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SOCCE

SOCial Competences, Entrepreneurship and Sense of Initiative
Development and Assessment Framework



02-A1

BUSINESS CASE Process and Tools

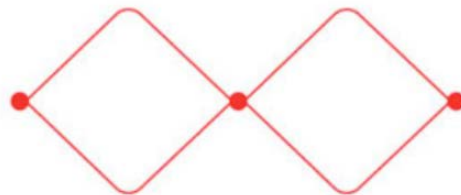
Laurea University of Applied Sciences
Auli Guiland, Susanna Nieminen

DESCRIPTION OF EACH STEP

PROCESS DESCRIPTION



Stefan Moritz 2005



Discover Define Develop Deliver

Design Council

DESCRIPTION OF THE TOOLS



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STEP 1: TEAMBUILDING

TASK 1: Marshmallow challenge (or similar tool)

- a. Goal: Build a team with the face-to-face members

TASK 2: Belbin team roles (or similar tool)

- a. Goals:
 - i. Understand individual differences in teamworking profiles
 - ii. Detect one's own typical teamwork profile
 - iii. Plan the teamwork for the development process including roles, tasks and timetable

Tool: Marshmallow challenge

Instructions:

- <http://marshmallowchallenge.com/Instructions.html>;
- <http://tinkerlab.com/spaghetti-tower-marshmallow-challenge/>
- [https://www.ted.com/talks/tom wujec build a tower](https://www.ted.com/talks/tom_wujec_build_a_tower); <https://m.youtube.com/watch?v=rC3wCWdQfmI>

More about the method:

[http://marshmallowchallenge.com/TED Talk.html](http://marshmallowchallenge.com/TED_Talk.html);

Tool: Belbin team roles

Instructions:

- [http://www.belbin.com/content/page/5002/BELBIN\(uk\)-2012-TeamRolesSummaryDescriptions.pdf](http://www.belbin.com/content/page/5002/BELBIN(uk)-2012-TeamRolesSummaryDescriptions.pdf)
- http://scholar.google.fr/scholar_url?url=http://lore.ua.ac.be/Teaching/SE3BAC/practicum/projectMgmt/BelbinRoles.pdf&hl=fi&sa=X&scisig=AAGBfm1LYJA1ZcegJctn On8udHy8U HA&nossl=1&oi=scholarr&ved=0CB0QgAMoADAAah UKEwIbroDRu-LIAhUEWxokHUsXAN4

More about the method:

- https://books.google.fr/books?hl=fi&r=&id=MHIOBAAAQBAJ&oi=fnd&pg=PP1&dq=belbin+team+roles&ots=Vk5kNh2Axx&sig=4aPkpXK1fMf_dfvIjo9V9FFce4#v=onepage&q=belbin%20team%20roles&f=false

INTRODUCTION

(business partner and/or teacher)

Presentation of the business case/challenge (Tool:

Presentation of the development process (Tool: Double Diamond)

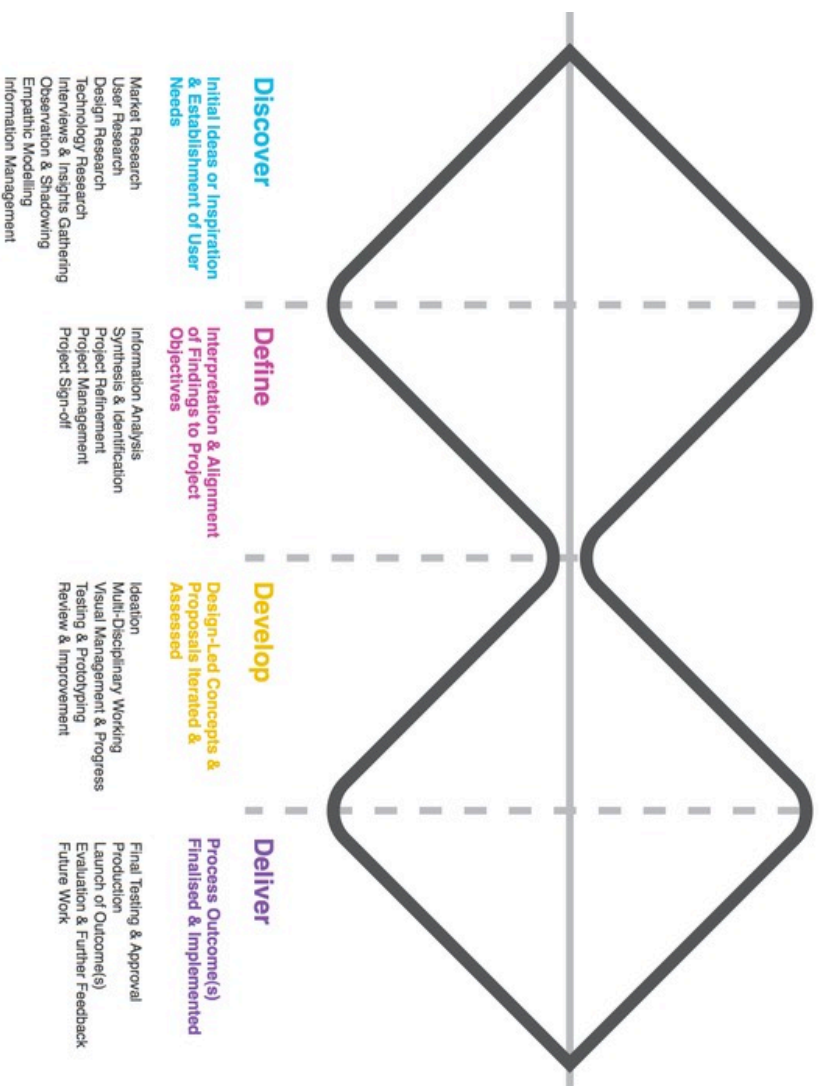
Instructions concerning the development task

- a. Timetable
- b. Requirements/recommendations concerning the collaborative task
 - a. Development process and tools
 - b. Communication tools and channels
 - c. Finalisation
- c. Assessment process
 - a. Self- and peer-assessment
 - b. Final (summative) assessment

Tool: Business case presentation

Case company	Challenge	Business culture	Staff/expertise
Field of activity	Description of the challenge	Hierarchical or flat organisation	Staff / stakeholders have no relevant expertise
Business environment/competitors	What is the need to tackle the challenge in a new way	Readiness to accept new innovations	Co-creation with stakeholders
Business phase: (Growing, stagnated or decreasing)	How has the challenge been tackled previously	Willingness to invest in new a new solution	Own experts to be informed of the development work
Company size (in sales volume; in staff; in market)	(Research questions)	Budget	Name of contact person

Tool: Development process – Double diamond



DISCOVERY PHASE

Gaining understanding of the phenomena

- Collect, read and critically evaluate literature
- Understand what is written about the phenomena in literature

Bringing out background information on the phenomena

- Collect, read and critically evaluate secondary data
- Understand what is known about the phenomena and things related to it.

Eliciting case and challenge specific information

- Observe, interview, question customers/stakeholders
- Create understanding of the challenge precisely in this case

DEFINING PHASE

Determining project objectives

- Defining research questions
- Defining project limitations

Project management

- Timetable, roles, tasks,
- Internal and external communication

Choosing the development methods

- What methods, why and how
- Development process: steps, participants, premises, materials

DEVELOPING PHASE

Collaborative working

- Planning and organizing workshops
- Preparation of premises, materials and tools for collaborative and individual working
- Preparation of documentation

Ideation

- Collaborative and individual creation of new ideas and solutions
- Documentation of the ideation work
- Communication (internal/external)

Analysis of the results

- Collection, reflection and critical evaluation of the collected ideas and their usability
- Evaluation of need for eventual further development work.
- Summarizing and documentation
- Communication (internal/external)

Development

- Testing of ideas/simulation
- Planning of adaptation of ideas in business case
- (Plotting, redefining...)
- Documentation and visualisation of the development work

Tool: Ideation

Creative problem solving methods introduced in various books such : Proctor, T. 2010. Creative Problem Solving for Managers. Developing Skills for Decision Making and Innovation. Londn & New Your: Routledge (available

e.g. on Google Scholar) such as :

- Brainstorming/Brainwalking/Brainwriting
- Visual (sensory) triggers
- Role playing
- Reversals (worse idea, negatives to positives)
- Clustering ideas /Mindmapping

DELIVERY PHASE

Preparation of the final presentation

- Written document(s)
- Audiovisual presentation(s)
- Elevator speech

Presentation of the final results

- Final presentation
- Collection of feedback

Finalisation of the teamwork

- Self-assessment
- Peer-assessment