The healthy business innovation playbook

The Healthy Business Coalition
Healthy Business

[hel-thee biz-nis] (noun)
A management approach that seeks to create value and optimize performance by improving the health of consumers, employees, and communities.
Through the Healthy Business Strategy Tool you’ve developed a healthy business vision and consulted stakeholders to identify priority health issues for your business to address. Now that you’ve built momentum to launch an initiative, there is an opportunity for innovation and to turn challenges into actionable solutions.
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Welcome to the Healthy Business Innovation Playbook

This playbook will help you:

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

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

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

It includes:

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

2. **Tools and Exercises**
   to help your organization define your healthy business challenge and develop new approaches.
Why is this playbook needed?

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

The playbook leverages established innovation practices to help advocates assess the current state of and potential for healthy business innovation. It prepares advocates to engage internal innovation teams and external partners on the road to launching new solutions.
How to innovate for healthy business
Innovation is a practice founded on three actions: clarifying a problem, developing ideas, and testing solutions.
The healthy business innovation process

A) Clarifying the Problem

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

B) Developing Ideas

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

C) Testing Solutions

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

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

Expand the Impact by creating an enabling environment to allow for growth and to promote broader adoption.
How to use the healthy business innovation playbook

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

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

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

**Partner**
- Socialize healthy business innovations with stakeholders
- Map potential ideas against capacity and resource constraints
- Identify and select healthy business partners
The Define stage
Define helps an organization determine the need for innovation and turn health issues into innovation challenges. We focus first on define because organizations can pursue the right solutions for the wrong problem and, in the process, expend significant resources developing solutions that don’t align with their healthy business strategy.
What is the “Define” stage?

**GOAL**

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

**STEPS**

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

**OUTCOMES**

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

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

* Please review the Healthy Business Strategy Tool here: http://healthybusiness.bsr.org/toolkit/
These questions will help you assess the current state of your programs to determine whether to **a) innovate** or **b) pursue partnerships and other opportunities that don’t require innovation.**

<table>
<thead>
<tr>
<th>What are your healthy business priorities?</th>
<th>How do you currently reach the focus population?</th>
<th>What are the outcomes and impacts of current initiatives?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. What are your strategic health issues?</td>
<td>1. What’s your current engagement with this population?</td>
<td>1. Which KPIs does your organization currently use to measure healthy business outcomes?</td>
</tr>
<tr>
<td>2. Who are the focus populations you seek to impact?</td>
<td>2. Where are you already working with this focus population?</td>
<td>2. How would you assess the performance of current healthy business initiatives?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What is the organizational capacity for innovation?</th>
<th>What is the broader ecosystem currently impacting this health issue?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. What additional resources can your company bring to bear?</td>
<td>1. Are other organizations tackling these issues and what is the opportunity for partnership?</td>
</tr>
<tr>
<td>2. Do you have the capacity and organizational structure for innovation?</td>
<td>2. What are the regulatory frameworks that might impact your innovation?</td>
</tr>
</tbody>
</table>
What are your healthy business priorities?

Revisit the Healthy Business Strategy Tool to confirm your organization’s priority issues and the focus population that will benefit from your efforts.
How do you currently reach this population?

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

Current Engagement

How do you currently engage relevant groups?

Target Locations

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

Where are your healthy business programs currently deployed?

Where else do you engage or interact with the focus population?
What are the outcomes and impacts of current initiatives?

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

<table>
<thead>
<tr>
<th>Healthy Business Initiative</th>
<th>Key Performance Indicators (KPIs)</th>
<th>Target</th>
<th>Current Performance</th>
<th>Performance Trends</th>
<th>Qualitative Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthy Business Program 1</td>
<td>Healthy Business Metric 1</td>
<td>Goal 1</td>
<td>xxx,xxx</td>
<td>Goal has been reached</td>
<td>e.g., Ready to be scaled up</td>
</tr>
<tr>
<td></td>
<td>Healthy Business Metric 2</td>
<td>Goal 2</td>
<td>xxx,xxx</td>
<td>Healthy business impact is increasing and on target</td>
<td></td>
</tr>
<tr>
<td>Healthy Business Product 1</td>
<td>Healthy Business Metric 3</td>
<td>Goal 3</td>
<td>xxx,xxx</td>
<td>Impact is not being achieved as expected</td>
<td>e.g., Unsure of success—may need to reconsider</td>
</tr>
<tr>
<td></td>
<td>Healthy Business Metric 4</td>
<td>Goal 4</td>
<td>xxx,xxx</td>
<td>Impact beginning to plateau</td>
<td></td>
</tr>
</tbody>
</table>
What is the organizational capacity for innovation?

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

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

<table>
<thead>
<tr>
<th>Employment</th>
<th>Offices &amp; Facilities</th>
<th>Policy Advocacy &amp; Influence</th>
<th>Products &amp; Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing &amp; Communications</td>
<td>Partnerships &amp; Stakeholder Relationships</td>
<td>Training &amp; Development</td>
<td>Philanthropy</td>
</tr>
</tbody>
</table>

1. **Capacity:** Do you have the talent for specialized innovation (i.e., user insight, design skills, etc.)? Does your company have dedicated protocols, tools, and techniques for innovation?

2. **Governance:** Is there a clear process for encouraging, vetting, and implementing innovative ideas?

3. **Collaboration:** Does your company have experience pursuing innovation that requires collaboration across business units? With external partners?
What is the broader landscape of the health issue?

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

Map the Health Issue Ecosystem

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

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

Outcomes of Healthy Business Framing

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

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

Outstanding Questions?

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

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

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

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

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

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

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

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

Reframe and Refine Perspective on Healthy Business Priorities

| What is the point of view of your healthy business beneficiaries? | HEALTH PERSONIFIED Activity |
| Are you addressing the symptoms or root cause of the health issue? | ROOT CAUSES Activity |

Reframe via the “health personified” exercise

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

<table>
<thead>
<tr>
<th>Photo or drawing of beneficiary persona</th>
<th>Who am I?</th>
<th>3 reasons for me to engage with the company</th>
<th>3 reasons for me NOT to engage with the company</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Persona name:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audience segment:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My interests &amp; priorities</td>
<td>My personality</td>
<td>My main health considerations</td>
<td>Current impact on me by the company (+ / -)</td>
</tr>
<tr>
<td></td>
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</tbody>
</table>

Reframe via the “root causes” exercise

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

Complete problem statement template

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

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

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

Our organization can make an important impact because with our

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

___________ that affect our ____________.
(root causes of the issues) (focus population)
The Ideate stage
Ideation is the step in the innovation process in which you explore as many new ideas as possible. Here you take the problem statement you developed in the Define stage and come up with initial concepts for how you might approach solving this problem.
What is the “Ideate” stage?

**GOAL**

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

**STEPS**

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

**OUTCOMES**

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

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

**Estimated Duration:** (3 hours)

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

**Agenda**

- **Introductions:** (15 min)
  - Team Introductions: (5 min)
  - Preliminary Exercises: (10 min)

- **Ideate:** (135 min)
  - Review Prompts: (15 min)
    Introduce and clarify the ideation session prompts
  - Ideation Session: (60 min)
    Individual and small teams brainstorm and refine initial ideas to address the prompts
  - Big Team Share Out: (60 min)
    All ideas are collected, clustered by themes, and prioritized in a large group setting

- **Wrap-up:** (30 min)
  - Wrap-up: (30 min) Review the ideas and themes generated for standout concepts and plan for next steps
Structure the ideation with prompts

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

Provide “How Might We” Questions

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

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

Begin the ideation session

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

Create a space for open communication by encouraging people to defer judgment and build on ideas with the phrase, “Yes! And…” (e.g., Person A: What if we had a public place in the neighborhood to encourage outdoor activity? Person B: Yes! And…that place could include a playground for children, and benches where adults can socialize.)
# Individual brainstorm worksheet

<table>
<thead>
<tr>
<th>Name it</th>
<th>Describe it</th>
<th>Defend it</th>
</tr>
</thead>
<tbody>
<tr>
<td>Give your idea a catchy name</td>
<td>Briefly explain your idea</td>
<td>Make your claim for why it matters</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Draw it</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sketch your idea</td>
</tr>
</tbody>
</table>
Big team share out

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

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

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

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

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

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

**Healthy Business Ideate Workshop Summary**

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

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

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

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

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

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

1. **Share the High-Level Summary of Promising Ideas**

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

2. **Refine Ideas to Advance the Innovation Process**

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

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

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

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

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

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

Where can your organization benefit from external support?

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

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

**Potential Healthy Business Innovations**
**Identify partners for healthy business**

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

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

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

Key Criteria

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

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

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

Criteria Considerations

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

Partner engagement framework

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

**Order of Operations:**

a. Discuss internally to define partnership ideas and criteria.

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

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

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

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

f. Monitor success of specific activities and evaluate impact of the partnership against established goals and expected outcomes.
Next steps
Plan for create and scale

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

Prototype and Pilot solutions with feedback processes and metrics that allow for iteration. Expand the Impact by creating an enabling environment to allow for growth and to promote broader adoption.
Develop an action plan (1/2)

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

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

### Workstreams

<table>
<thead>
<tr>
<th>Workstream</th>
<th>Ownership</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>
## Develop an action plan (2/2)

<table>
<thead>
<tr>
<th>Roadmap Steps</th>
<th>Work Stream</th>
<th>Start Year</th>
<th>Ownership</th>
<th>Time Frame</th>
<th>Internal Resources</th>
<th>External Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Step 2</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Step 3</td>
<td>3</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**Key Performance Indicators (KPIs)**

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

<table>
<thead>
<tr>
<th>KPI</th>
<th>Targets</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>KPI 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KPI 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KPI 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KPI 4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Future considerations

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

Innovation as Iteration

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

Evaluate and Report

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

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

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

3. Choose an Engaging Environment
   Staging your workshop outside of the “usual” work environment—with lots of open space and natural lighting—can help with idea generation.

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

Fuel
- Snacks
- Water
- Coffee

Print-outs
- Printouts of templates for workshop exercises
  - Larger printouts work best. This allows individuals to huddle around together, as opposed to traditional 8.5x11 papers

Misc
- Loud speaker or microphone to give instructions, if workshop space is loud
- Bell, gong or xylophone to help people keep track of time and move from one stage of the workshop to another
## Tool 1 – Health personified

<table>
<thead>
<tr>
<th>Photo or drawing of Beneficiary Persona</th>
<th>Who am I?</th>
<th>3 Reasons for me to engage with the company</th>
<th>3 reasons for me NOT to engage with the company</th>
</tr>
</thead>
</table>

**Persona name:**

**Audience segment:**

**My interests and priorities**

**My personality**

**My main health considerations**

**Current impact on me by the company (+ / -)**

**My health environment**

Tool 2 – Root causes of health

Tool 3 – Healthy business problem statement

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

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

Our organization can make an important impact because with our __________,
(core competencies and resources)
we can develop new solutions to address the __________ that affect our __________.
(root causes of the issues) (focus population)
## Tool 4 – “How Might We” questions

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Amp up the good</th>
<th>Remove the bad</th>
<th>Explore the opposite</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question the assumption</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Go after adjective</td>
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<tr>
<td>Identify unexpected resources</td>
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<tr>
<td>Create an analogy from need/context</td>
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<tr>
<td>Break POV into pieces</td>
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<tr>
<td>Change a status quo</td>
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</tbody>
</table>

## Tool 5 – Individual brainstorm worksheet

<table>
<thead>
<tr>
<th>Name it</th>
<th>Describe it</th>
<th>Defend it</th>
</tr>
</thead>
<tbody>
<tr>
<td>Give your idea a catchy name</td>
<td>Briefly explain your idea</td>
<td>Make your claim for why it matters</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Draw it</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sketch your idea</td>
</tr>
</tbody>
</table>
Tool 6 – Healthy business ideate workshop summary

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

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

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

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

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

Innovation Processes

The Innovator’s DNA: Deep dive into disruptive innovation
Innovation Tournaments: Details tournament process and tools for spurring innovation
Beyond the Idea: Innovation management models
101 Design Models: Step by step guide on innovation planning
The First Mile: Manual for launching and scaling new ideas

Define

Design Kit: Defining your audience
Frog Collective Action Toolkit: Find Your True North & Check Your Goal exercises (pg. 12-15)
Design Gym: Observation template and person board (Design Phase Worksheets)
Service Design Tools: Customer journey mapping
OpenIDEO: User experience mapping

Ideate

The Idea Hunter: Idea generation tips and case studies
OpenIDEO: Brainstorming toolkit
Real Time Board: How to use post-its to solve problems
Design Kit: Asking how might we questions
Conclusion

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

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

healthybusiness@bsr.org