

Business Innovation Design

# Innovating the future of ' X '



**Who has experience with  
trend driven innovation ?**



The logo for Kodak, featuring the word "Kodak" in a bold, red, sans-serif font.The logo for Nokia, featuring the word "NOKIA" in a bold, blue, sans-serif font.The logo for BlackBerry, featuring a stylized blackberry icon followed by the word "BlackBerry" in a black, sans-serif font.The logo for Sears, featuring the word "sears" in a blue, lowercase, sans-serif font.The logo for Toys R Us, featuring the words "Toys R Us" in a colorful, playful font with a star above the letter "R".

What do these organizations have in common? They were once business leaders that failed to anticipate and adapt to changing trends with speed and agility, causing their downfall.

IT MARKED THE BEGINNING OF THE 4TH INDUSTRIAL REVOLUTION.



There are 16 Global disruptions  
that will **fundamentally change**  
our future the upcoming 20 years.



## STATUS SEEKER

The never-ending pursuit of status



## BETTERMENT

The universal quest for self-improvement



## HUMAN BRANDS

The search for more authentic brands



## BETTER BUSINESS

The search for a more ethical, sustainable consumerism



## YOUNIVERSE

The desire to be seen and served as unique



## LOCAL LOVE

The importance of local context



## UBITECH

The ever-greater pervasiveness of technology



## INFOLUST

The need for relevant and actionable information



## PLAYSUMERS

The ageless quest for fun



## EPHEMERAL

The scarcity of time and its consequences



## FUZZYNOMICS

The collapse of the barriers between consumer and producer



## PRICING PANDEMONIUM

The fluidity of price and value



## HELPFULL

The demand for convenient and superior service



## JOYNING

The core instinct to connect with others



## POST-DEMOGRAPHIC

The death of demographic segmentation



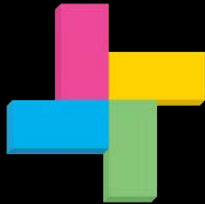
## REMAPPED

The shifting dynamics of the global economy

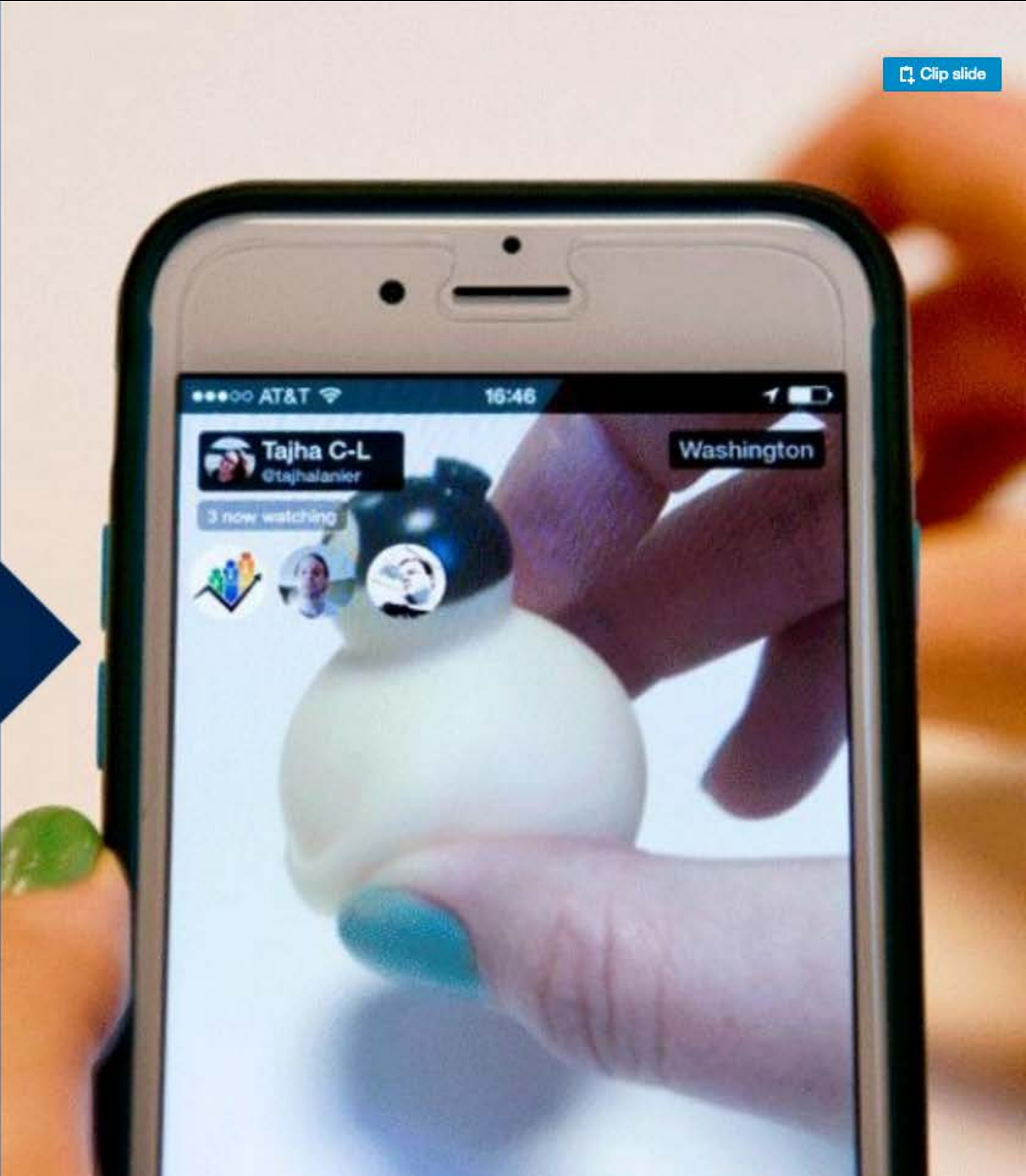


From **Global** > **National** > **Industry**  
> **Local**: Customers expect more.

**Faster** : real-time & 24/7



## LIVE VIDEO

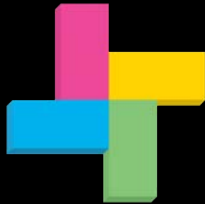




## SPORTS RIGHTS







**WEB TV**





**BRANDED  
CONTENT**



Clip slide

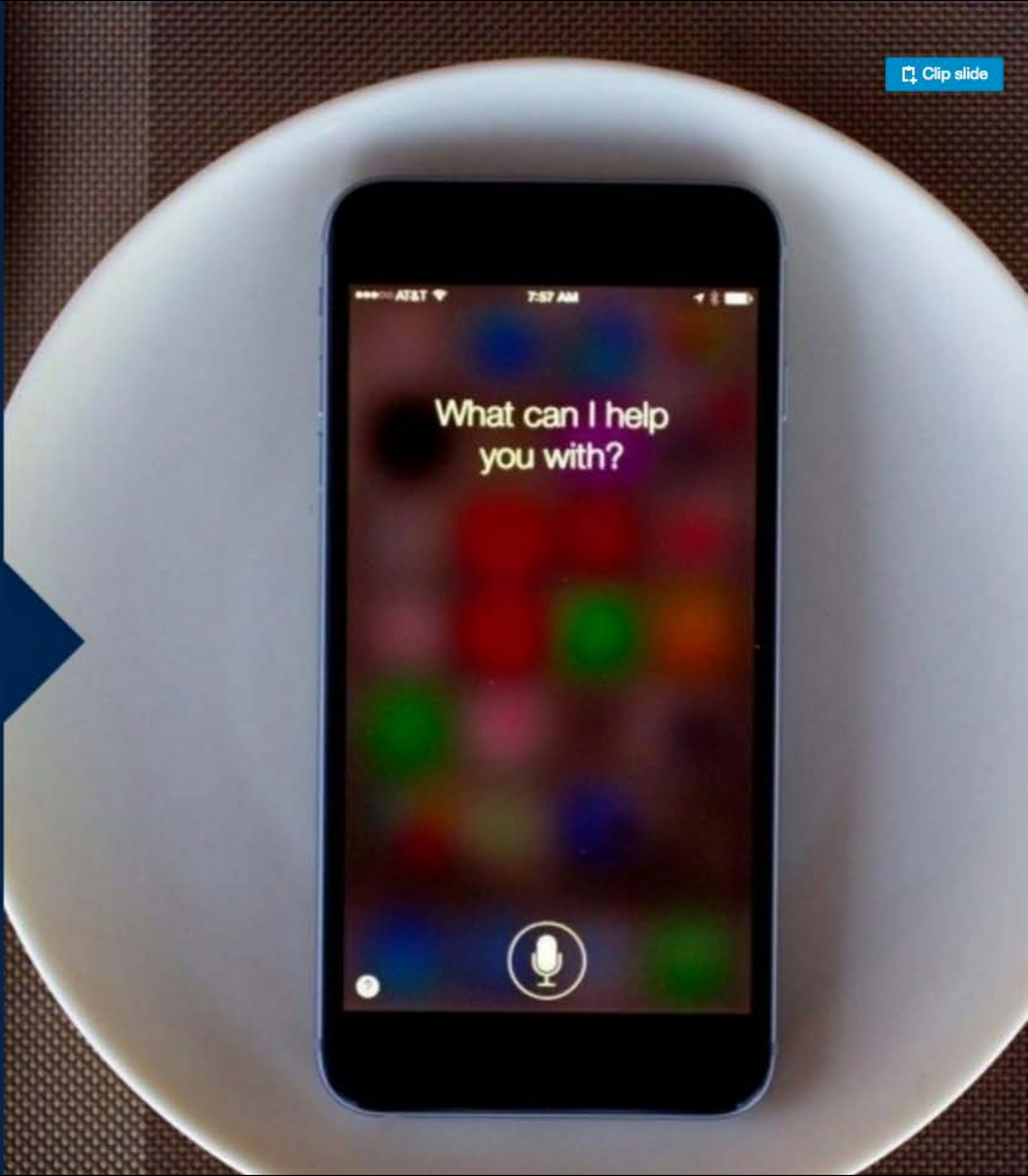


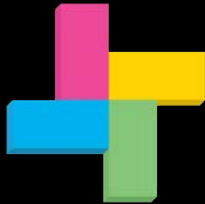
**VIRTUAL &  
AUGMENTED  
REALITY**



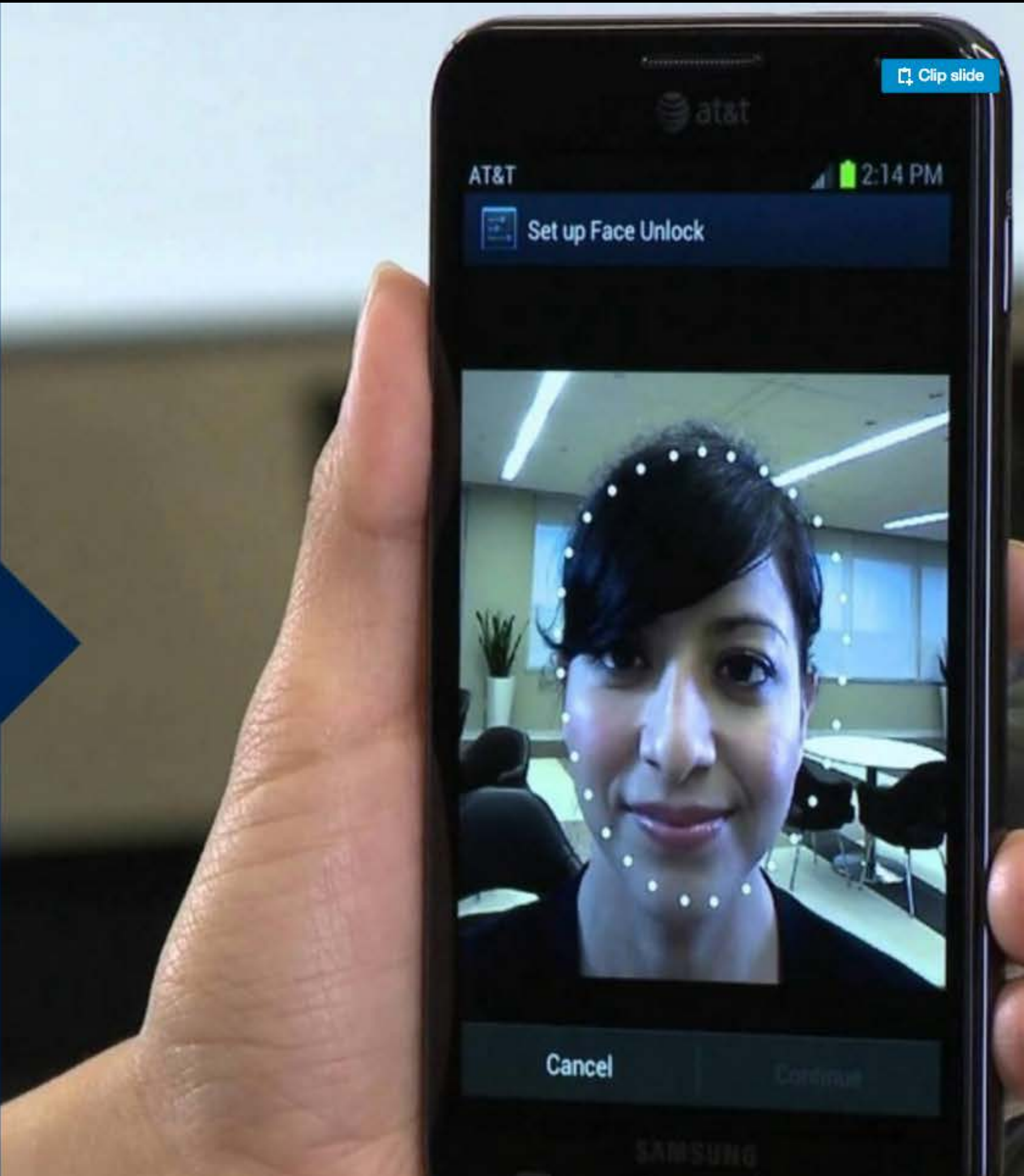


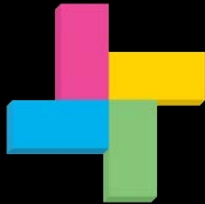
# CHATBOTS



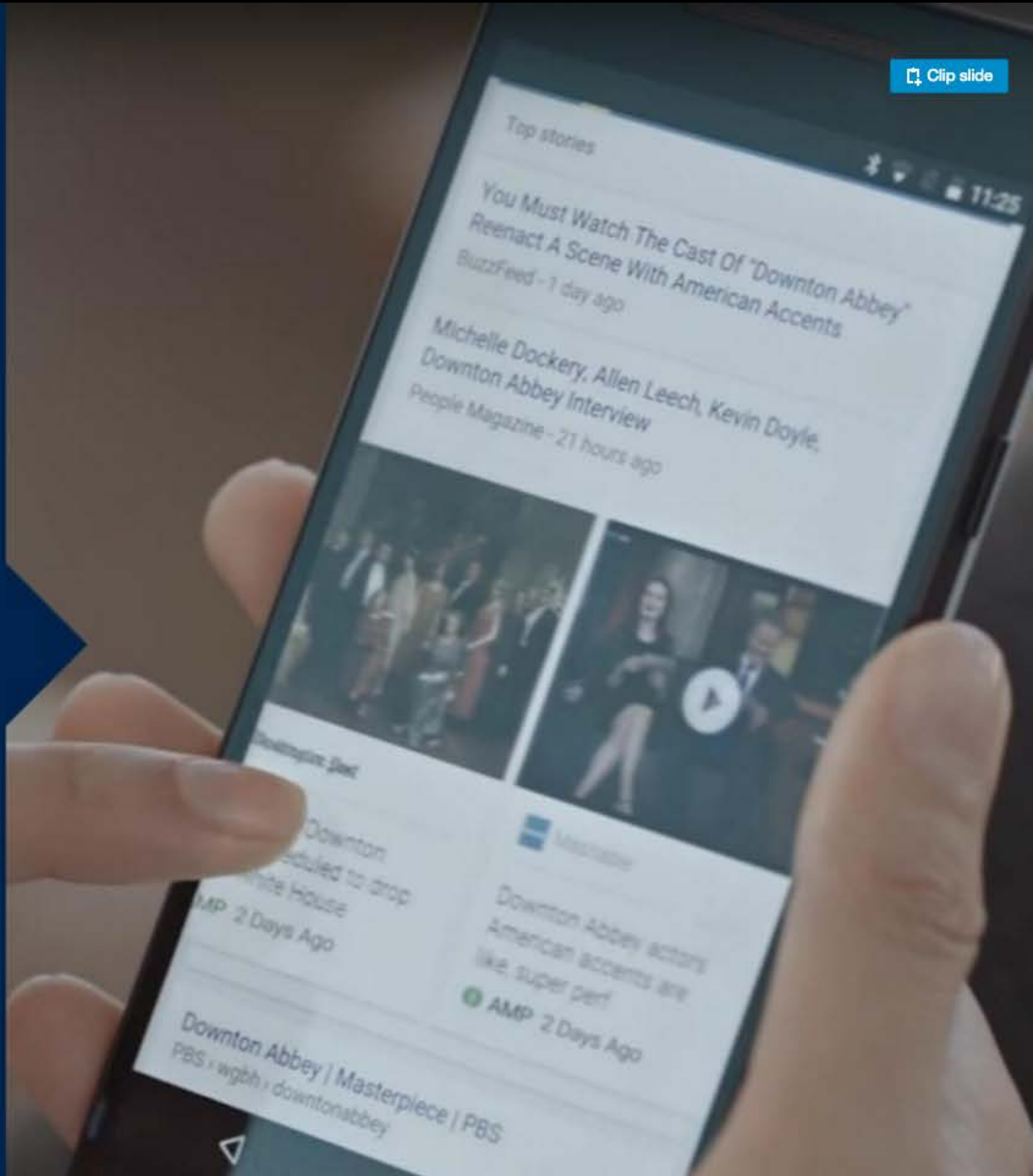


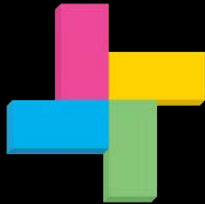
**IDENTITY &  
VERIFICATION**





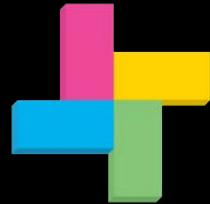
**SPEED**



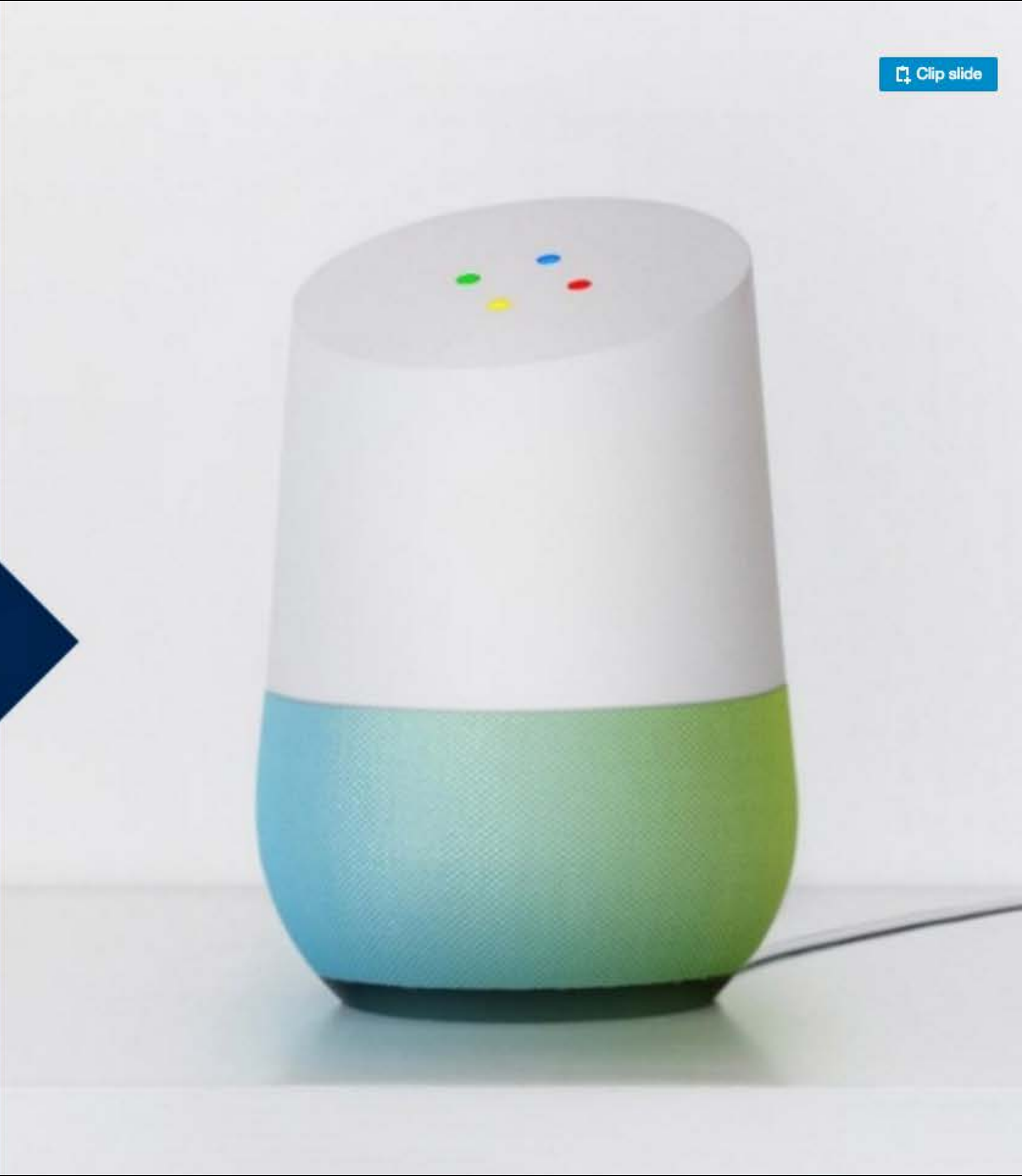


## PROXIMITY



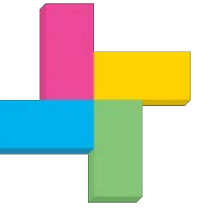


**SOFTWARE TO  
HARDWARE**





# BUSINESS INNOVATION DESIGN



## PHASE 1 : **CLARIFY**

- Pinpoint Market Opportunities
- Identify Unmet Needs of Customers
- Future-Proof Against Disruption



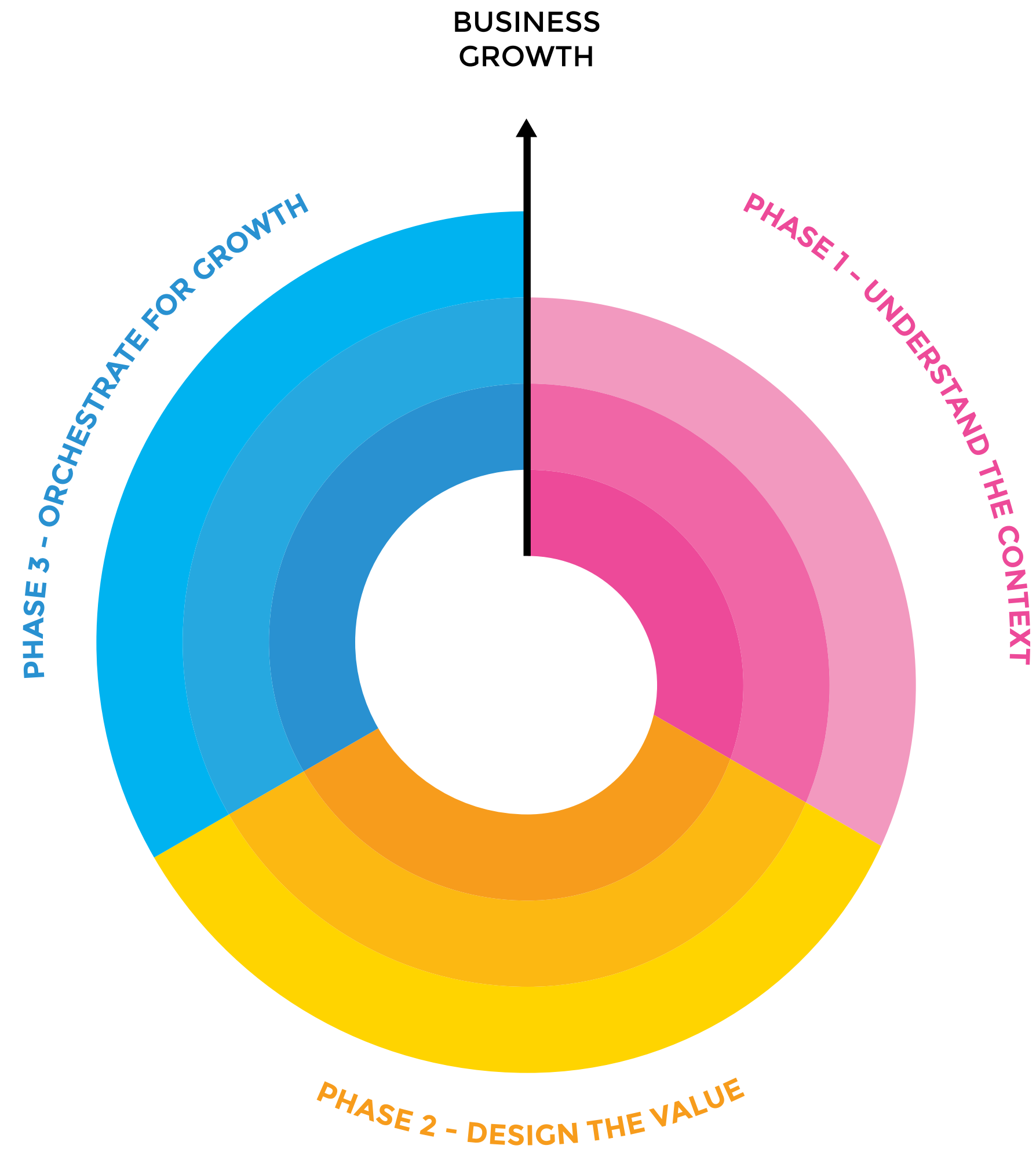
## PHASE 2 : **INNOVATE**

- Design Compelling Products & Services
- Differentiate Against Competitors
- Execute Ideas into Reality



## PHASE 3 : **GROW**

- Build Scalable Business Model
- Develop Innovation Capability and System
- Close Growth Gap & Improve Bottom Line





ENVISIONING

SCENARIO PLANNING

GROWTH STRATEGY

METRICS

TRENDS

CUSTOMER INSIGHTS

SYNTHESIS

CREATION

EVALUATION

PROTOTYPING

BUSINESS ACTIVITIES

PARTNERS

TARGET CUSTOMERS

PRODUCT/SERVICE STRATEGY

VALUE OFFERINGS

RESOURCES

BRAND STRATEGY

MARKETING PLAN

SALES PLAN

OPERATIONS PLAN

COST STRUCTURE

FINANCIAL PLAN

PRICING STRATEGY

REVENUE MODELING

# MULTIDISCIPLINARY, INTEGRATED AND MODULAR APPROACH TO INNOVATION

**Design Thinking**



**Lean Startup**



**Strategic Foresight**



**Business Model Innovation**



**Innovation Management**



**Brand Development**

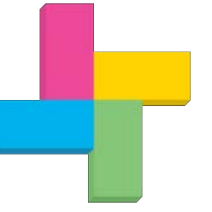


# 140+ TOOLS TO HELP YOU BUILD A SUCCESSFUL BUSINESS



## Create, clarify and make better business decisions

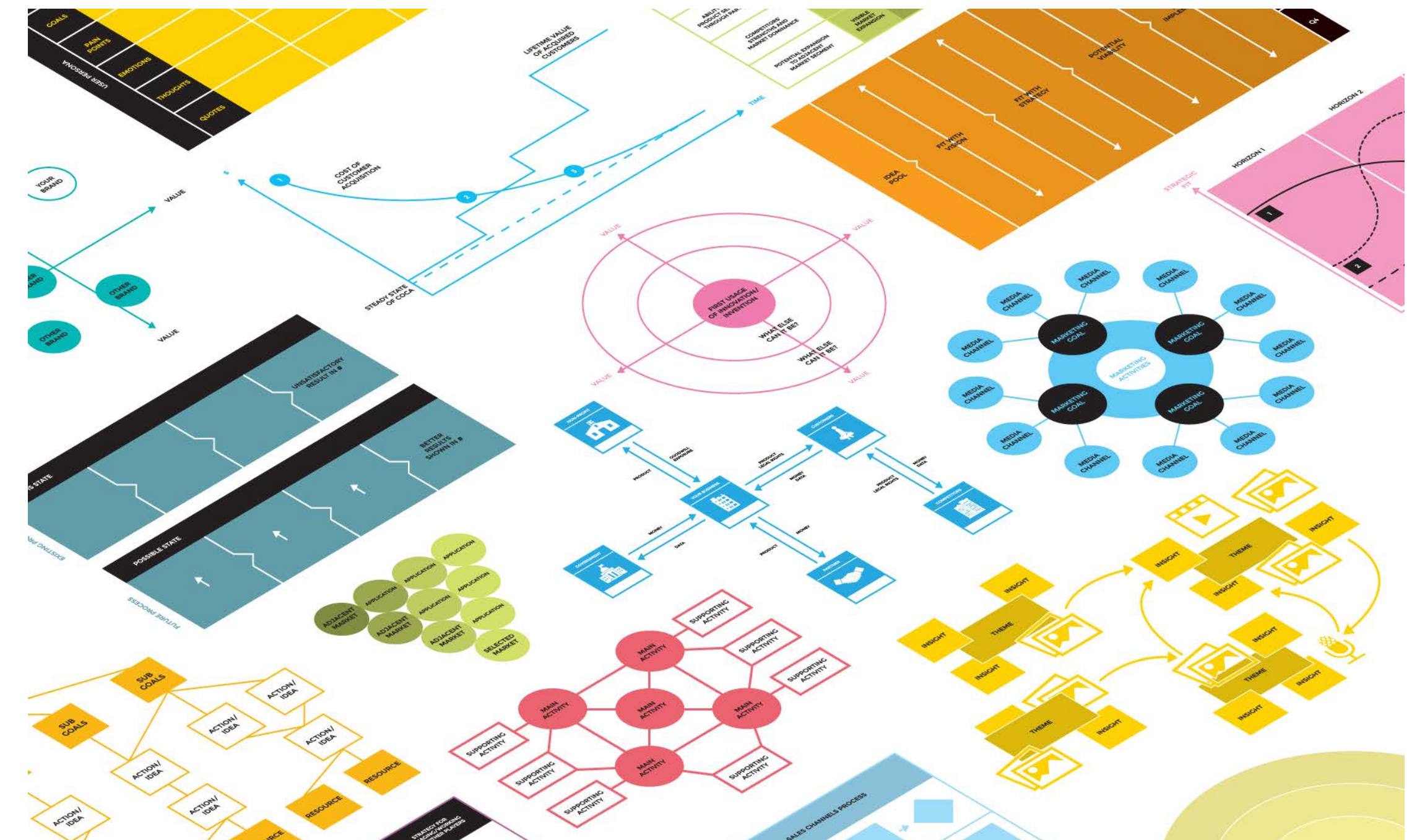
BIG METHODS & TOOLS	TRENDS	CUSTOMER INSIGHTS	SYNTHESIS	CREATION	EVALUATION	PROTOTYPING	BUSINESS ACTIVITIES	ENVISIONING	SCENARIO PLANNING	GROWTH STRATEGY	METRICS	PARTNERS	RESOURCES	COST STRUCTURE	REVENUE MODELING	PRICING STRATEGY	FINANCIAL PLAN	MARKETING PLAN	SALES PLAN	OPERATIONS PLAN	VALUE OFFERINGS	BRAND STRATEGY	PRODUCT/SERVICE STRATEGY	TARGET CUSTOMERS
PHASE 1	<ul style="list-style-type: none"> <li>Scan weak signals to identify potential emerging trends. <b>Tool - Emerging Signals Map</b></li> <li>Evaluate emerging signals into levers and probability of disruption. <b>Tool - STEEP Analysis</b></li> <li>Categorize emerging signals to define what and when trends will emerge. <b>Tool - Theme Clustering</b></li> </ul>	<ul style="list-style-type: none"> <li>Identify stakeholders affected by value offerings. <b>Tool - Stakeholders Map</b></li> <li>Search and screen research participants based on identified personas. <b>Tool - Participants Screening</b></li> <li>Conduct ethnography research to uncover actionable insights. <b>Tools - Contextual Inquiry, Mobile Ethnography, Photo Journal, A Day in Life, Observations, Mind Concept Association, Usability Testing</b></li> </ul>	<ul style="list-style-type: none"> <li>Translate research data into workable and presentable format. <b>Tool - Stakeholders Map</b></li> <li>Uncover unarticulated needs and latent desires of target customers. <b>Tools - Cause Diagram, Insights Mining</b></li> <li>Understand the experience journey of personas in existing situations. <b>Tool - Journey Map</b></li> <li>Make sense of content with visualization. <b>Tools - Affinity Diagram, Synthesis Map</b></li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the existing state of organization, project or idea. <b>Tool - SWOT Analysis</b></li> </ul>	<ul style="list-style-type: none"> <li>Identify elements to validate desirability and feasibility of concepts. <b>Tool - Participants Screening</b></li> <li>Capture and synthesize feedback for improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Visualize current business strategy. <b>Tool - Activity System</b></li> <li>Evaluate current supply chain system. <b>Tool - Supply Chain System</b></li> </ul>	<ul style="list-style-type: none"> <li>Define new winning aspirations of the organization. <b>Tool - Aspirations Envisioning</b></li> <li>Align future visions by connecting growth strategy into the present and future states. <b>Tool - Three Horizons</b></li> </ul>	<ul style="list-style-type: none"> <li>Explore future scenarios through visualization. <b>Tool - Scenario Plan</b></li> <li>Select future scenarios based on its likelihood to happen. <b>Tool - Priority Matrix</b></li> <li>Identify stakeholders affected by future scenarios. <b>Tool - Disruption Amplification Map</b></li> <li>Explore new markets beyond original future scenarios. <b>Tool - Market Maximization Map</b></li> <li>Identify potential events and situations when a future scenario matures in the market. <b>Tool - Change Intervention Map</b></li> </ul>	<ul style="list-style-type: none"> <li>Assess the existing strategy of where the business is currently. <b>Tool - Strategic Options</b></li> </ul>	<ul style="list-style-type: none"> <li>Measure ROI and progress of innovation based on product/service strategic goals. <b>Tool - Balanced Score Card</b></li> <li>Measure progress of organizational success based on company-wide strategic goals. <b>Tool - Objectives &amp; Key Results</b></li> <li>Measure performance of business units based department goals. <b>Tool - Objectives &amp; Key Results</b></li> </ul>	<ul style="list-style-type: none"> <li>Map the values being exchanged between existing partners. <b>Tool - Value Exchange Map</b></li> </ul>	<ul style="list-style-type: none"> <li>Calculate the rate of cash usage from development and operational costs. <b>Tool - Cash Burn Rate</b></li> </ul>	<ul style="list-style-type: none"> <li>Identify existing revenue model of current value offerings. <b>Tools - Revenue Model Patterns, Value Exchange Map</b></li> </ul>	<ul style="list-style-type: none"> <li>Assess financial performance of the organization. <b>Tools - ITV + COCA, Financial Modeling</b></li> </ul>	<ul style="list-style-type: none"> <li>Identify stakeholders influencing purchasing of value offerings. <b>Tools - Decision-Making Stakeholder Map</b></li> <li>Map the process of how target customers purchase new value offerings. <b>Tool - Customer Sales Cycle Map</b></li> </ul>	<ul style="list-style-type: none"> <li>Map existing value offerings. <b>Tool - Offerings Map</b></li> <li>Chart and analyze all existing value offerings in detailed criteria. <b>Tool - Portfolio Chart</b></li> <li>Evaluate existing value offerings based on the user journey of personas. <b>Tool - Journey-Based Offerings Map</b></li> </ul>	<ul style="list-style-type: none"> <li>Identify strategic objectives based on growth strategy. <b>Tool - OKI Matrix</b></li> <li>Evaluate existing innovation portfolio. <b>Tool - Product Life Cycle Matrix</b></li> <li>Define detailed customer profile in segmented market. <b>Tool - Customer Profiling</b></li> <li>Determine the total addressable market size for market segment. <b>Tool - TAM Analysis</b></li> <li>Contract user personas from target segments. <b>Tool - Persona Archetypes</b></li> </ul>							
PHASE 2			<ul style="list-style-type: none"> <li>Generate ideas by turning problem statements into idea-solving questions. <b>Tools - How What Meaning, Trend + Insight - Idea</b></li> <li>Combine ideas and categorize them into concepts. <b>Tool - Idea Clustering</b></li> <li>Visualize the concept with clarity of depth and breadth. <b>Tool - Concept Map</b></li> <li>Develop future narratives through storytelling. <b>Tool - User Scenario</b></li> <li>Define user journey of concepts within touchpoints experienced by target customers. <b>Tool - Journey Map</b></li> </ul>	<ul style="list-style-type: none"> <li>Evaluate concepts into innovation pipeline. <b>Tool - Evaluation Matrix</b></li> <li>Prioritize concepts to prototype. <b>Tool - Priority Matrix</b></li> <li>Identify and validate assumptions of selected concepts. <b>Tool - Validation Chart</b></li> </ul>	<ul style="list-style-type: none"> <li>Prototype concepts through experimentation. <b>Tools - Paper Prototyping, Rapid Prototyping, Hi-Fidelity Prototyping, 3D Modeling, Experience Staging, Desktop Walkthrough</b></li> <li>Pilot concepts in real-life scenarios. <b>Tool - Pilot Run</b></li> </ul>													<ul style="list-style-type: none"> <li>Identify actionable activities that can be performed to gain momentum in small successions. <b>Tool - Quick Wins</b></li> </ul>		<ul style="list-style-type: none"> <li>Map value offerings based on the needs and desire of user in a journey. <b>Tool - Journey-Based Offerings Map</b></li> <li>Showcase value offerings in customer's point of view. <b>Tool - Innovation Showcase</b></li> </ul>	<ul style="list-style-type: none"> <li>Communicate brand promise of the organization. <b>Tool - Brand Promise Archetypes</b></li> <li>Develop brand positioning against competitors in the market landscape. <b>Tool - Positioning Matrix</b></li> <li>Personify organizational values into brand personality. <b>Tool - Brand Personality Map</b></li> <li>Contract brand identity system. <b>Tool - Brand Identity System</b></li> <li>Map brand touchpoints of customers interacting with the organization. <b>Tool - Brand Touchpoints</b></li> </ul>			
PHASE 3							<ul style="list-style-type: none"> <li>Visualize new business strategy. <b>Tool - Activity System</b></li> <li>Define new supply chain system. <b>Tool - Supply Chain System</b></li> <li>Orchestrate brand touchpoints with key business activities. <b>Tool - Service Blueprint</b></li> </ul>				<ul style="list-style-type: none"> <li>Define future direction by identifying strategic options available in short, medium, and longer term. <b>Tool - Strategic Options</b></li> <li>Turn assumptions of selected strategies into assurance. <b>Tool - Strategic Options Enabler</b></li> </ul>	<ul style="list-style-type: none"> <li>Identify metrics to measure organizational success based on company-wide strategic goals. <b>Tool - Objectives &amp; Key Results</b></li> <li>Identify metrics to measure ROI and progress of selected product/service strategic goals. <b>Tool - Balanced Score Card</b></li> <li>Identify metrics to measure progress of selected departmental goals. <b>Tool - Objectives &amp; Key Results</b></li> </ul>	<ul style="list-style-type: none"> <li>Identify players to form partnership with based on selected market. <b>Tool - Relationship Options Analysis</b></li> <li>Define how to build and maintain business relationships with partners. <b>Tool - Partnership Model</b></li> <li>Map values to be exchanged with partners in a network ecosystem. <b>Tool - Value Exchange Map</b></li> </ul>	<ul style="list-style-type: none"> <li>Identify innovation capabilities required to deliver new value offerings. <b>Tool - Capability Requirements</b></li> <li>Identify resources requirement for each department to execute their activities. <b>Tool - Resource Requirements</b></li> </ul>	<ul style="list-style-type: none"> <li>Determine the cost of acquiring new customers over a period of time based on sales process. <b>Tool - COCA Calculation</b></li> <li>Identify capital requirements by aggregating total development costs and operating expenses from all business departments. <b>Tool - Initial Capital Requirements</b></li> </ul>	<ul style="list-style-type: none"> <li>Understand why customers will pay for value offerings. <b>Tool - Monetization Sociology</b></li> <li>Define how values are monetized to target customers. <b>Tools - Revenue Model Patterns, Value Exchange Map</b></li> <li>Create discount plans for distribution channel members, partners and customers. <b>Tool - Discount Structure</b></li> <li>Sample different pricing plans with customers to adjust optimal price for business viability and customer desirability.</li> </ul>	<ul style="list-style-type: none"> <li>Establish pricing objectives to determine optimal pricing. <b>Tool - Pricing Objectives</b></li> <li>Based on revenue model of value offerings and customer types, set pricing level that achieves pricing objectives. <b>Tools - Customer Pricing Chain, Pricing Matrix</b></li> <li>Identify long-term financial sustainability of organization. <b>Tools - ITV + COCA</b></li> <li>Select financial model scenario as key performance indicator.</li> </ul>	<ul style="list-style-type: none"> <li>Calculate the lifetime value of acquired customers. <b>Tool - ITV Calculation</b></li> <li>Create financial projection in different scenarios. <b>Tool - Financial Modeling</b></li> <li>Identify long-term financial sustainability of organization. <b>Tools - ITV + COCA</b></li> <li>Select financial model scenario as key performance indicator.</li> </ul>	<ul style="list-style-type: none"> <li>Identify and select strategic goals. <b>Tool - Marketing Goals</b></li> <li>Define channels to create new media based on marketing goals. <b>Tool - Media Channels</b></li> <li>Develop marketing activities based on selected channels. <b>Tool - Marketing Activities Map</b></li> </ul>	<ul style="list-style-type: none"> <li>Identify overall revenue and customer goals based on financial plan. <b>Tool - Marketing Goals</b></li> <li>Define sales channels to acquire customers. <b>Tool - Sales Distribution Channels</b></li> <li>Develop short-term, medium-term, and long-term sales process. <b>Tool - Sales Process</b></li> <li>Identify sales tools that will aid the sales process to ensure. <b>Tool - Sales Tools Matrix</b></li> </ul>	<ul style="list-style-type: none"> <li>Develop quarterly strategic goals and key results for each department to track. <b>Tool - Objectives &amp; Key Results</b></li> <li>Define action steps necessary to achieve objectives and results. <b>Tool - Work Breakdown Structure</b></li> <li>Evaluate and select value offerings based on detailed criteria. <b>Tool - Journey-Based Offerings Map</b></li> <li>Map new value offerings. <b>Tool - Offerings Map</b></li> <li>Quantify benefits of value offerings into quantitative metrics. <b>Tool - Comparison Scale</b></li> </ul>	<ul style="list-style-type: none"> <li>Organize the type and hierarchy of brand structures. <b>Tool - Brand Architecture Tree</b></li> <li>Orchestrate value offerings for continuous future launches. <b>Tool - Innovation Roadmap</b></li> <li>Plan roadmap for continuous improvement. <b>Tool - Product Roadmap</b></li> </ul>	<ul style="list-style-type: none"> <li>Determine the total addressable market size for adjacent market segments. <b>Tool - Moore's Bowling Pin</b></li> </ul>	



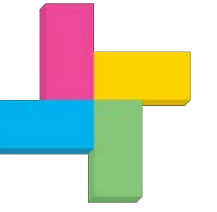
	VALUE OFFERINGS	BRAND STRATEGY	PRODUCT/SERVICE STRATEGY	TARGET CUSTOMERS
	<ul style="list-style-type: none"> <li>Map existing value offerings. <i>Tool - Offerings Map</i></li> <li>Chart and analyze all existing value offerings in detailed criteria. <i>Tool - Portfolio Chart</i></li> <li>Evaluate existing value offerings based on the user journey of persona. <i>Tool - Journey-Based Offerings Map</i></li> </ul>		<ul style="list-style-type: none"> <li>Identify strategic objectives based on growth strategy. <i>Tool - D3 Matrix</i></li> <li>Evaluate existing innovation portfolio. <i>Tool - Product Life Cycle Matrix</i></li> </ul>	<ul style="list-style-type: none"> <li>Identify and select potential market opportunities to segment. <i>Tool - Segmentation Tree</i></li> <li>Evaluate market segment of target customers. <i>Tool - Segment Evaluation Criteria</i></li> <li>Define detailed customer profile in segmented market. <i>Tool - Customer Profiling</i></li> <li>Determine the total addressable market size for market segment. <i>Tool - TAM Analysis</i></li> <li>Construct user persona from target segment. <i>Tool - Persona Archetypes</i></li> </ul>
ies in sions.	<ul style="list-style-type: none"> <li>Map value offerings based on the needs and desire of user in a journey. <i>Tool - Journey-Based Offerings Map</i></li> <li>Showcase value offerings in customer's point of view. <i>Tool - Innovation Showcase</i></li> </ul>	<ul style="list-style-type: none"> <li>Communicate brand promise of the organization. <i>Tool - Brand Promise Archetypes</i></li> <li>Develop brand positioning against competitors in the market landscape. <i>Tool - Positioning Matrix</i></li> <li>Personify organizational values into brand personality. <i>Tool - Brand Personality Map</i></li> <li>Construct brand identity system. <i>Tool - Brand Identity System</i></li> <li>Map brand touchpoints of customers interacting with the organization. <i>Tool - Brand Touchpoints</i></li> </ul>		
c goals sults ary to ts. structure	<ul style="list-style-type: none"> <li>Add new and improve existing value offerings based on detailed criteria. <i>Tool - Portfolio Chart</i></li> <li>Evaluate and select value offerings and features to implement. <i>Tool - Journey-Based Offerings Map</i></li> <li>Map new value offerings. <i>Tool - Offerings Map</i></li> <li>Quantify benefits of value offerings into quantitative metrics. <i>Tool - Comparison State</i></li> </ul>	<ul style="list-style-type: none"> <li>Organize the type and hierarchy of brand structure. <i>Tool - Brand Architecture Tree</i></li> </ul>	<ul style="list-style-type: none"> <li>Orchestrate value offerings for future launches. <i>Tool - Innovation Roadmap</i></li> <li>Plan roadmap for continuous improvement. <i>Tool - Product Roadmap</i></li> </ul>	<ul style="list-style-type: none"> <li>Determine the total addressable market size for adjacent market segment. <i>Tool - Moore's Bowling Pin</i></li> </ul>

# Over 140+ business innovation tools

All tools are handpicked or created from scratch by global experts, and tested to fit the appropriate phases, blocks - and custom programs.



# USE BUSINESS INNOVATION DESIGN IN



MODE 1 - **CANVAS**

MODE 2 - **METHODOLOGY**

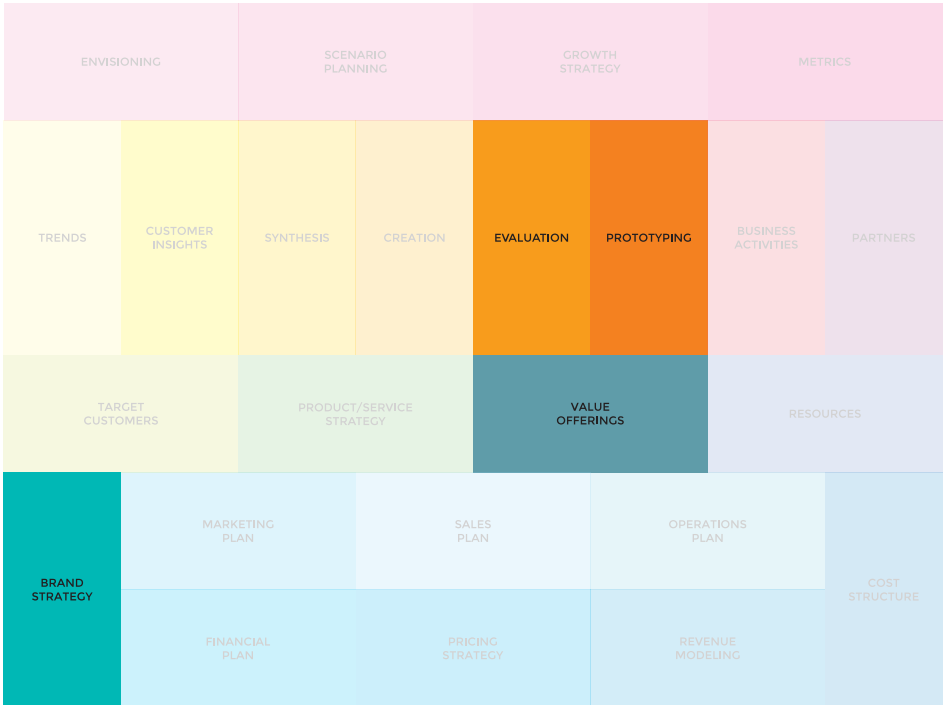
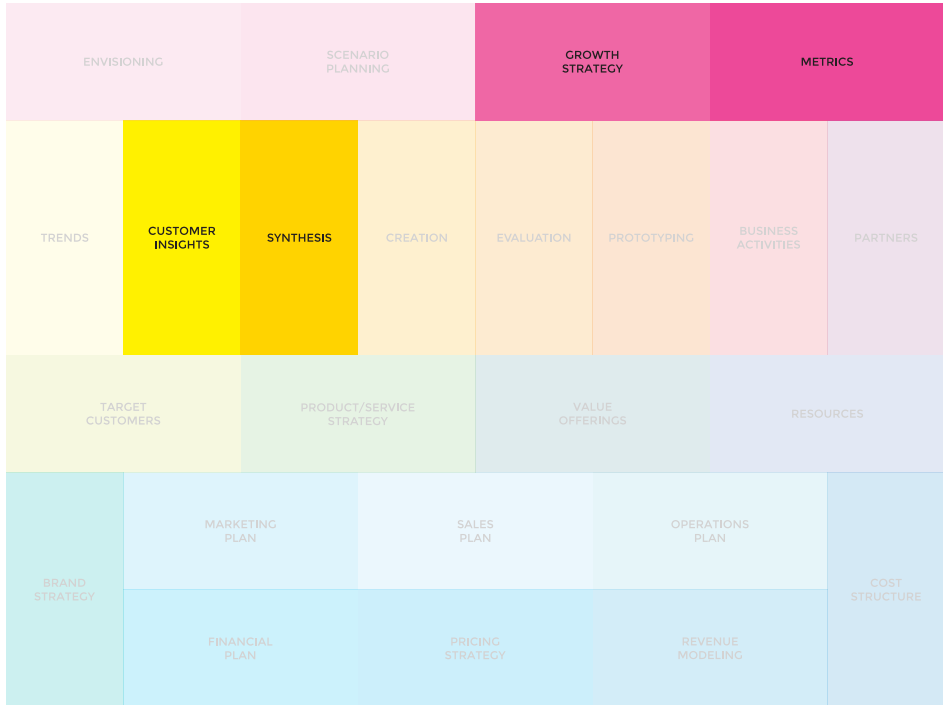
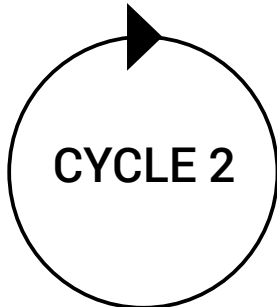
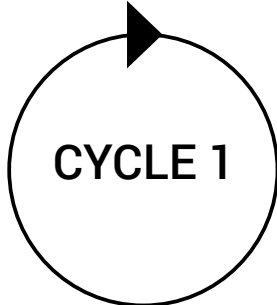
MODE 3 - **TOOLS**

# PHASE-BASED ITERATION PROCESS

Phase 1 - Understand the Context

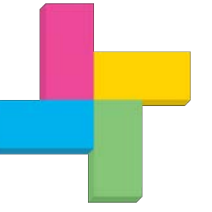
Phase 2 - Design the Value

Phase 3 - Orchestrate for Growth



\*An illustrative example of phase-based iteration process

# IDENTIFY NEW TRENDS & OPPORTUNITIES



SOCIAL



TECHNOLOGICAL



ECONOMICAL



ENVIRONMENTAL



POLITICAL

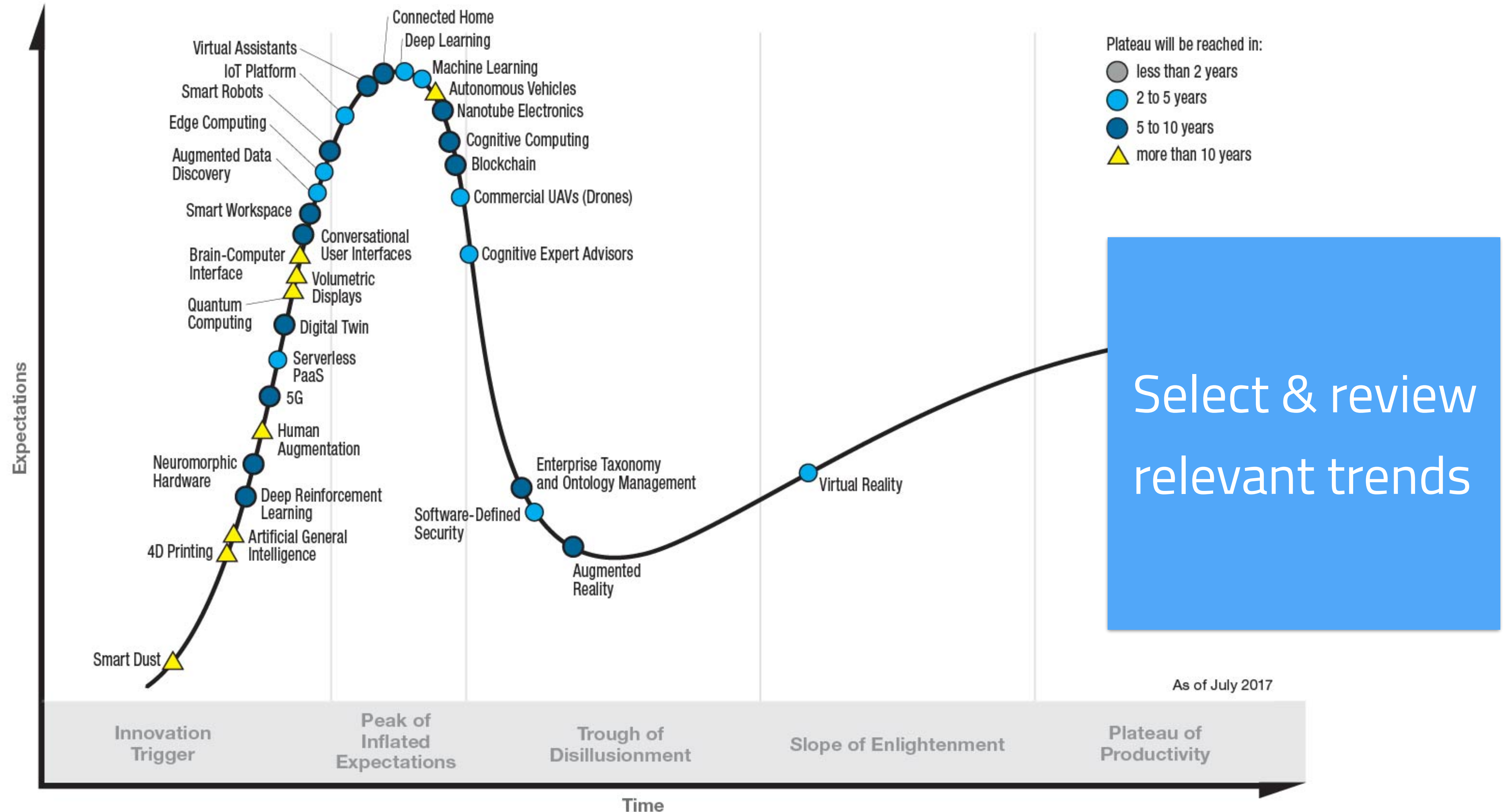


## TRENDS

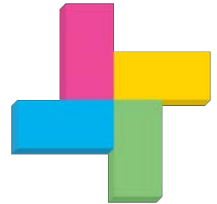
Selfies / Wefies	Augmented reality	Cryptocurrency	Rising flood tides	Car sharing ban
Micro-preneurs	3D printing	Cashless payment	Modular spaces	Income tax reduction
Pay when procrastinate	Machine learning	Remote teams	Biodegradable plastic	6% GST increase
P2P lending	Speech recognition	Mobile commerce	LEED standard	Minimum wage
Buy now pay later	Self-driving cars	Crowdfunding	Coworking spaces	Free trade zone
Slow eating	Wearables	Mass luxury	Smart buildings	One child policy



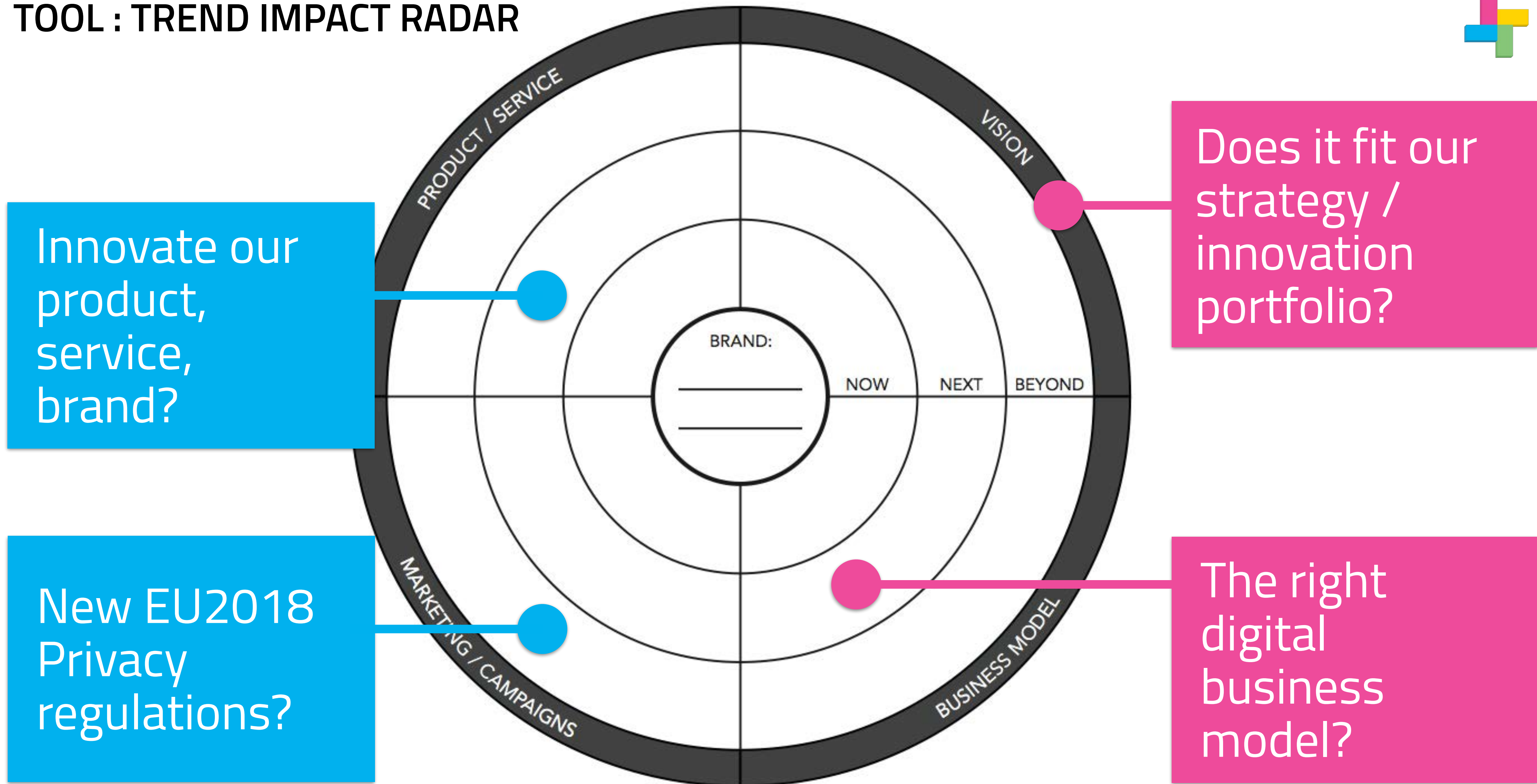
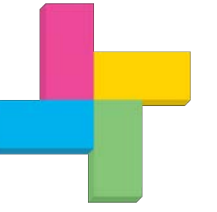
# HYPE CYCLE FOR EMERGING TECHNOLOGIES 2017 (GARTNER)



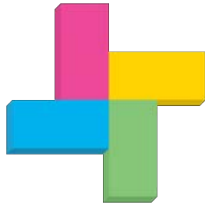
# TOOL : INDUSTRY & MARKETS



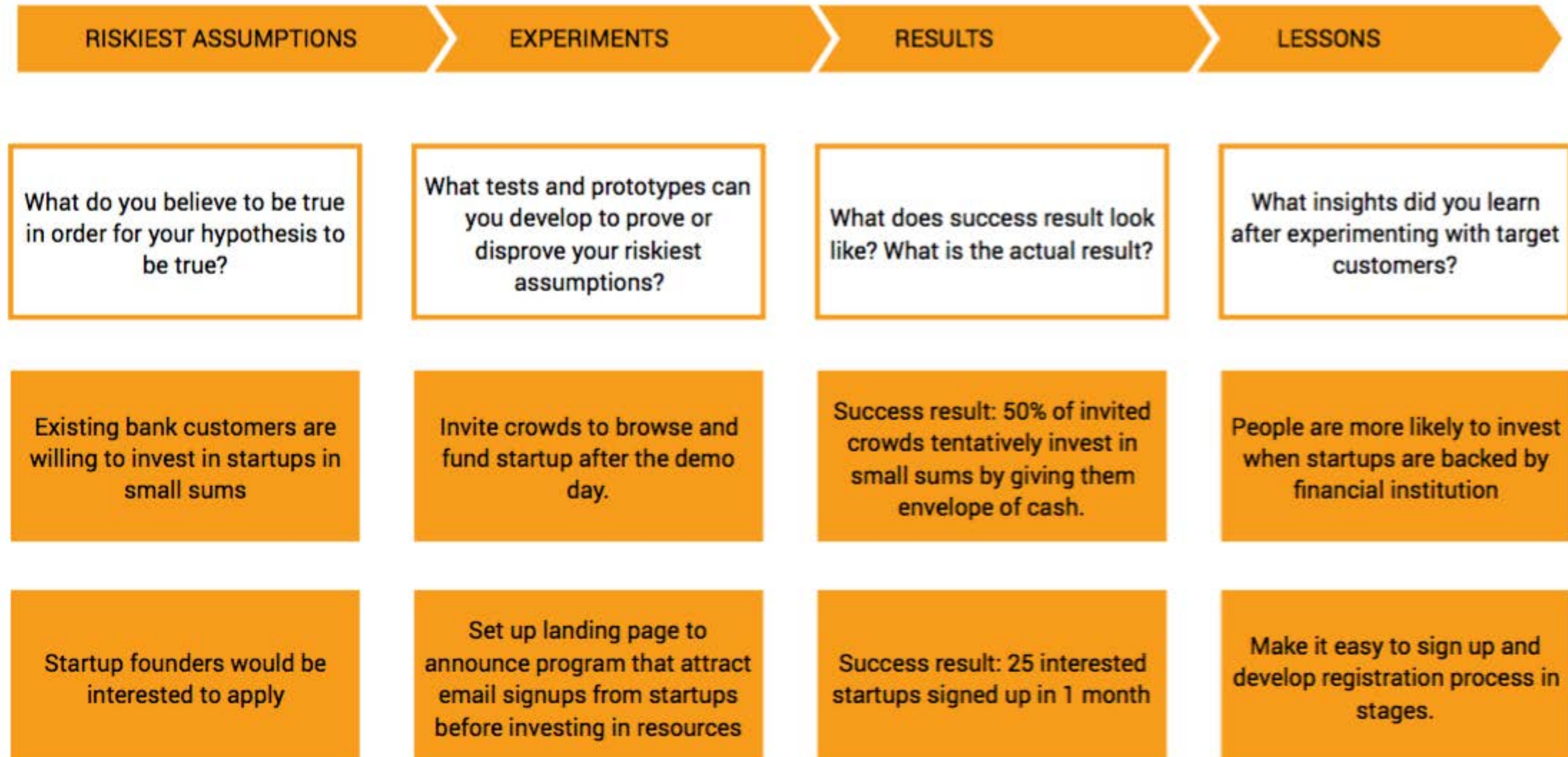
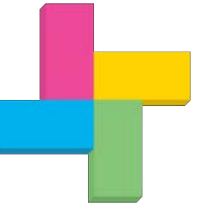
# TOOL : TREND IMPACT RADAR



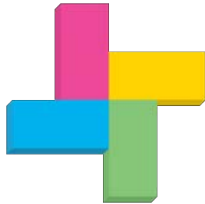
# TOOL : EXPLORE - or - VALIDATE



# TOOL : RISK EVALUATION



# TOOL : FEASIBILITY EVALUATION



**Block:** Evaluation

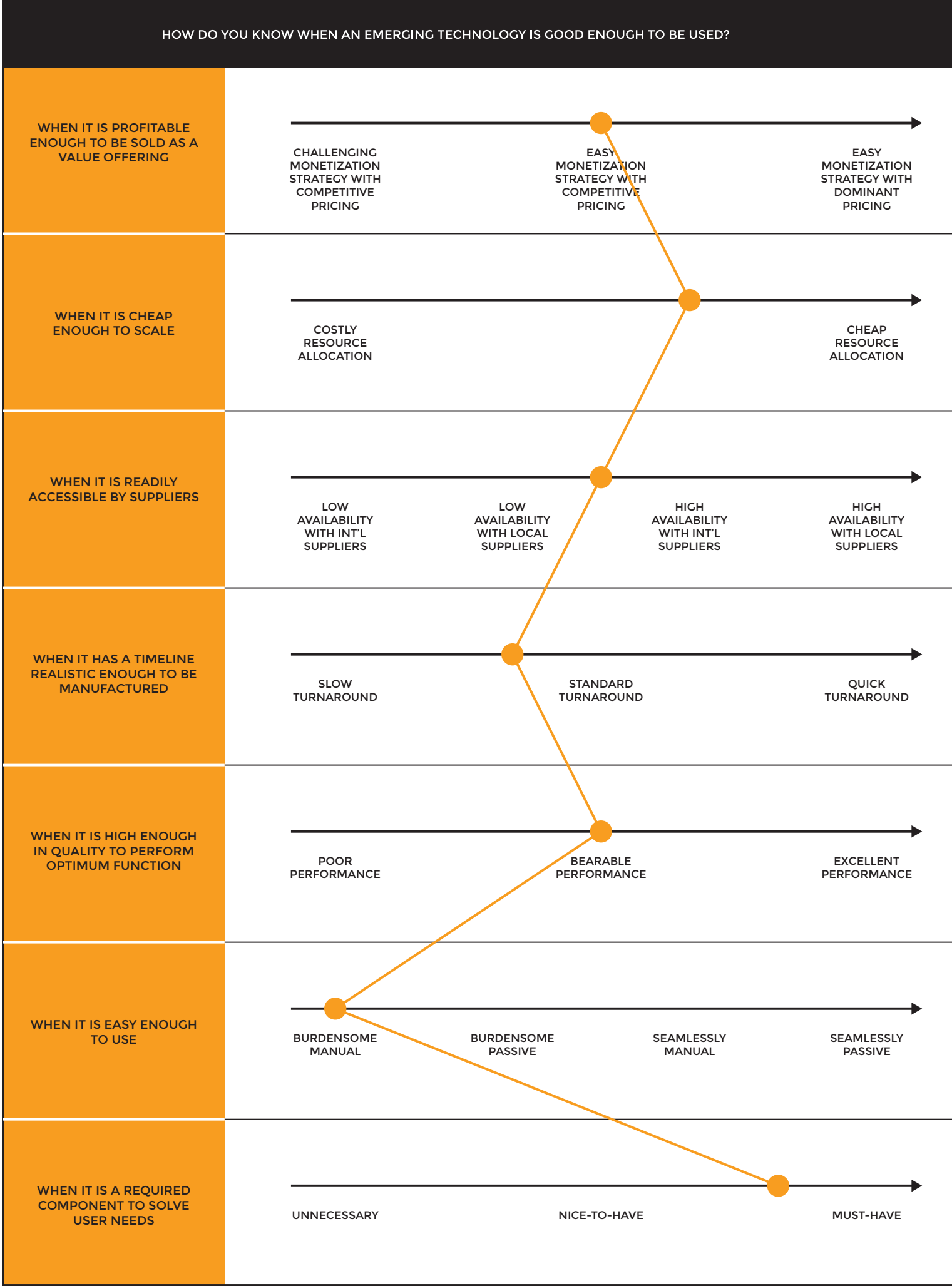
**Phases:** 1

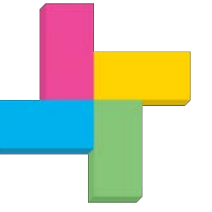
**Description:** Evaluate readiness of new technology based on technical and economic criteria. 3D printing is evaluated through 7 criteria.

**Client:** Telekom Malaysia

**Steps**

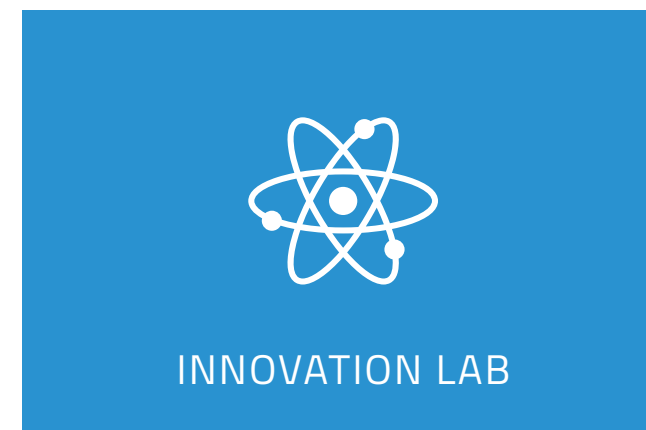
1. Select a technology trend to evaluate it's market maturity.
2. In each of 7 criteria, map along the lines that best states the reality.
3. Decide if technology trend is good enough to be used in the market.



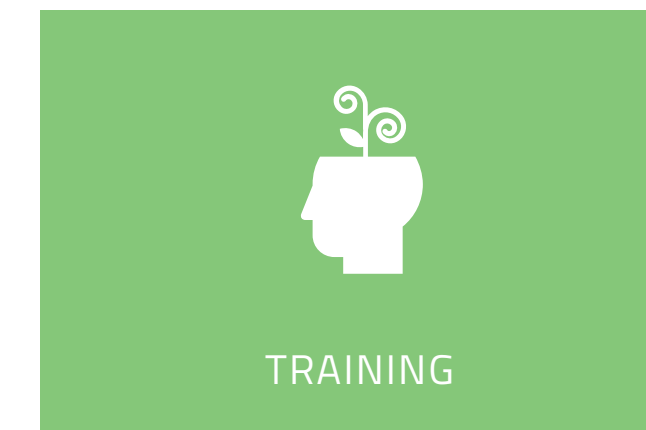


# Business Innovation Design Services

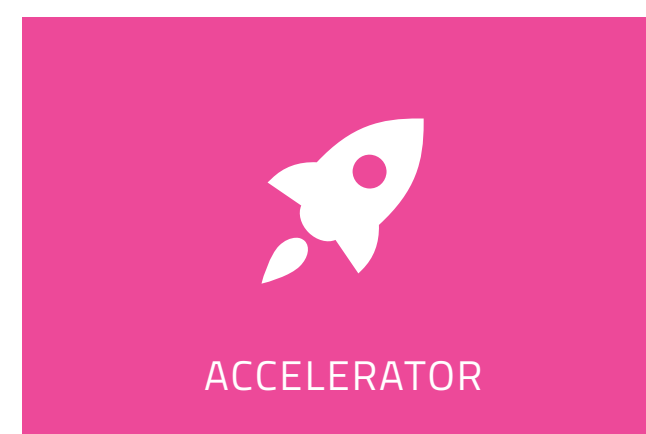
## ENGAGEMENT MODELS TO EXPLORE, PROTOTYPE & REALISE NEW MAINTENANCE INNOVATION CHALLENGES



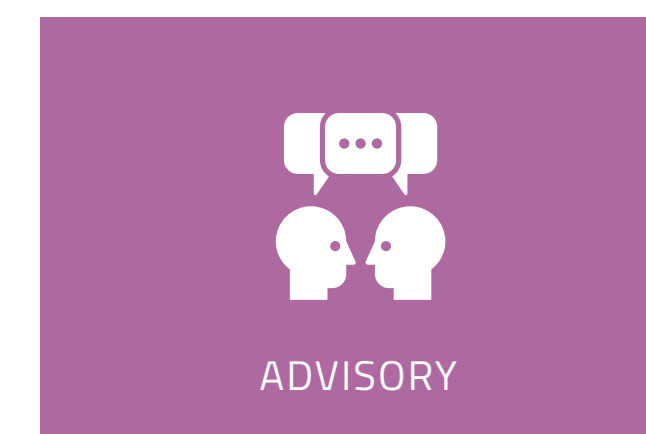
Build internal innovation lab and feasibility research process with Business Innovation Design to create, nurture and grow ideas into solutions/ventures in a lean and creative environment.



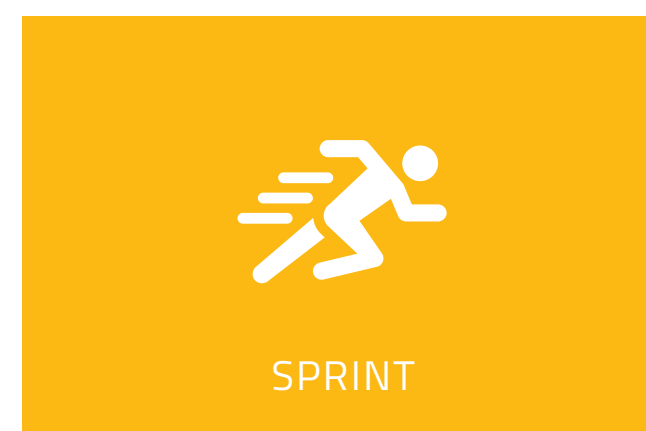
Learn the Business Innovation Design approach to build capabilities in your company to become more innovative, creative, lean.



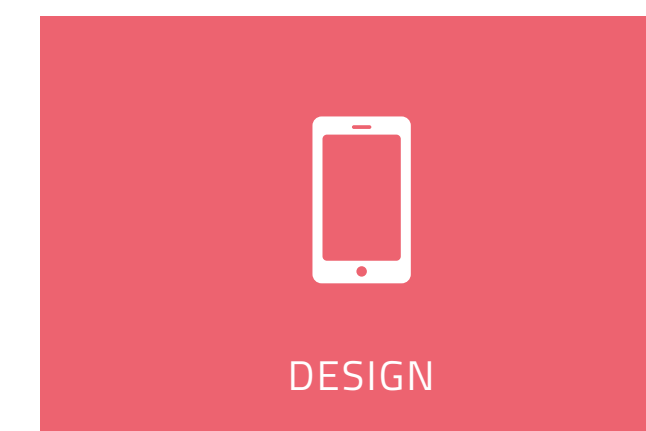
Turnaround coach program, to help entrepreneurs gain product-market fit, scale startups, create brands, and help social enterprises towards growth.




We guide you to understand the market, trends, develop new robotics solutions, and help scale for growth.



Identify the right robotics maintenance problems, build a new robotics prototype, test and validate with users; all within up to 2 - 5 days.



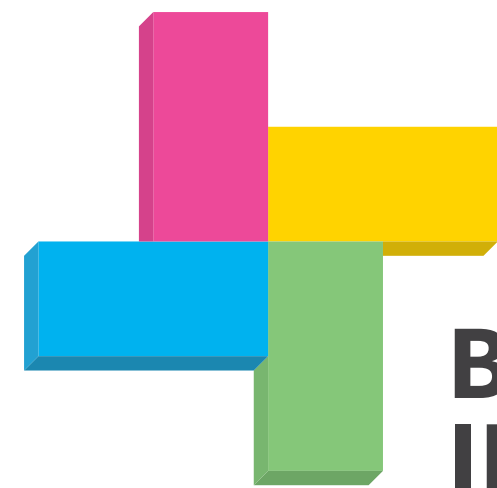
Design / Prototype your idea into new experiential robotics products and services for target users.

A photograph of Stephen Elop, CEO of Nokia, with his hands covering his face in a gesture of distress or despair. He is wearing a dark suit jacket over a light-colored shirt. A microphone is visible in the foreground, partially obscured by his hand. The background is dark and out of focus.

*“We didn’t do anything wrong, but somehow, we lost.”*

STEPHEN ELOP | NOKIA CEO





**BUSINESS  
INNOVATION  
BY DESIGN**

**TJERJA GEERTS**

Partner, The Netherlands  
[tjerja@businessinnovationdesign.com](mailto:tjerja@businessinnovationdesign.com)