



# ARTISAN INNOVATION WORKSHOP



FACILITATOR'S  
GUIDE



THE ASPEN INSTITUTE  
ALLIANCE *for*  
**ARTISAN**  
ENTERPRISE

# INSPIRING SOLUTIONS TO STRENGTHEN ARTISAN BUSINESSES

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# ABOUT THE WORKSHOP

The Artisan Innovation Workshop is a collaborative series of activities to strengthen artisan businesses and help them reach their immense potential for growth in the creative economy. Designed by the Aspen Institute’s **Alliance for Artisan Enterprise**, in partnership with the **U.S. Department of State**, this workshop offers artisan businesses and artisan support organizations an opportunity to collaborate with buyers, suppliers, distributors, policy-makers, and other partners to map and examine issues and opportunities in the artisan value chain.

The workshop uses principles of human-centered design, including empathy-building, story-sharing, and co-creation techniques, to inspire collaboration and innovation across the artisan value chain.

This workshop is not just for artisans. It is for anyone seeking to strengthen artisan businesses, better understand issues impacting the sector, or in search of new ways to improve livelihoods for artisans and the communities in which they work.



## HOW TO USE THIS GUIDE

This Facilitator’s Guide and the accompanying downloadable resources and templates will help you to plan and lead an interactive workshop for your artisan business or those you support. The guide includes information and step-by-step guidance you need to lead a successful workshop. Finally, the guide includes instructions for how to record results from each activity via the [workshop website](#) after your session.

## WHY FACILITATE A WORKSHOP?

Generate ideas to address challenges artisan businesses face



Create plans to turn your ideas into action



Promote networking and partnership opportunities



Share insights to inform investments in the sector



## Chapter 1

# ABOUT THE WORKSHOP

# THE CASE FOR INNOVATION IN THE ARTISAN SECTOR



The global market for artisan crafts is significant and growing.

International trade in artisan goods more than doubled between 2002 and 2012 to total more than **\$32 billion annually**<sup>1</sup>. Behind agriculture, the artisan sector is the second largest employer in the developing world. For many, livelihoods depend on income earned from artisan activities. In addition to creating jobs and increasing incomes, artisan businesses preserve cultural heritage and promote development that respects the uniqueness of people and place.

Despite this significant impact, artisan businesses are often undervalued, under-resourced, and overlooked as important drivers of inclusive economic growth. At the individual level, artisans often lack access to financing, raw materials, skills, and training they need for their businesses to grow and thrive. Many artisans, particularly those in developing countries, operate in the informal economy and rely on informal cultural systems, processes, and institutions, which makes it more difficult and more risky for companies to source from their businesses. Artisans commonly raise capital from family and friends, rather than through public or commercial institutions. They struggle to overcome sourcing bottlenecks, prohibitive shipping costs, cultural barriers, and life/work imbalance.

At the enterprise level, the artisan sector is fragmented. Because most artisan businesses are often

1. United Nations Development Program [Creative Economy Report](#), 2013.



not represented in official economic data, information needed to make a case for further investment in artisan businesses is lacking, and governmental capacity for subsidy and regulation in the artisan sector is limited.

Policymakers, businesses, social entrepreneurs, and non-profit organizations must work together with artisan business leaders to create more opportunities for artisan businesses to succeed. Given the many challenges, how can we work together to better understand the issues artisan businesses face to sustain and grow their businesses? Where



Mapping the artisan value chain is a starting point.

A value chain is the set of activities that an industry performs that add value to a product or service being delivered to the market. Value chains are not always linear and represent more than just the basic business transactions in the supply chain. In the artisan sector, the value chain is the set of people and processes involved in designing, sourcing, making, and selling a handmade product. The artisan value chain is a complex web of interactions between producers, buyers, sellers, the environment, local communities, and countless other factors.

Mapping the value chain can lead to increased understanding of the formal and informal rules that govern activities and the motivations and incentives of people involved in delivering handmade products to market. It offers a common language to begin examining the root causes of bottlenecks and barriers that ultimately impact the value generated for individual artisans and the communities in which they live.

Enabling more artisan businesses to succeed in the global marketplace requires new thinking and a grassroots approach to problem solving and local learning. The challenges artisan businesses face are complex and best conveyed by those who experience them directly.

This workshop is a tool for artisan businesses and support organizations to identify new pathways for innovation to improve their operations. Data from local workshops hosted by facilitators around the world can lead to new insights about the artisan economy and solutions to help more artisans sustain and grow their businesses.

ENABLING MORE  
ARTISAN BUSINESSES  
TO SUCCEED IN THE  
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TO PROBLEM SOLVING.

# HOW IT WORKS

## THE WORKSHOP PROCESS

### BEFORE THE WORKSHOP



### AT THE WORKSHOP



### AFTER THE WORKSHOP



Facilitator decides to plan a workshop in his or her community, downloads resources on the workshop website, and invites participants

Facilitator leads participants through activities to examine the artisan value chain and generate ideas to strengthen artisan businesses

Facilitator submits results from the session on the workshop website

## BEFORE THE WORKSHOP

**The facilitator is vital to the workshop.** Facilitators familiar with the local business environment and culture will convene participants to the workshop, guide them through discussion in each activity, and work with participants to record results on the [workshop website](#).

Facilitators can be an artisan business leader or representatives of third party organizations, such as artisan support organizations, governments, or other partners working in the artisan sector. Ideally, the facilitator will be someone with whom stakeholders are familiar and trust. The most important tasks for a facilitator are to keep the ideas flowing, to keep a pulse on the energy of the group, and to help document results generated from the conversation. A great facilitator will make certain the process is collaborative. An excellent facilitator will make certain it is fun.

### Who can facilitate a workshop?

#### SCENARIO 1:

Facilitate a workshop for your artisan business

Artisan business leader hosts a workshop for their internal team and other value chain partners that influence or impact their business

#### SCENARIO 2:

A third party representative facilitates a workshop for artisan businesses

Member of an external organization that works closely with artisan businesses or has deep knowledge and relationships in the community hosts a workshop with local stakeholders



## AT THE WORKSHOP

First, facilitators guide participants in creating a visual representation of their value chain in four stages - **designing, sourcing, making, and selling**. This is referred to as a “journey map” and depicts the ecosystem of activities, as well as suppliers, producers, traders, and other partners involved in the four stages. The journey map serves as the foundation for the rest of the workshop activities.

Next, workshop participants use this map to think through and document internal business strengths and weaknesses, as well as opportunities and threats posed in the external business environment that may impact or influence their operations. Finally, facilitators end the workshop by leading participants through a brainstorming session to identify ideas and solutions to address the top priority issues and opportunities across the value chain.



## AFTER THE WORKSHOP

After the workshop, facilitators work with participants to record results from their workshop via the [workshop website](#) and leave with a plan to take action to implement their ideas. The Alliance collects and shares insights from local workshops with members of the Alliance network to:

- Learn from trends and common challenges faced by others across the sector
- Share ideas and solutions that can be replicated by other artisan businesses or scaled up
- Inform future investment in policy and programs that can help address common challenges artisans face

## WORKSHOP ACTIVITIES

### Activity 1:

#### Create a Journey Map

Create a visual map of the distinct activities involved in the artisan value chain, from sourcing raw materials to selling a finished product.

### Activity 2:

#### Establish Empathy

View the journey map from the perspective of key stakeholders to better understand their needs, motivations, and aspirations at each stage of the journey.

### Activity 3:

#### Business Insights

Identify and analyze a business's key strengths, weaknesses, opportunities, and threats at each stage of the journey.

### Activity 4:

#### Discover Solutions

Brainstorm ideas to address priority business insights across the value chain. Participants create a list of ideas to be implemented after the workshop.

# WORKSHOP SPOTLIGHT: RWANDA

In March 2015, the Alliance and U.S. Department of State team travelled to Rwanda to facilitate the first pilot of the Artisan Innovation Workshop. After the 1994 genocide, Rwanda's GDP was halved and 80 percent of its citizens were plunged into poverty. Nearly 70 percent of the remaining population were women, most of whom lacked any formal education. Post-conflict, the Rwandan government partnered with many organizations in the international community to strengthen Rwanda's existing cooperative structures across industries to build peace and stimulate economic redevelopment. This environment of cooperation and reconciliation, led by women, initiated the rebirth and development of the Rwandan artisan economy.

The Rwandan artisan sector was an excellent setting to pilot the workshop. Participants included Gahaya Links, an artisan collective that employs more than 4,000 artisans; Indego Africa, a Rwanda-based artisan collective; and Women for Women International, an international NGO focused on supporting women-owned businesses.

The workshop gave participants an opportunity to work together as a team outside of their normal office or work location environment. Through the activities, participants indicated they gained valuable insights into their business processes to improve their strategy and operational planning.

*"WE ARE GOING TO SIT DOWN WITH OUR CORE TEAM TO RE-EVALUATE OUR BUSINESS OPERATIONS [AFTER THIS SESSION]. THIS WORKSHOP WILL HELP US BECOME BETTER STRATEGIC THINKERS AND PLANNERS TO ACHIEVE OUR VISION."*

Participants walked away from the workshop with specific ideas to strengthen how they communicate their mission and value of their products to differentiate from other product competitors. Each organization left feeling excited to do the workshop again with other members of their team.

## WHAT MAKES THE WORKSHOP UNIQUE?



### HUMAN-CENTERED DESIGN

Human-centered design is a process that starts with the people you are designing for at the center and ends with solutions tailored for their needs. The focus is on sparking dialogue, empathy, and experimentation. The workshop encourages discussion and adaptive learning among those most intimately involved in the sector based on artisans' own experiences.

Activities are designed to foster understanding by revealing early assumptions and motivations and encouraging participants to place themselves in other's shoes. The process encourages participants to think beyond traditional boundaries and current constraints to consider possibilities that may work for their local context and uncover unexpected areas of exploration and collaboration.



### VISUAL LANGUAGE

Each artisan value chain is unique to the cultural context and business environment in which the artisan business operates. There is no standard process. The workshop journey mapping activity uses a visual language of symbols and icons to enable customization to the distinct processes and activities in each value chain. The symbols help to create an inclusive environment among those with varying levels of literacy and native languages spoken, so all can contribute to the conversation.



### DATA COLLECTION

In addition to learning from the in-person session, facilitators, participants, and others across the artisan sector have an opportunity to learn from the knowledge and insights contributed from other workshops happening around the world.

The Alliance will collect and analyze results submitted by workshop facilitators after each session and share the results with its members and other in the sector.

### Design Approach

Recognizing the artisan sector's immense potential for growth and inspired by the value chain development work in the small shareholder agriculture sector, the Alliance partnered with the U.S. Department of State and human-centered design experts to develop this workshop.

Starting February 2015, the Alliance piloted the workshop with artisans in Rwanda and the Philippines to inform and test content, concepts, and activities with a diverse set of artisan businesses and artisan support organizations in local communities. Feedback from the pilot facilitators and participants was used to shape this workshop, as well as the Facilitator's Guide and data collection website.

The Alliance encourages you to share feedback from your workshop to improve the experience to better address the needs of artisans.

# PLAN A WORKSHOP

## INTRODUCTION

Preparing to facilitate a workshop takes time and planning. As a facilitator, you will plan who to invite, set the agenda, identify the physical meeting space, and set up the room and supplies before participants arrive. This chapter provides step-by-step guidance and resources you will need to prepare for a productive and fun workshop.

### RESOURCES & TOOLS

#### Planning Tools & Templates

Workshop Planning Checklist

Workshop Agenda Template

Participant Invitation Template

#### Activity Templates & Worksheets

Artisan Business Profile Worksheet

Journey Map Workstation Template

Journey Map Symbols

Activity 1 Journey Map Worksheet

Activity 2 Establish Empathy Worksheet

Activity 3 Business Insights Worksheet

Activity 4 Discover Solutions Worksheet

## PLANNING STEPS

### Step 1:

➤ Review Facilitator's Guide and resources

### Step 2:

➤ Identify participants

### Step 3:

➤ Set the agenda

### Step 4:

➤ Find a meeting place

### Step 5:

➤ Send invitations

### Step 6:

➤ Prepare space and materials



## Chapter 2

# PLAN A WORKSHOP

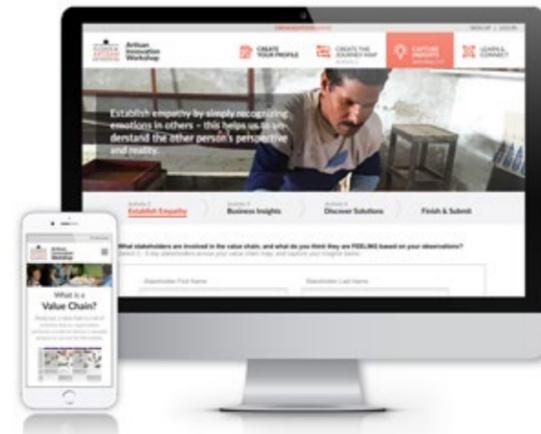
PLAN A WORKSHOP:

# FACILITATOR NOTES



## Step 1: Review Facilitator's Guide and Resources

Read through the entire Facilitator's Guide before you start planning the workshop to familiarize yourself with the goals, outputs, and desired results from each activity. Reviewing the guide and accompanying resources first will help you think through who to invite and customize the agenda for the workshop.



Visit the [workshop website](#) to download and print the workshop planning tools and templates, including the [Workshop Planning Checklist](#).



## Step 2: Identify Participants

Having the right people at the workshop is critical for success. The challenges artisans and others in the value chain face are complex and best conveyed by those who experience them or who are directly affected. Identify participants who represent each stage of the value chain, who will actively share their perspective and experiences and who have a stake in and ability to advance the ideas generated at the workshop.

As you create the workshop participant list, strive to include not only members of artisan businesses, but also those involved in sourcing, buying, distributing, marketing, and selling artisan products and those who have the potential to influence

the business and policy environment that support artisan businesses. If facilitating a session for your artisan business, invite employees who work in multiple divisions across the business.

In addition to thinking about who to invite, consider how many people to invite. For the most productive session, **no more than 6 individuals per group** is recommended. If you are an external facilitator leading multiple groups, it is recommended **no more than four groups per facilitator**. Below is a table to help you plan who should participate, so that the workshop is best positioned to lead to meaningful, actionable results.

# WHO SHOULD PARTICIPATE?

Participant Type	Why Participate
<p><b>Members of artisan businesses</b> Business leaders and representatives from medium-sized artisan businesses (e.g. businesses employing 100-1,000 artisans) who are looking for resources and opportunities to improve or expand their current business operations</p>	<ul style="list-style-type: none"> <li>Examine the processes and interactions that influence how they make, distribute, and sell their products</li> <li>Expand their network and forge new connections and partnerships with stakeholders across the value chain</li> <li>Gain insights that empower them to make more informed business decisions and improve their business strategy</li> <li>Share experiences and perspectives that contribute to understanding of the artisan sector</li> </ul>
<p><b>Members of artisan support organizations</b> Artisan cooperatives, non-profit, or for-profit organizations who support artisan enterprises</p>	<ul style="list-style-type: none"> <li>Better understand the motivations, needs, and challenges of artisan businesses to inform their strategy and programming</li> <li>Generate ideas for supporting artisans within their local context</li> <li>Build connections with stakeholders across the value chain</li> </ul>
<p><b>Members of government</b> Stakeholders with a role in influencing policy and programs that impact the artisan sector and who can act as champions for the artisan economy (e.g., local council members, Embassy representatives, regional trade representatives, local Peace Corps volunteers, or representative of the local, regional, or national government)</p>	<ul style="list-style-type: none"> <li>Better understand the complex challenges artisans face and the sector's potential to influence economic growth by hearing directly from those in the value chain</li> <li>Work with value chain stakeholders to identify innovative, grassroots solutions to challenges and barriers faced (including possible policy and programming interventions)</li> <li>Act as a mechanism to link ideas generated in the workshop to resources to make them a reality after the session</li> </ul>
<p><b>Other partners</b> Other stakeholders who artisan businesses rely on to get their craft to market and who have a vested interest in the success of artisan businesses, such as buyers, suppliers, and distributors.</p>	<ul style="list-style-type: none"> <li>Share perspectives to contribute to the broader understanding of the challenges of other stakeholders working with artisan businesses to support the designing, sourcing, making, and selling artisan products</li> <li>Connect with and create new relationships with stakeholders in the value chain</li> <li>Generate new ideas to improve business processes and interactions with artisan businesses to better serve the needs of their customers</li> </ul>

PLAN A WORKSHOP:

# FACILITATOR NOTES



## Step 3: Set the agenda

As the facilitator, you help determine the course of the workshop. Consider how much time you will need for the workshop to best meet the needs and expectations of participants with the time and resources available. Convening participants for a full-day session away from the distractions and demands of a “typical” work day is recommended. A **full-day session** will provide sufficient time to complete all the activities, keep the energy and conversation going, and allow sufficient time for breaks. However, the workshop does not have to be limited to an all-day session. You can choose to accelerate certain activities based on the time constraints of your participants or choose to break the activities out over the course of a week, a month, or a year. If time is limited and you choose to host a shorter session, we recommend you spend **no less than three hours** for the workshop.

At a minimum, all workshops should include **Activity 1: Map Your Journey**. In this value chain mapping exercise, participants create a visual representation of the activities, processes, and stakeholders involved in getting artisan products to market. This journey map serves as the foundation for discussion and idea generation in subsequent activities.

Whatever the agenda, remember to include sufficient time for introductions, breaks, reflections, and summarizing results at the end of each activity. Breaks between activities give participants time to relax, recharge, and network, ideally while sharing a meal or snack together, so they return focused and ready to participate. At the end of each activity, dedicate at least 10-15 minutes, depending on the group size, for participants to summarize what they learned and capture key insights. The next page includes a sample agenda with recommended

### Sample Workshop Agenda

Activity	Time
Welcome and Introductions	9 AM - 9:30 AM
Activity 1: Map Your Journey	9:30 AM - 11:30 AM
Break	11:30 AM - 11:45 AM
Activity 2: Establish Empathy	11:45 AM - 12:30 PM
Lunch	12:30 PM - 1:30 PM
Activity 3: Business Insights	1:30 PM - 2:30 PM
Activity 4: Discover Solutions	2:30 PM - 4:15 PM
Break	4:15 PM - 4:30 PM
Wrap Up and Closing	4:30 PM - 5:00 PM

time to complete each activity. Use this as a starting point to shape the agenda for your workshop. Use the [Workshop Agenda Template](#) to create an agenda to share with participants in advance.



Be flexible with the agenda during the workshop and tailor it to participants' needs real time. If the activity concepts are new to participants, you may need more time to clarify concepts and answer questions so that participants have enough understanding to fully participate and get value from each session. If participants are well-versed in the topics, they may go through some activities at a faster pace.



## Step 4: Find a meeting place

Now that you know who to invite and how much time is needed for each activity, find a dedicated space to host the workshop. You can host a workshop in a business office, a person's home, community center, church, or another local space. Regardless of where you choose to meet, find a space that is welcoming and comfortable to facilitate creativity and collaboration. Hosting the workshop in a neutral space outside of the usual work environment is recommended, so participants feel at ease sharing their experiences and ideas. Consider the following when selecting your meeting location:

- How many people will be attending the workshop?
- How many artisan businesses and organizations will be represented?
- Will you have co-facilitators or group leaders available to assist you with guiding discussions?
- Will people have room to move freely between groups and tables?
- Does the room have space to capture ideas, such as a whiteboard, chalk board, or wall space?



## Step 5: Send workshop invitations

Once the invitation list, agenda, and meeting space are confirmed, invite participants to attend the workshop. Depending on your relationship with each invitee, you may choose to send invitations by email, post, or invite individuals face-to-face to attend the workshop.

Use the [Participant Invitation Template](#) as a guide to help you write an invitation for participants. Include the workshop agenda with your invitation, so participants know what to expect and can prepare for the conversation.



## Step 6: Prepare meeting space and materials

Once the meeting space is confirmed and invitations are sent, consider how to arrange the space to facilitate a fun and productive session. Arrange participant workstations into pods of **3-6 individuals** each. If the workshop includes participants from more than one artisan business, assign each artisan business to its own workstation, so they may focus discussions on their own unique value chain experience. Other stakeholders participating, such as buyers, suppliers, distributors, or policymakers, should be assigned to the discussion pod most relevant to their experience and relationships in the value chain. Assign a discussion leader or co-facilitator to each workstation.

Regardless of your location and group size, arrange seats so that all participants are able to comfortably interact with each other and see all visual aids displayed. Provide and arrange pens, paper, and other materials for each workstation to help teams map the value chain and capture ideas.

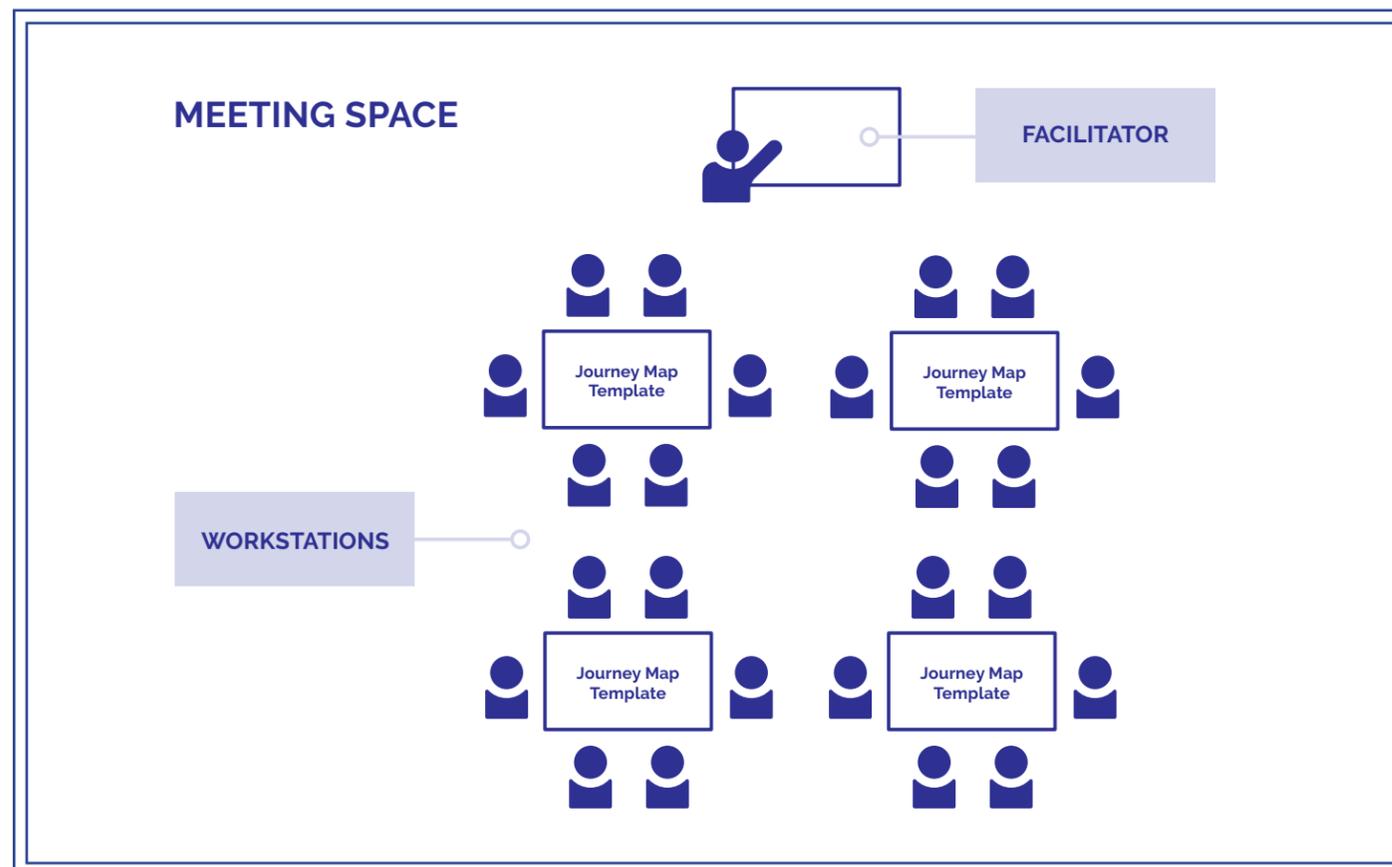
On the next page, find an example seating arrangement to help prepare the meeting space. Adopt or adapt this suggested arrangement to fit the needs of the group and meeting room.

## PLAN A WORKSHOP:

# FACILITATOR NOTES



## Workshop Seating Arrangement



The planning tools, templates, and activity worksheets you need for the day of the workshop are available to download and print on the [workshop website](#).

Refer to the [Workshop Materials Checklist](#) to make sure you have everything you need for your workshop. Activity worksheets and templates are provided for each workstation to capture notes and summarize results during each activity. The results

from each activity are recorded on the workshop website after the session.

Before the workshop begins, think through how you will use these worksheets or other methods, such as a camera or laptop, to assist the groups to capture results of their conversation during the session. For detailed guidance on how to submit your data after the workshop, see [Chapter 6](#).





# Chapter 3 GET STARTED

# GET STARTED

## INTRODUCTION

You have finished preparing for your workshop, and the day of the workshop has arrived! This chapter provides facilitator's tips and step-by-step guidance to help you welcome participants, introduce workshop concepts, and set the stage for a productive, engaging, and fun workshop.

### Materials Checklist

#### FOR FACILITATORS:

- Facilitator's Guide for reference
- Workshop Agenda
- Whiteboard, chalkboard, or poster paper to capture ideas
- Camera to take photos during the session

#### FOR WORKSTATIONS:

- Workshop Agenda
- Artisan Business Profile Worksheet
- Journey Map Workstation Template
- Journey Map Symbols
- Activity 2-4 Worksheets
- Poster paper for recording ideas
- Writing utensils and paper for notetaking
- Scissors and tape or glue

## THE FACILITATOR'S ROLE IS TO:

Create a welcoming and collaborative environment



Review the workshop goals and agenda



Set expectations and ground rules for the day



Get participants excited to participate



# FACILITATION TIPS

## ✓ Set clear goals and expectations.

Take a few minutes to introduce participants to the purpose of the workshop. Help them be present, by clarifying the goals of the workshop and agenda for the day and establishing ground rules on use of mobile phones, laptops, having side conversations, and returning from breaks on time.

## ✓ Instruct clearly and briefly.

The facilitator's role is to get the group working and interacting with each other. This requires clear instruction. Apply the three steps below to provide clear and brief instructions for each activity.

**1. Walkthrough.** Show participants how to do something step-by-step, carefully explaining new concepts, and allowing time for questions and answers before participants get started.

**2. Activity.** Make sure the groups have sufficient time to complete each activity. Have everyone begin the activity as you walk between workstations to help participants as they need it. If the same question comes up multiple times, take a moment to explain it to the larger group.

**3. Debrief.** At the end of each activity, have participants discuss what they learned and what they found fun, difficult, surprising, or frustrating. As groups debrief, take notes using the Activity Worksheets to help remember key takeaways.

## ✓ Be inclusive.

Respect, compassion, and active involvement from all participants are key ingredients to a successful workshop. Whether the workshop group is small or large, be aware of how frequently each person is speaking and find occasions to give quieter

members of the group an opportunity to share. If the workshop includes participants from multiple organizations, be mindful of cultural norms and stigma that may limit participation for certain groups or individuals. Make sure everyone feels comfortable that his or her voice will be heard and has an equal opportunity to participate.

## ✓ Stimulate conversation.

It is normal for conversation to lull at times throughout the workshop. Use your unique knowledge of the participants to spark discussion and draw out relevant experiences. Consider the following techniques to keep the conversation going:

- *Ask thoughtful questions*
- *Call on individuals in the group*
- *Invite debate where appropriate*

## ✓ Monitor the energy of the group.

Continuously gauge the energy of the group. Are participants engaged? Do they need a break? Should you introduce another icebreaker to get people talking or boost the energy in the room? A group that is lively and engaged is in a better position to create innovative solutions. Remember to take breaks and play games when needed to refocus energy and get back on task.

## ✓ Keep track of time and present clear next steps.

You'll have no control over what time participants arrive, but you can control what time the workshop ends and how it ends. Be respectful of those who have attended your workshop and acknowledge that they have other things to do. Wrap up the workshop by summarizing what has happened, ideas for next steps, and resources for participants.

# WELCOME AND INTRODUCTIONS



Total Estimated Time:  
30 Minutes

## FACILITATION STEPS

➤ **Step 1:**  
Review workshop agenda and goals

➤ **Step 2:**  
Participant introductions

➤ **Step 3:**  
Organize participants into workstations and assign team roles

➤ **Step 4:**  
Review ground rules and get started!

## ➤ **Step 1:** Review workshop agenda and goals

Briefly introduce yourself and share why you are hosting the Artisan Innovation Workshop. Remind participants that the workshop is intended to promote collaboration and capture insights that will strengthen artisan businesses. This will happen through a series of activities, beginning with creating a journey map of the artisan value chain and ending with discovering solutions to business insights.

Use the information in [Chapter 1](#) of this guide to introduce the goals and expectations for the workshop. Apply your knowledge of the local context and participants involved to tailor your explanation in a way that will resonate best with the group.

After explaining the workshop goals, walk participants through the workshop agenda. Emphasize the purpose and timing of each activity, and show when breaks are planned. It's helpful to display the agenda in a prominent location for reference throughout the day. This will help everyone track progress and be accountable for time.

# WELCOME AND INTRODUCTIONS: FACILITATOR NOTES

## Step 2: Participant introductions

After giving a brief overview of the agenda and objectives for the day, ask participants to introduce themselves to the group. Introductions help people feel more comfortable sharing with the group and may generate positive energy for discussion throughout the workshop.

For introductions, you may ask each participant to share something about him or herself, such as:

- *Name and organization*
- *His or her role within the organization*
- *Why he or she decided to attend the workshop*
- *What he or she hopes to learn in the workshop*

## Step 3: Organize participants into workstations

Ask participants to organize themselves into their workstations if they are not seated there already. Workstations are organized into teams of no more than 6 individuals. Participants from the same artisan business should be seated together (see [Chapter 2, Step 6](#) for seating arrangement instructions). Once everyone is seated at their workstation, instruct teams to work together to appoint roles.

whole (see [Chapter 6](#) for details).

**2. Reporter:** The reporter is responsible for presenting highlights from the team's discussions to the larger group at the end of activity. Teams can rotate this responsibility throughout the workshop to allow a new person to speak each time.



If participants have access to a computer and an internet connection at the workshop, **recorders** may choose to input results from each activity directly into the activity forms on the workshop website, instead of using the printed activity worksheets. If so, use the instructions in [Chapter 6](#) to guide participants on how to log in to the website, create a profile, and begin recording the data for each activity.

Designate two team leaders at each workstation:

**1. Recorder:** The recorder plays one of the most important roles on the team. He or she will work with the participants at their workstation to complete the [Business Profile Worksheet](#) for their artisan business and capture results of the discussion at each table on the Activity Worksheets. The Activity Worksheets will be used to record results from each activity on the workshop website. Make sure to highlight the importance of this role for each team and how data captured from their discussions will contribute to the ability to collect and share information about the artisan sector as a

## Step 4: Review ground rules and get started!

For the most effective workshop, participants need an open mind and collaborative spirit. Agreeing on simple ground rules before you begin the workshop activities encourages inclusivity and participation of all in the room. A list of sample ground rules is included in the table to the right.

### Sample Ground Rules

1. Everyone's input is valued equally.
2. No idea is a bad idea.
3. Respect differences.
4. Share your experiences and listen to others.
5. Have fun!

You may add to or adjust these sample ground rules based on input from participants. After the ground rules are set, begin the first activity.



# MAP THE JOURNEY

## INTRODUCTION

Chapter 4 guides you through the steps to facilitate **Activity 1: Map the Journey**. In Activity 1, guide participants to map the journey of their businesses through the four stages of the artisan value chain – designing, sourcing, making, and selling. The journey map participants create in this activity will

serve as the foundation for discussion in Activities 2-4 and will be a resource that artisan businesses can reference and refine after the workshop. This chapter includes step-by-step guidance to explain key concepts and facilitate the first activity.

### ACTIVITY 1:

## CREATE A JOURNEY MAP



Total Estimated Time:  
2 Hours

### ACTIVITY GOALS

- Create a journey map depicting the process and activities involved for an artisan business to design, source, make, and sell its product
- Identify the stakeholders involved in the value chain
- Share knowledge and create understanding between value chain stakeholders

### ACTIVITY OVERVIEW

A journey map is a visual interpretation of the processes and experiences within an artisan value chain. Journey mapping is a useful way to systematically identify and examine the unique activities and individuals involved in an artisan product's journey to market. This activity helps artisan businesses understand their value chain and how activities and stakeholders work together to influence the success of their business.

### ACTIVITY OUTPUTS

- Completed journey map
- List of stakeholders and their roles in the artisan value chain



## Chapter 4

# MAP THE JOURNEY

ACTIVITY 1:

# FACILITATOR NOTES

- **Step 1:**  
Introduce activity goals and outputs
- **Step 2:**  
Review activity materials
- **Step 3:**  
Start journey mapping
- **Step 4:**  
Identify stakeholders at each stage
- **Step 5:**  
Discuss and report results

**WORKSTATION MATERIALS**

- Table or large working space
- Journey Map Workstation Template
- Journey Map Symbols
- Writing utensils
- Scissors and tape or glue

Key Terms	Definition
Artisan Value Chain	The people and interactions involved in getting a handmade product to market. The artisan value chain has four distinct stages: designing, sourcing, making, and selling.
Designing	The first stage in the artisan value chain. It involves creating a plan for what the artisan will make.
Journey Map	A visual interpretation of an individual businesses' processes and experiences through each stage of the value chain.
Making	The third stage in the artisan value chain. It involves the process of producing the artisan craft.
Selling	The fourth stage in the artisan value chain. It involves exchanging the artisan craft for money via a local, regional, or global market.
Sourcing	The second stage in the artisan value chain. It involves determining where the materials or resources will be obtained.
Stakeholder	A person who can affect or be affected by an organization's actions and objectives.



## ➤ Step 1: Introduce Activity goals and outputs

Estimated Time: 5 minutes

At this time, participants should be sitting at their workstations. Introduce the activity by reviewing the activity goals and outputs. To set the stage, explain the following key concepts:

**Collaboration is key.** The process of working together to create the journey map is just as important as the completed product. Journey mapping fosters discussion among participants and builds consensus and understanding of other peoples' roles in the artisan value chain.

**The journey is not always linear.** An artisan's journey through the value chain may not begin in the designing stage and end in the selling stage. Each artisan businesses' journey will be different, and participants can tailor their journey map to reflect their unique processes.

**Be mindful of time.** The journey map is intended to be a high-level overview of the process from beginning to end. The participants want to avoid

spending too much time getting into the small, tactical details about each step during this activity and focus instead on the major activities, milestones, and interactions in the process.

**Have fun!** Explain to participants that this activity is intended to be a fun way to begin to document and analyze the value chain and to identify the key stakeholders along the way.

At the end of the activity, each team will have a unique journey map that should answer the following questions:

- What activities and processes happen within each of the four stages of the artisan value chain?
- Who are the key stakeholders involved?

Make sure participants have a basic understanding of the key concepts and goals of the activity before they begin. Remember to leave sufficient time for questions from participants before moving on.



## ➤ Step 2: Review activity materials

Estimated Time: 5 minutes

Each workstation team will need the following materials to complete their journey map. Explain each of the materials and how they should be used before participants get started.

**1. Journey Map Workstation Template.** This template is the starting point for teams to begin mapping their journey. Each workstation needs one journey map template to complete together. It should be in a central location on the table so that all team members can see and contribute to it.

If you don't have access to a printer to print the journey map template, you can use a poster board sheet or large piece of paper and write the four stages of the value chain - designing, sourcing, making, and selling—across the top of the sheet.

ACTIVITY 1:

# FACILITATOR NOTES

**2. Journey Map Symbols.** Symbols are used to create a common language to discuss the value chain. Participants will use the symbols to map their journey on the journey map template. The symbols can be used to represent anything a participant feels they ought to represent. Along with the journey symbols provided, encourage participants to improvise by drawing their own symbols to represent elements of their unique journey, as needed.



If you don't have access to sticker paper to print your journey symbols, simply print them on regular copy paper and use scissors to cut them out. Participants can secure them on the journey map template with glue or tape. If you don't have access to a printer, ask participants to draw or write the activities in their journey on the journey map template.

**3. Writing Utensils.** Participants should use the writing utensils to write or draw directly on the journey map template to supplement the journey symbols, as needed.



## ➤ Step 3: Start journey mapping

**Estimated Time:** 80 minutes

After the materials have been explained, it's time for participants to start creating their journey maps. Ask participants to write and use their stickers or journey symbols to document the key activities at each stage of the artisan value chain. As the teams work together, walk around the room offering assistance and answering questions. If you notice teams struggling to get started or stuck at a certain point, ask them to describe their processes out loud to help them move forward. Ask:

- Can you explain what you do during this stage?
- Who do you interact with or depend on to help you get to the next stage?
- What actions do they take at this stage?

Once the conversation is flowing, watch the time and keep participants on track. Notify the group of the following milestones:

**Halfway.** After about 40 minutes have passed, let participants know that they are halfway through the time allotted for the activity. Encourage them to try to map as much of the process as possible without focusing too much on the details.



The most important part of the activity is that the teams are building consensus on the current state of their process for getting their craft to market. For some groups, writing the activities and people involved in their journey may be easier than using symbols. If participants have difficulty getting started using the symbols, have them begin the mapping process by writing out their key activities. They can add symbols afterward.

**10 minutes remaining.** With 10 minutes remaining, tell the participant to begin wrapping up and mapping any of remaining actions or activities.

**Wrap up.** With two minutes remaining, tell participants to begin wrapping up, so the group can move on to the next part of the activity.



Journey mapping is never finished. Remind participants that they shouldn't try to map their journey to perfection. This activity is a starting point for participants to reflect on the stages of the value chain. Participants can add or refine activities after the workshop.



## ➤ Step 4: Identify stakeholders at each stage

**Estimated Time:** 15 minutes

Ask participants to review their journey maps and work as a team to identify the stakeholders involved at each stage. A stakeholder may be an entire group, such as an artisan cooperative or store, or an individual, such as a government representative or specific buyer.

Ask participants to circle all of the key stakeholders represented in their journey maps. Teams will return to these stakeholders in the next activity.



## ➤ Step 5: Discuss and report results

**Estimated Time:** 15 minutes

Ask the reporters to share a summary of their team's journey map and key insights with the participants. While groups are reporting, encourage other teams to ask questions and learn from one another.

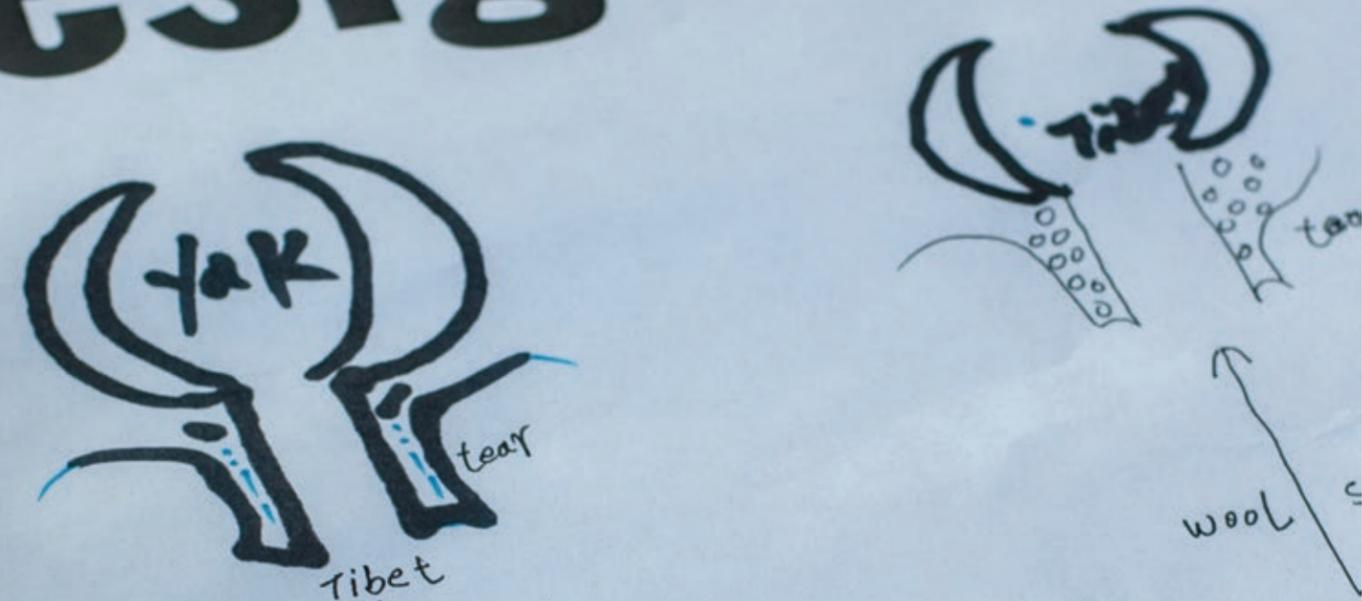


You may ask one group at a time to report ("Group A, can you provide a brief, two minute summary of your journey map?") and vary throughout the workshop which group begins the discussion, so a certain group isn't always last. Or you can open the floor to all groups ("Who can summarize their journey map process and discussion?") until all have contributed.



After completing Activity 1, taking a short break before moving to Activity 2. If you have a camera or smart phone available, take photos to capture each group's journey map during the break. Encourage other participants to do the same. Upload and share these on the [workshop website](#) after the session.

# Designing



## Chapter 5 CAPTURE INSIGHTS

# CAPTURE INSIGHTS

## INTRODUCTION

Chapter 5 guides you through facilitating the next three activities. For Activities 2-4 you will guide participants to examine the motivations, feelings, and experiences of others in the value chain, analyze their internal and external business environment, and use the insights gained to generate ideas that may strengthen their business.

The activities in this chapter will help teams establish empathy with other stakeholders involved in their value chain and understand what is and is not working well within their business. After completing the activities, teams will have a set of solutions and actions to implement after the workshop.

### ACTIVITY 2:

## ESTABLISH EMPATHY



Total Estimated Time:  
45 Minutes

### ACTIVITY GOALS

- Examine the journey map from the perspective of key stakeholders involved to increase understanding of the value chain
- Identify stakeholder thoughts, feelings, behaviors, and motivations at each stage that may influence processes and results for the artisan business

### ACTIVITY OVERVIEW

Activity 2 will help the stakeholders participating in the workshop and represented in the journey map better understand one another. Understanding the needs, hopes, and motivations of each stakeholder in the artisan value chain helps teams to create more meaningful and innovative solutions to strengthen their businesses. In this activity, participants look at their journey maps through the perspective of key stakeholders to better understand their motivations and to establish empathy.

### ACTIVITY OUTPUT

Documented observations about the thoughts, feelings, behaviors, and motivations of key value chain stakeholders

ACTIVITY 2:

# FACILITATOR NOTES

➤ **Step 1:**  
Introduce activity goals and outputs

➤ **Step 2:**  
Discuss stakeholder emotions and motivations

➤ **Step 3:**  
Discuss and report results

**WORKSTATION MATERIALS**

- Completed Journey Map
- Activity 2: Establish Empathy Worksheet
- Writing utensils

Key Terms	Definition
Empathy	Understanding how another person thinks and acknowledging that their reasoning and emotions are valid, even if they differ from your own understanding.
Motivation	The reasons one has for acting in a particular way.

➤ **Step 1:** Introduce activity goals and outputs

Estimated Time: 5 minutes

Participants should be sitting in their workstations with their completed journey maps from Activity 1. Review the goals and outputs for this activity. Explain the concept of empathy and how it can foster understanding of other participants in the value chain. This understanding can generate insights and identify opportunities for innovation in Activities 3 and 4. Encourage teams to allow all voices to be heard and refrain from judging others' actions, feelings, and motivations. If team members start to judge the behaviors or decisions of other stakeholders, remind them that the task is to better understand and empathize with people, not judge them.

➤ **Step 2:** Discuss stakeholder emotions and motivations

Estimated Time: 45 minutes

Refer participants to the stakeholders they circled on their journey map in Activity 1. Ask participants to identify 3-5 stakeholders that have the most influence on the artisan value chain that they would like to understand better.

Ask each workstation to use the questions in the [Activity 2 Worksheet](#) to guide a discussion of the key stakeholders they selected. Ask recorders to record the results of the conversation in the worksheet. If the stakeholders selected are participating in the workshop (given a level of trust), ask participants to inquire directly into their thoughts, feelings, and experiences. If they are not participating in the workshop, ask participants to reflect on what they observe those stakeholders doing and saying, and use those observations to infer what they may be thinking or feeling. Encourage participants to share stories from their own experiences with stakeholders that illustrate what they may be doing, thinking, feeling, or saying as a way to begin building empathy and understanding.

Each workstation should discuss the following questions for **each key stakeholder** chosen.

➤ **Step 3:** Discuss and report results

Estimated Time: 10 minutes

At the end of the activity, ask a participant at each workstation to share the key points and insights gained from their group's discussion. Ask participants to reflect on the following:

**What is the stakeholder doing?** What actions do the stakeholders display?

**What is the stakeholder saying?** What have participants heard the stakeholder say when they interact? What are some defining words the stakeholder uses? How might what the stakeholder says differ from what he or she is thinking, doing, or feeling?

**How is the stakeholder feeling?** What might the stakeholder be feeling that influences what he or she is doing or saying? What is the stakeholder's overall mood as a participant in the value chain, and why might he or she feel that way?

Ask the participants to select an overall emotion the stakeholder displays from the list of emotions in the Activity 2 Worksheet.

**What motivations influence their behavior?** Why is the stakeholder involved in the artisan value chain? What does he or she care about most? Examples of motivations include: family, money, flexibility, passion, and teamwork.

- Which questions were most difficult to answer? Which were the easiest to answer? Why?
- What did you learn from this activity that may cause you to interact differently with other stakeholders?
- How might you incorporate empathy into your business practices after this workshop?

# ACTIVITY 3: BUSINESS INSIGHTS



Total Estimated Time:  
1 Hour

## ACTIVITY OVERVIEW

In Activity 3, participants will use a traditional business strategy technique called S.W.O.T. analysis to identify and analyze key business strengths, weaknesses, opportunities, and threats in their journey maps. At the end of the activity, participants create a list of their top priority strengths, weaknesses, opportunities, or threats. This list of business insights is used to generate solutions in the next activity.

## ACTIVITY GOALS

- Explore what is working well and what is not working well within an artisan business
- Identify external threats or opportunities for an artisan business

## ACTIVITY OUTPUTS

- List the strengths, weaknesses, opportunities, and threats for an artisan business
- List of three key business insights

Key Terms	Definition
Business Insights	A list of the top strengths, weaknesses, opportunities, or threats an artisan business faces. The list will be used to generate solutions in Activity 4.
Opportunity	<i>Positive external factor</i> in the business environment that present possibilities for a business to increase growth and competitiveness, tap into to new markets, or reach new customers
Strength	<i>Positive internal characteristic</i> of a business such as skills, capabilities, internal business processes, and brand
Threat	<i>Negative external factor</i> in the business environment that may impact business results such as new competitors, changing markets, or government regulations that could negatively influence business
Weakness	<i>Negative internal characteristic</i> such as employee dissatisfaction, schedule or work/life balance constraints, access to finance, or inefficient processes

# ACTIVITY 3: FACILITATOR NOTES

**Step 1:**  
Introduce activity goals and outputs

**Step 2:**  
Discuss and document strengths, weaknesses, opportunities, and threats

**Step 3:**  
Identify priority business insights

**Step 4:**  
Discuss and report results

### WORKSTATION MATERIALS

- Completed Journey Map
- Activity 3: Business Insights Worksheet
- Wall space, chalkboard, white board, or poster paper to document ideas
- Writing utensils

**Step 1:** Introduce activity goals and outputs

Estimated Time: 10 minutes

Teams sit together with their completed journey maps and access to writing paper or other space to record their ideas. Introduce the concept of S.W.O.T. analysis, the strategic technique each team will use to assess their business environment. S.W.O.T. stands for **Strengths, Weaknesses, Opportunities, and Threats**.

## ACTIVITY 3:

# FACILITATOR NOTES

Carefully explain the definition of a strength, weakness, opportunity, and threat. Emphasize that strengths and weaknesses are characteristics internal to a business, and that opportunities and threats are external factors that may impact the business in a positive or negative way.

The image to the right provides examples of each section of the S.W.O.T. to help explain the concepts. You may choose to draw this example quadrant on the whiteboard, chalkboard, or other central writing space in room, so participants can refer to it as they conduct the S.W.O.T. analysis at their workstations.



Be sure to leave enough time to answer questions before groups start the S.W.O.T.



## Step 2: Discuss and document strengths, weaknesses, opportunities, and threats

Estimated Time: 30 minutes

Instruct each team to conduct a S.W.O.T. analysis that assesses the strengths, weaknesses, opportunities, and threats to its business or organization. Ask the recorder at each workstation to draw intersecting lines to form a plus sign or cross shape on the page (+). Write “S” in the top left, “W” in the top right, “O” in the bottom left, and “T” in the bottom right. Ask the participants to start with the Strengths of their business and have each group create a list of things their business does well in the

first quadrant. Next, move to Weaknesses, and ask participants to document a list of what they feel their business is not doing well. Move on to Opportunities, asking participants to identify potential benefits that could help the organization, such as improvements in technology, changes in government policies, local events, etc. Finally, ask the groups to discuss and identify the top Threats to their business. The participants should think about what could potentially impact their business or present an obstacle such as access to credit, local laws, etc.

If teams get stuck or need help generating ideas, ask participants to consider strengths, weaknesses, opportunities and threats from both their own point of view and that of other value chain stakeholders. Do others see problems—or opportunities—that may be overlooked?

You can also ask participants take turns telling stories of positive and negative experiences they have had at different stages along the journey map. Stories can help uncover new insights from participants’ first-hand experiences. Encourage participants to:

**Be specific and descriptive.** Ask participants to talk about what actually happened or is happening in the journey. Ask participants to use physical senses to bring the story to life. Make sure to cover who, what, when, where, why, and how.

**Be open to feedback and reflection.** Participants may be defensive about issues in their journey maps and want to provide explanations about why things are not working well. Encourage participants to be honest with themselves and each other and open to constructive feedback. Participants will have an opportunity to generate ways to improve each issue in the next activity.

Throughout the discussion, ask the recorder to capture and summarize the team’s ideas on the [Activity 3 Worksheet](#). The worksheet does not need to include every idea, but should be a summary of the key items the team discussed.



## Step 3: Identify priority business insights

Estimated Time: 10 minutes

Once teams have completed their S.W.O.T. analysis they should spend 10 minutes discussing patterns or themes within each section. Teams may wish to refine or combine items on their list based on these patterns or themes. Ask participants to **circle three items** that are the top priorities for their business or organization. The top three list can be from any section of the S.W.O.T. analysis. This is the list of business insights that each team will use to generate ideas and solutions in the final workshop activity.



## Step 4: Discuss and report results

Estimated Time: 10 minutes

Ask the reporter from each group to share the results of each team’s discussion and three business insights. This is a time for teams to briefly hear from other groups. Participants can follow up individually with any teams that have similar results or interesting ideas that they may not have considered in their workstation’s discussion.

ACTIVITY 4:

# DISCOVER SOLUTIONS



Total Estimated Time:  
1 Hour and 45 minutes

## ACTIVITY OVERVIEW

In this activity, participants generate innovative ideas to address the list of business insights created in Activity 3. Collaborating with stakeholders from across the value chain can help generate ideas and solutions that are more practical, applicable to the local context, and more likely to be adopted after the workshop.

### ACTIVITY GOALS

- Generate ideas to address each business insight from Activity 3
- Identify steps to take and resources needed after the workshop to implement solutions identified

### ACTIVITY OUTPUTS

- List the solutions to address each business insight identified in Activity 3
- List of top three ideas from the solutions list that participants will implement after the workshop
- List of actions to take and resources needed to implement the top 3 ideas

Key Terms	Definition
Brainstorm	Group discussion that produces an idea or way of solving a problem
Innovation	A solution that adds value to a business or organization

ACTIVITY 4:

# FACILITATOR NOTES

**Step 1:**  
Introduce activity goals and outputs

**Step 2:**  
Brainstorm ideas for each business insight

**Step 3:**  
Discuss actions and resources needed to implement ideas

**Step 4:**  
Discuss and report results

### WORKSTATION MATERIALS

- Activity 4: Discover Solutions Worksheet
- List of top three Business Insights from Activity 3
- Wall space, chalkboard, white board, or poster paper to document ideas
- Writing utensils

**Step 1:** Introduce activity goals and outputs

Estimated Time: 10 minutes

Summarize the three previous activities that got participants to this point: create your journey map, establish empathy, and business insights. The process likely exposed new insights about the artisan value chain and the current states of the artisan businesses

represented in the workshop. In this activity, participants will use their journey maps and S.W.O.T. analyses to begin to generate ideas and tangible actions to strengthen their business.

Ask participants to shift their focus from analyzing “what is” to imagining “what can be.” For the brainstorming session to be productive, creativity and inclusiveness are key. Remind participants of the ground rules set at the beginning of the workshop and introduce the following guidelines for the brainstorming activity:

**Use your resources.** The team has spent all morning developing insights about their journey across the value chain. The journey map and activity worksheets will be valuable resources to spark discussion and new ideas. Make sure the journey map is placed in a prominent location where all team members can easily reference it during the brainstorm.

**Think big.** Participants should not let concerns about feasibility or resources cloud their creativity. Encourage participants to expand the scope of what they consider possible. This is the team’s opportunity to create wild ideas, along with simple, practical ones.



## ➤ Step 2: Brainstorm ideas for each business insight

Estimated Time: 1 Hour

Tell teams they have one hour to brainstorm as many solutions as possible for each business insight on their list. Invite participants to review their list of business insights and pick one to start their brainstorming. Once the first insight is selected, ask participants to start calling out and writing down ideas that might help address that insight.

It is recommended teams spend 20 minutes brainstorming and discussing ideas for each insight. Have team members use a writing utensil to capture ideas on poster paper, chalkboard, white board, or Post-it notes. As you walk around the room to assist each team, use the following questions to get the conversation started:

- How might you emphasize or build upon one of your strengths?
- How might you take advantage of an opportunity?
- How might you take corrective action to improve an area of weakness?
- How might you strategize to overcome or decrease the impact of a potential threat?

Keep teams aware of how much time they have remaining throughout the activity. If discussion slows, encourage participants to share stories from earlier in the day to jog their memory and spark ideas. If teams need help getting started, use the following questions to trigger ideas:

**Go for quantity first.** Remind participants that to increase their odds of generating a good solution they will need many ideas to choose from. The goal of the initial brainstorm exercise is quantity over quality. Avoid getting caught up on defining or planning the details of an idea at this stage. Participants will return to the list later to refine and consider how to make them happen.

**No judgment.** Nothing shuts down creative brainstorming like judging others’ ideas. Be quick to point out and steer the conversation forward if participants begin to question or shoot down ideas before they make the list. There will be a time later on where the practical realities of implementation will be considered.



It is your job as the facilitator to make the workshop an inclusive environment for all. Protect the participants by enforcing the ground rules.

- Are there opportunities to work with the media, influential businesses, and/or community leaders?
- How can you strengthen communication across the value chain?
- How can you help stakeholders and customers recognize the benefits of your products?
- How might you change existing laws and regulations to support your business?
- Who might you collaborate with along the journey and why?

Remind participants that these ideas do not need to be implemented easily or right away. Perhaps they are far off. Perhaps they would require collaboration, new technology, etc. For now, the goal is to engage collective creativity and to keep the ideas flowing.



## ➤ Step 3: Discuss actions and resources needed to implement ideas

Estimated Time: 20 minutes

Teams should have a list of potential solutions for each business insight on their list. Give teams 5 minutes to review the ideas on each list and identify the top three solutions. These solutions can address the same business insight or different ones. Each team should select the three solutions that participants think have the most potential for impact.

The participants should have selected their top three solutions. For the next 15 minutes, ask teams to brainstorm what immediate actions or resources it would take to begin adopting, creating, or implementing the ideas. If teams are having difficulty getting started, prompt them to:



## ➤ Step 4: Share solutions

Estimated Time: 15 minutes

At the end of the activity, ask each team to summarize the solutions it generated and the list of actions it will take to implement them. Encourage teams to ask questions to learn more about their ideas and offer feedback or suggestions to improve them.

**Draw it.** Participants likely have discovered the value of visualizing an idea from creating their journey map. Invite teams to draw out, diagram, or map their idea. This can help express space, people, process, or structure.

**Act it out.** Sometimes an idea is best expressed by acting it out or physically walking through the steps it would take to implement the solutions.

Ask the recorder on each team to document the top three ideas and the actions and/or resources identified to implement them on the [Activity 4 Worksheet](#).



Taking a 15 minute break after this activity is recommended before moving on to reflections and closing discussion to end the workshop.

# WRAP UP AND CLOSING



Total Estimated Time:  
30 Minutes

## FACILITATION STEPS



**Step 1:**  
Closing thoughts  
and questions



**Step 2:**  
Upload results  
to the website



**Step 3:**  
Set expectations  
for what's next



### **Step 1: Closing thoughts and questions**

Reconvene the participants in a large group. Provide participants with an opportunity to reflect on their experiences and provide feedback on the workshop. Ask some of the questions below to prompt discussion:

- *What did you learn today?*
- *Did you achieve what you expected from the session?*
- *What went well? What did not? Why?*
- *If we were to host another workshop, how would you do things differently?*

Offer participants an opportunity to ask any additional questions they have from their experience that they did not have an opportunity to ask previously.



### **Step 2: Upload results to the website**

The completed Journey Map and data from the Business Profile and Activity Worksheets completed by recorders throughout the day **need to be uploaded to the workshop website** after the workshop (see [Chapter 6](#) for instructions). Remind participants that the Alliance will use their data to identify common trends and issues across the artisan value chain. This data will help highlight

opportunities for further investment in policy, programming, and other innovations to benefit artisan businesses. Review the following options to upload results and determine which approach works best for the teams present, depending on time and resources:

**Option 1: Facilitator works with artisan business to submit results at the workshop.** If you have access to an internet connection and laptop and/or mobile device at the workshop, you can work with participants before they depart for the day to upload and submit their results from the Business Profile and Activity Worksheets. Follow the step-by-step instructions in [Chapter 6](#) to walk participants through the process at the end of the workshop.

**Option 2: Facilitator will collect the Business Profile and Activity Worksheets and submit results on the artisan business's behalf after the workshop.** Review the Business Profile and Activity

Worksheets with participants before they leave the workshop to make sure you understand what they have captured. Ask any follow-up questions you may have to understand their results. After the workshop, log on to the [workshop website](#) to create a profile for the artisan business and submit results on the team's behalf.

Note each team may select a different option to upload results depending on their access to a computer or mobile device, internet connection, and time. The workshop website is designed to work for any option. Reach out to the Alliance at [info@allianceartisan.org](mailto:info@allianceartisan.org) if you have questions about the best approach for uploading results after the workshop.



If you have access to a projector or large screen and Wi-Fi connection during your workshop, it is helpful to provide a brief demonstration of the workshop website for participants who may choose to log in and submit their own results after the session.



### **Step 3: Set expectations for what's next**

Encourage participants to take what they learned at the workshop and apply it. Keep the conversation going. Some actions that participants can take after the workshop include:

- Create a strategic plan incorporating insights from conversations at the workshop.
- Visit the [workshop website](#) for a list of resources and tools to support your business after the workshop.

## IDEAS FOR ACTION

- Share feedback about your workshop experience by emailing [info@allianceartisan.org](mailto:info@allianceartisan.org).
- Connect and stay in touch with fellow workshop participants.
- Join the [Alliance](#) or subscribe to the Alliance listserv for news and updates.
- Start testing solutions or generating action plans to implement your ideas.



Offer to share names and email addresses of all workshop participants

# SHARE RESULTS

## INTRODUCTION

This chapter includes step-by-step guidance on how to upload the data captured at the workshop to the [workshop website](#). Sharing the results of your session will help the Alliance to compile and analyze qualitative and quantitative data about artisan businesses that will inform future development, improve outcomes and results, and ensure the integrity, relevance, and sustainability of the workshop.



### Why share your results

Data to measure the impact of artisan enterprises is fragmented and scarce. The data collected and shared from each workshop will increase understanding of the challenges across the sector and better target investments to help artisan businesses succeed.

The Alliance will use the data to develop a database to collect information on the business practices and needs of artisan businesses. The Alliance will analyze the data to identify trends and common challenges. The findings will be shared broadly with the Alliance's members, other artisan businesses and support organizations, policymakers, and other partners working to empower the sector.



Sharing your results will enable the Alliance and others supporting the sector to:

- Quantify the contribution of the artisan sector to the economy
- Collect information on the needs and challenges within the sector
- Improve the alignment of policy and programs to the needs of the sector

Further, the Alliance and S/GWI will continue to collect feedback on the workshop experience itself from participants and facilitators to inform future developments of the workshop.



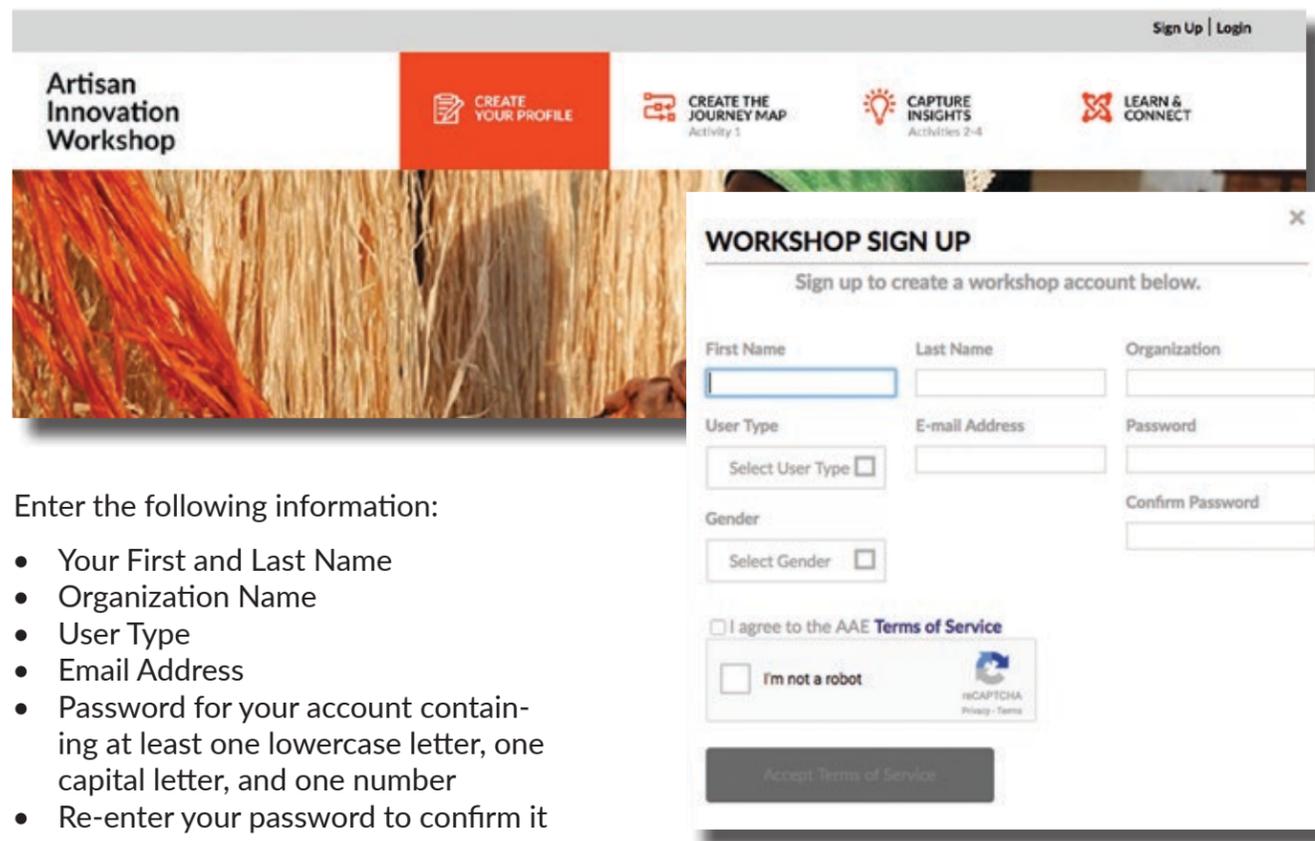
## Chapter 6 SHARE RESULTS

# HOW TO RECORD YOUR RESULTS



## Step 1: Log in to the workshop website

- A. Navigate to [www.artisaninnovationworkshop.org](http://www.artisaninnovationworkshop.org). If it is your first time visiting the website, click "Sign Up" in the top right corner. If you have already created an account, click "Login" and move on to D.



- B. Enter the following information:
- Your First and Last Name
  - Organization Name
  - User Type
  - Email Address
  - Password for your account containing at least one lowercase letter, one capital letter, and one number
  - Re-enter your password to confirm it
- C. Click the box next to "I agree to the AAE Terms of Service" and "I'm not a robot." After you have completed both actions, click "Submit" to continue.
- D. If you have already created a workshop account, enter your email address and password and click "Login."



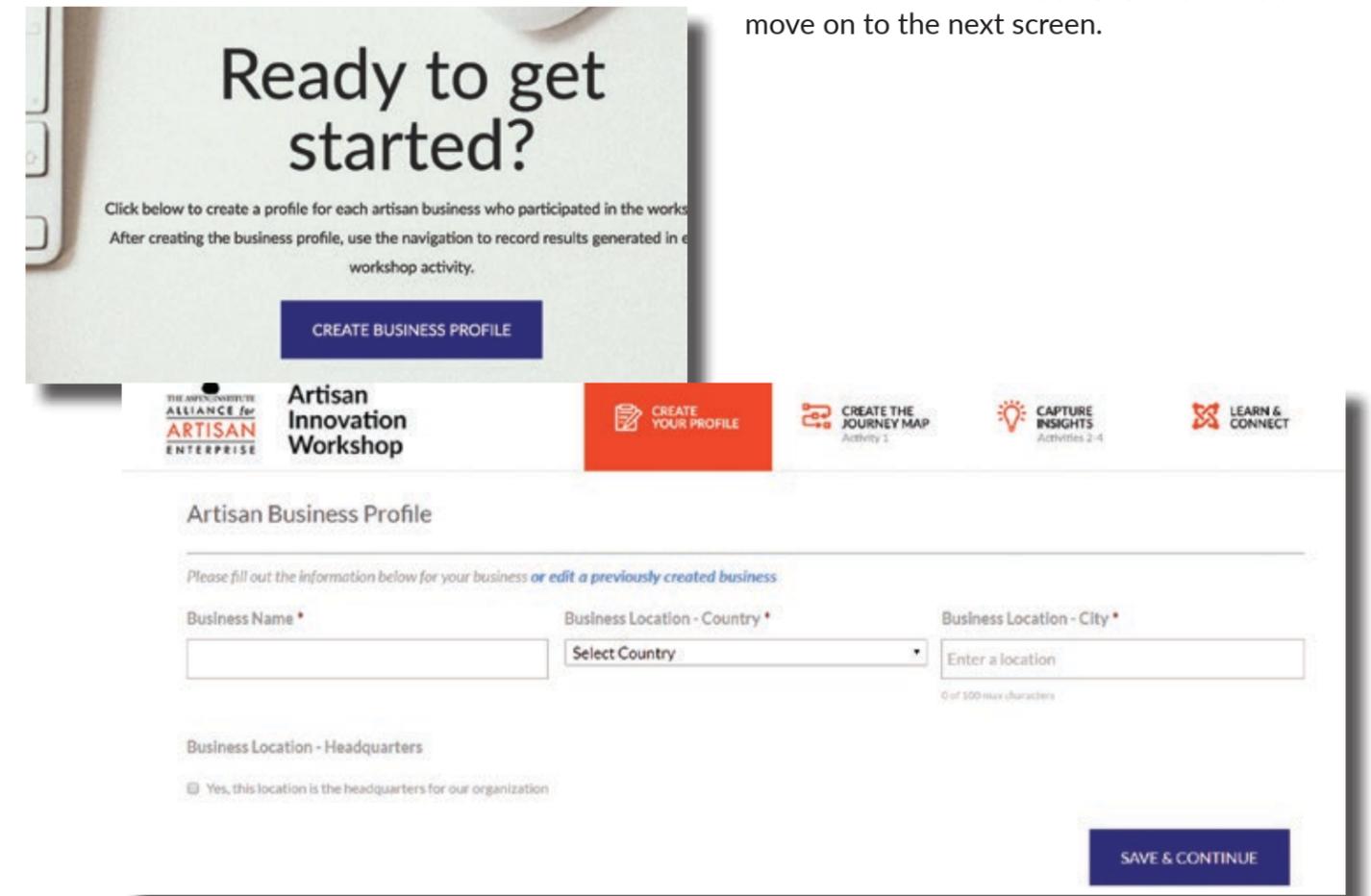
There are three user types to choose from:

- **Artisan**
- **Artisan Business Owner**
- **External Facilitator:** Select this user if you are not an artisan or an artisan business owner who is facilitating a workshop



## Step 2: Create artisan business profile

- A. Click "Create Business Profile" at the bottom of the workshop home page.
- B. Enter the artisan business or organization name for which you are entering data and the country and city where it is located. If this is the headquarters location, check the box at the bottom. Click "Save & Continue" to move on to the next screen.
- C. If a profile for the organization has already been created, you will see the profile listed at the bottom of the page. You may select that profile to update the profile information or workshop results, or you may add new results for that organization.
- D. Input the requested information about the artisan business or organization from the [Business Profile Worksheet](#) in the [Artisan Business Profile](#) form. This information will provide the Alliance with information about the business's mission, products, operations, and employees. If you are a facilitator entering workshop results on behalf of participants, create a new business profile for each artisan business that participated.
- E. Enter the name and contact information of members of the artisan business or organization and other value chain stakeholders who participated in the workshop. Click the "plus" icon on the right to add the member or stakeholder. Click "Save & Continue" to move on to the next screen.





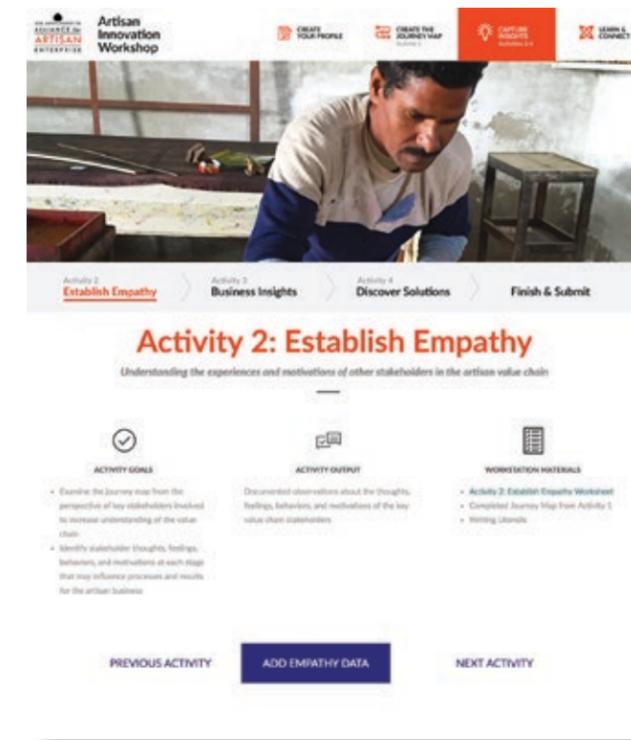
## Step 3: Upload Journey Map

- On the "Create Your Journey Map" page, read the instructions for Activity 1 as you scroll to the bottom on the page.
- Click "Upload Journey Map" at the bottom of the Activity 1 tab to continue.
- Upload a photo of the completed journey map created at the workshop by selecting "Choose File". If you do not have a photo of the completed journey map, download the [Journey Map PowerPoint Template](#) to re-create the journey map participants developed at their workstation tabletops, save it, and upload it by selecting "Choose File". Click "Save and Continue" to move on to the next activity.



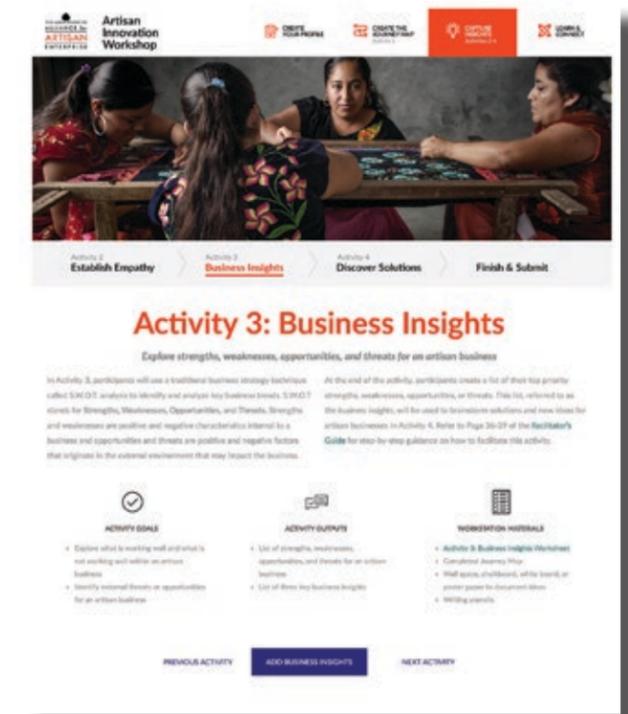
## Step 4: Record Activity 2: Establish Empathy Results

- On the [Capture Insights: Establish Empathy](#) screen, read the instructions for Activity 2: Establish Empathy as you scroll to the bottom of the page.
- Click "Add Empathy Data" at the bottom of the page to access the web form where you will submit results.
- Enter data from the [Activity 2: Establish Empathy Worksheet](#) in the web form fields.
- Select "Save and Continue" to save your results and move on to the next activity.



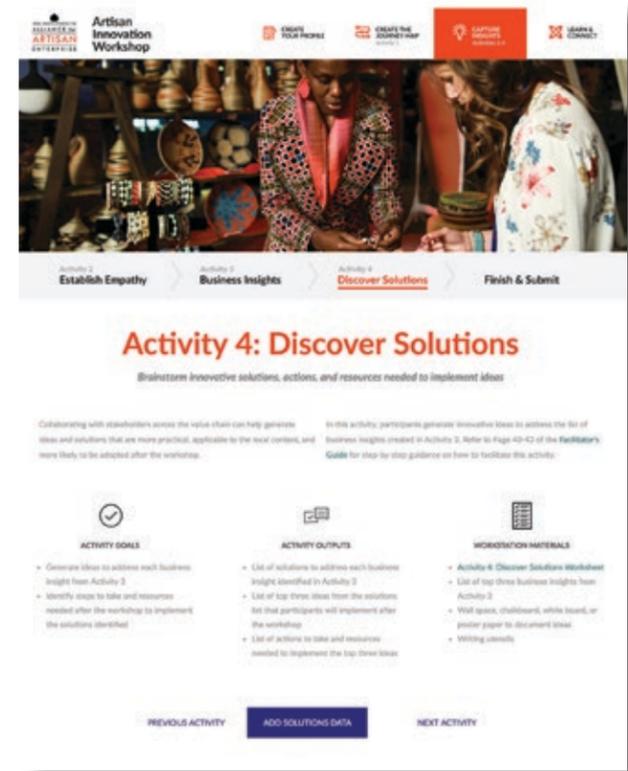
## Step 5: Record Activity 3: Business Insights results

- On the [Capture Insights: Business Insights](#) screen, read the instructions for Activity 3 as you scroll to the bottom of the page.
- Click "Add Business Insights" at the bottom of the page to access the web form where you will submit results.
- Enter data from the [Activity 3: Business Insights Worksheet](#) in the corresponding web form fields.
- Select "Save and Continue" to save your results and move on to the next activity.



## Step 6: Record Activity 4: Discover Solutions results

- On the [Capture Insights: Discover Solutions](#) screen, read the instructions for Activity 4 as you scroll to the bottom of the page.
- Click "Add Solutions" at the bottom of the page to access the web form where you will submit results.
- Enter data from the [Activity 4: Discover Solutions Worksheet](#) in the corresponding web form fields.
- Select "Save and Continue" to save your results and move on to the next activity.



## Step 7: Finish and Submit

- A. On the **Capture Insights: Finish and Submit** screen, review your progress on the four workshop activities. You may edit information already saved or add new information by clicking **"Edit"** next to each activity. Activities for which you have already added information will be noted with a green check mark.
- B. After you are satisfied with all the information added to each activity, click **"Submit All Results"** to share the data captured at the workshop with the Alliance. Confirm that you are ready to submit your results by clicking **"Yes, Submit Results."**
- C. After submitting your results, you will be taken to a page confirming that your results were submitted successfully. On this page, you may download an Excel file with your results for each activity. You may save this file for your records and share with workshop participants, as appropriate.
- D. Click **"Learn and Connect"** to navigate to a page where you can learn more about how to engage with the Alliance after the workshop and download additional resources and references to help turn ideas from the workshop into action.
- E. Click **"Log Out"** in the top right corner of the screen when you are finished with your session. You may always return to the workshop website to edit your results.

# LEARN & CONNECT

## INTRODUCTION

The learning does not stop after the workshop. This chapter includes guidance on how to stay connected to the Alliance after the workshop ends, as well as tools and resources to continue supporting your journey to strengthen artisan businesses.



### Stay connected after the workshop

There are many ways to keep the conversation going after the workshop. The Alliance is a vibrant community of members and partners working together to drive resources and recognition to artisan businesses around the world.

Below are actions you and participants can take to stay engaged after the workshop. You can find links to all of these resources on the workshop website "[Learn & Connect](#)" page.

**Connect with the other participants outside of the workshop.** Encourage participants to exchange contact information with one another and to stay in touch after the workshop to continue sharing ideas and solutions.

**Sign up for the Alliance newsletter.** Sign up to stay in touch to [receive updates](#) about the Alliance's work and the state of the artisan sector. Learn about recent Alliance initiatives and other happenings in the sector on our [blog](#).



**Participate in the Alliance Digital Learning Series.** Sign up to participate in an upcoming digital learning series. These quarterly webinars give artisan businesses and support organizations an opportunity to learn and connect with each other on topics of interest to the sector. Watch playback from previous digital learning session [here](#).

**Become an Alliance member.** The Alliance is a community of 128 (and counting) network of artisan businesses, support organizations, corporations, foundations, government and multilateral agencies, and individuals. Learn more about our [current members](#) and [apply to join](#) the Alliance for Artisan Enterprise today.

**Connect with us on social media.** Follow the Alliance on [Instagram](#), [Twitter](#), and [Facebook](#) and help us spread the word and share your experience at the workshop using the [#chooseartisan](#) hashtag.



## Chapter 7 Learn & Connect



## Resources and tools to use after the workshop

### FURTHER READING & REFERENCES

- [2016 Alliance Impact Report](#)
- [Measuring Traditional Skills: Taking stock of What We Have before We Lose It](#)
- [UNESCO Creative Economy Report 2013](#)
- [U.S. Department of State Strategy for Women's Economic Empowerment \(2016\)](#)

### ADDITIONAL RESOURCES & TOOLS

**Artisan Loan Program:** Through the [Alliance-Kiva Artisan Loan Program](#), any artisan business in the Alliance for Artisan Enterprise network may apply for a loan up to \$20,000 with 0% interest tailored to his or her artisan business.

**Heritage Initiative:** The Alliance for Artisan Enterprise partnered with the TreadRight Foundation to create a small grants program for artisan enterprises called the [Heritage Initiative](#). Together, the Alliance and TreadRight support ancient cultural traditions that preserve the unique richness and diversity of people and place.

**Women's Entrepreneurship Fund:** The [Women's Entrepreneurship Fund](#) is an initiative between Kiva, the State Department, and the Multilateral Investment Fund, a member of the Inter-American Development Bank Group, to address the financing barriers, especially for women with small and growing businesses who have few, if any financing options.





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