* PLEASE NOTE:
**Throughout this document we refer to a range of tools & resources. Whilst we have identified some specific examples there are many more available from sites such as Strategyzer, Marvel, Board of Innovation, Stanford d.school, Bigjump, Mural, etc. that may be more suited to the cohort, context, problem & business model**

Finding & Solving Problems

FSP1 Identify & explore problems &/or needs using a customer-focused approach.

**A** *Insightful identification of problems &/or needs using a customer-focused approach*

* Used tools such as the Value Proposition Canvas to identify the user & define the problem
* Used a range of human centred processes (eg. Interviews, surveys, observations, etc.) to develop empathy with customers/stakeholders, identify their problems &/or needs, & formulate a hypothesis
* Used the data collected to test their assumptions about how a problem is experienced by different customer segments
* Synthesised data to demonstrate insightful analysis of user problems &/or needs
* Conducted in-depth research & observed how people operated within problem constraints
* Used tools such as the Value Proposition Canvas to explore in detail customer/stakeholder complaints (pains)
* Used a series of Value Proposition Canvases & tools such as the Lean Validation Board or Javelin Experiment Board to demonstrate their ability to explore multiple aspects & perspectives of the problems/needs before selecting the most relevant problem/ user to focus on
* Identified how they used tools and design thinking processes to facilitate convergent & divergent thinking about problems, users & solutions
* Were able to make deep connections between ideas & synthesised the information collected to inform the final identification & framing of the problem/need & user(s)
* Identified the most impactful problem to solve within the constraints of available resources using tools such as Ease versus Impact Matrix
* Uses a variety of tools from resources such as Strategyzer, Marvel, Stanford d.school, Board of Innovation, Bigjump & Mural

FSP2 Generate viable solutions to problems &/or needs using a customer-focused approach.

**A***Highly creative generation of innovative & viable solutions to problems &/or needs using a customer-focused approach.*

* Selects & engages in structured, collaborative processes to generate a solution(s)
* Selects & employs structured decision-making processes such as the 7 Steps to Effective Decision Making to test the viability of proposed solutions & models
* Identifies the value proposition
* Identifies & addresses the specific customer problem
* Generates a viable solution(s) to a customer problem or need
* Develops a prototype that tests the viability of the solution in terms of both the value proposition & the revenue model to identify product market fit
* Seeks feedback on solutions & demonstrates refinements/pivots made in response to the feedback
* Demonstrates that decision-making is evidence based & that the final solution is a product of thorough testing

Contextual Application

CA1 Contextual application of decision-making & project management tools & strategies.

**A** *Perceptive & highly effective contextual application of decision-making & project management tools & strategies*

* Makes discerning use of relevant tools & strategies (such as Value Proposition Canvas, Lean Validation Board, Branch Plans, Business Model Canvas, Impact Effort Matrix, etc) to develop a viable solution
* Makes discerning use of project management methodologies (Agile, Hybrid, Waterfall, Critical path, etc) to develop their business model
* Demonstrates extensive evidence of planning, refinement &/or pivoting; the student is able to reflect on the reasons for any changes in strategies & identify the reasons why their Business Model has (or has not) been adjusted
* Substantiates decisions made with evidence drawn from a range of tools & approaches
* Uses data to inform calculated risks
* Is receptive of & responsive to stakeholder feedback in refining the business model
* Is prepared/willing to accept failure & revisit strategies & approaches

CA2 Create & apply business intelligence to iteratively develop business models & plans.

**A***Astute creation & application of business intelligence to iteratively develop business models & plans*

* Utilises a range of information & data to develop business models & plans
* Adopts a conscious attitude of continual inquiry, empathy, experimentation & refinement
* Collects data that is appropriate & relevant to inform the Value Proposition & Business Model Canvas
* Astute analysis & application of data to frame the problem, test the viability of solutions, & make refinements
* Applies data to develop a business model which solves the problem
* Uses a range of decision making tools such as validation boards, SWOT and PESTLE analyses, customer archetypes to inform subsequent iterations
* Used a range of customer-focused processes (eg. Interviews, surveys, observations, etc.) to inform iterations of business models & plans
* Identifies & responds to a range of internal & external factors that might impact the success of a business model

CA3 Contextual application of communication & collaboration

**A** *Perceptive contextual application of communication &/or collaboration*

* Demonstrates ability to work collaboratively to generate possible solutions & reach consensus on the one that is most impactful
* Communicates with a range of stakeholders throughout the development & refinement of business models & plans
* Seeks feedback from a range of stakeholders to inform pivots
* Works collaboratively to develop a business model
* Communicates appropriately with a range of stakeholders
* Demonstrates an ability to participate effectively in decision-making within the context of a team

Analysis & Evaluation

AE1 Evaluate Business Models & Plans

**A** *Discerning evaluation of business models & plans*

* Evaluates the success or effectiveness of the business model in meeting the customer needs. Possible measures of success could include achievement of KPIs, stakeholder feedback, competitor analysis
* Uses metrics & testing to learn about assumptions, solutions & customers/users/stakeholders
* Identifies, assesses the potential impact, & creates solutions to constraints in the market place or internal environment
* Identifies, evaluates, & seeks to mitigate, potential risks to the viability, desirability or feasibility of a business model
* Identifies pivot points & evaluates decisions made
* Evaluates the future readiness of solutions
* Is able to recognise & evaluate the potential for failure & strategically adjust plans to minimise risk
* Is able to recognise when it is appropriate to abandon a product or idea.

AE2 Analyse & evaluate opportunities & challenges for business in the digital age

**A** *Critical analysis & evaluation of opportunities & challenges for business in the digital age*

* Uses data to evaluate risks associated with opportunities & challenges for the business that exist in the digital age
* Provides mitigation strategies in response to risks associated with opportunities & challenges for the business that exist in the digital age
* Identifies, explores & analyses ways to incorporate digital or emerging technologies to enhance the business model
* Identifies & assesses the potential impact of possible non-digital challenges that arise as a result of the digital world
* Analyses the potential impact of digital and other forms of disruption within an industry, market, business
* Provides justification of decisions made in response to opportunities & challenges in the digital age

AE3 Analyse & evaluate social, economic, environmental &/or ethical impacts of global & local business

**A** *Insightful analysis & evaluation of social, economic, environmental &/or ethical impacts of global & local business*

* Utilises a range of tools such as PESTLE to identify & evaluate the potential social, economic, legal, &/or environmental factors that might impact a business
* Evaluates the potential impact of micro & macro ecosystems on the development of sustainable & ethical business models
* Analyses the roles, responsibilities, and legal requirements of a business
* Evaluates the opportunities & challenges of operating in a socially & culturally diverse business environment
* Uses business intelligence to generate a range of viable options in response to economic, environmental &/or social opportunities & challenges
* Where relevant, evaluates the potential impact of changing legislation frameworks on business models
* Analyses the potential impact a business model may have on society & the environment