



Experiences with
large corporations



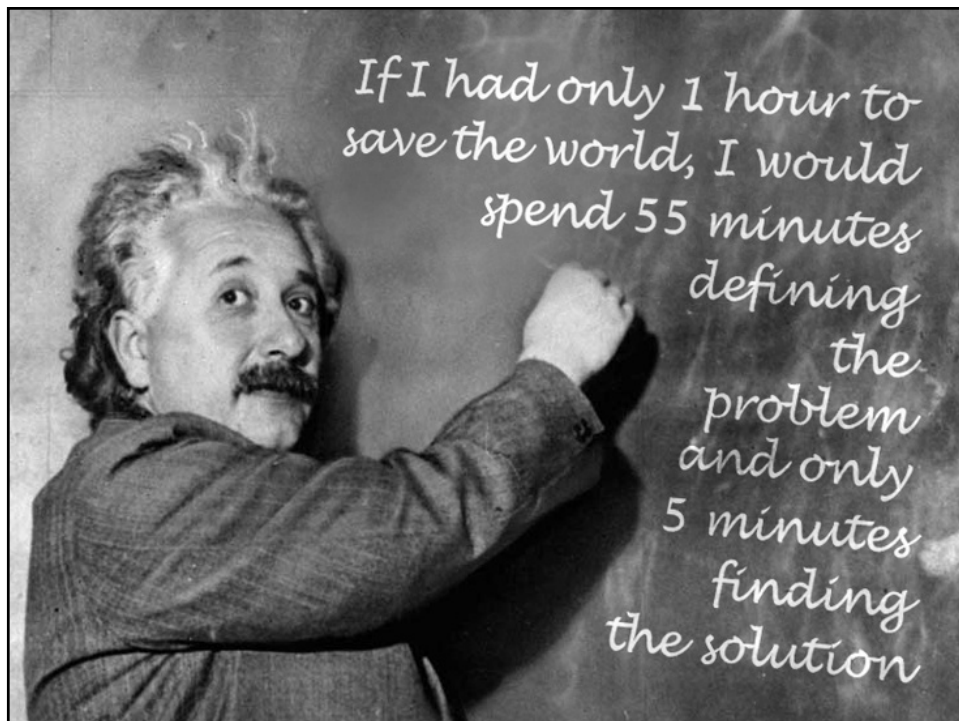
9#

Ohw1qV#

Ohduqhg

**All of the companies
struggled with getting to the
right problem**

3



Getting to the right problem from the point of view from the insights and needs of the customer



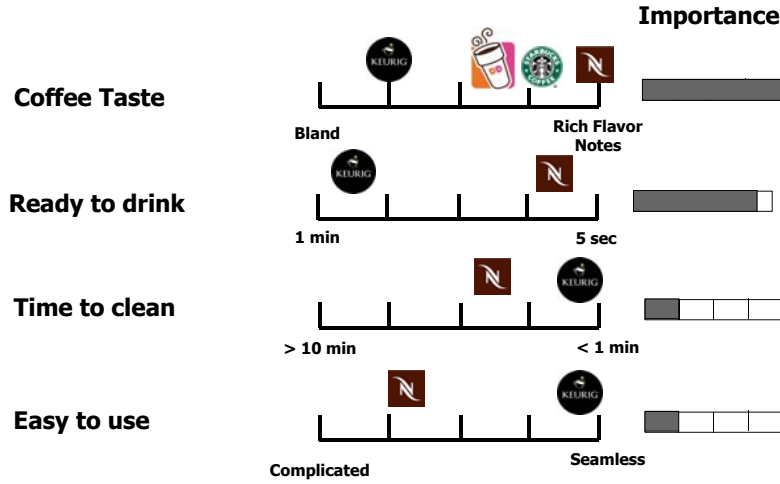
Google "IDEO point of view"

2

Confuse solution attributes with the solution

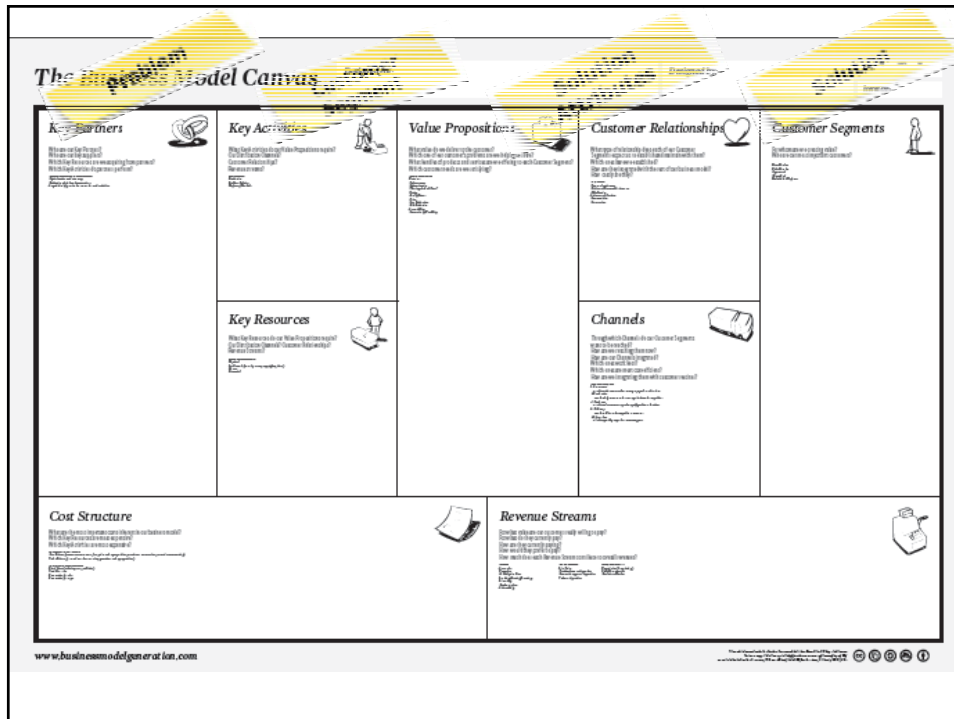


Solution Attributes Map



3

Osterwalder's Business Model Canvas **does not work** in the FEI for transformational innovations





The Business Model Canvas Designed for: Designed by:

<p>Key Partners</p> <p>Who are the best? Who do you need to make this business model work? Who do you need to help you get started?</p> <p>1. <input type="text"/></p> <p>2. <input type="text"/></p> <p>3. <input type="text"/></p>	<p>Key Activities</p> <p>What does your business have to do to make this business model work? What are the most important things you need to do?</p> <p>1. <input type="text"/></p> <p>2. <input type="text"/></p> <p>3. <input type="text"/></p>	<p>Value Propositions</p> <p>What value do you deliver to the customer? What are the benefits and pain relievers you offer? What are the most important things you offer?</p> <p>1. <input type="text"/></p> <p>2. <input type="text"/></p> <p>3. <input type="text"/></p>	<p>Customer Relationships</p> <p>What type of relationship do you want with your customers? How do you want to interact with your customers? How do you want to deliver your value proposition?</p> <p>1. <input type="text"/></p> <p>2. <input type="text"/></p> <p>3. <input type="text"/></p>	<p>Customer Segments</p> <p>Who are the most important groups of customers? Who are the most important groups of customers? Who are the most important groups of customers?</p> <p>1. <input type="text"/></p> <p>2. <input type="text"/></p> <p>3. <input type="text"/></p>
<p>Cost Structure</p> <p>What are the most important costs you incur to make this business model work? What are the most important costs you incur to make this business model work? What are the most important costs you incur to make this business model work?</p> <p>1. <input type="text"/></p> <p>2. <input type="text"/></p> <p>3. <input type="text"/></p>		<p>Revenue Streams</p> <p>How do you generate revenue? How do you generate revenue? How do you generate revenue? How do you generate revenue? How do you generate revenue?</p> <p>1. <input type="text"/></p> <p>2. <input type="text"/></p> <p>3. <input type="text"/></p>		

To use as a brainstorming tool each item on the canvas MUST be distinct and explicit

www.businessmodelgeneration.com

FEI Canvas



CUSTOMER VALUE PROPOSITION (CVP)			OPERATING MODEL	
PROBLEM FORMULATED AS A POV What is the customer/ consumer problem or "Job" you are solving? Problem is formulated from the Point of View (POV) of the user. Same concept as "Jobs to be done"	CUSTOMER/ CONSUMER CIRCUMSTANCE How can we define customer/ consumers in terms of who they are and their circumstance and in the form of personas?	SOLUTION ATTRIBUTES What attributes do we need to deliver to the customer? Which of our customer problems are we solving with these attributes?	SOLUTION What is the devised product and/or service that delivers on the key customer attributes?	KEY RESOURCES What are the key resources needed to deliver the CVP – people, technology, partners, funding
		COMPETITION AND BARRIERS What are the competitive alternatives to getting the job done and barriers to getting it done well?	CHANNELS What are the key channels the company uses to reach its customers?	KEY PROCESSES What are the unique resources required to achieve a competitive advantage?
REVENUE STREAMS AND ADOPTION How does the company generate cash from each customer segment when considering payment * volume? How do adoption dynamics impact the revenue stream?			PAYMENT STRUCTURE What is the price and how does the customer pay for the solution?	COST STRUCTURE What are the costs (direct and overhead) incurred to operate the business model?
PROFIT FORMULA				
RISKS AND ASSUMPTIONS What are the top three risks and assumptions?				

Developed specifically for large companies

Problem

Customer

Solution

Revenue

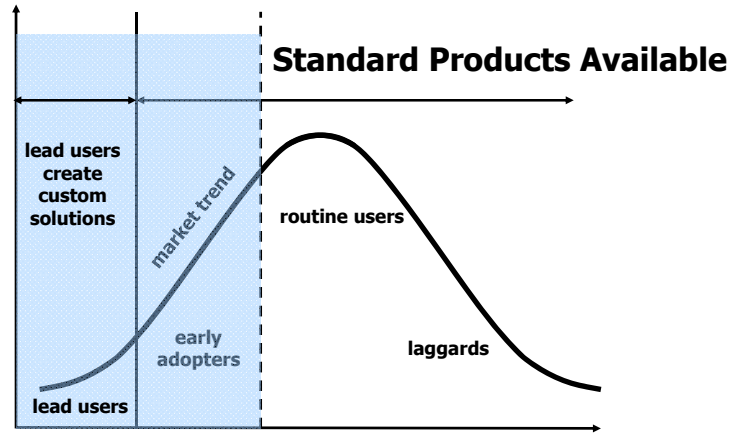
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PROFIT FORMULA				
RISKS AND ASSUMPTIONS What are the top three risks and assumptions?				

4



**FEI teams focus on
the wrong customers**

People who need new product



19



20

5

**Most envision the prototype
as a fully featured solution**



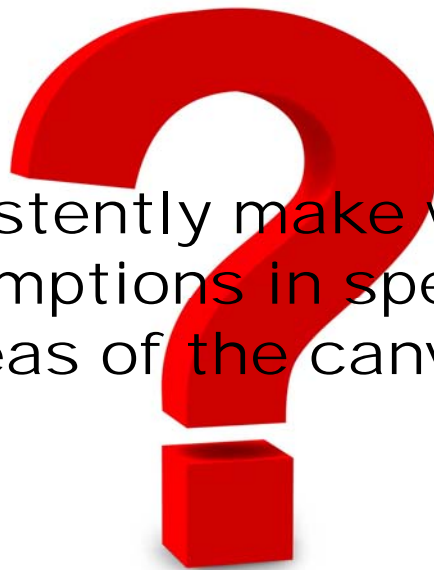
The initial prototype should be just **minimum** enough to test your **assumptions**



Courtesy of IDEO

6

Consistently make wrong
assumptions in specific
areas of the canvas



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