

Values-Based Innovation Management & The Business Innovation Kit



Overview

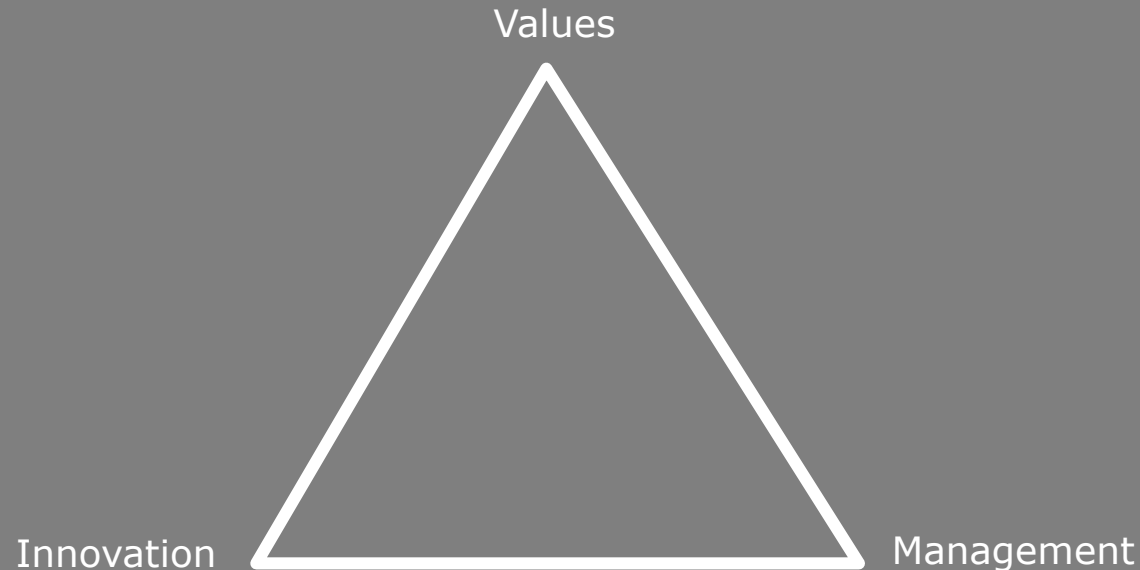
- Values-Based Innovation Management
- Cases of Aravind and Interface
- The Business Innovation Kit
- Sustainable Business Model Design – 45 Patterns



Background /// Fundamental Challenges for Entrepreneurs

- Understand and compare their business model design options
- Establish a shared understanding what to do, based on fundamental (though often forgotten) considerations:
- Why are we doing it? What is important for us about it and in doing it (values)? What is it good for (purpose)?

Background /// Values play a key role in branding and human resources, but they are rarely used to explicitly inform or drive innovation and entrepreneurship.



- *How do values (empirically) impact and direct innovation and its management?*
- *How can values (i.e. notions of the desirable / ordered systems of priorities) facilitate innovation-related practices?*

HOW TO DRIVE INNOVATION BASED ON WHAT WE CARE ABOUT?

Background /// Instead of reviewing values, innovation managers hire trendscouts to look for the NEXT BIG THING, in consumer electronics, energy, mobility ...



Background /// ... but no one seems to ask for what is really desirable ...



The dark side of invention persists:

‘To invent the sailing ship or the steamer is to invent the shipwreck. To invent the train is to invent the rail accident of derailment. To invent the family automobile is to produce the pile-up on the highway’ (Paul Virilio, 2007, 10).

Background /// 1955 James Dean died in his Porsche Spyder. Driver safety was not a big issue back then.



Background */// Even in the 60ies safety did not sell, until competing car companies succeeded in Europe with safety as main value (proposition).*

- Corning's "Chemcor" glass failed on the 1960ies market: "Americans were having such a love affair with their cars that safety was not an issue" (Howard, 2005, 39). **Safety did not sell.**
- In Europe, in 1944, Swedish Volvo introduced the safety cage and laminated windshields, in 1959 the modern three point safety belt. "**Cars are driven by people. The guiding principle** behind everything we make at Volvo, therefore, **is** and must remain, **safety**" (Assar Gabrielsson and Gustav Larson, 1927).
- After European companies like Volvo succeeded in the 1980ies in the UK and then US with safety as a key value proposition, all manufacturers incorporated **safety as a key value for their innovation efforts.**

Background /// Today the market for driver safety for passenger cars is worth several billion Euros, estimated at 3.2 Billion USD by 2025.



VOLVO SAFETY HISTORY

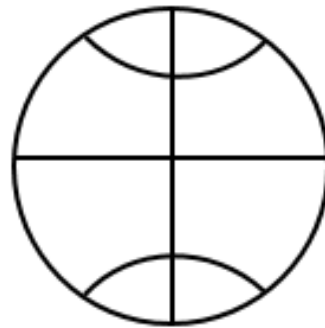
- Eye-tracking/blink-monitoring
- Facial expressions/head movements
- Heart rate-monitoring
- Pressure/angle steering sensor
- Lane departure warning
- ...

Volvo has always held safety as one of its main focuses; so much so that they developed much of the industry technology that we use today. Take a look below at some of our Volvo safety firsts.

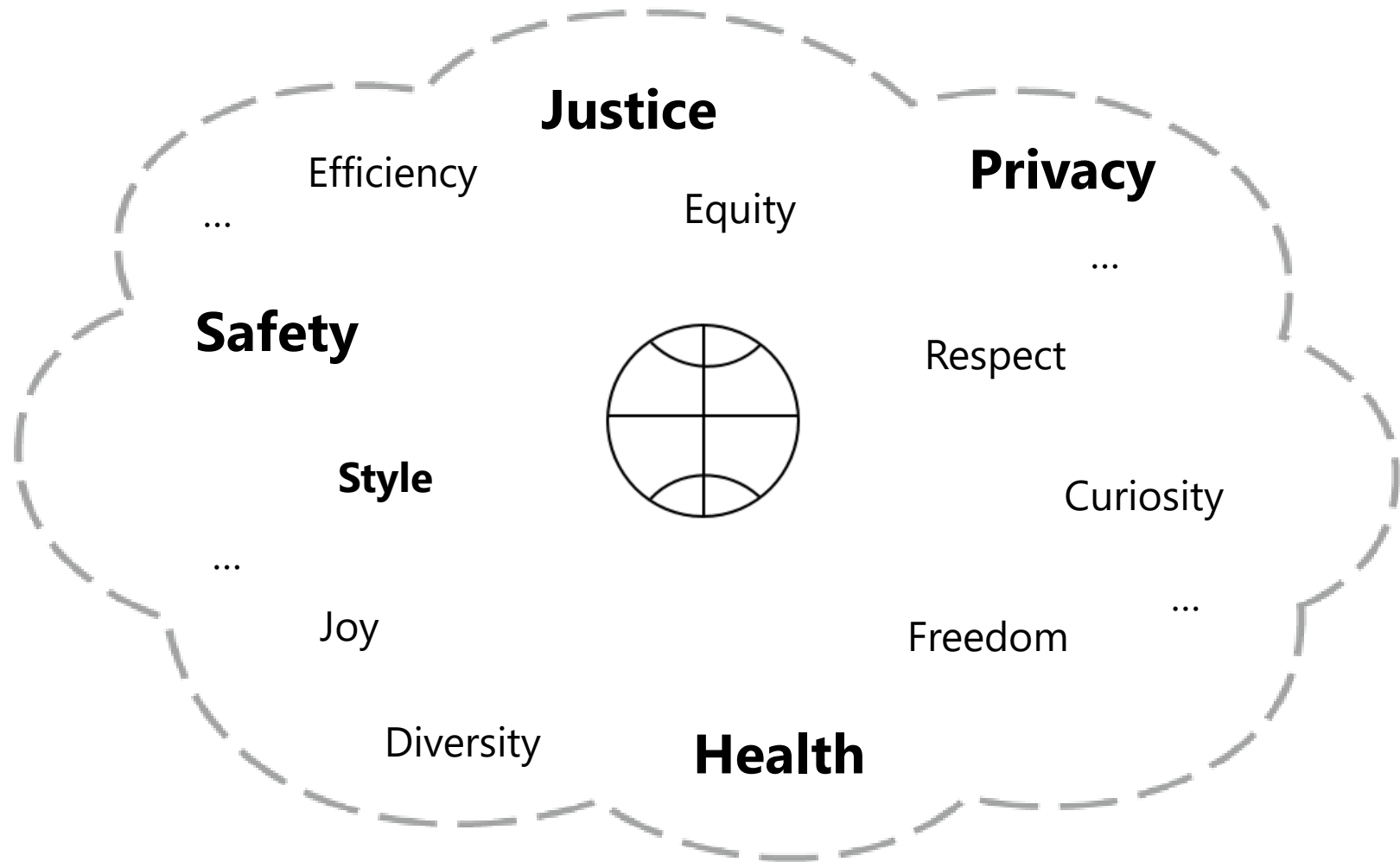
May we expect a similar prospect for sustainability-oriented innovation ...



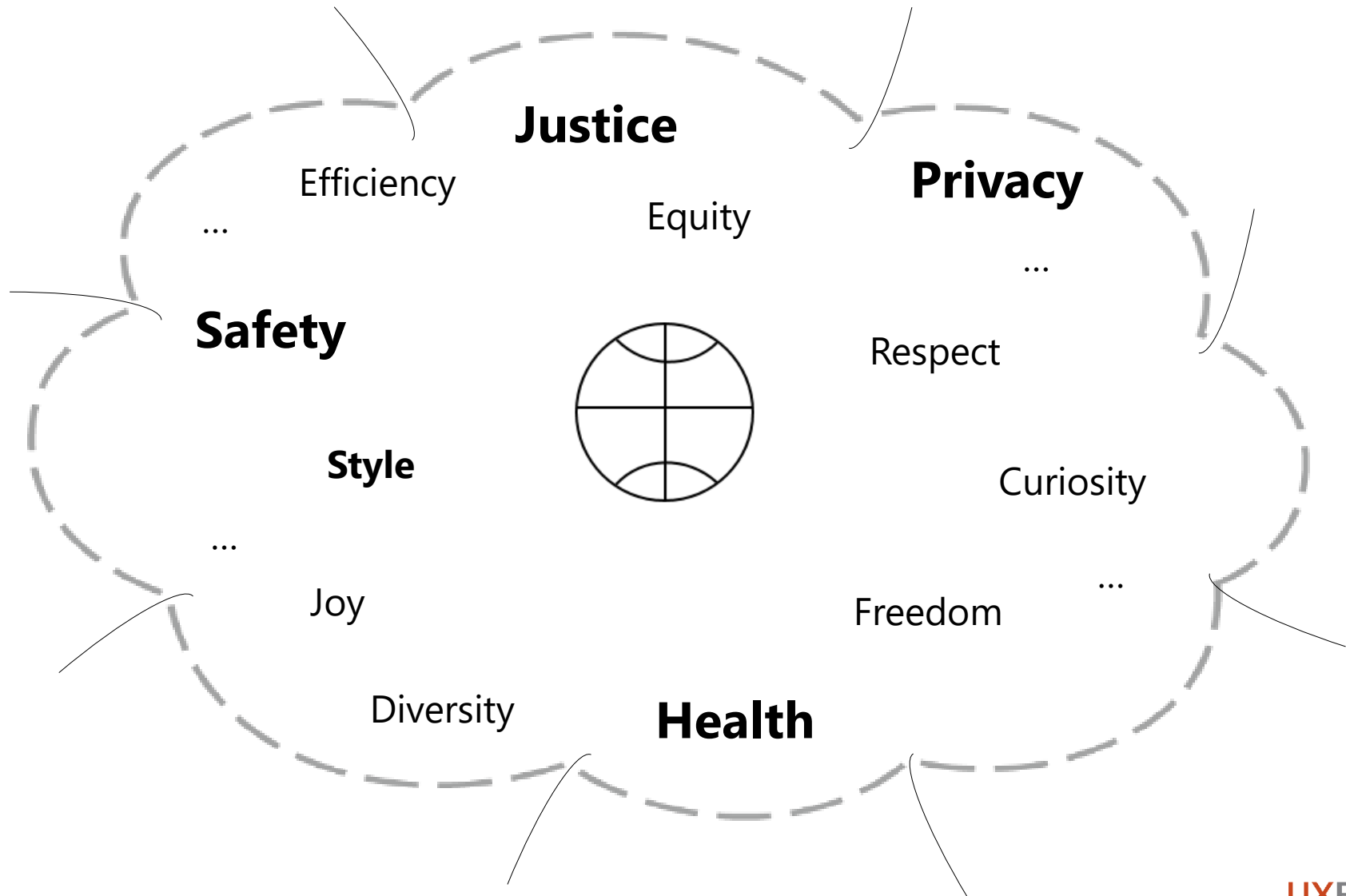
... or for other, currently subordinate values such as privacy ...



... or for something else we care about? Values abound!

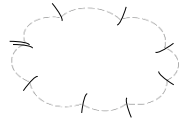


Values impact our attitudes and activities, help to define normative orientations ...



... and open up opportunities to drive innovation and constitute new markets.

sustainability-oriented
innovation



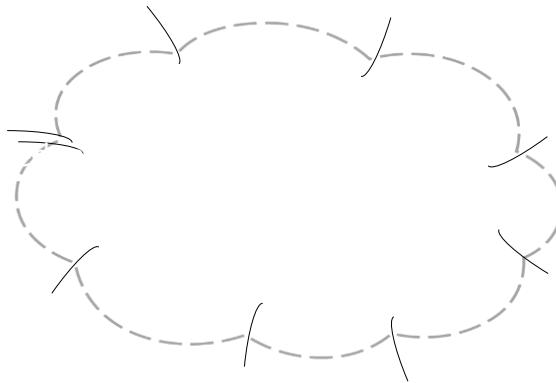
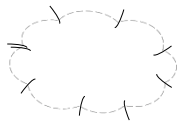
efficiency-oriented processes
innovation



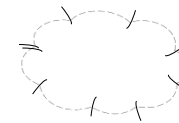
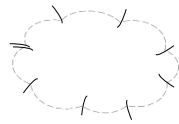
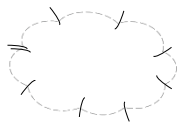
new health
markets



safety-oriented innovation

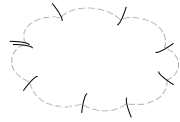


you name it ...



... and open up opportunities to drive innovation and constitute new markets.

**sustainability-oriented
innovation**



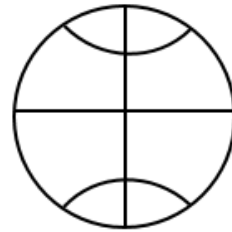
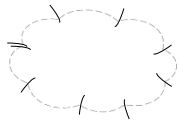
efficiency-oriented processes
innovation



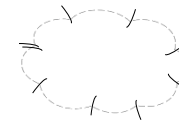
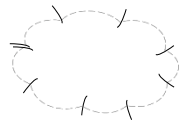
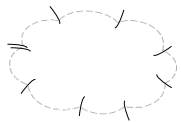
new health
markets



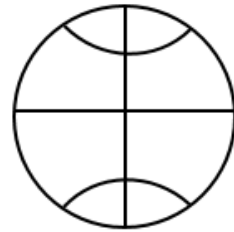
safety-oriented innovation



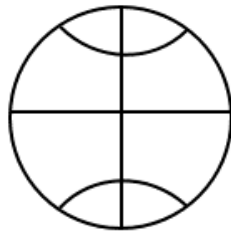
you name it ...



Values-Based Innovation Management /// *A values-based approach applies the desirable (what each of us cares about) to understanding and managing ...*



Values-Based Innovation Management /// ... different types of innovation ...



Innovation in
Networks or
Organisational
Identity

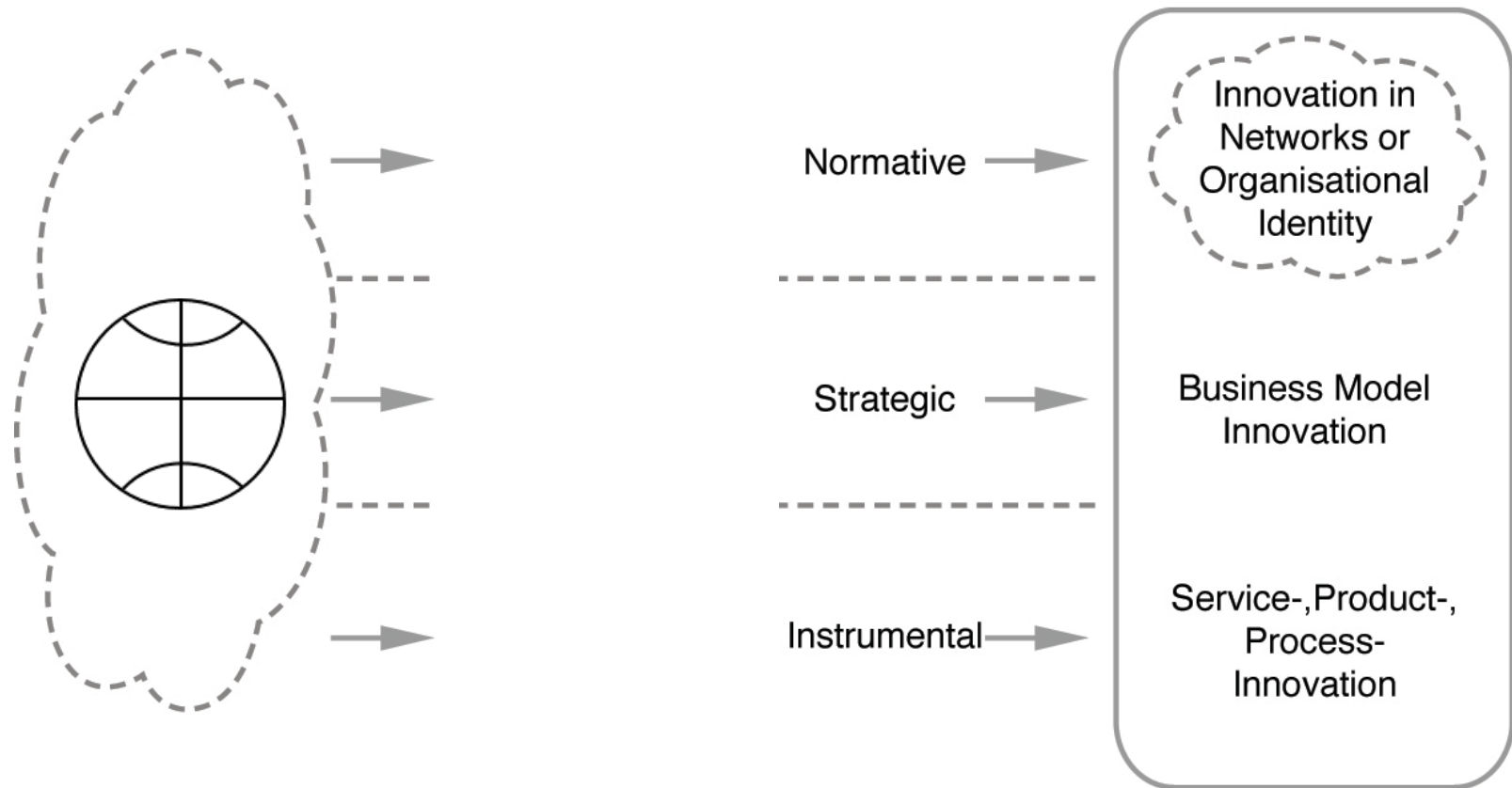


Business Model
Innovation

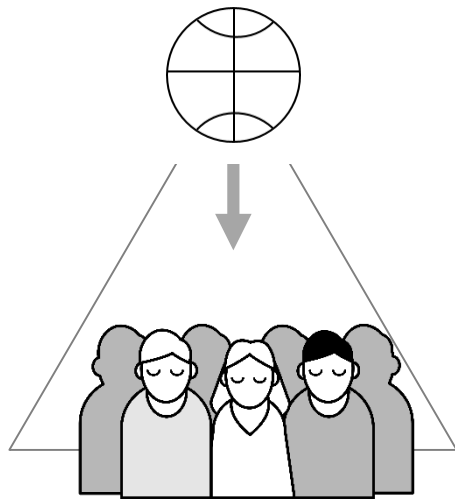


Service-, Product-,
Process-
Innovation

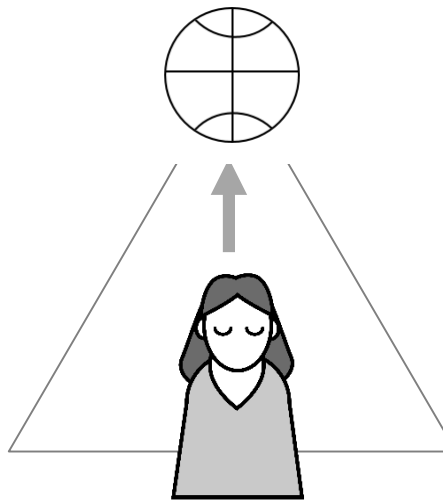
Values-Based Innovation Management /// ... on three management dimensions.



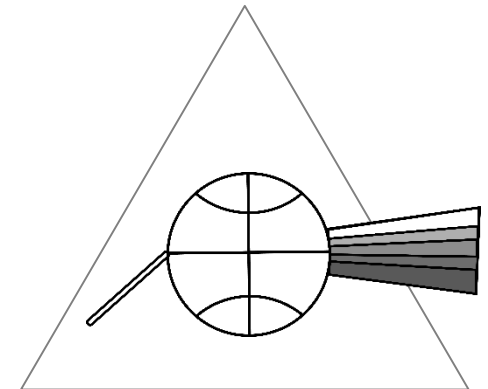
Values-Based Innovation Management /// *Values can fulfil integrative, directive and heuristic functions for innovation or entrepreneurs.*



integrative

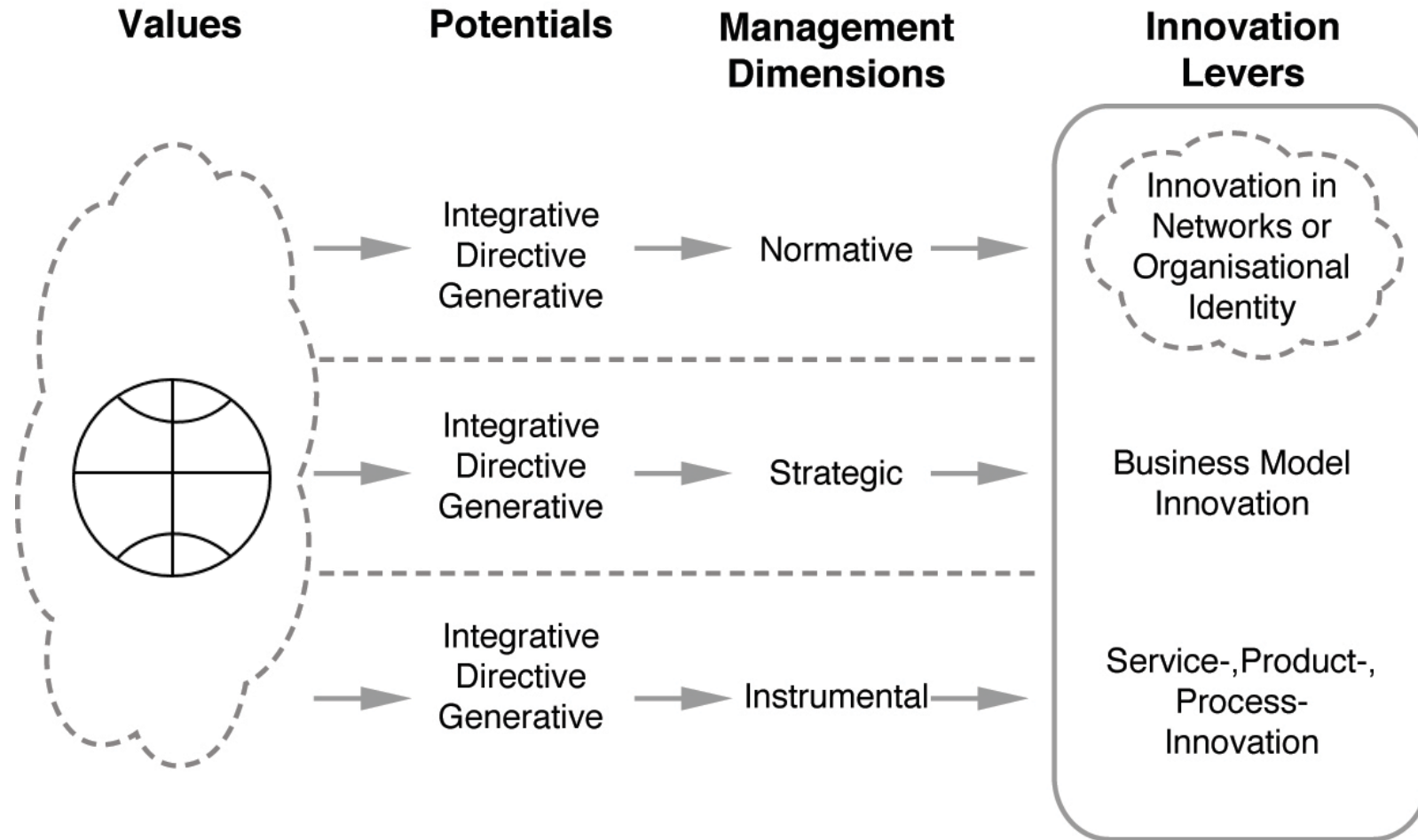


directive



generative

Values-Based Innovation Management /// *Managing innovation based on values demonstrates at least three potential functions for each.*



Values-Based Innovation Management /// Cases show how values and normative orientations impact innovation and its management.



patagonia®



IBM



lab of tomorrow.
NEW WAYS TO NEW BUSINESS



3M

SanoCor



eGoogle



NETFLIX

OTTO



Values-Based Innovation Management /// *Innovation cannot be well understood, designed, or managed without recurring to values and normative orientations.*



normative



Cooperation with WHO and other companies
Mission: To eliminate needless blindness

Identity

Networks

strategic

Business Models

Providing compassionate high quality eye care for all through cross-subsidiation

instrumental

Services

Screening camps & vision centres

Products

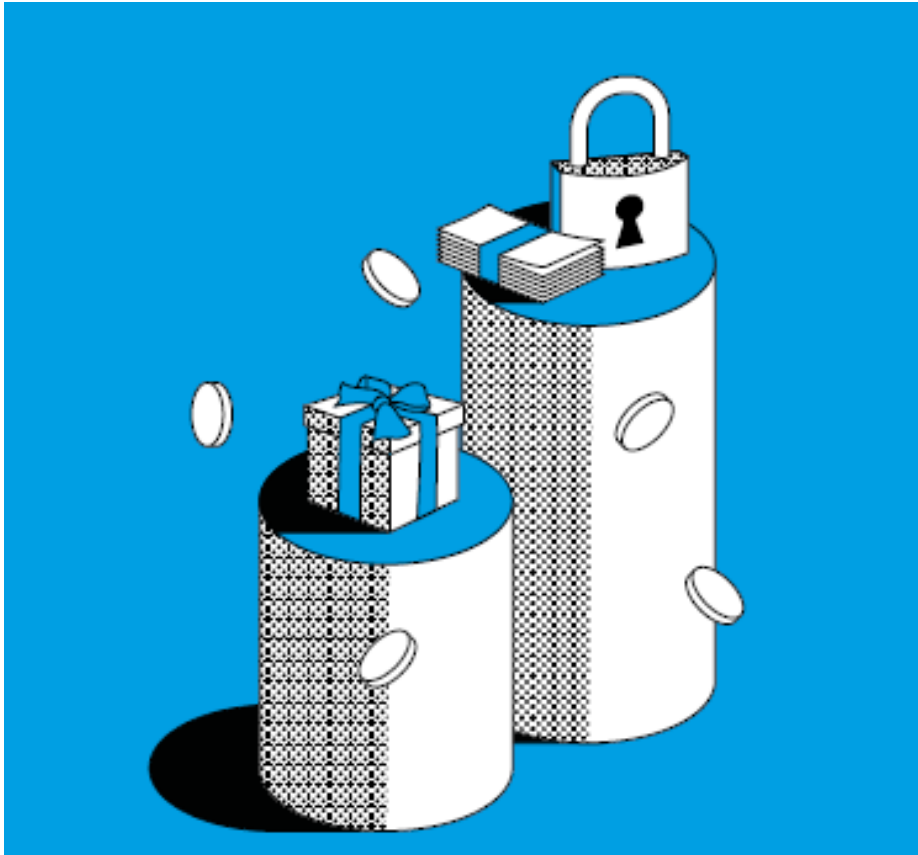
Low cost (5 / 200\$) intraocular lenses

Processes

10 min. eye operations like on a conveyor belt, capacity building



Values-Based Innovation Management /// Reusable models can be described as patterns of challenge-solution combinations, for instance the freemium pattern.

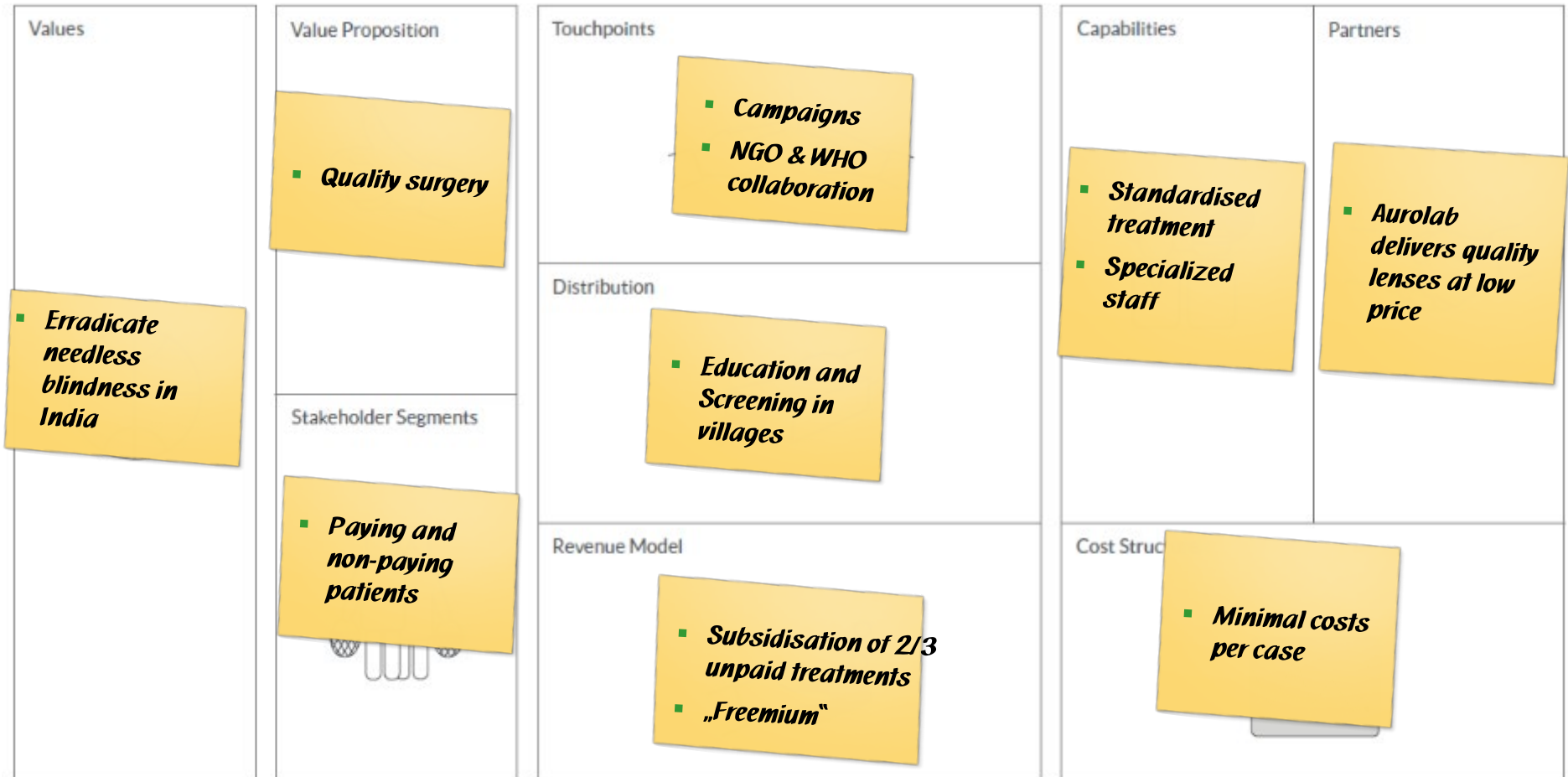


Challenge: Sustainability-driven businesses often face a lack of demand for their offerings. This makes it difficult to disseminate their solutions and build the critical mass required for economies of scale. How to set in motion a virtuous circle of growing demand, economies of scale, and widespread dissemination of more sustainable solutions?

Solution: The basic idea of *Freemium* (free + premium) is to unbundle an offering. A basic service or product is offered free of charge, while advanced features must be paid for. The free offering allows serving customers who are unable or unwilling to pay, while revenues are made from customers buying the premium offering.

Example: In India, there is a great need for eye care treatment, but the majority of people in low-income rural areas are unable to pay for eye care services. In addition to its devastating psychological and social effects, loss of sight often means the loss of one's livelihood. Aravind Eye Care System, a network of hospitals in India, operates a Social Freemium business driven by the mission to eliminate needless blindness.

Values-Based Business Modelling /// Values-based business model innovation in eye-surgery (Case of Aravind).

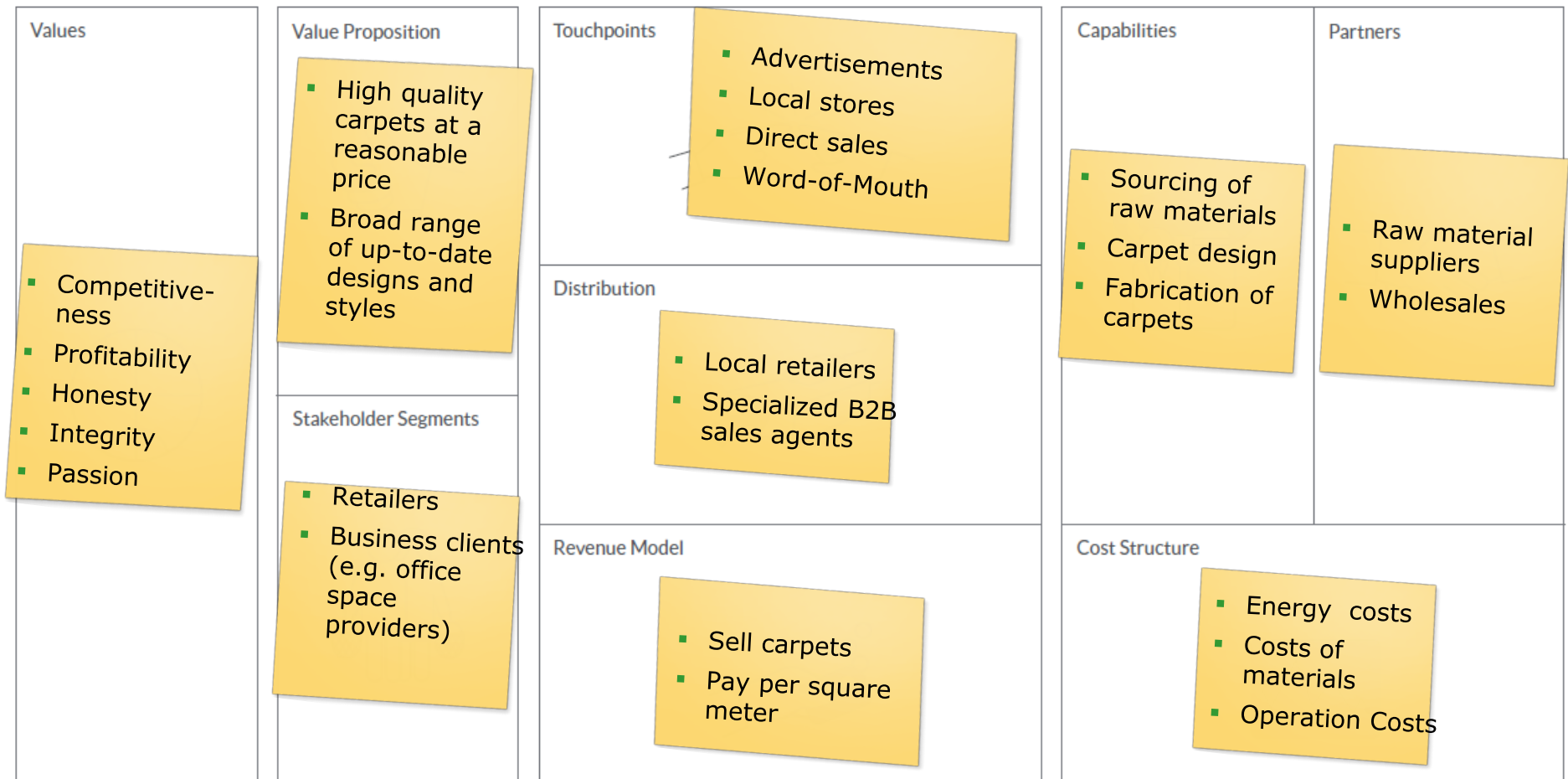


Values-Based Business Modelling /// *The case of Interface and its “Mission Zero” illustrates the potential of values-based business modelling.*

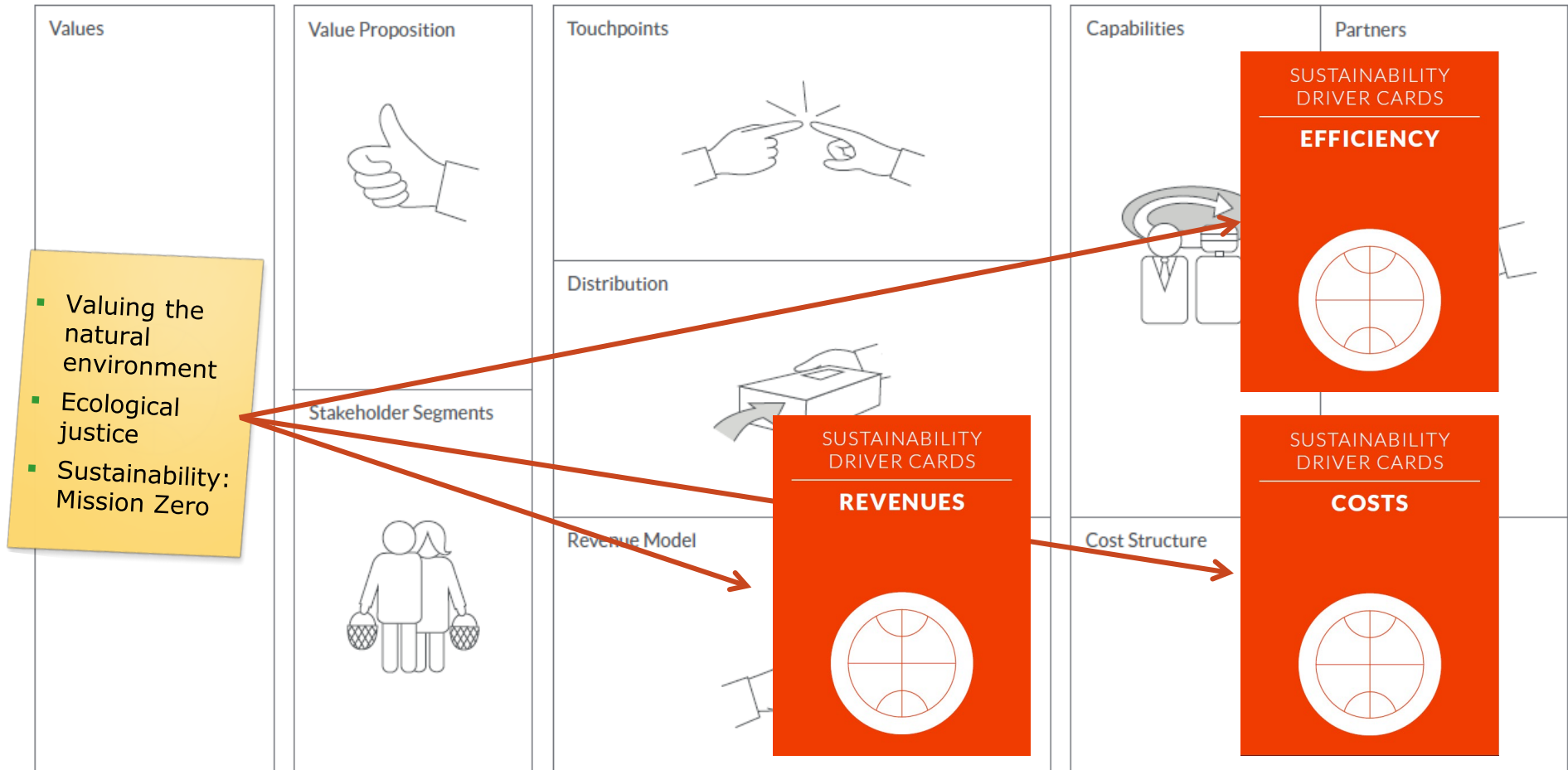


Ray C. Anderson commitment initiated sustainability-oriented business model transformation: *“We believe that change starts with us and is transforming Interface from a plunderer of the earth to an agent of its restoration. Through this process of redesigning ourselves, we hope to be a catalyst for the redesign of global industry.”*

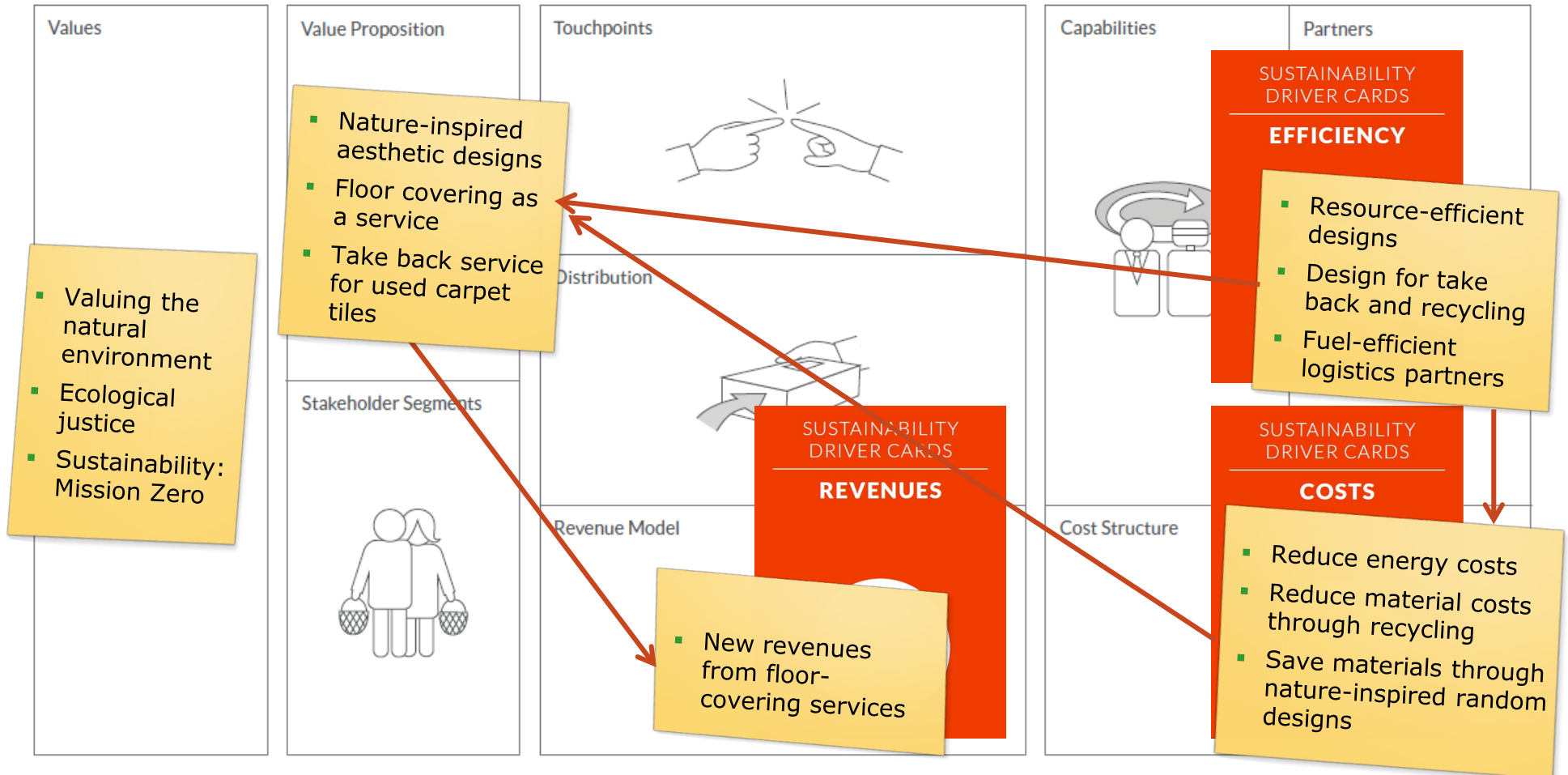
Values-Based Business Modelling /// A conventional business model of carpet producer like Shaw Floors or Interface in the early 90ies looks like this.



Values-Based Business Modelling /// Once the carpet producer revises its values and normative orientation, new business case drivers may be applied ...



Values-Based Business Modelling /// ... providing heuristic, directive and integrative potentials to uncover and exploit new business potentials.



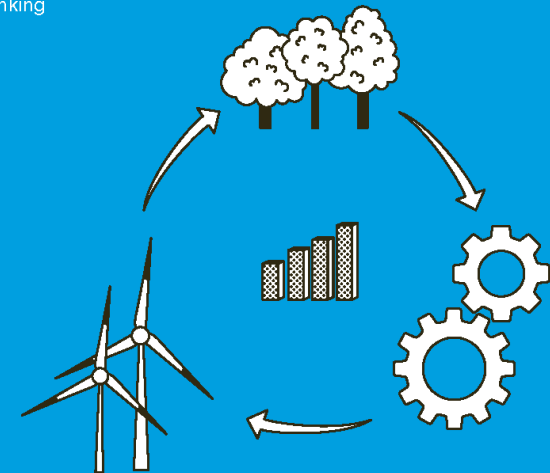
Sustainable Business Model Design ///

How to work with patterns

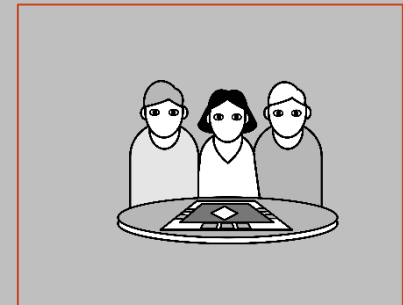
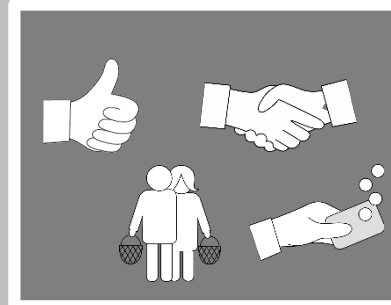
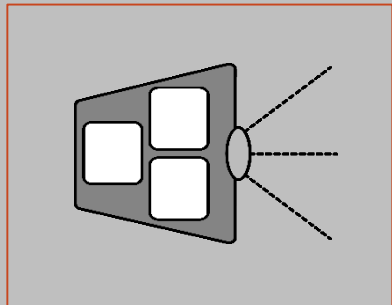
9 Resource Efficiency and Productivity

Maximising Resource Efficiency and Productivity reduces waste and helps save the Earth's limited resources. Combine whole-system thinking with the adoption of more efficient and productive technologies to embed these principles in different parts of your business model.

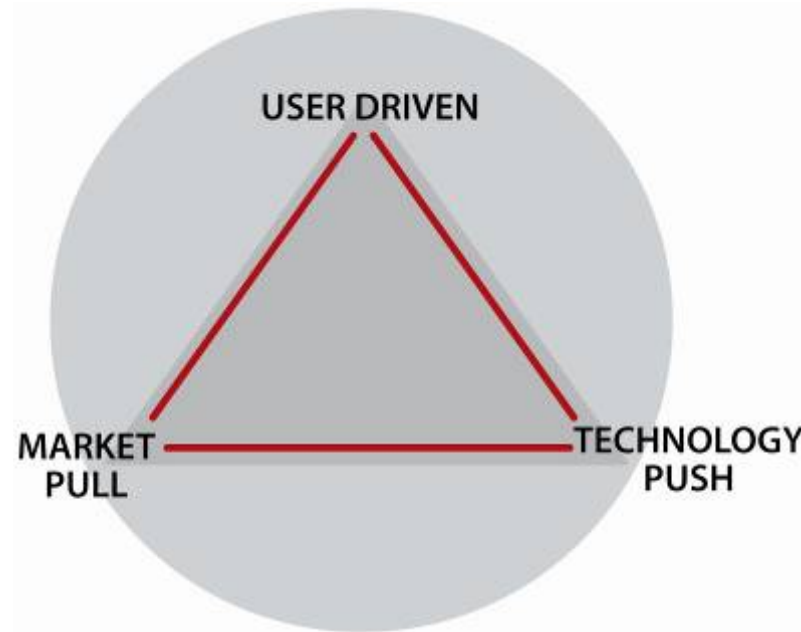
#overarchingpattern
#resources
#wholesystemthinking
#technology



Values-Based Facilitation Methods /// Business Modelling



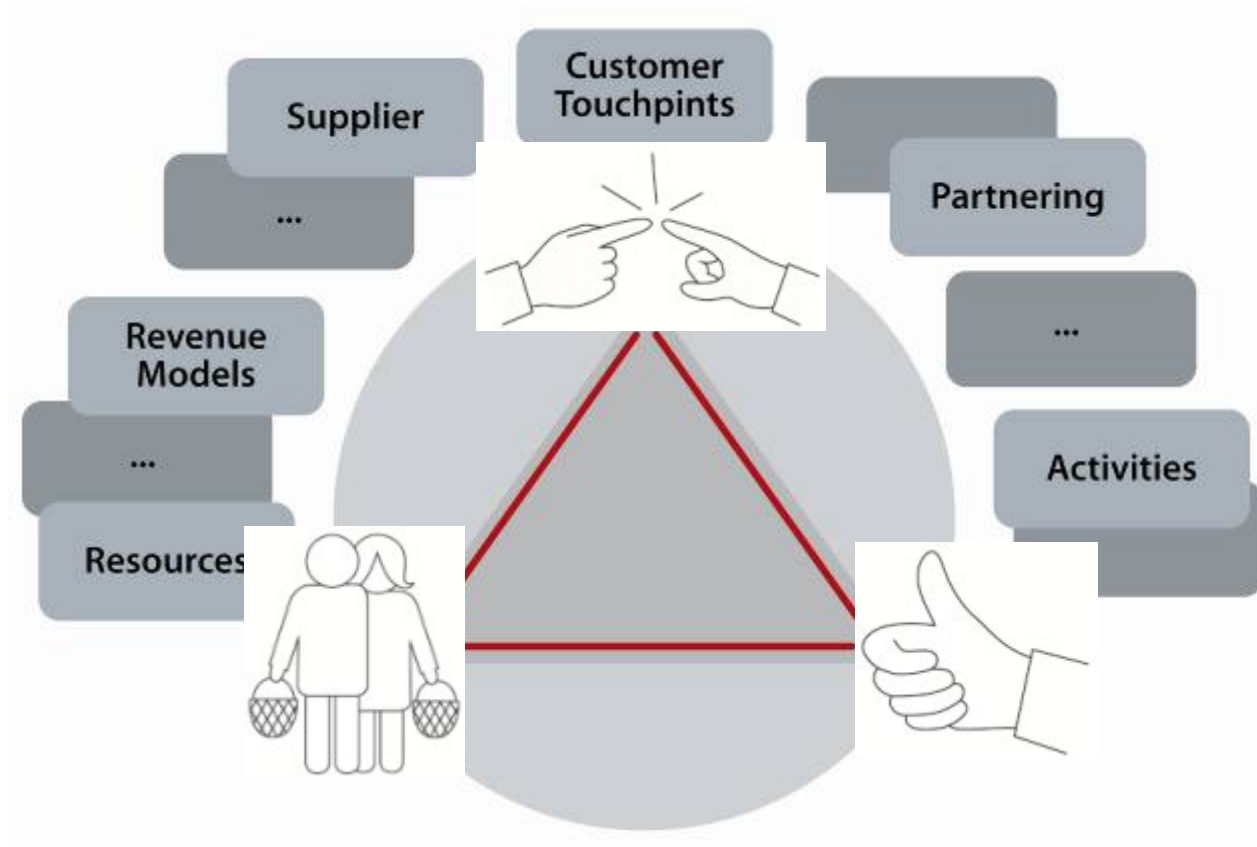
Business Modelling /// *The dichotomy between technology- versus market-driven innovation is being replaced by ...*



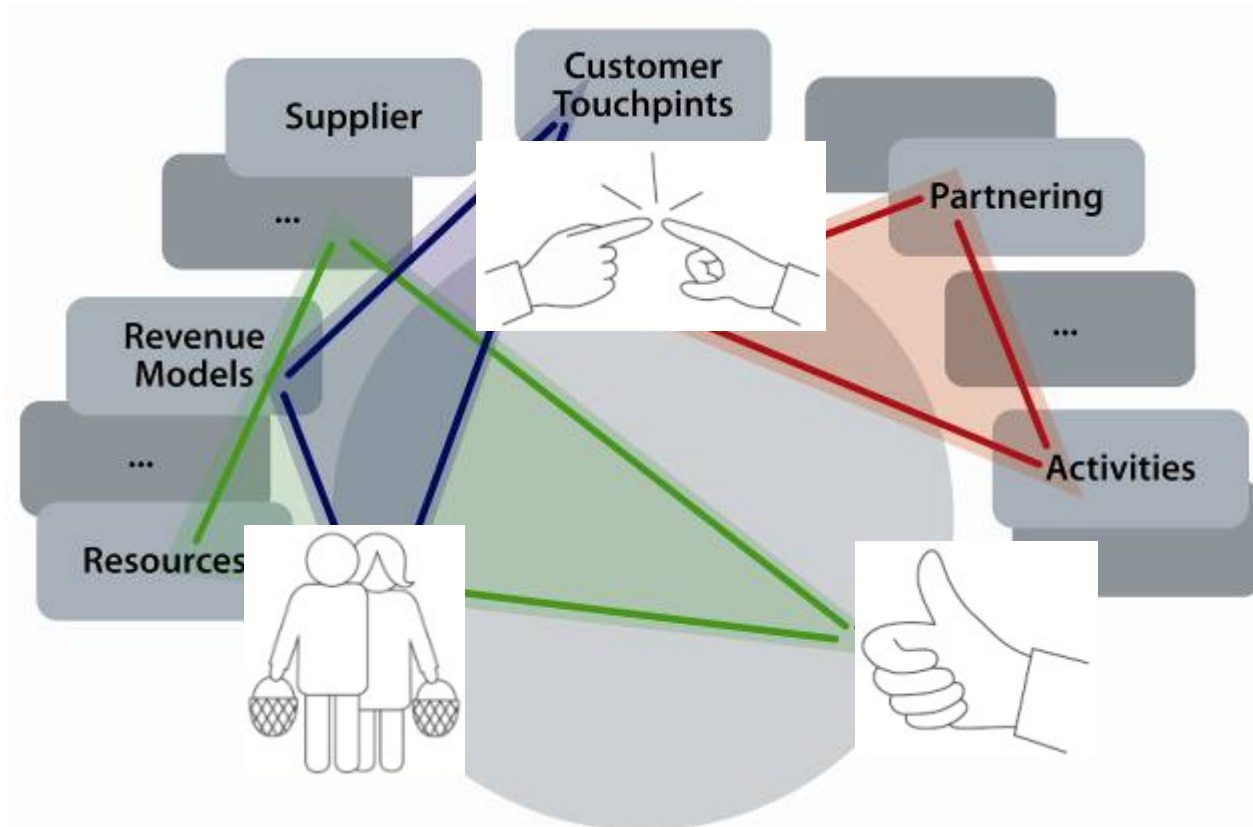
Business Modelling /// ... a systemic view on a multitude of components...



Business Modelling /// ... a systemic view on a multitude of components within business ecosystems ...



Business Modelling /// ... each relation becoming a potential source for innovation.



„A mediocre technology pursued with a great business model may be more valuable ,
than a great technology exploited via a mediocre business model“ (Henry Chesbrough 2010).

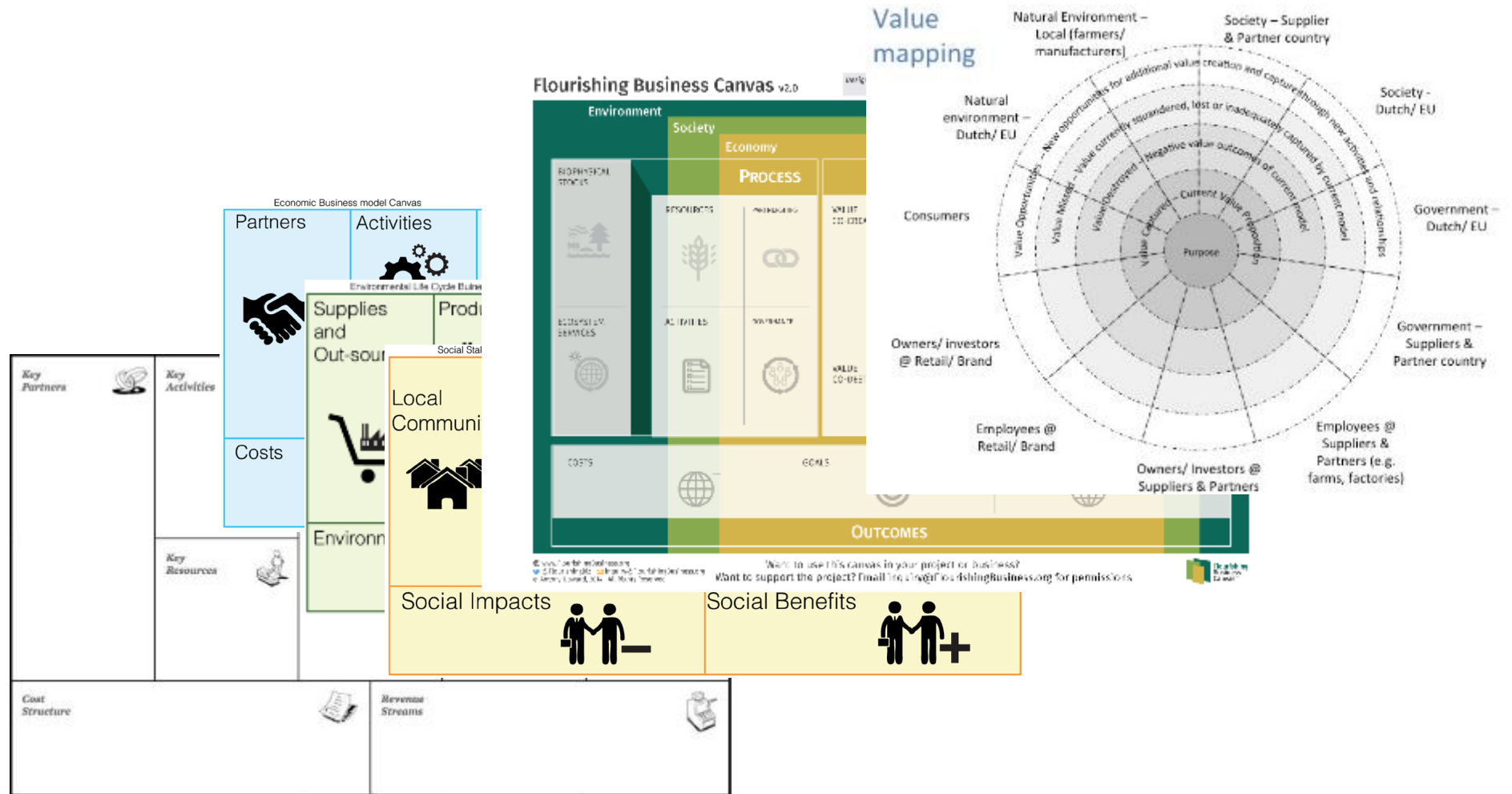
Business Modelling /// *Definitions of the term business model.*

- “An architecture for the product, service and information **flows**, including a description of the various business **actors** and their **roles**; and a description of the potential benefits for the various business actors; and a description of the sources of revenues” (Timmers 1998).
- “Business model is a **conceptual tool** that contains a set of elements and their relationships and allows expressing the business logic of a specific firm. It is a description of the **value** a company offers to one or several segments of customers and of the **architecture** of the firm and its network of partners for creating, marketing, and **delivering** this value and relationship capital, to generate profitable and sustainable revenue streams” (Osterwalder et al. 2005).
- Aziz et al. (2008) defined business models also based on their components. Within their literature analysis they identified **54 business model components** within various literature sources.

Business Modelling /// Recurring Challenges for Entrepreneurs

- Ensure your project is worth being done .
- Explore scope and depth of business design options.
- Evaluate strengths and weaknesses of each component.
- Compare alternative use cases and business models.
- Create a shared understanding among participants.

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



/// Business Model Canvas (Osterwalder & Pigneur 2010); Triple Layered Business Model Canvas (Joyce et al., 2015); Upward & Jones, 2015, Value Mapping (Bocken, Short, Rana, and Evans 2013); see comparative analysis in Breuer, H., Fichter, K., Lüdeke-Freund, F., Tiemann, I. (2018). Sustainability-Oriented Business Model Development: Principles, Criteria and Tools. *International Journal of Entrepreneurial Venturing*. 10(2):256-286. 38

Business Modelling /// *The Business Innovation Kit applies a values-based view to business modelling ...*



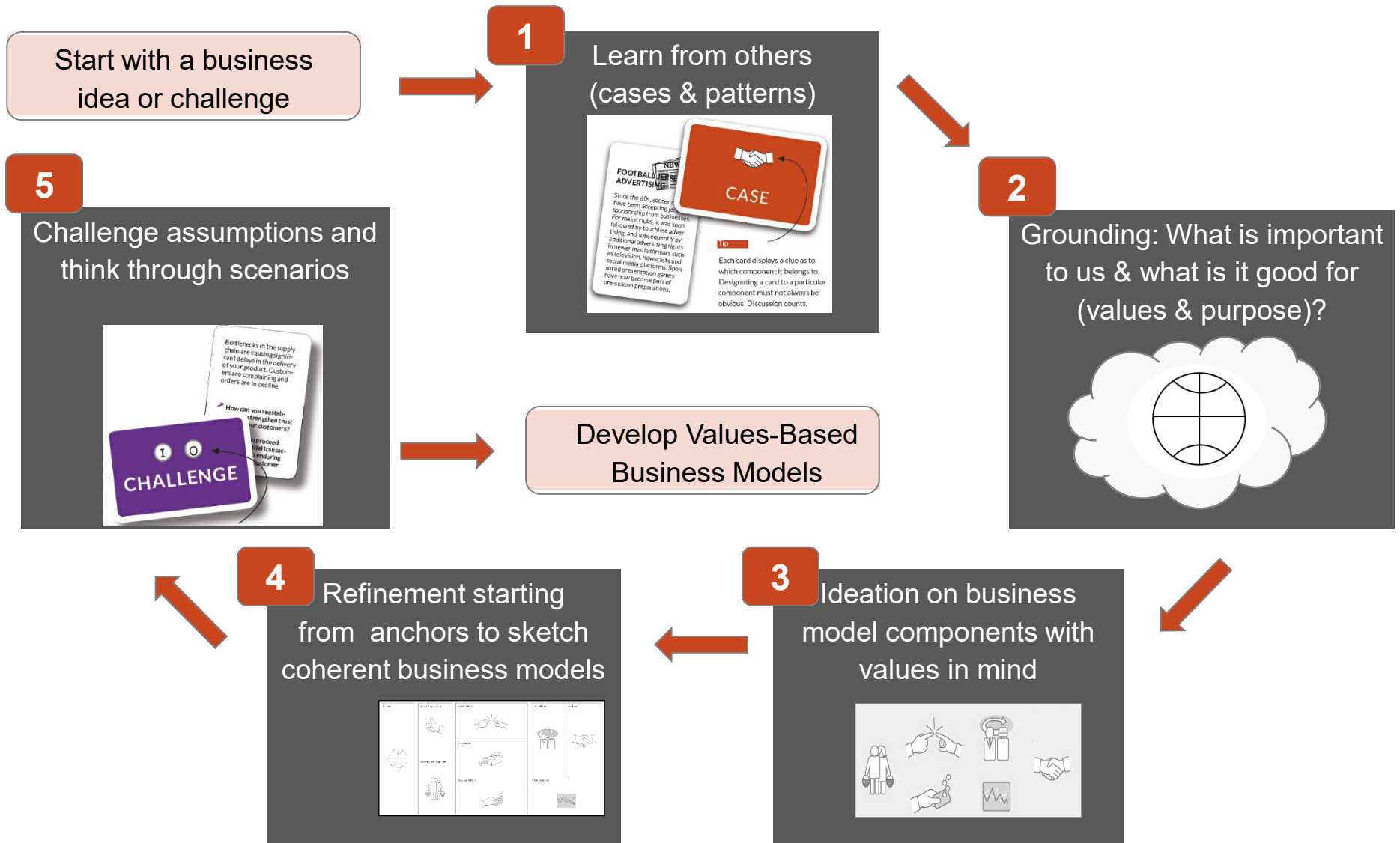
Business Modelling /// ... and applies a values-based view and adds didactic and gamification elements to provide a self-explanatory toolkit.



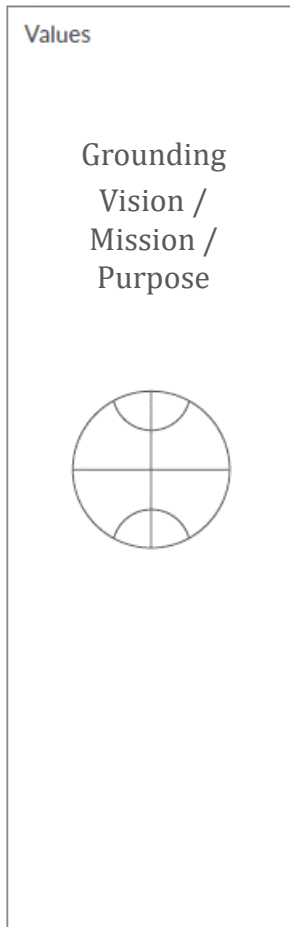
- **Didactic:** Instructions for self-moderation and fundamental concepts (e.g. trade-offs between revenue models)
- **Gamification:** Card-game like assignment of player tasks, competition for valuable ideas, case puzzles and challenges
- **Values-based** grounding and extensions, e.g. for revenue modeling or sustainability-oriented innovation.



Business Modelling /// Workshop participants proceed in six steps.



Business Modelling /// 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).

Business Modelling /// Familiarize yourself with business model components and patterns through cases from the news and different industries.



Tip


Each card displays a clue as to which component it belongs to. Designating a card to a particular component must not always be obvious. Discussion counts.

Business Modelling /// Mapping Exercise to familiarize with components and to understand a sustainability-oriented business model in the fashion industry.

Modelling values-based business with the BUSINESS INNOVATION KIT

1 Puzzle: Map the cards below to one of the business model components

The 40 cards below are for the business model canvas. They are divided into 40 categories: 10 for the business model canvas, 10 for the business model canvas, 10 for the business model canvas, and 10 for the business model canvas. They are divided into 40 categories: 10 for the business model canvas, 10 for the business model canvas, 10 for the business model canvas, and 10 for the business model canvas.



2 Review existing ideas and generate new ideas for each component.

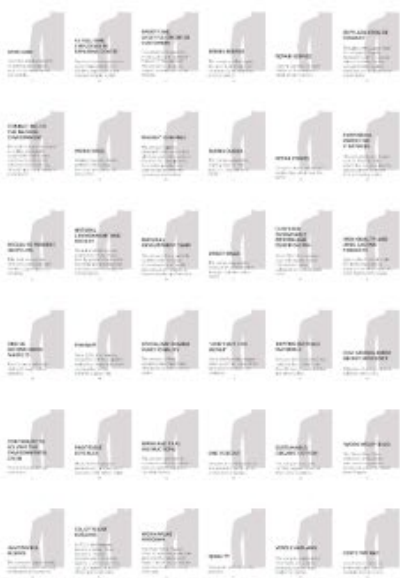
Read or write on each card. Add comments below. Add photos or other visual information. Share with your team. Write down additional ideas and questions. Write down the most interesting ideas. Write down the most interesting ideas. Write down the most interesting ideas.









3 Vote for the most promising ideas and define three archetypes.

Get feedback on the ideas. Write down the most interesting ideas. Write down the most interesting ideas. Write down the most interesting ideas.

4 Sketch 2-3 alternative business models.

Use the cards to create a business model. Write down the most interesting ideas. Write down the most interesting ideas. Write down the most interesting ideas.

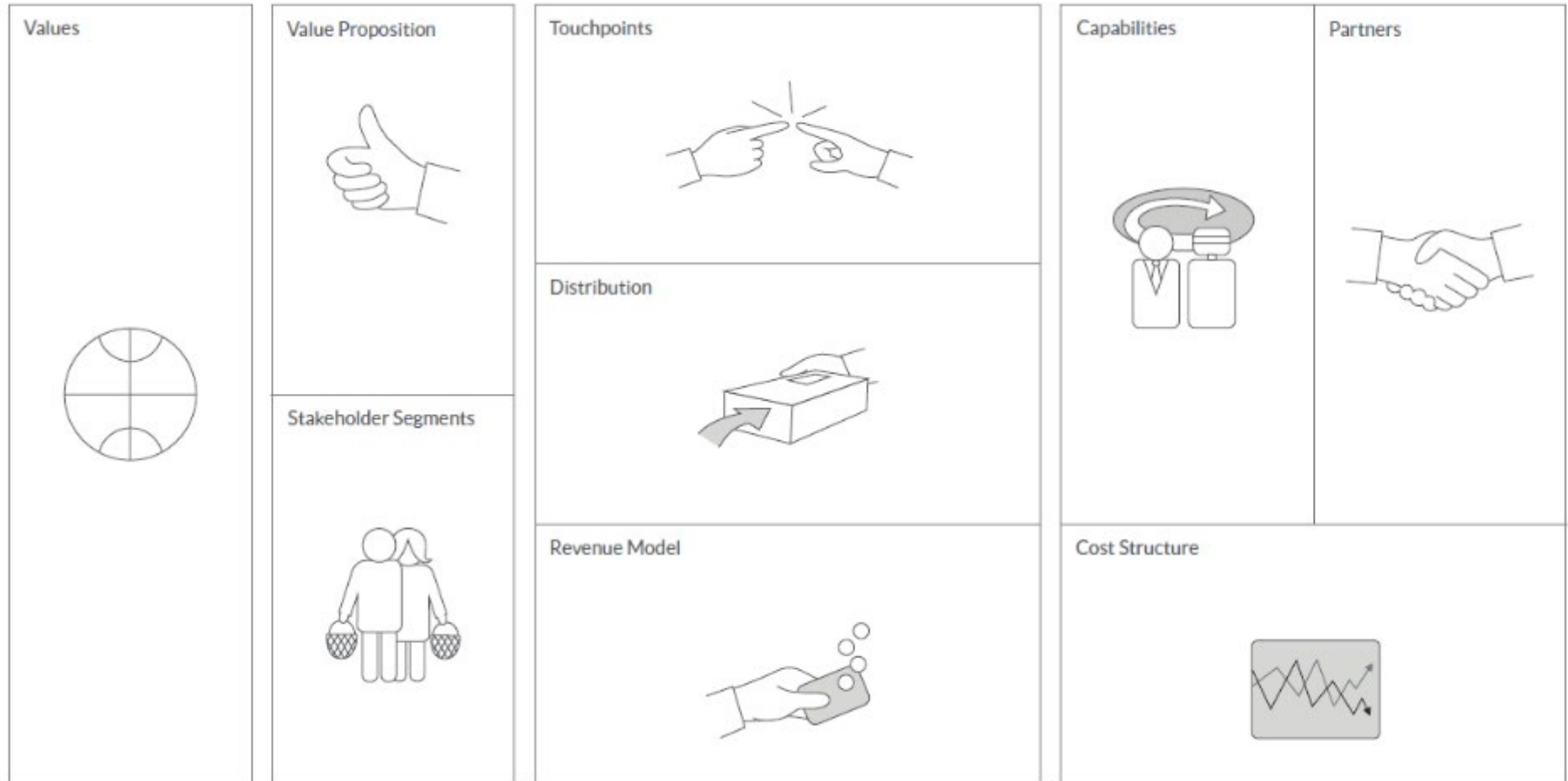


<p>Value Proposition</p> <p>What benefits are you offering to your customers? What features do you offer? What features do you offer? What features do you offer?</p> 	<p>Channels</p> <p>How do customers experience your offer at each of the seven touchpoints? How do customers experience your offer at each of the seven touchpoints? How do customers experience your offer at each of the seven touchpoints?</p> 	<p>Customer Relationships</p> <p>What customer relationships are you building? What customer relationships are you building? What customer relationships are you building?</p> 	<p>Partners</p> <p>Which activities should your partners own at least, and which could be outsourced? Which activities should your partners own at least, and which could be outsourced? Which activities should your partners own at least, and which could be outsourced?</p> 
<p>Revenue Streams</p> <p>How are you creating value? How are you creating value? How are you creating value?</p> 	<p>Distribution Channels</p> <p>How are you creating value? How are you creating value? How are you creating value?</p> 	<p>Customer Relationships</p> <p>How are you creating value? How are you creating value? How are you creating value?</p> 	<p>Partners</p> <p>How are you creating value? How are you creating value? How are you creating value?</p> 

Business Modelling /// Workshop participants proceed in six steps.



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



Business Modelling /// *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.

Business Modelling /// Extension sets for revenue models and customer touchpoints guide teams into further detail.

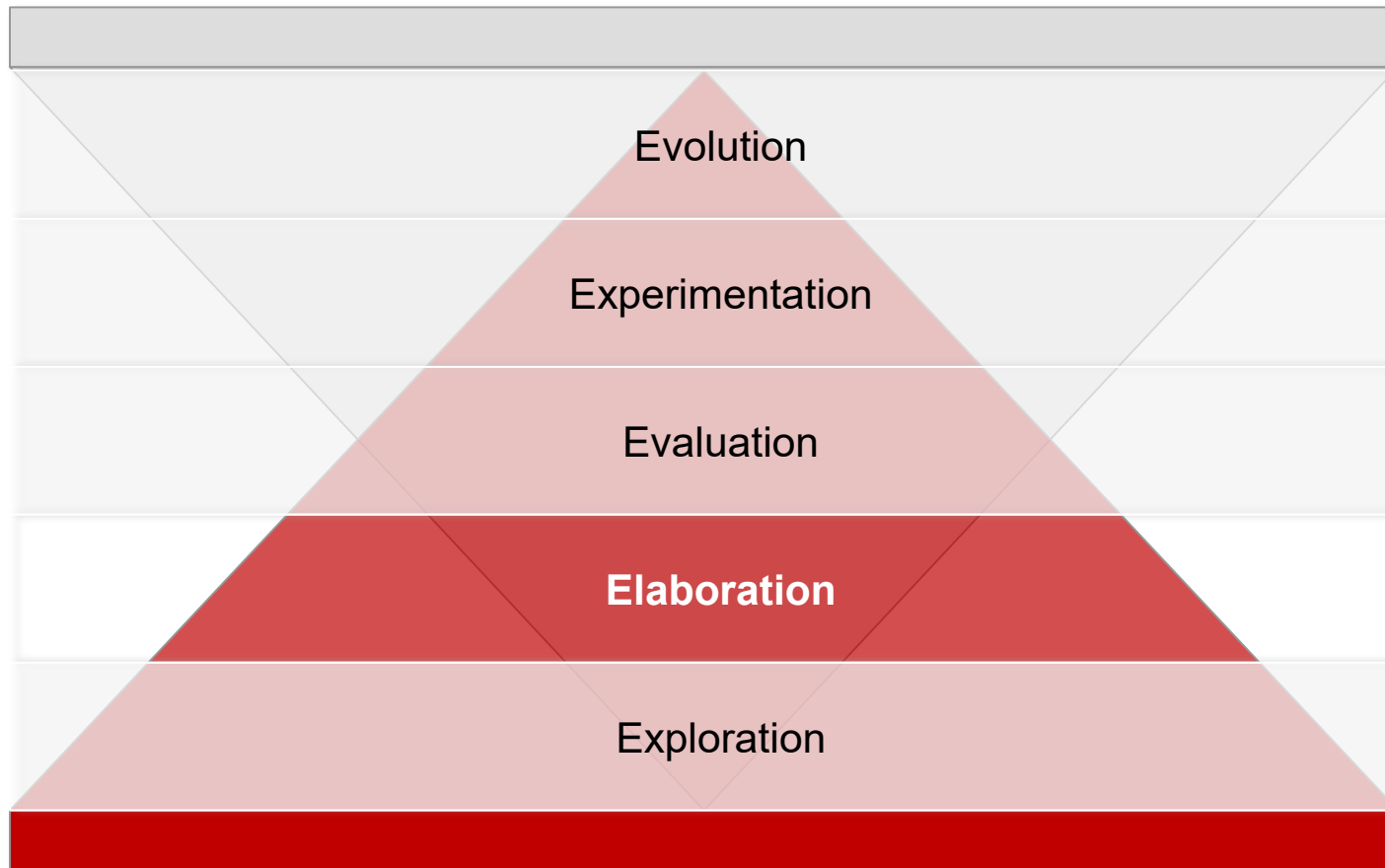


/// Overview of 30 revenue models and pricing tactics, each described with characteristics and examples on one card.

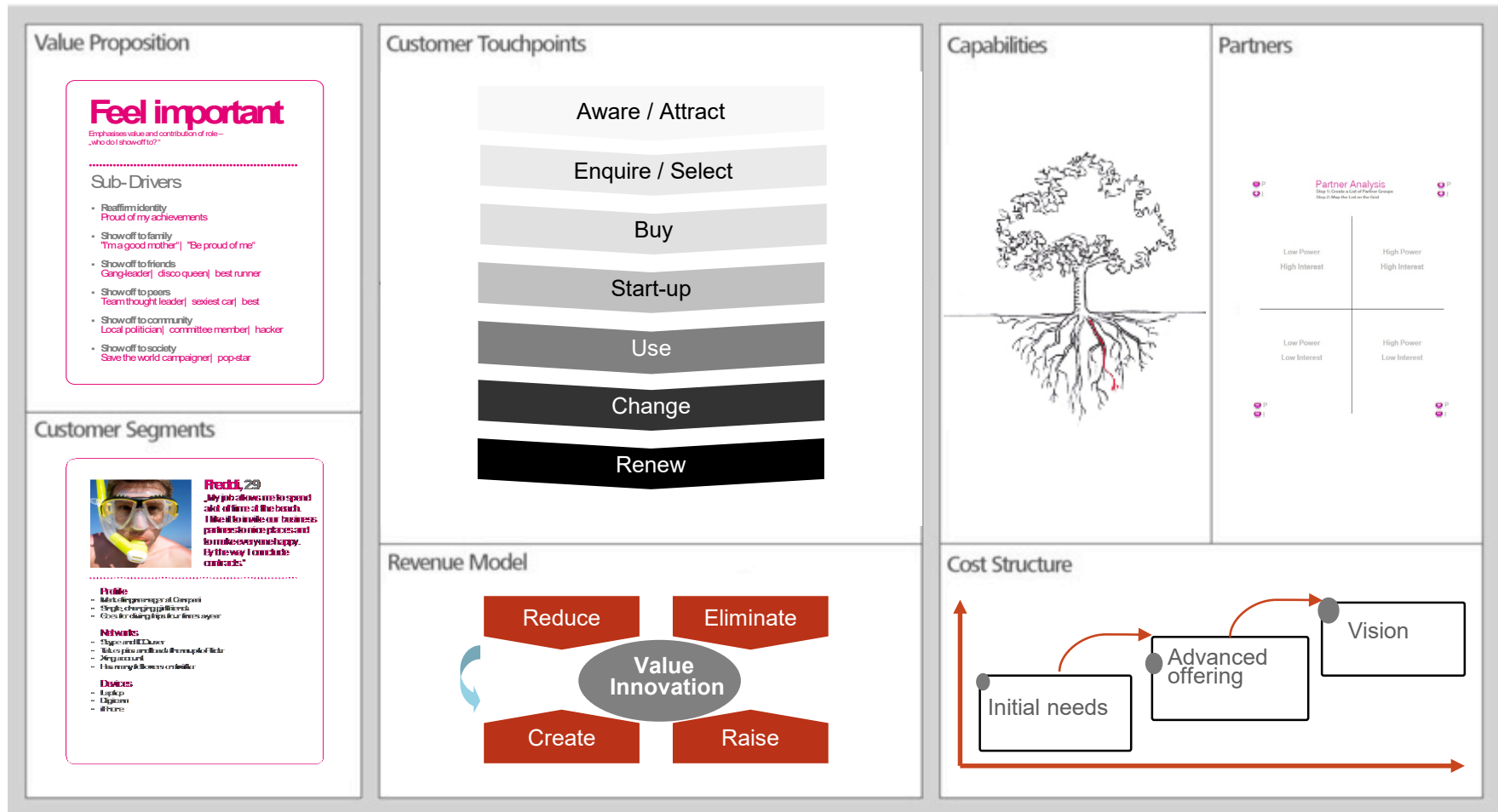
Business Modelling /// *Seemingly viable models are based on assumptions, each needs to be checked with respect to maturity and need for action.*

<p>Value Proposition </p> <ul style="list-style-type: none"> <input type="checkbox"/> To be discussed or vague <input type="checkbox"/> Well defined <input type="checkbox"/> Qualified (through feedback) <input type="checkbox"/> Quantified <input type="checkbox"/> Proven <ul style="list-style-type: none"> ▪ Prio-Rating: ▪ To Do: ▪ Person in charge: 	<p>Customer Touchpoints </p> <ul style="list-style-type: none"> <input type="checkbox"/> To be discussed or vague <input type="checkbox"/> Well defined <input type="checkbox"/> Qualified (through feedback) <input type="checkbox"/> Quantified <input type="checkbox"/> Proven ▪ Prio-Rating: ▪ To Do: ▪ Person in charge: 	<p>Capabilities </p> <ul style="list-style-type: none"> <input type="checkbox"/> To be discussed or vague <input type="checkbox"/> Well defined <input type="checkbox"/> Qualified (through feedback) <input type="checkbox"/> Quantified <input type="checkbox"/> Proven <ul style="list-style-type: none"> <input type="checkbox"/> Critical and missing <input type="checkbox"/> Accessible <input type="checkbox"/> Already in working mode <ul style="list-style-type: none"> ▪ Prio-Rating: ▪ To Do: ▪ Person in charge: 	<p>Partners </p> <ul style="list-style-type: none"> <input type="checkbox"/> To be discussed or vague <input type="checkbox"/> Well defined <input type="checkbox"/> Qualified / first contacts <input type="checkbox"/> Quantified / contract <input type="checkbox"/> Proven / integrated <ul style="list-style-type: none"> ▪ Prio-Rating: ▪ To Do: ▪ Person in charge:
<p>Stakeholder </p> <ul style="list-style-type: none"> <input type="checkbox"/> To be discussed or vague <input type="checkbox"/> Well defined <input type="checkbox"/> Qualified (through feedback) <input type="checkbox"/> Quantified <input type="checkbox"/> Proven <ul style="list-style-type: none"> ▪ Prio-Rating: ▪ To Do: ▪ Person in charge: 	<p>Distribution Channels </p> <ul style="list-style-type: none"> <input type="checkbox"/> To be discussed or vague <input type="checkbox"/> Well defined <input type="checkbox"/> Qualified (through feedback) <input type="checkbox"/> Quantified <input type="checkbox"/> Proven ▪ Prio-Rating: ▪ To Do: ▪ Person in charge: 	<p>Cost Structure </p> <ul style="list-style-type: none"> <input type="checkbox"/> To be discussed or vague <input type="checkbox"/> Well defined <input type="checkbox"/> Qualified (through feedback) <input type="checkbox"/> Quantified <input type="checkbox"/> Proven ▪ Prio-Rating: ▪ To Do: ▪ Person in charge: 	<p>Revenue Model </p> <ul style="list-style-type: none"> <input type="checkbox"/> To be discussed or vague (revenue channels & price) <input type="checkbox"/> Well defined <input type="checkbox"/> Qualified (through feedback) <input type="checkbox"/> Quantified <input type="checkbox"/> Proven ▪ Prio-Rating: ▪ To Do: ▪ Person in charge:

Business Modelling /// Five E pave the road from idea to market.



Business Modelling /// Creative elaboration explores the scope, breath and depth of each business model component and their relations.



Business Modelling /// Systematically & creatively explore the range of options.

PRICING SCHEME / REVENUE METHOD	FIXED or BASE PRICE	SEGMENT Dependant	FEATURE Dependant	RUNTIME Dependant	VOLUME Dependant	CHANNEL Dependant	DEMAND Based	TIME Based	BE-SPOKE / AUCTION NEGOTIATED	PERFORM Dependant	REAL TIME	YOUR IDEA	YOUR IDEA
ASSET SALE													
ACCESS / USAGE FEE													
TRANSACTION / ORDER FEE													
SUBSCRIPTION													
LICENSING													
RENTING													
LEASING													
ADVERTISING													
COMMISSION													
SYNDICATION / REVENUE SHARING													
YOUR IDEA													
YOUR IDEA													

Segment Dependant

Offering different prices to different market and client segments (e.g. private or corporate user) in order to maximise profitability for each segment.

Good to know

- Offer and price is dependent on customer needs.
- Suitable for: divergent customer groups or market segments
- **Segmentation by various means**
 - Examples: e.g. private or corporate users, members and non-members.
- **Works well with need-based differentiation of segments.**
- **Creating a customer base using memberships**
 - Attract customers by cheaper prices within membership, e.g. organic grocery stores offering cheaper prices for members that for normal customers
- **Multipliers effect**
 - offering free entrance to concerts for journalists using their multipliers-effect for own benefit and marketing

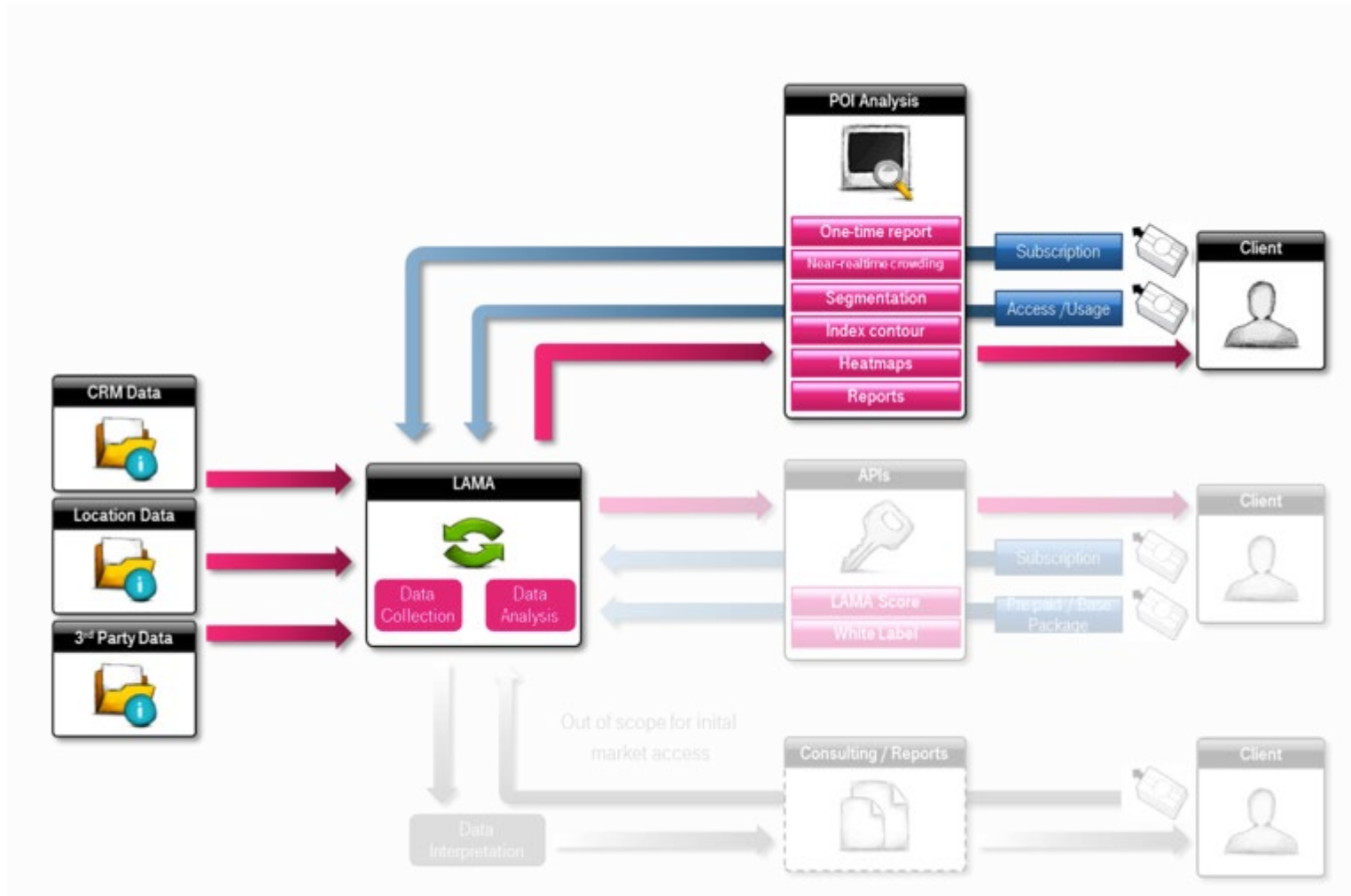
Fixed Price

Minimize customer uncertainty keeping the risk increased internal costs.

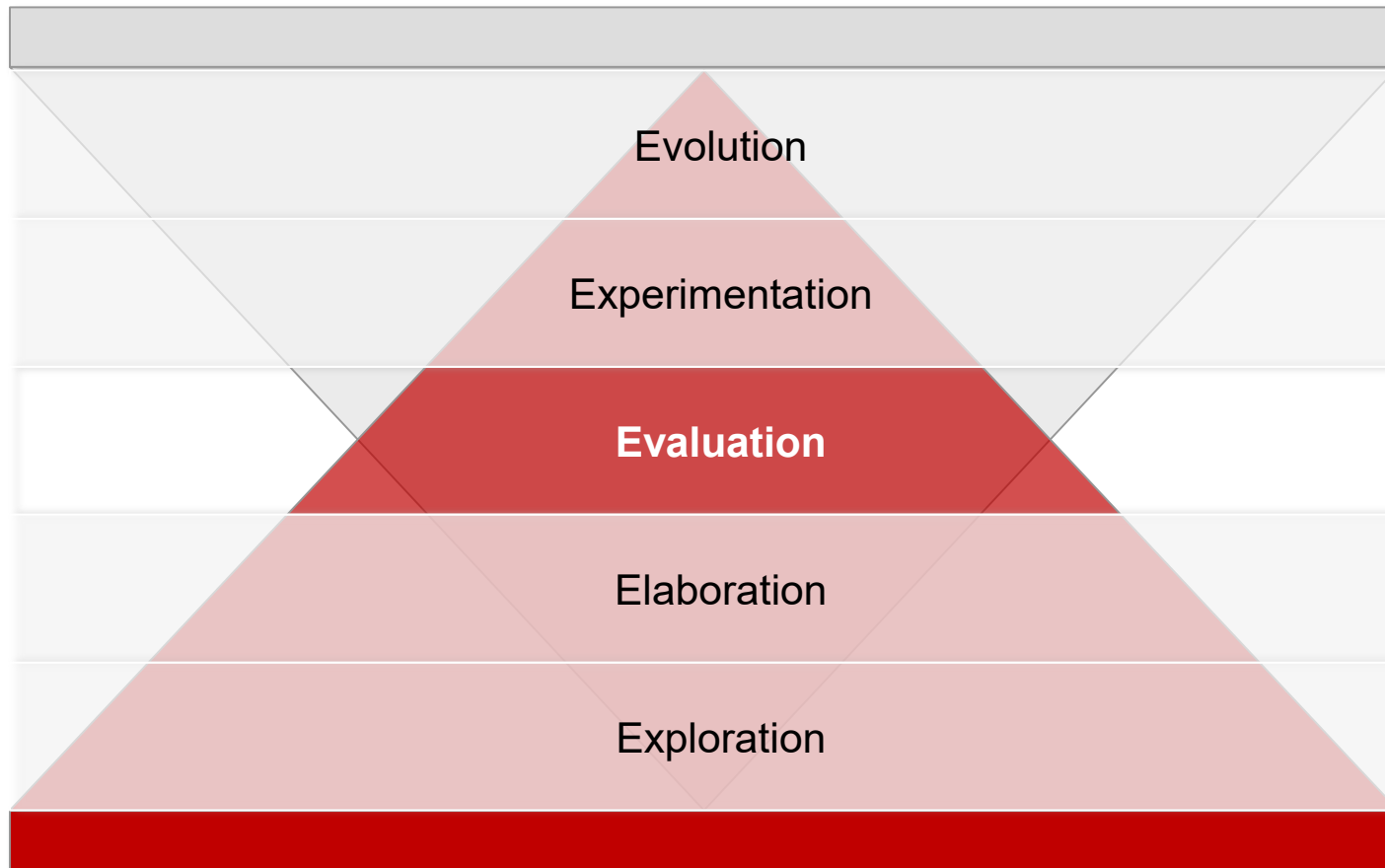
Good to know

- Customer can have a fixed price orientation and avoid additional costs
- For: complete product or clearly defined offer
- **Sell high volumes of a product**
 - Examples: Utilities and service companies (e.g. for cable television, energy), public transportation
- **Attract new customers to...**
 - Examples: F...

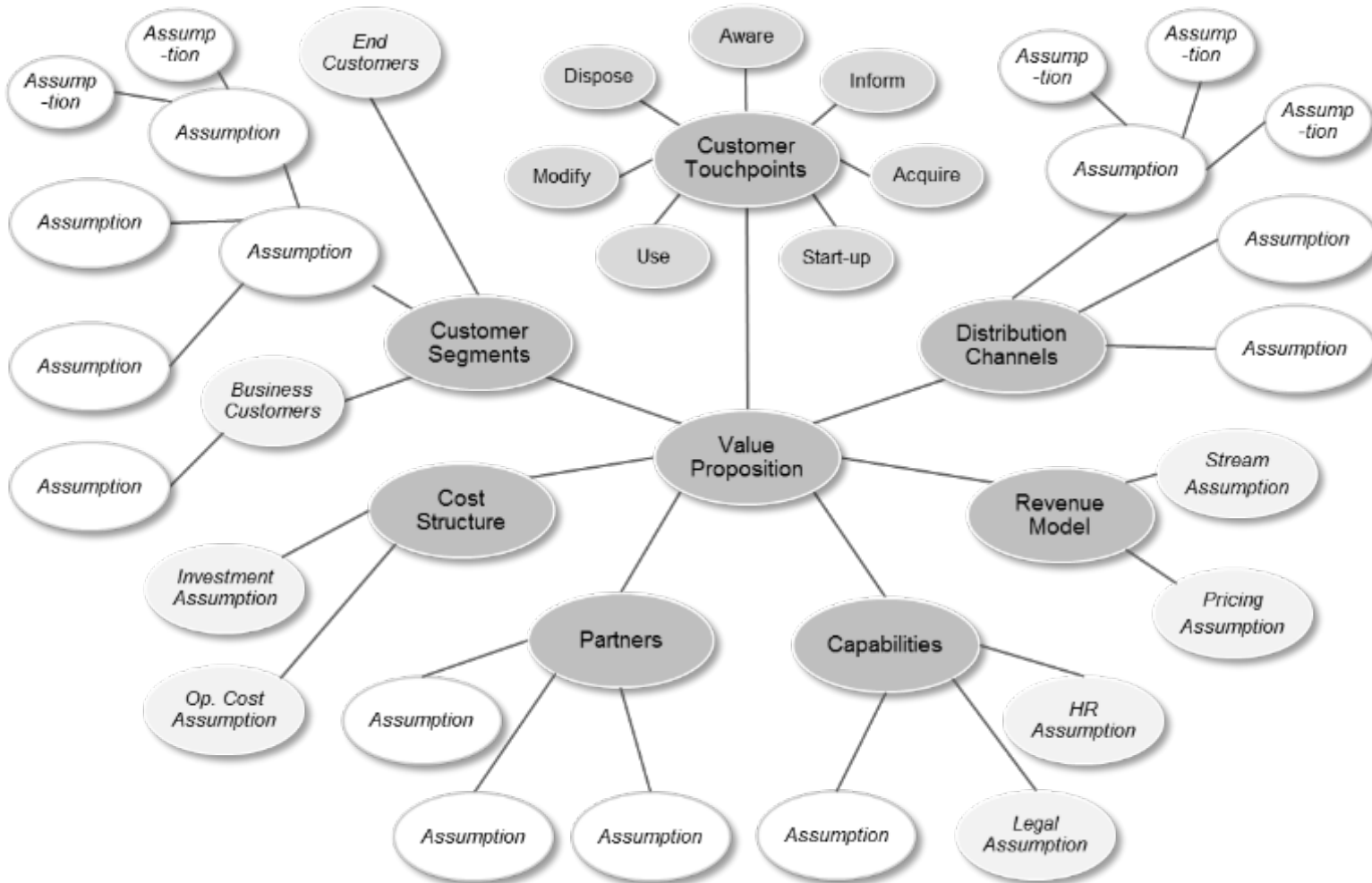
Business Modelling /// For instance, differentiate and prioritize revenue streams.



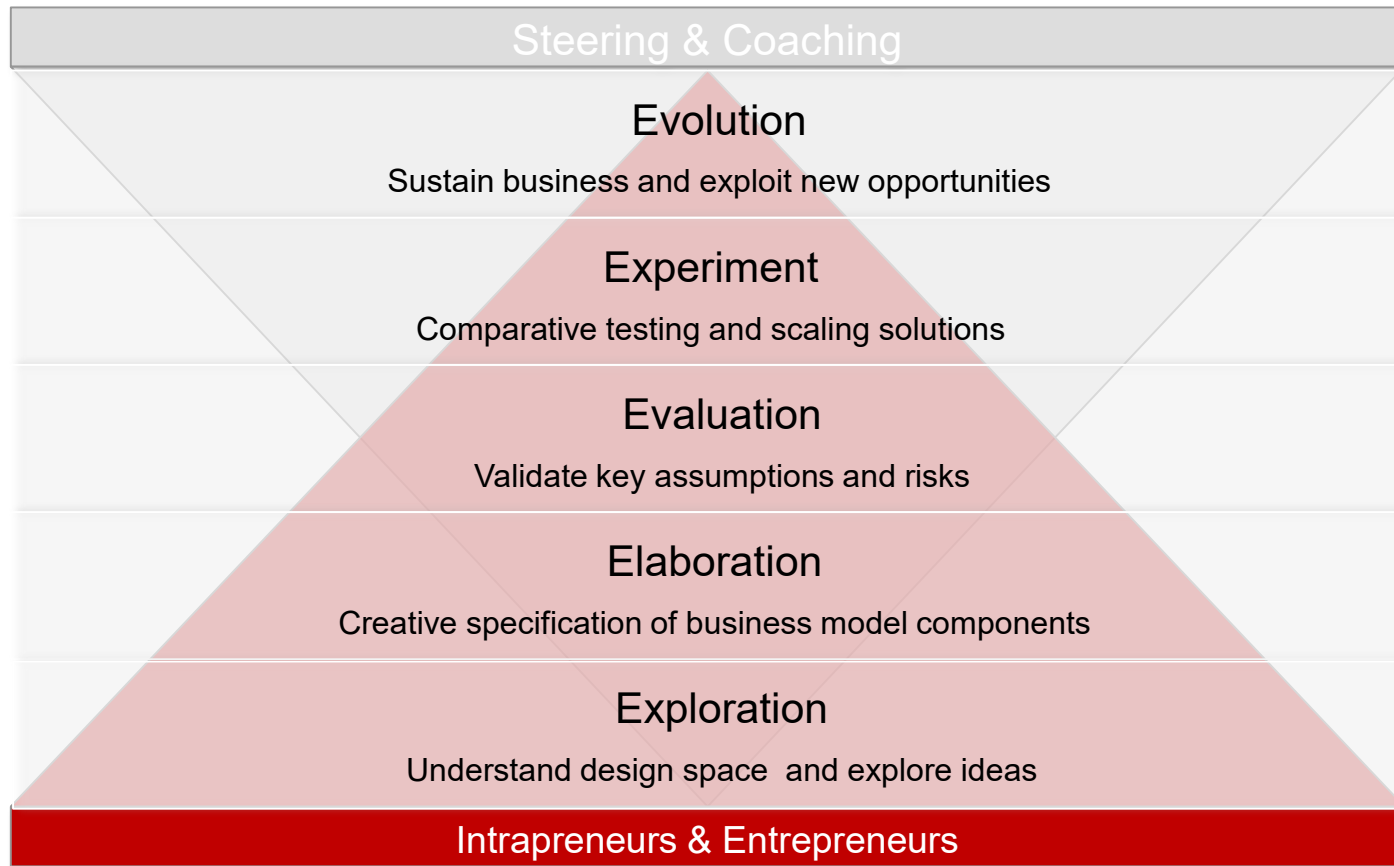
Business Modelling /// *Five E pave the road from idea to market.*



Business Modelling /// For every specification on a business model component implicit assumptions should be made explicit and evaluated.







Business Modelling /// A five E framework distinguishes maturity levels and ...

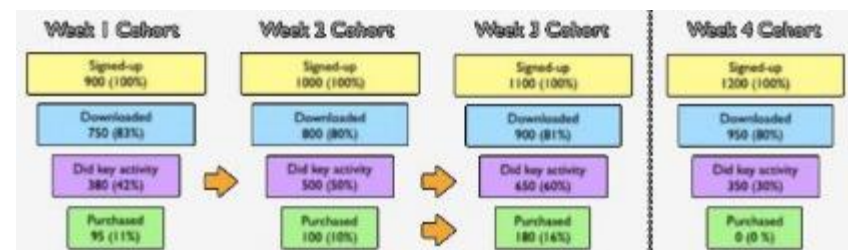


Business Modelling */// A sprint plan for experimentation helps to understand reasons for success and failure.*

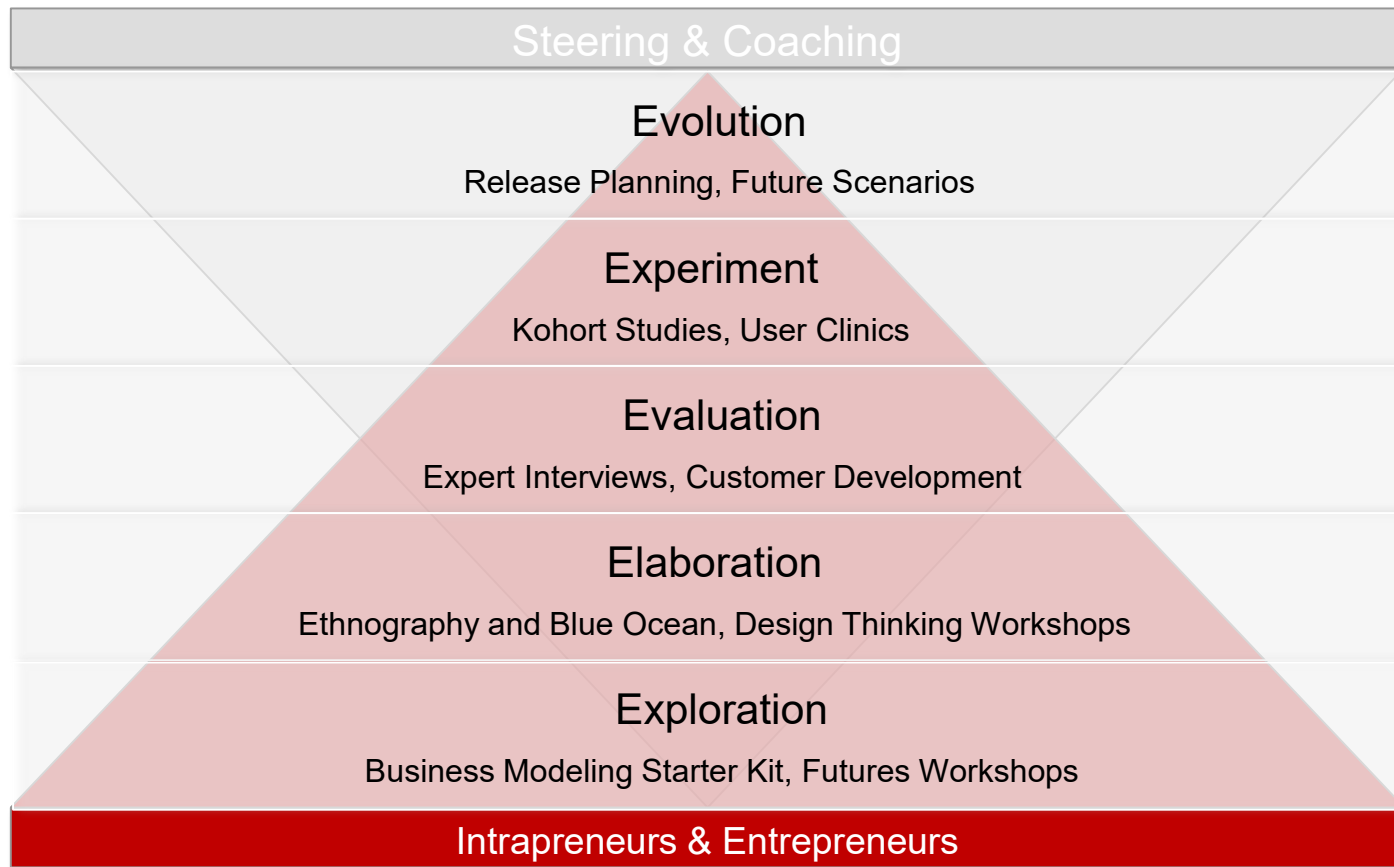
Experiment Report

- Learning Goals
- Metric for Measure
- Research Scope
- Minimum Build Plan
- Hypothesis
- Results
- Key Insights and Consequences

	Idea	Build	Measure	Learn
1				
2				
3				
4				



Business Modelling /// ... suggests methods for specification and validation.



Thank you for your attention! /// Some Online References

1. What can innovation professionals learn from values-based stakeholder management? Fireside Chat of Edward Freeman with Henning Breuer at ISPIIM 2021 International Conference: <https://youtu.be/1oEXgikXn7A>
2. Reinventing web search for sustainability or how Ecosia fights climate change with tree planting: Fireside Chat of Christian Kroll (Ecosia) with Kiril Ivanov at ISPIIM 2021 International Conference: https://youtu.be/pMjiCFnG_1E
3. Values-Based Business Model Innovation for the SDGs in the lab of tomorrow. Fireside Chat of Sven-Uwe Mueller (GIZ) with Henning Breuer at ISPIIM 2021 International Conference: https://youtu.be/_qBZsaQyFIE
4. The Corporate Sustainability Innovation Game, introduction video by Henning Breuer and Kiril Ivanov, 2021: <https://www.youtube.com/watch?v=i70UPui0iGU&t=6s>
5. How to teach gamification for innovation and entrepreneurship using gamification design patterns. Video summary of a train-the trainer workshop 2021: <https://www.gamify.site/post/train-the-trainer-workshop>
6. Values-Based Innovation Management, Webinar with CreativeLabs by Henning Breuer (6.7.2020, 55 min, covering ethnography, business model patterns and values to vision): <https://youtu.be/IFYEzvrn2ho>
7. Values-based and Sustainable Innovation Kick-off (14.07.2020, SIG introduction and topics): <https://www.youtube.com/watch?v=-CGB28KQYbE>
8. Values-based Innovation (Matthias Rauterberg: Human values-based design Sven-Uwe Müller: Values-based business model innovation in the Lab of Tomorrow, 14.07.2020, 63 min, ISPIIM Thought Leader Presentations): <https://youtu.be/p2jcKnVrQrw>
9. From good will to good practice (with Values-Based and Sustainable Innovation), (14.07.2020, ISPIIM Panel Discussion): <https://youtu.be/56CFvyFwgQk>
10. The Road to ISPIIM Berlin 2021 – from coping with the current crisis to caring for our common future, Joana Breidenbach, Allen Alexander, Henning Breuer & Klaus Fichter (14.07.2020, 32 min): <https://youtu.be/TY9tN7cswXA>
11. Values-Based Innovation Management - with Dr. Henning Breuer, 24.6.2020, 41 min Podcast at Mothers Earth's Hero Show: <https://radiopublic.com/the-mother-earths-heroes-show-8jvXnl/s1!0dddc>
12. Values-Based and Sustainable Innovation SIG by Henning Breuer and Florian Lüdeke-Freund (22.06.2020, 3 min, short introduction): <https://youtu.be/phBUw1FYobQ>
13. Webinar: The use of remote games to foster innovation, by Henning Breuer, Sune Gudiksen & Kiril Ivanov (22.06.2020, 51 min): www.gamify.site/post/the-use-of-remote-games-to-foster-innovation
14. Webinar - Values-Based Innovation Management: Concepts, Methods and Applications (29.10.2019, focus on ethnographic research): <https://www.youtube.com/watch?v=l2gUryMeRyU>
15. Dive into values-based innovation management (12.07.2019, 10 min, introductory keynote by Henning Breuer at NBM Conference 2019 focussing on personal values and business models): <https://youtu.be/3dJyBA2Bjpo>
16. Fishbowl Discussion with Philip Baumann, Head of Product at Ecosia and Roman Meier-Andrae, Divisional Head of Corporate IT & Digitalisation & Member of the Executive Board at TÜV Nord Mobilität (20.8.2019, 30 min): <https://youtu.be/AHPEI5p2PBo>
17. Innovating with Values, PODCAST with Prof. Breuer & Meier-Andrae (14.7.2018, 54 min): <https://www.ispim-innovation.com/post/henning-breuer-roman-meier-andrae-innovating-with-values>
18. Values-Based Innovation Management, Interview with Henning Breuer (2017, 3 min, ISPIIM short interview): <https://youtu.be/Gi4iiKZ87hQ>
19. Kundenzentrierte Geschäftsmodellinnovation (German), by Henning Breuer (04.11.2016, 15 min, at World Usability Day 2015): <https://youtu.be/PIDXXcI7OH0>

Thank you for your attention! /// Please join our Special Interest Group!

More Resources

- **New Podcast**
- **Public projects:**
 - **IMPACT:** www.impact-project.site
 - **GAMIFY:** www.gamify.site
 - **SIG:** www.linkedin.com/groups/12419289
 - **5G Victori:** www.5g-victori-project.eu/
- **Websites:**
 - www.uxberlin.com
 - www.uxberlin.de
- **Books:**
 - www.valuesbasedinnovation.com
 - www.sustainablebusiness.design
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