

Collaborative Talent Development

Community of Practice

**Discovering Learner Needs and Market Demand
for Educational Solutions**

Keynote speakers and EA Panel

13 December 2023

tudublin.ie/enterprise-academy

General announcements & schedule

2:30PM	Dr. Claire Mc Bride	Welcome to the TU Dublin Enterprise Academy Collaborative Talent Development Community of Practice
2:35PM	Brian Murphy	Introductions
2:40PM	Niamh O’Hora	Using Design Thinking for Learner Discovery
2:50PM	Dr Ciara Walsh	Learner Discovery: Brewing & Distilling Sector
3:00PM	Niamh O’Hora	Prototyping and Testing
3:10PM	Dr. Dee Duffy	Innovation requires Failure
3:30PM	Dr Brian Murphy	Moderates Questions and Answers
	Closes	Refreshments until 4pm

Enterprise Academy

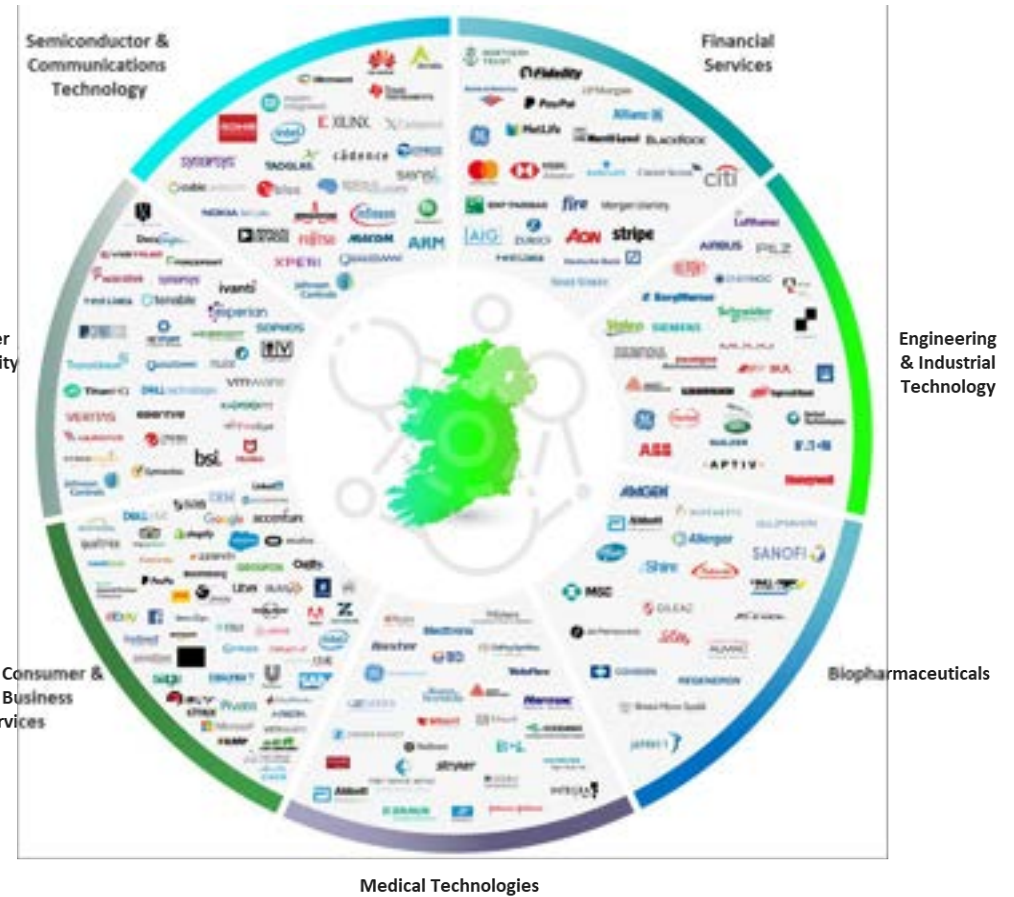
A multidisciplinary business unit at TU Dublin taking an innovative approach to **Collaborative Talent Development** for workplace learners and also brokering enterprise connections to on-campus learners.

Launched November 2022 as a key output of the **Convene Project** funded by the Human Capital Initiative designed to increase capacity in higher education to meet priority and emerging skills needs.

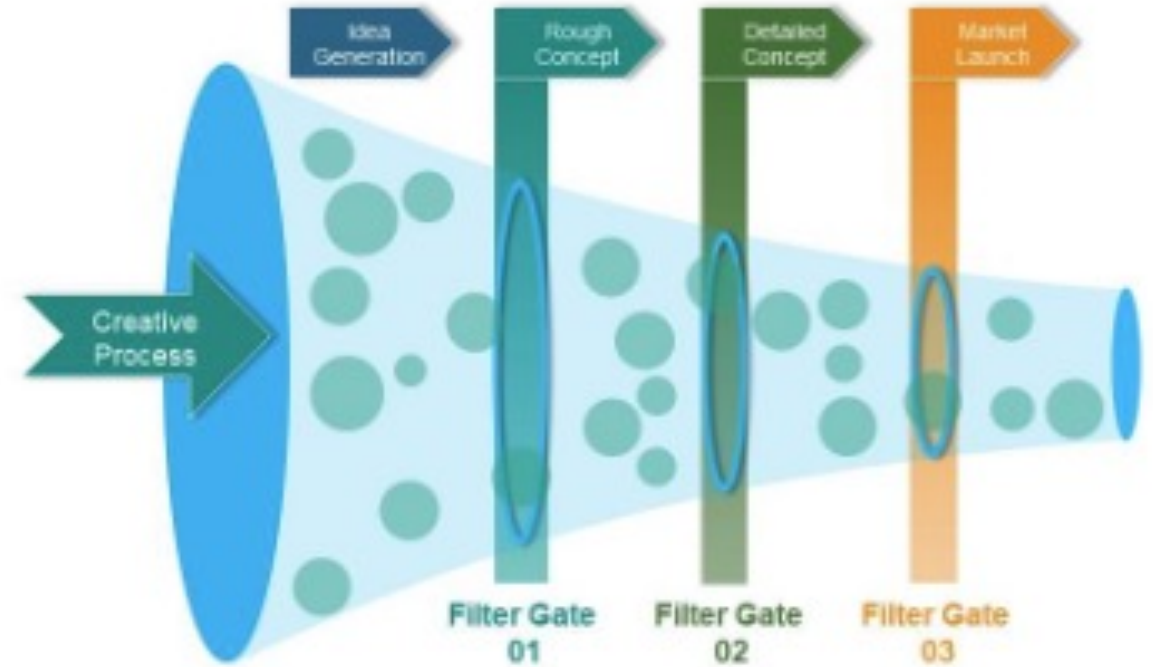
Focus on accredited solutions working with Faculty and Organisations of all sizes across key sectors, intent on attracting, engaging and retaining the best and brightest of talent.



Navigating University-Enterprise Ecosystems



Shift Left



Collaborative Talent Development Community of Practice

Discovering Learner Needs & Market Demand for Educational Solutions



Niamh O'Hora
Educational Developer,
TU Dublin Enterprise Academy

Educational Developer at the Enterprise Academy, Niamh collaborates with industry, academics and students in the co-creation of programmes that future-proof graduates for tomorrow's jobs by embedding innovation, globalisation, transversal skills and sustainable impact throughout at the heart of the learning experience.

Niamh is an educator and design lead, skilled in implementing processes that align diverse teams; realise business challenges and deliver sustainable solutions that solve real problems for people. With over 20 years of experience in education and tech, she has led the design of digital projects for clients including Microsoft, Wells Fargo, The European Union, RTÉ, Tourism Ireland, Fáilte Ireland and Irish Distillers.



Dr. Ciara Walsh
Senior Engagement Manager,
(Pharma, MedTech & Food)
TU Dublin Enterprise Academy

Ciara has worked with Enterprise for many years as a work placement co-ordinator, lecturer, and researcher in TU Dublin and UCD (Newman Scholar).

Ciara has previous experience in a regulatory capacity working with the Food Safety Authority of Ireland, and in the European Commission and the OECD. Ciara has a BSc (hons) in Food Sc. (UCC), a PhD in Microbiology (UU), and a PgDip in Education (Technological University Dublin).

Her most recent educational endeavour has been the development of Postgraduate programmes (Level 9) in Brewing and Distilling in TU Dublin, to meet a drinks sector demand for more formal learning in this area.



Dr. Dee Duffy
Senior Engagement Manager,
(Retail, Tourism and Hospitality)
TU Dublin Enterprise Academy

Dee is a business-minded educator with a social conscience. She brings years of experience working in both local and international markets across the retail, tourism, and hospitality sectors.

She completed a postgraduate diploma in teaching & learning to understand best practices in education design. Subsequently Dee won an award at the University for innovative teaching on her Professional Development module.



What's On Your Plate?

What are your biggest challenges in new programme design and development?

Using Design Thinking For Learner Discovery



Niamh O'Hora

- * Educational Developer Enterprise Academy
- * Lecturer Creative Digital Media, School of Media
- * UX Design & Research

niamh.ohora@tudublin.ie | [linkedin.com/in/niamhohora](https://www.linkedin.com/in/niamhohora)

Design Thinking is globally recognised as a valuable, collaborative approach for its ability to foster **innovation, solve complex problems, and create human-centered products and services.**

↓
Learner-centered

Education
Solutions

If You Build It...

*The Intersection Where
Design Thinking Lives*

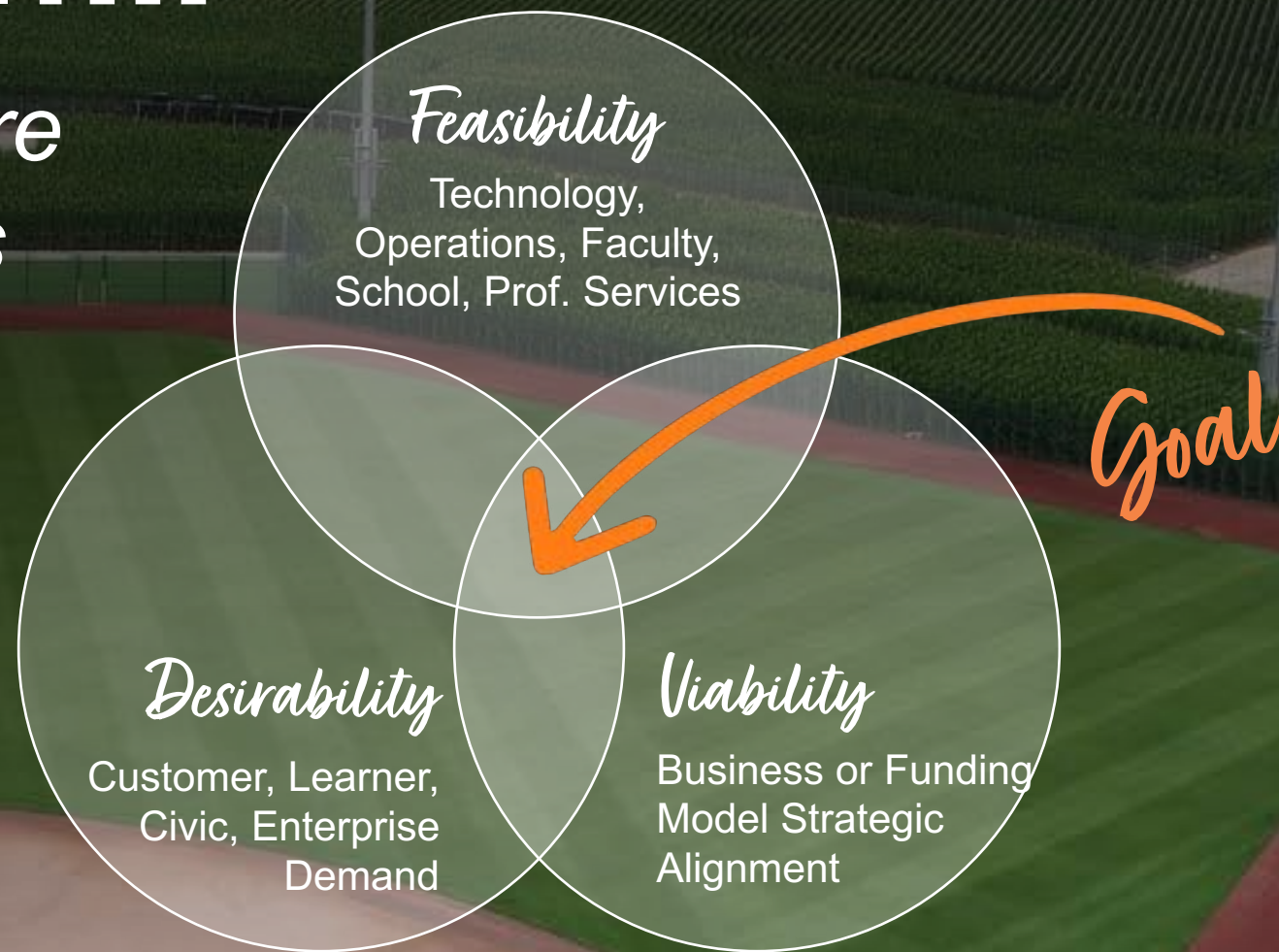


Photo via Bloomberg Technology



Photo via Wired





The longevity of some educational programs are at risk due to low enrolment numbers and underdeveloped go-to-market strategies.

EMPATHISE

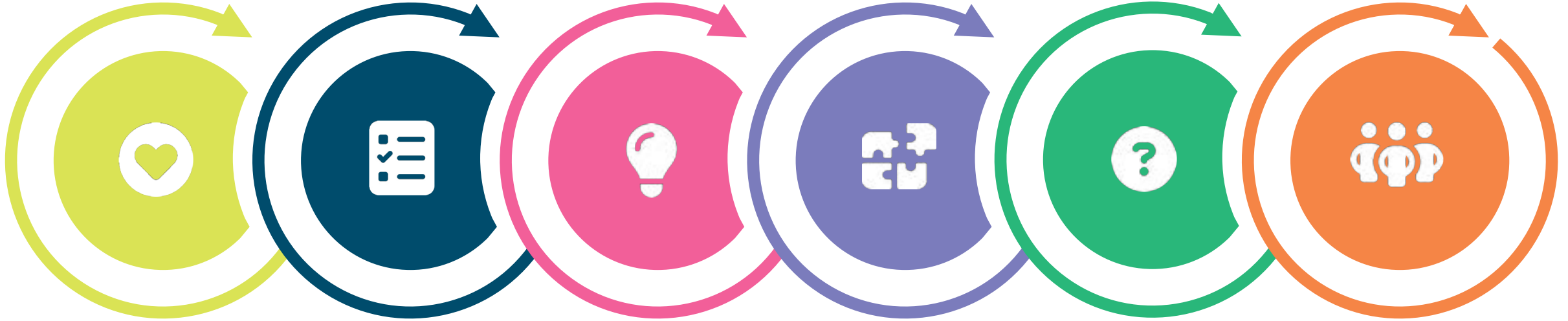
DEFINE

IDEATE

PROTOTYPE

TEST

IMPLEMENT



How do we understand all the people involved, their needs, motivations and behaviours?

What is the problem or challenge we want to address?

How do we come up with the idea that best solves the challenge?

How do we make a solution visible or tangible?

Is the solution desirable?

How do we operationalise, learn and improve?

EMPATHISE

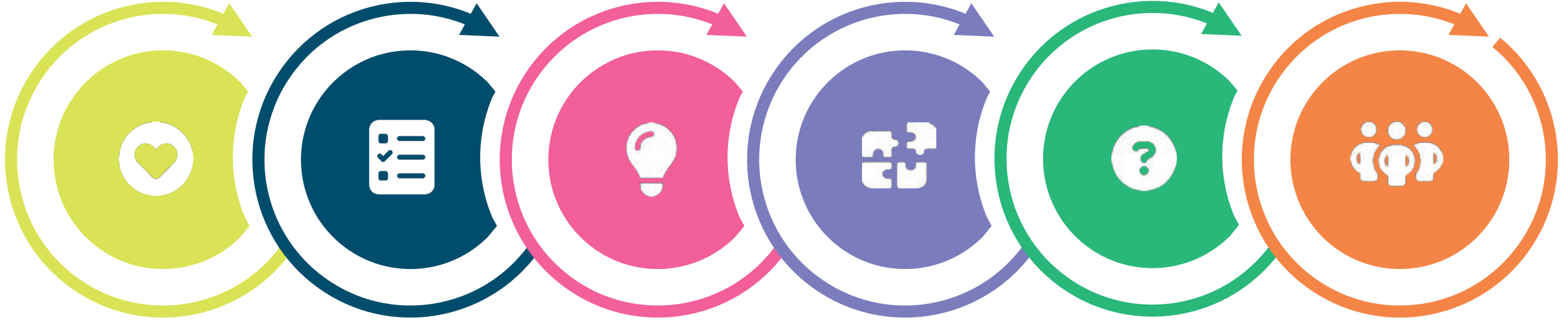
DEFINE

IDEATE

PROTOTYPE

TEST

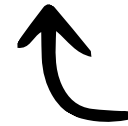
IMPLEMENT



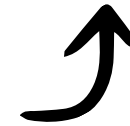
- * Secondary Research
- * Conversation Starters
- * Workshops
- * Expert Interviews
- * Learner Interviews
- * Surveys
- * Stakeholder Mapping
- * Benchmarking
- * Environmental Scanning

- * Audience Definition
- * Problem Statement

- * Collaborative Ideation
- * Unique Value Proposition
- * Hypothesis
- * Business Canvas



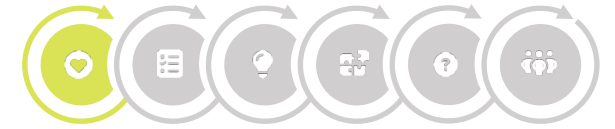
- * EOI
- * Rapid Prototype
- * Marketing Material
- * Taster
- * Webinar
- * Workshops



- * QA Process
- * Programme Design
- * Recruitment
- * Delivery
- * Feedback
- * Improvement

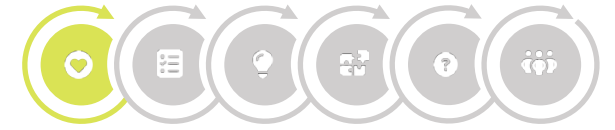
Empathise: Food Manufacturing

Photo via UX Design Institute



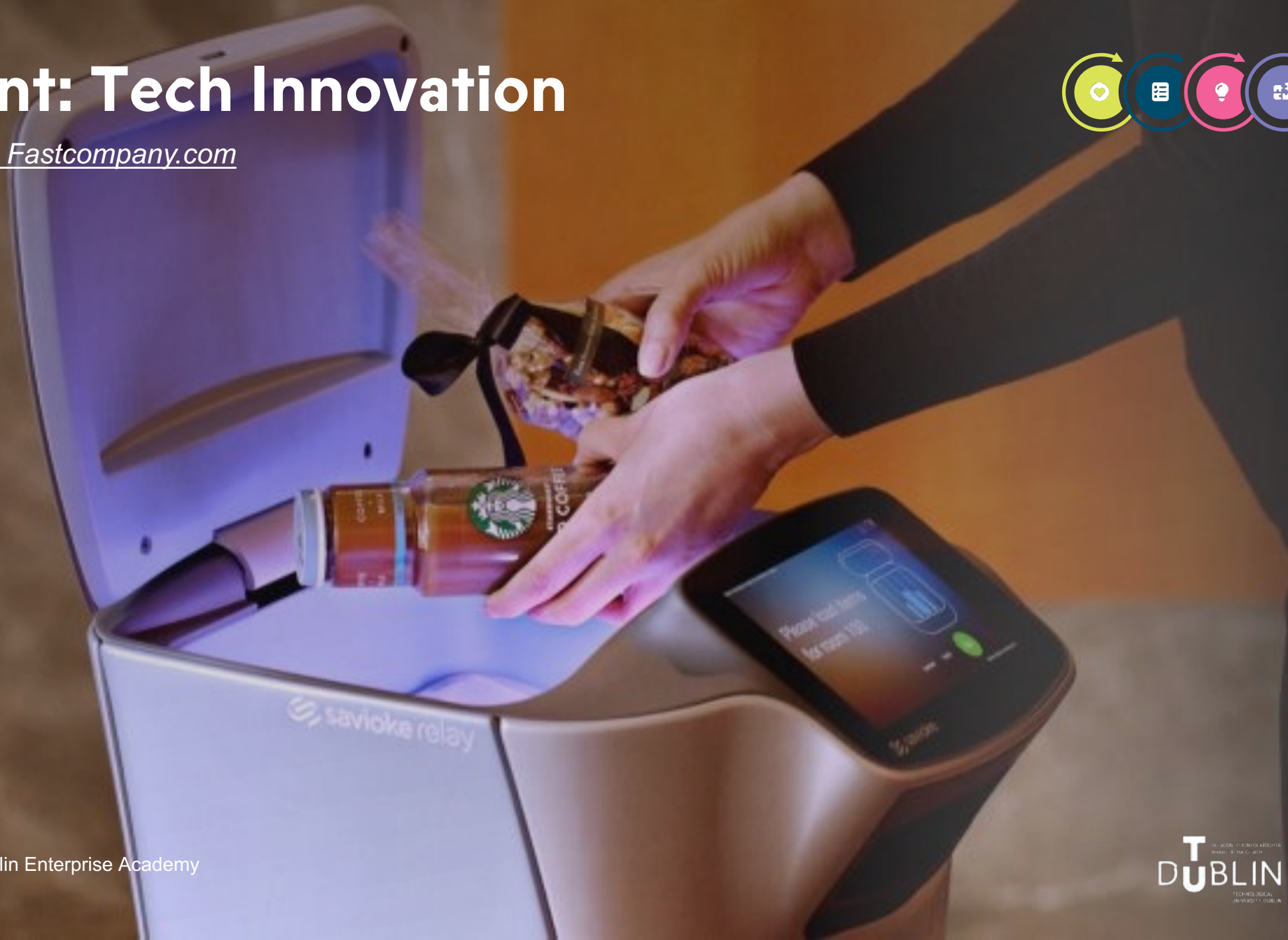
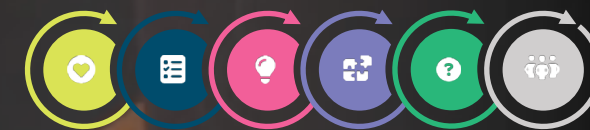
Empathise: Health Care

Photo via IDEOU.org



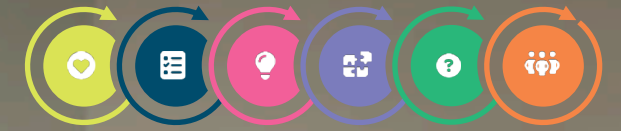
Sprint: Tech Innovation

Photo via Fastcompany.com



Lifecycle: Public Service Design

Photo via Trevor Vaughn on LinkedIn.com



Launch of Ireland's A
Designing Better
Wednesday, 6 Dec

DESIGN LABS
Time / Savings
emergency staff
trauma

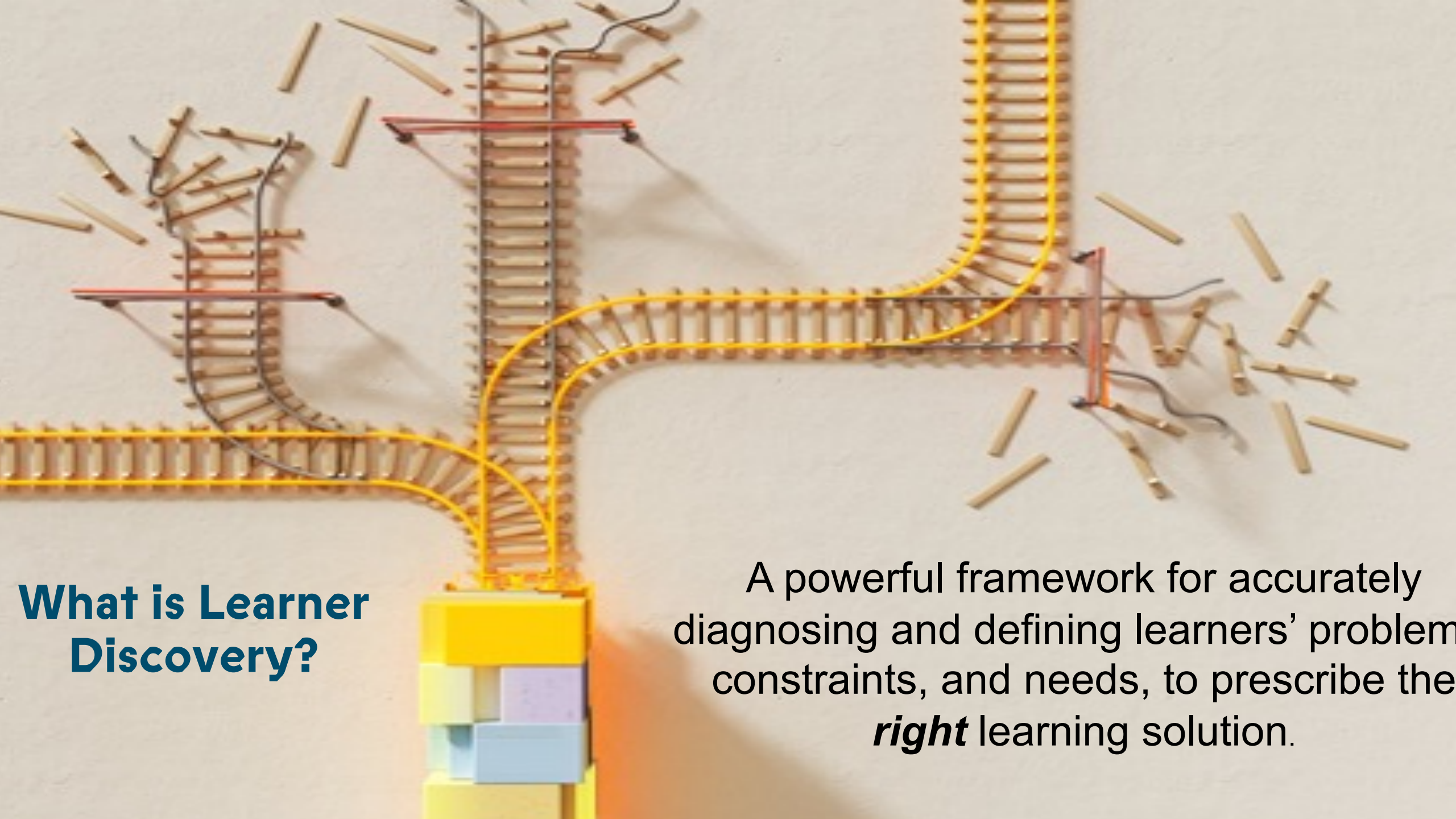
-Learner Discovery - Brewing & Distilling Sector



Dr. Ciara Walsh

* Senior Engagement Manager: Food, Pharma, and MedTech Sectors,
TU Dublin Enterprise Academy

ciara.walsh@tudublin.ie | [linkedin.com/in/ciara-walsh-41a3bb102/](https://www.linkedin.com/in/ciara-walsh-41a3bb102/)



What is Learner Discovery?

A powerful framework for accurately diagnosing and defining learners' problem constraints, and needs, to prescribe the *right* learning solution.

My programme development journey...

Is there a demand for postgraduate programmes in Brewing & Distilling?

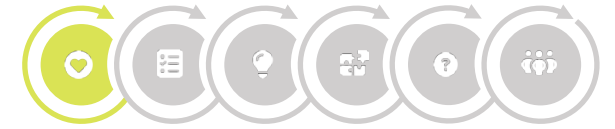
And is so, what would that provision look like?



Empathise



Empathise: Secondary Research



Get To Know The Sector & Your Learner

- How big is the sector and is there demand?
- What does the data say ?
 - Foodwise Strategy 2025,
 - National Skills Strategy 2025,
 - Drinks Industry Ireland, 2019 etc.
- What is the current educational provision?

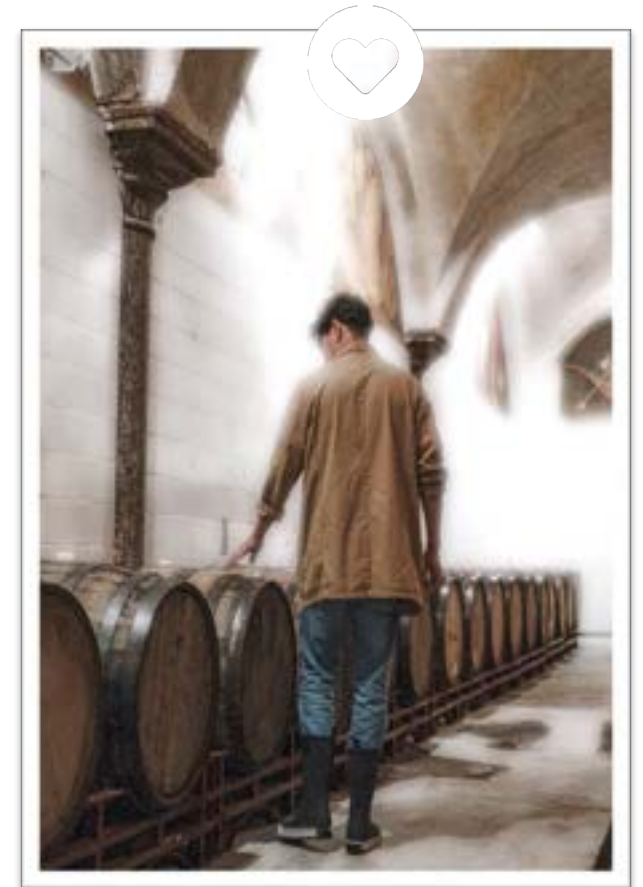
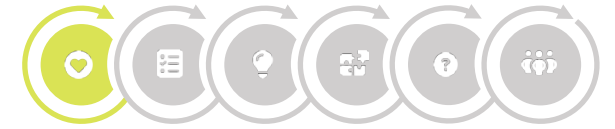
Networking Events

- Attend Sector related Workshops & Events etc.



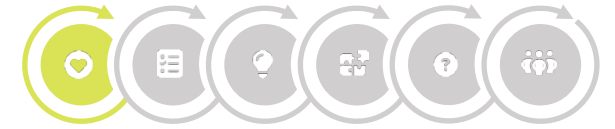
Empathise: Survey

- Survey Design: Consultation & Benchmarking
- Focused on:
 - *Interest in postgraduate programmes*
 - *Competencies & knowledge*
 - *Current staff training*
 - *Obstacles to upskilling*
 - *Methods of programme delivery*
 - *Priority transferable skills*
- Open question – *what have we missed?*
- Sent to all the drinks companies in Ireland

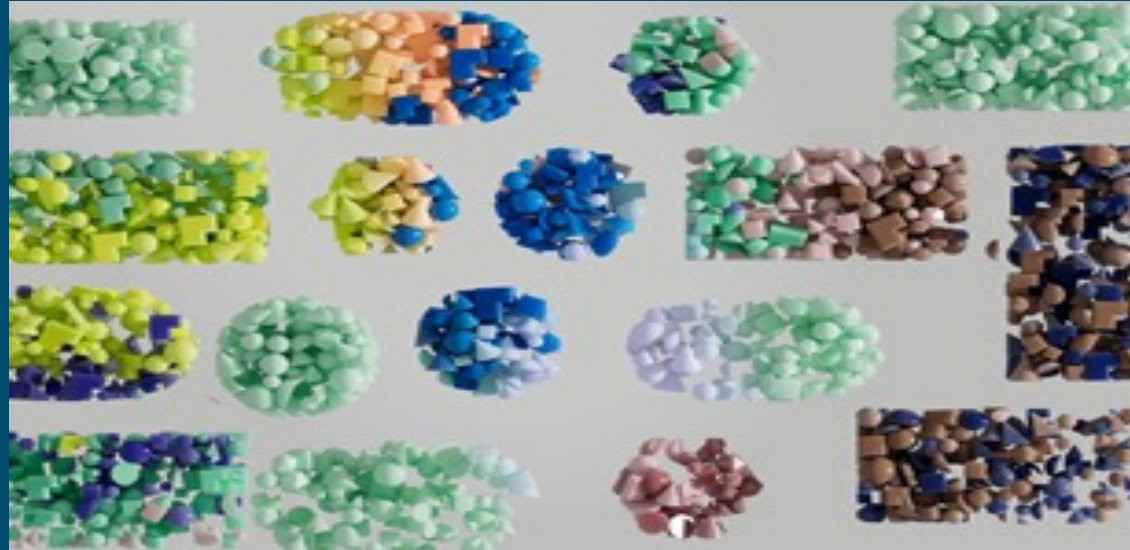


Empathise: Interviews

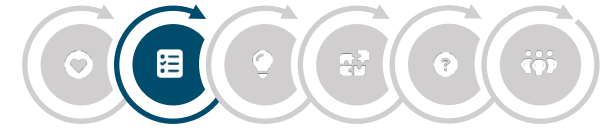
- Interviewed 28 different stakeholders
- Interviews focused on 5 themes:
 - a) Current training provision*
 - b) Industry need for postgraduate programmes*
 - c) Current sector challenges*
 - d) Knowledge Gaps/Deficiencies*
 - e) Current sector opportunities*
- Interviews were typically 30 to 60 mins long



Define



Define: Market Demand

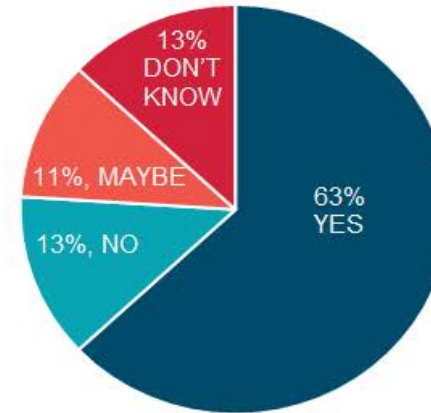
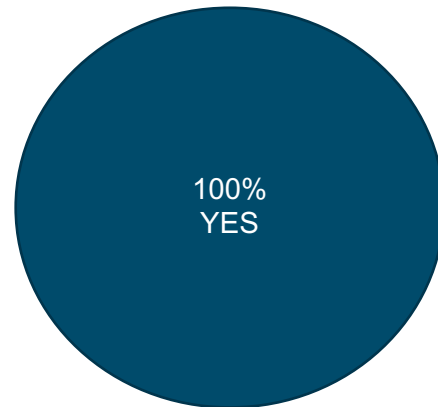


Do you think there would be INTEREST from staff in your company in a POSTGRADUATE DIPLOMA or an MSc in Brewing & Distilling?

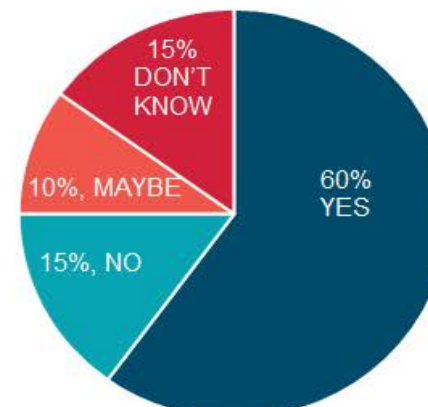
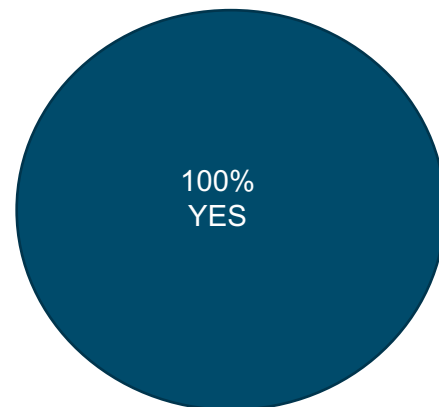
INTERVIEWS (n=28)

SURVEYS (n=40)

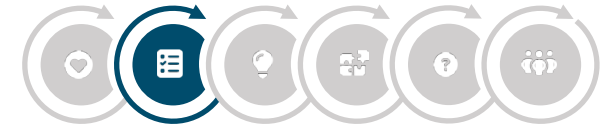
POSTGRADUATE
DIPLOMA



MASTER OF
SCIENCE



Define: Learning Pathways



Learner

In-house
Training



Online
Postgraduate
Provision



*No practical
component*



University
Postgraduate
Provision

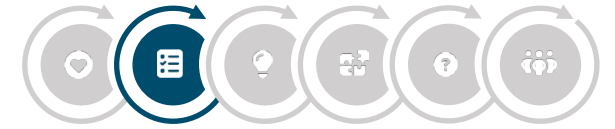


Etc.

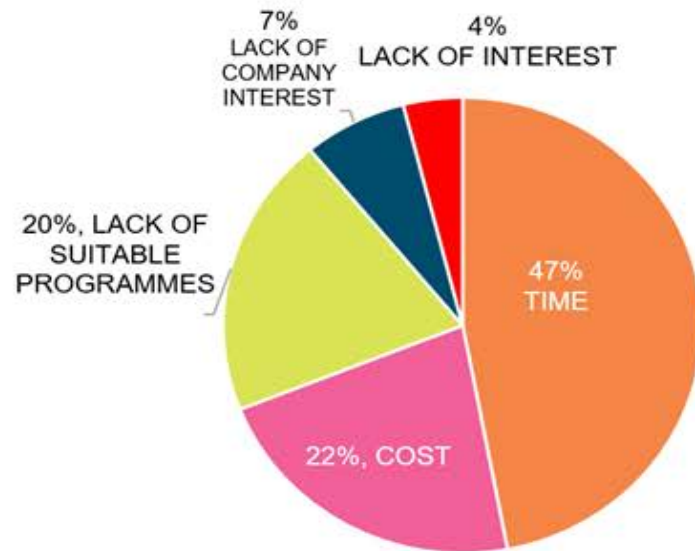
*Spring 2022
All outside of
Ireland*



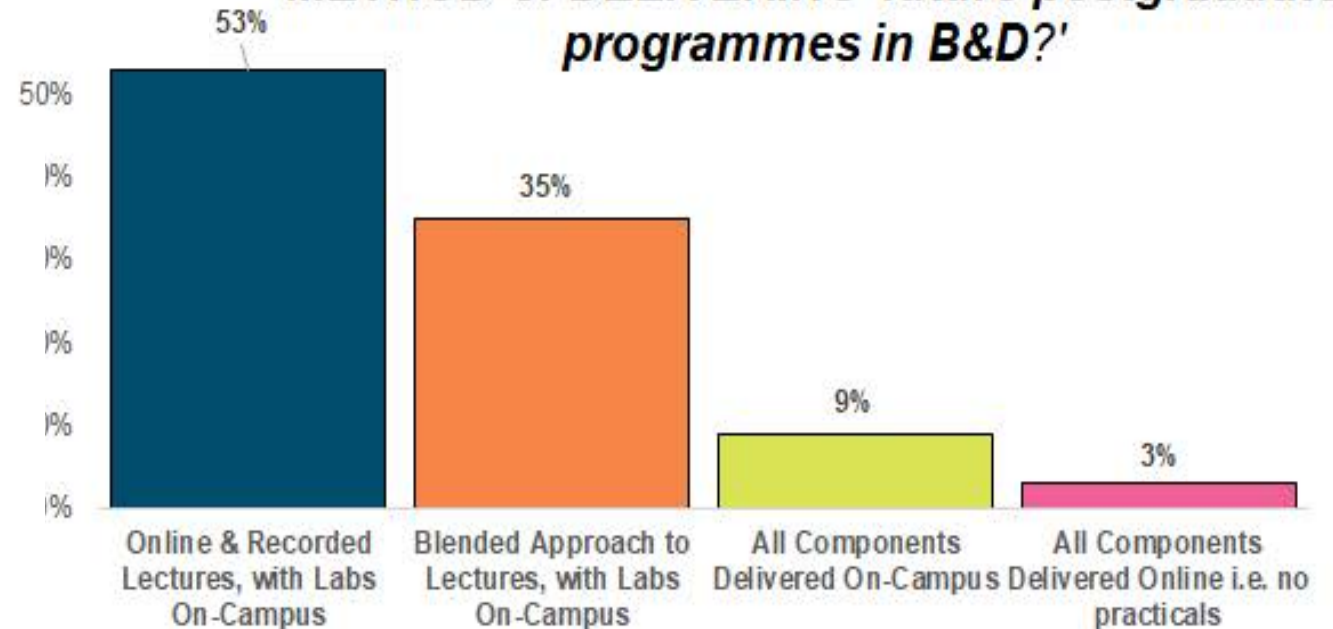
Define: Programme Delivery & Curriculum



What are the biggest OBSTACLES for staff in your company in completing FURTHER TRAINING/UPSKILLING?



'In your opinion, what would be the BEST METHOD of DELIVERING future postgraduate programmes in B&D?'



Rank	COMPETENCIES	Average (1-7)	Medium (1-7)	Percentage
1	Technical Aspects of Brewing	6.00	6	86%
2	Hygiene Control & Cleaning	5.94	6	85%
3	Technical Aspects of Distilling	5.89	6	84%
4	Quality Assurance Procedures	5.80	6	83%
5	Process Monitoring & Operations	5.66	6	81%
6	Sampling	5.49	5	78%
7	Traceability	5.46	5	78%
8	Scheduling	5.09	5	73%
9	Sensory Analysis	5.08	5	73%
10	Bottling Line Operations	4.60	5	66%
11	Canning Line Operations	4.40	4	63%
12	Cellar Management/Draft Dispense	4.31	4	62%
13	Keg Filling Operations	4.26	4	61%
Rank	KNOWLEDGE	Average (1-7)	Medium (1-7)	Percentage
1	Raw Materials	6.00	5	86%
2	Beverage Process Technology	5.69	6	81%
3	Beverage Microbiology/Biochemistry	5.61	5	80%
4	Sustainability	5.29	5	76%
5	Beverage Regulatory Affairs	5.2	5	74%
6	Product Development	5.11	5	73%
7	Project Management	5.09	5	73%
8	Supply Chain	4.83	5	69%
9	Equipment Maintenance	4.69	5	67%
10	Innovation & Entrepreneurship	4.54	5	65%
11	Packaging Management	4.51	4	64%
12	Beverage Marketing	4.34	4	62%
13	Financial Management	3.94	4	56%
Rank	TRANSFERABLE SKILLS	Average (1-7)	Medium (1-7)	Percentage
1	Attention to Detail	6.29	6	90%
2	Ability to work Independently	6.26	6	89%
3	Team work/Relationship Building	6.12	6	87%
4	Adaptability	6.03	6	86%
5	Critical Thinking	5.99	6	85%
6	Communication Skills	5.97	6	85%
7	Problem-solving	5.96	6	85%
8	Organisation & Planning	5.65	6	81%
9	Initiative	5.56	6	79%
10	Project Management	5.44	6	78%
11	Writing Skills	5.26	5	75%
12	Leadership	5.24	5	75%
13	Creativity	4.97	5	71%

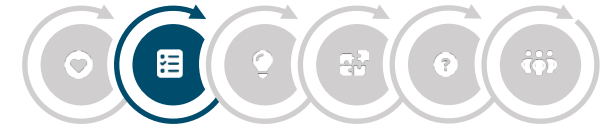
* Competencies defined as 'demonstrable skills in and area' and knowledge as 'theoretical and/or practical understanding of an area'

Table 1: Examination of Competencies, Knowledge and Transferable Skills of a Postgraduate Diploma in B&D on a scale of 1-7 (1: 'none at all' to 7: 'very proficient in this area') in an Online Drinks Sector Employee Survey collected anonymously between February – June 2022 (n=40)

What have we missed?

12.5% Health and Safety
 10% Customs & Excise
 7.5% Labelling legislation,
 5% Lean manufacturing,
 5% Cask Management & Warehousing etc.

Define: Other Interview Findings



- Current Challenges, Knowledge Gaps & Deficiencies

- 1) **Revenue and regulatory compliance** – a general lack of understanding and challenges meeting compliance were reported
- 2) **Health and safety compliance** – particularly with regard to ATEX, and health and safety concerns were even more pronounced for breweries with a tourism arm.
- 3) **Meeting sustainability goals** – a lack of knowledge on how to amend current traditional processes to be more sustainable, specialist experts in this field required
- 4) **Technical, innovation and packaging developments** – important in order to follow market trends and to ensure the low/no alcohol products were shelf-life stable
- 5) **Supply chain security** – affecting every aspect of the sector from raw material through to glass bottles, future concerns also with regard to the impact of climate change
- 6) **Increasing utility costs** – reported as an issue for small, medium and large businesses
- 7) **BREXIT** – concern regarding the potential for trade issues, disruption, and increased costs

Table 2: Challenges raised by Drink Sector Stakeholders during interviews conducted between Feb – June 2022 (n=28)



Objective/Ask:

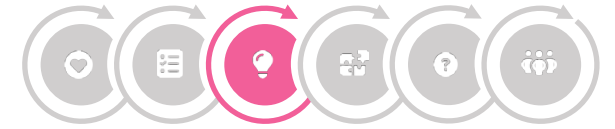
Build a range of programmes in Brewing & Distilling
Focused on the selected the priority skills
Flexible/recorded delivery
Practical Classes on-site
Low Cost/Funded?

Time to bring back to the Academic Team.....

Ideate



Ideate: Collaborate Thinking, Ideation & Problem-solving



- Consultation and consideration of results with the academic team
- Accept the constraints of the system
- Stackable programmes built around priority skills
- Methods of Delivery: HyFlex & Practical Classes on-site
- Funding...

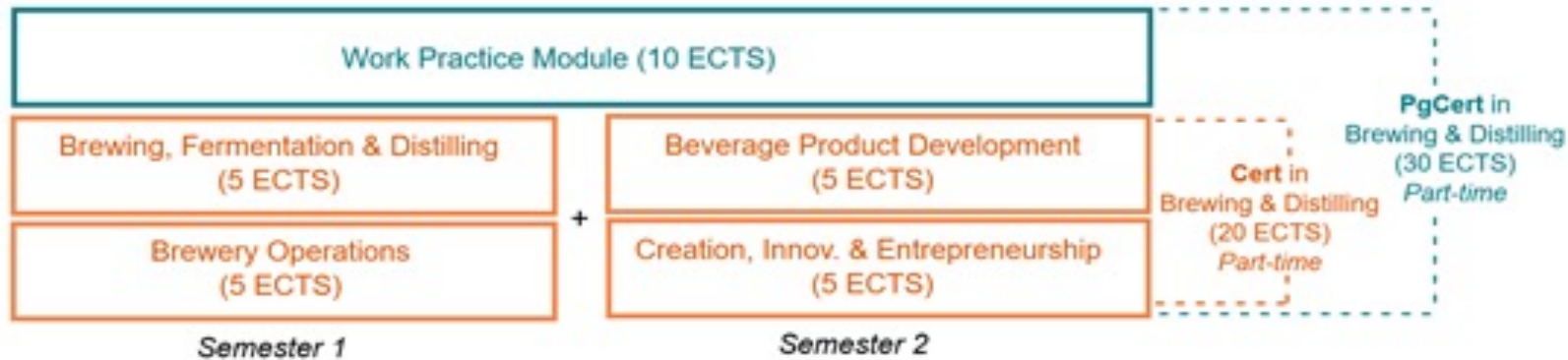


Prototype, Test & Implement



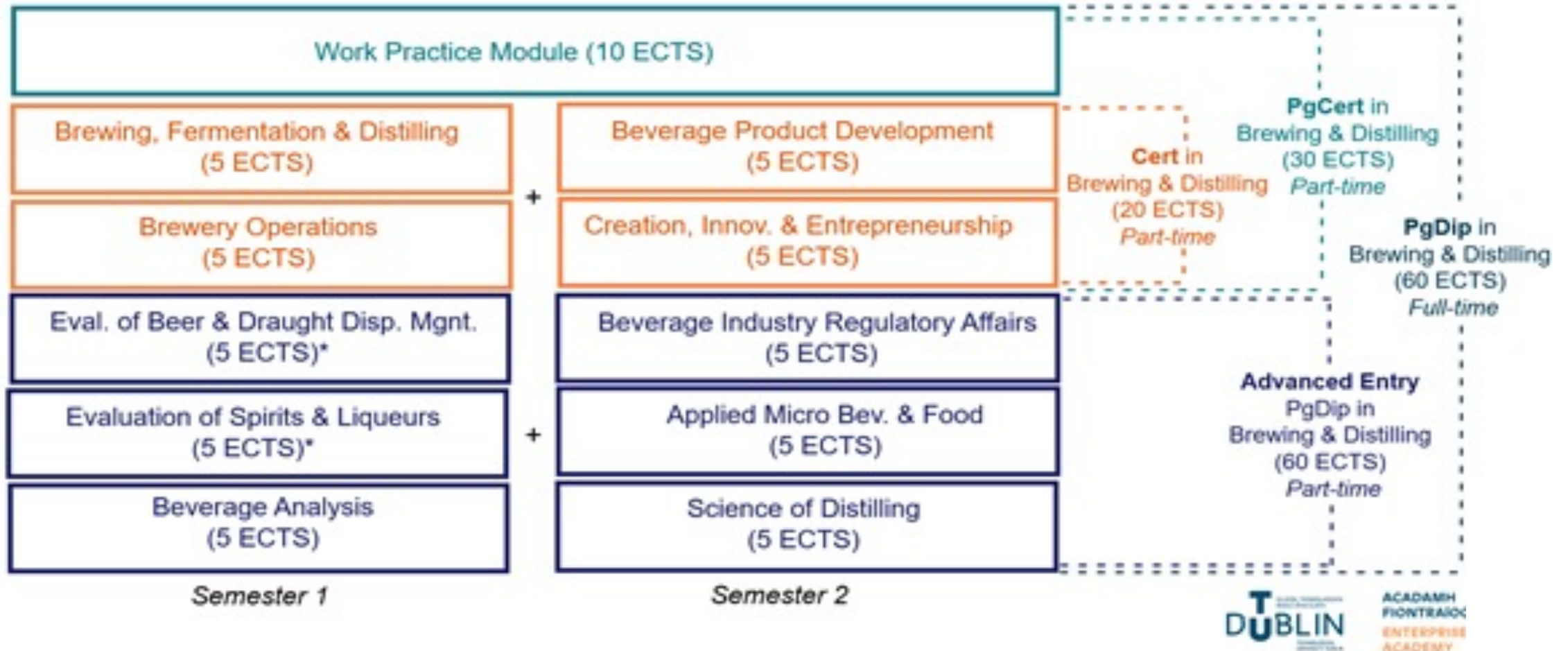
First postgraduate programme, Sept. 2022-2023

PgCert. in Brewing & Distilling

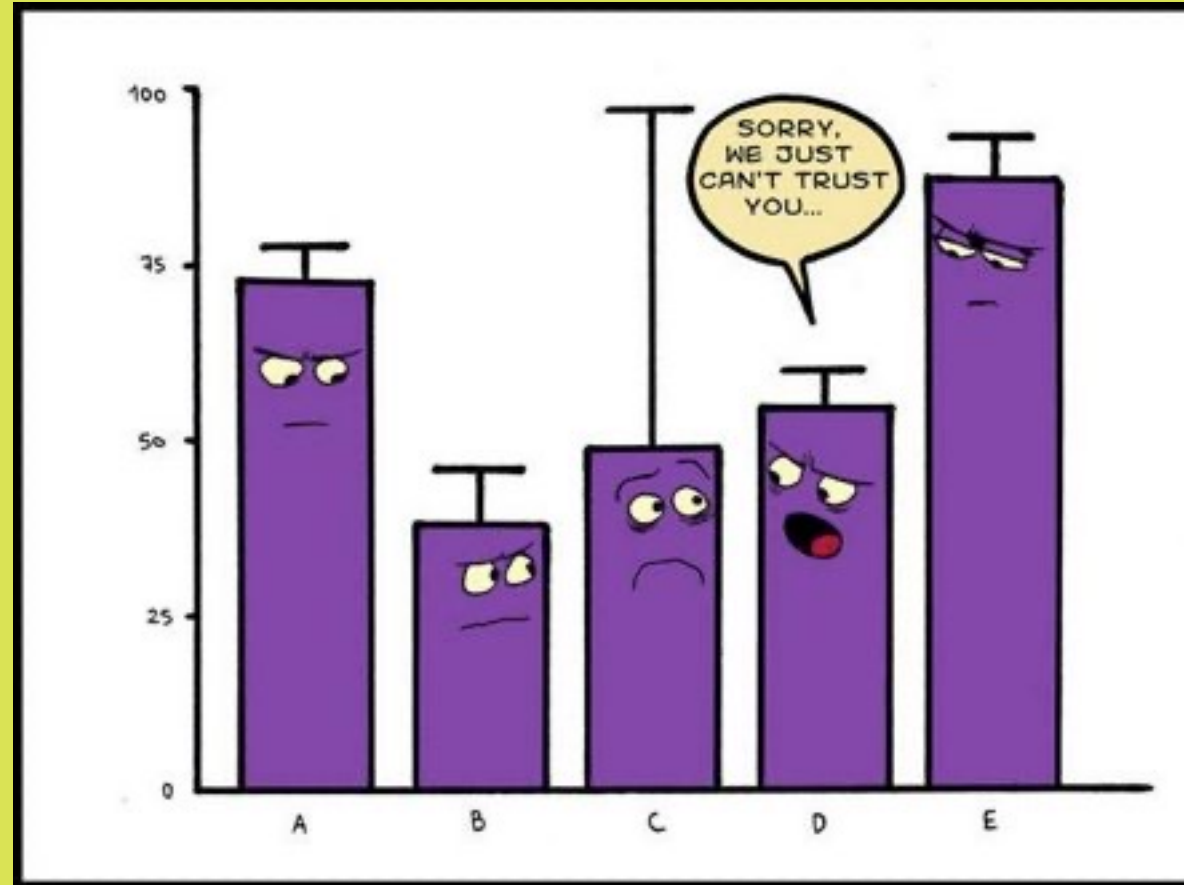


Second postgraduate programme, Sept. 2023-2024

Pathways in Brewing & Distilling



The more data the better...



Final Thought!

“

“Don't find customers for your product. Find products for your customers.”



SETH GODIN

SKYWORD

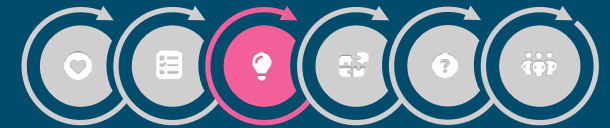
Rapid Prototyping & Testing



Niamh O'Hora

- * Educational Developer Enterprise Academy
 - * Lecturer Creative Digital Media, School of Media
 - * UX Design & Research
- niamh.ohora@tudublin.ie | [linkedin.com/in/niamhohora](https://www.linkedin.com/in/niamhohora)

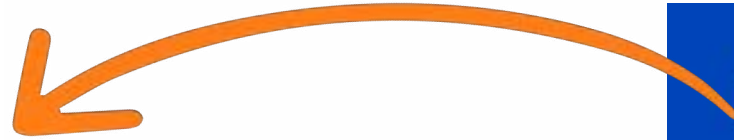
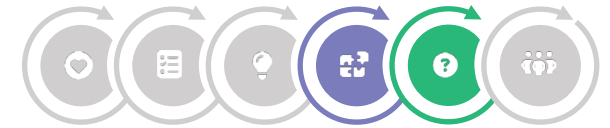
Ideate: Audience Definition & Unique Value Proposition



*For **professionals and recent graduates** looking to pivot or advance their careers while working, TU Dublin offers the only flexible, online Digital Design Masters pathway.*

Learners can complete Certificates independently, combine 6 Certificates for a Post-Graduate Diploma, then add a Professional Project to graduate with a Masters in Digital Design.

Prototype & Test: Survey



Select one or more Digital Design courses you would be most interest in:

Totals

Answers 40

Certificate User Experience Design

Certificate Design Thinking

Certificate Visual Design Fundamentals

Certificate Interaction Design

Skip this, I would not be interested in taking one or more courses

Certificate Design Research

Certificate Inclusive by Design

Certificate Business Design for Innovation

Professional Masters Pathway in Digital Design

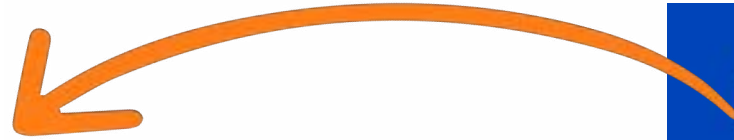
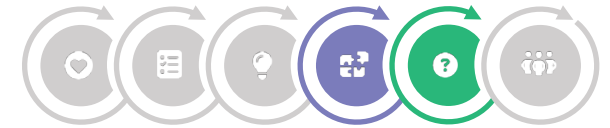
Transform Products, Services & Experiences Through Design

Future-Proof Your Career With Digital Design Skills

Designed for busy professionals, TU Dublin's Professional Masters

- Certificate Design Thinking
- Certificate User Experience Design
- Certificate Interaction Design
- Certificate Visual Design Fundamentals

Prototype & Test: Survey



What might stop you from taking a course like this?

Totals Answers 40

Financial considerations

Concerned about weekly commitment & assignments

Course content not relevant for me

I don't know the University

Don't have the time for further study

Skip this, I would be interested in taking one or more courses

I've enough training options in work

No interest in Masters accreditation

Professional Masters Pathway in Digital Design

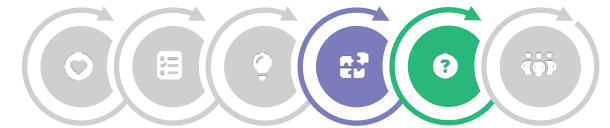
Transform Products, Services & Experiences Through Design

Future-Proof Your Career With Digital Design Skills

- Certificate Design Thinking
- Certificate User Experience Design
- Certificate Interaction Design
- Certificate Visual Design Fundamentals

Designed for busy professionals, TU Dublin's Professional Masters

Prototype & Test: Interviews x 8



Practitioner 1

xxx @ LearnUpon

<https://www.linkedin.com/in/x>

Standout Module for Career Transition/Early Career Designers

- Design Research (Powerful - Democratizes Design)

Standout Module Personally

- Design Leadership

Blockers to Recruitment

- Standing out from noise
- Online important

OPEN TO ADVISORY ROLE

OPEN TO GUEST LECTURING



Practitioner 2

xxx @ Microsoft

<https://www.linkedin.com/in/x>

Standout Module for Career Transition/Early Career Designers

- User Experience Design (Career Transition)

Standout Module Personally

- Design Leadership
- Business Innovation for Designers

Blockers to Recruitment

- Internal training opportunities

OPEN TO ADVISORY ROLE



Practitioner 3

xxx @ AllHuman

<https://www.linkedin.com/in/x>

Standout Module for Career Transition/Early Career Designers

- Visual Design Fundamentals (UX designers with poor visual skills)
- Interaction Design

Standout Module Personally

- Design Research

Blockers to Recruitment

- Practitioner led
- Online, important

OPEN TO ADVISORY ROLE



Practitioner 4

xxx @ Genesys

<https://www.linkedin.com/in/x>

Standout Module for Career Transition/Early Career Designers

- Certificate Visual Design Fundamentals (UX designers with poor visual skills)

Standout Module Personally

- Design Leadership

Blockers to Recruitment

- Cost
- Online, evening important

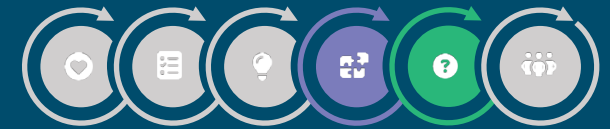
OPEN TO ADVISORY ROLE



What people say, what people do, and what people say they do are often three entirely different things.

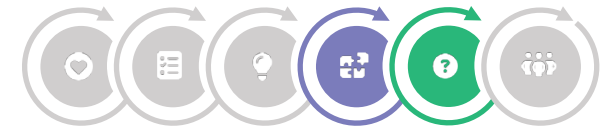
- Margaret Mead, Anthropologist

Prototype & Test: Market Validation Hypothesis



At least 10% of professionals and recent graduates who visit a landing page for the program will opt-in to register for updates within two weeks of circulation.

Prototype & Test: EOI



Growth Source Breakdown



Future-Proof Your Career With Digital Design Skills

Designed for busy professionals, TU Dublin's Professional Masters Pathway in Digital Design is a **suite of accredited short courses** from a globally recognised University. **Take one course on its own or combine multiple to graduate with an MA in Digital Design.**

- Certificate Design Thinking
- Certificate User Experience Design
- Certificate Interaction Design
- Certificate Visual Design Fundamentals
- Certificate Design Leadership
- Certificate Inclusive Design
- Certificate Design Research
- Certificate Business Design for Innovation

Register Your Interest

Sign up by email address to receive course updates and further information

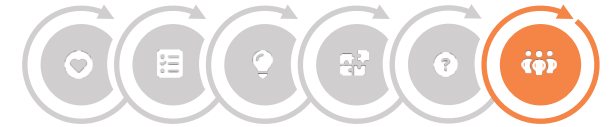
Viability Pivot



HCI Pillar 1
Call For Proposals 2023



Implement: Recruit



CREATIVE DIGITAL MEDIA

CDM

TU DUBLIN

Creative Digital Media @ TU Dublin Blanchardstown - Alumni Group

Private Listed

Earn an Active Group badge

Creative Digital Media @ TU Dublin Blanchardsto...

Niamh O'Hora · You

2w · Edited · 🧑🏻‍🤝‍🧑🏻

Hi folks 🙌 Funded places available on the new Postgraduate Diploma in Digital Design >> Apply by Dec 11th to secure a spot

<https://lnkd.in/et7SzMhq> ...see more

TU DUBLIN

FULLY/90% FUNDED PLACES

POSTGRADUATE DIPLOMA

DIGITAL DESIGN

JAN 2024 START | APPLY BY MONDAY 11 DEC 2023

→ INTERACTION DESIGN

Innovation requires Failure



Dr. Dee Duffy

* Senior Engagement Manager, Retail, Tourism and Hospitality Sectors, Enterprise Academy

dee.duffy@tudublin.ie | [linkedin.com/in/drdeeduffy](https://www.linkedin.com/in/drdeeduffy)



“Every kind of failure brings
opportunities for learning
and improvement”

- Amy C. Edmondson,
Right Kind of Wrong:
The Science of Failing Well

Intelligent Failure



1. Explores an opportunity
2. In novel territory
3. Driven by a hypothesis
4. Keeping the cost & scope as small as possible
(just large enough to be informative)
5. You learn from it!



“

I said, “Early, often, ugly. It’s OK. It doesn’t have to be perfect because then I can course-correct much, much faster. No amount of **ugly truth** scares me. It’s just information to make a decision.”

Christa Quarles

Former CEO, OpenTable

I need a course

She needs a course

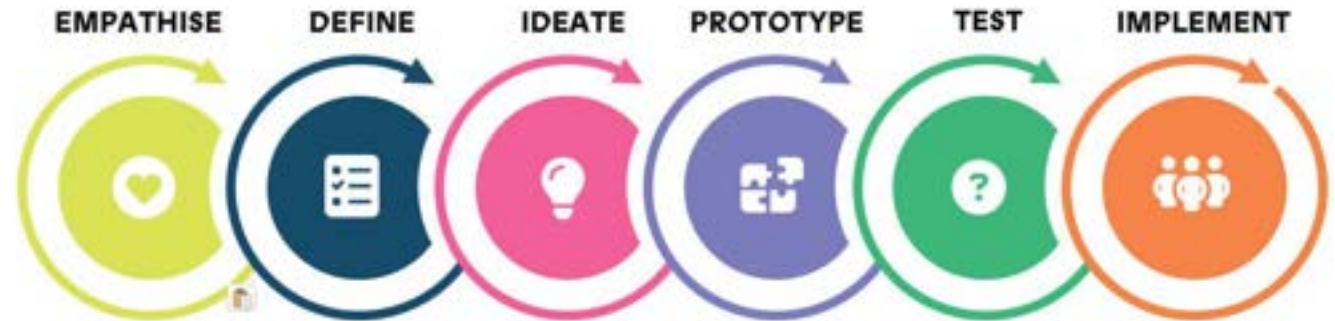


I need a course

She needs a learning solution



“There is no innovation and creativity without failure. Period.”
- Brene Brown







March: opportunity arises

April: Discovery Call with prospect;
2x2 Matrix; Internal stakeholder meetings

May: Programme Proposal Mock-Up

June: Single Module Validation Process; Partner visit to
EQ Campus ...

The traditional
accredited,
certificate

March: opportunity arises

April: Discovery Call with prospect;
2x2 Matrix; Internal stakeholder meetings

May: Programme Brochure Mock-Up

June: Single Module Validation Process; Partner visit to
EQ Campus ...





July: Pivot! Clearer Audience Definition

Collaborative Ideation: an alternative route to the
“Ugly Truth”

Taster Workshop to engaged segment

EMPATHISE

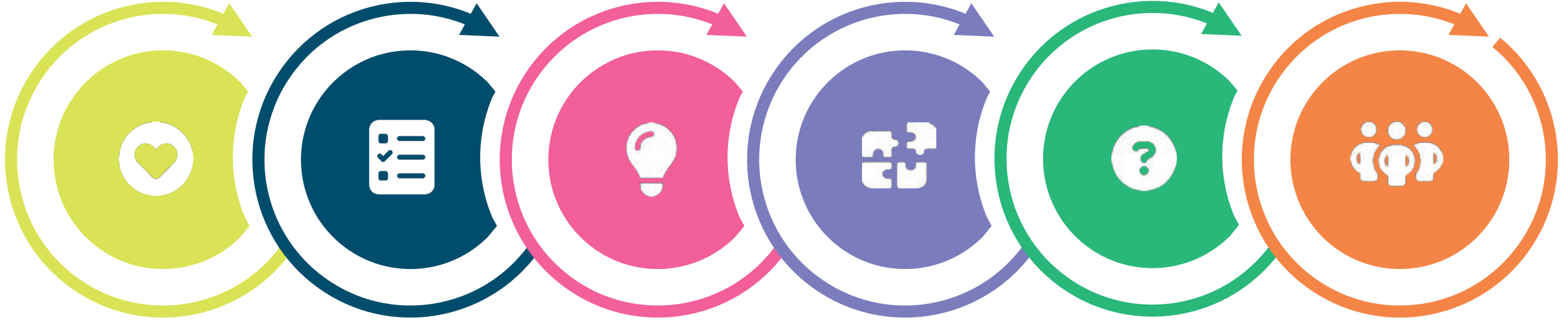
DEFINE

IDEATE

PROTOTYPE

TEST

IMPLEMENT



- * Secondary Research
- * Conversation Starters
- * Workshops
- * Expert Interviews
- * Learner Interviews
- * Surveys
- * Stakeholder Mapping
- * Benchmarking
- * Environmental Scanning

- * Audience Definition
- * Problem Statement

- * Collaborative Ideation
- * Unique Value Proposition
- * Hypothesis
- * Business Canvas

- * EOI
- * Rapid Prototype
- * Marketing Material
- * Taster
- * Webinar
- * Workshops

- * QA Process
- * Programme Design
- * Recruitment
- * Delivery
- * Feedback
- * Improvement

EMPATHISE

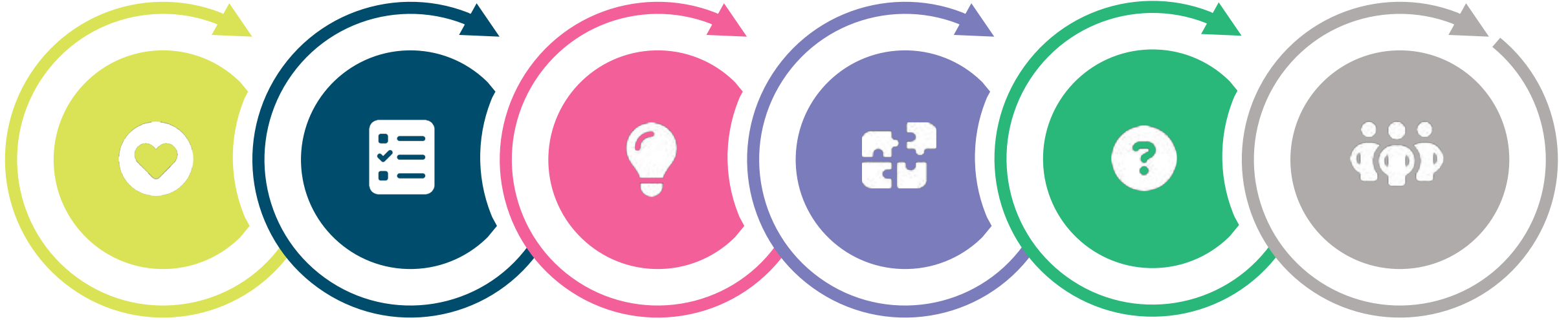
DEFINE

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- * Improvement

Prototyping Model





Success

Failure



Success

~~**Failure**~~

Learn & Improve



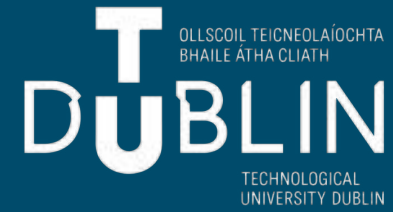
“It’s hard to learn
if you already know”

- Amy C. Edmondson
TED Talk (2018)



What's On Your Plate?

What are your biggest challenges in new programme design and development?



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tudublin.ie/enterprise-academy

Next Community of Practice Event

Tues Jan 31st 2pm – 3pm Virtual

Enterprise Engagement Through Live Challenges

- What are live challenges and who do they benefit?
- Exemplar case studies from Community of Practice members
- Tools and templates to make it easier to run live challenges with learners:
 - Example Project Brief & Milestones
 - Example Assessment Rubrics
 - Workshop Templates: Persona, Journey Map, Problem Statement, Ideation, Business Model Canvas, Prototyping, Interview Planning



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Thank You

From everyone at the Enterprise Academy

Happy Christmas