Business Models & Lean Venturing

UXBerlin Offerings 2013 /// Workshops & Coaching





» Offering /// Business Modeling Starter Kit Workshop

Abstract – Description of method / application cases

A game-like do-it-vourself toolbox supports small teams exploring alternative business models in a structured way.* It enables first hand experiences in simple business model ideation. In a more elaborate, moderated workshop format it also provides the basis for a creative exploration of critical components such as value proposition, customer touchpoints, required capabilities or strategic partners.

The starter kit was developed in cooperation with Telekom Innovation Laboratories and refined thoughout more than two dozen business modeling projects since 2010. It will be commercialized as a cardboard game in early 2013.

Needed inputs

- Budget for preparation. moderation and documentation (in the moderated workshop format)
- The project team and ideally external experts in the respective field of business
- Half day for the basic starter kit workshop, full day for the creative workshop format

Results

- A holistic view of the critical issues within potential business models for an innovation project.
- A shared understanding and agreement on the basic model and components.
- In depth (moderated) exploration of the range of innovative options within and between component (business model innovation).

Process Stage

Ideation

- Identify business opportunities
- Develop basic business ideas

Development

- Design of new business model
- Redesign of existing business model

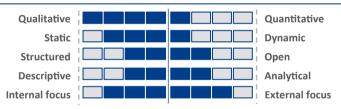
Evaluation

- Validation (market analysis, expert feedback)
- Application cases

Objectives

Design				Testing
Creation				Enhancement / redesign
Market entry				Internal alignment

Characteristics



Application fields



Applicati

tion process							
Amount of time			Costs				
Self service			External expert support				
One box represents 25 % fit							

^{*} Breuer, H. & Ketabdar, H. (2012). User-Driven Business Model Innovation - New Formats and Methods in Business Modeling and Interaction Design, and the Case of Magitact. In Kommers, P. and Isaías, P. (Eds.). Proceedings of IADIS International Conference on E-Society 2012, pp. 211-218. Berlin.



» Offering /// Corporate Venture & Startup Coaching

Abstract – Description of method / application cases

Lean venturing* applies lean (innovation) management principles to the evolution of corporate ventures. Along five levels of maturity a wide range of scaffolding tools and methods is provided. Progress is measured in terms of learning goals to be achieved by the new venture project team.

A five E framework shows how to explore, elaborate upon, evaluate, experiment with and evolve assumptions. Scaffolding tools and methods support the two main sets of activities required within this framework: the creative exploration of new ideas and opportunities, and the iterative specification, quantification and evaluation of assumptions.

Through modular quantification of components, entrepreneurial teams proceed from a business model to a business case. Formative evaluation methods apply an increased fidelity of specifications and granularity for stress tests, ranging from expert and customer development interviews to test market experiments.

Needed inputs

- Top management commitment and team commitment to focus on internal learning progress.
- Initial estimation of the maturity of the project based on a quick check interview.
- All available project materials need to be reviewed e.g. with respect to critical assumptions, potential contradictions, and open issues to be addressed.

Results

 Measurable progress in learning and maturity of corporate ventures to increase traction on the marketplace.

Process Stage Ideation Development Evaluation Identify business Design of new Validation opportunities business model (market analysis, expert feedback) Develop basic Redesign of existing business ideas business model Application cases **Objectives Testing** Design Creation Enhancement / redesign Market entry Internal alignment Characteristics **Ouantitative** Qualitative **Dvnamic** Static Structured Open Descriptive **Analytical** Internal focus **External focus Application fields Network of organisations** Single organisation Large corporation **SME** Start-up **Established organisation Application process** Amount of time Costs Self service **External expert support**

One box represents 25 % fit

^{*} Breuer, H., & Mahdjour, S. (2012). Lean Venturing: Entrepreneurial Learning to Model and Grow New Business. 5th ISPIM Innovation Symposium. Seoul, Korea. (Best Paper Award by Nokia-Siemens Network)



» Offering /// Win-Win Modeling

Abstract - Description of method / application cases

Regularly business partners and corporate stakeholders collaborate in order to order to exploit synergies between their unique capabilities, strengths and interests. In order to do so potential conflicts in interests need to be settled and the most powerful synergies need to be identified.

Win-win modeling is a structured approach to systematically identify the most promising win-win constellations for joint action. First, both parties business models and its components are worked out. Second we conduct collaborate workshops to explore the most promising fields of action, to discuss potential conflicts, and to agree upon shared assumptions.

Needed inputs

- Business models and related information of the two parties being involved.
- Definition of project goals and responsibilities of each of the parties involved.

Results

 Win-win strategies and how to implement them.

Process Stage Ideation Development **Evaluation** Identify business Validation Design of new business model (market analysis, opportunities expert feedback) Develop basic Redesign of existing business ideas business model Application cases **Objectives Testing** Design Creation Enhancement / redesign Internal alignment Market entry Characteristics Quantitative Qualitative **Dynamic** Static Structured Open Descriptive **Analytical** Internal focus **External focus Application fields Network of organisations** Single organisation Large corporation **SME** Start-up **Established organisation Application process** Amount of time Costs Self service **External expert support** One box represents 25 % fit