Glimpse
Team “Is Everything”
Startup DMM Crew 7
Hyper Island 2016

01
INTRODUCTION

Our final project here at Hyper Island was to build our own startup. This was a really important module for everyone in the team since we could work on a project that allowed us to focus on something we were passionate about.

This thought shaped the foundation of the group since all the team members wanted to work with an idea that could ***directly affect society in a positive way.*** We all saw it as a chance, a challenge and an opportunity at the end of our journey here in Manchester.

On the other hand to find something innovative that six people feel passionate about was a tough process. But all the effort was worth it in the end since our concept lived up to all of our criteria and was well received.

Team Is Everything. From the left: Clara, Tim, Lena, Sofia, Érika and Nadine.

02
CREATING THE BRIEF

Érika and Clara are excited to start with our ideation process.

Working without a client brief was different from what we had expected. Even though it allowed us to explore a passion of our own, rather somebody else's, defining our own parameters was a challenge and took a few days to get used to. We had to flex our creative muscles more than usual.

Our ambitions quickly came down to two essentials: we were looking for an idea that everyone felt a ***personal connection*** to and that to some extent can ***help people in need***.

One team member entered the module with the basics for a concept that addressed a consumer need she wanted to explore. After the ideation process (see later slides) we all felt that this problem was worth going for: the universal problem of loss, forgetting intimate details of lost people, and lack of opportunities for properly capturing moments and memories while they are alive. Our point of departure then became ***How might we help to preserve people's memories?***

03
TEAM CULTURE

We decided early on to create a transparent communication climate where everyone could participate and share new ideas, questions as well as criticism. To do this we started by sharing our skills, needs, likes and dislikes, individual goals in the module, and how the team could enable us to become better collaborators. We did this using a tool called ***The hand of strengths*** (Hyper Island, 2016).

Being open about skills and personalities is a good foundation to build an efficient team (Wheelan, 2016), which was important to us, hence our team name. In hindsight we could have addressed each other's needs more; a later reflection session revealed that we did not do as much with our hands of strength drawings as we had set out to do, which caused some group dynamics issues that needed constant work and that occasionally created tension.

We also did not really stick to our policy of doing one interactive team activity per week to boost morale. Agreeing to do something is easier said than done. To actually set aside work on a tight schedule is hard – especially when stress has built up after lengthy discussions on a daily basis.

However we were on point with being mindful of each other's individual personalities and commitments, which we promised early on. We also enabled active listening and a creative flow to kill assumptions and locked mindsets which made our ideation phase pleasant and productive.

We only worked as a team for four weeks. If we would have had more time to work together, the transparency would have been more developed and explored. Transparency means reducing our "hidden windows", according to the ***Johari window*** (Hyper Island, 2016). But doing this means putting in the work of truly focusing energy on making adjustments and expressing feelings. We learned that just ***talking*** does not cut it when it comes to solid team dynamics development.

04
REFLECTION

As we believe that group dynamics is one of the most important parts of collaboration, we wanted to reflect on a weekly basis together, although we did not commit to it. We told ourselves that it was due to scheduling or absences of team members, but it is possible that we wanted to avoid the confrontational nature of the session, which is often the case.

Clara, Nadine and Tim are thinking hard at one of many brainstorm rounds.

Our first of two reflection sessions took place in the first week, right after a team activity, which was an escape room challenge. The theme of the session was about how we enabled or disabled each other during the challenge. Through this we got to know us better as a team and found out about how each one of us works and how to work with the others.

The second session was a benchmark for our teamwork after the harmony of the team had been endangered. We had just ideated on two ideas in two groups of three, creating a defensive, biased atmosphere from two halves when each half presented their respective idea to the other half. After a ▶

Active listening at its best.

strenuous voting process we settled on the remembrance idea.

In the second session we cleared the air by letting go of bottled up emotions and thoughts. It felt like a classic ***"stage two"*** development. It prevented us from conflict taking a real toll on the team and proved once more that feedback and reflection ***during*** the process is much more helpful than only after a project has come to an end. This is a lesson that has to be learned by doing.

The third reflection session happened two days before the pitch. It was relieving to do a final feedback round after so many working hours together. There was a lot to talk about and it cleared the air just in the right moment. Our last day of working together and rehearsing the pitch was affected by the harmonious atmosphere. In hindsight we all agree that feedback on a weekly basis would have relieved some tension and cultivate a more productive work climate.

05
COLLABORATION

FACILITATION

Since collaboration was a pillar for the team we decided to delegate three areas of responsibilities on a rotating, weekly schedule: facilitation, diary keeping, and mood boosters. We were moderately good at keeping up with these, with the facilitation as the most successful. This allowed every team member to have the opportunity to practice new aspects of group work.

Rotating facilitation was a good way of breaking tendencies for individuals to fall into old patterns and routines and stimulate some new learnings. We thought that this would enable someone who is less likely to take the lead to steer the conversation, and for someone who is more of a front figure to step back and follow.

Érika, Tim and Clara... need a break ;)

SPRINTS & MINI TEAMS

We often split into mini teams and did sprints of specific work tasks, and then came back to share our results with the others. This meant having to trust in everyone's capabilities and often resulted in high productivity, as working as six people on a single task can be time consuming and lead to creativity blocks. The only time this did not turn out well was when we ideated on two competing ideas, which we covered on the previous slide.

06
RESEARCH & ANALYSIS

Our primary research consisted of pitching our concept to people as well as interviewing them about it. We used the observations from our prospects to tweak the concept. After talking to people and hearing the word ***"morbid"*** on a few occasions, as well as the feedback that people do not want to be remembered only the way they are when they are elderly, we had to revise some aspects of our concept.

Furthermore, blind spots were revealed such as privacy and security issues, revenue model, and consumers' willingness to receive but not create content.

The primary research phase overlapped a large portion of the entire process, almost from the start until more than halfway through. Talking with people was our most important source of information while the survey we created later was more useful for validation.

We usually sent out two people for interviews while the other team members worked on other things. Our personal points of view regarding the concept were something that affected how we pitched and interviewed. Throughout our process we have occasionally been out of sync in terms of how we as individuals think about the concept.

Since our interviews were unscripted, our varying points of view resulted in different emphases in our interviews, which caused some contradictory results. This sounds counter-productive, and to some extent it was, but it also led to observations that could be used for the benefit of concept development. ▶

Sofia shares her interview experiences.

DESK RESEARCH

About halfway through the process, when our concept was taking shape, we started conducting desk research on competitors, tech for nostalgia, photo/video sharing and storing, cloud storage platforms, and on video consumption in general.

The most important takeaways from the desk research was validation that our idea was original, which was important for us since we wanted to venture into remembrance in a way no other similar service has before. The survey we created later on explored the nostalgia angle of our concept and how people stored their memories nowadays. The desk research phase was unproblematic and didn't lead to any takeaways when it comes to managing a team.

07
IDEATION

As mentioned earlier, one of our team members had the basics for an idea ready when entering this module. Even though that was what brought us together, we decided to park the concept for three days and ideate from scratch in order to avoid any resentment building up just in case the idea would fall short.

We agreed to ideate in various ways to break the mould we had been following in the previous modules. This turned out to be great fun and we had some of our best days in the ideation phase. We did have some problems coming up with ideas, since working with no brief gives such wide parameters to work within. To better stimulate creativity we decided to work a lot outside of Hyper's campus, such as cafés or team members' apartments.

Working in different environments stimulates creative thoughts.

Our biggest challenge was to find an area of interest that suited us all and that could fulfill the criteria we had set up. We overcame this by a mix of elaborating on everyday experiences that affected us negatively and problems other people could have in other parts of the world. This discussion turned out of a personal nature and we got to know each other better over the course of an afternoon.

08
IDEA & VALUE PROPOSITION

At first we wanted to enable a better way of remembering people through their moments and memories when they are gone. We knew we were on to something with this that had not been explored yet.

So we started to work on a concept of personalized video interviews for elderly people to capture stories for future generations. But we quickly found out that most people do not want to be remembered only the way they are when they are elderly, forgetful or ill. So after pitching that concept and getting feedback we changed our approach: ***Why not capture people as they are during the course of their life?***

Would it not be great if you could revisit glimpses into the living past of your family, your friends or yourself, in the time when stories are lived and memories are shaped? We wanted to turn a story of loss into a journey of creation. That was how the concept of Gimpse was conceived.

Glimpse

The Glimpse logotype.

Glimpse is a cloud platform that stores your moments, memories, stories, or simple observations, exclusively in video format. Unlike social media services, Glimpse is primarily a private platform, where selected content is only available to the select people you actively choose to send it to.

This allows personal relationships to be treated in a personal manner, unlike public digital personas. You can even send things to yourself or others in the future, which we will return to soon. Glimpses are stored chronologically, rather than in albums, and become an evolving collection of insights into your future history.

09
BUSINESS STRATEGY

Once we reached a consensus regarding the functionalities and features of Glimpse, the team was on solid ground to draw a first draft of the business canvas. As this was a startup module, this would play a bigger part than in previous work.

ACTIVITIES

Our platform enables users to store important memories and moments in video format. Therefore, our main activities as a startup would encompass the data storage and its management, ensuring that Glimpse is up and running, creating a safe environment for our community and landing partnerships.

CUSTOMER SEGMENTS

The canvas also made us set our customer segment. This was essential to us, since it defined how the platform should look like. Initially, we defined two groups: 28 to 50 year-olds and 10 –14 year-old children.

We chose 28 as the younger end of our targets since it is a rather standard age for young families to form in western culture, and implicitly a time to consider the future ahead (2016). This would mark a stepping stone for recording memories for their children, or even getting concerned about the heritage of their parents and families. On the other extreme, 50 year-olds would be our target limit, since we believe that people older than that would not care much about a digital platform, as there is a generation gap for inclusion and usage (Hirst, 2015).

Our secondary group would be 10 –14 year olds, since it is a moment where in school, many children are writing papers about their family tree and story. We thought that it would be an interesting opportunity for our startup, since we could also have a younger starting age for our product by stimulating kids to record important memories early on in life. Despite that, after talking to Jon, our industry leader, we realized that kids are actually very well served on this market of memory and decided to invest solely on our first group. ▶

REVENUE STREAMS

In order to capitalize our product, we devised a few strategies. First and foremost, our platform would include two versions, free and paid. The free version would contain limited data storage, whilst the premium would have unlimited space for users to upload their memories, as well as the Time Capsule feature, which enables users to lock videos for the future. We solidified this proposition after the pitch, during feedback with the judges and audience.

Next, we could land partnerships that would sponsor our platform. Companies like Canon, that capitalize on people registering their moments, or heritage platforms such as Ancestry, could be interested on the advertisement space.

Lena, Clara and Tim are very focused.

MEDIA BUYING & USER ACQUISITION

While calculating how much our startup would cost in the first year – which would be around 700 000 pounds, including the team (composed by the founders, three developers and one designer), servers, administrative costs and marketing – we figured that in order to lower our initial seed investment, we would need to gain users quickly.

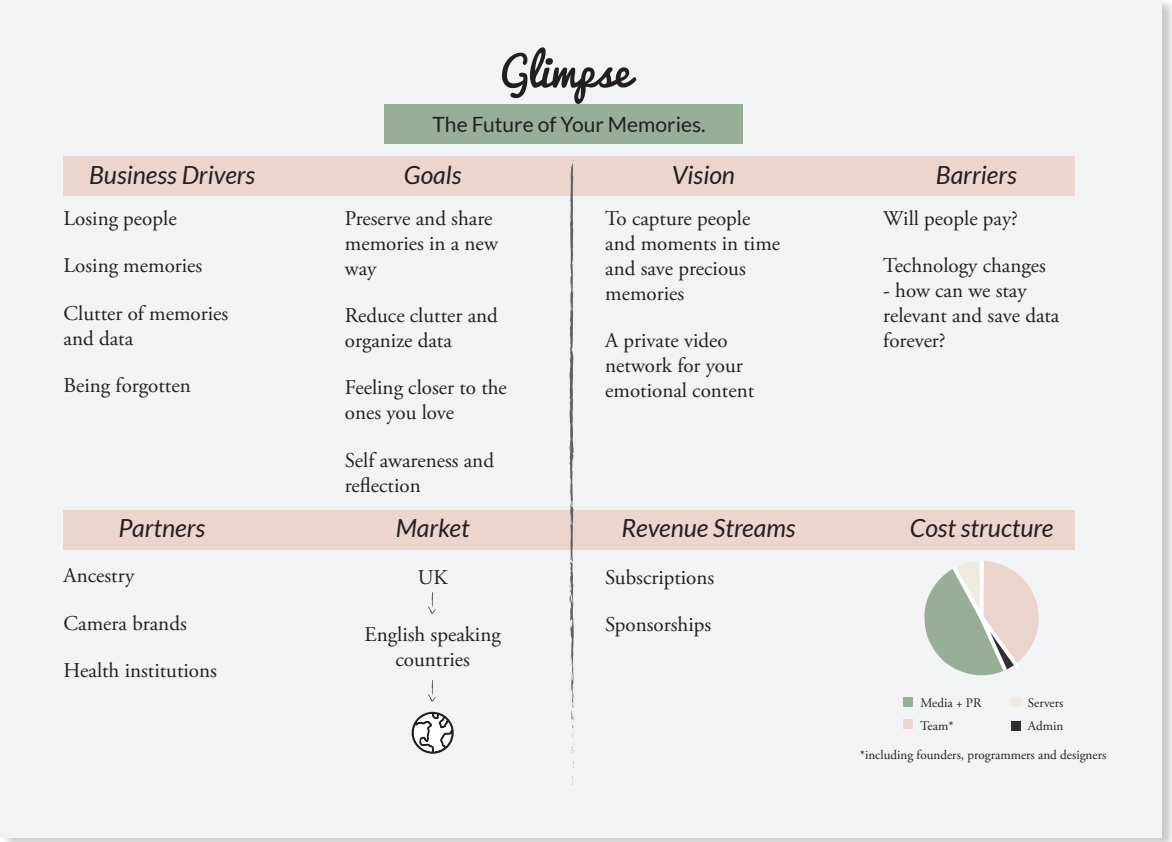
With that in mind, we devised a media buying campaign, focusing on our demographic and specific behaviours, such as nostalgia and video interest, to gain customers for our platform.

This was also how we calculated how many users we would have in the end of the first year, since conversions are proportional to the quantity of media one buys. If we launched Glimpse today, by next year we would have 60 000 users, being 14 000 payees. This was based on the three month acquisition campaign, as mentioned, and also a less aggressive exposure campaign on the following months. ▶

BUSINESS CANVAS

We prepared this canvas for the Q&As at the end of our pitch presentation to have something that summarizes our idea and shows the business aspects of it.

Therefore we combined the original business model canvas with a canvas that was introduced to us in a talk from code computer love. Together those two canvases offered everything we needed to show the key facts of Glimpse.



10
TESTING & USER EXPERIENCE

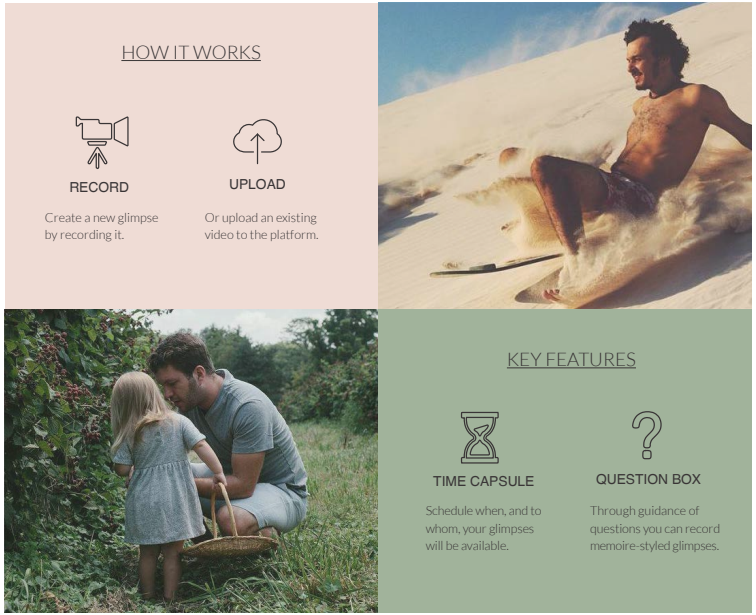
Sharing session outside.

As soon as we had an idea of our video platform we pitched the idea as often as we could, by means of both testing and primary research. One way of testing was actually pitching it in front of the crew a lot of times and to our industry leaders and coaches at Hyper Island. We then started to do interviews with friends and family, as well as random people on the streets of Manchester. Our aim was to get as much feedback as possible, so that we could develop the idea further and make a solid concept.

We also found it helpful to consistently test the idea inside the team. For instance, we created a user journey that step by step explained how Glimpse would work, and which kind of people it would attract.

In our product development phase we conducted a survey in order to validate our final concept. Looking back at it today, this is something that we should have done earlier in the process. In the end, the lack of proper validation was what our industry leader saw as the pain point of our startup. Coming up with a good idea is simply not enough. We need to prove that people will use our service. If we would have conducted the survey at an earlier stage, we would probably have received more answers and consequently be able to present a better validation of the concept.

11
LOOK & FEEL



See the complete Mockup of our website here:
https://d3gxp3iknbs7bs.cloudfront.net/attachments/b139c8b2-6c1e-4b74-ab76-54e086c81ff1.pdf

Since the topic of remembrance and loss easily can be interpreted as sad, it was very important to us to give the visual content a lighthearted look and feel. As shown in the example the color palette consists of pastel-colored shades. In addition, the pictures at the website show people in a positive mood, in positive moments.

As the concept is about video – and only video – we decided to have a video loop as a header of our landing page. The header is the first thing that the visitors will see when entering the site.

We also tried to describe how Glimpse works and the key features of the platform in a simple way with clear headlines and icons. One feature that we struggled to find a suitable name for was the ***"Glimpse keeper"***. It is basically a person who will take care of your Glimpse profile when you pass away. As we did not want to emphasize the death angle of the platform, we needed to be careful with the phrasing of this feature. In the end, we believed that ***Glimpse keeper*** had the right light feel that we ultimately strived for.

12
PITCH & FEEDBACK

We all agreed quickly that we did not want to do a pitch in a common structure. Storytelling was the most essential aspect for us in our presentation, because in the past few months in Hyper Island we learned how important a good story is to get the attention of the audience and to make them empathise with the idea. Therefore we divided the pitch into two videos and the actual presentation where three of our team members talked about personal stories as well as about the development of the idea, the prototype and the marketing strategy. We avoided to use typical presentation slides, instead we only had a mockup of our website and a business canvas for the Q&As.

● ● ● DISTINCTION

In addition to great feedback, questions and suggestions for how to make the idea richer, we also won a peer voting for best pitch, out of the six groups.

Our whole team answering the Q&As after the final pitch.

To start our presentation we thought that video would be the right medium to introduce our team instead of the normal team picture. Since our whole product is about a video platform to capture moments in life this was a good opportunity to actually make a “glimpse” of our team. It was also a fun and entertaining way to start the pitch which made us feel confident.

https://vimeo.com/171068270
Password: glimpseloop

At the end of the presentation we showed a collection of real glimpses from people we asked it they would like to test our idea and send us a short video of them. This was a very emotional moment for everyone in the audience including us and it proved once more that our concept works 100 percent.

https://vimeo.com/171067976

13
INDIVIDUAL REFLECTIONS

Clara: *My two biggest takeaways from this module are 1) it is important to keep optimistic about the process and the team, even when it all seems to be going poorly, and 2) the power of reflection can never be underestimated. In order to check if the team culture is being respected, the team must think about it and come to terms with what can be improved.*

Érika: *Since this was the last module of Hyper, it was really important for me to push myself and improve some team work skills such as sharing my thoughts/feelings and give more inputs on the ideation phase. The group really helped me giving me space and encouraging me to be transparent (transparency was one of our team values). I can not say that it was an easy process of working because the challenge of creating a startup was even bigger than I have imagined but I definitely can say that this was the module that complemented me and I am really proud of the final result.*

Lena: *My biggest takeaway from this module, and from these past six months, is that great teams do not come easy. There is no perfect recipe. We might have learned about useful ingredients at Hyper Island, such as transparency, respect, communication, etc., but it takes more than that to get from stage one to stage four in a team process. More importantly: it takes time. I truly believe that if we would have had more than four weeks together, eventually we would have reached the final stage.*

Nadine: *This module was the one I was looking forward to for so long. And it definitely measured up to my expectations. Developing something in a group which is totally your own is one of the most challenging and wonderful experiences I could imagine. Even if there are difficulties in the team, if the idea is something worth going for then there will be always enough energy and patience from my side to keep going, it pays off in the end.*

Sofia: *Being the last module of Hyper meant that I had the opportunity to really apply all the learnings from former teams and previous feedback, which improved my focus and my reactions throughout the working process. The possibility to create something big is very challenging and also very rewarding, when seeing the team come together and creating something great together. Building a transparent and open team culture is something that I find very motivating yet sometimes not easy to follow through on. Working on group dynamics takes time, but when succeeded it is the best feeling.*

Tim: *Great work chemistry doesn't happen automatically, even if group members like each other personally. And when productiveness or motivation falls, it is important to take the time and effort to be explicit about what is not working and how to enable each other's best sides.*

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