

Steps

Mapping a Company

1 Prepare

Have the Business Model Canvas (BMC) printed on a large sheet of paper. Use post-it notes to add data to the different elements/boxes as you go along.

2 Research

Gather information about the company you are working with by deep-diving into its website, interviewing and mapping. You have to fill all nine building blocks with information. Start with Value Propositions, Customer Segments and Customer, and use the supporting tools, Value Map and Customer Profile. It is further recommended to identify value creation for End Users.

// Who are the company's customer segments and groups of end users?

// Value proposition: Which values does the company deliver to customers and end users?

// What kind of relationship does the company have with its customers and end users?

// Fill in all four boxes.

On the right (downstream) of the BMC, map the Revenue Streams.

// Is the company working with B2B (business to business) or B2C (business to customer)?

// What is the revenue from services/products etc. that the company delivers to its customers and end users?

On the right, in the middle of the BMC, map the Channels through which the business flows. Map the activities related to communication to both customers and/or end users. Marketing, on-line presence, fairs, daily contacts from sales, presence in the situation of purchase (in the shop, on the internet, advertisements etc.).

Once you have filled in the right-hand side of the BMC, start filling in the left-hand side.

On the left-hand side (upstream) of the BMC are the activities related to the internal practices, such as partners, suppliers etc., the knowledge present in the organisation, the physical spaces, the economic calculations and specific productions and actions. By mapping both sides of the BMC you will be able to increase your knowledge of the company's daily practices and understand the perspectives of future activities.

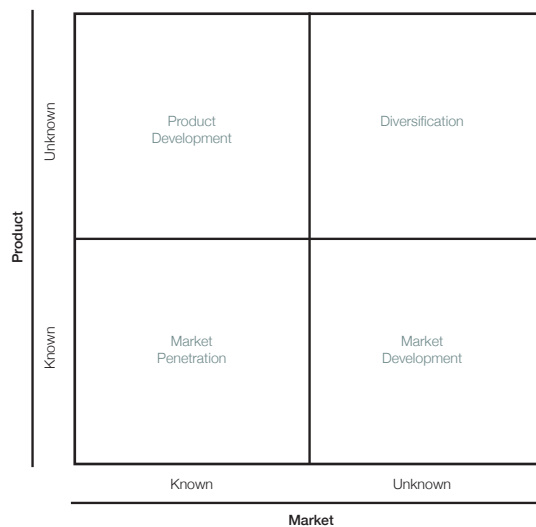
3 Map

Map all your gathered information into the BMC; try to keep the overview manageable for a second party to understand.

4 Reflect

Take a step back and discuss with one of your fellow students. Did you get all the information you need? How would you describe the existing value proposition and the supporting activities in a brief and concise format? Are there gaps in the BMC – activities that do not correspond to the company's Value Propositions?

- // What can you, as a designer, change within this business model?
- // What type of values are you able to create for this company?
- // Is there any potential for a new business model looking at new markets, new products or services?
- // Is there potential within the existing business model to increase sustainable activities adding the perspectives of “People, Profit, Planet” – doing better for the world?



When identifying new business models for a company it might be helpful to test your ideas in Ansoff's Growth Matrix*: The model can be used to see how a new idea regarding products and/or services fits into the existing business model of a given organisation.

- // If you offer a new product/service to an organisation, is it then applicable to the market the organisation already works with, or is there a need for a new market development?
- // Do you offer an existing product/service to a new market? If that is the case, maybe a product development strategy is needed.

* The Ansoff Growth Matrix – created by Harry Igor Ansoff, a Russian mathematician and business manager – known as the ‘father of strategic management’. Ansoff did not take sustainability and circular economy into account in his model, but as a basic understanding when mapping ideas into the BMC his matrix may be helpful.

Steps

Mapping a Designer

1 Prepare

Have the BMC printed on a large sheet of paper. Use post-it notes to add data to the different elements/boxes as you go along.

2 Reflect

Start by filling in the mapping of an I-, T- or X-shaped designer. Deep-dive into the list of skills, motivations, knowledge and approaches you have identified when mapping yourself as an I-, T- or X-shaped designer. (You can be more than one type of designer).

3 Map

Use the supporting tools, Value Map and Customer Profile, to clarify the products/services you offer, the gains you create and the pain you relieve related to your customers.

4 Identify

Identify the potential organisations and partners within your personal Business Model Canvas, analyse them one by one through The Customer Profile from Strategyzer*.

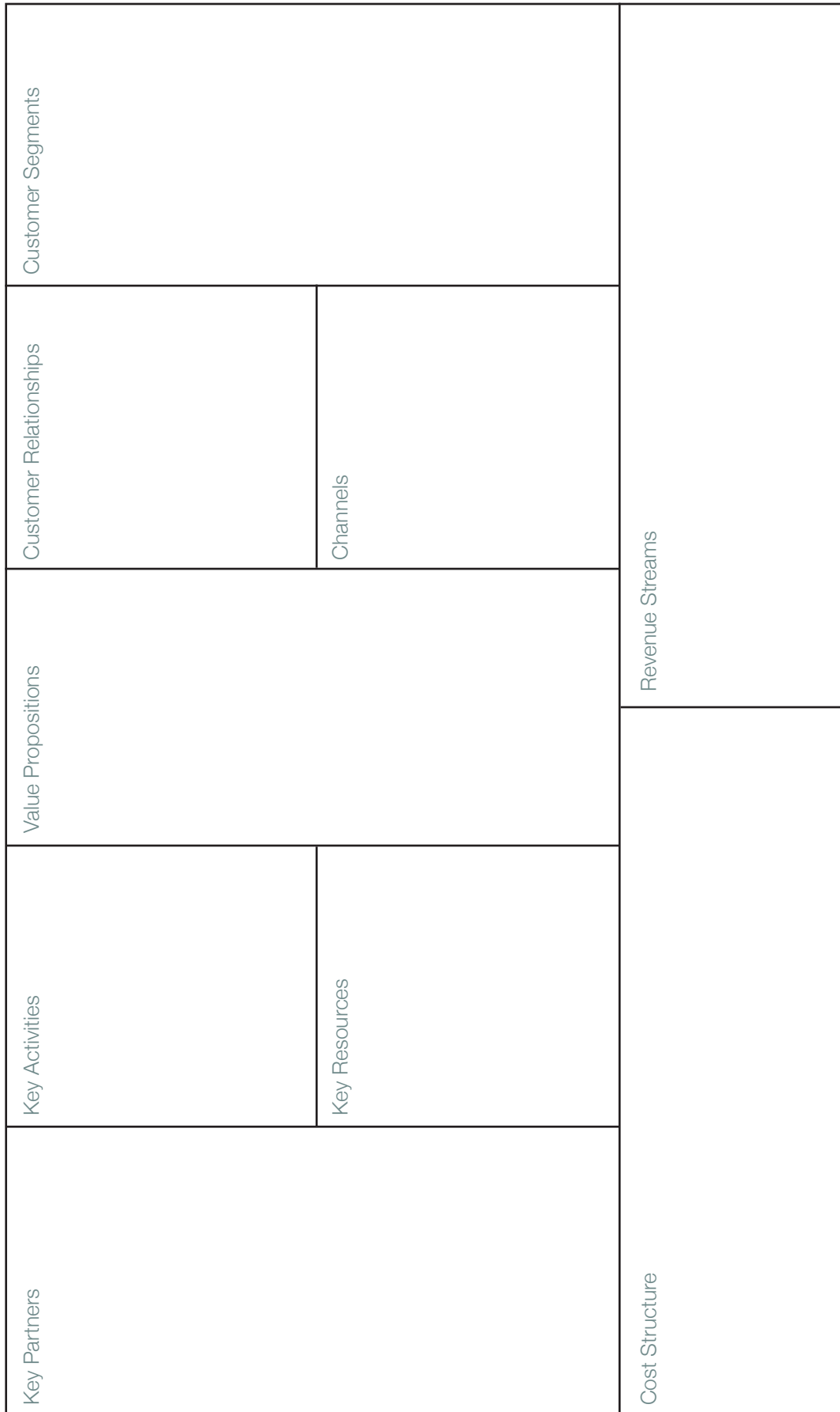
5 Reflect

// What is your Call for Action?

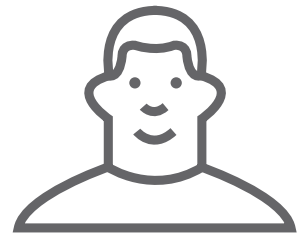
// This starts with a mapping of 'what is' then identifying opportunities for new competencies you need to gain, who to partner with, what activities you need to do more of/less of.

// Specify the revenue streams and cost structures for yourself that mirror your ideas of future living and working.

// Finally describe your dream scenarios for the future.

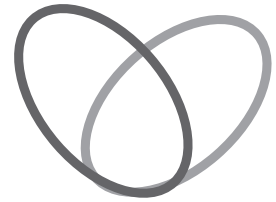


Business Model Canvas: Alexander Osterwalder // Download the canvas on Strategyzer.com



Customer segment

End User Groups



Customer Relation

Soft

Hard

Vision

End User Relation

Soft

Hard

Vision



Value Creation Customer

Soft

Hard

Vision

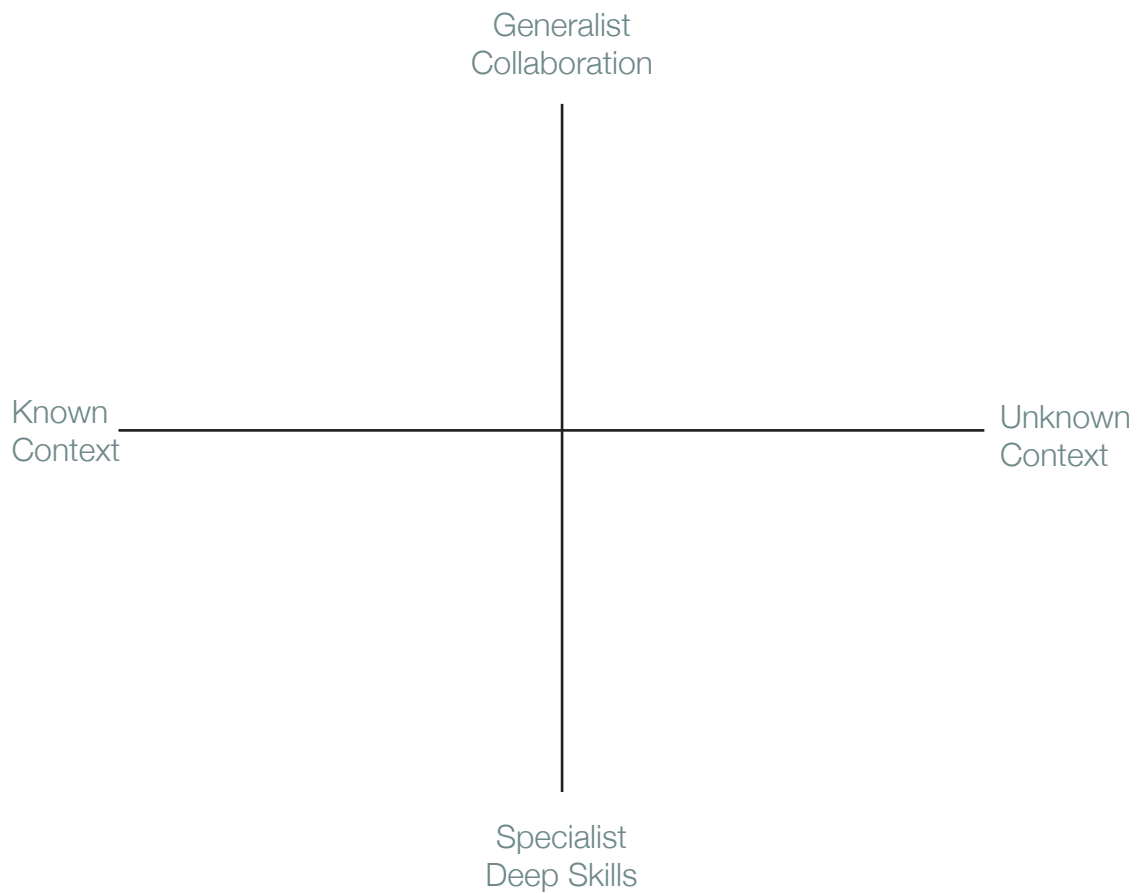
Value Creation End User

Soft

Hard

Vision

I, T or X- shaped designer



What is design to you?

What is the core of your own design practice?

How would you like your core design practice to create value? Place your core design practice in the diagram and explain. (Place more than one dot).

I, T or X-shaped designer: Lucy Kimbell*

Steps

1 Investigate openly

You can investigate stakeholders in many ways, for instance through desktop research identifying articles, literature and surveys addressing the topic and by conducting semi-structured interviews with people at the centre of the situation/project.

// Guiding questions might be 'who are they?

// How do they relate/contribute to/benefit from the project/service?

// What is important to them?

Register and post your data and insights as you go along, preferably on a data wall where you can share your findings in an ongoing show & tell.

2 Draw a stakeholder map

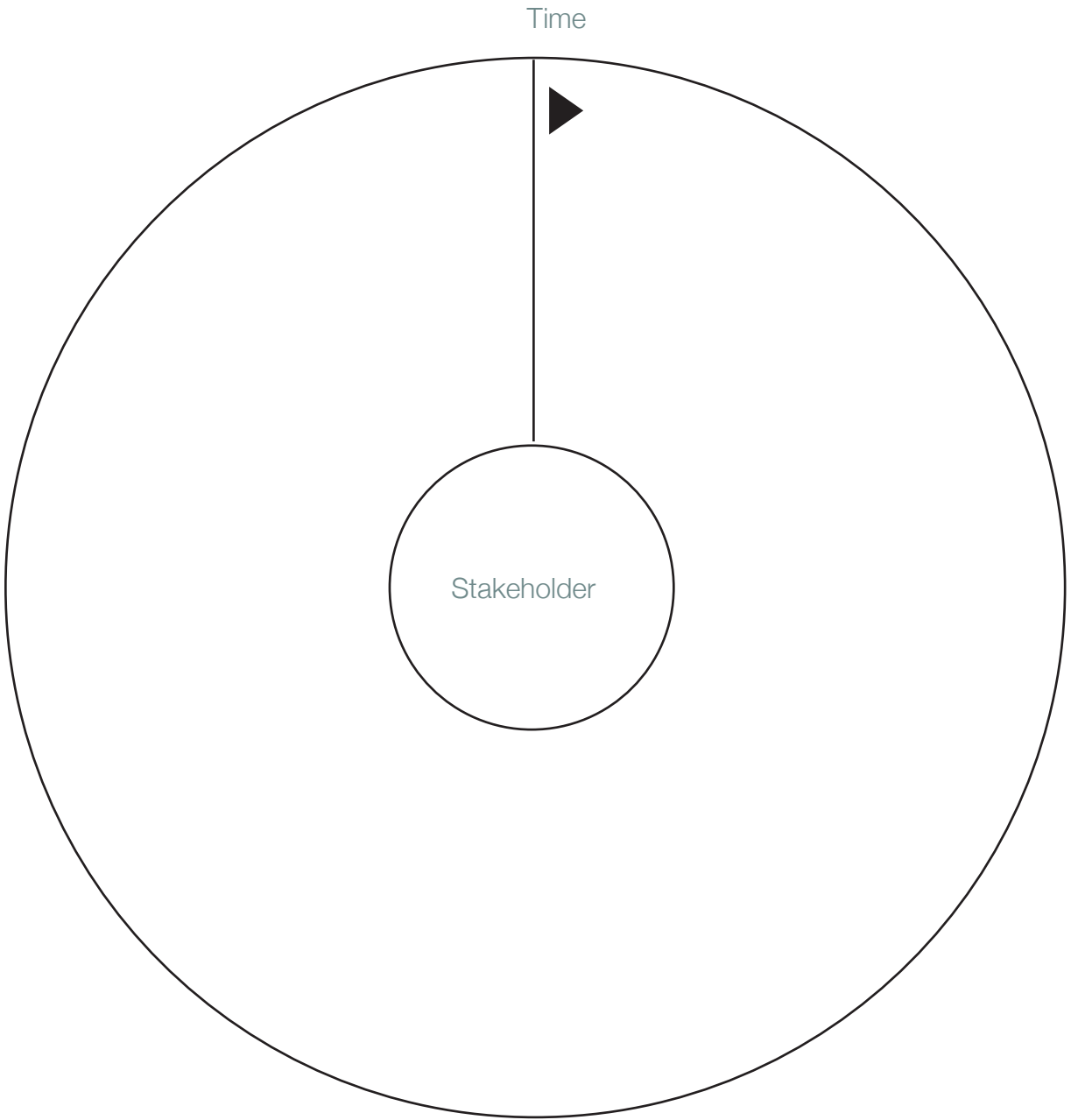
Start by organising your findings, for instance by clustering on the data wall. Think of ways in which you might visualise and position stakeholders in relation to the situation/project, e.g. categories of stakeholders, value systems, points in time when they are in contact with a product/service, present and future stakeholders, etc. You might want to draw several maps.

3 Personas

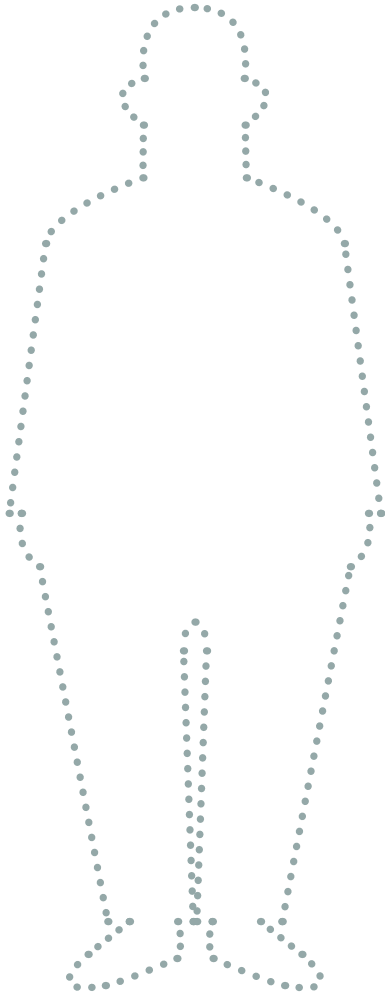
In some cases, making personas is helpful to further understanding and gaining experience about the individuals behind stakeholder categories. You can apply personas and you can project persons into the future to explore what might be happening to them and how their needs and values might change.

4 Look for patterns

Step back and look at your map(s): What insights and patterns do you see? Is there a similarity between stakeholders or do you see 'clashes', for instance in terms of values or needs? Are there gains or pains related to the end user? Write them down on a large sheet of paper.



Persona



Name:
Gender:
Age:
Marital status:
Family:
Residence:
Education:
Profession:
Place of work:
Hobbies:
Belief:

Brands:

Biography:

Personal Values:

Heroes:

Quote(s):

Goals:

Dreams:

Aspirations:

Barriers:

Chaos	_____	Structure
Intuition	_____	Intellect
Introvert	_____	Extrovert
Individual	_____	Community
Informal	_____	Formal

Steps

1 Prepare

Set up a time for the workshop to meet. Prepare the material you need, pictures, questions, pens, scissors, poster boards etc. You might add new pictures to the existing collection, but bear in mind that they should not be too 'cute' – this is not an exercise in 'looking good' but an exercise meant to be the basis for an honest conversation about personal values and motivations to do better, to make a difference or something yet unknown.

2 Get the meeting started

Start by setting the stage for the interview explaining the process: why you are doing this, what you are going to do and how you are going to do it. Set aside time for participants' questions. Ask everybody to create a poster where the pictures and the speech bubbles are filled in. They must work in silence allowing everyone to turn their attention inwards, reflecting on personal values. Hearing the movement of paper, pens and scissors is thus a positive thing. Allocate 15 minutes.

3 Present

Have participants present their Election Posters to each other. The rules are simple: No interruption during presentation. Have participants reflect on what is being said and how it is being said: As a 'shout', a 'say' or a 'whisper'. How do they wish to make a difference? While participants can not interrupt each other, they might ask questions to learn from each other. Make sure that there is a respectful tone in the room. The subject is people's values – which can be a sensitive topic.

4 Find the essence of the shared poster

The task is now to boil down the many words and images into something that summarises the group's Election Poster. It can be a few keywords, or it could be a complete sentence. Have the participants think about what will work best – and then do it, either as a classic brainstorm, a clustering or something else.

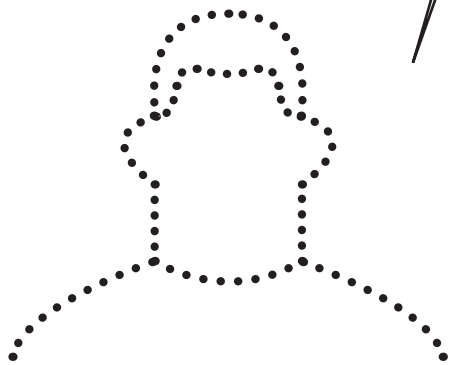
5 Identify new ambitions and values

Compare the essence of the shared Election Poster to the company's vision and strategy. How do they match? Are there hidden ambitions and values in the group that could be implemented in future projects? Use the Value Wheel (Tool: Designed Value Chain) to mirror Three Common Whys into today's situation in the value chain. You can map the actions of today in the company using the perspectives of The Triple Bottom Line.

What

Why

How



People

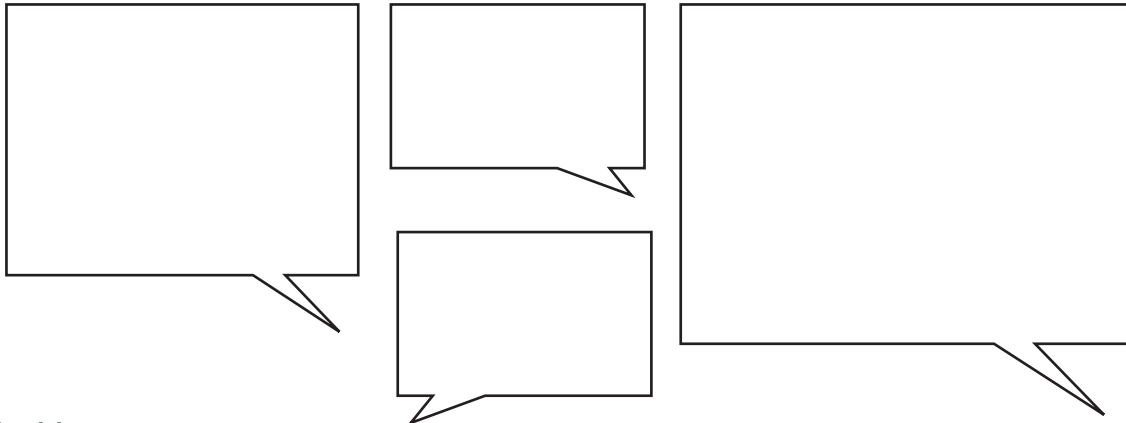


Profit

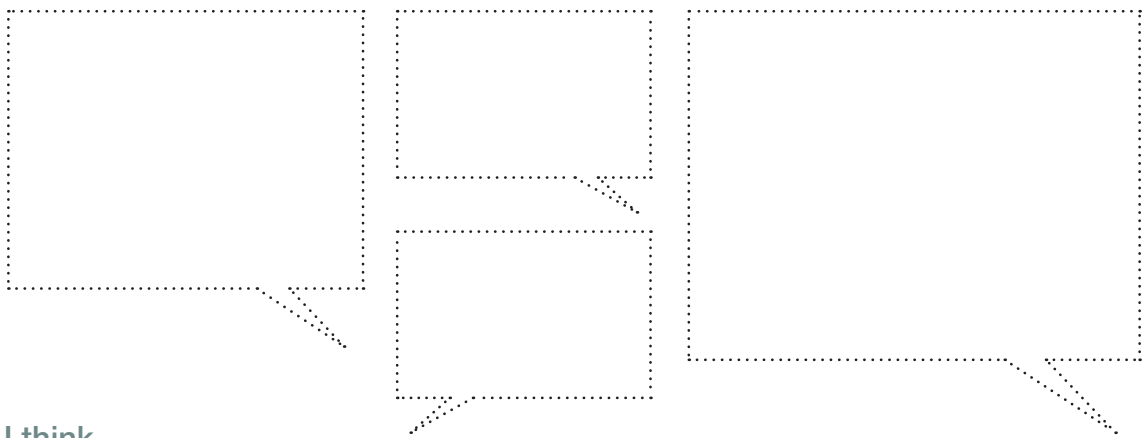


Planet

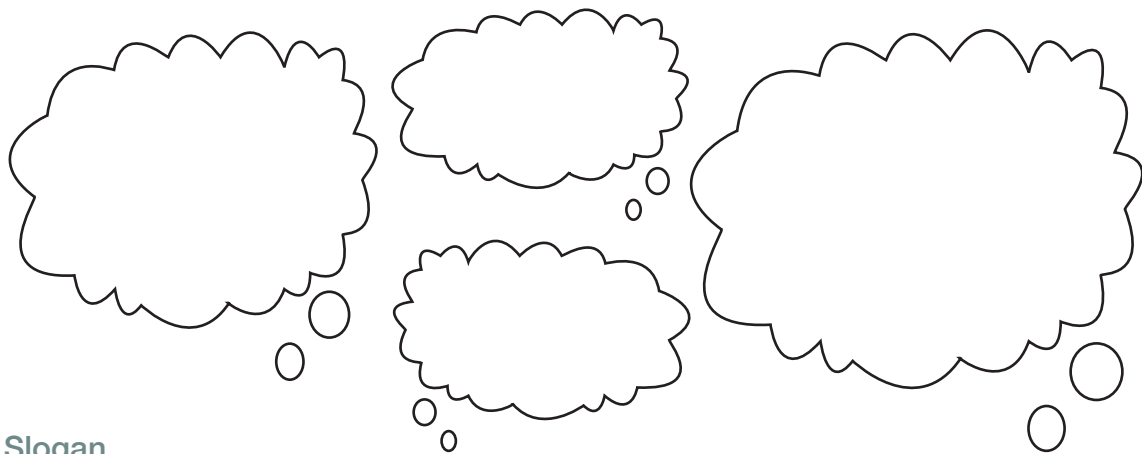
I say



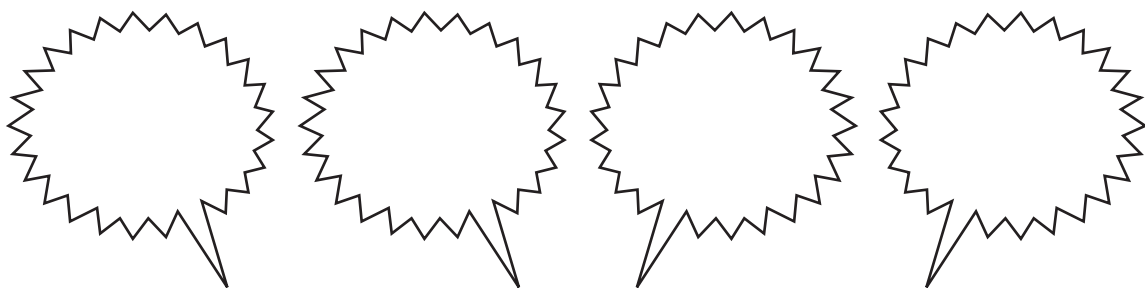
I whisper



I think



Slogan





Why

Why

Why



People



Profit



Planet

Steps

1 Use both written and visual data material

Write or draw significant data in relation to the past and the future. It is important that the information shared is both data and visual material in order to create a common base for a discussion about the trends that have been identified. Prepare the work by making a large visual map of a timeline going 10 years back in time and 30 years forward into the future and place it on the wall for everyone to see. There might be several timelines listed in parallel to illustrate different aspects, for instance 'the company', 'the industry', 'the country' and 'the planet'. In the present material we have divided the rows in relation to People, Planet Profit.

2 Make the map

Place the data on the map. You can do it in different ways, e.g. by taking each subject, discussing its position and placing it together on the ruler. Or you can each take a pile of data and place it silently on the map, followed by a discussion and a repositioning. This continues until you are stuck and need to discuss something, or the map is finished with all the data attached.

3 Ask questions to the map

Step back and take a look at the map.

// What are the challenges in the near and distant future?

// What are some of the opportunities in the near and distant future?

// How does this relate to the quest for being more sustainable?




// Have one person list the challenges, opportunities and implications on a large sheet of paper as you go along.

4 Identify challenges




Depending on your material you might want to generate more challenges. This can be done by framing a challenge. Look at your list of challenges, opportunities and implications and use them as jumping points for framing new 'how might we' challenges. Apply the three perspectives (People, Profit, Planet) to the challenge of evaluating and selecting the most relevant challenges to continue to work on.

5 Identify opportunities

At this point you might have identified a series of opportunities already. If you want to explore opportunities further you might do this by having an inverse brainstorm, by doing individual brainstorms silently, by sketching or prototyping together, etc. The sky is the limit. What is important is that you are left with one to three substantial ideas for how to create sustainable transformation from a future perspective.

	 People	 Profit	 Planet
Present			
Future			

Continue until 2030

Present			
Past			
	 People	 Profit	 Planet

Steps

1 Get an overview

Start by identifying the general activities in the organisation you are investigating; if it is a production company certain areas will be given: raw materials, sourcing, production, sales and marketing, logistics, customers, end users, recyclability etc. If you are dealing with a service organisation the general areas of activity you have to identify might be different.

2 Prepare data production

Make a plan for whom to contact in the organisation – prepare questions about the work flow, the sequence of steps and, if possible, arrange a meeting with the organisation. Often it is better to 'go out' there and see how things are done.

3 Just do it

It can seem a bit overwhelming to identify all the steps in an organisation, but it is necessary to get a deeper understanding of existing structures and getting the needed information in order to identify potential areas for increased sustainable changes.

4 Organise information

When all data have been collected, fill in the individual parts of the value chain – identify the links between the general areas.

5 Step back

Reflect on the practice of the organisation. Are there any missing links? Are the end users represented? Are there things that the organisation should stop doing, do more of or start doing in order to embrace a more sustainable future? Reflect and note where the most significant impact could be achieved in terms of sustainable transition initiatives.

Who

Activity

Decision Maker

Decision Space

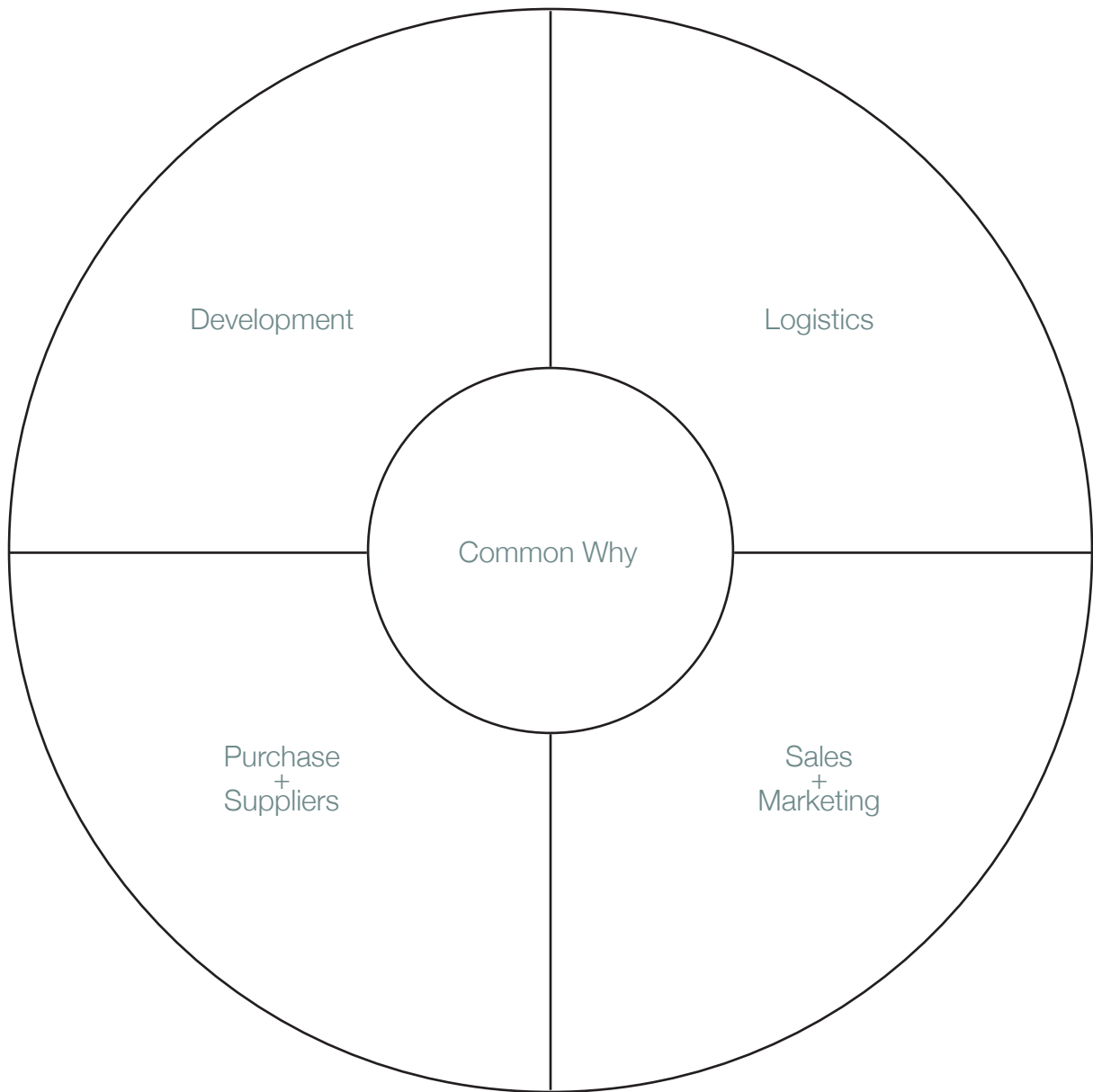
Involved

Opportunities

Challenges

Value

Customer Value



Steps

1 Prepare

Draw the assessment diagram on a large sheet of paper and place it on the wall or on a table. Pick a concept/an idea to start with and place it at the centre of the diagram. Look at the value chain and assign roles/areas of responsibilities to the participants. Everyone is provided with post-it notes and a pen.

2 Assess in the category 'Best'

Participants should reflect individually in silence and write down their points on post-it notes which they place on the map. What is the 'Best' about this idea in relation to people – it could be employees, customers and partners as well as local and global communities. Look to the tool Stakeholder Identification or the BMC for inspiration. What is the 'Best' in relation to profit? What is the 'Best' in relation to the planet – the positive effect on the environment, or the positive social impact downstream and/or upstream in your valuechain.

3 Assess in the category 'Worst'

Repeat the individual, silent reflection process placing notes in the category 'Worst'. What are the negative effects on people, profit and the planet?

4 Assess in the category 'Missing'

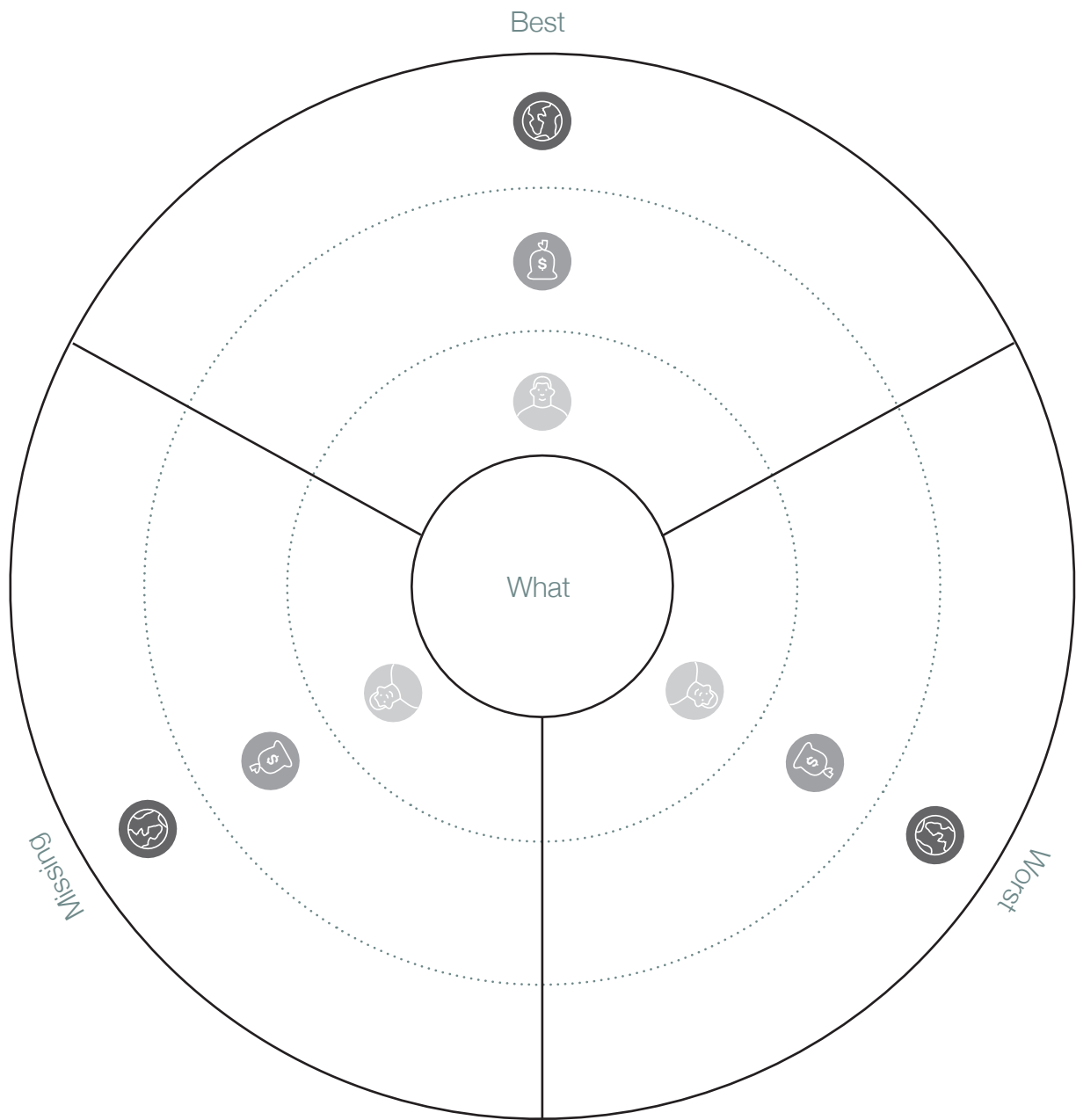
Finally, repeat the individual, silent reflection process placing notes in the category 'Missing'. What are the 'unknowns' in this idea? Are there areas that need further investigation? Is it possible to access statistical material or other types of data that can help illuminate the consequences of the idea?

5 Presentation

Participants present their considerations by going through the post-it notes. If new aspects turn up in the group, they should be written down on post-it notes and added to the diagram. Try to keep an open mind and listen carefully to each other. The aim of the discussion is to identify, include and understand the many perspectives that arise.

6 Final evaluation

Discuss and evaluate the assessment of the idea/concept as a whole. How did it fare? How much do you know about the consequences of implementing the idea/concept? Did something turn up which needs further investigation? Would you like to move the idea/concept forward or did you discover something that indicates that it should be discarded at this point?



Steps

1 Map existing knowledge

If a new product is going to be designed, map existing knowledge related to an existing product. Mapping is still relevant – what is the impact on the current business model in case the product is going to be recyclable? How can the organisation collaborate with current partners who may re-use the product? Or will the organisation take back the product itself, repair/renew it and send it back on the market?

2 Ideate

Identify the new partners and the new business procedures in the organisation. Once the mapping has been completed there will be many questions that need to be answered, internally, but most probably also externally by the organisation. When circular business models are created it is often necessary to introduce new partners into the value chain, since few organisations today can do their own recycling but depend on larger systems to contribute to the transition.

When everything is mapped it is possible to ideate around further action and new knowledge needed to achieve increased value creation focussing on the three bottom lines:

- // Better sustainable raw materials.
- // New partners within the production or possibly new product developments (designs) that can prepare the product for disassembly at the end of its life cycle, starting a new cycle as raw materials (circular economy processes).
- // New markets with existing products or new products within existing market – will, from both perspectives, need different action from the stakeholders involved.

3 Reflect

- // Is the idea/change we are working with possible to achieve within the given context?
- // When is it realistic and relevant to launch the project? Make a time line for implementation with responsibilities connected to the persons involved.

Often you will find numerous areas that need to be researched further. Identify what you know, what you do not know and what you do not know you do not know! It is an iterative process, where the perspectives are shared in a cross-disciplinary team. When using the Product Development Tool every part of the value chain inside and outside the company contributes with knowledge and experience, also the people who usually come in later in the process, e.g. marketing, logistics/transport and vendors/procurement to ensure sustainability in the entire cycle. By increasing the precision and definition of goals and knowledge related to a given development it is possible to reduce the risk of the development being unsuccessful from the outset. You can combine the Product Development Tool, the Future Ruler Tool and Persona Profiles to create structure and overview in a development process that reaches into a sustainable future. Further inspiration on ways to unfold your strategic work addressing sustainability through your design, can be found in the Sustainable Design Cards*.

* Further inspiration on ways to unfold your strategic work addressing sustainability through your design, can be found in the Sustainable Design Cards. The Sustainable Design Cards are created by Karen Marie Hasling, Ulla Ræbild and Lotte Hahn Kofoed, LAB for Sustainability, Design School Kolding, DK.

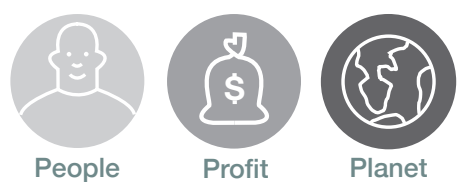
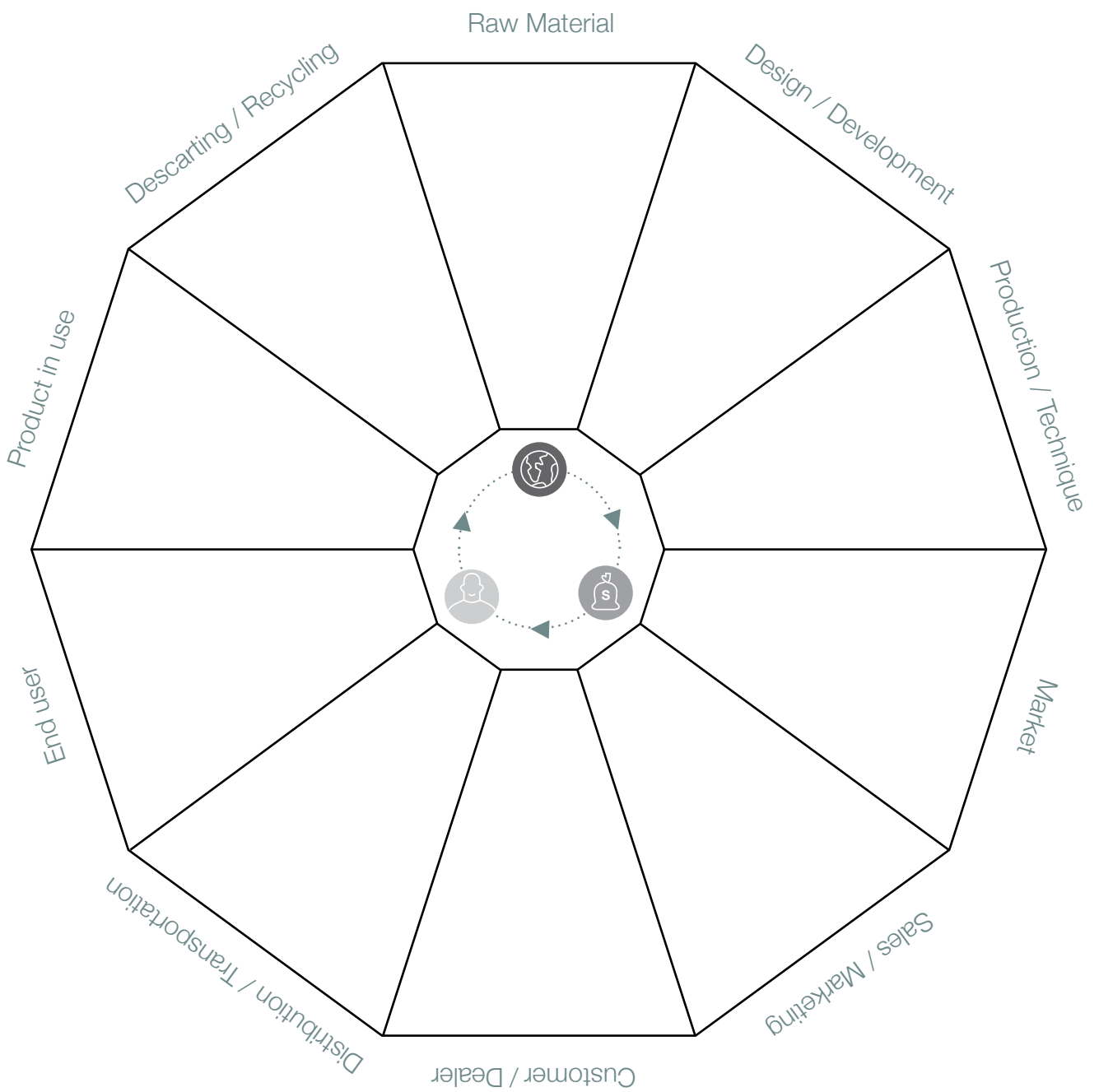
How Might We ...

What //

Who //

How //

Where //



Steps

1 Prepare

Identify the collection of products and/or services. Visuals of the products/services – seven prints of each. Draw the Collection Tool diagram seven times on large sheets of paper. If the portfolio is large you can cluster the services/products in groups and work with them as one product/service.

2 Sort

Sort the portfolio into the seven different perspectives in the categories bronze, silver and gold.

// Margin.

When sorting by earnings it may be an advantage to define the percentages of the three categories. Products with low profit are placed at the bottom; products with middle profit are placed in the silver category and products with high earnings are placed in the gold category.

// Sort by numbers.

What is the strategic number of products to be included in each category, possibly compared to the degree of profit?

// Sort by differentiation.

Which of the company's products/services distinguish themselves from those of the competitors?

Which products/services need to be in the portfolio in order to meet the customers' needs and create a clear DNA of the company's portfolio?

3 Step back and reshuffle

When the portfolio has been sorted into the three different categories within the three triangle conjunctions and oppositions will be apparent and can be subject to analysis. Based on the insights, reshuffle the portfolio into one triangle. Reflect of the insights of this work.

4 Sort again

Once the placement has been decided, continue to work by sorting into three new parameters:

// Production time.

Many shifts and short production series often create excessive waste, both in time and materials.

This parameter is not always relevant depending to a large extent on the case you are working with.

- An example could be organizations where small exclusive series are the base of this work.

// Product development.

How much time and how many resources are spent on the product compared to its profit, market-differentiation etc.?

// Material complexity.

Working with simple or complex material compositions may impact parameters such as production speed, market differentiation and the possibility of disassembling the product after use (Circular Economy). Complex material compositions may need to involve several suppliers and will increase the cost of a product, but on the other hand it can be exactly this complexity within a product that can help create a market differentiation.

5 Step back and reshuffle

Based on the insights from this second iteration of sorting from different perspectives of the organisation and its environment, reshuffle the portfolio into one triangle.

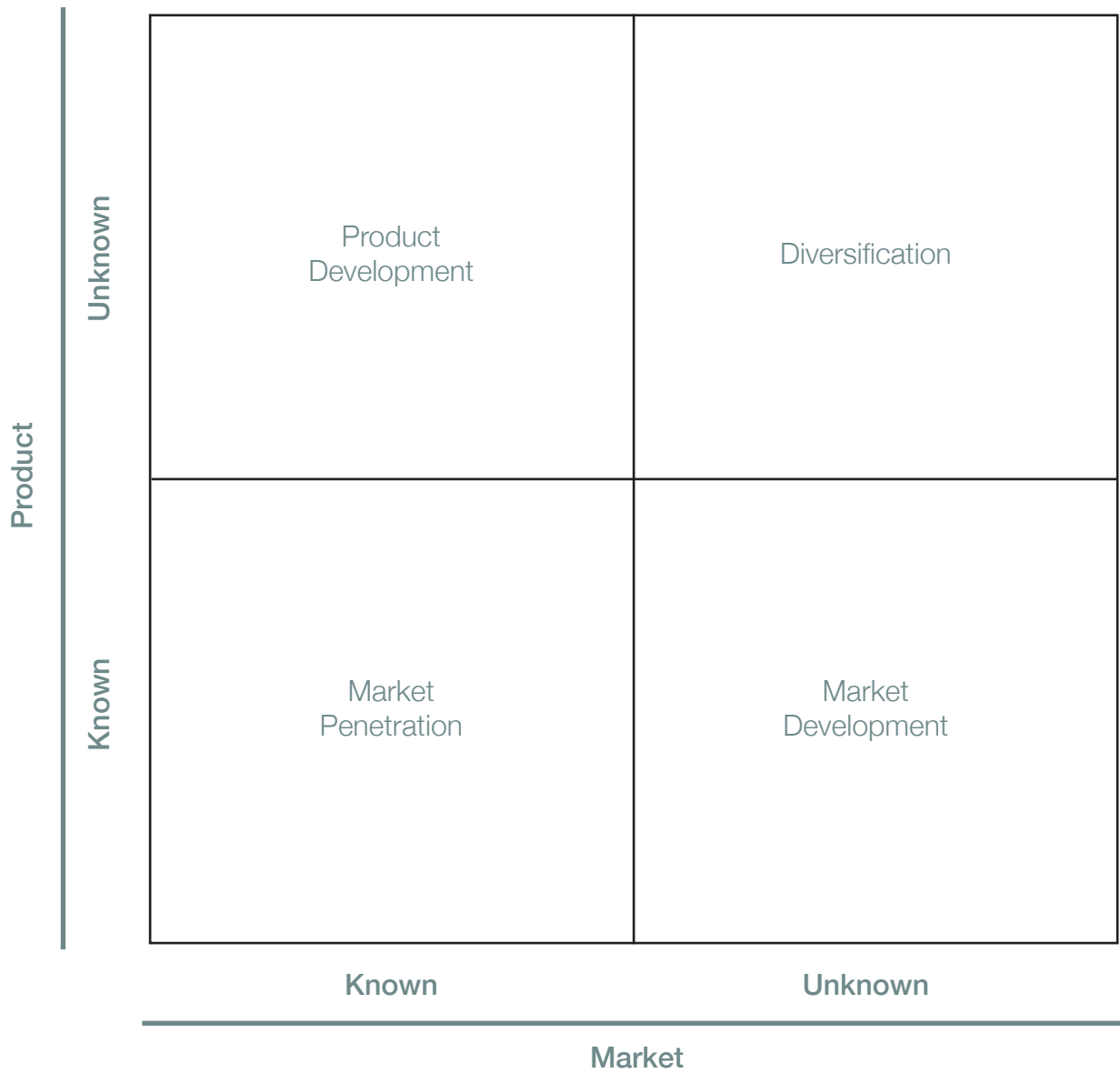
6 New parameters

Based on your first and your second sorting of the portfolio it is now time to conduct a joint sorting. Here it may be necessary to discard products – reflecting on what is “need to have” and what is “nice to have”. Depending on the sales channels and the number of segments the company uses, it may be advantageous to divide the sorting process into several collections.

7 Development of new products

The last step is to work systematically with activities related to new developments in the product/service portfolio, deciding the following:

- // How many new developments are required and needed?
- // How many resources and different actors need to be involved?
- // How can we achieve a circular economy in our processes and design products that are created to be recycled or re-used?



Profit
Number of products
Market differentiation
Production length
Product development + resources
Material composition + complexity

