Resources—

Disrupt: Think the Unthinkable to Spark Transformation in Your Business (2nd Edition) 2nd Edition

by Luke Williams ▾ (Author)

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#1 New Release in Business Entrepreneurship

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INTERNATIONAL BESTSELLER

DISRUPT

Think the Unthinkable to Spark Transformation in Your Business

"Don't let the title fool you. This book is stuffed with practical, useful ideas that will change the way you create and sell practical, useful ideas."
Seth Godin, author of Linchpin

Second Edition
With a new section: "The Disruptive Leader"

Luke Williams

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Universal Methods of Design: 100 Ways to Research Complex Problems, Develop Innovative Ideas, and Design Effective Solutions

Hardcover – February 1, 2012

by Bruce Hanington (Author), Bella Martin ⌄ (Author)

★★★★½ ⌄   29 customer reviews

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"*Universal Methods of Design* is an immensely useful survey of research and design methods used by today's top practitioners, and will serve as a crucial reference for any designer grappling with really big problems. This book has a place on every designer's bookshelf, including yours!" —David Sherwin, Principal Designer at frog and author of *Creative Workshop: 80 Challenges to Sharpen Your Design Skills*

"*Universal Methods of Design* is a landmark method book for the field of design. This tidy text compiles and summarizes 100 of the most widely applicable and effective methods of design—research, analysis, and ideation—the methods that every graduate of a design program should know, and every professional

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Look inside ↓

Mental Models: Aligning Design Strategy with Human Behavior

Paperback – Color, February 15, 2008

by Indi Young ▾ (Author)

★★★★☆ ▾   15 customer reviews

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Kindle	Paperback
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There is no single methodology for creating the perfect product—but you can increase your odds. One of the best ways is to understand users' reasons for doing things. Mental Models gives you the tools to help you grasp, and design for, those reasons. Adaptive Path co-founder Indi Young has written a roll-up-your-sleeves book for designers, managers, and anyone else interested in making design strategic, and successful.

TESTIMONIALS

"Indi Young's mental models are the perfect way for your team to integrate your user's perspective into your design. Indi has written a comprehensive guide for anyone who wants to make use of this power design technique. I'll be giving this book out to all of our important clients and insisting they make it part

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Research Synthesis—

What Are Your
Observations?

Recording Observations

Observations are raw data, the gradual accumulation of research information that you have consciously and carefully recorded

# — exactly the way you saw or heard it, with no interpretation.

After the Research

After you complete your field research and have your observations, the next step is to make sense of your discoveries.

Observations aren't any good when they're stuck in your head or stored on your laptop.

You need to make them tangible and get them out and onto a physical space.

Grounding the data.
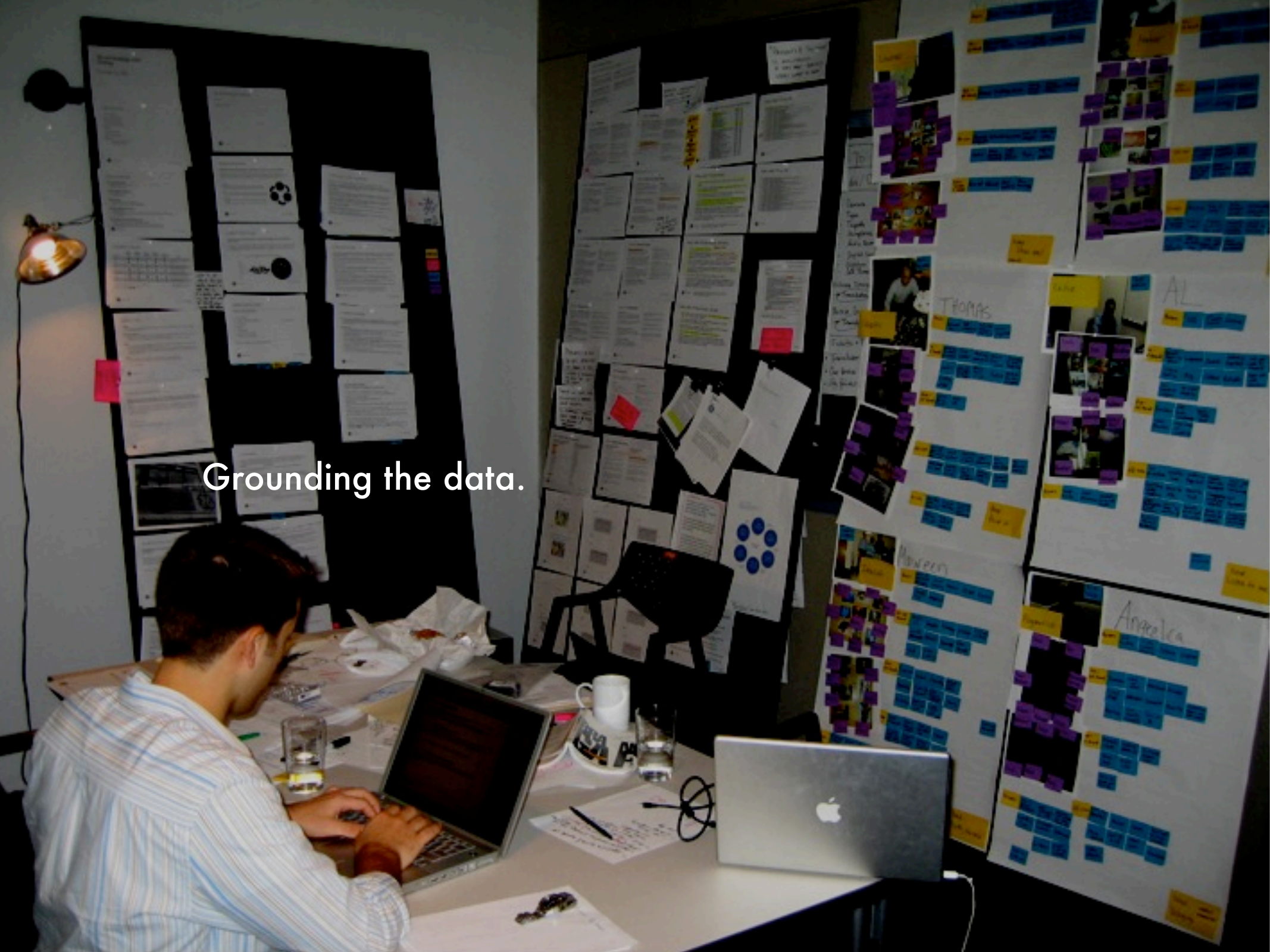
Grounding the Data

There's a variety of ways to do this, but they all involve putting your observations on paper.

You can use regular paper, card stock, Post-It notes, or anything else that works for you.

Aim for one observation per Post-It note or card.

And don't forget to print out any photos you took.

This process is called, "grounding the data."

Preparation for Synthesis

- Each team should transcribe their research observations to Post-It notes or cards, and transfer them to the board.

- Include key observations from secondary data that you gathered during your category immersion (i.e. the audit of category cliches).

- Print out photographs taken from research (approx. 10 to 20).

- Don't edit yourself – it's easy to cut later.

Insight
Board—

Insight Board

The next step is to take all those pieces of paper, photos, and any other memory aids (notes you took on the back of a napkin, brochures, business cards, and so on) and transfer them to what we call an "insight board."

In the synthesis workshop, you'll use a large foam-core board, around 6 feet tall, 3 feet wide, which you'll lean against a wall.

Insight boards allow you to see all of your research findings together.

Example of an "Insight Board."

Organizing Your Thinking

Writing your ideas on paper and physically moving them around makes the entire process feel more real to everyone involved.

It also makes it easier to organize your thoughts, and it can help you stay out of some easy-to-fall-into thinking traps.

Synthesizing qualitative data.

Coding Your Observations

It's always a good idea to use different colors, paper sizes, or markings of some kind to code your key observations, supporting observations, and themes.

It's common to use different sized and shaped Post-It notes, but you can use anything you want, as long as it's consistent and everyone understands what means what.

- For example, you might start out with all of your observations on yellow notes.

- After you identify the key observations, write those on blue notes. After you cluster and organize, mark your themes with a green note.

Code and organize observations into themes, to lay the foundation for generating insights.
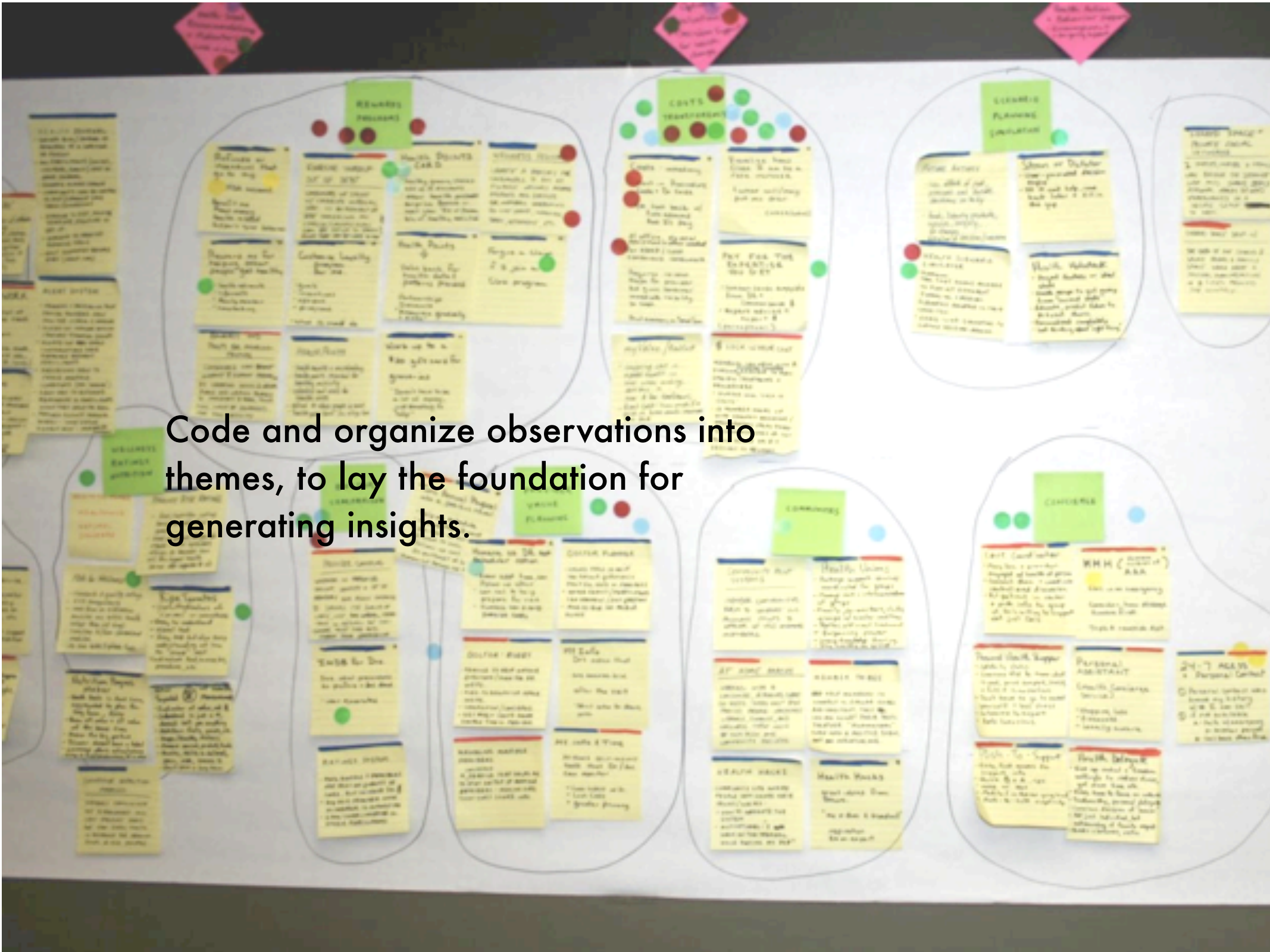
Example of themes documented in a deliverable.

Detailed Findings: Theme: Productivity (Making The Best Use of "Car Time")

Checking off errands

Seemingly endless lists upon lists, inside lists of things to do.

Days were a complex tangle of personal and work related to-do lists.
– Multiple stops.
– Typically took up an entire day.
– Some time between errands good for getting other things done like phone calls .

Making phone calls

Everyone thought it was a bad idea to be on the phone while driving, but they all did it anyway.

A lot.

"Car time" was viewed as optimal time for making phone calls.
– Often alone.
– Inside a controlled environment.
– "Nothing else to do".
   (...except to drive, of course)

Receiving calls
– Outgoing calls would be placed at the driver's convenience, but this was often while driving.
– Less important phone calls will be dismissed, but important calls will be answered -- with or without a headset, and whether or not traffic is merging.

Dealing with inspiration

When inspiration strikes, drivers will do what's necessary to capture an idea before it escapes their mind.

What happens
1. Steering with knees.
2. Scrounging for pen.
3. Scrounging for paper.
4. Tucking the idea somewhere safe.

Cultivating Insights—

What Are Insights?

After you gather that information and determine your context,

…you'll organize, filter and prioritize, your observations

and transform them into meaningful insights.

Observations and insights are not the same thing.

Observations are raw data, the gradual accumulation of research information that you have consciously and carefully recorded – exactly the way you way you saw or heard it, with no interpretation.

Insights are the sudden realizations that happen when you **interpret** the observations

and discover

unexpected patterns.

While some insights do spontaneously appear...

Most are generated through a process of organizing, filtering, and prioritizing all the great observations you've gathered and translating them into something meaningful –and actionable.

Even the most mundane observations can be restructured to yield unexpected, yet logical insights.

Insights = Gaps

Patterns reveal gaps

between where people are and where they'd ideally like to be

— between their current reality and their desires.

Wherever there's tension (observation), there's a gap.

If you can spot the gap (insight),

you can fill the void (opportunity).

Consider the relationship between categories

Look for patterns and tensions in the way your themes relate to each other. Are they on the same level? Or are they talking about different kinds of things?

Group and regroup

Slice and dice the data in different ways to find meaning. Try moving the post-its around to form new groups.

Look for What's Unexpected and Ask

"Why?"

Layer of interpretation

Asking "why?" encourages you to think through the connections between observations and adds a layer of interpretation.

New configurations of knowledge

Insights are new configurations of knowledge that enable you, and others, to see the situation in a different, and often, counterintuitive way

– one that draws attention to gaps that had been previously ignored.

Capturing Your

Insights

Describing insights

When capturing and describing insights, the words and phrasing you use matter.

Insights often fly in the face of conventional wisdom or expectations.

When that happens, use a well placed "but" or "whereas" to draw attention to the contradiction and increase the statement's impact.

For example:

Drivers of high-performance cars are not stressed by high-speed driving *but by parking.*

Men who buy premium audio systems like to display them in their living rooms, *whereas women would rather hide them behind plants or furniture.*

Customers are not as interested in its locks per se *but in the possessions those locks protect.*

Take risks

Be prepared to take risks with your insights.

They don't have to be unmistakably correct; they have to be thought-provoking.

In many research approaches, the pressure to be incontrovertibly right is so strong that there's no space for intuition and intriguing perspectives.

Not ends in themselves

The most important thing to remember is that research insights are not ends in themselves.

You're generating them to feed the opportunities that will put your hypotheses into action.

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Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers Paperback – July 13, 2010

by Alexander Osterwalder ▾ (Author), Yves Pigneur ▾ (Author)

★★★★½ ▾   573 customer reviews

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Business Model Generation is a handbook for visionaries, game changers, and challengers striving to defy outmoded business models and design tomorrow's enterprises. If your organization needs to adapt to harsh new realities, but you don't yet have a strategy that will get you out in front of your competitors, you need *Business Model Generation*.

Co-created by 470 "Business Model Canvas" practitioners from 45 countries, the book features a beautiful, highly visual, 4-color design that takes powerful strategic ideas and tools, and makes them easy to implement in your organization. It explains the most common Business Model patterns, based on concepts from leading business thinkers, and helps you reinterpret them for your own context. You will learn how to systematically understand, design, and implement a game-changing business model--or

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Building Blocks—

Business Model

A business model describes the rationale of how an organization creates, delivers, and captures value.

9

Can be described through

basic building blocks that show the logic of how a company intends to make money.

VALUE PROPOSITION

The **Value Propositions Building Block** describes the bundle of products and services that create value for a specific Customer Segment.

- Newness

- Performance

- Customization

- Brand / Status / Design

- Price

- Convenience / Usability

- Cost Reduction

Customer Segments

The Customer Segments Building Block defines the different groups of people or organizations an enterprise aims to reach and serve.

- Mass Market (i.e., don't distinguish between different customer segments – common in consumer electronics sector)

- Niche Market (i.e., specific, specialized customer segments)

- Segmented (i.e., different needs and problems)

- Diversified (i.e., two unrelated segments with very different needs, such as Amazon serving Web companies by selling "cloud computing services")

- Multi-sided Platform (i.e., serving two or more interdependent segments, such as a credit card company)

CHANNELS

The **Channels Building Block** describes how a company communicates with and reaches its Customer Segments to deliver the Value Proposition.

- **Awareness:** How do we raise awareness about our company's products and services?

- **Evaluation:** How do we help customers evaluate our organization's Value Proposition?

- **Purchase:** How do we allow customers to purchase specific products and services?

- **Delivery:** How do we deliver a Value Proposition to customers?

- **After Sales:** How do we provide post-purchase customer support?

Customer Relationships

The Customer Relationships Building Block describes the types of relationships a company establishes with specific Customer Segments.

- Personal Assistance

- Dedicated Personal Assistance

- Self-Service

- Automated Services

- Communities

- Co-creation

KEY ACTIVITIES

The Key Activities Building Block describes the most important things a company must do to make the Value Proposition work.

- Production

- Problem Solving

- Platform / Network

KEY RESOURCES
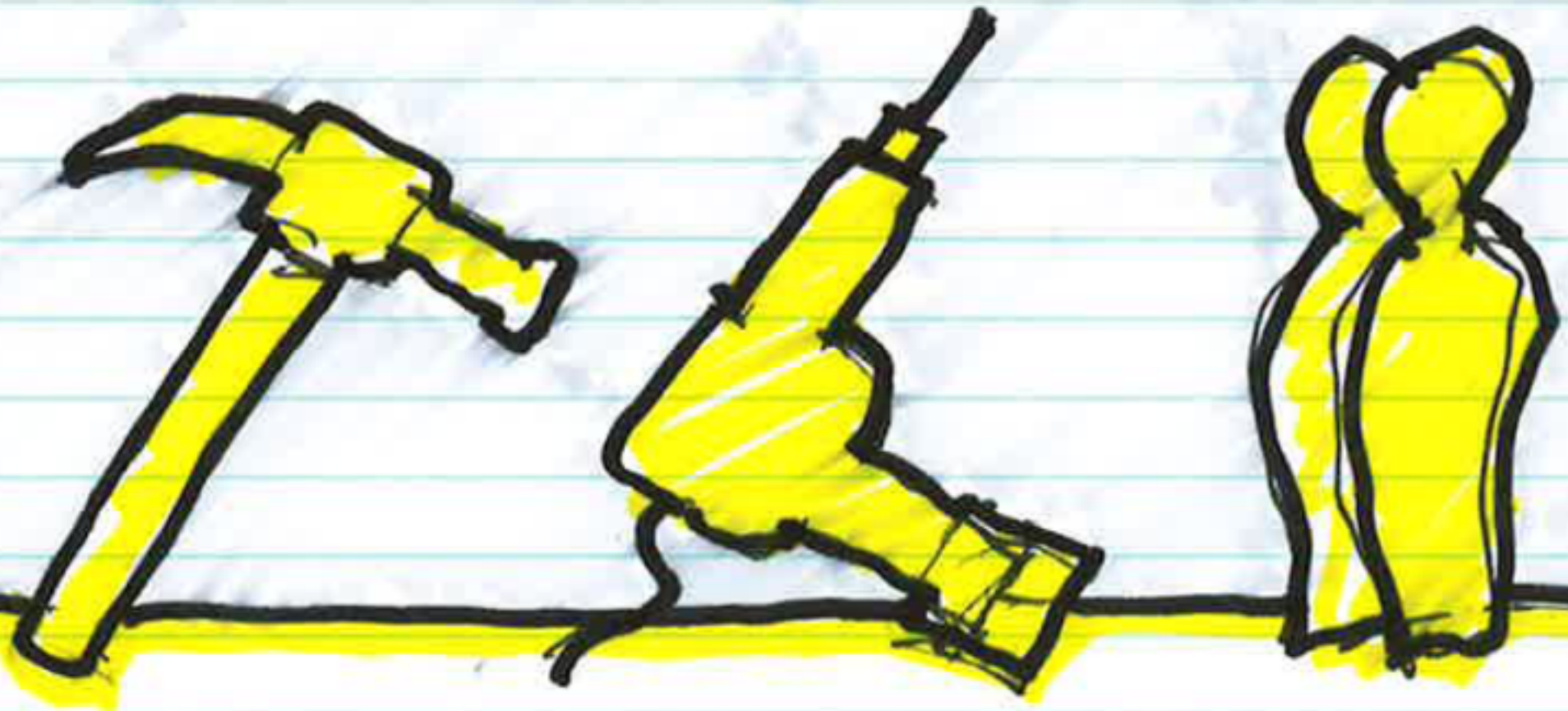
The Key Resources Building Block describes the most important assets required to make the Value Proposition work.

- Physical

- Intellectual (brand patents, copyrights, data)

- Human

- Financial

KEY PARTNERSHIPS
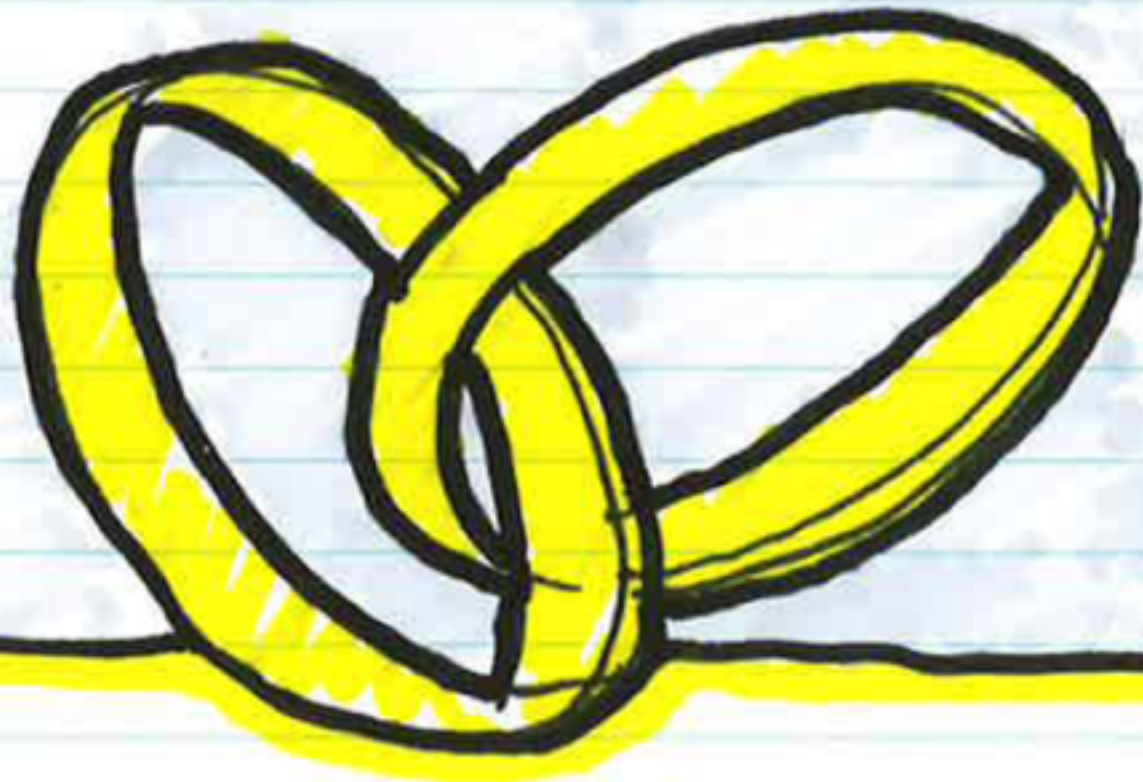
The Key Partnerships Building Block describes the network of suppliers and partners that make the value proposition work.

- Strategic alliances between non-competitors

- Coopetition: strategic partnerships between competitors

- Joint ventures to develop new businesses

- Buyer-supplier relationships to assure reliable supplies

Revenue Streams

The **Revenue Streams Building Block** represents the cash a company generates from each Customer Segment (costs must be subtracted from revenues to create earnings).

- Asset Sale

- Usage Fee

- Subscription Fees

- Lending / Renting / Leasing

- Licensing

- Brokerage Fees

- Advertising

Fixed Menu Pricing

Predefined prices are based on static variables

- **List Price:** Fixed prices for individual products, services, or other Value Propositions.

- **Product Feature Dependent:** Price depends on the number or quality of Value Proposition features.

- **Customer Segment Dependent:** Price depends on the type and characteristic of a Customer Segment.

- **Volume Dependent:** Price is a function of the quantity purchased.

Dynamic Pricing

Prices change based on market conditions

- **Negotiation (Bargaining):** Price negotiated between two or more partners depending on negotiation power and/or negotiating skills.

- **Yield Management:** Price depends on inventory and time of purchase (normally used for perishable resources such as hotel rooms or airline seats).

- **Real-Time-Market:** Price is established dynamically based on supply and demand.

- **Auctions:** Price is determined by outcome of competitive bidding.

The Cost Structure Building Block describes all costs incurred to operate a business model.

- Fixed Costs (e.g., salaries, rents, utilities)

- Variable Costs (vary proportionally with the volume of goods or services produced)

- Economies of Scale (e.g., lower bulk purchase rates)

- Economies of Scope (e.g., same distribution channels support multiple products)

Business Model Canvas—

Key Activities

Value Proposition

Customer Relationships

Key Partners

Customers

Key Resources

Costs

Channels

Revenue

The Business Model Canvas

Key Partners **7**	Key Activities **5**	Value Propositions **1**	Customer Relationships **4**	Customer Segments **2**
Who are our Key Partners?	What Key Activities do our Value Propositions require?	Which one of our customer's *problems* are we helping to solve? or Which customer *needs* are we satisfying? What is the specific product/service? What are the *features* that match customer needs?	How will we Get, Keep and Grow customers?	For who are we solving a problem or fulfilling a need? Who are the customers? Does the value proposition match their needs? Is this a single-sided or multi-sided market?
	Key Resources **6**		Channels **3**	
	What Key Resources (suppliers, etc.) do our Value Propositions require?		Through which Channels do our Customer Segments want to be reached?	

Cost Structure **9**	Revenue Streams **8**
What are the most important costs in our business model?	What is the revenue model? What are the pricing tactics? For what value are our customers willing to pay?

Worksheet—

The Business Model Canvas

Designed for:

Designed by:

On:

Iteration:

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?
How costly are they?

Channels

Through which Channels do our Customer Segments
want to be reached?
How are we reaching them now?
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?
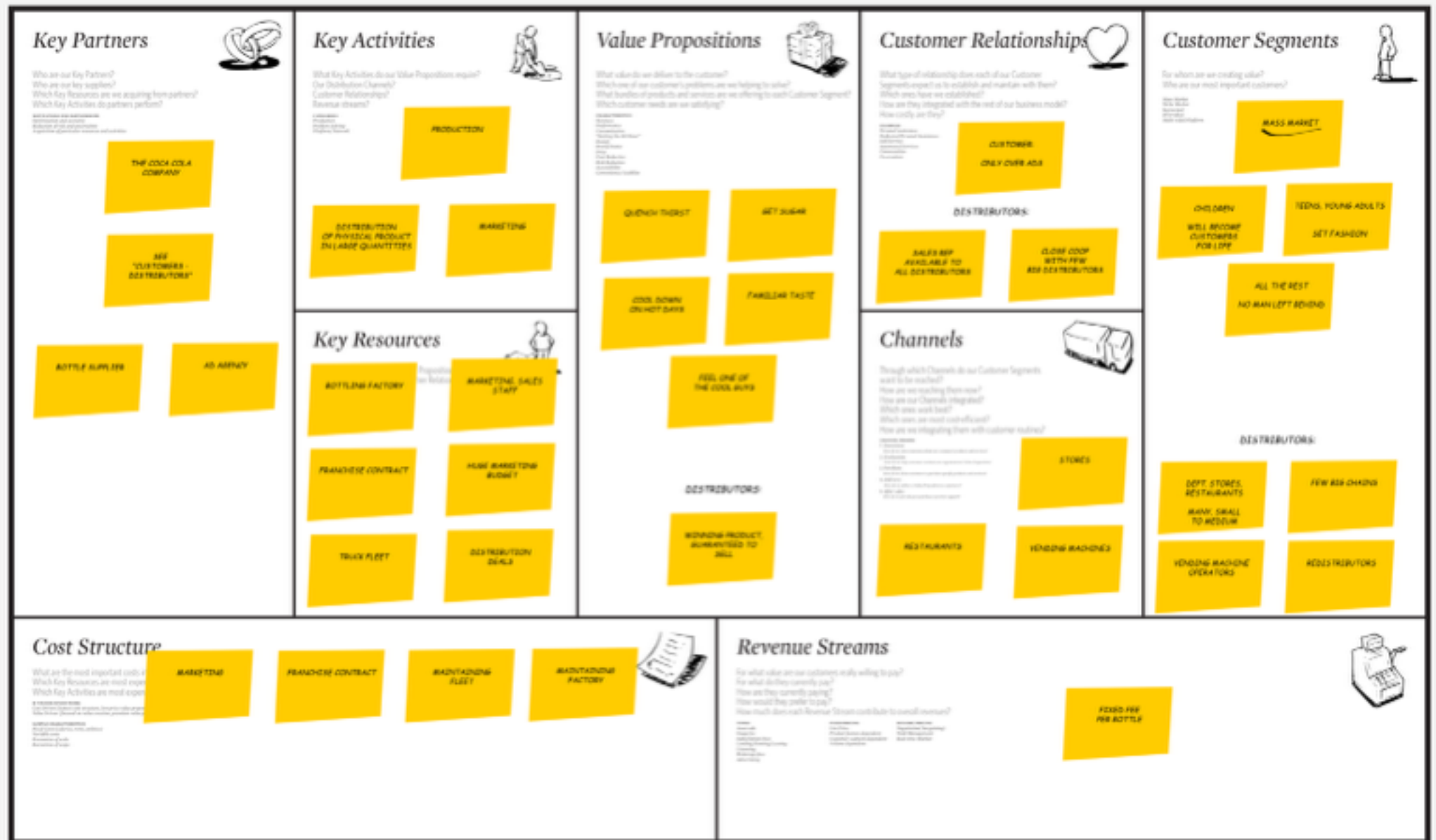How much does each Revenue Stream contribute to overall revenues?

The Business Model Canvas

Designed for: **COCA COLA FRANCHISEE (PRACTICE)** Designed by: **AUR SARAF** On: 10 11 2012 Iteration: 1

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?

- THE COCA COLA COMPANY
- SEE "CUSTOMERS - DISTRIBUTORS"
- BOTTLE SUPPLIER
- AD AGENCY

Key Activities

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

- PRODUCTION
- DISTRIBUTION OF PHYSICAL PRODUCT IN LARGE QUANTITIES
- MARKETING

Key Resources

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

- BOTTLING FACTORY
- MARKETING, SALES STAFF
- FRANCHISE CONTRACT
- HUGE MARKETING BUDGET
- TRUCK FLEET
- DISTRIBUTION DEALS

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?

- QUENCH THIRST
- GET SUGAR
- COOL DOWN ON HOT DAYS
- FAMILIAR TASTE
- FEEL ONE OF THE COOL GUYS

DISTRIBUTORS:
- WINNING PRODUCT, GUARANTEED TO SELL

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?
How costly are they?

- CUSTOMERS: ONLY OVER ADS

DISTRIBUTORS:
- SALES REP AVAILABLE TO ALL DISTRIBUTORS
- CLOSE COOP WITH FEW B2B DISTRIBUTORS

Channels

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

- STORES
- RESTAURANTS
- VENDING MACHINES

Customer Segments

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

- MASS MARKET
- CHILDREN — WILL BECOME CUSTOMERS FOR LIFE
- TEENS, YOUNG ADULTS — SET FASHION
- ALL THE REST — NO MAN LEFT BEHIND

DISTRIBUTORS:
- DEPT. STORES, RESTAURANTS
- MANY, SMALL TO MEDIUM
- FEW B2B CHAINS
- VENDING MACHINE OPERATORS
- REDISTRIBUTORS

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?

- MARKETING
- FRANCHISE CONTRACT
- MAINTAINING FLEET
- MAINTAINING FACTORY

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?

- FIXED FEE PER BOTTLE

Thank you—