

INNOVATION PROJECT

TOPICS

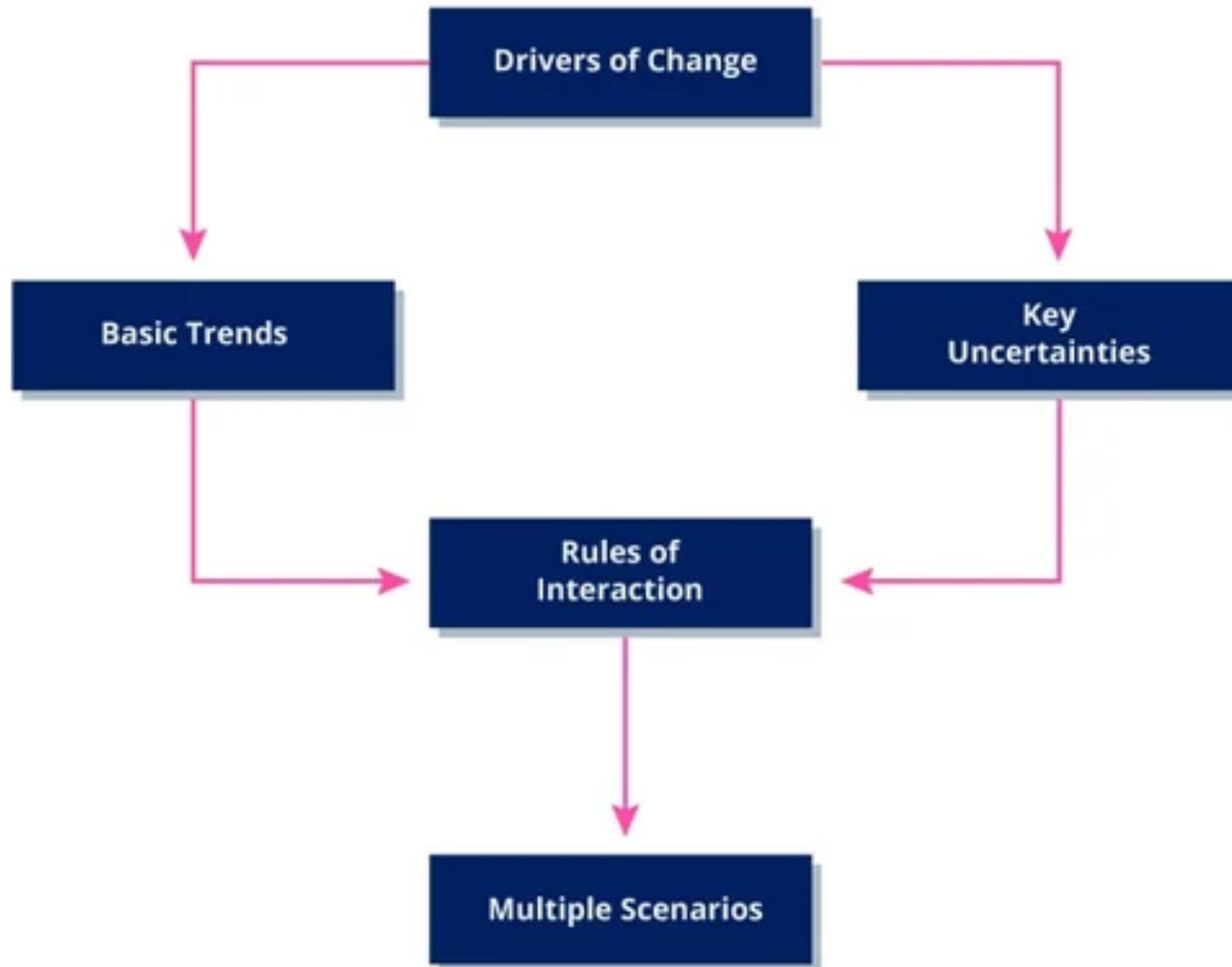
① Debrief Scenarios

② Halfway Show Details

③ Mission #3

④ Business Model Innovation

DEBRIEF SCENARIOS



The Scenario Approach

A SCENARIO IS A POSSIBLE STATE OF THE FUTURE DRIVEN BY KEY IMPACT FACTORS' TRAJECTORY



SCANNING, SENSING AND ACTING

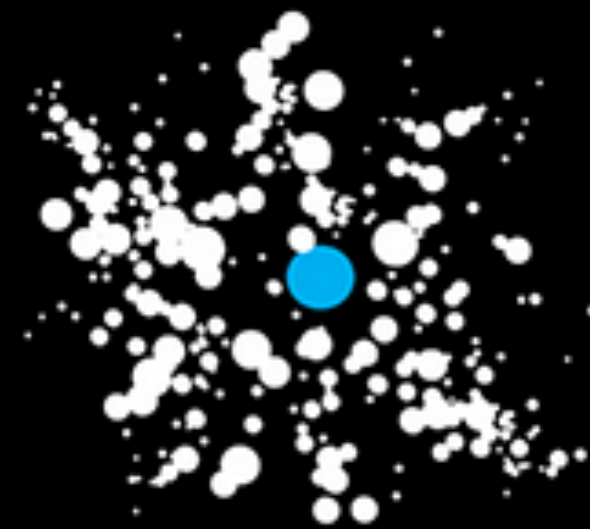
DESIGNING AND PREPARING THE PROJECT

Profiling the Company & Area, Decision Makers and Key Stakeholders | Defining the Rationales & Objectives | Selecting the Project Team and Experts | Setting-up the work environment



DEFINING THE STRATEGIC FOCUS & TIME HORIZON

- Select the Strategic Focus and the Time Horizon
- Collect and consolidate internal views on key driving forces, opportunities and challenges that lie ahead.



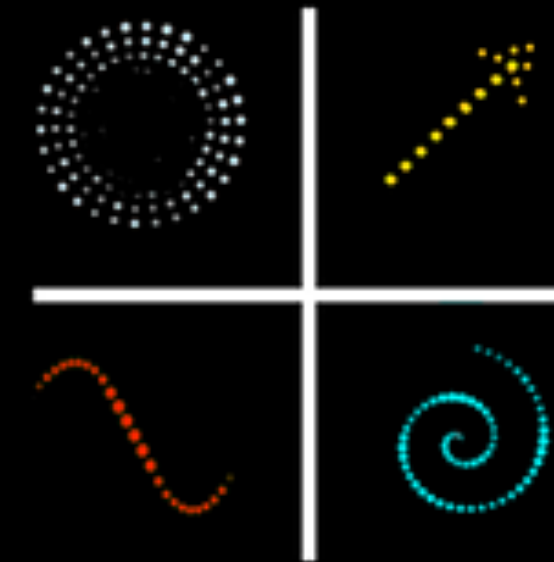
GLOBAL & COMPETITIVE SCANNING

- Identification and analysis of driving forces using databases, industry reports, patents, competitors, clients, market data & reports
- Initial interviews as critical inputs.



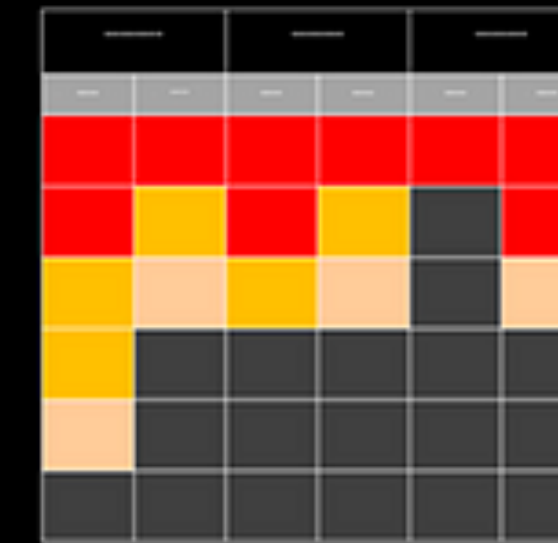
SCANNING TO THE CORE

- Select and categorize Trends, Wild Cards, Weak Signals, and Uncertainties.
- Co-create a Scanning Dashboard to map all the data and insights.
- Describe the building-blocks of the current strategy.



SCENARIOS FOR THE FUTURE

- Explore key driving forces and select Critical Uncertainties
- Build the Scenarios "Structures"
- Flesh-out and describe the Scenarios
- Identify and evaluate strategy alternatives.



EXPERIMENTING PROJECTS & STRATEGIES

- Identify key stress factors and opportunities the company will face in the Future
- Prepare for future ecosystems and value network shifts



STRATEGIC ROADMAP

- Explore and Probe Options and Strategic Responses.
- Setup the implementation of the selected strategy
- Envision what key projects should look like in the future

DEBRIEF SCENARIOS

Halfway Show Details

Goal #1: By “forcing” yourselves to present to people that are not familiar with the project, you’ll need to better articulate your project... and that helps to visualize where you are...

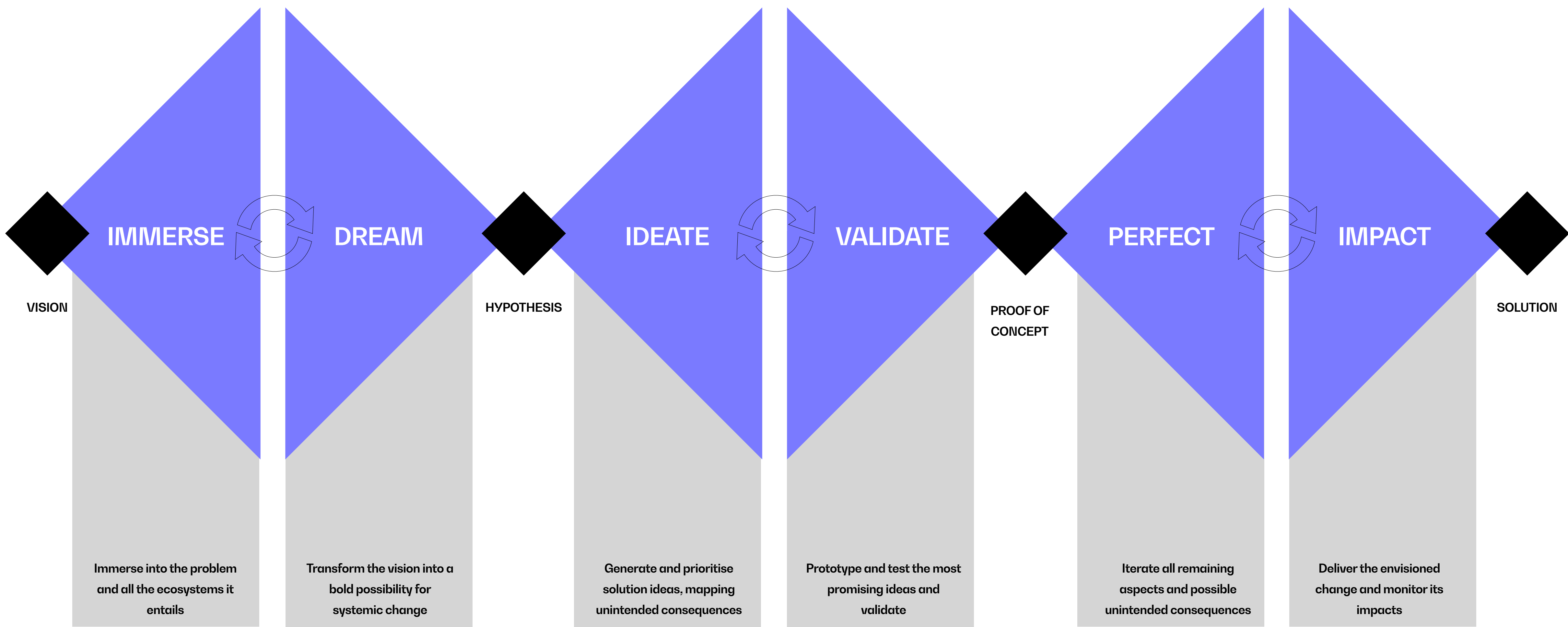
Goal #2: Get feedback, ask for opinions, ask for suggestions... you are not being judged, you are being helped by your peers...

Guidelines:

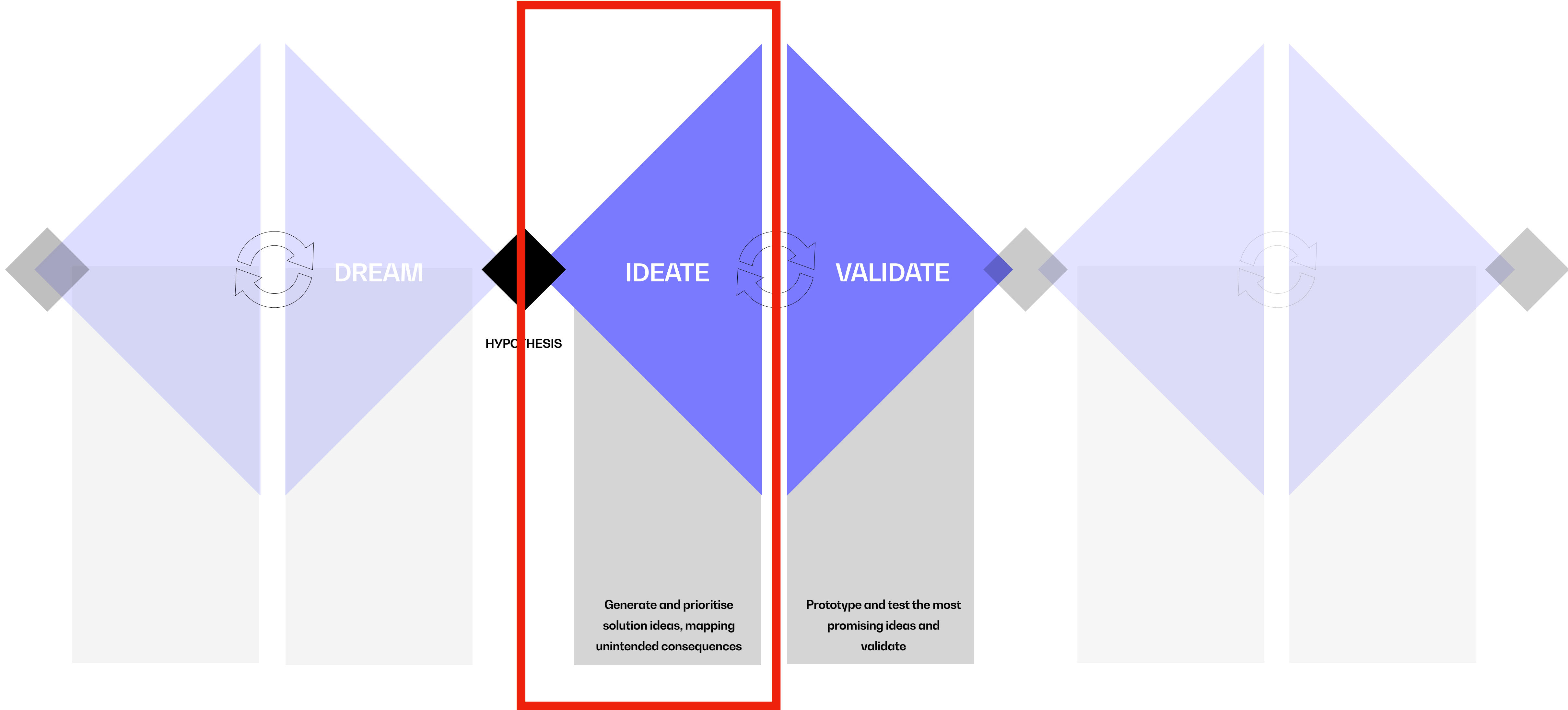
- 5 minute presentation maximum + 5 minutes of feedback**
- Use PPT, but no more than 5 slides (bring your computer to class)**

MISSION #3

Life-Centred Visionary Innovation



Life-Centred Visionary Innovation



Life-Centred Visionary Innovation

Goals

Ideation is where you focus more directly on the solution to the problem you have in hands and explore possible solutions.

This is a divergence stage, for idea generation. Several tools may be used, in order to facilitate fast ideation. The most important is to keep an open mind and taking notes all the time.

Keep an open mind and restrain from limiting yourself.

Do not judge during ideation.

Apply a “yes, and...” rather than a “no...” or “yes, but...mentality. Let anything happen and build upon each other’s ideas.



IDEATE

Generate and prioritise
solution ideas, mapping
unintended consequences

Emily Roberts

Ideate & define fast



IDEA NAPKIN

Give your idea a name:

What issues does your idea solve?

Describe your idea in one sentence:

How does the user profit from your idea?

Sketch how your idea solves the defined issues in 3 steps:

```
graph LR; A[ ] --> B[ ]; B --> C[ ]
```


Life-Centred Visionary Innovation



IDEATE

Generate and prioritise
solution ideas, mapping
unintended consequences

Brainstorm.

Generate as many ideas as possible.

Focus on the problem(s) you identify.

Remember the insights you collected on Missions #1 & 2

Prioritise the personas you built.

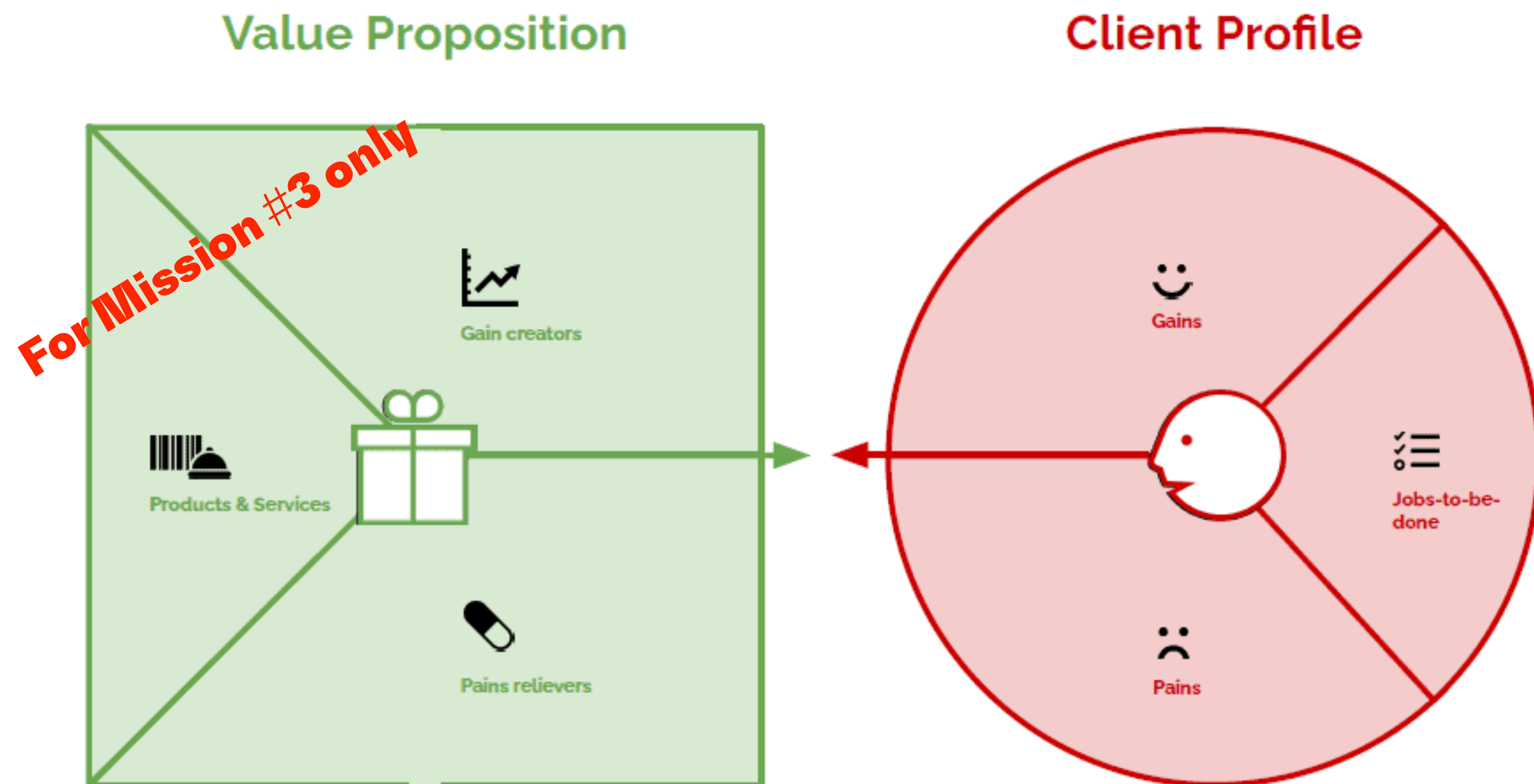
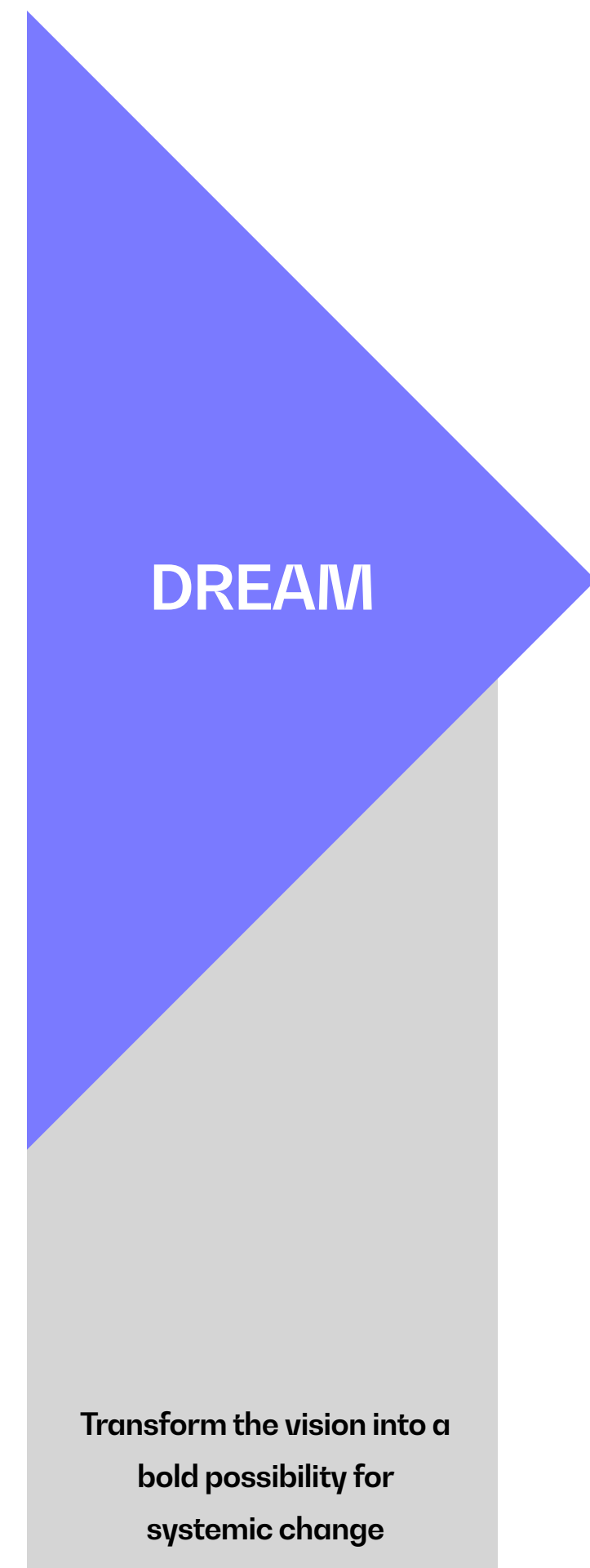
Consider possible unintended consequences.

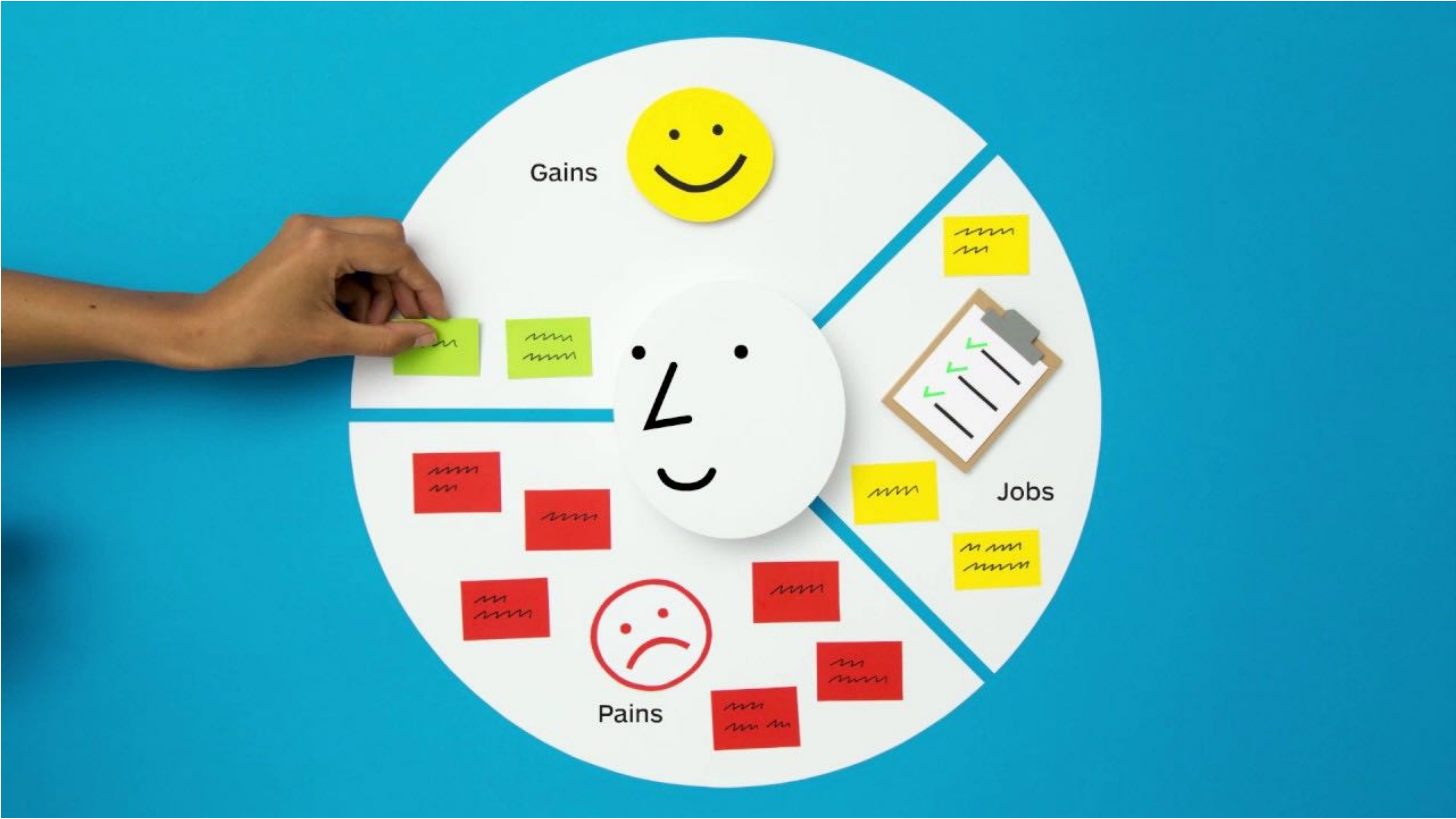
Go for quantity, not quality.

Defer judgement.

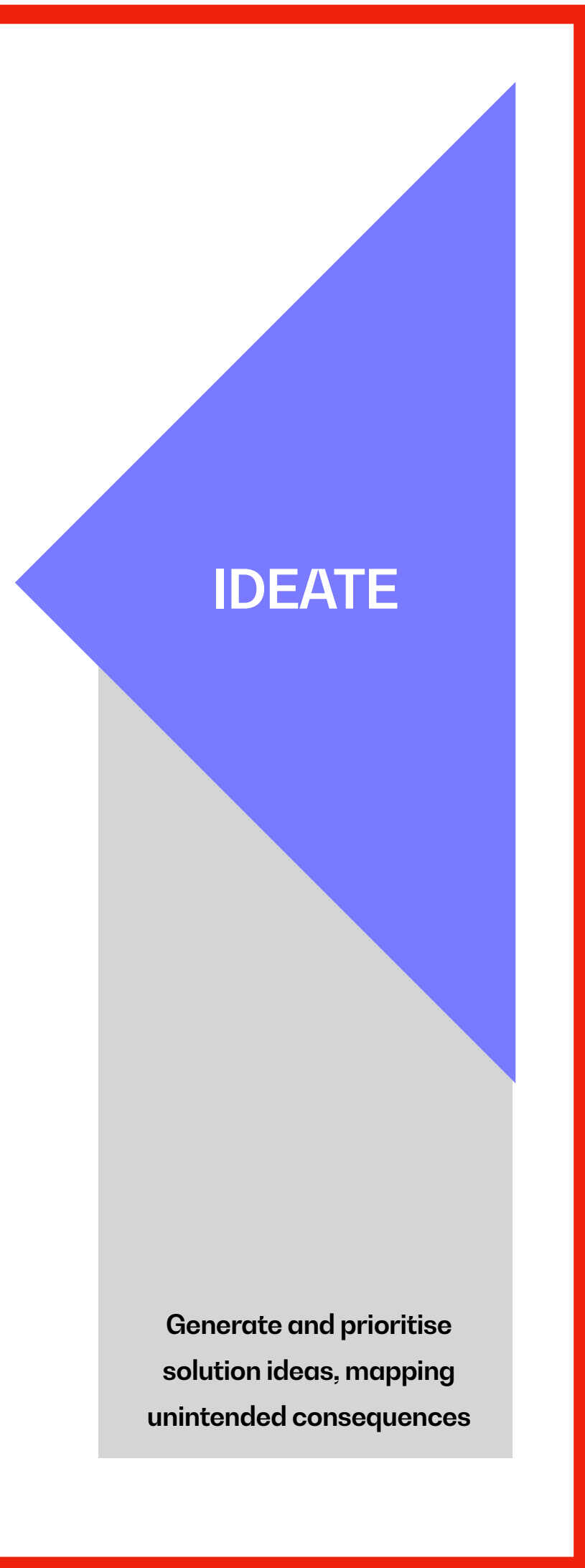
Life-Centred Visionary Innovation

Fill in your Customer Profile: map the pain relievers, gain creators and products and services that can deliver the jobs to be done





Life-Centred Visionary Innovation



Time to start using Synthetic Users...

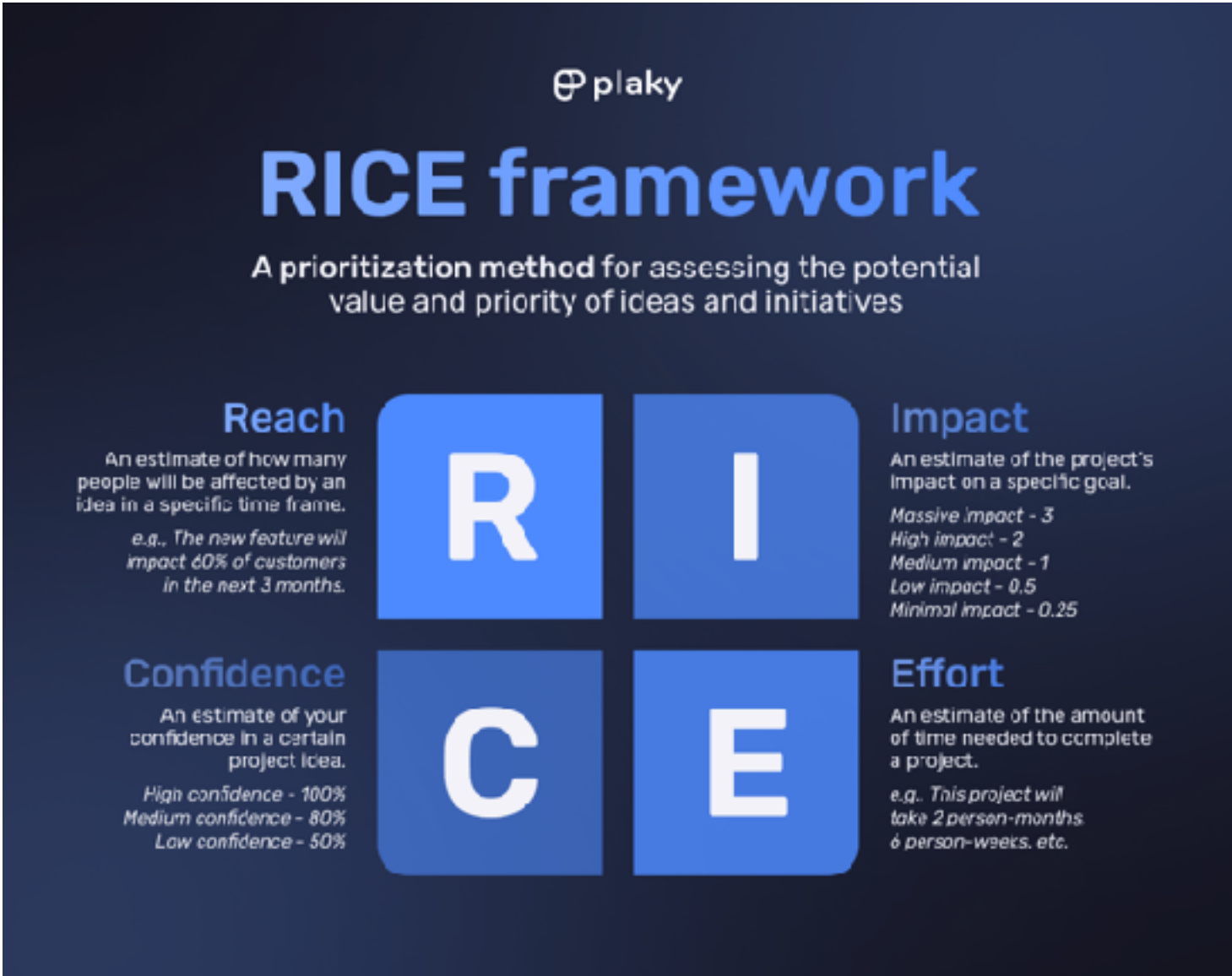
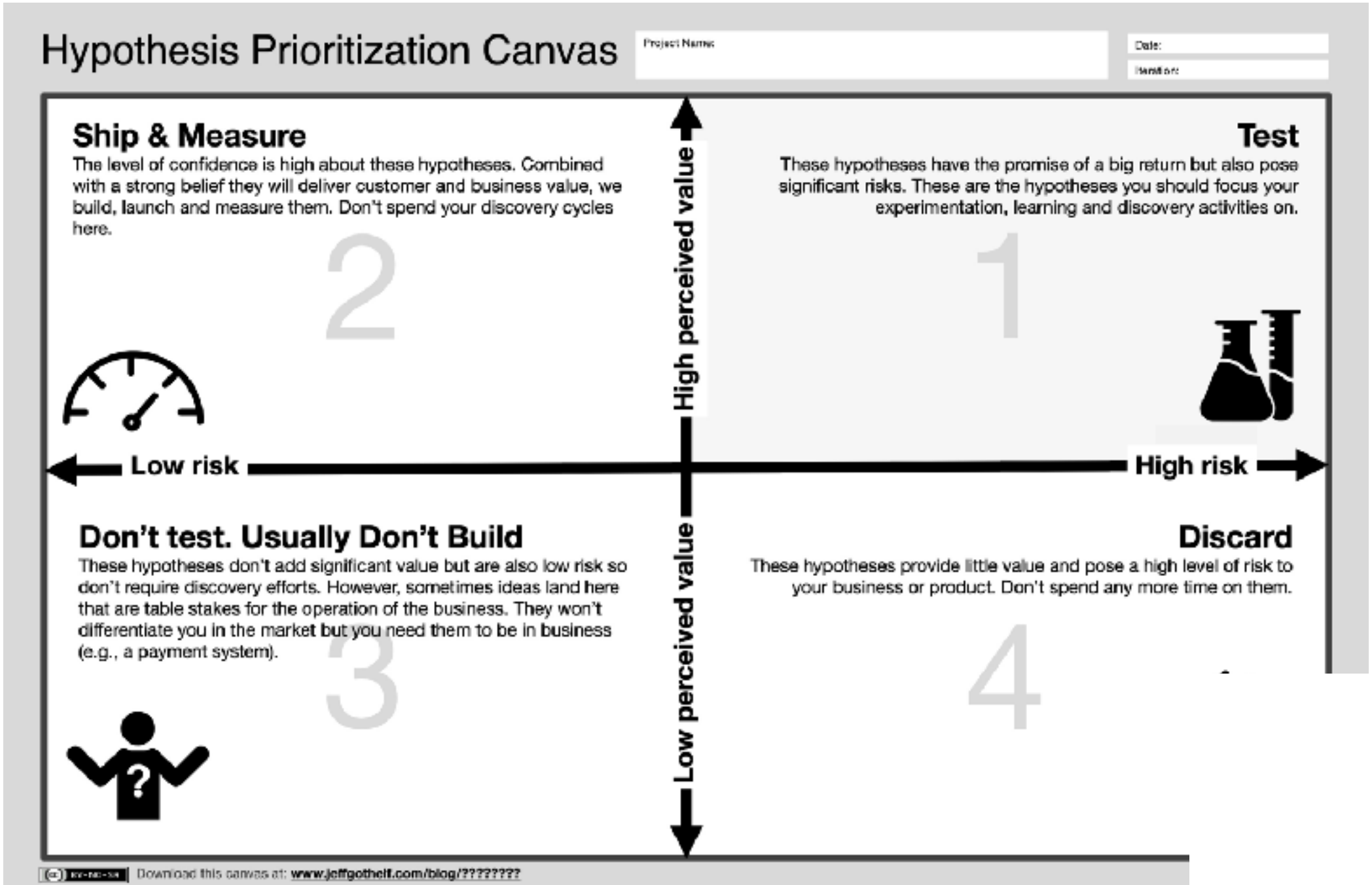
Each team needs to select one email address to serve as single login.

Send an email to Rui with:

- Subject: MIEI | Innovation Project | Team [company]**
- Indicate the email address.**

Life-Centred Visionary Innovation

Build a rational for prioritisation and decision making

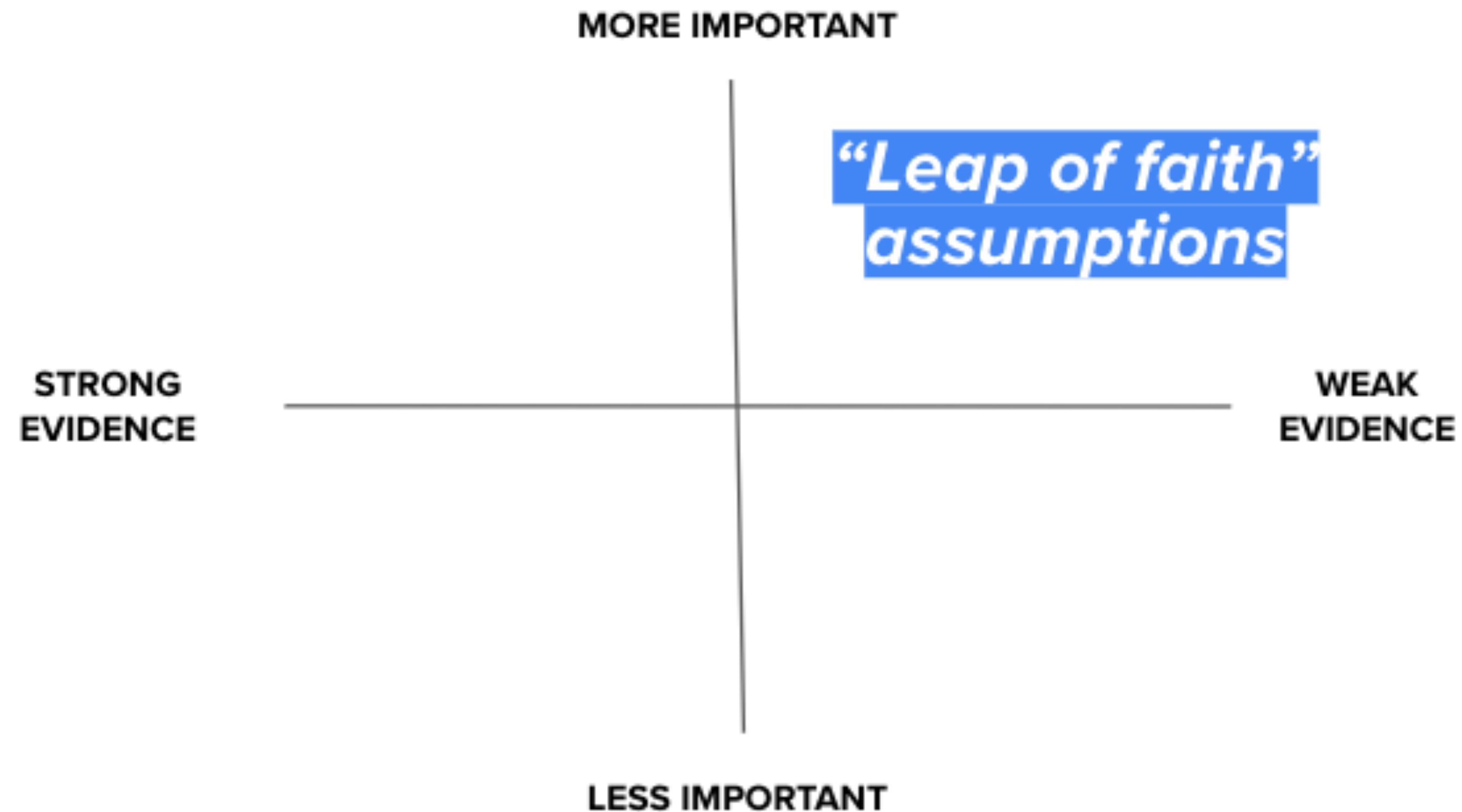
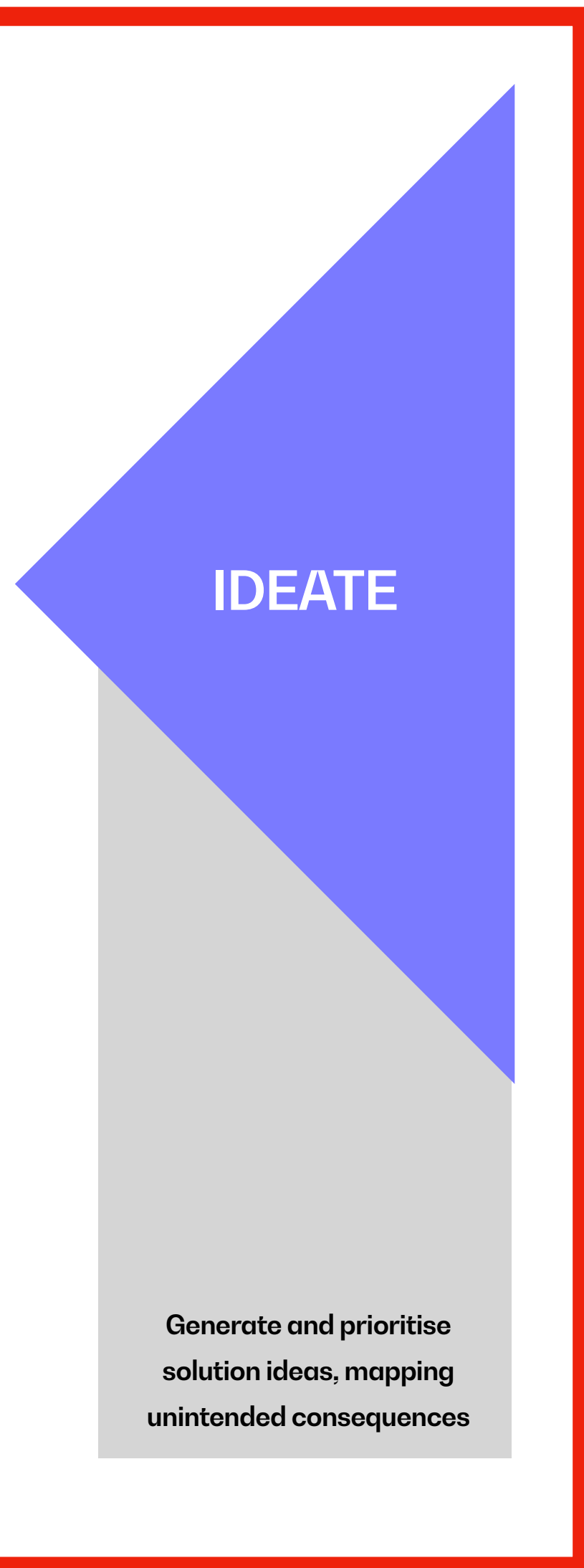


IDEATE

Generate and prioritise solution ideas, mapping unintended consequences

Life-Centred Visionary Innovation

Once you chose on the most promising idea, define your leap-of-faith assumptions



Life-Centred Visionary Innovation

At the end of Mission #3 you should have:

- **At least 3 different ideas to solve your problem;**
- **A proper evaluation of pros & cons of each idea;**
- **A clear rationale for prioritisation and decision making;**
- **A choice on the most promising idea (to the best of our knowledge today);**
- **A list of the leap-of-faith assumptions that you need to validate in the next mission.**

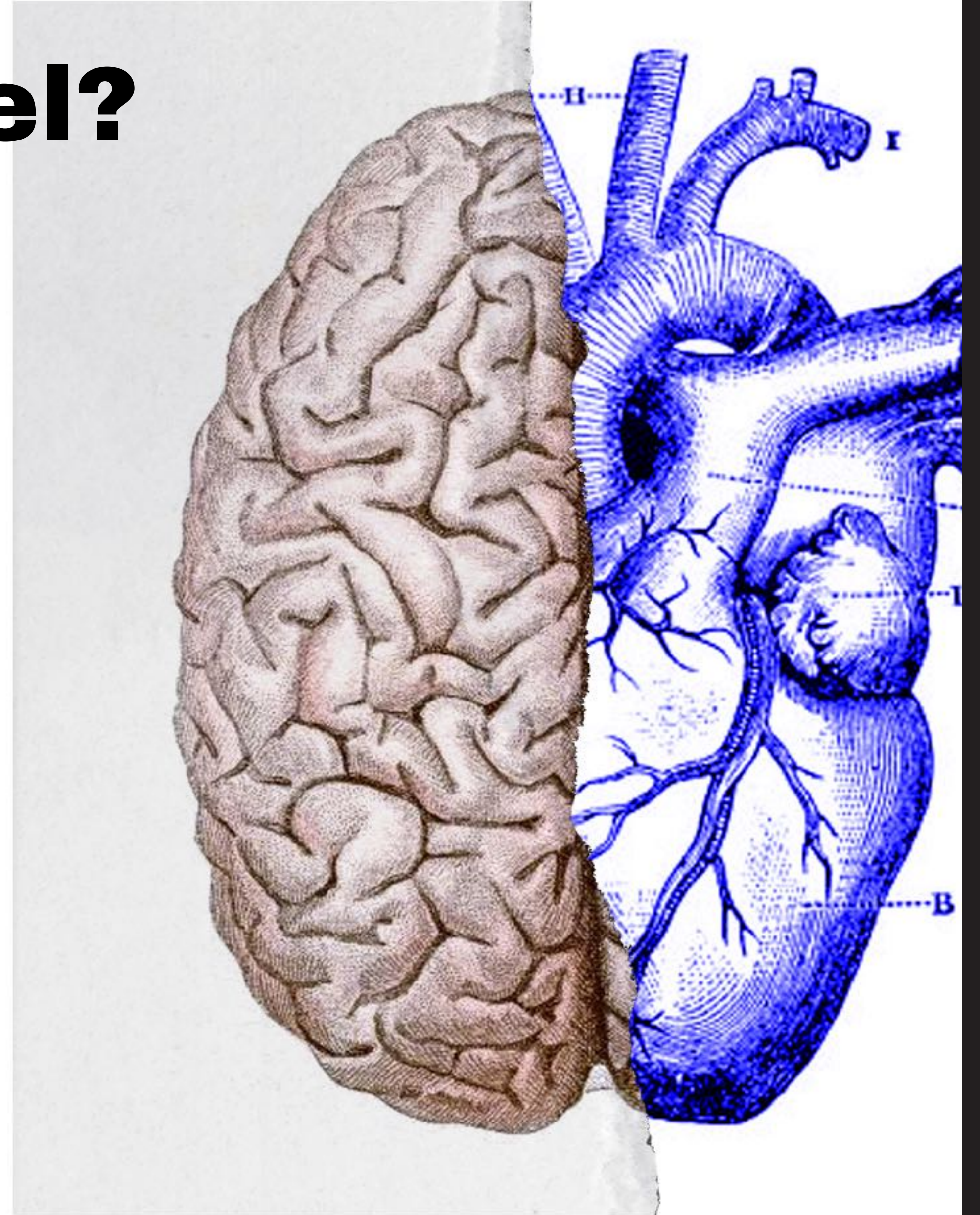


IDEATE

Generate and prioritise
solution ideas, mapping
unintended consequences

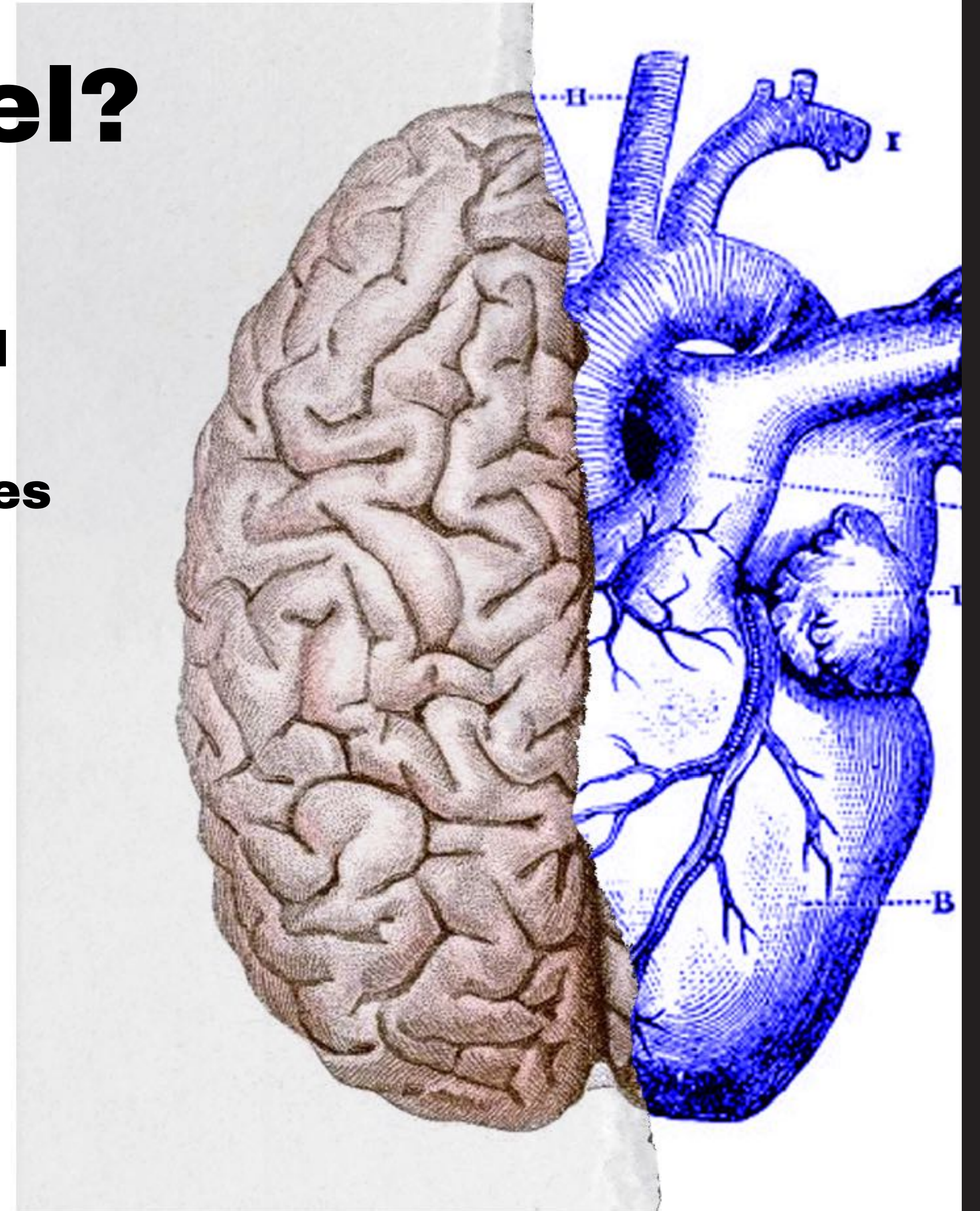
BUSINESS MODEL INNOVATION

What is a Business Model?



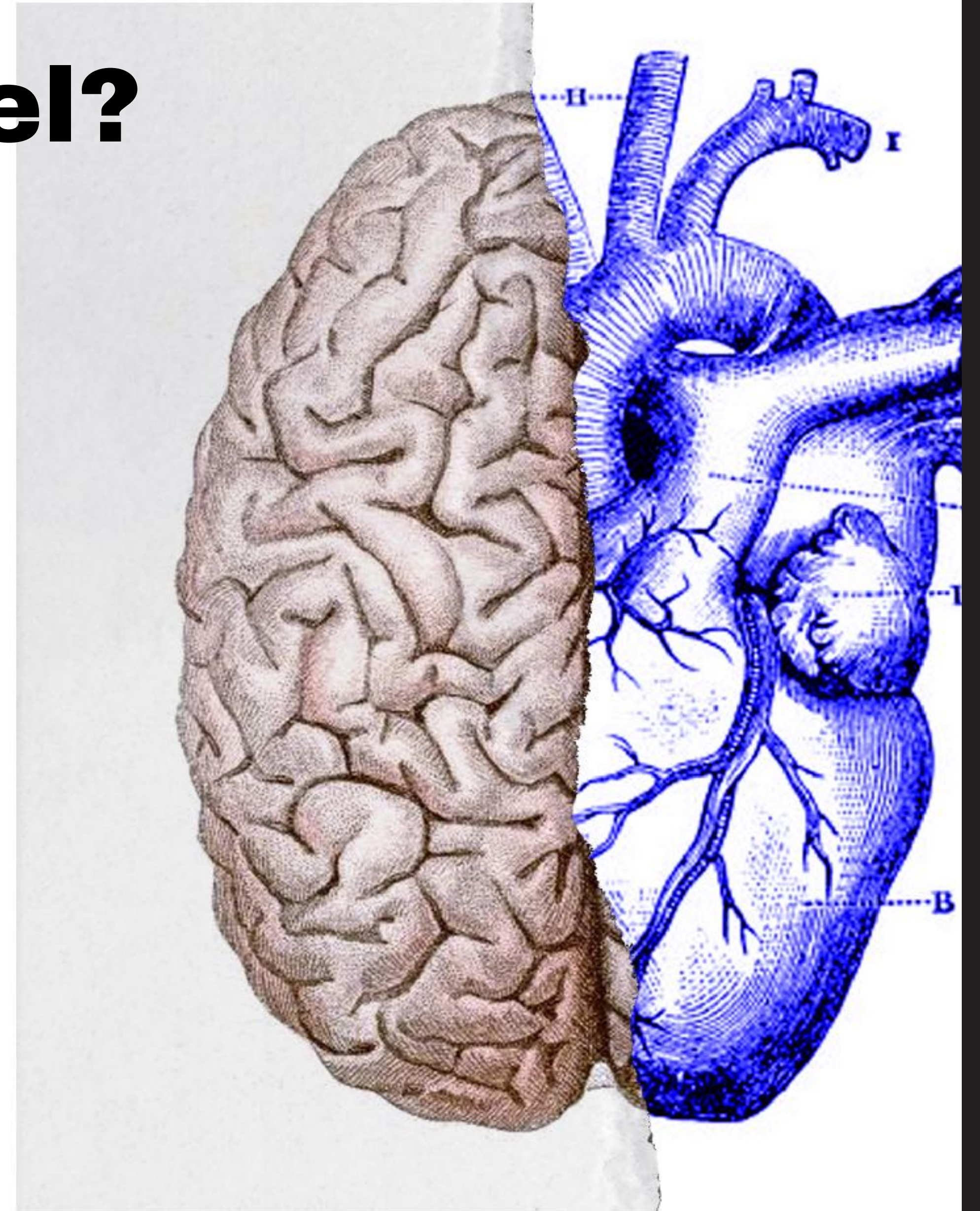
What is a Business Model?

- **A business model is nothing more than a model based, holistic description of the logical interrelationships in which a company generates benefits and value for its customers and for itself.**
- **The detailed depiction of this logic makes the business model visible, evaluable and subsequently changeable.**

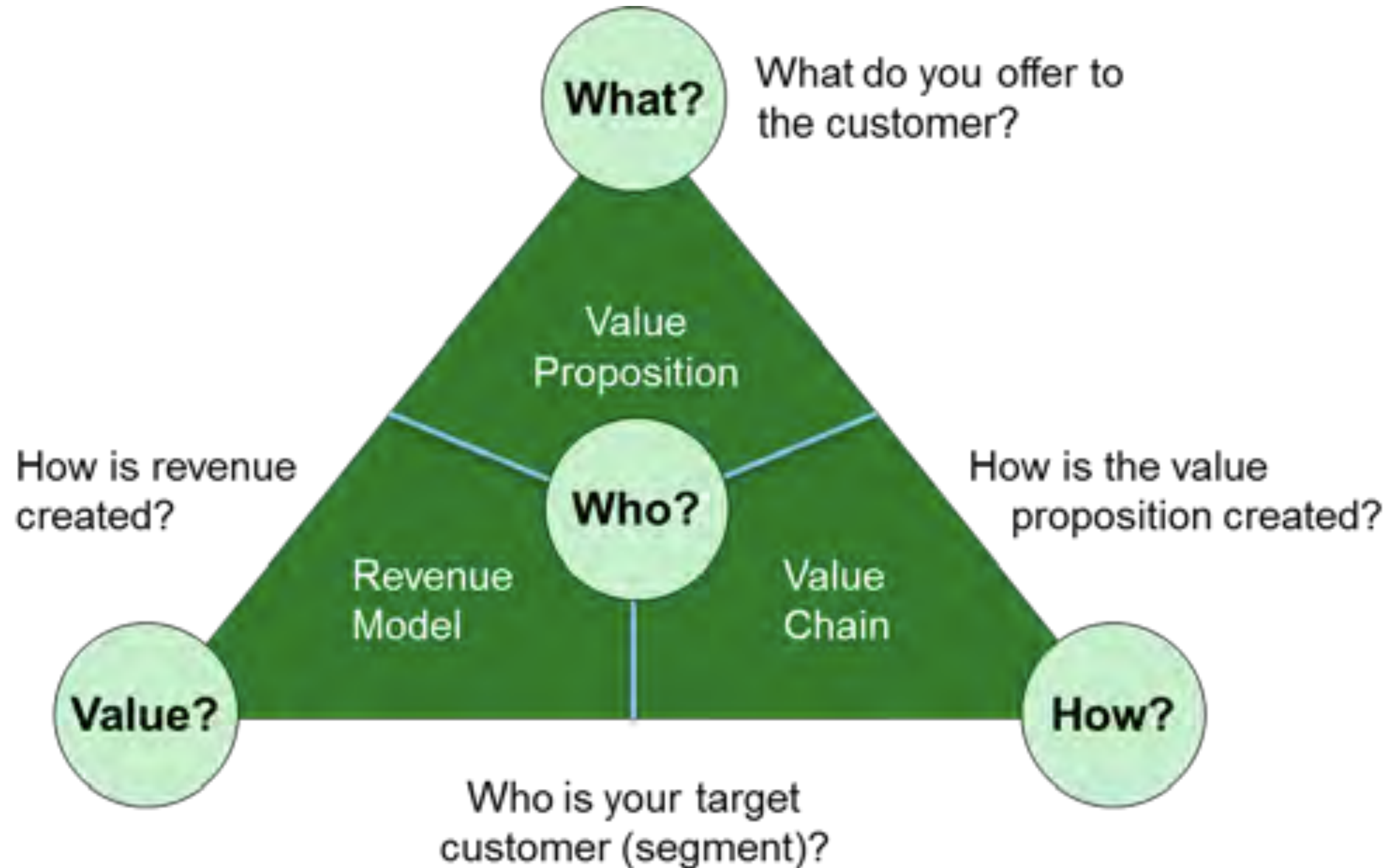


What is a Business Model?

- **The business model of a company is therefore suitable as an analytical unit to systematically identify starting points for innovations, i. e. companies can change parts of their business model and thus create an advantage over their competitors.**

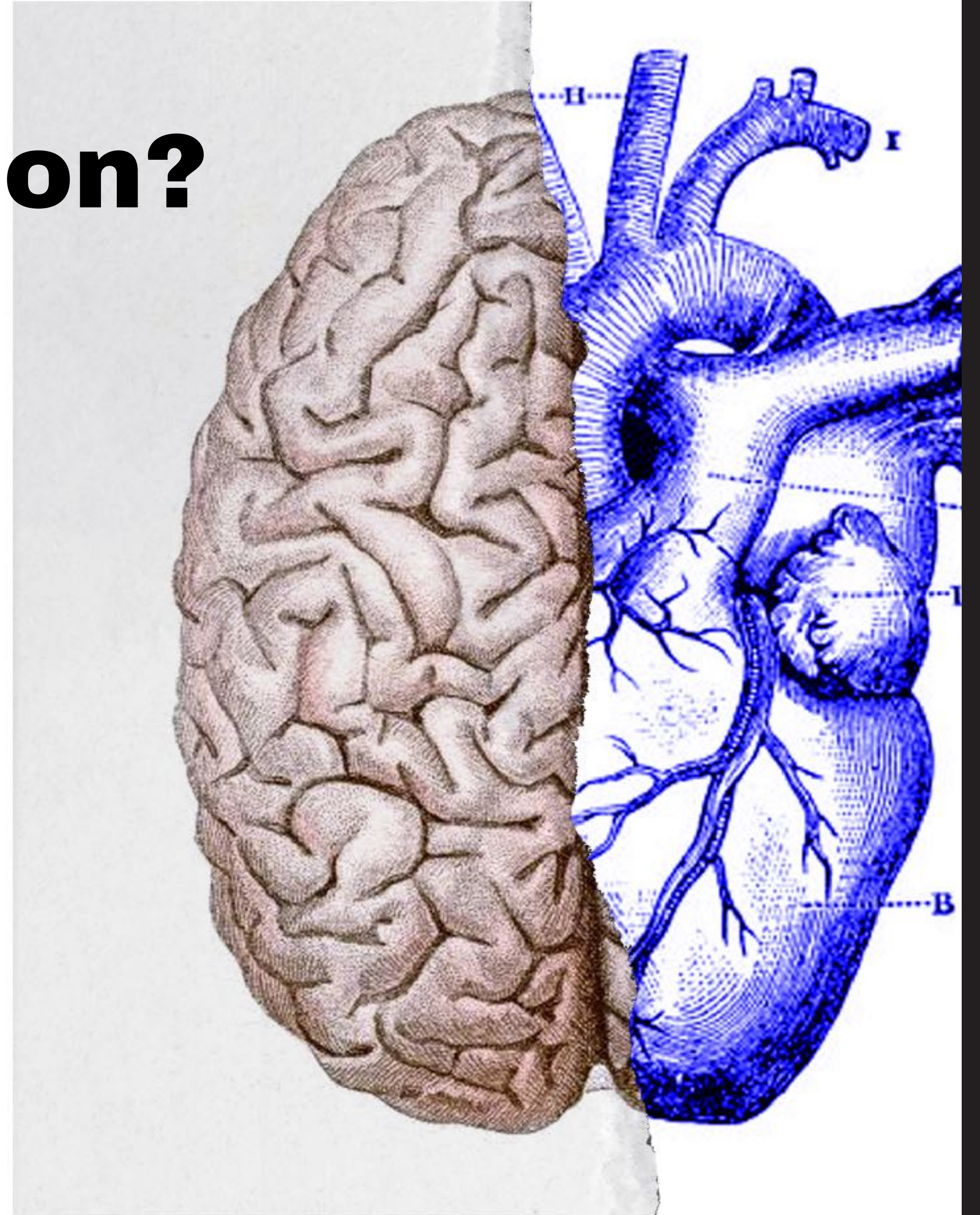


What is a Business Model?



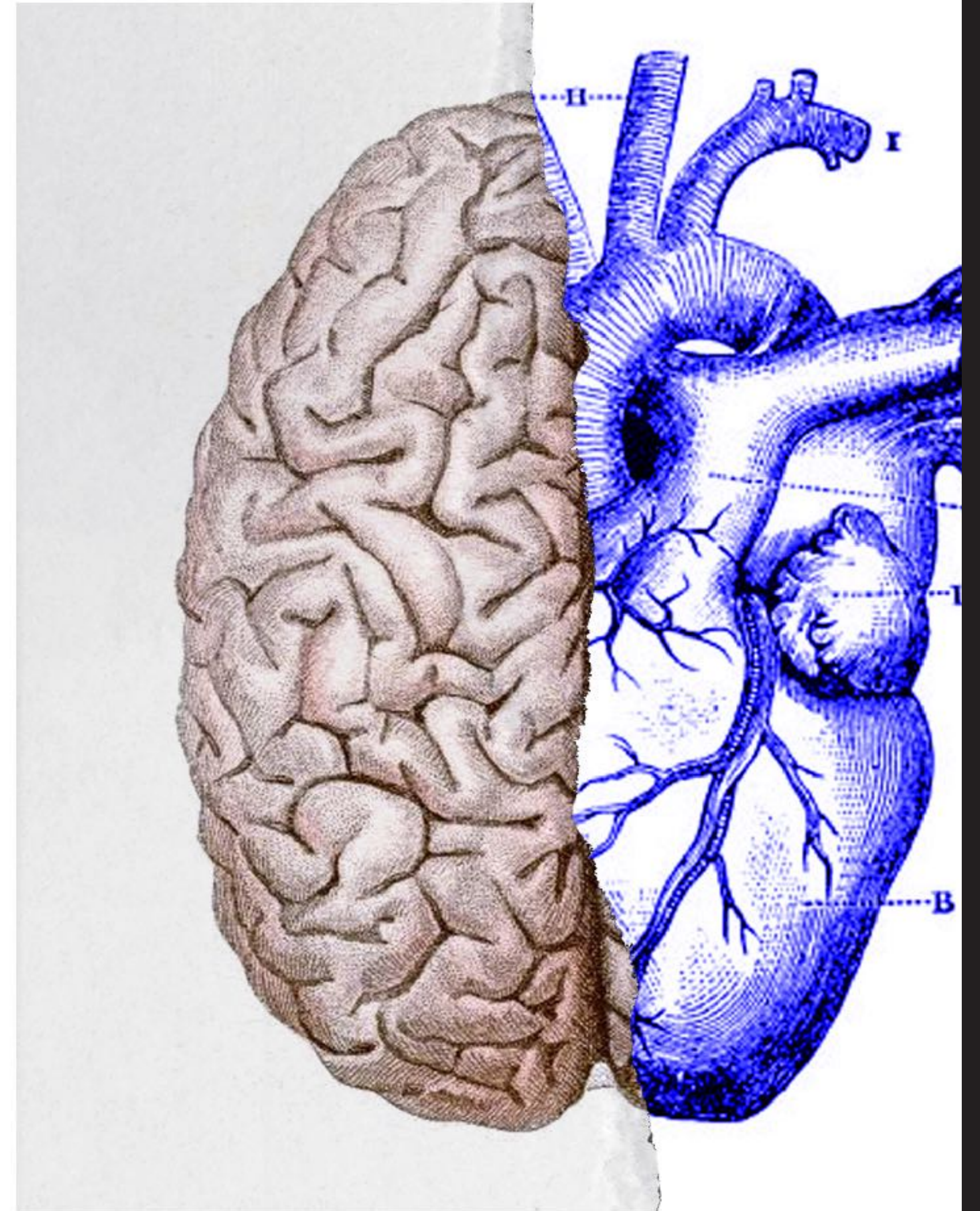
//source: The St. Gallen Business Model Navigator

What is Business Model Innovation?

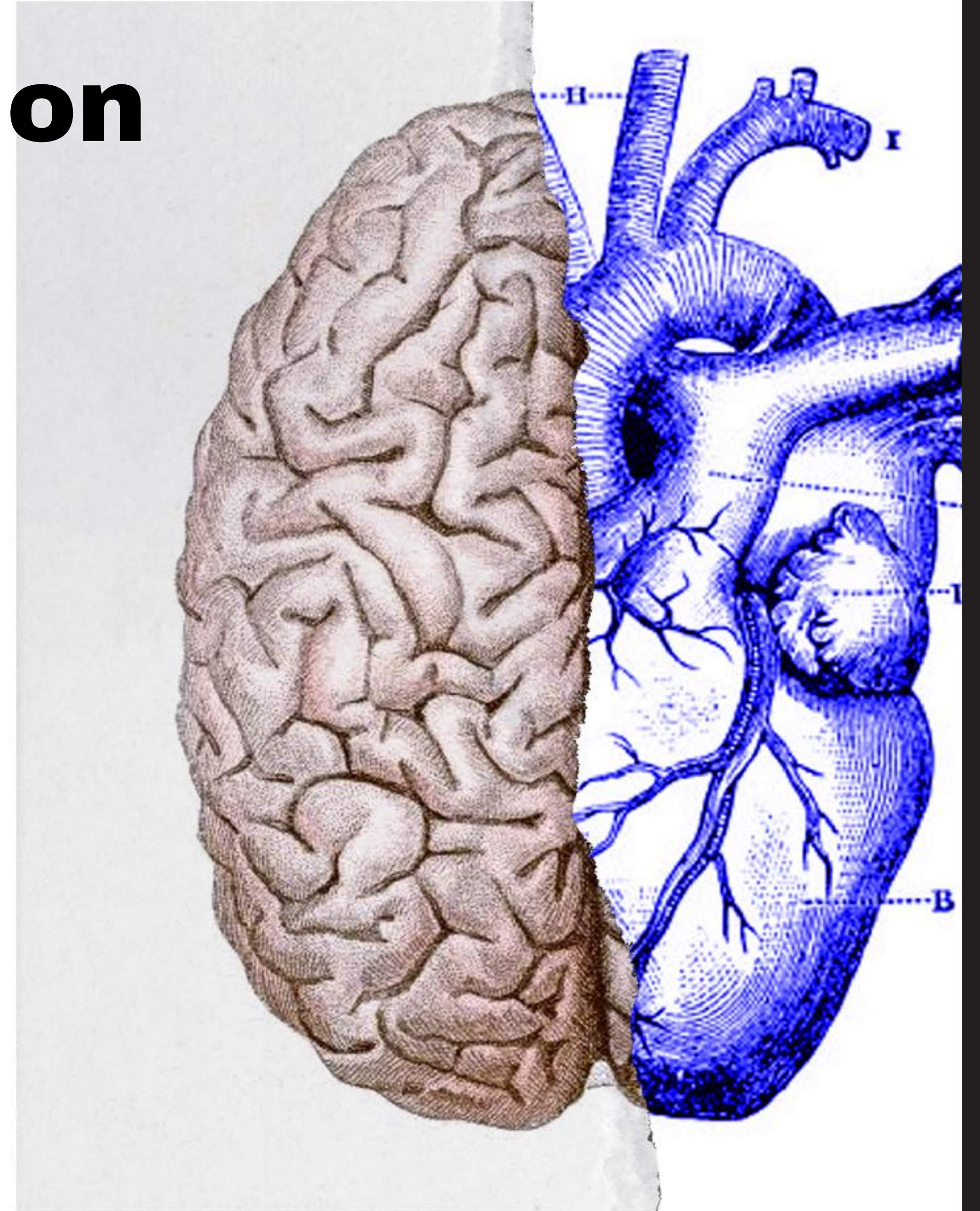


What is Business Model Innovation?

- **Business Model Innovation is the deliberate change of an existing business model or the creation of a new business model that better satisfies the needs of customers than existing business models.**



Why is Business Model Innovation important?



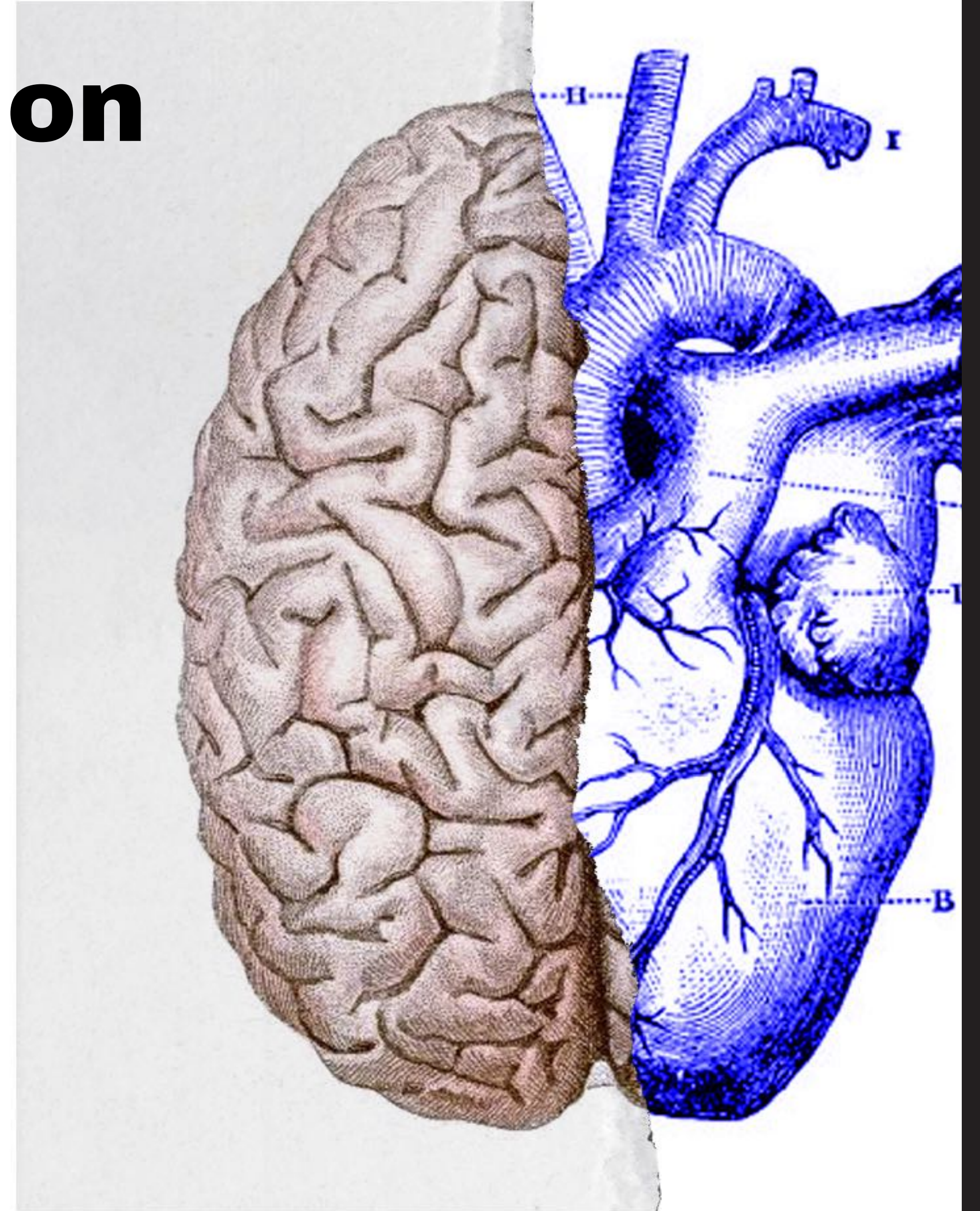
Why is Business Model Innovation important?

Major element of differentiation and sustainable competitive advantage

Means to adapt to the rapidly changing environment and seize opportunities

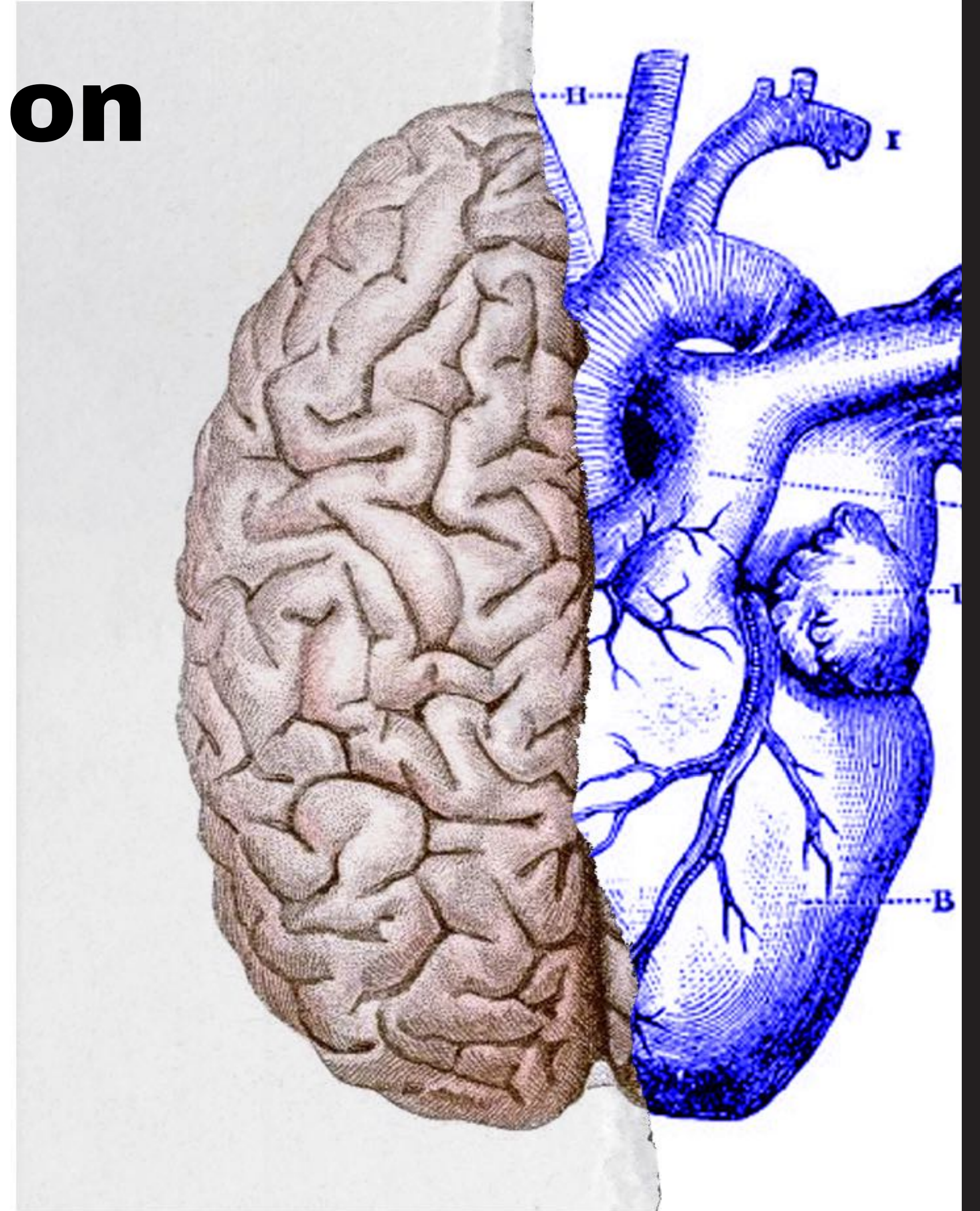
Fundamental to performance

Key to the commercialization of new technologies



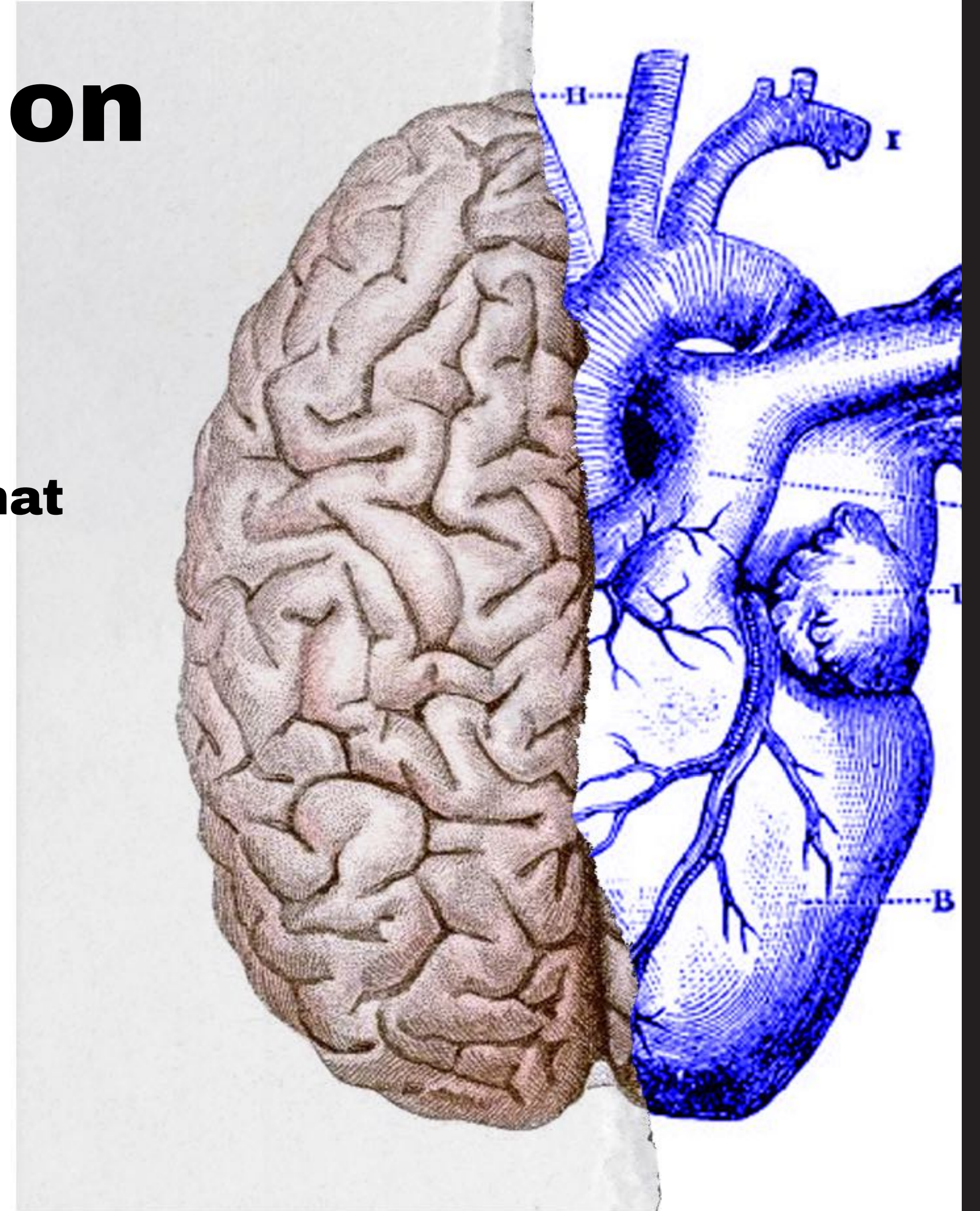
Why is Business Model Innovation important?

- Who is our target market and how do we reach and relate to its members?



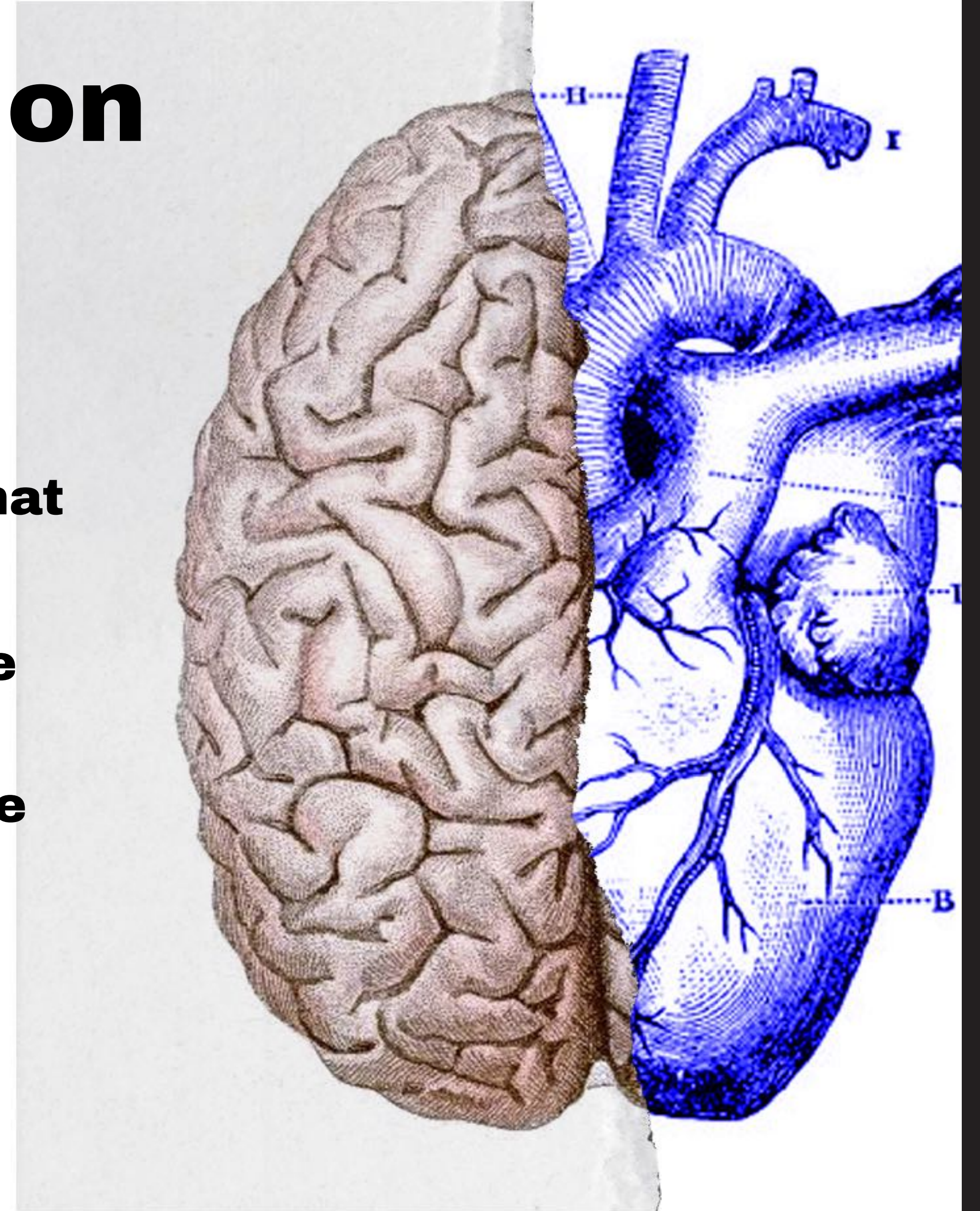
Why is Business Model Innovation important?

- Who is our target market and how do we reach and relate to its members?
- What is the scope of our entire offering and what is outside our scope?



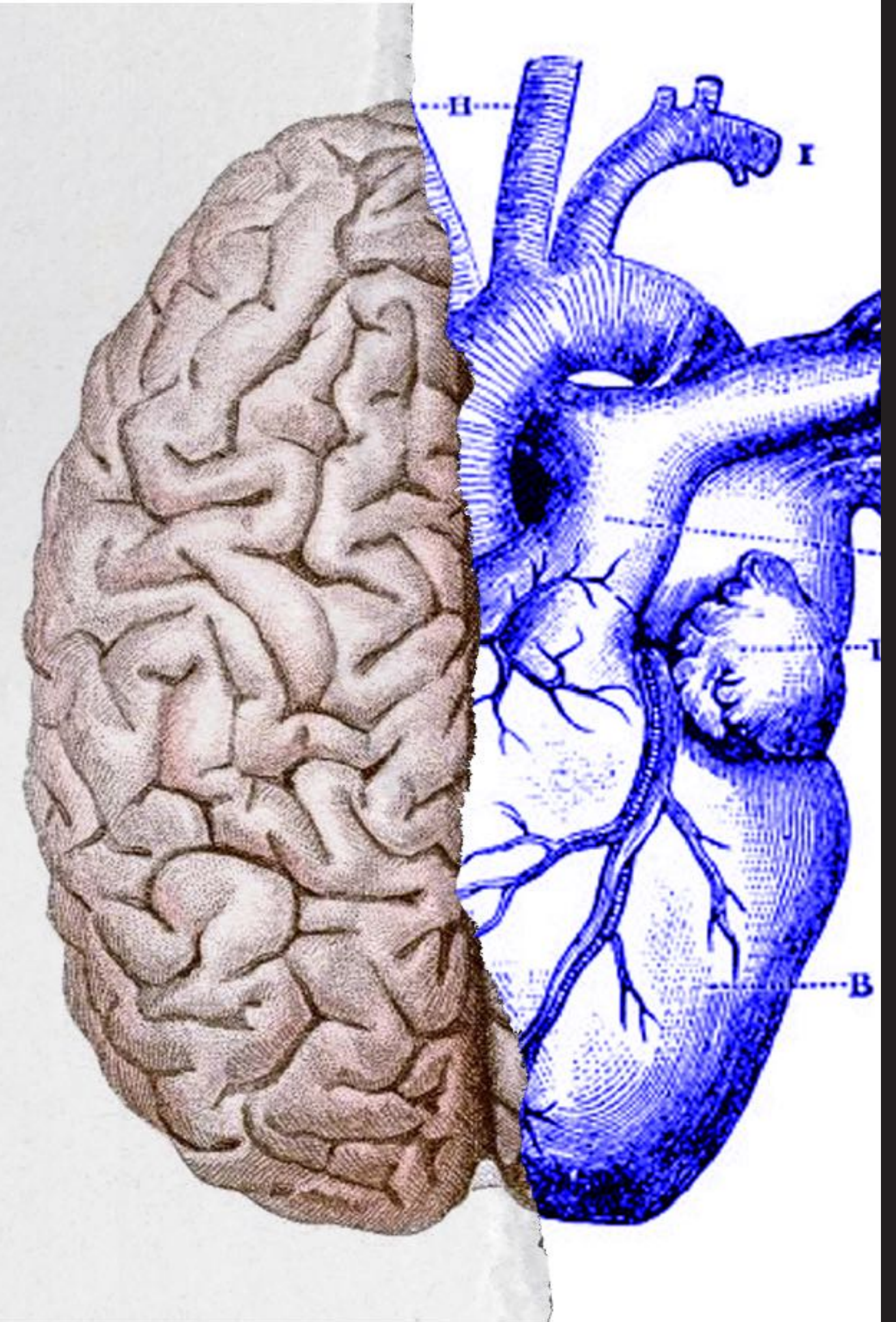
Why is Business Model Innovation important?

- **Who is our target market and how do we reach and relate to its members?**
- **What is the scope of our entire offering and what is outside our scope?**
- **What value promise leads customers to choose us, where value equals benefits from working with our company less the price paid to acquire these benefits?**



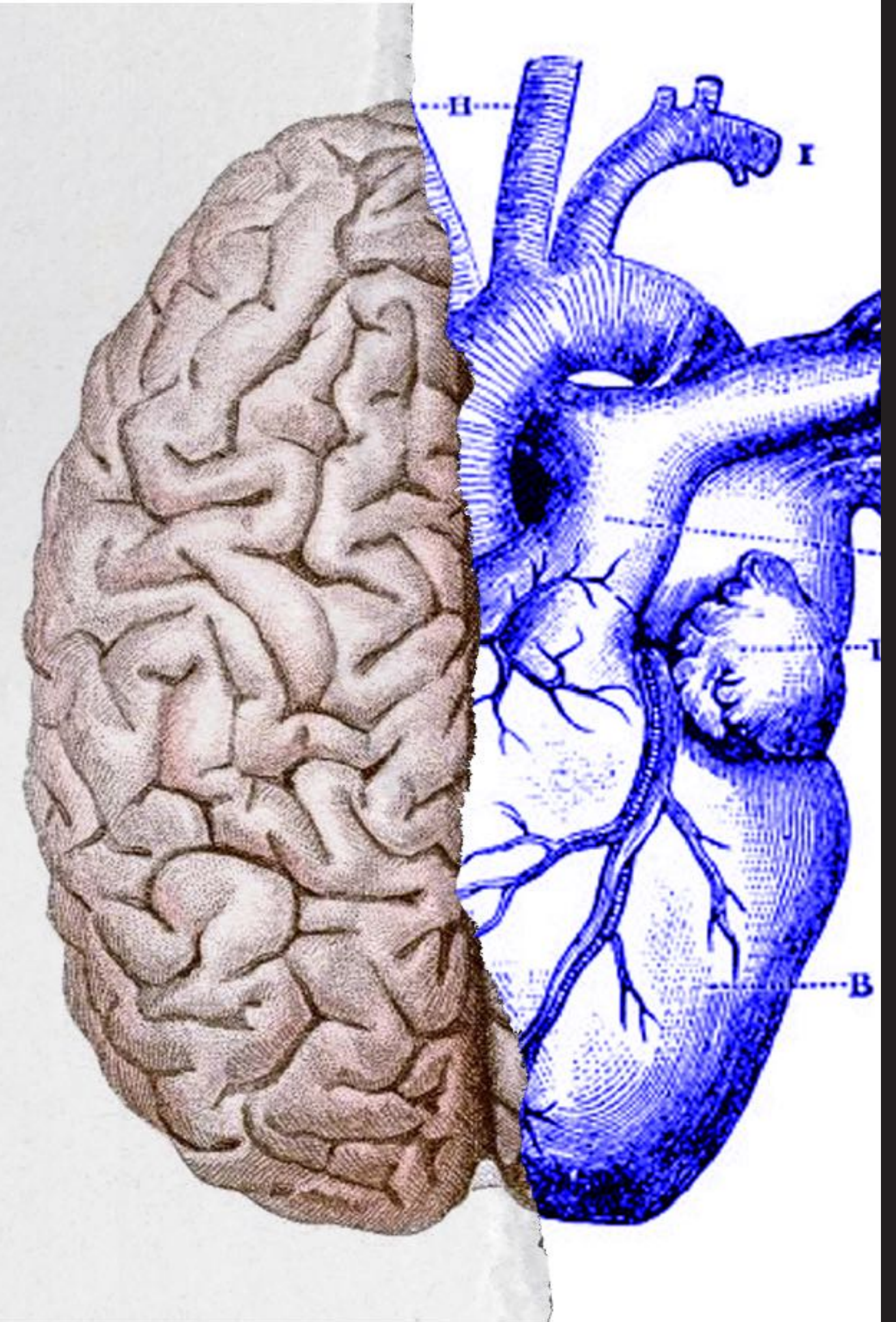
Why is Business Model Innovation important?

- **Who is our target market and how do we reach and relate to its members?**
- **What is the scope of our entire offering and what is outside our scope?**
- **What value promise leads customers to choose us, where value equals benefits from working with our company less the price paid to acquire these benefits?**
- **What advantages and partnerships make it hard for competitors to copy this promise?**

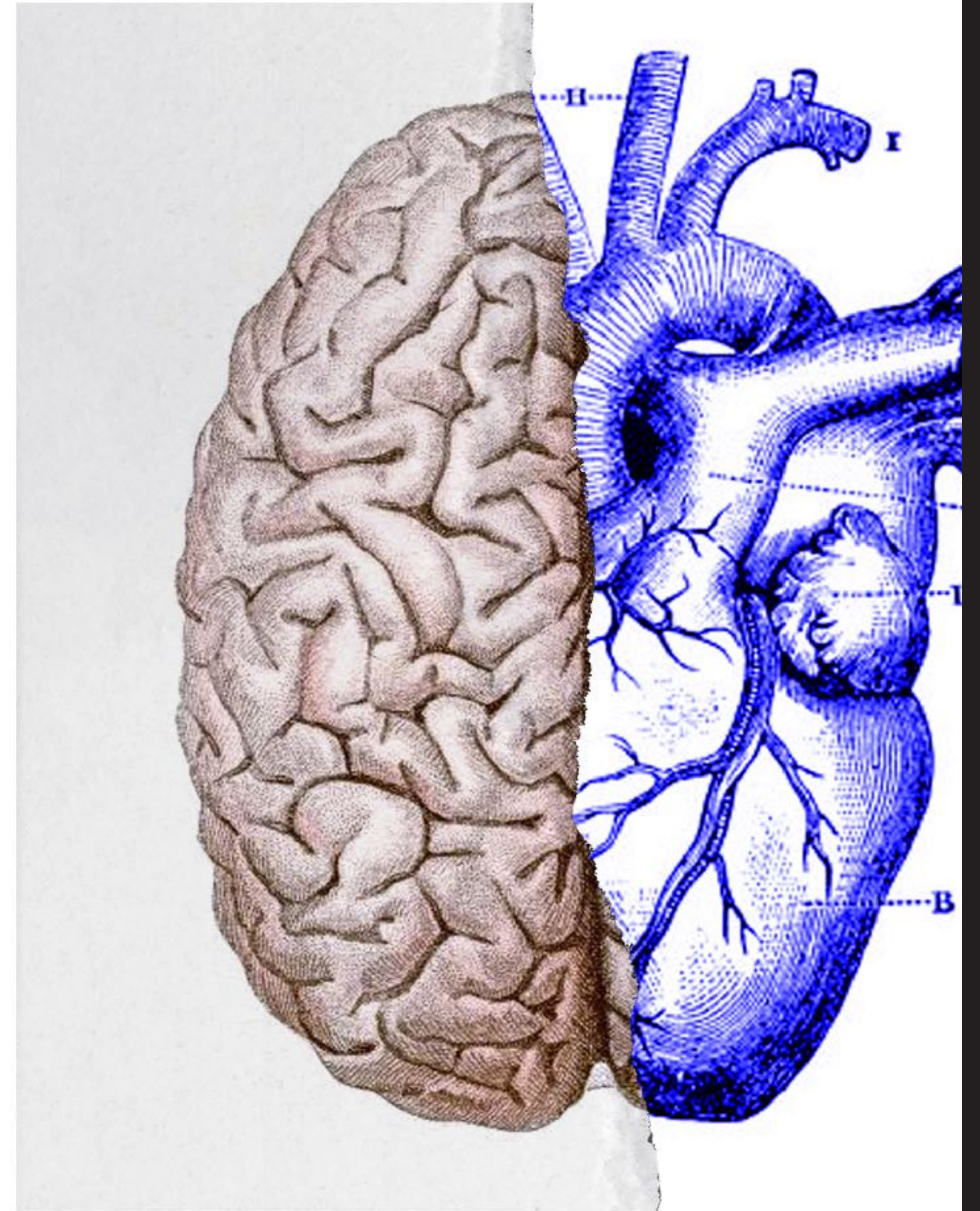


Why is Business Model Innovation important?

- **Who is our target market and how do we reach and relate to its members?**
- **What is the scope of our entire offering and what is outside our scope?**
- **What value promise leads customers to choose us, where value equals benefits from working with our company less the price paid to acquire these benefits?**
- **What advantages and partnerships make it hard for competitors to copy this promise?**
- **What factors ensure our profitability in delivering on our value promise?**

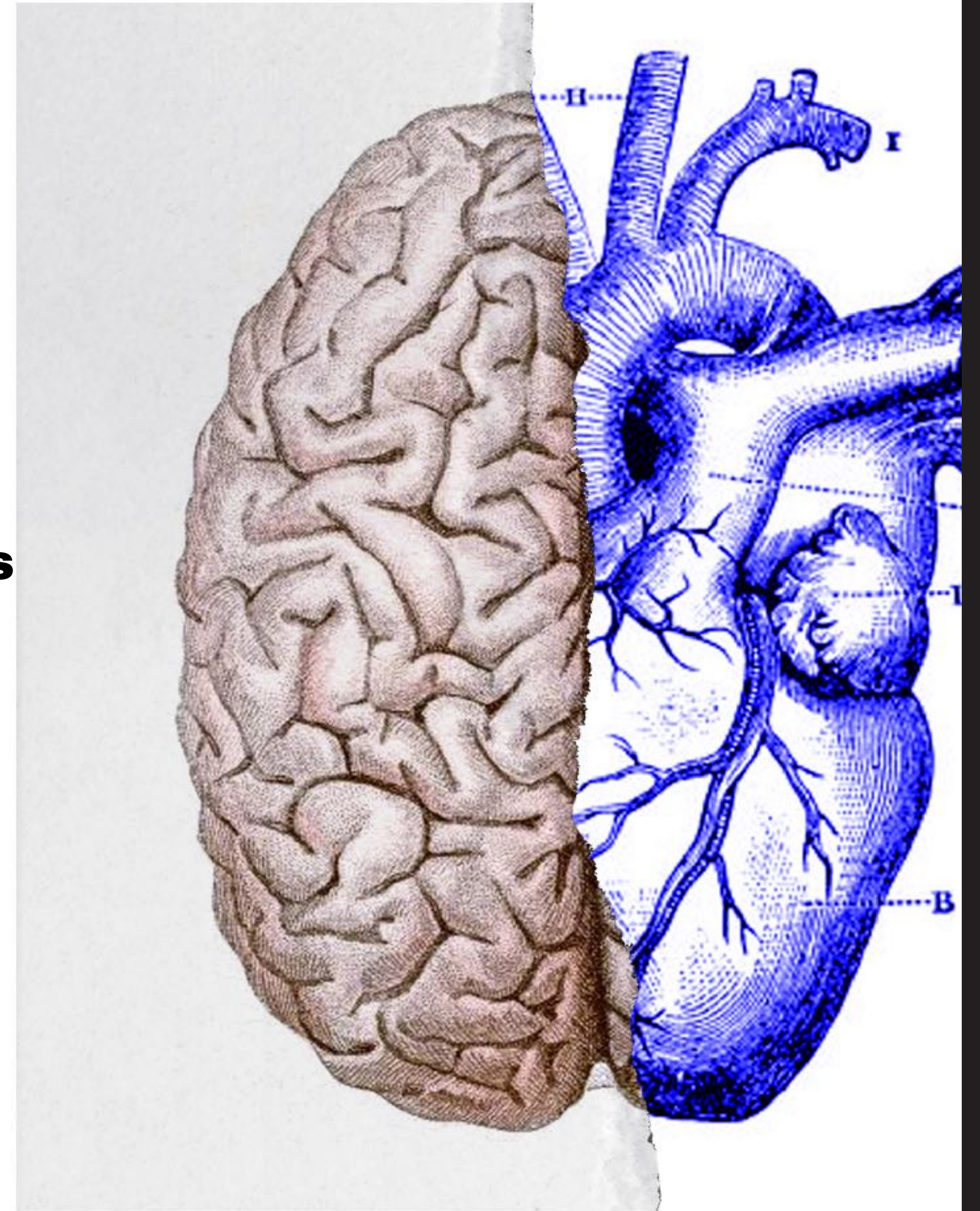


**WHAT CAN YOU USE TO DETERMINE
WHETHER THE DECISIONS IN YOUR
PROJECT LEAD TO A SUCCESSFUL
BUSINESS MODEL?**



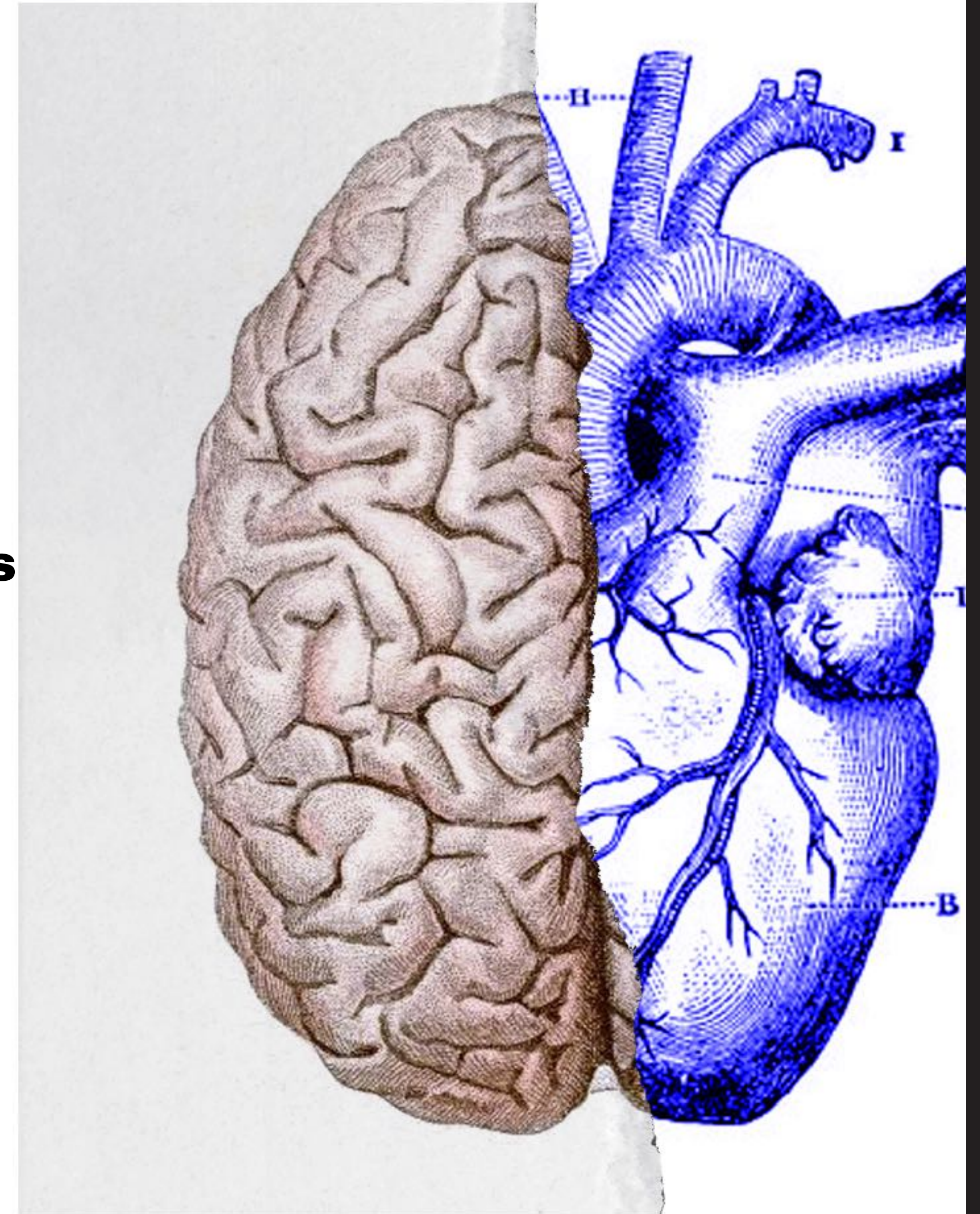
WHAT CAN YOU USE TO DETERMINE WHETHER THE DECISIONS IN YOUR PROJECT LEAD TO A SUCCESSFUL BUSINESS MODEL?

- **The business model is geared to the company's goals.**



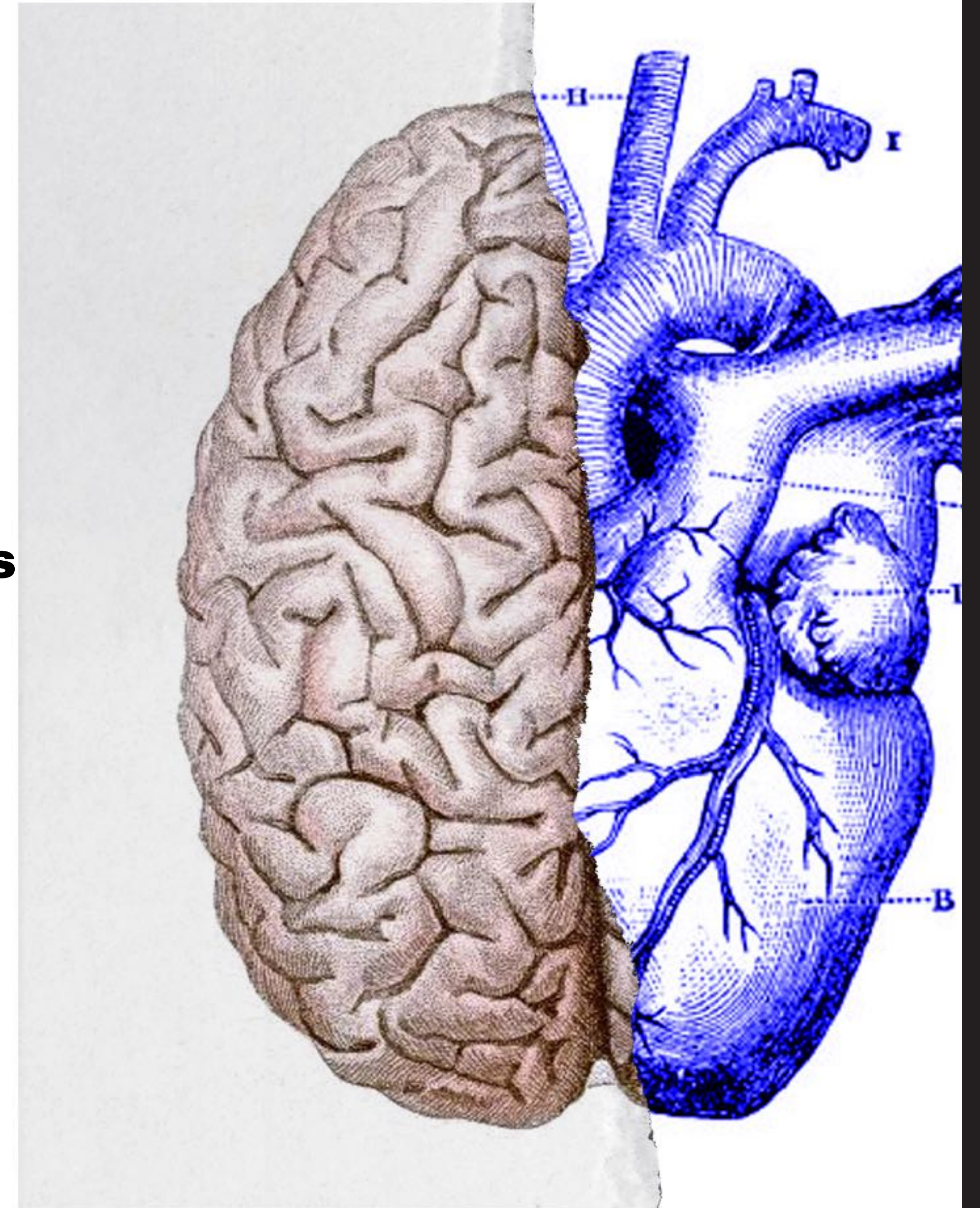
WHAT CAN YOU USE TO DETERMINE WHETHER THE DECISIONS IN YOUR PROJECT LEAD TO A SUCCESSFUL BUSINESS MODEL?

- **The business model is geared to the company's goals.**
- **The business model is self reinforcing**



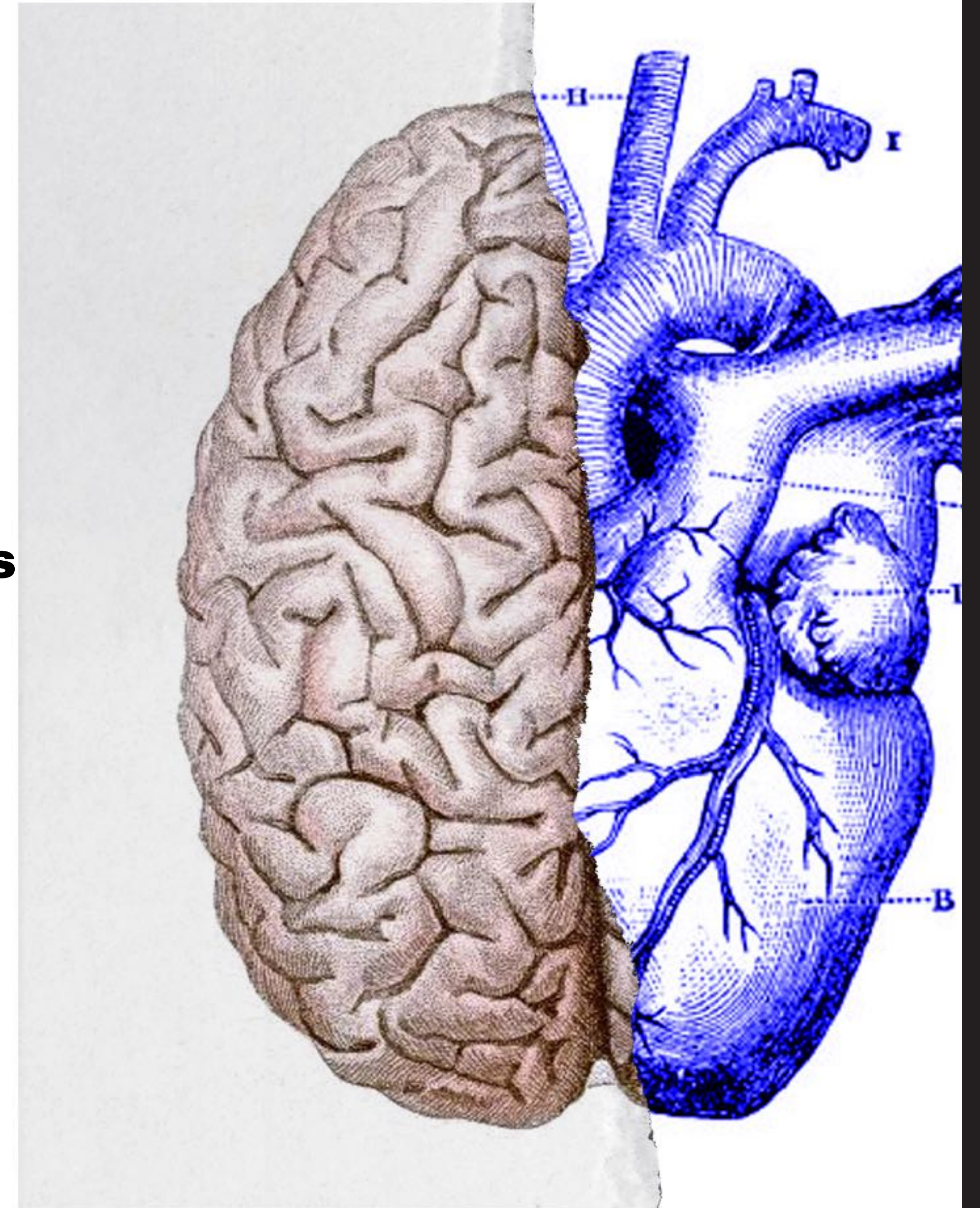
WHAT CAN YOU USE TO DETERMINE WHETHER THE DECISIONS IN YOUR PROJECT LEAD TO A SUCCESSFUL BUSINESS MODEL?

- **The business model is geared to the company's goals.**
- **The business model is self reinforcing**
- **The business model is robust**

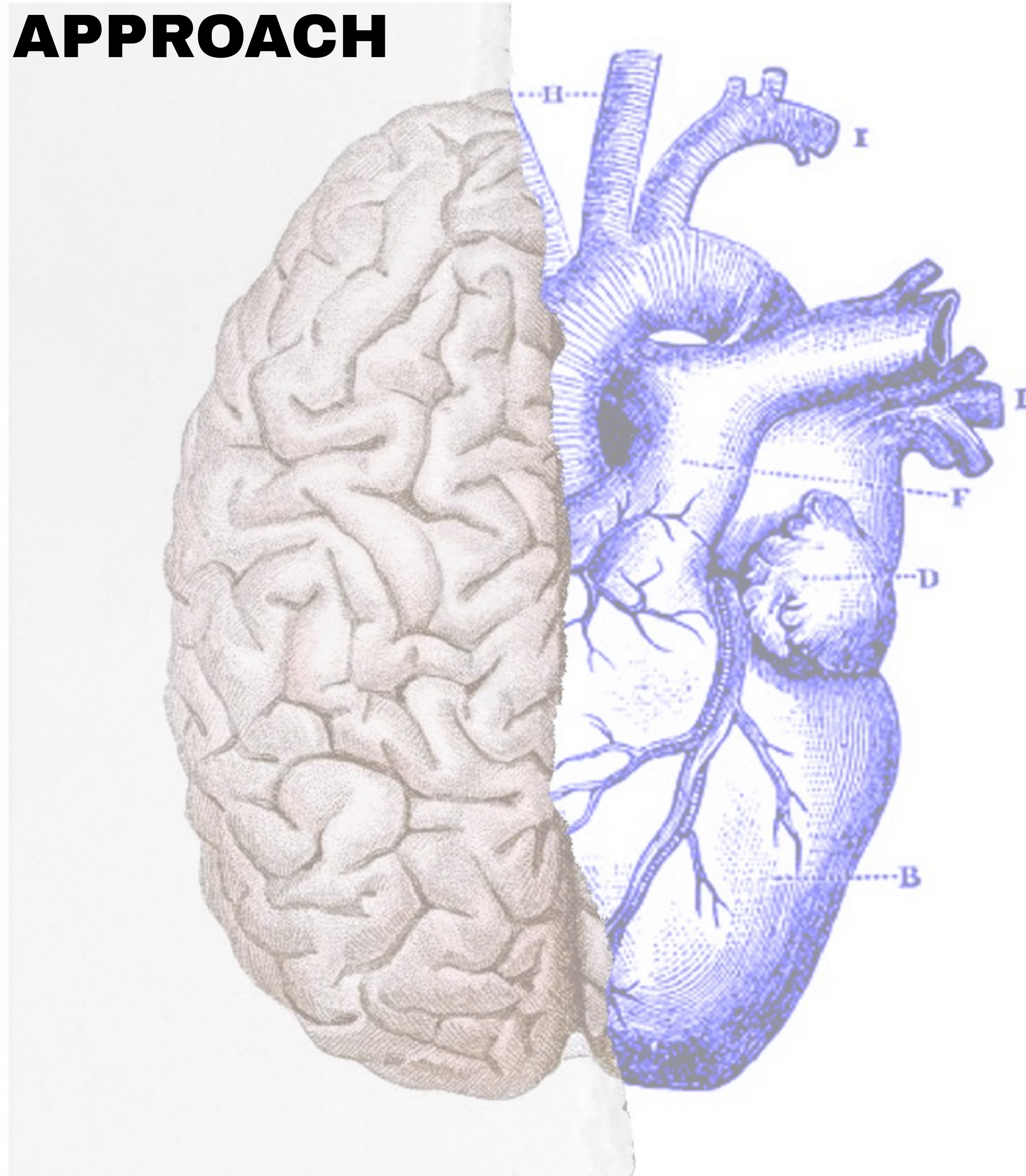


WHAT CAN YOU USE TO DETERMINE WHETHER THE DECISIONS IN YOUR PROJECT LEAD TO A SUCCESSFUL BUSINESS MODEL?

- **The business model is geared to the company's goals.**
- **The business model is self reinforcing**
- **The business model is robust**
- **The business model generates positive growth cycles**



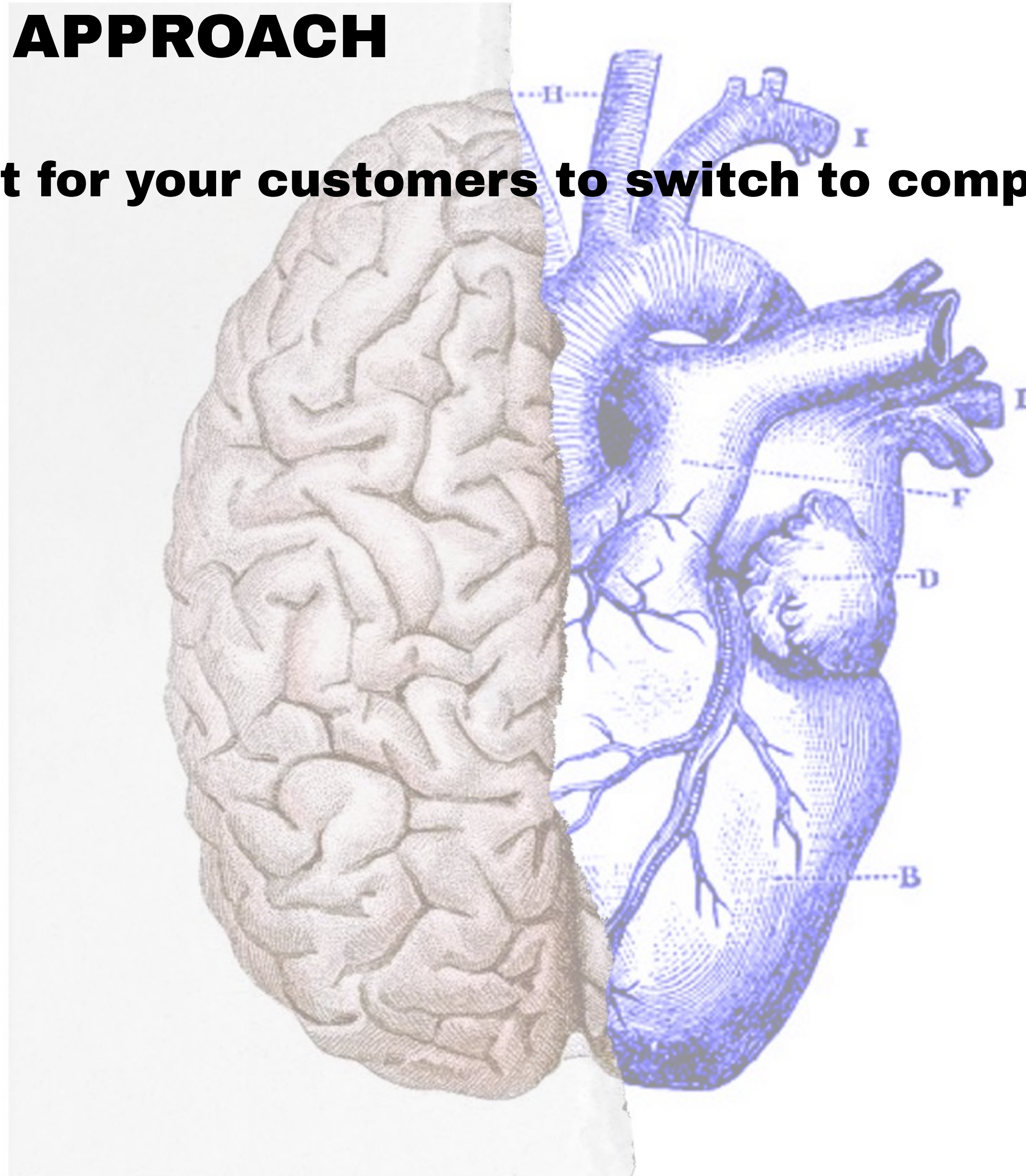
AN HOLISTIC APPROACH



//source: Alexander Osterwalder

AN HOLISTIC APPROACH

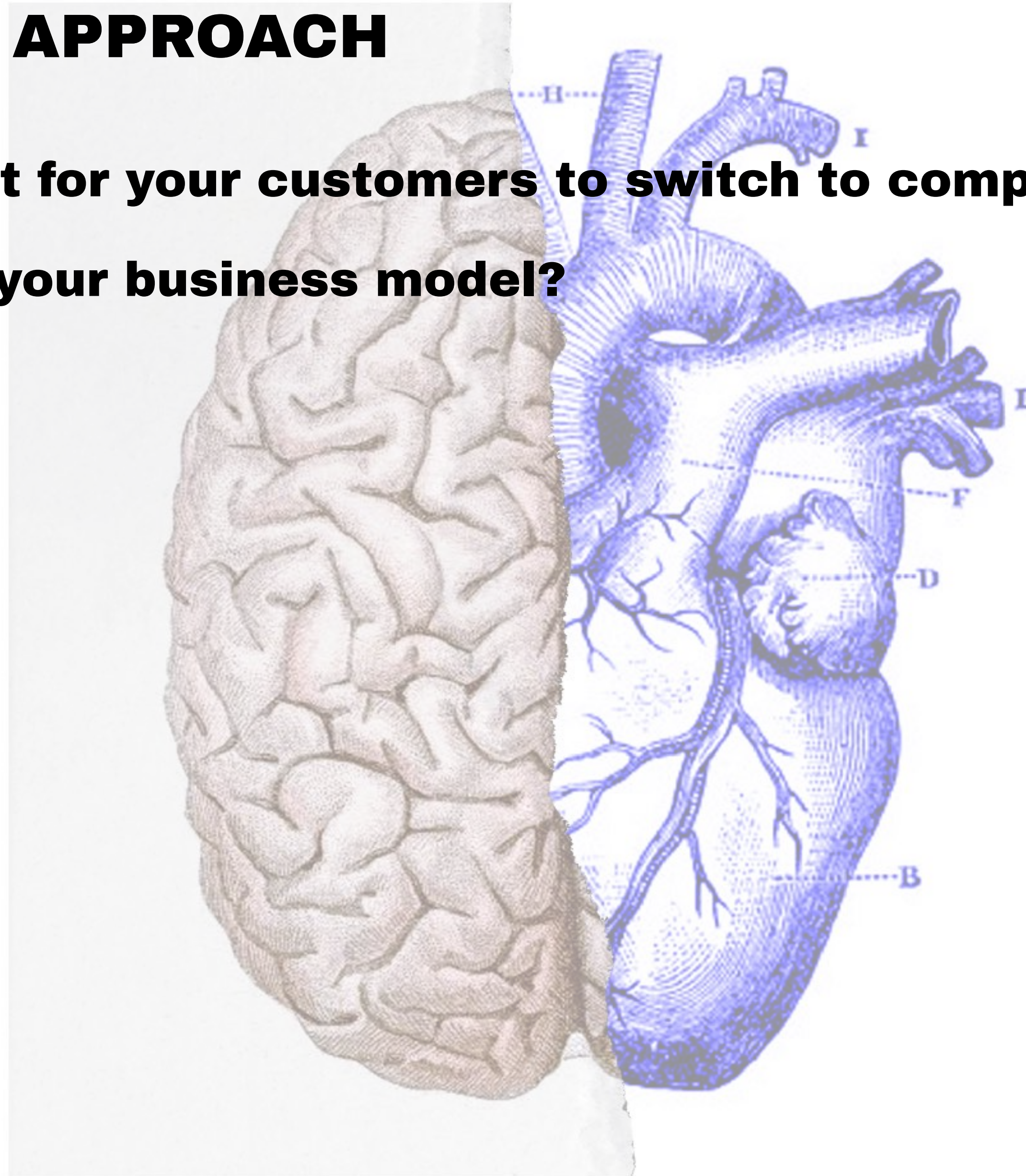
- **What is the effort for your customers to switch to competitors?**



//source: Alexander Osterwalder

AN HOLISTIC APPROACH

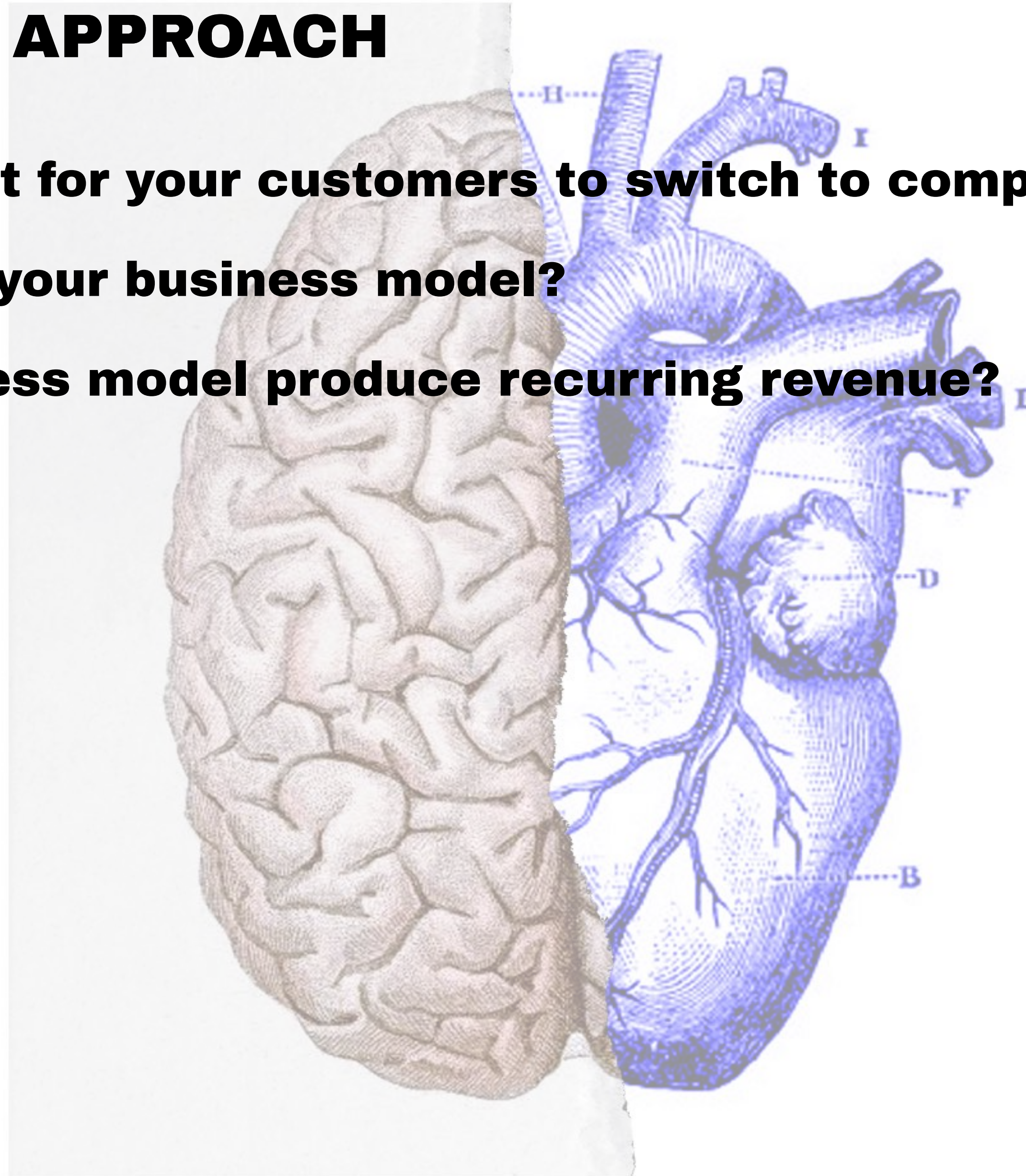
- **What is the effort for your customers to switch to competitors?**
- **How scalable is your business model?**



//source: Alexander Osterwalder

AN HOLISTIC APPROACH

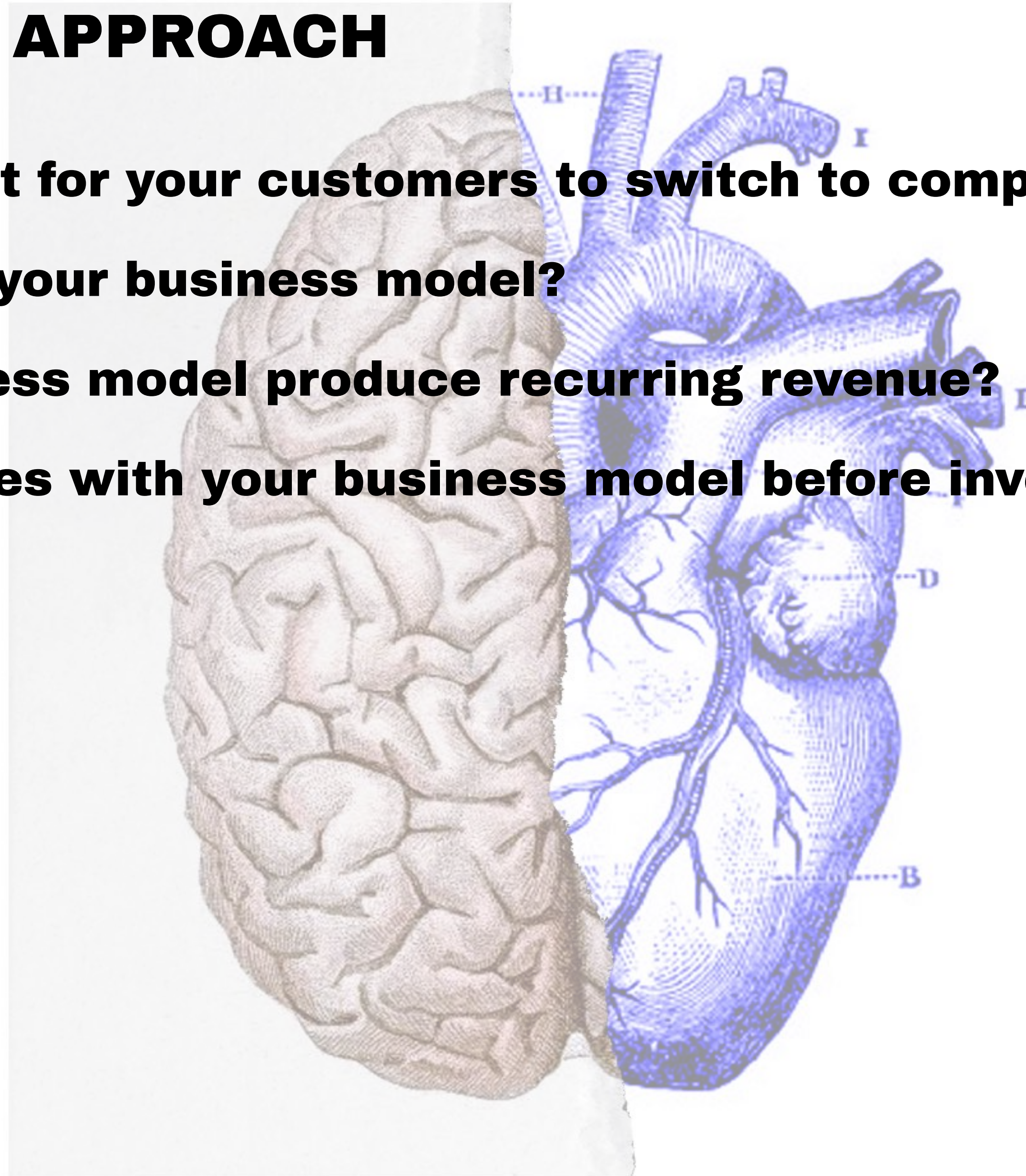
- **What is the effort for your customers to switch to competitors?**
- **How scalable is your business model?**
- **Does your business model produce recurring revenue?**



//source: Alexander Osterwalder

AN HOLISTIC APPROACH

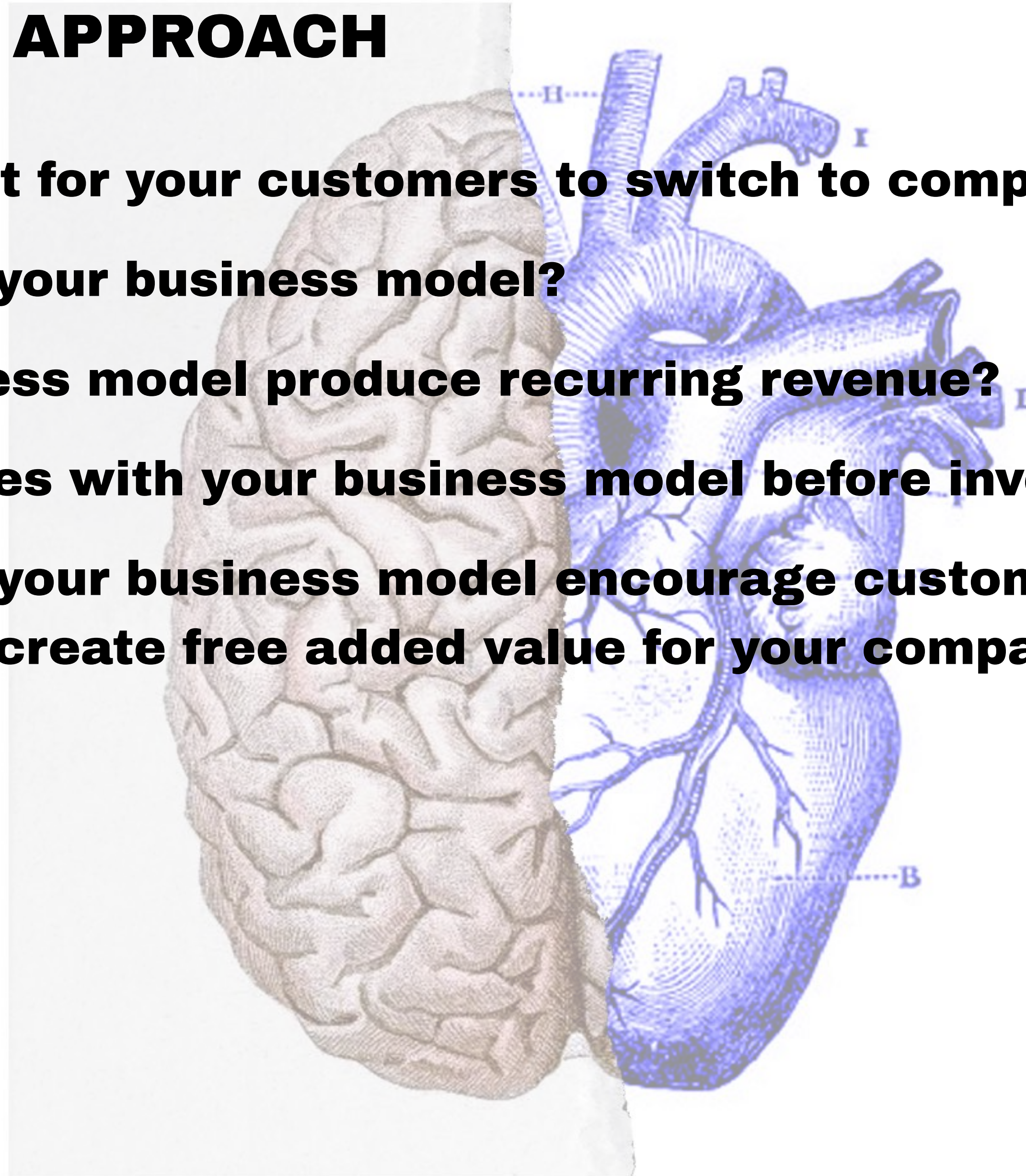
- **What is the effort for your customers to switch to competitors?**
- **How scalable is your business model?**
- **Does your business model produce recurring revenue?**
- **Do you make sales with your business model before investing?**



//source: Alexander Osterwalder

AN HOLISTIC APPROACH

- **What is the effort for your customers to switch to competitors?**
- **How scalable is your business model?**
- **Does your business model produce recurring revenue?**
- **Do you make sales with your business model before investing?**
- **How much does your business model encourage customers and other players to create free added value for your company?**



AN HOLISTIC APPROACH

- **What is the effort for your customers to switch to competitors?**
- **How scalable is your business model?**
- **Does your business model produce recurring revenue?**
- **Do you make sales with your business model before investing?**
- **How much does your business model encourage customers and other players to create free added value for your company?**
- **How well does your business model protects you from the competition?**

AN HOLISTIC APPROACH

- **What is the effort for your customers to switch to competitors?**
- **How scalable is your business model?**
- **Does your business model produce recurring revenue?**
- **Do you make sales with your business model before investing?**
- **How much does your business model encourage customers and other players to create free added value for your company?**
- **How well does your business model protects you from the competition?**
- **Is your cost model substantially better than that of your competitors?**

/thank you.

