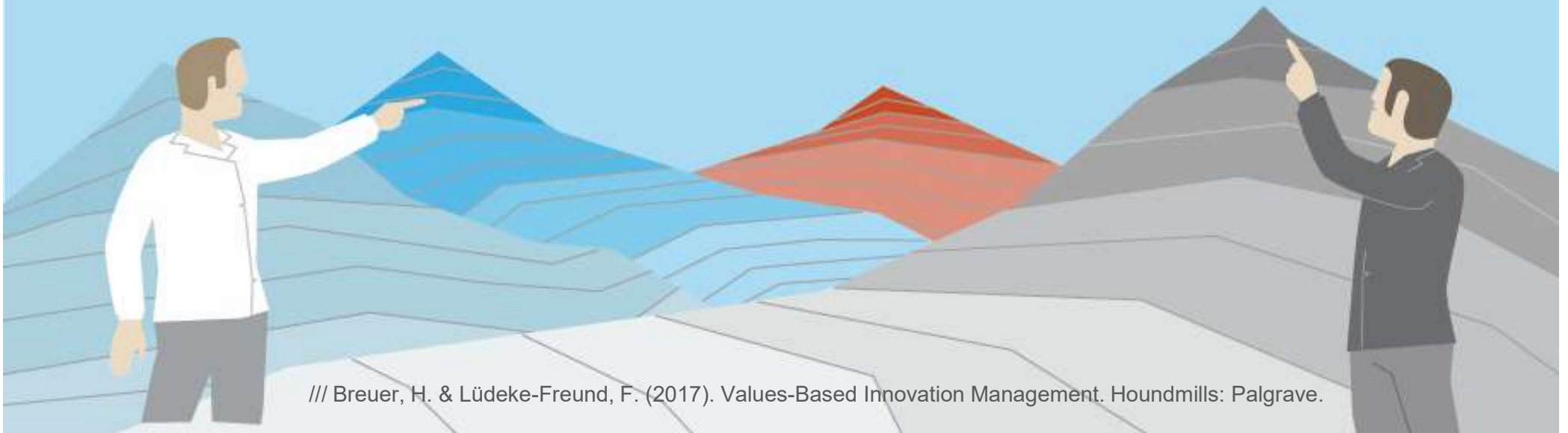


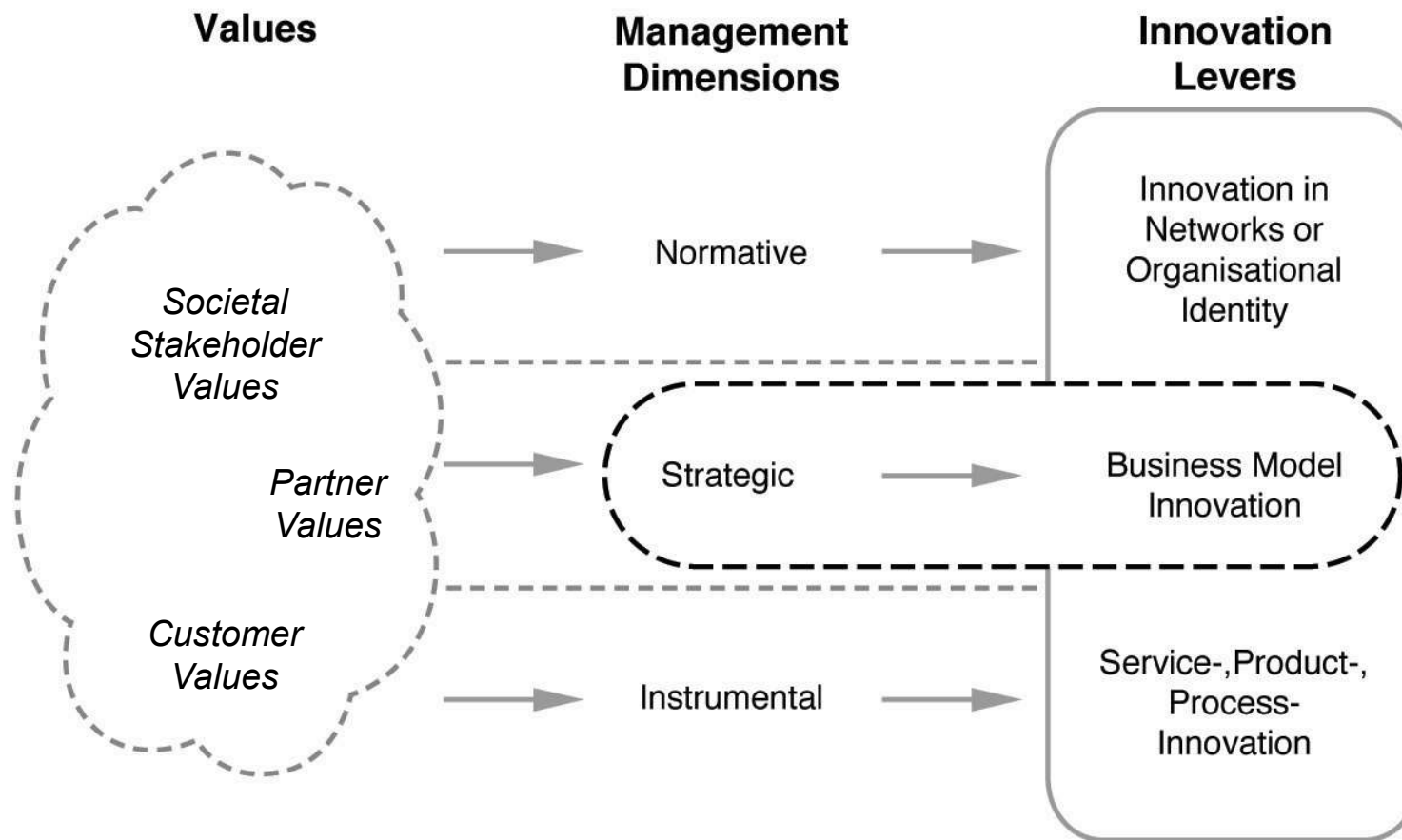
Modeling Values-Based Innovation with the Business Innovation Kit & Sustainability Innovation Pack

*by Henning Breuer of UXBerlin
& Florian Lüdeke-Freund,
Nov 4th 2016, Breda*



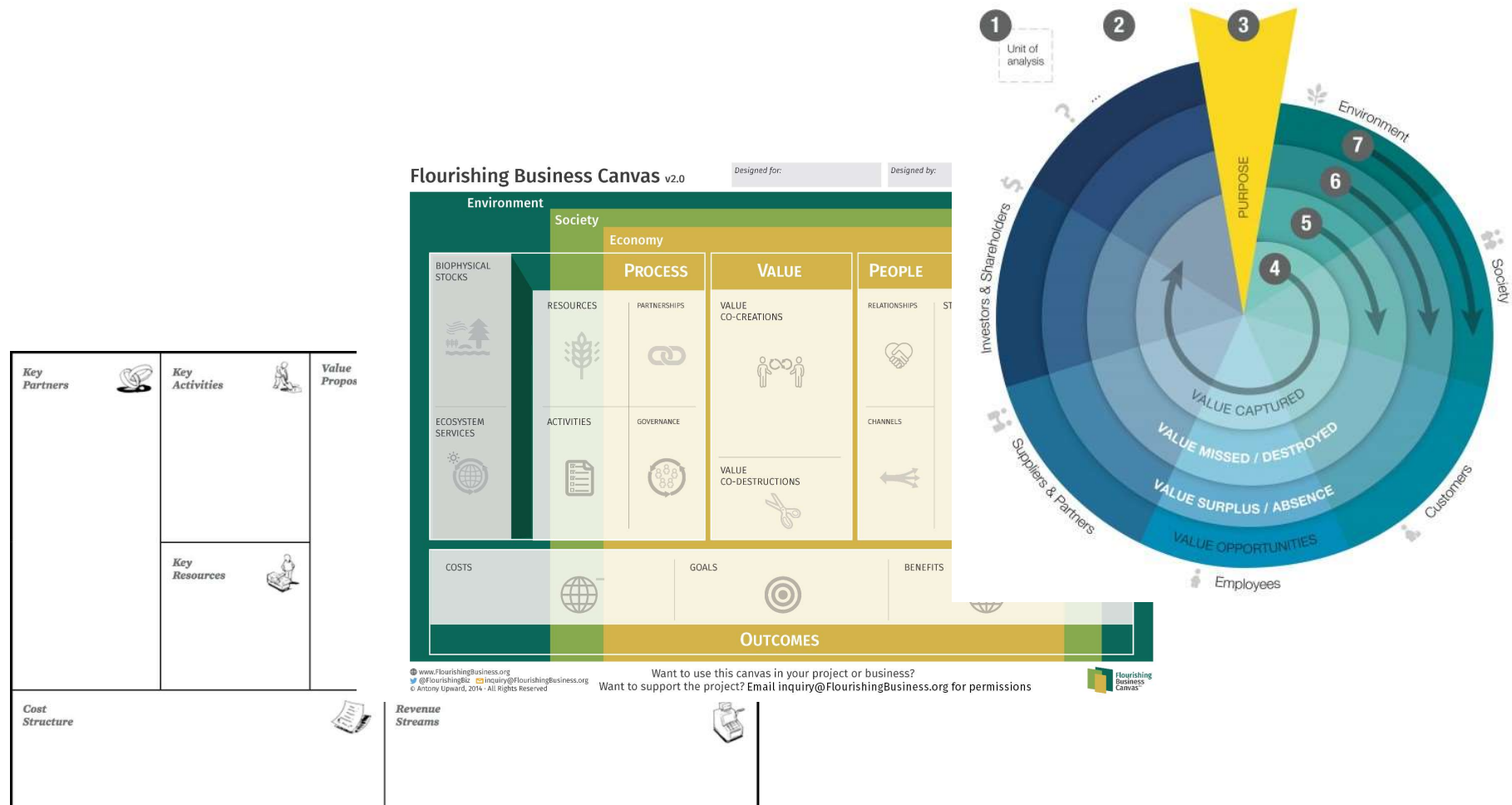
/// Breuer, H. & Lüdeke-Freund, F. (2017). Values-Based Innovation Management. Houndmills: Palgrave.

Background /// *Values of individuals and stakeholder groups impact management dimensions and provide levers for innovation.*



/// from Breuer, H. & Lüdeke-Freund, F. (2017). Values-Based Innovation Management. Houndmills: Palgrave.

Background /// Different practitioner tools support mapping and ideation of new business models.



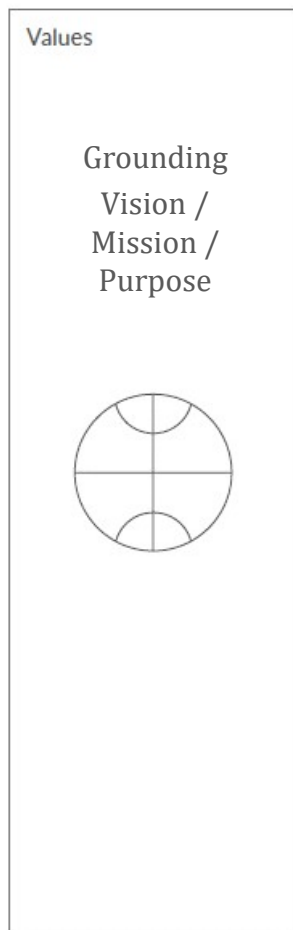
/// Business Model Canvas (Osterwalder & Pigneur 2010), Flourishing Business Canvas (Upward 2013), Cambridge Value Mapping Tool (Vladimirova 2016)

Background /// *The Business Innovation Kit adds didactic and gamification elements and applies a values-based view.*



- **Didactic:** Instructions for self-moderation and fundamental concepts (e.g. trade-offs between revenue models)
- **Gamification:** Card-game like assignment of player tasks, competition for valuable ideas, case puzzles and challenges
- **Values-based** grounding and extensions, e.g. a Sustainability Innovation Pack with business case drivers

How it works /// *In a grounding exercise fundamental values are being explored and negotiated, sustainability-orientation may be enhanced.*



- What is your business idea all about? What is the purpose of the whole endeavor? State your Vision, Mission or Purpose.
- Establish common ground of fundamental values to work on with your team – even beyond economic success criteria. Is this also about values like privacy, health and/or sustainability?
- If sustainability-orientation is key to your idea, business case driver cards help you to explore new business cases for sustainability.

If striving for sustainability is a fundamental value for your business, how do you create competitive advantage and impact?

Consider the following business case drivers. How can they be improved through sustainability-oriented business model innovation?

- 1) Costs
- 2) Risks
- 3) Revenues
- 4) Efficiency
- 5) Reputation
- 6) Workforce
- 7) Innovation
- 8) Ecosystem

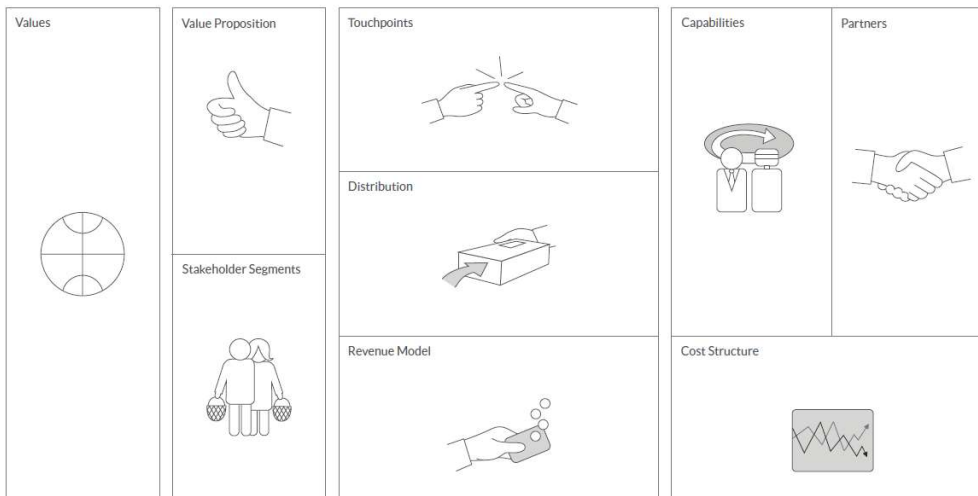
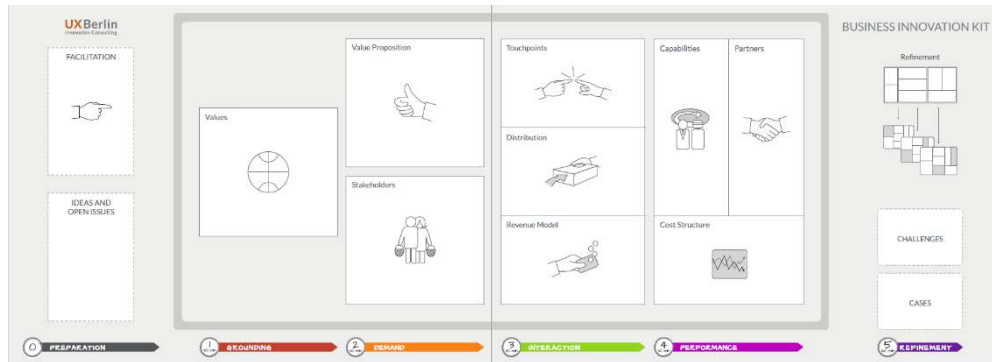
One card for each driver exemplifies measures how you empower your business case. Use these cards to identify levers in your business model and its components. Create your own business case for sustainability. These cards are part of the Business Innovation Kit by UXBerlin; card set by Henning Breuer & Florian Lüdeke-Freund; based on Breuer & Lüdeke-Freund (2014); Hockerts (2014); Schaltegger, Lüdeke-Freund & Hansen (2012).

How it works /// Workshop participants proceed in six steps ...



/// Further materials: <http://www.uxberlin.com/businessinnovationkit>

How it works /// ... working with different cardsets, sheets and a booklet.



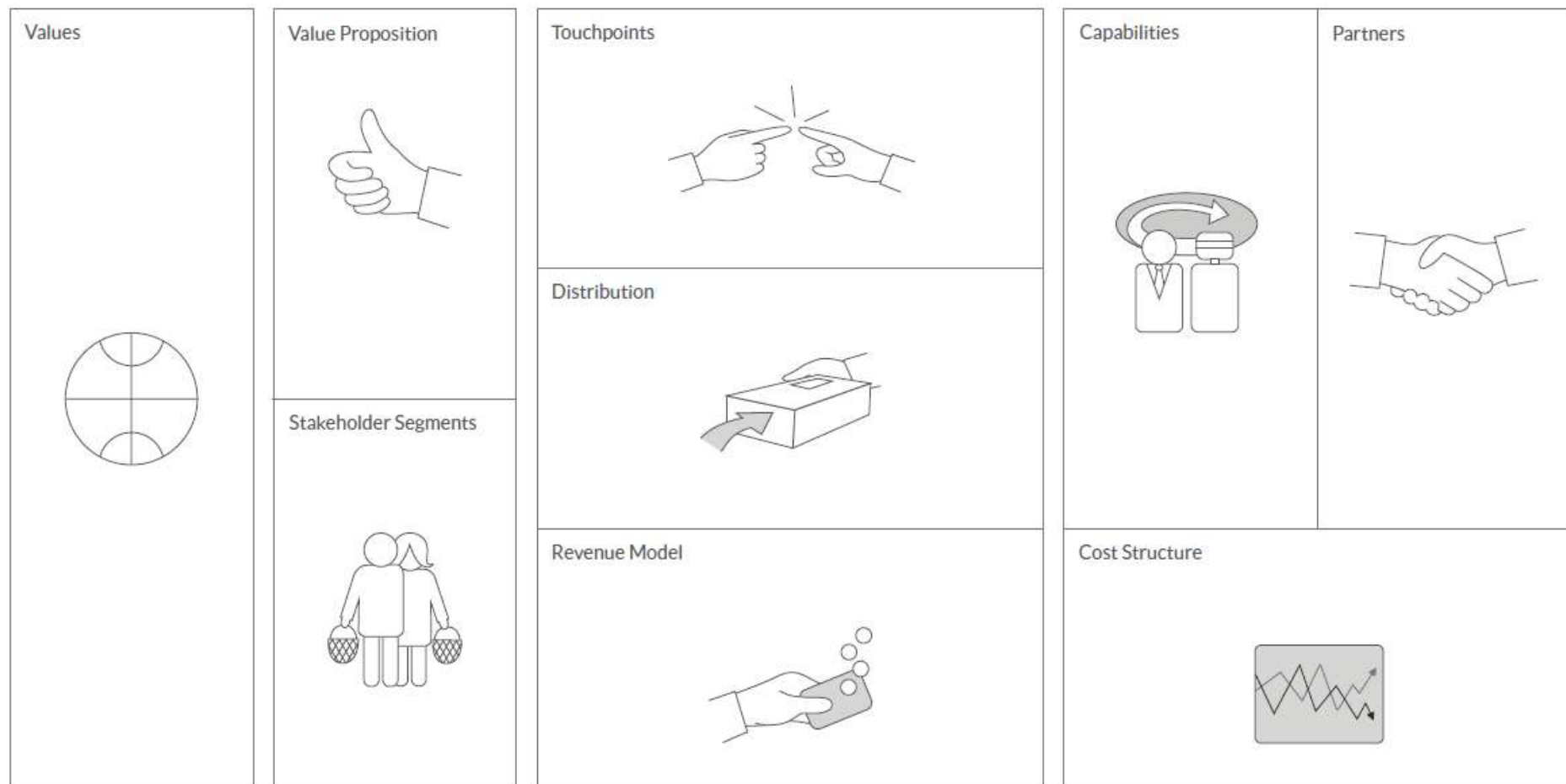
/// Further materials: <http://www.uxberlin.com/businessinnovationkit>

How it works /// Familiarize yourself with business model components and patterns through cases from the news and different industries.



/// Further materials: <http://www.uxberlin.com/businessinnovationkit>

How it works /// In the refinement exercise values-based anchors and the best, compatible ideas from the idea pool are being combined.



How it works /// *Challenger cards present scenarios what might happen to check the robustness of your assumptions.*



Tip

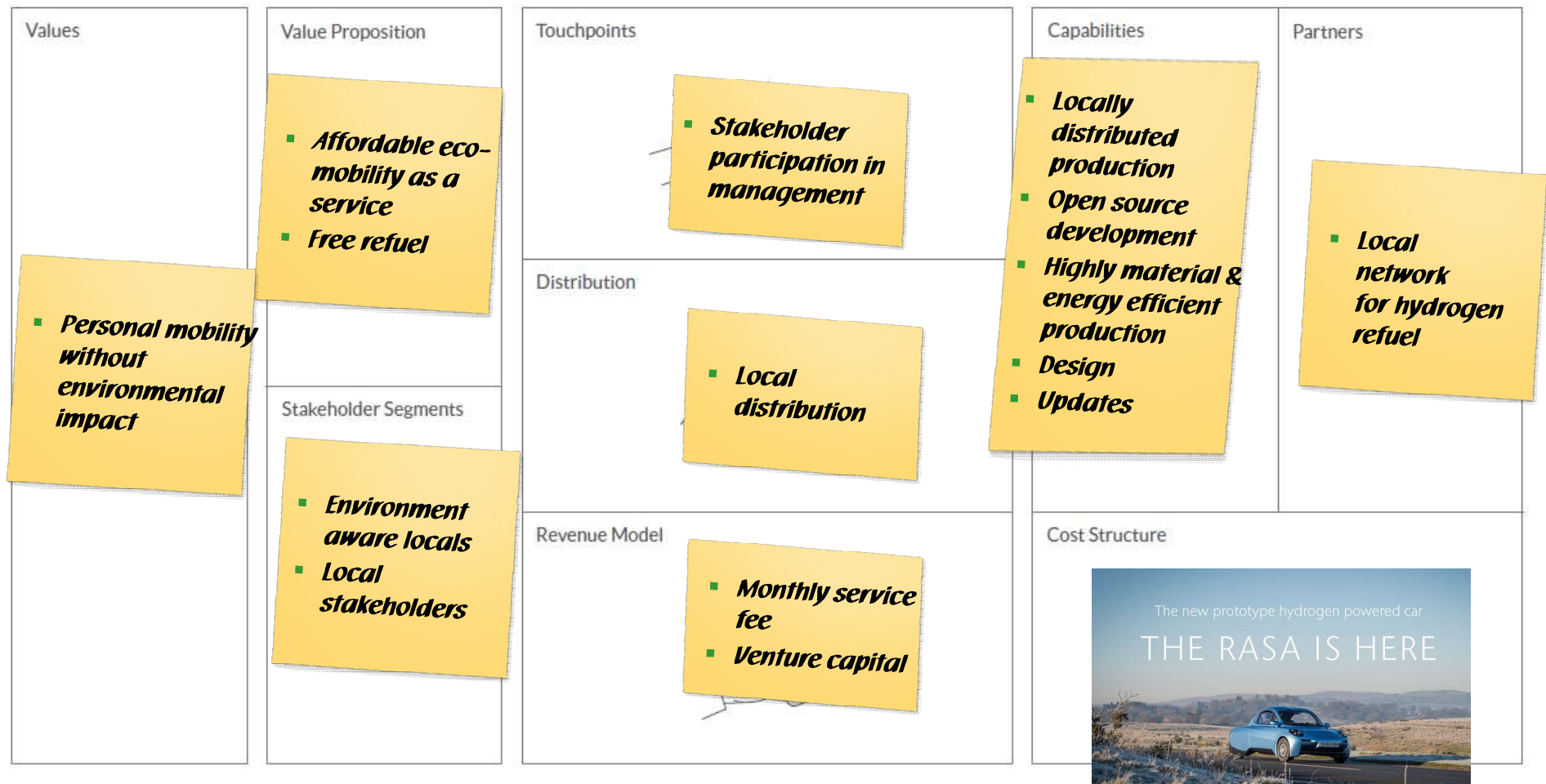
Challenger cards marked with I (conceptual ideas) help you to develop a new business model, whereas challenger cards marked O (optimization) help you to optimize and examine your business closely.

How it works /// *Extension sets for thirty revenue models and seven customer touchpoints guide teams into further detail.*



/// Overview of 30 revenue models and pricing tactics, each described with characteristics and examples on one card.

Cases III Example of values-based business model innovation in the automobile industry (Riversimple).



Applications /// *We work with different workshop groups and formats.*



More than 100 Workshops:

- World Cafe with more than innovation managers
- Startups and students
- Long Night of Science in Berlin
- ISPIM Workshop in Berlin

*“Diverse professional groups –
from the student to the CEO –
can substantially profit”
(Prof. Frank Piller, RWTH Aachen).*



Instructions /// *Small and fast group exercise (30 min + 15 min)*

1. Take 15 Example Cards (No Frills Carrier) – 9 cards already placed on the playground.
Hand out six cards to group members to discuss and decide to which components the cards belongs. (5 min)
2. Select one of the Sustainability Driver Cards and read out loud. (5 min)
3. Collect ideas, individually then in the group, how to expand several business model components by applying the Driver Card Content to the specified component. Take 3 minutes per combination (9 min).
If you have time left or run out of ideas you may add a second driver card.
4. Consolidate your ideas on a Refinement Sheet. Map key characteristics of your business case idea. (5 min)
5. Present to the plenum what you came up with. (5*2 min)
6. We confront you with a challenger card, you respond, we applaud.
7. Forget about maturity levels, remind of availability here.

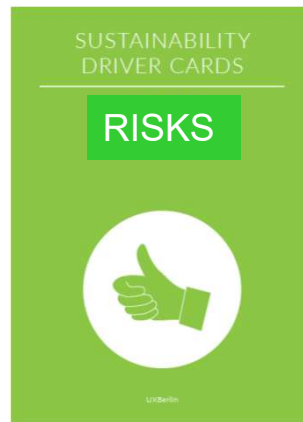
Instructions /// *Speedstorming (3 min for each combination:
1 minute individually silence, 2 minute with the group)*

Select one feature
within one
component



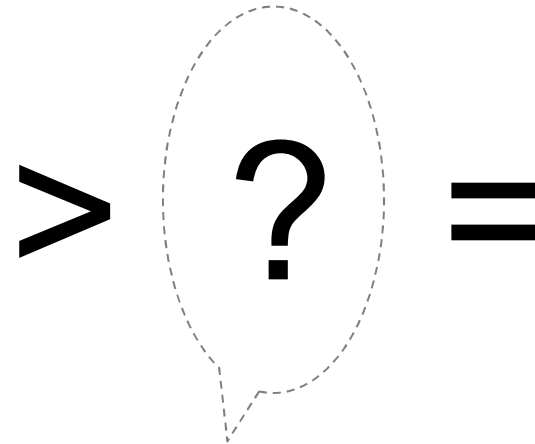
e.g. select “Fuel
expenses” as
major feature of
cost structure

Select one driver card & check
which aspect and option of the
driver might apply.



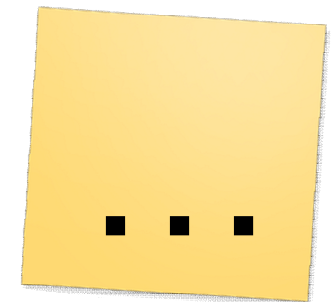
e.g. “Risks” aspect
reducing risks of
future regulation

Define the question
and try alternative
answers.



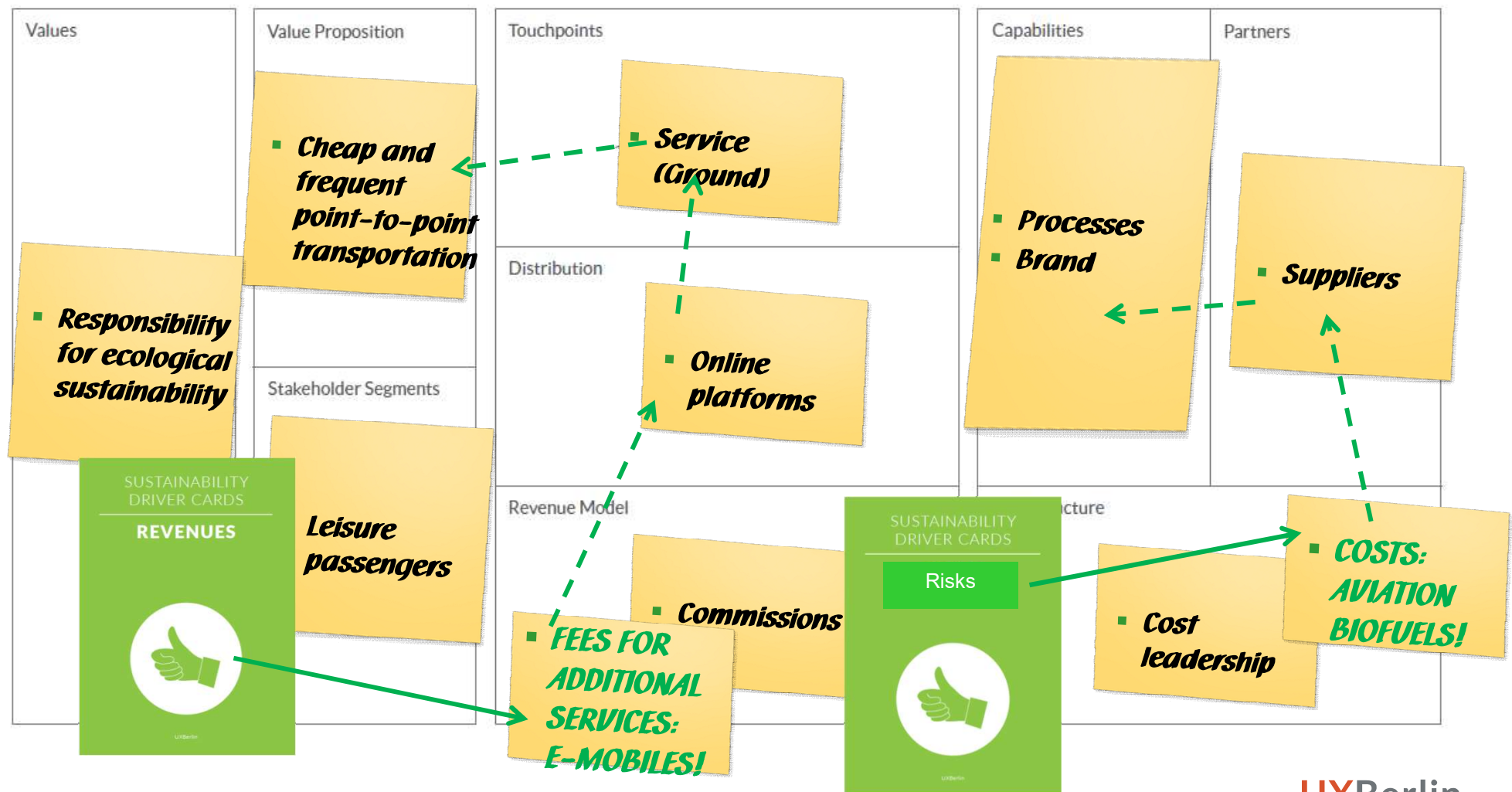
e.g. ask: how may regulation
negatively impact fuel
expenses? E.g. taxation of
carbon emissions may
increase fuel costs.

Come up with
sustainable
solution.



e.g.: Switching to
biofuels reduces
carbon emissions
and thus additional
taxes

Instructions /// Example: Sustainability-oriented remodeling of a business model in the airline industry (No-Frills Carrier).



Thank you for your attention !



Thanks to the colleagues that contributed to the Business Innovation Kit:

- Colleagues from Telekom Innovation Laboratories, Technical University Berlin & clients of UXBerlin
- Materials and Downloads: www.uxberlin.com/businessinnovationkit
- News: facebook.com/businessinnovationkit
- Journal Paper: <https://goo.gl/dVFC7H>, further publications on www.uxberlin.de/publications
- Values-Based Innovation Management – the book: <http://he.palgrave.com/breuer>

