

BUSINESS – STRATEGY INNOVATION EVALUATION TEMPLATE

VENTURE:	DATE:
LEAD:	EMAIL:

BUSINESS CONFIGURATION - PROFIT MODEL

Profit Model	Description	Business Situations and Business examples	Benefits to users, business, competition, partners	Applicable Business Categories	Is this applicable (YES NO) If NO, Why?	Is this supported in your business (YES NO)
Premium	Price at a higher margin than competitors, usually for a superior product, offering, experience, service or brand					
Cost Leadership	Keep variable costs low and sell high volumes at low prices					
Scaled transactions	Maximize margins by pursuing high volume, large scale transactions when unit costs are relatively fixed.					
Micro transactions	Sell many items for as little as a dollar –or even only one cent –to drive impulse purchases at volume					
Forced scarcity	Limit the supply of offerings available, by quantity, time frame or access, to drive up demand and/or prices.					
Subscription	Create predictable cash flows by charging customers up front (a one time or recurring fee) to have access to the product/service over time.					
Membership	Charge a time-based payment to permit access to locations, offerings, or services that non-members don't have.					
Installed Base	Offer a "core" product for slim margins (or even a loss) to drive demand and loyalty; then realize profit on additional products and services.					
Switchboard	Connect multiple sellers with multiple buyers; the more buyers and sellers who join, the more valuable the switchboard.					
Auction	Allow a market – and its users –to set the price for goods and services.					

User defined	Invite customers to set a price they wish to pay.					
Freemium	Offer basic services for free, while charging a premium for advanced or special features.					
Flexible pricing	Vary prices for an offering based on demand					
Float	Receive payment prior to building the offering –and use the cash to earn interest prior to making margins					
Financing	Capture revenue not directly from the sale of a product, but from structured payment plans and after-sale interest.					
Ad-Supported	Provide content/services for free to one party while selling listeners, viewers or “eyeballs” to another party.					
Licensing	Grant permission to some other group or individual to use your offering in a defined way for a specified payment.					
Metered Use	Allow customers to pay for only what they use					
Bundled Pricing	Sell in a single transaction two or more items that could be sold as standalone offerings					
Disaggregate Pricing	Allow customers to buy exactly –and only – what they want					
Risk Sharing	Waive standard fees/costs if certain metrics aren't achieved, but receive outsize gains when they are					

BUSINESS CONFIGURATION – BUILDING THE NETWORK FOR THE BUSINESS

Network	Description	Business Situations and Business examples	Benefits to users, business, competition, partners	Applicable Business Categories	Is this applicable (YES NO) If NO, Why?	Is this supported in your business (YES NO)
Merger/Acquisition	Combine two or more entities to gain access to capabilities and assets					
Consolidation	Acquire multiple companies in the same market or complementary markets					
Open Innovation	Obtain access to processes or patents from other companies to leverage, extend and build on expertise and/or do the same with internal IP and processes.					
Secondary Markets	Connect waste streams, by-products, or other alternative offerings to those who want them					
Supply Chain Integration	Coordinate and Integrate information and/or processes across a company or functions of the supply chain.					
Complementary Partnering	Leverage assets by sharing them with companies that serve similar markets but offer different products and services					
Alliances	Share risks and revenues to jointly improve individual competitive advantage.					
Franchising	License business principles, processes, and brand to paying partners.					
Coopetition	Join forces with someone who would normally be your competitor to achieve a common goal					
Collaboration	Partner with others for mutual benefit					

BUSINESS CONFIGURATION – STRUCTURE OF THE ORGANISATION

Structure	Description	Business Situations and Business examples	Benefits to users, business, competition, partners	Applicable Business Categories	Is this applicable (YES NO) If NO, Why?	Is this supported in your business (YES NO)
Organizational Design	Make form follow function and align infrastructure with core qualities and business processes.					
Incentive Systems	Offer rewards (financial or non-financial) to provide motivation for a particular course of action.					
IT Integration	Integrate technology resources and applications.					
Competency Center	Cluster resources, practices and expertise into support centers that increase efficiency and effectiveness across the broader organization.					
Outsourcing	Assign responsibility for developing or maintaining a system to a vendor.					
Corporate University	Provide job-specific or company-specific training for managers, resources and leaders					
Decentralized Management	Distribute decision-making governance closer to the customer or other key business interfaces.					
Knowledge Management	Share relevant information internally to reduce redundancy and improve job performance.					
Asset Standardization	Reduce operating costs and increase connectivity and modularity by standardizing your assets.					

BUSINESS CONFIGURATION – PROCESSES FOLLOWED IN THE ORGANISATION

Process	Description	Business Situations and Business examples	Benefits to users, business, competition, partners	Applicable Business Categories	Is this applicable (YES NO) If NO, Why?	Is this supported in your business (YES NO)
Process Standardization	Use common products, processes, procedures, and policies to reduce complexity, costs and errors.					
Localization	Adapt an offering, process or experience to target a culture or region.					
Process efficiency	Create or produce more while using fewer resources – measured in materials, energy consumption or time.					
Flexible manufacturing	Use a production system that can rapidly react to changes and still operate efficiently.					
Process automation	Apply tools and infrastructure to manage routine activities in order to free up employees.					
Crowdsourcing	Outsource repetitive or challenging work to a large group of semi-organized individuals.					
On-Demand Production	Produce items after an order has been received to avoid carrying costs of inventory.					
Lean Production	Reduce waste and cost in your manufacturing process and other operations					
Logistics Systems	Manage the flow of goods, information and other resources between the point of origin and the point of use.					
Strategic Design	Employ a purposeful approach that manifests itself consistently across offerings, brands, and experiences.					
Intellectual Property	Protect an idea that has commercial value – such as a recipe or industrial process –with legal tools like patents.					
User Generated	Put your users to work in creating and curating content that powers your offerings.					
Predictive Analytics	Model past performance data and predict future outcomes to design and price offerings accordingly.					

BUSINESS OFFERING – PRODUCT PERFORMANCE

Product Performance	Description	Business Situations and Business examples	Benefits to users, business, competition, partners	Applicable Business Categories	Is this applicable (YES NO) If NO, Why?	Is this supported in your business (YES NO)
Superior Product	Develop an offering of exceptional design, quality, and/or experience.					
Ease of Use	Make your product simple, intuitive and comfortable to use.					
Engaging functionality	Provide an unexpected or newsworthy experiential component that elevates the customer interaction.					
Safety	Increase the customer's level of confidence and security.					
Feature Aggregation	Combine existing features found across offerings into a single offering.					
Added Functionality	Add new functionality to an existing offering.					
Performance Simplification	Omit superfluous details, features and interactions to reduce complexity.					
Environmental Sensitivity	Provide offerings that do no harm –or relatively less harm –to the environment.					
Conservation	Design your product so that customers can reduce their use of energy or materials.					
Customization	Enable altering of the product or service to suit individual requirements or specifications.					
Focus	Design an offering specifically for a particular audience at the expense of others.					
Styling or Personality	Impart a style, fashion or image					

BUSINESS OFFERING – PRODUCT SYSTEM

Product System	Description	Business Situations and Business examples	Benefits to users, business, competition, partners	Applicable Business Categories	Is this applicable (YES NO) If NO, Why?	Is this supported in your business (YES NO)
Complements	Sell additional related or ancillary products or services to a customer.					
Extensions / Plugins	Allow first- or third- party additions that add functionality.					
Product Bundling	Offer several products for sale as one combined product.					
Modular Systems	Provide a set of individual components that can be used independently, but gain utility when combined.					
Product/Service Platforms	Develop systems that connect with other, partner products and services to create a holistic offering.					
Integrated Offering	Combine otherwise discrete components into a complete experience.					

BUSINESS EXPERIENCE – CUSTOMER SERVICE

Customer Service	Description	Business Situations and Business examples	Benefits to users, business, competition, partners	Applicable Business Categories	Is this applicable (YES NO) If NO, Why?	Is this supported in your business (YES NO)
Try Before You Buy	Let customers test and experience an offering before investing in it.					
Guarantee	Remove customer risk of lost money or time stemming from product failure or purchase error.					
Loyalty Programs	Provide benefits and/or discounts to frequent and high-value customers.					
Added Value	Include an additional service/function as part of the base price.					
Concierge	Provide premium service by taking on tasks for which customers don't have time.					
Total Experience Management	Provide thoughtful, holistic management of the consumer experience across an offering's lifecycle.					
Supplementary Service	Offer ancillary services that fit with your offering.					
Superior Service	Provide service(s) of higher quality, efficacy, or with a better experience than any competitor.					
Personalized Service	Use the customer's own information to provide perfectly calibrated service.					
User Communities / Support Systems	Provide a communal resource for product/service support, use and extension.					
Lease or Loan	Let customers pay over time to lower upfront costs.					
Self-Service	Provide users with control over activities that would otherwise require an intermediary to complete.					

BUSINESS EXPERIENCE – CHANNEL

Channel	Description	Business Situations and Business examples	Benefits to users, business, competition, partners	Applicable Business Categories	Is this applicable (YES NO) If NO, Why?	Is this supported in your business (YES NO)
Diversification	Add and Expand into new or different channels					
Flagship Store	Create a store to showcase quintessential brand and product attributes.					
Go Direct	Skip-traditional retail channels and connect directly with customers.					
Non-Traditional Channels	Employ novel and relevant avenues to reach customers.					
Pop-up Presence	Create a noteworthy but temporary environment to showcase and/or sell offerings.					
Indirect distribution	Use others as resellers who take ownership over delivering the offering to the final user.					
Multi-level marketing	Sell bulk or packaged goods to an affiliated but independent sales force that turns around and sells it for you.					
Cross-selling	Place products, services or information that will enhance an experience in situations where customers are likely to want to access them.					
On-Demand	Deliver goods in real-time whenever or wherever they are desired.					
Context Specific	Offer timely access to goods that are appropriate for a specific location, occasion, or situation.					
Experience Center	Create a space that encourages your customers to interact with your offerings – but purchase them through a different (and often lower-cost) channel.					

BUSINESS EXPERIENCE – BRAND

Brand	Description	Business Situations and Business examples	Benefits to users, business, competition, partners	Applicable Business Categories	Is this applicable (YES NO) If NO, Why?	Is this supported in your business (YES NO)
Co-Branding	Combine brands to mutually reinforce key attributes or enhance the credibility of an offering.					
Brand Leverage	"Lend" your credibility and allow others to use your name –thus extending your brand's reach.					
Private Label	Provide goods made by others under your company's brand.					
Brand Extension	Offer a new product or service under the umbrella of an existing brand.					
Component Branding	Brand an integral component to make a final offering appear more valuable.					
Transparency	Let customers see into your operations and participation with your brand and offerings.					
Values Alignment	Make your brand stand for a big idea or a set of values and express them consistently in all aspects of your company.					
Certification	Develop a brand or mark that signifies and ensures certain characteristics in third-party offerings.					

BUSINESS EXPERIENCE – CUSTOMER ENGAGEMENT

Customer Engagement	Description	Business Situations and Business examples	Benefits to users, business, competition, partners	Applicable Business Categories	Is this applicable (YES NO) If NO, Why?	Is this supported in your business (YES NO)
Process Automation	Remove the burden of repetitive tasks from the user to simplify life and make new experiences seem magical.					
Experience Simplification	Reduce complexity and focus on delivering specific experiences exceptionally well.					
Curation	Use a distinct point of view to separate the proverbial wheat from the chaff –and in the process create a strong identity for yourself and your followers.					
Experience enabling	Extend the realm of what’s possible to offer a previously improbable experience.					
Mastery	Help customers to obtain great skill or deep knowledge of some activity or subject.					
Autonomy and Authority	Grant users the power to use your offerings to shape their own experience.					
Community and Belonging	Facilitate visceral connections to make people feel they are part of a group or movement.					
Personalization	Alter a standard offering to allow the perception of the customer’s identity.					
Whimsy and Personality	Humanize your offering with small flourishes of on-brand, on-message ways of seeming alive.					
Status and Recognition	Offer cues that infer meaning, allowing users –and those who interact with them – to develop and nurture aspects of their identity.					

- 4P Philosophy (Product, People, Process, Planning)
- Market research

References : ten types of innovation – tactics overview (Doblin, a deloitte business)