EDGE Program funded by MEXT Keio University Global Innovator Acceleration Program 2015 Day 6 Business Synthesis

Graduate School of System Design and Management EDGE Program Team

2015 Keio EDGE

"Business Synthesis": Keio EDGE definition

- A part of **new value creation** process.
- It is about designing, developing, and realizing your new value chain from economical point of view.
- Yes we DO talk about money/cash but it is NOT only about money/cash.
- Every figure has uncertainty.
- It is combined with decision making.

New Value Creation Process: "Big Picture"

problem design principle functional design physical design walue proposition functional design walue proposition functional design principle profitability

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Use Case

Use Case

- High resolution understanding of how your stakeholder interacts with your solution.
 - ex. User interacting with your product.
- Context (before and after your value delivered) is also important
 - ex.
 - How did he/she get to the place where he/she appreciated your product?
 - What was he/she doing before reaching your product?
 - How does he/she leave the place with your product?
 - Emotional transitions?
- Understanding the use case helps you to focus the true value and also to find new pains you might be introducing.

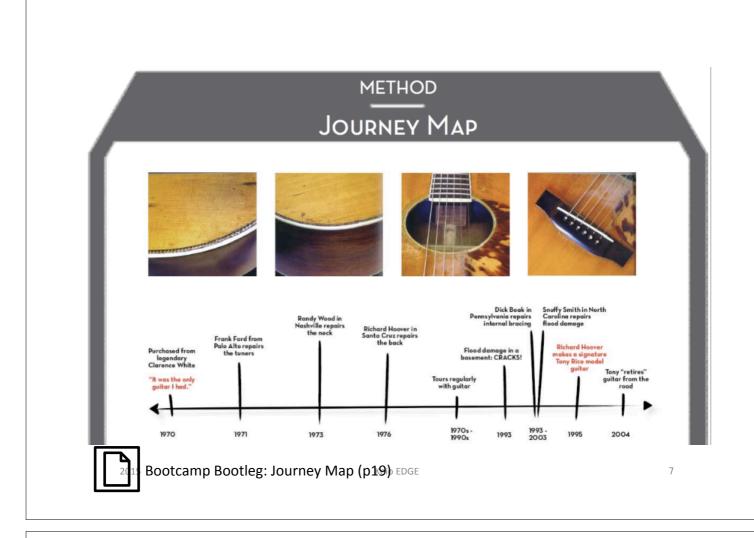
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Exercise

Create a Journey Map for your Use Case(s)

- Try in different resolutions: seconds, minutes, hours, days, ...
- Try different scopes: buying, storing, using, ...

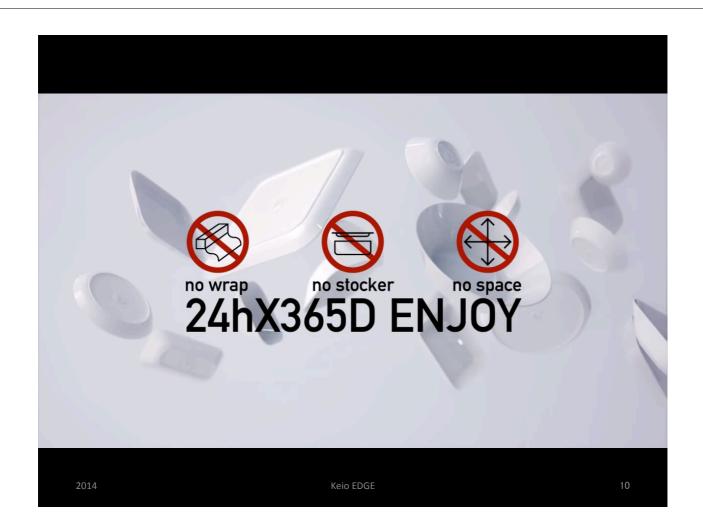
[Example] hold with right hand turn on with right thumb finding the product and take out leaving a room plug the entering a room product in a hurry <time> new pain: value: value: new pain: 2015 **ABC** XYZ **EFG**



Instructor's Introduction

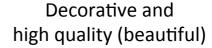
Instructor: Hiro Hashiguchi

- Tuck School of business at Dartmouth College
 - MBA, general management, team management, innovation
- Mercedes-Benz
 - In-house management consultant for dealers' turnaround
- Accenture
 - Management consulting for M&A and new business development
- Management consulting, representative
 - New business development
 - Advisor for PE funds and VC funds
- NARUMI corporation, managing director
 - Hands-on turnaround manager
 - Director both for current business operation and new business development
- Euphoria co.,ltd, CEO
 - Management consulting
 - IT systems for sports management/healthcare field



Before: Big Trade-off

Functional and low quality (ugly)









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After: OSORO Solved Trade-Off Problem



World Major Design Awards Our Team has received









reddot design award best of the best 2013









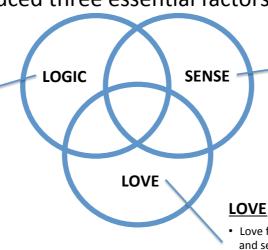
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3 factors of design: LOGIC/SENSE/LOVE

We introduced three essential factors of design:

LOGIC

- · Logical thinking and communication
- · Logical estimation of profitability
- · Logical investment decisions



SENSE

- Strong empathy for customers' unmet needs, pains and gains
- · Sense for getting good insights
- Sense of story telling

Love for customers, products and services

· Strong belief on what he/she is doing

"Design Management" by Manabu Tago, Hiroko Tago, and Hiroshi Hashiguchi

WHAT'S OSORO?

ミニマムにして、マキシマム。

いき、「うつわ」にできること。OSORO はこの問いかけから出まれました。 テープルを唱るく形さのはもらろんのこと。あらゆる人へ、食を隠して豊かな高らしを振けていく――それが、私たち MARIMI の使命です。 そのうつかを授うことで、食生気の保護的になり、時間のムケがなくなり、地球運搬にも指定するためる。どんなにませなことでしょう。 OSORO がかざったは、まさせた人な名ものあからた、誰かくかことマートに、変するとした時間を大いに、社会の解に見まないく(―。 必要要依頼のコンパクトなケールで、最大無に等せな高もしを呼えていく。OSORO からはじまるままざまな *気づき*が、ここにあります。



What is there is to done now requesting biblioOf course, it is our desire to make you the course, it is our desire to make the a riche control. Through bood, it is our desire to make the a riche one for many people. Wouldn't it is wonderful, it by using this deshare, your loss like could be made healther, connectionally wealth the sand it being and more make the count of the count of the county of the c











省スペース

OSORO のデザインの特徴は、なんと いっても驚異的なスタッキング能力。 食器棚いっぱいのうつわを OSORO に 換えれば、なんと 3 分の 2 もの変まス ベースが。料理のジャンルを選ばない スタイリングで、和洋中の食器選びの お悩みも、もう必要ありません。

Economizing space

The characteristic of OSDRO's design is in its overwhelming stacking capability. With OSDRO, even for a cupboard full of dishware, it will give you an extra 20 of space. Sylvid so it does not limit be gener of facility opus arve, you don't have to keep acquiring different hypes of dishbes such as Japanese, Western or Chieses.

節水

OSORO なら、食材の保存や調理、盛り 付けもこれひとつで OK。野菜をゆで るために大量の水を使う必要もなく、 洗いものが驚くほど少なくなります。 食器洗浄機を使えば、さらに節水。食 事汚れの落ちやすい新乗材の採用で、 驚異的な節水効果を発揮します。

Conserving water

With SSDRD, ye maily only need one of these types for stocking, cooking and serving loof. There is no need to use large valueme of water to boil vegatables or only require surprisingly small valuemes for washing up. If you use a dishwasher, you can conserve even mem. By adopting a new material as the food remains do not stick, it shows surprising



CO2 削減

ご存じでしたか? 電子レンジでの間 現はガスに比べ、大幅に COs の神出層 を返るします。その制道率は、根温で は 50%、業野高や県菜はじつに 65% ! まらに、050所O のシリコンアイテムを 使えばラップも不要。ゴミを増やさず、 地球環境に貢献できます。

Cutting down on CO2

Did you know that you could cut down drastically on CDs emission when cooking with a microwove than with gas? You can cut back SDE with root vagetables and a surprising 45E with leaf and rule vagetables! Micrower, by using GSSRD's silicone 8em, there is no need for plastic wrap. Having less trash to deal with, you could help



時短

これのとつで、食に関わるあらゆる シーンに清潔する OSORQ。手間や決 いものを減らすなど、各シーンの時間 短載から、ゆとりの時間が生まれます。 忙しい現代人の暮らしを、むから提集 までサポートするパートナーになりた い。OSOROからの願いです。

Saving time

With only one of these, OSORO can help in all tood scenes. By cutting down on procedures and washing up, you can save time in each scene, which allows you more time to spare for yourself. OSORO can be the perfect pariner

2015

SENSE

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取材班「たとえば?」

取材類「こんにちは! 暮らしにひそむ<mark>面外なムタ</mark>を散席追求、毎日の家事をもっとスッキリさせよう! というこの企画。今日は、東京都にお住まいの不如火 貫実(しらぬい・さみ)さんのお宅にお死魔しました!」

不知火「毎朝、子どもや夫にお弁当を作るとき、お内 に下味を付けて冷凍しておいて、すぐ料理できるよう にしておけば、手早く襲車だし、まな板や包丁など、 洗いものも少なくて満む……とか?」

取材班「それで冷凍庫にお内がこんなに!」すごし、 量のタッパーですね!」

取材紙「これはすごい」でもこんなに張み上げちゃっ て、下のほうとか取り出しにくくないですか? あ!シ リコンスチーマーとか、レンジ用の 関環で 異や便利 グラスがくともネコリをかぶってる。これ、ほとん ど使っていないでしょう?」

不如火「でも、ふと思い出して使いたくなるかもしれ ないじゃないですか! お皿もそうだけど、調理器具を 果めるのが好きなんです!」

取材班「わ。見てください、この<mark>フライバンや額</mark>の数! プロ競負けのコレクションですね!」

≰≱♥️*** 「食卓をめぐる"不合理な真実"」

たくさんの"便利"に支えられた、私たちの食生活。 しかしそこには、自分でも気づいていない会社な手間やデメリット、 経済や理順にとっても多くのムグが、まだまだたくさ人残されているのです! 名付けて"あなたの知らない"や合理な点度"。 無事収付でお回けします!



てつぶやいてるけど、しょうがないし(汗)。

不如火 「だって移し替えるのが養機だし、流いものだって増えるし…。子育でや家事でしゅうぶんだしいので、 これ以上、手間をかけたくない人です! でも 子どもの未来のことを考えると、何かしなくちやっ て思う。って、わかままですよね (②)。

取材態「いえいえ、よくわかりますよ」だからこそ、こ うやって毎日の生活を振り返って、知られざる「**本 管理な真実」。気づくことが大切なんです。ではど うしたらいいか? それを一様に考えていまましょう!」

(※このみず企画はフィクションですが、 みなさんの実生温へと続きます)

不端次"されはホームパーティ用に……も3月年もやってないけど。あと、私は年食が好きなのに、夫が和食 好きで、洋食配と和食器のでうまく開み屋ねられない じゃないですか。だから食器種がもう選杯で、こうやって 「発せ収納"してます。

取材施「はんとだ! まるで "うつわタワー" (策)。
でもこれだけお皿があると、洗いものもたいへんでは? あ、食器洗浄機が物置きと化してる!」

不能火「あっ (株)。 食法機の方が節水になるのは知ってるけど、お皿が多すぎで……。 でも、まとめて自分で洗ったほうがいいかな? って。ダメですか?」

取材質でわお。冷蔵庫の中もいっぱいだ! これは…… 昨日の残りのおかずですよね。このボリュームは、あ と3日よんはあるのでは行。

不知火「ついつい、多く作り過ぎちゃうんです……。 それで、今度は<mark>冷蔵庫がいっぱい</mark>になっちゃって」

取材類「しかも、せっかくの盛り付けがラップでペシャ ンコ。それをチンしてまた夕食に?」

不知火「夫はいつも残果で遅く帰ってくるので、いつ もそうです。食べながらよく「わびししい……」。

The "Inconvenient Truth" around the dinner table

Our food life is supported by many "conveniences" . procedures, demerits and ineffectiveness to the economy and er interview to give you an idea of the "inconvenient truth" you mig

Interviewer. "Hit We're here to investigate the unexpected ineffectiveness hidden in your lives and to clear the way in performing daily chores. Today, we are visiting the home of Mami Shiranui who resides in Tokyo!

Ms. Shiranui. Well, every morning, when I make box lunches for my kids and husband, I marinate the meat and freeze it so it can be cooked right away. It can be quick and easy, and I don't have to clean the chopping

Ms. Shiranuii Well, I might just decide to use it one day! Not just plates, but I like collecting kitchen tools!

Interview: Oh, look here. You have so many frying pan and pots! You're collection's like a professional cook!





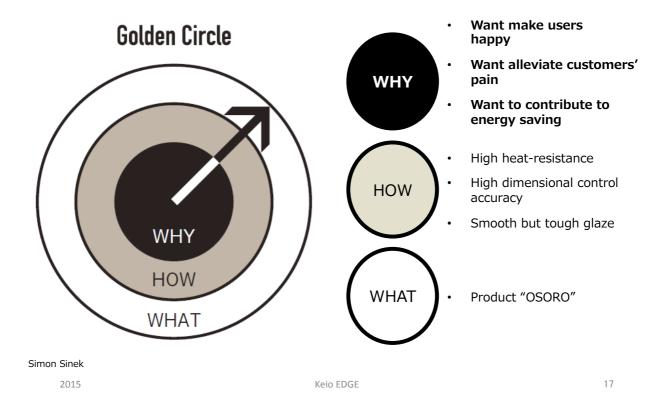








"Why?" of OSORO



Key Takeaways from OSORO Project

- "Common sense" among insiders can be the biggest barrier for innovation.
- The strongest protesters/objectors can become the strongest supporters.
- Future of any project is uncertain for everyone. Therefore, we have to tell our vision repeatedly.
- And.....leader is ALONE.

Entrepreneurship

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Hyper Uncertainty

- Entrepreneurs implement business under hyper uncertain environment.
 - Be in love with uncertainty
- Super high volatility is a great "chance" for entrepreneurs.
 - established players don't like it
- Decent plan doesn't have any value in many cases.
 - everything changes so quickly

Act against Inertia

- Entrepreneurs act against inertia
 - widely accepted rules in an industry
 - common business practice among existing players
- Don't follow what majority of people say
 - you will change rules of the game

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Sense of ownership and Sense of urgency

- Entrepreneurs must have two senses:
 - Sense of ownership
 - Sense of urgency
- Put your hands on your business.
 - no one would take responsibility. YOU do.
 - no one would give a direction to you. YOU do.
- Take urgent action in anytime.
 - quickness/speed is the most powerful weapon for startups
 - "常在戦場"

Get things done

- Entrepreneurs must have "get things done" mentality
 - no implementation, no value
 - last one mile
- No one would get things done for you
 - do delegation, but don't put your hands off

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Investment

- Starting your own business is a huge investment. You invest a lot of resources on uncertain future:
 - time
 - money
 - effort
 - networks
- Investment is an exchange of two things:
 - Certain _____ at present
 - Uncertain _____ in future

Life of an entrepreneur is...

- risky and uncertain
- chaotic and unstructured
- troublesome and restless
- Insecure and unstable

but....

Totally exciting and fun!!

Welcome aboard folks!!

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Value Proposition

Value Proposition

 An analysis or statement of the combination of goods and services offered by a company to its customers in exchange for payment.

http://www.businessdictionary.com

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Day 1 material

VALUE

benefit
gain
joy
someone's satisfaction
pain relief
help
excitement
peace of mind

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"Value Proposition": Keio EDGE flavor

- It is about someone receiving it.
- Your strategy, financing, engineering, manufacturing, logistic, and everything related is aiming to maximize the proposing value.
- It is NOT a tag line, corporate identity, or advertisement message but it is your commitment.

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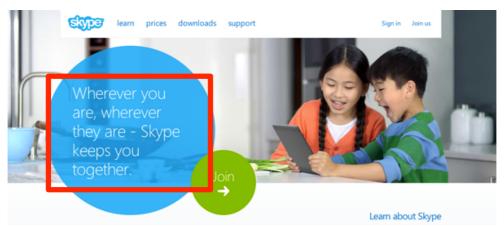
Example

Square's Value Proposition www.square.com



 Square, Inc. is a financial services, merchant services aggregator and mobile payment company based in San Francisco, California. The company markets several software and hardware payments products, including Square Register and Square Reader, and has expanded into small business services such as Square Capital, a financing program, and Square Payroll. The company was founded in 2009 by Jack Dorsey and Jim McKelvey and launched its first app and service in 2010. (Wikipedia) Example

Skype's Value Proposition Www.skype.com



- Skype (/'skaip/) is a telecommunications application software product that specializes in providing video chat and voice calls from computers, tablets, and mobile devices via the Internet to other devices or telephones/smartphones.
- First released in August 2003, Skype was created by Dane Janus Friis and Swede Niklas Zennström in cooperation with Estonians Ahti Heinla, Priit Kasesalu, and Jaan Tallinn, who developed the backend, which was also used in music-sharing application Kazaa.[20] In September 2005, eBay acquired Skype for \$2.6 billion. In September 2009, Silver Lake, Andreessen Horowitz, and the Canada Pension Plan Investment Board announced the acquisition of 65% of Skype for \$1.9 billion from eBay, valuing the business at \$2.75 billion. Skype was later acquired by Microsoft in May 2011 for \$8.5 billion. Microsoft's Skype division headquarters are in Luxembourg, but most of the development team and 44% of the overall employees of the division are still situated in Tallinn and Tartu, Estonia. (Wikipedia)

Example

Evernote's Value Proposition



- Evernote is a cross-platform, freemium app designed for notetaking, organizing, and archiving. It is developed by the Evernote Corporation, a private company headquartered in Redwood City, California.
- Founded by Stepan Pachikov, the Evernote web service launched into open beta on June 24, 2008 and reached 11 million users in July 2011. In October 2010, under former CEO Phil Libin, the company raised a US\$20 million funding round led by DoCoMo Capital with participation from Morgenthaler Ventures and Sequoia Capital. Since then, the company raised an additional \$50 million in funding led by Sequoia Capital and Morgenthaler Ventures, and another \$70 million in funding led by Meritech Capital and CBC Capital. On November 30, 2012, Evernote raised another \$85 million in funding led by AGC Equity Partners/m8 Capital and Valiant Capital Partners. On November 9, 2014, Evernote raised an additional \$20 million in funding from Nikkei. (Wikipedia)

Value Proposition and Tag Line

- Value proposition and tag line are two different things.
- They can be the same or can look very different.

Nike Value Proposition Tag Line

Authentic athletic Just Do It!
performance

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Value Propositions

- After describing your value propositions, ask following simple questions to yourself:
 - Is it unique?
 - Is it easy to understand?
 - Is it difficult to copy?
- Even if a similar business model had already existed, don't be disappointed too much.
 - Can't you differentiate your model?
 - Can't you outperform rivals?
- Your pain relievers / gain creators do not need to solve all the pains and gains of customers.
 - Focus on extreme pains and essential gains



Value Propositions

- Find possible "pain relievers" for your customer.
- Find possible "gain creators" for your customer.



- Review pain relievers and gain creators and create a short sentence to describe the Value Propositions of your products/services.
 - Discuss and identify what you really want to deliver to your customers.
 - Discuss how you your value proposition can be unique.

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Example

