOOLKIT

T · ·

Welcome to Future Lab, T-Mobile's centre for innovation and craftsmanship!

We seek long term partnerships with startups that can create added value for our connectivity network. In return, T-Mobile provides you access to our craftsmen, back office, customers, and distribution and sales channels. Everything that helps you accelerate and scale!

We are excited to start the sprint phase together. The goal is to validate if your startup can accelerate in a partnership with T-Mobile. At the end of the 10 week period, we want to have a clear understanding whether your product or service adds value to a specific T-Mobile audience, and we have identified the most effective sales and communication channels.

This book will help you during the sprint phase. Think of it as a toolkit with tips and tools. Is your team in need for methods to generate ideas for your acquisition channels? Turn to the G.R.O.W.S section. Want to know how you should effectively talk to your customers? There's a section on Customer communication. No inspiration on what kind of experiments you could do? The section on MVPs can help.

Don't confuse this book with a how-to manual or process description. Exploring does not follow a linear path, it's an iterative process. It's also not a template for success, the toolkit will be as good as the team using it. It's a kickstarter. So work with it, use it as a reference, and toss aside when you need to.

Enjoy the journey!

10 week sprint
How does this work?

Outcome 1
Thorough understanding of the startup's business model & your fellow A-Team players.

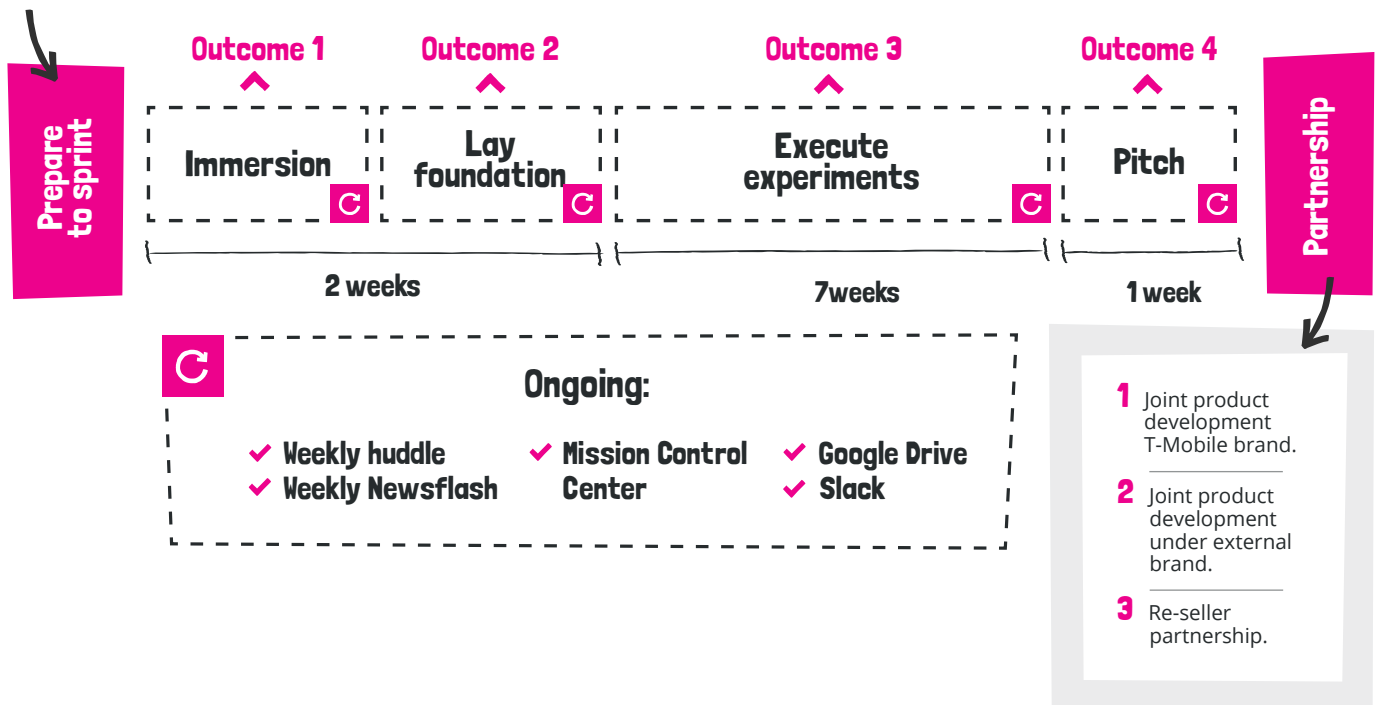**Outcome 2**
One metric that matters defined.

Outcome 3
Validated proposition, customer segment & channels.

Outcome 4
Go/No Go decision on follow-up.

We start here

Prepare to sprint

Outcome 1 → Immersion ↻
Outcome 2 → Lay foundation ↻
Outcome 3 → Execute experiments ↻
Outcome 4 → Pitch ↻

Partnership

2 weeks   7weeks   1 week

↻ **Ongoing:**
- ✓ Weekly huddle
- ✓ Weekly Newsflash
- ✓ Mission Control Center
- ✓ Google Drive
- ✓ Slack

1 Joint product development T-Mobile brand.

2 Joint product development under external brand.

3 Re-seller partnership.

If you want to go fast, go alone. If you want to go far, go together

Communication Rhythm

The weekly huddle

Getting things done and getting them done fast is probably the main focus in any Sprint. But this requires good team work and alignment. Make sure that there are no assumptions in your inter-team communication. Keep things open, honest and direct. The weekly project huddle is very effective to create a rhythm, have focus, foster cross team learnings and create group feeling.

How does it work?

Every week, on a set day and time, all project teams share their lessons learned and plans for the coming week. The huddle is led by a facilitator and prepared in advance by the teams. The template below supports successful huddles.
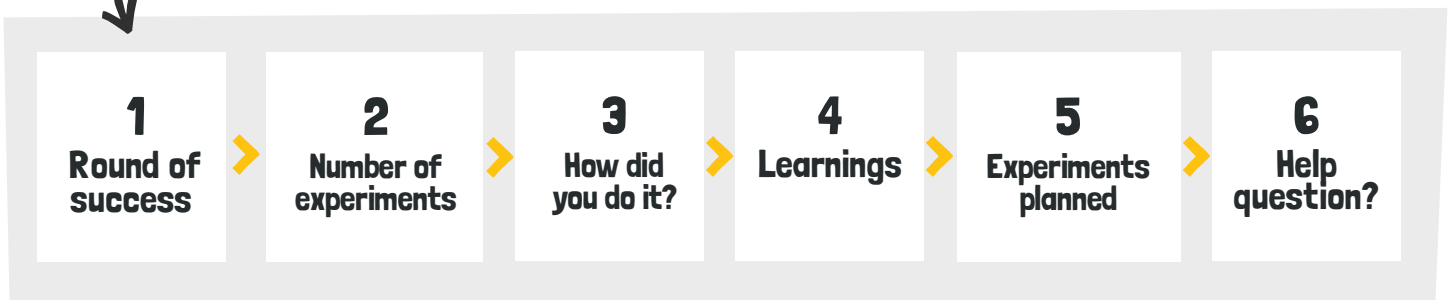
Tip!
Time it! Nothing reduces the 'blabla' better than limiting the huddle update to 4 min max.

Tip!
Make a visible huddle board, use sticky notes. Update weekly.

Huddle update

1 Round of success	>	2 Number of experiments	>	3 How did you do it?	>	4 Learnings	>	5 Experiments planned	>	6 Help question?

Let others know what you're up to. Genuine enthusiasm is very contagious!

Imagine you're sprinting. Learning like crazy and then all of a sudden you need help. You reach out, but no one is answering, because you're not on their agendas. Make sure you are visible. That's the only way to create ambassadors and receive help from unexpected corners.

Blogging Futurelab Community

Sprinting is exciting, even a day-to-day description of the process is an interesting read.

Facebook@work

Introduce the startup founders, post your help-questions, use it as a channel for finding respondents, share mistakes, pictures, celebrate high fives or make an event.

E-mail Newsflash

Send out a weekly newsflash to all stakeholders, to up-date and engage. Goal is to get them to join your huddles.

T-Mobile Channels

Huddle board

No warroom is complete without a huddle board that shows exactly what the team is working on.

Learning wall

Failures are learnings in disguise. Show lessons learned from each experiment, succes and failures.

Warroom

Stuck in a discussion?

Sometimes you'll be stuck in a rut or frustrated or both. You're not getting your ideas across and team members are tuning out. Hey, nobody said it would be easy.

Snap out of it, use Bono's Thinking Hats!

Use Thinking Hats to open up discussions. View ideas from a less personal point of view and gain fresh perspectives. There are multiple solutions to a single problem, so don't start running with your solution too quickly. Give each person a certain colour hat, to include multiple points of view. Or all wear the same hat, to create common ground.

Look at the situation emotionally
What do your feelings tell you?

Look at the situation objectively
What are the facts?

Use a positive perspective
Which elements of the solution will work?

Use a negative perspective
Which elements of the solution won't work?

Think creatively
What are some alternative ideas?

Think broadly
What is the best overall solution?

Tip!
People can switch hats per discussion round, forcing people to look at the issue from a different perspective.

Feeling unheard? Use The 'Bezo's' Way!

Jeff Bezos (Amazon) makes his employees write a 'fake press release' when they request resources for an idea. Amazon uses this "working backwards" approach because it forces the team to get the most difficult discussions out of the way early.

To write a press-release you'll need to fully understand what the product's value proposition will be and how it will be pitched to customers.

Idea behind it? If you cannot sell it on the release-date, the idea is probably not worth pursuing. Go crazy, go Bezos and sell your ideas to the team by creating a press release, fake magazine cover, tweets or headlines.

Tip!
Canva.com is a great tool for visualizing your fake magazine covers and headlines. It has tons of free templates.

# I love it when a plan comes together

The
A-Team

The A-Team

Lack of motivation, expertise or common vision can all contribute to a startup's undoing. Of course this does not apply to your project team, but it doesn't hurt to spend some time to get to know each other better. Hit the ground running so to say.

Expectations
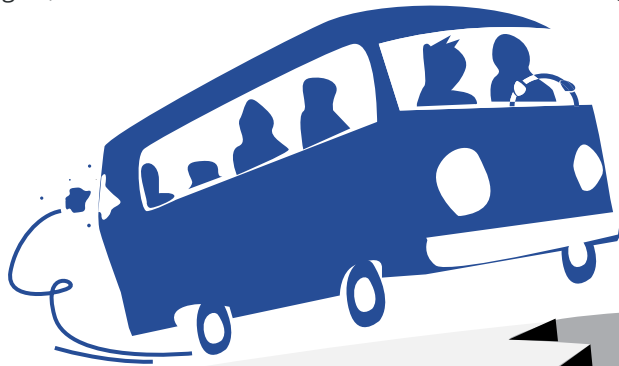What do team members expect from eachother in order to be(come) a succesful team?

Core Values
What are the values that are recognized by all team members that the team lives by?
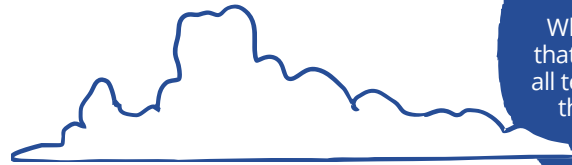
Team members
Who is on the bus and what do they bring to the team? Roles, values, strengths, character traits?

Driver
Who is behind the wheel? Who is the navigator? How will the team choose a direction? How will the team take decisions?

Team Goals
What is the goal the team wants to reach? When is the effort a success?

Trouble
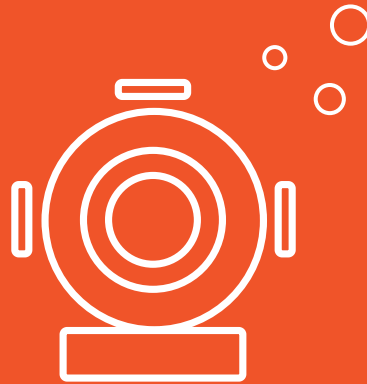What will you do when shit hits the 'van'?

Obstacles
What would prevent the team to reach their goal?

Energy Source
What generates energy in the group? What gets everyone going?

Captain, start immersion!

Immersion

The Roast

Meeting your fellow A-team members and understand what drives them
is a promising start. But how to get the whole team on the same page with
the founders who live and breathe their startup? **Simple. You 'Roast' them.**

How does it work?

Remember how you could drive your parents crazy by asking 'why' all the time? Let me
let you in on a little secret. What infuriated them, is the lack of answers at the end, their
toddler left them speechless. If you question long enough, you'll get to the point that one
runs out of answers, that's where the assumptions are hiding!

Rules

✔ Keep asking why, why, why and an occasional how.

✔ Don't be judgemental, just be curious and listen.

✔ Write down the assumptions you unravel during the Roast,
you'll test them in the Sprint.

Done?
Unraveled all assumptions
that jeopardize a successful
partnership if not true
If so, **YEAH!**

The BHAG

All the great ones have one. That **Big Hairy Audacious Goal** (BHAG), that reaches out and grabs you in the gut. A **BHAG** is a visionary long term goal (>10 years) and is tangible, energising and gives focus and direction. People 'get it' right away; it takes little or no explanation

4 BHAG qualities

Aligned
The BHAG is tied closely to what's most important to the startup.

Audacious
If the first reaction is 'impossible!', then you're on to something. BHAGs can't be achieved easily.

Articulate
A good BHAG is a clear target. And it's real, not a fancy statement disconnected from the startup.

Arduous
A BHAG requires different thinking, real struggle and a dash of luck. But it can be done.

The Well Written Purpose

What about the well formulated purpose that makes your eyes sparkle?
Very few companies can clearly articulate Why they do, What they do. But when they can, it is very powerful and it gives direction. Some companies know HOW they do WHAT they do. Every company on the planet knows WHAT they do.

Why — Why you get out of bed in the morning. The purpose of the startup.

How — How do you do what you do? What makes the startup special?

What — What do you do. The actual service of the startup.
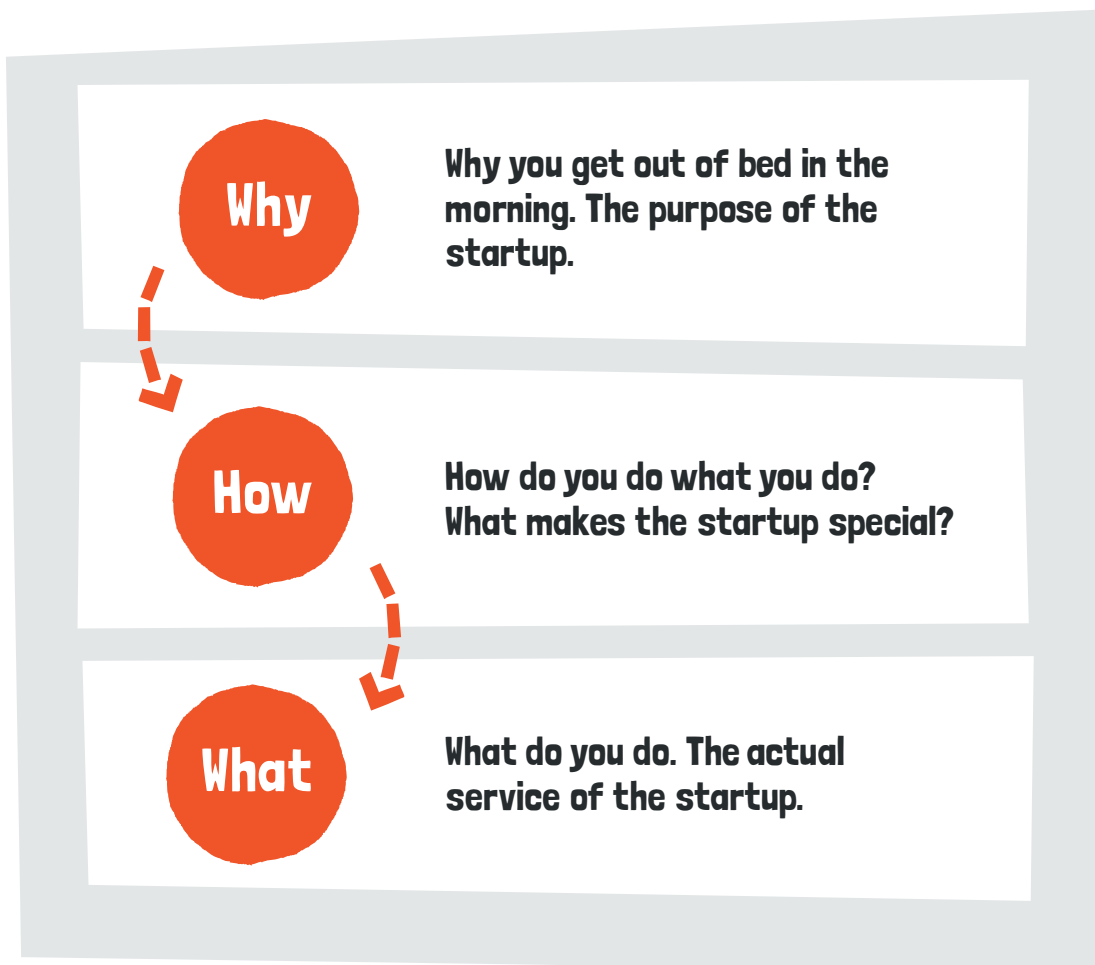
The Business Model Canvas

Filling in the BMC with your project team is a great way to reach common understanding about the current business model now that T-Mobile in on board. You can also use it to innovate your business model by asking "What if" with every building block or compare your BMC with that of a competitor.

Who will help you?

KEY PARTNERS

Distinguish between facts and assumptions. You could wish to have a certain key partner or you already contracted him.

How do you do it?

KEY ACTIVITIES

What do you need?

KEY RESOURCES

What do you do?

VALUE PROPOSITION

For each customer segment and their jobs-to-be-done, you'll need a value proposition.

Start here

How do you interact?

CUSTOMER RELATIONSHIPS

How do you reach them?

DISTRIBUTION CHANNELS

Who do you help?

CUSTOMER SEGMENT

Too many ideas in one canvas may lead to confusion. Design one per target group.

What will it cost?

COST STRUCTURE

How much will you make?

REVENUE STREAM

Adding a revenue stream? Great! Who is paying for it and for what value?

Tip
Don't mix-up existing business models and future ideas. The use of different colored sticky notes can easily help solve this.

Tip
You think you know how to use the BMC? Think again! Create an account with **strategyzer.com** They have tons of tips and learning cards.

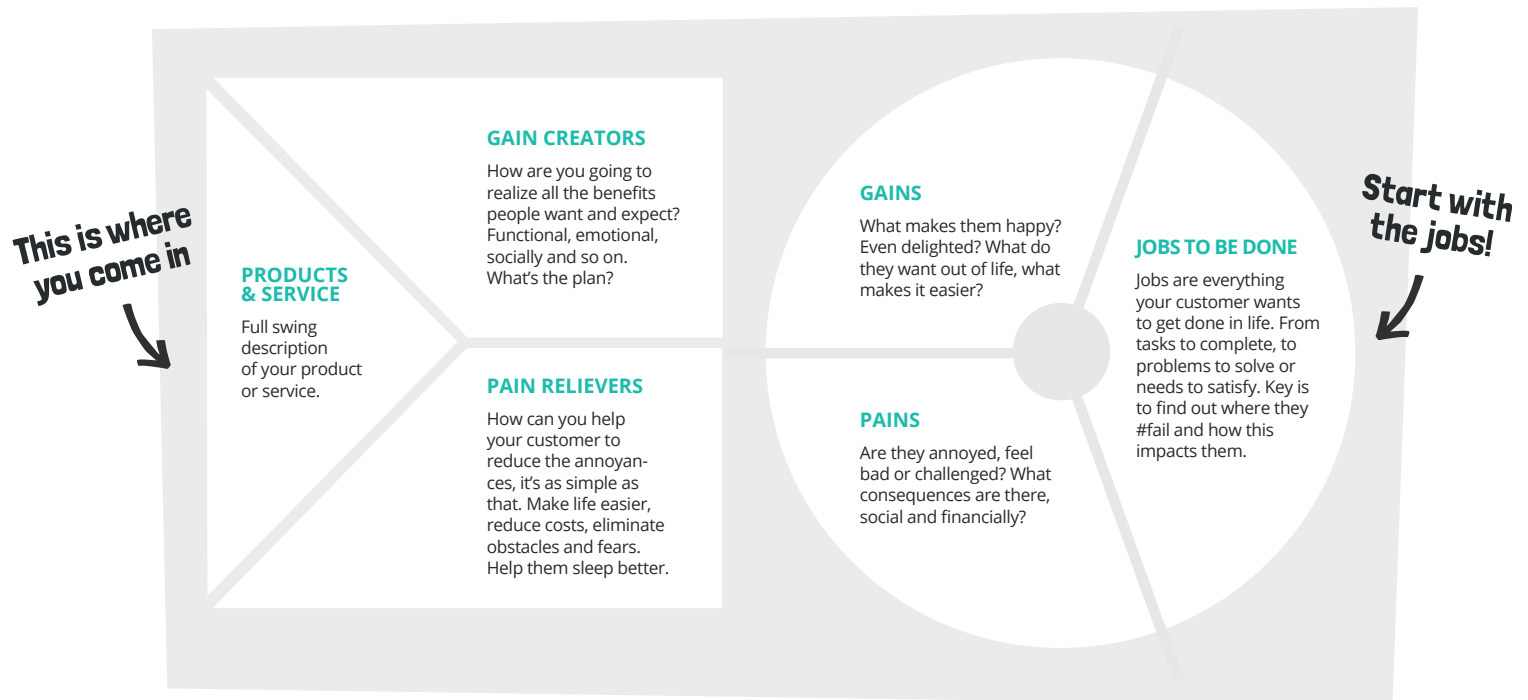# Make a customer, not a sale

Customers

The Value Proposition Canvas

No clue what keeps your customers awake at night?

Not truly convinced that you solve the right problem?

Do the dynamics with T-Mobile change the target audience?

Use the VPC!

This is where you come in

Start with the jobs!

GAIN CREATORS

How are you going to realize all the benefits people want and expect? Functional, emotional, socially and so on. What's the plan?

PRODUCTS & SERVICE

Full swing description of your product or service.

PAIN RELIEVERS

How can you help your customer to reduce the annoyances, it's as simple as that. Make life easier, reduce costs, eliminate obstacles and fears. Help them sleep better.

GAINS

What makes them happy? Even delighted? What do they want out of life, what makes it easier?

PAINS

Are they annoyed, feel bad or challenged? What consequences are there, social and financially?

JOBS TO BE DONE

Jobs are everything your customer wants to get done in life. From tasks to complete, to problems to solve or needs to satisfy. Key is to find out where they #fail and how this impacts them.

Tip!

Create an account with **strategyzer.com** - they have tons of tips on how to use the VPC.

Meaningful Persona's

Humans are social creatures, we want to be liked and admired. We go that extra mile to achieve that. Success is more likely to happen when you design your business around your customers. **Nuff said.**

To build the persona you need:

✔ **Name**

✔ **Age**

✔ **Job/Role**

RELATIVELY EASY TO COME UP WITH

It is all about addressing the right person, so come up with a good name and the right age, that represents this entire persona.

Be complete in the role description: Young dad, main income contributor, friend and so on.

✔ **Facts & demographics**

✔ **Where do they hang out offline & online**

✔ **Competitors they go to**

REQUIRES SOME 'DIGGING' AND OBSERVING

Facts and demographics can be found with some desk research. Be creative, visit interest blogs, follow influencers your audience follows and find out which brands they also like.

✔ **Behaviors**

✔ **Needs & goals**

✔ **Experience with your product**

ACTUAL HUMAN CONTACT NEEDED

Action speaks louder than words. Find out real customer behavior. How do they manage without your service?

To get insights in your customer needs and goals, you need to do some actual talking to them. No worries, We'll learn you how to talk to humans **>> MOM test.**

Tip!
Observe how people engage with your (online) product via tools like usability hub, userbob and hotjar.

Lay the foundation for your sprint
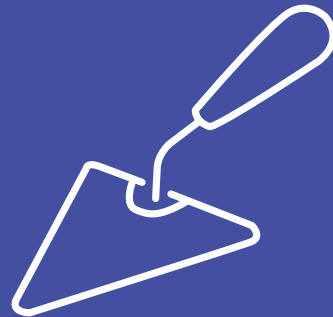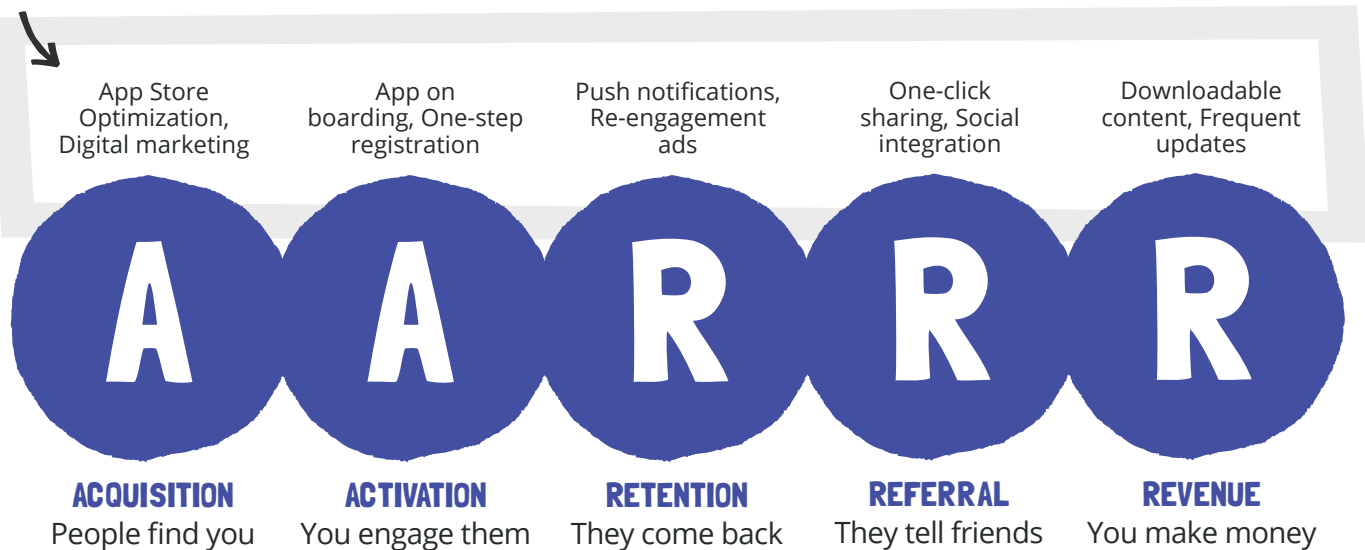
Foundation

Pirate Metrics (AARRR)

You're ready for some **AARRR** and **OMTM**? The Pirate Metrics represent all customer behaviour. Fill it out for your startup. Imagine that you can only concentrate on improving 1 metric for the next 10 weeks. What would that One Metric that Matters (OMTM) be? Your choice depends on the maturity and product of your startup.

Example of the AARRR funnel for an App:

Growth drivers

App Store Optimization, Digital marketing	App on boarding, One-step registration	Push notifications, Re-engagement ads	One-click sharing, Social integration	Downloadable content, Frequent updates

A A R R R

ACQUISITION People find you	**ACTIVATION** You engage them	**RETENTION** They come back	**REFERRAL** They tell friends	**REVENUE** You make money

App store product page visits,TOMA	Session length One-day retention	n-Day retention, Monthly Active Users	App store ratings and reviews, Social buzz	Customer Lifetime Value Subscriptions

Metrics

Feed your experiment

G.R.O.W.S

G.R.O.W.S.

Remember, it's all about the velocity of learning. The faster you run your experiments the more you learn about your business model. Wait! We have exactly what you need: an experiment driven process for growth.

G ather ideas

Brainstorm ideas to improve your pirate funnel and note them in your Brass Sheet in the Mission Control Center. Ways to do so are via desk research, usability tests, customer interviews, looking at your own analytics and competitor piggy backing.

R ank ideas

You cannot do everything at once. Do the smartest, most impactful things first. BRASS and PIES might help, which can be found in the Mission Control Center (explanation on the next pages).

O utline experiments

Goal of the experiments is to test your assumptions. It's not about sales or proving you are right. It's about validated learning through real customer interaction, while spending a minimum of cash. Keep that in mind when designing your Minimum Viable Product. A MVP is quick and dirty. Consult the Real Startup book, if you're not sure what kind of experimenting is appropriate for your product.

W ork work work

Key to success? Get shit done! Ideas are easy, execution is the game. Aim at completing one experiment per week.

S tudy data

Capture what actually happened (hard data). This verifies or falsifies your hypothesis. But also find out, why it happened (soft data). Note down surprises and direct learnings. This is input for follow-up hypotheses. Not as easy as it looks!

Must do tip!

Document, document, document everything! This is the only way to foster true rapid learning. Use the templates in the Mission Control Center.

The Mom Test

Don't end up building stuff nobody wants. Listen to your customers first.

Actual pains and desires of customers are best revealed via in-depth interviews.

When you know what the person will answer, you validated this segment

(rule of thumb - around 5 interviews / well defined customer segment).

Only, did you know you're probably doing it wrong?

Mom test: Simple rules for crafting such good questions that even your mom would have to tell you the truth about your ideas.

👍 Do this

ASK ABOUT THE PAST
Observe the present. Forget about the future.

CONSEQUENCES
Focus on customer pain points and how they have tried to solve them / cope with it.

ASK THEM TO TELL A STORY
Talk me through the last time that happened.

WHY
Ask several why questions to uncover underlying rationale, beliefs, pain points, etc. Keep digging.

LISTEN
and talk less. Not only pay attention to what they say, but also body language and facial expression.

GO IN PAIRS
Go in pairs: one takes notes. Taping (look back) is recommended to capture every nuance

👎 Don't do this

DO NOT TALK ABOUT YOUR IDEA
It's the first rule of validating your idea. People tend to be nice and give you false positives either way.

OPINIONS
Only actual sales can tell you if your idea is good. The rest is an opinion. Asking about opinions is worthless.

WOULD YOU...
...like to buy product X? The answer to these kind of questions is almost always "Yes".

EXPOSE YOUR EGO
So I have quit my job for this, be honest, I can take it.

Tips:
- ✔ Consult Strategyzer for customer trigger questions.
- ✔ Design your learning goals and key assumptions before the interview.

Competitor Piggybacking

It can be hard to come up with creative ideas to generate traffic. Copying what
your competition does is great, because if they are doing it, it's probably likely to work.

Piggy backing techniques:

- ✔ In Google fill in "related: www.website.com" -to create a competitors list.
- ✔ Extend this list with owler.com and similar sites.com.
- ✔ Enter the competitor list in similarweb.com to reveal your competition's online strategy.
- ✔ With Facebook, we can tell what the fans of our competition also liked. This can help you in identifying potential advertising channels, but also provides insights in the brands they like and companies they follow.

Desk research:

Maybe not the most 'sexy' activity, but key in gathering good ideas. You'll notice that desk research on startup trends and technologies is an ongoing process. Biggest challenge is to keep the team up-to-date on everyones latest findings, so others can build on that. We have tried everything and what works for us is mind mapping. There's a lot of tools, but we simply prefer the wall, brown paper and sticky notes.
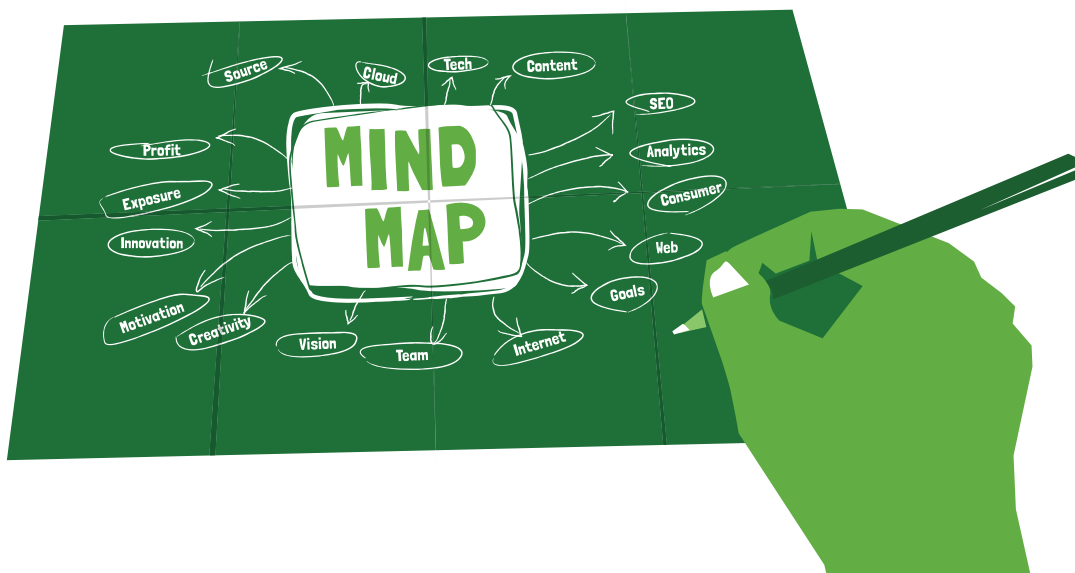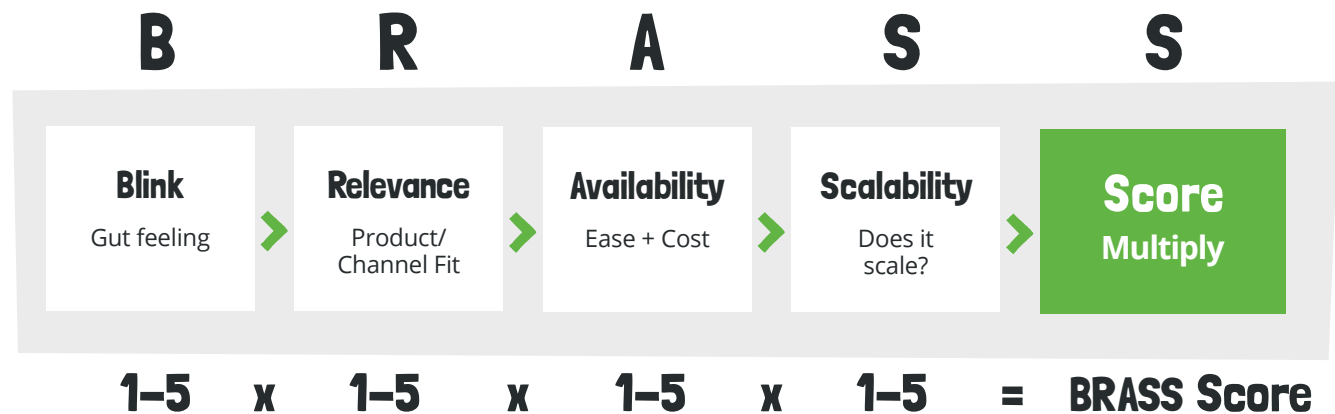
BRASS Ranking Method

Brainstorm ideas to improve your pirate funnel and note them in your Brass Sheet in the Mission Control Center. So, now you have gathered tons of ideas, all equally brilliant. *Or are they?* Time to **BRASS** or **PIES**... How to rank your ideas and what method to use.

How to rank your ideas and what method to use?

Use the BRASS method for prioritizing your customer acquisition ideas. It makes use of the wisdom of the crowd principle. Everyone comes up with ideas individually and notes it the BRASS framework. Then we use the rating to decide which ideas to prioritize. Go over all the ideas and rate them from 1 - 5 on - blink - relevance - availability & scalability. Multiply and start testing the top 3. **Easy as pie!**

B	**R**	**A**	**S**	**S**
Blink Gut feeling	**Relevance** Product/ Channel Fit	**Availability** Ease + Cost	**Scalability** Does it scale?	**Score** **Multiply**

1–5   x   1–5   x   1–5   x   1–5   =   BRASS Score

Tip! Get a solid mix between traditional and really 'outrageous' ideas to get customers to your platform.
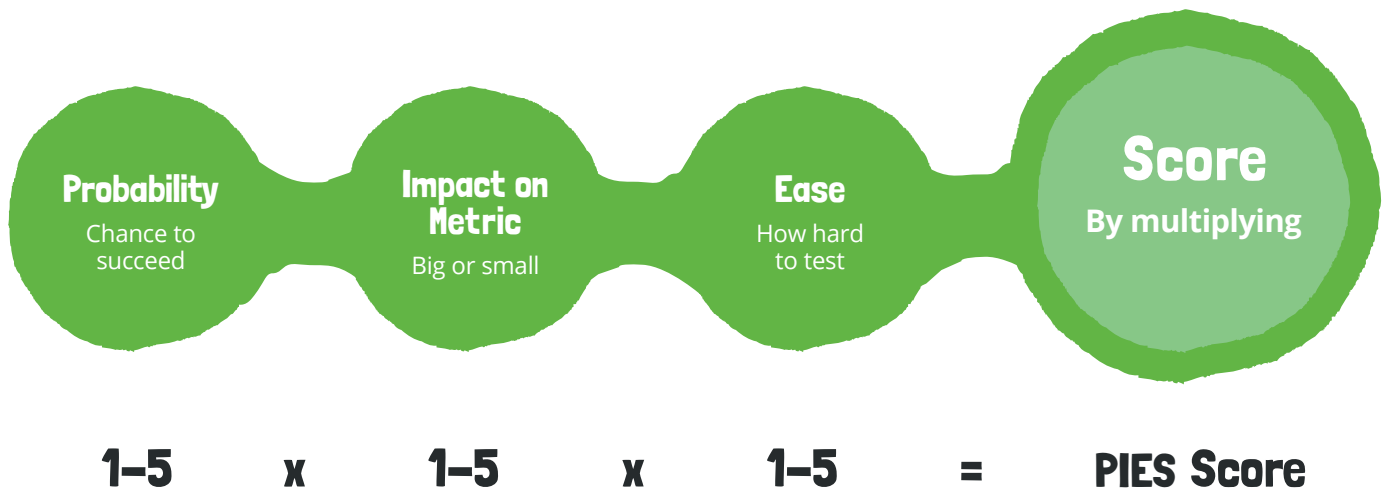
PIES Ranking Method

PIES is another ranking method. What's the difference? Okay, I get it, BRASS is to decide via which channel to test first. But which idea to start with??

With PIES you can swiftly decide which idea to pursue first.

Rate all ideas (1–5) on:

Probability
Chance to succeed

Impact on Metric
Big or small

Ease
How hard to test

Score
By multiplying

1–5   x   1–5   x   1–5   =   **PIES Score**

Note:
These ranking methods can be a quick way to decide where start, but it doesn't mean you have to do this. There is no one method. Make it your own and use what works best for you.

Forming Hypothesis to Validate Assumptions.

After the ROAST, BMC and customer interviews, your assumption backlog must be exploding. Don't be overwhelmed, look for the one that must be absolutely true, if your business still holds 1 year from now. **You know which one.** The assumption you don't want to prove. Start with that one. Formulate a hypothesis to test your assumption.

Hypothesis

1 Customer, Problem part

I believe that **<my customer>** has a problem in realizing **<this outcome>**

2 Problem, Solution part

<This solution> will help my customer in realizing **<this outcome>**

3 Validation part

We will know we have succeeded when **<we see a measurable outcome>**

Important!
These are the success or fail criteria for your experiment

1 I believe that **girls of 15** have problems **finding the latest fashion easily online.**

2 **"Swipe & shop",** helps these girls easily **find the latest fashion online** so that they **don't have to spend time on it.**

3 We will know we have succeeded when **70% of our target girls make a purchase within 15 minutes.**

Example of hypothesis:

Which assumptions are grounded in the hypothesis of the example? Girls buy clothes online. Have money to buy clothes. They don't like to spend time browsing to find clothes

Hypothesis checklist:
- ✔ Is it measurable?
- ✔ Simple and unambiguous?
- ✔ Describes a relationship between two things?
- ✔ Cause and effect relationship clear?

Minimum Viable Product

Ready to play? Wait! Let us demystify the most (mis)used word of the last couple of years; **MVP**. A MVP is not a product. It's a reflection of the essence of the product that people can validate or test. Aimed at a maximum of learning while spending a minimum of cash" **Okay, now you're ready.**

GOLDILOCKS QUALITY

Realness

JUST RIGHT!

Wasted time

Not real enough

Time
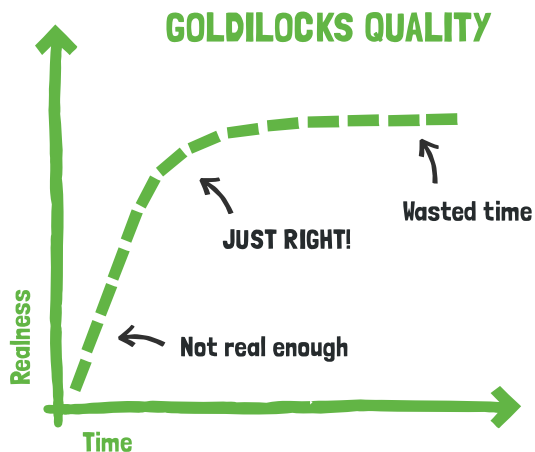
How to capture this so-called 'essence' of a product?

MVP is a also a state of mind, 'launch' something to learn early on. Thus, build the absolute minimum required to test your assumption. Don't just confirm, learn. A great rule-of-thumb here is Goldilocks quality, make it just right. Don't waste time to make it perfect, but spend enough time to make it believable. Anyways, the graph says it all.

Two rules for setting up an experiment:

1 In test design; commit to a minimum success threshold **upfront**. Choose a number high enough to get you excited if true.

2 Although it's tempting, don't be seduced to target your MVP at the majority groups. **Choose a niche**. Learn. Your time will come.

Tip!
Consult the Real Startup Book, if you're not sure what kind of experimenting is appropriate for your product.

Tip!
Use the Design experiment spread-sheet to structure and document your testing. It works like a learning loop, so each outcome is input for the next round.

7 Ways to create your MVP

1 ## Landingpage

Create a website with all the benefits of your product on it. Don't forget to ask for commitment (eg. email address) to find out how interested people really are.

2 ## Flintstoning

Think of the best final version of your product and then fake this. No technology involved, you'll carry out the service behind the scenes. Fake it, fake it until you make it also applies here.

3 ## Pre-order or Crowdfunding

Highest commitment you can get. If people are willing to buy/sponsor your product before you have made it, you at least know for sure that there is demand for it.

4 ## Campaigning

Facebook campaign, Google Adwords, flyers, emailing and so on. Test specific unique selling points of your value proposition. What is the biggest click monster? There you go, you have found the key feature.

5 ## Concierge

Resembles Flintstoning only now your customer is aware that it is a product in the 'making' and that some elements are done manually.

6 ## Paper Prototype

We love this MVP form, it allows you to actually put something in your customers' hand and let them engage with it. Ooh and it forces you to get-out-of-the building.

7 ## Start a Blog

Learn if people are interested in your product via creating content around it. It is a more labour intensive way, but if it works it can give a great kickstart when you do launch.

Put
your game
face on
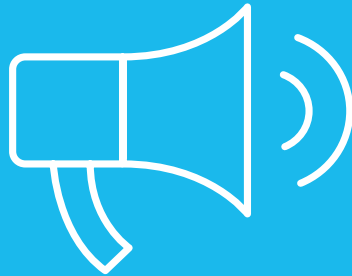
Pitch

The Pitch

At the end of the sprint you'll pitch the results to T-Mobile. This is the moment, with a potential partnership at stake, prepartion is key. The good news is, throughout the process you have documented everything, so all the content is available. But how to shine?

Mad lips

Is a nice start for the basis of your pitch. It is a format that helps you focus on what your company does exactly, who you focus on, what problem you solve and what makes you so special. **It is the startup variant on the elevator-pitch.**

Any good pitch covers these topics:

- ✔ Vision (Why) + Elevator Pitch
- ✔ Validation (experiment traject)
- ✔ Market Opportunity
- ✔ The Problem
- ✔ Product / Service
- ✔ Revenue Model
- ✔ Marketing & Growth Strategy
- ✔ Team
- ✔ Financials
- ✔ Competition
- ✔ Partnership proposal

My company, **Name of company**

is developing **A defined offering**

to help **A defined audience**

Solve a problem with

Secret sauce

Tip!
Pay attention to the look&feel of your pitch, it's your 'opening statement'. If you're not graphically-gifted, you can find many well-designed pitch templates online.

Written by:

Cathelijne Kuiters & Laura van Dijk - Aimforthemoon

Design by:

Nelson Eggermont - Marsmedia

Credits:

Business Model Canvas - strategyzer.com
Value PropositionCanvas - strategyzer.com
Big Hairy Audacious Goal - Collins and Porras
Start with the Why - Sinek
G.R.O.W.S - Growth Tribe Academy
Mom's test - Fitzpatrick

Aimfor themoon