



JON PITTMAN

VP STRATEGY, AUTODESK

TOM WUJEC
AUTODESK FELLOW

WORKSHOP GOALS

REINVENTING THE
BUSINESS MODELS
OF DESIGN

WORKSHOP GOALS

REINVENTING THE
BUSINESS MODELS

OF DESIGN

WORKSHOP APPROACH

CREATE SYSTEMS MODELS
OF BUSINESS

INTRODUCTIONS

BUT WITH A
DESIGN TWIST

INTRODUCE YOURSELF

THE SNAP

INTRODUCE YOURSELF

DESCRIBE YOURSELF
IN SIX WORDS

INTRODUCE YOURSELF
ON A LETTER-SIZED PAPER:

WRITE DOWN THOSE
SIX WORDS

INTRODUCE YOURSELF
ON A LETTER-SIZED PAPER:

DRAW A PICTURE OF HOW
YOU'RE FEELING ABOUT
YOUR INDUSTRY NOW.

CREATE A POSTER OF YOUR TABLE

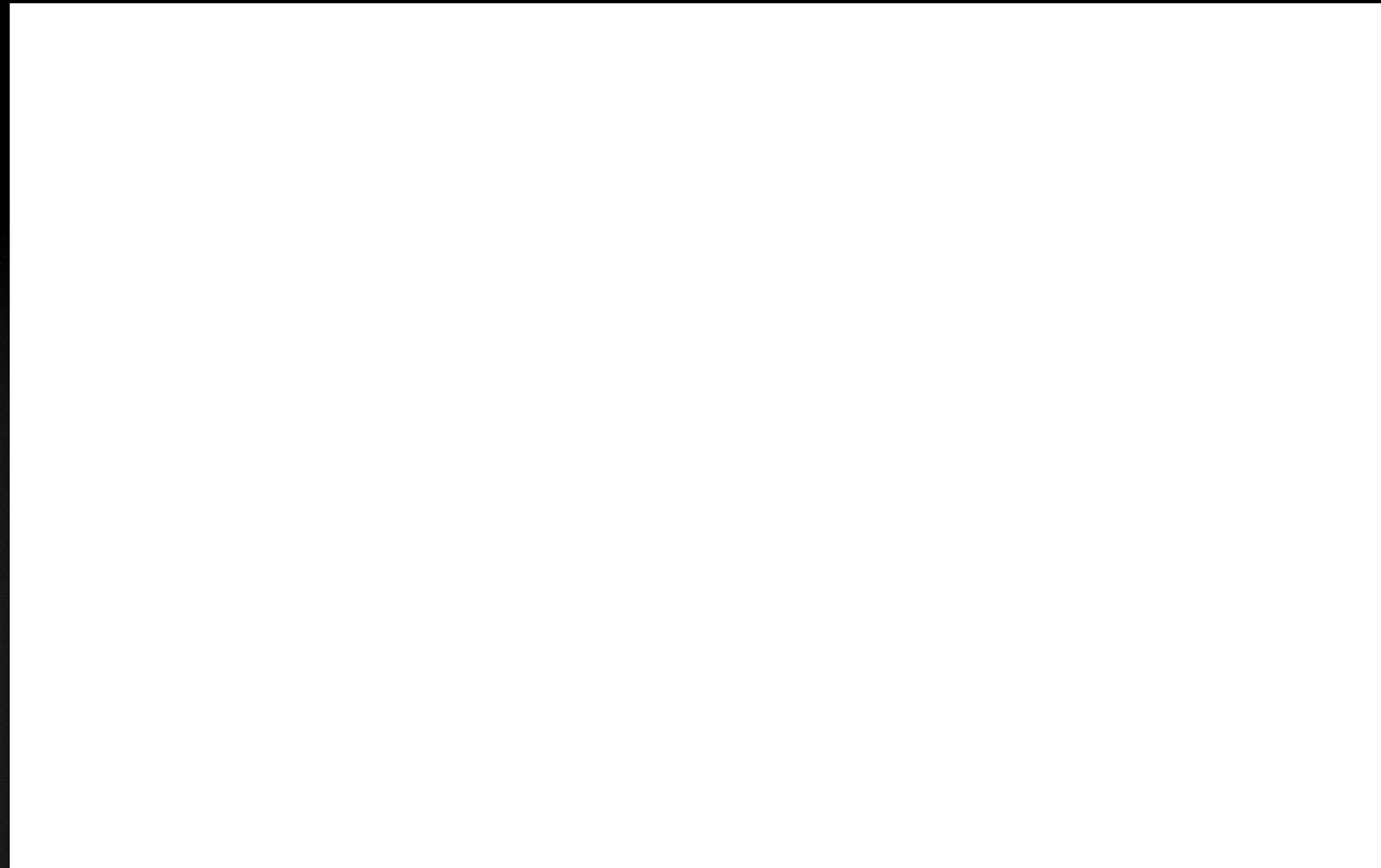
WHO IS AT THE TABLE
COMPANY & ROLES
HOW YOU'RE FEELING
TODAY'S ASPIRATIONS

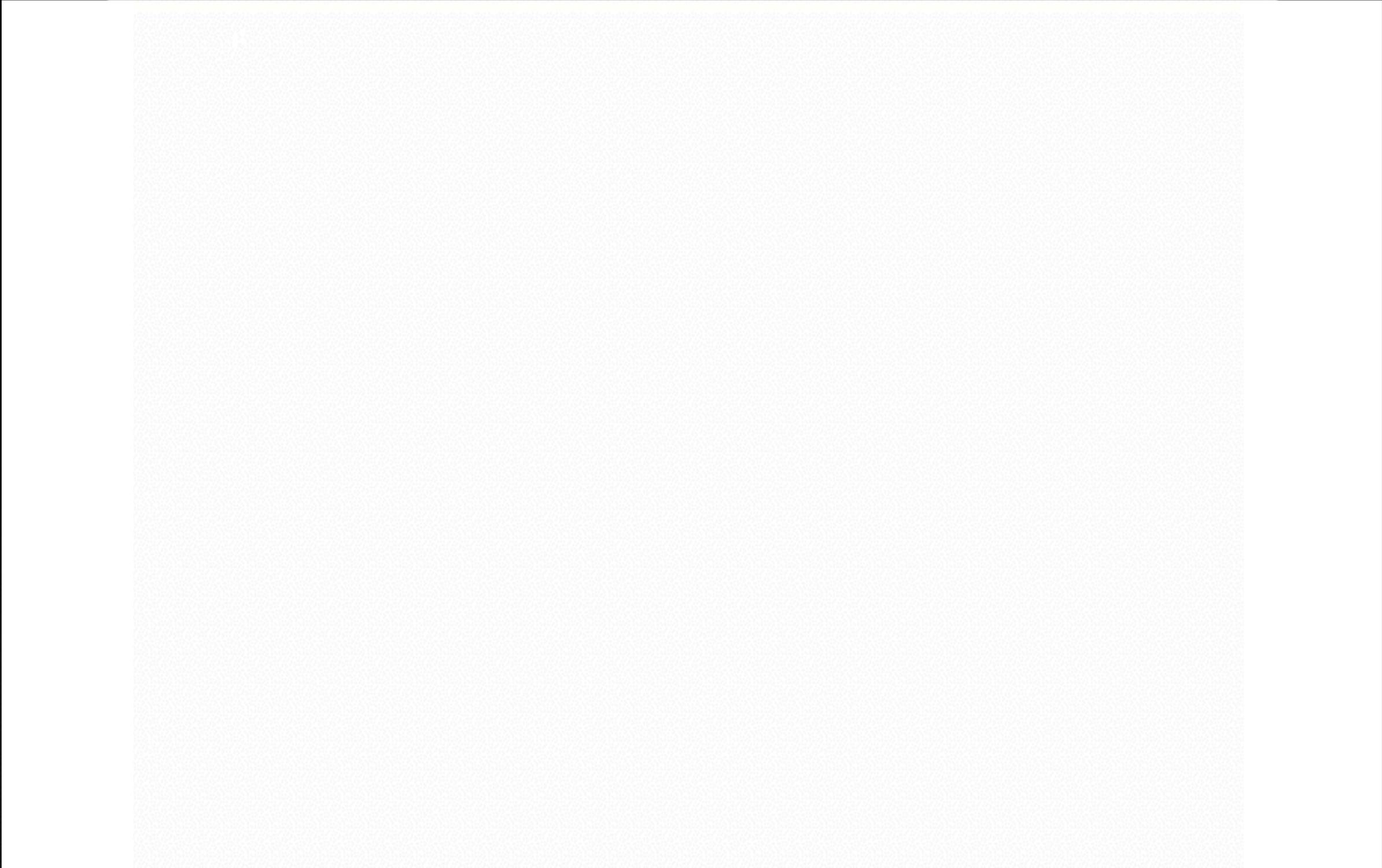
THREE MINUTES

REPORT BACKS

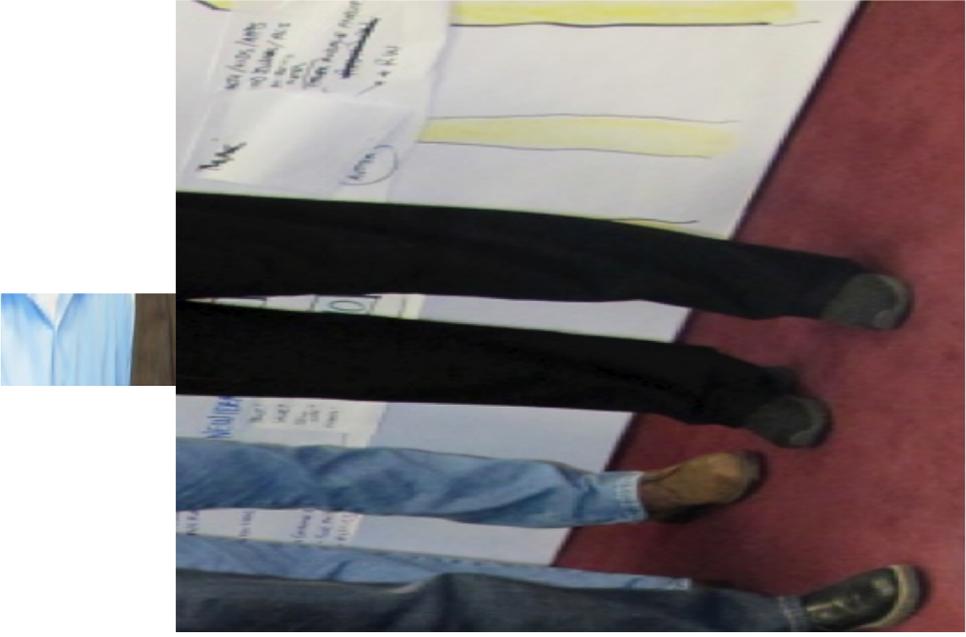
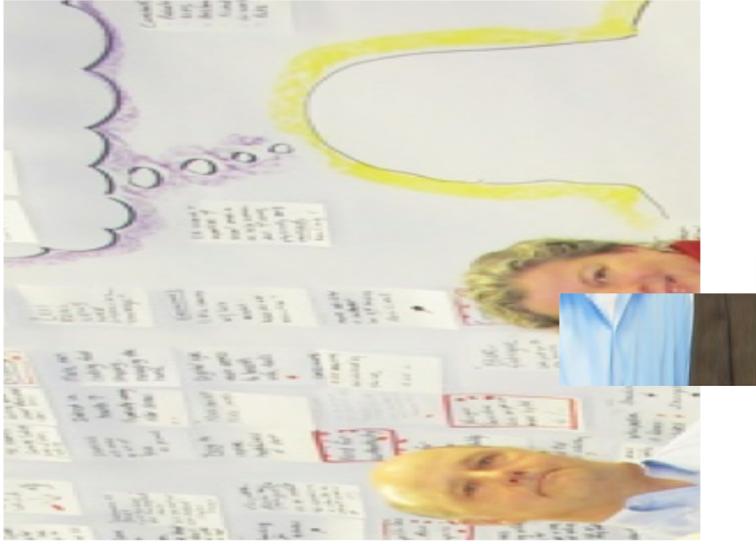
AN EXERCISE IN
SYSTEMS THINKING

DRAW
HOW TO MAKE TOAST









NODES



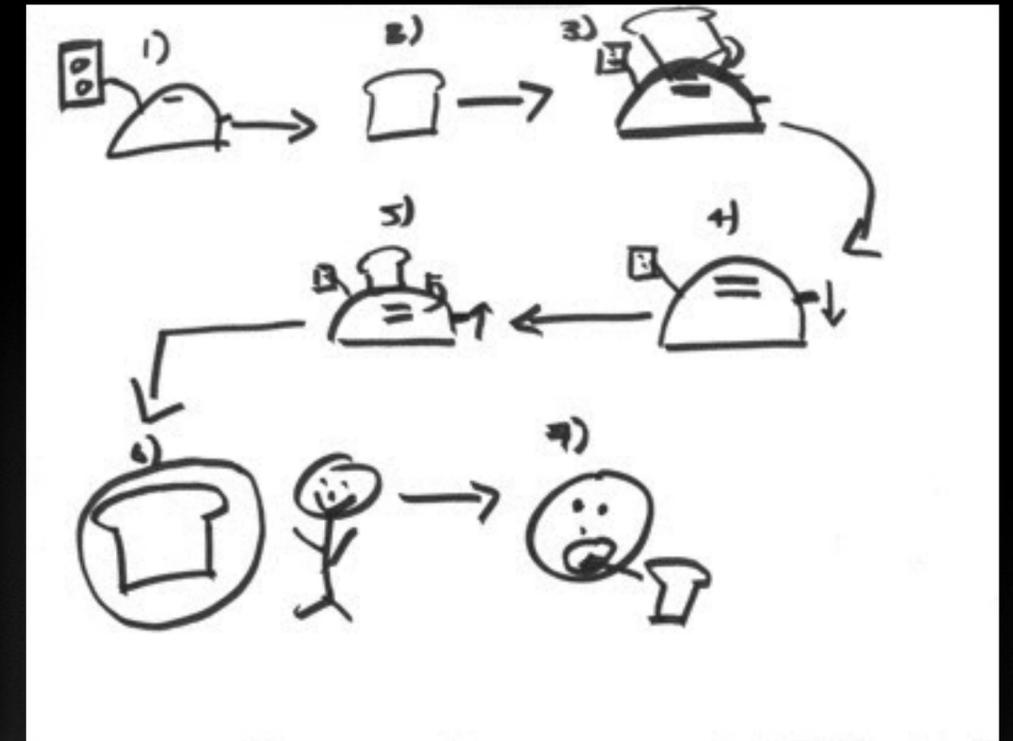
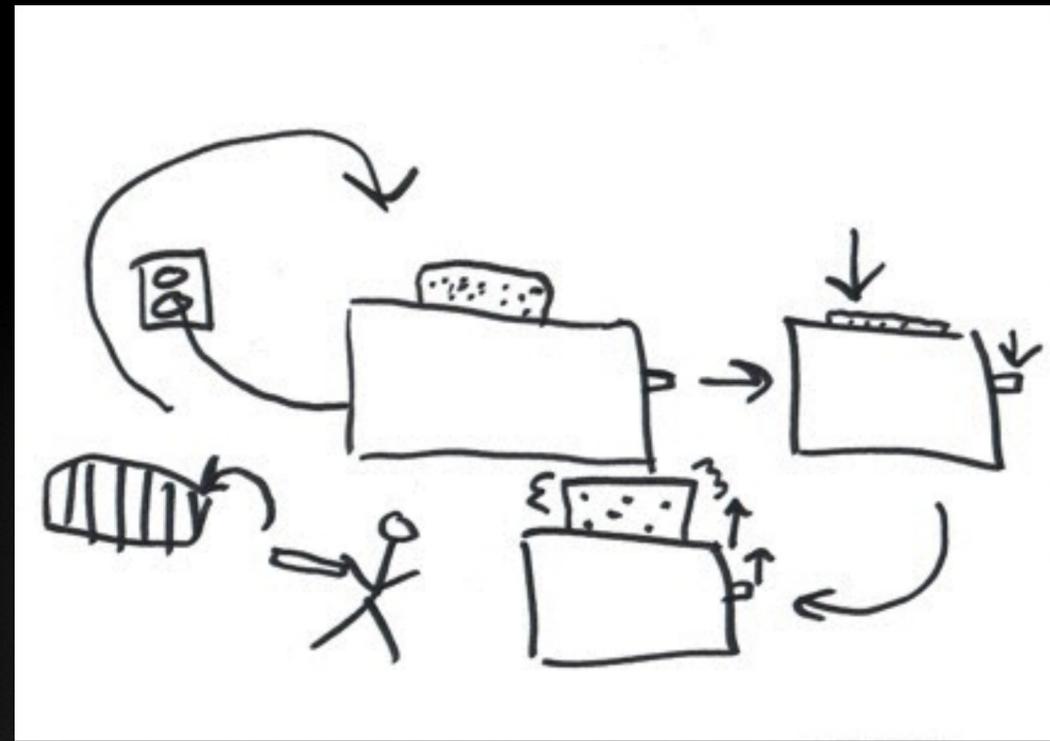
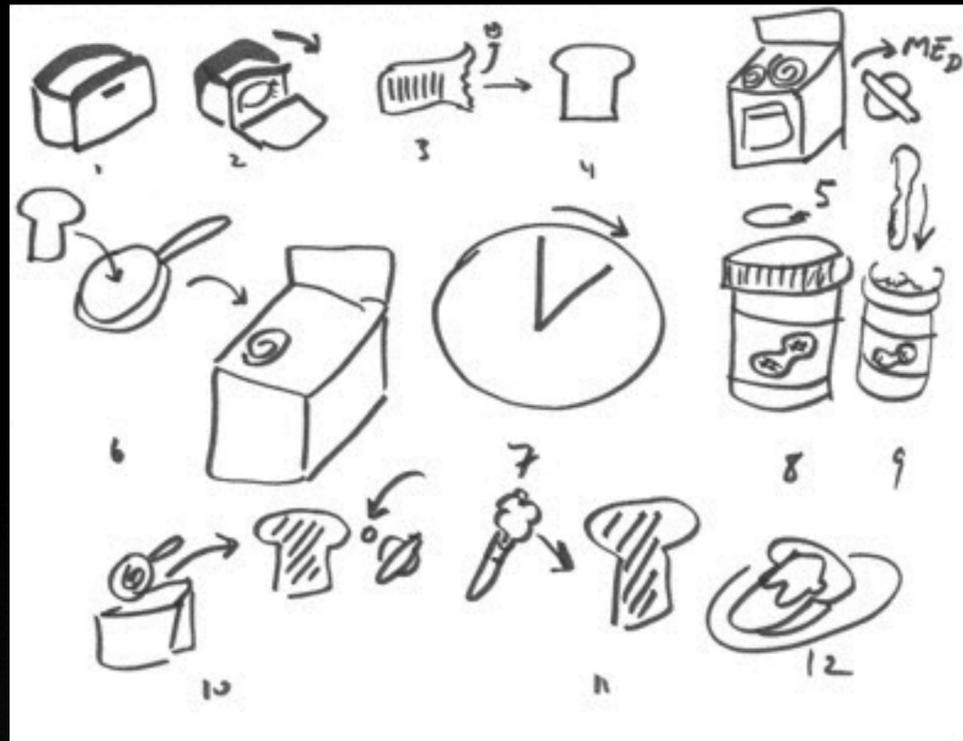
LINKS



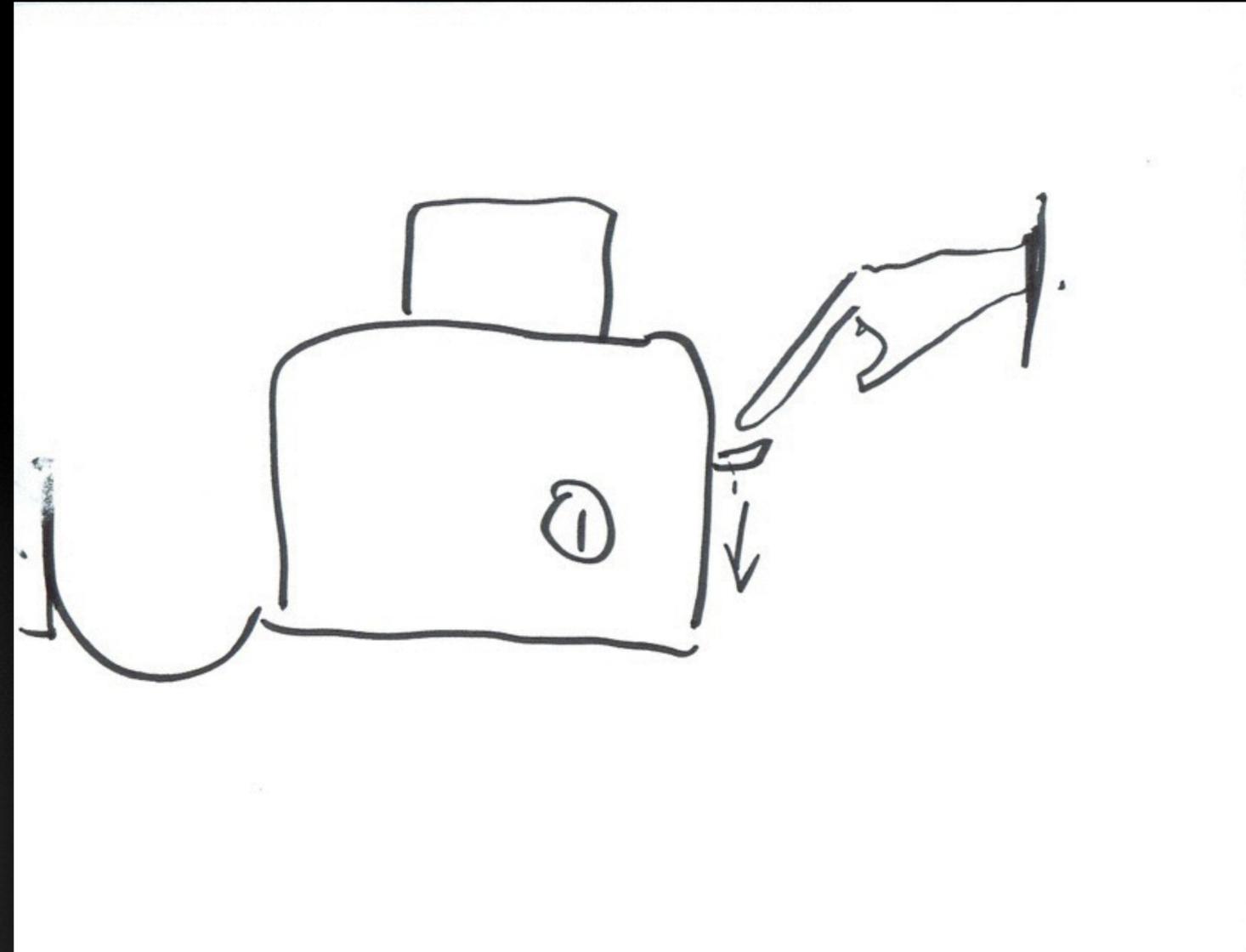
NODES + LINKS = SYSTEMS MODEL



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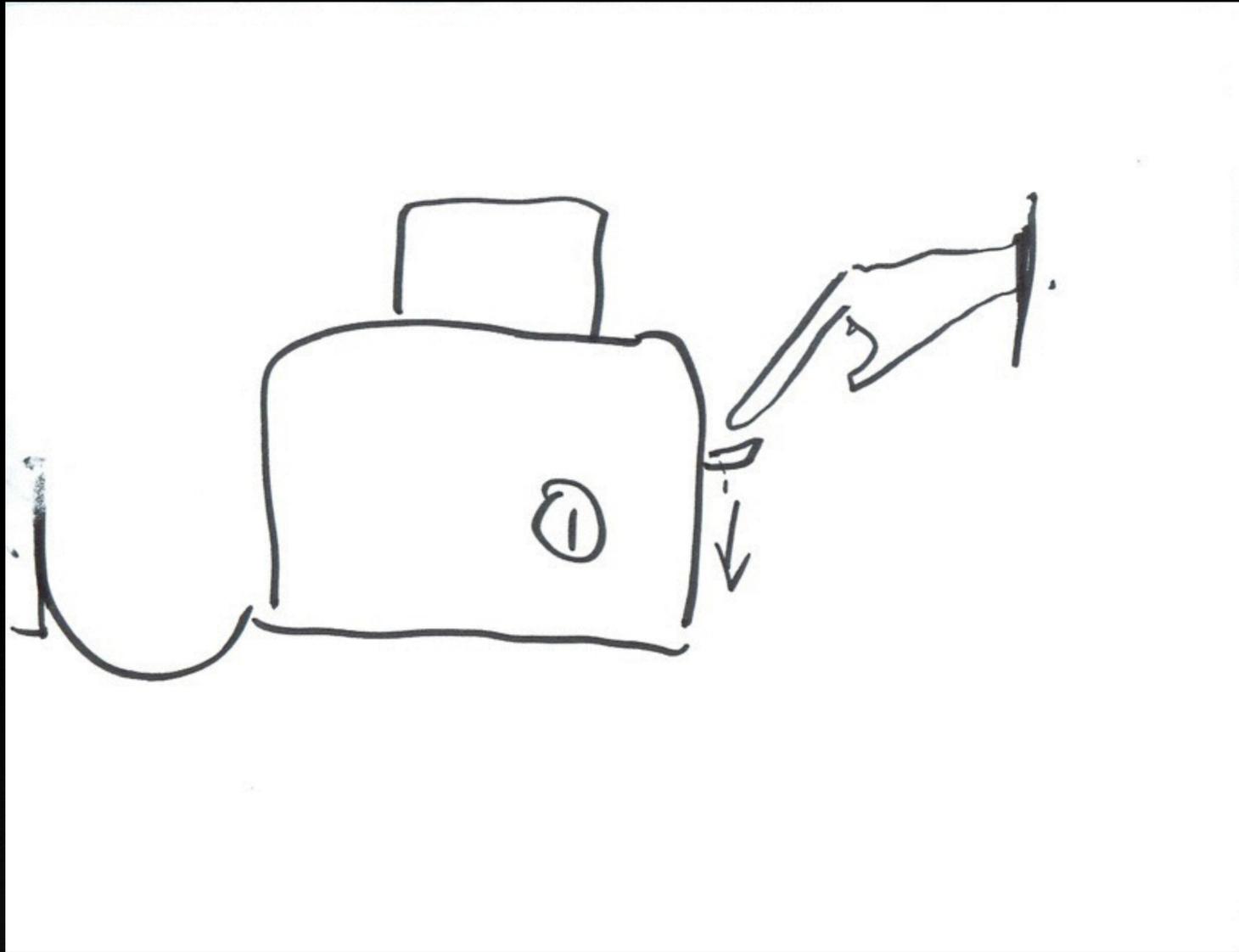


NODES + **LINKS** = **SYSTEMS MODEL**

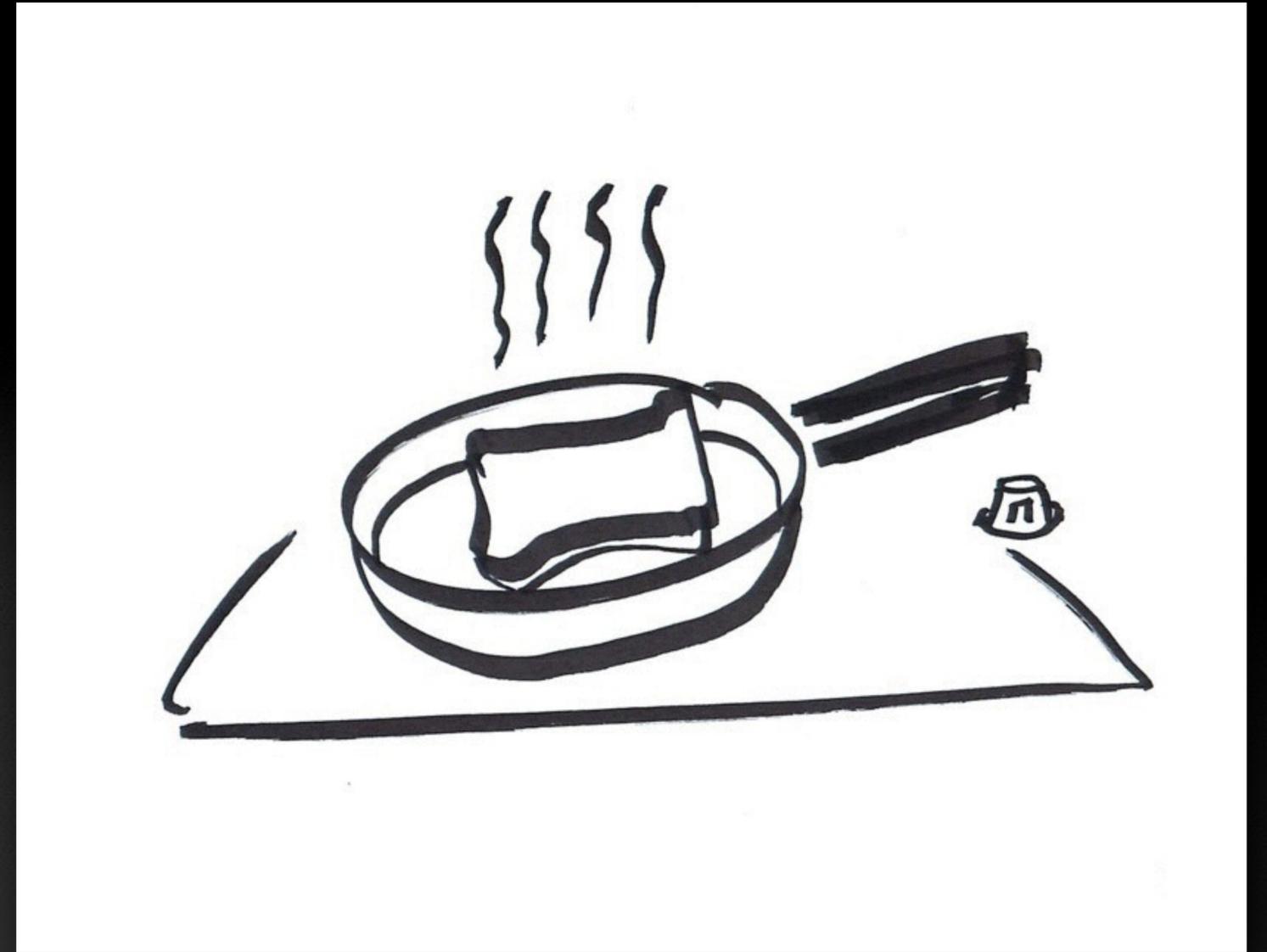


American

NODES + **LINKS** = **SYSTEMS MODEL**

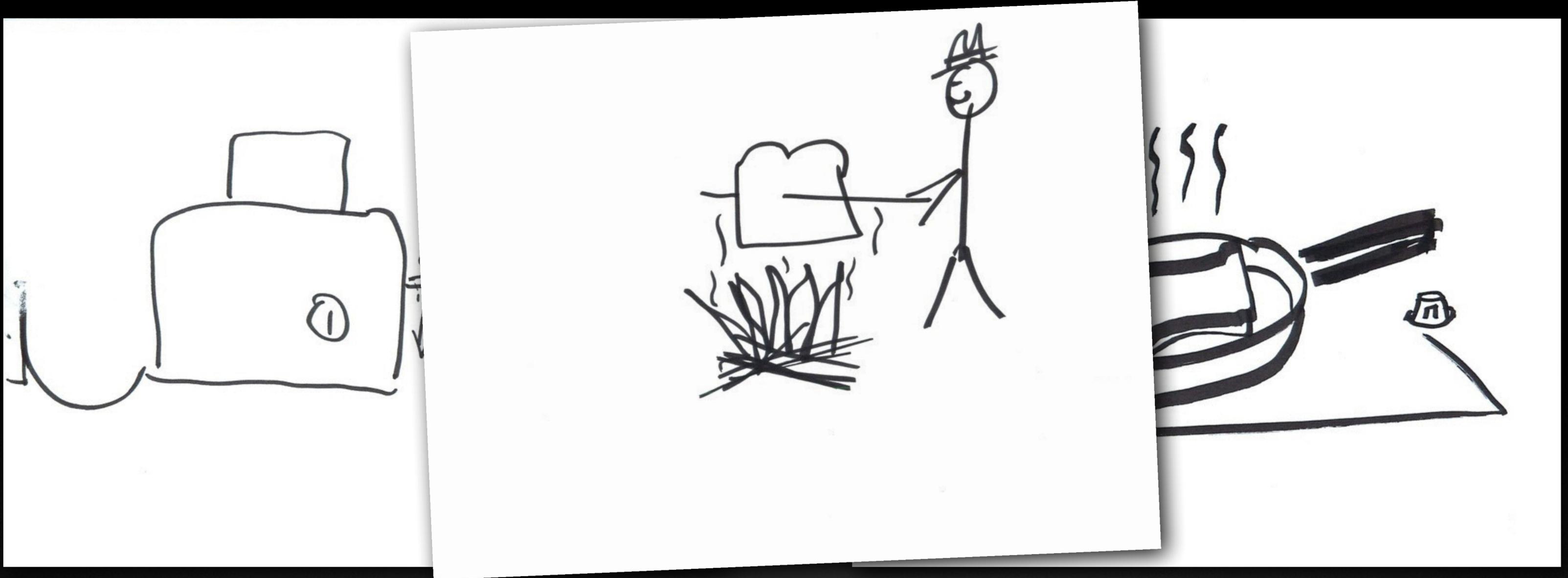


American



European

NODES + **LINKS** = **SYSTEMS MODEL**



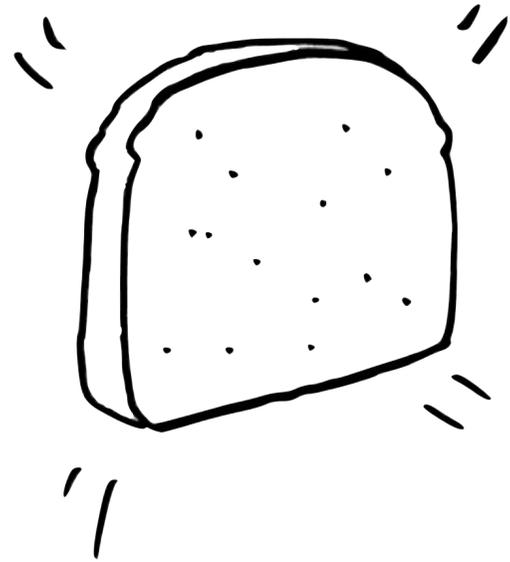
American

Student

European

NODES + LINKS = SYSTEMS MODEL

WHAT



WHO



WHEN



WHERE



WHY



NODES + LINKS = SYSTEMS MODEL

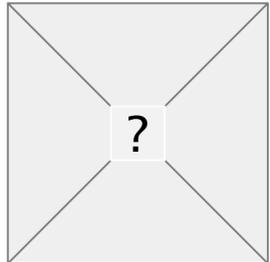
UNIDIRECTIONAL



BIDIRECTIONAL

NODES + LINKS = SYSTEMS MODEL

BLOBS



MINDMAP

GRADIENTS



SPIDERWEB

TIMELINES

PROCESS

GRAPHS

SYSTEMS

SWIMLANES

DEPENENCY

STORYARC

2X2

DATA DRIVEN

COMPARISON

METAPHORS

NODES + **LINKS** = **SYSTEMS MODEL**

NODES + LINKS = SYSTEMS MODEL



NODES + LINKS = SYSTEMS MODEL



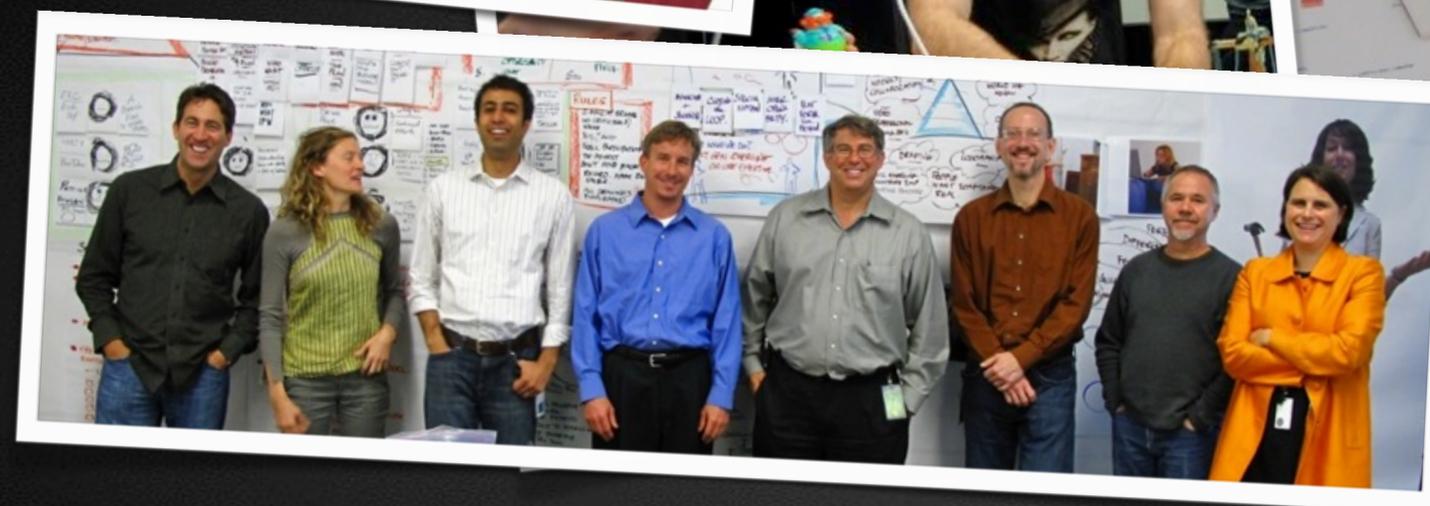
NODES + LINKS = SYSTEMS MODEL



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NODES + LINKS = SYSTEMS MODEL

ORIENTATION

VISION

STRATEGIC INTENT

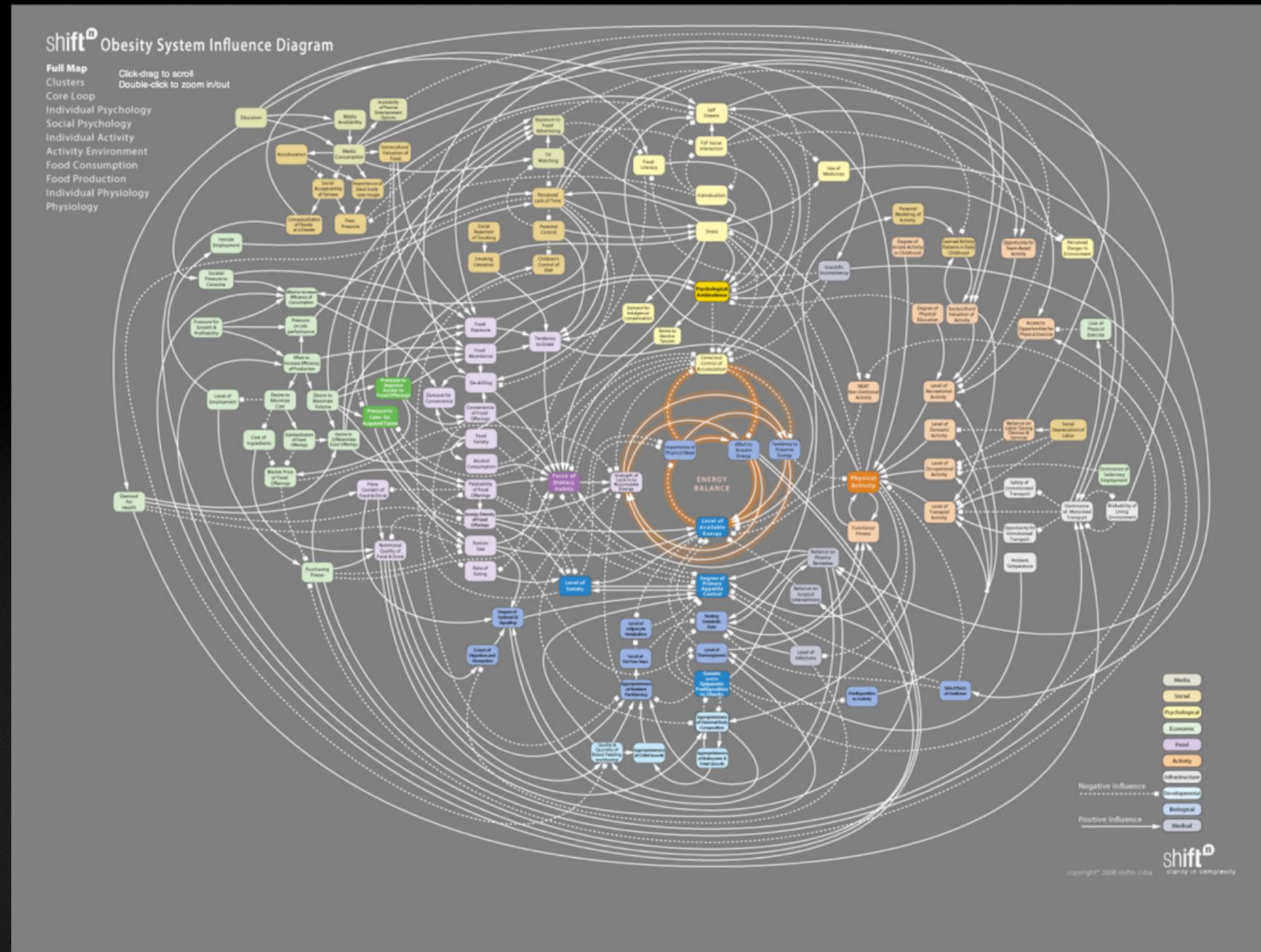
GOALS

DIFFERENTIATION

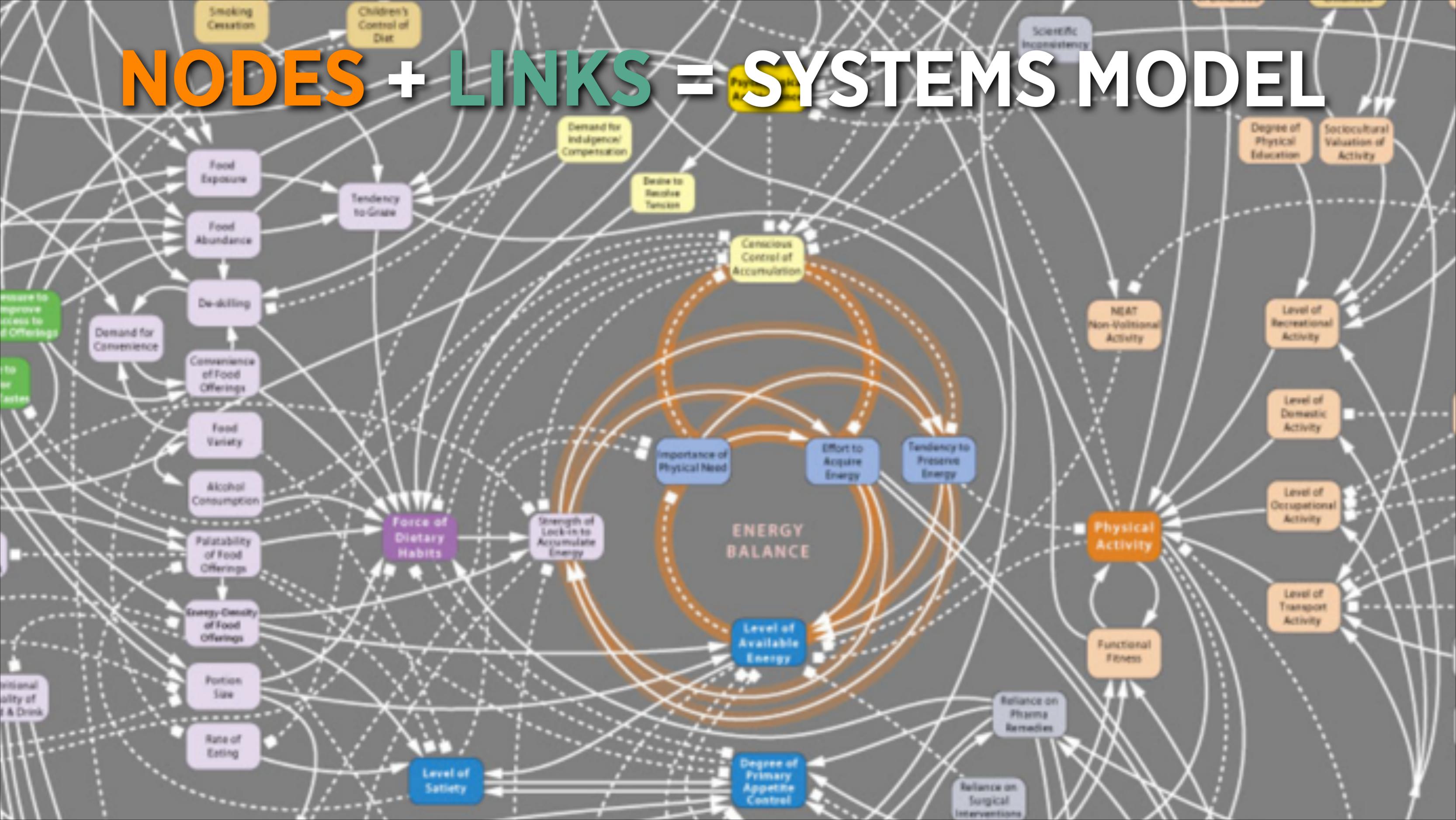
ACTION



NODES + LINKS = SYSTEMS MODEL

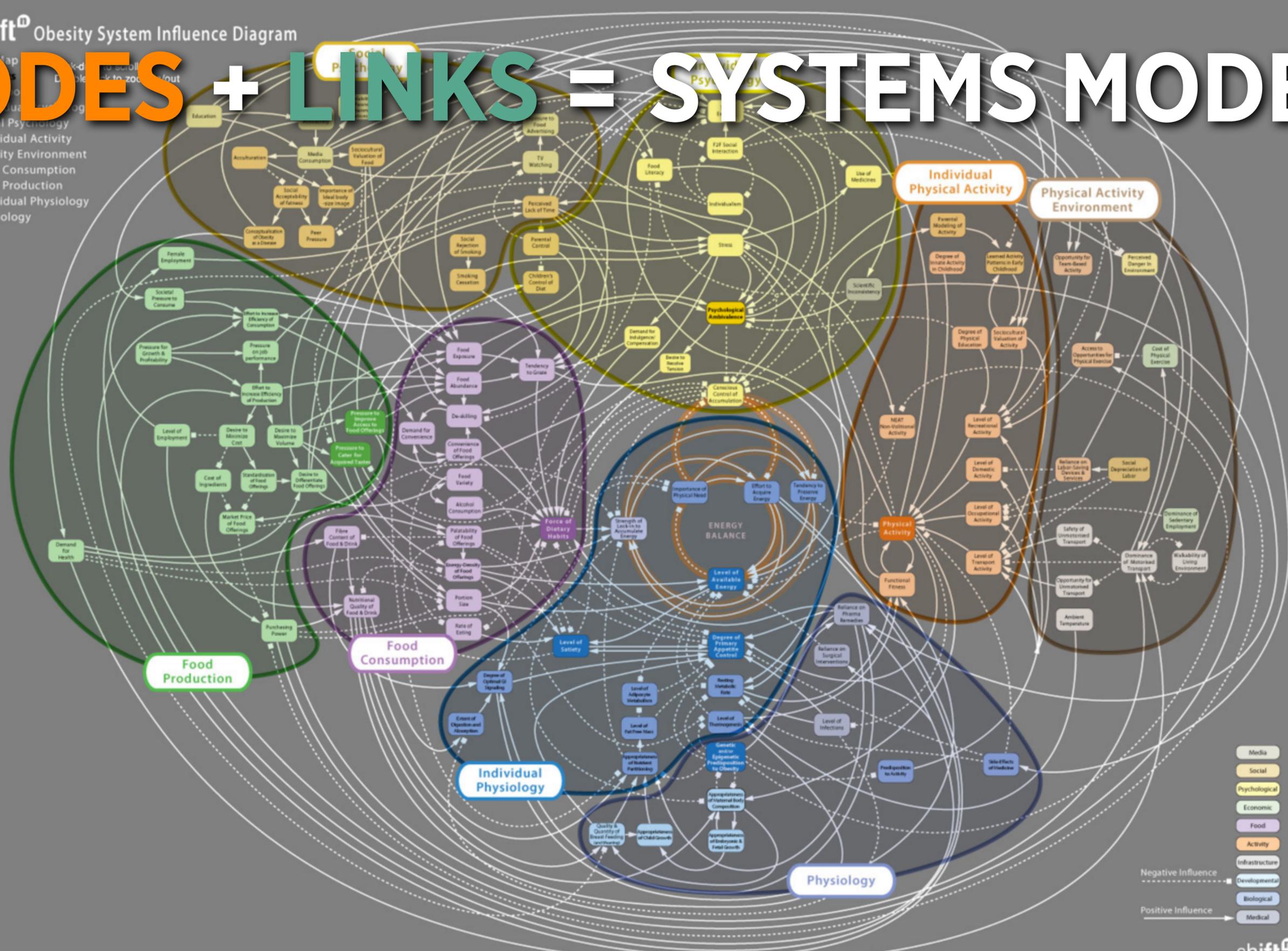


NODES + LINKS = SYSTEMS MODEL



NODES + LINKS = SYSTEMS MODEL

- Map
- Clusters
- Core
- Social Psychology
- Individual Activity
- Activity Environment
- Food Consumption
- Food Production
- Individual Physiology
- Physiology

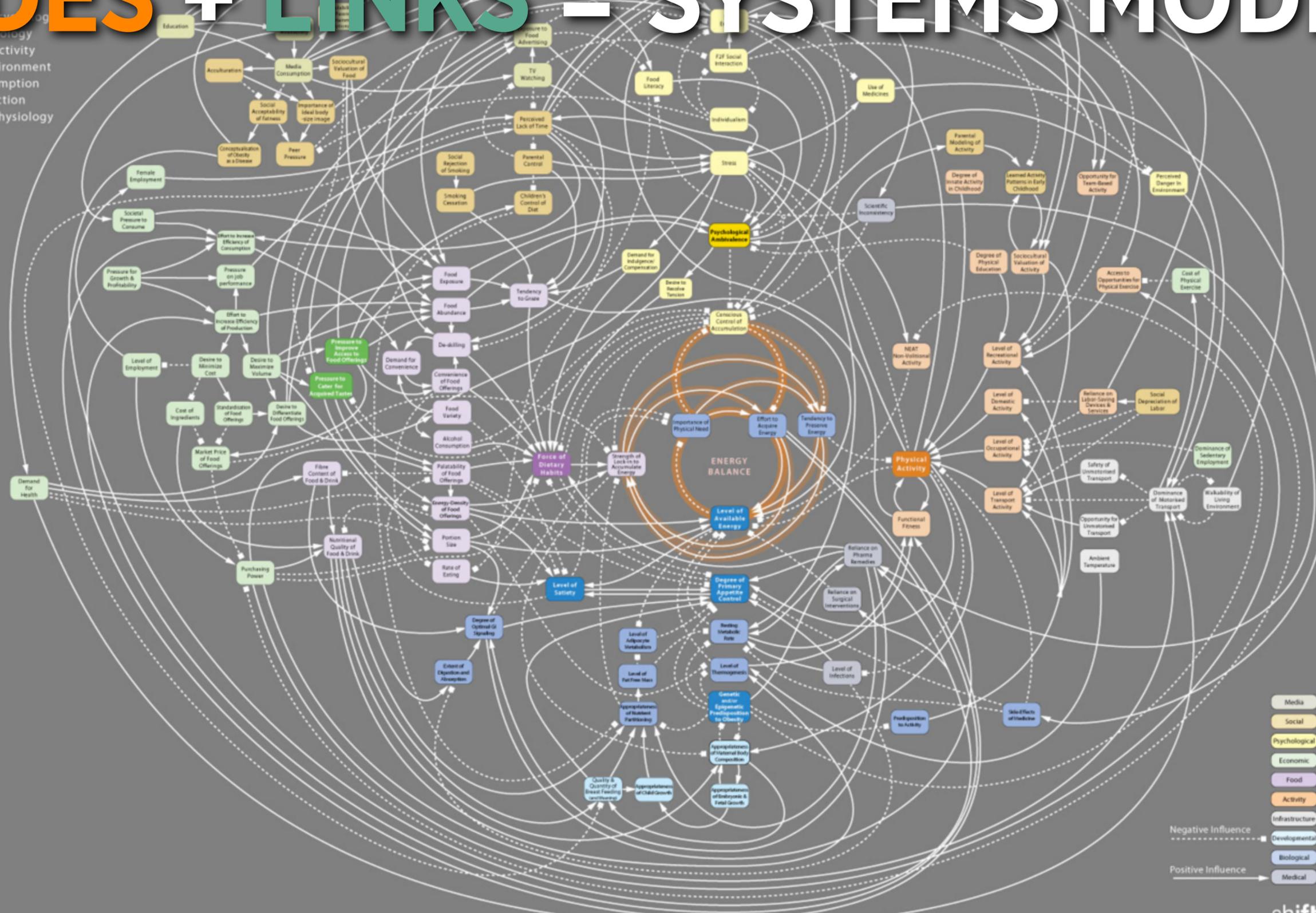


- Media
- Social
- Psychological
- Economic
- Food
- Activity
- Infrastructure
- Developmental
- Biological
- Medical

Negative Influence
Positive Influence

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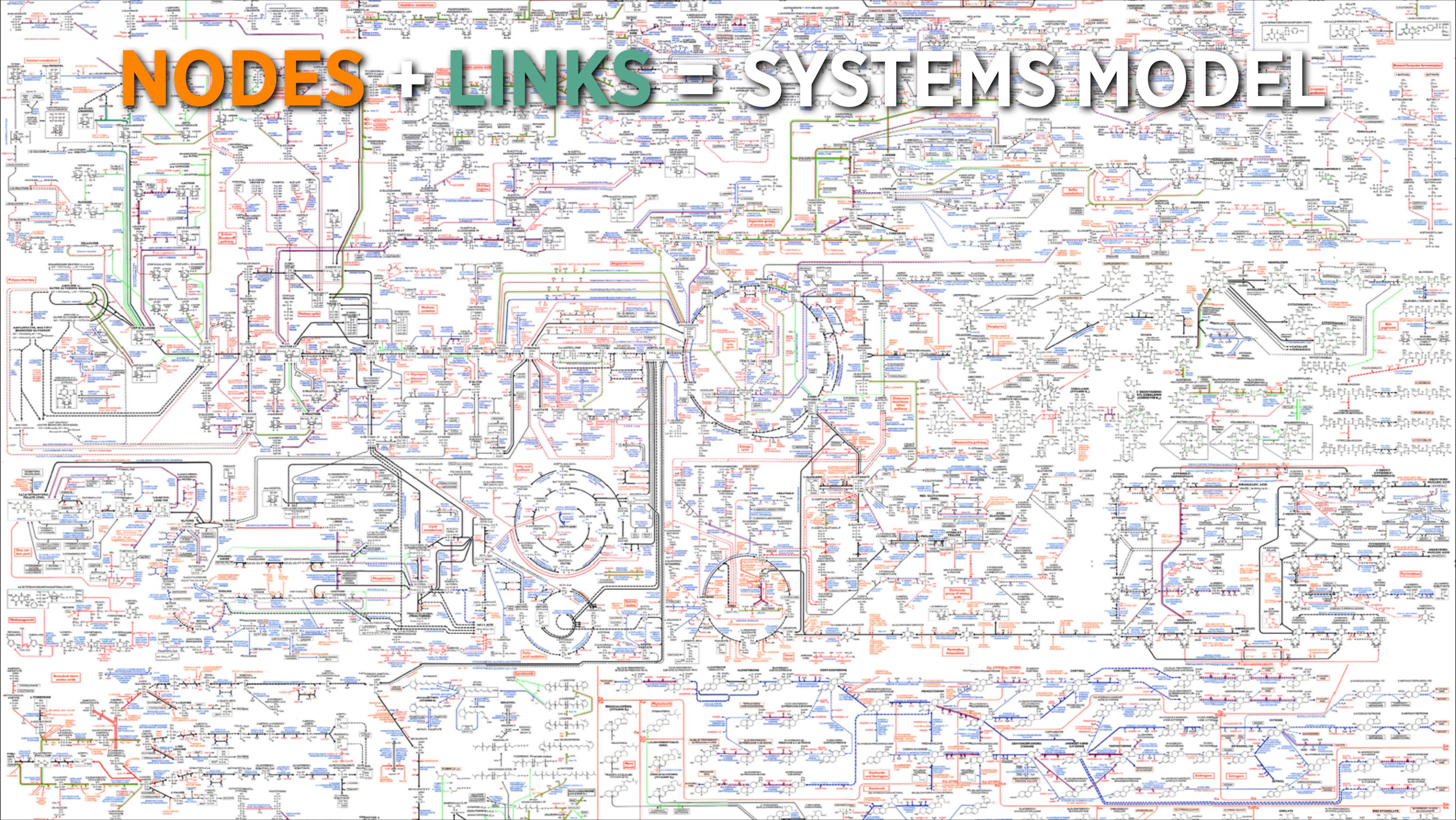
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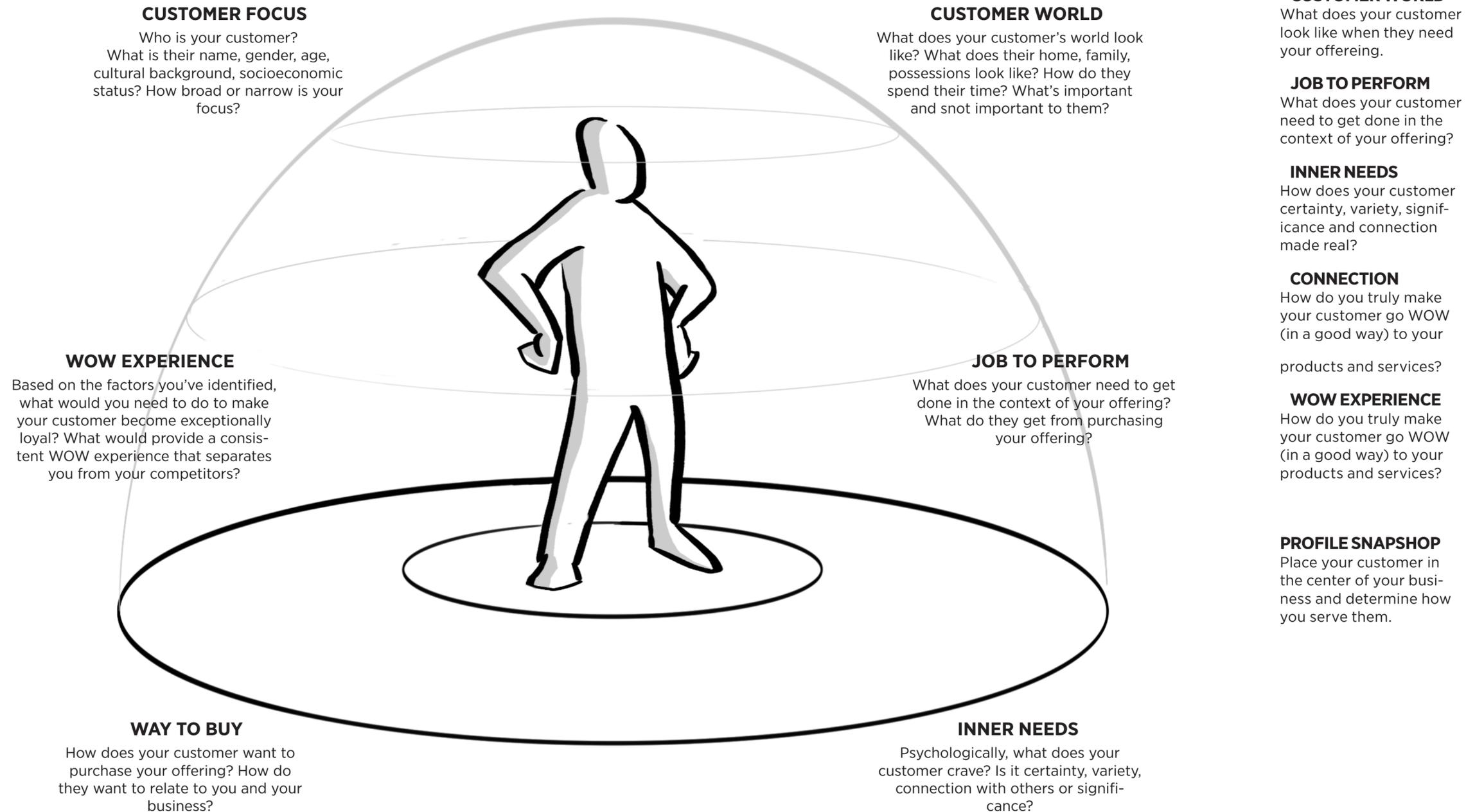
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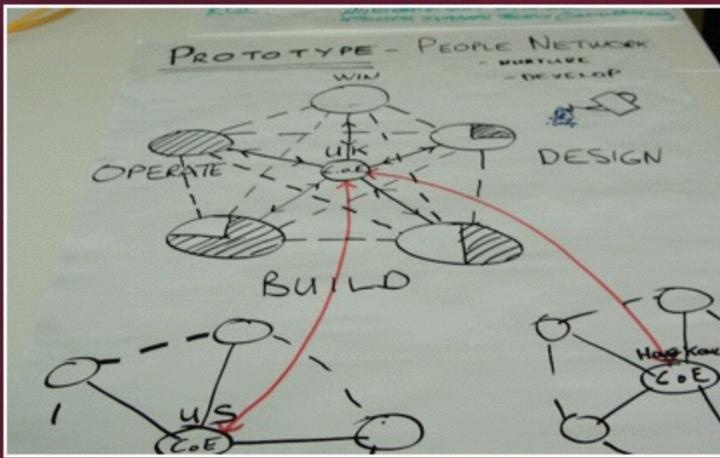


NODES + LINKS = SYSTEMS MODEL

CUSTOMER WANTS & NEEDS

*Who are your customers and what do they need?
How do they want to buy from you?
How will they know they are happy with the results?*





Strategic Positioning



Cash Flow



Manufacturing Process



Opportunity Costs



Sales Strategy



Service Innovation



Competitive Separation



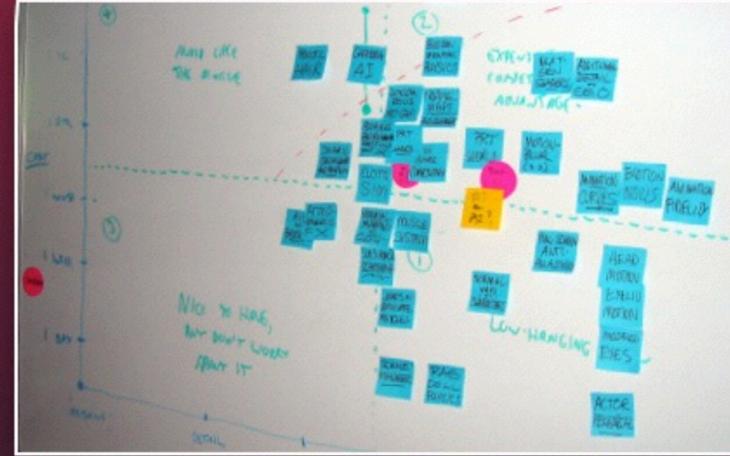
Engagement



Film Production



Customer Experience



Cost Benefit Tradeoff



Product Positioning



RODALE
STUDY PLAN

OAK & ...



CENTRAL PART

SKILL

LOWRY

YOUNG

Handwritten notes on a piece of paper, possibly a summary or a list of points.

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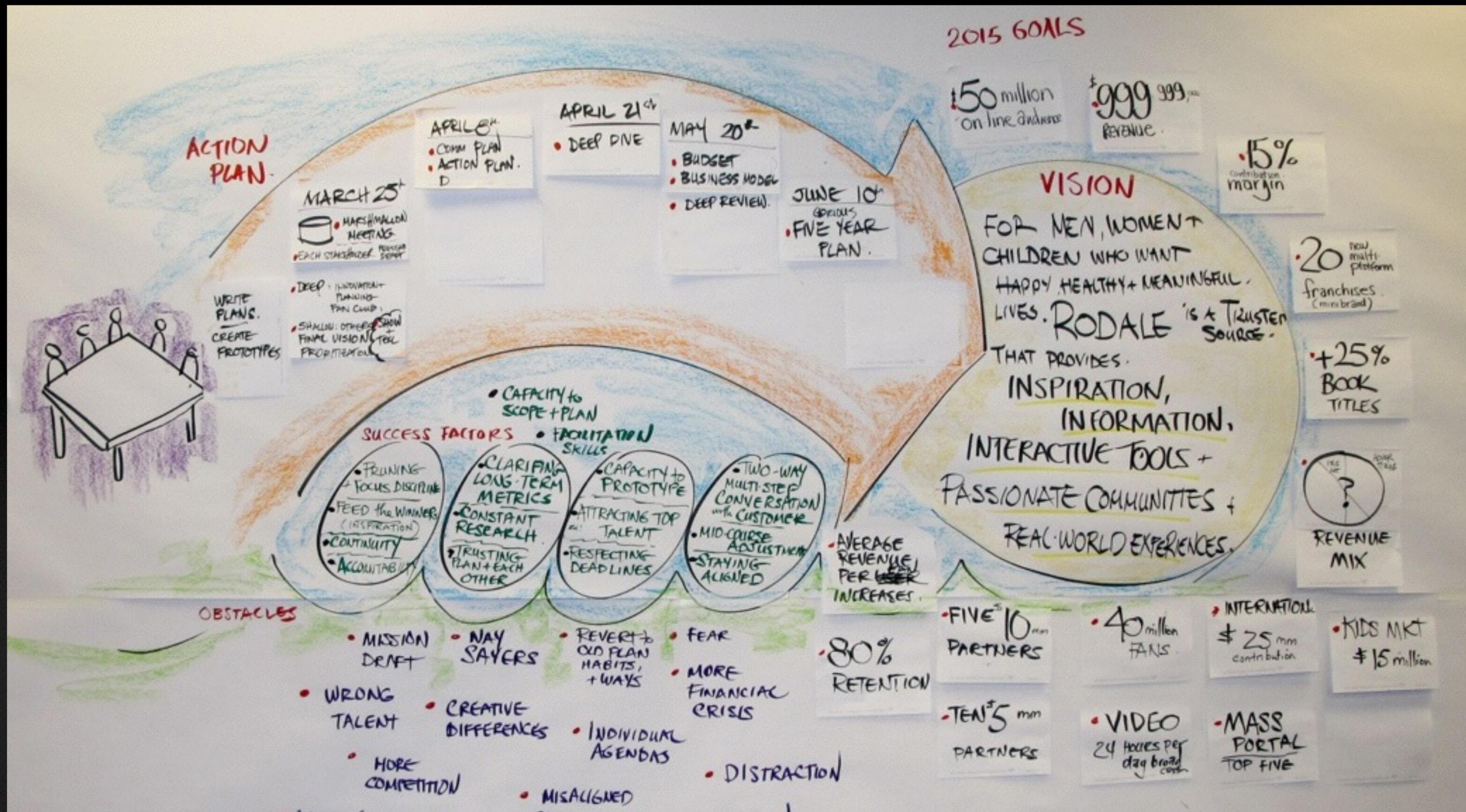
STRATEGIC INITIATIVES



Several smaller documents and notes are pinned to the left side of the whiteboard, providing additional context or details for the main flowchart.

A person is sitting at a desk in the background, working on a laptop. The desk is cluttered with papers, a printer, and other office supplies. A round table is in the foreground, and a chair is visible next to it.

HOW DO WE ACT ON STRATEGY?



HOW DO WE ACT ON STRATEGY?

PARTICIPANTS



ACTION PLAN

- MARCH 25th**
 - MAPS (MALLS) MEETINGS
 - EACH STANDS FOR PARTNER
 - DEEP: INNOVATION-PLANNING-PART CLIMB
 - SHALLOW: OTHERS SHOW FINAL VISION/TECH PROTOTYPES
- APRIL 8th**
 - COMM PLAN
 - ACTION PLAN
- APRIL 21st**
 - DEEP DIVE
- MAY 20th**
 - BUDGET
 - BUSINESS MODEL
 - DEEP REVIEW
- JUNE 10th**
 - FIVE YEAR PLAN

2015 GOALS

- 50 million on line audience
- 999,999,000 REVENUE
- 15% contribution margin

VISION

FOR MEN, WOMEN + CHILDREN WHO WANT HAPPY, HEALTHY + MEANINGFUL LIVES. **RODALE** is a TRUSTED SOURCE THAT PROVIDES INSPIRATION, INFORMATION, INTERACTIVE TOOLS + PASSIONATE COMMUNITIES + REAL-WORLD EXPERIENCES.

20 new multi-platform franchises (min brand)

+25% BOOK TITLES

REVENUE MIX

SUCCESS FACTORS

- CAPACITY TO SCOPE + PLAN
- FACILITATION SKILLS
- FRUNING + FOCUS DISCIPLINE
- FEED THE WINNERS (INSPIRATION)
- CONTINUITY
- ACCOUNTABILITY
- CLARIFYING LONG-TERM METRICS
- CONSTANT RESEARCH
- TRUSTING PLAN + EACH OTHER
- CAPACITY TO PROTOTYPE
- ATTRACTING TOP TALENT
- RESPECTING DEAD LINES
- TWO-WAY MULTI-STEP CONVERSATION WITH CUSTOMER
- MID-COURSE ADJUSTMENTS
- STAYING ALIGNED

AVERAGE REVENUE PER USER INCREASES

80% RETENTION

OBSTACLES

- MISSION DRAFT
- NAY SAYERS
- REVERT TO OLD PLAN HABITS, + WAYS
- FEAR
- MORE FINANCIAL CRISIS
- WRONG TALENT
- CREATIVE DIFFERENCES
- INDIVIDUAL AGENDAS
- DISTRACTION
- MORE COMPETITION
- MISALIGNED

FIVE 10mm PARTNERS

40 million FANS

INTERNATIONAL \$25mm contribution

KIDS MKT \$15 million

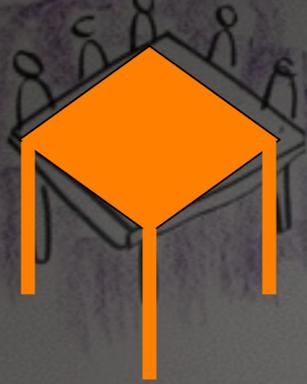
TEEN 5mm PARTNERS

VIDEO 24 HOURS PER DAY broad reach

MASS PORTAL TOP FIVE

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\$999,999,000 REVENUE

15% contribution margin

20 new multi-platform franchises (in brand)

+25% BOOK TITLES

REVENUE MIX

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MASS PORTAL TOP FIVE

ACTION PLAN

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• MAPS (MALLS) MEETINGS
• EACH STANDALONE PERSONAL GOAL

APRIL 8th
• COMM PLAN
• ACTION PLAN D

APRIL 21st
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JUNE 10th
• FIVE YEAR PLAN

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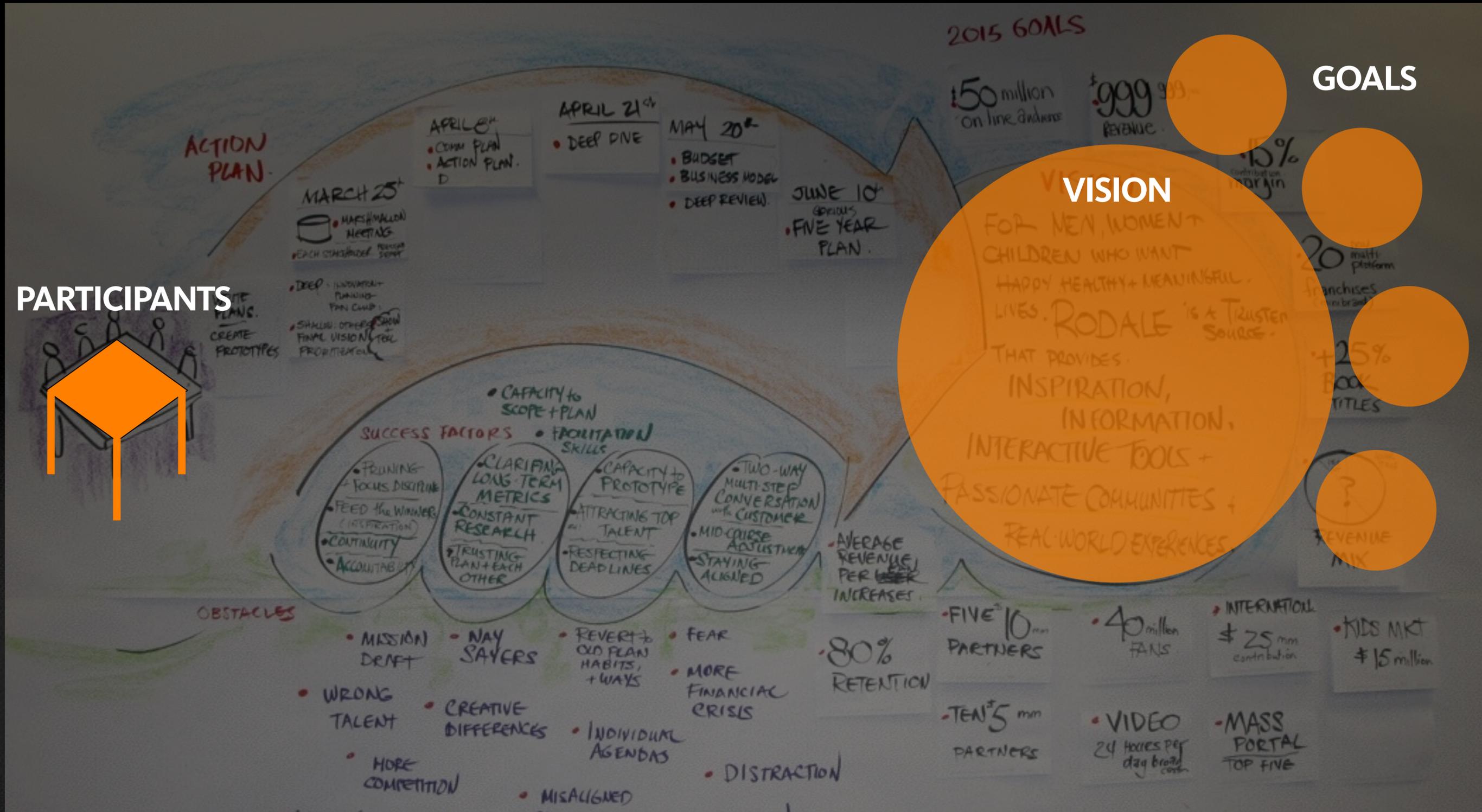
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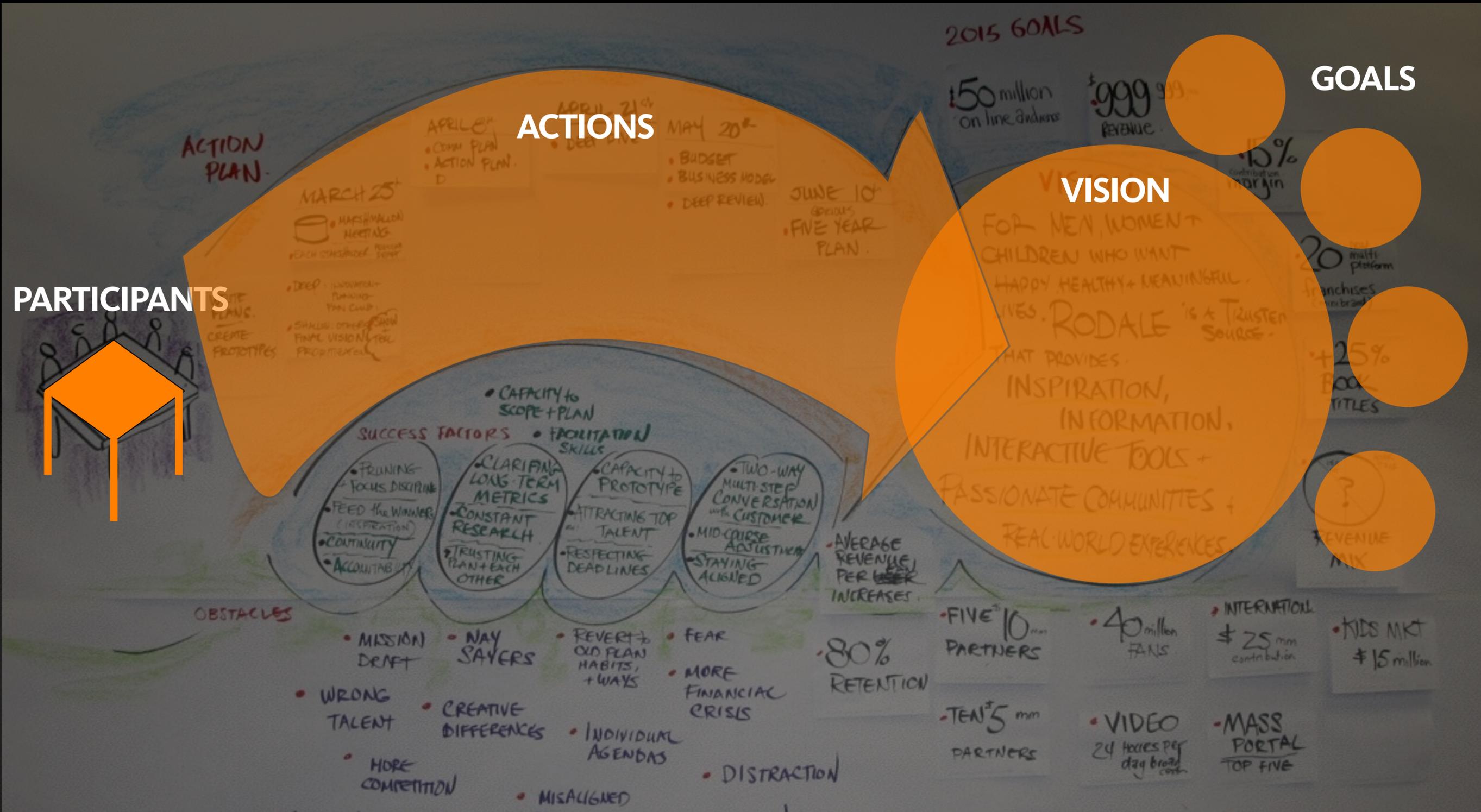


VISION

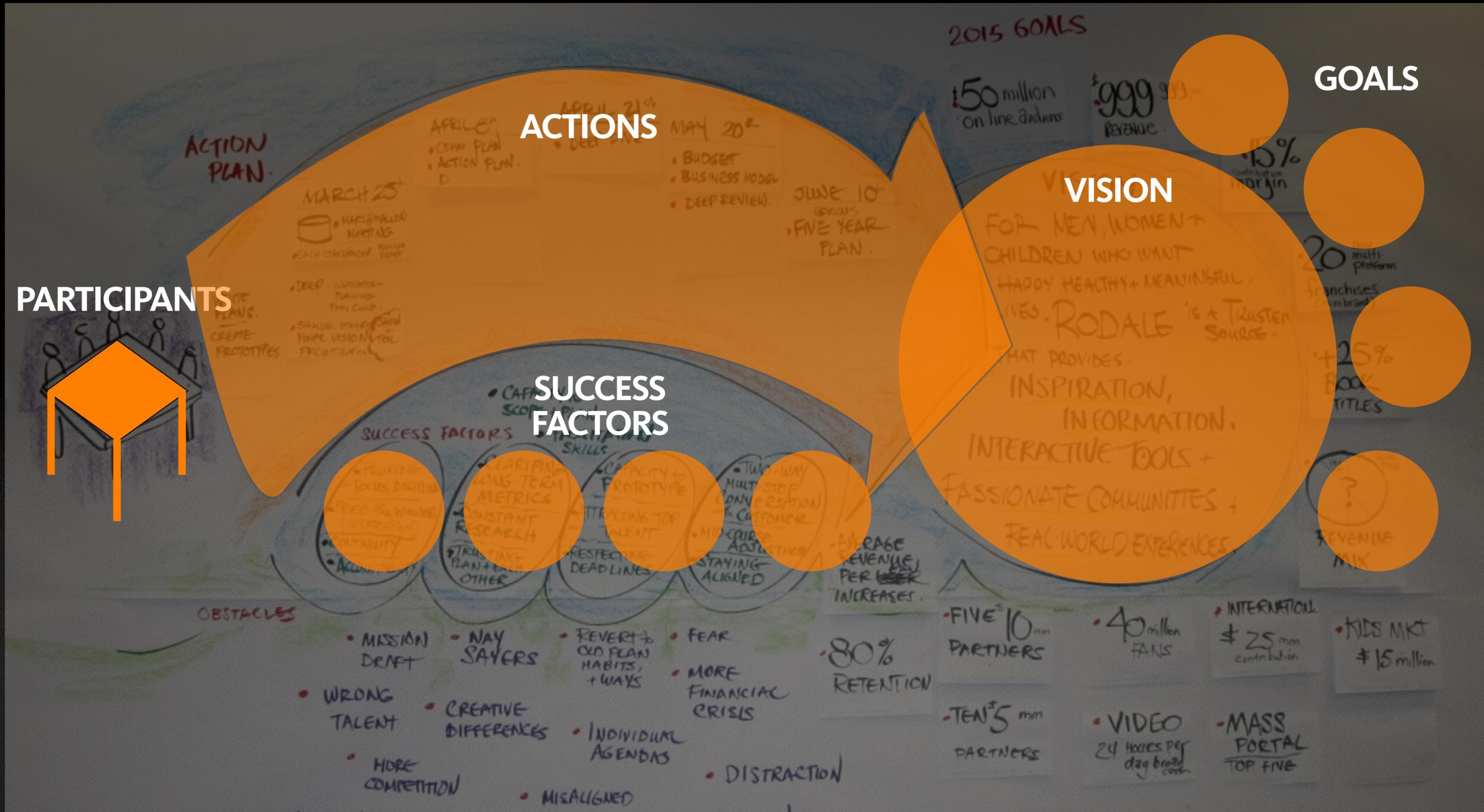
GOALS



HOW DO WE ACT ON STRATEGY?



HOW DO WE ACT ON STRATEGY?



SYSTEMS MODEL
REINVENTING THE
BUSINESS MODEL OF DESIGN

SYSTEMS MODEL REINVENTING THE BUSINESS MODEL OF DESIGN

WHAT BROAD
FORCES ARE
SHAPING YOUR
INDUSTRY?

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HOW ARE
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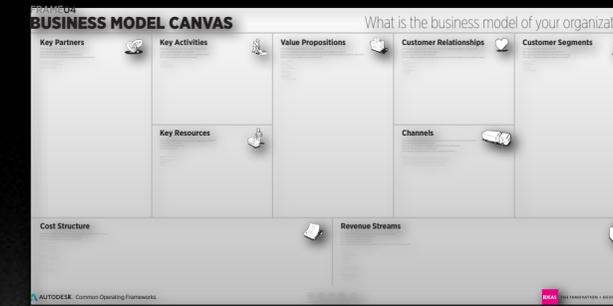
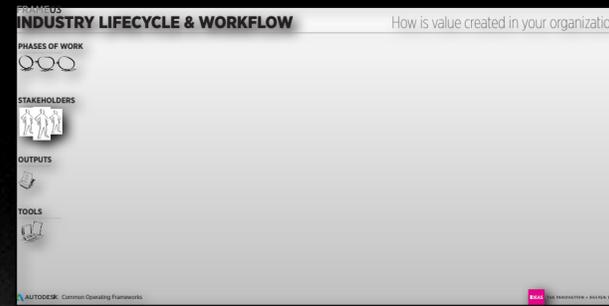
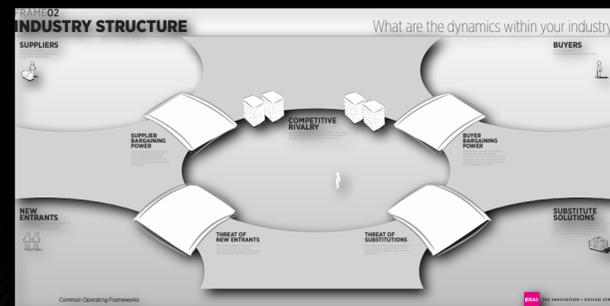
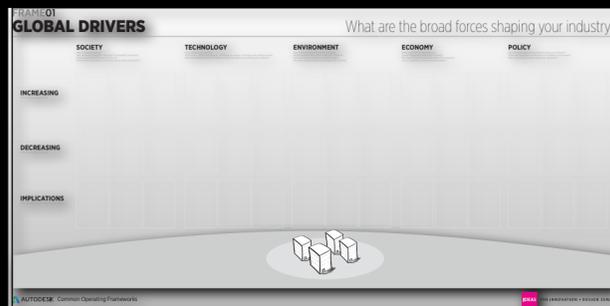
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REINVENTING THE BUSINESS MODEL OF DESIGN



WHAT BROAD FORCES ARE SHAPING YOUR INDUSTRY?

WHAT IS CHANGING IN YOUR INDUSTRY?

HOW ARE ORGANIZATIONS CREATING VALUE?

HOW ARE BUSINESS MODELS CHANGING?

WHAT MUST ORGANIZATIONS DO TO THRIVE?

FRAME 01 GLOBAL DRIVERS

What are the broad forces shaping your industry?

SOCIETY

*How is society changing?
How are people changing? Physically? Emotionally? Physically?
What are people doing more of? Less of?
What trends do you see in cultural behaviors, values and beliefs?*

TECHNOLOGY

*How is technology evolving?
Which tools - digital and physical - are having an impact on the way your industry works?
Which technologies have the greatest potential to advance and disrupt your industry?*

ENVIRONMENT

*How is the physical environment changing?
Which environmental drivers affect your business?
From local living conditions to global changes,
how does environmental change shape your industry?*

ECONOMY

*What is the state of the economy?
Locally? Regionally? Nationally? Globally?
How does the economic climate affect the ecosystem
of your suppliers, customers and employees?*

POLICY

*Which policies, laws and regulations shape your industry?
What new regulations will augment or constrain your business?
How much is your business shaped by legislation?*

INCREASING

Which factors are growing?

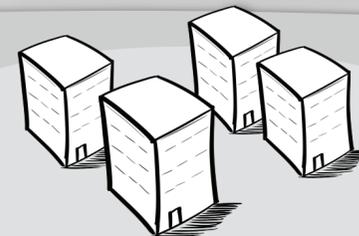
DECREASING

Which factors are shrinking?

IMPLICATIONS

What do these trends mean for your industry?

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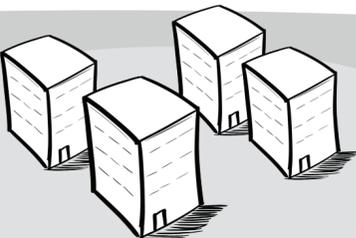
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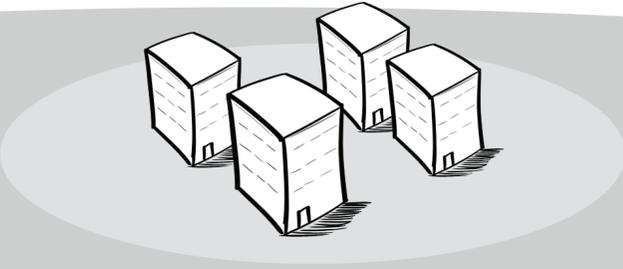
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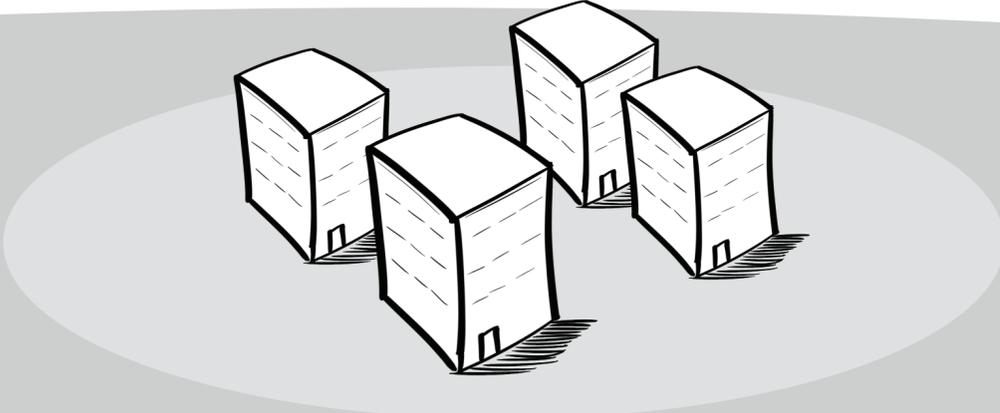
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ENVIRONMENTAL

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What are the key drivers and forces shaping your industry?

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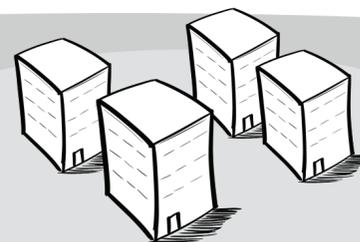
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WRITE OUT
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PLACE
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What trends do you see in cultural behaviors, values and beliefs?*

WRITE OUT
IDEAS AS
COMPLETE
THOUGHTS

PLACE
STICKY
NOTES ON
POSTER

PERFORM
A
SILENT
SORT

POLICY

*Which policies, laws and regulations shape your industry?
What new regulations will augment or constrain your business?
How much is your business shaped by legislation?*

What is shaping your industry?

INCREASING

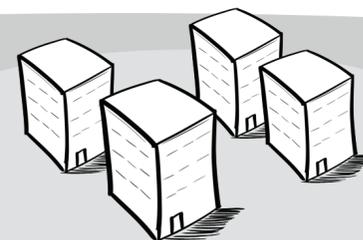
Which factors are growing?

DECREASING

Which factors are shrinking?

IMPLICATIONS

What do these trends mean for your industry?



FRAME01
GLOBAL

WRITE OUT
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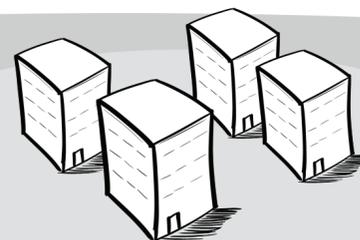
PERFORM
A
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CLARIFY
THE
CORE
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INCREASING
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FRAME01 GLOBAL DRIVERS

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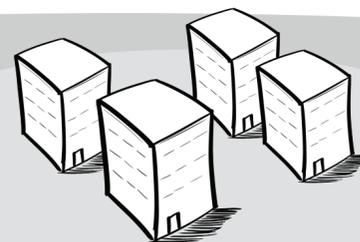
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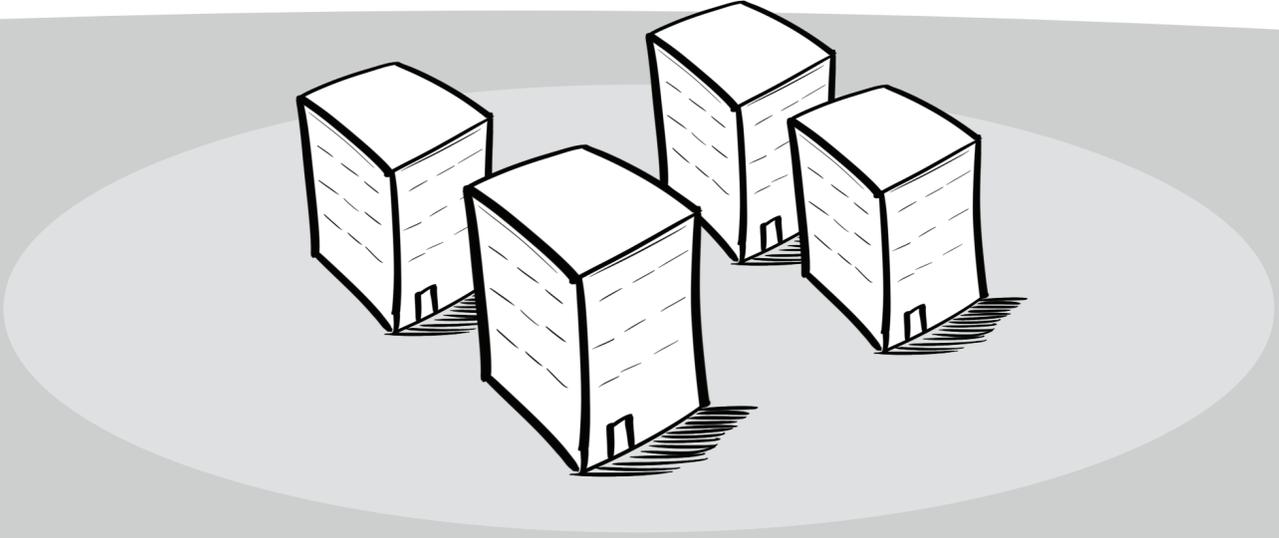
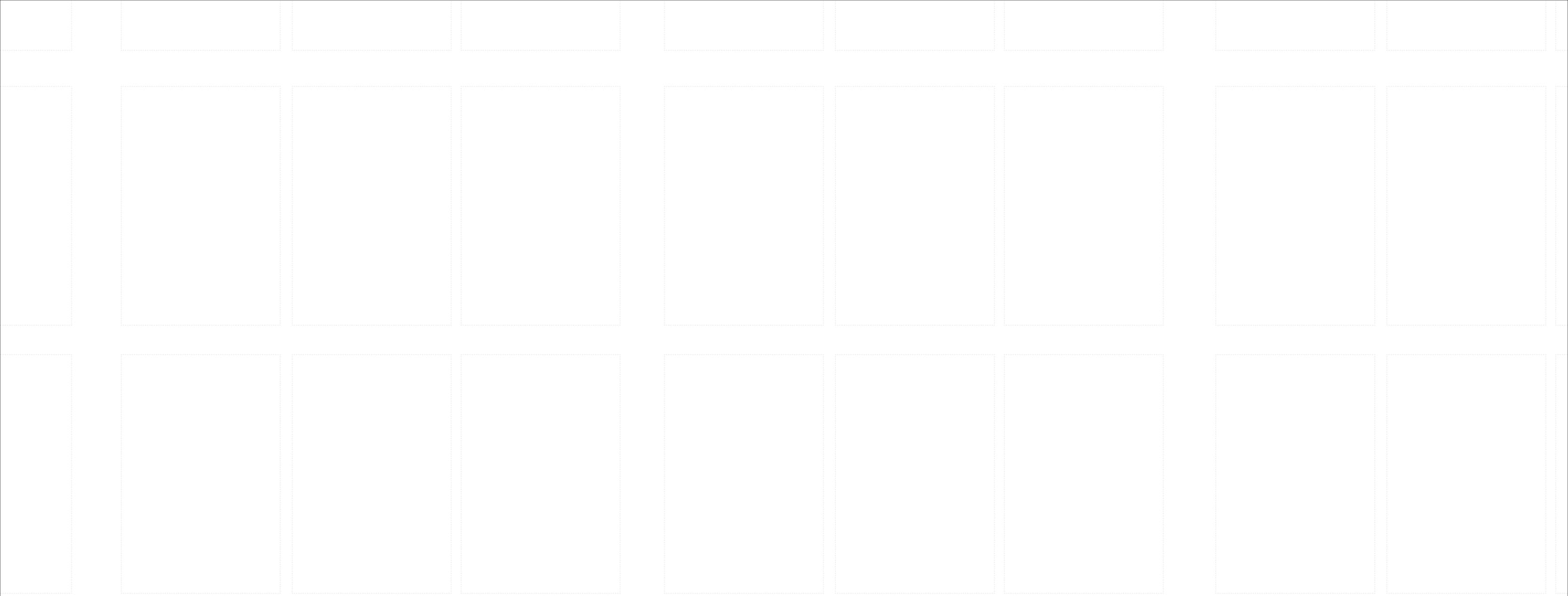
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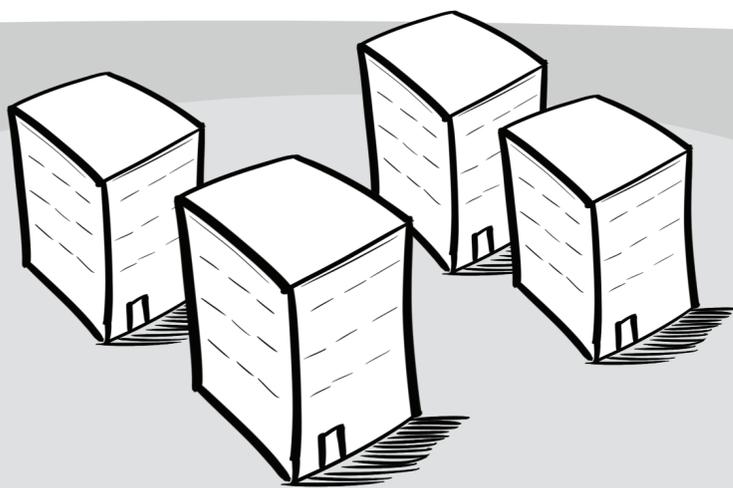
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WHAT
DOES
THIS
MEAN?

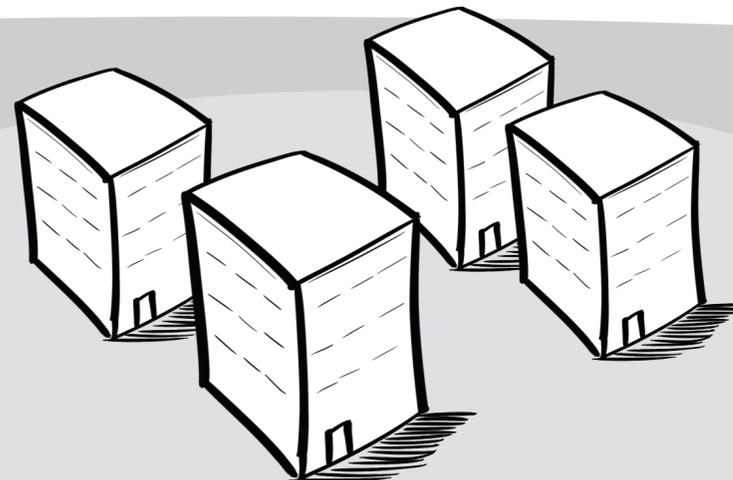


NYTIMES
SCENARIOS

SUSTAINABLE

MATRIX

COAL

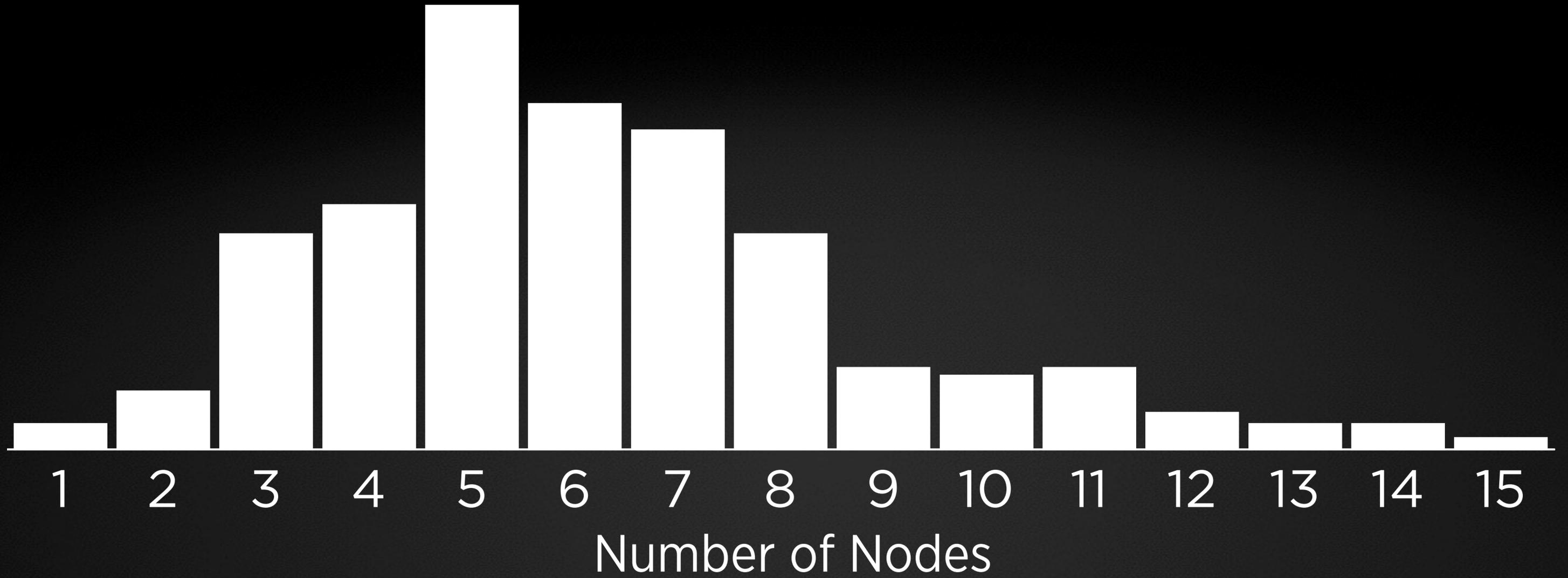


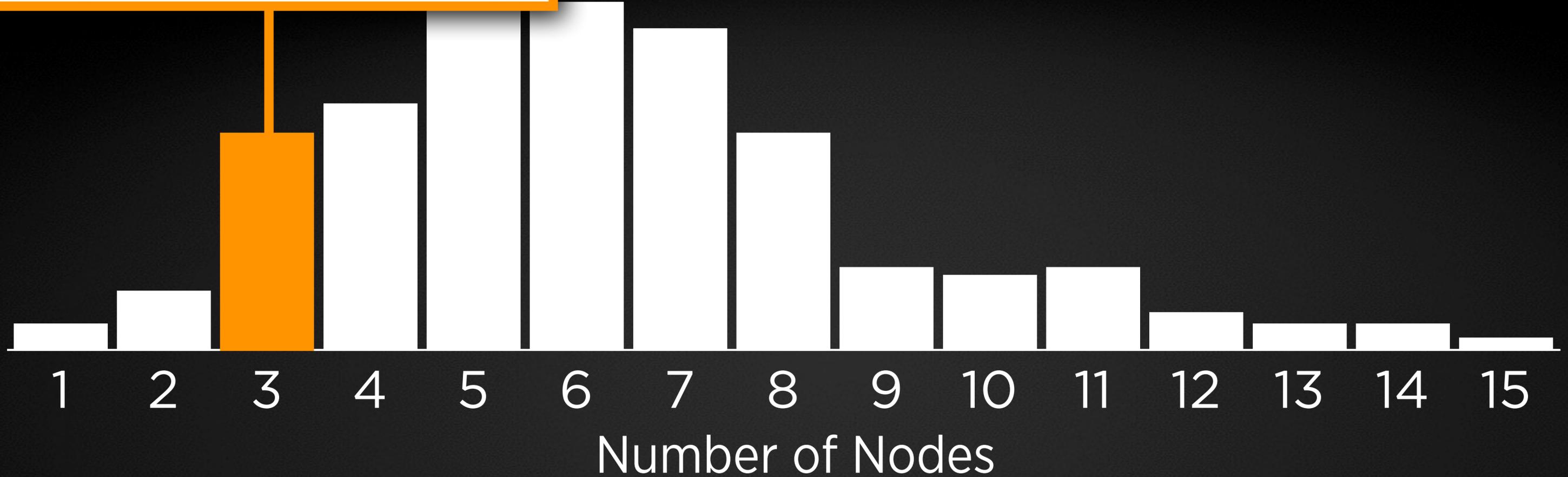
NODES + **LINKS** = **SYSTEMS MODEL**

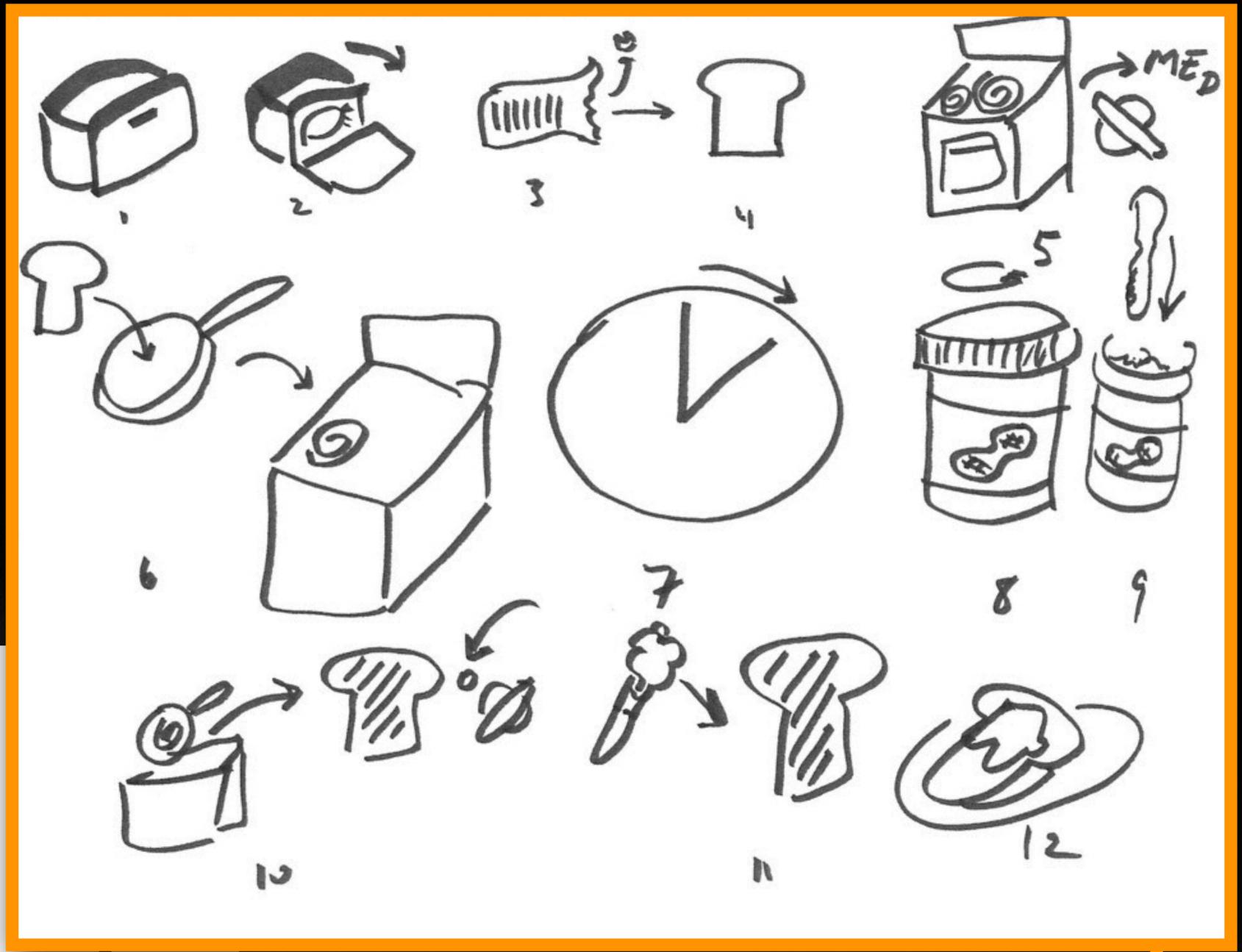
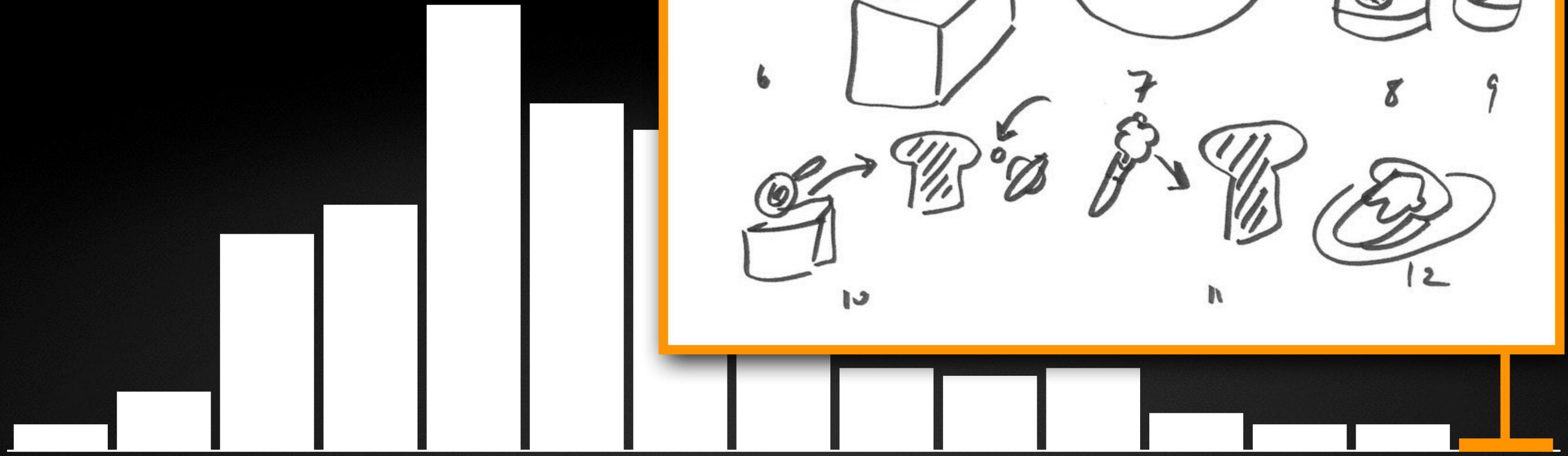


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Number of Nodes

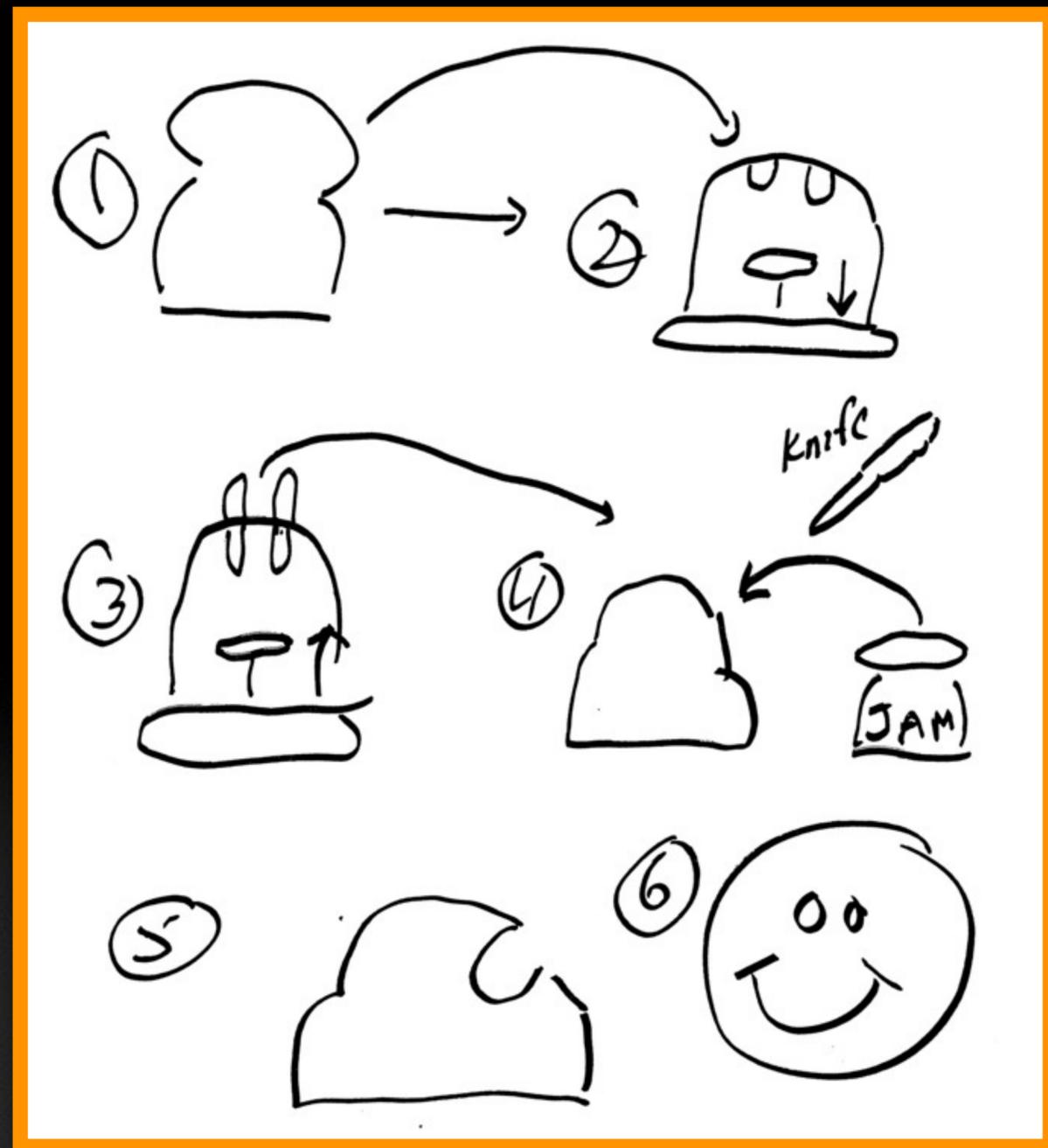


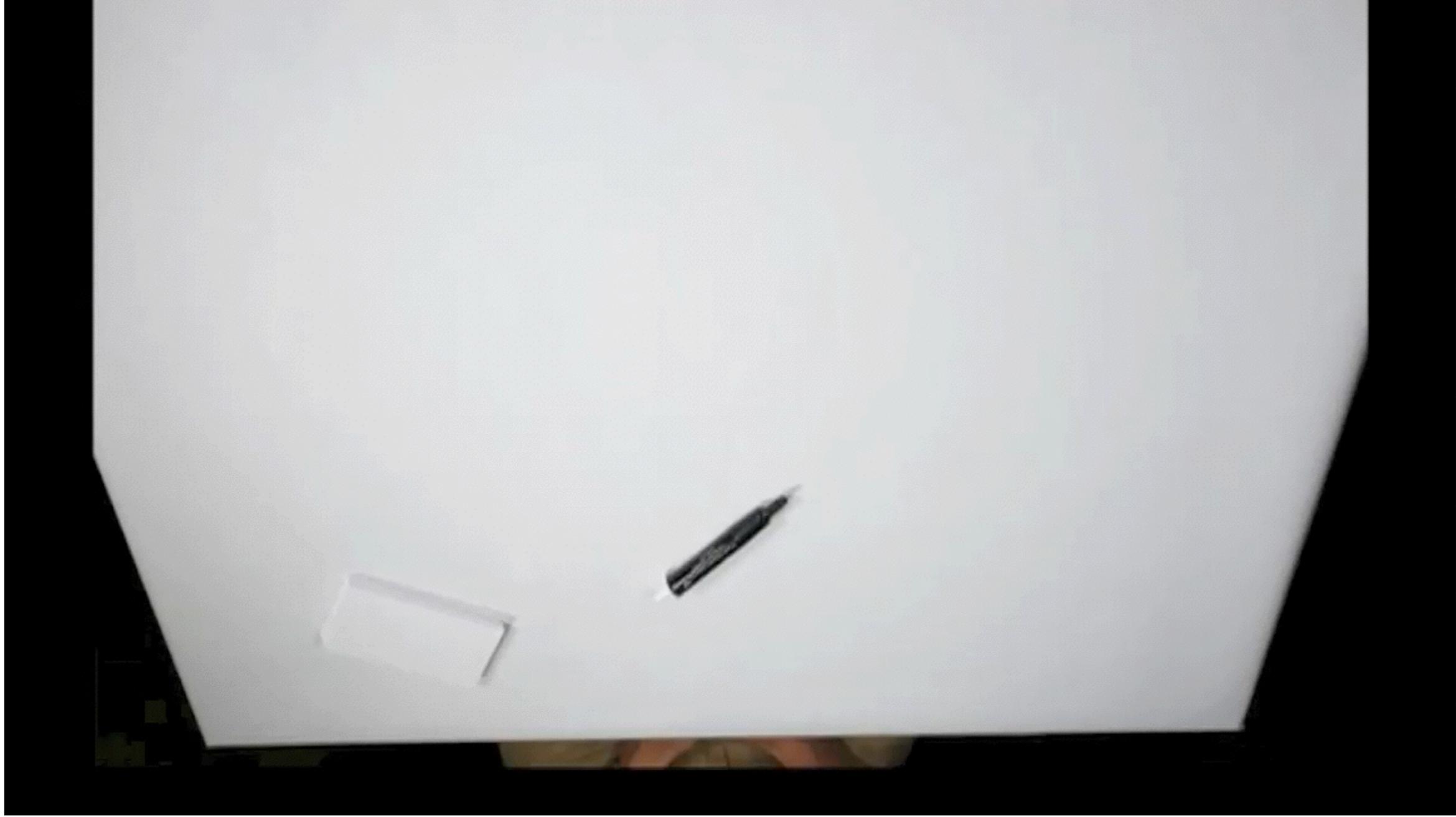


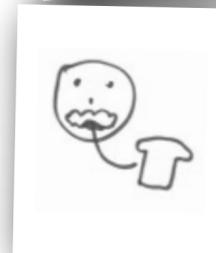
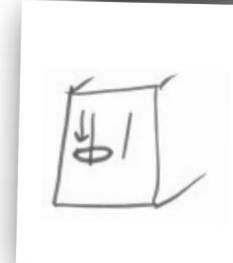
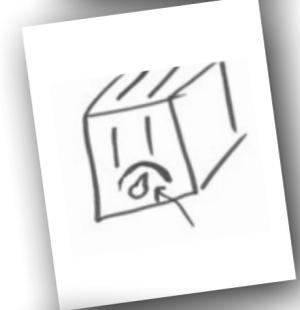
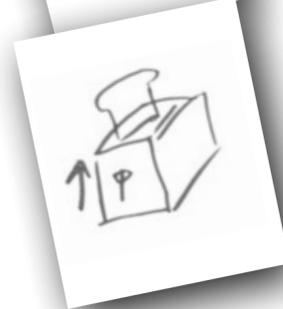
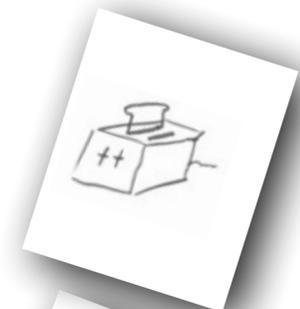
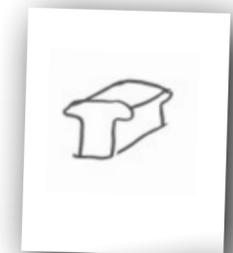
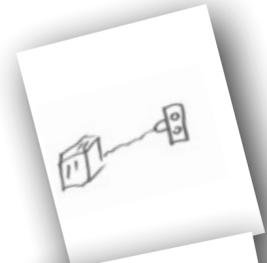


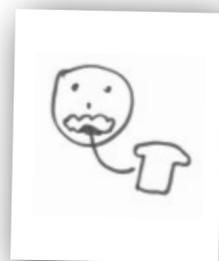
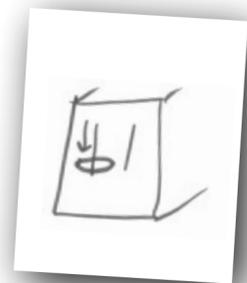
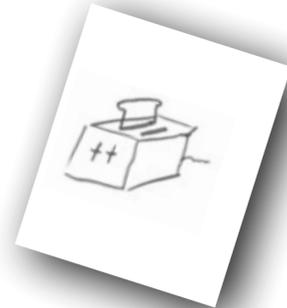
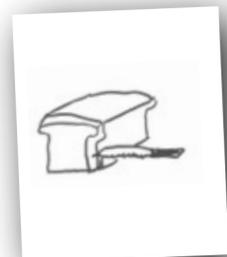
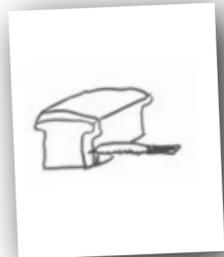
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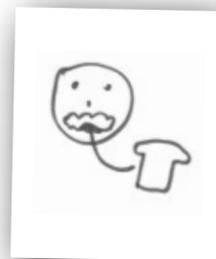
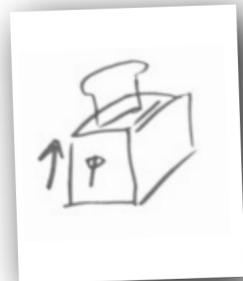
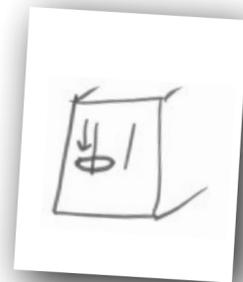
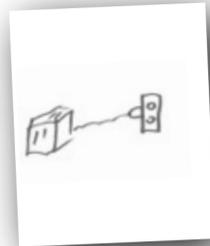
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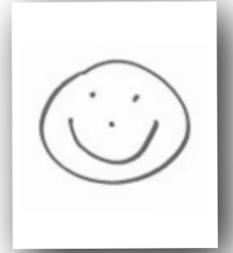
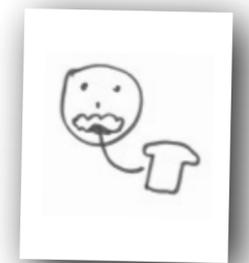
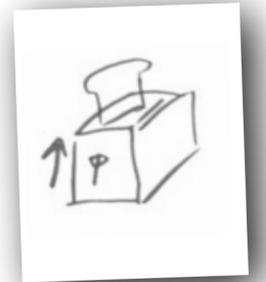
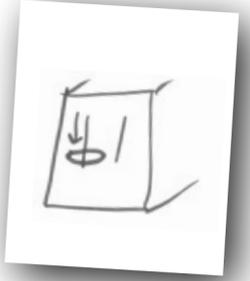
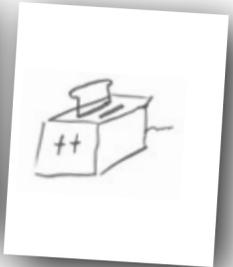
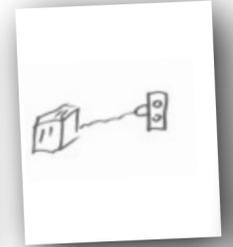
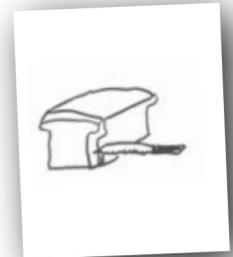


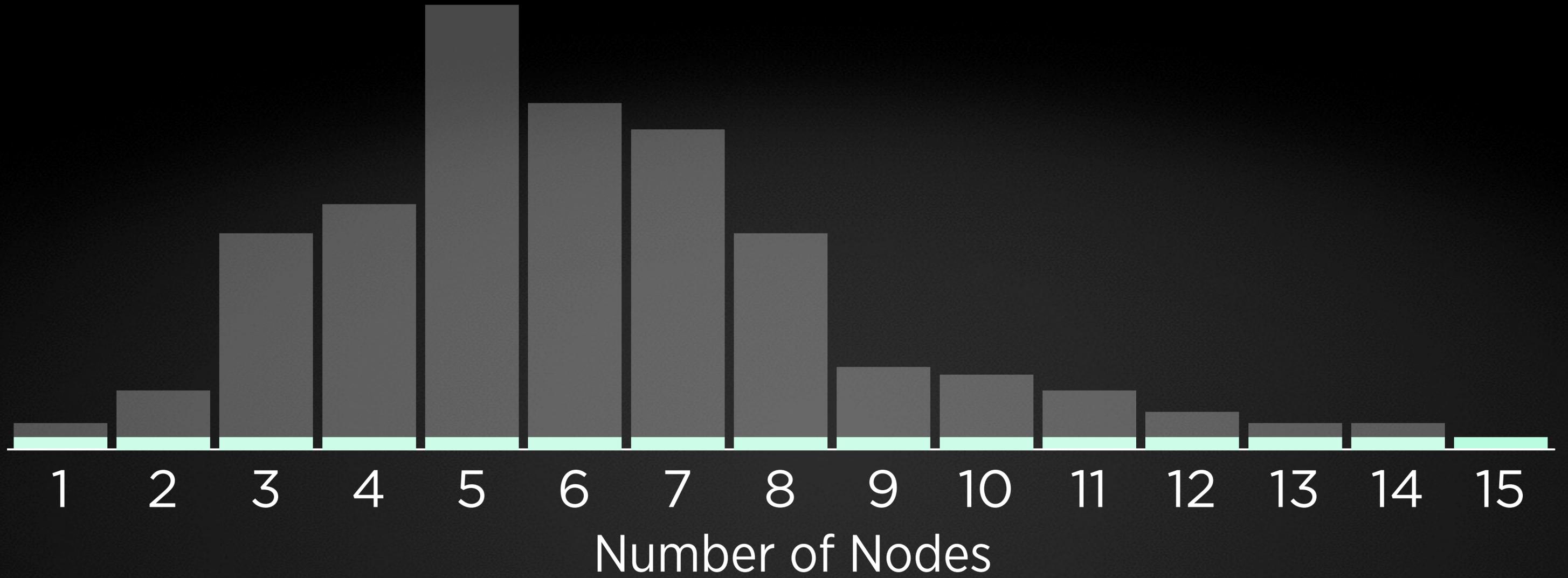
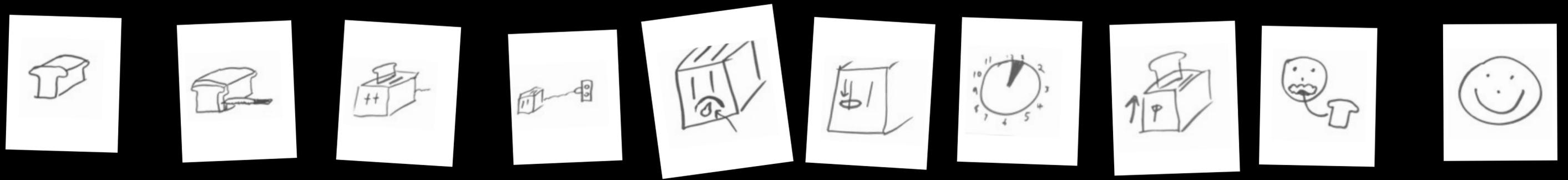


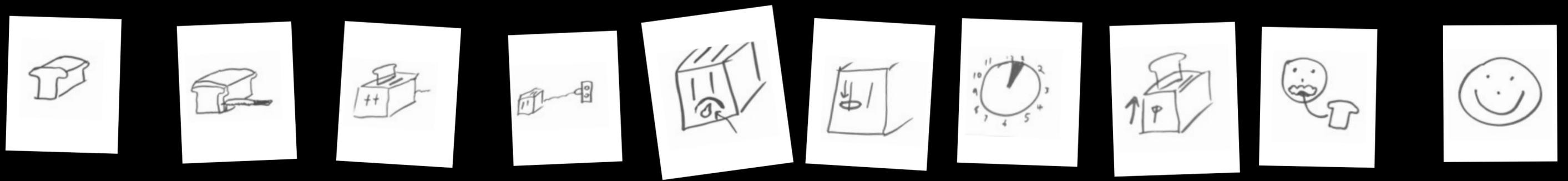






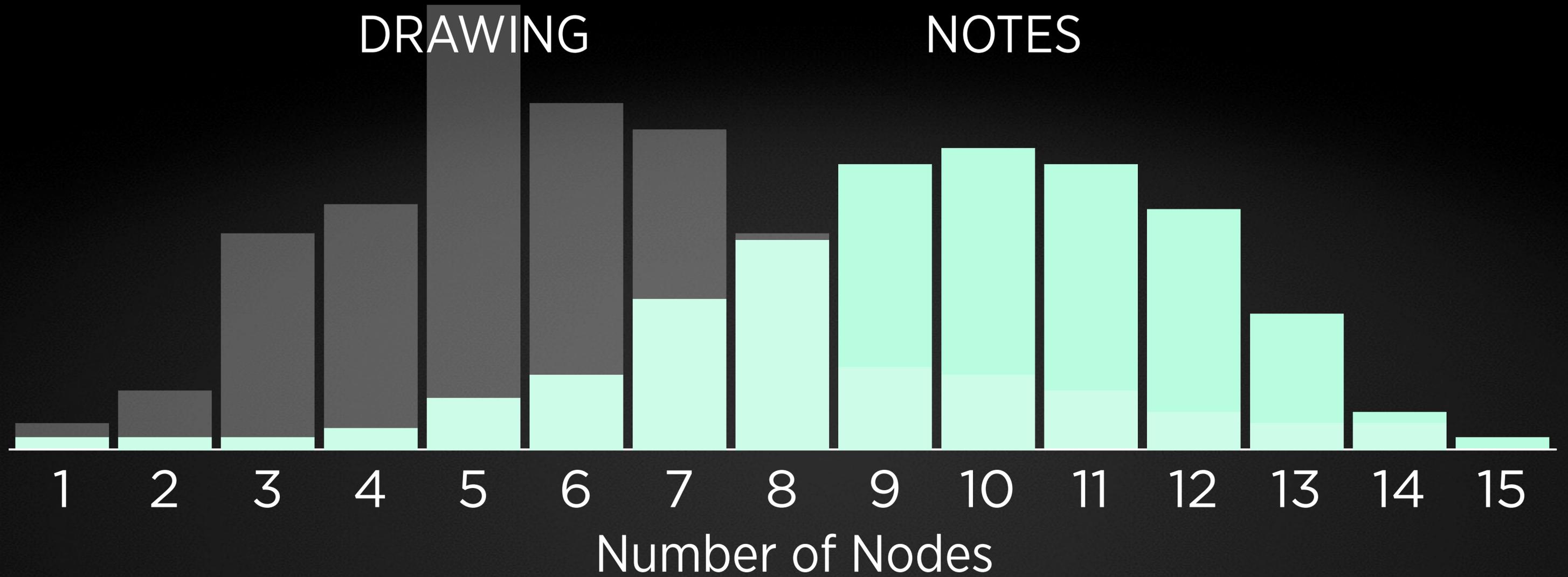




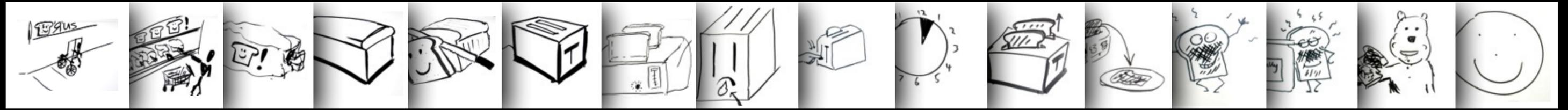


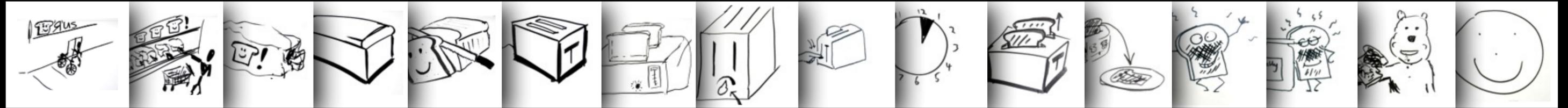
DRAWING

NOTES





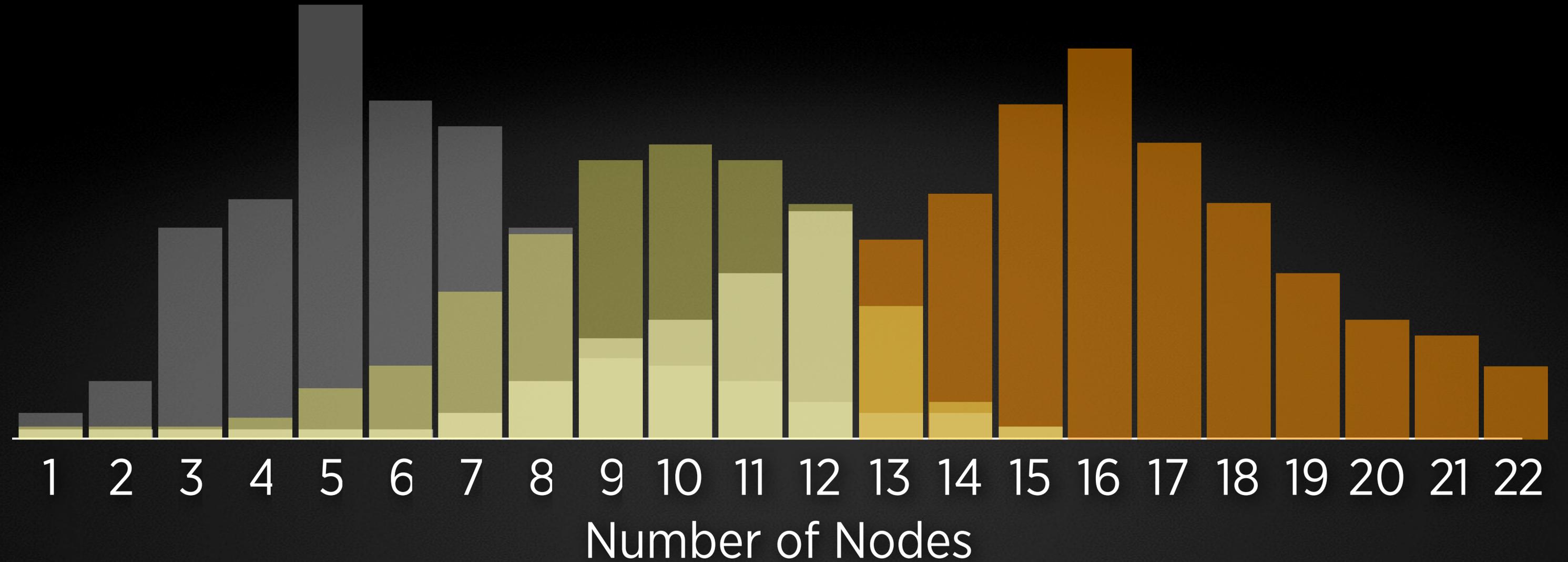




DRAWING

NOTES

GROUP NOTES



ASK POWERFUL QUESTIONS

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CLARIFY
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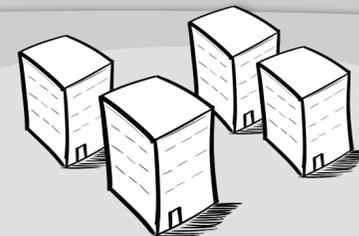
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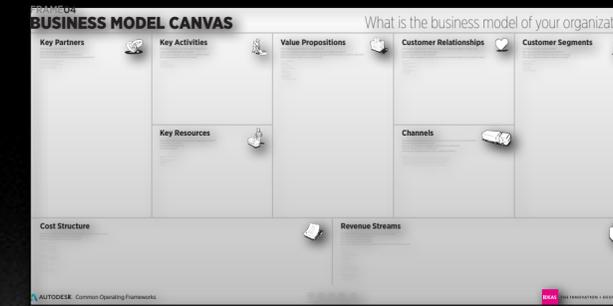
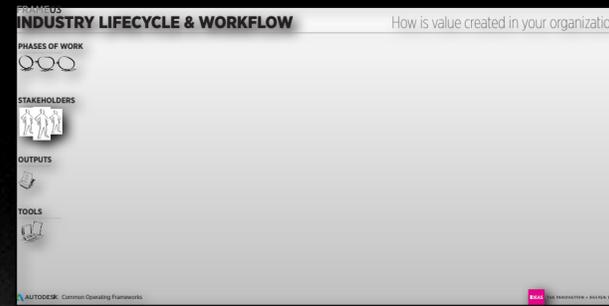
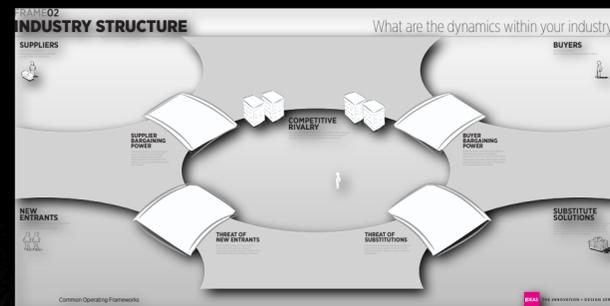
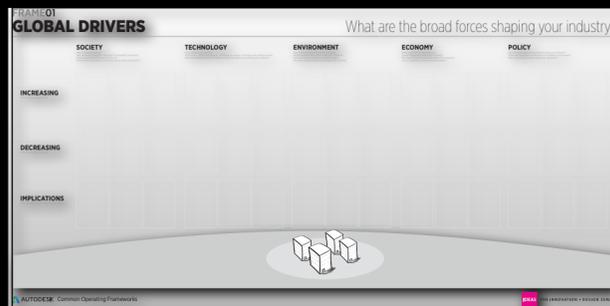
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FRAMES OF REFERENCE



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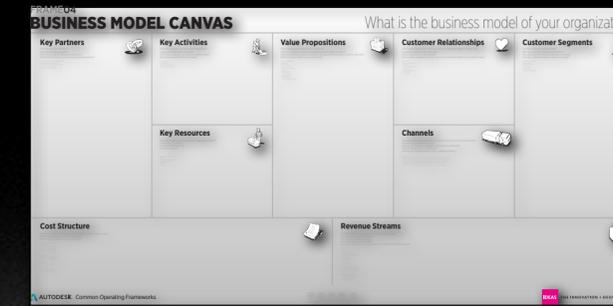
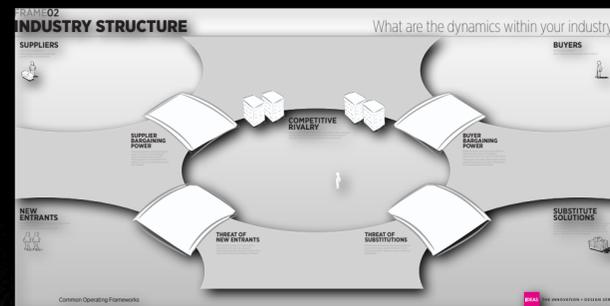
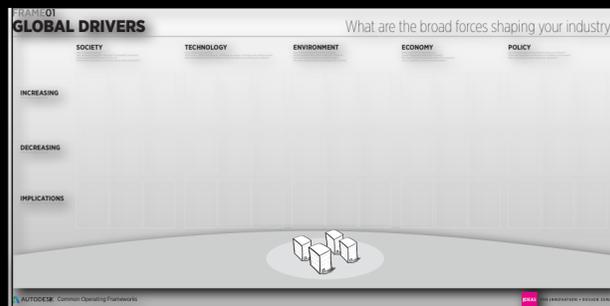
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FRAME02 INDUSTRY STRUCTURE

What are the dynamics within your industry?

SUPPLIERS

Who are your suppliers?
What products and services do they provide? Who is indispensable?



BUYERS

Who are your buyers?
What offerings are most important to them?



SUPPLIER BARGAINING POWER

Powerful suppliers can charge higher prices or insist on more favorable terms, lowering industry profits. When suppliers serve alternative industries, they exert more force on any one industry.

COMPETITIVE RIVALRY

What is the nature of the industry competition: Price? Quality? Speed? Reliability? How do they differentiate themselves? Illustrate how the industry players battle for business.

BUYER BARGAINING POWER

Powerful buyers can force prices down or demand more value in the product, capturing more of the value for themselves. When buyers see little differentiation in the industry's products, they have the power to pit one vendor against another.

NEW ENTRANTS

Entry barriers protect an industry from newcomers who would add new capacity and seek to gain market share.



THREAT OF NEW ENTRANTS

Entry barriers protect an industry from newcomers who add new capacity. What are the specific barriers to entry? Might these barriers be lowered or raised?

WHAT IS CHANGING IN YOUR INDUSTRY?

THREAT OF SUBSTITUTIONS

Effective substitutes can provide an attractive price performance trade-off relative to the industry's product. They put a cap on industry profitability.

SUBSTITUTE SOLUTIONS

Substitutes are offerings that meet the same basic needs as the industry's product, but in a different way. Substitutes are not direct rivals, they often come from unexpected places. This makes substitutes difficult to anticipate or even to see once they appear.



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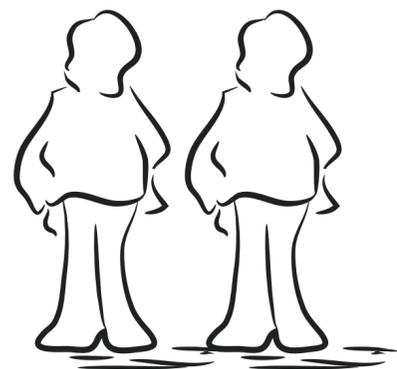
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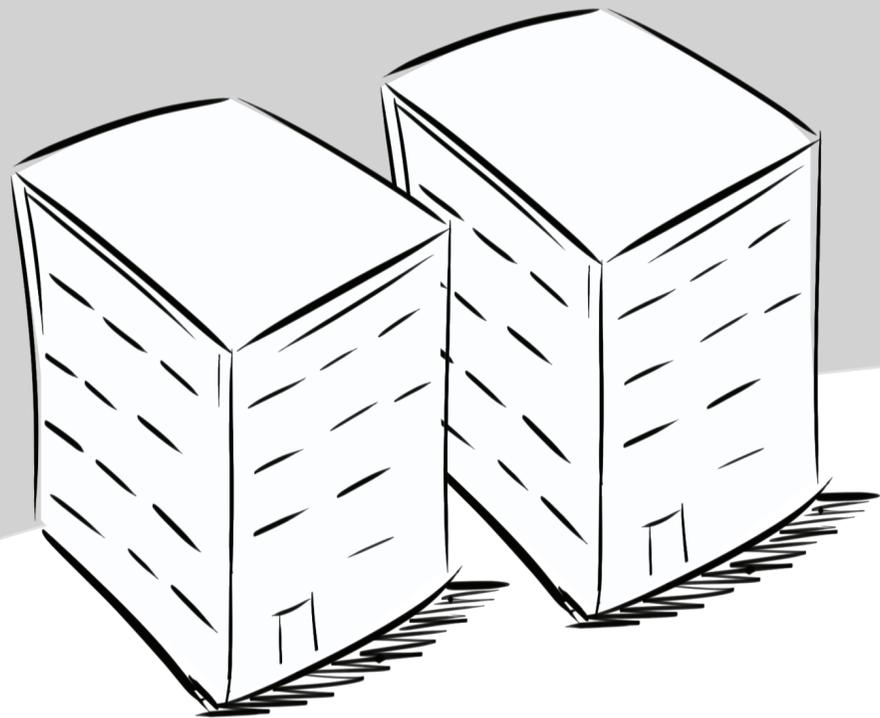
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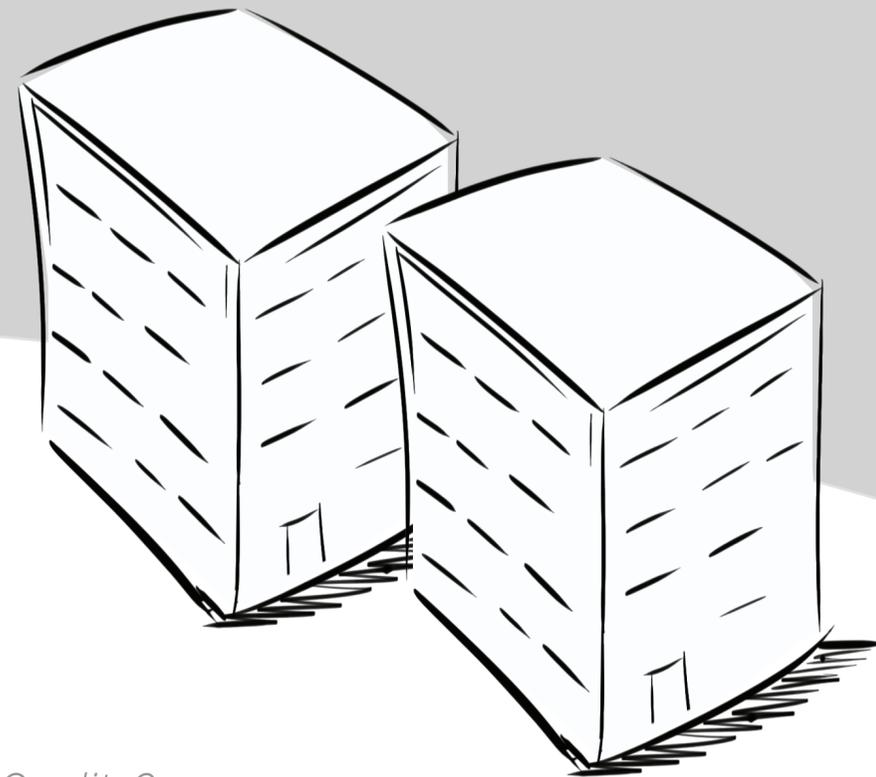
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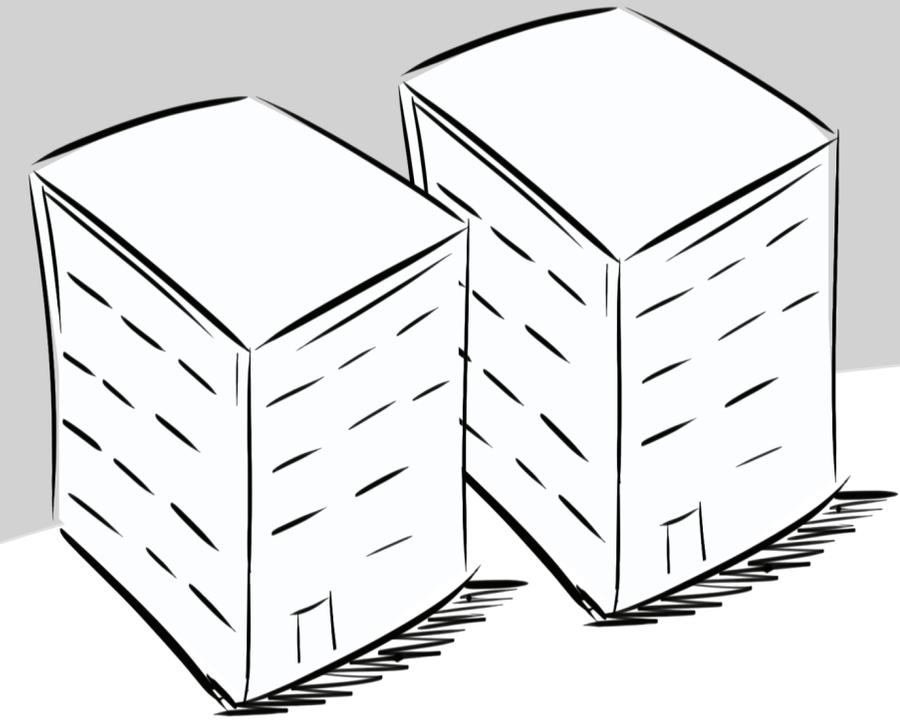
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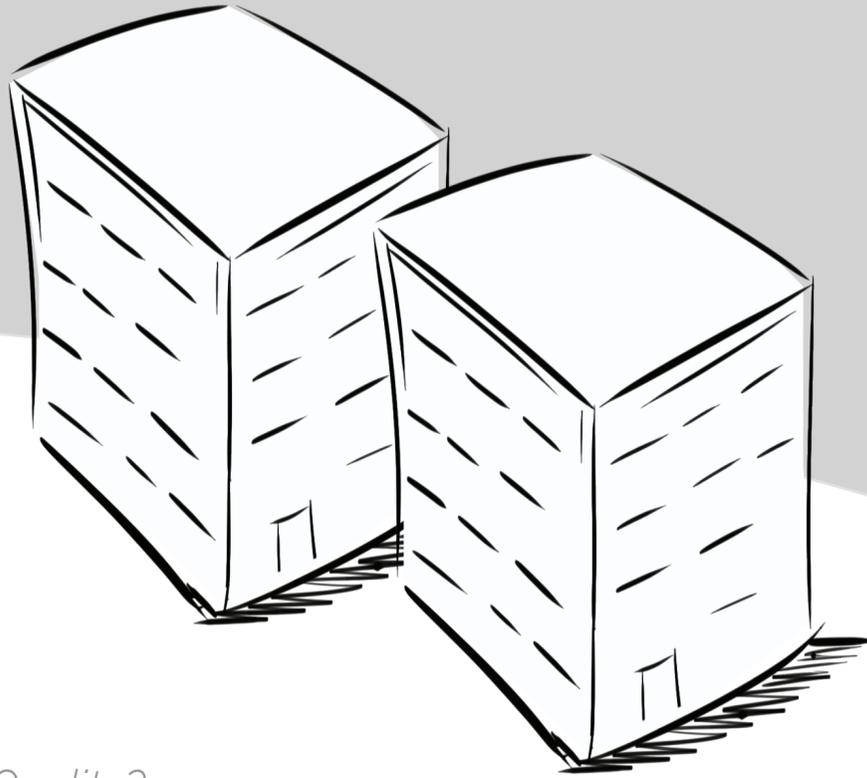
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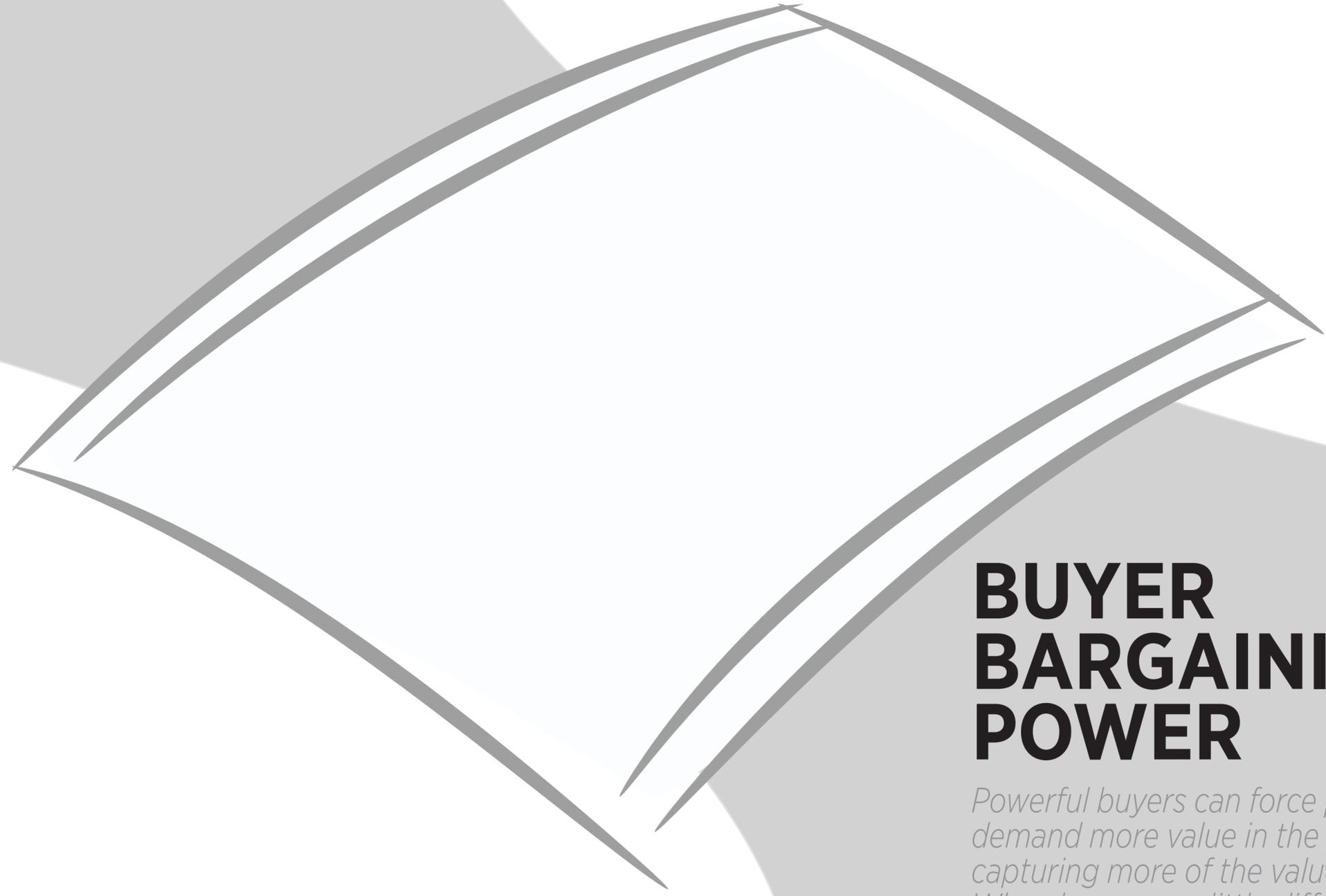


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The background features a large, light blue, diamond-shaped area with a dark grey outline, tilted slightly to the right. This diamond is set against a white background with grey, curved shapes in the corners. The text is positioned on the left side, overlapping the grey shapes.

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FRAME02 INDUSTRY STRUCTURE

What are the dynamics within your industry?

SUPPLIERS

Who are your suppliers?
What products and services do they provide? Who is indispensable?



BUYERS

Who are your buyers?
What offerings are most important to them?



SUPPLIER BARGAINING POWER

Powerful suppliers can charge higher prices or insist on more favorable terms, lowering industry profits. When suppliers serve alternative industries, they exert more force on any one industry.

COMPETITIVE RIVALRY

What is the nature of the industry competition: Price? Quality? Speed? Reliability? How do they differentiate themselves? Illustrate how the industry players battle for business.

BUYER BARGAINING POWER

Powerful buyers can force prices down or demand more value in the product, capturing more of the value for themselves. When buyers see little differentiation in the industry's products, they have the power to pit one vendor against another.

NEW ENTRANTS

Entry barriers protect an industry from newcomers who would add new capacity and seek to gain market share.



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THREAT OF SUBSTITUTIONS

Effective substitutes can provide an attractive price performance trade-off relative to the industry's product. They put a cap on industry profitability.

SUBSTITUTE SOLUTIONS

Substitutes are offerings that meet the same basic needs as the industry's product, but in a different way. Substitutes are not direct rivals, they often come from unexpected places. This makes substitutes difficult to anticipate or even to see once they appear.



FRAME02 INDUSTRY STRUCTURE

VISUAL EFFECTS INDUSTRY

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FRAME02 INDUSTRY STRUCTURE

CONSTRUCTION

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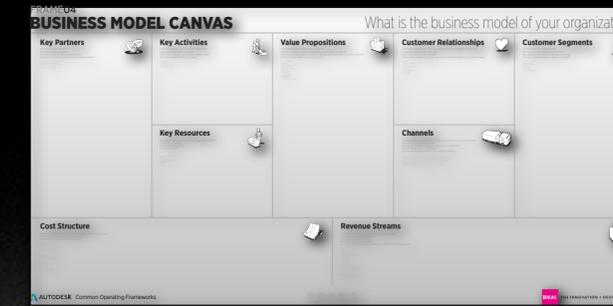
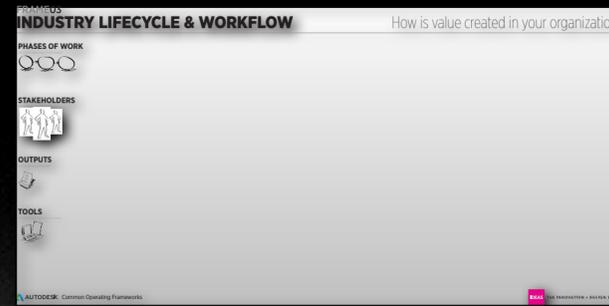
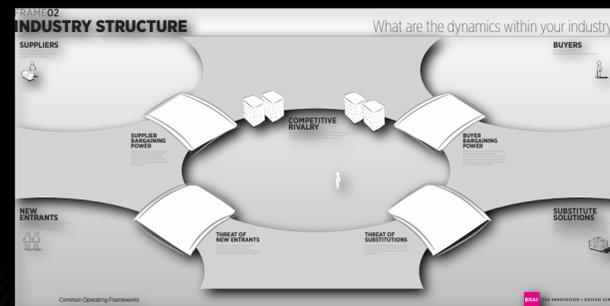
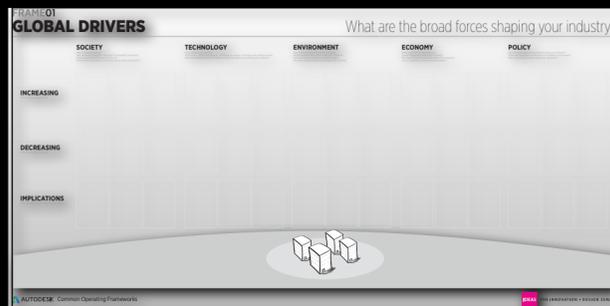


INDUSTRY MONTAGE

COLLECTION OF CLIPPINGS

BIZ WEEK COVERS

FRAMES OF REFERENCE



WHAT BROAD FORCES ARE SHAPING YOUR INDUSTRY?

WHAT IS CHANGING IN YOUR INDUSTRY?

HOW ARE ORGANIZATIONS CREATING VALUE?

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WHAT MUST ORGANIZATIONS DO TO THRIVE?

FRAME 03 INDUSTRY LIFECYCLE & WORKFLOW

How is value created in your organization?

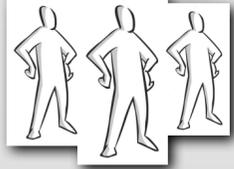
PHASES OF WORK

What are the major stages of value creation?



STAKEHOLDERS

Who is involved in making work happen?



OUTPUTS

What are the major deliverables?



TOOLS

What technologies augment value creation?



HOW ARE
ORGANIZATIONS
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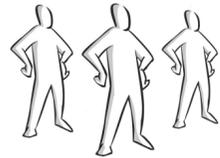
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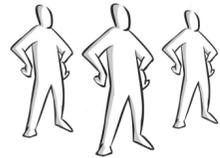
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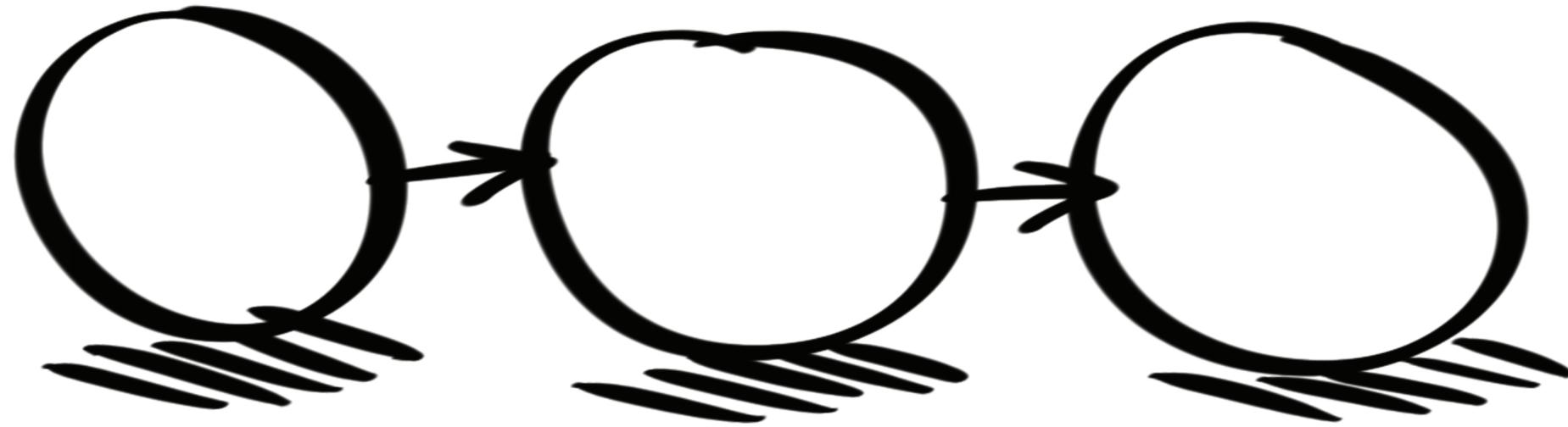
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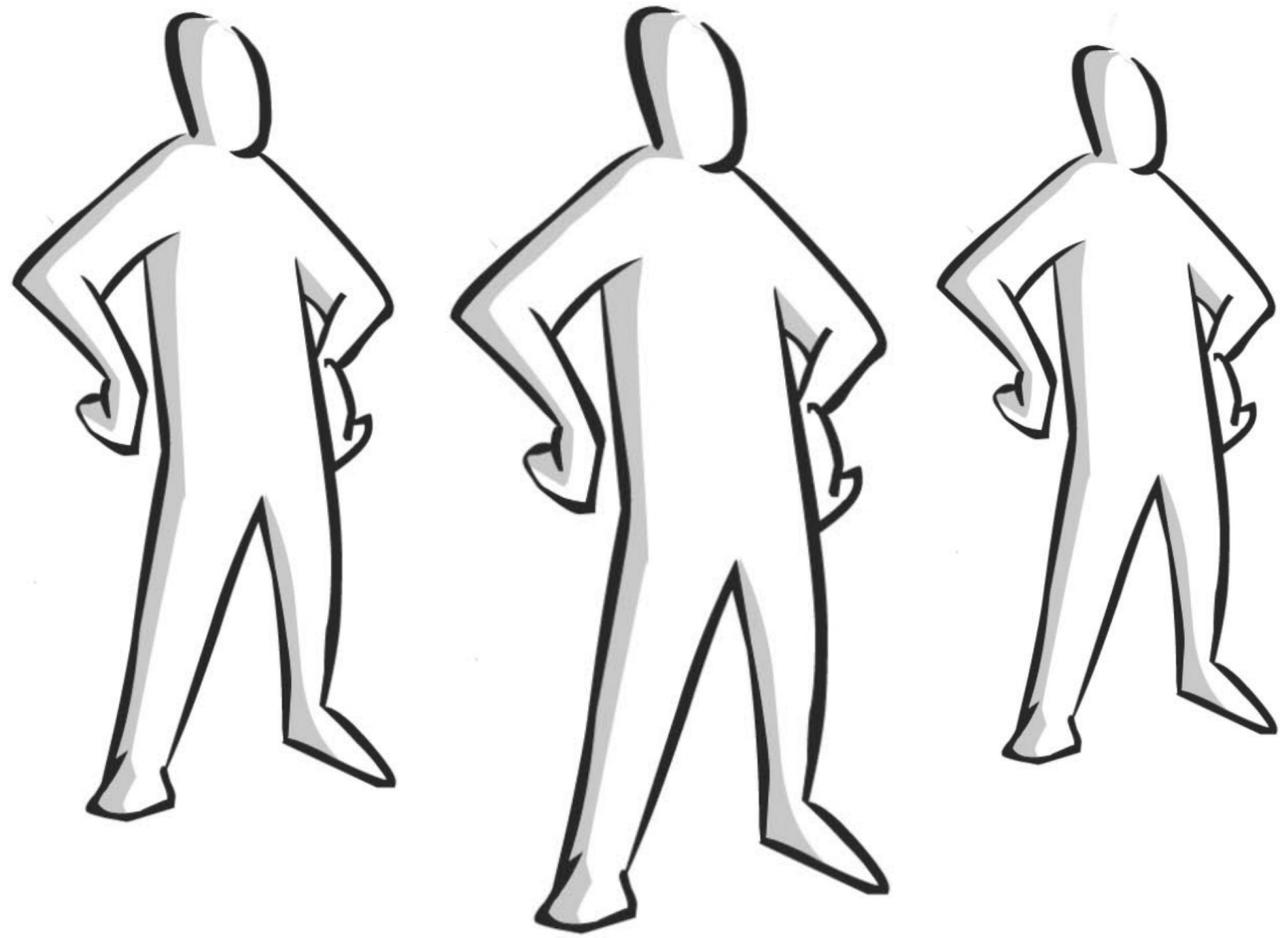
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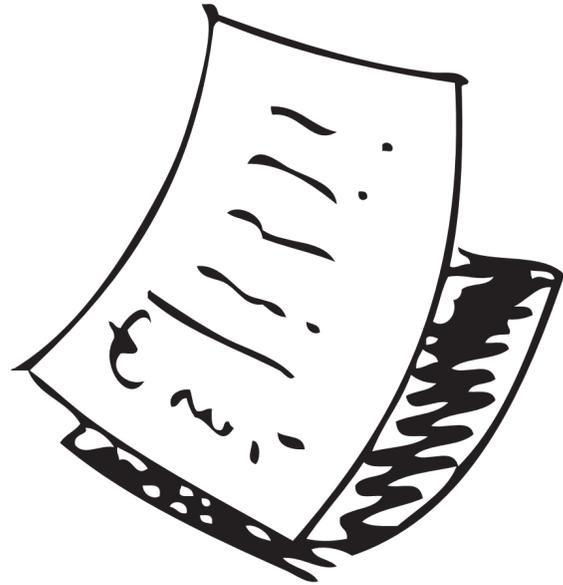
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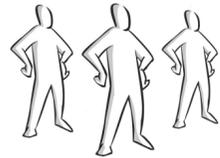
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ARCHITECTURE

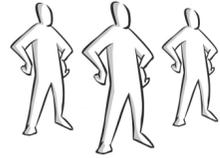
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ENGINEERING

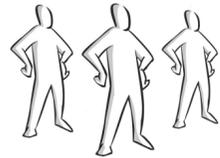
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FRAME03 INDUSTRY LIFECYCLE & WORKFLOW

MEDIA & ENTERTAINMENT

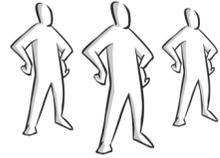
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FRAME03 INDUSTRY LIFECYCLE & WORKFLOW

AUTODESK VALUE PROPOSITION

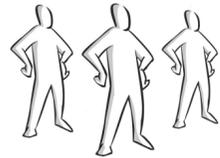
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TECHNOLOGY ERAS

1
Drawings

DOCUMENTING

2D Digital Projections of 3D Characteristics

Document and represent ideas with abstract and precise diagrams relying geometry and light weight metadata about that geometry.

2
Models

PROTOTYPING

3D Digital Prototypes at Scale

Prototype assets with three-dimensional models that imply the shape and characteristics of the final product.

3
Outcomes

OPTIMIZING

Integrated Project Understanding of Assets through heterogeneous digital information

Optimize asset and project performance by simulating outcomes and embracing complexity with immersive, precise, and accessible tools.

Multimodal
Representation

In-line
Analysis

Parametrics
Computation
Scripting

Information
to the Point
of Work

Hybrid
Reality

Big
Data

REPRESENT

How models are defined, documented and memorialized for use.

Models
Drawings
Other Geometry

EVALUATE

How ideas are simulated, tested and analyzed for implications.

Simulations
Analysis
Scripting
Optimization
prediction -> outcome

REALIZE

How ideas are translated from abstraction to physical reality.

3D Printing
Reality Computing
Reality Capture
Robotics
CNC/CAM

COLLABORATE

How ideas are captured, managed and shared by teams to make decisions.

Data Management,
Storage
Provider Marketplace
Decision Support
Workflow, Indexing, Social

Supporting
Project
Reference Data



Project
Record

INDUSTRY PROPOSITIONS

AEC

Context independent design
Bridging to construction logic
Shift to outcome-based business models
Computational BIM
Manufacturing methods to construction

PERFORMANCE BIM

ENI

Context visualization (physical, economic, process)
Democratization of project information
Asset analysis and implication
Capital project simulation
Maintenance efficiency

PERFORMANCE BIM

MFG

Systems-level simulation and representation
Functional representation and manipulation
Multi-disciplinary analysis
New Materials (additive manufacturing)
Proactive / Reactive maintenance

PERFORMANCE DP

M&E

Rapid concept development
World Simulation
Animation-based shot development
Digitized real-world assets and integration
Production asset management

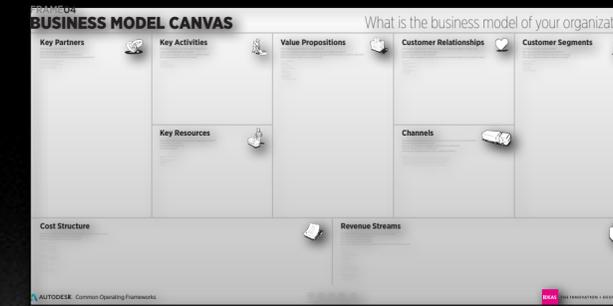
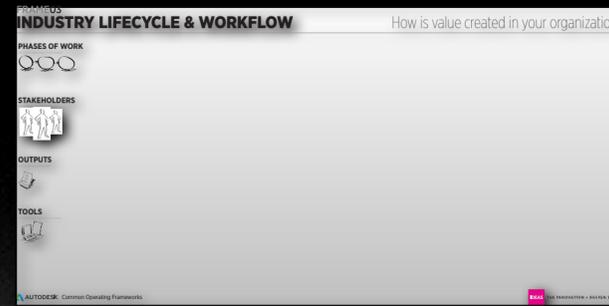
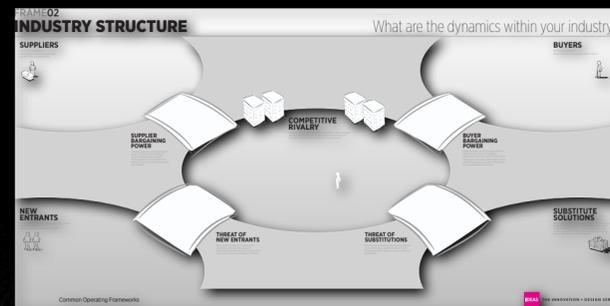
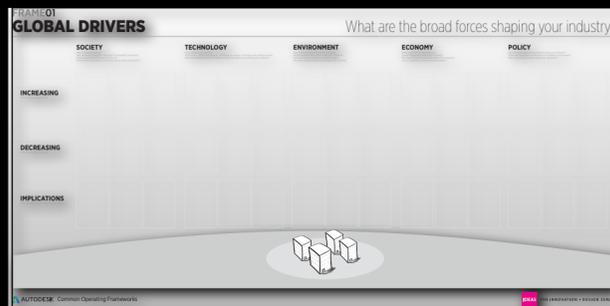
INTEGRATED WORLD-MAKING

SUS

Design in physical and systems context
Predict and optimize resource consumption
Predict and ensure performance, build confidence
Streamline construction / manufacturing processes through simulation

	REPRESENT	EVALUATE	REALIZE	COLLABORATE
CLOUD				
MOBILE				
REALITY				

FRAMES OF REFERENCE



WHAT BROAD FORCES ARE SHAPING YOUR INDUSTRY?

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HOW ARE ORGANIZATIONS CREATING VALUE?

HOW ARE BUSINESS MODELS CHANGING?

WHAT MUST ORGANIZATIONS DO TO THRIVE?

FRAME04 BUSINESS MODEL CANVAS

What is the business model of your organization?

Key Partners



Who are your Key Partners?
Who are your key suppliers?
Which Key Activities do partners perform?
Which Key Resources are you acquiring from partners?

MOTIVATIONS FOR PARTNERSHIPS:
- Distribution and economy
- Production of risk and uncertainty
- Acquisition of particular
- Resources and activities

Key Activities



What Key Activities do your Value Propositions require?
What Distribution Channels do you require?
How do you manage your Customer Relationships?
How do you create Revenue Streams?

CATEGORIES:
- Production
- Problem Solving
- Platform/Networks

Value Propositions



What value do you deliver to the customer?
Which one of your customer's problems are you helping to solve?
What bundles of products and services are you offering to each Customer Segment?
Which customer needs are you satisfying?

CHARACTERISTICS:
- Novelty
- Performance
- Customization
- Getting the Job Done
- Design
- Brand/Status
- Cost Reduction

Customer Relationships



What type of relationship does each of your Customer Segments expect you to establish and maintain with them?
Which ones have you established?
How are they integrated with the rest of your business model? How costly are they?

EXAMPLES:
- Personal assistance
- Production
- Personal Assistance
- Self-Service
- Automated Services
- Communities
- Co-creation

Customer Segments



For whom are you creating value?
Who are your most important customers?
How do customers measure value economically?
How do customers measure value emotionally?

KINDS OF OFFERING:
- Mass Market
- Niche Market
- Diversified
- Segmented
- Multisided Platform

Key Resources



What Key Resources do your Value Propositions require?
What Distribution Channels do you require?
Customer Relationships?
Revenue Streams?

TYPES OF RESOURCES:
- Physical
- Intellectual/Design
- Channels
- Human
- Financial

Channels



Through which Channels do your Customer Segments want to be reached?
How are you 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?

PRICES:
- Premiums: How do we price premium about our company's offerings?
- Discounts: How do we price customers relative to our Value Proposition?
- Coupons: How do we price customers to encourage specific behaviors?
- Delivery: How do we deliver a Value Proposition to customers?
- Other: How do we provide paid customer support?

HOW ARE BUSINESS MODELS CHANGING?

Cost Structure

What are the most important costs inherent in your business model?
Which Key Resources are most expensive?
Which Key Activities are most expensive?

BUSINESS MODEL:
- Customer
- Channel
- Distribution
- Revenue

KEY RESOURCES:
- Physical
- Intellectual/Design
- Channels
- Human
- Financial

Revenue Streams



How are they currently paying?
How would they prefer to pay?
How much does each Revenue Stream contribute to overall revenues?

TYPES:
- Transactional
- Recurring
- Usage-based
- Subscription
- Advertising
- Commission
- License
- Royalty
- Other

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Key Resources



What Key Resources do your Value Propositions require?
What Distribution Channels do you use?
What Customer Relationships do you have?
What Revenue Streams do you have?

TYPES OF RESOURCES
- Physical
- Intellectual (brand, patents, copyrights, data)
- Human
- Financial

Channels



Through which Channels do your Customer Segments want to be reached?
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Which ones are most cost-efficient?
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PHASES
- Awareness: How do we raise awareness about our company's offerings?
- Evaluation: How do we help customers evaluate our Value Proposition?
- Purchase: How do we allow customers to purchase specific offerings?
- Delivery: How do we deliver a Value Proposition to customers?
- After Sales: How do we provide post-purchase customer support?

HOW ARE
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CHANGING?

Cost Structure

What are the most important costs inherent in your business model?
Which Key Resources are most expensive?
Which Key Activities are most expensive?

BUSINESS NATURE
- Cost Driven
- Leaned cost structure
- Low price-value proposition
- Maximum automation
- Extensive outsourcing

Value Driven
- Focused on value creation
- Premium value proposition

Fixed Costs
- Salaries, rents, utilities

Variable costs
- Economies of scale
- Economies of scope

Revenue Streams



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?

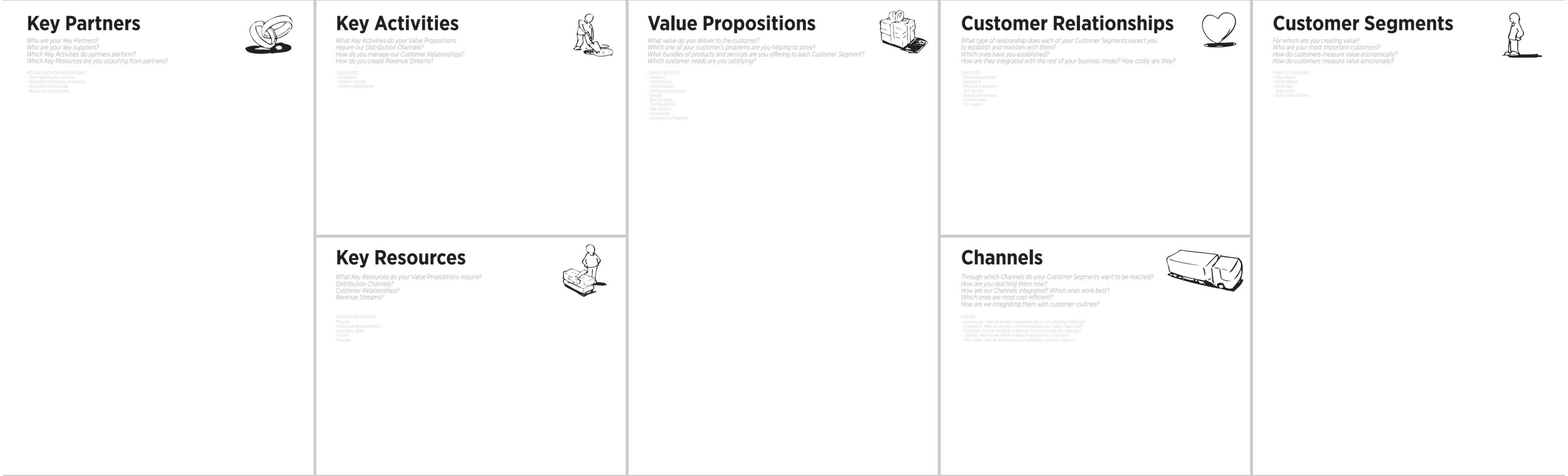
TYPES
- Asset sale
- Usage fee
- Subscription Fees
- Licensing/Renting/Leasing
- Licensing
- Brokerage Fees
- Advertising

FIXED PRICING
- List Price
- Product feature dependent
- Customer segment dependent
- Volume dependent

DYNAMIC PRICING
- Negotiation (Bargaining)
- Yield Management
- Real-time Market

FRAME04 BUSINESS MODEL CANVAS

What is the business model of your organization?



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Variable costs

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Revenue Streams

For what value are your 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?

TYPES

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- Usage fee
- Subscription Fees
- Lending/Renting/Leasing
- Licensing
- Brokerage Fees
- Advertising

FIXED PRICING

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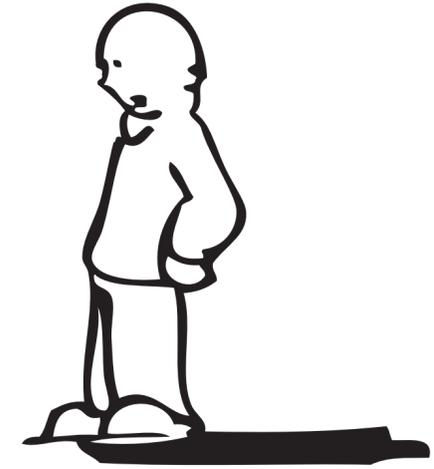
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- *Getting the Job Done*
- *Design*
- *Brand/Status*
- *Cost Reduction*
- *Risk Reducti*
- *Accessibility*
- *Convenience/Usability*



Customer Relationships



What type of relationship does each of your Customer Segments expect you to establish and maintain with them?

Which ones have you established?

How are they integrated with the rest of your business model? How costly are they?

EXAMPLES

- Personal assistance*
- Dedicated*
- Personal Assistance*
- Self-Service*
- Automated Services*
- Communities*
- Co-creation*

Channels

*Through which Channels do your Customer Segments want to be reached?
How are you 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?*

PHASES

- Awareness: How do we raise awareness about our company's offerings?*
- Evaluation: How do we help customers evaluate our Value Proposition?*
- Purchase: How do we allow customers to purchase specific offerings?*
- Delivery: How do we deliver a Value Proposition to customers?*
- After Sales: How do we provide post-purchase customer support?*



Revenue Streams

For what value are your 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?

TYPES

- Asset sale
- Usage fee
- Subscription Fees
- Lending/Renting/Leasing
- Licensing
- Brokerage fees
- Advertising

FIXED PRICING

- List Price
- Product feature dependent
- Customer segment depe
- Volume dependentndent

DYNAMIC PRICING

- Negotiation (bargaining)
- Yield Management
- Real-time-Market

Key Activities

*What Key Activities do your Value Propositions
require our Distribution Channels?
How do you manage our Customer Relationships?
How do you create Revenue Streams?*

CATEGORIES

- Production*
- Problem Solving*
- Platform/Networkies*



Key Resources

*What Key Resources do your Value Propositions require?
Distribution Channels?
Customer Relationships?
Revenue Streams?*

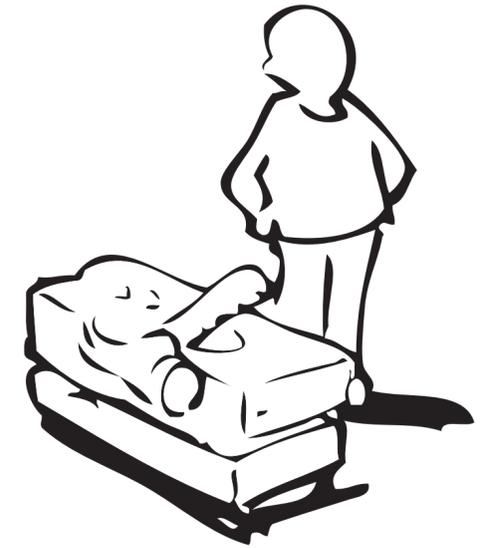
TYPES OF RESOURCES

Physical

*Intellectual (brand patents,
copyrights, data)*

Human

Financial



Key Partners

Who are your Key Partners?

Who are your key suppliers?

Which Key Activities do partners perform?

Which Key Resources are you acquiring from partners?

MOTIVATIONS FOR PARTNERSHIPS

- Optimization and economy*
- Reduction of risk and uncertainty*
- Acquisition of particular*
- Resources and activities*



Cost Structure

What are the most important costs inherent in your business model?

Which Key Resources are most expensive?

Which Key Activities are most expensive?

BUSINESS NATURE

- Cost Driven
- Leanest cost structure,
- Low price value proposition
- Maximum automation
- Extensive outsourcing

Value Driven

- Focused on value creation
- Premium value proposition

Fixed Costs

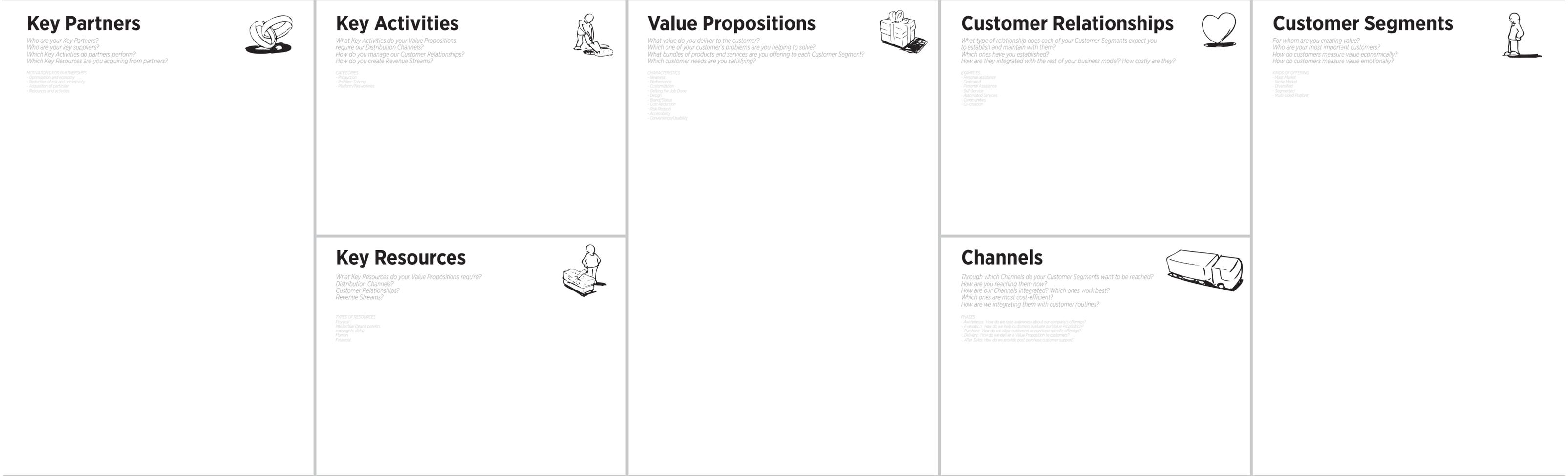
- Salaries, rents, utilities

Variable costs

- Economies of scale
- Economies of scope

FRAME04 BUSINESS MODEL CANVAS

What is the business model of your organization?



Cost Structure

What are the most important costs inherent in your business model?
Which Key Resources are most expensive?
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- Cost Driven
- Leaned cost structure
- Low price-value proposition
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Fixed Costs
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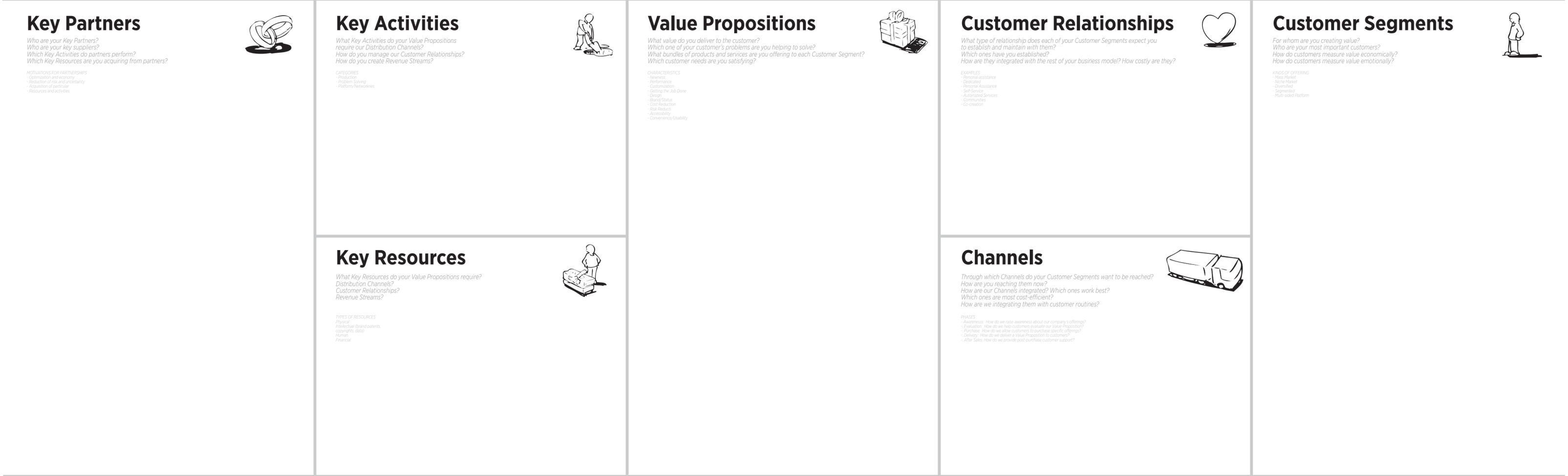
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- Licensing
- Brokerage fees
- Advertising

FIXED PRICING
- List Price
- Product feature dependent
- Customer segment dependent
- Volume dependent/independent

DYNAMIC PRICING
- Negotiation/Bargaining
- Yield Management
- Real-time Market

FRAME04 BUSINESS MODEL CANVAS

What is the business model of your organization?



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FRAME04 BUSINESS MODEL CANVAS

APPLE

Key Partners



Who are your Key Partners?
Who are your key suppliers?
Which Key Activities do partners perform?
Which Key Resources are you acquiring from partners?

MOTIVATIONS FOR PARTNERSHIPS

- Optimization and economy
- Reduction of risk and uncertainty
- Acquisition of particular Resources and activities

Key Activities



What Key Activities do your Value Propositions require?
What Distribution Channels do you use?
How do you manage your Customer Relationships?
How do you create Revenue Streams?

CATEGORIES

- Production
- Problem Solving
- Platform/Networks

Value Propositions



What value do you deliver to the customer?
Which one of your customer's problems are you helping to solve?
What bundles of products and services are you offering to each Customer Segment?
Which customer needs are you satisfying?

CHARACTERISTICS

- Newness
- Performance
- Customization
- Getting the Job Done
- Design
- Brand/Status
- Cost Reduction
- Risk Reduction
- Accessibility
- Convenience/Usability

Customer Relationships



What type of relationship does each of your Customer Segments expect you to establish and maintain with them?
How are they established?
How are they integrated with the rest of your business model? How costly are they?

EXAMPLES

- Personal assistance
- Dedicated
- Personal Assistance
- Self Service
- Automated Services
- Communities
- Co-creation

Customer Segments



For whom are you creating value?
Who are your most important customers?
How do customers measure value economically?
How do customers measure value emotionally?

KINDS OF OFFERING

- Mass Market
- Niche Market
- Diversified
- Segmented
- Multi-sided Platform

Key Resources



What Key Resources do your Value Propositions require?
What Distribution Channels do you use?
What Customer Relationships do you have?
What Revenue Streams do you have?

TYPES OF RESOURCES

- Physical
- Intellectual (brand, patents, copyrights, data)
- Human
- Financial

Channels



Through which Channels do your Customer Segments want to be reached?
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- Low price-value proposition
- Maximum automation
- Extensive outsourcing

Value Driven

- Focused on value creation
- Premium value proposition

Fixed Costs

- Salaries, rents, utilities

Variable costs

- Economies of scale
- Economies of scope

Revenue Streams

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FIXED PRICING

- List Price
- Product feature dependent
- Customer segment dependent
- Volume dependent

DYNAMIC PRICING

- Negotiation (Bargaining)
- Yield Management
- Real-time Market

FRAME04 BUSINESS MODEL CANVAS

FORD

Key Partners



Who are your Key Partners?
Who are your key suppliers?
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MOTIVATIONS FOR PARTNERSHIPS

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- Reduction of risk and uncertainty
- Acquisition of particular Resources and activities

Key Activities



What Key Activities do your Value Propositions require?
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CATEGORIES

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- Multi-sided Platform

Key Resources



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TYPES OF RESOURCES

- Physical
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- Human
- Financial

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Value Driven

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- Premium value proposition

Fixed Costs

- Salaries, rents, utilities

Variable costs

- Economies of scale
- Economies of scope

Revenue Streams

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FIXED PRICING

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- Customer segment dependent
- Volume dependent

DYNAMIC PRICING

- Negotiation (Bargaining)
- Yield Management
- Real-time Market

FRAME04 BUSINESS MODEL CANVAS

TESLA

Key Partners



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MOTIVATIONS FOR PARTNERSHIPS

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Key Activities



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CATEGORIES

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KINDS OF OFFERING

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Key Resources



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- Human
- Financial

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Value Driven

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Fixed Costs

- Salaries, rents, utilities

Variable costs

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FIXED PRICING

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- Product feature dependent
- Customer segment dependent
- Volume dependent

DYNAMIC PRICING

- Negotiation (Bargaining)
- Yield Management
- Real-time Market

FRAME04 BUSINESS MODEL CANVAS

QUIRKY

Key Partners



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MOTIVATIONS FOR PARTNERSHIPS
- Optimization and economy
- Reduction of risk and uncertainty
- Acquisition of particular
- Resources and activities

Key Activities



What Key Activities do your Value Propositions require?
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How do you manage your Customer Relationships?
How do you create Revenue Streams?

CATEGORIES
- Production
- Problem Solving
- Platform/Networks

Value Propositions



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CHARACTERISTICS
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Key Resources



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Value Driven
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- Premium value proposition

Fixed Costs
- Salaries, rents, utilities

Variable costs
- Economies of scale
- Economies of scope

Revenue Streams

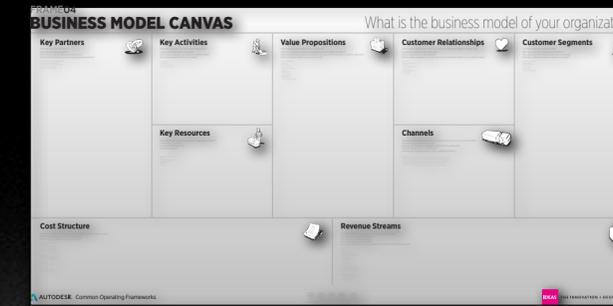
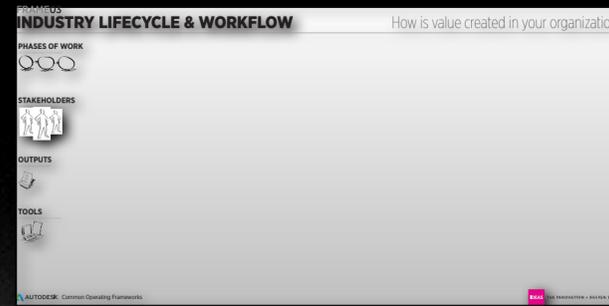
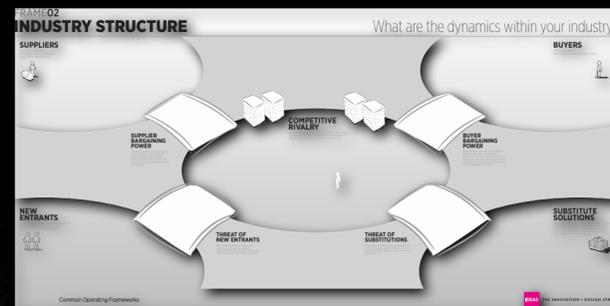
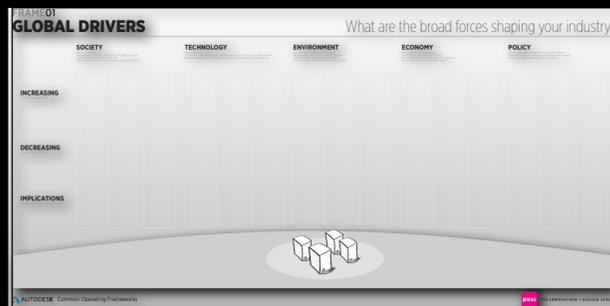
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- Real-time Market

FRAMES OF REFERENCE



WHAT BROAD FORCES ARE SHAPING YOUR INDUSTRY?

WHAT IS CHANGING IN YOUR INDUSTRY?

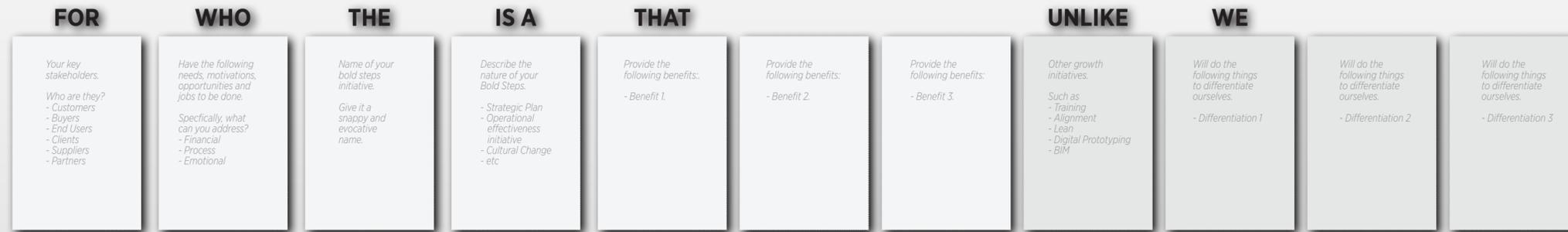
HOW ARE ORGANIZATIONS CREATING VALUE?

HOW ARE BUSINESS MODELS CHANGING?

WHAT MUST ORGANIZATIONS DO TO THRIVE?

FRAME05 BOLD STEPS

What must your organization do to grow and thrive?

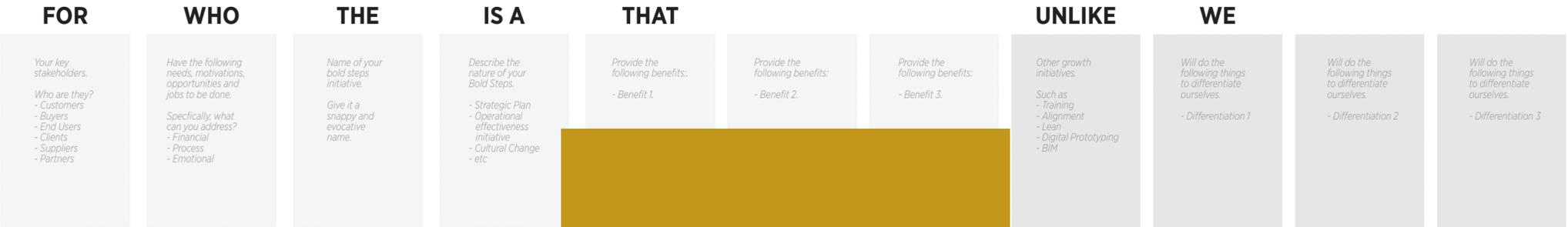


WHAT MUST ORGANIZATIONS DO TO THRIVE?

BOLD STEPS

FRAME05
BOLD STEPS

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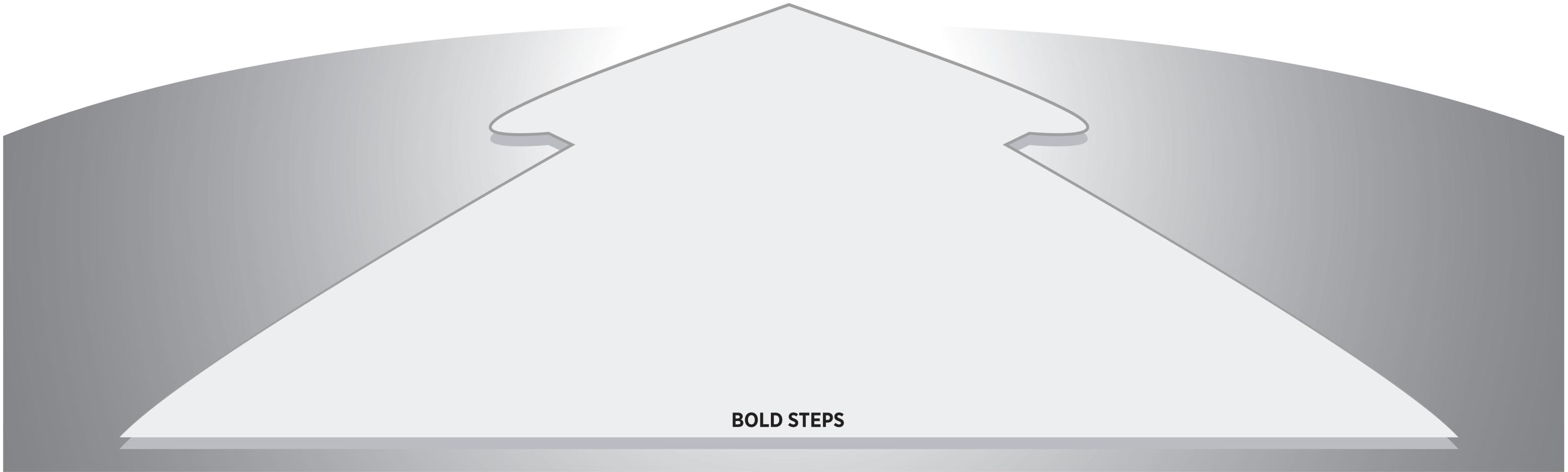
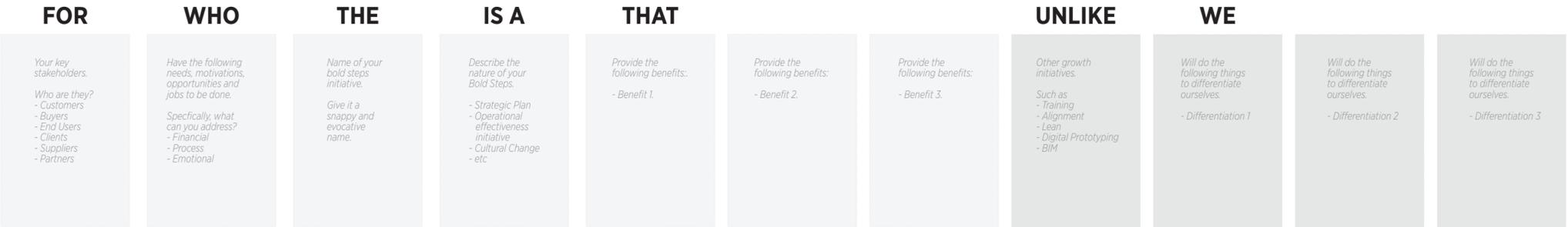


WHAT MUST ORGANIZATIONS DO TO THRIVE?

BOLD STEPS

FRAME05
BOLD STEPS

What must your organization do to grow and thrive?



FOR

Your key stakeholders.

Who are they?

- Customers
- Buyers
- End Users
- Clients
- Suppliers
- Partners

WHO

Have the following needs, motivations, opportunities and jobs to be done.

Specifically, what can you address?

- Financial
- Process
- Emotional

FOR

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THE

Name of your bold steps initiative.

Give it a snappy and evocative name.

IS A

Describe the nature of your Bold Steps.

- Strategic Plan
- Operational effectiveness initiative
- Cultural Change
- etc

IS A

THAT

Describe the nature of your Bold Steps.

- Strategic Plan
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Provide the following benefits:

- Benefit 1.

Provide the following benefits:

- Benefit 2.

Provide the following benefits:

- Benefit 3.

UNLIKE

Other growth initiatives.

Such as

- Training*
- Alignment*
- Lean*
- Digital Prototyping*
- BIM*

WE

Will do the following things to differentiate ourselves.

- Differentiation 1*

Will do the following things to differentiate ourselves.

- Differentiation 2*

Will do the following things to differentiate ourselves.

- Differentiation 3*

FOR

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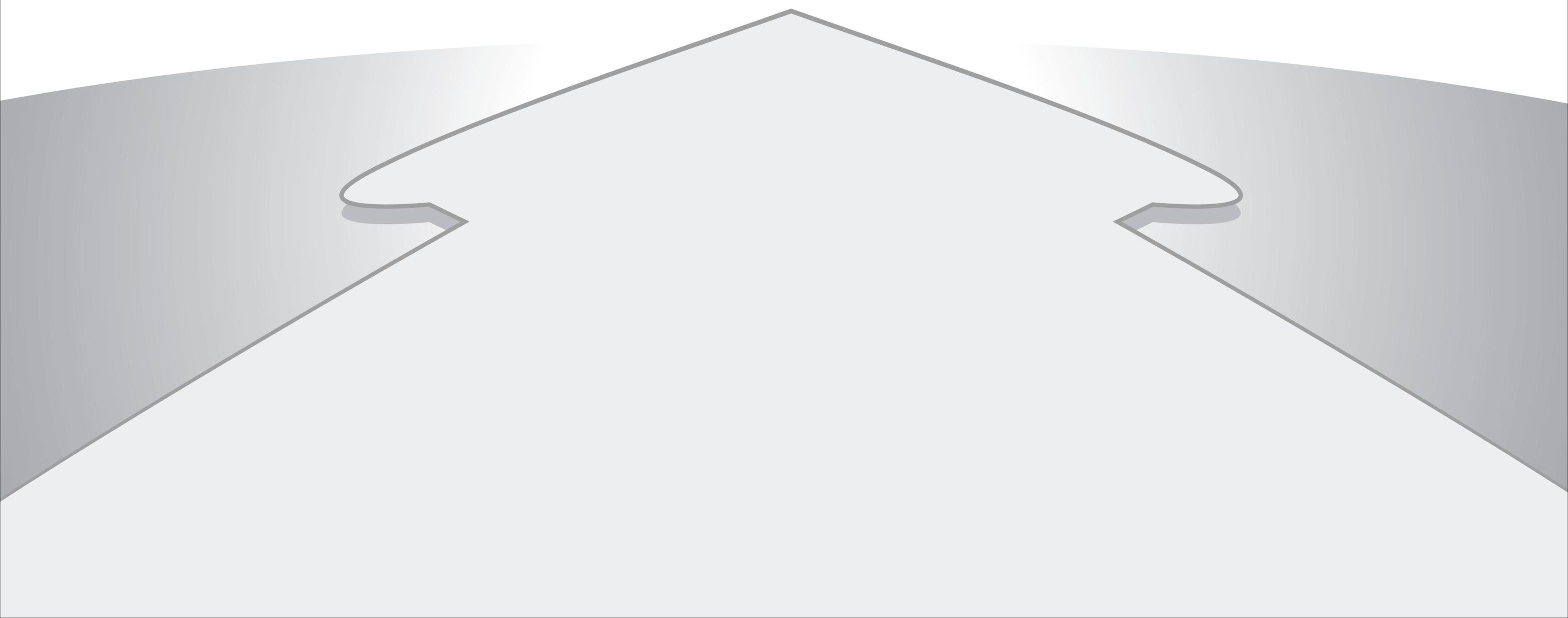
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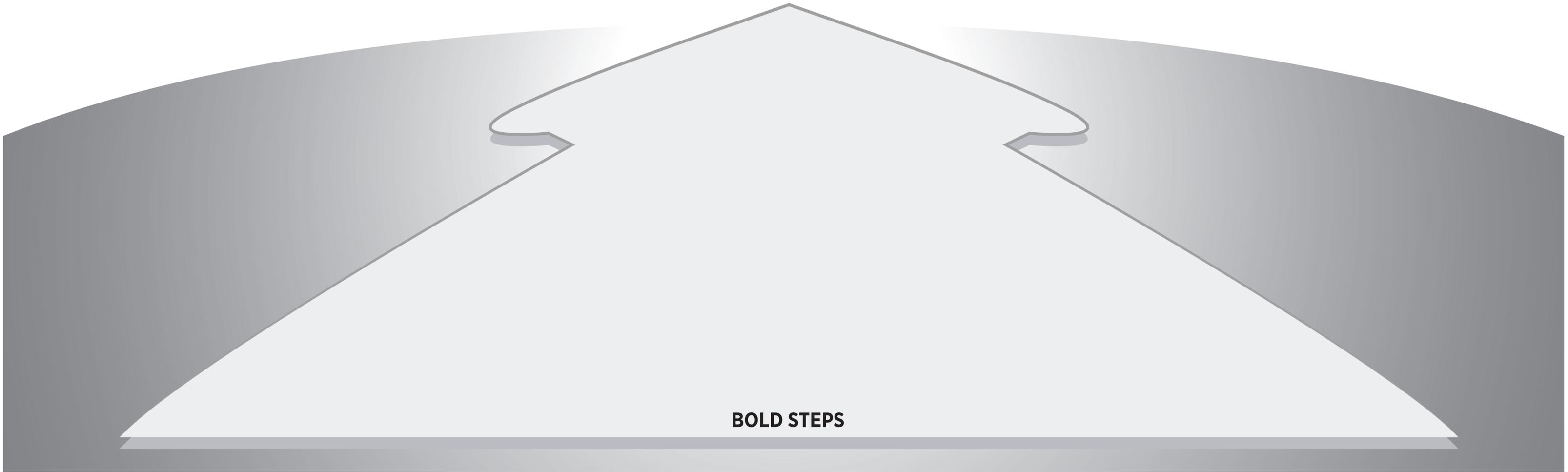
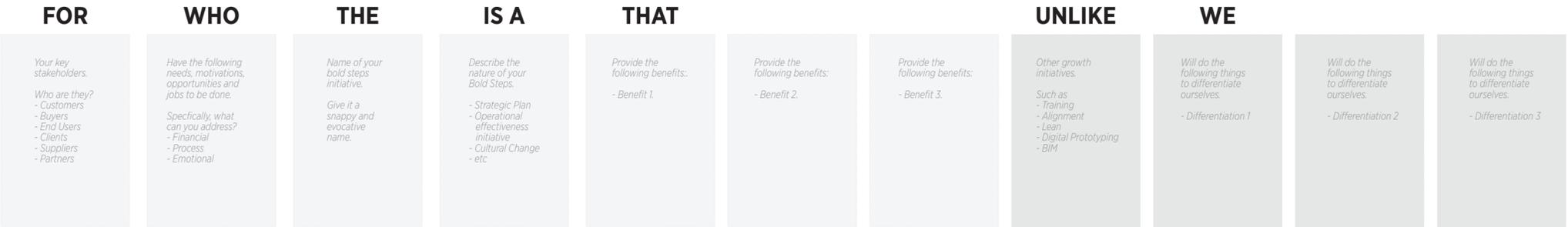
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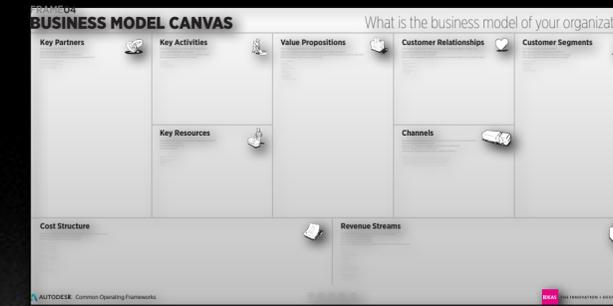
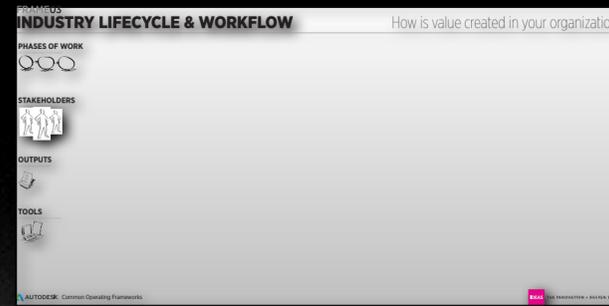
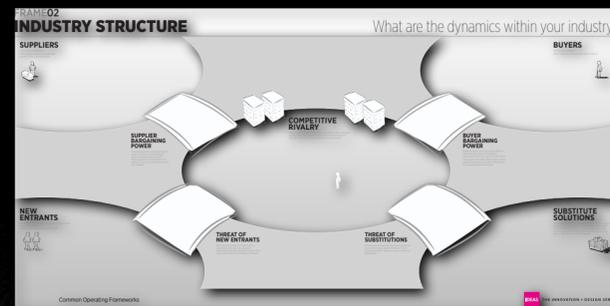
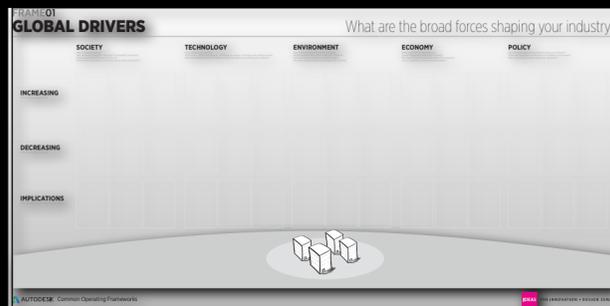
BOLD STEPS

FRAME05
BOLD STEPS

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FRAMES OF REFERENCE



WHAT BROAD FORCES ARE SHAPING YOUR INDUSTRY?

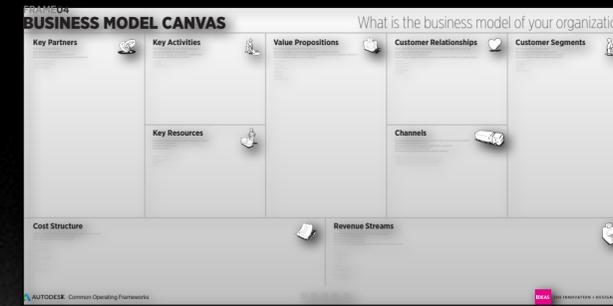
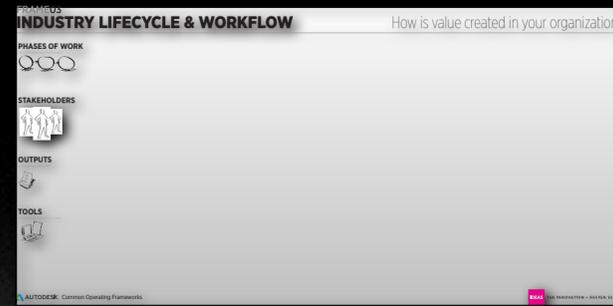
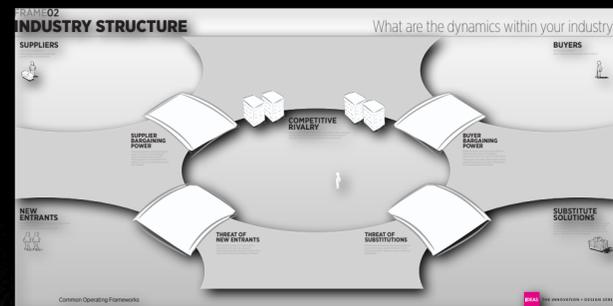
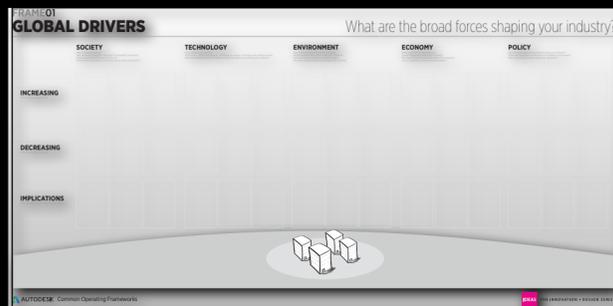
WHAT IS CHANGING IN YOUR INDUSTRY?

HOW ARE ORGANIZATIONS CREATING VALUE?

HOW ARE BUSINESS MODELS CHANGING?

WHAT MUST ORGANIZATIONS DO TO THRIVE?

LINKS BETWEEN FRAMES



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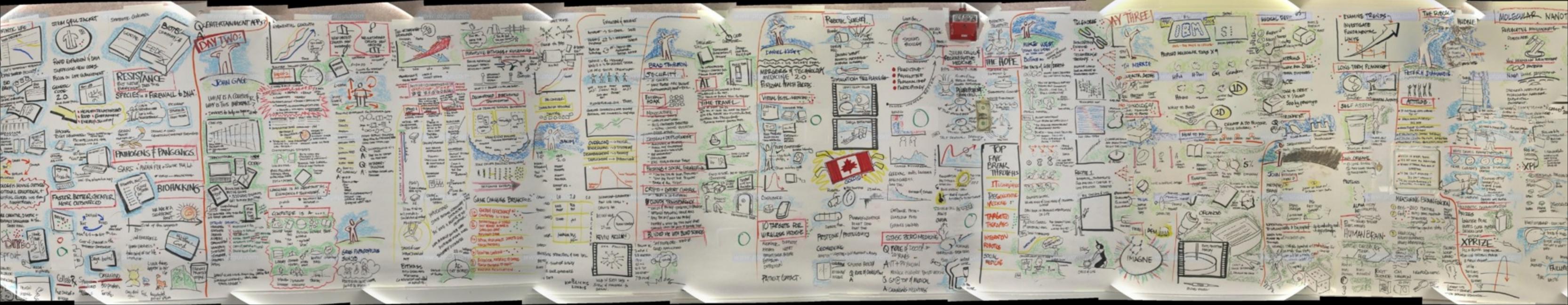
ASK POWERFUL
QUESTIONS

MAKE IDEAS
VISIBLE

CONNECT TO
THE MEANING

VISUAL STRATEGY



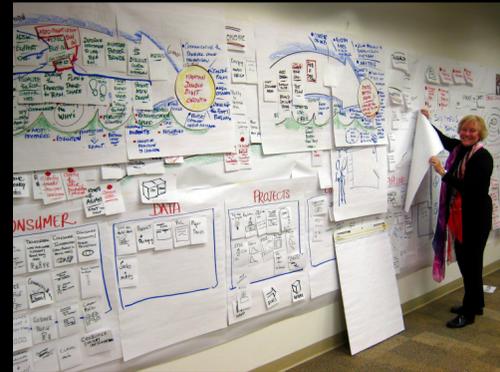


VISUAL STRATEGY APPLICATIONS



STRATEGIC PLANNING

A US publisher developed new revenue streams, increasing customer satisfaction and growing sales by \$80 mm.



BRAND RENEWAL

A pharmaceutical company used Visual Strategy to create a global awareness to a global analgesic brand.



PRODUCT INNOVATION

An international footwear corporation developed a digital product development process, reducing costs \$60mm.



TECH IMPLEMENTATION

A UK builder implemented design and management tools to win a major project and improve efficiency.



HUMAN TALENT

A Canadian Bank reorganized its Global HR workflow, compensation and structure, aligning to business needs.



RETAIL INTEGRATION

A global corporation optimized its channel distribution and inventory management improving its sell through.



CREATIVE CAPABILITY

A film production company created a novel 'digital pipeline' of virtual cinematography, winning an academy award.



INNOVATION PROCESS

A global digital game developer transformed how it produced next generation titles, renewing a sport brand.



PRIZE DEVELOPMENT

A US global media company developed a new prize concept, promoting a global initiative.



LEAN TRANSFORMATION

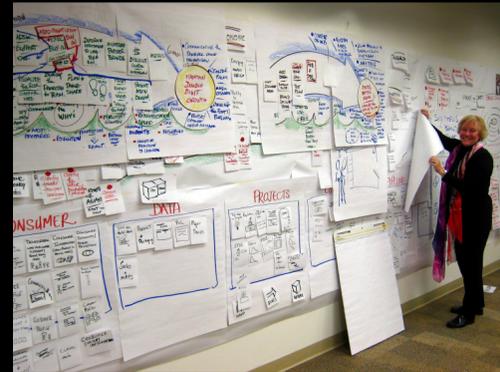
A Mexican construction company optimized its lean production methods, increasing margins by 12%.

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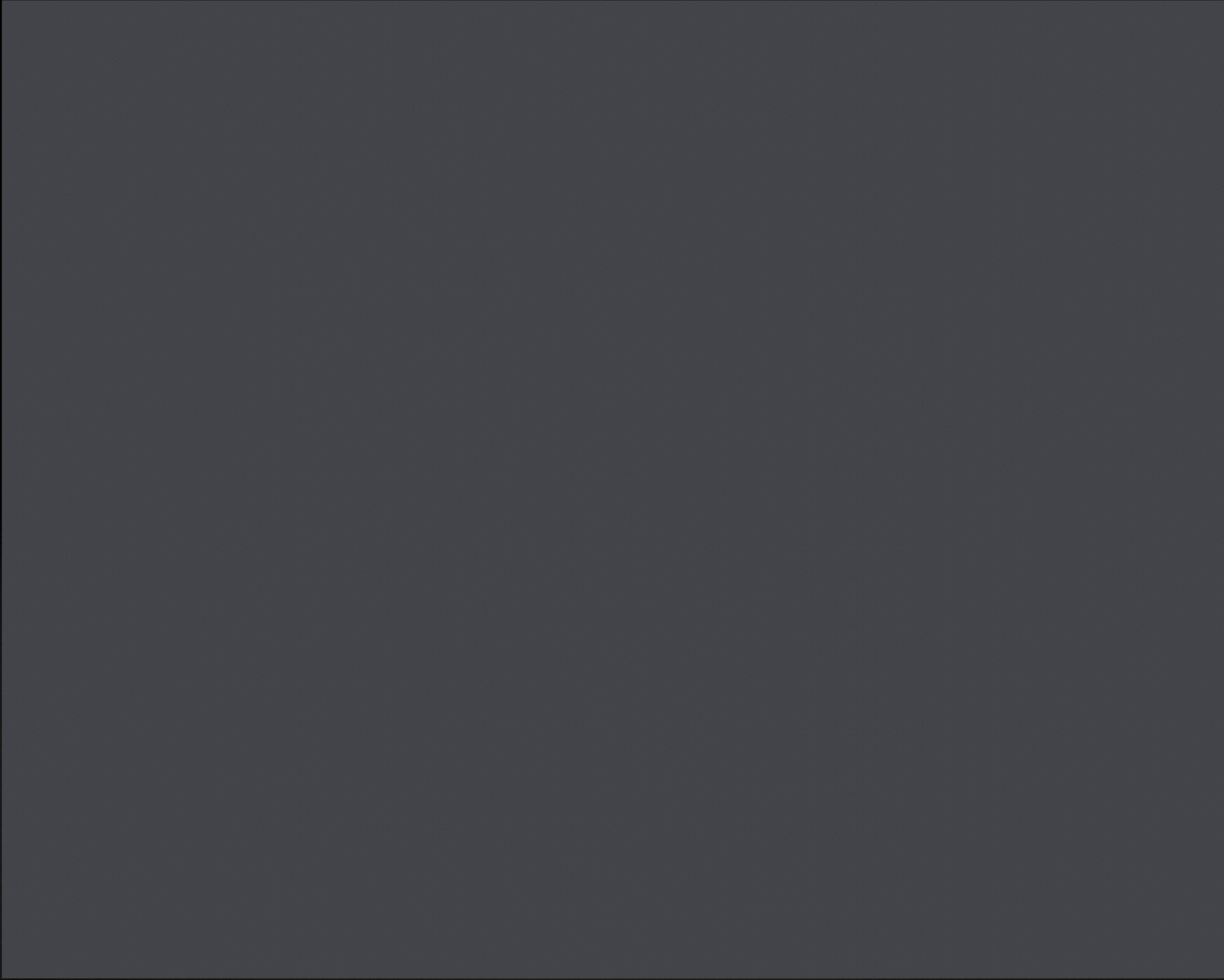
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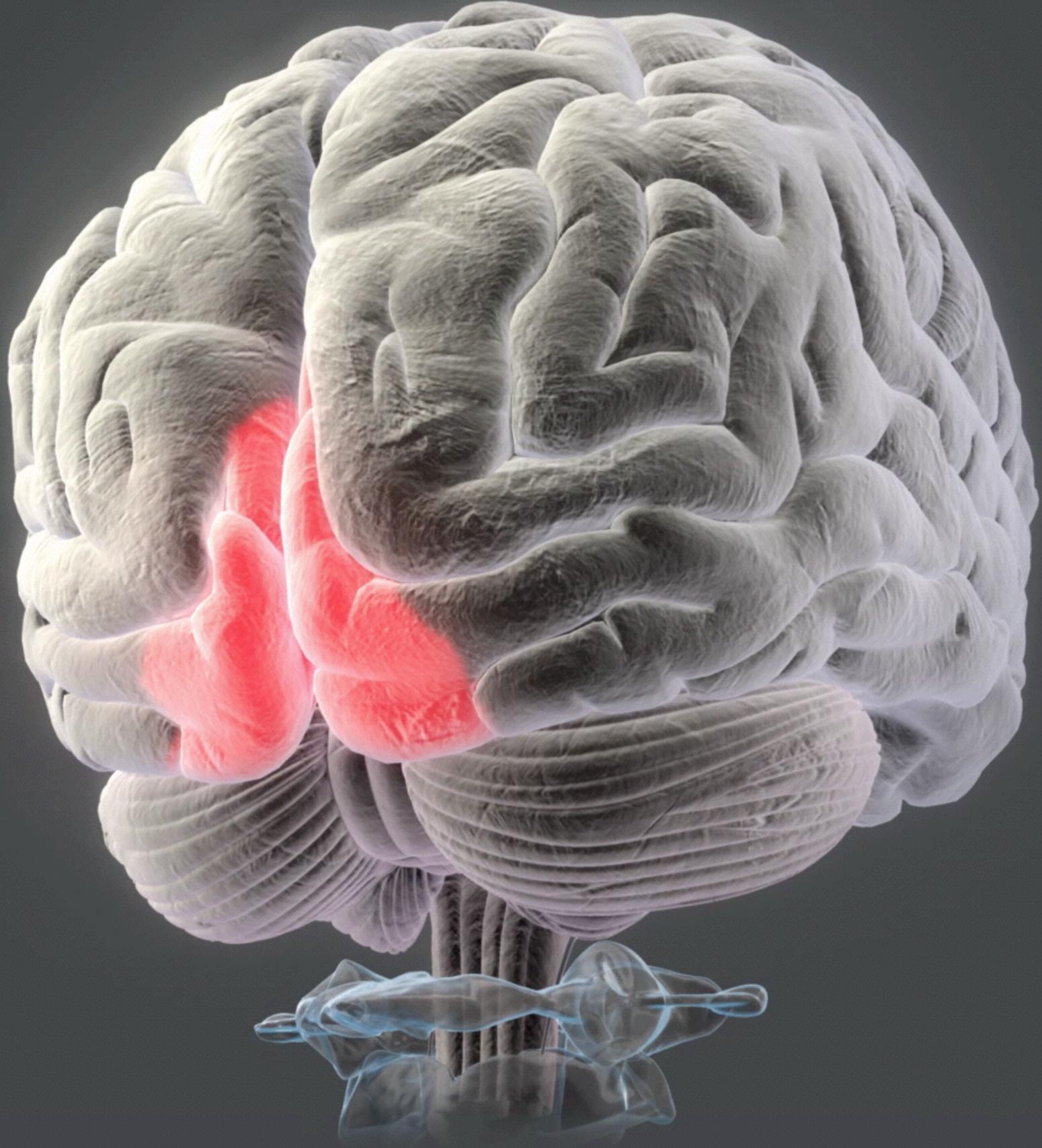


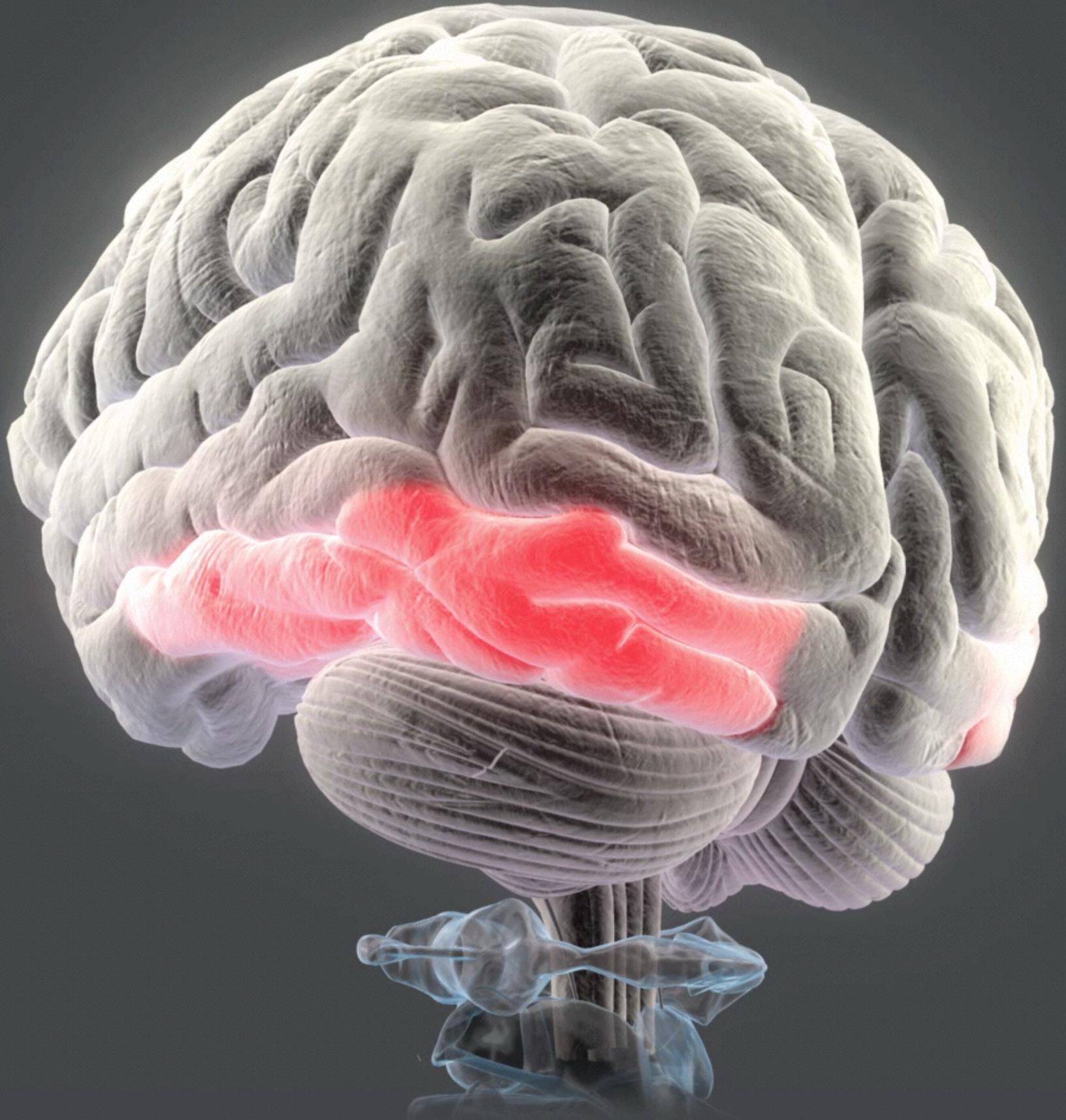
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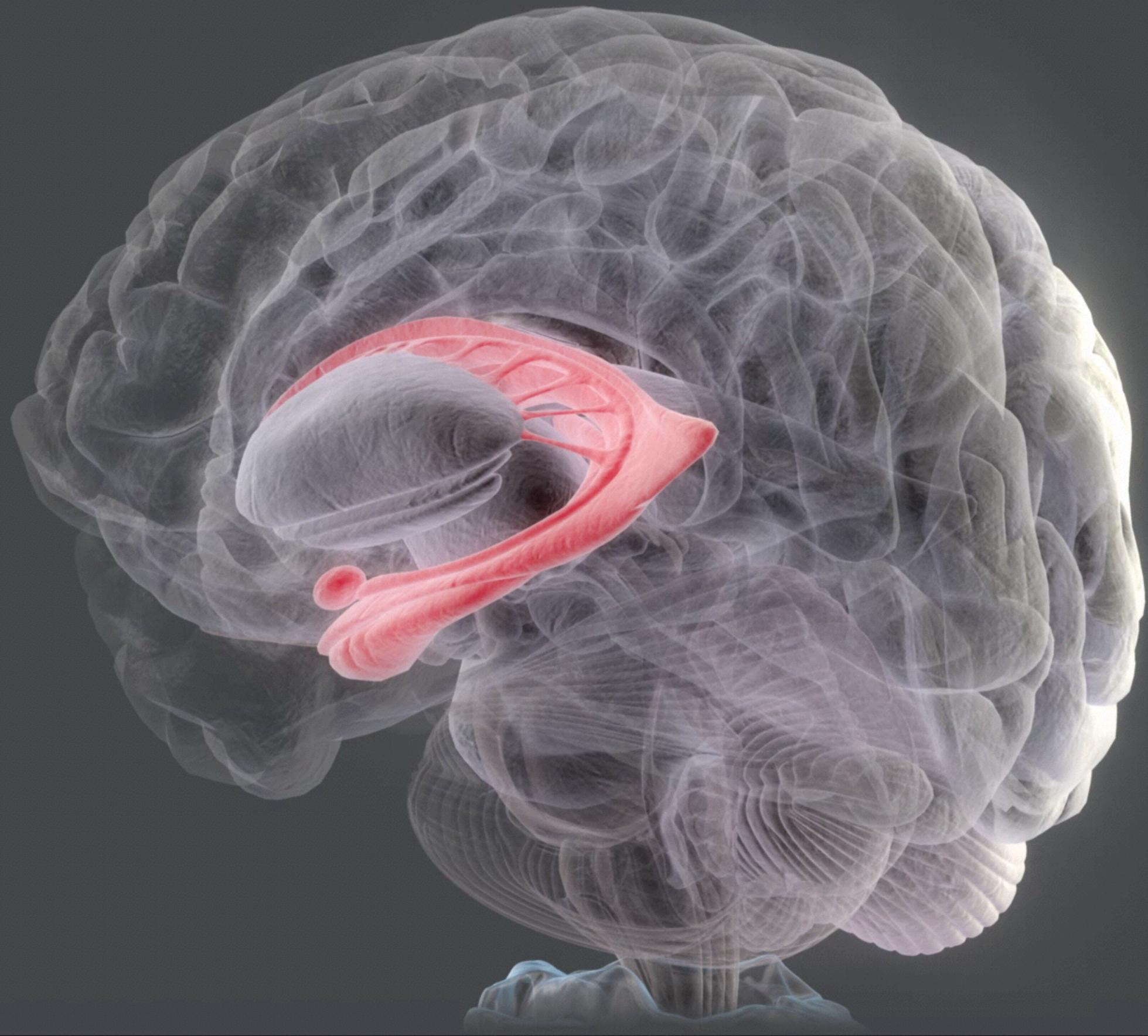












SYSTEMATIC INNOVATION

PRODUCT FOCUS



SYSTEMATIC INNOVATION



CREATING DISTINGUISHING FEATURES AND FUNCTIONS



SYSTEMATIC INNOVATION



CREATING DISTINGUISHING FEATURES AND FUNCTIONS



SYSTEMATIC INNOVATION



CREATING DISTINGUISHING FEATURES AND FUNCTIONS



SYSTEMATIC INNOVATION



CREATING COMPLEMENTARY PRODUCTS AND SERVICES



SYSTEMATIC INNOVATION

FOCUS ON INTERNAL BUSINESS SYSTEMS



SYSTEMATIC INNOVATION



INVENTING NEW WAYS TO MAKE MONEY



SYSTEMATIC INNOVATION



CONNECTING WITH OTHERS TO CREATE VALUE



SYSTEMATIC INNOVATION



ORGANIZING ASSETS & TALENT



SYSTEMATIC INNOVATION



APPLYING SUPERIOR METHODS TO DO WORK

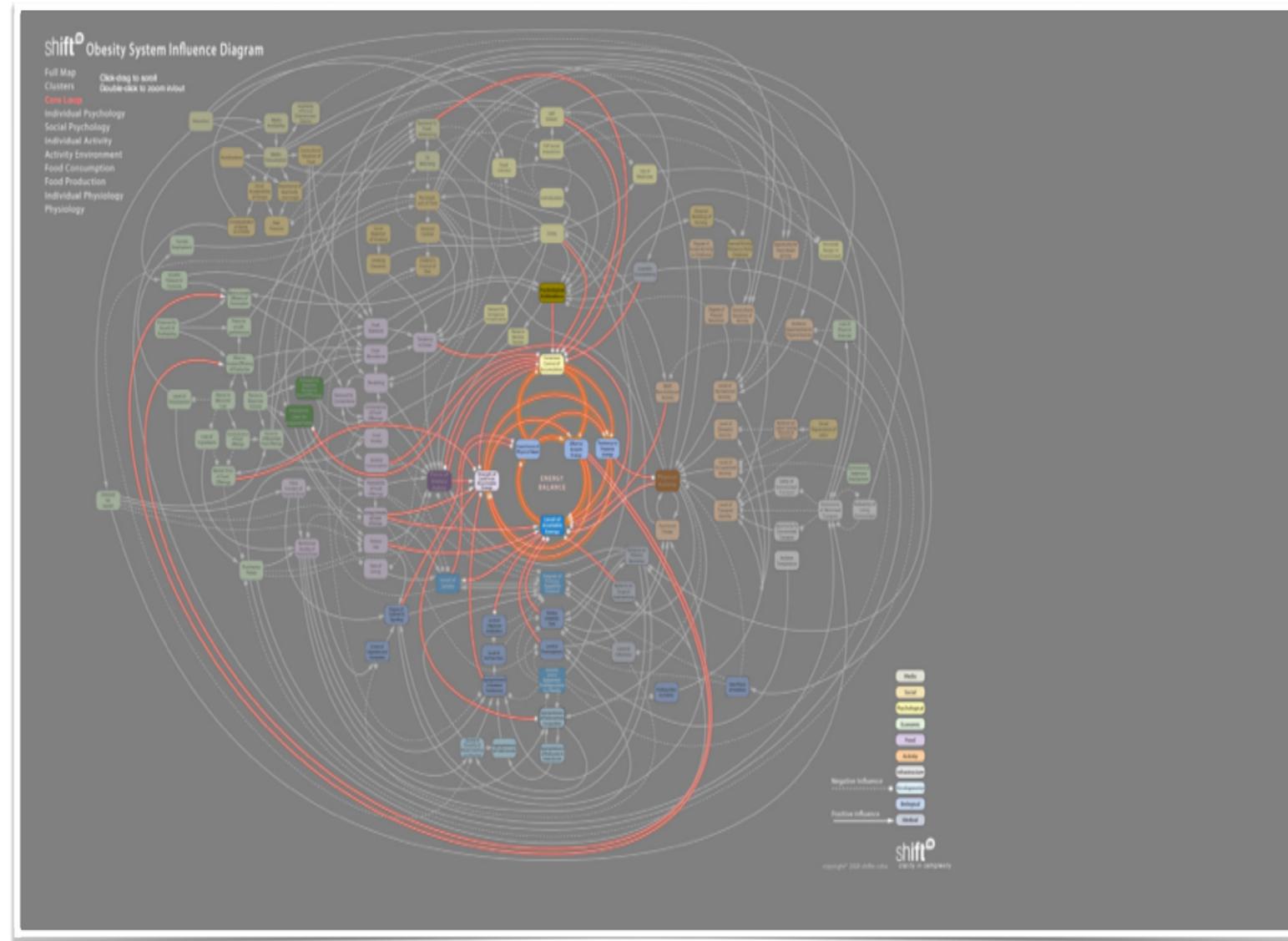


SYSTEMATIC INNOVATION

FOCUSING ON CUSTOMER FACING ASPECTS



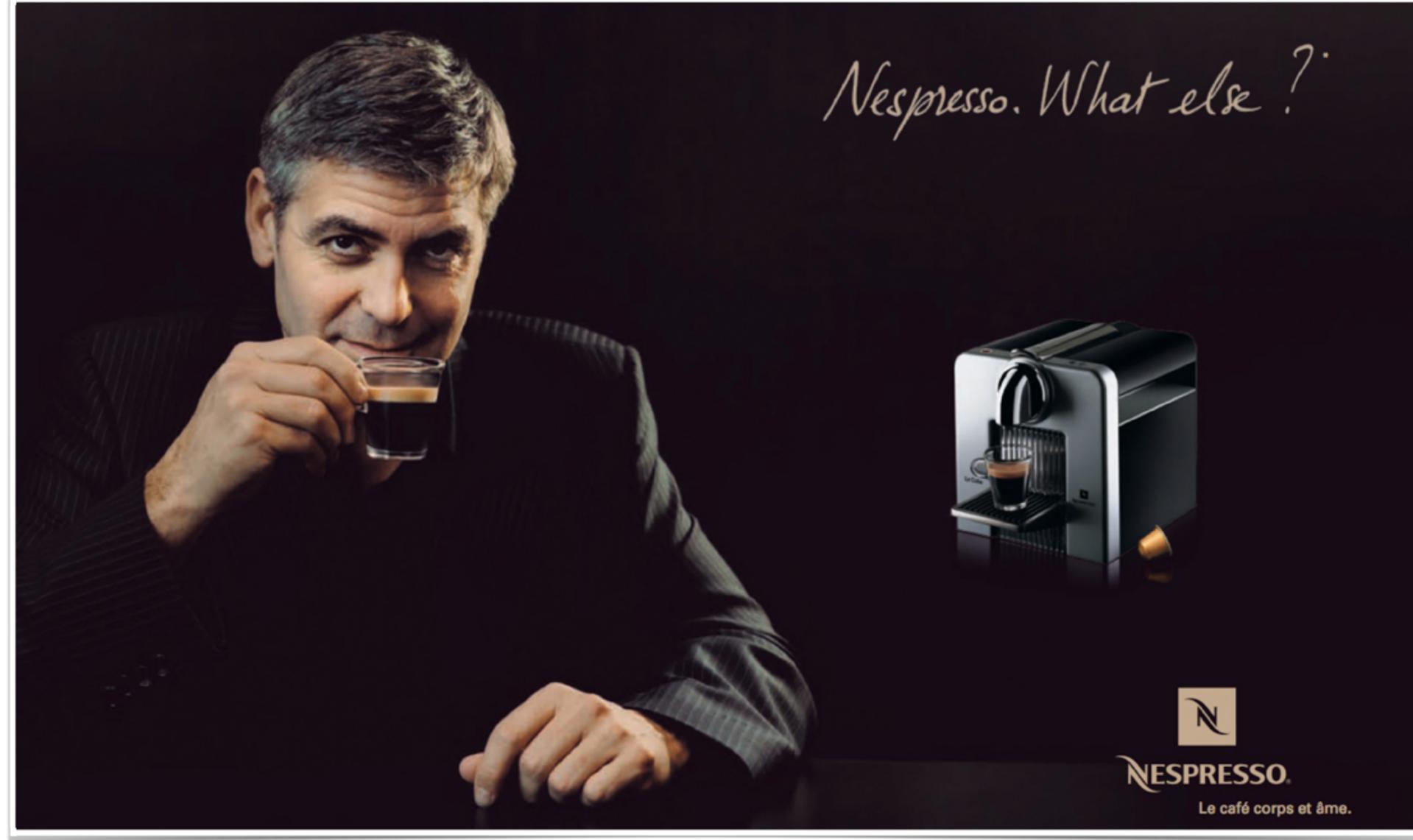
SYSTEMATIC INNOVATION



SUPPORT AND AUGMENT THE VALUE OF OFFERINGS



SYSTEMATIC INNOVATION



DELIVERING OFFERINGS TO CUSTOMERS AND USERS



SYSTEMATIC INNOVATION



REPRESENTING OFFERINGS AND BUSINESS STORIES



SYSTEMATIC INNOVATION

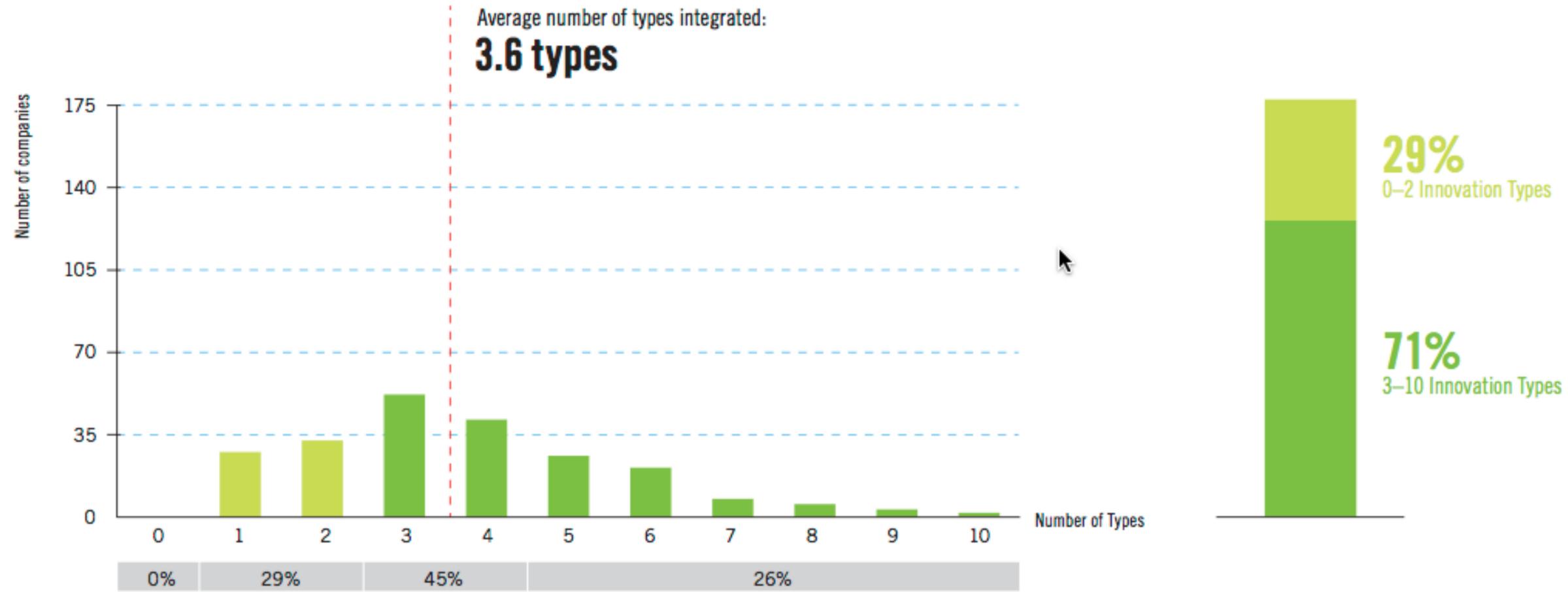


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FOSTERING GREAT CUSTOMER INTERACTIONS



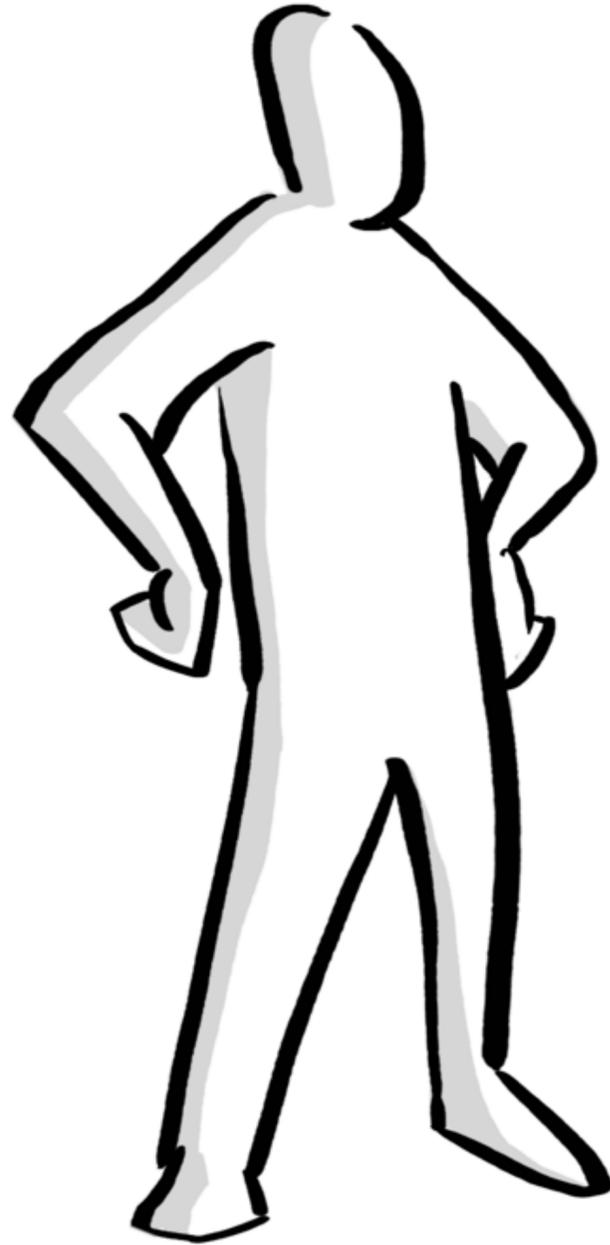
SYSTEMATIC INNOVATION



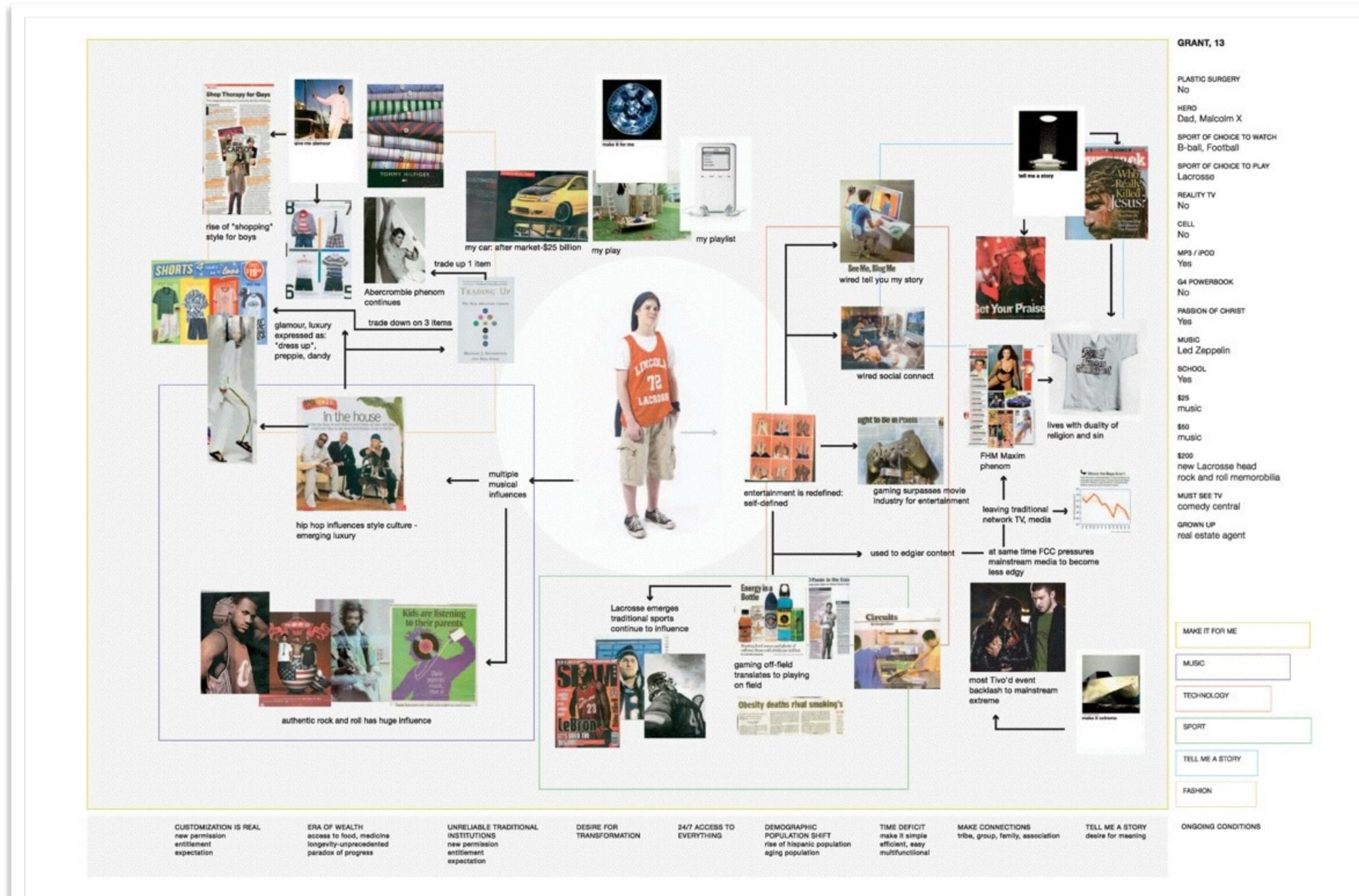
EXCEPTIONAL INNOVATORS



HOW WILL YOU DELIGHT
YOUR CUSTOMER?



WHAT IS THE WORLD OF OUR CUSTOMER?



WHO ARE OUR PRIMARY CUSTOMERS?



WHAT DOES THIS CUSTOMER THINK ABOUT?



grant i wish i had an autographed jimmi hendrix guitar

my hero
my dad (and MJ)
malcolm x

music
led zeppelin
N*E*R*D

\$20
jamba juice

\$50
cds

\$200
clothes
video games

i love
my family
my friends

keeps me in shape
running
lacrosse

i watch
comedy central
the apprentice

online
email
espn.com
ledzeppelin.com

i want to buy
a new lacrosse head

when i grow up
i want to be a real estate investor

CUSTOMER WANTS & NEEDS

*Who are your customers and what do they need?
How do they want to buy from you?
How will they know they are happy with the results?*

CUSTOMER FOCUS

Who is your customer?
What is their name, gender, age,
cultural background, socioeconomic
status? How broad or narrow is your
focus?

CUSTOMER WORLD

What does your customer's world look
like? What does their home, family,
possessions look like? How do they
spend their time? What's important
and not important to them?

CUSTOMER FOCUS

Who is your customer?
Describe them fully.

CUSTOMER WORLD

What does your customer
look like when they need
your offering?

JOB TO PERFORM

What does your customer
need to get done in the
context of your offering?

INNER NEEDS

How does your customer
experience certainty, variety, signif-
icance and connection
made real?

CONNECTION

How do you truly make
your customer go WOW
(in a good way) to your
products and services?

WOW EXPERIENCE

How do you truly make
your customer go WOW
(in a good way) to your
products and services?

PROFILE SNAPSHOT

Place your customer in
the center of your busi-
ness and determine how
you serve them.

WOW EXPERIENCE

Based on the factors you've identified,
what would you need to do to make
your customer become exceptionally
loyal? What would provide a consis-
tent WOW experience that separates
you from your competitors?

JOB TO PERFORM

What does your customer need to get
done in the context of your offering?
What do they get from purchasing
your offering?

WAY TO BUY

How does your customer want to
purchase your offering? How do
they want to relate to you and your
business?

INNER NEEDS

Psychologically, what does your
customer crave? Is it certainty, variety,
connection with others or signifi-
cance?

