Experiences with large corporations
All of the companies struggled with getting to the right problem

If I had only 1 hour to save the world, I would spend 55 minutes defining the problem and only 5 minutes finding the solution
Getting to the right problem from the point of view from the insights and needs of the customer

Google "IDEO point of view"
Confuse solution attributes with the solution
Solution Attributes Map

**Coffee Taste**
- Bland
- Rich Flavor

**Ready to drink**
- 1 min
- 5 sec

**Time to clean**
- > 10 min
- < 1 min

**Easy to use**
- Complicated
- Seamless

Importance

3
Osterwalder’s Business Model Canvas **does not work** in the FEI for transformational innovations
To use as a **brainstorming tool** each item on the canvas **MUST** be distinct and explicit.
Developed specifically for large companies
FEI teams focus on the wrong customers
People who need new product

Standard Products Available

lead users
create
custom
solutions

lead users

early
adopters

market trend

routine users

laggards
Most envision the prototype as a fully featured solution
The initial prototype should be just **minimum** enough to test your **assumptions**

*Courtesy of IDEO*
Consistently make wrong assumptions in specific areas of the canvas.
<table>
<thead>
<tr>
<th>PROBLEM FORMULATED AS A POV</th>
<th>CUSTOMER/CONSUMER CIRCUMSTANCE</th>
<th>SOLUTION ATTRIBUTES</th>
<th>SOLUTION</th>
<th>KEY RESOURCES</th>
<th>KEY PROCESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is the customer-consumer problem or &quot;Job&quot; you are solving?</td>
<td>How can we define customer/consumer in terms of who they are and their circumstances in the form of personas?</td>
<td>What attributes do we need to deliver to the customer? Which of our customer problems are we solving with these attributes?</td>
<td>What is the desired product and/or service that delivers on the key customer attributes?</td>
<td>What are the key resources needed to deliver the CVP - people, technology, partners, funding?</td>
<td>What are the key processes required to achieve a competitive advantage?</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th>COMPETITION AND BARRIERS</th>
<th>PAYMENT STRUCTURE</th>
<th>PROFIT FORMULA</th>
</tr>
</thead>
<tbody>
<tr>
<td>What are the competitive alternatives to getting the job done and barriers to getting it done well?</td>
<td>What is the price and how does the customer pay for the solution?</td>
<td>How do adoption dynamics impact the revenue streams?</td>
</tr>
</tbody>
</table>

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<tr>
<th>COST STRUCTURE</th>
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<td>What are the costs direct and overhead incurred to operate the business model?</td>
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</table>

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<th>RISKS AND ASSUMPTIONS</th>
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<td>What are the top three risks and assumptions?</td>
</tr>
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</table>