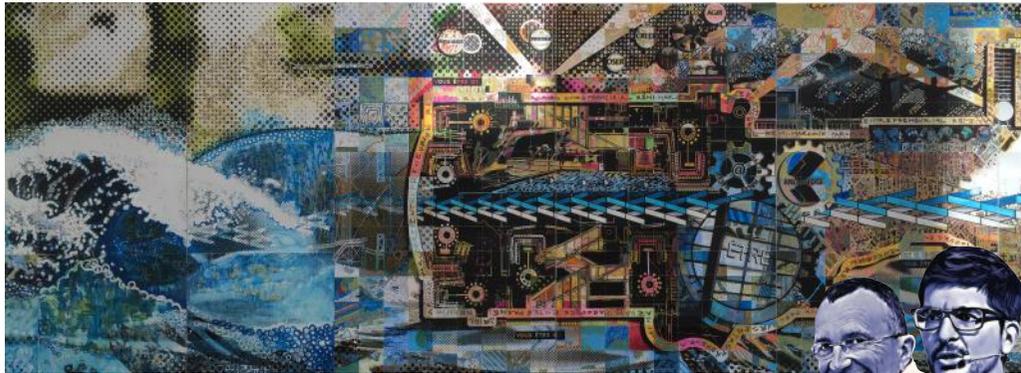
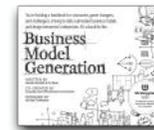


Construire des entreprises **résilientes**

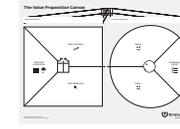


la base
entrepreneuriale
HEC MONTRÉAL

50
#4
@YPigneur @AlexOsterwalder



Visualiser vos
modèles d'affaires



Visualiser vos
produits & services

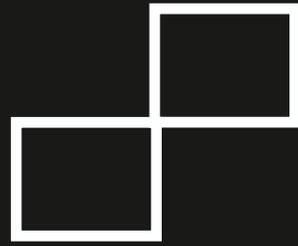


Gérer votre portfolio &
créer une culture d'innovation



1	2	3	4	5
Tool	Manage	Invent Pattern Library	Improve Pattern Library	Culture
The Portfolio Map	Strategic Guidance	Frontstage Disruption	Value Proposition Shifts	The Culture Map
Explore Portfolio	Explore Portfolio Management	Backstage Disruption	Frontstage Driven Shifts	Designing an Exploration Culture
Exploit Portfolio	Exploit Portfolio Management	Profit formula Disruption	Backstage Driven Shifts	Innovation Culture Readiness Assessment
Explore and Exploit		Assessment Questions for Leaders	Profit Formula Driven Shifts	
			Questions for Leaders	

1



Tool

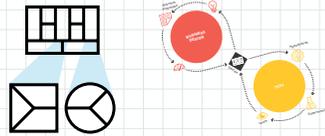
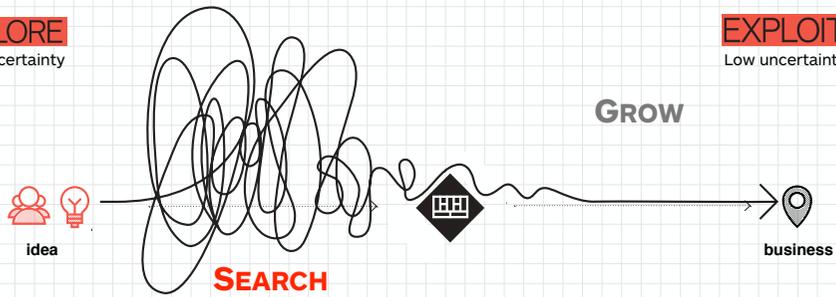
THE EXPLORE/EXPLOIT CONTINUUM



THE EXPLORE/EXPLOIT CONTINUUM

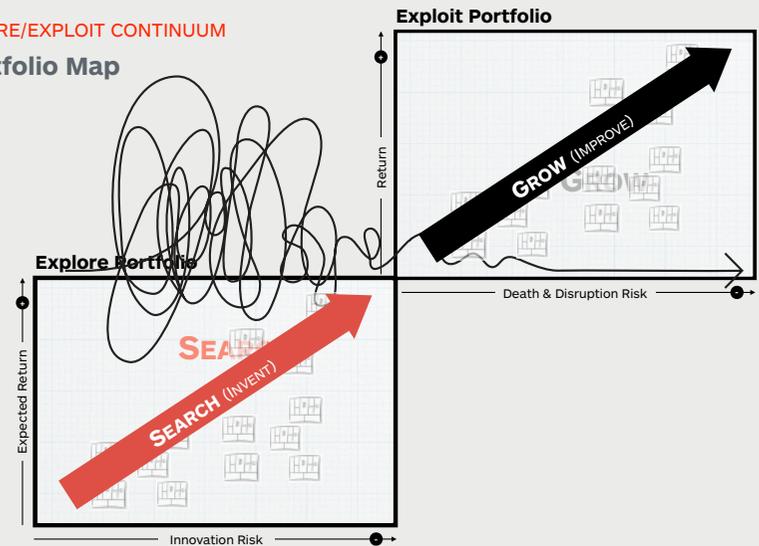
EXPLORE
High uncertainty

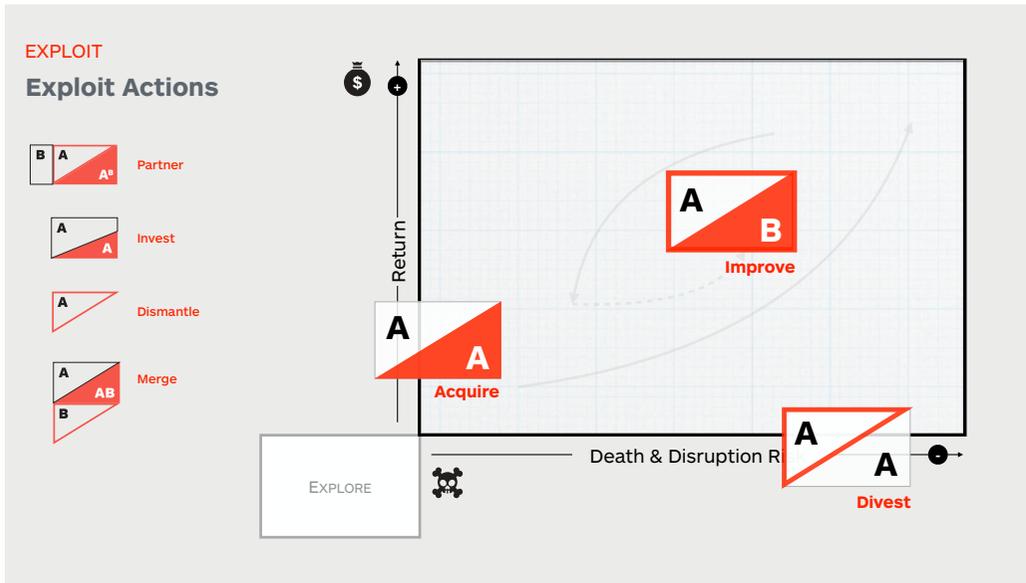
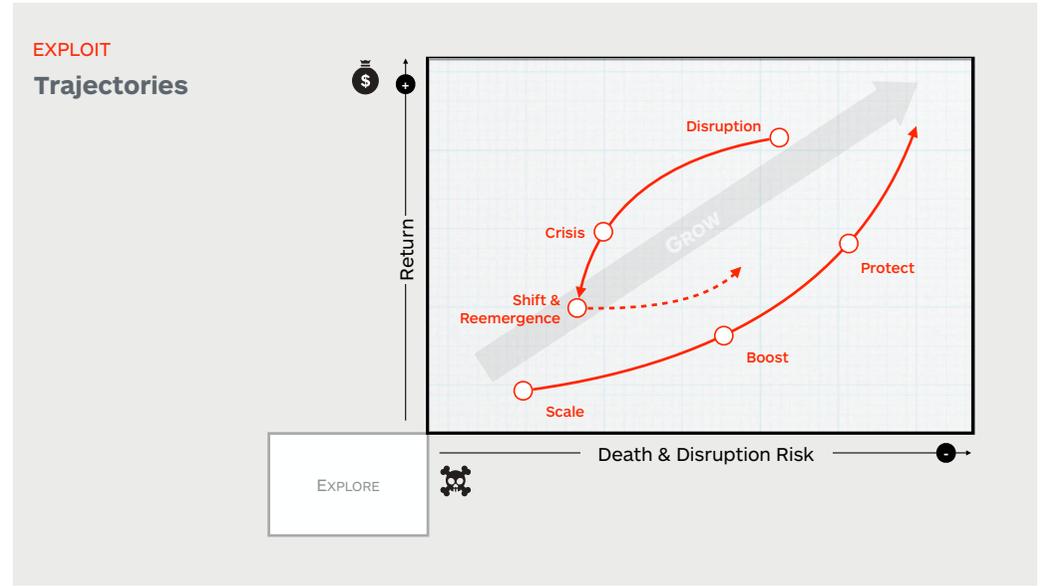
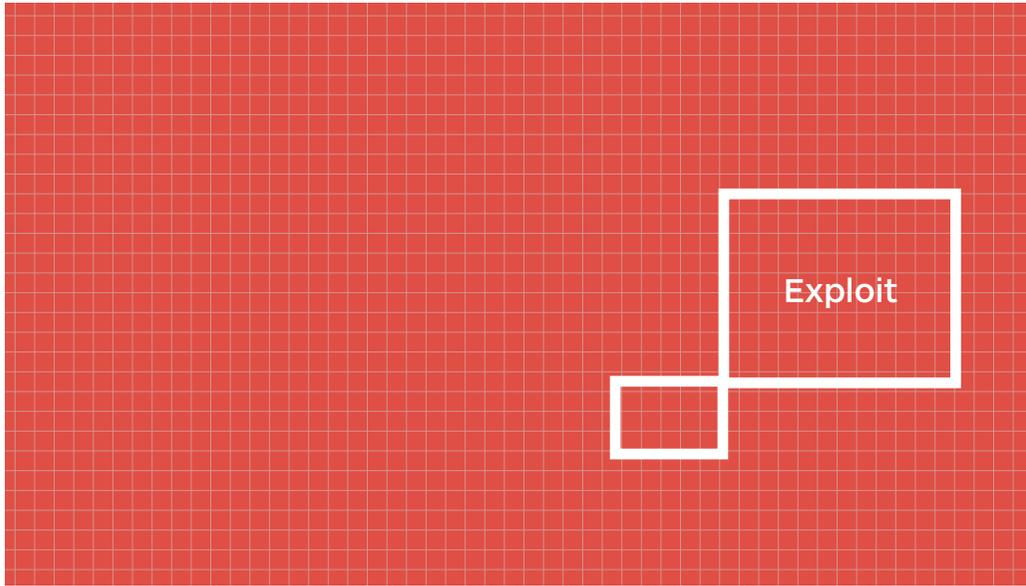
EXPLOIT
Low uncertainty

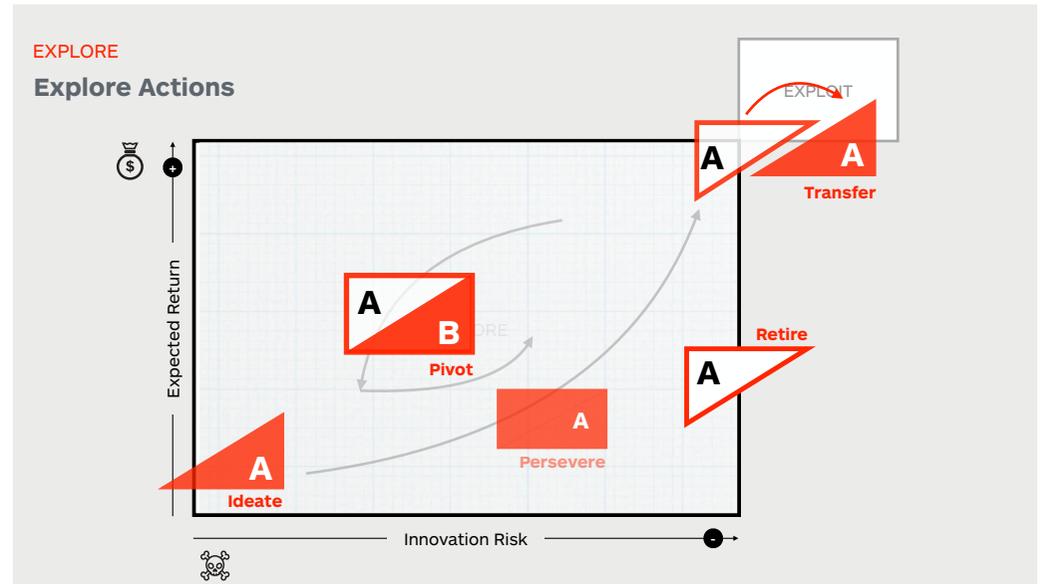
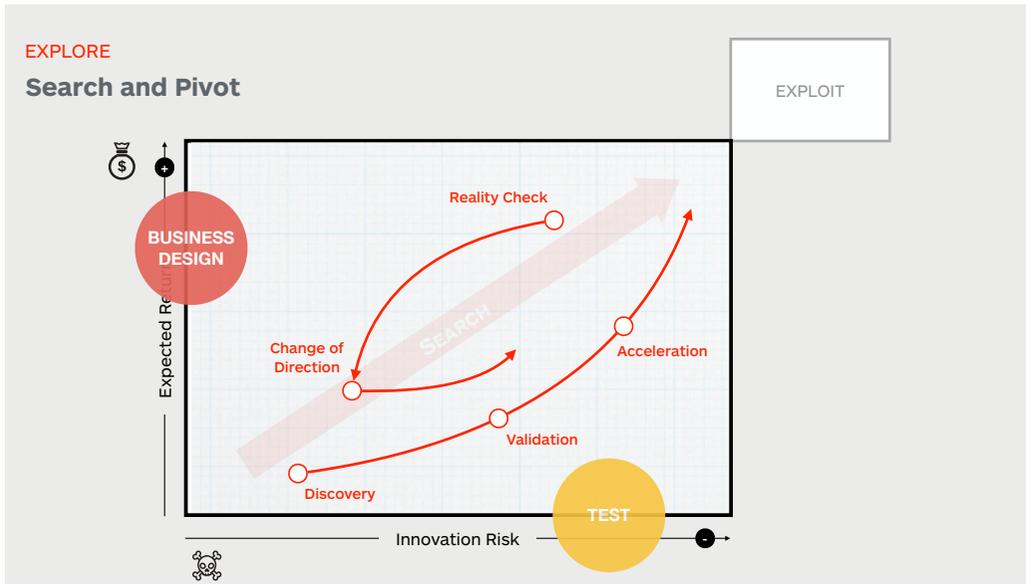
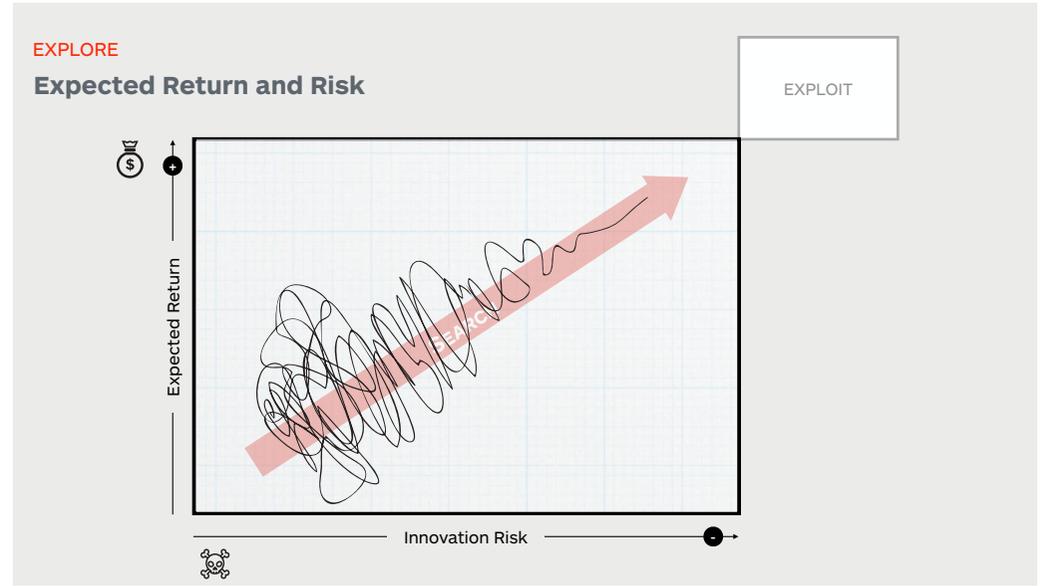
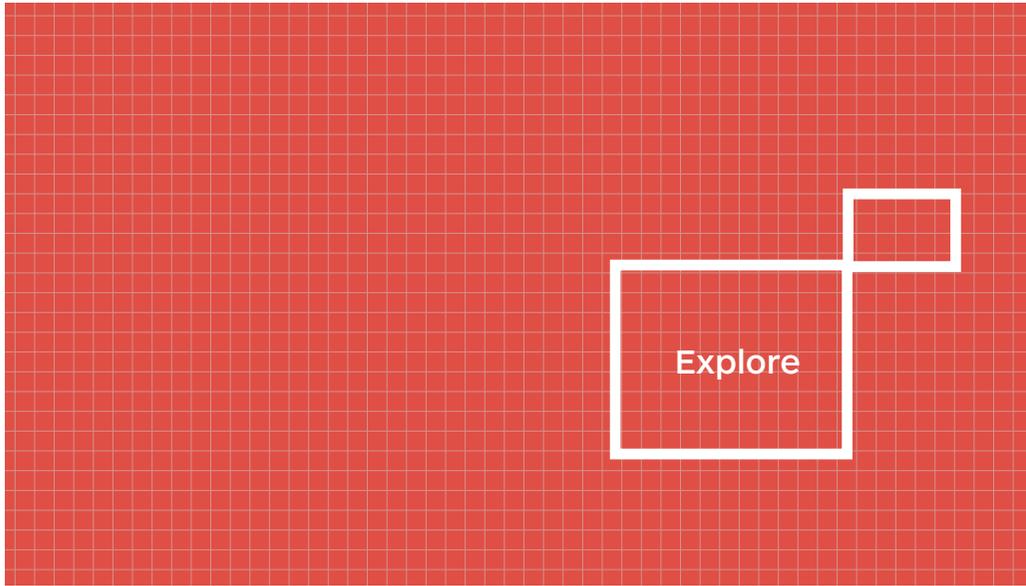


THE EXPLORE/EXPLOIT CONTINUUM

The Portfolio Map





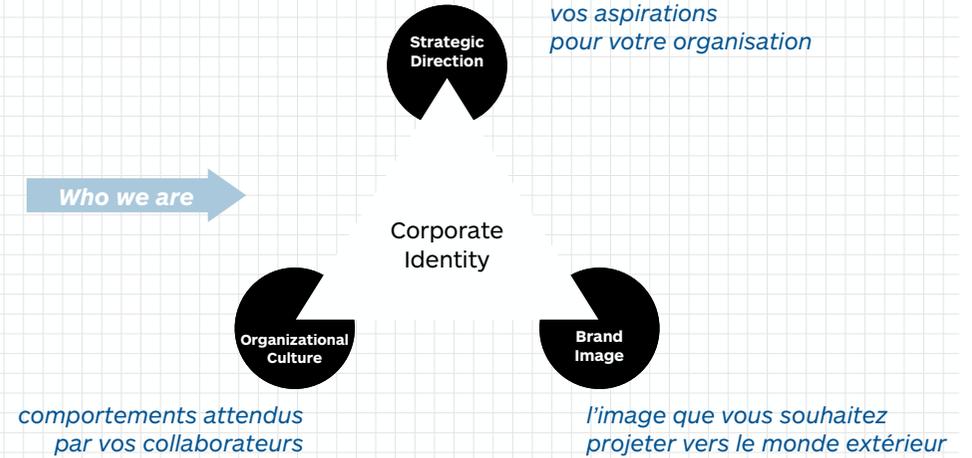


2



PORTFOLIO MANAGEMENT

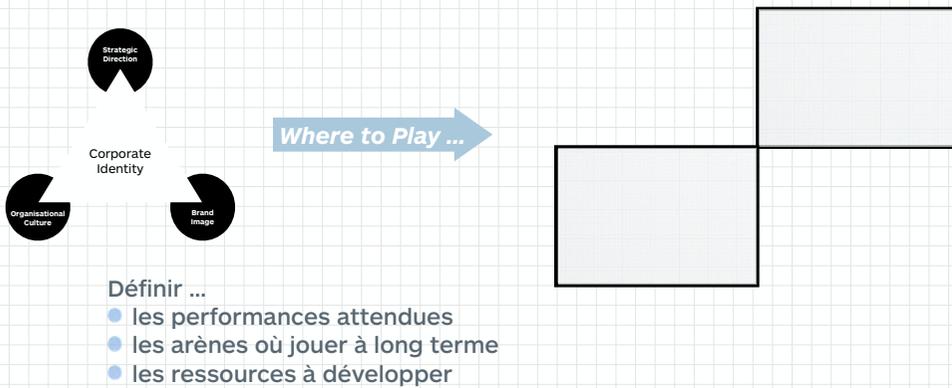
Aspirations

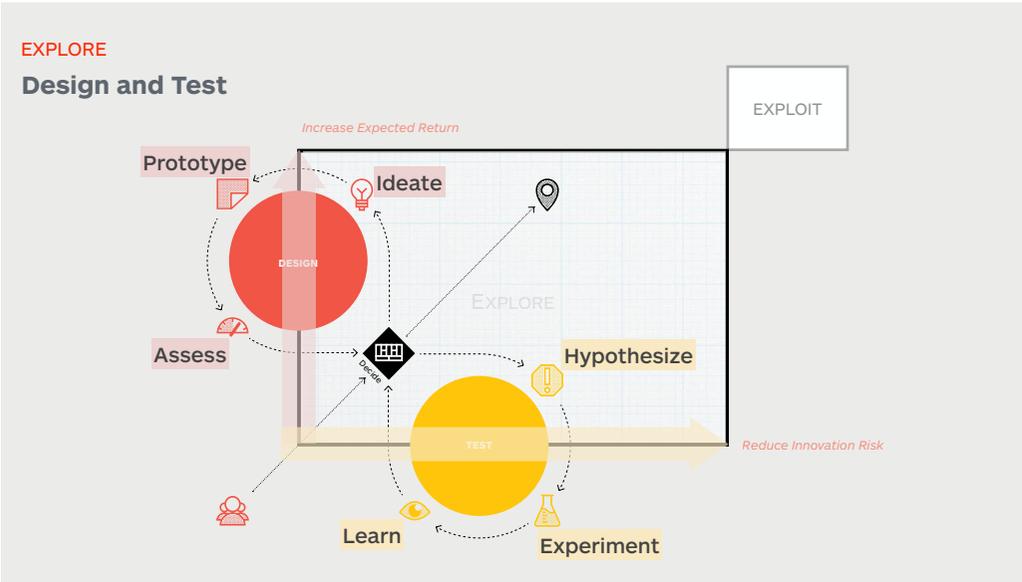
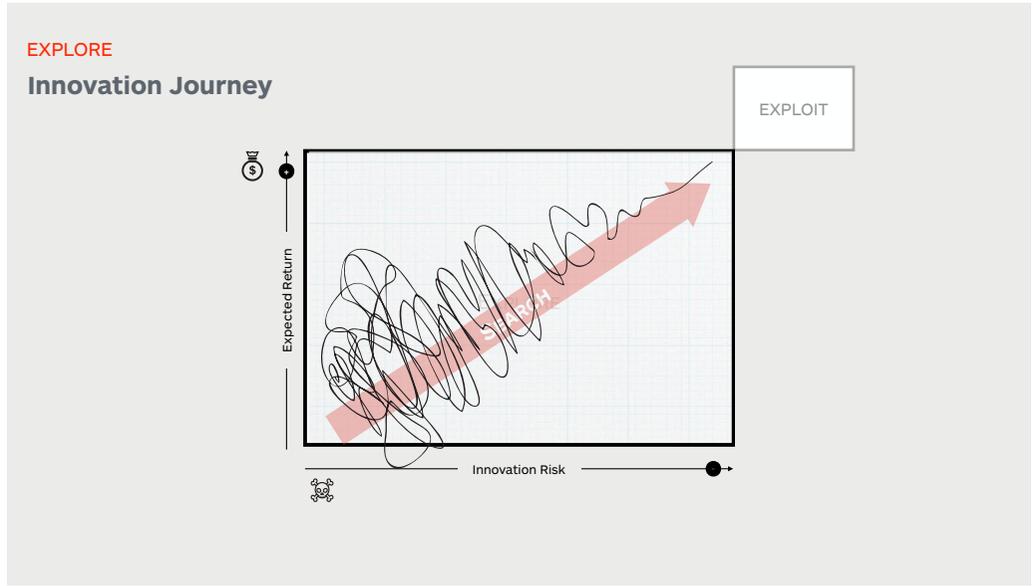
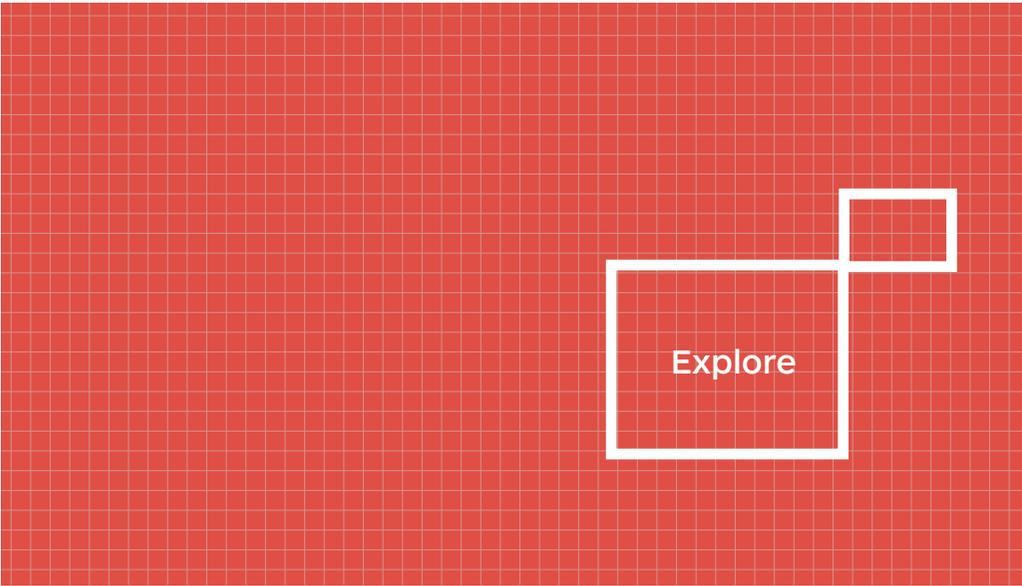


Hatch & Schultz (2003)

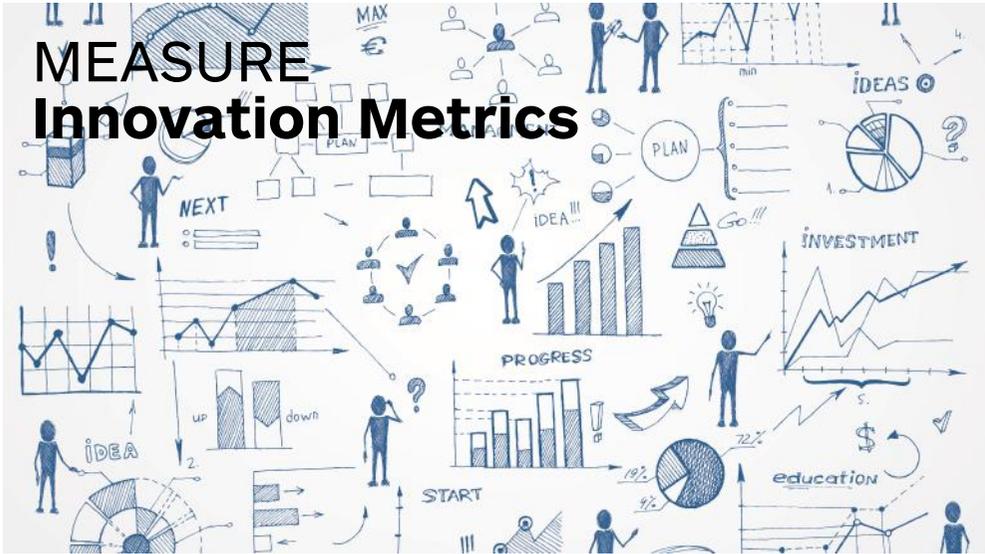
PORTFOLIO MANAGEMENT

Portfolio Guidance





MEASURE Innovation Metrics



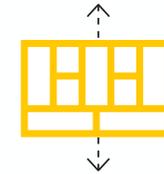
EXPLORE Innovation Metrics

Mesurer:

- ✦ Risque & incertitude
- ✦ Retour attendu
- ✦ Vitesse d'apprentissage
- ✦ Coûts



HYPOTHÈSES



**BUSINESS
MODEL**



**EXPLORE
PORTFOLIO**

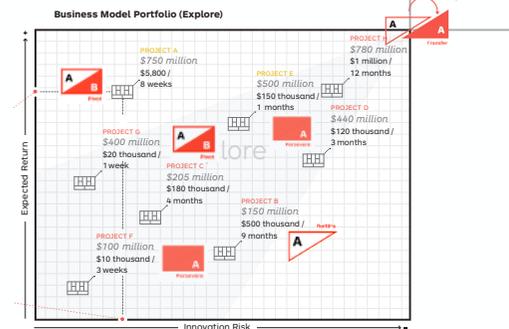
JUDGING Project Scorecard



EXPLORE ACTIONS Project Scorecard

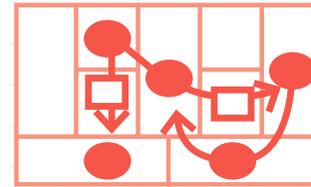
Project	Strategic Alignment	Market Potential	Financial Viability	Operational Feasibility
Project A	0	0	0	0
Project B	0	0	0	0
Project C	0	0	0	0
Project D	0	0	0	0
Project E	0	0	0	0
Project F	0	0	0	0
Project G	0	0	0	0
Project H	0	0	0	0
Project I	0	0	0	0
Project J	0	0	0	0

DECISIONS



Patterns

Business Model Pattern



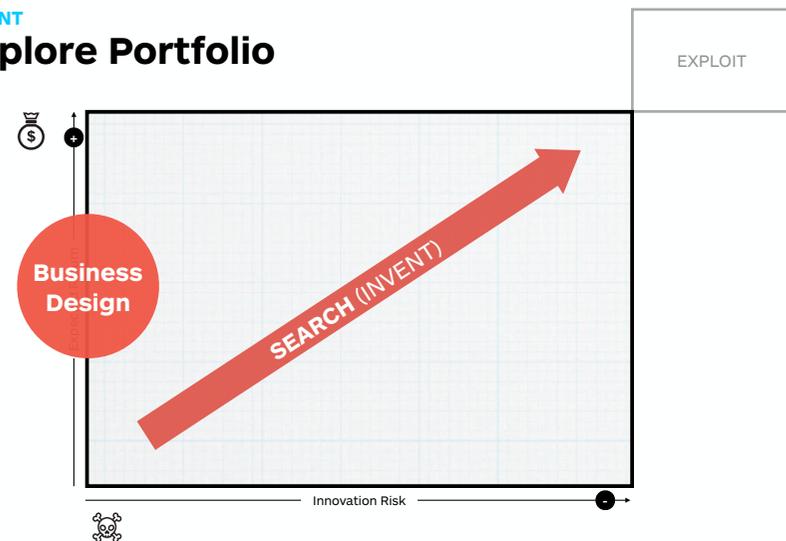
- ▶ Une configuration reproductible de différents blocs du BMC pour renforcer le modèle d'affaires d'une organisation

3



Invent

INVENT Explore Portfolio



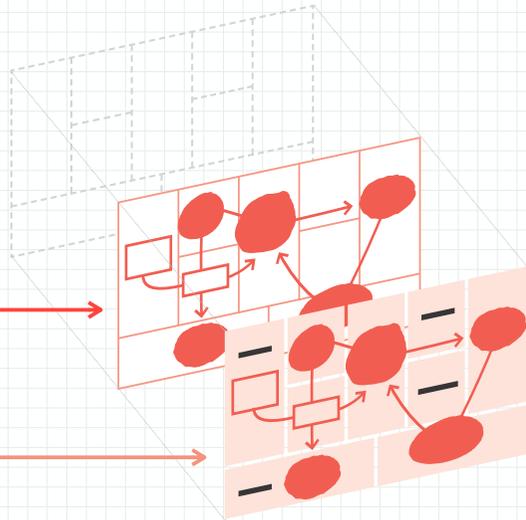
INVENT

Invent Patterns

Business Models Canvas →

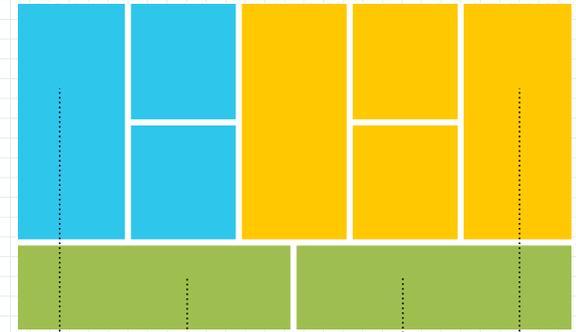
Pattern →

Case Illustration →



EPICENTERS

Invent Patterns Library



Backstage Disruption

- Resource Castles
- Activity Differentiators
- Scalers

Profit Formula Disruption

- Revenue Differentiators
- Cost Differentiators
- Margin Masters

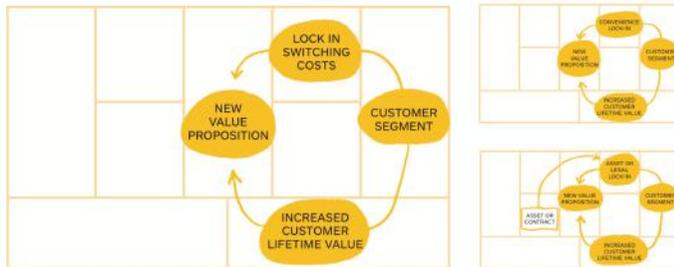
Frontstage Disruption

- Market Explorers
- Channel Kings
- Gravity Creators



Gravity Creators

Lock in Customers

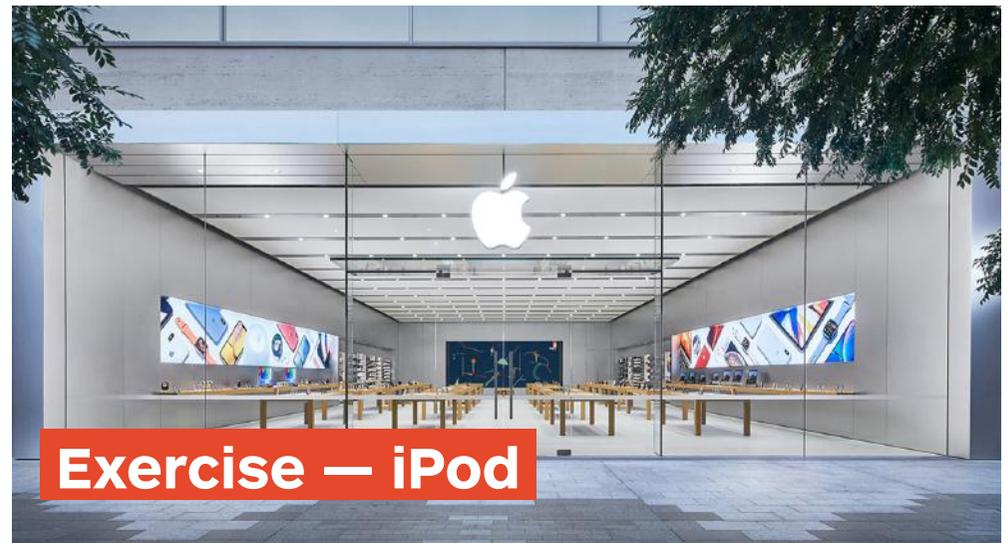


TRIGGER QUESTION

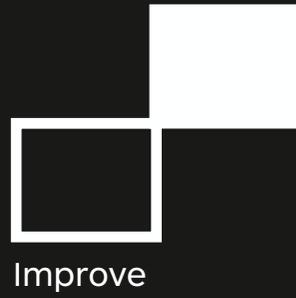
Comment pourrions-nous retenir nos clients et rendre plus difficile leur transfert vers la concurrence?

Assessment Question

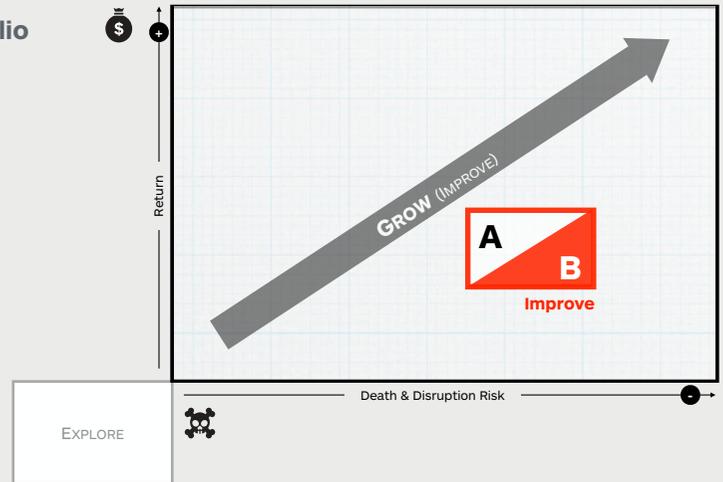
Est-il facile ou difficile pour nos clients de quitter ou de passer à la concurrence?



4



IMPROVE Exploit Portfolio

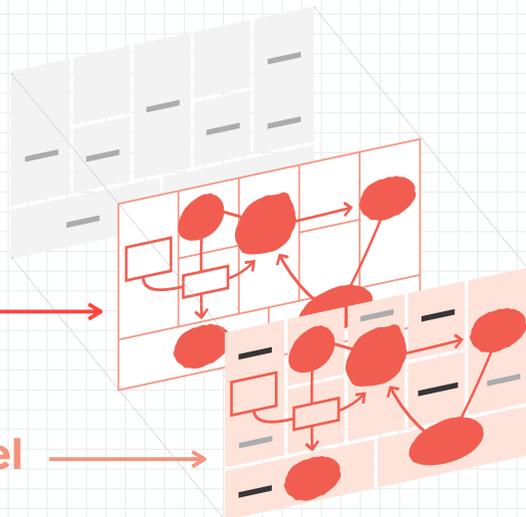


IMPROVE Shift Patterns

Original Business Model

Shift Pattern

New Business Model



EPICENTERS Shift Pattern Library

Backstage Driven Shift

- From Dedicated to Multi-Usage
- From Asset Heavy to Asset Light
- From Closed to Open (innovation)

Value Proposition Shift

- From Product to Service
- From Low-Tech to High-Tech
- From Sales to Platform

Frontstage Driven Shift

- From Niche to Mass Market
- From B2B to B2(B2)C
- From Low to High Touch

Profit Formula Driven Shift

- From High Cost to Low Cost
- From Transactional to recurring revenue
- From Conventional to Contrarian



From Product to Recurring Service

QUESTIONS FOR LEADERS

Comment pourrions-nous augmenter les revenus récurrents et prévisibles en fournissant un service, plutôt qu'en vendant un produit?

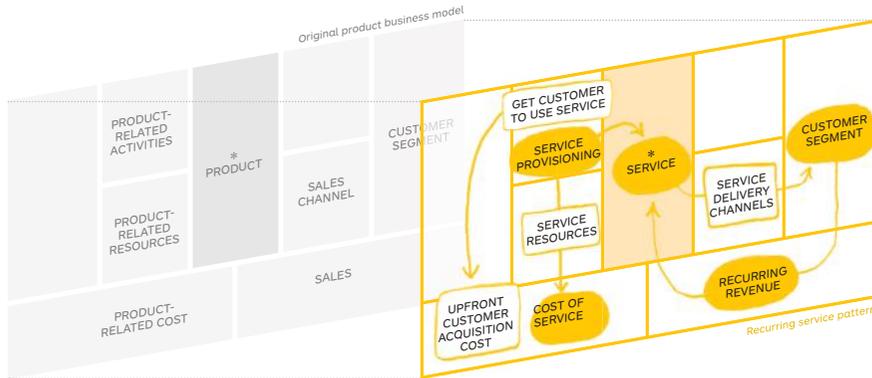
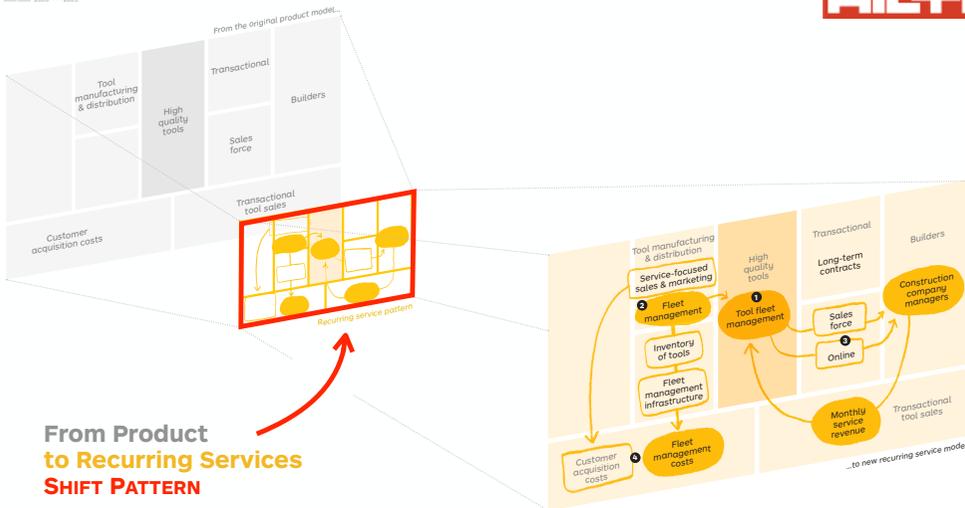


Illustration — HILTI

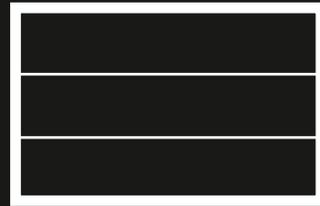
From Product to Recurring Service
2000 — 2003



SCORING Questions for Leaders



5



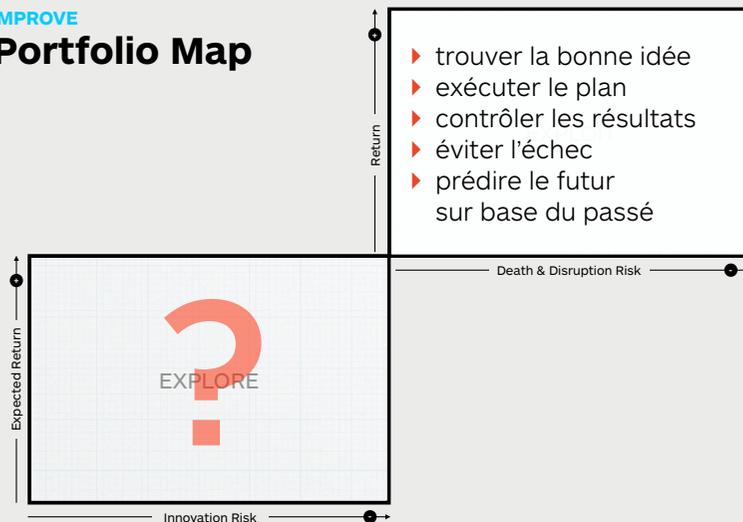
Culture

l'innovation est compliquée dans les entreprises car elles croient souvent qu'il suffit de

- ▶ trouver la bonne idée
- ▶ exécuter le plan
- ▶ contrôler les résultats
- ▶ éviter l'échec
- ▶ prédire le futur sur base du passé

INVENT/IMPROVE

The Portfolio Map



Cultivate Explore and Exploit Under One Roof

EXPLORE + EXPLOIT

Your **exploration culture** cultivates the creation, discovery, validation, and acceleration of new ideas that are foreign to an organization

Your **exploitation culture** cherishes the management, systematic improvement, and growth of existing business



If you want to understand a culture, you need to map it.

Dave Gray, author and entrepreneur

Si vous voulez comprendre une culture, vous devez la cartographier

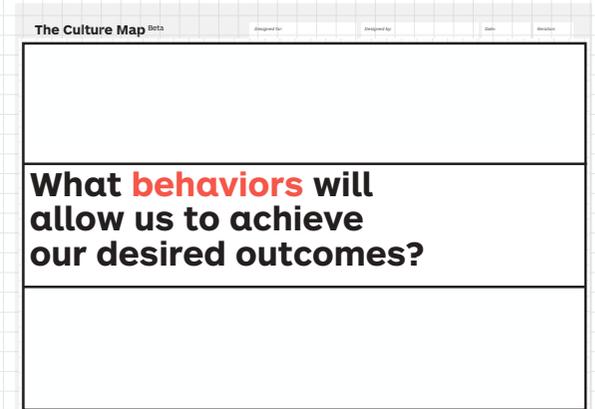
DEFINITION

The Culture Map

résultats

comportements

catalyseurs
bloqueurs



policies, processes, reward systems, rituals, ...

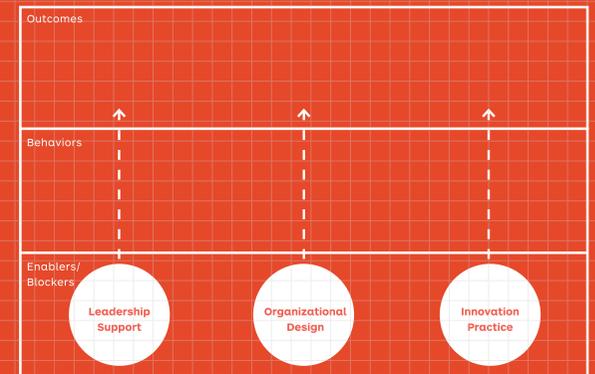
The Culture Map

"Cultivate corporate culture like a garden"



INNOVATION CULTURE

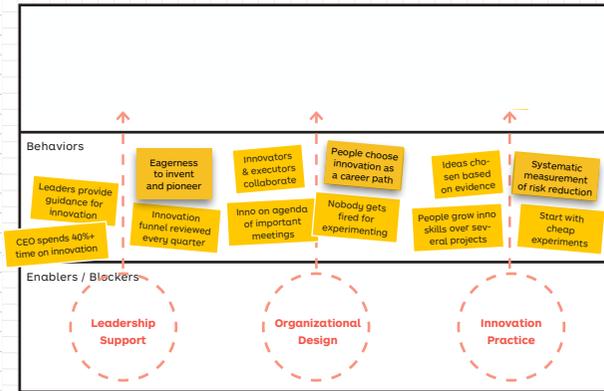
Designing an Exploration Culture



INNOVATION CULTURE
Behaviors

comportements

what kind of behavior does an innovation culture require?

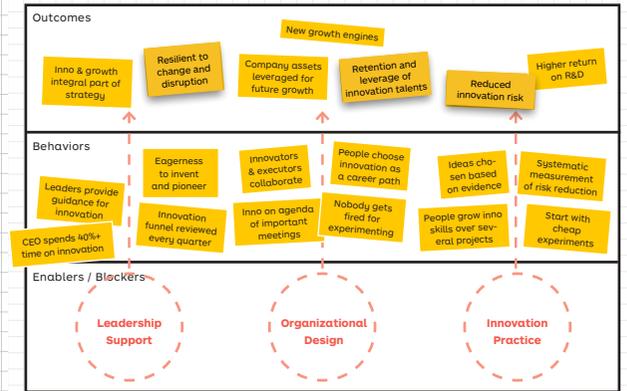


INNOVATION CULTURE
Behaviors and Outcomes

résultats

which outcomes do we expect from an innovation culture?

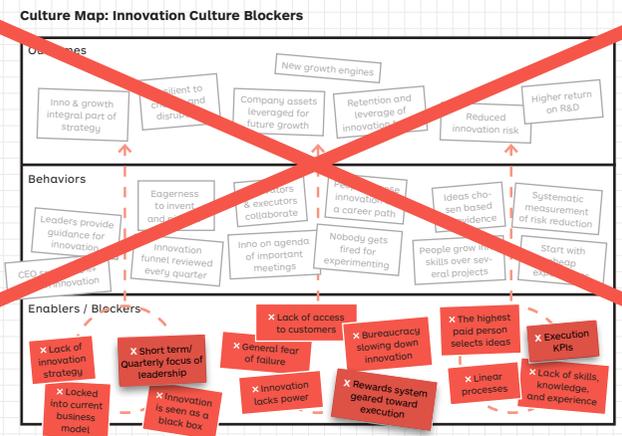
what kind of behavior does an innovation culture require?



INNOVATION CULTURE
Blockers

bloqueurs

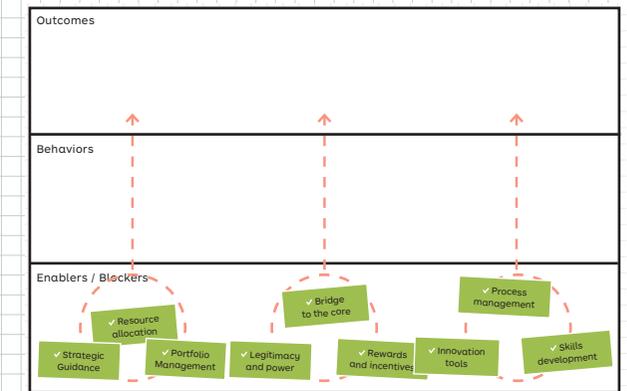
what blocks the development of a Lean Startup culture today?



INNOVATION CULTURE
Enablers

catalyseurs

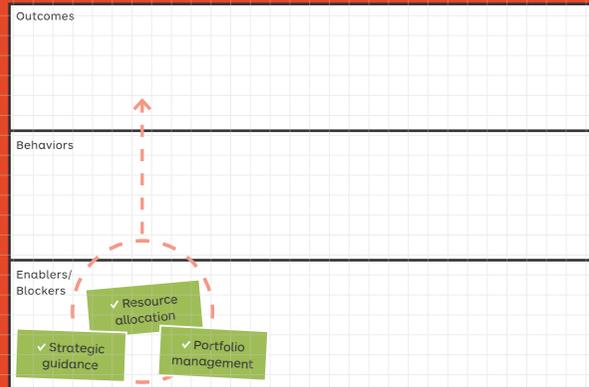
what enables the development of an innovation culture?



INNOVATION CULTURE

Leadership Support

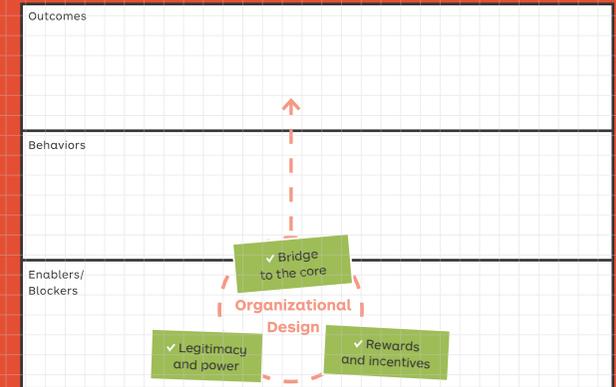
Strategic Guidance
Resource Allocation
Portfolio Management



INNOVATION CULTURE

Organizational Design

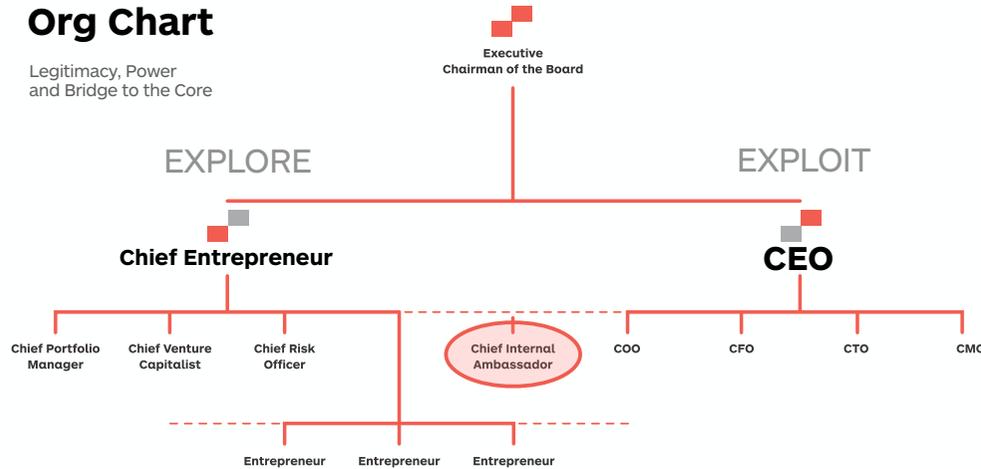
Legitimacy and Power
Bridge to the Core
Rewards and Incentives



ORGANIZATIONAL DESIGN

Org Chart

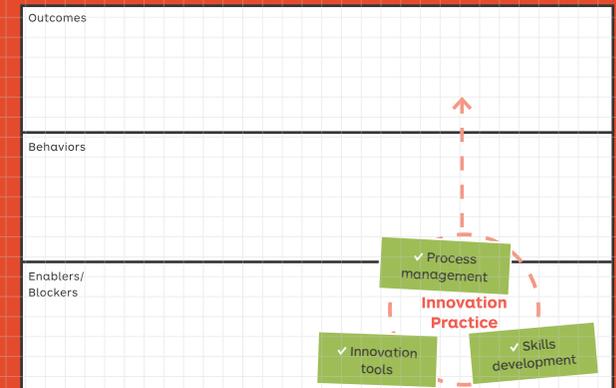
Legitimacy, Power
and Bridge to the Core



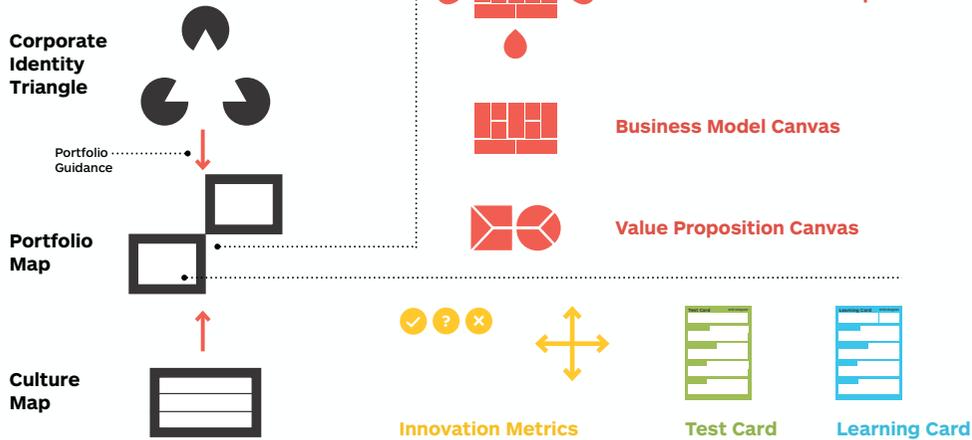
INNOVATION CULTURE

Innovation Practice

Innovation Tools
Process Management
Skills Development



Innovation Tools



ASSESSMENT

Innovation Culture Readiness

	BEGINNER We have little to no experience with this topic	We have some experience	INTERMEDIATE We regularly work this way, but not systematically	WORLD CLASS Our practice is used as a case study for others to learn from
Leadership Support	Strategic Guidance 1 Leadership does not provide explicit strategic guidance for innovation	2	3 There is some strategic guidance for innovation but not everybody in the company knows it	4 Leadership provides strategic innovation guidance at important meetings and everybody knows it
	Resource Allocation 1 Resources for innovation are bootstrapped or on an ad-hoc project basis	2	3 Resources for innovation are available, but they are not substantial and not protected	4 Resources for innovation are institutionalized and leaders commit at least 50% of their time to innovation
	Portfolio Management 1 Leadership is mostly focused on improving the core business	2	3 We make some investments to explore the future and new business models, but it's not systematic	4 Leadership is eager to pioneer and invests in a large innovation pipeline of small bets of which the best get follow-up investments
Organizational Design	Êtes-vous prêt(e) pour l'innovation?			
	Legitimacy 1 Innovation teams have limited or no access to customers, resources, and skills of the core business	2	3 The core business and innovation teams collaborate, but there are conflicts	4 There are clear policies that help innovation teams and the core business collaborate as equal partners
	Rewards and Incentives 1 Innovation does not have a dedicated incentive system that differs from the core business	2	3 We have some incentives in place to encourage innovation and reward it differently from execution	4 Innovation has a dedicated incentive system that rewards experimentation and new value creation
Innovation Practice	Innovation Tools 1 We do not use business model, lean startup, or design thinking tools for innovation	2	3 Business model, lean startup, or design thinking tools are used in pockets of the organization	4 Business model, lean startup, or design thinking tools are widely adopted and mastered
	Process Management 1 Our processes are linear and required-detailed business plans with financial projections	2	3 We occasionally use iterative processes and systematic business experiments to test business ideas	4 Our processes are optimized for innovation and we systematically measure the reduction of risk in new ideas
	Innovation Skills 1 We don't hire for innovation skills and experience and don't develop them	2	3 We occasionally hire experienced innovation talent and train some specialized staff in innovation	4 We hire and develop world class innovation talent with extensive experience across the organization

PORTFOLIO MANAGEMENT

