

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-yourself 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 throughout 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

<p><input checked="" type="checkbox"/> Ideation</p> <ul style="list-style-type: none"> ▪ Identify business opportunities ▪ Develop basic business ideas 	<p><input checked="" type="checkbox"/> Development</p> <ul style="list-style-type: none"> ▪ Design of new business model ▪ Redesign of existing business model 	<p><input checked="" type="checkbox"/> Evaluation</p> <ul style="list-style-type: none"> ▪ Validation (market analysis, expert feedback) ▪ Application cases
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Objectives

Design	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Testing
Creation	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	Enhancement / redesign
Market entry	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Internal alignment

Characteristics

Qualitative	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Quantitative
Static	<input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Dynamic
Structured	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Open
Descriptive	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Analytical
Internal focus	<input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	External focus

Application fields

Single organisation	<input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Network of organisations
SME	<input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	Large corporation
Start-up	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	Established organisation

Application process

Amount of time	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Costs
Self service	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	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

<p><input checked="" type="checkbox"/> Ideation</p> <ul style="list-style-type: none"> Identify business opportunities Develop basic business ideas 	<p><input checked="" type="checkbox"/> Development</p> <ul style="list-style-type: none"> Design of new business model Redesign of existing business model 	<p><input checked="" type="checkbox"/> Evaluation</p> <ul style="list-style-type: none"> Validation (market analysis, expert feedback) Application cases
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Objectives

Design	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	Testing
Creation	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Enhancement / redesign
Market entry	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	Internal alignment

Characteristics

Qualitative	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	Quantitative
Static	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	Dynamic
Structured	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Open
Descriptive	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Analytical
Internal focus	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	External focus

Application fields

Single organisation	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Network of organisations
SME	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	Large corporation
Start-up	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Established organisation

Application process

Amount of time	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Costs
Self service	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	External expert support

One box represents 25 % fit

* Breuer, H., & Mahdjour, S. (2012). Lean Venturing: Entrepreneurial Learning to Model and Grow New Business. 5th ISPIIM 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 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

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Creation	<input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	Enhancement / redesign
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Descriptive	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Analytical
Internal focus	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	External focus

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