

Service Experience Design Program

DESIGN THINKING TRAINING

Session 3 – Ideation, Selection & Experiment Design

for



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Design Thinking and Innovation Expert





Training Objective



- **Understand** the Design Thinking mindset, process, and key tools
- **Learn** how to identify real user and stakeholder needs
- **Practice** defining challenges, generating ideas, prototyping, and testing solutions
- **Strengthen** collaboration, creativity, and user-centered problem solving
- **Apply** Design Thinking to real business challenges within the organization



FULL PROGRAMME OVERVIEW



DATE & TIME	SESSION	MAIN FOCUS	WHAT WE WILL DO
7 July, 08:00–12:00	Session 1	Introduction to Design Thinking & Empathy	Understand the DT process, choose a service challenge, identify users and stakeholders, prepare for interviews
8 July, 08:00–12:00	Session 2	Synthesis & Problem Framing	Analyse insights, map the current service experience, identify pain points, define "How might we..." questions
10 July, 08:00–12:00	Session 3	Ideation, Selection & Experiment Design	Generate ideas, select the most promising solution, and turn it into a testable experiment
13 July, 08:00–12:00	Session 4	Prototyping, Testing & Applying DT at TÜV	Build and test a prototype, collect feedback, define next steps and the ambassador role

On Wednesday

- Introduction to synthesis and problem framing
- Organising research findings and looking for patterns
- Grouping observations with affinity mapping
- Mapping the current service experience with a Customer Journey Map
- Prioritising the key problems worth solving
- Reframing the challenge into “How might we...” questions
- Looking at the challenge from a more ambitious 10x perspective



Agenda – Session 3

- Introduction to idea generation
- Creative warm-up
- Silent brainstorming: generating first ideas individually
- Team brainstorming: building on each other's ideas
- Introduction to idea selection criteria
- Selecting the most promising ideas
- Choosing the idea for further development
- Introduction to prototyping, testing and experimentation
- Designing a simple experiment with a Test Card
- Preparing for prototyping and user testing in the next session
- Summary and next steps

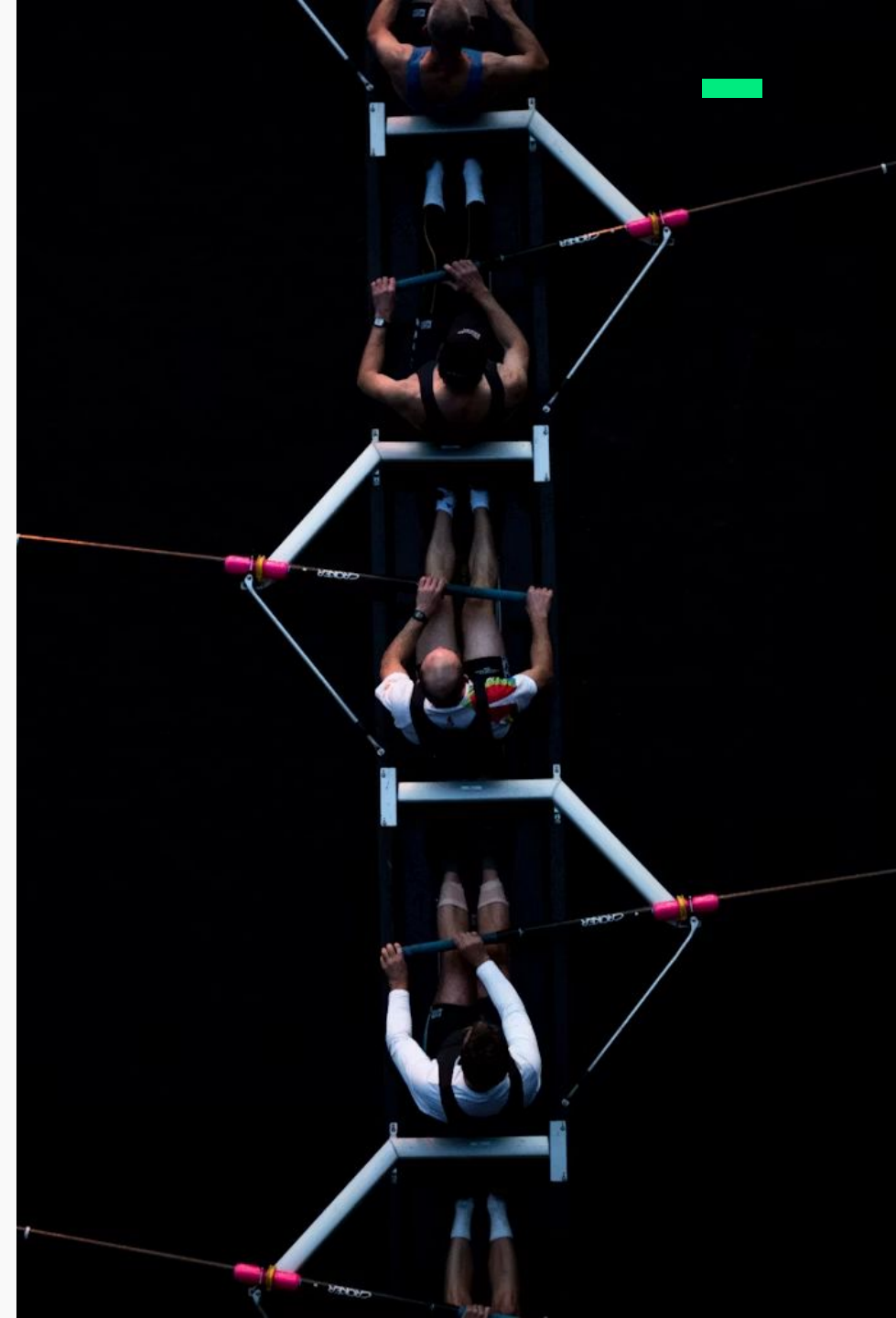
Breaks: One 15-minute break is planned during the session.

Additional short breaks may be added if needed.



🤝 Working Contract – Key Principles

- We respect each other and create a safe space for collaboration.
- We are fully present: only Microsoft Teams and Miro are open, other apps, tabs and notifications are closed.
- We are willing to step outside our comfort zone, because this is where real learning happens.
- There are no stupid questions. You have the right not to know — and I do too.
- We challenge ideas kindly, constructively and with good intentions.
- Help each other if someone gets stuck — do not wait only for the trainer.



Creative Warm-up

Park Your Inner Critic

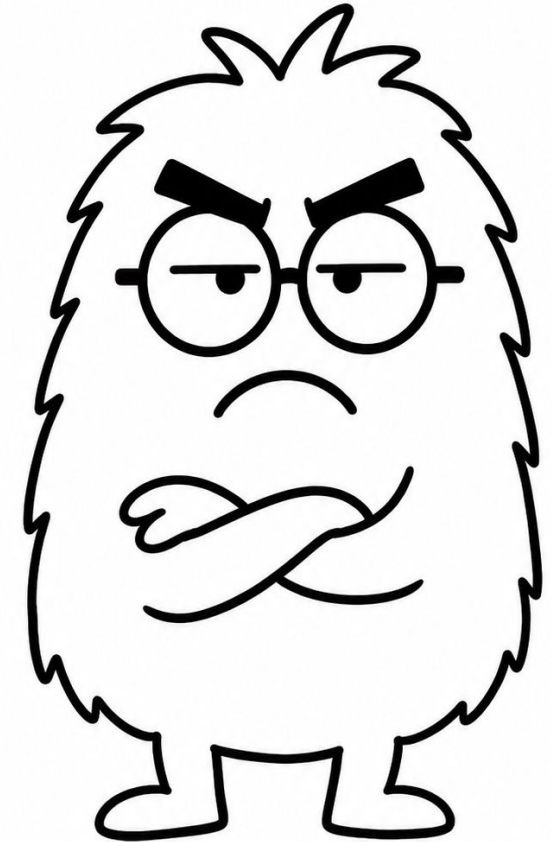
Before we start working creatively, let's make space for open thinking.

Your task:

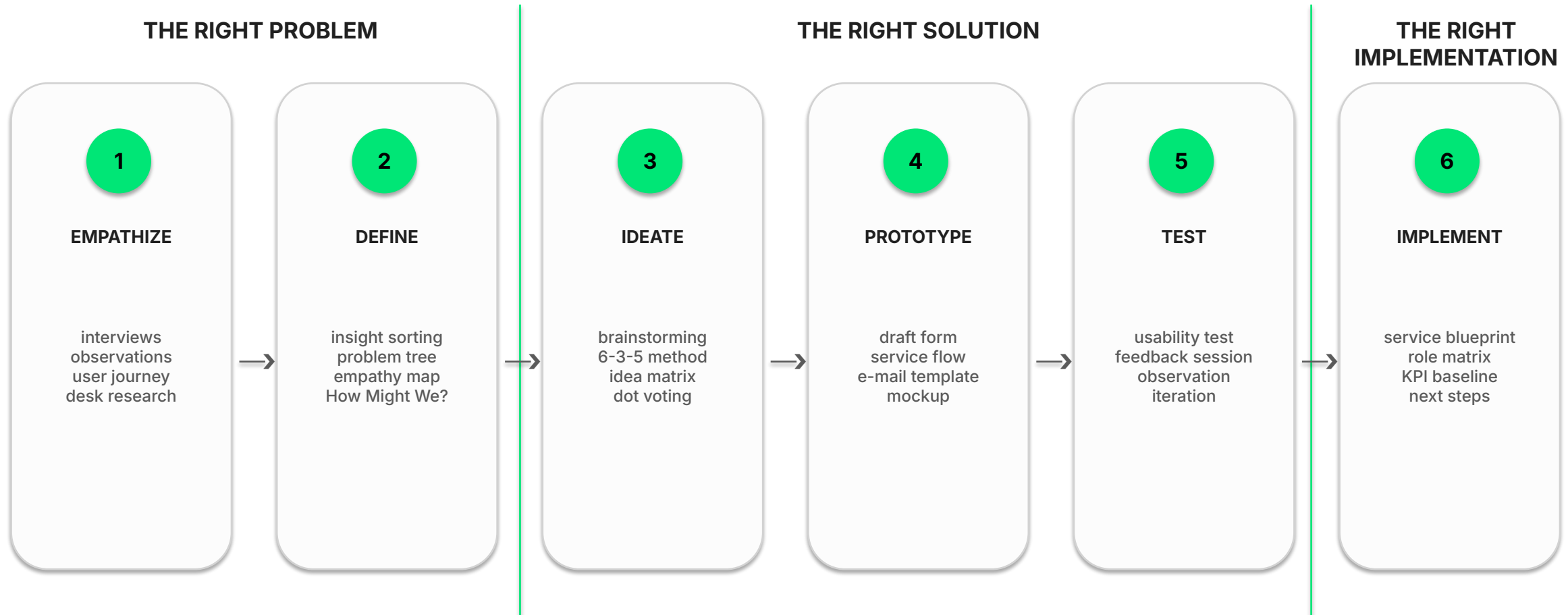
- Open the Miro board.
- Use the **Draw tool** in Miro to draw your inner critic — the voice that says things like:
 - "This idea is stupid."
 - "I'm not creative."
 - "This will never work."
 - "Someone else will have a better idea."
- Name your inner critic — give it a funny, serious or exaggerated name.
- Place your inner critic **behind the virtual doors**.

For the next part of the workshop, we will leave judgment outside and focus on curiosity, openness and experimentation.

Dr. Doubtful



THE DESIGN THINKING PROCESS



First understand the right problem. Then design and test the right solution. Only then move toward implementation.

IDEATION: FROM UNDERSTANDING TO POSSIBILITIES

Ideation is the stage where we move from understanding the problem to exploring possible solutions.

At this point, we already have:

- a better understanding of users and stakeholders,
- key observations and insights,
- a clearer design challenge.

Now our goal is to generate many possible ways to respond to this challenge.

Ideation is not only about creativity.

It also includes **analysis and selection** — because after generating ideas, we need to decide which ones are most promising, valuable and worth testing.

In this stage, we will:

- generate a wide range of ideas,
- build on each other's thinking,
- look for non-obvious solutions,
- select the strongest direction for prototyping and testing.



OBJECTIVE OF THE STAGE

THINK
OUTSIDE
THE BOX

Creative Thinking vs Analytical Thinking

In ideation, we need two different modes of thinking.

Creative thinking	Analytical thinking
The goal is to open up possibilities. Here we: • generate many ideas, • suspend judgment, • build on each other's thoughts, • look for unexpected connections, • allow unusual or imperfect ideas to appear.	The goal is to make choices. Here we: • compare ideas, • look at user value and feasibility, • identify risks and assumptions, • select the most promising direction, • prepare the idea for testing.

Important rule:

Do not mix these two modes too early.

First we generate. Then we analyse.

WHAT MAKES IDEATION DIFFICULT IN LARGE ORGANIZATIONS?

Generating ideas sounds easy — but in large organizations it can be difficult.

Common challenges:

- We jump too quickly to familiar solutions.
- We judge ideas before they have a chance to grow.
- We focus on constraints instead of possibilities.
- We look for the “perfect” idea too early.
- We stay within existing processes, roles and silos.
- **We avoid bold ideas because they may feel unrealistic, risky or politically difficult (case study)**
- We try to satisfy everyone instead of focusing on real user value.
- We confuse discussion with creation.

In Design Thinking, the goal is not to find the safest idea first.

The goal is to create enough options so that we can discover something worth testing.



RULES FOR IDEATION



1. We stay committed to our challenge from the previous session

Keep your focus on the goal we defined earlier and actively search for answers to the “How might we” challenge from the previous session. Build on yesterday’s work, stay engaged, and continue moving forward together.

2. There are no bad ideas — only brave hypotheses

The crazier, more unusual or “impossible” the idea feels, the better. Breakthroughs often start outside the comfort zone.

3. First generate, then analyse

Do not judge, comment on or analyse ideas while we are creating them. Evaluation will come later.

4. Be specific, not generic

If an idea sounds too broad, make it concrete. A good idea should explain what, for whom and how.

5. Constraints are a starting point, not the end

Treat limitations as fuel for creativity. The question is: how might we overcome this barrier?

6. Look for inspiration everywhere

Use examples from other industries, technologies, services, startups and unexpected contexts. Innovation often comes from combining distant worlds.

7. Speed matters

We will work in short rounds and time boxes. Time pressure helps us avoid overthinking and generate more boldly.

8. Support others and yourself — leave your inner critic outside

Encourage each other, build on ideas, and create a safe space for experimentation. Your inner critic can wait outside the door — we will invite it back later, during evaluation.

SILENT IDEA GENERATION

Your task: generate as many ideas as possible individually and in silence.

You have **10 minutes**.

Work with your team's **"How might we..." challenge** and follow the ideation rules.

Instructions:

1. Read your "How might we..." challenge carefully

Make sure you understand what problem you are generating ideas for.

2. Switch off your inner critic

Write down every idea that comes to your mind — including ideas that feel strange, unrealistic, too simple or even "stupid".

At this stage, quantity matters.

3. Make your ideas specific

Do not write only the desired effect.

For example, "better communication" is not an idea.

Describe what could actually be done, for whom and how.

After 10 minutes, I will give you additional inspiration to help you push your ideas further.



10X THINKING

Most organizations try to make their products, services or processes **10% better**.

They optimize what already exists.

They improve the current process.

They fix small pain points.

But 10% thinking often keeps us inside the same assumptions.

10x thinking means asking a different question:

Not: "How can we improve this a little?"

But: "How could we make this 10 times better, faster, simpler or more valuable for the user?"

10x ideas may feel unrealistic at first — and that is the point.

They force us to:

- change perspective,
- question current assumptions,
- look beyond existing processes,
- imagine a radically better experience,
- search for new ways to create value.

In this exercise, we will use 10x thinking to push our ideas beyond obvious improvements.



Example: Gmail and 10x Thinking

When Gmail entered the market **in 2004**, it did not try to be just a “slightly better” email service.

At a time when **Yahoo Mail offered around 4 MB of storage, Gmail gave users 1 GB.**

This was not a 10% improvement.

It was about 250 times more space.

This big jump changed how people thought about email.

Instead of constantly deleting messages and managing storage, users could keep much more information and easily find it later.

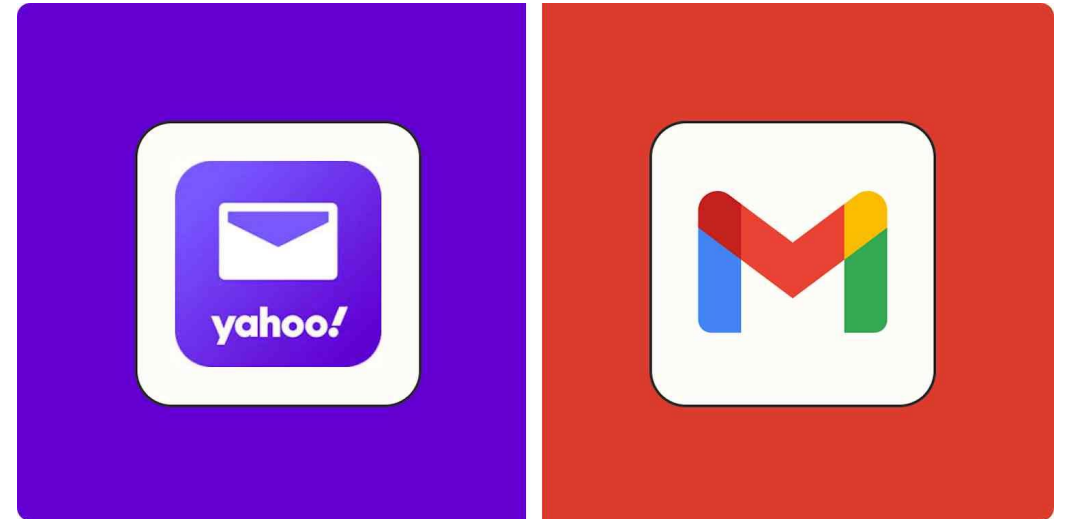
This change was not only technical.

It improved the whole user experience:

- less stress about running out of space,
- less manual cleaning and organizing,
- more confidence that messages would not disappear,
- a simpler and more useful way to use email.

Question for our challenge:

What would our solution look like if it was not 10% better, **but 10 times better for the user?**



GROUP BRAINSTORMING

Your task: share your ideas and build on them as a team.

You have **15 minutes**.

This is not a presentation.

This is not a decision-making moment.

This is not a search for approval.

Instructions:

- 1. Read your ideas to the group**
Briefly explain what you wrote, but do not try to defend or "sell" your ideas.
- 2. Listen to others with curiosity**
Do not judge, evaluate or discuss whether the idea is realistic yet.
- 3. Build on each other's ideas**
Use other people's ideas as triggers for new directions.
- 4. Generate 10x ideas**
Ask yourself: What would this idea look like if it was 10 times better, faster, simpler or more valuable for the user, and how could it improve key KPIs by 10x?
- 5. Add new ideas to the board**
Keep writing. Every new idea should become a separate sticky note.

Goal: create more, stronger and bolder ideas than any one person could generate alone.



IDEA ANALYSIS

Idea analysis is the moment when we switch from creative thinking to analytical thinking.

In the previous exercises, our goal was to generate as many ideas as possible.

Now our goal is different.

We need to look at the ideas more carefully and identify which ones have the strongest potential.

In this stage, we will:

- review the ideas generated by the team,
- understand what each idea is really about,
- compare ideas using clear criteria,
- identify ideas with the highest potential,
- choose ideas that are worth developing further.

This is not about killing creativity.

It is about using analytical thinking to find the ideas that can create the biggest value for users and for the organization.



CRITERIA FOR SELECTING IDEAS

To choose the strongest ideas, we need clear evaluation criteria.

The most important criteria should come from our **“How might we...” challenge**.

We are not selecting ideas because they sound nice, safe or easy.

We are selecting ideas because they can help us solve the real problem.

Key criteria:

1. Impact on the problem and KPIs

How strongly can this idea help us address the challenge?

Can it improve the key outcomes we care about?

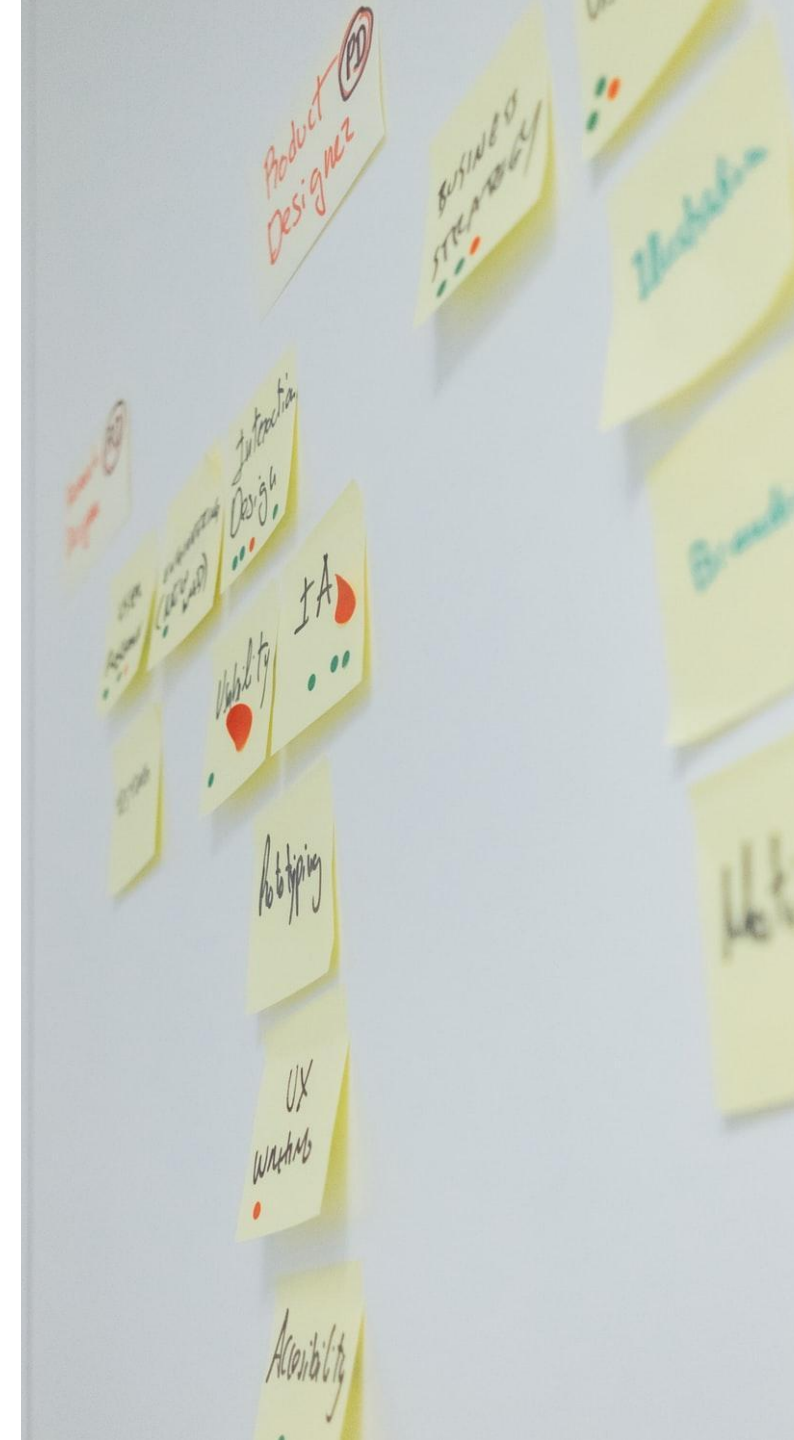
2. Impact on user experience

How much value can this idea create for the user?

Can it make the experience easier, faster, clearer, less frustrating or more useful?

A strong idea should connect both perspectives:

It should help the user and move the organization closer to the desired result.



	A	B	C	J	K	L	M	N	O	P	Q	R	S	T	U	V	W
1	Title	Description	Customer segment and problem	Problem urgency and cost - Is the problem urgent, expensive, and mandatory?	Weight	Market growth rate - Is the market growing >20% per year or driven by a trend?	Weight	Problem frequency - How often does the customer experience the problem?	Weight	10x effect - Is the solution radically better?	Weight	Willingness to pay - Are customers already paying for alternatives today?	Weight	Fit with Innoventure strategy - Does the idea align with the Innoventure and Orange strategy?	Weight	Complementarity with Orange resources - Does the idea leverage Orange's resources, products, and channels?	Weight
25	PentestBot - Andrzej	An automated 'live pentest' that simulates attacks, detects vulnerabilities, and reports a remediation plan.	Buyer: someone who needs to regularly check resilience to attacks, wants to run tests continuously and receive remediation priorities in order to close vulnerabilities faster than the attack cycle.	2	2	4	2	4	1	2	1	3	2	5	3	5	3
26	DigitalStaff OS - Andrzej	A platform of 'digital workers' that is deployed as process modules and replicated across markets.	Buyer: an internationally scaling company (ops/COO). JTBD: When I enter a new market, I want to quickly launch repeatable processes without recruiting a whole team, so I can accelerate expansion and reduce entry costs.	3	2	5	2	4	1	4	1	4	2	5	3	5	3
27	RPABudget - Andrzej	Low-cost, ready-made RPA automations sold like a product, with fast implementation and no large project.	Buyer: an organization with technology debt (finance/operations). JTBD: When I need back-office automation but cannot afford an implementation project, I want ready-made bots as a product so I can quickly reduce manual labor costs.	3	2	4	2	4	1	3	1	3	2	4	3	4	3

Kategorie/Grupy																	
1	Tytuł	Opis	Segment klienta i problem	Problem / koszt problemu - Czy problem jest pilny, drogi i obowiązkowy?	Waga	Tempo wzrostu rynku - Czy rynek rośnie >20% rocznie i tak jest w przyszłości?	Waga	Częstotliwość problemu - Jak często klient doświadcza problem?	Waga	Ekstremalność problemu - Czy rozwiązanie jest radykalnie lepsze?	Waga	Skłonność do płatności - Czy klient gotów jest zapłacić za rozwiązanie?	Waga	Współzależność z innymi produktami - Czy rozwiązanie może być częścią większego ekosystemu?	Waga	Współzależność z kanałami dystrybucyjnymi - Czy rozwiązanie może być sprzedawane przez obecne kanały?	Waga
25	PentestBot - Andrzej	Automatyzacja testów penetracyjnych, która symuluje ataki, wykrywa podatności i generuje plan naprawy.	Klient: ktoś, kto musi regularnie sprawdzać odporność na ataki, chce uniknąć kosztów przestoju i dostawcy priorytetu naprawy, żeby szybko rozwiązać problem.		2	2		4	2		4	1	2		1	3	2
26	DigitalStaff OS - Andrzej	Platforma „pracowników cyfrowych”, która umożliwia szybkie uruchomienie procesów bez konieczności rekrutacji i szkoleń.	Klient: ktoś, kto chce szybko wejść na nowy rynek, chce uniknąć kosztów rekrutacji i szkoleń, żeby przyspieszyć ekspansję i skalować swoje działania.							2		5	2		4	1	4
27	RPABudget - Andrzej	Tanie, gotowe automaty RPA sprzedawane jak produkt, z szybką implementacją i bez dużego projektu.	Klient: ktoś, kto chce szybko zautomatyzować back-office, nie ma czasu na projekt i wdrożenie, chce gotowe rozwiązanie bez dużego projektu.		3	2		4	2		4	1	3		1	3	2



TASK: ANALYSE IDEAS ON THE MATRIX

Use the idea evaluation matrix on the Miro board.

Place each idea on the matrix according to two criteria:

Vertical axis:

Impact on solving the problem and improving KPIs

Horizontal axis:

Impact on user experience

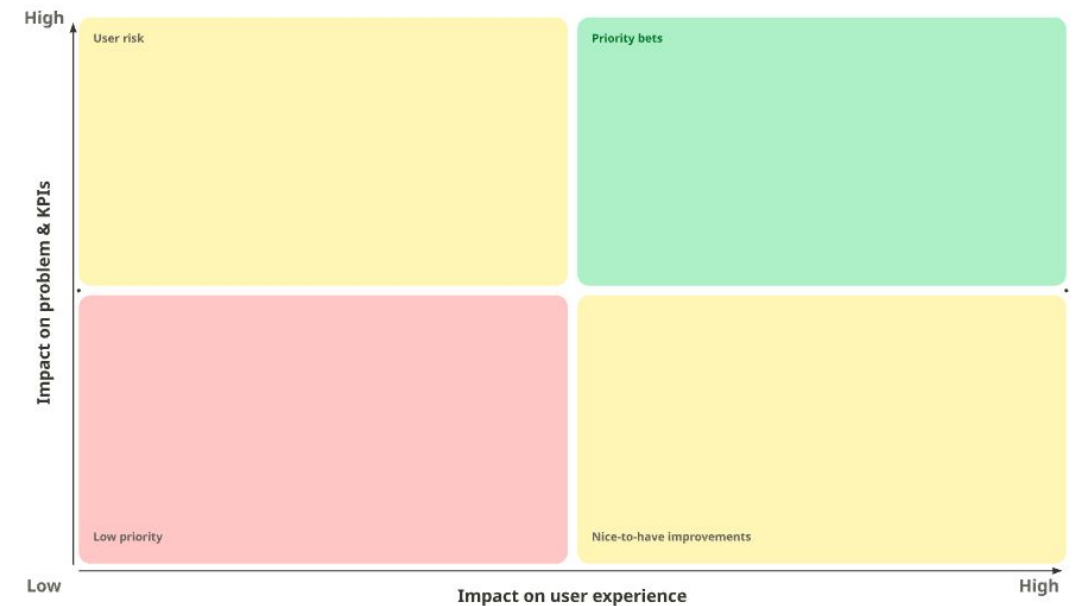
Instructions:

1. Read all ideas generated by your team.
2. Discuss what each idea could change for the user and for the organization.
3. Place each idea on the matrix.
4. Look for ideas with the strongest combined potential:
 - high impact on the problem and KPIs,
 - high impact on user experience.
5. Select **2 ideas** that your team wants to develop further.

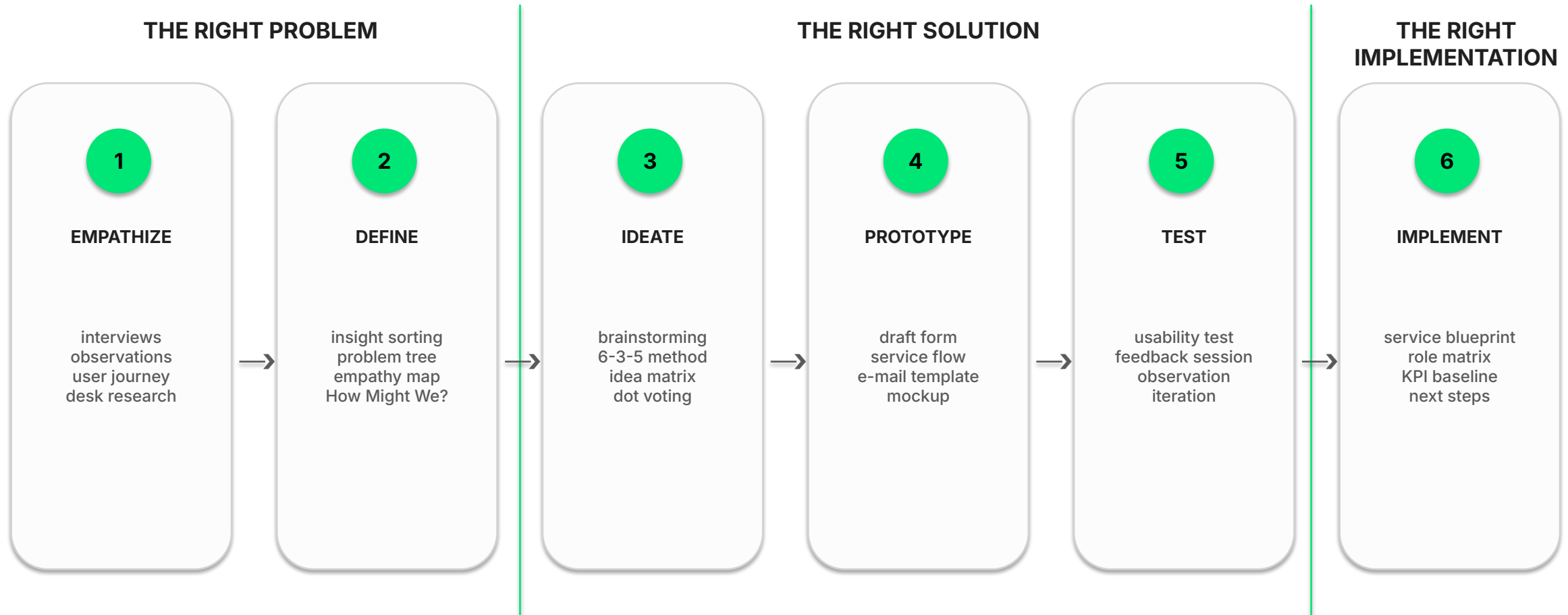
Output:

2 selected ideas with the highest potential for prototyping and testing.

Idea Prioritization Matrix



THE DESIGN THINKING PROCESS



First understand the right problem. Then design and test the right solution. Only then move toward implementation.

Prototyping & Testing: Build to Learn

Prototyping and testing help us check an idea before we invest too much time, money and effort into it.

A prototype is not the final solution.

It is a simple version of the idea that allows people to see it, react to it and give feedback.

Testing helps us understand whether the idea creates real value for the user and whether it is worth developing further.

Why do we do it?

- to make the idea tangible,
- to move from opinions to feedback,
- to check assumptions early,
- to reduce the risk of building the wrong thing,
- to avoid wasting budget, time and team energy,
- to learn what should be improved before implementation.

The goal is not to prove that our idea is perfect.

The goal is to learn fast and make better decisions.



OBJECTIVE OF THE STAGE

Prototyping & Testing Is Not a Pilot

A prototype is not the same as a pilot.

A pilot usually tests a solution that is already quite developed.

Prototyping happens much earlier.

It is cheaper, faster and focused on checking the smallest important assumptions before we invest in a bigger implementation.

Pilot	Prototype and test
• more advanced solution, • higher cost, • more time needed, • more people involved, • closer to implementation, • harder to change direction	• simple version of the idea, • low cost, • fast to prepare, • focused on key assumptions, • easy to change or stop, • useful for learning before bigger investment

Prototyping also makes discussion much better.

Instead of talking about abstract ideas, we can react to something concrete.

If a picture is worth 1,000 words, a prototype is worth 1,000 meetings.

MVP: Minimum Viable Product

MVP means Minimum Viable Product.

It is the smallest version of a solution that allows us to test whether the idea creates value for users.

An MVP is not a worse version of the final product.

It is a learning tool.

It helps us check the most important hypothesis with the minimum necessary effort.

A good MVP should be:

- small enough to build quickly,
- realistic enough to get useful feedback,
- focused on one key problem or need,
- **connected to a clear hypothesis,**
- useful for making a decision: continue, change or stop.

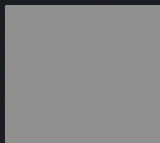
The question is not:

“How can we build the full solution?”

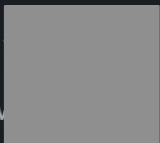
The question is:

“What is the smallest thing we can create to learn whether this idea is worth developing?”





Dawid
dawid.v



This conversation is just between @da and you. Check out their profile to learn more about them. [View Profile](#)

November 9th, 2022



Mateusz Kaliszewski 09:11

Hi Dawid, as part of the Innovation Hub initiative, we have an idea to use AI and ML to optimize product descriptions for merchants and online sellers in general.

We would like to test interest in such an idea/service in the form of a fake door test on the merchant dashboard. Let me know if we could talk — I could tell you more details about the idea.

Merchant and AI are hot topics right now, so we could test an interesting idea in a simple way :)



Dawid :12

Ciekawy wątek 😊

Wrzuć coś proszę:)



Developer(s) OpenAI

Initial release November 30, 2022; 5 months ago

Boost conversion and sales

A product description is one of the most important element of every product offer. We generate product descriptions based on a huge amount of data from the biggest marketplace that provide us with knowledge of what really works for customers.

Cut costs

You don't need to hire a copywriter or an agency to write your product description content anymore. Just insert the photo of the product and in one click you will have your bestselling text!

Save time

Writing an outstanding offer is time-consuming. With Artifica you can do it in seconds thanks to AI driven, context aware tool. Save hours and days of tedious work now.



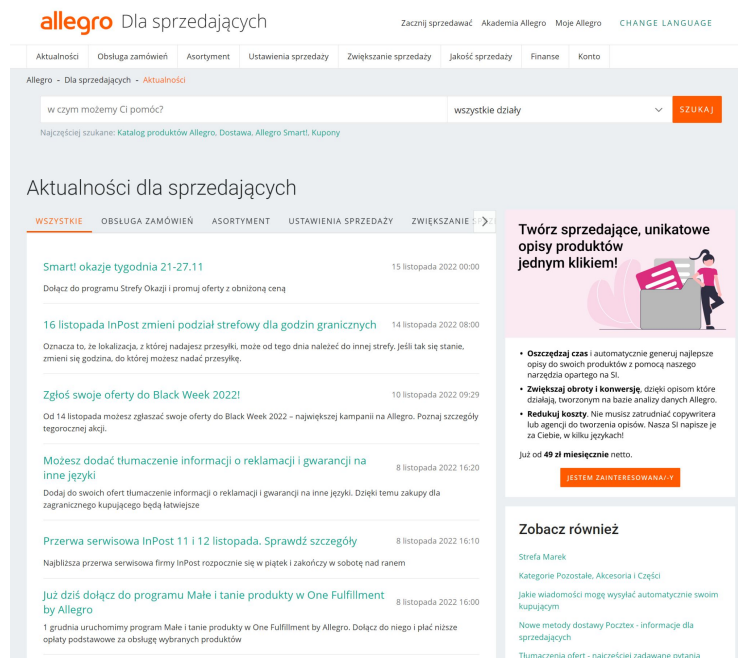
Are sellers interested in such a service?

We did a fake-door-test just in few days

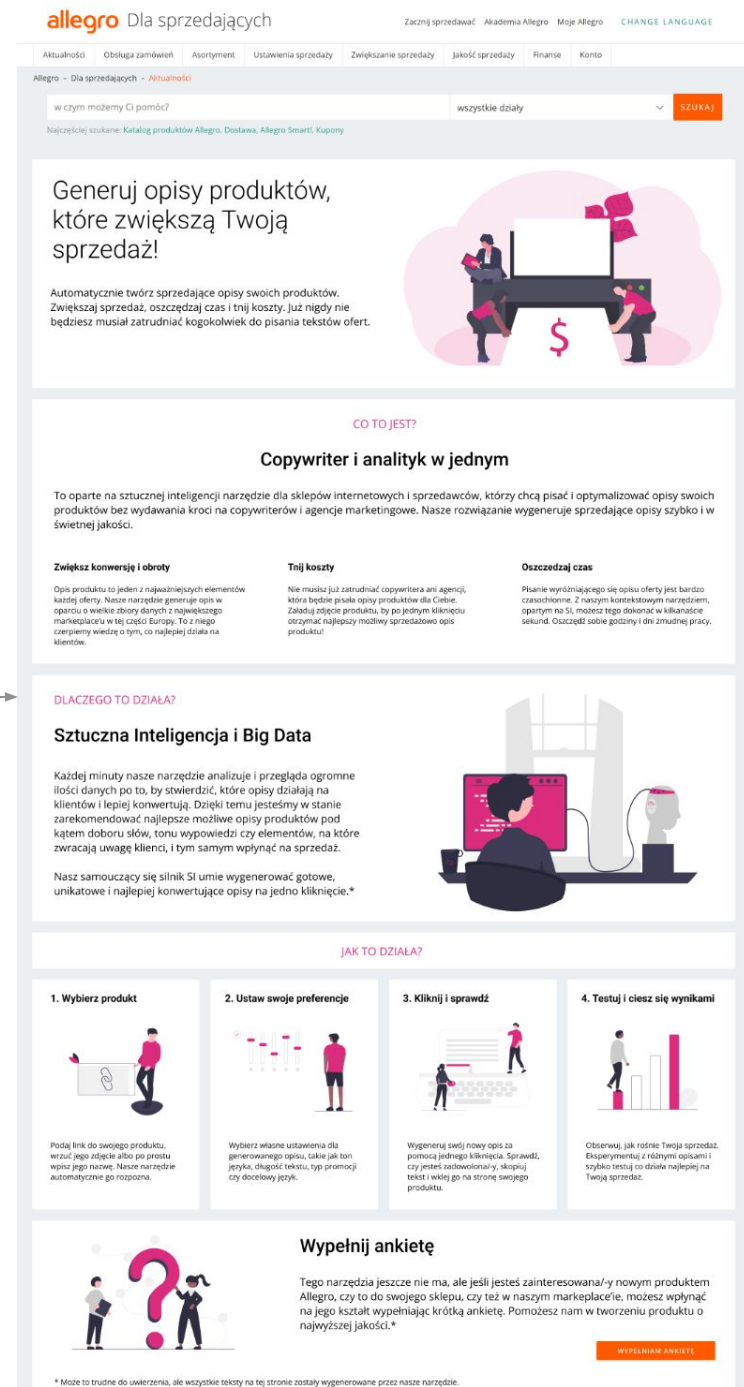
We measured:

- the number of Landing Page [LP] views and the source of the views (from where the user came to the LP)
- the number of surveys that sellers have completed

We checked what the sellers answered to the questions in the survey.



The screenshot shows the Allegro seller interface. The main area displays a list of notifications under 'Aktualności dla sprzedających'. The sidebar on the right features a prominent banner for a service that generates unique product descriptions with one click. The banner includes a list of benefits: saving time, increasing conversions, and reducing costs. Below the banner is a button labeled 'JESTEM ZAINTERESOWANY!'. The main content area lists several notifications, including a 'Smart! okazje tygodnia 21-27.11', a '16 listopada InPost zmienił podział strefowy dla godzin granicznych', and a 'Zgłoś swoje oferty do Black Week 2022!'.



This screenshot provides a detailed view of the service being tested. The header includes the Allegro logo and navigation links. The main content area is titled 'Generuj opisy produktów, które zwiększą Twoją sprzedaż!' and features an illustration of a person at a desk with a large dollar sign. Below this, a section titled 'CO TO JEST?' describes the service as a combination of copywriting and analytics. It highlights three key benefits: 'Zwiększ konwersję i obroty' (Increase conversion and revenue), 'Tnij koszty' (Reduce costs), and 'Oszczędzaj czas' (Save time). A section titled 'DLACZEGO TO DZIAŁA?' explains that the service uses artificial intelligence and big data to generate unique, high-quality descriptions. A 'JAK TO DZIAŁA?' section outlines a four-step process: 1. Wybierz produkt (Choose product), 2. Ustaw swoje preferencje (Set your preferences), 3. Kliknij i sprawdź (Click and check), and 4. Testuj i ciesz się wynikami (Test and enjoy the results). At the bottom, there is a section titled 'Wypełnij ankietę' (Fill out the survey) with a button labeled 'WYPEŁNIJ ANKIETĘ'.

Are sellers interested in such a service?

We showed the possible price

The screenshot shows the Allegro seller dashboard. At the top, there's a navigation bar with 'allegro Dla sprzedających' and links like 'Zacznij sprzedawać', 'Akademia Allegro', 'Moje Allegro', and 'CHANGE LANGUAGE'. Below this is a menu with 'Aktualności', 'Obsługa zamówień', 'Asortyment', 'Ustawienia sprzedaży', 'Zwiększanie sprzedaży', 'Jakość sprzedaży', 'Finanse', and 'Konto'. The main content area is titled 'Aktualności dla sprzedających' and lists several announcements. A callout box with an orange border highlights a service offer: 'Twórz sprzedające, unikatowe opisy produktów jednym kliknięciem!'. The callout box contains an illustration of a person standing next to a large box with a document icon, and a list of benefits: 'Oszczędzaj czas i automatycznie generuj najlepsze opisy do swoich produktów z pomocą naszego narzędzia opartego na SI.', 'Zwiększaj obroty i konwersję, dzięki opisom które działają, tworzonym na bazie analizy danych Allegro.', and 'Redukuj koszty. Nie musisz zatrudniać copywritera lub agencji do tworzenia opisów. Nasza SI napisze je za Ciebie, w kilku językach!'. Below the list is a button 'JESTEM ZAINTERESOWANA/-Y'.

*Those who spend money on product descriptions pay monthly **on average PLN1438.00** (Median = PLN500.00).

Twórz sprzedające, unikatowe opisy produktów jednym kliknięciem!



- **Oszczędzaj czas** i automatycznie generuj najlepsze opisy do swoich produktów z pomocą naszego narzędzia opartego na SI.
- **Zwiększaj obroty i konwersję**, dzięki opisom które działają, tworzonym na bazie analizy danych Allegro.
- **Redukuj koszty**. Nie musisz zatrudniać copywritera lub agencji do tworzenia opisów. Nasza SI napisze je za Ciebie, w kilku językach!

Już od **49 zł miesięcznie netto**.

JESTEM ZAINTERESOWANA/-Y

Results

From 2022-11-28 to 2022-12-20

CTR: 2,92% on "boost sales" page source

Skąd przyszli userzy na LP?			
SUM of fq	Byli na LP podczas wizyty		
Odśłony źródła	0	1	Grand Total
/dla-sprzedajacych/kategoria/aktualnosci	98.51%	1.49%	100.00%
/dla-sprzedajacych/konto	99.60%	0.40%	100.00%
/dla-sprzedajacych/zwiekszenie-sprzedaży	97.08%	2.92%	100.00%
Grand Total	98.57%	1.43%	100.00%

11,41% of LP visitors completed survey

2022-11-28 do 2022-12-20	
Skąd przyszli userzy na LP?	
uri	SUM of fq
	152
https://lm.facebook.com/	76
https://allegro.pl/dla-sprzedajacych/kategori	76
https://l.facebook.com/	51
http://m.facebook.com/	42
https://www.facebook.com/	27
https://allegro.pl/dla-sprzedajacych/zwieksz	17
https://czas.qsell.pl/	8
https://www.google.com/	7
https://m.facebook.com/	4
https://app.mailingr.com/	4
https://mail.google.com/	3
https://allegro.pl/dla-sprzedajacych/konto	3
http://m.facebook.com	3
https://poczta.onet.pl/	1
https://poczta.interia.pl/	1
https://allegro.pl/dla-sprzedajacych/zwieksz	1
https://allegro.pl/dla-sprzedajacych/kategori	1
https://allegro.pl/dla-sprzedajacych/kategori	1
https://allegro.pl/dla-sprzedajacych/kategori	1
http://robertmaj.sugester.pl/	1
android-app://com.slack/	1
android-app://com.google.android.gm/	1
Grand Total	482
wypelnione ankiety	55
konwersja na ankiety	11.41%

...

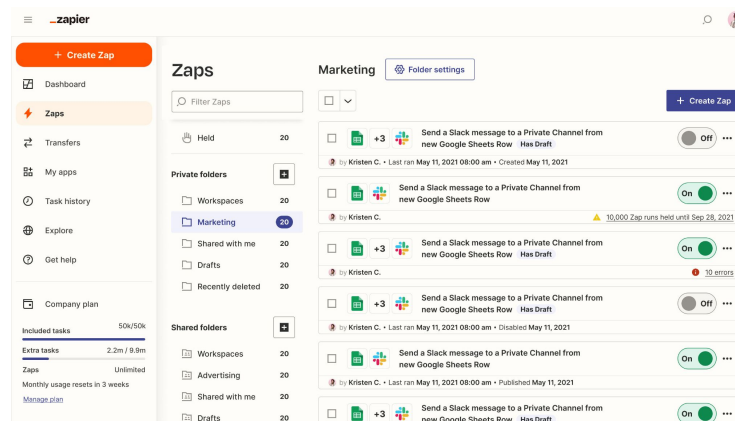
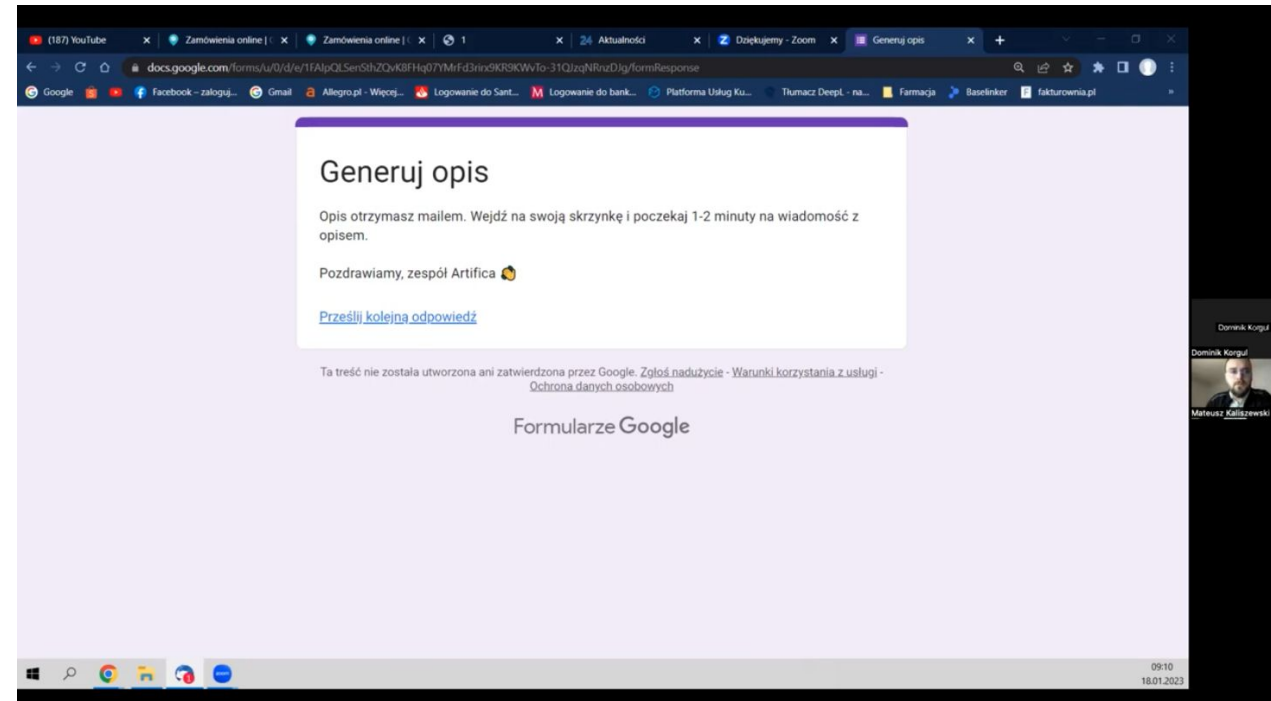
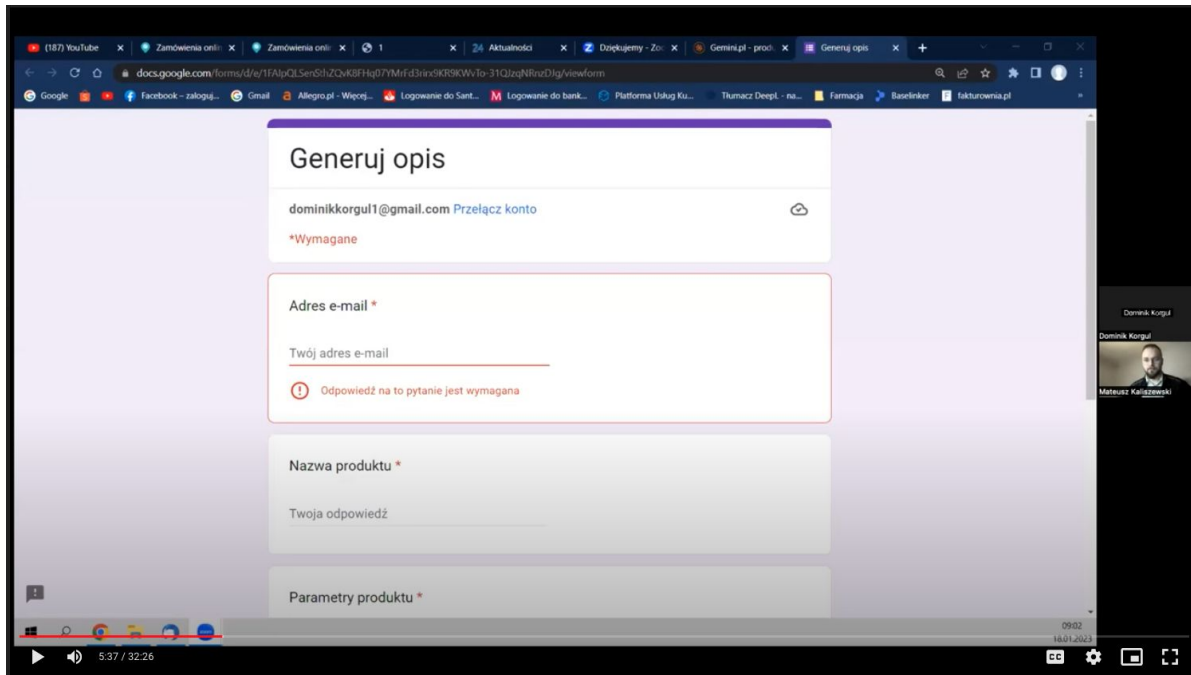
Do you want to be notified about solution tests?

Wpisz maila, jeśli chcesz dostać info o beta testach. Jeśli nie, zostaw puste pole.

Short answer text

.....

83% of respondents are interested in the test



**5h of
work**

Od Artifica <no-reply.3e9yo1@zapiemail.com>

Odpowiedz

Przełącz

Archiwizuj

Niechciana

Usuń

Więcej

09:09

Temat Opis produktu: La Roche-Posay Lipikar Baume AP+M, 400 ml

likwiduje uczucie napięcia, zmniejsza swędzenie skóry, koi suchą skórę, działanie przeciwzapalne, redukuje nawroty suchości, nie klei się, nie pozostawia tłustej warstwy

Opis produktu do skopiowania:

La Roche-Posay Lipikar Baume AP+M, 400 ml – balsam do skóry atopowej i skłonnej do alergii

Czy szukasz produktu, który pomoże Ci zadbać o skórę atopową i skłoną do alergii? La Roche-Posay Lipikar Baume AP+M to idealny wybór! Ten balsam został stworzony z myślą o skórze wrażliwej i atopowej.

Korzyści:

- Bogata zawartość lipidów – masło shea, niacynamid – zapewnia ochronę i likwiduje uczucie napięcia.
- Działanie łagodzące, regenerujące i przeciwświądowe – zmniejsza swędzenie skóry, koi suchą skórę i działa przeciwzapalnie.
- Redukuje nawroty suchości – nie klei się i nie pozostawia tłustej warstwy.

La Roche-Posay Lipikar Baume AP+M to idealny produkt do codziennej pielęgnacji skóry atopowej i skłonnej do alergii. Jego bogata zawartość lipidów zapewnia ochronę, likwiduje uczucie napięcia, zmniejsza swędzenie skóry, koi suchą skórę i działa przeciwzapalnie.

[Wygeneruj nowy/Inny opis](#)

Visit this link to stop these emails: <https://zanier.com/manage/zans/178736367/stop/?check=475d43he09hh954hf64243cf770797f79>

→ (0)

Nieprzeczytane: 66

Razem: 1279

09:10
18.01.2023

Dominik Korgul

Dominik Korgul

Mateusz Kaliszewski

Biała bluzka z koronką:
Nr aukcji 13174372122

Zamiast tej bluzki, którą miałam wystawiać, bo tak jak pisałam poprzednio przysłali nie to co zamawialiśmy. Usunęłam fragmenty typu "Rękawy długie chronią przed chłodem", bo koronka jest niezbyt ciepła.

Zapraszamy do zakupu eleganckiej, dziewczęcej bluzeczki z koronką, która zachwyci delikatnością i urokiem.

Zalety:

- **Uniwersalna** - idealna na okazje formalne, występy, a także na co dzień.
- **Śnieżnobiała** - dodaje uroku każdej stylizacji.
- W stylu **elegancji lub luźnej elegancji**.
- Pasująca do spódniczki i spodni.
- **Wizytowa, galowa** - idealna na specjalne okazje.
- **Koronka z motywem kwiatów** na rękawach i dekolcie - dodaje uroku.
- Na plecach zapięcie na guzik - łatwa w zakładaniu.
- Materiał 100% poliester - miły w dotyku, trwały i wygodny.
- Rozmiary od 122 do 158 do wyboru na innych aukcjach - dostosowane do potrzeb dzieci i młodzieży.
- Klasyczny krój - ładnie się układa.

Elegancka bluzka z koronką w kwiaty to idealny wybór dla Twojego dziecka! Jest uniwersalna, śnieżnobiała i pasująca do spódniczki, więc można ją założyć na specjalne okazje, jak i na co dzień. **Koronka z motywem kwiatów** delikatnie pobłyskuje, wygląda lekko i dodaje uroku każdej stylizacji. Bluzka jest trwała i wygodna, a jej rozmiary są dostosowane do potrzeb dzieci i młodzieży. Na plecach zapięcie na guzik umożliwiła łatwe ubieranie.

Kupując elegancką bluzkę z koronką w kwiaty od producenta Basta, masz pewność, że Twoje dziecko będzie czuć się swobodnie i modnie!

Na tej aukcji zakupisz **Rozmiar: 158**.

Poniżej znajdziesz opis produktu:

- Podana nazwa produktu: Elegancka bluzka z koronką w kwiaty
- Podane Parametry: Rozmiary od 122 do 158, na plecach zapięcie na guzik. Materiał 100% poliester. Rękawy długie. Producent Basta.
- Podane cechy/zalety: Koronka z motywem kwiatów na rękawach i dekolcie, śnieżnobiała, Uniwersalna, na okazje formalne oraz występy. Styl elegancki lub luźna elegancja. Pasuje do spódniczki. Wizytowa, galowa. Bluzka dla dzieci, dla młodzieży.

allegro

czego szukasz?

szukaj wielu

Koszule



SZUKAJ

Zalety:

- **Uniwersalna** - idealna na okazje formalne, występy, a także na co dzień.
- **Śnieżnobiała** - dodaje uroku każdej stylizacji.
- W stylu **elegancji lub luźnej elegancji**.
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Na tej aukcji zakupisz **Rozmiar: 158**.



Validation Experiments

Type	Experiment	 Cost	 Setup Time	 Run Time	 Evidence Strength	Theme
 Interaction Prototypes	Clickable Prototype	● ● ○ ○ ○	● ● ○ ○ ○	● ● ○ ○ ○	● ● ○ ○ ○	Desirability · Feasibility · Viability
	Single Feature MVP	● ● ● ○ ○	● ● ○ ○ ○	● ● ● ○ ○	● ● ● ● ○	Desirability · Feasibility · Viability
	Mash-Up	● ● ○ ○ ○	● ● ○ ○ ○	● ● ● ○ ○	● ● ● ● ○	Desirability · Feasibility · Viability
	Concierge	● ● ○ ○ ○	● ● ○ ○ ○	● ● ● ○ ○	● ● ● ● ○	Desirability · Feasibility · Viability
	Life-Sized Prototype	● ● ● ○ ○	● ● ○ ○ ○	● ● ● ○ ○	● ● ● ● ○	Desirability · Feasibility · Viability
 Call to Action	Simple Landing Page	● ● ○ ○ ○	● ● ○ ○ ○	● ● ○ ○ ○	● ● ○ ○ ○	Desirability · Feasibility · Viability
	Crowdfunding	● ● ● ○ ○	● ● ● ○ ○	● ● ● ○ ○	● ● ● ● ○	Desirability · Feasibility · Viability
	Split Test	● ● ○ ○ ○	● ● ○ ○ ○	● ● ● ○ ○	● ● ● ○ ○	Desirability · Feasibility · Viability
	Presale	● ● ● ○ ○	● ● ● ○ ○	● ● ● ○ ○	● ● ● ● ○	Desirability · Feasibility · Viability
	Validation Survey	● ● ○ ○ ○	● ● ○ ○ ○	● ● ○ ○ ○	● ● ● ○ ○	Desirability · Feasibility · Viability
 Simulation	Wizard of Oz	● ○ ○ ○ ○	● ● ○ ○ ○	● ● ● ○ ○	● ● ● ○ ○	Desirability · Feasibility · Viability
	Mock Sale	● ○ ○ ○ ○	● ● ○ ○ ○	● ● ● ○ ○	● ● ● ● ○	Desirability · Feasibility · Viability
	Letter of Intent	● ○ ○ ○ ○	● ○ ○ ○ ○	● ● ○ ○ ○	● ● ● ○ ○	Desirability · Feasibility · Viability
	Pop-Up Store	● ● ○ ○ ○	● ● ○ ○ ○	● ● ● ○ ○	● ● ● ● ○	Desirability · Feasibility · Viability
	Extreme Programming Spike	● ○ ○ ○ ○	● ● ○ ○ ○	● ● ○ ○ ○	● ● ● ● ○	Desirability · Feasibility · Viability

Evidence Strength

Weak Evidence ↔ Strong(er) Evidence	
1. Opinions (beliefs) When people say things like “I would...”, “I think ___ is important,” “I believe...” or “I like...”	Facts (events) When people say things like “Last week I ___,” “In that situation I usually ___,” or “I spent ___ on.”
2. What people say What people say in an interview or survey is not necessarily what they do in real life or will do in the future.	What people do Observable behavior is generally a good predictor of how people act and what people might do in the future.
3. Lab settings When people are aware that you are testing something, they may behave differently than in a real world setting.	Real world settings The most reliable predictor of future behavior is what you observe people doing when they are not aware they are being tested.
4. Small investments Signing up by email to be informed about an upcoming product release is a small investment and relatively weak evidence of interest.	Large investments Pre-purchasing a product or putting one’s professional reputation on the line is an important investment and strong evidence of real interest.

Start with the Hypothesis

A good idea is not enough. Before we decide to implement it, we need to identify the **most important assumption** behind it.

Ask yourself:

- What must be true for this idea to be worth implementing?
- What is the biggest uncertainty?
- What do we need to learn before we invest more time, money and effort?

Instead of asking: Do we like this idea?

Ask: What do we need to prove to make a confident decision?

Every experiment starts with a hypothesis.

The goal is not to prove that our idea is great.

The goal is to learn whether it is worth continuing, changing or stopping.



What Makes a Good Hypothesis?

A good hypothesis is:

Relevant

It checks something that really matters for the success of the idea.

Precise

It clearly describes who will do what, in what situation, and what outcome we expect.

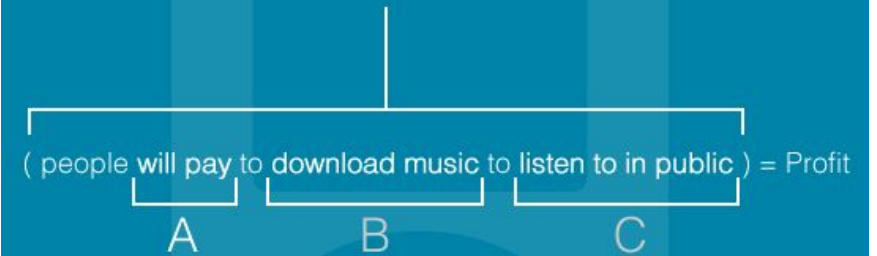
Non-obvious

It tests something we are not already sure about.

Verifiable

It can be checked through observation, feedback, data or behaviour.

Apple's iPod Hypothesis



Assumption A - Risky Assumption

Assumption B - Validated by Napster

Assumption C - Validated by Walkman

Assumption A - Needs Testing

Test Card

Design the smallest possible experiment

A Test Card helps us translate an idea into a simple experiment.

It forces us to define:

What we believe

Our key hypothesis.

How we will test it

The simplest experiment, prototype or validation activity.

Who we will test it with

The users, stakeholders or internal partners we need feedback from.

What we will measure or observe

The evidence that will help us make a decision.

What result will be good enough

The minimum signal that tells us whether to continue, change or stop.

Test Card



Test Name

Deadline

Assigned to

Duration

STEP 1: HYPOTHESIS

We believe that

Critical:


STEP 2: TEST

To verify that, we will

Test Cost:


Data Reliability:


STEP 3: METRIC

And measure

Time Required:


STEP 4: CRITERIA

We are right if

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Test Card Structure

Test Card

Strategyzer

Test Name	Subscription Pricing	Deadline
Assigned to	Lin	Duration

STEP 1: HYPOTHESIS

We believe that

Customers will pay \$20 per month for our subscription

Critical:
⚠ ⚠ ⚠

STEP 2: TEST

To verify that, we will

Offer free trials for 14 days, then ask for a purchase

Test Cost: Data Reliability:

STEP 3: METRIC

And measure

The percentage of customers who sign up for an ongoing subscription

Time Required:

STEP 4: CRITERIA

We are right if

At least 30% of free trial users stay on as customers (for more than 3 months)

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1	We believe that... Write the key assumption behind the idea.	We believe that employees will prefer one simple request form instead of contacting different service teams by email.
2.1	To verify this, we will... Describe the smallest possible test.	To verify this, we will show them a clickable prototype of the form and ask them to complete three typical service requests.
2.2	With... Name the target users or stakeholders.	With 5 employees from different departments.
3	And measure / observe... Define the evidence you are looking for.	And measure / observe whether they understand where to click, complete the task without help, and say the process feels clearer than email.
4	We are right if... Define the success criterion.	We are right if at least 4 out of 5 users complete the task without support and say they would use this solution in real work.

Test Name: eBilet ticket resale feature

STEP 1: HYPOTHESIS

We believe that at least 10% of people who buy tickets try to resell or get rid of their ticket.

STEP 2: TEST

To verify that, we will

- Check the history of customer contacts with our CX team regarding the possibility of returning a ticket.
- Check the number of personal data changes made for events with named tickets.

STEP 3: METRIC

And measure

- The number of these contacts compared to all transactions.
- The number of these changes compared to all tickets sold.

STEP 4: CRITERIA

We are right if We get a result of at least 10%.

It's about market size.

Test Card



Strategyzer

Test Name	Deadline
Assigned to	Duration

STEP 1: HYPOTHESIS

We believe that

Wierzemy, że min. 10% kupujących osób, próbują sprzedać / pozbyć się z biletu

Critical: 

powod nas nie interesuje bo może być choroba, brak kasy itp

STEP 2: TEST

To verify that, we will

- Sprawdzimy historię kontaktów klientów z naszym CX z pytaniem o możliwość zwrotu biletu
- Sprawdzimy liczbę wykonanych zmian danych na wy Oferty na wstępie / alebilet Test Cost:  Data Reliability: 

nie udało się znaleźć podobnych na grupach fb z propozycją odkupienia

STEP 3: METRIC

And measure

- Liczbę tych kontaktów w porównaniu do wszystkich transakcji
- Liczbę tych zmian w porównaniu do wszystkich biletów liczba podobna, różniące się o propozycję odkupienia

średnia do kilku największych imprez

STEP 4: CRITERIA

We are right if

- Otrzymamy wynik na poziomie min. 10%

średnia do kilku największych imprez

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STEP 1: HYPOTHESIS

We believe that customers will be willing to pay 5% more than through unofficial Facebook groups if they are sure that the ticket is genuine.

STEP 2: TEST

To verify that, we will

- Run surveys in Facebook groups used for ticket resale, scam warnings, etc.

STEP 3: METRIC

And measure

- Whether buyers are willing to pay more for a ticket authenticity guarantee, and how much more.

STEP 4: CRITERIA

We are right if....

It's about monetization.

Test Card

Strategyzer

Test Name	Deadline
Assigned to	Duration

STEP 1: HYPOTHESIS

We believe that

Klient będzie w stanie zapłacić 5% więcej niż poprzez nieoficjalną grupę fb mając pewność, że bilet jest oryginalny

Critical:

STEP 2: TEST

To verify that, we will

• Ankiety przeprowadzone na grupach fb służących odsprzedaży biletów / oszukani itd

Test Cost:

Data Reliability:

STEP 3: METRIC

And measure

• Czy i ile więcej są skłonni zapłacić kupujący za gwarancję oryginalności biletu

Time Required:

STEP 4: CRITERIA

We are right if

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STEP 1: HYPOTHESIS

We believe that customers will be willing to pay 5% more than through unofficial Facebook groups if they are sure that the ticket is genuine.

STEP 2: TEST

To verify that, we will

- Run surveys in Facebook groups, with clear warnings, etc.

STEP 3: METRIC

And measure

- Whether buyers ask for a guarantee, and how many

STEP 4: CRITERIA

We are right if....

It's about monetization.

It's already validated by Viagogo.

People are willing to pay several times more for a ticket they really want, especially when they missed the original sale. They are willing to do this even without a full guarantee that the ticket is legal, valid, or genuinely transferable.

Test Card

Strategyzer

Test Name

Deadline

Assigned to

Duration

STEP 1: HYPOTHESIS

We are right if

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So they launched it

March 2023



Bartek Troński • 1.
MD of eBilet (Allegro Group)
4 d •

April 2026

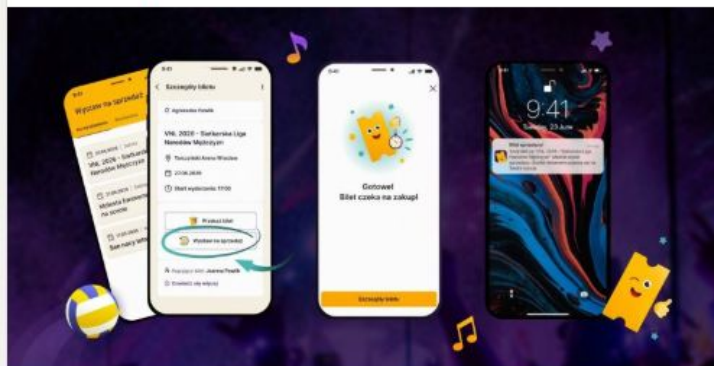
EBILET ODSPRZEDAŻ IS LIVE!

W realizacji naszej misji - dostarczania promotorom technologii i narzędzi, dzięki którym rozrywka dociera do klientów - tym razem skupiliśmy się mocno na jej drugiej części. Dzisiaj oddajemy milionom z nich narzędzie, które rozwiązuje jeden z największych problemów naszej branży: eBilet Odsprzedaż.

Jeśli zobaczysz bilety wystawione w mediach społecznościowych lub na zewnętrznych serwisach, jeszcze mocniej zadaj sobie pytanie, czy to na pewno bezpieczne. Wiemy, że aż 9 na 10 osób kupujących z drugiej ręki obawia się oszustwa. Czy warto ryzykować swoje pieniądze i swój czas, mając do dyspozycji eBilet Odsprzedaż - oficjalną usługę, która w pełni gwarantuje autentyczność biletu i bezpieczne wejście na wymarzone wydarzenie?

Z usługą startujemy na wybranych wydarzeniach ([m.in. Live2Listen, Fource Entertainment, PZPS | Polski Związek Piłki Siatkowej | Polish Volleyball Federation](#)), ale będzie sukcesywnie powiększać jej dostępność. Wszystkich zainteresowanych Partnerów zapraszam do [Tomasz Kierznowski](#) i jego zespołu!

Dziękuję całemu zespołowi [eBilet Polska](#) za wiele miesięcy ciężkiej pracy – you Guys rock! To duży krok naprzód, ale to zdecydowanie nie jest naszym ostatnim słowem. W naszych zespołach trwają intensywne prace nad kolejnymi, równie ekscytującymi projektami technologicznymi i już niebawem będziemy odkrywać przed Wami kolejne karty 🎴



Szymon Rybarkiewicz i 210 innych osób

14 komentarzy



Mateusz Kaliszewski • Ty
Corporate Startup & Innovation • Design Thinking • Lean Startup

4dn. •

Genialne!!! Pamiętam warsztaty i pierwsze hipotezy które potwierdzaliśmy, że to ma głęboki sens! Gratulacje!!!

Polecam • 4 | Odpowiedz | 248 wyświetleń

eBilet Resale is live!

As part of our mission to provide promoters with technology and tools that make their live events even more accessible and safer, we are launching a solution that addresses one of the biggest issues in our industry: **ticket resale**.

When you see tickets offered on social media or external websites, you are often unsure whether they are genuine, who really has the rights to them, or whether this is not a scam. Why risk your money and time when you can use **eBilet Resale** — an official service that fully guarantees ticket authenticity and safe entry to the event?

We are starting with selected events, including Live2Listen, Fource Entertainment, PZPS | Polish Volleyball Federation, but we will gradually expand availability. Interested partners are welcome to contact [Tomasz Kierznowski](#) and his team.

A big thank you to the entire eBilet Polska team for months of hard work — you guys rock! More exciting tech and product projects are coming soon.

Design an experiment for your selected idea



Use the **Test Card** to turn your selected idea into a simple experiment.

Your goal is to decide **which key hypothesis should be tested first** and how you can verify it in the most reliable way during the next session.

Your conditions

- In the next session, you will have:
- 1 hour to build a simple prototype, MVP or test material
- At least 1 tester from another team to test it with

Be creative with the prototype

- Your prototype does not have to be built only in Miro.
- You can use any format that helps you test the hypothesis, for example:
- a clickable mock-up, a process sketch, a simple form, a storyboard, a landing page, a service script, an email/message draft, a dashboard mock-up, a role-play, or even a very simple MVP.
- The prototype only needs to be good enough to help someone react, understand, use or evaluate the idea.

Design an experiment for your selected idea

Complete the Test Card

1. We believe that...

Write the most critical hypothesis behind your idea.

2. To verify that, we will...

Describe the smallest prototype, MVP or experiment you can prepare in 1 hour.

3. And measure...

Define what you will observe, ask or count during the test.

4. We are right if...

Define the minimum result that will tell you the idea is worth continuing.

What can we test quickly that will give us the strongest evidence for making a decision?

Test Card Strategyzer

Test Name: _____ Deadline: _____

Assigned to: _____ Duration: _____

STEP 1: HYPOTHESIS

We believe that _____

Critical: ☐ ☐ ☐

STEP 2: TEST

To verify that, we will _____

Test Cost: ☐ ☐ ☐ Data Reliability: ☐ ☐ ☐

STEP 3: METRIC

And measure _____

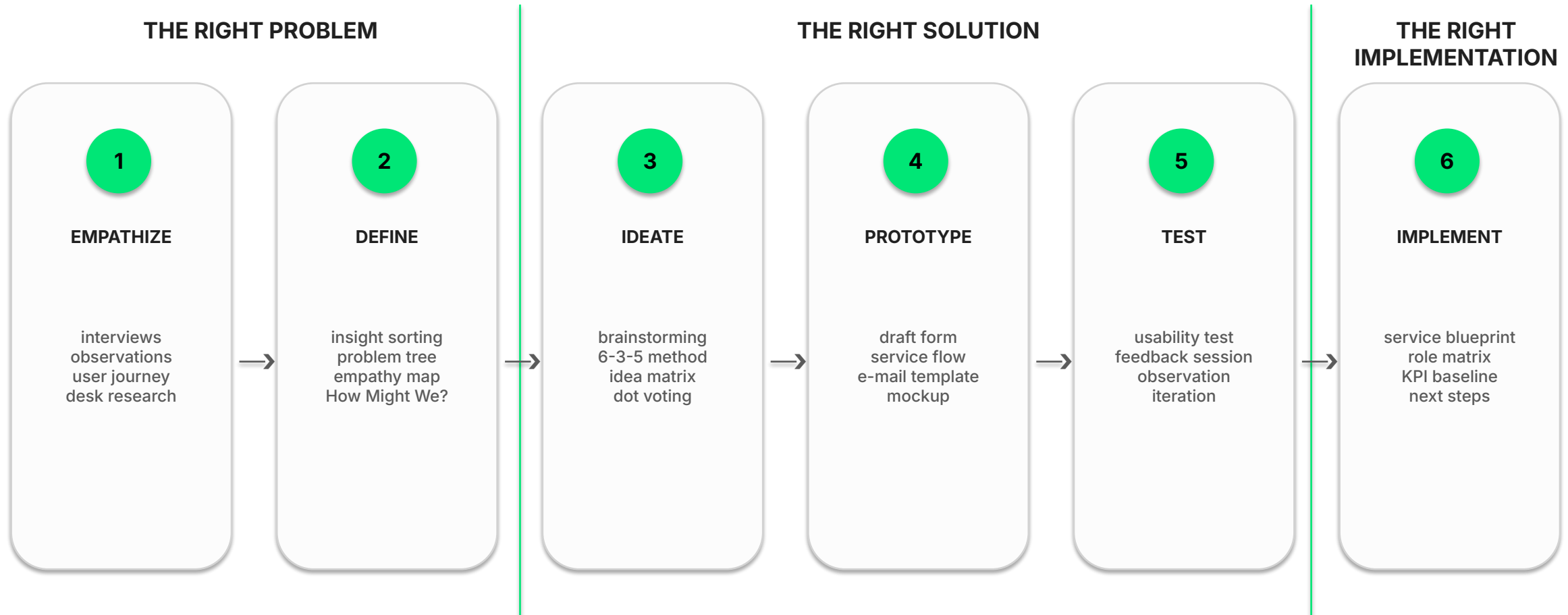
Time Required: ☐ ☐ ☐

STEP 4: CRITERIA

We are right if _____

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THE DESIGN THINKING PROCESS



First understand the right problem. Then design and test the right solution. Only then move toward implementation.



FULL PROGRAMME OVERVIEW



DATE & TIME	SESSION	MAIN FOCUS	WHAT WE WILL DO
7 July, 08:00–12:00	Session 1	Introduction to Design Thinking & Empathy	Understand the DT process, choose a service challenge, identify users and stakeholders, prepare for interviews
8 July, 08:00–12:00	Session 2	Synthesis & Problem Framing	Analyse insights, map the current service experience, identify pain points, define "How might we..." questions
10 July, 08:00–12:00	Session 3	Ideation, Selection & Experiment Design	Generate ideas, select the most promising solution, and turn it into a testable experiment
13 July, 08:00–12:00	Session 4	Prototyping, Testing & Applying DT at TÜV	Build and test a prototype, collect feedback, define next steps and the ambassador role

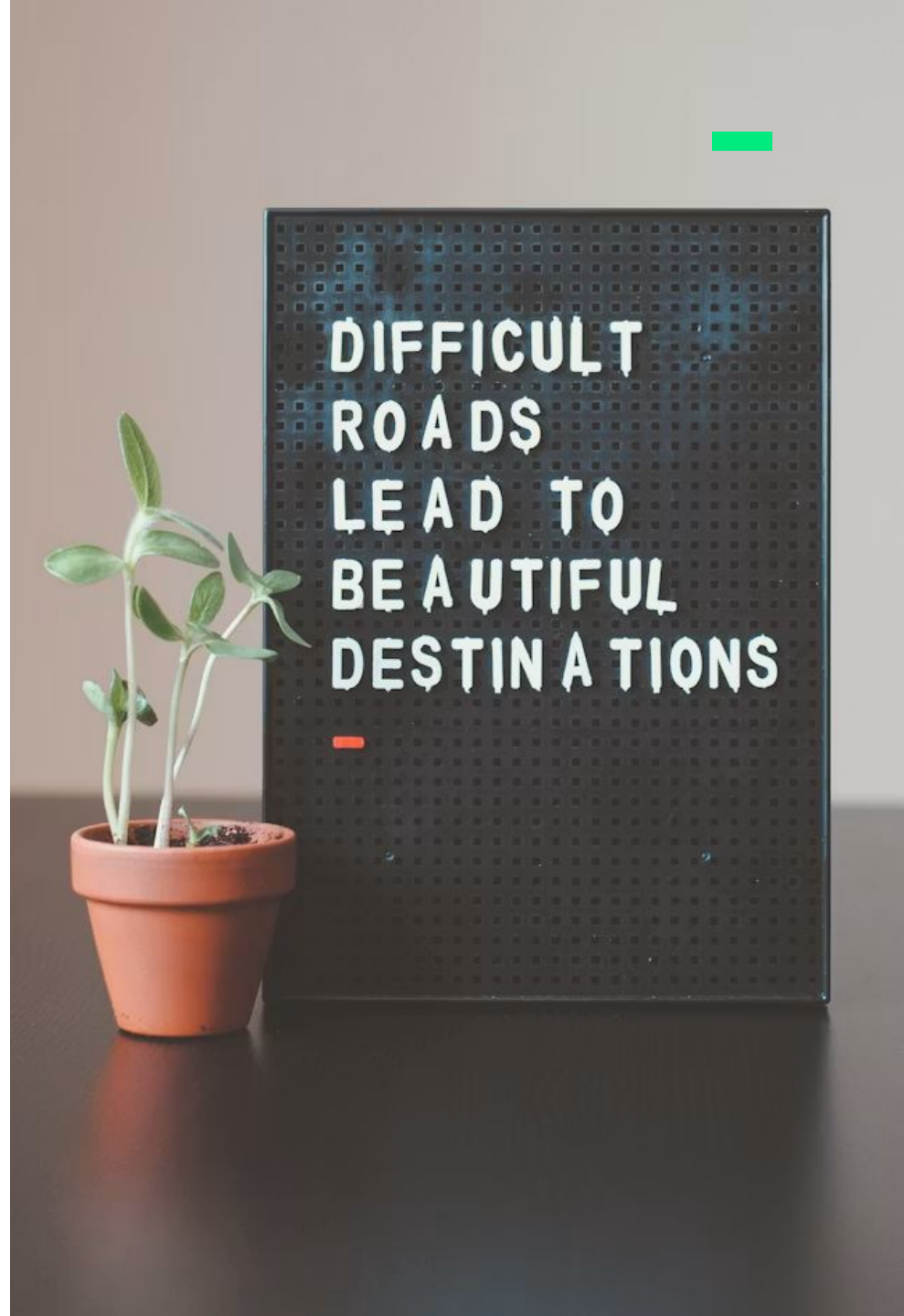
Thank You!

Complete the sentence

One thing I will stop assuming and start checking is...

It can be about:

- users or clients,
- communication at work,
- your own habits,
- change and decision-making,
- personal life,
- assumptions about yourself,
- something you want to test instead of overthinking.



CONTACT



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