

# Design Thinking + Business Modeling

Inspiration, Ideation, Iteration, Implementation...  
and Impact

Greg Horowitz, Director of Innovation Design

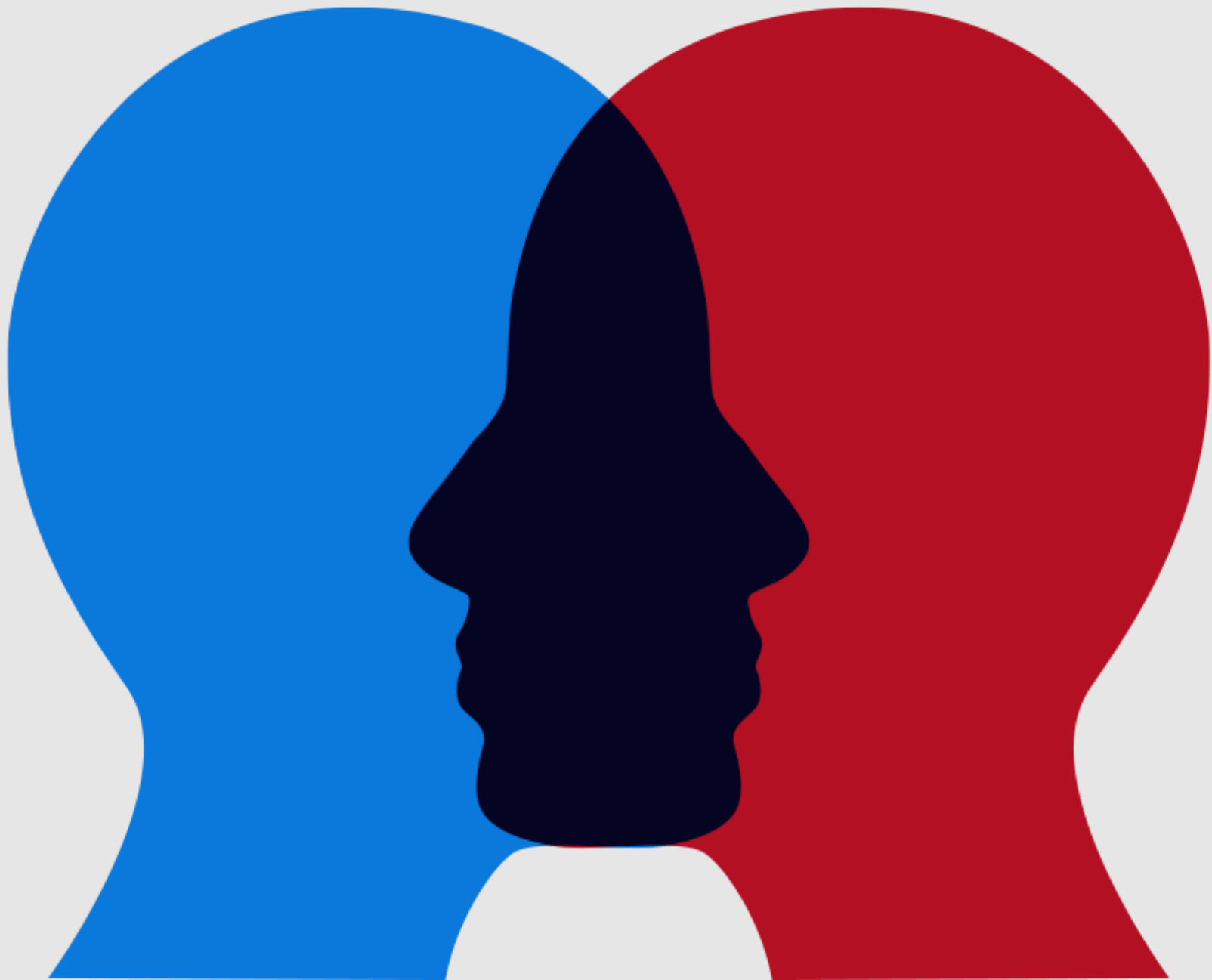
UC San Diego

**RESEARCH AFFAIRS**

Office of Innovation and Commercialization

**Design thinking** is a **human-centered** approach to **innovation** that draws from the designer's toolkit to integrate the **needs of people**, the **possibilities of technology**, and the **requirements for business success**.

- Tim Brown, CEO of IDEO



“Could a greater  
miracle take place  
than for us to look  
through each other’s  
eyes?”

Henry David Thoreau

# THE 4 PRINCIPLES OF DESIGN THINKING

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## 1. THE HUMAN RULE

All design activity is social in nature



## 2. THE AMBIGUITY RULE

Ambiguity is inevitable — experiment at the limits of your knowledge!



## 3. ALL DESIGN IS REDESIGN

While technology and social circumstances may change, basic human needs remain unchanged.



## 4. THE TANGIBILITY RULE

Prototypes help to make ideas tangible, enabling designers to communicate them effectively.

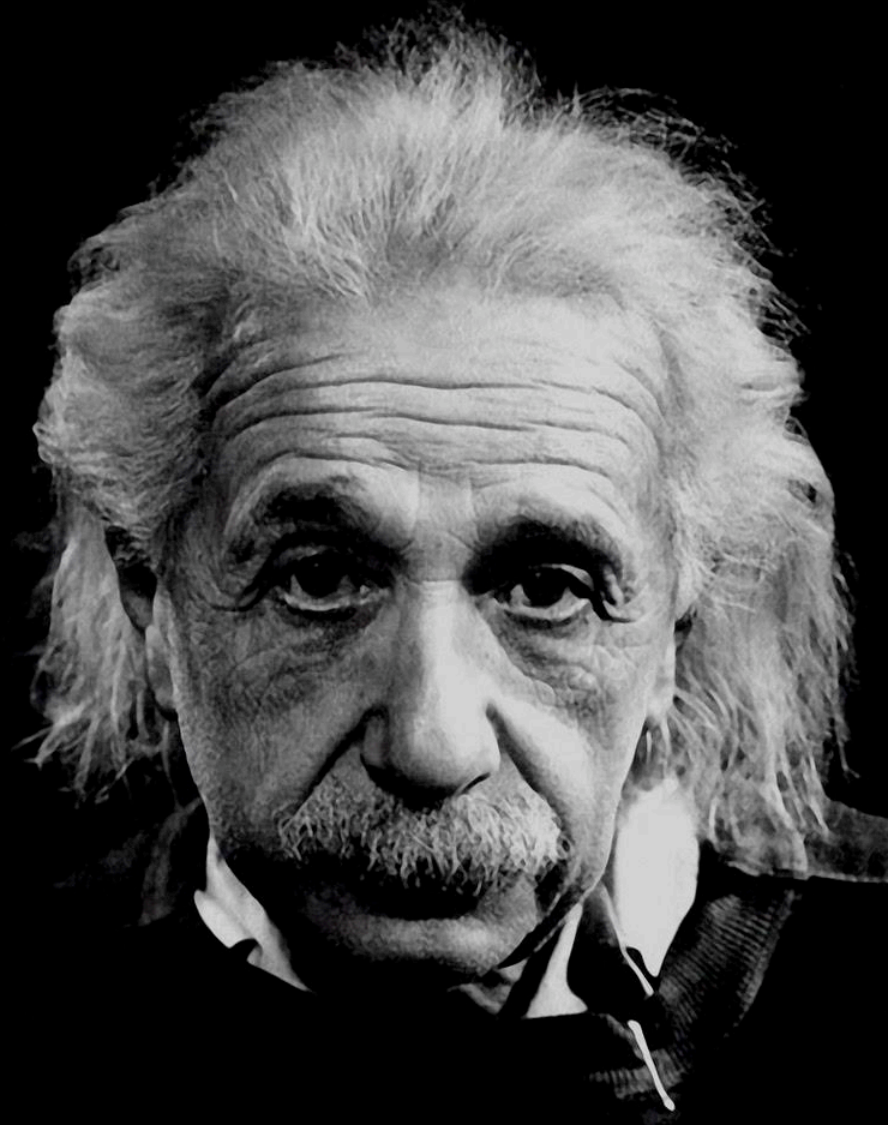
# 3 ESSENTIAL TRAITS OF HIGH IMPACT INNOVATORS

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**Master these and the possibilities will be endless**

“I am neither clever nor especially gifted. I am only very, very curious.”

-Albert Einstein

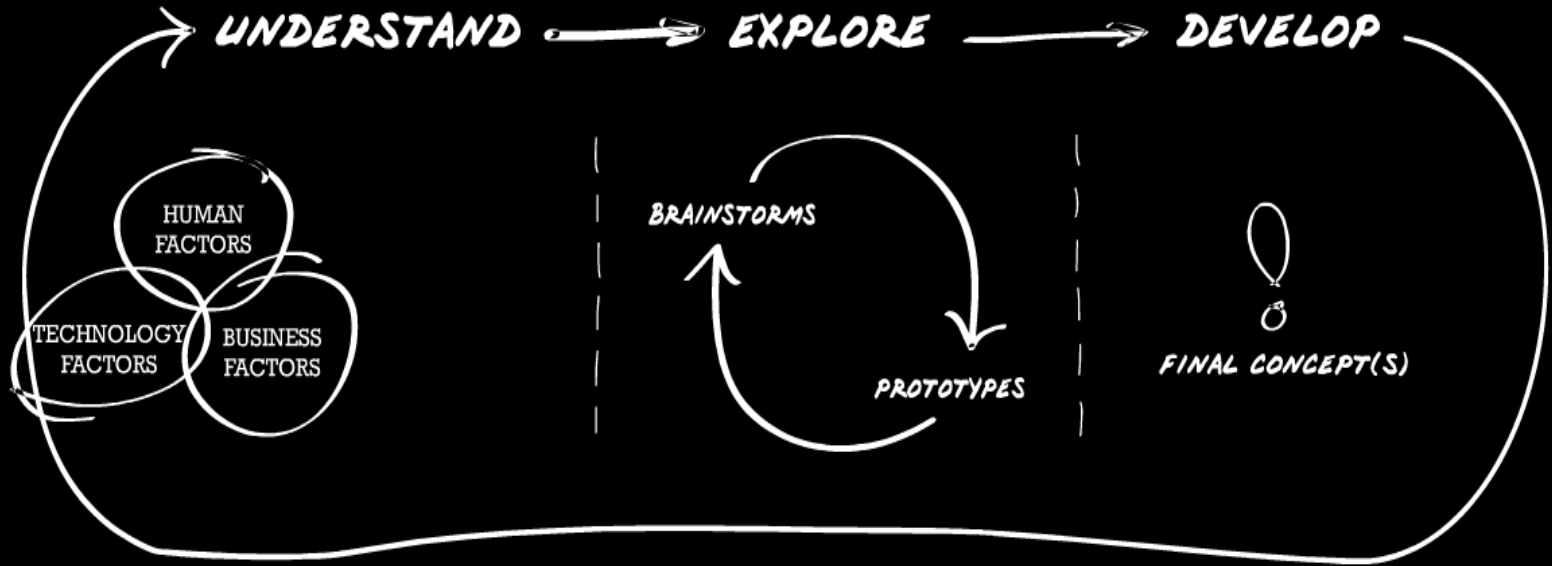


**“We learn by asking questions. We learn better by asking better questions. We learn more by having opportunities to ask more questions”** *-Morgan & Saxton (1991)*





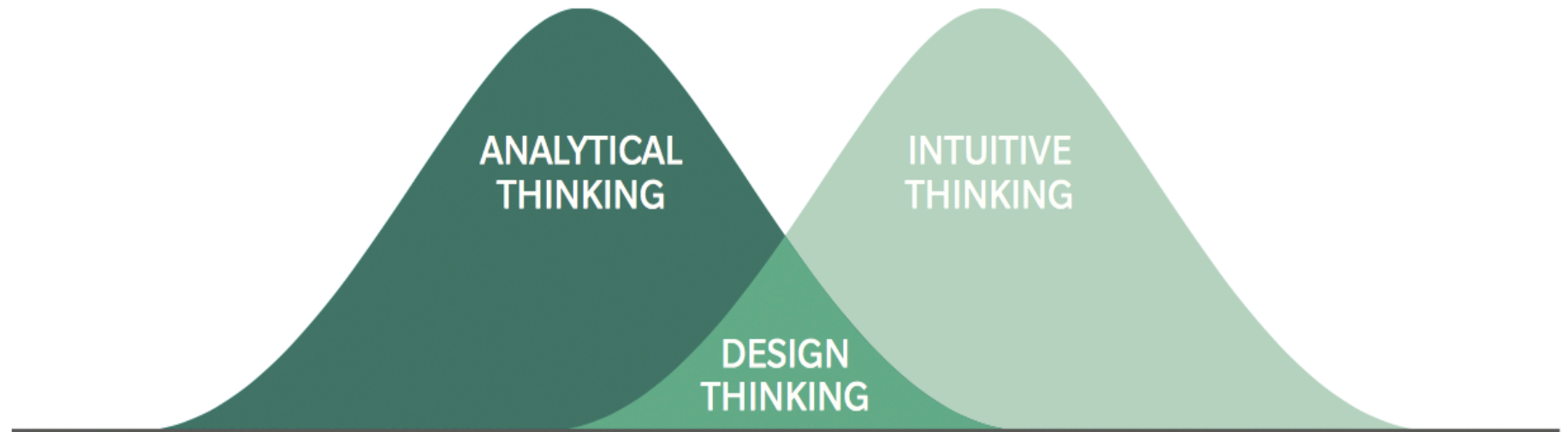
# DESIGN THINKING



# DESIGN THINKING AT THE CORE OF INNOVATION

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Design Thinking as the combination of analytical and intuitive thinking

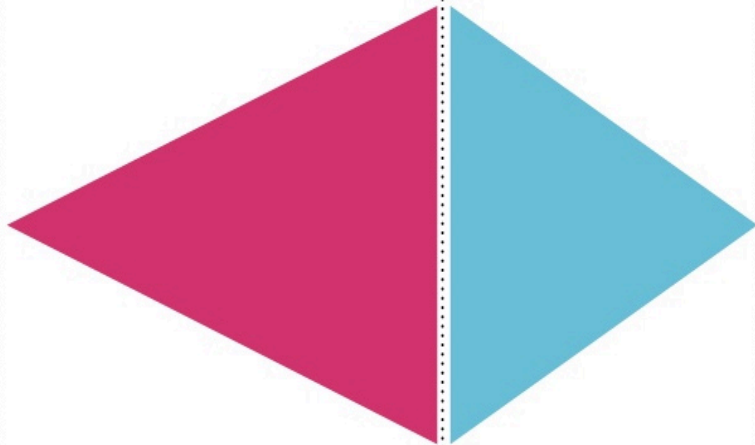


**Source:** Adapted from Martin R., *The Design of Business: Why Design Thinking Is the Next Competitive Advantage*, Harvard Business Review Press, 2009.

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# Understand

Understanding ends in **Insight**.

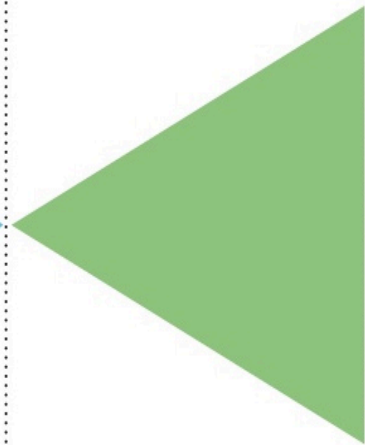


*Empathy*

*Define*

# Create

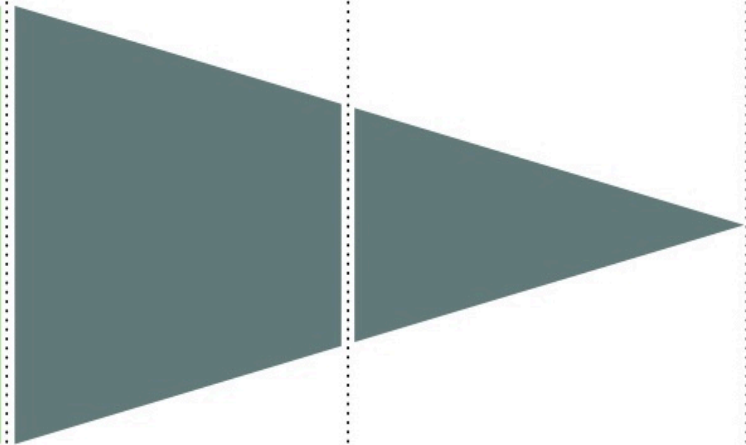
Creation ends in **ideas**.



*Ideate*

# Deliver

Delivery ends in **reality**.



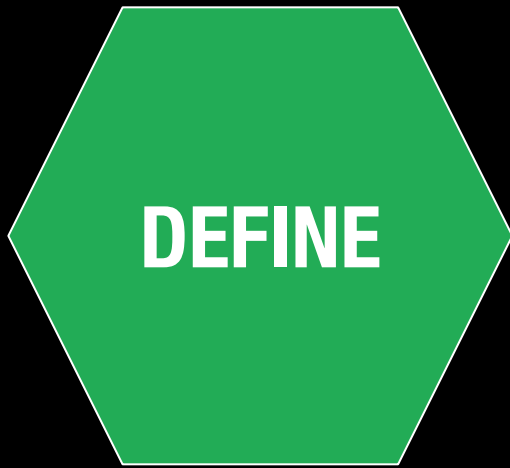
*Prototype*

*Test*



**EMPATHIZE**

**“To create meaningful innovations,  
you need to know your users and  
care about their lives”**



**“Framing the right problem is the only way to create the right solution”**



IDEATE

**“It’s not about coming up with the ‘right’ idea, **it’s about** generating the broadest range of **possibilities**.”**

An orange hexagon with the word "PROTOTYPE" written inside in white, bold, uppercase letters.

**PROTOTYPE**

**“Build to **think**, and test to **learn**”**



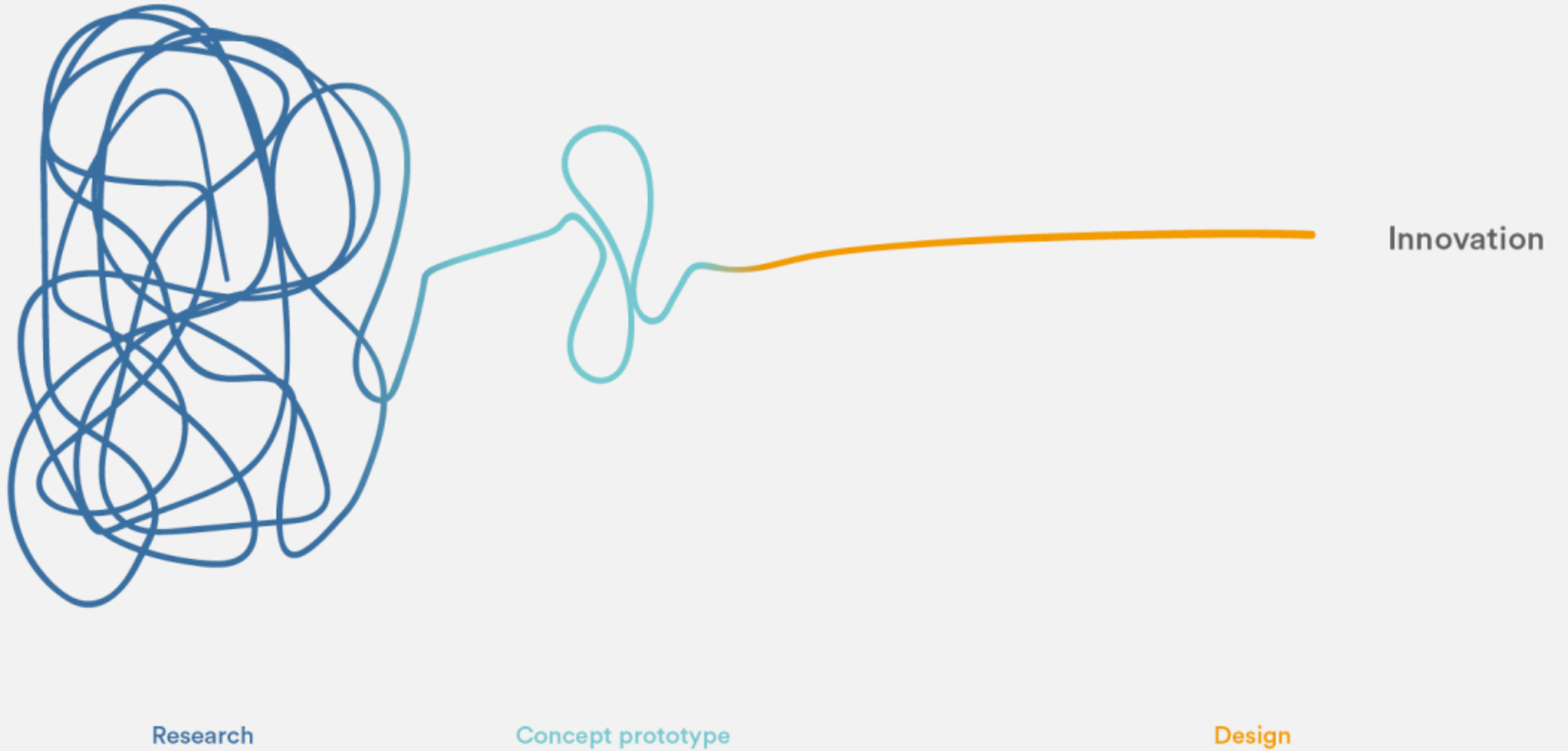


**TEST**

**“Testing is an opportunity to learn about  
your **solution and your user”****

Uncertainty / Patterns / Insights

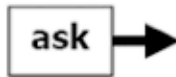
Clarity / Focus



Source: Creativityatwork.com

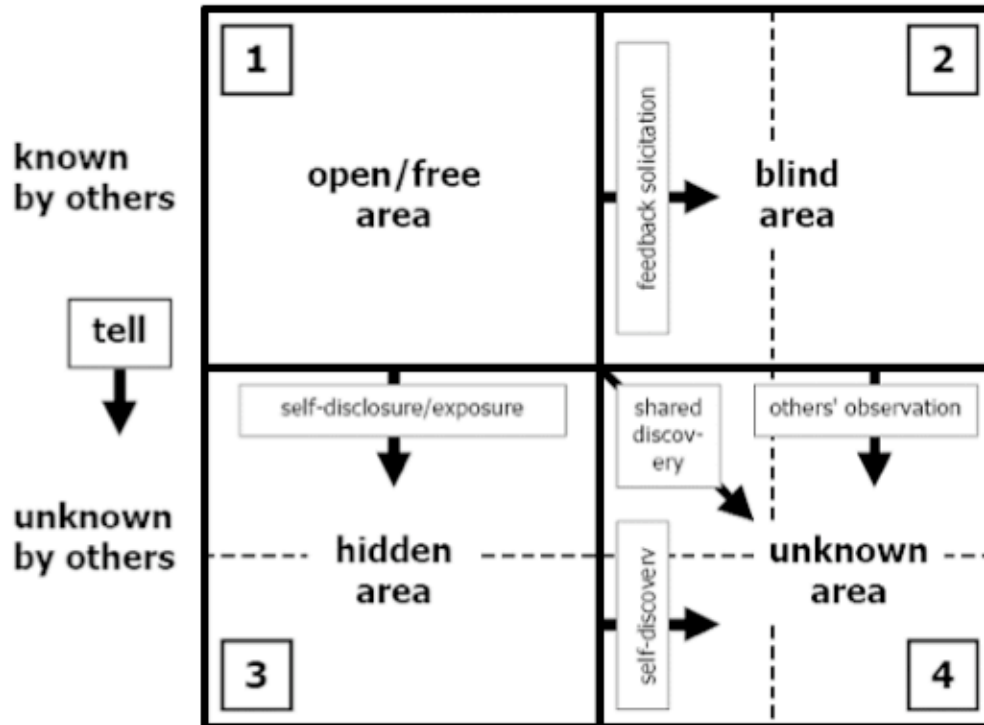
known

known  
by self



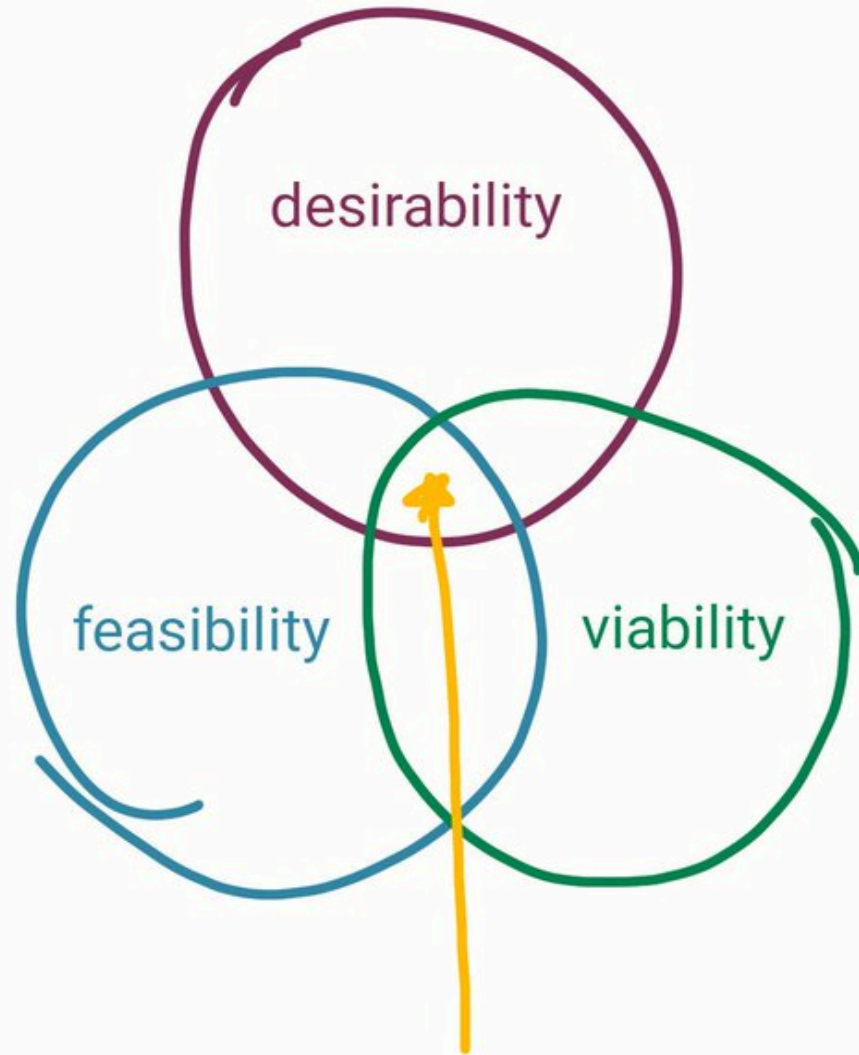
unknown  
by self

self



others

unknown



successful design

## **GREAT IDEA**

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Opens an attractive new strategic market space and life space.

## **GREAT BUSINESS**

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Is feasible, makes money, grows over time and endures.



## **GREAT PRODUCT**

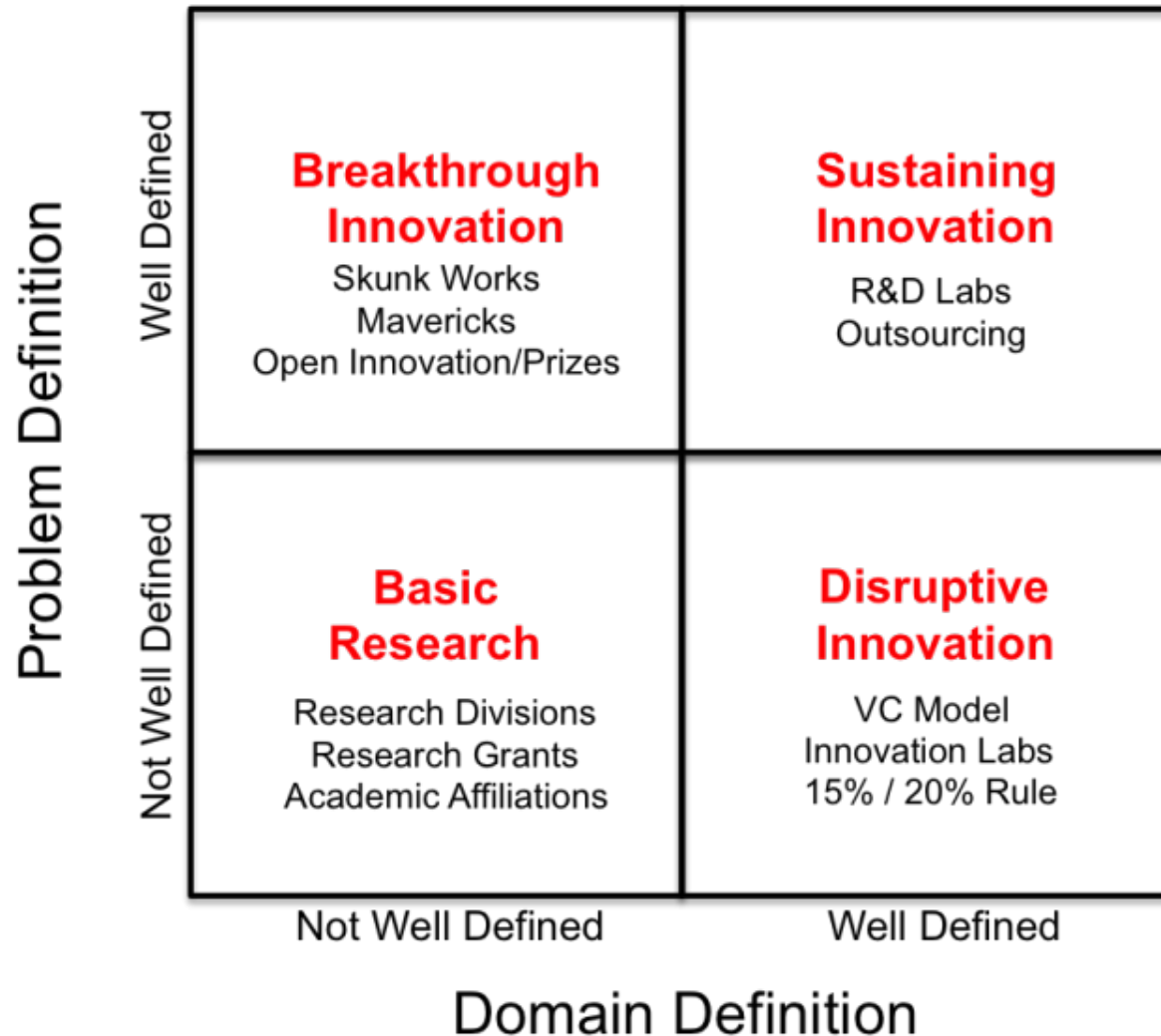
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Fulfills a need in an effective, compelling way.

# Innovation Matrix

Problem Definition	Well Defined	<b>Breakthrough Innovation</b> e.g. Open Innovation The Structure of DNA	<b>Sustaining Innovation</b> e.g. R&D The iPod
	Not Well Defined	<b>Basic Research</b> e.g. IBM Labs Quantum Teleportation	<b>Disruptive Innovation</b> e.g. VC Model Netflix
		Not Well Defined	Well Defined
		Domain Definition	

# Innovation Matrix



## Complex

the relationship between cause and effect can only be perceived in retrospect

*probe – sense - respond*

**emergent practice**

## Complicated

the relationship between cause and effect requires analysis or some other form of investigation and/or the application of expert knowledge

*sense – analyze - respond*

**good practice**

## novel practice

no relationship between cause and effect at systems level

*act – sense - respond*

## Chaotic

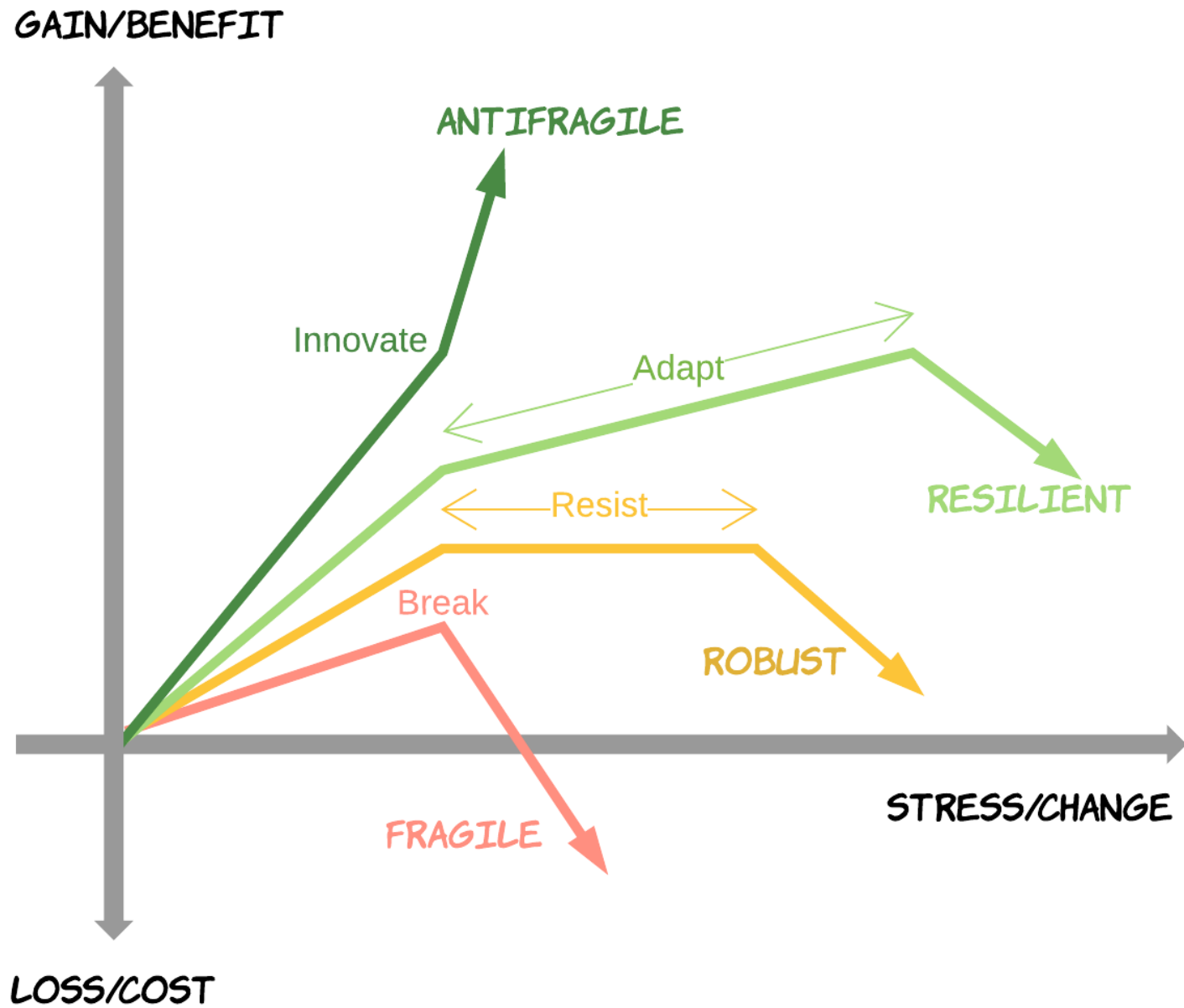
## best practice

the relationship between cause and effect is obvious to all

*sense – categorize - respond*

## Simple





# **BUSINESS MODEL GENERATION**

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**Framework Creation by Alex Osterwalder & Yves Pigneur**

# WHAT IS A BUSINESS MODEL?

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A business model is a way of articulating the flow and dependencies of how an organization creates, delivers and harvests value

# WHY IS THIS IMPORTANT?

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To organize your thoughts, understand options, assert hypotheses, and formulate ways to test them

# WHAT IS A BUSINESS CANVAS?

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A visual and flow form way of illustrating your business model

# Why business **modeling** vs. business **planning**?

- ▶ Business **plans are static** documents and **startups are dynamic**
- ▶ No business plan survives first contact with the customer (variation on Sun Tzu's 'Art of War')
- ▶ Companies without product and sales must develop hypotheses and a way to test them
- ▶ Your assumptions are more relevant to potential investors than a spreadsheet with financial models and a 'hockey stick' ramp
- ▶ Able to remodel as you 'pivot'

# BMI • Business model canvas

<p>● <b>Key partners</b></p> <p>Who are your most important partners? Which key resources do you acquire from partners? Which key activities do your partners perform?</p>	<p>● <b>Key activities</b></p> <p>What are the activities you perform every day to create &amp; deliver your value proposition?</p>	<p>● <b>Value propositions</b></p> <p>What is the value you delivery to your customer? Which of your customer's problems are you helping to solve? What is the customer need that your value proposition addresses? What is your promise to your customers? What are the products and services you create for your customers?</p>	<p>● <b>Customer relationships</b></p> <p>What relationship does each customer segment expect you to establish and maintain?</p>	<p>● <b>Customer segments</b></p> <p>For whom are you creating value? What are the customer segments that either pay, receive or decide on your value proposition?</p>
<p>● <b>Cost structure</b></p> <p>What are the important costs you make to create &amp; deliver your value proposition?</p>	<p>● <b>Key resources</b></p> <p>What are the resources you need to create &amp; deliver your value proposition?</p>		<p>● <b>Channels</b></p> <p>How does your value proposition reach your customer? Where can your customer buy or use your products or services?</p>	
<p>● <b>Revenue streams</b></p> <p>How do customers reward you for the value you provide to them? What are the different revenue models?</p>				

Opinions  
Hypotheses  
Heuristics  
Assumptions  
Observations  
Sensemaking  
Perception  
Intuition  
Anecdotes  
Facts  
Feelings  
Conjectures



# 9 Guesses

## The Business Model Canvas

Designed for:

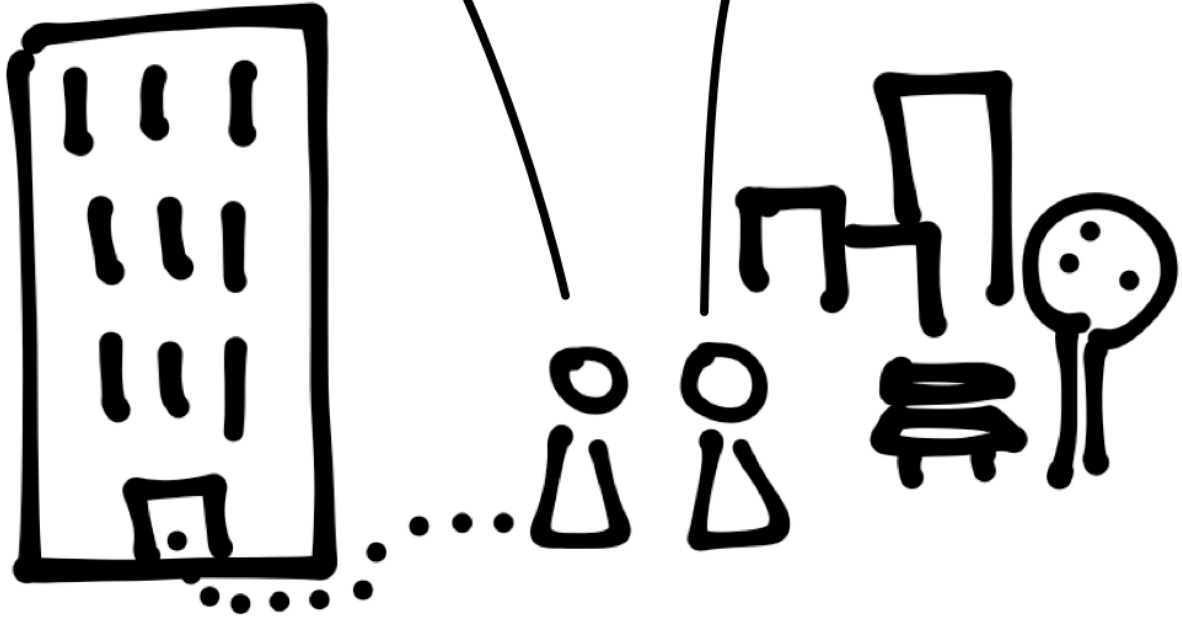
Designed by:

On: Day: \_\_\_\_\_ Month: \_\_\_\_\_ Year: \_\_\_\_\_  
 Iteration: No. \_\_\_\_\_

<p><b>Key Partners</b></p> <p>Who are our Key Partners?          Who are our key suppliers?          Which Key Resources are we acquiring from partners?          Which Key Activities do partners perform?</p> <p><b>INTERDEPENDENCE AND PARTNER BENEFIT</b>          Organization and network          Allocation of risk and investment          Acquisition of particular resources and activities</p> <p><b>Guess</b></p>	<p><b>Key Activities</b></p> <p>What Key Activities do our Value Propositions require?          Our Distribution Channels?          Customer Relationships?          Revenue Streams?</p> <p><b>CATEGORIES</b>          Production          Problem Solving          Platform/Network</p> <p><b>Guess</b></p>	<p><b>Value Propositions</b></p> <p>What value do we deliver to the customer?          Which one of our customer's problems are we helping to solve?          What bundles of products and services are we offering to each Customer Segment?          Which customer needs are we satisfying?</p> <p><b>CHARACTERISTICS</b>          Structure          Acquisition          Customization          "Swinging the Arm Strong"          Design          Brand/Status          Price          Core Function          Risk Reduction          Accessibility          Complementarity/Quality</p> <p><b>Guess</b></p>	<p><b>Customer Relationships</b></p> <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them?          Which ones have we established?          How are they integrated with the rest of our business model?          How costly are they?</p> <p><b>CHARACTERISTICS</b>          Personal Assistance          Emotional/Personal Assistance          Self-Service          Automated Services          Self-Service          Community</p> <p><b>Guess</b></p>	<p><b>Customer Segments</b></p> <p>For whom are we creating value?          Who are our most important customers?</p> <p><b>CHARACTERISTICS</b>          New Market          New Market Segment          Diversified          International Platform</p> <p><b>Guess</b></p>
<p><b>Key Resources</b></p> <p>What Key Resources do our Value Propositions require?          Our Distribution Channels? Customer Relationships?          Revenue Streams?</p> <p><b>KEY RESOURCES</b>          Physical          Human          Financial</p> <p><b>Guess</b></p>	<p><b>Channels</b></p> <p>Through which Channels do our Customer Segments want to be reached?          How are we reaching them now?          How are our Channels integrated?          Which ones work best?          Which ones are most cost-efficient?          How are we integrating them with customer routines?</p> <p><b>CHANNEL PROFILES</b>          1. Ownership          2. Distribution          3. Cost          4. Purchase          5. Delivery          6. After sales</p> <p><b>Guess</b></p>	<p><b>Cost Structure</b></p> <p>What are the most important costs inherent in our business model?          Which Key Resources are most expensive?          Which Key Activities are most expensive?</p> <p><b>KEY COST STRUCTURE</b>          Cost Drivers (Impact cost structure, low price value proposition, maximum cost reduction, extensive outsourcing)          Value Drivers (Impact cost structure, value creation, premium value proposition)</p> <p><b>KEY COST CATEGORIES</b>          Fixed Costs (salaries, rent, utilities)          Variable Costs          Economies of scale          Economies of scope</p> <p><b>Guess</b></p>	<p><b>Revenue Streams</b></p> <p>For what value are our customers really willing to pay?          For what do they currently pay?          How are they currently paying?          How would they prefer to pay?          How much does each Revenue Stream contribute to overall revenues?</p> <p><b>REVENUE STREAMS</b>          Asset sale          Usage fee          Subscription Fee          Licensing (Marketing) Licensing          Advertising</p> <p><b>FIXED REVENUE</b>          Fee Price          Product/Service dependent          Customer segment dependent          Volume dependent</p> <p><b>REVENUE STREAMS</b>          Negotiation/Targeting          Value management          Real-time Market</p> <p><b>Guess</b></p>	

LET ME TAKE YOU OUT  
OF THE BUILDING.

SO THIS IS WHAT'S  
GOING ON OUT HERE!



axbom

# The Business Model Canvas

Designed for: **Apple**

Designed by: **Madison Thomas**

On: **9/18/12**

Iteration: \_\_\_\_\_

## Key Partners



Who are our Key Partners?  
Who are our key suppliers?  
Which Key Resources are we acquiring from partners?  
Which Key Activities do partners perform?

Key Partnerships help create value by:  
- Reducing risk and uncertainty  
- Reducing cost and increasing efficiency  
- Increasing revenue and profitability

**Suppliers**  
Record companies  
OEM  
Cell Companies

## Key Activities



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

Key Activities help create value by:  
- Reducing risk and uncertainty  
- Reducing cost and increasing efficiency  
- Increasing revenue and profitability

Hardware Design  
Marketing

## Value Propositions



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

Value Propositions help create value by:  
- Reducing risk and uncertainty  
- Reducing cost and increasing efficiency  
- Increasing revenue and profitability

Quality  
User friendliness  
Design  
Innovative hardware and software

## Customer Relationships



What type of relationship does each of our Customer Segments expect us to establish and maintain with them?  
Which ones have we established?  
How are they interacting with the rest of our business model?

Customer Relationships help create value by:  
- Reducing risk and uncertainty  
- Reducing cost and increasing efficiency  
- Increasing revenue and profitability

App Store  
iTunes

## Customer Segments



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

Customer Segments help create value by:  
- Reducing risk and uncertainty  
- Reducing cost and increasing efficiency  
- Increasing revenue and profitability

Majority of public  
Early Actors  
Young generation

## Key Resources



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

Key Resources help create value by:  
- Reducing risk and uncertainty  
- Reducing cost and increasing efficiency  
- Increasing revenue and profitability

Apple Brand  
Constant innovation  
Steve Jobs

## Channels



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

Channels help create value by:  
- Reducing risk and uncertainty  
- Reducing cost and increasing efficiency  
- Increasing revenue and profitability

National distributors  
Apple Stores  
iTunes Stores

## Cost Structure

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

Cost Structure helps create value by:  
- Reducing risk and uncertainty  
- Reducing cost and increasing efficiency  
- Increasing revenue and profitability

Key Resources help create value by:  
- Reducing risk and uncertainty  
- Reducing cost and increasing efficiency  
- Increasing revenue and profitability

Manufacturing cost  
Labor Cost

Marketing and advertising cost  
Cost to hire employees

## Revenue Streams

For what value are our customers really willing to pay?  
For what do they currently pay?  
How are they currently paying?  
How would they prefer to pay?  
How much does each Revenue Stream contribute to overall revenues?

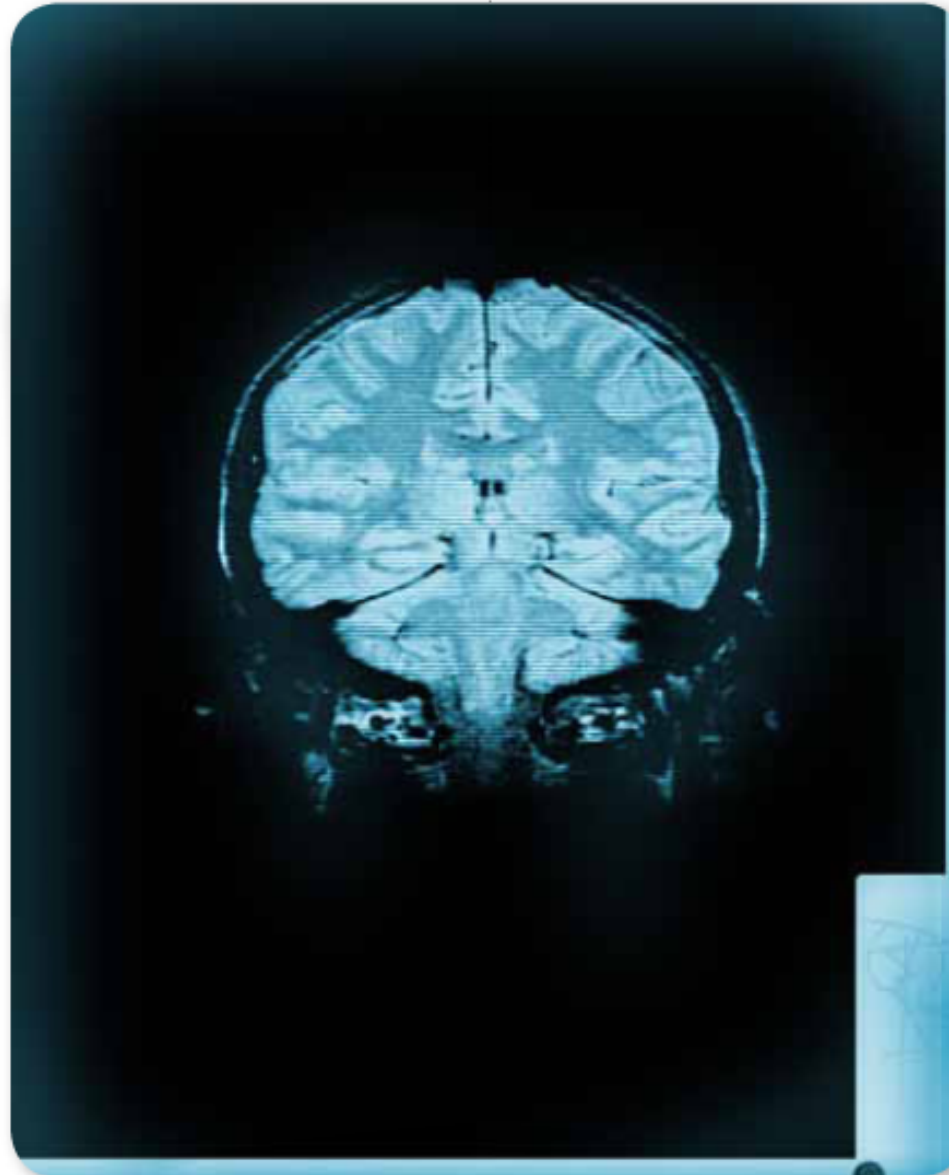
Revenue Streams help create value by:  
- Reducing risk and uncertainty  
- Reducing cost and increasing efficiency  
- Increasing revenue and profitability

Key Resources help create value by:  
- Reducing risk and uncertainty  
- Reducing cost and increasing efficiency  
- Increasing revenue and profitability

iPod  
iPhone  
iPad  
Apps

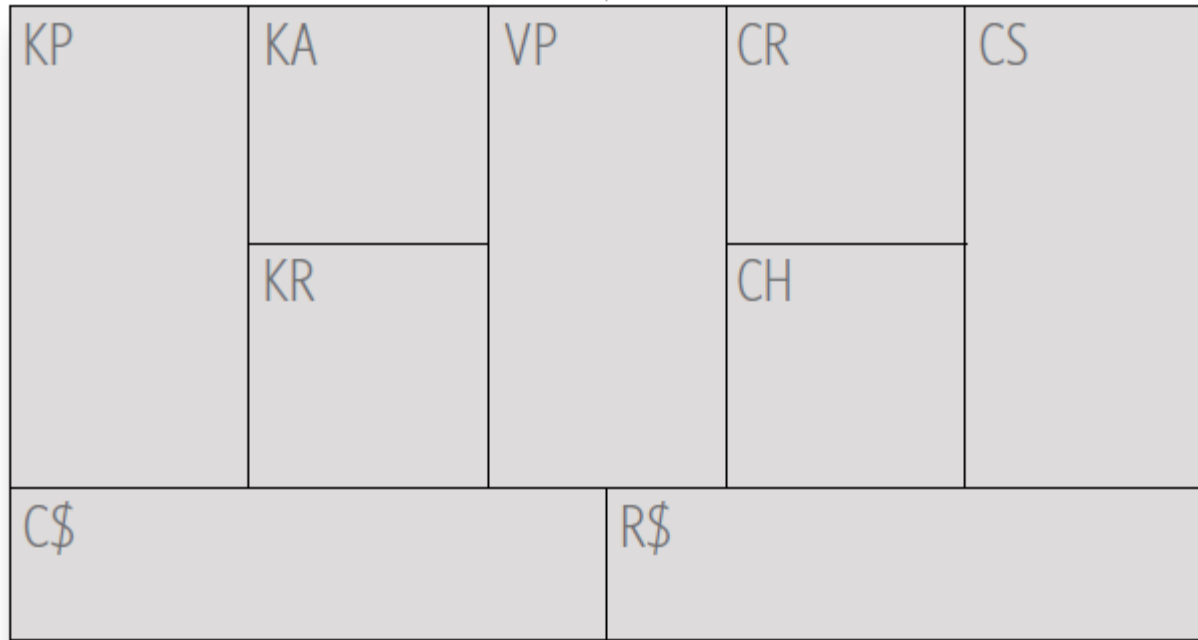
Apple TV  
Macbooks  
Songs  
Software

**LEFT BRAIN**  
logic

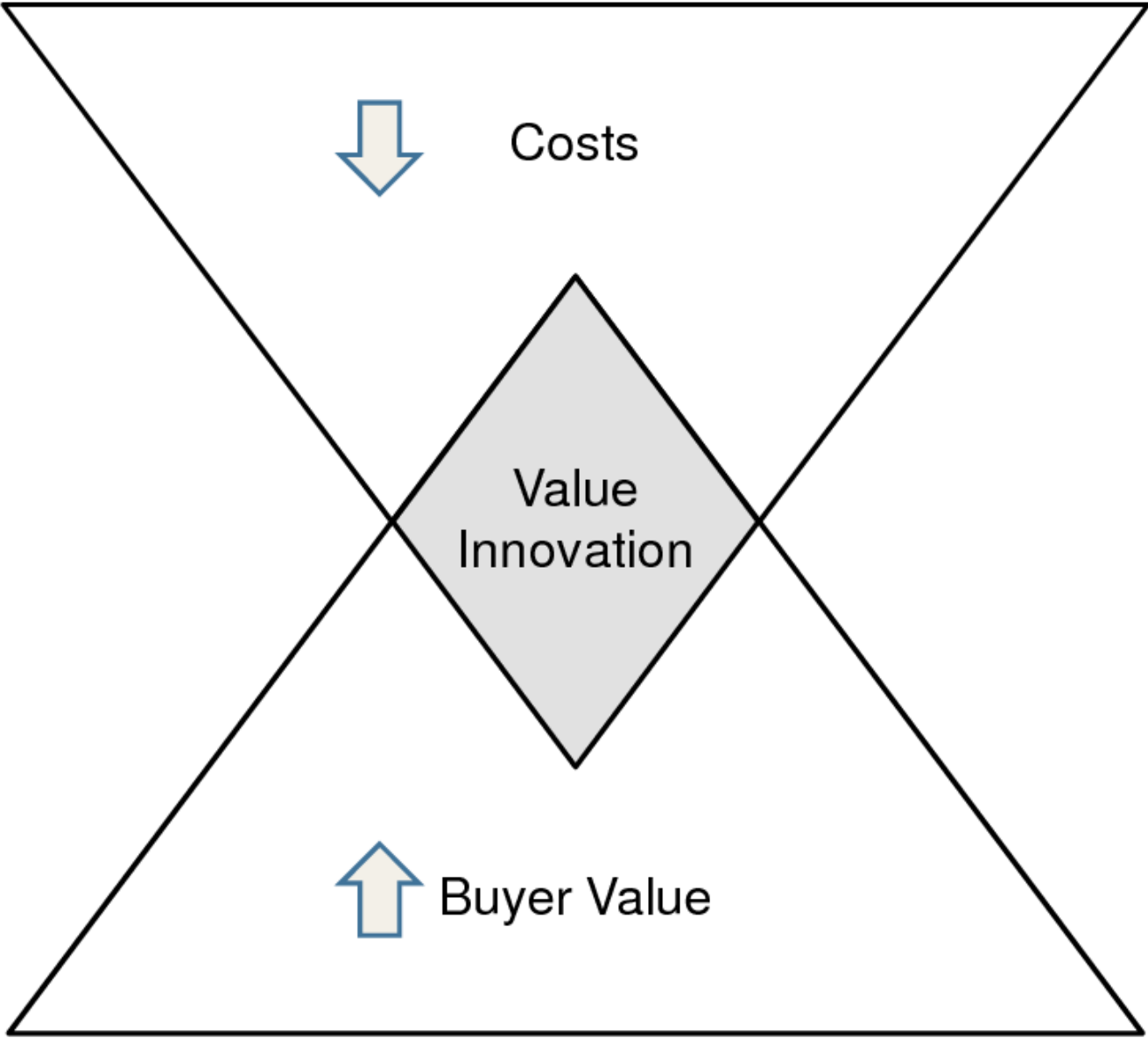


**RIGHT BRAIN**  
emotion

**LEFT CANVAS**  
efficiency



**RIGHT CANVAS**  
value



<b>PROBLEM</b> <i>List your top 1-3 problems.</i>	<b>SOLUTION</b> <i>Outline a possible solution for each problem.</i>	<b>UNIQUE VALUE PROPOSITION</b> <i>Single, clear, compelling message that states why you are different and worth paying attention.</i>	<b>UNFAIR ADVANTAGE</b> <i>Something that cannot easily be bought or copied.</i>	<b>CUSTOMER SEGMENTS</b> <i>List your target customers and users.</i>
	<b>KEY METRICS</b> <i>List the key numbers that tell you how your business is doing.</i>		<b>CHANNELS</b> <i>List your path to customers (inbound or outbound).</i>	
<b>EXISTING ALTERNATIVES</b> <i>List how these problems are solved today.</i>		<b>HIGH-LEVEL CONCEPT</b> <i>List your X for Y analogy e.g. YouTube = Flickr for videos.</i>		<b>EARLY ADOPTERS</b> <i>List the characteristics of your ideal customers.</i>
<b>COST STRUCTURE</b> <i>List your fixed and variable costs.</i>		<b>REVENUE STREAMS</b> <i>List your sources of revenue.</i>		

Lean Canvas is adapted from The Business Model Canvas (www.businessmodelgeneration.com) and is licensed under the Creative Commons Attribution-Share Alike 3.0 Unported License.

1	4	3	9	2
	8		5	
7			6	

CANVAS FILL ORDER



RISK ITERATION PATH



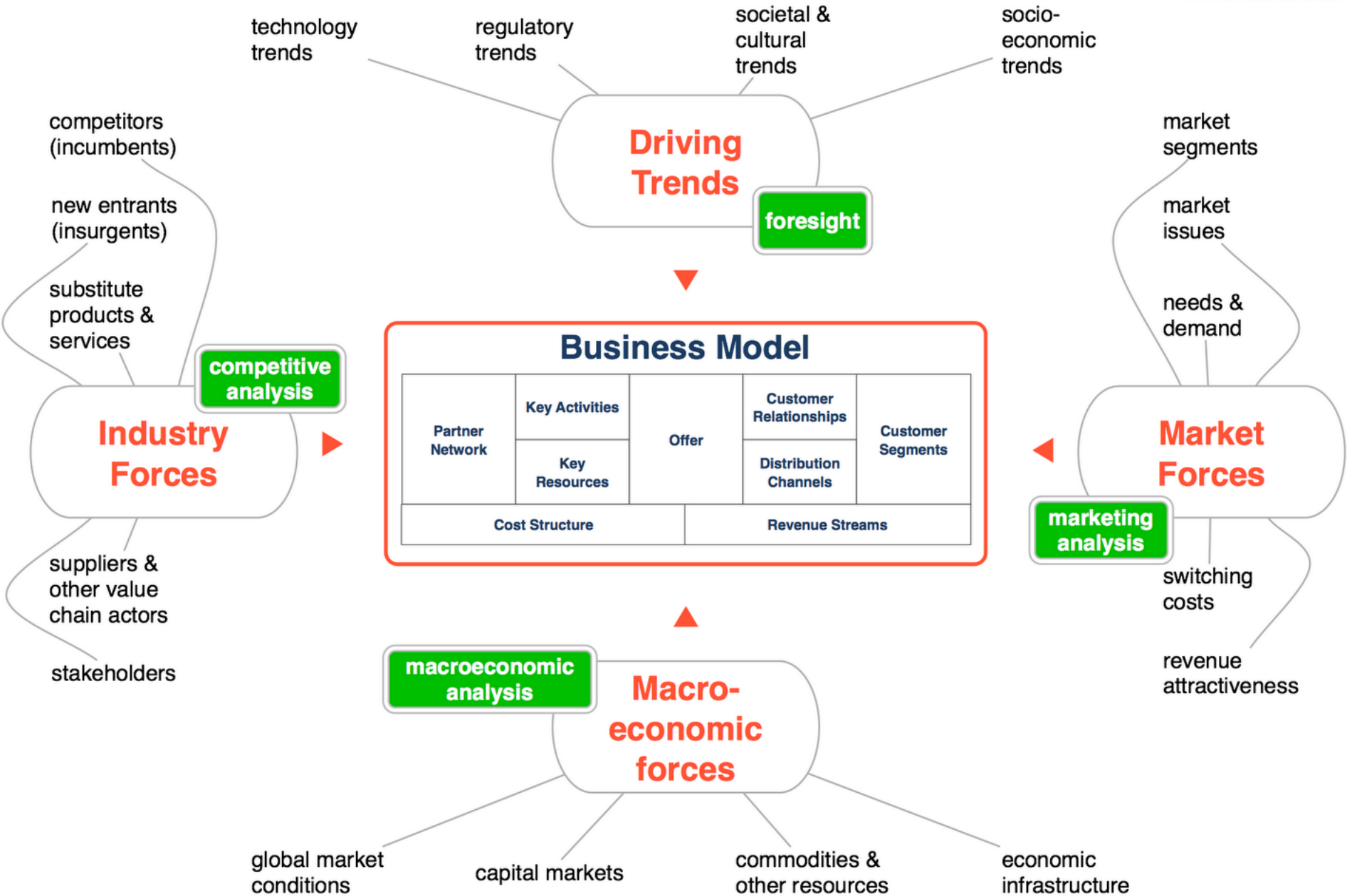
# Lean Canvas

Created by Spark59 // Online version available at [www.leancanvas.com](http://www.leancanvas.com)

# Business Model Environment

created by Benedikt Foit  
adapted from A. Osterwalder

www.lewebmobile.com



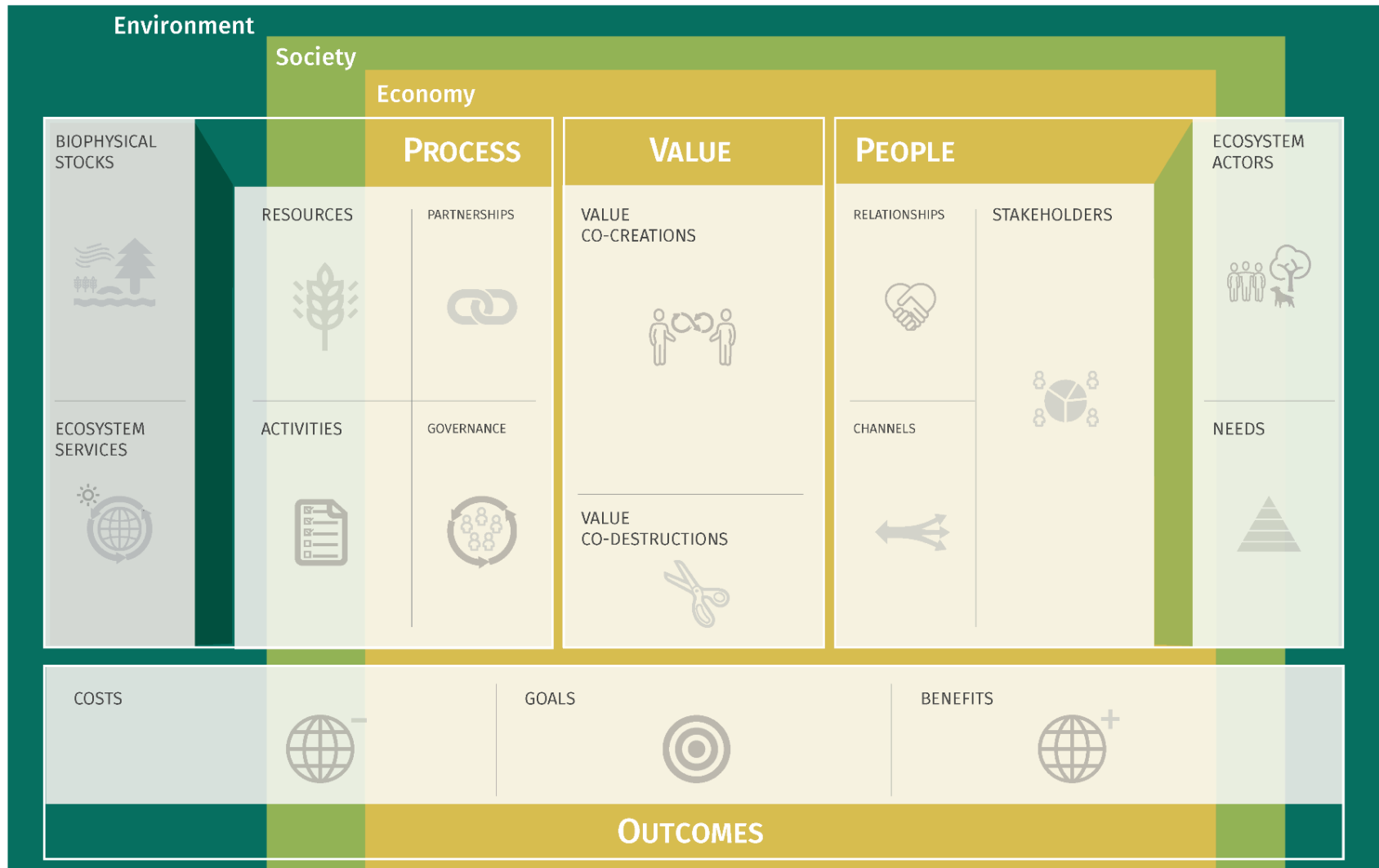


# Flourishing Business Canvas v2.0

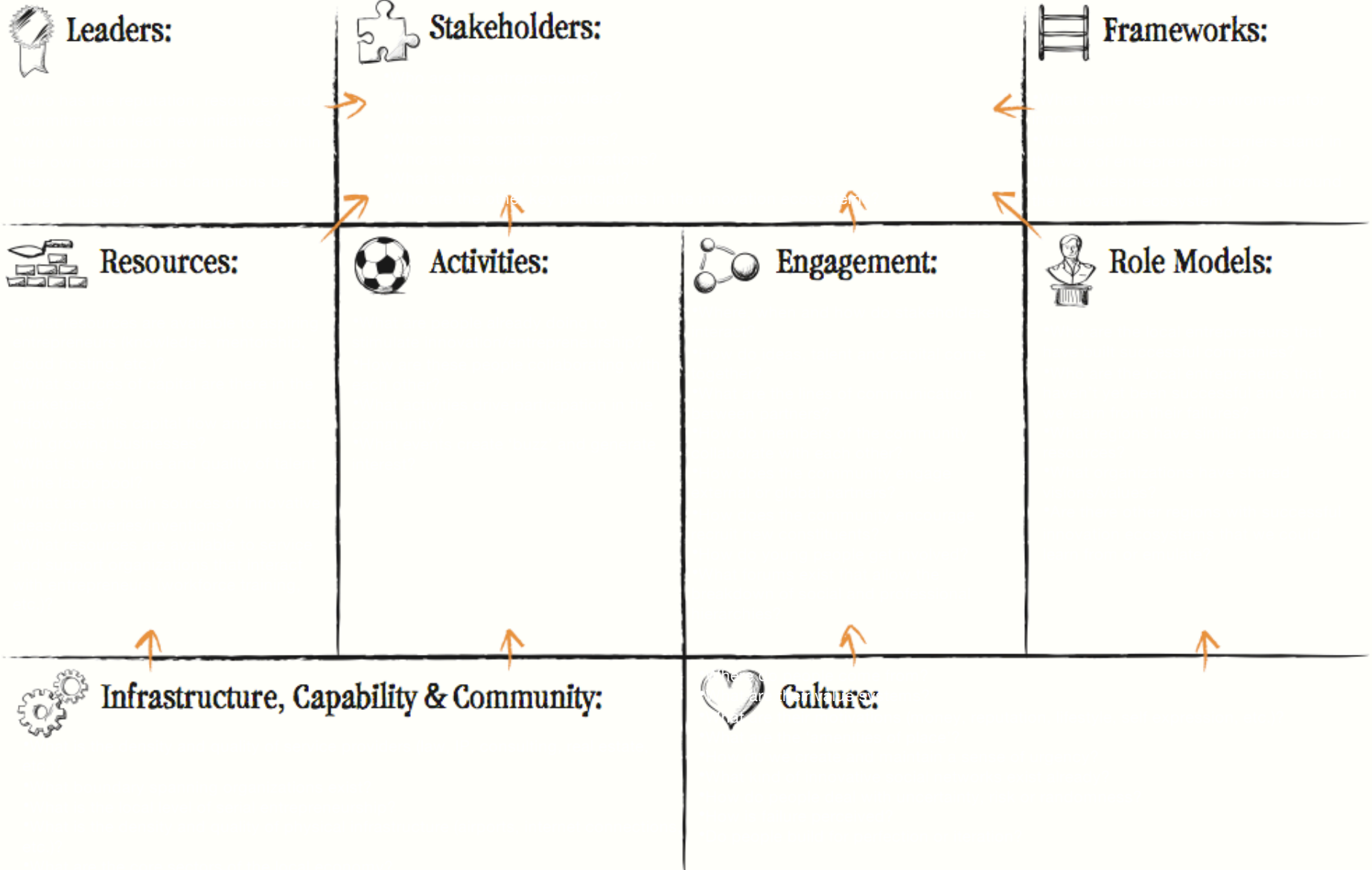
Designed for:

Designed by:

Date:



# The Rainforest Canvas



# Business Model Canvas II

(based on the Business Model Canvas from [www.businessmodelgeneration.com](http://www.businessmodelgeneration.com))

Use this document to conceptualize and define a business model. Start in the middle (Value Prop), and spend most of your time nailing that statement. Then follow down to Alternatives, Cost & Revenue, and fill out the rest. The bottom section is used for operational tracking.

Designed For:

Designed By:

Date:

Iteration:

SALES		DELIVERY	
<b>Customer Relationships</b>	<b>Customer Segments</b>	<b>Value Prop (Elevator Pitch)</b>	<b>Alternatives</b>
<b>Channel</b>	<b>Revenue Model</b>	<b>Cost Model</b>	<b>Key Activities</b>
<b>Market Size / Market Opportunity</b>	<b>Key Resources</b>		<b>Key Partners</b>

## Social Business Model Canvas

<p><b>Key Resources</b></p> <p><i>What resources will you need to run your activities? People, finance, access?</i></p>	<p><b>Key Activities</b></p>	<p><b>Type of Intervention</b></p> <p><i>What is the format of your intervention? Is it a workshop? A service? A product?</i></p>	<p><b>Segments</b></p>	<p><b>Value Proposition</b></p>
<p><b>Partners + Key Stakeholders</b></p> <p><i>Who are the essential groups you will need to involve to deliver your programme? Do you need special access or permissions?</i></p>	<p><i>What programme and non-programme activities will your organisation be carrying out?</i></p>	<p><b>Channels</b></p> <p><i>How are you reaching your beneficiaries and customers?</i></p>	<p><b>Beneficiary</b></p> <hr/> <p><b>Customer</b></p>	<p><b>Social Value Proposition</b></p> <hr/> <p><b>Impact Measures</b></p> <p><i>How will you show that you are creating social impact?</i></p> <hr/> <p><b>Customer Value Proposition</b></p> <p><i>What do your customers want to get out of this initiative?</i></p>
<p><b>Cost Structure</b></p> <p><i>What are your biggest expenditure areas? How do they change as you scale up?</i></p>	<p><b>Surplus</b></p> <p><i>Where do you plan to invest your profits?</i></p>	<p><b>Revenue</b></p> <p><i>Break down your revenue sources by %</i></p>		

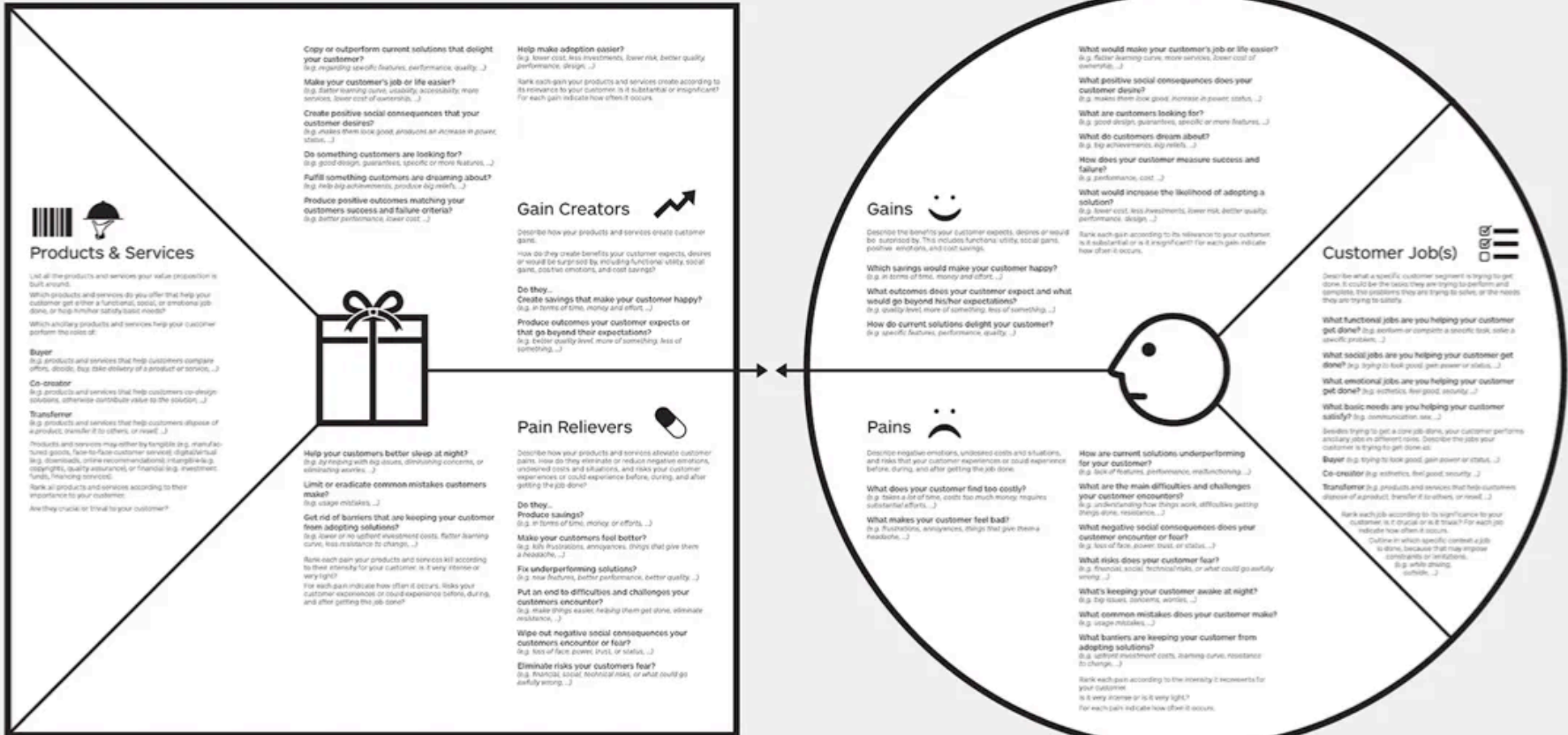
Inspired by The Business Model Canvas

# The Value Proposition Canvas



Value Proposition

Customer Segment












# The Mission Model Canvas

Mission/Problem Description:

Designed by:

Date:

Version:

Key Partners 	Key Activities 	Value Propositions 	Buy-in & Support 	Beneficiaries 
	Key Resources 		Deployment 	
Mission Budget/Cost 			Mission Achievement/Impact Factors 	

# BRAND STRATEGY CANVAS

CUSTOMER / USER INSIGHT <b>A</b>		BRAND POSITIONING STATEMENT	COMPANY VALUES
COMPETITIVE ENVIRONMENT <b>C</b>			
COMPANY / PRODUCT FEATURES <b>B</b>			
RATIONAL BENEFITS <b>C D</b>	EMOTIONAL BENEFITS <b>E</b>		
AUDIENCE <b>A</b> <i>For:</i>			
DESCRIPTION <b>B</b> _____ <i>is:</i>			
BENEFIT <b>C</b> <i>that:</i>			
PROOF <b>D</b> <i>because:</i>			
PAYOFF <b>E</b> <i>so that:</i>			
BRAND ESSENCE		BRAND PERSONALITY	
		KEY MESSAGES	

# The Innovator's Canvas 3

Project Name		Designed By		Date & Iteration			
<b>Customer Segment</b> 👤		<b>Channel(s)</b> 📡		<b>Mission Statement</b> 📄		<b>Business Structure</b> 🏢	
		Awareness				Legal Entity	
<b>Problem Statement</b> 📝		Sale		<b>Value Proposition</b> 💡		<b>Key Resources</b> 🔑	
		Support				Human	
<b>Job to Be Done</b> ✔️	<b>Gains</b> 😊	Delivery		<b>Gain Creators</b> 👍	<b>Product/Service</b> 🛒	Physical	
	<b>Pains</b> 😞	Support				<b>Pain Killers</b> 💊	Financial
<b>Revenue Structure</b> Pricing & Frequency 📊		<b>Cost Structure</b> Total Cost of Running the Business 🏠				<b>Value Creation</b> 💰	
		Acquisition & Support		Cost of Goods & Services			
<b>Overall Market Dynamics</b>							
Customer Trends	Market Size	Current Channels	Current Solutions/Providers	Technology Trends	Industry Trends	Regulatory Trends	











# Team Canvas

Version 0.8 | [theteamcanvas.com](http://theteamcanvas.com) | [hello@theteamcanvas.com](mailto:hello@theteamcanvas.com)

Most important things to talk about in the team to make sure your work as a group is productive, happy and stress-free

Team name

Date

<p><b>PEOPLE &amp; ROLES</b> </p> <p>What are our names and the roles we have in the team?</p>          <p>What are we called as a team?</p>	<p><b>COMMON GOALS</b> </p> <p>What you as a group really want to achieve? What is our key goal that is feasible, measurable and time-bounded?</p>	<p><b>VALUES</b> </p> <p>What do we stand for? What are guiding principles? What are our common values that we want to be at the core of our team?</p>	<p><b>RULES &amp; ACTIVITIES</b> </p> <p>What are the rules we want to introduce after doing this session? How do we communicate and keep everyone up to date? How do we make decisions? How do we execute and evaluate what we do?</p>
	<p><b>PERSONAL GOALS</b> </p> <p>What are our individual personal goals? Are there personal agendas that we want to open up?</p>	<p><b>NEEDS &amp; EXPECTATIONS</b> </p> <p>What each one of us needs to be successful? What are our personal needs towards the team to be at our best?</p>	
<p><b>STRENGTHS &amp; ASSETS</b> </p> <p>What are the skills we have in the team that will help us achieve our goals? What are interpersonal/soft skills that we have? What are we good at, individually and as a team?</p>		<p><b>WEAKNESSES &amp; RISKS</b> </p> <p>What are the weaknesses we have, individually and as a team? What our teammates should know about us? What are some obstacles we see ahead us that we are likely to face?</p>	

**PURPOSE**

Why we are doing what we are doing in the first place?



Project name \_\_\_\_\_

Project owner \_\_\_\_\_

**Purpose**  
 What is the intent of this project?  
 Why are we doing this project?



**Scope**  
 What does this project contain?  
 What does this project not contain?



**Success Criteria**  
 What do we need to achieve in order for the project to be successful?  
 How can the Success Criteria be measured?



**Milestones**  
 When will we start the project and when is the final deadline?  
 What are the key milestones and when will they occur?  
 How can the milestones be measured?



**Actions**  
 Which activities need to be executed in order to reach a certain milestone?



**Outcome**  
 What is the end result?  
 - A book  
 - A website  
 - An event



**Team**  
 Who are the team members?  
 What are their roles in the project?



**Stakeholders**  
 Who has an interest in the success of the project?  
 In what way are they involved in the project?



**Users**  
 Who will benefit from the outcome of the project?



**Resources**  
 What resources do we need in the project?  
 - Physical (office, building, server)  
 - Financial (money)  
 - Human (time, knowledge)









**Constraints**  
 What are the known limitations of the project?  
 - Physical (office, building, server)  
 - Financial (money)  
 - Human (time, knowledge, political)

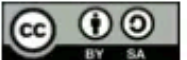


**Risks**  
 Which risks may occur during the project?  
 How do we treat these risks?



# THE PRODUCT CANVAS

 <b>NAME</b> <small>The name of the product.</small> <input type="text"/>	 <b>GOAL</b> <small>Your overarching goal.</small> <input type="text"/>	 <b>METRICS</b> <small>The measures to determine if the goal has been met.</small> <input type="text"/>
 <b>TARGET GROUP</b> <p>The users and the customers with their needs. Personas are a great way to describe the target group.</p> <input type="text"/>	 <b>BIG PICTURE</b> <p>The desired user experience (UX): the user journeys, the product functionality, the visual design, and the nonfunctional properties. Epics, scenarios, storyboards, workflows, design sketches, mock-ups, and constraint stories are helpful techniques.</p> <input type="text"/>	 <b>PRODUCT DETAILS</b> <p>The goal of the next iteration and specific actionable items to reach the goal. The items are ordered from one to n, and may be captured as detailed user stories.</p> <input type="text"/>



# BELIEVE in YOURSELF

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