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Keio University  
Global Innovator Acceleration Program  
2015  
**Day 6 Business Synthesis**

Graduate School of System Design and Management  
EDGE Program Team

2015

Keio EDGE

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## “Business Synthesis”: Keio EDGE definition

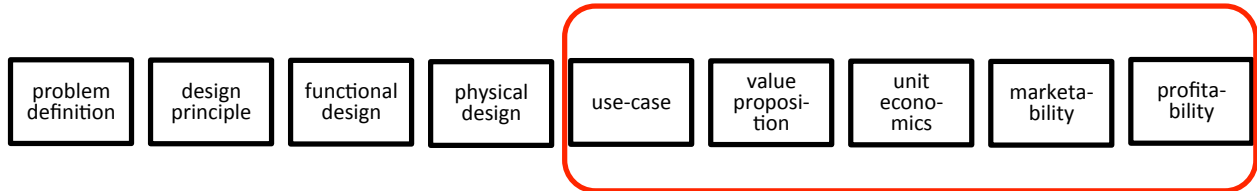
- A part of **new value creation** process.
- It is about designing, developing, and realizing your **new value chain** from **economical point of view**.
- Yes we DO talk about money/cash but it is NOT only about money/cash.
- **Every figure** has **uncertainty**.
- It is combined with decision making.

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# New Value Creation Process: “Big Picture”



## 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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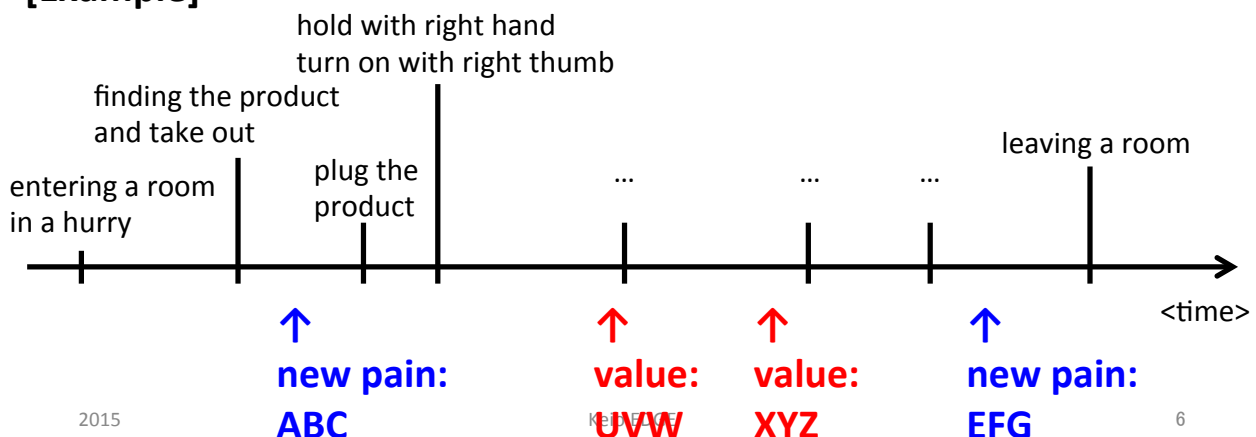
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## Exercise

### Create a Journey Map for your Use Case(s)

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

#### [Example]



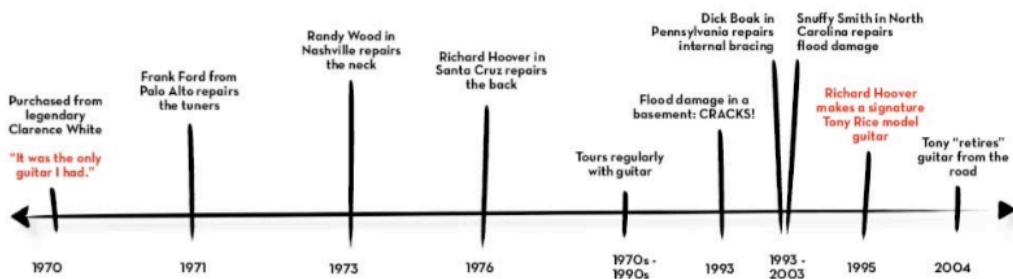
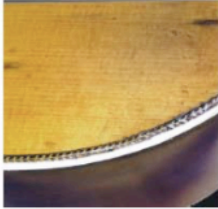
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# METHOD

## JOURNEY MAP



2015 Bootcamp Bootleg: Journey Map (p19) EDGE

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## 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

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# Before: Big Trade-off

Functional and  
low quality (ugly)



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Decorative and  
high quality (beautiful)



OR

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# After: OSORO Solved Trade-Off Problem



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# World Major Design Awards Our Team has received



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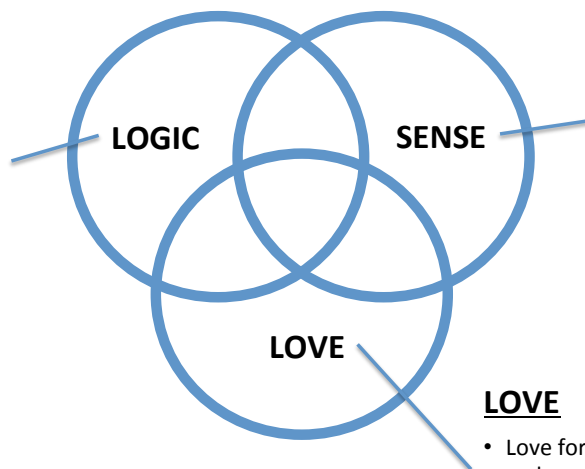
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## 3 factors of design: LOGIC/SENSE/LOVE

- 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

- Love for customers, products and services
- Strong belief on what he/she is doing

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

2014

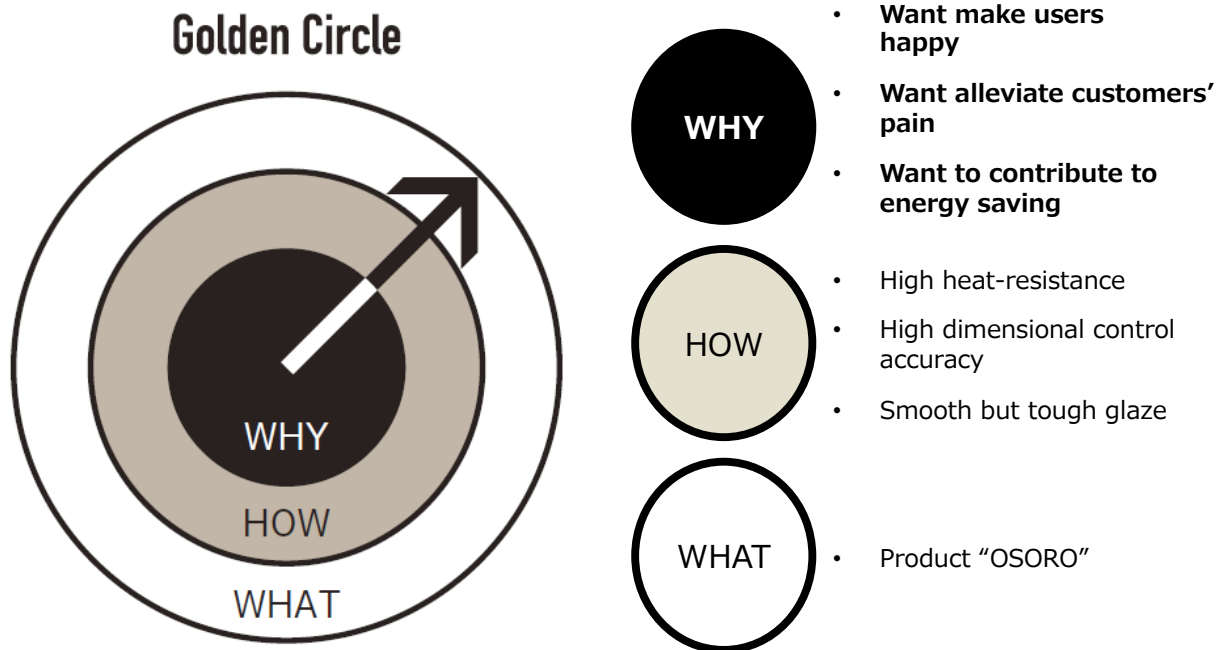
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# “Why?” of OSORO



Simon Sinek

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## 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.

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# Entrepreneurship

## 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

# 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
  - “常在戰場“

# 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

# 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!!**

## **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>

Day 1 material

## VALUE

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

# “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**.

Example

## Square's Value Proposition

[www.square.com](http://www.square.com)

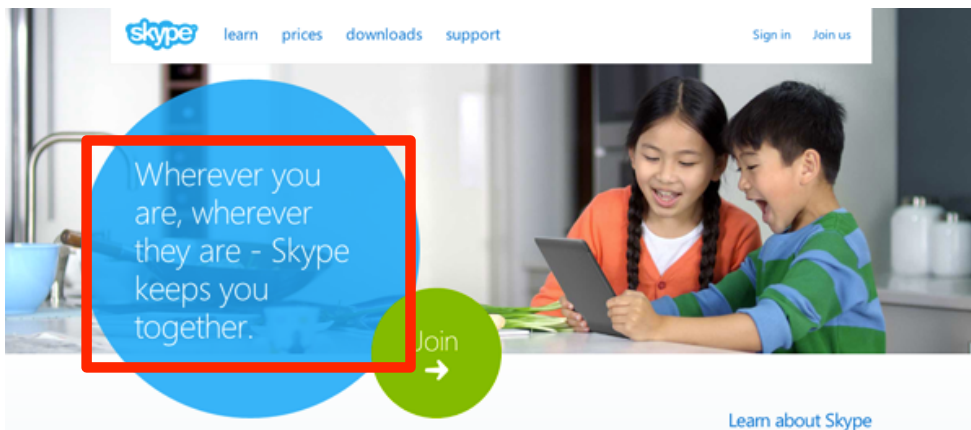


- Square, Inc. is a financial services, merchant services aggregator and mobile payment company based in San Francisco, California. The company markets several software and hardware payments products, including Square Register and Square Reader, and has expanded into small business services such as Square 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

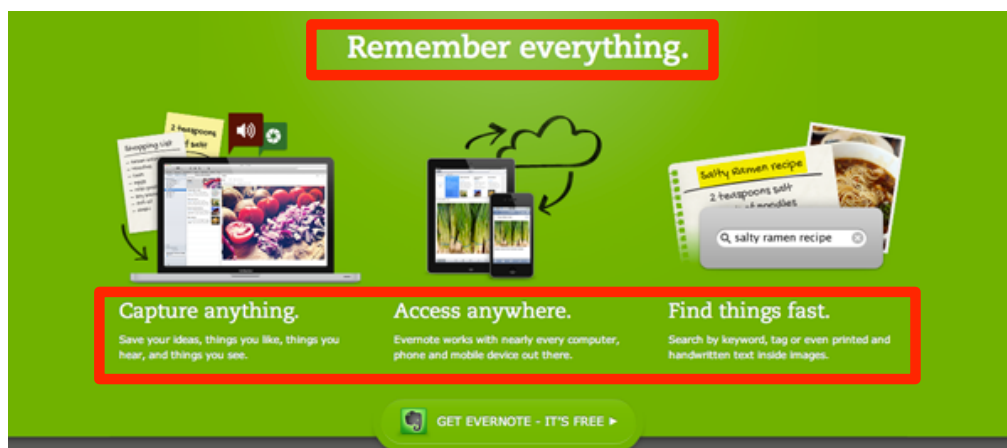


- Skype (/ˈskaɪp/) is a telecommunications application software product that specializes in providing video chat and voice calls from computers, tablets, and mobile devices via the Internet to other devices or telephones/smartphones.
- First released in August 2003, Skype was created by Dane Janus Friis 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

www.evernote.com



- 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.

	<u>Value Proposition</u>	<u>Tag Line</u>
<b>Nike</b>	<b>Authentic athletic performance</b>	<b>Just Do It!</b>

## 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

## Exercise

# Value Propositions

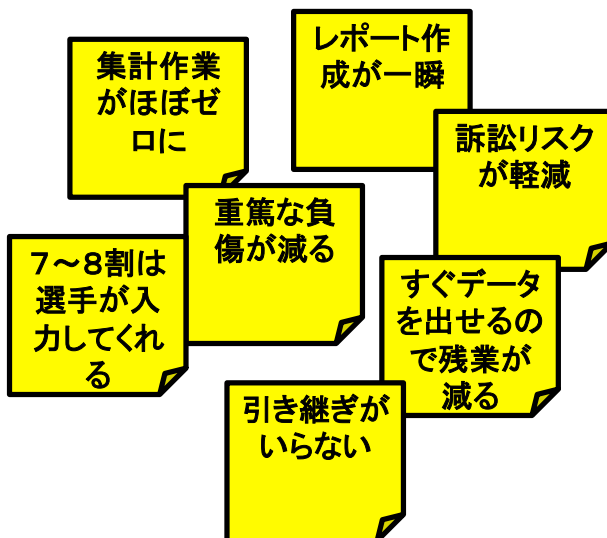
- Find possible “**pain relievers**” for your customer.
- Find possible “**gain creators**” for your customer.

for who?  
what?

- 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 your value proposition can be unique.

## Example

### Pain relievers



### Gain creators

