

# Enterprise Design Starter Kit

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Enterprise  
Design  
Associates



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|    |                 |
|----|-----------------|
| 00 | Getting started |
| 01 | Stack           |
| 02 | Scan            |
| 03 | Scenario        |
| 04 | Sprint          |
| 05 | System          |

## 00 Getting started

Thank you for downloading the Enterprise Design Starter Kit. This is a sneak preview of the more comprehensive [Enterprise Design Framework](#), developed by [Enterprise Design Associates](#) over 10 years of professional practice with various organizations, and available to our network members.

The Starter Kit is designed to help you frame and unpack enterprise-level challenges with your peers, applying a design process in a collaborative and systemic fashion.

This Kit package are licensed under a Creative Commons [Creative Commons Attribution NonCommercial NoDerivatives 4.0 International](#) license: in short, you can use the Kit for your and your team's design work, with your peers and clients. You are not allowed to modify or re-distribute it, or make money from commercial use (such as selling the Kit, offering training or dedicated Enterprise Design consultancy based on the contents of the Kit).

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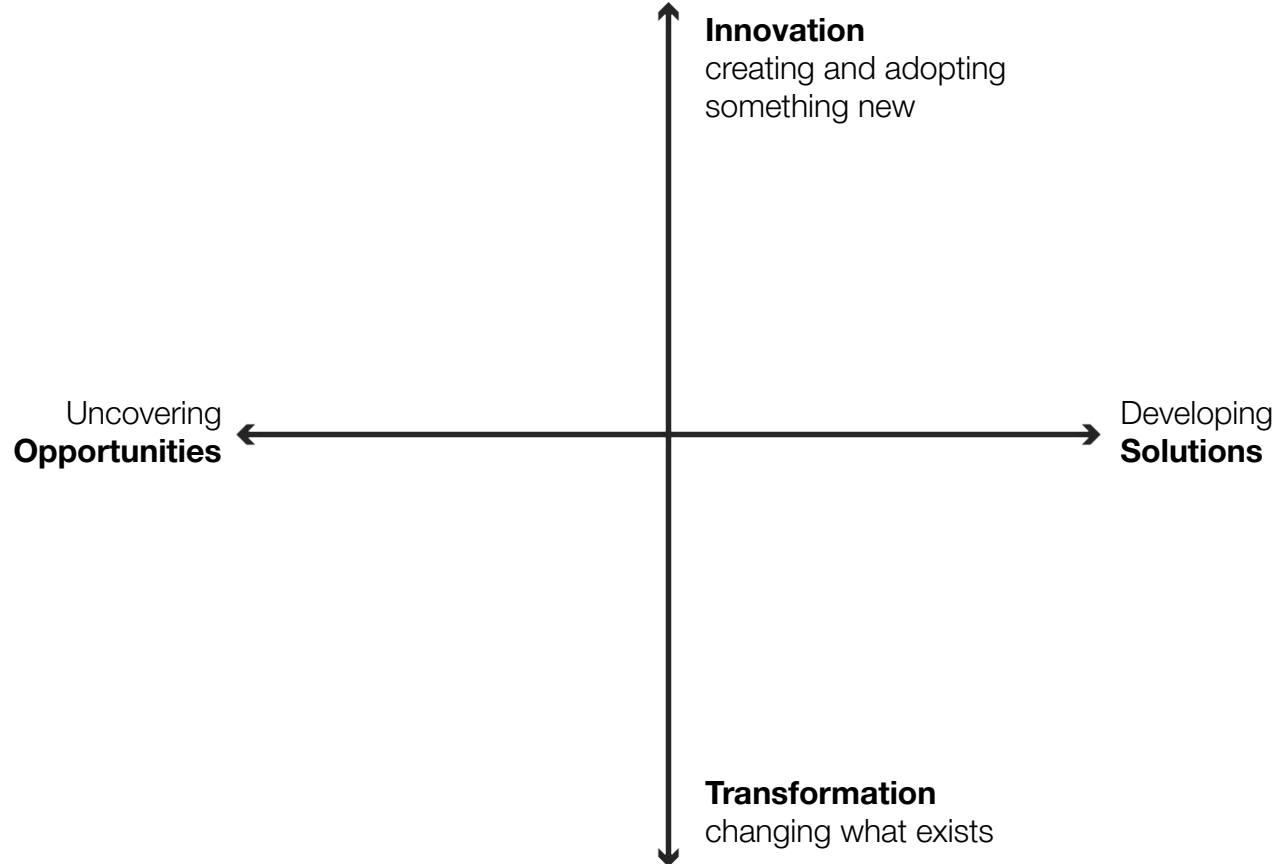
**Enterprise Design** is about enterprise-level innovation and transformation, by design.

Enterprises are complex systems,  
and need to constantly adapt to a  
changing environment by

- developing innovations and
- transforming what exists.

Enterprise Design helps with this by

- identifying opportunities and
- developing solutions.



Michael L. Tushman:  
The Ambidextrous Organization  
HBR 2004

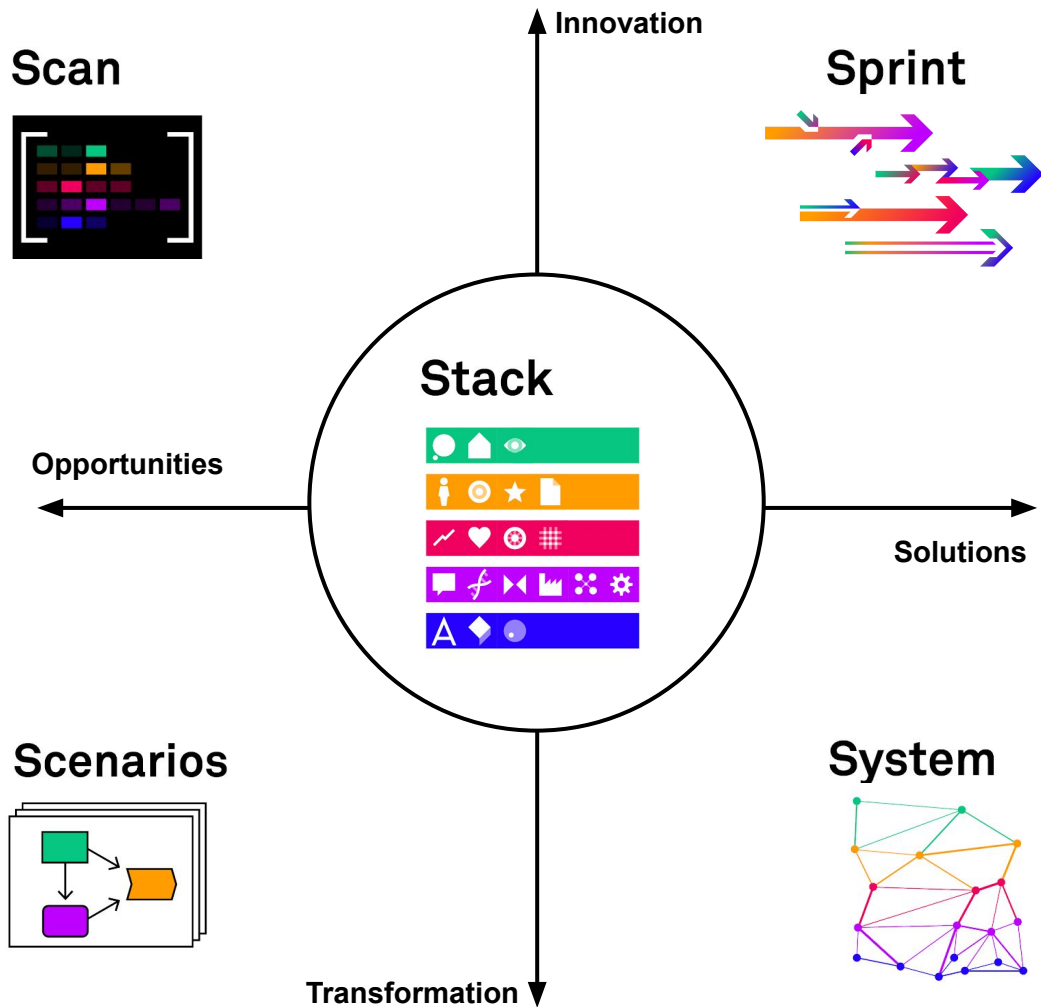
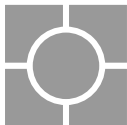
Roberto Verganti:  
Design Driven Innovation  
HBR 2009

# Components

The Kit contains an entry level tool corresponding to each component of the Enterprise Design Framework, allowing you to explore it together with your team or client.

The 5 components are

- Stack (a shared vocabulary)
- Scan (a research tool)
- Scenarios (a mapping language)
- Sprint (a workshop format)
- System (a tool for sharing & reuse)



## Example Case

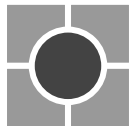
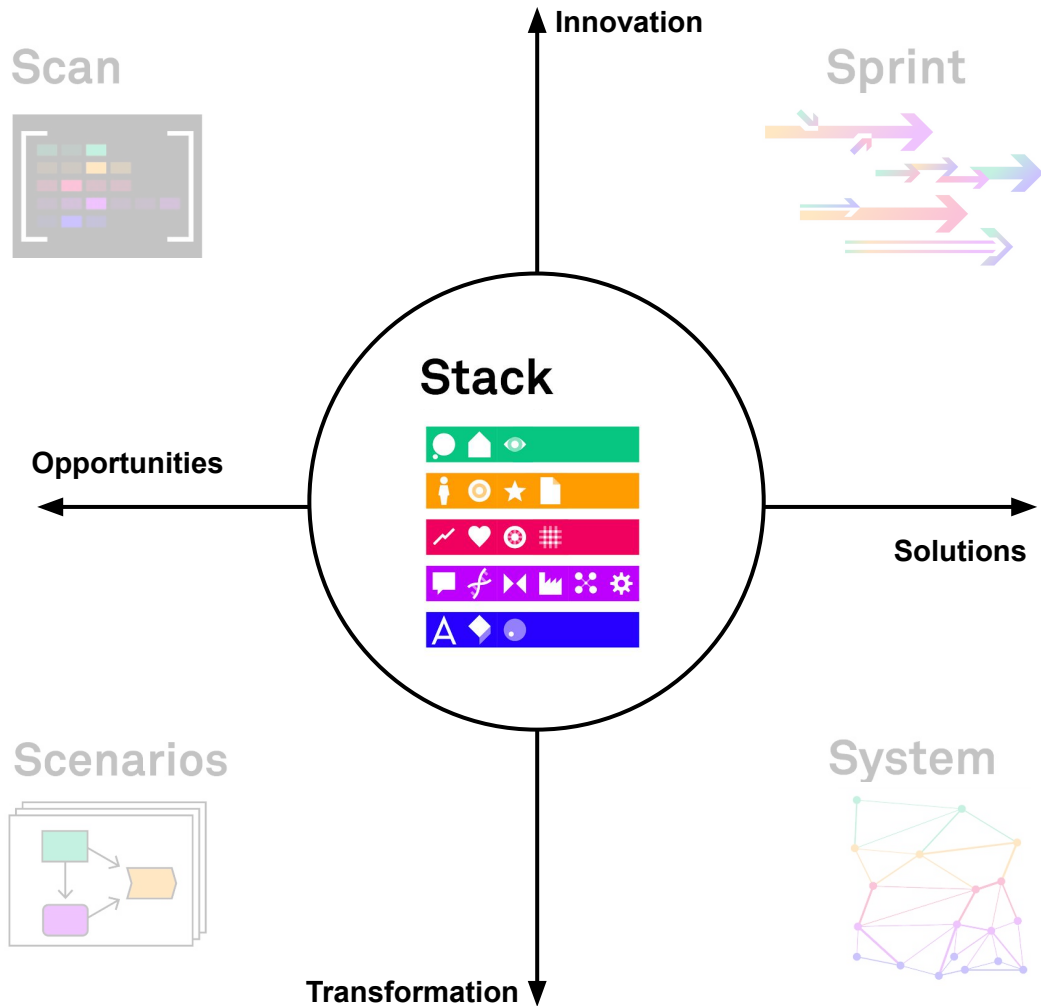


The Kit includes example content from a fictional model company, *Eduprise Ltd.*, to help you apply the different tools in your practice.

Since over 15 years, *Eduprise* is providing professional training to companies and public institutions. The company provides classroom training, both public courses for individual learners and custom in-house courses for entire teams. To deliver, they rely exclusively on external expert teachers from science and industry, working for *Eduprise* as freelancers.

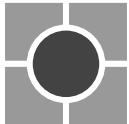
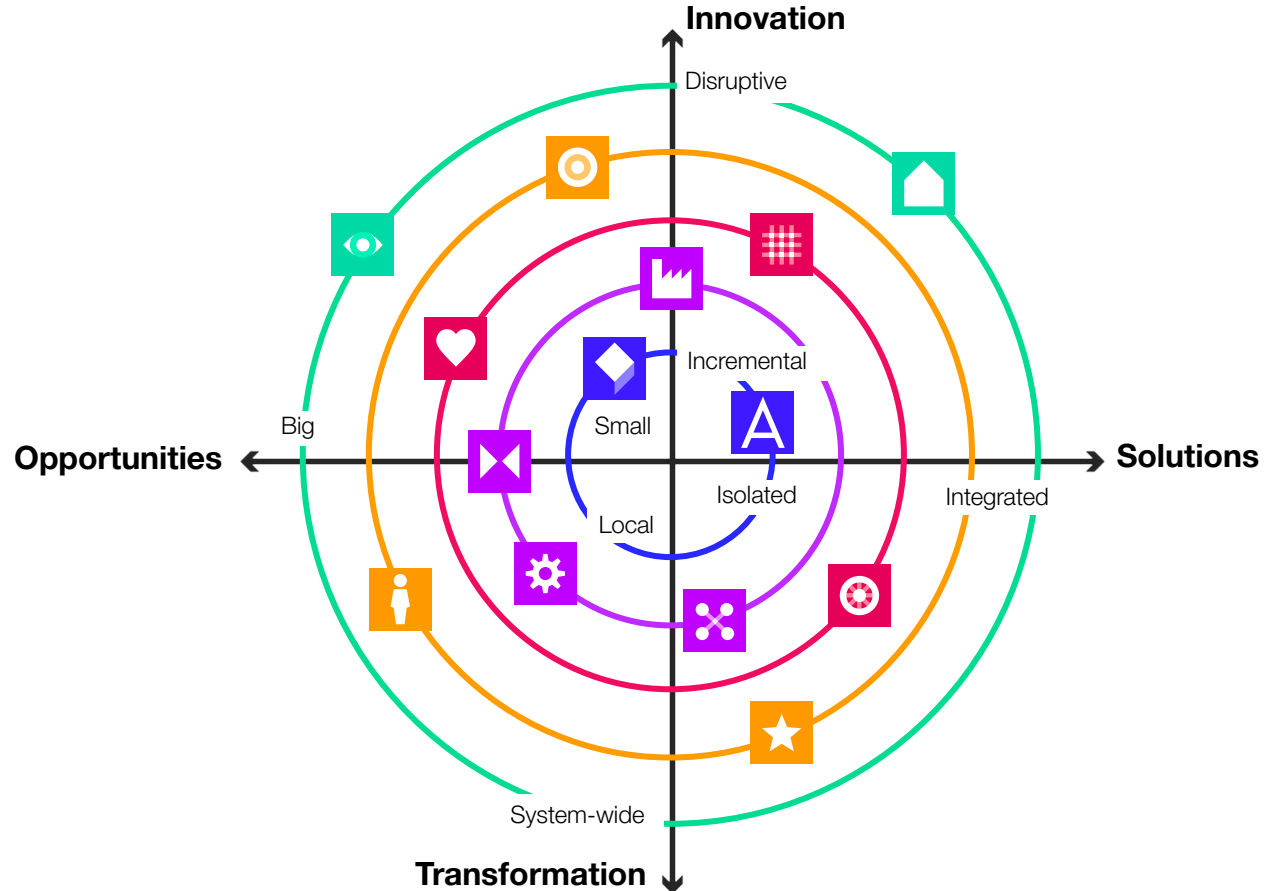
Over the last two years, subscription numbers and revenue have been in decline. The board therefore started an Enterprise Design program to embrace new forms of learning and compete with new entrants (such as digital MOOC providers), while building on the strengths of the existing business capabilities and customer relationships.

# 01 Stack



The **Enterprise Design Stack** helps navigating multiple concerns in complex systems.

Across a spectrum from identifying opportunities to developing solutions for innovative and transformative endeavours, the Stack of 20 aspects helps bridging high-level *Big Picture* thinking with the tangible *Rendering* of the enterprise in daily reality. In between, conceptual aspects are used to make the links and translate between these extremes.

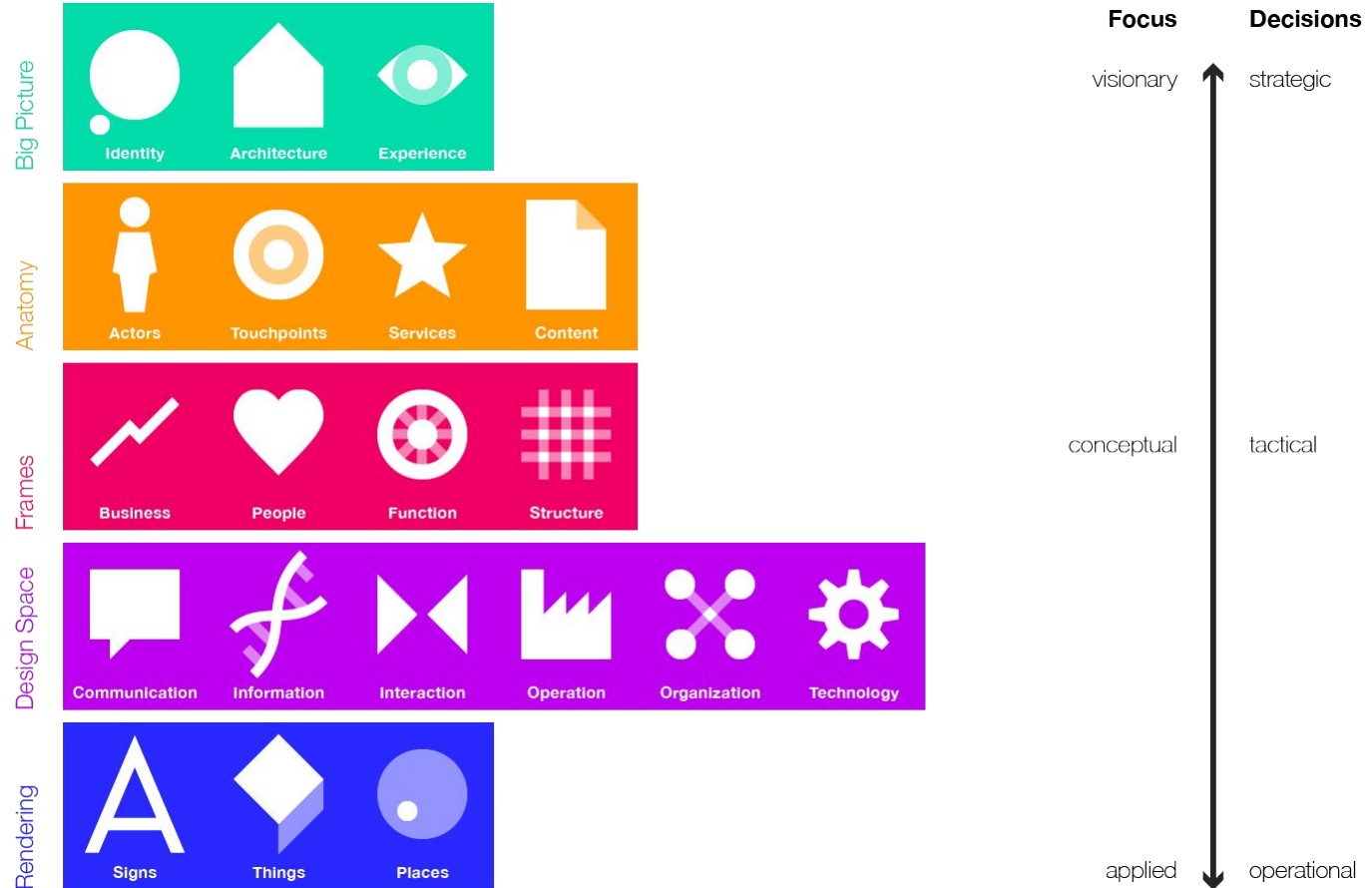
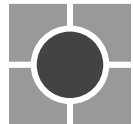




# Enterprise Design Stack

As a conversation tool, the Stack continuously clarifies two critical design questions:

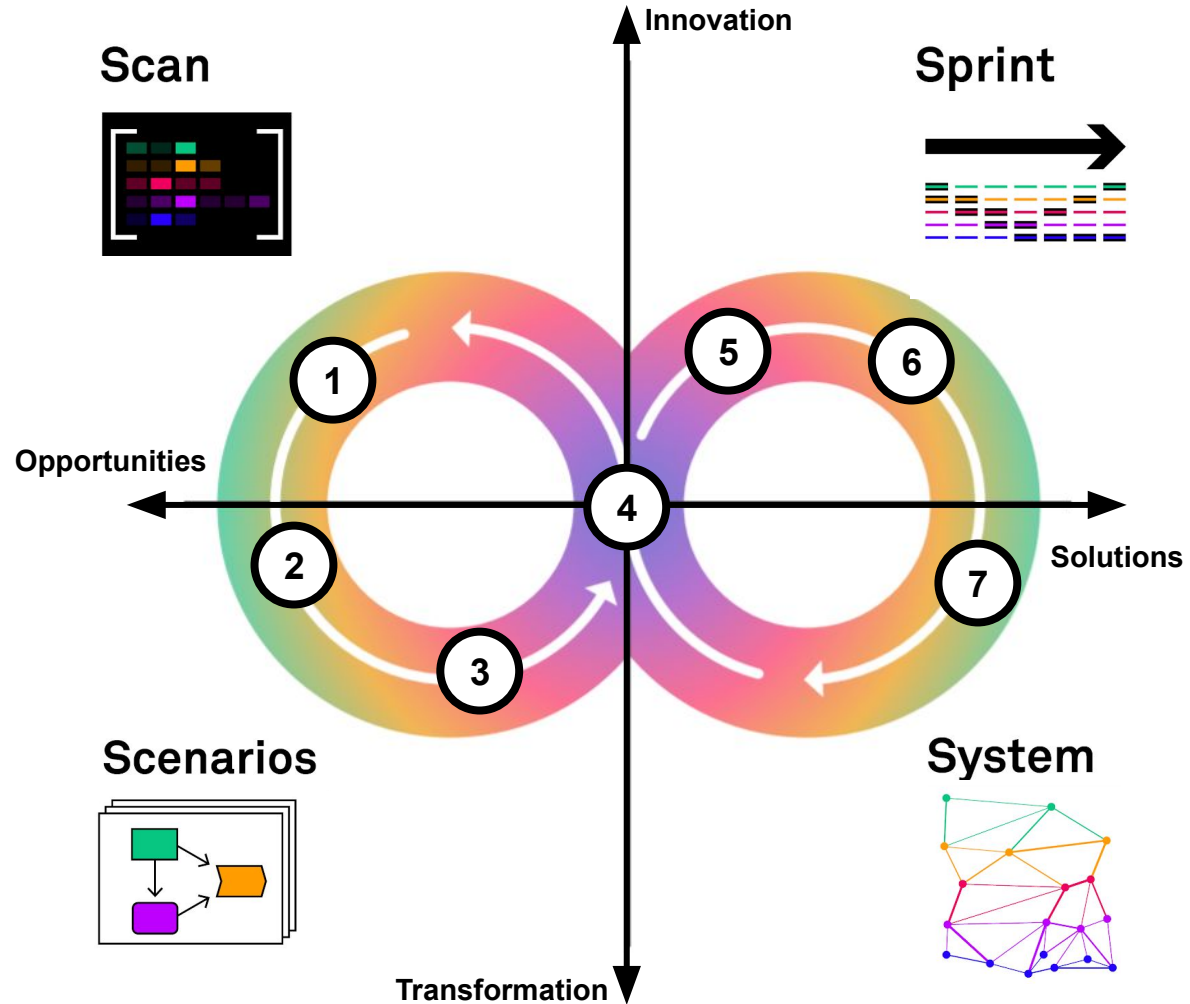
1. Bridge: from vision (Big Picture) to applied results (Rendering)
2. Focus aspects: specific attention points to be explored/resolved, others to be consciously set aside to decrease complexity.



# Enterprise Design **Approach**

The Enterprise Design Framework uses the Stack as universal shared vocabulary. Each tool applies this vocabulary to be used according to the challenge and wider context of the whole enterprise.

The Enterprise Design approach follows 7 iterative steps of a typical design or design thinking process, to be applied in a fractal manner: from big initiatives to short workshops, we always go through these steps.



# Enterprise Design **Approach**

An Enterprise Design Approach follows a typical design process, with the addition of the Stack as navigation aid. This provides a structure to bridge Big Picture intent with Rendering items, towards a coherent outcome.

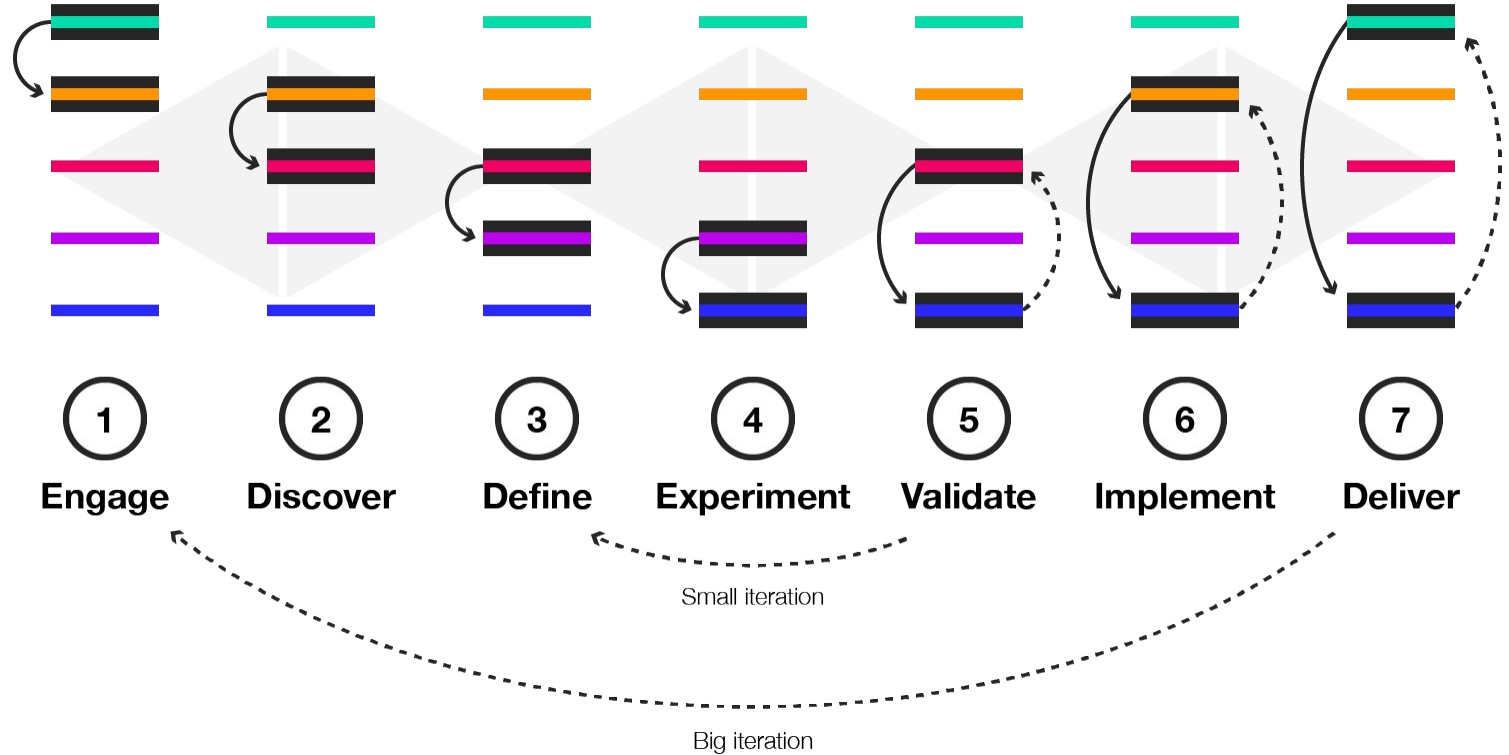
Big Picture

Anatomy

Frames

Design Space

Rendering



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## Instructions

### Goal

**Understand the Stack layers and aspects, be able to use them to explore your challenges and opportunities.**

### Use it when

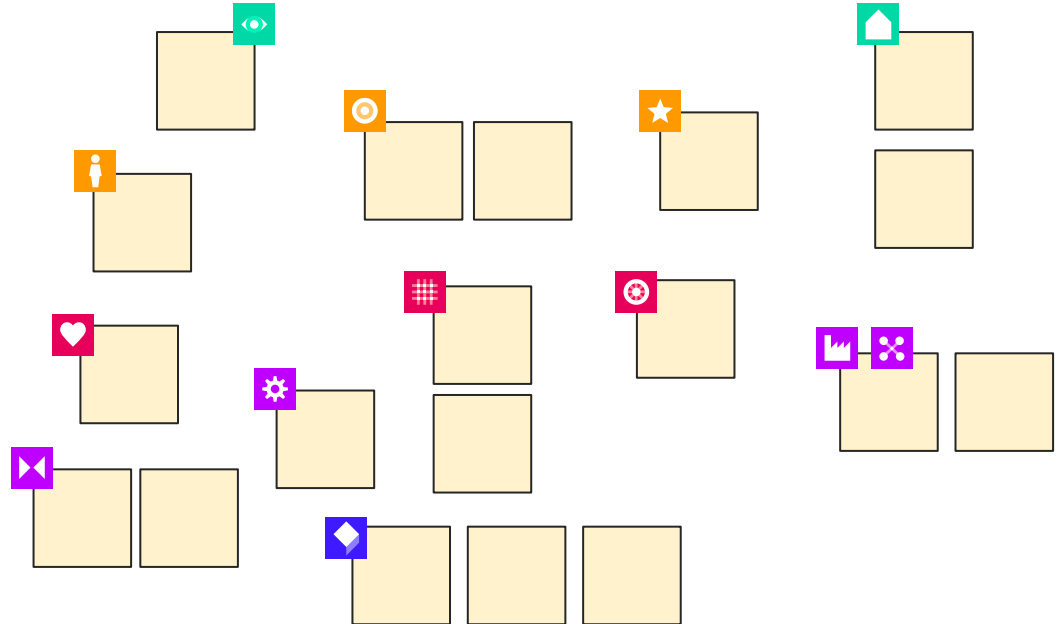
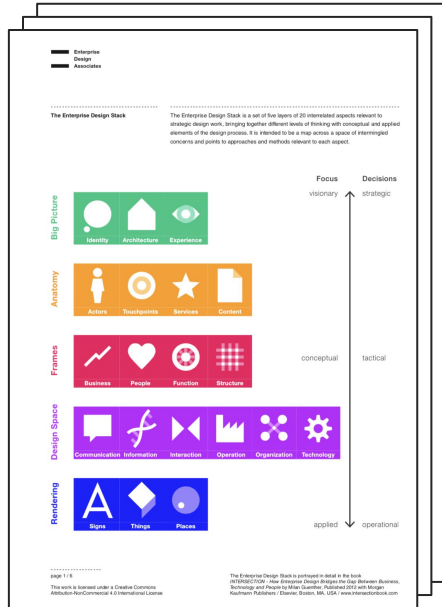
**You want to consider which aspects to explore, discuss and prioritise, eg for selecting expert team members, stakeholders or techniques.**

### How to use it

**Read through the Stack aspects. Consider if and how they apply as valuable perspectives for your challenge or initiative.**

# Materials: 01 Stack Reference.pdf

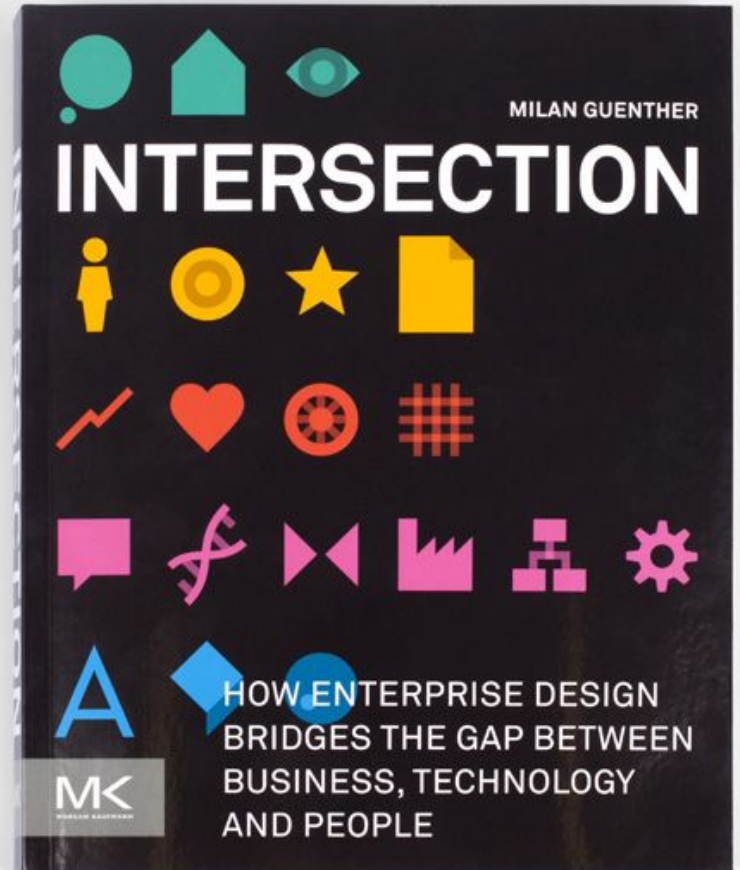
Use this document to get familiar with the Stack layers and aspects and apply them as perspectives when discussing Enterprise Design challenges with your team or peers.



## Learn more

The Enterprise Design Framework and Stack is featured in our book *Intersection*, with detailed descriptions and case studies for each layer and aspect.

<http://intersectionbook.com>

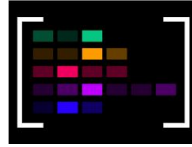


## 02 Scan

Apply a 360° research tool to reveal innovation opportunities from your ecosystem. Combine all data sources, ideas and insights into a comprehensive synthesis to drive your decision-making, blending different techniques for maximum insight.

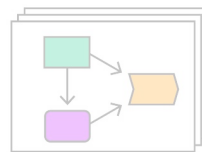


### Scan



### Opportunities

### Scenarios



### Stack



### Innovation

### Sprint



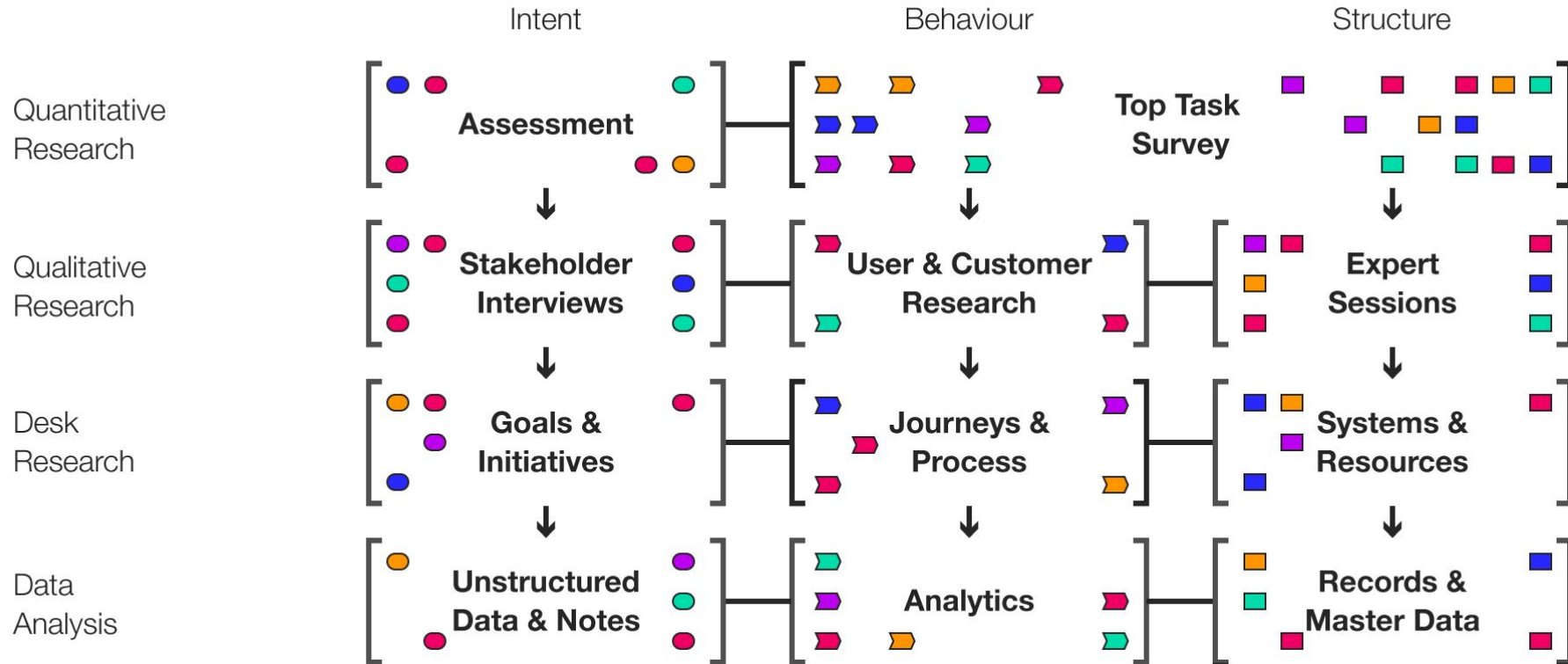
### Solutions

### System



### Transformation

The Enterprise Design **Scan** is a blend of research and analysis techniques.





## 02.01 Scan Interview

Goal

**Carry out initial research with stakeholders to inform an Enterprise Design initiative and inform your choice of aspects to consider**

Use it when

**You want to inform your approach through conversations and insights**

How to use it

- **Have conversations with stakeholders and take notes of their statements**
- **Collect “How Might We...?” statements for challenges that came up**
- **Reframe your challenge into a single statement**
- **Select 3-5 priority Stack aspects that came up in the conversation**

Front: conduct stakeholder interviews and frame Enterprise Design challenges  
Back: highlight recurring aspects, and add key observations per aspects

| Stack aspects       | Number of mentions | Count | Observations |
|---------------------|--------------------|-------|--------------|
| <b>Big Picture</b>  |                    |       |              |
| Identity            |                    |       |              |
| Architecture        |                    |       |              |
| Experience          |                    |       |              |
| <b>Anatomy</b>      |                    |       |              |
| Actor               |                    |       |              |
| Touchpoints         |                    |       |              |
| Services            |                    |       |              |
| Content             |                    |       |              |
| <b>Frames</b>       |                    |       |              |
| Business            |                    |       |              |
| People              |                    |       |              |
| Function            |                    |       |              |
| Structure           |                    |       |              |
| <b>Design Space</b> |                    |       |              |
| Communication       |                    |       |              |
| Information         |                    |       |              |
| Interaction         |                    |       |              |
| Operation           |                    |       |              |
| Organization        |                    |       |              |
| Technology          |                    |       |              |
| <b>Rendering</b>    |                    |       |              |
| Signs               |                    |       |              |
| Things              |                    |       |              |
| Places              |                    |       |              |

## 02.02 Scan Survey

Goal

**Get an assessment of enterprise qualities through positive and negative statements from customers, managers and partners**

Use it when

**You want a high level direction of what matters to your audience members**

How to use it

- **Distribute the survey sheet (Page 1) to customers, managers and partners**
- **Count the votes per aspect (positive, negative and overall number)**
- **Calculate the sentiment: per aspect, subtract negative from positive votes**
- **Fill in the summary sheet per audience group**

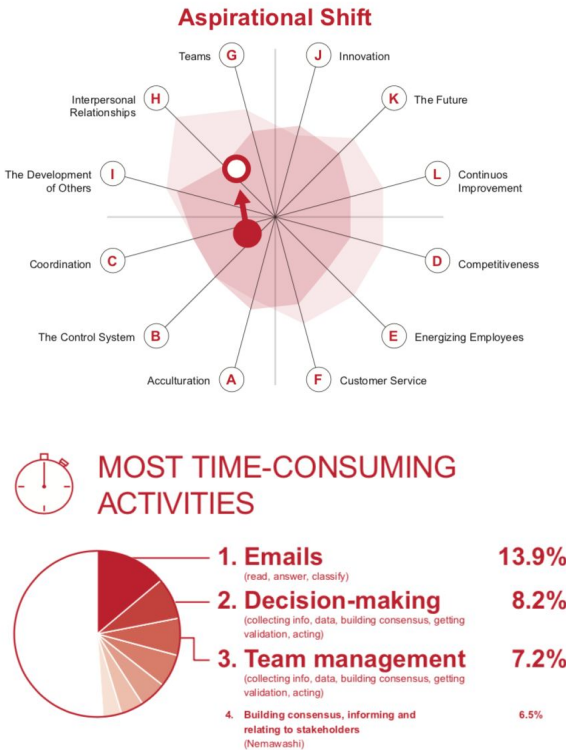
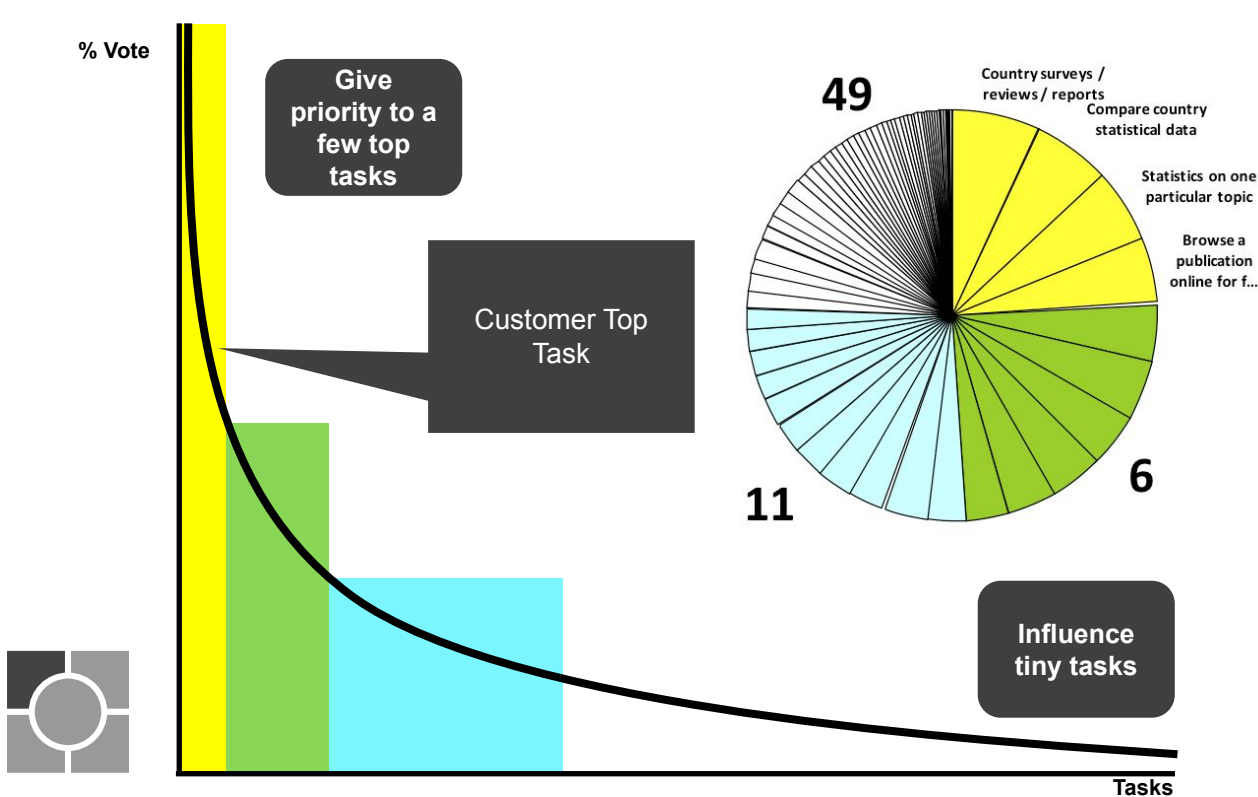
## Page 4: Evaluation summary

| Enterprise Design Scan             |   |          |         |  |
|------------------------------------|---|----------|---------|--|
| Assessment Survey Question Summary |   |          |         |  |
|                                    | Customer  | Employee | Manager |  |
| <b>Big Picture</b>                 | <b>Know the business</b>                                |          |         |  |
| Identify                           | A clear shared vision of purpose                        |          |         |  |
| Understand                         | Consistent focus through time in culture                |          |         |  |
| Communicate                        | Be understood as a leading strategic asset              |          |         |  |
| Connect                            | Connect to people lives                                 |          |         |  |
| <b>Strategy</b>                    | <b>An understanding of the moving parts</b>             |          |         |  |
| Understand                         | Know relationships and clear operational plans          |          |         |  |
| Communicate                        | Support business across people journey                  |          |         |  |
| Connect                            | A clear set of metrics and clear goals                  |          |         |  |
| Understand                         | High level overview on relevant topics                  |          |         |  |
| <b>Process</b>                     | <b>Procedural and systems innovation/automation</b>     |          |         |  |
| Understand                         | Develop new or revised operational plans                |          |         |  |
| Communicate                        | Communicate the value of the process                    |          |         |  |
| People                             | Understand business, identify relevant functionality    |          |         |  |
| Understand                         | Clear team roles, simple language                       |          |         |  |
| <b>People Issues</b>               | <b>Engagement in company design</b>                     |          |         |  |
| Understand                         | Communication and design strategy on the right channels |          |         |  |
| Communicate                        | Engage people in design process                         |          |         |  |
| People                             | Interaction are not designed, can be used for           |          |         |  |
| Understand                         | Design process, identify relevant processes             |          |         |  |
| Communicate                        | Design business, flexible interaction                   |          |         |  |
| People                             | Meeting goals and challenges                            |          |         |  |
| <b>Learning</b>                    | <b>Good experience</b>                                  |          |         |  |
| Understand                         | Good graphics, templates, impacts                       |          |         |  |
| Communicate                        | Good design, good content                               |          |         |  |
| People                             | People are satisfied to learn                           |          |         |  |

The document *Eduprise Scan Survey Results.pdf* contains an example evaluation.

# Learn more: 02.03 Scan Sheet.pdf

Running a full custom Enterprise Design Scan gives you the data evidence to prioritise and make design decisions with confidence. See this sheet for research insight sources or techniques, and get in touch to learn more.



## 03 Scenario

Map out Customer Experience, Operating Model, Strategic Drivers and other relevant perspectives on your enterprise ecosystem and organization. Translate, connect and make sense of all the pieces to create a shared view on the enterprise as a whole, identify opportunities and design transformations.



Scan



Innovation

Sprint



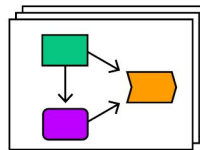
Stack



Opportunities

Solutions

Scenarios



System



Transformation

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## Instructions

### Goal

**Learn how to express your current/future Enterprise Design in visual maps and enable collaborative decision-making**

### Use it when

**You want to map out your enterprise journey map in its current state, and work out an aspirational future state**

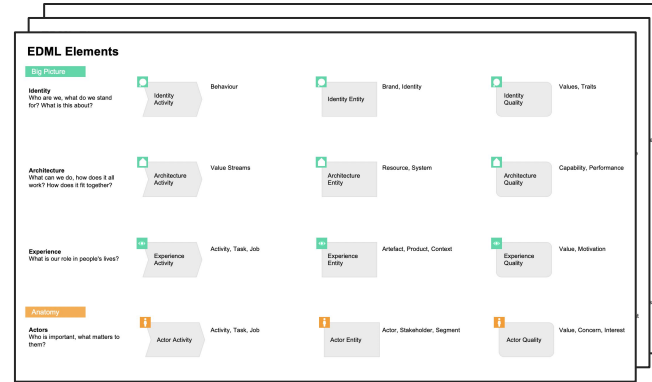
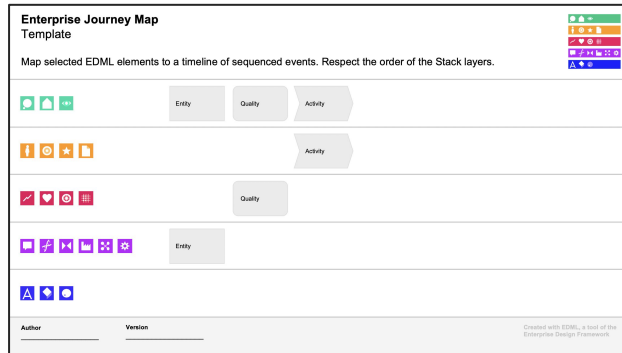
### How to use it

- **Select a set of up to 5 aspects to relate to each other**
- **Add the aspect icons to the template in order of the Stack layers**
- **Express activities, entities and qualities along a shared timeline (a full reference is part of the template document)**

## Materials: 03.01 Scenario EDML Template.pptx

The template document contains

- Language elements, relationships and Stack icons
- A full reference of EDML elements per Stack aspect

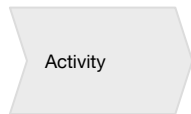


For workshop settings, use sticky notes with *03.02 Scenario Workshop Canvas A3.pdf*. The document *Eduprise EDML mappings.pptx* contains a set of example mappings to guide you when creating your own maps in EDML.

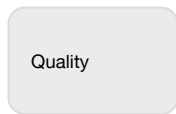


# Enterprise Design Modelling Language (EDML) Elements

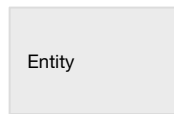
## Vocabulary to express your Enterprise Design



Enterprise dynamics and  
behaviour:  
Process, Task



Enterprise motivation and  
performance:  
Goal, Value, State



Enterprise structure and  
assets:  
Entity, Concept

By adding the Stack aspects and connecting elements using a set of simple relations, we can express a large variety of viewpoints and connect them through reuse and translations.

## Stack Aspects to visualize key perspectives

Big Picture



Anatomy



Frames



Design Space



Rendering



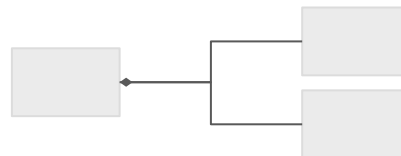
## Relations to explore and trace the links



An element is related, connected  
or linked to another



Depicts a flow or sequence of  
behaviour from one element to  
another



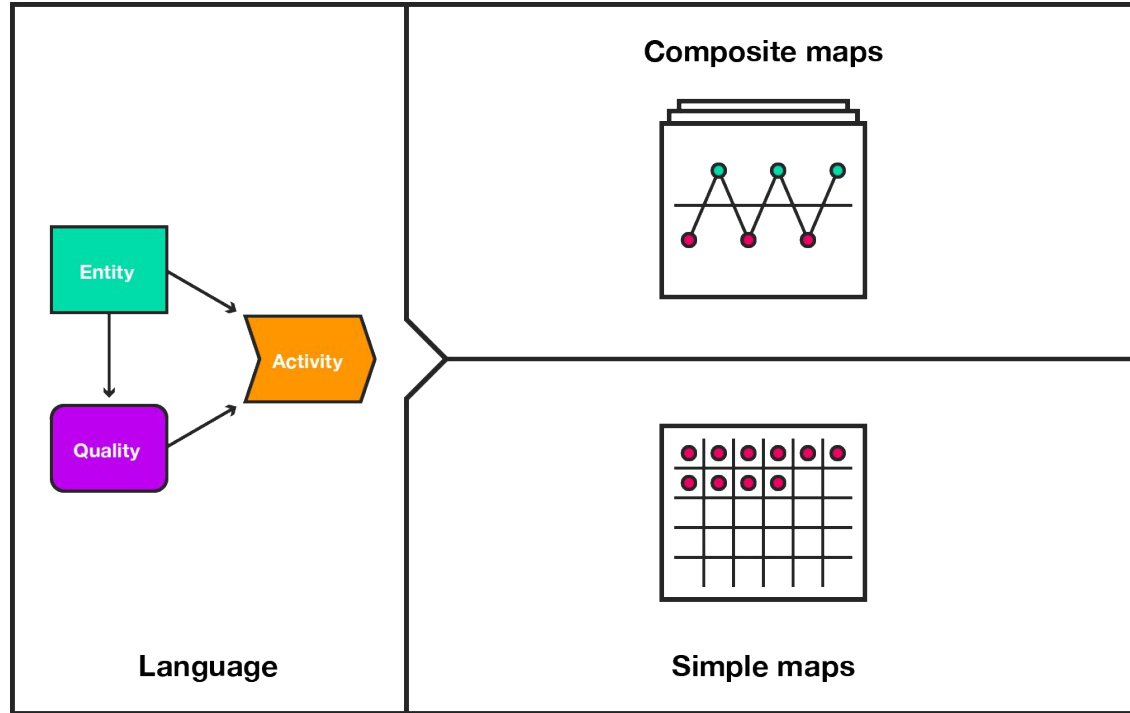
An element is composed of or  
aggregates other elements.

## Learn more: *03.03 Scenarios EDML Sheet.pdf*

Refer to this document for a reference of mappings and elements supported by EDML. It is designed as a common language to enable traceability using simple (single aspect) and composite (multiple aspects) mappings. Besides the usual office productivity tools, with QualiWare there is support for a repository based, collaborative enterprise modelling tool.

Typical topics for EDML mappings include

- Strategy, Products and Markets
- Customer Experience and Journeys
- Service Design and Delivery
- Business Models and Architecture
- Process Design and Operations
- Organization Design and Structure
- IT Systems and Applications
- Agile Development and Delivery

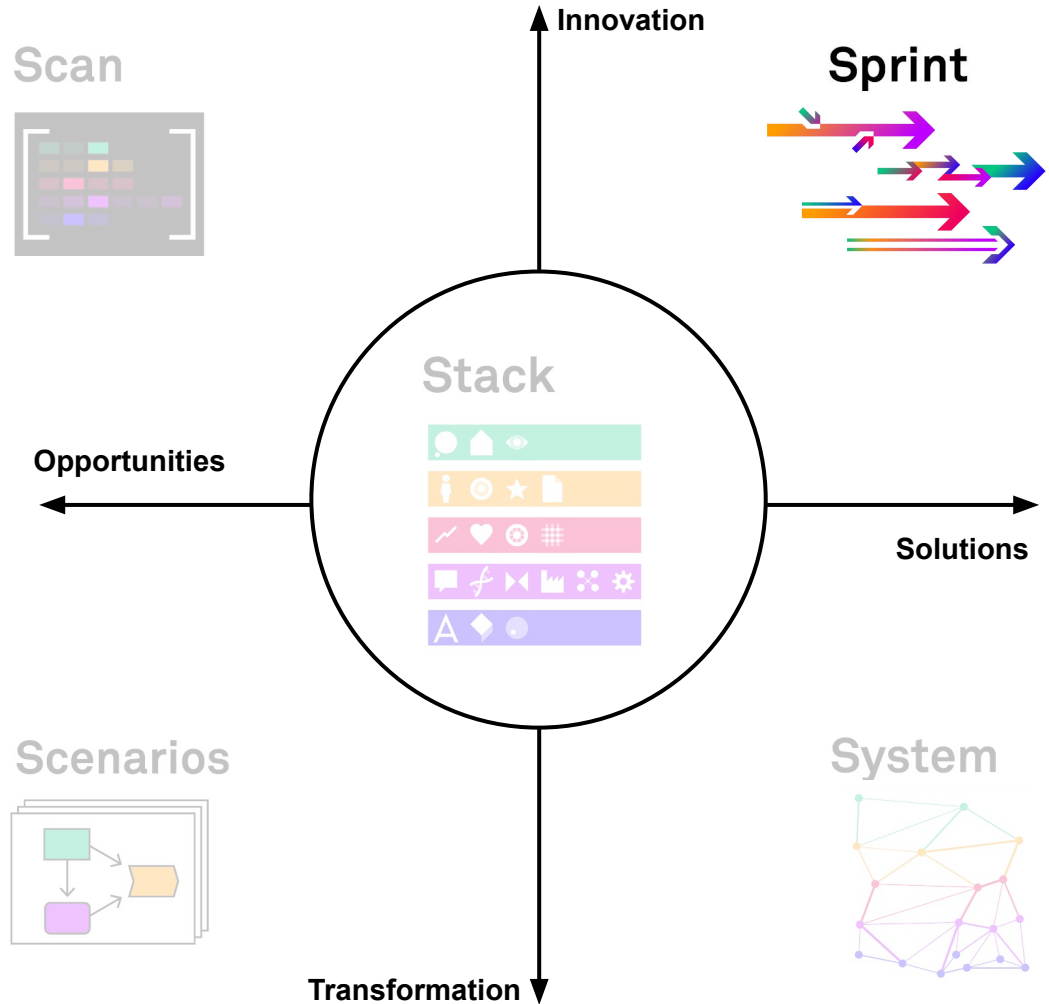


supported platforms



## 04 Sprint

Respond to priority challenges in record time. The Enterprise Design Sprint format makes GV-style Design Sprints from the agile startup world enterprise-compatible. Engage your stakeholders, identify strategic options, and rapidly co-design, test and build innovative solutions. Compress weeks of work into just a few days.



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## Instructions

### Goal

**Understand how to run an Enterprise Design Sprint workshop, try it out with peers in a short time frame**

### Use it when

**You want to go through an Enterprise Design Sprint process exercise with your team, client, stakeholder community or peers**

### How to use it

- **Follow the instructions on the canvas (takes about 3-4 hours to complete)**
- **Select relevant Stack aspects as you go along**
- **Pin the results to the wall and discuss your Sprint exercise results**

## Instructions (Details)

Write your name into the “Designer” box.

- ➊ Engage: Find a partner (your client), and run a briefing interview with them (you’re designing for them). Formulate the challenge.
- ➋ Discover: switch partners to find your customer.  
Interview them and formulate How might we...? statements
- ➌ Define: reflecting these challenges and insights, use the EDML vocabulary to map the current state of your enterprise, and a desired target state. Find a new partner (your peer designer) to get feedback on your concept
- ➍ Experiment: draw 6 ideas (Renderings) representing the new enterprise
- ➎ Validate: go back to your customer for feedback, then to your client.
- ➏ Implement: make a blueprint to define front-stage and back-stage activities
- ➐ Deliver: choose a Twitter handle, formulate your first Tweet and draw a picture

# Materials: 04.01 Sprint Canvas A3.pdf

## Enterprise Design Sprint

**Big Picture**  
Anatomy  
Frames  
Design Space  
Rendering

1 Engage 2 Discover 3 Define 4 Experiment 5 Validate 6 Implement 7 Deliver

Designer: \_\_\_\_\_ Client: \_\_\_\_\_ Customer: \_\_\_\_\_ Peer designer: \_\_\_\_\_

### 1. Engage 0:15

Get started: build a team, develop a vision, and define the challenge.

**Big Picture**  
Identify  
Architecture  
Experience

**Anatomy**  
Actor  
Touchpoints  
Services  
Content

### 2. Discover 0:15

Understand the enterprise: meet your audience and explore the problem space

**Anatomy**  
Actor  
Touchpoints  
Services  
Content

**Frames**  
Business  
People  
Function  
Structure

### 3. Define 0:20

Capture the status quo > envision the future: make models

**Frames**  
Business  
People  
Function  
Structure

**Design Space**  
Communication  
Information  
Interaction  
Operation  
Organization  
Technology

**Your vocabulary**  
Verb: \_\_\_\_\_  
Noun: \_\_\_\_\_  
Adjective: \_\_\_\_\_  
Link: \_\_\_\_\_  
Flow: \_\_\_\_\_

### 4. Experiment 0:10

Develop options: get inspired, note and sketch ideas, and make the future enterprise visible.

**Design Space**  
Communication  
Information  
Interaction  
Operation  
Organization  
Technology

**Rendering**  
Signs  
Things  
Places

### 5. Validate 0:20

Test and break your design: make prototypes, challenge assumptions, and gather feedback.

**Frames**  
Business  
People  
Function  
Structure

**Rendering**  
Signs  
Things  
Places

### 6. Implement 0:20

Make it happen: plan the execution of your design, document and explain.

**Anatomy**  
Actor  
Touchpoints  
Services  
Content

**Rendering**  
Signs  
Things  
Places

### 7. Deliver 0:05

Launch your new enterprise: communicate, manage the transition, evaluate impact.

**Big Picture**  
Identify  
Architecture  
Experience

**Rendering**  
Signs  
Things  
Places

### 4. Experiment 0:10

Develop options: get inspired, note and sketch ideas, and make the future enterprise visible.

**Design Space**  
Communication  
Information  
Interaction  
Operation  
Organization  
Technology

**Rendering**  
Signs  
Things  
Places

| Sketches |  | Idea 2 |  | Idea 3 |  |
|----------|--|--------|--|--------|--|
| Idea 1   |  |        |  |        |  |
| Idea 4   |  | Idea 5 |  | Idea 6 |  |

### 5. Validate 0:20

Test and break your design: make prototypes, challenge assumptions, and gather feedback.

**Frames**  
Business  
People  
Function  
Structure

**Rendering**  
Signs  
Things  
Places

### 6. Implement 0:20

Make it happen: plan the execution of your design, document and explain.

**Anatomy**  
Actor  
Touchpoints  
Services  
Content

**Rendering**  
Signs  
Things  
Places

### 7. Deliver 0:05

Launch your new enterprise: communicate, manage the transition, evaluate impact.

**Big Picture**  
Identify  
Architecture  
Experience

**Rendering**  
Signs  
Things  
Places

### Customer feedback 0:05

Customer: \_\_\_\_\_ Designer: \_\_\_\_\_

### Client feedback 0:05

Client: \_\_\_\_\_ Designer: \_\_\_\_\_

### Blueprint 0:10

Blueprint

| Customer activity | Client activity (linked) |
|-------------------|--------------------------|
|                   |                          |
|                   |                          |
|                   |                          |
|                   |                          |

### Discuss your blueprints 0:05

Client: \_\_\_\_\_ Designer: \_\_\_\_\_

### Your first test 0:05

Draw your key moment to be shared with your first test.

Discuss your first test:

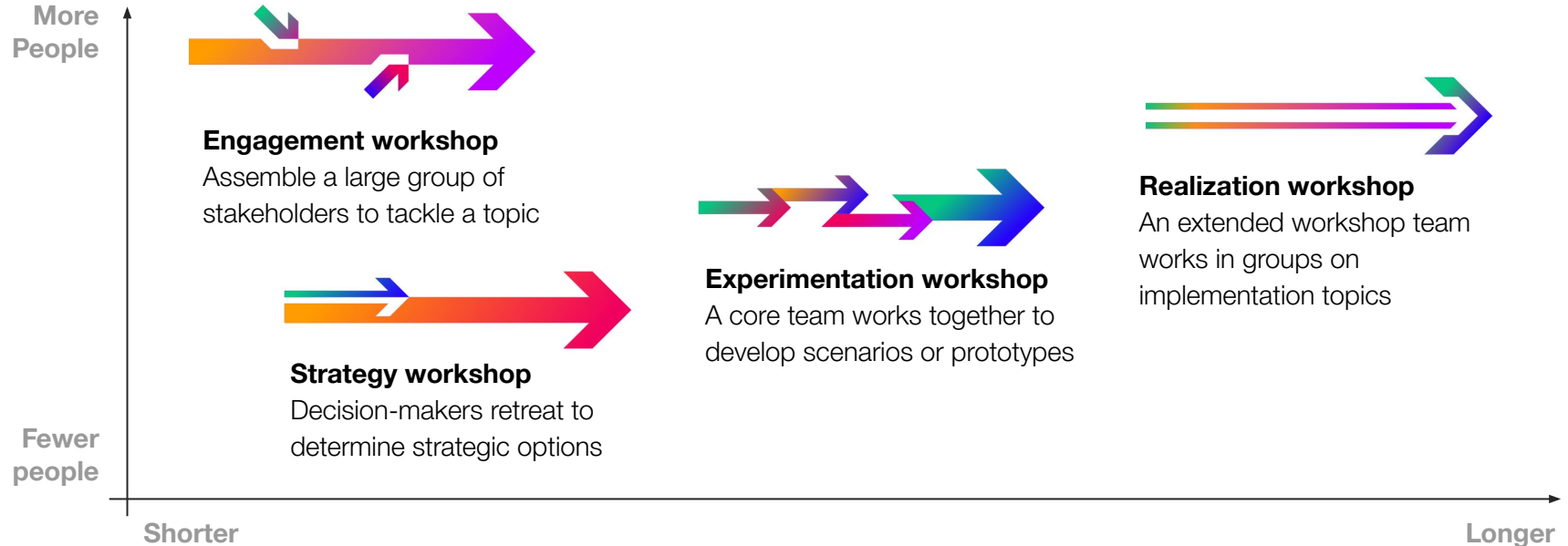
Write your first test. Keep it short!

#enterprisedesign @ent\_des www.enterprisedesignsprint.com www.enterprisedesign.io

## Learn more: *04.02 Sprint Sheet.pdf*

We developed a set of Enterprise Design Sprint Flavours to adapt GV's original Design Sprint Methodology to environments facing enterprise and market complexity. Each configuration is adapted to a specific situation teams in an enterprise environment are often confronted with. Refer to this document for an overview of Sprint flavours and agenda items.

For more on this, see our [Talk at Interaction18](#). We are also offering a [Certified Enterprise Design Sprint Master](#) training.



## 05 System

Enable your teams across the enterprise to self-organize and make better design decisions faster, through a system of established practices and readymade building blocks. Deliver a coherent, integrated set of solutions across the experience of your customers, and achieve transformation at scale involving all key stakeholders.

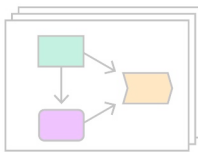


Scan



Opportunities

Scenarios



Innovation

Sprint

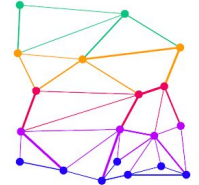


Stack



Solutions

System



Transformation



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## Instructions

Goal

**Understand the rationale of establishing a universal system for Enterprise Design**

Use it when

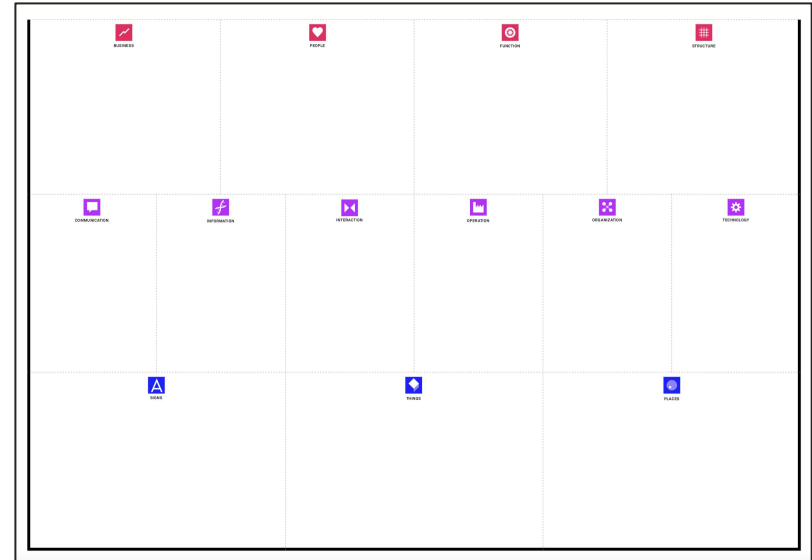
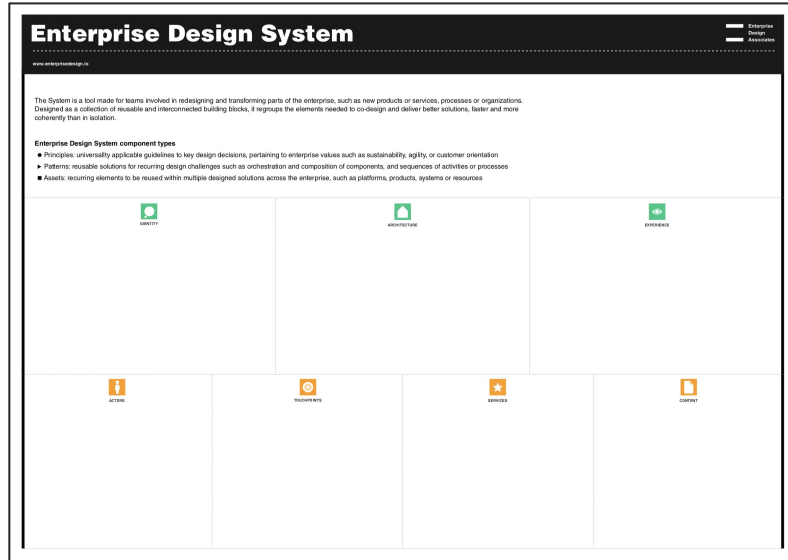
**You want multiple teams to work towards a shared idea or vision, and therefore start an inventory of reusable elements**

How to use it

**For each Stack aspect, list**

- **universally applicable principles**
- ▶ **repeating patterns, and**
- **reusable assets**

# Materials: 05.01 System Canvas A3.pdf

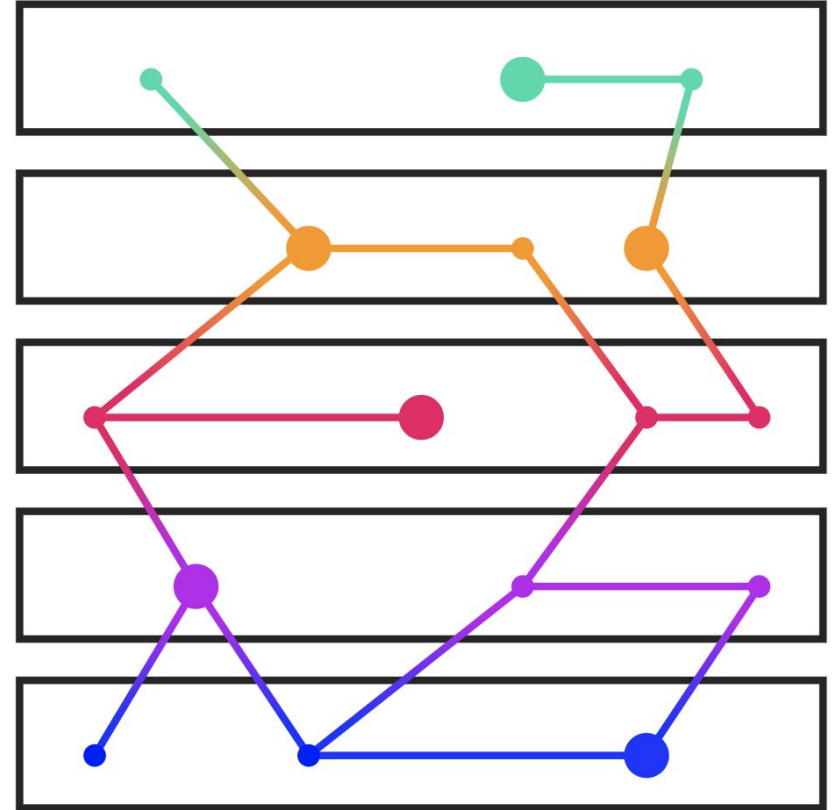


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## Learn more: *05.02 System Sheet.pdf*

A full Enterprise Design System is a product designed for teams doing Enterprise Design work across the organization.

This sheet contains an overview of principles, patterns and assets that form a part of such a system (depending on your choice of priority Stack aspects, and digital systems typically present in enterprises that form part of the wider system landscape).



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## About **Enterprise Design Associates**

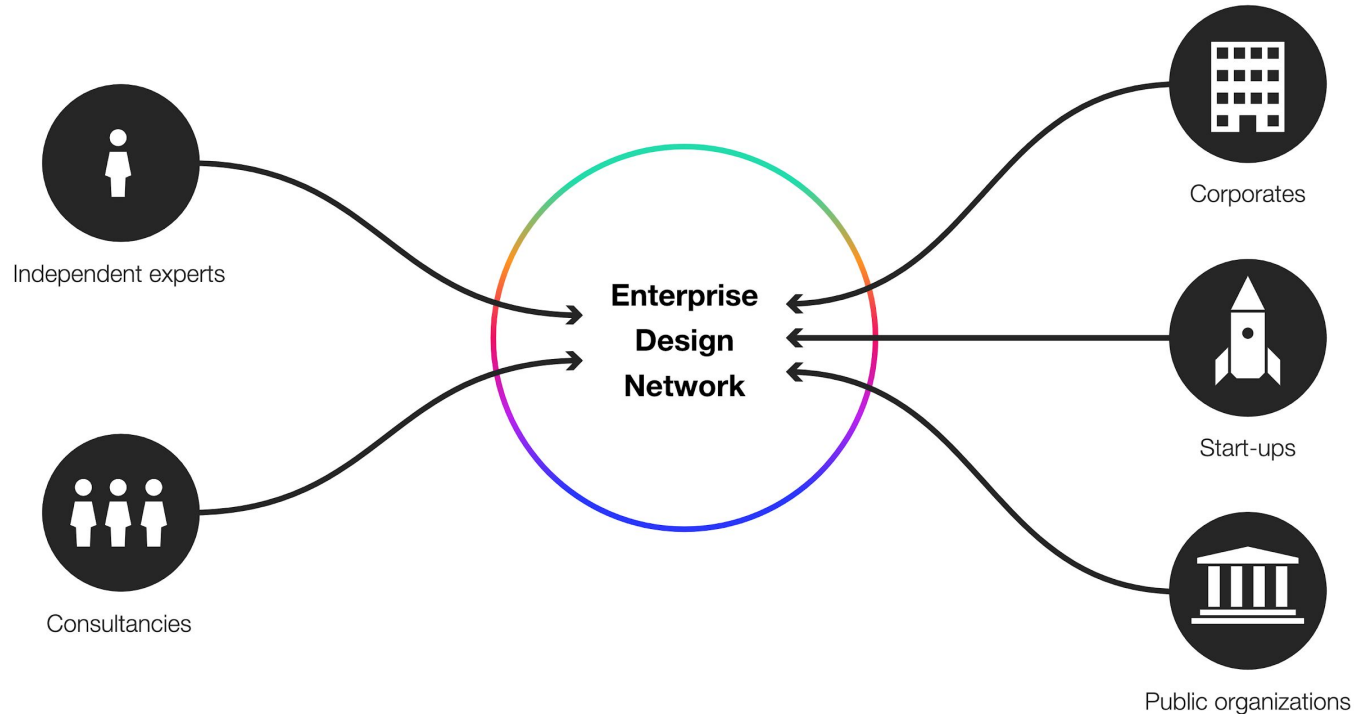
We are a global network of Enterprise Designers. We work with enterprises of all shapes and sizes on *innovation and transformation by design*.

 **Enterprise  
Design  
Associates**

# Enterprise Design **Associates**

**An expert pool of Design Partners.** a hand-picked cast of independent experts and niche consultancies, supporting Enterprise Design initiatives.

**A peer network of Enterprise Leaders** pioneer Enterprise Design within organizations, facilitate adoption and run initiatives.



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