

IDEAS

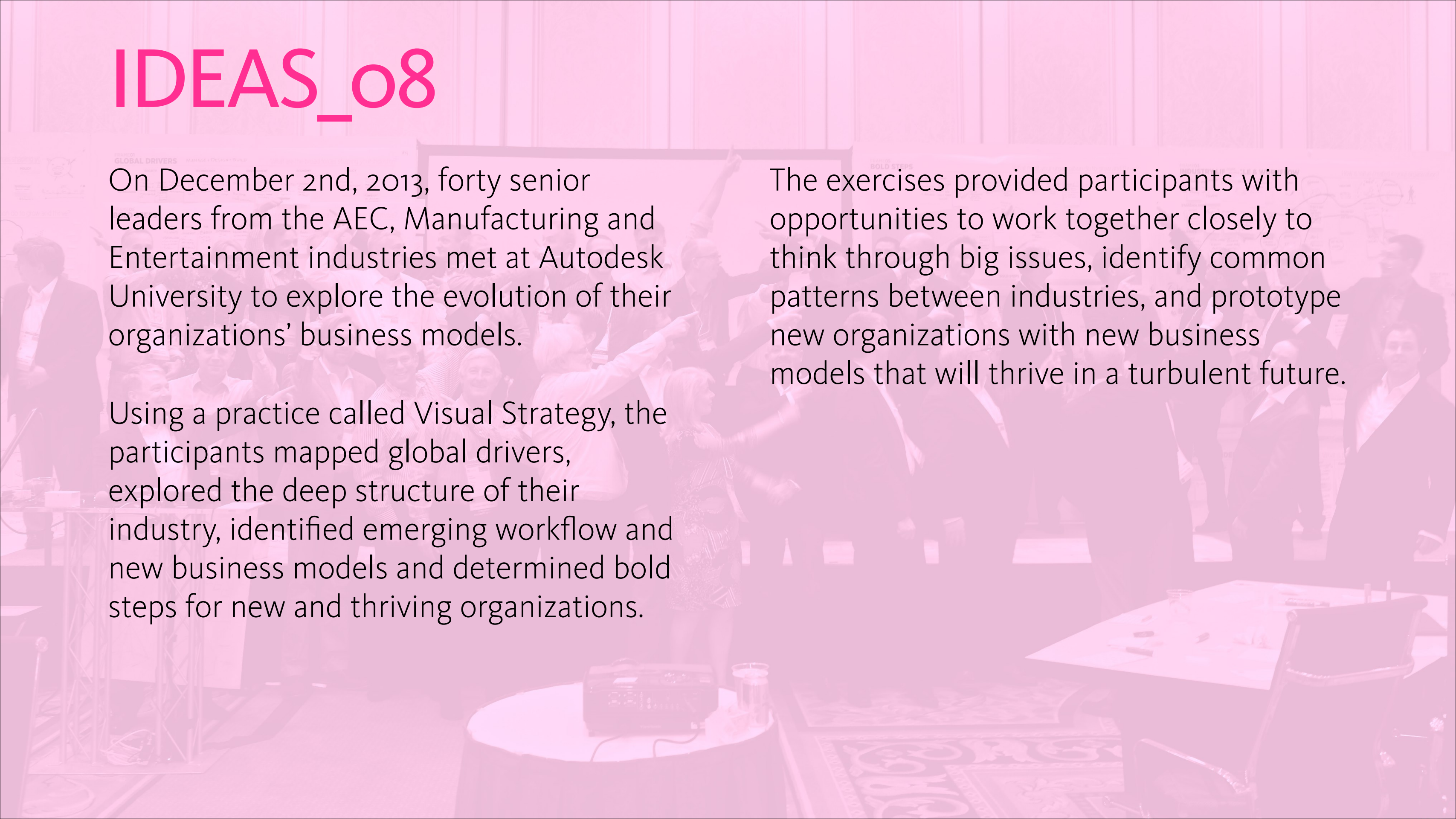


IDEAS_o8

On December 2nd, 2013, forty senior leaders from the AEC, Manufacturing and Entertainment industries met at Autodesk University to explore the evolution of their organizations' business models.

Using a practice called Visual Strategy, the participants mapped global drivers, explored the deep structure of their industry, identified emerging workflow and new business models and determined bold steps for new and thriving organizations.

The exercises provided participants with opportunities to work together closely to think through big issues, identify common patterns between industries, and prototype new organizations with new business models that will thrive in a turbulent future.



IDEAS_o8 PARTICIPANTS

Jon	Anunson AIA	URS CORPORATION [GP]	Director, Design Technology
Paul	Audsley	NBBJ	Principal-Dir Design Technology
Joe	Barr	HANSEN YUNCKEN	CEO
Rob	Bredow	SONY PICTURES IMAGEWORKS	CTO
Hugh	Dubberly	DUBBERLY DESIGN	Founder
Jan	Fisher	WORLEY PARSONS	National Project Delivery Systems
Bane	Gaiser	HNTB	VP - Architecture Practice Leader
Paul	Gibson	EXP GLOBAL INC [GP]	Exec VP, Building
Nils	Gustavsson	POREX	SVP/GM OEM Technology
Elizabeth	Harper	GHD SERVICES PTY LTD [GP]	Chief Information Officer (CIO)
Mark	Hatch	TECHSHOP	CEO
Andy	Hendrickson	WALT DISNEY ANIMATION	CTO
John	Jacobs	JE DUNN	Senior Vice President
Brian David	Johnson	INTEL CORPORATION	Futurist
Karim	Khalifa	MARRIOTT	SVP
Sue	Klawans	GILBANE	VP of Operational Excellence
Jochen	Köhler	PERI	Head of Engineering and Design
Dr. Jürgen	Kussi	BAYER TECHNOLOGY SERVICES	Vice President / Head Plant Layout
Matthew	Kyte	ARCADIS NV	CIO EMEA
Patrik	Lindvall	NCC	VDC Integration Director
Chris	Luebke	ARUP	Director Global Foresight
Mike	McCullough	WALT DISNEY IMAGINEERING	VP Environmental Design gineering

Paul	Murphy	GHD SERVICES PTY LTD [GP]	Global Technical Leader-Property
William	Nelson	CAMP DRESSER & MCKEE INC	SVP Project Technology Development
Andreas	Palmlund	PÖYRY OYJ [GP]	SVP Global Engineering Centers
Ross	Porter	CB&I	Director Global Engineering Systems
Jon	Pittman	AUTODESK	VP, Strategy
Brian	Rogers	M+W	Head of Group Engineering Efficiency
JP	Saini	TRC COMPANIES	CIO
Nathan	Shedroff	CCA	Program Chair, MBA Design
Alvise	Simondetti	ARUP	Global Leader, Virtual Design
Hendrik-Jan	Smaal	HEIJMANS	Chief Information Officer
Greg	Smith	EVANS CONTROLS	CEO
Friedrich	Spitzer	VOITH IT SOLUTIONS	General Manager
Kevin	Sticht	CANNON DESIGN	COO
Maurice	Tayeh	MCDERMOTT INC.	VP & Chief Information Officer
Dick	Thomas	SHP ARCHITECTS	VP
Luca	Tiepolo	DANIELI OFFICINE	Chief Information Officer
Lincoln	Wallen	DREAMWORKS	CTO
Markus	Weidner	PENNONI	CIO
Jon	Williams	BECA GROUP	Director
Kenneth	Wiseman	CANNON DESIGN	President, Professional Services
Tom	Wujec	AUTODESK INC	Fellow

NEW BUSINESS MODELS

The participants developed seven new business models in their industries.

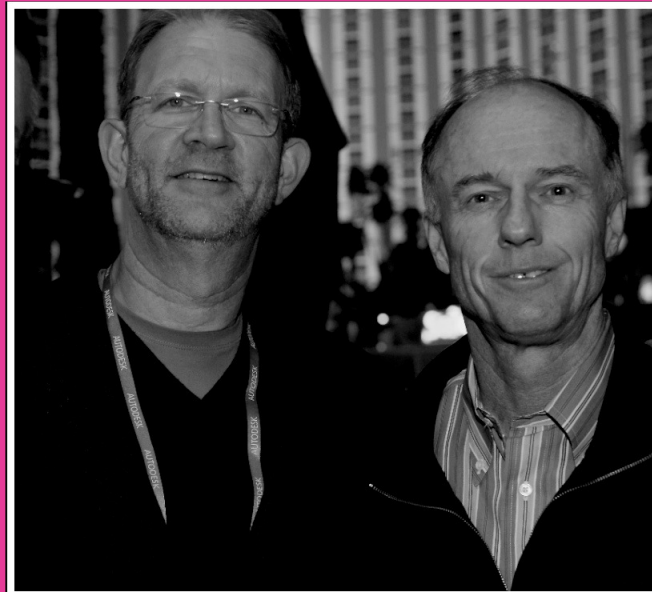
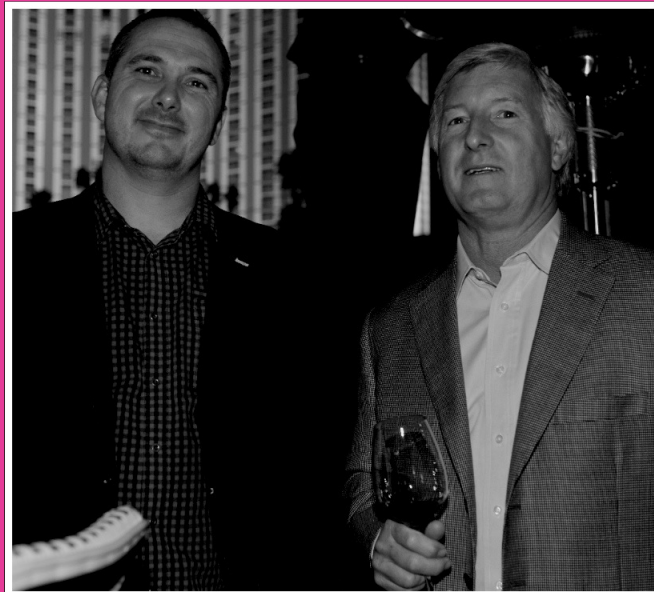
Common themes emerged:

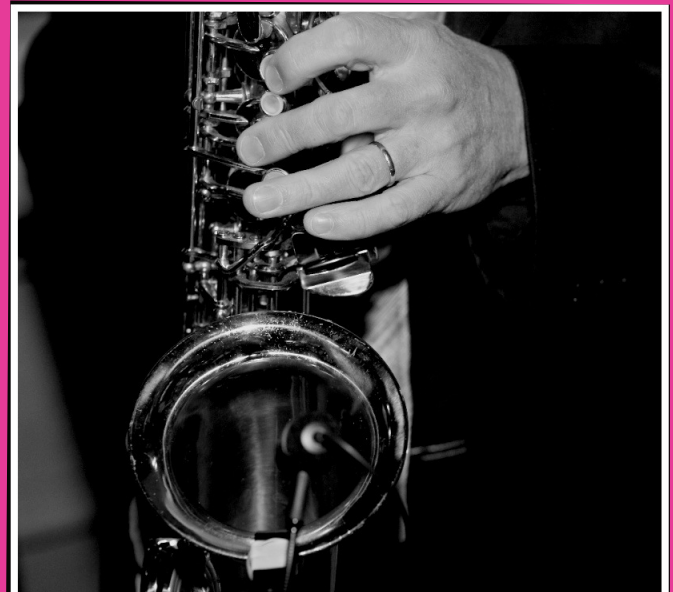
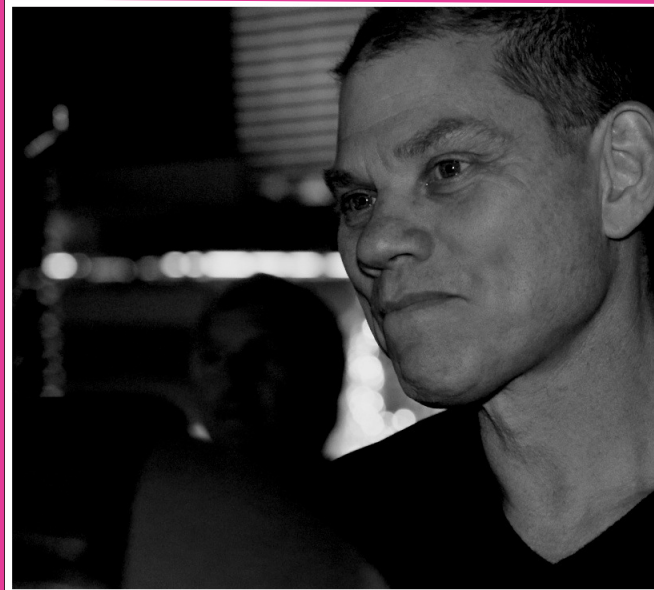
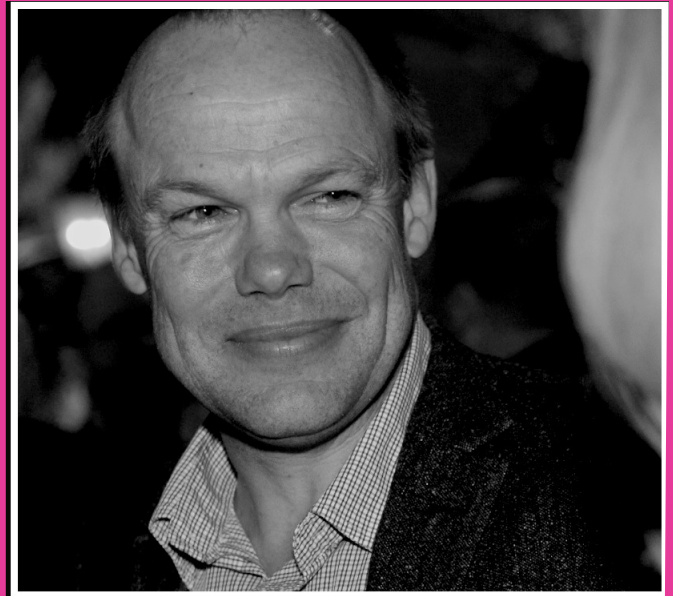
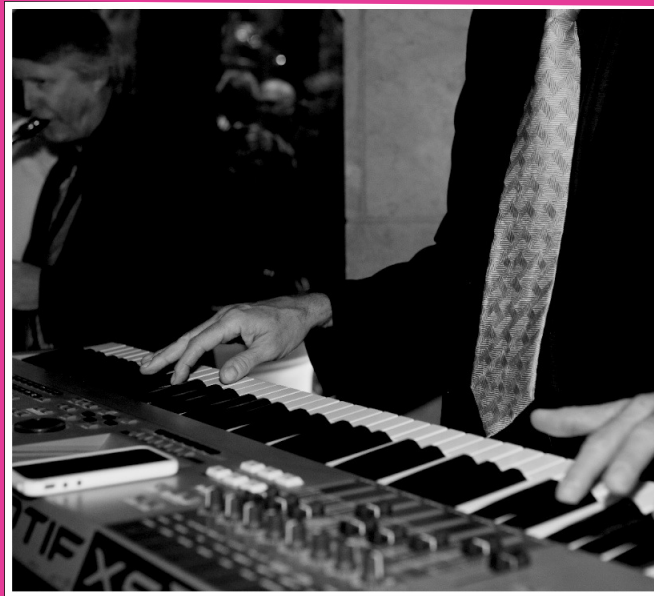
- To thrive in the evolving economies, businesses must deliver more complete service offerings, rather than point solutions.
- Success depends on creating new mechanisms and incentives for collaboration with clients and partners delivering services.
- Businesses must incorporate more data driven decision-making approaches.
- There are many more opportunities to include successive prototyping at all levels of business.

IDEAS 08 RECEPTION









WELCOME & INTRODUCTION



WELCOME AND INTRODUCTION

Jon Pittman, VP Autodesk Strategy welcomed the participants to IDEAS.



Tom Wujec, Autodesk Fellow, acted as the facilitator, leading the group through the exercises.



INTRODUCTION

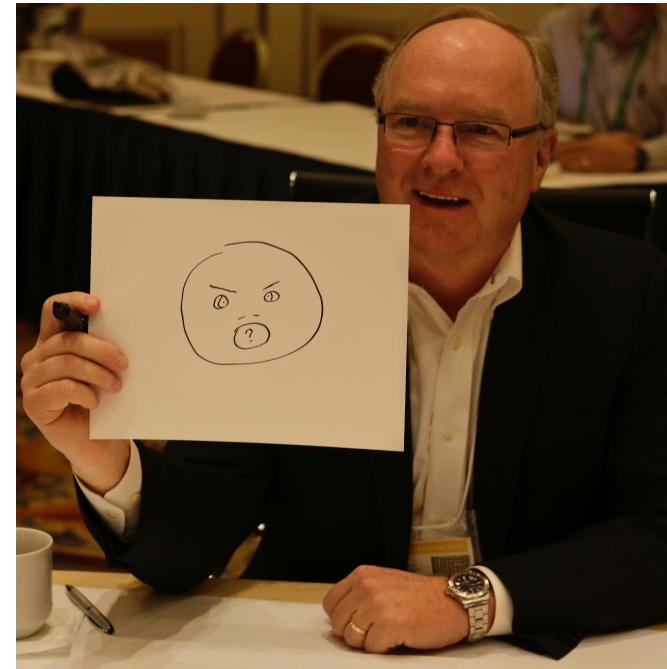
The goal of the workshop was to collectively explore how to reinvent the business models of design. Using the Visual Strategy approach, participants engaged in a series of systems model exercises to map out the key business model elements.



INTRODUCTION

The workshop began with a warm up exercise which involved drawing pictures of how they felt about their industry today.

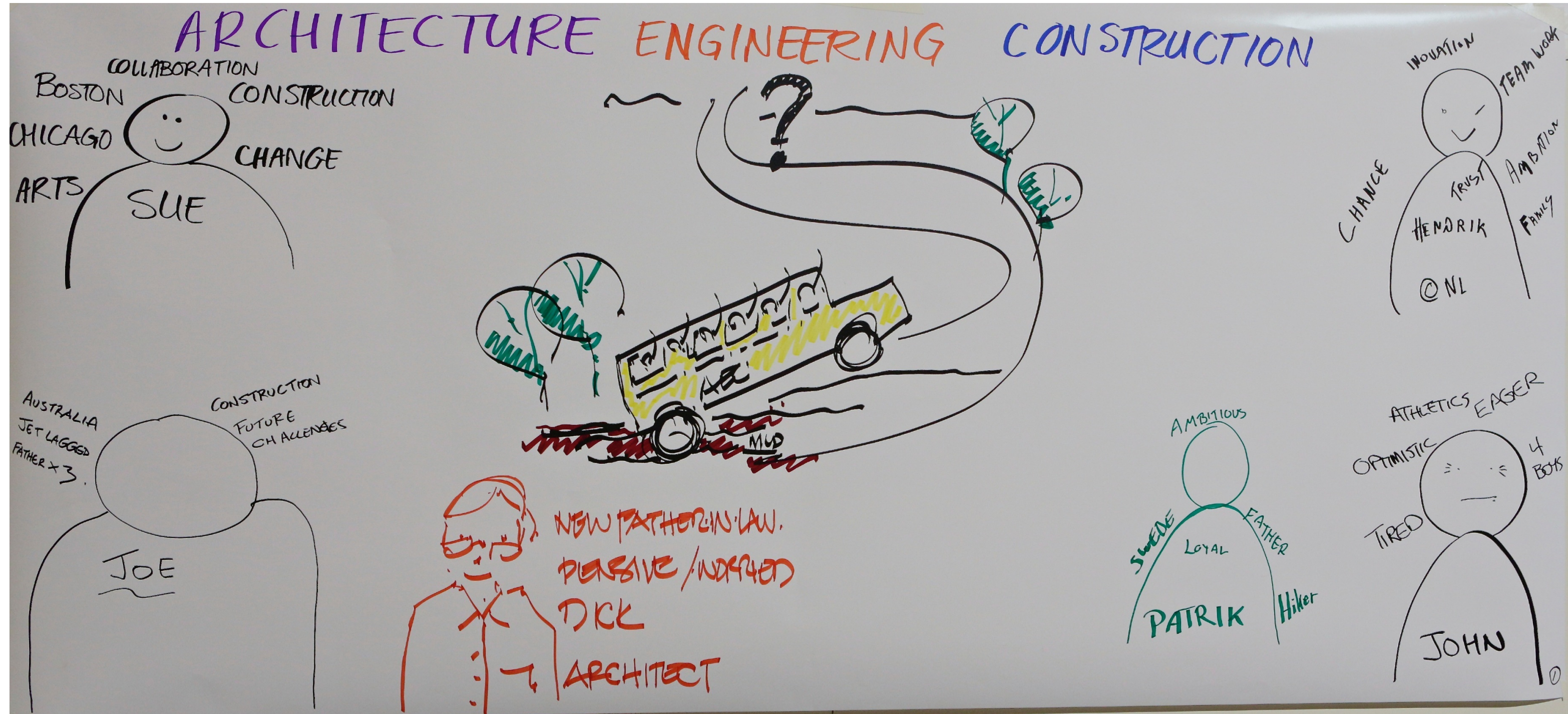
Working in industry teams, these drawings became incorporated into team posters that charted collective attitudes and introduced the participants.



INTRODUCTION

TEAM ONE:

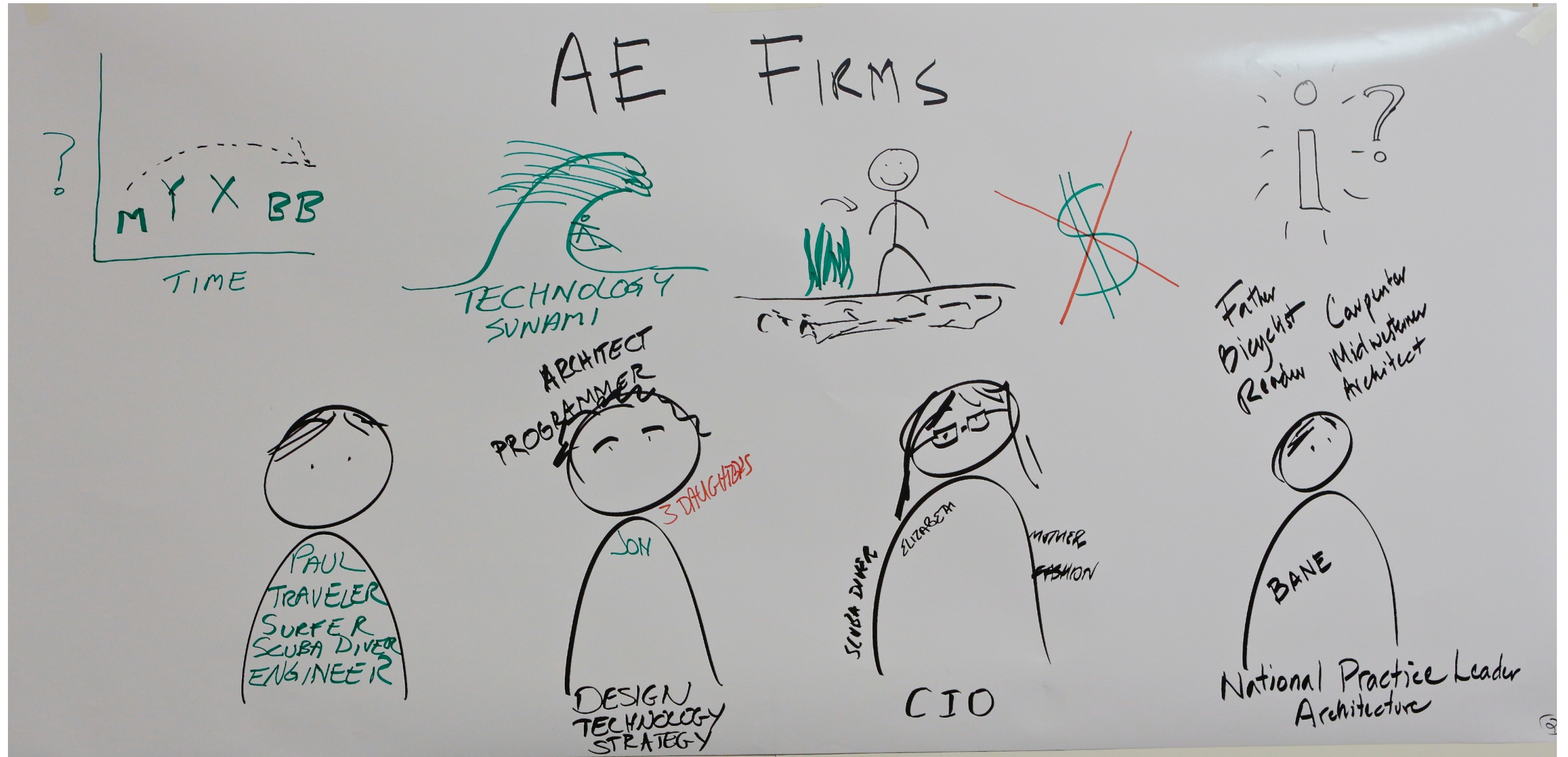
Architecture, Engineering, Construction



INTRODUCTION

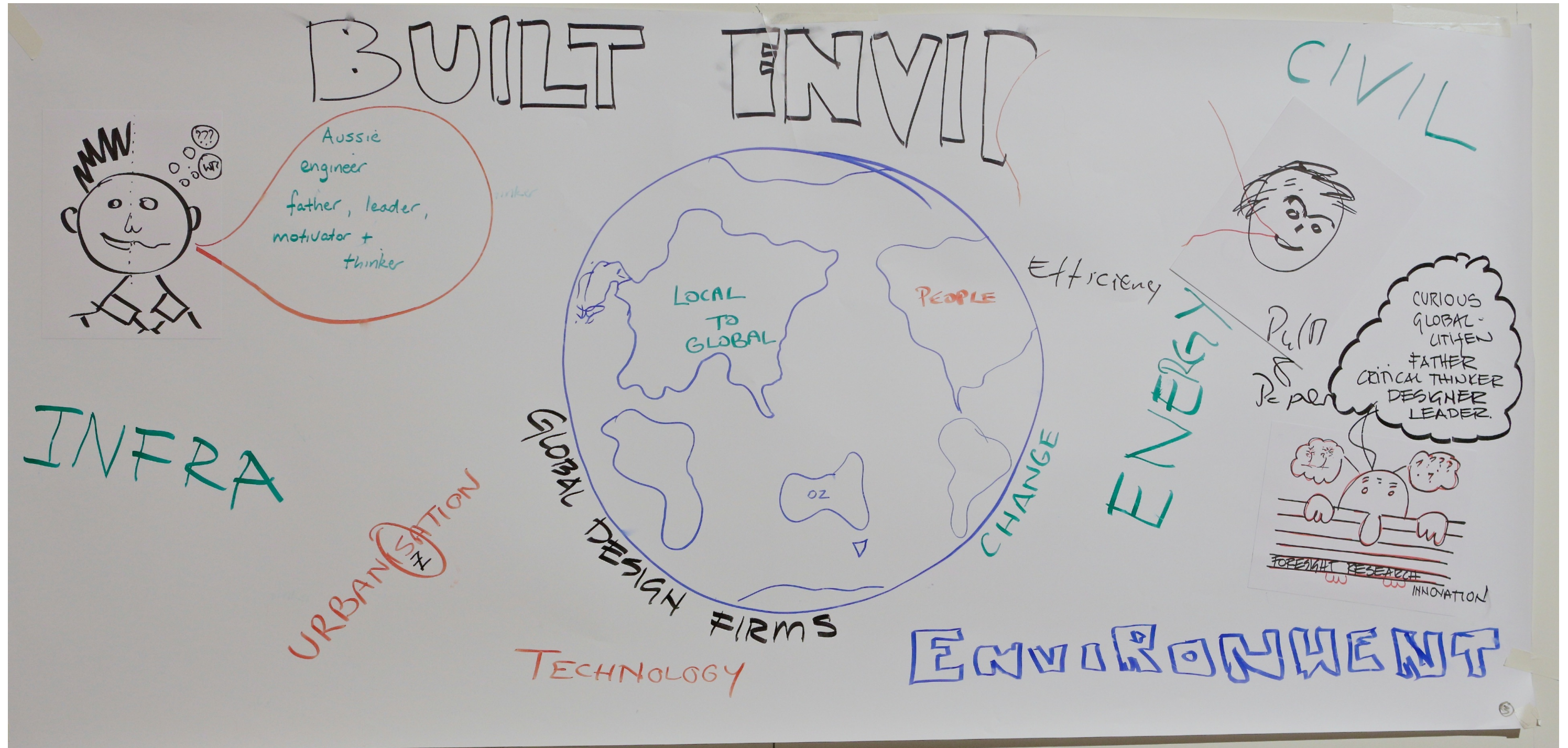
TEAM TWO:

Architecture, Engineering, Firms



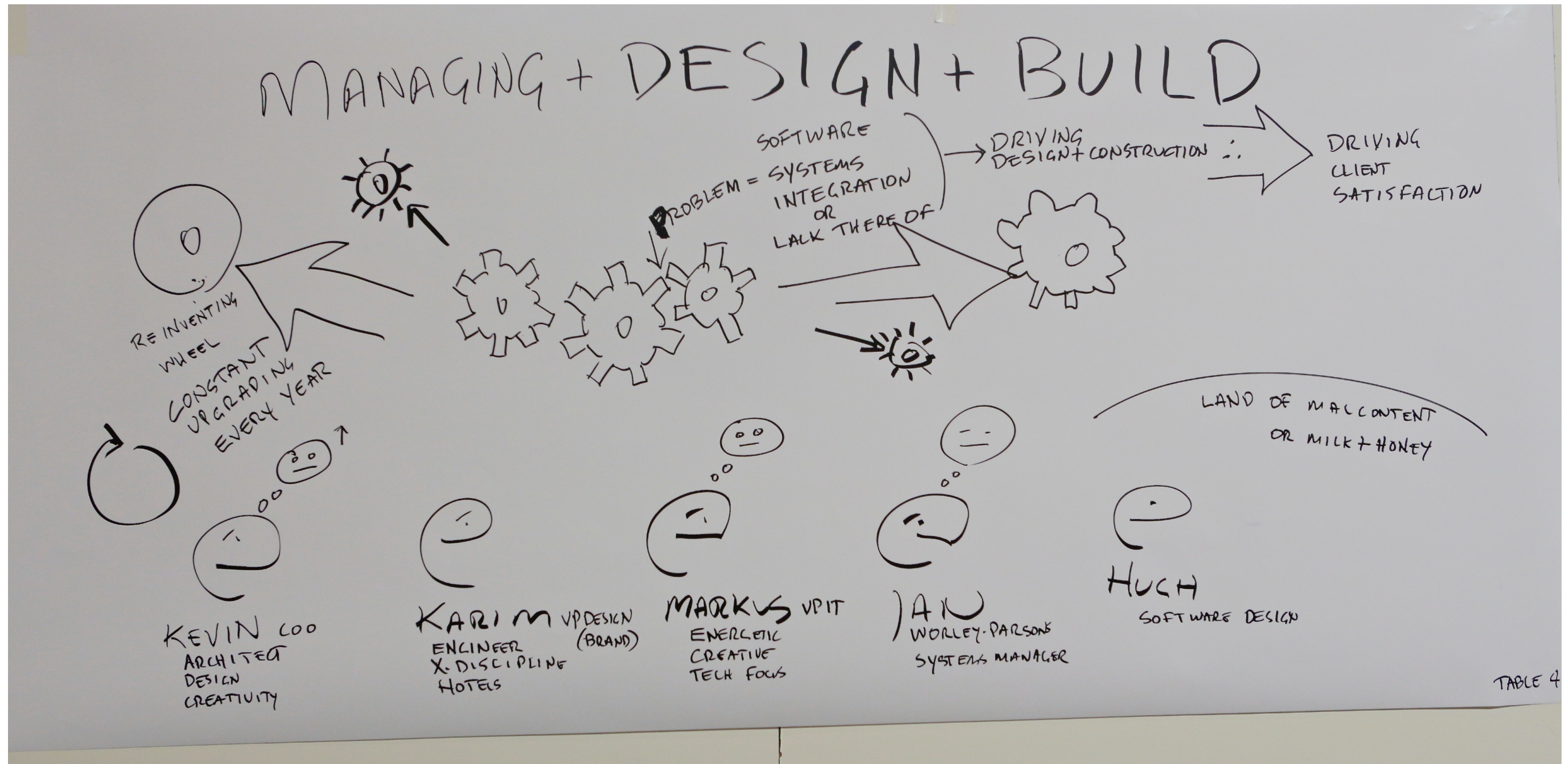
INTRODUCTION

TEAM THREE:
Built Environment



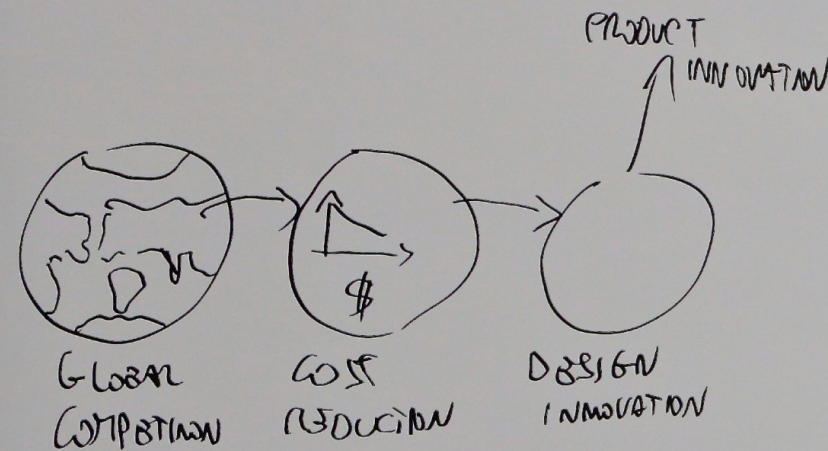
INTRODUCTION

TEAM FOUR: Managing Design & Build




INTRODUCTION

TEAM FIVE:
Design & Manufacturing




LUCA TIEPOLO




- IT engineer
- Italian
- technology for business

FRIEDRICH SPITZER



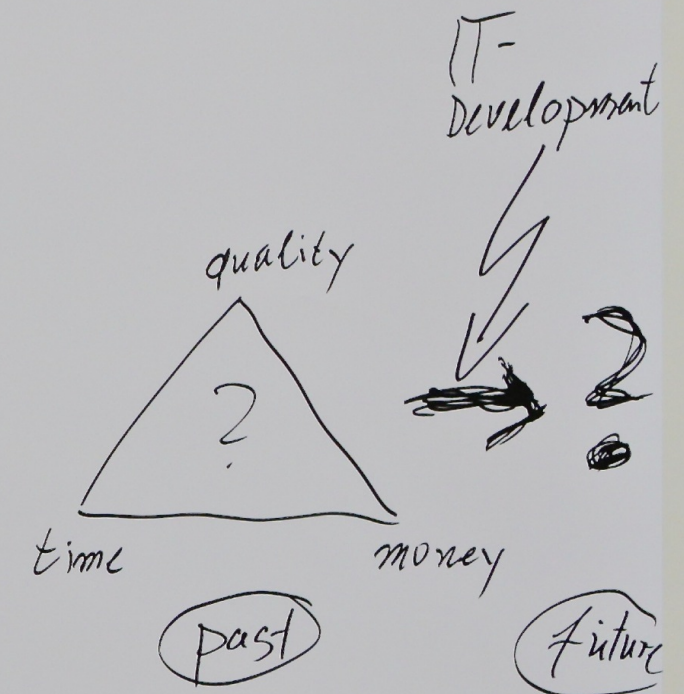
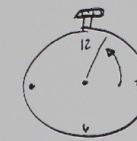
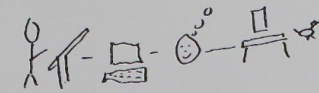
- GLOBAL TEAM LEADER
- AUSTRIAN
- TECH. ENG.
- NOW SUPPORTING BUS IN IT
- BELIEVER
- FATHER

GREG SMITH



INT'L BUSINESS MAN
CEO
CANADIAN
FATHER OF 2
MARRIED 37 YRS

DESIGN & MFG.



Jürgen Kussi



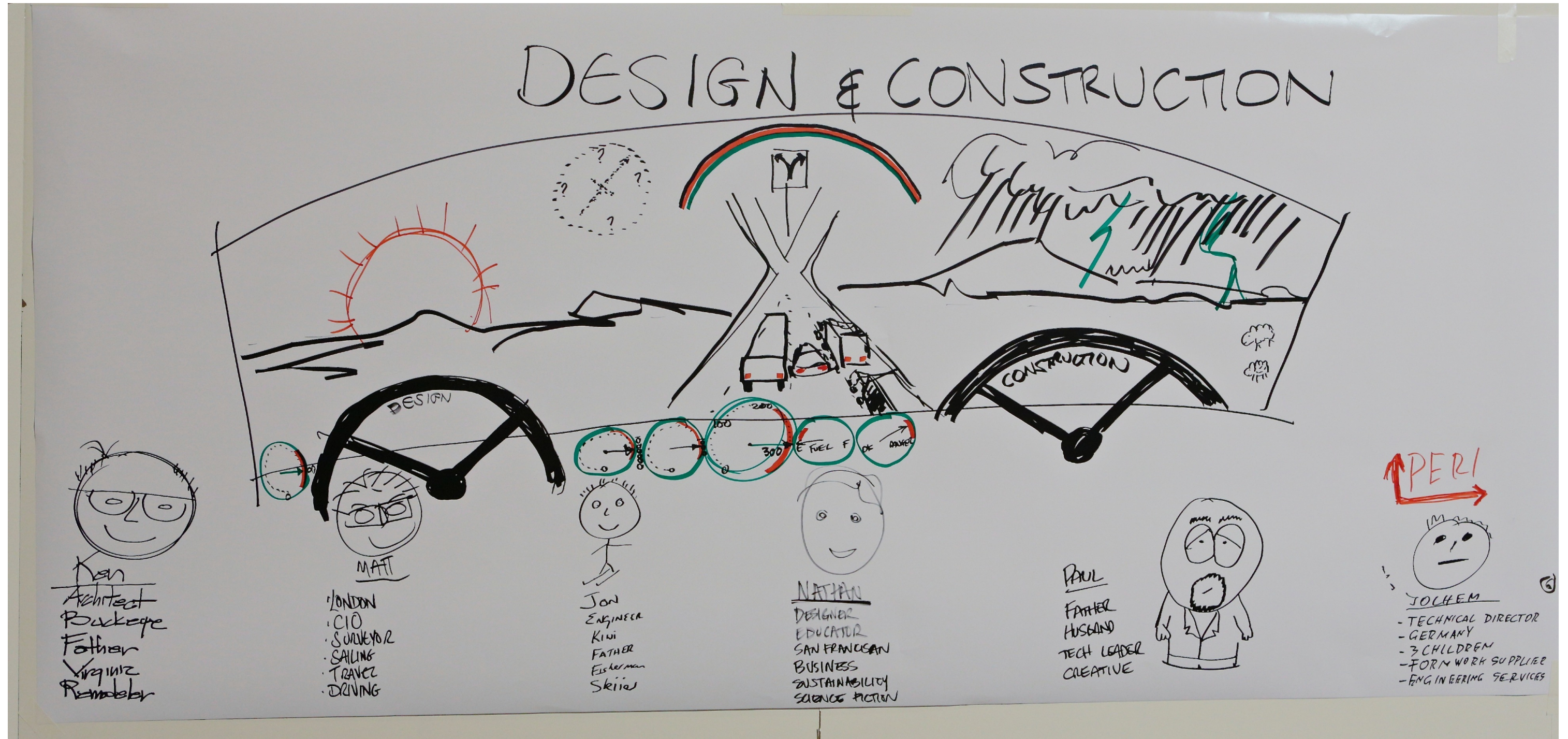
OF BAYER



• German Engineer
• User
• European

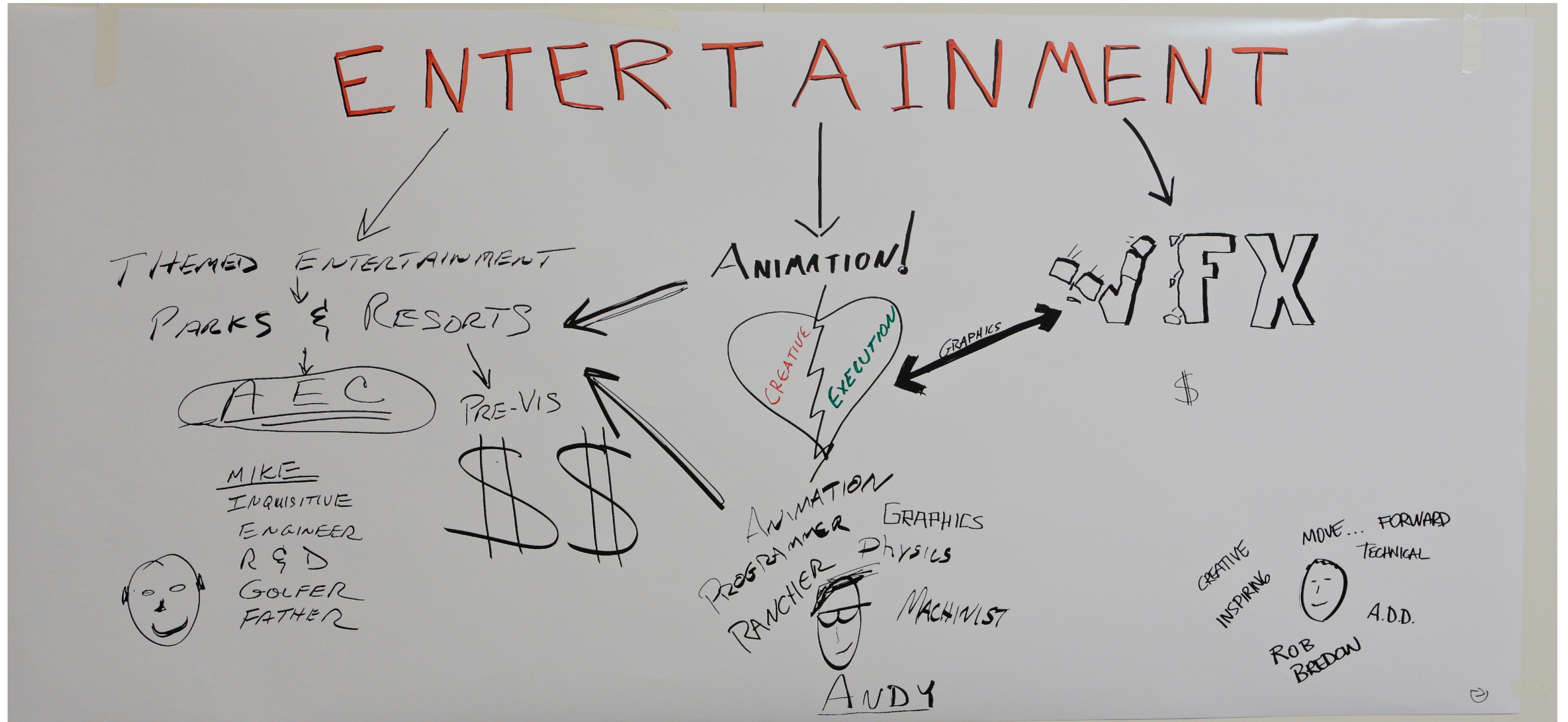
INTRODUCTION

TEAM SIX:
Design & Construction



INTRODUCTION

TEAM SEVEN:
Entertainment



SYSTEMS THINKING



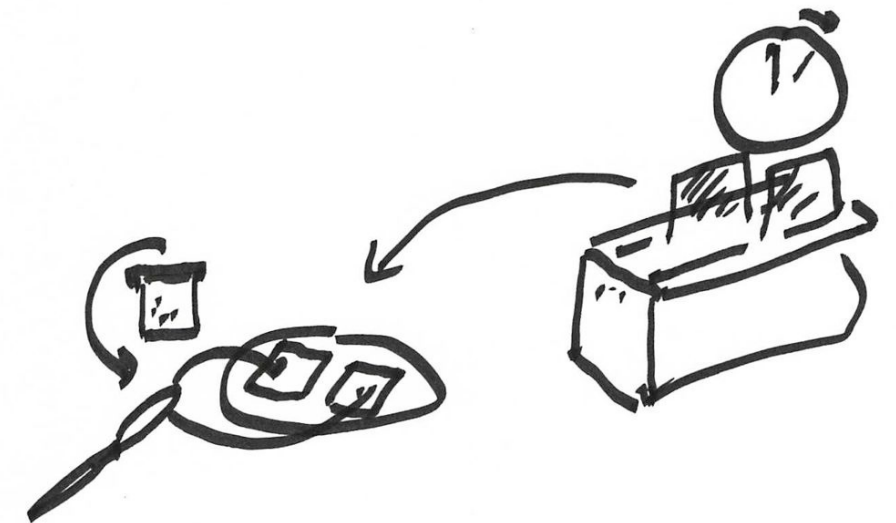
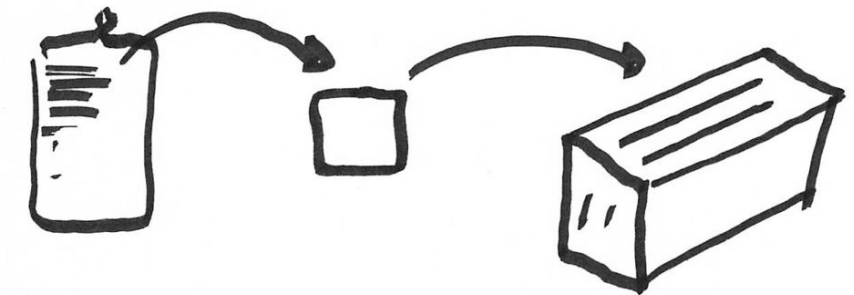
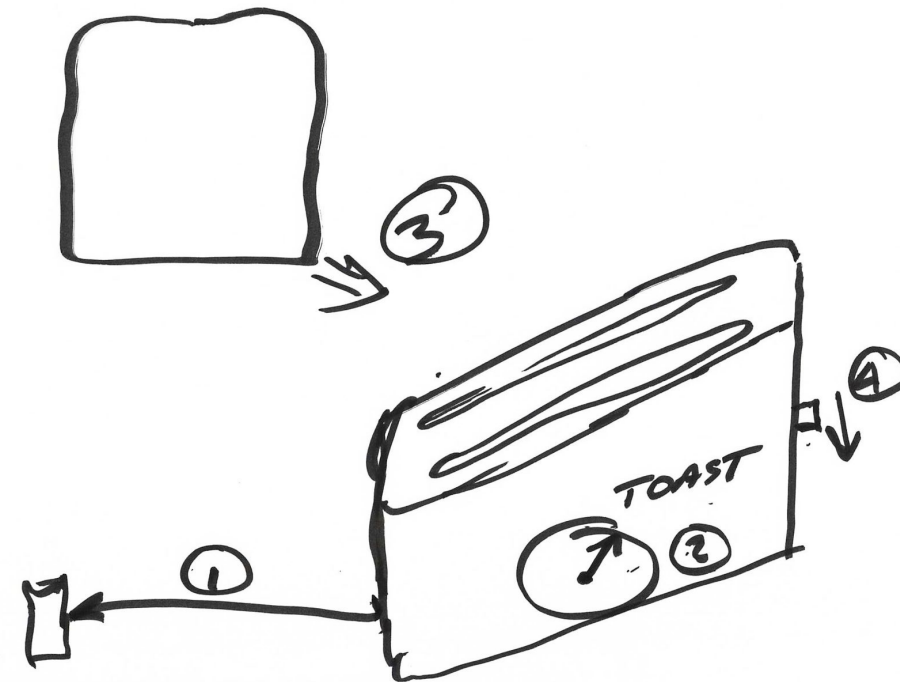
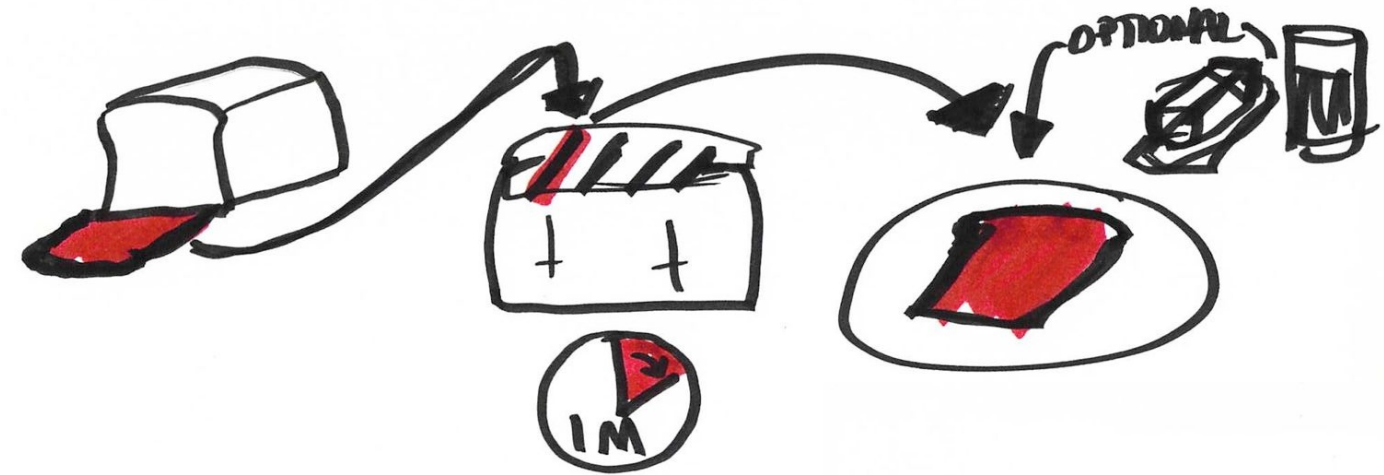
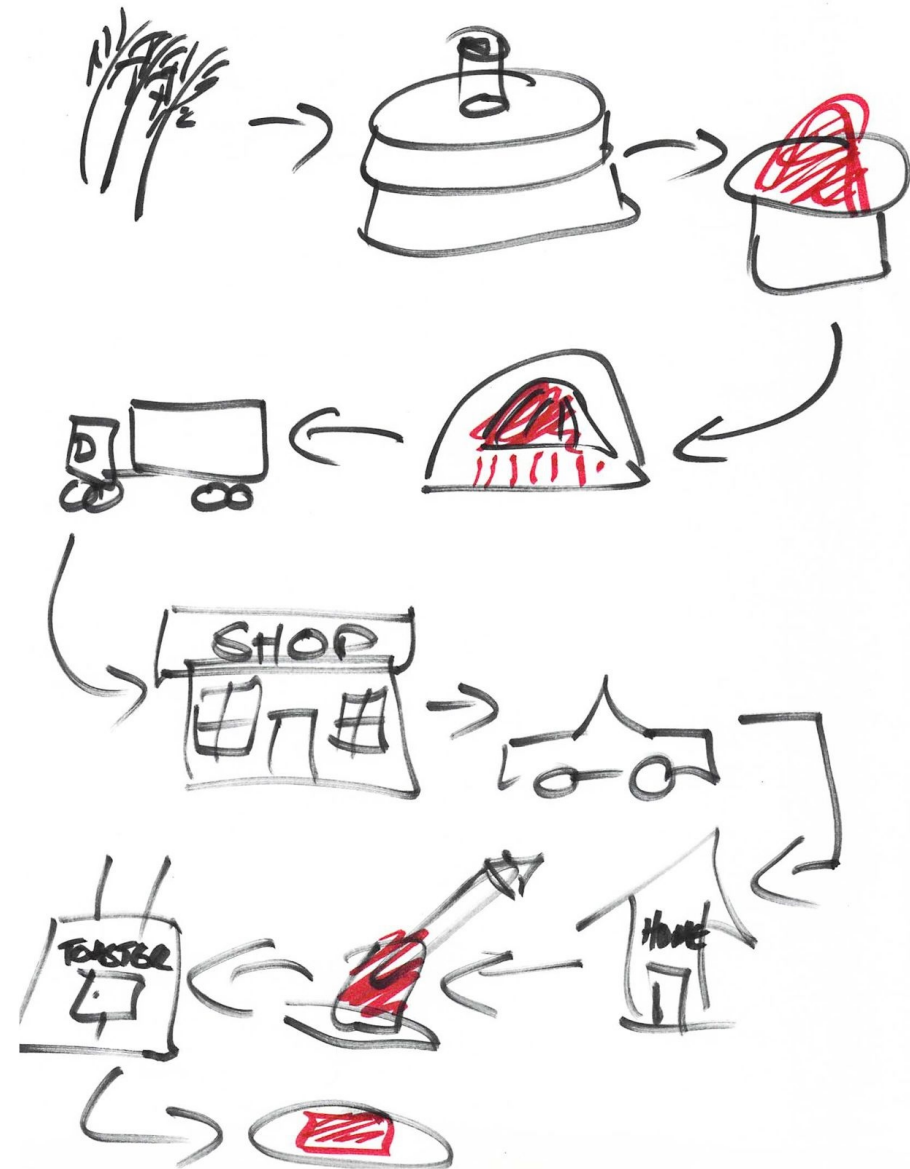
SYSTEMS THINKING

Participants continued with an exercise called 'Draw How to Make Toast' which provided a shared framework on systems thinking.

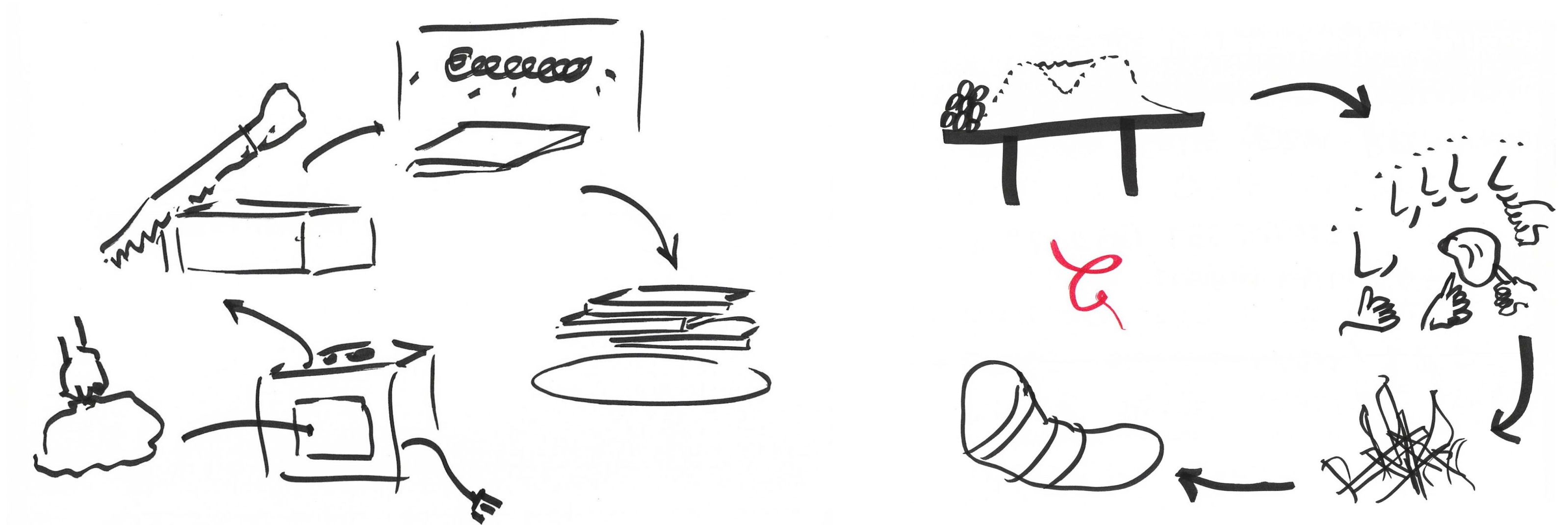
The essential nature of diagramming is to identify parts of the a system and label them as nodes and identify the connections between the nodes as links. The combination of links and nodes produces a visual model of a system.



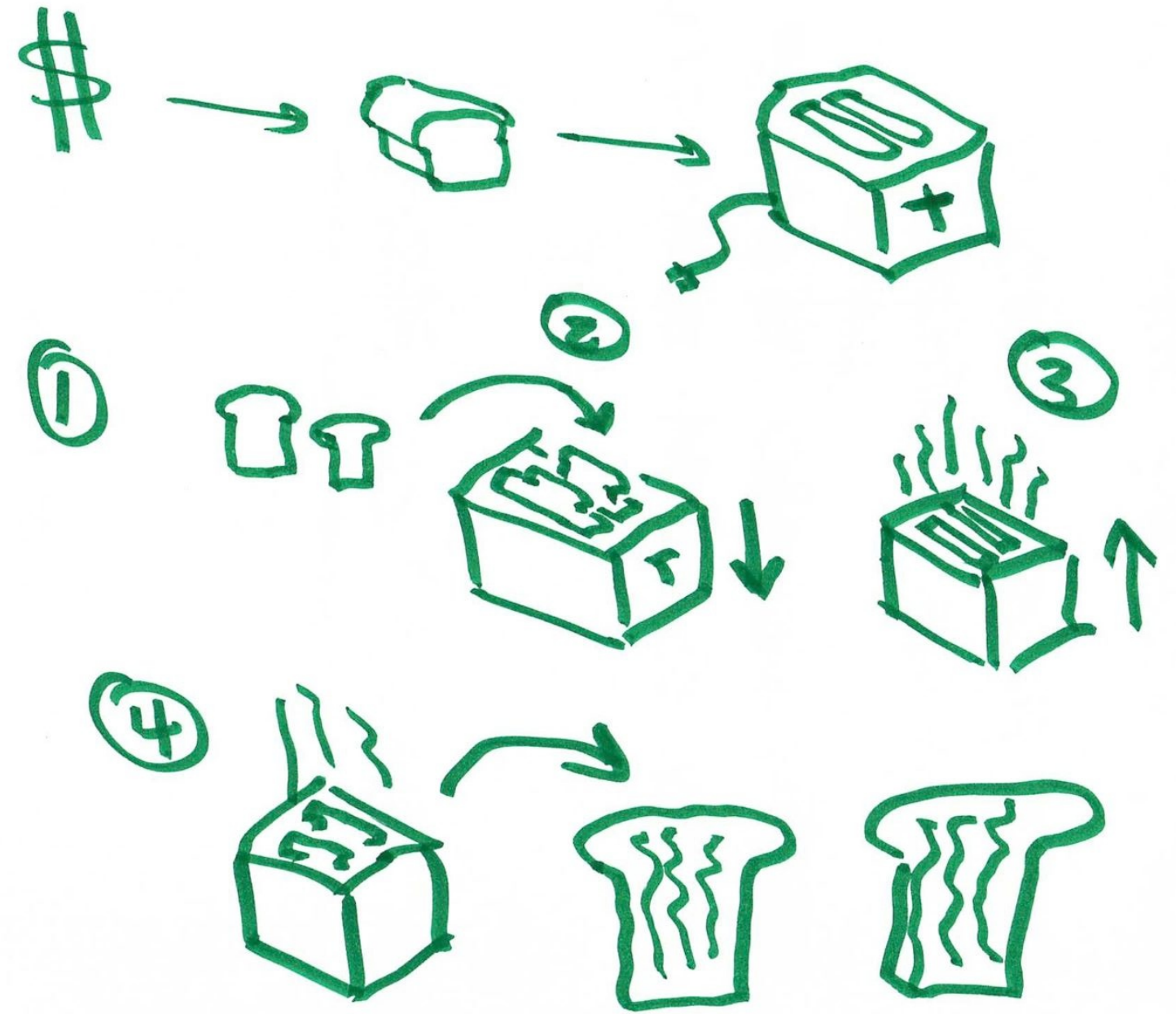
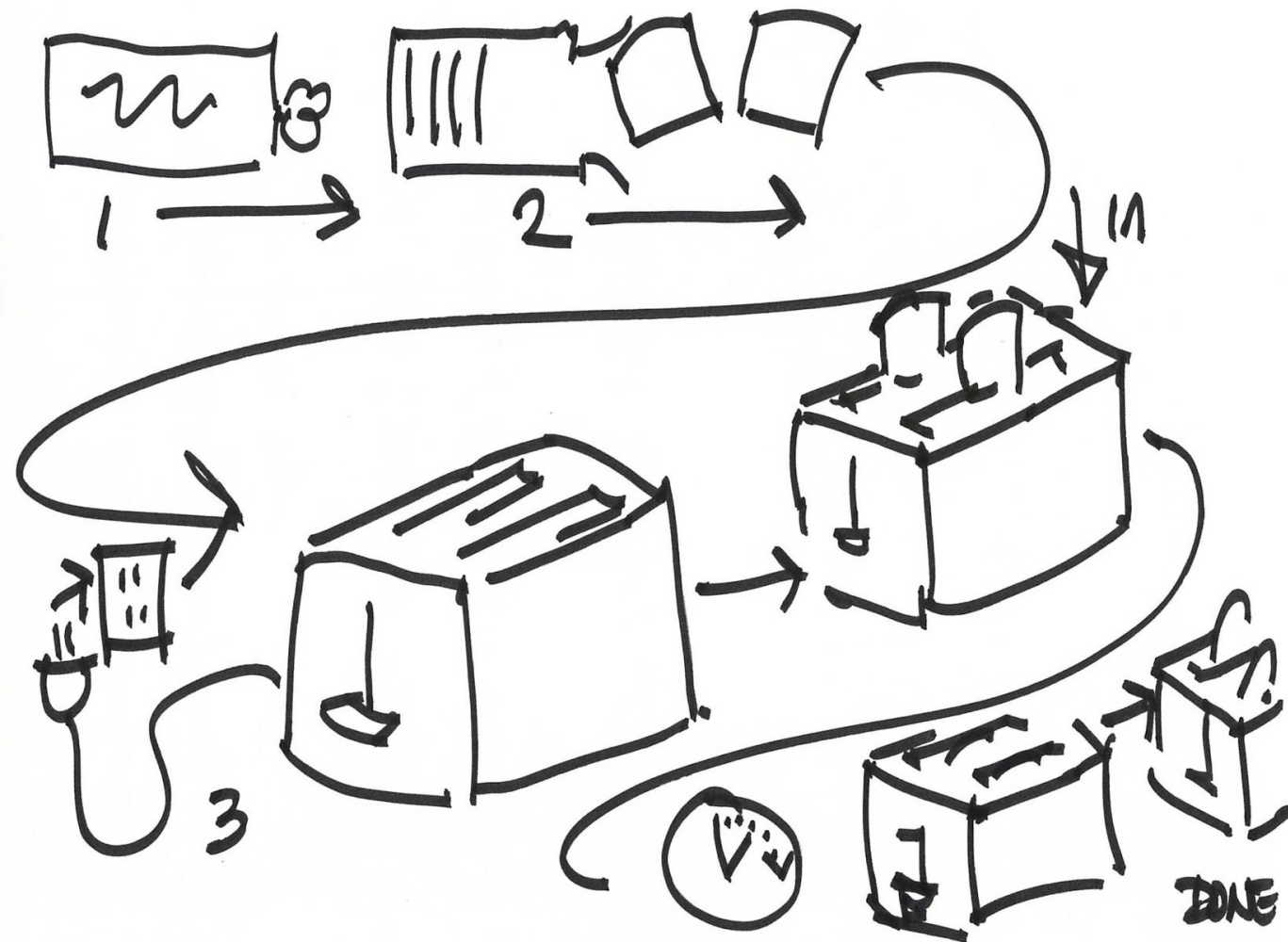
HOW TO MAKE TOAST DRAWINGS



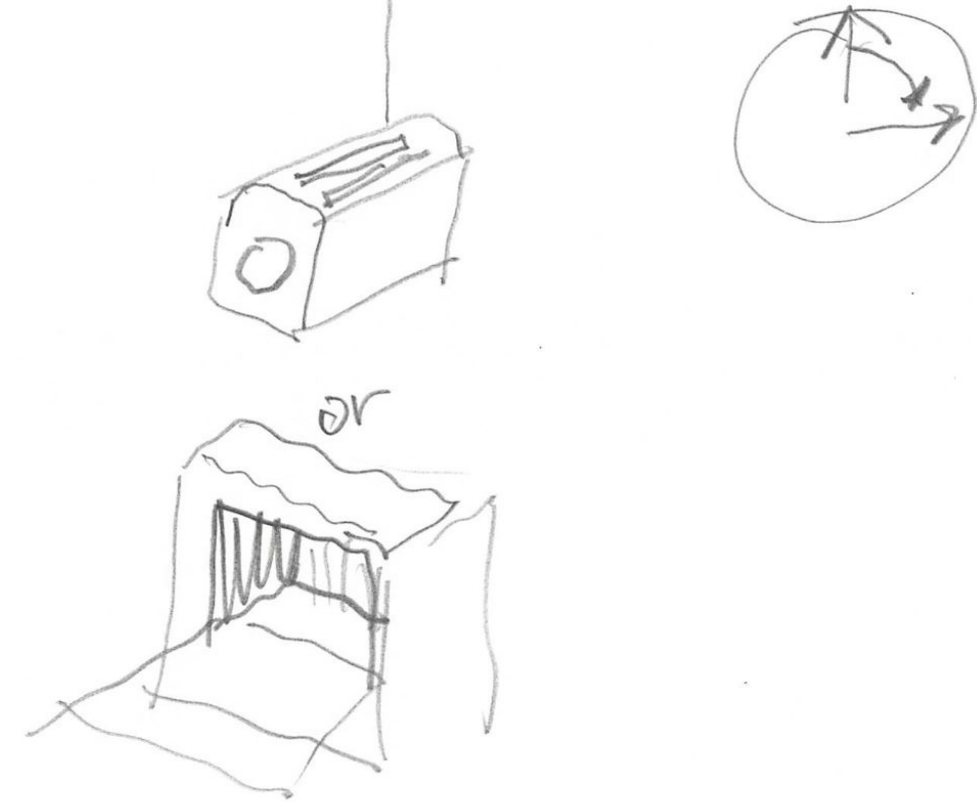
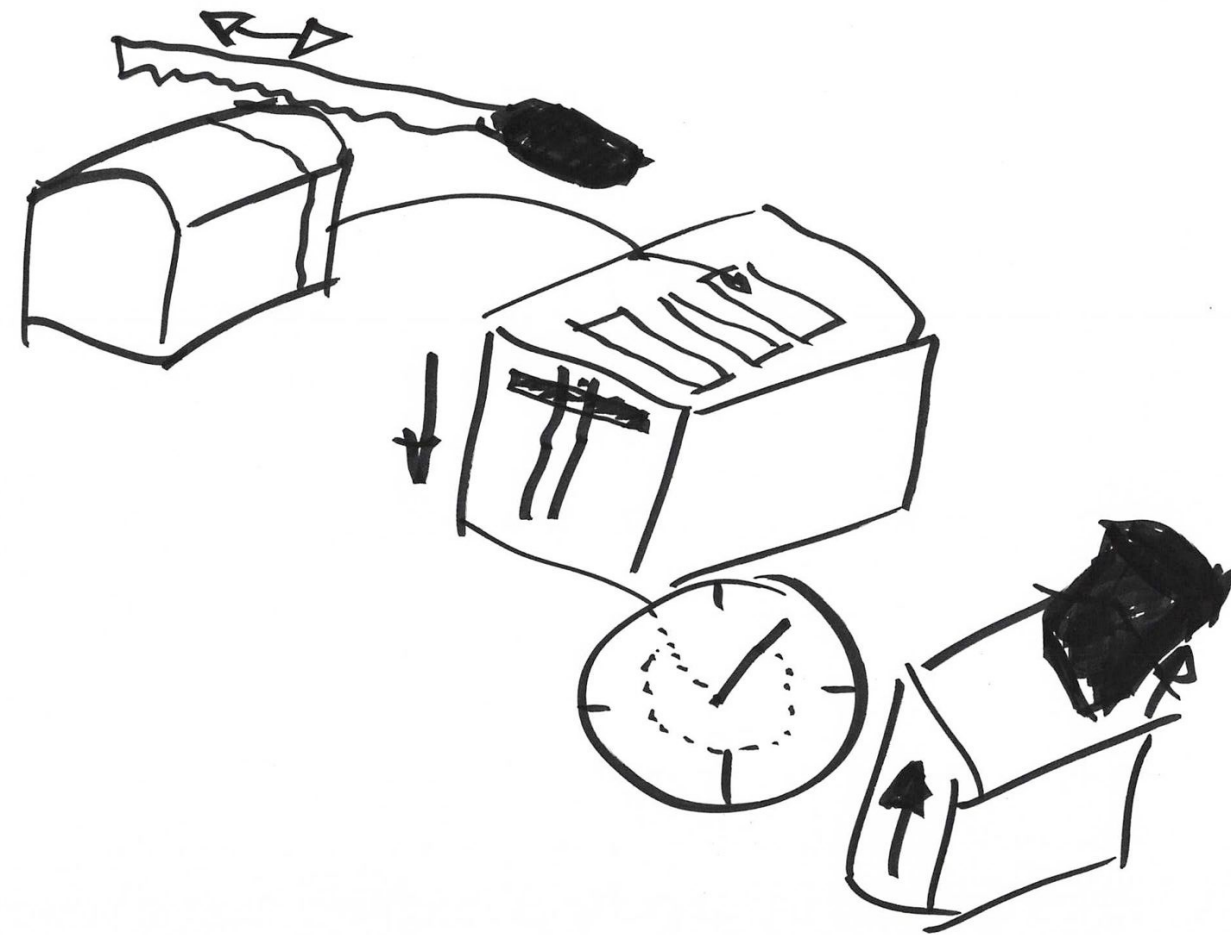
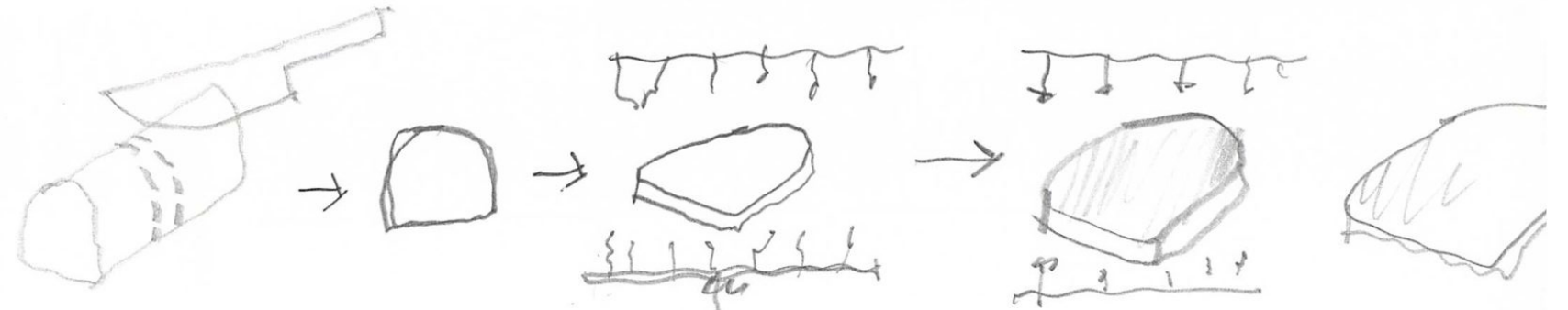
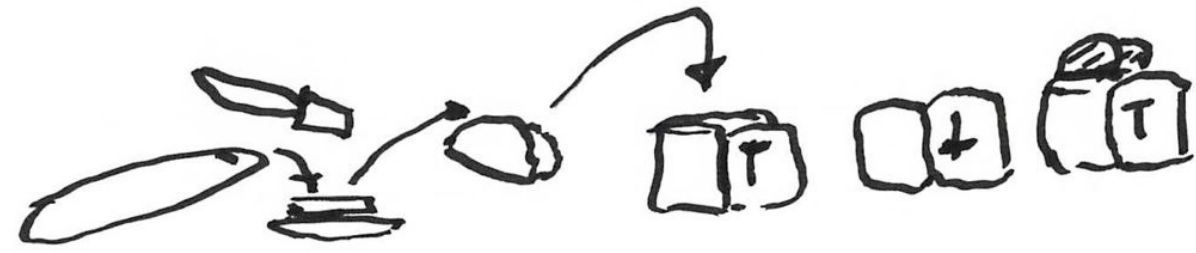
HOW TO MAKE TOAST DRAWINGS



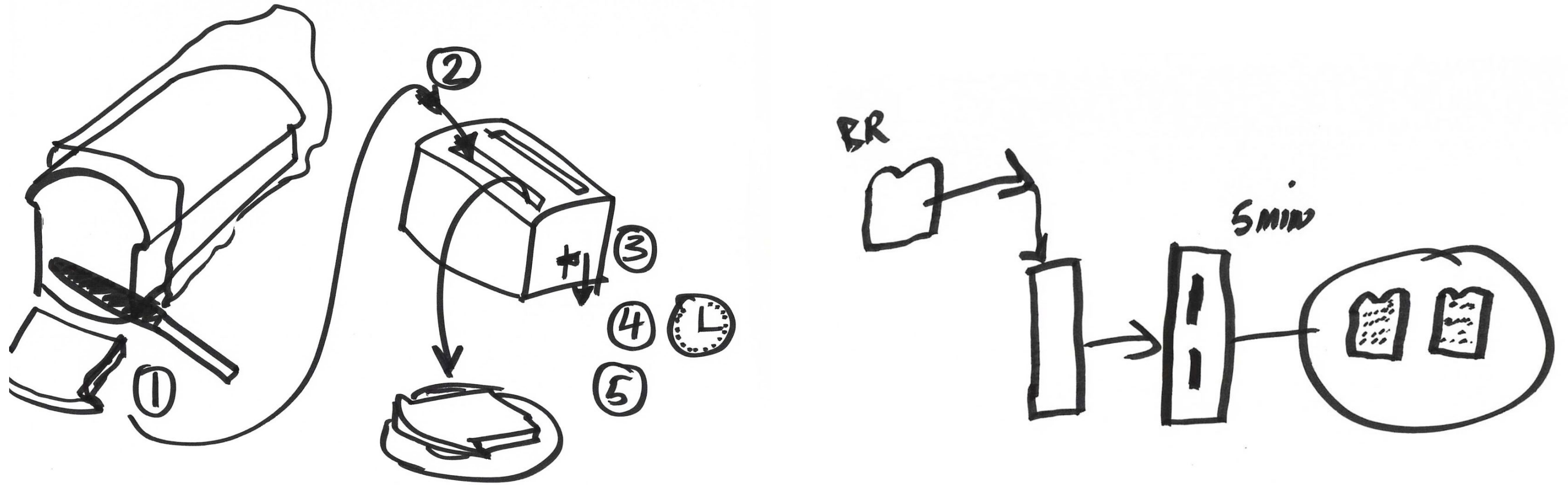
HOW TO MAKE TOAST DRAWINGS



HOW TO MAKE TOAST DRAWINGS



HOW TO MAKE TOAST DRAWINGS



BUSINESS MODEL SYSTEMS THINKING

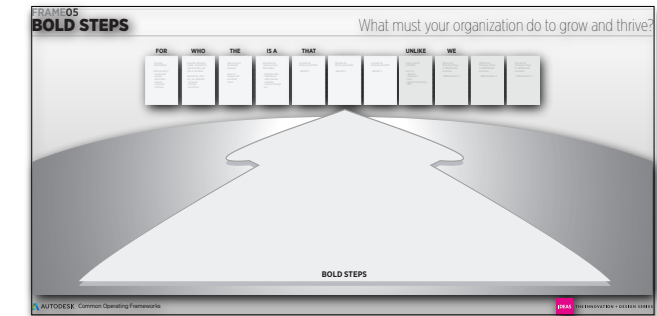
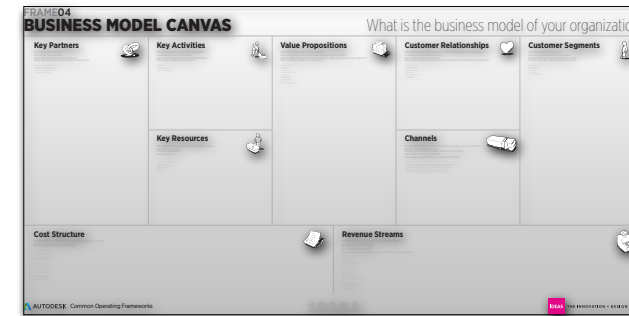
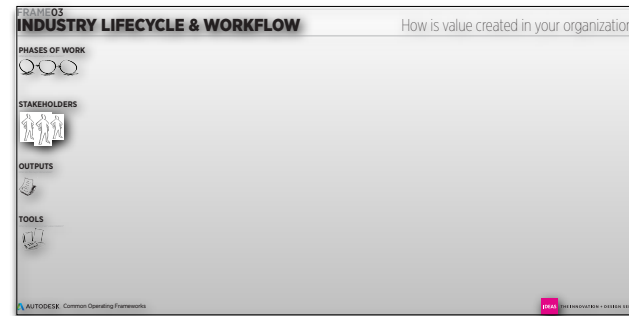
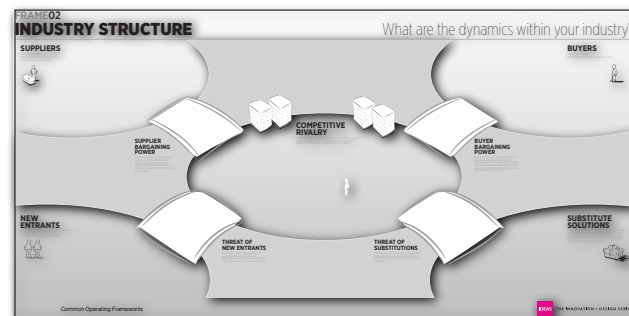
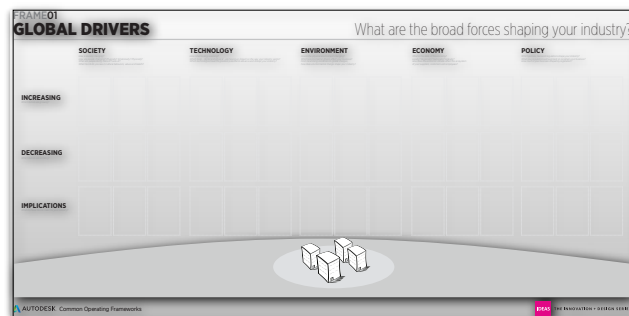
The remaining bulk of the workshop focused on developing comprehensive systems models at five focal settings.

- 1) Global Drivers
- 2) Industry Structure
- 3) Workflow and Life Cycle
- 4) Business Model
- 5) Bold Steps for Success

Each systems model provided participants with a way to identify key nodes, analyze their relationships and synthesize their meaning.

FIVE KEY QUESTIONS

The workshop identified five central topics for discussion, each of which had its own systems diagram.



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

FRAME 01 GLOBAL DRIVERS

SOCIETY

- Younger people developing relationships through technology vs. human interaction

- Aging population in the industrial world

- We've been transformed to a society of entitlement
 - coffee orders
 - retail service expectations

- Society is becoming more pluralistic

- IMMEDIATE ACCESS TO INFORMATION
 - ALWAYS CONNECTED
 - INCREASING COMMITMENT TO FAMILY/WORK BALANCE

- Social Sustainability is driven by globalisation

TECHNOLOGY

- DATA GENERAL
- PERSUASIVE CONNECTIVITY
- DIGITAL COLLABORATION
- DATA DRIVEN DECISION MAKING

ENVIRONMENT

ECONOMY

DECREASING

IMPLICATIONS

FRAME 01

GLOBAL DRIVERS

The first focal setting identified the major relevant forces in five categories:

- Society
- Technology
- Economy
- Environment
- Politics

Within each category, participants determined what has increasing, decreasing, and what reached a milestone.

With these factors identified, each group developed a thesis of the central impact of the changing world on their industry.

FRAME01

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 operates?
Which technologies have the greatest potential to advance and disrupt 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?

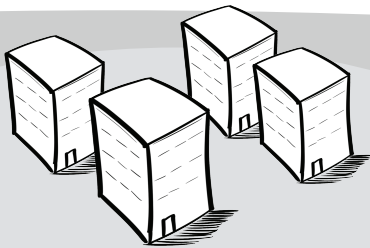
DECREASING

Which factors are shrinking?

IMPLICATIONS

What do these trends mean for your industry?

WHAT BROAD FORCES ARE SHAPING YOUR INDUSTRY?



FRAME01

GLOBAL DRIVERS

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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?
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INCREASING

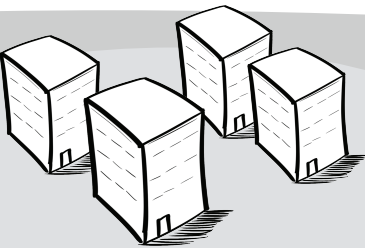
Which factors are growing?

DECREASING

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IMPLICATIONS

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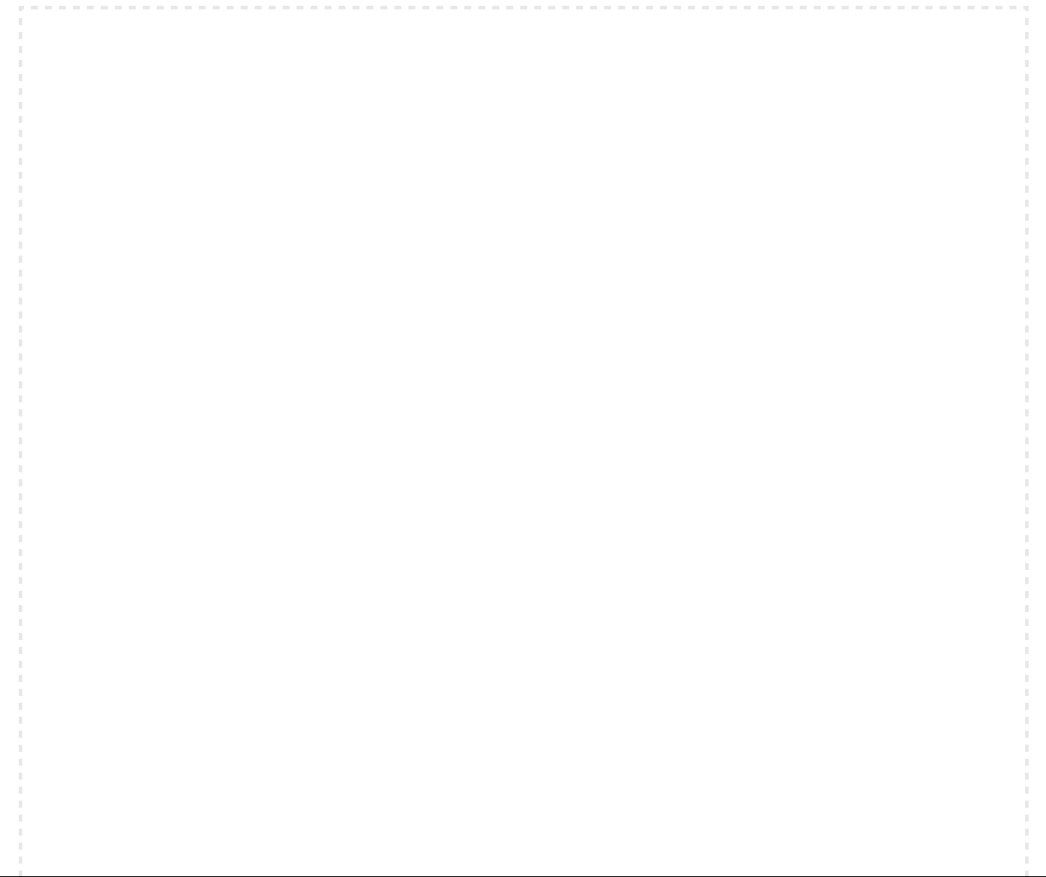
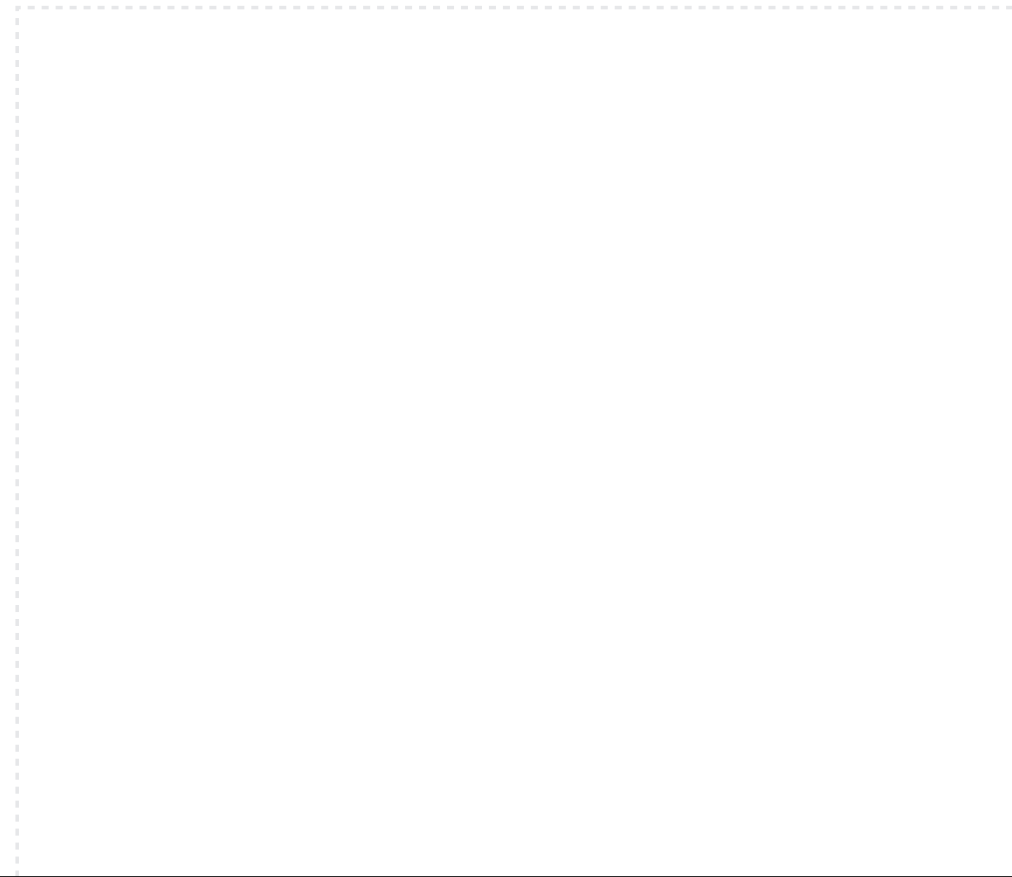
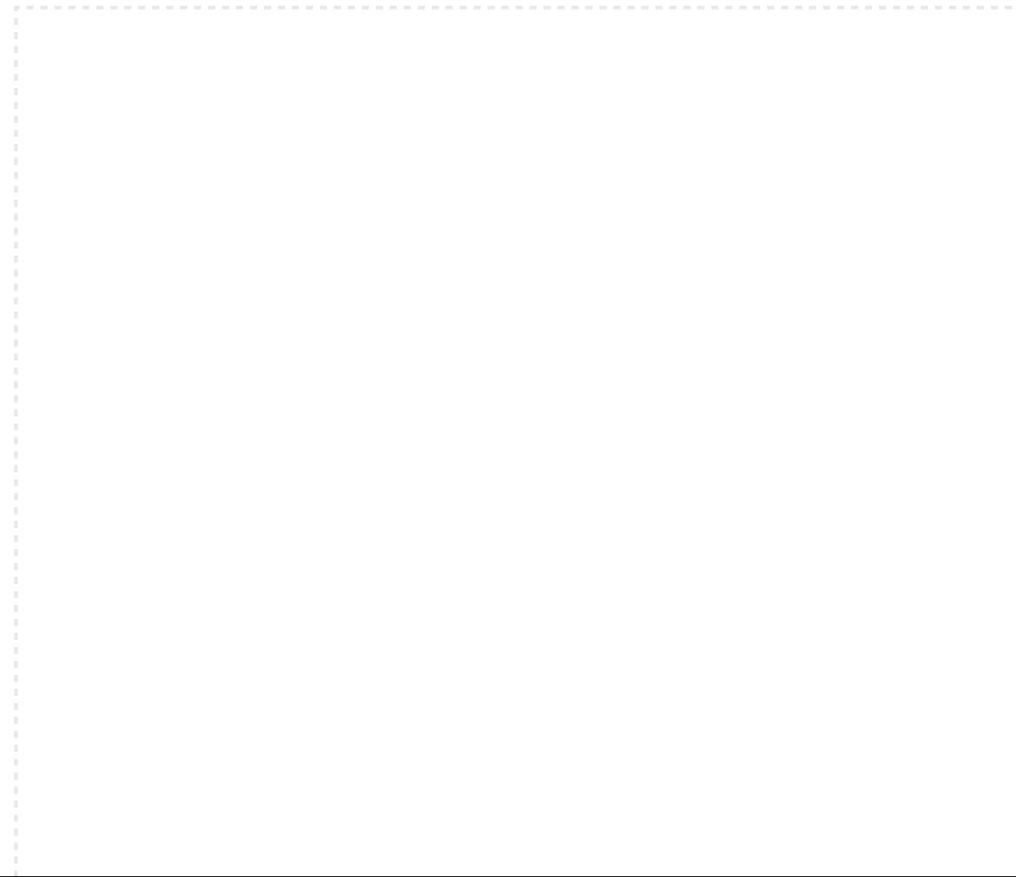
SOCIETY

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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?

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ENVIRONMENT

*How is the physical environment changing?
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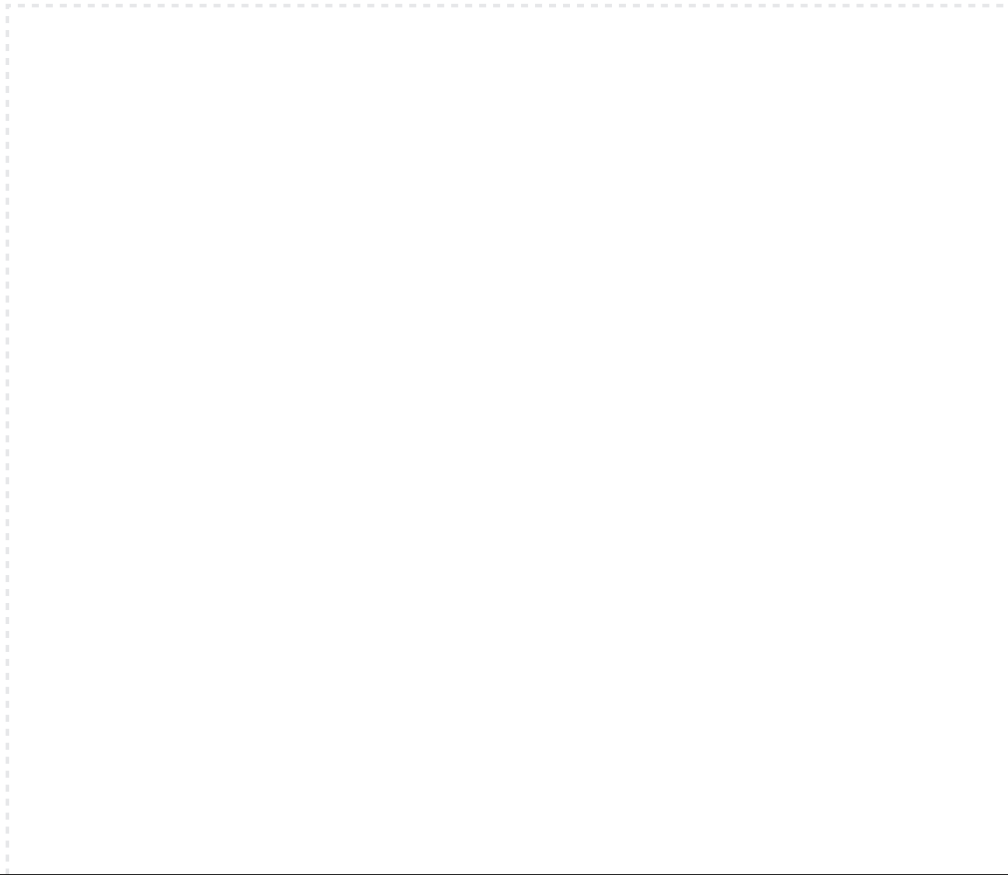
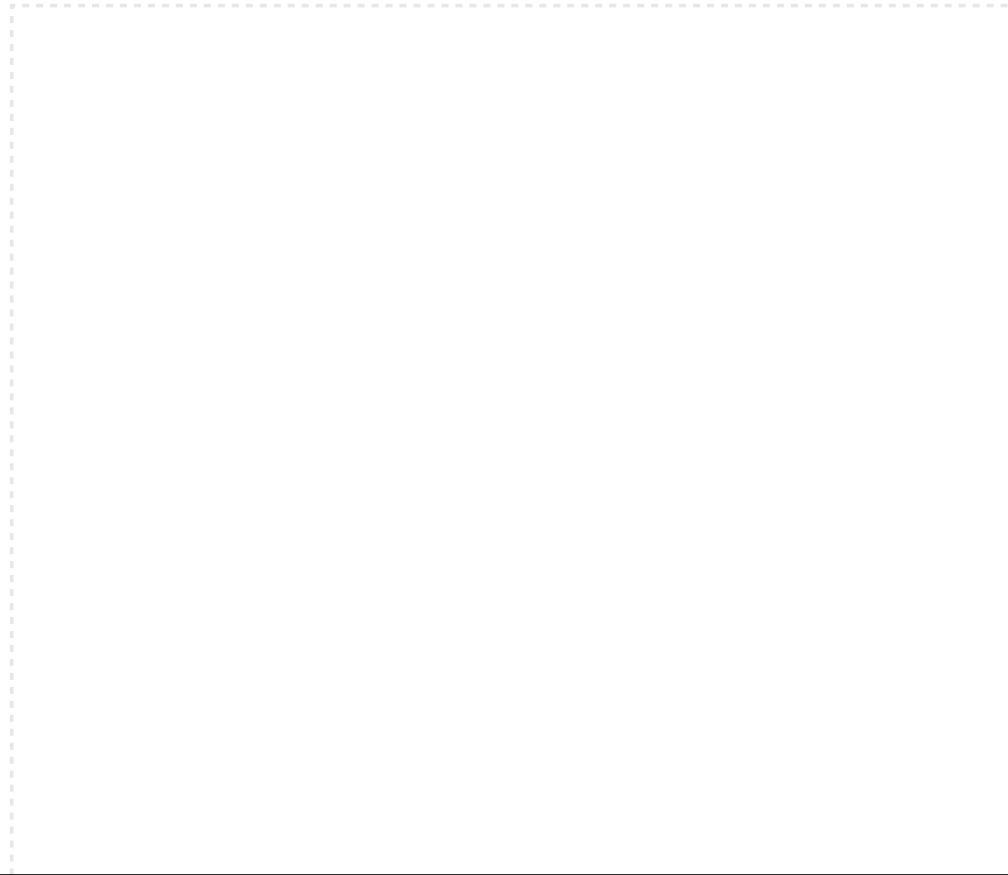
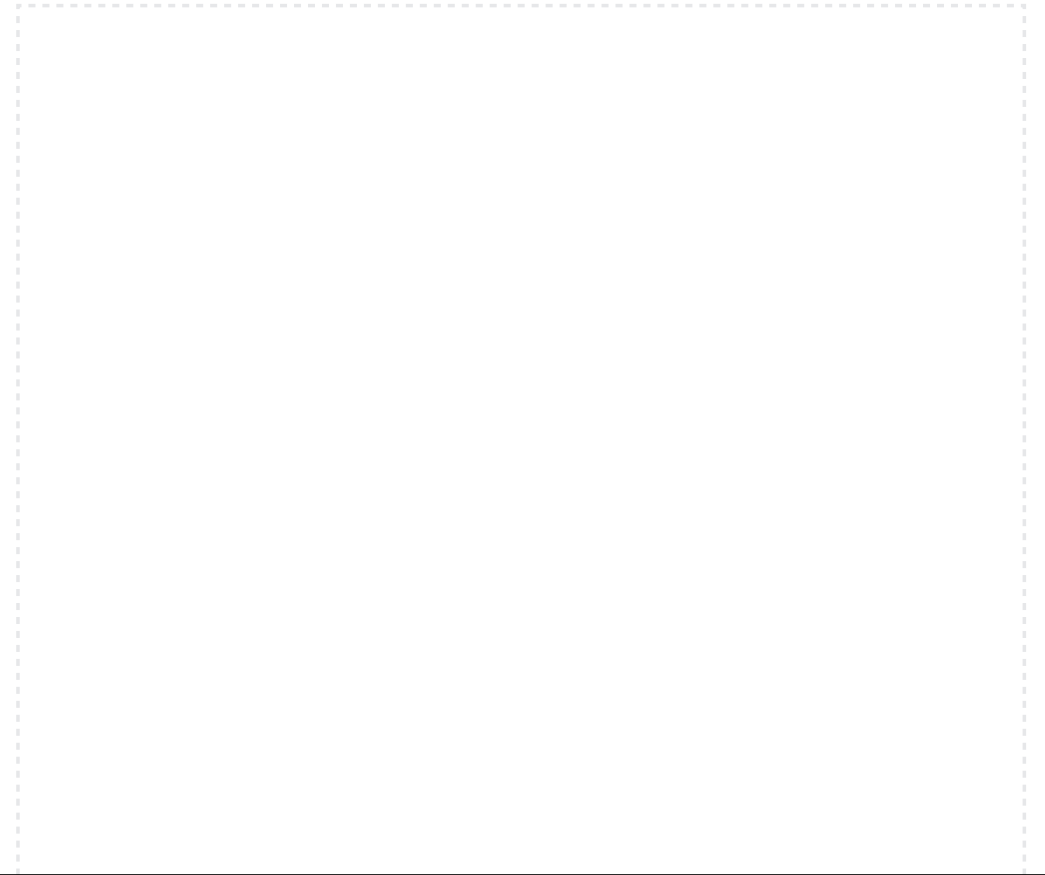
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ECONOMY

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?*

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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?

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INCREASING

Which factors are growing?

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DECREASING

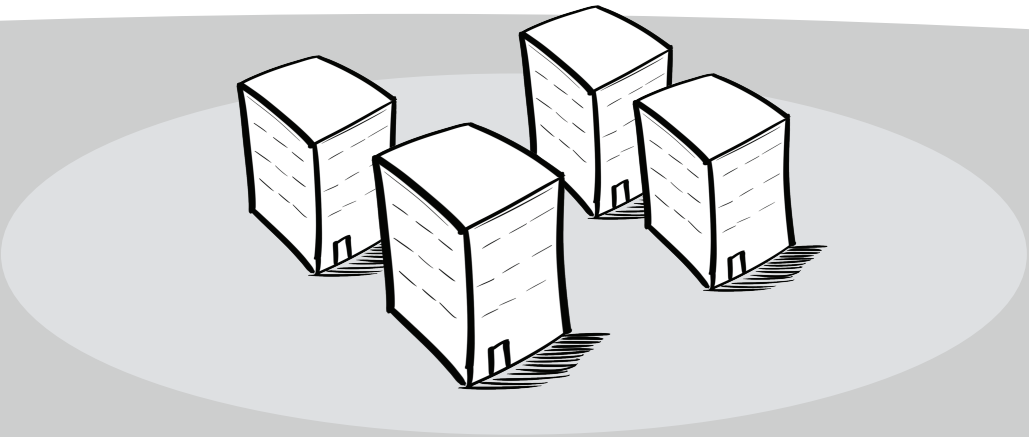
Which factors are shinking?

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IMPLICATIONS

What do these trends mean for your industry?

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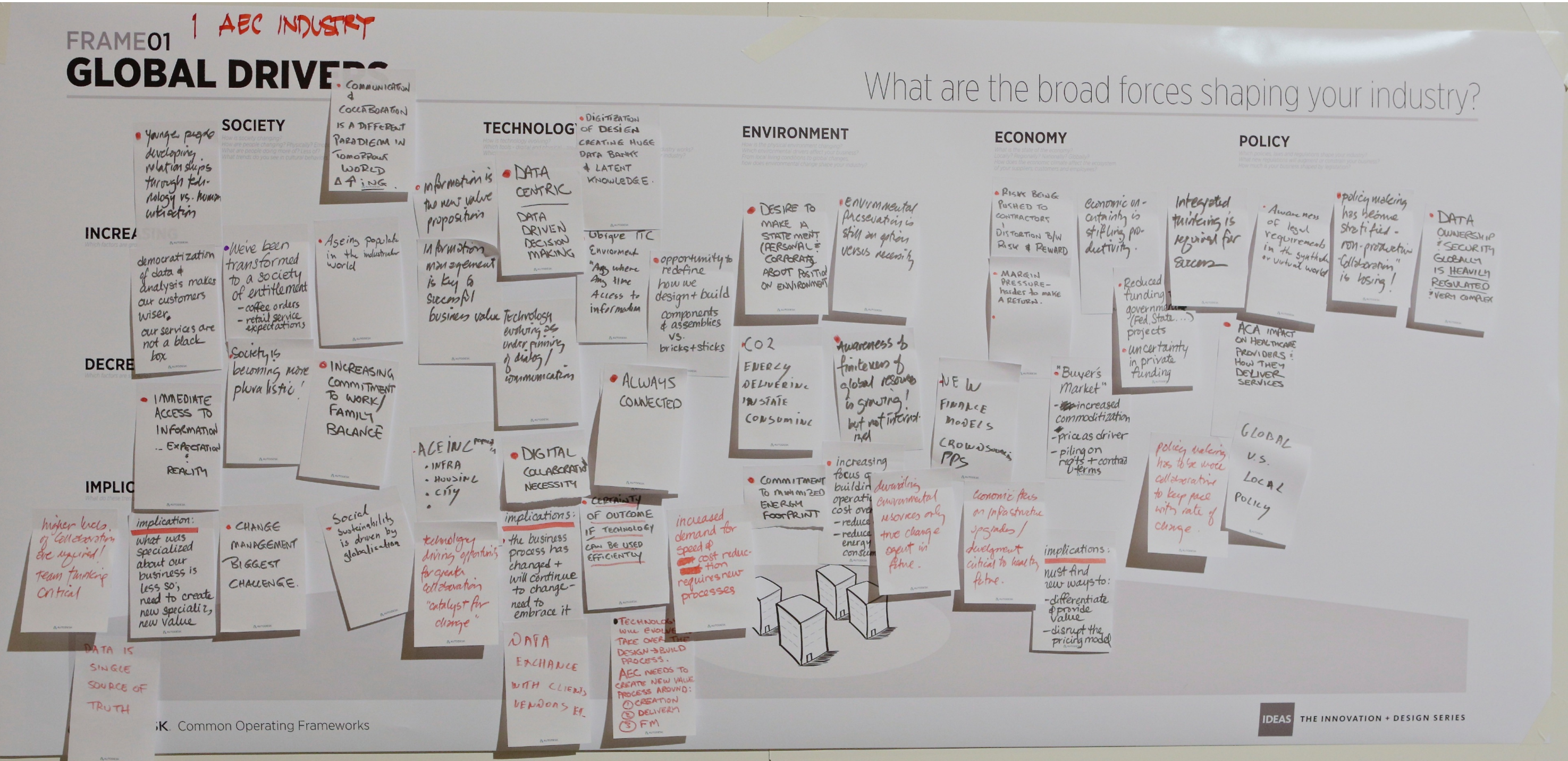
GLOBAL DRIVERS PRESENTATIONS

Each team delivered a short presentation describing their themes.



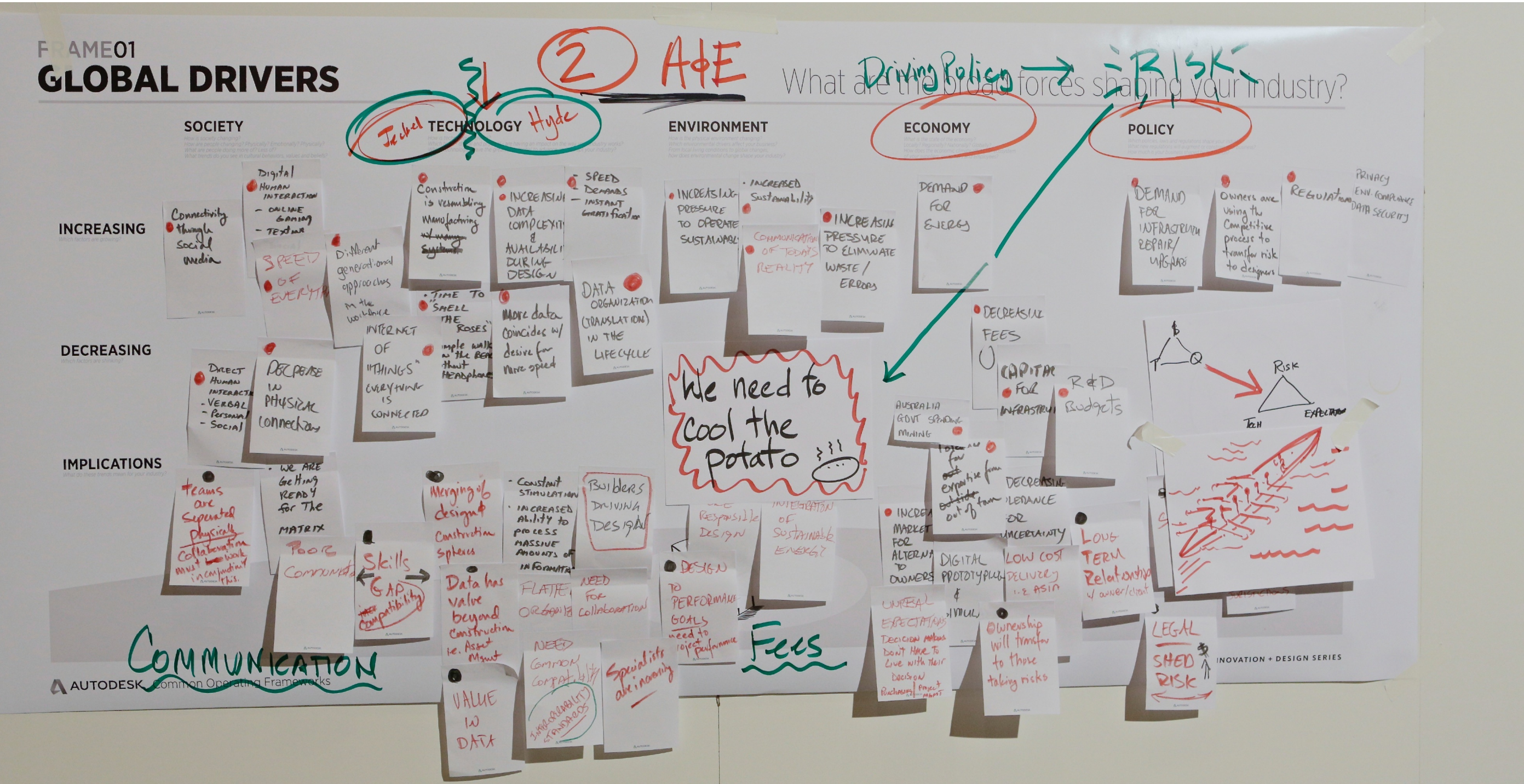
GLOBAL DRIVERS

TEAM ONE:
Increased demand for speed of cost reduction.



GLOBAL DRIVERS

TEAM TWO:
Cool the Potato: Intelligent Risk Management



GLOBAL DRIVERS

TEAM THREE:
Stop Denying the Global Forces.

FRAME01
GLOBAL DRIVERS

GLOBAL DESIGN + ENGINEERING FIRMS.
What are the broad forces shaping you

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?

RISE OF INDO-ASIAN MIDDLE CLASS

↑↑ Demand in Africa + Asia for Western middle class lifestyle + opportunities

Generational turnover results in loss of years of knowledge

• Generation West vs East

Global Communities

Cost of labour in global economies is highly variable

• Mega Cities around the world

DECREASING

Which factors are shrinking?

IMPLICATIONS

MEGA CITIES = INFRASTRUCTURE BUILDING "BOOM"

NEED FOR RECONNECTION TO REALITY OF BUILDING

STRUCTURAL EVOLUTION IN THE DESIGN + DELIVERY PROCESS + TEAMS

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?

UBIQUITOUS ACCESS TO PROCESSING

BIM BAM BOOM

PL USE

PLATFORM LIFE CYCLE DECREASING

WE NEED MUST PAY ATTENTION NOT OPTIONAL

HUGE OPPORT TO ENHANCE MODELLING + DESIGN TOOLS

ENVIRONMENT

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

Climate Δ results in Δ needs in cities

Society cares about the environment

Environment focus
→ Clients
→ Legislation

ECONOMY

How is the economic climate changing?
Locally? Regionally? Nationally? Globally?
How does the economic climate affect the ecosystem of your business, customers and employees?

GLOBALIZATION 3.0

Efficiency Drive

WEALTH IS defined by adaptability of societies + people to change

END OF CAPITALISM - What is the new 'ism'

Global structural changes in industry investments

POLICY

What policies, laws and regulations shape what new regulations will augment or supplant?
How much is your business shaped by law?

PERFORMANCE BASED CODES

Integrity is a more visible theme due to global interactions

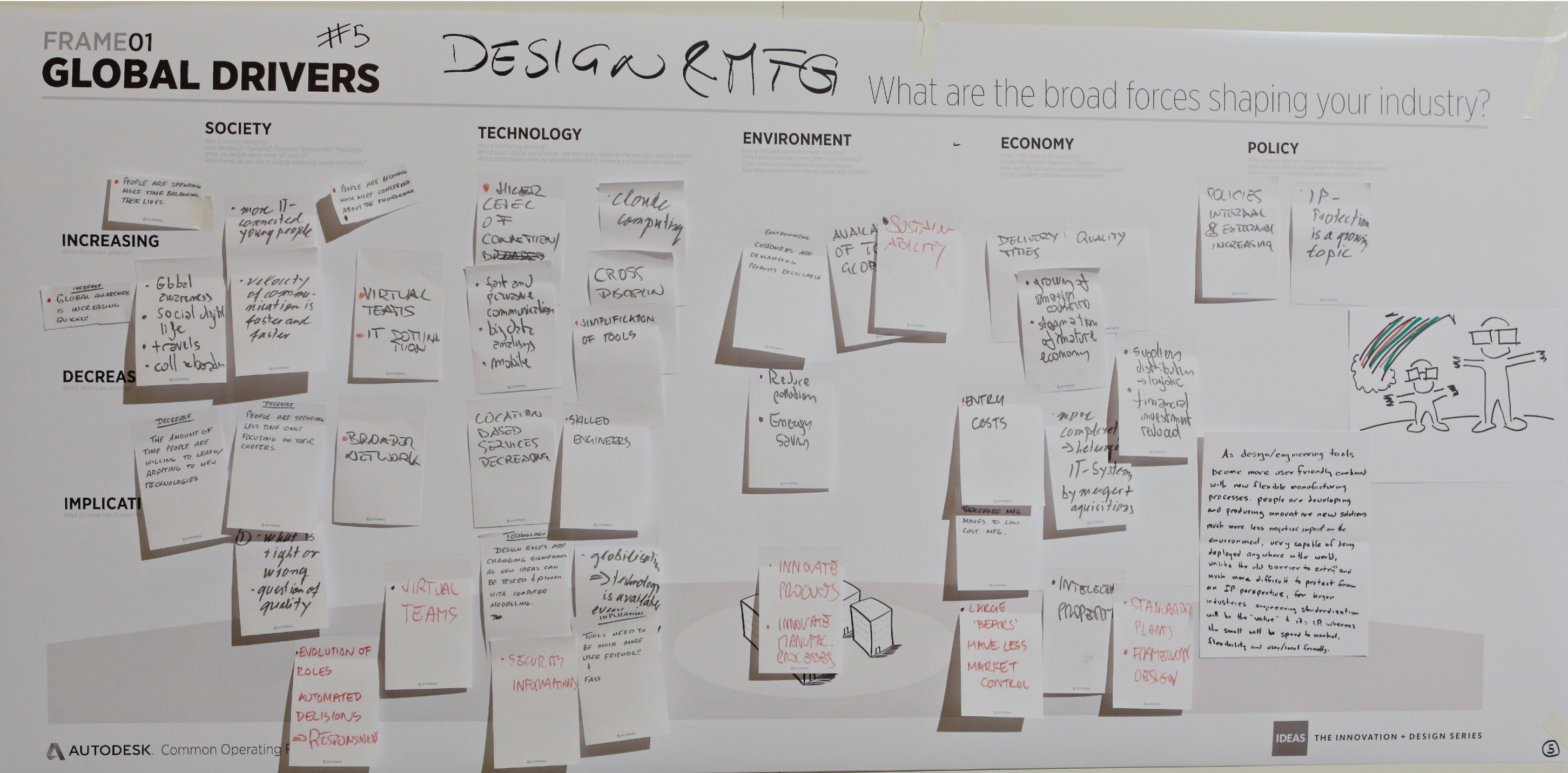
"Forces" on our sector cannot be denied...to do so is like putting lipstick on a pig

IDEAS THE I

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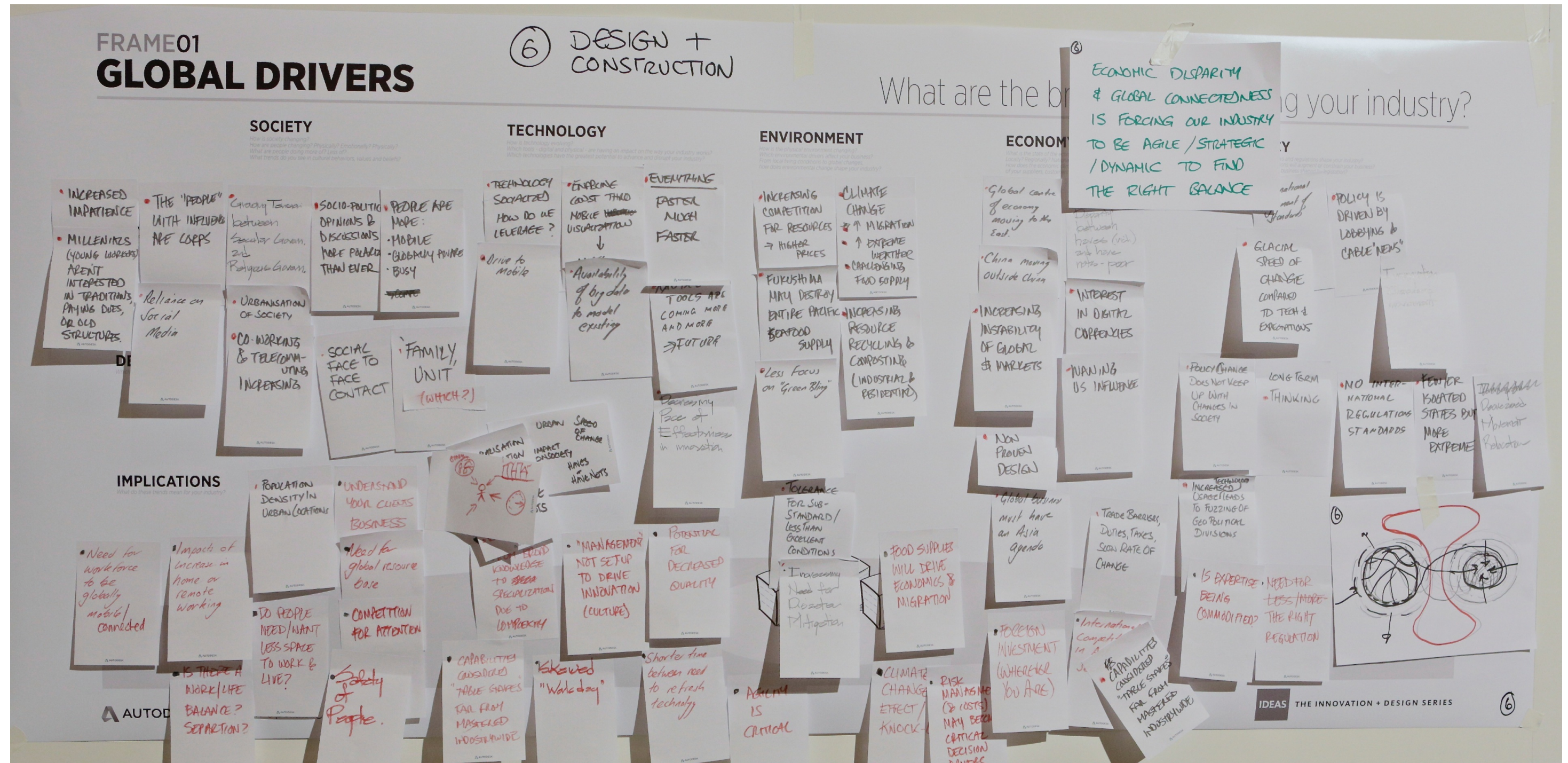
GLOBAL DRIVERS

TEAM FIVE: Friendlier tools, better processes, lowers the barriers to sustainable manufacturing.



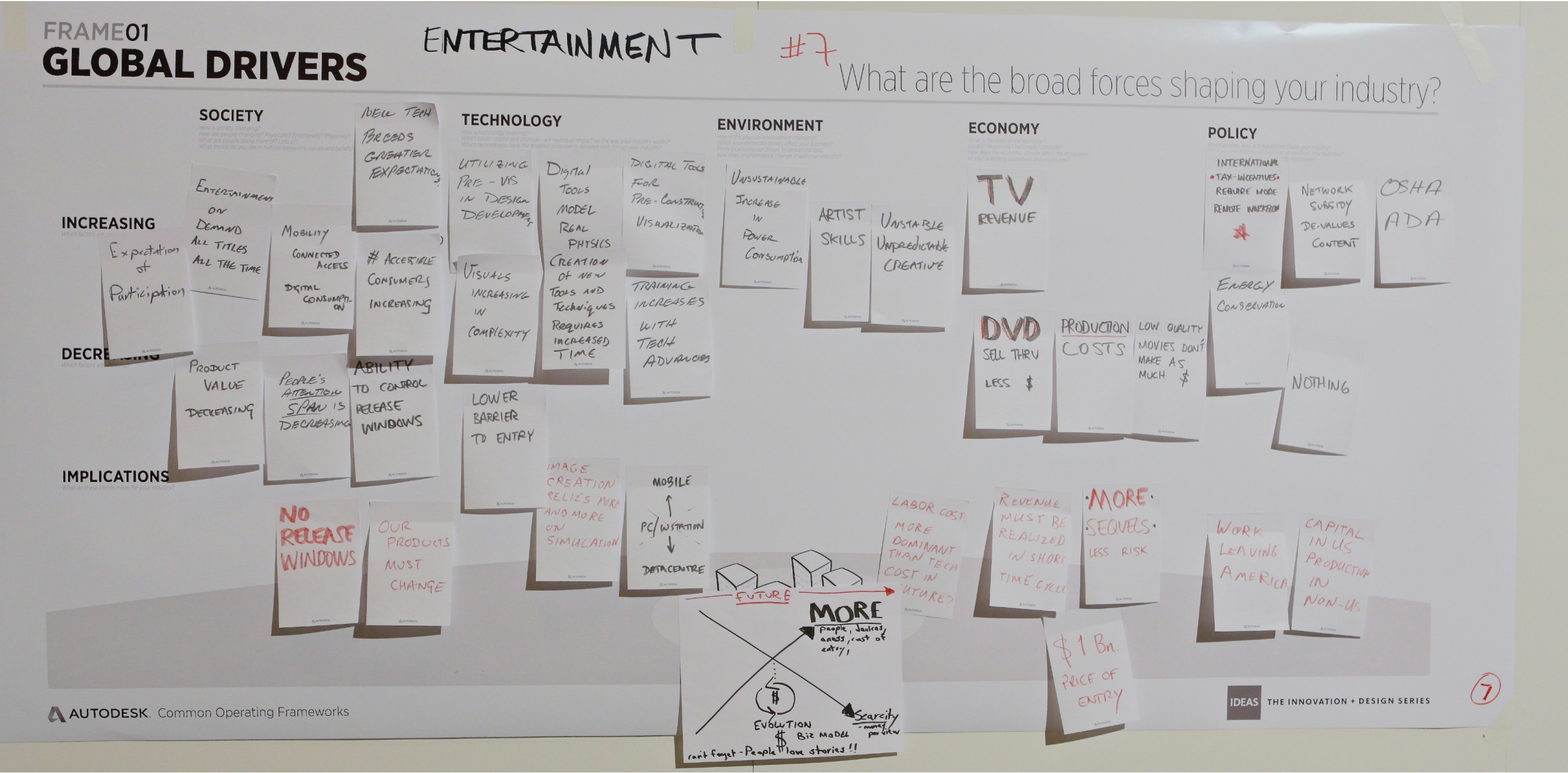
GLOBAL DRIVERS

TEAM SIX: Economic disparity and global connectedness is forcing agility & strategic balance.



GLOBAL DRIVERS

TEAM SEVEN:
Give people stories they love.



FRAME 02 INDUSTRY STRUCTURE



FRAME 02

INDUSTRY STRUCTURE

Each group explored the underlying structure of their industry through the Porter Five Forces Model:

- Supplier Bargaining Power
- Customer Buying Power
- Threat of New Entrants
- Threat of New Substitutions
- Competitive Churn

Each Industry charted the nodes and links of each system and presented their findings.

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? How might these barriers be lowered or raised?

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.

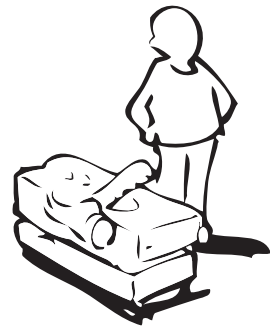


FRAME02

INDUSTRY STRUCTURE

SUPPLIERS

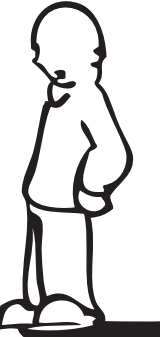
*Who are your suppliers?
What products and services do they
provide? Who is indispensable?*



BUYERS

Who are your buyers?

What offerings are most important to them?



BUYER

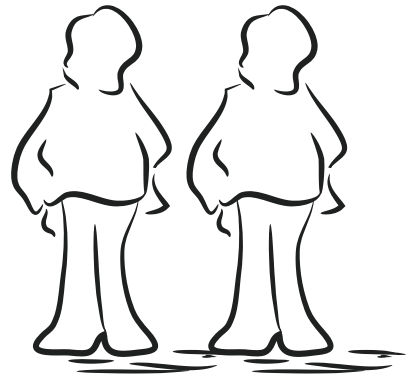
SUBSTITUTE SOLUTIONS

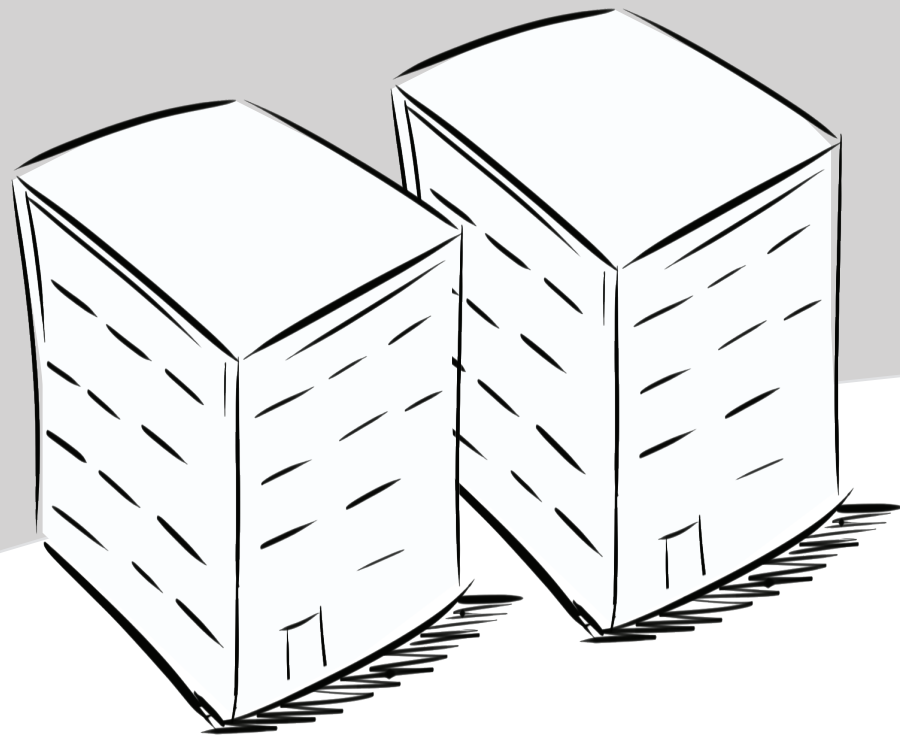
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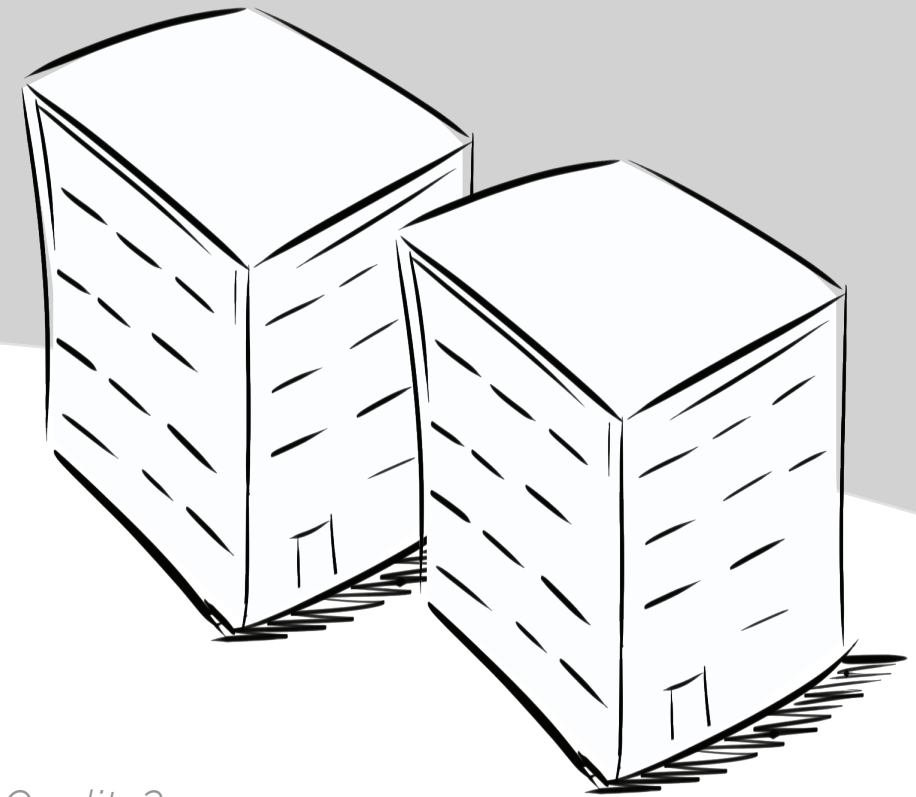
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COMPETITIVE RIVALRY

*What is the nature of the industry competition: Price? Quality?
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Illustrate how the industry players battle for business.*



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?



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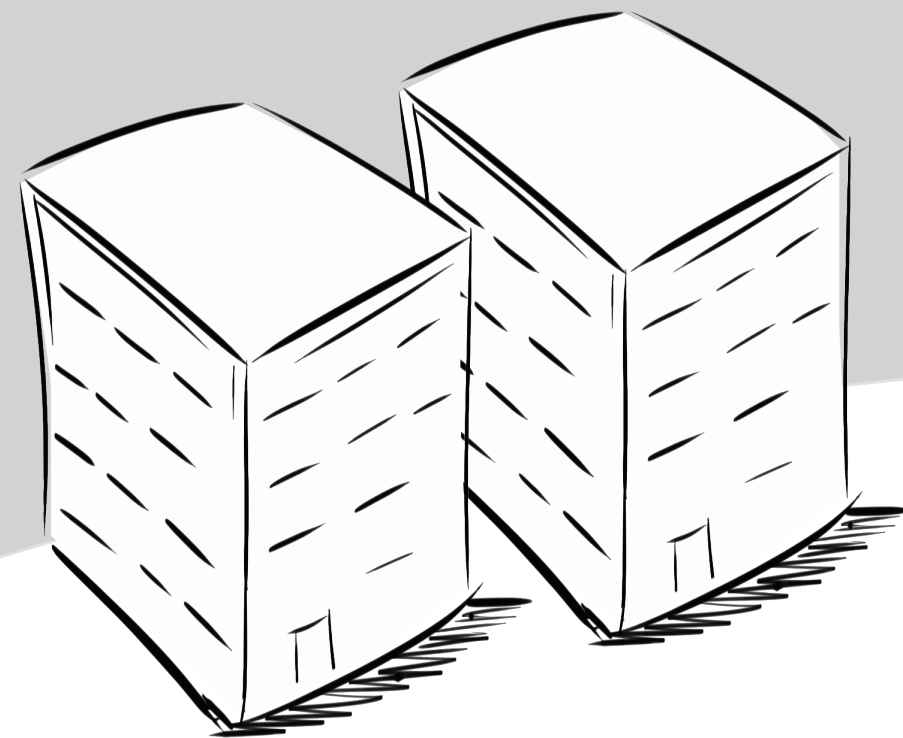
SUBSTITUTE SOLUTIONS

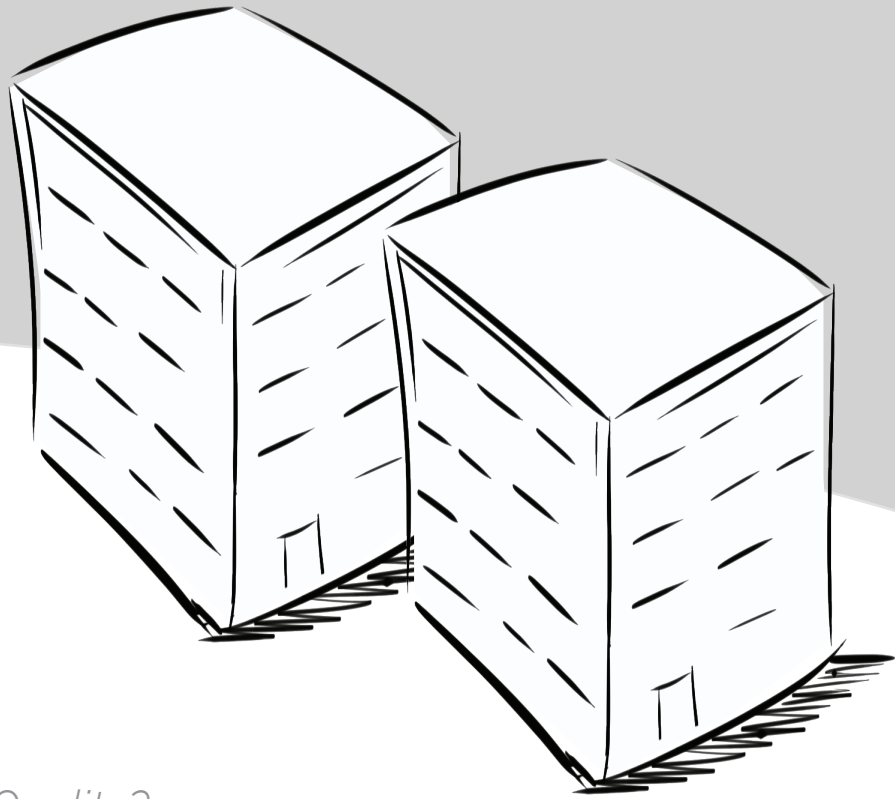
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e? Quality?
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s.

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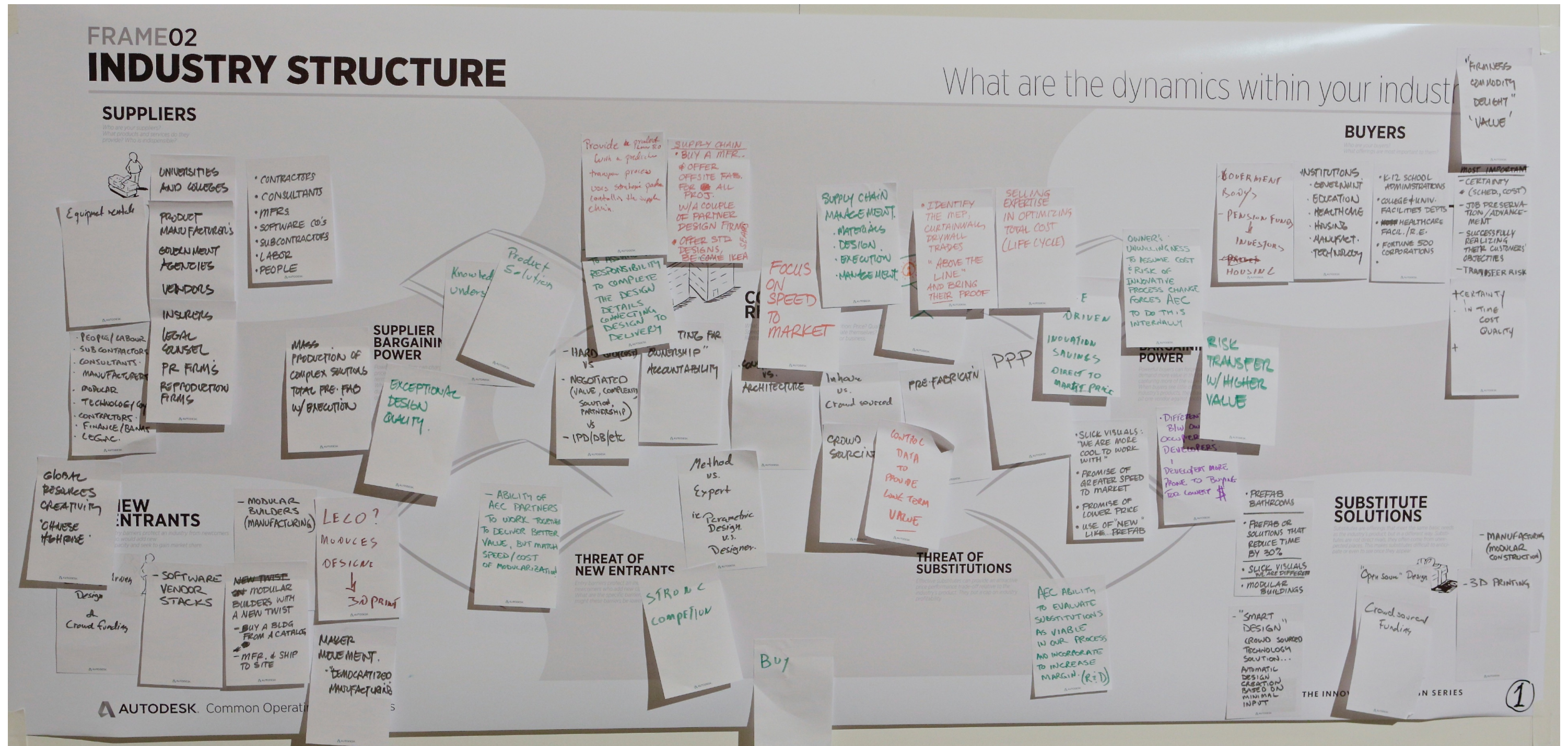


THREAT OF NEW ENTRANTS

*Entry barriers protect an industry from newcomers who add new capacity.
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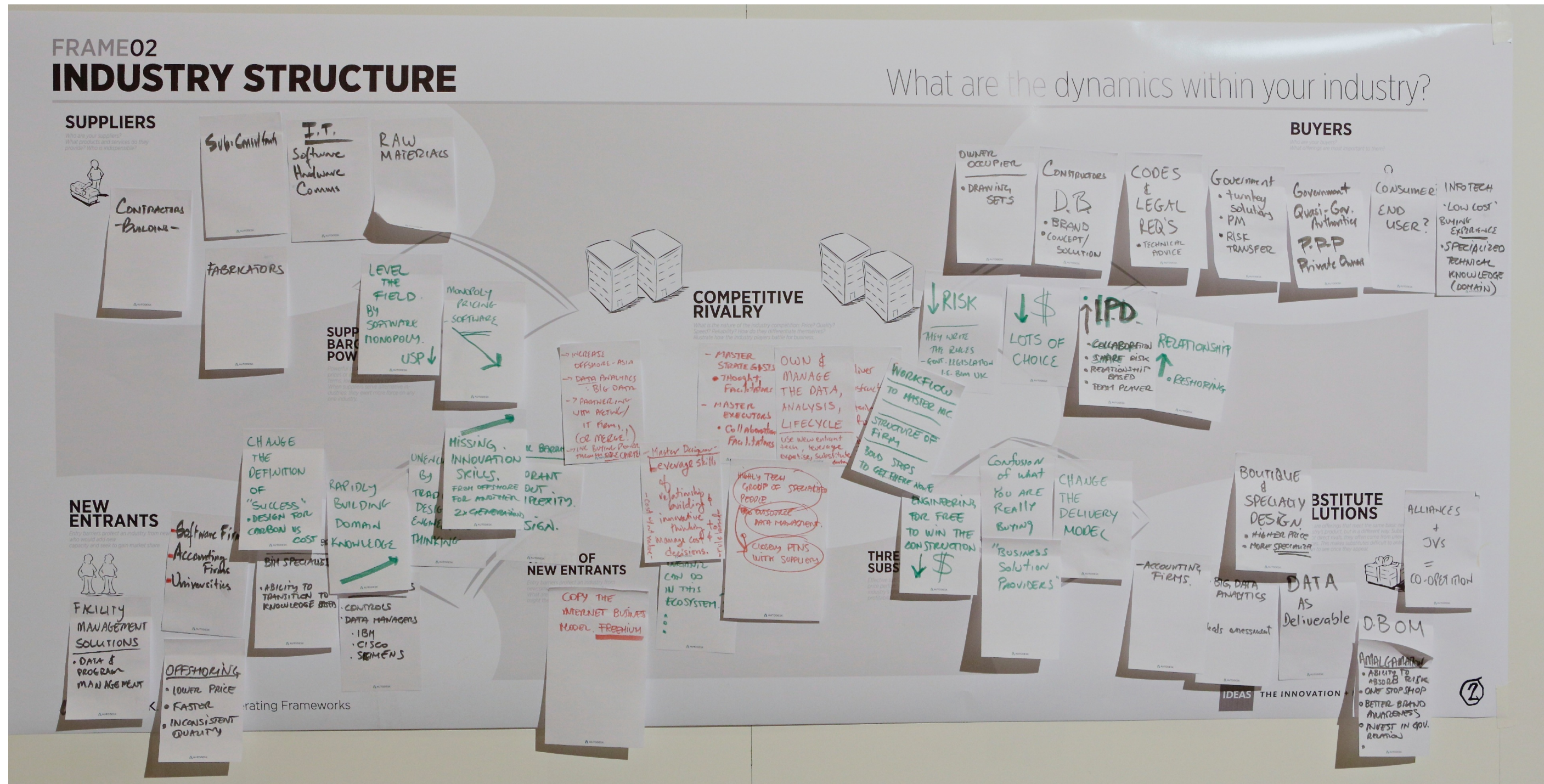
INDUSTRY STRUCTURE

TEAM ONE: AEC Focus on Speed to Market, Own the Supply Chain and Control Data



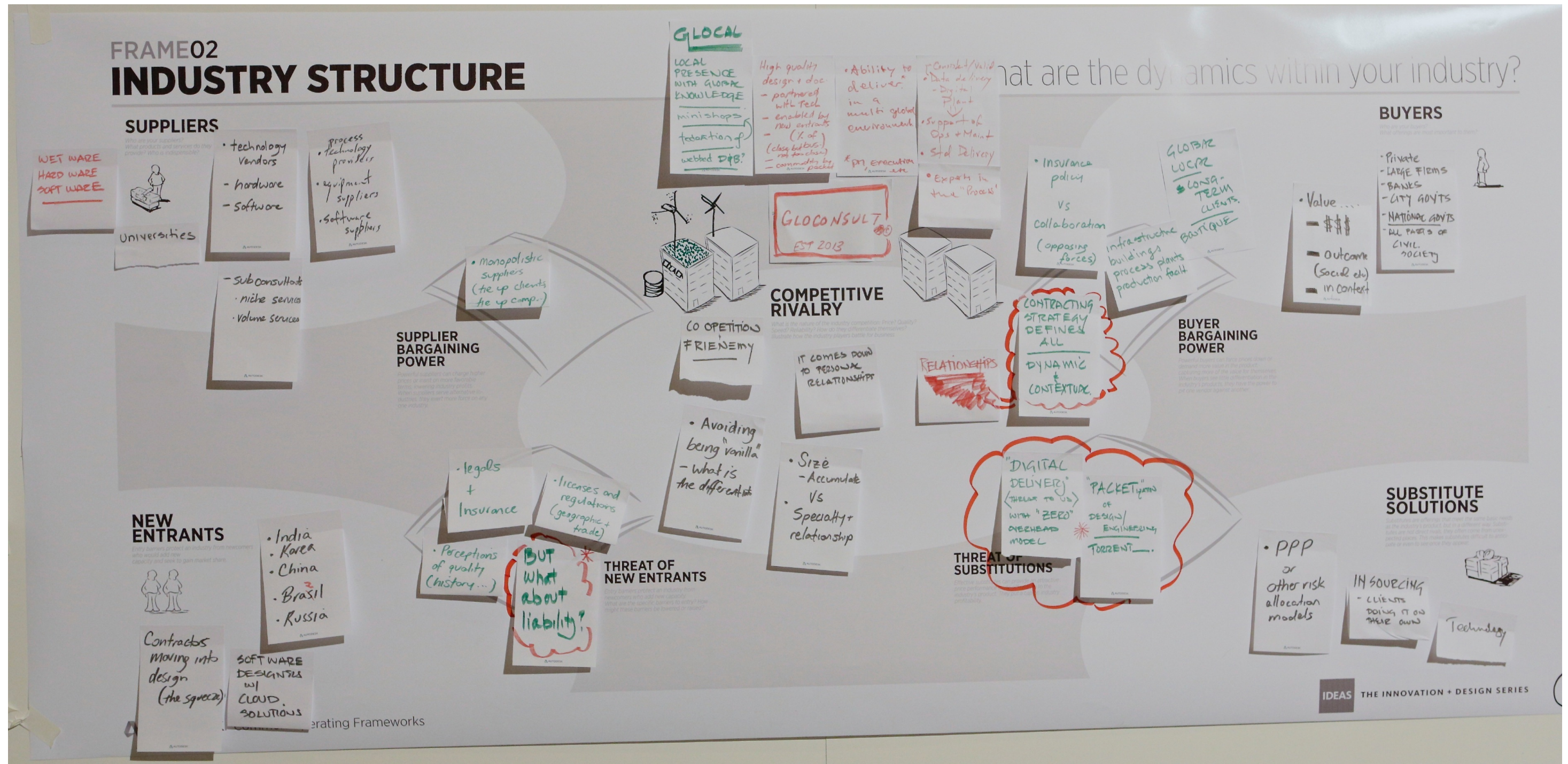
INDUSTRY STRUCTURE

TEAM TWO: AEC Own and manage the data analysis lifecycle. Leverage Skills. Copy the Internet Premium Business Model.



INDUSTRY STRUCTURE

TEAM THREE: Built Environment
GlobalLocal Consulting Business Model using
new Entrants to use Digital Data Backbone.



INDUSTRY STRUCTURE

TEAM FOUR: Design & Build Create an integrated cloud-based design environment with uniformity, compliance, security and harmony.

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?



- Software Vendors
- Fabricators
- Engineering Companies
- Hardware/IT Vendors
- Software Providers
- Specialty Consultants
- Hardware Providers

• SOFTWARE DOMINANCE / IMPACTS / INNOVATION

WILL MATERIALS BECOME 'SMART'?

FEW OR NO EXAMPLES OF SUPPLIERS WITH DIFFERENTIATION EXCEPT AUTODESK

UPGRADE CYCLE MUST BE COORDINATED ACROSS SUPPLIERS + BUYERS (OFTEN MEANS RUNNING MULTIPLE VERSIONS)

WHAT ABOUT COMPETITOR COOPERATION?

SHARED LIABILITY

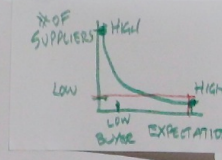
BUYERS LOOKING FOR CLARITY ON LIABILITY (RISK OWNER) BUT RISK CAN BE DIFFUSED

greater competition among des./engr firms creates bargain potential for low clients/customers bidden

BUYERS HAVE MORE POWER THAN SUPPLIERS CHOICE OF COMMODITY SUPPLIERS (FLOW EXPECTATIONS)

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 are also differentiators in the industry's products, they have the power to get one vendor ahead of another.



BUYERS

What offerings are most important to them?

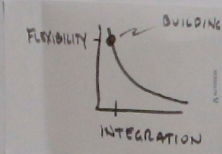


- Private Industry
- Public Sector
 - > value
 - > quality
 - > creativity (sometimes)
 - > technology
 - > innovation

- CLIENTS:
 - GOV'T
 - FEDERAL
 - STATE, ETC.
 - PRIVATE:
 - HEALTH
 - EDUCATION
 - CORP/COMM

• DESIGNING CREATIVE SOLUTIONS TO CLIENTS' GREATEST CHALLENGES - DELIVERING VALUE

BUILDING IS "OPEN LOOP" - FLEXIBLE VS MANUFACTURING IS "CLOSED LOOP" - CONTRAST



• Niche Market Supplier

• VALUE IS CREATED BY IDEAS

- Owners
- Engineers
- Software Suppliers

Competition Centering on price + speed.

- PEER DESIGN FIRMS
- CONSTRUCTION COMPANIES
- CONSULTING FIRMS - E.G. IBM
- REAL ESTATE/INVESTMENT FIRMS

• BEING FLEXIBLE TO MEET CUSTOMER'S EVER-CHANGING NEED/EXPECT.

integrated, cloud-based design environment

- uniformity
- compliance
- security
- harmony
- "close the loop"

Facing

- vendor
- partner
- client
- customer
- price
- quality
- creativity

Can a design be productized + commoditized?

- repeatable
- predictable
- value

NEW ENTRANTS

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



- EMERGING GLOBAL DESIGN FIRMS - (LOWER COST) BASE

- OPEN SOURCE
- GOOGLE
- AMAZON

• Software Companies Now playing in engineering space.

• Smaller Dynamic Companies.

Smaller, agile firms w/ low OH high tech + knowledge + ideas Ability to unify subs, tech, clients

THREAT OF NEW ENTRANTS

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

Company that works jointly with customer & owns software/development solution. Works closely with supplier to enhance services & integration.

THREAT OF SUBSTITUTIONS

Can new products or services be developed that perform the same function as the industry's product? They put a cap on industry profitability.

LIABILITY IS ALSO A THREAT LARGE COST HINDERS COOPERATION

GOVERNMENT MANDATED BUILDING DATA STANDARDS

SUBSTITUTE SOLUTIONS

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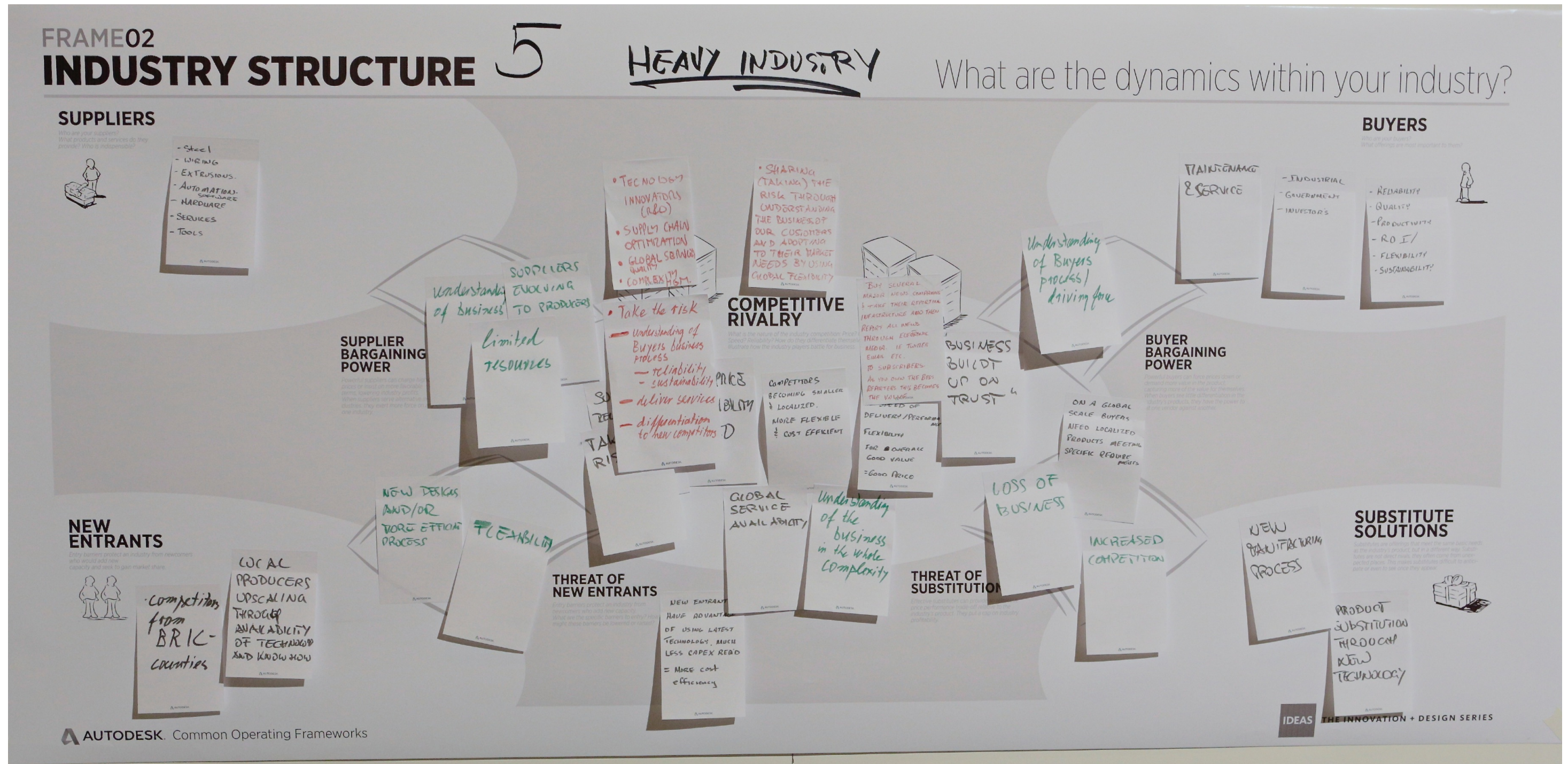


AUTODESK Common Operating Frameworks

IDEAS THE INNOVATION + DESIGN SERIES

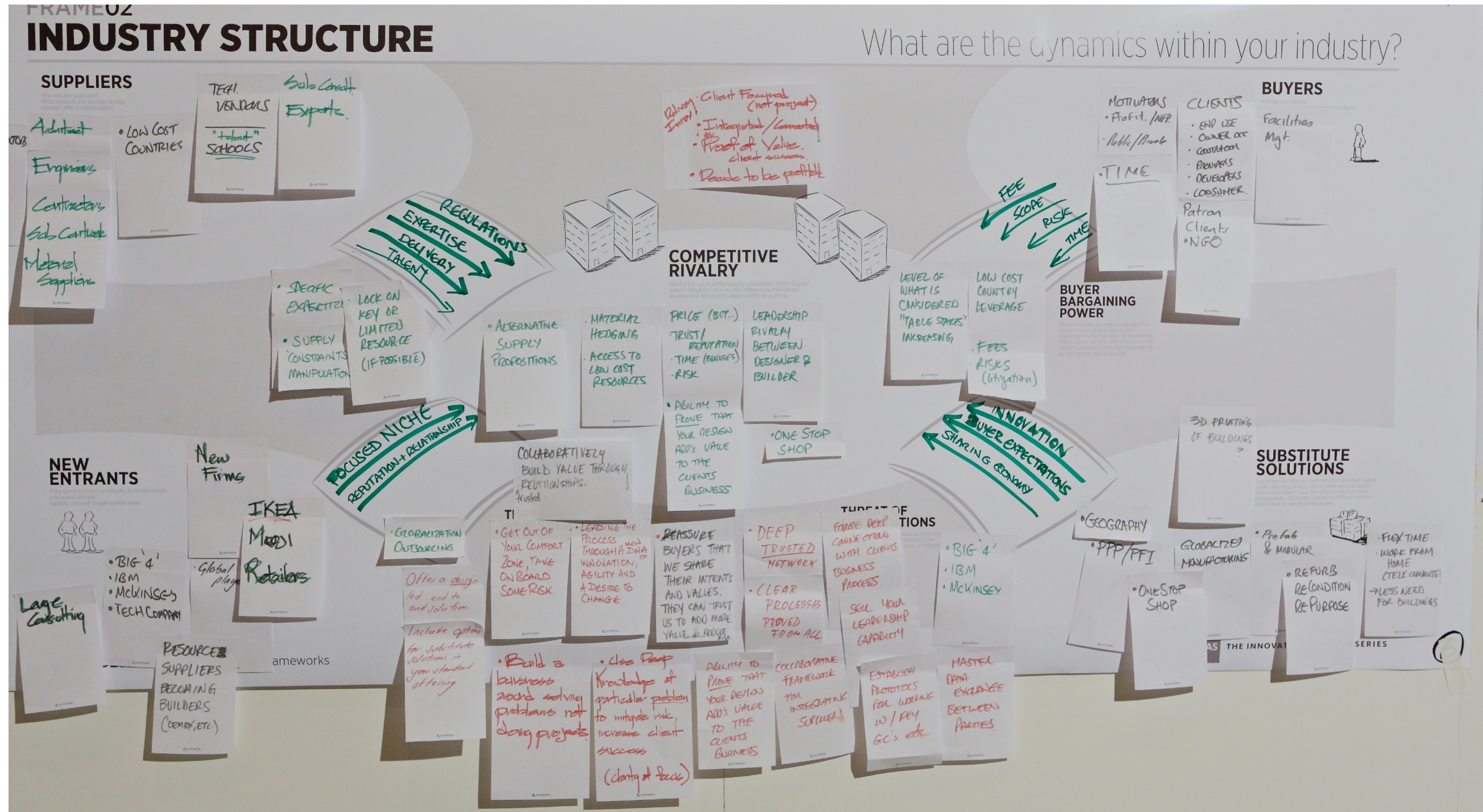
INDUSTRY STRUCTURE

TEAM FIVE: Design & Manufacturing
Sharing risk by understanding customer and using advanced technology.



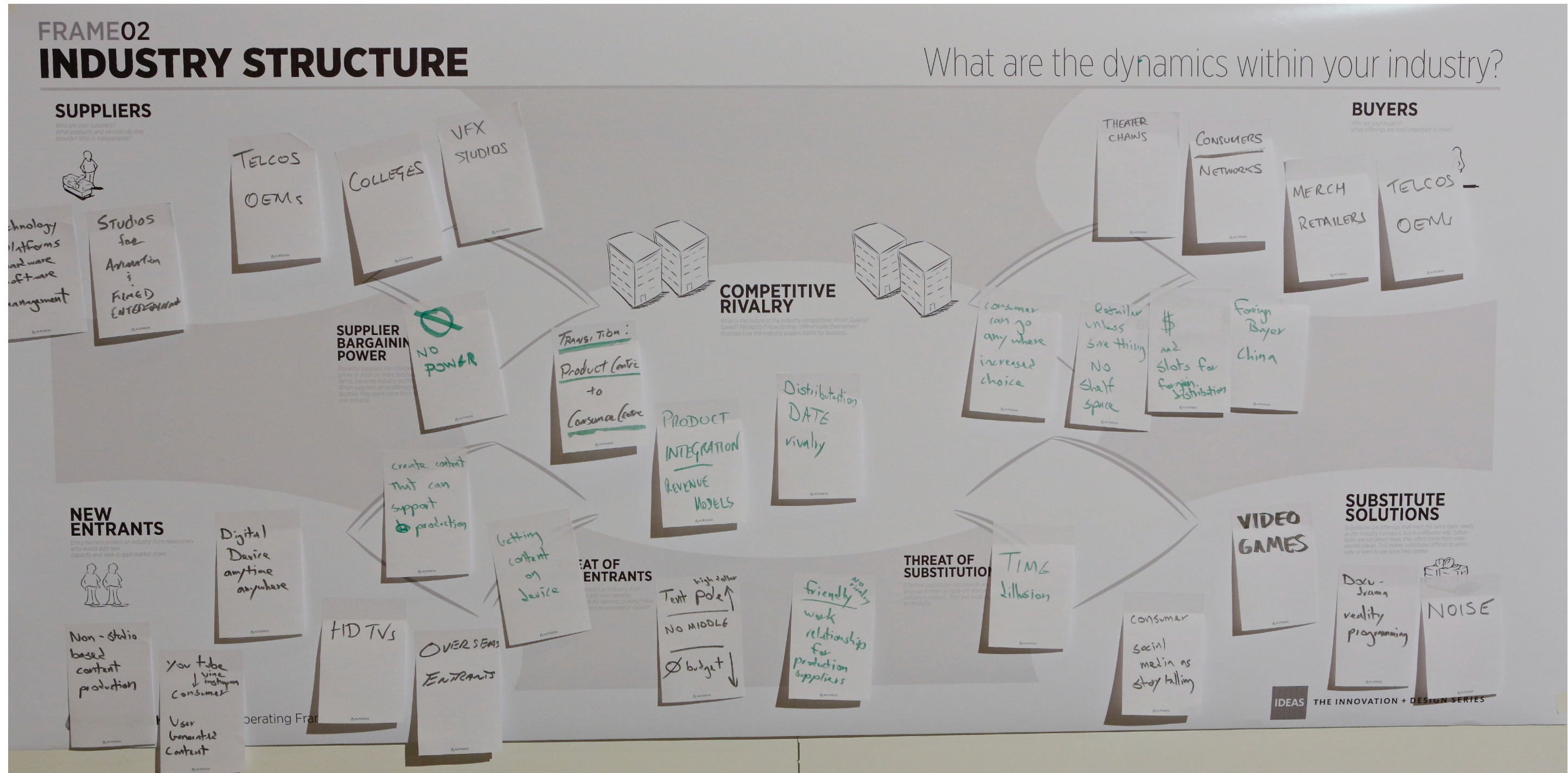
INDUSTRY STRUCTURE

TEAM SIX: Design & Construction
Create client focused,, connected consultancy.
Focus on solving problems, not projects.



INDUSTRY STRUCTURE

TEAM SEVEN: Entertainment
Create a business model that goes outside of traditional timing and structured development.





FRAME 03 INDUSTRY LIFECYCLE / WORKFLOW

FRAME 03

INDUSTRY LIFECYCLE / WORKFLOW

Each group charted the current set of processes to create value and identified pain points, issues, and risks.

Simple line drawings chart the rise and fall of risk and profits across the project lifecycle.

Each group used this as an opportunity to identify improvement, largely by integrating emerging technologies that enable new processes.

FRAME03

INDUSTRY LIFECYCLE & WORKFLOW

How is value created in your organization?

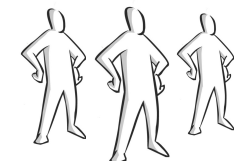
PHASES OF WORK

What are the major stages of value creation?



STAKEHOLDERS

Who is involved in making work happen?



OUTPUTS

What are the major deliverables?



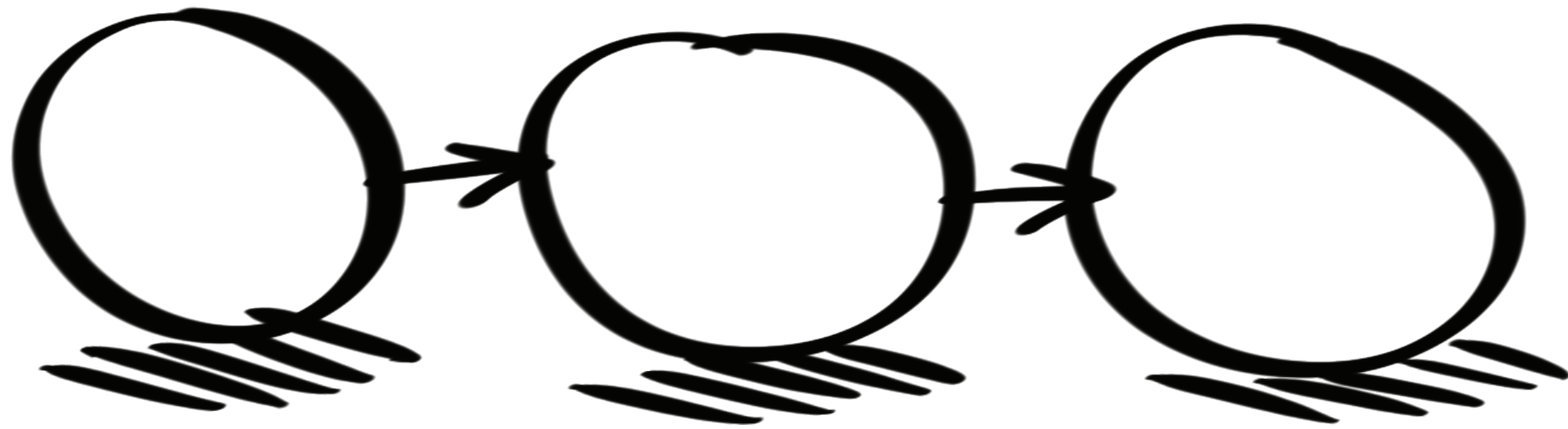
TOOLS

What technologies augment value creation?



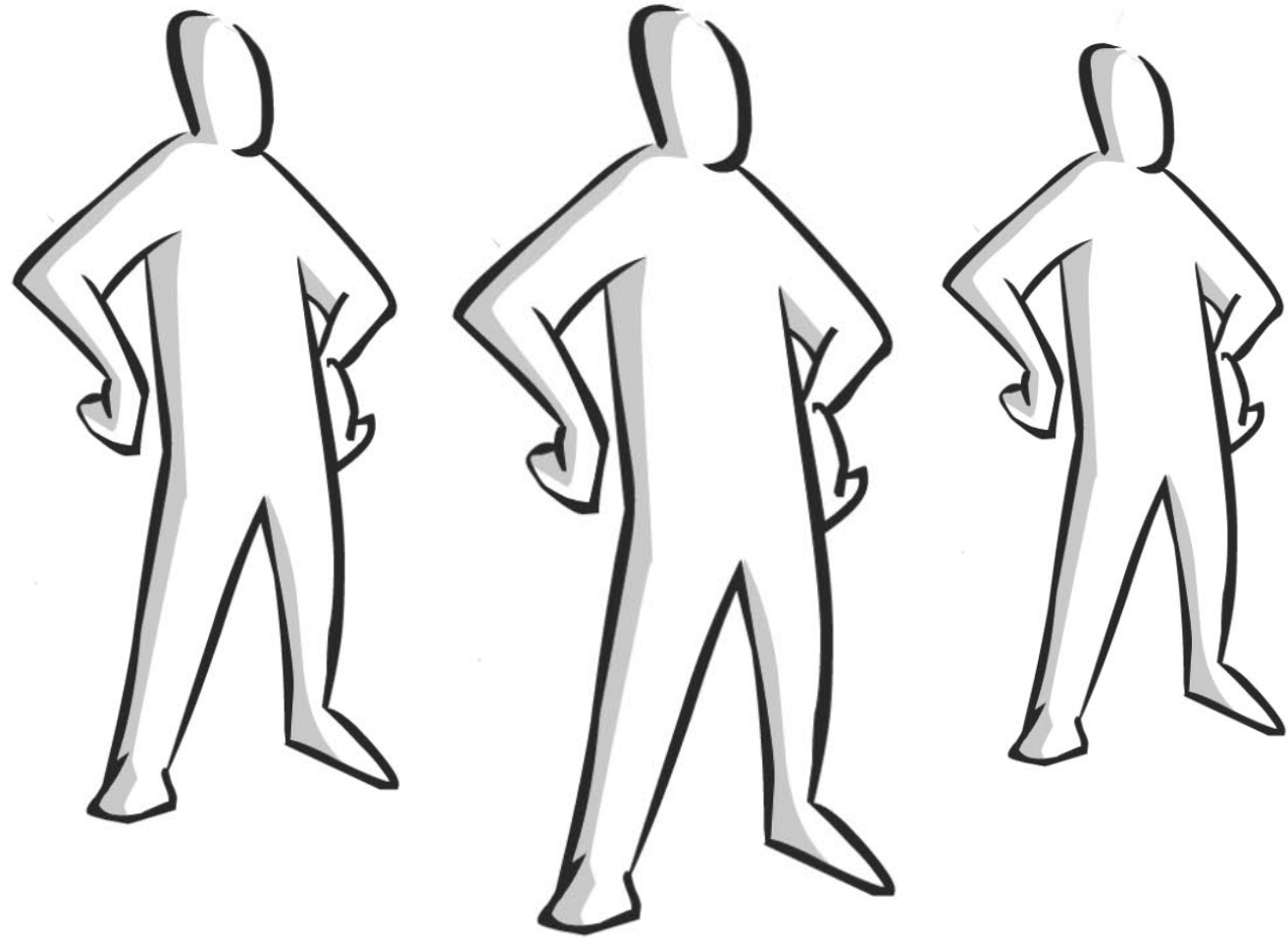
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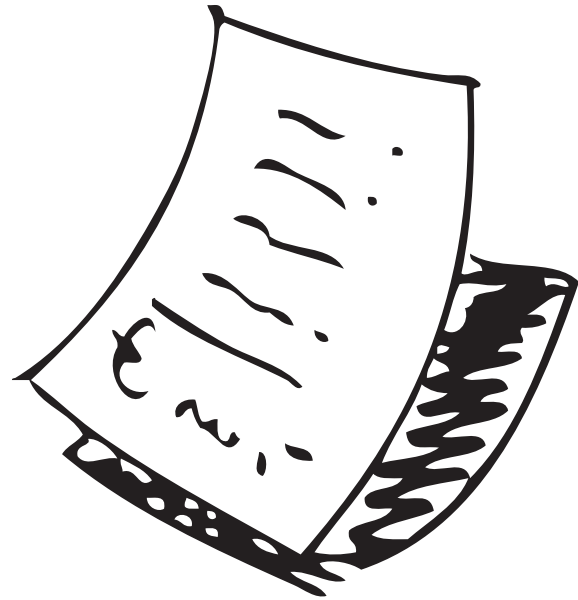
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FRAME03

INDUSTRY LIFECYCLE & WORKFLOW

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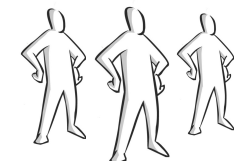
PHASES OF WORK

What are the major stages of value creation?



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OUTPUTS

What are the major deliverables?



TOOLS

What technologies augment value creation?





















FRAME01 GLOBAL DRIVERS

SOCIETY

DECREASING

IMPPLICATIONS

MEGA CITIES

THREATENING BUILDING "TEAM"

NEED FOR RECONNECTING TO REALITY OF BUILDING

Global Drivers

Global Competitiveness

Cost of labour in Global economies is highly variable

Flag Cities around the world

TECHNOLOGY

UBIQUITOUS ACCESS TO PROCESSING

BIM BAM BOOM

PL USE

ECONOMY

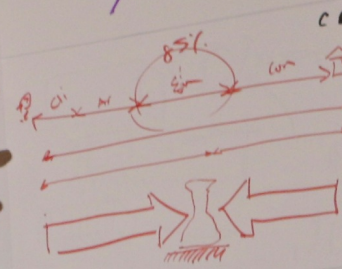
GLOBALIZATION 3.0

Efficiency Drive

Wealth is defined by adaptability of people

Global structural changes in industry investments

POLICY

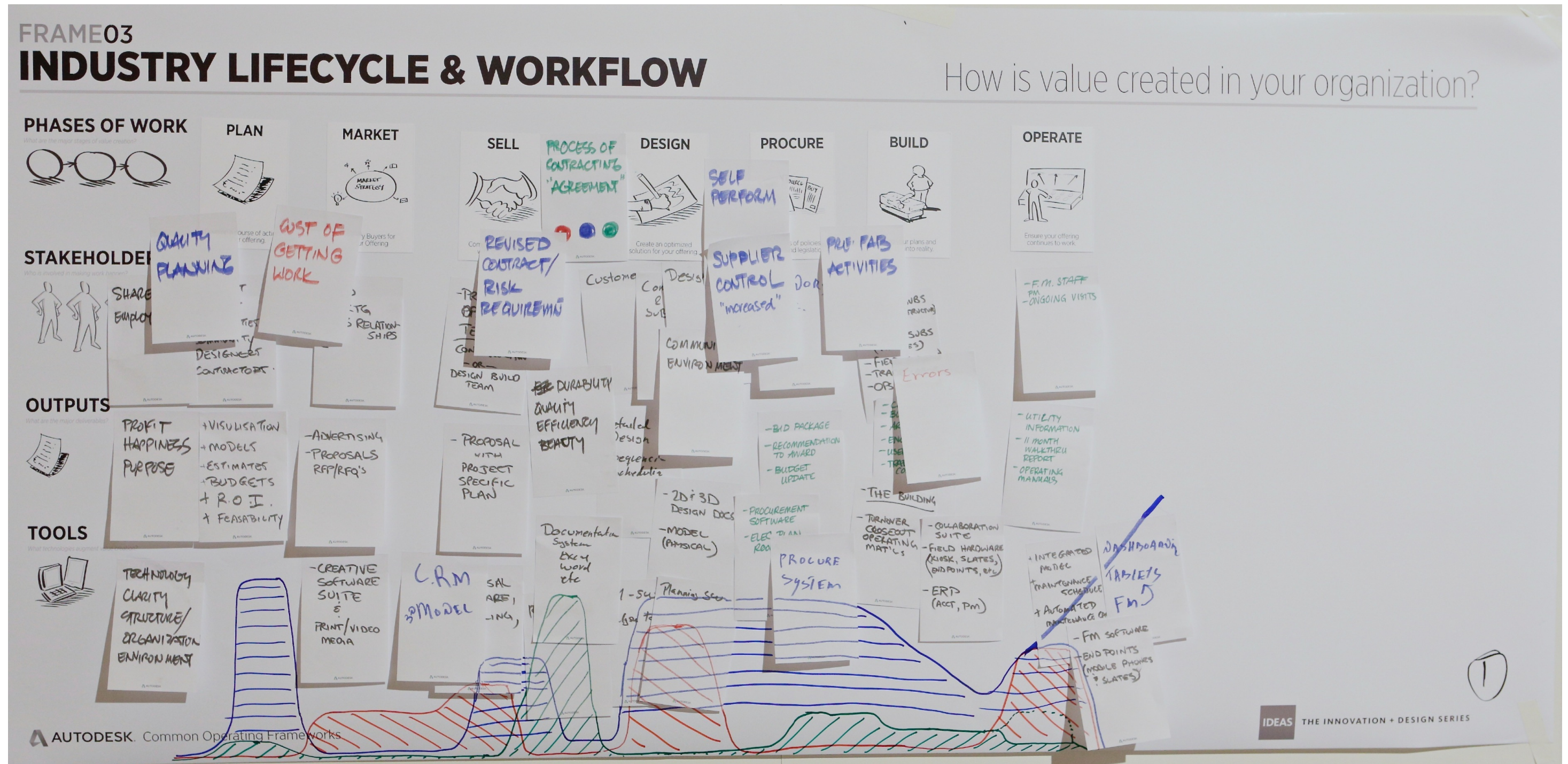


Forces on our sector cannot be denied... to do so is like putting lipstick on a pig

IDEAS THE I

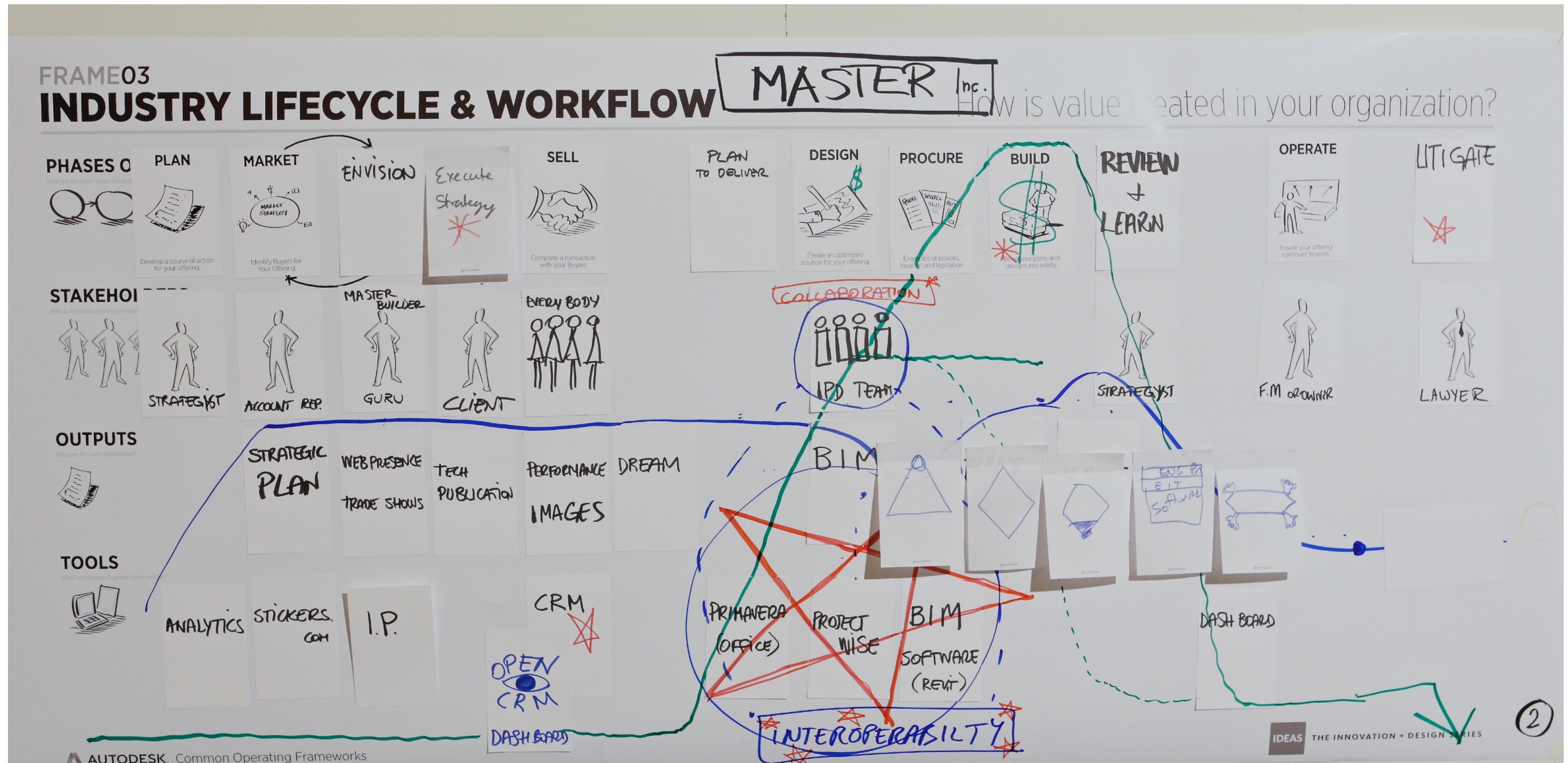
LIFECYCLE WORKFLOW

TEAM ONE:
Architecture, Engineering, Construction



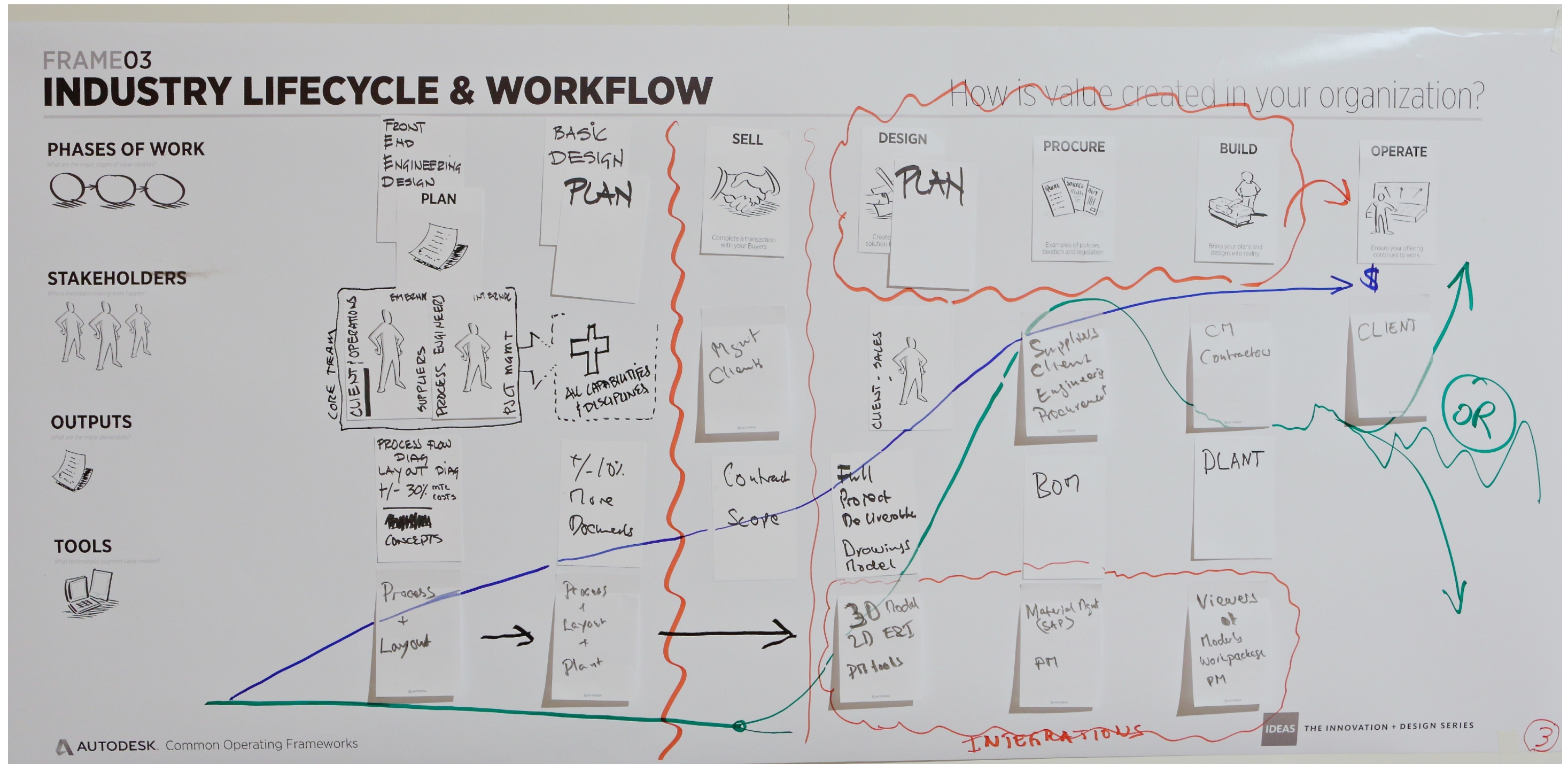
LIFECYCLE WORKFLOW

TEAM TWO:
Architecture, Engineering, Firms



LIFECYCLE WORKFLOW

TEAM THREE:
Built Environment



LIFECYCLE WORKFLOW

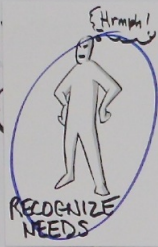
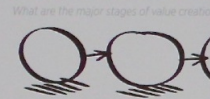
TEAM FOUR:
Managing Design & Build

FRAME03

INDUSTRY LIFECYCLE & WORKFLOW

How is value created in your organization?

PHASES OF



MARKET



Identify Buyers for Your Offering

PLAN



Develop a course of action for your offering

SELL



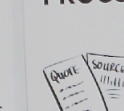
Complete a transaction with your Buyers

DESIGN



Create an optimized solution for your offering

PROCURE

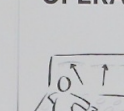


BUILD



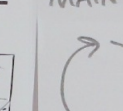
Bring your plans and designs into reality

OPERATE

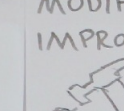


Ensure your offering continues to work

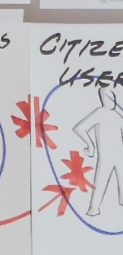
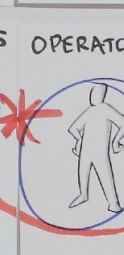
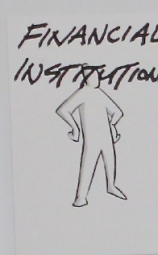
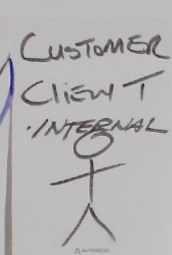
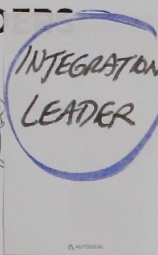
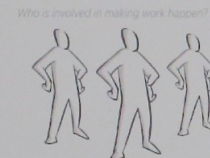
MAINTAIN



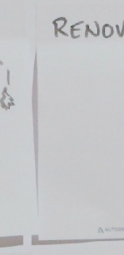
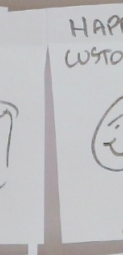
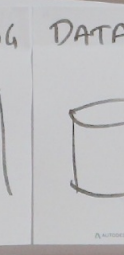
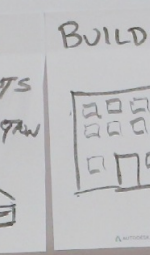
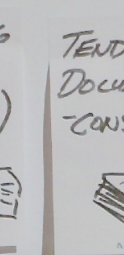
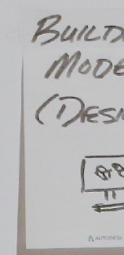
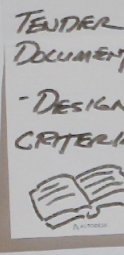
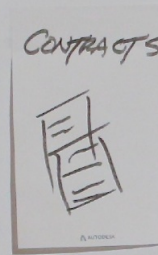
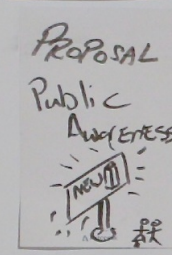
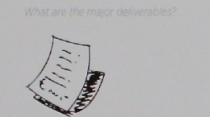
MODIFY IMPROVE



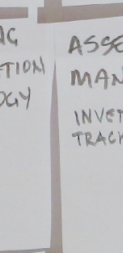
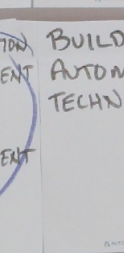
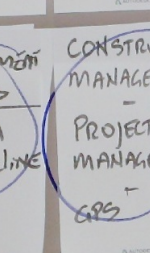
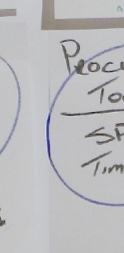
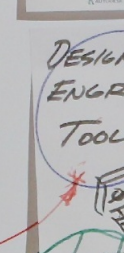
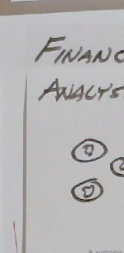
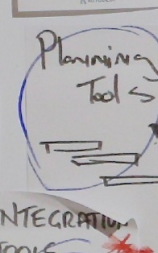
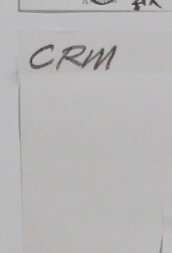
STAKEHOLDERS



OUTPUTS



TOOLS



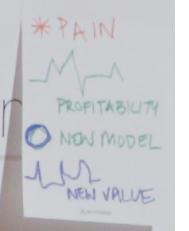
LIFECYCLE WORKFLOW

TEAM FIVE:
Design & Manufacturing

FRAME03

INDUSTRY LIFECYCLE & WORKFLOW

How is value created in your organization?



PHASES OF WORK



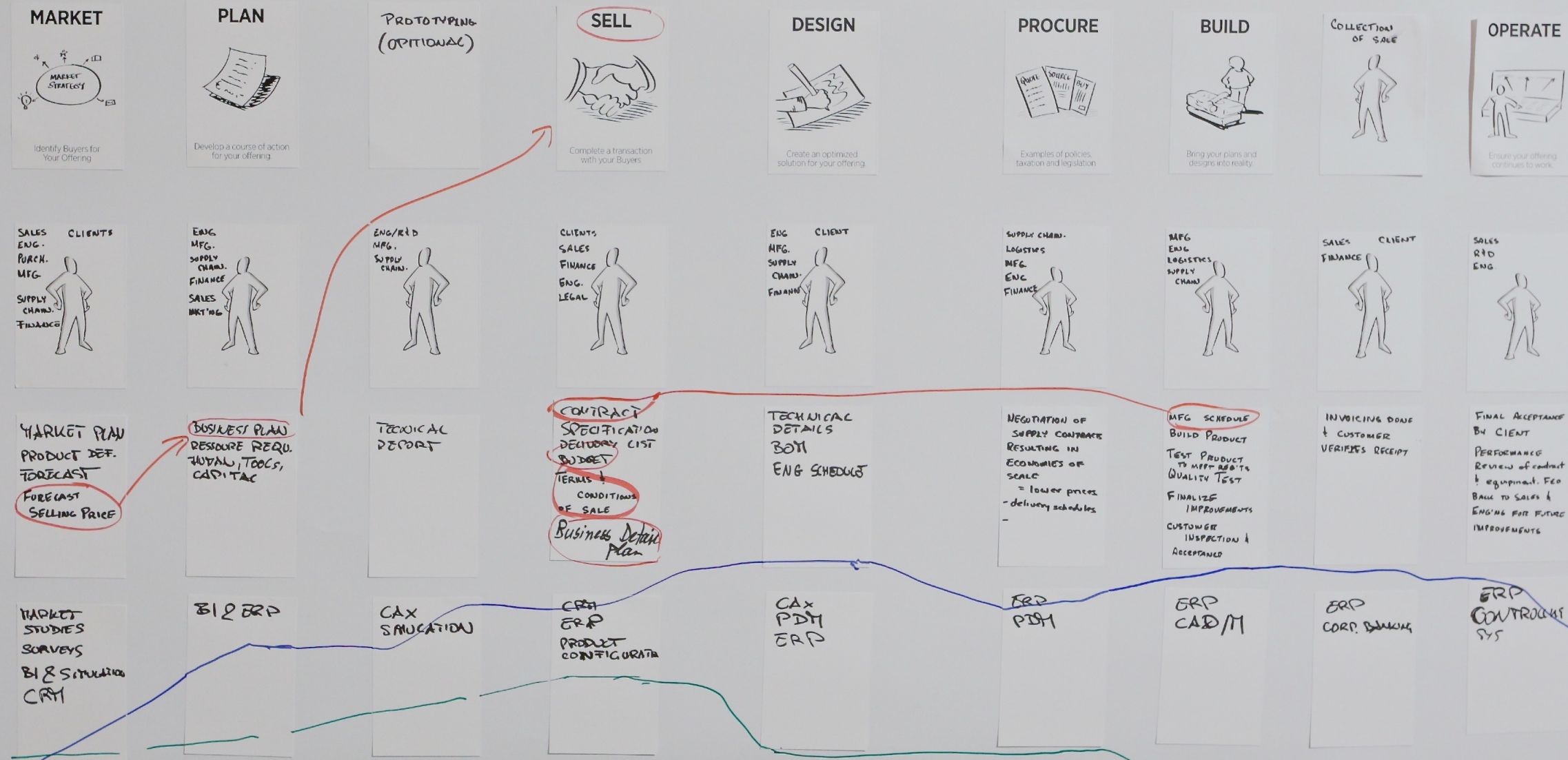
STAKEHOLDERS



OUTPUTS

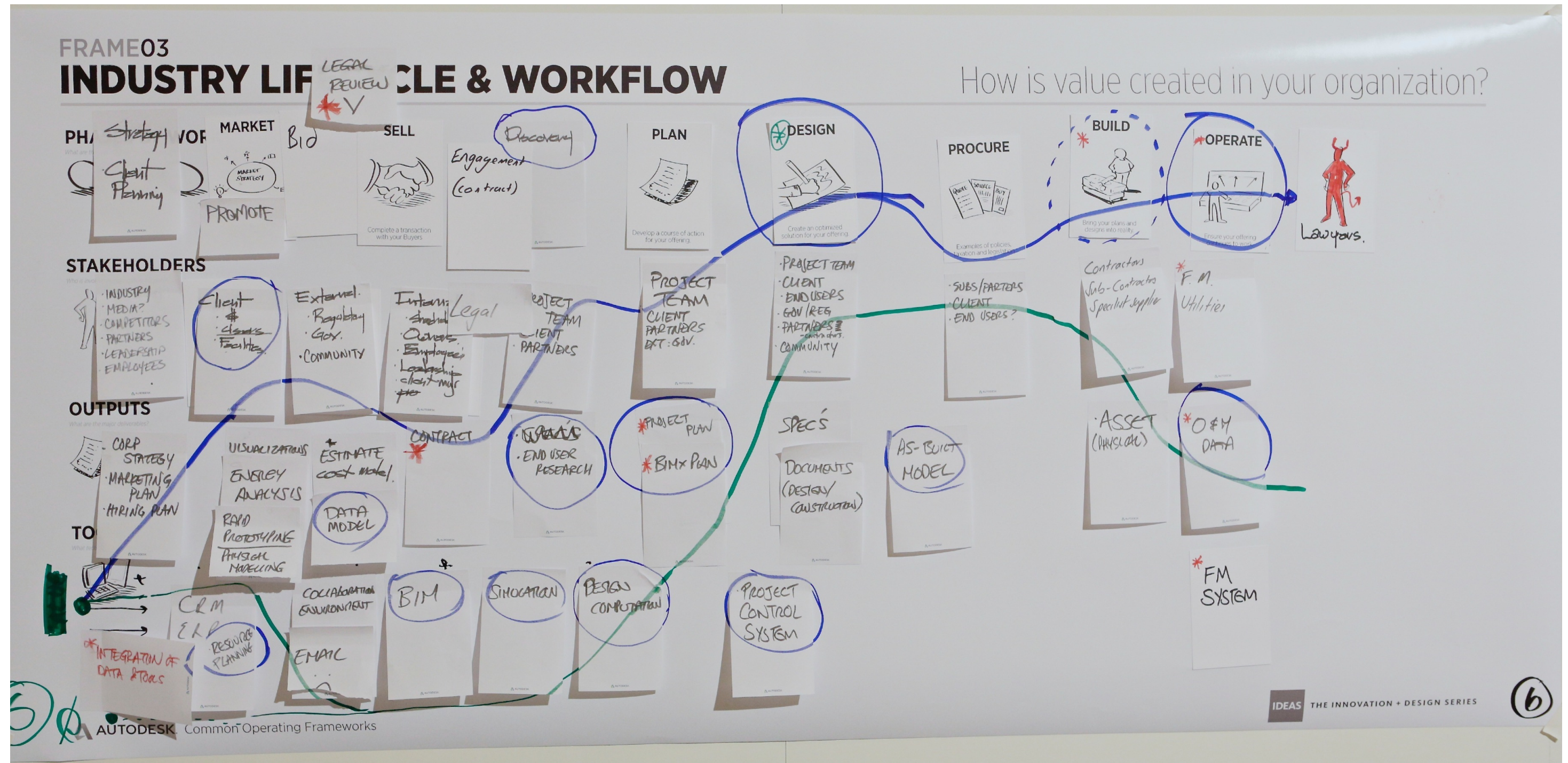


TOOLS



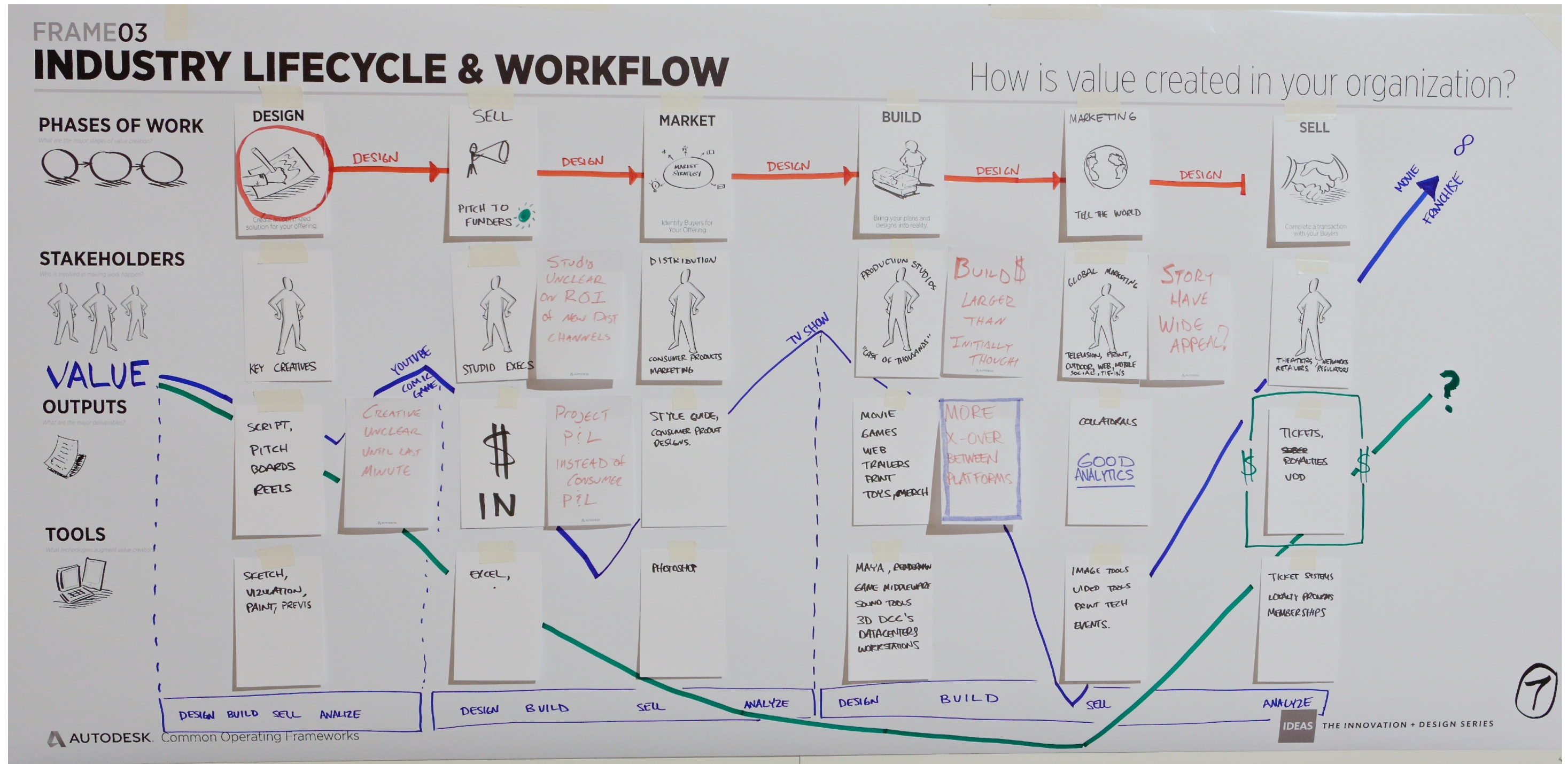
LIFECYCLE WORKFLOW

TEAM SIX:
Design & Construction

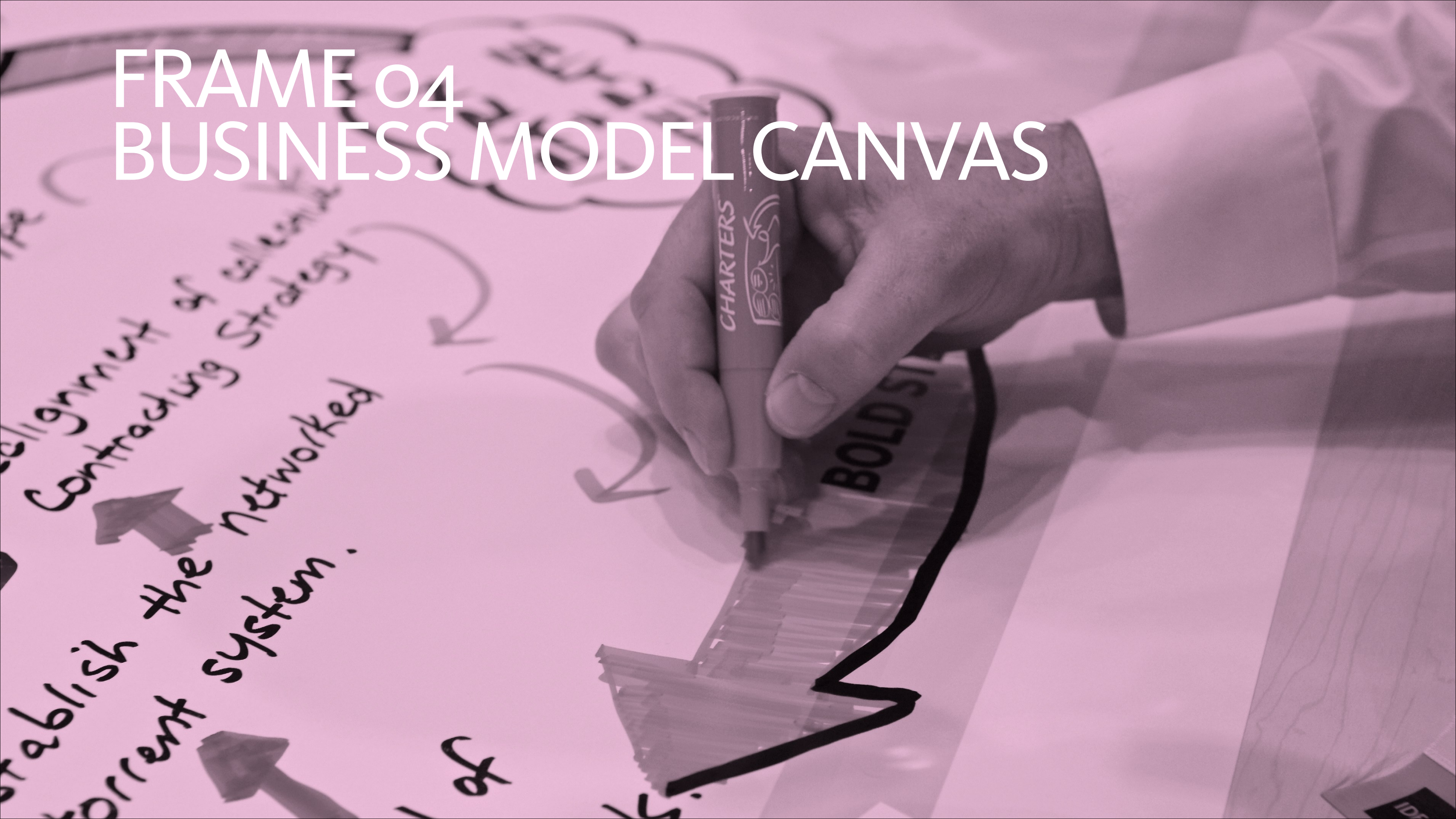


LIFECYCLE WORKFLOW

TEAM SEVEN:
Entertainment



FRAME 04 BUSINESS MODEL CANVAS



FRAME 04 BUSINESS MODEL CANVAS

Groups took their emerging ideas about places to create more streamlined workflow and plotted the elements of the business on a Canvas with 9 nodes:

- Customer Segments
- Value Propositions
- Customer Relationship
- Channel
- Key Resources
- Key Activities
- Partners
- Revenue Streams
- Cost Structure

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?

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?



Key Resources

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

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?

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?

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?

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?

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?



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?



Customer Segments

For whom are you creating value?

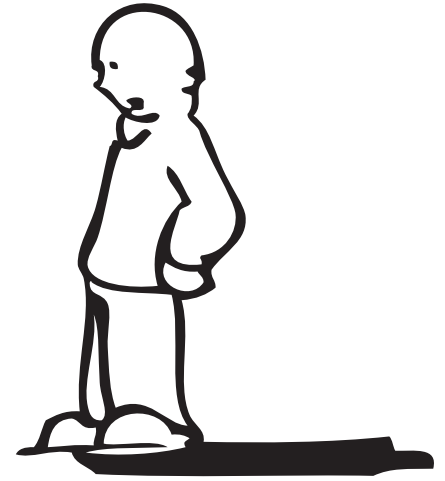
Who are your most important customers?

How do customers measure value economically?

How do customers measure value emotionally?

KINDS OF OFFERING

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



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 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?

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EXAMPLES

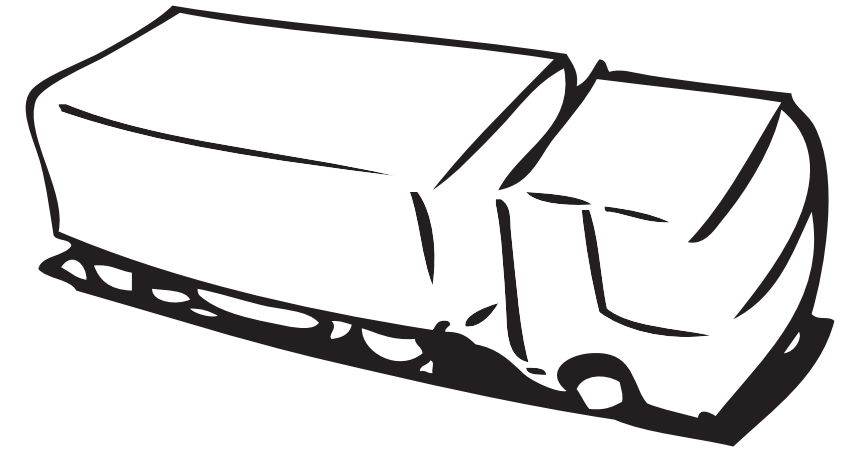
- Personal assistance
- Dedicated
- Personal Assistance
- Self-Service
- Automated Services
- Communities
- Co-creation

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/Networks



Key Resources

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

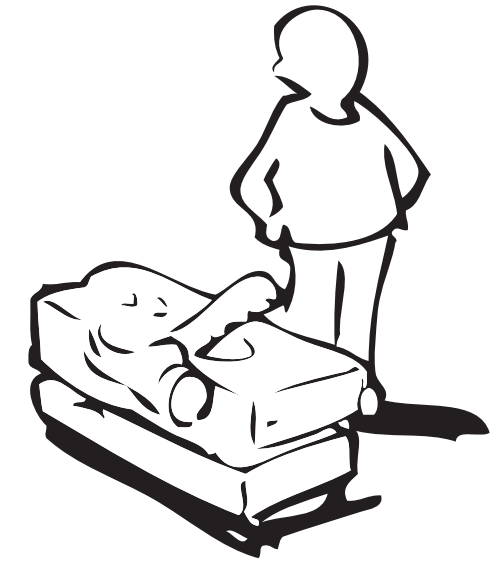
TYPES OF RESOURCES

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

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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



Channels

Through which Channels do your Customer Segments want to be reached?
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Revenue Streams

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TYPES

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FIXED PRICING

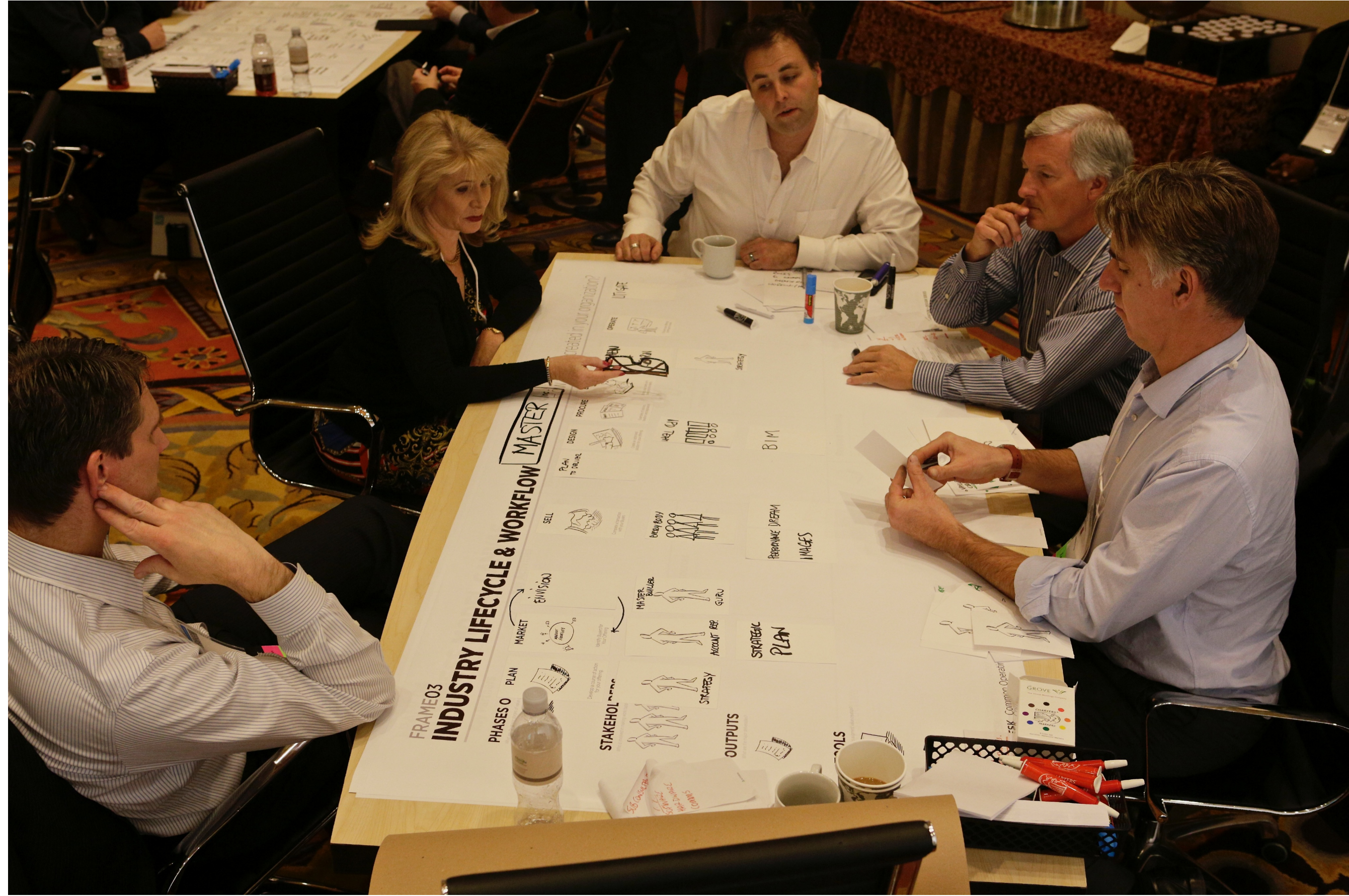
- List Price
- Product feature dependent
- Customer segment shape
- Volume dependent/not

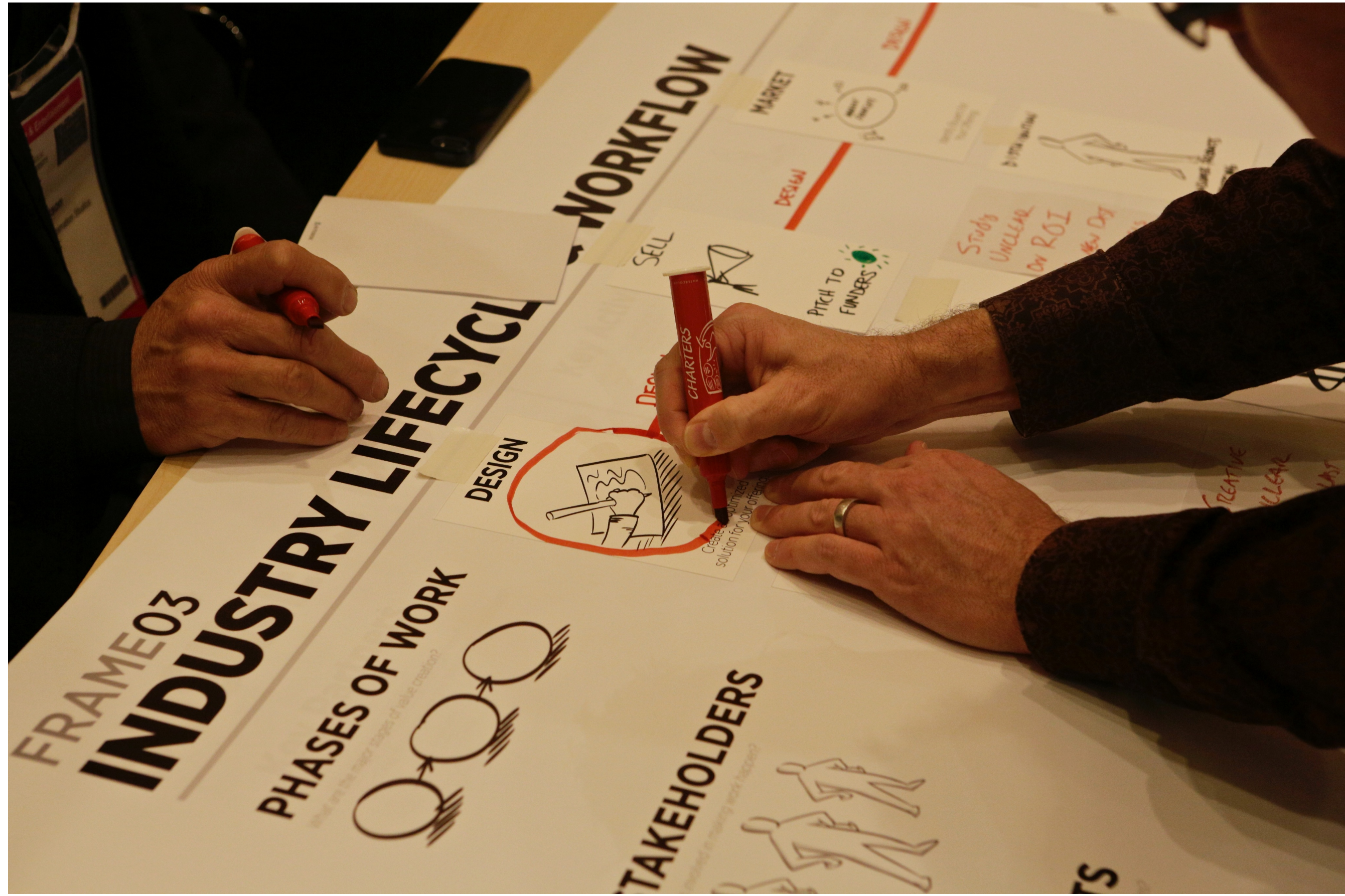
DYNAMIC PRICING

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

















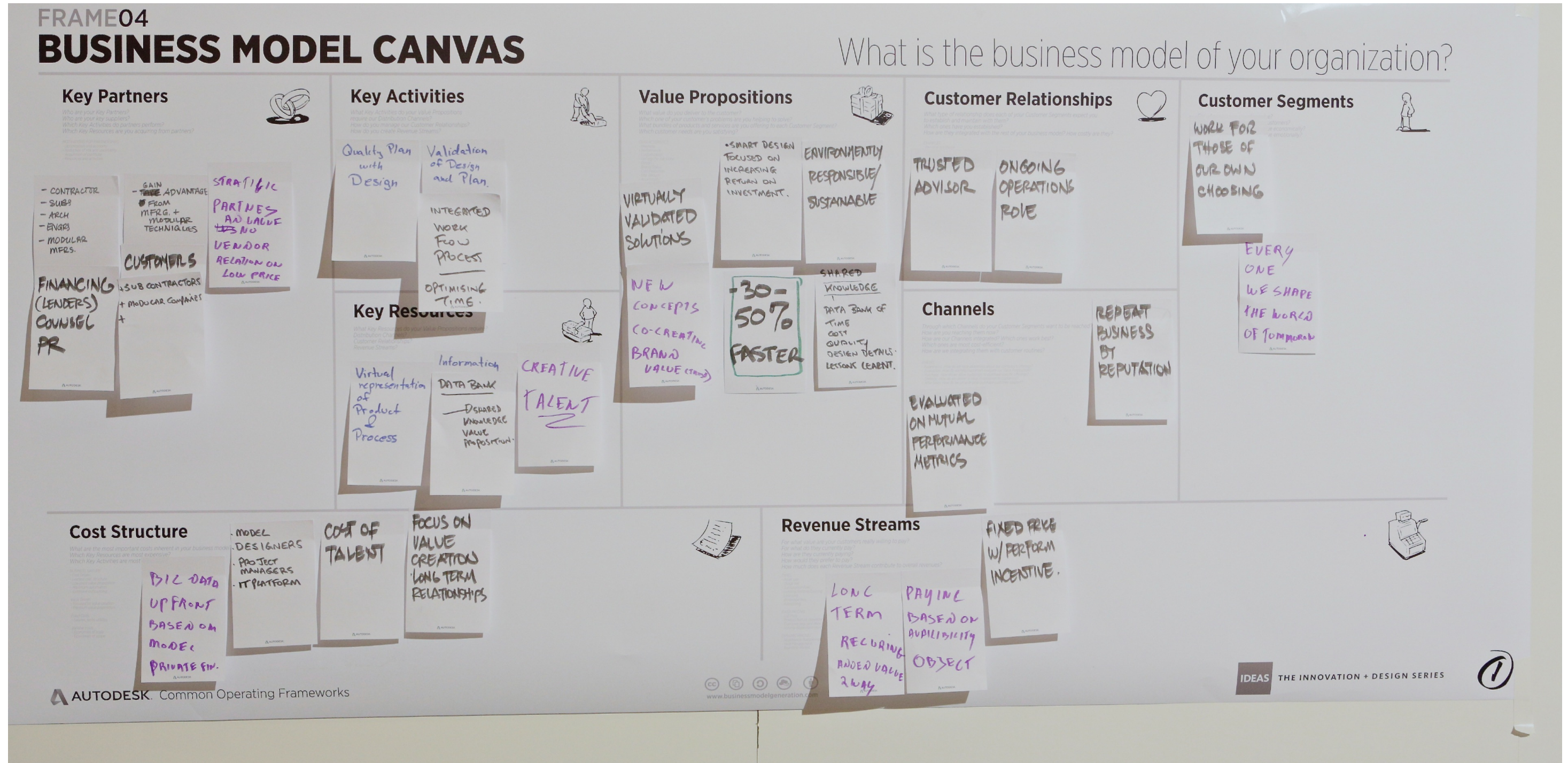




BUSINESS CANVAS

TEAM ONE:

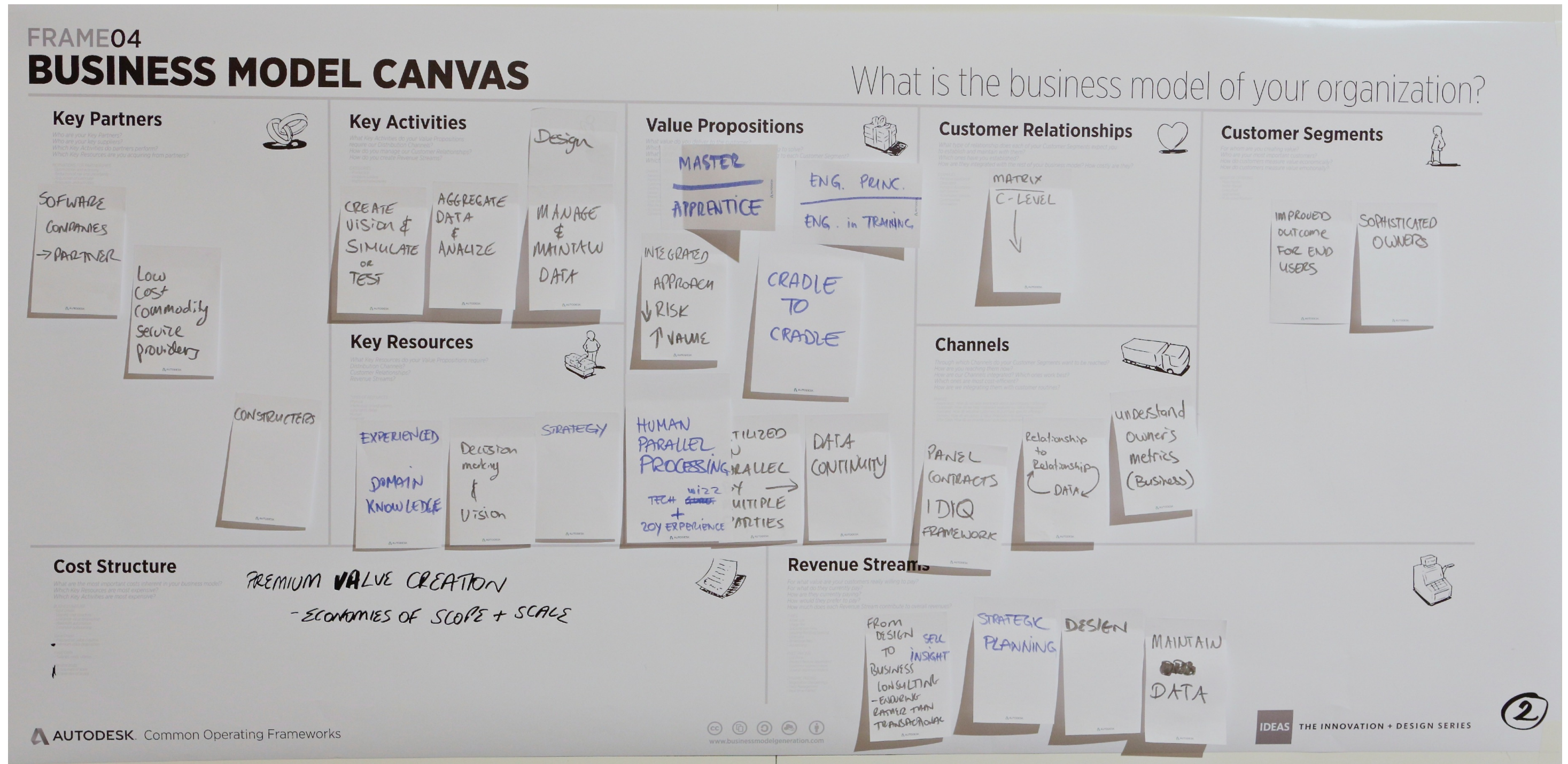
Identify new Concepts for Co-Creation.



BUSINESS CANVAS

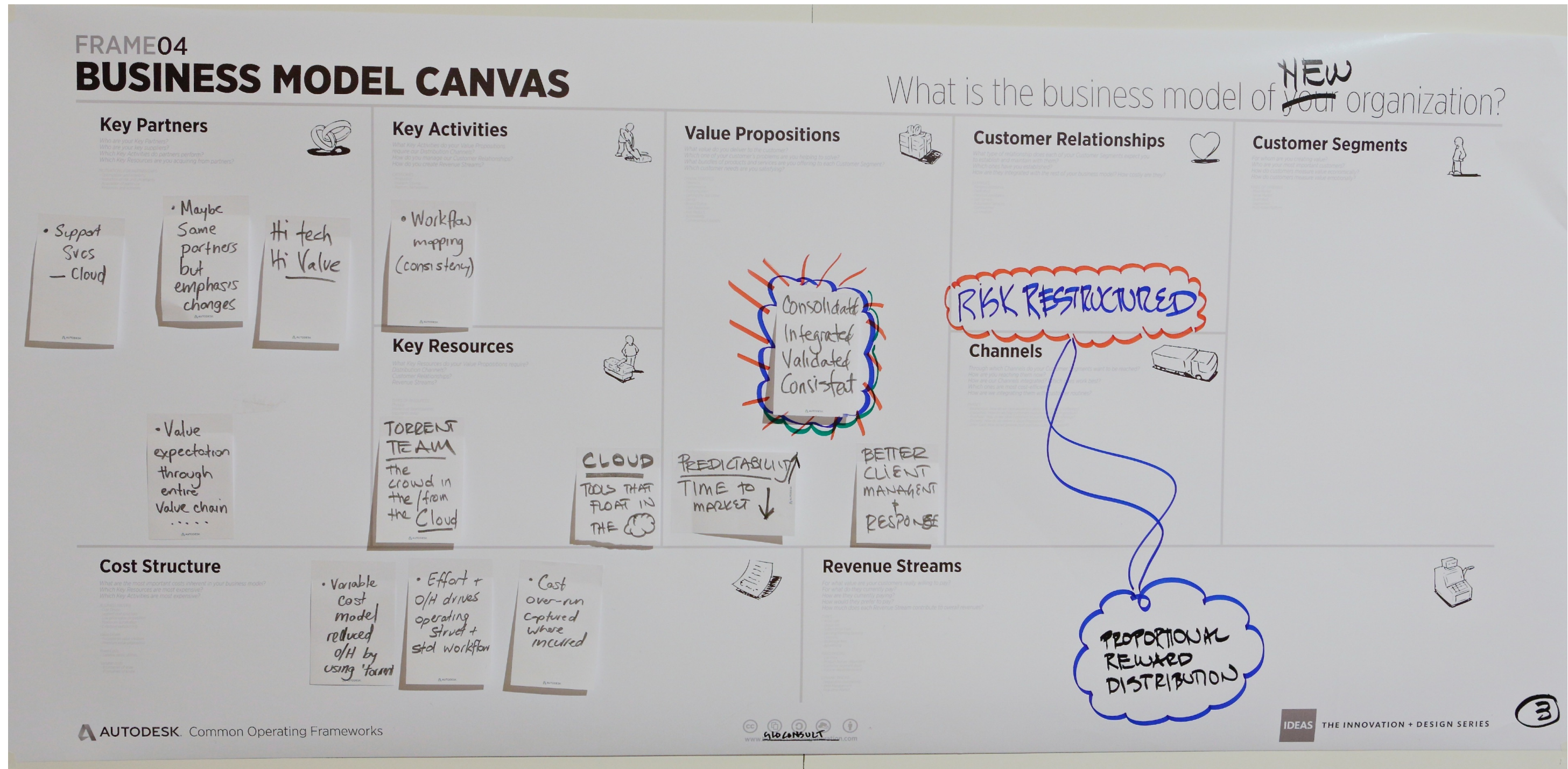
TEAM TWO:

Create a master apprentice C2C model



BUSINESS CANVAS

TEAM THREE:
Restructuring risk through integrated data.



BUSINESS CANVAS

TEAM FOUR:
Focus on ultimate Customer Satisfaction.

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?

- DEVELOPER
- PROJECT INTEGRATION
- FINANCE
- DESIGN
- BUREAUS
- OWNERS

CLIENT/
CUSTOMERS

Key Activities

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

REQUIREMENT
DEFINITION
MEETINGS
&
DOCUMENTATION

Recognize status
variation
early on to require
to changes + needs
Iterative design

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?

Ultimate, cust.
satisfaction.

- Better product
- Higher quality
- Lower op. cost
- Lower cost cost
- On-time delivery

EARLIER
AND MORE
COMPREHENSIVE
PROJECT
INTEGRATION

∴ SAVE TIME
MONEY
∴ BETTER QUALITY
+ LESS WASTE/CONFLICT

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?

Integrated exp.
Better/Effective
Comments.
Customer feedback
Mechanism.
Responses.

Customer/Client
- retention
- loyalty
- satisfaction
- trust

Channels

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

How do we reach them?
- Public mtg.
- Local news/media
- web
- social media

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?

Most important
• EMTS USERS #1
• OWNERS/ #2
• OPERATORS
• INVESTORS #3

Value for
OWNERS
• OPERATORS
• USERS
• INVESTORS

Measure value
- Cost of product
- tax rate +/-
- quality of product
- sustainability

Emo value
- impact
- satisfaction (gut feel)
- perception
- reputation
+

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?

• Integration
Specialists
• Integration
Manager

• SYSTEMS
• Development

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 customer segment pay?

Integrated
Model
• Training of staff
(customer)

Risk management
+ reduction
Customer
loyalty

BUSINESS CANVAS

TEAM FIVE:

Share risk of design and operations.

FRAME04

BUSINESS MODEL CANVAS

What is the business model of your organization?

Key Partners

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

CLIENTS
SALES
ENG'G
R&D
MFG
SUPPLIERS

New
Maintenance
support
partners

- availability
at customer
site (global)



Key Activities

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

- ONGOING
MAINTENANCE
CONTRACTS
- UPGRADES TO
EXISTING
INSTALLATIONS
- NEW PRODUCT
SALES

- Key Partners



Value Propositions

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What bundles of products and services are you offering to each Customer Segment?
Which customer needs are you satisfying?

SHARE THE
RISK OF
DESIGN &
OPERATIONS

CUSTOMIZATION
INCOME "EWSO
PRODUCT"

RELIABILITY
SUSTAINABILITY
QUALITY

- ENGINEERING
EXPERTISE
- AUTOMATION
EXPERTISE
- CUSTOMER
FLEXIBILITY



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?

SERVICE

OPERATIONS ELI SEANLY
IN SPANISH
ARCH

KEEPING THEM
AWARE OF
NEW TECHNOLOGIES
& BETTER PERFORMANCE
OPTIONS



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?

Customer
needs
reliability
for his
business

Sell
h of service
of machinery
& economic
value of
customer

MEASURE VALUE
ON ROI
+
- HAPPINESS OF
THEIR OPERATOR.
- THEIR CLIENTS
HAPPY WITH PRODUCT



Key Resources

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

GLOBAL
STANDARDS
FOR DESIGN
MANUFACTURING
SERVICE

SALES & CLIENT
ENGINEERING
EXPERTISE

- TECHNOLOGY
INNOVATION
R&D
- CAPITAL
INVESTMENTS



Channels

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

SPEED OF
DELIVERY
TIME TO
MARKET
FOR NICHE
PRODUCT
SPECIFIC TO
CLIENT

- GLOBAL
SERVICES
- LOCAL
ASSISTANCE



Direct
contact

AMB
THROUGH
SERVICE

DIRECT
SALES TO
CLIENT
PROCUREMENT

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?

MATERIAL PURCH.
DESIGN HOURS
MFG HOURS

STANDARDIZATION
MFG FLEXIBILITY
STD. COMPONENTS
ASSEMBLED INTO
A VARIETY OF
PRODUCTS.

VALUE
CREATION



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?

PREVENTATIVE
MAINTENANCE
CONTRACTS

high revenue
for reliable
service of
machinery

today
just invest
of equipment
NO service

today
pay / month
future
pay / year

SUSTAINABLE
PRODUCTS

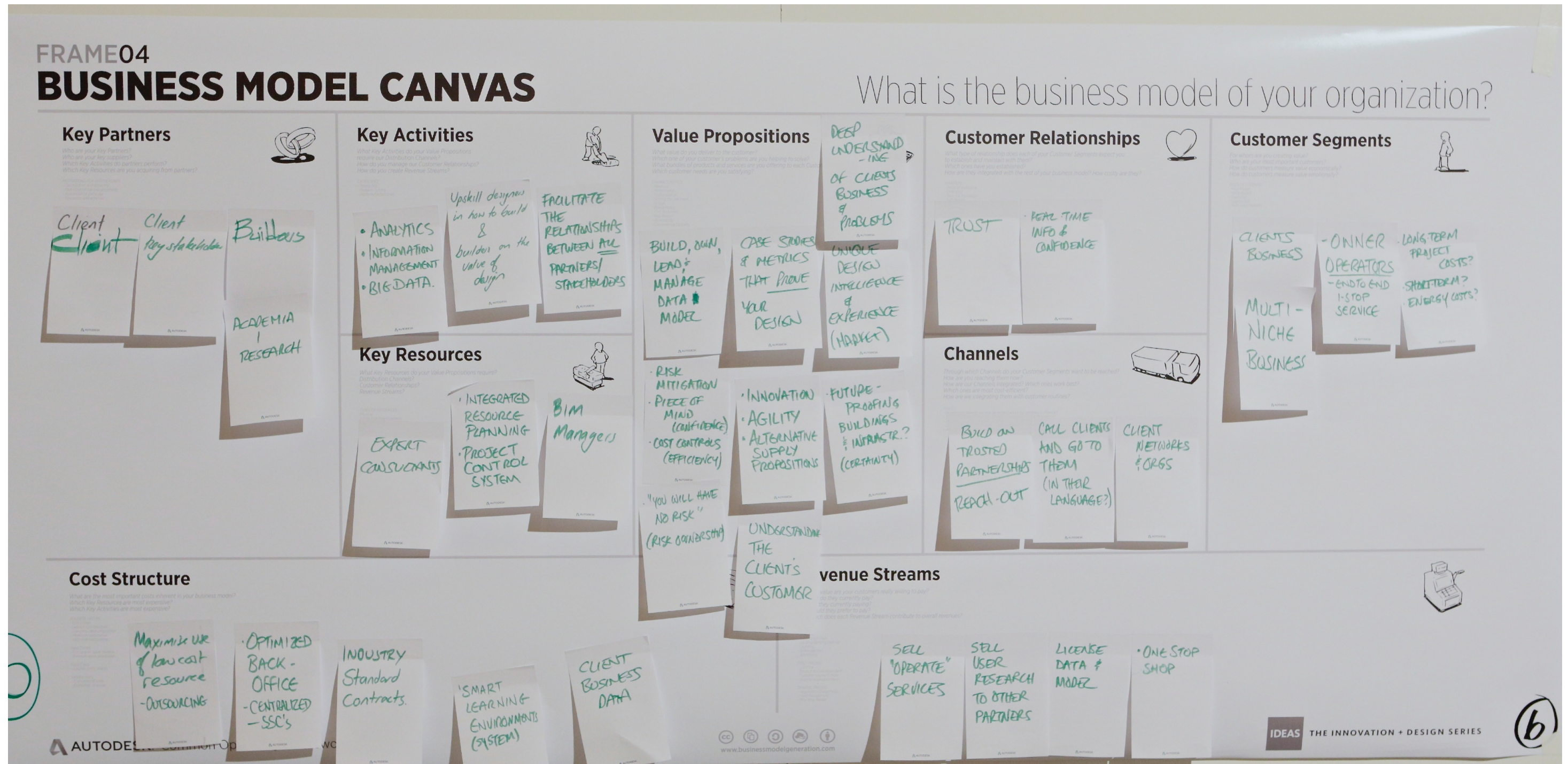
MACHINE
UPGRADES
WITH NEW
TECHNOLOGIES



BUSINESS CANVAS

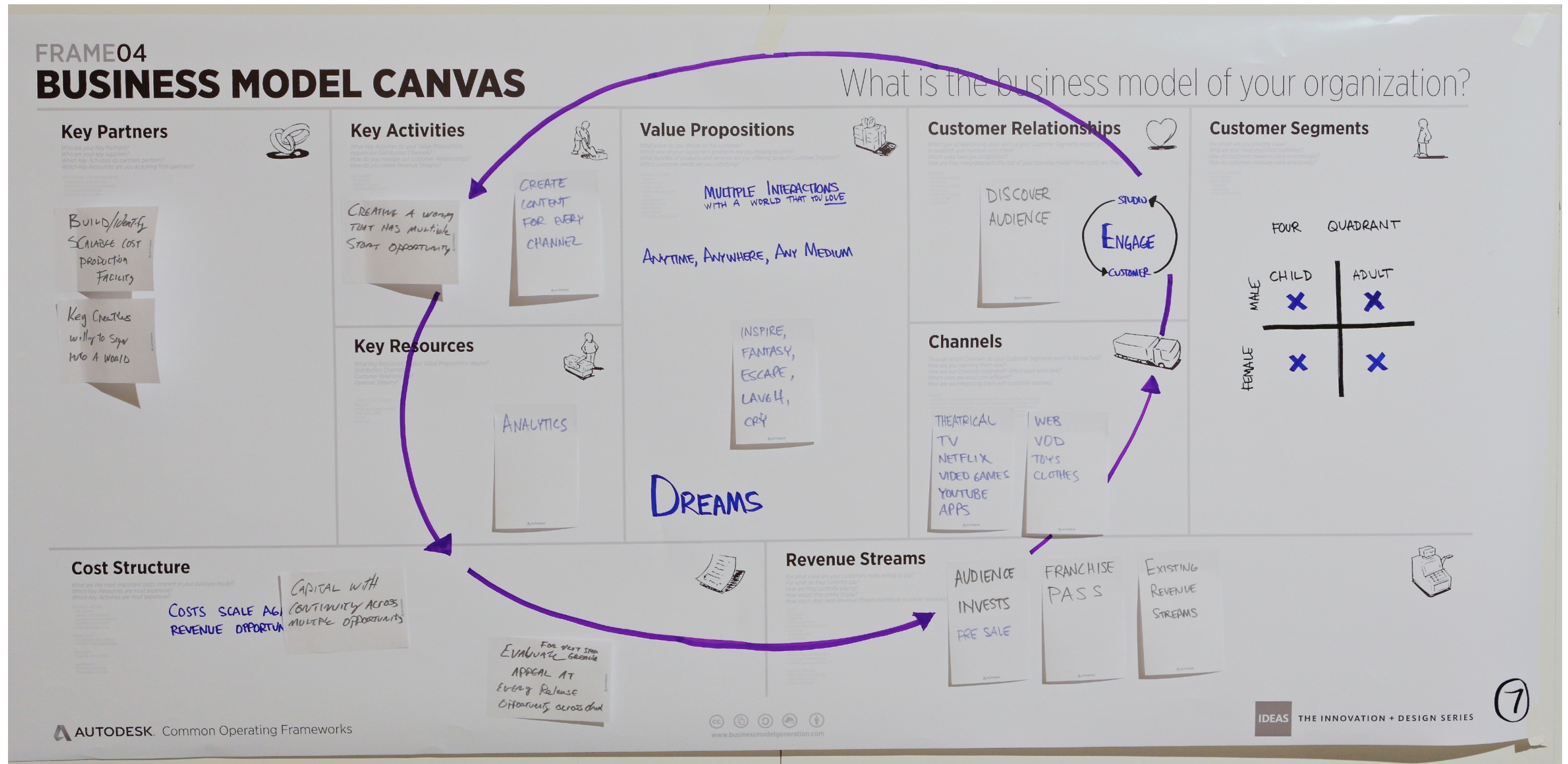
TEAM SIX:

Build, own, lead and manage data model.



BUSINESS CANVAS

TEAM SEVEN:
Create an integrated prototyping system.



FRAME 05 BOLD STEPS

What are the broad forces shaping your industry?

SOCIETY

- democratization of data & analysis makes our customers wiser. our services are not a black box
- We've been transformed to a society of entitlement - coffee orders - retail service expectations
- Aspiring population in the industrial world
- Society is becoming more pluralistic!
- INCREASING COMMITMENT TO WORK!

TECHNOLOGY

- Information management is key to successful business value
- Technology enabling underpinning of dialog / communication
- Unique ITC Environment "Any where Any time Access to information"
- opportunity to redefine how we design + build components & assemblies vs. bricks + sticks
- ALWAYS CONNECTED

ENVIRONMENT

- DESIRE TO MAKE A STATEMENT (PERSONAL + CORPORATE) PROOT PATRIOT ON ENVIRONMENT
- ENVIRONMENTAL preservation is still an option versus necessity
- CO2 ENERGY DELIVERING INSTANT
- Awareness to footprint of global resources is growing!

ECONOMY

- RISK BEING PUSHED TO CONTRACTORS DISTORTION B/W RISK & REWARD
- MARGIN PRESSURE - harder to make a RETURN
- Economic uncertainty is stifling productivity
- Integrated thinking is required for success
- Reduced funding for government (Fed, State, ...) projects
- Uncertainty in private funding
- "Buyer's Market" - increased commoditization

POLICY

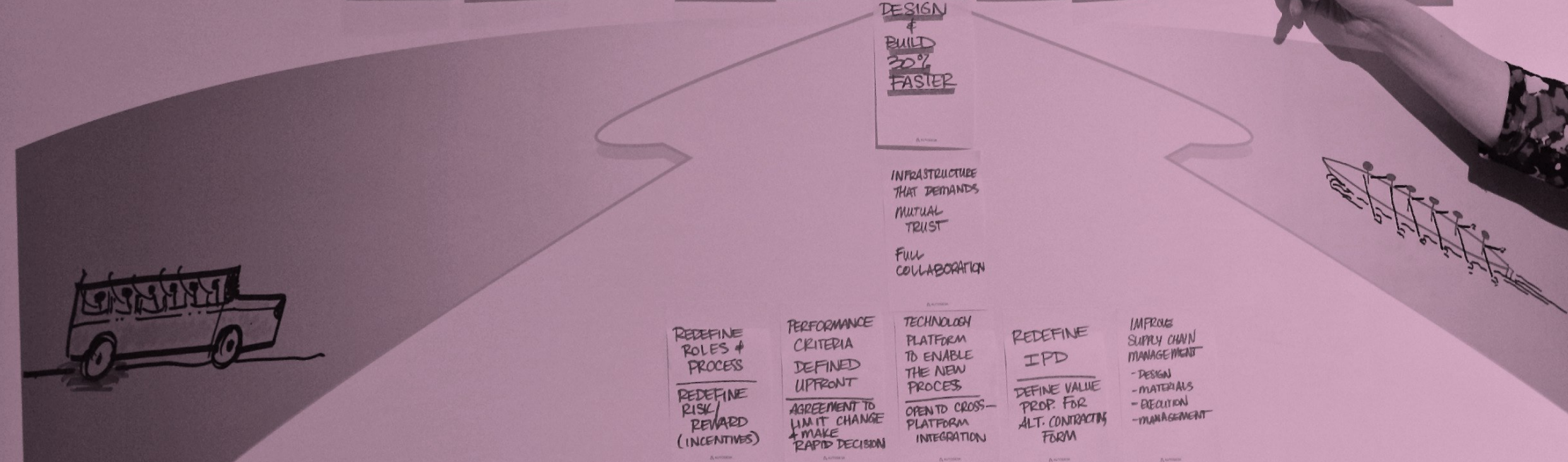
- Awareness of legal requirements in the physical or virtual world
- policy making has become stratified - non-productive "collaboration" is losing!
- DATA OWNERSHIP & SECURITY IS HEAVILY REGULATED & VERY COMPLEX
- ACA IMPACT ON HEALTHCARE PROVIDERS: How THEY DELIVER SERVICES

FRAME05
BOLD STEPS

FLIP'D

What must your organization do to grow and thrive?

FOR	WHO	THE	IS A	THAT	UNLIKE	WE
our new and returning customers	need to reduce costs and project schedules while ensuring Low TCO and CO ₂ footprint	Name of your bold steps initiative	a next gen Design & Build Company	Design & Build 30% Faster	Builds Trust and long term relations with our customers	and is seen as a Trusted Advisor
					YOU!	ESTABLISH MUTUAL PERFORMANCE METRICS + GENERATE PROOF
						COST SAVINGS CERTAINTY
						ENHANCED ROI



SOCIETY

- Digital HUMAN INTERACTION - ONLINE GAMING - TEXTING
- Connectivity through social media
- INCREASING

FRAME05
BOLD STEPS

FOR

- SOPHISTICATED OWNER USERS
- OPERATIONAL DRIVEN DESIGN.
- BUILDER
- SOFTWARE TECHNOLOG



FRAME 05 BOLD STEPS

Each team developed a vision for a new organization that would thrive in the new economy, identifying

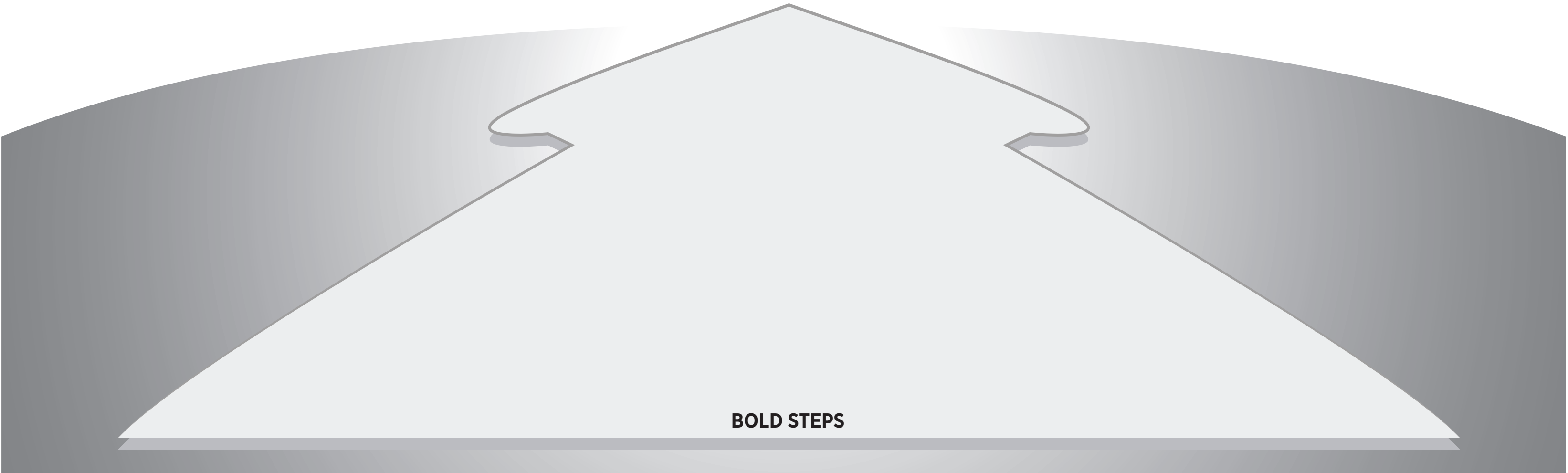
- WHO it would serve
- WHAT problems it would solve
- HOW it would solve the problems
- WHY it was important
- WHERE it would differentiate itself

FRAME05

BOLD STEPS

What must your organization do to grow and thrive?

FOR	WHO	THE	IS A	THAT			UNLIKE	WE		
<p>Your key stakeholders.</p> <p>Who are they?</p> <ul style="list-style-type: none">- Customers- Buyers- End Users- Clients- Suppliers- Partners	<p>Have the following needs, motivations, opportunities and jobs to be done.</p> <p>Specifically, what can you address?</p> <ul style="list-style-type: none">- Financial- Process- Emotional	<p>Name of your bold steps initiative.</p> <p>Give it a snappy and evocative name.</p>	<p>Describe the nature of your Bold Steps.</p> <ul style="list-style-type: none">- Strategic Plan- Operational effectiveness initiative- Cultural Change- etc	<p>Provide the following benefits:</p> <ul style="list-style-type: none">- Benefit 1.	<p>Provide the following benefits:</p> <ul style="list-style-type: none">- Benefit 2.	<p>Provide the following benefits:</p> <ul style="list-style-type: none">- Benefit 3.	<p>Other growth initiatives.</p> <p>Such as</p> <ul style="list-style-type: none">- Training- Alignment- Lean- Digital Prototyping- BIM	<p>Will do the following things to differentiate ourselves.</p> <ul style="list-style-type: none">- Differentiation 1	<p>Will do the following things to differentiate ourselves.</p> <ul style="list-style-type: none">- Differentiation 2	<p>Will do the following things to differentiate ourselves.</p> <ul style="list-style-type: none">- Differentiation 3



BOLD STEPS

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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IS A

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- Operational effectiveness initiative
- Cultural Change
- etc

IS A

THAT

Describe the nature of your Bold Steps.

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- Operational effectiveness initiative
- Cultural Change
- etc

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*

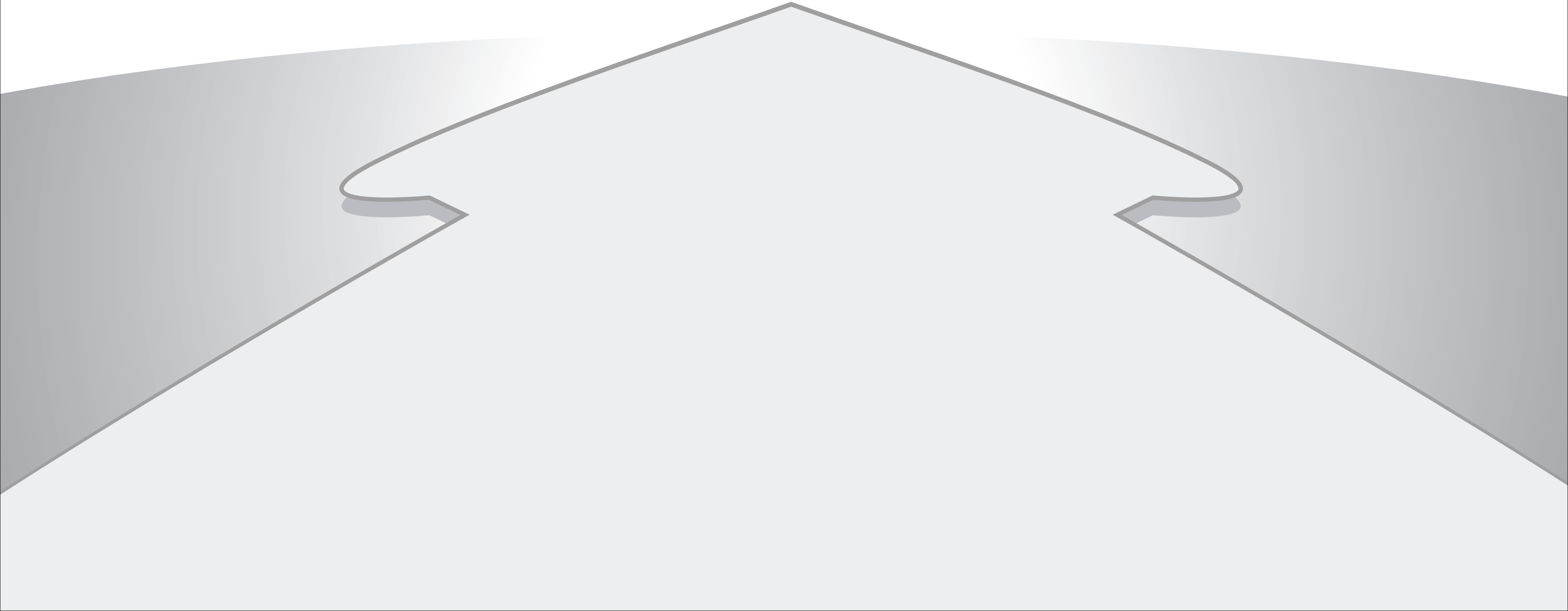
Will do the following things to differentiate ourselves.

- Differentiation 2*

Will do the following things to differentiate ourselves.

- Differentiation 3*

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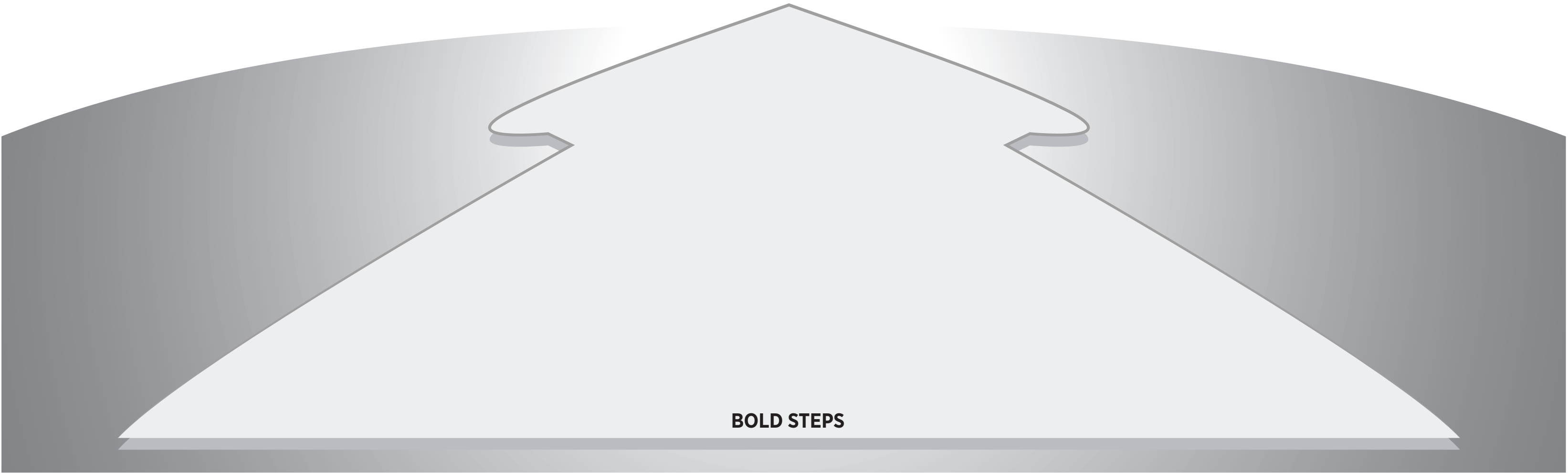


FRAME05

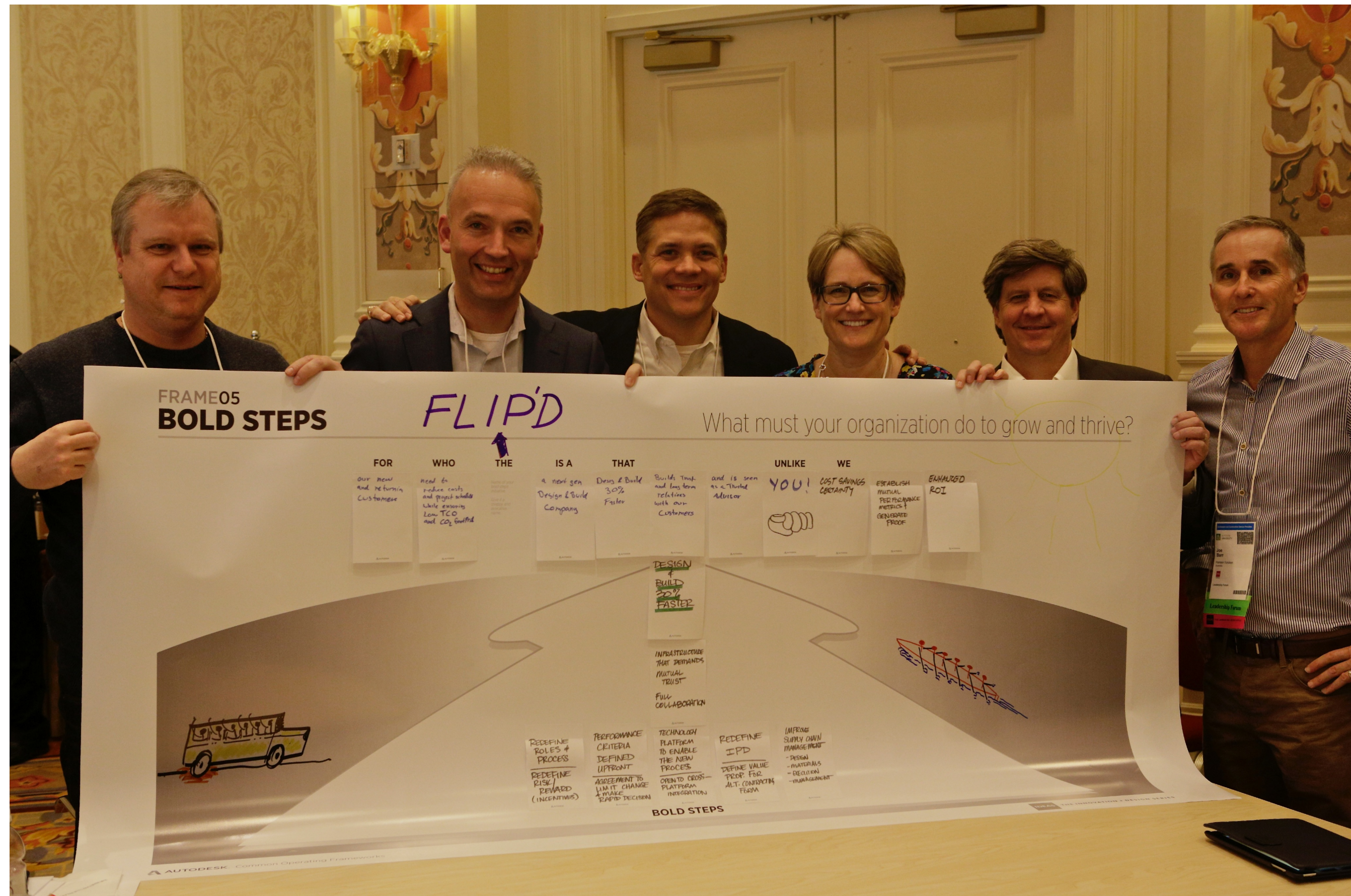
BOLD STEPS

What must your organization do to grow and thrive?

FOR	WHO	THE	IS A	THAT			UNLIKE	WE		
<p>Your key stakeholders.</p> <p>Who are they?</p> <ul style="list-style-type: none">- Customers- Buyers- End Users- Clients- Suppliers- Partners	<p>Have the following needs, motivations, opportunities and jobs to be done.</p> <p>Specifically, what can you address?</p> <ul style="list-style-type: none">- Financial- Process- Emotional	<p>Name of your bold steps initiative.</p> <p>Give it a snappy and evocative name.</p>	<p>Describe the nature of your Bold Steps.</p> <ul style="list-style-type: none">- Strategic Plan- Operational effectiveness initiative- Cultural Change- etc	<p>Provide the following benefits:</p> <ul style="list-style-type: none">- Benefit 1.	<p>Provide the following benefits:</p> <ul style="list-style-type: none">- Benefit 2.	<p>Provide the following benefits:</p> <ul style="list-style-type: none">- Benefit 3.	<p>Other growth initiatives.</p> <p>Such as</p> <ul style="list-style-type: none">- Training- Alignment- Lean- Digital Prototyping- BIM	<p>Will do the following things to differentiate ourselves.</p> <ul style="list-style-type: none">- Differentiation 1	<p>Will do the following things to differentiate ourselves.</p> <ul style="list-style-type: none">- Differentiation 2	<p>Will do the following things to differentiate ourselves.</p> <ul style="list-style-type: none">- Differentiation 3



BOLD STEPS



FRAME05 BOLD STEPS

FLIP'D

What must your organization do to grow and thrive?

FOR

our new
and returning
customers

WHO

need to
reduce costs
and project schedules
while ensuring
low TCO
and CO₂ footprint

THE

Design & Build
Company

IS A

a next gen
Design & Build
Company

THAT

Design & Build
30%
Faster

Builds Trust
and long term
relationships
with our
customers

and is seen
as a Trusted
Advisor

UNLIKE

YOU!

Cost Savings
Certainty

WE

Establish
Mutual
Performance
Metrics &
Generate
Proof

Enhanced
ROI

DESIGN
&
BUILD
30%
FASTER

INFRASTRUCTURE
THAT DEMANDS
MUTUAL
TRUST
Full
COLLABORATION

REDEFINE
ROLES &
PROCESS

REDEFINE
RISK/
REWARD
(INCENTIVES)

PERFORMANCE
CRITERIA
DEFINED
UPFRONT

AGREEMENT TO
LIMIT CHANGE
& MAKE
RAPID DECISIONS

TECHNOLOGY
PLATFORM
TO ENABLE
THE NEW
PROCESS

OPEN TO CROSS-
PLATFORM
INTEGRATION

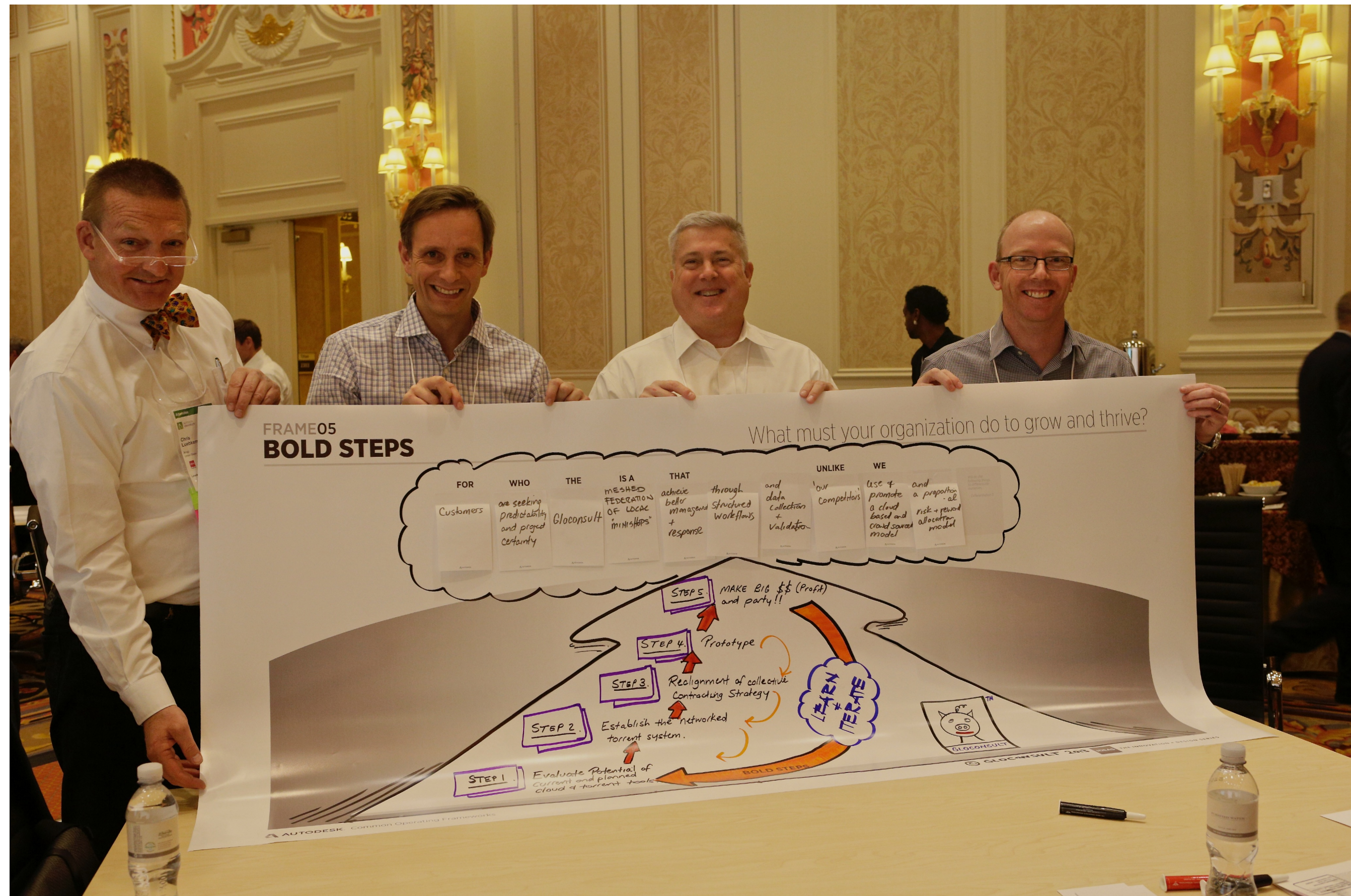
REDEFINE
IPD

DEFINE VALUE
PROP. FOR
ALT. CONTRACTING
FORM

IMPROVE
SUPPLY CHAIN
MANAGEMENT

DESIGN
- MATERIALS
- DELIVERY
- MANAGEMENT

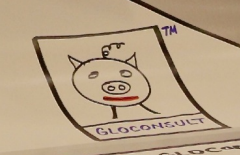
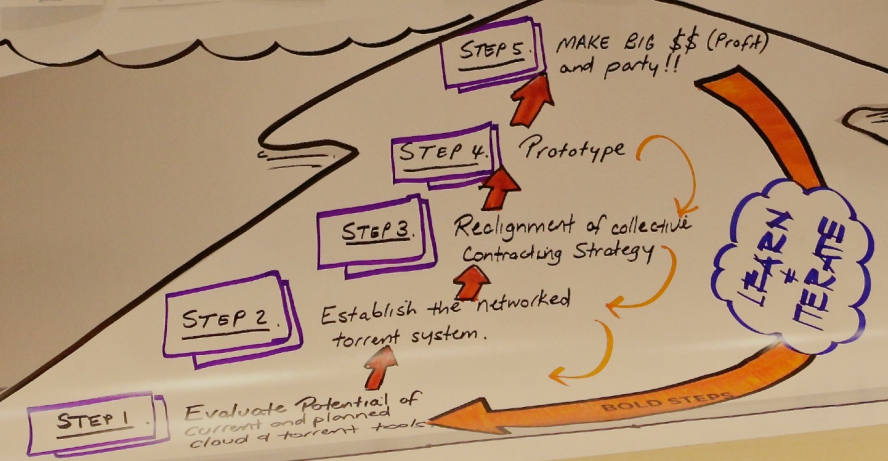
BOLD STEPS

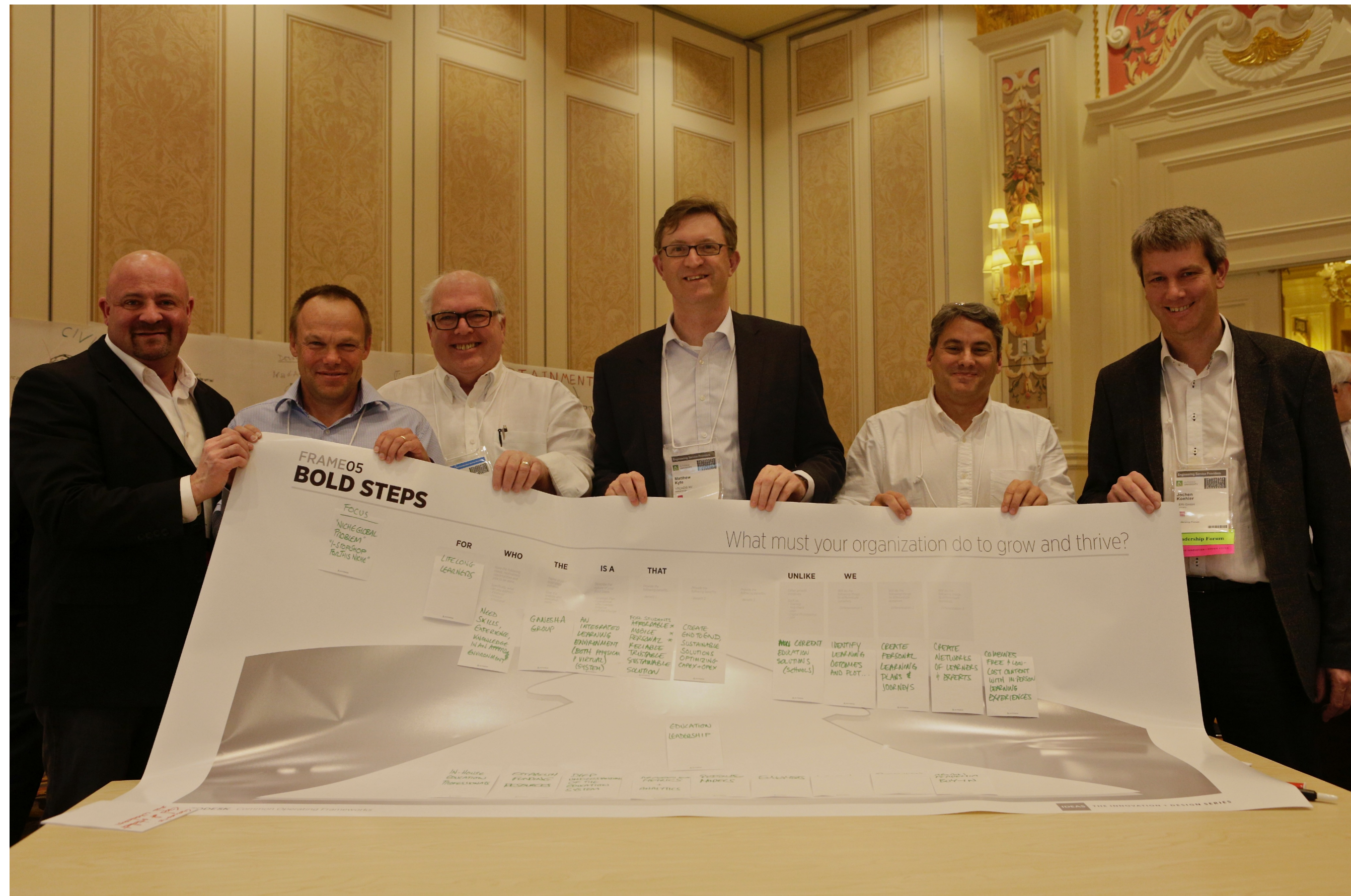


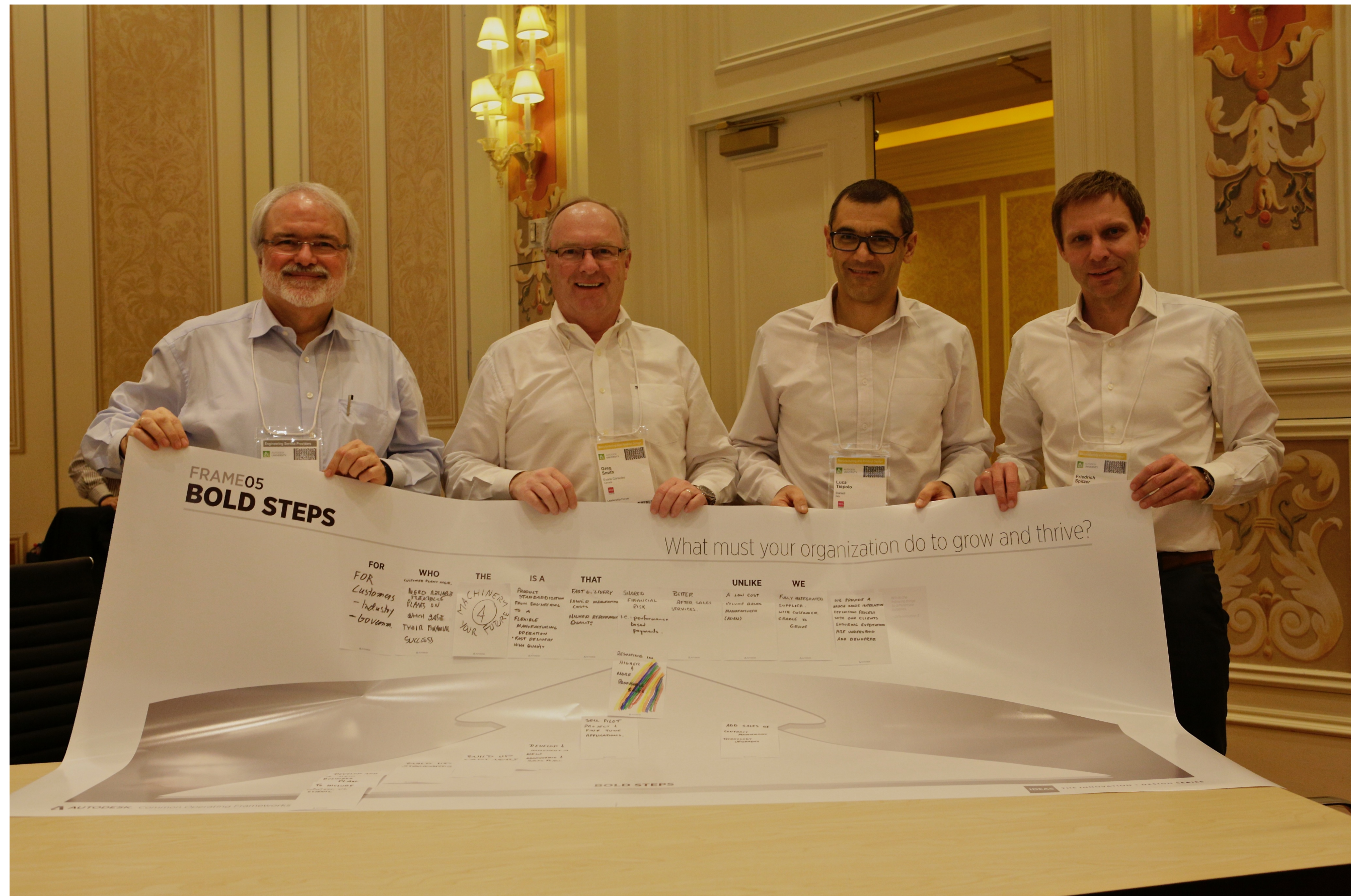
FRAME05 BOLD STEPS

What must your organization do to grow and thrive?

FOR	WHO	THE	IS A	THAT	UNLIKE	WE
Customers	are seeking predictability and project certainty	Gloconsult	MESSED FEDERATION OF LOCAL "ministries"	achieve better management through structured workflows and data collection + validation	our competitors	use & promote a cloud based and crowd sourced model and a proportionate risk + reward allocation model

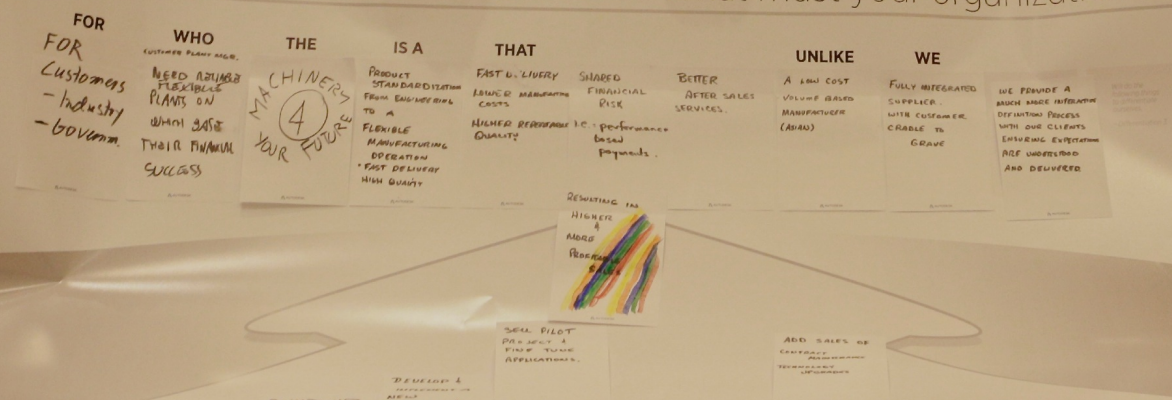


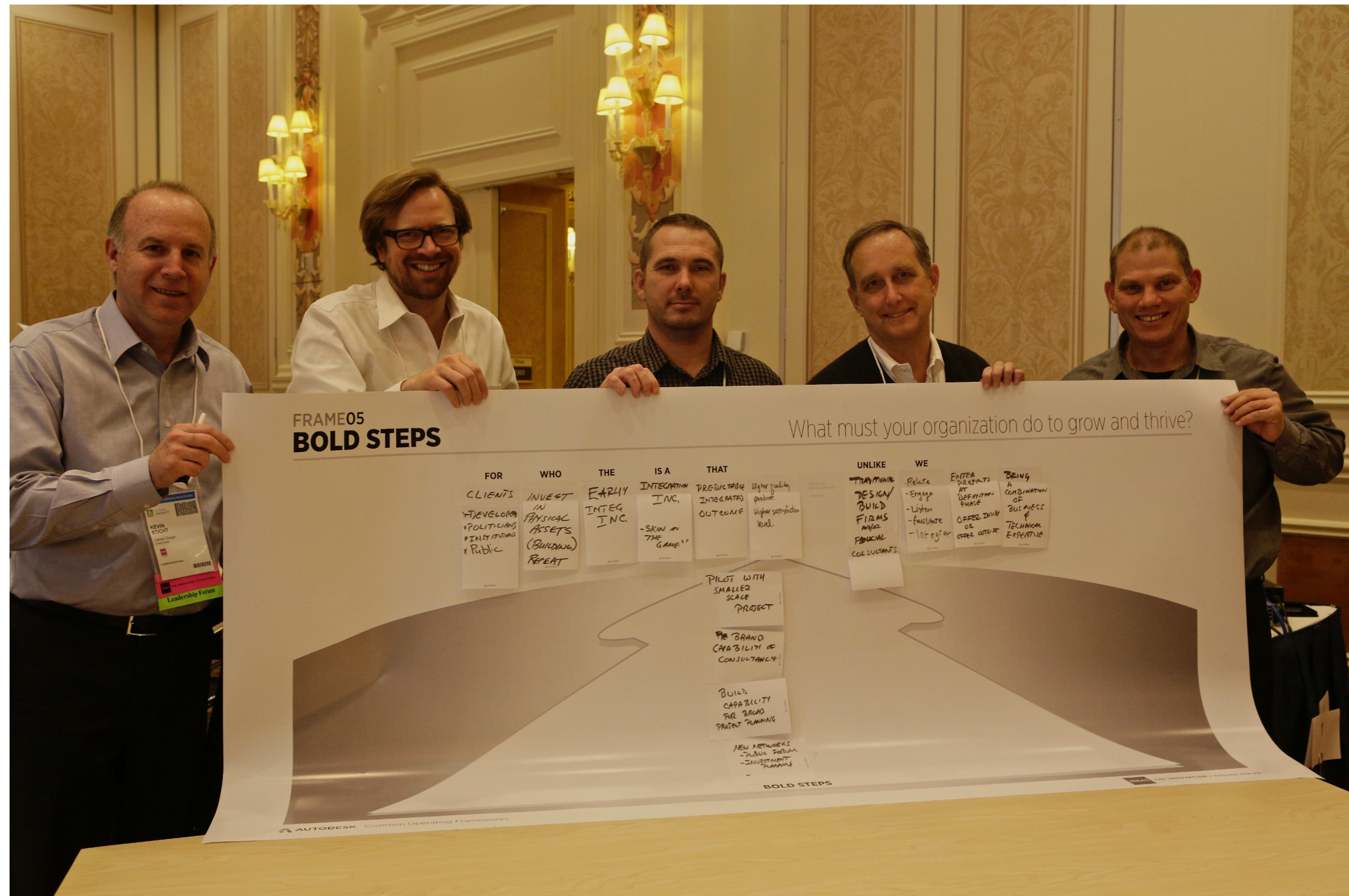




FRAME05 BOLD STEPS

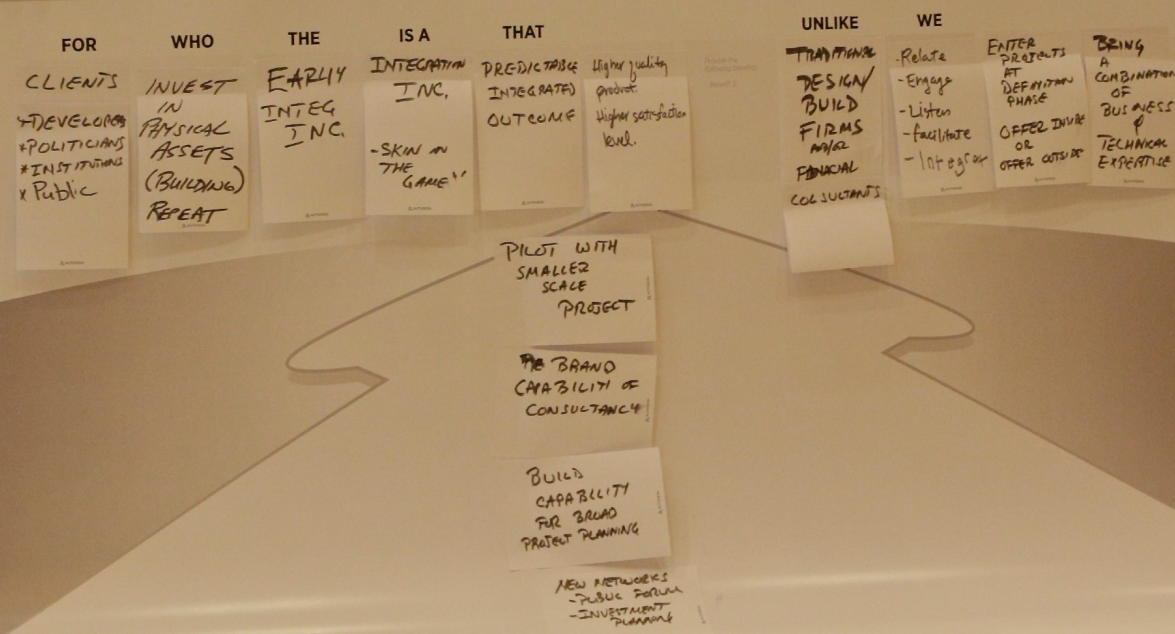
What must your organization do to grow and thrive?





FRAME05 BOLD STEPS

What must your organization do to grow and thrive?



BOLD STEPS



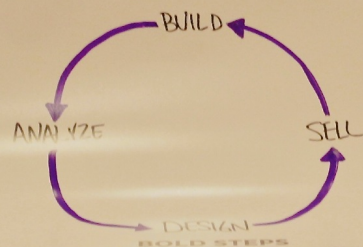
FRAME05 BOLD STEPS



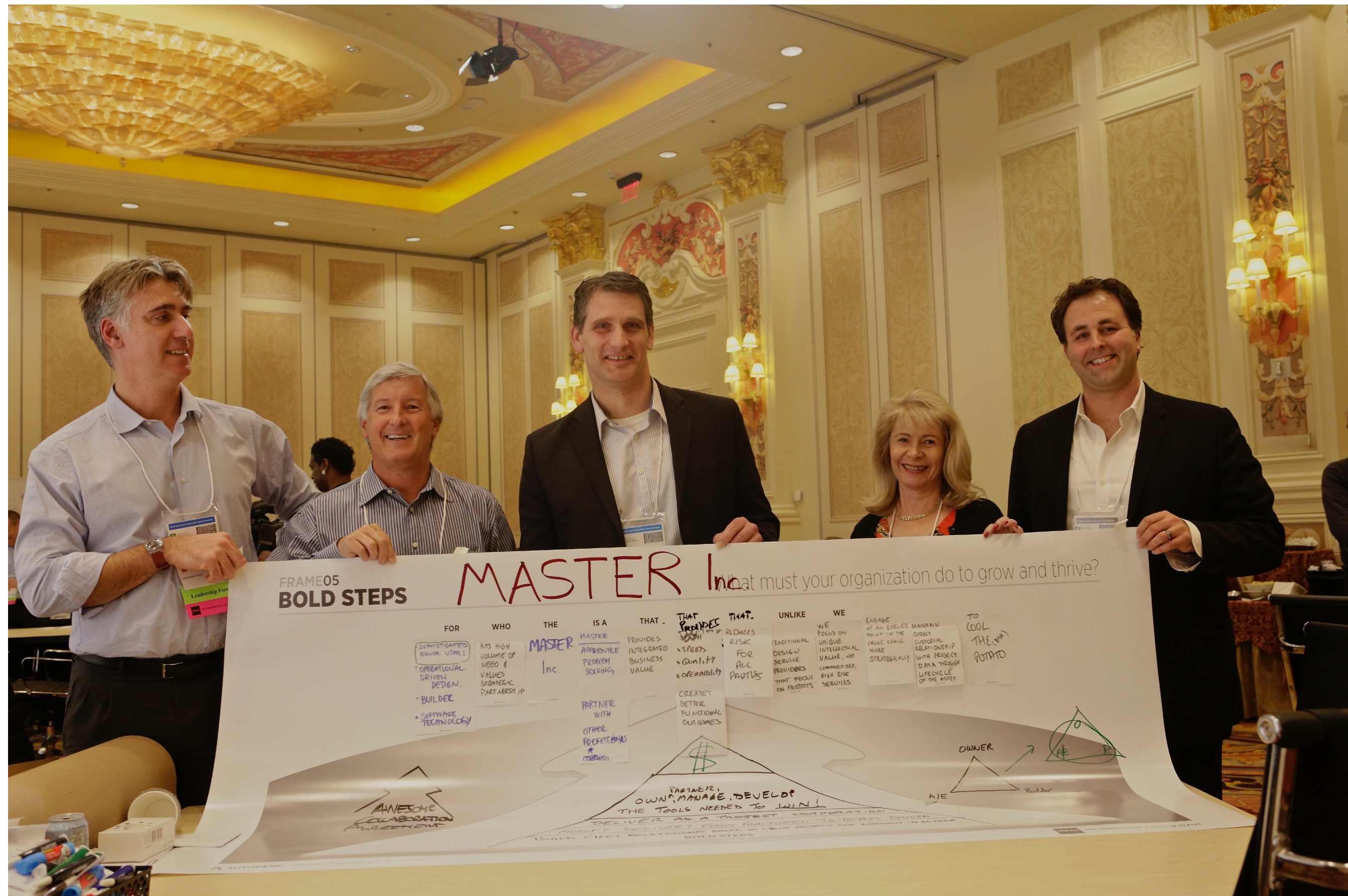
What must your organization do to grow and thrive?

FOR	WHO	THE	IS A	THAT	UNLIKE	WE	INCREASING	INSPIRING
TOTALLY ENGAGED CONSUMER	INSPIRED, ENTERTAINED AND REWARDED	STORIES THEY LOVE	ADDITIONAL BUSINESS MODEL	BUILDS WORLDS PEOPLE LOVE	ENJOYED ANYTIME ANYWHERE THAT FITS THE MEDIUM	REDUCE RISK	PARTICIPATION AND HIT RATE	LIFETIME LOYALTY

INSTIGATE
ONE
P+L
PER
WORLD

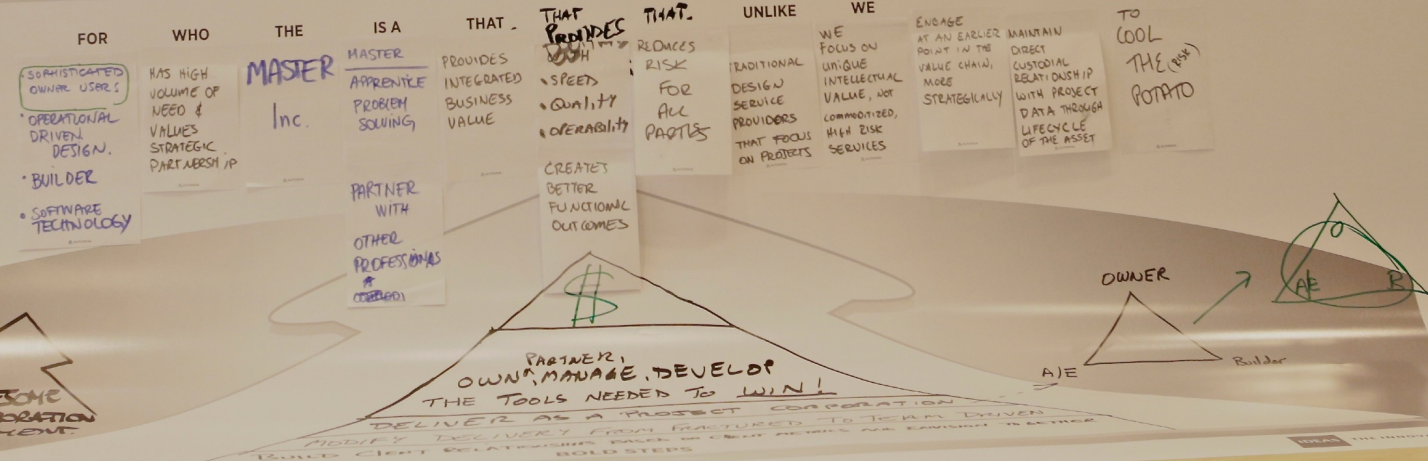


REPEAT



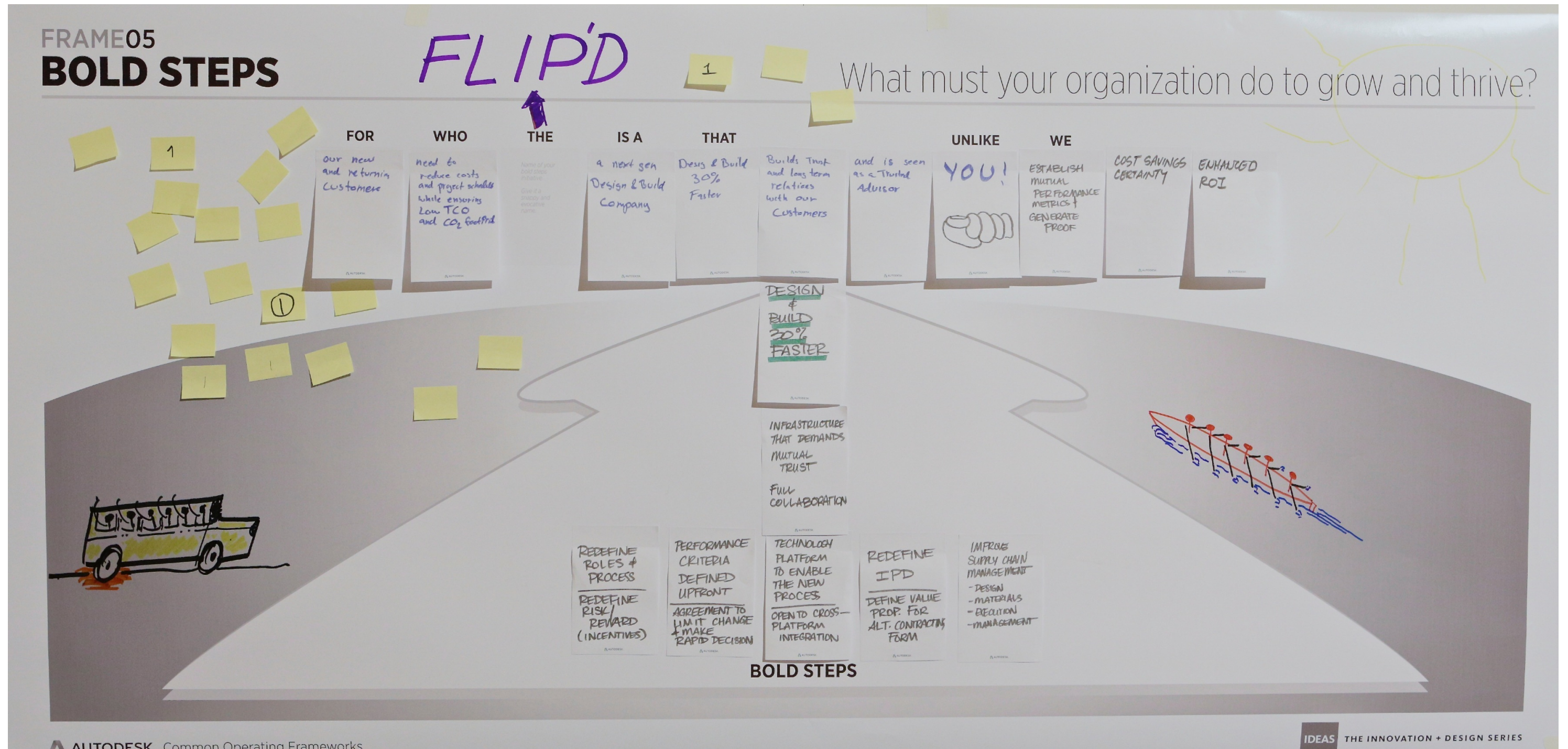
FRAME05 BOLD STEPS

MASTER Inc. What must your organization do to grow and thrive?



BOLD STEPS

TEAM ONE:
Architecture, Engineering, Construction



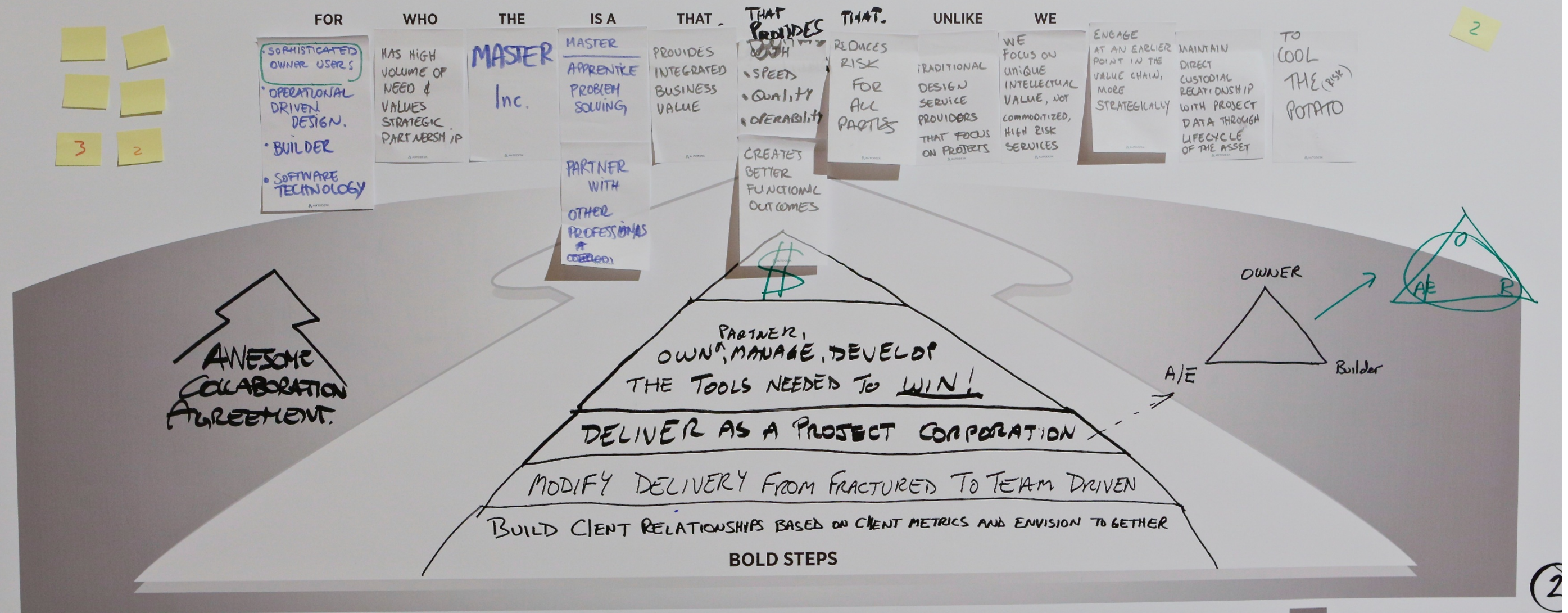
BOLD STEPS

TEAM TWO:
Architecture, Engineering, Firms

FRAME05
BOLD STEPS

MASTER Inc.

What must your organization do to grow and thrive?

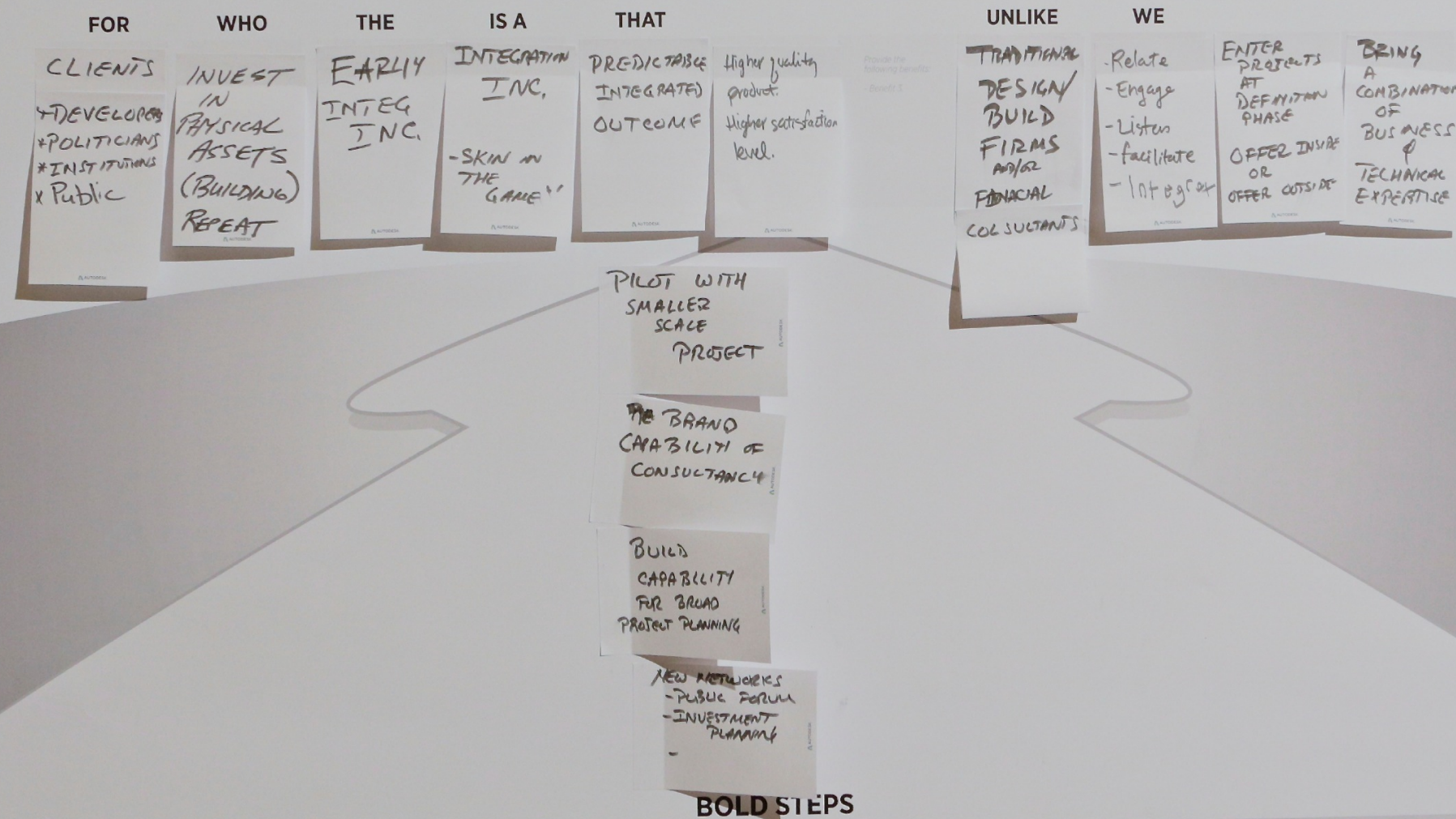


BOLD STEPS

TEAM THREE: Built Environment

FRAME05 BOLD STEPS

What must your organization do to grow and thrive?

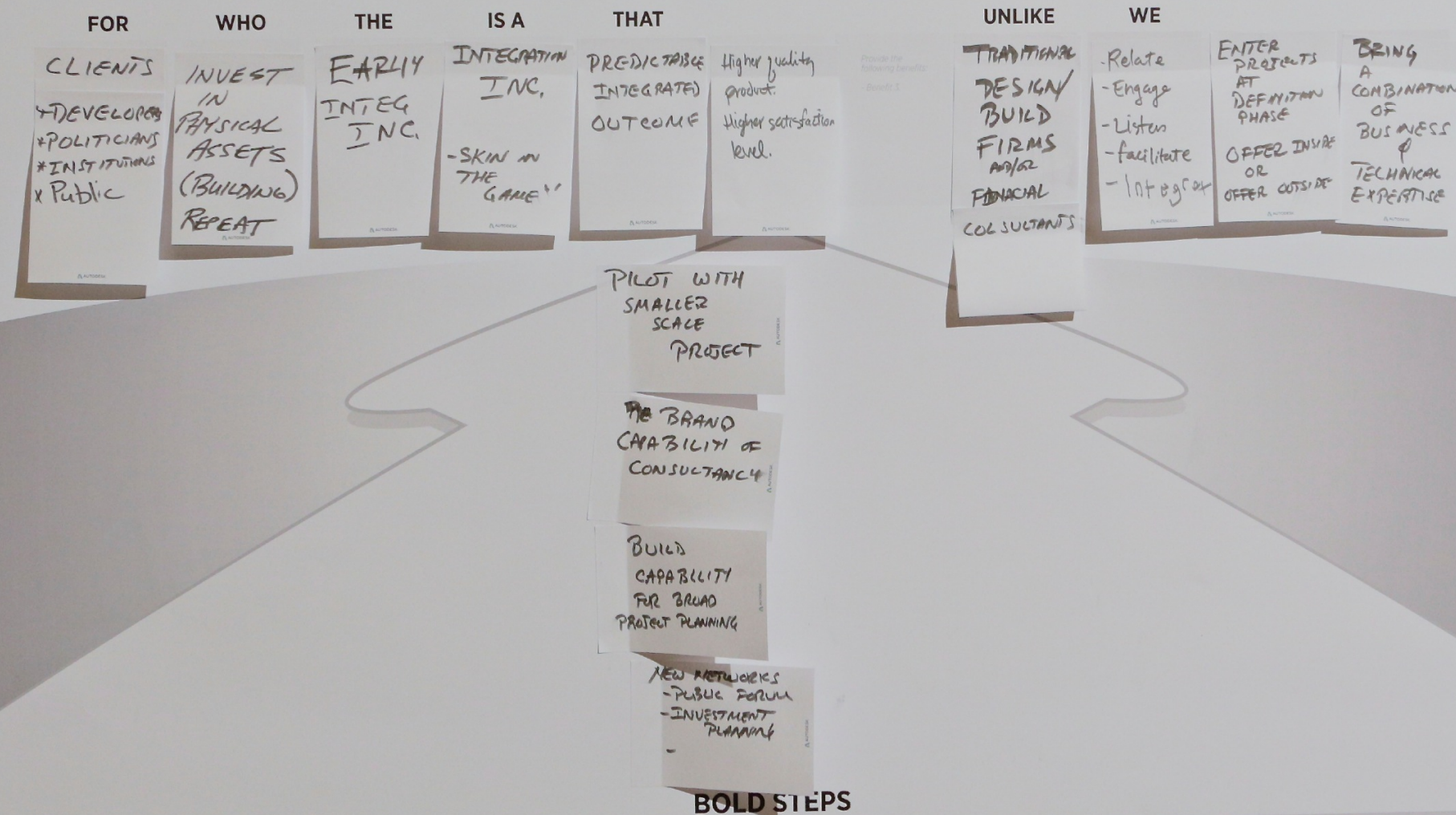


BOLD STEPS

TEAM FOUR: Managing Design & Build

FRAME05 BOLD STEPS

What must your organization do to grow and thrive?

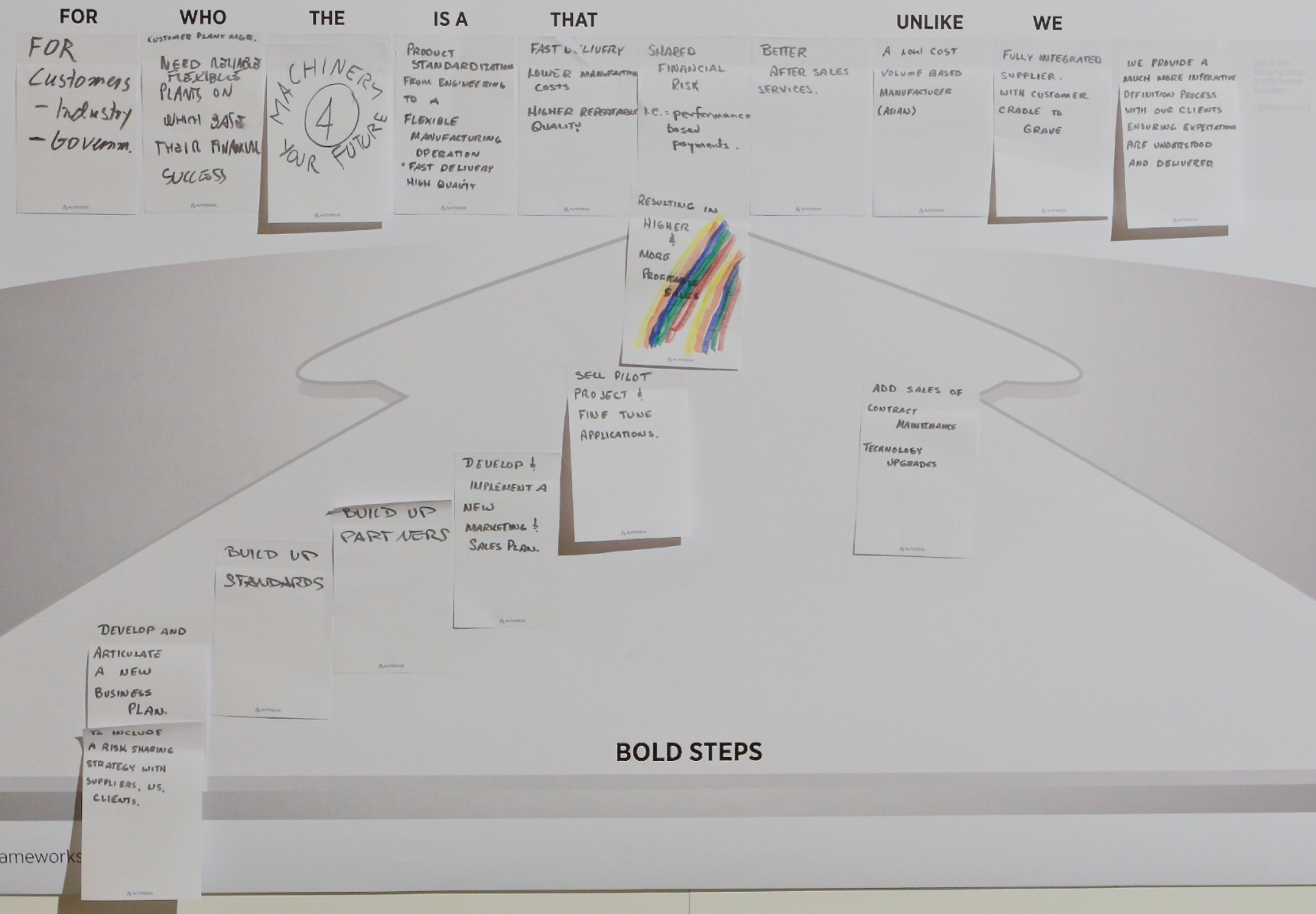


BOLD STEPS

TEAM FIVE: Design & Manufacturing

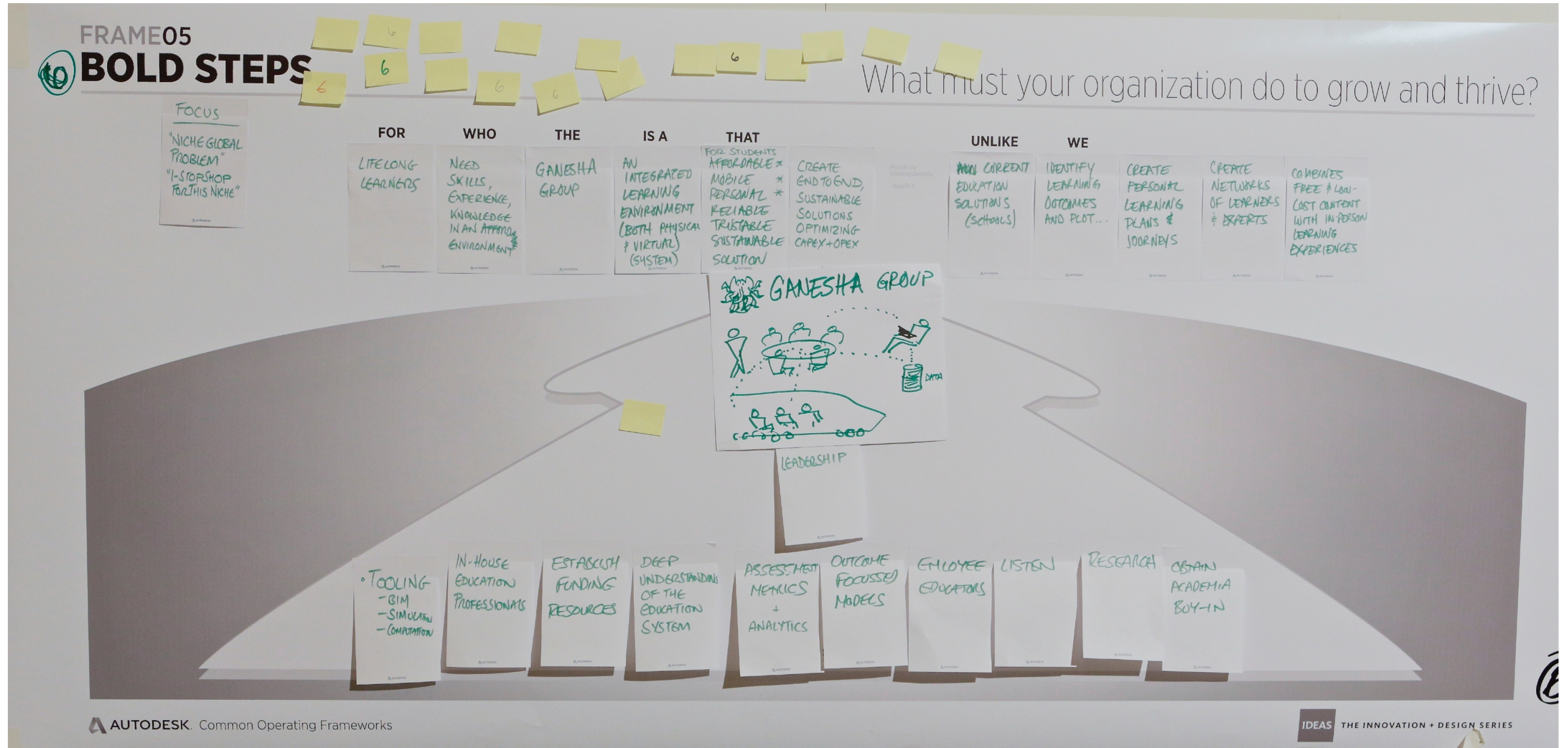
FRAME05 BOLD STEPS

What must your organization do to grow and thrive?



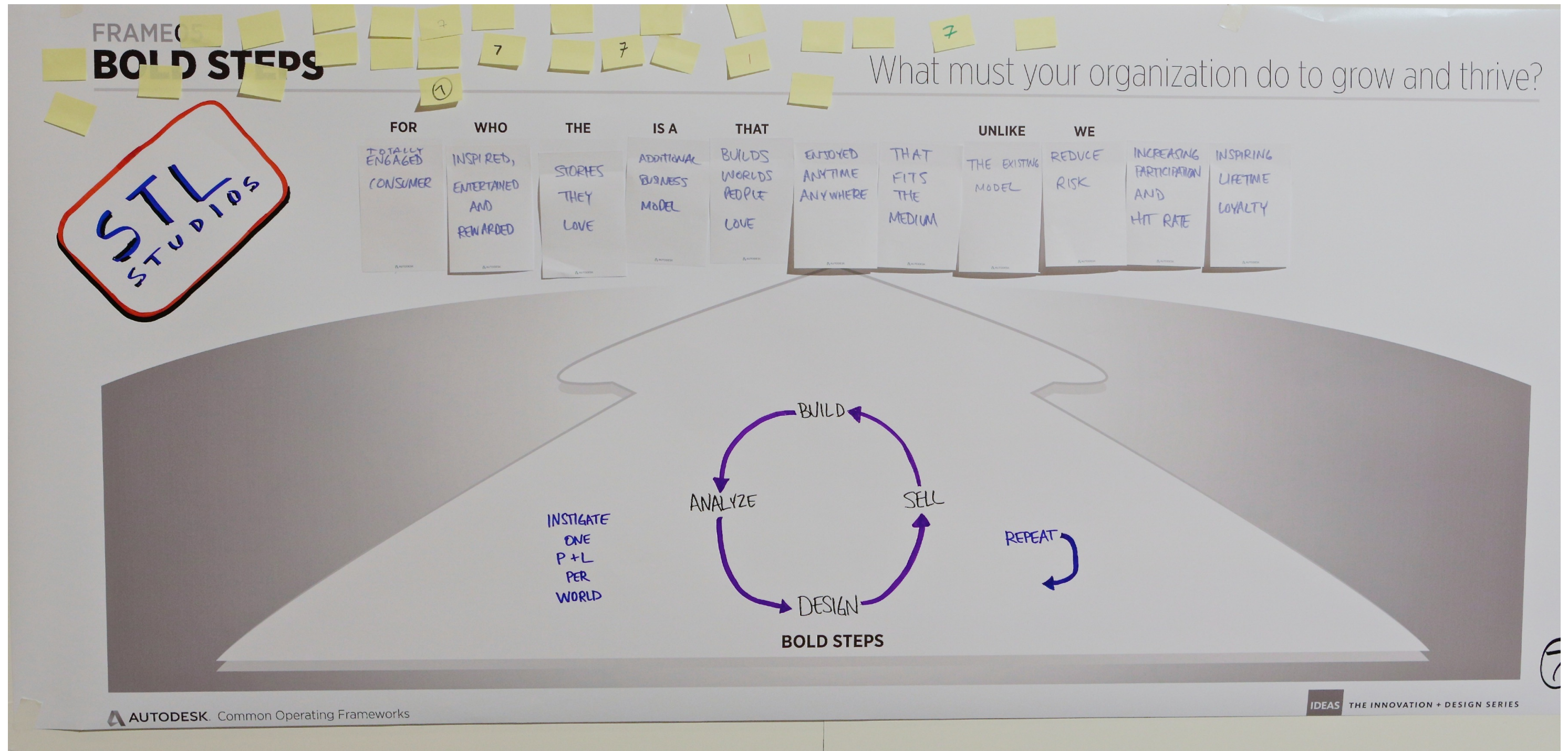
BOLD STEPS

TEAM SIX: Design & Construction

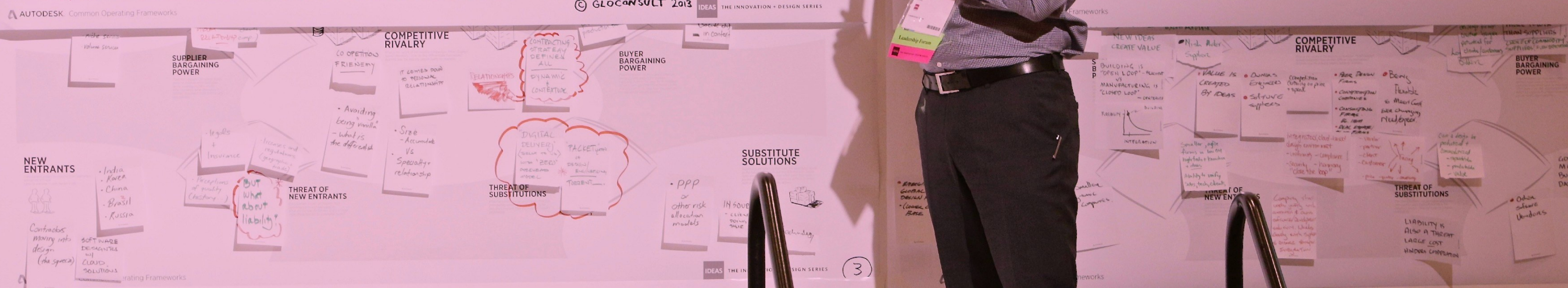
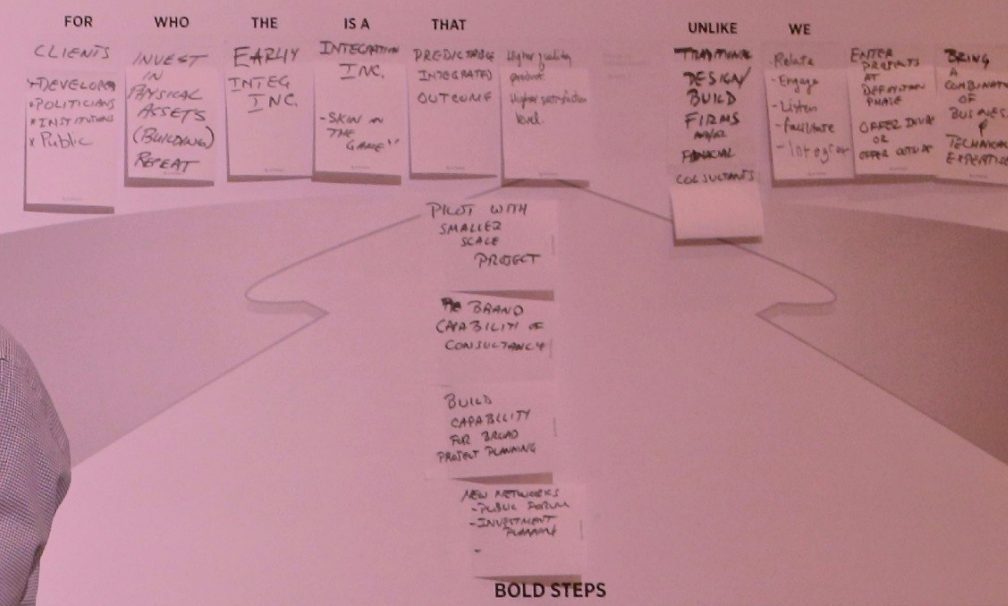
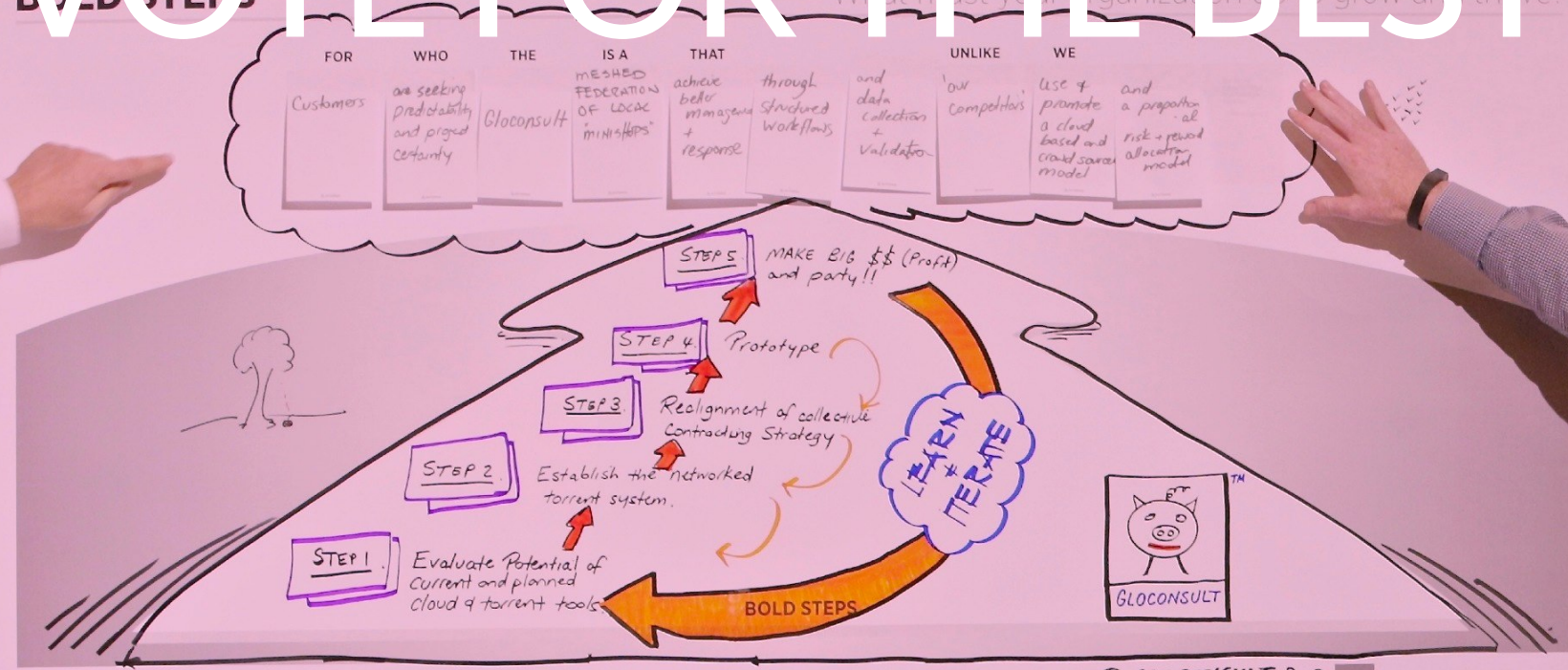


BOLD STEPS

TEAM SEVEN: Entertainment



BEST BUSINESS MODELS VOTE FOR THE BEST THREE



BEST BUSINESS MODELS

VOTE FOR THE BEST THREE

Each team make a 90 second pitch that illustrated their business model.

Collectively, the group voted to select the best, most innovative model, as well as the best presentation.

What are the broad forces shaping your industry?

MENT

ECONOMY

POLICY

Environmental preservation is still an option versus necessity

Awareness to limitations of global resources is growing!

RISK BEING PUSHED TO CONTRACTORS DISTORTION B/W RISK & REWARD

MARGIN PRESSURE - NEEDS TO MAKE A RETURN

Economic uncertainty is stifling productivity

Integrated thinking is required for success

Reduced funding, government (Fed, State, ...) projects

"Buyer's Market" - increased commoditization

Awareness of legal requirements in the synthetic or virtual world

Policy making has become stratified - non-productive "collaboration" is losing!

DATA OWNERSHIP & SECURITY GLOBALLY IS HEAVILY REGULATED & VERY COMPLEX

ACA IMPACT ON HEALTHCARE PROVIDERS: HOW THEY DELIVER SERVICES

NEW FINANCE

YOU!

ESTABLISH MUTUAL PERFORMANCE METRICS & GENERATE PROOF

COST SAVINGS CERTAINLY

ENHANCED ROI

REDEFINE IPD
DEFINE VALUE PROP. FOR ALT. CONTRACTING FORM

IMPROVE SUPPLY CHAIN MANAGEMENT
- DESIGN
- MATERIALS
- EXECUTION
- MANAGEMENT

AME01 GLOBAL DRIVERS

SOCIETY

INCREASING

Connectivity through social media

Digital HUMAN INTERACTION - ONLINE GAMING - TEXTING

Disruptive generational innovation

Construction is reassembling manufacturing

INCREASING DATA COMPLEXITY & AVAILABILITY DURING DESIGN

SPEED DEMANDS - INSTANT GRATIFICATION

INCREASING PRESSURE TO OPERATE SUSTAINABLY

COMMUNICATION OF TODAY'S REALITY

INCREASING PRESSURE TO ELIMINATE WASTE /

MASTER Inc.

What must your organization

FRAME05 BOLD STEPS

FOR

SOPHISTICATED OWNER USERS
OPERATIONAL DRIVEN DESIGN
BUILDER
SOFTWARE TECHNOLOGY

WHO

HAS HIGH VOLUME OF NEED & VALUES STRATEGIC PARTNERSHIP IP

THE

MASTER Inc.

IS A

MASTER APPRENTICE PROBLEM SOLVING

THAT

PROVIDES INTEGRATED BUSINESS VALUE

THAT PROBLEM SOLVING

SPEED

OWN

OF

CREATING BETTER FUNCTIONAL OUTCOMES

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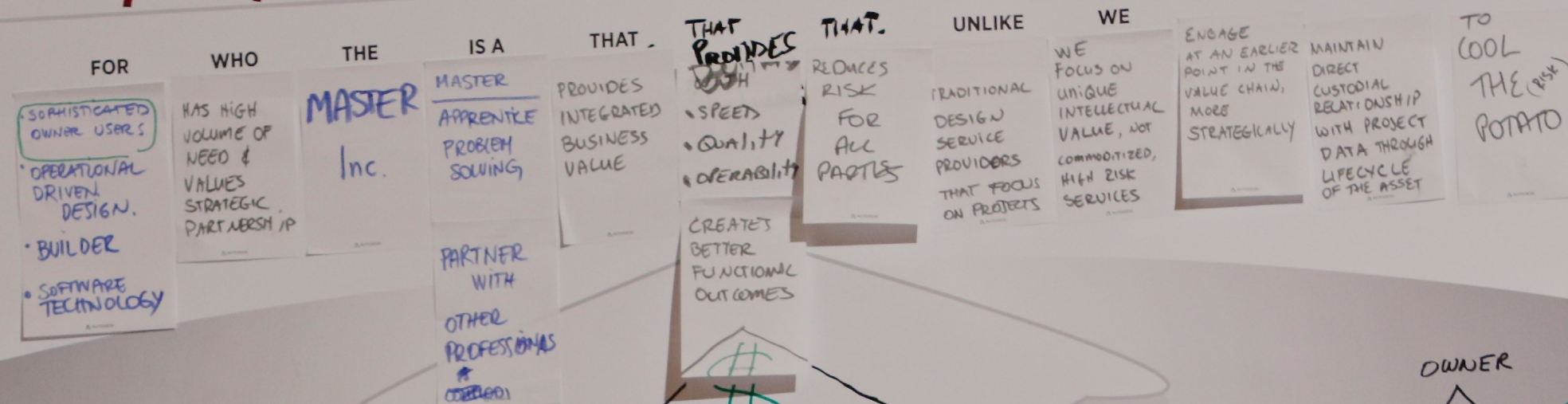
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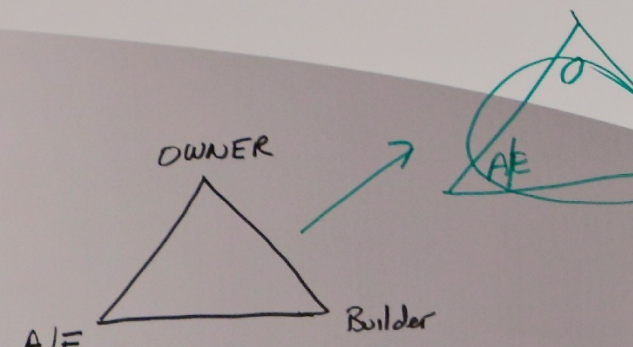
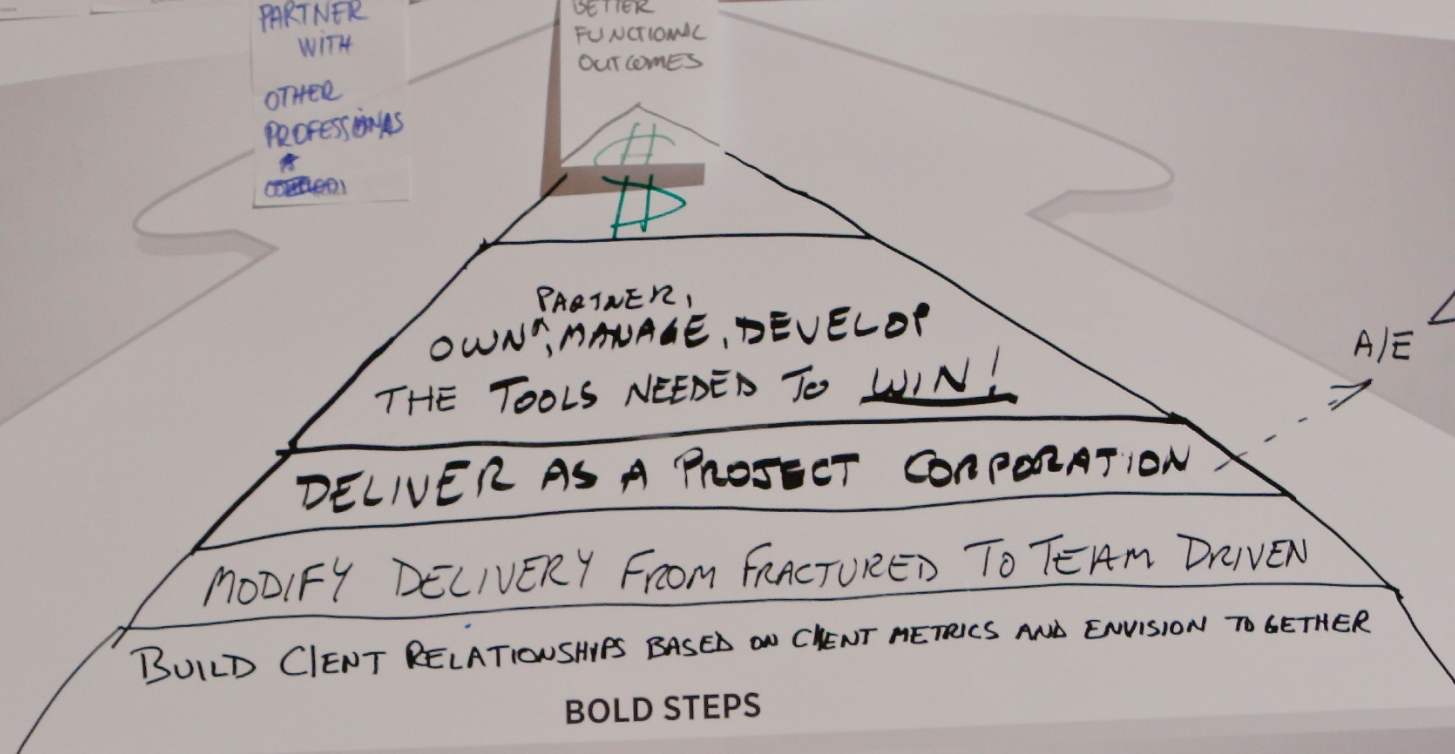
FRAME05
BOLD STEPS

MASTER Inc.

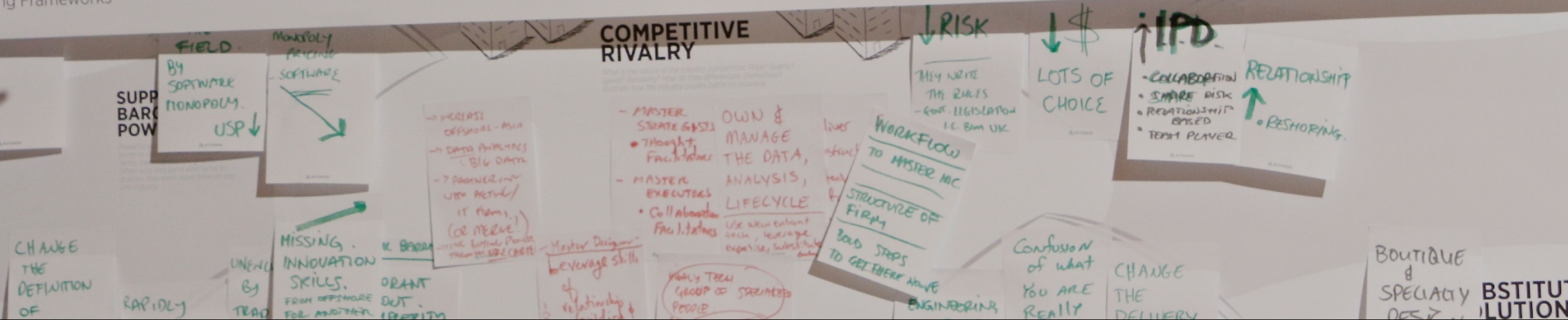
What must your organization do to grow and thrive?

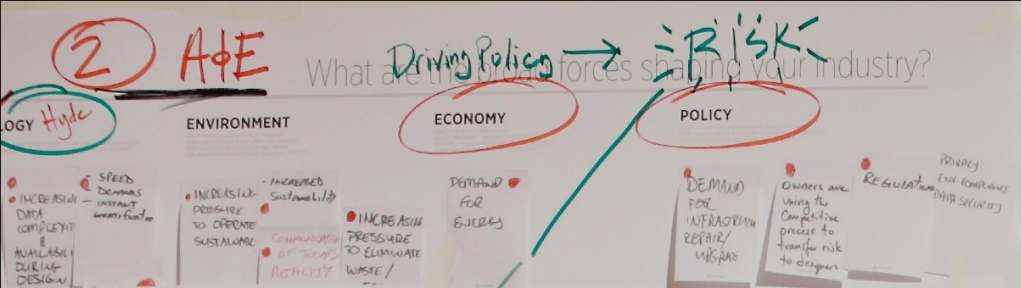


AWESOME COLLABORATION AGREEMENT.



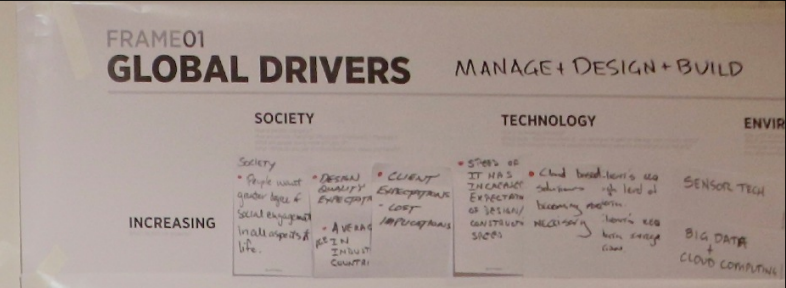
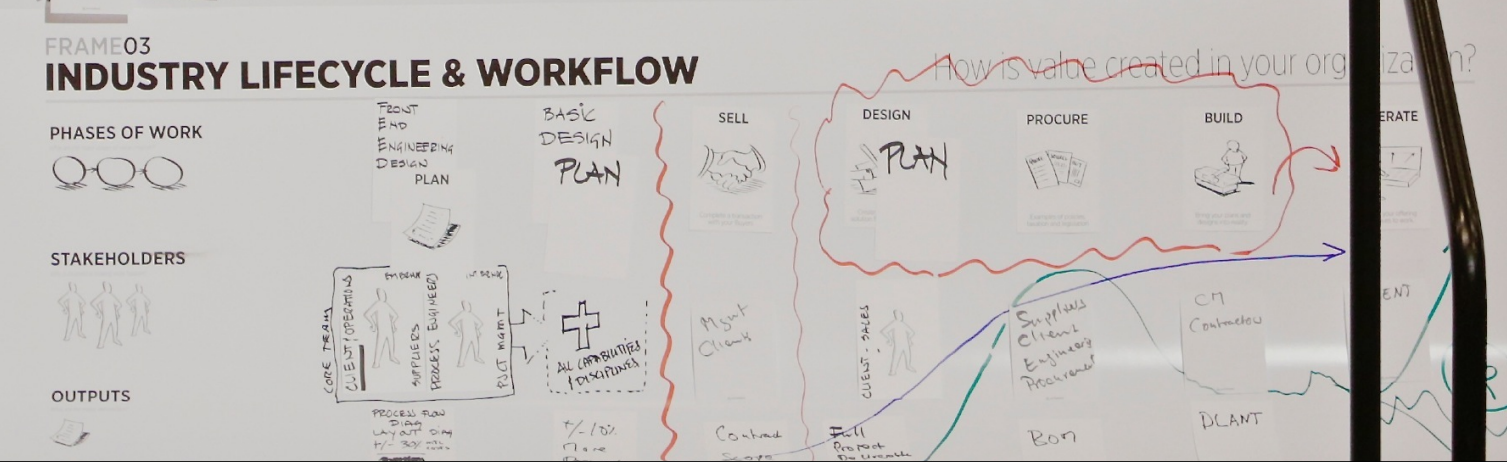
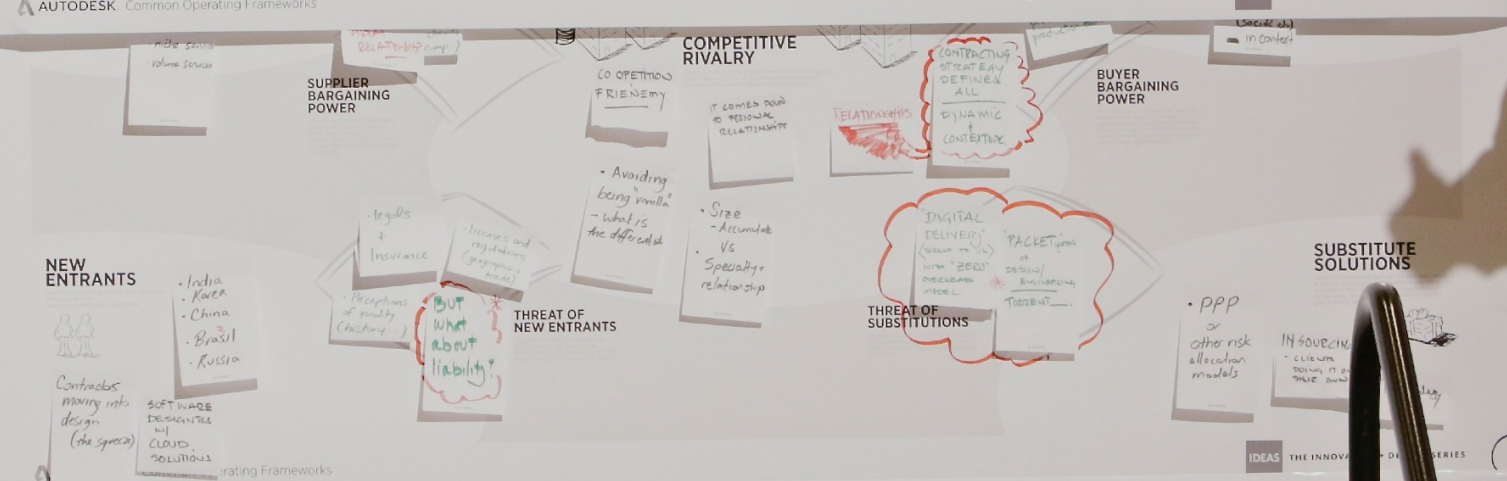
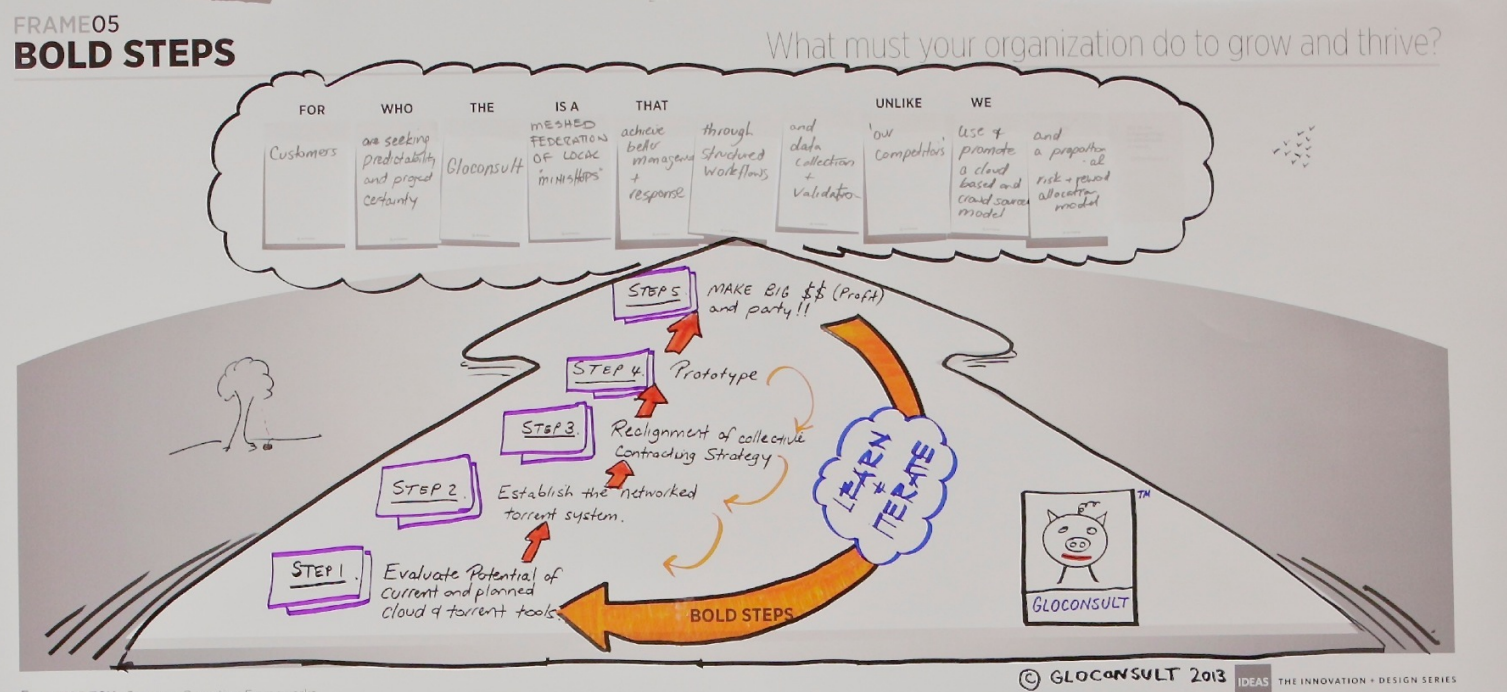
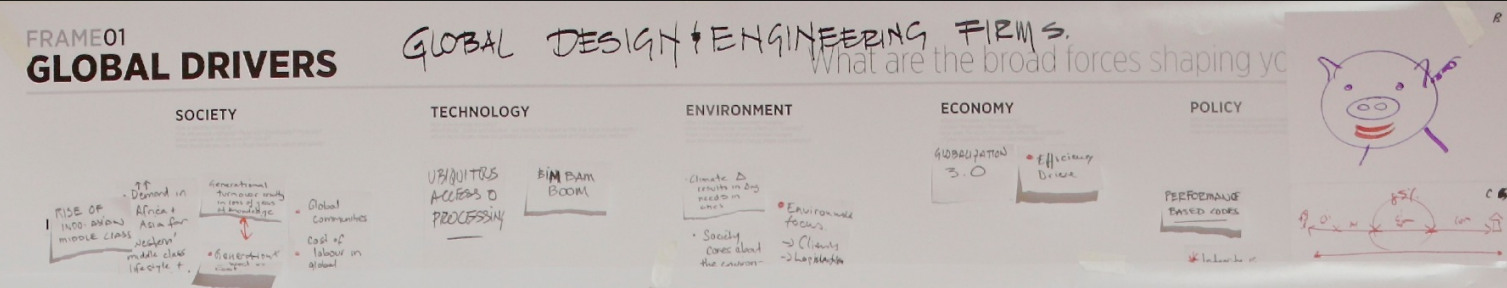
Paul Gibson
Leadership Forum
ENTERPRISE PRIORITY SUPPORT





TER Inc

What must your organization do to grow and thrive?





DESIGN
BUILD
FIRMS
AND/OR
FINANCIAL
CONSULTANTS

- Engage
- Listen
- Facilitate
- Integrate

AT DEFINITION
PHASE
OFFER INVITE
OR
OFFER OUTSIDE

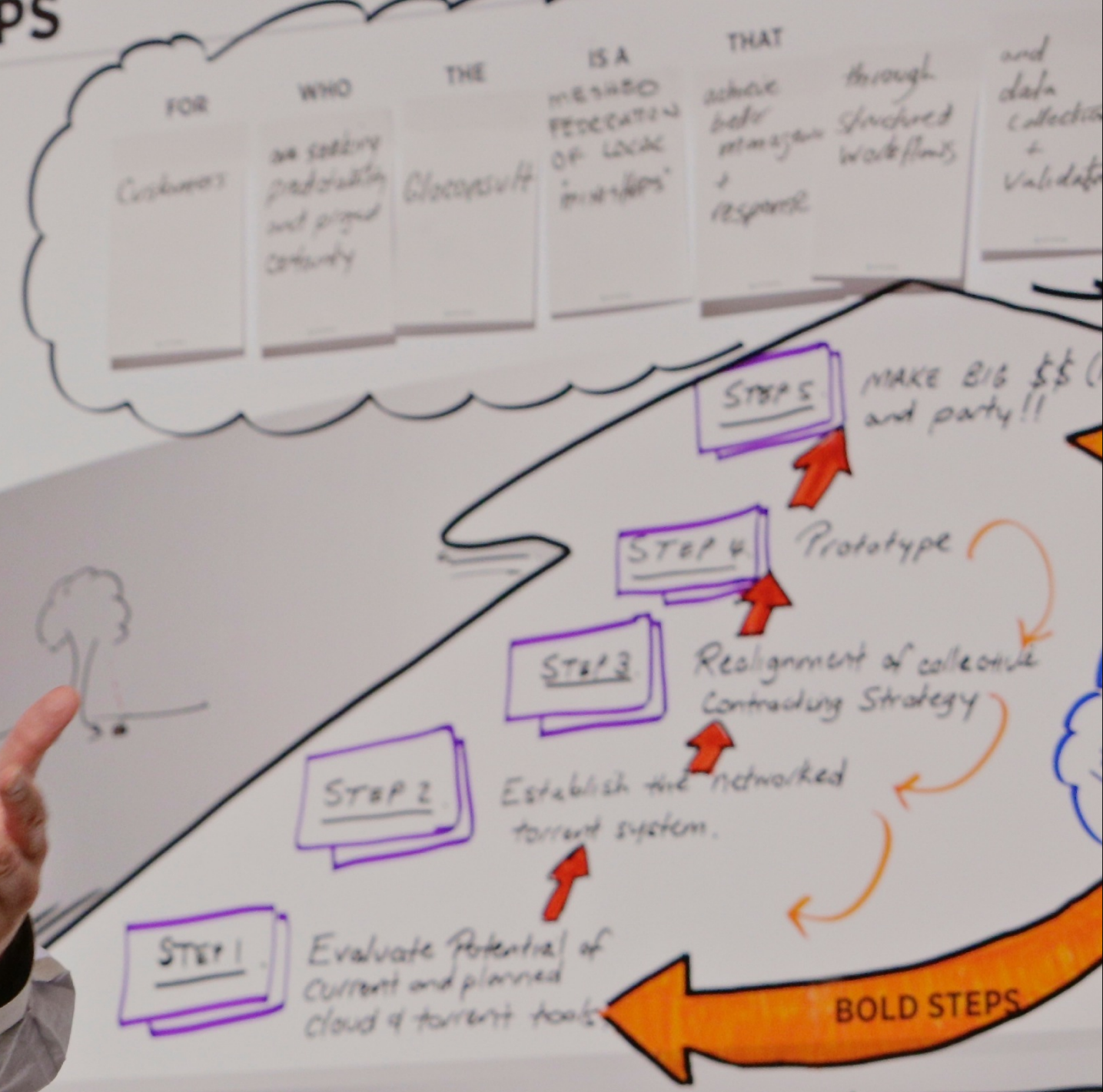
A COMBINATION
OF
BUSINESS
&
TECHNICAL
EXPERTISE

* POLITICIANS
* INSTITUTIONS
* Public

LD STEPS



FRAME05 BOLD STEPS



IDEAS THE INNOVATION + DESIGN SERIES

5

within your industry?

BUYERS

- INDUSTRIAL
- GOVERNMENT
- INVESTORS
- RELIABILITY
- QUALITY
- PRODUCTIVITY
- ROI
- FLEXIBILITY
- SUSTAINABILITY

• Take the risk
⇒ make profit
- Understanding of
the business of
customers [Changes]

BOLD

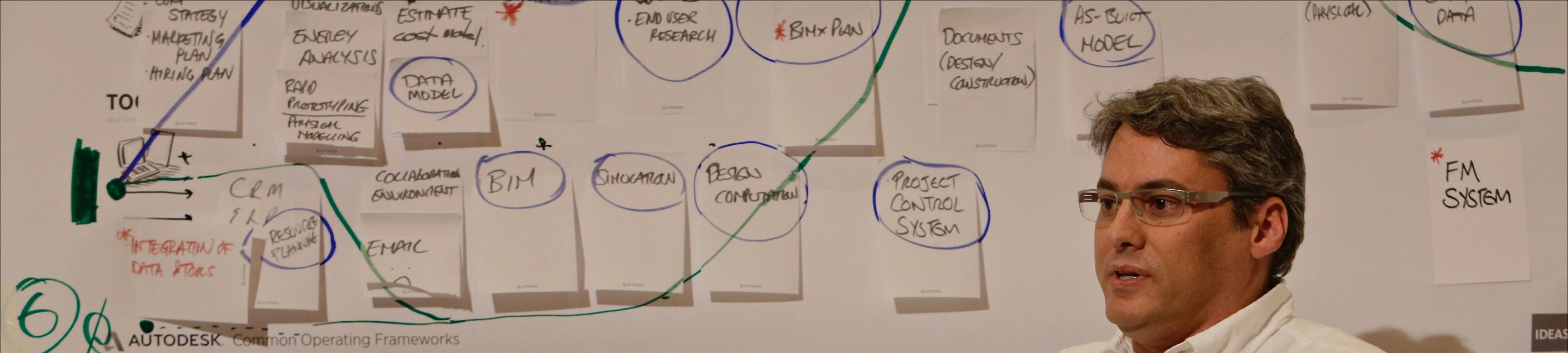
FOCUS
"NICHE GLOBAL
PROBLEM"
"1-STOPSHOP
FOR THIS NICHE"



What must your organization

THAT	UNLIKE	WE
FOR STUDENTS AFFORDABLE * MOBILE * PERSONAL * RELIABLE TRUSTABLE SUSTAINABLE SOLUTION	CREATE END TO END, SUSTAINABLE SOLUTIONS OPTIMIZING CAPEX+OPEX	IDENTIFY LEARNING OUTCOMES AND PLOT...





FRAME05 BOLD STEPS

FOCUS
"NICHE GLOBAL PROBLEM"
"1-STOPSHOP FOR THIS NICHE"

FOR
LIFELONG LEARNERS

WHO
EXPERIENCE, KNOWLEDGE IN AN APPROPRIATE ENVIRONMENT

THE
ENVIRONMENT (BOTH PHYSICAL & VIRTUAL) (SYSTEM)

RELIABLE TRUSTABLE SUSTAINABLE SOLUTION

SUSTAINABLE SOLUTIONS OPTIMIZING CAPEX+OPEX

COMBINES FREE & LOW-COST CONTENT WITH IN-PERSON LEARNING EXPERIENCES

GANESHA
LEADERSHIP FORUM

STAKEHOLDERS

INDUSTRY
MEDIA
COMPETITORS
PARTNERS
LEADERSHIP
EMPLOYEES

Client
Classes
Facilities

External
Regulatory
Gov.
Community

Legal

PROJECT
TEAM
CLIENT
PARTNERS
EXT: GOV.

PROJECT
TEAM
CLIENT
PARTNERS
EXT: GOV.

PROJECT TEAM
CLIENT
END USERS
GOV/REG
PARTNERS
COMMUNITY

SUBS/PARTNERS
CLIENT
END USERS?

Contractors
Sub-Contractors
Specialist supply

F.M.
Utilities

OUTPUTS

CORP
STRATEGY
MARKETING
PLAN
HIRING PLAN

VISUALIZATIONS
ENERGY
ANALYSIS

ESTIMATE
COST MODEL

DATA
MODEL

RAND
PROTOTYPING
ANALYTICAL
MODELLING

TOI

CRM
FLP

INTEGRATION OF
DATA & TOOLS

RESOURCE
PLANNING

COLLABORATION
ENVIRONMENT

BIM

SIMOCAT

EMAIL

AS-BUILT
MODEL

ASSET
(PHYSICAL)

O&M
DATA

FM
SYSTEM

AUTODESK. Common Operating Frameworks

FRAME05

BOLD STEPS

FOCUS

"NICHE GLOBAL
PROBLEM"
"I-STOPSHOP
FOR THIS NICHE"

FOR

LIFELONG
LEARNERS

WHO

NEED
SKILLS,
EXPERIENCE,
KNOWLEDGE
IN AN APPROPRIATE
ENVIRONMENT

THE

GANESHA
GROUP

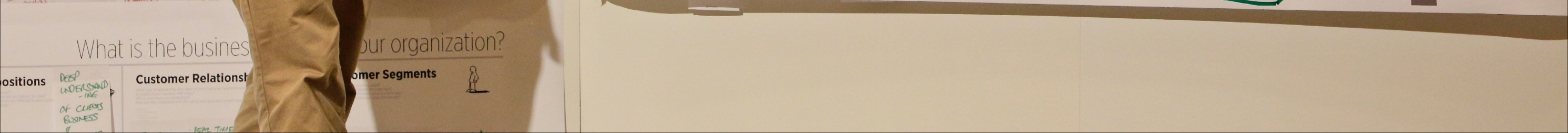
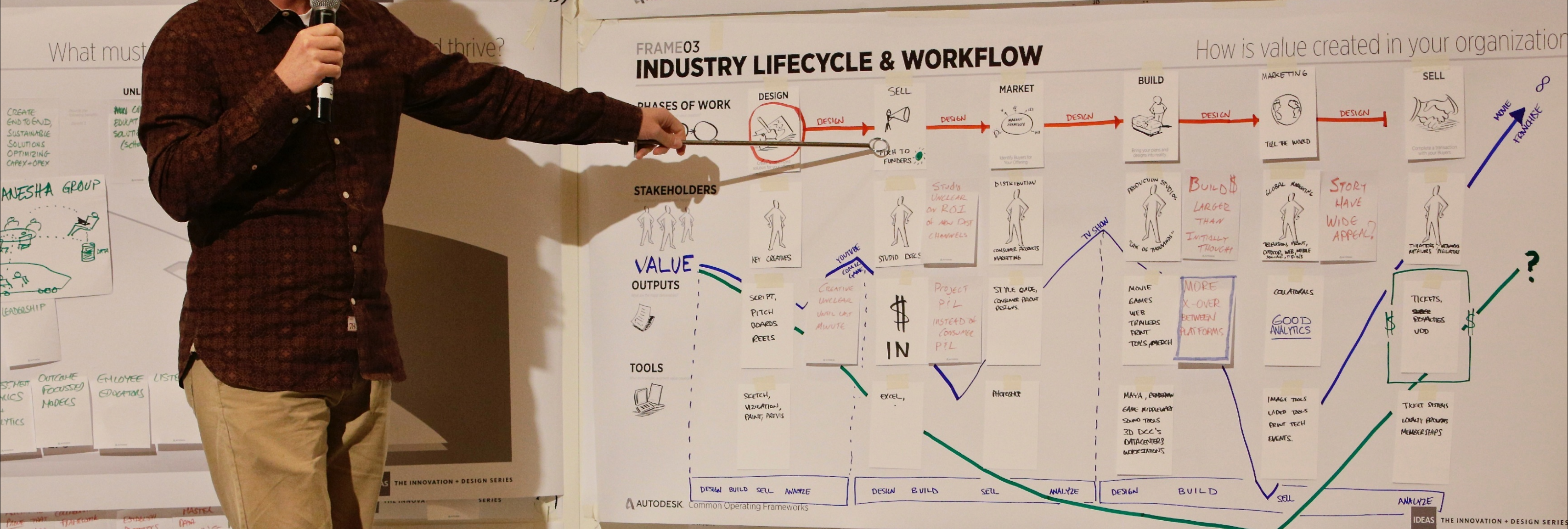
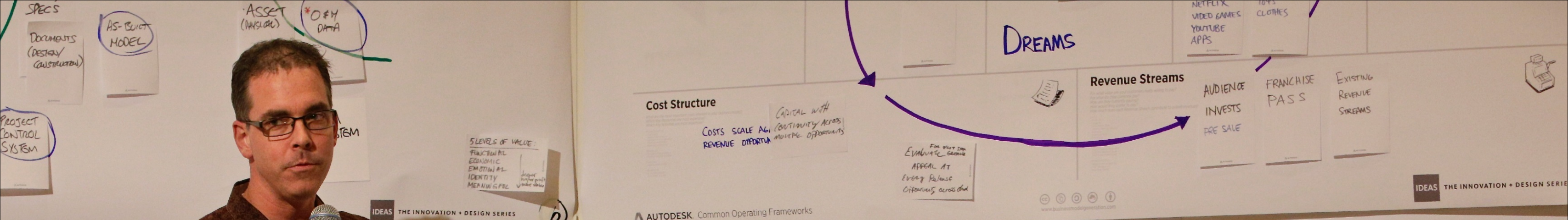
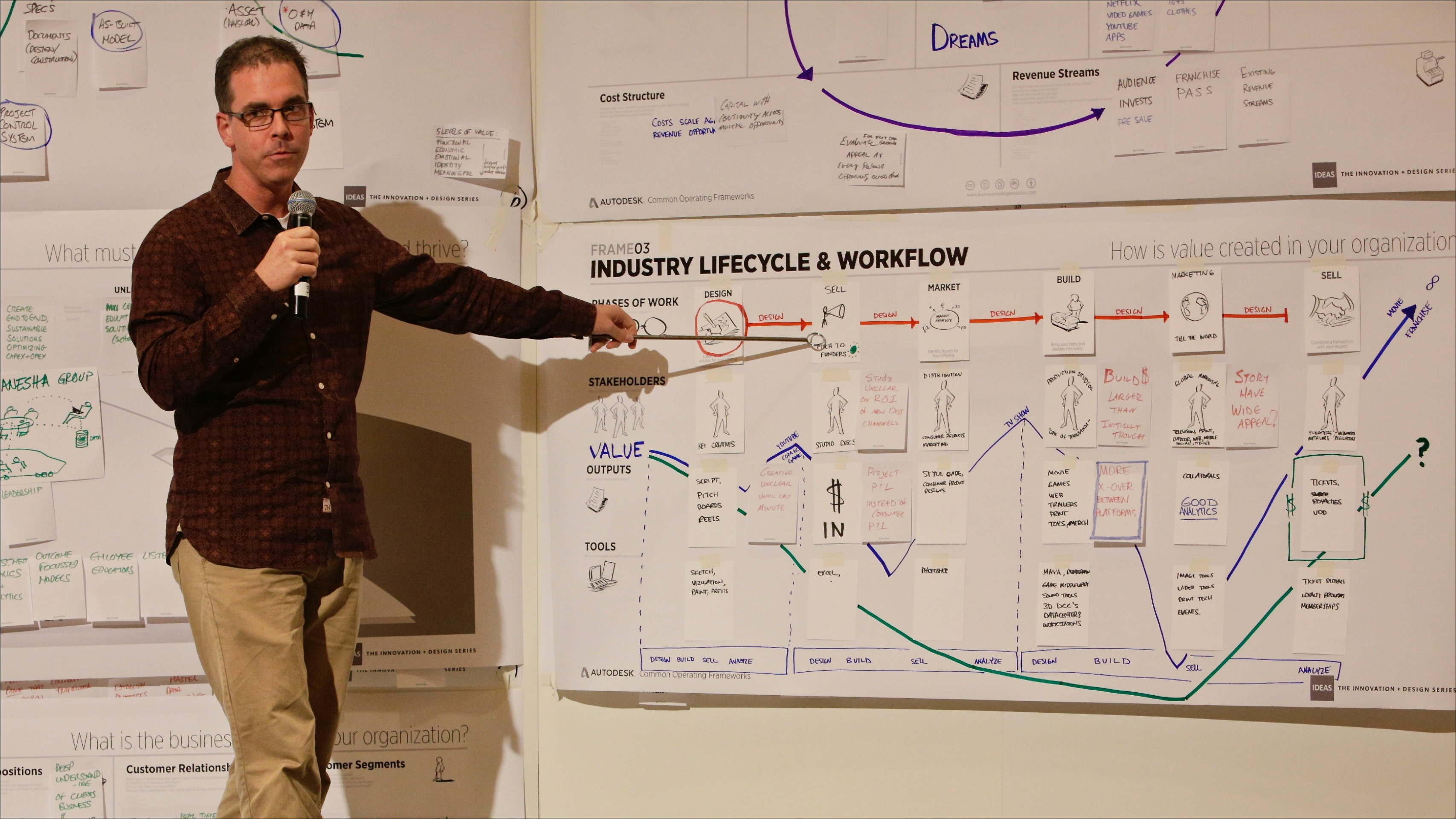
WE

IDENTIFY
LEARNING
OUTCOMES
AND PLOT...

CREATE
PERSONAL
LEARNING
PLANS &
JOURNEYS

CREATE
NETWORKS
OF LEARNERS
& EXPERTS

CONVERTS
FREE & LOW
COST CONTENT
WITH IN-PEER
LEARNING
EXPERIENCE



What must your organization do to grow and thrive?

THE INNOVATION + DESIGN SERIES

What must your organization do to grow and thrive?

Value Propositions

What is your organization?

DREAMS

Cost Structure

Revenue Streams

IDEAS THE INNOVATION + DESIGN SERIES

AUTODESK Common Operating Frameworks

FRAME05 BOLD STEPS

STL STUDIOS

FOR WHO THE IS A THAT UNLIKE WE

INSTIGATE ONE P+L PER WORLD

BUILD ANALYZE SELL DESIGN BOLD STEPS

REPEAT

AUTODESK Common Operating Frameworks

IDEAS THE INNOVATION + DESIGN SERIES



Architecture and Construction Service Providers



John
Jacobs

JE Dunn Construction
United States



Workshop Forum

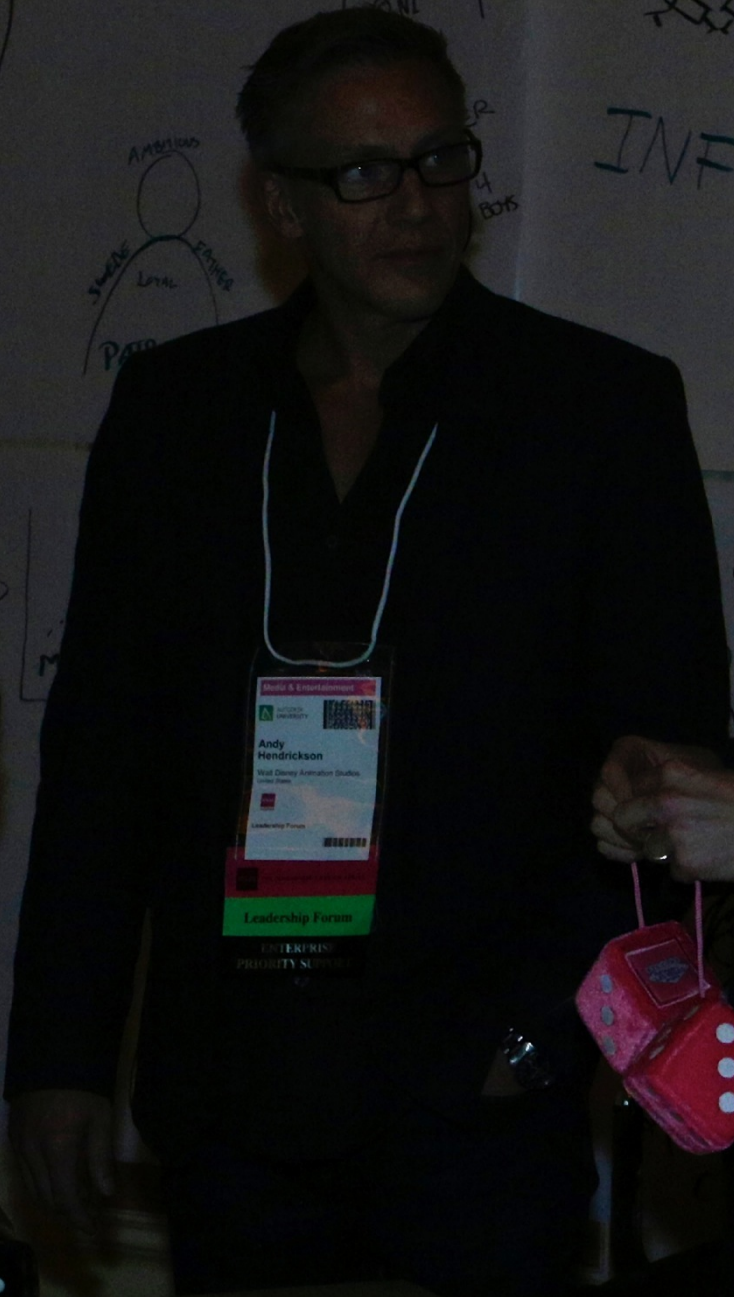


THE INNOVATION & DESIGN EXHIBIT

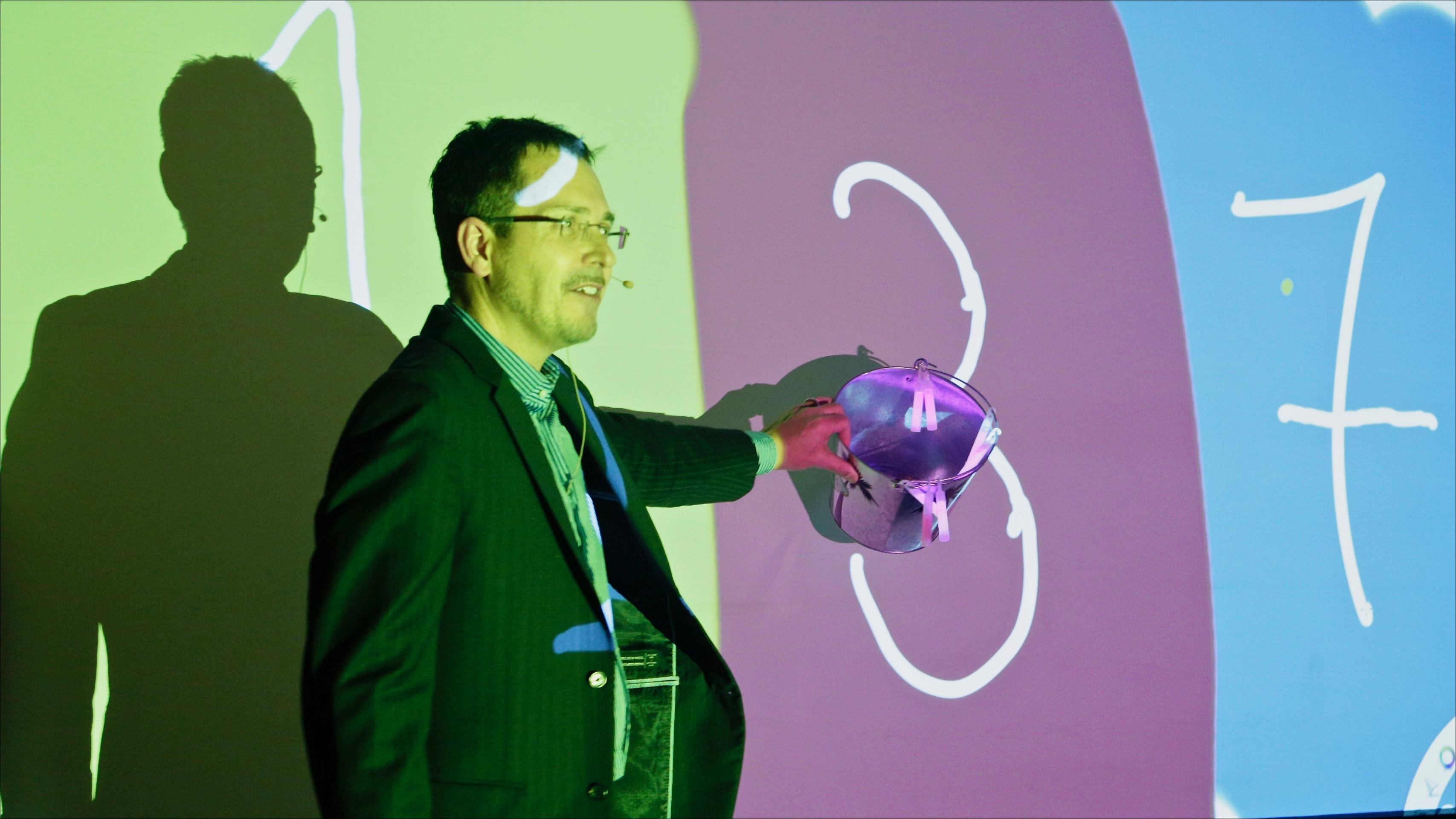
Workshop Forum

WELCOME

TO LAS VEGAS









THE WINNERS - TEAM 7

A NEW ENTERTAINMENT MODEL