The healthy business innovation playbook

The Healthy Business Coalition

BSR

Healthy Business

[hel-thee biz-nis] (noun)

A management approach that seeks to create value and optimize performance by improving the health of consumers, employees, and communities.

Through the Healthy Business Strategy Tool you've developed a healthy business vision and consulted stakeholders to identify priority health issues for your business to address. Now that you've built momentum to launch an initiative, there is an opportunity for innovation and to turn challenges into actionable solutions.

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Welcome to the Healthy Business Innovation Playbook

This playbook will help you:

Initiate an Innovation Process
by leading you through the crucial first steps of clarifying the problem and developing ideas.

Engage in Ideation
to spark ideas and themes that will generate potential solutions to your healthy business challenges.

Select Partners
to help test potential solutions and advance to the next stages of the innovation process.

It includes:

1. A Workshop Guide
to help you organize an ideation session focused on healthy business innovation.

2. Tools and Exercises
to help your organization define your healthy business challenge and develop new approaches

Why is this playbook needed?

The Healthy Business Innovation Playbook is designed as an entry point for internal advocates to tackle the question of how to innovate for health. The Playbook plots an innovation process that allows companies to design new products, services, and programs that will support their healthy business priorities.

The playbook leverages established innovation practices to help advocates assess the current state of and potential for healthy business innovation. It prepares advocates to engage internal innovation teams and external partners on the road to launching new solutions.

How to innovate for healthy business

Innovation is a practice founded on three actions: clarifying a problem, developing ideas, and testing solutions.

The healthy business innovation process

Define a Problem Statement that builds on current programs to turn healthy business priorities into actionable challenges.

Run an Ideation Workshop to generate ideas and new approaches to healthy business solutions.

Engage Partners to build capacity and create the network needed to make solutions viable.

Prototype and Pilot solutions with feedback processes and metrics that allow for iteration.

Expand the Impact by creating an enabling environment to allow for growth and to promote broader adoption.

How to use the healthy business innovation playbook

The Healthy Business Innovation Playbook focuses on Define, Ideate, and Partner as the foundational elements of an innovation process.

- Assess current state and healthy business landscape
- Frame and reframe the healthy business challenge
- Develop a problem statement to guide ideation

- Brainstorm potential ideas for healthy business solutions
- Classify ideas by broader themes
- Prioritize ideas to identify promising solutions

- Socialize healthy business innovations with stakeholders
- Map potential ideas against capacity and resource constraints
- Identify and select healthy business partners

The Define stage

Define helps an organization determine the need for innovation and turn health issues into innovation challenges. We focus first on define because organizations can pursue the right solutions for the wrong problem and, in the process, expend significant resources developing solutions that don’t align with their healthy business strategy.

What is the “Define” stage?

GOAL

Translate healthy business priorities into a problem statement and identify the opportunities for innovation

STEPS

1. Assess the healthy business landscape and your capacity for innovation
2. Determine the need for innovation to address healthy business priorities
3. Develop a problem statement that clearly and concisely articulates an innovation challenge

OUTCOMES

This stage builds internal support for innovation and focuses the innovation process on an actionable challenge—either by preparing for ideation or directing your organization to pursue partnerships

Framing the healthy business challenge

Before embarking on new healthy business solutions, do a current state assessment to build the case for innovation. These guiding questions both review the outcomes from the Healthy Business Strategy Tool* and dig deeper into the opportunities around your healthy business priorities.

** Please review the Healthy Business Strategy Tool here: http://healthybusiness.bsr.org/toolkit/*

These questions will help you assess the current state of your programs to determine whether to **a) innovate** or **b) pursue partnerships and other opportunities that don't require innovation.**

What are your healthy business priorities?

1. What are your strategic health issues?
2. Who are the focus populations you seek to impact?

How do you currently reach the focus population?

1. What's your current engagement with this population?
2. Where are you already working with this focus population?

What are the outcomes and impacts of current initiatives?

1. Which KPIs does your organization currently use to measure healthy business outcomes?
2. How would you asses the performance of current healthy business initiatives?

What is the organizational capacity for innovation?

1. What additional resources can your company bring to bear?
2. Do you have the capacity and organizational structure for innovation?

What is the broader ecosystem currently impacting this health issue?

1. Are other organizations tackling these issues and what is the opportunity for partnership?
2. What are the regulatory frameworks that might impact your innovation?

What are your healthy business priorities?

Revisit the Healthy Business Strategy Tool to confirm your organization's priority issues and the focus population that will benefit from your efforts.

Priority Issues

Focus Population

How do you currently reach this population?

Identify gaps in your healthy business programs by mapping how and where you currently reach your focus population.

Current Engagement

How do you currently engage relevant groups?

Target Locations

Where do you currently engage? Where is there potential for more participation?

What are the outcomes and impacts of current initiatives?

Evaluate your current healthy business initiatives by assessing your organization's performance against established KPIs, goals, and expectations.

	Which KPIs does your organization currently use to measure healthy business outcomes?	Has the organization set healthy business goals?	How is your organization currently performing against KPIs and goals?		Based on the established KPIs, how is the initiative performing?	Beyond metrics, how would you assess the current performance of each program and its future prospects?
Healthy Business Initiative	Key Performance Indicators (KPIs)	Target	Current Performance		Performance Trends	Qualitative Assessment
Healthy Business Program 1	Healthy Business Metric 1	Goal 1	xxx,xxx	✔	Goal has been reached	e.g., Ready to be scaled up
	Healthy Business Metric 2	Goal 2	xxx,xxx	↑	Healthy business impact is increasing and on target	
Healthy Business Product 1	Healthy Business Metric 3	Goal 3	xxx,xxx	↓	Impact is not being achieved as expected	e.g., Unsure of success—may need to reconsider
	Healthy Business Metric 4	Goal 4	xxx,xxx	↔	Impact beginning to plateau	

What is the organizational capacity for innovation?

The innovation process is a significant and sometimes lengthy process. Before launching into ideation, assess whether your company is prepared to go the distance.

What additional resources can your company bring to bear?

How do you currently invest in your healthy business priorities, and where can you leverage additional resources to support your strategy?

Employment	Offices & Facilities	Policy Advocacy & Influence	Products & Services
Marketing & Communications	Partnerships & Stakeholder Relationships	Training & Development	Philanthropy

Do you have the capacity and organizational structure for innovation?

1. **Capacity:** Do you have the talent for specialized innovation (i.e., user insight, design skills, etc.)? Does your company have dedicated protocols, tools, and techniques for innovation?
2. **Governance:** Is there a clear process for encouraging, vetting, and implementing innovative ideas?
3. **Collaboration:** Does your company have experience pursuing innovation that requires collaboration across business units? With external partners?

What is the broader landscape of the health issue?

To understand the need for innovation, support, and scaling of current solutions, map the set of organizations and programs addressing your priority health issues and the way they currently interact.

Map the Health Issue Ecosystem

Is there a critical role your organization can play? Does your organization bring a new set of resources to this ecosystem?

Results of your healthy business assessment

Review your answers to the framing questions and adjust your innovation process accordingly.

Outcomes of Healthy Business Framing

The framing questions should have served to help you clarify the following:

1. Health Issue and Focus Population	2. Organization's Core Competencies	3. Organization's Innovation Capacity	4. Current Healthy Business Initiatives and Performance	5. Broader Ecosystem Impacting Priority Issues

Outstanding Questions?

The framing questions may have provoked some important questions to address before proceeding:

Our healthy business programs are successful. Do we need to innovate?

Innovation is not only about creating something new, it also helps iterate and refine existing solutions. Use the playbook to improve your current activities and scale them for greater impact. (Proceed to Ideate, pg. 26)

We have little capacity for innovation or we can't confidently answer these framing questions. What now?

The innovation process outlined in this playbook doesn't require experts, but you may consider seeking out partners to advise on the process. (Proceed to Partner, pg. 36)

There are programs and organizations already addressing these issues successfully. Do we need to create something new?

Not necessarily. While these programs may need to be tailored to your company you may want to move beyond ideation and work directly with partners. (Proceed to Partner, pg. 36)

Now reframe the issue as a problem

Problem Definition—like much of the innovation process—is about iteration and refinement. Reframe the issue as a problem to solve. Dig deeper into the issue to help shake deep-rooted assumptions and expand potential solutions.

Reframe and Refine Perspective on Healthy Business Priorities	**What is the point of view of your healthy business beneficiaries?**	HEALTH PERSONIFIED Activity
	Are you addressing the symptoms or root cause of the health issue?	ROOT CAUSES Activity

Sources: Kimbell and Julier (2012) "The Social Design Methods Menu." Accessed via http://www.lucykimbell.com/stuff/Fieldstudio_SocialDesignMethodsMenu.pdf

Reframe via the “health personified” exercise

Try this simple activity to see things from the viewpoint of your beneficiaries. Envisioning an individual you want to benefit can help you better define the problem.

Photo or drawing of beneficiary persona	Who am I?	3 reasons for me to engage with the company	3 reasons for me NOT to engage with the company
Persona name:			
Audience segment:			

My interests & priorities	My personality	My main health considerations	Current impact on me by the company (+ / -)	My health environment

Source: Business Design Toolkit (2010) Personas. Accessed via: http://diytoolkit.org/tools/personas-2/

Reframe via the “root causes” exercise

When defining the problem, make sure you’re getting to the heart of the issue. Use a cause diagram to better diagnose the problem and identify all the possible causes and factors that contribute to the issue.

Source: Namahn and Yellow Window Service Design, Design Flanders (2012) Cause Diagram. Accessed via http://diytoolkit.org/tools/causes-diagram/

Complete problem statement template

Your problem statement is an actionable point of view defined by your answers to the framing questions. Input your insights into the following "mad lib" for your healthy business problem statement to create an innovation challenge that will guide next steps in the innovation process.

_____ is a big challenge for our _____ because of
(The health issue) (focus population)

_____ that continue to cause _____.
(unmet population needs) (significant negative impacts)

Our organization can make an important impact because with our

_____, we can develop new solutions to address the
(core competencies and resources)

_____ that affect our _____.
(root causes of the issues) (focus population)

The Ideate stage

Ideation is the step in the innovation process in which you explore as many new ideas as possible. Here you take the problem statement you developed in the Define stage and come up with initial concepts for how you might approach solving this problem.

What is the “Ideate” stage?

GOAL

To generate new and concrete ideas that can be shared with stakeholders for feedback and iteration

STEPS

1. Use prompts to structure ideation
2. Brainstorm many diverse ideas and build on ideas of others
3. Prioritize which ideas are worth further consideration
4. Socialize results of ideation with broader internal audience

OUTCOMES

This stage generates potential ideas to explore further and develop into partnerships and pilots. Discover emerging patterns and guiding principles for solutions.

Ideate workshops

Ideation can take many forms, from individual brainstorming to innovation tournaments. A workshop is one way to gather diverse viewpoints and generate new ideas to address the healthy business challenge.

Ideate Workshop	
Estimated Duration: (3 hours)	Who: Broader team from different functional groups and levels of seniority. Stakeholders who will will engage in co-creation (e.g., innovation and R&D teams, marketing manager, user experience researcher, customer, strategy director)

Agenda		
Introductions: (15 min) • Team Introductions: (5 min) • Preliminary Exercises: (10 min) Begin session with creative warm-ups to reduce tension and then set objectives and teams for the workshop	Ideate: (135 min) • Review Prompts: (15 min) Introduce and clarify the ideation session prompts • Ideation Session: (60 min) Individual and small teams brainstorm and refine initial ideas to address the prompts • Big Team Share Out: (60 min) All ideas are collected, clustered by themes, and prioritized in a large group setting	Wrap-up: (30 min) • Wrap-up: (30 min) Review the ideas and themes generated for standout concepts and plan for next steps

Structure the ideation with prompts

Before the workshop, develop 3-5 prompts to break down your problem statement into questions that inspire new ideas.

Provide "How Might We" Questions

Break down the problem statement into smaller actionable pieces through the use of "How Might We" (HMW) questions. Make sure that each of your HMW questions is open ended enough to lead to multiple solutions.

	Problem Statement	HMW Question
Templates	This health Issue is a challenge for our focus population because of its unmet needs and the significant negative impacts of this issue.	How might we address the root causes of the issue that affect our focus population?
Examples	Obesity is a challenge for communities near our manufacturing facilities because as a food desert there are few healthy markets and the community has to drive over 5 miles to access healthy food options.	**Find the positive:** HMW we leverage our influence in the community? **Remove the bad:** HMW support healthy offerings at existing markets? **Identify unexpected resources:** HMW use underutilized manufacturing sites?

Source: Stanford d.school. "'How Might We' Questions." Accessed via http://crowdresearch.stanford.edu/w/img_auth.php/f/ff/How_might_we.pdf

Begin the ideation session

Ideation works well when we accept a diversity of thinking styles and give people time to develop ideas individually as well as co-create ideas as a team. Using the prompts, designate a short amount of time for individual brainstorming quickly followed by intra-team sharing and building.

Create a space for open communication by encouraging people to defer judgment and build on ideas with the phrase, “Yes! And...”

(e.g., Person A: What if we had a public place in the neighborhood to encourage outdoor activity? Person B: Yes! And...that place could include a playground for children, and benches where adults can socialize.)

Individual brainstorm worksheet

Name it
Give your idea a catchy name

Describe it
Briefly explain your idea

Defend it
Make your claim for why it matters

Draw it
Sketch your idea

Big team share out

After smaller teams have come up with ideas around all of the prompts, come together as one group to cluster these ideas and prioritize key themes.

Write Ideas

Take all the ideas that came out of the session, and write down one idea per Post-It note.

Cluster into Themes

Share individual ideas with the large group. Start putting related Post-Its together on a large paper. Write down emerging themes (e.g., working with partners, educating employees on healthy options, creating physical spaces) to label clusters of related ideas.

Prioritize

To help understand what ideas have the greatest support, allow team members to vote on either their favorite clusters and/or ideas with stickers. Prioritize themes through discussion, and encourage idea supporters to verbalize why they think that idea shows promise.

Tips for stellar notes

- Write with big markers to help people keep their ideas brief and legible.
- Organize notes into different categories by color (e.g., green for ideas, pink for themes).
- Capture stand alone observations or ideas.

Wrap-up: summarize your findings

After the big team share out, it's important to regroup and debrief on the workshop session. Either as part of the workshop or as a post-workshop meeting, wrap up the ideation session by collecting the key insights from the workshop and follow-up activities and developing a quick one-page summary of your results that you can share with participants and others internally.

Healthy Business Ideate Workshop Summary

1. Summary: Recap the meeting and list those participants in attendance.

2. Innovation Challenge: State the healthy business problem that guided the ideation session.

3. Key Insights: Provide some bullets of provocative ideas and concepts that arose from discussing the challenge.

4. Emerging Themes: List some of the theme clusters that emerged from the ideation session.

5. Potential Ideas: Highlight the refined 2-3 ideas that showed most promise and should be developed further.

Socialize your results

After the ideate workshop, it is critical to garner support from stakeholders to move the innovation process to the Partner stage. Complete the following steps to ensure you've socialized the results with key stakeholders.

1. Share the High-Level Summary of Promising Ideas

Determine the key internal stakeholders who need to be involved to move ideas forward and provide them with a version of the ideation session and solicit their feedback. What are their pain points? How can you revise your ideas or re-test them to ensure they can move forward internally?

2. Refine Ideas to Advance the Innovation Process

Listen and respond to concerns of key stakeholders, and refine the promising ideas in the innovation process. Follow up with additional research and begin preliminary investigation into the cost and benefits of idea implementation, the potential impact of these innovations, as well as the potential barriers to success.

Why is Socialization Critical?

"New ideas tend to evoke fear and anger—we are programmed to prefer the comfort and safety of established norms. Much as I want to believe that a glaringly good idea will stand on its merits, I have come to realize that just like any product or service, ideas require good marketing if they're going to reach their intended customers."

- Whitney Johnson, Harvard Business Review (2013)

Source: Johnson, Whitney (2013) "Make Your Innovative Idea Seem Less Terrifying." Harvard Business Review. Accessed via https://hbr.org/2013/10/make-your-innovative-idea-seem-less-terrifying

The Partner stage

Partner helps an organization successfully develop solutions by ensuring participation of relevant stakeholders and providing access to necessary external resources. While not often a defined step in an innovation process, healthy business innovation needs to ensure the broader health ecosystem is engaged in prototyping, piloting, and scaling.

What is the “Partner” stage?

GOAL

Select the right partners to turn ideas into prototypes and pilot solutions.

STEPS

1. Identify partners and map opportunities for partnerships.
2. Develop criteria for healthy business partners and launch process to formalize partnerships.

OUTCOMES

This stage creates a pathway to implementation by building on internal alignment for healthy business innovation. By partnering with willing and capable partners, an organization can reduce the constraints to creating healthy business solutions.

Mapping opportunity for partners

Review the summary document of your Ideate session and map your potential ideas against the current state assessment completed in Define.

Where can your organization benefit from external support?

Organizational Resources

- Employment
- Offices & Facilities
- Policy Advocacy & Influence
- Products & Services
- Marketing & Communications
- Partnership & Stakeholder Relationships
- Training & Development
- Philanthropy

Potential Healthy Business Innovations

Potential Innovation Constraints

- Direct Engagment with Employees
- Ownership of Corporate Facilities
- Public Policy Influence
- Capacity for Product Innovation
- Access to Media and Consumers
- Sufficient Engagement with Focus Population
- Capacity for Training and Development
- Access to Capital

Identify partners for healthy business

To achieve healthy business outcomes you'll need to partner with your focus population, external experts, and new business units that have the expertise and resources that can support you in your mission.

Desired Outcomes	• Know which partnership opportunities can pilot and scale innovation. • Create a shared understanding of the combined capacity for innovation and social impact—the respective roles, responsibilities, and contributions. • Clarify how the success of the partnership will be monitored and measured.
Partnership Activities	• Develop partnership objectives and partnering criteria. • Identify potential partners and assess against criteria. • Broker engagement with relevant organizations. • Establish monitoring and evaluation plan.

Partner selection criteria

Companies often have unique processes for arranging partnerships that can be adapted for healthy business goals. However, companies should keep in mind the following when selecting healthy business partners.

Key Criteria

Alignment

Alignment with health issues, representative of the target audience, and willingness to partner

Influence

Size of the organization, credibility and expertise on health issues, and ability to bring in additional partners

Capacity

Management capacity, capacity to innovate, previous partnership experience, and independent financials

Criteria Considerations

- Criteria should be informed by company culture, management priorities, and complementary competences
- Interviews with internal leaders and external stakeholders can provide valuable insight to develop appropriate selection criteria

Source: Buse and Harmer (2007) "Seven Habits of Highly Effective Global Public-Private Health Partnerships: Practice and Potential." Soc Sci Med 64 259–71. Accessed via https://www.ncbi.nlm.nih.gov/pubmed/17055633

Partner engagement framework

Companies may develop unique protocols to engage in partnerships, but this framework should serve as a useful guide to the process.

Order of Operations:

a. Discuss internally to define partnership ideas and criteria.

b. Map potential partners based on their fit with the selection criteria.

c. Meet with selected organizations and based on initial meetings select 2-3 partners to proceed on innovation process.

d. Establish an MOU agreement that captures the structure of the partnership.

e. Establish a timeframe for the MOU that would allow you to assess the value of the partnership and decide to end or renew based on the assessment.

f. Monitor success of specific activities and evaluate impact of the partnership against established goals and expected outcomes.

Next steps

Plan for create and scale

With innovation directions confirmed and partners selected, the next stage is to prototype potential solutions as part of Create. While the innovation process may be new to many businesses, the last steps of innovation are similar to common business functions of launching a product, validating the market, and scaling the pilot.

Prototype and Pilot solutions with feedback processes and metrics that allow for iteration.

Expand the Impact by creating an enabling environment to allow for growth and to promote broader adoption.

Develop an action plan (1/2)

With potential ideas to explore and partners ready to assist, develop an action plan that begins to plot the road to prototype and pilot stage.

Your healthy business innovation idea

Problem Statement	Obesity is a challenge for communities near our manufacturing facilities.	
Innovation Ideas	To reduce the incidence of obesity in our manufacturing facilities we will launch a fitness tracking app...	**Executive Commitee Owner**

The work-streams to develop the innovation

	Workstreams	**Ownership**
1	Workstream 1	
2	Workstream 2	
3	Workstream 3	

Develop an action plan (2/2)

The intermediary steps to support the innovation

Roadmap Steps	Work Stream	Start Year	Ownership	Time Frame	Internal Resources	External Resources
Step 1	1					
Step 2	2					
Step 3	3					

KPIs to track progress of innovation against healthy business targets

Key Performance Indicators (KPIs)	Targets	Year
Please list KPIs. (Note - Most companies have 2-4 KPIs per priority focus area)	*Identify a target for the KPI (e.g. 20% reduction in employee obesity rates.)*	*Select a year the target will be reached*
KPI 1		
KPI 2		
KPI 3		
KPI 4		

Future considerations

As your innovation takes flight remember to return to this innovation process and uphold a commitment to report on progress.

Innovation as Iteration

You can continually refine and improve your healthy business innovations. Best practice is to revisit the earlier stages during each modification to ensure that new iterations are aligned with your initial healthy business strategy.

Evaluate and Report

Healthy business achieves its maximum impact as innovations prove their impact and scale. Your innovation should be accompanied by a methodology to track impact and report to stakeholders.

Workshop materials and innovation resources

Ideate workshop checklist

- [ ] **1. Invite Different Perspectives**

Choose a mix of internal stakeholders from diverse functions, leadership levels, and personal backgrounds.

- [ ] **2. Create a Structure for the Workshop**

Create an agenda for a three-hour session (see slide 29 for a sample breakdown), and leave enough time to refine ideas and plan next steps.

- [ ] **3. Choose an Engaging Environment**

Staging your workshop outside of the "usual" work environment—with lots of open space and natural lighting—can help with idea generation.

Stationary

- [ ] Post-Its
- [ ] Large, blank sheets of paper
- [ ] Tape to stick large sheets of paper on the wall
- [ ] Sharpies / thick markers
- [ ] Colored stickers

Fuel

- [ ] Snacks
- [ ] Water
- [ ] Coffee

Print-outs

- [ ] Printouts of templates for workshop exercises
  - Larger printouts work best. This allows individuals to huddle around together, as opposed to traditional 8.5×11 papers

Misc

- [ ] Loud speaker or microphone to give instructions, if workshop space is loud
- [ ] Bell, gong or xylophone to help people keep track of time and move from one stage of the workshop to another

Tool 1 – Health personified

Photo or drawing of Beneficiary Persona	Who am I?	3 Reasons for me to engage with the company	3 reasons for me **NOT** to engage with the company

Persona name:
Audience segment:

My interests and priorities	My personality	My main health considerations	Current impact on me by the company (+ / -)	My health environment

Source: Business Design Toolkit (2010) Personas. Accessed via: http://diytoolkit.org/tools/personas-2/

Tool 2 – Root causes of health

Source: Namahn and Yellow Window Service Design, Design Flanders (2012) Cause Diagram. Accessed via http://diytoolkit.org/tools/causes-diagram/

Tool 3 – Healthy business problem statement

_____ is a big challenge for our _____ because of
(The health issue) (focus population)

_____ that continue to cause _____.
(unmet population needs) (significant negative impacts)

Our organization can make an important impact because with our

_____, we can develop new solutions to address the
(core competencies and resources)

_____ that affect our _____.
(root causes of the issues) (focus population)

Tool 4 – “How Might We” questions

Challenge

POV/Persona

Amp up the good	Remove the bad	Explore the opposite

Question the assumption	Go after adjective	Identify unexpected resources

Create an analogy from need/context	Break POV into pieces	Change a status quo

Source: Stanford d.school. “‘How Might We’ Questions.” Accessed via http://crowdresearch.stanford.edu/w/img_auth.php/f/ff/How_might_we.pdf

Tool 5 – Individual brainstorm worksheet

Name it
Give your idea a catchy name

Describe it
Briefly explain your idea

Defend it
Make your claim for why it matters

Draw it
Sketch your idea

Tool 6 – Healthy business ideate workshop summary

1. Summary: Recap the meeting and list those participants in attendance.

2. Innovation Challenge: State the healthy business problem that guided the ideation session.

3. Key Insights: Provide some bullets of provocative ideas and concepts that arose from discussing the challenge.

4. Emerging Themes: List some of the theme clusters that emerged from the ideation session.

5. Potential Ideas: Highlight the refined 2-3 ideas that showed most promise and should be developed further.

Additional resources

Innovation Processes

The Innovator's DNA: Deep dive into disruptive innovation

Innovation Tournaments: Details tournament process and tools for spurring innovation

Beyond the Idea: Innovation management models

101 Design Models: Step by step guide on innovation planning

The First Mile: Manual for launching and scaling new ideas

Define

Design Kit: Defining your audience

Frog Collective Action Toolkit: Find Your True North & Check Your Goal exercises (pg. 12-15)

Design Gym: Observation template and person board (Design Phase Worksheets)

Service Design Tools: Customer journey mapping

OpenIDEO: User experience mapping

Ideate

The Idea Hunter: Idea generation tips and case studies

OpenIDEO: Brainstorming toolkit

Real Time Board: How to use post-its to solve problems

Design Kit: Asking how might we questions

Conclusion

You are now equipped to pursue innovative solutions in the service of healthy business.

If you have suggestions on how we can improve this playbook, or if you would like to share your own challenges and successes from the innovation process, please get in touch with the Healthy Business Coalition at:

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