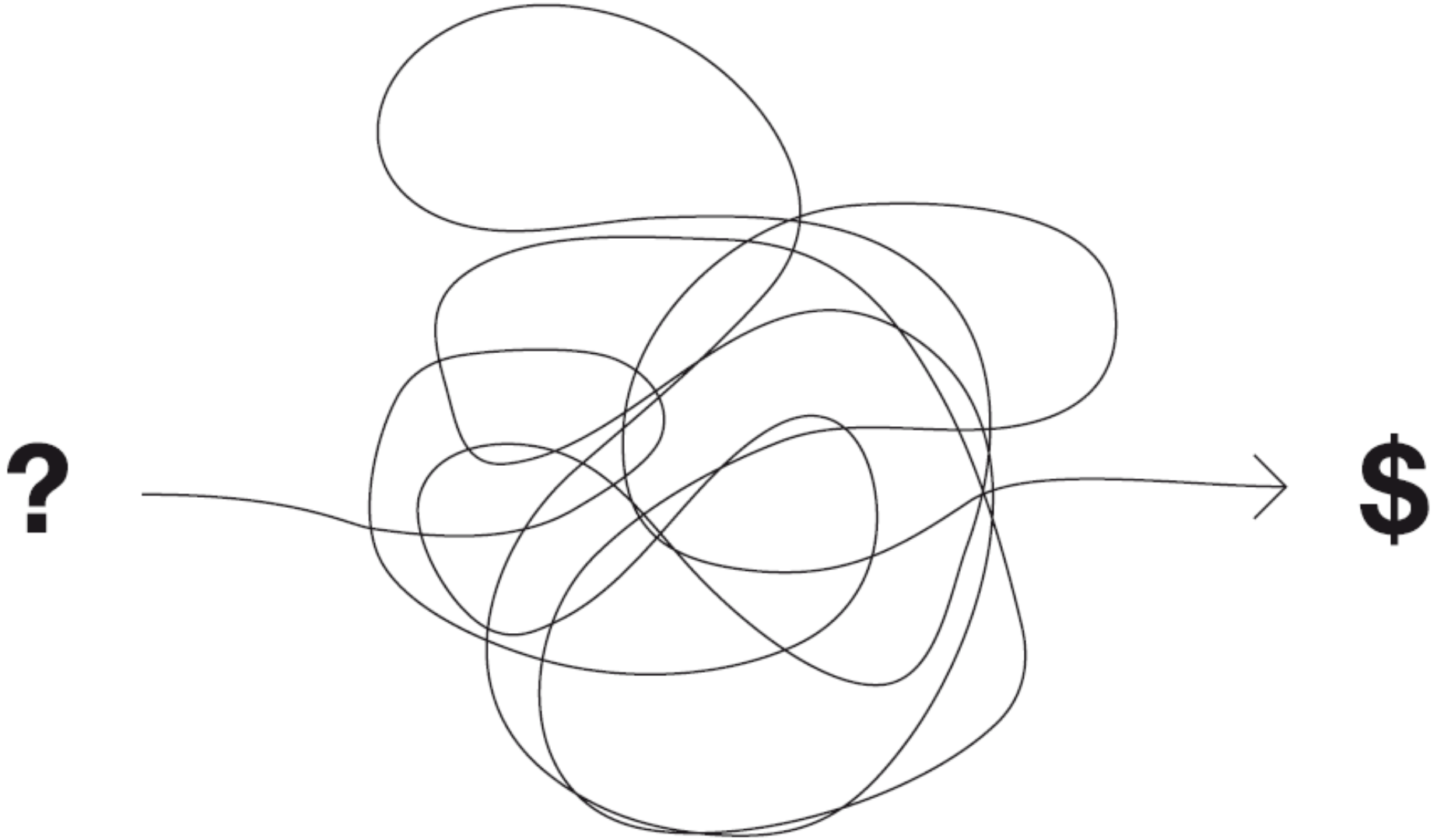
Neue Geschäftsmodelle und Dienstleistungen

Oliver Mayer

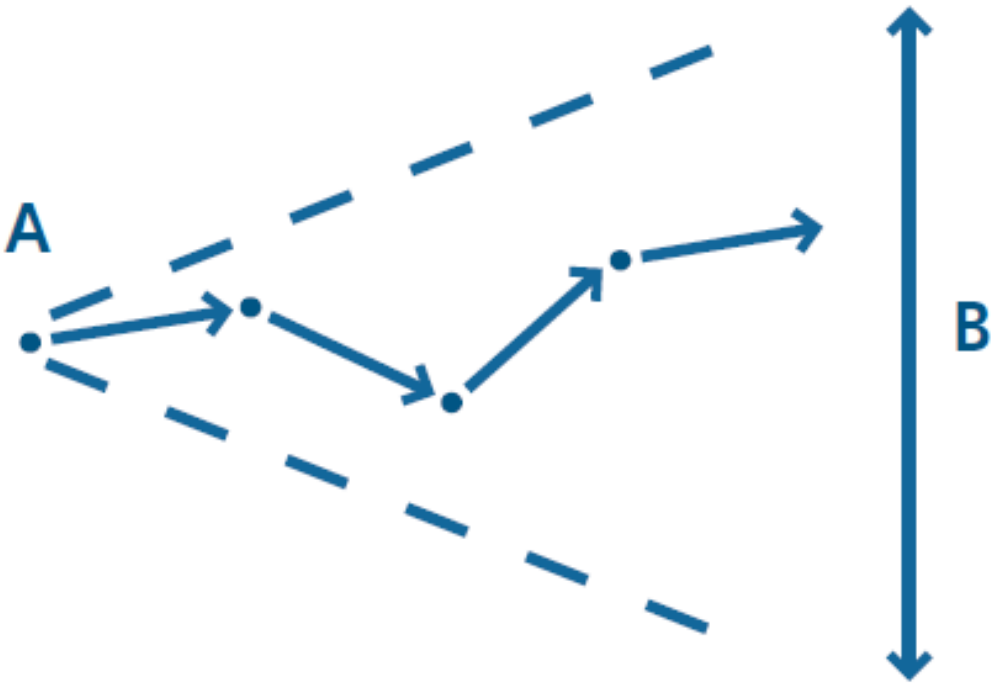
What’s the Problem?

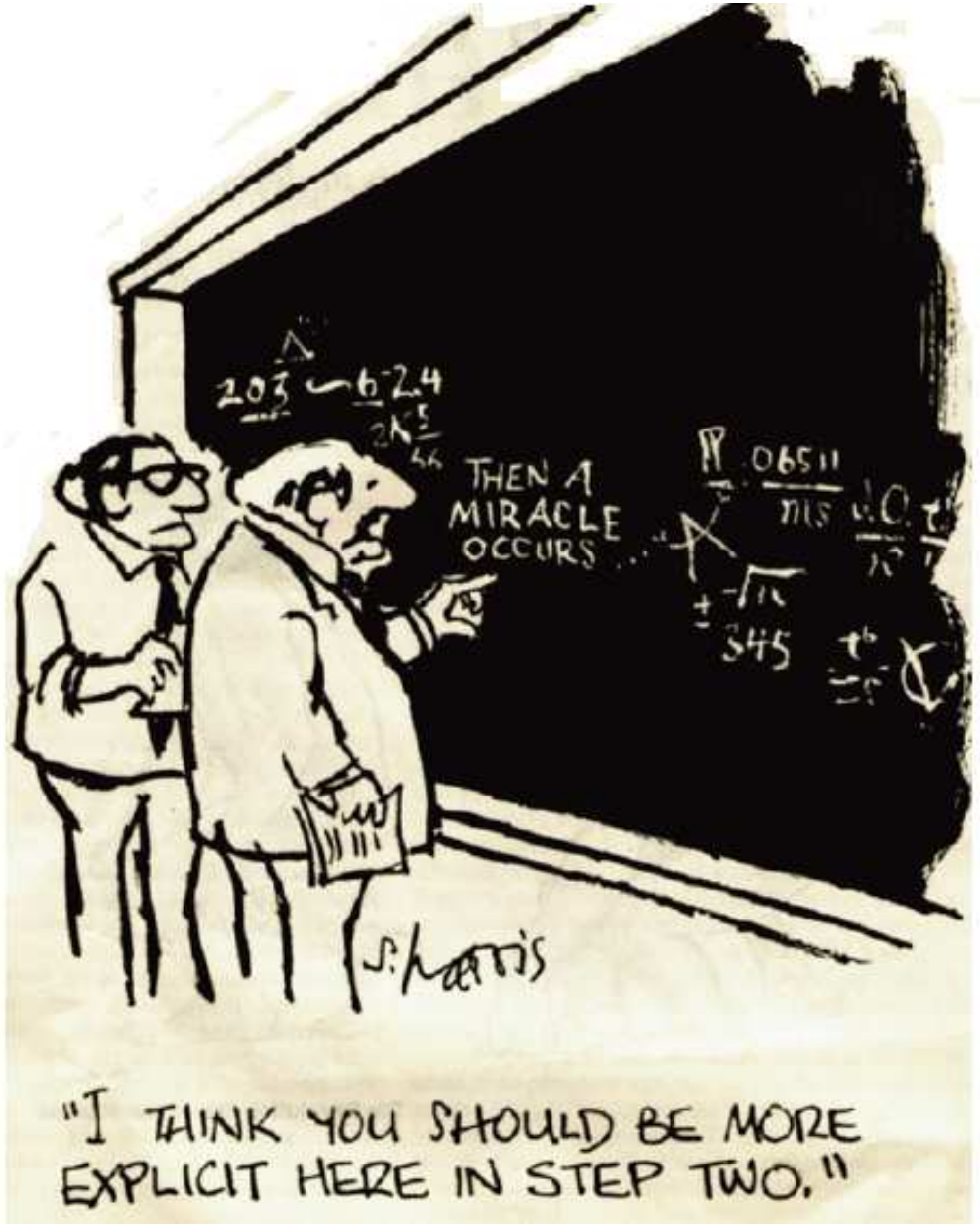


Challenge

Clear target

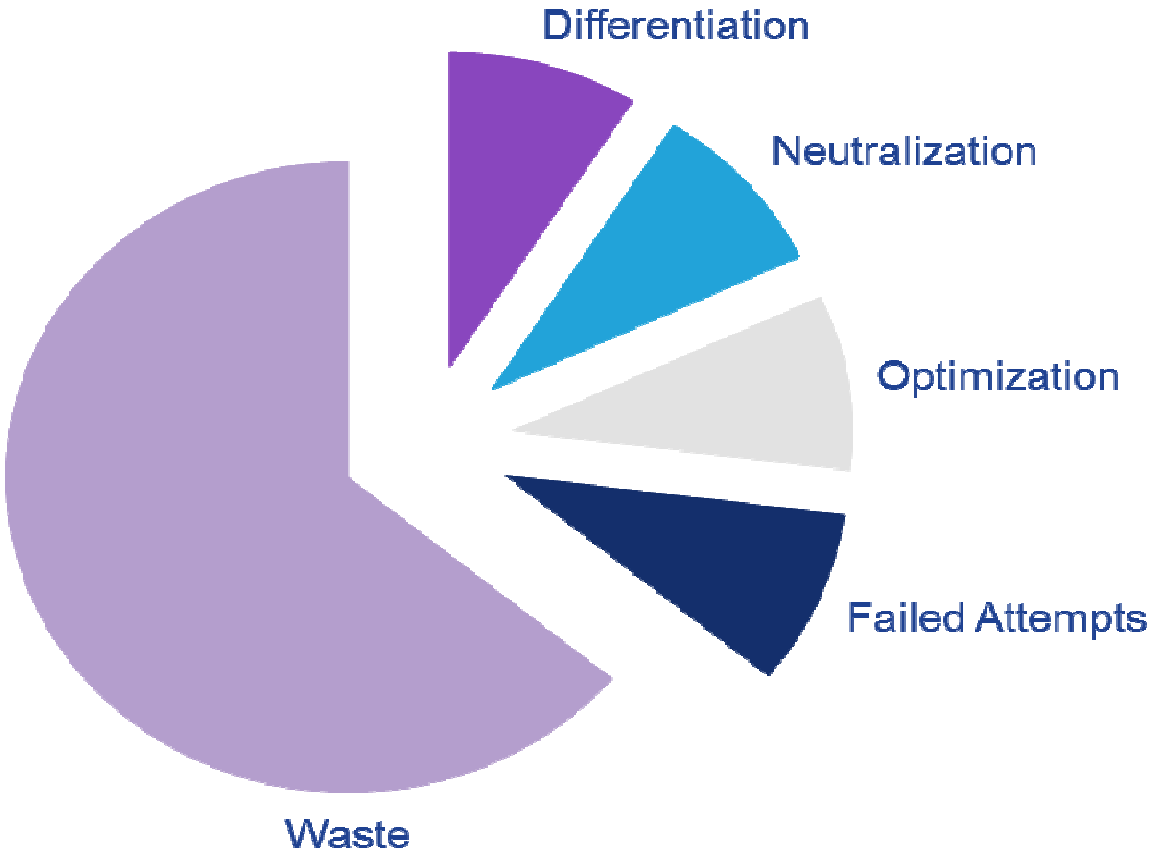
Unclear target



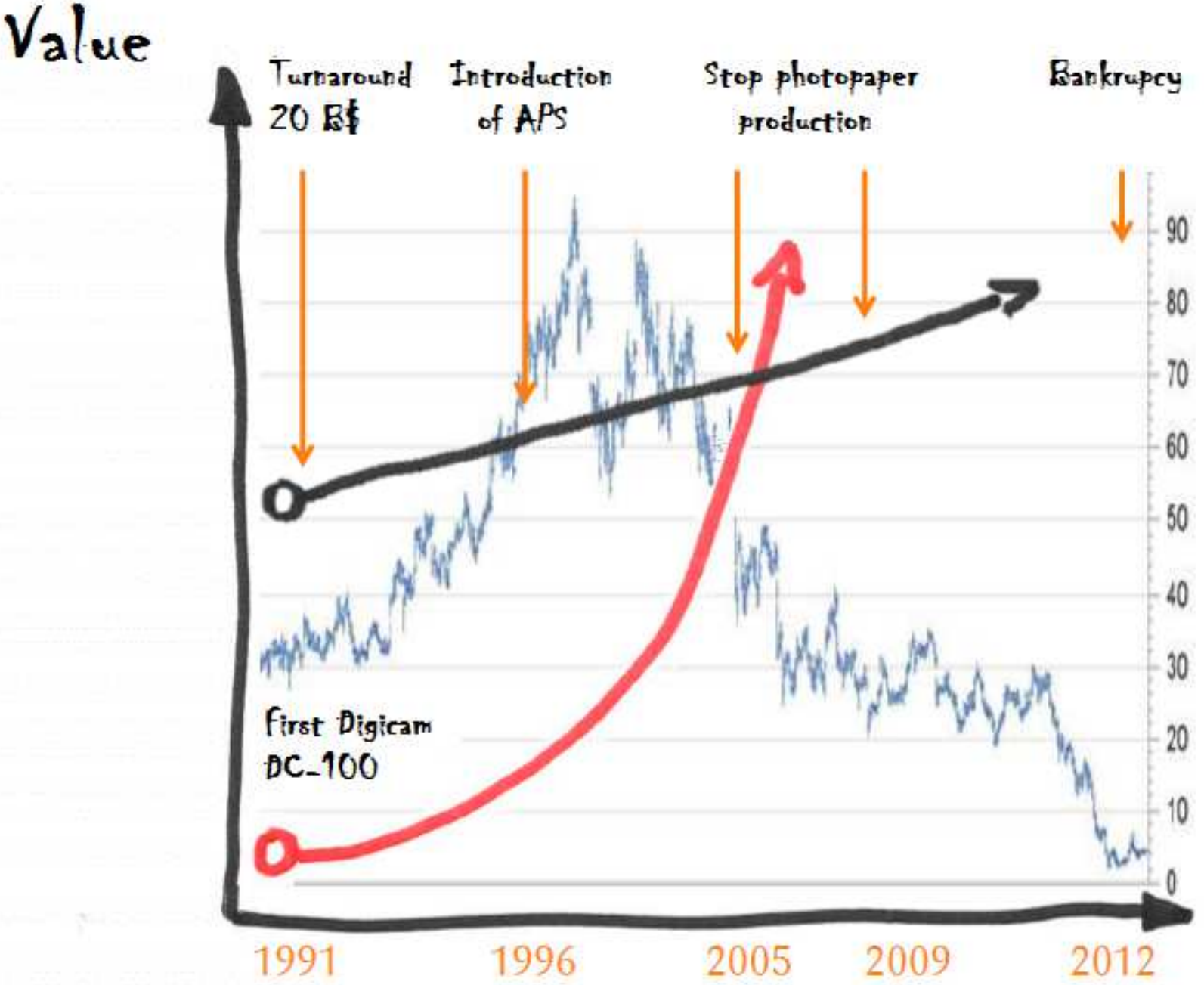


Types of Innovation

Types of waste:
- More than “good-enough”
- Does not meet cost targets
- Wrong goal definition



Inventor's Dilema



KODAK

Competitors are creative as well

MOTOROLA

BLOCKBUSTER

IBM

NOKIA

SAMSUNG

NETFLIX

amazon.com

The most dangerous competitor is the one you don't have on your radar screen

Drones … Disruptive Technology?

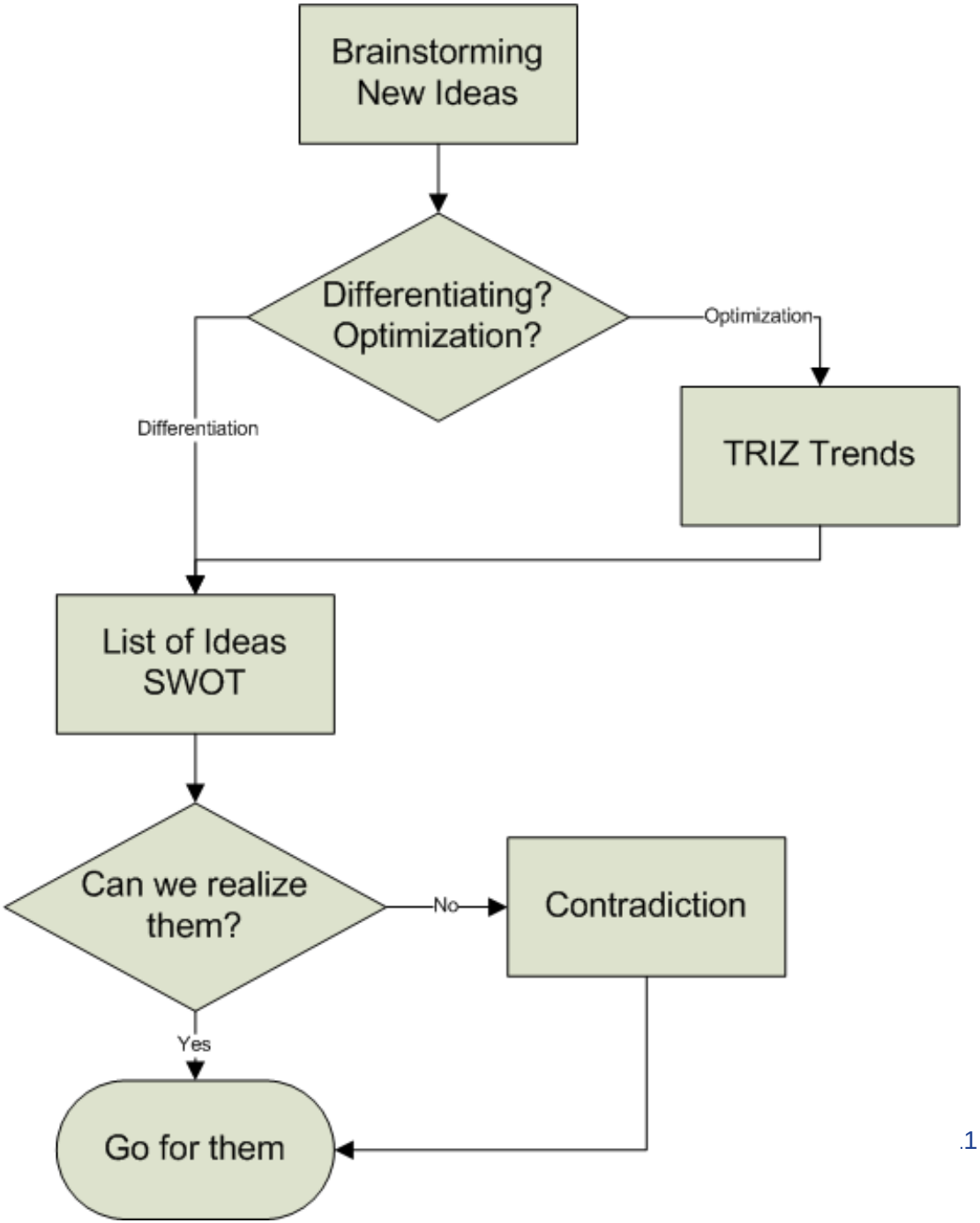
What do this products have in common?

Time to Idea Realization

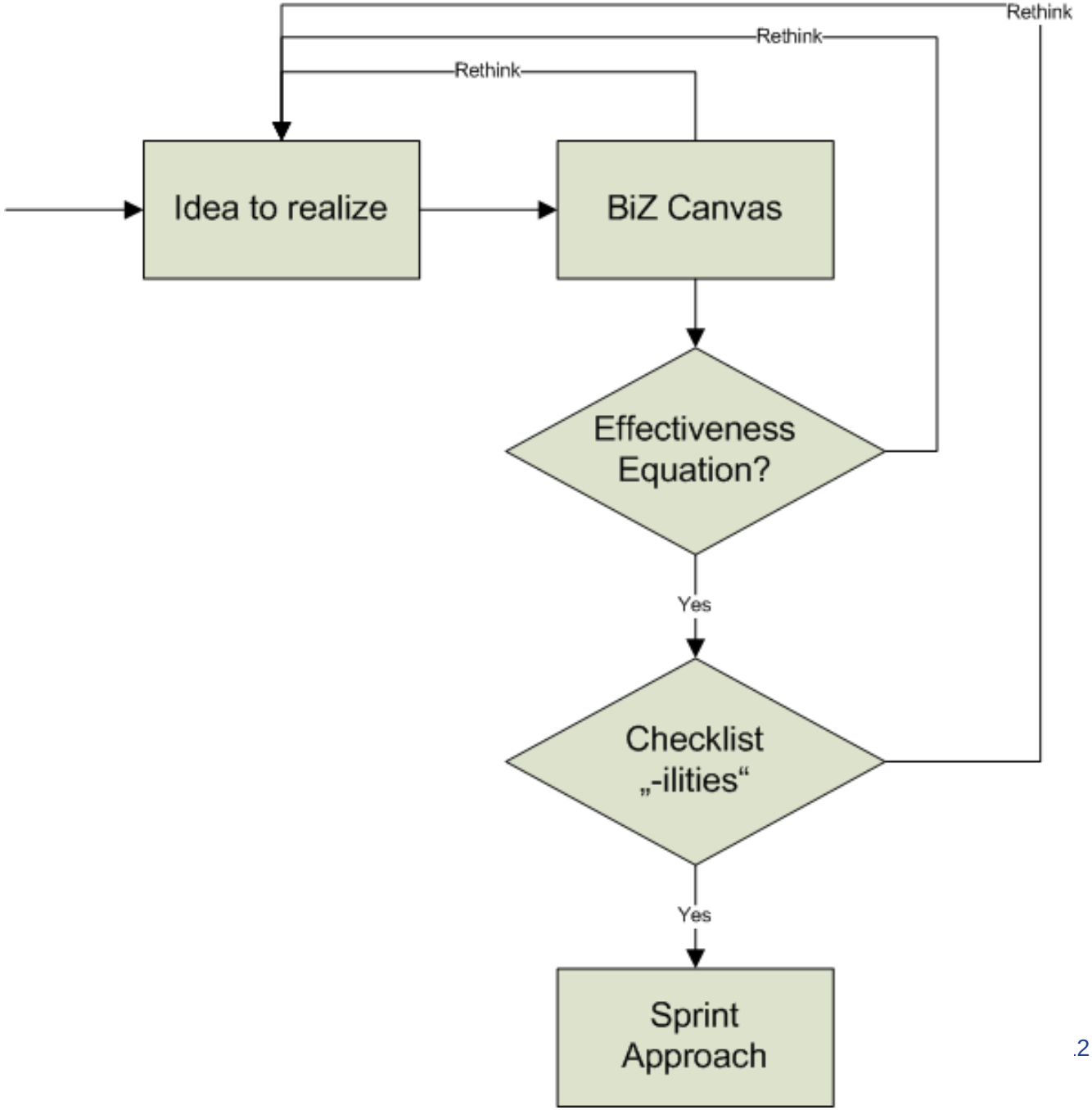
Going from ideation to realization			
Technology	**Invention**	**Production**	**Development Time**
Fluorescent lighting	1852	1934	82 years
Radar	1887	1933	46 years
Ballpoint pen	1888	1938	50 years
Zipper	1891	1923	32 years
Diesel locomotive	1895	1934	39 years
Cellophane	1900	1926	26 years
Power steering	1900	1930	30 years
Rockets	1903	1935	32 years
Helicopter	1904	1936	32 years
Television	1907	1936	29 years
Kodachrome	1910	1935	25 years
Transistor	1940	1950	10 years

Process & Tools

Process Part I for Ideas



Process Part II for Ideas



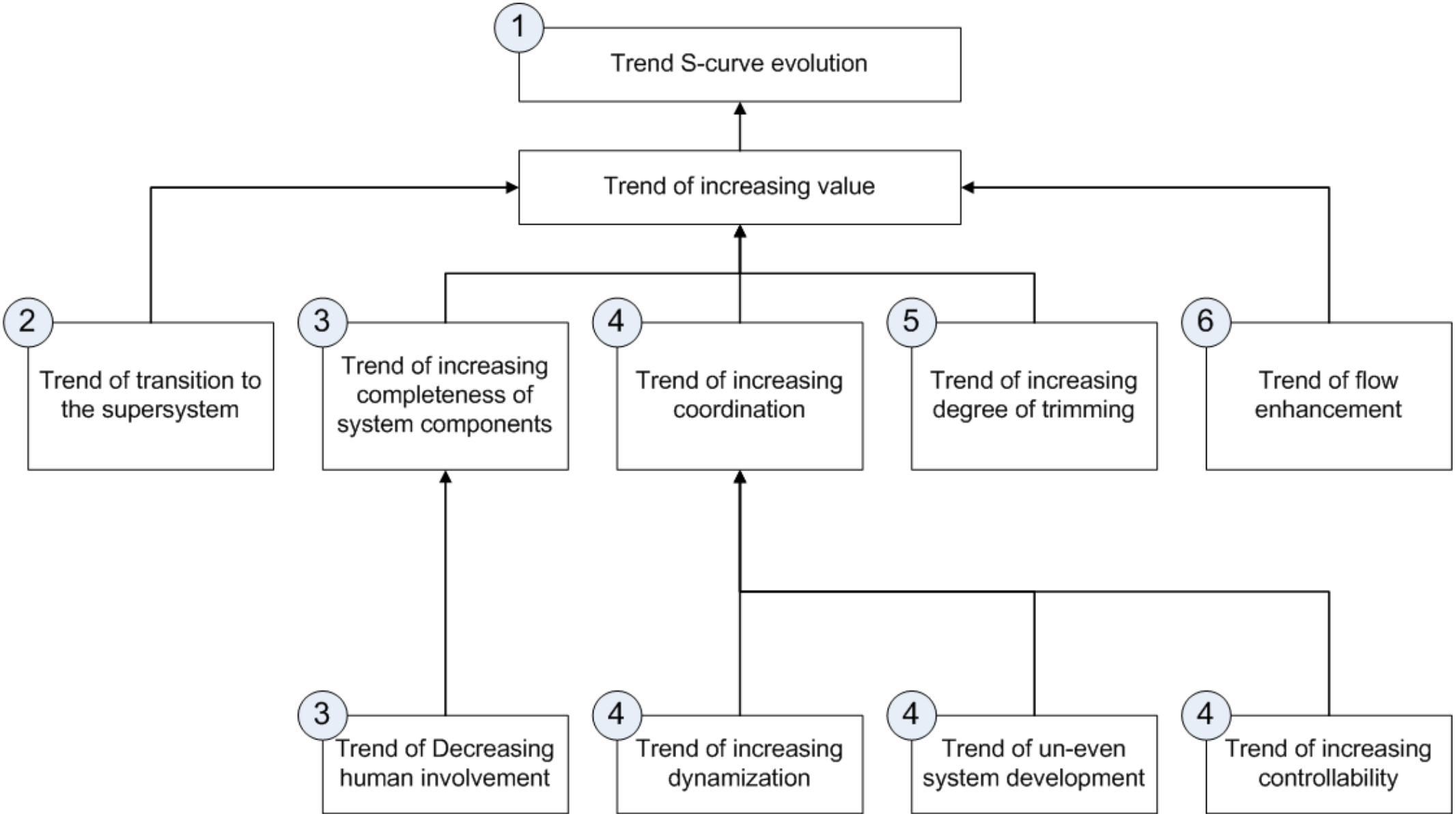
Step by Step to Success

Brainstorming

Rules:

- NO evaluation of ideas!
- Number counts, not quality
- Every idea is equal independent from whom it comes

Structure of Trends

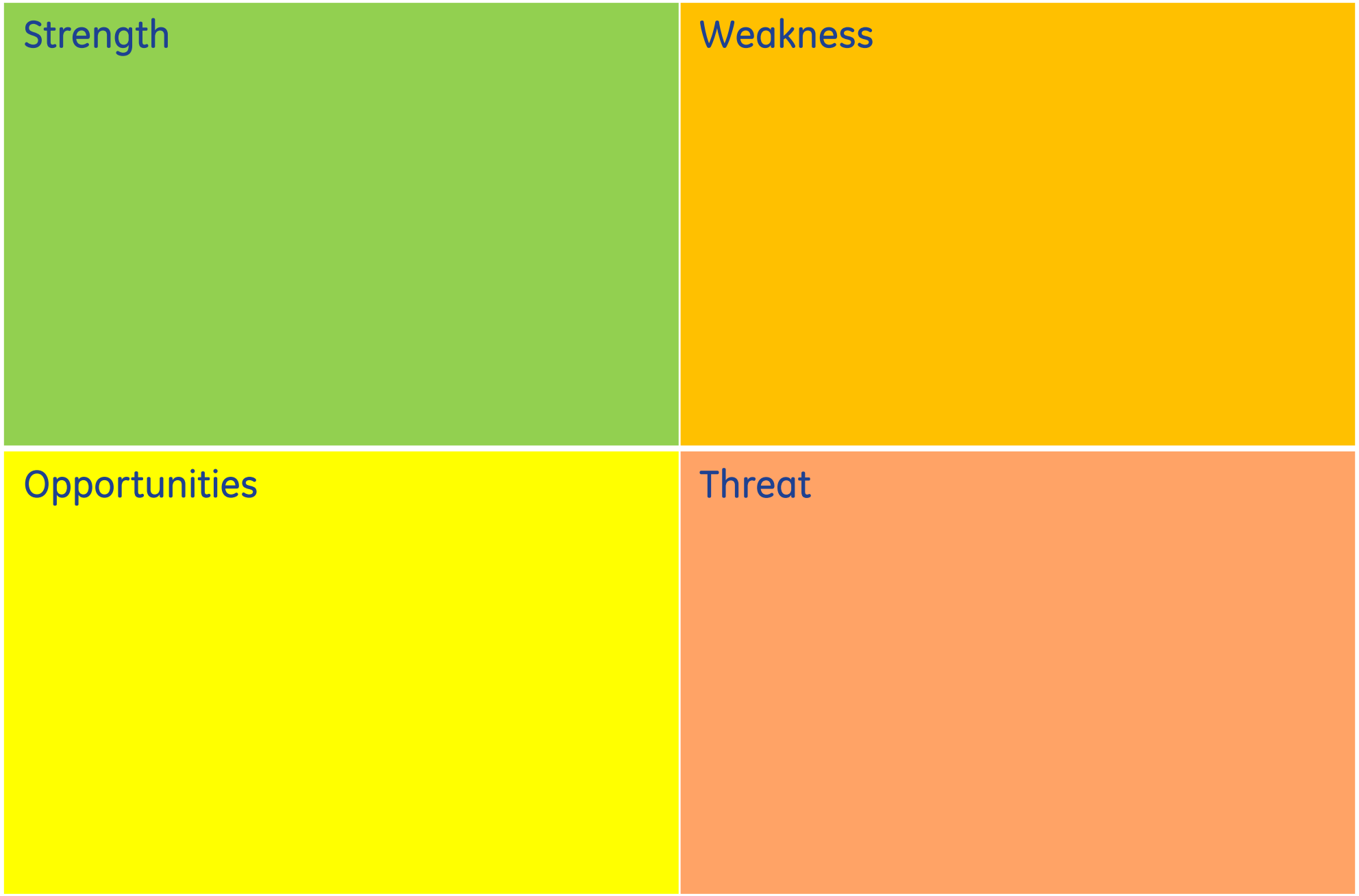


Toothbrushes

Source: Mayer

SWOT Analysis

Idea No. ____



Business Model Canvas

The Business Model Canvas

Designed for:	Designed by:	Date:	Version:

Key Partners

- Who are our Key Partners?
- Who are our Key suppliers?
- Which Key Resources are we acquiring from partners?
- Which Key Activities do partners perform?

Key Activities

- What Key Activities do our Value Propositions require?
- Our Distribution Channels?
- Customer Relationships?
- Revenue streams?

Key Resources

- What Key Resources do our Value Propositions require?
- Our Distribution Channels? Customer Relationships?
- Revenue Streams?

Value Propositions

- What value do we deliver to the customer?
- Which one of our customer's problems are we helping to solve?
- What bundles of products and services are we offering to each Customer Segment?
- Which customer needs are we satisfying?

Customer Relationships

- What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
- Which ones have we established?
- How are they integrated with the rest of our business model?

Channels

- Through which Channels do our Customer Segments want to be reached?
- How are we reaching them?
- How are our Channels integrated?
- Which ones work best?
- Which ones are most cost-efficient?
- How are we integrating them with customer routines?

Customer Segments

- For whom are we creating value?
- Who are our most important customers?

Cost Structure

- What are the most important costs inherent in our business model?
- Which Key Resources are most expensive?
- Which Key Activities are most expensive?

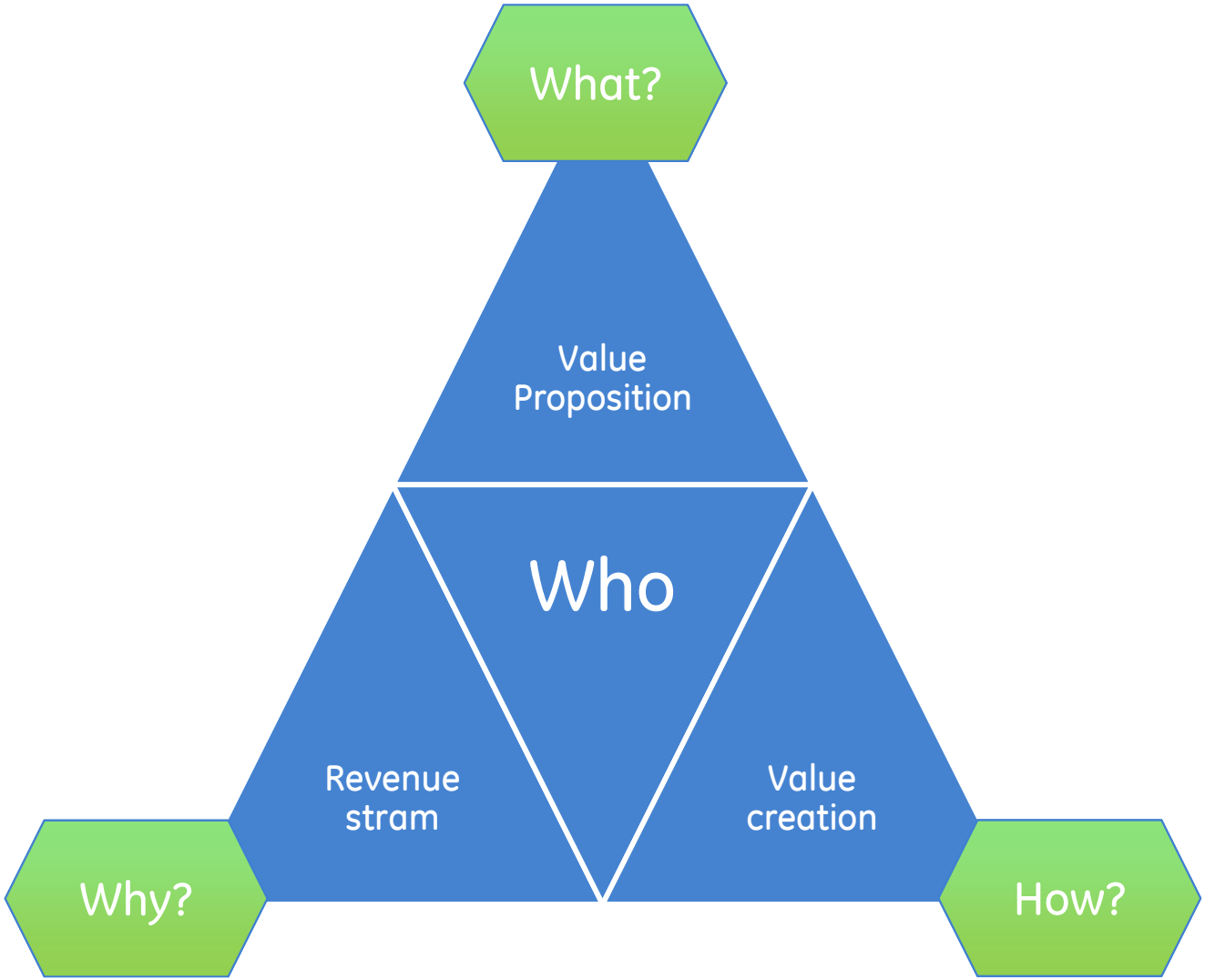
Revenue Streams

- For what value are our customers really willing to pay?
- For what do they currently pay?
- How are they currently paying?
- How would they prefer to pay?
- How much does each Revenue Stream contribute to overall revenues?

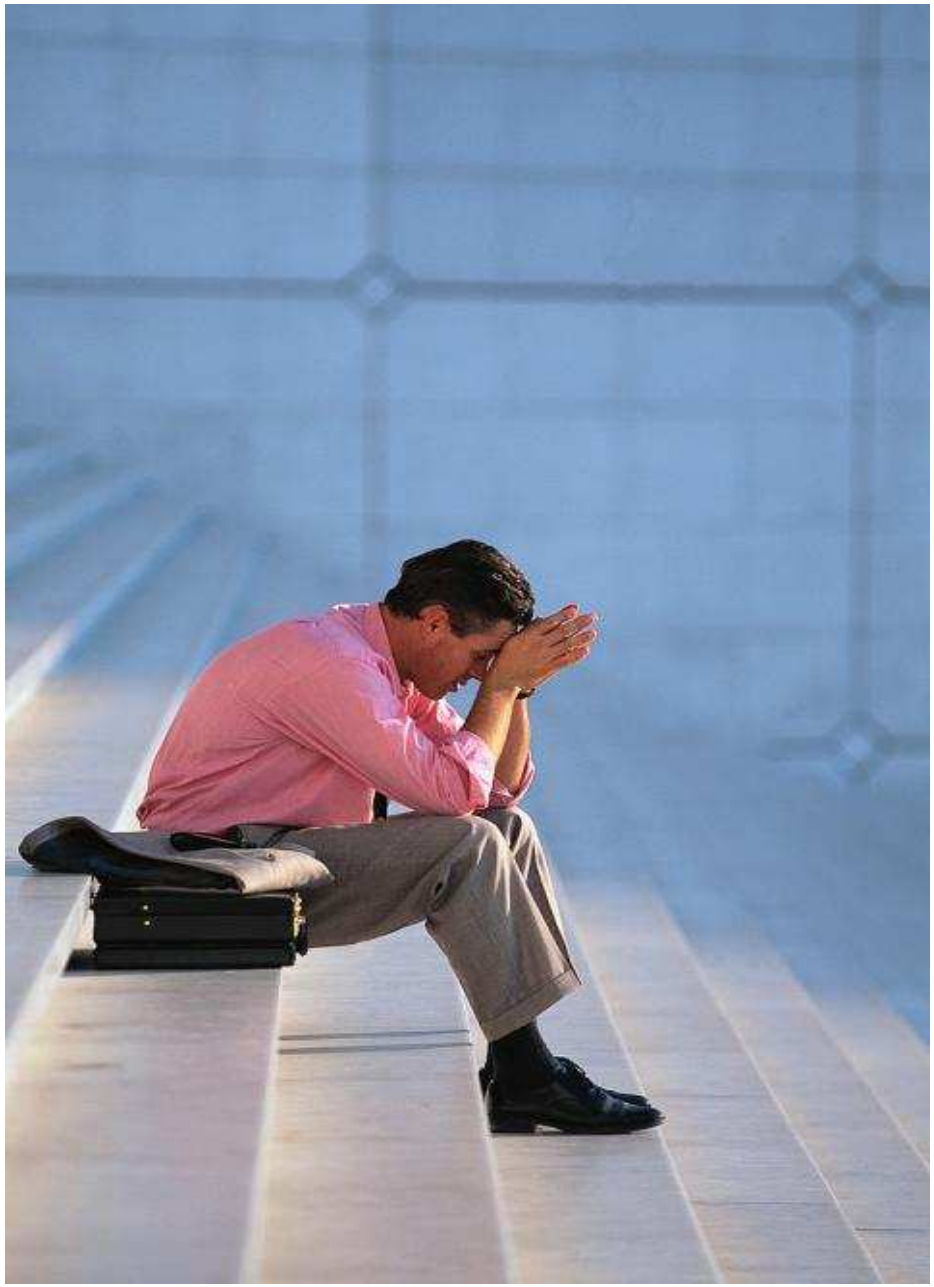
DESIGNED BY: Strategyzer AG
The makers of Business Model Generation and Strategyzer

Strategyzer
strategyzer.com

Minimum / Most Simplified Model



Effectivness

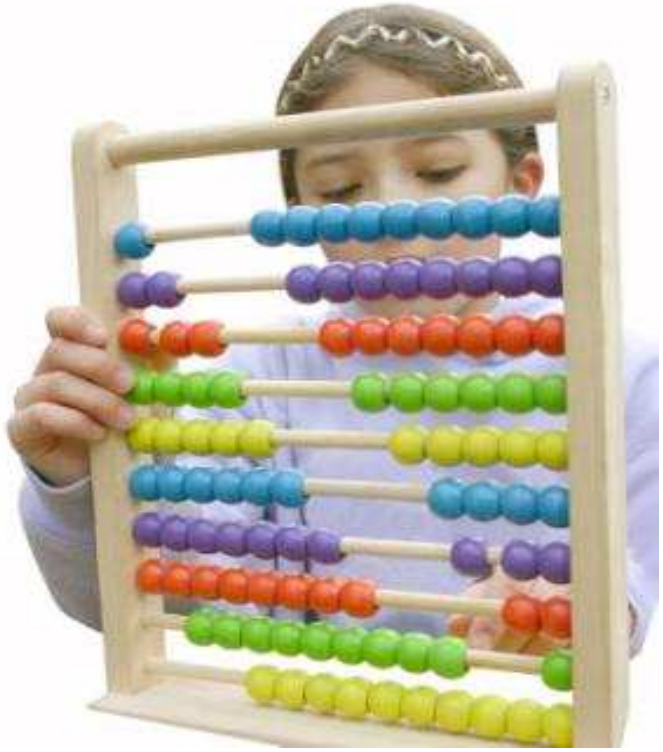


100% of all changes evaluated as “Successful” had a good approach.

Over 98% of all changes evaluated as “Unsuccessful” also had a good approach.

What is the differentiating factor between success and failure?

The Change Adoption Equation



E: Effective Result = Success

O: Opportunity

R: Resources

C: Commitment

E = O x R x C

Our focus

Q x A = E, Simply Stated…

Example:

On a scale of 1 to 10, where 10 is best, you rank "O" as 8 and "R" as 1 and "C" as 3

8 x 1 x 3 = Effectiveness (success) score of **24**

But When…

O = 8, R = 9 and C = 8

8 x 9 x 8 = Effectiveness (success) score of

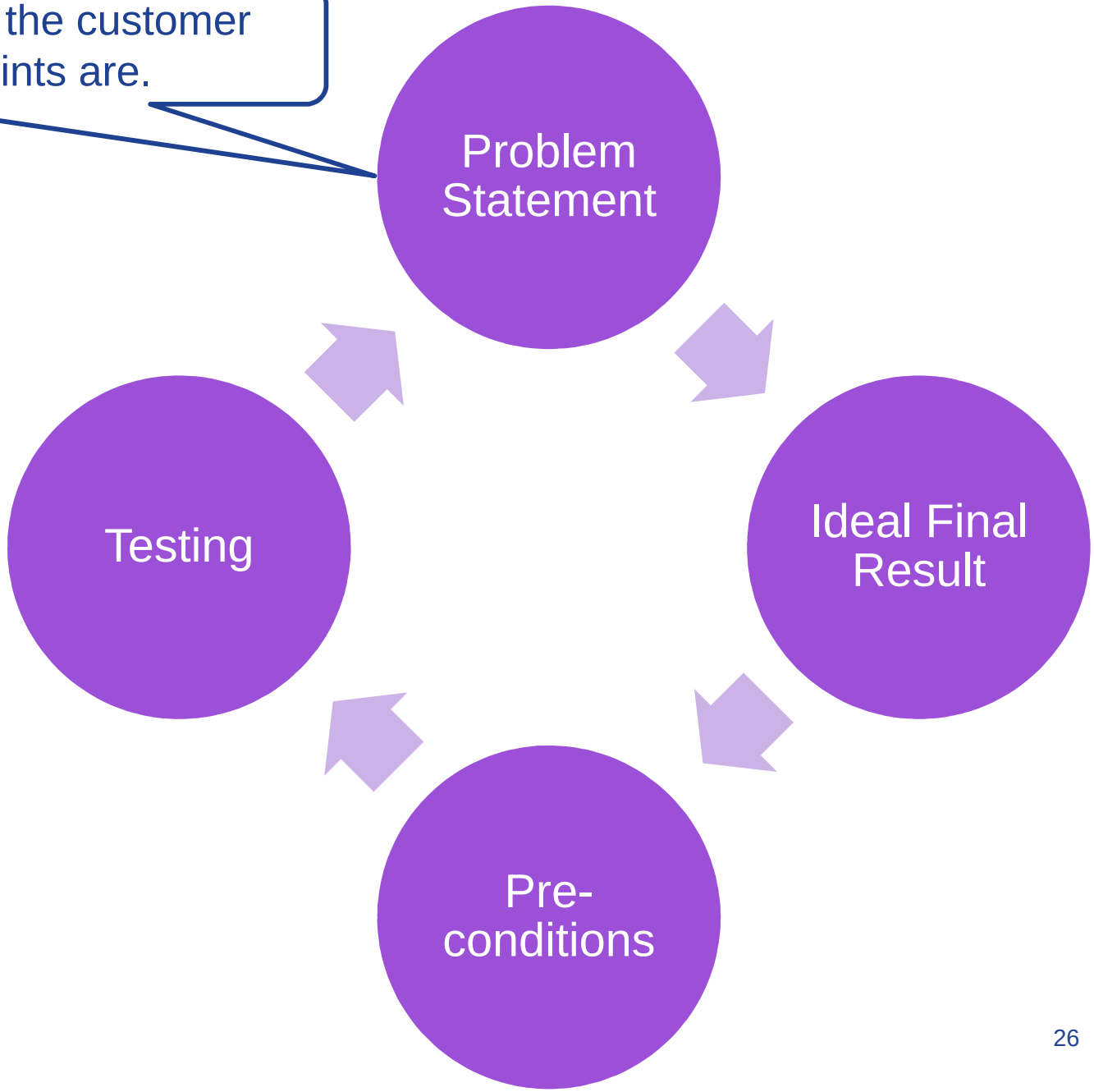
576

“ilities” Checklist

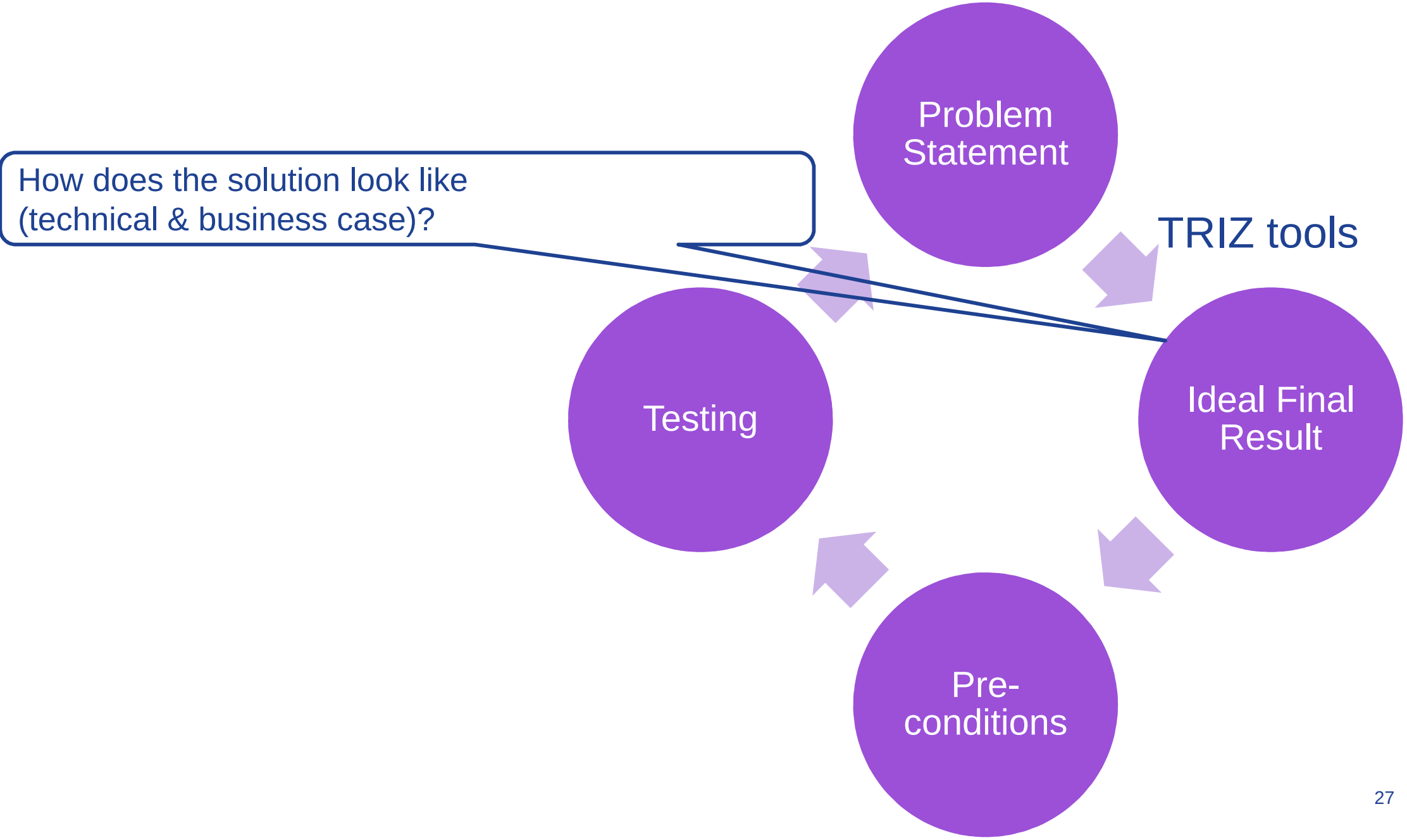
Aspect	Description
Performability	Will the product perform as the customer expects it to perform?
Affordability	Will the product meet cost expectations?
Featurability	Will the product provide added benefits?
Deliverability	Will the product be ready when the customer wants it?
Usability	Can the customer quickly and easily install and use the product?
Maintainability	How easy will it be to keep the product in service?
Durability	Is the product robust enough to withstand abuse?
Imageability	Will the product convey an image of quality and prestige?
Profitability	Will the product deliver acceptable levels of profit?
Investability	Does the product make sense in terms of payback?
Riskability	Are the risks that have to be taken prudent?
Produceability	Can the factory and supply chain deliver the product?
Marketability	Do we have the means to sell the product?
Growability	Does the product offer growth and market expansion?
Leverageability	Does the product build on our core competencies?
Respectability	Will the product strengthen the reputation of the company?

Sprint with TRIZ Elements

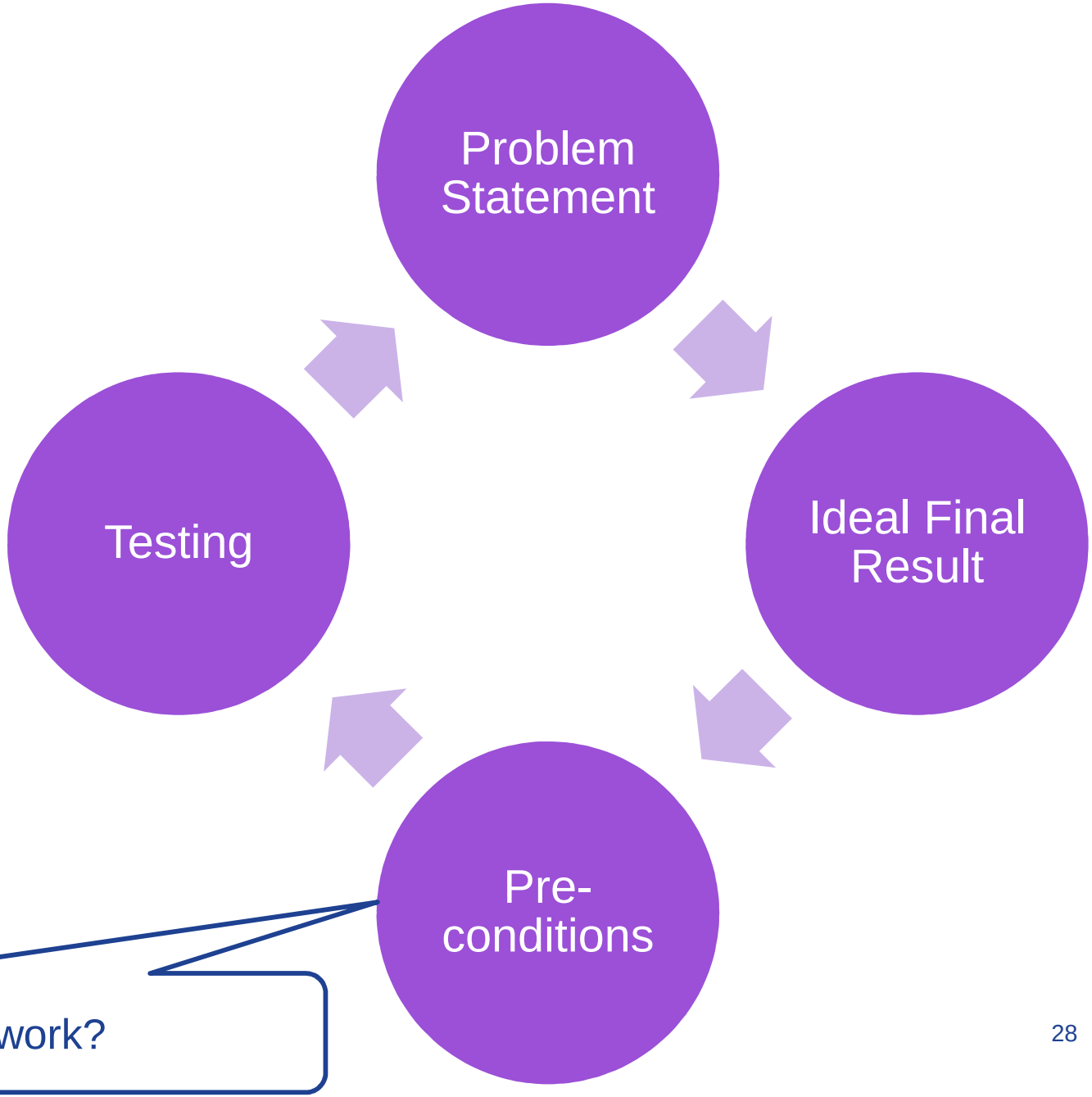
What is the customer need? Ask how the customer uses your product or what his pain points are.



Sprint with TRIZ Elements

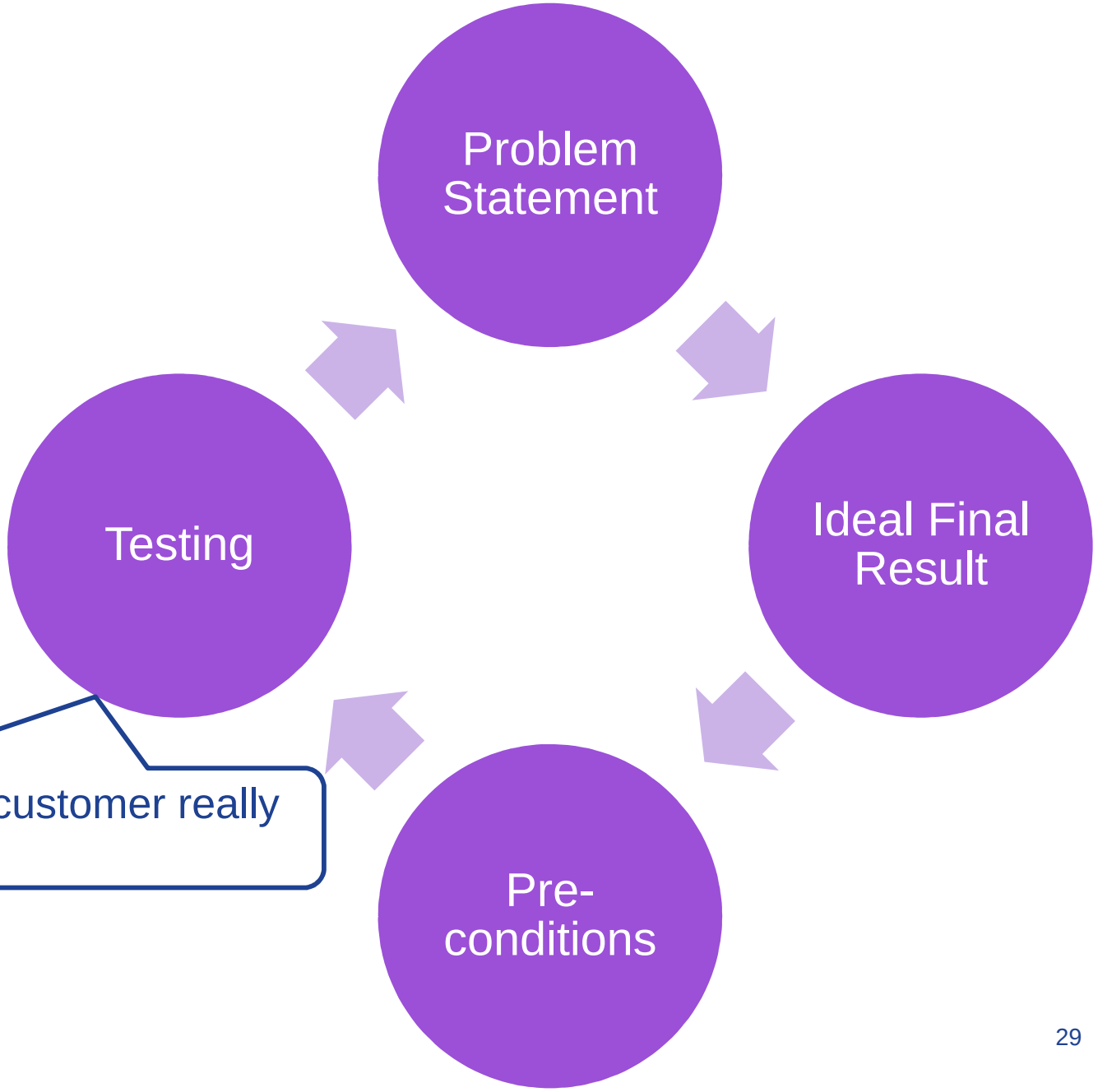


Sprint with TRIZ Elements



What is needed to make the solution work?

Sprint with TRIZ Elements

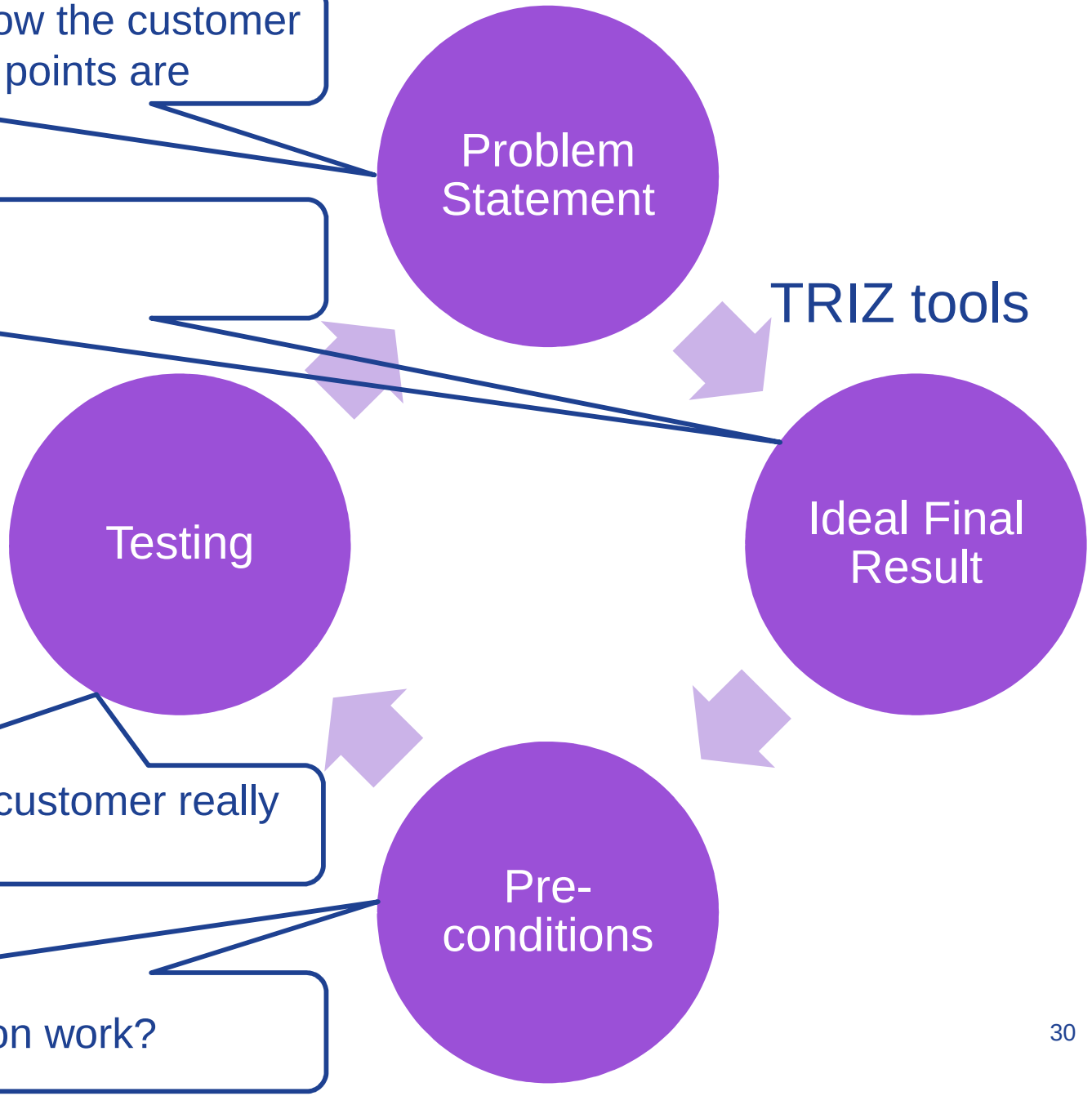


4. How can I check if this is what the customer really wants (willingness to pay for).

Sprint with TRIZ Elements

1. What is the customer need? Ask how the customer uses your product or what his pain points are

2. How does the solution look like (technical & business case)?



4. How can I check if this is what the customer really wants (willingness to pay for).

3. What is needed to make the solution work?

Cycle of Sprint