



# DRIVE BUSINESS GROWTH THROUGH INCLUSIVE PRODUCT & SERVICE DESIGN

AN INITIATIVE BY

**raiSE**  
SINGAPORE  
Centre for Social Enterprise

AN INITIATIVE BY



As stakeholders such as investors, regulators, and customers place more emphasis on purpose and impact, businesses need to raise the bar by committing to a double bottom line of sustainable financial returns and measurable social impact creation.

Social Enterprises are intentional and upfront about their commitment to impact creation because they see impact as a value creator instead of a cost centre.

raiSE encourages you to explore the possibilities in which your business can incorporate strategic impact creation. To do so, we hope this **Inclusive Product & Service Design Toolkit** will help to kickstart your journey to embed social impact strategically into your business model and make your products and services more accessible and inclusive to diverse users.

### **About the Singapore Centre for Social Enterprise, raiSE**

raiSE is an ecosystem builder set up to raise awareness and support for Social Enterprises in Singapore. raiSE provides credibility to them through the BusinessForGood branding and supports them with venture building initiatives.



# TIME TO DRIVE YOUR BUSINESS GROWTH THROUGH INCLUSIVE DESIGN

Businesses that develop market-based solutions to social and environmental challenges are pushing at an open door. Consumers are putting their money where their mouth is, with 64% of consumers in Asia Pacific being willing to pay more for products from companies committed to positive social and environmental impact.

# REACH OUT TO A WIDER AUDIENCE

Inclusive design is important for many reasons, but most importantly, it enhances the user experience for a diverse audience.

Approximately one billion people, or 15% of the world's population, experience some form of disability.

Empathy for a diverse audience is a key component of inclusive design. It helps create an experience where users can feel like they belong, rather than feel excluded.

## Assess your Business for Opportunities

Inclusive design entails a wider market as it converts your existing products or services to a wider audience which is good for business and delighting your customers.

### 1) I am aware that by being inclusive I can reach out to a wider audience

Yes / No

### 2) My services or products are designed for inclusion

Yes / No

### 3) I have a person/team creating or improvising my services and products for inclusivity

Yes / No

### 4) I would like my products or services to appeal to a wider audience and a bigger market

Yes / No



# DRIVE INCLUSION DRIVE GROWTH BY DESIGN

Inclusive design can also help boost your brand to position it as a market leader.

Practicing inclusive design and providing equal access and opportunity will not go unnoticed by consumers.

Nearly two-thirds of consumers prefer to support companies that stand for a purpose while mindfully avoiding those who don't.

## Your Profile

Inclusive design entails a wider market as it converts your existing products or services to a wider audience which is good for business and delighting your customers.

**Name of your Enterprise**

**Name of the Representative**

**Designation**

**Email**

**Mobile No.**

**Your Product or Service for Inclusivity**

**Key Existing Products or Services Offered**

**Core Competencies**

# DRIVE INCLUSION DRIVE GROWTH BY DESIGN

## Delight

An initial discovery process to improve value to customers through a socially inclusive approach.

## Reimagine

A reimagining process to explore how to implement, tweak or remake a product/service to be socially inclusive.

## Impact

Using Sustainable Development Goals to define your impact and the beneficiaries you can create value for.

## Vision

A holistic checklist approach to help you realise from idea to implementation.

## Excite

A narrative approach to help you shape market influence and raise your profile.

The background of the slide features a dark, textured circular pattern with concentric rings in shades of purple and pink. A bright, multi-colored starburst or lens flare effect is visible on the left side, partially overlapping the text.

# DELIGHT DRIVE

An initial discovery process to improve value to customers through a socially inclusive approach.

# Step 1: Delight

An initial discovery process to improve value to customers through a socially inclusive approach.

1

## DELIGHT



Customer journey

Sensory journey

Issues

Opportunities with Inclusive design

2

REIMAGINE

3

IMPACT

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VISION

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EXCITE

## Customer Journey

Describe the purpose of the product or service – what specific goal or action is the user aiming to achieve with your product or service?  
Describe the journey on how the user uses your product or service.

### Name of the product or service

### Purpose of the product or service

### Describe the user experience



# Step 1: Delight

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## What was lacking?

Where were the areas that were challenging? What is the problem scenario?

Describe what is lacking in the present product/service

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### EXCITE

Inclusive design entails a wider market as it converts your existing products or services to a wider audience which is good for business and delighting your customers.

Answer 'Already have', 'Can do', or 'Not applicable'.



#### Accessibility

My product/service is accessible with minimal or no barriers to use. e.g. Amazon Echo.



#### Height and Width

My product/service features ample Height and Width - Sufficient spaces with features that are accessible.



#### Ease of Operation

My design is able to be operated by the widest range of people. e.g. ThisAble - featuring aesthetic easy-to-press 3D printed buttons.



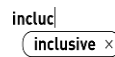
#### Intuitive Operation

My service/product designs work as people expect.



#### Touch Controls

Buttons and controls that can be distinguished by touch using shape, position and feel e.g. Braille Calculators.



#### Error-tolerant Design

Designs that enable activation or usage, even when the input is less than accurate. e.g. buttons with a wide target.



#### Variety

My product/service feature a variety of options such as different categories of weights used for physical exercises e.g. Adaptive CrossFit.



#### Tools

Extra features such as handles to assist in access. e.g. Adaptive CrossFit.



#### Automation

Automated features such as automatic doors and adaptive lighting that comes on when someone approaches. e.g. Eye- Tracking Remote Control.



#### Flexibility

Fluid designs that can be easily reconfigured. e.g. Voice speed accessibility feature on Amazon Alexa.



#### Information (Digital)

Info is presented in a variety of formats such as visual, audio or touch. e.g. Lasso by SoundEye.



#### Text and symbols (physical and digital)

Use of large text in a highly readable font. Pair textual information with symbols and simple diagrams that convert critical information.



#### Visual contrast (physical and digital)

Use of visual contrast such as black and white or complementary colours.



#### Tactile surfaces

My product/services feature surfaces that provide information in the form of touch e.g. Braille Calculators.



#### Lighting

Ample lighting that may adapt to the situation and highlight things. For example a button or handle might have a slight glow.



#### Safety

Safety features such as non-slip floor tiles. e.g. Adaptive CrossFit.

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Answer 'Already have', 'Can do', or 'Not applicable'.



#### Automation

Automated features such as automatic doors and adaptive lighting that comes on when someone approaches.

Have/Can do/N.A.



#### Flexibility

Fluid designs that can be easily reconfigured.

Have/Can do/N.A.



#### Information (Digital)

Info is presented in a variety of formats such as visual, audio or touch.

Have/Can do/N.A.



Case Study – SoundEye Lasso is a camera free monitoring device equipped with fall detection and prevention technology along with sound recognition capabilities. It sends out alerts immediately when someone under supervision shows signs of physical distress or call for help. Its features and capabilities makes it highly flexible in its deployment.

Its features include an eye-safe laser that captures a "depth image" of the environment, Advanced A.I. that analyses an individual's position, pre-fall and post-fall and sound recognition sensors that are capable of identifying abnormal sounds like screaming, coughing or crying.

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Have/Can do/N.A.



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Extra features such as handles to assist in access.

Have/Can do/N.A.



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Safety features such as non-slip floor tiles.

Have/Can do/N.A.



Case Study – Innervate Fitness Adaptive CrossFit is an exercise program specially designed for persons with disabilities (PWDs). It involves creative adaptation of different gym equipment to allow adaptive athletes to overcome their physical challenges with necessary safety measures.



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Answer 'Already have', 'Can do', or 'Not applicable'.



#### Accessibility

My product/service is accessible with minimal or no barriers to use.

Have/Can do/N.A.



#### Ease of Operation

My design is able to be operated by the widest range of people.

Have/Can do/N.A.



#### Information (Digital)

Info is presented in a variety of formats such as visual, audio or touch.

Have/Can do/N.A.



Case Study – Findjobs is a jobs and skills marketplace that is accessible in all four official languages in Singapore. Their goal is to connect non-tech savvy workers, matured PMETs, active seniors and the chronically unemployed to job opportunities readily.

Findjobs has transformed the way that job seekers access online jobs on-the-go through their apps and smart job kiosks.

Their standalone job kiosks make it easier for low-income job seekers without smartphones or data plans to access jobs. Today, these kiosks are available at 30 locations across the country.

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#### Flexibility

Fluid designs that can be easily reconfigured

Have/Can do/N.A.



#### Ease of Operation

My product/service is accessible with minimal or no barriers to use.

Have/Can do/N.A.



Case Study - Will & Well provides a range of adaptive clothing that is fashionable and easy to wear. The arm sling bag was a customised piece, commissioned by a client who was looking for a fashionable arm sling as a gift for her friend, who had injured her arm and undergone an operation. Their client wanted something that was more than just an arm sling and that was how the idea to make a convertible arm sling bag came about.

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#### Visual contrast

Use of visual contrast such as black and white or complementary colours.

Have/Can do/N.A.



#### Lighting

Ample lighting that may adapt to the situation and highlight things. For example, a button or handle might have a slight glow.

Have/Can do/N.A.



Case Study - Salesforce products meet Web Content Accessibility Guidelines (WCAG) 2.1 guidelines, featuring the use of distinct colours and good contrast with robust and perceivable navigations. It is accessible to all people, including those working with assistive devices such as speech recognition software and screen readers.

Depending on the product, the design features include but not limited to

- Meaningful page titles
- Logical page layout
- Text magnification up to 150%
- Captions for videos
- Screen readers
- Keyboard navigation
- Images alternative text
- Color contrast

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Have/Can do/N.A.



#### Error-tolerant Design

Designs that enable activation or usage, even when the input is less than accurate. e.g. buttons with a wide target.

Have/Can do/N.A.



#### Intuitive Operation

My service/product designs work as people expect

Have/Can do/N.A.



Case Study - The Mega Switch by IKEA's 'ThisAbles' enables a wide range of people to use a table lamp with a large surface area for its on/off switch and functions exactly as a regular switch.

For years, inventive people have been "hacking" IKEA furniture pieces for a variety of functional and aesthetic purposes. Just last year, IKEA launched its first hacking-inspired furniture collection inspired by this consumer behaviour. In this same vein, IKEA is introducing ThisAbles as a way for people to modify some of its most popular products for greater accessibility.

ThisAbles projects are shared online for free and require 3D-printed components. Examples include the Easy Handle, which can be added to the doors on IKEA's PAX wardrobes, or the Mega Switch, which provides a larger surface area for turning on or off a light.



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Answer 'Already have', 'Can do', or 'Not applicable'.



### Ease of Operation

My product/service is accessible with minimal or no barriers to use.

Have/Can do/N.A.



Case Study - Amazon has created a new feature for its Echo Show devices which will help blind and visually impaired users. Now Amazon Echo Show devices will be able to identify items that users hold in front of the camera, which is made possible by computer vision and machine learning working with the device's camera in order to identify items.

Amazon has indicated that the new feature was created by collaborating with employees who are blind. Amazon also worked in conjunction with the Vista Center for the Blink to test, develop and research the new accessibility tool.

The new feature can be accessed by users asking, "Alexa, what am I holding?" or a similar phrase that will cue the system to examine an object. Users will also be able to receive help from Alexa when putting items back.



# REIMAGINE DRIVE

Embark on a reimagining process to explore how to implement, tweak or remake your product/service to be socially inclusive.

# Step 2: Reimagine

A reimagining process to explore how to implement, tweak or remake your product/service to be socially inclusive.

- 1 DELIGHT
- 2 REIMAGINE
  - Outcomes
  - Form
  - Function
  - Evolution
  - Affordability
- 3 IMPACT
- 4 VISION
- 5 EXCITE

## Outcomes

Define how this will help improve the user experience of your product/service.

Answer

## Form

Are there any changes to the physical form of your product or approach of your service?

Answer

## Function

Are there any changes to its function? If yes, please describe what is the new function and why.

Answer

## Evolution

Consider future opportunities on how your product or service can evolve

Answer



## Step 2: Reimagine

A reimagining process to explore how to implement, tweak or remake your product/service to be socially inclusive.

1

DELIGHT

2

REIMAGINE

Existing or new

Outcomes

Form

Function

Evolution

Affordability

3

IMPACT

4

VISION

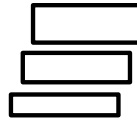
5

EXCITE

## Affordability

Different ways to improve affordability and create value.

Answer 'Already have', 'Can do', or 'Not applicable'.



### Differentiate Pricing & Payment Methods

Can tiered pricing be adopted for potential customers?

Can we offer flexible payment methods?

Can we offer pay-as-you-use option?

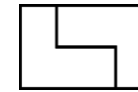


### Redefine Offerings

Can the product or service be sub-divided for bite-size value?

Can we use the same technology and competencies when delivering value to different customer segments?

Can we adopt low-cost innovation?

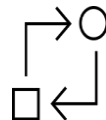


### Synergise Partnership

Who can we work with to improve affordability?

How can we integrate our offering into existing experience?

How can we configure the supply chain to reduce costs?

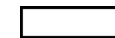


### Adjust Cost: Substitute

Can a different material be adopted to reduce costs and/or impact to the environment?

Can a different process be adopted to reduce costs?

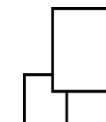
Can we find more affordable alternatives to the key activities, key resources and assets?



### Adjust Cost: Subtract

What aspects of the packaging can be reduced for value?

What process can be removed for better value?



### Adjust Cost: Scale

How to produce in volume to reduce costs?

How can we achieve economies of scale?



# Step 2: Reimagine

A reimagining process to explore how to implement, tweak or remake your product/service to be socially inclusive.

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Existing or new

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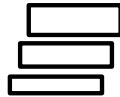
5

EXCITE

## Affordability

Different ways to improve affordability and create value.

Answer 'Already have', 'Can do', or 'Not applicable'.



### Differentiated Pricing & Payment Methods

Have/Can do/N.A.

Can tiered pricing be adopted for potential customers?

Can we offer flexible payment terms?

Can we offer pay-as-you-use option?



Case Study - School of Concepts (SoC) believes in empowerment through literacy. It offers children from low-income families with subsidised fees for its programmes. To determine the level of subsidies, SoC relies on the Health Assist Cards and partner family services centres to identify and provide underprivileged children with equal opportunity to quality education.

# Step 2: Reimagine

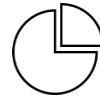
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Answer 'Already have', 'Can do', or 'Not applicable'.



### Redefine Offerings

Can the product or service be sub-divided for bite-size value?

Have/Can do/N.A.

Can we use the same technology and competencies when delivering value to different customer segments?

Can we adopt low-cost innovation?



Case Study - Nestlé in Africa - With vastly varying incomes, dozens of ethnic groups and cultural food preferences, African consumers make for a diverse market.

On a continent with special nutritional needs and huge income disparities – a high of USD 2700 per person in South Africa and low of USD 100 per person in Ethiopia – Nestlé has given special attention to making products both nutritious and affordable by tailoring products to the people's specific needs and spending power. Sub-dividing its products, enabling individuals the ability to buy small quantities on an almost daily basis.

## Step 2: Reimagine

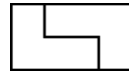
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## Affordability

Different ways to improve affordability and create value.

Answer 'Already have', 'Can do', or 'Not applicable'.



### Synergise Partnership

Have/Can do/N.A.

Who can we work with to improve affordability?

How can we integrate our offering into existing experience?

How can we configure supply chain to reduce costs?



### Case Study - Samsui Supplies & Services

As the leader of Soup Restaurant Group's Corporate Social Responsibility arm, Ang Kian Peng wanted to move away from one-off annual events and reinvent the recipe of doing good at a sustained pace all-year-round. This led to the creation of Samsui Supplies & Services, the Social Enterprise (SE) spin-off of Soup Restaurant Group.

Today, Samsui has created an ecosystem of kindness by working with their value chain partners to optimise resources, reduce costs and amplify collective impact through a sustainable social enterprise model.

Samsui serves affordable, healthy and delicious meals daily to different customer groups such as children in student care centres and senior citizens in nursing homes. They also hire inclusively and operate out of two central kitchens at Enabling Village and Changi Prison facility.

# Step 2: Reimagine

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## Affordability

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Answer 'Already have', 'Can do', or 'Not applicable'.



### Adjust Cost: Substitute

Have/Can do/N.A.

Can a different material be adopted to reduce costs and/or impact to the environment?

Can a different process be adopted to reduce costs?

Can we find more affordable alternatives to the key activities, key resources, and assets?



Case Study - On an annual basis, IKEA spends over 1 billion Euros on approximately 920 000 tonnes of packaging material. Packaging is a key component of the IKEA business model and an important enabler for affordability, sustainability, and safe handling. To combat plastic waste and pollution, IKEA has already significantly decreased the amount of plastic used in packaging solutions.

Today, less than 10% of the total volume of packaging material used annually by IKEA consist of plastics. In closing the remaining gap by removing plastics from consumer packaging solutions, IKEA will be focusing mainly on paper as it is both recyclable, renewable, and widely recycled across the world.



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### Adjust Cost: Subtract

What aspects of the packaging can be reduced for value?

What process can be removed for better value?

Have/Can do/N.A.



Case Study - Buy once, refill for life. Dove started with its first refillable stainless steel case. The refills use far less plastic and the small amount used is 98% recycled.

Similarly Gillette and replacement razor blades provide users with lower purchase cost.

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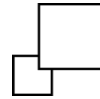
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EXCITE

## Affordability

Different ways to improve affordability and create value.

Answer 'Already have', 'Can do', or 'Not applicable'.



### Adjust Cost: Scale

How to produce in volume to reduce costs?

How can we achieve economies of scale?

Have/Can do/N.A.



Case Study - Amazon Web Services (AWS) publicly launched in 2006 — 2 years before Google launched its competing Cloud, and 4 years before Microsoft launched Azure.

Today, roughly a third of activity on the internet takes place on AWS-hosted sites, and the service generated more than \$45B in revenue in 2020.

AWS is a business that benefits from scale. The more servers under Amazon's control, the cheaper its own computing and storage, and the cheaper the computing and storage it sells to customers.



# IMPACT DRIVE

Define your impact using the United Nations Sustainable Development Goals (SDGs) identified by raISE.

# Step 3: Impact

Using SDG to help them define their impact and the beneficiaries they can assist.

- 1 DELIGHT
- 2 REIMAGINE
- 3 **IMPACT**  
Write the impact statement
- 4 VISION
- 5 EXCITE

## Select the impact

Select the impact(s) you want to make with your product/service

### Provision of Employment Opportunities

Empowering the underprivileged to be independent, self-sufficient and financially sustainable.



### Provision of Education

Providing access to academic resources, educational support, and toolkits to enhance learning capabilities.



### Provision of Skill Development

Providing training and mentorship to enhance individuals' self-development, leadership and life skills.



### Provision of Basic Human Needs

Providing universal access to basic human needs such as housing, water, food, transportation, and sanitation to increase quality of life for disadvantaged communities.



### Provision of Products/ Services To Improve Mental Health & Wellbeing

Providing products and services to holistically enhance mental health and well-being of individuals and to address social exclusion.



### Provision of Healthcare/ Social Care Products & Services

Providing access to quality healthcare and social care through products and services for disease prevention and mitigation.



### Provision of Economic Tools & Services

Enhancing access to economic tools such as finances, crowdfunding, and e-commerce platforms.



For the complete social value indicators, please refer to raISE's Social Value Toolkit.







# VISION DRIVE

A step-by-step checklist approach to help you realise and implement your product/service.

## Step 4: Vision

A holistic checklist approach to help them realise from idea to implementation.

- 1 DELIGHT
- 2 REIMAGINE
- 3 IMPACT
- 4 **VISION**
  - Persons
  - Specification updates
  - Development changes
  - Market positioning
  - Distribution channels
  - Impact measurement
- 5 EXCITE

### Persons

Who do you need to get your product/service started?

Answer

### Specification Updates

What are the additional product or service capabilities/functions needed?

Answer

### Development Changes

What are the development changes required?

Answer

# Step 4: Vision

A holistic checklist approach to help them realise from idea to implementation.

- 1 DELIGHT
- 2 REIMAGINE
- 3 IMPACT
- 4 VISION
  - Persons
  - Specification updates
  - Development changes
  - Market positioning
  - Distribution channels
  - Impact measurement
- 5 EXCITE

## Market Positioning

Who will use your product /service?

Who can benefit from it?

Who else can gain something from your product/service?

Answer

## Distribution Channels

Where can you place your product/service?

Have you considered alternative venues/platforms?

Answer

## Impact Measurement

How will you know you have created positive change?

Are there specific milestones and social value indicators?

Answer





# EXCITE DRIVE

A narrative approach to help you shape market influence and raise your profile.



# Step 5: Excite

A narrative approach to help you shape market influence and raise your profile.

- 1 DELIGHT
- 2 REIMAGINE
- 3 IMPACT
- 4 VISION
- 5 **EXCITE**
  - Story
  - Sell
  - Solve

## Accessibility

A quick recap of the 16 universal design principles



### Accessibility

My product/service is accessible with minimal or no barriers to use. e.g. Amazon Echo.



### Height and Width

My product/service features ample Height and Width - Sufficient spaces with features that are accessible.



### Ease of Operation

My design is able to be operated by the widest range of people. e.g. ThisAble - featuring aesthetic easy-to-press 3D printed buttons.



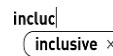
### Intuitive Operation

My service/product designs work as people expect.



### Touch Controls

Buttons and controls that can be distinguished by touch using shape, position and feel e.g. Braille Calculators.



### Error-tolerant Design

Designs that enable activation or usage, even when the input is less than accurate. e.g. buttons with a wide target.



### Variety

My product/service feature a variety of options such as different categories of weights used for physical exercises e.g. Adaptive CrossFit.



### Tools

Extra features such as handles to assist in access. e.g. Adaptive CrossFit.



### Automation

Automated features such as automatic doors and adaptive lighting that comes on when someone approaches. e.g. Eye- Tracking Remote Control.



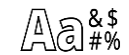
### Flexibility

Fluid designs that can be easily reconfigured. e.g. Voice speed accessibility feature on Amazon Alexa.



### Information (Digital)

Info is presented in a variety of formats such as visual, audio or touch. e.g. Lasso by SoundEye.



### Text and symbols (physical and digital)

Use of large text in a highly readable font. Pair textual information with symbols and simple diagrams that convert critical information.



### Visual contrast (physical and digital)

Use of visual contrast such as black and white or complementary colours.



### Tactile surfaces

My product/services feature surfaces that provide information in the form of touch e.g. Braille Calculators.



### Lighting

Ample lighting that may adapt to the situation and highlight things. For example a button or handle might have a slight glow.



### Safety

Safety features such as non-slip floor tiles. e.g. Adaptive CrossFit.

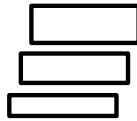
# Step 5: Excite

A narrative approach to help you shape market influence and raise your profile.

- 1 DELIGHT
- 2 REIMAGINE
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- 4 VISION
- 5 **EXCITE**
  - Story
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  - Solve

## Affordability

A quick recap of the ways to improve affordability and create value



### Differentiate Pricing & Payment Methods

Can tiered pricing be adopted for potential customers?

Can we offer flexible payment methods?

Can we offer pay-as-you-use option?

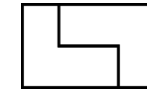


### Refine Offerings

Can the product or service be sub-divided for bite-size value?

Can we use the same technology and competencies when delivering value to different customer segments?

Can we adopt low-cost innovation?

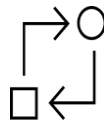


### Synergise Partnership

Who can we work with to improve affordability?

How can we integrate our offering into existing experience?

How can we configure the supply chain to reduce costs?

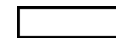


### Adjust Cost: Substitute

Can a different material be adopted to reduce costs and/or impact to the environment?

Can a different process be adopted to reduce costs?

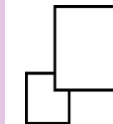
Can we find more affordable alternatives to the key activities, key resources and assets?



### Adjust Cost: Subtract

What aspects of the packaging can be reduced for value?

What process can be removed for better value?



### Adjust Cost: Scale

How to produce in volume to reduce costs?

How can we achieve economies of scale?

## Step 5: Excite

A narrative approach to help you shape market influence and raise your profile.

- 1 DELIGHT
- 2 REIMAGINE
- 3 IMPACT
- 4 VISION
- 5 **EXCITE**
- Story
- Sell
- Solve

### Story

Describe who you are.

What is your purpose/mission?

Share the story in how you started the product/service.

Answer

## Step 5: Excite

A narrative approach to help you shape market influence and raise your profile.

- 1 DELIGHT
- 2 REIMAGINE
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- 5 **EXCITE**
- Story
- Sell
- Solve

### Sell

What can you offer?

What product or services or technology are you proud of?

Describe the benefits.

Answer



## Step 5: Excite

A narrative approach to help you shape market influence and raise your profile.

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- 5 **EXCITE**
  - Story
  - Sell
  - Solve

### Solve

What problem are you solving?

Who do you want to help?

What do you hope to achieve with your impact?

Answer

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