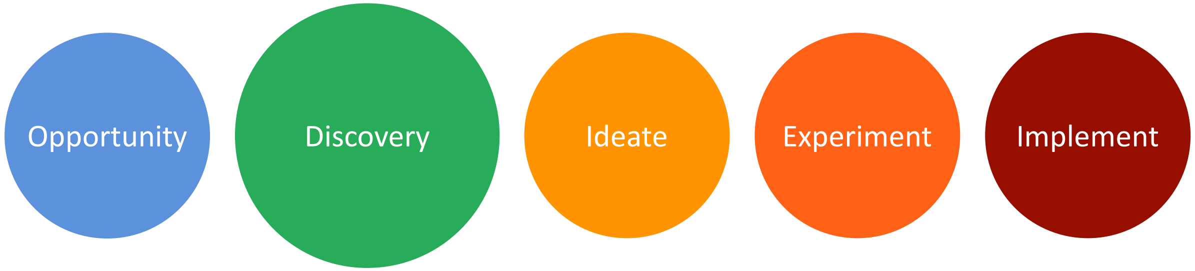

Discovery

The Discovery stage is about diving into your donors, supporters, beneficiaries, or partners experiences to uncover where, within the boundaries of the opportunity, is the most impactful area for innovation.

To find the most impactful area for innovation, project teams should look to uncover any of the following:

- Pain points – real or perceived stakeholder frustrations (for example, once-off donors being frustrated that they cannot choose which development programs their donation funds).
- Problems – difficulties the stakeholder is experiencing (for example, volunteers finding it difficult to find projects that suit their specific skill set).
- Jobs-to-be-done – functional, social or emotional tasks the stakeholder is trying to achieve (for example, key influencers wanting to help their followers stay abreast of emerging humanitarian crises).
- Workarounds – actions the stakeholder takes to work around current offering shortcomings (for example, employees working from a café to avoid constant interruptions in the workplace).
- Adaptations – actions the stakeholder takes to use the offering in a way that's unanticipated and different to what it is designed for (for example, high value regular givers donating for tax purposes).
- Barriers to consumption – real or perceived hurdles, such as money, time or skills required, that stop a stakeholder from accessing offerings (for example, beneficiaries needing to travel long distances to receive ANGO program benefits).

Project teams can use a variety of research methodologies to uncover pain points, problems, jobs-to-be-done, workarounds, adaptations, or barriers to consumption. The best of these research methodologies are those that are exploratory or unassuming, in nature as they minimise confirmation bias. Exploratory research methodologies include:

Observe

To observe stakeholders such as donors, beneficiaries, partners and supporters, view their behaviour in the context of their real lives. Watch them use, or trying to use, current offerings and see if you can detect any actions that would indicate that there is a pain point, problem, job-to-be-done, workaround, adaption or barrier to consumption. Look for physical signs such as eye rolling, huffing or stern looks, as these often indicate an area for improvement.

Capture every detail possible including:

- The location, time and date
- All observable facts and reactions
- The end-to-end stakeholder journey (i.e. the series of steps the beneficiary, partner, donor or supporter takes to use the offering)

What this tool will do

Observing stakeholders such as beneficiaries, partners, supporters or donors allows you to pick up on nuances or reactions to current offerings that are so subtle that stakeholders would not mention them in 1:1 discussions. Observe also allows you to map out all of the steps a stakeholder goes through in engaging with the offering (i.e. the stakeholder journey) that will be highly valuable when using the Ask methodology.

What this tool won't do

Although observe is powerful, it does not allow you to ask probing questions to your observed stakeholder, such as 'Why did you do X?" to uncover why they behaved in a particular way.

Case study – In 1990, Jerry and Monique Sternin visited Vietnam after being invited by the government to develop a model to decrease malnutrition in Vietnamese children under 5 years old. The Sternin's worked with staff from Save the Children to observe families who were very poor but whose children were healthy. They observed the food preparation, cooking and serving behaviours of six "positive deviant" families and found a few consistent yet rare behaviours. The parents collected tiny shrimps, crabs and snails from rice paddies and added them with greens from sweet potatoes to their food. These foods were readily available, but were rarely eaten because they were considered unsafe for children. The parents also fed their children multiple smaller means which allowed their small stomachs to hold and digest more food. From these observations the Sternin's and their research group worked with the "positive deviant" families to offer cooking classes to the families of children suffering malnutrition. By the end of the first year, the program had 80% of the 1000 children enrolled adequately nourished. Today, the program has sustainably rehabilitated an estimated 50,000 malnourished children under the age of 5.

Act

Act is about putting yourself in your stakeholders shoes by walking through the steps of their journey engaging with your organisation or an offering. By walking through the beneficiary's, partner's, donor's or supporter's journey, you not only build empathy for the stakeholder, but it can help you detect other micro-insights important for uncovering the biggest area for innovation.

When walking through the stakeholder's journey, be conscious of any frustrations or problems you come across, and the actions you take to overcome these.

Similar to observing, capture every detail possible including:

- The location, time and date
- All actions you took
- The end-to-end journey you walked through
- Any frustrations or problems you encountered and consequent actions

In some circumstances, such as consumer products, 'acting' will be easy. However in others, such as beneficiary programs, it will be more difficult and hence will require creative thought to carry out.

What this tool <u>will</u> do

Acting in your beneficiary's, partner's, supporter's or donor's shoes is a simple and effective way to quickly build empathy for your stakeholders and the challenges that they are experiencing. It also allows you to be able to answer probing questions such as 'Why is this so frustrating? ' or 'What am I hoping this product, service or program will help me achieve?'

What this tool <u>won't</u> do

Although Act allows you to build empathy and also ask yourself probing questions, its shortcoming is that it is from your own perspective and not your stakeholder's. Also, in many social innovation situations replicating your beneficiaries' journey will be challenging, and hence there may be gaps where your replicated journey cannot identically match your beneficiary's.

Case study – Rwanda's hilly terrain makes transporting medical resources incredibly difficult with journeys a few miles long often taking several hours. California-based start-up Zipline started when an aid worker developed a database of people needing urgent blood transfusions but had no way of transporting them. Zipline's mission was to overcome this barrier and does this by using drones to deliver valuable medical suppliers via parachute. Zipline has cut medical facility's time to procure blood from 4 hours to 15 minutes. Its success has resulted in the prganisation signing a contract with the Rwandan government to deliver 150 blood packages to 21 transfusion facilities a day within a 47 mile radius, saving thousands of hospital staff hours and countless lives.

Interview

To interview stakeholders such as partners, beneficiaries, donors and supporters, set up 30 to 60 minute meetings, 1:1 with each individually in a place that is convenient and comfortable for them. For some stakeholders, such as country partners or community beneficiaries, it will be difficult or expensive to meet face-to-face. In this case, try to arrange 1:1 meetings either via video conferencing, Skype or phone.

To get the most out of your time with your stakeholder, it's best to use a discussion guide to semi-structure your conversation.

In your discussion guide be sure to include questions that:

- Map out the stakeholder's journey. For example, "Can you tell me about when you first decided to use our service?" "What did you do next?"
- Probe around pain points, problems, jobs-to-be-done, workarounds, adaptations, or barriers to consumption. For example, "Did you experience any frustrations when you last used our service?" "How frustrating was this for you?" "How often do you experience this frustration?" "What were you trying to do when you experienced that problem?"
- Lead to examples of when they experience inferior offerings.. For example, "Can you tell me about when you felt this problem the greatest?" "What happened when you last experienced this frustration?"

When interviewing your stakeholders, make sure you do this in pairs so that there is a nominated interviewer and scribe. This will ensure that no insights are missed and that the interviewee and stakeholder can have a flowing and comfortable conversation.

Similar to observing and acting, note down every detail possible including all stakeholder conversation points and any physical cues.

What this tool will do

Interviewing your stakeholders is the most powerful of all the Discovery tools. It will allow you to find out directly from your stakeholder what challenges or problems they'd like you to solve for them.

What this tool won't do

Despite Interviewing being an effective Discover tool, it relies on the quality of your discussion guide. If your discussion guide is not robust, the output of your interview will be lessened. It's important that you spend time perfecting your guide to ensure that there are no gaps in your questioning.

Case study – When German psychology student Markus Kressler first met Gambian refugee Capoko, he learned that all his new friend wanted to do was study but instead he was deported. Shocked by his friend's lack of opportunity, Kressler developed a project to deliver high-quality, internationally accredited tertiary education to refugees. Kiron is an online university that provides free courses in mathematics, business, science, architecture and social sciences for two years, giving students adequate time to gather their necessary documents, improve their English or German and demonstrate their academic ability. This allows students to then be transferred to a partner university in their third year, from which they can graduate. So far, Kiron has enrolled over 1200 students and has 18 university partners including Harvard and Stanford.

You should continue to conduct your exploratory research until you reach information saturation (i.e. when no new themes or insights are coming through). Once you've reached this point, look at all of your insights and note any down any common themes or patterns across the pain points, problems, jobs-to-be-done, workarounds, adaptations, or barriers to consumption that you uncovered. Write each of these themes or patterns on a separate piece of paper and stick them on a wall.

You should now be ready to decide which of the themes/patterns (i.e. which stakeholder pain point, problem, job-to-be-done, workaround, adaptation or barrier to consumption) you want to take forward into the next stage, Ideate. To do this, gather all key internal project stakeholders into the room with your themes on the wall and:

1. Run through your wall display, clearly explaining each theme or pattern to them.
2. Then, give each person three post-it notes and ask them to place these on the three themes that they think represent the biggest most impactful social innovation opportunity.
3. Count the votes and see which stakeholder theme/pattern has the greatest number. If there is a draw, remove all of the post-its from the themes/patterns with the most votes. Place these themes separate from the rest of the display and repeat step 2 asking people to cast only 1 vote for the theme they think is most impactful.

What this tool <u>will</u> do

This decision-making tool will allow you to make a complex group decision within a couple of minutes. It enables each and every person to contribute to the decision in a way that minimises seniority bias.

What this tool <u>won't</u> do

Using this tool will not ensure senior leader or stakeholder buy-in as although they will cast votes, the decision ultimately goes with the majority. To balance this tradeoff, you can shortlist the top 2 to 3 voted themes/patterns and allow senior stakeholders to make the ultimate decision from these.

To complete the Discovery stage, you need to craft your winning theme into a problem statement. Crafting a good problem statement is critical to ensure that when generating ideas and solutions, everyone is solve exactly the same problem, and hence ideas are on target.

A good problem statement has 3 key criteria:

- It begins with "How might we…"
- It focuses on only one pain point, problem, job-to-be-done, workaround, adaptation or barrier to consumption.
- It has an accompanying short context paragraph to provide any background information and examples needed.

For example, the theme of high school students wanting to help refugees but feeling frustrated that they don't know how, could translate into the below problem statement and context paragraph:

How might we create an amazing and impactful in-school fundraising event for high school students?

High school students are becoming increasingly aware of and concerned about the global refugee crises. They want to help but don't know how they can make a difference. They've tried to raise money in school at lunchtimes through small events like sausage sizzles and cake stalls, and although they're raised a few hundred dollars here, they want to do more. We're after amazing solutions that will help our high school supporters make the impact they're aiming for.

Case study – In the rural areas of South Africa, medical care is often provided by mobile clinics. These clinics are small vans manned by two nurses who drive from farm to farm visiting patients. Poor road conditions means that the nurses cannot predict in advance what time they will arrive to each farm, resulting in much time spent searching for patients or waiting for patients to arrive. The problem statement that the nurses wanted to overcome was "How might we get patients to be there on time". From this problem statement, SUMMO, a communication service for mobile clinics, was born. SUMMO is a low-cost, low-tech service, designed to bring patients and nurses together through the cloud based software, Frontline SMS. Today, when nurses approach a farm, the system sends out messages to all nearby patients, not only saving the nurses time, but also resulting in patients not missing their vital treatments.

What this tool will do

In all, the Discovery tools help you hone where you should focus your social innovation efforts to make the biggest impact for your stakeholders. You will draw directly from your partners, beneficiaries, supporters and donors experiences to uncover where they need more support and solutions, which will not only ensure your ideas are on target, but also brings these important key stakeholders into the social innovation picture early.

What this tool won't do

At this stage of the process, you might find that you unearth many possible problems that you can take forward into the next stage, Ideate. However, due to resource constraints, you may not be able to progress all of these, meaning that there will be some stakeholder problems that will remain unaddressed. Hence although the tools in this stage bring your stakeholders into the journey early, it does not ensure that every stakeholder concern or problem will be solved.